City of Pensacola

Community Redevelopment Agency

Agenda

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

December 8, 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

1. 25-1609 ADMINISTRATOR'S UPDATES

Attachments: *None*

APPROVAL OF MINUTES

2. 25-1608 CRA MEETING MINUTES - 11/10/2025

Attachments: *CRA Meeting Minutes - 11/10/2025*

DISCUSSION ITEMS

ACTION ITEMS

3. 25-1548 SUPPLEMENTAL BUDGET RESOLUTION NO. 2025-92 CRA - FY 2026 ENCUMBRANCE CARRYOVER RESOLUTION

Recommendation: That the Community Redevelopment Agency adopt Supplemental Budget Resolution No. 2025-92 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR

ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE

Sponsors: Teniadé Broughton - Chairperson

Attachments:
Supplemental Budget Resolution No. 2025-92 CRA
Supplemental Budget Explanation No. 2025-92 CRA
FY2 Departmental Purchase Orders for CRA

4. 25-1549 AWARD OF CONTRACT - RFP NO 25-042 - DEVELOPMENT ADVISORY SERVICES FOR THE REDEVELOPMENT OF THE BAPTIST HOSPITAL LEGACY CAMPUS

Recommendation: That the Community Redevelopment Agency (CRA) recommend that City Council award a contract for RFP No. 25-042, Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus to Bayou District Consulting, LLC. Also, that the CRA authorize the Mayor to take the actions necessary to execute and administer this contract and complete the work, consistent with the contracting documents and the Mayor's Executive Powers as granted in the City Charter.

Sponsors: Teniadé Broughton - Chairperson

Attachments:
RFP-25-042 - Baptist Legacy Campus Advisory Svcs
RFP-25-042-Addendum 1
RFP-25-042-Addendum 2
RFP 25-042 Draft Tabulation
RFP 25-042 Bayou District Consulting Proposal
RFP 25-042 Shortlist
RFP 25-042 Notice of Intent to Award
Bayou District Consulting LLC Contract
Exhibit C - Negotiated Terms - 1st 180 days

5. 25-1545 APPROVAL OF THE EIGHTH AMENDMENT TO THE HAWKSHAW REDEVELOPMENT PROJECT

Recommendation: That the Community Redevelopment Agency (CRA) approve the Eighth Amendment to the Declaration of Conditions, Covenants, and Restrictions for the Hawkshaw Redevelopment Project as enumerated herein. Further, that CRA authorize the CRA Chairperson to take the actions necessary to execute and administer this agreement, consistent with the terms of the agreement.

Sponsors: Teniadé Broughton - Chairperson

Attachments:
Eighth Amendment - Hawkshaw (11.21.25)

6. 25-1551 SUPPLEMENTAL BUDGET RESOLUTION NO. 2025-93 CRA - CARRYFORWARD AND REALLOCATION OF URBAN CORE AND WESTSIDE FUNDS FOR THE SUNTRAIL COMPONENT OF THE HASHTAG & WATERFRONT DEVELOPMENT AND AMERICAN CREOSOTE WORKS (ACW) SUPERFUND SITE REDEVELOPMENT SPECIAL DEMONSTRATION PROJECTS

Recommendation: That the Community Redevelopment Agency (CRA) adopt Supplemental Budget Resolution No. 2025-93 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE. REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE.

Sponsors: Teniadé Broughton - Chairperson

Attachments:
Downtown Waterfront Connector SunTrail Map
AtkinsRealis Scope and Fee Proposal
SCAPE Scope and Fee Proposal
SCAPE Contract - Amendment No. 5
Supplemental Budget Resolution No. 2025-93 CRA
Supplemental Budget Explanation No. 2025-93 CRA

7. 25-1553 APPROVAL OF AMENDMENT NO. 6 TO CONTRACT WITH SCAPE LANDSCAPE ARCHITECTURE, DPC UNDER RFQ NO. 20-054

Recommendation: That the Community Redevelopment Agency (CRA) approve Amendment No. 6 to the agreement with SCAPE Landscape Architecture, DPC under RFQ No. 20-054 as enumerated herein and contingent upon City Council's adoption of a supplemental budget resolution reappropriating the required funding. Further, that the CRA authorize the CRA Chairperson to take the actions necessary to execute and administer this contract and complete the work, consistent with the contracting documents.

Sponsors: Teniadé Broughton - Chairperson

Attachments:
Downtown Waterfront Connector SunTrail Map
Amendment No 6
EXHIBIT A - SCAPE Scope and Fee Proposal- Amendment 6
SCAPE Contract - Amendment No. 5

PRESENTATIONS

BOARD MEMBERS 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 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 #: 25-1608 Community Redevelopment Agency 12/8/2025

ACTION ITEM

SUBJECT:

CRA MEETING MINUTES - 11/10/2025

ATTACHMENTS:

1. CRA Meeting Minutes - 11/10/2025

City of Pensacola

COMMUNITY REDEVELOPMENT AGENCY

MINUTES

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

November 10, 2025 | 3:30 PM | Hagler-Mason Conference Room, 2nd Floor

CALL MEETING TO ORDER

The Community Redevelopment Agency (CRA) Board Meeting was called to order by Chairperson Broughton at 4:13 pm.

Members Present: Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins

Members Absent: None

Also Present: Mayor D. C. Reeves

BOARD MEMBER DISCLOSURE

CRA Board Members Jones, 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

1. 25-1372 ADMINISTRATOR'S UPDATES

Recommendation:

CRA Administrative Officer Victoria D'Angelo stated there were no Administrator's

Updates.

APPROVAL OF MINUTES

2. 25-1385 CRA MEETING MINUTES - 10/06/2025

Recommendation:

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

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins

No: 0 None

DISCUSSION ITEMS

3. 25-1428 UPDATE ON PORTLAND LOO INSTALLATION - BID NO. 25-035

Recommendation:

CRA Administrative Officer Victoria D'Angelo introduced Michael Fitzpatrick, Facilities Manager, who gave a brief update on the Portland Loo Installation Project. Staff responded to questions accordingly.

Board Member Moore made a motion to move Items No. 6 and 7 up on the agenda to allow for public comment. The motion was approved by a unanimous hand vote.

ACTION ITEMS

6. 25-1452 SUPPLEMENTAL BUDGET RESOLUTION NO 2025-83 CRA - CARRYFORWARD AND REALLOCATION OF URBAN CORE CRA FUNDS FOR SOUTH PALAFOX PEDESTRIAN IMPROVEMENT PROJECT

Recommendation: That the Community Redevelopment Agency (CRA) adopt Supplemental Budget Resolution No. 2025-83 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE.

A motion to approve was made by Board Member Moore and seconded by Board Member Jones.

CRA Administrative Officer Victoria D'Angelo introduced Adrianne Walker, Strategic Initiatives Project Officer, who presented the item. Steve Dana and Brad Alexander of Jerry Pate Design also addressed the Board. Mayor Reeves asked if the public could speak on the item before the Board discussion. Board Member Moore requested that the public speakers for Item No. 7 be allowed to speak during Item No. 6, and the speakers were moved accordingly. Staff responded to questions as needed.

Public Speakers:

1. Patrick Elebash
2. Brian Spencer
3. Rand Hicks
4. Carolyn Grawi
5. Karen Emmanuel
6. Dan Lindemann
7. Tracy Roodson
8. Katie Bosso
9. Michael Carro
10. Chris Huffman
11. Nathan Holler
12. Quint Studer
13. Deborah Dunlap
14. Jeffrey Sharp

The motion passed by the following vote:

Yes: 5 Allison Patton, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins

No: 2 Jennifer Brahier, Charles Bare

7. 25-1193 AWARD OF BID NO. 25-045 - SOUTH PALAFOX PEDESTRIAN IMPROVEMENTS

Recommendation: That the Community Redevelopment Agency (CRA) recommend that City Council award the base bid portion of Bid 25-045, SOUTH PALAFOX PEDESTRIAN IMPROVEMENTS to Site and Utility, LLC of Pensacola, FL, the lowest and most responsible bidder with a base bid of $7,687,942.50, plus a 10% early completion incentive of $768,794.25, plus a 10% contingency of $768,794.25 for a total of $9,225,531.00. Further, that the CRA authorize the Mayor to take the actions necessary to execute and administer this contract and complete the work, consistent with the bid, contracting documents, and the Mayor's Executive Powers as granted in the City Charter.

A motion to approve was made by Board Member Moore and seconded by Board Member Jones.

CRA Administrative Officer Victoria D'Angelo reintroduced Adrianne Walker, Strategic Initiatives Project Officer, who spoke to the item. Ms. Walker clarified that the previous item addressed approval of the funding, while this item was for approval of the contract award. Staff answered questions accordingly.

The motion passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins

No: 1 Charles Bare

4. 25-1467 APPROVAL OF CHANGE ORDER TO CONTRACT WITH SESSIONS CONTRACTORS GROUP INC. - RFP NO. 25-030

Recommendation: That the Community Redevelopment Agency (CRA) recommend that City Council approve a change order to the contract with Sessions Contractors Group Inc. in response to RFP No. 25-030 Alice Williams Library Renovation project in the amount of $123,875 using allocated project funds. Also,

that the CRA authorize the Mayor to take the actions necessary to execute and administer the contract through project completion.

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

CRA Administrative Officer Victoria D'Angelo introduced staff to speak to the item. Deana Stallworth, Property Lease Manager, provided an overview of the item. Staff responded to questions accordingly.

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins
No: 0 None

5. 25-1401 RECOMMENDATION TO ADOPT RESOLUTION NO. 2025-73 - JOINT PARTICIPATION AGREEMENT FOR GARDEN/ALCANIZ I-110 RAMP LANDSCAPING

Recommendation: That the Community Redevelopment Agency (CRA) recommend that City Council adopt Resolution No. 2025-73 authorizing and directing the Mayor to execute a Joint Participation Agreement (JPA) with the Florida Department of Transportation (FDOT) to receive funding in the amount of $200,000 for landscape revitalization improvements to the Garden and Alcaniz I-110 ramp.

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

CRA Administrative Officer Victoria D'Angelo turned the item over to Hilary Halford, CRA Programs Officer, who provided a brief overview of the item. Staff responded to questions accordingly.

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins
No: 0 None

8. 25-1448 SUPPLEMENTAL BUDGET RESOLUTION NO. 2025-82 CRA - CARRYFORWARD AND REALLOCATION OF WESTSIDE CRA FUNDING FOR

BAPTIST REDEVELOPMENT PROJECT

Recommendation: That the Community Redevelopment Agency (CRA) adopt Supplemental Budget Resolution No. 2025-82 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE.REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE.

A motion to approve was made by Board Member Jones and seconded by Board Member Patton.

CRA Administrative Officer Victoria D'Angelo introduced Erica Grancagnolo, Economic Development Director, who provided a brief overview of the item. Board Member Wiggins stated for the record that he wanted to ensure participation by minority-owned businesses, local laborers, and women-owned businesses in the demolition. Staff responded to questions accordingly.

Public Speakers:

1. James Gulley

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins

No: 0 None

9. 25-1311 AWARD OF CONTRACT RFQ NO. 25-008 - DECOMMISSIONING AND DEMOLITION (D&D) CONTRACTOR FOR THE FORMER BAPTIST HOSPITAL COMPLEX

Recommendation: That the Community Redevelopment Agency (CRA) recommend that City Council award a contract under Request for Qualifications (RFQ) # 25-008, DECOMMISSIONING AND DEMOLITION (D&D) CONTRACTOR to Northstar Contracting Group, Inc. in the amount of $12,776,800.00. Further, that the CRA authorize the Mayor to take the actions necessary to execute and administer this contract and complete the work, consistent with the bid, contracting documents, and the Mayor's Executive Powers as granted in the City Charter.

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

Erica Grancagnolo, Economic Development Director, provided a brief overview of the item. Jerzy Sobski, Project Manager for NorthStar Contracting Group, Inc., addressed the item. Staff responded to questions accordingly.

Public Speakers:

1. Sylvia (Last Name not given)

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins
No: 0 None

10. 25-1449 AWARD OF CONTRACT - RFQ NO 25-39 - OWNER'S REPRESENTATIVE FOR DECOMISSIONING AND DEMOLITION OF THE FORMER BAPTIST HOSPITAL COMPLEX

Recommendation: That the Community Redevelopment Agency (CRA) recommend that City Council award a contract for RFQ No. 25-39, Owner's Representative for Decommissioning and Demolition of Former Baptist Hospital Complex to Jacobs Project Management Company in the amount of $956,351.35. Further, that the CRA authorize the Mayor to take the actions necessary to execute and administer this contract and complete the work, consistent with the contracting documents and the Mayor's Executive Powers as granted in the City Charter.

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

Erica Grancagnolo, Economic Development Director, spoke to the item, and staff responded accordingly to questions.

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins
No: 0 None

PRESENTATIONS

None.

BOARD MEMBERS COMMENTS

Board Member Bare wished everyone a thoughtful and contemplative Veterans' Day. Chairperson Broughton shared that she had experienced a second stroke this past month, but was pleased to have fulfilled her commitment as CRA Chairperson. She also reminded the Board that her term as chair will conclude at the end of the year.

OPEN FORUM

Public Speaker James Gulley provided an overview of the CRA's organizational structure, noting that it operates under the Economic Development Department. He highlighted ongoing and planned sidewalk projects at Legion Field to Global Learning, Gregory Street, Vista 17, and Wright and Palafox Streets. Mr. Gulley also discussed the Former Baptist Hospital Demolition Project and the Fricker Center Renovation, including details related to the city's bidding process for these projects.

ADJOURNMENT

8:10 P.M.

File #: 25-1548 Community Redevelopment Agency 12/8/2025

RESOLUTION

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

SUPPLEMENTAL BUDGET RESOLUTION NO. 2025-92 CRA - FY 2026 ENCUMBRANCE CARRYOVER RESOLUTION

RECOMMENDATION:

That the Community Redevelopment Agency adopt Supplemental Budget Resolution No. 2025-92 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE

SUMMARY:

This action does not directly advance a goal of the City of Pensacola Strategic Plan, but is a necessary function of municipal government and community redevelopment agencies (CRAs).

There are three Tax Increment Financing (TIF) Districts within the City of Pensacola's Fiscal Year 2026 Annual Budget; the Urban Core TIF, the Eastside TIF, and the Westside TIF. The Community Redevelopment Agency (CRA) is responsible for using the Tax Increment Financing (TIF) funds to carry out the redevelopment objectives defined in Chapter 163, Part III, Florida Statutes. TIF funds must be utilized in accordance with the City's adopted community redevelopment plans, the adopted budget and state law.

In order to be compliant with Florida Statutes, the CRA is required to approve all budgets and subsequent amendments involving any TIF funding prior to appropriation by City Council.

At the beginning of each fiscal year, a supplemental budget resolution is brought to the CRA for consideration. This resolution includes appropriations for the following:

- FY 2025 encumbered purchase order balances net of contracts payable

Appropriations are carried forward to the new fiscal year for purchase orders issued by September 30, 2025, for which final payment had not been made. However, all work completed on outstanding purchase orders by September 30th is expensed to FY 2025 as contracts payable. Encumbrances carried forward to the new fiscal year are reduced by the

amount expensed to contracts payable in the previous fiscal year.

- Appropriation of fund balance

The fund balance has been appropriated to cover encumbrances carried forward.

A second resolution to carry forward any remaining unencumbered FY 2025 funding, for project funding not already carried forward, will be brought for CRA's approval on a separate resolution. These funds will be appropriated to redevelopment projects or toward the reduction of indebtedness in accordance with state law.

PRIOR ACTION:

August 11, 2025 - The CRA adopted Budget Resolution No. 2025-50 CRA - adopting a budget for the tax increment financing districts of the fiscal year beginning October 1, 2025.

November 10, 2025 - The City Council adopted Supplemental Budget Resolution - No. 2025-83 CRA - carryforward and reallocation of Urban Core CRA funds for South Palafox Pedestrian Improvement.

November 10, 2025 - The City Council adopted Supplemental Budget Resolution - No. 2025-82 CRA - carryforward and reallocation of Westside CRA funding for Baptist Redevelopment Project.

November 10, 2025 - The City Council adopted Supplemental Budget Resolution- No. 2025-75 - appropriating funding for South Palafox Pedestrian Improvements.

November 10, 2025 - Supplemental Budget Resolution - No. 2025-84 - carryforward and reallocation of Westside CRA funding for Baptist Redevelopment Project.

FUNDING:

N/A

FINANCIAL IMPACT:

Adoption of the supplemental budget resolution maintains compliance as required by Florida Statutes pertaining to tax increment financing districts.

LEGAL REVIEW ONLY BY CITY ATTORNEY: Yes

STAFF CONTACT:

David Stafford, City Administrator
Amy Miller, Deputy City Administrator
Cliff Collins, Jr., Associate City Administrator

Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Administrative Officer
Ann-Jasmin Whitmore, Finance & Compliance Officer

ATTACHMENTS:

1. Supplemental Budget Resolution No. 2025-92 CRA
2. Supplemental Budget Explanation No. 2025-92 CRA
3. FY2 Departmental Purchase Orders for CRA

PRESENTATION: No

CRA RESOLUTION NO: 2025-92 CRA

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE.

BE IT RESOLVED BY THE GOVERNING BOARD OF THE COMMUNITY REDEVELOPMENT REDEVELOPMENT AGENCY AS FOLLOWS:

SECTION 1. The following appropriations from funds on hand in the fund accounts stated below, not heretofore appropriated, and transfer from funds on hand in the various accounts and funds stated below, heretofore appropriated, be, and the same are hereby made, directed and approved to-wit:

A. COMMUNITY REDEVELOPMENT FUND

	Fund Balance	388,261
To:	Purchase Orders Payable	388,261

B. EASTSIDE TIF FUND

	Fund Balance	51,920
To:	Purchase Orders Payable	51,920

C. WESTSIDE TIF FUND

	Fund Balance	284,493
To:	Purchase Orders Payable	284,493

D. CRA SERIES 2017 PROJECT FUND

	Fund Balance	447,341
To:	Purchase Orders Payable	447,341

E. CRA SERIES 2019 PROJECT FUND

	Fund Balance	24,548
To:	Purchase Orders Payable	24,548

SECTION 2. All resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

SECTION 3. This resolution shall become effective immediately upon adoption.

Adopted: _____

Approved: _____
Chairperson, CRA

Attest:

_____
City Clerk

THE CITY OF PENSACOLA
COMMUNITY REDEVELOPMENT AGENCY
DECEMBER 2025 - ENCUMBRANCE CARRYOVERS NO. 2025-92 CRA

FUND	AMOUNT	DESCRIPTION
A. COMMUNITY REDEVELOPMENT FUND		
Fund Balance	388,261	Increase appropriated fund balance.
Appropriations		
Purchase Orders Payable	388,261	Carryover - encumbrances (net of contracts payable) outstanding at 9/30/25
B. EASTSIDE TIF FUND		
Fund Balance	51,920	Increase appropriated fund balance.
Appropriations		
Purchase Orders Payable	51,920	Carryover - encumbrances (net of contracts payable) outstanding at 9/30/25
C. WESTSIDE TIF FUND		
Fund Balance	284,493	Increase appropriated fund balance.
Appropriations		
Purchase Orders Payable	284,493	Carryover - encumbrances (net of contracts payable) outstanding at 9/30/25
D. CRA SERIES 2017 PROJECT FUND		
Fund Balance	447,341	Increase appropriated fund balance.
Appropriations		
Purchase Orders Payable	447,341	Carryover - encumbrances (net of contracts payable) outstanding at 9/30/25
E. CRA SERIES 2019 PROJECT FUND		
Fund Balance	24,548	Increase appropriated fund balance.
Appropriations		
Purchase Orders Payable	24,548	Carryover - encumbrances (net of contracts payable) outstanding at 9/30/25

FYE 25 DEPARTMENTAL PURCHASE ORDER LISTING

DEPARTMENT	PURCHASE ORDER NUMBER	PO BALANCE	POST ROUNDING
COMM REDEV - FY CRA AUDIT	0084798	13,000.00	**13,000.00**
COMM REDEV - REDEVELOPMENT PLAN UPDATE	0084683	51.68	**52.00**
COMM REDEV - TIF REBATE POLICY & APP REVIEW	0083203	3,534.04	**3,535.00**
COMM REDEV - PRINTING & BINDING-CRA WORKSHOP POSTCARDS	0083508	810.18	**811.00**
COMM REDEV - CRA-AF HOUSING -RPIP 415 N 6TH AVE (JACKSON)	0084626	104,928.00	
COMM REDEV - CRA-AF HOUSING-TREE REMOVAL AT 1801 EAST FISHER STREET	0084905	99,920.00	**204,848.00**
COMM REDEV - Urban Core TIF Plans -REDEVELOPMENT PLAN UPDATE	0083464	4,130.07	**4,131.00**
COMM REDEV - Garden Streetscape- SA#CRA-06 I-11O RAMP AT ALCANIZ & GARDEN ST	0084747	76,024.34	**76,025.00**
ENGINEERING - Complete Streets -SOUTH PALAFOX IMPROV	0083714	7,736.79	**7,737.00**
COMM REDEV - Urbun Core - CRA - DIB AF HOUSING	0081623	1,365.00	**1,365.00**
COMM REDEV - GRAND HOTEL	0083791	10,760.00	**10,760.00**
COMM REDEV - CRA-101 W MAIN ST	0083207	7,655.00	**7,655.00**
COMM REDEV -UC AC & REDEV- MKSK SA #2022-01 - HOME PLAN DESIGNS	0081610	6,441.42	
COMM REDEV -UC AC & REDEV- TSW SA #2022-01	0081623	1,365.00	
COMM REDEV -UC AC & REDEV- RFQ #23-014 URBAN PLAN, DESIGN, RESEARCH & ANALYSIS FOR UPDATE OF CRA PLANS	0083464	1,104.48	
COMM REDEV -UC AC & REDEV- 610 COMMENDENCIA REAL ESTATE ADVISORY SVS	0084910	23,247.00	**32,158.00**
COMM REDEV - Parks & Public Spaces -PORTLAND LOOS	0084836	24,894.54	**24,895.00**
COMM REDEV -- Parks & Public Spaces BRUCE BEACH PARK PH 2 BID #23-027	0082735	1,288.42	**1,289.00**
TOTAL COMM RED AGENCY		388,255.96	**388,261.00**
EAST SIDE FUND 121			
COMM REDEV - RPIP- 1312 DR MARTIN LUTHER KING JR DR (MCCORVEY)	0084554	37,325.00	**37,325.00**
COMM REDEV -RFQ #23-014 URBAN PLANN, DESIGN, RESEARCH & ANALYSIS FOR UPDATE OF CRA PLANS	0083464	1,790.90	**1,791.00**
COMM REDEV -MKSK SA #2022-01 - HOME PLAN DESIGNS	0081610	1,448.58	
COMM REDEV - RPIP- 1312 DR MARTIN LUTHER KING JR DR (MCCORVEY)	0081623	195.00	
COMM REDEV -RFQ #23-014 URBAN PLANN, DESIGN, RESEARCH & ANALYSIS FOR UPDATE OF CRA PLANS	0083464	795.12	**2,439.00**
COMM REDEV -RES- 412 E GONZALEZ ST (MCNEIL)	0084881	8,200.00	**8,200.00**
COMM REDEV -TIF REBATE POLICY & APP REVIEW	0083203	882.63	**883.00**
COMM REDEV -FY 25 CRA AUDIT SERVICES	0084798	500.00	**500.00**
COMM REDEV -INNER CITY CRA EXPANSION AND FUNDING OF	0084683	723.45	**724.00**
COMM REDEV -CRA WORKSHOP POSTCARDS	0083508	57.87	**58.00**
EASTSIDE - TIF DISTRICT		51,918.55	**51,920.00**

FYE 25 DEPARTMENTAL PURCHASE ORDER LISTING

DEPARTMENT	PURCHASE ORDER NUMBER	PO BALANCE	POST ROUNDING
WEST SIDE FUND 123			
COMM REDEV -TIF REBATE POLICY & APP REVIEW	0083203	883.33	**884.00**
COMM REDEV -FY 25 CRA AUDIT SERVICES	0084798	1,500.00	**1,500.00**
COMM REDEV - INNER CITY CRA EXPANSION AND FUNDING OF	0084683	258.37	**259.00**
COMM REDEV -CRA WORKSHOP POSTCARDS	0083508	289.35	**290.00**
COMM REDEV -RPIP 1001 NORTH D ST (EMMONS)	0084499	42,512.00	
COMM REDEV -RPIP- 1109 NORTH G STREET (STIFFIN)	0084570	74,060.00	
COMM REDEV -RPIP- 1603 W GREGORY ST (FERNANDEZ)	0084716	44,640.00	
COMM REDEV -RPIP- 1011 W CHASE ST (PEAGLER)	0084846	103,500.00	**264,712.00**
COMM REDEV -CPIP- 2500 W CERVANTES ST (MODERN CLEANERS INC)	0084451	4,230.00	**4,230.00**
COMM REDEV -RFQ #23-014 URBAN PLANN, DESIGN, RESEARCH & ANALYSIS FOR UPDATE OF CRA PLANS	0083464	1,627.61	**1,628.00**
COMM REDEV -TEMP FENCING FOR PENSACOLA MOTOR LODGE	0083231	293.00	**293.00**
COMM REDEV - TSW SA #2022-01	0081623	975.00	
COMM REDEV -RFQ #23-014 URBAN PLANN, DESIGN, RESEARCH & ANALYSIS FOR UPDATE OF CRA PLANS	0083464	2,211.06	**3,187.00**
COMM REDEV -REAL ESTATE & ECONOMIC ADV SVC-PML	0083206	4,715.00	**4,715.00**
COMM REDEV -GIBSON SCHOOL- ADVISORY SERVICES	0083972	2,795.00	**2,795.00**
TOTAL WESTSIDE- TIF		284,489.72	**284,493.00**
FUND 314			
COMM REDEV -BID #25-035 PORTLAND LOO INSTALLATION	0084836	66,106.00	**66,106.00**
COMM REDEV -BRUCE BEACH PARK PHASE 2 BID #23-027	0082735	31,504.14	**31,505.00**
COMM REDEV -BID #25-035 PORTLAND LOO INSTALLATION	0084836	66,106.00	**66,106.00**
COMM REDEV -A&E - ALICE WILLIAMS LIBRARY PROJECT	0083719	11,621.80	
FINANCE -ALICE WILLIAMS LIBRARY RENOVATION PROJECT	0084815	281,148.33	**283,624.00**
TOTAL CRA SERIES 2017 PRJ FUND		456,486.27	**447,341.00**
FUND 315			
COMM REDEV - HASHTAG AND BRUCE BEACH DESIGN CONSISTENCY REVIEW SERVICES	0079815	8,539.75	**8,540.00**
COMM REDEV - HASHTAG AND BRUCE BEACH DESIGN CONSISTENCY REVIEW SERVICES	0079815	10,150.00	**10,150.00**
COMM REDEV - BRUCE BEACH PARK PHASE 1 PROJECT BID #22-031	0081402	648.99	**649.00**
COMM REDEV - BRUCE BEACH PARK PHASE 2 BID #23-027	0082735	2,691.04	**2,692.00**
COMM REDEV - BID #25-035 PORTLAND LOO INSTALLATION	0084836	1,754.12	**1,755.00**
COMM REDEV -BID #25-035 PORTLAND LOO INSTALLATION	0084836	762.00	**762.00**

FYE 25 DEPARTMENTAL PURCHASE ORDER LISTING

DEPARTMENT	PURCHASE ORDER NUMBER	PO BALANCE	POST ROUNDING
TOTAL CRA SERIES 2019 PRJ FUND		24,545.90	**24,548.00**

File #: 25-1549 Community Redevelopment Agency 12/8/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

AWARD OF CONTRACT - RFP NO 25-042 - DEVELOPMENT ADVISORY SERVICES FOR THE REDEVELOPMENT OF THE BAPTIST HOSPITAL LEGACY CAMPUS

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) recommend that City Council award a contract for RFP No. 25-042, Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus to Bayou District Consulting, LLC. Also, that the CRA authorize the Mayor to take the actions necessary to execute and administer this contract and complete the work, consistent with the contracting documents and the Mayor's Executive Powers as granted in the City Charter.

SUMMARY:

This action will advance City of Pensacola Strategic Plan Goal #1: Attainable Housing for All Income Levels, Goal #4: Resilient Waterfronts & Neighborhoods, Goal #5: More Walkable, Mixed-Use Districts, Goal #6: Public Spaces that Connect Communities, Goal #7: Thriving Innovation & Businesses, and Goal #8: Neighborhoods that Celebrate Culture and Honor Legacy. The project will also advance the 2025 Westside Redevelopment Plan's Baptist Hospital Redevelopment project under recommendation #2, Economic Development.

The City issued a Request for Proposals (RFP) for development advisory services for the redevelopment of the Baptist Hospital legacy campus on August 27, 2025. A selection committee was formed to review the written RFP responses, short list firms, receive oral presentations, rank the firms, and provide a recommendation for award of contract to the top ranked firm. The committee comprised Erica Grancagnolo, Cliff Collins, Jr., Shirley Baylis and Jewel Cannada-Wynn.

The committee short listed and ranked the firms and designated Bayou District Consulting, LLC. the top ranked and most qualified firm responding to the RFP.

The recommended contract term is for a period of one (1) year with option to extend with CRA and City Council approval. An initial work authorization covering the first 180 days and focusing on stakeholder engagement is attached. Subsequent updates and recommendations for next steps will be provided prior to authorizing additional work.

PRIOR ACTION:

October 23, 2025 - City Council adopted Supplemental Budget Resolution No. 2025-72 appropriating the Baptist Donation proceeds.

November 10, 2025 - The CRA adopted Supplemental Budget Resolution No. 2025-82 CRA carrying forward and reallocating Westside CRA funding to the Baptist Redevelopment project.

November 13, 2025 - City Council adopted Supplemental Budget Resolution No. 2025-84 carrying forward and reappropriating funding to the Baptist Redevelopment project.

FUNDING:

Budget:	$ 90,000.00	Special Grants Fund - Donation Proceeds
	210,000.00	Westside TIF Fund - Acquisition and Redevelopment - Baptist Redevelopment
	$300,000.00	TOTAL
Actual:	$ 300,000.00	Redevelopment Advisory (starting budget)

FINANCIAL IMPACT:

Sufficient funding remains within the FY2026 budget in the Westside TIF and Special Grants Funds to initiate this project under Work Authorization No. 1.

LEGAL REVIEW ONLY BY CITY ATTORNEY: Yes

STAFF CONTACT:

David Stafford, City Administrator
Amy Miller, Deputy City Administrator
Clifford Collins, Jr., Associate City Administrator
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Administrative Officer

ATTACHMENTS:

1. RFP-25-042 - Baptist Legacy Campus Advisory Svcs
2. RFP-25-042-Addendum 1
3. RFP-25-042-Addendum 2
4. RFP 25-042 Draft Tabulation
5. RFP 25-042 Bayou District Consulting Proposal

6. RFP 25-042 Shortlist
7. RFP 25-042 Notice of Intent to Award
8. Bayou District Consulting LLC Contract
9. Exhibit C - Negotiated Terms - 1st 180 days

PRESENTATION: Yes

CITY OF PENSACOLA, FLORIDA
REQUEST FOR PROPOSALS
RFP NO. 25-042

DEVELOPMENT ADVISORY SERVICES
FOR THE REDEVELOPMENT OF THE
BAPTIST HOSPITAL LEGACY CAMPUS

Sealed and complete hardcopy proposals **with original or electronic signature**, and **FOUR (4) additional copies**, plus **one (1) complete and identical electronic copy (single PDF)** on flash drive or CD, must be received no later than **September 25, 2025, 2:30 P.M.**, Central time, at the following location:

City Hall (lobby)
222 West Main Street
Pensacola, Florida, 32502
Attention: Purchasing

The OUTER FACE of the sealed submittal package shall **identify the respondent, the RFP title, and the RFP number** (whether hand-delivered, mailed, or via UPS/FedEx or other courier service). Submittals received after closing time will not be accepted. Multiple submittals from the same entity will not be accepted.

Alternatively, electronic responses may be submitted to Demandstar or Central Bidding. Both sites require registration and varying fees for notifications and document downloads.

Those submittals received will be opened and publicly acknowledged the **following business day** *(September 26, 2025, 10:00 A.M., Central time)* via Microsoft Teams at the following link*: Microsoft Teams proposal opening.

*Participation in a Microsoft Teams meeting requires a microphone and speakers; however, webcams are optional. Participants may join the meeting either via a PC or Smartphone. Please be sure to check the system requirements at the following link: Microsoft Teams System Requirements Check.)

Specifications will be posted to the City's website at www.cityofpensacola.com/bids.aspx. **Addenda will be posted to the City's website. Proposers are responsible for obtaining addenda and are advised to check the website frequently.**

A proposal tabulation with a Notice of Intent to Award will be posted to the City's website at www.cityofpensacola.com/bids.aspx. Proposers are advised to check the website frequently.

Any questions concerning the proposal should be addressed and submitted in writing **no later than 10:00 A.M.**, Central time, **September 15, 2025,** to:

Dedria Lunderman, Purchasing Manager
City of Pensacola
222 W. Main Street
Pensacola, FL 32502
purchasing@cityofpensacola.com

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 email ADACoordinator@cityofpensacola.com or call (850) 436-5600. Requests must be made at least 48 hours in advance of the event to allow the City time to provide the requested services.

The City of Pensacola reserves the right to accept or reject any or all proposals, to award proposals on a split-order basis by item number when applicable, to waive any proposal informalities and to re-advertise for proposals when deemed in the best interest of the City of Pensacola.

Attest:
Ericka L. Burnett
City Clerk

CITY OF PENSACOLA
D. C. Reeves
Mayor

The City of Pensacola provides equal access in employment and public services.

SECURITY NOTICE

Visitors to City Hall are required to stay in the lobby unless otherwise directed.

Late submittals will not be accepted.

SCHEDULE OF EVENTS (subject to change)

Date	Activity
August 27, 2025	Publish RFP
September 15, 2025	Deadline for Questions
September 25, 2025, 2:30 PM	Proposal Deadline
September 26, 2025, 10:00 AM	Proposal Opening
October 7, 2025, 11:30 AM Pensacola City Hall,6th floor meeting room 222 W Main Street, Pensacola FL 32502	Evaluation Committee Meeting – Distribution of Materials
October 21, 2025, 1:00 PM Pensacola City Hall, 1st Flr Whibbs Room 222 W Main Street, Pensacola FL 32502	Evaluation Committee Meeting – Written Proposal Ranking/Shortlisting
November 5, 2025, 11:00 AM Pensacola City Hall, 1st Flr Whibbs Room 222 W Main Street, Pensacola FL 32502	Evaluation Committee Meeting – Oral Presentations/Recommendation for Contract Award
Winter 2025/2026	Contract Award
Winter 2025/2026	Notice to Proceed

All times are Central time.

ATTACHMENTS

Attachment	Description
A	Project Area Map
B	Florida Commerce Grant Agreement HS016
C	Westside Redevelopment Plan (2007)
D	West Moreno District Reconnaissance & Strategic Assessment (2014)
E	West Moreno District Development Plan & Implementation Strategy (2016)
F	Baptist Health Care Moreno Campus Vision (2022)
G	Westside Redevelopment Plan Update (2025)
H	Sample Contract

I. GENERAL INSTRUCTIONS

A. Firms responding to the RFP must be available for formal presentations/interviews to the Selection Committee.

B. Submittals should respond to each item noted in the Submittal Format and Evaluation Criteria in the order noted. Identify responses with the same paragraph notation as this RFP.

C. Submittals must be typed or printed. All corrections made by the respondent prior to the opening must be initialed and dated by the respondent. No changes or corrections will be allowed after submittals are opened.

D. Any addendum issued will be made available on the City's website at http://www.cityofpensacola.com/bids.aspx. Interested bidders are advised to check the site frequently.

E. The City of Pensacola is not liable for any costs incurred by any interested party in responding to this RFP.

All work shall be performed in accordance with **Florida Commerce Grant Agreement No. HS016** *(Attachment B)***.** The selected firm shall ensure conformance with the grant requirements.

GOAL

The City of Pensacola, and its Community Redevelopment Agency (CRA), (jointly, the "City") are issuing this Request for Proposals (RFP) for development advisory services related to the redevelopment of the Baptist Hospital legacy campus into a vibrant, mixed-use community. This property, located at **1000 W Moreno St, Pensacola, Florida**, provides a unique opportunity for a transformative project that holistically and purposefully redevelops the site while preserving its historic character and ensuring it serves as a long-term asset to the surrounding community.

We invite experienced advisory teams to submit proposals demonstrating their expertise in large-scale, mixed-use urban development, stakeholder coordination, and project delivery within a public-private partnership framework. The selected firm will play a crucial role in helping craft and implement the project's strategic vision while effectively engaging with community stakeholders, local agencies, and development partners.

Through this RFP, the City of Pensacola seeks a partner who can provide the leadership and technical expertise necessary to transform the Baptist Hospital legacy campus into a thriving and sustainable community that honors its past while building for the future.

The term for this contract will be for one year, with the option to extend.

SCOPE OF WORK

The City of Pensacola seeks qualified advisory services to support the planning, structuring, and execution of the redevelopment of the Baptist Hospital legacy campus, as depicted in *Attachment A*.

The site is envisioned as a dynamic, mixed-income, mixed-use community, anchored by educational, health, and community-serving uses, with a mix of residential, commercial, civic spaces and parks. The selected advisory team will assist in defining the development framework, evaluating options, engaging stakeholders, and guiding public-private implementation strategies that are balanced, economically viable, and reflective of community goals.

II. Site Status and History

The Baptist Hospital Legacy campus comprises multiples parcels of land, each with distinct funding sources and development statuses. The campus is under contract for donation to the City in late 2025.

The main campus, located at **1000 W Moreno Street, Pensacola, Florida 32501**, is identified in *Attachment A* as the "Hospital Property." This area includes the main hospital building and the north towers, both of which were vacated in 2023. Originally constructed in the 1950s as Baptist Hospital, this portion of the campus is scheduled for demolition shortly after the release of this RFP. The demolition process is expected to take approximately 18 months.

South of Moreno Street, the campus includes several single-story commercial buildings and a four-story office building, shown in *Attachment A* as the "Federal Grant Area." These structures are scheduled for demolition as part of the CDBG-DR Hometown Revitalization Grant program (see *Attachment B*), with demolition expected to begin in 2026. Infrastructure upgrades may also be funded through the grant, as needed to prepare the property for future commercial and/or mixed-use development.

Two Florida Housing Finance Corporation (FHFC) tax credit-funded projects are currently under development on the campus: a family-oriented multifamily housing project and a senior multifamily housing project. These are shown in *Attachment A* as "Paces Property Multi-Family" and "Pace's Property Senior," respectively. Both projects are progressing and have secured funding through a complex capital stack which includes the following funding sources: Florida Housing Finance Corporation CDBG-DR Hurricane Sally funds, tax exempt bonds, 4% tax credits, local CDBG, and CDFI magnet funds. Housing vouchers are also being sought to complete these projects. The family housing development, Avery Place, will consist of 112 units. The senior housing project, Kupfrian Manor, will include 94 units.

Additionally, the campus features a 2.87-acre parcel of land containing a mature tree canopy and the historic Kupfrian House. This area is shown in *Attachment A* as the "Park/Kupfrian House."

Over the years, a range of planning initiatives and stakeholder engagement have shaped the vision for the hospital site's future. Key documents and plans include:

- **Westside Redevelopment Plan (2007)**
- **West Moreno District Reconnaissance & Strategic Assessment (2014)**
- **West Moreno District Development Plan & Implementation Strategy (2016)**
- **Baptist Health Care Moreno Campus Vision (2022)**
- **Westside Redevelopment Plan Update (2025)**

These documents can be found in Attachments C through G of this RFP. The selected advisory team will be tasked with developing and implementing a meaningful, inclusive

community engagement strategy. This process should involve both neighborhood residents and broader city stakeholders, while building on common priorities and feedback identified in previous engagement efforts.

III. Project Objectives

The former Baptist Hospital campus has served as a foundational element of the Pensacola community since its establishment in 1951. Following the hospital's relocation to a new facility, the City of Pensacola is launching a redevelopment initiative to transform this roughly 50-acre site into a vibrant, sustainable neighborhood that honors its historic roots while offering modern amenities and opportunities for current and future residents.

The vision for this redevelopment is to create an attainable housing community that:

- Offers affordable and diverse housing options for households across a broad range of income levels
- Integrates community amenities such as parks, childcare centers, and shared public spaces
- Encourages walkability and easy access to public transportation
- Fosters a sense of safety, inclusivity, and community belonging
- Aligns and supports the goals and priorities of the 2025 Westside Community Redevelopment Plan and Pensacola's Strategic Plan: Strive to Thrive 2035.

Key objectives include:

- **Mixed-Income Housing:** Develop a balanced mix of housing options, including low-, moderate-, and market-rate units, with an emphasis on long-term affordability. A substantial affordable housing component is already planned as described above.
- **Education:** Incorporate quality, community-focused educational facilities to support residents and provide strong learning opportunities within the redeveloped campus.
- **Economic Vitality:** Create a vibrant commercial corridor that drives local economic growth and enhances neighborhood prosperity.
- **Community Health & Wellness:** Utilize community input, strategic partnerships, and thoughtful site planning to integrate health and wellness services tailored to future residents' needs. This may include healthcare facilities, wellness programs, green spaces, and recreational amenities that promote overall community well-being.

This redevelopment represents a once-in-a-generation opportunity to reimagine the site as a dynamic, mixed-use neighborhood, demanding visionary, long-term planning and collaboration.

IV. Key Tasks

With the above objectives in mind, the consultant will serve as a strategic advisor to the City, offering expert guidance on how to advance the redevelopment of the Baptist Hospital legacy campus. The consultant's role is to support a process that honors the site's history, meets community needs, and promotes long-term sustainability. The Consultant will assist the City in evaluating redevelopment opportunities, engaging stakeholders, and structuring key partnerships to guide implementation.

1. **Community Engagement & Stakeholder Coordination**
   - Design and implement a robust, inclusive stakeholder engagement strategy to ensure redevelopment reflects local priorities.
   - Organize and facilitate public meetings, workshops, and stakeholder forums to build transparency and trust.
   - Synthesize community input into development principles and planning objectives.

2. **Site Assessment & Market Evaluation**
   - Analyze existing zoning, infrastructure capacity, environmental conditions, and historic preservation opportunities.
   - Perform a market analysis to identify demand for residential (including affordable and mixed-income), commercial, and institutional uses.
   - Provide strategic recommendations for land use, phasing, and development that align with community goals.
   - Identify potential anchor tenants (e.g., educational institutions, nonprofits, health providers).

3. **Development Strategy & Implementation Planning**
   - Collaborate with the City to define an actionable implementation roadmap, including phased development strategies, infrastructure coordination, and parcelization along with clear timelines and milestones.
   - Advise on appropriate land disposition methods (e.g., ground lease, sale, community land trust).
   - Assist in developing developer solicitation materials (e.g., RFQ/RFP), including defining developer qualifications and crafting transparent selection criteria and in evaluating responses.
   - Support outreach to potential development partners and advise the City throughout the RFQ/RFP process.
   - Guide negotiations and help structure agreements to ensure alignment with the community's vision and values.
   - Ensure alignment and coordination among City departments, development partners, and community stakeholders.

4. **Anchor Institution and Commercial Use Integration**
   - Advise on structuring partnerships with educational or institutional anchors.
   - Assess feasibility of integrating community-serving commercial and retail uses.
   - Support tenant mix strategy aligned with local needs and economic vitality.

5. **Financial Strategy & Funding Alignment**
   - Identify and evaluate diverse funding sources, including public grants, tax credits, private capital, and philanthropic contributions.
   - Develop pro forma models for alternative development scenarios.
   - Assess the feasibility of various funding and financing strategies:
     - Low-Income Housing Tax Credits (LIHTC)
     - Tax-exempt bonds
     - State and local affordable housing funds
     - New Markets Tax Credits (NMTC)
     - Public-Private Partnership (P3) mechanisms
   - Identify potential public subsidy requirements and sources.
   - Provide guidance on fundraising strategies and donor engagement to support inclusive development.
   - Advise on financing models for affordable housing and community-benefit projects to promote economic sustainability.

6. **Public Benefit Strategy**
   - Outline strategies for maximizing mixed income development, MWBE participation, and anti-displacement protections.
   - Recommend tools to ensure long-term affordability and community ownership/stewardship.

7. **Long-Term Operations & Impact Management**
   - Propose strategies for long-term property management to support site durability and livability.
   - Develop tools and metrics to measure economic, social, and environmental outcomes over time.

8. **Legal, Regulatory, and Governance Support**
   - Provide guidance on legal structures for development agreements and joint ventures.
   - Recommend governance and oversight models for public interest outcomes.
   - Coordinate with public agencies, legal counsel, and other consultants as needed.

9. **Project Management and Coordination**
   - Serve as an advisor to the City throughout the planning and predevelopment process.
   - Participate in regular coordination meetings and provide status updates.
   - Prepare memos, presentations, and summary reports to support decision-making.

V. PROPOSAL FORMAT

Proposals shall be in the format described below. The selection criteria and points that will be used in ranking the submittals are noted in each section (Section C). This RFP

does not include a page limit, but submittals should be concise and reader friendly. Proposals shall be bound with spiral or similar binding that ensures the integrity of the submission. Each section in the proposal should follow the format/organization noted in this section (Sections A. – C.). Three to five firms may be short-listed based on the information provided on the forms and in the additional sections and those firms invited to an in-person interview. The City reserves the right to select directly from the proposals.

An Authorized Representative of the firm shall sign submittals. All information requested must be submitted. Failure to submit all information may result in a lowered evaluation score of the submittal. At its discretion, the City may waive minor discrepancies or reject proposals substantially incomplete or lacking key information.

A. Introduction

This section will contain a cover letter no longer than two (2) pages, signed by an authorized representative of the offering firm. A table of contents will follow the cover letter. This section should also include those required City forms within the RFP, and any addenda issued.

1) Signature Page
2) State of Florida Affidavit Regarding the Use of Coercion for Labor and Services Pursuant to Florida Statute 787.06(13)
3) 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters
4) 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment
5) Drugfree Workplace Certificate
6) Minority/Women Business Enterprise Statement
8) Small Business Enterprise Statement
9) Required Documents Acknowledgement
10) Acknowledgement of addenda (signed signature pages of addenda)

B. Firm Information

Briefly describe the firm’s organization and philosophy. Address each of the following items for both the lead firm and any subconsultants or vendors:

1) Business Structure (Corporation, Joint Venture, Partnership); proper incorporation by the Secretary of State
2) Number of years in business.
3) Total staff and firm’s experience profile. This criterion identifies the relative size of the firm, including management, technical, and support staff. Technical staff shall be those persons proposed to be associated with the implementation of this project.
4) Describe and explain any litigation, major disputes, contract defaults, and liens in the last 10 years.

VI. EVALUATION CRITERIA

Experience with Similar Projects (30 points)

Major consideration will be given to the successful completion of previous projects comparable in nature, scope, and complexity with this project, specifically as it applies to financial structuring for complex commercial and mixed income real estate projects, urban planning and design and public communications.

List the projects which best illustrate the experience of the firm and current staff to be assigned to this project. (List no more than 10 projects, and no projects which were completed more than 10 years ago.)

- Name and location of the project
- Nature of the firm's responsibility on this project
- Project owner's representative's name, address and phone number
- Project Client agency's representative's name, address, and phone number (current information)
- Date project was completed or is anticipated to be completed
- Size of project (gross SF of construction)
- Cost of project (construction cost)
- Work for which the staff was responsible
- If the project is not complete, present status of this project
- Project Manager and other key professionals involved on listed project and who of those staff that would be assigned to this project.

Team Qualifications and Delivery Approach (25 points)

Describe the experience and qualifications of the project team. Specifically identify projects where team members have worked together. Include specifically the following:

- Staff Resumes: Submit a resume for each of the proposed key staff to be assigned to this project.
- Third-party Support: Identify any independent, third-party support to be provided in support of this project.
- Subcontracting: Provide any proposed subcontractors and vendors with their expected roles in the project.

The firm should describe their delivery approach as it pertains to project planning, financial structuring and public relations and communications and its relationship with the City.

Community Representation (25 points)

It is a critical goal of this project that the consulting team reflects and represents the local community. Proposals should demonstrate how local voices, perspectives, and expertise

are integrated into the project team. The intent is to ensure that the project is informed by, and responsive to, the unique character, needs, and aspirations of the people it serves.

The firm should describe their knowledge of the site and surrounding community, local market, and their experience in structuring similar projects and ensuring sound public relations, as an indication of their ability to deliver quality consulting in an effective manner.

Cost (10 points)

The firm must submit a fee schedule and describe its approach to conserving costs.

Certification as or partnership with an MBE/SBE/WBE (5 points).

Indicate whether the firm is itself or is partnered with any Minority / Small / Woman-Owned Business Enterprises as certified by the City of Pensacola.

Quality of Proposal (5 points).

The quality, readability, and conciseness of the Proposal will be based on the reviewer's subjective assessment.

VII. INTERVIEW PROCESS

Firms will be evaluated for short-listing based upon the written material submitted to the City in response to this RFP. The evaluation committee will review the proposals, and the City will schedule formal presentations/interviews for those three to five (3-5) firms short-listed. Firms selected for presentations/interviews will be required to have the proposed project manager present to participate in the presentation/interview. Presentations/interviews will be conducted in-person only.

Each firm will be allowed up to 40 minutes for a formal presentation, consisting of a reiteration of the written proposal demonstrating the firm's grasp of the project. The formal presentation will followed by 20 minutes of Questions & Answers (Q&A). Any unused formal presentation time will be added to the Q&A period. A projection system is available, but presenters are requested to bring their own laptop and flash drives containing the complete presentation and any handouts. The selection committee would prefer a PowerPoint presentation. The presentations are closed to the public. The committee deliberations following the last presentation will be open to the public.

The evaluation committee will make a recommendation to the Mayor regarding the selection of the firms based upon the formal presentations/interviews. The Mayor will then forward his recommendation for award to the City Council and/or Community Redevelopment Agency (CRA) for their approval.

VIII. GENERAL TERMS AND CONDITIONS

A. No Contingency Fees

By responding to this solicitation, each Respondent warrants that it has not and will not employ or retain any company or person, other than a bona fide employee working solely for the firm, to solicit or secure an agreement pursuant to this solicitation and that it has not and will not pay or agree to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for the firm, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of an agreement.

B. Insurance and Indemnification

Before starting and until termination of work for, or on behalf of, the CITY, the CONSULTANT and any/all sub consultants shall procure and maintain insurance of the types and to the limits specified.

The term CITY, as is used in this section, is defined to mean the City of Pensacola Community Redevelopment Agency (CRA), The City of Pensacola itself, any subsidiaries or affiliates, elected and appointed officials, employees, volunteers, representatives and agents.

Insurance shall be issued by an insurer whose business reputation, financial stability and claims payment reputation is satisfactory to the CITY for the CITY's protection only. Unless otherwise agreed, the amounts, form and type of insurance shall conform to the following minimum requirements, Consultant understands and agrees that increased limits and/or additional types of insurance may be required depending on the scope of service.

1. WORKERS' COMPENSATION

   The CONSULTANT shall purchase and maintain Worker's Compensation Insurance Coverage for all Workers' Compensation obligations as legally required. Additionally, the policy, or separately obtained policy, must include Employers Liability Coverage of at least $100,000 each person -accident, $100,000 each person - disease, $500,000 aggregate - disease.

2. COMMERCIAL GENERAL, AUTOMOBILE, PROFESSIONAL LIABILITY AND UMBRELLA LIABILITY COVERAGES

   The CONSULTANT shall purchase coverage on forms no more restrictive than the latest editions of the Commercial General Liability and Business Auto policies filed by the Insurance Services Office. The CITY shall be an **Additional Insured** for Commercial General Liability and umbrella liability, and such coverage shall be at least as broad as that provided to the Named Insured under the policy for the terms and conditions of this Contract. The

CITY shall not be considered liable for premium payment, entitled to any premium return or dividend and shall not be considered a member of any mutual or reciprocal company. Minimum limits as outlined below must be provided, with umbrella insurance coverage making up any difference between the policy limits of underlying policies coverage and the total amount of coverage required.

Commercial General Liability coverage must be provided, including bodily injury and property damage liability for premises, operations, products and completed operations, contractual liability and independent contractors. The coverage shall be written on occurrence-type basis. Minimum limits of $1,000,000 per occurrence and aggregate must be provided. The City of Pensacola must be listed as an additional insured.

Business Auto Policy coverage must be provided, including bodily injury and property damage arising out of operation, maintenance or use of owned, non-owned and hired automobiles. Minimum limits of $1,000,000 CSL must be provided

Professional Liability insurance coverage must be provided to afford protection for errors and omissions arising out of services provided under or associated with this contract. Minimum limits of $1,000,000 per occurrence and $2,000,000 aggregate must be provided. The additional insured requirement does not apply to this coverage.

Umbrella Liability Insurance coverage shall not be more restrictive than the underlying insurance policy coverage. The coverage shall be written on an occurrence-type basis and the City listed as an additional insured.

CERTIFICATES OF INSURANCE

Required insurance shall be documented in the Certificates of Insurance that lists this Contract and provides that the CITY shall be notified at least thirty (30) days in advance of cancellation, nonrenewal or adverse change or restriction in coverage. If required by the CITY, the CONSULTANT shall furnish copies of the CONSULTANT's insurance policies, forms, endorsements, jackets and other items forming a part of, or relating to such policies. Certificates shall be on the "Certificate of Insurance" form equal to, as determined by the CITY an ACORD 25. Any wording in a Certificate which would make notification of cancellation, adverse change or restriction in coverage to the CITY an option shall be deleted or crossed out by the insurance carrier or the insurance carrier's agent or employee. The CONSULTANT shall replace any canceled, adversely changed, restricted or non-renewed policies with new policies acceptable to the CITY and shall file with the CITY Certificates of Insurance under the new policies prior to the effective date of

such cancellation, adverse change or restriction. If any policy is not timely replaced, in a manner acceptable to the CITY, the CONSULTANT shall, upon instructions of the CITY, cease all operations under the Contract until directed by the CITY, in writing, to resume operations.

INSURANCE OF THE CONSULTANT PRIMARY

The CONSULTANT's required coverage shall be considered primary, and all other insurance shall be considered as excess, over and above the CONSULTANT's coverage. The CONSULTANT's policies of coverage will be considered primary as relates to all provisions of the Contract.

LOSS CONTROL AND SAFETY

The CONSULTANT shall retain control over its employees, agents, servants and subcontractors, as well as control over its invitees, and its activities on and about the subject premises and the manner in which such activities shall be undertaken and to that end, the CONSULTANT shall not be deemed to be an agent of the CITY. Precautions shall be exercised at all times by the Consultant for the protection of all persons, including employees, and property from harm caused by negligent acts or omissions of the Consultant.

HOLD HARMLESS

The Consultant shall indemnify and hold harmless the City of Pensacola, its officers and employees, from any and all liabilities, damages, losses, and costs, including, but not limited to, reasonable attorney’s fees, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the Consultant and persons employed or utilized by the Consultant in the performance of the contract. The Consultant’s obligation shall not be limited by, or in any way to, any insurance coverage or by any provision in or exclusion or omission from any insurance policy.

PAY ON BEHALF OF THE CITY

The CONSULTANT agrees to pay on behalf of the CITY, as well as provide a legal defense for the CITY, both of which will be done only if and when requested by the CITY, for all claims as described in the Hold Harmless paragraph. Such payment on behalf of the CITY shall be in addition to any and all other legal remedies available to the CITY and shall not be considered to be the CITY's exclusive remedy.

REQUEST FOR PROPOSALS
CONTRACTUAL SERVICES
GENERAL CONDITIONS

To ensure acceptance, all proposers submitting proposals to the City of Pensacola shall be governed by the following conditions, attached specifications, and proposal form(s) unless otherwise specified. Proposals not submitted on the proposal form(s) provided shall be rejected, and proposals not complying with these conditions will be subject to rejection. **Multiple submittals from the same entity will not be accepted.**

1. **Alternate Solutions:** During the drafting of written specifications, a sincere effort is made to describe items or services best suited to the needs of the City. However, the City invites proposals with alternate solutions to the objectives set forth in the specifications, unless a particular specification is expressly identified as mandatory.

2. **Approved Equivalents or Equals:** Any manufacturer's names, trade names, brand names, model numbers, etc. listed in the specifications are for information only and not intended to limit competition. The proposer may offer any brand for which he is an authorized representative which meets or exceeds the specifications as written. If the proposal is based on an "approved equivalent or equal" item(s) or service(s), supportive information in the form of the manufacturer's printed literature or brochures, sketches, diagrams, and/or complete specifications must accompany the proposal. The proposer must explain in detail the reasons why the proposed equivalent or equal will meet specifications and not be considered an exception thereto. The City of Pensacola reserves the right to determine acceptance of proposed equivalent or equal item(s) or service(s).

3. **Award Determination to be Based on Best Interest of City:** There is no obligation on the part of the City to award a contract to any proposer. The City reserves the right to award a contract to or negotiate a contract with a responsible proposer submitting the most responsive or best alternative proposal for a resulting contract which is most advantageous to and in the best interest of the City. The City shall be the sole judge of the proposal and the resulting contract, and its decision shall be final.

4. **Proposal (RFP) Bond: None.**

5. **E-Verify System (Mandatory):** In compliance with the provisions of F.S. 448.095, the parties to this contract and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.

6. **Exceptions to Specifications:** In order that equal consideration be given in evaluating proposals, any exceptions to or deviations from the specifications as written must be noted and fully explained. The Mayor or City Council is the final authority in determining the acceptability of any exceptions to specifications.

7. **Governing Law:** The laws of the State of Florida shall be the laws applied in the resolution of any action, claim or other proceeding arising out of this contract.

8. **Interpretations:** All questions concerning the specifications or conditions shall be directed in writing to the Purchasing Office at least ten (10) days prior to submittal deadline, unless otherwise instructed on the Request for Proposals Page. Inquiries must refer to the proposed item(s) or service(s) and the date of the proposal submittal deadline. Interpretations will be made in the form of an addendum placed on the City's website. The City shall not be responsible for any other explanation or interpretation.

9. **Legal Requirements:** All applicable provisions of Federal, State, County, and local laws including all ordinances, rules, and regulations shall govern the development, submittal and evaluation of all proposals received in response to these specifications, and shall govern any and all claims between person(s) submitting a proposal response hereto and the City of Pensacola, by and through its officers, employees and authorized representatives. A lack of knowledge by the proposer concerning any of the aforementioned shall not constitute a cognizable defense against the legal effect thereof. The proposer agrees that it will not discriminate on the basis of race, creed, color, national origin, sex, age or disability.

10. **Licenses, Registration and Certificates:** Each proposer shall possess at the time of submitting its proposal all licenses, registrations and certificates necessary to engage in the business of contracting (or special contracting if the work to be performed necessitates a particular type of specialty contractor) in the City of Pensacola. Proposer must also possess all licenses, registrations and certificates necessary to comply with federal, state and local laws and regulations. The awarded proposer shall be registered at the time of contract execution as an active vendor with the Florida Department of State, Division of Corporations (www.sunbiz.org).

11. **Mistakes:** Proposers are expected to examine the conditions, scope of work, proposal prices, extensions, and all instructions pertaining to the item(s) or service(s) involved. Failure to do so will be at the proposer's risk. Unit prices proposed will govern in award.

12. **Payment of Invoices:** The City of Pensacola issues checks for payment of invoices on the 10th of each month. The signed receiving copy of the purchase order and a correct invoice must have been received by the Accounts Payable Activity prior to the 4th of the month. Item(s) or service(s) received on or after the 4th will be processed in the following month. All invoices are payable by the City under the terms of Florida Prompt Payment Act, Florida Statute §218.70. All purchases are subject to availability of funds in the City's budget.

13. **Permits and Taxes:** The proposer shall procure all permits, pay all charges, fees, and taxes, and give all notices necessary and incidental to the due and lawful prosecution of the work. Proposers who use public roads of the City of Pensacola, Florida for transport of goods of any kind which said goods were transported from a point without

the City of Pensacola, Florida to a point within the City of Pensacola shall obtain a "Use of Streets" permit for a fee not in excess of the license paid for by local licensees engaged in the same business.

14. **Prohibited Conduct by Proposers:** Upon the publication of any solicitation for sealed bids, requests for proposals, requests for qualifications, or other solicitation of interest or invitation to negotiate by any authorized representative of the City of Pensacola, any party interested in submitting a bid, proposal, or other response reflecting an interest in participating in the purchasing or contracting process shall be prohibited from engaging in any communication **pertaining to formal solicitations** with any member of Pensacola City Council, the Mayor, or any member of a selection/evaluation committee for RFPs/RFQs, whether directly or indirectly or through any representative or agent, whether in person, by mail, by facsimile, by telephone, by electronic communications device, or by any other means of communication, until such time as the City has completed all action with respect to the solicitation.

15. **Proposal Withdrawals:** No proposal may be withdrawn after closing time for receipt of proposals for a period of sixty (60) days thereafter. The contract award shall be legally binding at the time of award by City Council or Mayor.

16. **Protests:** Protests of the plans, specifications, and other requirements of requests for proposals must be received in writing by the Purchasing Office at least ten (10) business days prior to the scheduled proposal submittal deadline. A detailed explanation of the reason for the protest must be included. Protests of the intended award of proposal or contract must be in writing and received in the Purchasing Office within five (5) business days of the notice of intent to award. A detailed explanation of the protest must be included.

17. **Public Entity Crimes:** By submitting a proposal each proposer is confirming that the company has not been placed on the convicted vendors list as described in Florida Statute §287.133 (2) (a).

18. **Public Records:** Any material submitted in response to this Request for Proposal will become a public document pursuant to Florida Statute §119.07. This includes material which the responding proposer might consider to be confidential or a trade secret. Any claim of confidentiality is waived upon submission, effective after opening the proposal pursuant to Florida Statute §119.07.

19. **Public Records Law:** The Parties shall each comply with Florida Public Records laws. The Parties hereby contractually agree that each Party shall allow public access to all documents, papers, letters, or other public records as defined in Chapter 119, Florida Statutes, made or received by either Party in conjunction with this agreement, or related thereto, unless a statutory exemption from disclosure exists. Notwithstanding any provision to the contrary, it is expressly agreed that Contractor's failure to comply with this provision, within seven (7) days of notice from the City, shall

constitute an immediate and material breach of contract for which the City may, in the City's sole discretion, unilaterally terminate this agreement without prejudice to any right or remedy.

20. **Rejection of Proposals:** The City of Pensacola reserves the right to accept or reject any or all proposals, to award proposals on a split-order basis by item or service number, to waive any irregularities, technicalities, or informalities, and to re-advertise for proposals when deemed in the best interest of the City of Pensacola.

21. **Sealed Response:** All executed City forms must be submitted. All responses must be signed by an authorized representative of the proposer.
    A. Hardcopy response: In the event more than one submittal deadline is scheduled for the same date and time, do not include responses concerning different sets of specifications within the same envelope. The face of the sealed envelope shall be plainly marked identifying the responder, the bid/RFP/RFQ title and number. It shall be the sole responsibility of the respondent to assure receipt of the submittal at the Purchasing Office prior to the published time for the submittal deadline.
    B. Electronic response: Respondent may submit an electronic submittal to the sites mentioned on page 1. Offers by telephone, fax, or email will **NOT BE ACCEPTED**.

22. **Tax:** The City of Pensacola is exempt from all State and local sales tax.

23. **Termination for Convenience:** A contract may be terminated in whole or in part by the City at any time and for any reason in accordance with this clause whenever the City shall determine that such termination is in the best interest of the City. Any such termination shall be effected via delivery to the contractor at least thirty (30) business days before the effective date of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. An equitable adjustment in the contract price shall be made for the completed service, but no amount shall be allowed for anticipated profit on unperformed services.

24. **Unauthorized Aliens:** The City of Pensacola shall consider the employment by any contracted vendor of unauthorized aliens a violation of Section 274A of the Immigration and Nationality Act. Such violation shall be cause for unilateral termination of this contract.

25. **Venue:** Venue for any claim, action or proceeding arising out of this contract shall be Escambia County, Florida.

ANY AND ALL SPECIAL CONDITIONS AND SPECIFICATIONS ATTACHED HERETO WHICH VARY FROM THESE GENERAL CONDITIONS SHALL HAVE PRECEDENCE.

RFP NO. 25-042

DEVELOPMENT ADVISORY SERVICES FOR THE REDEVELOPMENT OF THE BAPTIST HOSPITAL LEGACY CAMPUS

Signature Sheet

The undersigned, as Vendor, does declare that no other persons other than the Vendor herein named has any interest in this Qualification or in the contract to be taken, and that it is made without any connection with any other person or persons presenting a Qualification for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties.

Survey: How did you obtain this solicitation?

☐ City of Pensacola website ☐ Central Bidding ☐ Demandstar

Other:_____

Signature_____ Date:_____

Printed Name: _____ Title: _____

Company:_____ Address:_____

Telephone:_____ City:_____

Fax:_____ State:_____ Zip:_____

E-mail:_____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

State of Florida
Affidavit Regarding the Use of Coercion for Labor and Services
Pursuant to Florida Statute 787.06(13)

Vendor Name: _____

Vendor FEIN: _____ Phone Number: _____

Vendor's Authorized Representative Name and Title: _____

Address: _____

City: _____ State: _____ ZIP: _____

Email Address: _____

Section 787.06(13) Florida Statutes requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services.

The undersigned hereby certifies that he/she is an officer or authorized representative of the vendor identified above and that said vendor does not use coercion for labor or services as defined in Section 787.06 Florida Statutes.

Florida Statute 787.06

(2)(a) "Coercion" means:

1. *Using or threatening to use physical force against any person;*
2. *Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;*
3. *Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;*
4. *Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;*
5. *Causing or threatening to cause financial harm to any person;*
6. *Enticing or luring any person by fraud or deceit; or*
7. *Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03 to any person for the purpose of exploitation of that person.*

(2)(e) "Labor" means work of economic or financial value.

(2)(h) "Services" means any act committed at the behest of, under the supervision of, or for the benefit of another. The term includes, but is not limited to, forced marriage, servitude, or the removal of organs.

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.

By: _____

AUTHORIZED SIGNATURE

Print Name and Title: _____

Date: _____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name:_____ Date:_____

Authorized Signature:_____ Printed Name:_____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

_____
Company Name

_____
Authorized Signature

_____
Printed Name

_____
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.

5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

_____	_____
Signature	Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

MINORITY/WOMEN BUSINESS ENTERPRISE PARTICIPATION FORM

The City has implemented a Minority/Women Business Enterprise (MWBE) program to assist certified minority- and women-owned businesses with identifying and participating in City of Pensacola procurement and construction opportunities as set in the Code of the City of Pensacola, Ordinance No. 4-15.

For a respondent to receive credit for being a MWBE vendor, it must perform useful business functions on the contract, have its principal place of business in Escambia, Santa Rosa, Okaloosa, Walton County in Florida or Mobile, Alabama, and have received a certification letter issued from the City of Pensacola.

There shall be no third party beneficiaries of the Minority and Women Business Enterprise provisions of this solicitation or resulting contract. The City of Pensacola shall have the exclusive means of enforcement of the Minority and Women Business Enterprise Ordinance and any contract terms. The City of Pensacola is the sole judge of compliance. All solicitations and submittals awarded will be evaluated in accordance with the Code of the City of Pensacola.

Respondent's Name:	Respondent's Principal Place of Business

If your firm is partnering with or subcontracting with a certified M/WBE, please provide the information requested below.

NAME OF M/WBE FIRM	PARTNER OR SUBCONTRACTOR	% OF CONTRACT PERFORMANCE
1.		
2.		
3.		
4.		
5.		
6.		

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SMALL BUSINESS ENTERPRISE STATEMENT

The Pensacola City Council adopted a Small Business Enterprise Ordinance #61-89. This ordinance encourages participation of small business in the City procurement process. Participation goals will be provided on a project by project basis, based on the availability of certified small businesses.

A Small Business is defined as an independently owned and operated business employing 50 or fewer permanent full-time employees and having a net worth of not more than $1 million. The business must be in Escambia or Santa Rosa County.

If your firm meets the criteria above, please provide the requested information below.

VENDOR QUESTIONNAIRE

Name of Business_____

Address_____

Owner(s)'s Name(s)_____

OR

If your firm is partnering with or subcontracting with a certified SBE, please provide the information requested below.

NAME OF M/WBE FIRM	PARTNER OR SUBCONTRACTOR	% OF CONTRACT PERFORMANCE
1.		
2.		
3.		
4.		
5.		
6.		

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

REQUIRED DOCUMENTS INCLUSION ACKNOWLEDGEMENT
Bid/RFP/RFQ # 25-042

Purchasing Forms	**Initials**
1) Signature Page	_____
2) State of Florida Affidavit Regarding the Use of Coercion for Labor and Services Pursuant to Florida Statute 787.06(13)	_____
3) 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters	_____
4) 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment	_____
5) Drugfree Workplace Certificate	_____
6) Veteran Business Enterprise Statement	_____
7) Minority/Women Business Enterprise Statement	_____
8) Small Business Enterprise Statement	_____
9) Required Documents Acknowledgement	_____
10) Acknowledgement of addenda (signed signature pages of addenda)	_____

(Purchasing will verify inclusion of required Purchasing forms)

Company Name: _____

Authorized Officer's Name: _____ Title: _____

Signature of Officer: _____ Date:_____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

STATEMENT OF NO RESPONSE
Bid/RFP/RFQ # 25-042

If you are unable to submit a proposal at this time, please complete the following and return by e-mail to purchasing@cityofpenscola.com. Your choices or comments below will assist us in properly notifying you of future opportunities.

We have declined to respond to the solicitation for the following reason(s):

SPECIFICATIONS	NATURE OF AWARD
___ Specifications too "tight" (i.e., limited to one brand or manufacturer)	___ Insufficient time to respond
___ Specifications unclear	___ Equivalent options not offered
___ Unable to meet specifications	___ Other (please explain below)

Explanation:

_____

_____

_____

_____

We request to:

_____ remain in this service category for future City of Pensacola solicitations.

_____ be removed from this service category and remain on the City's solicitation list.

_____ be removed from the City's solicitation list.

Company Name: _____

Officer Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Office: (____)_____ Fax: (____)_____

Email: _____

Signature of Officer: _____ Date: _____

EVALUATION SHEET
RFP NO. 25-042

DEVELOPMENT ADVISORY SERVICES
FOR THE REDEVELOPMENT OF THE
BAPTIST HOSPITAL LEGACY CAMPUS

Name of Firm:_____

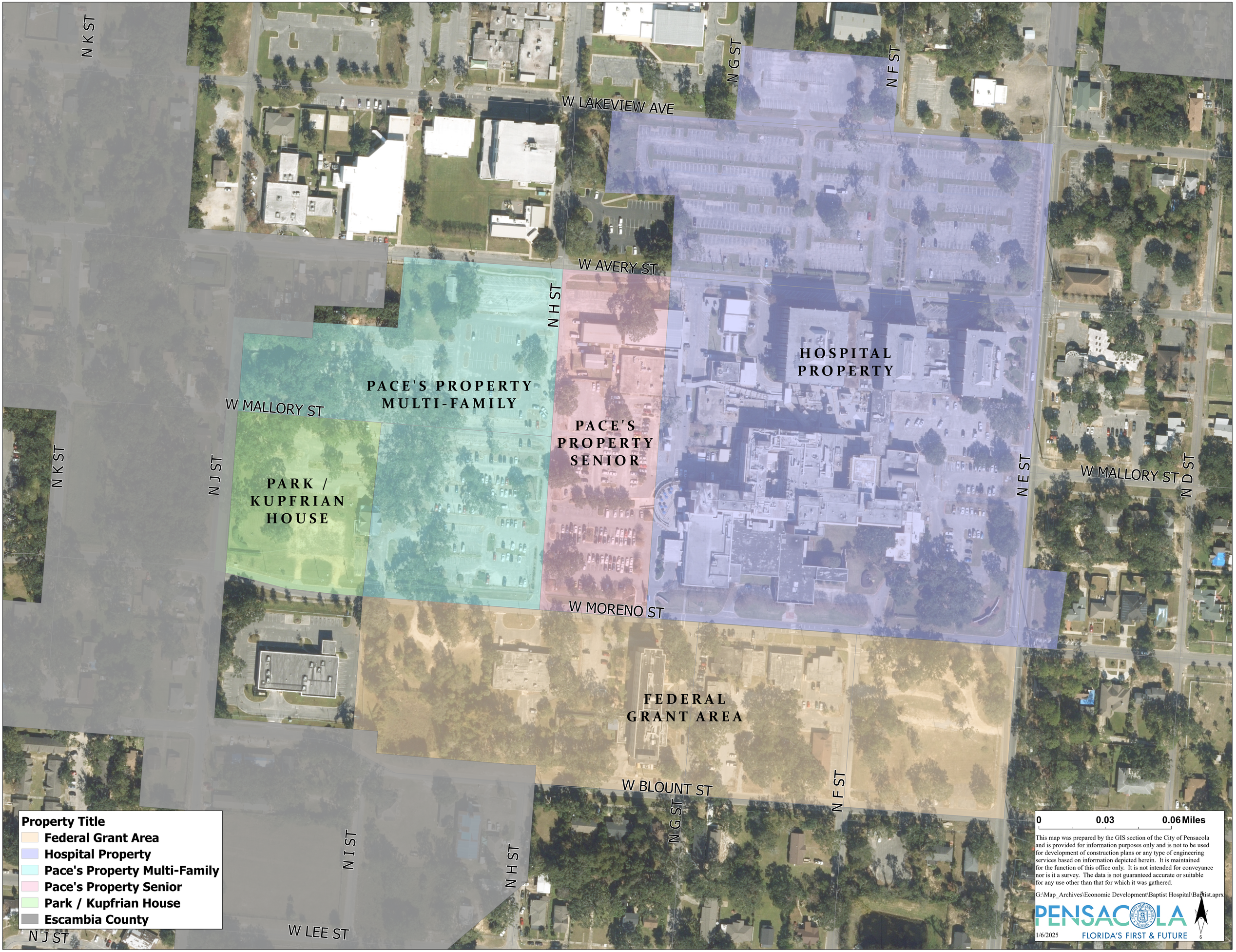
Reviewer:_____

	Possible Points	Points Given
1. Experience with Similar Projects	30	_____
2. Team Qualifications and Delivery Approach	25	_____
3. Community Representation	25	_____
4. Cost	10	_____
5. Certified as or partnered with MBE, SBE, WBE	5	_____
6. Quality of submittal	5	_____
TOTAL POINTS	*100*	_____

Notes:_____

ATTACHMENT A

PROJECT AREA MAP


N K ST
W LAKEVIEW AVE
N G ST
N F ST
W AVERY ST
N H ST
HOSPITAL PROPERTY
PACE'S PROPERTY MULTI-FAMILY
W MALLORY ST
PACE'S PROPERTY SENIOR
PARK / KUPFRIAN HOUSE
N J ST
N E ST
W MALLORY ST
N D ST
W MORENO ST
FEDERAL GRANT AREA
W BLOUNT ST
N F ST
N G ST
N I ST
N H ST
W LEE ST
N J ST
Property Title
Federal Grant Area
Hospital Property
Pace's Property Multi-Family
Pace's Property Senior
Park / Kupfrian House
Escambia County
0
0.03
0.06 Miles
This map was prepared by the GIS section of the City of Pensacola and is provided for information purposes only and is not to be used for development of construction plans or any type of engineering services based on information depicted herein. It is maintained for the function of this office only. It is not intended for conveyance nor is it a survey. The data is not guaranteed accurate or suitable for any use other than that for which it was gathered.
G:\Map_Archives\Economic Development\Baptist Hospital\Baptist.aprx
PENSACOLA
FLORIDA'S FIRST & FUTURE
1/6/2025
N
S

ATTACHMENT B

FLORIDA COMMERCE GRANT AGREEMENT (HS016)

Docusign Envelope ID: 01AAAB26-E847-4F4B-8707-EE8157B77367

DocuSign Envelope ID: 01AAAB26-E847-4F4B-8707-EE8157B77367

State of Florida
Department of Commerce

Federally Funded
Community Development Block Grant
Disaster Recovery (CDBG-DR) Rebuild Florida
Hometown Revitalization Program
Subrecipient Agreement

THIS AGREEMENT is entered into by the State of Florida, Department of Commerce, (hereinafter referred to as "Commerce" or "Grantee") and **City of Pensacola, Florida** (hereinafter referred to as "Subrecipient"), each individually a "Party" and collectively "the Parties."

THIS AGREEMENT IS ENTERED INTO BASED ON THE FOLLOWING REPRESENTATIONS:

WHEREAS, pursuant to the authority of the Disaster Relief Supplemental Appropriations Act, 2022 (Pub. L. 117–43) approved September 30, 2021 (hereinafter the "Appropriations Act")The requirements of the Appropriations Act and implementing regulations at 24 CFR part 570, and the requirements of the Federal Register (FN) notice, 87 FR 6364 (Docket No. FR–6303–N–01) (February 3, 2022), and 87 FR 31636 (Docket No. FR–6326–N–01) (May 24, 2022) (hereinafter the "Federal Register Guidance"), as now in effect and as may be amended from time to time, and as modified by waivers, alternative requirements, and other requirements described in in Federal Register notices published as of this date or in the future, the U.S. Department of Housing and Urban Development (hereinafter referred to as "HUD") has awarded Community Development Block Grant - Disaster Recovery (CDBG-DR) funds to Commerce for activities authorized under Title I of the Housing and Community Development Act of 1974 (42 United States Code (U.S.C.) 5301 *et seq.*) and described in the 2022 State of Florida Action Plan for Disaster Recovery, as now in effect and as may be amended from time to time (hereinafter the "Action Plan").

WHEREAS, CDBG-DR funds made available for use by Subrecipient under this Agreement constitute a subaward of the Grantee's Federal award, the use of which must be in accordance with requirements imposed by Federal statutes, regulations and the terms and conditions of Commerce's Federal award.

WHEREAS, Subrecipient has legal authority to enter into this Agreement and by signing this Agreement, Subrecipient represents and warrants to Commerce that it will comply with all the requirements of the subaward described herein.

WHEREAS, the aggregate use of CDBG-DR funds shall principally benefit low- and moderate-income persons in a manner that ensures at least 70 percent of the grant amount awarded under this Agreement is expended for activities that benefit such persons.

NOW THEREFORE, Commerce and Subrecipient agree to the following:

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(1) Scope of Work. The Scope of Work for this Agreement includes Attachment A, Scope of Work. With respect to Attachment B, Project Budget, and Attachment C, Activity Work Plan, Subrecipient shall submit to Commerce such Attachments in conformity with the current examples attached hereto as necessary and appropriate. Provided further, if there is a disagreement between the Parties, with respect to the formatting and contents of such attachments, then Commerce's decisions with respect to same shall prevail, at Commerce's sole and absolute discretion.

(2) Incorporation of Laws, Rules, Regulations and Policies. Subrecipient agrees to abide by all applicable State and Federal laws, rules and regulations, as now in effect and as may be amended from time to time, including but not limited to, the Federal laws and regulations set forth in 24 CFR Part 570 applicable Federal Register Notices, and the State's Action Plan, and all applicable CDBG-DR regulations and guidelines.

Subrecipient shall ensure that all its activities under this Contract shall be conducted in conformance with these provisions, as applicable: 45 CFR Part 75, 29 CFR Part 95, 2 CFR Part 200, 20 CFR Part 601, 24 CFR Part 570 subpart I, *et seq.*, and all other applicable federal laws, regulations, and policies governing the funds provided under this Agreement as now in effect and as may be amended from time to time.

(3) Period of Agreement. This Agreement begins upon execution by both Parties (the "Effective Date") and ends June 30, 2027, unless otherwise terminated as provided in this Agreement. Commerce shall not grant any extension of this Agreement unless Subrecipient provides justification satisfactory to Commerce in its sole discretion and Commerce's Deputy Secretary of the Division of Community Development or their designee approves such extension.

(4) Modification of Agreement. Modifications to this Agreement shall be valid only when executed in writing by the Parties. Any modification request by Subrecipient constitutes a request to negotiate the terms of this Agreement. Commerce may accept or reject any proposed modification based on Commerce's sole determination and absolute discretion, that any such acceptance or rejection is in the State's best interest.

(5) Records.

(a) Subrecipient's performance under this Agreement shall be subject to 2 CFR Part 200 – Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards as now in effect and as may be amended from time to time.

(b) Representatives of Commerce, the Chief Financial Officer of the State of Florida, the Auditor General of the State of Florida, the Florida Office of Program Policy Analysis and Government Accountability, and representatives of the Federal government and their duly authorized representatives shall have access to any of Subrecipient's books, documents, papers and records, including electronic storage media, as they may relate to this Agreement, for the purposes of conducting audits or examinations or making excerpts or transcriptions.

(c) Subrecipient shall maintain books, records and documents in accordance with generally accepted accounting procedures and practices which sufficiently and properly reflect all expenditures of funds provided by Commerce under this Agreement.

(d) Subrecipient will provide to Commerce all necessary and appropriate financial and compliance audits in accordance with Paragraph (7), Audit Requirements and Attachments I and J herein and ensure that all related party transactions are disclosed to the auditor.

(e) Subrecipient shall retain sufficient records to show its compliance with the terms of this Agreement and the compliance of all subrecipients, contractors, subcontractors and consultants paid from funds under this Agreement for a period of six (6) years from the date Commerce issues the final closeout for this award.. Subrecipient shall also comply with the provisions of 24 CFR 570.493 and 24 CFR 570.502(a)(7)(ii). Subrecipient shall further ensure that audit working papers are available upon request

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for a period of six (6) years from the date Commerce issues the final closeout of this Agreement, unless extended in writing by Commerce. The six-year period may be extended for the following reasons:

1. Litigation, claim or audit initiated before the six-year period expires or extends beyond the six-year period, in which case the records shall be retained until all litigation, claims or audit findings involving the records have been resolved.
2. Records for the disposition of non-expendable personal property valued at $1,000 or more at the time of acquisition shall be retained for six (6) years after final disposition.
3. Records relating to real property acquired shall be retained for six (6) years after the closing on the transfer of title.

(f) Subrecipient shall maintain all records and supporting documentation for Subrecipient and for all contractors, subcontractors and consultants paid from funds provided under this Agreement, including documentation of all program costs in a form sufficient to determine compliance with the requirements and objectives of the scope of work and all other applicable laws and regulations.

(g) Subrecipient shall either (i) maintain all funds provided under this Agreement in a separate bank account or (ii) ensure that Subrecipient's accounting system shall have sufficient internal controls to separately track the expenditure of all funds from this Agreement. Provided further, that the only option available for advanced funds is to maintain such advanced funds in a separate bank account. There shall be no commingling of funds provided under this Agreement with any other funds, projects or programs. Commerce may, in its sole discretion, disallow costs made with commingled funds and require reimbursement for such costs as described herein, Subparagraph (21)(e), Repayments.

(h) Subrecipient, including all of its employees or agents, contractors, subcontractors and consultants to be paid from funds provided under this Agreement, shall allow access to its records at reasonable times to representatives of Commerce, the Chief Financial Officer of the State of Florida, the Auditor General of the State of Florida, the Florida Office of Program Policy Analysis and Government Accountability or representatives of the Federal government or their duly authorized representatives. "Reasonable" shall ordinarily mean during normal business hours of 8:00 a.m. to 5:00 p.m., local time, Monday through Friday.

(6) Audit Requirements.

(a) Subrecipient shall conduct a single or program-specific audit in accordance with the provisions of 2 CFR part 200 if it expends seven hundred fifty thousand dollars ($750,000) or more in Federal awards from all sources during its fiscal year.

(b) Within sixty (60) calendar days of the close of Subrecipient's fiscal year, on an annual basis, Subrecipient shall electronically submit a completed Audit Compliance Certification to audit@Commerce.fl.gov, and Commerce's grant manager; a blank version of which is attached hereto as Attachment J. Subrecipient's timely submittal of one completed Audit Compliance Certification for each applicable fiscal year will fulfill this requirement within all agreements (e.g., contracts, grants, memorandums of understanding, memorandums of agreement, economic incentive award agreements, etc.) between Commerce and Subrecipient.

(c) In addition to the submission requirements listed in Attachment I, Audit Requirements, Subrecipient shall send an electronic copy of its audit report to Commerce's grant manager for this Agreement by June 30 following the end of each fiscal year in which it had an open CDBG-DR subgrant.

(d) Subrecipient shall also comply with the Federal Audit Clearinghouse rules and directives, including but not limited to the pertinent Report Submissions provisions of 2 CFR 200.512, when such provisions are applicable to this Agreement.

(7) Reports.

Subrecipient shall provide Commerce with all reports and information set forth in Attachment G, Reports. The monthly, quarterlyreports and administrative closeout reports must include the current status and progress of Subrecipient and all subcontractors in completing the work described in the Scope of Work, Attachment A,

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and the expenditure of funds under this Agreement. Within 10 calendar days of a request by Commerce, Subrecipient shall provide additional program updates or information. Without limiting any other remedy available to Commerce, if all required reports and copies are not sent to Commerce or are not completed in a manner acceptable to Commerce, payments may be withheld until the reports are completed to Commerce's satisfaction. Commerce may also take other action as stated in Paragraph (12) Remedies or otherwise allowable by law.

(8) Inspections and Monitoring.

(a) Subrecipient shall cooperate and comply with Commerce, HUD, and auditors with any inspections and will immediately provide access to records and financial statements as deemed necessary by Commerce, HUD, and their respective auditors at least in accordance with requirements of 2 CFR part 200 and 24 CFR_570.489.

(b) Subrecipient shall cooperate and comply with monitoring of its activities as deemed necessary by Commerce to ensure that the subaward is used for authorized purposes in compliance with federal statutes, regulations, and this Agreement.

(c) Without limiting the actions Commerce, HUD, or their respective investigators may take, monitoring procedures will include at a minimum: (1) reviewing financial and performance reports required by the Grantee, (2) following-up and ensuring that Subrecipient takes timely and appropriate action on all deficiencies pertaining to the Federal award provided to Subrecipient from the Grantee as detected through audits, on-site reviews and other means, and (3) issuing a management decision for audit findings pertaining to this Federal award provided to Subrecipient from the Grantee as required by 2 CFR §200.521.

(d) Corrective Actions: Commerce may issue management decisions and may consider taking enforcement actions if noncompliance is detected during audits Commerce may require Subrecipient to take timely and appropriate action on all deficiencies pertaining to the Federal award provided to Subrecipient from the pass-through entity as detected through audits, on-site reviews and other means. In response to audit deficiencies or other findings of noncompliance with this agreement, Commerce may in its sole discretion and without advance notice, impose additional conditions on the use of the CDBG-DR funds to ensure future compliance or provide training and technical assistance as needed to correct noncompliance. Commerce may also take other action as stated in Paragraph (12) Remedies or otherwise allowable by law.

(9) Duplication of Benefits.

Subrecipient shall not carry out any of the activities under this Agreement in a manner that results in a prohibited duplication of benefits as defined by Section 312 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1974 (42 U.S.C. 5155 *et seq.*) and described in Appropriations Acts. Subrecipient must comply with HUD's requirements for duplication of benefits, as described in the Federal Register and HUD guidance (including HUD training materials). Subrecipient shall carry out the activities under this Agreement in compliance with Commerce's procedures to prevent duplication of benefits. Subrecipient shall sign a Subrogation Agreement (See Attachment M).

(10) Liability.

(a) If Subrecipient is a state agency or subdivision, as defined in Section 768.28(2), F.S., pursuant to Section 768.28(19), F.S., neither Party indemnifies nor insures or assumes any liability for the other Party for the other Party's negligence.

(b) Subrecipient assumes sole responsibility for the training and oversight of the parties it deals with or employs to carry out the terms of this Agreement to the extent set forth in Section 768.28, Florida Statutes. Subrecipient shall hold Commerce harmless against all claims of whatever nature arises from the work and services performed by third parties under this Agreement. For purposes of this Agreement, Subrecipient agrees that it is not an employee or agent of Commerce, but is an independent contractor.

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(c) Subrecipient agrees to be fully responsible for its negligent or tortious acts or omissions, which result in claims or suits against Commerce. Subrecipient agrees to be liable for any damages proximately caused by the acts or omissions to the extent set forth in Section 768.28, F.S. Nothing herein shall be construed as consent by Commerce or the State of Florida to be sued by third parties in any matter arising out of any agreement, contract, or subcontract.

(d) Nothing herein is intended to serve as a waiver of sovereign immunity by Commerce or Subrecipient.

(11) Events of Default.

If any of the following events occur ("Events of Default"), Commerce may, in its sole and absolute discretion, elect to terminate any obligation to make any further payment of funds, exercise any of the remedies set forth in Paragraph (12) Remedies or pursue any remedy at law or in equity, without limitation:

(a) Any warranty or representation made by Subrecipient, in this Agreement or any previous agreement with Commerce, is or becomes false or misleading in any respect, or if Subrecipient fails to keep or perform any of the obligations, terms, or covenants in this Agreement or any previous agreement with Commerce or HUD, and/or has not cured them in timely fashion and/or is unable or unwilling to meet its obligations under this Agreement and/or as required by statute, rule, or regulation;

(b) Any material adverse change occurs in the financial condition of Subrecipient at any time during the term of this Agreement and Subrecipient fails to cure this adverse change within thirty (30) calendar days from the date written notice is sent by Commerce;

(c) If Subrecipient fails to submit any required report or submits any required report with incorrect, incomplete or insufficient information or fails to submit additional information as requested by Commerce;

(d) If Subrecipient fails to perform or timely complete any of its obligations under this Agreement, including participating in Commerce's Implementation Workshop. The Parties agree that in the event Commerce elects to make payments or partial payments after any Events of Default, it does so without waiving the right to exercise any remedies allowable herein or at law and without becoming liable to make any further payment.

(e) Neither Party shall be liable to the other for any delay or failure to perform under this Agreement if such delay or failure is neither the fault nor the negligence of the Party or its employees or agents and the delay is due directly to acts of God, wars, acts of public enemies, strikes, fires, floods, or other similar cause wholly beyond the Party's control or for any of the foregoing that affects subcontractors or suppliers if no alternate source of supply is available. However, in the event of delay from the foregoing causes, the Party shall take all reasonable measures to mitigate any and all resulting delay or disruption in the Party's performance obligation under this Agreement. If the delay is excusable under this paragraph, the delay will not result in any additional charge or cost under the Agreement to either Party. In the case of any delay Subrecipient believes is excusable under this paragraph, Subrecipient shall notify Commerce in writing of the delay or potential delay and describe the cause of the delay either: (1) within ten (10) calendar days after the cause that creates or will create the delay first arose, if Subrecipient could reasonably foresee that a delay could occur as a result or (2) within five (5) calendar days after the date Subrecipient first had reason to believe that a delay could result, if the delay is not reasonably foreseeable. **THE FOREGOING SHALL CONSTITUTE SUBRECIPIENT'S SOLE REMEDY OR EXCUSE WITH RESPECT TO DELAY**. Providing notice in strict accordance with this paragraph is a condition precedent to such remedy. Commerce, in its sole discretion, will determine if the delay is excusable under this paragraph and will notify Subrecipient of its decision in writing. No claim for damages, other than an extension of time, shall be asserted against Commerce. Subrecipient shall not be entitled to an increase in the Agreement price or payment of any kind from Commerce for direct, indirect, consequential, impact or other costs, expenses or damages, including but not limited to costs of acceleration or inefficiency arising because of delay, disruption, interference or hindrance from any cause whatsoever. If performance is suspended or delayed, in whole or in part, due to any of the causes described in this paragraph, after the causes have ceased to exist, Subrecipient shall perform at no increased cost, unless Commerce determines,

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in its sole discretion, that the delay will significantly impair the value of the Agreement to Commerce or the State, in which case, Commerce may do any or all of the following: (1) accept allocated performance or deliveries from Subrecipient, provided that Subrecipient grants preferential treatment to Commerce with respect to products or services subjected to allocation; (2) purchase from other sources (without recourse to and by Subrecipient for the related costs and expenses) to replace all or part of the products or services that are the subject of the delay, which purchases may be deducted from the Agreement quantity or (3) terminate the Agreement in whole or in part.

(12) Remedies.

If an Event of Default occurs, Commerce may in its sole discretion and without limiting any other right or remedy available, provide thirty (30) calendar days written notice to Subrecipient and if Subrecipient fails to cure within those thirty (30) calendar days Commerce may choose to exercise one or more of the following remedies, either concurrently or consecutively:

(a) Terminate this Agreement upon written notice by Commerce sent in conformity with Paragraph (16) Notice and Contact;

(b) Begin any appropriate legal or equitable action to enforce performance of this Agreement;

(c) Withhold or suspend payment of all or any part of a request for payment;

(d) Demand Subrecipient return to Commerce any funds used for ineligible activities or unallowable costs under this Agreement or any applicable law, rule or regulation governing the use of the funds; and

(e) Exercise any corrective or remedial actions, including but not limited to:

1. Requesting additional information from Subrecipient to determine the reasons for or the extent of non-compliance or lack of performance;

2. Issuing a written warning to advise that more serious measures may be taken if the situation is not corrected; and/or

3. Advising Subrecipient to suspend, discontinue or refrain from incurring costs for any activities in question.

(f) Exercise any other rights or remedies which may be otherwise available under law.

Pursuit of any of the above remedies does not preclude Commerce from pursuing any other remedies in this Agreement or provided at law or in equity. Failure to exercise any right or remedy in this Agreement or failure by Commerce to require strict performance does not affect, extend or waive any other right or remedy available or affect the later exercise of the same right or remedy by Commerce for any other default by Subrecipient.

(13) Dispute Resolution.

Commerce shall decide disputes concerning the performance of the Agreement, and document dispute decisions in writing and serve a copy of same on Subrecipient. All decisions are final and conclusive unless Subrecipient files a petition for administrative hearing with Commerce within twenty-one (21) days from the date of receipt of the decision. Exhaustion of administrative remedies prescribed in Chapter 120, F.S., is an absolute condition precedent to Subrecipient's ability to pursue any other form of dispute resolution; provided however, that the Parties may mutually agree to employ the alternative dispute resolution procedures outlined in Chapter 120, F.S.

(14) Citizen Complaints. The goal of Commerce is to provide an opportunity to resolve citizen complaints in a timely manner, usually within fifteen (15) business days of the receipt of the complaint as expected by HUD, if practicable, and to provide the right to participate in the process and appeal a decision when there is reason for an applicant to believe its application was not handled according to program policies. All applications, guidelines and websites will include details on the right to file a complaint or appeal and the process for filing a complaint or beginning an appeal.

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The Subrecipient will handle citizen complaints by:

(a) Conducting investigations, as necessary;
(b) Finding a resolution; or
(c) Conducting follow-up actions.

Program Appeals

Applicants may appeal program decisions related to one of the following activities:

(a) A program eligibility determination;
(b) A program assistance award calculation; or
(c) A program decision concerning housing unit damage and the resulting program outcome.

Citizens may file a written complaint or appeal with the Office of Long-Term Resiliency by email at CDBG-DR@Commerce.fl.gov or by mail to the following address:

Attention: Office of Long-Term Resiliency
Florida Department of Commerce
107 East Madison Street
The Caldwell Building, MSC 420
Tallahassee, Florida 32399

HUD Complaints

If the complainant is not satisfied by the Subrecipient's determination or Commerce's response, then the complainant may file a written appeal by following the instructions issued in the letter of response. If the complainant has not been satisfied with the response at the conclusion of the complaint or appeals process, a formal complaint may then be addressed directly to the regional Department of Housing and Urban Development (HUD) at:

Department of Housing & Urban Development
Charles E. Bennet Federal Building
400 West Bay Street, Suite 1015
Jacksonville, FL 32202

Fair Housing Complaints

The Florida Office of Long-Term Resiliency operates in Accordance with the Federal Fair Housing Law (The Fair Housing Amendments Act of 1988). Anyone who feels he or she has been discriminated against may file a complaint of housing discrimination: 1-800-669-9777 (Toll Free), 1-800-927-9275 (TTY) or www.hud.gov/fairhousing.

(15) Termination.

(a) Commerce may immediately suspend or terminate this Agreement for cause by providing written notice, from the date notice is sent by Commerce. Cause includes, but is not limited to; an Event of Default as set forth in this Agreement: Subrecipient's improper or ineffective use of funds provided under this Agreement; fraud; lack of compliance with any applicable rules, regulations, statutes, executive orders, HUD guidelines, policies, directives or laws; failure, for any reason, to timely and/or properly perform any of Subrecipient's obligations under this Agreement; submission of reports that are incorrect or incomplete in any material respect and refusal to permit public access to any document, paper, letter or other material subject to disclosure under law, including Chapter 119, F.S., as amended. The aforementioned reasons for termination are listed in the immediately preceding sentence for illustration purposes but are not limiting Commerce's sole and absolute discretion with respect to Commerce's right

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to terminate this Agreement. In the event of suspension or termination, Subrecipient shall not be entitled to recover any cancellation charges or unreimbursed costs.

(b) Commerce may unilaterally terminate this Agreement, in whole or in part, for convenience by providing Subrecipient fourteen (14) days written notice from the date notice is sent by Commerce, setting forth the reasons for such termination, the effective date and, in the case of partial termination, the portion to be terminated. However, if in the case of partial termination, Commerce determines that the remaining portion of the award will not accomplish the purpose for which the award was made, Commerce may terminate the portion of the award which will not accomplish the purpose for which the award was made. Subrecipient shall continue to perform any work not terminated. In the event of termination for convenience, Subrecipient shall not be entitled to recover any cancellation charges or unreimbursed costs for the terminated portion of work.

(c) The Parties may terminate this Agreement for their mutual convenience in writing, in the manner agreed upon by the Parties, which must include the effective date of the termination.

(d) In the event that this Agreement is terminated, Subrecipient shall not incur new obligations under the terminated portion of the Agreement after the date Subrecipient has received the notification of termination. Subrecipient shall cancel as many outstanding obligations as possible. Commerce shall disallow all costs incurred after Subrecipient's receipt of the termination notice. Commerce may, to the extent authorized by law, withhold payments to Subrecipient for the purpose of set-off until the exact amount of damages due to Commerce from Subrecipient is determined.

(e) Upon expiration or termination of this Agreement Subrecipient shall transfer to Commerce any CDBG-DR funds on hand at the time of expiration or termination and any accounts receivable attributable to the use of CDBG-DR funds.

(f) Any real property under Subrecipient's control that was acquired or improved in whole or in part with CDBG-DR funds (including CDBG-DR funds provided to subrecipient in the form of a loan) in excess of $25,000 must either:

1. Be used to meet a national objective until five years after expiration or termination of this Agreement, unless otherwise agreed upon by the Parties, or except as otherwise set forth herein; or
2. If not used to meet a national objective, Subrecipient shall pay to Commerce an amount equal to the current market value of the property less any portion of the value attributable to expenditures of non-CDBG-DR funds for the acquisition or improvement of the property for five years after expiration or termination of this Agreement.

(g) The rights and remedies under this clause are in addition to any other rights or remedies provided by law or under this Agreement.

(16) Notice and Contact.

(a) All notices provided under or pursuant to this Agreement shall be in writing, either by hand delivery, first class or certified mail with return receipt requested, email with confirmation of receipt of email from Subrecipient, to the representative identified below at the address set forth below or said notification attached to the original of this Agreement.

(b) The name and address of Commerce's Primary Grant Manager for this Agreement is:

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Eddy Gedeon Jr.
107 E. Madison Street, MSC 400
Tallahassee, Florida 32399
Ph: (850) 921-3283
Eddy.Gedeon@commerce.fl.gov

(c) The name and address of the Local Government Project Contact for this Agreement is:

Kevin Boyer
Grants and Special Projects, Coordinator
222 W. Main Street
Pensacola, Florida 32502
Ph: (850) 435-1822
kboyer@cityofpensacola.com

(d) If different representatives or addresses are designated by either Party after execution of this Agreement, notice of the name, title and address of the new representative will be provided to the other Party to this Agreement. Such change shall not require a formal amendment of the Agreement.

(17) Contracts.

If Subrecipient contracts any of the work required under this Agreement, a copy of the proposed contract and any proposed amendments, extensions, revisions or other changes thereto, must be forwarded to the Commerce grant manager for prior written approval. For each contract, Subrecipient shall report to Commerce as to whether that contractor or any subcontractors hired by the contractor, is a minority vendor, as defined in Section 288.703, F.S. Subrecipient shall comply with the procurement standards in 2 CFR §200.318 - §200.327 and §200.330 when procuring property and services under this Agreement (refer to Attachments D & E).

Subrecipient shall include the following terms and conditions in any contract pertaining to the work required under this Agreement:

(a) the period of performance or date of completion;
(b) the performance requirements;
(c) that the contractor is bound by the terms of this Agreement;
(d) that the contractor is bound by all applicable State and Federal laws, rules, and regulations;
(e) that the contractor shall hold Commerce and Subrecipient harmless against all claims of whatever nature arising out of the contractor's performance of work under this Agreement;
(f) the obligation of Subrecipient to document in Subrecipient's reports the contractor's progress in performing its work under this Agreement;
(g) the requirements of 2 CFR Appendix II to Part 200 – Contract Provision for Non-Federal Entity Contract Under Federal Awards – (refer to Attachment L)

Subrecipient must comply with CDBG regulations regarding debarred or suspended entities (24 CFR 570.489(l)), pursuant to which CDBG funds must not be provided to excluded or disqualified persons and provisions addressing bid, payment, performance bonds, if applicable, and liquidated damages.

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Subrecipient shall maintain oversight of all activities performed under this Agreement and shall ensure that its contractors perform according to the terms and conditions of the procured contracts or agreements and the terms and conditions of this Agreement.

(18) Terms and Conditions.

This Agreement contains all the terms and conditions agreed upon by the Parties. There are no provisions, terms, conditions, or obligations other than those contained in this Agreement; and this Agreement supersedes all previous understandings. No waiver by Commerce may be effective unless made in writing by an authorized Commerce official.

(19) Attachments.

(a) If any inconsistencies or conflict between the language of this Agreement and the attachments arise, the language of the attachments shall control, but only to the extent of the conflict or inconsistency.

(b) This Agreement contains the following attachments:

Attachment A – Scope of Work
Attachment B – Project Budget (Example)
Attachment C – Activity Work Plan (Example)
Attachment D – Program and Special Conditions
Attachment E – State and Federal Statutes, Regulations and Policies
Attachment F – Civil Rights Compliance
Attachment G – Reports
Attachment H – Warranties and Representations
Attachment I – Audit Requirements
Exhibit 1 to Attachment I – Funding Sources
Attachment J – Audit Compliance Certification
Attachment K – SERA Access Authorization Form
Attachment L – 2 CFR Appendix II to Part 200
Attachment M – Subrogation Agreement

(20) Funding/Consideration.

(a) The funding for this Agreement shall not exceed ***Five Million Dollars and Zero Cents ($5,000,000.00)***, subject to the availability of funds. The State of Florida and Commerce's performance and obligation to pay under this Agreement is contingent upon annual appropriations by the Legislature and subject to any modification in accordance with Chapter 216, F.S. or the Florida Constitution.

(b) Commerce will provide funds to Subrecipient by issuing a Notice of Subgrant Award/Fund Availability ("NFA") through Commerce's financial management information system. Each NFA may contain specific terms, conditions, assurances, restrictions or other instructions applicable to the funds provided by the NFA. By accepting funds made available through an NFA, Subrecipient agrees to comply with all terms, conditions, assurances, restrictions or other instructions listed in the NFA.

(c) By execution of this Agreement, Subrecipient certifies that necessary written administrative procedures, processes and fiscal controls are in place for the operation of its CDBG-DR program for which Subrecipient receives funding from Commerce. These written administrative procedures, processes and fiscal controls must, at minimum, comply with applicable state and federal law, rules, regulations, guidance and the terms of this Agreement. Subrecipient agrees to comply with all the terms and conditions of Attachment D, Program and Special Conditions.

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(d) Subrecipient shall expend funds only for allowable costs and eligible activities, in accordance with the Scope of Work.

(e) Subrecipient shall request all funds in the manner prescribed by Commerce. The authorized signatory for Subrecipient set forth on the SERA Access Authorization Form, Attachment K, to this Agreement, must approve the submission of each Request for Funds ("RFF") on behalf of Subrecipient.

(f) Except as set forth herein, or unless otherwise authorized in writing by Commerce, costs incurred for eligible activities or allowable costs prior to the effective date of this Agreement are ineligible for funding with CDBG-DR funds.

(g) If the necessary funds are not available to fund this Agreement as a result of action by the United States Congress, the Federal Office of Management and Budget, the Florida Legislature, the State Chief Financial Officer or under Subparagraph (22), Mandated Conditions of this Agreement, all obligations on the part of Commerce to make any further payment of funds will terminate and Subrecipient shall submit its administrative closeout report and subgrant agreement closeout package as directed by Commerce within thirty (30) calendar days from receipt of notice from Commerce.

(h) Subrecipient is ultimately responsible for the administration of this Agreement, including monitoring and oversight of any person or entity retained or hired by Subrecipient.

(i) All expenditures under this Agreement shall be made in accordance with this Agreement and any applicable state or federal statutes, rules, or regulations.

(j) Funding for this Agreement is appropriated under Public Law 117-43, Division I, the "The Disaster Relief Supplemental Appropriations Act, 2022" for the purpose of assisting in long-term recovery from major disasters that occurred in 2022 in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121 et seq., (the "Stafford Act").

(k) CDBG-DR funds, appropriated and identified by Public Law, are governed by one or more Federal Register notices that contain requirements, applicable waivers, and alternative requirements that apply to the use of these funds.

(21) Repayments.

(a) Subrecipient shall only expend funding under this Agreement for allowable costs resulting from obligations incurred during the Agreement period. Subrecipient shall ensure that its contractors, subcontractors and consultants only expend funding under this Agreement for allowable costs resulting from obligations incurred during the Agreement period.

(b) In accordance with Section 215.971, F.S., Subrecipient shall refund to Commerce any unobligated funds which have been advanced or paid.

(c) Subrecipient shall refund to Commerce any funds paid in excess of the amount to which Subrecipient or its contractors, subcontractors or consultants are entitled under the terms and conditions of this Agreement.

(d) Subrecipient shall refund to Commerce any funds received for an activity if the activity does not meet one of the three National Objectives listed in 24 CFR § 570.483(b), (c), and (d); provided, however, Subrecipient is not required to repay funds for subgrant administration unless Commerce, in its sole discretion, determines Subrecipient is at fault for the ineligibility of the activity in question.

(e) Subrecipient shall refund to Commerce any funds not spent in accordance with the conditions of this Agreement or applicable law. Such reimbursement shall be sent to Commerce, by Subrecipient, within thirty (30) calendar days from Subrecipient's receipt of notification of such non-compliance.

(f) In accordance with Section 215.34(2), F.S., if a check or other draft is returned to Commerce for collection, Subrecipient shall pay to Commerce a service fee of $15.00 or five percent of the face amount of the returned check or draft, whichever is greater. All refunds or repayments to be made to Commerce under this Agreement are to be made payable to the order of "Department of Commerce" and mailed directly to Commerce at the following address:

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Department of Commerce
Community Development Block Grant Programs Cashier
107 East Madison Street – MSC 420
Tallahassee, Florida 32399-6508

(22) Mandated Conditions.

(a) The validity of this Agreement is subject to the truth and accuracy of all the information, representations and materials submitted or provided by Subrecipient in this Agreement, in any later submission or response to a Commerce request or in any submission or response to fulfill the requirements of this Agreement. All of said information, representations and materials are incorporated herein by reference.

(b) This Agreement shall be construed under the laws of the State of Florida and venue for any actions arising out of this Agreement shall be in the Circuit Court of Leon County. The Parties explicitly waive any right to jury trial.

(c) If any provision of this Agreement is in conflict with any applicable statute or rule, or is unenforceable, then that provision shall be null and void only to the extent of the conflict or unenforceability, and that provision shall be severable from and shall not invalidate any other provision of this Agreement.

(d) Any power of approval or disapproval granted to Commerce under the terms of this Agreement shall survive the term of this Agreement.

(e) This Agreement may be executed in any number of counterparts, any one of which may be taken as an original.

(f) Subrecipient shall comply with all applicable local, state and federal laws, including the Americans With Disabilities Act of 1990, as amended (P.L. 101-336, 42 U.S.C. § 12101 *et seq.*); the Florida Civil Rights Act, as amended, Chapter 760, Florida Statutes; Title VII of the Civil Rights Act of 1964, as amended; (P.L. 101-336, 42 U.S.C. § 12101 *et seq.*) and laws which prohibit discrimination by public and private entities on in employment, public accommodations, transportation, state and local government services and telecommunications.

(g) Pursuant to Section 287.133(2)(a), F.S., a person or affiliate, as defined in Section 287.133(1), F.S., who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor or consultant under a contract with any public entity; and may not transact business with any public entity in excess of thirty-five thousand dollars ($35,000) for a period of thirty-six (36) months following the date of being placed on the convicted vendor list. By executing this Agreement, Subrecipient represents and warrants that neither it nor any of its affiliates is currently on the convicted vendor list. Subrecipient shall disclose if it or any of its affiliates is placed on the convicted vendor list.

(h) Pursuant to Section 287.134(2)(a), F.S., an entity or affiliate, as defined in Section 287.134(1), who has been placed on the discriminatory vendor list may not submit a bid, proposal or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor or consultant under a contract with any public entity; and may not transact business with any public entity. By executing this Agreement, Subrecipient represents and warrants that neither it nor any of its affiliates is currently on the discriminatory vendor list. Subrecipient shall disclose if it or any of its affiliates is placed on the discriminatory vendor list.

(i) All bills for fees or other compensation for services or expenses shall be submitted in detail sufficient for a proper pre-audit and post-audit thereof.

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(j) In the event travel is pre-approved by Commerce, any bills for travel expenses shall be submitted and reimbursed in accordance with Section 112.061, F.S., the rules promulgated thereunder and 2 CFR § 200.474.

(k) If Subrecipient is allowed to temporarily invest any advances of funds under this Agreement, any interest income shall either be returned to Commerce or be applied against Commerce's obligation to pay the Agreement award amount.

(l) Subrecipient hereby acknowledges that Subrecipient is subject to Florida's Government in the Sunshine Law (Section 286.011, F.S.) with respect to the meetings of Subrecipient's governing board or the meetings of any subcommittee making recommendations to the governing board. Subrecipient hereby agrees that all such aforementioned meetings shall be publicly noticed, open to the public and the minutes of all the meetings shall be public records made available to the public in accordance with Chapter 119, F.S.

(m) Subrecipient shall comply with section 519 of P. L. 101-144, the Department of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 1990; and section 906 of P.L. 101-625, the Cranston-Gonzalez National Affordable Housing Act, 1990, by having, or adopting within ninety (90) days of execution of this Agreement, and enforcing, the following:

1. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and
2 A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction.

(n) Upon expiration or termination of this Agreement, Subrecipient shall transfer to Commerce any CDBG-DR funds remaining at the time of expiration or termination, and any accounts receivable attributable to the use of CDBG-DR funds.

(23) Lobbying Prohibition.

(a) No funds or other resources received from Commerce under this Agreement may be used directly or indirectly to influence legislation or any other official action by the Florida Legislature or any state agency.

(b) Subrecipient certifies, by its signature to this Agreement, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of Subrecipient, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement;

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, Subrecipient shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and

3. Subrecipient shall require that this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose as described in this Agreement. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than ten thousand dollars ($10,000) and not more than one hundred thousand dollars ($100,000) for each such failure.

(24) Copyright, Patent and Trademark.

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Any and all patent rights accruing under or in connection with the performance of this Agreement are hereby reserved to the State of Florida. Any and all copyrights accruing under or in connection with the performance of this Agreement are hereby transferred by Subrecipient to the State of Florida.

(a) If Subrecipient has a pre-existing patent or copyright, Subrecipient shall retain all rights and entitlements to that pre-existing patent or copyright unless this Agreement expressly provides otherwise.

(b) If any discovery or invention is developed in the course of or as a result of work or services performed under this Agreement or in any way connected with it, Subrecipient shall refer the discovery or invention to Commerce for a determination whether the State of Florida will seek patent protection in its name. Any patent rights accruing under or in connection with the performance of this Agreement are reserved to the State of Florida. If any books, manuals, films or other copyrightable material are produced, Subrecipient shall notify Commerce. Any copyrights accruing under or in connection with the performance under this Agreement are transferred by Subrecipient to the State of Florida.

(c) Within thirty (30) calendar days of execution of this Agreement, Subrecipient shall disclose all intellectual properties relating to the performance of this Agreement which give rise to a patent or copyright. Subrecipient shall retain all rights and entitlements to any pre-existing intellectual property which is so disclosed. Failure to disclose will indicate that no such property exists, and Commerce shall have the right to all patents and copyrights which accrue during performance of the Agreement.

(25) Legal Authorization.

(a) Subrecipient certifies that it has the legal authority to receive the funds under this Agreement and that its governing body has authorized the execution and acceptance of this Agreement. Subrecipient certifies that the undersigned person has the authority to legally execute and bind Subrecipient to the terms of this Agreement. Commerce may, at its discretion, request documentation evidencing the undersigned has authority to bind Subrecipient to this Agreement as of the date of execution; any such documentation is incorporated herein by reference.

(b) Prior to the execution of this Agreement Subrecipient warrants that, to the best of its knowledge, there is no pending or threatened action, proceeding, investigation or any other legal or financial condition that would in any way prohibit, restrain or diminish Subrecipient's ability to satisfy its obligations. Subrecipient shall immediately notify Commerce in writing if its ability to perform is compromised in any manner during the term of the Agreement.

(26) Public Record Responsibilities.

(a) In addition to Subrecipient's responsibility to directly respond to each request it receives for records, in conjunction with this Agreement and to provide the applicable public records in response to such request, Subrecipient shall notify Commerce of the receipt and content of all such requests by sending an email to PRRequest@Commerce.fl.gov within one (1) business day from receipt of the request.

(b) Subrecipient shall keep and maintain public records required by Commerce to perform Subrecipient's responsibilities hereunder. Subrecipient shall, upon request from Commerce's custodian of public records, provide Commerce with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided by Chapter 119, F.S., or as otherwise provided by law. Subrecipient shall allow public access to all documents, papers, letters or other materials made or received by Subrecipient in conjunction with this Agreement, unless the records are exempt from Article I, Section 24(a) of the Florida Constitution and Section 119.07(1), F.S. For records made or received by Subrecipient in conjunction with this Agreement, Subrecipient shall respond to requests to inspect or copy such records in accordance with Chapter 119, F.S. For all such requests for records that are public records, as public records are defined in Section 119.011, F.S., Subrecipient shall be responsible for providing such public records per the cost structure provided in Chapter 119, F.S., and in accordance with all other requirements of Chapter 119, F.S., or as otherwise provided by law.

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(c) This Agreement may be terminated by Commerce for refusal by Subrecipient to comply with Florida's public records laws or to allow public access to any public record made or received by Subrecipient in conjunction with this Agreement.

(d) If, for purposes of this Agreement, Subrecipient is a "contractor" as defined in Section 119.0701(1)(a), F.S. ("Subrecipient-contractor"), Subrecipient-contractor shall transfer to Commerce, at no cost to Commerce, all public records upon completion including termination, of this Agreement or keep and maintain public records required by Commerce to perform the service. If Subrecipient-contractor transfers all public records to the public agency upon completion of the Agreement, Subrecipient-contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Subrecipient-contractor keeps and maintains public records upon completion of the Agreement, Subrecipient-contractor shall meet all applicable requirements for retaining public records in accordance with Chapters 119 and 257, F.S. All records stored electronically must be provided to Commerce, upon request from Commerce's custodian of public records, in a format that is compatible with the information technology systems of Commerce.

(e) If Commerce does not possess a record requested through a public records request, Commerce shall notify Subrecipient-contractor of the request as soon as practicable, and Subrecipient-contractor must provide the records to Commerce or allow the records to be inspected or copied within a reasonable time, but in all cases within fourteen (14) business days. If Subrecipient-contractor does not comply with Commerce's request for records, Commerce shall enforce the provisions set forth in this Agreement. Subrecipient-contractor who fails to provide public records to Commerce within a reasonable time may be subject to penalties under Section 119.10, F.S.

(f) Subrecipient shall notify Commerce verbally within twenty-four (24) hours and in writing within seventy-two (72) hours if any data in Subrecipient's possession related to this Agreement is subpoenaed or improperly used, copied or removed (except in the ordinary course of business) by anyone except an authorized representative of Commerce. Subrecipient shall cooperate with Commerce, in taking all steps as Commerce deems advisable, to prevent misuse, regain possession or otherwise protect the State's rights and the data subject's privacy.

(g) Subrecipient acknowledges that Commerce is subject to the provisions of Chapter 119, F.S., relating to public records and that reports, invoices and other documents Subrecipient submits to Commerce under this Agreement constitute public records under Florida Statutes. Subrecipient shall cooperate with Commerce regarding Commerce's efforts to comply with the requirements of Chapter 119, F.S.

(h) If Subrecipient submits records to Commerce that are confidential and exempt from public disclosure as trade secrets or proprietary confidential business information, such records should be identified as such by Subrecipient prior to submittal to Commerce. Failure to identify the legal basis for each exemption from the requirements of Chapter 119, F.S., prior to submittal of the record to Commerce serves as Subrecipient's waiver of a claim of exemption. Subrecipient shall ensure public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Agreement term and following completion of the Agreement if Subrecipient-contractor does not transfer the records to Commerce upon completion, including termination, of this Agreement.

(i) **IF SUBRECIPIENT-CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE SUBRECIPIENT-CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS by telephone at 850-245-7140, via email at PRRequest@Commerce.fl.gov, or by mail at Department of Commerce, Public Records Coordinator, 107 East Madison Street, Caldwell Building, Tallahassee, Florida 32399-4128.**

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(j) To the extent allowable by law, Subrecipient shall be fully liable for the actions of its agents, employees, partners, contractors and subcontractors and shall fully indemnify, defend, and hold harmless the State and Commerce, and their officers, agents and employees, from suits, actions, damages, and costs of every name and description, including attorneys' fees, arising from or relating to public record requests or public record law violation(s), alleged to be caused in whole or in part by Subrecipient, its agents, employees, partners, contractors or subcontractors, provided, however, that Subrecipient does not indemnify for that portion of any costs or damages proximately caused by the negligent act or omission of the State or Commerce. Commerce, in its sole discretion, has the right, but not the obligation, to enforce this indemnification provision.

(k) Commerce does not endorse any Subrecipient, commodity, or service. Subject to Chapter 119, F.S., Subrecipient shall not publicly disseminate any information concerning this Agreement without prior written approval from Commerce, including, but not limited to, mentioning this Agreement in a press release or other promotional material, identifying Commerce or the State as a reference, or otherwise linking Subrecipient's name and either a description of the Agreement or the name of Commerce or the State in any material published, either in print or electronically, to any other entity that is not a Party to this Agreement, except potential or actual employees, agents, representatives or subcontractors with the professional skills necessary to perform the work services required by the Agreement.

(l) Subrecipient shall comply with the requirements set forth in Section 119.0701, F.S., when entering into any public agency contract for services after the Effective Date of this Agreement. Subrecipient shall amend each of Subrecipient's public agency contracts for services already in effect as of the Effective Date of this Agreement and which contract will or may be funded in whole or in part with any public funds. Commerce may terminate this Agreement if Subrecipient does not comply with this provision.

(27) Employment Eligibility Verification.

(a) E-Verify is an Internet-based system that allows an employer, using information reported on an employee's Form I-9, Employment Eligibility Verification, to determine the eligibility of all new employees hired to work in the United States. There is no charge to employers to use E-Verify. The Department of Homeland Security's E-Verify system can be found at: https://www.e-verify.gov/.

(b) Section 448.095, F.S., requires the following:

1. Every public agency and its contractors and subcontractors shall register with and use the E-Verify system to verify the work authorization status of all newly hired employees. A public agency or a contractor or subcontractor thereof may not enter into a contract unless each party to the contract registers with and uses the E-Verify system.

2. An employer shall verify each new employee's employment eligibility within three (3) business days after the first day that the new employee begins working for pay as required under 8 C.F.R. 274a. Beginning July 1, 2023, a private employer with 25 or more employees shall use the E-Verify system to verify a new employee's employment eligibility.

(c) If an entity does not use E-Verify, the entity shall enroll in the E-Verify system prior to hiring any new employee or retaining any contract employee after the effective date of this Agreement.

(28) Program Income.

(a) Subrecipient shall report to Commerce all program income (as defined at 24 CFR § 570.500(a) or in the Federal Register Guidance governing the CDBG-DR funds) generated by activities carried out with

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CDBG-DR funds made available under this Agreement as part of Subrecipient's Quarterly Progress Report. Subrecipient shall use program income in accordance with the applicable requirements of 2 CFR part 200, 24 CFR part 570.504, and the terms of this Agreement.

(b) Program income generated after closeout shall be returned to Commerce. Program income generated prior to closeout shall be returned to Commerce unless the program income is used to fund additional units of CDBG-DR activities, specified in a modification to this Agreement and duly executed prior to administrative closeout.

(29) National Objectives.

All activities funded with CDBG-DR funds must meet the criteria for one of the CDBG program's National Objectives. Subrecipient certifies that the activities carried out under this Agreement shall meet the following national objectives and satisfy the following criteria:

(a) Benefit to low- and moderate- income persons;
(b) Aid in prevention or elimination of slums or blight; and
(c) Meet a need having particular urgency (referred to as urgent need).

(30) Independent Contractor.

(a) In Subrecipient's performance of its duties and responsibilities under this Agreement, it is mutually understood and agreed that Subrecipient is at all times acting and performing as an independent contractor. Nothing in this Agreement is intended to or shall be deemed to constitute an employer/employee relationship, partnership or joint venture between the Parties. Subrecipient shall at all times remain an independent contractor with respect to the services to be performed under this Agreement. Nothing in this Agreement shall be construed to create any agency or employment relationship between Commerce, Subrecipient, its employees, subcontractors or agents. Neither Party shall have any right, power or authority to assume, create or incur any expense, liability or obligation, express or implied, on behalf of the other.

(b) Subrecipient, its officers, agents, employees, subcontractors or assignees, in performance of this Agreement shall act in the capacity of an independent contractor and not as an officer, employee, agent, joint venturer, or partner of the State of Florida.

(c) Subrecipient shall have sole right to control the manner, method and means by which the services required by this Agreement are performed. Commerce shall not be responsible to hire, supervise or pay Subrecipient's employees. Neither Subrecipient, nor its officers, agents, employees, subcontractors or assignees are entitled to State retirement or State leave benefits, or to any other compensation of State employment as a result of performing the duties and obligations of this Agreement.

(d) Subrecipient agrees to take such actions as may be necessary to ensure that each subcontractor will be deemed to be an independent contractor and will not be considered or permitted to be an agent, employee, servant, joint venturer or partner of the State of Florida.

(e) Unless justified by Subrecipient, and agreed to by Commerce in the Scope of Work, Commerce will not furnish services of support (*e.g.*, office space, office supplies, telephone service, secretarial or clerical support) to Subrecipient or its subcontractor or assignee.

(f) Commerce shall not be responsible for withholding taxes with respect to Subrecipient's use of funds under this Agreement. Subrecipient shall have no claim against Commerce for vacation pay, sick leave, retirement benefits, social security, workers' compensation, health or disability benefits, reemployment assistance benefits or employee benefits of any kind. Subrecipient shall ensure that its employees, subcontractors and other agents, receive benefits and necessary insurance (health, workers' compensation, reemployment assistance benefits) from an employer other than the State of Florida.

(g) Subrecipient, at all times during the Agreement, must comply with the reporting and Reemployment Assistance contribution payment requirements of Chapter 443, F.S.

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(h) Commerce shall not be responsible for providing any training to Subrecipient, its employees, assigns, agents, representatives or subcontractors in the professional skills necessary to perform the work services required by this Agreement; Commerce may provide training in the form of an Implementation Workshop in keeping with implementation

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State of Florida
Department of Commerce
Federally Funded Subrecipient Agreement
Signature Page

IN WITNESS THEREOF, and in consideration of the mutual covenants set forth above and in the attachments and exhibits hereto, the Parties executed this Agreement by their duly authorized undersigned officials.

CITY OF PENSACOLA, FLORIDA		**DEPARTMENT OF COMMERCE**	
By	Signature	**By**	Signature
	Darcy Curran Reeves		**J. Alex Kelly**
Title	**Mayor**	**Title**	**Secretary**
Date	7-23-2024	**Date**	8/6/2024
Federal Tax ID #	**59-6000406**		
UEI #	**UBMRAF87HQF5**		

Approved as to form and legal sufficiency, subject only to full and proper execution by the Parties.

OFFICE OF GENERAL COUNSEL
DEPARTMENT OF COMMERCE

By: Ryan Bourgoin
8/6/2024

Approved Date: _____

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Attachment A – Scope of Work

1. PROGRAM DESRIPTION:

On September 16, 2020, Hurricane Sally (DR-4564) swept over the Florida panhandle as a Category 2 hurricane, bringing heavy rainfall and flooding. The impacts of Hurricane Sally further demonstrated the need for an effective, comprehensive long-term recovery plan that would address and meet the remaining needs of Floridians following this catastrophic event. In the wake of this natural disaster, Florida came together to recover and rebuild, but significant unmet needs remain.

Recognizing this, Congress appropriated, and the U.S. Department of Housing and Urban Development (HUD) allocated a total of $187 million in funding to support long-term recovery efforts following Hurricane Sally through the Florida Department of Commerce's (Commerce's) Community Development Block Grant Disaster Recovery (CDBG-DR) Program. Commerce has allocated $15,992,308.74 of this funding for the Rebuild Florida Hometown Revitalization Program through the CDBG-DR Program.

Activities that are eligible under the Rebuild Florida Hometown Revitalization Program include:

- Public facility improvements, including streetscapes, lighting, sidewalks, and other physical improvements to commercial areas;
- Acquisition, demolition, site preparation, or rehabilitation of commercial structures carried out by a unit of local government;
- Assistance to small businesses for rehabilitation and physical improvements to their places of business; and
- Facade improvements to private or public structures in commercial area

2. PROJECT DESCRIPTION:

The City of Pensacola has been awarded Five Million Dollars and Zero Cents ($5,000,000.00) in CDBG-DR (Community Development Block Grant – Disaster Recovery) funding to acquire, abate, and demolish a 20-acre portion of the abandoned, Baptist Hospital campus located in the center of a residential neighborhood in Pensacola, Florida. The City of Pensacola will use the funds awarded to prepare the acquired site for a community park.

3. SUBRECIPIENT RESPONSIBILITIES:

A. Complete and submit the following items to Commerce within thirty (30) calendar days of execution of the Agreement:

1) Organizational Chart with contact information;
2) Job descriptions for Subrecipient's employees, contracted staff, vendors, and contractors. If staffing changes, there must be a submittal stating the names and job descriptions included with the monthly report.
3) Attachment B, Project Budget – Develop and submit to Commerce a detailed budget for implementation of the project.
4) Attachment C, Activity Work Plan - Develop and submit to Commerce a detailed timeline for implementation consistent with the milestones outlined in the Hometown Revitalization Program Guidelines.

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Should any changes to the organizational chart, Attachment B or Attachment C be deemed necessary, an updated plan must be submitted to Commerce with your monthly report for review and approval by the Commerce Grant Manager.

B. Develop and submit a copy of the following policies and procedures to the Commerce Grant Manager for review and approval within thirty (30) calendar days of Agreement execution. The Commerce Grant Manager will provide approval in writing prior to the policies and procedures being implemented.

   1) Procurement policies and procedures that incorporate 2 CFR Part 200.317-326.
   2) Administrative financial management policies, which must comply with all applicable HUD CDBG-DR and State of Florida rules.
   3) Quality assurance and quality control system policies and procedures that comply with all applicable HUD CDBG-DR and Commerce policies.
   4) Policies and procedures to detect and prevent fraud, waste and abuse that describe how the subrecipient will verify the accuracy of monitoring policy indicating how and why monitoring is conducted, the frequency of monitoring policy, and which items will be monitored, and procedures for referring instances of fraud, waste and abuse to HUD OIG Fraud Hotline (phone: 1-800-347-3735 or email hotline@hudoig.gov).
   5) Policies and procedures for the requirements under 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Award.

C. Attend fraud related training offered by HUD OIG to assist in the proper management of the CDBG-DR grant funds when available.
D. Upload required documents into a system of record provided by Commerce.
E. Maintain organized subrecipient agreement files and make them accessible to Commerce or its representatives upon request.
F. Comply with all terms and conditions of the subrecipient agreement, Program Guidelines, Action Plans, Action Plan amendments, and Federal, State, and local laws.
G. Provide copies of all proposed procurement documents to Commerce ten (10) business days prior to posting as detailed in Attachment D of Subrecipient Agreement. The proposed procurement documents will be reviewed and approved by the Commerce Grant Manager. Should the procurement documents require revisions based on state or federal requirements, Subrecipient will be required to postpone procurement and submit revised documents for review and approval.
H. Provide the following information on a monthly and quarterly basis within five (5) calendar days after the end of each month/quarter: Monthly and Quarterly Reports as detailed in Attachment G.
I. Subrecipient shall provide photographs of projects to document progress with quarterly reports or when requested by Commerce.

4. ELIGIBLE TASKS:

A. Deliverable No. 1 – Project Implementation

Tasks that are eligible for reimbursement are as follows:

1) Environmental review administrative activities (Environmental Exemption, Public Notice Publication(s), etc.).
2) Develop policies for the Recipient to adopt related to special conditions listed in this subgrant agreement.

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3) Prepared procurement documents.
4) Prepare list of minority and women business enterprise (MBE/WBE) firms that operate in the Recipient's area.
5) Prepare and submit public notices for publications.
6) Maintain financial records related to project activities on-site.
7) Conduct a Fair Housing activity.
8) Attend a pre-bid conference, bid opening, or preconstruction meeting.
9) Review contractor payrolls and interviewed employees to determine compliance with Davis-Bacon Act, the Contract Work Hours and Safety Standards Act, and the Copeland "Anti-Kickback" Act.
10) Maintain project files.
11) Attended meetings of the Recipient's local governing body to provide progress reports on subgrant activities.
12) Prepare documentation for and participated in monitoring visits in person or virtual by Commerce.
13) Prepare financial activity for submission to Commerce.
14) Prepare and submit detailed monthly and quarterly reports to Commerce.
15) Prepare and submit Section 3 reports to Commerce.
16) Respond to citizens' complaints.
17) Prepare subgrant modification document for submission to Commerce for review and approval.
18) Prepare responses to monitoring findings and concerns for Recipient to submit to Commerce or HUD.
19) Project Closeout, Engineer's Certification of Completion, Grant Closeout Package completed and submitted to Commerce.

B. **Deliverable No. 2 – Acquisition**

Acquisition activity will be completed in accordance with the Uniform Relocation Act and Commerce guidelines for the following properties:

1) Acquire parcels within the contiguous L-shape, 20-acre portion of the former BaptistHealth Care E. Street Campusthe property located at Baptist Health Care E Street Campus:
   a. Prepare/distribute public notices.
   b. Perform Phase I Environmental Site Assessment.
   c. Provide legal services related to acquisition of the property (including closing, title search and deed).
   d. File/record all associated documents with the Clerk of Court.
   e. Obtain and review appraisal based upon independent cost estimate and market value.
   f. Pay negotiated final property cost.

C. **Deliverable No. 3 – Demolition and Construction**

Tasks that are eligible for reimbursement are as follows:

1) Hire a Florida licensed demolition contractor to perform demolition activities in accordance with design plans and working drawings of the Baptist Hospital property.
2) Hire a Florida licensed contractor to perform construction activities in accordance with design plans and working drawings.

5. **DELIVERABLES:** Subrecipient agrees to provide the following services as specified:

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Deliverable No. 1 – Project Implementation		
TASKS	**MINIMUM LEVEL OF SERVICE**	**FINANCIAL CONSEQUENCES**
Subrecipient shall complete Project Implementation tasks as identified in Section 4.A of this Scope of Work.	Subrecipient may request reimbursement upon completion of a minimum of one (1) Project Implementation task on a per completed task basis as detailed in Section 4.A of this Scope of Work; evidenced by invoice(s) noting completed tasks as well as payroll and other supporting documentation, as applicable.	Failure to complete the Minimum Level of Service as specified shall result in non-payment for this deliverable for each payment request.
		Deliverable 1 Cost- $125,000.00
Deliverable No. 2 – Acquisition		
TASKS	**MINIMUM LEVEL OF SERVICE**	**FINANCIAL CONSEQUENCES**
Subrecipient shall complete Engineering Services tasks as detailed in Section 4.B of this Scope of Work.	Subrecipient may request reimbursement upon completion of a minimum of any one task at each individual site as identified in Deliverables 4.B and evidenced by submittal of the following documentation: 1) Clear title and closing documents. 2) Invoice package in accordance with Section 7 of this Agreement.	Failure to complete the Minimum Level of Service as specified shall result in non-payment for this deliverable for each payment request.
		Deliverable 2 Cost- $1,250,000.00
Deliverable No. 3 – Demolition and Construction		
TASKS	**MINIMUM LEVEL OF SERVICE**	**FINANCIAL CONSEQUENCES**
Subrecipient shall complete Construction tasks as detailed in Section 4.C of this Scope of Work.	Subrecipient may request reimbursement upon completion of activities in accordance with Section 4.C of this Scope of Work in the following increments: 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%, 90% and 100%, evidenced by submittal of the following documentation: 1) AIA forms G702 and G703, or similar accepted Commerce form, completed by a licensed professional certifying to the percentage of project completion; 2) Photographs of project in progress and completed; and 3) Invoice package in accordance with Section 7 of this Scope of Work.	Failure to complete the Minimum Level of Service as specified shall result in non-payment for this deliverable for each payment request.
		Deliverable 3 Cost- $3,625,000.00

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Total Project Costs Not to Exceed $5,000,000.00

COST SHIFTING: The deliverable amounts specified within the Deliverables Section 5 table above are established based on the Parties' estimation of sufficient delivery of services fulfilling grant purposes under the Agreement in order to designate payment points during the Agreement Period; however, this is not intended to restrict Commerce's ability to approve and reimburse allowable costs Subrecipient incurred providing the deliverables herein. Prior written approval from Commerce's Grant Manager is required for changes to the above Deliverable amounts that do not exceed **25%** of each deliverable total funding amount. Changes that exceed **25%** of each deliverable total funding amount will require a formal written amendment request from Subrecipient, as described in **MODIFICATION** section of the Agreement. Regardless, in no event shall Commerce reimburse costs of more than the total amount of this Agreement.

6. COMMERCE RESPONSIBILITIES:

A. Monitor the ongoing activities of Subrecipient to ensure all activities are being performed in accordance with the Agreement to the extent required by law or deemed necessary by Commerce in its discretion.
B. Assign a Grant Manager as a point of contact for Subrecipient.
C. Review Subrecipient's invoices described herein and process them on a timely basis.
D. Commerce shall monitor progress, review reports, conduct site visits as Commerce determines necessary at Commerce's sole and absolute discretion, and process payments to Subrecipient.

7. INVOICE SUBMITTAL:

Commerce shall reimburse the Subrecipient in accordance with Section 5 of this Scope of Work. In accordance with the Funding Requirements of s. 215.971(1), F.S. and Section (20) of this Agreement, the Subrecipient and its subcontractors may only expend funding under this Agreement for allowable costs resulting from obligations incurred during this Agreement. To be eligible for reimbursement, costs must be in compliance with laws, rules and regulations applicable to expenditures of State funds, including, but not limited to, the Reference Guide for State Expenditures: (https://myfloridacfo.com/docs-sf/accounting-and-auditing-libraries/state-agencies/reference-guide-for-state-expenditures.pdf).

A. Subrecipient shall provide one invoice per month for services rendered during the applicable period of time as defined in the deliverable table. In any month no deliverable has been completed, the subrecipient will provide notice that no invoicing will be submitted.
B. The following documents shall be submitted with the itemized invoice:
    1) A cover letter signed by Subrecipient's Agreement Manager certifying that the costs being claimed in the invoice package: (1) are specifically for the project represented to the State in the budget appropriation; (2) are for one or more of the components as stated in Section 5, DELIVERABLES, of this SCOPE OF WORK; (3) have been paid; and (4) were incurred during this Agreement.
    2) Subrecipient's invoices shall include the date, period in which work was performed, amount of reimbursement, and work completed to date.
    3) A certification by a licensed professional using AIA forms G702 and G703, or their substantive equivalents, certifying that the project, or a quantifiable portion of the project, is complete, as appropriate to the deliverable.
    4) Photographs of the project in progress and completed work, as appropriate to the deliverable.
    5) A copy of all supporting documentation for vendor payments.
    6) A copy of the bank statement that includes the cancelled check or evidence of electronic funds transfer. The State may require any other information from Subrecipient that the State deems necessary to verify that the services have been rendered under this Agreement.

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C. If the Grantee is a county or municipality that is a rural community or rural area of opportunity as those terms are defined in section 288.0656(2), F.S., the payment of submitted invoices may be issued for verified and eligible performance that has been completed in accordance with the terms and conditions set forth in this Agreement to the extent that federal or state law, rule, or other regulation allows such payments. Upon meeting either of the criteria set forth below, the Grantee may elect in writing to exercise this provision.

1) A county or municipality that is a rural community or rural area of opportunity as those terms are defined in section 288.0656(2), F.S., that demonstrates financial hardship; or

2) A county or municipality that is a rural community or rural area of opportunity as those terms are defined in section 288.0656(2), F.S., and which is located in a fiscally constrained county, as defined in section 218.67(1), F.S. If the Grantee meets the criteria set forth in this paragraph, then the Grantee is deemed to have demonstrated financial hardship.

D. The Subrecipient's invoice and all documentation necessary to support payment requests must be submitted through Commerce's Subrecipient Enterprise Resource Application (SERA) System. Further instruction on SERA invoicing and reporting, along with a copy of the invoice template, will be provided upon execution of the agreement.

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Attachment B – Project Budget (Example)

Subrecipient: _____ Contract Number: _____ Project Title: _____

Activity		Budget			
Activity	**Description**	**CDBG-DR Amount**	**Other Funds**	**Source***	**Total Funds**
1. Project Implementation					
2. Engineering Services					
3. Construction					
4. Acquisition					
TOTALS					

***Show the sources and amounts of Other Funds needed to complete the project below, including local funds, grants from other agencies and program income.**

Source of Other Funds	Amount
1.	
2.	
3.	
4.	

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Attachment C – Activity Work Plan (Example)

Subrecipient _____ Project Title: _____ Project Budget: _____

Contract Number: _____ Date Prepared: _____ Modification Number: _____

Activity Start Date (month/year)	**Activity End Date** (month/year)	**Describe Proposed Action to be Completed by the "End Date."** Please have the Action reflect an activity or task within the Subrecipient Grant Agreement under Section 4, Eligible Tasks within Attachment 1 – Scope of Work.	**Estimated Leveraged Funds to be Expended per "Activity End Date"**	**Estimated Funds to be Requested per "Activity End Date"**

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Attachment D – Program and Special Conditions

1. Subrecipient shall demonstrate that progress is being made in completing project activities in a timely fashion pursuant to the activity work plan (Attachment C). If Subrecipient does not comply with the activity work plan schedule, a justification for the delay and a plan for timely accomplishment shall be submitted to Commerce within 21 calendar days of receiving Commerce's request for justification for the delay. Any project for which Subrecipient has not completed the activities listed in the Activity Work Plan may be rescinded unless Commerce agrees that Subrecipient has provided adequate justification for the delay.

2. Subrecipient shall maintain records of expenditure of funds from all sources that will allow accurate and ready comparison between the expenditures and the budget/activity line items as defined in the Project Budget (Attachment B) and Activity Work Plan (Attachment C).

3. Subrecipient shall request Commerce's approval for all professional services contracts and/or agreements that will be reimbursed with CDBG-DR funds. Copies of the following procurement documents must be provided to Commerce for review:

   a. When publication of a Request for Proposal (RFP) is used as a means of solicitation, a copy of the advertisement, including an affidavit of publication.
   b. Commerce will either approve the procurement or notify Subrecipient that the procurement cannot be approved because it violates State, Federal or local procurement guidelines. Subrecipient shall notify Commerce in writing no later than 90 calendar days from the effective date of this agreement if it will not be procuring any professional services or if it will be using non-CDBG-DR funds to pay for professional services.

4. Prior to the obligation or disbursement of any funds, except for administrative expenses and not to exceed $5,000, Subrecipient shall complete the following:
   a. Submit for Commerce's approval the documentation required in paragraph 3 above for any professional services contract. Subrecipient proceeds at its own risk if more than the specified amount is incurred before Commerce approves the procurement. If Commerce does not approve the procurement of a professional services contract, the local government will not be able to use CDBG-DR funds for that contract beyond $5,000.
   b. Comply with 24 CFR part 58, as well as Parts 35, 51, 55 and other federal environmental compliance requirements as appropriate. When Subrecipient has completed the environmental review process for any project that includes activities categorized as neither Exempt pursuant to § 58.34 nor categorically excluded pursuant to § 58.35(b), it shall submit a Request for Release of Funds and Certification. Commerce will issue an Authority to Use Grant Funds (form HUD-7015.16) when this condition has been fulfilled to the satisfaction of Commerce. If Commerce has not issued an Authority to use Grant Funds within 15 days of Subrecipient's submission of the required documentation, Commerce shall provide Subrecipient a written update regarding the status of the review process upon subrecipient request. **SUBRECIPIENT SHALL NOT CARRY OUT ANY CHOICE-LIMITING ACTIONS OR COMMIT HUD FUNDS OR NON-HUD FUNDS TO ACTIVITES OTHER THAN THOSE PREVIOUSLY CERTIFIED AS EXEMPT IN ACCORDANCE WITH 24 CFR 58.34 OR CATEGORICALLY EXCLUED IN ACCORDANCE WITH 24 CFR 58.35(b) BEFORE Commerce HAS ISSUED THE "AUTHORITY TO USE GRANT FUNDS."**

5. Subrecipient agrees to comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. §4601-4655; hereinafter, the "URA"), implementing regulations at 24 CFR part 42, 49 CFR part 24 and 24 CFR §570.606(b), the requirements of 24 CFR §42.325 – 42.350 governing the Residential Anti-displacement and Relocation Assistance Plan under section 104(d) of the Housing and Community Development

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Act of 1974 (42 U.S.C. §5304(d)), and the requirements in 24 CFR §570.606(d), governing optional relocation assistance policies.

6. If Subrecipient undertakes any activity subject to the URA, Subrecipient shall document completion of the acquisition by submitting all documentation required for a desk monitoring of the acquisition, including a notice to property owners of his or her rights under the URA, an invitation to accompany the appraiser, all appraisals, offer to the owner, acceptance, contract for sale, statement of settlement costs, copy of deed, and waiver of rights (for donations), as applicable. The documentation shall be submitted prior to completing the acquisition (closing) so that Commerce can determine whether remedial action may be needed. Subrecipient shall provide relocation assistance to displaced persons, as defined by 24 CFR §570.606(b)(2), that are displaced as a direct result of acquisition, rehabilitation, demolition or conversion for a CDBG-assisted project.

7. Subrecipient shall timely submit completed forms for all prime and subcontractors as required by this Agreement, Commerce, HUD, and applicable, regulations and guidance laws, specifically including but not limited to:

   a. Certification Regarding Debarment, Suspension, and Other Responsibility Matters (Primary Covered Transactions); Subrecipient must provide proof to Commerce Grant Manager that they have completed a debarment check of SAM.gov for all prime and subcontractors.
   b. Section 3 Participation Report (Construction Prime Contractor);
   c. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion (Subcontractor), (if applicable); and
   d. Section 3 Participation Report (Construction Subcontractor), (if applicable).

8. In addition, each construction contract or agreement for new or replacement housing must contain language that requires the contractor to meet the Green Building Standard for Replacement and New Construction of Residential Housing, as defined in the Allocation notice published in the Federal Register Volume 81, Number 224 on Monday, November 21, 2016.

9. For each Request for Funds (RFF) that includes reimbursement of construction costs, Subrecipient shall provide a copy of the American Institute of Architects (AIA) form G702, Application and Certification for Payment, or a comparable form approved by Commerce, signed by the contractor and inspection engineer, and a copy of form G703, Continuation Sheet, or a comparable form approved by Commerce. For each RFF that includes construction costs, Subrecipient shall provide a copy of AIA form G702, or a comparable form approved by Commerce, if applicable, signed by the contractor and the local building inspector or housing specialist and a copy of form G703, or a comparable form approved by Commerce, if applicable.

10. For each project, when Subrecipient issues the Notice to Proceed to the contractor(s), copies of the following documents shall be sent to Commerce:
    a. Notice to Proceed;
    b. The contractor's performance bond (100 percent of the contract price); and
    c. The contractor's payment bond (100 percent of the contract price).

11. Subrecipient shall undertake an activity each quarter to affirmatively further fair housing pursuant to 24 CFR § 570.487(b)(4).

12. Subrecipient shall ensure that a deed restriction is recorded on any real property or facility, excluding easements, acquired with CDBG-DR funds. This restriction shall limit the use of that real property or facility to the use stated in the subgrant application and that title shall remain in the name of Subrecipient. Such deed restriction shall be

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made a part of the public records in the Clerk of Court of the county in which the real property is located. Any future disposition of that real property shall be in accordance with 24 CFR § 570.505. Any future change of use of real property shall be in accordance with 24 CFR § 570.489(j).

13. Subrecipient shall comply with the historic preservation requirements of the National Historic Preservation Act of 1966, as amended, the procedures set forth in 36 CFR part 800, and the Secretary of the Interior's Standards for Rehabilitation, codified at 36 CFR 67, and Guidelines for Rehabilitating Historic Buildings.

14. Pursuant to section 102(b), Public Law 101-235, 42 U.S.C. §3545, Subrecipient shall update and submit Form HUD 2880 to Commerce within thirty (30) calendar days of Subrecipient's knowledge of changes in situations which would require that updates be prepared. Subrecipient must disclose:
    a. All developers, contractors, consultants and engineers involved in the application or in the planning, development or implementation of the project or CDBG-DR-funded activity; and
    b. Any person or entity that has a financial interest in the project or activity that exceeds $50,000 or 10 percent of the grant, whichever is less.

15. If required, Subrecipient shall submit a final Form HUD 2880, to Commerce with Subrecipient's request for administrative closeout, and its absence or incompleteness shall be cause for rejection of the administrative closeout.

16. Conflicts of interest relating to procurement shall be addressed pursuant to 24 CFR §570.489(g). Title 24 CFR §570.489(h) shall apply in all conflicts of interest not governed by 24 CFR § 570.489(g), such as those relating to the acquisition or disposition of real property; CDBG-DR financial assistance to beneficiaries, businesses or other third parties; or any other financial interest, whether real or perceived. Additionally, Subrecipient agrees to comply with, and this Agreement is subject to, Chapter 112 F.S.

17. Any payment by Subrecipient using CDBG-DR funds for acquisition of any property, right-of-way, or easement that exceeds fair market value as determined through the appraisal process established in HUD Handbook 1378 shall be approved in writing by Commerce prior to distribution of the funds. Should the Recipient fail to obtain Commerce pre-approval, any portion of the cost of the acquisition exceeding Fair Market Value shall not be paid or reimbursed with CDBG-DR funds.

18. Subrecipient shall take photographs or video of all activity locations prior to initiating any construction. As the construction progresses, additional photography or videography shall document the ongoing improvements. Upon completion of construction, final documentation of the activity locations will be provided to Commerce with the administrative closeout package for this Agreement.

19. If an activity is designed by an engineer, architect or other licensed professional, it shall be certified upon completion by a licensed professional as meeting the specifications of the design, as may have been amended by change orders. The date of completion of construction shall be noted as part of the certification. This certification shall be accomplished prior to submission of an administrative closeout package and a copy of the certification shall be submitted with the administrative closeout package.

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Attachment E – State and Federal Statutes, Regulations, and Policies

The CDBG-DR funds available to Subrecipient through this agreement constitute a subaward of the Grantee's Federal award under the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR part 200. This agreement includes terms and conditions of the Grantee's Federal award that are imposed on Subrecipient and Subrecipient agrees to carry out its obligations in compliance with all of the obligations described in this agreement.

Subrecipient agrees to, and, by signing this Agreement, certifies that, it will comply with all applicable provisions of the Housing and Community Development Act of 1974, as amended, and the regulations at 24 CFR part 570, as modified by the Federal Register notices that govern the use of CDBG-DR funds available under this agreement. These Federal Register notices include, but are not limited to, Federal Register (FN) notice, 87 FR 6364 (Docket No. FR–6303–N–01) (February 3, 2022), and 87 FR 31636 (Docket No. FR–6326–N–01) (May 24, 2022). Notwithstanding the foregoing, the Subrecipient assumes responsibilities for environmental review, decision-making and action, described in 24 CFR part 58 including the decision making and determination of environmental compliance.

Subrecipient shall also comply with all other applicable Federal, state and local laws, regulations and policies as now in effect and as may be amended from time to time that govern the use of the CDBG-DR funds in complying with its obligations under this agreement, regardless of whether CDBG-DR funds are made available to Subrecipient on an advance or reimbursement basis.

Subrecipient also agrees to use funds available under this Agreement to supplement rather than supplant funds otherwise available. Subrecipient further agrees to comply with all other applicable Federal, State and local laws, regulations and policies governing the funds provided under this Agreement, including, but not limited to the following:

I. State of Florida Requirements

State of Florida Requirements are stated throughout this Agreement and Attachments thereto.

II. Audits, Inspections, and Monitoring

1. Single Audit

Subrecipient must be audited as required by 2 CFR part 200, subpart F when it is expected that Subrecipient's Federal awards expended during the respective fiscal year equaled or exceeded the threshold set forth in §200.501 Audit requirements.

2. Inspections and Monitoring

Subrecipient shall permit the Grantee and auditors to have access to Subrecipient's records and financial statements as necessary for the Grantee to meet the requirements of 2 CFR part 200.

Subrecipient must submit to monitoring of its activities by the Grantee as necessary to ensure that the subaward is used for authorized purposes, in compliance with Federal statutes, regulations, and the terms and conditions of this agreement.

This review must include:

(1) Reviewing financial and performance reports required by the Grantee;

(2) Following-up and ensuring that Subrecipient takes timely and appropriate action on all deficiencies pertaining to the Federal award provided to Subrecipient from the Grantee detected through audits, on-site reviews, and other means; and

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(3) Issuing a management decision for audit findings pertaining to this Federal award provided to Subrecipient from the Grantee as required by 2 CFR §200.521.

3. **Corrective Actions**

Subrecipient shall be subject to reviews and audits by the Grantee, including onsite reviews of Subrecipient as may be necessary or appropriate to meet the requirements of 42 U.S.C. 5304(e)(2). The Grantee may issue management decisions and may consider taking enforcement actions if noncompliance is detected during audits. The Grantee may require Subrecipient to take timely and appropriate action on all deficiencies pertaining to the Federal award provided to the subrecipient from the pass-through entity detected through audits, on-site reviews and other means. In response to audit deficiencies or other findings of noncompliance with this agreement, Grantee may impose additional conditions on the use of the CDBG-DR funds to ensure future compliance or provide training and technical assistance as needed to correct noncompliance.

III. Drug-Free Workplace

Drug-free workplace. Subrecipients must comply with drug-free workplace requirements in Subpart B of part 2429, which adopts the government-wide implementation (2 CFR part 182) of sections 5152-5158 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701-707).

IV. Procurement and Contractor Oversight

Subrecipient shall comply with the procurement standards in 2 CFR §200.318-327 when procuring property and services under this agreement. Subrecipient shall impose the Subrecipient's obligations under this agreement on its contractors, specifically or by reference, so that such obligations will be binding upon each of its contractors.

Subrecipient must comply with CDBG regulations regarding debarred or suspended entities, specifically including, 24 CFR 570.609 and 24 CFR 570.489, as applicable. CDBG funds may not be provided to excluded or disqualified persons.

Subrecipient shall maintain oversight of all activities under this agreement and shall ensure that for any procured contract or agreement, its contractors perform according to the terms and conditions of the procured contracts or agreements, and the terms and conditions of this agreement. To check for debarred or suspended entities, please visit https://www.sam.gov/SAM/

V. Property Standards

Real property acquired by Subrecipient under this agreement shall be subject to 24 CFR 570.489(j) and 24 CFR 570.200(j). Subrecipient shall also comply with the Property Standards at 2 CFR 200.310, 2 CFR 200.312, 2 CFR 200.314-316. Subrecipient shall also comply with 2 CFR 200.313 Equipment, except that when the equipment is sold, the proceeds shall be program income and equipment not needed by Subrecipient for activities under this agreement shall be transferred to the Grantee for its CDBG-DR program or shall be retained after compensating the Grantee.

Subrecipient shall also comply with the Property Standards in 2 CFR 200.310-316, except to the extent they are inconsistent with 24 CFR 570.200(j) and 24 CFR 570.489(j), in which case Subrecipient shall comply with 24 CFR 570.200(j) and 24 CFR 570.489(j), except to the extent that proceeds from the sale of equipment are program income and subject to the program income requirements under this agreement, pursuant to 24 CFR 570.489(e)(1)(ii).

VI. Federal Funding Accountability and Transparency Act (FFATA)

Subrecipient shall comply with the requirements of 2 CFR part 25 Universal Identifier and System for Award Management (SAM). Subrecipient must have an active registration in SAM, https://www.sam.gov/SAM/, in accordance with 2 CFR part 25, appendix A, and must have a Unique Entity Identifier (UEI) number. Subrecipient must also comply with provisions of the Federal Funding Accountability and Transparency Act, which includes requirements on executive compensation, 2 CFR part 170 Reporting Subaward and Executive Compensation Information.

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VII. Relocation and Real Property Acquisition

Subrecipient shall comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (URA), 42 USC 4601 – 4655, 49 CFR part 24, 24 CFR part 42, and 24 CFR 570.606.

In addition to other URA requirements, these regulations (49 CFR § 24.403(d)) implement Section 414 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC § 5181, which provides that "Notwithstanding any other provision of law, no person otherwise eligible for any kind of replacement housing payment under the URA shall be denied such eligibility as a result of his being unable, because of a major disaster as determined by the President, to meet the occupancy requirements set by such Act."

VIII. Nondiscrimination

1. 24 CFR part 6

Subrecipient will comply with 24 CFR part 6, which implements the provisions of section 109 of title I of the Housing and Community Development Act of 1974 (Title I) (42 U.S.C. 5309). Section 109 provides that no person in the United States shall, on the ground of race, color, national origin, religion or sex, be excluded from participation in, be denied the benefits of or be subjected to discrimination under any program or activity funded in whole or in part with Federal financial assistance. Subrecipient will adhere to the prohibitions against discrimination on the basis of age under the Age Discrimination Act of 1975 (42 U.S.C. 6101-6107) (Age Discrimination Act) and the prohibitions against discrimination on the basis of disability under section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) (Section 504). Section 109 of the HCDA makes these requirements applicable to programs or activities funded in whole or in part with CDBG-DR funds. Thus, Subrecipient shall comply with regulations of 24 CFR part 8, which implement Section 504 for HUD programs, and the regulations of 24 CFR part 146, which implement the Age Discrimination Act for HUD programs.

2. Architectural Barriers Act and the Americans with Disabilities Act

Subrecipient shall ensure that its activities are consistent with requirements of Architectural Barriers Act and the Americans with Disabilities Act. The Architectural Barriers Act of 1968 (42 U.S.C. 4151-4157) requires certain Federal and Federally funded buildings and other facilities to be designed, constructed or altered in accordance with standards that ensure accessibility to, and use by, physically handicapped people. A building or facility designed, constructed or altered with funds allocated or reallocated under this part after December 11, 1995 and meets the definition of "residential structure" as defined in 24 CFR 40.2 or the definition of "building" as defined in 41 CFR 101-19.602(a) is subject to the requirements of the Architectural Barriers Act of 1968 (42 U.S.C. 4151-4157) and shall comply with the Uniform Federal Accessibility Standards (appendix A to 24 CFR part 40 for residential structures, and appendix A to 41 CFR part 101-19, subpart 101-19.6, for general type buildings).

The Americans with Disabilities Act (42 U.S.C. 12131; 47 U.S.C. 155, 201, 218 and 225) (ADA) provides comprehensive civil rights to individuals with disabilities in the areas of employment, public accommodations, State and local government services and telecommunications. It further provides that discrimination includes a failure to design and construct facilities for first occupancy no later than January 26, 1993, that are readily accessible to and usable by individuals with disabilities. Further, the ADA requires the removal of architectural barriers and communication barriers that are structural in nature in existing facilities, where such removal is readily achievable—that is, easily accomplishable and able to be carried out without much difficulty or expense.

3. State and Local Nondiscrimination Provisions

Subrecipient must comply with the Florida Small and Minority Business Assistance Act (§288.703-288.706, F.S.); Title VI of the Civil Rights Act of 1964 (24 CFR part 1).

A. General Compliance:

Subrecipient shall comply with the requirements of Title VI of the Civil Rights Act of 1964 (P.L. 88-352), as amended. No person in the United States shall, on the ground of race, color or national origin, be excluded from

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participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity funded by this agreement. The specific nondiscrimination provisions at 24 CFR 1.4 apply to the use of these funds. Subrecipient shall not intimidate, threaten, coerce or discriminate against any person for the purpose of interfering with any right or privilege secured by title VI of the Civil Rights Act of 1964 or 24 CFR part 1, or because an individual has made a complaint, testified, assisted or participated in any manner in an investigation, proceeding or hearing under 24 CFR part 1. The identity of complainants shall be kept confidential except to the extent necessary to carry out the purposes of 2 CFR part 1, including the conduct of any investigation, hearing or judicial proceeding arising thereunder.

B. Assurances and Real Property Covenants:

As a condition to the approval of this Agreement and the extension of any Federal financial assistance, Subrecipient assures that the program or activities described in this Agreement will be conducted and the housing, accommodations, facilities, services, financial aid or other benefits to be provided will be operated and administered in compliance with all requirements imposed by or pursuant to this part 1.

If the Federal financial assistance under this agreement is to provide or is in the form of personal property or real property or interest therein or structures thereon, Subrecipient's assurance herein shall obligate Subrecipient or, in the case of a subsequent transfer, the transferee, for the period during which the property is used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits, or for as long as the recipient retains ownership or possession of the property, whichever is longer. In all other cases, the assurance shall obligate Subrecipient for the period during which Federal financial assistance is extended pursuant to the contract or application. This assurance gives the Grantee and the United States a right to seek judicial enforcement of the assurance and the requirements on real property.

In the case of real property, structures or improvements thereon, or interests therein, acquired with Federal financial assistance under this Agreement or acquired with CDBG-DR funds and provided to Subrecipient under this agreement, the instrument effecting any disposition by Subrecipient of such real property, structures or improvements thereon, or interests therein, shall contain a covenant running with the land assuring nondiscrimination for the period during which the real property is used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits. If Subrecipient receives real property interests or funds or for the acquisition of real property interests under this Agreement, to the extent that rights to space on, over, or under any such property are included as part of the program receiving such assistance, the nondiscrimination requirements of this part 1 shall extend to any facility located wholly or in part in such space.

4. <u>Affirmative Action</u>

A. **Approved Plan**

Subrecipient agrees that it shall carry out pursuant to the Grantee's specifications an Affirmative Action Program in compliance with the President's Executive Order 11246 of September 24, 1965, as amended, and implementing regulations at 41 CFR 60. The Grantee shall provide Affirmative Action guidelines to Subrecipient to assist in the formulation of such program. Subrecipient shall submit a plan for an Affirmative Action Program for approval prior to the release of funds under this agreement.

B. **Women- and Minority-Owned Businesses (W/MBE)**

Subrecipient shall take the affirmative steps listed in 2 CFR 200.321(b)(1) through (5) to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible when Subrecipient procures property or services under this agreement.

C. **Notifications**

Subrecipient will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or worker's representative of Subrecipient's commitments hereunder, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

D. **Equal Employment Opportunity and Affirmative Action (EEO/AA) Statement**

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Subrecipient shall, in all solicitations or advertisements for employees placed by or on behalf of Subrecipient, state that it is an Equal Opportunity or Affirmative Action employer.

IX. Labor and Employment

1. Labor Standards

Subrecipient shall comply with the in labor standards in Section 110 of the Housing and Community Development Act of 1974, as amended and ensure that all laborers and mechanics employed by contractors or subcontractors in the performance of construction work financed in whole or in part with assistance received under this agreement shall be paid wages at rates not less than those prevailing on similar construction in the locality as determined by the Secretary of Labor in accordance with the Davis-Bacon Act, as amended (40 U.S.C. 3141, *et seq.*) and 29 CFR part 1, 3, 5, 6 and 7, provided, that this requirement shall apply to the rehabilitation of residential property only if such property contains not less than 8 units.

Subrecipient agrees to comply with the Copeland Anti-Kick Back Act (18 U.S.C. 874) and its implementing regulations of the U.S. Department of Labor at 29 CFR part 3 and part 5. Subrecipient shall maintain documentation that demonstrates compliance with applicable hour and wage requirements. Such documentation shall be made available to the Grantee for review upon request.

X. Section 3 of the Housing and Urban Development Act of 1968

1. Low-Income Person Definition

A low-income person, as this term is defined in Section 3 (b)(2) of the 1937 Act (42 U.S.C. 1437a(b)(2)). Section 3(b)(2) of the 1937 Act defines this term to mean families (including single persons) whose incomes do not exceed 80 per centum of the median income for the area, as determined by the Secretary of HUD, with adjustments for smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 80 per centum of the median for the area on the basis of the Secretary's findings that such variations are necessary because of prevailing levels of construction costs or unusually high or low-income families; or A very low-income person, as this term is defined in Section 3(b)(2) of the 1937 Act (42 U.S.C. 1437 a(b)(2)). Section 3(b)(2) of the 1937 Act (42 U.S.C. 1437a(b)(2)) defines this term to mean families (including single persons) whose incomes do not exceed 50 per centum of the median family income for the area, as determined by the Secretary with adjustments for smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 50 per centum of the median for the area on the basis of the Secretary's findings that such variations are necessary because of unusually high or low family incomes.

2. Compliance

Subrecipient shall comply with the provisions of Section 3 of the Housing Urban Development Act of 1968, as amended, 12 USC 1701u, and implementing its implementing regulations at 24 CFR part 75 (formerly 24 CFR part 135). Compliance with Section 3 shall be achieved, to the greatest extent feasible, consistent with existing Federal, state and local laws and regulations. Accordingly, a subrecipient of Section 3-covered assistance is required to develop strategies for meeting both the regulatory requirements at 24 CFR part 75 and any other applicable statutes or regulations. Subrecipient and any of its contractors and subcontractors shall include the following "Section 3 clause" in every "Section 3-covered contract".

A. The work to be performed under this contract is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (Section 3). The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.

B. The parties to this contract agree to comply with HUD's regulations in 24 CFR part 75, which implement Section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 75 regulations.

C. The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this Section 3 clause, and

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will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.

D. The contractor agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR part 75, and agrees to take appropriate actions, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR part 75. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 75.

E. The contractor will certify that any vacant employment positions, including training positions, that are filled (1) after the contractor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 75 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR part 75.

F. Noncompliance with HUD's regulations in 24 CFR part 75 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.

G. With respect to work performed in connection with Section 3 covered Indian housing assistance, Section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract. Section 7(b) requires that to the greatest extent feasible (i) preference and opportunities for training and employment shall be given to Indians, and (ii) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 and Section 7(b) agree to comply with Section 3 to the maximum extent feasible, but not in derogation of compliance with Section 7(b).

3. **Section 3 Benchmarks and Reporting**

A. Benchmarks. Contracts over $200,000 trigger Section 3 Benchmark requirements. When triggered, best efforts must be made to extend Section 3 opportunities to verified Section 3 workers and business concerns to meet these *minimum* numeric goals:

1. Twenty-five percent (25%) of the total hours on a Section 3 project must be worked by Section 3 workers; and
2. Five percent (5%) of the total hours on a Section 3 project must be worked by Targeted Section 3 workers.

B. Reporting. If the subrecipient's reporting indicates that the subrecipient has not met the Section 3 benchmarks described in 24 CFR § 75.23, pursuant to 24 CFR § 75.25(b), the subrecipient must report in a form prescribed by HUD on the qualitative nature of its activities and those its contractors and subcontractors pursued.

C. Recipient will comply with any Section 3 Project Implementation Plan documents, if any, provided by HUD or Commerce which may be amended from time to time for HUD reporting purposes.

XI. Conduct

1. **Hatch Act**

Subrecipient shall comply with the Hatch Act, 5 USC 1501 – 1508, and shall ensure that no funds provided, nor personnel employed under this agreement, shall be in any way or to any extent engaged in the conduct of political activities in violation of Chapter 15 of Title V of the U.S.C.

2. **Conflict of Interest**

In the procurement of supplies, equipment, construction and services pursuant to this agreement, Subrecipient shall comply with the conflict of interest provisions in the Grantee's procurement policies and procedures. In all cases not governed by the conflict of interest provisions in the Grantee's procurement policies and procedures, Subrecipient shall comply with the conflict of interest provisions in 24 CFR 570.489(h).

3. **Lobbying Certification**

Subrecipient hereby certifies that:

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A. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement;

B. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions;

C. The language of paragraph (i) through (iv) of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans and cooperative agreements) and that all Subrecipients shall certify and disclose accordingly; and

D. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is required by Section 1352, Title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

XII. Religious Activities

Subrecipient agrees that funds provided under this agreement shall not be utilized for inherently religious activities prohibited by 24 CFR 570.200(j), such as worship, religious instruction or proselytization.

Equal Treatment for Faith-Based Organizations. Prohibits any State or local government receiving funds under any Department program, or any intermediate organization with the same duties as a governmental entity, from discriminating for or against an organization on the basis of the organization's religious character or affiliation. Prohibits religious organizations from engaging in inherently religious activities, such as worship, religious instruction, or proselytization, as part of the programs or services funded with direct financial assistance. Prohibits an organization that participates in programs funded by direct financial assistance from the Department, in providing services, from discriminating against a program beneficiary or prospective program beneficiary on the basis of religion or religious belief. Any restrictions on the use of grant funds shall apply equally to religious and non-religious organizations.

XIII. Environmental Conditions

1. **Prohibition on Choice Limiting Activities Prior to Environmental Review**

   Subrecipient must comply with the limitations in 24 CFR 58.22. 24 CFR 58.22 imposes limitations on activities pending clearance and specifically limits commitments of HUD funds or non-HUD funds by any participant in the development process before completion of the environmental review. A violation of this requirement may result in a prohibition on the use of Federal funds for the activity. If Commerce has not issued an Authority to Use Grant Funds within 15 days of Subrecipient's submission of the required documentation, Commerce shall provide Subrecipient a written update regarding the status of the review process upon subrecipient request.

2. **Air and Water**

   Subrecipient shall comply with the following requirements insofar as they apply to the performance of this agreement:

   A. Air quality. (1) The Clean Air Act (42 U.S.C. 7401 et. seq.) as amended; particularly section 176(c) and (d) (42 U.S.C. 7506(c) and (d)); and (2) Determining Conformity of Federal Actions to State or Federal Implementation Plans (Environmental Protection Agency—40 CFR parts 6, 51, and 93); and

   B. Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251, *et seq.*, as amended, including the requirements specified in Section 114 and Section 308 of the Federal Water Pollution Control Act, as amended, and all regulations and guidelines issued thereunder.

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C. The Clean Air and Water Act: If this Contract is in excess of $100,000, Contractor shall comply with all applicable standards, orders or regulations issued under the Clean Air Act, as amended, 42 U.S.C. 7401, Section 508 of the Clean Water Act, as amended, 33 U.S.C. 1368, et seq., Executive Order 11738 and Environmental Protection Agency regulations. Contractor shall report any violation of the above to Commerce.

D. Energy Efficiency: Contractor shall comply with mandatory standards and policies relating to energy efficiency which are contained in the State of Florida's energy conservation plan issued in compliance with the Energy Policy and Conservation Act, Pub. L. 94-163.

3. **Flood Disaster Protection**

Subrecipient shall comply with the mandatory flood insurance purchase requirements of Section 102 of the Flood Disaster Protection Act of 1973, as amended by the National Flood Insurance Reform Act of 1994, 42 USC 4012a. Additionally, Subrecipient shall comply with 24 CFR 58.6(a) and Section 582 of the National Flood Insurance Reform Act of 1994, as amended, (42 U.S.C. 5154a), which includes a prohibition on the provision of flood disaster assistance, including loan assistance, to a person for repair, replacement or restoration for damage to any personal, residential, or commercial property if that person at any time has received Federal flood disaster assistance that was conditioned on the person first having obtained flood insurance under applicable Federal law and the person has subsequently failed to obtain and maintain flood insurance as required under applicable Federal law on such property. Section 582 also includes a responsibility to notify property owners of their responsibility to notify transferees about mandatory flood purchase requirements. More information about these requirements is available in the Federal Register notices governing the CDBG-DR award and listed at the beginning of this Attachment.

4. **Lead-Based Paint**

The Subrecipient shall follow the Grantee's procedures with respect to CDBG assistance that fulfill the objectives and requirements of the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. 4821-4846), the Residential Lead-Based Paint Hazard Reduction Act of 1992 (42 U.S.C. 4851-4856), and implementing regulations at part 35, subparts A, B, J, K, and R of this title and 24 CFR 35

5. **Historic Preservation**

Subrecipient shall comply with the Historic Preservation requirements set forth in the National Historic Preservation Act of 1966, as amended, codified in title 54 of the United States Code, and the procedures set forth in 36 CFR part 800 insofar as they apply to the performance of this agreement.

The process typically involves obtaining approval not just from the State Historic Preservation Officer, but also, when relevant, from tribal authorities. This approval is required for a range of projects that could impact historic resources. These include, but are not limited to, rehabilitation and demolition of properties that are fifty years old or older or listed on a Federal, state, or local historic property list. Furthermore, this extends to new construction projects, particularly those located in areas known to have archaeological resources or in any area that could potentially affect the historic character of an eligible district.

XIV. Additional Regulations

A The Temporary Assistance for Needy Families Program ("TANF"), 45 CFR Parts 260-265, the Social Services Block Grant ("SSBG"), 42 U.S.C. 1397d, and other applicable federal regulations and policies promulgated thereunder.

B. Title IX of the Education Amendments of 1972, as amended, 20 U.S.C. 1681, *et seq.*, which prohibits discrimination on the basis of sex in educational programs.

C. Section 654 of the Omnibus Budget Reconciliation Act of 1981, as amended, 42 U.S.C. 9849, which prohibits discrimination on the basis of race, creed, color, national origin, sex, handicap, political affiliation or beliefs.

D. The Pro-Children Act: Contractor agrees to comply with the Pro-Children Act of 1994, 20 U.S.C. 6083. Failure to comply with the provisions of the law may result in the imposition of civil monetary penalty up to $1,000 for each violation and/or the imposition of an administrative compliance order on the responsible entity. This clause is applicable to all approved sub-contracts. In compliance with Public Law (Pub. L.) 103-277, the Contract shall not permit smoking in any portion of any indoor facility used for the provision of

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federally funded services including health, day care, early childhood development, education or library services on a routine or regular basis, to children up to age 18.

E. Public Announcements and Advertising: When issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with federal money, Contractor shall clearly state (1) the percentage of the total costs of the program or project which will be financed with federal money, (2) the dollar amount of federal funds for the project or program, and (3) percentage and dollar amount of the total costs of the project or program that will be financed by nongovernmental sources.

F. Purchase of American-Made Equipment and Products: Contractor assures that, to the greatest extent practicable, all equipment and products purchased with funds made available under this Agreement will be American-made.

G. The Consolidated Appropriations Act, 2010, Division E, Section 511 (Pub. L. 111-117), which prohibits distribution of federal funds made available under the Act to the Association of Community Organizations for Reform Now (ACORN) or its subsidiaries. The Continuing Appropriations Act, 2011, Sections 101 and 103 (Pub. L. 111-242), provides that appropriations made under Pub. L. 111-117 are available under the conditions provided by Pub. L. 111-117.

H. Contract Work Hours and Safety Standards Act (40 U.S.C. §327–333) — If this Contract involves federal funding in excess of $2,000 for construction contracts or in excess of $2,500 for other contracts that involve the employment of mechanics or laborers, compliance with sections 102 and 107 of the Contract Work Hours and Safety Standards Act (40 U.S.C. 327–333), as supplemented by Department of Labor regulations (29 CFR Part 5) is required. Under section 102 of the Act, each contractor shall be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than 1 ½ times the basic rate of pay for all hours worked in excess of 40 hours in the work week. Section 107 of the Act is applicable to construction work and provides that no laborer or mechanic shall be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

I. Resource Conservation and Recovery Act (RCRA). Under RCRA (Pub. L. 94–580 codified at 42 U.S.C. 6962), state and local institutions of higher education, hospitals, and non-profit organizations that receive direct Federal awards or other Federal funds shall give preference in their procurement programs funded with Federal funds to the purchase of recycled products pursuant to the EPA guidelines.

J. Immigration Reform and Control Act. Contractor shall comply with the requirements of the Immigration Reform and Control Act of 1986, which requires employment verification and retention of verification forms for any individuals hired who will perform any services under the contract.

XV. Non-Compliance

When it is determined that the Subrecipient is in non-compliance with federal or state program requirements, the State may impose any of the additional conditions and/or requirements outlined in 2 CFR § 200.208 and/or 2 CFR § 200.339.

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Attachment F – Civil Rights Compliance

Fair Housing

As a condition for the receipt of CDBG-DR funds, each Subrecipient must certify that it will "affirmatively further fair housing" in its community. A Subrecipient shall demonstrate its commitment to affirmatively further fair housing by implementing the actions listed below.

Each Subrecipient shall do the following:

1) Have in place a fair housing resolution or ordinance that covers all Federally protected classes (race, color, familial status, handicap, national origin, religion and sex);
2) Designate an employee as the Fair Housing Coordinator who is available during regular business hours to receive fair housing calls;
3) Publish the Fair Housing Coordinator's contact information quarterly in a newspaper of general circulation in Subrecipient's jurisdiction so that people know who to call to ask fair housing questions or register a complaint. Alternatively, Subrecipient can post the coordinator's contact information throughout the quarter on the home page of its website;
4) Establish a system to record the following for each fair housing call or email:
   a) The nature of the call or email,
   b) The actions taken in response to the call or email,
   c) The results of the actions taken and
   d) If the caller was referred to another agency, the results obtained by the referral agency;
5) Conduct at least one fair housing activity each quarter. Identical activities (see examples below) shall not be conducted in consecutive quarters; and
6) Display a fair housing poster in the CDBG-DR Office. (This does not count as a fair housing activity.)

Subrecipient shall ensure that the fair housing contact person has received training so that he/she can handle fair housing phone inquiries/emails or refer the inquiries to the appropriate people/agencies. Records maintained by the contact will help the community do the following:

- Define where discriminatory practices are occurring,
- Help the community measure the effectiveness of its outreach efforts, and
- Provide the community with a means to gain information that can be used to design and implement strategies that will eliminate fair housing impediments.

Examples of fair housing activities include the following:

- Making fair housing presentations at schools, civic clubs and neighborhood association meetings;
- Conducting a fair housing poster contest or an essay contest;
- Manning a booth and distributing fair housing materials at libraries, health fairs, community events, yard sales and church festivals; and
- Conducting fair housing workshops for city/county employees, realtors, bank and mortgage company employees, insurance agents and apartment complex owners.

Printing a fair housing notice on a utility bill is no longer accepted as a fair housing activity; however, mailing a Commerce-approved fair housing brochure as an insert with utility bills will be accepted as an activity. Placing posters in public buildings does not meet the requirement for a fair housing activity.

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Subrecipient shall document its fair housing activities by keeping photographs, newspaper articles, sign-in sheets and copies of handouts in their CDBG-DR project file and include information about the activities in the comment section of each quarterly report.

Equal Employment Opportunity

As a condition for the receipt of CDBG-DR funds, each Subrecipient must certify that it and the contractors, subcontractors, subrecipients and consultants that it hires with CDBG-DR funds will abide by the Equal Employment Opportunity (EEO) Laws of the United States. A Subrecipient shall demonstrate its commitment to abide by the laws through the actions listed below.

Each Subrecipient shall do the following:

1) Have in place an equal employment opportunity resolution or ordinance that protects its applicants and employees and the applicants and employees of its contractors, subcontractors, subrecipients and consultants from discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral and other aspects of employment, on the basis of race, color, religion, sex, national origin, disability, age or genetics;
2) Designate an employee as the EEO Coordinator who is available during regular business hours to receive EEO calls;
3) Publish the EEO Coordinator's contact information quarterly in a newspaper of general circulation in Subrecipient's jurisdiction so that people know who to call to ask EEO questions or register a complaint. Alternatively, Subrecipient can post the coordinator's contact information throughout the quarter on the home page of its website; and
4) Establish a system to record the following for each EEO call or email:
   a) The nature of the call or email,
   b) The actions taken in response to the call or email and
   c) The results of the actions taken;
5) Each Subrecipient shall maintain a list of certified minority-owned business enterprises (MBE) and women-owned business enterprises (WBE) that operate in its region. Subrecipient shall use this list to solicit companies to bid on CDBG-DR-funded construction activities and shall provide a copy of the list to the prime contractor(s) to use when it hires subcontractors and consultants. The Florida Department of Management Services maintains a list of certified minority- and women-owned businesses that can be used to develop a local MBE/WBE list at the following website: https://osd.dms.myflorida.com/directories.
6) Incorporate the Equal Employment Opportunity clause set forth in 41 CFR Part 60-1.4(b) into any contracts or subcontracts that meets the definition of "federally assisted construction contract" in 41 CFR 60-1.3.

Section 504 and the Americans with Disabilities Act (ADA)

As a condition for the receipt of CDBG-DR funds, Subrecipient must certify that it provides access to all federally funded activities to all individuals, regardless of handicap. Subrecipient shall demonstrate its commitment to abide by the laws through the actions listed below.

Subrecipient shall do the following:

1) Have in place a resolution or ordinance that is designed to eliminate discrimination against any person who:
   a) Has a physical or mental impairment which substantially limits one or more major life activities,
   b) Has a record of such an impairment, or
   c) Is regarded as having such an impairment;

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2) Designate an employee as the Section 504/ADA Coordinator who is available during regular business hours to receive Section 504/ADA calls;

3) Publish the Section 504/ADA Coordinator's contact information quarterly in a newspaper of general circulation in Subrecipient's jurisdiction so that people know who to call to ask Section 504/ADA questions or register a complaint. Alternatively, Subrecipient can post the coordinator's contact information throughout the quarter on the home page of its website; and

4) Establish a system to record the following for each Section 504/ADA cal or email:
   a) The nature of the call or email,
   b) The actions taken in response to the call or email and
   c) The results of the actions taken.

Section 504 prohibitions against discrimination (see 45 CFR part 84) apply to service availability, accessibility, delivery, employment and the administrative activities and responsibilities of organizations receiving Federal financial assistance. A Subrecipient of Federal financial assistance may not, on the basis of disability:

- Deny qualified individuals the opportunity to participate in or benefit from Federally funded programs, services or other benefits,
- Deny access to programs, services, benefits or opportunities to participate as a result of physical barriers, or
- Deny employment opportunities, including hiring, promotion, training and fringe benefits, for which they are otherwise entitled or qualified.

The ADA regulations (Title II, 28 CFR part 35, and Title III, 28 CFR part 36) prohibit discrimination on the basis of disability in employment, State and local government, public accommodations, commercial facilities, transportation, and telecommunications. To be protected by the ADA, one must have a disability or have a relationship or association with an individual with a disability.

Title II covers all activities of state and local governments regardless of the government entity's size or receipt of Federal funding. Title II requires that State and local governments give people with disabilities an equal opportunity to benefit from all of their programs, services and activities (e.g. public education, employment, transportation, recreation, health care, social services, courts, voting and town meetings). State and local governments are required to follow specific architectural standards in the new construction and alteration of their buildings. They also must relocate programs or otherwise provide access in inaccessible older buildings, and communicate effectively with people who have hearing, vision or speech disabilities.

Title III covers businesses and nonprofit service providers that are public accommodations, privately operated entities offering certain types of courses and examinations, privately operated transportation and commercial facilities. Public accommodations are private entities who own, lease, lease to or operate facilities such as restaurants, retail stores, hotels, movie theaters, private schools, convention centers, doctors' offices, homeless shelters, transportation depots, zoos, funeral homes, day care centers and recreation facilities including sports stadiums and fitness clubs. Transportation services provided by private entities are also covered by Title III.

Section 3 - Economic Opportunities for Low- and Very Low-Income Persons

Each Subrecipient shall encourage its contractors to hire qualified low- and moderate-income residents for any job openings that exist on CDBG-DR-funded projects in the community. Per the 29 CFR part 75, Subrecipients and their contractors must track and document the number of Section 3 and Targeted Section 3 labor hours worked by low- and moderate-income individuals on CDBG-DR-funded projects. This detailed account of labor hours should then be included in the comments section of each quarterly report.

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The following Section 3 clause is required to be included in any contracts and subcontracts funded by this Agreement:

Section 3 Clause

A. The work to be performed under this contract is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. § 1701u (Section 3). The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are Subrecipients of HUD assistance for housing.

B. The Parties to this contract agree to comply with HUD's regulations in 24 CFR part 75, which implement Section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 75 regulations.

C. The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this Section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.

D. The contractor agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR part 75, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR part 75. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 75.

E. The contractor will certify that any vacant employment positions, including training positions, that are filled (1) after the contractor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 75 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR part 75.

F. Noncompliance with HUD's regulations in 24 CFR part 75 may result in sanctions, termination of this contract for default and debarment or suspension from future HUD assisted contracts.

G. With respect to work performed in connection with Section 3 covered Indian housing assistance, Section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. § 450e) also applies to the work to be performed under this contract. Section 7(b) requires that to the greatest extent feasible (i) preference and opportunities for training and employment shall be given to Indians, and (ii) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 and Section 7(b) agree to comply with Section 3 to the maximum extent feasible, but not in derogation of compliance with Section 7(b).

Civil Rights Regulations

As a condition for the receipt of CDBG-DR funds, each Subrecipient must certify that it will abide by the following Federal laws and regulations:

1. Title VI of the Civil Rights Act of 1964 – Prohibits discrimination by government agencies that receive Federal funding;
2. Title VII of the Civil Rights Act of 1964 – prohibits employment discrimination on the basis of race, color, religion, sex or national origin;
3. Title VIII of the Civil Rights Act of 1968 – as amended (the Fair Housing Act of 1988);
4. 24 CFR § 570.487(b) – Affirmatively Furthering Fair Housing;
5. 24 CFR § 570.490(b) – Unit of general local government's record;
6. 24 CFR § 570.606(b) – Relocation assistance for displaced persons at URA levels;

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7. Age Discrimination Act of 1975;
8. Executive Order 12892 – Leadership and Coordination of Fair Housing in Federal Programs: Affirmatively Furthering Fair Housing;
9. Section 109 of the Housing and Community Development Act of 1974 – No person shall be excluded from participation in, denied benefits of or subjected to discrimination under any program or activity receiving CDBG-DR funds because of race, color, religion, sex or national origin;
10. Section 504 of the Rehabilitation Act of 1973 and 24 CFR part 8, which prohibits discrimination against people with disabilities;
11. Executive Order 11063 – Equal Opportunity in Housing;
12. Executive Order 11246 – Equal Employment Opportunity; and
13. Section 3 of the Housing and Urban Development Act of 1968, as amended – Employment/Training of Lower Income Residents and Local Business Contracting.

I hereby certify that City of Pensacola shall comply with all of the provisions and Federal regulations listed in this Attachment F.

By: _____ **Date:** 7-23-2024

Name: Darcy Curran Reeves

Title: Mayor

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Attachment G – Reports

The following reports must be completed and submitted to Commerce in the time frame indicated below. Failure to timely file these reports constitutes an Event of Default, as defined in Paragraph (11) Default, of this Agreement.

1. **Monthly Progress Report** must be submitted to Commerce five (5) calendar days after the end of each month.

2. A **Quarterly Progress** Report must be submitted to Commerce on forms to be provided by Commerce no later than the 5th of every April, July, October and January.

3.

3.Subrecipient shall closeout its use of the CDBG-DR funds and its obligations under this Agreement by complying with the closeout procedures in 2 CFR § 200.344. Activities during this close-out period may include, but are not limited to: making final payments, disposing of program assets (including the return of all unused materials, equipment, unspent cash advances, program income balances and accounts receivable to the Grantee) and determining the custodianship of records.

Notwithstanding the terms of 2 CFR 200.343, upon the expiration of this Agreement, Subrecipient shall transfer to the recipient any CDBG funds on hand at the time of expiration and any accounts receivable attributable to the use of CDBG funds. Further, any real property under Subrecipient's control that was acquired or improved in whole or in part with CDBG funds (including CDBG funds provided to Subrecipient in the form of a loan) shall be treated in accordance with 24 CFR 570.503(b)(7).

4. In accordance with 2 CFR part 200, should Subrecipient meet the threshold for submission of a single or program specific audit, the audit must be conducted in accordance with 2 CFR part 200 and submitted to Commerce no later than nine months from the end of Subrecipient's fiscal year. If Subrecipient did not meet the audit threshold, an **Audit Certification Memo** must be provided to Commerce Grant Manager no later than nine months from the end of Subrecipient's fiscal year.

5. A copy of the **Audit Compliance Certification** form, Attachment J, must be emailed to audit@Commerce.fl.gov and Commerce Grant Manager within sixty (60) calendar days of the end of each fiscal year in which this subgrant was open.

6. **Section 3 Quarterly Reporting Requirements**. Reporting of labor hours for Section 3 projects must comply with 24 CFR §75.25(a). Subrecipients must report the following: (i) the total number of labor hours worked; (ii) the total number of labor hours worked by Section 3 workers; and (iii) the total number of labor hours worked by Targeted Section 3 workers. If Section 3 benchmarks are not met, the subrecipient's qualitative efforts must be reported in a manner required by 24 CFR §75.25(b).

Subrecipients shall provide Section 3 Reporting quarterly to Commerce Grant Manager by the 5th of each quarter (January 5, April 5, July 5, and October 5). For Section 3 Reporting, subrecipients should complete and return the Project Implementation Plan template to Commerce.

7. Request for Funds must be submitted as required by Commerce and in accordance with the ***Project Description and Deliverables, Project Budget and Activity Work Plan.***

8. All forms referenced herein are available online or upon request from Commerce's grant manager for this Agreement.

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Financial Management

Subrecipient's financial management system must comply with the provisions of 2 CFR part 200 (and particularly 2 C.F.R 200.302 titled "Financial Management"), Section 218.33, F.S., and include the following:

(1) Accurate, current and complete disclosure of the financial results of this project or program.
(2) Records that identify the source and use of funds for all activities. These records shall contain information pertaining to grant awards, authorizations, obligations, unobligated balances, assets, outlays, income and interest.
(3) Effective control over and accountability for all funds, property and other assets. Subrecipient shall safeguard all assets and assure that they are used solely for authorized purposes.
(4) Comparison of expenditures with budget amounts for each Request for Funds (RFF). Whenever appropriate, financial information should be related to performance and unit cost data.
(5) Written procedures to determine whether costs are allowed and reasonable under the provisions of the 2 CFR part 200 (and particularly 2 CFR 200 Subpart E titled "Costs Principles") and the terms and conditions of this Agreement.
(6) Cost accounting records that are supported by backup documentation.

Competition

All procurement transactions must follow the provisions of 2 CFR § 200.318-200.327 and be conducted in a manner providing full and open competition. Subrecipient shall be alert to conflicts of interest as well as noncompetitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitations for bids or requests for proposals shall be excluded from competing for such procurements. Awards must be made to the responsible and responsive bidder or offeror whose proposal is most advantageous to the program, considering the price, quality and other factors. Solicitations shall clearly set forth all requirements that the bidder or offeror must fulfill in order for the bid or offer to be evaluated by Subrecipient. Any and all bids or offers may be rejected if there is a sound, documented reason.

Codes of Conduct

Subrecipient shall maintain written standards of conduct governing the performance of its employees engaged in the award and administration of contracts. No employee, officer or agent shall participate in the selection, award or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict would arise when the employee, officer or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated, has a financial or other interest in a tangible personal benefit from a firm considered for a contract. The officers, employees and agents of Subrecipient shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors or parties to subcontracts. The standards of conduct must provide for disciplinary actions to be applied for violations of the standards by officers, employees or agents of the Subrecipient. (*See* 2 CFR § 200.318(c)(1))

Business Hours

Subrecipient shall have its offices open for business, with the entrance door open to the public, and at least one employee on site at all reasonable times for business. "Reasonable" shall be construed according to circumstances, but ordinarily shall mean normal business hours of 8:00 a.m. to 5:00 p.m., local time, Monday through Friday.

Licensing and Permitting

All contractors or employees hired by Subrecipient shall have all current licenses and permits required for all of the particular work for which they are hired by Subrecipient.

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Attachment I – Audit Requirements

The administration of resources awarded by Commerce to Subrecipient may be subject to audits and/or monitoring by Commerce as described in this section.

MONITORING

In addition to reviews of audits conducted in accordance with 2 CFR 200 Subpart F - Audit Requirements, and section 215.97, F.S., as revised (see "AUDITS" below), monitoring procedures may include, but not be limited to, on-site visits by Commerce staff, limited scope audits as defined by 2 CFR §200.425, or other procedures. By entering into this Agreement, Subrecipient agrees to comply and cooperate with any monitoring procedures or processes deemed appropriate by Commerce. In the event Commerce determines that a limited scope audit of Subrecipient is appropriate, Subrecipient agrees to comply with any additional instructions provided by Commerce staff to Subrecipient regarding such audit. Subrecipient further agrees to comply and cooperate with any inspections, reviews, investigations or audits deemed necessary by the Chief Financial Officer (CFO) or Auditor General.

AUDITS

PART I: FEDERALLY FUNDED. This part is applicable if Subrecipient is a state or local government or nonprofit organization as defined in 2 CFR §200.1.

1. A Subrecipient that expends $750,000 or more in federal awards in its fiscal year must have a single or program-specific audit conducted in accordance with the provisions of 2 CFR 200, Subpart F - Audit Requirements. EXHIBIT 1 to this form lists the federal resources awarded through Commerce by this agreement. In determining the federal awards expended in its fiscal year, Subrecipient shall consider all sources of federal awards, including federal resources received from Commerce. The determination of amounts of federal awards expended should be in accordance with the guidelines established in 2 CFR §200.502-503. An audit of the Subrecipient conducted by the Auditor General in accordance with the provisions of 2 CFR §200.514 will meet the requirements of this Part.

2. For the audit requirements addressed in Part I, paragraph 1, Subrecipient shall fulfill the requirements relative to auditee responsibilities as provided in 2 CFR §200.508-512.

3. A Subrecipient that expends less than $750,000 in federal awards in its fiscal year is not required to have an audit conducted in accordance with the provisions of 2 CFR 200, Subpart F - Audit Requirements. If Subrecipient expends less than $750,000 in federal awards in its fiscal year and elects to have an audit conducted in accordance with the provisions of 2 CFR 200, Subpart F - Audit Requirements, the cost of the audit must be paid from non-federal resources (i.e., the cost of such an audit must be paid from Subrecipient resources obtained from other than federal entities).

PART II: STATE FUNDED. This part is applicable if Subrecipient is a non-state entity as defined by Section 215.97(2), F.S.

1. In the event that Subrecipient expends a total amount of state financial assistance equal to or in excess of $750,000 in any fiscal year of such Subrecipient (for fiscal years ending June 30, 2017, and thereafter), Subrecipient must have a state single or project-specific audit for such fiscal year in accordance with Section 215.97, F.S.; Rule Chapter 69I-5, F.A.C., State Financial Assistance; and Chapters 10.550 (local governmental entities) and 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General. EXHIBIT 1 to this form lists the state financial assistance awarded through Commerce by this agreement. In determining the state financial assistance expended in its fiscal year, Subrecipient shall consider all sources of state financial assistance, including state financial assistance received from Commerce, other state agencies, and other nonstate entities. State financial assistance does not include federal direct or pass-through awards and resources received by a nonstate entity for federal program matching requirements.

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2. For the audit requirements addressed in Part II, paragraph 1, Subrecipient shall ensure that the audit complies with the requirements of section 215.97(8), F.S. This includes submission of a financial reporting package as defined by section 215.97(2), F.S., and Chapters 10.550 (local governmental entities) and 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General.

3. If Subrecipient expends less than $750,000 in state financial assistance in its fiscal year (for fiscal years ending June 30, 2017, and thereafter), an audit conducted in accordance with the provisions of section 215.97, F.S., is not required. If Subrecipient expends less than $750,000 in state financial assistance in its fiscal year and elects to have an audit conducted in accordance with the provisions of section 215.97, F.S., the cost of the audit must be paid from the nonstate entity's resources (i.e., the cost of such an audit must be paid from Subrecipient's resources obtained from other than state entities).

PART III: OTHER AUDIT REQUIREMENTS

(NOTE: This part would be used to specify any additional audit requirements imposed by the State awarding entity that are solely a matter of that State awarding entity's policy (i.e., the audit is not required by Federal or State laws and is not in conflict with other Federal or State audit requirements). Pursuant to Section 215.97(8), F.S., State agencies may conduct or arrange for audits of state financial assistance that are in addition to audits conducted in accordance with Section 215.97, F.S. In such an event, the State awarding agency must arrange for funding the full cost of such additional audits.)

N/A

PART IV: REPORT SUBMISSION

1. Copies of reporting packages for audits conducted in accordance with 2 CFR 200, Subpart F - Audit Requirements, and required by Part I of this form shall be submitted, when required by 2 CFR §200.512, by or on behalf of Subrecipient directly to the Federal Audit Clearinghouse (FAC) as provided in 2 CFR §200.1 and §200.512.

   The FAC's website provides a data entry system and required forms for submitting the single audit reporting package. Updates to the location of the FAC and data entry system may be found at the OMB website.

2. Copies of financial reporting packages required by Part II of this form shall be submitted by or on behalf of Subrecipient directly to each of the following:

   a. Commerce at each of the following addresses:

   Electronic copies (preferred):
   Audit@Commerce.fl.gov

   or

   Paper (hard copy):
   Department of Commerce
   MSC # 75, Caldwell Building
   107 East Madison Street
   Tallahassee, FL 32399-4126

   b. The Auditor General's Office at the following address:

   Auditor General
   Local Government Audits
   342 Claude Pepper Building, Room 401
   111 West Madison Street
   Tallahassee, Florida 32399-1450

The Auditor General's website (https://flauditor.gov/) provides instructions for filing an electronic copy of a financial reporting package.

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3. Copies of reports or the management letter required by Part III of this form shall be submitted by or on behalf of Subrecipient directly to:

Electronic copies (preferred):	or	Paper (hard copy):
Audit@Commerce.fl.gov		Department of Commerce MSC # 75, Caldwell Building 107 East Madison Street Tallahassee, FL. 32399-4126

4. Any reports, management letters, or other information required to be submitted to Commerce pursuant to this agreement shall be submitted timely in accordance with 2 CFR §200.512, section 215.97, F.S., and Chapters 10.550 (local governmental entities) and 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General, as applicable.

5. Subrecipients, when submitting financial reporting packages to Commerce for audits done in accordance with 2 CFR 200, Subpart F - Audit Requirements, or Chapters 10.550 (local governmental entities) and 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General, should indicate the date that the reporting package was delivered to Subrecipient in correspondence accompanying the reporting package.

PART V: RECORD RETENTION. Subrecipient shall retain sufficient records demonstrating its compliance with the terms of this Agreement for a period of five (5) years from the date the audit report is issued, or six (6) state fiscal years after all reporting requirements are satisfied and final payments have been received, whichever period is longer, and shall allow Commerce, or its designee, CFO, or Auditor General access to such records upon request. Subrecipient shall ensure that audit working papers are made available to Commerce, or its designee, CFO, or Auditor General upon request for a period of six (6) years from the date the audit report is issued, unless extended in writing by Commerce. In addition, if any litigation, claim, negotiation, audit, or other action involving the records has been started prior to the expiration of the controlling period as identified above, the records shall be retained until completion of the action and resolution of all issues which arise from it, or until the end of the controlling period as identified above, whichever is longer.

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Exhibit 1 to Attachment I – Funding Sources

Federal Resources Awarded to the Subrecipient Pursuant to this Agreement Consist of the Following:

Federal Awarding Agency:	U.S. Department of Housing and Urban Development
Federal Funds Obligated to Subrecipient:	*$5,000,000.00*
Catalog of Federal Domestic Assistance Title:	Community Development Block Grants/State's Program and Non-Entitlement Grants in Hawaii
Catalog of Federal Domestic Assistance Number:	14.228
Project Description: *This is not a research and development award.*	The City of Pensacola has been awarded Five Million Dollars and Zero Cents ($5,000,000.00) in CDBG-ER (Community Development Block Grant – Economic Recovery) funding to acquire, abate, and demolish the 45-acre, abandoned, Baptist Hospital located in the center of a residential neighborhood in Pensacola, Florida.

Compliance Requirements Applicable to the Federal Resources Awarded Pursuant to this Agreement are as Follows:

Federal Program

1. Subrecipient shall perform its obligations in accordance with Sections 290.0401- 290.048, F.S.
2. Subrecipient shall perform its obligations in accordance with 24 CFR §570.480–570.497.
3. Subrecipient shall perform the obligations as set forth in this Agreement, including any attachments or exhibits thereto.
4. Subrecipient shall perform the obligations in accordance with chapter 73C-23.0051(1) and (3), F.A.C.
5. Subrecipient shall be governed by all applicable laws, rules and regulations, including, but not necessarily limited to, those identified in Award Terms & Conditions and Other Instructions of Subrecipient's Notice of Subgrant Award/Fund Availability (NFA).

State Resources Awarded to the Subrecipient Pursuant to this Agreement Consist of the Following: *N/A*

Matching Resources for Federal Programs: *N/A*

Subject to Section 215.97, Florida Statutes: *N/A*

Compliance Requirements Applicable to State Resources Awarded Pursuant to this Agreement are as Follows: *N/A*

NOTE: Title 2 CFR § 200.331 and Section 215.97(5), F.S., require that the information about Federal Programs and State Projects included in Exhibit 1 and the Notice of Subgrant Award/Fund Availability be provided to the Subrecipient.

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Attachment J – Audit Compliance Certification

Email a copy of this form within 60 days of the end of each fiscal year in which this subgrant was open to audit@Commerce.fl.gov.	
Subrecipient:	
FEIN:	Subrecipient's Fiscal Year:
Contact Name:	Contact's Phone:
Contact's Email:	

1. Did Subrecipient expend state financial assistance, during its fiscal year that it received under any agreement (e.g., contract, grant, memorandum of agreement, memorandum of understanding, economic incentive award agreement, etc.) between Subrecipient and the Department of Commerce (Commerce)?
☐ Yes ☐ No

   If the above answer is yes, answer the following before proceeding to item 2.

   Did Subrecipient expend $750,000 or more of state financial assistance (from Commerce and all other sources of state financial assistance combined) during its fiscal year?
☐ Yes ☐ No

   If yes, Subrecipient certifies that it will timely comply with all applicable State single or project-specific audit requirements of Section 215.97, Florida Statutes and the applicable rules of the Department of Financial Services and the Auditor General.

2. Did Subrecipient expend federal awards during its fiscal year that it received under any agreement (e.g., contract, grant, memorandum of agreement, memorandum of understanding, economic incentive award agreement, etc.) between Subrecipient and Commerce? ☐ Yes ☐ No

   If the above answer is yes, also answer the following before proceeding to execution of this certification:

   Did Subrecipient expend $750,000 or more in federal awards (from Commerce and all other sources of federal awards combined) during its fiscal year? ☐ Yes ☐ No

   If yes, Subrecipient certifies that it will timely comply with all applicable single or program-specific audit requirements of 2 CFR part 200, subpart F, as revised.

By signing below, I certify, on behalf of Subrecipient, that the above representations for items 1 and 2 are true and correct.

Signature of Authorized Representative	Date
Printed Name of Authorized Representative	Title of Authorized Representative

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Attachment K – Subrecipient Enterprise Resource Application (SERA) Form

Attachment K will be provided after execution of this Agreement

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Attachment L

2 CFR Appendix II to Part 200 - Contract Provisions for Non-Federal Entity Contracts Under Federal Awards

Appendix II to Part 200 - Contract Provisions for Non-Federal Entity Contracts Under Federal Awards

In addition to other provisions required by the Federal agency or non-Federal entity, all contracts made by the non-Federal entity under the Federal award must contain provisions covering the following, as applicable.

(A) Contracts for more than the simplified acquisition threshold, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

(B) All contracts in excess of $10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.

(C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

(D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of $2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (18 U.S.C. 874 and 42424240 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

(E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to

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compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

(F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

(G) Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended—Contracts and subgrants of amounts in excess of $150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

(H) Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

(I) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding $100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

(J) See 2 CFR § 200.323 - Procurement of recovered materials.

(K) See 2 CFR § 200.216 - Prohibition on certain telecommunications and video surveillance services or equipment.

(L) See 2 CFR § 200.322 - Domestic Preferences for procurements.

[78 FR 78608, Dec. 26, 2013, as amended at 79 FR 75888, Dec. 19, 2014; 85 FR 49577, Aug. 13, 2020]

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Attachment M

State of Florida
Department of Commerce

Federally Funded
Community Development Block Grant
Disaster Recovery (CDBG-DR) Subrogation Agreement

This Subrogation and Assignment Agreement ("Agreement") is made and entered by and between [*insert Subrecipient name*](hereinafter referred to as "Subrecipient") and the State of Florida, Department of Commerce (hereinafter referred to as "Commerce").

In consideration of Subrecipient's receipt of funds or the commitment by Commerce to evaluate Subrecipient's application for the receipt of funds (collectively, the "Grant Proceeds") under the Commerce Community Development Block Grant-Disaster Recovery Program (the "CDBG-DR Program") administered by Commerce, Subrecipient hereby assigns to Commerce all of Subrecipient's future rights to reimbursement and all payments received from any grant, subsidized loan, lawsuit or insurance policies of any type or coverage or under any reimbursement or relief program related to or administered by the Federal Emergency Management Agency ("FEMA") or the Small Business Administration ("SBA") (singularly, a "Disaster Program" and collectively, the "Disaster Programs") that was the basis of the calculation of Grant Proceeds paid or to be paid to Subrecipient under the CDBG-DR Program and that are determined in the sole discretion of Commerce to be a duplication of benefits ("DOB") as provided in this Agreement.

The proceeds or payments referred to in the preceding paragraph, whether they are from insurance, FEMA or the SBA or any other source, and whether or not such amounts are a DOB, shall be referred to herein as "Proceeds," and any Proceeds that are a DOB shall be referred to herein as "DOB Proceeds." Upon receiving any Proceeds, Subrecipient agrees to immediately notify Commerce who will determine in its sole discretion if such additional amounts constitute a DOB. If some or all of the Proceeds are determined to be a DOB, the portion that is a DOB shall be paid to Commerce, to be retained and/or disbursed as provided in this Agreement. The amount of DOB determined to be paid to Commerce shall not exceed the amount received from the CDBG-DR Program.

Subrecipient agrees to assist and cooperate with Commerce to pursue any of the claims Subrecipient has against the insurers for reimbursement of DOB Proceeds under any such policies. Subrecipient's assistance and cooperation shall include but shall not be limited to allowing suit to be brought in Subrecipient's name(s) and providing any additional documentation with respect to such consent, giving depositions, providing documents, producing record and other evidence, testifying at trial and any other form of assistance and cooperation reasonably requested by Commerce. Subrecipient further agrees to assist and cooperate in the attainment and collection of any DOB Proceeds that Subrecipient would be entitled to under any applicable Disaster Program.

If requested by Commerce, Subrecipient agrees to execute such further and additional documents and instruments as may be requested to further and better assign to Commerce, to the extent of the Grant Proceeds paid to Subrecipient under the CDBG-DR Program, the Policies, any amounts received under the Disaster Programs that are DOB Proceeds and/or any rights thereunder, and to take, or cause to be taken, all actions and to do, or cause to be done, all things requested by Commerce to consummate and make effective the purposes of this Agreement.

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Subrecipient explicitly allows Commerce to request of any company with which Subrecipient held insurance policies, or FEMA or the SBA or any other entity from which Subrecipient has applied for or is receiving Proceeds, any non-public or confidential information determined to be reasonably necessary by Commerce to monitor/enforce its interest in the rights assigned to it under this Agreement and give Subrecipient's consent to such company to release said information to Commerce.

If Subrecipient (or any lender to which DOB Proceeds are payable to such lender, to the extent permitted by superior loan documents) hereafter receives any DOB Proceeds, Subrecipient agrees to promptly pay such amounts to Commerce, if Subrecipient received Grant Proceeds under the CDBG-DR Program in an amount greater than the amount Subrecipient would have received if such DOB Proceeds had been considered in the calculation of Subrecipient's award.

In the event that Subrecipient receives or is scheduled to receive any subsequent Proceeds, Subrecipient shall pay such subsequent Proceeds directly to Commerce, and Commerce will determine the amount, if any, of such subsequent Proceeds that are DOB Proceeds ("Subsequent DOB Proceeds"). Subsequent Proceeds in excess of Subsequent DOB Proceeds shall be returned to Subrecipient. Subsequent DOB Proceeds shall be disbursed as follows:

1. If Subrecipient has received full payment of the Grant Proceeds, any Subsequent DOB Proceeds shall be retained by Commerce.
2. If Subrecipient has received no payment of the Grant Proceeds, any Subsequent DOB Proceeds shall be used by Commerce to reduce payments of the Grant Proceeds to Subrecipient, and all Subsequent DOB Proceeds shall be returned to Subrecipient.
3. If Subrecipient has received a portion of the Grant Proceeds, any Subsequent DOB Proceeds shall be used, retained and/or disbursed in the following order: (A) Subsequent DOB Proceeds shall first be used to reduce the remaining payments of the Grant Proceeds, and Subsequent DOB Proceeds in such amount shall be returned to Subrecipient; and (B) any remaining Subsequent DOB Proceeds shall be retained by Commerce.
4. If Commerce makes the determination that Subrecipient does not qualify to participate in the CDBG-DR Program or Subrecipient determines not to participate in the CDBG-DR Program, the Subsequent DOB Proceeds shall be returned to Subrecipient, and this Agreement shall terminate.

Once Commerce has recovered an amount equal to the Grant Proceeds paid to Subrecipient, Commerce will reassign to Subrecipient any rights assigned to Commerce pursuant to this Agreement.

Subrecipient represents that all statements and representations made by Subrecipient regarding Proceeds received by Subrecipient shall be true and correct as of the date of the signing of this Agreement.

Warning: Any person who intentionally or knowingly makes a false claim or statement to HUD may be subject to civil or criminal penalties under 18 U.S.C. 287, 1001 and 31 U.S.C. 3729.

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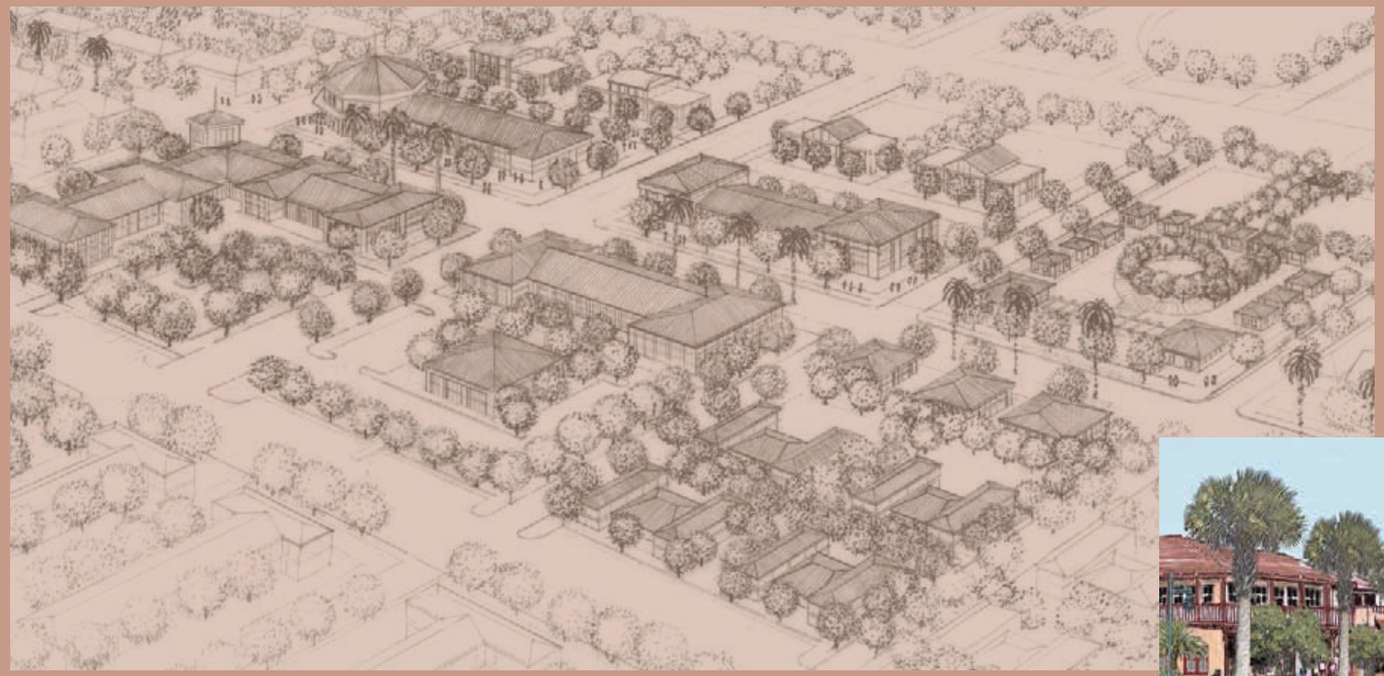
The person executing this Agreement on behalf of Subrecipient hereby represents that he\she has received, read, and understands this notice of penalties for making a false claim or statement regarding Proceeds received by Subrecipient.

In any proceeding to enforce this Agreement, Commerce shall be entitled to recover all costs of enforcement, including actual attorney's fees.

CITY OF PENSACOLA, FLORIDA		**DEPARTMENT OF COMMERCE**	
By	Signature	**By**	Signature
	Darcy Curran Reeves		**J. Alex Kelly**
Title	**Mayor**	**Title**	**Secretary**
Date	7-23-2024	**Date**	8/6/2024

ATTACHMENT C

Westside Redevelopment Plan (2007)











westside community redevelopment area plan

Prepared for the City of Pensacola, Florida

April 2007

Prepared by:

the RMPK group

WESTSIDE COMMUNITY REDEVELOPMENT AREA PLAN

Prepared for the City of Pensacola, Florida

April 2007

Prepared by:

the RMPK group

Contributors:

Ms. Helen Gibson, Neighborhood Coordinator, City of Pensacola

Mr. Paul. A. Kelly, GIS Analyst, City of Pensacola

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CHAPTER 1 OVERVIEW







Introduction







Historic photos of Pensacola

Established in 1559, the City of Pensacola is one of the oldest cities on the National Register of Historic Places. Having been under the control of the Spanish, French, English, American and the Confederates throughout its history, the City of Pensacola is also known as the 'City of Five Flags'. The City of Pensacola, located in Escambia County, is situated 50 miles east of Mobile, Alabama and is directly connected to Tallahassee, the state capital, via Interstate 10. The City's location in the Florida Panhandle makes it vulnerable to hurricane force winds that have caused severe damage to the built environment in recent years.

The neighborhoods within Pensacola's urban core face many challenges, similar to those of urban areas in the country, such as declining inner city population, poor housing conditions and economic development concerns. The City created its original CRA district in 1980, to guide redevelopment efforts in Downtown Pensacola. While the City has invested significant resources in revitalizing its Downtown and historic neighborhoods, several of its inner core neighborhoods are experiencing challenges such as poor housing conditions, economic distress, and declining population trends compared with suburban development. In 2001, the City of Pensacola developed its Neighborhood Planning Process to actively engage citizens in the community development process. Since 2001, the City has initiated several neighborhood planning efforts including the Woodland Heights Neighborhood Plan, the Belmont-Devilliers Neighborhood Plan, the Eastside Neighborhood Plan, the Pensacola Historic District Master Plan, and the Alcaniz Streetscape Initiative.

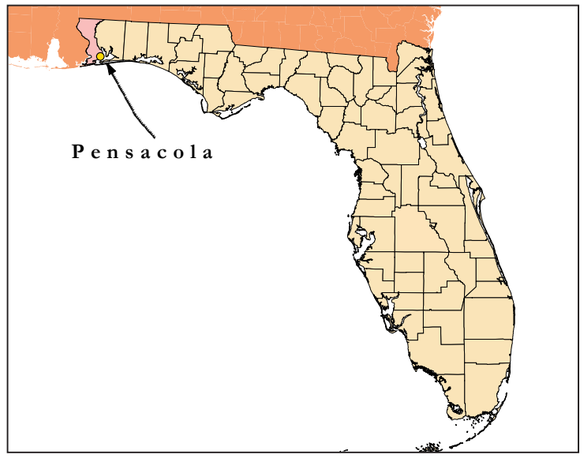
The Westside Redevelopment Area, located in the southwestern part of the City, has also experienced severe decline in aesthetic character and private investment in recent years. The Pensacola City Council acknowledged the challenges faced by the Westside Redevelopment Area and has approved plans to focus on the physical improvement and economic sustainability of the Westside area including, the Urban Infill and Redevelopment Area Plan, the Enterprise Zone Plan, the American Creosote Works (ACW) Superfund Site Reuse Plan and the Westside Neighborhoods Plan. Each of the above mentioned plans recommended utilization of Tax Increment Financing as a mechanism to fund infrastructure and redevelopment activities within their designated boundaries.

Based on these recommendations, the City staff retained the RMPK Group to conduct a "Finding of Necessity Study" for the Westside Neighborhoods Area and determine the existence of "blight" conditions in the area, as defined by Section 163 of the Florida Statutes. The Finding of Necessity Study provides a factual basis that the Westside Neighborhoods Area meets the statutory criteria for blight; and that the rehabilitation, conservation, or redevelopment, or a combination thereof is necessary in the interest of public health, safety, and welfare of the residents. The Finding of Necessity Study identified the following elements that are indicators of blight, as defined by the Florida Statute 163.355 F.S.:

Substantial number of deteriorated or deteriorating structures.
Faulty lot layout in relation to size, adequacy, accessibility or usefulness.
Residential and Commercial vacancy rates higher in the area than in the remainder of the municipality.
Incidence of crime higher in the area than in the remainder of the municipality
Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated area.
Governmentally owned land with adverse environmental conditions.

In January 2007, the City Council adopted the results of the Finding of Necessity Study and established the boundaries for the Westside Community Redevelopment Area. In February 2007, the City contracted with the RMPK Group to assist the City in preparing a Community Redevelopment Area Plan for the established Westside Redevelopment Area.

The Westside Redevelopment Plan, presented in this document, is designed to address primary community concerns expressed during the various planning initiatives conducted in the Westside Redevelopment Area. The Plan was developed through an extensive inventory and analysis of existing conditions, recommendations of the relevant plans, community input through workshops and neighborhood surveys conducted during the various planning efforts within the Westside Redevelopment Area boundaries.



Location of Pensacola in Florida

EXECUTIVE SUMMARY

The Westside Redevelopment Plan represents the synthesis of a series of planning efforts conducted by the City of Pensacola, to facilitate positive transformation, preservation, and revitalization of the neighborhoods in the south-western section of the City. Each of the planning initiatives involved a series of community workshops and meetings designed to create a unified vision for the Westside Neighborhoods. The consensus based Redevelopment Plan that emerged from this stakeholder driven planning process integrates several objectives: ***enhance the physical environment; preserve and enhance residential character; support and expand commercial activity; introduce a diverse mix of uses along primary corridors; pursue new development opportunities; create a community focal point to foster positive change in the area's core; improve the pedestrian environment; and overcome the obstacles to economic development.***

The Westside Neighborhoods Plan, completed in 2005, forms the foundation for several of the objectives and strategies discussed in this Redevelopment Plan. It is the intent of this Redevelopment Plan to develop a comprehensive document that integrates the recommendations contained in the various plans and studies to meet the requirements of the Florida Statutes as it relates to the preparation of Community Redevelopment Plans. The Westside Redevelopment Plan updates, revises, and refines the recommendations of the adopted City plans mentioned above. The Redevelopment Plan process was based upon the following components:

Inventory of existing conditions
Neighborhood Analysis and Recent Studies
Public Involvement
Community Vision, goals and objectives
Action Strategies
Organizational Framework
Capital Improvement Projects and Anticipated Costs

The Redevelopment Plan is intended to be a guiding document for actions designed to overcome obstacles to desired future growth and development. To be useful as a long-term redevelopment guide, the Plan must be flexible to accommodate unanticipated changes and over time, and should be monitored closely and updated to reflect changes in the economy, public concerns and private sector development opportunities.

PLAN CONTENT AND ORGANIZATION

The Redevelopment Plan intends to serve as a comprehensive resource for community leaders and stakeholders that are engaged in shaping the social, economic, and physical form of the area. Future actions targeted in this area are anticipated to follow the recommendations of the Redevelopment Plan through continued discussions with the residents, community stakeholders, and City agencies.

Starting with the Overview (Chapter 1), the Westside Redevelopment Plan consists of six chapters and appendices.

Chapter 2: Summary of Inventory Results

This chapter presents a brief summary of the existing conditions including existing land uses, zoning districts, future land use designations, demographic profile, housing conditions, and neighborhood identity and aesthetics. The summary of inventory results extracts data generated by past studies including the American Creosote Works Superfund Site Reuse Plan (CH2M Hill), Westside Neighborhoods Plan (RMPK Group) and the Westside Finding of Necessity Study (RMPK Group). Other resources include the Escambia County Property Appraiser GIS database, U.S. Census 2000, University of West Florida Haas Center of Business Research and Economic Development 2006 Area Profile, and the University of West Florida Housing Conditions Survey.

Chapter 3: Neighborhood Analysis

The first section of this chapter reviews and summarizes the recommendations of the recent planning studies completed in the Westside Redevelopment Area. The second section of the chapter identifies the area assets, opportunities, and issues utilizing the results of the inventory chapter and the public involvement process. This chapter establishes the basis for recommendations contained in the Concept Plan and associated implementation strategies.

Chapter 4: Concept Plan

The information generated from the inventory phase, neighborhood analysis, and the public involvement phases is the foundation for the recommendations contained in the Concept Plan. This chapter details action strategies based on established objectives and summarizes the general intent of the Redevelopment program providing guidelines for promoting the sound development and redevelopment of properties in the neighborhood.

Chapter 5: Capital Projects and Program Initiatives

Chapter 5 builds on projects outlined in the preceding chapter, to identify projects that can be pursued in the short-term, mid-term, and long-term. The chapter also includes anticipated costs for the proposed improvements and funding sources to assist the CRA with budgeting and financial planning.

Chapter 6: Implementation Strategies

Chapter 6 presents the organizational framework and financial strategies that will be required for successful implementation of the Redevelopment Plan program. It defines the roles and responsibilities that should be undertaken by the various agencies and stakeholders that are involved in shaping the future development of the Westside Neighborhoods.

Appendices

The appendices provide resources that contain information required by Section 163.362 F.S. and supplemental data that was utilized in the preparation of the Redevelopment Plan. Appendix A contains estimated tax increment financing (TIF) revenue projections and recommended TIF districts that should be established in the Redevelopment Area. Appendix B of the Plan contains a section that addresses the specific requirements of Section 163.362 of the Florida Statutes related to Community Redevelopment Plans. Appendix C contains a summary of the information obtained during public workshops. Appendix D is the legal description of the boundary as required by the Florida Statute. Appendix E provides the inventory and analysis from the Westside Neighborhoods Plan, completed in 2005, that serves as the foundation for many of the recommendations discussed in the document. Appendix F contains the Finding of Necessity Study Report that was undertaken to establish the Westside Area as a "blighted" area and subsequently designated as a Community Redevelopment Area. Appendix G contains the recommended alternative for American Creosote Works Site reuse. Appendix H lists the funding sources referenced in the document.

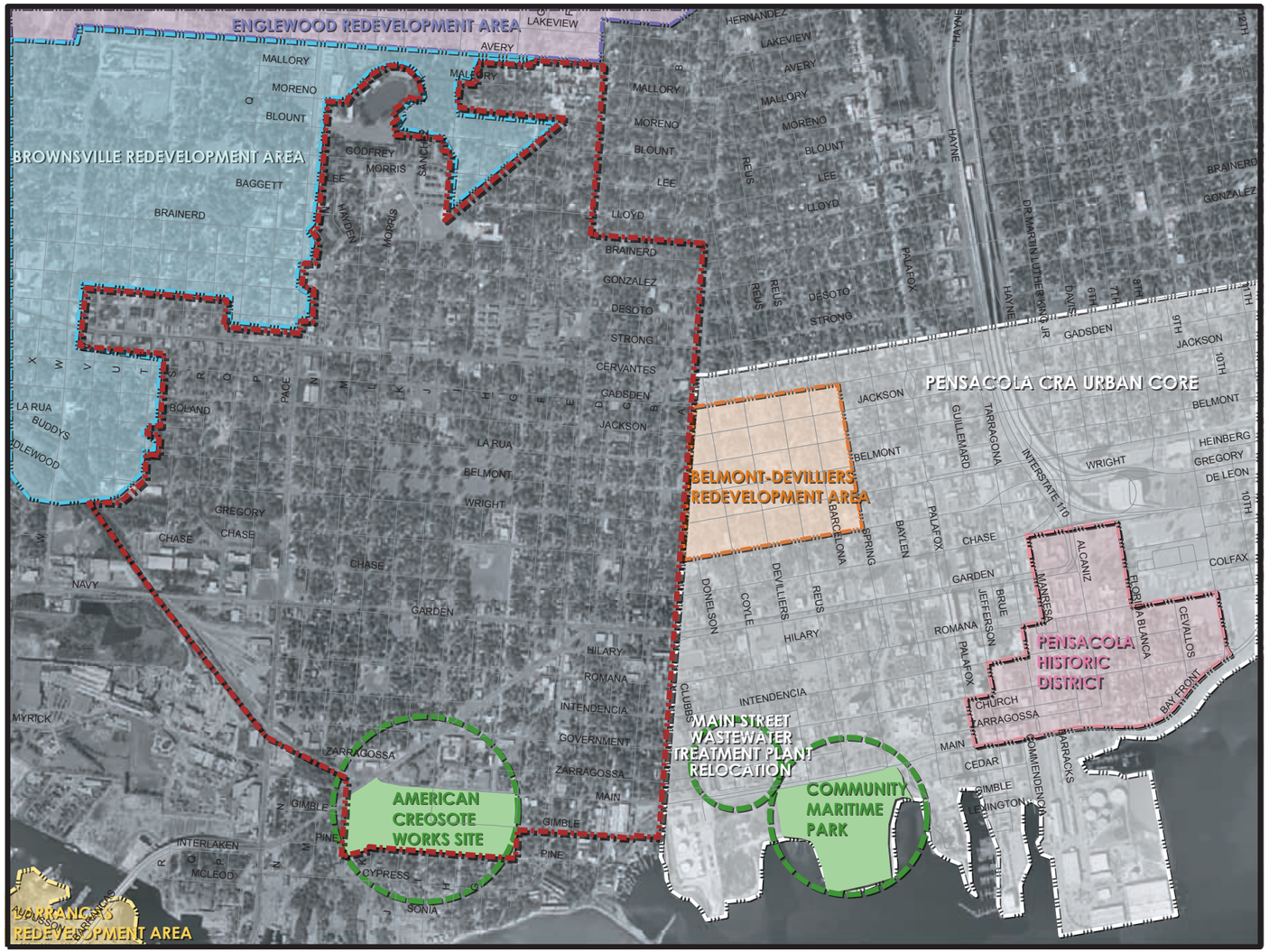
REDEVELOPMENT AREA BOUNDARY AND AREA CONTEXT

The Westside Community Redevelopment Area boundary was selected after a detailed evaluation of existing conditions and observations and its conformance to applicable provisions of Section 163.340 F.S. relating to areas considered eligible for the purpose of establishing a Community Redevelopment Agency. The Westside area, located in the southwestern section of the City, is a predominantly residential area with dedicated commercial and industrial uses scattered along primary transportation corridors. As illustrated in Map 1, the area is strategically located, west of the established urban core CRA boundary, in the vicinity of Pensacola Bay to the south. Appendix D contains the legal description of the Westside Redevelopment Area boundary.

The Redevelopment Area is generally defined by the corporate limit line on the north (Baptist Hospital), City limits on the west, Pine Street on the south and "A" Street on the east (Map 1). The Westside area's proximity to the Downtown Pensacola CRA district, the Belmont Devilliers Neighborhood, and the Pensacola Bay are valuable assets that have a significant impact on its future development. In particular, the proposed Community Maritime Park, located less than half a mile east of the Westside Redevelopment Area boundary along Main Street, is anticipated to serve as a catalyst that creates synergies and partnerships between the private and public sectors, in turn improving the quality of life for residents in surrounding areas. The relocation of the ECUA's Main Street Wastewater Treatment Plan presents another opportunity for a change in future land use in the vicinity of the Redevelopment Area and as a result strengthening the market conditions for desired development within the Westside Redevelopment Area. The success of the Westside Redevelopment Plan will ultimately depend on capitalizing on these opportunities to benefit the residents living in the immediately surrounding neighborhoods and the larger community.

The Westside Redevelopment Area shares its boundaries with three CRA planning areas established by Escambia County-Brownsville, Barrancas, and Englewood. This condition presents a valuable opportunity for the Westside CRA to establish strategic partnerships with Escambia County to pursue joint improvements and ensure maximum utilization of existing resources and provide for an improved quality of life for residents in both jurisdictions.

REGIONAL CONTEXT MAP MAP 1



CITY OF PENSACOLA
WESTSIDE COMMUNITY REDEVELOPMENT AREA PLAN

Chapter 2 SUMMARY OF INVENTORY RESULTS







Inventory



Example of good architectural elements



Stone cladded house: Chase Street

The inventory section summarizes the information collected from several sources, including site visits, previous planning studies, and GIS database analysis to prepare a comprehensive database used as a guiding framework for the recommendations presented in the Redevelopment Plan. Previous plans referenced to compile this inventory include the Westside Neighborhoods Plan (Appendix E), Westside Neighborhoods Finding of Necessity Study (Appendix F), and the ACW Conceptual Reuse Plan (Appendix G).

According to the Escambia County Property Appraiser database, the Redevelopment Area contains 2,858 parcels encompassing an area of 849 acres (excluding right-of-ways). The Redevelopment Area accounts for only five percent (5%) of the City's total land area and nearly eleven percent (11%) of the total parcel count.

Existing Land Use

Fig. 2.1 illustrates the distribution of land uses within the Westside Redevelopment Area, based on data extracted from the Escambia County Property Appraiser GIS database. The Property Appraiser database utilizes land use codes based on the Department of Revenue codes to appraise land values for tax collection. As shown in Map 2 and Table 2.1, the Westside Redevelopment Area is predominantly residential accounting for sixty-seven percent (67%) of the total parcel count, followed by vacant lands (20%) and commercial uses (8%).

Residential

Residential uses constitute the largest component of the existing land use categories within the Redevelopment Area boundaries, accounting for approximately 380 acres or 45% of the area's total land area. According to the Escambia County Property Appraiser database, there are a total of 1,805 estimated properties categorized as single-family units within the area, constituting 93% of the total parcels under residential uses. Multi-family housing units represent the remaining seven percent (7%) of the total residential uses. This includes the Morris Court housing, Attucks Court, and isolated parcels scattered within the single-family neighborhoods.



Public Housing: Blount Street

Figure 2.1 Percentage of Existing Land Use, Westside Redevelopment Area

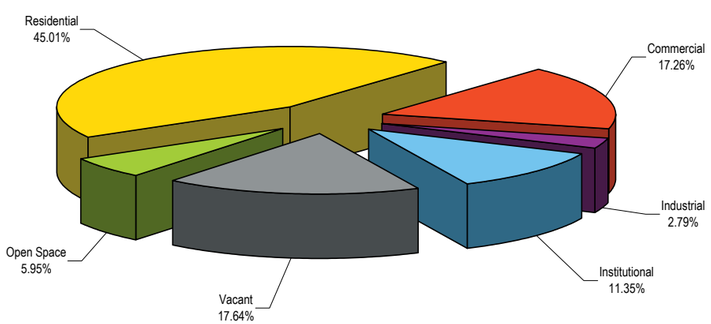
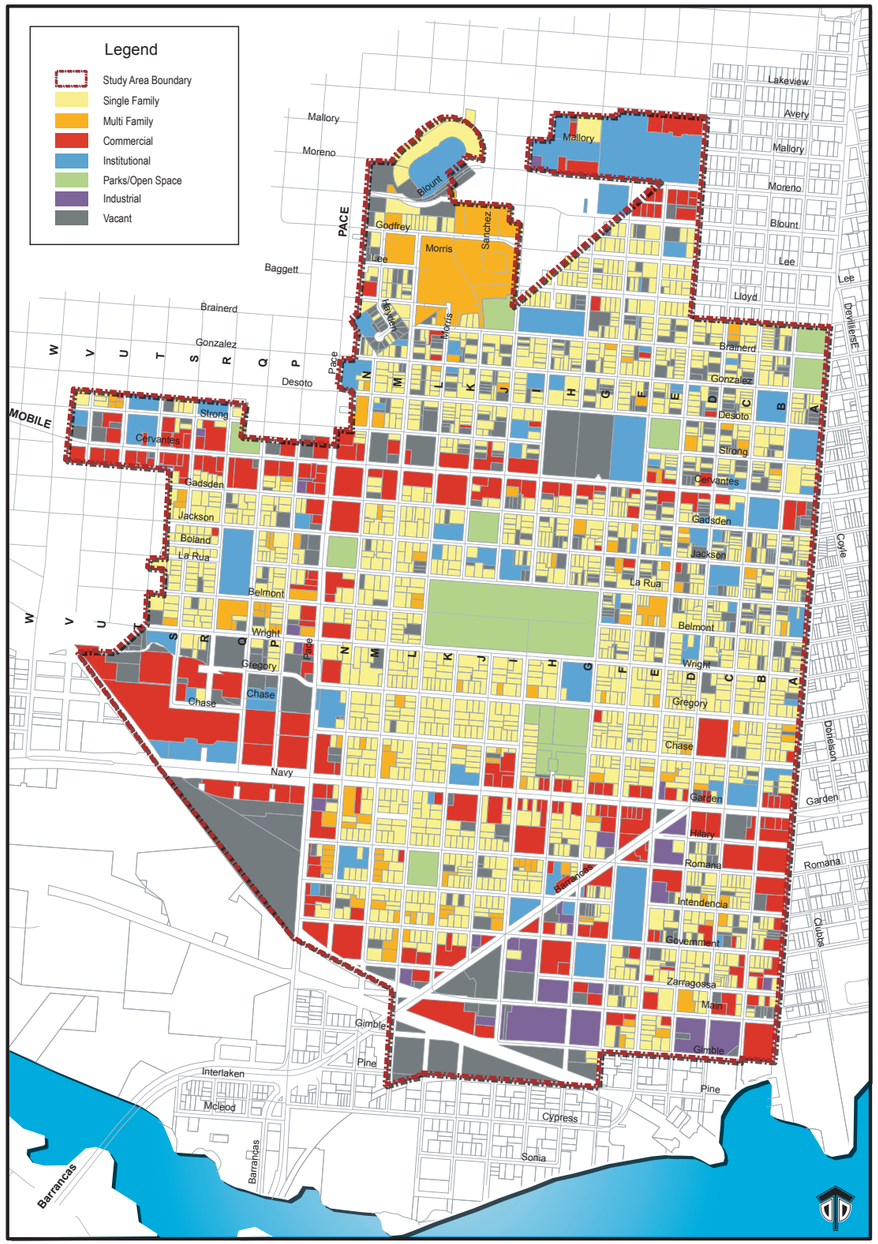


Table 2.1 Existing Land Use, Westside Redevelopment Area

Land Use Categories	Acreage	Percent	Count	Percent
Residential	378.76	45.01%	1,918	67.11%
Commercial	145.22	17.26%	242	8.47%
Industrial	23.47	2.79%	26	0.91%
Institutional	95.54	11.35%	92	3.22%
Vacant	148.48	17.64%	565	19.77%
Open Space	50.07	5.95%	15	0.52%
Total	841.55	100.00%	2,858	100.00%

EXISTING LAND USE MAP 2



WESTSIDE COMMUNITY REDEVELOPMENT AREA PLAN

CITY OF PENSACOLA

0 250 500 1,000 1,500 2,000 Feet



Restaurant: Cervantes Street



Commercial Establishments: Cervantes Street and Pace Boulevard

Commercial

While the commercial uses comprise of only eight percent (8%) of the total parcel count, it accounts for nearly seventeen percent (17%) of the total land area. Majority of the commercial uses are concentrated along the area's primary corridors- Cervantes Street, Pace Boulevard, Garden Street and "A" Street (south of Garden Street). Development types along the corridors include a diverse range of uses- suburban style strip malls, retail stores, motels, gas stations, auto repair garages, liquor stores, auto sales, fast food chains, and professional offices.

Vacant Land

The Escambia County Property Appraiser records indicate that nearly eighteen percent (17.6%) of all parcels within the Westside Redevelopment Area are vacant, compared to a ten percent (10.1%) vacancy rate for the City's total parcel count. Nearly twenty percent (17.1%) of the Redevelopment Area's total parcel count is vacant residential compared to only nine percent (8.6%) of vacant residential propertied found citywide.

The Westside Redevelopment Area also accounts for a higher percentage of vacant commercial properties (2%) compared to the City's commercial vacancy rate (1.4%). In terms of acreage, nearly four percent of the total parcel acreage is classified vacant, compared to only 0.4% for the City of Pensacola. Nearly sixteen percent (15.5%) of the Redevelopment Area's total acreage is comprised of vacant parcels, compared to four percent (4%) for the City.

Seven (&) industrial properties within the Redevelopment Area are currently vacant, including the former American Creosote Works Site and the property owned by Alabama Railroad at the southwest corner of Pace Boulevard and Navy Boulevard. Vacant lands, underutilized properties, and abandoned buildings present both an opportunity and liability for redevelopment efforts. For instance, large sized vacant parcels along primary corridors can be redeveloped with greater ease as they typically do not require land assemblage. However, several of these parcels might have underground contamination as industrial uses in the past, such as sites owned by utilities and manufacturing plants, resulting in clean-up costs that are a burden on potential developers.

Industrial

The Redevelopment Area contains twenty-six parcels under the "industrial" land use category, representing approximately three percent (2.8%) of the Westside Redevelopment Area's total land area. These uses are concentrated in the southern section of the Redevelopment Area, predominantly along Main Street and relatively small sized parcels along Barrancas Avenue. Some of the smaller industrial uses are adjacent to single family residential units and may be perceived as a health and safety hazard to the neighborhoods, when adequate buffering provisions are not provided.

Institutional

Institutional uses account for three percent (3.2%) of the total parcels contained within the Redevelopment Area boundaries. The institutional uses include faith-based organizations, schools and other charitable and non-profit institutions. Approximately forty faith-based institutions (41) and three schools- Hallmark Elementary, Allie Yniestra Elementary, Life Skills Charter School are located within the Redevelopment Area boundaries. The remainder of the institutional uses includes day care centers, United Way of Escambia County, Environmental Health Department, Pensacola Fire Station, and other public facilities.

Parks and Open Space

The National Recreation and Park Association recommends a minimum of 2 acres per 1000 population for locating neighborhood parks. As such, the total land area presently designated for parks and recreation is approximately 10.87 acres. This satisfies the recommended criteria considering the West Side Neighborhoods population of 4,500. However, not all children can safely walk to the parks. Available vacant lands are opportunities for locating smaller, pocket parks that are strategically placed throughout the community. The Westside Redevelopment Area has the following parks and recreational facilities located within its boundaries:

- Fricker Recreation Center (De Soto Street & F Street)
- Legion Field (Gregory Street & Chase Street)
- Morris Court (Brainerd Street & J Street)
- Terry Wayne East Park (Gadsden Street, J Street & K Street)

Cemeteries located within the Redevelopment Area are an integral component of the open space network, while at the same time serving as important historic landmarks for the community. There are five cemeteries located within the Redevelopment Area boundaries- AME Zion Cemetery, Talbert Chapel Cemetery, St. John's Cemetery, St. Joseph's Cemetery, and the Jewish Orthodox Cemetery.



Industrial uses



Industrial districts



Allie Yniestra Elementary School



Greek Orthodox Church



Fricker Recreation Center



Attucks Court: Tot Lot



St. John's Cemetery



St. Joseph's Cemetery

Zoning

Table 2.2 and Map 3 illustrate the nine zoning districts contained within the Westside Redevelopment Area boundaries. Residential zoning categories represent fifty-seven percent (57%) of the total parcel count in the area and include the following categories:

Low density residential land use district (R-1AAA) - Maximum allowable density is four and eight-tenths (4.8) dwelling units per acre

Medium density residential land use district (R-1A) - Maximum allowable density is twelve and four-tenths (12.4) dwelling units per acre for single family detached units; seventeen and four-tenths (17.4) units per acre for duplex and townhouses.

High Density Residential land use district (R-2A)

The other zoning districts contained in the Redevelopment Area include:
Residential/ Office land use district (5.4%);
Residential Neighborhood Commercial (9.6%);
Commercial districts -C-1, C-2, C-3 (34.4%);
and Industrial districts -M-1 and M-2 (3.4%)

Table 2.2 Percentage of Zoning

Zoning Categories	Acreage	Percent	Count	Percent
Residential	366.32	43.53%	1610	56.33%
Commercial	276.79	32.90%	994	34.78%
Industrial	110.96	13.18%	98	3.43%
Mixed-Use	87.31	10.37%	155	5.42%
Site Specific Development	0.17	0.02%	1	0.04%
Total	841.55	100.00%	2858	100.00%

Regulatory Framework

The City of Pensacola Comprehensive Plan is a guiding document that sets forth goals, objectives, and policies that help define the character, rate of growth, and timing for future development in the City. The following policies included in the Goals, Policies and Objectives of the adopted Comprehensive Plan have a direct impact on the Westside Redevelopment Area:

Transportation Element

Objective 1.4: The City of Pensacola shall accommodate motorized and non-motorized forms of transportation in the design of transportation improvement projects.

Goal 8: The City of Pensacola shall coordinate with railroad companies serving within the City for efficient railroad service and to reduce conflicts with City redevelopment activities.

Objective 8.1: The City shall coordinate for safe and efficient railroad operations along the existing system within the city limits.

Policy 8.1.5: The City shall coordinate with the Alabama and Gulf Coast Railroad to study the relocation or removal of the trackage from Main Street, and request the railroad to remove any unused trackage within the City limits.
Policy 8.1.7: The City shall take action to secure abandoned railroad rights-of-way in the event that track removal or relocation occurs and determine the best land use for the impacted rights-of-way.

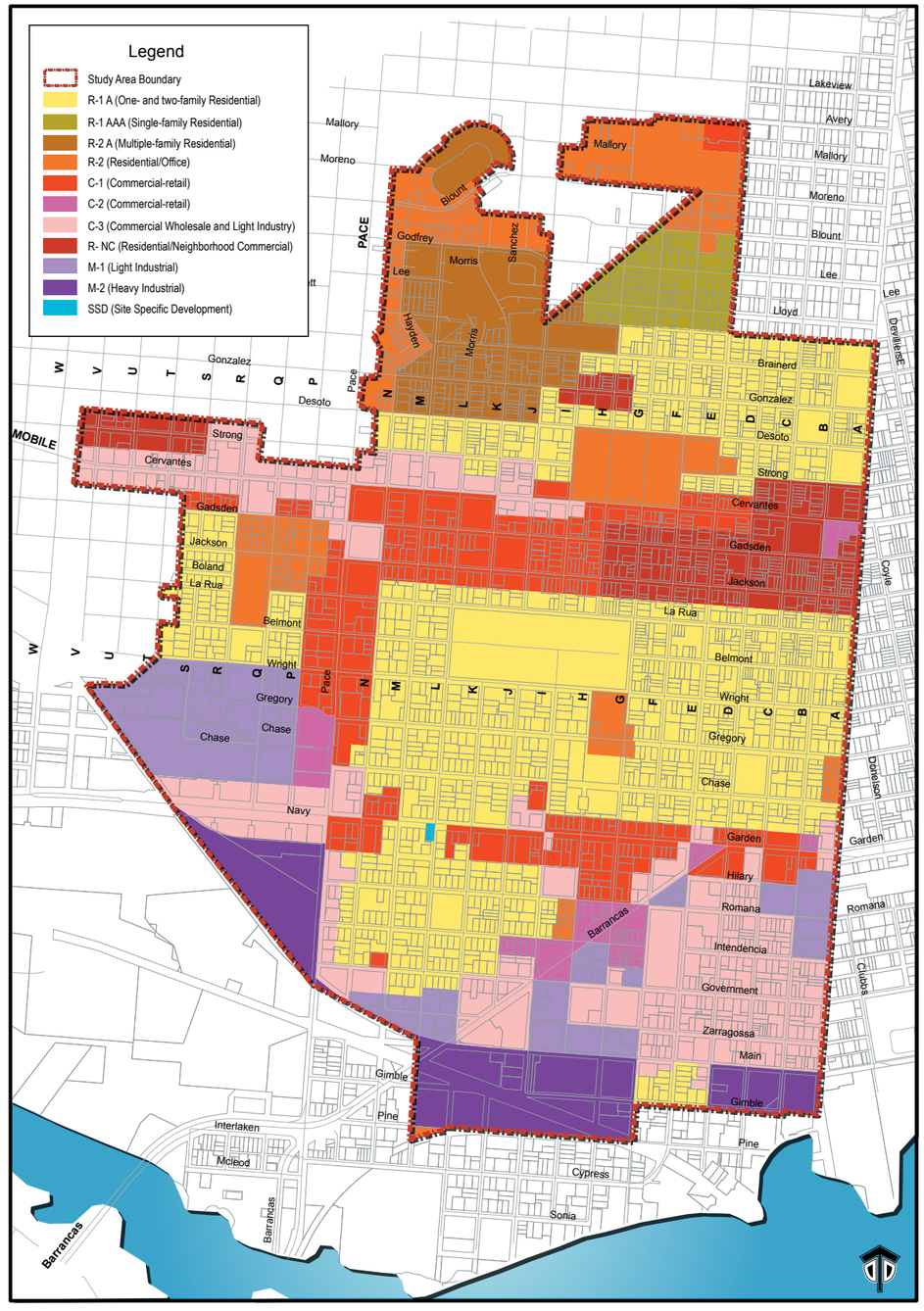
Coastal Management Element

Policy 1.1.1: Shoreline development in Coastal High Hazard Area (CHHA) will be based on the following priorities to the maximum extent feasible
a. Water dependent uses
1. Commercial
2. Light Industrial

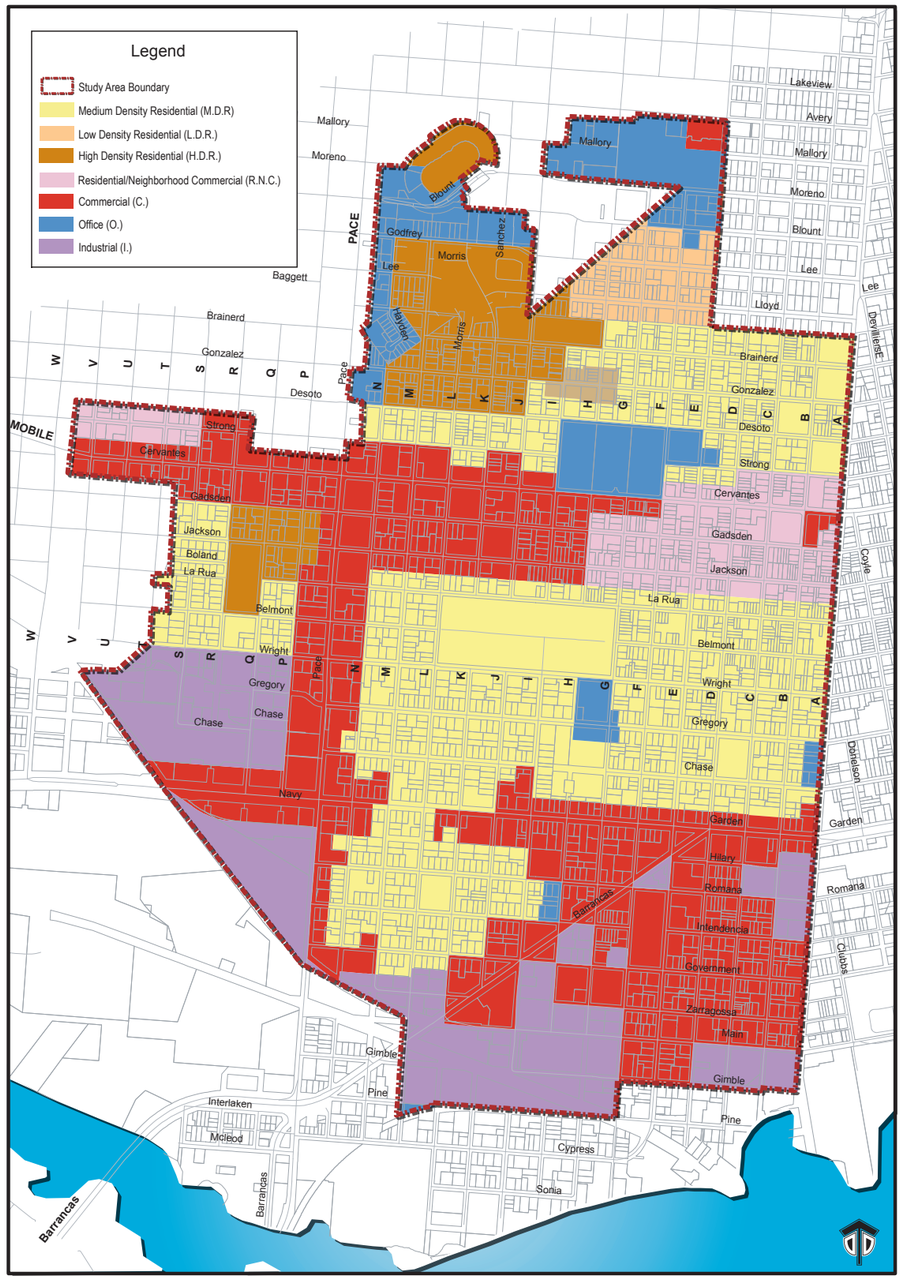
b. Water related recreation
c. Residential
d. Commercial

Policy 1.2.1: The CHHA shall be designated as the evacuation zone for a category 2 hurricane as established in the Northwest Florida Hurricane Evacuation Study.

ZONING MAP 3



FUTURE LAND USE MAP 4



Policy 1.3.1: Future residential land use in the CHHA shall be limited to the following densities by location:

• Low density – along Escambia Bay north of Hyde Park Road and south of Gadsden
Street, and along both shores of Bayou Texar;
• Medium density – along Pensacola Bay (except for the Historic District), and along Bayou Chico; and
• High density – Historic District.2.2.5 Conservation Element

Objective 1.4: By 1992, the City shall participate in the development of a hazardous waste management program, in coordination with the State and County, for the proper collection, storage, disposal, and transport of hazardous wastes generated within the City.

Policy 1.7.3: The City shall continue to coordinate its efforts with those of federal and state agencies to complete the clean-up of hazardous waste sites and abandoned dump areas to protect the groundwater from leaching.

Recreation and Open Space Element

Policy 1.1.1: The City will adopt a recreational level of service of .5 acres/1000 persons for mini-parks (at ¼ mile radius); 2 acres/1000 persons for neighborhood parks (at ½ mile radius); 1.5 acres per 1000 persons for community parks (City wide radius).

Activity based level of service standards shall be adopted as follows:

Swimming Pools 1 pool/25,000 population
Tennis Courts 1 court/2,000 population
Basketball Courts 1 court/5,000 population
Baseball/Softball Fields 1 field/30,000 population
Football/Soccer/Rugby Fields 1 field/ 4,000 population
Golf Course (9 hole) 1 course/ 25,000 population
Golf Course (18 hole) 1 course/ 500,000 population

Policy 1.1.8: The City shall identify and prioritize for acquisition, properties that provide open space amenities, especially if they

Future Land Use Element

Goal 1: The City of Pensacola shall maximize the use of land both from an economic standpoint and from the standpoint of minimizing threats to the health, safety and welfare of residents and to the continued well-being of the natural environment.

Objective 1.1: The City shall specify the desired development pattern through a land use category system that provides for the location, type, density and intensity of development and redevelopment based on natural conditions and dependent on the availability of services as shown on the Future Land Use Map and controlled through the adopted Land Development Code.

Policy 1.1.5: Future land use categories, including densities and intensities of use for each category, shall be established as follows:
• Conservation District
• Residential Districts
• Office District
• Residential/Neighborhood Commercial Districts
• Commercial Districts
• Industrial Districts
• Neighborhood Districts

Map 4 illustrates the future land use distribution reflecting the desired development pattern for the Redevelopment Area, in accordance with the goals, objective, and policies identified in the Comprehensive Plan. The Future Land Use Element of the Comprehensive Plan establishes the following designations for the Redevelopment Area:

1. Low Density Residential: The allowable density for district is 5 or fewer residential units per acre. Areas under this district are concentrated south of Baptist Hospital between Blount Street and Lloyd Street.

2. Medium Density Residential: The allowable density for district is 18 or few residential units per acre. This category constitutes the majority of the residential neighborhoods within the Redevelopment Area.

3. High Density Residential: The allowable density for district is 35 or fewer residential units per acre. Morris Court Development represents this district within the Redevelopment Area boundaries.

4. Residential/ Neighborhood Commercial: The Residential/ Neighborhood Commercial Land Use District is established for the purpose of providing for a mixture of residential, professional and certain types of neighborhood convenience-shopping-retail sales and service uses. Within the Redevelopment Area boundaries, this district includes the areas located along Cervantes Street between Strong Street and La Rua Street.

5. Commercial: This district is established for the purpose of providing areas of commercial development ranging from compact shopping areas to limited industrial/ high intensity commercial uses. Conventional residential use is allowed as well as residential uses on upper floors above ground floor commercial or office uses and in other types of mixed-use development. Within the Redevelopment Area, the properties include those in the vicinity of primary corridors- Pace Boulevard from Strong Street to the Redevelopment area's southern boundary; Cervantes Street from H Street on the east to the City limits to the west; sections of Garden Street, Barrancas Avenue and Main Street.

6. Office: The Office Land Use District is established for the purpose of providing for a mixture of residential and office uses, developed separately or within the same structure. When located in older, developed areas of the city, the district is intended to provide for residential or office infill development at a density, character and scale compatible with the surrounding area. Properties fronting Pace Boulevard surrounding the Morris Court development, Baptist hospital, Attucks Court and the Environmental Health Department office on Wright Street are included in this district.

7. Industrial: The Industrial Land Use District is established for the purpose of providing areas for industrial development for community and regionally oriented service areas. The district is intended to facilitate the manufacturing, warehousing, distribution, wholesaling and other industrial functions of the city and the region. The properties in this district are generally located south of Wright Street and west of Pace Boulevard (Gulf Power and Alabama Railroad owned properties), and south of Main Street (including the ACW site).

Demographics and Socio-Economic Conditions

Demographic information for the Redevelopment Area and its surrounding neighborhoods was compiled during the Finding of Necessity Study conducted in January 2007. Appendix F contains the Finding of Necessity Study and includes detailed information about the area demographics and socio-economic trends. This section summarizes the findings of the community's demographic profile and compares it with the City's statistics. It should be noted that some of the indicators discussed below are representative of the entire Westside Neighborhoods and not the Redevelopment Area in isolation. For the purpose of this analysis, the report assumes that the economic indicators for larger area are a close approximation for the conditions witnessed in the Redevelopment Area.

The data for the demographic and analysis was extracted from the 2006 Area Profile provided by the University of West Florida Haas Center of Business Research. The profile also includes a comparative analysis between the 2000 U.S. Census statistics and 2006 estimates for the Westside Redevelopment Area to evaluate the growth rate trends in the past five years.

Population and Households

As shown in Table 2.3, the Westside Redevelopment Area has experienced a slight decline in population from 7,523 residents in 2000 to 7,196 (estimated) residents in 2006. In comparison, the City's population also experienced a decline from 56,255 in 2000 to 55,696 residents in 2006. In terms of total households, the Westside Redevelopment Area witnessed a slight decrease by 3.25%, from 3,007 households in 2000 to an estimated 2,909 households in 2006. On the other hand, the total households in the City increased by 0.81%, from 24,524 in 2000 to 24,723 in 2006.

The declining population and household trends has resulted in a weak investment image for the Redevelopment Area. The decreasing population base is considered by the private sector when making investment decisions and indicates a high-risk market for development. Therefore, these demographic trends should be reversed before the community can expect sustainable economic development to occur.

Age, Race and Educational Attainment

Based on the 2006 estimates, the Westside Redevelopment Area continued to demonstrate distinctly different racial composition, education characteristics and employment trends as compared to the City. The Redevelopment Area residents are estimated to form a younger population base as compared to the City, with nearly twenty-six percent (26%) of the area's total population falling below the age of 18. In comparison, twenty percent (20%) of the City's total population is estimated to be below the age of 18. (See Appendix D for detailed demographic data)

According to the 2006 estimates, sixty-nine percent of Westside Redevelopment Area's total population are African American- a share thirty-six percent greater than the City's African American population. The educational attainment levels for the redevelopment area residents are also significantly lower than the City's education levels. Census 2000 data indicates that nearly twelve percent (12%) of the Redevelopment Area's population 25 years old and over have less than 9th grade education. In comparison, only four percent of the City's total population 25 years old and over has a less than 9th grade education.

While the Redevelopment Area's population accounts for nearly 13% of the City's total population and five percent (5%) of the total land area, it exhibits a disproportionately higher percentage of distressed conditions as compared to the rest of the City.

High unemployment rate
The Westside Redevelopment Area has an unemployment rate of 8.4% compared to the citywide rate of 5.8%.

High Poverty rate
Nearly 31% of total families in the Westside Redevelopment Area have an income below the poverty level threshold compared to 12% for the City.

Low Per Capita Income
Per capita income for the Westside Redevelopment Area at $14,924 is almost 57% of the citywide per capita income at $26,013.

Low household income
Median household income for the Westside Redevelopment Area ($23,770) is less than half of the City's median household income ($58,130).

Low housing values
Median home values in the Study Area nearly 55% of the citywide median housing values.

Table 2.3 Income Level and Home Values

2006			
INCOME	**City of Pensacola**	**Westside Redevelopment Area**	**% of City**
Total Population	**55,696**	**7,196**	**12.9%**
Total Households	24,723	2,909	11.8%
Average Household Income	$58,130	$35,817	61.6%
Median Household Income	$41,146	$23,770	57.8%
Per Capita Income	$26,013	$14,924	57.4%
Median Home Value	$164,572	$89,658	54.5%

Source: 2006 Area Profile, University of West Florida Haas Center of Business Research and Economic Development

Table 2.4 Poverty Level

2006				
POVERTY LEVEL	**City of Pensacola**	**%**	**Westside Redevelopment Area**	**%**
Total Families	14,153		1,701	
Income Above Poverty Level	12,448	88.0%	1,182	69.4%
Income Below Poverty Level	1,705	12.0%	519	30.6%

Source: 2006 Area Profile, University of West Florida Haas Center of Business Research and Economic Development

Table 2.5 Employment

EMPLOYMENT	**2000**			
	City of Pensacola		**Westside Redevelopment Area**	
Total Population 16+ In Labor Force	26,845	59.7%	2,800	51.2%
Civilian Employed	24,417	54.3%	2,510	45.9%
Civilian Unemployed	1,709	3.8%	268	4.9%
In Armed Forces	719	1.6%	16	0.3%
Not in Labor Force	18,121	40.3%	2,669	48.8%
	2006			
	City of Pensacola		**Westside Redevelopment Area**	
Total Population 16+ In Labor Force	25,041		2,740	
Civilian Employed	23,589	94.2%	2,510	91.6%
Civilian Unemployed	1,368	5.8%	211	8.4%
In Armed Forces	NA	NA	NA	NA
Not in Labor Force	NA	NA	NA	NA

Source: 2006 Area Profile, University of West Florida Haas Center of Business Research and Economic Development



Catholic Diocese Pastoral Center: Garden Street


Greater Little Rock Baptist Church: A Street


St. Stephen Catholic Church: Garden Street

Neighborhood Identity and Aesthetics

The Westside Redevelopment Area includes six neighborhood associations- West Pointe Heritage, St. John's Coalition/ Terry Wayne, Westside Sunshine, Change of Pace, Brownsville Neighborhood, and Tanyard. While each neighborhood contains unique characteristics, there are several over-riding issues that are representative of the entire Redevelopment Area that must be addressed by the Westside Neighborhoods Redevelopment Plan.

In addition to declining socio-economic conditions, the deteriorating physical environment also has a negative impact on the investment image of a community. Table 2.3 shows the results of the City of Pensacola Property Survey, conducted in 2003, to illustrate the deteriorating conditions existing in the Redevelopment Area. The damage caused by Hurricane Ivan in 2004 and Hurricane Dennis in 2005 has also contributed to the inventory of deteriorating properties in the Redevelopment Area.

Based on the information obtained from the City of Pensacola Property Conditions Survey and physical observations, a variety of housing conditions are found in the Westside Redevelopment Area. While some housing units are well kept and well maintained, others are in varying stages of disrepair. Two types of substandard housing were observed:

Deteriorated Housing Units are units that are considered to be suitable for rehabilitation through either minor or major repairs to renovate one or more of the following defects:

- Broken or missing materials in small areas of exterior wall or roof
- Badly weathered appearance
- Indications of rotting
- Open pockets in exterior walls

Dilapidated Housing Units are units that do not provide safe and adequate shelter and have one or more of the critical structural defects listed below. Such units are generally considered to be beyond rehabilitation.

- Inadequate or missing original construction
- Severe damage due to fire or weather
- Holes in large areas of the roof
- Sagging roof lines and bulging walls
- Doors or windows incapable of being closed or secured
- Large areas of rot or termite damage
- Severe foundation settling

The presence of dilapidated, vacant or boarded-up housing units in a neighborhood exerts a negative influence on attracting potential future residents. The condition of these units is a deterrent to continuing investment and maintenance of other units. Lack of oversight of these properties creates places that encourage undesirable activities. Although, a number of units are presently occupied, they have been allowed to slide into disrepair.

Deferred maintenance occurs for three primary reasons. First, owner-occupants may not be able to afford needed improvements and regular maintenance. Second, owner-occupants may not be inclined to continue investing in maintenance of the unit, anticipating a move or feeling that housing conditions in the area do not warrant continued upkeep. Third, owners of rented units may defer maintenance in order to maximize return on the unit. Poorly maintained and overgrown vacant lots and other open spaces such as easements and drainage areas are blighting influences on residential neighborhoods. Periodic maintenance of these areas, with costs billed to the landowner, can prevent the accumulation of debris and overgrowth.

In a number of cases, the homeowner does not have the financial means to make repairs and improvements to the structure. Consideration should be given to the establishment of a public/ private partnership to provide low interest home rehabilitation loans to supplement existing City rehabilitation loan programs.

There are a number of vacant lots on which infill housing could be built. The City should incorporate design standards to ensure housing development that enhances the aesthetic appeal of the neighborhood. With the recent hurricane that left the West Side Neighborhoods in such a poor condition, funding assistance for clean-up must be tapped or made available. Design standards and code enforcement must be increased.

On the other hand, the Westside Neighborhoods have several assets that can be built upon to bring about positive change within the community. Some of these assets include:

- The existing canopy of trees on residential streets which were damaged by the hurricane. These oak trees can be restored naturally to create attractive residential streetscapes.
- The presence of significant faith based organizations unique to the Westside Neighborhoods provides an opportunity to instill a sense of community identity and pride.
- The distinctive architecture of older structures found within the neighborhoods.
- Area Schools and recreational amenities provide a strong social and educational framework for local youths.


Existing Housing Conditions

Brownfields

According to the Florida Brownfield Redevelopment Act (Florida Statute, 376.79), "Brownfield sites are defined as real property, the expansion, redevelopment, or reuse of which may be complicated by actual or perceived environmental contamination."

Developers are often reluctant to redevelop these sites because of liability and contamination issues. Brownfields provide a unique redevelopment opportunity as a number of incentives are available to survey or clean up these sites. In addition, the State of Florida also links tax incentives to job creation on Brownfield sites, and reserves 30 percent of its Quick Response Training program funding for employees of businesses that locate in locally-designated Brownfield areas.

The abandoned 18-acre American Creosote Works wood preserving plant, located between Main Street and Pine Street, is a federally designated Superfund Site. Superfund sites include any land that has been contaminated by hazardous waste and identified by the Environmental Protection Agency (EPA) as a candidate for clean-up activities because it poses a risk to human health and the environment.

Additionally, there are several former industrial sites located in the Redevelopment Area that may be contaminated. The City should investigate further into compiling an inventory of vacant and contaminated lands in the Redevelopment Area and work with the property owners to educate them about the benefits of brownfield development and incentives available for redevelopment.

Crime

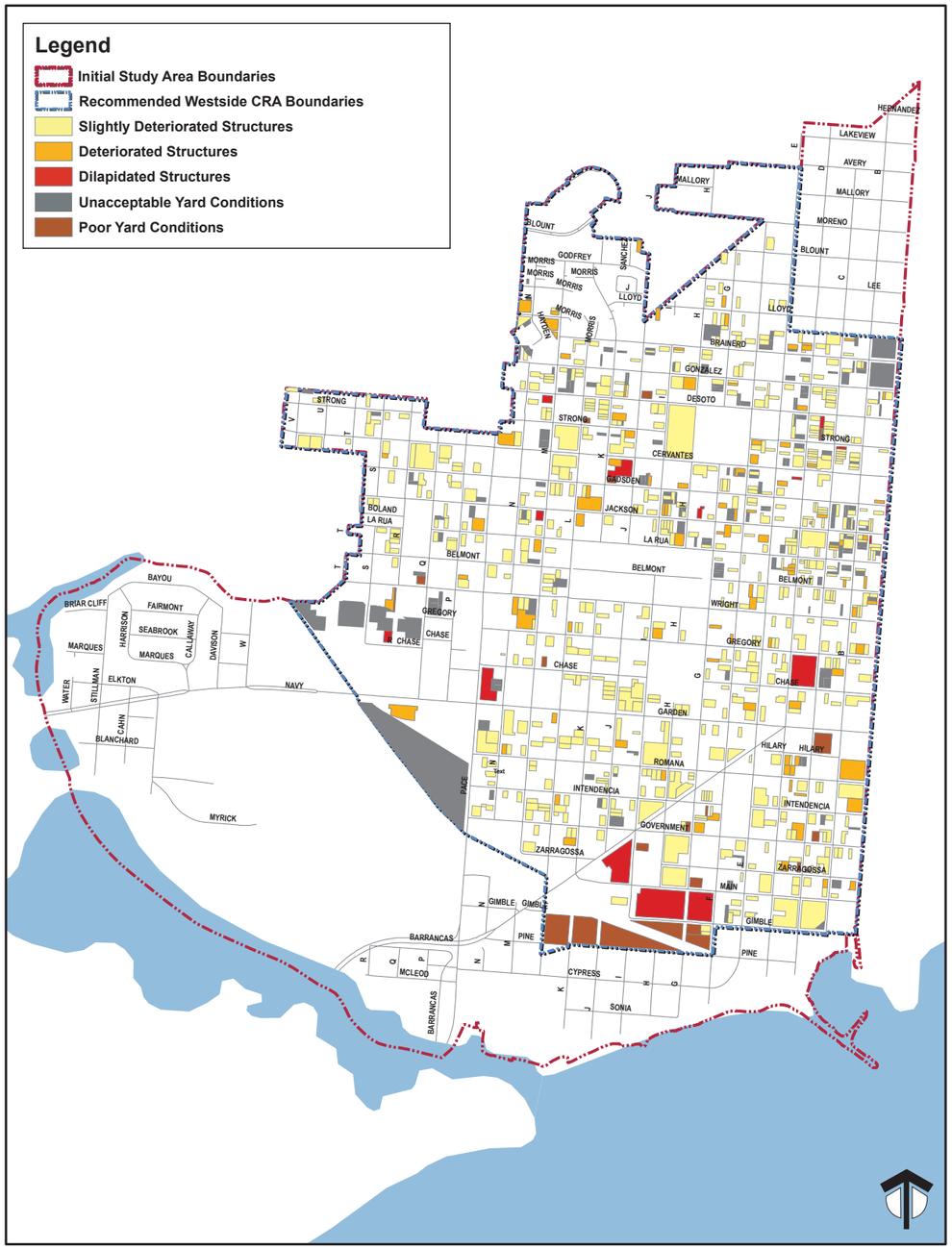
According to the 2005 crime statistics data provided by the City of Pensacola Police Department, the incidence of crime in the Westside Redevelopment Area is higher than the remainder of the City. The data reported that 1,369 of the total 6,695 citywide offenses for which police reports were made occurred within the Westside Neighborhoods, representing twenty percent of the total crimes committed in the City.

Table 2.6 Crime Statistics 2005

CRIME STATISTICS 2005					
Population	City of Pensacola		Westside Neighborhood		Percent of City Population
	56,255		7,196		12.79%
	# of Crimes	Crimes Per Capita	# of Crimes	Crimes Per Capita	% Crime Occurrence in Westside
Crime Category					
Burglary Crimes	724	1.3%	150	2.1%	20.7%
Robbery Crimes	93	0.2%	21	0.3%	22.6%
Theft Crimes	1,834	3.3%	283	3.9%	15.4%
Assault/Battery Crimes	838	1.5%	194	2.7%	23.2%
Narcotic Related Offenses	606	1.1%	215	3.0%	35.5%
Violent Crimes	178	0.3%	21	0.3%	11.8%
Other	2,422	4.3%	485	6.7%	20.0%
Total Offenses	6,695	11.9%	1,369	19.0%	20.5%

PROPERTY CONDITIONS

MAP 5



Chapter 3 NEIGHBORHOOD ANALYSIS



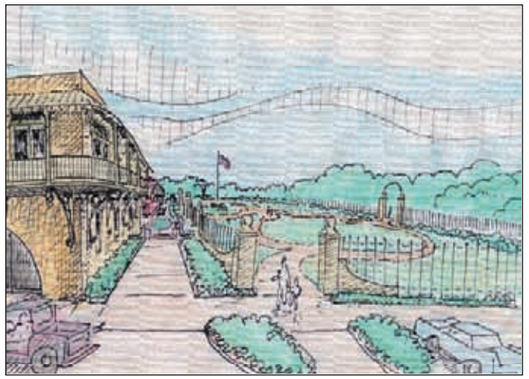




Previous Plans

The Neighborhood Analysis section evaluates and identifies issues impacting the character and function of the Westside Redevelopment Area. The intent of this section is to review and validate pertinent concepts, projects and programs put forth in previous plans for the area (American Creosote Works Reuse Plan (2003); Westside Neighborhoods Plan (2005); Urban Infill and Redevelopment Area Plan) that implement current community goals and objectives.

The primary source of information for the neighborhood analysis includes observations and recommendations contained in these previous planning efforts together with community input gathered during public workshops. The analysis phase establishes the basis for recommendations contained in the concept plans and associated implementation strategies.



West Park Entrance
Source: ACW Reuse Plan CH2M HILL



Gimble Street Looking West
Source: ACW Reuse Plan CH2M HILL

ACW Superfund Site Reuse Plan (2003)

Overview:

The City of Pensacola received a grant from the U.S. Environmental Protection Agency to develop a conceptual reuse plan for the currently vacant 18-acre, EPA- designated, American Creosote Works (ACW) Superfund site. ACW was in operation between 1902 and 1981 as a wood-preservation facility, treating telephone poles with creosote-based preservatives until 1950 and pentachlorophenol-based preservatives from 1950 to 1981. Remediation efforts by the EPA are currently underway, but aside from these efforts, and an existing groundwater treatment operation, no other activity occurs on the ACW site. The site is generally located between Gimble Street to the north, Pine Street to the south, “L” Street to the west, and “F” Street to the east.

The City of Pensacola retained CH2M HILL and Architectural Affairs, Inc., to prepare a Conceptual Reuse Plan for the ACW site. The Reuse Plan was initiated to fulfill the following objectives:

- Facilitate the reuse of the ACW site upon remediation and cleanup by EPA;
- Conduct a reuse assessment to ensure that future use(s) for the ACW Site are designed within the context of the surrounding area and the expressed desires of the City’s residents;
- Prepare a redevelopment plan for the ACW Site working in close collaboration with the community and identified stakeholders

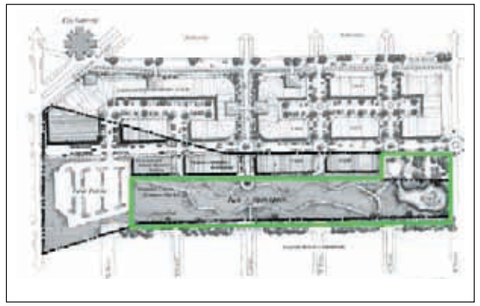
The Conceptual Reuse Plan includes a detailed analysis of the existing neighborhood uses, land use trends, zoning ordinances, environmental concerns, infrastructure requirements, and a best use analysis for the ACW site. The City initiated several community involvement efforts to solicit comments from the residents and stakeholders regarding the potential future reuse alternatives for the site. The public involvement process included the creation of a Steering Committee, three public workshops, and focus group meetings with identified stakeholders (local commercial realtors, property owners, and City officials).

The selected study area for the reuse assessment encompasses properties and neighborhoods surrounding the ACW site and is broadly defined by Government Street to the north, Pace Boulevard to the west, Pensacola Bay to the south, and “A” Street to the east. The consultant presented ten (10) reuse concepts were presented to the community and the stakeholders. The final ACW Conceptual Reuse Plan integrates several of the ideas and opportunities identified in the initial concepts by the community.

The following narrative summarizes the recommendations of the selected conceptual reuse alternative for the ACW site, organized by key elements proposed by the plan.

1. Passive Park

The Plan envisions developing the southern section of the ACW site, located north of the Pine Street right of way between “K” Street and “F” Street, as a passive park with a walking trail and a decorative retention pond. The open space/ park buffer is intended to preserve the residential character of the Sanders Beach Neighborhood, while at the same time providing recreational amenities to the area residents. The Plan also recommends examining opportunities to develop a periodic farmers market at the western edge of the park.



Passive Park Location
Source: ACW Reuse Plan CH2M HILL



Southern Park Entry From Pine Street
Source: ACW Reuse Plan CH2M HILL



Main Street Looking East
Source: ACW Reuse Plan CH2M HILL

2. Pine Street

Proposed improvements to Pine Street include streetscape enhancements (gateways, traffic calming, landscape buffers) and discouraging through traffic. Street improvements are proposed in the right of way to provide local access to properties fronting on Pine Street.

3. Gimble Street

The Conceptual Plan proposes developing mixed uses accommodating retail, office, service and residential buildings along Gimble Street. The maximum building height for development north of Gimble Street, with no frontage on Main Street, is proposed to be three stories. Development on the south side of Gimble Street on the ACW site is proposed to contain local retail/ office/ service buildings with second floor residential uses, built to a maximum height of two stories.

Local residents and stakeholders have expressed a strong desire to have the ACW site redeveloped in a manner that reduces the opportunity for future blight, has no negative impacts on neighboring properties, and improves amenity and investment opportunity in the area.

The Plan proposes the following improvements to support the envisioned mixed-use development along Gimble Street:

- Incorporate streetscape improvements including wide sidewalks, landscaping, street lighting, and burial of utilities
- Reconstruct from Barrancas Avenue to “F” Street.
- Incorporate traffic calming measures to reduce speed and discourage cut-through traffic.
- Create a roundabout feature at “I” Street and a smaller roundabout at “F” Street.
- Provide on-street parallel parking spaces similar to Palafox Street and Belmont Devilliers Neighborhood.
- Encourage building design to follow traditional neighborhood design principles- rear access, reduced front setbacks.

4. Main Street

The Reuse Plan visualizes the section of Main Street within the selected study area boundaries to serve as the western gateway to the City. The recommendations for future uses along Main Street focus on creating a “renovation district” theme. The community was opposed to any “big box” retail construction in the area and expressed the desire to attract neighborhood retail services (boutiques; cottage-sized shops; cafes; service shops; office park) along Main Street. Buildings along Main Street are recommended to not exceed four stories with front setbacks located at the right-of-way line to encourage pedestrian activity.

Streetscape improvements include creating a gateway at the intersection of Barrancas Avenue and Main Street, incorporating streetscape enhancements such as sidewalks, landscaping, streetlights, on-street parking crosswalks, and burial of utilities.

5. Side Streets

The Reuse Plan encourages pursuing streetscape improvements along the secondary streets (“L” Street, “I” Street, and “F” Street) that is consistent with the treatment proposed along Main Street and Gimble Street. Additionally, the Reuse Plan locates the gateway into the proposed park south of the roundabout at the intersection of “I” Street and Gimble Street.

6. Educational Resource Building

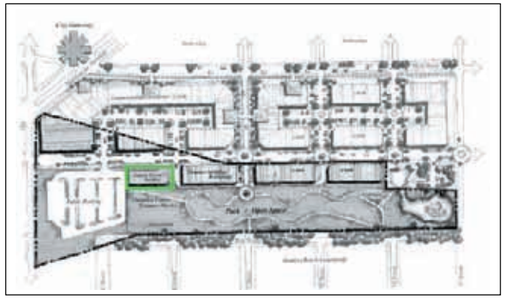
The south side of Gimble Street, between “K” Street and “I” Street, is proposed to accommodate an educational/ historical resource building. The proposed facility is envisioned to display educational exhibits about the history of the ACW site, the Superfund Program, site remediation efforts and other environmental issues.

7. Wellfield/ Parking Lot

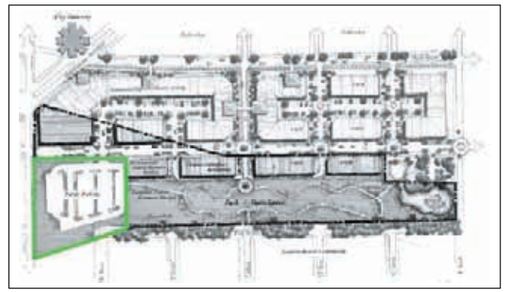
The Conceptual Reuse Plan also locates a parking area on the western end of the ACW site in the area generally between the “L” Street right of way and the “K” Street right of way. The proposed parking lot is intended to serve as the parking area for proposed neighborhood commercial uses and the park facility. The area also includes facilities for the EPA to access their wells located on-site.

8. Stormwater Retention Pond

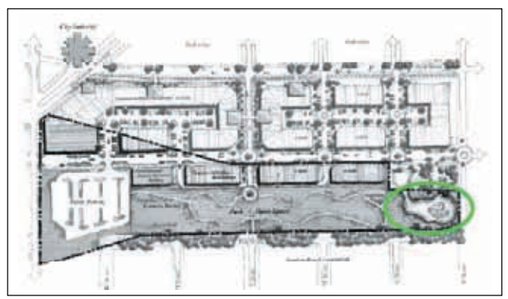
The eastern edge of the ACW site contains a stormwater retention pond designed to incorporate the existing pond to the north and include pedestrian amenities (fountain, pedestrian bridge).



Educational Resource Building Location
Source: ACW Reuse Plan CH2M HILL



Wellfield/Parking Lot Location
Source: ACW Reuse Plan CH2M HILL



Stormwater Retention Pond Location
Source: ACW Reuse Plan CH2M HILL

Westside Neighborhoods Plan (2005)

Overview:

The City of Pensacola developed its Neighborhood Planning Process in 2001, with a goal to actively engage the citizen in the community development process. As part of the ongoing neighborhood planning process, the City invited a consultant, the RMPK Group, to prepare a neighborhood plan for the Westside Neighborhoods. Pace Boulevard to the west, Garden Street to the south, "A" Street to the east, and the Pensacola city limits to the north form the boundaries of the project area selected for the Neighborhoods Plan. The Westside Neighborhoods Plan was initiated to fulfill the following objectives:

- Assess current physical and economic conditions
- Identify the neighborhood's assets, issues, and opportunities through community involvement
- Provide recommendations to achieve sustainable long-term economic goals
- Develop implementation strategies and capital projects related to proposed improvements

The Westside Neighborhoods Plan was developed after six months of extensive community involvement workshops and stakeholder meetings, and a comprehensive inventory and analysis of existing conditions. Outreach efforts by the City staff and the consultant team resulted in large turn outs for the three public workshops providing an invaluable foundation for the implementation of the Westside Community Redevelopment Area Plan.

Table 3.1 summarizes the action strategies recommended by the Westside Neighborhoods Plan, completed in 2005, and also describes the current status of the strategies.

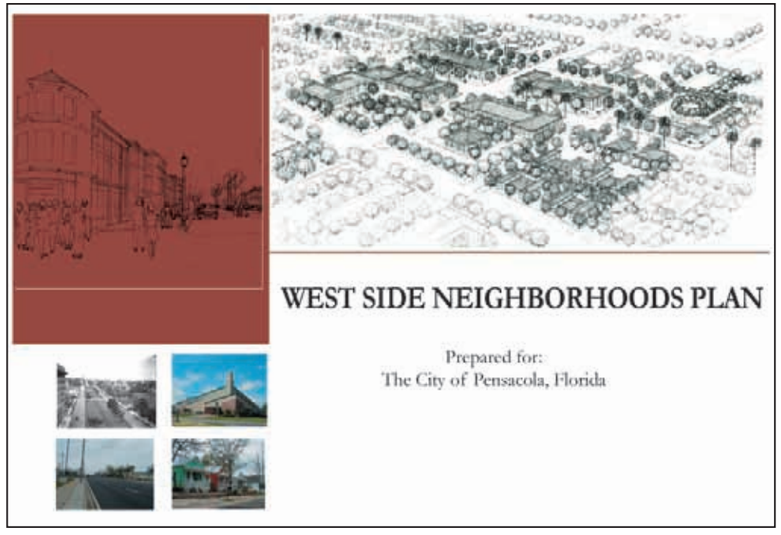


Table 3.1 Westside Neighborhoods Plan Current Status (March 2007)

Elements/ Action Strategies	*Current Status*
Establish a Community Redevelopment Area for the West Side Neighborhood	Completed
Develop a full time position for a West Side Neighborhood Director	Westside area improvement will be directed by current Community Development Department Staff
Create a Redevelopment Trust Fund for the West Side Neighborhoods	In progress
Develop one, three and five year Work Programs	Ongoing
Retain the Steering Committee to monitor and oversee the Neighborhood Plan	Ongoing
Work with the School Board to pursue the location of the proposed downtown Urban School concept on Cervantes Street as part of the West Side Neighborhood Town Center	In progress
Encourage the City to locate the proposed West Side Library and West Side Community Center in the West Side Neighborhood Town Center	In progress
Establish contact with local banks to provide additional capacity building support for the redevelopment efforts	Ongoing
Solicit services of a realtor and/or the City's land management team to devise land acquisition and assemblage strategies	Ongoing
Contact regional supermarket chains to explore potential supermarket/ grocery store development opportunities along Cervantes Street	Ongoing
Expand Weed and Seed Program	Weed & Seed Program terminated
Develop a mentoring and apprenticeship program with local entrepreneurs to help the youth develop their skills and capabilities	Ongoing
Redefine the functional and aesthetic character of Cervantes Street to promote a compact, campus oriented layout and transform the negative image of the area	Ongoing

Urban Infill and Redevelopment Area Plan

The northern section of the Westside Community Redevelopment Area (north of Garden Street) is within the Urban Infill and Redevelopment Designation Area/ Front Porch Area (Fig. 3.3). The Urban Infill and Redevelopment Area (UIRA) Plan refines and provides specific implementation strategies and mechanism for many of the neighborhood goals established by the Front Porch Neighborhood Action Plan. The Plan establishes the following goals for pursuing revitalization efforts in the designated area:

- Encourage low and moderate-income residents to return to targeted areas as homeowners.
- Renovate occupied and vacant substandard and/or dilapidated houses or commercial structures.
- Eliminate crime and drug activity within the area.
- Improve lot appearance and beautify the area

The Plan also identifies several action strategies to implement these goals and have been incorporated with recommendations contained in this document (Chapter 4 and Chapter 6). The City of Pensacola has already initiated several programs and improvements to enhance the Front Porch/ UIRA Neighborhoods and will continue to improve the neighborhood conditions through identified Local Option Sales Tax and Community Development Block Grant funding allocation.

Enterprise Zone Strategic Plan

An Enterprise Zone is a specific geographic area targeted for economic revitalization. Enterprise Zones encourage economic growth and investment in distressed areas by offering tax advantages and incentives to businesses locating within the zone boundaries. The Westside Community Redevelopment Area lies within the City of Pensacola Enterprise Zone granted and approved by the Governor effective May 31, 2002. The designation was renewed and the boundaries expanded in January, 2006. With an overarching mission to revitalize the Enterprise Zone area, the Plan establishes the following goals for the area within the Enterprise Zone area:

- Enhance the general appearance of the Enterprise Zone
- Create an environment safe for businesses and residents to work and play
- Promote reuse and cleanup of contaminated (real or perceived) sites in the Enterprise Zone.
- Improve public infrastructure to support business development and to create an active, vital community.
- Enhance opportunities in the Enterprise Zone.
- Expand and improve access to education and training opportunities for residents of the Enterprise Zone.
- Develop, recruit, train and/or expand businesses that create livable wage jobs in the Enterprise Zone.

The Plan also establishes benchmarks to continuously monitor the progress and success of the Enterprise Zone Strategic Plan.

Urban Infill and Redevelopment Designation Area/Front Porch Area



Enterprise Zone

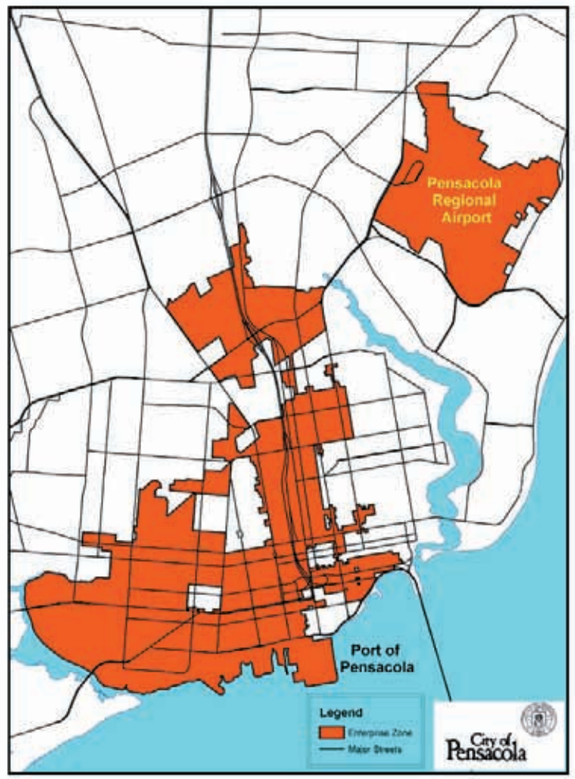


Table 3.2 Benchmark for Measurement

Benchmark for Measurement	Success Target
Commercial property assessment value within Enterprise Zone	6% increase annually
Residential property assessment value within Enterprise Zone	3% increase annually
City of Pensacola Façade Grants within Enterprise Zone	3 Grants - $30,000 min. annually
Demolitions of unsafe structures within Enterprise Zone	25 demolitions annually
Brownfield / Superfund parcels under active rehabilitation/redevelopment within Enterprise Zone	3 parcels annually
Homestead exemptions within Enterprise Zone	1% increase annually
Home Owner Occupancy Rate within Enterprise Zone	3% per year or until equal to City-wide rate
Sub-standard housing units within Enterprise Zone	30 rehabilitations annually
New housing units developed within Enterprise Zone	30 new homes annually
Unemployment Rate within Enterprise Zone	0.8% reduction annually or until equal to City-wide rate
New jobs created for Enterprise Zone residents within Enterprise Zone	50 annually
Poverty Rate within Enterprise Zone	2% reduction annually or until equal to Citywide rate
New businesses within Enterprise Zone reaching 1st anniversary	10 annually

Finding of Necessity

The City of Pensacola retained the services of the RMPK Group to conduct a Finding of Necessity study pursuant to Section 163.355 F.S. The Statute requires local governments desiring to establish a community redevelopment agency to adopt by resolution, a finding that one or more "slum" or "blighted" areas exist within its jurisdiction and that the rehabilitation, conservation, or redevelopment of such areas is necessary in the interest of public health, safety, morals, or welfare of the residents. The Westside Neighborhoods is located within the Pensacola Inner City area declared blighted and designated a Community Redevelopment Area by the Pensacola City Council in 1980 and again in 1981.

This Study identified and documented conditions in the Westside Neighborhoods Study Area that are consistent with the definition of blight contained in the Florida Statutes and confirmed that these conditions substantially impair sound growth and have lead to economic distress in the area. Results of the City of Pensacola Property Condition Survey analyzed as part of the Study demonstrate a significantly high percentage of deteriorated and deteriorating structures in the Westside Neighborhoods. A high unemployment rate, low per capita income, a high poverty rate, low education attainment levels, and lower median home values are an indication of the economic distress generated in the Westside Neighborhoods. The cumulative impact of high vacancy rates in residential and commercial properties, a high percentage of aging structures, substandard lot configurations, multiple ownership patterns, and the presence of adverse environmental conditions substantiated the existence of blight in the Study Area. While the Study Area accounted for only 5% of the City's total land area, it exhibited a disproportionately high concentration of blight conditions in the Westside Redevelopment Area.

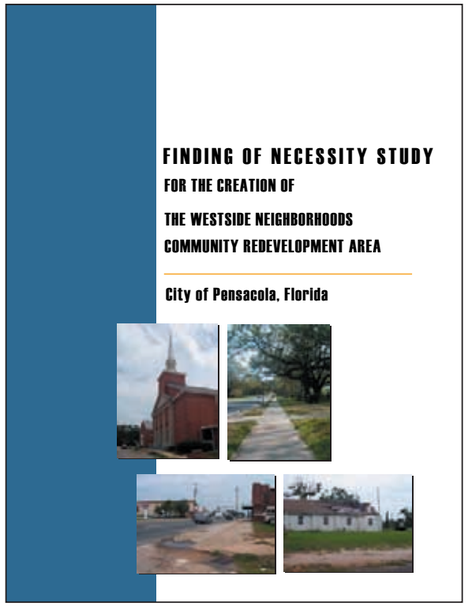
The analysis indicates that the Westside Redevelopment Area contain at least seven of the fourteen factors indicative of "blighted area" listed in the Florida Statutes. The following is a summary of the findings that support a declaration of blight for the Westside Neighborhoods Study Area (See Appendix F for the entire document):

Presence of Blight

The analysis indicates that the Westside Neighborhoods contain at least seven of the fourteen conditions indicative of a "blighted area" listed in the Florida Statutes. The following is a summary of findings that support a declaration of blight for the Westside Redevelopment Area (See Appendix F for the entire document):

Substantial number of deteriorated or deteriorating structures

- Approximately 28% of the structures in the Redevelopment Area are deteriorated to some degree. In comparison, the City consists of only 18% of the total number of structures showing deterioration.
- 25% of the citywide structures exhibiting some level of deterioration are found in the Westside Redevelopment Area.
- Nearly 6% of the structures found in the Westside Redevelopment Area were damaged by the impact of hurricanes in 2004 and 2005.
- 83% of the housing units in the Redevelopment Area are over forty-five years old (built before 1960).



Conditions leading to economic distress

- High unemployment rate
  The Westside Redevelopment Area has an unemployment rate of 8.4% compared to the citywide rate of 5.8%.
- High Poverty rate
  Nearly 31% of total families in the Westside Redevelopment Area have an income below the poverty level threshold compared to 12% for the City.
- Low Per Capita Income
  Per capita income for the Westside Redevelopment Area at $14,924 is almost 57% of the citywide per capita income at $26,013.
- Low household income
  Median household income for the Westside Redevelopment Area ($23,770) is less than half of the City's median household income ($58,130).
- Low housing values
  Median home values in the Redevelopment Area nearly 55% of the citywide median housing values.

Faulty Lot Layout in relation to size, adequacy, accessibility or usefulness

- Inadequate properties in relation to current land development codes.
- Over 14% of the Westside Redevelopment Area properties do not meet the minimum lot area requirements of the City of Pensacola Land Development Code.
- 18% of the citywide code violations were located in the Westside Redevelopment Area.

Residential and Commercial vacancy rates higher in the area than in the remainder of the municipality

- Nearly 20% of the properties in the Westside Redevelopment Area are vacant. In comparison, only 10% of the total citywide properties are considered vacant.
- 16% of the Redevelopment Area's total acreage comprises of vacant parcels; while only 4% of the City's total land area is considered vacant.

Incidence of crime higher in the area than in the remainder of the municipality

- 20% of the total offenses reported in the City occurred within the Westside Redevelopment Area.

Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated area

- Nearly 34% of the total parcels in the Redevelopment Area are owned by more than one owner.
- Unusual conditions of title including estate and life estates.
- Irregularity of the corporate limit line.

Governmentally owned property with adverse environmental conditions

- American Creosote Works Inc. site, an abandoned EPA designated Superfund site, is located in the Westside Redevelopment Area.

Public Involvement









Public Workshops

The public involvement process for the Westside Redevelopment Plan spans nearly three years of intense planning efforts and initiatives conducted by the City and consultants. Community participation was an integral component of each of the plans completed in different sections of the Westside Redevelopment Area- Urban Infill and Redevelopment Area Plan, American Creosote Works Site Reuse Plan (2003), and the Westside Neighborhoods Plan (2005). The tools utilized during this phase of the planning process included stakeholder focus group meetings, staff meetings, public workshops, neighborhood surveys, and Steering Committee meetings all held between April 2003 and March 2007 by the City of Pensacola, CH2M Hill, and the RMPK Group. The following is a meeting schedule for obtaining input from stakeholders and community members:

American Creosote Works Reuse Plan
Steering Committee meetings
April 14, 2003
May 8, 2003
June 30, 2003
August 25, 2003

Public Workshops
May 15, 2003
July 10, 2003
July 16, 2003

Sanders Beach Community Association
September 16, 2003

Westside Neighborhoods Plan
Steering Committee Meeting
May 4, 2005
June 22, 2005

Public Workshops
May 3, 2005
May 23, 2005
June 21, 2005
August 04, 2005

Westside Redevelopment Plan
Public Workshop
March 20, 2007

The following paragraphs summarize the primary findings of stakeholder meetings and public workshops conducted during the planning process. The community feedback establishes the foundation for the objectives and action strategies presented in the Concept Plan (Chapter 4).

Assets

- Location (downtown, close to water)
- Historical significance
- Traditional neighborhood character
- Architectural character
- Trees
- Churches
- Parks
- Baptist Hospital
- Fricker Community Center
- Legion Field
- “A” Street will become a major corridor as the historic downtown develops.
- County owned property at Desoto & Gonzalez for redevelopment as a park.
- Attucks Court has received very high marks from the Federal Government regarding conditions in this neighborhood.
- Potential for home construction/purchase.
- Habitat for Humanity housing has enabled home ownership for tenants in the public housing projects freeing space for new residents.
- Assisted Living Facility
- A new neighborhood recreational center is proposed. Council has appropriated $1 million LOST.
- The School Board would like to build a New Urban School in the neighborhood.
- The St. Johns Cemetery is a great historic resource with numerous dignitaries including 2 former governors, state representatives and war heroes buried there.
- New businesses in the area(Walgreen’s, Circle K, CVS, Auto Parts)
- Potential spin-off impact of waterfront development







Public Workshops

Concerns

- Obvious disconnect from downtown
- Visual bight
- Lack of Street Lighting
- Vacant Lots and Buildings
- Existing sidewalks need to be reconstructed
- Need new sidewalks (particularly along Cervantes)
- Package/liquor stores on Cervantes Street at M Street and E Street (drinking/loitering outside)
- Rise in illegal activities: Drug Activity and Prostitution
- Presence of abandoned and underutilized motels on Cervantes St.
- Don't hamper traffic flow on Cervantes St – retain as main east-west commercial corridor
- Poor aesthetic character of Habitat Housing design
- Poor design of new commercial buildings (no metal buildings)
- Inadequate Neighborhood parks especially south of Cervantes, specially small playground for kids
- The St. John's cemetery should be part of a historic tour.
- Legion Field is being physically destroyed and has become an area for prostitution.
- Cost to complete improvements has increased since the occurrence of the Hurricane Ivan.
- Deteriorating conditions of Storm Water Drainage
- Pedestrian deaths/injuries on Cervantes St (Need safe crossings: pedestrian activated cross walks, etc)
- Lack of neighborhood school
- Need a neighborhood grocery store
- Don't want trailers (mobile homes) in the neighborhood
- Need a quality, affordable restaurant in the neighborhood
- Need a branch library in the neighborhood area
- Need a Farmer's Market/fresh produce outlet
- Need additional educational facilities
- Neighborhood watch is needed
- Need a focal point for a smaller/tighter community to rally around
- Not enough activities for area residents/ youth
- Single activity center needed to accommodate seniors, youth, families
- Opportunities for private infill
- Increases in public housing will bring more problems(Morris & Attuchs Courts are problem areas)
- ACW Site
    - Corps of Engineers recommended an 18-acre asphalt parking lot for the ACW Site
    - Roads improved on the ACW Site would encourage more traffic in the residential area
    - There was not sufficient population in the area to support a neighborhood retail development without including a destination-type retail or commerce park.
    - Reuse as industrial /manufacturing is unacceptable
    - Residential reuse other than above commercial space is not appropriate
    - There is concern regarding increased traffic.
    - No "Big Box" stores are desirable.
    - Site redevelopment would be severely limited without some revenue-producing land uses.
    - Encroachment of incompatible commercial activity into the neighborhood.
    - The commercial/retail potential of the ACW Site is limited because of its location and lack of exposure to the main flow of traffic.

Opportunities

- Bridge to downtown
- Establish a neighborhood identity through entry signage and primary corridors
- Repair and construct sidewalks
- Resurface roads/fix potholes
- Infrastructure improvements
- Place utilities underground/ Install more hurricane resistant traffic lights
- Improve existing parks
- Stem the demolition of older homes
- Cervantes need s a different function, different activities, different look
- Enhance/beautify main corridors with trees, planting, lights and bike paths
- Maintain controlled, structured commercial access
- Cleanup/improve/beautify neighborhood cemeteries (plant trees, add signage, fix fence at St John's Cemetery)
- Reuse of buildings for after school tutorial centers/apprenticeship programs
- More educational classes/programs in the neighborhood (bring nursing program to PJC downtown)
- Establish the neighborhood as a leader in energy conservation
- More focus on schools (partnerships to nurture kids) and utilize the location of schools to help stabilize the neighborhoods and enhance property values
- Improvement recommendations not only a money decision but an impact decision: remove physical structures, housing and negative activities
- Children are the future and they need better schools, parks and activities
- Employment of the area's youth to fix parks, sidewalks, and buildings in the neighborhood providing jobs and training in construction trades
- Increase police patrols in the area
- There's a need for housing rehab grants, property improvement grants & R.O.W. enhancement grants
- Consider partnership roles for area churches and grants for restoration.
- Increase home ownership opportunities and help current renters become owners as a means of building neighborhood pride
- Revise zoning to allow mixed uses (residential/ office)
- Zoning changes are needed to allow smaller lot sizes
- Commercial development standards are needed
- Development needs an opportunity to make a profit
- Need more code enforcement
- Need to enforce the minimum maintenance ordinance (Standard Housing Code)
- Architectural Guidelines are needed to blend Habitat and anything new with the character of the neighborhood (porches, CPTED considerations)
- Business location incentives (write down the cost of land)
- ACW Site
    - Utilization as a passive park is the primary interest
    - A clay cap over the ACW Site rather than an asphalt-like material
    - The only commercial buildings built on the Site would be located north of Gimble Street
    - Promote some type of "destination" retail or a commerce/office park

Chapter 4 CONCEPT PLAN







Concept Plan Philosophy

This chapter presents the Concept Plan for future land use and redevelopment within the Westside Redevelopment Plan. The Concept Plan elements were conceived based on the priority issues and assets identified during the neighborhood visioning workshops and surveys. The Concept Plan presents a general outline of the recommended elements for redevelopment of the Westside Community Redevelopment Area followed by a brief description of the objectives and the recommended action strategies to achieve these objectives. The Concept Plan elements were developed with consideration of other plans for the City of Pensacola including the Comprehensive Plan, Westside Neighborhoods Plan, the American Creosote Works Reuse Plan, the Urban Infill and Redevelopment Area Plan, and the Enterprise Zone Strategic Plan. The Concept Plan serves as the foundation for future policy decisions by the City. The following general principles form the basis for recommendations and strategies contained in the Concept Plan:

The Concept Plan identifies, in general, where the future land use and transportation changes should occur to best integrate and provide focus within the redevelopment area, as well as to attract prospective businesses and residents

The Concept Plan recommends developing the Westside Neighborhoods Town Center as a tool to promote redevelopment by illustrating a focal point that integrates the neighborhoods and aims to restore the built environment as well as the pride and dignity of the residents.

The Concept Plan provides a holistic strategy upon which the City may base decisions for new development projects.

The Concept Plan provides a basis for the City to make capital improvement projections based upon anticipated public project needs, demands and proposed locations.

The Concept Plan facilitates the preparation of new land development regulations that provide a higher standard of urban and residential design.

The Concept Plan promotes nodal development patterns and zoning amendments to ensure compact and neighborhood scaled activities through restricted heights, building masses and primary residential uses in surrounding areas.

The Concept Plan embraces transportation and pedestrian mobility strategies.

The Concept Plan supports education and businesses as major activities in the Westside Neighborhood Town Center.

The Concept Plan supports desirable social, physical and economic development strategies as expressed by community stakeholders, including:

- *Improving physical conditions and aesthetic character of the area's primary transportation corridors.*
- *Encouraging infill, renovation, reconstruction, and enhancement of single-family residential areas.*
- *Creating a community gathering space in the form of a defined neighborhood center located on the west side of Cervantes Street.*
- *Enhancing the pedestrian orientation of the Westside Redevelopment Area and increasing walkability.*
- *Promoting a change in future land use patterns on Main Street from predominantly industrial uses to a destination retail district supporting a complementary co-mingling of industry and arts.*
- *Improving the safety by requiring that CPTED principles be integrated in any new development.*
- *Identifying appropriate locations in the Redevelopment Area to introduce mixed-use developments through adaptive reuse, new infill construction and future land use revisions.*
- *Enhancing code enforcement including demolition of dilapidated structures. Properties that become as a result of demolition may be used as infill sites for new housing construction.*
- *Recommending strategies to support affordable home ownership and increase housing rehabilitation efforts through incentives such as soft second mortgages and low-interest loans without income restrictions.*
- *Supporting economic development efforts through capacity building, youth development, and workforce development.*
- *Recommending a consolidated redevelopment strategy to develop vacant or underutilized property owned by public and/or quasi-public entities, such as the School Board, Baptist Hospital, Gulf Power, Alabama Railroad.*
- *Supporting the environmental clean-up and redevelopment of the American Creosote Works Superfund site in accordance with the ACW Reuse Plan.*
- *Providing recommendations for enhanced recreational opportunities for the area residents*

The Concept Plan shows the proposed uses for any buildings or facilities to be constructed in the Westside Redevelopment Area. Limitations on development in the Redevelopment Area as dictated by current City of Pensacola future land use and zoning regulations are listed in Table '4.1', including the maximum number of dwelling units.

Table 4.1 Development Limitations, Westside Redevelopment Area

Limitation	Minimum Lot Size	Maximums		
		Height	Max. Bldg Coverage	No. of Dwelling Units
Single Family Detached	2000 sf	35 ft	NA	12.4
Single Family Attached	2500 sf	35 ft	NA	21.8
Multifamily	20,000 sf	35 ft	15-30% of lot	35
Commercial (Neighborhood Commercial, Cottage Commercial, Mixed-use)	NA	45 ft	75% lot	35

The Concept Plan supports the improvement and expansion of open space and recreational amenities in the Redevelopment Area. The open space system includes existing parks and cemeteries, and the proposed park on the ACW site. Table 4.2 provides the approximate amount of open space to be provided as part of the redevelopment program:

Table 4.2 Approximate Amount of Open Space, Westside Redevelopment Area

Open Space	Area (in acres)	% of Redevelopment
Existing Parks and Cemeteries	50.07	5.95%
Proposed Park/ Open Space: ACW Reuse Plan	12.5	1.49%
Total Area	***62.57***	***7.44%***

CONCEPT PLAN

1 Primary Corridors

1A Primary Commercial Corridor: Pace Boulevard
- Establish Commercial Facade Improvement Program
- Identify potential opportunity sites to locate neighborhood retail (supermarket, grocery store)
- Encourage infill development and evaluate land assembly opportunities
- Pursue streetscape improvements
- Establish appropriate architectural and urban design standards
- Initiate discussions with Escambia County to pursue joint improvements
- Utilize TIF funds to finance site preparation, building rehabilitation and public realm improvements
- Accentuate significant intersections with gateway treatment and directional signage

1B Neighborhood Activity Corridor: Cervantes Street
- Design a campus layout accommodating a diversity of community oriented activities and uses
- Locate a mixed-use neighborhood focal point and congregation space (Westside Neighborhoods Town Center)
- Encourage adaptive reuse of vacant and underutilized parcels
- Continue to explore opportunities to locate the proposed Westside Library, Community Center, and possibly a new Urban School
- Establish appropriate architectural and urban design standards incorporating CPTED principles where possible
- Pursue streetscape improvements including traffic calming measures, adequate lighting, planting shade trees and wider sidewalks
- Use TIF funds as a revenue source for clean-up of derelict properties
- Utilize TIF funds to finance site preparation, building rehabilitation and public realm improvements
- Encourage infill development & evaluate land assembly opportunities
- Accentuate significant intersections with gateway treatment and directional signage

1C Cottage Commercial/ Mixed Use Boulevard Setting: Garden Street
- Encourage adaptive reuse of existing residential uses to accommodate low impact non-residential uses (professional offices, specialty neighborhood commercial retail, restaurants)
- Establish signage requirements with reduced size requirements and use of appropriate materials
- Establish appropriate architectural and urban design standards
- Accentuate significant intersections with gateway treatment and directional signage

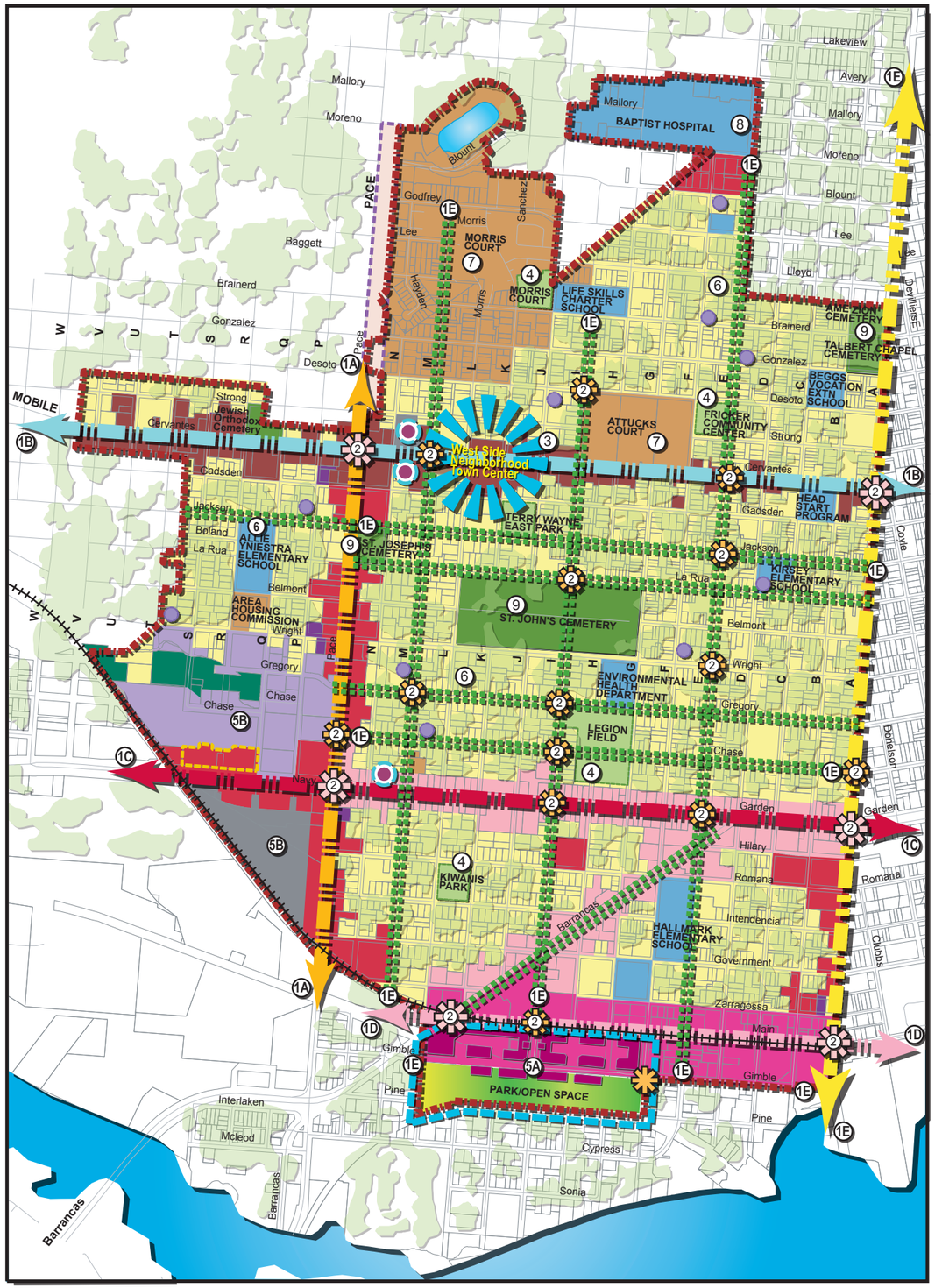
1D Western Gateway District: Main Street
- Capitalize on the opportunity presented by the American Creosote Works Site
- Identify appropriate uses for future development (industrial research park, business incubators, industrial arts district, mixed-use, seafood district)
- Redefine nature of new industrial development within the district
- Enhance visual appeal and identity of the district (gateways, streetscape improvements)
- Formalize connections to Main Street continuing the streetscape character established for the Downtown
- Utilize abandoned railroad to incorporate sidewalk and landscaping
- Create adequate buffering and transition zones between industrial and residential uses
- Identify and pursue environmental assessment of possible contaminated parcels
- Partner with developers and property owners to explore reuse alternatives for vacant industrial properties
- Utilize TIF funds to finance site preparation, building rehabilitation and public realm improvements
- Establish clean industry standards and develop incentives for eco-industrial development
- Strengthen links between industry and community (job training, apprenticeship, local employment programs)
- Establish architectural and design standards for future development
- Accentuate significant intersections with gateway treatment and directional signage

1E Residential Streets: "A" Street, "E" Street, "I" Street, "M" Street Jackson Street, Chase Street and Gimble Street
- Strengthen linkages to neighborhood destinations such as area schools, parks and recreation facilities faith based organizations, neighborhood commercial centers
- Pursue streetscape improvements as a high priority utilizing TIF monies (wider sidewalks, lighting, shade trees, street furniture, bike path, traffic calming)
- Accentuate significant intersections with gateway treatment and directional signage

2 Gateways
- Directional Signage
- Neighborhood Identification Markers
- Landscaping
- Lighting
- Identify area destinations

3 Westside Neighborhoods Town Center
- Continue to work with Escambia County School Board to further build on the concept of locating a new urban school in the Town Center
- Develop a consolidated town center plan that focuses on creating an education-recreation community congregation space concept
- Some of the activities recommended are:
  - Westside Library
  - Westside Community Center
  - Business Resource Center
  - Vocation Technology Learning Center
  - Neighborhood Gardening Center
  - Arts and Crafts Training Center
- Establish a compact and aesthetically pleasing neighborhood core that supports pedestrian oriented activities
- Encourage adaptive reuse of vacant and underutilized structures to accommodate community facilities and services

4 Parks and Recreation
- Strategically locate neighborhood parks within a 5 minute walking distance from residential blocks
- Improve Fricker Center recreational facilities
- Construct a new West Side Community Center - swimming pool, tennis courts



5 Redevelopment Opportunities

5A ACW Site Reuse
- Develop a passive park and walking trail in the southern section of the site to provide adequate buffering between intensive uses
- Provide access from "F" Street and "L" Street
- Encourage mixed-use development along properties fronting Main Street and Gimble Street
- Reconstruct Gimble Street from Barrancas to "F" Street including on-street parking, traffic calming measures to reduce cut-through traffic
- Construct gateways at Main Street and Barrancas
- Develop graduated height setbacks from the residential areas towards Main Street
- Encourage destination retail or commerce/office park development as desired future land use activities
- Locate stormwater retention facilities on-site
- Create the Western gateway Redevelopment District as an overlay zoning district
- Utilize TIF/ Brownfields/ Commercial Facade Improvement programs to leverage funding for proposed improvements

5B Former Industrial Sites
- Initiate discussions with Gulf Power and Alabama Railroad to develop a consolidated redevelopment strategy for vacant and underutilized properties under their ownership
- Evaluate the potential to subdivide and develop the Alabama Railroad property as their uses and private sector demand warrants
- Initiate remediation assessment when warranted
- Work with existing property owners to educate them about the benefits of brownfield redevelopment and available incentives for redevelopment
- Identify appropriate uses for future development on available properties (commerce/ office flex space, neighborhood retail opportunities, industrial arts retail development)

6 Residential Preservation & Enhancement
- Restore existing homes
- Facilitate new infill construction of affordable workforce housing
- Repair and renovation of damages by hurricanes
- Plant new street trees and restore existing trees
- Improve sidewalks
- Install decorative street lighting
- Establish Residential Design Standards
- Establish Residential Facade Improvement program
- Work with County to establish historic designation for the Brownsville Neighborhood and historic school buildings
- Encourage adaptive reuse of vacant and underutilized parcels for housing and mixed uses

7 Multi-Family
- Morris Court: Refurbish old units and redevelop old sites
- Encourage traditional neighborhood design principles in new developments
- Private development of independent senior living facilities

8 Medical Related Commercial Services
- Support expansion of services by Baptist Hospital
- Promote development of health related commercial uses (Medical Offices, Laboratories, Clinics)

9 Cemeteries
- Enhance and upgrade existing cemeteries
- Integrate with neighborhoods - Extend "H" and "I" Streets
- Incorporate improvements (Signage, Landscaping, Lighting)
- Institute formal fencing & entryway treatments

Legend
- Single Family
- Multi-Family
- Commercial
- Mixed Use
- Cottage Commercial
- Neighborhood Commercial
- Institutional
- Industrial
- Proposed Open Space/Parks
- Existing Parks
- Cemeteries
- Gulf Power Owned Properties
- Wildlife Sanctuary of NW Florida
- Fire Station
- American Creosote Works Site
- Escambia County
- Commercial Corridor
- Neighborhood Corridor
- Residential Corridor
- Mixed Use Boulevard
- Industrial Reuse District
- Neighborhood Streetscape
- Railroad
- Primary Gateways
- Neighborhood Gateways
- Neighborhood Parks
- Grocery Store/Supermarket
- Town Center
- Existing Tree Canopies
- Water

0 250 500 1,000 1,500 2,000 Feet

CITY OF PENSACOLA

WESTSIDE COMMUNITY REDEVELOPMENT AREA PLAN

Primary Corridors

Primary corridors serve as major access routes for vehicular and pedestrian movement and circulation. Highly visible and easily accessible business locations are critical components of market development, thus, the integration of transportation and land use considerations is required to establish an attractive, safe and efficient traffic circulation and pedestrian mobility system. The existing physical conditions and functional aspects of the Westside Redevelopment Area's arterial corridors have a negative effect on the community. The primary corridors are too wide and unfavorable for pedestrian use. The Concept Plan identifies four primary corridors within the Westside Redevelopment Area that could potentially act as catalysts for the redevelopment of the area. The proposed corridors are:

1. Neighborhood Activity Corridor: Cervantes Street
2. Primary Commercial Corridor: Pace Boulevard
3. Mixed Boulevard Setting (Village Concept): Garden Street and Barrancas Avenue
4. Western Gateway District: Main Street
5. Residential Streets: "A" Street; "E" Street; "I" Street; "M" Street (North-South)
   Jackson Street, Chase Street and Gimble Street (East- West)

Neighborhood Activity Corridor: Cervantes Street

Cervantes Street currently serves the Westside Redevelopment Area as a major commercial thoroughfare physically bisecting the heart of the neighborhoods. The corridor has a considerable amount of land dedicated to commercial uses and supports a variety of features including hotels, drive-thru restaurants, auto-repair shops, liquor shops, and federal housing facilities. The physical and visual character of Cervantes Street functions as a 'physical barrier' preventing neighborhood connectivity and also fosters the growth of undesired activities and crime on several of its abandoned properties. Constraints relating to the development of Cervantes Street are the deteriorating conditions of the commercial establishments, vacant and underutilized buildings and an unsafe environment for pedestrians. Despite these constraints, the area exhibits redevelopment potential as a major thoroughfare providing urban amenities and surrounding residential development. Taking into consideration these neighborhood advantages, it is the intent of this plan to reconfigure the character of Cervantes Street as the focal point for the Westside Community Redevelopment Area program.

Objective:

Transform the functional and visual character of Cervantes Street as a primary neighborhood corridor and establish the neighborhood center to stimulate quality development in the Westside Redevelopment Area. Capitalize on the location and economic development opportunities to integrate the redevelopment area at a scale that is pedestrian friendly and compatible with the residential neighborhoods.



Existing Conditions: Cervantes Street

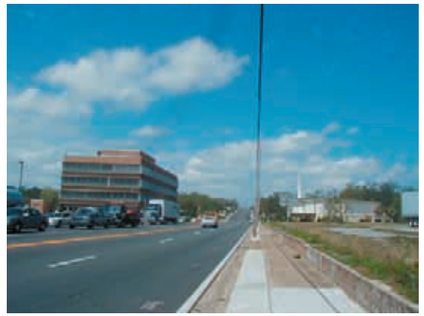


Conceptual Illustration:
Streetscape Improvements along Cervantes Street

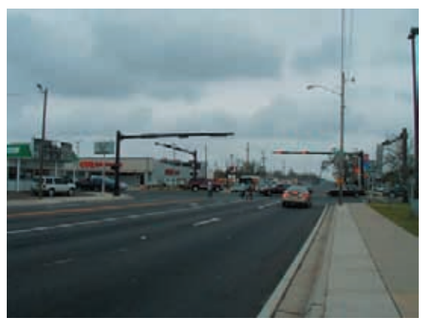
ACTION STRATEGIES

- Encourage change in future land use patterns from existing commercial strip development into a campus oriented layout through adaptive reuse of vacant buildings to accommodate mixed-use buildings and locating community facilities along the corridor.
- Continue to further develop the Westside Neighborhoods Town Center concept, using the Westside Library as a catalytic project accommodating a broad spectrum of neighborhood recreational and institutional uses as a focal point and an area for congregation.
- Provide pedestrian linkages to the proposed Westside Library located on Cervantes Street between "I" Street and "J" Street.
- Support the adaptive re-use of aging, obsolete and/or underutilized buildings recognizing their highest and best use, and to maximize the value of existing buildings. These buildings, through adaptive re-use, could potentially accommodate new community facilities such as a Tool Library, an Arts and Crafts Training Center, a Community Gardening Center, a Business Resource Center, and other neighborhood commercial activities desired by the community.
- Continue discussions with the School Board to locate a new urban school along the Cervantes Street Corridor.
- Identify potential sites in close proximity to the proposed Westside Neighborhoods Town Center to locate a supermarket/ grocery store and neighborhood retail establishments.
- Collaborate with Escambia County to initiate joint improvement projects, such as pursuing streetscape improvements and establishing urban design guidelines for commercial properties (along Cervantes Street and the Brownsville Neighborhood area).
- Incorporate the use of "Crime Prevention Through Environmental Design" principles such as orienting the buildings towards the street and minimizing alleyways in new developments and redevelopment efforts to help reduce crime generating activities.
- Incorporate streetscape and landscape improvements, such as decorative street lighting, wider sidewalks, street trees, landscaped medians and neighborhood signage to create a pedestrian environment in support of neighborhood activity.
- Work with FDOT to enhance pedestrian safety through traffic calming techniques including enhanced crosswalks and bulb-outs, better directional signage and improved sidewalk treatments.
- Amend the Land Development Code to establish design standards for building renovations, in-fill development and tear downs and to ensure new buildings are constructed with setbacks that are compatible with existing structures and maintain the street edge.
- Encourage restoration of deteriorating structures and façade improvements through use of funds available for façade improvements.
- Use a combination of funding sources (TIF funds, LOST, LOGT) to pursue redevelopment activities including land acquisition, clean-up of derelict properties, streetscape improvements, and construction of new community facilities.









Existing Conditions: Pace Boulevard

Commercial Corridor: Pace Boulevard

Pace Boulevard serves the Westside Redevelopment Area as the major north-south commercial corridor marked with sub-standard parcel sizes. While this area consists of long-standing businesses that provide an economic base for the City as well as the Westside Redevelopment Area, the current conditions indicate a deteriorated physical environment and haphazard commercial growth. The western edge of the corridor, north of Cervantes Street, spans multiple jurisdictions warranting an increased level of coordination and planning to create a coherent identity for future investment. South of Garden Street, the west edge of Pace Boulevard, consists of a large tract of vacant land, owned by the Alabama and Gulf Coast Railroad, which when redeveloped could potentially be subdivided to accommodate a diverse range of commercial establishments (office/ destination retail/ services) in the future.

The intent of the redevelopment plan is to sustain the long term viability of the existing businesses while buffering views of the harsh physical conditions of the properties. This can be accomplished through TIF sponsored clean-up activities, landscaping, code-enforcement and development regulations for future commercial uses.

Objective:

Integrate existing commercial development into the functional and aesthetic framework of the redevelopment vision retaining the economic benefits of these uses, while improving their visual impact. Establish an identity for the corridor and encourage private sector investment that addresses the needs of the neighborhood.

ACTION STRATEGIES

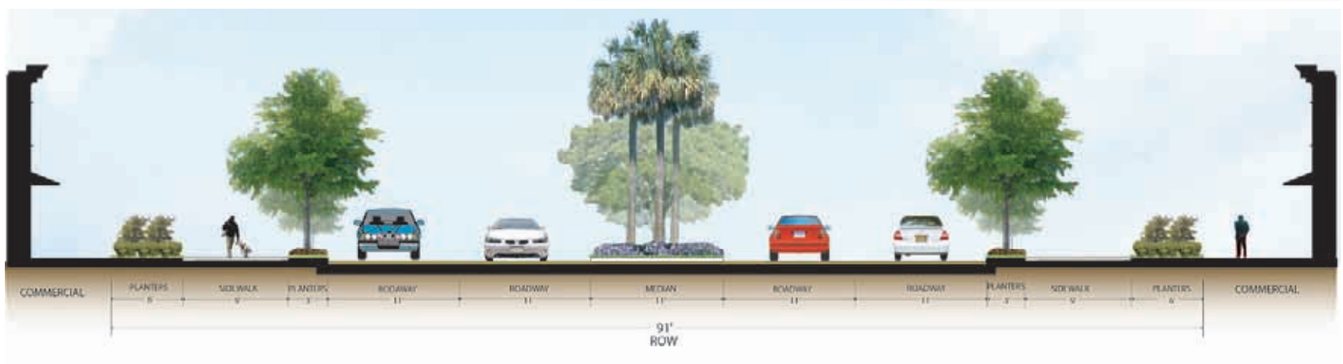
- Initiate physical improvements to enhance the overall visual appearance of the commercial corridor such as redesigning and improving the corridor's existing right-of-way conditions. This includes constructing elements such as a center median, carriage way, sidewalks, landscaping, lighting and shared access to adjacent uses.
- Concentrate and consolidate existing commercial uses to prepare for any new development and utilize the services of a realtor and/or the City's land management team to assemble and acquire land for the development of large sized marketable retail sites.
- Identify priority sites for developing large scale neighborhood retail center such as a supermarket, a grocery store and complementing retail that addresses the needs of the residents.
- Initiate discussions to pursue joint improvement projects with the Escambia County Community Redevelopment Agency, to create a unified streetscape character for the corridor (along sections of the corridor in the Brownsville Neighborhood and properties located on Pace Boulevard north of Cervantes Street)
- Provide business owners and developers with incentives such as tax breaks to upgrade existing retail services and to maintain control of the character of infill development.
- Identify and partner with key business owners that support the redevelopment efforts along the corridor. Encourage adaptive re-use of underutilized and obsolete commercial uses, where possible.
- Adopt design standards to ensure visual integration and a sense of identity for the entire corridor.



Existing Conditions: Pace Boulevard

Conceptual Illustration: Streetscape Improvements, Pace Boulevard





Typical Streetscape Section: Pace Boulevard









Existing Conditions: Garden Street

Mixed Boulevard Setting: Garden Street and Barrancas Avenue

Garden Street serves as the main entrance to the Westside Redevelopment Area from Downtown Pensacola and the Belmont Devilliers Neighborhood. The current land use development patterns along Garden Street are making a gradual transition from single-family residential to low- intensity cottage commercial office development. East of Pace Boulevard, a diverse mix of uses including scattered retail stores, multi-family residential development and churches define the corridor's existing character. West of Pace Boulevard, Garden Street changes into Navy Boulevard and contains large parcels to the north accommodating a fire station, a Gulf Power owned repair shop, the Pet Adoption Center of the Humane Society of Pensacola, and a gas station/ convenience store. The south side of Navy Boulevard contains service repair shops and large expanses of parking lots.

Barrancas Avenue serves as a minor arterial street connecting Garden Street to Main Street and the Pensacola Bay, located further south in unincorporated Escambia County. Existing land uses along this corridor include a mix of land uses such as light manufacturing, faith-based institutions, auto repair services, and vacant land. The properties along Barrancas Avenue are strategically positioned to serve as an extension of the transitional uses (professional offices, neighborhood retail stores) envisioned along Garden Street.

Because of its close proximity to Downtown, the corridor provides a unique opportunity for developing a pedestrian oriented mixed use boulevard. The Redevelopment Plan recommends encouraging development of appropriate transitional office and low-impact retail uses along Garden Street while providing adequate buffers to minimize impacts on surrounding residential areas.

Objective:

Designate areas for moderate density mixed use residential development and provide for in-fill development opportunities at a scale that is compatible with the neighborhood. Create a walkable 'urban village' environment to encourage a balance of residential development types available to different income levels on the market.





On-Street Parking: Garden Street

ACTION STRATEGIES

- Encourage the adaptive reuse of existing residential structures and vacant commercial properties to accommodate low impact nonresidential uses (professional offices, neighborhood retail, restaurants), through zoning revisions as warranted.
- Encourage clustering of land uses, where possible, through Land Development Code or Future Land Use amendment to create a compact neighborhood form that supports a pedestrian friendly environment.
- Develop a unified theme for the streetscape improvements to create a distinctive identity for the neighborhood's physical form and to improve walkability within the neighborhoods.
- Install a primary gateway at the intersection of Garden Street with Pace Boulevard and "A" Street and neighborhood gateways at the intersection of Garden Street with "E" Street/ Barrancas Avenue and "I" Street to emphasize its importance as the entry way into the Westside Redevelopment Area.
- Establish neighborhood identification and directional signage programs at strategic locations to guide residents and visitors to community destinations.
- Encourage maintenance, repair or renovation of existing residential areas and upgrading existing housing through homeowner assistance programs.
- Capitalize on the opportunity to work with the churches and community organizations and continue to encourage resident participation in neighborhood revitalization activities.



Existing Conditions: Garden Street and "A" Street



Conceptual Illustration: Streetscape Improvements Garden Street and "A" Street









Existing Conditions: Main Street

Western Gateway District: Main Street

The section of Main Street traversing the Westside Redevelopment Area acts as the western gateway to the City of Pensacola providing vital connections to Downtown Pensacola, the Pensacola Historic District and the Pensacola waterfront. Currently, the area is characterized by industrial uses and abandoned properties. Other land uses along the Main Street corridor include commercial establishments, vacant properties, and scattered residential uses. The City's Future Land Use Map recommends an industrial designation for the entire area. While industrial uses in this district provide a viable employment and economic base for area residents, the area's proximity to several of the City's existing and planned waterfront use projects enhances its potential for developing commercial uses more compatible with surrounding residential neighborhoods. The area could accommodate a diverse range of destination retail uses through adaptive reuse of industrial structures.

The American Creosote Works (ACW) Site, an 18-acre abandoned industrial site by the Environmental Protection Agency's is also located in this district, Clean-up of this site is underway and presents a unique opportunity to transform the character of the area into a vibrant civic space. The proposed Community Maritime Park, located only 0.3 miles from the east edge of the redevelopment area along Main Street, is expected to serve as a catalytic project that will revitalize the western half of Downtown Pensacola and the surrounding neighborhoods. The proposed Community Maritime Park project is envisioned as a mixed-use development that will accommodate an expansive public waterfront park including promenades, a multi-use athletic facility appropriate for minor league baseball and other athletic events, festivals, and other community events and activities. The maritime project will also include a museum, a conference center, university classroom and office facilities and will accommodate commercial, office, retail, residential, restaurant, and entertainment uses.

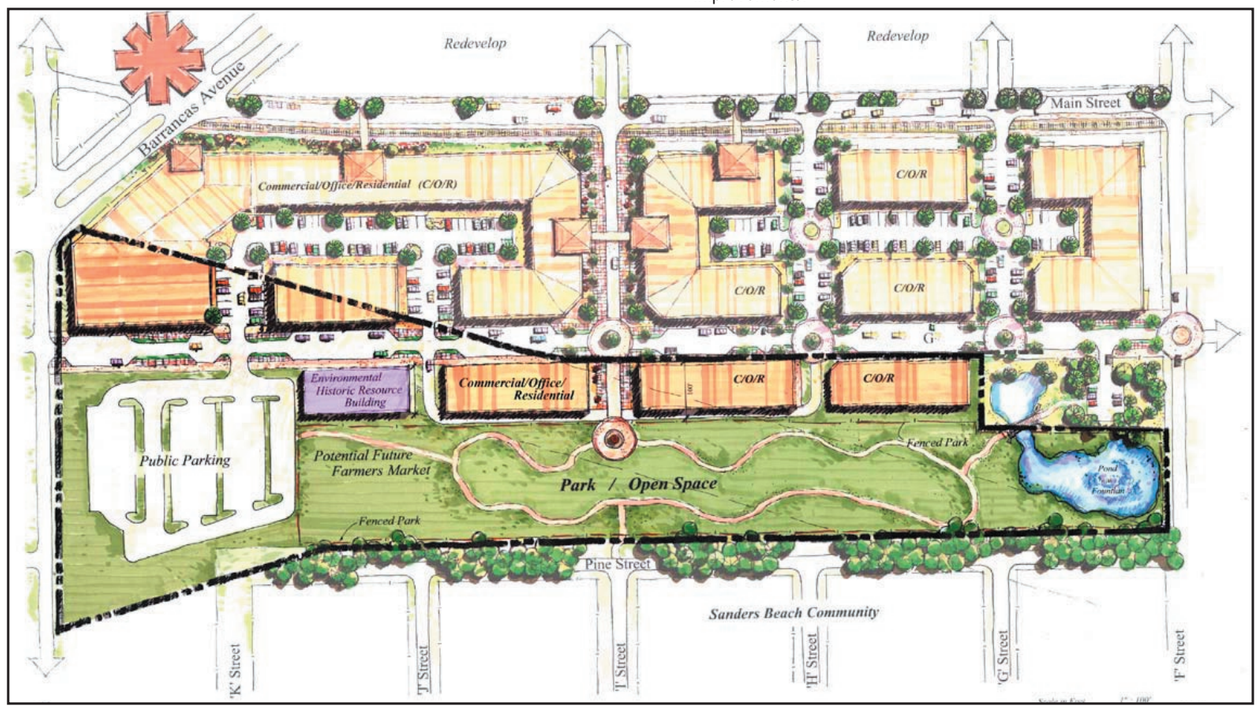




Existing Conditions: ACW Site

Despite the opportunities presented by the large parcels of underutilized land and proposed development of significant projects in the area, the current configuration of the Main Street roadway imposes constraints that will impact redevelopment. Limited rights-of-way, deteriorating infrastructure, incompatible uses, and competing mixed-use centers planned in close proximity to the district are some of the primary challenges for development.

The Westside Redevelopment Plan intends to capitalize on the opportunities created by the Community Maritime Park and the potential reuse of the ACW site to pursue infrastructure and streetscape improvements along Main Street, accommodating a diverse range of destination retail uses through adaptive reuse of industrial structures. The district is strategically positioned to accommodate uses that will complement planned improvements in the district's vicinity. The Concept Plan envisions developing a "Westside Seafood and Industrial Arts District" theme accommodating neighborhood restaurants and cafes, unique boutiques, and local art galleries.



Conceptual Reuse Plan, American Creosote Works Site
Source: CH2M Hill

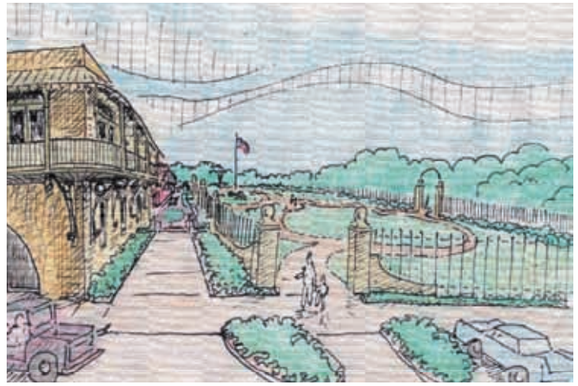
As the market matures, it is anticipated that the redevelopment of vacant land and relocation of industrial uses will accelerate the district's transformation into a unique mixed-use district that will serve as a gateway into Downtown Pensacola from the west. In order to create a pedestrian friendly environment, the Plan proposes to pursue streetscape enhancements, implementation of traffic calming measures, the addition of turning lanes to accommodate anticipated increases in traffic, establishment of appropriate design guidelines and architectural standards, and addition of directional signage and gateway treatments to reinforce linkages and a sense of place.

Objective:

Encourage adaptive reuse of industrial sites in the district and surrounding areas to create a destination commercial and mixed-use district that complements the character of existing residential neighborhoods while capitalizing on anticipated waterfront development projects and planned improvements.



Existing Conditions: Main Street looking east



Conceptual Illustration: Neighborhood Park, ACW site
Source: ACW Reuse Plan, CH2M Hill



Conceptual Illustration: Main Street Mixed-Use District with streetscape improvements

ACTION STRATEGIES

- Develop a phased approach for timely clean-up and redevelopment of the ACW site.
- Establish a Western Gateway TIF District to direct increases in real property tax revenues back into the targeted area for improvements such as streetscaping, sidewalks, signage, and park development.
- Work with Florida Department of Transportation and private sector to address right-of-way improvements such as road widening, landscaping, and pedestrian crosswalks.
- Capitalize on the development opportunities presented by proximity to the proposed Community Maritime Park through marketing efforts.
- Establish a unique land use and design theme within the district to encourage “destination” retail development on vacant and underutilized properties. Some alternatives include creating a “Seafood District” or an “Industrial Arts District”.
- Enhance aesthetic character and identity of the district by construction gateways, streetscape enhancements, traffic calming measures, landscaping, and directional signage.
- Evaluate opportunities to convert the abandoned railroad along Main Street to a greenway trail connecting the Western Gateway District to the rest of the City, and improving the area’s pedestrian environment.
- Create buffering and transition areas between residential and adjacent commercial or industrial uses, by establishing zoning requirements to mandate minimum landscape buffers and incorporation natural features into development projects, and developing a park/ open space in the southern section of the ACW site separating the Sanders Beach neighborhood from more intensified development.
- Identify probable environmentally contaminated parcels and pursue assessment and remediation, where possible.
- Promote Enterprise Zone incentives for investment and job creation to encourage employment of community residents.
- Adopt architectural and design standards to ensure redevelopment projects are compatible with neighboring residential uses.
- Promote commercial and neighborhood retail development as transition areas between residential and industrial uses.
- Consider amending the Future Land Use Map to convert the industrial land use designation to a commercial designation.
- Create a Western Gateway Redevelopment Zoning Overlay District to include a list of permitted uses that are consistent with the redevelopment theme for the district.







Existing Conditions: Residential Streets

Residential Streets

During the planning process, several participants expressed the need to maintain and enhance the character of residential streets in the neighborhood. Residential streets provide pivotal linkages between the area's residential uses, commercial centers, schools, and faith-based institutions. Several of the streets within the Westside Redevelopment Area have mature tree canopies that contribute significantly in creating a pedestrian friendly environment. However, several of the residential streets lack sidewalks and pedestrian amenities such as street lighting, street furniture, and traffic calming improvements. The Plan recommends pursuing streetscape improvements along the residential streets, as funding is available, to provide increased connectivity within the area and its surrounding neighborhoods.

North- South Residential Corridors
• "A" Street, "E" Street and "I" Street, "M" Street

East- West Residential Corridors
• Jackson, Gregory, Chase, La Rua and Gimble Streets

"A" Street is a 2-lane residential street that serves as the border between the Westside Redevelopment Area and the eastern portion of the City. This residential corridor is significant as it becomes the gateway to Historic Downtown Pensacola and the Belmont Deviliers Neighborhood. The character of uses fronting "A" Street changes from primarily residential and institutional uses north of Garden Street to predominantly commercial uses in the southern section to its intersection with Gimble Street.

"E" Street currently serves as a major north-south street that connects the residential areas with several of the area's destinations including the Baptist Hospital, Fricker Community Center, neighborhood commercial along Cervantes Street, Hallmark Elementary School and the proposed Western Gateway District along Main Street.

"I" Street presents an opportunity to visually and physically connect the southern boundary of the redevelopment area to area destinations and future development opportunities. Some of the destinations that have access from "I" Street include the Life Skills Charter School, the proposed Westside Community Library, St. John's Cemetery, Legion Field, and the Western Gateway District.

"M" Street connects the Morris Court multi-family housing development to the surrounding residential areas. Streetscape improvements along this street would include traffic calming measures, preservation of mature tree canopies, construction of gateway opportunities, and street lighting.

Objective:

Maintain and improve the residential character of the neighborhoods. Enhance the community's sense of place and identity by establishing higher quality architectural design standards in the residential areas.

ACTION STRATEGIES

- Preserve the area's residential character by adopting appropriate design standards that encourage adequate landscaping buffers for new commercial development.
- Preserve and restore the historic structures and cemeteries within the Study Area to further enhance the recommended streetscape improvements (Hallmark Elementary School and other historic school district properties).
- Initiate discussions with the County to coordinate improvements identified in the existing Escambia County CRA plans for the areas adjacent to the Westside Redevelopment Area (Brownsville Redevelopment Plan, Barrancas Redevelopment Plan, Englewood CRA Plan)
- Incorporate streetscape improvements such as street lighting, wider sidewalks, trees, landscaping, and burial of utilities as determined by residents during neighborhood planning exercises
- Work with residents and businesses to devise incentives and funding strategies for proposed neighborhood improvements. These strategies could include local matching grants or loans for homeowner contributions towards specific projects, forming neighborhood special assessment districts or in-kind matches for public services such as increased code enforcement.



Existing Conditions: Main Street and "E" Street looking north on "E" Street

Conceptual Illustration: Gateway Treatment Main Street and "E" Street





Conceptual Illustration: Residential Streetscape

Gateways

Gateways are important visual landmarks that reinforce the entrance into a geographic area employing a combination of elements such as landscaping, signage and/or structures. The Concept Plan identifies several opportunities for the creation of gateways in the neighborhood to help create a sense of place and to instill a sense of pride and identity for the Westside Neighborhood residents.

Primary Gateway Opportunities

- **Cervantes Street with "A" Street and Pace Boulevard**
- **Garden Street with "A" Street and Pace Boulevard**
- **Main Street with "A" Street and Barrancas Avenue**

Neighborhood Gateway Opportunities

- **"E" Street with Cervantes Street, Garden Street, Jackson Street, Wright Street**
- **"I" Street with Desoto Street, La Rua Street, Gregory Street, Garden Street, Main Street**
- **"M" Street with Cervantes Street and Gregory Street**
- **Chase Street with "A" Street, "I" Street and Pace Boulevard**
- **"F" Street with Gimble Street**

Objective:

Establish entrance gateways at critical intersections to create a sense of arrival and neighborhood identity for the Westside Redevelopment Area.

ACTION STRATEGIES

- Install unique landscaping elements and signage directing people to the Westside Redevelopment Area.
- Prioritize construction of gateway improvements on Cervantes Street in conjunction with other planned improvements.
- Establish neighborhood identification and directional signage programs announcing the entrance to the Westside Neighborhood at the identified prime entry points.
- Continue to bury utilities during new construction where feasible to provide safe pedestrian access and improve visual qualities.
- Ensure a coherent design for all the proposed gateways with an integrated landscaping and unified signage theme.



Conceptual Illustration: Residential Gateway

Residential Preservation and Enhancement

The City of Pensacola faced a notable shortage of affordable housing as a result of hurricane damage and the impacted residential units are in critical need of repair and restoration. The City should establish residential property improvement grants to encourage housing rehabilitation and restoration in the redevelopment area. Residential design standards should also be established to ensure that future construction and redevelopment efforts are of the highest quality.

The Westside Redevelopment Area also experiences a high incidence of crime compared to the City of Pensacola. The Redevelopment Plan envisions creating a strong, safe, and vibrant community as an integral component of residential enhancement efforts within the Westside Redevelopment Area.

Objectives:

Preserve and enhance the residential character of the neighborhood to maintain the affordable housing stock within the neighborhood through investment in public infrastructure and by establishing or promoting programs that support investment in residential renovations and redevelopment of existing housing stock.

Reduce crime levels within the Westside Redevelopment Area including the use of community policing strategies.

ACTION STRATEGIES

- Designate areas appropriate for moderate density mixed-income residential development and market rate housing opportunities.
- Coordinate efforts to enhance and upgrade the quality of architecture in the neighborhood's affordable housing construction.
- Support affordable home ownership and increase housing rehabilitation efforts through incentives such as soft second mortgages and low-interest loans without income restrictions.
- Work with Escambia County School Board District and private property owners to devise strategies for the redevelopment of underutilized and vacant buildings. As the School District slates other school properties for closure, the City should work with the board to identify positive reuses for the abandoned properties, such as Hallmark Elementary, Gibson Head Start, and the Life Skills Charter School buildings.
- Identify opportunities to develop pocket parks through acquisition of privately owned vacant, dilapidated or uninhabitable structures, when possible.
- Encourage adaptive reuse and infill development of the vacant land and underutilized properties, such as the former Blount, Beggs Vocational and L.A. Kirsey school sites, as an opportunity for revitalization.
- Encourage restoration and/or reconstruction of older homes through property improvement grants and the use of state and federally funded housing programs.
- Continue to work with neighborhood associations to conduct neighborhood planning exercises on a periodic basis to determine the specific needs of each neighborhood within the redevelopment area.
- Establish residential design standards for building renovations and in-fill development.
- Acquire lots or building sites, or execute land exchanges for infill development.
- Enhance code enforcement in the area including demolition of dilapidated structures. Parcels that become available as a result of demolition may be used as infill sites for new housing construction.
- Consider the provision of flexible development standards in future zoning code revisions for minimum lot sizes to enable development of smaller residential lots.
- Institute Residential Facade Improvement Programs.
- Continue with the formulation of financial incentives to promote owner-occupied housing in the redevelopment area.
- Enhance the relationship between redevelopment area residents and the Pensacola Police Department.
- Increase resident involvement in crime watch/ crime prevention.
- Initiate community based activities involving the youth and public safety staff to generate support and participation in local anti-crime programs and improve public relations with the staff.
- Increase number of calls to the Pensacola Police Department to report criminal incidents or suspicious activity.
- Improve Pensacola Police Department response to calls from redevelopment area residents.
- Increase police presence in the redevelopment area.

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Existing Conditions: Multi-Family Housing, Westside Area

Multi-Family Residential

As the redevelopment program evolves with recommended public realm improvements implemented and private development in place, the demand for mixed residential types is anticipated to increase. The areas designates as Mixed Residential are envisioned to contain a mix of residential types, including town homes, duplexes, apartments, and single family residences. In accordance with the Future Land Use Map, land in these areas may be developed at a density of 35 or fewer residential dwelling units per acre. Attucks Court and Morris Court development are the two identified areas that provide opportunities for introducing in-fill opportunities and a mix of high-quality housing types.

The Morris Court Redevelopment Project is being undertaken by the Area Housing Commission. The project is located within the city limits adjacent to the unincorporated Escambia County. The aged housing project units will be demolished and replaced with infill construction. The redevelopment plan for the project proposes to establish a street grid pattern, upgrade architectural character for single and multi-family units and provide community facilities such as a senior center, day care, and head-start programs. The project will consist of 74 apartments in 15 buildings including an activities center. The property is located in west Pensacola, bordered to the north by Godfrey St., to the east by N. "K" St., to the south by Brainerd, and to the west by N. "M" St. The construction is expected to begin by October 2007 and completed in late 2008.

Objective:

Promote utilization of new urbanism design and site planning principles to upgrade the architectural character and to ensure integration of community planning principles in future residential development and in-fill housing efforts. Designate areas appropriate for moderate density mixed residential development, provide for in-fill development opportunities and affordable housing where appropriate.

ACTION STRATEGIES

- Establish high quality architectural design standards for the redevelopment area to introduce a range of housing types.
- Incorporate new urbanism design principles applied as a guiding framework for future redevelopment initiatives.
- Integrate new urbanism design principles into future development by including key principles such as interconnected street network, pedestrian-friendly streets with buildings close to the street, rear parking and row housing, single family appearance for the residential development.
- Consider implementing incentives for affordable housing and adhering to established design guidelines that support the neighborhood's existing character.

Residential Neighborhood Commercial

The neighborhood residents expressed their desire for encouraging businesses that serve the daily needs of the residents such as a grocery store, local bank, and neighborhood restaurant. The Redevelopment Plan recommends examining opportunities at the intersection of Cervantes Street and the identified residential connectors to attract private investment in neighborhood retail establishments. The ultimate success of these neighborhood businesses will rely on establishing appropriate urban design guidelines that encourage a compact pedestrian environment. The design guidelines should provide development standards that enhance the public realm improvements through reduced minimum front setback requirements, maximized street frontage, shared parking arrangement, and parking areas located to the rear of buildings.

Objective:

Ensure the integration of future development patterns with the proposed campus oriented layout to deviate from the existing commercial development. Accommodate transitions in land use through appropriate zoning regulations, investment in pedestrian improvement and incentives for private sector investment in the adaptive reuse of existing residential structures.

ACTION STRATEGIES

- Establish design standards for site planning and architectural features.
- Attract more restaurants, cafes and specialty retail to encourage a complimentary mix of uses and activities.
- Incorporate streetscape improvements, such as decorative street lighting, wider sidewalks, street trees and street furniture to establish a pedestrian environment in support of commercial activity.
- Enhance pedestrian safety employing a combination of traffic calming measures such as reduced speed limits, better signage, and the use of elevated decorative crosswalks at primary intersections.
- Create business incubators and business resource support services to encourage increased investment from existing local businesses.
- Fund facade improvement grants as an incentive for investment and ensure that exterior building renovations remain consistent with the surrounding residential areas.
- Promote utilization of Enterprise Zone incentives including: building materials and equipment sales tax refunds, sales tax credits on new jobs and property tax exemption for job creation.

Medical Related Commercial Services

The future expansion of Baptist Hospital will be instrumental in enhancing future economic development opportunities for businesses within Westside Redevelopment Area. The blocks adjacent to the existing hospital property are identified for ancillary uses and related activities in support of the Baptist Hospital Master Plan. The City should continue to work with the Hospital to enable voluntary annexation, future on-site expansion and possibly shared public facilities and resources.

Objective:

Capitalize on Baptist Hospital's growth potential and identity as a major employer and one of the primary medical service providers in the City to stimulate development of medical offices, clinics and laboratories in the area creating jobs and market support for commercial activities.

ACTION STRATEGIES

- Work with the Escambia County to pursue the annexation of blocks located north of Avery St. and blocks west of "E" Street to Pace Boulevard.
- Form strategic partnerships with Baptist Hospital and area medical professionals to address the needs of existing businesses through the redevelopment process.



Baptist Hospital

Neighborhood Impact Element

The Redevelopment Plan makes provisions for affordable housing through rehabilitation and new construction. Shortages in affordable housing will be addressed through existing and new affordable housing development strategies, with an emphasis on developing ways in which affordable housing can be integrated within market rate housing projects.

The implementation of the Westside Redevelopment Plan will contribute significantly to improving the quality of life for the citizens residing in the Westside Redevelopment Area and surrounding areas. While all impacts cannot be determined without site-specific proposals that evaluate impacts, this section provides a summary of potential impacts that may occur in each category required by statute. The specific categories that must be addressed are***: relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.***

Relocation

The Redevelopment Plan, as proposed, supports the preservation of the existing low and moderate income housing facilities in the residential areas and does not require the relocation of any of the residents of the redevelopment area. The Morris Court Multi-family housing project will add new units to the area housing stock.

Should there be a need for relocation of residents, to minimize the relocation impact supportive services and equitable financial treatment will be provided to any individual, families subject to relocation. When feasible, the relocation impact will be mitigated with relocation within the immediate neighborhood and by seeking alternative housing opportunities.

Traffic Circulation

The implementation of the Redevelopment Plan recommendations related to streetscape improvements and traffic circulation are anticipated to positively impact the Westside Redevelopment Area. The Primary Corridor Improvements, a component of the Redevelopment Plan, envisions enhancing identified roadways through streetscape improvements that encourage pedestrian mobility and improve vehicular circulation within the area.

While not a component of the Westside Community Redevelopment Area Plan, the redevelopment of the Community Maritime Park (located less than half a mile east of the Redevelopment Area) may result in a change in the traffic circulation pattern in the area and the implementation of this project is subject to a feasibility study and traffic analysis. However, the project is designed to accommodate additional on-site parking and traffic circulation demand generated through its development on-site and diverting traffic along identified streets that form a part of the City's grid system. Additional traffic resulting from development of the American Creosote Works site is expected to be mitigated by the creation of barriers to minimize cut-through traffic in the Sanders Beach neighborhood.

Environmental Quality

The City of Pensacola land use regulations require that stormwater management be addressed as a condition of permitting any development project. The American Creosote Works site is expected to include stormwater retention areas when redeveloped.

The environmental quality of the Westside Redevelopment Area will be greatly improved upon completion of clean-up activities at the ACW site. The City has prepared a Conceptual Reuse Plan for the American Creosote Works plant, an EPA designated Superfund site. The U.S. EPA is currently undertaking a complete remediation for the contamination at this site. The Redevelopment Plan recommends environmental clean-up of perceived or identified Brownfield sites to allow for their redevelopment to facilitate their productive re-use.

Proposed relocation of the nearby waste water sewage treatment facility will have a positive effect on air quality in the redevelopment area enhancing its livability and attractiveness for redevelopment.

Community Facilities and Services

The Redevelopment Plan supports increasing the number of community facilities and services in the area through the planned development of a Westside Library branch and the proposed Westside Community Center project as identified in the City's LOST budget. Additionally, the Redevelopment Plan presents several strategies to create a Westside Neighborhoods Town Center that is envisioned to accommodate a diverse range of training, educational and cultural facilities that will serve the needs of the area youth, adults, and elderly. Existing open space/ recreation facilities in the area and its vicinity include the Fricker Center, Legion Field, Terry Wayne Park, Morris Court Park, Kiwanis Park. The Sanders Beach Community Center which was destroyed by Hurricane Ivan is slated for reconstruction. The proposed Community Maritime Park, located less than half a mile west of the Redevelopment Area along Main Street, will provide unique cultural and recreational opportunities for Redevelopment area residents and business owners.

The Plan recognizes the importance of these facilities and supports planned improvements of these facilities. There are five (5) cemeteries located in the Westside Redevelopment Area, constituting an integral component of the area's open space network. Physical Improvements recommended in the Redevelopment Plan intend to preserve the cemeteries as important historic landmarks as well as valuable community open space elements.

Effect on School Population

The Redevelopment Plan anticipates positively impacting the area's school population by supporting to continue discussions with the Escambia County School Board to develop a centralized "Urban School" facility in the Westside Neighborhoods Town Center. Deteriorating school facilities and a drop in school population have led the Escambia County School district to look at closing several schools serving the Westside Redevelopment Area and constructing one consolidated school for the area. The Redevelopment Plan recommends streetscape improvements and sidewalk installations connecting the area schools to improve pedestrian safety and walkability for the school population. The City and the Redevelopment Agency will continue to work closely with Escambia County School Board to ensure the board's future plans for area schools are consistent with the Redevelopment Plan.

Physical and Social Quality

The Plan's recommendations to continue with improvements to the existing streetscape environment (street lighting, sidewalks, street trees, gateways and directional signage); redevelopment of vacant land and former industrial sites; establishing urban design and architectural standards for new development; and continued code enforcement will have a positive impact on the area's physical and visual character.

Implementation of the redevelopment plan recommendations will improve overall quality life for area residents. Job training, apprenticeship opportunities, and mentorship programs created through commercial and industrial redevelopment and establishment of a community center will support the development of human capital, increase employment opportunities and serve as a tool to improve the household income.

Westside Neighborhoods Town Center

The Westside Neighborhood Town Center will provide an opportunity to re-orient the existing nature of Cervantes Street from strip commercial development into a community focal point and congregation space. The Plan envisions locating the Town Center along Cervantes Street, between "I" and "M" Streets, providing an opportunity to create an extremely desirable urban center that supports education and local economic development. Existing uses surrounding the proposed town center include vacant land, residential homes, retail stores, old motels, and underutilized commercial properties.

The Redevelopment Plan anticipates that the Town Center will accommodate a broad spectrum of education and community facilities to revert the west end of Cervantes Street into a community gathering space from a location for undesirable social activities including drug and alcohol sales, prostitution and other crimes. The proposed 'Westside Neighborhood Town Center' consists of community oriented activities and uses including an Urban School, Westside Neighborhood Library and Business Resource Center, Arts and Vocational Campus, Tool Library and Neighborhood Garden.

The implementation of the 'Westside Neighborhood Town Center' would require enhanced coordination between the primary stakeholders in the redevelopment process. The City is moving forward with its plans to construct the Westside Library along Cervantes Street, between "I" and "J" Streets, and is anticipated to provide the stimulus for future redevelopment activities in the Center. The School Board has also expressed interest in consolidating the neighborhood schools into a centralized school facility. The City should continue discussions with the School Board and evaluate opportunities that will help strengthen the Westside Town Center concept. The City has included the Westside Community Center and the Westside Library in the Local Option Sales Tax list of proposed projects (2007-2017) and is pursuing active acquisition of targeted properties in support of these projects, when possible.

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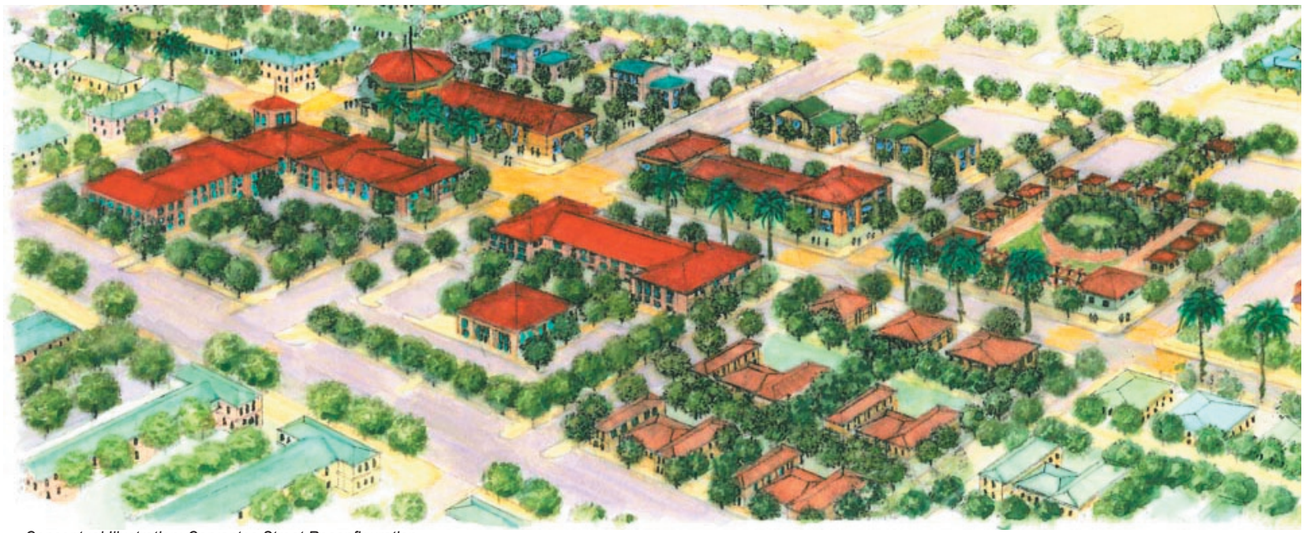
Conceptual Illustration: Westside Neighborhoods Town Center

Objective:

Redefine the functional and visual character of Cervantes Street to provide for a focal space in the neighborhood's center for public gathering and reduce the negative image and undesired activities from the neighborhood

ACTION STRATEGIES

- Pursue a strategic partnership with the Escambia County School Board to further build on the concept of an Urban School as a part of the proposed town center.
- Create a master planned redevelopment strategy to coordinate the development of the various uses in the proposed town center.
- Encourage adaptive reuse of vacant and underutilized commercial structures to concentrate and collect uses in business incubators
- Collaborate with the Pensacola Bay Area Chamber of Commerce and local merchants to develop apprenticeship and training programs for the capacity building and skills development for the youth and residents
- Develop community initiatives, such as the tool library and neighborhood garden, to motivate and assist residents in community clean-up efforts.
- Establish a coherent framework of guidelines and standards for the site and architectural design for the proposed town center buildings and other buildings fronting on Cervantes Street.
- Promote arts and crafts related activities for the teens and children to further develop the center as a recreation oriented community space.
- Attract a bank, post office and other businesses and services expressly desired by the community.



Conceptual Illustration: Cervantes Street Reconfiguration

Cemeteries

Existing Conditions: Cemeteries





There are five cemeteries that are unique to the neighborhood's open space framework, however, they have been neglected over time and need to be preserved as an important statement of the community's sense of place and history. The cemeteries are identified as an important part of Pensacola's heritage; two governors and other political dignitaries are buried in St. John's Cemetery. The other cemeteries include St. Joseph's Cemetery, the Talbert Chapel Cemetery, the Jewish Orthodox Cemetery, and the AME Zion Cemetery. The Plan recommends reinvestment in the restoration of these cemeteries through beautification efforts and evaluating opportunities to visually connect the neighborhoods .

Objective:

Recognize the historical and social value of the cemeteries as important components of the open space system and preserve their visual character. Enhance and upgrade the cemeteries through a well designed system of trails and landscape elements.

ACTION STRATEGIES

- Develop a master plan for restoring the cemeteries incorporating design elements such as treatment of markers, landscaping, entryway features as well as financing and implementation strategies.
- Provide visual connection to the neighborhoods located to the north and south of the St. John's Cemetery establishing a tree canopy that defines the axes.
- Install entryway improvements that include gateway features and quality fencing features utilizing historic preservation grants and private donations.
- Enhance the overall appearance of the cemeteries through the use of better signage, area wide landscaping, sidewalk improvements, internal trail improvements and lighting.



Conceptual Illustration: Cemetery Improvements

Parks and Recreation

There are four neighborhood parks and recreational facilities located in the Westside Redevelopment Area. During the public workshops, the residents expressed their desire to introduce new park uses and activities for the area youth, especially south of Cervantes Street. The Plan identifies potential opportunities to develop neighborhood parks on vacant lots throughout the study area, and adopting the New Urbanism principle of the "5-minute walk", which translates to 600 feet walking distance or 2 blocks to a neighborhood park from place of residence. This strategy will help ensure public safety for children and connectivity throughout the neighborhood. The intent of the Redevelopment Plan is to continue to strengthen and expand upon the system of parks, open space and trails in the neighborhood and provide connection between these recreational facilities. The City should also seek opportunities to acquire land for small passive neighborhood parks to complete the system.

Objective:

Strengthen and enhance the system of parks, trails and open space in the neighborhood providing recreational opportunities for residents of the Westside Redevelopment Area, which are readily accessible and improve the quality of life for residents. Preserve land to serve as public parks and open space for current and future residents.

ACTION STRATEGIES

- Pursue park, recreation, and beautification efforts to preserve and enhance the character of the neighborhood.
- Develop neighborhood parks in residential areas to provide adequate recreational amenities for area residents as well as utilize the facilities for marketing strategies to stimulate private investment.
- Pursue improvements to the Fricker Center and Legion Field as a priority.
- Provide safe connection from the neighborhood parks to area destinations such as the proposed 'Westside Neighborhood Town Center', commercial areas, and area schools through a connected network of sidewalks and bicycle routes.
- Maintain the integrity of the natural environment when developing properties, especially where significant tree canopies or natural habitats exist.
- Identify potential revenues including tax increment financing, grants, impact fees and other assessments to provide adequate funding for proposed improvements and maintenance of public facilities.



Conceptual Illustration: Neighborhood Park

Chapter 5 CAPITAL PROJECTS AND PROGRAM INITIATIVES







Capital Projects and Program Initiatives

Public capital investment in improvement projects, namely streetscape improvements, the creation of gateways, the continued extension of the pedestrian environment, along with the possible annexation of the adjacent neighborhood blocks on the north of the Westside Redevelopment Area will help to achieve the goals and desires of the community. It is through such projects that the City of Pensacola will enhance the functional and aesthetic quality of the Westside Redevelopment Area and provide the basis for leveraging private redevelopment investment within the redevelopment area. The following table presents a list of proposed capital projects and programs that could be pursued by the City to implement the recommendations of this Plan.

The Capital Improvement Strategies are used for short-term, mid-term and long range planning purposes. The Capital Improvement Strategies are not a pledge of expenditure of funds on a given project in a given year. Actual funding allocations will be determined annually through the City of Pensacola's budget process. As priorities change, the capital improvement strategies may be amended. City funds can be used to leverage grants and commercial financing to accomplish a substantial number of capital improvements and planning activities. The City may issue revenue bonds, notes, certificates or other forms of indebtedness to finance the capital projects identified by this Plan. With successful revitalization, the City should see a substantial increase in the tax base and realize a healthy return on its investment through increased ad valorem tax revenues, sales tax receipts and other formulated revenue sharing programs.

The Westside Redevelopment Plan contains several projects consisting of public, private and joint public/private efforts, as described in the Concept Plan, that will take at least twenty years for completion. Therefore, it is critical that the City incorporates a sound project implementation strategy when identifying priorities. The project priorities have been classified into the following three categories:

Short- Term Projects- Those that should be implemented immediately and completed within one to five years.
Mid- Term Projects- To be completed within six to ten years
Long- Term Projects- Projects that will likely take more than ten years to complete.

This section shows how the Concept Plan translates into a phased series of capital improvements and breaks down anticipated costs for further plans and regulatory activities. The community should understand that the City, working with the other government entities, will be pursuing multiple elements of the Plan at all times. It is important to note that the following capital implementation strategies is flexible in nature. It is the best estimate of project costs based on a measure of the order of magnitude for projects in relation to anticipated revenues. As a matter of practice the City will continue to prepare annual budgets as well as establish five-year and long-range work programs for budgetary and administrative purposes. Ultimately project costs will be refined during the design and construction phase of any given project. The following phasing plan sets forth recommendations concerning project priorities and funding sources.

CAPITAL IMPROVEMENT STRATEGY: YEARS 1 THROUGH 5

Project	Description	Actions/ Anticipated Costs	Funding Sources
Westside Library	Construction of a neighborhood library facility (including land acquisition, programming and design).	$1.5 million	LOST/ TIF/ General Fund
New Westside Community Center		$1 million	LOST/ TIF
Urban School- Planning Phase and Land Acquisition		TBD	TIF/ Escambia County School Board
Infill Housing Development	Land Acquisition, Home Buyer Assistance, soft second loans, mortgages	TBD	SHIP/ TIF
Neighborhood Planning	Conduct neighborhood planning exercises to determine specific needs for neighborhoods	$100,000	CDBG/ TIF/ General Fund
Fricker Center and Legion Field Improvements	Upgrade existing facilities	$1 million	TIF/ LOST
Primary Streetscape Improvements Phase I Cervantes Street	Streetscape improvements including new paved sidewalks, tree planting, street furniture, median landscaping, curb and gutter, traffic calming measures.	$1.5 million	FDOT/ KAB/ SBA/ TIF/ LOST/ CDBG
Primary Gateway Improvements Cervantes Street (2)	Identity signage and landscaping.	2 @ 75,000= $1.5 million	CDBG/ TIF
Secondary Gateway Improvements Cervantes Street (2)	Identity signage and landscaping.	2 @ 50,000= $1 million	CDBG/ TIF
Develop Urban Design Guidelines		$50,000	TIF
Horticulture Master Plan		$50,000	TIF
Residential Streetscape Improvements: "I" Street; Jackson Street	Streetscape improvements including new paved sidewalks, tree planting, street lighting, traffic calming measures	2 @ 500,000= $1 million	TIF/ KAB/ FDOT/ LOST/ CDBG
Facade Improvement Grant/ Ownership Incentives		$100,000/ year= $500,000	Enterprise Zone/ TIF
Home Reconstruction	Reconstruct dilapidated owner-occupied dwellings	TBD	SHIP/ HOME/ CDBG/ TIF

CDBG- Community Development Block Grant
LOST- Local Option Sales Tax
LOGT- Local option Gas Tax
TIF- Tax Increment Financing
SHIP- State Housing Initiatives Partnership
KAB- Keep America Beautiful
SBA- Small Business Administration Tree Planting Grant
TBD- To be Determined
FDOT- Florida Department of Transportation
PCIP- Pensacola Community Initiatives Program

Short-Term: Years 1 through 5

Capital Improvements

- Westside Library
- Westside Community Center
- Fricker Center and Legion Field Improvements
- Cervantes Streetscape Improvements
- Primary Gateway: Cervantes Street with Pace Boulevard and "A" Street
- Secondary Gateway: Cervantes Street with "E" Street and "I" Street
- Residential Streetscape Improvements: "I" Street, Jackson Street
- Develop Urban Design Guidelines

Public/ Private Projects

- • Facade Improvements

Private Sector

- Baptist Hospital expansion
- Medical Related Services

On-Going Projects & Programs

- Zoning code revisions
- Code enforcement
- Community policing
- Urban Design Guidelines
- Tree planting and street lighting programs

CAPITAL BUDGET: YEARS 6 THROUGH 10

Project	Description	Actions/ Anticipated Costs	Funding Sources
ACW Site Redevelopment Phase I Parks and Open Space	Develop nearly 10 acres of park, sidewalks, trail network, tree planting, park facilities and amenities, footbridge, stormwater retention, and lights. The costs for utilities and irrigation are not included in the anticipated cost estimate.	$ 1.25 million	RTP/ FRDAP/ LOST/ FDOT/ FCT/ FLP/ TIF
Primary Streetscape Improvements Phase I Garden Street Main Street Barrancas Avenue	Streetscape improvements including new paved sidewalks, tree planting, street furniture, median landscaping; improved functional and aesthetic character of primary corridors	$3 million (total anticipated cost for the three roadways)	FDOT/ TIF/ KAB
Primary Gateways: Garden Street (2) Main Street (2) Barrancas Avenue (1)	Identity signage and landscaping for identified intersections.	5 @ $75,000= $375,000	KAB/ SBA
Residential Streetscape Improvements: “E” Street, “M” Street, Chase Street, Gimble Street and Pine Street	Streetscape improvements including upgraded sidewalks, tree planting, street lighting, buffering	3 @ $500,000= $ 1.5 million 2 @ $1 million= $ 2 million Total= $3.5 million	
Neighborhood Gateway Features: “M” Street with Cervantes and Gregory Streets “E” Street with Cervantes and Garden Streets “I” Street with Desoto, La Rua, Garden, and Main Streets	Neighborhood identity signage, landscaping and brick crosswalks	7@ $10,000 = $70,000	FDOT/ CDBG/ KAB/ PCIP
Facade Improvement Grant/ Ownership Incentives		$100,000/ year= $500,000	TIF
Land Acquisition- Redevelopment Opportunity Sites and Adaptive Reuse (Cervantes Street)		TBD	TIF

CDBG- Community Development Block Grant
LOST- Local Option Sales Tax
LOGT- Local option Gas Tax
TIF- Tax Increment Financing
SHIP- State Housing Initiatives Partnership
KAB- Keep America Beautiful

SBA- Small Business Administration
Tree Planting Grant
TBD- To be Determined
FDOT- Florida Department of Transportation
PCIP- Pensacola Community Initiatives Program

FCT- Florida Communities Trust
FRDAP- Florida Recreation Development Assistance Program
RTP- Florida Recreational Trails Program
FLP-Federal Lands to Parks

Mid Term: Years 6 through 10

Capital Improvements

- ACW Site Redevelopment Plan Phase I
- Commercial Gateway treatments at A Street with Garden and Cervantes Street
- Neighborhood Gateway Treatment
- Garden Street Corridor, Main Street, Barrancas Avenue Improvements
- Residential Corridor Improvements: E Street, M Street, Chase Street, Gimble Street and Pine Street

Public/ Private Projects

- Facade Improvements

On-Going Projects & Programs

- Zoning code revisions
- Code enforcement
- Community policing
- Neighborhood planning and improvements
- Tree planting and street lighting programs

CAPITAL BUDGET: 11 YEARS AND BEYOND

Project	Description	Actions/ Anticipated Costs	Funding Sources
ACW Site Redevelopment Phase II Developer solicitation and master planning		TBD	
Neighborhood Parks (excluding land acquisition costs)		9 @ $50,000= $450,000	RTP/ FRDAP/ LOST
Continue with Facade Improvement Incentives	Continue with commercial facade improvement program	$ 50,000/yr	TIF/ Enterprise Zone
Continue with improvements as identified by residents	Streetscape improvements including upgraded sidewalks, tree planting, street lighting, buffering	TBD	SHIP/ CDBG/ HOME/ LOGT/ TIF
Primary Streetscape Improvements Pace Boulevard	Streetscape improvements including new paved sidewalks, tree planting, street furniture, median landscaping; improved functional and aesthetic character of primary corridors	$ 3.5 million	KAB/ SBA/ TIF
Cemetery Improvements (5)		$1.8 million	TIF/LOST/Historic Preservation Grants/ Private Donations
Land Acquisition- Redevelopment Opportunity Sites and Adaptive Reuse (Cervantes Street)		TBD	TIF

Long Term: Years 11 through 20

Capital Improvements

- ACW Site Redevelopment Phase II
- Pace Boulevard Corridor Improvements
- Improving Cemeteries
- Neighborhood Parks
- Cemetery Improvements

Private Sector

- Residential Neighborhood Commercial Business Development
- Facade Improvements

On-Going Projects & Programs

- Zoning code revisions
- Code enforcement
- Community policing
- Neighborhood planing and improvements
- Tree planting and street lighting programs

CDBG- Community Development Block Grant
LOST- Local Option Sales Tax
LOGT- Local option Gas Tax
TIF- Tax Increment Financing
SHIP- State Housing Initiatives Partnership
KAB- Keep America Beautiful

SBA- Small Business Administration
Tree Planting Grant
TBD- To be Determined
FDOT- Florida Department of Transportation
PCIP- Pensacola Community Initiatives Program

FCT- Florida Communities Trust
FRDAP- Florida Recreation Development Assistance Program
RTP- Florida Recreational Trails Program
FLP-Federal Lands to Parks

Chapter 6 IMPLEMENTATION STRATEGIES







Implementation Strategies

The success of the Westside Redevelopment Plan ultimately rests on the coordinated efforts of the community's various stakeholders and agencies including the City of Pensacola Community Redevelopment Agency, neighborhood associations, business and property owners, and residents. The City's Neighborhood Planning Process has initiated vital relationships between key players in this effort and the City must utilize the opportunity presented by the Westside Redevelopment Plan to strengthen these efforts and map a pathway to a better quality of life for its citizens. Any redevelopment project financed by tax increment revenues will be completed within forty-years from the date of approval of the Redevelopment Plan by the Pensacola City Council. This section of the Plan outlines the implementation functions and organizational framework that are critical components for successful realization of the planning and design objectives that have been developed for the area.

Organizational Framework

City support and management of the program's activities will provide the system to carry out the recommendations presented in this plan. It is necessary to establish lines of communication between all sectors of the community to positively affect change in the Westside Redevelopment Area. Developers and entrepreneurs will be key contributors. Strong public-private partnerships will be crucial to the long-term success of the redevelopment effort

City Council and Staff

The Pensacola City Council is at the lead of the redevelopment program. Efforts to revitalize the Westside Redevelopment Area will also require a significant commitment by staff for daily management. The following actions will be necessary throughout the redevelopment process:

- Formulate public policy and identify resources for the redevelopment effort.
- Provide necessary staffing and support for administrative purposes and program implementation.
- Commit to making the necessary public improvements identified in the Plan.
- Provide maintenance for completed capital projects.
- Adopt development controls and incentives to promote high-quality private development. This may include streamlining the development review process to minimize the time involved in the approval process, providing zoning incentives, preparing corridor plans, site and architectural design guidelines, providing additional public facilities (library, community center, recreation facilities), and coordinating capital improvement programs.
- Prioritize and develop detailed programs for projects to implement major strategies illustrated in the Redevelopment Plan including- phasing, project financing, land acquisition, land disposition, funding sources and financing.
- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Solicit the services of a realtor and/or utilize the City's Community Development team to devise a land acquisition strategy for potential purchases of property in the neighborhood.
- Support residential renovation and rehabilitation programs through the use of grant funding such as SHIP, CDBG, HOME, TIF. (See Appendix H for additional funding sources).
- Increase awareness of funding resources and program initiatives available to residents interested in improving their property as means to increasing home ownership and property values.
- Conduct traffic analysis and market feasibility studies to assess the impact of proposed projects in surrounding areas.
- Initiate discussions with Escambia County to coordinate joint improvement projects planned for the unincorporated County owned areas and proposed corridor improvements within the Redevelopment Area

Partnerships

Area Institutions

Through partnering with institutions including, but not limited to, the Escambia County School Board, Baptist Hospital, faith based institutions, non-profit organizations and neighborhood associations, the City can leverage more commitment for projects and create a cumulative impact in the area.

- *Escambia County School Board*

The School Board is interested developing a consolidated school facility within the Redevelopment Area. The City of Pensacola should continue working with the Board to highlight common goals between the School Board's strategic plan and the City's redevelopment efforts. The City should also initiate discussions with the School Board to develop a redevelopment strategy for the underutilized properties and deteriorating structures owned by the Board. As Westside area schools are slated for closure, the School Board and the City should work together to identify disposition strategies and proposed new uses for these buildings.

- *Baptist Hospital*

The involvement and support of this institution is pivotal integral to the success of the proposed redevelopment effort due to its location within the redevelopment area, large landholdings, potential to generate medically related commercial spin-off and future goals. The City should work in close cooperation with Baptist Hospital to explore potential redevelopment opportunities in the vicinity of the hospital and sharing of public facilities.

- *Faith-based Institutions*

Westside Community Redevelopment Area churches and other faith-based institutions also have a role in the successful implementation of the Redevelopment Plan. The City should work in close collaboration with these faith-based organizations to develop community development programs that capitalize on the strengths and outreach capacity of the religious institutions. The participation from faith-based organizations can aid in obtaining community-wide support, addressing the social service needs such as instituting day care centers, organizing neighborhood clean-up drives and crime prevention campaigns, and encouraging youth participation in community development programs such as mentorship and job training programs to enhance their sense of responsibility.

Steering Committee

A Westside Improvement Steering Committee should be established as stewards to monitor the progress and timely development of the projects proposed in the redevelopment area. In addition, the role of this steering committee could be potentially expanded to generate community interest in the projects and formulate redevelopment incentives to attract developers and businesses to the area. The Committee could also help to generate community support for the redevelopment efforts and increase public involvement in the process.

Private Sector

Private sector involvement will be key in ensuring the successful rehabilitation and/ or redevelopment of the Westside Redevelopment Area. The City of Pensacola is committed to maximize opportunities for private sector participation in redevelopment efforts through continual investment in public realm improvements, making available incentives provided under Enterprise Zone Act as ways of stimulating private investment. The following strategies may be employed to encourage private sector involvement in the redevelopment process:

- Land lease or sale through a request for proposal process. Control of any property conveyed by lease or sale will be maintained through development restrictions or covenants running with the land and may include requirements for escrow accounts, payment penalties, liens, reverters or other deed restrictions

- Encouraging other public-private partnership arrangements such as commercial facade programs and rehabilitation loans and grants.

- Private-sector leadership can come from local banks, real estate development entrepreneurs, and property owners within the community.

- Promote utilization of Enterprise Zone incentives including: building materials and equipment sales tax refunds, sales tax credits on new jobs and property tax exemption for job creation.

- Local banks might provide financing for private developments and establishing a consortium to provide a revolving loan pool at below market interest rate. This activity may provide an opportunity for these financial institutions to meet their goals with respect to the Community Reinvestment Act that is designed to provide capacity building support and financial assistance for the revitalization of low and moderate income communities.

- Private real estate and development leadership can provide necessary entrepreneurial vision and initiative to create profitable enterprises and attractive redevelopment projects.

- The City should contact corporations dedicated to investing in the communities. A number of companies actively invest in several communities across Florida with a mission of enhancing the quality of life for the community. First Union Corporation (Northwest Florida, Lee County) and the Corporate Partners Program (St. Petersburg) are examples of programs that involve corporate investment in community development.

- Create new business incubators and work with local businesses to develop mentoring and apprenticeship program for the youth in the community.

- Work closely with interested property owners to develop and/or redevelop vacant land and structures in accordance with the community's overall vision for the redevelopment area's future growth.

- Initiate discussions with Gulf Power and Alabama Railroad to develop a consolidated redevelopment strategy for vacant and underutilized properties under their ownership.

- Ensure that property owners are familiar with the Brownfield development procedures and financial incentives available for Brownfield redevelopment.

Implementation Functions

Financial and non-financial considerations are equally important to the effective implementation of the Westside CRA Plan. Non-financing considerations deal with developing an organizational framework to defined the roles for various stakeholders involved in the redevelopment effort. Financing mechanisms are perhaps more easily defined, but not to be focused on until organizational elements are put into effect.

Non-Financing Functions

Non-financing functions are briefly discussed in the following general categories.

Site Assembly, Land Acquisition, Clearance and/or Disposition

The City of Pensacola may employ a combination of strategies including site assembly, land acquisition, clearance and/or disposition to facilitate the implementation of the Redevelopment Plan. The redevelopment of an urban area requires assemblage of multiple parcels of land to maximize the development potential of constrained properties. Site assembly efforts are vital in pursuing land trades and creating development partnerships to ensure controlled growth in the neighborhood. In the case of the Westside Redevelopment Area, the primary opportunity for significant change lies in the redevelopment of the sub-standard parcels located along the area's commercial corridors and the development of the proposed Westside Neighborhoods Town Center and the Main Street Western Gateway Redevelopment District.

Capital Improvements

The City of Pensacola employs dedicated funding sources such as the Stormwater Assessment Fees, the Local Option Sales Tax Plan (LOST) and Local Option Gas Tax (LOGT) to fund capital improvements such as street improvement and upgrading utilities. The Westside CRA Plan for revitalization includes recommendations for a variety of major infrastructure projects such as facade improvements, landscaping, streetscaping, new parking facilities, and upgraded utilities.

Standards and Controls

Design guidelines and development controls for controlling future development assures tenants and developers that quality future development will occur. In addition, promotion of high design quality for the community improves the aesthetic character and market value of the neighborhood.

Physical Development

This is the actual construction of new facilities and rehabilitation of older facilities. Physical development is dependent upon several factors, the most important of which is the ability to effectively rehabilitate existing facilities and to attract and integrate new development in concert with a comprehensive redevelopment plan.

Development Incentives

To further stimulate private investment the City can provide development incentives through various means ,including; facade, landscape, signage or property improvement grants; payment of impact fees; provision of site specific infrastructure improvements to address any deficiencies; participation in environmental clean-up of contaminated sites, flexibility in the application of use restrictions and increasing intensity of site use, flexible parking regulations, grants or low interest loans for life safety improvements; joint business support ventures such as district business identification signage or centralized marketing strategies.

Community Policing Innovations

Development and implementation of community policing innovations will be an integral element of the implementation functions. Community policing innovations include strategies designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.

Financing

Grants

Federal grants have long been a source of funds for development projects, especially for public improvements. Such sources as Community Development Block Grants (CDBG), Section 108 Grants, and Weed and Seed Grants are available although the extent of their uses is diminishing as the volume of the grant decrease. They have the advantage of directly affecting development costs and their benefits are predictable and readily understood. The Section 108 loan program allows municipalities to convert a portion of the funds they will receive through the CDBG program into loans to use in economic revitalization projects. Local governments often use their current and future CDBG funds as collateral to guarantee the loans. Other sources of financing include the State Housing Initiatives Partnership (SHIP) Program, HOME Program and HOME Again. For more information on these financial programs, see Appendix H.

Tax Increment Funds

This is a fund that uses increased revenues generated by taxes gained from growth in property values resulting from successful redevelopment activities. Tax Increment Funds (TIF) can only be used for development in an area declared a redevelopment area pursuant to Florida Statutes. The revenues generated from the fund are used for furtherance of improvements within the redevelopment areas of the city. (See Appendix A for more information on TIF districts and estimated revenue projections)

Redevelopment Bonds

Redevelopment bonds are issued by the Redevelopment Agency and approved by the City to finance renovation of specific projects, but are not guaranteed by the general revenues of the City. Anticipated TIF revenue may be pledged as the collateral for these bonds.

Private Investment

This is the single most important source of redevelopment funding. The general rule for successful revitalization is that private investment usually must exceed public funding by three to four fold. Such funding takes the form of equity investment and conventional real estate loans.

Project Equity Position

When the Redevelopment Agency takes an equity position in a project, the Agency contributes cash or land to the project with a return in the form of profit sharing. This Agency participation has the effect of reducing developer costs and can be used for other redevelopment projects.

Leasing

City-owned land, buildings, equipment, etc. can be leased to developers for projects. For the developer, this reduces the need for capital investment in land, buildings, etc. or debt service on money borrowed to finance the purchase of such things as land, building, and equipment. The city receives lease payments which are deductible from the developer's income tax. The lease may also include a purchase option.

Joint Ventures

In real estate syndication ventures, the Redevelopment Agency can contribute equity capital to a project. This has the effect of reducing equity requirements from the developer and/or reducing the amount of debt service. Through equity syndication, tax subsidy benefits can be passed on to investors in the form of depreciation, investment tax credits, deferral of taxes and capital gains.

Mortgage Write-Downs

Mortgage write downs by the Redevelopment Agency is a mechanism typically used to encourage residential development and home ownership in the redevelopment area. Funds from the Agency are offered to qualified potential home buyers (low-moderate income, first time buyers, etc.) to increase their down payment, thereby decreasing mortgage payments. The Agency usually takes an ownership interest, such as a soft second mortgage, in the dwelling for a predetermined period of time to guarantee against misuse of the funds.

Appendix A Tax Increment Financing and Revenue Projections







Tax Increment Financing

Tax Increment financing is a tool that uses increased revenues generated by taxes gained from growth in property values resulting from successful redevelopment activities. This section presents a brief history of Tax Increment Financing, types of expenses allowed and TIF revenue projections that are likely to be generated within the Westside CRA in the next forty years.

History of Tax Increment Financing

Tax increment financing was originally developed over 30 years ago as a method to meet the local match requirements of federal grant programs. With the reduction in federal funds available for local projects, however, tax increment financing is standing on its own as a method to finance local redevelopment. State law controls tax increment financing. Because of this control, tax increment financing takes on a number of different techniques and appearances throughout the country.

In Florida, tax increment financing is derived from the Community Redevelopment Act of 1969, which is codified as Part III, Chapter 163 of the Florida Statutes. This act provided for a combination of public and private redevelopment efforts, but did not authorize the use of tax increment financing. The Act was amended in 1977 to allow tax increment financing. Under the Statutes, municipalities must go through a number of steps to establish a redevelopment area and implement tax increment financing. Tax increment revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.

Upon approval of the governing body, a trust fund for each community redevelopment area may be established. The revenues for the trust fund are obtained by capturing any increases in taxable assessed value generated in the redevelopment area. The current assessed value of the district is set as the base and any increases to the base (the tax increment revenues) are available for improvements to the area. The property tax paid on the base assessed value continues to be distributed to the local governments.

The tax collector collects the entire property tax and subtracts the tax on the base value, which is available for general government purposes. Of the remaining tax increment revenues, 95 percent are deposited to the trust fund.

Type of Expenses Allowed

Funds from the redevelopment trust fund may be expended from time to time for undertakings of the community redevelopment agency which are directly related to financing or refinancing of redevelopment in the redevelopment area pursuant to an approved community redevelopment plan.

Tax Increment Projections

The following spreadsheet provides tax increment revenue projections for the Westside Redevelopment Area. As illustrated in Map A-1, the Plan recommends establishing two tax increment financing (TIF) districts- Western Gateway TIF District and Westside Neighborhoods TIF District to fund infrastructure and redevelopment improvements. The Western Gateway TIF district includes the entire ACW site and properties north of Gimble Street to Government, between Barrancas Avenue and “A” Street. The Westside Neighborhoods TIF District consists of the balance of the designated Westside Community Redevelopment Area.

Westside CRA Taxable Value Growth Rate (2001-2006)						
	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2001-2006
Westside Neighborhoods TIF District	2.9%	1.2%	21.6%	0.4%	37.2%	12.3%
Western Gateway TIF District	2.3%	1.2%	38.2%	-5.3%	41.8%	15.1%

Source: Escambia County Property Appraiser GIS Database (2006)

Assumptions

The model contains assumptions that increase the property values in the fifth and tenth years based on the anticipated completion of proposed American Creosote Works Reuse for the Western Gateway TIF District. Because of the added value of this project, the Westside redevelopment program is well positioned for successfully completing the projects identified in the redevelopment plan. The City of Pensacola has several options for obtaining initial financing and grants to enable immediate planning and design of their projects. The City can obtain interim financing through bond notes, commercial loans or commercial lines of credit based on projected revenues. These funds, combined with other funding sources and programs identified in this plan should enable the City to embark on an aggressive public improvement program that will serve as a catalyst for private sector investment.

Tax Increment Financing Revenue (TIF) projections for the Westside Redevelopment Area were estimated using the 2006 taxable values provided by the Escambia County Property Appraiser’s records. The average growth rate of the taxable values for all parcels in the recommended Westside Neighborhoods CRA, between 2001 and 2006 was used. The average taxable value growth rate between 2001 and 2006 for all properties in the recommended Westside Neighborhoods TIF District is 12.3% and 15.1% for the Western Gateway TIF District. However, in order to be appropriately conservative, growth rates of 3.0% and 5.0% are assumed for TIF Revenue calculations. The projections were subject to the 2006 City millage rate (4.950) and the 2006 County millage rate (8.756). The methodology underestimates the impact that new development and public improvements will have on the total taxable value of the properties in the TIF district because the projected revenue estimates do not capture the growth in assessments that will result from new construction.

Methodology

The base year (2007) taxable value is subtracted from the projected total base value. The increment is then multiplied by the millage rate available to the TIF district over the next forty years. The gross incremental CRA revenue is discounted back to 95%, the maximum allowed by Statute, to calculate the net incremental CRA revenue.

Results

Table A, B, C and D show estimates of the annual increment increase for all taxable properties in the Westside Neighborhoods TIF District and the Western Gateway TIF District at growth rates of 3.0% and 5.0%.

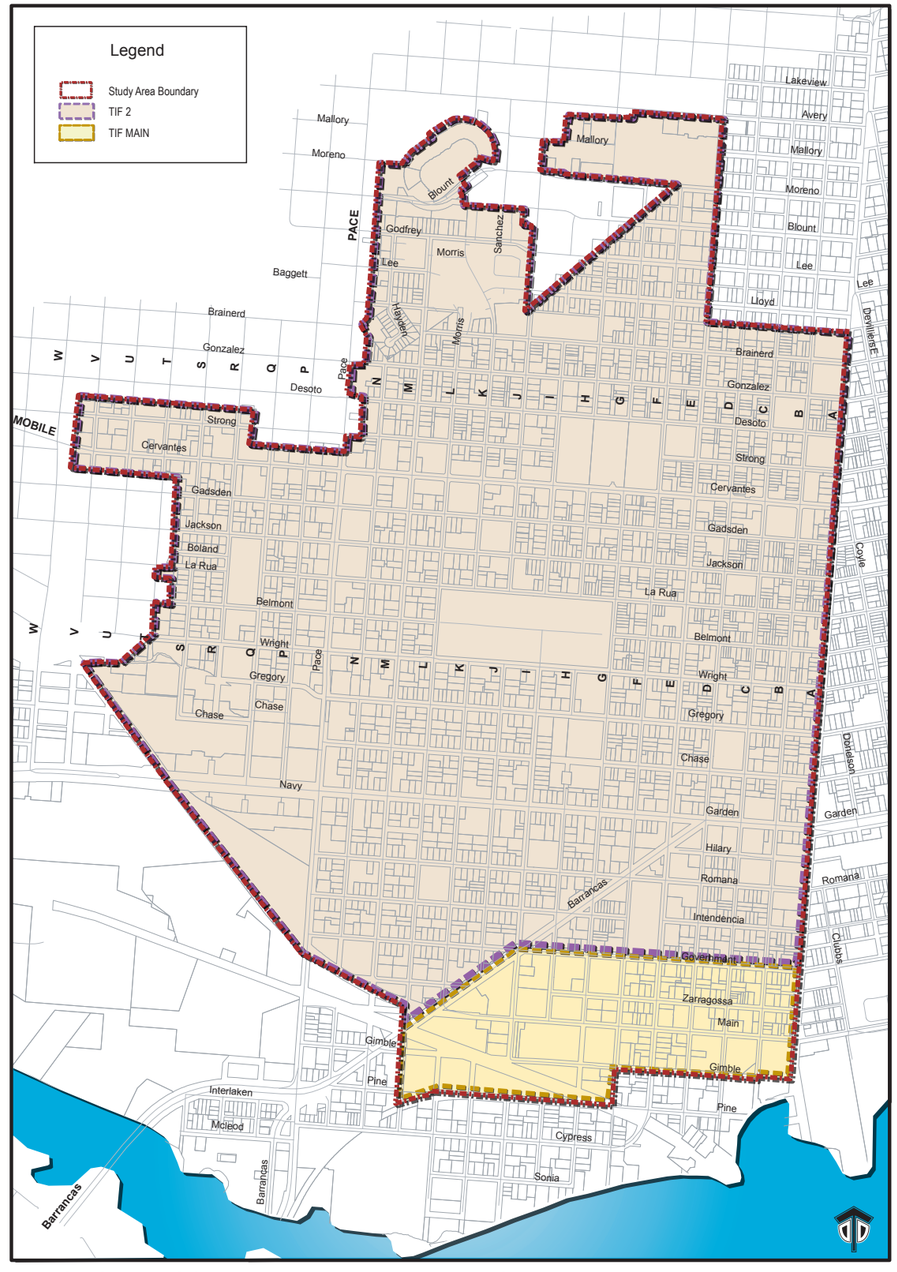
The total increment over 40 years for the Westside Neighborhoods TIF District at 3% growth rate is projected to be $61.4 million. The total increment over a 40 year TIF district life for the Western Gateway TIF District at 5% growth rate is projected to be $141.5 million.

The total increment over 40 years for the Western Gateway District at 3% growth rate with the ACW site redevelopment is projected to be $48.7 million. The total increment over 40 years for the Western Gateway TIF District (including the ACW site redevelopment) at 5% growth rate is projected to be $75.3 million.

The estimates are sensitive to several factors including market forces and changes to the assessment system in Escambia County. While the estimates show a moderate growth in the taxable values in the early years of the TIF, they provide a conservative projection for the revenue stream that the recommended Westside Neighborhoods TIF district is likely to generate.

TIF DISTRICTS

MAP A-1



WESTSIDE COMMUNITY REDEVELOPMENT AREA PLAN

CITY OF PENSACOLA

0 250 500 1,000 1,500 2,000 Feet

Table A. Westside Neighborhoods TIF District @ 3% Annual Growth Rate

Years	Annual Assessed Value	Annual Incremental Increase	Gross Incremental CRA Revenue	Net (95%) Incremental CRA Revenue
2007 (base)	$125,163,377	$0	$0	$0
2008	$128,918,278	$3,754,901	$51,480	$48,906
2009	$132,785,827	$7,622,450	$104,504	$99,279
2010	$136,769,401	$11,606,024	$159,119	$151,163
2011	$140,872,484	$15,709,107	$215,372	$204,603
2012	$145,098,658	$19,935,281	$273,313	$259,647
2013	$149,451,618	$24,288,241	$332,992	$316,342
2014	$153,935,166	$28,771,789	$394,461	$374,738
2015	$158,553,221	$33,389,844	$457,775	$434,886
2016	$163,309,818	$38,146,441	$522,988	$496,838
2017	$168,209,112	$43,045,735	$590,157	$560,649
2018	$173,255,386	$48,092,009	$659,341	$626,374
2019	$178,453,047	$53,289,670	$730,601	$694,071
2020	$183,806,639	$58,643,262	$803,999	$763,799
2021	$189,320,838	$64,157,461	$879,599	$835,619
2022	$195,000,463	$69,837,086	$957,466	$909,593
2023	$200,850,477	$75,687,100	$1,037,670	$985,787
2024	$206,875,991	$81,712,614	$1,120,280	$1,064,266
2025	$213,082,271	$87,918,894	$1,205,368	$1,145,100
2026	$219,474,739	$94,311,362	$1,293,009	$1,228,358
2027	$226,058,981	$100,895,604	$1,383,279	$1,314,115
2028	$232,840,751	$107,677,374	$1,476,257	$1,402,444
2029	$239,825,973	$114,662,596	$1,572,024	$1,493,423
2030	$247,020,753	$121,857,376	$1,670,665	$1,587,131
2031	$254,431,375	$129,267,998	$1,772,264	$1,683,651
2032	$262,064,316	$136,900,939	$1,876,912	$1,783,066
2033	$269,926,246	$144,762,869	$1,984,699	$1,885,464
2034	$278,024,033	$152,860,656	$2,095,720	$1,990,934
2035	$286,364,754	$161,201,377	$2,210,071	$2,099,567
2036	$294,955,697	$169,792,320	$2,327,853	$2,211,460
2037	$303,804,368	$178,640,991	$2,449,168	$2,326,710
2038	$312,918,499	$187,755,122	$2,574,123	$2,445,417
2039	$322,306,054	$197,142,677	$2,702,826	$2,567,685
2040	$331,975,235	$206,811,858	$2,835,391	$2,693,621
2041	$341,934,492	$216,771,115	$2,971,932	$2,823,335
2042	$352,192,527	$227,029,150	$3,112,570	$2,956,941
2043	$362,758,303	$237,594,926	$3,257,426	$3,094,555
2044	$373,641,052	$248,477,675	$3,406,629	$3,236,297
2045	$384,850,284	$259,686,907	$3,560,307	$3,382,292
2046	$396,395,792	$271,232,415	$3,718,596	$3,532,667
2047	$408,287,666	$283,124,289	$3,881,634	$3,687,552
				$61,398,346

Table B. Westside Neighborhoods TIF District @ 5% Annual Growth Rate

Years	Annual Increase in Assessed Value	Annual Incremental Increase	Gross Incremental CRA Revenue	Net (95%) Incremental CRA Revenue
2007 (base)	$125,163,377	$0	$0	$0
2008	$131,421,546	$6,258,169	$85,799	$81,510
2009	$137,992,623	$12,829,246	$175,889	$167,095
2010	$144,892,254	$19,728,877	$270,483	$256,959
2011	$152,136,867	$26,973,490	$369,807	$351,316
2012	$159,743,710	$34,580,333	$474,096	$450,392
2013	$167,730,896	$42,567,519	$583,601	$554,421
2014	$176,117,441	$50,954,064	$698,580	$663,651
2015	$184,923,313	$59,759,936	$819,309	$778,343
2016	$194,169,478	$69,006,101	$946,074	$898,770
2017	$203,877,952	$78,714,575	$1,079,177	$1,025,218
2018	$214,071,850	$88,908,473	$1,218,935	$1,157,988
2019	$224,775,442	$99,612,065	$1,365,681	$1,297,397
2020	$236,014,214	$110,850,837	$1,519,765	$1,443,777
2021	$247,814,925	$122,651,548	$1,681,553	$1,597,475
2022	$260,205,671	$135,042,294	$1,851,430	$1,758,858
2023	$273,215,955	$148,052,578	$2,029,801	$1,928,311
2024	$286,876,753	$161,713,376	$2,217,090	$2,106,236
2025	$301,220,590	$176,057,213	$2,413,744	$2,293,057
2026	$316,281,620	$191,118,243	$2,620,231	$2,489,220
2027	$332,095,701	$206,932,324	$2,837,042	$2,695,190
2028	$348,700,486	$223,537,109	$3,064,694	$2,911,459
2029	$366,135,510	$240,972,133	$3,303,728	$3,138,542
2030	$384,442,286	$259,278,909	$3,554,714	$3,376,978
2031	$403,664,400	$278,501,023	$3,818,249	$3,627,337
2032	$423,847,620	$298,684,243	$4,094,961	$3,890,213
2033	$445,040,001	$319,876,624	$4,385,509	$4,166,233
2034	$467,292,001	$342,128,624	$4,690,583	$4,456,054
2035	$490,656,601	$365,493,224	$5,010,912	$4,760,366
2036	$515,189,431	$390,026,054	$5,347,257	$5,079,894
2037	$540,948,903	$415,785,526	$5,700,420	$5,415,399
2038	$567,996,348	$442,832,971	$6,071,240	$5,767,678
2039	$596,396,165	$471,232,788	$6,460,602	$6,137,571
2040	$626,215,974	$501,052,597	$6,869,431	$6,525,960
2041	$657,526,772	$532,363,395	$7,298,702	$6,933,767
2042	$690,403,111	$565,239,734	$7,749,437	$7,361,965
2043	$724,923,267	$599,759,890	$8,222,708	$7,811,573
2044	$761,169,430	$636,006,053	$8,719,643	$8,283,661
2045	$799,227,901	$674,064,524	$9,241,425	$8,779,353
2046	$839,189,296	$714,025,919	$9,789,295	$9,299,831
2047	$881,148,761	$755,985,384	$10,364,560	$9,846,332
				$141,565,348

Table C. Western Gateway TIF District Projections @ 3% Annual Growth Rate

Years	Annual Assessed Value	Annual Incremental Increase	Gross Incremental CRA Revenue	Net (95%) Incremental CRA Revenue
2007 (base)	$12,910,226	$0	$0	$0
2008	$13,297,533	$387,307	$5,310	$5,044
2009	$13,696,459	$786,233	$10,779	$10,240
2010	$14,107,353	$1,197,127	$16,413	$15,592
2011	$14,530,573	$1,620,347	$22,215	$21,104
2012	$14,966,490	$2,056,264	$28,191	$26,782
2013	$35,415,485	$22,505,259	$308,547	$293,120
2014	$36,477,950	$23,567,724	$323,113	$306,958
2015	$37,572,288	$24,662,062	$338,117	$321,211
2016	$38,699,457	$25,789,231	$353,570	$335,892
2017	$39,860,440	$26,950,214	$369,487	$351,013
2018	$84,056,254	$71,146,028	$975,412	$926,641
2019	$86,577,941	$73,667,715	$1,009,984	$959,485
2020	$89,175,279	$76,265,053	$1,045,594	$993,314
2021	$91,850,538	$78,940,312	$1,082,272	$1,028,158
2022	$94,606,054	$81,695,828	$1,120,050	$1,064,047
2023	$97,444,236	$84,534,010	$1,158,961	$1,101,013
2024	$100,367,563	$87,457,337	$1,199,040	$1,139,088
2025	$103,378,590	$90,468,364	$1,240,321	$1,178,305
2026	$106,479,947	$93,569,721	$1,282,841	$1,218,699
2027	$109,674,346	$96,764,120	$1,326,636	$1,260,304
2028	$112,964,576	$100,054,350	$1,371,745	$1,303,158
2029	$116,353,513	$103,443,287	$1,418,207	$1,347,297
2030	$119,844,119	$106,933,893	$1,466,064	$1,392,760
2031	$123,439,442	$110,529,216	$1,515,356	$1,439,588
2032	$127,142,625	$114,232,399	$1,566,126	$1,487,820
2033	$130,956,904	$118,046,678	$1,618,420	$1,537,499
2034	$134,885,611	$121,975,385	$1,672,283	$1,588,668
2035	$138,932,180	$126,021,954	$1,727,761	$1,641,373
2036	$143,100,145	$130,189,919	$1,784,904	$1,695,659
2037	$147,393,149	$134,482,923	$1,843,761	$1,751,573
2038	$151,814,944	$138,904,718	$1,904,384	$1,809,164
2039	$156,369,392	$143,459,166	$1,966,825	$1,868,484
2040	$161,060,474	$148,150,248	$2,031,140	$1,929,583
2041	$165,892,288	$152,982,062	$2,097,384	$1,992,515
2042	$170,869,057	$157,958,831	$2,165,616	$2,057,335
2043	$175,995,129	$163,084,903	$2,235,894	$2,124,099
2044	$181,274,982	$168,364,756	$2,308,281	$2,192,867
2045	$186,713,232	$173,803,006	$2,382,839	$2,263,697
2046	$192,314,629	$179,404,403	$2,459,634	$2,336,653
2047	$198,084,068	$185,173,842	$2,538,733	$2,411,797
				$48,727,601

Table D. Western Gateway TIF District Projections @ 5% Annual Growth Rate

Years	Annual Assessed Value	Annual Incremental Increase	Gross Incremental CRA Revenue	Net (95%) Incremental CRA Revenue
2007 (base)	$12,910,226	$0	$0	$0
2008	$13,555,737	$645,511	$8,850	$8,407
2009	$14,233,524	$1,323,298	$18,142	$17,235
2010	$14,945,200	$2,034,974	$27,899	$26,505
2011	$15,692,460	$2,782,234	$38,144	$36,237
2012	$16,477,083	$3,566,857	$48,902	$46,457
2013	$37,300,938	$24,390,712	$334,397	$317,677
2014	$39,165,984	$26,255,758	$359,966	$341,968
2015	$41,124,284	$28,214,058	$386,815	$367,474
2016	$43,180,498	$30,270,272	$415,005	$394,255
2017	$45,339,523	$32,429,297	$444,606	$422,375
2018	$90,606,499	$77,696,273	$1,065,216	$1,011,955
2019	$95,136,824	$82,226,598	$1,127,327	$1,070,960
2020	$99,893,665	$86,983,439	$1,192,543	$1,132,916
2021	$104,888,348	$91,978,122	$1,261,020	$1,197,969
2022	$110,132,766	$97,222,540	$1,332,921	$1,266,275
2023	$115,639,404	$102,729,178	$1,408,417	$1,337,996
2024	$121,421,374	$108,511,148	$1,487,688	$1,413,303
2025	$127,492,443	$114,582,217	$1,570,922	$1,492,376
2026	$133,867,065	$120,956,839	$1,658,318	$1,575,402
2027	$140,560,418	$127,650,192	$1,750,084	$1,662,580
2028	$147,588,439	$134,678,213	$1,846,438	$1,754,116
2029	$154,967,861	$142,057,635	$1,947,610	$1,850,230
2030	$162,716,254	$149,806,028	$2,053,841	$1,951,149
2031	$170,852,067	$157,941,841	$2,165,383	$2,057,114
2032	$179,394,670	$166,484,444	$2,282,502	$2,168,377
2033	$188,364,404	$175,454,178	$2,405,477	$2,285,203
2034	$197,782,624	$184,872,398	$2,534,601	$2,407,871
2035	$207,671,755	$194,761,529	$2,670,181	$2,536,672
2036	$218,055,343	$205,145,117	$2,812,540	$2,671,913
2037	$228,958,110	$216,047,884	$2,962,016	$2,813,916
2038	$240,406,016	$227,495,790	$3,118,967	$2,963,019
2039	$252,426,316	$239,516,090	$3,283,766	$3,119,577
2040	$265,047,632	$252,137,406	$3,456,804	$3,283,964
2041	$278,300,014	$265,389,788	$3,638,494	$3,456,569
2042	$292,215,015	$279,304,789	$3,829,269	$3,637,805
2043	$306,825,765	$293,915,539	$4,029,582	$3,828,103
2044	$322,167,053	$309,256,827	$4,239,911	$4,027,916
2045	$338,275,406	$325,365,180	$4,460,757	$4,237,719
2046	$355,189,176	$342,278,950	$4,692,644	$4,458,012
2047	$372,948,635	$360,038,409	$4,936,127	$4,689,320
				$75,338,886

Appendix B Statutory Requirements







Statutory Requirements

This section addresses the specific requirements of Chapter 163, Part III, Florida Statutes, as they relate to the preparation and adoption of Community Redevelopment Plans in accordance with Sections 163.360 and 163.362. Provided below is a brief synopsis of each Sub-Section requirement from 163.360 and 1653.362, and a brief description of how the redevelopment plan and adoption process meet those requirements.

163.360 – COMMUNITY REDEVELOPMENT PLANS

Section 163.360 (1), Determination of Slum or Blight By Resolution

This section requires that a local governing body determine by resolution that an area has been determined to be a slum or blighted area before a redevelopment area can be established.

Action: The City of Pensacola City Council commissioned a Westside Neighborhoods Finding of Necessity Study which documented the existence of conditions of blight in the Westside Neighborhoods Area. On January 25, 2007, City Council approved a resolution finding the Westside Neighborhoods Area a blighted area appropriate for rehabilitation, conservation and redevelopment in the public interest and designated the Westside Neighborhoods Area a Community Redevelopment Area.

Section 163.360 (2)(a), Conformance with the Comprehensive Plan

The Local Planning Agency is charged with determining that the Westside Community Redevelopment Area Plan Redevelopment Plan is in conformance with the adopted Comprehensive Plan.

Action:

The Redevelopment Plan was submitted to the City of Pensacola Planning Board for determination of its conformance with the City's Comprehensive Plan at its May 8, 2007 meeting.

Section 163.360 (2)(b), Completeness

This section requires that the redevelopment plan be sufficiently complete to address land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation of properties within the redevelopment area as well as zoning or planning changes; land uses, maximum densities and building requirements.

Action:

These issues are addressed in Chapters 4,5 and 6 of the Redevelopment Plan.

Section 163.360 (2)(c), Development of Affordable Housing

This section requires the redevelopment plan to provide for the development of affordable housing, or to state the reasons for not addressing affordable housing.

Action:

The Redevelopment Plan anticipates the need to renovate and reconstruct existing housing units as well as to provide new affordable and market rate housing within the Westside Redevelopment Area, for both rental and owner occupancy.

Section 163.360 (3), Community Policing Innovations

The redevelopment plan may provide for the development and implementation of community policing innovations.

Action:

The Redevelopment Plan supports the use of community policing as stated in Residential Preservation and Enhancement Element of the Concept Plan (Chapter 4) and Implementation Strategies (Chapter 6).

Section 163.360 (4), Plan Preparation and Submittal Requirements

The Community Redevelopment Agency may prepare a Community Redevelopment Plan. Prior to considering this plan, the redevelopment agency will submit the plan to the local planning agency for review and recommendation as to its conformity with the comprehensive plan.

Action:

The City of Pensacola City Council, as the Pensacola Community Redevelopment Agency, authorized the preparation of this Community Redevelopment Plan through the contracted services of the RMPK Group Inc., Certified Planners and Licensed Landscape Architects. On May 8, 2007 the Redevelopment Plan was submitted to the City of Pensacola Planning Board for determination that the redevelopment plan was in conformance with the City's Comprehensive Plan.

Section 163.360 (5)(6)(7)(a)(b)(c)(d)(e), Plan Approval

163.360 (5). The Community Redevelopment Agency will submit the Redevelopment Plan, along with written recommendations, to the governing body and each taxing authority operating within the boundaries of the redevelopment area.

Action:

The City of Pensacola will submit this Redevelopment Plan and any written comment to the Escambia County Board of Commissioners, Escambia County School Board and the Northwest Florida Water Management District for review prior to public hearing and consideration of adoption by the City Council.

163.360 (6). The governing body shall hold a public hearing on the Community Redevelopment Plan after public notice by publication in a newspaper having a general circulation in the area of operation of the Westside Redevelopment Area Plan.

Action: A public hearing on the Westside Community Redevelopment Plan Community Redevelopment Plan was held on May 24, 2007. Notice of the Public Hearing was published in the Pensacola News Journal ten days prior to the hearing.

163.360 (7). Following the public hearing described above, the City Council may approve the redevelopment plan if it finds that:

(a) A feasible method exists for the location of families who will be displaced from the Redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;

Action:

Widespread displacement of families is not anticipated due to direct action by the City of Pensacola. Families temporarily displaced due to home reconstruction will be provided a monetary allowance for temporary housing.

(b) The Redevelopment Plan conforms to the general or comprehensive plan of the county or municipality as a whole;

Action: The Westside Community Redevelopment Plan Redevelopment Plan conformance was determined by the City of Pensacola Planning Board to be in conformance with the City's Comprehensive Plan on May 8, 2007.

(c) The Redevelopment Plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the Plan;

Action: The need to utilize community policing innovations is supported in Chapter 4 of Redevelopment Plan and gives consideration to community policing innovations as part of the action strategies under the Residential Preservation Element. Improved recreational opportunities are referenced in the Chapter 4 of the Redevelopment Plan under the Parks and Recreation element.

(d) The Redevelopment Plan will afford maximum opportunity consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the redevelopment area by private enterprise.

Action:

The need for, and role of, private enterprise/ investment to ensure the successful rehabilitation or redevelopment of the Westside Redevelopment Area is contained in the Implementation Strategies section (Chapter 6).

(e) Maintenance of coastal area evacuation time and protection of property against exposure to natural disasters.

Action:

Not applicable. This is for redevelopment areas that are located in a coastal tourist area.

Section 163.360 (8)(a)(b), Land Acquisition

Not applicable. The Westside Community Redevelopment Area falls within the Pensacola Inner City Area. The inner city area is a built environment and among the oldest of developed sections of Pensacola. Scattered vacant lots are suitable for infill development. Other sites may become available due to demolition.

Section 163.360 (9), Full Force and Effect

Upon approval by a governing body of a community redevelopment plan or any modification thereof, the plan and/or modification shall be deemed in full force and effect.

Action:

The Pensacola City Council approved the Westside Community Redevelopment Plan by adoption of resolution on May 24, 2007.

Section 163.360 (10), Need as a Result of Emergency.

Provides guidance for development of a redevelopment plan when an area has been designated as blighted as the result of an emergency under Chapter 252.34(3).

Action: Not Applicable.

Chapter 163.362 - Contents of Community Redevelopment Plans

Every community redevelopment plan shall:

Chapter 163.362(1) Legal Description

Contain a legal description of the boundaries of the redevelopment area and the reasons for establishing such boundaries shown in the plan.

Action:

A legal description of the boundaries of the redevelopment area and the reasons for establishing the boundaries are contained in the Finding of Necessity Study. Appendix D of the Redevelopment Plan contains the Legal Description of the boundaries for the Westside Community Redevelopment Area.

Chapter 163.362(2) Show By Diagram and General Terms:

(a) Approximate amount of open space and the street layout.

Action: This task is accomplished through the Concept Plan Map (Chapter 4)

(b) Limitations on the type, size, height number and proposed use of buildings.

Action: This is also described in the Conceptual Plan, however it is expected that the City's zoning ordinance and land development regulations will continue to provide the regulatory framework for any building dimension or style limitations.

(c) The approximate number of dwelling units.

Action: Based on the future land use concepts contained in the Plan, and the expressed desire to increase residential opportunities in the Westside Redevelopment Area, it can be reasonably expected that new investment in housing will occur over time. Future development of moderate to high density residential projects are encouraged in other areas of the redevelopment area, as well as new investment in single family in-fill, if successful, is expected to increase residential densities.

(d) Such property as is intended for use as public parks, recreation areas, streets, public utilities and public improvements of any nature.

Action:

Proposed future uses and facilities are described in the Concept Plan section of the Redevelopment Plan (Chapter 4).

Chapter 163.362(3) Neighborhood Impact Element

If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas.

Action:

The Neighborhood Impact Element is described in the Concept Plan section (Chapter 4) of the Redevelopment Plan.

Chapter 163.362(4) Publicly Funded Capital Projects

Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.

Action:

A list of publicly funded projects located within the boundaries of the redevelopment area is contained in the Capital Projects and Program Initiatives section (Chapter 5) of this Plan.

Chapter 163.362(5) (6) Safeguards and Retention of Control

Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan. Provide for the retention of controls and establishment of any restrictions or covenants running with land sold or leased for private use.

Action:

The following safeguards and procedures will help ensure redevelopment efforts in the redevelopment area are carried out pursuant to the redevelopment plan:

Upon adoption, the Community Redevelopment Plan will become the guiding document for future development, redevelopment, conservation and revitalization activities in and for the Westside Redevelopment Area. In order to assure that redevelopment will take place in conformance with the projects, the Pensacola City Council will utilize the regulatory devices, instruments and systems such as zoning and land use restrictions available to it to permit and/or restrict development and redevelopment within the area. These include but are not limited to the Comprehensive Plan, the Land Development Code, the Zoning Code, design guidelines, performance standards, development review, permitting and approval processes.

The City of Pensacola and the Community Redevelopment Agency shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and other instruments relative to any real property conveyed shall contain restrictions and/or covenants to run with the land to govern its uses, or shall contain other provisions necessary to carry out the goals and objectives of the redevelopment plan.

Chapter 163.362(7) Assurance of Replacement Housing for Displaced Persons

Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.

Action:

Addressed in the Neighborhood Impact Element contained in the Concept Plan section (Chapter 4) of the Redevelopment Plan..

Chapter 163.362(8) Element of Residential Use

Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low to moderate income, including the elderly.

Action:

There are residential uses of various types and character, including, single-family, multi-family, rental units, owner occupied units, and detached units in existence in the redevelopment area at the time of this writing. The efforts undertaken by the Agency, as described in this Redevelopment Plan, are intended to retain and enhance a high quality of residential use, particularly with regard to developing and maintaining sustainable neighborhoods. Redevelopment program activities will strive to cultivate the positive neighborhood characteristics cited by the community during public workshops and reduce or eliminate any negative characteristics.

The establishment of a revitalized and expanded residential base within the Westside Redevelopment Area community is essential to achieve a successful economic redevelopment program. Residents living within the redevelopment area will comprise components of the work force and the market, which will generate economic activity.

Chapter 163.362(9) Statement of Projected Costs

Contain a detailed statement of the projected costs of development, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment funds.

Action:

Project costs and funding sources are described in the Capital Projects and Program Initiatives section (Chapter 5) of the Redevelopment Plan.

Chapter 163.362(10) Duration of Plan

Provide a time certain for completing all redevelopment financed by increment revenues.

Action:

Any redevelopment project financed by tax increment revenues will be completed within forty-years from the date of approval of the Redevelopment Plan by the Pensacola City Council.

Chapter 163.362(11) Statutory Predisposition

This section provides relief to some of the subsections of Section 163.360, if the redevelopment plan was adopted before Chapter 84-356, Laws of Florida, became a law.

Action: Not Applicable.

Appendix C PUBLIC INVOLVEMENT







Working Group Meetings Summary Report

This section outlines the information obtained during work sessions conducted on May 3rd, 4th, and 23rd and June 21st and 22nd, 2005 in the City of Pensacola, Florida. At each session a brief overview of the planning process was provided along with a summary of the Neighborhood Assessment. During these work sessions, the participants were involved in a brainstorming session to identify the neighborhood assets, issues of concern and potential opportunities that are characteristic of the West Side Neighborhoods.

The information contained in this report presents a list of the attendees and a brief summary of the comments provided by them. The information was incorporated in the formulation of the Concept Plan development phase of the West Side Neighborhood.

PUBLIC WORKSHOP - MAY 3, 2005

The following information was gathered during the Public Workshop held on May 3rd at the Fricker Community Center, Pensacola, Florida with the residents of the West Side Neighborhoods. With the help of aerial photographs and base maps of the neighborhoods, the residents were encouraged to actively participate in the planning process. The following are some of the opportunities and constraints identified by the residents:

ASSETS

- Baptist Hospital
- Parks
- Fricker Center
- Legion Field
- Trees
- Mom and Pop Businesses
- Churches
- Residential character of A Street
- Historical Significance
- Proximity to Downtown
- Architectural character



CONCERNS

- Abandoned Properties
- Package Stores
- Vacant Lots and Buildings
- Rise in illegal activities: Drug Activity and Prostitution
- Presence of abandoned and underutilized motels on Cervantes St.
- Poor aesthetic character of Habitat Housing design
- Lack of Street Lighting
- Inadequate Neighborhood parks especially south of Cervantes
- Absence of high rise buildings
- Irregularity of City limit lines
- Deteriorating conditions of Storm Water Drainage
- Vagrancy
- Blight/properties in poor condition

SOLUTIONS

- Clean Cemeteries: better maintenance
- Sting Operations: prostitutes
- In-fill- Affordable Housing (Better Quality and Design)
- Trim/Prune the dead trees
- Better Code Enforcement
- Better Maintenance on Parks
- Employment Opportunities for Teenagers
- More Police Patrols (including bike)
- Advertise funds for Small Businesses
- No high rise buildings
- Rehabilitate houses and provide assistance for those in need
- Develop a Grocery Store
- Institute Façade Improvement Programs
- Develop Housing Rehabilitation Program
- Develop Design guidelines for housing
- Enforce zoning changes to protect residential character of A Street

OVERVIEW OF RESULTS FROM PUBLIC MEETING

The participants in the public workshop raised an over all sentiment that Hurricane Ivan had actually reversed the demographic data from decline to actual in-migration. Other issues of concern include work force training, housing conditions, design and long-term affordability, level of income and nature of employment, decreasing population and households and lack of private sector investment in revitalizing commercial corridors.

WESTSIDE NEIGHBORHOODS STEERING COMMITTEE MEETING MAY 4, 2005

The following summary of comments was gathered on May 4th, at the Lakeview Center in the City of Pensacola during a Steering Committee meeting. The Steering Committee's responsibility is to champion the process within the community and ultimately make a recommendation to City Council regarding the Plan Each of the Steering Committee members described their vision for the neighborhoods, the needs and what their organizations may have planned in the future. The following is a summary of their comments:

Assets

- The Change of Pace neighborhood has made great strides lately through City sponsored cleanup and sidewalk construction.
- "A" Street will become a major corridor as the historic downtown develops.
- The Housing Authority has plans to redevelop Morris Court with construction of 24 new apartments.
- Attucks Court has received very high marks from the Federal Government regarding conditions in this neighborhood.
- Habitat for Humanity housing has enabled home ownership for tenants in the public housing projects freeing space for new residents.
- A new neighborhood recreational center is proposed. Council has appropriated $1 million LOST
- The School Board would like to build a New Urban School in the neighborhood requiring a minimum of 5 acres of land.
- The St. Johns Cemetery is a great historic resource with numerous dignitaries including 2 former governors, state representatives and war heroes buried there.

CONCERNS

- Legion Field is a historic site that is supposed to provide recreational opportunities for the area residents but, the field is being physically destroyed and has become an area for prostitution, which is a terrible influence on the youths in the neighborhood.
- More tot lots and passive parks are needed especially in the area south of Cervantes.
- Police response is slow
- Speeding is an issue especially by people on motorcycles.
- Cost to complete improvements has increased from $55 to $85 per square foot since the occurrence of the Hurricane Ivan.
- The Housing Commission has been listening to architects and planners who are recommending higher architectural standards and a site layout more consistent with "New Urbanism" principles.
- The St. John's cemetery must be restored but resources are limited in light of the impact of Hurricane Ivan on those who currently reside in the area.
- This cemetery, along with others in the community should be part of a historic tour.





SOLUTIONS

- Ensure that the plan is for everyone (old, young, black and white)
- Incorporate energy conservation measures/features into redevelopment/infill projects in the area (solar, wind, alternative energy source) could give the area an edge
- Children are the future and they need better schools, parks and activities.
- Need more code enforcement
- There's a need for housing rehab grants, property improvement grants & R.O.W. enhancement grants
- Stem the demolition of older homes
- Increase home ownership opportunities and help current renters become owners as a means of building neighborhood pride
- Halt the negative activities at the motels on Cervantes
- Housing rehabilitation needs more funding.
- Improvements should be made on A Street with landscaping, decorative street lighting sidewalks and signage. Zoning should be in place to protect the residential character of the road so it doesn't turn into strip commercial uses.
- Cervantes Street needs the establishment of a Facade Grant to improve the deteriorating buildings in that area.
- Consider partnership roles for area churches and grants for restoration.
- Architectural Guidelines are needed to blend Habitat and anything new with the character of the neighborhood (porches, CPTED considerations)
- Use of Geo-thermal systems for energy savings and that grant opportunities may be available.
- More focus on schools (partnerships to nurture kids) and utilize the location of schools to help stabilize the neighborhoods and enhance property values
- Establish the neighborhood as a leader in energy conservation.
- In reaching out to the area's youth we should consider apprenticeship opportunities for electricians, plumbers and other trades.
- Tool Lending Library to provide tools needed for community clean-up
- Employment of the area's youth to fix parks, sidewalks, and buildings in the neighborhood providing jobs and training in construction trades.
- Community Garden to grow fresh produce seasonally to serve area restaurants for profit.
- There needs to be a re-entry program for ex-offenders so they can be trained and employed rather than slipping into old bad habits.

PUBLIC WORKSHOP- MAY 23, 2005

ASSETS

- Neighborhood history
- Cemeteries
- Baptist Hospital
- Fricker Community Center
- Parks
- New quality infill housing
- New businesses in the area (Walgreen's, Circle K, CVS, Auto Parts)
- AA Dixon GED program (child care needed)
- County owned property at Desoto & Gonzales for redevelopment as a park
- Traditional neighborhood character
- Churches
- Good potential for investments
- CJ's Restaurant (Garden & Pace)
- Assisted Living Facility
- Potential for home construction/purchase

CONCERNS

- Loitering (near Cervantes St)
- Lack of neighborhood school
- Pedestrian deaths/ injuries on Cervantes St (Need safe crossings: pedestrian activated cross walks, etc)
- Need new sidewalks (particularly along Cervantes);
- Existing sidewalks need to be reconstructed (614 N E St)
- Need a neighborhood grocery store
- Area is too dark, need additional street lighting (historic style)
- Architectural design/appearance of affordable housing (Habitat & other private need to be off grade, steeper roof pitch, no patio style)
- Poor design of new commercial buildings (no metal buildings)
- Don't want trailers (mobile homes) in the neighborhood
- Need a quality, affordable restaurant in the neighborhood
- Need a branch library in the neighborhood area
- Stormwater drainage is poor in the area (particularly E St, C St, Avery to Cervantes)
- Package/liquor stores on Cervantes Street at M Street and E Street(drinking/loitering outside)
- Dilapidated taxi stand at Cervantes & F Streets is an eyesore
- Abandoned and deteriorated houses need demolition
- Hotels on Cervantes St and associated prostitution
- Neighborhood watch is needed
- Drug activity
- Lloyd Alley (City ROW) from D to G Streets (parallel to Lloyd) is overgrown/ needs maintenance
- Poor drainage/standing water producing high mosquito populations
- Prostitution
- Need a Farmer's Market/fresh produce outlet
- Need additional educational facilities
- Parked cars blocking road at Cervantes & F Streets

SOLUTIONS

- Farmers' Market/growers produce market
- Enhance/beautify main corridors with trees, planting, lights and bike paths
- Add/improve signage on main corridors
- Re-open AA Dixon as neighborhood school
- Re-use Blount School property for housing (no-high rises)
- Cleanup/ improve/ beautify neighborhood cemeteries (plant trees, add signage, fix fence at St John's Cemetery)
- Re-vegetate the neighborhood (replenish post-Ivan)
- Revise zoning to allow mixed (residential/office) uses
- Install traffic calming devices on L Street from Garden to Cervantes
- Install traffic calming devices on Jackson St from Pace to E Street
- Place utilities underground/ Install newer more hurricane resistant traffic lights
- Upgrade/enhance Legion Field
- More educational classes/programs in the neighborhood (bring nursing program to PJC downtown)
- Improve existing parks
- Development more parks
- Upgrade the Fricker Center parking lot
- Increase police patrols in the area
- Amend the noise ordinance to allow for easier enforcement
- Pave streets (Brainerd from A to B)
- Repair existing sidewalks
- Construct new sidewalks (100 BLK of Lee St, C St from LaRua to Mallory, G St, Wright St)
- Construct traffic calming devices at Fricker and at Baptist (F St from Cervantes to Moreno)
- Upgrade traffic lights everywhere
- Enforce laws (loitering at package stores, open containers, noise, code)
- Safe pedestrian crossings (overpass) across Cervantes St
- Resurface roads/ fix potholes
- Annex property at northern boundary of area (around Baptist Hospital)

WESTSIDE NEIGHBORHOODS PLAN - JUNE 21, 2005

WEST SIDE CONCEPT PLAN OVERVIEW

- Neighborhood/Town Center concept co-locating planned new facilities.
- Plan elements include gateways, public infrastructure improvements & key new development projects
- Establish a neighborhood identity through entry signage and primary corridors
- Pursue City control of Pace Blvd
- Provide opportunity for tradesmen to share their skills with apprentices
- Concept plan may require changes to the future land use plan
- Improvement recommendations not only a money decision but an impact decision: remove physical structures, housing and negative activities
- Make investment in maintenance, character and long term stability
- Private investors want to invest where they can achieve a return
- Need to balance pedestrian safety with the flow of goods & services on Cervantes St

GARDEN STREET

- Should be treated as a Western Gateway
- Create Boulevard or Parkway through landscaping, signage & lighting

CERVANTES STREET

- Needs a character change (its purpose shouldn't be only to move traffic through)
- Should become more pedestrian oriented
- New activities/uses are needed
- Thoroughfare needs to be scaled down

A & E STREETS

- Maintain the residential character
- Enhance these corridors

CEMETERIES

- These are historic and physical assets-(two governors buried in one; significant African Americans)
- Establish a walking/driving tour (connect the area)
- Make them inviting (e.g.-Arlington National at small scale)
- An on-going street planning program can be done inexpensively and continually build up the neighborhood

HOUSING (DESIGN STANDARDS)

- Reflect historic character
- Apply principles of new urbanism
- Parking in the rear & side yards
- Pay attention to the details
- Habitat could include emphasis on restoration as much as new construction
- L.A. Kirsey multi-family residential project (subject to new urbanism guidelines)

COMMERCIAL

- Facilitate business growth via an improved environment
- Parking issues are a detriment to business- incorporate shared parking/side street parking
- Grocery store
- Occurrence of commercial should remain at existing 12% levels
- Area needs a haircut & a shave
- Demo of dilapidated structures
- Cut grass on rights of way
- City steps to show commitment to the area

BAPTIST HOSPITAL

- Current improvement plans are in the works
- Good time to partner
- Seek annexation

PUBLIC SECTOR INVESTMENT

- New urban school
- 5 yr plan
- Downtown consolidated technical elementary school
- 4-5 acres needed
- New library
- Investment should address the more negative, blighting influences
- Physical appearance/infrastructure enhancements
- Transform corridor image
- Opportunity for synergy

CEMETERIES & PARKS

Connect traffic to H& I Streets through St' John's

BUSINESS AND CHURCH LEADERS FOCUS GROUP COMMENTS

- Negative demographics are reasons for neighborhood decline
- Resident priorities for improvement match the needs highlighted by the demographic data

ISSUES/CONCERNS

- More parks needed
- More amenities/programs needed in parks (summer programs)
- Not enough activities for area residents/youth
- Cocaine corners-A & Cervantes St
- Judges turning offenders back out on the streets
- Single activity center needed to accommodate seniors, youth, families
- Increasing numbers of rental properties
- Need a focal point for a smaller/tighter community to rally around (e.g.: neighborhood park, coffee shop, etc.)
- Vagrancy/alleged homelessness
- Truancy
- Drug activity & prostitution
- Obvious disconnect from downtown
- Nothing for youth/teens to do (constructive activities)
- Fricker Center useful for specific structured activities
- Visual blight

NEIGHBORHOOD ASSETS

- Location (downtown, close to water)
- Potential spin-off impact of waterfront development
- Good police activity
- Address each sub-neighborhood within the planning area independently rather than as a single neighborhood
- Build neighborhood zones north & south of Cervantes (perhaps in quadrants)
- Don't hamper traffic flow on Cervantes St-retain as main east-west commercial corridor to support business development/job growth
- Maintain controlled, structured commercial access
- Enhance Lakeview, A and E Streets (Jackson St has a lot of history as a former Trolley line)
- DOT involvement is needed
- Establish guidelines (setbacks, design) for commercial corridor to encourage investment

OPPORTUNITIES/ DIRECTIONS

- CDBG
- Façade Program
- Housing Rehab
- Habitat housing should enhance/add value to the neighborhood
- Bridge to downtown
- Cervantes needs a different function, different activities, different look
- Infrastructure improvements
- Business location incentives (write down the cost of land)

PUBLIC WORKSHOP - JUNE 21, 2005

COMMENTS

- Fewer Habitat Houses—the style doesn't blend
- Streetscape, lights, plantings, sidewalks
- New housing should reflect the best of existing structures
- Residential design standards
- Housing that has a connection to the sidewalk
- Commercial development standards are needed
- Cross access between pedestrians and parking
- Development needs an opportunity to make a profit
- Cemeteries need clean-up/beautification/preservation
- High percentages of rental property –encourage home ownership
- Need a quality, clean grocery store
- Zoning changes are needed to allow smaller lot sizes
- Increases in public housing will bring more problems (Morris & Attucks Courts are problem areas)
- Timeline for annexations
- Sewer plant relocation needs to be settled
- Impact of improvements on property taxes (don't price out the elderly/fixed income)
- R.O.W. property is not being maintained (responsibility of adjacent property owners)
- Code enforcement is lacking
- Demolish dilapidated structures
- Structure @ G and Cervantes is an eyesore
- Need to enforce the minimum maintenance ordinance (Standard Housing Code)
- Need to enforce enhanced penalties for drug related crimes (near churches, parks, schools, etc.)
- Opportunities for private infill

STEERING COMMITTEE MEETING - JUNE 22, 2005

- Liquor stores on Cervantes at D and N Streets need to be removed
- Market impacts of improvements may cause property to be purchased for other uses
- Slow traffic on Cervantes
- Create a school slow zone
- Place buildings close to street edge
- Construct a median
- Plant trees
- Reuse of buildings for after school tutorial centers /apprenticeship programs
- Locate new clean supermarket on Cervantes (See St. Pete)
- Establish a CRA to assemble property
- Landscape & other jobs created by the renewal effort should go to local contractors
- A portion of the Blount School property may serve as a community center site
- Jackson & Gregory Streets are very useful active secondary thoroughfares
- Include world class swimming pool in new community center
- Small playground for kids in southern half of neighborhood (prioritized for systematic implementation)
- Beautification of A Street as a residential thoroughfare
- Community policing substation
- Housing rehab combined with a tool loan program
- Beautification/establish a signature streetscape/landscaping plan
- Need to look at multiple sites for new elementary school

Neighborhood Survey

The City of Pensacola distributed a set of questions as a survey to the residents of the West Side Neighborhoods to determine the needs and primary concerns of the neighborhood. There were 45 residents who participated in the survey. The following is a presentation of the survey results:

1. Overall how satisfied are you with your neighborhood as a place to live?

SATISFIED	NOT SATISFIED
12 (26.66%)	33 (73.33%)

2. What can be done to increase your satisfaction? Please be specific.

HOUSING

- Fewer habitat houses
- Upgrade Neighborhood
- Better houses

PHYSICAL ENVIRONMENT

- Clean Up
- Better lighting
- Remove abandoned buildings
- Trash pick up
- Landscaping

PUBLIC INFRASTRUCTURE

- Repair potholes
- Traffic calming devices on residential roads
- Sidewalks

SOCIAL INFRASTRUCTURE

- Eliminate drug activities
- More community activities
- Youth and Senior Activities
- Public Safety Address
- Concerns of Black community

POLICY

- Improvement Plan

3. In general over the past two years, would you say that your neighborhood is improving or declining?

IMPROVING	DECLINING
25 (55.55%)	20 (44.44%)

4. Why do you feel the neighborhood is improving?

5. Why do you feel the neighborhood is declining?

IMPROVING	DECLINING
HOUSING • Infill Housing • Rebuilding • Well maintained exterior houses **PHYSICAL ENVIRONMENT** • Clean up activities • Better Neighbors who care about the surroundings **PUBLIC INFRASTRUCTURE** • New sidewalks • On-going development **SOCIAL INFRASTRUCTURE** • Less crime • In-migration • Good balance of racial mix **POLICY** • City is active	**HOUSING** • Abandoned buildings • Neglect of properties **PHYSICAL ENVIRONMENT** • Hurricane • Empty lots **PUBLIC INFRASTRUCTURE** • Poor drainage • Poor road conditions **SOCIAL INFRASTRUCTURE** • Loud young people • Increase of Vagrants • Gang violence • Drugs, liquor, prostitution • Kids loitering at night • Unconcerned Parents • Lack of Employment **POLICY** • Lack of commitment

6. Please tell us the three things you like best about your neighborhood?

HOUSING

- Affordable housing
- Brick homes
- Integrated Homeowners (mixed)

PHYSICAL ENVIRONMENT

- Close to Downtown
- People in close proximity
- On-going beautification
- Fairly quiet
- Neighborhood Parks
- Historic
- New drug store
- Good location
- Children and older residents
- Trees

PUBLIC INFRASTRUCTURE

- Parks

SOCIAL INFRASTRUCTURE

- Low cost of living
- Churches
- Multi-racial
- Baptist Hospital

7. Please tell us the three things you like least about your neighborhood?

HOUSING

- Poor housing: Habitat housing

PHYSICAL ENVIRONMENT

- Poor lighting
- Unclean environment
- Neglect
- Litter
- Loud music
- Old High School
- Abandoned buildings
- Trash on street: Old Car

PUBLIC INFRASTRUCTURE

- Misuse of the Historic Legion Field
- Cars speeding
- Noisy night traffic

SOCIAL INFRASTRUCTURE

- Lack of Community Pride
- Gangs, drug activities and prostitution
- Kids loitering

POLICY

- Police respond slow
- Unlawful use of off street: motorcycles, mopeds, go carts

8. Please rank, on a scale from one to five, with the five being the most important and one being the least important, the following neighborhood concerns by their importance to you:

More police patrols	62%
Better lighting	60%
Better traffic control	37.7%
More of improved sidewalks	53.3%
More emphasis on beautification	60%
More recreation opportunities	57.7%
Better/more code enforcement	46.6%
Better storm water management	53.3%
Improved roadway conditions	35.5%
More Education	68.8%
Better Jobs	62.2%
Others	22.2%

9. If you could change one thing in your neighborhood, what would it be?

HOUSING

- Improve Habitat housing
- Better houses
- Beautification of neighborhoods

PHYSICAL ENVIRONMENT

- Clean up
- Improve aesthetics

PUBLIC INFRASTRUCTURE

- Road improvement
- Better Drainage
- Better maintenance of sidewalks
- Better and additional lighting

SOCIAL INFRASTRUCTURE

- Remove or monitor vagrants
- Eliminate drug activities
- Eliminate prostitution
- Increase civic pride

POLICY

- More police involvement

10. On the following scale, how likely is it that you will MOVE out of the neighborhood in the next two years?

VERY LIKELY	VERY UNLIKELY
3 (6.66%)	42 (93.33%)

11. If you were to move out of the neighborhood, what would be the reason for your moving?

HOUSING

- Better house
- Change of quiet neighborhood

PHYSICAL ENVIRONMENT

- Deteriorating condition of neighborhood

SOCIAL INFRASTRUCTURE

- Loss of business
- Better opportunity outside the neighborhood
- Job relocation
- Increased crime in the neighborhood

POLICY

- Crime/Safety

12. Do you own or rent your home?

OWN	RENT
35 (77.77%)	10 (22.22%)

13. Do you own or operate a business in the West Side Neighborhoods area?

BUSINESS OWNER	NON BUSINESS OWNER
10 (22.22%)	35 (77.77%)

14. As a business person, are there regulatory issues, administrative processes or business services that could be improved to help strengthen your business? If so, what can be done?

- Fair taxes
- Licensing to help local new businesses
- Training
- City has been extremely cooperative and supportive

15. As a business person or resident, what is your impression of the physical condition of the commercial roadways in the West Side neighborhoods area?

GOOD	POOR
5 (11.11%)	40 (88.88%)

16. Participate as Planning Process Volunteer

YES	NO
11 (24.44%)	34 (75.55%)

Appendix D LEGAL DESCRIPTION

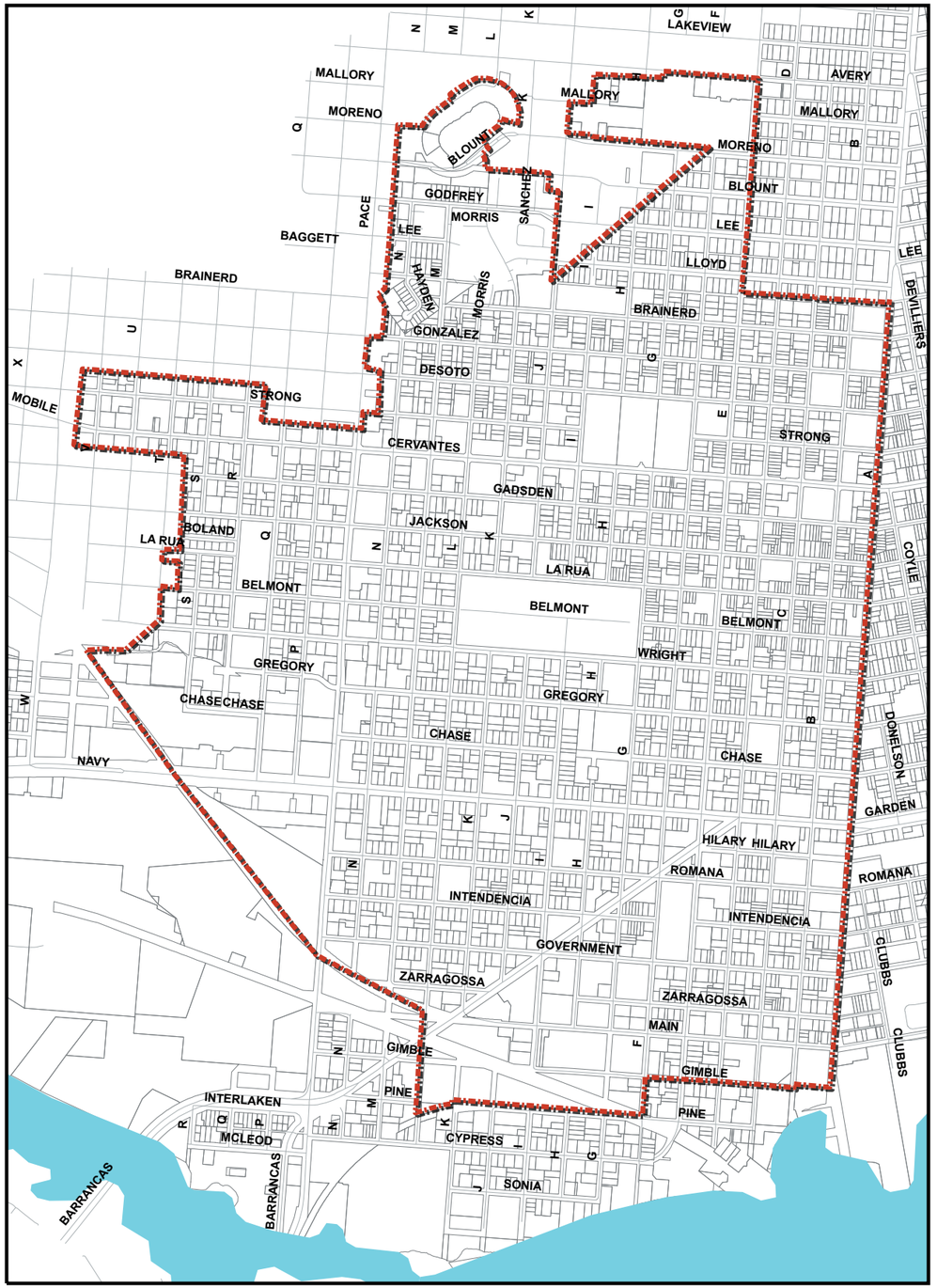






Legal Boundary Description

Commencing at the intersection of the current City Limits line, as of January 11, 2007, and the Westerly right-of-way line of the Alabama and Gulf Coast Railway, LLC where they intersect Bayou Chico; thence Easterly and Northerly along said City Limits line, to its intersection with the Easterly right-of-way line of 'E' Street; thence Southerly along said Easterly right-of-way line to its intersection with the Northerly right-of-way line of the alley in Blocks 10, 11, 30, and 31, of the West King Tract; thence Easterly along said Southerly right-of-way line to the Easterly right-of-way line of 'A' Street; the Southerly along said Easterly right-of-way line to the Southerly right-of-way line of Gimble Street; thence Westerly along said Southerly right-of-way line to the Easterly right-of-way line of 'F' Street; thence Southerly along said Easterly right-of-way line to the Southerly right-of-way line of Pine Street; thence Westerly along said Southerly right-of-way line and the former Southerly right-of-way line of the St. Louis-San Francisco Railway (now abandoned Bayshore Line), to the Westerly right-of-way line of 'K' Street; thence Northerly along said Westerly right-of-way line to its intersection with the Northerly right-of-way line of the St. Louis-San Francisco Railway (now abandoned Bayshore Line); thence Westerly along said Northerly right-of-way line to the Westerly right-of-way line of 'L' Street; thence Northerly along said Westerly right-of-way line to its intersection with the Westerly right-of-way line of the Alabama and Gulf Coast Railway, LLC; thence Northwesterly along said right-of-way line to the Point of Beginning.



WESTSIDE COMMUNITY REDEVELOPMENT AREA PLAN

CITY OF PENSACOLA

Feet
0 250 500 1,000 1,500 2,000

CITY OF PENSACOLA, FLORIDA

Appendix E INVENTORY







Inventory and Analysis

This chapter describes the overall context in which the West Side Neighborhoods are situated in the City of Pensacola. The preparation required an understanding of the physical and socio-economic conditions of the neighborhood supported by a detailed analysis of the area's opportunities and constraints. Information for the inventory was collected from previous planning studies, interviews with city staff, residents and business owners, and technical documents. Meetings were held with the residents to determine their concerns and assess opportunities regarding the West Side Neighborhoods. The results of the inventory and analysis were the guiding framework for the formation of clear goals and objectives for the Redevelopment Plan.

During the first presentation of the assessment of conditions in the neighborhood, including findings of the community's demographic profile, the statistics sparked the interest of the participants in the public workshop who felt that trends in population decline have reversed since Hurricane Ivan. Recent data collected from the City confirms the participants' observations concerning the increase in the City's population (Table 2.1). However, due to the lack of availability of similar data for the West Side Neighborhoods, the same population growth cannot be assumed for the West Side neighborhoods.

Table 2.1 Pensacola Annual Profile

Pensacola Annual Profile					
	2000	2001	2002	2003	2004
City Population Estimate (1)	**56,255**	**56,275**	**56,271**	**56,307**	**56,366**
Population Change	-	20	-4	36	59
% Population Change	-	0.04%	-0.01%	0.06%	0.10%
Births (2)	878	985	1,053	1,126	
Deaths (2)	799	784	798	795	
Natural Increase	79	201	255	331	
Net Migration	-	-181	-259	-295	

Table 2.2 Population in City and the Study Area

	CITY OF PENSACOLA	WES TSIDE NEIGHBORHOODS
2004	54,392	4,643
2009 est.	52,299	4,347

Table 2.3 Population Growth Rate 1990-2009

	CITY OF PENSACOLA	WES TSIDE NEIGHBORHOODS
2004-2009 est.	-3.85%	-6.38%
2000-2004	-3.31%	-5.11%
1990-2000	-4.50%	-4.92%

Table 2.4 Growth in Family Households

	CITY OF PENSACOLA	WEST SIDE NEIGHBORHOODS
2004-2009 est.	-3.75%	-6.95%
2000-2004	-3.13	-5.32%
1990-2000	-5.95	-5.35%

Table 2.5 Housing

	CITY OF PENSACOLA	WEST SIDE NEIGHBORHOODS
Owner Occupied	63%	45.5%
Rental	37%	54.5%
Single Family Detached	69%	67%
Median Own. Occ. Value	$118,000	$57,317
Median Year Built	1968	1950

Demographics

The demographic data was provided by the City of Pensacola and future projections were obtained from Claritis Inc., estimated in August 2004.

Population Decline

The population projections are based on the trends established based on Census data collected between 1990 and 2000 and will become reality only if these trends continue. The City of Pensacola's population was estimated to be 54,932 in 2004 with the West Side Neighborhoods comprising of 4,643 residents. The West Side neighborhood population has been decreasing since 1990 at a greater rate than the City. Claritis Inc. estimates a further loss of population by the year 2009 in both the City and the West Side Neighborhoods by 3.85 per cent and 6.38 per cent respectively. This loss of residents has resulted in a low income concentration and signs of an unstable inner city. (Table 2.2 and Table 2.3)

Neighborhood Conditions

The decline of the city's households is one of the significant trends affecting the West Side Neighborhoods. According to the 2000 Census, 2001 households resided in the West Side Neighborhoods. However, the estimate for 2004 (Table 2.4) shows a decrease in neighborhood households by 5.32 per cent and a further decrease of 6.95 per cent is projected between 2004 and 2009 for the West Side neighborhood households. The declining housing data could be linked to the disinvestment experienced in the neighborhoods and is a constraining factor impeding growth in the area.

Furthermore, Table 2.5 indicates a higher rate of owner occupied housing in the City of Pensacola with the housing stock being slightly newer and more expensive as compared to the West Side Neighborhoods. The median value of owner occupied housing in the West Side Neighborhoods is less than half of the value of homes in the rest of the City. The low home ownership rates translate to low housing values and tax revenues for the neighborhood.

Age, Race and Educational Attainment

In 2004, the West Side Neighborhood residents showed distinctly different racial and education characteristics compared to the City of Pensacola as highlighted in below and in Table 2.8 and Table 2.9.

- The West Side Neighborhood residents have a lower average age than the City and while both populations have younger than average males, males in the West Side Neighborhoods are significantly younger than for the City as a whole.
- 79 per cent of the West Side Neighborhood residents are African American – a share 47 per cent greater than that of the City's African American population.
- The West Side Neighborhoods residents have a lower level of educational attainment as compared to the rest of the City. Approximately 38 per cent of the West Side Neighborhoods area residents do not have a high school diploma as compared to 15 per cent for the rest of the City. These indicators also show a relatively low percentage of college education attainment suggesting a less educated labor force limiting future job opportunities and possible private sector disinvestment.

Employment and Economy

Table 2.11 indicates that both the City and the West Side Neighborhoods have low unemployment rates, but the nature of work is reversed with the City of Pensacola population employed predominantly in white collar jobs while those in the West Side area are mostly employed in blue collar, service and farm industry jobs at similar rates. The average household income in the West Side Neighborhood is $33,725 compared to $63,604 for the City. These indicators may be attributed partly to the low level of educational attainment and the declining population prevalent in the neighborhood.

The redevelopment plan aims to provide opportunities for promoting infill housing and development patterns and act as a catalyst to reverse the urban blight, decline and general disinvestment investment experienced in the West Side Neighborhoods

Table 2.6 Family Household Income

	CITY OF PENSACOLA	WEST SIDE NEIGHBORHOODS
Average	$63,604	$33,725
Median	$46,738	$19,646

Table 2.7 Poverty Status of Families

	CITY OF PENSACOLA	WEST SIDE NEIGHBORHOODS
At or Above Poverty Level	90%	76%
Below Poverty Level	10%	24%
Fem. Householder w/Child.	8%	24%

Table 2.8 Age by Gender

	CITY OF PENSACOLA	WEST SIDE NEIGHBORHOODS
Average Age	40	38
Male	38	34
Female	42	41

Table 2.9 Population by Race

	CITY OF PENSACOLA	WEST SIDE NEIGHBORHOODS
White	63%	17%
Black	32%	79%
Other	5%	4%

Table 2.10 Educational Attainment Level in percent

	CITY OF PENSACOLA	WEST SIDE NEIGHBORHOODS
Non GED	15%	38%
GED	85%	62%
College Degree	41%	15%

Table 2.11 Economic Conditions

	CITY OF PENSACOLA	WEST SIDE NEIGHBORHOODS
Unemployment Rate	3.75%	4.89%
Blue Collar/Service/Farm	35%	64%
White Collar	65%	36%

Neighborhood Identity and Aesthetics

Four neighborhoods represent the total West Side Neighborhoods: West Pointe Heritage, St. John's Coalition, West Side Sunshine and A Change of Pace (formerly Eyes of the People). There is a high degree of diversity and a great range in property conditions between these neighborhoods. The West Pointe Heritage has the largest number of residents followed by the West Side Sunshine. (See Fig 2.1)

Single family residential parcels constitute the predominant land use in the West Side Neighborhoods followed by Institutional and Public uses. The area has a number of cemeteries and churches as an integral component of its land use pattern. The St. John's cemetery established in 1876 is a historical landmark that covers approximately 26 acres. The other cemeteries include the St. Joseph's cemetery on Pace Boulevard, the Talbert Chapel Cemetery and AME Zion Burial Ground on A Street. Large portions of the neighborhood's parcels are vacant and blighted presenting unique redevelopment potential. The commercial development is concentrated along Pace Boulevard and Cervantes Street but is characterised by visually unattractive and scattered commercial strip development.



Canopy of Trees on Chase Street



Greek Orthodox Church



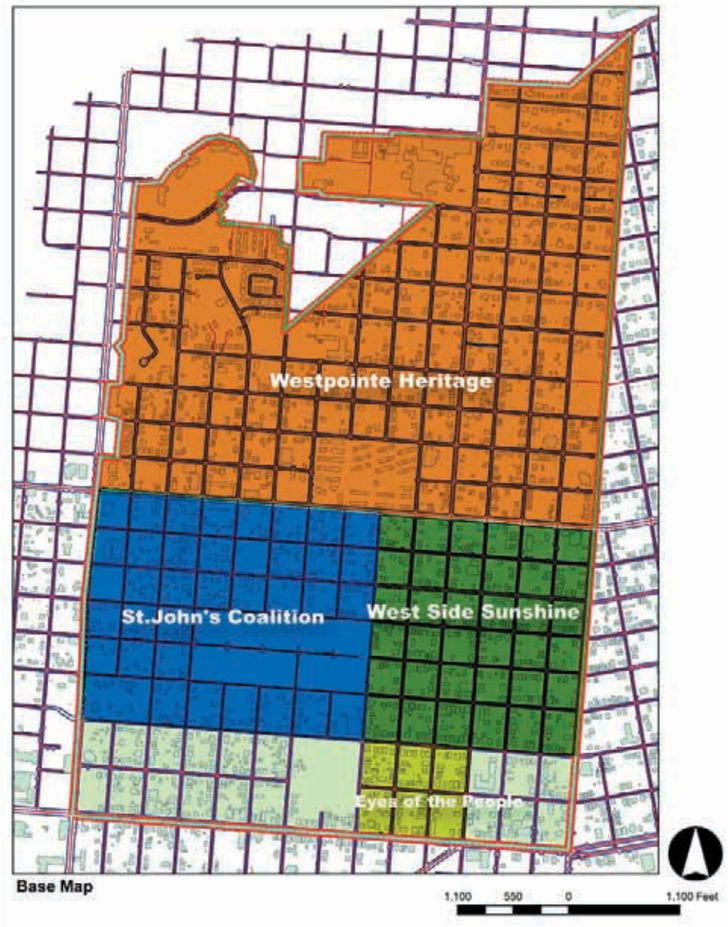
St. Joseph's Cemetery on Pace boulevard



Restored home on a residential street



Vernacular residential architecture: Chase Street



Due to recent hurricanes, lack of private investment and the declining socio-economic condition, the aesthetic character of the neighborhoods has deteriorated. However, there are areas with high architectural character with unique social assets that can be built upon to bring about positive changes within the West Side Neighborhoods. These include:

- The existing canopy of trees on residential streets which were damaged by the hurricane. These oak trees can be restored naturally to create great residential streetscapes
- The presence of significant faith based organizations unique to the West Side Neighborhoods provides an opportunity to instill a sense of community identity and pride.
- The high quality architecture in older housing in the neighborhoods should be preserved and maintained.
- Area Schools and recreational amenities could be enhanced to provide a strong social and educational framework for local youths.



Pensacola High School



Canopy of Oak Trees on Blount Street



Maintained sidewalks on A Street North



St. John's Cemetery

Land Use and Zoning

Existing Land Use

Land Use within the West Side Neighborhood consists of six broad classifications: Residential, Commercial, Institutional and Public Uses, Industrial, Public Utilities and Vacant Lands.

As seen in Table 2.9 below, the land use in the West Side neighborhoods is predominantly residential (55.56%); followed by institutional uses (22.6%) and commercial uses which consume approximately 6.6 % of the total land use.

Table 2.12 Existing Land Use: West Side Neighborhoods

EXISTING LAND USE		
COMMERCIAL	%	In Acres
	6.17	45.36
INSTITUTIONAL & PUBLIC USE	%	In Acres
	22.06	162.12
RESIDENTIAL	%	In Acres
	55.56	408.35
INDUSTRIAL	%	In Acres
	0.05	0.34
PUBLIC UTILITIES	%	In Acres
	1.41	10.39
VACANT LANDS	%	In Acres
	14.74	108.34
TOTAL	100.00	734.91

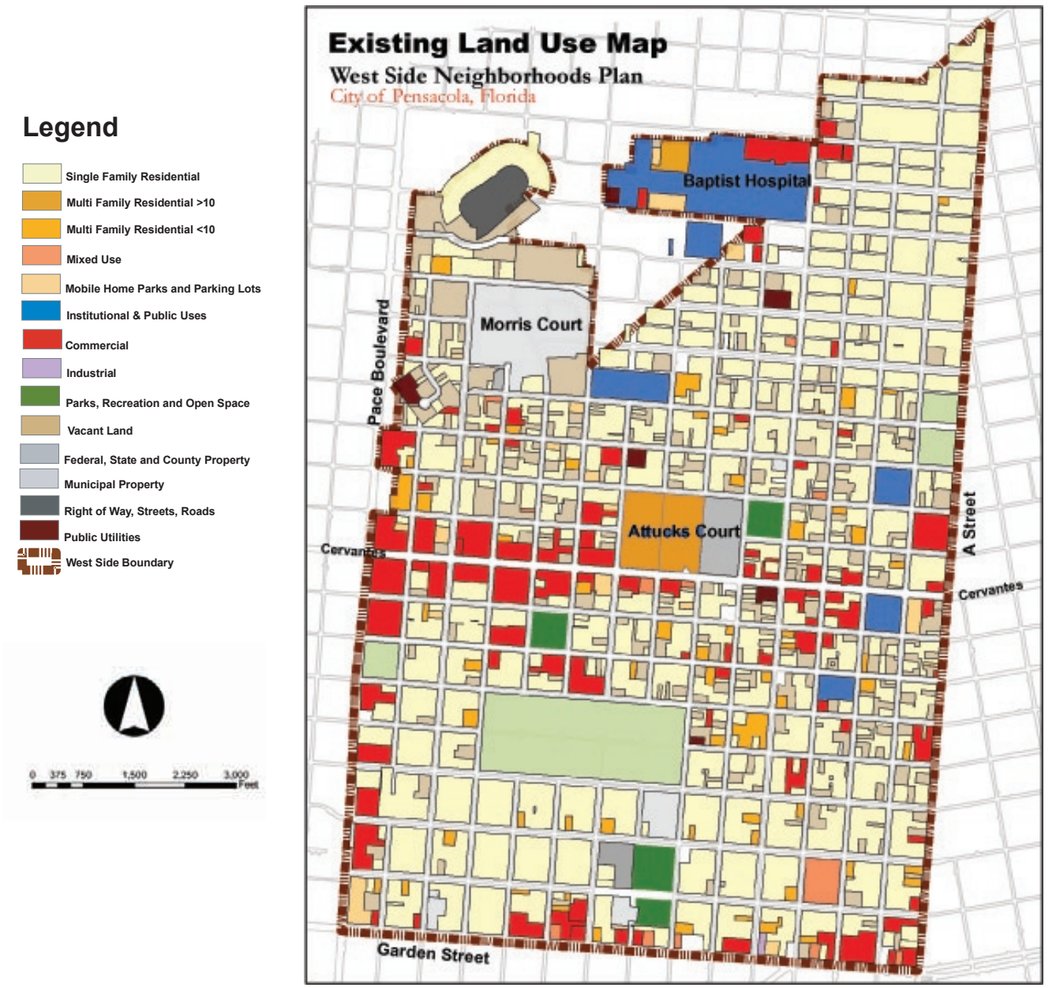


Fig 2.2 Existing Land Use: West Side Neighborhoods

Residential: Single Family and Multi Family

This land use is the largest of all other classifications in the study area. Most of the residential development is located north and south of Cervantes Street with major concentrations along A Street and E Street. Residential uses are also intermixed with commercial uses along Cervantes Street. Building uses consist of Single Family detached units and Multi family units. The neighborhood also has retirement and multi-family housing provisions including the Attuks Court and Morris Court. In addition, there are some mobile home parks scattered in the entire neighborhood.

Vacant residential lands constitute a large portion of the area and often don't comply with the minimum lot size development standards. The City should consider this when revising the zoning code in the future to provide flexibility in these standards to enable development of smaller lots for residential uses when possible.

Institutional and Public Use

This is the second largest land use category in the study area. There are significant institutional and public uses which are unique to the neighborhoods. Some of these include the Baptist Hospital, Public County Schools, State, Federal, County and Municipal properties, parks, three cemeteries and approximately 30 churches located in the West Side Neighborhoods. (Fig 2.3)



Cemetery on A St.



First Corinthian Baptist Church: Jackson Street



Greater Little Rock Baptist Church A St.



St. Stephen Catholic Church: Garden Street



Baptist Hospital



Cemetery on Belmont St.



Fig 2.3 Institutional and Public Uses: West Side Neighborhoods

Commercial

This land use constitutes approximately 6.17 per cent of the total West Side Neighborhoods' land area. Most of the commercial uses are scattered along the primary corridors along Pace Boulevard and Cervantes Street. Building uses in this land use found in the study area range from retail shops, drive in restaurants, motels to auto sales and repair shops, gas stations and convenience stores.

Strip commercial development is not conducive to the success of small businesses in a marginal real estate market. The lack of business opportunity leads to an increase in vacant and deteriorated buildings that have a negative influence on the investment image of the community. The City should consider consolidating commercial uses in appropriate locations to generate positive economic synergies between local businesses.

Industrial

The Industrial use consists of only 0.05 per cent of the total West Side Neighborhoods' land use and consists of a closed bakery unit at the intersection of Garden Street and E Street.

Table 2.13 Institutional and Public Uses

EXISTING LAND USE		
INSTITUTIONAL & PUBLIC USE	%	In Acres
Churches	4.13	30.37
Privately Owned Hospitals	3.59	26.41
Financial Institutions	0.19	1.36
Public County Schools	1.68	12.34
State Property	0.36	2.65
Federal Property	0.95	6.98
County Property	0.56	4.10
Municipal Property	3.25	23.87
Mortuaries, Cemeteries etc.	5.77	42.39
Forests, Parks, Recreational Areas	1.59	11.65
TOTAL	**22.06**	**162.12**



Restaurant: Cervantes Street



Retail Store: Cervantes Street



Blount School on Chase St.



Aadixon School on Gregory St.



Catholic Diocese Pastoral Center: Garden Street



Escambia County Environmental Health Department: Formerly Armory



Lakeview Center: Avery Street



Memorial Church on Jackson Street

Zoning

The West Side Neighborhoods area has ten zoning classifications with the majority of the land zoned as Residential (88 per cent) from low density of 4.8 units per acre to multi-family housing and the balance zoned as Commercial (12 per cent). The existing zoning classification is not consistent with the prevailing land use pattern. The existing land use contains only 6.17 per cent of the total as commercial use.

Table 2.14 Comparison of Zoning Classifications: City of Pensacola and West Side Neighborhoods

ZONING CLASSIFICATION	CITY OF PENSACOLA		WEST SIDE NEIGHBORHOODS	
RESIDENTIAL	%	Acres	%	Acres
	62.4	8590.4	88.0	646.71
COMMERCIAL	%	Acres	%	Acres
	13.4	1949.1	12.0	88.2
INDUSTRIAL	%	Acres	%	Acres
	4.7	680.6		

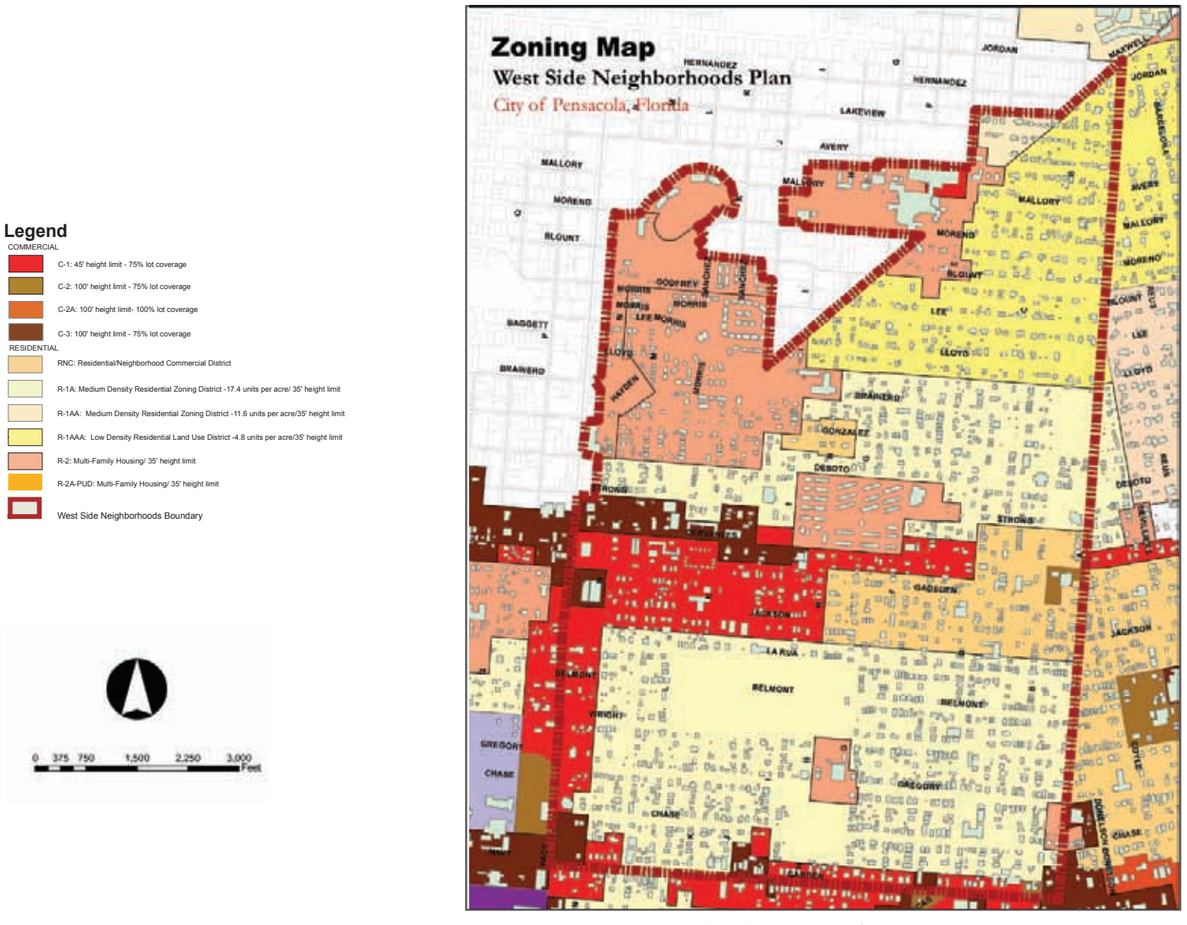


Fig 2.4 Zoning Map: West Side Neighborhoods

Future Land Use

Fig. 2.5 lists the seven types of Future Land Uses within the West Side Neighborhoods: Low Density Residential, Medium Density Residential, High Density Residential, Residential Neighborhood Commercial, Commercial, City Parks, Public and Semi-Public Uses.

The Future Land Use is predominantly residential with density increasing in residential lots located near the commercial corridors. According to the Future Land Use Map (Fig. 2.5), Cervantes Street becomes the heart of commercial development in the West Side Neighborhoods, as commercial activities extend south of Cervantes Street onto the residential neighborhood blocks, these areas are designated as Residential/Neighborhood Commercial.

The future land use allows for high density residential of over 17.4 dwelling units per acre. In addition, it also introduces the Residential Neighborhood Commercial Land Use that provides for a mixture of residential small-scale office and commercial uses either in established neighborhoods where these mixes already exist or in areas where this mix is desired such as Garden Street.

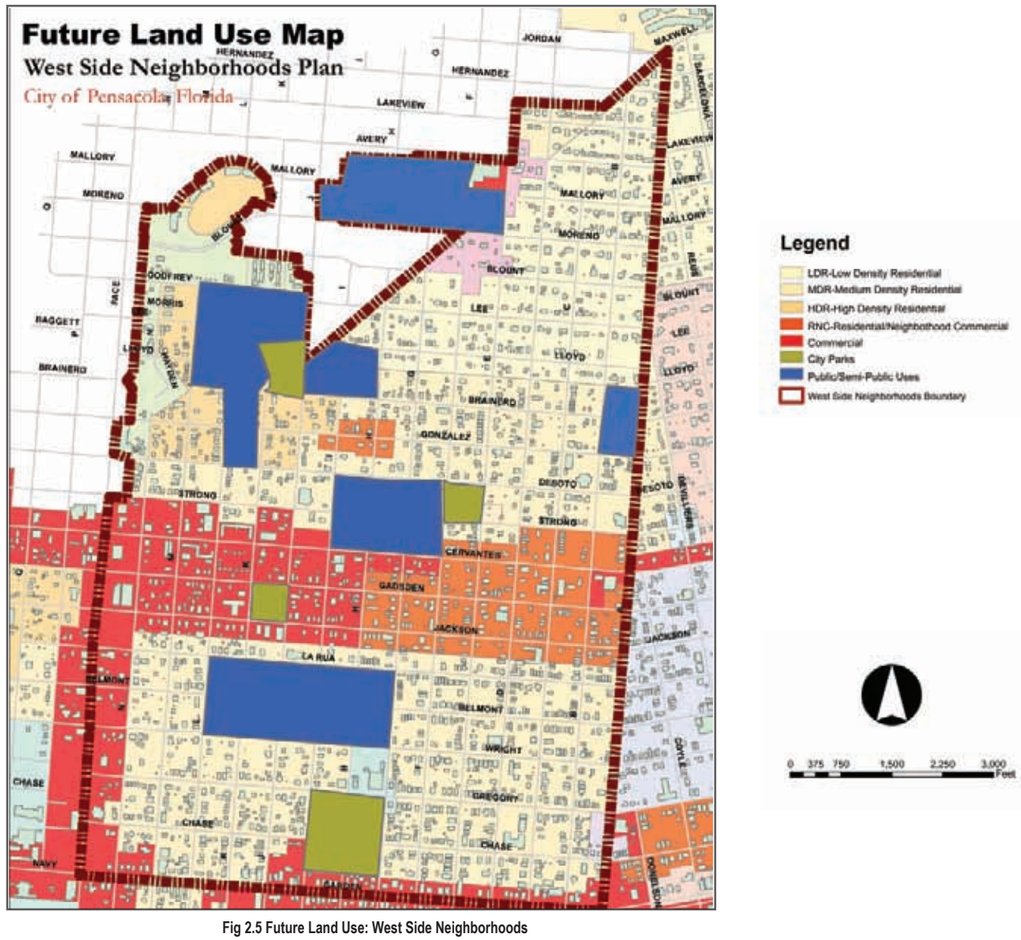


Fig 2.5 Future Land Use: West Side Neighborhoods

Vacant Land and Buildings

Fig 2.6 indicates the concentration of vacant lands and buildings in the West Side Neighborhoods. These lands are potential opportunity sites for infill housing, public spaces, and parking. Vacant buildings are unused or unoccupied physical structures. These vacant structures can be used for adaptive re-use for commercial, retail or mixed uses where deemed appropriate.

The West Side Neighborhoods have about 15 per cent of their total land use as vacant lands covering a total of 108.3 acres. The vacant residential parcels cover approximately 73.5 acres followed by vacant institutional (19.5 acres) and then vacant commercial uses (7.3 acres). Compared to the West Side, 8 per cent of the City's land acreage is vacant and dispersed throughout the older parts of the city.

The presence of vacant and underutilized buildings contributes both as an opportunity and a liability for redevelopment. Vacant parcels of considerable size can be assembled to support significant adaptive reuse of underutilized and deteriorating buildings. Also, highly visible vacant parcels along primary corridors that might be contaminated, such as gas stations, present a unique opportunity for securing additional funding for clean-up and survey activities and reverting the property back to the tax rolls.

On the other hand, vacant and underutilized properties contribute to the negative image of the neighborhood by conveying a lack of investment and community interest.

Table 2.15 Vacant Lands: West Side Neighborhoods

VACANT LANDS	%	In Acres
Vacant Commercial	1.42	10.42
Vacant Institutional	0.05	0.38
Vacant Residential	13.27	97.55
TOTAL	**14.74**	**108.34**



Vacant house: Jackson and N Street



Vacant Church Land :Pace Boulevard

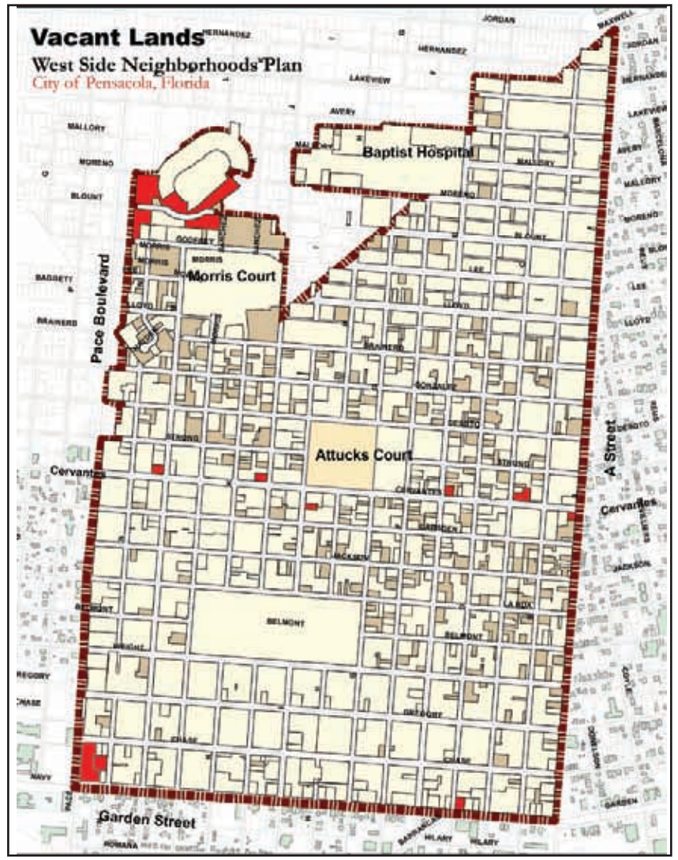


Fig 2.6 Vacant Lands: West Side Neighborhoods

Brownfields

According to the Florida Brownfield Redevelopment Act (Florida Statute, 376.79), "Brownfield sites are defined as real property, the expansion, redevelopment, or reuse of which may be complicated by actual or perceived environmental contamination."

Brownfields provide a unique redevelopment opportunity as a number of incentives are available to survey or clean up these sites. In addition, the State of Florida also links tax incentives to job creation on Brownfield sites, and reserves 30 percent of its Quick Response Training program funding for employees of businesses that locate in locally-designated Brownfield areas. However, developers are reluctant to redevelop these sites because of liability and contamination issues. The City should investigate further into compiling an inventory of vacant and contaminated lands in the neighborhood.

There are two potential Brownfield sites located in the West Side Neighborhood both gas stations near the intersection of Chase Street and N Street and the other on A Street .



Vacant Commercial Structures: Cervantes Street



Vacant Commercial Structure: Cervantes Street

Housing Conditions

Based on photographic surveys and physical observations, a variety of housing conditions are evident in the West Side Neighborhoods . While some housing units are well kept and well maintained, others are in varying stages of disrepair. Two types of substandard housing were observed:

Deteriorated Housing Units are units that are considered to be suitable for rehabilitation through either minor or major repairs to renovate one or more of the following defects:

- Broken or missing materials in small areas of exterior wall or roof
- Badly weathered appearance
- Indications of rotting
- Open pockets in exterior walls

Dilapidated Housing Units are units that do not provide safe and adequate shelter and have one or more of the critical structural defects listed below. Such units are generally considered to be beyond rehabilitation.

- Inadequate or missing original construction
- Severe damage due to fire or weather
- Holes in large areas of the roof
- Sagging roof lines and bulging walls
- Doors or windows incapable of being closed or secured
- Large areas of rot or termite damage
- Severe foundation settling

The presence of dilapidated, vacant or boarded-up housing units in a neighborhood exerts a negative influence on attracting potential future residents. The condition of these units is a deterrent to continuing investment and maintenance of other units. In addition, lack of oversight of these properties creates places that encourage undesirable activities. Although, a number of units are presently occupied, they have been allowed to slide into disrepair.

Deferred maintenance occurs for three primary reasons. First, owner-occupants may not be able to afford needed improvements and regular maintenance. Second, owner-occupants may not be inclined to continue investing in maintenance of the unit, anticipating a move or feeling that housing conditions in the area do not warrant continued upkeep. Third, owners of rented units may defer maintenance in order to maximize return on the unit. Poorly maintained and overgrown vacant lots and other open spaces such as easements and drainage areas are blighting influences on residential neighborhoods. Periodic maintenance of these areas, with costs billed to the landowner, can prevent the accumulation of debris and overgrowth.

In a number of cases, the homeowner does not have the financial means to make repairs and improvements to the structure. Consideration should be given to the establishment of a public/ private partnership to provide low interest home rehabilitation loans to supplement existing City rehabilitation loan programs.

There are a number of vacant lots on which infill housing could be built. The City should incorporate design standards to ensure housing development that enhances the aesthetic appeal of the neighborhood. With the recent hurricane that left the West Side Neighborhoods in such a poor condition, funding assistance for clean-up must be tapped as well as design standards and code enforcement must be put into place.



Stone cladded house: Chase Street



Public Housing



Derelict House: I Street



Example of good architectural elements: D Street



House under repair: A Street



Example of good architectural elements: C Street



Residential House: J Street



Residential Single Family Detached Dwelling Unit



Vernacular architectural elements: Chase Street and B Street

Recreation and Open Space

Fig 2.7 identifies recreational facilities located within the West Side Neighborhoods. The National Recreation and Park Association recommends a minimum of 2 acres per 1000 population for locating neighborhood parks. As such, the total land area presently designated for parks and recreation is approximately 10.87 acres. This satisfies the recommended criteria considering the West Side Neighborhoods population of 4,500. However, not all children can safely walk to the parks. Available vacant lands are opportunities for locating smaller, pocket parks that are strategically placed throughout the community. This could offer children recreational opportunities closer to home.

The West Side Neighborhoods have the following parks and recreational facilities present within the neighborhood boundaries:

- Fricker Recreation Center (De Soto Street & F Street)
- Legion Field (Gregory Street & Chase Street)
- Morris Court (Brainerd Street & J Street)
- Terry Wayne East Park (Gadsden Street, J Street & K Street)



Fricker Recreation Center



Attucks Court: Tot Lot

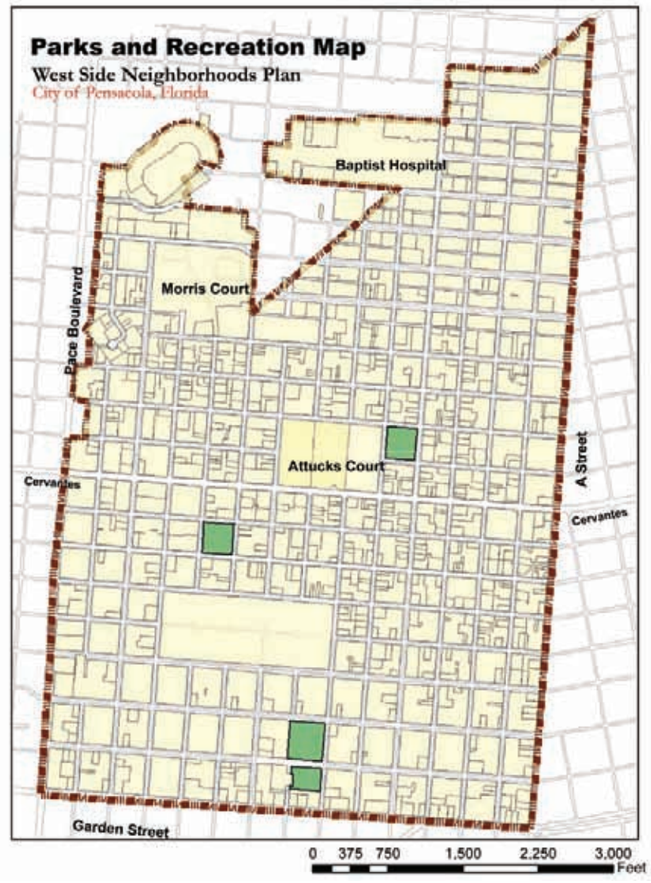


Fricker Recreation Center: Tot Lot



Legion Field: Basketball Court and Playground Facilities

Fig 2.7 Parks and Recreation Map: West Side Neighborhoods



Vehicular and Pedestrian Circulation

The West Side Neighborhoods' roads are laid out in a traditional grid pattern. Pace Boulevard is a major north/south commercial route, while Cervantes and Garden Streets are east/west routes with commercially zoned activities on both sides of the roadway.

There are designated on-street parking amenities with spaces on Garden Street and E Street. However, these are under used due to lack of development activities in the area. The West Side Neighborhoods are served by the Escambia County Area Transit with a fixed route connecting to Baptist Hospital.

Pedestrian safety is being addressed in many areas of the city through the use of CDBG (Community Development Block Grant) funds with sidewalk improvements as one of the major programs undertaken by the City. Residential streetscape enhancements including design of sidewalks, street lighting, landscape and tree planting as well as the natural restoration of Oak trees which were harmed by the hurricanes should be part of the future infrastructure improvements plan.



Intersection of Pace Boulevard and Cervantes Street



Road Section of Cervantes Street



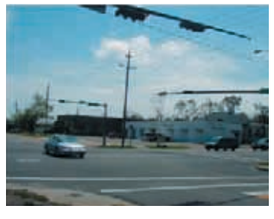
Sidewalk on A Street



Intersection of Pace Boulevard and Garden Street



Lack of Sidewalks: M Street



Intersection of Garden Street and A Street



On- Street Parking: Garden Street



On- street Parking E Street

Fig 2.8 Major Transportation Corridors: West Side Neighborhoods



Fig 2.9 Sidewalk Improvements: West Side Neighborhoods



Economic Development

Economic development in the West Side Neighborhoods is the basic foundation for the success of future community development and capacity building efforts. Economic development can be achieved through a range of employment generating and training activities. These include investment in public infrastructure to support future growth and development, education and training that anticipates demand in the job market to ensure secure career opportunities. Private investment and access to business loans and programs designed to support local entrepreneurial efforts are also critical in the future physical and economic development of the community.

The West Side Neighborhoods are within the City's designated Enterprise Zone where certain programs for economic development are being addressed by the City to create jobs, offer education and training, public infrastructure improvements and incentives for development and redevelopment. It is important to acknowledge that economic development in the neighborhoods will be challenged by the physical form. The physical form pertains to lot sizes, zoning classification, building mass requirements, design standards, and code enforcement.

Recent investment in commercial development including the construction of a Walgreen's and CVS Pharmacy at the intersection of Pace Boulevard and Cervantes Street indicates possible renewed private sector interest. Another significant economic growth potential is the location of the Baptist Hospital within the West Side Neighborhoods. Due to the growing needs in health service, there is potential for expansion of medical facilities and the opportunity to encourage a cluster based growth of medical oriented industries that can be accommodated within the area.



Recent private sector investment on Cervantes Street and Pace Boulevard



Retail Store: Garden Street



Commercial Establishment: Pace Boulevard



Gas Station:
Cervantes Street and Pace Boulevard



Lakeview Activity Center: Avery Street

Community Renewal Intitatives

Following are the projects that the City has completed or are currently in process within the West Side Neighborhoods. For details relating to the listed sources please refer Appendix C.

Community Development Block Grant (CDBG)

Housing Rehabilitation Loans/ Grants: 138 houses have been rehabilitated under the CDBG program in the West Side Neighborhoods. In addition, there are five houses currently being rehabilitated.

Council of Aging of West Florida, Inc. (COA)

The COA operates a "Congreagate Meals" site at the Fricker Center serving low and moderate income elderly, disabled and handicapped residents in the West Side neighborhoods.

CDBG Public Facilities Improvements
Urban Infill Housing Development Enhancements

In Fiscal Year 2002-2003 there were 1,800 linear feet of sidewalk constructed on both sides of "L" Street from Cervantes Street to Brainard Street along with 17 handicapped access ramps.

Alice S. Williams Day Care Center

In 2001, the Housing Department rehabitated the City owned building located at 1015 North E Street utilizing over $200,000 in CDBG funds.

State Housing Intiatives Partnership (SHIP) Affordable Housing program

Since 1992, there have been 19 new infill homes constructed in the West Side neighborhoods. Additionally, since 2001, 60 homes within the neighborhoods have received SHIP rehabilitation or repair assistance. There are 19 new SHIP infill homes underway or committed in the area.

HOME Program
Substantial Housing Rehabilitation/ Reconstruction

Through this program 13 houses have been reconstructed within the West Side neighborhoods since the program's inception in 2002. One house cureently is being rehabilitated and six applicants are in process.

HOME Again

There are six applicants that have qualified for funding under this program from the West Side neighborhoods.

CDBG Disaster Recovery Initiatives 2004-2005

Funding in the amount of $1,200,000 is targeted for Census Tracts 4 and 5 which include the West Side Neighborhoods planning area. The funding is for projects including the construction and reconstruction of public infrastructure damaged by Hurricane Ivan and the structural enhancement of the Fricker Center for use as a neighborhood evacuation shelter during a declared emergency.

CDBG Public Facilities Improvements
FY 2005-2006

$100,000 in CDBG Annual Entitlement Funds was programmed in the Fiscal Year 2005-2006 Annual action Plan to provide improvements to the facilities at Terry Wayne East Park.

Florida Hurricane Housing Recovery Program

The State of Florida in response to the damage caused by the hurricanes approved funding to help communities meet the housing needs of their residents and allocated $23,816,315 to Escambia County through the Hurricane Housing Recovery Program. Morris Court Redevelopment Project is a project identified in the Escambia County Long-Term Recovery Plan as prepared by the Federal Emergency Management Act

Local Option Sales Tax (LOST) FY 2007-2017

The City has included three proposed projects within the West Side Neighborhoods for LOST extension. These include $1m for the New West Side Community Center, $500,000 for Fricker Center improvements and $1.5 m for the West Side Library.

Appendix F FINDING OF NECESSITY STUDY







FINDING OF NECESSITY STUDY

FOR THE CREATION OF

THE WESTSIDE NEIGHBORHOODS COMMUNITY REDEVELOPMENT AREA

City of Pensacola, Florida









FINDING OF NECESSITY WESTSIDE NEIGHBORHOODS

Prepared For

CITY OF PENSACOLA, FL

January 2007

the RMPK group

Community and Regional Planning
Environmental Planning
Landscape Architecture
Land Planning
Urban Design

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Overview

The City of Pensacola, located in Escambia County, is situated 50 miles east of Mobile, Alabama and is directly connected to Tallahassee via Interstate 10. The City's location in the Florida Panhandle makes it vulnerable to hurricane force winds that have caused severe damage to the built environment in recent years. While the City has invested significant resources in revitalizing its Downtown and historic neighborhoods, several of its inner core neighborhoods are experiencing challenges such as poor housing conditions, economic distress, and declining population trends compared with suburban development. The City of Pensacola developed its Neighborhood Planning Process in 2001 to actively engage citizens in the community development process. Since 2001, the City has initiated several neighborhood planning efforts including, but not limited to the Woodland Heights Neighborhood Plan, the Belmont- Devilliers Neighborhood Plan, the Eastside Neighborhood Plan, the Pensacola Historic District Master Plan, and the Alcaniz Streetscape Initiative.

The Westside Neighborhoods Area, located in the southwestern part of the City, has experienced severe decline in aesthetic character and private investment in recent years. The Westside Neighborhoods Area is bounded by "A" Street on the east, the corporate limit line on the north, the city limit line/ Bayou Chico on the west and Pensacola Bay on the south. The City Council identified the challenges faced by the Westside Neighborhoods and has approved plans to focus on the physical improvement and economic sustainability of the Westside area including, the Urban Infill and Redevelopment Area Plan, the Enterprise Zone Plan, the American Creosote Works (ACW) Superfund Site Reuse Plan and the Westside Neighborhoods Plan.

The above mentioned plans recommended the employment of Tax Increment Financing as a mechanism to fund infrastructure and redevelopment activities within the designated boundaries of each plan. Based on these recommendations, the City staff commissioned the RMPK Group in September 2006 to conduct a "Finding of Necessity Study" and determine the existence of "slum" or "blight" conditions in the Westside Neighborhoods Area of the City of Pensacola, as defined by Section 163 of the Florida Statutes.

Determining the existence of "slum" or "blight" conditions within an area is the initial step in evaluating the appropriateness of an area for designation as a Community Redevelopment Agency. This Study describes the physical and economic conditions and the regulatory requirements within the Study Area that are associated with blight, as defined by the Florida Statutes.

The report begins with an overview of the Community Redevelopment Act of 1969, Section 163 of the Florida Statutes that provides a definition for the terms "slum" and "blight" as per the Florida Statutes. Following the overview, Section II discusses the research methodology adopted and establishes the recommended Westside Neighborhoods Study Area boundary based on the factors that are found to be indicative of slum or blighted conditions in the Study Area. Section III presents a detailed analysis of the demographic data and existing conditions of blight found in the Study Area. Section IV presents conclusions and recommendations relating to the CRA designation proposed for the recommended Westside Neighborhoods Study Area.

Finally, Appendix A contains preliminary tax increment financing revenue projections for the recommended Westside Neighborhoods CRA. Appendix B contains the Study Area Boundary analysis that illustrates the criteria and indicators used to determine the recommended Westside Neighborhoods CRA boundary through GIS based maps and data. Appendix C includes the City of Pensacola Property Conditions Survey results prepared by the University of West Florida. Appendix D presents the demographic data prepared by the University of West Florida Haas Center of Business Research and Economic Development. Appendix E contains a list of selected properties with multiple owners extracted from the Escambia County Property Appraiser records. Appendix F contains a photo inventory of the blighted conditions in the Study Area compiled during the fieldwork conducted by the RMPK Group. Appendix G includes the Remediation Study for the American Creosote Works (ACW) site located within the recommended Westside Neighborhoods Study Area boundary.

I. Community Redevelopment Act of 1969

The Community Redevelopment Act of 1969, Chapter 163 Part III, Florida Statutes, authorizes local governments to establish community redevelopment agencies to improve slum and blighted areas within their jurisdiction. The Act sets forth the legal process by which local governments may establish community redevelopment agencies and provides financing and regulatory tools to undertake the complex task of overcoming the conditions that contribute to the causes of slum and blight in declining areas of the City.

Section 163.355 F.S. requires local governments desiring to establish a community redevelopment agency to adopt, by resolution, a finding that one or more “slum” or “blighted” areas exist within its jurisdiction and that the rehabilitation, conservation, or redevelopment of such areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of the area. Upon adoption of a redevelopment plan, the City’s redevelopment agency can begin implementing the plan, including creation of a tax increment trust fund for the redevelopment area. The following paragraphs discuss “slum” and “blight” as defined in the Florida State Statute:

Section 163.335(1), F.S.….Slum and blighted areas constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

Section 163.335(2), F.S. …certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of property in such areas.

Section 163.335(3), F.S. … powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the public interest for the provisions herein enacted is declared as a matter of legislative determination.

Section 163.335(5), F.S. …the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefore and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns.

Section 163.335(6), F.S. …there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such conditions is a proper matter of state policy and state concern is for a valid and desirable purpose.

Section 163.335(7), F.S. …prevention or elimination of a slum area or blighted area as defined in this part and the preservation or enhancement of the tax base are not public uses or purposes for which private property may be taken by eminent domain and do not satisfy the public purpose requirement of s. 6(a), Art. X of the State Constitution.

The Florida State Statute

The following paragraph provides the definition of “blighted areas” as defined in Section 163.340 (8) of the Florida State Statute:

***Section 163.340(8),* "Blighted area"** means an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
(d) Unsanitary or unsafe conditions;
(e) Deterioration of site or other improvements;
(f) Inadequate and outdated building density patterns;
(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
(h) Tax or special assessment delinquency exceeding the fair value of the land;
(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
(j) Incidence of crime in the area higher than in the remainder of the county or municipality;
(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.

II. Study Area Description

This Finding of Necessity Study initially focused on the area bounded by "A" Street on the east, the corporate limit line on the north, the city limit line / Bayou Chico on the west and Pensacola Bay on the south, the Westside Neighborhoods Area. The initial Study Area boundaries included several waterfront properties along the Pensacola Bay to the south including the Sanders Beach Neighborhood area, the Bayou Grove Neighborhood, other properties along the Bayou Chico to the west, and the Runyan Shipyard area. After a detailed analysis of the existing conditions in the larger Study Area, parcels to be included in the recommended Westside Study Area boundary (Map 2) were determined and the boundary lines revised. The identified parcels are intended to define the boundaries shown in Map 2; however the properties should not be construed as the official boundary for the Community Redevelopment Area.

As illustrated in the Existing Land Use Map (Map A, Appendix B), the initial Westside Neighborhoods Study Area is characterized by primarily residential neighborhoods, large parcels of active industrial uses, commercial development, institutional uses (including cemeteries and churches), and vacant lands.

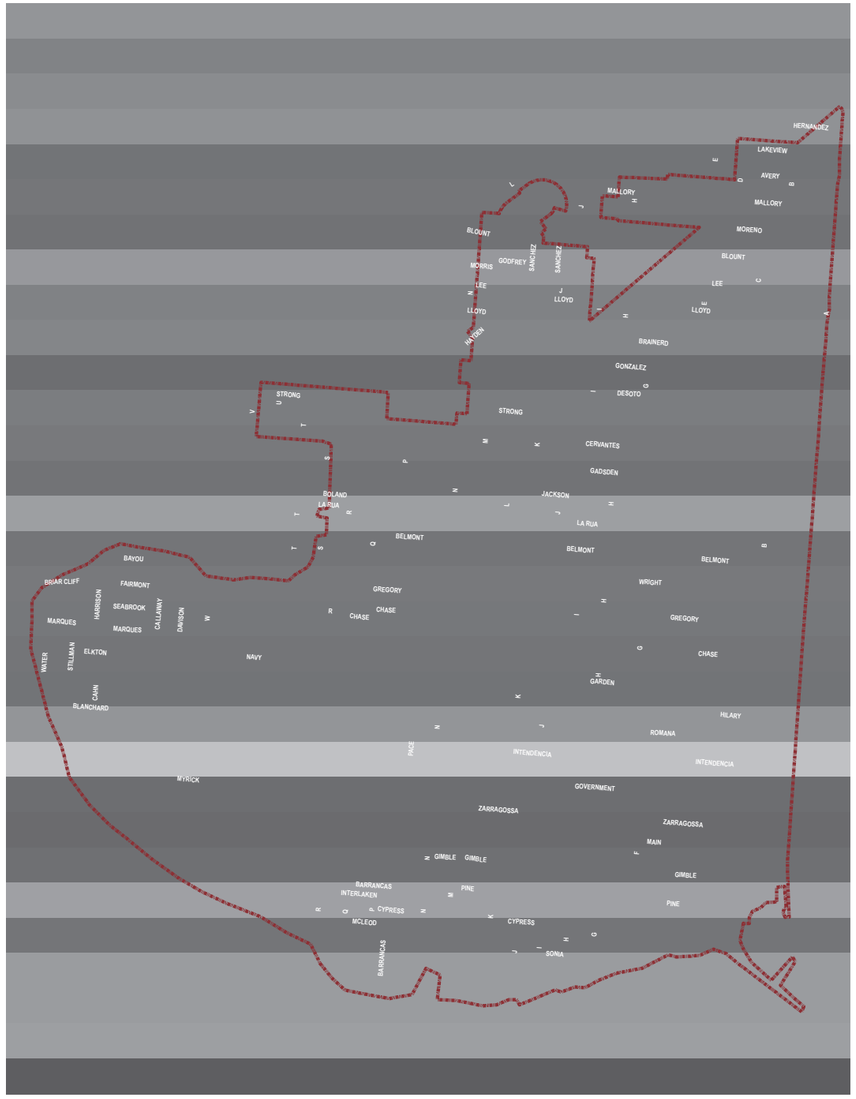
Map B (Appendix B) illustrates the deteriorated structures in the initial Study Area with the red circles indicating structures damaged by Hurricane Ivan in 2004 and Hurricane Dennis in 2005. It is important to note that the majority of the deteriorating conditions in the Sanders Beach Neighborhood and Bayou Grover Neighborhood are attributed to the damage caused by Hurricane Ivan in 2004 and during fieldwork conducted by the RMPK Group, it was observed that several of the structures in the neighborhoods have been renovated and rebuilt. Additionally, the southern part of the Study Area also consists of active industrial uses that are a sustainable source of employment for the City as a whole. Remaining areas meeting the blight criteria are suggested for inclusion within the recommended Westside Study Area boundary.

Segments deleted from the recommended Westside Study Area are characterized by primarily stable or improving residential neighborhoods, large parcels of active industrial uses, waterfront commercial development, and vacant waterfront land. While the waterfront properties, located in the southern and western extents of the initial Westside Neighborhoods Study Area, along the Pensacola Bay and the Bayou Chico exhibit some deteriorating conditions, it is anticipated that the redevelopment of these prime properties would be market driven. Several blocks on the northeastern most boundary of the study were also deleted from the recommended Westside Community Redevelopment Area. Parcels in this section of are mixed in character in terms of property condition, size and value. The area contains many large and well maintained owner occupied homes. Owners of highly valued properties in this area have indicated they prefer not to be included within any proposed CRA. In light of these factors, this small section was excluded from the recommended Westside Community Redevelopment Area boundaries. (Data supporting the Study Area Boundary analysis is contained in Appendix B)

The recommended boundary was determined based on the following criteria:

- Statutory criteria pertaining to site and economic conditions that warrant the use of redevelopment powers provided by Statute.
- Consideration of future development or redevelopment potential based on factors including ownership patterns, parcel sizes, ease of assemblage, and housing values.
- Consideration of sound planning principles for continuity of future land use based on adjacent land uses or land attributes, transportation systems, and the efficient provision of government utilities and services.
- Deteriorating commercial corridors and areas with commercial, industrial and residential land use conflicts.
- Presence of federal or state designated environmentally contaminated sites.

INITIAL STUDY AREA



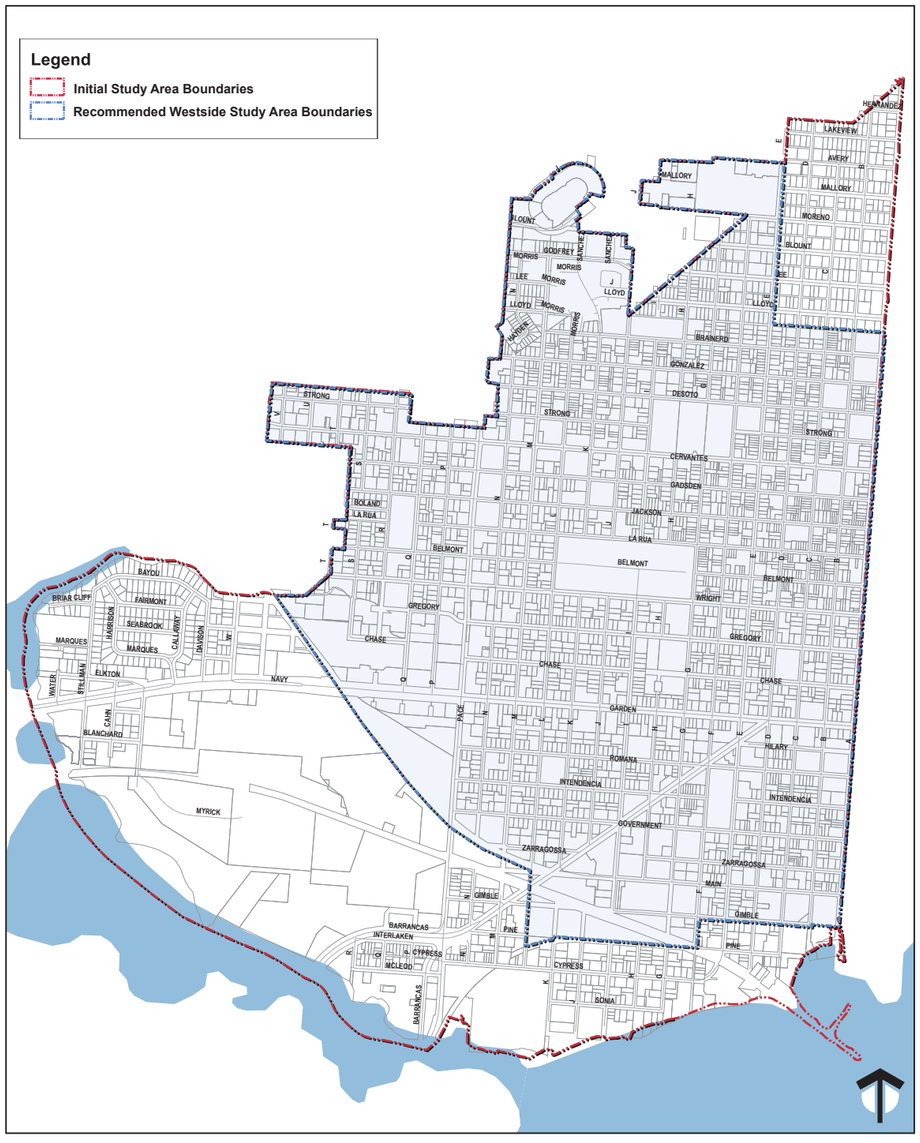
MAP 1

WESTSIDE NEIGHBORHOODS AREA
FINDING OF NECESSITY STUDY
City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Source: City of Pensacola GIS Department
Prepared by: The RMPK Group
October, 2006

RECOMMENDED WESTSIDE STUDY AREA BOUNDARIES



MAP 2

WESTSIDE NEIGHBORHOODS AREA FINDING OF NECESSITY STUDY

City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
October, 2006

9

This area was selected because it conforms to applicable provisions of Section 163.340, Florida Statutes, relating to areas considered for Community Redevelopment Plans. Based on the definitions in the Statute and analysis of "blight" conditions discussed in this Study, the recommended Westside Study Area boundaries are as follows (Refer to Map 2):

Beginning at the corporate limit line on the north along the south right-of-way line of Avery Street, proceed south along the east right-of-way line of E Street North to the southern right-of-way line of Lee Street, then proceed south along the east right-of-way line of C Street North to the southern right-of way line of Lloyd Street; continue east along Lloyd Street to the east right-of-way line of A Street North. Proceed south along the east right-of-way line of A Street North to the south right-of-way line of Gimble Street West; continue west along the south right-of-way line of Gimble Street to the east right-of-way line of F Street South. Proceed south along the east right-of-way line of F Street South to the southern right-of-way of Pine Street; then west along the south right-of-way line of Pine Street to the east right-of-way line of L Street South including the triangular parcel (American Creosote Works property) located at the southeast corner of Pine Street and L Street South; proceed north along the east right-of way line of L Street South to its intersection with the railroad track north of Barrancas Avenue and head northwest along the railroad track to the south right-of-way line of the City limits on the west. Continue along the City limit line back to the place of beginning.

The Escambia County Property Appraiser records indicates that the recommended Westside Neighborhoods Study Area Boundary contains 2,892 parcels encompassing an area of 849 acres excluding right-of-ways. There are 26,385 parcels in the City of Pensacola encompassing an unofficial area of 16,525 acres excluding right-of-ways. The recommended Westside Neighborhoods Study Area Boundary represents approximately 5% of the City's total land area and nearly 11% of the total parcel count.

According to the definition provided by the Florida Statute, in addition to the substantial number of deteriorating structures and conditions leading to economic distress, two or more of the fourteen (14) factors must be present to determine that blighted conditions exist in an area. This study documents, the existence of at least five of these factors, establishing that blighted conditions exist in the recommended Westside Neighborhood Study Area, The conditions are summarized in Table 1 :

Condition/ Factor Required by Statute	Indicator
163.340 (8) Substantial number of deteriorated or deteriorating structures	City of Pensacola Property Conditions Survey (prepared by UWF)
	Age of Structures (Escambia County Property Appraiser Data)
	Hurricane Damage
163.340 (8) Conditions leading to economic distress	Unemployment Rate Data
	Household Income
	Poverty Rate Data
163.340 (8) (c) Faulty Lot Layout in relation to size, adequacy, accessibility, or usefulness	Parcel Sizes (Escambia County Property Appraiser Data)
163.340 (8) (i) Residential and commercial vacancy rates higher in the area than in the remainder of the County or municipality	Vacancy Rates (Escambia County Property Appraiser Data)
163.340 (8) (j) Incidence of crime in the area higher than in the remainder of the community	City of Pensacola Police Department Crime Statistics (2005)
163.340 (8)(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area	Multiple Ownership (Multiple Interest owners, land trusts, life estates) (Escambia County Property Appraiser Data)
163.340 (8) (n)Governmentally owned property with adverse environmental conditions caused by a public or private entity.	American Creosote Works EPA Remediation Evaluation System Report

Table 1. Blight Conditions and Indicators, Recommended Westside Neighborhoods Study Area

Project Methodology

Meetings and discussions with City of Pensacola staff contributed significantly to the analysis of the Westside Neighborhoods Study Area. Additionally, the RMPK Group conducted a field survey to characterize, at a block and parcel level, the types and extent of physical and economic blight existing within the Study Area.

Following the field survey, each parcel in the Study Area was individually evaluated through GIS based analysis with respect to physical conditions, as appropriate, and conditions noted. The GIS database was provided by the City of Pensacola GIS Department and Escambia County Property Appraiser records. Other sources that were instrumental in determining the blight conditions included the City of Pensacola Property Conditions Survey conducted by the University of West Florida in 2003, the socio-economic indicators (2000 Census data and 2006 estimates) provided by the University of West Florida Haas Center of Business Research and Economic Development, the City of Pensacola Police Department Crime Statistics (2005), the City of Pensacola Community Development Department Inspections Division (2005), and the U.S. Environmental Protection Agency's report of the Remedial System Evaluation (2003) for the American Creosote Works site.

The analysis also included an evaluation of the planning documents and reports relating to relevant conditions in the Study Area. Each relevant condition was then mapped separately to illustrate the blighted conditions in the Study Area. A composite map was constructed that showed the Study Area blocks that were affected by one or more condition and any unaffected blocks. The composite map was examined for patterns of areas needing or not needing redevelopment. The emerging patterns were used in formulating a recommendation for the Westside Neighborhoods CRA boundary and determining blight conditions according to the Statute.

The inventory of blighting conditions was conducted using an approach consistent with the requirements of the Florida Statute. The findings are presented as a series of site photos, maps, statistical tables and text descriptions of the blight conditions established in the Westside Neighborhoods Study Area.



Vacant Commercial with deteriorated structural and site conditions along Cervantes Street



Vacant residential land and deteriorating site improvements



Vacant commercial with deteriorated structural and site conditions

III. Inventory

Section 163.340 (8) SUBSTANTIAL NUMBER OF DETERIORATED OR DETERIORATING STRUCTURES

The presence of a substantial number of deteriorated or deteriorating structures in an area is an indication of blight as defined by the Florida Statute and has a negative impact on the investment image of a community. These conditions impair economic growth including the lack of private investment to maintain the integrity and value of existing development, depreciation in housing values, high risk factor for new development, and a reduced tax base for the City. Additionally, deteriorated buildings create additional expense for the community in the need for increased code enforcement personnel, fire hazards, community policing, and inspections.

The Study utilizes the results of the *City of Pensacola Property Condition Survey*, conducted by the University of West Florida in April 2003, as the primary data source to determine the occurrence of deteriorated or deteriorating structures and conditions of blight found in the Study Area. The data presented in Tables 1-8 and Maps 1- 7, supported by the description of the conditions indicates the presence of distressed conditions and areas susceptible to deterioration in the recommended Westside Neighborhoods Study Area. The UWF survey results for deteriorating properties in the Study Area, supported by fieldwork conducted by RMPK in September 2006, confirms the existence of a substantial number of deteriorating conditions documented by the accompanying photographs. (Appendix F)

The University of West Florida survey classifies structures into the following four categories of condition:

1. **Standard Condition:** Unit appears habitable and in good condition. Needs no exterior repairs.
2. **Slightly Deteriorated:** Unit appears habitable but needs minor, non-structural repairs or maintenance such as painting or new roof shingles.
3. **Deteriorated:** Units appear habitable but needs major, structural repair such as new windows, walls, corrections to foundation, sagging roofs, porches, etc.
4. **Dilapidated:** Unit appears uninhabitable and is badly deteriorated and in need of major structural repairs. Considerable effort and expense required to rehabilitate and rehabilitation is probably not structurally or economically feasible.



Vacant Commercial with deteriorated structural and poor site conditions along Cervantes Street.



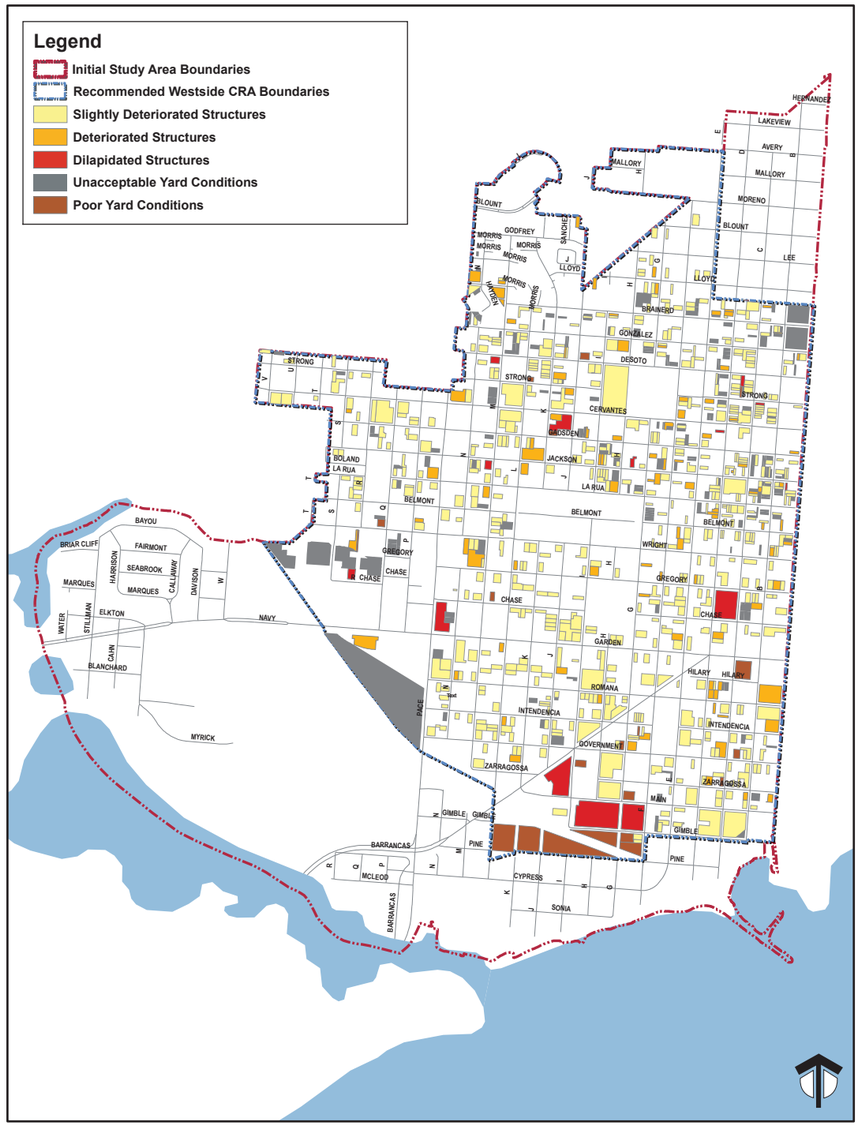
Vacant land along Pace Boulevard

Table 2. Westside Neighborhoods Study Area Structural Conditions

	Total	%	Occupied	%	Vacant	%
Structures Surveyed	2,559	100.0%	2,420	94.6%	139	5.6%
Standard Condition	1,852	72.4%	1,812	74.9%	40	28.8%
Slightly Deteriorated	601	23.5%	534	22.1%	57	41.0%
Deteriorated	100	3.9%	69	2.9%	31	22.3%
Dilapidated	16	0.6%	5	0.2%	11	7.9%
Total Structures with some level of deterioration	**717**	**28.0%**	**608**	**25.1%**	**99**	**78.4%**

Source: City of Pensacola Property Conditions Survey conducted by University of West Florida (2003)

PROPERTY CONDITIONS



MAP 3

WESTSIDE NEIGHBORHOODS AREA FINDING OF NECESSITY STUDY

City of Pensacola, Florida

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
City of Pensacola Property Conditions Survey (2003), conducted by University of West Florida.
October, 2006

Map 3 illustrates the site conditions and classifies it into different categories for structural deterioration and yard conditions as defined by the UWF's City of Pensacola Property Conditions Survey data. Table 2 indicates that 717 structures, representing approximately ***twenty-eight percent (28%)*** of the structures in the Study Area, are deteriorated to some degree. In comparison, only ***eighteen (18%)*** of the total number of parcels in the City were found to have some level of deterioration. While the recommended Westside Neighborhoods Study Area, accounts for approximately ***five percent (5%)*** of the total City land area in acres, it contains nearly ***twenty-five percent (25%)*** of the citywide structures exhibiting some level of deterioration. (717 structures in the Study Area out of 2,899 deteriorating structures found citywide, Table 4)

Additionally, nearly ***twenty-five percent (25%)*** of the West Side Neighborhoods Study Area's occupied structures have some degree of deterioration while approximately ***seventy-eight percent (78%)*** of the vacant structures are deteriorated to some extent. In comparison, the City has approximately ***fifteen percent (15%)*** of its occupied structures in deteriorating condition and ***sixty-two percent (62%)*** of its vacant structures with some level of deterioration. (Table 2 and Table 3)

As illustrated in Map 3, the deteriorated and dilapidated structures are scattered throughout the Westside Neighborhoods area, however, there are some areas of concentration of these properties within the northeastern segments of the Study Area.



Deteriorating Site Conditions, Westside Neighborhoods Commercial Properties

Table 3. Citywide Property Conditions

	Total	%	Occupied	%	Vacant	%
Structures Surveyed	16,462	65.1%	15,668	95.2%	792	4.8%
Standard Condition	13,557	82.4%	13,256	84.6%	300	37.9%
Slightly Deteriorated	2,469	15.0%	2,150	13.7%	319	40.3%
Deteriorated	365	2.2%	252	1.6%	111	14.0%
Dilapidated	65	0.4%	8	0.1%	57	7.2%
Total Structures with some level of deterioration	**2,899**	**17.6%**	**2,410**	**15.4%**	**487**	**61.5%**

Source: City of Pensacola Property Conditions Survey conducted by University of West Florida (2003)

Table 4. Citywide vs. Westside Neighborhoods Property Comparison

	Citywide	Westside Neighborhoods	Occurrence in Westside Neighborhoods
Structures Surveyed	16,462	2,559	**15.5%**
Standard Condition	13,557	1,852	**13.7%**
Slightly Deteriorated	2,469	601	**24.3%**
Deteriorated	365	100	**27.4%**
Dilapidated	65	16	**24.6%**

Source: City of Pensacola Property Conditions Survey conducted by University of West Florida (2003)

The City of Pensacola Property Survey also included a yard/ lot conditions survey. The results of the survey indicated that the structural conditions are closely related to the yard/ lot conditions (Appendix B). The University of West Florida survey classifies the lots into the following three categories of condition:

1. **Acceptable:** Yard has no overgrown grass or weeds and is free from any litter, trash, debris, junk and inoperable vehicles.
2. **Slightly Unacceptable:** Yard has grass and/or weeds in excess of 18 inches and/or small amounts of trash, junk or one inoperable vehicle that would require minimum effort to remove.
3. **Poor Condition:** Yard has grass and/or large amounts of trash, outdoor storage, junk and inoperable vehicles that would require considerable effort to remove.

Table 5 indicates that 583 properties, representing nearly ***eighteen percent (18%)*** of all properties in the Study Area, have deteriorating yard/lot conditions to some degree. In comparison, ***twelve percent (12%)*** of the total number of properties in the City were found to have some level of deterioration in site conditions.

Hurricane Damage

The City of Pensacola's location in the Florida Panhandle makes the area prone to the damage caused by hurricanes. The damage caused by Hurricane Ivan (2004) and Hurricane Dennis (2005) have contributed to the inventory of deteriorating structural and yard conditions found in the recommended Westside Neighborhoods Study Area. According to the damage assessment data provided by the City of Pensacola GIS Department, nearly 163 properties in the Westside Neighborhoods were damaged during the 2004 and 2005 hurricane seasons. (Table 6 and Map 5)

Hurricane force winds could cause severe damage to the structure of buildings and render critical equipment, such as electrical systems inoperable leading to further deterioration of existing structures and high vacancy rates. Map 5 illustrates the hurricane damage found in the recommended Westside Neighborhoods Study Area.

Table 5. Yard/ Lot Conditions

	City of Pensacola		Westside Neighborhoods Study Area	
	Total	%	Total	%
Total Lots	19,350	100.0%	3,229	100.0%
Slightly Unacceptable (With structure)	2,023	10.5%	516	16.0%
Poor Condition (With structure)	246	1.3%	67	2.1%
Total Lots with Unacceptable/ Poor Yard conditions	2,269	11.7%	583	18.1%

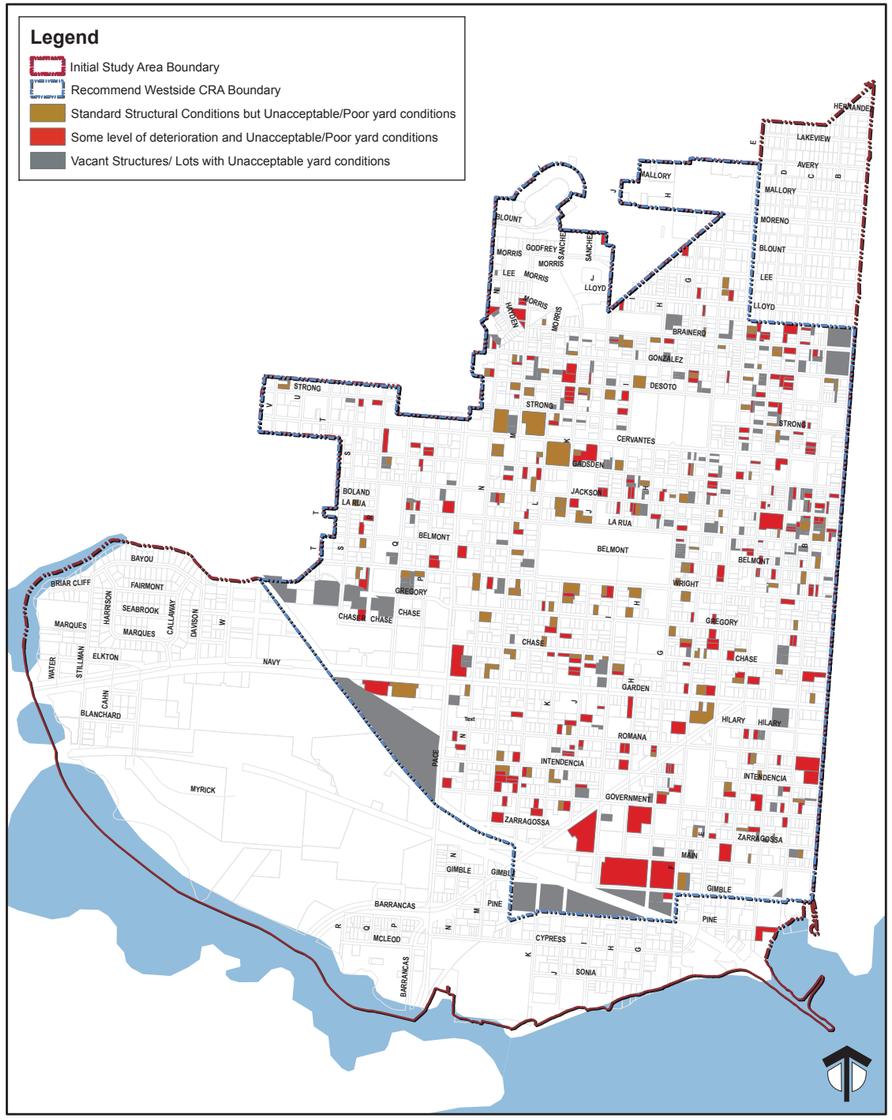
Source: City of Pensacola Property Conditions Survey conducted by University of West Florida (2003)

Table 6. Hurricane Damage: Westside Neighborhoods Study Area

	Parcel Count	%	Acreage	%
Hurricane Ivan Apartment Damage	2	0.1%	17.2	1.9%
Hurricane Ivan Damage	154	5.3%	58.8	6.9%
Hurricane Dennis Damage	4	0.1%	0.6	0.1%
Total Damage	163	5.6%	77	9.0%
Total	2,892		849.1	

Source: City of Pensacola GIS Department; Escambia County Property Appraiser GIS Database (2006)

YARD CONDITIONS, DETERIORATION AND VACANT LOTS



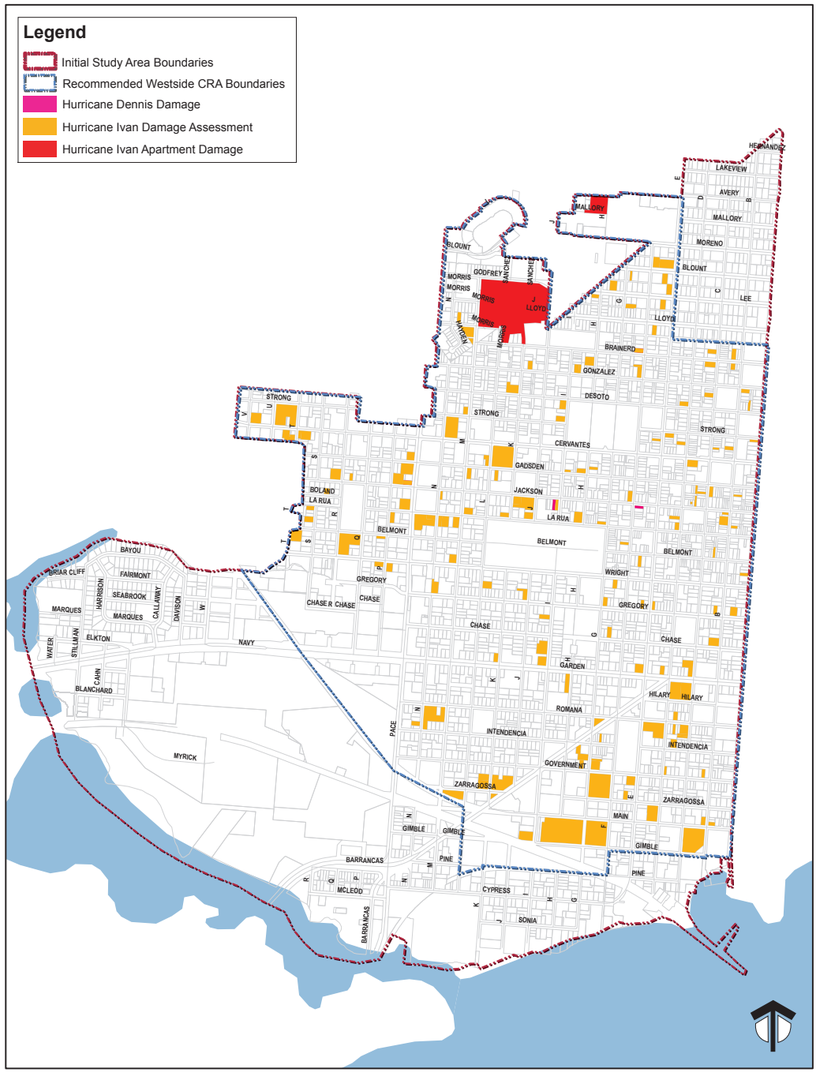
MAP 4

WESTSIDE NEIGHBORHOODS AREA FINDING OF NECESSITY STUDY

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Data presented based on the City of Pensacola Property Conditions Survey, conducted by University of West Florida.

HURRICANE DAMAGE



MAP 5

WESTSIDE NEIGHBORHOODS AREA
FINDING OF NECESSITY STUDY
City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Data presented based on the City of Pensacola Property Conditions Survey, conducted by University of West Florida.
October, 2006

Age of structures

The age of buildings, both residential and commercial, is a potential contributor to the declining conditions and high vacancy rates witnessed in the Westside Neighborhoods. Aging buildings typically require increased maintenance and repair. Additionally, the interior space, exterior appearance, and functional aspects of older buildings may be considered obsolete for modern market demands. The age of a building in and of itself is not a blighting condition. If adequate investment and maintenance is made, older buildings can remain viable and desirable in the real estate market. In fact, the historic building stock lends to the attractive neighborhood setting in Downtown Pensacola and the Pensacola Historic District, and has contributed in the resurgence of private housing renovations, occurring primarily in the already existing CRA.

Conversely, a concentration of older, poorly maintained and dilapidated buildings creates many negative influences in an area including a loss of economic status, a lack of interest in new development, an increased occurrence of crime, and decreased revenues for businesses. These conditions are evident in the Study Area. The 2006 Area Profile provided by the University of West Florida Haas Center of Business Research and Economic Development, indicates that approximately ***eighty-three percent (83%)*** of the housing units within the West Side Neighborhoods Study Area are over forty-five (45) years old (built 1960 or earlier). In comparison, ***fifty-four percent (54%)*** of the City's housing units are over forty-five years old. The median year built for housing units in the Study Area was estimated as 1951, compared to 1967 for the housing units in the City as a whole. (Refer to Table 7)

Table 7. Housing Units by Year Built

Housing Units by Year Built	City of Pensacola	%	Westside Neighborhoods	%
Total Housing Units	**26,938**		**3,422**	
Built 1999 to present	158	0.6%	21	0.6%
Built 1995 to 1998	792	3.0%	92	2.7%
Built 1990 to 1994	1,109	4.2%	58	1.7%
Built 1980 to 1989	4,276	16.2%	192	5.6%
Built 1970 to 1979	5,728	21.7%	236	6.9%
Built 1960 or earlier	14,334	54.3%	2,823	82.5%

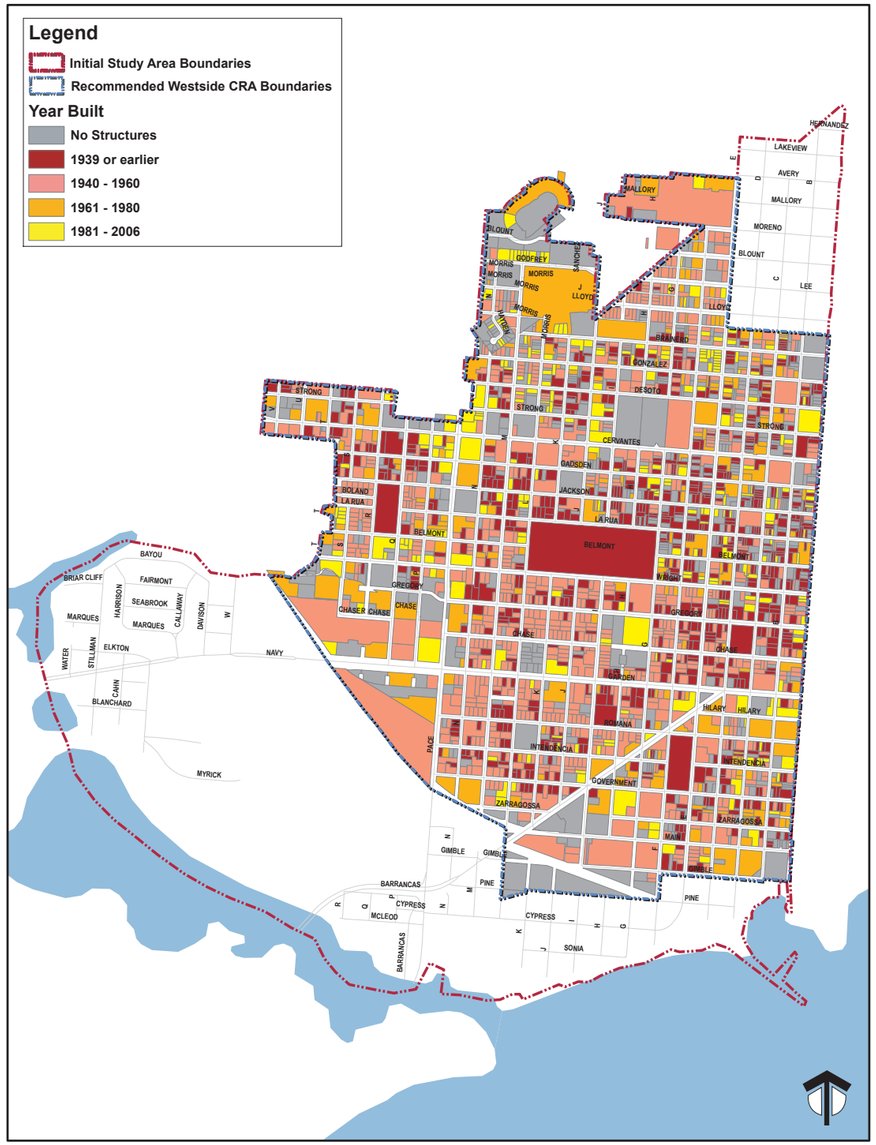
Source: 2006 Area Profile, University of West Florida Haas Center of Business Research and Economic Development

Table 8. Structures by Year Built

Structures by Year Built	City of Pensacola	%	Westside Neighborhoods	%	Occurrence in Westside
Total Structures	**26,385**		**2,212**		
Built 1999 to present	940	3.6%	130	4.6%	13.8%
Built 1995 to 1998	486	1.8%	59	2.1%	12.1%
Built 1990 to 1994	754	2.9%	30	1.1%	4.0%
Built 1980 to 1989	3,363	12.7%	60	2.1%	1.8%
Built 1970 to 1979	3,088	11.7%	86	3.0%	2.8%
Built 1960 to 1969	3,515	13.3%	155	5.4%	4.4%
Built 1950 to 1959	4,358	16.5%	348	12.2%	8.0%
Built 1940 to 1949	1,871	7.1%	561	19.7%	30.0%
Built 1939 or earlier	4,316	16.4%	783	27.5%	18.1%

Source: Escambia County Property Appraiser GIS Database (2006)

AGE OF STRUCTURES



MAP 6

WESTSIDE NEIGHBORHOODS AREA FINDING OF NECESSITY STUDY

City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Escambia County Property Appraiser Office GIS Database
October, 2006

Table 9. Deterioration and Age: Westside Neighborhoods	
Age	**Structures with some level of deterioration**
0 - 20 Years old	12
21 - 30 Years old	13
31 - 35 Years old	9
36 - 50 Years old	61
More than 51 years old	591

Source: City of Pensacola Property Conditions Survey conducted by University of West Florida (2003); Escambia County Property Appraiser GIS Database (2006)



Poor yard conditions and deterioration of site improvements: Commercial Uses



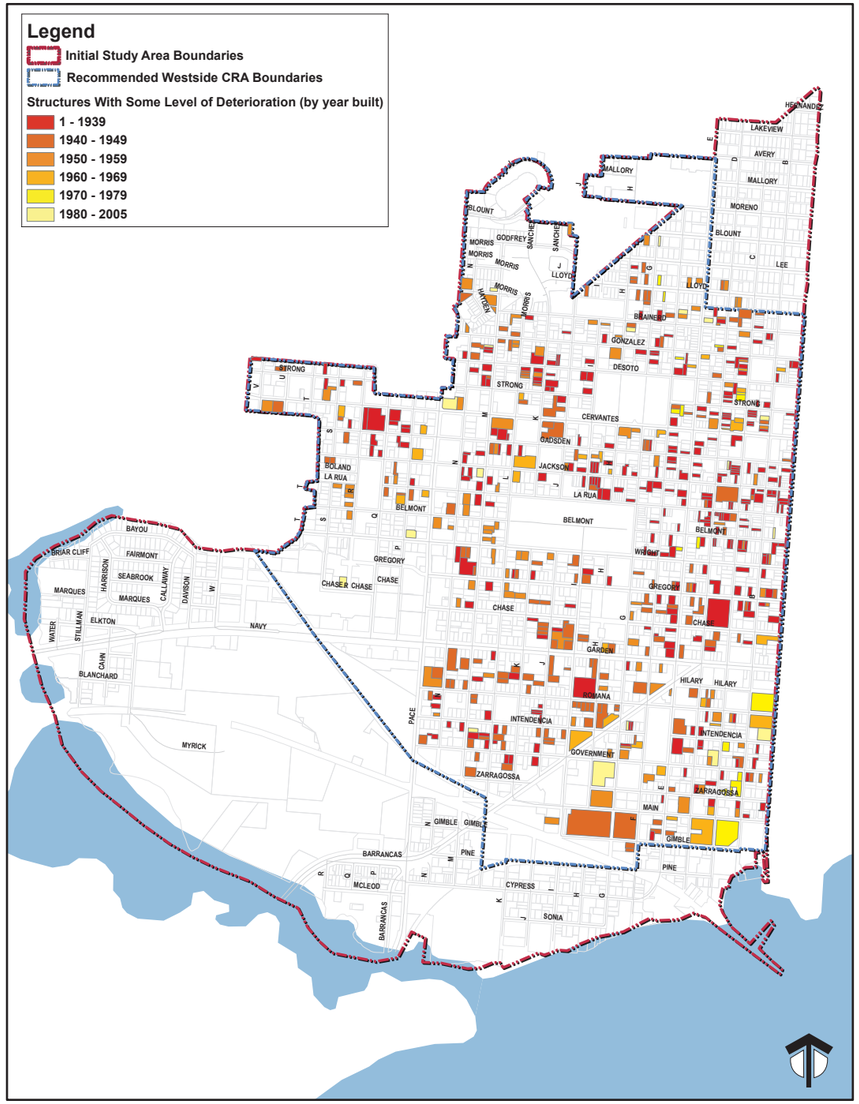
Deteriorating structural conditions and poor yard conditions: Residential Uses

The total building inventory, including both residential and commercial structures, as reported by the Escambia County Property Appraiser's records, reiterates the results of the 2006 estimates discussed above. Approximately **eighty-three percent (83%)** of the total building inventory (1,847 out of the total 2,212 structures) is over forty-five years (45 years) old. While the Westside Neighborhoods Study Area accounts for only ***eleven percent (11%)*** of all citywide structures, it accounts for approximately ***eighteen percent (18%)*** of the City's oldest structures (built 1939 or earlier).

Map 7 and Table 9 show the age of structures in the Study Area and illustrates a high correlation between deterioration conditions and age of structures. Approximately 591 structures out of the total number of deteriorating structures (717 structures) found in the Westside Neighborhoods are more than 51 years old.

The concentration of older and deteriorating buildings in the Westside Neighborhoods Study Area, combined with the high vacancy rates and low housing values compared to the City confirm the existence of blighted conditions and have contributed to the economic distress of the Westside Neighborhoods.

AGE OF STRUCTURES WITH SOME LEVEL OF DETERIORATION



MAP 7

WESTSIDE NEIGHBORHOODS AREA FINDING OF NECESSITY STUDY

City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Escambia County Property Appraiser Office GIS Database
October, 2006

Section 163.340 (8) CONDITIONS LEADING TO ECONOMIC DISTRESS

According to the U.S. Economic Development Administration, economic distress includes conditions that affect the fiscal and economic viability of an area. The distressed conditions include factors such as low per capita income, high unemployment, high underemployment, high poverty levels, and low education levels. These factors can impact the ability of residents to sustain the physical environment of the Westside Neighborhoods.

The Westside Neighborhoods Study Area exhibits significantly distressed economic characteristics relative to the City of Pensacola as a whole. The 2006 Area Profile provided by the University of West Florida Haas Center of Business Research and Economic Development, indicates that the Westside Neighborhoods Study Area is home to 7,196 residents, accounting for 13% of the City's total population. The area covered by the Westside Neighborhoods area represents 5% of the total land area covered by the City of Pensacola. It should be noted that the economic indicators discussed below are representative of the Initial Westside Neighborhood Study Area boundaries (Refer to Map 1) and not only the recommended Westside Study Area Boundary. However, for the purpose of this analysis, it is assumed that the economic indicators for the larger Study Area exhibit a close approximation to the economic indicators for the recommended Westside Neighborhoods Study Area boundary.

Household Income

The 2006 estimated per capita income for the City's households is $26,013, while the estimated per capita income for the Westside Neighborhoods Study Area is $14,924, representing only 57% of the citywide per capita income. Similarly, median household income ($23,770) in the Westside Neighborhoods is 58% of the City of Pensacola's median household income ($41,146). Average household income for the Westside Neighborhoods is $35,817, compared to the City's average 2006 estimated household income of $58,130.

Table 10. INCOME LEVEL AND HOME VALUES

	2006		
INCOME	City of Pensacola	Westside Neighborhoods	% of City
Total Population	**55,696**	**7,196**	**12.9%**
Total Households	24,723	2,909	11.8%
Average Household Income	$58,130	$35,817	61.6%
Median Household Income	$41,146	$23,770	57.8%
Per Capita Income	$26,013	$14,924	57.4%
Median Home Value	$164,572	$89,658	54.5%

Source: 2006 Area Profile, University of West Florida Haas Center of Business Research and Economic Development

Table 11. POVERTY LEVEL

	2006			
POVERTY LEVEL	City of Pensacola	%	Westside Neighborhoods	%
Total Families	14,153		1,701	
Income Above Poverty Level	12,448	88.0%	1,182	69.4%
Income Below Poverty Level	1,705	12.0%	519	30.6%

Source: 2006 Area Profile, University of West Florida Haas Center of Business Research and Economic Development

Poverty

The Census Bureau uses income thresholds that vary by family size and composition to detect who is poor. If the total income for a family or group of unrelated individuals falls below the relevant poverty threshold, then the family or unrelated group is classified as being "below the poverty level". For the purposes of analysis, this report assumes a family income base of $15,000 and less as the poverty threshold for both the City of Pensacola and the Westside Neighborhoods.

There were 519 families below poverty level in the Westside Neighborhoods out of a total of 1,701 families, indicating that the rate of poverty is nearly ***thirty-one percent (31%)*** for the Westside Neighborhoods. In comparison, the 2006 estimated citywide poverty rate is ***twelve percent (12%)***, with a total of 1,705 families below poverty level. While the Westside Neighborhood's land area covers only ***twelve percent (12%)*** of the City's total area, it accommodates almost ***thirty-one percent (31%)*** of the families below poverty level found citywide. (Table 11)

Housing Values

Housing values in the Study Area are nearly half of those for the City as a whole. According to the 2006 estimates, the median home value in the Westside Neighborhoods is $89,658, compared to $164,572 for the City, accounting for a difference of nearly $75,000 between the two markets. (Table 11)

Education and Employment

According to the 2006 Area Profile estimates, the unemployment rate for the Westside Neighborhoods is approximated at **8.4%,** significantly higher than the citywide rate of **5.8%**. The unemployment rate includes all civilians 16 years old and over that are actively looking for work and does not include the residents who have dropped out of the job search effort. The 2000 Census indicated that nearly **fifty percent (50%)** of the Westside Neighborhoods' total population 16 years old and over was not in the labor force.

Additionally, the 2000 Census reported that nearly **twelve percent (12%)** of the Westside Neighborhoods Area population 25 years old and over has less than a 9th grade education, compared to only **four (4%)** for the citywide population. The low education levels combined with the high unemployment rates contribute to the level of economic distress experienced by the Westside Neighborhoods. (Table 12)

Low per capita income, high poverty rates, high unemployment rate, low educational attainment levels, lower median home values compared to the City are strong indicators of economic distress in the Westside Neighborhoods. The distressed economic conditions combined with the deteriorated physical environment experienced in the Westside Neighborhoods confirm the existence of blighted conditions in the Westside Neighborhoods Study Area.

TABLE 12. EMPLOYMENT	2000			
	City of Pensacola		Westside Neighborhoods	
Total Population 16+ In Labor Force	26,845	59.7%	2,800	51.2%
Civilian Employed	24,417	54.3%	2,510	45.9%
Civilian Unemployed	1,709	3.8%	268	4.9%
In Armed Forces	719	1.6%	16	0.3%
Not in Labor Force	18,121	40.3%	2,669	48.8%
	2006			
	City of Pensacola		Westside Neighborhoods	
Total Population 16+ In Labor Force	25,041		2,740	
Civilian Employed	23,589	94.2%	2,510	91.6%
Civilian Unemployed	1,368	5.8%	211	8.4%
In Armed Forces	NA	NA	NA	NA
Not in Labor Force	NA	NA	NA	NA

Source: 2006 Area Profile, University of West Florida Haas Center of Business Research and Economic Development

Section 163.340 (8) (c) FAULTY LOT LAYOUT

The size of parcels has a significant impact on the redevelopment potential for any proposed property. Typically, older platted subdivisions and commercial properties are too small for development and exhibit non-conformance with current zoning regulations. Contemporary development trends favor larger sites for redevelopment as they offer the flexibility to provide a variety of uses and a mix of activities. Larger sites also reduce the complexities involved with assembly of smaller parcels to support large scale redevelopment projects.

Map 8 identifies the deficient parcels in relation to lot sizes found in the Study Area. Inconsistencies between lot sizes and lot size requirements can be identified by comparing the minimum lot area requirements contained in the zoning code to the existing lot parcel sizes. As illustrated in Table 13, over ***thirteen percent (13%)*** of the Westside lots do not meet the minimum lot area requirements of the City of Pensacola Land Development Code.



Inadequate parking facilities resulting in land use conflicts, Westside Neighborhoods



Sub-standard lot layout resulting in lack of maintenance and site deterioration, Westside Neighborhoods

TABLE 13. FAULTY LOT LAYOUT					
Zoning Districts	Parcel Count	Minimum Lot Size	Westside Neighborhoods Faulty Lot Sizes		
		(sq.ft.)	Parcels under 3,000 sq.ft.	Parcels between 3,000 and 3,500 sq.ft.	Total number of faulty lots
R1A	1,261	3,500	86	38	124
R1A (Duplex)	7	5,000	0	0	
R1AA (R1A2)	1	5,000	0	0	
R1AAA (R1A3)	120	9,000	2	1	135
R-2A	119	20,000	3	4	115
R-2	244	NA	7	3	
RC	125	NA	4	5	
RNC	262	NA	28	15	
C-1	289	NA	10	6	
C-2	44	NA	2	4	
C-3	154	NA	8	3	
M-1	70	NA	3	0	
M-2	2	NA	0	0	
M-3	13	NA	6	0	
Total	2,892		153	76	374

Source: Escambia County Property Appraiser GIS Database (2006)



Commercial uses on substandard lot configurations resulting in inadequate parking and encroachment into public right-of-way



Vacant housing units, Westside Neighborhoods

Table 14. 2005 Building Code Violations

Category	Citywide Code Violations	Westside Code Violations	Occurrence in Westside
Substandard Structure	56	4	7.1%
Unsafe Accessory Structure	17	4	23.5%
Unsafe Structure	119	27	22.7%
Totals	192	35	18.2%

Source: City of Pensacola Community Development Inspections Division (2005)

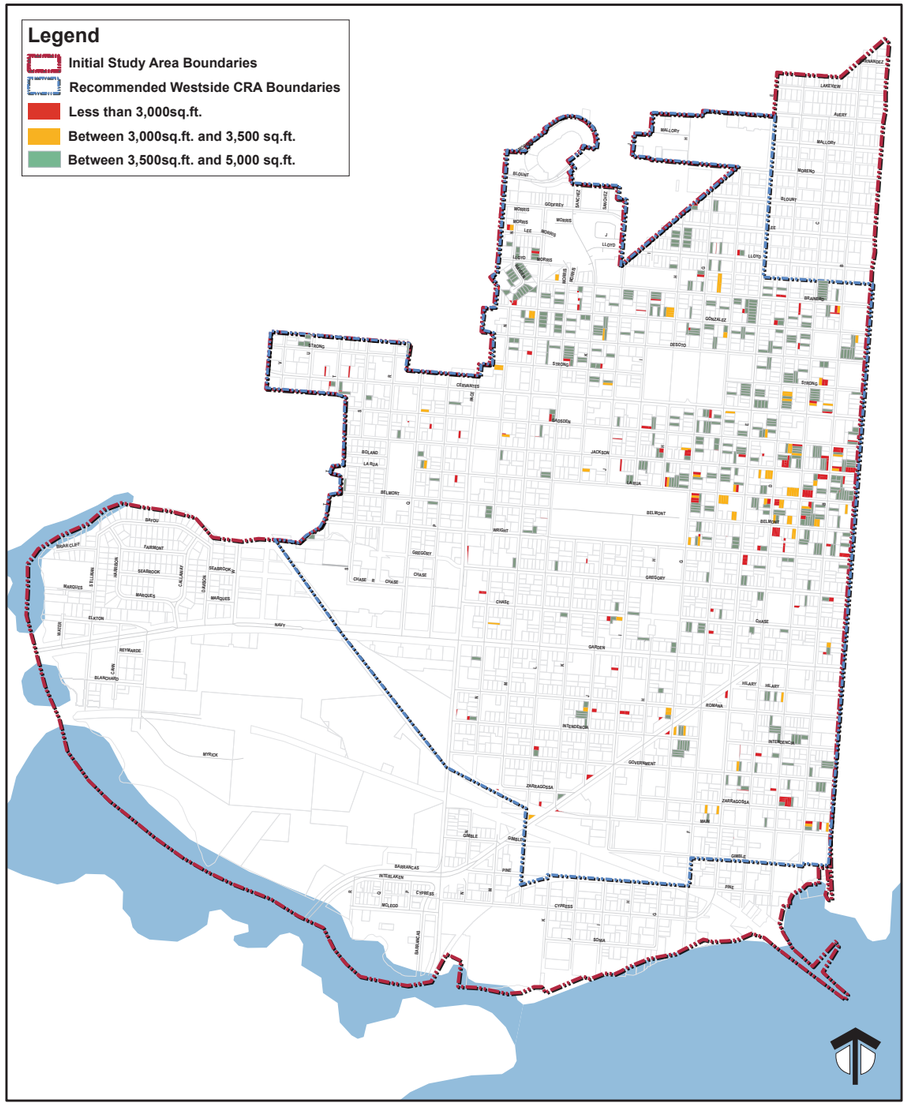
One hundred twenty four (124) parcels within the R-1A zone are less than 3,500 sq.ft. in area and do not meet the minimum lot size requirement under the City's LDC. Additionally, The R1A3 zone has a minimum lot size of 9,000 sq.ft., however, 135 parcels zoned R1A3 in the Westside Neighborhoods do not meet the minimum requirement under the City's LDC.

Approximately twenty (20) of the commercially zoned properties in the Study Area with lot area less than 3,000 sq.ft. are considered either uneconomical or deteriorated from an investment and development perspective. These do not meet contemporary design standards in terms of size and usefulness. The development of commercial uses on substandard lots also has a deleterious impact on neighboring residential uses, due to traffic hazards caused by business parking located in the front of the property, encroachments into residential areas, inadequate buffering, and spill-over parking. These properties are further limited by their size in relation to parking and setback requirements, stormwater treatment standards and landscaping requirements.

Code Violations

The percentage of code violations in the Study Area is also an indicator of the deteriorating conditions in the Study Area. The City of Pensacola Community Development Department Inspections Division reported that nearly ***twenty-three percent (23%)*** of the properties listed on the City's unsafe structures list for 2005 were located in the Westside Neighborhoods. Additionally, nearly ***twenty-four percent (24%)*** of the City's unsafe accessory structures and ***seven percent (7%)*** of the City's substandard structures were located in the Westside Neighborhoods. (Table 14)

PARCEL SIZES



MAP 8

WESTSIDE NEIGHBORHOODS AREA FINDING OF NECESSITY STUDY

City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Escambia County Property Appraiser Office GIS Database
October, 2006

Section 163.340 (8) (m) DIVERSITY OF OWNERSHIP

The following section discusses the high percentage of parcels under multiple ownership. These ownership patterns act as a potential obstacle to the assemblage of land for redevelopment. The unusual conditions of title increase the cost of development and deter private sector investment.

Diversity of ownership or defective or unusual conditions of title, prevent the free alienability of land. This includes factors such as multiple owners of a single property and complex title issues resulting from life estates and heir property. Multiple ownership patterns can be a hindrance to land assembly in support of redevelopment projects. This situation is compounded by the fact that many of the individual properties are insufficient in size. The conditions makes it difficult to accommodate potential redevelopment projects that comply with current land development codes.

For the purpose of this study, all parcels that have more than one owner listed on a single property in the Escambia County Property Appraiser GIS database, are assumed to be examples of multiple ownership. The Escambia County Property Appraiser's database indicates that nearly 987 out of the total 2,892 parcels in the recommended Westside Neighborhoods Study Area, are owned by more than one owner, accounting for nearly ***thirty-four percent (34%)*** of the total parcels. As illustrated in Table 15, ***eight hundred thirty (830)*** properties in the Study Area have two owners; ***eighty-six (86***) parcels have three owners listed; and ***seventy-one (71)*** parcels have four or more owners listed.

Additionally, there are several parcels in the Westside Neighborhood Area, which straddle the corporate limit line to the west. As a result, portions of individual properties lie within the City of Pensacola while the remainder of these small parcels lie within the County. This peculiar condition, which results from the irregularity of the corporate limit line, exacerbates the issue related to land assembly.

Table 15. Multiple Ownership

Multiple ownership	Parcel Count	%
Two owners listed	830	28.7%
Three owners listed	86	2.9%
Four or more owners listed	71	2.5%
Total Parcels with unusual title	987	34.1%
Total Parcels in the Westside Neighborhoods	2,892	

Source: Escambia County Property Appraiser GIS Database (2006)



Deterioration of site conditions and lack of sidewalks along Main Street

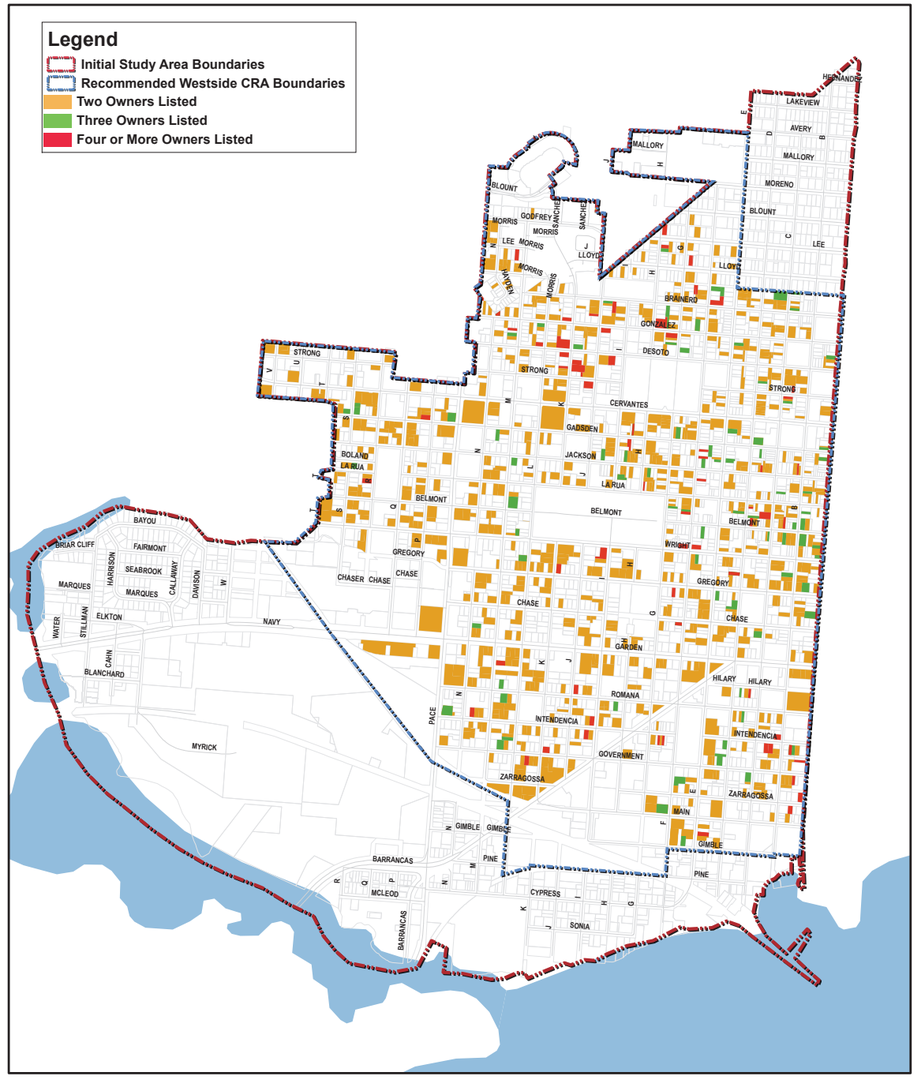


Deteriorating of site conditions and other improvements (lack of sidewalks, invasive vegetation growth along Pace Boulevard



Vacant and Boarded Structure along Pace Boulevard

OWNERSHIP



MAP 9

WESTSIDE NEIGHBORHOODS AREA FINDING OF NECESSITY STUDY

City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Escambia County Property Appraiser Office GIS Database
October, 2006

Section 163.340 (8) (j) INCIDENCE OF CRIME

The incidence of crime in the Westside Neighborhoods is higher than in the remainder of the City. The 2005 crime statistics provided by the City of Pensacola Police Department indicates that 1,369 of the 6,695 total citywide offenses for which police reports were made occurred within the Westside Neighborhoods. This represents ***twenty percent (20%)*** of the total crimes committed in the City. (Table 16)

While the Westside Neighborhoods contain nearly ***thirteen percent (12.8%)*** of the City's total population, it is experiencing a disproportionate incidence of crime compared to the total population. The crime per capita in the Westside Neighborhoods at ***nineteen percent (19%)*** is significantly higher than the citywide rate of ***twelve percent (12%)***.

The total number of offenses reported for the Westside Neighborhoods include burglary, robbery, theft, assault/ battery, narcotics violations, violent crimes, and other crimes. The Westside Neighborhoods also experienced a significantly high percentage of narcotics related offences with nearly ***thirty-five percent (35.5%)*** of the citywide narcotics related offences occurring in the Westside Neighborhoods. (Refer to Table 16)

The high incidence of crime deters the private sector from investing in redeveloping the area. Crime is closely related to deteriorating neighborhood conditions such as high unemployment rates, significant vacancy rates, and unsafe conditions. Left unaddressed, the crime rates will most likely continue to escalate within the Study Area burdening the City and residents with additional costs.

TABLE 16. CRIME STATISTICS 2005

Population	City of Pensacola		Westside Neighborhood		Percent of City Population
	56,255		7,196		12.79%
	# of Crimes	Crimes Per Capita	# of Crimes	Crimes Per Capita	% Crime Occurrence in Westside
Crime Category					
Burglary Crimes	724	1.3%	150	2.1%	20.7%
Robbery Crimes	93	0.2%	21	0.3%	22.6%
Theft Crimes	1,834	3.3%	283	3.9%	15.4%
Assault/Battery Crimes	838	1.5%	194	2.7%	23.2%
Narcotic Related Offenses	606	1.1%	215	3.0%	35.5%
Violent Crimes	178	0.3%	21	0.3%	11.8%
Other	2,422	4.3%	485	6.7%	20.0%
Total Offenses	6,695	11.9%	1,369	19.0%	20.5%

Source: City of Pensacola Police Department, 2005

Section 163.340 (8) (l) RESIDENTIAL AND COMMERCIAL VACANCY RATES

Vacant structures and abandoned lots lead to a deterioration of the physical environment. Such deterioration is detrimental to the investment image of the community. High building vacancy levels located on primary commercial corridors and residential housing vacancy rates indicate weak market conditions to the private investor. The vacancy rate is also a significant factor considered by the County Property Appraiser when assessing property values for tax purposes.

High vacancy rates in the housing market indicate a lack of community interest in maintaining the neighborhood's quality of life and integrity resulting in a decline of investment. Vacant properties depress the values of adjacent properties causing devaluation over time negatively affecting the City's ad valorem tax revenues. Vacant housing units are also more likely to become delinquent because the cost of paying taxes on the property may exceed the value of the property. The Escambia County Property Appraiser records shows nearly ***twenty percent (19.7%)*** of all parcels within the Westside Neighborhoods Study Area as vacant compared to ***ten percent (10.1%)*** of all citywide parcels. More than ***seventeen percent (17.1%)*** of the Study Area's total parcel count is vacant residential compared to approximately ***nine percent*** (8.6%) of vacant residential properties found citywide. (Table 17)

The Westside Neighborhoods Study Area also has a higher percentage of vacant commercial properties ***(nearly 2%)***, compared to the City ***(1.4%).*** In terms of acreage, nearly ***four percent (3.7%)*** of the total parcel acreage is classified vacant commercial, compared to only ***0.4%*** for the City of Pensacola. Nearly ***sixteen percent (15.5%)*** of the Study Area's total acreage is comprised of vacant parcels, compared to ***four percent (4%)*** of the City's total acreage that are classified as vacant lands.

The Escambia County Property Appraiser's data indicates that nearly ***twenty-one percent (21.3%)*** of the vacant lots within the City of Pensacola are located in the Westside Neighborhoods Study Area. (Table 18)

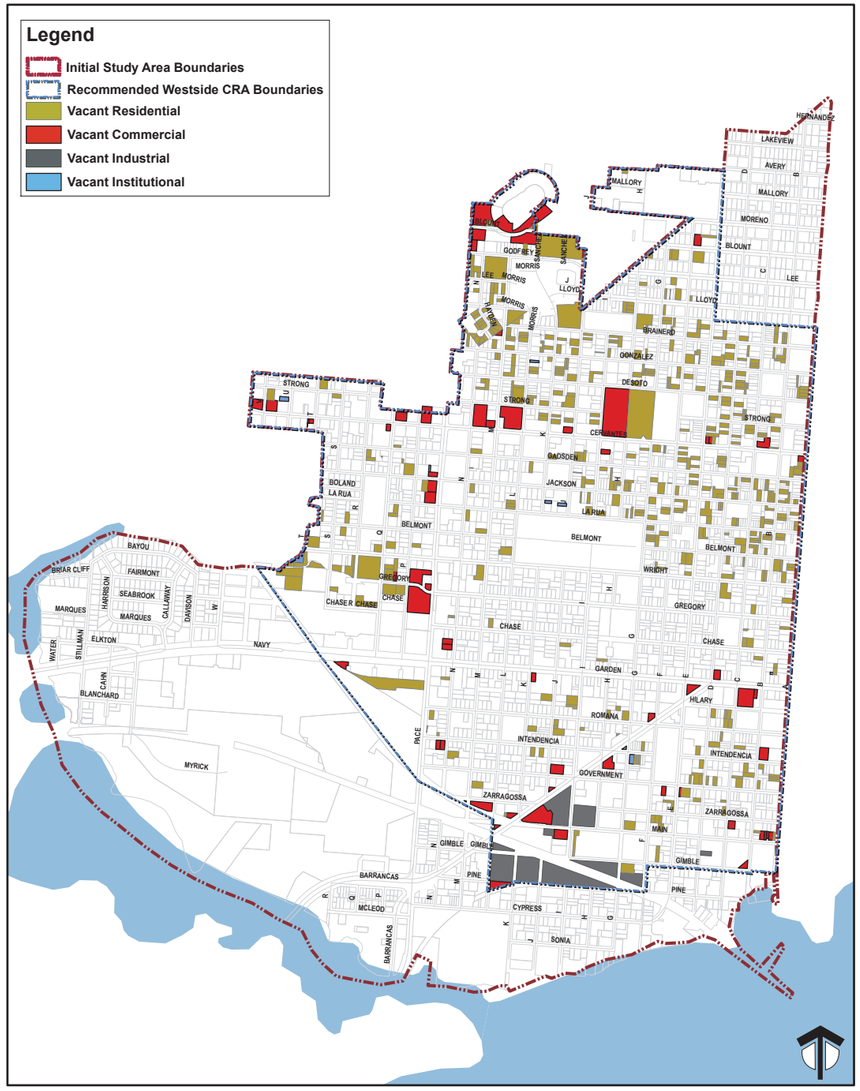
	City of Pensacola				Westside Neighborhoods Study Area			
	Parcel Count	% of total parcels	Acreage	% of total acreage	Parcel Count	% of total parcels	Acreage	% of total acreage
Vacant Residential	2,263	8.6%	589.7	3.6%	494	17.1%	89.7	10.6%
Vacant Commercial	375	1.4%	60.8	0.4%	60	1.9%	31.7	3.7%
Vacant Institutional	23	0.1%	7.9	0.0%	9	0.3%	1.1	0.1%
Vacant Industrial	16	0.1%	36.9	0.2%	7	0.2%	9.1	1.1%
Total Vacancy	2,677	10.1%	695.3	4.2%	570	19.7%	132.0	15.5%
Total	26,385		16,525		2,892		849.1	

TABLE 17. VACANCY RATES
Source: Escambia County Property Appraiser GIS Database (2006)

	Citywide	Westside	Occurrence in Westside
Vacant Residential	2,263	494	21.8%
Vacant Commercial	375	60	16.0%
Vacant Institutional	23	9	39.1%
Vacant Industrial	16	6	43.8%
Total Vacancy	2,677	570	21.3%
Total Number of Parcels	26,385	2,892	11.0%

TABLE 18. Vacancy Rate Comparison: City of Pensacola v. Westside Neighborhoods
Source: Escambia County Property Appraiser GIS Database (2006)

VACANT LANDS



MAP 10

WESTSIDE NEIGHBORHOODS AREA FINDING OF NECESSITY STUDY

City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Escambia County Property Appraiser Office GIS Database
October, 2006

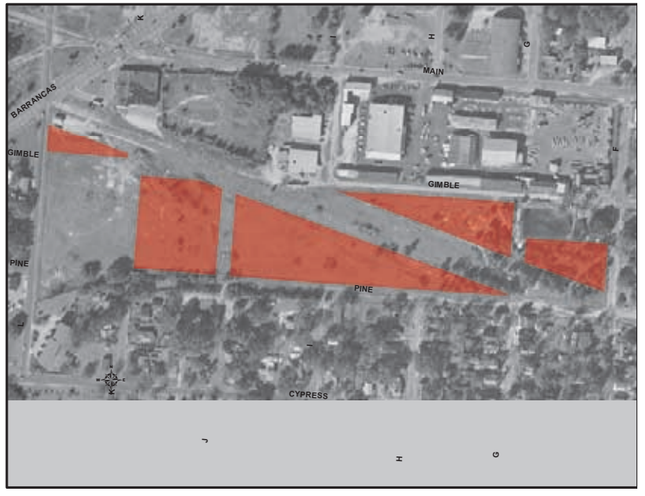
Section 163.340 (8) (n) GOVERNMENTALLY OWNED PROPERTY WITH ADVERSE ENVIRONMENTAL CONDITIONS CAUSED BY A PUBLIC OR PRIVATE ENTITY

The abandoned American Creosote Works wood preserving plant is located within the Study Area boundaries. The abandoned 18-acre site sits 1/4 mile north of the confluence of Bayou Chico and Pensacola Bay, at the corner of "L" Street and Barrancas Avenue. The site is identified as a Superfund site by the Environmental Protection Agency and is listed on the National Priority List (NPL) for hazardous waste sites. Sites that are listed on the NPL can only be cleaned up using the Superfund Trust fund.

Superfund is the Federal government's program to clean up the nation's uncontrolled hazardous waste sites. Superfund sites include any land that has been contaminated by hazardous waste and identified by the Environmental Protection Agency (EPA) as a candidate for cleanup because it poses a risk to human health and/or the environment.

The American Creosote Works, Inc. operated a wood preserving plant from 1902 until 1981. Creosote and Pentachlorophenol were the primary preservatives used in the treatment process. The wastewater generated at the plant was discharged into two on-site surface impoundments, which then overflowed through a spillway into the Pensacola Bay. In subsequent years, the wastewater was drawn off the ponds whenever pond levels were high and discharged on the plant property. During periods of heavy rainfall and flooding, the wastewater occasionally overflowed the containment dikes onto both on-site and off-site areas.

The ACW Site is currently vacant except for the wells involved with the groundwater cleanup at the Site and the associated structures. The only structure remaining on the ACW Site is a Quonset hut building and a mobile office that are used as part of the groundwater cleanup effort. The Sanders Beach Neighborhood and the Pensacola Yacht Club (PYC) are located immediately to the south of site.



Contaminated American Creosote Works Site





Above: View of ACW site along Pine Street
Below: View of ACW site from Gimble Street

The site contains contaminated soil and ground water conditions that have been impacted with volatile organic compounds (VOCs) and semi-volatile organic compounds (SVOCs) associated with wood treating. Due to the improper disposal activities at the site, the then Florida Department of Environmental Regulation (FDER) enacted enforcement proceedings against ACW. The FDER issued a Notice of Violation in January 1981, and entered into a Consent Order with ACW in March 1981. ACW was unable to meet the requirements of the Consent Order and filed for re-organizational bankruptcy under the provisions of Chapter 11 of the Federal Bankruptcy Code. An "immediate removal action" was completed by the FDER and the EPA during September and October of 1983. The two on-site impoundments were drained and the hazardous liquids treated by a portable treatment facility. The remaining sludges were stabilized with fly ash and covered with a temporary clay cap. EPA re-sodded and re-seeded the temporary clay cap in 1985. In December 1985, a fence and warning signs were installed by the FDER to restrict access to the site.

The EPA initiated a Remedial Investigation/Feasibility Study (RI/FS) in 1984. The RI report was completed in January 1985, and indicated that contaminated soils and groundwater existed on- and off-site. A draft FS was completed followed by a public meeting in August 1985. A Risk Assessment was completed by an outside contractor for EPA in June 1989 and included the development of soil and sediment cleanup levels. EPA initiated an in-house FS that included an evaluation of thermal treatment technologies. The EPA determined that the contaminated media at the site could best be addressed as two operable units (OUs): OU 1 addresses surface soils and sediments, and OU 2 addresses the stabilized/capped sludges, soils underlying the cap, and groundwater. Treatability studies, a Value Engineering Analysis by the US Army Corps of Engineers (USACE), and OU 1 design work were conducted between October 1989 and July 1991.

The remedy for OU 2 includes Phase I – recovery and off-site recycling of dense non-aqueous phase liquids (DNAPLs) followed by Phase II – groundwater recovery and treatment using enhanced bioremediation technologies. A State Superfund Contract (SSC) between EPA and FDEP was signed in September 1997, which commits the State to a ten percent cost share for DNAPL recovery as part of site cleanup. On-site construction of the DNAPL recovery system was completed in September 1998. (Appendix G)

In September 2002, the EPA and FDEP signed a SSC to perform an interim removal of contaminated off-site soils and sediments exceeding the EPA's current guidance levels. Fieldwork on this interim remedy was completed in November 2003. In October 2003, the City of Pensacola adopted a future use plan for the site that includes a number of shops and other small businesses on the north edge of the site and leaves the majority of the site as a "green space" for recreational activities. The EPA, FDEP and US Army Corps of Engineers are currently evaluating the 2002 design to determine what changes, if any, will be necessary to adapt the cap design to the City's future use scenario. It was expected that USACE would provide the EPA and FDEP with recommendations for design changes to meet the City's planned use by the summer of 2004. However, this has been delayed due to the severe hurricane seasons experienced in Florida and other Gulf states in 2004 and 2005, including the direct impact of Hurricane Ivan on Pensacola in 2004.

The American Creosote Works (ACW) site's designation as a Superfund site on the National Priority List (NPL) confirms the presence of adverse environmental conditions on a governmentally owned site. Subsequent to clean-up of the site, ownership will likely be transferred to the City of Pensacola. The City proposes to redevelop the site in conjunction with the ACW Plan.

IV. Conclusion

This study has identified and documented conditions in the recommended Westside Neighborhoods Study Area that are consistent with the definition of blight contained in the Florida Statutes. It is,therefore, reasonable to find that these conditions substantially impair sound growth and have lead to economic distress in the area. The inventory of existing conditions presented in this report provides a basis for the City of Pensacola to adopt a resolution acknowledging the existence of blight in the Westside Neighborhoods Area and finding that rehabilitation, conservation or redevelopment is necessary in the interest of the public health, safety, morals or welfare of the City's residents. These findings also provide justification for using the tools provided to local governments through Chapter 163 Part III of the Florida Statutes: "The Community Redevelopment Act".

The Westside Neighborhoods Area has a substantial number of structures exhibiting some level of deterioration, documented by the City of Pensacola Property Conditions Survey. Government maintained demographic and economic statistics highlight a prevailing level of economic distress. Field observations conducted by the RMPK Group staff provide corroborating evidence of deteriorating conditions.

Results of the City of Pensacola Property Condition Survey demonstrate a significantly high percentage of deteriorated and deteriorating structures in the Westside Neighborhoods. A high unemployment rate, low per capita income, a high poverty rate, low education attainment levels, and lower median home values are an indication of the economic distress generated in the Westside Neighborhoods. The cumulative impact of high vacancy rates in residential and commercial properties, a high percentage of aging structures, substandard lot configurations, multiple ownership patterns, and the presence of adverse environmental conditions substantiate the existence of blight in the Study Area. The existence of blight can have negative impacts on a community including:

- Depressed property values, resulting in lower local tax revenues;
- Strain on city services- police, health, fire, building code;
- Increased fire hazard potential because of poor maintenance, faulty wiring and debris;
- Increased code enforcement demands;
- Concentration of low-income groups and marginal businesses with decreased potential for investment to reverse the blighting conditions;
- Creation of an environment that attracts criminal activity;
- Creation of a poor market environment, where existing businesses relocate to other, more stable areas and new businesses do not replace them;
- Cost to existing home owners- higher insurance premiums, low appraisals for homestead properties.

Presence of Blight

The analysis indicates that the Westside Neighborhoods contain at least seven of the fourteen conditions indicative of a "blighted area" listed in the Florida Statutes. The following is a summary of findings that support a declaration of blight for the Westside Neighborhoods Study Area:

Substantial number of deteriorated or deteriorating structures

- Approximately 28% of the structures in the Study Area are deteriorated to some degree. In comparison, the City consists of only 18% of the total number of structures showing deterioration.
- 25% of the citywide structures exhibiting some level of deterioration are found in the recommended Westside Neighborhoods Study Area.
- Nearly 6% of the structures found in the Westside Neighborhoods were damaged by the impact of hurricanes in 2004 and 2005.
- 83% of the housing units in the Westside Neighborhoods are over forty-five years old (built before 1960).

Conditions leading to economic distress

- **High unemployment rate**
  The Westside Neighborhoods has an unemployment rate of 8.4% compared to the citywide rate of 5.8%.

- **High Poverty rate**
  Nearly 31% of total families in the Westside Neighborhoods have an income below the poverty level threshold compared to 12% for the City.

- **Low Per Capita Income**
  Per capita income for the Westside Neighborhoods at $14,924 is almost 57% of the citywide per capita income at $26,013.

- **Low household income**
  Median household income for the Westside Neighborhoods ($23,770) is less than half of the City's median household income ($58,130).

- **Low housing values**
  Median home values in the Study Area nearly 55% of the citywide median housing values.

Faulty Lot Layout in relation to size, adequacy, accessibility or usefulness

- Inadequate properties in relation to current land development codes.

- Over 14% of the Westside properties do not meet the minimum lot area requirements of the City of Pensacola Land Development Code.

- 18% of the citywide code violations were located in the recommended Westside Neighborhoods Study Area.

Residential and Commercial vacancy rates higher in the area than in the remainder of the municipality

- Nearly 20% of the properties in the Westside Neighborhoods Study Area are vacant. In comparison, only 10% of the total citywide properties are considered vacant.

- 16% of the Study Area's total acreage comprises of vacant parcels; while only 4% of the City's total land area is considered vacant.

Incidence of crime higher in the area than in the remainder of the municipality

- 20% of the total offenses reported in the City occurred within the Westside Neighborhoods.

Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated area

- Nearly 34% of the total parcels in the Westside Neighborhoods are owned by more than one owner.

- Unusual conditions of title including estate and life estates.

- Irregularity of the corporate limit line.

Governmentally owned property with adverse environmental conditions

- American Creosote Works Inc. site, an abandoned EPA designated Superfund site, is located in the recommended Westside Neighborhoods Study Area.

The purpose of the Community Redevelopment Act is to provide local governments the ability to combat deteriorating urban conditions which retard development of the area. The intent of the legislation is to reduce or eliminate the conditions found in the Study Area; conditions, which hinder sound future growth and development.

Redevelopment is by nature more costly than the development of vacant land. Improved property is invariably more expensive than vacant property as the cost of demolition and the preparation must be factored in. Additionally, it is often necessary to assemble more than one parcel of land. Redevelopment activity also triggers thresholds for mandatory compliance with more costly, modern development standards. Often environmental clean-up is required which adds expense.

The higher costs associated with property redevelopment will have significant implications for attempts to redevelop the Westside Neighborhoods Area. The private sector is not likely to absorb the risks and costs of such an undertaking alone. Therefore, the creation of a Community Redevelopment Agency is the most appropriate tool for the City of Pensacola to use when planning, designing and participating with the private sector to revitalize the Westside Neighborhoods Area.

Recommendations

Finding of Necessity

The Westside Neighborhoods is located within the Pensacola Inner City area declared blighted and designated a Community Redevelopment Area by the Pensacola City Council in 1980 and again in 1981. The data presented in this report provides a factual basis upon which the City of Pensacola may make a legislative finding that the Westside Neighborhoods Area is at this time a blighted area; and that rehabilitation, conservation, or redevelopment, or a combination thereof is necessary in the interest of the public health, safety, morals or welfare of the residents of the municipality. It is recommended that the Pensacola City Council pass a resolution designating the recommended boundary as the Westside Neighborhoods Community Redevelopment Area.

Establish a Community Redevelopment Agency

In 1980 and again in 1981, the Pensacola City Council determined the need for a Community Redevelopment Agency and declared itself to be the Community Redevelopment Agency in the City of Pensacola. Based upon the results of this study, the existing Pensacola Community Redevelopment Agency (Pensacola City Council) should be designated to carry out community development purposes pursuant to Part III, Chapter 163 of the Florida Statutes in the recommended Westside Neighborhoods Area and to prepare a redevelopment plan in accordance with the provisions of the Community Redevelopment Act. These actions present the best opportunity to accomplish many long-range goals that will benefit the community.

Prepare a Redevelopment Plan

The formulation of a redevelopment plan, using the tools made available in the Statutes, is the most appropriate means of overcoming the obstacles to economic development cited in this study. The redevelopment plan can provide focus and oversight for the land development process while improving the appearance and marketability of the area. The Community Redevelopment Agency is responsible for assisting in the preparation of the Redevelopment Plan. Section 163.362 F.S. contains a detailed description of the required contents of this Plan. The Plan is intended to address the needs identified in this study, define community redevelopment goals and objectives, set forth specific Agency policies and actions, and finally, identify capital improvement projects, their costs and funding sources. It can provide a strategy for funding capital improvements and economic incentives that will attract private sector investment and ensure that infrastructure is in place to support future growth and development. The Redevelopment Plan developed for the Westside Neighborhoods Area should incorporate the findings and recommendations of the recent studies completed for area including the American Creosote Works Redevelopment Plan, the Enterprise Zone Plan and the Westside Neighborhoods Plan.

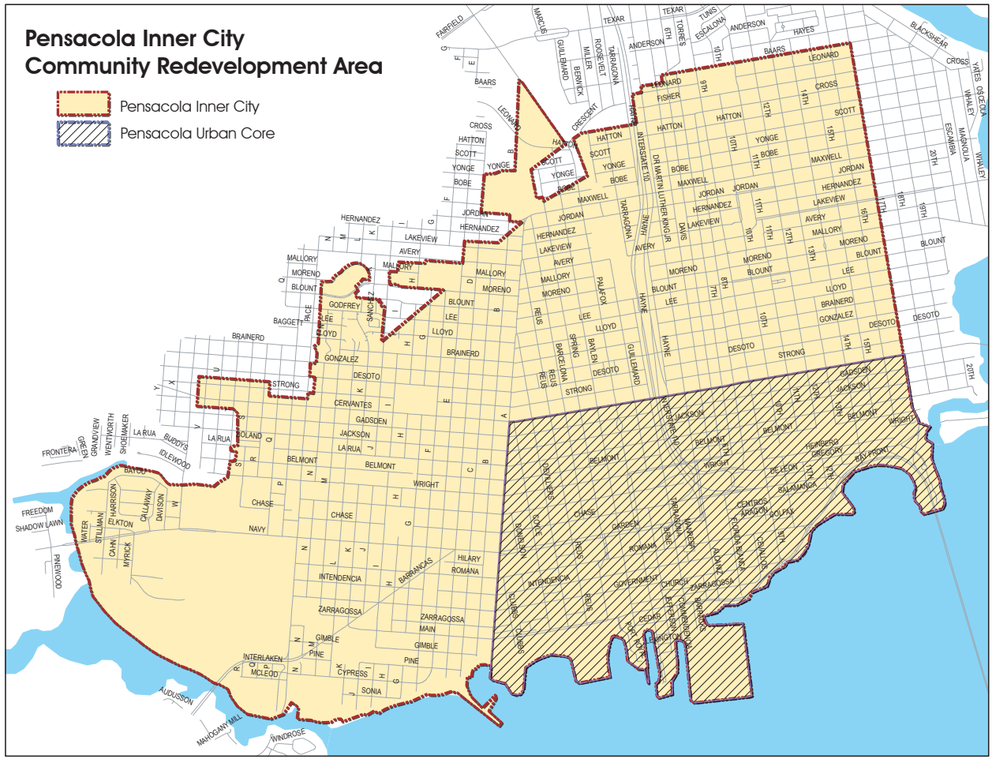
Establish a Redevelopment Trust Fund

Program funding and accounting is administered through a Redevelopment Trust Fund, which is created by ordinance of the governing authority. Subsequent to adoption of the Redevelopment Plan, the Trust Fund is established and, according to statute, provides for the collection of tax increment revenues to finance capital improvements identified in the Plan. Upon adoption, the ordinance freezes the tax base and thereby establishes the base valuation of the property located within the boundaries of the redevelopment district. Thereafter, all taxes assessed by qualified taxing authorities on future increases in the value of properties contained in the district are diverted to the Redevelopment Trust Fund. All taxes assessed on the value of property determined prior to adoption of the ordinance continue to flow to the general revenue accounts of local taxing authorities. Community Redevelopment Agencies are not considered Special Tax Districts since they do not have the authority to levy ad valorem taxes.

Define Organizational Roles and Relationships

It is recommended that the City define the roles and relationships of the various organizations that will be involved in the implementation of the redevelopment effort.

FINDING OF NECESSITY, WESTSIDE NEIGHBORHOODS



MAP 11

APPENDIX A

TAX INCREMENT FINANCING REVENUE PROJECTIONS

Tax Increment Financing Revenue Projections

Tax Increment financing is a financing tool that uses increased revenues generated by taxes gained from growth in property values resulting from successful redevelopment activities. Tax Increment Funds can be used for development in a declared redevelopment area only. The resources generated from the fund are used for continuation of improvements within the redevelopment areas of the City. This section presents TIF revenue projections that the recommended Westside Neighborhoods CRA is likely to generate in the next forty-years.

Assumptions

Tax Increment Financing Revenue (TIF) projections for the recommended Westside Neighborhoods CRA were estimated using the 2006 taxable values provided by the Escambia County Property Appraiser's records. In order to be appropriately conservative, the average growth rate of the taxable values for all parcels in the recommended Westside Neighborhoods CRA, between 2000 and 2005 was used. The average taxable value growth rate between 2000 and 2005 for all properties in the recommended Westside Neighborhoods Study Area boundary is 7.3%. However, since the recommended Westside Neighborhoods Study Area is predominantly residential, conservative growth rates at 3.0% and 5.0% are assumed for TIF Revenue calculations.The projections were subject to the 2006 City millage rate (4.950) and the 2006 County millage rate (8.756). The methodology underestimates the impact that new development and public improvements will have on the total taxable value of the properties in the TIF district because the projected revenue estimates do not capture the growth in assessments that will result from new construction.

Methodology

The base year (2006) taxable value is subtracted from the projected total base value. The increment is then multiplied by the millage rate available to the TIF district over the next forty years. The gross incremental CRA revenue is discounted back for inflation at 95% to calculate the net incremental CRA revenue.

Results

Table A and B show estimates of the annual increment increase for all taxable properties in the recommended Westside CRA at growth rates of 3.0% and 5% respectively.

The total increment over a 40 year TIF district life at 3% growth rate is $47.3 million, while the net incremental CRA Revenue at 95% is projected to be $44.9 million.

The total increment over a 40 year TIF district life at 5% growth rate is $109 million, while the net incremental CRA Revenue at 95% is projected to be $103.6 million.

The estimates are sensitive to several factors including market forces and changes to the assessment system in Escambia County. While the estimates show a moderate growth in the taxable values in the early years of the TIF, they provide a conservative projection for the revenue stream that the recommended Westside Neighborhoods TIF district is likely to generate.

Recommended Westside Neighborhoods CRA Taxable Value Growth Rate (2000-2005)						
	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2000-2005
West Side Neighborhoods Recommended Boundary	9.7%	2.8%	1.2%	23.1%	-0.1%	7.3%

Source: Escambia County Property Appraiser GIS Database (2006)

TABLE A.
WESTSIDE NEIGHBORHOODS STUDY AREA TIF PROJECTIONS @ 3% ANNUAL GROWTH RATE

Years	Annual Increase in Assessed Value	Annual Incremental Increase	Gross Incremental CRA Revenue	Net (95%) Incremental CRA Revenue
2006 (base)	$91,633,243	$0	$0	$0
2007	$94,382,240	$2,748,997	$37,689	$35,804
2008	$97,213,707	$5,580,464	$76,508	$72,683
2009	$100,130,119	$8,496,876	$116,492	$110,668
2010	$103,134,022	$11,500,779	$157,676	$149,792
2011	$106,228,043	$14,594,800	$200,095	$190,090
2012	$109,414,884	$17,781,641	$243,786	$231,597
2013	$112,697,331	$21,064,088	$288,789	$274,349
2014	$116,078,251	$24,445,008	$335,141	$318,384
2015	$119,560,598	$27,927,355	$382,884	$363,740
2016	$123,147,416	$31,514,173	$432,059	$410,456
2017	$126,841,839	$35,208,596	$482,710	$458,574
2018	$130,647,094	$39,013,851	$534,880	$508,136
2019	$134,566,507	$42,933,264	$588,615	$559,184
2020	$138,603,502	$46,970,259	$643,962	$611,764
2021	$142,761,607	$51,128,364	$700,970	$665,921
2022	$147,044,455	$55,411,212	$759,688	$721,703
2023	$151,455,789	$59,822,546	$820,167	$779,159
2024	$155,999,462	$64,366,219	$882,461	$838,338
2025	$160,679,446	$69,046,203	$946,623	$899,292
2026	$165,499,830	$73,866,587	$1,012,711	$962,075
2027	$170,464,825	$78,831,582	$1,080,781	$1,026,742
2028	$175,578,769	$83,945,526	$1,150,893	$1,093,349
2029	$180,846,132	$89,212,889	$1,223,109	$1,161,953
2030	$186,271,516	$94,638,273	$1,297,491	$1,232,616
2031	$191,859,662	$100,226,419	$1,374,104	$1,305,399
2032	$197,615,452	$105,982,209	$1,453,016	$1,380,365
2033	$203,543,915	$111,910,672	$1,534,295	$1,457,581
2034	$209,650,233	$118,016,990	$1,618,013	$1,537,112
2035	$215,939,740	$124,306,497	$1,704,242	$1,619,030
2036	$222,417,932	$130,784,689	$1,793,058	$1,703,405
2037	$229,090,470	$137,457,227	$1,884,539	$1,790,312
2038	$235,963,184	$144,329,941	$1,978,763	$1,879,825
2039	$243,042,079	$151,408,836	$2,075,815	$1,972,024
2040	$250,333,342	$158,700,099	$2,175,778	$2,066,989
2041	$257,843,342	$166,210,099	$2,278,740	$2,164,803
2042	$265,578,642	$173,945,399	$2,384,791	$2,265,552
2043	$273,546,002	$181,912,759	$2,494,024	$2,369,323
2044	$281,752,382	$190,119,139	$2,606,533	$2,476,207
2045	$290,204,953	$198,571,710	$2,722,418	$2,586,297
2046	$298,911,102	$207,277,859	$2,841,779	$2,699,690
			$47,316,090	**$44,950,286**

TABLE B.
WESTSIDE NEIGHBORHOODS STUDY AREA TIF PROJECTIONS @ 5% ANNUAL GROWTH RATE

Years	Annual Increase in Assessed Value	Annual Incremental Increase	Gross Incremental CRA Revenue	Net (95%) Incremental CRA Revenue
2006 (base)	$91,633,243	$0	$0	$0
2007	$96,214,905	$4,581,662	$62,815	$59,674
2008	$101,025,650	$9,392,407	$128,770	$122,331
2009	$106,076,933	$14,443,690	$198,023	$188,122
2010	$111,380,780	$19,747,537	$270,739	$257,202
2011	$116,949,819	$25,316,576	$347,090	$329,736
2012	$122,797,309	$31,164,066	$427,259	$405,896
2013	$128,937,175	$37,303,932	$511,437	$485,865
2014	$135,384,034	$43,750,791	$599,823	$569,832
2015	$142,153,235	$50,519,992	$692,629	$657,998
2016	$149,260,897	$57,627,654	$790,075	$750,571
2017	$156,723,942	$65,090,699	$892,393	$847,774
2018	$164,560,139	$72,926,896	$999,828	$949,836
2019	$172,788,146	$81,154,903	$1,112,634	$1,057,002
2020	$181,427,553	$89,794,310	$1,231,080	$1,169,526
2021	$190,498,931	$98,865,688	$1,355,449	$1,287,676
2022	$200,023,878	$108,390,635	$1,486,036	$1,411,734
2023	$210,025,071	$118,391,828	$1,623,152	$1,541,994
2024	$220,526,325	$128,893,082	$1,767,124	$1,678,768
2025	$231,552,641	$139,919,398	$1,918,295	$1,822,380
2026	$243,130,273	$151,497,030	$2,077,024	$1,973,173
2027	$255,286,787	$163,653,544	$2,243,690	$2,131,506
2028	$268,051,126	$176,417,883	$2,418,689	$2,297,755
2029	$281,453,683	$189,820,440	$2,602,438	$2,472,316
2030	$295,526,367	$203,893,124	$2,795,375	$2,655,606
2031	$310,302,685	$218,669,442	$2,997,958	$2,848,060
2032	$325,817,819	$234,184,576	$3,210,671	$3,050,137
2033	$342,108,710	$250,475,467	$3,434,019	$3,262,318
2034	$359,214,146	$267,580,903	$3,668,534	$3,485,107
2035	$377,174,853	$285,541,610	$3,914,775	$3,719,037
2036	$396,033,596	$304,400,353	$4,173,329	$3,964,662
2037	$415,835,276	$324,202,033	$4,444,810	$4,222,569
2038	$436,627,039	$344,993,796	$4,729,865	$4,493,372
2039	$458,458,391	$366,825,148	$5,029,173	$4,777,714
2040	$481,381,311	$389,748,068	$5,343,446	$5,076,274
2041	$505,450,377	$413,817,134	$5,673,433	$5,389,761
2042	$530,722,895	$439,089,652	$6,019,919	$5,718,923
2043	$557,259,040	$465,625,797	$6,383,730	$6,064,543
2044	$585,121,992	$493,488,749	$6,765,731	$6,427,444
2045	$614,378,092	$522,744,849	$7,166,832	$6,808,490
2046	$645,096,996	$553,463,753	$7,587,988	$7,208,589
			$109,096,079	**$103,641,275**

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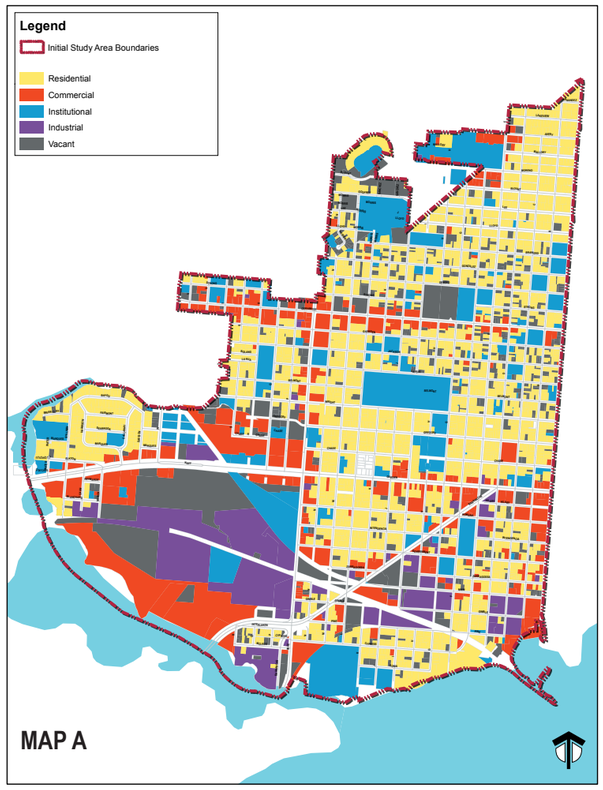
APPENDIX B

STUDY AREA BOUNDARY ANALYSIS

The recommended Westside Neighborhoods Study Area boundary was determined after an evaluation of the existing blight conditions within the initial Study Area boundary. The following section presents statistics and supporting maps that document the segments failing to provide substantial evidence of blight and distress conditions within the larger Westside Neighborhoods Study Area. The section includes a comparative analysis between the Initial Study Area, the recommended Westside Neighborhoods Study Area, and the area not included within the recommended Study Area boundaries. Although there are blight and distress conditions existing in the area not included in the recommended Westside Neighborhoods Study Area boundaries, these conditions do not exhibit strong patterns of concentration. The following indicators were analyzed to determine the recommended boundaries for the Study Area:

- Existing Land Use Patterns (Map A)
- Property Conditions (Map B)
- Distribution of Taxable Values (Map C)
- Parcel Sizes (Map D)
- Vacant Lands (Map E)

EXISTING LAND USE



PROPERTY CONDITIONS

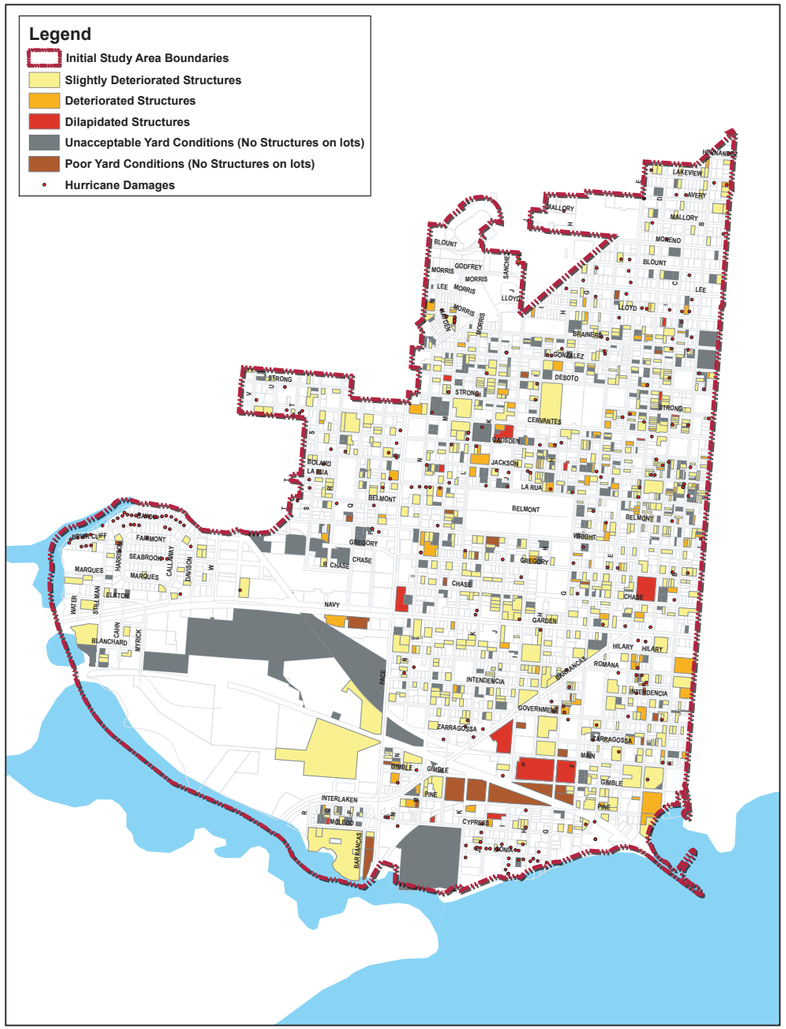
Source: City of Pensacola Property Conditions Survey conducted by University of West Florida (2003)

Initial Study Area Structural Conditions						
	Total	%	Occupied	%	Vacant	%
Structures Surveyed	3,249	100.0%	3,061	94.2%	188	5.8%
Standard Condition	2,415	74.3%	2,364	77.2%	51	27.1%
Slightly Deteriorated	699	21.5%	616	20.1%	83	44.1%
Deteriorated	116	3.6%	76	2.5%	38	20.2%
Dilapidated	20	0.6%	5	0.2%	15	8.0%
Total Structures with some level of deterioration	**835**	**25.7%**	**697**	**22.8%**	**136**	**72.3%**

Recommended Westside CRA Study Area Structural Conditions						
	Total	%	Occupied	%	Vacant	%
Structures Surveyed	2,559	100.0%	2,420	94.6%	139	5.6%
Standard Condition	1,852	72.4%	1,812	74.9%	40	28.8%
Slightly Deteriorated	601	23.5%	534	21.4%	57	41.0%
Deteriorated	100	3.9%	69	2.9%	31	22.7%
Dilapidated	16	0.6%	5	0.2%	11	7.9%
Total Structures with some level of deterioration	**717**	**28.0%**	**608**	**25.1%**	**99**	**71.2%**

Area Not Included						
	Total	%	Occupied	%	Vacant	%
Structures Surveyed	690	100.0%	641	92.9%	49	7.1%
Standard Condition	563	81.6%	552	86.1%	11	22.4%
Slightly Deteriorated	98	14.2%	82	12.8%	26	53.1%
Deteriorated	16	2.3%	7	1.1%	7	14.3%
Dilapidated	4	0.6%	0	0.0%	4	8.2%
Total Structures with some level of deterioration	**118**	**17.1%**	**89**	**14.4%**	**37**	**75.5%**

PROPERTY CONDITIONS



MAP B

WESTSIDE NEIGHBORHOODS AREA
FINDING OF NECESSITY STUDY
City of Pensacola, Florida

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Data presented based on the City of Pensacola Property Conditions Survey, conducted by University of West Florida.
October, 2006

TAXABLE VALUES

Source: Escambia County Property Appraiser GIS Database (2006)

Initial Study Area Taxable Value		
	Total Parcels	%
0	778	21.0%
$1 - $50,000	2,405	65.0%
$50,001 - $125,000	372	10.1%
$125,001 - $200,000	65	1.8%
$200,001 - $350,000	39	1.1%
$350,000 and above	41	1.1%
Total Number of Parcels	3,700	

Recommended Westside CRA Study Area Taxable Value		
	Total Parcels	%
0	605	20.9%
$1 - $50,000	1,943	67.2%
$50,001 - $125,000	253	8.7%
$125,001 - $200,000	44	1.5%
$200,001 - $350,000	28	1.0%
$350,000 and above	19	0.7%
Total Number of Parcels	2,892	

Area Not Included		
	Total	%
0	173	21.4%
$1 - $50,000	462	57.2%
$50,001 - $125,000	119	14.7%
$125,001 - $200,000	21	2.6%
$200,001 - $350,000	11	1.4%
$350,000 and above	22	2.7%
Total Number of Parcels	808	

PARCEL SIZE

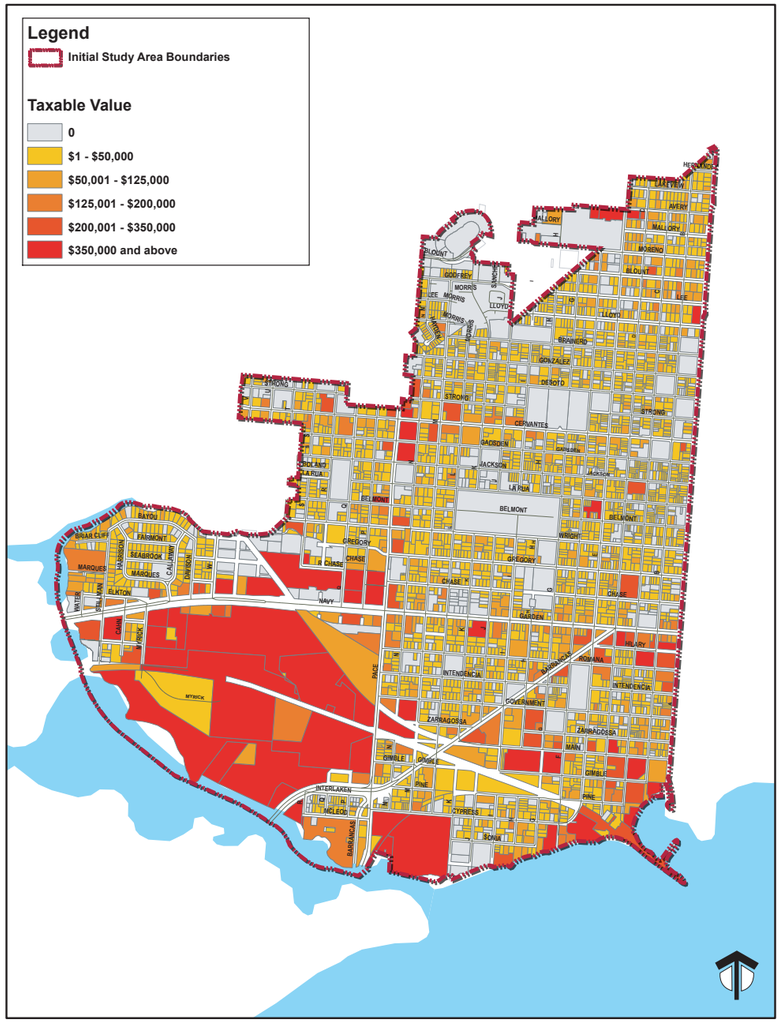
Source: Escambia County Property Appraiser GIS Database (2006)

Initial Study Area Parcel Size		
	Parcel Count	%
Less than 3,000 sq. ft.	166	4.5%
Between 3,000 sq. ft. and 3,500 sq. ft.	98	2.6%
Between 3,500 sq. ft. and 5,000 sq. ft.	526	14.2%
Total Number of Parcels	3,700	

Recommended Westside CRA Study Area Parcel Size		
	Parcel Count	%
Less than 3,000 sq. ft.	152	5.3%
Between 3,000 sq. ft. and 3,500 sq. ft.	86	3.0%
Between 3,500 sq. ft. and 5,000 sq. ft.	488	16.9%
Total Number of Parcels	2,892	

Area Not Included		
	Parcel Count	%
Less than 3,000 sq. ft.	14	1.7%
Between 3,000 sq. ft. and 3,500 sq. ft.	12	1.5%
Between 3,500 sq. ft. and 5,000 sq. ft.	38	4.7%
Total Number of Parcels	808	

TAXABLE VALUE



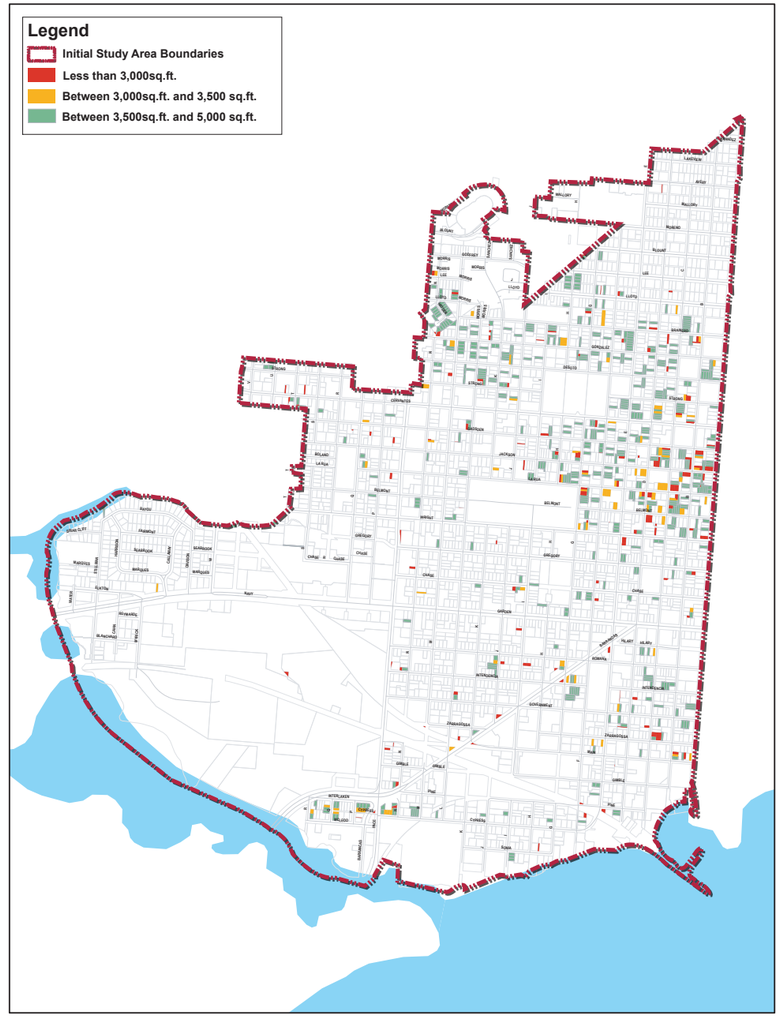
MAP C

WESTSIDE NEIGHBORHOODS AREA
FINDING OF NECESSITY STUDY
City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Escambia County Property Appraiser Office GIS Database
October, 2006

PARCEL SIZES



MAP D

WESTSIDE NEIGHBORHOODS AREA
FINDING OF NECESSITY STUDY
City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Escambia County Property Appraiser Office GIS Database
October, 2006

VACANT LANDS

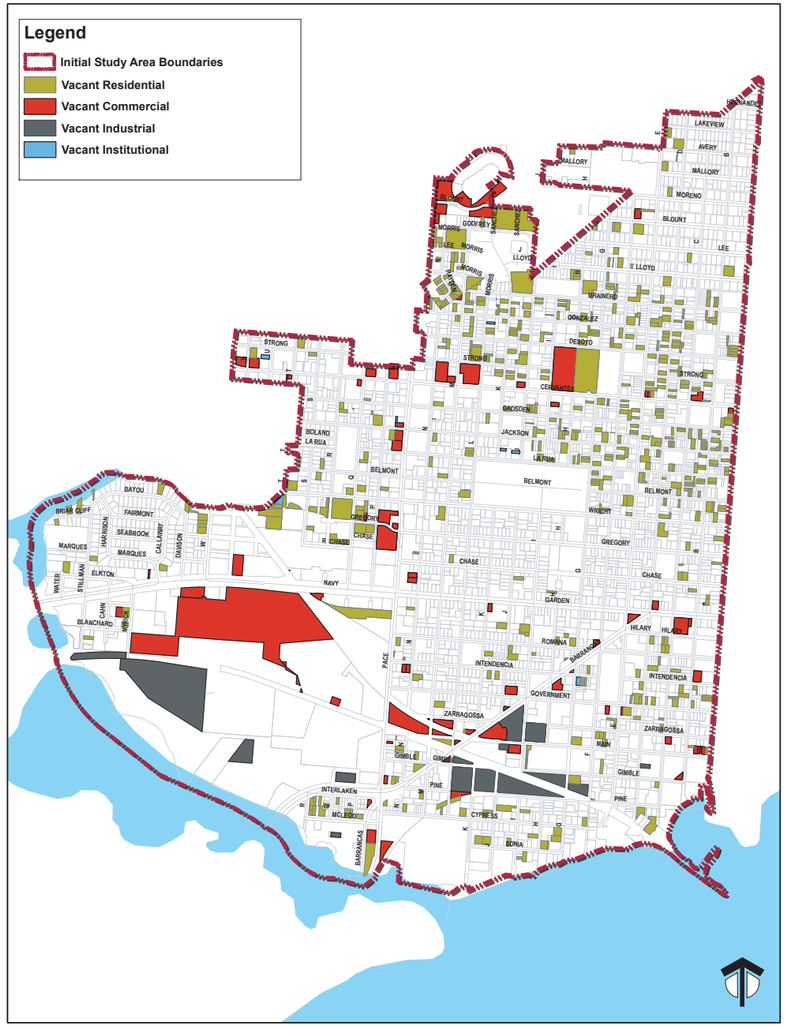
Source: Escambia County Property Appraiser GIS Database (2006)

Initial Study Area Vacant Lands				
	Total	%	Acreage	%
Vacant Residential	567	15.3%	105.9	7.3%
Vacant Commercial	72	1.9%	81.4	5.6%
Vacant Institutional	9	0.2%	1.1	0.1%
Vacant Industrial	13	0.4%	32.7	2.3%
Total Vacancy	**661**	**17.9%**	**221**	**15.3%**
Total Number of Parcels	**3,700**		**1,442**	

Recommended Westside CRA Study Area Vacant Lands				
	Total	%	Acreage	%
Vacant Residential	494	17.1%	89.7	10.6%
Vacant Commercial	60	2.1%	31.7	3.7%
Vacant Institutional	9	0.3%	1.1	0.1%
Vacant Industrial	7	0.2%	9.1	1.0%
Total Vacancy	**570**	**19.7%**	**132**	**15.5%**
Total Number of Parcels	**2,892**		**849**	

Area Not Included				
	Total	%	Acreage	%
Vacant Residential	73	9.0%	16.2	2.7%
Vacant Commercial	12	1.5%	49.7	8.4%
Vacant Institutional	0	0.0%	-0.0	0.0%
Vacant Industrial	6	0.7%	23.6	4.0%
Total Vacancy	**91**	**11.3%**	**89**	**15.1%**
Total Number of Parcels	**808**		**593**	

VACANT LANDS



MAP E

WESTSIDE NEIGHBORHOODS AREA
FINDING OF NECESSITY STUDY
City of Pensacola, Florida

0 500 1,000 2,000 3,000 4,000 Feet

Prepared by: The RMPK Group
Source: City of Pensacola GIS Department
Escambia County Property Appraiser Office GIS Database
October, 2006

APPENDIX C

CITY OF PENSACOLA PROPERTY CONDITIONS SURVEY

PREPARED BY THE UNIVERSITY OF WEST FLORIDA

Section 1 Introduction

Section 1.1 Background

The Whitman Center at the University of West Florida (UWF) was contracted by the City of Pensacola to conduct a survey of 18,126 housing, commercial and other buildings in the City. The purpose of the Property Condition Survey is to assess the condition of the City's housing stock and commercial properties and the land surrounding each. The survey results will be utilized to identify distressed areas and areas in danger of decline and to design and target City services as well as revitalization and redevelopment activities to enhance those areas. The survey results will also be utilized to identify areas of strength to preserve and protect. The survey will serve as a benchmark for future comparisons and performance measurement.

The survey was conducted in two phases. The first phase surveyed the properties within the City's Enterprise Zone in order to provide necessary information to complete the Enterprise Zone application. Phase I was conducted from September through November, 2002. The second phase included the remaining parcels in the City, which coupled with the previous work, provided a complete review of all properties within the City limits. Phase II was conducted from January through March, 2003.

Section 1.2 Methodology

The Property Condition Survey utilized a set methodology to ensure consistency and accuracy of the review process. The first step in developing the methodology was to establish the survey criteria. A staff team from various departments coordinated to develop the following criteria utilized by the UWF survey teams:

Occupancy: identifies if a parcel was vacant or had a structure located on it. If a structure was present, the surveyor determined if the structure was vacant or occupied.

Condition of the structure: structure condition was rated on the following scale: standard, slightly deteriorated, deteriorated and dilapidated.

Condition of the property: the yard/lot condition was rated on the following scale: acceptable, slightly unacceptable and unacceptable.

Each of these categories has a detailed definition and specific criteria differentiating one from the other (see Appendix 1). City staff provided the training for the survey team members for this project. Once the criteria were established, City GIS staff developed an electronic program to be used by the survey teams. The

computerized program was loaded onto laptop computers that were assigned to the survey teams. This allowed the surveyors to enter the data directly into the database with simple key strokes to record the conditions of each property. The program also provided an aerial map of the survey data so survey teams could visually see if they were in the correct location. The program created by the GIS staff contained security measures that prevented the changing or manipulating of the data once recorded.

Of the 25,529 individual parcels within the City, 7,162 (28%) were assumed to be in standard condition with acceptable yard/lot conditions and were excluded from the survey; 18,126 (71%) were surveyed and 241 (0.9%) were not reviewed due to size, location and/or errors of omission. A team from Code Enforcement, Inspection Services and Planning & Neighborhood Development identified the areas of the City to exclude from the survey based on knowledge of these areas, age of developments and ongoing staff reviews. Each of the 7,162 parcels excluded from the survey were compared to the property appraisers' database. If there was a value listed for improvements on the property, the parcel was coded as having an occupied structure. If no value was listed for buildings, the parcel was coded as a vacant lot.

There were various issues that prevented the rating of 241 parcels. Of these parcels, many were identified as easements, land-locked in the center of blocks where the survey teams could not see the parcel to provide a rating or too small to locate and independently identify. A select few of these parcels were omitted by error of the review team. Representing less than 1% of the total number of parcels, this error rate fell within the set parameters of the study of +/-5%.

Each survey team consisted of one driver and one surveyor who entered the data. The members rated each parcel together and were required to agree on the rating. All survey team members were required to attend training provided by the City and to pass a written test to document understanding of the criteria. As the survey teams completed assigned areas, the laptops were downloaded into the master database on a weekly basis. Once the data were entered into the master file, the survey teams could see the data to prevent duplication of effort, but it was only accessible to City staff. On a random basis, surveyed blocks were selected for verification by City staff. Code Enforcement Officers rated the selected blocks without prior knowledge of the ratings given by the survey teams. Once completed, the Code Officer's rating was compared with the survey team rating. The results fell within the error rating allowed by contract (+/-5%). In most instances, if differences in rating were identified, the variation was no more than one level of difference on the rating scale (i.e. rated slightly deteriorated instead of deteriorated).

Section 2
Survey Results

Section 2.1 Parcels

Within the City limits of Pensacola, there are 25,529 individual parcels of property. Under this project, 18,126 parcels, or 71% of all parcels were visually surveyed to assess the current condition. 7,162 parcels (28%) were excluded from the survey due to the known conditions of the property as discussed in the methodology section. An additional 241 parcels (0.9%) were omitted from the review due to other extenuating circumstances. This represents 100% of the parcels located within the City of Pensacola at the time of the survey.

Table 1: Total Parcels

SURVEYED	EXCLUDED	OMITTED	TOTAL
18,126 (71%)	7,162 (28%)	241 (0.9%)	25,529 (100%)

Section 2.2 Occupancy

The survey results indicate a very high occupancy rate in the City. Of the 25,288 rated parcels, 21,195 or 83.8% contain an occupied structure. There are only 775 (3.1%) vacant structures and 3,318 (13.15) vacant lots (see Table 2). This indicates that the City of Pensacola is generally built out with little open space for new development (see Map 1). The high occupancy rate also verifies the City's longstanding position as both a residential and commercial center for the region. The data show that the distribution of vacant parcels throughout the City is not concentrated in any particular area. It should be noted that parks are identified in the survey as vacant parcels. Vacant, existing structures are concentrated south of Fairfield Drive and west of Bayou Texar.

Table #2: Occupancy*

	SURVEYED	EXCLUDED	TOTAL
Vacant Lot	2,781 (15.3%)	537 (7.5%)	3,318 (13.1%)
Occupied Structure	14,570 (80.4%)	6,625 (92.5)	21,195 (83.8%)
Vacant Structure	775 (4.3%)	N/A	775 (3.1%)

*Based on 25,288 which represents the actual total number of parcels (25,529) minus the 241 parcels omitted due to size, location or error.

Section 2.3 Structure Condition

The survey indicates that the vast majority (87.2%) of the existing structures in the City are in standard condition (see Table 3). If all structures identified as slightly deteriorated were improved to standard condition, 98.1% of all existing structures would be in standard condition. The survey indicates that a majority of the City's housing stock and commercial properties are in a safe, habitable, well kept condition. The 428 deteriorated and dilapidated structures identified are approximately two times the number of unsafe structures identified by the City's Inspection Services Department. There is a clear unequal distribution of non-standard structures in the City (see Map 2). The majority of deteriorated and dilapidated structures are in the inner City area, south of Fairfield Drive and west of Bayou Texar. The slightly deteriorated structures, while heavily concentrated in the same areas, encroach into neighborhoods north of the inner City (Woodland Heights) and east of Bayou Texar (East Pensacola Heights). The survey results indicate that a correlation exists between the structure condition and yard condition. Generally speaking, those structures rated as deteriorated or dilapidated tend to have yards rated as poor or slightly unacceptable (see Chart 1).

Table #3: Structure Condition*

	SURVEYED	EXCLUDED	TOTAL
Total Structures	15,345 (70%)	6,625 (30%)	21,970
Standard Condition	12,530 (81.7%)	6,625 (100%)	19,155 (87.2%)
Slightly Deteriorated	2,387 (15.6%)	0	2,387 (10.9%)
Deteriorated	362 (2.4%)	0	362 (1.6%)
Dilapidated	66 (0.4%)	0	66 (0.3%)

*Based on 25,288 which represents the actual total number of parcels (25,529) minus the 241 parcels omitted due to size, location or error.

Section 2.4 Yard/Lot Condition

The survey findings for the yard/lot conditions closely mirror the findings for the structure conditions (see Table 4 and Map 3). The survey found that 91.2% of all yards/lots are in acceptable condition. If all slightly unacceptable yard/lots were corrected, the percentage would increase to 99%. The concentration of non-acceptable yard/lot conditions are located in the same areas as non-standard structures, namely south of Fairfield Drive, west of Bayou Texar and encroaching north into Woodland Heights and east into East Pensacola Heights. It is also evident that there are higher numbers of un-acceptable yards surrounding single deteriorated/dilapidated structures (see Map 4). It should be noted that this survey was conducted during the fall and winter months which is outside the growing

season.

Chart 1: Correlation between Structure Condition and Yard Condition

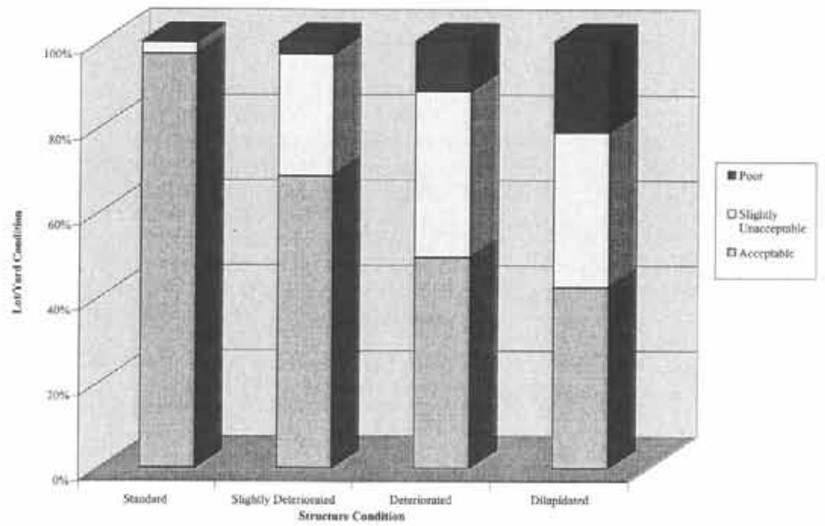


Table #4: Yard/Lot Condition*

	SURVEYED	EXCLUDED	TOTAL
Acceptable	15,913 (87.8%)	7,162 (100%)	23,075 (91.2%)
Slightly Unacceptable	1,975 (10.9%)	0	1,975 (7.8%)
Poor	238 (1.3%)	0	238 (0.9%)

*Based on 25,288 which represents the actual total number of parcels (25,529) minus the 241 parcels omitted due to size, location or error.

Staff will pursue developing a system to update the data collected through this survey whenever an action takes place that changes the status of a property. Whether it is a code enforcement action, a housing rehabilitation, or a building permit being issued, by continually updating and measuring the changes, positive and negative against this baseline, the City will have a tool to track changing trends and continually refocus efforts to the areas of most need.

Section 3
Conclusions and Recommendations

Section 3.1 Conclusions

The following conclusions can be drawn from the survey results.

1. The vast majority of structures and yards/lots in the City of Pensacola are well kept. With over 87% of the structures in standard condition and over 91% of the yard/lots in acceptable condition, the vast majority of properties are maintained within the requirements of City code.

2. The survey results suggest that the City of Pensacola is densely developed. With 86.9% of the parcels in the City occupied by a structure, very little open, developable land remains.

3. The distribution of deteriorated and dilapidated structures and poor yard conditions is concentrated in the inner City areas of Pensacola, primarily the Eastside neighborhood, Belmont-DeVilliers, Westside and southwestern areas of the City.

4. The survey results suggest that a decline in property conditions has spread beyond the inner City areas of Pensacola to the north and east.

Section 3.2 Recommendations

1. Target residential, commercial, industrial and other buildings identified as dilapidated and deteriorated in the survey for immediate code enforcement action including demolition, if necessary.

2. Continue efforts to demolish unsafe and dilapidated structures in the City to prevent the spread of declining property conditions.

3. Utilize information from the property condition survey to identify housing units in need of repair and target housing rehabilitation assistance programs to these areas.

4. Identify housing units in need of new roofing and minor cosmetic upgrades (i.e. painting) for participation in the annual Pensacola World Changers Program, Paint Your Heart Out and similar volunteer programs.

5. Utilize information from the property condition survey to identify and acquire strategically located vacant lots for residential infill development.

6. Continue programs such as Urban Infill, Weed & Seed, Front Porch, Enterprise Zone, CDBG, SHIP and others to provide the incentives and assistance to encourage redevelopment and revitalization.

7. Review pertinent development regulations and processes and recommend revisions to correct deficiencies that may be inhibiting the redevelopment, rehabilitation, renovation, restoration and improvement of existing structures.

8. Continue to actively enforce building, sanitation and property maintenance regulations throughout the City.

9. Increase property maintenance enforcement efforts in areas of the City where yard/lot conditions indicate a potential for neighborhood decline.

10. Expand efforts to educate residents, homeowners and landlords about property maintenance and related codes.

11. Utilize information from the property condition survey as a resource for neighborhood planning.

City of Pensacola Property Condition Survey 8
April, 2003

APPENDIX #1: CITYWIDE SURVEY RATINGS

OCCUPANCY:

1. Occupied Structure
2. Vacant Structure
3. Vacant Lot

STRUCTURE CONDITION:

1. Standard Condition: Unit appears habitable and in good condition. Needs no exterior repairs.
2. Slightly Deteriorated: Unit appears habitable but needs minor, non-structural repairs or maintenance such as painting or new roof shingles.
3. Deteriorated: Unit appears habitable but needs major, structural repair such as new windows, walls or corrections to foundation, sagging roofs, porches, etc.
4. Dilapidated: Unit appears uninhabitable and is badly deteriorated and in need of major structural repairs. Considerable effort and expense required to rehab and rehab is probably not structurally or economically feasible.

YARD / LOT CONDITION

1. Acceptable: Yard has no overgrown grass or weeds and is free from any litter, trash, debris, junk and inoperable vehicles.
2. Slightly Unacceptable: Yard has grass and/or weeds in excess of 18 inches and/or small amounts of trash, junk or one inoperable vehicle that would require minimum effort to remove.
3. Poor Condition: Yard has grass and/or weeds in excess of 18 inches and/or large amounts of trash, outdoor storage, junk and inoperable vehicles that would require considerable effort to remove.

APPENDIX D

DEMOGRAPHICS

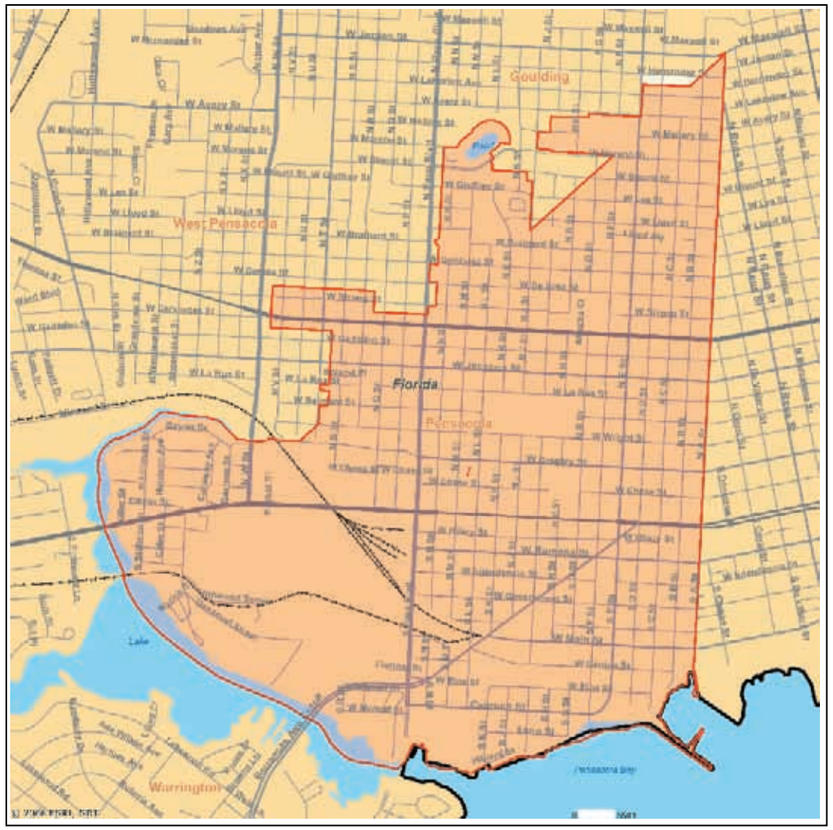
PREPARED BY THE UNIVERSITY OF WEST FLORIDA HAAS CENTER OF BUSINESS RESEARCH AND ECONOMIC DEVELOPMENT

Site Map

7

Prepared by Haas Center Research Staff

October 2, 2006





ESRI



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ESRI

Market Profile

Prepared by Haas Center Research Staff

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	Shape: 1
2000 Total Population	7,523
2000 Group Quarters	121
2006 Total Population	7,196
2011 Total Population	7,286
2006 - 2011 Annual Rate	0.25%
2000 Households	3,007
2000 Average Household Size	2.46
2006 Households	2,909
2006 Average Household Size	2.43
2011 Households	2,967
2011 Average Household Size	2.41
2006 - 2011 Annual Rate	0.4%
2000 Families	1,824
2000 Average Family Size	3.14
2006 Families	1,701
2006 Average Family Size	3.17
2011 Families	1,691
2011 Average Family Size	3.18
2006 - 2011 Annual Rate	-0.12%
2000 Housing Units	3,449
Owner Occupied Housing Units	43.5%
Renter Occupied Housing Units	43.1%
Vacant Housing Units	13.4%
2006 Housing Units	3,314
Owner Occupied Housing Units	46.7%
Renter Occupied Housing Units	41.1%
Vacant Housing Units	12.2%
2011 Housing Units	3,360
Owner Occupied Housing Units	47.6%
Renter Occupied Housing Units	40.7%
Vacant Housing Units	11.7%
Median Household Income	
2000	$20,295
2006	$23,770
2011	$26,374
Median Home Value	
2000	$48,262
2006	$89,658
2011	$107,135
Per Capita Income	
2000	$12,783
2006	$14,924
2011	$17,293
Median Age	
2000	36.1
2006	37.4
2011	38.5

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by total population. Detail may not sum to totals due to rounding.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2006 and 2011.

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Market Profile

Prepared by Haas Center Research Staff

7

Shape: 1

2000 Households by Income	
Household Income Base	2,951
< $15,000	40.2%
$15,000 - $24,999	19.1%
$25,000 - $34,999	12.4%
$35,000 - $49,999	12.6%
$50,000 - $74,999	9.9%
$75,000 - $99,999	2.3%
$100,000 - $149,999	2.2%
$150,000 - $199,999	0.3%
$200,000+	0.9%
Average Household Income	$30,864
2006 Households by Income	
Household Income Base	2,908
< $15,000	33.7%
$15,000 - $24,999	17.9%
$25,000 - $34,999	14.7%
$35,000 - $49,999	13.3%
$50,000 - $74,999	11.2%
$75,000 - $99,999	4.5%
$100,000 - $149,999	2.4%
$150,000 - $199,999	1.2%
$200,000+	1.1%
Average Household Income	$35,817
2011 Households by Income	
Household Income Base	2,968
< $15,000	30.0%
$15,000 - $24,999	17.6%
$25,000 - $34,999	14.1%
$35,000 - $49,999	13.0%
$50,000 - $74,999	13.4%
$75,000 - $99,999	5.1%
$100,000 - $149,999	3.8%
$150,000 - $199,999	1.3%
$200,000+	1.7%
Average Household Income	$41,180
2000 Owner Occupied HUs by Value	
Total	1,510
<$50,000	53.2%
$50,000 - 99,999	36.2%
$100,000 - 149,999	4.1%
$150,000 - 199,999	3.0%
$200,000 - $299,999	1.8%
$300,000 - 499,999	1.4%
$500,000 - 999,999	0.3%
$1,000,000+	0.0%
Average Home Value	$65,656
2000 Specified Renter Occupied HUs by Contract Rent	
Total	1,466
With Cash Rent	93.5%
No Cash Rent	6.5%
Median Rent	$316
Average Rent	$309

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest, dividends, net rents, pensions, SSI and welfare payments, child support and alimony. Specified Renter Occupied HUs exclude houses on 10+ acres. Average Rent excludes units paying no cash rent.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2006 and 2011.

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Market Profile

Prepared by Haas Center Research Staff

7

Shape: 1

2000 Population by Age	
Total	7,522
0 - 4	7.2%
5 - 9	8.5%
10 - 14	8.2%
15 - 19	7.4%
20 - 24	5.8%
25 - 34	11.4%
35 - 44	14.7%
45 - 54	12.0%
55 - 64	8.3%
65 - 74	7.8%
75 - 84	6.5%
85+	2.3%
18+	71.5%
2006 Population by Age	
Total	7,198
0 - 4	7.4%
5 - 9	6.5%
10 - 14	7.8%
15 - 19	7.3%
20 - 24	7.2%
25 - 34	11.5%
35 - 44	12.0%
45 - 54	14.5%
55 - 64	10.1%
65 - 74	7.0%
75 - 84	6.1%
85+	2.7%
18+	73.8%
2011 Population by Age	
Total	7,287
0 - 4	7.3%
5 - 9	6.6%
10 - 14	6.1%
15 - 19	7.0%
20 - 24	7.4%
25 - 34	12.1%
35 - 44	10.3%
45 - 54	14.8%
55 - 64	12.4%
65 - 74	7.1%
75 - 84	5.8%
85+	3.1%
18+	75.7%
2000 Population by Sex	
Males	46.1%
Females	53.9%
2006 Population by Sex	
Males	46.4%
Females	53.6%
2011 Population by Sex	
Males	46.6%
Females	53.4%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2006 and 2011.

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Market Profile

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Shape: 1

2000 Population by Race/Ethnicity	
Total	7,523
White Alone	30.1%
Black Alone	64.6%
American Indian Alone	0.6%
Asian or Pacific Islander Alone	2.1%
Some Other Race Alone	0.8%
Two or More Races	1.8%
Hispanic Origin	1.8%
Diversity Index	51.0
2006 Population by Race/Ethnicity	
Total	7,196
White Alone	25.6%
Black Alone	68.8%
American Indian Alone	0.6%
Asian or Pacific Islander Alone	2.4%
Some Other Race Alone	0.8%
Two or More Races	1.8%
Hispanic Origin	2.1%
Diversity Index	48.3
2011 Population by Race/Ethnicity	
Total	7,285
White Alone	22.6%
Black Alone	71.5%
American Indian Alone	0.6%
Asian or Pacific Islander Alone	2.6%
Some Other Race Alone	0.9%
Two or More Races	1.8%
Hispanic Origin	2.4%
Diversity Index	46.3
2000 Population 3+ by School Enrollment	
Total	7,172
Enrolled in Nursery/Preschool	3.1%
Enrolled in Kindergarten	1.1%
Enrolled in Grade 1-8	15.6%
Enrolled in Grade 9-12	6.9%
Enrolled in College	2.9%
Enrolled in Grad/Prof School	0.3%
Not Enrolled in School	70.1%
2000 Population 25+ by Educational Attainment	
Total	4,593
Less than 9th Grade	11.7%
9th - 12th Grade, No Diploma	22.6%
High School Graduate	30.6%
Some College, No Degree	19.1%
Associate Degree	5.7%
Bachelor's Degree	6.5%
Master's/Prof/Doctorate Degree	3.9%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2006 and 2011.

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Shape: 1

2000 Population 15+ by Sex and Marital Status	
Total	5,617
Females	55.0%
Never Married	17.3%
Married, not Separated	16.1%
Married, Separated	4.1%
Widowed	8.3%
Divorced	9.1%
Males	45.0%
Never Married	18.7%
Married, not Separated	15.7%
Married, Separated	1.4%
Widowed	2.2%
Divorced	7.1%
2000 Population 16+ by Employment Status	
Total	5,469
In Labor Force	51.2%
Civilian Employed	45.9%
Civilian Unemployed	4.9%
In Armed Forces	0.3%
Not in Labor Force	48.8%
2006 Civilian Population 16+ in Labor Force	
Civilian Employed	91.6%
Civilian Unemployed	8.4%
2011 Civilian Population 16+ in Labor Force	
Civilian Employed	92.7%
Civilian Unemployed	7.3%
2000 Females 16+ by Employment Status and Age of Children	
Total	3,036
Own Children < 6 Only	7.2%
Employed/in Armed Forces	2.8%
Unemployed	0.6%
Not in Labor Force	3.9%
Own Children < 6 and 6-17 Only	6.1%
Employed/in Armed Forces	2.7%
Unemployed	0.6%
Not in Labor Force	2.8%
Own Children 6-17 Only	17.9%
Employed/in Armed Forces	10.2%
Unemployed	0.2%
Not in Labor Force	7.4%
No Own Children < 18	68.9%
Employed/in Armed Forces	25.9%
Unemployed	2.7%
Not in Labor Force	40.3%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2006.

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Shape: 1

2006 Employed Population 16+ by Industry	
Total	2,742
Agriculture/Mining	1.8%
Construction	11.1%
Manufacturing	4.9%
Wholesale Trade	2.0%
Retail Trade	10.6%
Transportation/Utilities	4.7%
Information	2.8%
Finance/Insurance/Real Estate	2.7%
Services	54.0%
Public Administration	5.4%
2006 Employed Population 16+ by Occupation	
Total	2,740
White Collar	38.3%
Management/Business/Financial	6.8%
Professional	11.6%
Sales	9.1%
Administrative Support	10.8%
Services	33.5%
Blue Collar	28.2%
Farming/Forestry/Fishing	1.1%
Construction/Extraction	9.3%
Installation/Maintenance/Repair	3.8%
Production	6.4%
Transportation/Material Moving	7.6%
2000 Workers 16+ by Means of Transportation to Work	
Total	2,465
Drove Alone - Car, Truck, or Van	66.7%
Carpooled - Car, Truck, or Van	14.8%
Public Transportation	8.4%
Walked	2.2%
Other Means	3.0%
Worked at Home	4.9%
2000 Workers 16+ by Travel Time to Work	
Total	2,466
Did Not Work at Home	95.1%
Less than 5 minutes	4.3%
5 to 9 minutes	10.4%
10 to 19 minutes	38.6%
20 to 24 minutes	14.8%
25 to 34 minutes	16.2%
35 to 44 minutes	2.4%
45 to 59 minutes	2.9%
60 to 89 minutes	2.8%
90 or more minutes	2.6%
Worked at Home	4.9%
Average Travel Time to Work (in min)	21.9
2000 Households by Vehicles Available	
Total	2,979
None	22.3%
1	45.0%
2	24.5%
3	6.3%
4	1.7%
5+	0.2%
Average Number of Vehicles Available	1.2

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2006 and 2011.

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Shape: 1

2000 Households by Type	
Total	3,007
Family Households	60.7%
Married-couple Family	25.0%
With Related Children	10.0%
Other Family (No Spouse)	35.7%
With Related Children	23.4%
Nonfamily Households	39.3%
Householder Living Alone	32.6%
Householder Not Living Alone	6.7%
Households with Related Children	33.5%
Households with Persons 65+	30.4%
2000 Households by Size	
Total	3,007
1 Person Household	32.6%
2 Person Household	29.8%
3 Person Household	17.8%
4 Person Household	9.2%
5 Person Household	5.7%
6 Person Household	2.9%
7+ Person Household	2.1%
2000 Households by Year Householder Moved In	
Total	2,979
Moved in 1999 to March 2000	19.6%
Moved in 1995 to 1998	28.8%
Moved in 1990 to 1994	14.4%
Moved in 1980 to 1989	12.6%
Moved in 1970 to 1979	7.1%
Moved in 1969 or Earlier	17.5%
Median Year Householder Moved In	1994
2000 Housing Units by Units in Structure	
Total	3,445
1, Detached	71.0%
1, Attached	2.1%
2	11.7%
3 or 4	4.6%
5 to 9	4.2%
10 to 19	1.7%
20+	3.3%
Mobile Home	1.2%
Other	0.2%
2000 Housing Units by Year Structure Built	
Total	3,422
1999 to March 2000	0.6%
1995 to 1998	2.7%
1990 to 1994	1.7%
1980 to 1989	5.6%
1970 to 1979	6.9%
1969 or Earlier	82.5%
Median Year Structure Built	1951

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.

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FINDING OF NECESSITY, WESTSIDE NEIGHBORHOODS

Market Profile

Prepared by Haas Center Research Staff

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Shape: 1

Top 3 Tapestry Segments

1.	Simple Living
2.	City Commons
3.	Home Town

2006 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

Apparel & Services: Total $	$3,149,169
Average Spent	$1,082.56
Spending Potential Index	40
Computers & Accessories: Total $	$382,320
Average Spent	$131.43
Spending Potential Index	51
Education: Total $	$1,855,179
Average Spent	$637.74
Spending Potential Index	56
Entertainment/Recreation: Total $	$4,743,385
Average Spent	$1,630.59
Spending Potential Index	49
Food at Home: Total $	$7,851,383
Average Spent	$2,699.00
Spending Potential Index	55
Food Away from Home: Total $	$5,252,852
Average Spent	$1,805.72
Spending Potential Index	54
Health Care: Total $	$5,791,843
Average Spent	$1,991.01
Spending Potential Index	54
HH Furnishings & Equipment: Total $	$2,708,377
Average Spent	$931.03
Spending Potential Index	42
Investments: Total $	$6,032,150
Average Spent	$2,073.62
Spending Potential Index	44
Retail Goods: Total $	$37,492,766
Average Spent	$12,888.54
Spending Potential Index	49
Shelter: Total $	$20,758,012
Average Spent	$7,135.79
Spending Potential Index	50
TV/Video/Sound Equipment: Total $	$1,768,199
Average Spent	$607.84
Spending Potential Index	56
Travel: Total $	$2,544,578
Average Spent	$874.73
Spending Potential Index	49
Vehicle Maintenance & Repairs: Total $	$1,587,321
Average Spent	$545.66
Spending Potential Index	51

Data Note: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Expenditure data are derived from the 2001, 2002 and 2003 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2006 and 2011.

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APPENDIX E

OWNERSHIP DATA

FINDING OF NECESSITY, WESTSIDE NEIGHBORHOODS

	NAME1	NAME4	NAME5	NAME6	ZIPCODE
	7417 VIVER NIELL LN	PENSACOLA FL			32526
	SMITH MICHAEL A	1260 NORTH F ST	PENSACOLA FL		32501
	BENNETT LILLIE F	6098 TOULOUSE DR	PENSACOLA FL		32505
	FOR RONALD D HARRIS TRUST	7/07 N PACE BLVD	PENSACOLA FL		32505
	HOUSTON PRUDIE	3/01 NORTH A ST	PENSACOLA FL		32501
	MARCELLA TRUST	9/339 SCENIC HWY	PENSACOLA FL		32514
	RICH JAPHETH W	1/218 W GADSDEN ST	PENSACOLA FL		32501
	HESTER BENJAMIN EST OF	1610 E HAYES ST			32835
	AVERHART SAM ESTATE OF	7/26 W LA RUA ST	PENSACOLA FL		32501
	WYNDER HERBERT	7/011 NORTH C ST	PENSACOLA FL		32501
	HOUSTON PRUDIE	7/011 NORTH A ST	PENSACOLA FL		32501
	THOMAS TAYVANA	8/539 MACK ST	PENSACOLA FL		32514
	7725 DEBEAUBIAN	ORLANDO FL			
	FOUNTAIN	PENSACOLA FL			32501
	HAYNES BEN 3/6 INT	LETT KATIE RUTH 1/6 INT	1215 NORTH C ST	PENSACOLA FL	32501
	THOMAS ALDREDA V	4304 W 58TH PL	LOS ANGELES CA		90043-3425
	WENDY LEWIS	PENSACOLA FL			32501
	JONES JAMES P 1/6 INT	4885 LA CEIBA DR	PENSACOLA FL		32526-3448
	TURNAGE CRYSTAL	1109 W WRIGHT ST	PENSACOLA FL		32501
	BROOKS JOHN D	7/08 W GREGORY ST	PENSACOLA FL		32501
	FRANCIS RALPH C JR	1970 W ROMANA ST	PENSACOLA FL		32501
	MARY R	3/19 SOUTH L ST	PENSACOLA FL		32501
	OLSEN CAROLYN	1910 W GOVERNMENT ST	PENSACOLA FL		32501
	ROBINSON ANN L EST OF 1/5 &	1007 W GOVERNMENT ST	PENSACOLA FL		32501
	GAMBLE BRITANEE D	1001 W GOVERNMENT FL	PENSACOLA FL		32501
	LEONARD MARY 1/3 INT	1109 W INTENDENCIA ST	PENSACOLA FL		32501
	JORDAN LORNA EST OF	1/11 W BELMONT ST	PENSACOLA FL		32501
	WILLIAMS YOLANDER	P. O BOX 18220	PENSACOLA FL		32597
	STAFFORD RUTH A TRUST	422 N BAYLEN ST	PENSACOLA FL		32501
	BENNETT ALRELIA	7/750 HERRINGTON ST	PENSACOLA FL		32534
	DONNIE E	19 NORTH F ST	PENSACOLA FL		32501
	JOHNSON DELORES &	7/18 W BELMONT ST	PENSACOLA FL		32501
	CURRY JULION A MONTGOMERY	109 PINEDA AVE	PENSACOLA FL		32503
	WILLIAMS RHONDA	4/09 NORTH F ST	PENSACOLA FL		32501
	ATWOOD FORREST JR &	DAILEY CARLOS	1918 W GONZALEZ ST	PENSACOLA FL	32501
	MOORE DARRELL	7727 WYMART RD	PENSACOLA FL		32526
	LEONARD MARY 1/3 INT	1109 W INTENDENCIA ST	PENSACOLA FL		32501
	HERRON WARREN L TRUSTEE FOR	4/00 N SUNSET BLVD	GULF BREEZE FL		32561
	1414 W JACKSON ST	PENSACOLA FL			32501
	MANUEL ALFRED 1/6 INT	2/13 NORTH B ST	PENSACOLA FL		32501
	516 NORTH I ST	PENSACOLA FL			32501
	2/05 N 9TH AVE	2/05 NORTH C ST			32501
	KNIGHT DONNA MARIE	1/06 NORTH C ST	PENSACOLA FL		32501
	SOLES FREDERICK	C/O 1013 NORTH 17TH AVE	PENSACOLA FL		32501
	PFEIFFER MALCOLM K TRUST	4347 GUSTY TERRACE	PENSACOLA FL		32503
	STAFFORD TRUST &	REBUILDING AMERICA COM LLC	422 N BAYLEN ST	PENSACOLA FL	32501
	BELL HOSEA JR 1/4	917 W HAYES ST	PENSACOLA FL		32501
	YOUNG NAUREEN MICHELLE	3947 PALM ST	ST LOUIS MO		63107
	WATSON MARGARET O	P O BOX 677997	ORLANDO FL		32867
	CASTORINA SALVADOR A JR	MARSHALL JULIE C	106 N PINEWOOD LN	PENSACOLA FL	32507
	MARSHA ANN	19 NORTH F ST	PENSACOLA FL		32501
	GARY A II	7 BOLAND PL	PENSACOLA FL		32505
	S2 NORTH N ST	PENSACOLA FL			32501
	SMITH MICHAEL A	1260 NORTH F ST	PENSACOLA FL		32501
	MARIA A	8694 CEDARTOWN RD	MOLINO FL		32577
	LOPEZ CARLOS GEORGE C JR 1/8	3321 GOVERNOR DR	CANTONMENT FL		32533
	7 CREEKS LLC	2/47 W GREGORY ST			32547
	PHILLIPS-WEBSTER ZOYA	800 W BELMONT ST	PENSACOLA FL		32501
	STEPHENS MILTON D	12190 HALCYON DR	PENSACOLA FL		32506
	PRESLEY JOANN A	2/36 N 11TH AVE	PENSACOLA FL		32503
	SHUFORD ELDRITH C &	14032 WATERVIEW DR	PENSACOLA FL		32507
	LAWRENCE RICHARD F JR &	1905 W ROMANA ST	PENSACOLA FL		32501
	DOAN THUX	17 NORTH C ST	PENSACOLA FL		32501
	& KYLE GLORIA 1/6 INT	11111 WHITESIDE RD	NEW ORLEANS LA		70128
	JEST BENJAMIN MICHELLE	1116 NORTH J ST	PENSACOLA FL		32501
	TURNER VIRGIL G JR	1200 NORTH C ST	PENSACOLA FL		32501
	HAYNES CHARLES D	1215 NORTH C ST	PENSACOLA FL		32501
	310 EGAN DR	CRESTVIEW FL			32536
	JOHNSON EVAN L	PO BOX 4586	PENSACOLA FL		32507
	MARSHA ANN	C/O 816 N WITT	CARTER PHYLLIS	CANTONMENT FL	32533
	WYNN SANDRA S	3190 BELLE CHRISTIANE DR	PENSACOLA FL		32503
	& MILTON LINDA LEAH 1/16 &	C/O TAGAR & GUARDADO	1700 ARLINGTON RD	WEST PALM BEACH	33405
	& SMITH WILLIAM SIMMONS	2/47 CERVANTES ST	PENSACOLA FL		32501
	5 S 12TH AVE	ALEXANDER HOWARD			32536
	CARSON TONY P EST OF	C/O 208 FAIRFAX DR	PENSACOLA FL		32503
	STILLS JAMES	AUSTIN LAURA B	1408 W GADSDEN ST	PENSACOLA FL	32501
	CARR JOHN S TRUSTEE	FOR BIO NICKELSEN ERIC J TRUSTEE	FOR BIO CARR JOHN S &	PENSACOLA FL	32501
	1605 W SCOTT ST	PENSACOLA FL	AND THEIR CHILDREN		32501
	1776 ENSENADA DOS	PENSACOLA BEACH FL	CERONE JACK & KAY A		32561
	YOUNG	3947 PALM	ST LOUIS MO		63107
	MILLER CYNTHIA	2317 SILVERSIDES LOOP	PENSACOLA FL		32526
	HEARST KENNETH 1/3 INT	4251 12TH AVE	SACRAMENTO CA		95817
	& JOHNSON EVAN L	869 W BELMONT	PENSACOLA FL		32501
	6030 N BLUE ANGEL PKWY	PENSACOLA FL			32526
	DORTCH LARRY A	1506 N 7TH AVE	PENSACOLA FL		32501
	LIVINGSTON JENNIE C	C/O TRUSTEES	P O BOX 12314	PENSACOLA FL	32581

Source: Escambia County Property Appraiser GIS Database (2006)

FINDING OF NECESSITY, WESTSIDE NEIGHBORHOODS

	PARCEL_NUM	NAME1	NAME2	NAME5	NAME6	ZIPCODE
	00-0S-00-9050-011-073	STOKES RAYMOND JR & KAREN M	& STOKES MONELL			32526
	00-0S-00-9060-011-050	SMITH VINCENT L LIFE EST &	SMITH LEOLA LIFE EST &	PENSACOLA FL		32501
	00-0S-00-9060-070-011	LONDON ETTA M	LETT KATIE RUTH	PENSACOLA FL		32505
	00-0S-00-9060-190-149	HARRIS RONALD D & MERCEDES	ELISA PICARDI TRUSTEES	PENSACOLA FL		32505
	00-0S-00-9060-013-001	SMITH GRACIE LIFE EST	SMITH HARRY D	PENSACOLA FL		32501
	00-0S-00-9060-012-001	KING BURNETTE L & MARCELLA	TRUSTEES OF THE KING LES &	PENSACOLA FL		32514
	00-0S-00-9060-012-096	THURMAN WILLIE W SR &	THURMAN LEANDER H &	PENSACOLA FL		32501
	00-0S-00-9060-060-059	WILLIAMS GEORGIA MAE POWELL	& THOMAS MARY ELIZABETH &			32835
	00-0S-00-9060-100-024	BLANKENSHIP ROOSEVELT &	MATTIE LIFE EST	PENSACOLA FL		32501
	00-0S-00-9060-130-021	GIBSON SALLIE L WYNDER &	WYNDER CARL &	PENSACOLA FL		32501
	00-0S-00-9060-014-015	HEARST CHRISTIE &	HEARST CHRISTINE L &	PENSACOLA FL		32501
	00-0S-00-9060-014-004	THOMAS TAYVANA	THOMAS CARRIE &	PENSACOLA FL		32514
	00-0S-00-9060-001-025	BROWN TONYNA & BROOKS	LAVARDA A & GILBERT MARLETTE			7725 DEBEAUBIAN
	00-0S-00-9060-004-037	HARLEY LUKE & MARY C EST OF	C/O 69 ATTUCKS CT			FOUNTAIN
	00-0S-00-9060-008-002	BROWN IWILLITA 1/6 INT	BROWN IWILLITA GDN OF			HAYNES BEN 3/6 INT
	00-0S-00-9060-010-001	CUNNINGHAM OLIVET D &	PITTS MARGARET V &			THOMAS ALDREDA V
	00-0S-00-9060-022-005	GRAY WILLIE AND VALLIE	C/O 714 W LA RUA			WENDY LEWIS
	00-0S-00-9060-060-001	HALE SCHERIE DIANNE	MITCHELL 5/6 INT			JONES JAMES P 1/6 INT
	00-0S-00-9060-180-015	BROOKS CHARLES J &	BROOKS JESSE &			TURNAGE CRYSTAL
	00-0S-00-9060-013-075	SNOW HERBERT L &	FRANCIS JEWEL SNOW &			BROOKS JOHN D
	00-0S-00-9060-004-105	DUDLEY MABLE &	CELESTINE JAMES A JR &			FRANCIS RALPH C JR
	00-0S-00-9060-024-105	OLSEN RUBY M &	FAUNDA DIXIE &			MARY R
	00-0S-00-9060-008-084	EDWARDS MARY MERCEDES 1/5 &	ROBINSON CLYDE A EST OF 1/5			OLSEN CAROLYN
	00-0S-00-9060-008-002	LEWIS ALLEAN K &	LEWIS GREGORY E &			ROBINSON ANN L EST OF 1/5 &
	00-0S-00-9060-010-013	BORRAS CHARLOTTE 1/3 INT	YOUNG MARGARET M 1/3 INT			GAMBLE BRITANEE D
	00-0S-00-9060-010-122	WATKINS EARL B & SHERRELL	BAKER JOHN M JR &			LEONARD MARY 1/3 INT
	00-0S-00-9060-023-069	HENDERSON RUTH M	WILLIAMS DERRICK A			JORDAN LORNA EST OF
	00-0S-00-9060-006-118	REBUILDING AMERICA COM LLC	& PAYNE JOHN P &			WILLIAMS YOLANDER
	00-0S-00-9060-006-091	STUBBS JEANNETT &	RICH VIRGINIA &			STAFFORD RUTH A TRUST
	00-0S-00-9060-006-116	CARTER WILLIE SR LIFE EST &	CARTER MARSHA & CARTER			BENNETT ALRELIA
	00-0S-00-9060-003-002	THOMAS WILLIE JEAN EST OF	DEXTER GEORGE &			DONNIE E
	00-0S-00-9060-030-096	MONTGOMERY KERN TENZIE &	MONTGOMERY CURTIS C III &			JOHNSON DELORES &
	00-0S-00-9060-170-059	WILLIAMS ARTHUR L LIFE EST	WILLIAMS ROSALYN &			CURRY JULION A MONTGOMERY
	00-0S-00-9060-001-129	ATWOOD MARILYN &	ATWOOD MARTHA &			WILLIAMS RHONDA
	00-0S-00-9060-110-022	MOORE LARRY	WILLIAMS DERRICK A			ATWOOD FORREST JR &
	00-0S-00-9060-021-195	BORRAS CHARLOTTE 1/3 INT	YOUNG MARGARET M 1/3 INT			MOORE DARRELL
	00-0S-00-9060-200-113	VOELKER JASON	VOELKER ROSEMARIE B &			LEONARD MARY 1/3 INT
	00-0S-00-9060-019-052	BIBBS ESSIOLA LIFE EST	HUDSON LEONARD & PATSY			HERRON WARREN L TRUSTEE FOR
	00-0S-00-9060-028-016	HOUSTON CATHERINE 4/6 INT	DELAHAUSAYE DWAN 1/6 INT			1414 W JACKSON ST
	00-0S-00-9060-305-078	BENNETT MARIO & BERNETT	DAVIS & BENNETT THEODORE			MANUEL ALFRED 1/6 INT
	00-0S-00-9060-260-253	JENKINS DOSIE MAE LIFE EST	BIBBS ESTATE &			516 NORTH I ST
	00-0S-00-9060-123-068	KNIGHT PAUL & DOSIE LIFE EST	KNIGHT DONNA MARIE			2/05 N 9TH AVE
	00-0S-00-9060-027-020	LITTLE BETTYE P &	LITTLE BETTYE P & JOAN			KNIGHT DONNA MARIE
	00-0S-00-9060-071-063	PFEIFFER MALCOLM K & HAZEL	PFEIFFER MALCOLM K & HAZEL			SOLES FREDERICK
	00-0S-00-9060-302-184	PAYNE P JOHN TRUSTEE	FOR JOHN PAT PAYNE & RUTH A			PFEIFFER MALCOLM K TRUST
	00-0S-00-9060-019-052	DUMPSON CAROLYN 1/4	BELLAMY MIRIAM 2/4			STAFFORD TRUST &
	00-0S-00-9060-110-044	WATERS ROMELDA E LIFE EST	YOUNG MAUREEN M WATERS &			BELL HOSEA JR 1/4
	00-0S-00-9060-123-068	LINDSEY SALINA LIFE ESTATE	WATSON ARTHUR L &			YOUNG NAUREEN MICHELLE
	00-0S-00-9060-027-020	BRAZWELL NEDDA C	PARTRIDGE DOLLY C			WATSON MARGARET O
	00-0S-00-9060-110-124	CARTER WILLIE SR LIFE EST &	CARTER DONNIE E &			32501
	00-0S-00-9065-040-003	GOODALE HATTIE LIFE EST &	MONDELLO SCOTT A & MONDELLO			32505
	00-0S-00-9060-014-042	PIPES PAUL D & ANNA M &	JACKSON VICKIE			32501
	00-0S-00-9060-007-060	SMITH VINCENT LIFE EST &	SMITH LEOLA LIFE EST &			32501
	00-0S-00-9060-013-113	BELLAMY LARRY H & LAVARNE	MCALLON ROBERT E JR &			32577
	00-0S-00-9060-012-099	CARR CLARENCE E & ANN INT &	CHRISTIAN DONNAL 1/8 &			32533
	00-0S-00-9060-012-076	PHILLIPS-WEBSTER ZOYA ANN	&			32547
	00-0S-00-9060-019-049	GAMLIN DESSIE MAE LIFE EST	BENDE DANIEL L &			32501
	00-0S-00-9060-010-119	PRESLEY JOANN A	STEPHENS DANIEL T &			32506
	00-0S-00-9050-014-013	SHUFORD ELDRITH C &	RHONDA O &			32503
	00-0S-00-9060-001-063	LAWRENCE RICHARD F JR &	CHRISTINE C &			32507
	00-0S-00-9060-060-100	SMITH SHARON F &	BURLESON LANA C			32501
	00-0S-00-9060-020-052	NGO MAI THI	DOAN HUGS THI			32501
	00-0S-00-9060-005-036	CONNOR ESTELLE 4/6 INT	KIRBY BETTY JEAN 1/6 INT			70128
	00-0S-00-9060-010-089	CROMARTIE VELMA LEE FOR THE	LIFE OF MCCORD REBECCA LIFE			32501
	00-0S-00-9060-010-011	TURNER VIRGIL LIFE EST	TURNER TONJA YVETTE			32501
	00-0S-00-9060-011-030	BROWN IWILLITA &	LETT KATIE RUTH &			32501
	00-0S-00-9060-260-036	STANTON LILLIE M LIFE EST	ABNEY ALPHONSO & BETTY J			32536
	00-0S-00-9060-004-027	JOHNSON LEE F LIFE EST	RANDALSON TANIA R &			32507
	00-0S-00-9060-010-949	CARTER WILLIE SR LIFE EST	CARTER DONNIE E & CARTER			32533
	00-0S-00-9060-040-016	BANKS BEVERLYN S &	ELLIS H VICTOR &			32503
	00-0S-00-9060-050-003	HARRIS JOHN D 4/16 &	JENKINS GRACIE WILLIAMS 4/16			32507
	00-0S-00-9060-060-219	AUSTIN GAGE ELECTRONIC EST &	ALEXANDER HOWARD & JAMES F			32526
	00-0S-00-9060-027-116	FULTON LORRAINE LIFE EST	MCINTYRE EMMA LIFE EST			32503
	00-0S-00-9060-023-076	ALEXANDER ELIZABETH	ALEXANDER RONALD E			32501
	00-0S-00-9060-016-140	NICKELSEN ERIC J TRUSTEE	FOR BIO CARR JOHN S &			32501
	00-0S-00-9060-017-008	BLANKENSHIP GIM & FIRNAH	AND THEIR CHILDREN			32501
	00-0S-00-9060-023-120	CERONE JASON &	CERONE JACK & KAY A			32561
	00-0S-00-9060-011-044	WATERS ROMELDA E ARLEAN LIFE	EST & SMITH GENESA LYNETTE	ST LOUIS MO		63107
	00-0S-00-9060-190-044	CHARLEY LINDA F HALE &	RILEY BRENDA &	PENSACOLA FL		32526
	00-0S-00-9060-110-020	HEARST RONALD E JR 1/3 INT	HEARST CHRISTIAN 1/3 INT &	SACRAMENTO CA		95817
	00-0S-00-9060-230-084	JOHNSON THERESA RANALDSON	LIFE EST RANALDSON TANIA R	PENSACOLA FL		32501
	00-0S-00-9060-001-184	BRYANT MILLARD O & MARY K &	OWENS PAULETTE B	PENSACOLA FL		32526
	00-0S-00-9060-014-102	KNIGHT DEBORAH E &	BRADLEY PATRICIA &	PENSACOLA FL		32501
	00-0S-00-9060-014-102	LIVINGSTON DAN L	LIVINGSTON C JUDSON	PENSACOLA FL		32581

Source: Escambia County Property Appraiser GIS Database (2006)

FINDING OF NECESSITY, WESTSIDE NEIGHBORHOODS

PARCEL_NUM	NAME1	NAME2	NAME3	ZIPCODE
00-0S-00-9060-280-074	HARRIS DENNIS JR 1/10 INT &	HARRIS CALVIN R 1/10 INT &	PENSACOLA FL	32501
00-0S-00-9060-001-050	DONALDSON BEVERLY ANN &	LETT MARGARET & HARTLEY		32501
00-0S-00-9060-013-095	GULLEY MARY ELLEN 1/9 INT	HILL MAURICE 1/9 INT	PENSACOLA FL	32503
00-0S-00-9060-019-092	WATTS SAPHRONIA 5/10 &	802 WOODLAND HEIGHTS	PENSACOLA FL	32503
00-0S-00-9060-021-160	MCNEILL LOLA MAE LIFE EST	701 NORTH P ST	PENSACOLA FL	32505
00-0S-00-9060-080-022	NIX JAMES R LIFE EST &	1215 W WRIGHT ST	PENSACOLA FL	32501
00-0S-00-9060-011-087	MONROE CORINE 1/8 INT	1507 W DE SOTO ST	PENSACOLA FL	32501
00-0S-00-9060-012-019	EDWARDS IZORA UNDERWOOD	804 HORSEMANS PATH	CANTONMENT FL	32533
00-0S-00-9060-045-044	MCCASKILL HARRY JR 2/6	610 NORTH F ST	PENSACOLA FL	32501
00-0S-00-9060-010-063	WOODS IRENE LIFE EST &	1316 W LARUA ST	PENSACOLA FL	32501
00-0S-00-9060-147-072	ELLIS ALMA & BLAKENSHIP	1017 E LLOYD ST APT 203	PENSACOLA FL	32503
00-0S-00-9060-014-036	LINDSAY EARL &	1014 W LLOYD ST	PENSACOLA FL	32501
00-0S-00-9060-055-023	RUFFIN BARBARA 1/4 INT &	THOUSAND OAKS CA		91362
00-0S-00-9060-040-118	GEORGE GENEVIEVE 2/7	PENSACOLA FL		32501
00-0S-00-9060-025-014	FANT EVELYN A & SPELLMAN	MARGARET A ROBINSON VELMA &	PENSACOLA FL	32503
00-0S-00-9060-002-069	HAMLER JACQUELYN J 3/96 INT	JONES JUDITH J 3/96 INT	PENSACOLA FL	32503
00-0S-00-9060-024-116	BRADLEY GEORGE J	HICKS THOMAS A	PENSACOLA FL	32501
00-0S-00-9060-026-052	QUARRELS R R & QUARRELS C	18317 SUMMERFIELD DR	DALLAS TX	75287
00-0S-00-9060-160-032	BRENNAN F ELAINE	334 WOODBINE DR	PENSACOLA FL	32503
00-0S-00-9060-014-036	SANDERS GERALDINE &	1014 W LLOYD ST	PENSACOLA FL	32501
00-0S-00-9060-055-023	1473 EL MONTE DR	THOUSAND OAKS CA		91362
00-0S-00-9060-001-129	ATWOOD MARILYN &	ATWOOD MARTHA &	PENSACOLA FL	32501
00-0S-00-9060-009-088	LEWIS JOHNNIE L &	LEWIS BRUCE D &	PENSACOLA FL	32501
00-0S-00-9060-240-022	CUSHON PHILLIP TRUSTEE FOR	BRENNAN ELAINE &		06010
00-0S-00-9060-039-040	HERRON MARY L &	BRENNAN ELAINE &	PENSACOLA FL	32503
00-0S-00-9060-117-074	CROSTON WILLIE &	1722 E CERVANTES ST	PENSACOLA FL	32503
00-0S-00-9060-182-017	JACKSON C F & NELSON J &	MILLER D & WASHINGTON B &	PENSACOLA FL	32501
00-0S-00-9060-010-040	CARRUTH JAMES W JR &	SARAH CLICK &	PENSACOLA FL	32503
00-0S-00-9060-026-052	DALE JOHN L &	DALE RONALD W &	PENSACOLA FL	32501
00-0S-00-9060-160-032	RACINE ROBERT J JR & LISA K	TRUSTEES FOR THE RACINE	PENSACOLA FL	32503
00-0S-00-9060-014-036	LINDSAY EARL &	LUTHERAN SERVICES FLORIDA	FOR GLORIA LINDSAY	
00-0S-00-9060-055-023	HILL BRENDA H & ELLIOTT	MARCIA G & HUMPHREYS GEORGE	E JR & HUMPHREYS MICHAEL J	
00-0S-00-9060-001-129	ATWOOD MARILYN &	ATWOOD MARTHA &	ATWOOD FORREST JR &	
00-0S-00-9060-009-088	LEWIS JOHNNIE L &	LEWIS BRUCE D &	LEWIS JERRY L &	
00-0S-00-9060-240-022	CUSHON PHILLIP TRUSTEE FOR	BRENNAN ELAINE &	CUSHON P & C & J	
00-0S-00-9060-039-040	HERRON MARY L &	BRENNAN ELAINE &	CARRUTH JAMES W JR &	
00-0S-00-9060-117-074	CROSTON WILLIE &	1722 E CERVANTES ST	LEWIS JOE A & WILLIAM H II	
00-0S-00-9060-182-017	JACKSON C F & NELSON J &	MILLER D & WASHINGTON B &	HAMILTON MAXINE J 3/96 INT	
00-0S-00-9060-010-040	CARRUTH JAMES W JR &	SARAH CLICK &	HICKS RUSSELL T	
00-0S-00-9060-026-052	DALE JOHN L &	DALE RONALD W &	DALE CHARLES E &	
00-0S-00-9060-160-032	RACINE ROBERT J JR & LISA K	TRUSTEES FOR THE RACINE	FAMILY TRUST

APPENDIX F

PHOTO INVENTORY WESTSIDE NEIGHBORHOODS

PREPARED BY THE RMPK GROUP

DETERIORATING STRUCTURAL CONDITIONS












DETERIORATING SITE CONDITIONS











VACANT AND BOARDED PROPERTIES











DEFECTIVE OR INADEQUATE STREET CONDITIONS





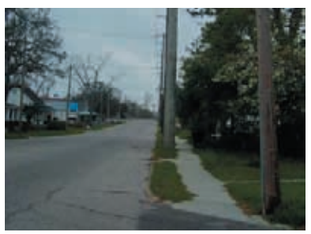














FAULTY LOT LAYOUT AND INCOMPATIBLE LAND USES



















APPENDIX G

AMERICAN CREOSOTE WORKS
REMEDIATION INVESTIGATION STUDY AND CONCEPTUAL REUSE PLAN

AMERICAN CREOSOTE WORKS
701 S. "J" Street
Pensacola, Florida
County: Escambia
District: Northwest
Site Lead: EPA
Placed on National Priorities List 12/20/82
HWC # 002

Site Description and History

The American Creosote Works is an abandoned 18-acre site located in a moderately dense commercial/residential area of Pensacola. The site is slightly more than one mile southwest of the intersection of Garden and Palafox Streets, a landmark of downtown Pensacola. Pensacola Bay and Bayou Chico are approximately 600 yards south of the site.

American Creosote Works, Inc. (ACW) operated a wood preserving plant from 1902 until December 1981. Up until 1950, creosote was the preservative used in the treatment process. Pentachlorophenol was also used after 1950. Beginning in the 1940's, wastewater generated at the plant was discharged into two onsite, unlined surface impoundments. Prior to about 1970, wastewater in the ponds was allowed to overflow through a spillway and follow a drainage course into Pensacola Bay. In subsequent years, the wastewater was drawn off the ponds whenever pond levels were high and discharged on the plant property. During periods of heavy rainfall and flooding, the wastewater occasionally overflowed the containment dikes onto both onsite and offsite areas.

Threat

Past field and laboratory testing have shown contamination of soils, surface water, sediments and groundwater. Contaminants include a wide range of phenolic compounds and polynuclear aromatic hydrocarbons (PAHs) including pentachlorophenol, phenol, fluoranthene and naphthalene as well as dioxin. Contaminated soils are a potential health threat to the local residents through direct contact. Contaminated groundwater is a potential health threat to local residents using private irrigation wells. Pensacola Bay is threatened by potential discharge of contaminated groundwater.

Response Strategy and Status (July 2006)

Due to the improper disposal activities at the site, the then Florida Department of Environmental Regulation (FDER) enacted enforcement proceedings against ACW. The FDER issued a Notice of Violation in January 1981, and entered into a Consent Order with ACW in March 1981. ACW was unable to meet the requirements of the Consent Order and filed for re-organizational bankruptcy under the provisions of Chapter 11 of the Federal Bankruptcy Code.

An "immediate removal action" was completed by the FDER and the EPA during September and October of 1983. The two onsite impoundments were drained and the hazardous liquids treated

American Creosote Works
Page 2

by a portable treatment facility. The remaining sludges were stabilized with fly ash and covered with a temporary clay cap. EPA re-sodded and re-seeded the temporary clay cap in 1985. In December 1985, a fence and warning signs were installed by the FDER to restrict access to the site. Periodic fence repairs have been necessary due to vandalism.

The EPA initiated a Remedial Investigation/Feasibility Study (RI/FS) in 1984. The RI report was completed in January 1985, and indicated that contaminated soils and groundwater existed on- and offsite. A draft FS was completed followed by a public meeting in August 1985. The EPA recommended an onsite RCRA landfill to address contaminated soils, sediments and sludges. The EPA also recommended deferring the decision on ground water cleanup until more data were collected. FDER did not concur with the proposed soil remedy, indicating that there was insufficient data and an inadequate evaluation of alternatives to support the remedy selection. The EPA signed a Record of Decision (ROD) in September 1985.

Additional soil, surface water, and ground water samples were collected by EPA in June 1988. A Risk Assessment was completed by an outside contractor for EPA in June 1989 and included the development of soil and sediment cleanup levels. EPA initiated an in-house FS that included an evaluation of thermal treatment technologies. This study raised questions concerning the nature of groundwater contamination and the character of the stabilized sludges.

The EPA determined that the contaminated media at the site could best be addressed as two operable units (OUs): OU 1 addresses surface soils and sediments, and OU 2 addresses the stabilized/capped sludges, soils underlying the cap, and groundwater. After completion of the Amended FS, the EPA recommended bioremediation as the remedial alternative for OU 1. EPA signed a ROD for OU 1 in September 1989, with FDER concurrence.

Treatability studies, a Value Engineering Analysis by the US Army Corps of Engineers (USACE), and OU 1 design work was conducted between October 1989 and July 1991 to confirm that bioremediation would satisfy the OU 1 soil cleanup goals for dioxin and creosote contaminants. The results were inconclusive. An effective treatment train using bioremediation to remediate soils could not be developed.

Additional fieldwork was performed in 1990 and 1993 to obtain the additional data necessary to evaluate possible remedies for OU 2 and assess the risk posed by the contaminated groundwater, sludges, and underlying soils. Groundwater cleanup goals were developed to protect surface water from potential contamination by discharge of groundwater into the bay. The final baseline Risk Assessment and FS for OU 2 were submitted in November 1993.

Following a public meeting, EPA signed the Record of Decision for OU 2 (groundwater cleanup) in February 1994, with FDEP concurrence in July 1994. The remedy for OU 2 includes Phase I – recovery and offsite recycling of dense non-aqueous phase liquids (DNAPLs) followed by Phase II – groundwater recovery and treatment using enhanced bioremediation technologies.

The Remedial Design for Phase I, DNAPL recovery and recycling, was completed in June 1997 and included a field assessment and delineation of the subsurface DNAPL, pilot testing to

American Creosote Works
Page 3

determine of the physical characteristics and extractability of the DNAPL, and design of the extraction system. A State Superfund Contract (SSC) between EPA and FDEP was signed in September 1997, which commits the State to a ten percent cost share for DNAPL recovery as part of site cleanup. Onsite construction of the DNAPL recovery system was completed in September 1998. DNAPL recovery and recycling is ongoing. A total of approximately 111,400 gallons of DNAPL have been removed to date.

Concurrent with design and construction of the DNAPL system, the EPA continued to evaluate remedial alternatives to address onsite and offsite contaminated soils, sludges and sediments in surface drainage areas including the Pensacola Yacht Club drainage ditch, the historical drainage course for runoff from the site. The Focused FS for the Pensacola Yacht Club drainage ditch and offsite sampling to delineate dioxin and PAH contamination was completed in 1997.

EPA signed an Amended Record of Decision for OU 1 in May 1999. The OU 1 remedy calls for consolidation of contaminated sludge, soil, and sediment beneath an onsite surface cap. Soils in offsite residential areas and on the Pensacola Yacht Club property that exceed the remedial goals will be excavated and consolidated under the cap. Offsite soil cleanup goals include PAHs and dioxin. The 1 ppb dioxin cleanup goal is an interim cleanup goal until the National Dioxin Reassessment Study is completed and final cleanup criteria can be established.

The USACE, under contract with the EPA, completed a cap design for the OU 1 remedy in May 2002. In August 2002 the City of Pensacola requested that the EPA delay implementation of the OU 1 remedy until the City could perform a redevelopment study of the site and coordinate with the EPA to develop an OU 1 remedy that would be compatible with the future use plans developed. Subsequently, the EPA provided a Superfund Redevelopment Initiative (SRI) grant to the City to aid with this study.

In September 2002, the EPA and FDEP signed a SSC to perform an interim removal of contaminated offsite soils and sediments exceeding the EPA's current guidance levels. The SSC obligates the State to a 10% cost share for the cleanup costs. These soils and sediments have been temporarily relocated onsite, pending finalization of the OU 1 remedy (see below). Fieldwork on this interim remedy was terminated in November 2003. Work on the Pensacola Yacht Club ditch was postponed when the contractor encountered heavier than expected contamination levels adjacent to the ditch. The EPA and USACE is performing additional sampling to determine what modifications to the ditch cleanup approach are necessary to prevent releases of contaminated water and sediments to Pensacola Bay prior to completing this work. Excavation of contaminated soils in a drainage ditch located to the southeast of the site was determined to be necessary when samples collected in April, October, and November 2003 detected elevated levels of PAHs. Additional sampling will be determined in the future in order to delineate the contamination before remedial action is initiated.

In October 2003, the City of Pensacola adopted a future use plan for the site that includes a number of shops and other small businesses on the north edge of the site and leaves the majority of the site as a "green space" for recreational activities. The EPA, FDEP and USACE are currently evaluating the May 2002 design to determine what changes, if any, will be necessary to

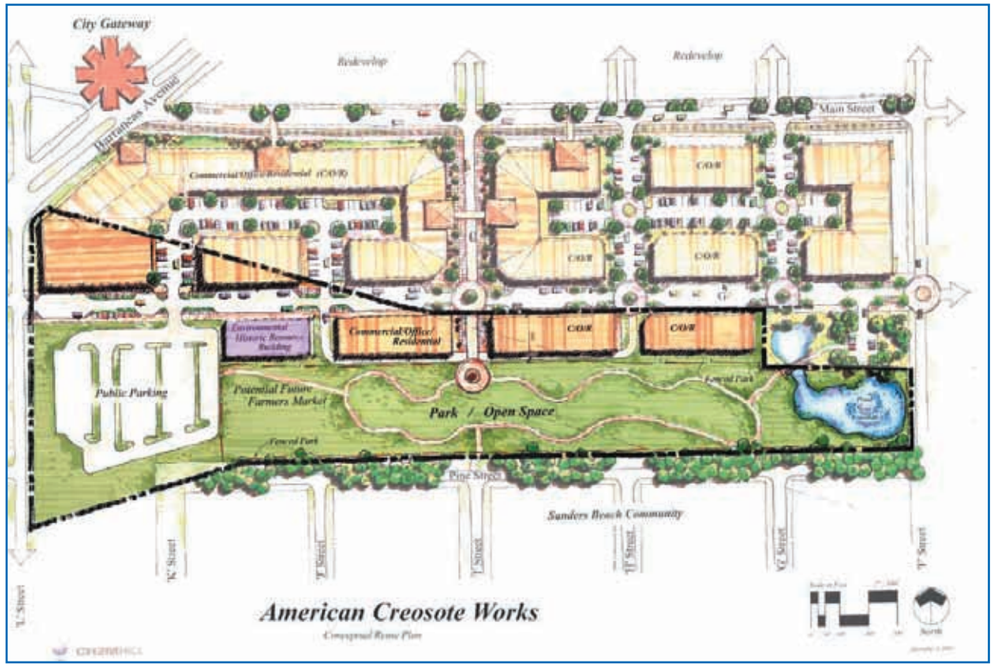
American Creosote Works
Page 4

adapt the cap design to the City's future use scenario. It was expected that USACE would provide the EPA and FDEP with recommendations for design changes to meet the City's planned use by the summer of 2004. However, this has been delayed due to the severe hurricane seasons experienced in Florida and other Gulf states in 2004 and 2005, including the direct impact of Hurricane Ivan on Pensacola in 2004. Damage to the site from Ivan was minimal, consisting mainly of an overturned office trailer, damage to the DNAPL treatment building and system components contained in the building and security fence damage.

OU 2 DNAPL remediation was delayed due to damage of the treatment system caused by Hurricane Ivan. Now, repairs to the system have been completed and the system is currently in operation. Results of a study performed by the USACE to improve the DNAPL recovery were received in October 2003. Based on the inconclusive results of that study, it was decided that additional groundwater sampling and further DNAPL recovery system evaluation would be required before making a decision. Installation of new monitoring wells, and other investigative studies, including installation and sampling of numerous offsite soil borings are in progress. It is likely that some DNAPL recovery wells will be replaced and/or relocated to optimize the DNAPL recovery.

Schedule

OU 2 Phase I, DNAPL recovery and recycling, will continue through at least 2007.It is likely that the DNAPL Recovery System will be modified, based on the results of the current round of soil and groundwater sampling. In addition, based on the evaluation of this offsite data, further offsite remedial measures may be indicated. Finally, it is expected that recommendations from the USACE for OU 1 design modifications, which will incorporate consideration of future site utilization, will be submitted in mid 2007.



Appendix G AMERICAN CREOSOTE WORKS REUSE PLAN







7.0 Recommended Reuse Alternative

Through the public involvement process, a series of alternative conceptual plans were developed. The first set (Concepts 1 through 6) was developed based on the input of the public at the first public meeting. Each of the next four concepts, in turn, was a refinement of previous concepts adding features that the community wanted or deleting those they did not want. The final concept represents an opportunity to meet the most of the original objectives identified by the public and to provide for the redevelopment of the surrounding area.

7.1 Conceptual Design

The recommended conceptual reuse plan represents a compromise between the desire by the community for open space and the desire to establish a commercially viable use of the property. **Figure 7-1** presents the conceptual plan in map view. The conceptual plan will consist primarily of a passive park with a walking path and decorative retention pond. Commercial buildings will be constructed along the south side of Gimble Street facing north. The buildings will be no deeper then 70 feet from the Gimble Street right of way. A parking lot will be constructed on the western portion of the ACW Site where the current wellfield exists to provide parking for park visitors as well as visitors of the commercial space. An educational resource building is also planned for the ACW Site. The following is a point by point description of the recommended conceptual reuse plan.

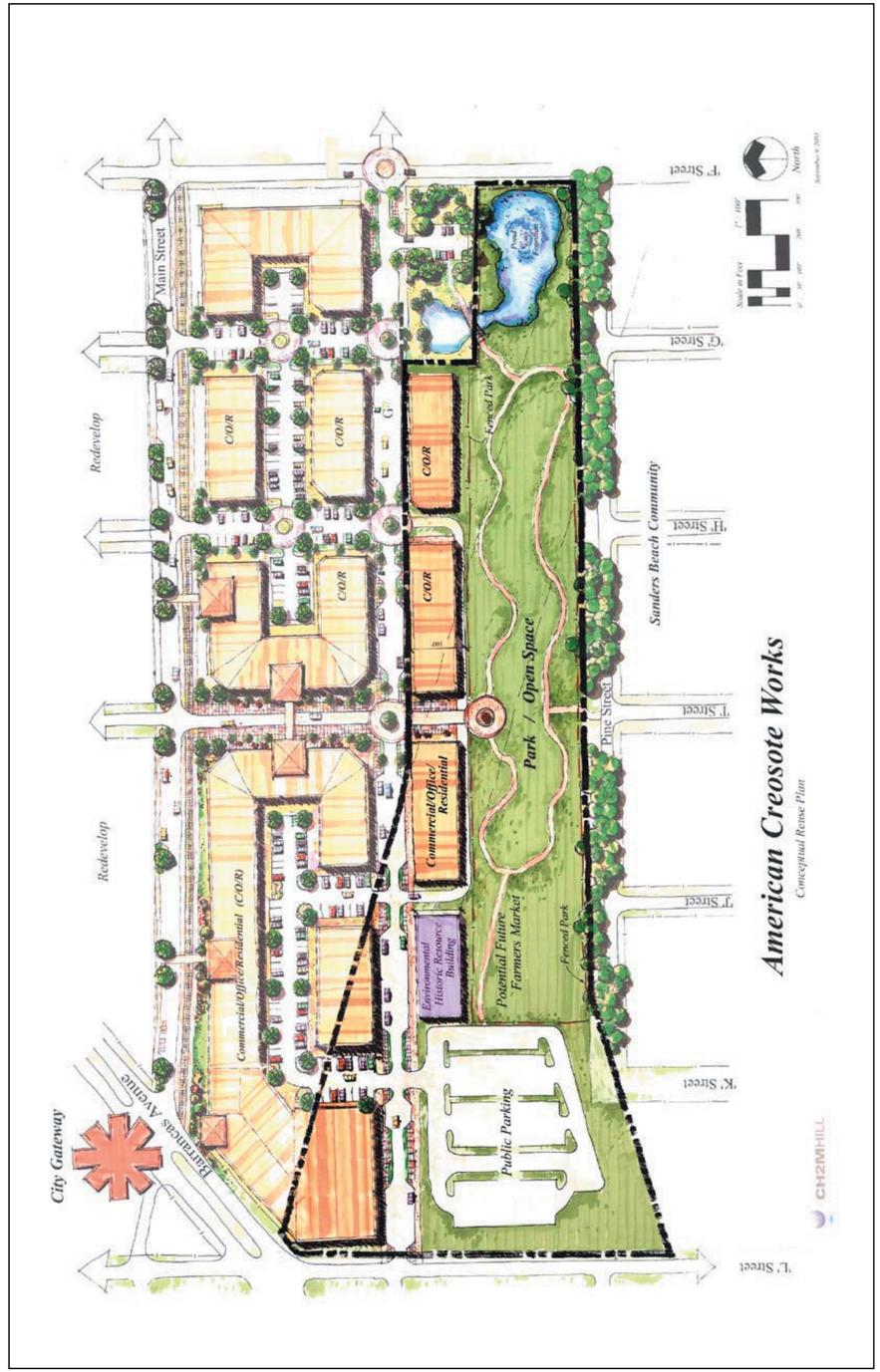


FIGURE 7-1. CONCEPTUAL REUSE PLAN

ACW.DOC

7.1.1 Passive Park

An open space/park facility will be developed on the ACW Site in the area generally located north of the Pine Street right of way, west of the "K" Street right of way, east of "F" Street and south of the retail/office/service buildings on the south side of Gimble Street. A decorative fence will enclose the park facility and gateways will be developed at key entry points. **Figure 7-2** presents the park location. **Figure 7-3** presents a conceptual view of the western entrance into the park.

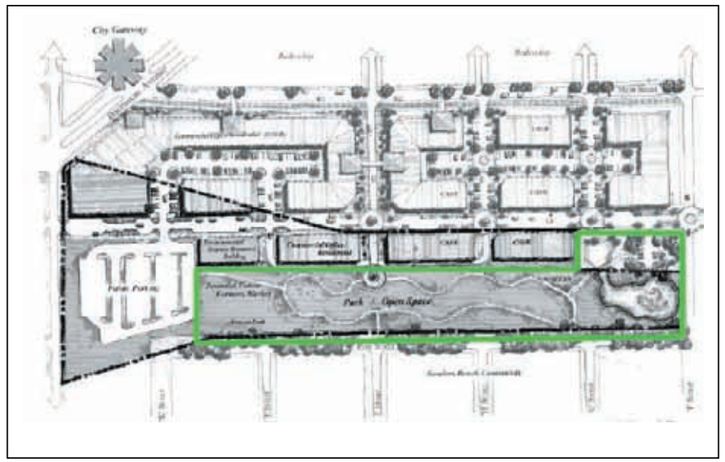


FIGURE 7-2. PASSIVE PARK LOCATION



PASSIVE PARK

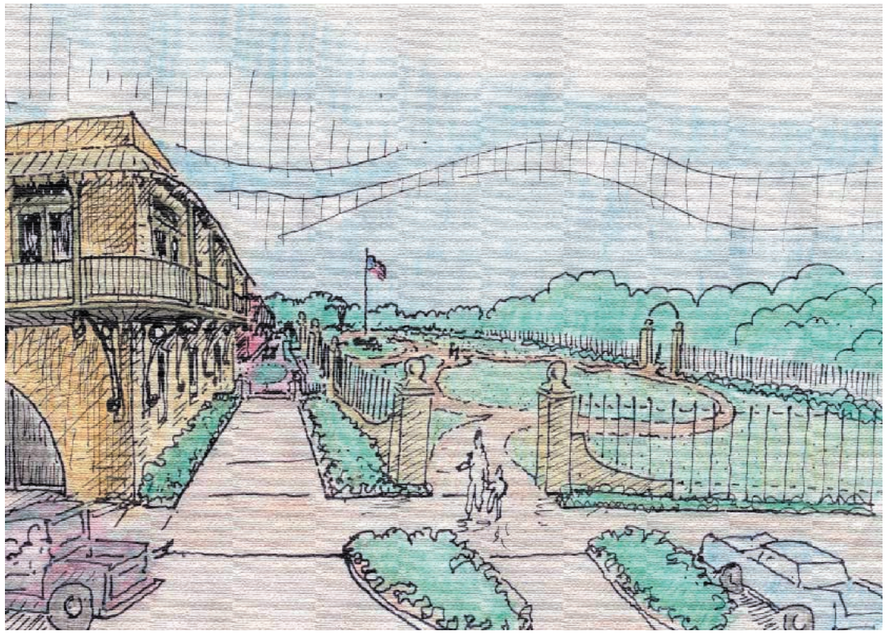


FIGURE 7-3. WEST PARK ENTRANCE

A walking trail will be developed in the park and other facilities suitable for passive recreation may be developed. The sidewalk may include decorative design features to enhance the appearance and provided uniformity throughout the area.



WALKING TRAIL

Facilities for a periodic farmers' market may be developed on the western side of the park facility.





FARMER'S MARKET

7.1.2 Pine Street

Pine Street is to be improved but not opened to through traffic. Street improvements would be made in the right-of way where necessary to provide local access to properties fronting on Pine Street. Portions of the Pine Street right-of-way may be incorporated into the open space/park facility located on the ACW Site. **Figure 7-4** presents the Pine Street location. **Figure 7-5** presents a conceptual view of the southern park entrance from Pine Street.

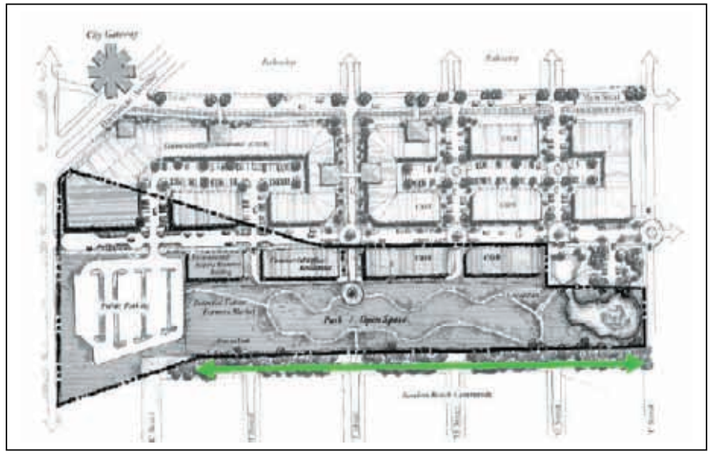


FIGURE 7-4. PINE STREET LOCATION



FIGURE 7-5. SOUTHERN PARK ENTRY FROM PINE STREET





DECORATIVE FENCE AND ARCHWAY

7.1.3 Gimble Street

Gimble Street is to be reconstructed from Barrancas Avenue to "F" Street. Road construction will be in a manner that inhibits speeding and does not result in creating "cut through" traffic. **Figure 7-6** presents the location of Gimble Street. The street will contain, at a minimum, a roundabout feature at "I" Street and a smaller roundabout feature at "F" Street.

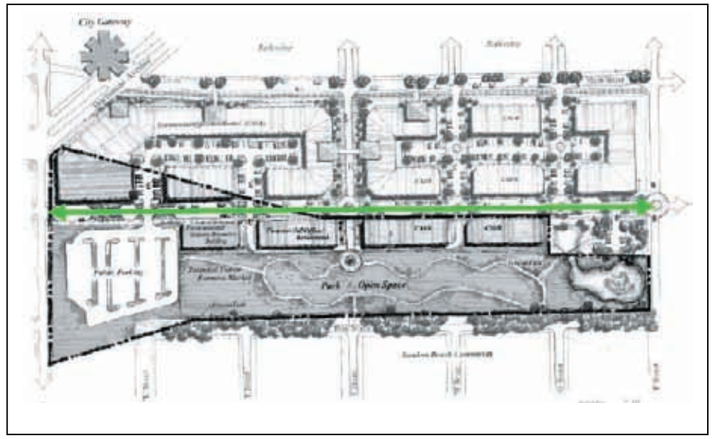


FIGURE 7-6. GIMBLE STREET LOCATION

The roadway will be developed to include sidewalks and on-street parking with parking bays parallel to the street and landscape areas (similar to Palafox Street and Belmont/DeVilliers). Streetscape will be landscaped and include streetlights. Underground utilities will be encouraged. **Figure 7-7** presents a conceptual view of how Gimble Street might appear looking towards the west.

Buildings north of Gimble Street that do not front on Main Street will be a maximum of three stories. Buildings north of Gimble Street will include office, retail, service and residential buildings to be designed in a scale consistent with the neighborhood and traditional neighborhood development principals.



ROUNDABOUT FEATURE



SIDEWALK IMPROVEMENTS



FIGURE 7-7. GIMBLE STREET LOOKING WEST

Development on the south side of Gimble Street on the ACW Site will consist of local retail/office/service buildings to be designed in a scale consistent with the neighborhood and traditional neighborhood development principals. Buildings on the south side of Gimble Street will not exceed two stories in height and will not encroach more than 100 feet into the ACW property. A building setback of 30 feet from the rear property line will be required to provide rear access to the buildings for loading/unloading and access/parking. Second floor residential may be permitted.



THREE-STORY BUILDING STYLE



TWO-STORY BUILDING STYLE

Front setbacks will be at the right-of-way line to create a sense of place and human scale/character along Gimble Street. Parking will provided on-street and in shared parking lots rather than in "suburban style" on-site parking lots. Balconies and canopies over the sidewalks will be required.

7.1.4 Main Street

Main Street will be reconstructed in a design suitable for the western gateway to the City and for Main Street, Pensacola. **Figure 7-8** presents the location of Main Street. A gateway entrance landmark will be created at Barrancas Avenue and Main Street. The streetscape will include sidewalks, landscaping, streetlights, on-street parking crosswalks and similar enhancements. Underground utilities will be required.

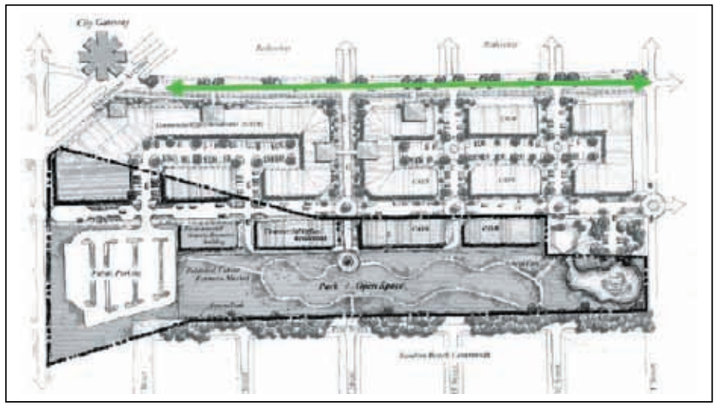


FIGURE 7-8. MAIN STREET LOCATION

Buildings along Main Street will not exceed four stories. Front setbacks will be at the right-of-way line to create a sense of place and human scale/character along Main Street. Parking will be provided on-street and in shared parking lots rather than in "suburban style" on-site parking lots. Balconies and canopies over the sidewalks will be permitted. **Figure 7-9** presents a conceptual view of how Main Street is proposed for redevelopment. The commercial land uses may be of a nature to attract a regional and community-wide market but will not include "Big Box" retail. A retail theme such as the "renovation district" may be developed to attract businesses of a similar type and to market the area to the region. Building design and architecture will be in a scale that is consistent with traditional neighborhood development principals.

The development of Main Street as shown in the conceptual designs assumes the lumber yard has moved to a more desirable location for industry-type businesses. Main Street development may be conducted in phases to encourage the industrial/manufacturing businesses to relocate and allow for more pedestrian-friendly commercial properties.



FOUR-STORY BUILDING STYLE



FIGURE 7-9. MAIN STREET LOOKING EAST

7.1.5 Side Streets



FIGURE 7-10. SIDE STREET LOCATIONS

Several side streets including "L", "I" and "F" Streets will be reconstructed with a design similar to Main Street and Gimble Street. Underground utilities will be required. **Figure 7-10** presents the side street locations. The principal gateway into the park facility will be located south of the roundabout at "I" Street at the intersection with Gimble Street. The area will include a secure access that can be locked at park closing time. A decorative fence and arch entrance gateway will be included at this location. The sidewalk from Gimble Street will extend into the park through the gateway at this location and connect to the park's walking trail. **Figure 7-11** presents a conceptual view of "I" Street looking south towards the park.

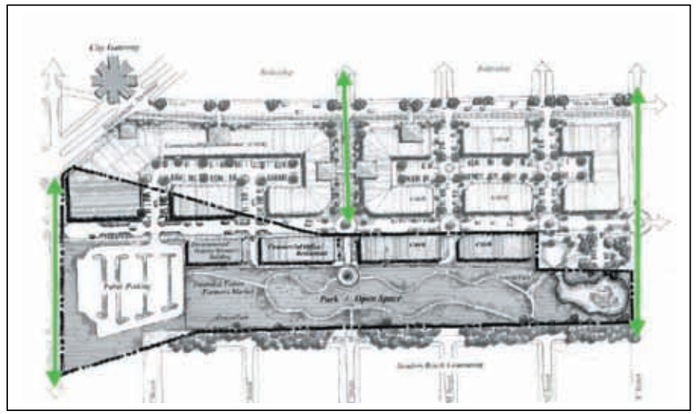


FIGURE 7-11. "I" STREET LOOKING SOUTH

7.1.6 Educational Resource Building

An educational/historical resource building will be developed on the south side of Gimble Street. **Figure 7-12** presents the proposed location of the educational resource building. The facility will include educational exhibits about the history of the ACW Site as well as the Superfund Program, site remediation efforts and other environmental issues. The facility will also include public restrooms and a snack shop. A small arboretum may be developed and could include the sale of plant seedlings. EPA is excited about this opportunity to educate the public on the Superfund Program and has commented there may be some available funding to construct and operate this resource building.

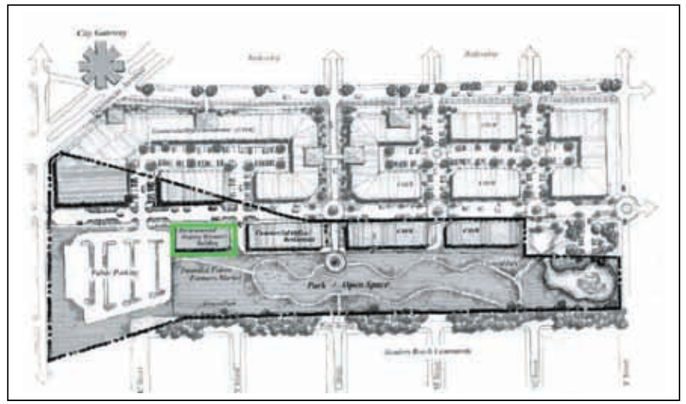


FIGURE 7-12. EDUCATIONAL RESOURCE BUILDING LOCATION

7.1.7 Wellfield/Parking Lot

A parking area will be provided on the western end of the ACW Site in the area generally between the "L" Street right-of-way and the "K" Street right-of-way. **Figure 7-13** presents the location of the wellfield/parking lot. This area will also include facilities for the EPA to continually access their wells. The parking lot will be accessed from "L" Street. An entrance into the park will be constructed from the parking lot. This parking lot will serve as the parking area for the nearby retail/office/service facilities as well as the resource building, park and periodic farmers' market.

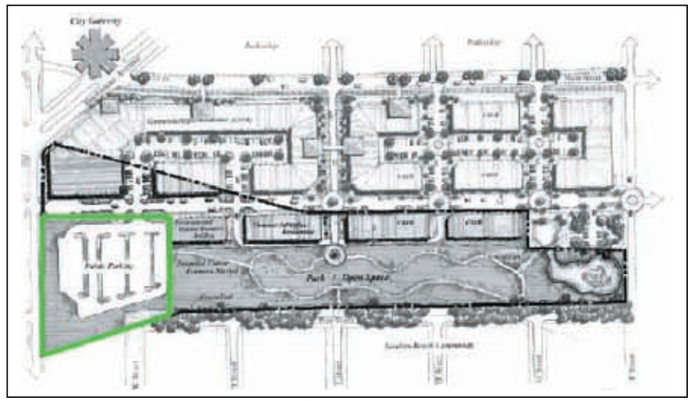


FIGURE 7-13. WELLFIELD/PARKING LOT LOCATION

7.1.8 Stormwater Retention Pond

A stormwater retention pond will be developed on the eastern end of the ACW Site (**Figure 7-14**). The pond may be designed to incorporate the existing pond to the north and will be permanently wet and be of a natural appearance. A fountain may be included as well as a walking bridge over the pond to connect to the walking trail in the park. Properties located at the southwest intersection of Gimble Street and "F" Street could be acquired and developed as a small parking facility for park access. Significant trees located on these properties will be preserved wherever possible.

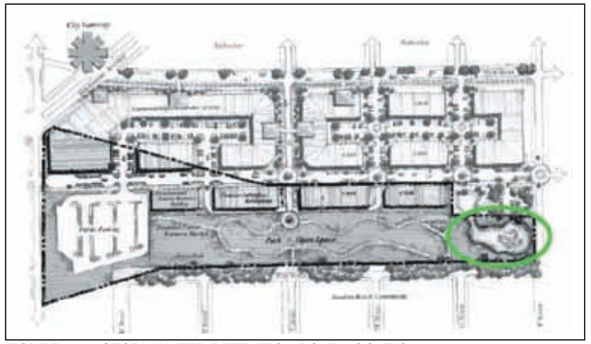


FIGURE 7-14. STORMWATER RETENTION POND LOCATION



RETENTION POND



FOOTBRIDGE

7.2 Implementation

Once the conceptual reuse plan has been endorsed by all stakeholders and receives City Council approval, the concept must be implemented in to the City's overall comprehensive plan. Implementation strategies are provided in the following sections.

7.2.1 Site Master Plan to Support Timely Development Integrated with Cleanup

The implementation of the recommended conceptual reuse plan can be phased and does support the timely development of the Site with the proposed cleanup activities. The park/open space feature on the southern two-thirds of the property can be started with the implementation of the cleanup. The development of the commercial areas on the northern one-third can be completed at a later date. At this time, the cleanup can proceed with the proper compaction and drainage design to handle such development in the future.

7.2.2 Compatibility with Community and Stakeholder Objectives

The recommended conceptual plan is compatible with the community and stakeholders' objectives. The conceptual plan provides for a balance between the commercial development of the Site while providing for a buffer between the commercial development and the residential development to the south.

7.2.3 Recommended Comprehensive Plan Amendments

To successfully implement the recommended conceptual reuse plan, a series of comprehensive plan amendments are recommended. The Future Land Use Map should be amended to eliminate the industrial land use designation of the Site. It is recommended that the Site be designated as commercial. If the City acquires the property, the open space/park portion should be designated as conservation. In the surrounding area, most of the industrial land use designation should be changed to commercial. Future land use and zoning amendment procedures are included in **Appendix B**.

7.2.4 Recommended Zoning Amendments

It is recommended that a Western Gateway Redevelopment (WGR) District zoning classification be created and applied to the area generally from Barrancas Avenue on the west to "A" Street on the east, Gimble Street on the south to Government Street on the north (**Figure 7-15**). The entire ACW Site should be initially included in the rezoning to the WGR District classification. The Redevelopment District classification will be similar to the City's existing Waterfront Redevelopment District and will include a list of permitted uses that are of a character suitable to the classification as well as building and site development design requirements. Design requirements will include regulations to promote redevelopment of the district in a character and scale that is consistent with traditional neighborhood development principals. A site plan review and approval process will be established to assure compliance with the design requirements of the district.

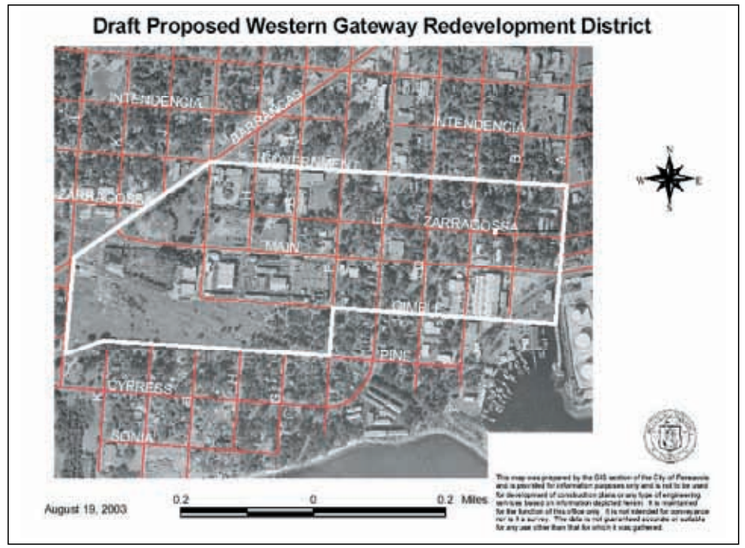


FIGURE 7-15. DRAFT PROPOSED WESTERN GATEWAY REDEVELOPMENT DISTRICT

Upon City ownership of the ACW Site, the area of the Site designated for the open space/park facility will be rezoned to Conservation District to assure the continued public open space/park use of this property. The industrially zoned properties surrounding the Site should be changed to the appropriate commercial zoning classification or the Western Gateway Redevelopment classification.

7.2.5 Deed Restrictions

The use of the southern two-thirds of the ACW Site should be restricted to public open space/park. Incorporate any institutional controls mandated by the contaminated media left on the Site (i.e., soil and groundwater restrictions).

7.2.6 Create a Community Redevelopment Area

Under Florida law (Chapter 163, Part III), local governments are able to designate areas as Community Redevelopment Areas (CRAs) when certain conditions exist. Since all the monies used in financing CRA activities are locally generated, CRAs are not overseen by the state, but redevelopment plans must be consistent with local government comprehensive plans. Examples of conditions that can support the creation of a CRA include, but are not limited to: the presence of substandard or inadequate structures, a shortage of affordable housing, inadequate infrastructure, insufficient roadways, and inadequate parking. To document that the required conditions exist, the local government must survey the proposed redevelopment area and prepare a Finding of Necessity. If the Finding of

Necessity determines that the required conditions exist, the local government may create a CRA to provide the tools needed to foster and support redevelopment of the targeted area.

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted area. The plan includes the overall goals for redevelopment in the area, as well as identifying the types of projects planned for the area. Examples of traditional projects include: streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks and street tree plantings. The plan can also include redevelopment incentives such as grants and loans for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements. The redevelopment plan is a living document that can be updated to meet the changing needs within the CRA; however, the boundaries of the area cannot be changed without starting the process from the beginning.

Downtown Pensacola's redevelopment is guided by the City's Community Redevelopment Agency which is comprised of the 10 City Council members and a citizenry determined to revitalize the historic waterfront city. Created in 1980, the Community Redevelopment Agency funds public infrastructure to foster private investment in new development and renovation. It is recommended that the City designate the general area north of the ACW Site as a CRA and that a tax increment-financing (TIF) district be established to fund infrastructure and redevelopment related improvements. The TIF district would include the entire ACW Site and those properties north of Gimble Street to Government, between Barrancas Avenue and "A" Street.

Several steps will have to be accomplished before the CRA becomes are reality. These steps are briefly outlined below.

- Adopt the Finding of Necessity. This will formally identify the blight conditions within the targeted area and establish the area boundary.
- Develop and adopt the Community Redevelopment Plan. The plan addresses the unique needs of the targeted area and includes the overall goals for redevelopment in the area, as well as identifying specific projects.
- Create a Redevelopment Trust Fund. Establishment of the Trust Fund enables the Community Redevelopment Agency to direct the increase in real property tax revenues back into the targeted area.

7.2.7 Brownfields Designation

EPA defines brownfield as "real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant". The remediation and redevelopment of brownfields is a key strategy in the City's overall redevelopment goals. Because brownfields present difficult challenges for redevelopment, many communities offer incentives to encourage private investment to return these underutilized sites to productive use. In 1997, the Florida Legislature established the Brownfield Rehabilitation Program that offers a number of economic and regulatory incentives for cleanup and redevelopment of sites that are officially designated as brownfields. In order for a site to become officially designated as a brownfield, the local government entity must adopt a resolution declaring the site a brownfield. Additionally, certain public notice and public input requirements must be fulfilled in accordance with the Florida Brownfields Redevelopment Act.

The brownfield designation process generally takes months to complete. In many cases, real estate deals are time sensitive transactions and cannot accommodate the time necessary to navigate through the brownfields designation process. Consequently, many potential redevelopers of brownfield properties develop on greenspace (undeveloped land) to avoid delays in their project. To avoid these delays, many communities proactively designate their older commercial/industrial areas as brownfields, rather than waiting until a property owner makes a specific request for designation. It is recommended that the City designate appropriate properties within the ACW study area as "Brownfield Areas" that may be eligible for incentives to help spur development in the area.

7.2.8 Restoration Design District

There is a strong interest in the community to see the establishment of small neighborhood retail within the ACW Site and the surrounding area. One way to accomplish this is to create a destination commercial area. This could be accomplished by locating one or more "Big Box" type of establishments in the area. Such projects are businesses that people drive to, thus a destination commercial establishment. However, the community is strongly opposed to any "Big Box" construction.

Another way to accomplish this goal is to co-locate small specialty businesses that draw people from a wide geographic area. This group of businesses then becomes the destination commercial area. This destination area can then support the small neighborhood retail shops desired by the community (such as cafés, etc.).

7.2.8.1 Concept

The City of Pensacola has a very long history. There has been and is ongoing restoration of old buildings and the construction of new buildings that have historical features. The restoration and preservation of historical buildings, the redecoration of older structures, and the construction of theme buildings is a large business in Pensacola.

The co-location of professionals, businesses, and trades specializing in these services would complement that business and would create the destination commercial area needed for the success of the redevelopment of the ACW Site and the surrounding neighborhood. The proposed name for such an area is the "Pensacola Restoration Design District."

It is important to think big on the impact of such an area. The market for these businesses could stretch west to Mobile, north into southern Alabama and southwest Georgia, and east to Tallahassee.

7.2.8.2 Description

The Pensacola Restoration Design District would be initially located along Main and Gimble Streets between "F" Street and Barrancas. It could grow west toward Pace Boulevard and north. Distinctive Kitchens and Wickes Lumber would be the seeds to the development of this area. Additional retail/office space would be located along Main and Gimble Streets.

These streets would be designed with on-street parking. Additional off-street parking would be provided behind the buildings and in public parking lots.

The intention is to attract professional, specialty trades and retail businesses to the area to create a destination commercial area. As a result, a variety of jobs with different skill levels and pay levels would be created. The local schools could become involved to develop an educational program to teach the necessary trades and skills needed by the businesses of the area.

A key landmark would be established on Barrancas Avenue to identify the area as the Pensacola Restoration Design District. The redevelopment of the area would be designed to encourage pedestrian activities in the area.

Examples of other design districts throughout the country are presented in **Table 7-1**.

TABLE 7-1
Examples of Design Districts

Miami, Florida Population 362,470	The Miami Design District is an 18 block "Community of Design" located in Miami, Florida. The district is located just north of downtown Miami between North Miami Avenue and Northeast 2nd Avenue and 38th Street and 42nd Street. This area is becoming the home of interior designers, architects, home furnishing, art galleries, and furniture and design showrooms. It is open to the public Monday through Saturday. The development plan for the District is based on a pedestrian-friendly community. More information can be obtained from the website at (http://www.designmiami.com).
Key West, Florida Population 25,478	The Flagler Street Design District includes a wide variety of stores that sell everything from plumbing fixtures to wallpaper to furniture. They sell upscale products to people who are building new structures or redecorating old ones. More information can be obtained from the website at (http://www.upperkeysreporter.com/special1/specialcontent/special1.htm).
Memphis, Tennessee Population 650,100	The Memphis Antique & Design District is located between Central Gardens and Chickasaw Gardens. It is home to shops, showrooms, and studios, which feature antiques, decorative arts, interior design, artisan's wares, decorative appointments, and furnishings. Products include furniture, accessories, art, oriental rugs, gifts, fabric, ceramic tiles, stained glass, architectural elements, jewelry, silver, and much, much more. More information can be obtained from the website at (http://www.memphisantiquedistrict.com).
Atlanta, Georgia Population 416,474	Miami Circle Design District is located off Piedmont Road just north of the Lindbergh MARTA station. The District has grown to more than 70 shops since its beginning in the 1970s. More information can be obtained from the website at (http://www.buckhead.net/miamicircle/).
Savannah, Georgia Population 131,510	Starland Design District is located south of the Savannah historical district encompassing some forty blocks of midtown Savannah. The District was started in 1998 and is an Urban Renewal and Neighborhood Revitalization project. It is centered on the old Starland Dairy property and includes the surrounding commercial and residential neighborhood. The purpose of the District is to serve as a focal point where artists, designers, craftspeople, clients and neighbors can work, live, and discover one another. Sixteen businesses are currently located in the District. More information can be obtained from the website at (http://www.starlandsavannah.com/).
Dallas, Texas Population 1,188,580	The Dallas Design District is located in the old Trinity Industrial District just west of downtown Dallas. The area has a multiple use zoning that allows retail, residential and research. It is adjacent to the Trinity Antique District. Historically, the showrooms have been closed to the public. These days, several showrooms openly court the public, and Slocum Street has attracted about 30 antique dealers. Many showrooms stay open until 6 p.m. weekdays and they are open Saturdays.

TABLE 7-1 (CONTINUED)
Examples of Design Districts

Solana Beach, California Population 12,979	The City of Solana Beach designated the Cedros Design District in 1995. Originally a dusty farm road, in the 1940s Quonset huts were constructed to house the Bill Jack Scientific Instrument Company. When the company went out of business in the 1970s, the huts were converted to other uses such as artist's lofts, woodworking studios and offices. Today, there are 85 specialty retail establishments including interior designers, architects, art galleries, custom-home furnishing outlets, antiques and collectible malls and chic clothing and jewelry shops. More information can be obtained from the website at (http://www.cedrosdesigndistrict.com/).
San Francisco, California Population 776,733	The San Francisco Design Center is celebrating its 30th anniversary and is a major destination center for design products on the west coast. This center is a collection of showrooms with offerings from floor coverings, to furniture, fabric, and wall coverings. These showrooms carry products from over 2,000 manufactures. More information can be obtained from the website at (http://www.sfdesigncenter.com/).
Seattle, Washington Population 563,374	Seattle Design Center was established in the early 1970's. It is the regional center for interior designers, fine furniture manufactures, and home furnishings for the Pacific Northwest. It has more than 60 showrooms and 360,000 square feet. The Design Center has been instrumental in establishing the Seattle Design District. Home to metal fabricators, textile manufactures, tile and granite suppliers, as well as numerous small businesses. More information can be obtained from the website at (http://www.seattledesigncenter.com/).

7.2.9 Park Improvements/Structures/Sidewalks/parking

The recreation and open space improvements on the ACW site would be of a passive park type of design. For example, the landscaping would include grass and shrubs. Large trees would not be allowed due to the cap on the property. A sidewalk loop through the property and connecting access points at the four quadrants is contemplated. Benches and trash receptacles will also be provided.

A gateway entrance would be provided on the north side at I Street. This gateway is envisioned as a large gated structure that would create a grand entrance to the park. On the Gimble Street right-of-way large trees would be planted to enhance the entrance. Three additional entrances to the park are proposed, but they would be of a simple gated design. It is also recommended that a fence enclose the Park. A fence that looks like wrought iron has been proposed by the community.

A stormwater management pond is proposed at the east end of the property. This facility would be part of the remediation plan for the site. Between this pond and the existing pond for Wickes Lumber a small footbridge is proposed. If the ponds are connected, this bridge would provide access to the park. If the ponds are not connected, the bridge would provide an illusion of a larger pond.

On the west end of the property a parking lot is proposed. This lot would be designed to provide access to the wells that are located in this area. Trenches would be provided to locate the collection system piping. The pipes would be located in the trenches. The trenches could be graveled packed or have a metal grate covering to provide access to the piping.

7.2.10 Infrastructure Improvements/Streets

The Site is surrounded by water and sewer infrastructure. Water and sewer improvements should be designed at this time to determine if improvements are required in the Gimble Street right-of-way found on the ACW Site. With these facilities located in the Gimble Street right-of-way, the future commercial development can connect to those facilities. No other on-site improvements to those systems are contemplated at this time.

Drainage and stormwater management is the major infrastructure improvement needed on Site as well as off-site. The current ROD provides for the drainage of the Site to flow to the northern property line and then to the east to a retention pond located at the eastern end of the Site. With the location of the commercial development along the northern edge, the drainage patterns will have to be reconsidered. The stormwater collection system should be located at least 100 feet south of the Gimble Street right-of-way.

With the recommendation of additional commercial development in the vicinity of the ACW Site, stormwater management will become an important issue throughout the area. A master stormwater management plan for the study area should be developed as soon as possible to identify required land acquisitions and opportunities to combine facilities to save money.

In addition, "I" Street is currently an unimproved right-of-way between Main Street and Gimble Street. It provides access to two business located on the west side of the Road. "I" Street should be improved to provide better access to the adjacent properties and to provide a gateway entrance to the recreation and open space improvements on the ACW site. It is envisioned that "I" Street improvements would include a paved two-lane road, on-street parking, and wide sidewalks. Streetscape and traffic calming design would be incorporated into the overall plan of the right-of-way.

7.2.11 Acquiring Property in the Area

As the area redevelops, stormwater management and parking issues will develop. It may be necessary for the City (or the CRA) to acquire some additional land to promote the redevelopment of the area. For example, rather that having a series of small retention/ detention ponds on each parcel, one regional retention/detention pond is more efficient and cost effective. The City could acquire a parcel of land to locate such a facility.

Another example is the need for parking in the area. Due to the way the property was historically subdivided, there are numerous small parcels of land. While the plan recommends on-street parking additional off-street parking will be required. As part of the overall plan for the area, the City may provide one or more parking lots for the area.

A third example, is the issue of brownfields. These sites could be acquired and used for the above describe parking facilities. Or they could be acquired for lease or to be combined with other smaller parcels to create a developable parcel.

One issue that often is raised when land acquisition is discussed for these purposes is why should public money be used to solve private property problems. If a TIF method is used to acquire property for these purposes, the property owner, through his taxes, is paying for these improvements. Another method would be through a special assessment requiring the properties that benefit from the improvements to pay for those improvements. A third

method could be a fee such as a stormwater utility fee where the beneficiary pays for the improvements.

7.2.12 City of Pensacola Capital Improvements Budget

Money for the improvements to Main Street, Gimble Street and Pine Street, and stormwater management improvements should be included in the City of Pensacola Capital Improvements Budget.

7.2.13 Economic Development Incentives

Economic Development incentives such as offered by the Enterprise Zone and the Commercial Façade Program will be offered to attract businesses to the area.

7.2.14.1 Enterprise Zone

An Enterprise Zone is a specific geographic area targeted for economic revitalizing. Enterprise Zones encourage economic growth and investment in distressed areas by offering tax advantages and incentives to businesses locating within the zone boundaries.

The need for incentives and effective tools to overcome the challenges and impediments to business development in the City's older core area led the City, in partnership with the Pensacola Area Chamber of Commerce, to request legislative authorization to apply to the Office of Tourism, Trade and Economic Development to designate an Enterprise Zone within an eligible area of the City. Legislative authorization was granted and approved by the Governor effective May 31, 2002. Creation of the Enterprise Zone was granted by Governor Jeb Bush on January 1, 2003.

The City of Pensacola Enterprise Zone was selected in accordance to physical area and population criteria as set forth in Section 290.0055(4), Florida Statutes, and pervasive poverty and general distress criteria of Section 290.0058(2), Florida Statues. The Enterprise Zone is comprised of one contiguous area of 5.9 square miles and comprising all or portions of Census Tracts 1, 3, 4, 6, 8, 13, 14.01, 15, 16, 18, 19 and 21, all within the City of Pensacola. The ACW Site is located within Census Tract 3.

The City's mission is to revitalize the Enterprise Zone area by creating an economic and social environment that will induce investment in productive business enterprises, increase jobs and economic opportunities for the residents. Goals for the Enterprise Zone are as follows:

- Enhance the general appearance of the Enterprise Zone
- Create an environment safe for businesses and residents to work and play
- Promote reuse and cleanup of contaminated (real or perceived) sites in the Enterprise Zone
- Improve public infrastructure to support business development and to create an active, vital community
- Enhance housing opportunities in the Enterprise Zone

- Expand and improve access to education and training opportunities for residents of the Enterprise Zone
- Develop, recruit, retain and/or expand businesses that create livable wage jobs in the Enterprise Zone

7.2.14.2 Commercial Façade Program

The Commercial Facade Program provides the use of public funds to leverage private investment for general facade improvements to structures and/or to eliminate slum and blighting influences in the Pensacola Enterprise Zone and within eligible areas of the Community Development Block Grant target area within the city limits of Pensacola. It is intended to enhance the urban framework by encouraging owners of existing buildings to restore or renovate their building storefronts, thereby improving the area's physical characteristics and enhancing the visual quality and attractiveness of the commercial environment. This effort in turn is expected to stimulate occupancy of vacant buildings as small businesses and offices relocate within the targeted areas.

The Façade Program funding of exterior building improvements shall apply to (1) improvements making the property suitable for commercial, office, or mixed-use occupancy; (2) applicants who are owners of the property for which the Façade Program funds are being sought (tenants are not eligible to apply); and (3) Owners of multiple properties within the designated program area may submit an application for improvement of only one property at a time. Additional applications submitted after the initial application has been made, will only be considered if no other first-time applications are submitted and funds are available. First time applicants will have priority over repeat applicants.

Eligible activities are limited to exterior building improvements and the correction of code violations and include:

- Removal of elements which cover original architectural details and design
- Replacement of existing signs with new signage/lighting, if attached to the building
- Addition and/or replacement of awnings/doors/windows
- Façade Improvements, such as storefronts, display windows, painting or store exterior lighting, visible roof repairs
- Overall replacement of architectural elements, which have structural problems
- Painting, cleaning, re-pointing mortar joints of masonry
- Repairs or alterations designed to enhance the immediate exterior environment of the property
- Other activities that are limited to the correction of code violations if cited prior to application
- Any item eligible under Community Development Block Grant for this program activity

7.3 Plan Endorsement

Through a series of workshops and presentations to area interest groups, the City has received overwhelming support for the Conceptual Reuse Plan. To date, the Conceptual Reuse Plan has been endorsed by the American Creosote Works Superfund Site Redevelopment Steering Committee, the Sanders Beach Community Association, the Pensacola Area Chamber of Commerce, the Downtown Neighborhood Council, Pensacola Yacht Club as well as the City's Planning Board, Environmental Advisory Board, and Enterprise Advisory Board. Copies of endorsement letters received to date are included in **Appendix E**.

Appendix H FUNDING SOURCES







This appendix provides a list of some commonly used financial programs that can be employed in redevelopment efforts in the Westside Redevelopment Area. This list is not intended to be comprehensive, as programs expire or are established continuously and a number of programs exist that can be applied innovatively to fund redevelopment initiatives. This list provides a brief overview of the various local, state and federal sources that have been utilized for similar projects in other areas. In general, a variety of financing options are presently available to the City of Pensacola Redevelopment Agency.

Community Development Block Grant (CDBG): HUD

CDBG are disbursed by the US Department of Housing and Urban Development (HUD) for use by cities in addressing urban development needs. The program provides an opportunity for eligible municipalities and counties to compete for funds to improve local housing, streets, utilities, and public facilities. The primary purpose of this program is the development of viable urban communities by providing housing opportunities and an enhanced quality of life primarily for low income and moderate income residents.

Community Services Block Grant Program: Florida Department of Community Affairs

The Community Services Block Grant Program was created by the federal Omnibus Budget Reconciliation Act of 1981 to provide a range of services to assist low-income people in attaining the skills, knowledge and motivation necessary to achieve self sufficiency.

Cultural Facilities Grant

This grant, through the Florida Department of State, Division of Cultural Affairs, is used for construction of cultural facilities including arts, historical and science museum and has a maximum of $500,000. A 50% cash match is required. The architectural planning must be completed.

Emergency Shelter Grants (ESG)

This program is designed to help communities meet the basic shelter needs of homeless individuals and families. Part of HUD's award-winning Continuum of Care initiative, these grants also provide transitional housing and a variety of support services designed to move the homeless away from a life on the street toward permanent housing.

Florida Communities Trust: Florida Department of Community Affairs

Florida Communities Trust (FCT) is a state land acquisition grant program that provides funding to local governments and eligible non-profit environmental organizations for acquisition of community-based parks, open space and greenways that further outdoor recreation and natural resource protection needs identified in local government comprehensive plans

Florida Department of Environmental Quality: Coastal Partnership Initiative

This initiative is designed to support innovative local-level coastal management projects in four program areas: public access, remarkable coastal places, working waterfronts, and community stewardship. Governmental, educational, and non-profit entities can apply, and the Florida Coastal Management Program offers technical assistance and training along with the more traditional funding support. Financial awards are limited to no more than $50,000 and no less than $15,000 and may be used for planning and coordination activities, land acquisition, small construction, or capital improvement projects. If the type of assistance provided through the grant contract is financial assistance, the recipient will be required to provide 100% matching funding, which may be cash or in-kind

Florida Department of Transportation's Local Agency Program

The program is designed to provide funding and technical assistance to local governments interested in implementing federal aid transportation projects.

Florida Greenways and Trails Program

The Florida Department of Environmental Protection administers this grant, which can be used for acquisition of property for linear corridors, open space connectors and trails. There is a cap of $5,500,000 with no match required.

Florida Hurricane Housing Recovery Program (HHRP)

The State of Florida in response to the damage caused by the hurricanes approved funding to help communities meet the housing needs of their residents and allocated $23,816,315 to Escambia County through the Hurricane Housing Recovery Program.

Family Unification Program

The purpose of this program to is reunite parents with their children and/or prevent the removal of children from the household due to housing issues. Vouchers for this program are available to those families who are referred by the Department of Children and Families Protective Services unit. This program is administered by the City of Pensacola's Department of Housing.

Florida Arts Grants: Florida Office of Cultural and Historic Programs

This program administers a variety of culture and arts grant programs for non-profit Florida organizations and individuals, supporting a wide range of cultural activities, which provide access to the arts for all of Florida's residents and visitors.

Florida Recreation Development Assistance Program (FRDAP)

This annual, state recreation assistance program may be used for recreational land acquisition, park design and construction. Active park amenities are normally afforded a higher priority than passive parks. With a limit of $150,000, projects may be phased over several years. Grants under $50,000 require no match. Grants over $50,000 require a 50% match.

Family Self-Sufficiency (FSS) Program - This program is a voluntary program available to those families currently receiving assistance through the Section 8 program. The goal of participants who enroll in the FSS Program is to obtain self-sufficiency through job training and education. Benefits include an escrow account provided by the City to the family if the family fulfills the terms of the FSS contract. This program is administered by the City of Pensacola's Department of Housing.

General Revenue Bonds

For the purposes of financing redevelopment actions, the City may also issue general obligation bonds. These bonds are secured by debt-service millage on the real property within the City and must receive voter approval.

Historic Preservation Grants: Florida Office of Cultural and Historic Programs

This program awards $1.5 million annually in basic matching grant assistance for the restoration of historic structures, archaeological excavations, recording of the historic and archaeological sites, state historical markers and historic preservation education projects.

History Museum Grants: Florida Office of Cultural and Historic Programs

This program awards $1.5 million annually to assist historical institutions with basic operating expenses and with the development of exhibits relating to Florida history.

HOME Again

This program is designed by the Florida Housing Financing Corporation to provide financial assistance to homeowners who were severely impacted by the hurricanes with repair or reconstruction of their homes. In December 2004, the Housing Finance Corporation approved the City of Pensacola's application for Disaster Relief HOME Assistance Program.

HOME Reconstruction Program

Through this program financial assistance is provided for reconstruction to that have deteriorated beyond the scope of housing rehabilitation within the scope of the CDBG Housing Rehabilitation Programs. Through this program, 13 houses have been reconstructed within the West Side Neighborhood since its inception in 2002.

Housing Rehabilitation Loans/ Grants

This program assists in the rehabilitation of existing residential property for low and moderate income homeowners. The funds are available to the homeowners as a combination of grants and loans. As part of the CDBG program, this program has addressed the needs of around 138 houses in the West Side Neighborhood planning area.

Keep America Beautiful (KAB) Grant

Annual landscaping grant program administered through the State Department of Agriculture. With a $20,000 limit, projects may be phased.

Land and Water Conservation Fund

These are federal monies used for land acquisition, development or renovation of parks and open spaces. The program is administered by the Florida Department of Environmental Protection and requires a 100% match.

Local Law Enforcement Block Grants Program

Administered by the U.S. Department of Justice, this program can be used to fund hiring, training, employment of additional law enforcement, and establishment of crime prevention programs between the community and law enforcement personnel.

Mainstream Program

This program is available to families whose head of household is disabled and non-elderly (under the age of 62). The Housing Department staff works closely with eligible applicants to provide the supportive services necessary for eligible persons to find suitable affordable housing under this program. This program is administered by the City of Pensacola's Department of Housing.

Pensacola Area Chamber of Commerce-Foundations/Military

Foundations for the Future is a program developed in 1994 and designed to raise $5 million to escalate economic development efforts in the Pensacola area. Efforts are focused in the areas of business development and retention, armed services development and retention, and tourism development and retention.

Pensacola-Escambia Development Commission (PEDC)

The PEDC is the board responsible for the promotion and development of industrial, tourist, and commercial attributes and facilities in the area. The nine member board consists of representatives from the City, the County, the Town of Century, and the Chamber of Commerce. The City provides funding jointly with the County through an interlocal agreement.

Pensacola Community Initiatives Program(PCIP) This program provides cash grants on a competitive basis to eligible neighborhood organizations to improve the quality of life in the City. Neighborhood organizations can apply for up to $5,000 or $10,000 in matching grants funds for improvements in the neighborhood. The organization must match the City's contribution with volunteer time, in-kind donations of materials, supplies, services or cash

Redevelopment Revenue Bonds

The provisions of F.S. 163.385 allow the City, in conjunction with the CRA to issue "revenue bonds" to finance redevelopment actions. The security for such bonds is based on projected tax increment revenues used to finance the long-term bond debt. Prior to the issuance of long-term revenue bonds, the City or the CRA may issue bond anticipation notes to provide up-front funding for redevelopment actions until sufficient tax increment funds are available to provide debt service on a bond issue.

Section 8 Housing Choice Voucher Program

This program assists extremely low and very low income families pay their rent through subsidies provided by the Department of Housing and Urban Development. This program is administered by the City of Pensacola's Department of Housing.

Small Business Administration Programs

The U. S. Small Business Administration has a number of programs that can be used to help develop new businesses or enhance existing businesses.

Small Business Administration (SBA) Tree Planting Grant

Annual tree planting grant geared toward supporting nursery operations and landscaping contractors with less than 100 employees. Has a $20,000 limit.

Special Category Grants: Florida Office of Cultural and Historic Programs

This program funds major historic building restoration, archaeological excavations, and museum exhibit projects on the human occupation of Florida. Funding is dependent on an annual appropriation of funds by the Florida Legislature. This amount has averaged around $10 million in recent years, and typical grants have ranged from $50,000 to $250,000.

State Housing Initiatives Partnership (SHIP) Affordable Housing Program

This program is sponsored jointly by Escambia County and the City of Pensacola. The primary goal of the SHIP program is to assist lower income families to attain and/ or maintain affordable home-ownership through housing development, rehabilitation and repair assistance. **Two programs** are available to first time homebuyers under the SHIP Program.

Under the **SHIP First Time Home Buyers Program**, eligible low and moderate families may qualify for up to $7,500 for down payment and closing cost assistance who, otherwise, qualify for bank or private first mortgage financing. The monies are offered in the form of a grant, which is a forgivable loan.

The **SHIP Urban Infill Housing Development Program** uses vacant or abandoned properties located within designated City redevelopment targeted areas as sites for the development of new affordable homes. Eligible low and moderate families may qualify for a maximum SHIP down payment (mortgage reduction) no interest forgivable loan up to $25,000. Since 2001, 60 homes within the West Side Neighborhoods have received SHIP rehabilitation or repair assistance.

US Army Corps of Engineers

The Corps of Engineers provides planning support and technical assistance to communities looking to revitalize brownfields in their communities.

US Department of Commerce

The Economic Development Administration (EDA) within the Department of Commerce offers several programs that provide funds for revitalizing brownfields, including the Public Works and Economic Development program, the Economic Adjustment program, and the Planning Program for Economic Development Districts, Redevelopment Areas, and State and Urban Areas.

US Department of Transportation (DOT)

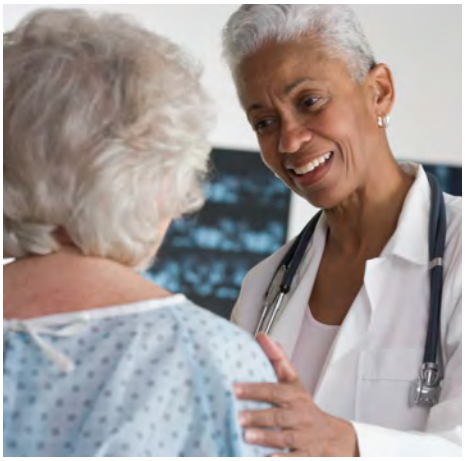
The DOT provides funds for communities engaging in brownfield redevelopment through improving local road infrastructure and public transportation planning and development.

Weed and Seed Grant

Weed and Seed is a U.S. Justice Department strategy designed to help communities bring together people and resources to prevent and control crime and improve the quality of life. The local Weed and Seed strategy is a community based and comprehensive multi-agency approach to law enforcement which supports the "weeding-out" of crime and drug activity, and the "seeding-in" of services and activities that stabilize neighborhoods, prevent crime and blight.

ATTACHMENT D

West Moreno District Reconnaissance & Strategic Assessment (2014)











LiveWorkLearnPlay

West Moreno District

Pensacola, Florida

Reconnaissance & Strategic Assessment

September 2014

ESCAMBIA COUNTY FLORIDA

BAPTIST HEALTH CARE

The City of PENSACOLA


BAPTIST
ERATION OUTREACH
GING HEALTH CARE TO
OMELESS

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BAPTIST

Executive Summary



Executive Summary



Mandate & Methodology

Live Work Learn Play (LWLP) has been mandated by the City of Pensacola, Escambia County, and Baptist Health Care to examine the neighborhood that surrounds Baptist Hospital's downtown campus, specifically a two-block section on the southwest corner of West Moreno and E Street. The purpose of this analysis is to offer broad neighborhood revitalization strategies and to explore the potential to leverage Baptist Hospital's growth and expansion needs as a catalyst to create a mixed-use neighborhood core and central gathering place that would serve the neighborhood residents and employees, as well as Baptist employees, patients, and visitors.

This Reconnaissance and Strategic Assessment is the culmination of a four-month engagement. In the development of this report, LWLP has drawn upon a combination of on-site reconnaissance, primary research such as stakeholder interviews, focus groups, and targeted surveys, along with a thorough review of existing and previously issued reports and studies. What follows reflects our analysis, vision, planning and development strategies, and articulates a series of key recommended next steps to advance the project towards implementation in a manner that marries public and private sector objectives.



Stakeholder Objectives

The coalition of the City, County, and Baptist Health Care would not have been possible without the intersection of key civic and corporate objectives. First, Baptist's desire to consolidate administrative functions into a new professional office building, and, in so doing, availing itself of additional space in its medical towers for its growing medical office needs represents the cornerstone of the partnership. Couple this desire with the City and County's longstanding efforts to revitalize the Westside of Pensacola, and the result is a unique opportunity to catalyze the resurgence of a neighborhood that has been long underserved.

A mixed-use neighborhood center like the one envisioned in this report would not only serve Baptist's practical office needs, but its retail and public realm components could provide a nexus of community life for the hospital campus and the neighborhood. The active neighborhood core would be a crucial step toward achieving the public goals of neighborhood revitalization by offering residents access to daily needs and entertainment, as well as spurring additional private investment in the area.

Context & Overview

Downtown Pensacola has enjoyed a sustained influx of public and private investment, resulting in increased property values, burgeoning residential and office demand, and perhaps, most importantly, a renewed appreciation of walkable, mixed-use environments. Additionally, the construction of the new waterfront ballpark and adjacent private development is representative of the nationwide trend of economic and community development by way of the creation of a vibrant urban core.

Baptist Health Care is one of the most honored and respected healthcare providers in the country, and its level of care is unmatched in the region, particularly in the areas of orthopedic and cardiovascular care. Baptist and its subsidiaries employ over 5,500 people within the downtown neighborhood alone. The hospital is growing, both physically and economically, and is therefore in a position to significantly and positively affect the adjacent neighborhood.

However, the Baptist Campus and the surrounding neighborhood currently face significant challenges that are inhibiting private investment in the area, and public investment in the area has yet to spur meaningful change. Crime and poverty rates are high, and dilapidated houses, a largely inconsistent sidewalk network, and limited neighborhood services and amenities mar the landscape. Nevertheless, the level of community pride and desire for improvement is high, and Baptist Health Care remains committed to improving the lives of its neighboring community.



Vision for the Neighborhood & Development

The West Moreno District, anchored by a world-class hospital, will be a catalyst for the resurgence of the Westside, with a broad mix of retail and a safe and active public realm. To achieve that vision, the neighborhood must strive to be distinct, safe and walkable, and a desirable place to live and work, with services and amenities that are convenient and accessible. The development at the corner of West Moreno and E Street will be the cornerstone of the district and serve as a national model for hospital-driven revitalization efforts. The project will be a safe and inclusive gathering place with diverse retail and an active urban environment that promotes health and wellness through its programming and design.





Target Market Overview

Almost 6,500 patients, visitors and employees visit the Baptist Campus on a typical weekday, while proximate neighborhood residents grow the Primary Draw Area to over 11,000 people. These are people without convenient access to quality food options or amenities and thus would have the propensity to spend time and money in a mixed-use neighborhood core adjacent to Baptist multiple times per week. Additional residents and employees in the Secondary and Tertiary Draw Areas broaden the potential population of achievable customers for this project to serve.

Baptist Hospital Daily Population	
Baptist Daily Population	**6,481**
Baptist Employees	5,600
Inpatients	159
Outpatients	223
Hospital Visitors	~499
Neighborhood Residents	**4,800**
Total Daily Population	**11,281**

Survey Results

To substantiate programming recommendations, Baptist employees, visitors, and patients were surveyed to assess their key behaviors and retail preferences. The survey results indicate that there would be overwhelming support for the creation of a mixed-use cluster of retail, restaurants, and amenities like the ones recommended in this report. It also reinforces that there is significant latent demand among Baptist employees, patients, and visitors for a more diverse array of retail experiences on campus.



Executive Summary (cont'd)



Phasing

Given that the target site will be developed in multiple phases over time, the initial phase of the project must be designed both to allow for future growth and to create an environment that stands alone and feels complete in advance of any additional development. A master plan that not only flexibly accommodates future development phases, but allows for interim uses of undeveloped lands that can productively complement the initial phase, can serve these often competing objectives.



Programming

The programming of the mixed-use development (and impetus of the project) is based on Baptist's stated need of up to 66,000 SF of professional office space. This report recommends a series of guiding principals that should inform the programming of the at-grade experience and offers a host of economically viable uses that we believe would meet the needs of the primary trade area. These recommended uses include restaurant concepts, food purveyors, neighborhood amenities, and public realm enhancements. We have also identified a number of potential interim programming initiatives for the utilization of the undeveloped portion of the parcel, such as a community garden, an event lawn, and areas for sports and recreation. Finally, future development opportunities such as multi-family projects, lodging, and senior living facilities are also explored. While the office component is the economic backbone of the initial phase of the project, the ground floor programming will make up the primary end-user experience, and define the project for future generations

Neighborhood Initiatives

A series of strategic neighborhood initiatives will enhance safety, connectivity, and the economic prospects of the entire study area, which will in turn contribute to the attraction of further private sector investment when coupled with the mixed-use core envisioned in this report.

1. Parking strategies will increase the convenience and connections within the neighborhood over time
2. Streetscaping priorities that promote safety, multi-modal transportation, and healthy living
3. Wayfinding and neighborhood signage initiatives that promote community identity and visitor convenience
4. Parks and open-space enhancements that increase community enjoyment and storm-water management



Public Sector Participation

Focused public investment married to private investment and development can create an exponential return on that investment by catalyzing change in both the short and long terms. Given the scale of desired improvements, a project of this nature is not feasible as a stand-alone private sector project. In order for the project to be developed in such a way as to achieve the collective stated objectives of the City, County and Baptist, public investment and cooperation will be required in order to leverage Baptist's investment in its continued campus growth. Opportunities for public investment and support may include streetscape improvements, foundational infrastructure, and small business incentives, among other items.

Next Steps

In order to move the project forward, the goals and conceptual vision outlined in this report must be translated into a physical master plan of the overall site, as well as a Phase 1 design developed iteratively with a proforma financial planning exercise that quantifies and helps all parties understand the nature of their respective commitments (financial and otherwise) required to achieve the desired development outcomes. Once funding and financing commitments are solidified from all parties, implementation of the development can move forward. Broadly speaking, these steps are:

1. Development Program Refinement
2. Master Planning & Design
3. Proforma Financial Planning & Feasibility
4. Funding & Financing Commitments
5. Development Implementation


B A P T I S T
HOSPITAL
BAPTIST and MAYO CLINIC
BAPTIST HEALTH CARE
THE BEST. TOGETHER.
MAYO CLINIC
CareNetwork

Project Introduction





Genesis of Project



Baptist Health Care, the City of Pensacola, and Escambia County have joined together to explore how the confluence of public and private sector goals can be leveraged to catalyze a transformation in the district that surrounds Baptist Hospital's downtown campus. The impetus for the project was Baptist's desire to redevelop two city blocks on the southwest corner of West Moreno and E Street to serve its need for professional office space, coupled with the City and County's long-standing emphasis on revitalizing one of Pensacola's most underserved neighborhoods. To that end, the three parties have engaged Live Work Learn Play to analyze, envision, and provide implementation strategies for the creation of a mixed-use development on the parcel, as well as provide broader recommendations to aid in the experiential and economic success of the district as a whole. This report is the culmination of that effort and is meant to serve as the first important step toward shaping the opportunity while assessing its viability and desirability for all parties.

Collective Goals

While the City, County, and Baptist each have important specific outcomes, all three parties have common goals that have been expressly communicated to our team before and during the engagement. These three collective goals are at the very core of this strategic assessment and form the basis of our report.

New Development (Get Shovels in the Ground)



Baptist has immediate office space needs, as their medical office towers are fully occupied, and many of their administrative functions have been moved to inefficient cottages on campus or off the campus altogether. In addition, there is immediate demand for additional medical office space to move into the medical towers. The City and County have targeted the Baptist neighborhood for redevelopment and revitalization since the creation of the Brownsville Redevelopment Area (1997), Palafox Redevelopment Area (2000) and Englewood Redevelopment Area (2001), yet crime and poverty persist in the district and continue to inhibit any notable redevelopment activity. Therefore the desire to secure private investment to get new development projects underway that can serve the public good is paramount for all three parties.

Improve the E Street Corridor



E Street is a key corridor that passes through both City and County jurisdictions. With Pensacola High School and the County office buildings to the north, and downtown Pensacola and the budding waterfront developments to the south, E Street represents a key opportunity to advance the City's stated objective of improving the north/south connections. With Baptist Hospital as a key neighborhood anchor, the potential for an active, walkable commercial center along the E Street corridor represents a key opportunity. For Baptist, E Street represents the primary access route and sense of arrival for a vast majority of its employees and visitors. Consequently, stimulating development and activity along the E Street corridor is a key desired outcome for all three parties.

Catalyze Westside Redevelopment



It is clear that the revitalization and activation of the Westside of Pensacola and Escambia County are key benefits for all parties. This report will show that the neighborhood that surrounds Baptist Hospital has not seen any major private investment outside of the Baptist Campus in many years, and the residents live in a state of extreme poverty. The impoverished state of the neighborhood has a negative effect on the upward mobility of its residents, and the perception of a lack of safety is a clear deterrent for potential patients in choosing where they receive local healthcare. The revitalization of the core of this neighborhood would be a clear sign to consumers, private developers, and to local residents that this neighborhood is on a path to becoming a safe and inviting place to invest, spend time and money, and live.

Baptist Health Care

Our interviews with Baptist executives have uncovered several key objectives related to the West Moreno site and the surrounding neighborhood. Each of the following core objectives can be accomplished by creating a mixed-use neighborhood core that services not only its employees and visitors to the hospital, but also the surrounding residents and business owners.

Meet Professional Office Space Need

Baptist has an immediate need for up to 65,000 SF of professional office space to accommodate its expanding in-house physician practice, to utilize the medical office towers, and to relocate and consolidate various administrative functions.

Improve the Campus Experience for Patients, Visitors & Employees

Creating a more active public realm, a more cohesive campus environment, and offering its primary users more diverse retail, food & beverage options are all key goals for the project.

Improve the Lives of People in its Community

As expressed in the Baptist Health Care mission statement, the organization has a sense of responsibility to its community to leverage its economic power to improve lives through its development efforts.

City of Pensacola

The Baptist neighborhood redevelopment is an important part of several of the City's primary initiatives, as identified by Mayor Hayward.

Creating Healthier Communities

The built environment has been shown to have the potential to positively affect health and wellness by promoting walkability with a safe and inviting sidewalk experience, an active public realm, and positioning daily necessities and conveniences within walking distance of population centers.

Establishing a Connection Between North & South Pensacola

A commercial district anchored by Baptist would create a psychological connection and a commercial stepping-stone between the North and South.

Moving Prosperity Westward

The creation of a successful commercial core in one of Pensacola's most historically impoverished Westside neighborhoods will spur redevelopment opportunities, create local job opportunities, and increase property values for current homeowners.

Escambia County

The County, as expressed in its Brownsville Community Redevelopment Agency plan, is focusing on the following initiatives that will be directly impacted by the initiatives detailed in this report:

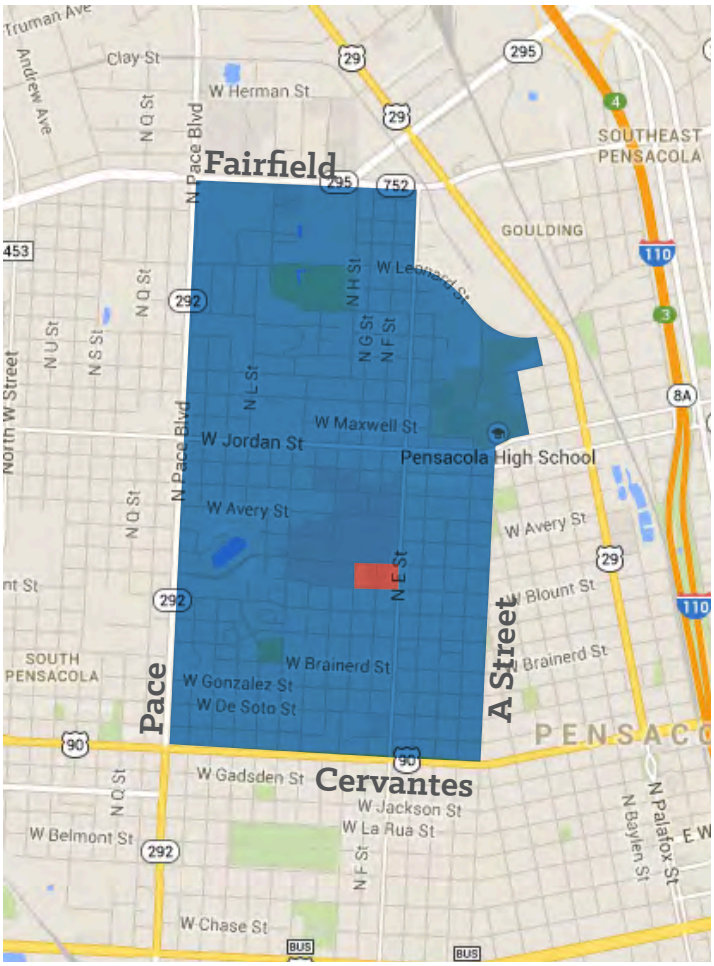
- **Catalyze private reinvestment on commercial corridors, public areas and residential neighborhoods**
- **Continue to improve streetscape and multi-modal infrastructure along commercial corridors**
- **Improve neighborhood security, particularly at known locations with high levels of crime**
- **Work with and build upon institutional anchors, particularly Baptist Health Care and Lakeview Center**
- **Ensure all public improvement projects include adequate funding and other provisions for on-going maintenance**
- **Continue to involve residents and business owners in the planning process and build community programs**

Statement of Mandate

Live Work Learn Play (LWLP) was engaged by Baptist Health Care (BHC), The City of Pensacola (COP), and Escambia County (EC) to complete a Reconnaissance Memorandum and Strategic Assessment for the neighborhood surrounding the Baptist Health Care campus, specifically the parcels south of West Moreno St. that have been targeted by BHC for redevelopment. The goal of the engagement is to provide BHC, COP and EC with the preliminary analysis, vision, mixed-use planning and strategies to advance key civic and community initiatives in the study area, beginning with the redevelopment potential of the targeted redevelopment site. This market assessment is intended to direct the mixed-use programming of anchor and secondary uses, implementation strategies and phasing of the project.

Key Objectives

1. Develop the strategic vision and market positioning for the project that will drive commercial demand, and improve the economic and experiential conditions in the neighborhood
2. Complete a relevant trade area analysis and assessment in order to identify market gaps and demand for retail uses
3. Assess the end-user profiles and segments for the study area and how the project can address their needs and capture commercial spending
4. Identify anchor and secondary retail programming opportunities
5. Provide guidance on priority implementation strategies and next steps for the project

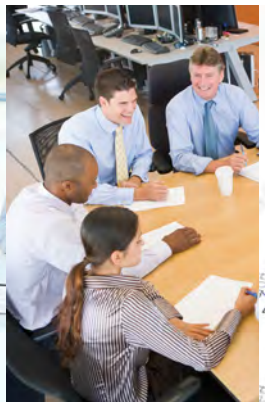




District Area Site Area

Methodology









Primary Research

LWLP conducted dozens of interviews with public officials and key stakeholders both on-site and from our offices in Montreal and Nashville to obtain a multitude of perspectives and opinions on the clearest path toward development. We also ran detailed demographic and population reports on the primary, secondary, and tertiary markets for the study area to learn about the residents' propensity to visit and spend. Finally, we held local focus groups and conducted online and in-person surveys of Baptist employees, patients and visitors, as well as neighborhood residents, to gain information about key behaviors and desires of those in the primary market.

Secondary Research

We reviewed relevant studies and policy documents supplied by the clients to learn about current and past efforts to expand the campus, revitalize the neighborhood, and improve the campus experience. We reviewed current office space allocations, customized and standard real estate reports, and public and private policy documents to determine the initial feasibility of a mixed-use district. Finally, we reviewed and incorporated detailed employee information in the primary and secondary draw areas to assess the total customer base for the District. A complete list of secondary research documents is included in Appendix B.





Site Visits

LWLP has conducted three site visits to the study area. The first visit was intended to meet with the clients, public officials, and key stakeholders, as well as to assess the physicality and character of the neighborhood, site, and city. The second site visit included a presentation of our initial findings, a focus group of local residents, as well as further interviews and project update meetings with key project stakeholders. Our third visit will be an exploration of the next steps toward the realization of the initiatives introduced in this report.

Best Practices & Industry Knowledge

Live Work Learn Play ultimately processed and filtered all of the above research through the lens of our professional expertise, drawing on our urban development and medical district experience and knowledge of best and emerging practices, applied to the particular and unique context and needs of the City, County, and Baptist Health Care.





Context & Overview

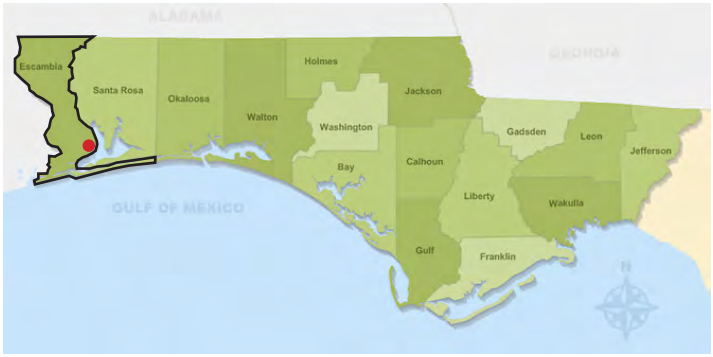
Pensacola Metro Today

Overview

The City of Pensacola, also known as the "City of Five Flags" due to the fact that it has been ruled by 5 different nations, is one of the United States' oldest settlements. Originally populated by Native Americans, the area was settled by the Spaniards in the early 1600s, and joined the United States in 1821 under the governance of Andrew Jackson. In the years hence, Pensacola has grown into an important port city, the center of Naval Aviation, and a popular tourist destination with its impeccably white beaches. Most recently, Pensacola has begun to rediscover its historic district that has the potential to become one of Florida's next great southern downtowns.

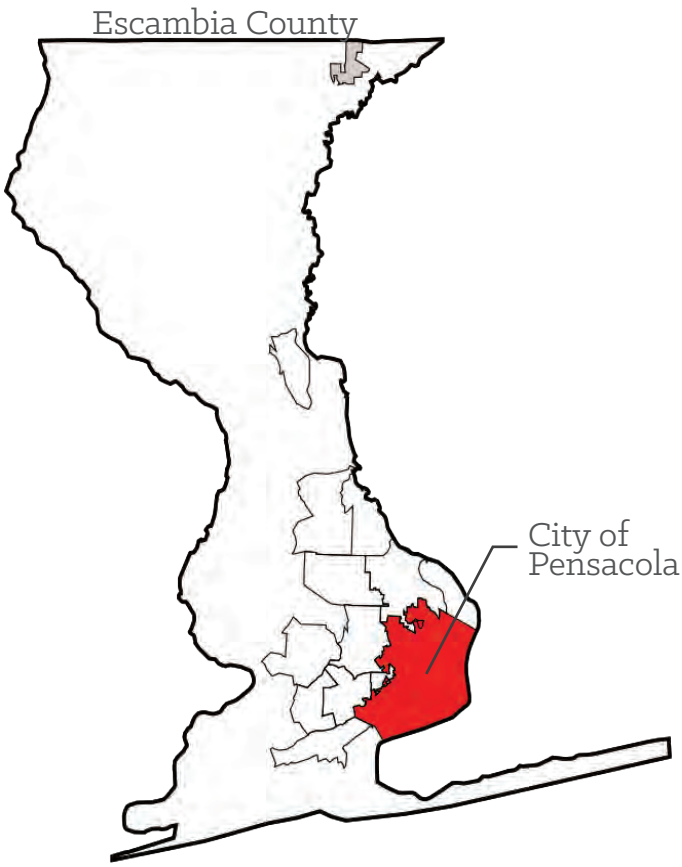
Escambia County Population
302,715 (2012)

Source: United States Census Bureau



City of Pensacola Population
52,340 (2012)

Source: United States Census Bureau



Pensacola Top Economic Drivers

	Industry Sector	Annual Revenue
1.	Health Care	$2.5B
2.	Finance	$1.6B
3.	Construction	$1.3B
4.	Real Estate	$1.0B
5.	Tourism	$599MM
6.	Military	$522MM

Source: Pensacola Chamber of Commerce, 2010

Pensacola Top Employers

	Company	# of Employees
1.	Naval Air Station Pensacola	20,887
2.	Sacred Heart Health System	5,000
3.	Baptist Health Care	3,163
4.	Naval Air Station Whiting Field	2,950
5.	Lakeview Center	2,000

Source: CBRE, August 2013



Downtown

Since the turn of the century, and particularly in the past five years, public and private investment in the historic downtown district has given rise to a well-functioning mixed-use environment with ground floor retail and restaurants, active parks and green space, and an improving office market. The historic buildings, entertainment venues, and government offices located downtown have served as key anchors to the resurging urban district. However, very few neighborhood services and amenities exist downtown due to its small residential population relative to the North.



North/Northeast

North and Northeast Pensacola have largely been developed subsequent to the construction of the interstate system in the late 1950s, and are consequently automobile-centric environments characterized by single-use development including national and regional retail in malls and big box power centers, office parks, and single-family homes. It has become the center of commercial activity in the region due to its automobile accessibility. The major universities of UWF and Pensacola State College have followed the development, as has Sacred Heart Hospital, Baptist Health Care's primary competitor.



Pensacola Beach/Gulf Breeze

Pensacola Beach and Gulf Breeze are located south of the City of Pensacola. The area is both an affluent suburb of Pensacola and a popular beach destination for tourists from around the Southeast. Commercial development is much like the North, with national retail and chain restaurants along Highway 98, the main east/west beach artery. High-rise hotels and condominium complexes line the beach, along with the associated tourist-related entertainment and retail establishments. Single-family residences and vacation homes are also prevalent. Gulf Breeze Hospital and the Andrews Institute are also located in Gulf Breeze and cater to the suburban clientele.



Westside

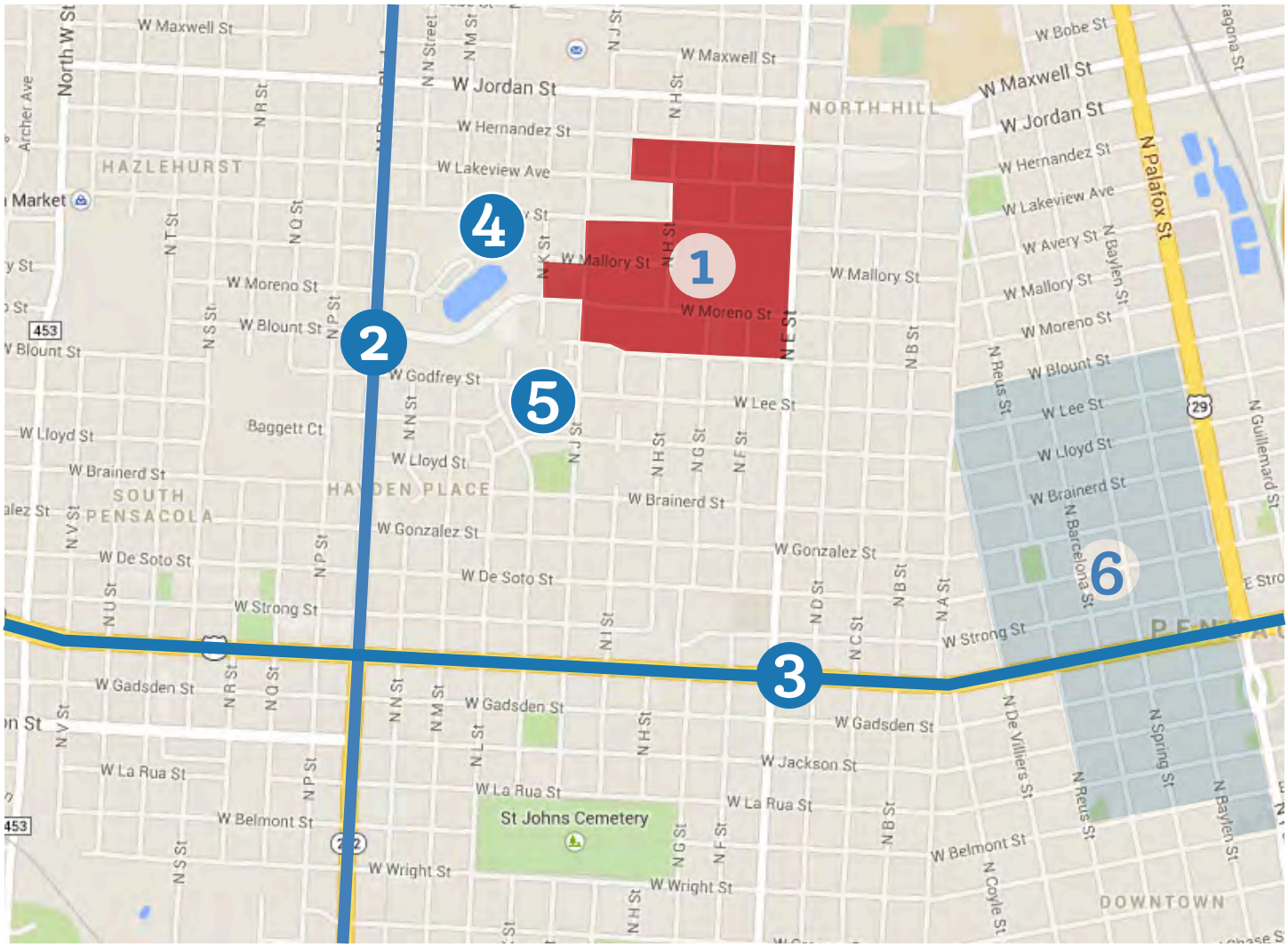
The Westside of Pensacola, where the study area is located, is the center of the African-American culture and history in Pensacola. While the neighborhoods exhibit a strong cultural heritage and solidarity among the residents, they are largely impoverished and lack basic commercial services and amenities. Dilapidated single-family shotgun homes, public housing projects, and low-income retirement homes are the predominant residential typologies, with a notable exception being the North Hill District, where pre-war era homes have been renovated and investment has been made in parks and neighborhood identity efforts. Commercial development largely consists of under-occupied or below-market retail strip centers, with the exception of some pockets of national retail along the major arteries.



West Pensacola

West Pensacola looks and feels very much like the aforementioned Westside, particularly as one approaches the city limits. As one moves westward, the economy is largely driven by the Pensacola Naval Air Base with single-use retail, strip centers, and commuter-centric retail and restaurants along the major corridors. Single family, lower and middle-income housing, and some pockets of office development exist.

West Moreno Neighborhood





Baptist Campus

The Baptist Downtown Campus opened in 1951 in its current location. In the years since, the hospital has grown to encompass about 25 square blocks. It consists of the main hospital, three medical office towers, Lakeview Center, a behavioral medicine building, and many other smaller structures. As the campus has grown, existing structures have been repurposed to serve Baptist's office and record storage needs. The sole retail use outside of the hospital is the Sunshine Café, a 30-seat "fast casual" restaurant that is beloved by the local community. The rest of the campus is single-use office and medical office uses, with hospital surface parking interspersed throughout.



Pace Boulevard

Pace Boulevard is the main north/south arterial road in West Pensacola, and is the western border of the study area. It sees significant traffic counts, but aside from a CVS/Walgreens corner and various fast food outlets, the commercial development is characterized by underperforming strip centers and other single-use, auto-centric development, as well as vacant and undeveloped parcels. The Brownsville CRA has targeted the Pace Boulevard corridor as a potential redevelopment opportunity.



Cervantes Street

Cervantes Street is also State Highway 90, and marks the southern border of the study area. This portion of Cervantes cuts through the Westside of Pensacola's low-income residential district, and its commercial development consists of package stores, fast food, and other similarly undesirable outlets. It is also the primary entry point to the study area and the Baptist campus.



Retirement Community

The Westminster Retirement Village is built along the banks of an attractive retention pond on the west side of the study area. The lower-income apartment complex is within a short walk to the campus along West Moreno. As the neighborhood matures, the village has the opportunity to become part of a larger, more expansive aging-in-place senior living center.



Morris Court

Morris Court is a three-phase public housing project situated on the northwest section of the study area. While phase 1 is somewhat in disrepair, phase 2 (pictured) and phase 3 are, according to our focus group attendees, relatively pleasant and communal living environments. Investment in the neighborhood core will serve to provide those residents with much needed services and amenities, and create more jobs within walking distance.



North Hill/ East of "E" Street Homes

The North Hill District is located to the east of E Street and continues eastward to Palafox St. Its historic older homes have seen significant investment in the past decade, and has become a desirable location for people wanting to live closer to the downtown area in single-family homes. Other homes in the neighborhood show signs of investment, and the city's neighborhood signage effort is helping stimulate that activity.



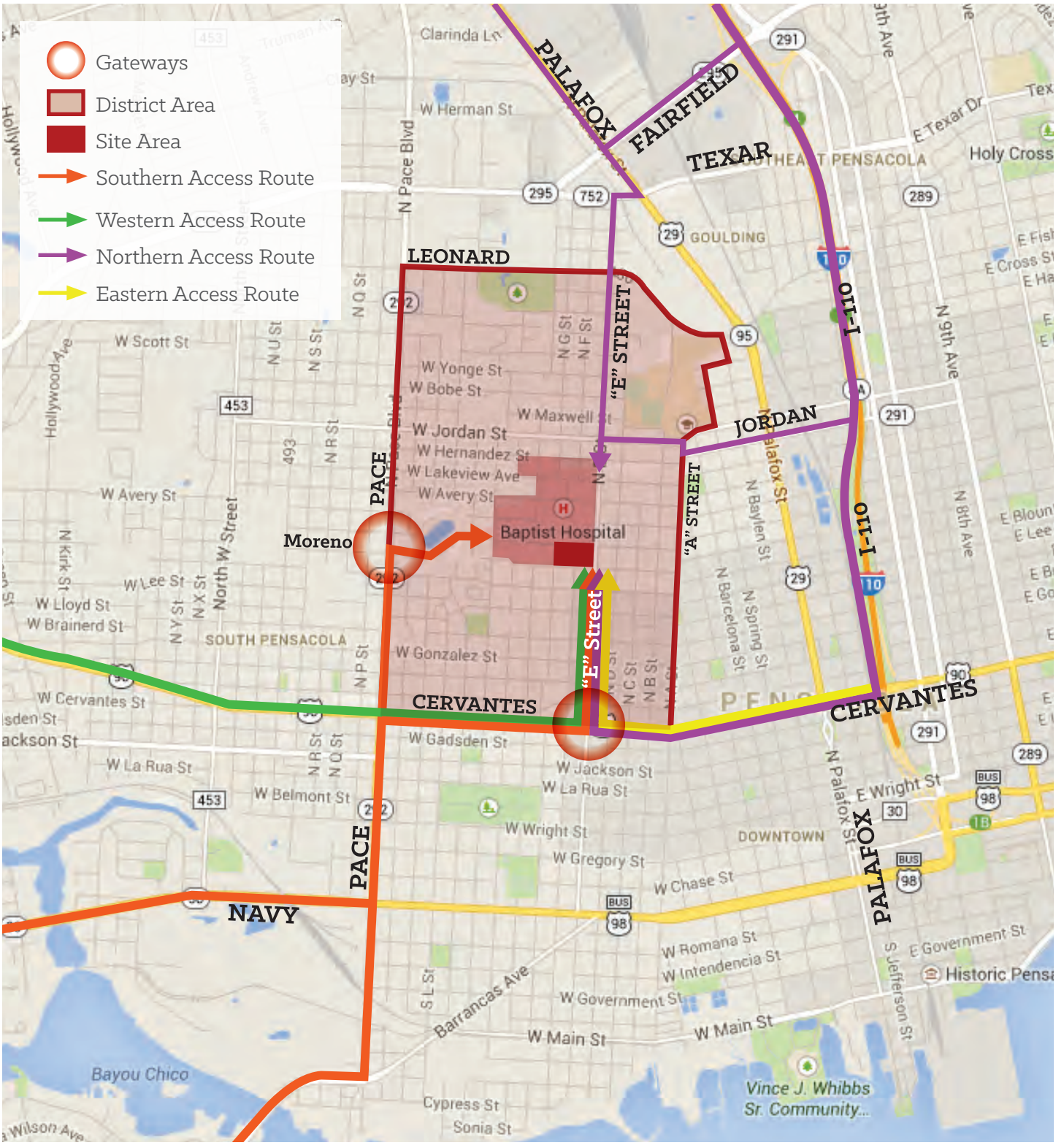
Blighted Houses

The study area is littered with blighted and dilapidated houses, some of which are unoccupied. These present an opportunity for demolition and redevelopment to improve the adjacent housing stock for people living in and moving to the neighborhood as it undergoes revitalization.



Access Routes

When planning a mixed-use neighborhood core, it is important to understand how the different user groups will access the site area. Employees, residents, and visitors to the neighborhood may take different routes to arrive to the district based on their daily routines or intended destination. Understanding the access points also informs important programming and design decisions as they relate to gateway corridors, wayfinding strategies and creating an appropriate sense of arrival.



SWOT - Strengths



Baptist Employment

Baptist is the largest non-governmental employer in Escambia County, employing over 6,500 people, with over 4,800 employed on the Baptist Main campus alone. The employee average salary is skewed upward with the number of doctors and skilled professionals on campus at any given time.

Capitalization:

Leverage the volume and spending capacity to create a vibrant retail presence that feeds off the captive employee market.



Baptist's International Healthcare Reputation

Baptist Health Care is considered one of the world's finest hospitals in terms of care, and is affiliated with two of the biggest brand names in medicine: the Mayo Clinic and Dr. James Andrews.

Capitalization:

Extend and enhance promotional efforts in the region to reflect the true standard of care, and reinforce the brand's commitment to promoting a healthy community.



Success of Downtown/Belmont-DeVilliers

Pensacola residents and employees have begun to understand the benefits of a walkable, mixed-use core, which bodes well for the viability of a new district bolstered by a formidable anchor.

Capitalization:

Position the project as a continuation of that development trend, providing a compact and walkable retail environment.



Quality of North Hill Housing Stock

North Hill has a significant number of upper and middle class historical homes that will help shape the character of new housing development in the Baptist neighborhood.

Capitalization:

Break down the psychological boundaries that define Baptist campus to reach North Hill so the two areas will eventually be seen as one contiguous urban fabric.

SWOT - Weaknesses



Limited Quality Food Options

Few food options exist for Baptist employees and visitors, and even less for the larger neighborhood.

Buttress:
Prioritize healthy, convenient, and high-quality restaurants and food purveyors in the project.



Poor Perception of Campus Safety

The necessity of evening security escorts and the neighborhood's poor safety reputation is a deterrent for pedestrians.

Buttress:
Create a "green zone" on the project site, through design strategies and site activation, where no crime occurs and everyone feels safe at all times, day or night.



Limited Third Places

Very few options exist for people to have informal meetings and convenient public places to get away from the office.

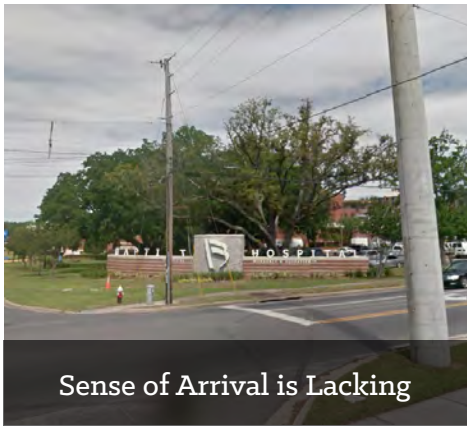
Buttress:
Prioritize a coffee shop/café experience, as well as public realm enhancements that create an inclusive public environment.



Neighborhood Stigmatized by Blight

Low property values caused by lack of housing demand has created blighted structures throughout the neighborhood

Buttress:
Stimulate private investment by creating a vibrant neighborhood center nearby



Sense of Arrival is Lacking

Aside from the monument sign on the corner of West Moreno and E Street, arrival gateways to the campus and neighborhood are not well indicated and do not add to neighborhood identity and vibrancy.

Buttress:
Ensure future development has appropriately designed arrival gateways along primary access corridors that welcome people to the district and help define neighborhood identity.

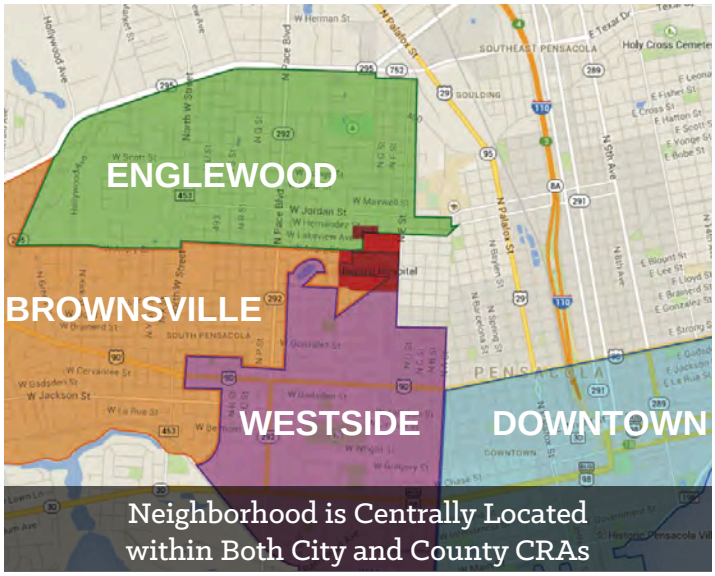


Limited Wayfinding Around Hospital

The wayfinding that directs and attracts pedestrians and motorists to the neighborhood and the hospital campus is inconsistent and confusing.

Buttress:
Influence the traffic and parking patterns of employees and visitors to allow for interaction with the new development through consistent and attractive wayfinding directing people to the area.

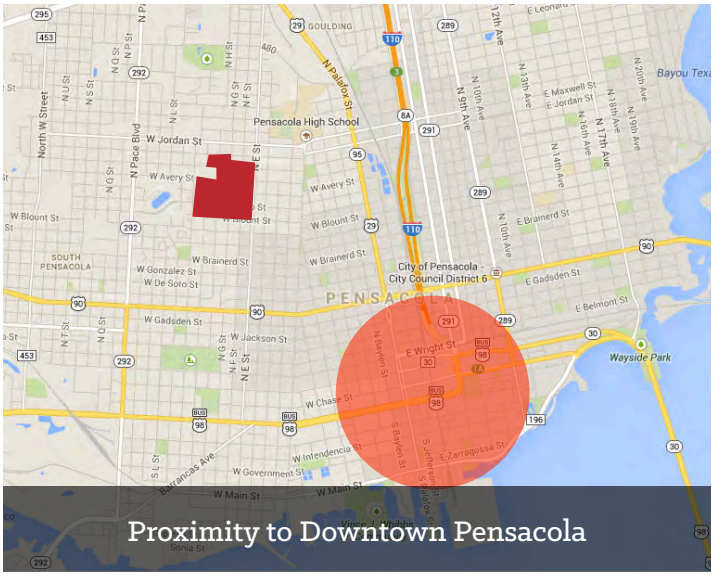
SWOT - Opportunities



Neighborhood is Centrally Located within Both City and County CRAs

Englewood, Brownsville, and Westside Redevelopment districts each touch the study area, creating eligibility for multiple funding sources.

Strategy:
Ensure that the ultimate development plan incorporates pubic projects that are eligible for CRA investment.



Proximity to Downtown Pensacola

Downtown Pensacola is a short drive and/or bicycle trip from the district, which will be an important benefit for future housing development.

Strategy:
Plan for the development of housing for people who desire proximity to the downtown core, including Baptist employees who could benefit from living both close to work and downtown.



Neighborhood Identity Improvements are an Ongoing City Initiative

Efforts in North Hill, Belmont-DeVilliers, and downtown Pensacola to brand communities with signage have proven successful.

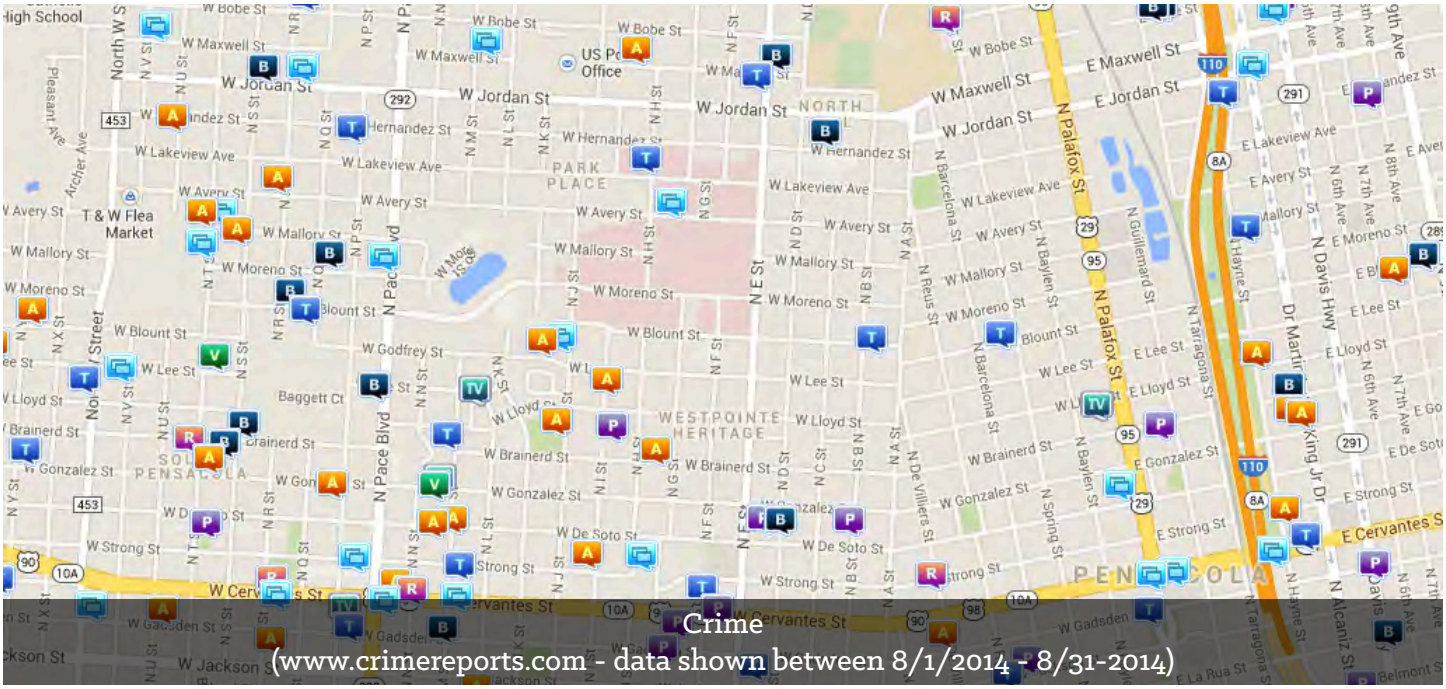
Strategy:
Incorporate a neighborhood identity plan into the signage and wayfinding initiatives in the project.



Mayor Hayward and Commissioner May's Objectives for Neighborhood are Aligned

Both Mayor Hayward and Chairman May have been vocal in their support of neighborhood revitalization efforts in the Baptist district.

Strategy:
Ensure that city and county remain engaged throughout the development planning stages and that staff are kept informed of progress along the way.



Crime
(www.crimereports.com - data shown between 8/1/2014 - 8/31-2014)

High crime rates in the area could be a deterrent for private investment and financing vehicles, as well as impact people's desire to visit the project once developed.

Mitigation:

Increase police presence, support neighborhood outreach efforts, and repair or enhance streetlighting, and design a safe, well-lit environment for the project.



Commercial Uses
along Pace Boulevard are Disappearing

The commercial demise of Pace Boulevard could divert public attention and potentially public funds to the west of the target site

Mitigation:

Move quickly to advance the project in order to boost economic activity and ensure that funding is available for the project.



Lack of Funding for Infrastructure
Improvements and Maintenance

Despite the redevelopment districts that touch the study area, limited funding could prevent significant public investment in the project and thus inhibit its ability to be realized in the manner envisioned.

Mitigation:

Build the case for the exponential cumulative social and economic effect of public investment in the project, and investigate alternative paths for public investment.

Commercial Real Estate Snapshot

Commercial Real Estate Summary - Pensacola, Florida

	July 2014	3-month Average	12-month Average	2-year Average
Area for Lease (SF)	356,682	329,145	279,716	319,912
Asking Lease (per SF)	$12.56	$11.50	$10.91	$10.24
Reported Lease (per SF)	$9.86	$10.38	$10.46	$10.29

Source: Catalyst CRE, LLC

Retail Summary - Pensacola, Florida

Mid-Year 2013	Overall Pensacola	Downtown	Gulf Breeze	Ferry Pass/ N. Pensacola	West Pensacola
Total Gross Leasable Area (SF)	18,304,849	988,578	185,740	3,407,701	2,114,892
Quoted Rental Rates	$11.17	$13.44	$25.00	$16.82	$9.02
Mall Market-Quoted Rental Rates	--	--	--	$23.58	--

150,564 SF of retail space built in the last 4 quarters in Pensacola

Source: CoStar Group 2013 Mid-Year Report



Baptist Existing Retail Program

LWLP conducted a focus group consisting of the key operators of each of the following retail establishments on the Baptist Campus. Each of the operators cited challenges related to their individual locations that inhibit their ability to maximize exposure and/or convenience to potential customers. From a food and beverage standpoint, it is clear that there is current unmet demand during breakfast and lunch hours, where long lines and limited options deter more frequent spending. The lack of significant evening and weekend retail activity points to latent demand. The following is a list of existing retail operations on the Baptist Campus along with relative facts about each.



Baptist Bistro Café

- Operates for breakfast, lunch, dinner, and a moonlight shift, 7 days a week
- Sodexo Cafeteria within Hospital
- Breakfast is busiest time, followed by lunch
- Customers have complained about food quality, health, and price



Subway

- Located in Medical Office Tower 3
- Open from 7am-8pm Monday through Friday, closed on weekends
- Average annual sales of ~$404,000
- Long lines at lunch time often a deterrent for employees



Sunshine Café

- Casual dining across West Moreno from main hospital entrance
- Open weekdays 10am-3pm, closed on weekends
- An employee favorite, but considered unhealthy



Quality Cup
(Starbucks Coffee)

- Open Monday - Friday: 7:30am-4:00pm, closed on weekends
- Located in Medical Office Tower 3
- Small seating area
- Serves coffee, pastries, and some light breakfast options



Towers Rx Pharmacy

- Open weekdays 9am-6pm and Saturdays - 9am-12pm
- Annual Sales of about $6 million (1/3 from Baptist Employees)
- Offers local and bedside delivery



Gift Shop

- Main location in Medical Towers, with kiosk in hospital
- Offers snacks, flowers, jewelry, handbags, etc.
- Also rents medical equipment
- Revenue 60% Baptist employees

Baptist Health Care





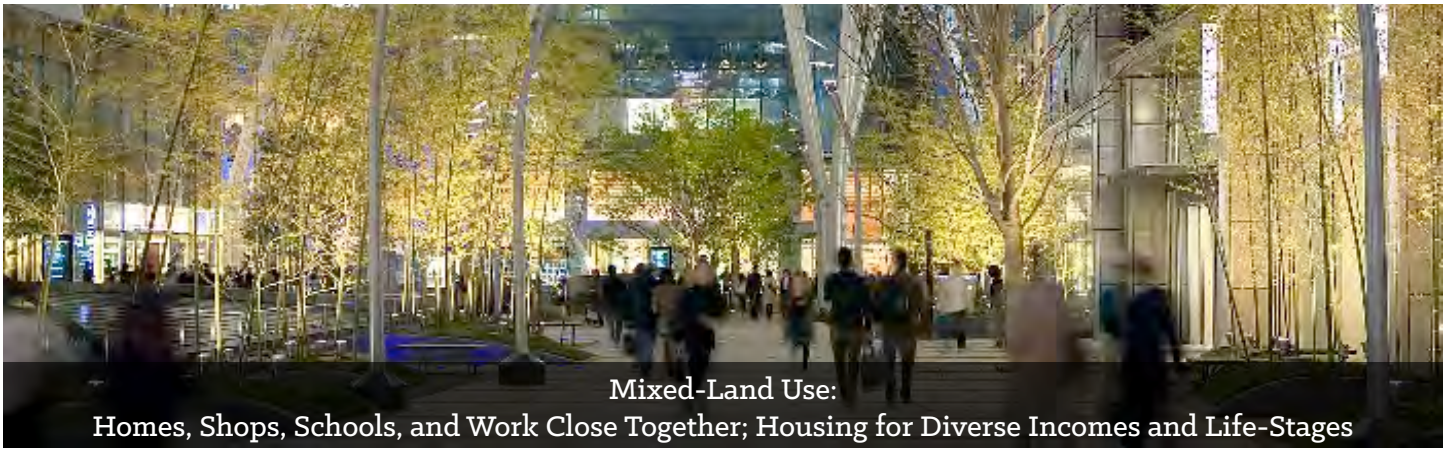



Baptist Health Care is one of the premier healthcare providers in the country. In addition to an ongoing partnership with the Mayo Clinic, Baptist is home to the world's most recognizable name in medicine, Dr. James Andrews, a pioneer in orthopedic surgery. Baptist has a national reputation for world-class care, particularly in the areas of orthopedics and cardiovascular care. Interestingly, it is clear from our interviews that Baptist's reputation is more lauded outside of Pensacola than from within. Many Pensacola residents begin their evaluation of the hospital by referencing neighborhood safety and the campus experience, rather than quality of care and its physician network. Ultimately, the campus experience is part of the patient experience, and, in its current form, the Baptist campus is a deterrent for those with a choice in local healthcare. Baptist has a unique opportunity to leverage its national reputation and strong brand affiliations to help create a new local perception. The creation of an integrated mixed-use neighborhood core would create a campus environment that is reflective of the level of care it provides to its patients.

Designing Healthy Communities

A notable shift is underway in the healthcare industry. Hospital systems are beginning to change their measures of success from the traditional metric of number of patients treated to one of population health management. The shift means that hospitals are now more focused on preventive measures than ever before. One clear way to promote a healthier population is through the built environment. Studies have shown that people who live in areas with a high WalkScore (which measures a location's walkability by accounting for streetscape and commercial development within walking distance) have lower obesity and related health problems. In fact, the Center for Disease Control has issued an official "Healthy Community Design Principles" checklist that includes the following relevant points that should inform the vision and design of the project and district:

Healthy Community Design Principles



Mixed-Land Use:
Homes, Shops, Schools, and Work Close Together; Housing for Diverse Incomes and Life-Stages



Public Transit, Pedestrian & Bicycle-Friendly

CDC
CENTERS FOR DISEASE CONTROL AND PREVENTION



Accessible & Socially Equitable Community



Green Spaces & Parks that are Easy to Walk to



Safe Public Places for Social Interaction



Fresh, Healthy Food Sources





Vision & Guiding Principles

West Moreno District

Vision

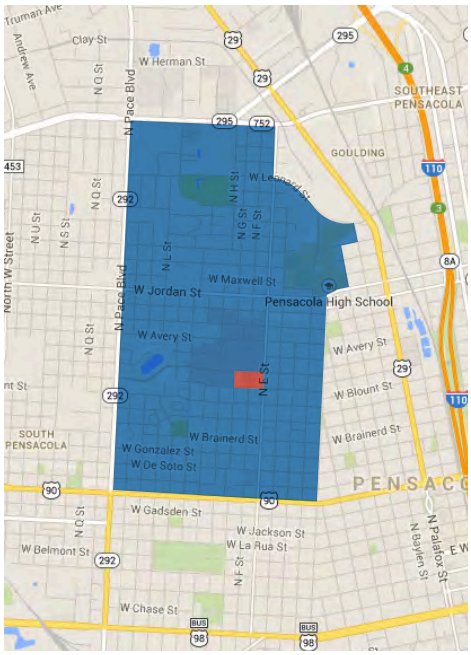
West Moreno will be the **next great Pensacola district**, characterized by a **world-renown hospital anchor**, diverse living options, a **broad mix of retail services and amenities**, and an **active and accessible public realm** that invites pedestrian activity. It will be a **catalyst** for the **resurgence** of Pensacola's Westside, and **emblematic** of the culture of historically African-American neighborhoods.











With Baptist Health Care as an economic engine and community steward, the West Moreno District has a rare opportunity to improve the quality of life of its residents and visitors, layering social and economic opportunity to an already rich cultural history and neighborhood pride. The neighborhood will include parks and public spaces for recreation, reflection, and fellowship and an environment that reflects the strong community bonds and family values that currently exist within it. The creation of a vibrant, appropriately scaled, mixed-use neighborhood center will be the catalyst for future private and public investment by setting the framework for a fully integrated and diverse neighborhood that offers the convenient access to quality services and amenities that the residents have long deserved. Local business will be given the opportunity to succeed through the evolution of a safe, connected, walkable neighborhood for people to live, work, learn, and play.

Guiding Principles



Safe, Walkable Neighborhood

Without a safe and inviting pedestrian experience that connects a core commercial center to the residential and employment populations, future private investment will lag considerably. Therefore, special attention must be paid to streetscape improvements such as lighting, sidewalks, and bicycle infrastructure. Without interesting places to walk, there is no point to such an investment, thus the development of a neighborhood retail core is pivotal to achieving the vision.



A Great Place to Work

Baptist Health Care and its subsidiaries employ over 5,500 people who come to work on campus every day, and thousands more who are employed in and around the study area. In order to make their work experience more enjoyable, the employees want and need an interesting arrival destination, diverse retail options before and after work, and a safe and inviting public realm to utilize throughout the day. With this environment in place, the neighborhood will be better positioned to attract new businesses, and current businesses will find attracting new employees much easier.



Everyday Conveniences

If the neighborhood is to become an attractive destination for new residents looking for more urban living, potential residents must be able to envision their daily needs being met within the neighborhood. The retail programming must include daily necessities such as staple groceries, personal care, and neighborhood eateries. Also, a variety of "3rd Places" must be present, public gathering places where local residents and employees can imagine themselves incorporating into their daily routine.



Diversity of Living Options

Diversity is the key to a vibrant and functional neighborhood. Housing typologies must be diverse enough to meet the needs of the distinct demographic segments wishing to live in an urban environment. Young professionals, families, young adults, and seniors wishing to age in place each have different housing demands that should be met over time, which means incorporating a combination of single-family homes, workforce housing, and convenient multi-family developments.



Distinct, Vibrant Neighborhood

Perhaps most importantly, the neighborhood should build upon its existing history and character, creating a clear value proposition for potential residents, small business operators, and employees. Architecture and scale should be contextually appropriate, and the programming of the retail district should reflect the culture, history, and demands of the existing neighborhood population, Baptist Health Care and the new residents and business who will choose to make this district their home.

Baptist Development Project

Vision

The new development at West Moreno and "E" Street will be a **catalytic project** for both Baptist Hospital and the surrounding neighborhood, and a national model for the hospital-anchored civic revitalization efforts. It will be a **safe and inclusive gathering place** that physically and experientially **integrates** Baptist with its surroundings, and improves the quality of life for employees and residents with **diverse retail amenities** and an **active urban environment**.





West Moreno & E Street looking southwest



West Moreno & E Street looking west

The proposed redevelopment site is the first most critical step in the revitalization of the neighborhood and the enhancement of the Baptist Hospital campus. The mixed-use commercial project, with diverse options for shopping, dining, and socializing, will signal the emergence of a safe and accessible neighborhood with a bright economic and experiential future, as well as serving the expansion needs of the core economic engine that is Baptist Health Care. The development will be the central mechanism for achieving the goals for the City, County, and Baptist by improving the lives of the community through convenience, health and wellness, as well as providing for their daily core needs. The project will be a key public gathering place for employees, visitors to the hospital, and current and future residents, and will therefore be the key agent that will affect true integration between Baptist and the community.

Guiding Principles



Local Independent Operators

In order for the site to be truly catalytic, the retail operators must be beloved ambassadors for the project and the neighborhood. Therefore, it is critical that local independent operators be targeted for tenancy. Independent operators tend to create the most inventive and flexible retail concepts that grow into neighborhood treasures, while serving the key demands of the local market. They tend to assimilate into the culture of a neighborhood more quickly, as well, helping to create and define the neighborhood district identity.



Neighborhood Destination

The site must become the new center of gravity for the budding neighborhood. The project's program should not only cater to the daily needs of the neighborhood residents, employees, and visitors, but it should also have an attractive arrival experience, an active public realm, and convenient, predictable parking. If successful, it will be the place where people will gather, meet friends and colleagues, and choose to spend their free time.



Health & Wellness

All aspects of the redevelopment should promote health and wellness, either directly or indirectly. The pedestrian and bicycle experience should be encouraged through convenience and safety, and the public space should encourage active engagement through sports and recreation, relaxing contemplation, or simply a pleasant and interesting walk. The restaurants and food purveyors should provide healthy options to the consumer at a reasonable price, and wellness-related retailers should be considered and targeted. It should be an environment designed to foster healthy living and habits and cultivate and encourage wellness.



Thoughtful Urbanism

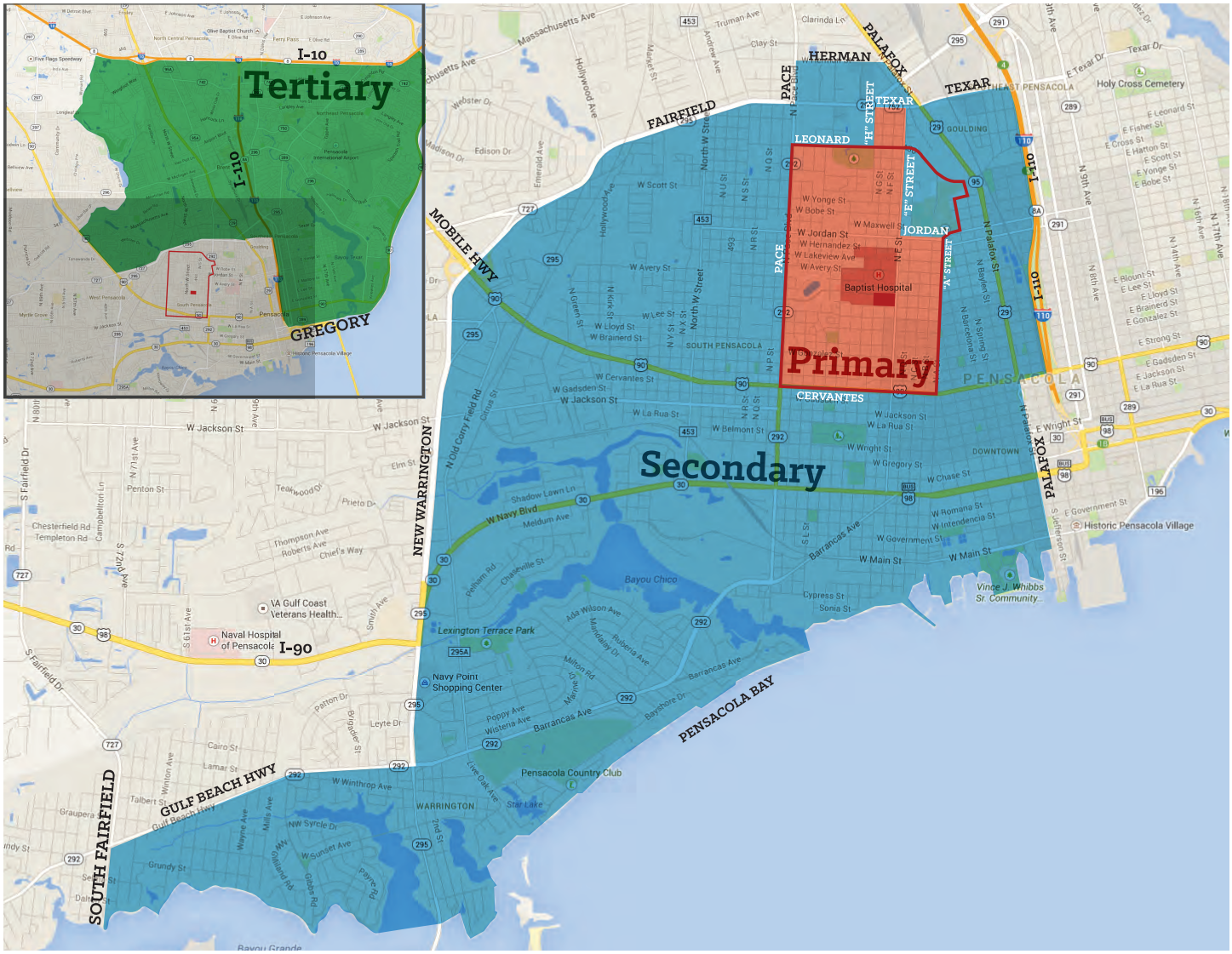
As the project enters the design phase, special attention should be paid to creating an interesting urban environment that is not only compact and vibrant with a diverse range of uses, but also neighborhood-scaled and contextually appropriate. For this project to be truly catalytic for future investment and growth, it must serve as the important precedent that the urban experience is unique, deliberate, and carefully considered, setting a standard for future development.


ROBERT A. SMITH, MD

Target Market Analysis



Target Market Draw Areas



Methodology

Analyzing the target market is a critical step in not only determining the feasibility of a mixed-use retail development as a whole, but also in formulating the types of retail uses that are most likely to succeed within it. The target market is broken into three geographic areas, the primary, the secondary and the tertiary. The target market analysis that follows is based on identifying target retail customer segments within those geographic draw areas. Within these draw areas, the residents, employees, patients and visitors (as the case may be) are quantified and segmented based on having similar propensities and potential to spend time and money on commercial goods and services in the district. We analyzed and identified key behaviors and characteristics that help inform how they would likely interact with the district. While a full Commercial Economic Study to estimate the potential retail economy and viability of retail space was not included in the scope of this engagement, this analysis of the target market is a useful tool beginning to zero in on who could frequent the project and generate that economy.

Target Market Overview

Primary Draw Area

The people who make up the primary draw area are those closest to the district thus having the propensity to spend time and money there. Some might use the district daily and others less frequently, but when programming and designing a mixed-use retail environment, especially one envisioned as a neighborhood destination, it is these users who should generally be considered the primary end-users, and retail uses and design elements should cater to their needs. Our assessment of competitive and complementary urban environments and our review of physical and psychological barriers between adjacent neighborhoods have led to the illustrated polygon above. While we have segmented the primary draw area among employees, residents, visitors and patients, we have also sub-segmented these groups to account for differences in behaviors and desired experiences.

Daily Population	11,281
Baptist Daily Population	6,481
Baptist Employees	5,600 total/daily
Inpatients	13,500 total/ 159 daily
Outpatients	81,500 total/ 223 daily
Hospital Visitors	~236,000 total/ 499 daily
Neighborhood Residents	4,800 total/daily

Secondary Draw Area

The secondary draw area represents the area whose inhabitants and employees will frequent the proposed district less regularly than those in the primary draw area. Employees will be able to frequent the establishments before and after work and during lunch hours, while residents may visit the district on nights, weekends, and holidays but likely no more than a few times per month.

Residents	27,852 total
Employees	~11,757 total

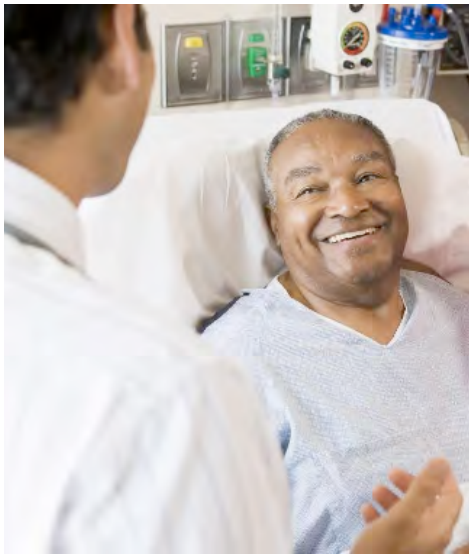
Tertiary Draw Area

Residents of the tertiary draw area will be the least frequent visitors to the project, with a very small percentage of residents potentially visiting the district only a handful of times per year. In order to attract them, it is critical that the neighborhood core incorporates high quality eateries and unique and interesting destination events, as this will likely not be a convenient destination.

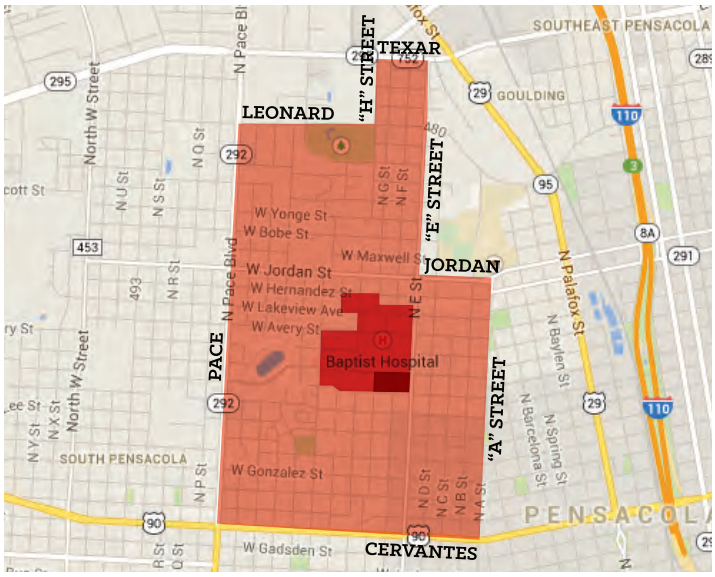
Residents	73,677 total







Primary Draw Area: Baptist Hospital



Employees

Total Population (including Lakeview Center): 5,674

Baptist Health Care and its affiliate companies (including Lakeview Center) employ over 4,800 people who work every day on the Baptist main campus. For the purposes of sorting the employees by their spending ability and behavior patterns, we have segmented the employees into three distinct groups*.

**Currently, BHC only keeps a full spectrum of data on their full -time employees, rather than their independent contractors, though the compensation and corresponding ratios are reportedly similar. Therefore, the total number of employees has been estimated based on an extrapolation of the totals provided by BHC.*

Doctors and Senior-Level Executives and Managers

Population: 1,972

This group of employees has flexible hours and the highest salaries. They prefer food and beverage establishments with a higher average ticket price and that have healthier options. They are also more likely to utilize boutique retailers, gym and workout facilities, and personal services and amenities (i.e. massages, dry cleaning). A significant percentage of this group will use the district on an almost daily basis.

Key Behaviors:

- Flexible hours and higher disposable income
- Prefer food and beverage establishments with a higher than average ticket price and healthier food options

Desired Experiences:

- Specialty/boutique retailers, fitness facilities, and personal services and amenities
- Personal Services and amenities for daily/weekly use





Clinicians, Nursing Staff and Mid-Level Managers

Population: 1,540

These employees have less schedule flexibility and disposable income, but still have capacity for non-essential items. They eat lunch at about the same time every day, though clinicians may have more variable hours. They will seek out casual, affordable restaurants, comfortable places for a drink after work, and are also likely to use services and amenities. Although they might not have the disposable income to spend money in the district as often as other employees, they would likely utilize the district several times per week.



Key Behaviors:

- Less flexible hours and disposable income, but have the financial to afford non-essential items
- Concurrent lunch break hours (clinicians may be different)

Desired Experiences:

- Casual, affordable restaurants
- Comfortable places for a drink after work
- Personal services and amenities for daily/weekly use

Administrative Support, Service Workers and Support Personnel

Population: 1,387

This group of employees has clearly defined work hours, lunch and break times. They have less disposable income and are more likely to frequent the quick-serve eateries, and less likely to visit the less essential retail offerings like sit-down restaurants, boutique retailers and personal services.



Key Behaviors:

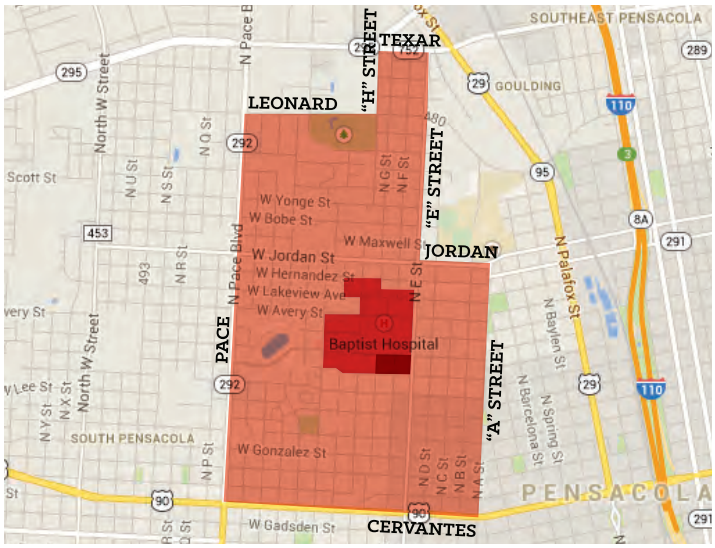
- Defined work hours, and lunch and break times
- Less disposable income
- Less likely to visit higher than average ticket price options

Desired Experiences:

- Quick-serve eateries
- Casual, affordable restaurants
- Comfortable places for a drink after work
- Personal services and amenities for daily/weekly use



Primary Draw Area: Baptist Hospital



Patients

Estimated Annual Patient Visitation: ~95,000

Baptist sees over 95,000 patients per year. Many come from out of the area for inpatient and outpatient treatment. Many of these patients also bring a family member or friend with them, or, in the case of inpatients, they receive visitors. The result is a very large cohort of potential customers for a retail district.





Inpatients ~13,500 (Avg. Length of Stay: 4.29 days)

Inpatients at Baptist will have a low visitation rate, due to the fact that they are incapacitated and receive their meals in their rooms. However, some inpatients are allowed and encouraged to take walks around the campus as part of their healing process and could benefit from access to an inviting public realm proximate to the campus. A commercial district might entice them to return upon discharge. Their time of discharge is likely to be the only occasion an inpatient might utilize the district.

Key Behaviors:

- Low probability of visiting retail offerings due to the fact that they are incapacitated and receive their meals in the hospital
- The only time this type of end-user would utilize a retail district would be upon their discharge from the hospital
- Some are allowed and encouraged to walk around the campus as part of their healing process

Desired Experiences:

- A tranquil, safe environment in which to walk and rest outdoors
- Bedside delivery or rapid prescription fillings by a retail pharmacy like Towers Rx

Outpatients ~81,500

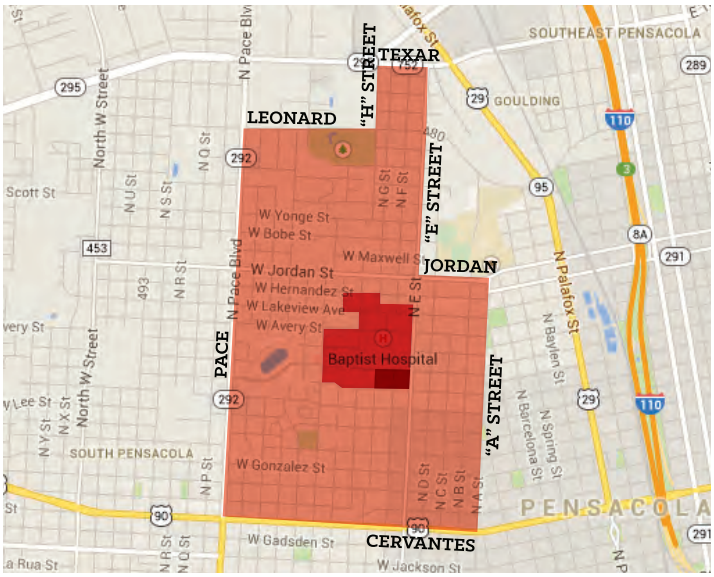
Outpatients vary from those coming to the hospital to treat an acute health issue, ongoing treatments, regular visits, or standing, regular appointments. Outpatients are a key segment to target, particularly those who are not suffering from an acute health problem. Outpatients often have waiting times, and certainly can utilize the commercial goods and services upon arrival or departure.

Key Behaviors:

- Often visit the hospital for minor ailments
- May utilize the retail district due to waiting times at the hospital and can certainly visit the district before or after their hospital appointment

Desired Experiences:

- Neighborhood conveniences, particularly a pharmacy
- Social eateries that are proximate to the hospital
- Specialty gift stores



Hospital Visitors

Estimated Annual Visitation: ~236,000

While the actual number and demographic breakdown of visitors (those coming to the hospital to aid or support a patient) is difficult to estimate, it stands to reason that almost all inpatients have some level of visitor support, and many outpatient procedures require that someone be available to transport the patient to and from the procedure. That support is likely in the form of a friend of family member, so demographic information will mirror that of the patient. Many of these visitors will have protracted waiting times in which they will have the ability to visit the retail offerings, particularly the eateries, gift shops, and personal services.

Baptist Hospital Visitors

Annual Visitors: ~182,000*



Key Behaviors:

- Primarily visit the hospital to aid or support a patient
  - Nearly all inpatients have some level of visitor support
  - Many outpatients require transportation assistance after their procedure
- Demographic information for these end-users will likely mirror that of the patient because these visitors are usually friends or family
- Many of these end-users/visitors will have prolonged waiting times

Desired Experiences:

- A stimulating place (see below) to pass time while waiting for friends or family who are patients at the hospital
  - Retail offerings
  - Eateries
  - Gift Shops
  - Personal Services

**The visitation estimation is based on inpatients receiving 1.5 visitors per day, and 50% of outpatients being accompanied.*

Medical Office Visitors

Annual Visitors: ~54,000



Key Behaviors:

- Patient follow-up visits
- Regular Doctor or specialist appointments

Desired Experiences:

- Convenient, quick-serve dining options
- An attractive, safe, public realm and parking experience


Baptist Hospital
EMERGENCY
W Blount St 1400

Primary Draw Area: Neighborhood Residents



Neighborhood Residents

Total Residential Population: 4,854

2014 Estimates	A	B
Population	810	4,044
Population Growth (2010-2014)	-0.13%	2.63
Median Household Income	$26,488	$17,420
Median Age	37.2	40.2
Average Household Size	2.37	2.13
Households Without People Under the Age of 18	68.69%	71.35%
Families Below Poverty	33.16%	47.41%
Renter Occupied Housing	45.59%	69.16%

Source: Claritas SiteReports, 2014

The physical blight and impoverished state of the neighborhood surrounding the BHC campus has been well documented. However, the creation of a commercial center that is anchored by the Baptist campus will be the first step in creating an environment that will begin to infuse new residents with current ones. There is a clear distinction between the residents on either side of E Street, with the number of residents to the east being fewer, but higher in likely disposable income. The residents in the primary trade area will be able to use the district primarily on nights, weekends, and holidays.

Key Behaviors:

- Likely to use the District throughout the day and on weekends
- Will have unrivaled access to the District but with a higher than average unemployment rate, less disposable income

Desired Experiences:

- Traditional neighborhood conveniences
- Civic services and programs
- Restaurants and entertainment
- Diverse, quality retail offerings
- Cultural events and festivities programming





Secondary Draw Area

Residents

Total Population: 27,852

The North Hill district is a neighborhood in transition with a wide array of socioeconomic categories. The proximity to Baptist would enable those residents with the time and money to spend in the district to walk, bike, or drive to the district. Residents who can afford it will have the propensity to visit a few times a month. Their proximity to downtown and its services and amenities will keep them from regularly frequenting the site. Residents west of Pace and north of Barrancas are largely impoverished, with a high rate of unemployment, therefore they will not have the propensity to spend much time and money in the district. They will likely be interested in the lower-cost eateries, and some neighborhood conveniences.

Downtown residents and residents south of Barrancas are farther away from the district than the others in the secondary segments, but as the downtown residential population grows, they will likely have the financial capacity to visit the district. The western residents have fewer dining and retail options in their area than the downtown residents, but are farther away.

2014 Estimates	Zone A	Zone B	Zone C	Zone D
Population	4,119	14,858	4,138	4,739
Population Growth (2010-2014)	0.34%	1.96%	1.69%	-1.39%
Median Household Income	$25,873	$28,492	$30,244	$41,431
Median Age	42.9	36.4	43.0	45.8
Average Household Size	2.34	2.37	2.03	2.10
Households without people under the age of 18	73.01%	68.50%	78.70%	79.18%
Families below Poverty	35.00%	24.80%	20.47%	14.74%
Renter Occupied Housing	35.96%	49.75%	51.39%	36.64%

Source: Claritas SiteReports, 2014

Zone A: North Hill Area

Residential Population: 4,119

Key Behaviors:

- Proximity to Baptist Hospital will allow these end-users to walk and access the District regularly
- The proximity of this area to downtown will likely create competition

Desired Experiences:

- Social eateries
- Unique specialty shops
- Neighborhood conveniences

Zone B: Downtown Area

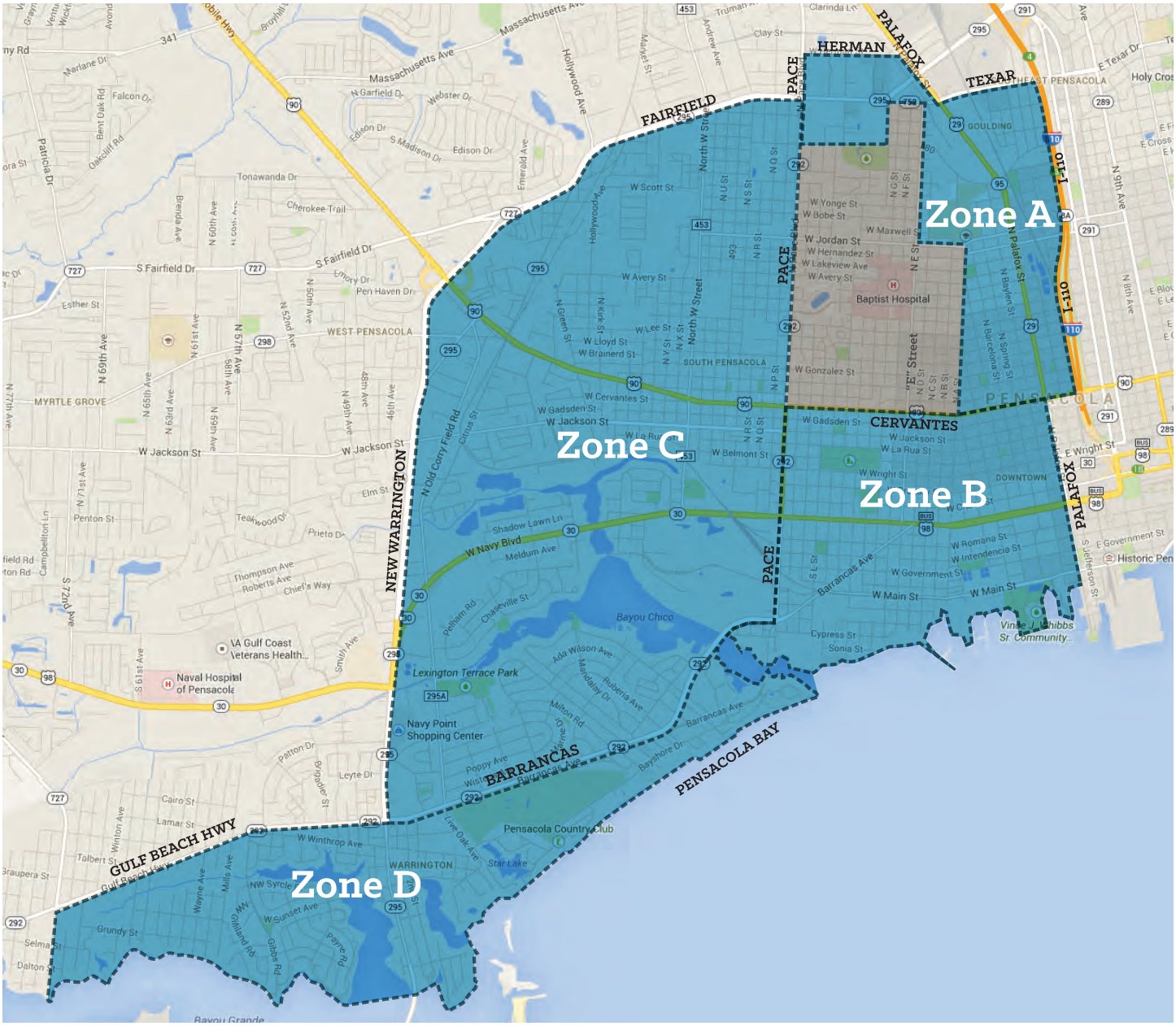
Residential Population: 14,858

Key Behaviors:

- Growing downtown population will have the financial capacity to utilize the District if offered quality uses.
- The proximity of this area to downtown will likely create competition

Desired Experiences:

- Destination cafés and restaurants
- Diverse, quality retail offerings
- Affordable activity based retail uses



Zone C: West of Pace Boulevard

Residential Population: 4,136

Key Behaviors:

- Mainly impoverished households with a high rate of unemployment, these end-users have a highly limited amount of disposable income
- If able to visit the District, quality, affordable retail uses along with everyday neighborhood services and amenities will interest this group

Desired Experiences:

- Quick-serve food and drink
- Neighborhood conveniences

Zone D: Bayou Grande Area

Residential Population: 4,739

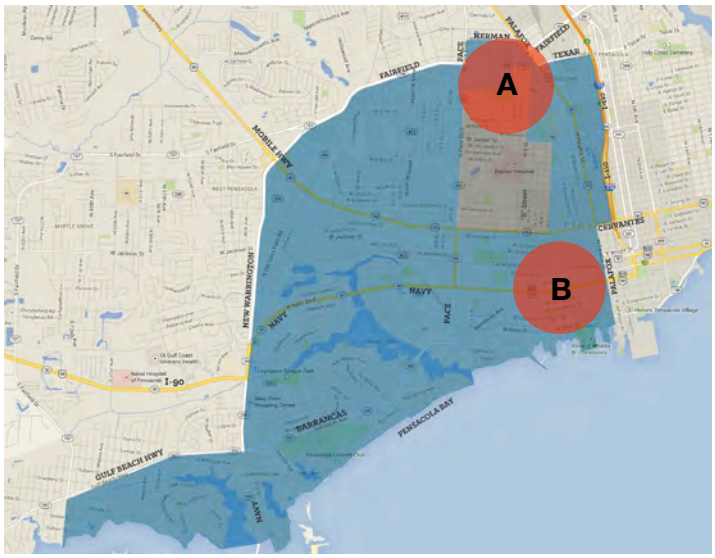
Key Behaviors:

- Too far to use the District for neighborhood conveniences, a quality retail environment could attract them due to the lack of alternative options in the west side of the city
- Residents in this area will utilize the District primarily on nights and weekends, though the higher average age suggests some retirement schedules

Desired Experiences:

- Health and wellness experiences
- Dinner and entertainment

Secondary Draw Area (cont'd)



Employees

Estimated Population: ~11,757

While the employees to the north are currently more apt to utilize fast-food chain establishments in the Cordova Mall area, if there are quality, affordable lunch establishments in the district, it is anticipated that some will find their way to the district, given their proximity and convenience. Downtown employees will be more difficult to attract, given the numerous options available to them in the central business district. However, their familiarity with walkable urban environments will likely attract some of them to quality eateries and unique shopping experiences a few times per month.



Escambia County Central Office Complex



Blount Building, downtown Pensacola

Zone A: Employees to the North

Estimated Population: ~6,563

Public Employees: ~2,853 | Private Employees: ~3,710

Key Behaviors:

- More apt to travel northeast to chain establishments in the Cordova Mall area but could be drawn to the District if offered quality, affordable retail offerings

Desired Experiences:

- Affordable lunch options
- Neighborhood conveniences
- Health and wellness related uses

Zone B: Downtown Employees

Estimated Population: ~5,128

Public Employees: ~712 | Private Employees: ~4,416

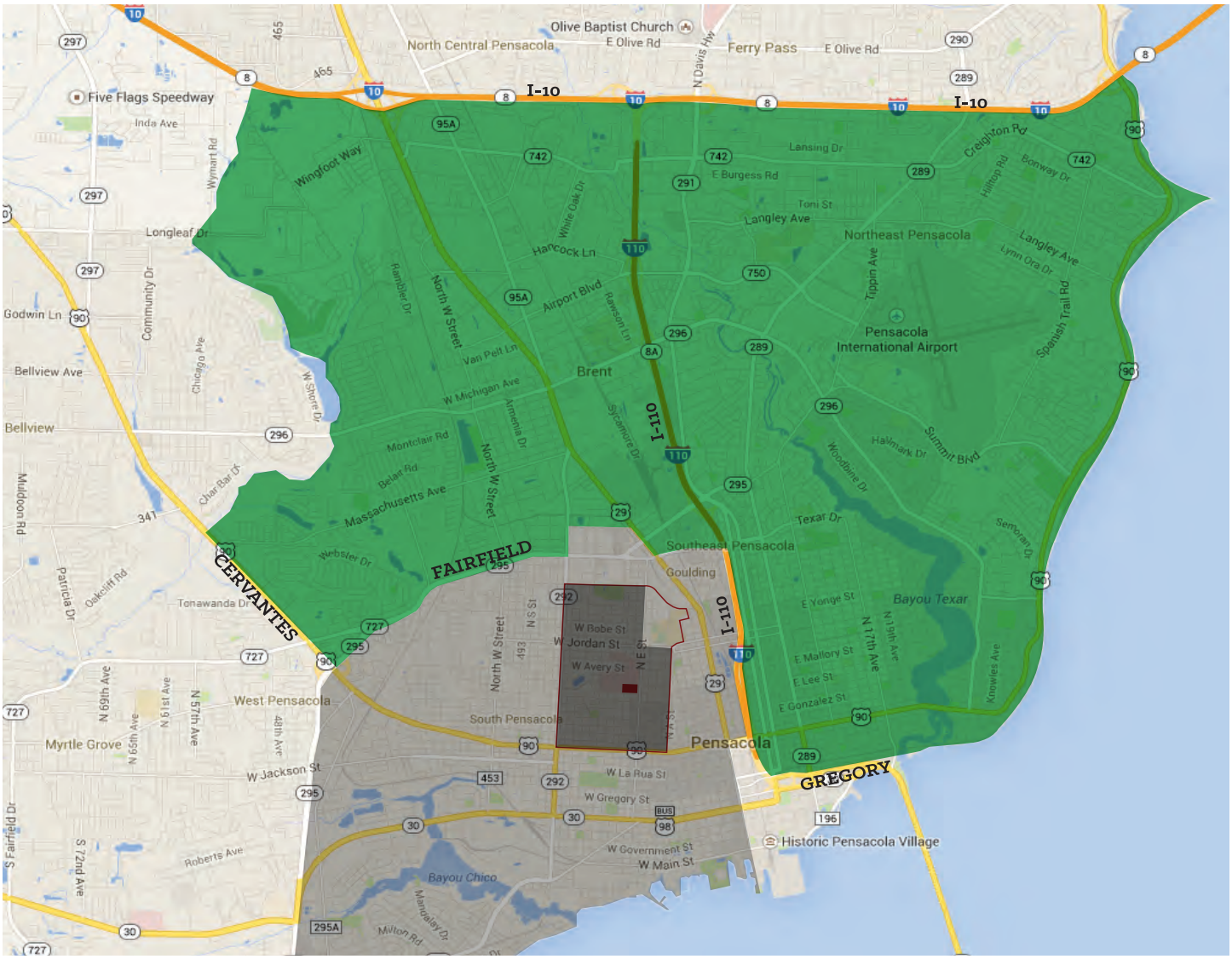
Key Behaviors:

- Given the numerous retail options in the central business district, these end-users will be difficult to attract
- Familiarity with walkable urban environments may draw these employers to the District, if offered a high-quality, unique destination

Desired Experiences:

- Destination eateries
- Unique, quality boutique shops

Tertiary Draw Area



Residents

Total Population: 73,677

2014 Estimates	
Population	73,677
Population Growth (2010-2014)	1.78%
Median Household Income	$41,628
Median Age	37.5
Average Household Size	2.28
Households Without People Under the Age of 18	72.53%
Families below Poverty	15.46%
Renter Occupied Housing	37.24%

Source: Claritas SiteReports, 2014

Key Behaviors:

- Residents and employees of this target market will be the least frequent end-users of the District
- High quality retail offerings will be critical to attracting these end-users who have a wide array of retail options in various areas north of the downtown area

Desired Experiences:

- Destination eateries
- Unique, quality boutique shops
- Destination events and activities

Visitor & Patient Survey Highlights

89%

(only **4.5%** believe such an environment will have no impact)

of **patient** survey respondents believe a walkable retail environment will **improve the Baptist Campus experience**

75%

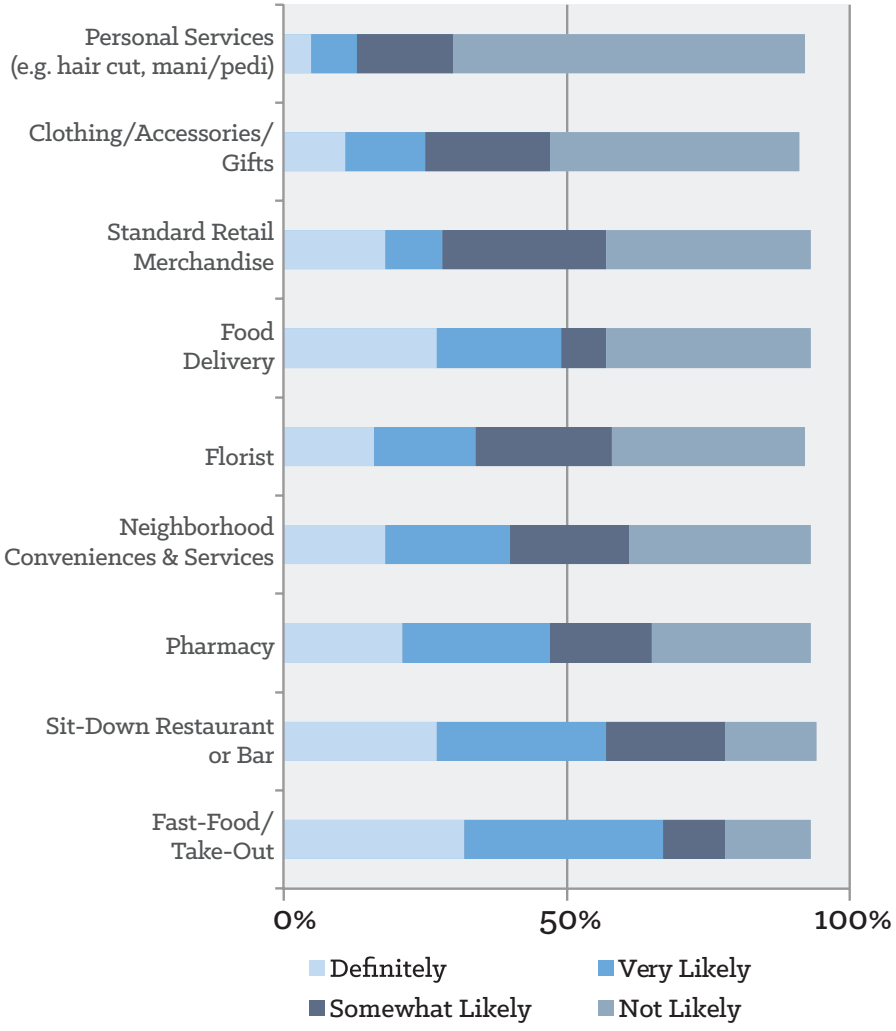
(only **4%** believe such an environment will have negative or no impact)

of **visitor** survey respondents believe a walkable retail environment will **greatly improve the Baptist Campus experience**

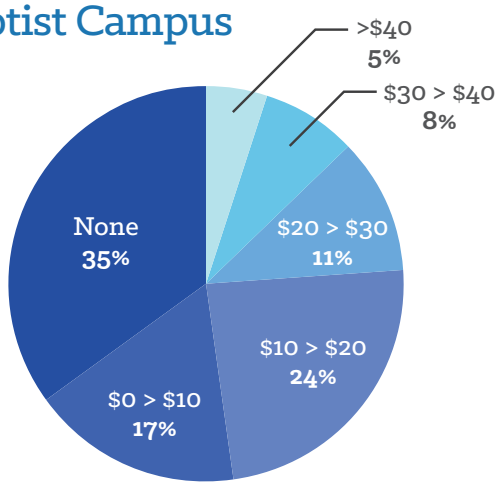
48%

of visitors are **at least somewhat likely** to **use lodging**, if it is **on or near** the Baptist Campus

When visiting the Baptist Campus, how likely would you be to utilize the following retail offerings if they existed?



Amount of money Visitors spend per day/visit on the Baptist Campus



$3,027,880

Potential Annual Visitor Retail Revenue

(based on an estimated 236,000 visitors per year)

Not even a coffee?

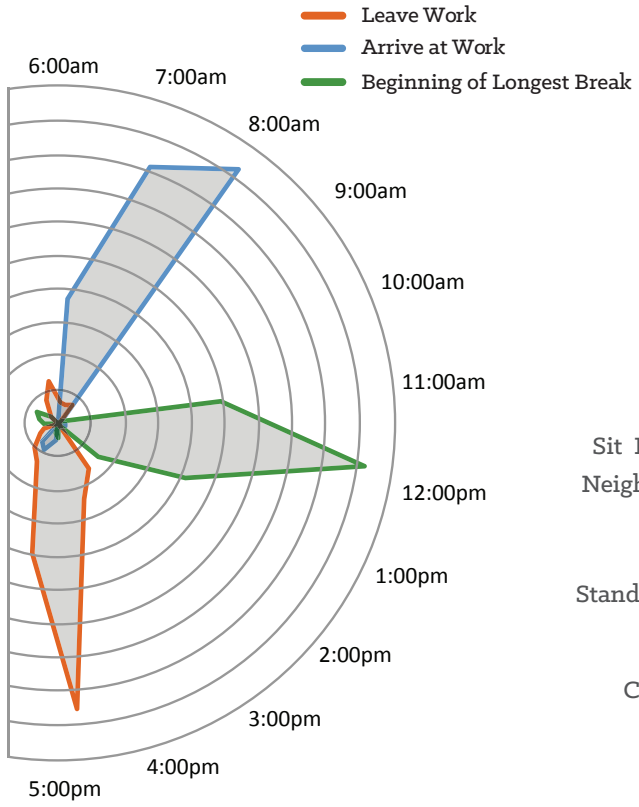
% of visitors reported NOT using the following:

Coffee Shop	62.5%
Tower Pharmacy	69.5%
Gift Shop	71.6%
Sunshine Café	88.5%

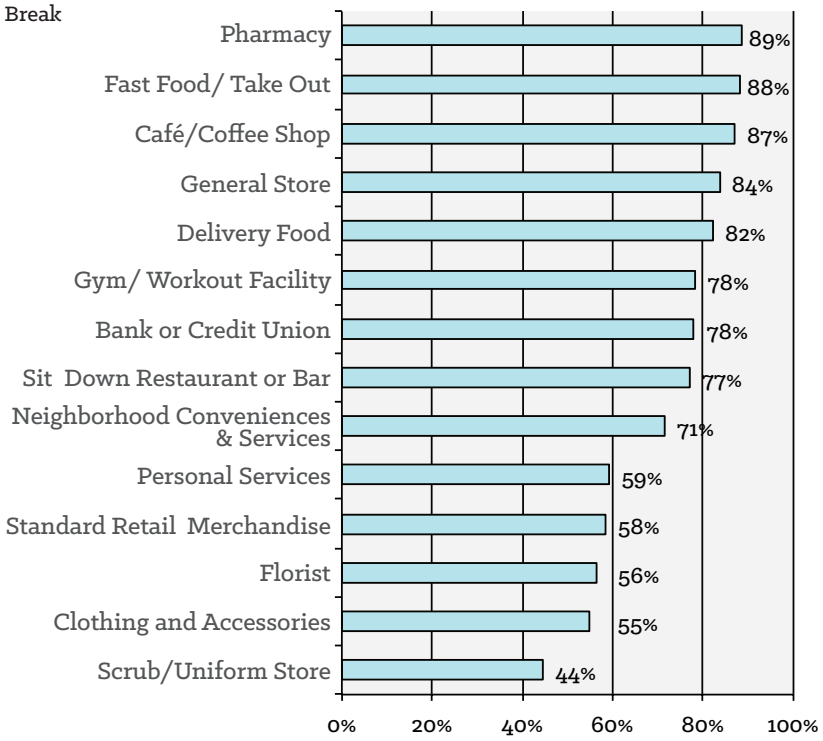
(Discrepancy between what visitors *want*, and what visitors *do* points to a significant latent demand)

Employee Survey Highlights

Employee Workday Behavior



Employees report being at least "somewhat likely" to utilize the following a minimum of once per week



56%

of employees **eat breakfast** on the Baptist Campus **at least once a week**

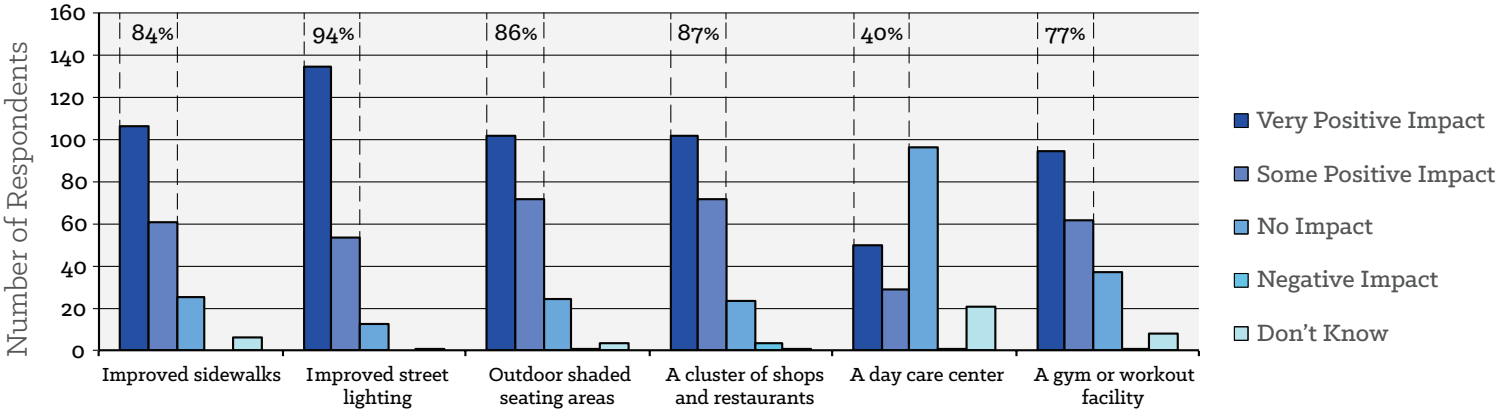
90%

of employees **eat lunch** on the Baptist Campus **at least once a week**

50%

of employees **eat lunch** on the Baptist Campus **at least twice a week**

Impact of Potential Uses on the Baptist Campus



Respondents: Employees (Online): 241 | Patients (In Person): 96 | Visitors (In Person): 75





Preliminary Programming

Phasing Principles

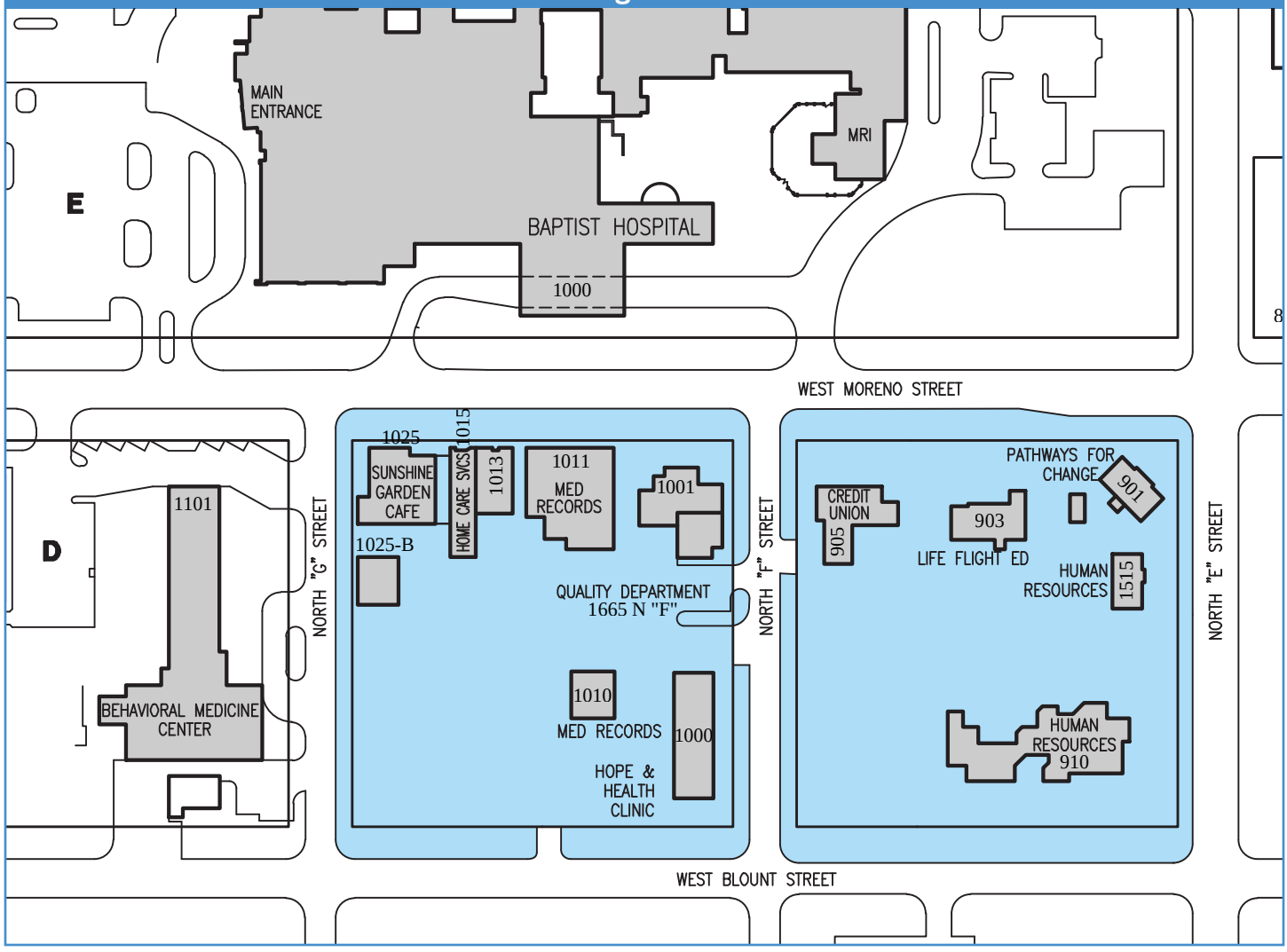
Given Baptist's current office requirement and the realities of the primary draw area, the entire two-block parcel will not be developed in the first phase of development. However, it is critical that the first phase of the project be designed in such a way that it will appear complete as a stand-alone project, and yet will also seamlessly integrate with potential future phases. This phased approach is most effectively achieved by beginning with a master planning process that envisions the future in a conceptual and flexible manner, with the understanding that future circumstances may dictate change.

In addition to envisioning the uses and locations of future development, an interim land use strategy should also be employed. Rather than allowing the undeveloped portion of the site to remain as a cleared development pad, interim uses are suggested in this report to create an environment without holes in the urban fabric and experience.

Phasing Site Plan Example:
LWLP Coliseum Development, New Haven, CT



Existing Site Area

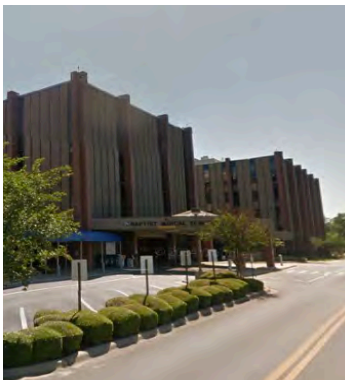


Professional Office Building

Baptist Health Care has communicated a very specific, but potentially flexible, space allocation program for the proposed office portion that will drive this first phase of the mixed-use development. As the table below details, Baptist has identified over 66,000 SF of office tenancy that could be located in the first phase of development, as it attempts to relocate office users from the Medical Towers, from makeshift, repurposed cottages, and even from off-campus. As time passes, however, the total square footage may expand or contract based on the financial viability of phase 1 as well as the growth of Baptist's burgeoning in-house physician program and its associated medical office requirements.













From **Baptist Medical Towers**

Total Required SF: 16,429

Additional SF: 4,777

- Service Line Directors
- Surgical Admin./Ormis Support
- Decision Support/ Internal Audit
- BHC Foundation
- (BHC Administration)
- Accounting/Finance
- Reimbursement
- BMG Administration
- Insurance Verification
- BMG Marketing & Recruiters
- BMG Finance

From **Street Buildings**

Total Required SF: 18,432

- Corporate Compliance
- Marketing Strategies
- Medical Records
- Case Management
- Marketing Communications
- Human Resources
- Risk Management

From **Other Possible Tenants**

Total Required SF: 1,791

Additional SF: 17,000

- (Business Office)
- Volunteer Services
- Education

From **Other Inventory**

Additional SF: 9,000

- (Information Services)

Totals

Required Program: 36,652 SF

Additional Desired Program: 30,777 SF

Optimal Program: 67,429 SF


FRESCO

Retail Programming Principles

Prescribing the most appropriate retail concepts to be included in the proposed development is a crucial determinant of success. It is also necessary that the retail programming be consistent with the overarching goals of the development and the neighborhood as a whole. Therefore we have outlined the following guiding principles for retail programming toward the goal of achieving an experientially excellent and economically viable retail environment.



Local Independent Operators

As mentioned in the guiding principles for the project, populating the retail units with local and independent operators is key to creating an urban retail environment. First, the project must be clearly differentiated from the national retail offerings to the north and along the key arteries. Second, local operators tend to immediately immerse themselves into the community and become local ambassadors who help promote the neighborhood as well as themselves. Lastly, independent retailers offer the kind of flexible and creative retail experience necessary for a unique mixed-use experience.



Versatile Concepts

With limited retail space likely available in the first phase of development, it will be critical that each concept be flexible enough to offer more than one neighborhood benefit in order to achieve a well-rounded neighborhood experience, as well as to ensure they have different revenue streams to support their economic viability. For instance, the grocer might offer prepared meals, the coffee shop might also serve a light dinner, and the shoe store might also host a running club. A diverse and financially viable retail environment is achievable with limited space, but only if concepts are able to diversify themselves as well.



Healthy Living

Retail concepts that promote or complement a healthy lifestyle must be prevalent within the project. Whether it is a grocer that offers fresh local produce, a fitness/wellness concept, or a café with vegan and vegetarian offerings, each selected tenant should be willing and eager to incorporate health and wellness into their concept. It is a hallmark of the Baptist Health Care mission and will be an important branding effort as the neighborhood is marketed to the broader population.

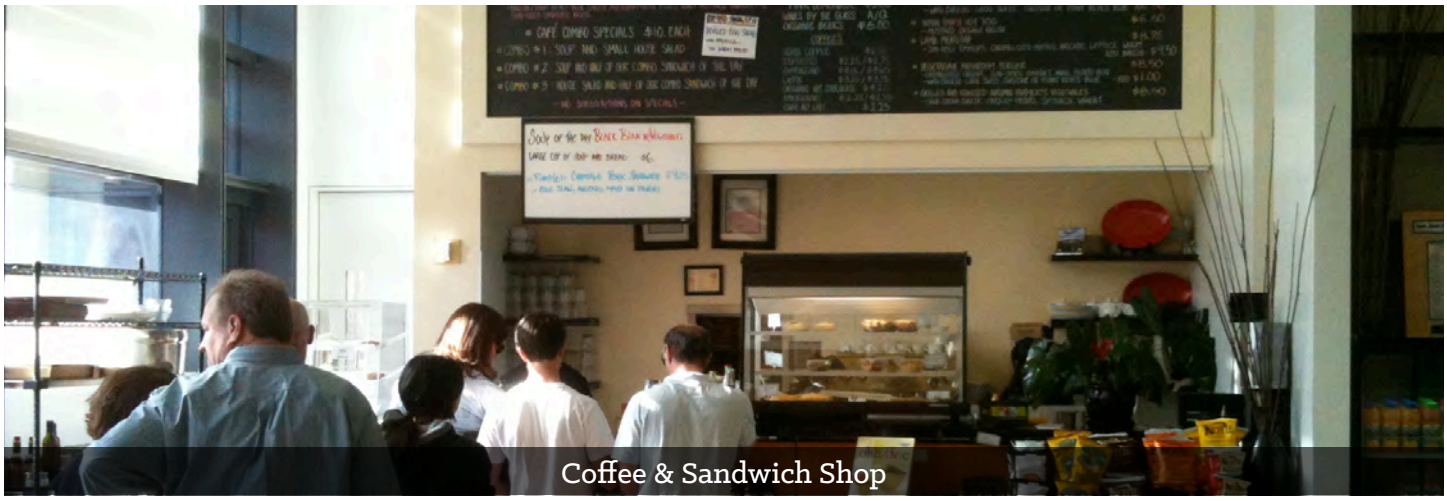


Needs of Primary Market

Each of the targeted retail concepts should be tailored to meet the daily needs of the primary market. The temptation to be "all things to all people" should be avoided, and rather the desired experiences and necessary services and amenities required by the neighborhood residents, employees, patients and visitors should be the key programmatic driver. This new district will be a micro-economy, and those people using the district on a daily basis will be the key to success.

Potential Retail Uses

Food & Beverage



Coffee & Sandwich Shop

Café experiences have become ubiquitous due to the many numbers of ways they are utilized by students, employees and residents as gathering places, for lunch, for morning coffee, and for solitary study.



Neighborhood Grill & Pub

With evening activity currently sparse, a grill and pub would offer employees and residents a place to have a drink after work and even stay for dinner. Visitors of patients will also appreciate the respite.



Healthy Treats

Sweet dessert and snack options are excellent pedestrian traffic generators with extended active hours. Families, employees, and visitors will appreciate those treats if healthier options exist.



Quick-Serve Breakfast & Lunch

Employment centers and young neighborhoods benefit greatly from the inclusion of convenient, fast breakfast and lunch options for people with limited free time or disposable income.



Casual Full-Service Dining

The success of the Sunshine Cafe is a clear signal that the market exists for a casual full service dining options. A strong patio presence and healthier options will increase that demand.

Daily Services & Amenities



Neighborhood Market

A health-conscious, high-quality market that offers staple grocery items and fresh produce, as well as prepared meals, would fill a clear need for both residents and employees.


Salon

A hair and nail salon is a popular neighborhood amenity that would serve neighborhood residents, employees, and visitors to the campus.


Pharmacy

Currently, about ⅔ of Tower Rx revenue is from the community outside the hospital, despite its internal location. An exterior location with available parking would improve convenience without sacrificing existing customers.


Day Care

A neighborhood and hospital day-care concept could provide employees and young neighborhood residents with a place to drop off children while shopping, working, or playing.


Dry Cleaner

Dry cleaning and wash-and-fold services are important neighborhood amenities that could serve employees and residents.



Health & Wellness



Fitness Center

A fitness center that would also house some physical therapy functions could have a broad appeal, while also utilizing some upper story space.



Wellness/Day Spa

A wellness center that offers massage therapy and dermatology services would be an excellent amenity for residents, employees, patients and visitors.

General Retail



Florist/Gift Shop

Locating the gift shop within the district would attract more visitors to the new development and showcase the new concepts.





Occupational Retail

Our interviews suggest that demand may exist for a small retail space that sells clinical attire, rents medical equipment, and sells other functional clothing items.

Public Realm Programming

Public Realm Programming Principles

The public realm is a vital portion of the built environment that defines a city's identity through facilitating the circulation of people and resources, and defining the connections between different places. It primarily consists of roadways, sidewalks and various types of open spaces that create the urban fabric where social interaction occurs. A well-designed public realm balances mobility and access needs for all users and contributes to the sense of place by encouraging users to engage with the city's environments in a manner that is inclusive to all users. Therefore, it is important that the public realm is safe, sustainable, and accessible. Our assessment of the existing conditions as well as the broader vision for the neighborhood and the site has yielded the following guiding principles for creating an active and inviting public realm.



Scale

The scale of the urban environment often refers to the architectural proportions of urban spaces in relation to their users. In order to support the creation of a place that is vibrant, inviting and inclusive, the scale of the environment must fit the size of the person in such a way that safety, accessibility and comfort are paramount. Certain design amenities must be provided to allow for people to rest, socialize and pass through so that they are encouraged to spend time in the public realm and activate these spaces.



Affordability

The creation of a thoughtful, sustainable and accessible public realm need not be expensive, as the core fundamentals that drive the design of such spaces are derived from best practices, which are not dependant on costly construction materials. The public realm should be a durable environment that can withstand the wear and tear of weather and daily use, so a certain level of quality must be attained. This level of quality can be achieved through the design and construction process and not necessarily through expensive materials.



Comfort/Accessibility

The public realm should first and foremost invite users to stay and use the spaces available, by designing environments to be comfortable and accessible to all users. The notorious heat of the region should be mitigated with shade trees and permeable, green surfaces, for instance, and the main plaza and patios should have seating options that encourage informal gatherings and outdoor dining.



Surface Permeability/Green Space

Because storm water management is an important consideration, the surface of the public space should be permeable wherever possible, and ample green space should be incorporated throughout the project to allow water to enter the ground. Aside from being less expensive to maintain, green space reduces the heat island effect of paved surfaces, while adding to the aesthetic quality of an urban environment.

Public Realm Elements


Public Plaza


Terraces/Patios


Functional Public Art


Nightscaping


Trees & Shade


Outdoor Seating

Interim Land Uses

Potential Interim Programming

Once the first phase is complete, a significant portion of the site will remain undeveloped. Rather than appearing as vacant and unused, the undeveloped portions of the site should be programmed with interim uses and events to ensure that the entire site is active as it awaits future development. Interim programming also attracts new people to the neighborhood and creates rituals and habits for existing residents and employees. Though the location of the undeveloped portion is difficult to predict at this stage of the process, we anticipate that the following interim site activation initiatives be considered during the master planning stage.



Community Gardens

As an interim and potentially long-term use, community gardens have been a powerful tool for creating positive social and economic changes within challenged neighborhoods. Widely adopted as a community building resource that provides access to a healthy, natural source of food, community gardens also address issues of stormwater management and radiate heat through more permeable and less heat absorbent surfaces when compared to paved landscapes, such as asphalt or concrete. Within the Baptist and Westside community, community gardens could become a conduit for addressing multiple goals, including healthy communities, community education, engagement and cohesion, equitable places, beautification, stormwater management, brownfield contamination.



Recreation Fields

Temporarily programming a section of green space as a community recreation field would offer an important opportunity for neighborhood residents to utilize the site for soccer, Frisbee, or other active recreation activities that require a large open space. This use would meet the principle of creating opportunities for healthy lifestyle as well as providing a needed neighborhood amenity.



Events Programming

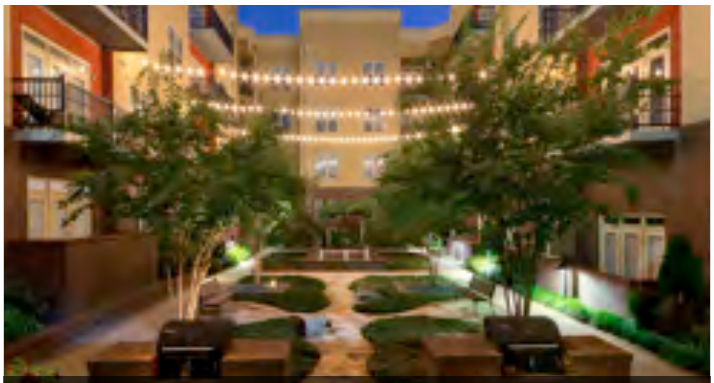
Neighborhood rituals, events and festivities such as a weekly farmers market, seasonal festivals, and small-scale concerts and performances often require large open spaces like those which will likely be available. Evening and weekend activities would add to the retail viability during the times when Baptist has fewer employees on campus.

Potential Future Programming

In order to properly master plan the entire site, it is necessary to begin the conversation with what other uses might occupy the portion of the parcels that will remain undeveloped in phase one. Based on our interviews with Baptist executives, and our assessment of anticipated demand over time, we have identified the following future development opportunities as potentially viable in the medium to long terms as the campus and the neighborhood matures. These will need to be validated over time based on market demand and realities.

Hospital Expansion

It is difficult to predict how the hospital might expand over the next decade, but with the brand development efforts related to the Andrews Institute and the Mayo Clinic, it is reasonable to imagine that Baptist might consider adding additional medical office or other ancillary services to the campus. Locating a hospital expansion on upper stories could allow for further development of the retail core, which would only add to the neighborhood experience.



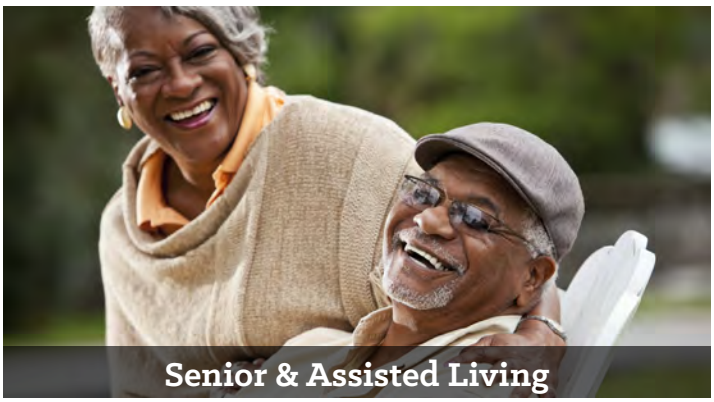
Multi-Family Residential

As demand for urban living options increases over time, as is expected throughout the United States, and particularly in Pensacola due to the rapid expansion of downtown, a multi-family residential development could prove feasible in the next phase of development. Younger medical professionals wishing to live close to work, or aging seniors desiring to be near their healthcare provider could be two large potential user groups for such a typology.



Hospitality

Our discussions with Visit Tallahassee yielded a lukewarm assessment of the current demand for hospitality options in the downtown Pensacola market. Current internal accounting procedures make it difficult to determine Baptist's annual hotel expenditures for visiting consultants and doctors, nor is there a means of tracking overnight stays related to family and friends of patients.. However, as the Baptist neighborhood and downtown Pensacola matures, a small hotel with meeting space might meet a latent or burgeoning demand.



Senior & Assisted Living

Independent, assisted living, and memory care facilities located in or around the site may prove to be an important component for future development. Given Baptist's ability to provide supplemental medical care and the existence of an interesting and lively neighborhood core, the district could prove to be an attractive location for seniors and their families, and serve or serving an exponentially increasing demographic segment.

Parking

Parking on the Baptist campus currently consists of large expanses of surface parking, the bulk of which expands west and north from the hospital and the medical towers. Other parking areas have evolved throughout the West Moreno corridor. Heretofore, constructing structured parking has not proven economically feasible or necessary due to the amount of excess land owned by Baptist. However, the result is a parking plan that is unorganized and expansive, and not conducive to a vibrant urban streetscape. LWLP does not anticipate that the financial pro-forma of the first phase of development will support the construction of a parking deck, but does recommend several interim steps to improve the parking configuration to better serve the campus as well as to add to the retail viability of the new development.

A more in-depth parking study will be necessary as part of the master planning process, but LWLP recommends the following adjustments be considered. First, West Moreno should be widened to accommodate short-term or metered on-street parking to allow for convenient access to the retail environment. Second, wherever possible, the current patient, visitor, and employee parking zones and access routes should be reconfigured to allow for proximity and interaction with the new mixed-use development. Third, bicycle racks should be installed near the new development to incentivize bike commuting and access to the retail. And finally, to improve the pedestrian experience, the existing off-street parking should be consolidated to the interior of the campus to allow for future and even temporary active uses to be placed along West Moreno.

As the campus matures, structured parking will likely become more financially feasible as the cost of construction can be shared among existing and future users, and may also prove necessary to serve the growing populations in the district. When it does, to preserve the urban fabric, the parking decks should be obscured, set back from the street, or wrapped with active ground floor uses.

Short-Term Strategy

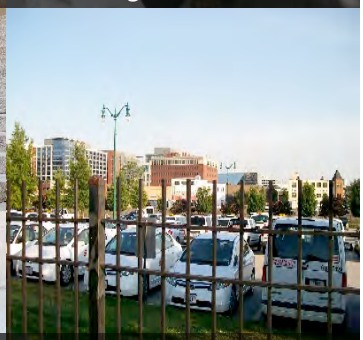


Reorient Parking Zones to Allow for Interaction with Retail District

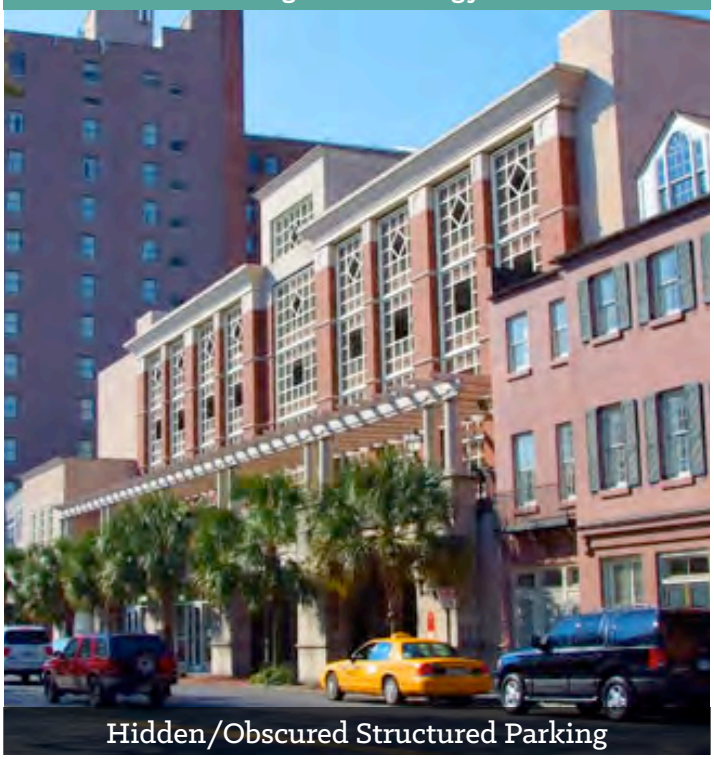


Time-Limited Street Parking Along West Moreno


Prioritize Bicycle Parking


Off-Street Surface Parking

Long-Term Strategy


Hidden/Obscured Structured Parking

Streetscaping

Streetscaping consists of the various elements that make up the public right-of-way, including sidewalks, streetlights, medians, roads, street trees and bike lanes. They are publicly built and managed, but they are critical components to the experience of a mixed-use neighborhood like our study area endeavors to become. One needs to look no further than downtown Pensacola or the North Hill district to see the profound impact streetscape improvements can have on private investment. Most importantly for the neighborhood as a whole, the sidewalk network needs to be complete. It is not necessary in the more residential areas to have sidewalks on both sides of the street but the sidewalks that currently exist need to connect to the arterial sidewalks, and arterial roads (like West Moreno) should have sidewalks on at least one side of the street. Pedestrian crosswalks should be painted wherever a sidewalk meets a road and street trees should be considered in areas where none exist, particularly in the areas that will become more commercially vibrant. Finally, with safety a prime concern in the area, dark spots need to be identified and remedied by increased streetlighting.



Wayfinding & Neighborhood Signage

One of the city's stated policy initiatives is to improve neighborhood identity efforts. Successful efforts have been made nearby in the Belmont-DeVilliers and the North Hill districts. Neighborhood signage in the Baptist neighborhood would be an excellent first step in creating a sense of neighborhood unity and pride. Upgraded street signs, arrival gateway monuments, and streetlight banners should be installed first around the major access points and core of the neighborhood, and then expanded over time. A complementary effort would be to install internal wayfinding signs that direct pedestrians and vehicles to the neighborhood core and Baptist campus. Additionally, wayfinding that attempts to draw people in from outside the district should be explored.



Parks & Open Space

Parks and green space are critical not only to storm water management, but also to efforts to foster a healthy, walkable neighborhood. Currently, Morris Court Park is the only public park within the neighborhood. Armstrong Park is within a relatively short walk from the campus, but is widely considered to be part of the North Hill neighborhood. However, the water retention pond on the western side of West Moreno St. has the potential to be converted into a public green space with the simple addition of sidewalks and benches. Other blighted structures should be considered for public acquisition for small "pocket" urban parks.





Public Sector Participation





A Necessary Partnership

In order for the Baptist Health Care project to be developed in such a way that the aforementioned goals of the city, county, and Baptist are achieved, public investment and cooperation will be required. Our discussions with public officials indicate that the appetite for such a partnership exists for the express purpose of lifting an historically underserved population and neighborhood out of the throes of poverty and blight. Without public support, the most economically feasible approach to meeting the Baptist professional office space needs would be the construction of a single-use office building or complex. However, such a development would have little or no effect on the economy or experience of the neighborhood. Conversely, it is clear that the public sector does not have the resources or public mandate to initiate the level of public improvements required to significantly incentivize the private sector to invest in the Westside neighborhood. The fact that the city and county joined Baptist to explore this opportunity collectively is further testament to the public sector's understanding of this reality.

The city and county have limited resources that must be deployed across their respective jurisdictions. How that deployment is allocated is a function of often competing variables such as political influence, perceived need, and stated policy, among many others. In the end, however, public administrations are held accountable for the end result of the use of resources. Therefore, it stands to reason that opportunities wherein public resources can be tied to a significant private investment by a major economic anchor for clear public benefits that reinforce stated city and county objectives deserve consideration.



Focused vs. Dispersed Public Investment

The public sector generally has a limited capacity to spend, and therefore public investment is often made in a piecemeal fashion in geographically dispersed areas where some aspect of the public realm has fallen well below standard, such as in the case of potholes, crumbling sidewalks, or blighted structures. When public safety is a concern, obviously such investments are necessary, but the effect is that dispersed investment largely goes unnoticed, and it rarely spurs additional private investment. However, in an urban environment, focused public investment, in conjunction with private investment, in neighborhood cores can have an exponential impact on future private investment, and the result is often transformative. Throughout the county, state, county, and municipal governments are beginning to understand that tying public investment to major private development projects creates an exponential return on that investment in both the short and long terms.





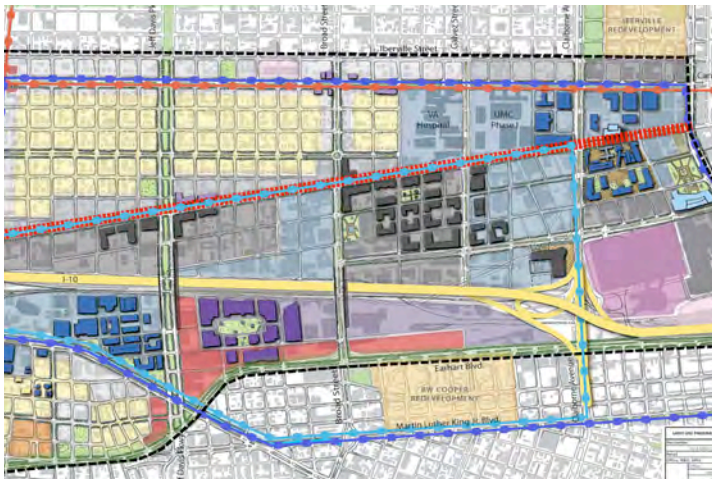
Precedents

Below are two of many examples in other markets where the public sector is leveraging the effects of medical anchors to affect change in historically underserved populations. Fueled by the growth trajectory of healthcare and life sciences industries, these medical districts offer a much needed investment infusion to adjoining neighborhoods and communities seeking to gain traction with their revitalization efforts. Through the clustering of complementary uses, they facilitate the strategic leveraging of public/private assets with the goal of repurposing vacant land, dilapidated structures and underutilized property.

Local governments and planning departments are capitalizing on this movement by envisioning "town center" concepts similar to what is proposed in this report, where the medical center or health sciences complex would serve as the anchor for an expansive community replete with housing, active green spaces, walkable arterials, organic grocery stores, fitness centers and other lifestyle conveniences.

Bio District - New Orleans, LA

http://biodistrictneworleans.org



N.O.W. NEW ORLEANS WORKS

Spanning 1,500 acres in the downtown and Mid-City areas of economically ravaged New Orleans, this district will feature a world-class bioscience ecosystem providing high-paying jobs in research and development and healthcare delivery.

University of Colorado, Anschutz Medical Campus - Denver, CO

http://www.ucdenver.edu/anschutz





Abutting one of Denver's most blighted neighborhoods, this Campus is a recent public private partnership supporting area residents in identifying neighborhood resources and healthy lifestyle options as well as expanding workforce development efforts.

Public Investments

Our discussions with public officials have uncovered several existing public initiatives that could be employed to add value to the project. While a more extensive project-costing exercise will be necessary to pinpoint the most effective areas where public support of the project will be required, the following represents a list of potential areas where public support might be required.

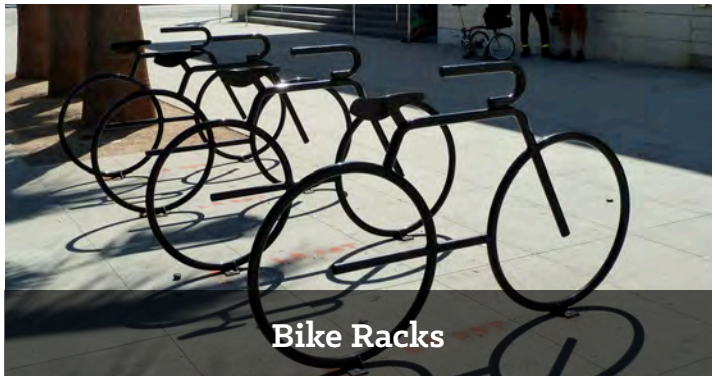

Public Square


Small Business Incentives


Street Trees


Foundational Infrastructure


Benches


Bike Racks


Streetscape (Sidewalks, Lighting)


Community Gardens





Next Steps

Next Steps

In order to move this project forward, the goals and conceptual vision outlined in this report need to be translated into a physical master plan and phase 1 design, developed iteratively and in conjunction with a financial planning exercise. This is essential in order for all parties to understand the nature of their relative commitments (financial and otherwise) and the development outcomes to be generated from those commitments. Once funding and financing commitments are solidified from all parties, implementation of the development can move forward.

1. Development Program Refinement

In order to inform the initial master planning and design exercise, the proposed development program must be refined. This development program will detail the optimal space requirements for each individual office, retail, and common area use forming part of phase 1. This exercise will require the development of a Commercial Economic Study (CES) to determine and validate the supportable square footage of retail development for the project. Additionally, future development opportunities should be identified and their optimal space allocation included for consideration as part of the overall master plan for the site in later development phases.

2. Master Planning & Design

Working with an architecture and planning firm to be engaged, the market information, visions, program and strategic direction from this initial report will inform a feasible and implementable master plan for the project. The master plan will articulate the physical massing and layout of structures, mix and scale of uses, phasing strategies, and other core components necessary to express a clear development strategy. It will include a conceptual multi-phase plan for the overall site, as well as a more detailed design for the targeted first phase of development, including proposed public realm and streetscape infrastructure, parking and access strategies, and green space allotments. This process should engage stakeholder feedback, as directed by the parties, and garner public support and consensus in order to ensure buy-in.

3. Proforma Financial Planning & Feasibility

As the master plan, and more specifically, the plan for phase 1, begins to take shape more concretely, a financial planning exercise (concurrent and iterative with the design exercise) is critical to understanding, with great specificity, the economic framework for a successful first phase of development. The master pro forma, which outlines the capital requirements and structure to implement the project and highlights its key economic characteristics is the economic foundation of this analysis and backbone of the development. This will include detailed costing of the vertical development components as well as proposed public infrastructure, commercial operating proformas for the retail and office components; and, ultimately, a consolidated project-wide cash flow analysis. Costing and financially modeling the project in concert with the physical design will allow the parties to understand the financial implications of design decisions and to make adjustments to the development program and design, as required, to ensure the project's feasibility while staying true to the vision and goals.

Iterative Process

4. Funding & Financing Commitments

Once the physical design and correlated financial picture of the project is well understood, the required levels of investment and funding sources required to move the project forward feasibly will be articulated. The next step is to firm up the relative financial commitments of Baptist Health Care, the City of Pensacola, Escambia County, and any private development partner in order to enable the start of vertical development.

5. Development Implementation

With financing and funding commitments in place, the implementation of the project will begin, taking the first phase of the project from a conceptual plan into a real, built place. Initially, this will include the effort of detailed design development and engineering of the physical buildings and infrastructure, concurrent with site preparation and a targeted leasing process to secure the desired retail businesses for the project. This will also correspond with the public launch of the project, incorporating strategic public relations and marketing efforts to communicate both the how and why this project is being developed, as well as its potential as a significant long-term opportunity for small business owners, local investors, and potential residents.




MAIN
Civic Center
Zoo
Plaza



Appendix

Appendix A: Documents & Information Reviewed

- **Vision 2015 Initiative (Current)**
  Greater Pensacola Chamber: Economic Development Website
- **Enterprise Zone Strategic Plan (December 2003)**
  Escambia County Neighborhood & Environmental Services Department
- **Escambia Consortium, Florida: 2010-2014 Consolidated Plan & 2011/2012 Annual Plan (August 15, 2011)**
  Escambia Consortium
- **Real Property Market Analysis & Recommendations for: Community Maritime Park, Pensacola Deepwater Port & Pensacola International Airport (August 2013)**
  CBRE
- **Westside Community Redevelopment Area Plan (April 2007)**
  The RMPK Group
- **Brownsville Redevelopment Plan (Updated March 2004)**
  Escambia County Community Redevelopment Agency
- **Englewood Community Redevelopment Plan (Updated March 2009)**
  IBI Group, Inc.
- **Baptist Health Care - General Information (Current)**
  Baptist Health Care Website
- **"Final Report" (Date Unknown)**
  Healthplex/Trinity Health Group
- **Baptist Health Care Retail Information (2013)**
  Baptist Health Care
- **Baptist Hospital Retail Rent Roll (May 2014)**
  Baptist Health Care
- **Baptist Hospital Retail Sales Report (March 2014)**
  Baptist Health Care

Appendix B: Key Stakeholder Meetings

Core Project Team

- **Brett Aldridge**
  Corporate Director of Business Development and Strategy, Baptist Health Care
- **John Porter**
  Vice President Corporate Facilities and Support Services, Baptist Health Care
- **Brian Matson**
  Senior Vice President & Chief Strategy & Business Development Officer, Baptist Health Care
- **Eric Olson**
  Assistant City Administrator, City of Pensacola
- **Keith Wilkins**
  Director of Community & Environmental Department, Escambia County

Key Stakeholders

City of Pensacola

- **Ashton Hayward III**
  Mayor
- **Sherry Morris**
  Planning Services Administrator
- **Marcie Whitaker**
  Housing and Urban Development
- **Helen Gibson**
  Chief of Neighborhoods
- **Derrick Owens**
  Director of Public Works & Facilities, City Engineer
- **Clark Merritt**
  Economic Development Manager, Port of Pensacola

Escambia County

- **Lumon May**
  Commissioner, Escambia County
- **Larry Newsom**
  Interim County Administrator, Escambia County
- **Clara Long**
  Division Manager, Escambia County Community Redevelopment Agency
- **Horace Jones**
  Planning Director, Escambia County
- **Randy Wilkerson**
  Housing and Urban Development, Escambia County
- **Joy Blackmon**
  Public Works Director, County Engineer, Escambia County

Baptist Hospital

- **Barbara Beard**
  Director of Behavioral Medicine
- **Karri Humphreys**
  Clinical Director Main OR, Anesthesia & GE Lab
- **Shannon Boatwright**
  Associate Director of Operations
- **Bryan Taylor**
  Neuroscience Service Line Director
- **Liz Callahan**
  General Counsel
- **Tara Rollins**
  Physician Recruitment
- **Nick Porter**
  Human Resources, Benefits
- **Chris Cummings**
  Towers Rx Pharmacy
- **Jennifer Yates**
  Sodexo Food Services
- **Trisha Morrison**
  Gift Shop
- **Son Nguyen**
  Subway
- **Tim Wheat**
  Subway
- **David Bookman**
  Sunshine Café Owner

Pensacola Chamber of Commerce

- **Danita Andrews**
  Director of Business Development, Economic Development
- **Scott Luth**
  Senior Vice President, Economic Development

Appendix C: SWOT

S	
Strengths	Capitalize
Baptist Health Care Network & Downtown Campus	
BHC's regional and international reputation for their leadership in cardiology, orthopedics and internal medicine	Create a campus experience that is on par with the level of care (Excellence in Experience)
BHC properties all within City jurisdiction (annexed) but still benefits from County grants	Utilize available grants and initiatives to address the both the City's and County's goals
5,500 people on BHC campus at all times with an average income of $65,000/year (large, captive employee base)	Provide enough diversity and quality of uses to address the needs of Baptist's captive population as a basis for driving the usage of the site and create a vibrant environment that will begin to expand outward
Sunshine Café is a popular lunch destination	Incorporate and augment Sunshine Café into the new development if possible
BHC is the #1 Private Employer in Pensacola	Create an improved campus experience that is congruent with the stature of BHC in the Pensacola community
BHC is a major anchor in the Westside community	Utilize the presence and prominence of BHC as a key driver for the revitalization of the Westside community through the expansion of the BHC campus
Quality and culture of BHC organization	Utilize the new development to capture the culture of BHC by providing an extroverted environment that expresses the Hospital's values and aspirations
BHC is a member of the Mayo Clinic Care Network	Improve the marketing strategy for representing BHC as part of the Mayo Clinic Care Network to leverage its quality of healthcare services
Payroll deduction services for employees	Include payroll deduction option in new retail uses in West Moreno Development
Westside Neighborhood	
Currently, employees rent in East Hill neighborhood and walk to work	Create an improved pedestrian experience in and around the hospital to encourage walking, and build upon the existing, limited culture of walking
Park system nearby	Improve connectivity to the parks through streetscape improvements
Tree canopies in the Westside area	Identify, preserve, and expand the presence of tree canopies on the BHC campus to provide shade during the warmer months
Strong mayor format of the City, current mayor is pro-development and pro-neighborhood	Include the Mayor in the process to garner his attention and buy-in on the project's vision so that he may assist wherever possible and appropriate

S	
Strengths	Capitalize
City of Pensacola	
Downtown Pensacola has a high level of pedestrian activity, which is a great local reference for a walkable neighborhood	Provide an excellent pedestrian experience that complements the growing culture of walkability in Pensacola
Heavy Pensacola Navy presence offers a potential user base	Understand and attempt to deliver unmet demands
Redevelopment of the Belmont-DeVilliers neighborhood exemplifies a blighted neighborhood in transition, signifying redevelopment momentum moving westward from the downtown	Redevelop the BHC area to affect change in the greater neighborhood to eventually create a synergistic relationship with development momentum moving westward
Quality and historical nature of North Hill's building stock	Break down the psychological boundaries that define Baptist campus to reach North Hill so the two areas will eventually be seen as one contiguous urban fabric

W	
Weaknesses	**Buttress**
Baptist Health Care Network & Downtown Campus	
Andrews Institute is not perceived as part of the main BHC Campus	Create opportunities for brand presence on main campus
Baptist Hospital's piecemeal development and lack of design identity	Utilize the BHC project to set new design and experience precedents
Sense of arrival is lacking	Improve the wayfinding system in and around the hospital
Gateways to Hospital are not well established	Improve the streetscape and wayfinding in and around identified access routes to better establish gateways
Lack of quality lunch options for BHC employees	Provide an improved mix of restaurant offerings to meet the demand of hospital employees and the surrounding communities
Sunshine Café is expensive and closes at 3pm	Create a more active and safe mixed-use neighborhood that encourages evening and weekend activity
BHC employees parking in undesignated locations	Improve wayfinding to mitigate the perceived disorganization of the current parking system
Wayfinding in and around the hospital is limited	Create and implement an improved wayfinding strategy that offers convenient access to the hospital

Appendix C: SWOT (cont'd)

W	
Weaknesses	**Buttress**
BHC area stigmatized by blight	Catalyze private investment in the greater Westside area through the BHC development
Not enough places to hold informal meetings	Create more gathering places in the public realm and within retail operations
Limited lunch break durations of Hospital employees	Explore possibility of lengthening or staggering lunch breaks to allow for more sustained, vibrant campus life
Lack of campus life	Create an environment that is inviting, vibrant, inclusive and connected
Long lines for valet service discouraging	Improve the parking experience to alleviate the need for valet
Lack of workforce/employee housing	Explore the potential for residential uses on and near the Baptist Campus
Hospital "back-of-house" operations infringing on public areas	Utilize the BHC project to better orient the hospital campus and designate proper back of house areas
Lack of "3rd places" or informal gathering spaces	Offer a diversity of quality uses that cater to the hospital and surrounding communities, creating a gathering place that is inclusive and vibrant
Lack of retail options after 5pm and on weekends	Create a 18-hour, 7-day environment that will cater to the demand of a variety of users
Limited retail competition in and around the BHC campus	Provide a greater diversity of quality uses within a vibrant environment
Lack of temporary lodging options for patients' families, visitors and visiting physicians in or around the BHC downtown campus	Explore the potential for a lodge or hotel that can address the needs of hospital visitors and the greater market surrounding the hospital
Westside Neighborhood	
Blight in neighborhood	Utilize the BHC project to revitalize the neighborhood by addressing various issues at the community, city and regional levels so as to meet the needs of multiple parties and encourage more development over time
Wayfinding in and around the hospital's surrounding community	Create and implement an overall wayfinding strategy that gives all users a sense of location and informs them of proximate uses in the neighborhood
Westside TIF has not generated any additional revenue since its adoption in 2007	Encourage decision makers to redefine their TIF baseline

W	
Weaknesses	**Buttress**
Lack of quality schools in the area	Catalyze the redevelopment of the community over the long-term with the BHC project to improve all aspects of the Westside neighborhood
20% of land uses in the Westside Development Area is categorized as "Vacant" (2007)	Improve the value of surrounding Westside properties by creating a vibrant, thriving environment for businesses and living at the BHC campus
Only 5.42% of the Westside's zoning is Mixed-Use (2007)	Collaborate with the City's Department of Planning to amend zoning for appropriate locations that can support mixed-use developments
Cervantes Street is a major dividing line in the Westside neighborhood	Catalyze development to the north and south on "E" Street
The Westside neighborhood is considered the hardest area to redevelop in Pensacola	Utilize BHC as an anchor use in the Westside neighborhood, catalyzing the area's redevelopment through the Hospital's expansion
Inconsistent streetlight network	Work with Gulf Power, the City and County to identify opportunities to improve the streetlight network around the BHC campus and the greater Westside area
BHC area riddled with shotgun houses and lack of consistency with housing quality	Introduce and encourage an attractive residential typology and begin to propagate throughout the area over time
Grocery options around the BHC area are only expensive (Ever'man) or of low quality (AC Groceries)	Explore the potential of including a proportionately sized market at the BHC site
Perception of Safety in neighborhood is poor	Create an environment conducive to a safe experience and provide a mix of quality uses to attract a critical mass of people
Inconsistent sidewalk network, no one knows where to focus efforts	Leverage BHC private investment by focusing streetscape improvement efforts on main access portals to new development
Pensacola	
Downtown Pensacola lacks residential density	Explore the potential for residential uses at the BHC site and begin to build a stronger diversity of residents and offerings
Demand for rental units by young professionals in downtown Pensacola	Create a supply of market-rate rental options at the BHC site to attract young professionals seeking to live near downtown
Negative population growth in Pensacola	Revitalize the Westside area through a catalytic BHC development, creating an improved overall environment for socioeconomic prosperity within Pensacola city limits

Appendix C: SWOT (cont'd)

O	
Opportunities	**Strategy**
Baptist Health Care Network & Downtown Campus	
Many employees buy lunch 5 times a week	Leverage this behavior pattern as demand for an improved diversity of retail uses
Kupfrian's Park history of the Hospital campus	Leverage this history to build an authentic identity for the BHC campus, contributing to the story of the hospital
Baptist Hospital is located within the Enterprise Zone	Identify initiatives and funding opportunities within the Enterprise Zone that may be applicable to the BHC project and apply
Towers Rx underperforming	Consider relocating and recasting Pharmacy use to new development
BHC Campus is geographically in the middle of many redevelopment efforts by both the City and County, yielding a variety of incentives and initiatives for redevelopment	Leverage the BHC site to utilize funding opportunities from both the City and County to catalyze development within the Westside neighborhood and beyond
Brownfield redevelopment opportunities	Examine BHC properties to indentify potential parcels qualified for brownfield redevelopment assistance from the Environmental Protection Agency and other organizations
BHC's proximity to Downtown	Create synergy between redevelopment areas, with the long-term expectation that the two urban fabrics will connect
Westside Neighborhood	
Both the City and County have a vested interest in improving the conditions of the Westside, Englewood and Brownsville neighborhoods	Target initiatives and incentives to both address City and County goals, and garner support from both entities to build and improve the BHC project site and surrounding area
Well kept, larger homes on "E" and "A" streets north of West Moreno Street	Enhance the corridors that connect to the Baptist neighborhood with wayfinding and streetscape improvements
Mixture of incomes and quality of housing in the Westside area	Galvanize the neighborhood by promoting neighborhood identity and new amenities
The Westpoint Heritage Neighborhood Association is not very active right now	Utilize the BHC project to galvanize and jump-start the Westpoint Heritage neighborhood association
City of Pensacola	
Habitat for Humanity and their recent focus on neighborhood revitalization	Identify opportunities to include Habitat for Humanity in improving the BHC area

O	
Opportunities	**Strategy**
Efforts to establish neighborhood identity by the City	Utilize the BHC project as an opportunity to create a neighborhood with the Hospital as the heart of the area
City and County interest in improving the streetscapes within their respective CRA areas	Target streetscape initiatives to improve the roadways and sidewalks leading up to and the hospital
City interest in connecting northern Pensacola to southern Pensacola	Utilize the BHC project as an opportunity to catalyze the revitalization of "E" Street and expand redevelopment momentum from the hospital down to the Pensacola waterfront
Mayor's objectives for (1) moving prosperity westward and (2) creating healthier communities	Help achieve both these goals with the BHC project
City's objective to connect north and south, and the County's objective to expand development north and west	Utilize the BHC project to achieve both these objectives
Public Utilities currently has in excess of 7,000 streetlights and is retrofitting existing lights with LEDs	Identify the opportunities for an improved streetlight network in and around the BHC site to collaborate with Gulf Power, City and County to strategically install more lighting in the Westside neighborhood
City Planning initiatives: Tree Fund Program, Sidewalk programs, multimodal transportation programs, wayfinding and signage programs	Identify and apply for applicable programs to help fund the BHC project and achieve the goals of the City
City Planning Department is comprehensively examining zoning framework to aid redevelopment opportunities	Examine and identify zoning conflicts that may inhibit the BHC from accomplishing its vision and goals, then develop a discourse with the Planning Department to resolve these issues
Recent amendments to City's permitted accessory uses that allow for retail to be developed with larger office or multi-family projects	Leverage these amendments and improve upon them to create a vibrant mixed-use project at BHC
Escambia County	
County interest in expanding redevelopment momentum from the downtown westward and to the north	Utilize the BHC project as an opportunity to expand redevelopment momentum into the Westside neighborhood
County would like to redevelop main roadways to ensure high level of walkability	Identify "E" Street as a main roadway and secure funding and buy-in from the county to improve it
County Programs: Local Option Sales Tax, Safe Walking School Program	Identify and apply for applicable programs to help fund the BHC project and achieve the goals of the County

Appendix C: SWOT (cont'd)

O	
Opportunities	**Strategy**
County CRA incentives: Commercial Façade Grant, Sign Improvement Grant, Enterprise Zone Grants, Neighborhood Sign Grant, Home Rehabilitation Programs, Enhanced Neighborhood Protection Zone, Neighborhood Restoration Program	Identify and apply for applicable programs to help fund the BHC project and achieve the goals of the County
HUD incentives: First-time home buyer program, housing rehabilitation, affordable housing, community development building grant (CDBG)	Identify and apply for applicable programs to help fund the BHC project and achieve the goals of the HUD
County CRA manages streetlighting in all its districts and has incurred some costs of operation to reduce crime	Work with City and County CRAs to achieve consensus on an approach to installing more streetlights in the Westside neighborhood, beginning with the BHC campus/project

T	
Threats	**Mitigation**
Westside Neighborhood	
High crime rates in the study area	Create a critical mass of people through a vibrant environment that operates 18-hours a day, ultimately reducing crime through the presence of people
Stormwater	Include stormwater management and mitigation efforts into the master plan for new development
Presence of abandoned and unsafe structures in the Westside area	Stimulate market demand by the creation of a walkable urban core
Commercial uses along Pace Boulevard are disappearing	Create a better economic climate through an enhanced mix of uses on the BHC site to improve the overall marketplace in the Westside area
City of Pensacola	
Competition from Sacred Heart	Rather than trying to dominate the Pensacola market, acknowledge that competition is good and focus on the downtown market
The retail strength of the "Cordova Triangle"	Create a district that complements and contrasts the Cordova Triangle by forging a stronger district in the Westside and downtown
Lack of funding for maintaining infrastructure improvements	Target infrastructure improvements that will enhance the commercial core and require minimal ongoing funding
Escambia County	
County focusing on redeveloping the Pace Boulevard Corridor	Demonstrate the benefits of targeted investment in a walkable core rather than in an arterial road that will require too much investment for limited benefit

Appendix D: Employee Survey Results

Question 1: At about what time do you most often do the following?

Answer Options	12:00 AM - 6:00 AM	7:00 AM - 12:00 PM	1:00 PM - 6:00 PM	7:00 PM - 12:00 AM	Response Count
Arrive at work	38	178	9	15	240
Leave work	30	14	165	30	239
Take your longest break of the work day/ night (e.g. lunch/dinner)	20	143	64	0	227

Question 2: Please indicate the approximate number of times PER MONTH that you currently do the following?

Answer Options	Never	Between 1 & 5 times	Between 6 & 10 times	Between 11 & 20 times	More than 20 times	Response Count
Eat lunch on BHC Campus	20	64	16	55	47	202
Eat breakfast on BHC Campus	82	73	18	8	15	196
Have a drink after work with friends or colleagues	134	58	6	1	0	199
Eat dinner out before arriving home	85	79	25	9	2	200

Question 3: Please rate the most important factor when deciding where to eat a meal on the BHC Campus?

Answer Options	Extremely Important	Very Important	Somewhat Important	Not Important	Rating Average	Response Count
Location/Convenience	118	52	17	6	3.46	193
Anticipated expense (cost)	107	52	34	3	3.34	196
Menu or product list	103	71	20	2	3.40	196
Payroll Deduction availability	51	40	34	69	2.38	194

Question 4: Where do you prefer the following services to be located?

Answer Options	Close to home	Close to work	Along your commute	Other	Response Count
Dry cleaning	87	30	59	20	196
Your children's day care or school	65	30	29	51	175
Your primary bank or credit union	77	73	45	6	201
Your primary pharmacist	73	96	31	2	202
Your primary grocery store	141	16	41	2	200
Your favorite cafe or coffee shop	67	62	46	19	194
Your favorite place to meet friends or colleagues after work	61	46	53	34	194
If you selected "other" please clarify					57

Question 5: Please rate your likelihood of using the following retail establishments on a regular basis (at least once a week) if they were located on the BHC Campus.

Answer Options	Not likely at all	Somewhat likely	Very likely	Extremely likely	N/A	Rating Average	Response Count
Scrub/Uniform Store	73	29	25	33	36	2.11	196
Clothing and Accessories	87	59	39	12	3	1.88	200
Florist	79	73	28	10	7	1.84	197
Standard Retail Merchandise (e.g., books, sports equipment)	78	62	40	13	4	1.94	197
Personal Services (i.e. Hair Cut, Manicure, Massage)	80	52	47	21	3	2.05	203
Neighborhood Conveniences and Services	53	61	50	31	4	2.30	199
Sit-Down Restaurant or Bar	42	62	63	29	4	2.40	200
Bank or Credit Union	42	49	52	55	2	2.61	200
Gym/Workout Facility	40	47	47	64	4	2.68	202
Delivery Food	33	53	65	46	3	2.63	200
General Store/ Convenience Market	30	53	74	41	3	2.64	201
Café/Coffee Shop	23	56	54	63	3	2.80	199
Fast-Food/Take-Out	22	54	72	53	2	2.78	203
Pharmacy	18	52	49	77	5	2.94	201

Appendix D: Employee Survey Results (cont'd)

Question 6: Please describe how the following amenities would impact your BHC campus experience.

Answer Options	Don't know	Negatively impact	No impact	Some positive impact	Very positive impact	Response Count
Improved sidewalks	6	0	25	61	106	198
Improved streetlighting	1	0	12	53	134	200
Outdoor shaded seating areas	3	1	24	72	102	202
A cluster of shops and restaurants	1	3	23	72	102	201
A day care center	21	1	96	29	50	197
A gym or workout facility	8	1	37	62	94	202

Question 7: What is your gender?

Answer Options	Response Percent	Response Count
Female	76.0%	152
Male	24.0%	48

Question 8: Which of the following best describes your age range?

Answer Options	Response Percent	Response Count
18-25	3.4%	7
26-34	13.3%	27
35-45	27.6%	56
46-60	46.3%	94
over 60	9.4%	19

Question 9: Which of the following best describes your job function?

Answer Options	Response Percent	Response Count
Clinician or Physician	4.0%	7
Nursing	22.6%	40
Technician	12.4%	22
Hospital Administration/Management	59.3%	105
Custodial	0.0%	0
Food/Beverage	1.7%	3
Other (please specify)		26

Appendix E: Visitor Survey Results

Question 1: Have you utilized the following retail establishments on Baptist Campus on this or any previous visit, and if so, how would you rate your experience?							
Answer Options	**Did not use**	**Poor**	**Fair**	**Average**	**Good**	**Excellent**	**Response Count**
Cafeteria	30	1	5	10	34	16	96
Subway	35	1	1	9	30	20	96
Vending Machine	38	2	2	14	29	10	95
Coffee Shop	60	1	1	7	12	15	96
Tower Pharmacy	66	0	0	1	12	16	95
Gift shop	68	0	0	3	11	13	95
Sunshine Café	85	0	0	0	2	9	96

Question 2: How important were the following factors in deciding where to eat a meal on Baptist Campus?					
Answer Options	**N/A**	**Not Important**	**Somewhat Important**	**Very Important**	**Response Count**
Location/Convenience	21	11	25	35	92
Anticipated expense (cost)	20	9	39	24	92
Menu or product list	21	13	25	32	91

Question 3: How important were the following factors in deciding where to shop for non-food items on Baptist Campus?					
Answer Options	**N/A**	**Not Important**	**Somewhat Important**	**Very Important**	**Response Count**
Location/Convenience	50	5	20	17	92
Anticipated expense (cost)	50	7	13	22	92
Menu or product list	52	4	12	23	91

Appendix E: Visitor Survey Results (cont'd)

Question 4: Baptist is considering creating a walkable, mixed-use retail environment just across the street from the hospital that would include small shops, eateries, and some daily conveniences, along with an outdoor public space with benches, shade trees, and green space. How do you think this type of addition would impact the overall campus experience?

Answer Options	Response Percent	Response Count
Don't Know	5.2%	5
Negatively	1.0%	1
No impact	3.1%	3
Slightly improve	15.6%	15
Greatly improve	75.0%	72

Question 5: When visiting the Baptist Campus, how likely would you be to visit the following retail types if they existed?

Answer Options	Not likely	Somewhat likely	Very Likely	Definitely	Response Count
Fast-food/take-out	15	11	35	32	93
Sit-down restaurant or bar	16	21	30	27	94
Drug store or pharmacy	28	18	26	21	93
Neighborhood conveniences and services	32	21	22	18	93
Florist	34	24	18	16	92
Delivery food	36	8	22	27	93
Standard retail merchandise	36	29	10	18	93
Clothing/Accessories/Gifts	44	22	14	11	91
Personal services (e.g. hair cut, mani/pedi)	62	17	8	5	92

Question 6: Specifically, what other types of retail establishments do you think that Baptist is currently lacking? (n/a or irrelevant answers excluded)	
Answer Options	**Response Count**
Fast Food	14
Food Diversity	5
Convenience Store	4
Restaurant	4
Better Gift Shop	3
Clothing Stores	2
Doughnut Shop	2
Florist	2
Gift Store Options	2
Ice Cream	2
Library	2
Delivery	1
Drug Store	1
Dry Cleaning	1
Eating Places	1
Cold Cut Stand	1
Fresh Veggies	1
General Store	1
Hardees	1
Religion Retail	1
Sandwich Shop	1
Shops	1
Sweet Shop	1
Smoothie King	1

Appendix E: Visitor Survey Results (cont'd)

Question 7: Approximately how much do you spend on non-medical items and goods per visit (or per day if multi-day patient) to the Baptist Campus?		
Answer Options	**Response Percent**	**Response Count**
More than $40	5.4%	5
$30 > $40	7.6%	7
$20 > $30	10.9%	10
$10 > $20	23.9%	22
$0 > $10	17.4%	16
none	34.8%	32

Question 8: If lodging (hotel/motel) existed on or adjacent to the Baptist Campus, how likely would you, or someone close to you, be to utilize it on a future visit under similar circumstances?		
Answer Options	**Response Percent**	**Response Count**
Impossible	7.6%	7
Not likely	44.6%	41
Somewhat likely	22.8%	21
Very Likely	16.3%	15
Definitely	8.7%	8

Question 9: What is your gender?		
Answer Options	**Response Percent**	**Response Count**
Female	69.6%	64
Male	30.4%	28

Question 10: What is your age?		
Answer Options	**Response Percent**	**Response Count**
under 18	1.1%	1
18-24	3.3%	3
25-44	17.8%	16
45-54	24.4%	22
55-64	28.9%	26
Over 64	24.4%	22

Appendix F: Patient Survey Results

Question 1: Have you utilized the following retail establishments on Baptist Campus on this or any previous visit, and if so, how would you rate your experience?

Answer Options	Did not use	Poor	Fair	Average	Good	Excellent	Response Count
Cafeteria	38	1	0	5	17	6	67
Coffee Shop	47	0	1	2	10	6	66
Subway	46	0	0	5	9	6	66
Gift shop	45	0	1	4	5	9	64
Sunshine Café	56	0	2	0	2	5	65
Tower Pharmacy	47	0	0	1	10	8	66
Vending Machine	48	0	1	5	7	3	64

Question 2: How important were the following factors in deciding where to eat a meal on Baptist Campus?

Answer Options	N/A	Not Important	Somewhat Important	Very Important	Response Count
Location/Convenience	26	2	13	26	67
Anticipated expense (cost)	26	7	19	15	67
Menu or product list	26	5	15	21	67

Question 3: How important were the following factors in deciding where to shop for non-food items on Baptist Campus?

Answer Options	N/A	Not Important	Somewhat Important	Very Important	Response Count
Location/Convenience	32	5	10	17	64
Anticipated expense (cost)	34	3	11	15	63
Menu or product list	32	2	15	14	63

Question 4: Baptist is considering creating a walkable, mixed-use retail environment just across the street from the hospital that would include small shops, eateries, and some daily conveniences, along with an outdoor public space with benches, shade trees, and green space. How do you think this type of addition would impact the overall campus experience?

Answer Options	Response Percent	Response Count
Don't Know	6.1%	4
Negatively	0.0%	0
No impact	4.5%	3
Slightly improve	16.7%	11
Greatly improve	72.7%	48

Question 5: When visiting the Baptist Campus, how likely would you be to visit the following retail types if they existed?

Answer Options	Not likely	Somewhat likely	Very Likely	Definitely	Response Count
Sit-down restaurant or bar	16	15	21	15	67
Fast-food/take-out	16	11	22	18	67
Delivery food	21	12	11	23	67
Clothing/Accessories/Gifts	31	15	14	7	67
Florist	17	21	15	13	66
Standard retail merchandise (e.g., books, sports equipment)	22	12	15	18	67
Personal services (e.g. hair cut, mani/pedi, tanning salon, massage)	39	8	4	15	66
Drug store or pharmacy	15	17	20	14	66
Neighborhood conveniences and services (e.g., dry cleaner, print shop, general store)	26	14	12	14	66

Question 6: Approximately how much do you spend on non-medical items and goods per visit (or per day if multi-day patient) at the Baptist Campus?		
Answer Options	**Response Percent**	**Response Count**
More than $40	9.4%	6
$30 > $40	10.9%	7
$20 > $30	7.8%	5
$10 > $20	23.4%	15
$0 > $10	9.4%	6
none	39.1%	25

Question 7: If lodging (hotel/motel) existed on or adjacent to the Baptist Campus, how likely would you, or someone close to you, be to utilize it on a future visit under similar circumstances?		
Answer Options	**Response Percent**	**Response Count**
Impossible	10.6%	7
Not likely	34.8%	23
Somewhat likely	15.2%	10
Very Likely	24.2%	16
Definitely	15.2%	10

Question 8: What is your gender?		
Answer Options	**Response Percent**	**Response Count**
Female	44.6%	29
Male	55.4%	36

Question 9: What is your age?		
Answer Options	**Response Percent**	**Response Count**
under 18	1.5%	1
18-24	0.0%	0
25-44	10.4%	7
45-54	17.9%	12
55-64	34.3%	23
Over 64	35.8%	24

Appendix G.1: Zone A Employee Information

Business-Facts: Workplace Population 2014

Polygon 1: BAPTIST HOSPITAL PLANNING, Total

Business Description	Total Establishment	Total Employees	Employees Per Establishment
Total Businesses	266	6,579	25
Private Sector	230	3,710	16
Public Administration	32	2,853	90
Agriculture, Forestry, Fishing and Hunting	1	3	5
Mining, Quarrying, and Oil and Gas Extraction	0	0	0
Utilities	0	3	12
Construction	13	138	10
Manufacturing	5	123	25
Wholesale Trade	7	90	13
Transportation and Warehousing	3	244	81
Information	1	24	17
Real Estate and Rental and Leasing	5	67	15
Professional, Scientific, and Technical Services	12	68	6
Management of Companies and Enterprises	0	0	0
Administrative,Support,Waste Mgmt remediation Services	9	112	12
Educational Services	7	283	39
Healthcare and Social Assistance	69	1,734	25
Arts, Entertainment, and Recreation	4	147	37
Retail Trade	26	250	10
Motor Vehicle and Parts Dealers	5	34	8

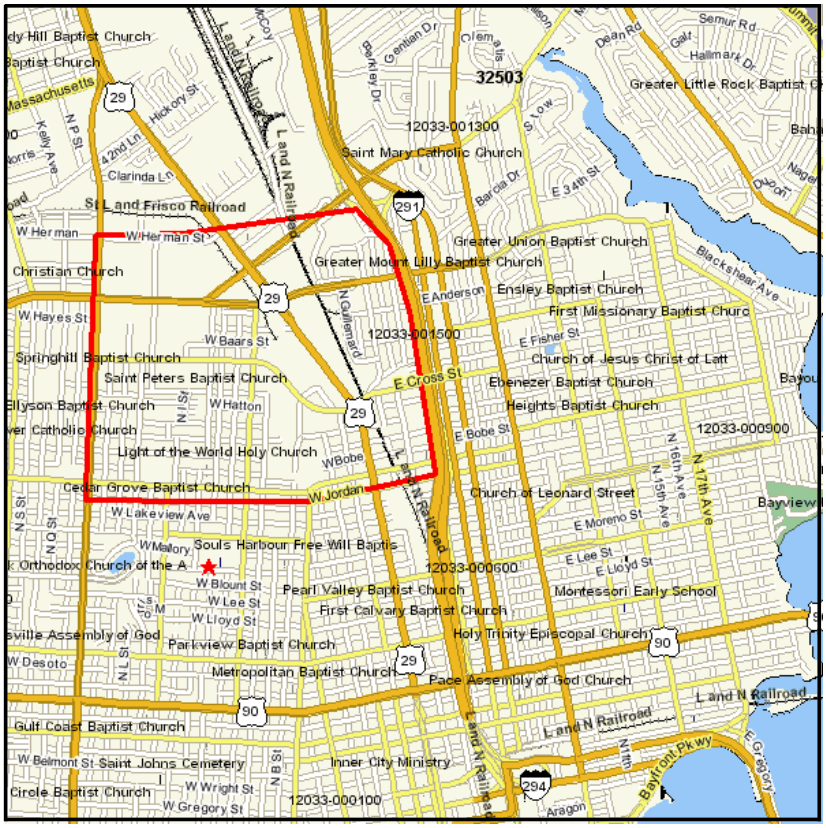
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Prepared For:

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Area Map



BAPTIST HOSPITAL PLANNING,
1000 W MORENO ST
PENSACOLA,FL 32501-2316
Coord: 30.428810, -87.231966
Polygon - See Appendix for Points

Legend
- Point
- Interstate Highways
- US Highways
- State Highways
- Major Highways
- Major Roads
- Roads
- Railroads
- Landmarks
- Parks
- Hydrography
- Airports
- Block Groups
- Tracts
- MCD
- Area Zip Codes
- YPD
- County

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Appendix G.2: Zone B.1 Employee Information

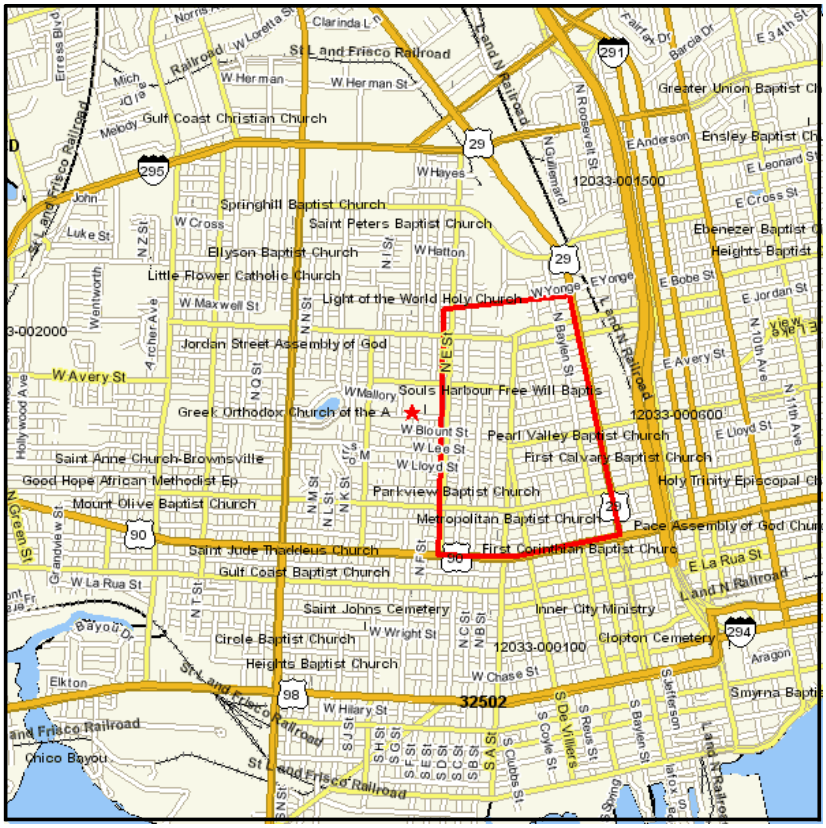
Business-Facts: Workplace Population 2014

Polygon 1: BAPTIST WILKINS 2, Total

Business Description	Total Establishment	Total Employees	Employees Per Establishment
Total Businesses	243	2,414	10
Private Sector	226	2,232	10
Public Administration	4	160	37
Agriculture, Forestry, Fishing and Hunting	0	1	7
Mining, Quarrying, and Oil and Gas Extraction	0	0	0
Utilities	0	2	12
Construction	45	207	5
Manufacturing	2	303	171
Wholesale Trade	6	36	6
Transportation and Warehousing	4	109	26
Information	3	19	6
Real Estate and Rental and Leasing	8	18	2
Professional, Scientific, and Technical Services	32	137	4
Management of Companies and Enterprises	0	0	0
Administrative,Support,Waste Mgmt remediation Services	18	81	5
Educational Services	0	23	59
Healthcare and Social Assistance	57	1,077	19
Arts, Entertainment, and Recreation	1	6	6
Retail Trade	21	92	4
Motor Vehicle and Parts Dealers	1	8	6

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Area Map



BAPTIST WILKINS 2,
1000 W MORENO ST
PENSACOLA,FL 32501-2316
Coord: 30.428810, -87.231966
Polygon - See Appendix for Points

Legend
- Point
- Interstate Highways
- US Highways
- State Highways
- Major Highways
- Major Roads
- Roads
- Railroads
- Landmarks
- Parks
- Hydrography
- Airports
- Block Groups
- Tracts
- MCD
- Area Zip Codes
- YPD
- County

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Appendix G.3: Zone B.2 Employee Information

Business-Facts: Workplace Population 2014

Polygon 1: BAPTIST WILKINS 3, Total

Business Description	Total Establishment	Total Employees	Employees Per Establishment
Total Businesses	289	2,780	10
Private Sector	262	2,186	8
Public Administration	24	552	23
Agriculture, Forestry, Fishing and Hunting	0	0	0
Mining, Quarrying, and Oil and Gas Extraction	0	0	0
Utilities	0	21	58
Construction	10	56	6
Manufacturing	5	49	11
Wholesale Trade	3	26	8
Transportation and Warehousing	2	7	5
Information	6	164	29
Real Estate and Rental and Leasing	9	161	18
Professional, Scientific, and Technical Services	117	550	5
Management of Companies and Enterprises	0	0	0
Administrative,Support,Waste Mgmt remediation Services	8	72	9
Educational Services	4	49	11
Healthcare and Social Assistance	15	249	16
Arts, Entertainment, and Recreation	4	31	8
Retail Trade	16	107	7
Motor Vehicle and Parts Dealers	0	2	4

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Prepared On: Wed Jul 23, 2014 Page 1 Of 4

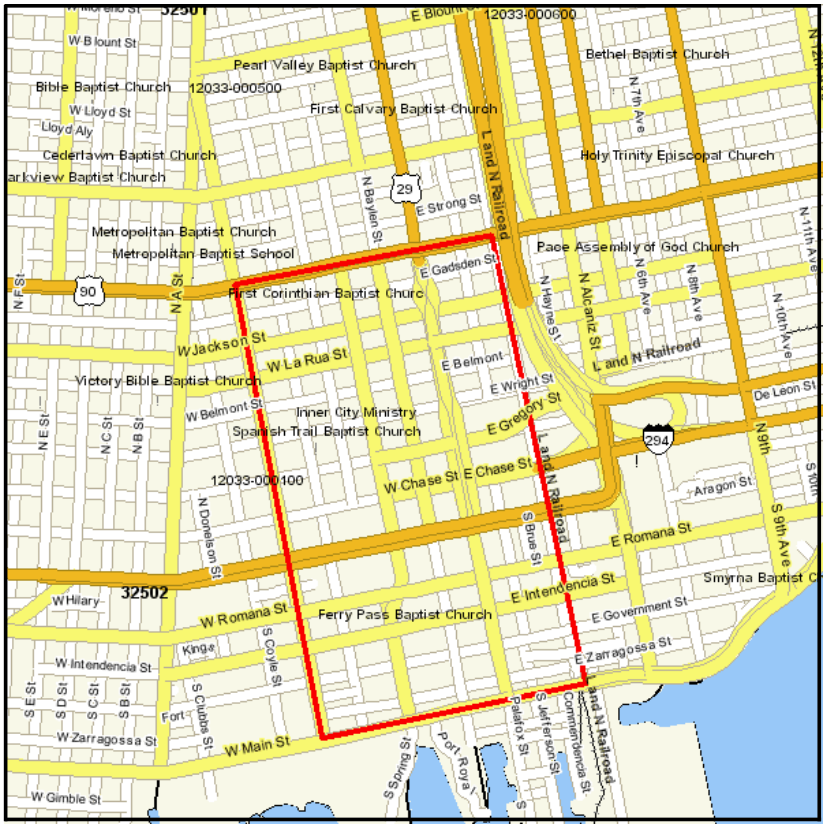
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Area Map



BAPTIST WILKINS 3,
1000 W MORENO ST
PENSACOLA,FL 32501-2316
Coord: 30.428810, -87.231966
Polygon - See Appendix for Points

Legend
- Point
- Interstate Highways
- US Highways
- State Highways
- Major Highways
- Major Roads
- Roads
- Railroads
- Landmarks
- Parks
- Hydrography
- Airports
- Block Groups
- Tracts
- MCD
- Area Zip Codes
- YPD
- County

0 miles 0.17 0.35

N W E S

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LiveWork
LearnPlay

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West Moreno District

Reconnaissance & Strategic Assessment

September 2014

ATTACHMENT E

West Moreno District Development Plan & Implementation Strategy (2016)







DRAFT





LiveWorkLearnPlay

West Moreno District

Pensacola, Florida

Development Plan & Implementation Strategy

December 2016

ESCAMBIA COUNTY FLORIDA

BAPTIST HEALTH CARE

The City of PENSACOLA



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6. **Budgeting & Economic Impact** **p. 68**
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Executive Summary

Executive Summary

Project Goals & Context

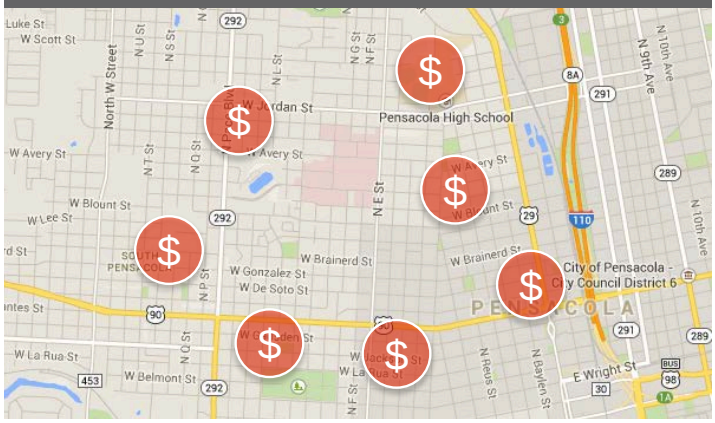
In 2014, Baptist Health Care ('BHC' or 'Baptist'), the City of Pensacola ('CoP' or the 'City'), and Escambia County ('EC' or the 'County') engaged Live Work Learn Play ('LWLP') to produce a Reconnaissance and Strategic Assessment report. The report proposed a vision to redevelop an underutilized two-block site at the corner of West Moreno Street and E Street, into a mixed-use neighborhood center that would create much-needed gathering space and amenities for Baptist Hospital and the surrounding community, while catalyzing a broader resurgence of Pensacola's west side, LWLP was reengaged in 2015 to refine this vision into a detailed plan by deeply exploring and defining the opportunity for moving forward with the project and revitalization effort, in pursuit of the collective and individual goals of the parties.

The result of this second phase of work is this Development Plan and Implementation Strategy report, which summarizes the recommended physical planning, development options and feasibility to help realize this potentially transformative redevelopment initiative for the area now being referred to as the West Moreno District. This report was developed through the refinement of a development program that takes into account the needs expressed by all parties and the broader community, the physical articulation of a master plan in conjunction with a world renowned master-planning firm, as well as a preliminary budgeting and costing exercise. This entire plan and strategy was developed in response to, and informed by feedback from, a robust stakeholder outreach and community engagement process that ongoing throughout the creation of this report.

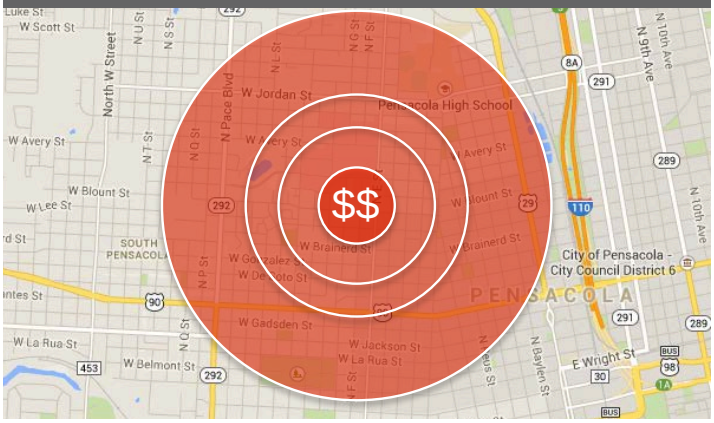
Focused Westside Investment

One of the desired outcomes of this report, which underpins the project and related initiatives, is to highlight the need for a concerted, targeted public and private investment strategy for Pensacola's Westside, to begin reversing decades of disinvestment in the area and the neighborhood deterioration that has resulted. Following the successes of major investments in Downtown Pensacola in recent years, this project presents the opportunity to make a strategic investment, in concert with BHC (the major private sector economic and employment anchor in the area,) to achieve appreciable change. But this will require prioritizing, focusing and coordinating CoP and EC resources (financial and otherwise) within the targeted geography of this project to be effective.

Before: Dispersed Investment



Recommended: Focused Investment

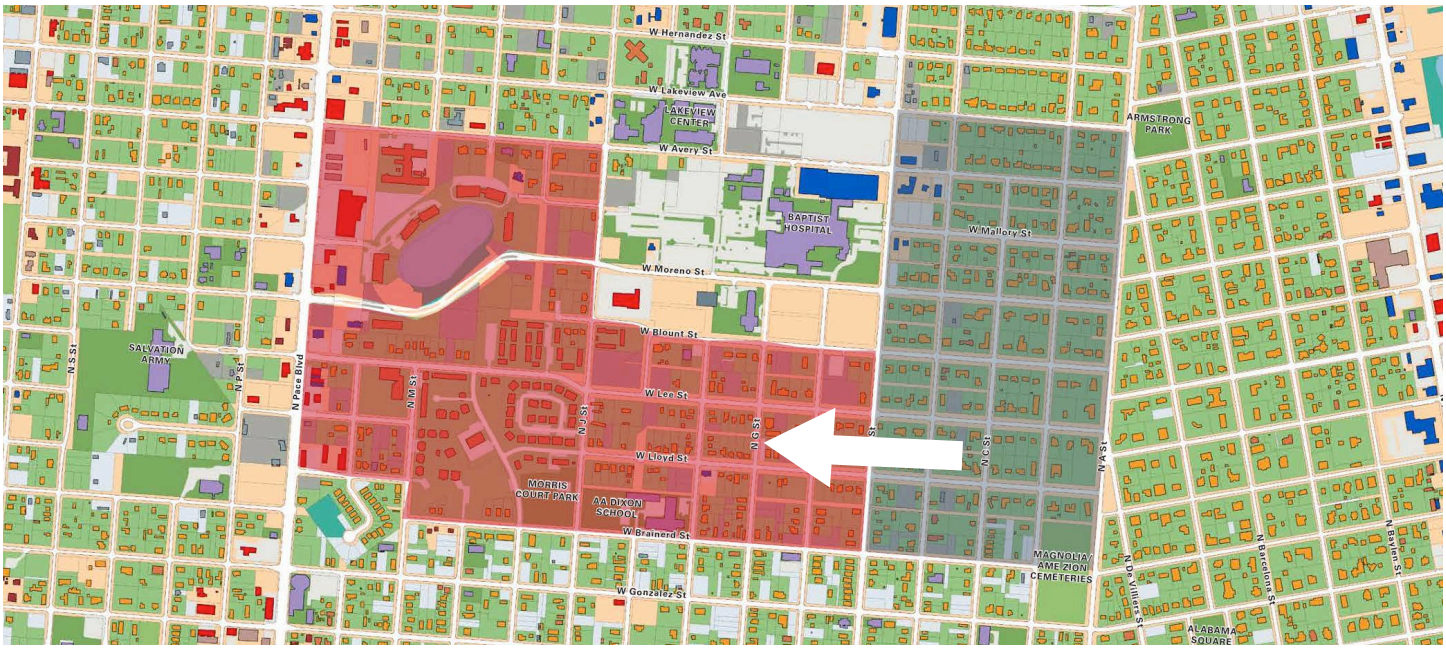


Stretching Prosperity Westward, Across E Street

At the district level, E Street is a visible dividing line, with a significant discrepancy east and west of the comparative levels of blight and general upkeep of the housing stock and neighborhood character. The neighborhood improvement strategy thus has two important goals aimed at correcting this imbalance:

1. Stop any additional deterioration of the neighborhood and halt the progression of blight from further spreading eastward
2. Move prosperity westward, by making a significant and visible investment west of E Street that will start to positively improve and create value for that neighborhood and its surroundings – change that can reverberate out over time

Successful realization of these goals would yield tremendous compound benefits for the City, County and Baptist Health Care and the communities they each serve and represent in the area.



Site Context & Issues to Address

The specific development program and recommendations provided in this report were also informed by the subject site's urban context within Pensacola. The site is not located along a major commercial corridor, meaning any commercial amenities must stand on their own economically, and it sits in a primarily residential neighborhood that has experienced significant blight, as evidenced by the concentration of vacant and dilapidated properties in the area. The recommendations also include specific measures to target issues affecting both the subject site and the surrounding area, including the notable state of disrepair of public infrastructure, and a lack of public realm elements that create a livable and attractive neighborhood. Specifically, there are several major elements that are either broken or lacking in the neighborhood and that the proposed strategy directly addresses:

What's Broken

- Inconsistent & Incomplete Streetscapes
- Vacant Land & Dilapidated Housing
- Ad-Hoc Stormwater Management
- Flooding

What's Missing

- Retail & Restaurant Amenities
- Quality Public Space
- Green Space & Recreational Amenities

Recommended Redevelopment Program

The program components that form part of the strategy incorporate improvements to the neighborhood through new vertical development (built-form), and improvements to the public realm. The common goal is to improve the quality of the "place" and overall neighborhood experience, attracting different user groups to the site by fulfilling their needs and creating a diversity of reasons for varied people to spend time and money there.

Built Form

A mixed-use professional office building with commercial amenities activating the ground floor is proposed as the major private investment component of the redevelopment program:



Office

Based on internal analysis, BHC has identified the need for approximately 43,830 square feet of professional office space to accommodate various administrative functions, which would be relocated from their existing medical office buildings in order to liberate that space for clinical use.



Retail

Based on a Commercial Economic Study ('CES') conducted by LWLP that estimated the potential economy of spending to support commercial development, it is estimated that the project could eventually support up to 17,000 square feet of commercial space over time. This is intended to provide the hospital employee, patient, and visitor populations, as well as community residents, with improved retail amenities and eating options.

While currently envisioned as professional office space, the program of the upper-storey space could vary based on evolving BHC needs, but the ground-level retail program is essential to maintain in any vertical development in order to generate visible economy and activity while providing desired commercial amenities.

Public Realm

Based on conversations with the CoP Departments of Public Works & Facilities, and Parks & Recreation, along with other community stakeholders and subject matter experts, the plan proposes a series of public realm improvements to address a diversity of neighborhood challenges and issues previously identified:



New community park and green space to serve as a safe, beautiful, central gathering place and recreational space that encourages a healthy lifestyle, while also serving as a functional piece of neighborhood stormwater management infrastructure. The park program incorporates:

- New stormwater management ponds that address flooding issues in an aesthetic manner while also acting as a public amenity integrated the park
- Trees and landscaping with walking/running trails and seating
- Children's play amenities and recreational field facilities
- A community garden with educational programs for local students and residents, and to provide produce to the Baptist Hospital food-service program and the restaurants in the project



Public plaza space outside the mixed-use office building to provide comfortable and inviting space for users of the ground floor retail and restaurants, upper floor office, the hospital, and the wider community

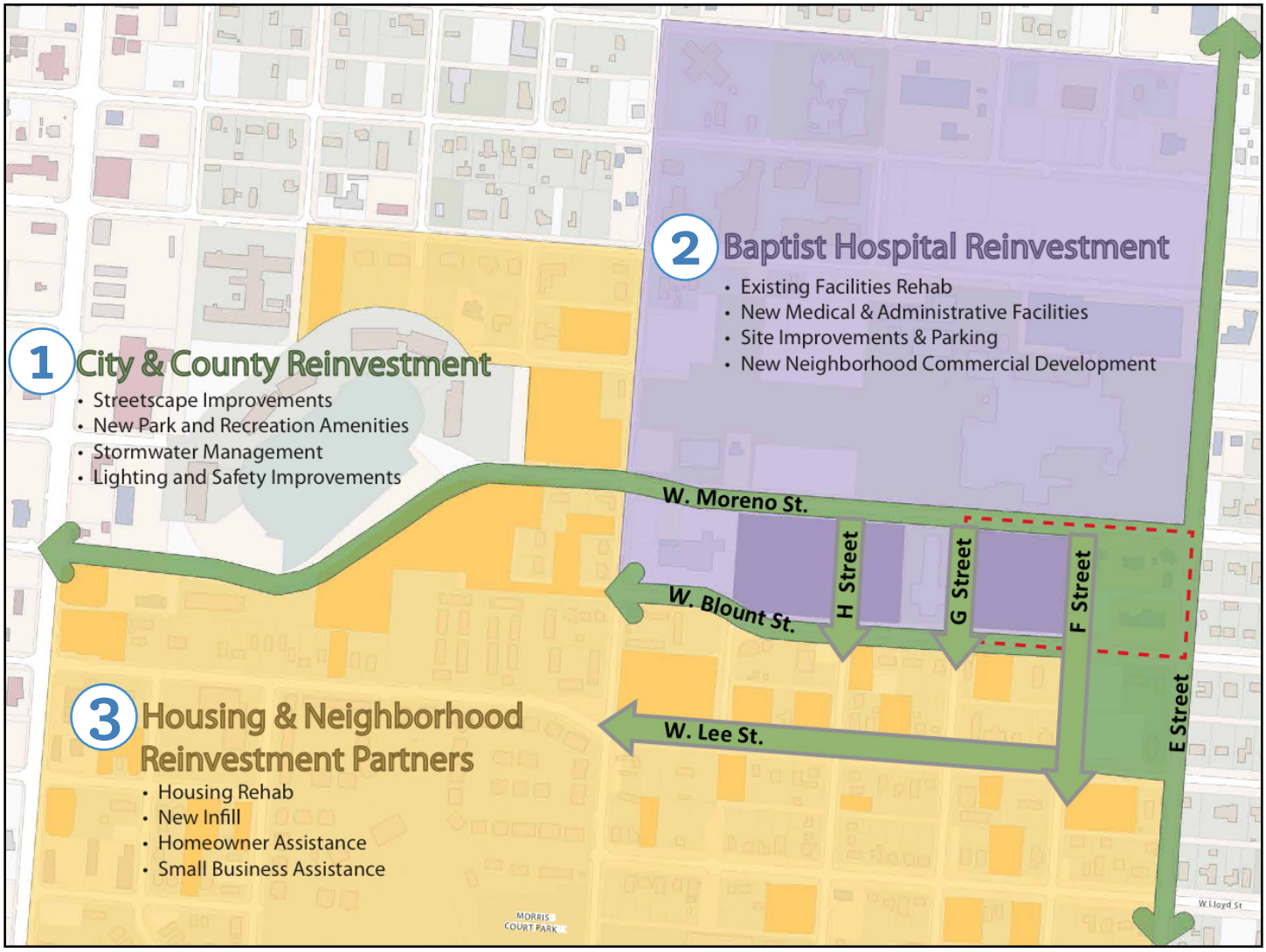
Public Realm (cont'd)


Streetscape Improvements

A series of streetscape improvements, including new sidewalks, landscaping and lighting, along targeted streets surrounding the hospital, the new building, the park, and proximate residential properties, that will enhance pedestrian connections and experience, feelings of safety, and parking options

3-Part Reinvestment Strategy

In order to implement the project program previously summarized in a way that will generate the greatest impact, a concerted, public and private effort comprised of three major parties – each with individual reinvestment responsibilities – will be required. BHC has a responsibility, pursuant to its business needs, to reinvest in and improve its campus and engage in responsible redevelopment activity, as it has committed to doing. The CoP and EC must invest in improving the public infrastructure in the area in order to send a strong message regarding their long-term commitment to the westside communities, and set the stage for neighborhood improvement and broader revitalization to occur. And finally, local housing authorities, alongside future private investment partners, will be needed to implement the housing strategy recommendations outlined in this report.



Executive Summary (cont'd)

Master Plan

The proposed Master Plan, summarized below and then articulated in further detail, integrates the proposed development program and strategic direction in a manner that achieves the project's stated neighborhood improvement objectives and sets the stage for broader revitalization to occur over time. The four principal components of this master plan will require the action of private and public actors to fully achieve the plan's intended goals, and are summarized below.

Illustrative Master Plan



1 Mixed-Use Office Building

2 Community Park & Stormwater Improvements

3 Targeted Infill Housing & Rehab

4 Streetscape Improvements

To enable to creation of the proposed public park which sits at the foundation of the overall strategy proposed, Baptist would be willing to provide 2.44 acres of its most visible land for public use in perpetuity.

In the event of phased implementation of the proposed public improvements due to budgetary constraints, the park and surrounding streets, should be prioritized for initial investment.

New Professional Mixed-Use Office Building

Overview

The mixed-use office building is conceived as a 3-storey structure, with Baptist professional office space on the 2nd and 3rd floors, as well as a portion of the ground floor. The ground floor space fronting West Moreno is envisioned to comprise retail offerings that include a mixture of food services, daily services and amenities along with general and health and wellness retail offerings, all to serve the diversity of identified end-users from Baptist Hospital and the community. A promenade runs along West Moreno connecting pedestrians to the park.

Floor	Net Retail	Net Professional Office	Core, Circulation, Exterior Walls	Total
1	14,100	3,400	4,950	22,450
2	--	19,295	3,155	22,450
3	--	19,295	3,155	22,450
Total	14,100	41,990	11,260	67,350
Parking Required		167 (Professional Office Only)		
		Surface	On-Street	Total
Parking Provided		99	154	253





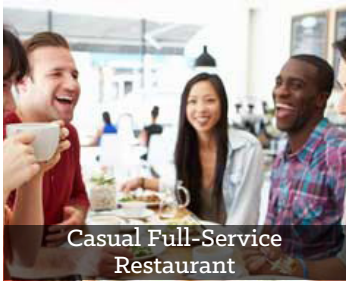
1. Baptist Professional Office Space
2. Moreno Promenade
3. Public Plaza Facing Park
4. Retail/Restaurant Services & Amenities **(see below)**

Preliminary Ground-Level Commercial Program


Medical Retail


Coffee Shop


Fitness Concept


Casual Full-Service Restaurant



Grab'n'Go Meals & Convenience Store


Flower & Gift Shop


Ice Cream & Treats


All-Day Diner

Master Plan (cont'd)

Community Park

This new proposed community park with a major water feature, addresses and responds to the key program and strategic direction, By combining Baptist and City-controlled lands, a ~4 acre park can be interconnected and integrated across three city blocks, integrating wet and dry stormwater ponds surrounded by green space, recreational facilities, and all landscaped into an important community amenity. Its location also creates a compelling sense of arrival to the district and a strong, visible signal of reinvestment into the neighborhood.









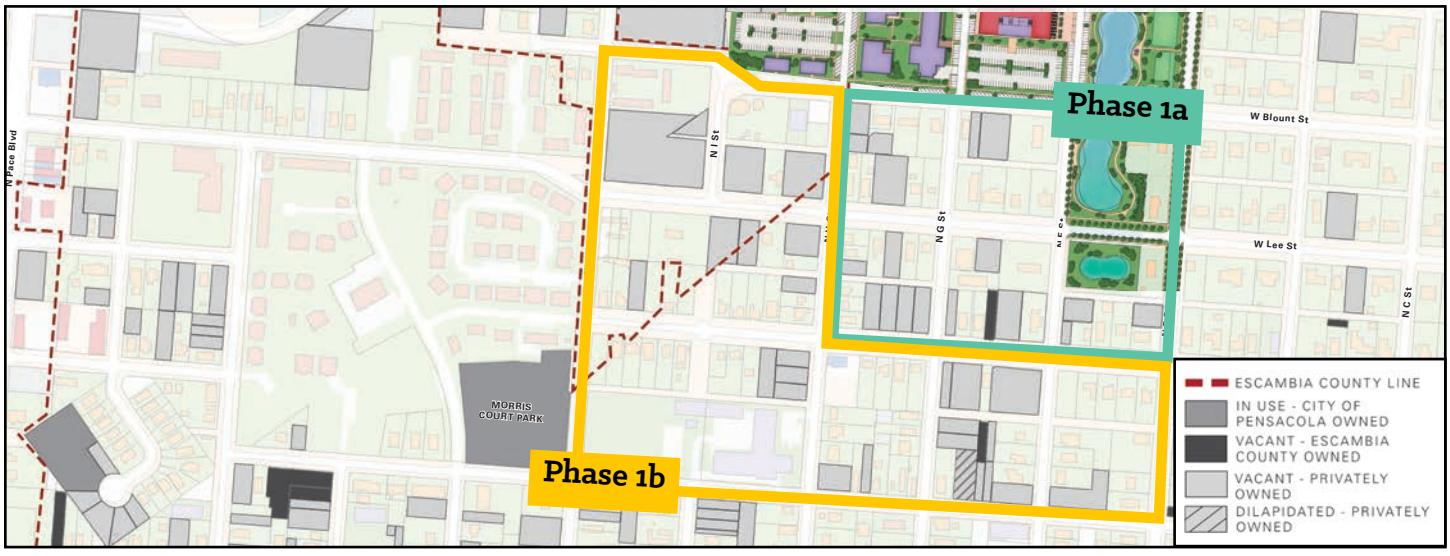






Targeted Infill Housing

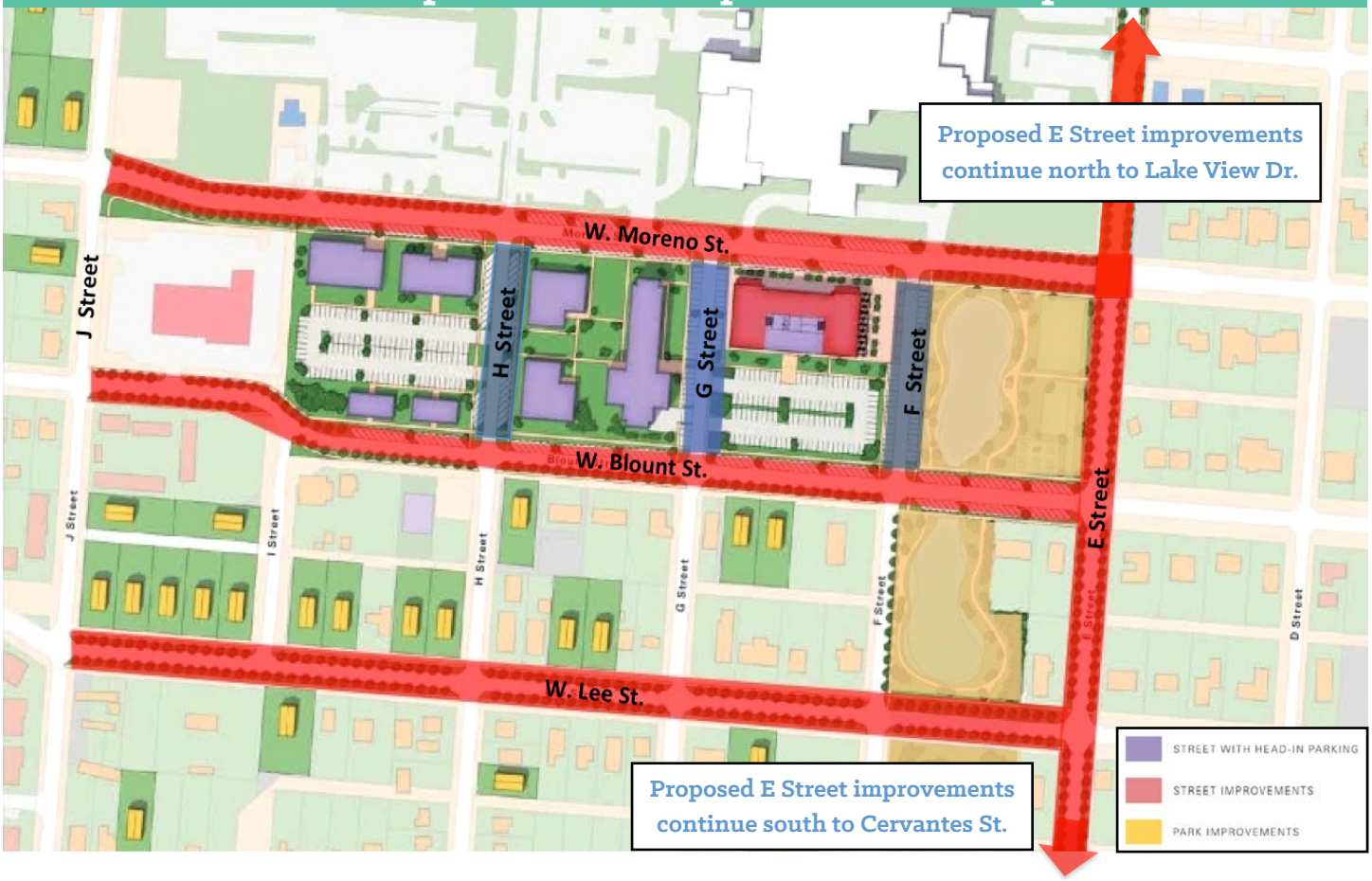
There are a significant number of vacant and dilapidated properties in the neighborhood surrounding the project, the majority of which are privately owned. A proactive, targeted and concerted, long-term effort is required by public housing authorities at all levels of government, likely in collaboration with private sector partners, to develop or re-development some of these properties in a phased manner, starting in a focused geographic area immediately surrounding the project:



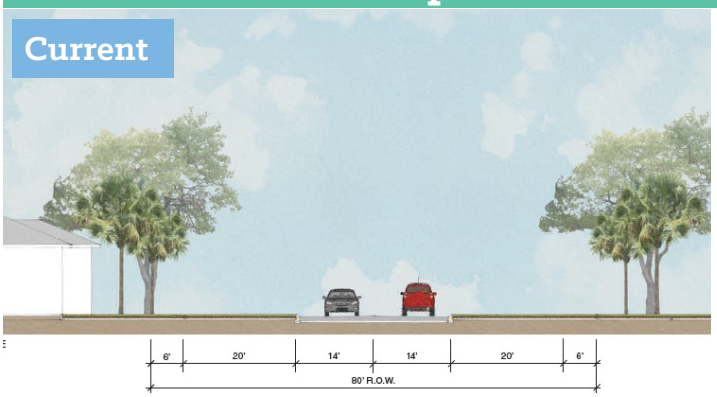
Streetscape Improvements

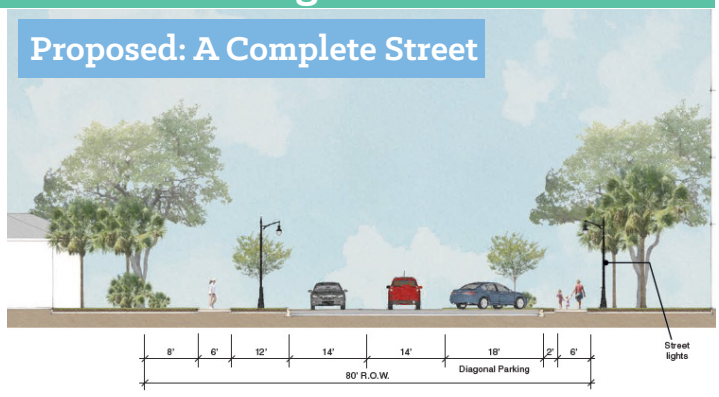
Wholesale improvements to the streetscapes along key neighborhood corridors as well as connective streets within the grid are essential to the plan. These include rebuilding streets with appropriate lighting, landscaping, sidewalks, parking, vehicular lanes and subsurface infrastructure, all within the existing public right-of-way, in order to improve pedestrian connections and beautify the overall neighborhood experience. The ultimate goal is to create an interconnected grid of true "Complete Streets", beginning with the streets highlighted in the map below. An example of a proposed intervention is also illustrated.

Overview of Proposed Streetscape & Corridor Improvements



Example: Blount Street Section Diagrams

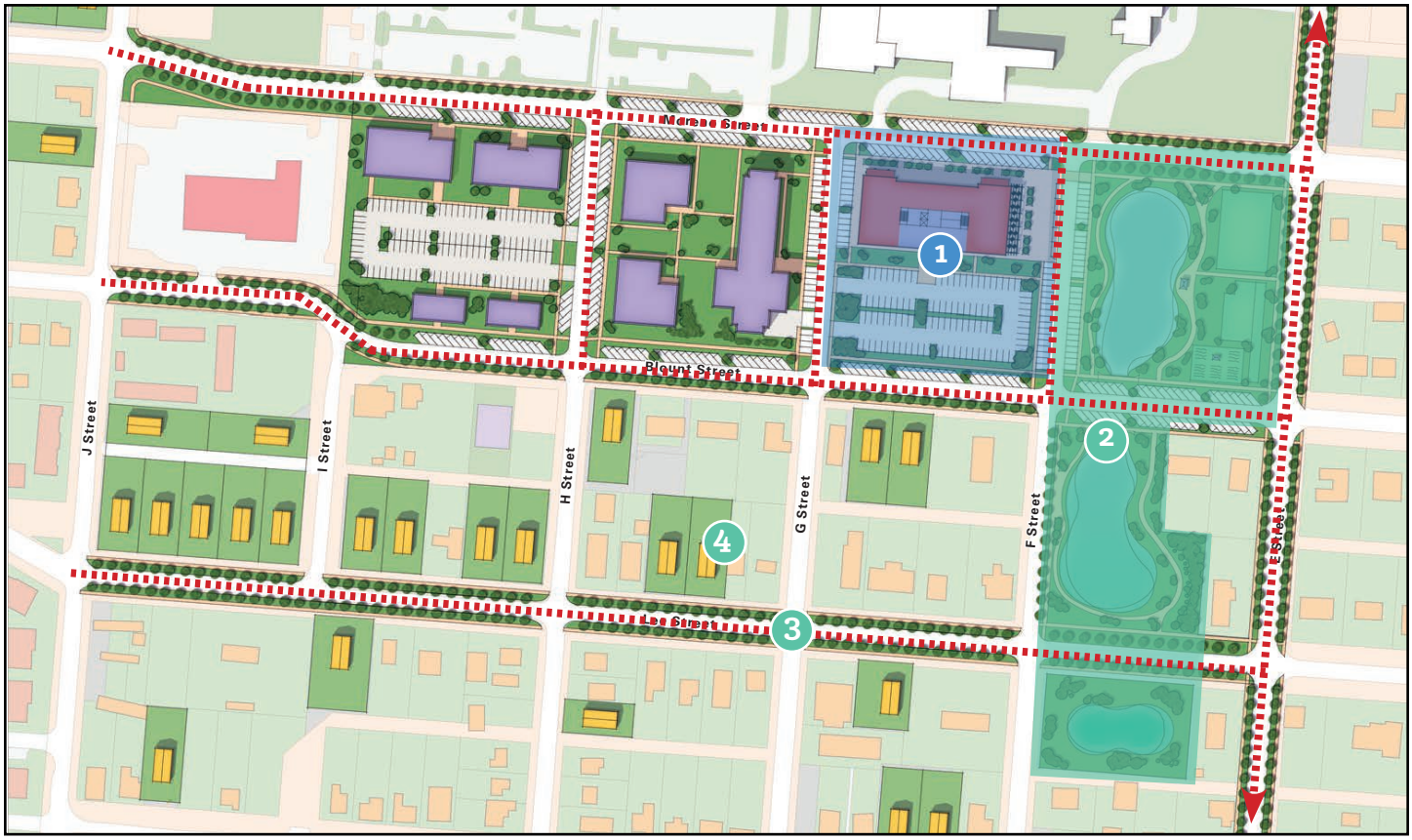




Executive Summary (cont'd)

Budgeting

The total costs associated with the proposed public and private interventions are shown below. Private construction costs were estimated based on estimates provided by experts from the local development community. The community park and associated stormwater improvement costs were estimated based on figures provided by the CoP Department of Public Works, and were also informed by the City's experience with building Admiral Mason Park. Streetscape improvement costs were determined based on construction cost estimated provided by the CoP Department of Public Works.



1	**Mixed-Use Office Building & Public Space[1]:**	**$16,019,477**
	Sub-Total – Estimated Private Investment:	*$16,019,477[1,2]*
2	**Community Park & Stormwater Improvements:**	**$3,127,620[2]**
3	**Streetscape Improvements:**	**$9,255,000**
4	**Housing Infill & Property Rehabilitation:**	**TBD[3]**
	Sub-Total – Estimated Public Investment:	*$12,382,629[3]*

Notes:

[1]Does not include value of land upon which the office mixed-use building is proposed to be built.

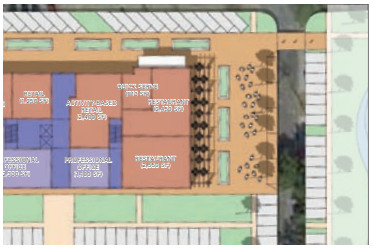
[2]Does not include value of land that Baptist is proposing to contribute for the formation of the park. This land should be appraised as part of any final agreements in order to accurately reflect the value of Baptist's contribution in this regard.

[3]Cost of community housing and rehab program not included because the scope of the initiative has yet to be formally quantified and thus could not be estimated yet at the time of this report.

Next Steps

1 Mixed-Use Office Building Development

- Organizational planning & decision-making required from Baptist senior leadership on relocation of administrative functions and development of this facility, relative to other campus-wide investment priorities.
- Baptist to secure a development partner to develop the building.
- Develop a small business incentive program to support and attract local business owners to locate in the building.



2 Public Park Implementation

- Confirm land parameters and structure agreements between City of Pensacola and Baptist regarding Baptist provision of its land for park use.
- Immediately activate the city block at the southwest corner of W. Moreno and E Street to function as an interim park, ahead of the formal park being developed.
- Develop detailed physical, engineering and operational plans for the park that meet programmatic and functional goals, working with relevant City departments and a highly qualified landscape architecture firm



3 Housing Infill/Rehabilitation Strategy

- Setup a focused cross-disciplinary working group/committee composed of key leaders from City and County housing organizations, local public representatives, and other value-add stakeholders to proactively address, strategize on, and implement solutions.
- This group should develop an action plan for targeted investment into infill and rehabilitation of properties in the area.



4 Streetscape & Infrastructure Improvements

- City & County should develop a comprehensive plan for all neighborhood infrastructure improvements, including required subsurface infrastructure improvements, and a set of coherent urban design guidelines for streetscape improvements.
- Implement the improvements on a phased basis, in lockstep with other neighborhood improvements to which they relate.

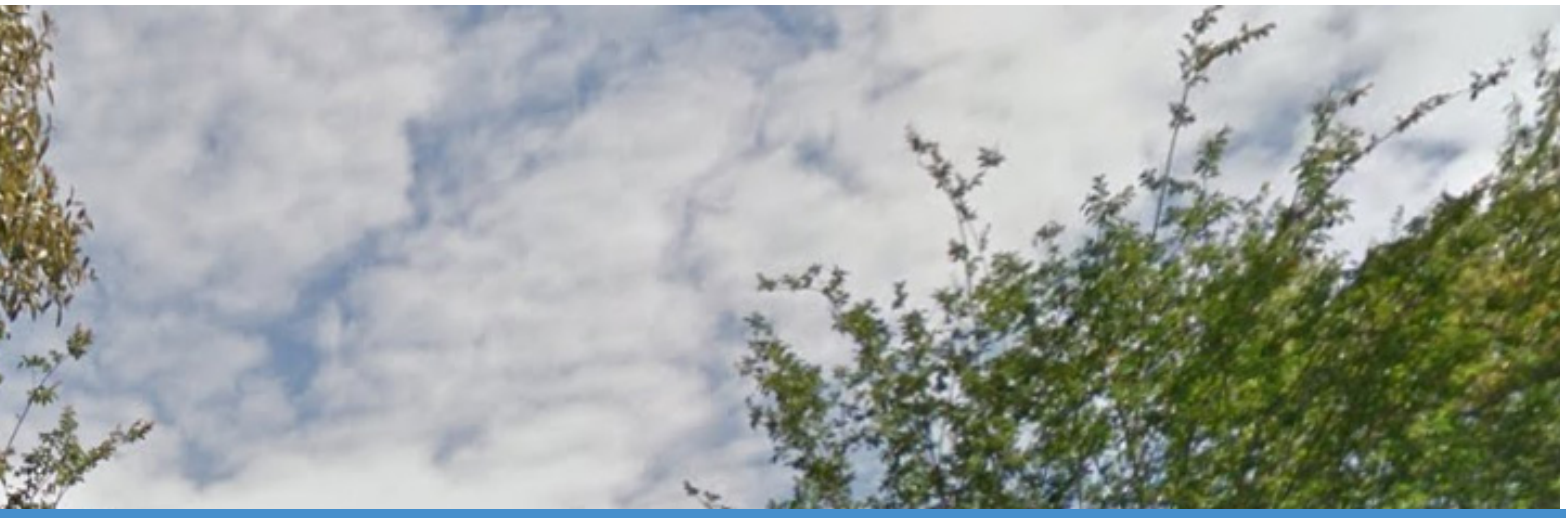


5 Funding of Public Improvements

- City and County leadership must work together collaboratively to establish a funding and financing strategy for the proposed neighborhood improvements, identifying and potentially pooling a diversity of sources and approaches that may be available relative to the different improvements targeted.
- Strategy should be put forth with initial funds allocated during the next budgeting window in order to demonstrate progress and commitment to moving forward.





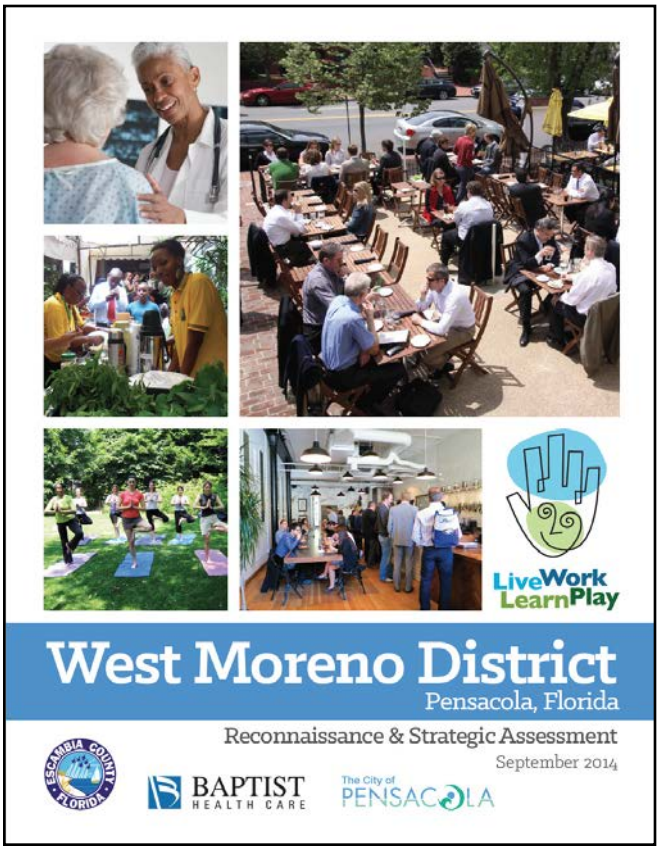


Project Background & Mandate



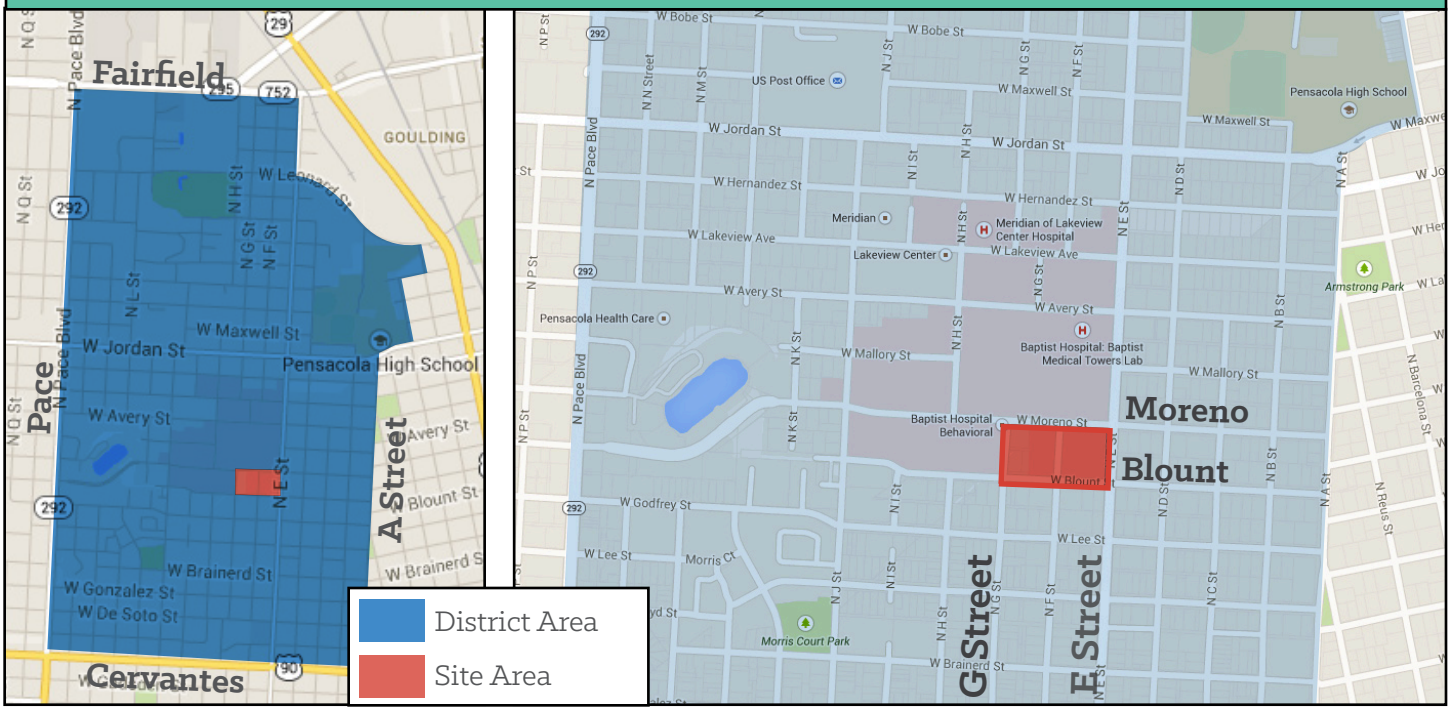
Reconnaissance & Strategic Assessment Report

In 2014, Live Work Learn Play (LWLP) was engaged by the City of Pensacola (CoP), Escambia County (EC) and Baptist Health Care (BHC) to develop a Reconnaissance and Strategic Assessment of the neighborhood surrounding Baptist Hospital on Pensacola's west side in order to explore and generate consensus around a preliminary strategy and collaborative public-private framework for the revitalization of the area, given the working name of West Moreno District. This effort included a focus on a vision for the potential redevelopment of an underutilized two-block site on Baptist's campus, located on the southwest corner of West Moreno and E Street (across from the hospital).



After great collaboration with and input from the parties, the community and stakeholder groups, the report proposed a vision for a mixed-use neighborhood center that could accommodate the needs of Baptist Hospital for additional administrative office space, while offering needed retail, food and public realm amenities to the entire neighborhood. The redevelopment effort is envisioned as creating a central gathering place that will improve and generate value for the neighborhood and community by activating the area for visitors to the hospital, its employees and local residents. The study identified how the redevelopment of these blocks might serve as a catalyst for broader improvement and reinvestment across the west side neighborhood and the "E Street Corridor", while setting a foundation for future growth and expansion opportunities for BHC – all with the potential to create a national model for hospital-anchored revitalization efforts.

Site Context



Current Mandate

Following community consensus and the support of the parties for the vision and findings of the Reconnaissance & Strategic Assessment, LWLP was reengaged in December 2015 to more deeply explore and define the opportunity for moving forward with the project and revitalization effort, while generating additional community and stakeholder input and consensus around the strategy. This Development Plan and Implementation Strategy summarizes the recommended physical planning, feasibility and development options to help realize this potentially transformative redevelopment initiative for the West Moreno District.

Key Objectives

1. **Refine the proposed development program and anchor uses that can be implemented in the project**
2. **Develop a master plan that integrates the proposed development program and strategies into a preferred physical layout and design for the site and surrounding area**
3. **Clearly articulate the development strategies to be achieved by the master plan and their associated rationale**
4. **Identify the roles and responsibilities of each the parties in implementing and realizing the project**
5. **Engage with and incorporate feedback from the community, other stakeholders and potential partners to ensure support and buy-in for the effort**





Methodology



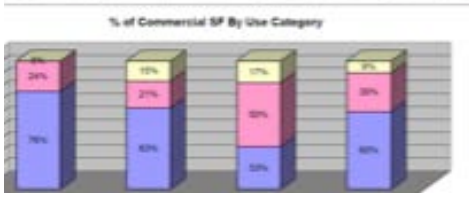
Program Refinement

Considerations for program refinement include not only market research, but also updated space/facility needs for BHC, community needs based on stakeholder input from both residents, community groups, as well as CoP and EC staff, as well as site physical capacity testing. Development costs and real estate feasibility are also ever-present underlying factors when determining the potential for a redevelopment initiative of this nature.



Physical Articulation

Based on the vision, research, and refined program, a collaborative and iterative master planning process was undertaken. This design process has resulted in a physical master plan for the site and area, which has effectively integrated all of the desired goals and outcomes, program and design elements, and project vision within the policy, zoning framework and site constraints, while informed by best practices in urban design and placemaking. The master planning process was led by LWLP working with Urban Design Associates, a world-renowned master planning firm with experience working in Pensacola as well as experience with challenging community redevelopment initiatives across the country.



Budgeting & Costing

Costs for proposed public sector infrastructure improvements were informed by estimates provide by relevant CoP departments based on recent comparables for similar municipal investments. Development construction costing and assumptions were informed by discussions with local stakeholders in development and construction.



Stakeholder Outreach & Community Feedback

The constant and key factor through this work, initiated during the LWLP's initial Reconnaissance and Strategic Assessment stage, and continued through the development of this report, has been the involvement of the community and stakeholder groups. The creation of the development plan, which positively addresses and integrates the various needs of the parties and the community, was an outgrowth of the continuous feedback elicited, which was received through various means.

A Strategic Advisory Group, composed of representatives from the CoP, EC and BHC provided LWLP with weekly direction and input on the strategic direction of the efforts as they evolved. This was supplemented with interviews and discussions, both group and individual, over the course of the mandate with CoP and EC staff and leadership from various departments, as well as multiple touch points with individual CoP council members, the Mayor's office and the District 3 County Commissioner.

Throughout the development of this report, community engagement was also essential. LWLP engaged in various individual meetings with community and business leaders representing different relevant constituencies and groups in Pensacola. Additionally, formal public community meetings were held:

- February 1, 2016 at the Pathways for Change Family Center
- June 7, 2016 at Friendship Primitive Baptist Church

This robust engagement process has ensured that the master plan and strategy described in this report has strong support from public and private sector stakeholders and the communities it will impact.

Goals of the Three Parties

As articulated in the Reconnaissance & Strategic Assessment report, the coalition of the CoP, EC, and BHC would not have been possible without the intersection of key civic and corporate objectives. First, Baptist's desire to plan for a new campus development opportunity. coupled with the CoP and EC's longstanding desire to invest in and revitalize the Westside of Pensacola, and the result is a unique opportunity to catalyze the resurgence of a neighborhood that has been long underserved. The collective and individual goals of the three parties are resummarized below.

Collective Goals

Generate New Development and "Get Shovels in the Ground"



Enhance the E Street Gateway/ Corridor



Catalyze Westside Neighborhood Revitalization



Individual Party Goals

BAPTIST HEALTH CARE

The City of PENSACOLA

ESCAMBIA COUNTY FLORIDA

- Meet Professional Office Space Need
- Improve the Campus Experience for Patients, Visitors and Employees
- Improve the Lives of People in its Community
- Plan for Responsible Campus Redevelopment Activity
- Creating Healthier Communities
- Moving Prosperity Westward
- Connecting North and South Areas of Pensacola
- Improve Key Corridor and Gateways
- Leverage Healthcare Industry to Spur Economic Development
- Move Prosperity North and West of Pensacola
- Enhance Palafox Street, "E" Street and Pace Blvd.
- Develop the County's Workforce
- Enhance Walkability of Major Roadways

Creating Healthy Communities

As described in the Reconnaissance & Strategic Assessment report, creating a healthy, active community is a core goal of this project. The development strategy and master plan outlined in this report is informed by the Healthy Community Design Principles set forth by the Centers for Disease Control and Prevention. These principles outline some of the key components of a healthy community.

Healthy Community Design Principles

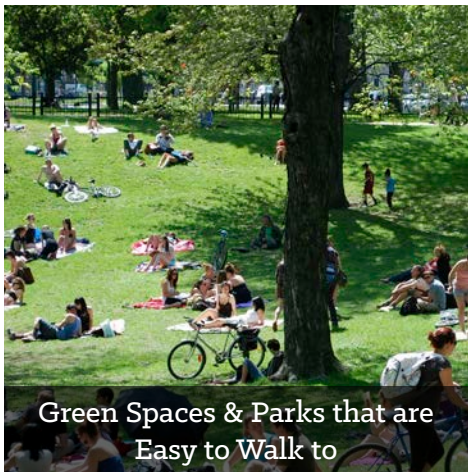


Mixed-Land Use:
Homes, Shops, Schools, and Work Close Together; Housing for Diverse Incomes and Life-Stages


Public Transit, Pedestrian & Bicycle-Friendly

CDC
CENTERS FOR DISEASE CONTROL AND PREVENTION


Accessible & Socially Equitable Community


Green Spaces & Parks that are Easy to Walk to


Safe Public Places for Social Interaction


Fresh, Healthy Food Sources

Downtown Investment Success

Also discussed in the Reconnaissance & Strategic Assessment report was the need for a focused, and collaborative westside investment strategy. Targeted strategic public investments have yielded positive results for Downtown Pensacola in recent years by using public investments to catalyze private investment potential, which has helped generate significant new investment in the Downtown This has led to the successful realization of a number of public improvement projects:


Vince J. Whibbs Sr. Community Maritime Park


Main Street Streetscape Improvements



Admiral Mason Park


Downtown YMCA

Investing in the Westside

Public investment into Pensacola's westside has been limited in recent years and executed in a piecemeal fashion, in a well-intentioned attempt to simultaneously address, with limited funds, multiple and significant needs across a large underserved geography. This project presents the opportunity to make a strategic investment, in concert with BHC (the major private sector economic and employment anchor in the area,) to achieve appreciable change that will resonate and improve the surrounding neighborhood. But this will require prioritizing, focusing and coordinating CoP and EC financial resources within the targeted geography of this project to be effective.





Review of Visions & Guiding Principles

To set the stage for the neighborhood improvement strategy outlined in this report, it is important to recall the visions and guiding principles for the West Moreno District and its initial redevelopment project that were set out in the Reconnaissance and Strategic Assessment report. These have informed the programming of uses and experiences reflected in the master plan, as well as the broader overall plan and strategy proposed for the area.

West Moreno District Vision





The **next great Pensacola district**, characterized by a **world-renown hospital anchor**, diverse living options, a **broad mix of retail services and amenities**, and an **active and accessible public realm** that invites pedestrian activity. It will be a **catalyst** for the **resurgence** of Pensacola's Westside, and **emblematic** of the culture of historically African-American neighborhoods.





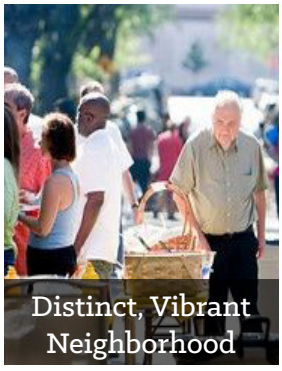
Guiding Principles







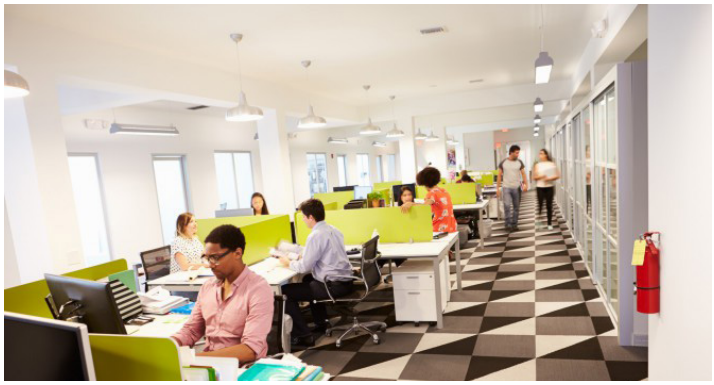






Project Vision





The new development at West Moreno and "E" Street will be a **catalytic project** for both Baptist Hospital and the surrounding neighborhood, and a national model for the hospital-anchored civic revitalization efforts. It will be a **safe and inclusive gathering place** that physically and experientially **integrates** Baptist with its surroundings, and improves the quality of life for employees and residents with **diverse retail amenities** and an **active urban environment**.





Guiding Principles













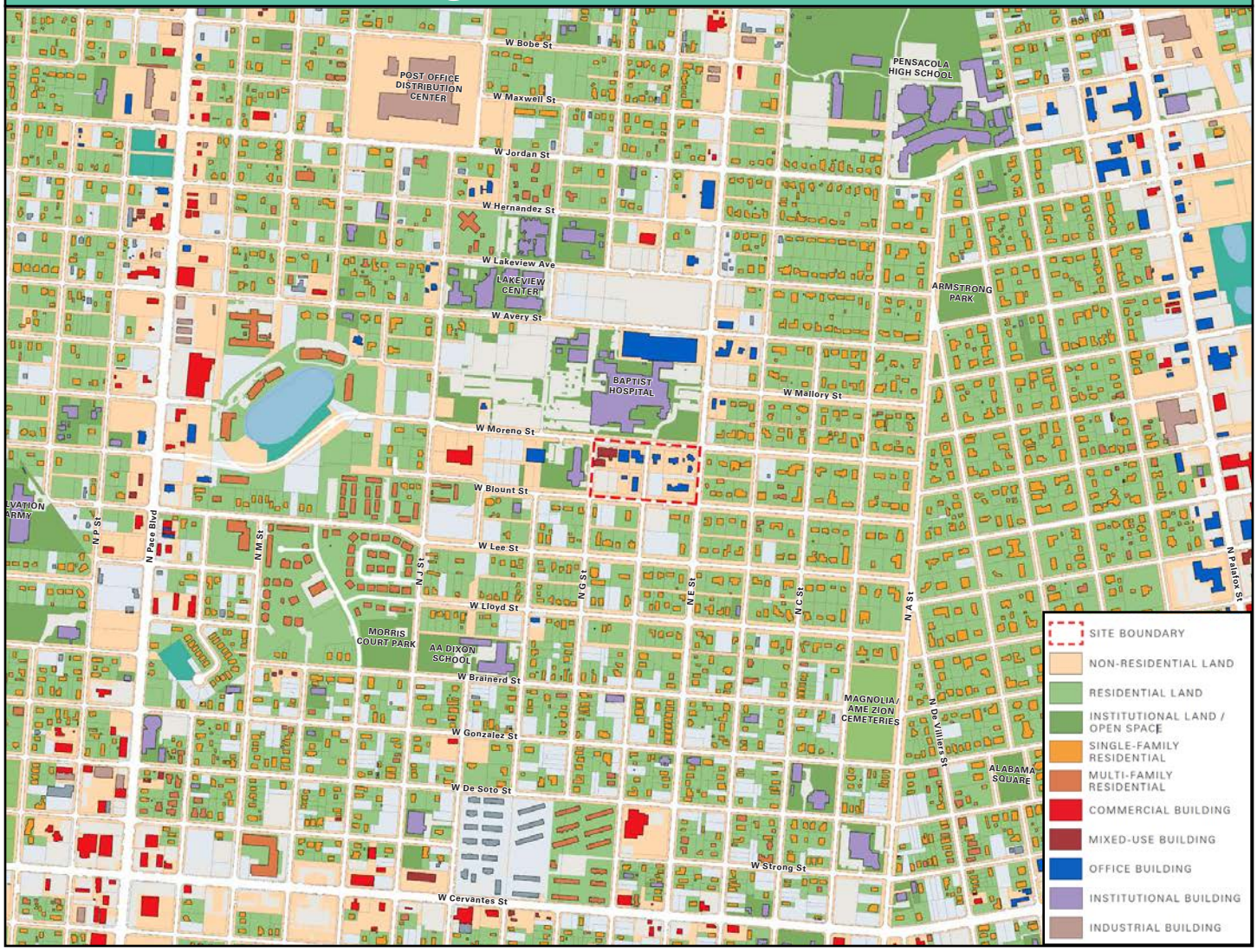
Context & Overview

Review of Neighborhood Context & Conditions

The neighborhood improvement strategy proposed for the West Moreno District has examined the proposed redevelopment initiatives within the broader context of Pensacola's westside. The area surrounding Baptist Hospital offers a key opportunity to coordinate Baptist's future growth with a strategic plan to revitalize and directly enhance the surrounding neighborhood. While an analysis of site and neighborhood conditions was outlined in the Reconnaissance & Strategy Assessment report, additional planning "X-Rays" were performed of the neighborhood as part of this current study,. They highlight some important considerations, related to both the Baptist facilities as well as the surrounding neighborhood, that this strategic plan must be particularly sensitive to addressing in order to be effective..

Not on a Commercial Corridor

Portrait of Existing Conditions and Commercial Corridors



As evidenced by the map, Baptist Hospital and the lands targeted for redevelopment, are not in a commercial area or along a commercial corridor. Cervantes St. to the south, Pace Blvd. to the west, and Palafox to the east are all a significant distance away. This presents unique considerations for the strategic plan and any proposed commercial development, as commercial uses will need to be self-sustaining from the proximate Baptist employee, patient, and visitor base and the surrounding residential population, while catering primarily to them. In essence, the project must stand on its own in becoming a new nucleus of economic activity.



Residential Neighborhood Context

X-Ray Analysis: Residential Patterns

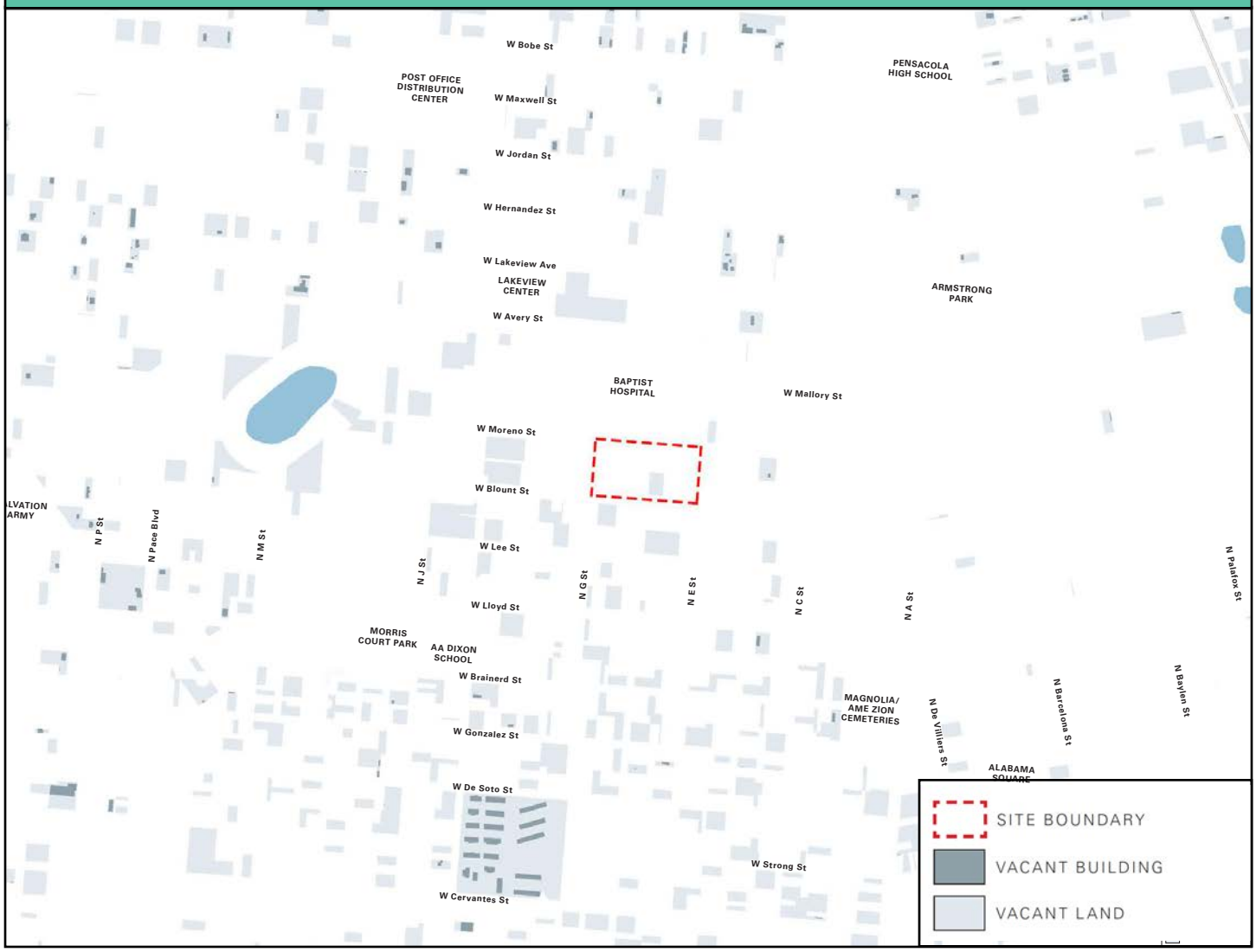


As evidenced by the map, Baptist Hospital is located in an almost entirely residential neighborhood. This presents the challenge of developing responsibly, remaining sensitive to campus edges and the impacts of large surface parking lots and back of house operational considerations on residential neighbors. The neighborhood improvement plan must be cognizant of this reality and assist with these effort by ensuring appropriate, quality transitions between the hospital campus and the surrounding community, creating the positive staging for neighborhood improvement to occur over time.

Review of Neighborhood Context & Conditions (cont'd)

Significant Vacant Land

X-Ray Analysis: Vacant Land



Within the neighborhood surrounding the Baptist campus, there are considerable vacant or abandoned lots, contributing to the area feeling void of economic development. While the area to the east of E street shows strong property ownership and upkeep, the areas to the south and west show significant concentrations of vacant property. This reinforces how important it is to set the stage for these areas to improve through targeted investment, but also highlights the magnitude of the need and the sustained effort required to facilitate that goal over time.


We Have Moved to
2373 W HERMAN ST

Neighborhood Issues to Address

The SWOT analysis conducted as part of the Reconnaissance and Strategic Assessment revealed several issues affecting both the site and its surrounding area. Some of those issues are more specifically highlighted here as they reflect items that are being directly responded to through the programming and investment strategy in the proposed master plan for the site and the broader neighborhood improvement strategy.

What's Broken?



Inconsistent & Incomplete Streetscapes

Many of the streets surrounding Baptist Hospital are in a poor state of repair, and are uninviting to pedestrians due to broken, unfinished or missing sidewalks. Additionally, inadequate street lighting was specifically highlighted at community meetings as a concern of neighborhood residents that contributes to the area feeling unsafe at night and to enabling the incidence of crime.



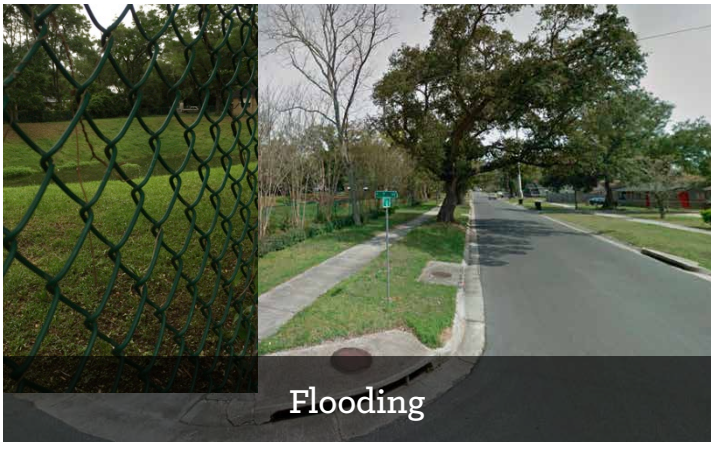
Vacant Land & Dilapidated Housing

As discussed previously, the neighborhood to the south and west of the hospital contains many vacant, abandoned, and deteriorating properties that contribute to the area feeling neglected, unsafe, and unwelcoming. Additionally, this negatively impacts the value of the adjacent homes and land, disincentivizing those owners from reinvesting in their properties, as well as any new external private investment into the area.



Ad-Hoc Stormwater Management

A lack of a consolidated plan or design standards for addressing flooding and surface run-off issues in the area has led to piece-meal, reactionary ways of dealing with stormwater that have both been inadequate as well as detrimental to the character of the neighborhood. In particular, the propensity for digging holes, with chain-link fences around them, to collect the stormwater in runoff areas, completely devalues surrounding properties, whereas there are solutions for dealing with it in a manner that is both functional and aesthetic.



Flooding

In light of inadequate stormwater management, recurrent flooding during incidences of high precipitation causes visible pooling of water in certain areas, and damage to public infrastructure and many private properties in the area requiring frequent investments to their repair and maintenance. In a recent case, the CoP even had to purchase, for demolition, private homes due to recurrent flooding damage. This additionally impacts investment potential and the overall neighborhood character.

The quality and degree of (dis)repair of a neighborhood's public infrastructure and public realm has a determinative impact on safety and public perception of the area, investment and growth potential, and community pride.

What's Missing?



Retail & Restaurant Amenities

The area does not offer local residents or hospital populations enough quality, healthy, convenient, and affordable places to eat, or access to basic services and amenities. Baptist has limited, simple commercial offerings within the hospital, and the only street-facing restaurant, the popular Sunshine Café, will be closing next year when the owner retires.



Quality Public Space

The area also lacks any formal or inviting public gathering space or plaza where local residents, employees, patients or visitors can gather to socialize, eat lunch, or take a break in an attractive environment that is setup and designed to invite social interaction and connections.



Green Space & Recreational Amenities

There is also a lack of formal green space or naturalized areas for people to escape, exercise, sit, walk, relax and passively enjoy. If someone from the hospital wants to go for an afternoon walk that isn't around a parking lot, or if a local family with children wants to go to a well-maintained park, with a place for their kids to play, or access field space for recreational activities, there are no options currently available to them.


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Programming

Recommended Development Program

In response to the site analysis and goals, a series of key, macro program components were identified and formed part of the baseline planning direction for the master plan.

These components can be classified into two distinct categories: target programming in the built form, and in the public realm. The program components in both of these categories share a common goal: to attract different user groups to the site by creating a diversity of reasons for varied people to spend time and money there, generating the critical mass of activity required for the birth of a vibrant "place" at the doorstep of Baptist Hospital, and at the heart of the neighborhood.

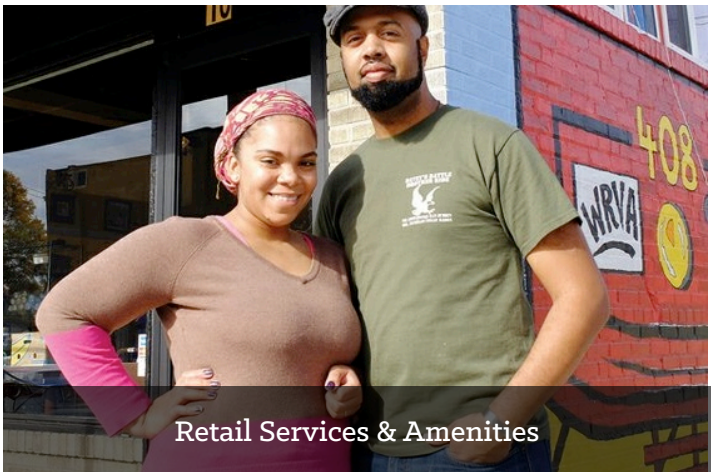
Built Form

The development strategy recommends the development of a mixed-use office building with office uses on the upper level, and retail and restaurant amenities on the ground floor.



- Professional Mixed-Use Office Building

The upper-level office program is intended to serve the current priority need expressed by Baptist Health Care to re-locate their administrative functions from their principal medical office buildings.



Retail Services & Amenities

The ground-level commercial program is intended to provide the hospital employee, patient, and visitor populations, as well as community residents, with improved retail amenities and eating options.

Flexibility of Upper Story Space Use

Within this proposed building, using the upper-level space for administrative office space is only one possibility for Baptist, and could be replaced with other hospital or medical functions should they determine a more pressing priority regarding their space or business needs. An activated ground floor with retail and eating options, however, is crucial to realizing the project's goal of generating visible activity and an economy by servicing latent community needs. However, for this new commercial development to be successful, its surrounding context must first be significantly improved to set the stage, hence the target public realm program.

Permanent Green Space: The Evolution in Thinking

In the Reconnaissance and Strategic Assessment Report, green space and field space were initially envisioned as a temporary or interim land uses to activate the target site until it was ultimately fully developed out over time. Through the process of developing this study, however, the rationale and enormous benefits of creating permanent green space to address a diversity of identified issues, while accomplishing overall project goals, emerged as the clear preferred direction. Consensus converged around this approach being what's truly best for the project, and executing the proposed transformative public park amenity successfully is an essential foundation of the long-term success of the parties' efforts.

Public Realm

The public realm program recommended in the development strategy and physically articulated in the master plan is comprised of four general components that each target addressing specific issues and opportunities previously outlined.



Community Park & Green Space

A community park with green space is proposed to serve as a safe, central gathering and recreation place for the West Moreno District community, its families, and its children, as well as the hospital populations, providing needed public amenities that contribute to overall community health. It will become a permanent fixture of the neighborhood, and address the community's need for green space – as expressed through public meetings and affirmed by the City of Pensacola's Parks & Recreation department.



Stormwater Management & Public Amenity

This park can play in important role in stormwater management for the area, not only due to its natural capacity to absorb surface runoff during important storms or floods, but also because it will feature important stormwater retention and detention ponds. The ponds will serve two purposes: as functional pieces of stormwater management infrastructure, and as a public amenity to complement the public park as a whole.



Public Plaza Space

Outside of the mixed-use office building, a public plaza is proposed to provide comfortable and inviting space for users of the ground floor retail and restaurants, or others, to sit, eat or just take a break and enjoy the surroundings . This plaza is intended to act as a third place for members of the hospital population and surrounding community, and be another visible signal of economic and human activity in the area.



Streetscape Improvements

Additionally, the program proposes a set of improvements to the streetscapes in targeted streets surrounding the hospital, the new mixed-use office building, the park, and proximate residential properties. These improvements include:

- The repair and addition of sidewalks to enhance pedestrian connections and experience;
- The repair and addition of street lighting to enhance the feeling of safety in the neighborhood;
- The introduction of on-street parking to provide a buffer between cars and pedestrians, as well as help fulfill the need for convenient parking for the park, retail, office, and hospital users.

Program Refinement & Viability/Rationale

The macro program components described in the previous section, were then additionally validated and refined to provide greater specificity and direction to the master plan – all based on studies, research, analysis and stakeholder interviews that confirmed their viability, and provided specificity in terms of office and retail sizing, and preliminary public realm design components and programming.

Office

At the time of the Reconnaissance and Strategic Assessment Report, Baptist Health Care had originally communicated a range of potential space needs for their proposed professional office component of the mixed-use development. As shown in the table below, a revised audit performed by Baptist generated a refined need for approximately 43,830 square feet, divided among various administrative functions:

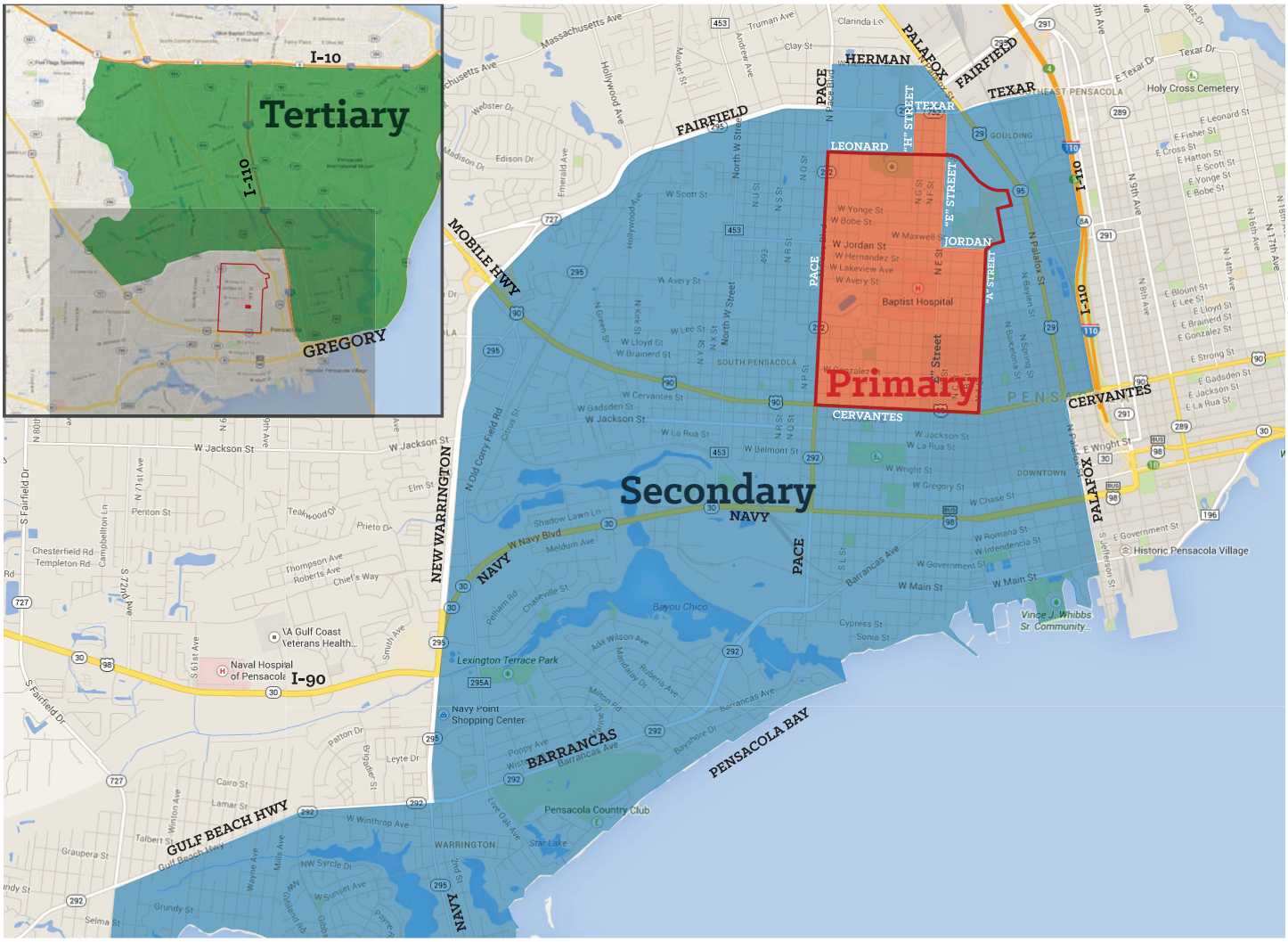
Baptist Professional Office Building Space Planning Exercise	
Administrative Functions	**Sq. Ft.**
Medical Records	2,000
Quality	4,000
Information Services	6,000
Discharge Planning	2,500
Planning	1,500
Reimbursement	830
Financial Analysis	1,600
Insurance Verification	900
BMG Recruiting/MKT	900
Foundation	1,000
Facility Mgt.	1,700
Outreach	1,000
Ormis	1,100
Decision Support	2,800
GRC	5,500
BMG Admin	3,500
Marketing	4,000
Billing Office - Cashier Counter	500
Meeting Rooms	2,500
Total	**43,830**

Note: All sizes are approximate and subject to reasonable modification and fluctuation.

Retail

Review of Target Market

In order to estimate the potential commercial economy for the retail and food components of the mixed-use development, LWLP relied on the target market analysis and customers segmented, quantified and described in the Reconnaissance & Strategic Assessment report. For facility, this is summarized below:



Primary Draw Area

Daily Population	11,281
Baptist Daily Population	6,481
Baptist Employees	5,600 total/daily
Inpatients	13,500 total/ 159 daily
Outpatients	81,500 total/ 223 daily
Hospital Visitors	~236,000 total/ 499 daily
Neighborhood Residents	4,800 total/daily

Secondary Draw Area

Residents	27,852 total
Employees*	6,563 total

Tertiary Draw Area

Residents	73,677 total

*Secondary Draw Area employee population is lower than indicated in the original Target Market Analysis, as downtown employees have been removed.

Retail (cont'd)

Commercial Economic Study (CES™)

The Commercial Economic Study (CES) is a demand-based model that estimates the potential economy of spending to support commercial development by taking into account behavioral spending patterns by customer segment. Factored into the model are the following considerations and assumptions:

- Potential end-users by target market customer segment
- Frequency of visitation by customer segment
- Capture rate of customer segments
- Average spend per visit
- Targeted sales per square foot (viability threshold for the commercial operators)
- Competitive supply of commercial space (retail and food & beverage)

This CES is a preliminary model based on the target market segments identified, quantified and (in some cases) surveyed as part of LWLP's original Reconnaissance & Strategic Assessment report, with additional inputs and assumptions based on interviews with Baptist leadership, staff and employees, community residents, and LWLP's expertise in purchasing patterns and consumer behavior.

The CES estimates that the project will be able to support up to approximately 17,000 square feet of small-scale commercial development. It is important to note that this represents a potential stabilized economy, that may take several years to achieve as businesses establish themselves, build their customer bases and market familiarity, and grow their sales as customers change their spending behaviors and become familiarized with the new offerings. Given the existing context today, it should be expected that new businesses may struggle in the initial years and thus appropriate incentives, support and financial engineering should be planned for.

Please refer to the CES Summary on the opposing page, and to Appendix A for the complete CES model.

West Moreno District Project Commercial Development Potential	
Projected Annual Stabilized Commercial Economy	$6,852,649
Commercial Operator Sales Per Square Foot Viability Threshold	$400
Viable Square Footage of NewCommercial Development	17,132

Commercial Economic Study Summary

Commercial Target Market - Customer Segments	Population Base	Estimated Annual Achievable Customer "People Days"	Estimated Daily Achievable Customer "People Days"	Projected Annual Stabilized Commercial Economy	% of Expenditures by Customer Segment
Primary Draw Area					
Primary Draw Area: Baptist Hospital					
Employees					
Total Baptist Hospital Employees (including Lakeview Center)	5,674	425,550	1,166	$5,106,600	75%
Patients					
Inpatients (# bed nights)	57,915	2,896	8	$28,958	0.4%
Outpatients	81,500	8,150	22	$81,500	1%
Estimated Annual Patients	139,415				
Estimated Daily Patients	382				
Visitors					
Baptist Hospital Visitors	182,000	91,000	249	$910,000	13%
Medical Office Visitors	54,000	13,500	37	$135,000	2%
Estimated Annual Hospital Visitors	236,000				
Estimated Daily Visitors	647				
Primary Draw Area: Baptist Hospital Daily Total	**6,703**	**541,096**	**1,482**	**$6,262,058**	**91%**
Primary Draw Area: Neighborhood Residents Total	**4,854**	**14,562**	**40**	**$72,810**	**1%**
Primary Draw Area Total	**11,557**	**555,658**	**1,522**	**6,334,868**	**92%**
Secondary Draw Area					
Employees	6,563	32,815	90	$393,780	6%
Residents	27,852	14,632	40	$79,796	1.2%
Secondary Draw Area Total	**34,415**	**47,447**	**130**	**$473,576**	**7%**
Tertiary Draw Area					
Residents	73,677	3,684	10	$44,206	1%
Tertiary Draw Area Total	**73,677**	**3,684**	**10**	**$44,206**	**1%**
Total Daily Target Market	**119,649**				
Total		**606,789**	**1,662**	**$6,852,649**	**100%**

Program Refinement & Viability/Rationale (cont'd)

Community Park Programming

To determine the more specific programming concepts and parameters for the community park and its surroundings, LWLP engaged in discussions with:

- The CoP Parks & Recreation Department to explore potential recreational programming elements that they felt could be well used by the community and effectively managed by their department;
- The CoP Department of Public Works and Facilities to determine how the park might holistically address the neighborhood stormwater management and flooding issues previously identified, both in terms of needed capacity as well as design format;
- Innisfree Hotels, a community-focused hotel management company with a community garden program in Pensacola, regarding the potential to create a new one as part of this West Moreno District neighborhood improvement initiative.

The program elements highlighted here are by no mean an exhaustive representation of all possible viable uses, and should in fact serve as a starting point for the envisioning and programming of this community park, which should aim to attract and serve the greatest number of people for diverse reasons, activating it at various times of the day. When moving into detailed park design, all potential ideas should be revisited and considered.



Community Garden

A community garden would create a draw for both the residential community around the park and for Baptist employees. Providing an opportunity for people to grow – and learn about growing – healthy, local and organic food, while interacting with each other, would create an excellent opportunity to form community bonds between Baptist and its neighbors, while also contributing to the increased health and nutritional education of both parties. The garden could include educational programs with local schools, residents and community groups, including the nearby senior housing complexes, and the food produced could be used by Baptist Hospital's food service program, as well as by the new eateries forming part of the project. Exact sizing of the garden would depend on the number of planting beds, and should be determined based on more detailed study and need.



Stormwater Pond Amenity

Turning the issue of stormwater management from a problem into an asset, appropriately sized stormwater retention and detention ponds can be designed, engineered and landscaped into a beautiful public amenity located within this community park. Admiral Mason Park downtown provides an award winning, and lauded precedent for such an initiative, that can replicated in a contextually appropriate way. In discussions with the Department of Public Works, it was determined that a combination of both a retention (wet) pond and a detention (dry) basin could effectively manage existing neighborhood stormwater demands and fix current flooding issues (assuming, as will be discussed, that as certain streetscapes and underground infrastructure around the project are rebuilt, water can be piped from some areas of the district over into the future park basins.)

While currently envisioned as part of the park, the community garden's location is potentially flexible and could also be located elsewhere nearby, if operational considerations or space needs demand it.



Children's Sports Field

Whereas a full-size adult sports field was deemed too large to locate on the site, a smaller 25 x 40 yard field (or potentially multiple fields) can be accommodated on the site, perfect for community sports programs for children under 8 years old, which would contribute to improving youth recreation in the area.



Obstacle/Challenge Course

This increasingly popular park programming idea is a need and facility that the Parks & Recreation Department expressed does not currently exist anywhere in the city. Incorporating a timed challenge course and 40-yard dash, it is popular with NFL youth programs. Aimed primarily at youth and teenagers, it would also help achieve the goal of improving the health of the community, and provide a unique attraction that would set this community park apart from others in the city.



Children's Play Structure

For neighborhood families with young children to enjoy.



Walking Paths & Seating Options

For passive enjoyment by all throughout the day and evening.



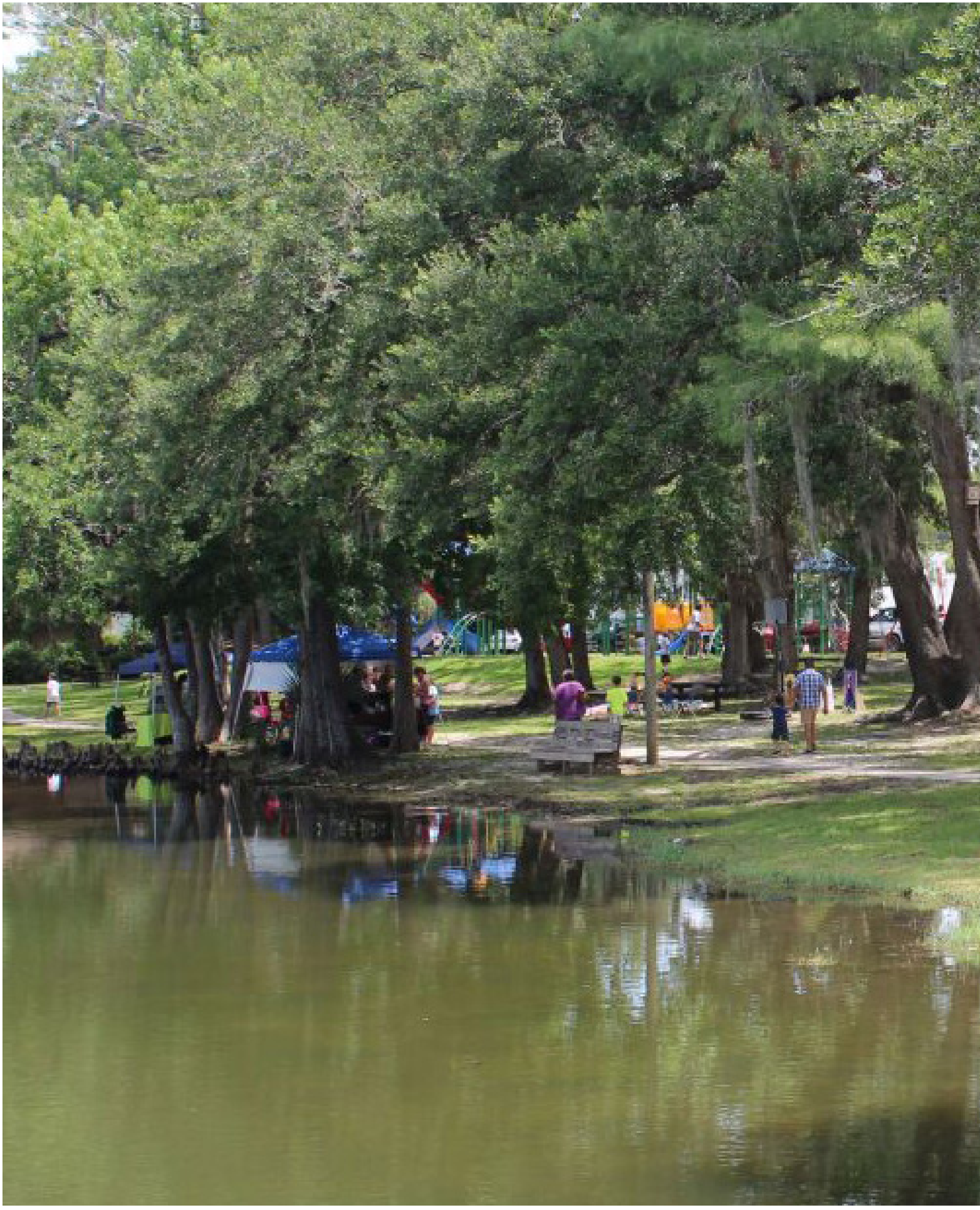
Quality Lighting & Nightscaping

To ensure feelings and perception of safety and the ability to program and use the fields and amenities into the evening hours.



Public Restrooms

Whether part of the mixed-use building, or within the park, restrooms will likely be required.





Neighborhood Improvement Action Plan & Strategy



Strengthen Neighborhood & Stretch Prosperity

One of the main goals of the plan and strategy outlined in this report is to have the redevelopment of the target site be an important catalyst to creating positive change and broader revitalization of the surrounding West Moreno District.

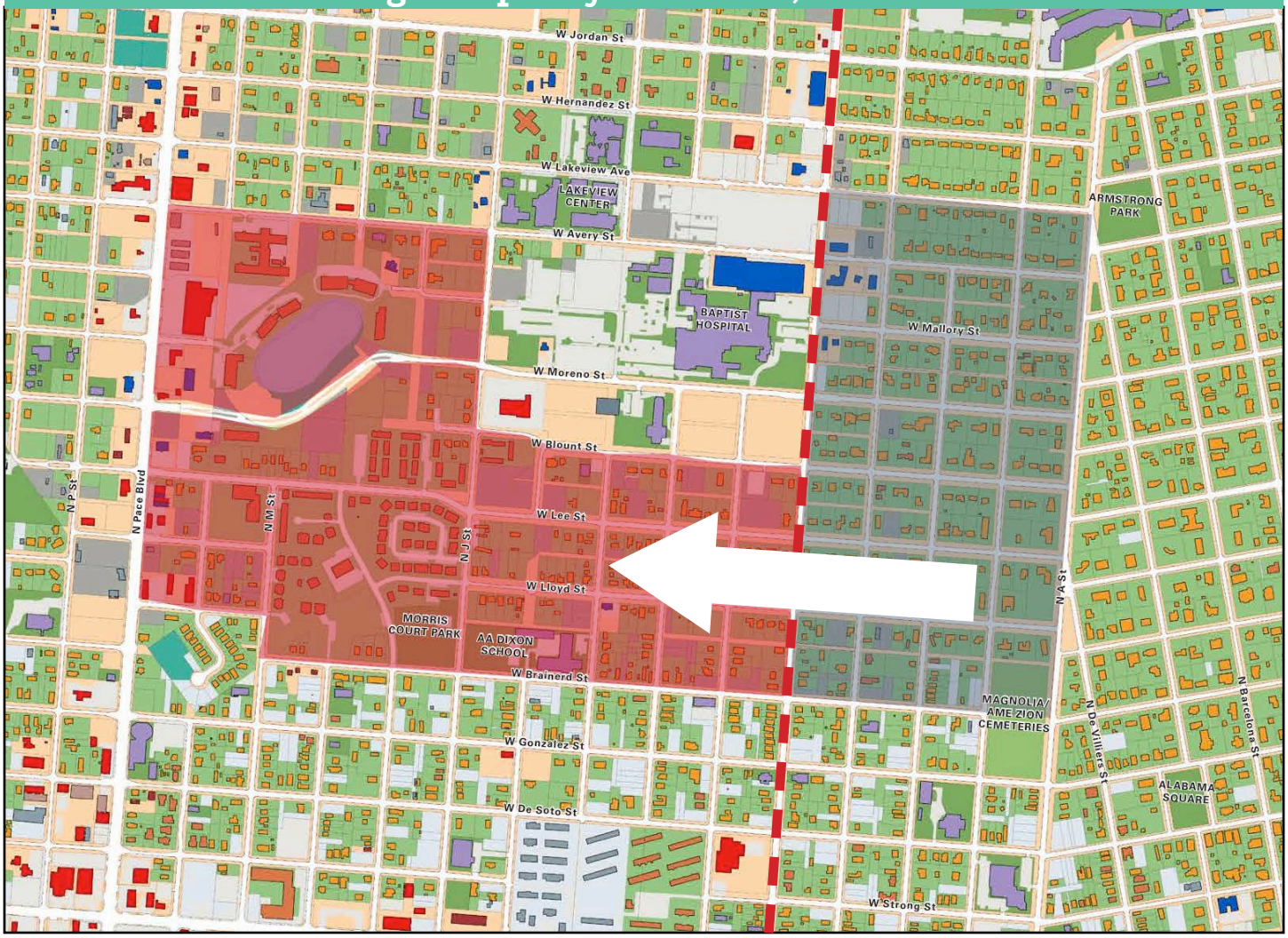
There is currently an imbalance in terms of economic investment and vitality in the area. E-Street is a clear dividing line between two areas that have experienced two different fates over the years. West of E Street, the area south and west of Baptist Hospital is visibly and significantly blighted, both in terms of private property and public infrastructure, which speaks to a decades-long lack of neither public nor private investment into the area. This will continue to degenerate unless action is taken. East of E street, vacant lots are much less common, and the average upkeep of the housing stock and neighborhood character is appreciably better.

The neighborhood improvement strategy thus has two important goals in this context:

1. Stop any additional deterioration of the neighborhood and halt the progression of blight from further spreading eastward
2. Move prosperity westward, by making a significant and visible investment west of E Street that will start to positively improve and create value for that neighborhood and its surroundings – change that can reverberate out over time

Successful realization of these goals would yield tremendous compound benefits for the City, County and Baptist Health Care and the communities they each serve and represent in the area.

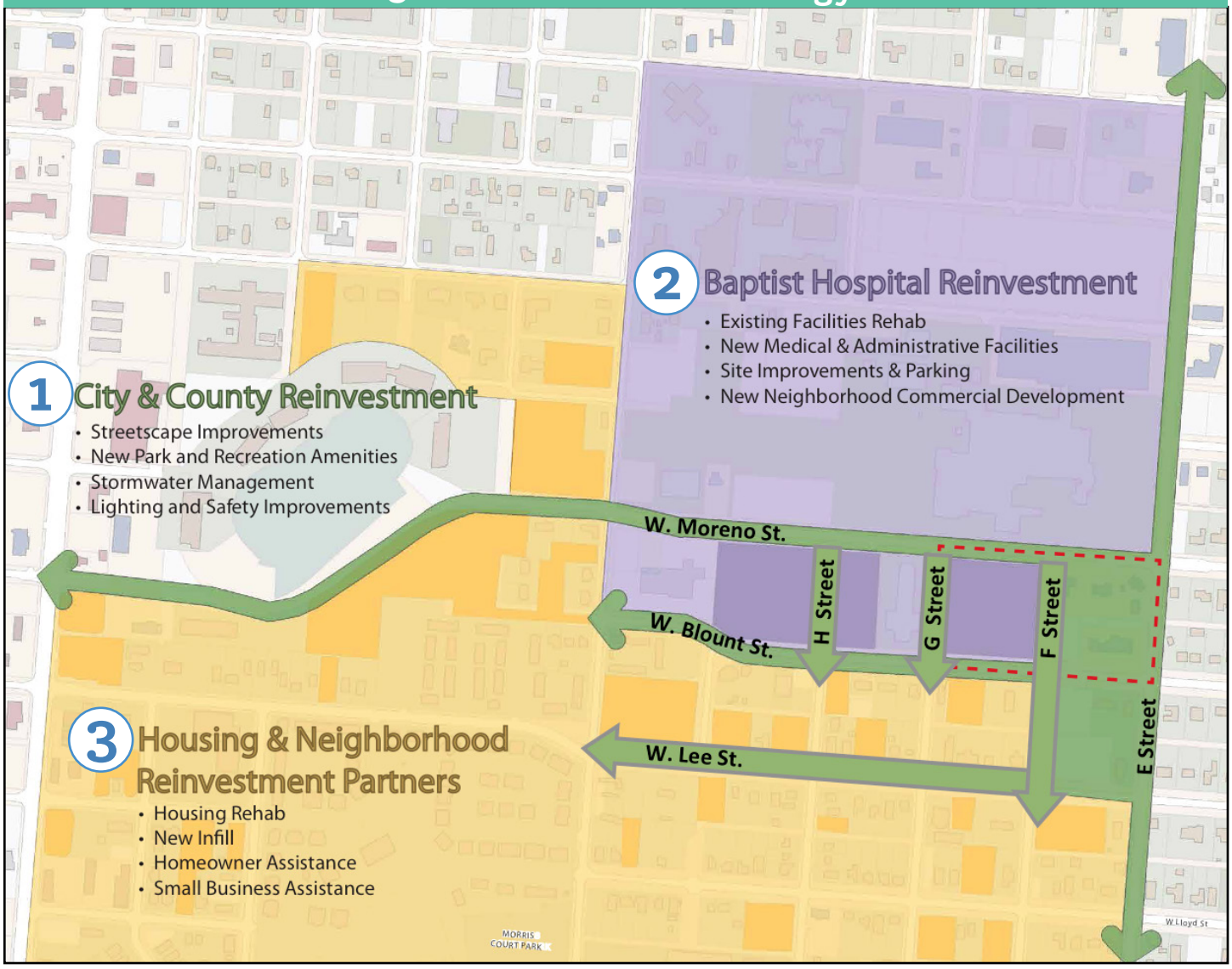
Stretching Prosperity Westward, Across E Street



Key Initiatives: A 3-Part Reinvestment Strategy

For these benefits to materialize, however, a concerted and coordinated public and private reinvestment strategy is needed to holistically address the deep, and longstanding needs of the neighborhood.

3-Part Investment Strategy



Each of the three components of the strategy have independent merit and warrant being individually pursued by the parties, but the coordinated collaboration of all three will create the greatest impact. The public infrastructure investments provide the essential foundational staging for redevelopment activity and investment to occur and will increase the viability of the desired commercial amenities.

Reinvestment Responsibilities

1 City & County Reinvestment

As they have in Downtown Pensacola, the public sector partners must invest in improving the public infrastructure in the area in order to send a strong message regarding their long-term commitment to the westside communities, and set the stage for neighborhood improvement and broader revitalization to occur.



This includes:

- **Streetscape improvements to enhance the pedestrian experience**
- **Development and creation of a new park and green space for the community, with associated recreational amenities**
- **Stormwater management improvements that are aesthetically sensitive, including of one or more retention/detention ponds that double as a public amenity to complement the new park.**
- **Lighting and safety improvements to improve visibility and user comfort, and encourage more frequent and prolonged visitation to the area at all times of the day and evening**

2 Baptist Hospital Reinvestment

As the major private sector employer, landowner and economic anchor, Baptist has a responsibility, pursuant to its business needs, to reinvest in and improve its campus and engage in responsible redevelopment activity, as it has committed to doing.

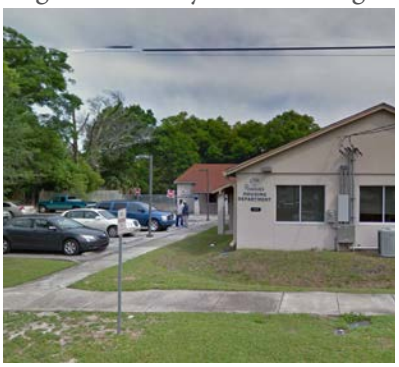


This includes:

- **Rehabilitation of existing hospital facilities to signal reinvestment and dedication towards the neighborhood, and improved care for all hospital users and workers**
- **Development of new medical and administrative facilities to enhance Baptist's quality of care and offerings in a regionally and nationally competitive industry**
- **Exterior site improvements and improved parking infrastructure to soften its campus edges and reduce impacts on its residential neighbors**
- **Introduction of new commercial development into the neighborhood that would serve and benefit both the Baptist populations (employees, patients, and visitors), and the wider community**

3 Housing & Neighborhood Reinvestment Partners

The blight of decades of property disinvestment in the area will not reverse course by itself, and requires a concerted and targeted effort by local housing authorities, working with state, federal, and eventually experienced private partners.



This includes:

- **Rehabilitation of dilapidated residential structures in the neighborhood to encourage re-use and meet a community need for affordable housing**
- **Infill housing to make productive use of vacant land and begin stitching together a more complete, walkable urban fabric for the neighborhood**
- **Provision of homeowner assistance to help residents maintain and beautify interior and exterior components of their properties**
- **Provision of small business assistance to encourage entrepreneurship and business development in the neighborhood**

Site Development Context Today

The area targeted for redevelopment is currently comprised of and surrounded by of a mix of vacant and underutilized land or properties in various states of disrepair.



Baptist Properties

Baptist properties located south of the hospital are largely under-utilized today.

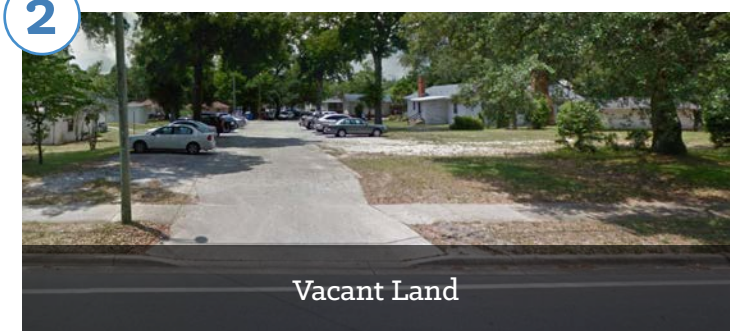
1



"Cottage" Offices & Parking

This entire city block contains certain Baptist administrative uses, as well as the Sunshine Café, housed in older deteriorating structures fronting West Moreno Street, with additional parking space for the hospital in the back interspersed among large canopied trees.

2



Vacant Land

This important block on the high visibility street corner of E Street and West Moreno is currently vacant, as certain older structures that formerly occupied it were demolished this year. It also has a significant number of large trees and feels park-like even in its natural state.

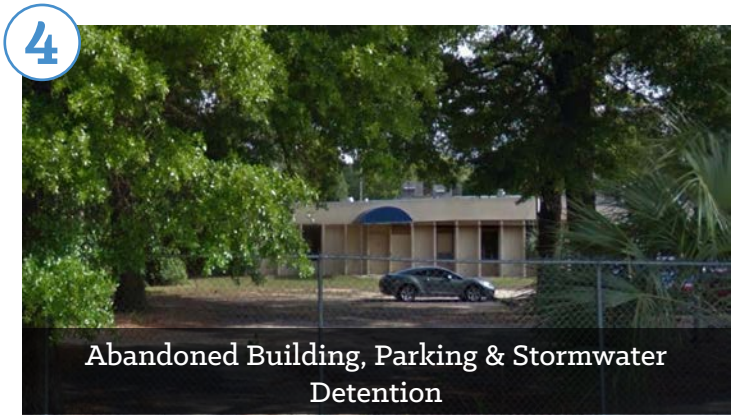
3



Overflow Parking Lot

This property is an overflow parking lot for Baptist, but is generally not used and sits mostly vacant.

4



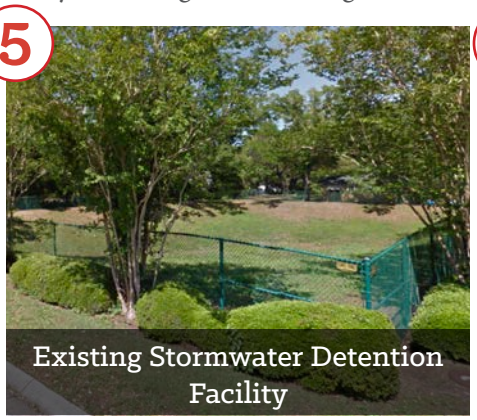
Abandoned Building, Parking & Stormwater Detention

This block is severely underutilized, containing an abandoned structure that used to house the Baptist sleep disorders clinic, with parking in the back, as well as a stormwater detention facility created to accommodate runoff from the dialysis center to the west.

Current City Stormwater Initiative

The CoP Department of Public Works has undertaken several stormwater management initiatives in areas south of the hospital. The Department has plans to expand an existing stormwater facility north of Lee Street by combining it with a future facility planned on a newly acquired lot south of Lee Street, and by permanently removing the section of Lee Street between the two lots. The resulting larger facility, as currently conceived, would exist in the same form as the smaller one today (i.e. a large hole in the ground with a fence around it.)

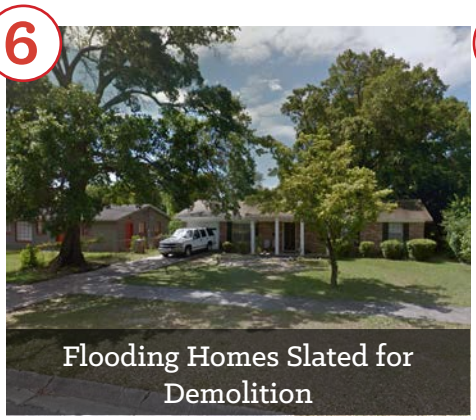
5



Existing Stormwater Detention Facility

This property on the north side of Lee Street is a current city stormwater detention facility in the form of a dry hole surrounded by a chain-link fence.

6



Flooding Homes Slated for Demolition

On the south side of Lee Street, there are three homes that flood persistently and that the CoP has secured funding to purchase and demolish, while relocating the occupants. Once the homes are demolished, the CoP Department of Public Works intends to use the land for additional stormwater detention, as it is a condition of their funding.

7



Lee Street Section Slated for Removal

In order to connect the existing stormwater facility with the one proposed on the south side of Lee Street, a portion of Lee Street between E Street and F Street is expected to be removed under the current CoP Department of Public Works plan.

The Department of Public Works has indicated that they are open to exploring alternatives for addressing the stormwater issue in order to avoid removing Lee Street as currently planned. It is LWLP's firm recommendation that Lee Street should not be removed, as to do so would continue the trend of neighborhood disinvestment the parties are trying to reverse, and adversely impact flow and connectivity as well as the value of surrounding properties.

Master Plan Overview – Key Strategies & Considerations

The proposed Master Plan, summarized below and articulated in further detail in the following pages, integrates the proposed development program and strategic direction in a manner that achieves the project's stated neighborhood improvement objectives and sets the stage for broader revitalization to occur over time.

Illustrative Master Plan



1 New Development Fronting West Moreno Street

New Baptist development demonstrates private investment in the neighborhood and several key strategies are reflected in the plan:



- **Reinforces Moreno as Baptist's institutional main street corridor**
- **New building faces existing hospital, creating a 2-sided, urban-feeling street with scale**
- **Retail on ground floor activates the street-front**
- **Promenade along Moreno invites pedestrian flow to plaza and park**
- **Plaza space faces park for public use, activation and flow**
- **Significant, convenient pull-in and diagonal street parking services demand and limits the required size of the surface lot in back**

2 New, Expanded, Active Park & Pond Space

This new, substantial, activated civic green space is an essential foundation of the overall strategy:



- Creates a compelling sense of arrival to the district
- Serves as a highly visible "billboard" along E St., signifying investment in the westside neighborhood
- Public investment west of E Street stretches prosperity across E St. and creates value for surrounding neighborhood residents
- Addresses area flooding/stormwater issues comprehensively
- Creates space and opportunity for additional recreational amenities and park programming

3 Targeted Infill Housing

Beginning to repair the surrounding neighborhood:



- Provides new housing options for existing, new, or returning residents in need of quality places to live, by developing and making productive use of underutilized or vacant residential land
- Begins to complete a disjointed urban fabric and create a cohesive neighborhood that is well-maintained and cared for
- Signals to the wider community, including both public and private sectors, an interest and reinvestment in the area

4 Potential Future Development

Plan allows for Baptist to accommodate potential additional future development needs over time, outside its hospital:



- Buildings should continue to front Moreno, to continue the reinforcement of the institutional corridor
- Buildings should also front Blount, if possible, to improve the built-form response to the residential community on the south side
- Vacated segment of H Street between Blount and Moreno should be reinstated to improve connectivity and maintain block structure
- Storm water facility adjacent to the dialysis center can be removed to free up land for development, by redirecting stormwater runoff into the new park

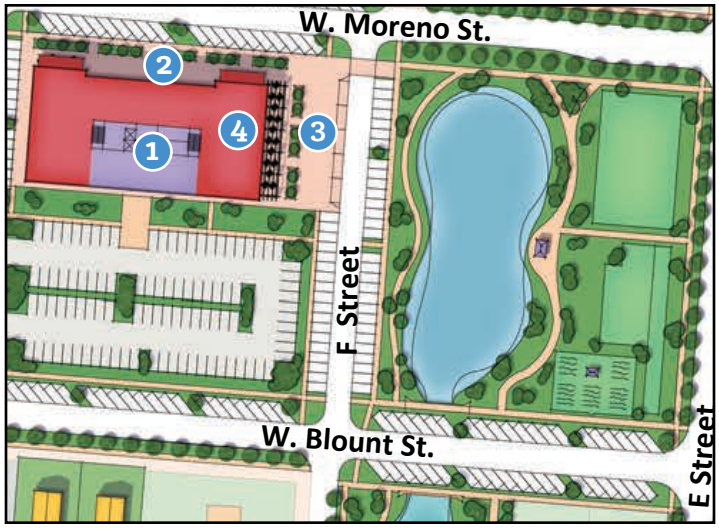
Prioritize the Park

In the event of phased implementation of the proposed public improvements due to budgetary constraints, the park and surrounding streets, should be prioritized for initial investment.

Potential Mixed-Use Office Building

The mixed-use office building is conceived as a 3-storey structure, with Baptist professional office space on the 2nd and 3rd floors, as well as a portion of the ground floor. The building's main entrance is on West Moreno, but also has direct access from surface parking in the rear. Retail and restaurant space occupies the ground floor of the building fronting West Moreno, activating the envisioned promenade, patio and plaza space.

Note: These represent only conceptual building designs and plans, which should be expected change and evolve during any detailed design process, due to building efficiencies, value engineering and evolving market conditions.

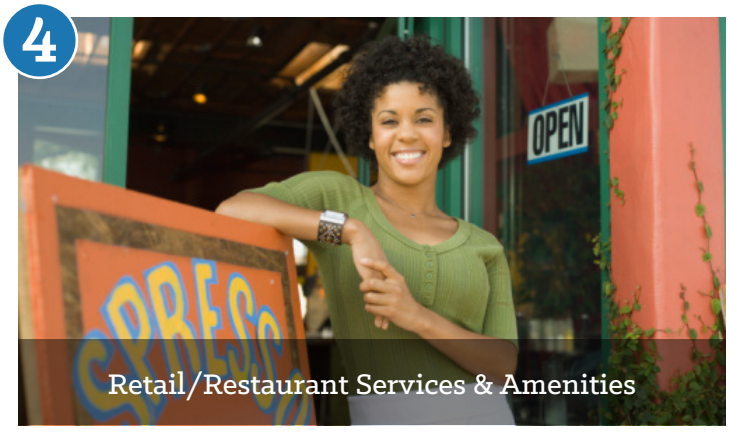





1 Baptist Professional Office Space

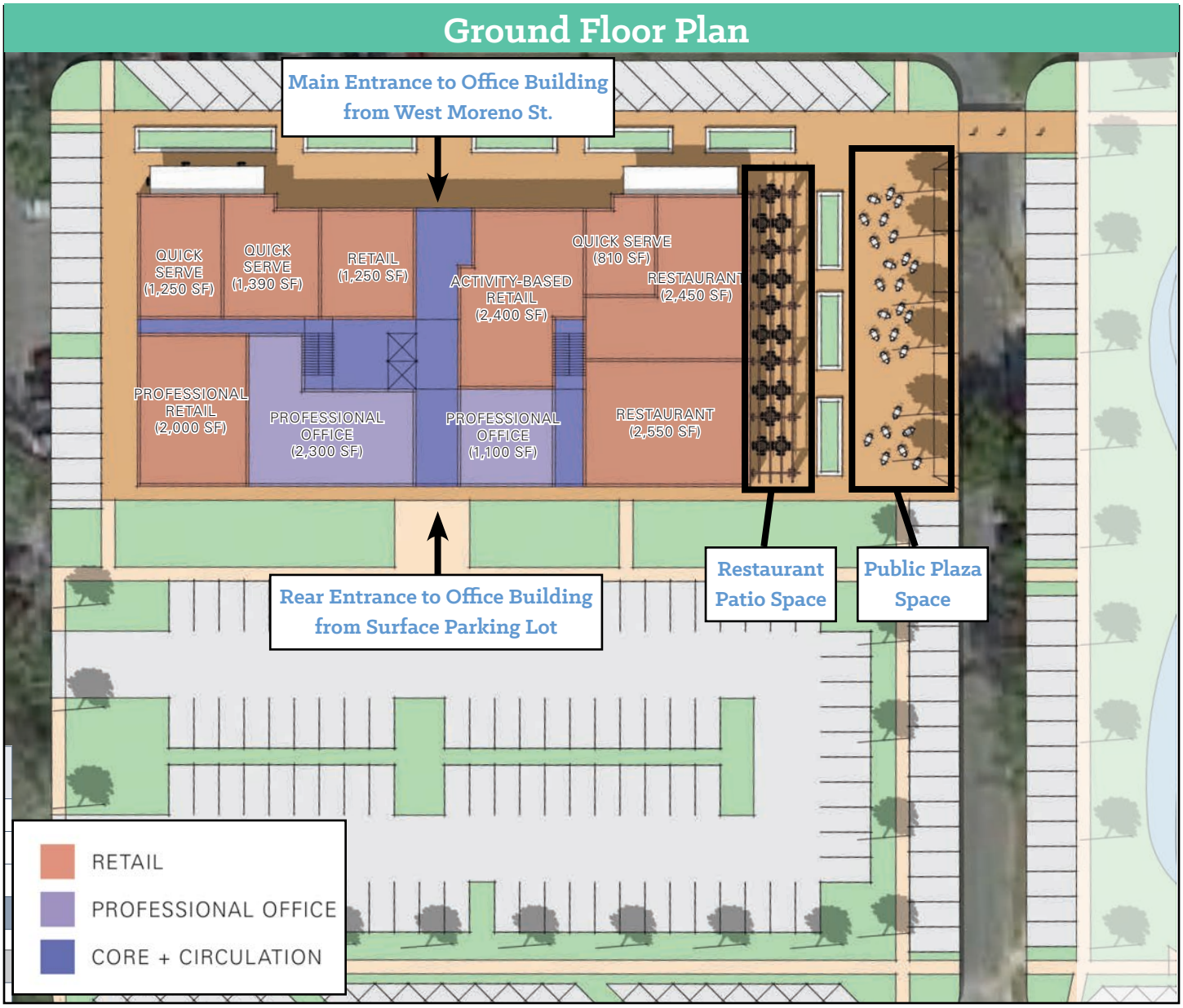

2 Moreno Promenade


3 Public Plaza Facing Park



4 Retail/Restaurant Services & Amenities

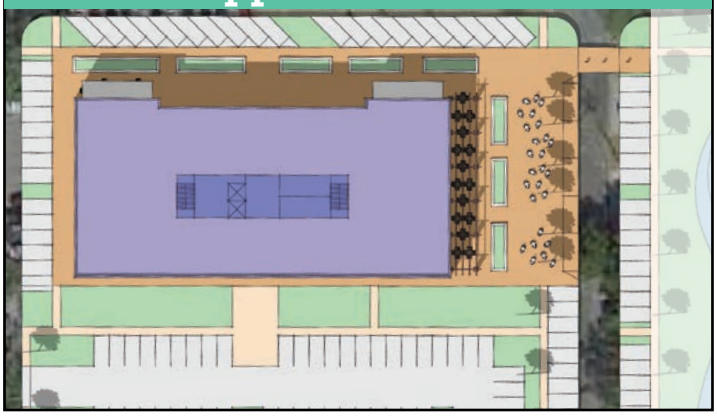
Ground Floor Plan



Floor	Net Retail	Net Professional Office	Core, Circulation, Exterior Walls	Total
1	14,100	3,400	4,950	22,450
2	--	19,295	3,155	22,450
3	--	19,295	3,155	22,450
Total	**14,100**	**41,990**	**11,260**	**67,350**

Parking Required	**167 (Professional Office Only)**		
	Surface	On-Street	Total
Parking Provided	**99**	**154**	**253**

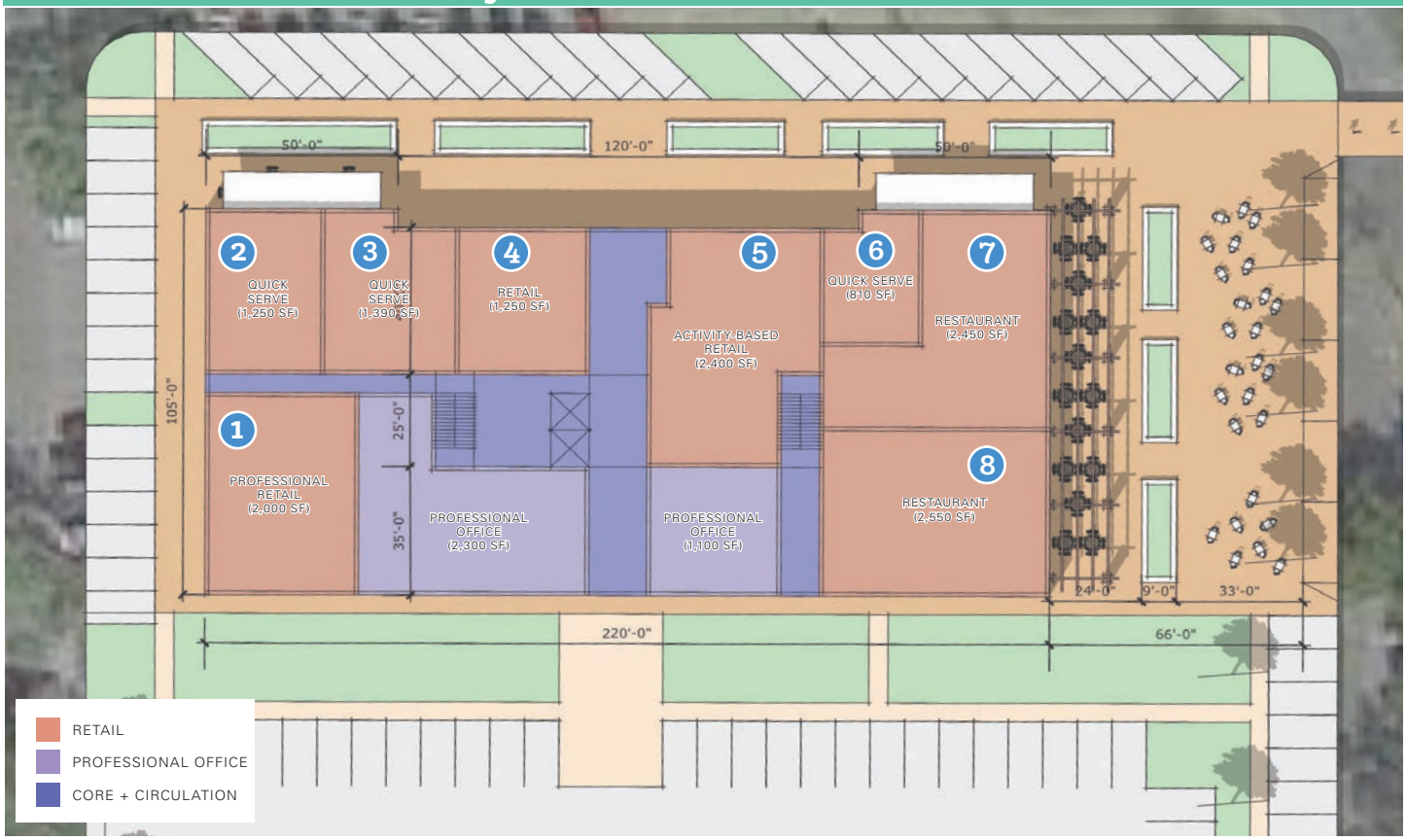
Upper Floor Plan



Preliminary Commercial Program

The retail offering envisioned for the ground floor of the development includes a mixture of food services, daily services and amenities along with general and health and wellness retail offerings, all to serve the diversity of identified end-users.

Preliminary Ground Floor Retail Tenant Mix



Category	Concept	Gross Leasable Area (Sq. Ft.)
1. Professional Retail	Medical Retail	2,000
2. Quick-Serve	Coffee Shop	1,250
3. Quick-Serve	Grab'n'Go Meals & Convenience Store	1,390
4. Retail	Flower & Gift Shop	1,250
5. Activity-Based Retail	Fitness Concept	2,400
6. Quick-Serve	Ice Cream & Treats	810
7. Restaurant	Casual Full-Service Restaurant	2,450
8. Restaurant	All-Day Diner	2,550
	Total	**14,100**

Note: This suggested commercial tenant mix program is preliminary direction and will need to be additionally validated through market testing as the development moves forward.

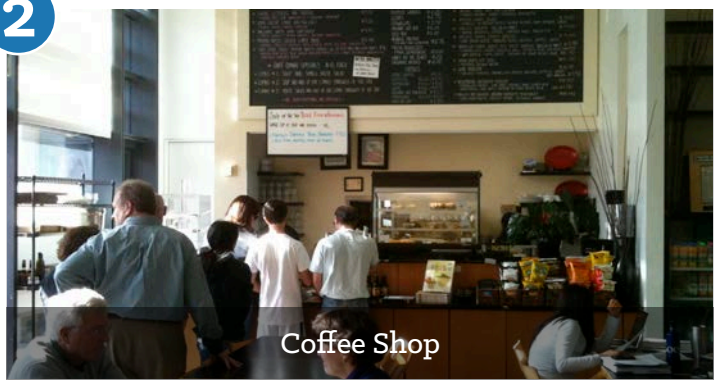
Preliminary Retail Concepts

1



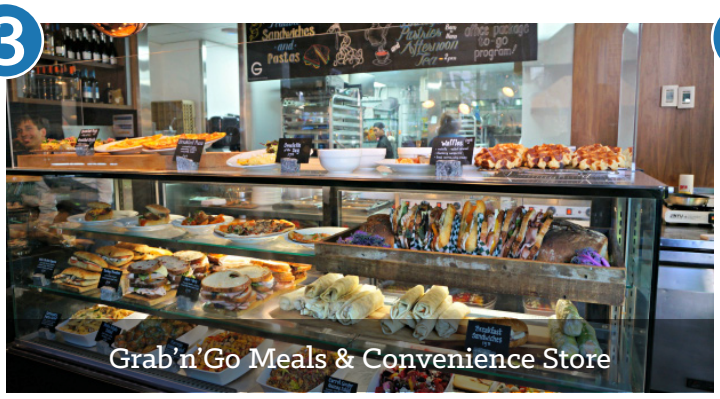
Medical Retail

2



Coffee Shop

3



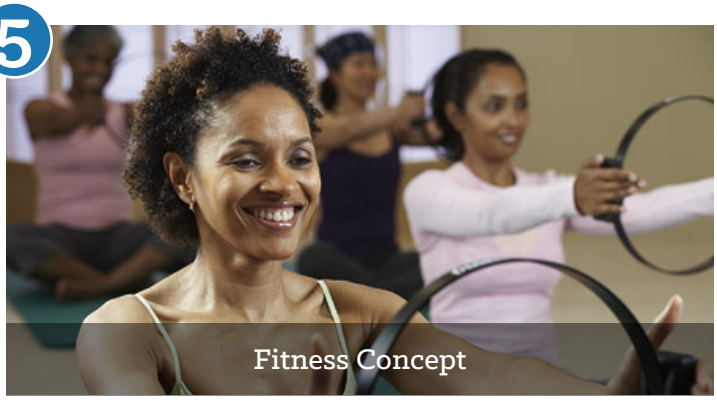
Grab'n'Go Meals & Convenience Store

4



Flower & Gift Shop

5



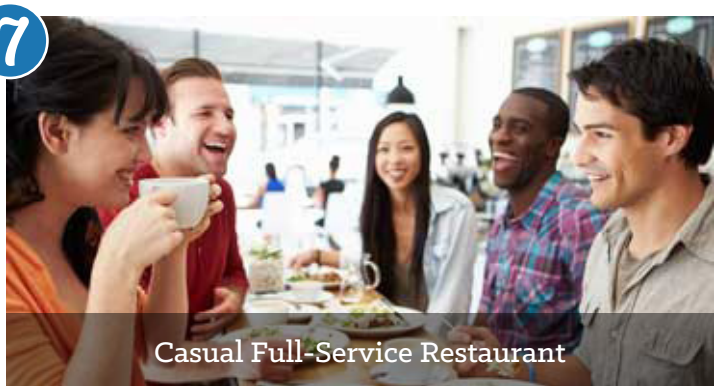
Fitness Concept

6



Ice Cream & Treats

7



Casual Full-Service Restaurant

8



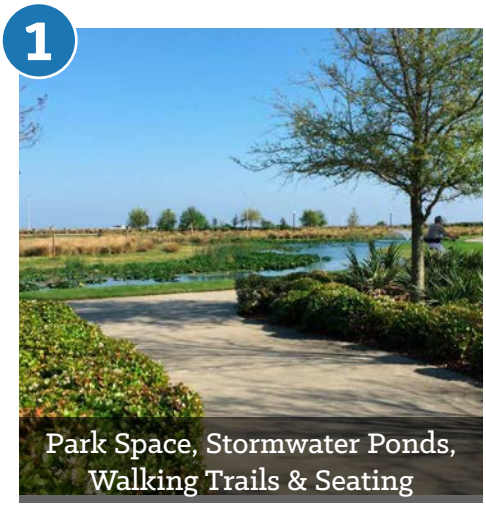
All-Day Diner

Community Park & Amenities

This new proposed community park with a major water feature,addresses and responds to the key program direction previously articulated. By combining Baptist and City-controlled lands, a ~4 acre park can be interconnected and integrated over 3 city blocks, incorporating wet and dry stormwater ponds surrounded by green space, all landscaped into an important community amenity. Ample walking trails and seating options surround the ponds, and provision has been made for a community garden, as well as both a multi-purpose children's sports field and an obstacle/fitness course, located along E Street to highlight visible recreation and activity. The park is also surrounded by convenient pull-in parking for parents and other visitors.

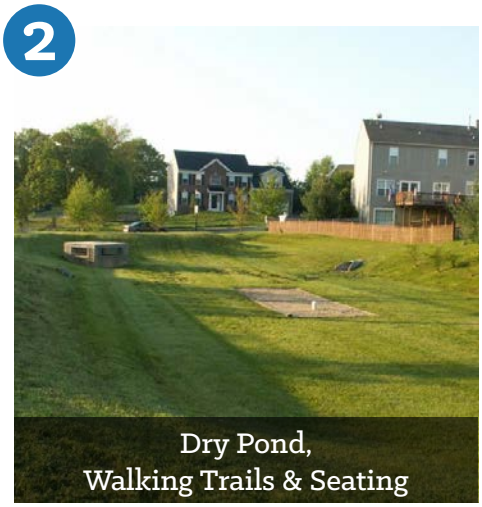
Community Park Programming

1



Park Space, Stormwater Ponds, Walking Trails & Seating

2



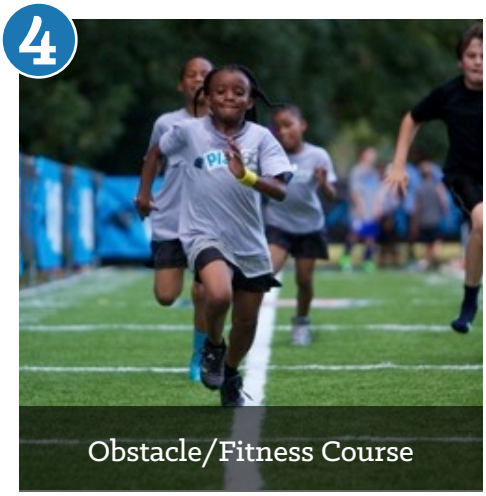
Dry Pond, Walking Trails & Seating

3



Multi-Purpose Children's Sports Field

4



Obstacle/Fitness Course

5



Small Child's Playground

6



Community Garden

The development of this park as an important new community asset will require close work with the Parks and Recreation department to coordinate the proposed programming, construction, operation and maintenance, as well as with the Department of public works to ensure the stormwater functions are appropriately engineered to serve the area's needs.


1
2
3
4
5
6
F Street
E Street

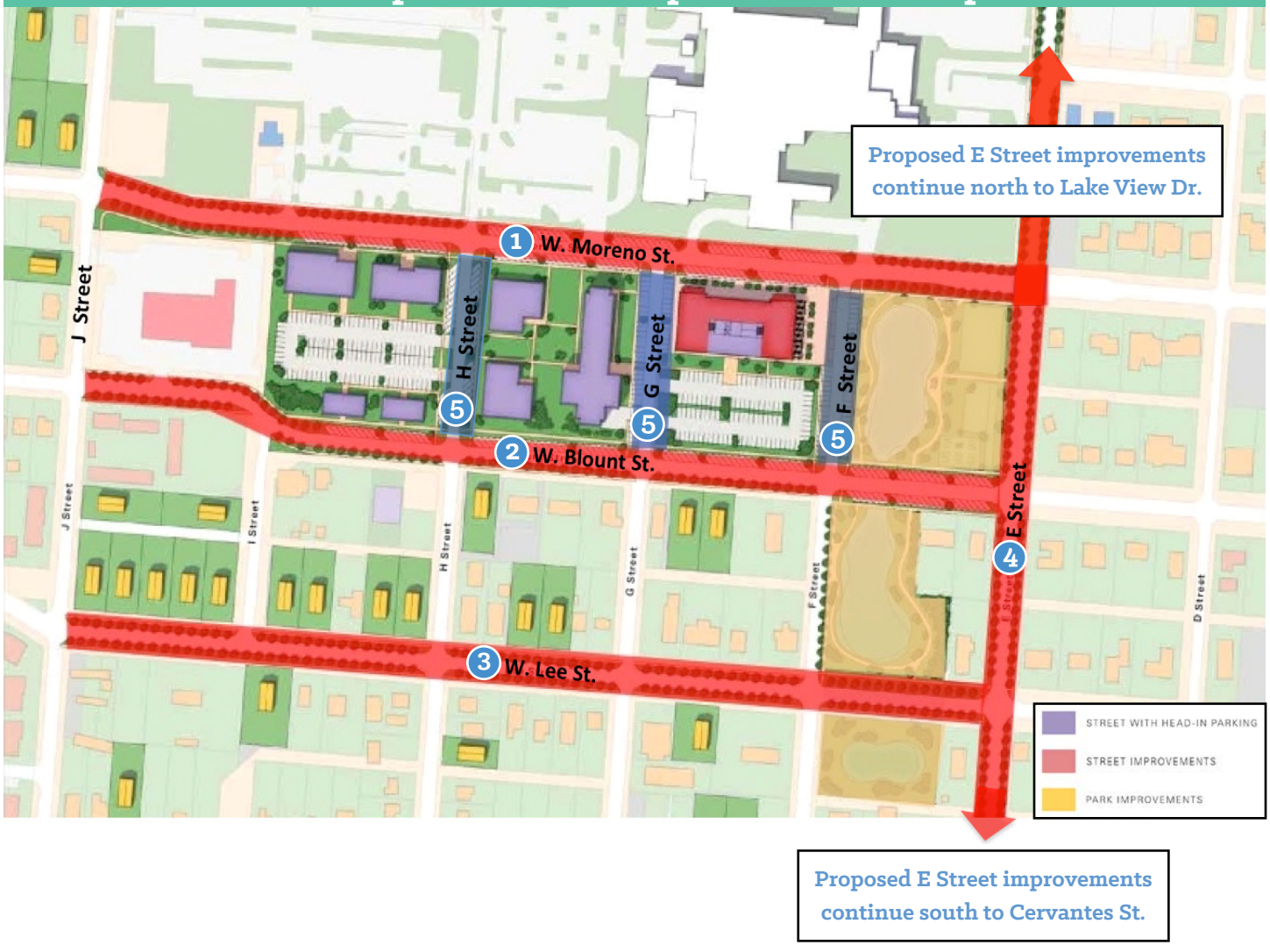
Proposed Streetscape & Corridor Improvements

Wholesale improvements to the streetscapes along key neighborhood corridors as well as connective streets within the grid are essential to the plan. These include rebuilding streets with appropriate lighting, landscaping, sidewalks, parking, vehicular lanes and subsurface infrastructure – all within the existing public right-of-way. The ultimate goal is to create an interconnected grid of true "Complete Streets" that don't currently exist in the area, in order to set the stage for redevelopment activity.

These proposed investments will improve pedestrian connections and the overall pedestrian experience in a bid to generate more street life, and facilitate access to the proposed new community park. Additionally, beautifying and reinvesting in the neighborhood's public realm in this targeted way will create an epicenter of regeneration and investment. This will form the nucleus of a desirable, walkable neighborhood character that sets an important precedent for the future that can be expanded out over time to other parts of the neighborhood.

Each street in this plan will have its own unique character, and serve particular functions within this new and improved urban grid that will become the foundational staging for the emergence of this West Moreno District.

Overview of Proposed Streetscape & Corridor Improvements



1 West Moreno Street

Establish as the key institutional corridor and Baptist's "Main Street", with activity on both sides of the street (hospital to the north, and the park, the mixed-use office building, and proposed new development to the south.)

2 West Blount Street

Reinforce as an essential transitional corridor between Baptist to the north, and the residential neighborhood to the south

3 West Lee Street

Set the foundation for significant infill housing opportunities to strengthen the area south of Baptist

4 E Street

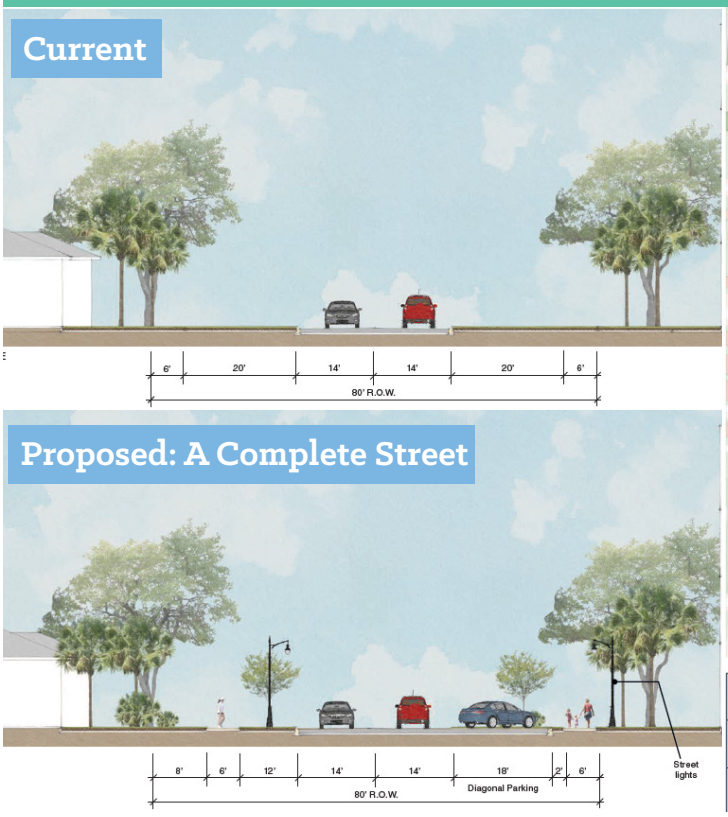
Create a proper southern gateway and sense of arrival to the district from Cervantes, and improve access to Baptist and the overall neighborhood

5 F, G & H Streets

These side streets will maximize pull-in and diagonal parking

Streetscape Improvements: Blount Street Example

Blount Street: Street Section Diagram





Boundaries of Improvements	J Street to F Street
Length of Street Improvements	1,420 Linear Feet (Total) 370 Linear Feet (No Parking)
Number of Street Lights	24 (3 per block, alternating sides of the street)

Detailed street section diagrams of each of these streets, illustrating their current condition and proposed improvements can be found in Appendix B.

Aerial Perspective

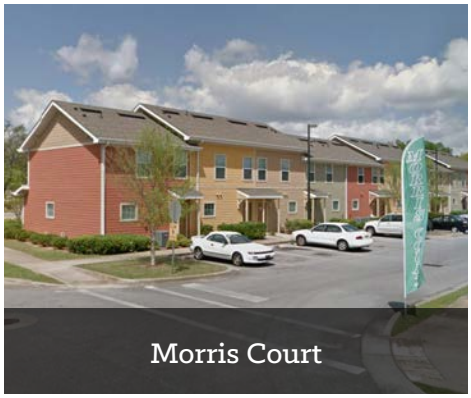




Aerial perspective of proposed new development, looking west from E Street along West Moreno Street

Community Housing Strategy

Housing Infill & Rehabilitation


Morris Court

State of the Neighborhood

As has been discussed, there are a significant number of vacant and dilapidated properties in the neighborhood surrounding the project. As indicated in the map (opposite page), while a limited number of these properties are controlled by the City or County, the vast majority of them are privately owned. Additionally, there are numerous private homes, as well as older non-market rate housing projects in the broader area (including parts of Morris Court,) where residents continue to live, but subsist in substandard accommodations. Given the economic condition and levels of poverty in the area, these lands will not be privately developed or improved on their own, as in most cases the owners would not have the money to do so, nor do market conditions currently support any kind of a return on an investment of that nature.

Collaborative Housing Development Partnerships

As a result, a proactive, targeted and concerted, long-term effort is required by public housing authorities at all levels of government, but that must be initiated locally, and then ultimately championed to the state and federal levels. This effort should pursue coordination among some or all of these organizations (as well as others):

Local	State	Federal
• City of Pensacola Housing Office • Escambia County Housing Finance Authority • Escambia County Department of Neighborhood and Human Services	• Florida Housing Finance Corporation • Housing & Community Development Division of the Florida Department of Community Affairs	• U.S. Department of Housing and Urban Development

On the implementation side, we would ultimately recommend exploring working with private sector developers with experience in the affordable/workforce housing development realm in order to ensure the quality of the end product.

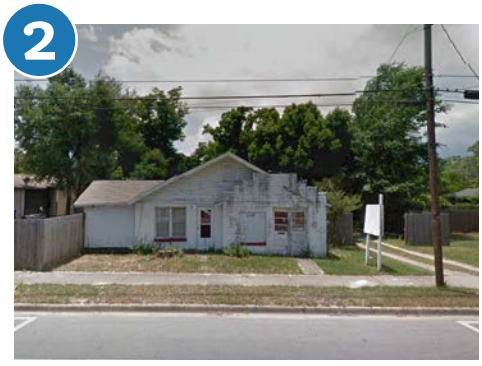
It is essential that the redeveloped housing stock, even if delivered and developed inexpensively, must look and feel of high quality and engender pride and respect for the neighborhood, both to ensure the dignity of the future residents, as well as to truly set the stage for broader longer-term investment and improvement.

Select Targeted Infill Lots

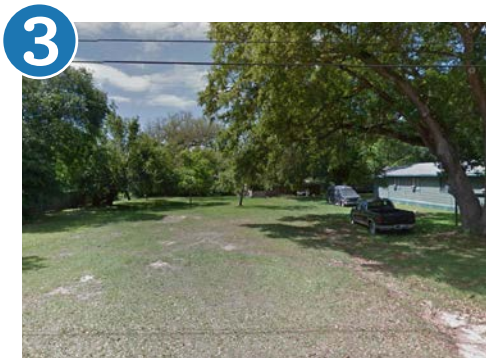
1



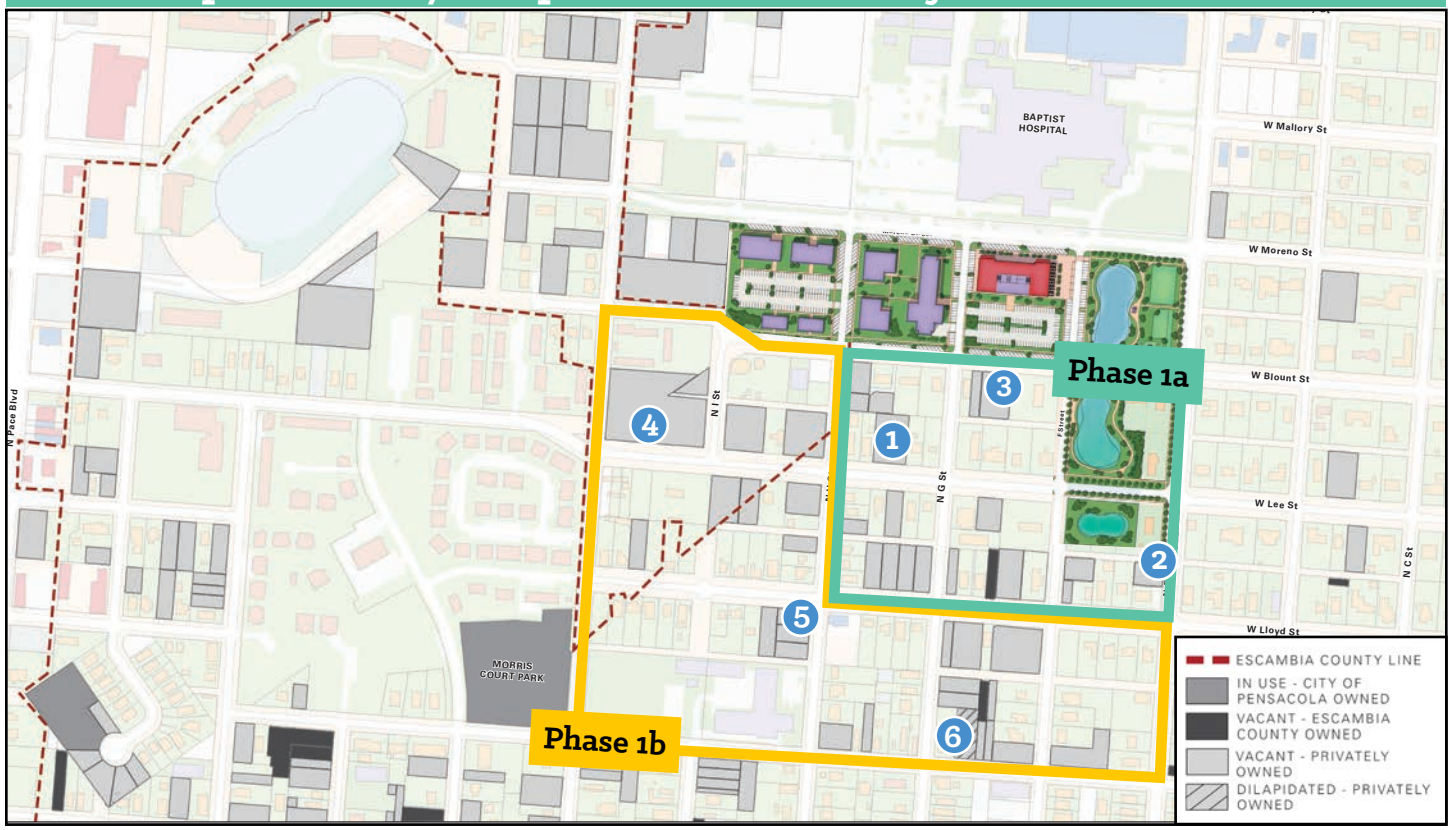
2



3



Map of Vacant/Dilapidated Lots & Early Phase Focus Areas

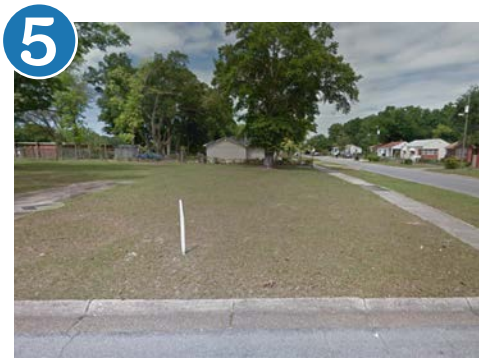


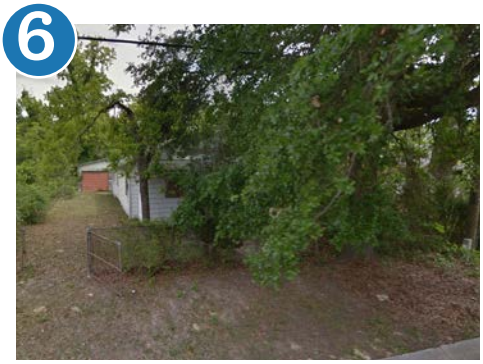
A Phased & Targeted Approach

Given the scale of the neighborhood deterioration today, and the vast number of properties that require attention, a very targeted, concentrated and phased approach must be employed that works to reinforce and leverage the other investments being contemplated as part of the strategy outlined in this report. This plan recommends an initial 15-block area, sub-focused initially on rehabilitating properties in the blocks immediately surrounding the proposed new community park and Baptist development, and moving outwards from there over time.

See Appendix C for more detailed map of vacant/dilapidated properties in the neighborhood.





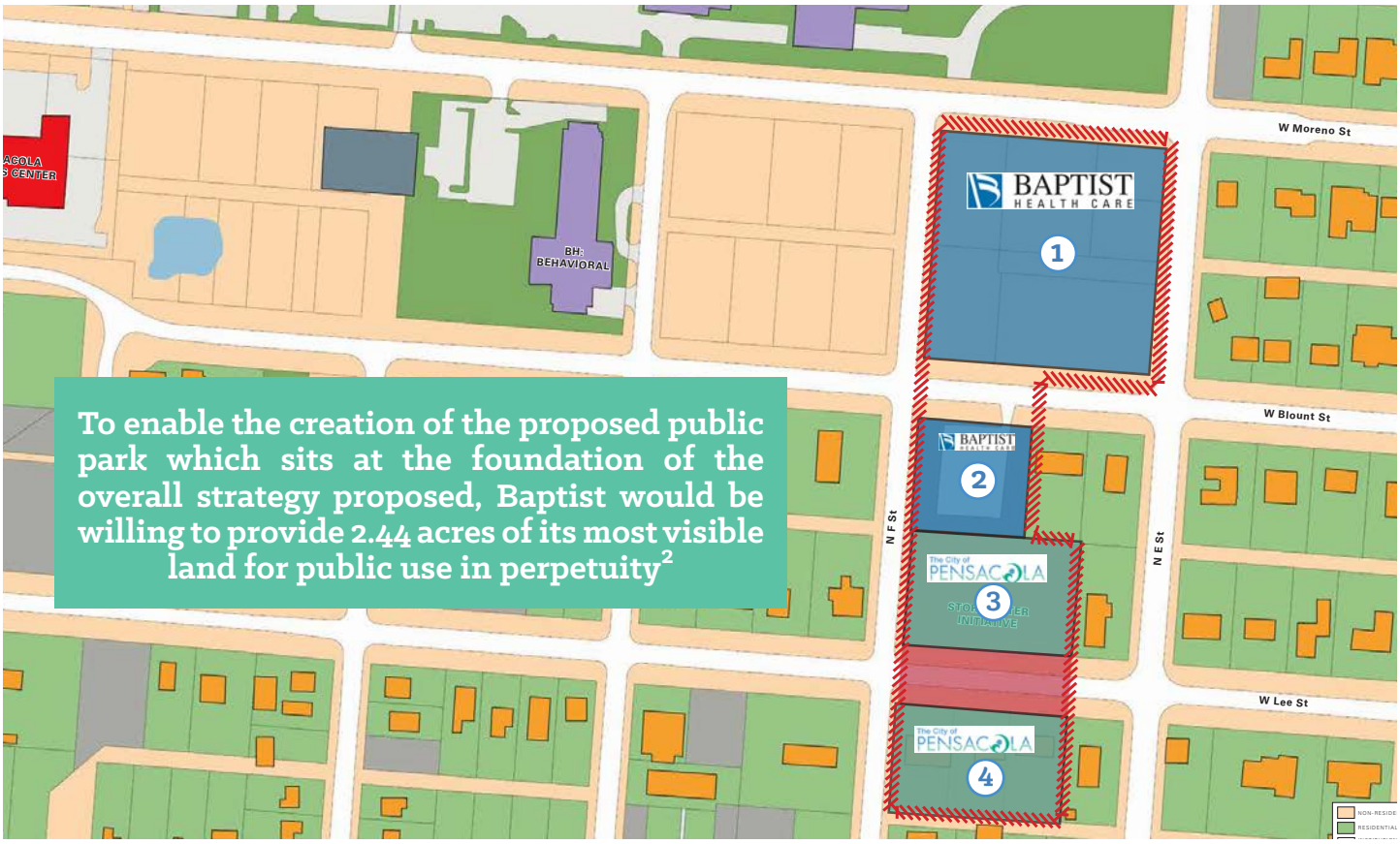


Land Ownership Considerations

As evidenced by the master plan, an important assumption underlying the neighborhood improvement strategy articulated is Baptist's willingness to allow some significant parcels of land that they own to be gifted for public use as part of the future neighborhood park envisioned. The entire city block owned by Baptist at the southwest corner of West Moreno and E Street is one of the most visible and highest profile undeveloped properties on their campus, and the two Baptist properties potentially forming part of the park constitute approximately 2.44 acres of land, or approximately 62% of the proposed park space. Baptist leadership has indicated willingness to potentially provide these lands to the City in the interest of community stewardship, in exchange for a firm commitment from their public sector partners to investing in building, programming and managing this important green space and community amenity, as well as to improving the surrounding streetscape infrastructure and urban context as described.

Breakdown of Current Ownership of Potential Park Land

Parcel	Land Owner	Size (Acres)	% of Total Potential Park
1	Baptist Health Care	1.91	48.7%
2	Baptist Health Care	0.53	13.5%
	Sub-total	***2.44***	***62.2%***
3	City of Pensacola	0.77	19.6%
4	City of Pensacola[1]	0.71	18.1%
	Sub-total	***1.48***	***37.8%***
	Total	**3.92 Acres**	**100%**

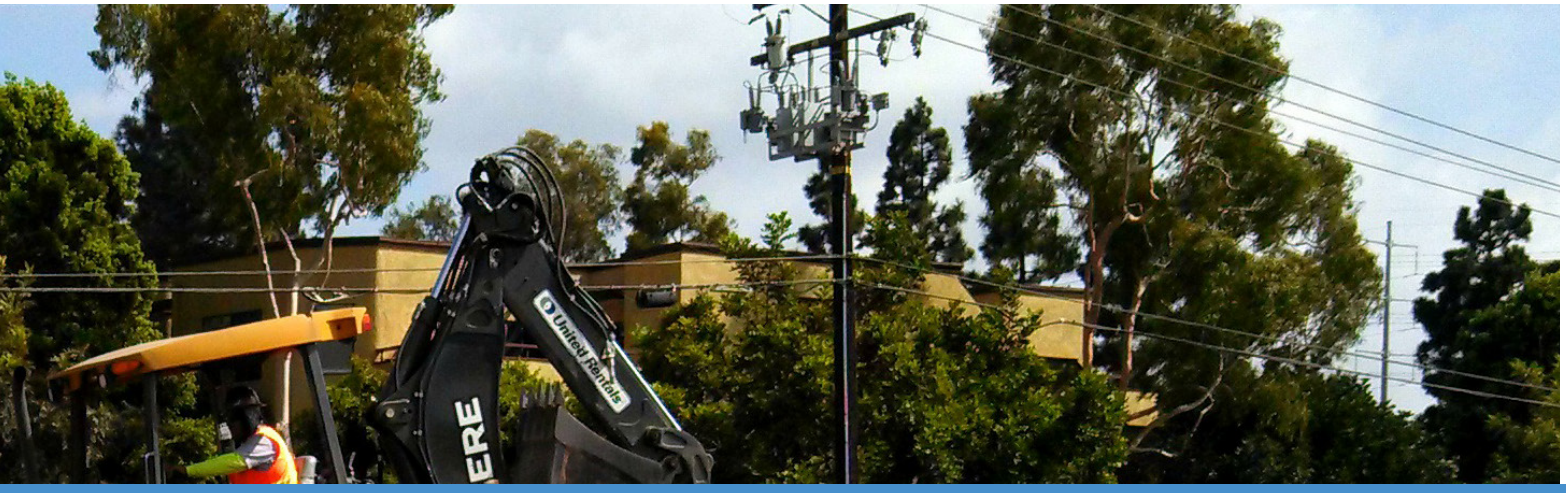


[1]Lands currently in private ownership but slated to be purchased by the city due to flooding issues.

[2]This land should be appraised as part of any final agreements in order to accurately reflect the value of Baptist's contribution in this regard.


HOSPITAL MAIN ENTRANCE
VISITOR/VALET PARKING
PROCEDURE CHECK-IN


NEW HOLLAND
310J
1-800-UR-RENTS



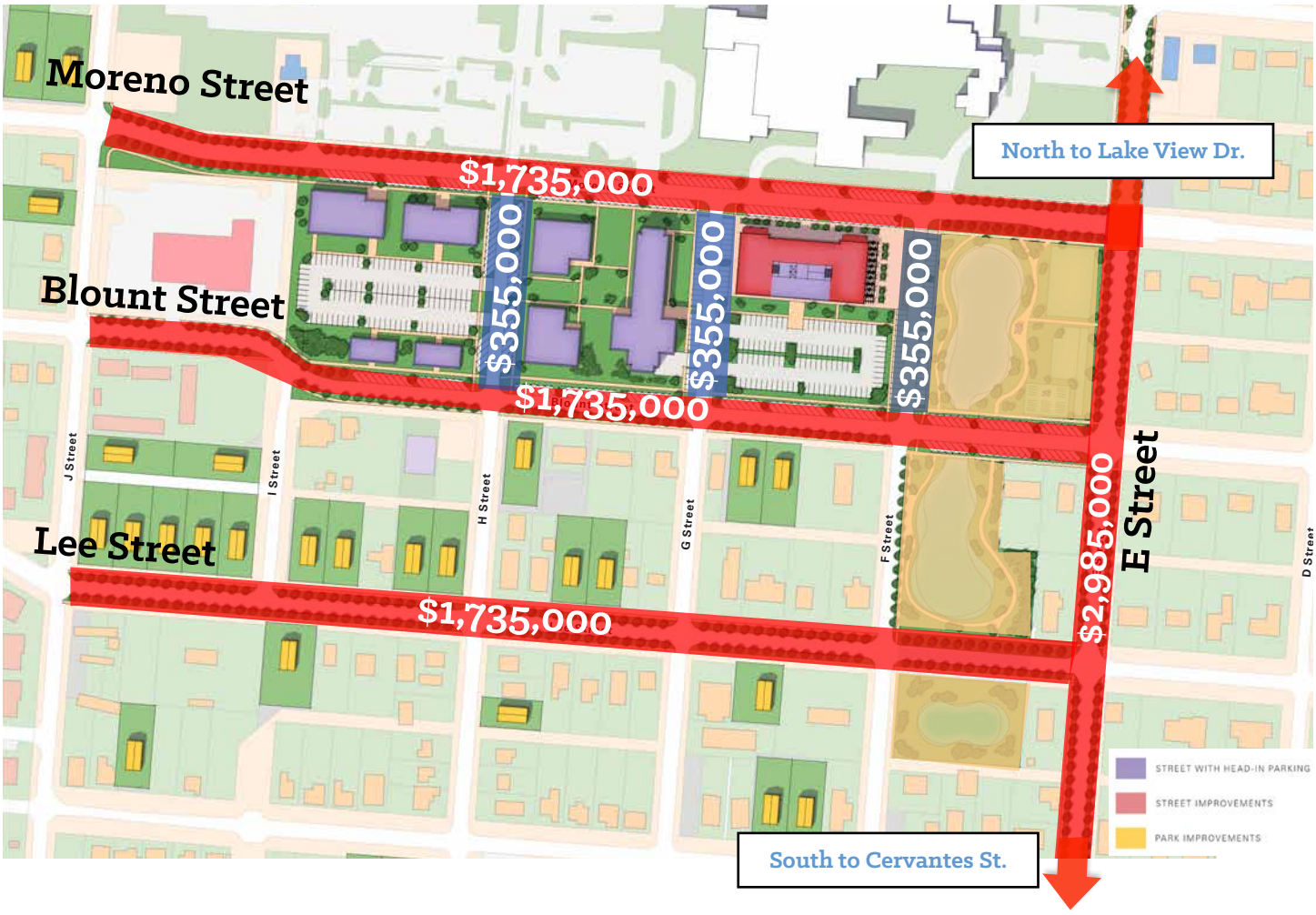
Budgeting & Economic Impact



Neighborhood Infrastructure Budget

Streetscape Improvements

The costs associated with the proposed targeted streetscape improvements are estimated below. The estimates assume a cost of $1,000 per linear foot of street improvement, as provided by the CoP Department of Public Works. This budget includes the complete rebuilding of the streetscape, including all subsurface infrastructure, roadways, sidewalks, landscaping and lighting.



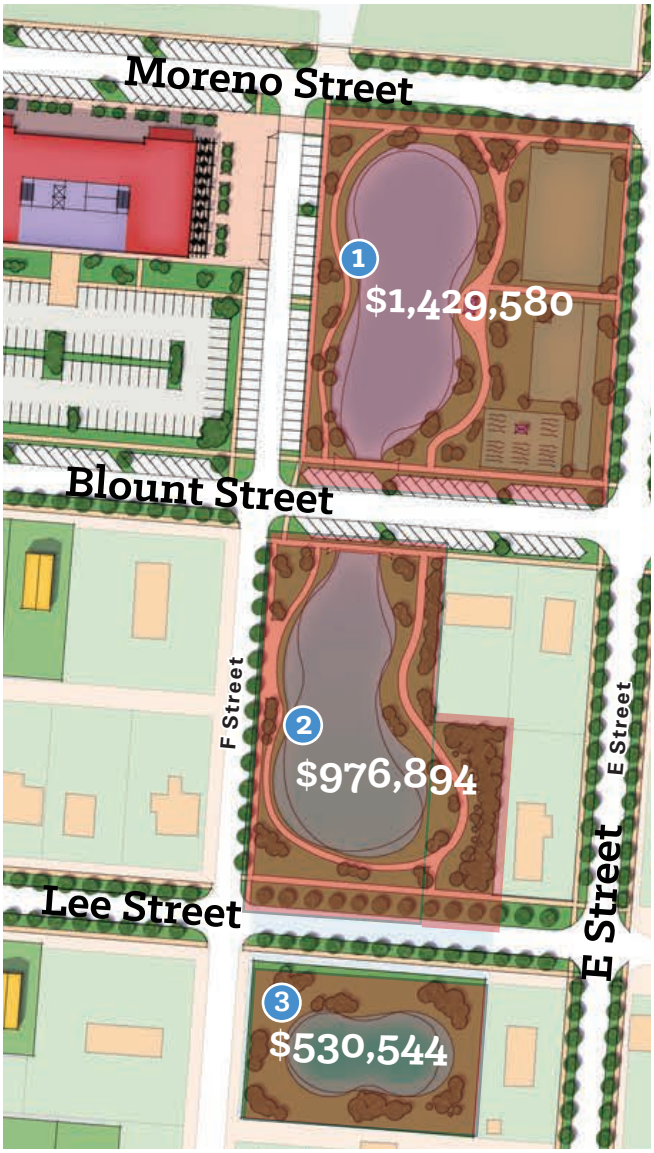
Street Improvement Costs ($1,000/Linear Foot)		
Street	**Linear Footage**	**Total Cost**
Moreno Street	1,735	$1,735,000
Blount Street	1,735	$1,735,000
Lee Street	1,735	$1,735,000
E Street	2,985	$2,985,000
F Street	355	$355,000
G Street	355	$355,000
H Street	355	$355,000
Total Street Improvements	**9,255 feet**	**$9,255,000**

Park & Stormwater Improvements

The costs associated with the proposed park and stormwater improvements are estimated below. The estimates assume a baseline cost of $750,000 per acre of park area, as provided by the Department of Public Works and informed by the City's experience with building Admiral Mason Park. LWLP have increased the estimated cost for the northern portion of the park to $850,000 per acre, to account for the additional recreational and other programming contemplated within it, which will increase the baseline cost.

Park/Stormwater Costs			
Park Section	Unit Cost (per Acre)	Acres	Total Cost
1	$850,000	1.91	$1,620,191
2	$750,000	1,30	$976,894
3	$750,000	0.71	$530,544
Total Park/Stormwater Improvements		**3.92 Acres**	**$3,127,629**





Total Neighborhood Improvements		
Improvements	Area	Cost
Streets	9,255 Linear Feet	$9,255,000
Park/Stormwater	3.92 Acres	$3,127,629
	Total	**$12,382,629**

See Appendix D for more detailed neighborhood infrastructure budget information

Mixed-Use Office Building Budget

Construction Budget

This conceptual budget provides preliminary estimated construction costs associated with the construction of the mixed-use office building, and associated parking and public space improvements within the block. This budget will need to be refined with the development partner ultimately selected and value-engineered through the development process. Cost of land is not included as Baptist has indicated its willingness to contribute the land to the project at no cost to improve development economics and feasibility.

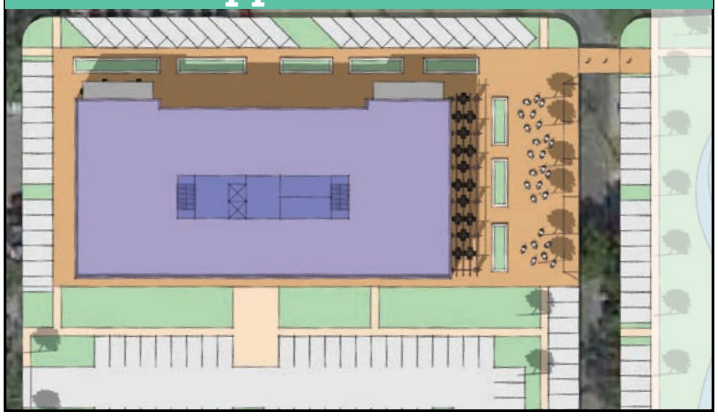
	SF	$ / SF	Total $	% of Total Cost
Hard Costs[1]				
Site Work				
Demolition of Existing Buildings			$50,000	0.3%
Underground Utilities (Incl. Stormwater Pre-Treatment); Dirt Work; Parking Lot Treatment (Incl. Paving, Striping, Signage)			$520,000	3%
Public Plaza & Promenade	17,250	$16.00	$276,000	2%
Site Work Sub-Total		***$12.56***	***$846,000***	***5%***
Building Cost (Shell & Finish)				
Shell & Common Areas	67,350	$140.00	$9,429,000	59%
Professional Office Space-Build Out	41,990	$75.00	$3,149,250	20%
Retail Space Tenant Allowance	14,100	$25.00	$352,500	2%
Building Cost (Shell & Finish) Sub-Total		***$191.99***	***$12,930,750***	***81%***
Total Hard Costs		**$204.55**	**$13,776,750**	**86%**
Soft Costs[2]				
Administration & Design				
Architecture, Construction Management, Construction Period Taxes, Builder's Risk Insurance, Loan Origination & Closing Fees, Legal, Interest Carry, Lease Fees, Developer Fee & Contingency		$33.30	$2,242,727	14%
Total Soft Costs		**$33.30**	**$2,242,727**	**14%**
Total Construction Costs		**$237.85**	**$16,019,477**	**100%**

Notes:
[1] Hard Cost estimates provided by Williams Browns Inc., 2016
[2] Soft Cost estimates based on local market research and LWLP experience

Floor	Net Retail	Net Professional Office	Core, Circulation, Exterior Walls	Total
1	14,100	3,400	4,950	22,450
2	--	19,295	3,155	22,450
3	--	19,295	3,155	22,450
Total	**14,100**	**41,990**	**11,260**	**67,350**

Parking Required	**167 (Professional Office Only)**		
	Surface	On-Street	Total
Parking Provided	**99**	**154**	**253**

Upper Floor Plan



Ground Floor Plan



Economic Impact – Summary

TO COME







Next Steps

Next Steps



In order to begin the implementation of this neighborhood improvement strategy, there are a number of initiatives that need to be advanced both in parallel and in conjunction with one another to begin effecting change. What is important to emphasize, as highlighted in the report, is that while the greatest possible impact can be garnered by implementing the comprehensive strategy, each individual initiative has independent merit and warrants being pursued. Underpinning all of the next steps below, is the necessity for a regular communication process between Baptist, City and County leadership to discuss, collaborate and coordinate as different components of the project move forward:

Mixed-Use Office Building Development

1 Organizational Planning & Decision-Making

Baptist senior leadership to make formal decision on whether to move forward with relocation of administrative office functions, or other development to occupy upper storeys of the proposed building, to be considered in context of a comprehensive look at organizational priorities, other campus-wide investment opportunities, and public sector appetite for corresponding neighborhood investment.



2 Secure Development Partner

Upon deciding to move forward, Baptist should identify and secure a private development partner to develop the building, with the appropriate legal structuring and financial arrangements underpinning the agreement. The development partner would be responsible for the detailed design and construction of the facility.

3 Small Business Incentive Program

In advance of development, and to facilitate and support targeted leasing efforts to secure the commercial businesses that will form part of the project, a small business incentive program should be developed to help put quality local operators successfully into business at the project, which program may include rental subsidies or preferred financing tools, all to assist with up front investment and operating capital requirements until economic stabilization.



Public Park Implementation

1 Confirm Park Land Parameters & Structure Agreements

Given that the proposed park land involves a consolidation of two Baptist-owned properties, a city-owned storm-water facility, and private homes being acquired by the City via a state grant due to persistent flooding, the parties should meet to discuss the status of all, any considerations surrounding the initiative on all sides, and to ultimately structure and formalize the terms, conditions and timing surrounding Baptist's provision of its land to the City for this public use, so that the City can begin detailed planning and engineering on that basis.



2 Interim Park Activation

The city block at the southwest corner of West Moreno and E Street should be converted into an interim park space immediately. The block is currently empty (Baptist having demolished the remaining buildings in 2016) and has significant existing trees and greenery to be leveraged. Simple, low-cost interventions to create walking trails, seating and landscaping could allow it to function as a passive green space and community amenity immediately, in advance of the formal park being designed and developed. This approach will also begin to build familiarity and use of the site for its intended long-term purpose.





3 Detailed Park Planning & Engineering

In coordination with Baptist & the County, the City (including the Departments of Public Works & Facilities, Engineering and Parks & Recreation) should secure and work with a highly qualified landscape architecture firm to develop a detailed plan for the park that meets both the programmatic and functional goals outlined in this report. The programming recommended in this report should serve as the starting point, and be enhanced and refined based on conversations with all potential community partners. The planning process should also incorporate a detailed operational plan and strategy to ensure the park is heavily programming and activated, which will be essential to its success.

Next Steps (cont'd)

Housing Infill/Rehabilitation Strategy



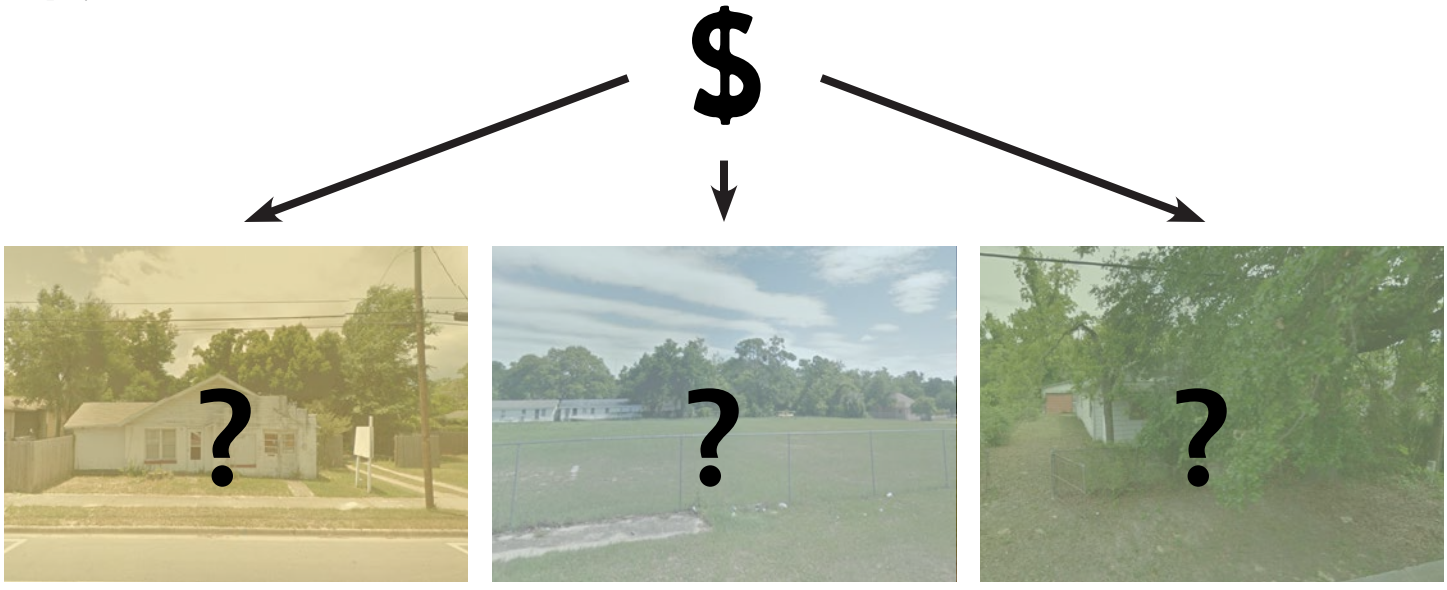
1 Setup of a Focused Working Group/Committee

A formal cross-disciplinary working group or committee should be established, composed of key leaders from City and County housing organizations, local public representatives, and other value-add stakeholders. This working group should have a broad mandate to work in close collaboration on an ongoing, long-term basis towards proactively addressing, strategizing and implementing solutions to this long-standing issue. As an outgrowth of this report, steps have already been taken to begin a more active dialogue, and closer communication between stakeholders has begun – this should continue and become formalized to ensure long-term sustainability and results.



2 Action Plan For Targeted Investment

The working group should be tasked with establishing an action plan for the infill and rehabilitation of properties in the area, which plan should include strategies and tactics, with clear goals and metrics of success. The plan should also incorporate the official designation and prioritized concentration of investment, resources and efforts within the targeted geography surrounding the project, as recommended.



Streetscape & Infrastructure Improvements

Infrastructure Planning & Engineering

A comprehensive plan should be developed for all neighborhood infrastructure improvements. The plan should detail:



Subsurface Infrastructure Improvements

All desired subsurface infrastructure improvements and engineering throughout the targeted master plan area (and beyond, as required), to bring them up to a modern standard. This will necessarily include marrying the storm water runoff and storm-sewer strategy with the enhanced capacity of the future park to eliminate neighborhood flooding.



Cohesive Design Standards

Coherent and detailed enhanced standards for all above-grade streetscape improvements, ensuring a high-quality, consistent, and cohesive urban aesthetic for the neighborhood as improvements are phased in over time to create the complete streets contemplated in this report. The street sections should be consistent with those proposed in this report and respect the different functions and goals of each street.

Improvements will likely be implemented on a phased basis, but should be done so in lockstep with other neighborhood improvements they relate to, while leveraging potential economies of scale and cost savings once construction and work begins.

Funding of Public Improvements



City of Pensacola and Escambia County leadership must work together collaboratively to establish a funding and financing strategy for the proposed neighborhood improvements, identifying and potentially pooling a diversity of sources and approaches that may be available relative to the different improvements targeted (park space vs. underground infrastructure vs. streetscapes vs. housing). Some sources initially contemplated include the Local Option Sales Tax (LOST), the local Community Redevelopment Agencies, leveraging the Promise Zone designation for the area, as well as other potential State and Federal grants or preferential financing mechanisms that have not yet been identified or explored. A strategy should be put forth with initial funds allocated during the next budgeting window in order to demonstrate progress and commitment to moving forward.


Yum Yum
cupcakes & more
Freedom

Appendix



Appendix A: Commercial Economic Study (CES™)

CES Table 1.1

Population of Target Customer Segments

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-
Primary Draw Area: Baptist Hospital	
Employees (including Lakeview Center)	
Doctors and Senior-Level Executives and Managers	1,972
Clinicians, Nursing Staff and Mid-Level Managers	1,540
Administrative Support, Service Workers and Support Personnel	1,387
Independent Contractors (1)	775
Baptist Hospital Employees (including Lakeview Center)	5,674
Patients	
Inpatients (# bed nights) (2)	57,915
Outpatients	81,500
Estimated Annual Patients	139,415
Estimated Daily Patients	382
Hospital Visitors	
Baptist Hospital Visitors (3)	182,000
Medical Office Visitors	54,000
Estimated Annual Hospital Visitors	236,000
Estimated Daily Visitors	647
Primary Draw Area: Baptist Hospital Daily Total	6,703
Primary Draw Area: Neighborhood Residents	
Neighborhood A (4)	810
Neighborhood B (5)	4,044
Primary Draw Area: Neighborhood Residents Total	4,854
Total Primary Daily Draw Target Customers	11,557
Secondary Draw Area (6)	
Employees	
Zone A -- Employees to the North (Fairfield Drive Area)	6,563
Total Employees	6,563
Residents	
Zone A -- North Hill Area	4,119
Zone B -- Downtown Area	14,858
Zone C -- West of Pace Boulevard	4,136
Zone D -- Bayou Grande Area	4,739
Residents	27,852
Total Secondary Draw Target Customers	34,415
Tertiary Draw Area	
Residents (7)	73,677
Total Tertiary Draw Target Customers	73,677
Total Daily Target Market (8)	119,649

References & Assumptions -- CES TABLE 1.1
(1) Currently, BHC only keeps a full spectrum of data on their full-time employees, rather than their independent contractors. Therefore, the total number of employees has been estimated based on an extrapolation of the totals provided by BHC.
(2) Calculated as total number of annual patients (13,500) multiplied by the average length of stay (4.29 days)
(3) Visitation estimation based on inpatients receiving 1.5 visitors per day, and 50% of outpatients being accompanied.
(4) Claritas, Inc. (Border Definition: North - W Jordan St, South - Cervantes, East - A St, West - E St)
(5) Claritas, Inc. (Border: North - Leonard, H St, Texar; South - Cervantes; East - E St; West - Pace)
(6) Claritas, Inc. (See map for secondary draw area boundaries)
(7) Claritas, Inc. (See map for tertiary draw area boundaries)
(8) Calculated as aggregate of: total Baptist Hospital employees; total daily patients; total daily hospital visitors; primary draw area residents; secondary draw area employees; secondary draw area residents; & tertiary draw area residents

Appendix A: Commercial Economic Study (CES™)

CES Table 1.2

Estimated Annual Visitation of Target Customers (Targeted "People Days")

Population x Estimated Annual Visitation

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted "People Days"
Primary Draw Area: Baptist Hospital			
Employees (including Lakeview Center)			
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400
Patients			
Inpatients (# bed nights)	57,915	1	57,915
Outpatients	81,500	1	81,500
Visitors			
Baptist Hospital Visitors	182,000	1	182,000
Medical Office Visitors	54,000	1	54,000
Primary Draw Area: Neighborhood Residents			
Neighborhood A	810	12	9,720
Neighborhood B	4,044	12	48,528
Secondary Draw Area			
Employees			
Zone A -- Employees to the North	6,563	50	328,150
Residents			
Zone A -- North Hill Area	4,119	12	49,428
Zone B -- Downtown Area	14,858	2	29,716
Zone C -- West of Pace Boulevard	4,136	2	8,272
Zone D -- Bayou Grande Area	4,739	2	9,478
Tertiary Draw Area			
Residents	73,677	1	73,677
Total			**1,499,784**

Assumptions: Visitation Patterns (Annual Days of Commercial Spending Potential at West Moreno Site)

Commercial Target Market	Estimated Visitation Frequency
Primary Draw Area	
Total Baptist Hospital Employees (including Lakeview Center) *	2 days/week * 50 weeks
Inpatients (# bed nights)	1 day/bed night
Outpatients	1 day/day visit
Baptist Hospital Visitors	1 day/day visit
Medical Office Visitors	1 day/day visit
Neighborhood A	1 visit/month
Neighborhood B	1 visit/month
Secondary Draw Area	
Employees	
Zone A -- Employees to the North	1 day/week * 50 weeks
Residents	
Zone A -- North Hill Area	1 visit/month
Zone B -- Downtown Area	1 visit/6 months
Zone C -- West of Pace Boulevard	1 visit/6 months
Zone D -- Bayou Grande Area	1 visit/6 months
Tertiary Draw Area	
Residents	1 visit/year

	References & Assumptions: Visitation Patterns
*	Hospital employee visitation patterns assumption is based on survey results that suggest currently 90% of hospital employees eat lunch on campus at least 1x/week; 56% eat breakfast on campus at least 1x/week; and 50% eat lunch on campus at least 2x/week. Additionally, 75-90% of employees said they would be somewhat likely to utilize services such as a pharmacy, fast food/take out, coffee shop, general store, delivery food, gym, bank, sit-down restaurant/bar, or conveniences.

Appendix A: Commercial Economic Study (CES™)

CES Table 1.3

Estimated Percentage Capture of Target Customers

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted "People Days"	Estimated Capture
Primary Draw Area: Baptist Hospital				
Employees (including Lakeview Center)				
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400	75%
Patients				
Inpatients (# bed nights)	57,915	1	57,915	5%
Outpatients	81,500	1	81,500	10%
Visitors				
Baptist Hospital Visitors	182,000	1	182,000	50%
Medical Office Visitors	54,000	1	54,000	25%
Primary Draw Area: Neighborhood Residents				
Neighborhood A	810	12	9,720	25%
Neighborhood B	4,044	12	48,528	25%
Secondary Draw Area				
Employees				
Zone A -- Employees to the North	6,563	50	328,150	10%
Residents				
Zone A -- North Hill Area	4,119	12	49,428	20%
Zone B -- Downtown Area	14,858	2	29,716	10%
Zone C -- West of Pace Boulevard	4,136	2	8,272	10%
Zone D -- Bayou Grande Area	4,739	2	9,478	10%
Tertiary Draw Area				
Residents	73,677	1	73,677	5%
Total			**1,499,784**	**40%**

CES Table 1.4

Estimated Annual & Daily *Achievable Customers* "People Days" or "Traffic"

(Annual Targeted "People Days" x Capture % (divided by 365 for Daily Value))

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted "People Days"	Estimated Capture	Estimated Annual Achievable Customer "People Days"	Estimated Daily Achievable Customer "People Days"	Percent of total annual achievable customer "people days"
Primary Draw Area: Baptist Hospital							
Employees (including Lakeview Center)							
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400	75%	425,550	1,166	70%
Patients							
Inpatients (# bed nights)	57,915	1	57,915	5%	2,896	8	0%
Outpatients	81,500	1	81,500	10%	8,150	22	1%
Visitors							
Baptist Hospital Visitors	182,000	1	182,000	50%	91,000	249	15%
Medical Office Visitors	54,000	1	54,000	25%	13,500	37	2%
Primary Draw Area: Neighborhood Residents							
Neighborhood A	810	12	9,720	25%	2,430	7	0%
Neighborhood B	4,044	12	48,528	25%	12,132	33	2%
							92%
Secondary Draw Area							
Employees							
Zone A -- Employees to the North	6,563	50	328,150	10%	32,815	90	5%
Residents							
Zone A -- North Hill Area	4,119	12	49,428	20%	9,886	27	2%
Zone B -- Downtown Area	14,858	2	29,716	10%	2,972	8	0%
Zone C -- West of Pace Boulevard	4,136	2	8,272	10%	827	2	0%
Zone D -- Bayou Grande Area	4,739	2	9,478	10%	948	3	0%
							8%
Tertiary Draw Area							
Residents	73,677	1	73,677	5%	3,684	10	1%
Total			1,499,784	40%	606,789	1,662	100%

CES Table 2.1

Estimated Average Expenditures Per Person Per Visit

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted "People Days"	Estimated Capture	Estimated Annual Achievable Customer "People Days"	Estimated Average Expenditure Per Person, Per Visit
Primary Draw Area: Baptist Hospital						
Employees (including Lakeview Center)						
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400	75%	425,550	$ 12.00
Patients						
Inpatients (# bed nights)	57,915	1	57,915	5%	2,896	$ 10.00
Outpatients	81,500	1	81,500	10%	8,150	$ 10.00
Visitors						
Baptist Hospital Visitors	182,000	1	182,000	50%	91,000	$ 10.00
Medical Office Visitors	54,000	1	54,000	25%	13,500	$ 10.00
Primary Draw Area: Neighborhood Residents						
Neighborhood A	810	12	9,720	25%	2,430	$ 5.00
Neighborhood B	4,044	12	48,528	25%	12,132	$ 5.00
Secondary Draw Area						
Employees						
Zone A -- Employees to the North	6,563	50	328,150	10%	32,815	$ 12.00
Residents						
Zone A -- North Hill Area	4,119	12	49,428	20%	9,886	$ 5.00
Zone B -- Downtown Area	14,858	2	29,716	10%	2,972	$ 5.00
Zone C -- West of Pace Boulevard	4,136	2	8,272	10%	827	$ 5.00
Zone D -- Bayou Grande Area [a]	4,739	2	9,478	10%	948	$ 12.00
Tertiary Draw Area						
Residents [a]	73,677	1	73,677	5%	3,684	$ 12.00
Total			1,499,784	40%	606,789	$ 11.29

References & Assumptions: Average Expenditures Per Day/Visit

(a) Average expenditure is higher in these residential areas based on higher average household incomes and lower levels of poverty than in others in the study.

CES Table 2.2

Projected Annual Commercial Economy

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted "People Days"	Estimated Capture	Estimated Annual Achievable Customer "People Days"	Estimated Average Expenditure Per Person, Per Visit	Projected Annual Stabilized Commercial Economy
Primary Draw Area: Baptist Hospital							
Employees (including Lakeview Center)							
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400	75%	425,550	$ 12.00	$ 5,106,600
Patients							
Inpatients (# bed nights)	57,915	1	57,915	5%	2,896	$ 10.00	$ 28,958
Outpatients	81,500	1	81,500	10%	8,150	$ 10.00	$ 81,500
Visitors							
Baptist Hospital Visitors	182,000	1	182,000	50%	91,000	$ 10.00	$ 910,000
Medical Office Visitors	54,000	1	54,000	25%	13,500	$ 10.00	$ 135,000
Primary Draw Area: Neighborhood Residents							
Neighborhood A	810	12	9,720	25%	2,430	$ 5.00	$ 12,150
Neighborhood B	4,044	12	48,528	25%	12,132	$ 5.00	$ 60,660
Secondary Draw Area							
Employees							
Zone A -- Employees to the North	6,563	50	328,150	10%	32,815	$ 12.00	$ 393,780
Residents							
Zone A -- North Hill Area	4,119	12	49,428	20%	9,886	$ 5.00	$ 49,428
Zone B -- Downtown Area	14,858	2	29,716	10%	2,972	$ 5.00	$ 14,858
Zone C -- West of Pace Boulevard	4,136	2	8,272	10%	827	$ 5.00	$ 4,136
Zone D -- Bayou Grande Area	4,739	2	9,478	10%	948	$ 12.00	$ 11,374
Tertiary Draw Area							
Residents	73,677	1	73,677	5%	3,684	$ 12.00	$ 44,206
Total			**1,499,784**	**40%**	**606,789**	**$ 11.29**	**$ 6,852,649**

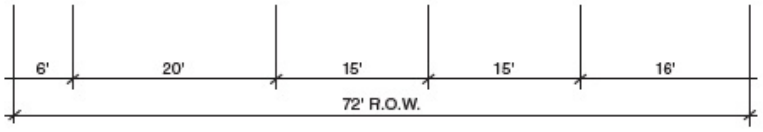
Appendix B: Street Section Diagrams

Moreno Street

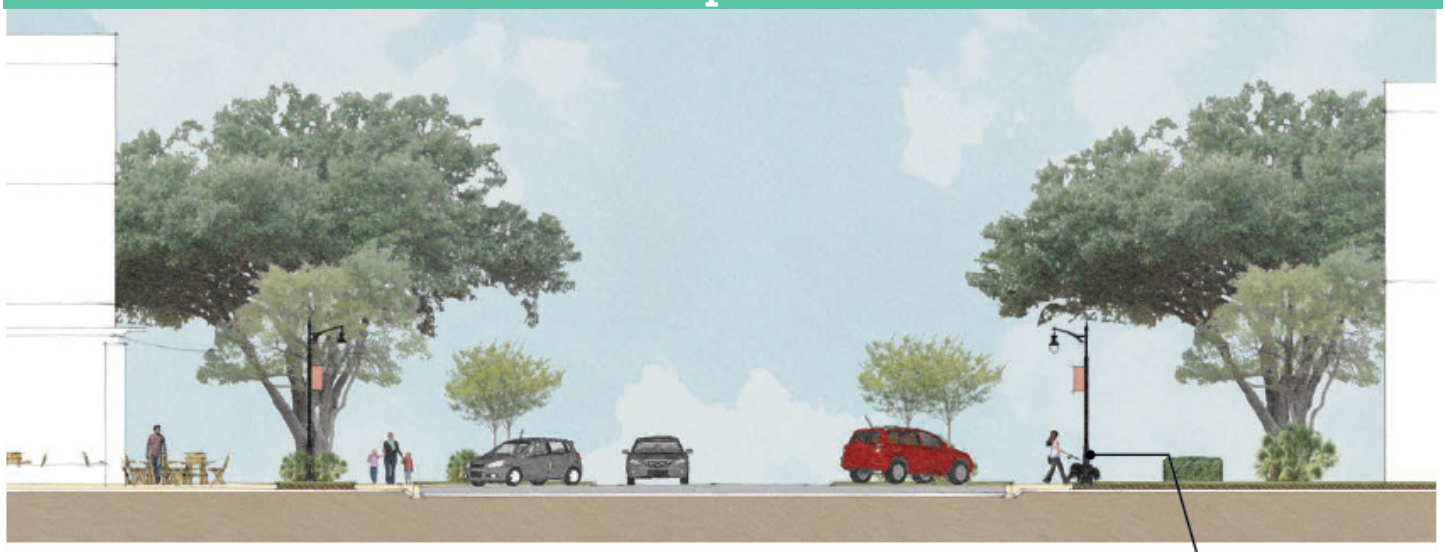
Current



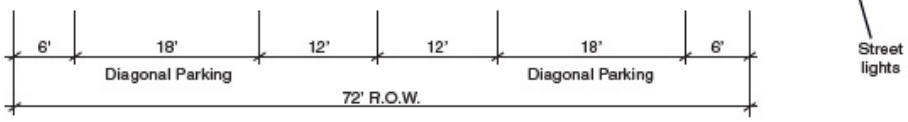
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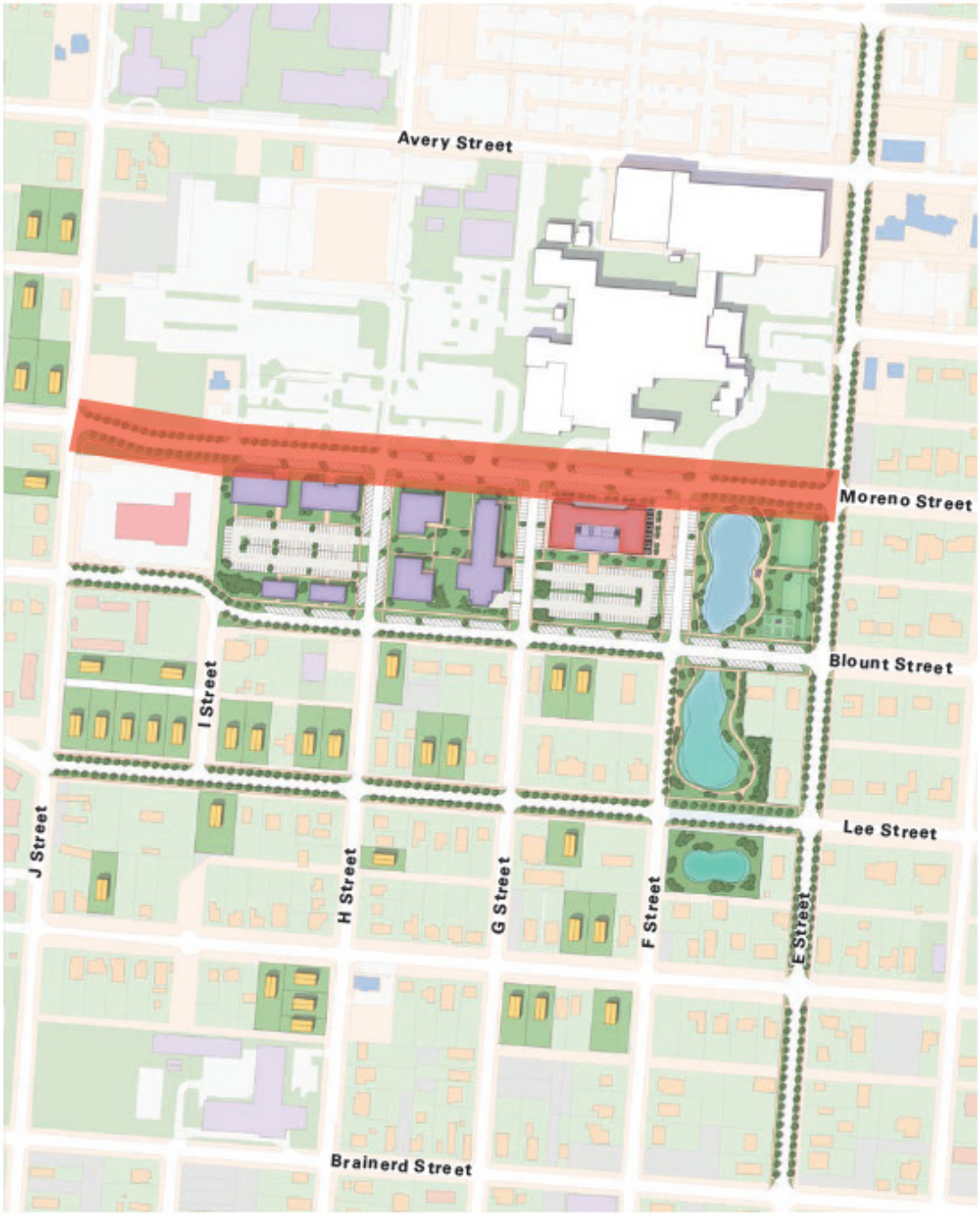


Proposed



AFTER





Boundaries of Improvements	J Street to E Street
Length of Street Improvements	1,735 Linear Feet (Total) 550 Liner Feet (No parking) 375' Linear Feet (One Side Parking)
Number of Street Lights	15 (3 per block)

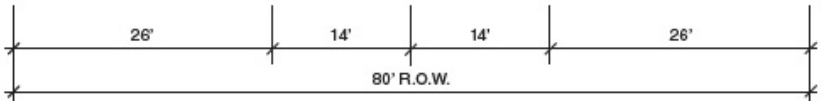
Appendix B: Street Section Diagrams

Blount Street Park Entrance

Current



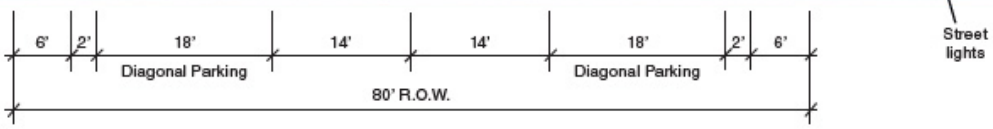
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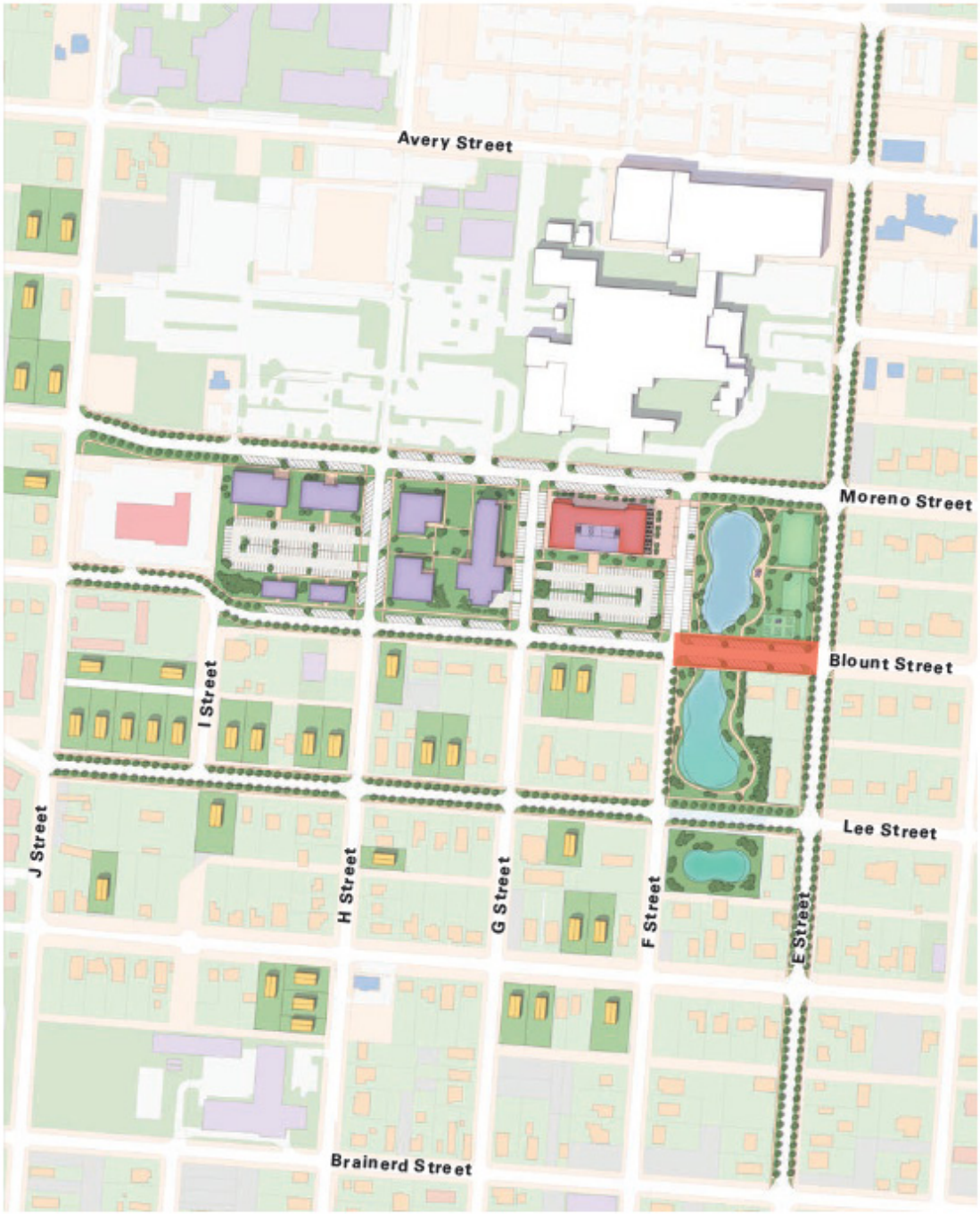


Proposed



AFTER





Boundaries of Improvements	F Street to E Street
Length of Street Improvements	315 Linear Feet
Number of Street Lights	3

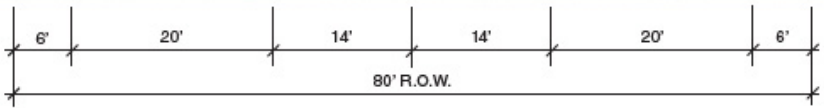
Appendix B: Street Section Diagrams (cont'd)

Blount Street

Current



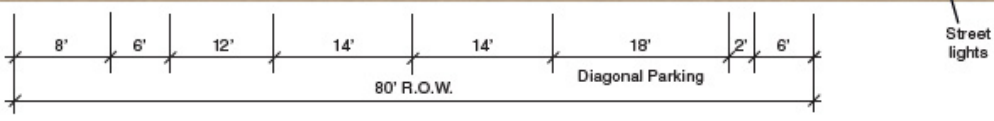
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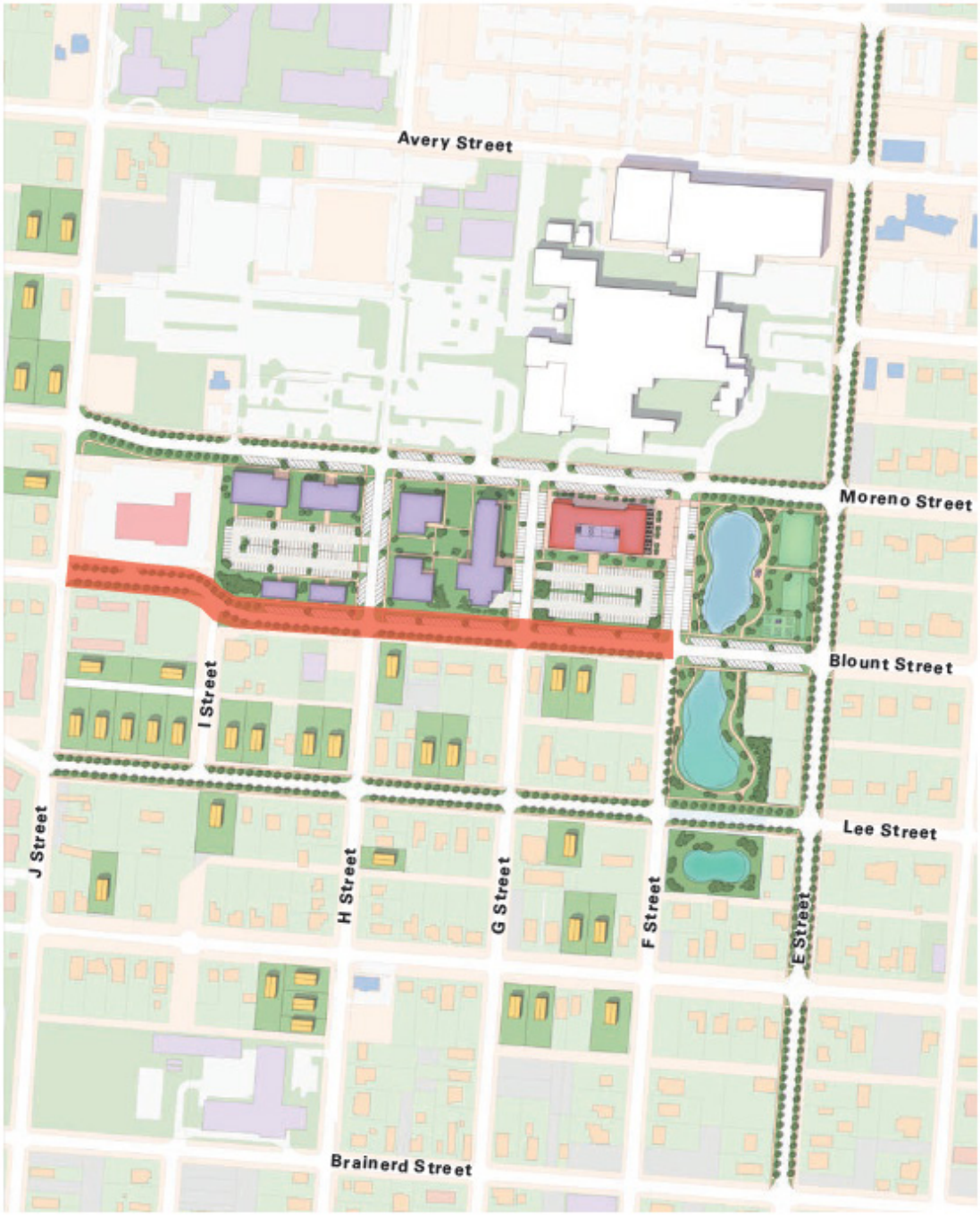


Proposed



AFTER





Boundaries of Improvements	J Street to F Street
Length of Street Improvements	1,420 Linear Feet (Total) 370 Linear Feet (No Parking)
Number of Street Lights	24 (3 per block, alternating sides of the street)

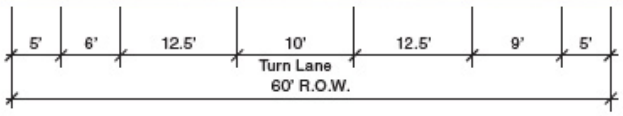
Appendix B: Street Section Diagrams (cont'd)

E Street (North of Blount)

Current



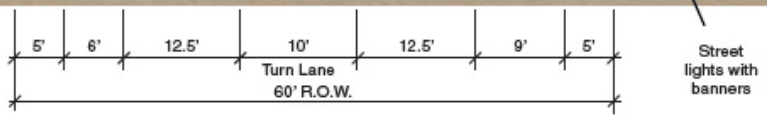
BEFORE



Proposed



AFTER





Boundaries of Improvements	Lake View Drive to Blount Street
Length of Street Improvements	1,480 Linear Feet
Number of Street Lights	16 (2 per block, at intersections)

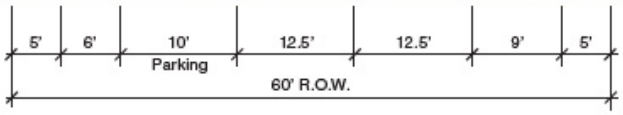
Appendix B: Street Section Diagrams (cont'd)

E Street (South of Blount)

Current



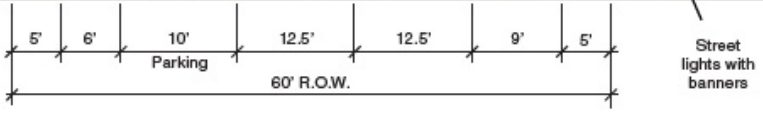
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Proposed



AFTER



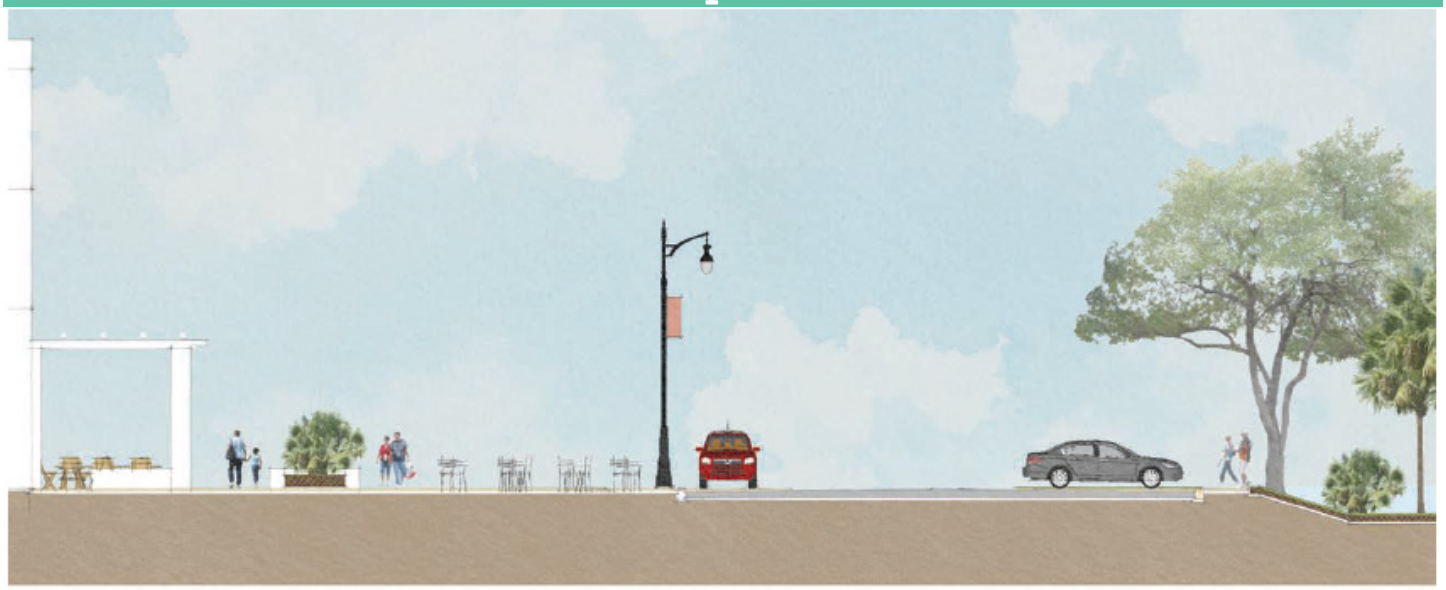


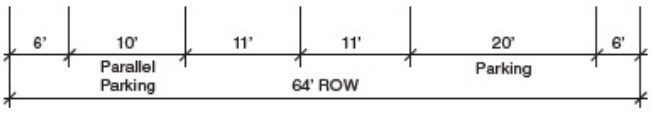
Boundaries of Improvements	Blount Street to Cervantes Street
Length of Street Improvements	2,640 Linear Feet
Number of Street Lights	42 (2 per block, at intersections)

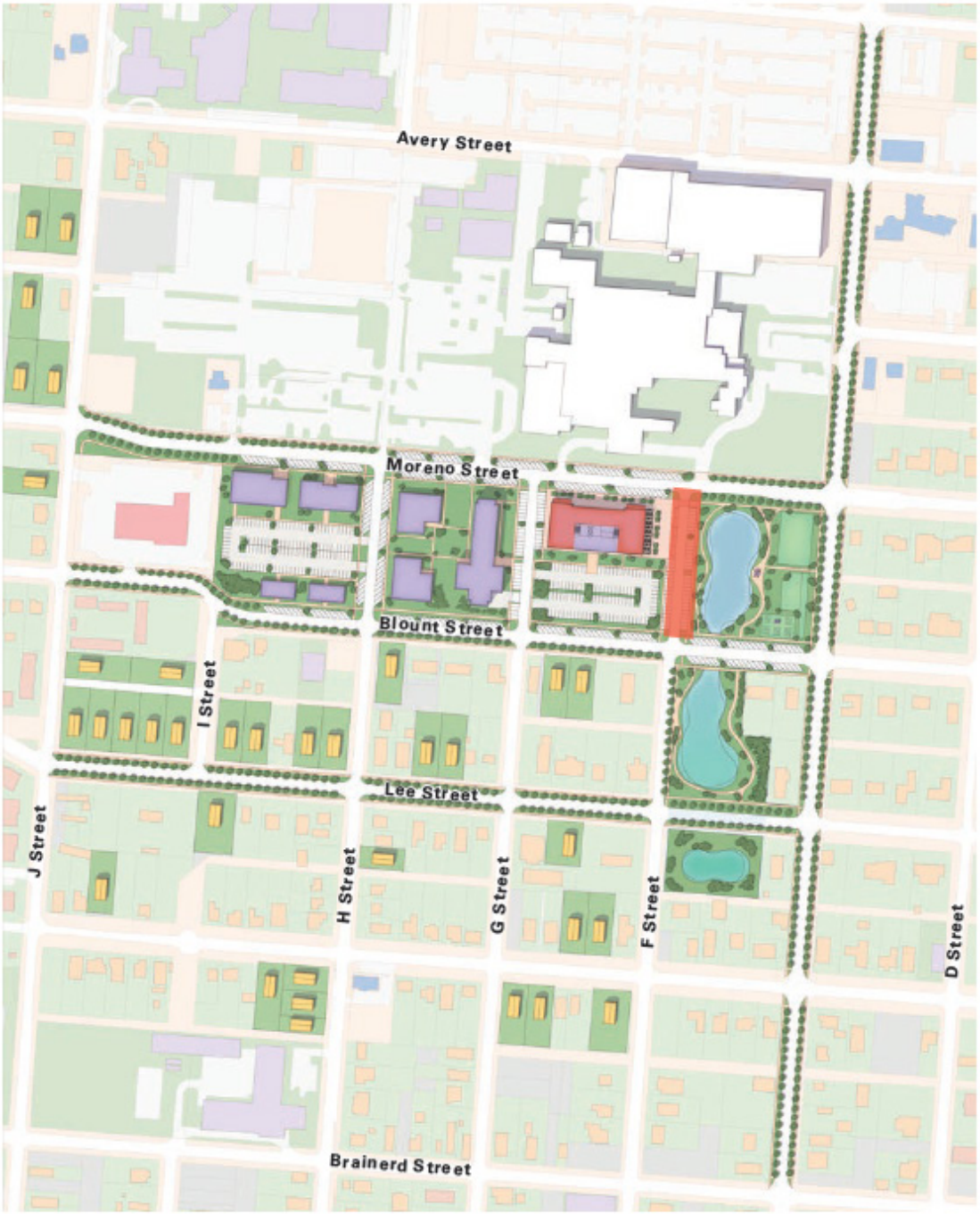
Appendix B: Street Section Diagrams (cont'd)

F Street

Proposed





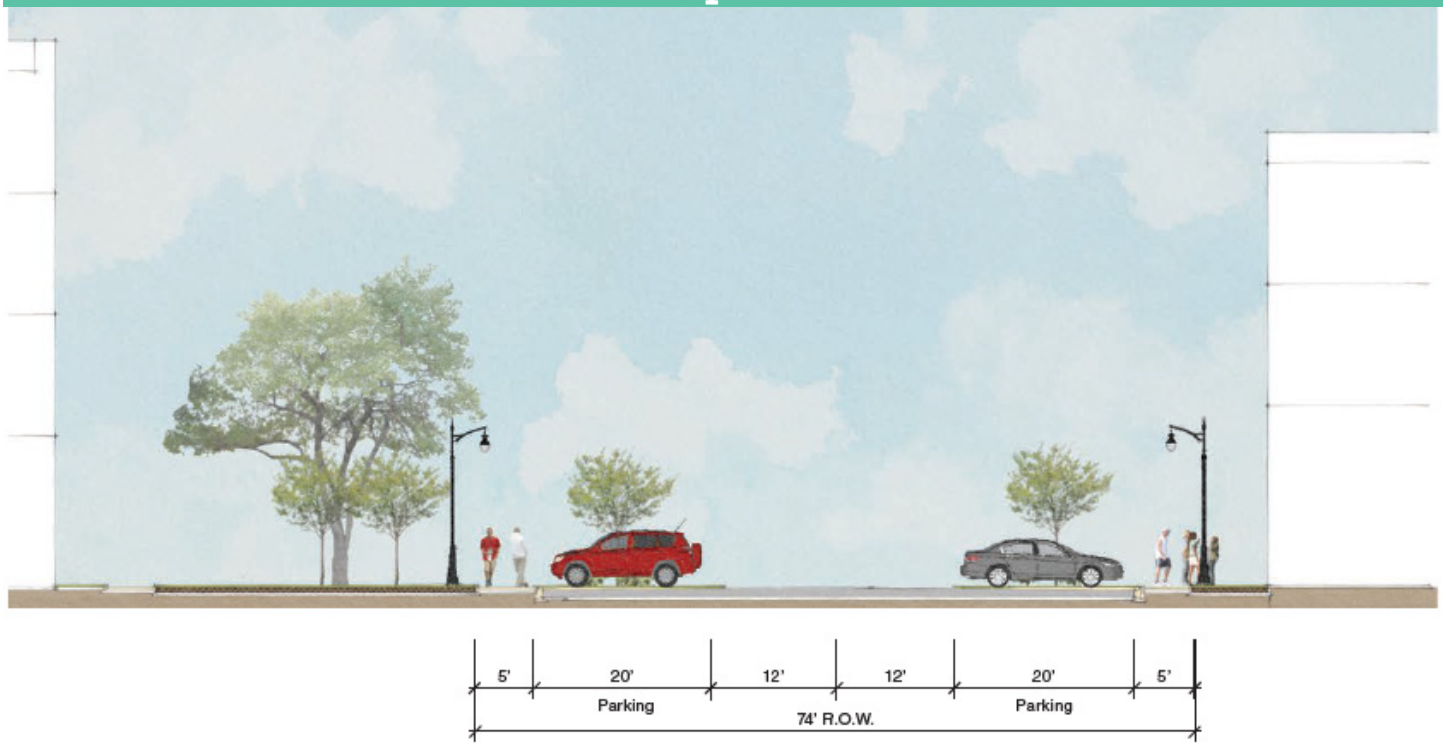


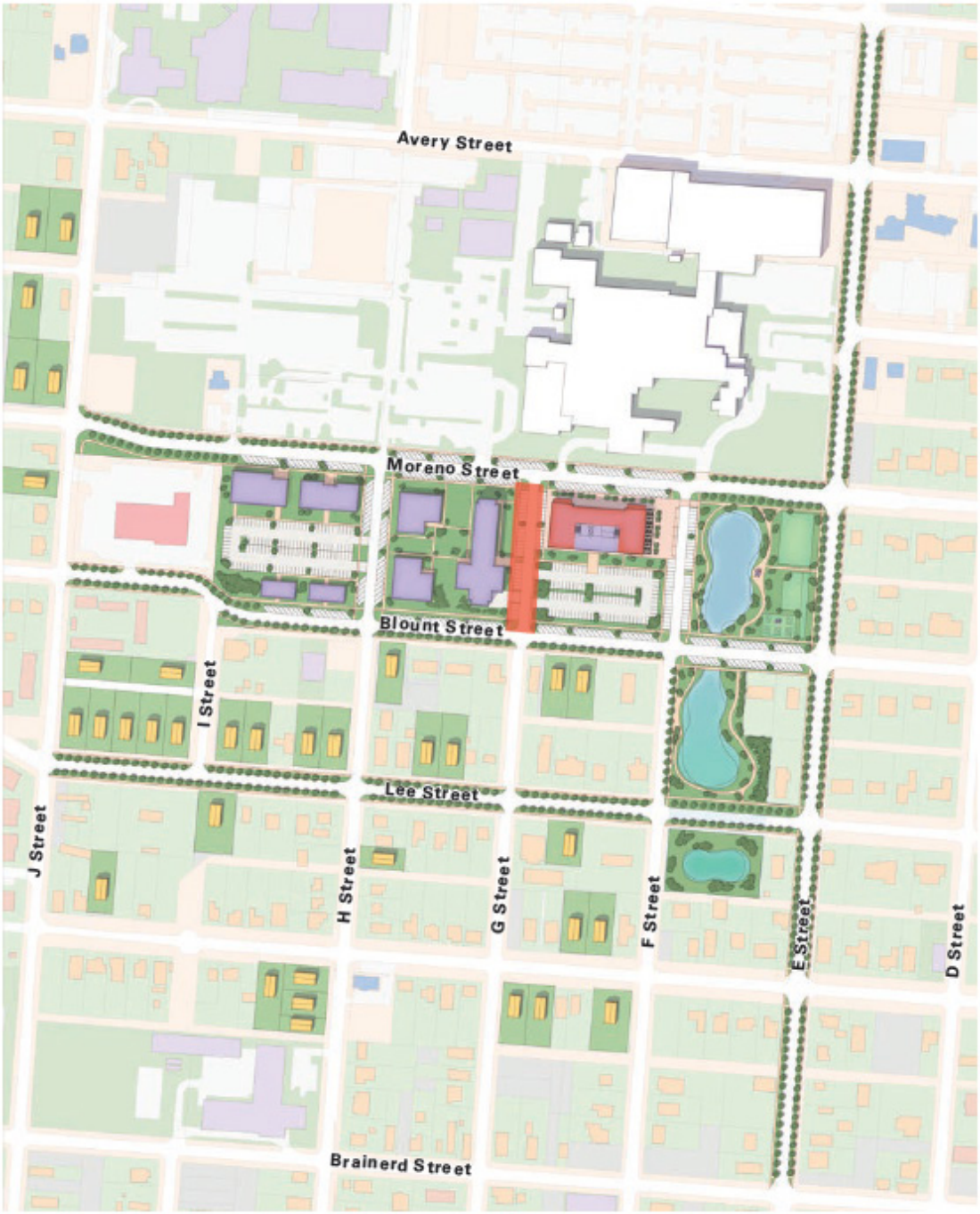
Boundaries of Improvements	Moreno Street to Blount Street
Length of Street Improvements	355 Linear Feet
Number of Street Lights	3

Appendix B: Street Section Diagrams (cont'd)

G Street

Proposed



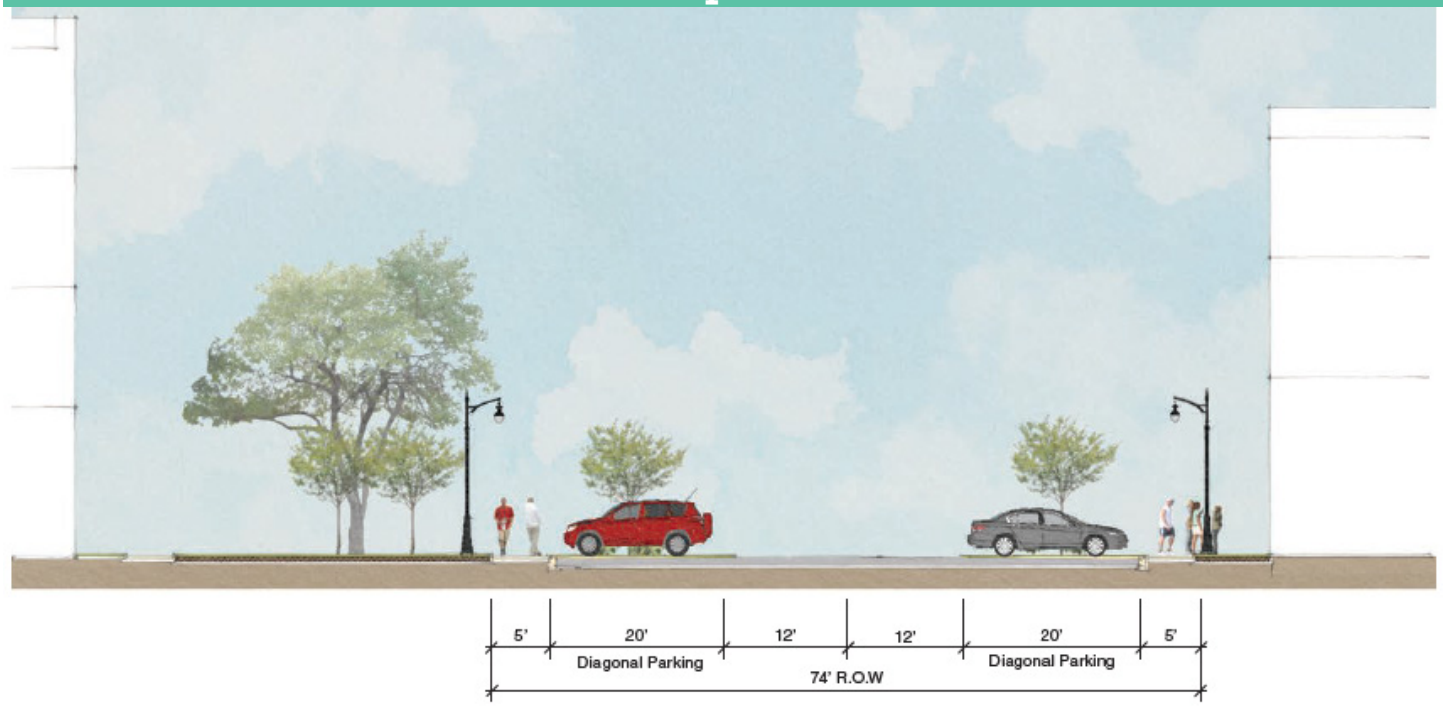


Boundaries of Improvements	Moreno Street to Blount Street
Length of Street Improvements	355 Linear Feet
Number of Street Lights	3

Appendix B: Street Section Diagrams (cont'd)

H Street

Proposed





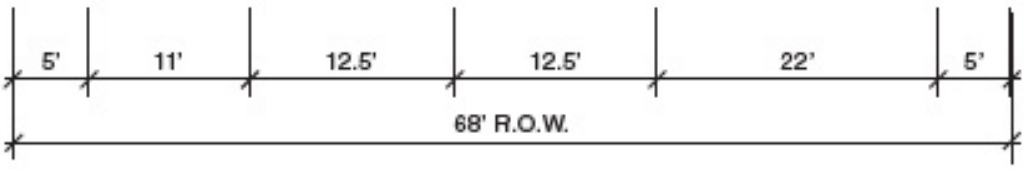
Boundaries of Improvements	Monero Street to Blount Street
Length of Street Improvements	355 Linear Feet
Number of Street Lights	3

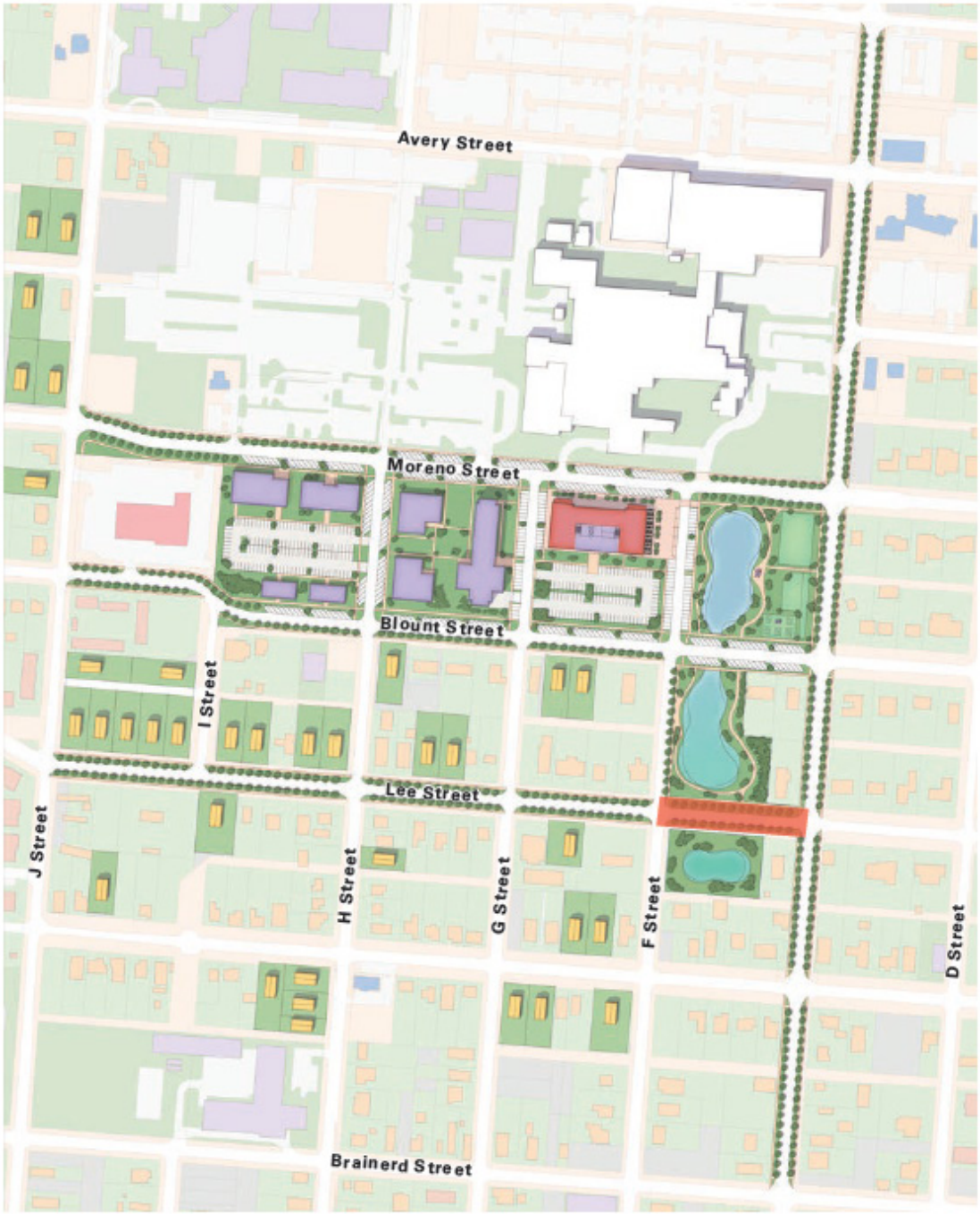
Appendix B: Street Section Diagrams (cont'd)

Lee Street

Proposed



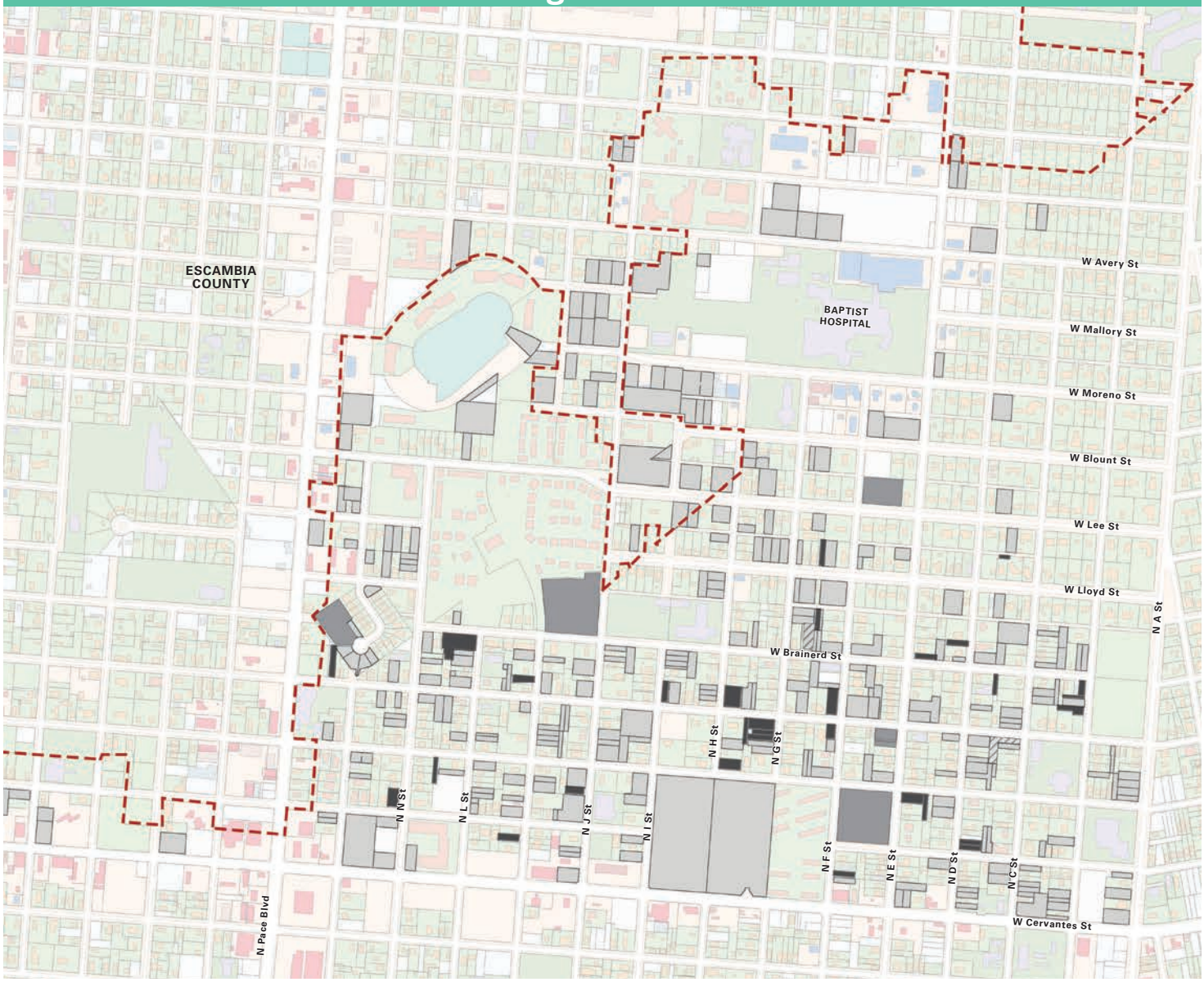




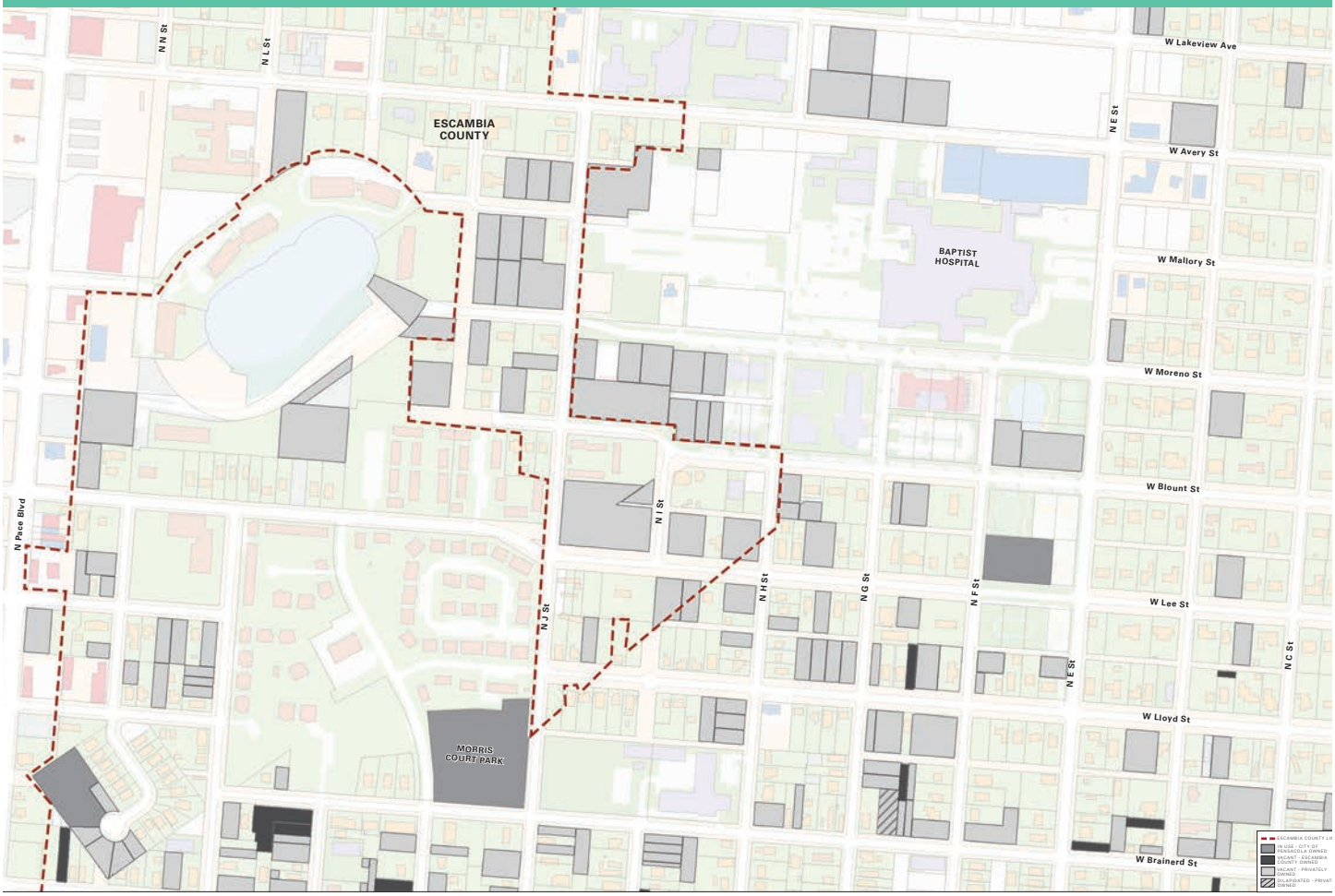
Boundaries of Improvements	E Street to F Street
Length of Street Improvements	315 Linear Feet
Number of Street Lights	3

Appendix C: Vacant/Dilapidated Properties Map

Neighborhood



Zoom-In



ESCAMBIA COUNTY LINE

IN USE - CITY OF PENSACOLA OWNED

VACANT - ESCAMBIA COUNTY OWNED

VACANT - PRIVATELY OWNED

DILAPIDATED - PRIVATELY OWNED

Appendix D: Neighborhood Infrastructure Budgets

Street Improvement Costs ($1,000/Linear Foot)				
Street	**Boundaries**	**Linear Footage**	**Unit Cost (per Linear Ft.)**	**Total Cost**
Moreno Street				
	E Street to F Street	225	$1,000	$225,000
	F Street to H Street	810	$1,000	$810,000
	H Street to I Street	375	$1,000	$375,000
	I Street to J Street	325	$1,000	$325,000
	Sub Total	1,735	$1,000	$1,735,000
Blount Street				
	E Street to F Street	315	$1,000	$315,000
	F Street to I Street	1,050	$1,000	$1,050,000
	I Street to J Street	370	$1,000	$370,000
	Sub Total	1,735	$1,000	$1,735,000
Lee Street				
	E Street to J Street	1,735	$1,000	$1,735,000
	Sub Total	1,735	$1,000	$1,735,000
E Street				
	Moreno St to Blount St	345	$1,000	$345,000
	Blount St to Lee St	350	$1,000	$350,000
	Lee St to Lloyd St	365	$1,000	$365,000
	Lloyd St to Cervantes	1,925	$1,000	$1,925,000
	Sub Total	2,985	$1,000	$2,985,000
F Street				
	Moreno St to Blount St	355	$1,000	$355,000
	Sub Total	355	$1,000	$355,000
G Street				
	Moreno St to Blount St	355	$1,000	$355,000
	Sub Total	355	$1,000	$355,000
H Street				
	Moreno St to Blount St	355	$1,000	$355,000
	Sub Total	355	$1,000	$355,000
Total Street Improvements		**9,255**	**$1,000**	**$9,255,000**

Park/Stormwater Costs ($750,000/Acre)				
Park Section	**Boundaries**	**Acres**	**Unit Cost (per Acre)**	**Total Cost**
E Street				
	E Street to F Street	1.91	$850,000	$1,620,191
	F Street to H Street	1.30	$750,000	$976,894
	H Street to I Street	0.71	$750,000	$530,544
Total Street Improvements		**3.92**		**$3,127,629**

Total Neighborhood Improvements		
Improvements	**Area**	**Cost**
Streets	9,255 Linear Feet	$9,255,000
Park/Stormwater	3.92 Acres	$3,127,629
	Total	**$12,382,629**

Appendix E: Economic Impact Study

TO COME

TO COME


LiveWork
LearnPlay

Disclaimer

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West Moreno District

Development Plan & Implementation Strategy

December 2016

ATTACHMENT F

Baptist Health Care Moreno Campus Vision (2022)

BAPTIST HEALTH CARE

Moreno Street Campus Redevelopment Vision

May 23, 2022

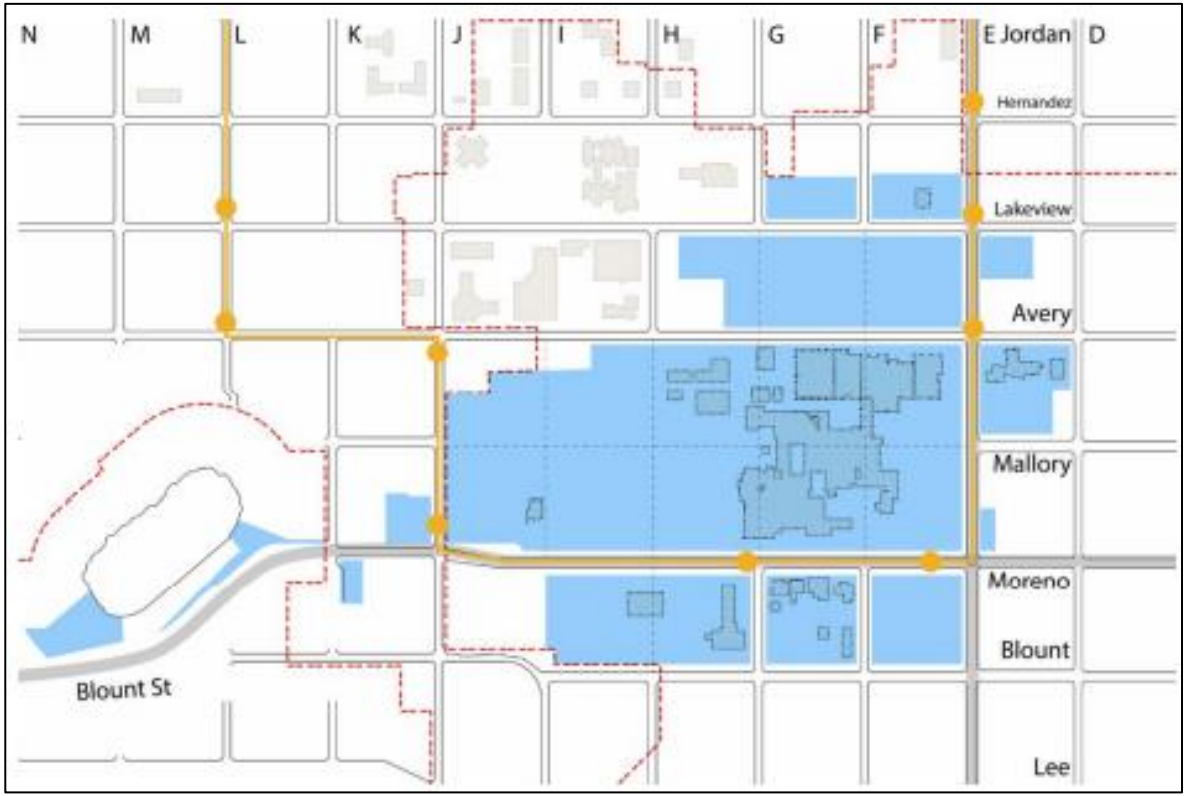


Who We Are, Why We Exist, and Why We are Approaching the Redevelopment This Way

Historical Context

- Announced in June, 2019 about new Baptist Hospital campus at Brent Lane & I-110. At time of announcement, committed to be intentional about the redevelopment of our current Baptist Hospital campus.
- Could have waited until after move or listed property outright – ***But we chose a different path.***
- Sought significant community and neighborhood input
- Invested in engagement of JLP+D Urban Planners
- Participated in national Center for Community Investment learning collaborative June – November, 2021
- Engaging in partnership discussions related to the redevelopment
- Dr. Paul created Special Committee of the Board June ‘21 – February ‘22

Moreno Street Campus



Three Drivers of the Future of the Campus

1. Baptist's mission, best interest, and role
2. What the community wants and needs
3. What the private market can support

Mission:
Helping people throughout life's journey

Best interest:
Deploying resources to provide critical healthcare to community members in the most accessible way possible

Role:
- Engaging the community and other stakeholders
- Investing in developing a Redevelopment Vision for the disposition strategy that meets the drivers for the reimagined campus

Three Drivers of the Future of the Campus

1. Baptist's mission, best interest, and role

2. What the community wants and needs

3. What the private market can support

Community Advisory Council

- 73 stakeholders from government, neighborhood associations, business, education, non-profit, law enforcement, and faith community
- 7 meetings (2019 – 2021)
- Reviewed previous studies of the West Moreno District (including LWLP Study)
- Key focus on attainable workforce housing (rental and home ownership) as well as additional community-enhancing services that build community

Targeted local stakeholder interviews

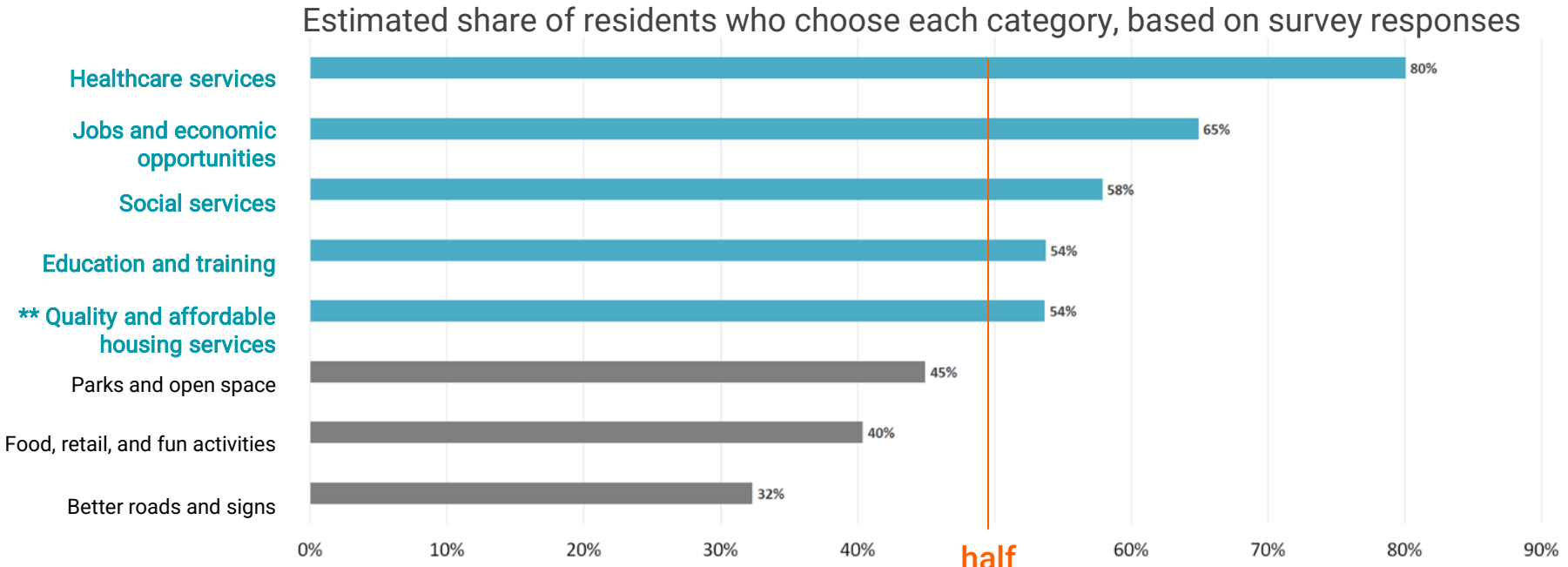
- 15+ meetings during Summer/Fall 2021 between JLP+D team and local stakeholders

Survey of neighborhood

- Sent to addresses within 1 mile from the hospital, partnered with churches
- Received 160 responses during Summer/Fall 2021

Community Survey Responses

What future uses on the campus will benefit you, your family, and your community? *



Three Drivers of the Future of the Campus

1. Baptist's mission, best interest, and role

2. What the community wants and needs

3. What the private market can support

Real estate data analysis:

- Location
- Land, demolition, and infrastructure cost
- Construction cost
- Achievable rents and sale prices

Comparable development:
The scale of the campus provides both opportunity and challenge for complex, transformative projects in a phased approach.

Interested developers and investors:
JLP+D and Baptist interviewed for-profit and not-for-profit developers and investors with interest, many with demonstrated success in mixed-use, mixed-income development.

How Does it All Fit Together?

Community	Achieve as many community priorities as possible
Private market's contribution	• Purchasing Baptist property and securing entitlement • Capital investment and expertise for new phased development
Government/ Public Support	• Development subsidy and incentive programs • Direct investment in public amenities and infrastructure • Service and program operation • Continued support for neighborhood enhancement
Baptist	• Continued fulfillment of our core mission - delivery of healthcare services • Investment in stakeholder engagement and developing Redevelopment Vision • Disposition process: Market Offering (with partner commitments), negotiation, execution

2022 — TBD

Engagement of Potential Partners

Government:

- City of Pensacola Department of Housing
- Pensacola CRA
- Escambia County CRA
- City and County Leadership
- Escambia County Housing Finance Authority
- Florida Housing Coalition

Affordable Housing Developers

Potential Lessees:

- CAPC/ Headstart
- CareerSource EscaRosa
- Post-secondary education/training partners

Redevelopment Vision

Redevelopment Vision

✓ What this IS:

- A redevelopment vision that includes seven general recommendations on the programmatic components of the future redevelopment.
- They are developed based on economic and market analyses, community inputs, placemaking potential, and policy review.
- Baptist has engaged government and non-profit partners in creation of the redevelopment vision.

✗ What this IS NOT:

- This is NOT a prescriptive final plan that designs the definitive details of development.
- This is NOT a rigid design plan that dictates what must be built. Developers can bring their own insights and creativity.
- Developers who come to agreement with Baptist will determine the details of projects, subject to unknown future market conditions.
- This does NOT represent the final stage of community input, which will happen during detailed planning and development processes for any projects receiving public funds.

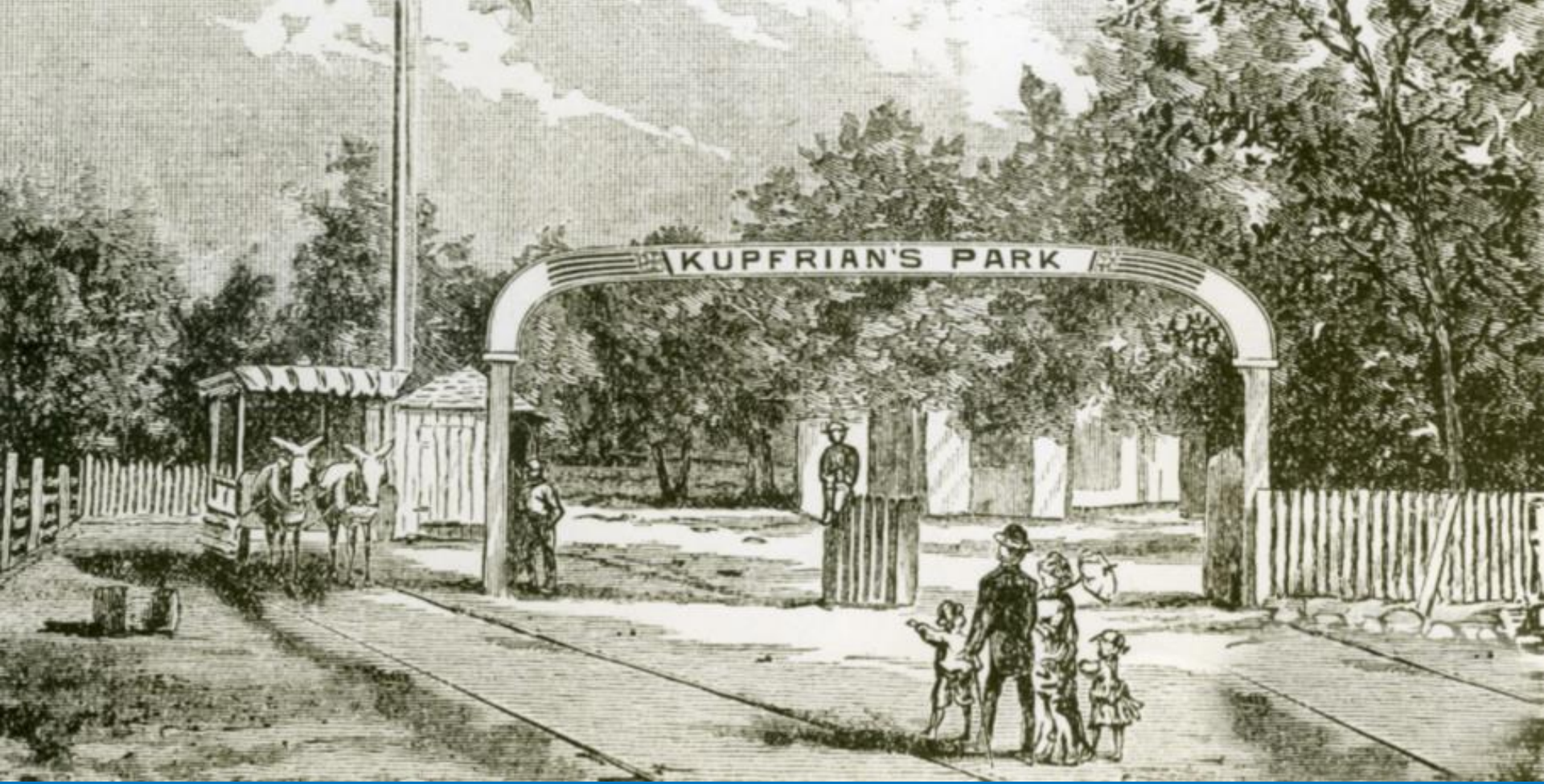


1 Public sector invests in a new park on the western side of the main campus and a Moreno Street greenway.


Kupfrian House
Historical home of the creator of the city's first streetcar line and Kupfrian Park - a vital part of the city's entertainment tradition and family gathering place



Source: Pensacola Historical Society



Source: Pensacola Historical Society

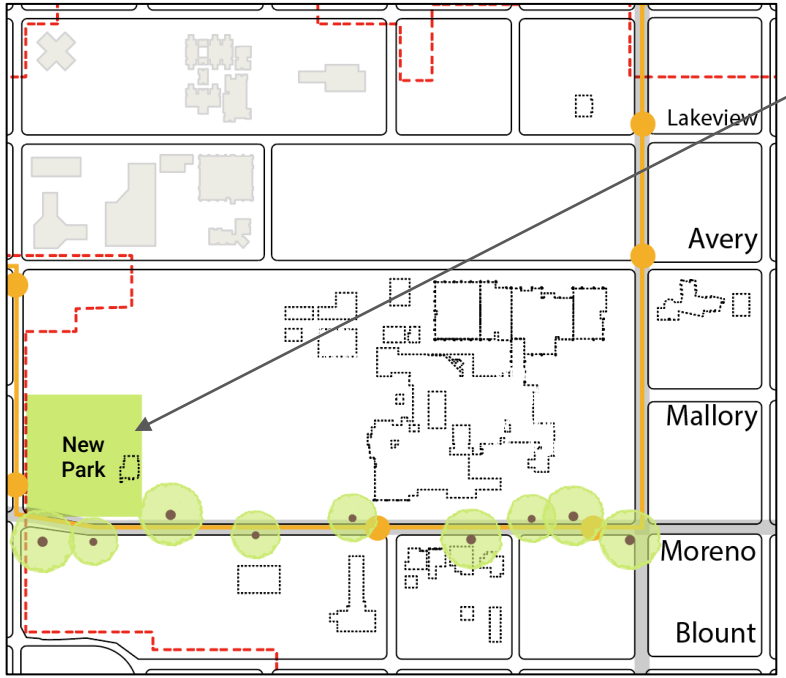


Source: Pensacola Historical Society



Source: Pensacola Historical Society


J
W Mallory St
1400



Example:
Seville Square
1.8 acres
(footprint shown in scale)





1

City of Pensacola invests in a new park on the western side of the main campus and a Moreno Street greenway.

Potential size: 2.5 acres (subject to change)

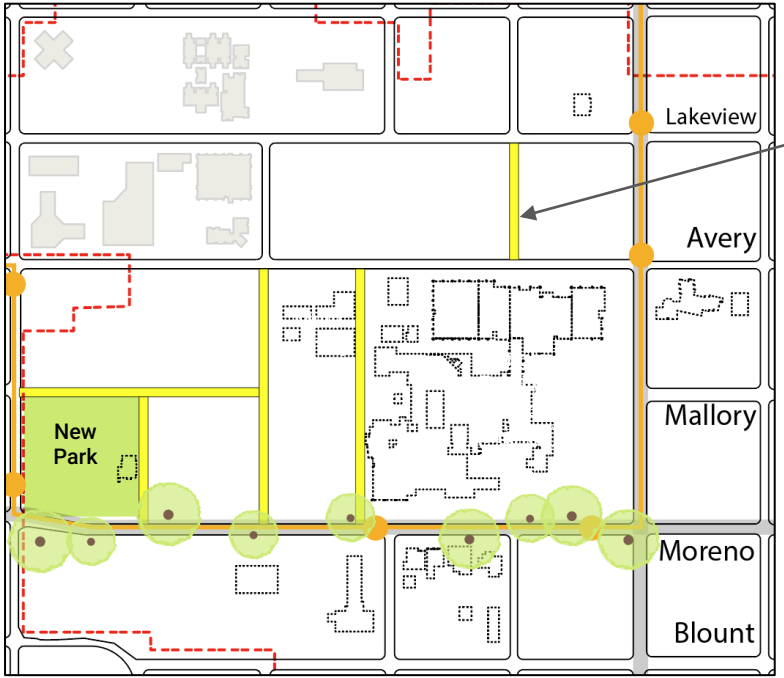
The location is rich in existing mature trees and landscape. As a new park in a predominantly residential neighborhood, it can **preserve community character** and **create pride and a sense of place**.

Kupfrian House can be preserved as a community space and/or park concession space.

The greenway as a new neighborhood boulevard can bring **environmental and social benefits** to residents.

Incorporating existing mature oak trees into the new park can potentially also **reduce park development costs**.

The new park at the western end of the campus also potentially make developments more appealing in parts of the campus that can **benefit from greater value increase**.



2

City of Pensacola funds the cost to restore selected street connections to the original street grid, including the reconnection of I Street between Mallory and Moreno Streets.

Potential length: 2500 linear feet (specific roads subject to change based on details of the redevelopment when finalized)

The streets will create walkable neighborhood blocks and **enhance neighborhood access**.

Private developers and companies will then bear the responsibility for **other necessary roadway and infrastructure upgrades** depending on the uses and density.



80% of community residents consider **healthcare services** as an important component of the future development, according to a 2021 survey with residents living within 1 mile from the hospital

3

Baptist ensures there is a solution for health care that meets the needs of the neighborhood and surrounding areas.



4 Housing developers build mid-rise multifamily buildings (approximately 4 stories), possibly around the new park, including both workforce housing and mixed-income developments.

4

Housing developers build mid-rise multifamily buildings, possibly around the new park, including both workforce housing and mixed-income developments.

Potential for many lot and building sizes (subject to change based on developer interest). Examples could include:

- Mixed-income: 9 acres (330k - 460k BldSF, 3 buildings)
- 100% Workforce: 4 acres (162k - 217k BldSF, 2 buildings)
- These 5 sample buildings could yield 90 – 120 market-rate housing units and 370 – 500 income-restricted housing units (subject to change based on developer interest.)

Multifamily development brings much needed housing stock to the neighborhood and the City **for residents of various income levels**.

Income-restricted* units, both in 100% workforce housing and mixed-income development, can **activate government funding**. The recommended quantity above could potentially optimize government funding, reduce financing gaps, and **increase the economic viability** of development.

*Income-restricted development to pay **market acquisition costs**. Mixed-income projects with an average AMI of 60% **qualify for LIHTC** to the full extent of eligible costs.



5 Housing developers build market-rate single family homes and/or townhouses, likely toward the eastern side of the campus.

6 Housing developers build workforce single family homes and/or townhouses, likely toward the northern part of the campus.

5

Housing developers build market-rate single family homes and/or townhouses, likely toward the eastern side of the campus. The goal is to maintain a strong street wall along E and Moreno Streets.

Potential lot and building size (subject to change based on developer interest):
21 acres (183k - 426k BldSF)

Potential housing units: 120 – 280 (subject to change based on developer interest)

This location capitalizes on the parts of the campus that have **higher real estate value** due to proximity to North Hill.

Developments of market-rate homes at this location are potentially capable of **absorbing major demolition and abatement costs** associated with the hospital building and towers.

6

Housing developers build workforce single family homes and/or townhouses, possibly at the northern part of the campus.

Potential lot and building size (subject to change based on developer interest): 6 acres (33k - 78k BldSF)

Potential housing units: 37 - 87

The inclusion of this component with housing finance partners' support can help reduce home purchasing prices for the community, **ensuring affordability**.



7

Developers include selected non-residential active ground floor spaces in their development plans. The spaces can be used for neighborhood retail, community facilities, and other public realm-enhancing uses.





65% of community residents consider **jobs and economic opportunities** as an important component of the future development - **the 2nd highest ranked choice** after healthcare, according to a 2021 survey with residents living within 1 mile from the hospital

7

Developers include selected non-residential active ground floor spaces in their development plans. The spaces can be used for neighborhood retail, community facilities, and other public realm-enhancing uses.

Potentially **adjacent to or incorporated in one or more multifamily developments**, on the ground floor or standalone, subject to developer's design and financial feasibility.

These uses not only contribute to the **vibrancy of the neighborhood** around the new park/greenway cluster, but also provide **access to economic opportunities** for area residents.

Multi Family Attainable Workforce Housing

Multi Family Mixed-Income Housing

Single Family Attainable Workforce Housing

Single Family Market Rate Housing

New Park/ Town Center

Healthcare Facility

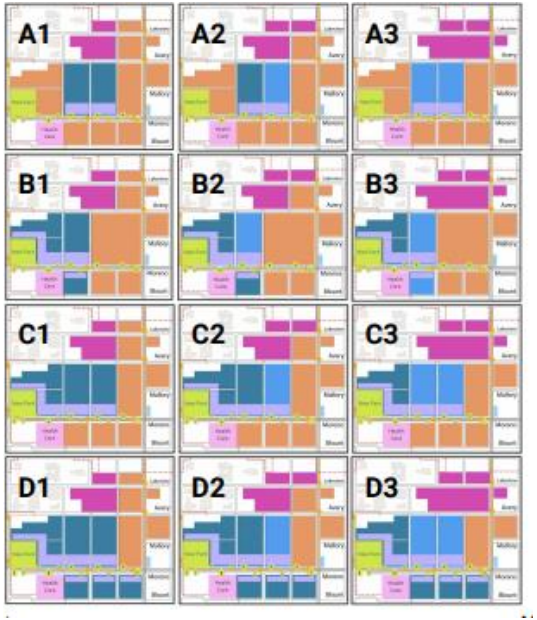
Activated Ground Floor Space

The Redevelopment Vision:

A mixed-use development which seeks to incorporate multi-family and single family housing as well as community-enhancing services.

In total, potentially 615 - 996 new housing units help meet the growing demand for quality homes at different income levels, depending on density of the developments.

A new park, greenway, streets, healthcare facility, and active ground floor spaces help create a **sense of place**, provide **crucial services** to the community, increase the **value** and the **vibrancy** of this neighborhood.



How the redevelopment vision makes the reimagination more feasible

Your support in the form of a Resolution would bring the market confidence and increase the likelihood of the vision coming to life.

1. The allocation of uses and typologies reflect **real estate financial feasibility**.
2. Strategic placemaking and amenities (park, roads, services) generate **new market demand** that does not exist today.
3. The vision **lowers the risk profile** of the listing by incorporating **community inputs** (healthcare, housing, jobs, services).
4. The vision indicates the critical **need for government support** in the redevelopment of the campus.
5. Market feasibility, community support, and partner engagement increase the **momentum** to redevelop the campus.

Discussion

ATTACHMENT G

Westside Redevelopment Plan Update (2025)



Adopted June 12, 2025

WESTSIDE
CRA PLAN UPDATE

Pensacola, Florida

BLOCK-BY-BLOCK
CRAFTING A PLAN

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
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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

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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

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Aretta Anderson
Vice-Chairperson

Jennifer Brahier
City Council & Board Member

Tommy White
Board Member

WESTSIDE REDEVELOPMENT BOARD
James Gulley
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Karl Schwelm
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Doug Baldwin Sr.
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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
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City Council & Board Member

Melanie Nichols
Board Member

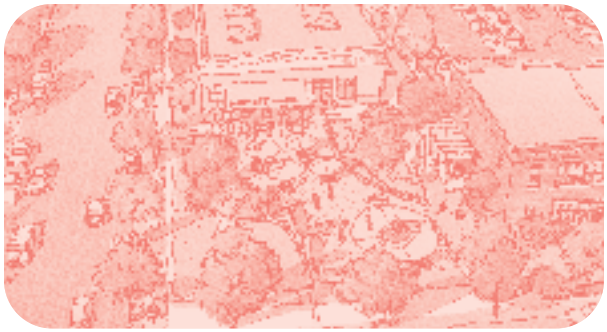
Kelly Wieczorek
Board Member



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 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*. 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.

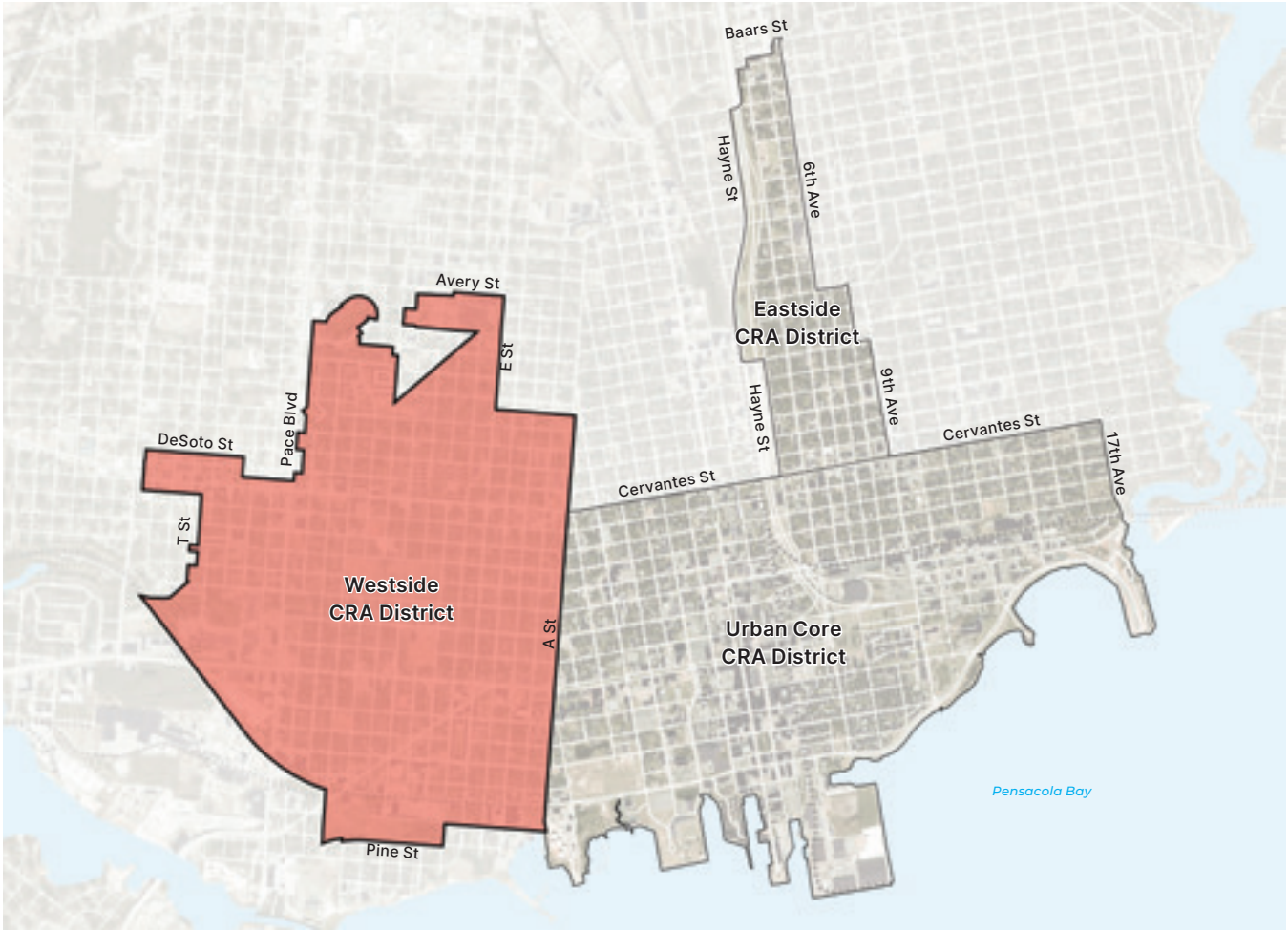
Residents and stakeholders led the way throughout the creation of this CRA Plan Update. From 2024 through 2025, members of the CRA District community were invited to establish the overall vision for the future and provide input on preliminary recommendations. Paired with an exhaustive analysis of existing 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

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.

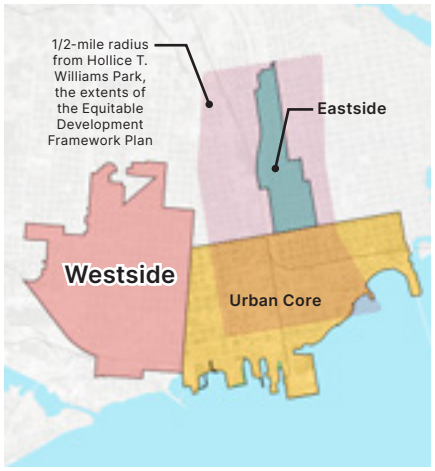
The statutes dictate that the municipality, "to the greatest extent it determines to be feasible... shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise." (§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.

The Date Certain for the Westside is May 23, 2037.

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

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.

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.

Impacts and Projections
This chapter describes the impact of recommendations on neighborhoods, provides a preliminary list of priority projects, and TIF revenue projections.

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.

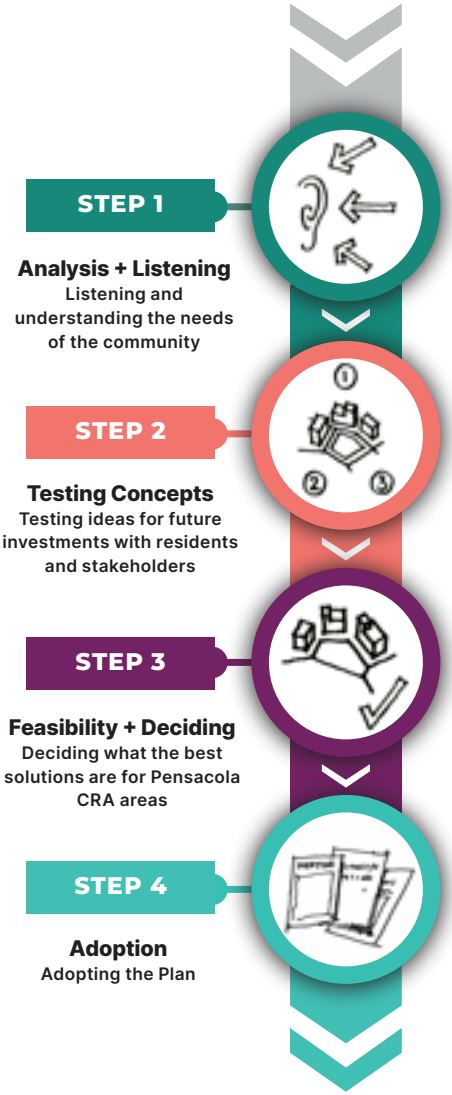
Step 1: Analysis + Listening

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.

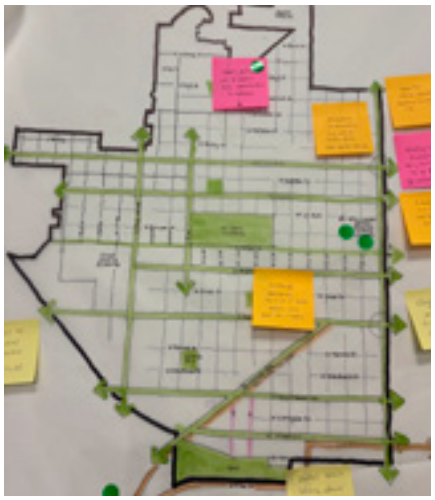
STEPS 3 & 4: FINALIZING THE PLAN

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 storm-water 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

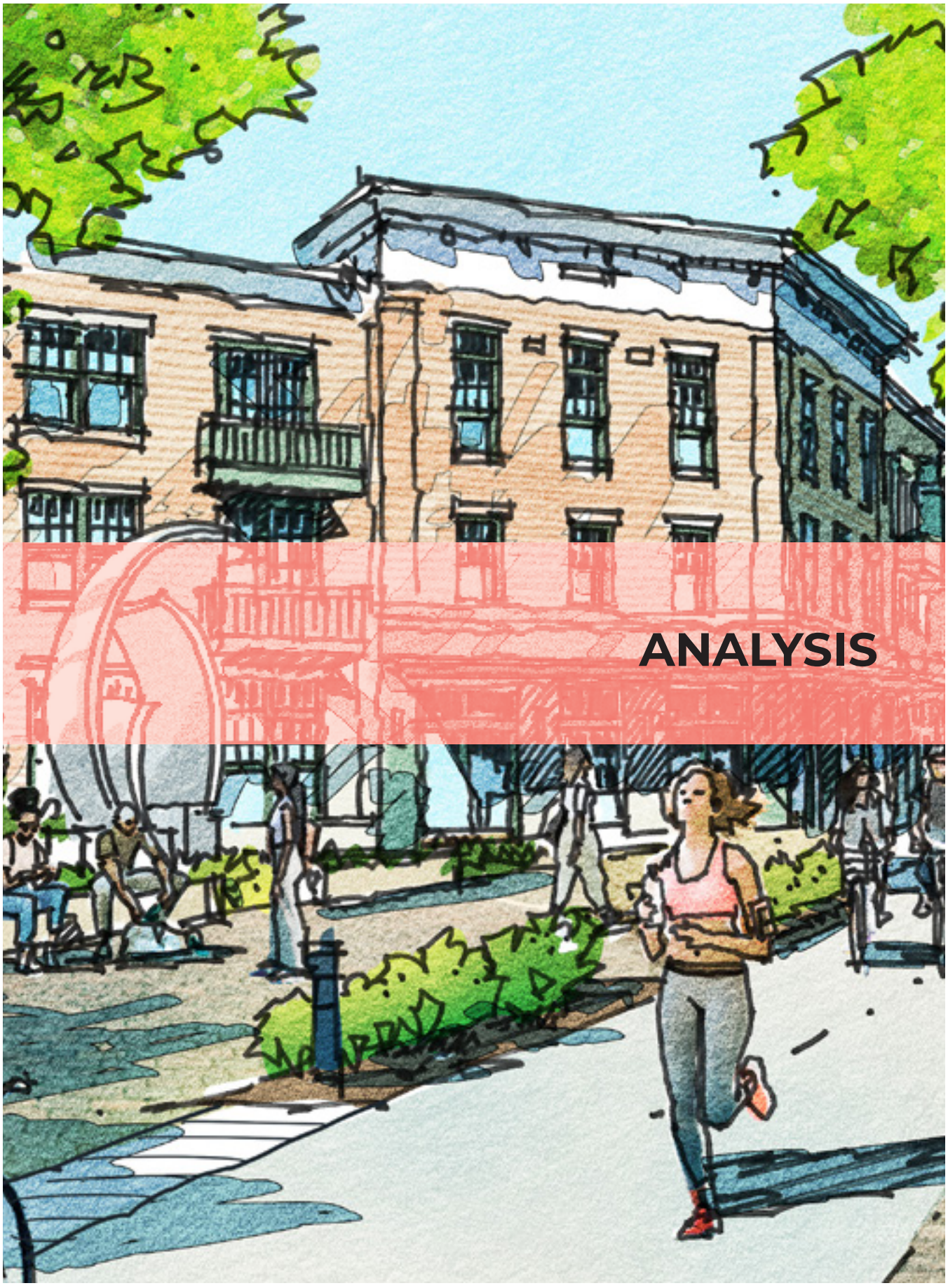
Funding

- 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 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

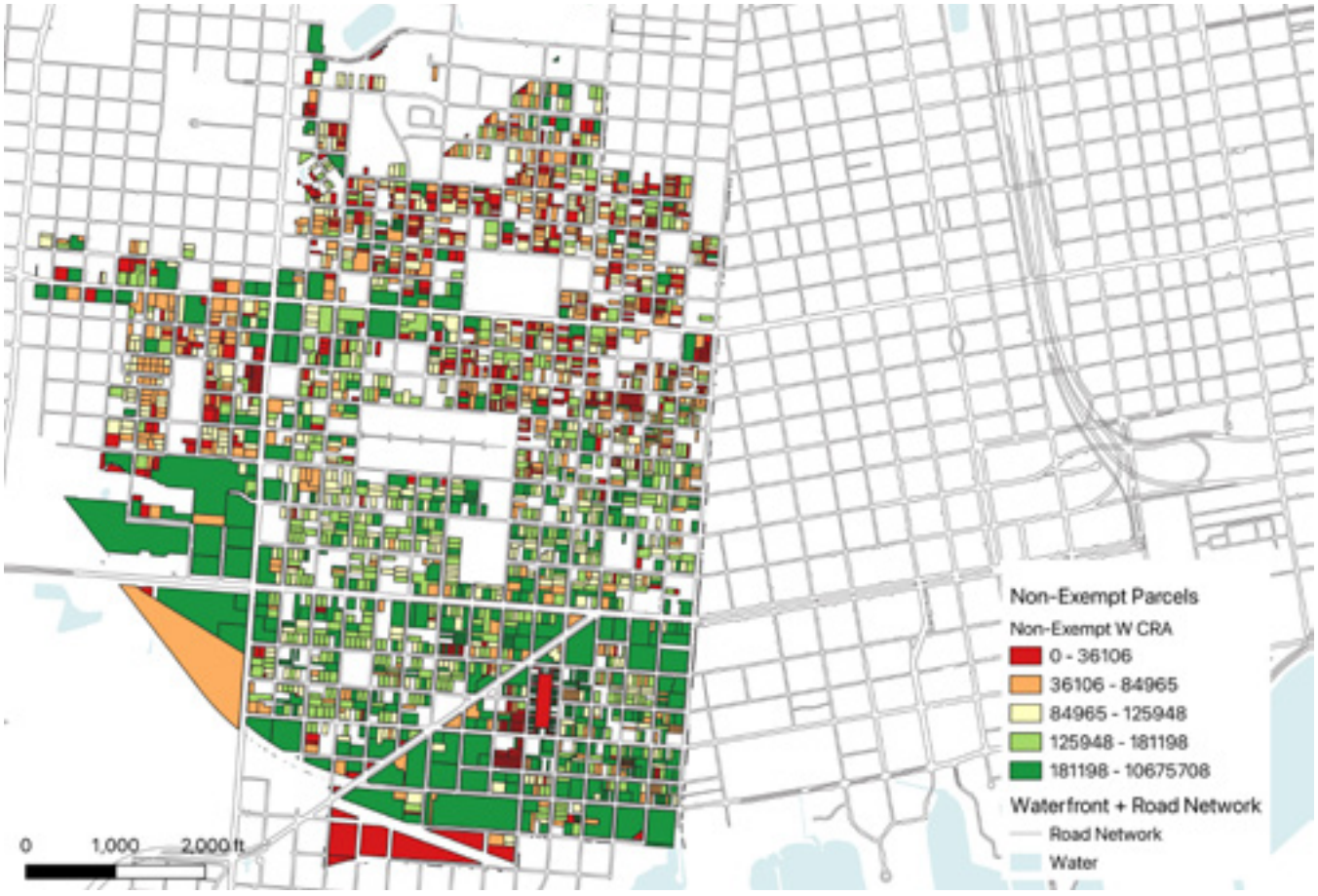
In the Westside CRA District specifically, as of 2024, the homeownership rate is significantly lower than the MSA (37% vs 69%). The District's median home price is lower than the MSA ($208k vs $331k), but so is its median household income ($26k vs $76k). Therefore, the affordability index in the District 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.

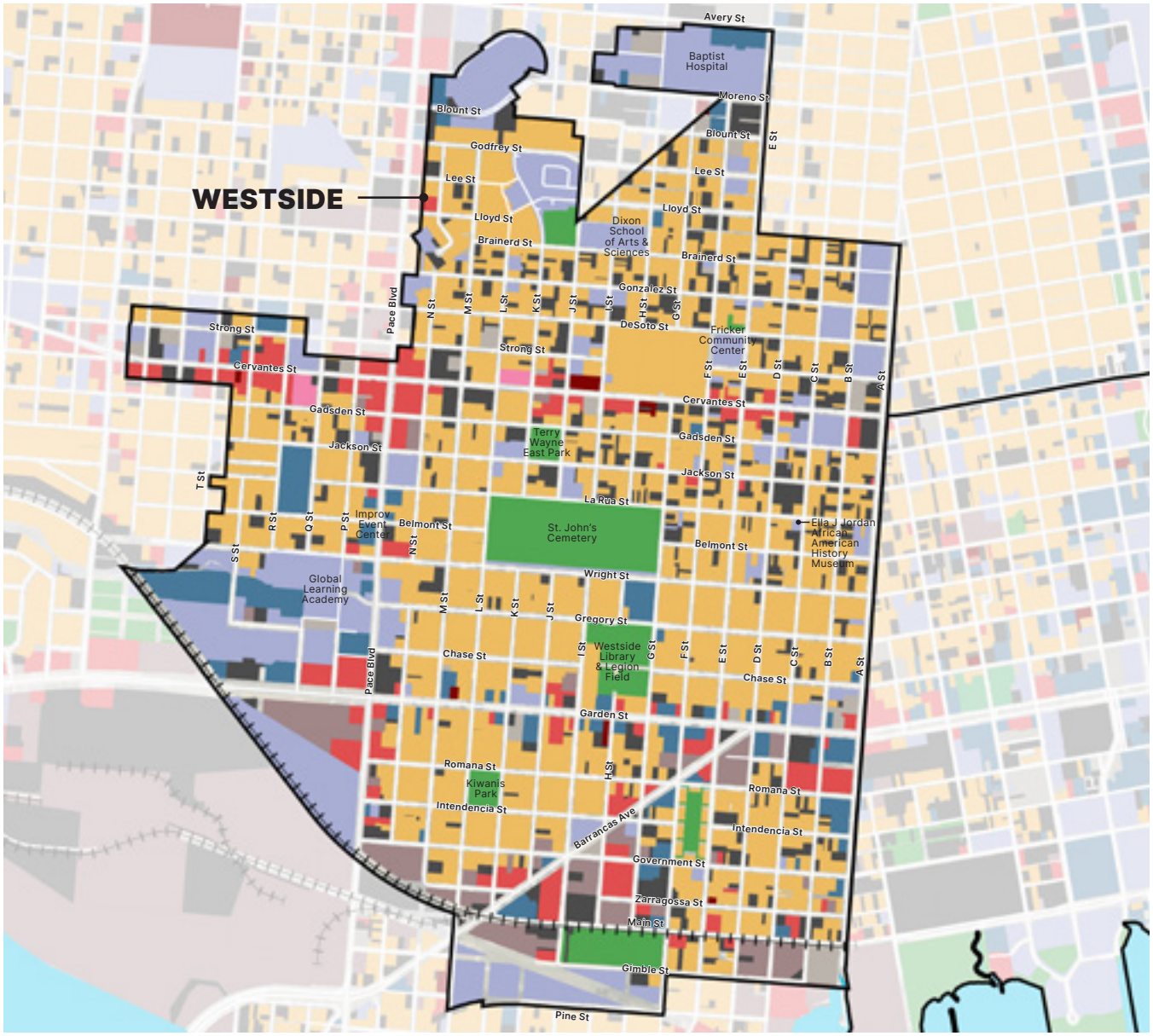
PHYSICAL PATTERNS



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.

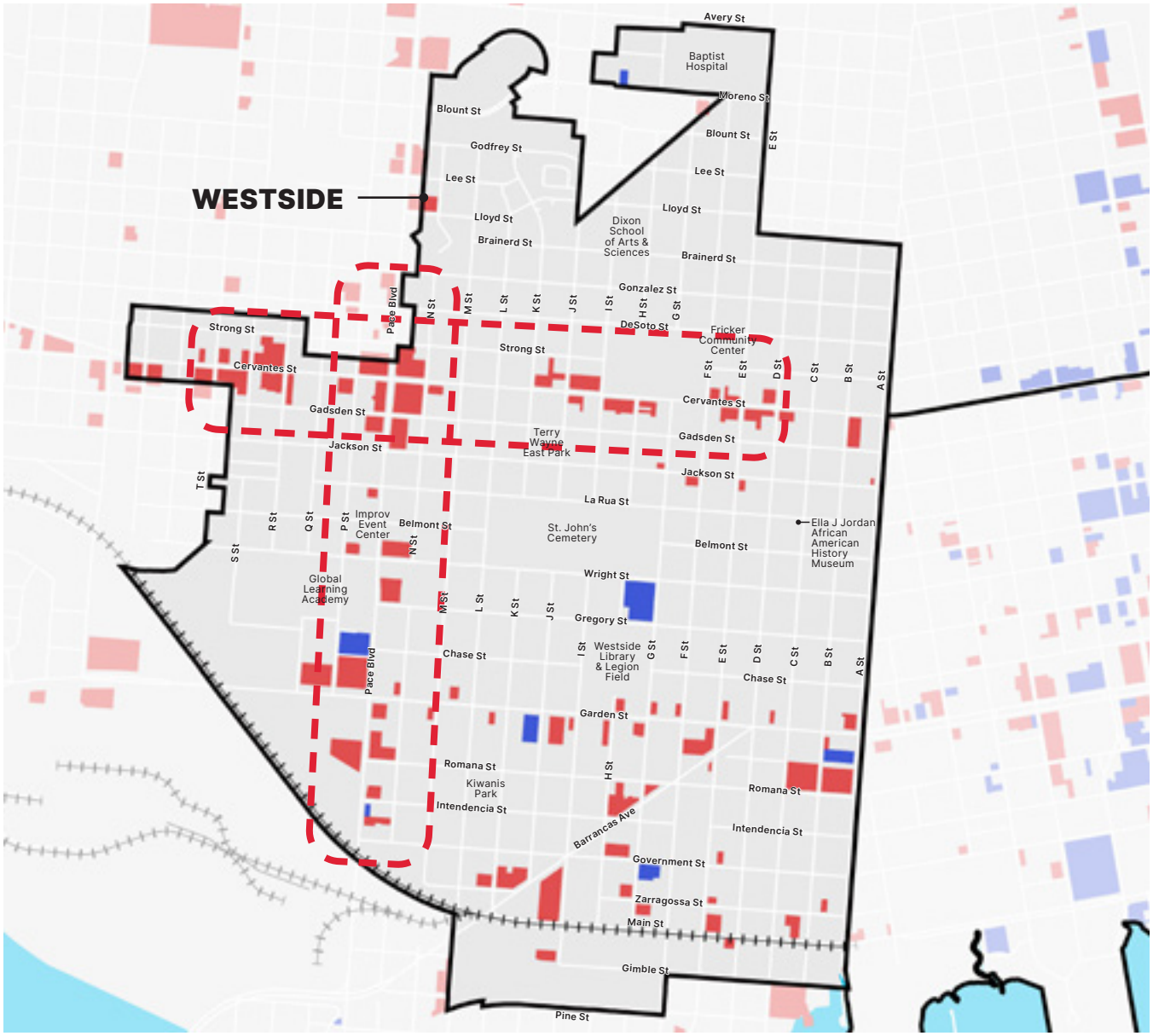


EXISTING LAND USES

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

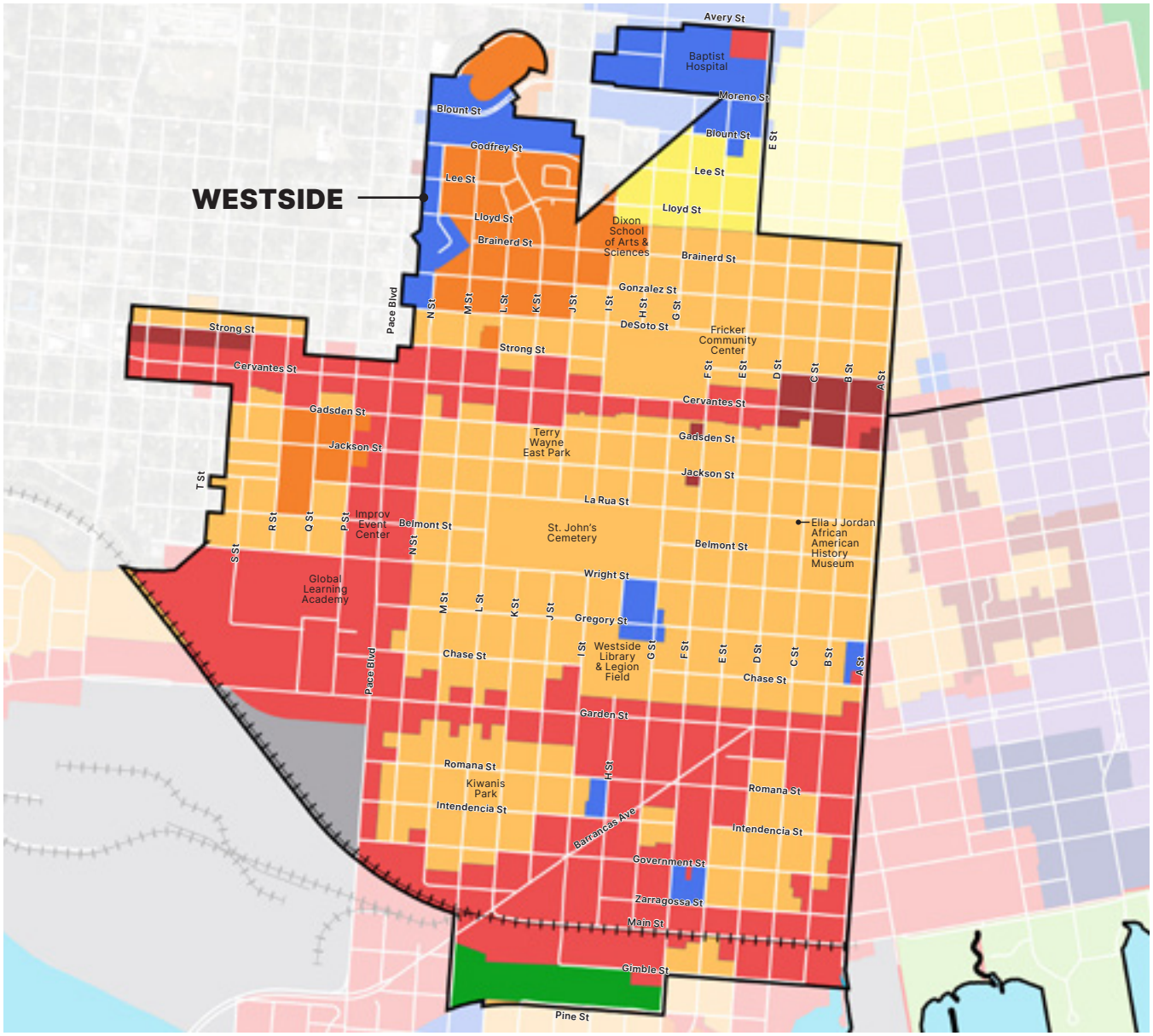


COMMERCIAL & RETAIL USES

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

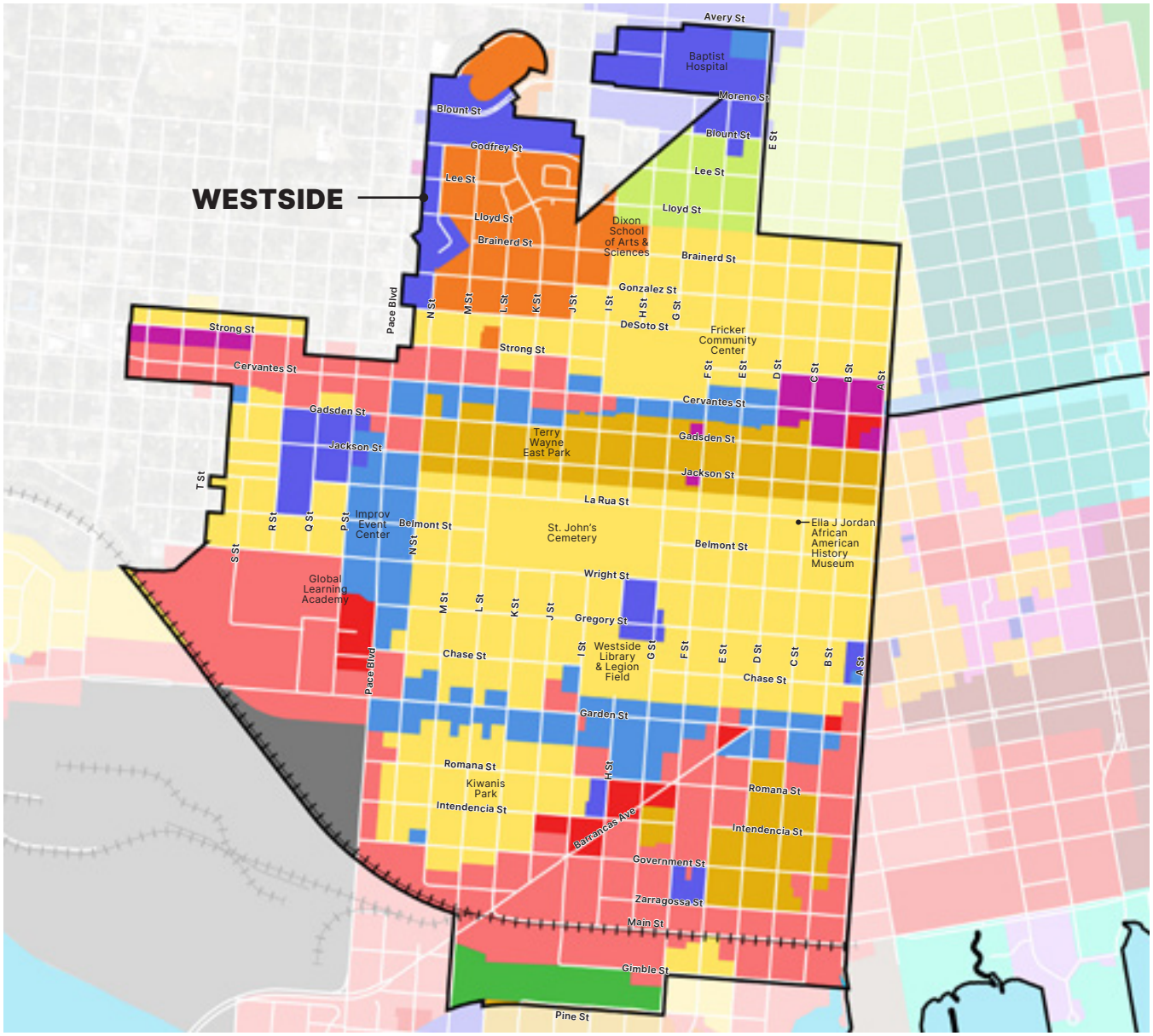


FUTURE LAND USE

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

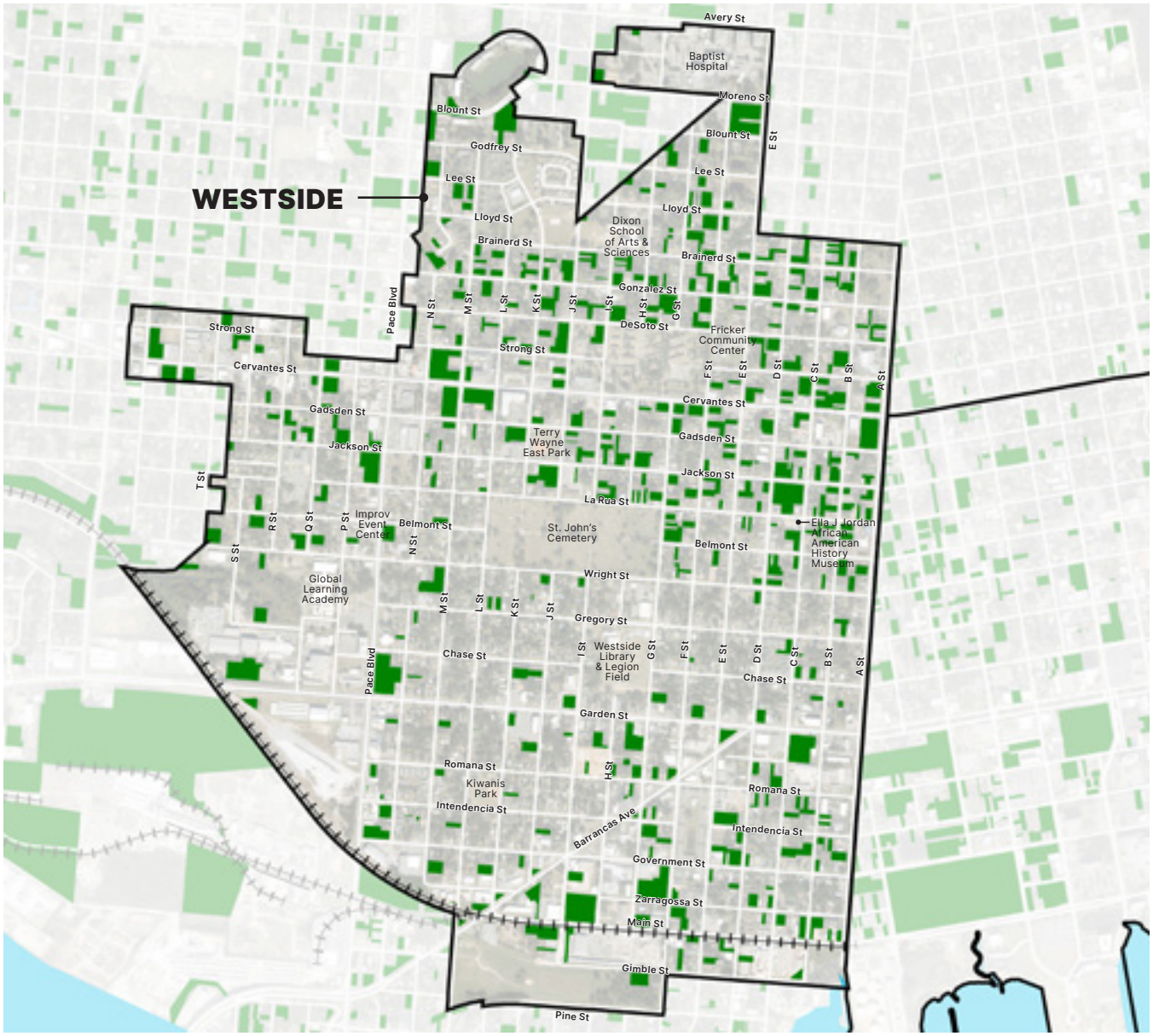


ZONING

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

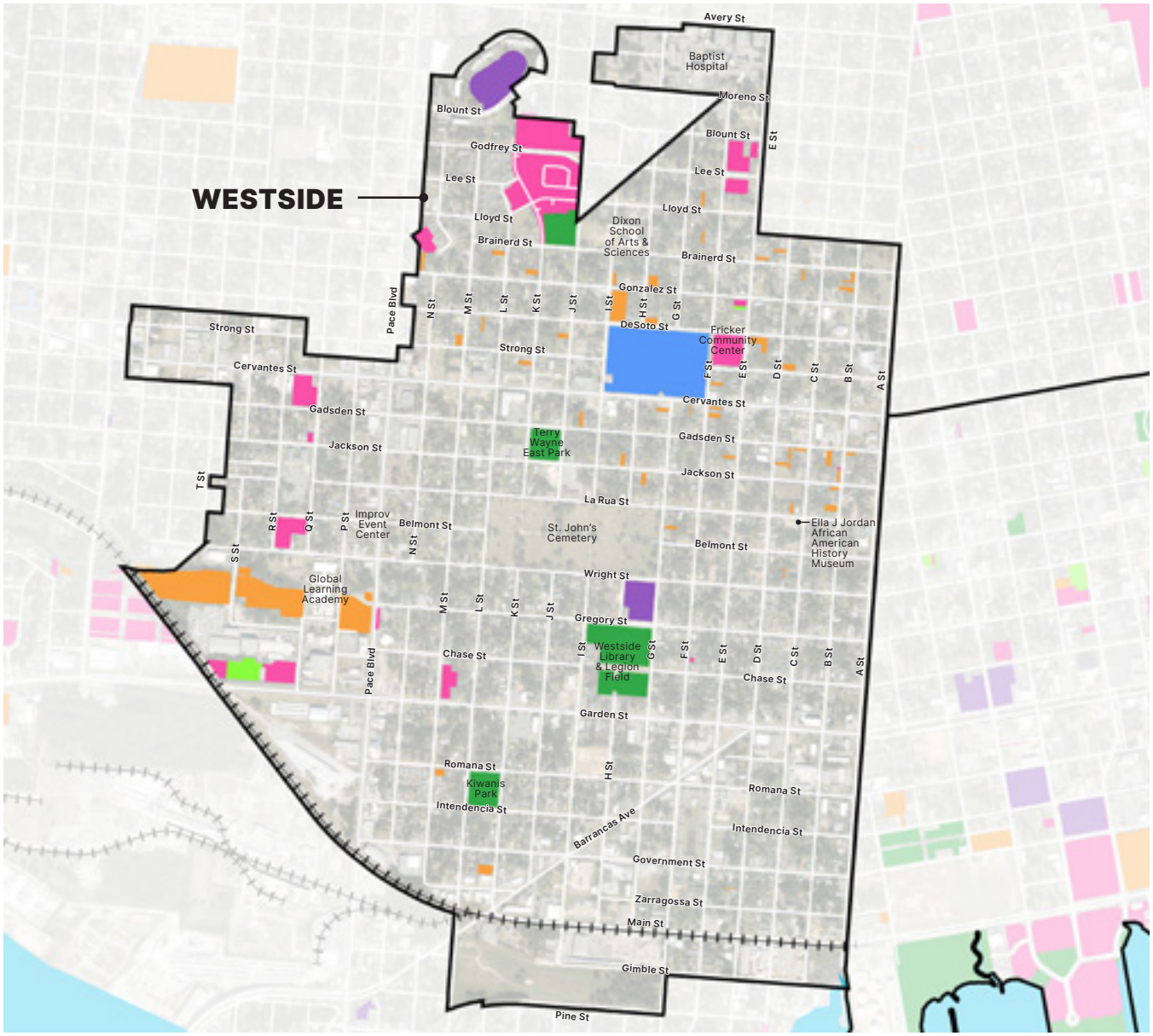


VACANCY

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.

Vacant Lots

Map created using ESRI GIS Data from City of Pensacola, January 2024

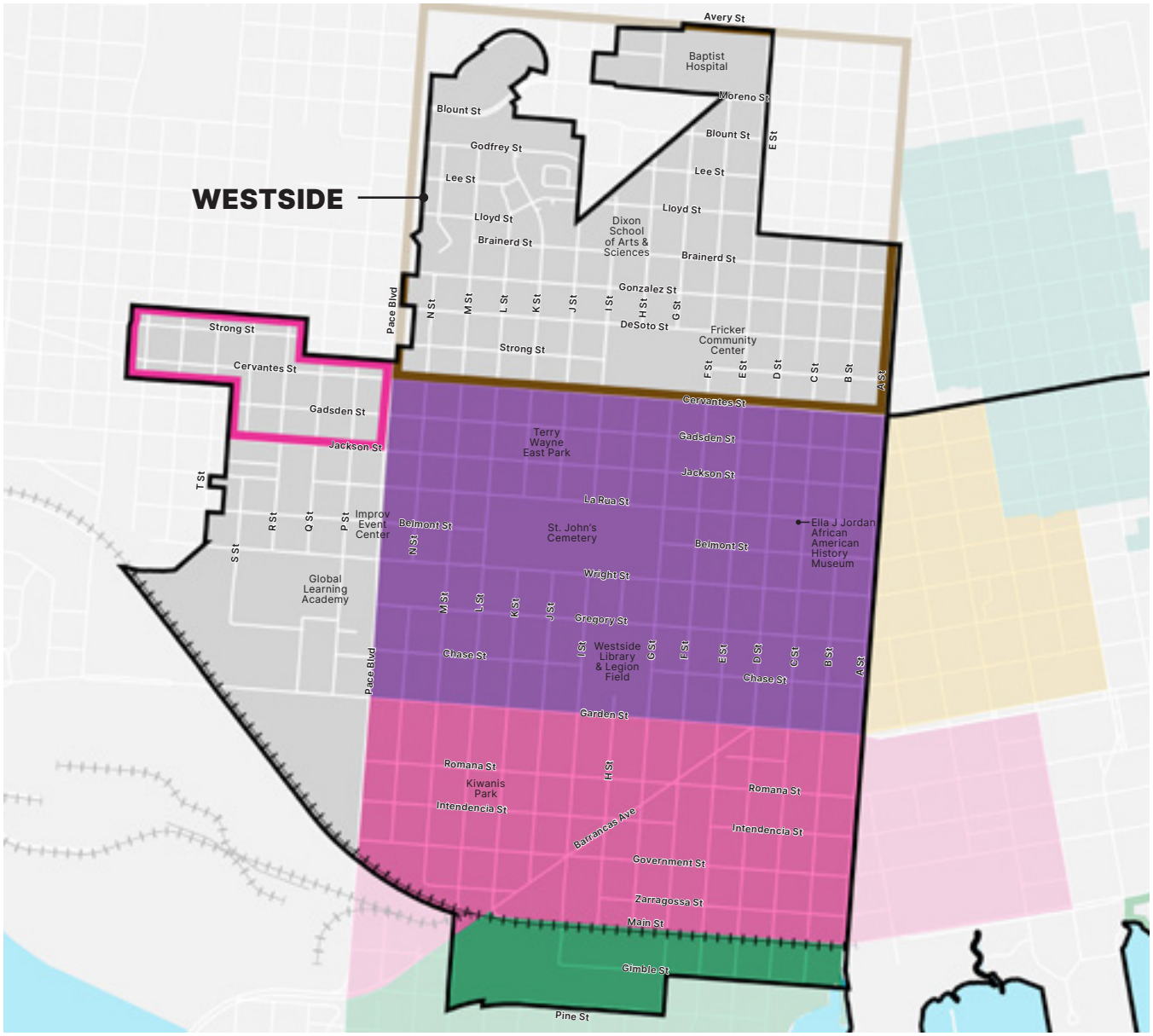


PUBLICLY-OWNED LAND

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 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

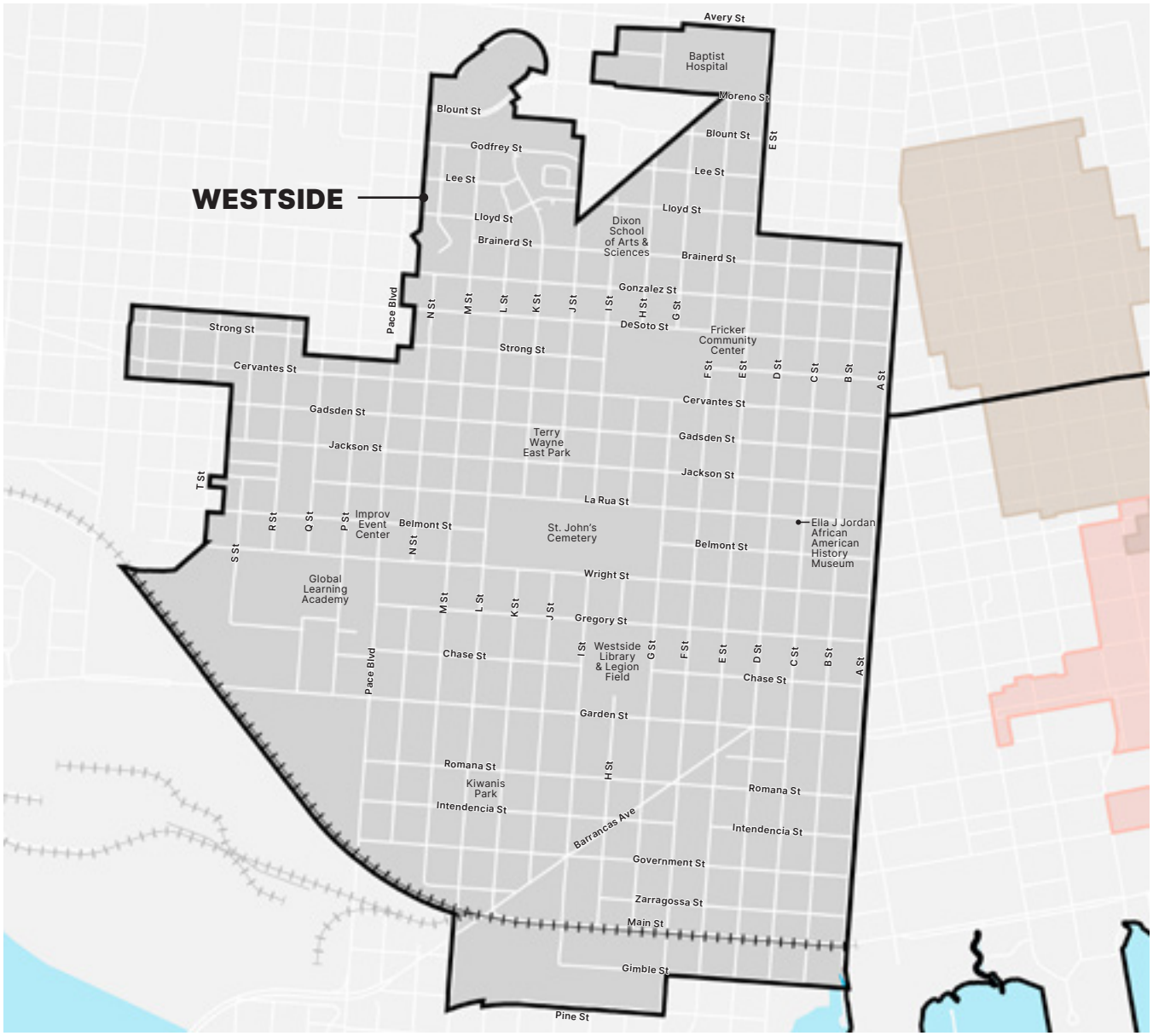
The Council of Neighborhood Association Presidents of Pensacola (CNAPP) is the official organization for neighborhood representation in the City of Pensacola. There are three CNAPP member organizations. Two additional neighborhood associations are also known to have existed within the Westside district 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

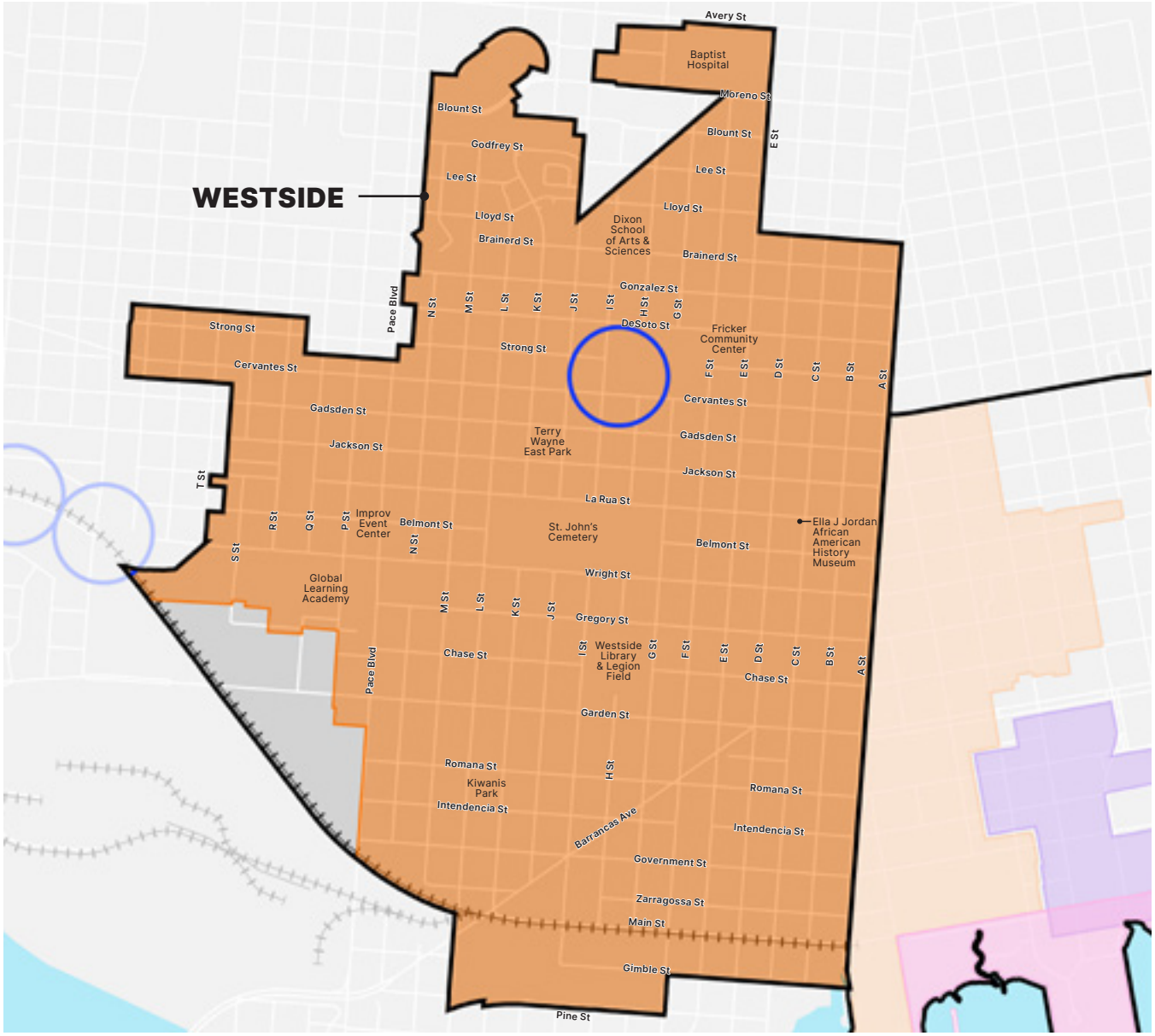


HISTORIC DISTRICTS

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.

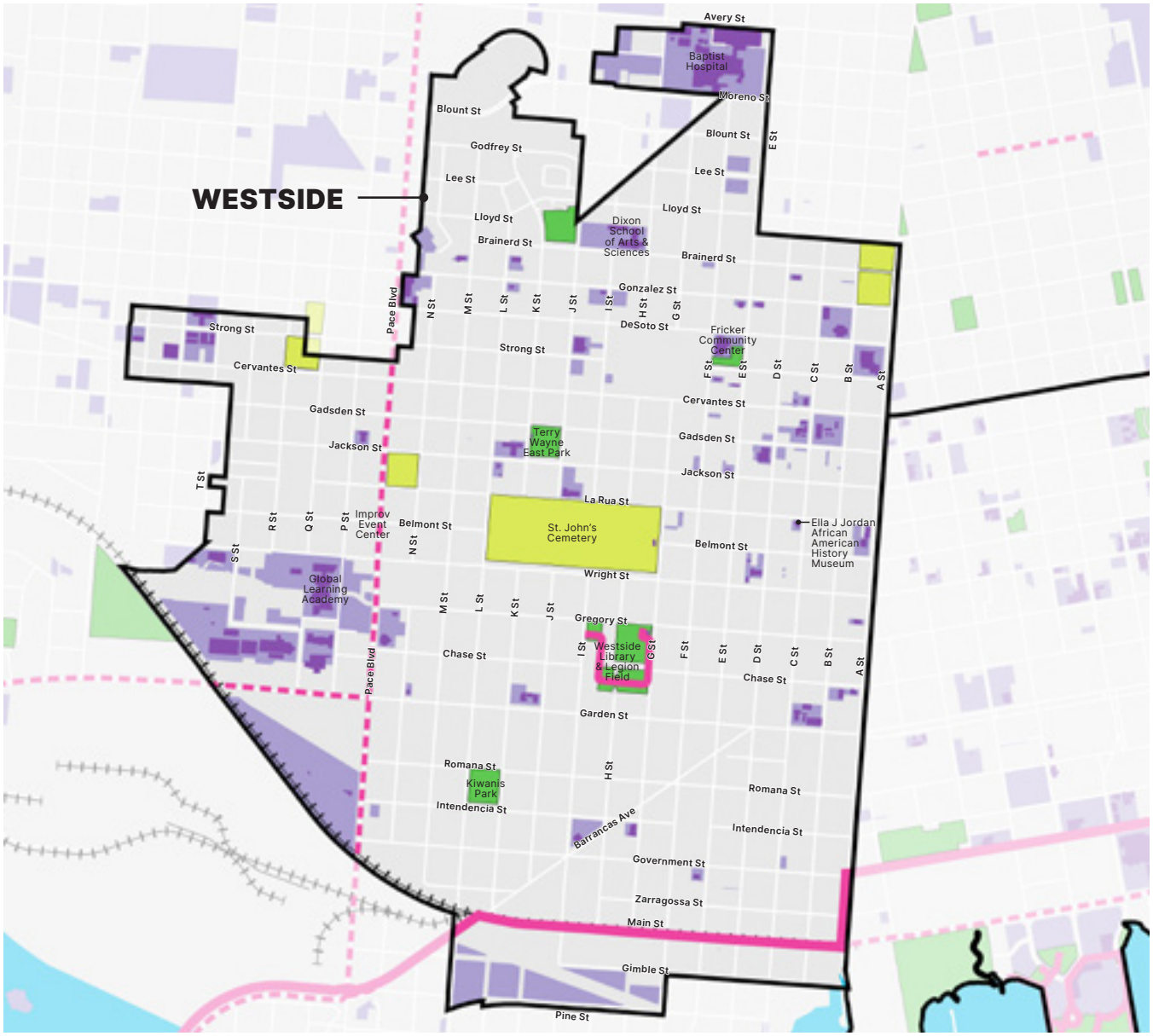
Wellhead Protection Area

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.

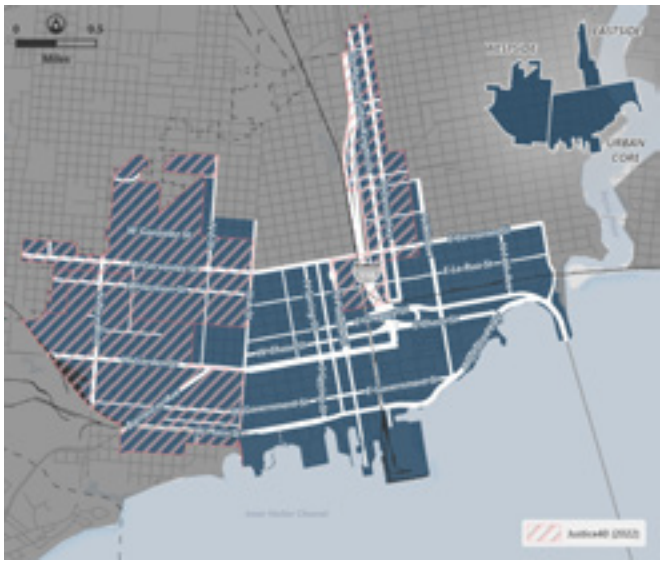


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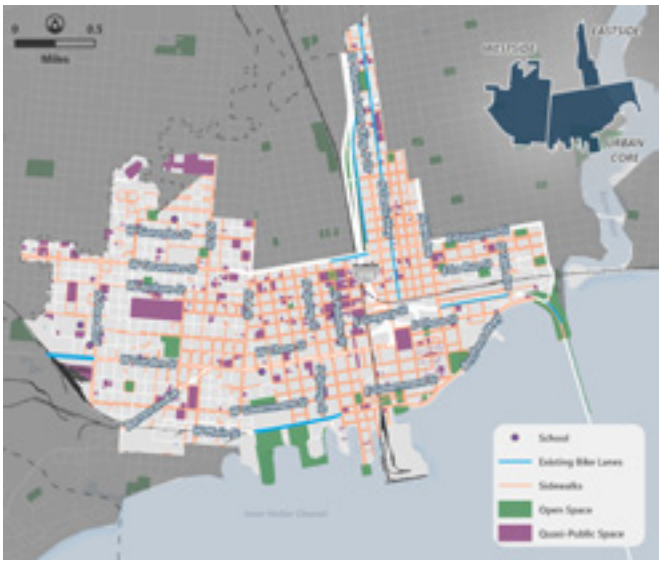
WHAT IS WALKABILITY?

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 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



Create pedestrian-friendly neighborhoods

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.

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

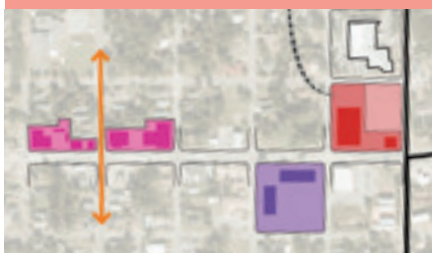
Special Demonstration Projects are examples of potential projects that achieve community goals by addressing all six categories of recommendations. These projects show potential future visions that are subject to change. In the Westside, these catalytic projects could include:

** 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



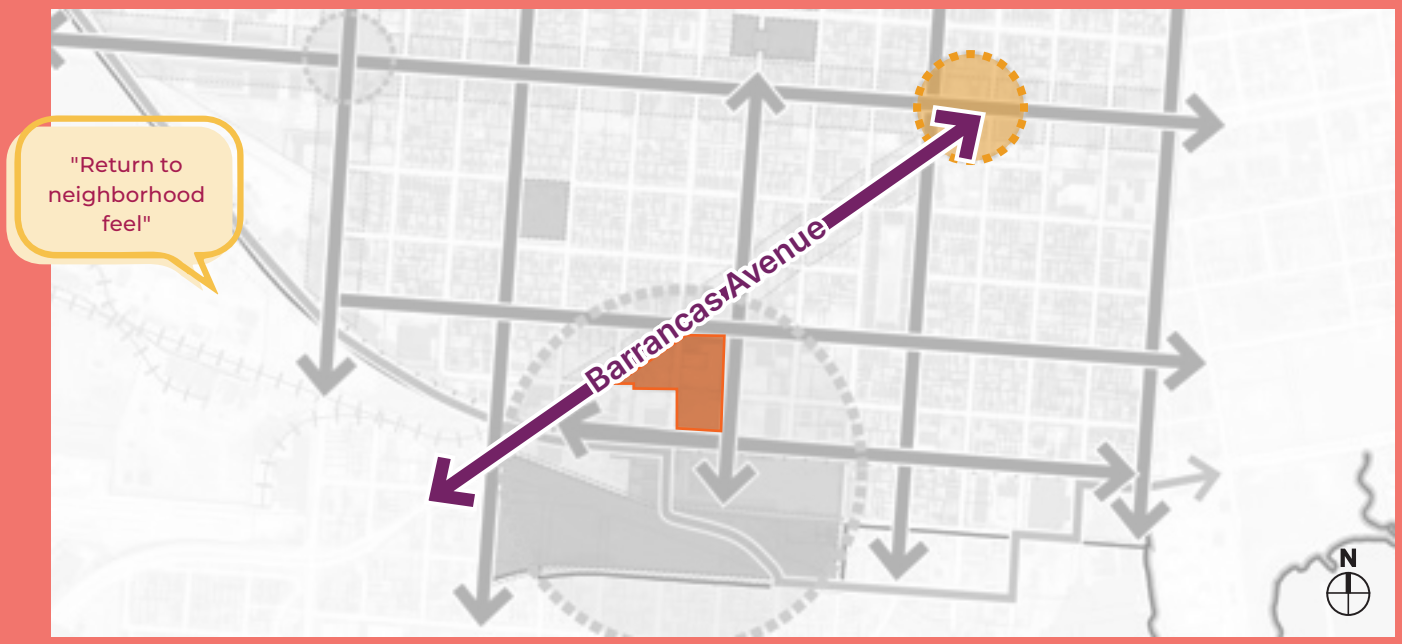
About the Special Demonstration Project

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

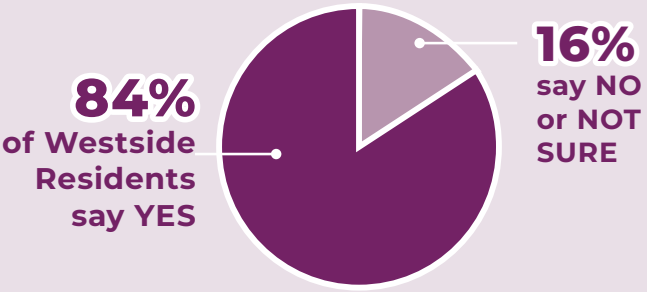


the street into a lush boulevard with wide sidewalks and planting strips, shared-use paths that connects to the SUN Trail and gives the opportunity for community activities to occur. This street design provides a more pleasant experience for pedestrians, bicyclists, and drivers along the corridor. Mixed-use 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:

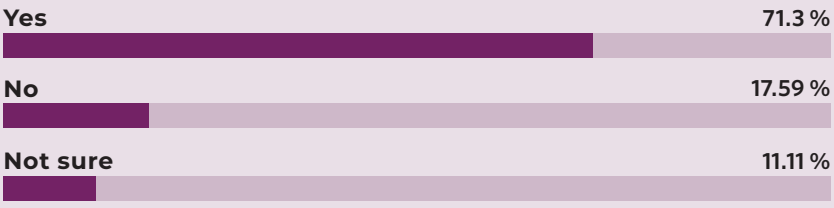
- Further analyze the reduction of travel lanes to allow for wider pedestrian amenities;
- Analyze impacts of reconfiguring intersections to have more regular geometry;
- Study to access the feasibility of undergrounding utilities along the entire corridor.

Do you think that these concepts would improve safety and walkability on Barrancas Avenue?



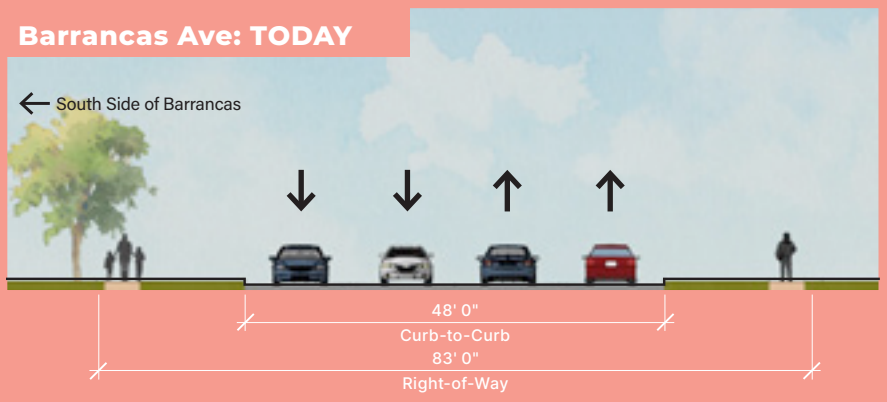
*For full survey results, see Appendix

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?



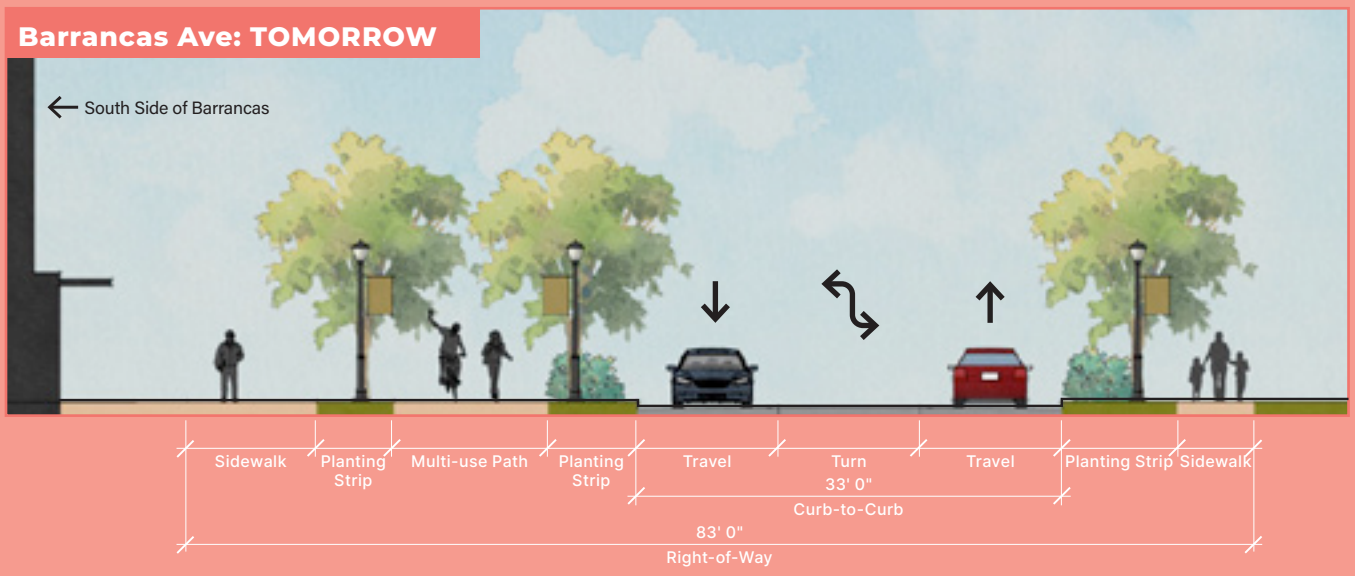
*For full survey results, see Appendix

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

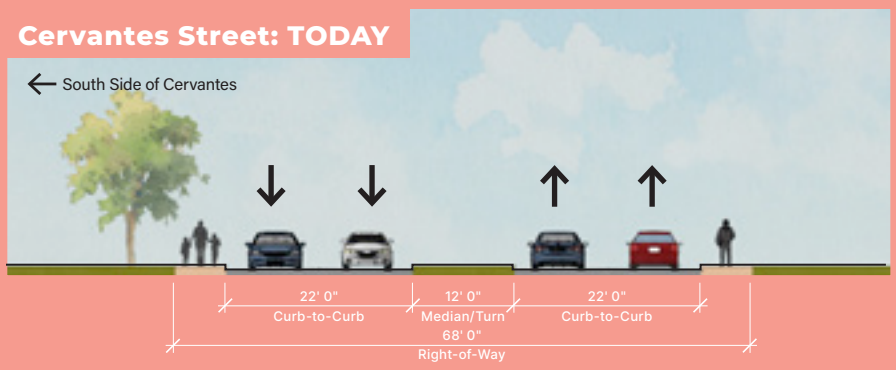
- Explore curb management plans

OPEN SPACE AND COMMUNITY AMENITIES

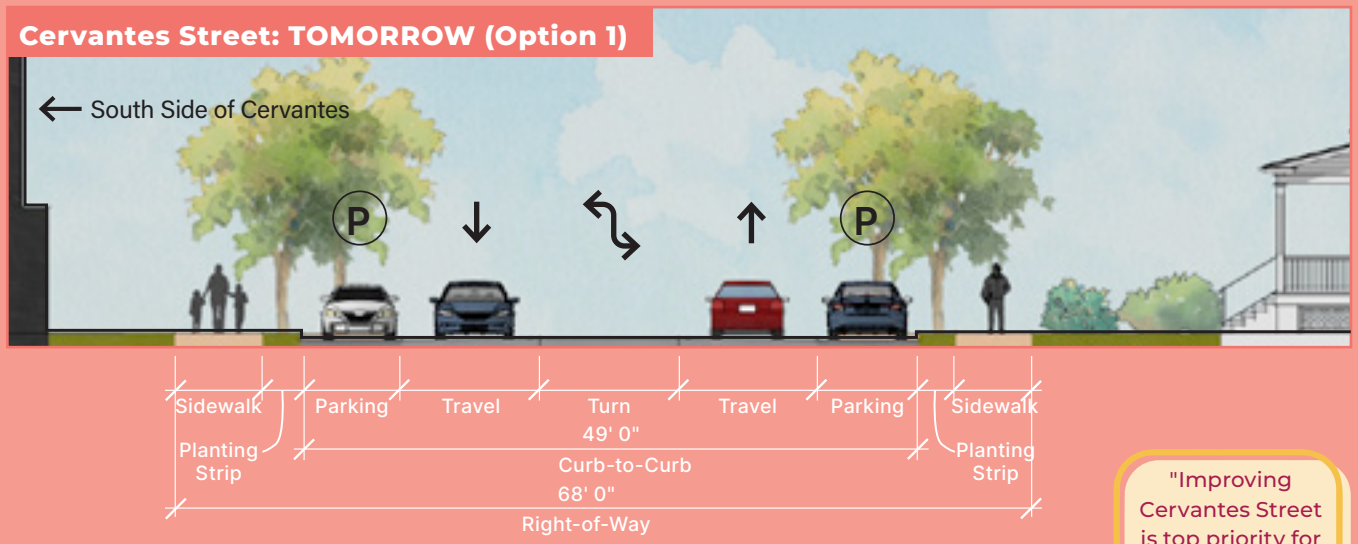
- Create a multi-use path along the south side of Barrancas Avenue that connects to the SUN Trail and the new park on the American Creosote Works (ACW) site
- Fund and build improvements to community facilities and programs, especially on infill sites along Barrancas Avenue
- Require art and placemaking enhancements in new developments

SPECIAL DEMONSTRATION PROJECT

CERVANTES STREET CORRIDOR STRATEGY







"Improving Cervantes Street is top priority for Westside"

About the Special Demonstration Project

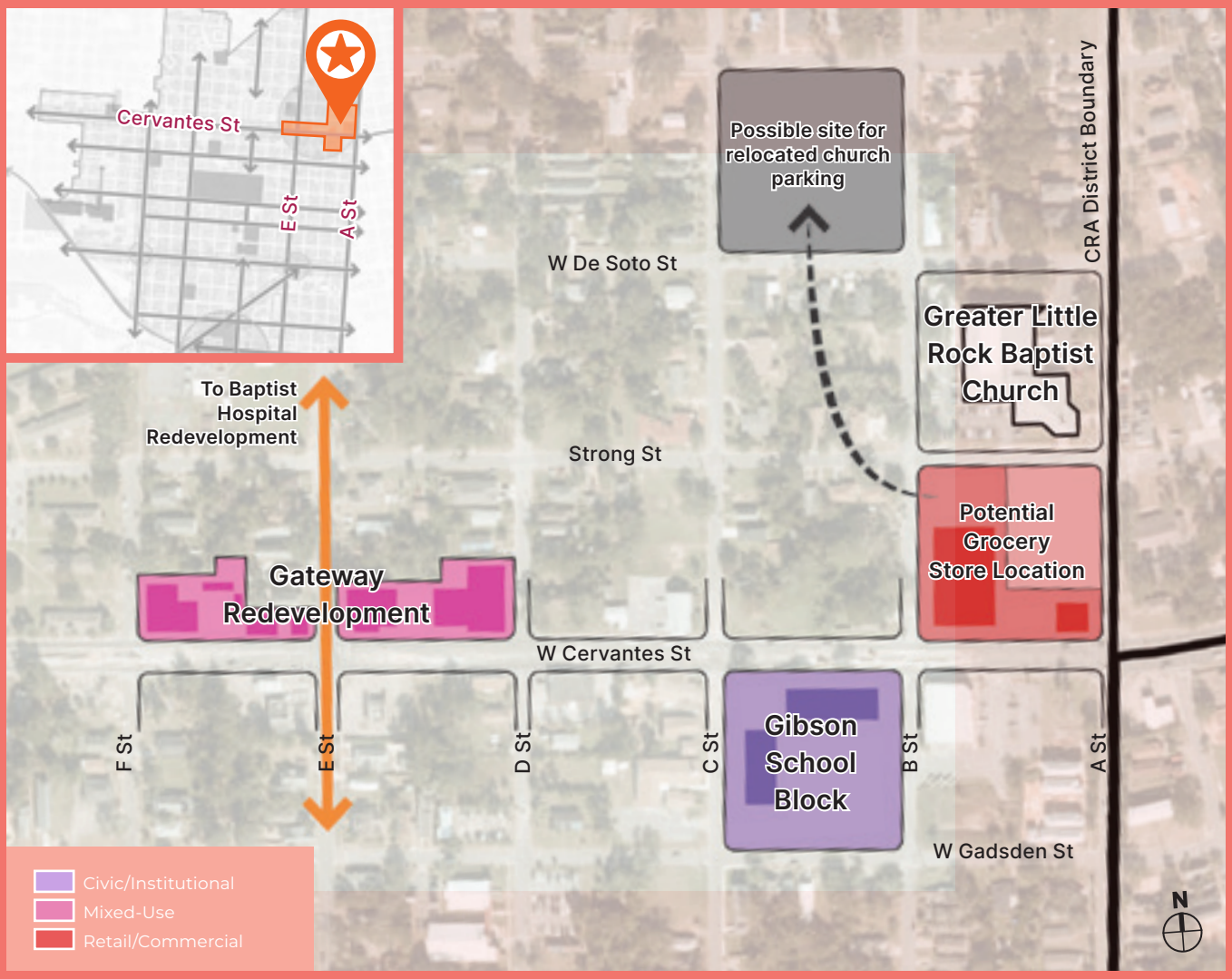
There are two parts to the strategy along the Cervantes Street Corridor. Today, Cervantes acts as a divider between the north and south areas of the Westside; additionally, there are many gaps in development along the street. The high visibility of these properties, as well as the fact that Cervantes 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

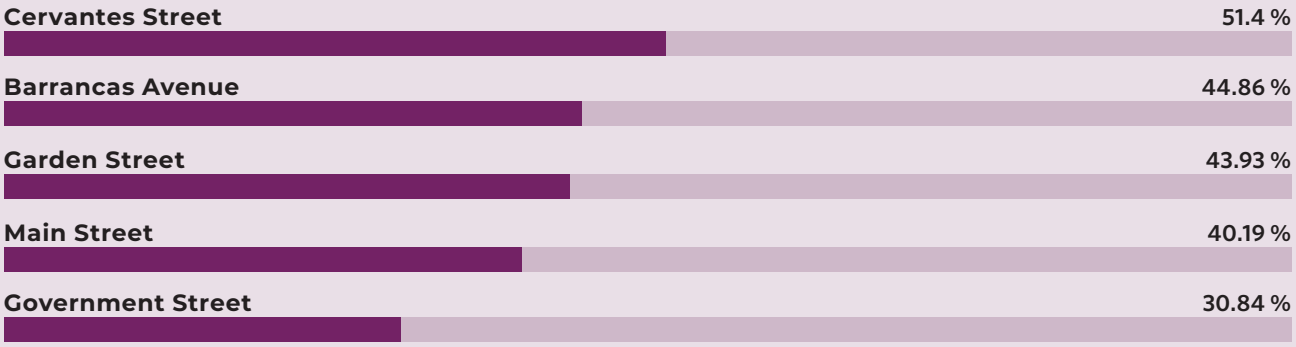
Grandview Public Market, West Palm Beach



Fotoluminate LLC

Calle Ocho neighborhood in Miami

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





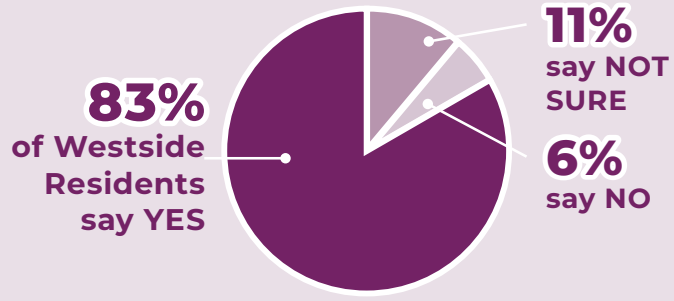


"Remodel the school building for other uses"

"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?



*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 home-ownership, 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

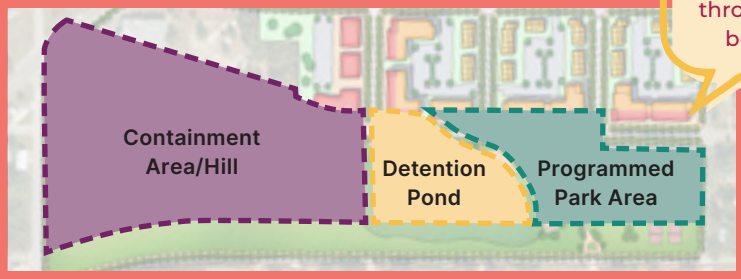
OPEN SPACE AND COMMUNITY AMENITIES

- 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

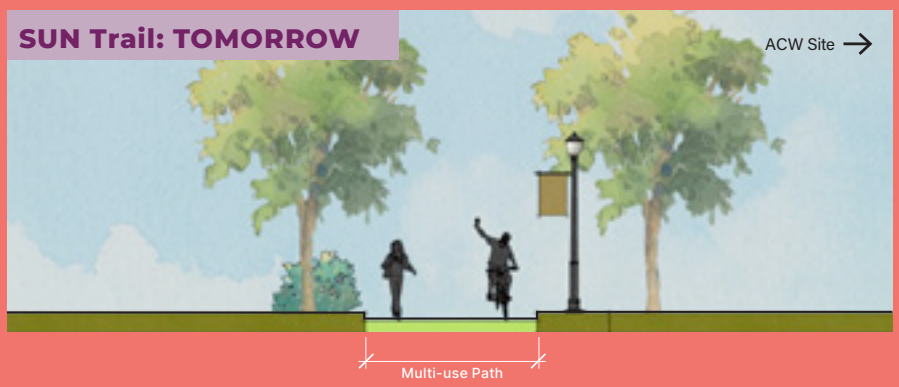
The ACW site is a now-inactive wood-treating facility, which was in operation from 1902 to 1981.

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. If the lumberyard were to relocate,



"Incorporate SUN Trail on Pine Street"



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.





Google

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

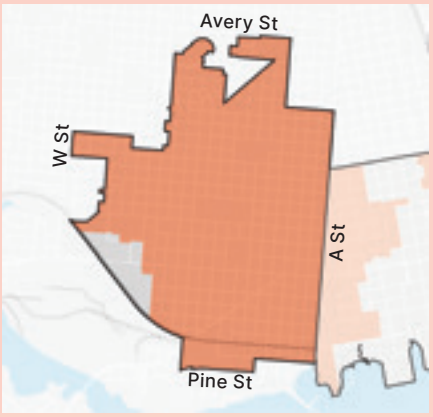
- New construction only
- Maximum building height
- Minimum floor-to-floor heights
- Roof pitches
- Frontages percentages, facade types, and entrance locations
- Facade composition standards
- Location and screening of service and mechanical equipment
- Setbacks (in particular ensuring they respond to 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

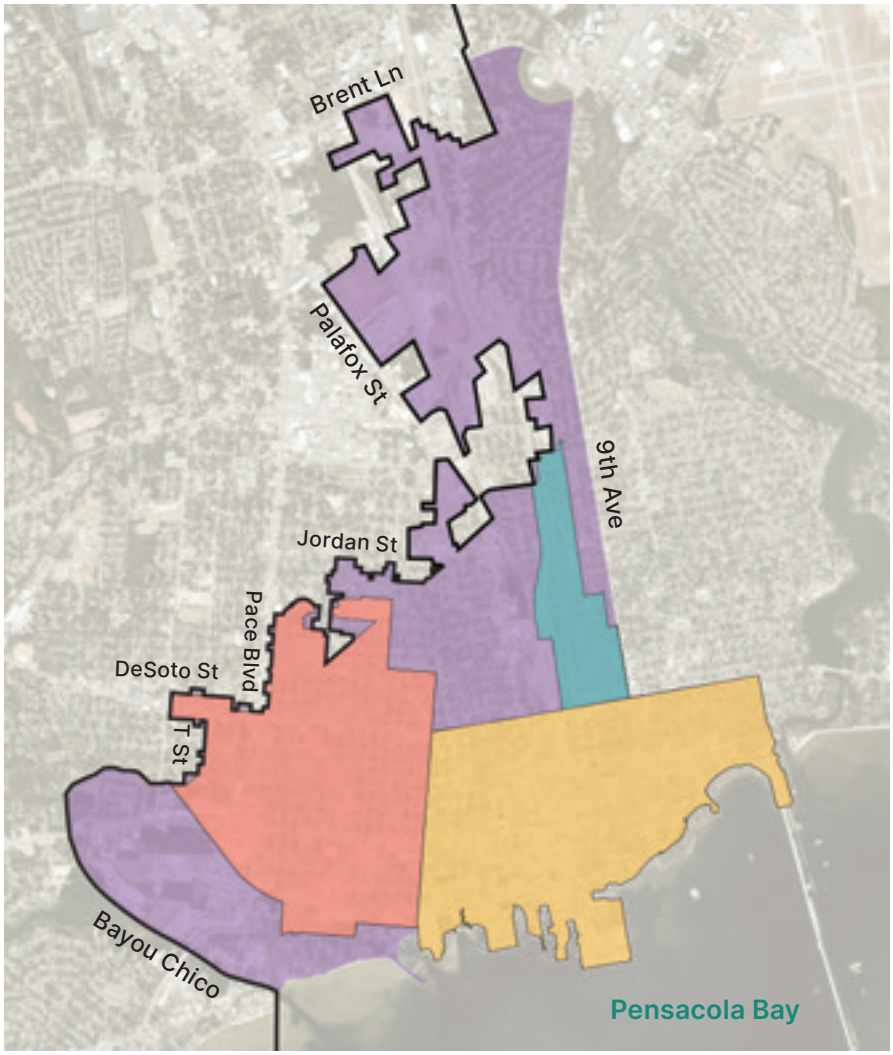
In areas that are primarily residential, support the preservation and protection of residential character.

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.



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.



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)

- 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.

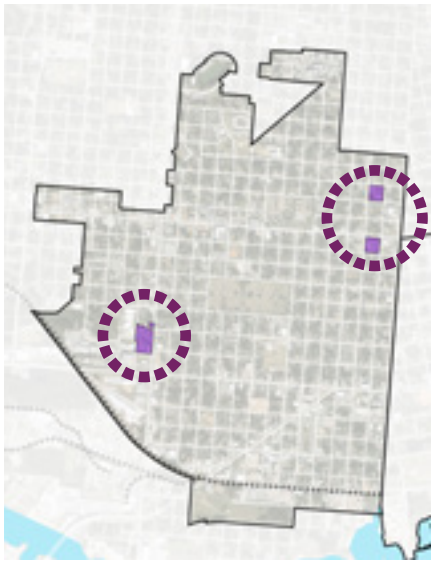
9. Partnership with Escambia County

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).



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.



10. 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.

11. 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

12. 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.

13. 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.elliajordanhome.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

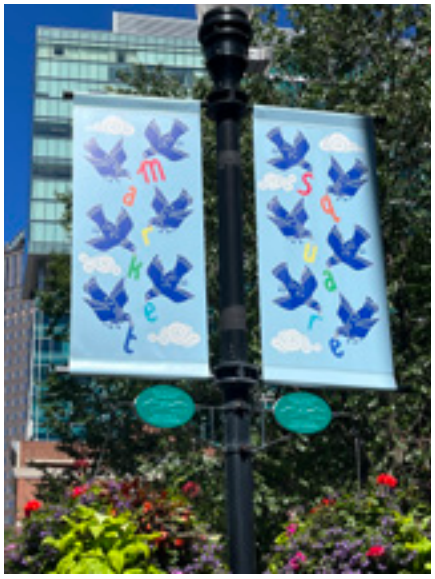
Fund and support the development of neighborhood plans that define projects and activities that are most important to the neighborhood. The CRA and City should define the topics appropriate for neighborhood plans (such as increases in density, locations for mixed-use, lot sizes, and considerations about 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. 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. 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.



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

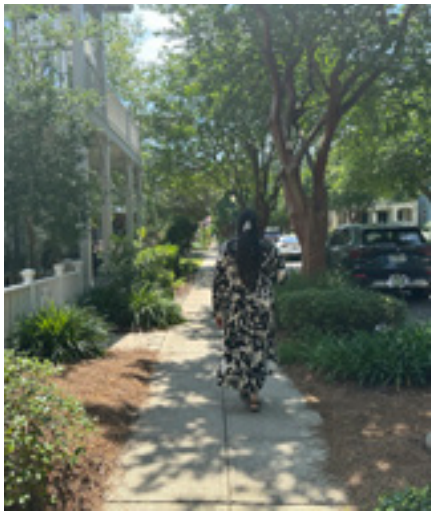
Build affordable housing with high-quality, durable materials that are comparable in quality to moderate market-rate projects to ensure affordable projects will not be easily identified or stigmatized.

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.
- 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.



Example of a walkable neighborhood street

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.

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

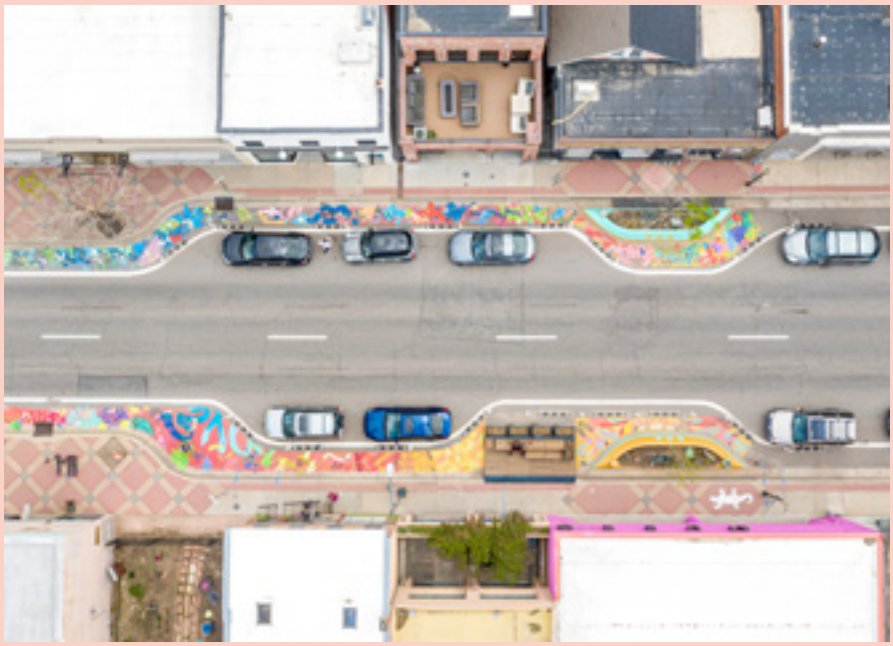
THE CHALLENGE

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

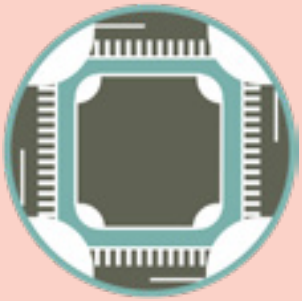
Removing redundant access to properties along busy corridors can provide other opportunities within the right-of-way such as continuous sidewalks or streetscape improvements. By reducing the number of interruptions and conflict points for pedestrians and vehicles, accessibility and mobility are increased 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. Bus Shelter Improvements

Coordinate with ECAT to support bus shelter improvements along main transit lines.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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.



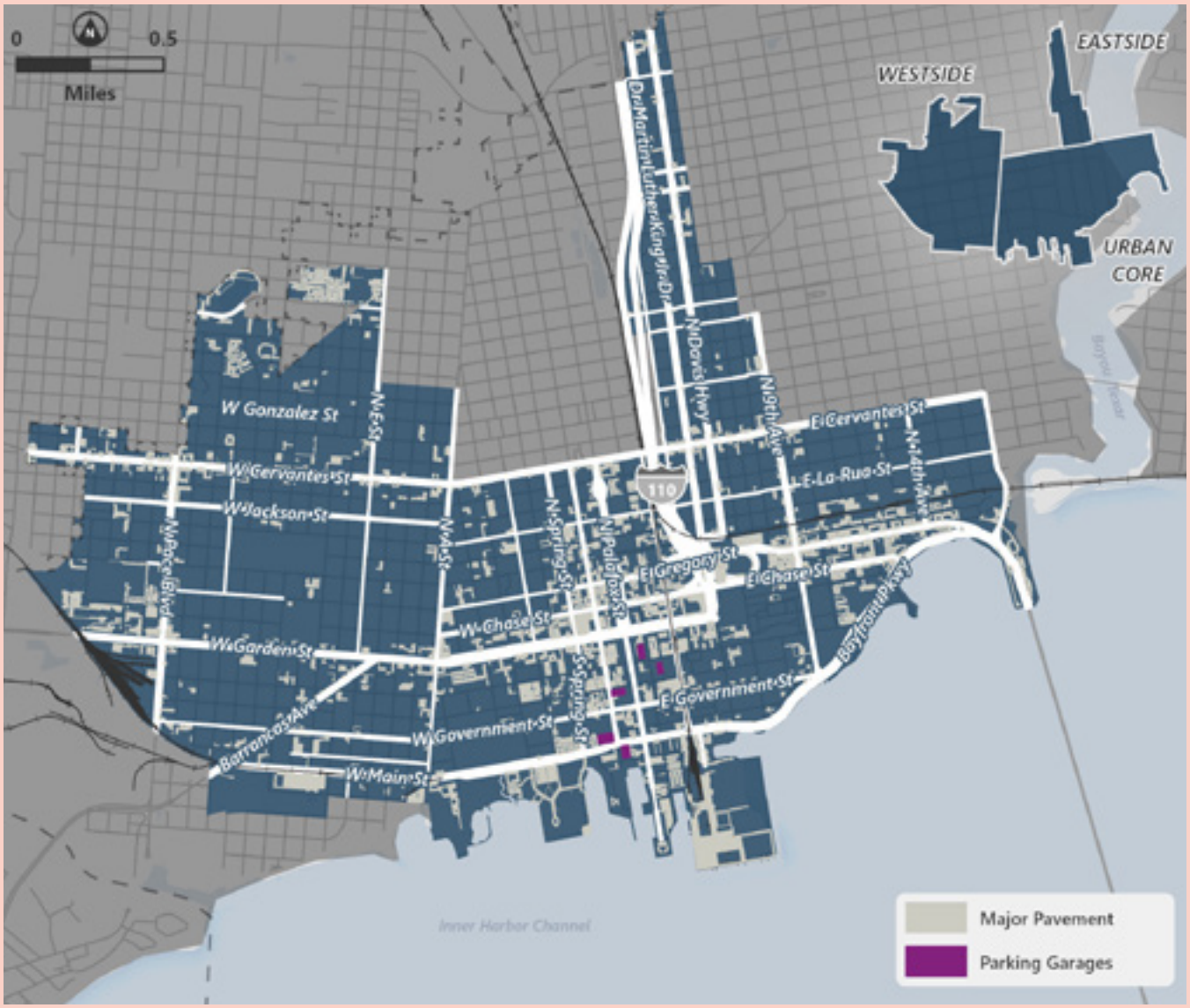
Produce bicycle parking and/or storage



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.


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

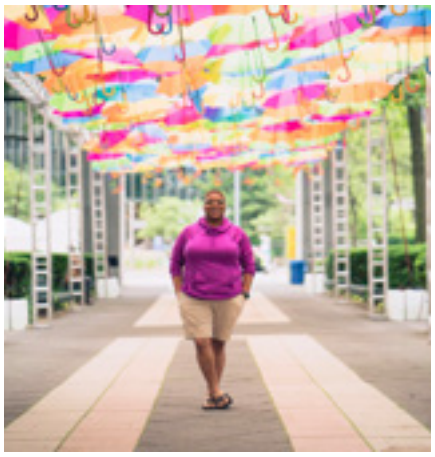
- Require new development receiving CRA funding to meet a requirement to incorporate public art that celebrates the history, culture, or place.
- Projects would be identified, funded, and installed by private developers; also explore "in-lieu" options.
- The CRA and City should identify and help initiate a regional arts organization that would eventually facilitate the program.

3. Natural Habitats and Tree Canopies

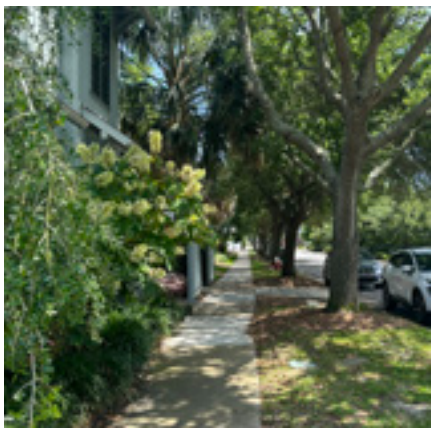
Require the use of native plant species, the creation of natural habitats, and tree canopies to provide shade in CRA-funded projects.



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.



Public restrooms can be added to parks, along streets, or in other public areas

6. 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.









Union Bulletin, Downtown Walla Walla

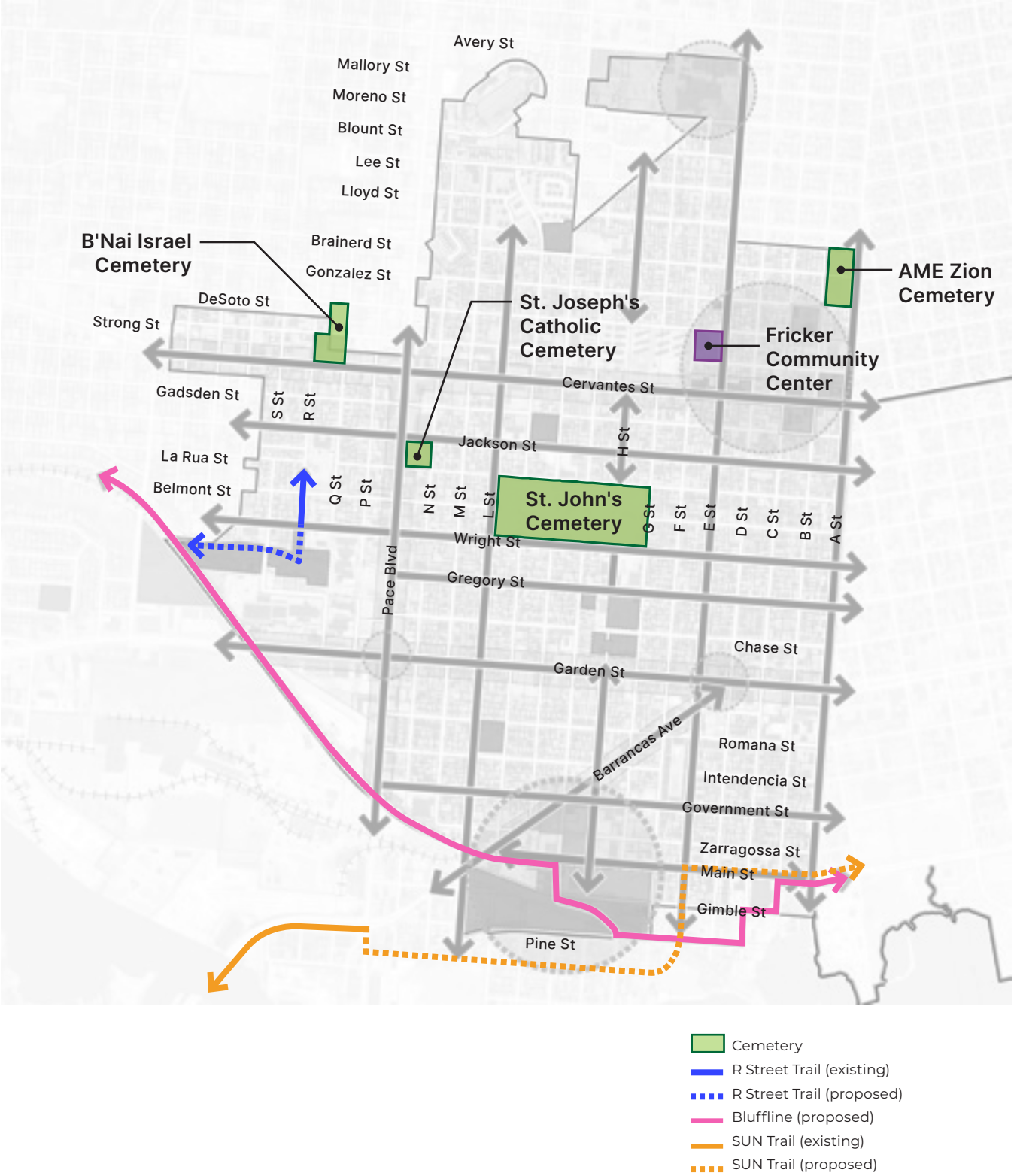


LEARNING FROM GREAT PARKS

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



IMPACTS AND PROJECTIONS

NEIGHBORHOOD IMPACT ELEMENT

This plan makes provisions for affordable housing through rehabilitation and new construction. Shortages in affordable housing will be addressed through existing and new affordable housing development strategies, with an emphasis on developing ways in which affordable housing can be integrated within market rate housing projects.

Implementing this plan will improve the quality of life for residents within the Westside CRA District and surrounding areas. While all impacts cannot be determined without site-specific proposals that evaluate impacts, this section provides a summary of potential impacts that may occur in each category required by statute. The specific categories that must be addressed are as follows: relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

Relocation

This plan supports the preservation of the existing low- and moderate-income housing facilities in the residential areas. It does not require the relocation of any of the residents of the redevelopment area. The Barrancas Avenue Corridor Strategy, the Gibson School Site Redevelopment, and American Creosote Works (ACW) Superfund Site Redevelopment Special Demonstration Projects will add new units to the area housing stock and may incorporate some levels of affordability. Recommendations included in the Housing section support the creation of programs and incentives that will help support the preservation and addition of affordable and attainable housing.

Should there be a need for relocation of residents, minimizing the impact on any residents subject to relocation will be of the utmost importance. Supportive services and equitable financial treatment will be provided to any individual and all families subject to relocation. When feasible, the relocation impact will be mitigated by relocating within the immediate neighborhood and seeking alternative housing options.

Traffic Circulation

The implementation of this plan related to streetscape improvements and traffic circulation are anticipated to positively impact the Westside CRA District. All recommendations support the enhancement of pedestrian and bicycle safety, multi-modal connectivity, and traffic calming.

Additional traffic may be a result of increasing district-wide housing stock and community resources; however, this plan provides mitigation through the incorporation of on-site parking and improved multi-modal and pedestrian connectivity to alleviate impacts to congestion.

Environmental Quality

The City of Pensacola land use regulations require that stormwater management be addressed as a condition of permitting any development project. When redeveloped, the Gibson School Site Redevelopment and American Creosote Works (ACW) Superfund Site Redevelopment Special Demonstration Projects will incorporate stormwater retention and/or detention areas.

The environmental quality of the Westside CRA District and surrounding areas will be greatly improved upon completion of clean-up activities at the American Creosote Works (ACW) Superfund Site. This plan recommends that this clean-up continues to allow for site redevelopment and reuse.

Community Facilities and Services

This plan supports increasing the number of and improving the variety and quality of community facilities and services in the Westside CRA District, which are detailed in the Open Space and Community Amenities section.

This plan recognizes the importance of community facilities and supports planned improvements of these facilities. Existing open space and recreational facilities in the area include the Fricker Center, Legion Field, Terry Wayne Park, and Kiwanis Park. This plan recommends the addition of open space and recreational facilities, which are intended to expand access to shared open spaces within the neighborhoods. There are multiple cemeteries located in the Westside CRA District, constituting an integral component of the area's open space network. Physical improvements recommended in the plan intend to preserve the cemeteries as important historic landmarks as well as valuable community open space elements. The continuation and enhancement of the Bluffline, SUN Trail, and R Street Trail are also anticipated to improve connections between destinations in and around the Westside CRA District.

Effect on School Population

This plan anticipates positively impacting the area's school population by recommending the continued building of relationships with the Escambia County School District to support the prioritization of projects that will directly improve students' safety and experience. Streetscape and park facilities improvements proposed as part of the Barrancas Avenue Corridor Strategy, Cervantes Street Corridor Strategy, and Gibson School Site Redevelopment Special Demonstration Projects and throughout the district along priority corridors are intended to enhance the safety, accessibility, and experience of students and other residents.

Physical and Social Quality

This plan's recommendations to improve the appearance and safety of highly-trafficked corridors, enhance the pedestrian experience, focus on placemaking and infill development, and increase opportunities for housing and economic development will have a positive impact on the Westside CRA District's physical and visual character. The implementation of this plan's recommendations will help to create housing, employment, and social opportunities.

PRIORITY PROJECTS

Using the CRA Prioritization Criteria and the agreed-upon scoring matrix, the CRA and consultant team has embarked upon a collaborative process to evaluate the projects and recommendations in the plan. Considerations have be made for implementability, availability of funding, alignment of timelines with other public and private investments, and more. 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. All projections, including timeframes and costing, are estimates intended for high-level budgeting purposes only.

The City and/or CRA's ability to undertake the proposed increment expenditures, create new redevelopment areas, or expand existing redevelopment areas as identified herein may be limited in the future by changes in law or circumstances. The City and CRA should consider utilizing debt financing and bond issuance where feasible and allowed by then-current law to finance capital improvements and thereby expedite achievement of desired redevelopment objectives.

Priority Projects for Westside CRA	Timeframe	Projected Cost	Potential Funding Sources
Cervantes Street Corridor Strategy This estimate represents the calculated total development cost for the improvement of crosswalks and assumes a 10% City subsidy for grocery and small business development.	0-5 years	$ 4,942,000	TIF Bond; Federal grant (DOT Safe Streets); FL DOT
Barrancas Avenue Corridor Strategy This estimate represents streetscape and intersection improvements along Barrancas Avenue between Garden Street and Main Street, as well as the development of new mixed-use affordable housing, ground-floor retail, and townhouses.	5-10 years	$ 3,728,000	TIF Bond; Federal grant (DOT Safe Streets); FL DOT
American Creosote Works (ACW) Superfund Site Redevelopment This projection includes the construction of the approximately 5-acre park and related facilities, amenities, and trails.	5-10 years	$ 6,176,000	TIF Bond; Municipal GO Bond; Federal grant (EPA); FL DEO; Private & Institutional Investments
Baptist Hospital Redevelopment The Baptist Hospital Redevelopment will be a large-scale, multi-phase effort, entailing public, private, and non-profit investments. The scope will be determined through an in-depth, dedicated process, which will, in turn, provide more detail for cost projection purposes.	5-10 years	TBD	TIF pay-as-you-go and/ or Municipal General Fund for studies; LIHTC; NMTC; Federal grant (CDBG); FL DEO; Private & Institutional Investments; Nonprofit Grants
Intersection and Sidewalk Improvements These projections were based on identified priority intersections and represents the estimated cost of raised crosswalks and bulbouts at a total of five (5) intersections on Pace Boulevard.	0-10 years	$ 229,000	TIF Bond; Federal grants (US DOT Safe Streets, ATIIP & Transportation Alternatives); FL DOT
CRA Boundary Expansion An Analysis and Necessity of Finding study should be conducted as a way to project the potential benefits and scope of expansion. The broad potential scope of this transformational project must be confirmed before projecting costs. The City and CRA should utilize Debt Financing and Bond issues where feasible and allowed by law to finance capital improvements.	0-5 years	TBD	TIF pay-as-you-go
Commercial Property Improvement Program (CPIP) These projections were based on the existing costs of the program spread over 10 years, which is assumed to continue in its current nature. Any expansion to the Westside CRA District boundary may require more allocation from the assumed TIF increase.	0-10 years	$ 2,000,000	TIF pay-as-you-go; Florida West Economic Development Alliance

Priority Projects for Westside CRA	Timeframe	Projected Cost	Potential Funding Sources
Develop Neighborhood-Specific Plans This projection assumes the involvement of four (4) neighborhoods with a 4-6 month engagement process. It is also assumed that the City/CRA implements the findings.	0-10 years	$ 200,000	TIF pay-as-you-go
Neighborhood Identity & Wayfinding This projection assumes 3 neighborhoods in the Westside CRA District that would each receive a branding and wayfinding design package that would include a variety of street furnishings, signage, and other elements.	0-5 years	$ 400,000	TIF (pay-as-you-go for study; bond for capital); FL DEO; Private & Institutional Investments; Nonprofit Grants/ Corporate Sponsorships; Escambia County's Tourist Development Tax (TDT)
Equitable Development Strategies Assuming that this toolbox of strategies would build on the Hollice T. Williams Park Equitable Development Framework Plan, this abbreviated process is assumed to include approximately 3 months of community engagement and analysis.	0-10 years	$ 40,000	TIF pay-as-you-go; FL DEO; Nonprofit Grants
Gibson School Site Redevelopment The broad scope and variety of potential funding sources that span public, private, and institutional investments must be established in order to accurately project costs for this project.	0-5 years	TBD	TIF Bond; Municipal GO Bond; CDBG; FL DEO; Private & Institutional Investments
Update the CRA Urban Design Overlay Districts (CRAUDOD) This projection assumes a 4-6 month study involving community engagement plus a 4-month adoption process, that could be run by a consultant or by CRA staff. The projected cost assumes a consultant fee, not the cost of staff.	0-5 years	$ 120,000	TIF pay-as-you-go
Neighborhood Commercial Nodes This projection assumes the addition of one (1) retail node in the neighborhood, using regional parametric costs per approximate area.	0-5 years	$ 10,359,000	TIF Bond; FL DEO; Private & Institutional Investments; Nonprofit Grants/Corporate Sponsorships
Neighborhood Capacity Building This projection assumes the CRA could offer three (3) neighborhood capacity building grants of $10,000 each.	0-5 years	$ 30,000	TIF pay-as-you-go; Municipal General Fund; FL DEO; Private & Institutional Investments; Nonprofit Grants
W Garden Street Improvements This estimate represents improvements that enhance and feature the landscaped median, the removal of on-street parking, and the addition or improvement of mid-block pedestrian crossings initiated by FDOT project 435178-3.	0-5 years	$ 3,863,000	TIF Bond; Federal grant (DOT Safe Streets); FL DOT

Priority Projects for Westside CRA	Timeframe	Projected Cost	Potential Funding Sources
Natural Habitats and Tree Canopies This projection assumes approximately 50 trees planted annually over a span of 5 years and uses FDOT BOE/Cost data. Grant funding could lower these projections if sought.	0-5 years	$ 1,514,000	TIF Bond; Federal grant (EPA); FL FWC
Community Facilities This projection assumes approximately 30,000 square feet of new construction community center.	0-10 years	$ 15,250,000	TIF Bond; Municipal GO Bond; Federal Grant (HUD/ CDBG); FL DEO; Private & Institutional Investments; Nonprofit Grants/Corporate Sponsorships
N Pace Boulevard Intersection Improvements This estimate includes intersection improvements along Pace Boulevard between Government and Cervantes Streets. This projection assumes that the CRA will coordinate with the City and ECRC corridor management study set to be conducted in 2025 to ensure any efforts are coordinated.	0-10 years	$ 3,438,000	TIF Bond; Federal Grant (US DOT Safe Streets & RAISE); FL DOT
First-Time Homebuyers This projection assumes that the CRA would offer approximately 10 no-interest second mortgages annually for up to approximately $15,000 each for down payment and closing cost assistance loans (fully forgiven after 5 years) for households making up to 80% AMI.	0-5 years	$ 750,000	County Housing Finance Authority
Art Requirement for New Development This projection assumes a facilitation and review process that could be run by a consultant or by CRA staff. The projected cost would be dependent on staff capacity and program scope.	0-10 years	TBD	Program/policy administration by current City and/or CRA staff; Art projects funded by private developer

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.

Park Premium + Inflation
Park premium multiplier added to the parcels located within specified buffer zones

+

Public Redevelopment Premium + Inflation
Increase of value from baseline due to redevelopment CRA plan projects

+

Private Redevelopment Premium + Inflation
Increase of value from baseline due to redevelopment projects already proposed by developers

→

Future TIF Dollar Base
Premium valuations added to the forecasted total parcel valuations for each CRA (years 2025-2035, based on historic valuations from 2020-2024)

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.

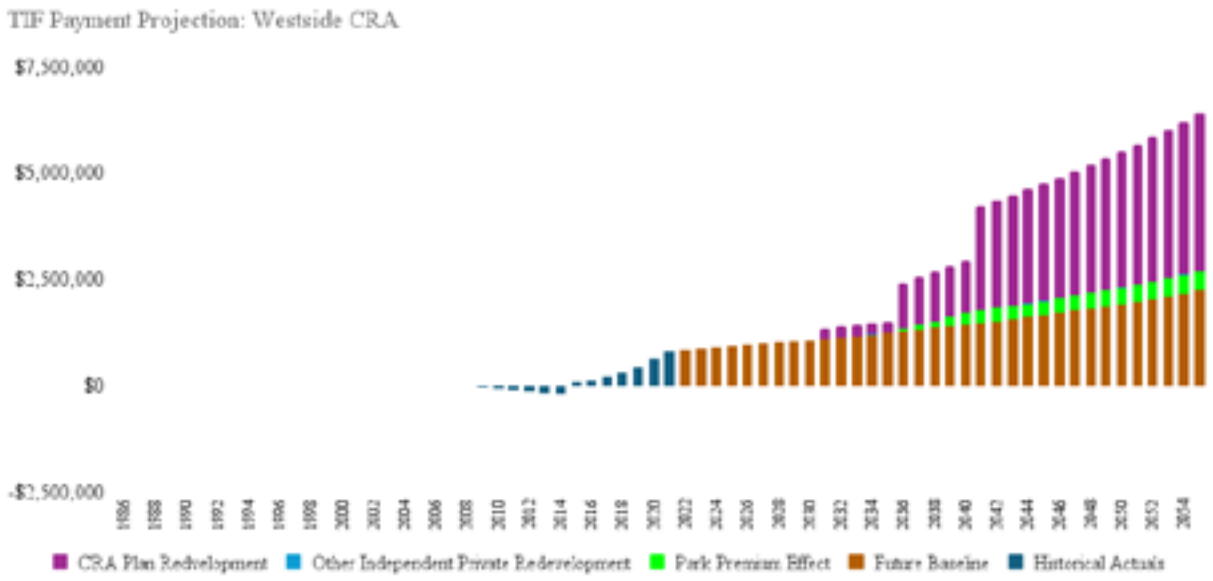
Historic TIF Millage Rates

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

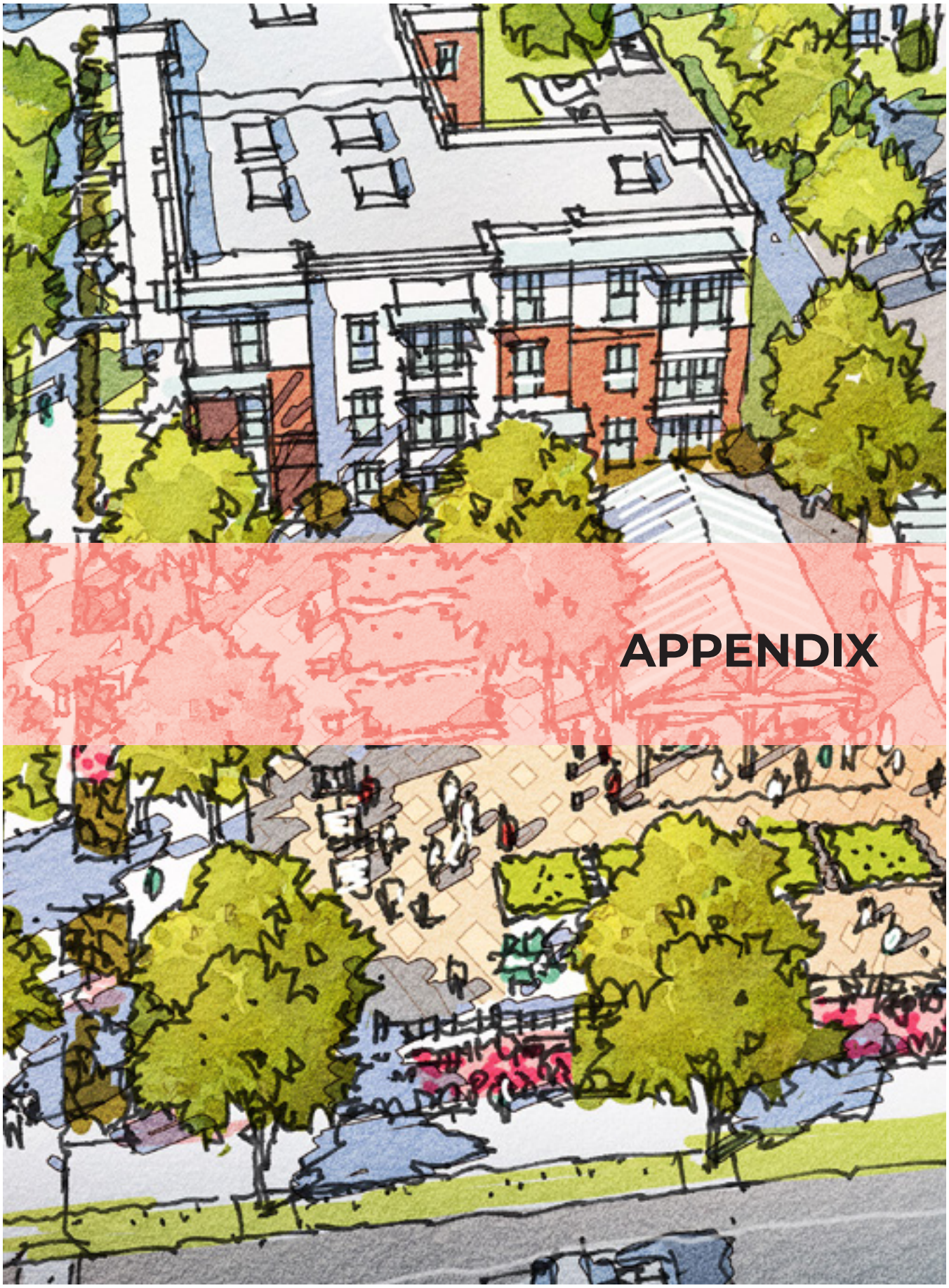


Historically, TIF payments (dark blue) remained negative or relatively low through the early 2000s. However, post-2013, TIF revenue begins a gradual upward trend, coinciding with economic recovery and initial phases of new development.

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.



APPENDIX

STATUTORY COMPLIANCE

COMPLIANCE WITH FLORIDA STATUTES

Sections 163.360 through 163.362, Florida Statutes, specify certain elements which must be addressed and content which must be included in community redevelopment plans and modifications to such plans. This Appendix identifies how this Plan Update complies with the statutory requirements.

Florida Statute	Requirement	How the Requirement is Met
§ 163.360(2)(a)	The community redevelopment plan shall . . . [c]onform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.	*Prior to its approval by the City Council, the Plan Update was submitted to the City of Pensacola Planning Board for review and recommendations, as required by s. 163.360(4), Florida Statutes. The Planning Agency determined that the Plan Update is in conformity with the comprehensive plan for the development of the City as a whole.*
§ 163.360(2)(b)	The community redevelopment plan shall . . . [b]e sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.	*See the sections herein entitled "Land Use, Zoning, and Special Districts" and "Activities."* *With respect to demolition and/or removal of structures, see the section herein entitled "Recommendations" and the discussion therein under the heading "Demolition and Reconstruction Funding Program." See also the heading "Prepare Sites for Redevelopment" under the section entitled "Activities."*
§ 163.360(2)(c)	The community redevelopment plan shall . . . [p]rovide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area.	*See the section herein entitled "Housing."*
§ 163.362(1)	Every community redevelopment plan shall . . . [c]ontain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.	*See the section herein entitled "Overview of the CRA" for a description of the boundaries of the redevelopment area. See also the section herein entitled "Physical Patterns" which includes various diagrams including use and zoning maps of the redevelopment area and its boundaries. The boundaries of the area are further described in the Finding of Necessity Resolution adopted by the City Council for the redevelopment area*

1

		which includes legislative finding that the conditions in the area meet the criteria for redevelopment and that the rehabilitation, conservation, or redevelopment, or a combination thereof, of such area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City.
§ 163.362(2)(a)	Every community redevelopment plan shall . . . [s]how by diagram and in general terms . . . [t]he approximate amount of open space to be provided and the street layout.	*See the section herein entitled "Open Space and Community Amenities." See also the sections herein entitled "Special Demonstration Projects" which describe and illustrate specific plan and project proposals that indicate open spaces and street layouts.*
§ 163.362(2)(b)	Every community redevelopment plan shall . . . [s]how by diagram and in general terms . . . [l]imitations on the type, size, height, number, and proposed use of buildings.	*See the section herein entitled "Land Use, Zoning, and Special Districts" which includes diagrams, general references to the type, size, height, number, and proposed use of buildings. Limitations are established through the City's broader development, land use and zoning regulations.*
§ 163.362(2)(c)	Every community redevelopment plan shall . . . [s]how by diagram and in general terms . . . [t]he approximate number of dwelling units.	*See the section herein entitled "Real Estate Market" and the housing market statistics, including number of dwelling units, summarized therein. See also the diagrams set forth under the section entitled "Physical Patterns."*
§ 163.362(2)(d)	Every community redevelopment plan shall . . . [s]how by diagram and in general terms . . . [s]uch property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.	*See the sections herein entitled "Open Space and Community Amenities" and "Transportation, Streets, and Parking." See also the section entitled "Physical Patterns" and the diagram therein entitled "Parks, Open Space and Amenities."*
§ 163.362(3)	Every community redevelopment plan shall . . . [i]f the redevelopment area contains low or moderate	*See the section herein entitled "Neighborhood Impact Element."*

	income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.	
§ 163.362(4)	Every community redevelopment plan shall . . . [i]dentify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.	*See the section herein entitled "Priority Projects."*
§ 163.362(5)	Every community redevelopment plan shall . . . [c]ontain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.	*See the section herein entitled "Activities" and in particular the discussion under the heading "Property Disposition."*
§ 163.362(6)	Every community redevelopment plan shall . . . [p]rovide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.	*See the section herein entitled "Activities" and in particular the discussion under the heading "Property Disposition."*
§ 163.362(7)	Every community redevelopment plan shall . . . [p]rovide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.	*See the section herein entitled "Demographic and Market Analysis" and the discussion therein regarding preventing displacement of residents and businesses. See also the section herein entitled "Neighborhood Impact Element."*

§ 163.362(8)	Every community redevelopment plan shall . . . [p]rovide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefor.	*See the section herein entitled "Housing."*
§ 163.362(9)	Every community redevelopment plan shall . . . [c]ontain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.	*See the section herein entitled "Priority Projects."*
§ 163.362(10)	Every community redevelopment plan shall . . . [p]rovide a time certain for completing all redevelopment financed by increment revenues.	*See the section herein entitled "Overview of the CRA," which specifies the date certain as May 23, 2037.*

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

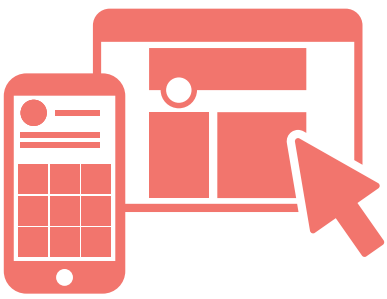
A vital part of Step 1 engagement included an online interactive map. The online interactive map served as a digital tool for place-based feedback about the planning process. Pensacola residents and stakeholder were encouraged to provide comments in at least one of four categories:

- 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

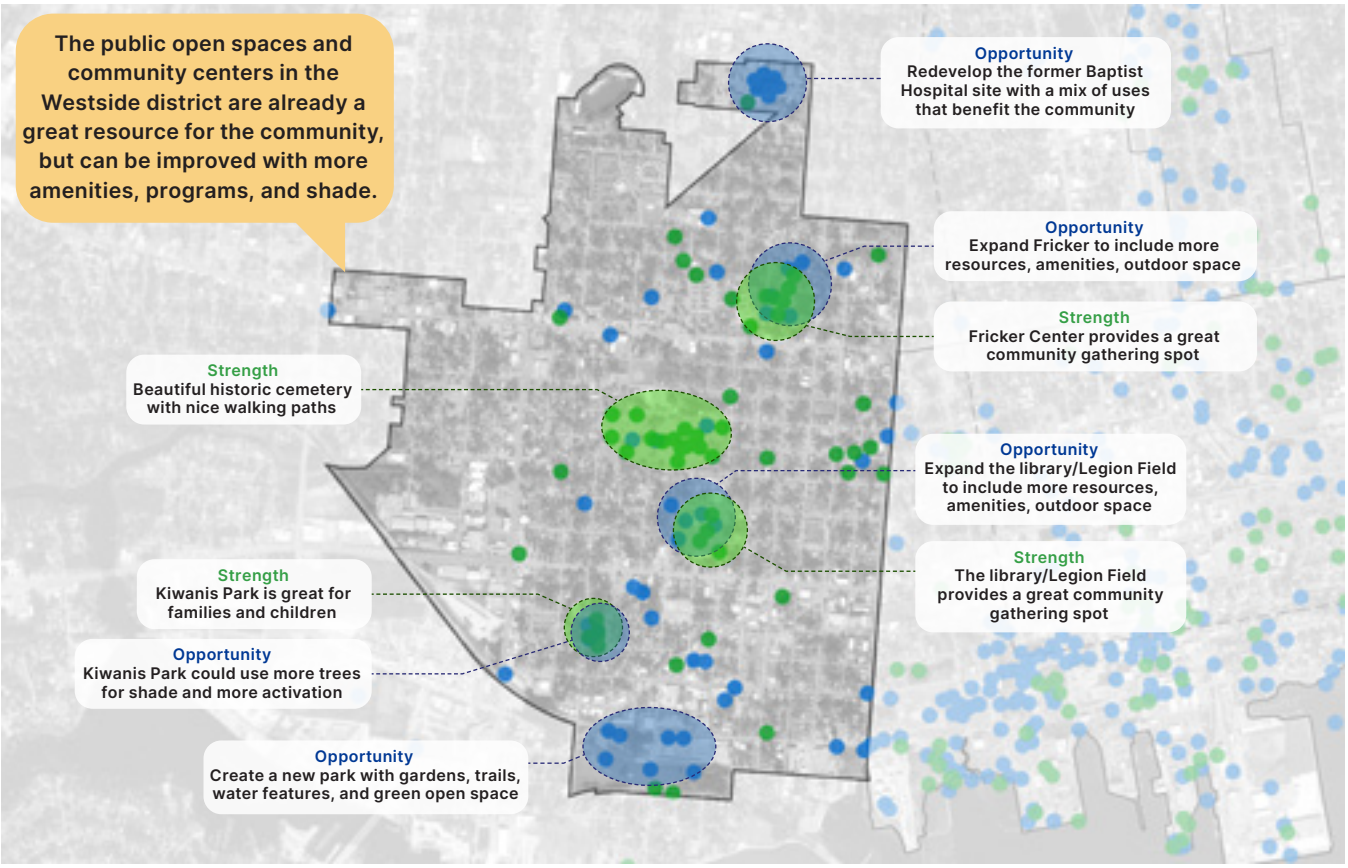
The following pages show the summarized results of the online interactive map contributions to the Westside CRA District with the other Step 1 engagement processes, including in-person and virtual community meetings, stakeholder groups, neighborhood workshops, and youth events. Along with identifying and summarizing Westside-specific strengths, weaknesses, and opportunities, six themes addressed specific concerns and comments about the Westside:

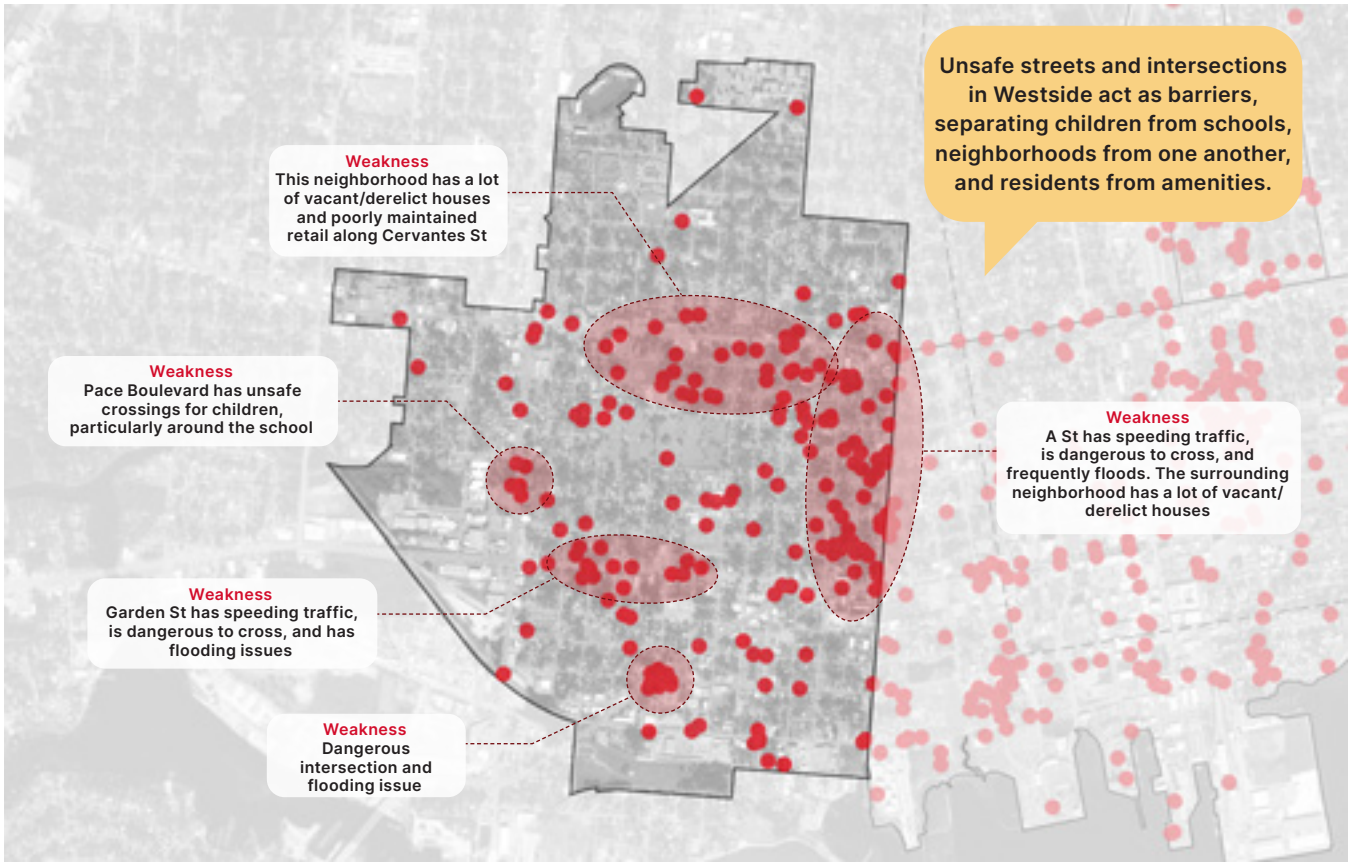
- Arts, Cultures, Activities, and Destinations
- Streets and Connections
- Housing and Opportunity Sites
- Community-Centered Planning
- Resilient Infrastructure
- Parks and Open Space

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



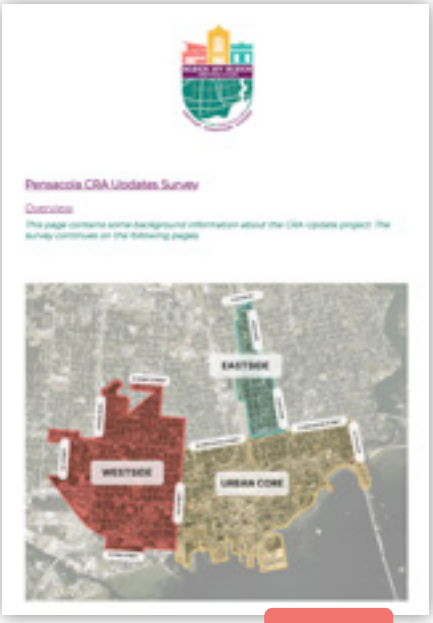
Testing workshop community presentation

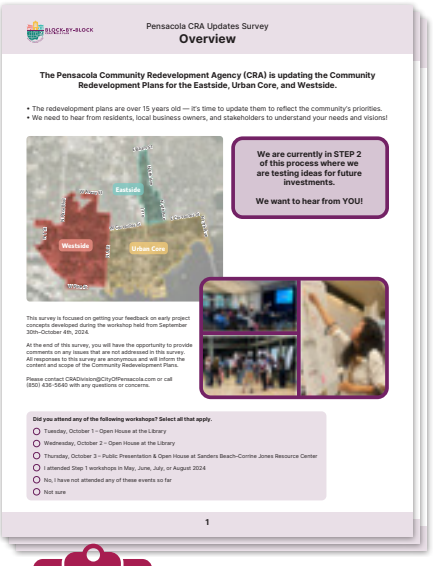
ABOUT THE SURVEY

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.





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

Urban Core	59 resp.	46.83 %
I work outside the City of Pensacola	28 resp.	22.22 %
I work outside of CRA District boundaries, but in the City of Pensacola	24 resp.	19.05 %
Westside	19 resp.	15.08 %
Eastside	17 resp.	13.49 %

23 answered, 6 skipped

Urban Core	5 resp.	13.04 %
I work outside the City of Pensacola	7 resp.	30.43 %
I work outside of CRA District boundaries, but in the City of Pensacola	4 resp.	17.39 %
Westside	10 resp.	43.48 %
Eastside	3 resp.	13.04 %

7. What CRA District of Pensacola do you most often visit?

153 answered, 21 skipped

Urban Core	110 resp.	71.9 %
Westside	26 resp.	16.99 %
Eastside	17 resp.	11.11 %

29 answered, 0 skipped

Urban Core	9 resp.	31.03 %
Westside	18 resp.	62.07 %
Eastside	2 resp.	6.9 %

8. How do you identify your gender?

153 answered, 21 skipped

Male	73 resp.	47.71 %
Female	71 resp.	46.41 %
Non-binary/third gender	5 resp.	3.27 %
Prefer not to say	4 resp.	2.61 %

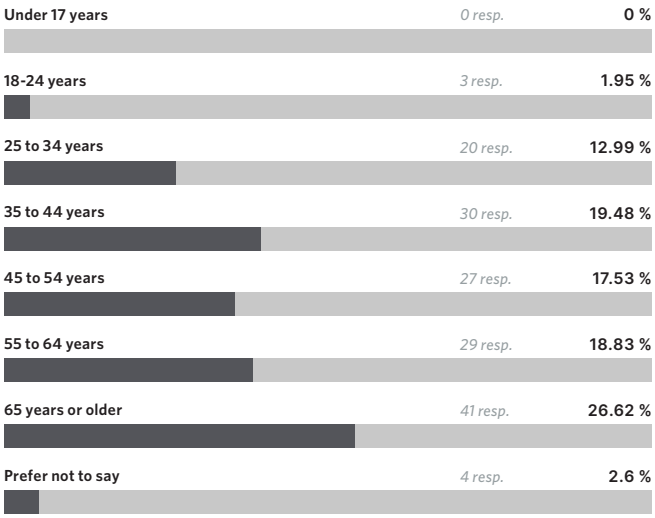
29 answered, 0 skipped

Male	8 resp.	27.59 %
Female	19 resp.	65.52 %
Non-binary/third gender	1 resp.	3.45 %
Prefer not to say	1 resp.	3.45 %

All respondents

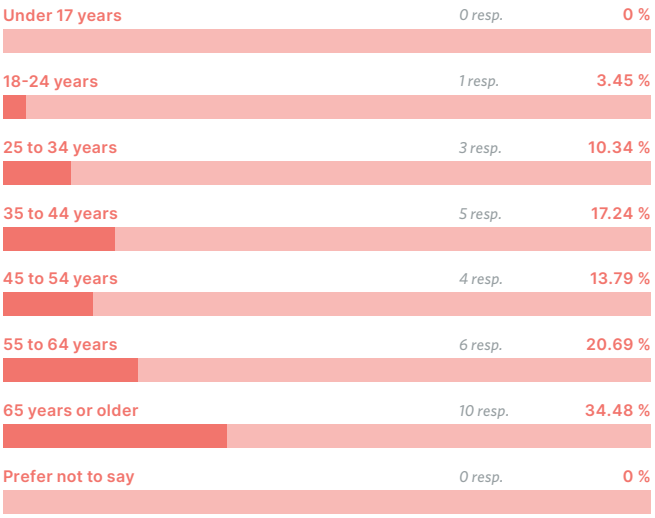
9. What is your age?

154 answered, 20 skipped



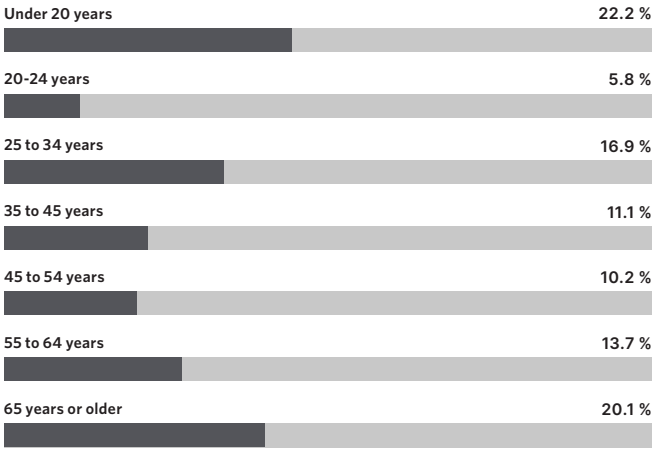
Westside residents

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 %

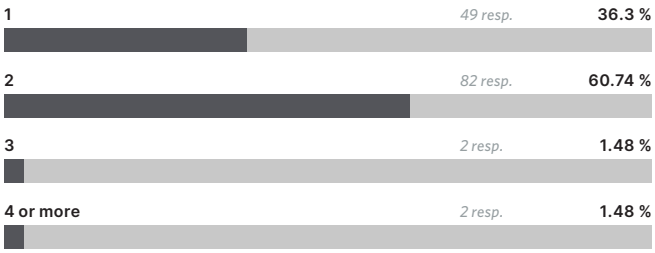
29 answered, 0 skipped

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

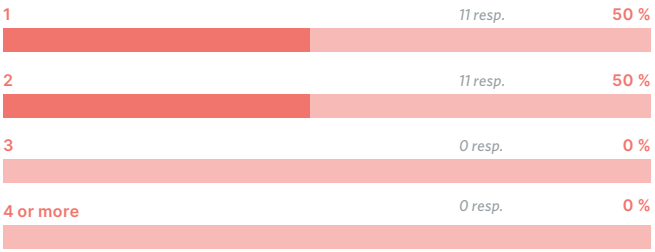
12. How many working adults live in your household?

135 answered, 39 skipped



Westside residents

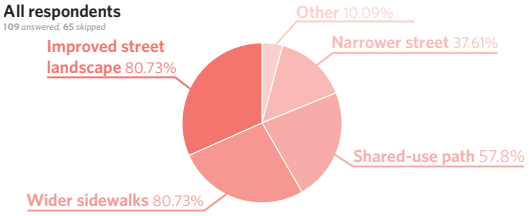
22 answered, 7 skipped

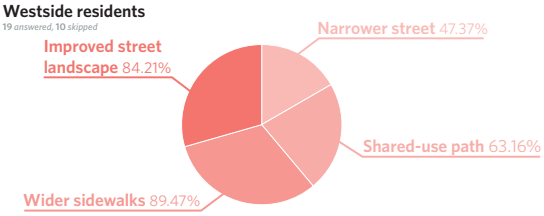


35. What about this proposal do you like?

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



Barrancas Avenue
This proposal corresponds with questions 34-37

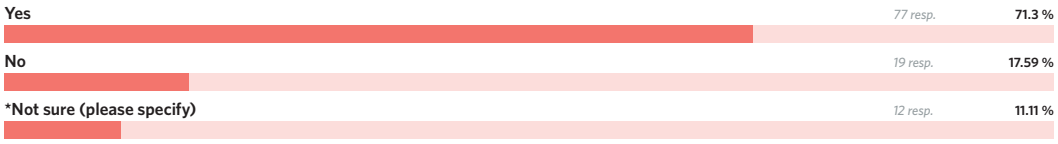
36. What about this proposal do you not like?

34 *answered*, 140 *skipped*

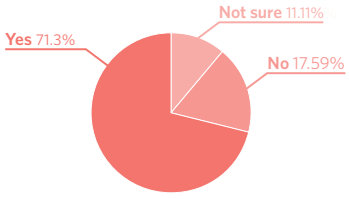


37. Do you think that these concepts would improve safety and walkability on Barrancas Avenue?

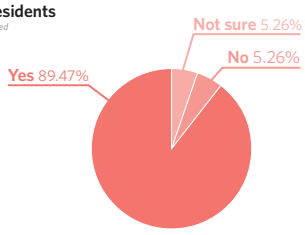
108 *answered*, 66 *skipped*



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 %

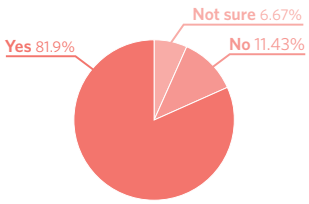
Top three answers from Westside residents are shown in red
*Answers included: Gonzales Street, I Street, E Street, Cypress Road, Intendencia Street

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?

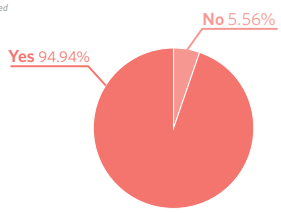
105 *answered*, 69 *skipped*

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











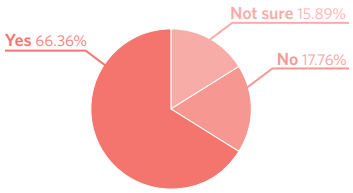
John A. Gibson School
This proposal corresponds with questions 40-42

40. Do you think the historic John A. Gibson School is an important cultural landmark in the Westside that should be preserved and reused?

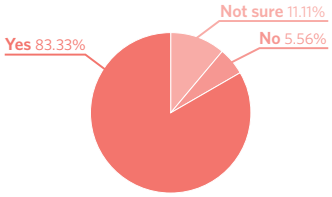
107 *answered*, 67 *skipped*

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*



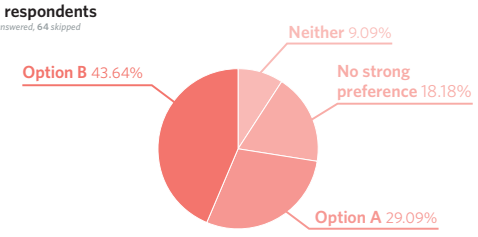
*Answers included: If it's full of asbestos maybe it's best to restart safely; would like to see better plans; is it financially feasible?

41. Which option do you prefer for the historic John A. Gibson School block?

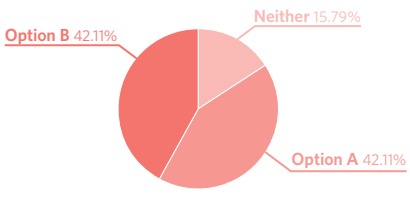
110 *answered*, 64 *skipped*

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*



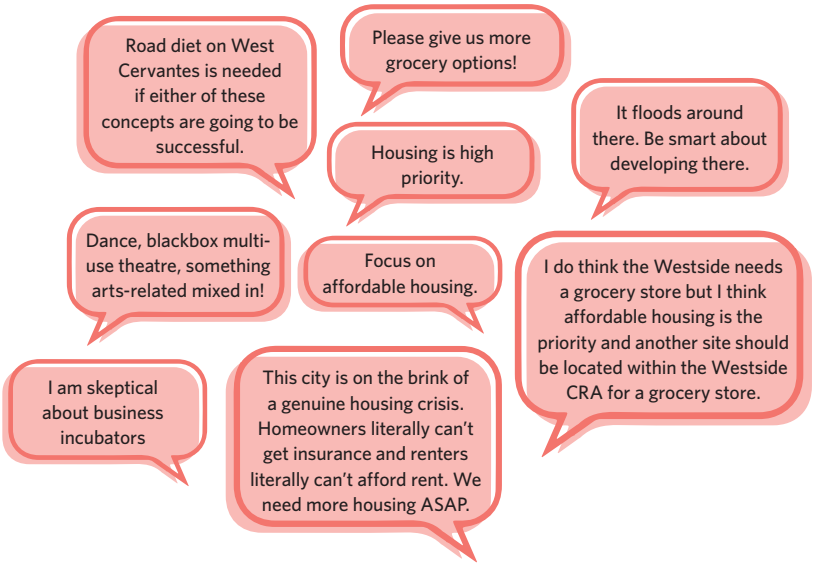
Westside residents
19 *answered*, 10 *skipped*



*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.

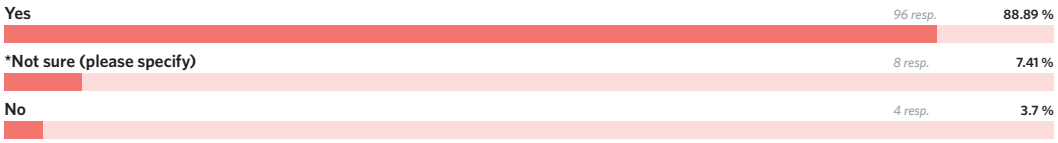
42. Do you have any other thoughts about this concept?

23 *answered*, 151 *skipped*

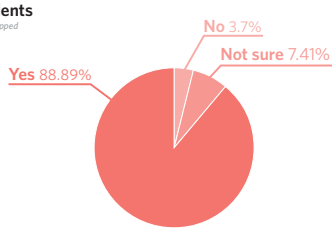


43. Do you think that creating a park at the ACW site would benefit the Westside CRA?

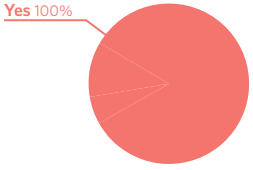
108 *answered*, 66 *skipped*



All respondents
108 *answered*, 66 *skipped*



Westside residents
17 *answered*, 12 *skipped*



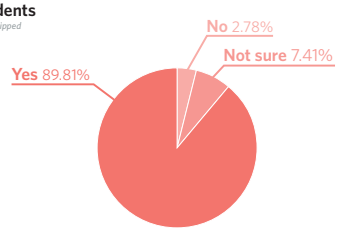
*Answers included: Bruce Beach Park is already a new park in this area; concerned about the toxicity even those it is abated; the stormwater management portion of this concept is important enough to push forward with and then see if park is viable.

44. Do you think that the SUN Trail connecting to/through the park via Pine Street would benefit the Westside CRA?

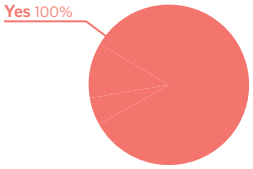
108 *answered*, 66 *skipped*

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*



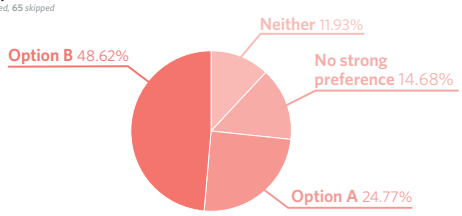
*Answers included: Who will maintain it?; how many people will realistically use this Sun Trail, especially in elevated heat index/winter months?

45. Which option do you prefer for the ACW site?

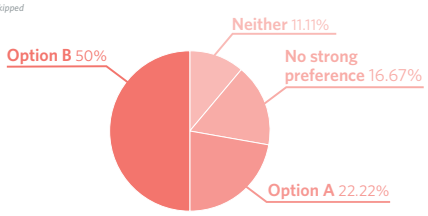
109 *answered*, 65 *skipped*

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.

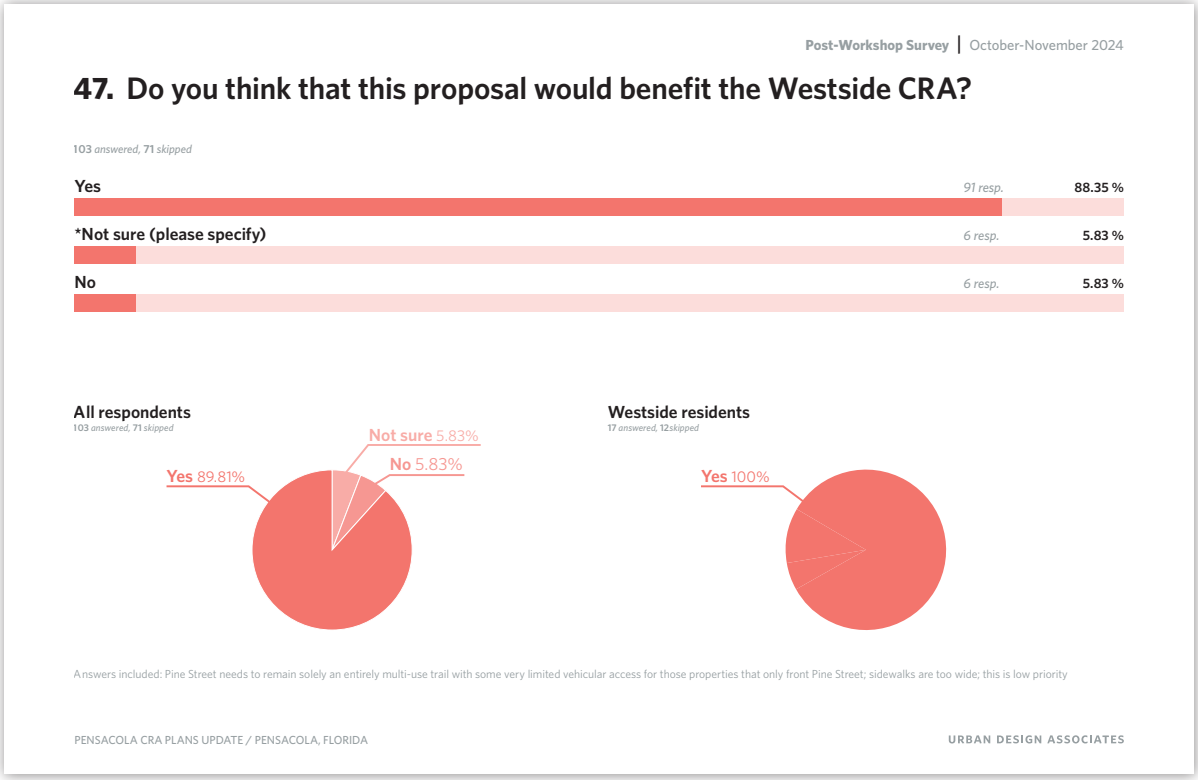
Splash pad. Add more for families and children.

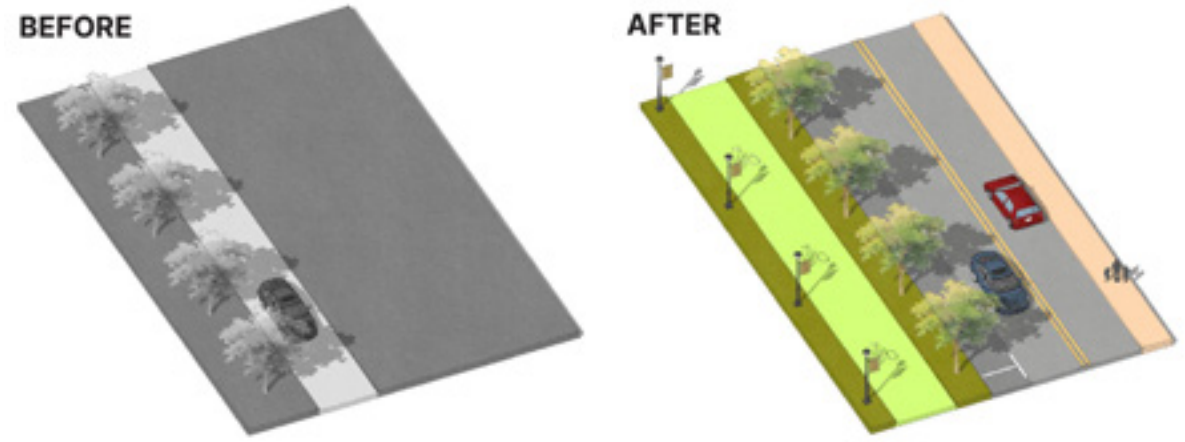
Having an area where food trucks could go would be good. This would be nice for the farmers market/ community events.

Anything will be a great improvement.



ACW Site
This proposal corresponds with questions 43-46



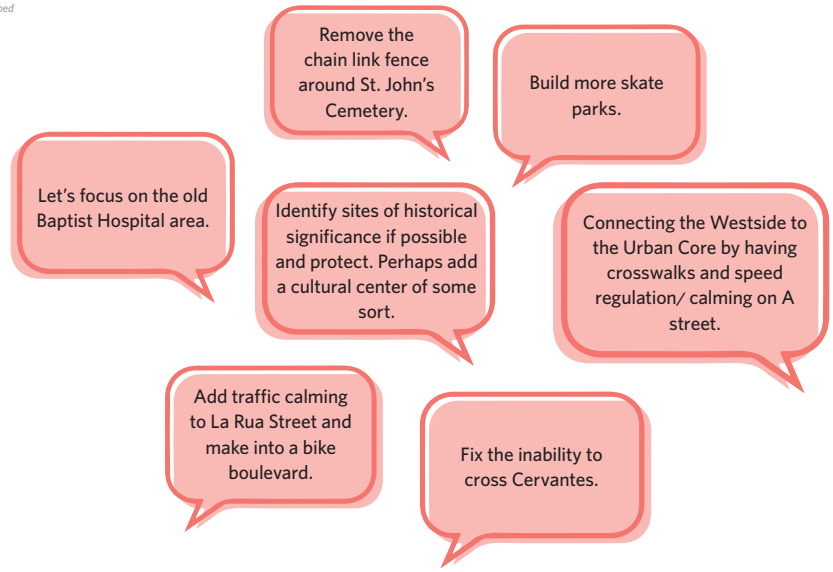


Pine Street + SUN Trail
This proposal corresponds with question 47

Post-Workshop Survey | October-November 2024

48. What other projects would you recommend in the Westside CRA?

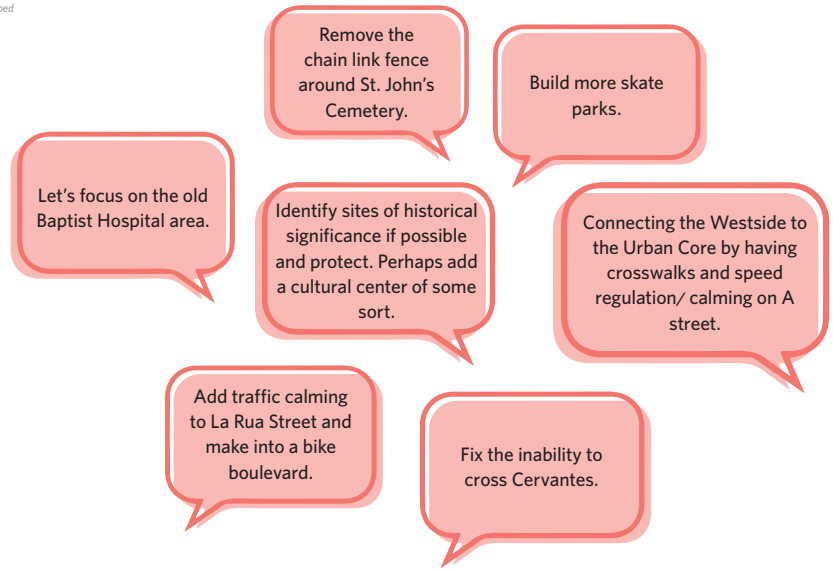
39 *answered*, 135 *skipped*



Post-Workshop Survey | October-November 2024

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

Prepared For: PENSACOLA COMMUNITY REDEVELOPMENT AGENCY

JLP+D

STEP 1 | September 2024

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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.

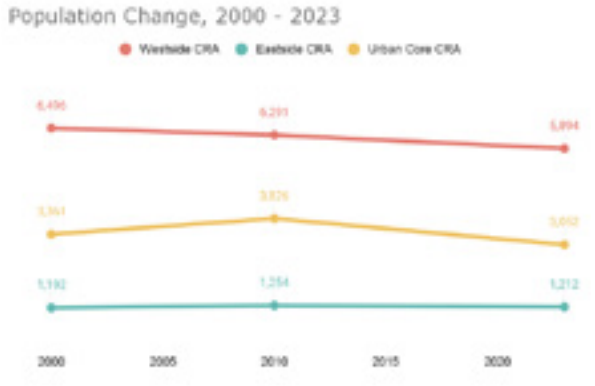
In terms of population density, all three CRAs exhibit higher densities than the City of Pensacola. While density does not represent the exact population count (see table at right) density helps compare the districts to each other in terms their relative sizes.

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 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.

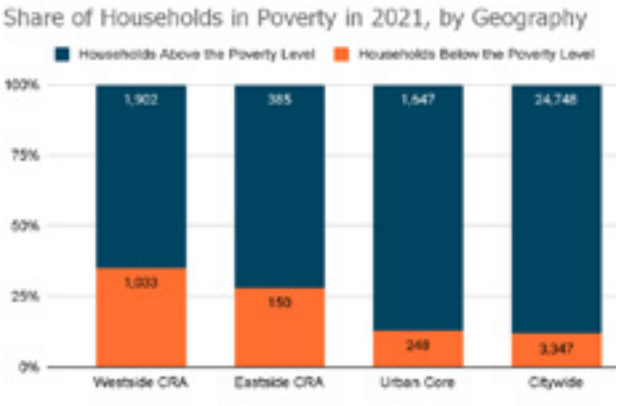
More notably, variations are visible in the lowest income households within the three CRA districts. Both the Westside and Eastside CRAs exhibit wealth indices of 30, while the Urban Core has a wealth index of 75, and the broader Citywide population has a wealth index of 67. This index serves as a gauge 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,



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

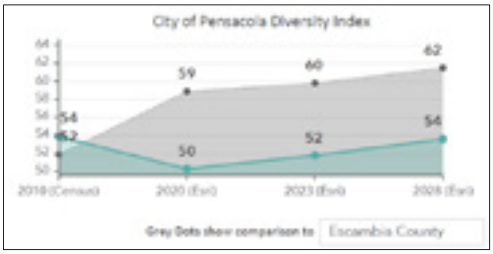
Diversity has shifted in all districts

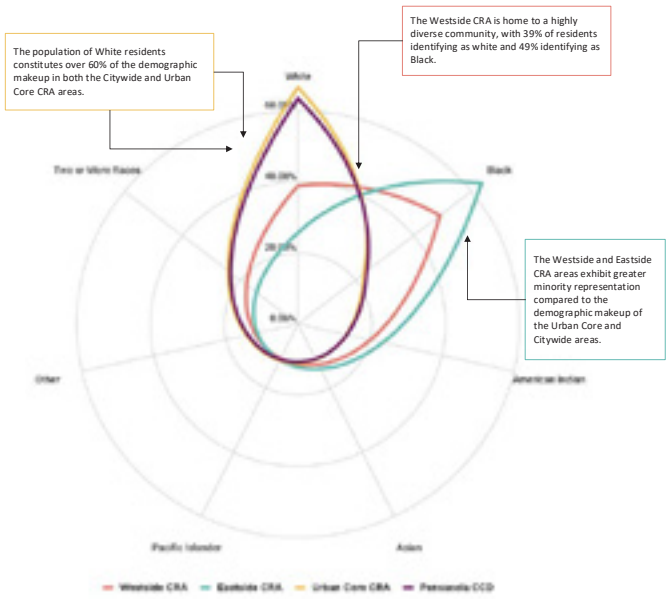
The Eastside CRA stands out as the most diverse among all three CRAs, boasting a diversity index of 60.5 in 2023, predicted to rise to 61.2 by 2028. Following closely is the Westside CRA, with a 2023 diversity index of 59.4 and an anticipated increase to 60.2 by 2028. The Urban Core exhibits the lowest 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

PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

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

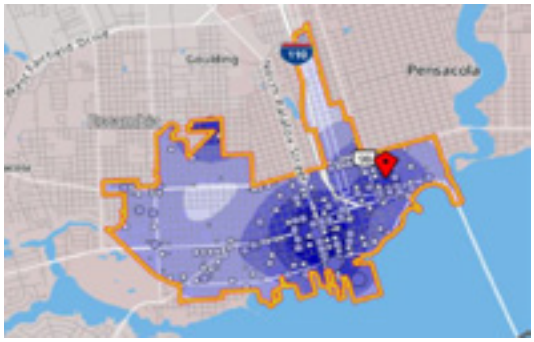


Image Source: US Census OnTheMap

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.

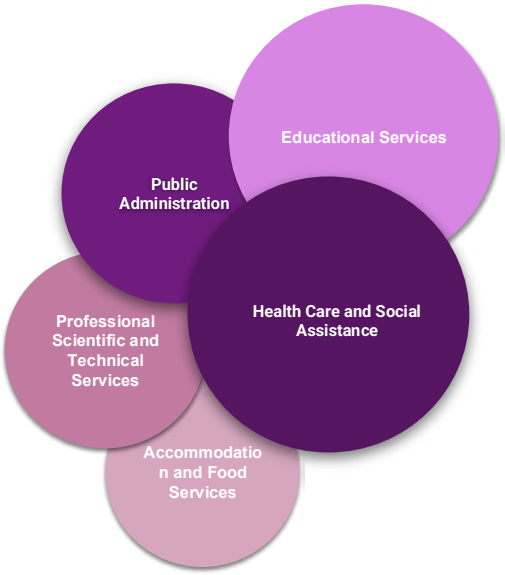
Industry Drivers

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

STEP 1 | September 2024

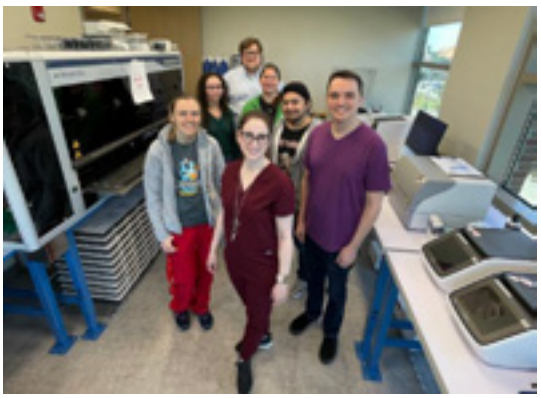
Industry Drivers

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.

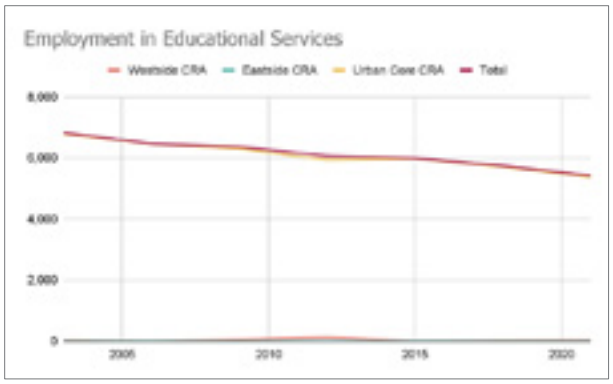
Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

Declining Industries

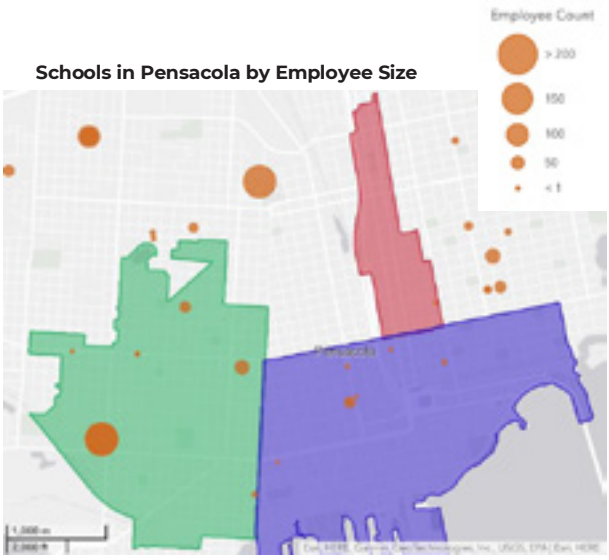
Educational services have been in decline since 2003

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

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.*



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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.



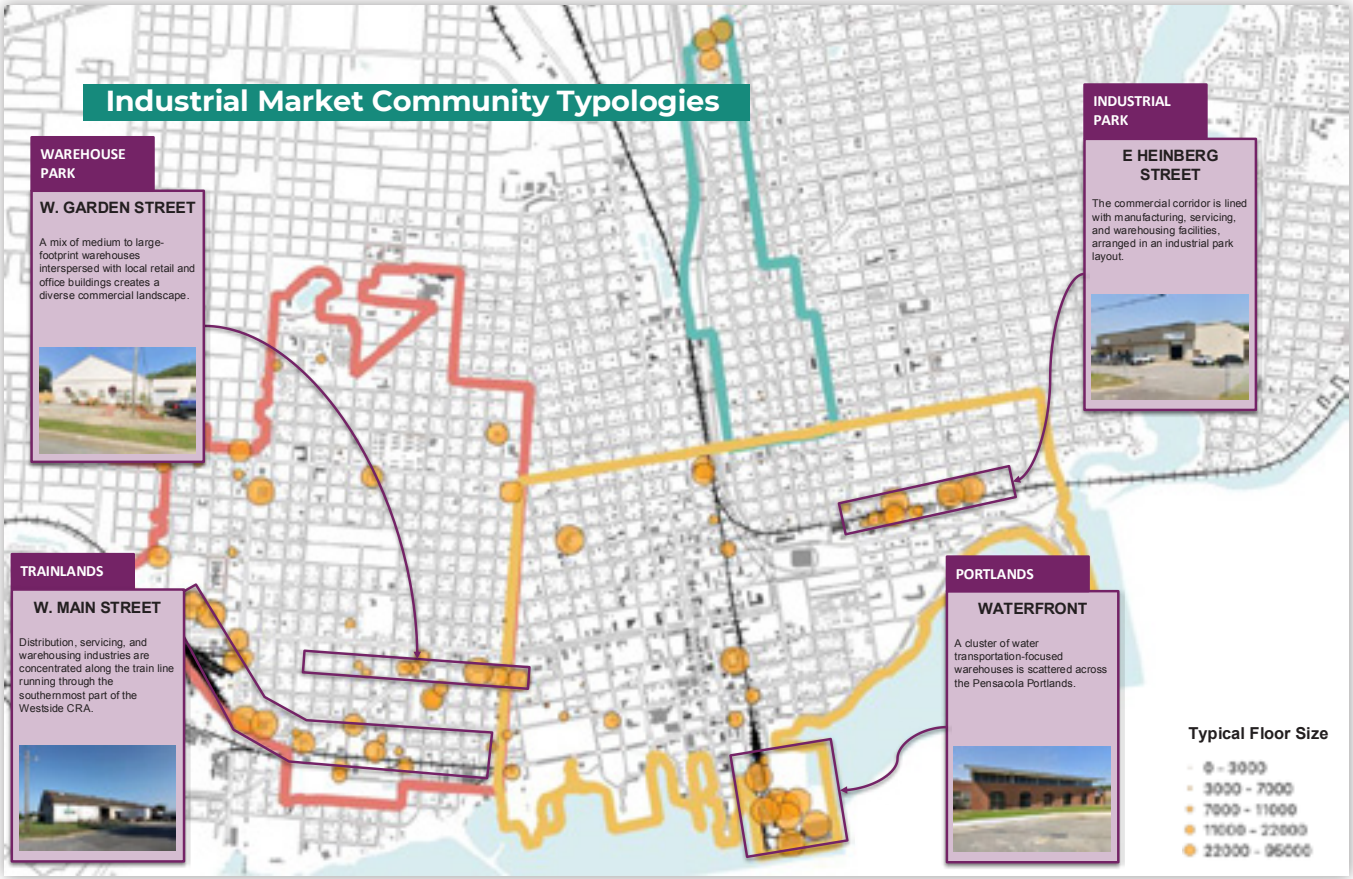
Q2 2024 Industrial Market

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

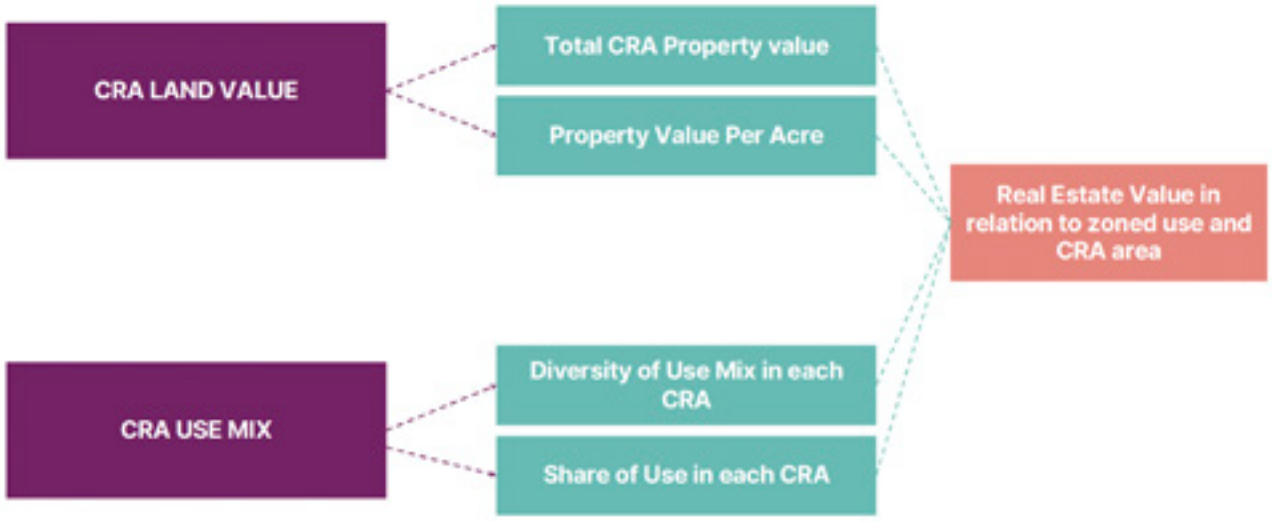
KEY TAKEAWAYS

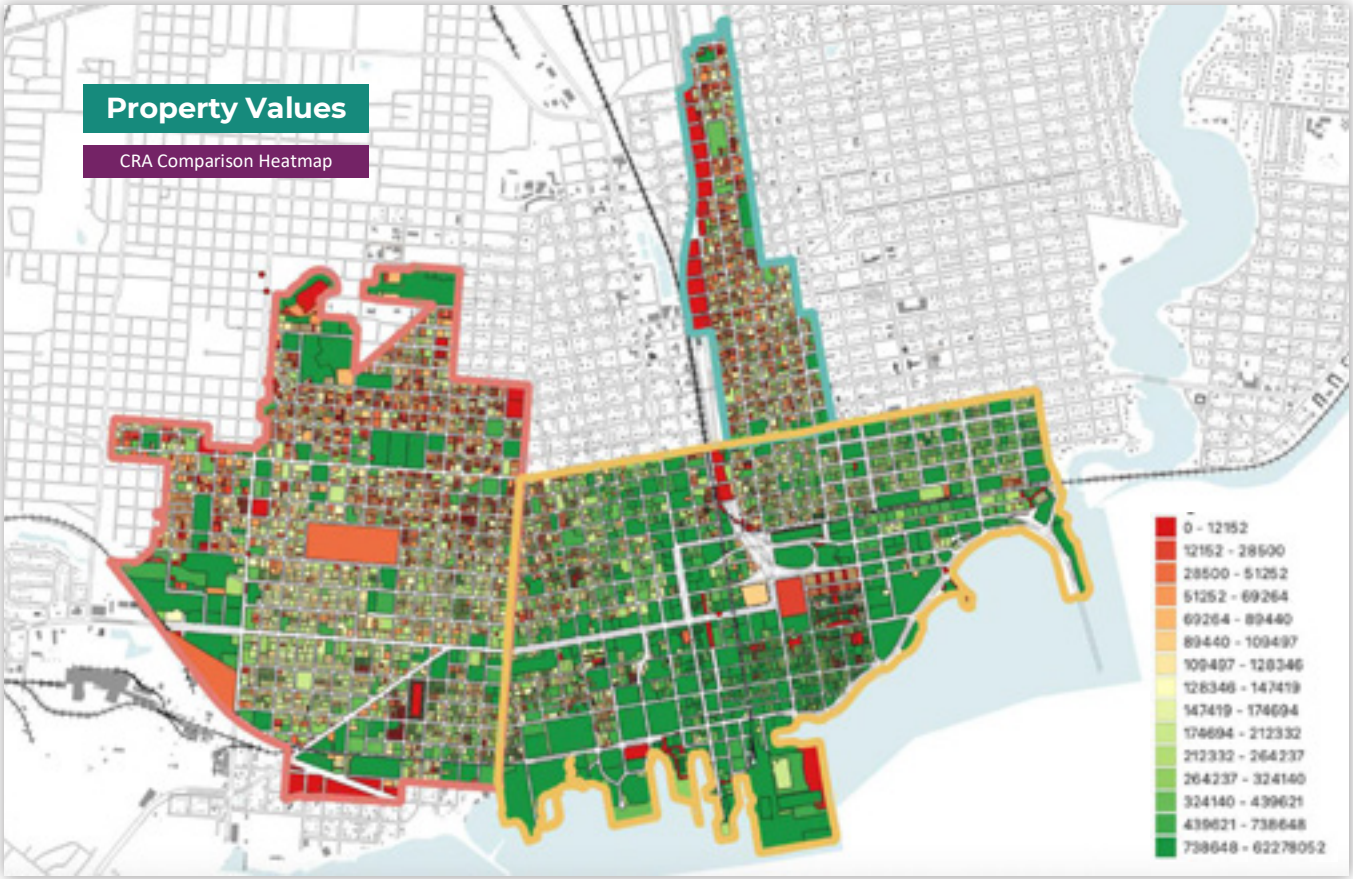
- Most hospitality establishments are concentrated in the Urban Core CRA, likely due to its attractions, amenities, and waterfront access. Currently, no hotel rooms are under construction in any of the three CRAs, possibly due to rising interest rates.
- The hospitality sector shows limited growth, with 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.

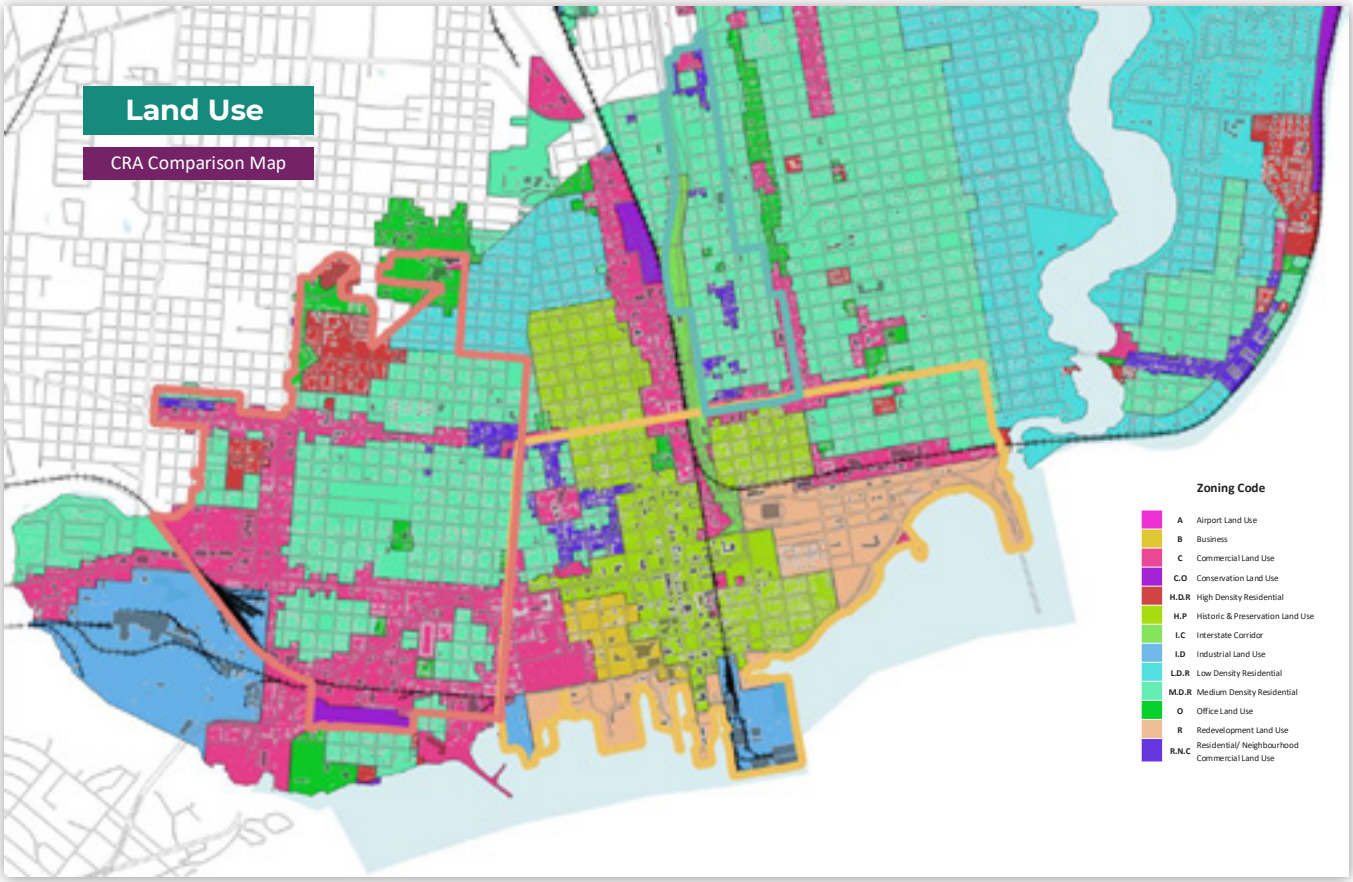
3.0
CRA PERFORMANCE REVIEW

CRA Analysis

Introduction

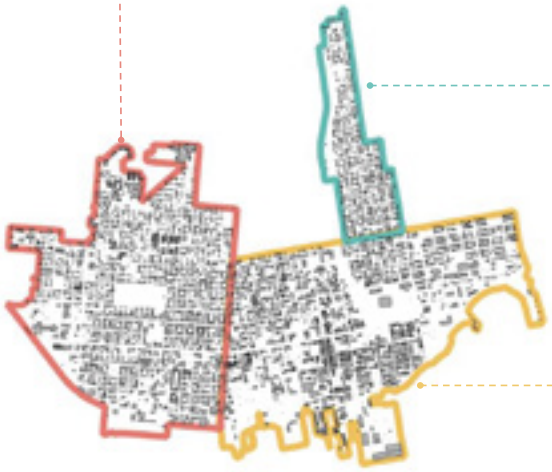


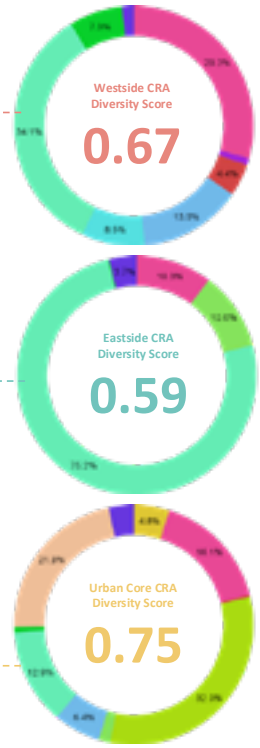

Property Values
CRA Comparison Heatmap
0 - 12152
12152 - 28500
28500 - 51252
51252 - 69264
69264 - 89440
89440 - 109497
109497 - 128346
128346 - 147419
147419 - 174694
174694 - 212332
212332 - 264237
264237 - 324140
324140 - 439621
439621 - 738648
738648 - 62278052


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





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

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.*

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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

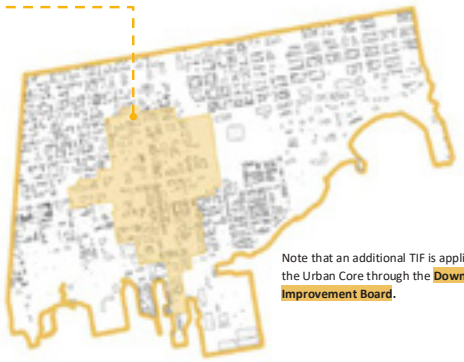
Source: *City of Pensacola Community Redevelopment Agency Annual Work Plan, 2022*

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

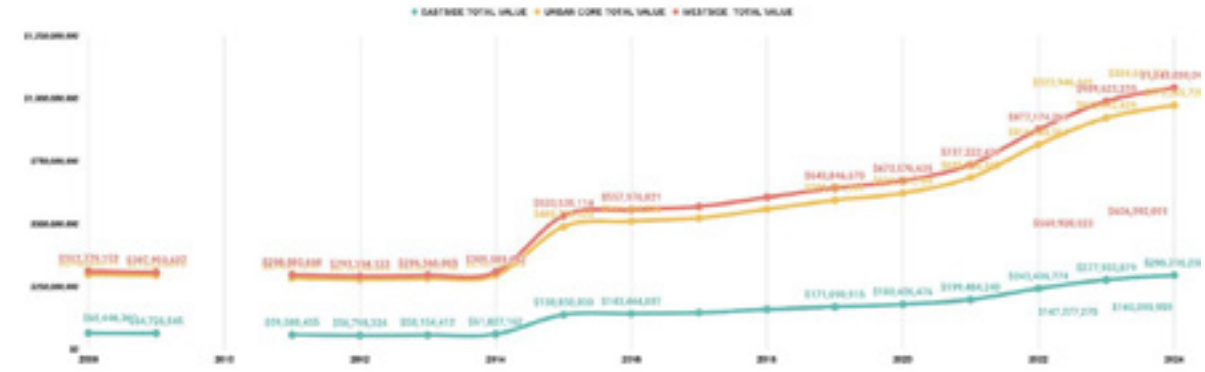


Note that an additional TIF is applied to the Urban Core through the **Downtown Improvement Board**.

Property Value over Time

by CRA District

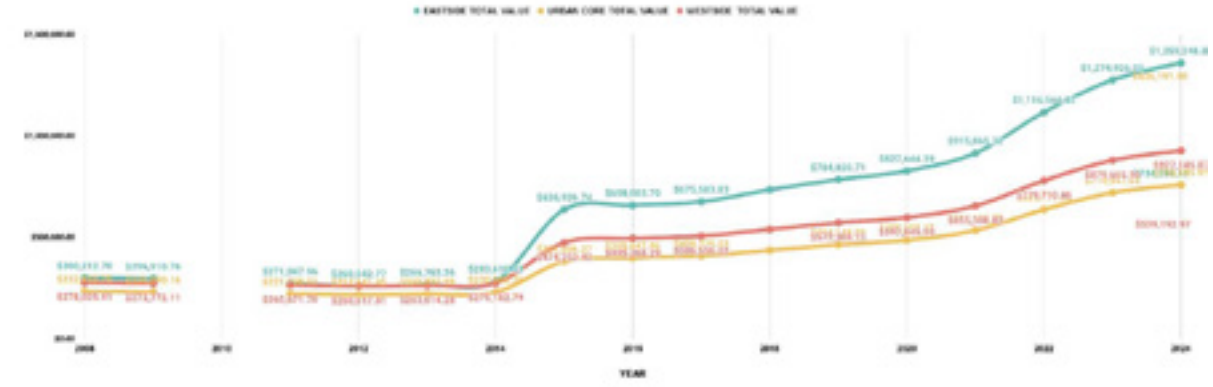
The Urban Core and Westside CRA are both higher than the Eastside CRA in total property value. All three CRA districts are demonstrating year-over-year growth with the Urban Core showing the greatest growth, followed by the Westside CRA, then the Eastside CRA.



Property Value over Time

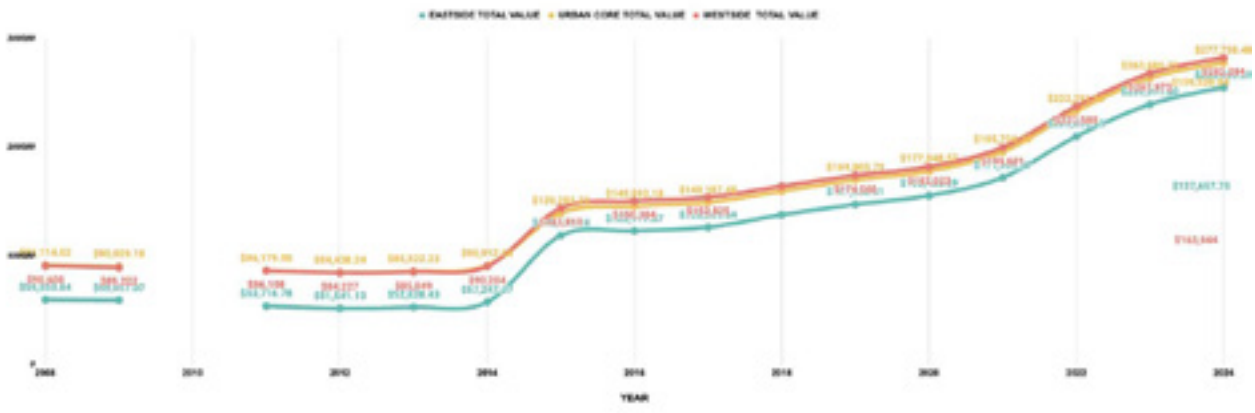
Property value per acre by CRA District

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

Eastside TIF Revenue





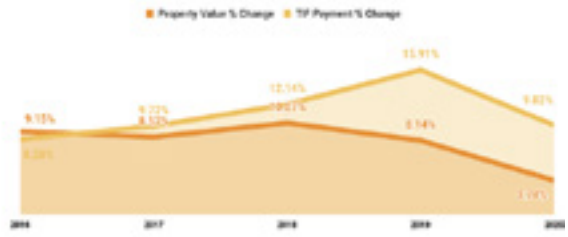
TIF Revenue

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

City CRA TIF Revenue

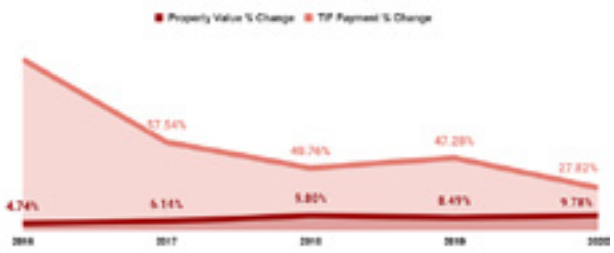




TIF Revenue

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



Westside TIF Revenue



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.

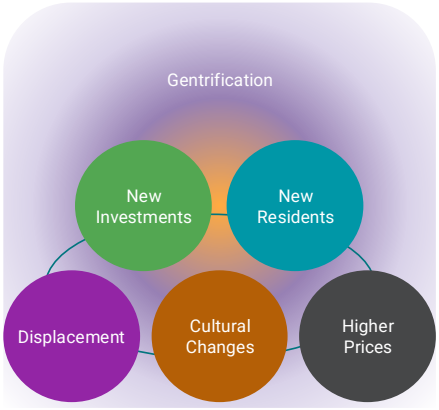
- Methodology: Definitions were compared against each other through the lenses of:

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

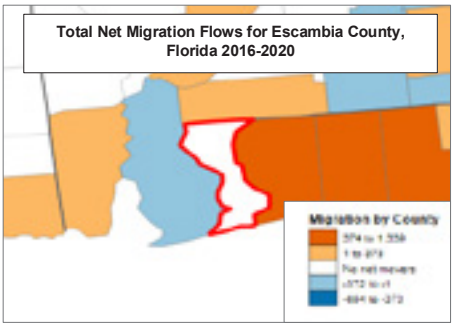
A few factors indicate a complex set of trends for and against active displacement

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.

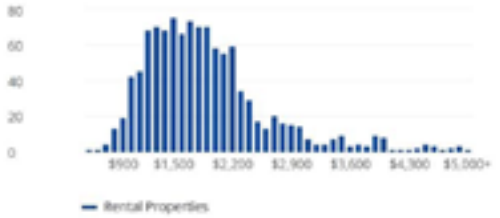
Similarly, changes to high income earners or populations with college degrees (and thus, potentially higher earning power) should be monitored as well. These indicators are already elevated in the Urban Core CRA, but could increase in the Eastside CRA quickly too, given its small population overall.

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

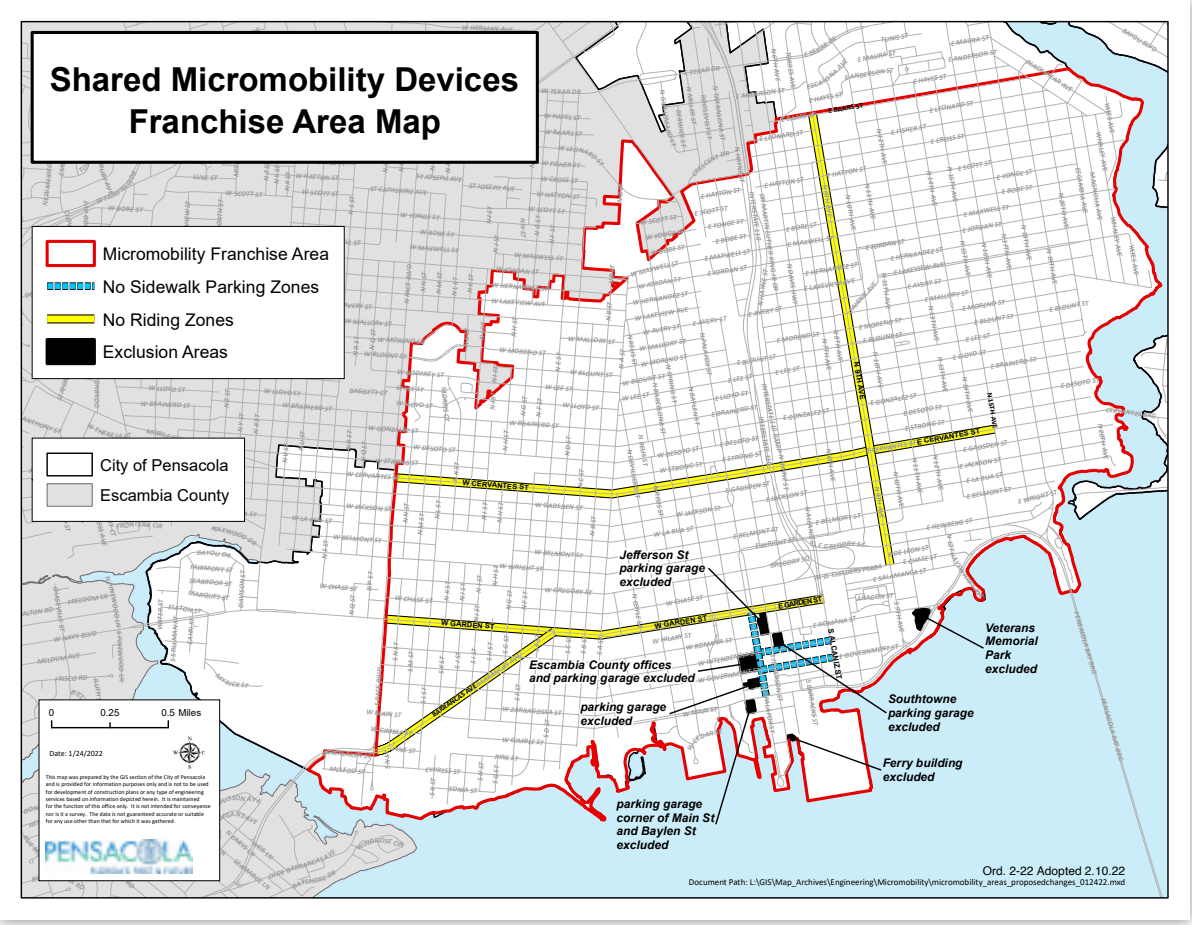
Rank Projects based upon the following criteria:

#	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.

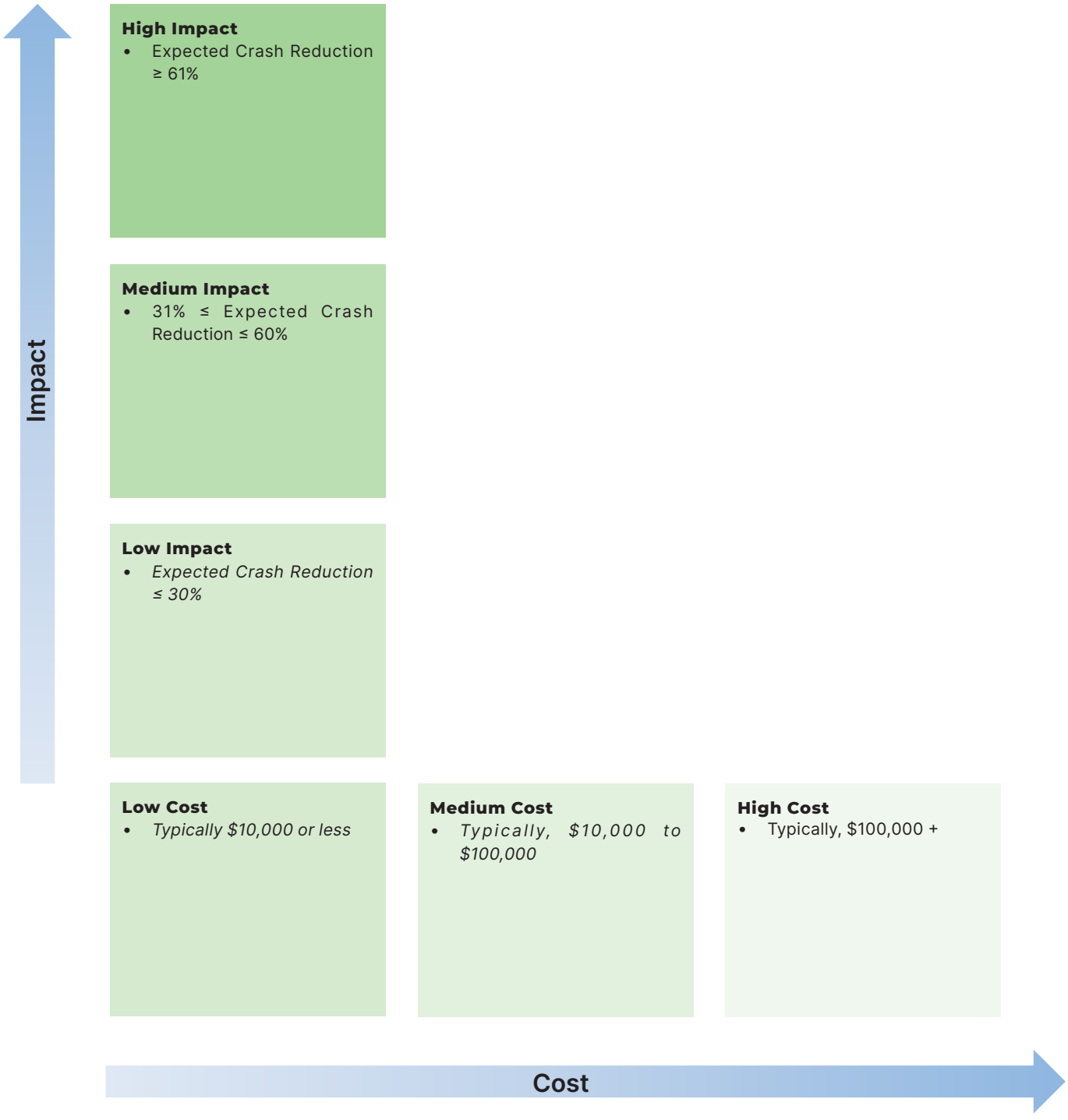
Data used will be from either City data (roadway classification, building footprints, pavement width, bike lanes, parks/community center locations, school locations), US Census data (worker transportation, DUs), and ECAT data (transit stops).

MICROMOBILITY AREA MAP



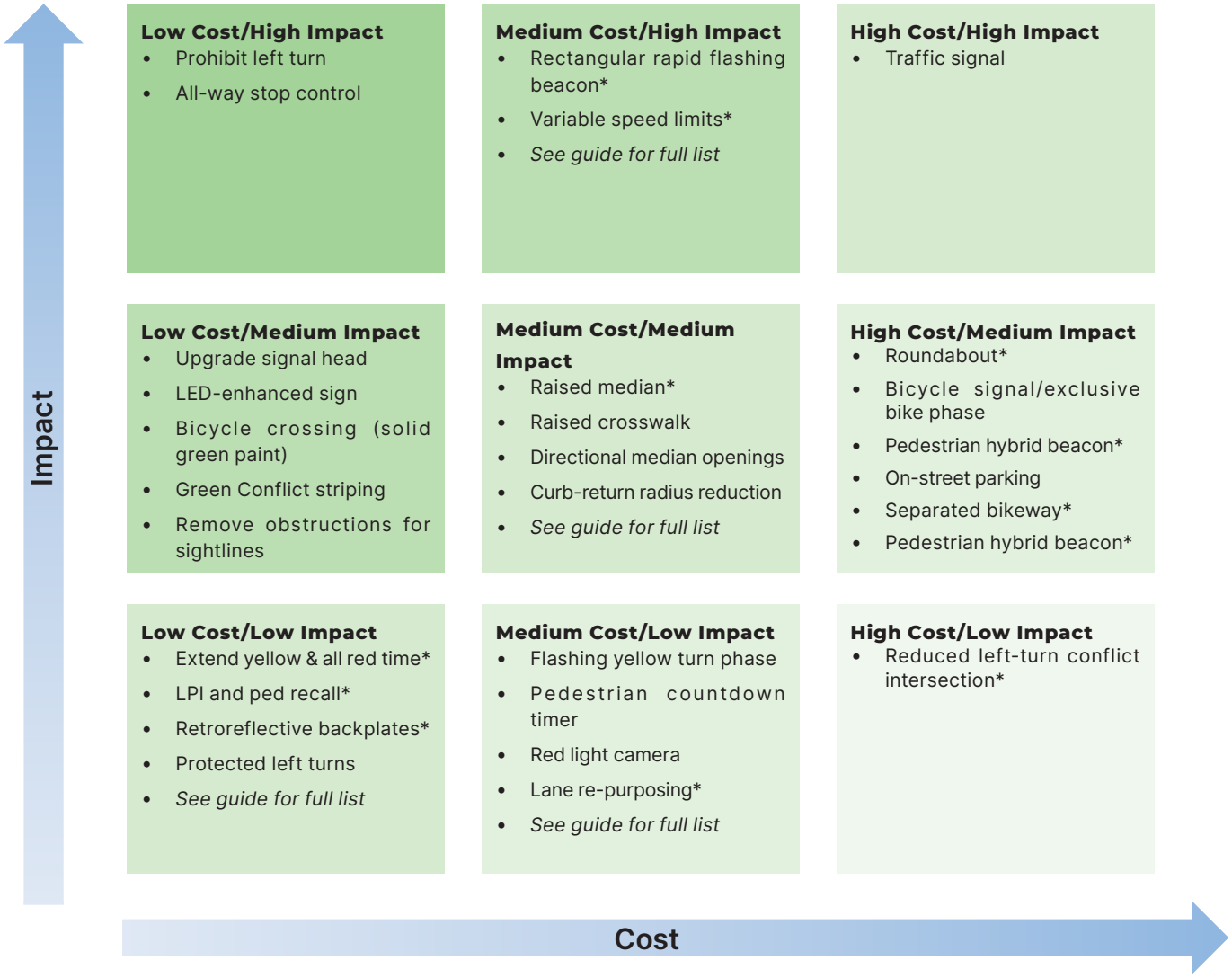
COST AND IMPACT COUNTERMEASURES

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

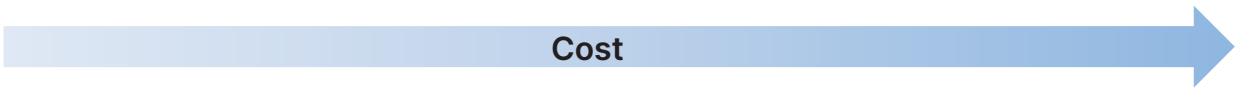
- Extend green time for bikes
- Extend time pushbutton
- Prohibit right-turn-on-red
- Prohibit turns during pedestrian phase
- Time-based turn restriction
- Upgrade intersection pavement markings
- Bicycles may use full lane sign
- Mixing zone
- High-visibility crosswalk
- Restripe crosswalk
- Centerline 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.

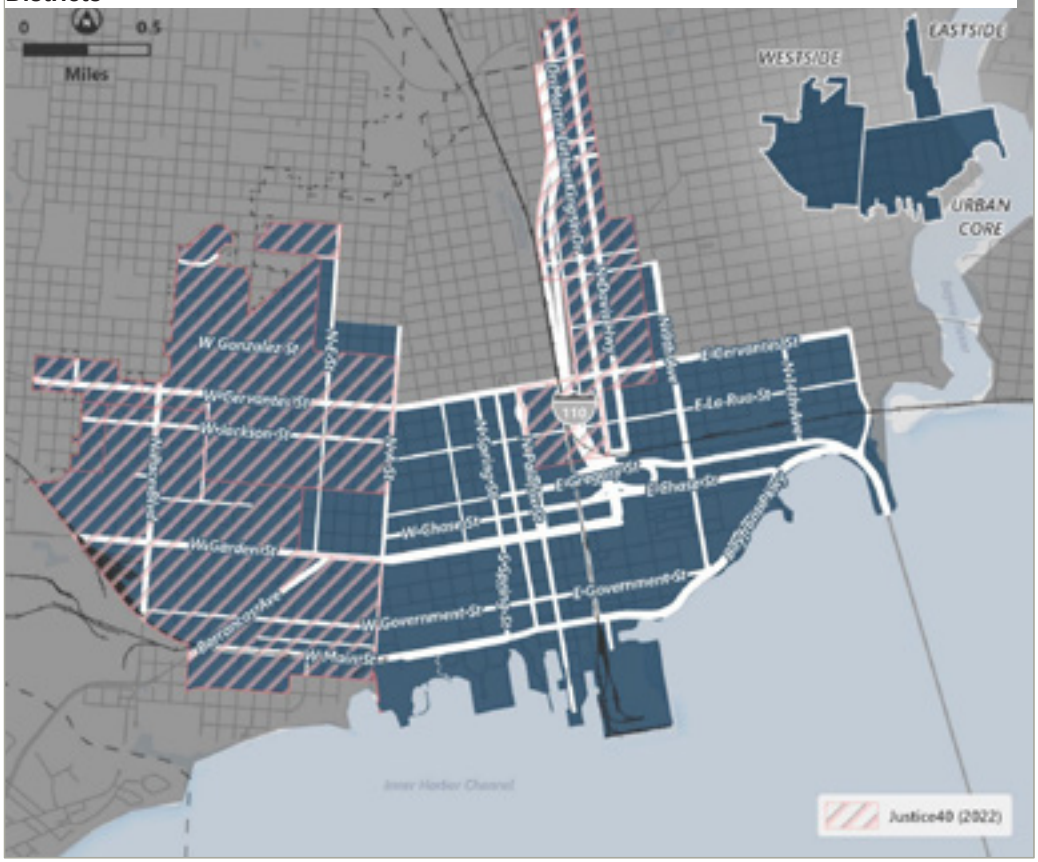
Documenting the existing transportation conditions includes three main categories:

- 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



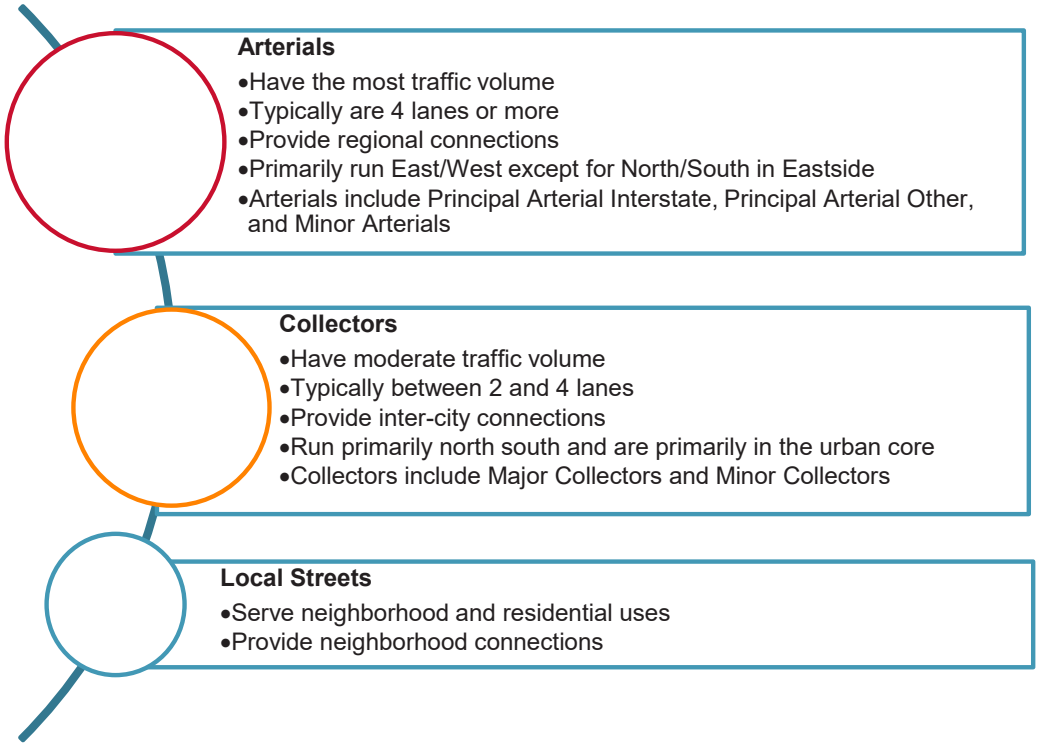
2 Roadway Characteristics

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

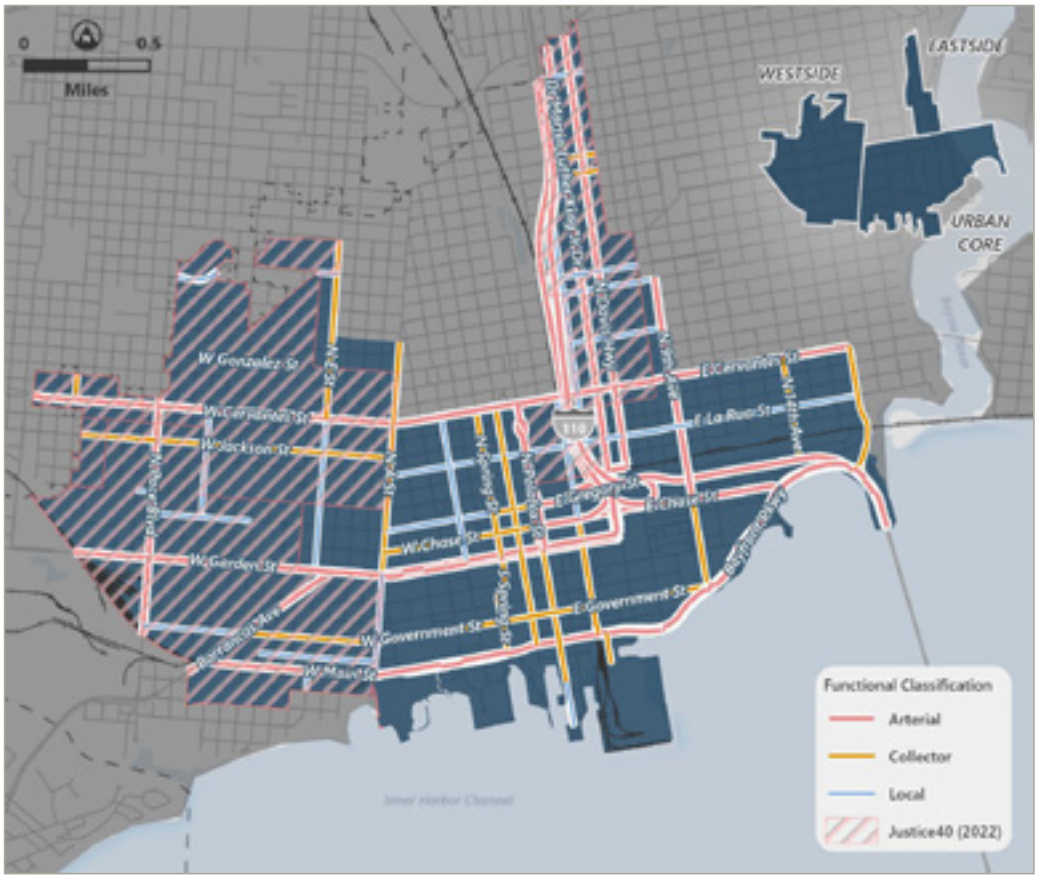
There are three major roadway types that make up the street network within the CRA districts. These major roadways are defined by FDOT and further qualified in the City of Pensacola 2023 Active Transportation Plan (ATP) as shown in **Figure 2**:

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

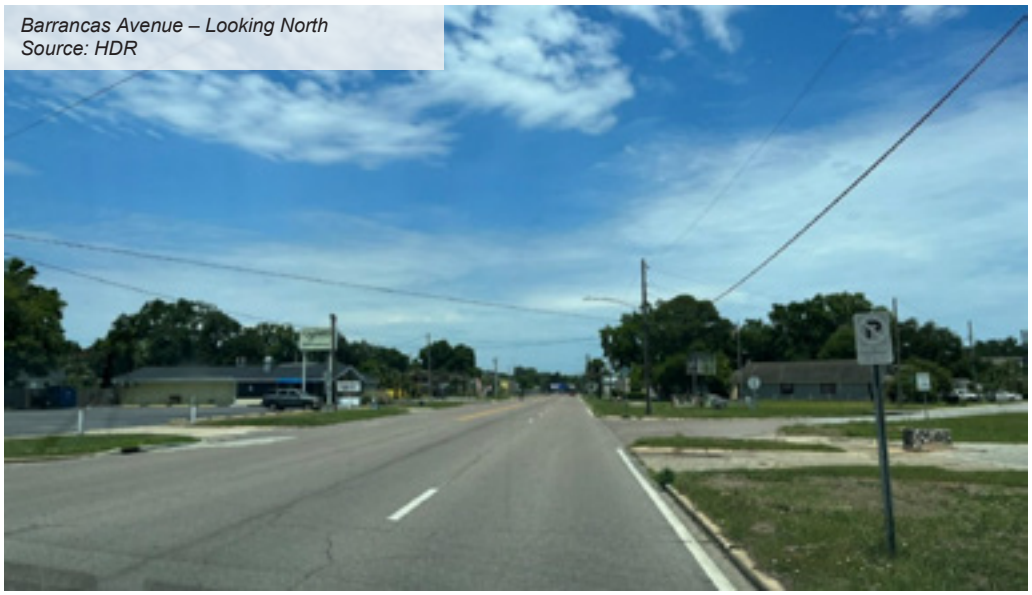
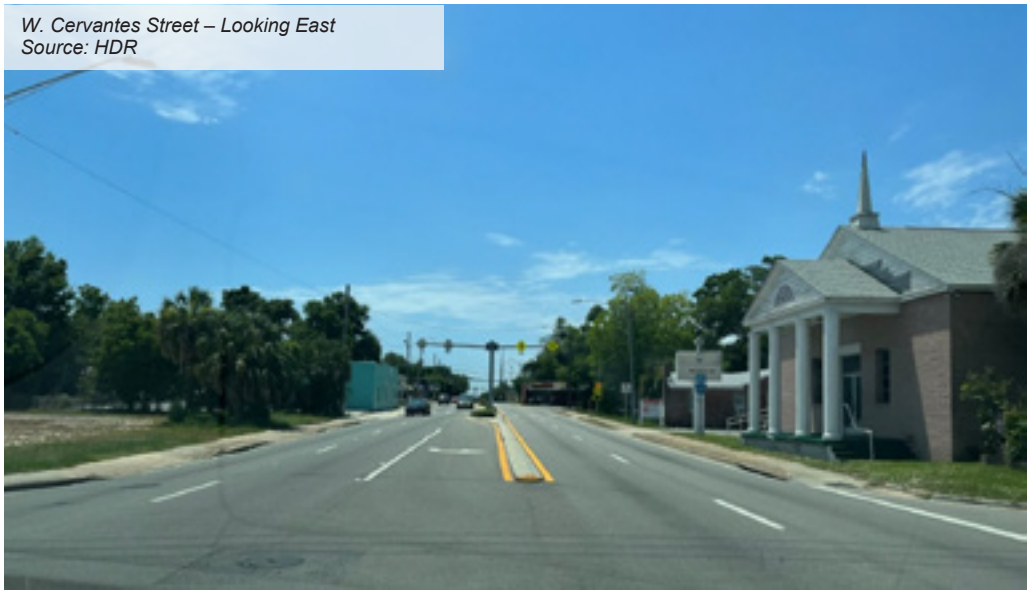


Figure 6 Westside – Arterial Road

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

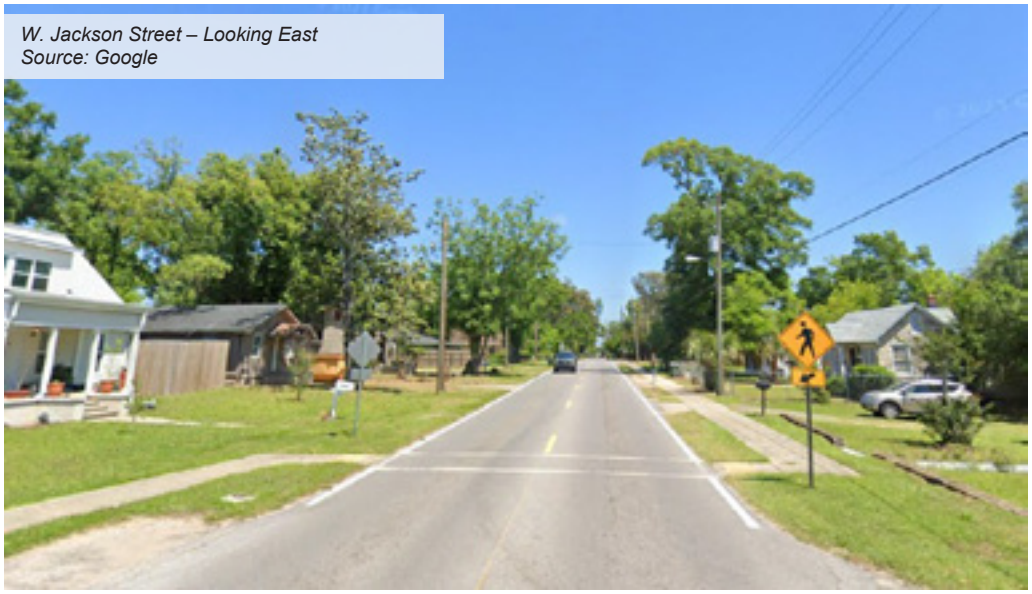


Figure 8 Westside – Collector Road



N E Street – Looking South
Source: Google

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

N E Street – Looking South
Source: Google

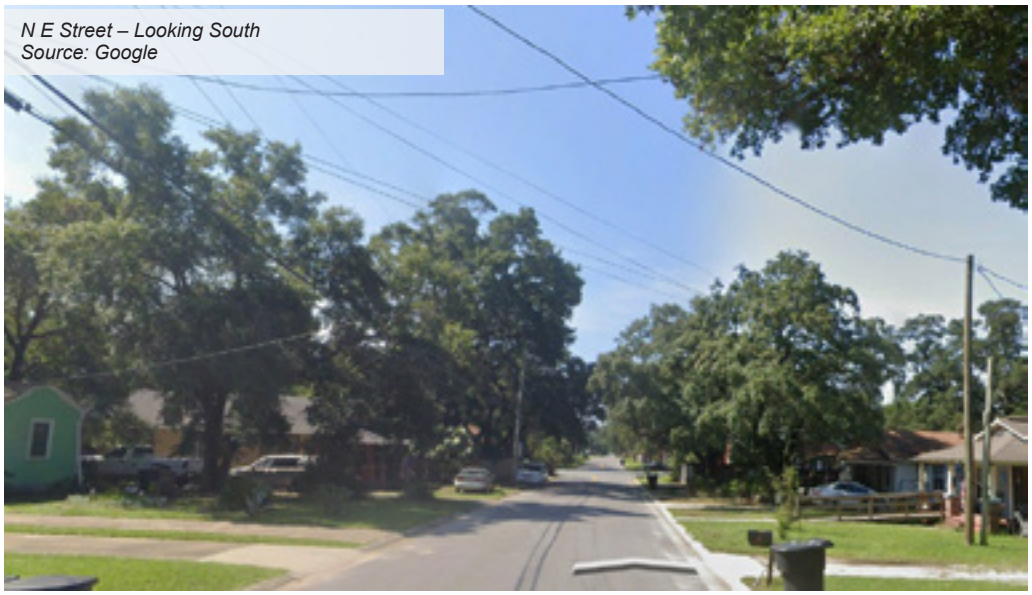


Figure 11 Westside - Local Road

N E Street – Looking South
Source: Google



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

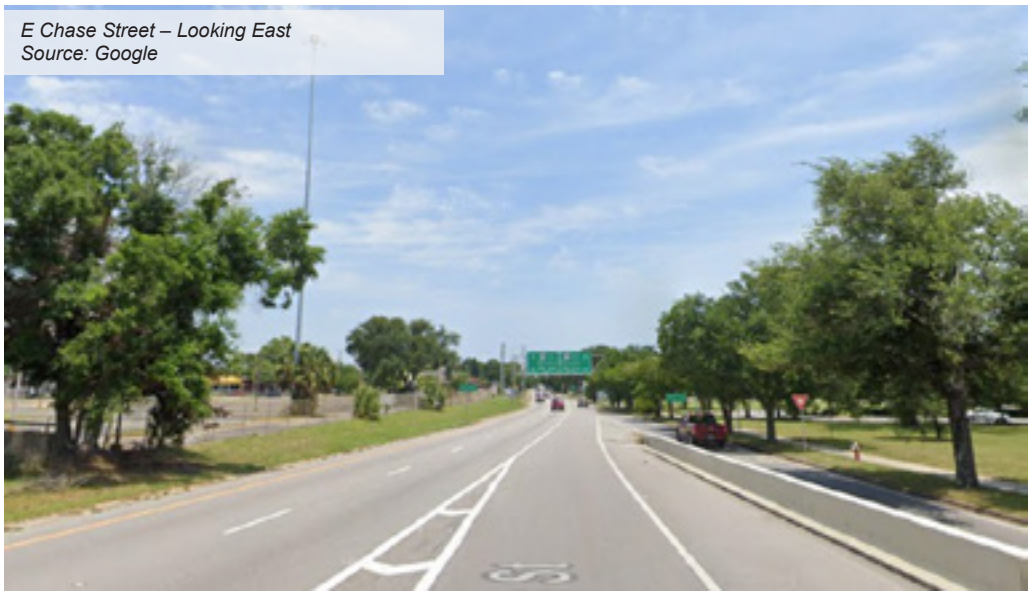
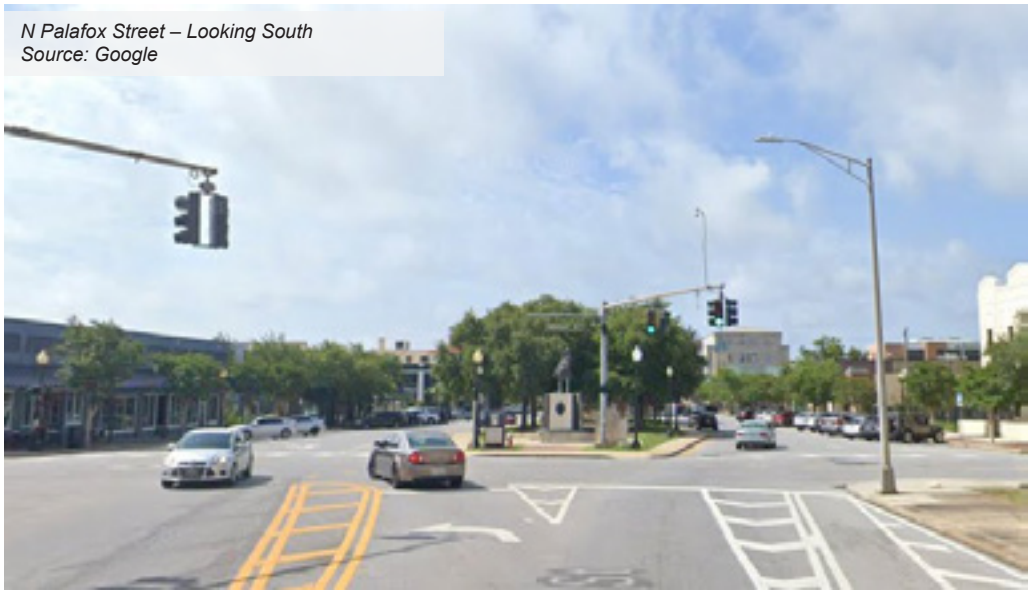


Figure 14 Urban Core – Arterial Road

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

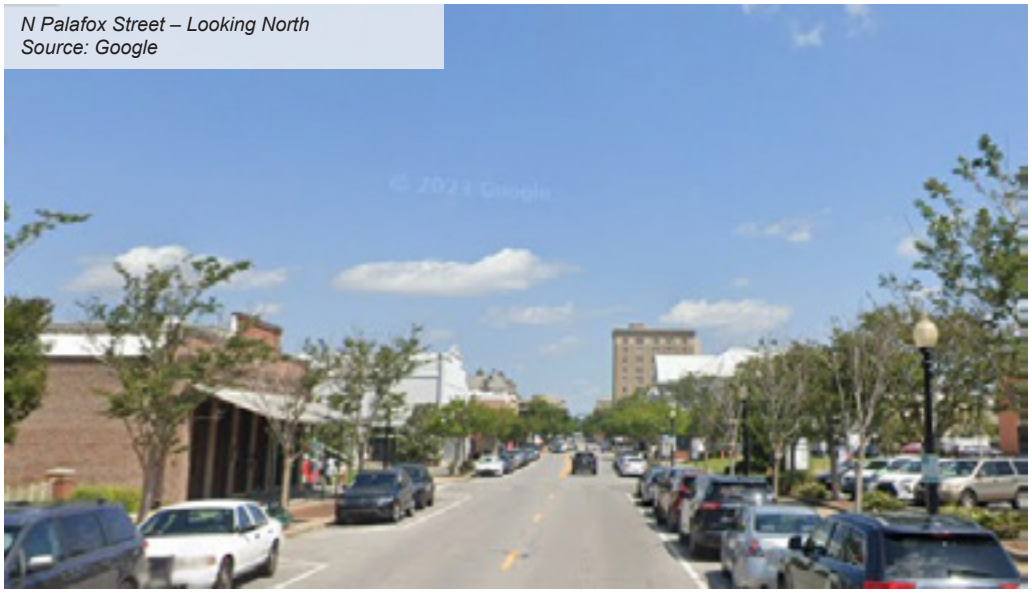


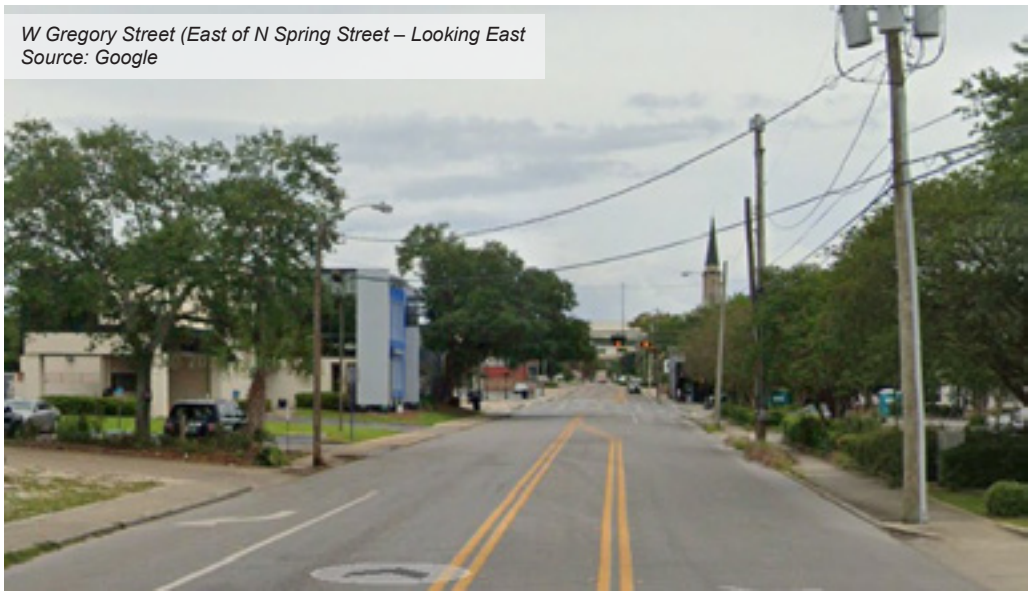
Figure 16 Urban Core – Collector Road

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



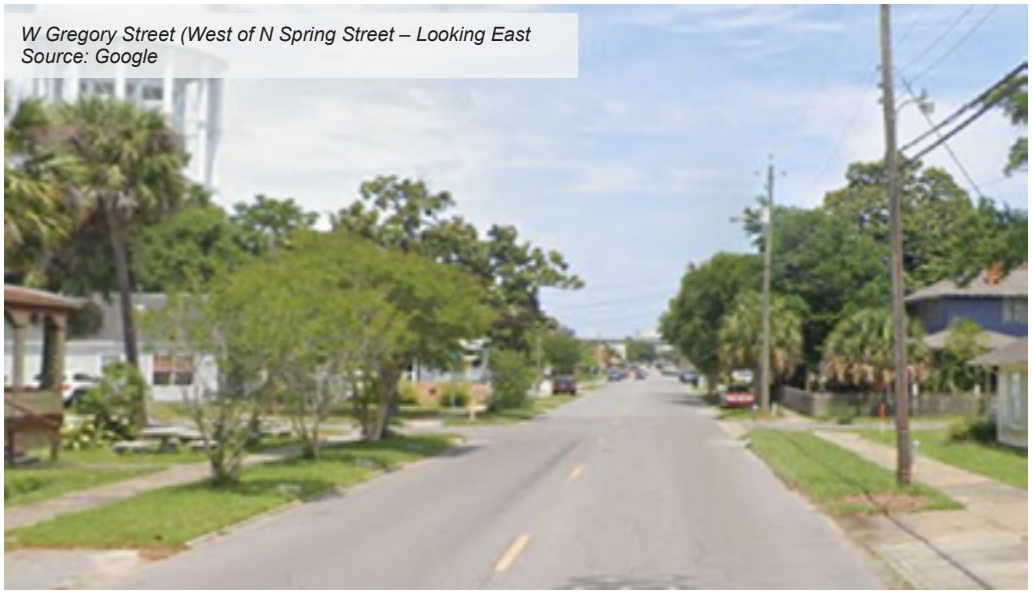
Local Roads

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

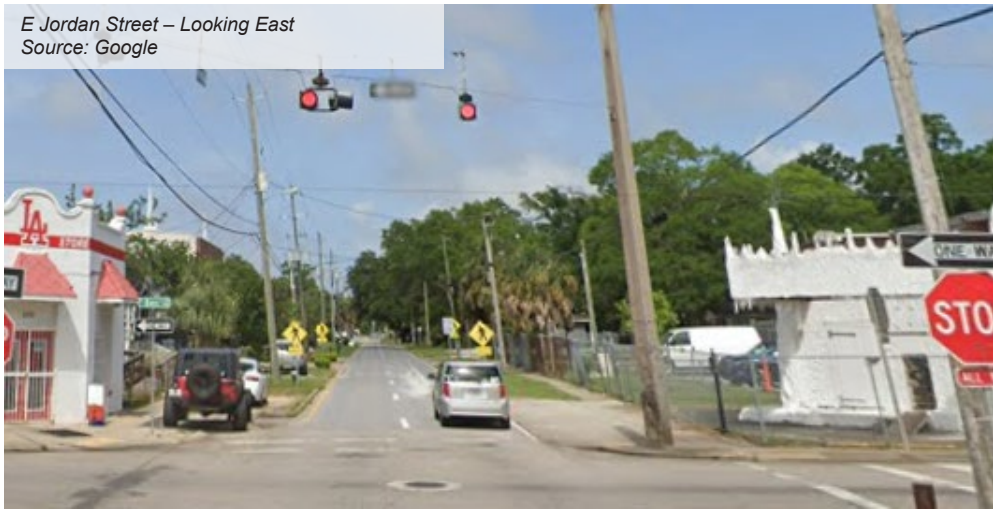


Figure 23 Eastside – Collector Road

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

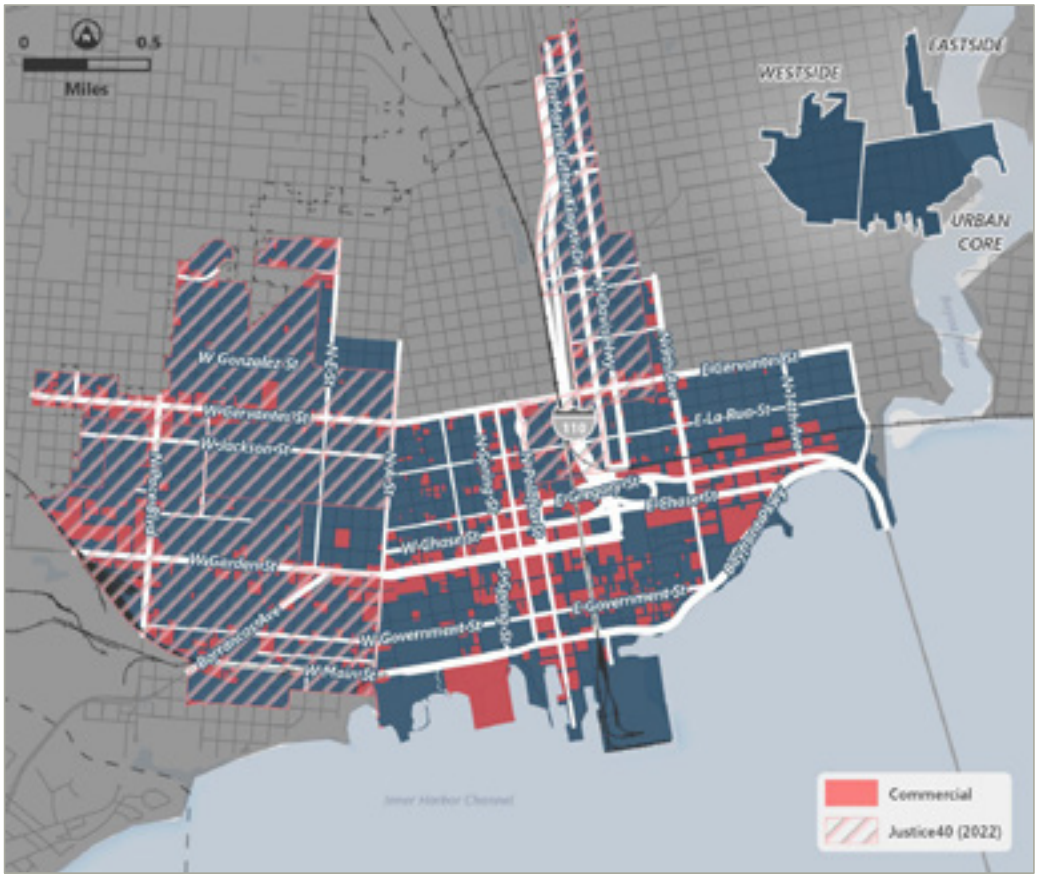


E Cross Street – Looking West
Source: Google

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.

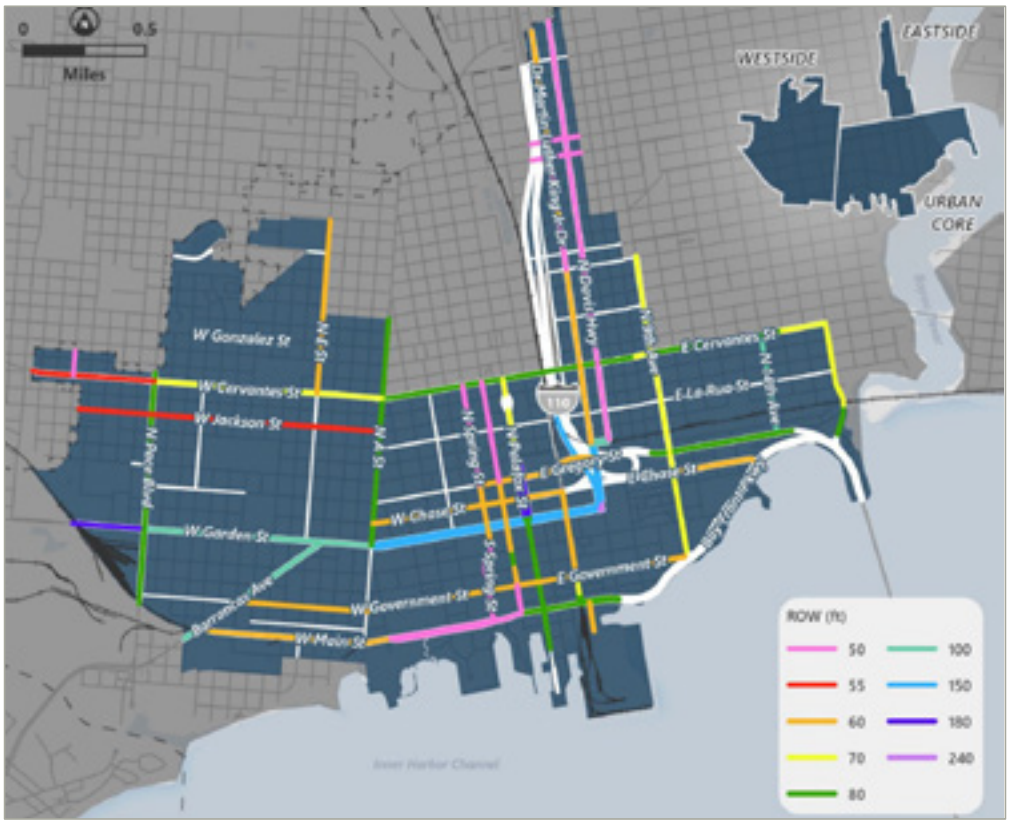
Figure 25 Commercial Corridors



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



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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

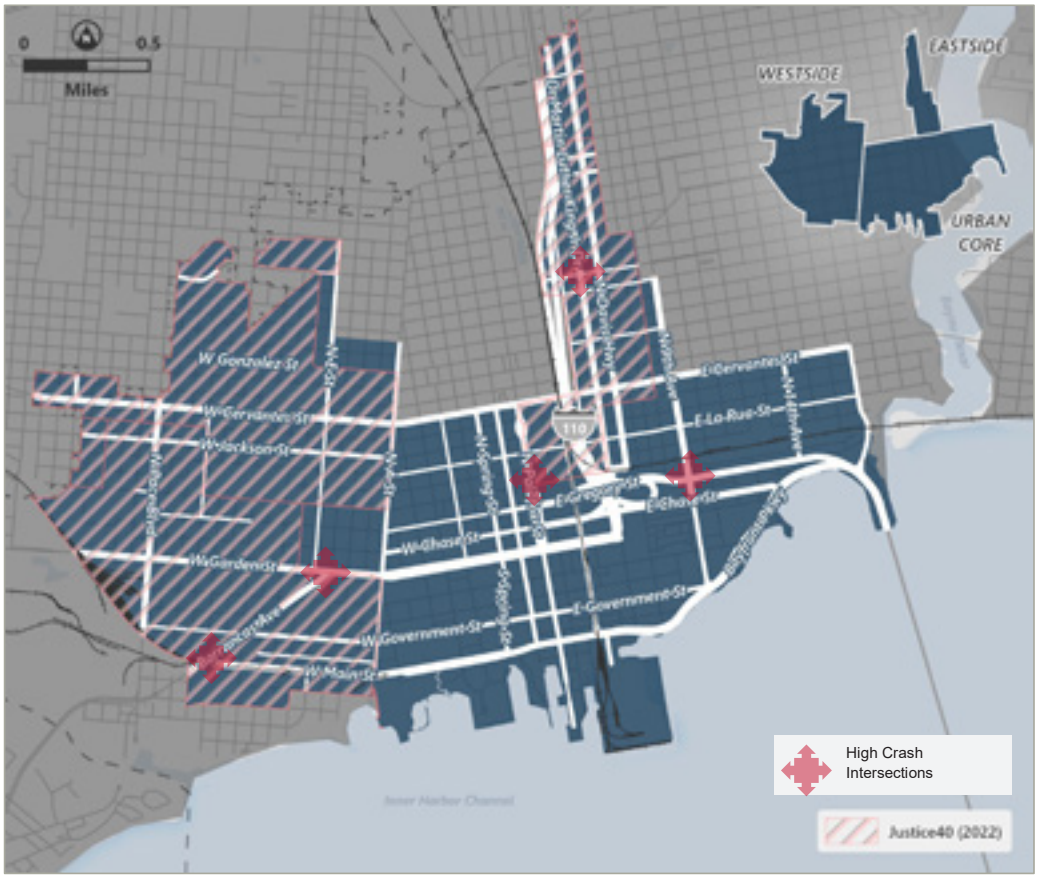


Figure 32 Barrancas Avenue and W Main Street

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

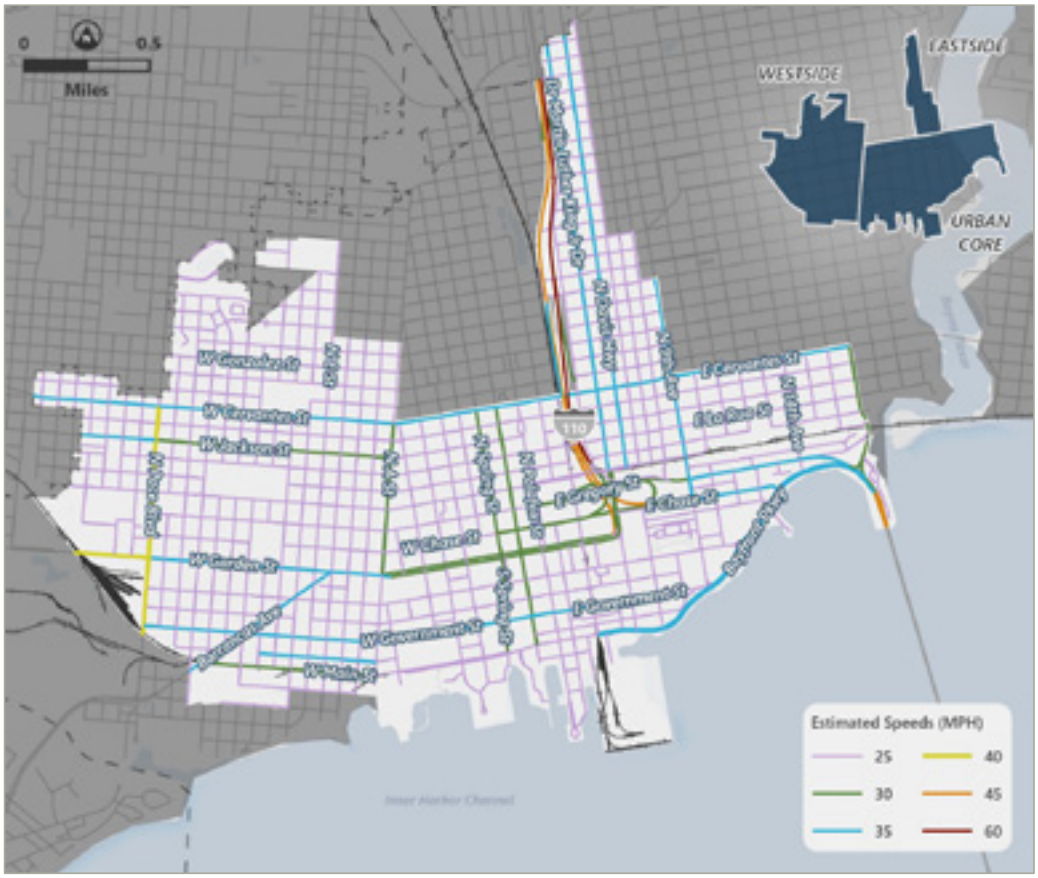
Source: Google



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.

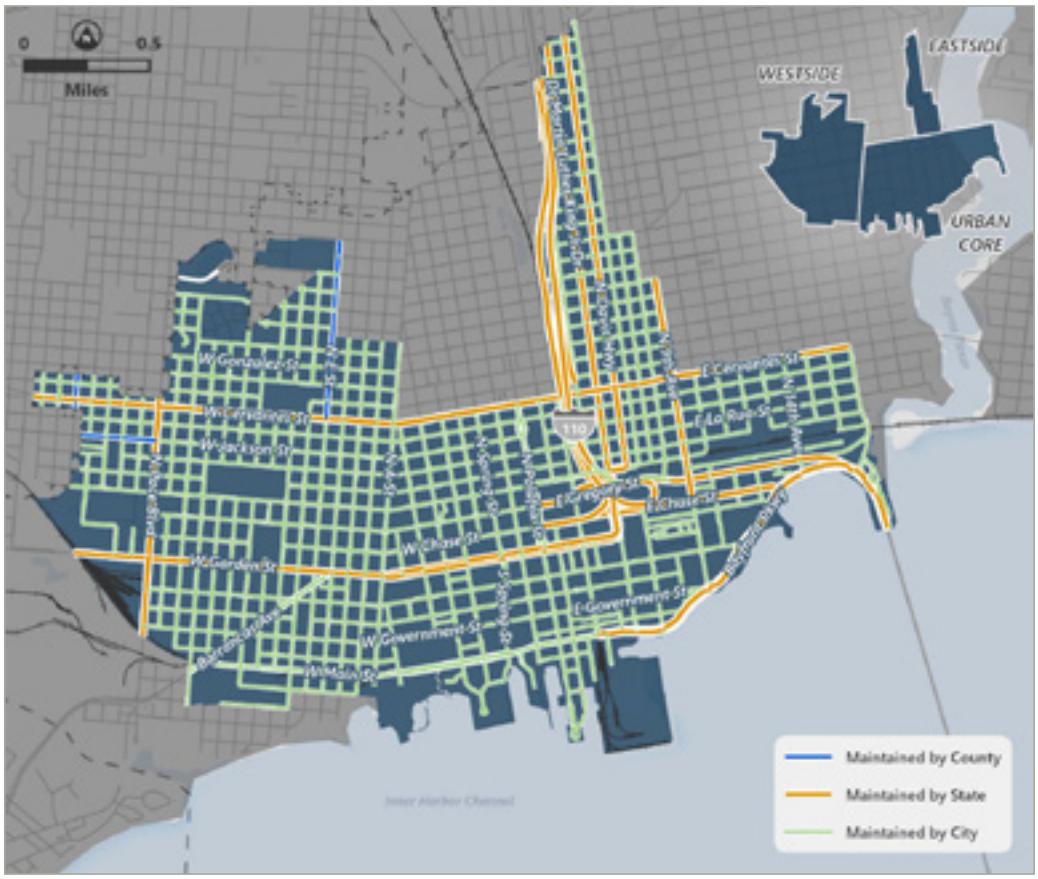
Figure 37 Posted Speed Limits



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

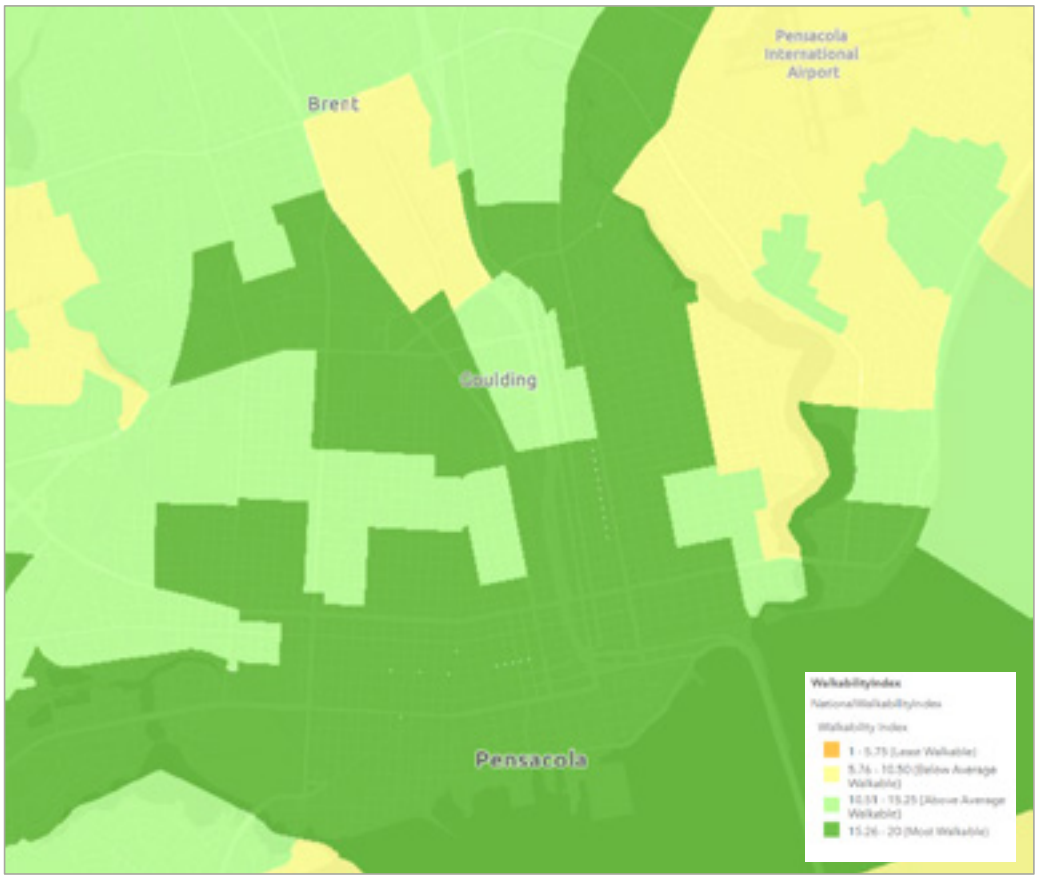
While walkability considers several factors such as intersection density, proximity to transit stops, employment mix, and employment and household mix,[4] it has to include the infrastructure as well. A walkable city means providing a robust network of pedestrian and bicycle facilities that are designed 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

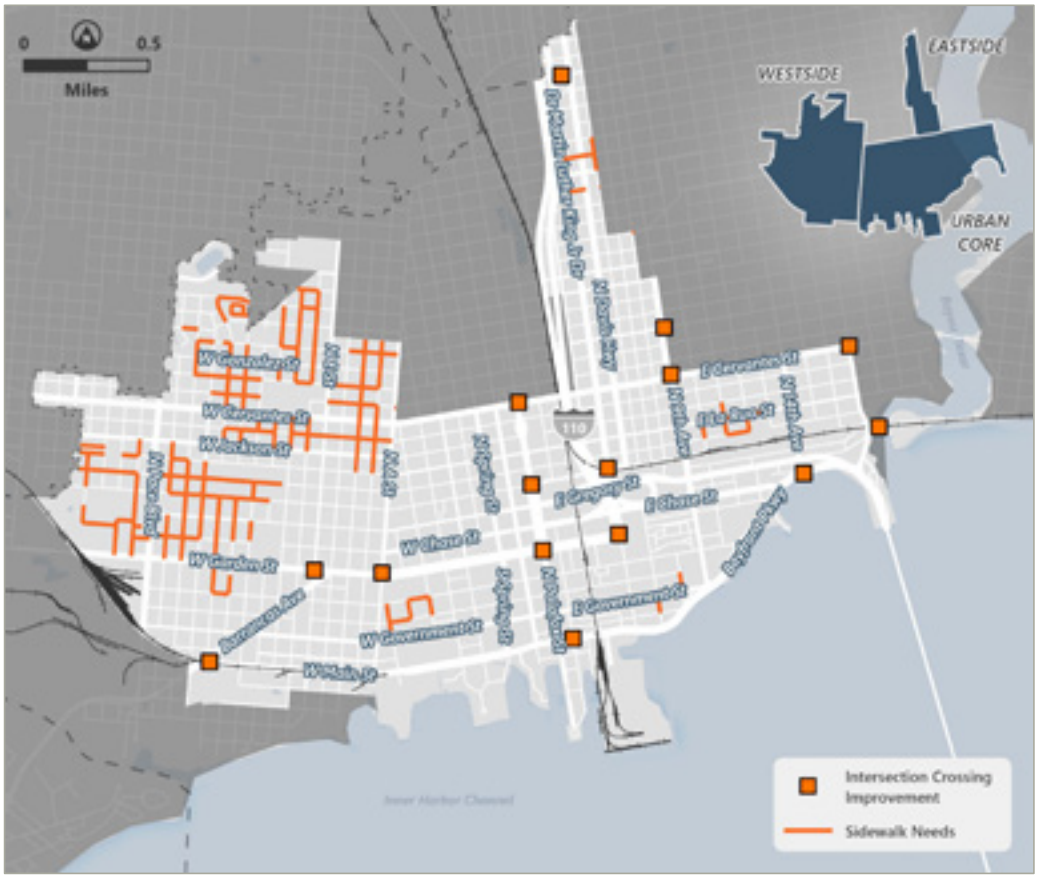


Source: EPA

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.

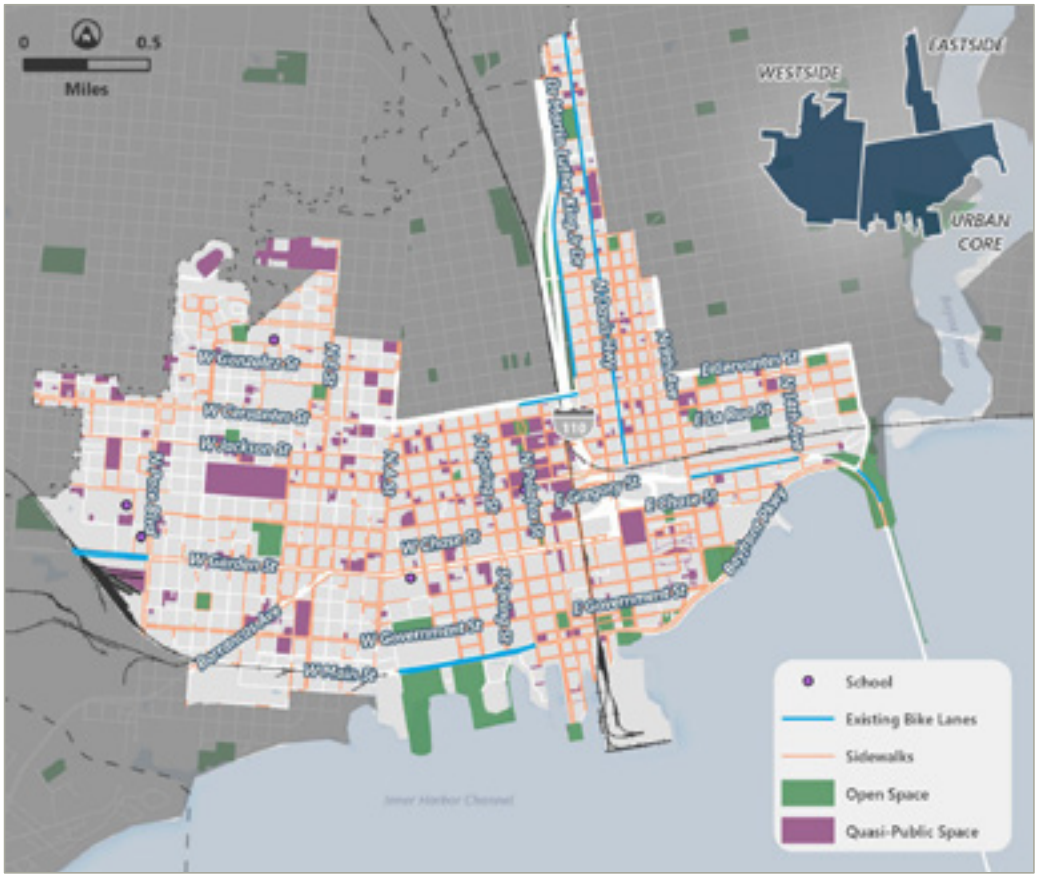
Figure 40 ATP New Sidewalk and Intersection Crossing Improvements



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



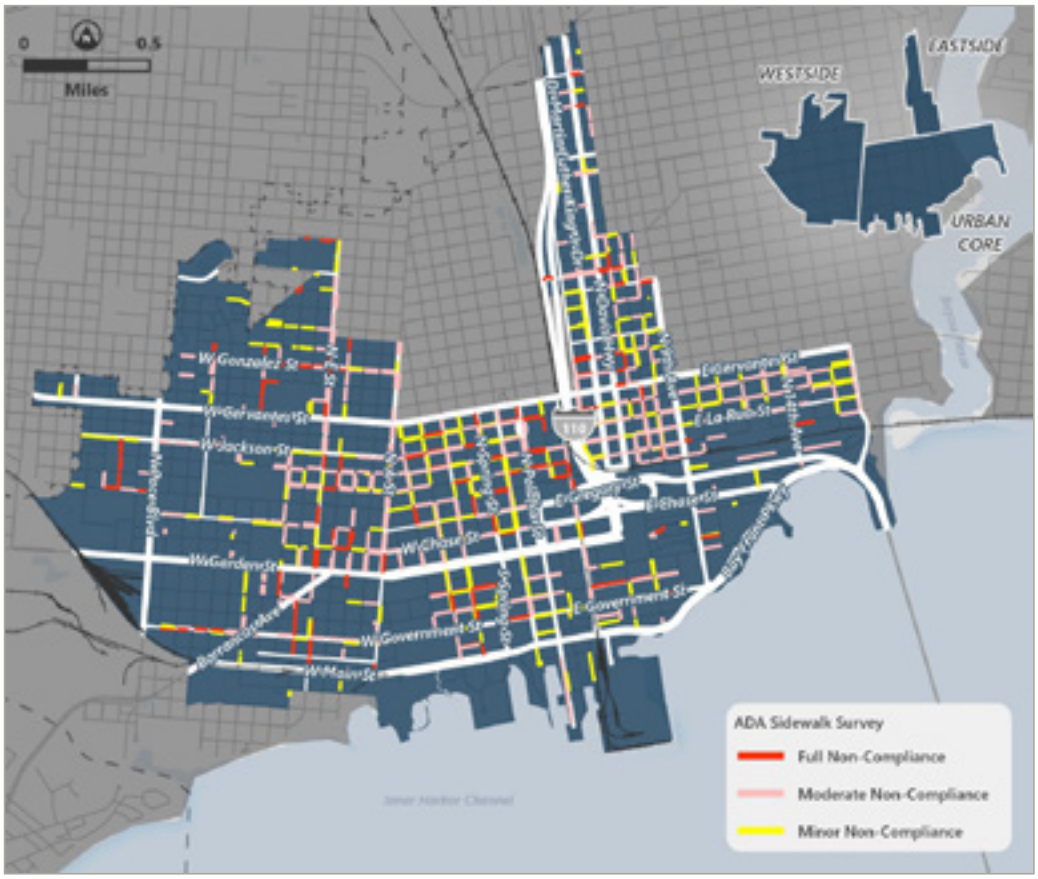
The city has also specifically assessed sidewalks under the requirements of Americans with Disabilities Act (ADA) which include curb ramps, obstacles, and hazards. The ADA of 1990 is a civil rights statute to provide persons with disabilities protections against discrimination in all areas of public 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)

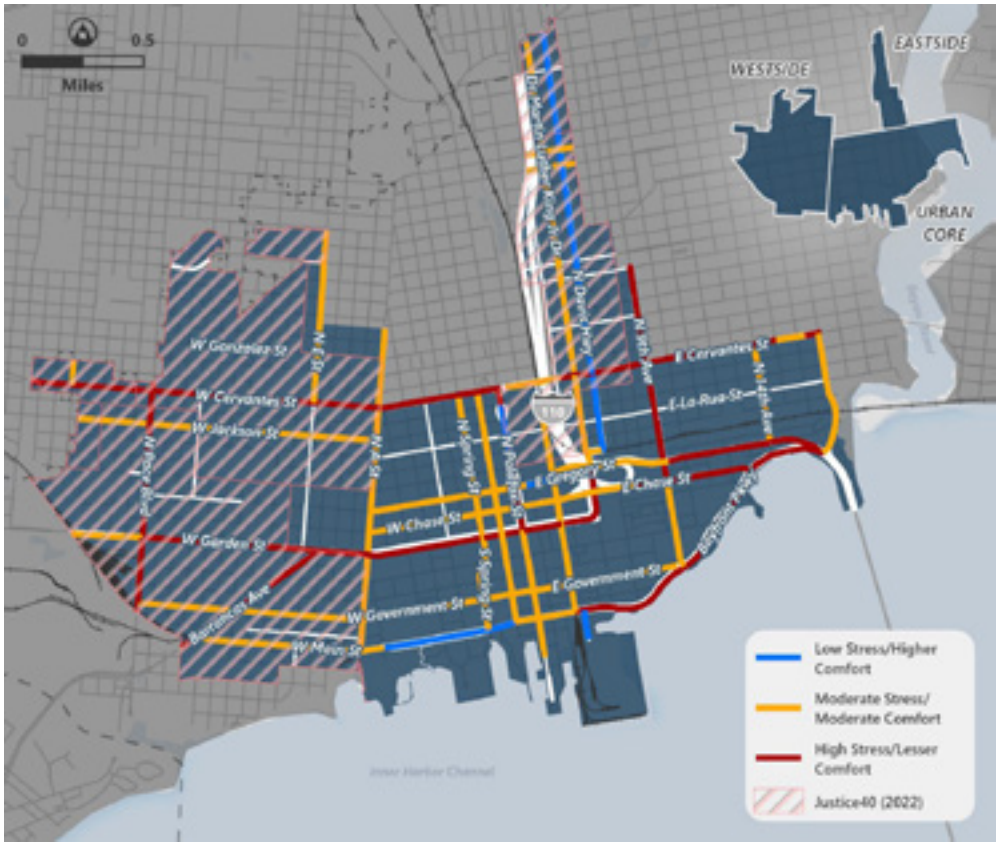


Figure 46 Bike Pensacola Bike Routes



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.

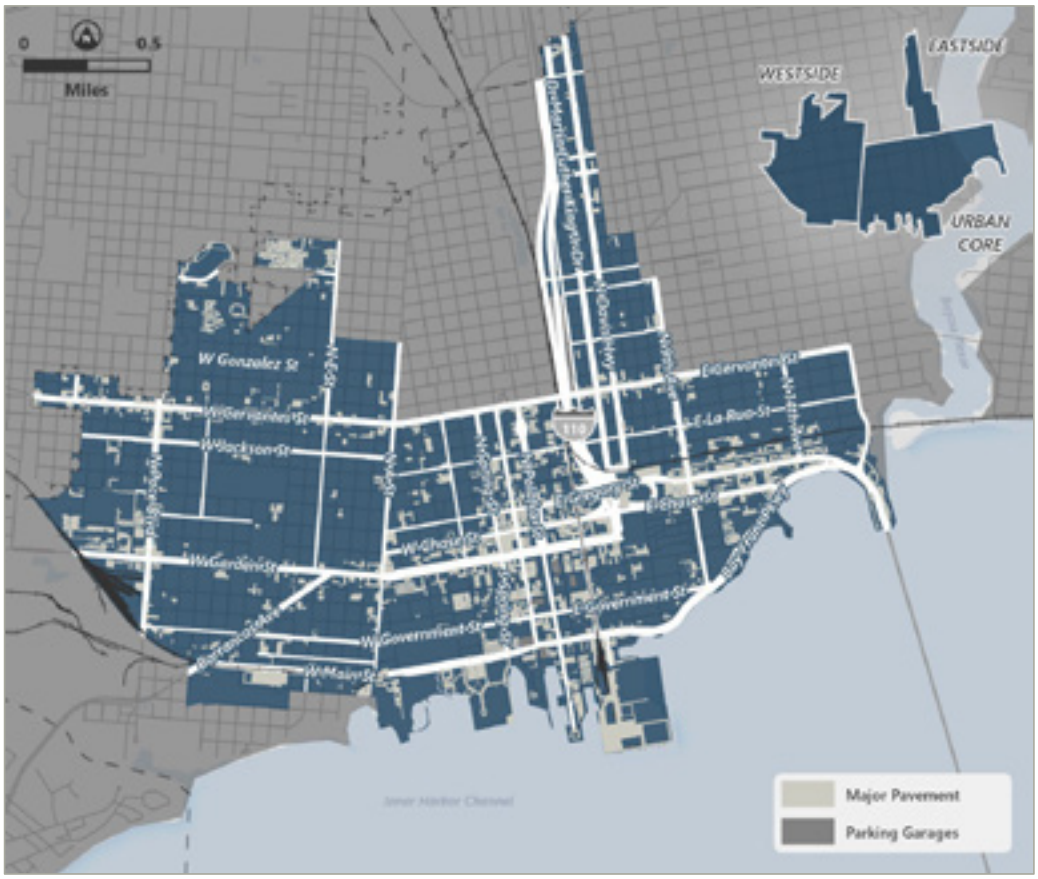
These makeshift routes avoid the roadways that have a high to moderate stress/comfort level.

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.

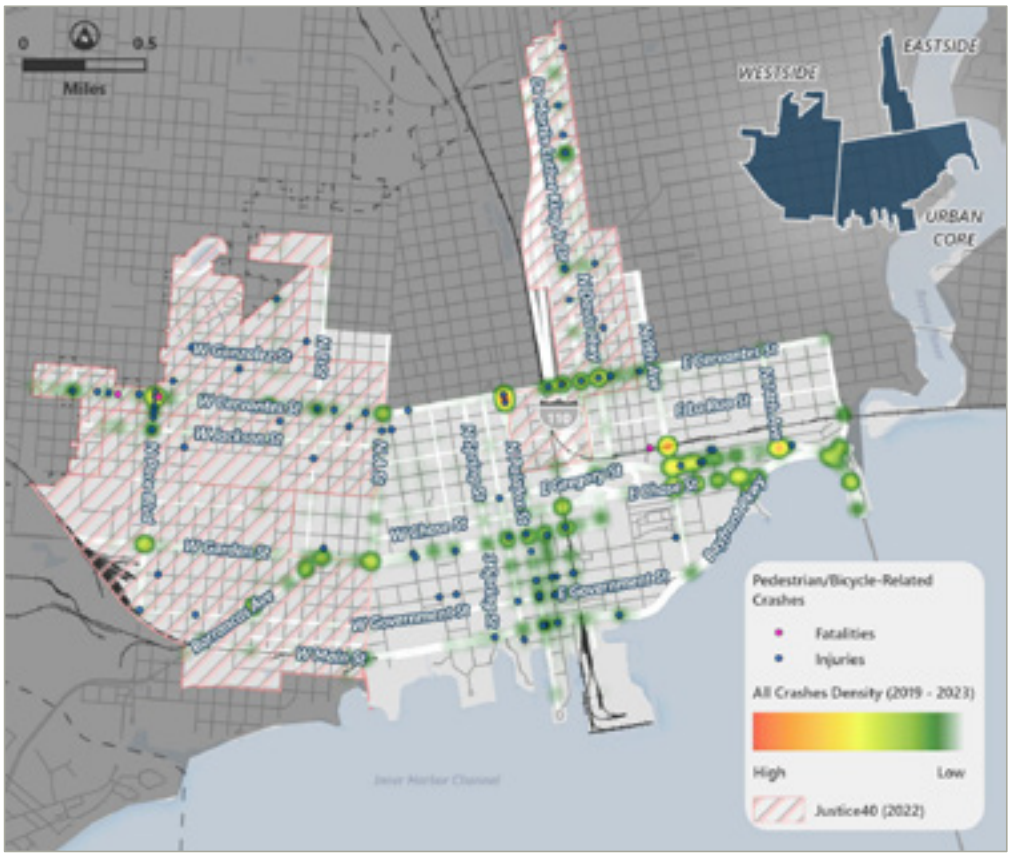
Figure 48 Major Paved Areas and Garages – Urban Core



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.

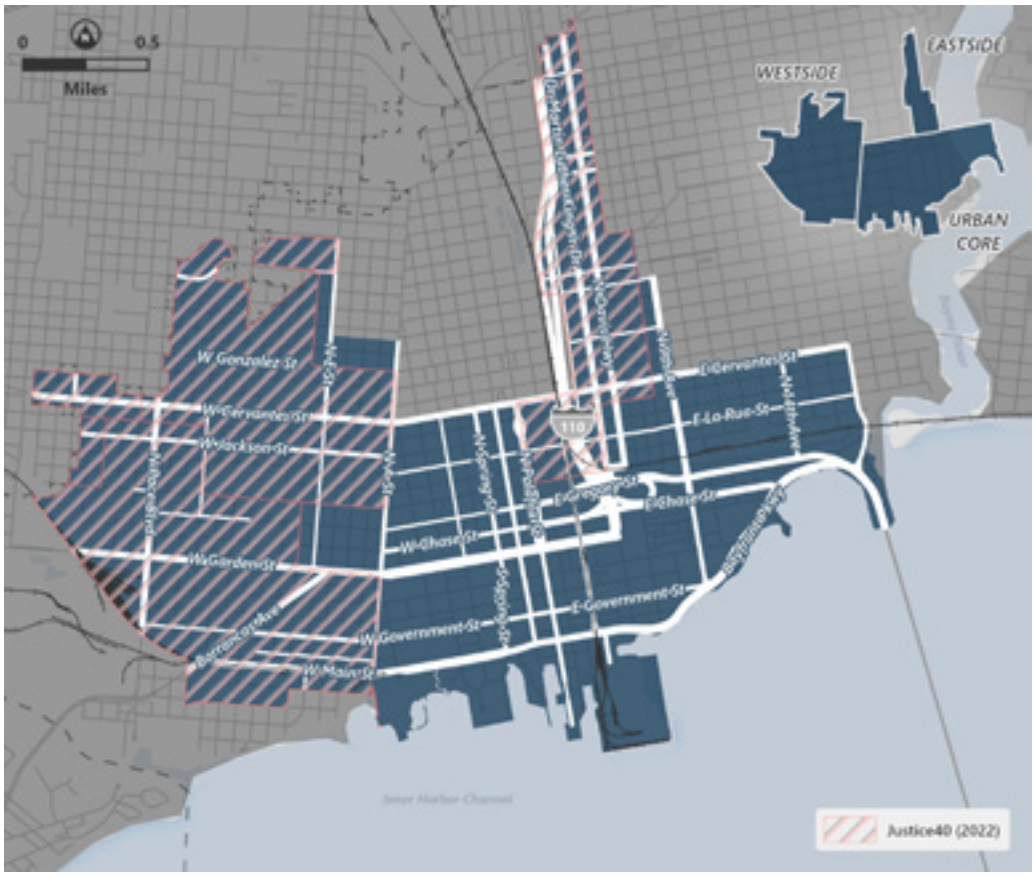
Figure 49 Crash Density and Pedestrian/Bicycle Severity Map



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

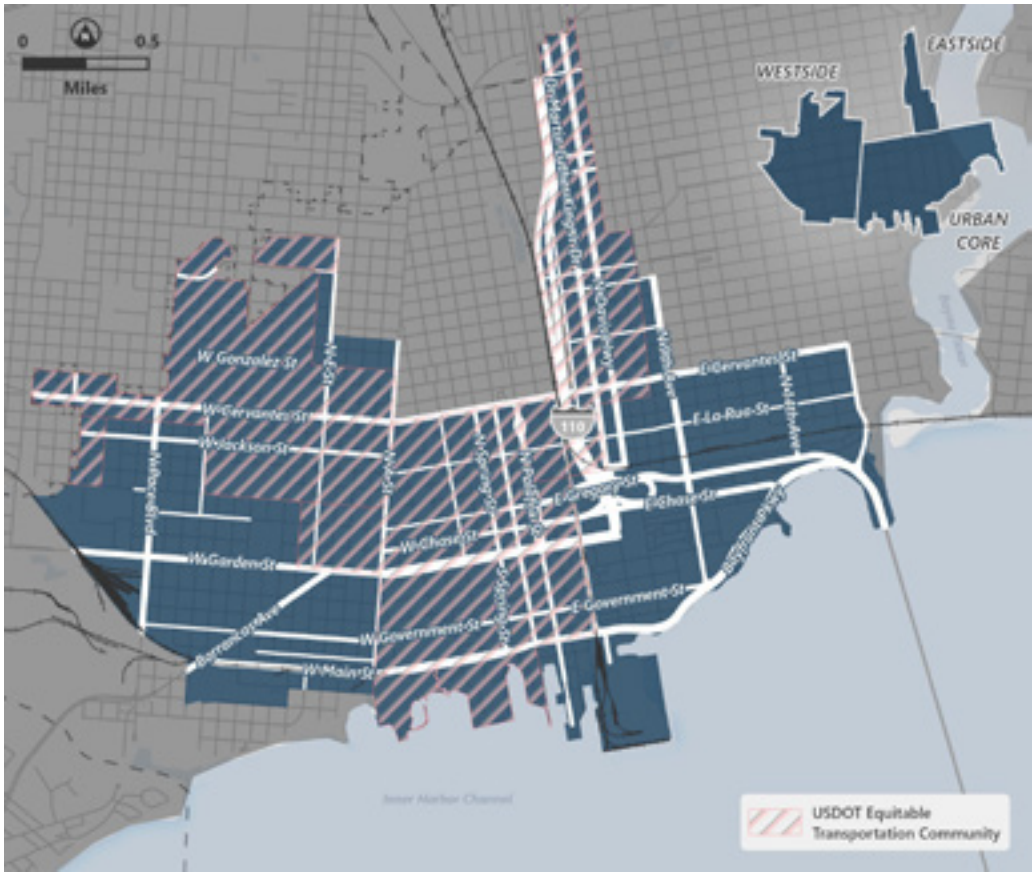


The USDOT Equitable Transportation Community (ETC) tool then filters out five of the eight categories for a more detailed understanding of the data as seen on **Figure 51** and listed below:

- Transportation Insecurity
- Health Vulnerability
- Environmental Burden
- Social Vulnerability
- Climate & Disaster Risk Burden

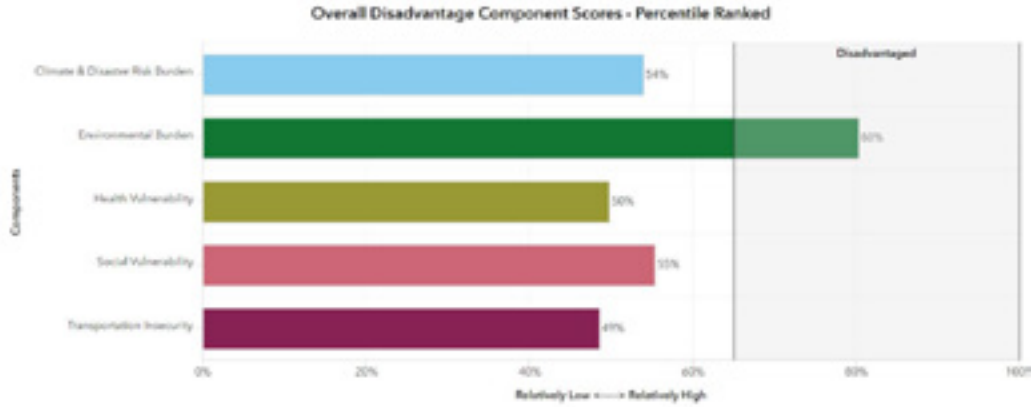
In this section, the disadvantage communities will be discussed in more specificity and will focus on the ETC data. It is worth noting, that for the purposes of applying for any USDOT Justice40 program the CEJST should be used as the primary tool to identify disadvantaged communities. The maps shown 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

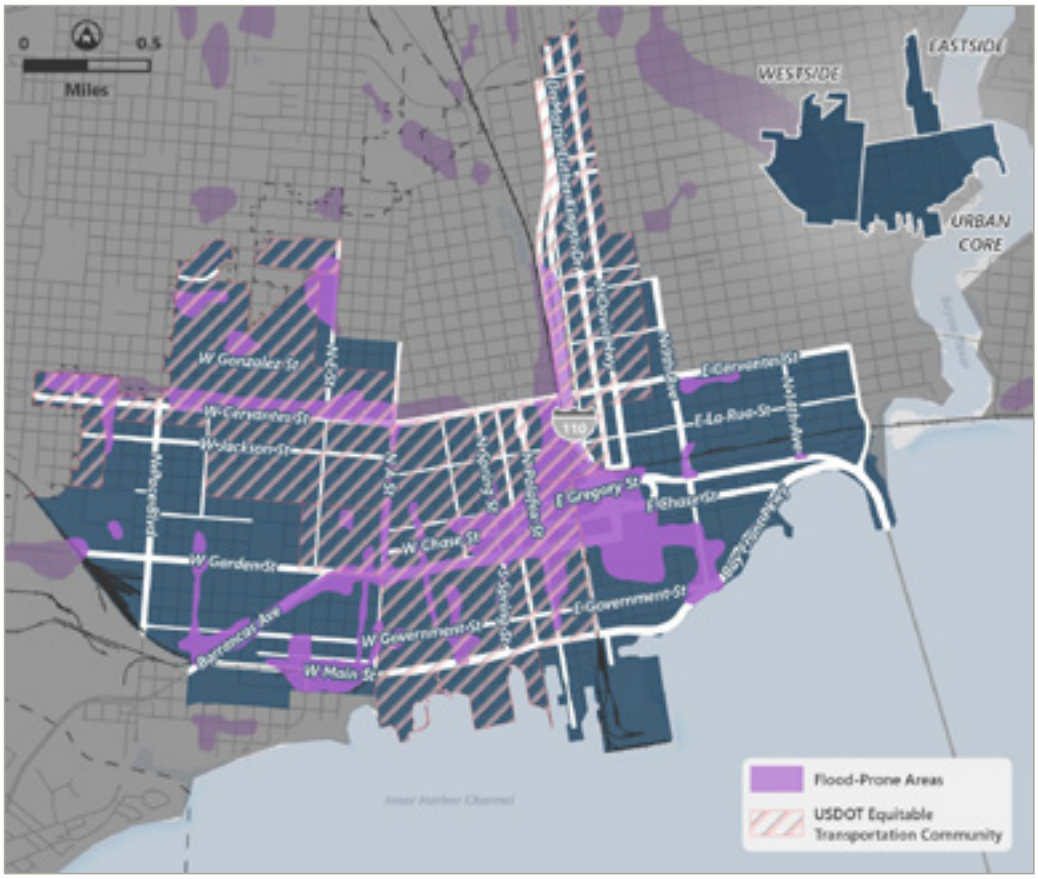
Flood prone areas are a major concern and problem for residents across the CRA districts. Flooding has significant impact on daily life and economic prosperity. Stormwater flood-prone areas are primarily along major roadways in Westside and Urban Core while on the Eastside, flooding occurs primarily 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.

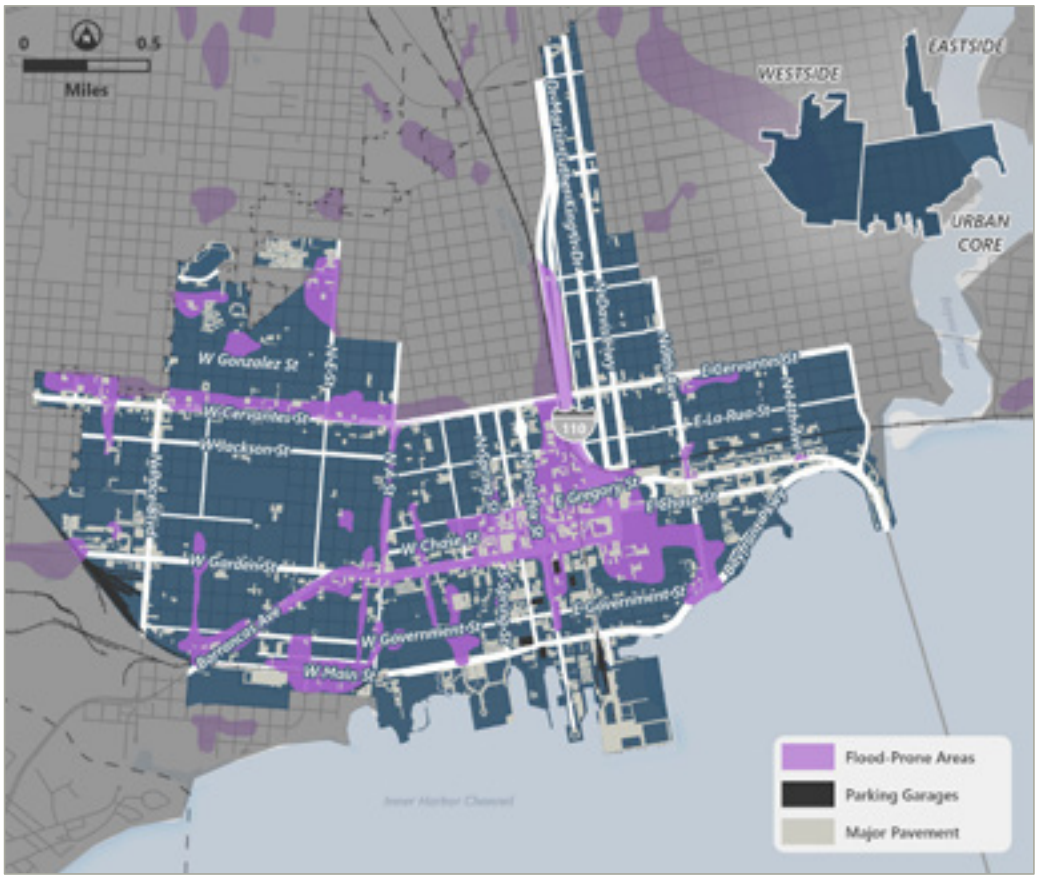
Parking being a major contributor to impervious areas, the breakdown of major paved areas (surface parking) is as follows:

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

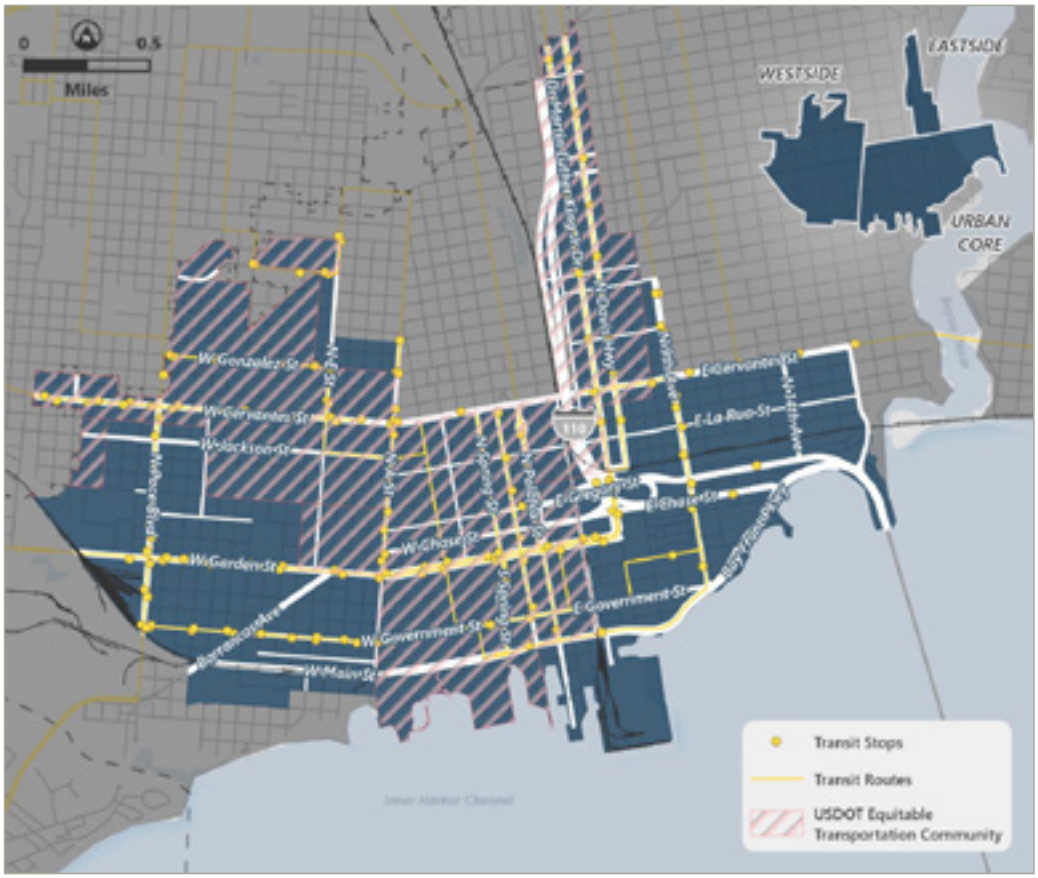
Figure 55 Flood-Prone Areas and Major Paved Areas



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

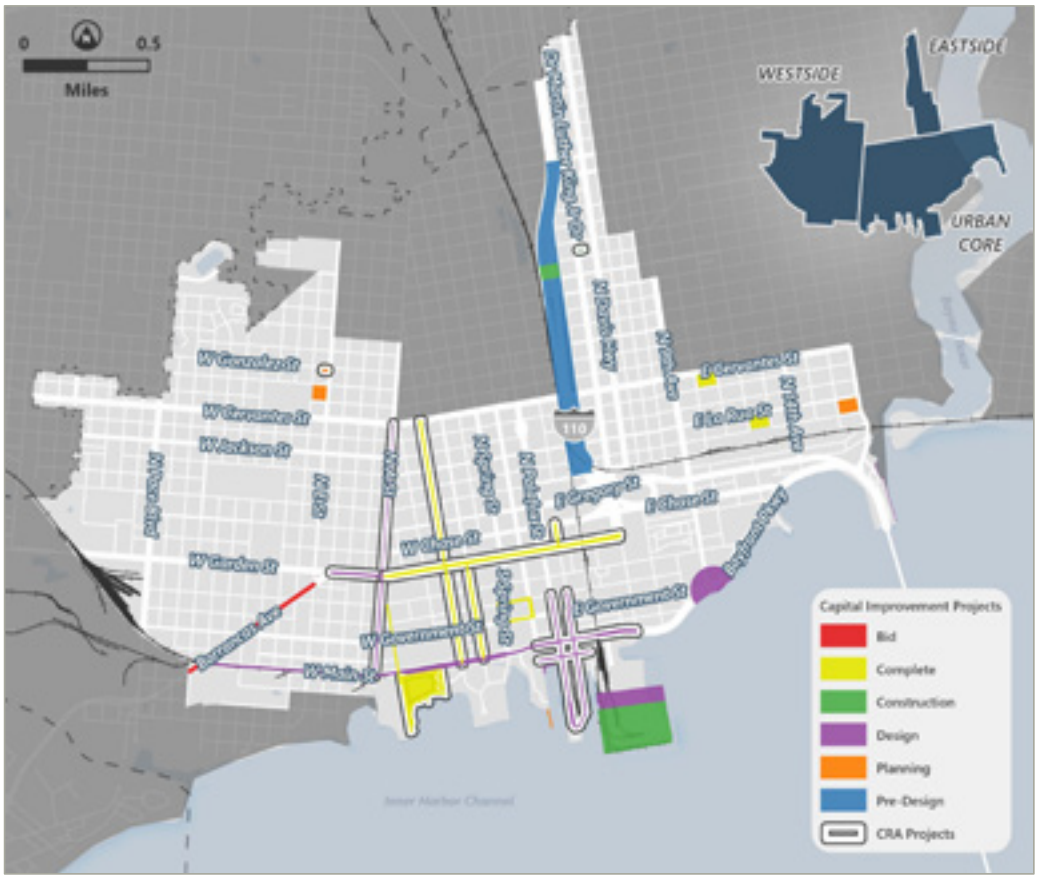


Table 2. Capital Improvement Projects – CRA Projects

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

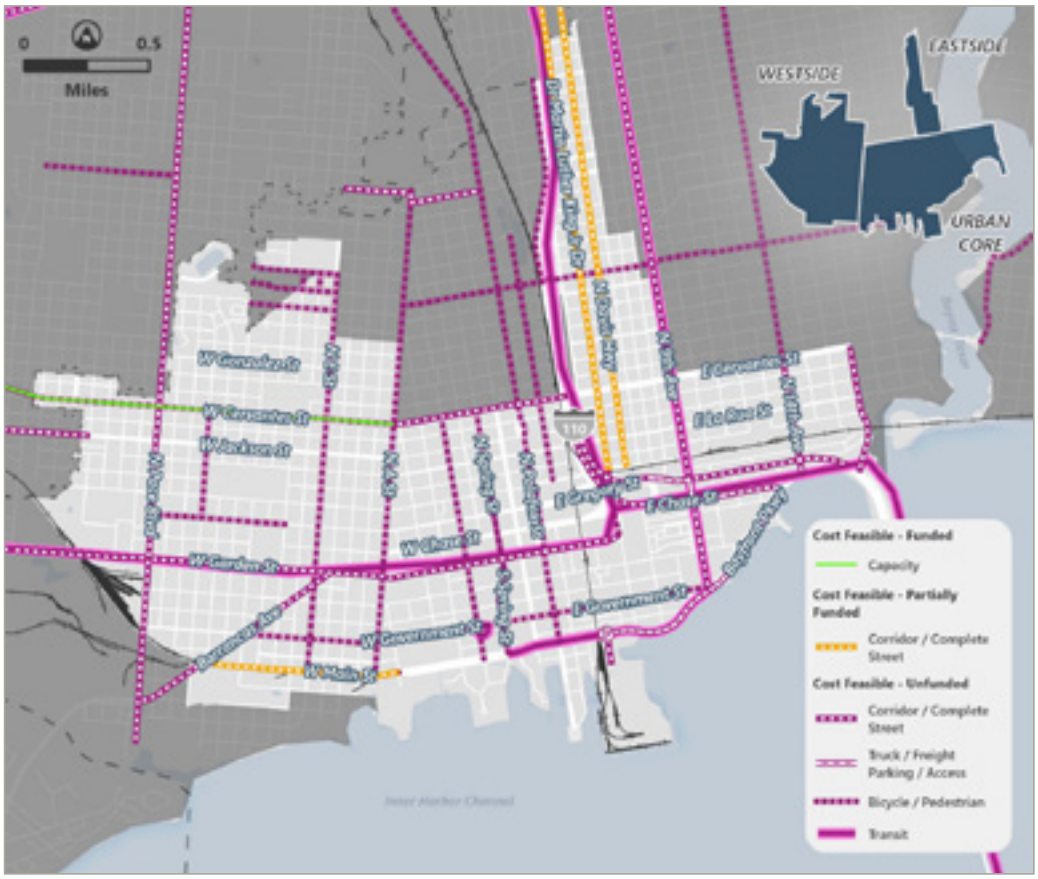


Table 3. Cost Feasible Projects – Funded Projects CRA Districts Sample

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

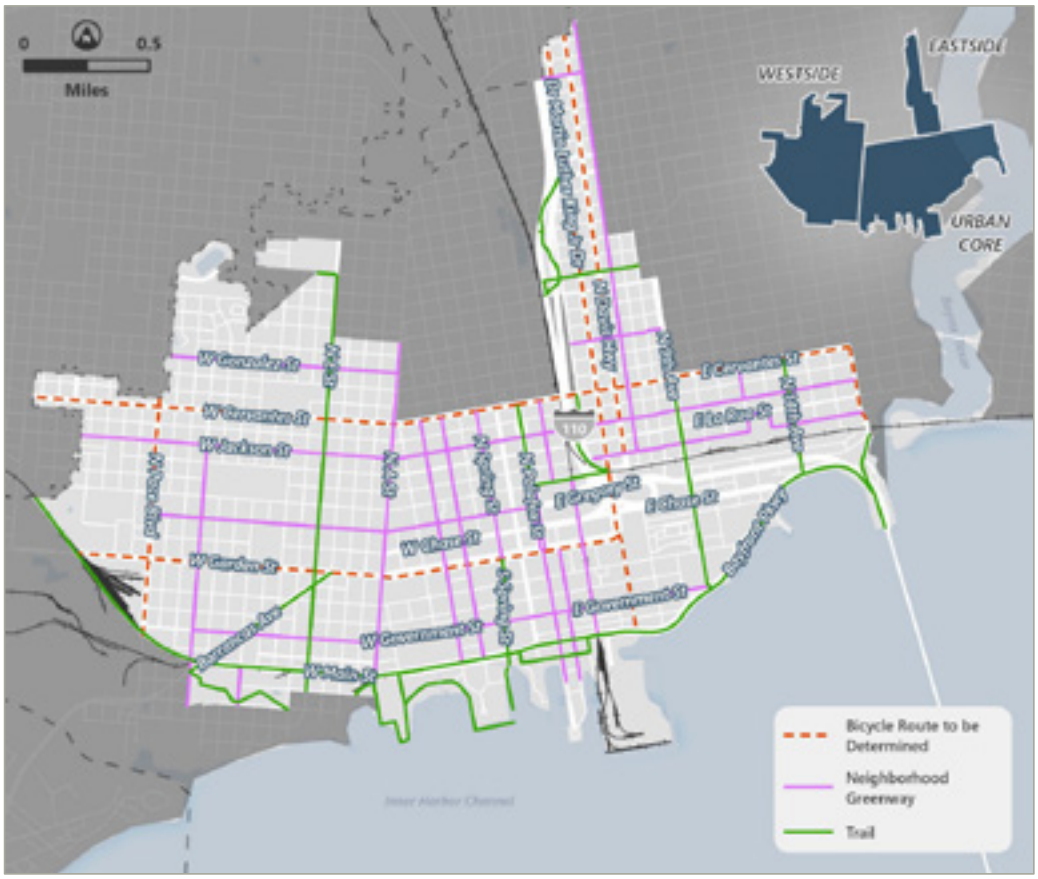


Table 4. ATP Future Network – CRA Districts

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

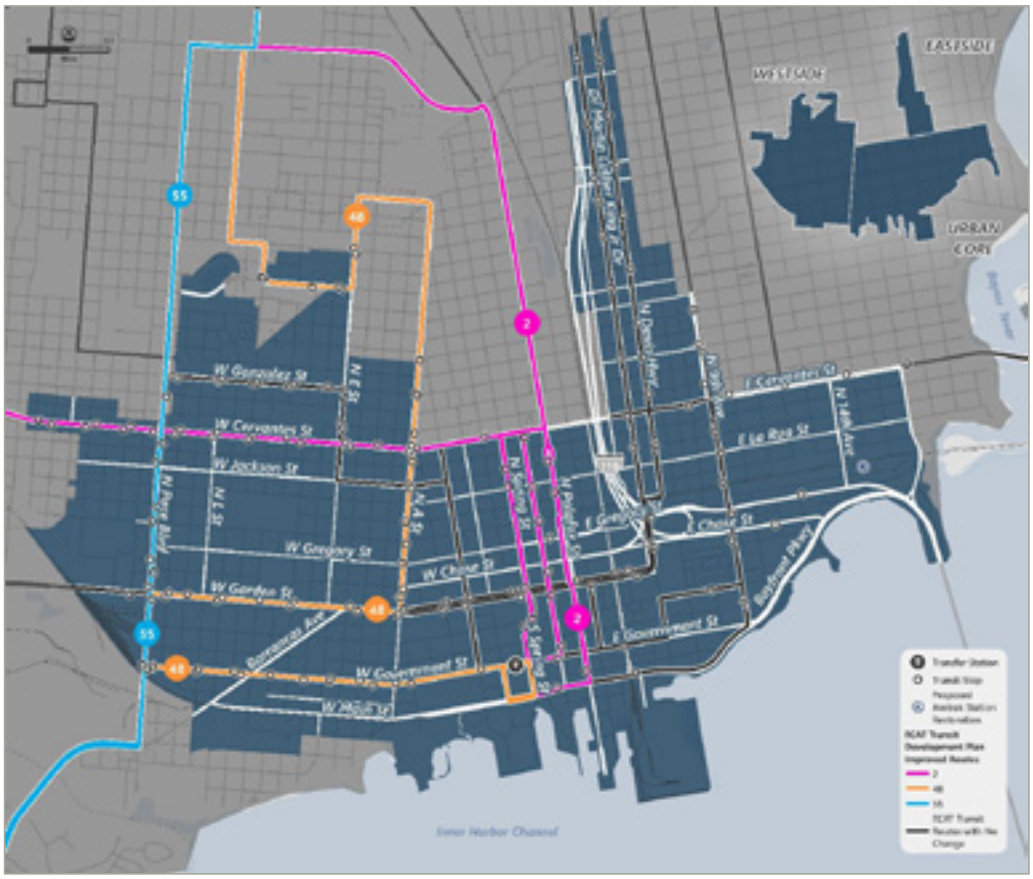
6.4 Escambia County Area Transit -Transit Development Plan (TDP), 2022 - 2031

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.

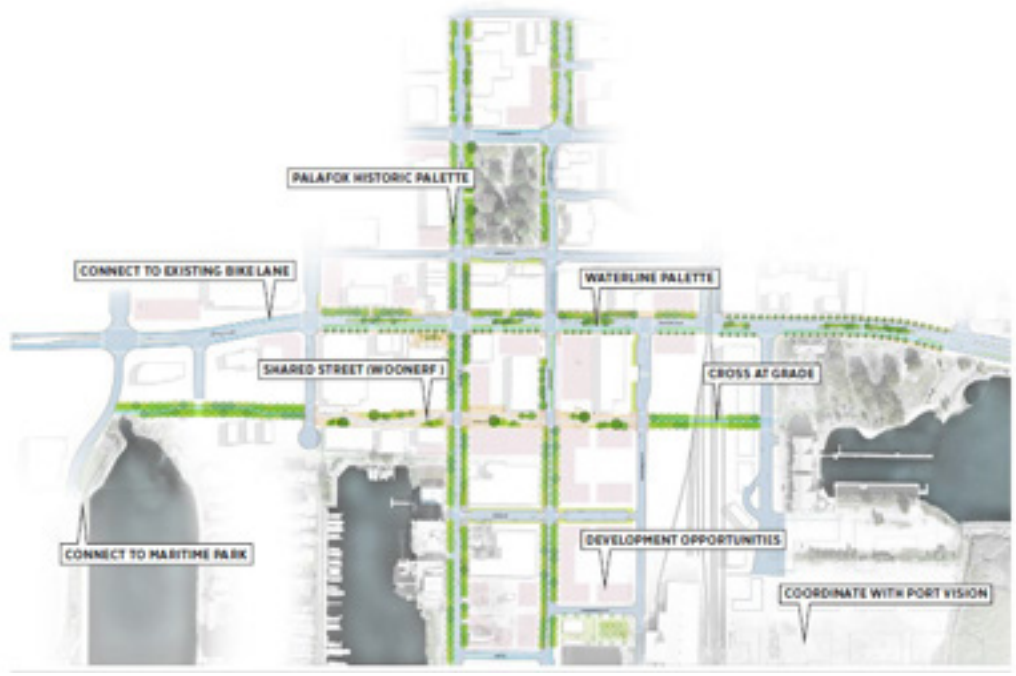
The study concluded that converting the corridors to two-way traffic with the proposed improvements would enhance safety and restore the neighborhood's roadway network.

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)

ATTACHMENT H

Sample Contract

CONTRACT BETWEEN CITY OF PENSACOLA AND [xxxCONTRACTORxxx]
BASED UPON REQUEST FOR PROPOSALS #_____

THIS CONTRACT ("Contract") is made this ___ day of _____, 20__, by and between the City of Pensacola ("City"), a Florida municipal corporation created and existing under the laws of the State of Florida, located at 222 W. Main Street, Pensacola, Florida 32502, and _____, ("Contractor"), a corporation authorized to do business in Florida, located at _____, (the City and Contractor collectively referred to hereinafter as the "Parties").

WITNESSETH:

WHEREAS, the City solicited for Request for Proposals #_____, on _____, 20__ ("RFP"), for _____, as modified by any addendum to the RFP ("Addenda"), all as attached hereto as Exhibit A and incorporated herein by this reference (collectively referred to hereinafter as the "RFP Documents"); and

WHEREAS, in response to the RFP Documents, the Contractor submitted to the City a proposal dated _____, 20__, attached hereto as Exhibit B and incorporated herein by this reference; and

WHEREAS, the City has awarded the Contract to the Contractor; and

WHEREAS, the Parties desire the Contractor to perform as described in the RFP Documents and the Proposal and pursuant to the terms and conditions of this Contract; and

WHEREAS, the Parties desire to enter into this Contract;

NOW, THEREFORE, in consideration of the work to be performed and the payment for the performance of the work, of the mutual covenants and benefits contained herein, and for other good and valuable consideration, the Parties agree as follows:

Section 1. Recitals.
The recitals contained above are true and correct and are incorporated into this Contract.

Section 2. Contractor's Obligations.
The Contractor shall perform all work and services described in, and in accordance with, the Contract. The Contractor warrants that all equipment, materials, and workmanship furnished, whether furnished by Contractor or its subcontractors or sub-suppliers, will comply with the Contract and any City specifications, drawings, and other descriptions

supplied or adopted. The Contractor further warrants that the supplies and workmanship will be new, fit, and sufficient for the purpose for which they are intended, of good materials, design, and workmanship, and free from defects or failure. The City or its duly authorized representative shall at all times have full opportunity to inspect the materials to be furnished and the work to be done under this Contract. The Contractor shall comply with all applicable federal, state, and local laws, ordinances, rules, and regulations pertaining to the performance of this Contract. The Contractor is responsible for and shall indemnify the City against all damage or loss caused by fire, theft, or otherwise to materials, tools, equipment, and consumables left on City property by the Contractor.

Section 3. Term of Contract.
Subject to the right of termination for cause or convenience, the term of this Contract shall be as specified in the attached Quote Documents and Proposal.

Section 4. Payment.
The Contractor agrees to perform all work and services in Section 2 and to furnish all necessary labor, materials, equipment, machinery, tools, apparatus, and means of transportation related to such work and services at Contractor's sole cost and expense, in consideration of the total amount of _____ ($_____) to be paid by the City in accordance with the Contract upon the complete performance by Contractor based on unit prices if applicable, or based on partial payments approved by the City, only after written acceptance by the City pursuant to the Contract, and such payment in accordance with the Florida Prompt Payment Act. In the event that the Contractor does not fully perform its obligations under the Contract, the City reserves the right to withhold payments for work not performed, to engage an alternative contractor to complete work not performed, and to withhold such amounts as may be required to hold the City harmless from any claims or damages, direct, indirect or consequential, that may be sustained on account of the Contractor's acts or omissions in the performance of this Contract.

Section 5. Bond.

Is a bond required? (___) Yes (___) No

If yes: Contractor shall provide all bond(s) as required in the Contract. Should the City in the City's sole discretion at any time deem any of the sureties upon such bond to be unsatisfactory or if for any reason such bond shall cease to be adequate security for the City, the Contractor shall within five (5) days of written notice from the City furnish a new or additional bond in full sum and satisfactory to the City. No payment shall be deemed to be due or to be made to the Contractor unless and until such new or additional bond shall be furnished and approved in writing by the City. The premium and all expenses associated with such new or additional bond shall be paid by, and the sole responsibility of, the Contractor.

Section 6. Performance Schedule.
The Contractor shall commence and complete all work and services pursuant to the Contract.

Section 7. Necessary Approvals.
Contractor shall procure all permits, licenses, and certificates and any approvals in performance and completion of this Contract as may be required by federal, state, and local laws, ordinances, rules, and regulations, and in accordance with the Contract.

Section 8. No Waiver.
No waiver, alterations, consent, or modification of any of the provisions of the Contract shall be binding unless in writing and signed by the Mayor or his/her designee.

Section 9. Governing Law.
This Contract is governed and construed in accordance with the laws of the State of Florida. The law of the State of Florida shall be the law applied in the resolution of any claim, actions, or proceedings arising out of this Contract.

Section 10. Venue.
Venue for any claim, actions, or proceedings arising out of this Contract shall be Escambia County, Florida.

Section 11. No Discrimination.
Contractor shall not discriminate on the basis of any class protected by federal, state, or local law in the performance of this Contract.

Section 12. Assignment.
The rights and privileges conferred by this Contract shall not be assigned or transferred without the written consent of the City, which consent shall not be unreasonably withheld.

Section 13. No Other Agreements.
The Parties agree the Contract contains all the terms and conditions agreed upon by the Parties. No other agreements, oral or otherwise, regarding the subject matter of this Contract shall be deemed to exist or to bind either Party.

Section 14. Remedies for Failure to Perform or Breach of Contract.
The City reserves the right to seek all remedies available under law in the event of a failure to perform or other breach of this Contract by the Contractor, and the failure of the City to employ a particular remedy shall not be regarded by the Parties as a waiver of that or any other available remedy.

Section 15. Termination for Convenience.
The City may terminate this Contract without cause upon thirty (30) days prior written notice.

Section 16. Public Records Act.
The parties acknowledge and agree to fulfill all obligations respecting required contract provisions in any contract entered into or amended after July 1, 2016, in full compliance pursuant to Section 119.0701, *Florida Statutes*, and obligations respecting termination of a contract for failure to provide public access to public records. The parties expressly

agree specifically that the contracting parties hereto shall comply with the requirements within Attachment "A" attached hereto and incorporated by reference.

Section 17. Mandatory Use of E-Verify System.
In compliance with the provisions of F.S. 448.095, the parties to this contract and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed and sealed the day and year first above written.

CONTRACTOR

_____
(Contractor's Name)

By_____
President

_____
(Printed President's Name)

Attest_____
Corporate Secretary

(CORPORATE SEAL)

CITY OF PENSACOLA, FLORIDA

_____
Mayor, D. C. Reeves

Attest: _____
City Clerk, Ericka L. Burnett

Approved as to Substance:

_____
Department Director

Legal in form and execution:

_____
City Attorney

DRAFT

Attachment "A"

PUBLIC RECORDS: Contractor shall comply with Chapter 119, Florida Statutes. Specifically, Contractor shall:

A. Keep and maintain public records required by the City to perform the service.

B. Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Contract term and following the completion of the Contract if Contractor does not transfer the records to the City.

D. Upon completion of the Contract, transfer, at no cost, to the City, all public records in possession of Contractor or keep and maintain public records required by the City to perform the service. If Contractor transfers all public records to the City upon completion of the Contract, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor keeps and maintains public records upon completion of the Contract, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request of the City's custodian of public records, in a format that is compatible with the information technology systems of the City.

Failure by Contractor to comply with Chapter 119, Florida Statutes, shall be grounds for immediate unilateral cancellation of this Contract by the City.

IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE PUBLIC RECORDS COORDINATOR AT:

THE OFFICE OF THE CITY CLERK, (850) 435-1715

PUBLICRECORDS@CITYOFPENSACOLA.COM

222 WEST MAIN STREET, PENSACOLA, FL 32502

Revised 1/12/2021

DRAFT

Attachment "B"
PAYMENT SCHEDULE

1. Compensation of Consultant/Vendor/Contractor will be based on (check the appropriate method):
    - ☐ Lump Sum/Flat Fee
    - ☐ Hourly Rate(s)
    - ☐ Other: _____

2. Compensation of Consultant/Vendor/Contractor as described in #1 above will be as follows (attach an additional page if necessary):
    - ☐ Lump Sum/Flat Fee: _____
    - ☐ Hourly Rate(s) are: _____
    - ☐ Other: _____

3. Costs to be reimbursed by the City include (list reimbursable costs or attach reimbursable cost schedule):

    _____
    _____
    _____
    _____

4. Invoice(s) of Consultant/Vendor/Contractor will be paid as follows (check the appropriate method):
    - ☐ One-time, lump sum at the end of the work/project
    - ☐ After submission of monthly or periodic invoices
    - ☐ Other: _____

DRAFT

EXHIBIT A

RFP DOCUMENTS ON FILE IN _____

DRAFT

EXHIBIT B

PROPOSAL

The pages following Exhibit B are the documents comprising the Proposal dated, _____, which Contractor submitted in response to the Bid Documents, are hereby incorporated by reference into this Contract. The Proposal includes all attachments and addenda submitted by Contractor in response to the Bid Documents, which are also hereby incorporated into this Contract by reference.

DRAFT

Addendum Date: September 24, 2025

CITY OF PENSACOLA, FLORIDA
ADDENDUM #1

DEVELOPMENT ADVISORY SERVICES FOR THE REDEVELOPMENT OF THE BAPTIST HOSPITAL LEGACY CAMPUS

RFP No. 25-042

The following items take precedence over the documents for the item named above. All other terms and conditions shall remain the same.

A SIGNED COPY OF THIS PAGE MUST BE RETURNED WITH YOUR SUBMITTAL AS ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM.

Company:_____ Date:_____

Authorized Representative:_____ Title:_____
Printed Name

Signature:_____

1. The submittal due date has been extended to **October 3, 2025**, at 2:30 P.M., Central time.

2. Those submittals received on October 3, 2025, will be opened and publicly read the **following business day** *(**October 6**, 2025, **10:00 A.M.**, Central time)* via Microsoft Teams at the following link: Microsoft Teams proposal opening.

   Participation in a Microsoft Teams meeting requires a microphone and speakers; however, webcams are optional. Participants may join the meeting either via a PC or Smartphone. Please be sure to check the system requirements at the Microsoft Teams website before the meeting:
   https://docs.microsoft.com/en-us/microsoftteams/hardware-requirements-for-the-teams-app.

3. Questions received will be addressed in a subsequent addendum. No further questions will be accepted.

Addendum Date: September 25, 2025

CITY OF PENSACOLA, FLORIDA
ADDENDUM #2

DEVELOPMENT ADVISORY SERVICES FOR THE REDEVELOPMENT OF THE BAPTIST HOSPITAL LEGACY CAMPUS

RFP No. 25-042

The following items take precedence over the documents for the item named above. All other terms and conditions shall remain the same.

A SIGNED COPY OF THIS PAGE MUST BE RETURNED WITH YOUR SUBMITTAL AS ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM.

Company:_____ Date:_____

Authorized Representative:_____ Title:_____
Printed Name

Signature:_____

1. Please see the revised Schedule of Events.

REVISED SCHEDULE OF EVENTS (dates subject to change)

Date	**Activity**
August 27, 2024	Publish RFP
September 15, 2025	Deadline for Questions
October 3, 2025, 2:30 P.M.	**Proposal Deadline**
October 6, 2025, 10:00 AM	**Proposal Opening**
October 10, 2025, 1:30 PM Pensacola City Hall, 4th floor Human Resources conference room 222 W Main Street, Pensacola FL 32502	**Evaluation Committee Meeting – Distribution of Materials**
October 21, 2025, 1:00 PM City Hall 1st Floor Whibbs Room 222 West Main Street, Pensacola, FL 32502	Evaluation Committee Meeting – Written Proposal Ranking/Shortlisting

November 5, 2025, 11:00 PM City Hall 1st Floor Whibbs room 222 West Main Street, Pensacola, FL 32502	Evaluation Committee Meeting - Oral Presentations/ Recommendation for Contract Award

QUESTIONS AND ANSWERS

1. Please clarify what the City intends to do after a redevelopment plan is submitted and accepted, as the RFQ is ambiguous as to what occurs after that milestone is achieved.

A. The redevelopment advisor will advise the city on steps it should take towards redevelopment of the campus. It is not anticipated that the advisor will serve as the master developer but rather strategize the city's approach towards identifying development partnerships and financial strategies.

2. What is the budget range, and through which milestone does the funding allocation cover?

A. A defined funding allocation has not been set at this time. However, cost efficiency in proposed fee schedule will be considered as a component of the evaluation of the proposal.

3. Please provide guidance on organizational conflicts of interest, so the team understands what it needs to do to enable participation in implementing the redevelopment plan.

A. The city will consider all conflicts of interest, especially as it pertains to ethics law and policy, in its implementation approach.

4. Will the City proceed with this procurement if it does not accept the property donation?

A. The city is set to close on the property donation during the month of September.

TABULATION OF PROPOSALS

RFP No: 25-042
TITLE: Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus

Submittals Due:
10/3/2025
Department:
Economic Development/CRA

DRAFT

Able City East, LLC
Jason King, Partner & Principal
6621 SW 63rd Court
Miami, FL 3314
(305) 394-4819
jason@able.city

Bayou District Consulting
Jacob Peters, Principal
205 East Intendencia Street
Pensacola, FL 32502
504-701-8342
jpeters@bayoudistrictfoundation.com

CBRE, Inc.
Tommie Reilly, Managing Director
600 Grand Blvd, Suite 207
Miramar Beach, FL 32550
850-527-3524
tommie.reilly@cbre.com; thomas.watson@cbre.com

****

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CITY OF PENSACOLA, FLORIDA - REQUEST FOR PROPOSALS NO. 25-042

DEVELOPMENT ADVISORY SERVICES FOR THE REDEVELOPMENT OF THE BAPTIST HOSPITAL LEGACY CAMPUS

October 3, 2025







bayou district CONSULTING



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Submitted by
Bayou District Consulting
in partnership with:

Manjeet Ranu
MKSK
SMP Architecture
Jerry Pate Design
Geosyntec
Impact Campaigns
Clark Partington
Leland Consulting Group

October 3, 2025

City of Pensacola
222 West Main Street
Pensacola, Florida, 32502
Attention: Purchasing
Dedria Lunderman, Purchasing Manager
purchasing@cityofpensacola.com

RE: RFP 25-042 - Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus

Dear Dedria Lunderman and Members of the Selection Committee,

The Bayou District Consulting Team is pleased to submit our proposal to the City of Pensacola and its Community Redevelopment Agency for Baptist Hospital Legacy Campus Redevelopment Advisor Services. For decades, community investment through redevelopment has been at the core of some of the most transformative public and private projects in Pensacola. Our team members have had the privilege of contributing to many of these efforts locally and leading similar projects across the country. We look forward to partnering with you on the Baptist Hospital Legacy Campus to redevelop the site, uplift the surrounding community, and build lasting regional capacity.

Your Redevelopment Advisors

To meet the City's community investment and redevelopment needs, Bayou District Consulting has assembled a project team supported by strategic local subconsultants and national experts. This team has a proven ability to deliver generational initiatives through purposeful public engagement, placemaking, policy design, market data analysis, and funding solutions.

Bayou District Consulting has served as the "community quarterback" for one of the nation's most ambitious revitalization efforts. In the aftermath of Hurricane Katrina, the Bayou District Foundation led engagement, planning, financing, partnerships, design, delivery, and ongoing operations that transformed the former St. Bernard Public Housing Development into the Bayou District—a vibrant, mixed-income, mixed-use community. This success inspired a national network of communities working to replicate the Bayou District model, demonstrating its relevance and adaptability across diverse contexts. With a record of aligning housing, health, education, and economic opportunity into a sustainable framework, Bayou District Consulting brings tested expertise that can guide Pensacola in transforming the Baptist Hospital Legacy Campus into a thriving, inclusive, and healthy neighborhood that uplifts both residents and the broader community.

Our team includes local professionals with decades of experience in Pensacola and the Gulf Coast, along with national practice leaders who have managed complex community and infrastructure projects across the United States. Together, we bring deep expertise across engagement, communications, planning, engineering, architecture, landscape design, real estate, economic development, adaptive reuse, and partnership structuring. This combination offers both the core competencies required for this initiative and a full suite of advisory services to support Pensacola's long-term vision.

Our teaming partners include:

- Manjeet Ranu
- SMP Architecture
- Impact Campaigns
- MKSK
- Jerry Pate Design
- Geosyntec Consultants, Inc.
- Leland Consulting Group
- Clark Partington

Manjeet Ranu will serve as Project Executive, working closely with the city and its Community Redevelopment Agency. He is committed to prioritizing community input while overseeing technical, financial, and design aspects to ensure redevelopment success. With 28 years of experience across public, private, and consulting roles, Manjeet has managed complex projects nationwide, leading with intentional collaboration and effective planning. Now based in Pensacola, he combines national expertise with a personal understanding of the community's aspirations.

A Clear Path to Community Investment and Campus Redevelopment

We have developed this project team specifically to serve the city through the full life cycle of the Baptist Hospital Legacy Campus redevelopment initiative. We bring a life cycle perspective to support goals of enhancing property reuse, upgrading infrastructure, creating affordable housing opportunities, ensuring inclusive growth, promoting health, providing high quality education and producing jobs through reinvestment. We will clearly engage with you and the community to align on goals, objectives, schedules, and budgets.

We are committed to community-centered redevelopment, ensuring that every step of the process reflects the voices, needs, and aspirations of residents and businesses. Our approach is designed to create lasting impact by:

Visioning with Purpose: Leading inclusive charrettes and master planning efforts that prioritize benefits for existing residents, promoting long-term neighborhood stability and regional strength.

Maximizing Resources: Aligning grants, incentives, and funding to achieve the greatest impact from every dollar invested.

What Sets Us Apart ...

Genuine Engagement: Building trust through meaningful dialogue with residents, stakeholders, and partners so that community input drives decision-making.

Purposeful Process: A structured framework that integrates engagement, technical analysis, and policy development, with clear milestones for transparency and accountability.

Trusted Developer Advisor: Proven ability to guide complex redevelopment efforts that uplift communities, demonstrated most notably through the Bayou District.

Multi-Scale Expertise: Blending local insight with regional experience and national best practices to strengthen collaboration and outcomes.

Innovative Delivery: Supporting public-private partnerships that accelerate implementation while proactively managing potential conflicts of interest.

Thank you for the opportunity to be considered for this vital, time-sensitive initiative. Together, we can increase access to opportunity and advance the general welfare of Pensacola's residents and businesses.

Respectfully submitted,

Jacob Peters

Jacob Peters, Principal
Bayou District Consulting

Gerard W. Barousse Jr., Principal
Bayou District Consulting

cc:

Manjeet Ranu, AICP
manjeet.ranu@outlook.com
858.869.7190

Kyle May, AICP, Principal
kmay@mkskstudios.com
614.621.2796

Brian Spencer, AIA, Principal
brian@smp-arch.com
850.739.3973

RFP NO. 25-042

DEVELOPMENT ADVISORY SERVICES
FOR THE REDEVELOPMENT OF THE
BAPTIST HOSPITAL LEGACY CAMPUS

Signature Sheet

The undersigned, as Vendor, does declare that no other persons other than the Vendor herein named has any interest in this Qualification or in the contract to be taken, and that it is made without any connection with any other person or persons presenting a Qualification for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties.

Survey: How did you obtain this solicitation?

☐ City of Pensacola website ☐ Central Bidding ☐ Demandstar

Other: _____

Signature Jacob Peters Date: 9/22/25

Printed Name: Jacob Peters Title: Principal

Company: Bayou District Consulting Address: 205 E Intendencia St

Telephone: 504-701-8342 City: Pensecola

Fax: _____ State: FL Zip: 3250

E-mail: jpeters@bayoudistrictfoundation.com

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

State of Florida
Affidavit Regarding the Use of Coercion for Labor and Services
Pursuant to Florida Statute 787.06(13)

Vendor Name: Bayou District Consulting LLC

Vendor FEIN: 39-4526992 Phone Number: 504-701-8342

Vendor's Authorized Representative Name and Title: Jacob Peters, Principal

Address: 205 E Intendencia St

City: Pensecola State:FL ZIP: 32502

Email Address: jpeters@bayoudistrictfoundation.com

Section 787.06(13) Florida Statutes requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services.

The undersigned hereby certifies that he/she is an officer or authorized representative of the vendor identified above and that said vendor does not use coercion for labor or services as defined in Section 787.06 Florida Statutes.

Florida Statute 787.06

(2)(a) "Coercion" means:

1. *Using or threatening to use physical force against any person;*
2. *Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;*
3. *Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;*
4. *Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;*
5. *Causing or threatening to cause financial harm to any person;*
6. *Enticing or luring any person by fraud or deceit; or*
7. *Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03 to any person for the purpose of exploitation of that person.*

(2)(e) "Labor" means work of economic or financial value.

(2)(h) "Services" means any act committed at the behest of, under the supervision of, or for the benefit of another. The term includes, but is not limited to, forced marriage, servitude, or the removal of organs.

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.

By: Jacob Peters
AUTHORIZED SIGNATURE

Print Name and Title: Jacob Peters Prinicpal

Date: 9/22/25

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Bayou District Consulting LLC Date: 9/22/2025

Authorized Signature: Jacob Peters Printed Name: Jacob Peters

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Bayou District Consulting LLC

Company Name

Jacob Peters

Authorized Signature

Jacob Peters

Printed Name

9/22/2025

Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.

5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Jacob Peters

Signature

Jacob Peters

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

MINORITY/WOMEN BUSINESS ENTERPRISE PARTICIPATION FORM

The City has implemented a Minority/Women Business Enterprise (MWBE) program to assist certified minority- and women-owned businesses with identifying and participating in City of Pensacola procurement and construction opportunities as set in the Code of the City of Pensacola, Ordinance No. 4-15.

For a respondent to receive credit for being a MWBE vendor, it must perform useful business functions on the contract, have its principal place of business in Escambia, Santa Rosa, Okaloosa, Walton County in Florida or Mobile, Alabama, and have received a certification letter issued from the City of Pensacola.

There shall be no third party beneficiaries of the Minority and Women Business Enterprise provisions of this solicitation or resulting contract. The City of Pensacola shall have the exclusive means of enforcement of the Minority and Women Business Enterprise Ordinance and any contract terms. The City of Pensacola is the sole judge of compliance. All solicitations and submittals awarded will be evaluated in accordance with the Code of the City of Pensacola.

Respondent's Name:	Respondent's Principal Place of Business

If your firm is partnering with or subcontracting with a certified M/WBE, please provide the information requested below.

	NAME OF M/WBE FIRM	PARTNER OR SUBCONTRACTOR	% OF CONTRACT PERFORMANCE
1.	Jerry Pate Design, Inc.	Subcontractor	
2.	Impact Strategies, LLC (dba Impact Campaigns)	Subcontractor	
3.			
4.			
5.			
6.			

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SMALL BUSINESS ENTERPRISE STATEMENT

The Pensacola City Council adopted a Small Business Enterprise Ordinance #61-89. This ordinance encourages participation of small business in the City procurement process. Participation goals will be provided on a project by project basis, based on the availability of certified small businesses.

A Small Business is defined as an independently owned and operated business employing 50 or fewer permanent full-time employees and having a net worth of not more than $1 million. The business must be in Escambia or Santa Rosa County.

If your firm meets the criteria above, please provide the requested information below.

VENDOR QUESTIONNAIRE

Name of Business Bayou District Consulting LLC

Address 205 E Intendencia St Pensacola, FL 32502

Owner(s)'s Name(s) Gerard W Barousse Jr. Jacob M. Peters

OR

If your firm is partnering with or subcontracting with a certified SBE, please provide the information requested below.

	NAME OF M/WBE FIRM	PARTNER OR SUBCONTRACTOR	% OF CONTRACT PERFORMANCE
1.	Jerry Pate Design, Inc.	Subcontractor	
2.	Impact Strategies, LLC (dba Impact Campaigns)	Subcontractor	
3.			
4.			
5.			
6.			

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

REQUIRED DOCUMENTS INCLUSION ACKNOWLEDGEMENT
Bid/RFP/RFQ # 25-042

Purchasing Forms	**Initials**
1) Signature Page	JP
2) State of Florida Affidavit Regarding the Use of Coercion for Labor and Services Pursuant to Florida Statute 787.06(13)	JP
3) 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters	JP
4) 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment	JP
5) Drugfree Workplace Certificate	JP
6) Veteran Business Enterprise Statement	JP
7) Minority/Women Business Enterprise Statement	JP
8) Small Business Enterprise Statement	JP
9) Required Documents Acknowledgement	JP
10) Acknowledgement of addenda (signed signature pages of addenda)	JP

(Purchasing will verify inclusion of required Purchasing forms)

Company Name: Bayou District Consulting LLC

Authorized Officer's Name: Jacob Peters Title: Principal

Signature of Officer: Jacob Peters Date: 9/22/25

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

Addendum Date: September 24, 2025

CITY OF PENSACOLA, FLORIDA
ADDENDUM #1

DEVELOPMENT ADVISORY SERVICES FOR THE REDEVELOPMENT OF THE BAPTIST HOSPITAL LEGACY CAMPUS

RFP No. 25-042

The following items take precedence over the documents for the item named above. All other terms and conditions shall remain the same.

A SIGNED COPY OF THIS PAGE MUST BE RETURNED WITH YOUR SUBMITTAL AS ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM.

Company: Bayou District Consulting Date: 10/3/2025

Authorized Representative: Jacob Peters (Printed Name) Title: Principal

Signature: Jacob Peters

1. The submittal due date has been extended to **October 3, 2025**, at 2:30 P.M., Central time.

2. Those submittals received on October 3, 2025, will be opened and publicly read the **following business day** *(**October 6**, 2025, **10:00 A.M.**, Central time)* via Microsoft Teams at the following link: Microsoft Teams proposal opening.

   Participation in a Microsoft Teams meeting requires a microphone and speakers; however, webcams are optional. Participants may join the meeting either via a PC or Smartphone. Please be sure to check the system requirements at the Microsoft Teams website before the meeting:
   https://docs.microsoft.com/en-us/microsoftteams/hardware-requirements-for-the-teams-app.

3. Questions received will be addressed in a subsequent addendum. No further questions will be accepted.

Addendum Date: September 25, 2025

CITY OF PENSACOLA, FLORIDA
ADDENDUM #2

DEVELOPMENT ADVISORY SERVICES FOR THE REDEVELOPMENT OF THE BAPTIST HOSPITAL LEGACY CAMPUS

RFP No. 25-042

The following items take precedence over the documents for the item named above. All other terms and conditions shall remain the same.

A SIGNED COPY OF THIS PAGE MUST BE RETURNED WITH YOUR SUBMITTAL AS ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM.

Company: Bayou District Consulting Date: 9/25/25

Authorized Representative: Jacob Peters (Printed Name) Title: Principal

Signature: Jacob Peters

1. Please see the revised Schedule of Events.

REVISED SCHEDULE OF EVENTS (dates subject to change)

Date	**Activity**
August 27, 2024	Publish RFP
September 15, 2025	Deadline for Questions
October 3, 2025, 2:30 P.M.	**Proposal Deadline**
October 6, 2025, 10:00 AM	**Proposal Opening**
October 10, 2025, 1:30 PM Pensacola City Hall, 4th floor Human Resources conference room 222 W Main Street, Pensacola FL 32502	**Evaluation Committee Meeting – Distribution of Materials**
October 21, 2025, 1:00 PM City Hall 1st Floor Whibbs Room 222 West Main Street, Pensacola, FL 32502	Evaluation Committee Meeting – Written Proposal Ranking/Shortlisting



Reedy River Redevelopment Area & Unity Park, Greenville, SC

ORGANIZATIONAL STATEMENT



This team was assembled with clear intention: to bring together the rare combination of local leadership, national expertise, and specialized services needed to engage with the community to redevelop the Pensacola Baptist Hospital campus. At the center is Bayou District Consulting, a critical partner whose track record on the Gulf Coast demonstrates both the capacity and credibility required to move this site forward. Surrounding Bayou District Consulting is a suite of firms with complementary expertise in planning, design, finance, engagement, and implementation. Collectively, they offer local and national a experience that can be applied with local sensitivity and understanding.

The following profiles highlight the depth of this partnership. Each firm brings unique strengths, but together the team provides comprehensive coverage of the full scope of services required by this initiative. An accompanying organizational chart illustrates how the firms interconnect, ensuring breadth and depth across advisory, technical, and community-facing dimensions of the work.

Bayou District Consulting

Serving as the keystone partner, Bayou District Consulting brings unmatched Gulf Coast experience in complex redevelopment, community partnerships, and delivery of transformative public-private initiatives that deeply collaborate with communities to support uplifting them. Their role is to anchor the team with proven leadership in implementing visionary projects that deliver tangible benefits to local communities.

Manjeet Ranu

As a development advisor, Manjeet provides strategic oversight on planning, deal structuring, public-private partnerships, and implementation frameworks. His expertise will help align risk allocation, financing strategies, and governance tools to position the Baptist campus redevelopment for success. Because of his comprehensive expertise, Manjeet will serve as the overall program director, managing this initiative in support of the City.

ORGANIZATIONAL STATEMENT

MKSK

MKSK is the lead planning and urban design firm, with a national portfolio of transformative redevelopment and master planning projects. Their role is to integrate vision, land use, urban design, and community engagement into a cohesive plan that is rooted in Pensacola's local context.

SMP Architecture

SMP Architecture contributes architectural, design and development expertise, bringing sensitivity to adaptive reuse, community-serving buildings, and the integration of new development with historic and cultural assets. Their role ensures that the built environment supports neighborhood identity and community goals. SMP Architecture's work over decades supported the organic revitalization of downtown Pensacola.

Jerry Pate Design

Renowned for landscape architecture and recreation design across the Southeast, Jerry Pate Design leads the integration of parks, open spaces, and environmental systems. Their contribution emphasizes health, wellness, and sustainability within the Baptist campus redevelopment.

Geosyntec

Geosyntec provides technical expertise in site engineering, infrastructure, and environmental systems. Their role includes evaluating site conditions, infrastructure requirements, and sustainability strategies to prepare the campus for phased redevelopment. Geosyntec has already been working with the City on and within the project area, bringing immediate knowledge to this initiative.

Impact Campaigns

Impact Campaigns leads strategic communications and engagement. Their deep local network ensures authentic outreach to community stakeholders, service providers, and underrepresented groups, helping to build trust and consensus throughout the process.

Clark Partington

A leading Gulf Coast law firm, Clark Partington provides legal expertise in real estate, contracts, governance, and risk management. Their role is to guide the City and partners in structuring agreements that protect the public interest and enable implementation.

Leland Consulting Group

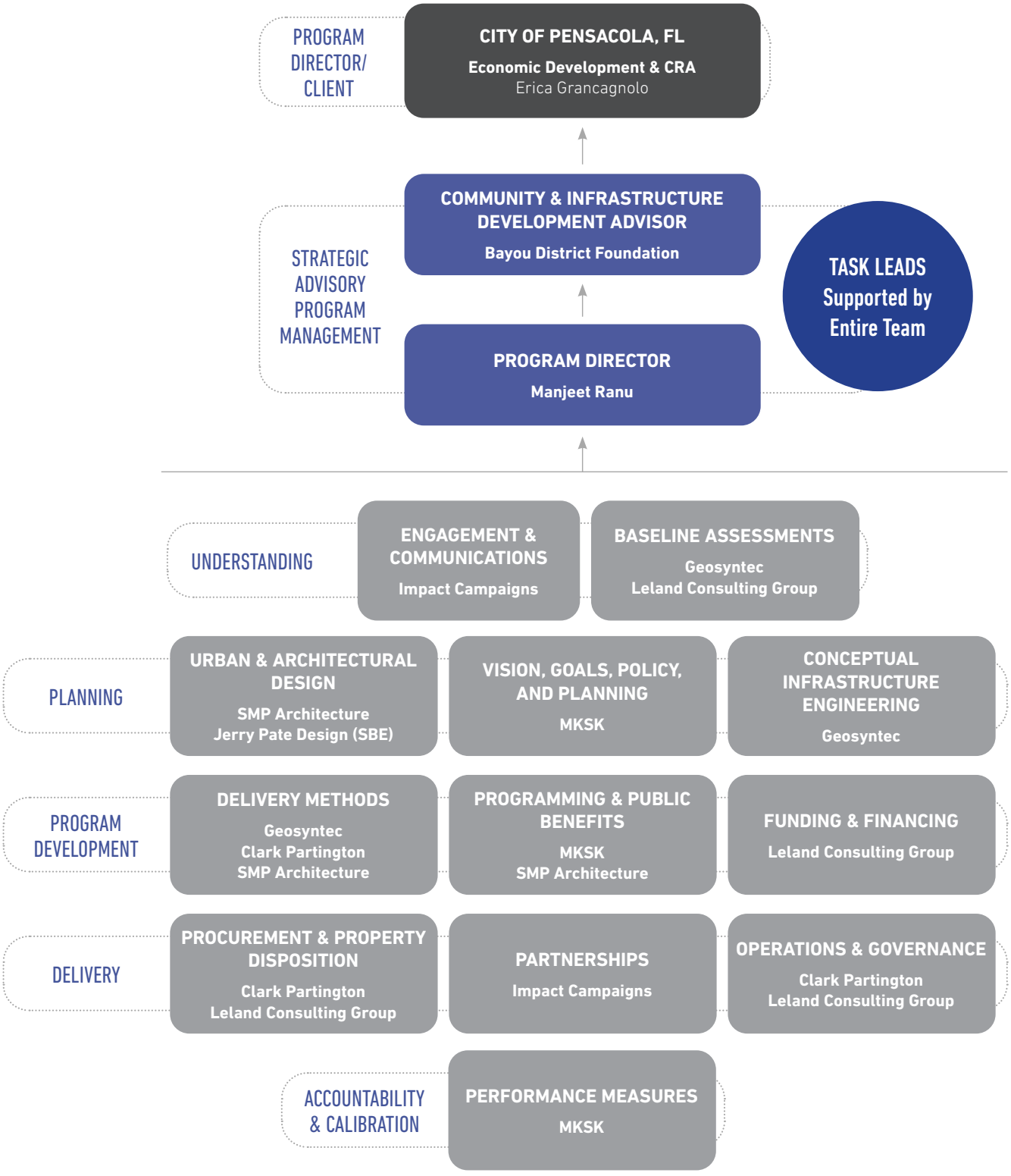
Leland Consulting Group offers market and economic analysis, advising on housing, retail, and commercial development strategies. Their expertise ensures that redevelopment scenarios are grounded in economic feasibility and aligned with long-term community benefit.

The Bayou District Team as a trusted, long-term advisor ...

At the core of this team's approach is the role of trusted advisors. Redevelopment of the Pensacola Baptist Hospital campus is not a single project but a multi-phase, transformative initiative that involves social, economic, environmental, infrastructure and development goals that will evolve over time. The city needs a team that can provide strategic guidance, technical depth, and community sensitivity not only through the planning and visioning process, but also as decisions move into structuring, building, and operations. Our team is ready to serve in that flexible capacity—able to pivot as opportunities and challenges emerge, while maintaining a steady focus on advancing the City's goals and protecting the public interest.

TEAM QUALIFICATIONS

PROJECT TEAM ORGANIZATION





History. Bayou District Consulting LLC was founded in 2025 to translate the Bayou District Foundation's nationally recognized, place-based revitalization model into advisory services for cities, developers, philanthropies, health systems, and community coalitions. Drawing on the Bayou District Foundation's track record—mixed-income housing (685+ units), cradle-to-career education, health & wellness infrastructure, and recreation assets—Bayou District Consulting helps clients design "community quarterback" structures, assemble catalytic capital stacks (including NMTC/HTC/FFRI/blended philanthropy), and operationalize outcomes dashboards tied to social determinants of health.

Philosophy. We believe lasting neighborhood change is people-centered, data-driven, and enterprise-minded. Our work aligns civic partners around a shared vision; builds investable projects that recycle returns into community priorities; and measures results transparently (safety, education, health access, jobs, income mobility). We pair practical execution with rigorous metrics so communities can scale what works.

Jacob M. Peters, Executive Director / Principal
Bayou District Foundation & Bayou District Consulting LLC
Phone: 504.701.8342

Entity: Limited Liability Company (LLC)
State of Incorporation: Florida

Founded: 2025
Years in business: 0–1 years

Team: 2 (principal-led with a network of specialized partners as needed)

Litigation / disputes (last 10 years)

To the best of our knowledge, **Bayou District Consulting has had no litigation, major disputes, contract defaults, or liens** in the last 10 years. (BDF Consulting LLC is a new entity; no actions have been filed or are pending.)



Together we plan and design a world in which we all want to live.

MKSK is a collective of Planners, Urban Designers, and Landscape Architects, founded in 1990, who are passionate about the interaction between people and place. We are an employee-owned practice with a network of twelve metropolitan studios in Ohio, Illinois, Indiana, Kentucky, New York, South Carolina, Georgia, Florida, and the District of Columbia. MKSK works to solve the pressing issues in our cities and communities, and build places where people want to live. We work with communities and clients to reimagine, plan, and design dynamic environments for the betterment of all. MKSK approaches planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design. We help communities and our clients meet the challenges of changing global conditions through the MKSK LAB for Climate and Biodiversity Resilience.

We shape place to improve lives, and we share our transformational stories and the power of strong planning and design to inspire ourselves, our peers, and the world to work together for the common good. Together we plan and design a world in which we all want to live.

Point of Contact:
Kyle May, AICP, Associate Principal
kmay@mkskstudios.com
614.621.2796

Business Structure:
S-Corporation, Incorporated in the State of Ohio

Number of Years in Business:
35 years

Number of Staff:
134 employees

Past Litigation:
MKSK, Inc. is in healthy financial condition with no previous or pending bankruptcies. We have experienced one material claim in the past 5 years. MKSK along with its professional liability insurer were in litigation with our structural engineering subconsultant on the Wabash Riverfront Promenade Project due to structural deficiencies that led to both structural corrective improvements as well as betterment improvements in the structure of an elevated walkway and plaza. MKSK was seeking to recover costs for our client, the Wabash River Enhancement Corporation, who joined the suit as a third party beneficiary. It was the desire of all parties to come to an amicable settlement to save dollars for use in future improvements to benefit the community. Construction on the project was completed four years ago, and since then, it has been open to the public. The claim was successfully resolved and closed in 2023.

SMP Architecture P. A.

Planning, Architecture, Interior Design





Founded in 1989, SMP Architecture offers 30+ years of experience to the Gulf Coast community. Recognized for our commitment and passion for the Pensacola area, our team continues to make contributions as architects, developers, philanthropists, and even citizen elected representatives. After founding the firm, Principals Brian Spencer and Randy Maxwell welcomed Philip Partington in 2005 as the firm's third principal. In 2019, William Brantley and Dan Girardin joined as firm principals. Today, SMP Architecture's team of architects, designers and creative thinkers brings an unmatched level of diligence and youthful enthusiasm to each project.

SMP Architecture provides professional services in architecture, land planning, urban design, interior design, development, and construction administration. In collaboration with our interdisciplinary team of consultants we offer a full range of engineering services and stay fully engaged from the initial concept through construction. A design focused firm, we work on a wide range of project types of all scales: hospitality, single and multi-family residential, commercial office, medical office, adaptive re-use, civic, mixed-use and master planning. We believe this variety in our open studio environment fosters creativity. Projects are approached and addressed holistically, considering every potential impact in the community.

Architecture should have "good manners" and respond in a meaningful way to its surrounding context. Partnering with the best local craftsmen, we strive to create architecture that's authentic and rooted to its particular place. Our firm is grounded in the principle of ensuring our client's voice is represented in the fullest. Years ago, we coined our firm motto "Listen. Interpret. Translate." This approach to design has led to numerous successful projects, and lasting friendships with our clients. We promote an open dialogue to actively exist between us, the client, and the community. We listen closely to our clients, interpret their vision with creative solutions catered to each client's specific aspirations, then finally translate this vision through technical documentation and construction administration to deliver a building consistent with the design intent. Ultimately, this process results in a sound investment for our clients and memorable buildings and spaces for the community.

Firm Overview

Address

SMP Architecture P.A.
205 E Intendencia Street
Pensacola, FL 32503

Primary contacts

Brian Spencer
Founding Principal
brian@smp-arch.com
850.712.2612 (cell)
850.610.7275 (office)

William Brantley
Principal
william@smp-arch.com
850.982.9042 (cell)
850.739.3973 (office)

Years in business under current ownership

Founded in 1989 by partners Brian Spencer and Randy Maxwell, the firm as been in business under their leadership for over 36 years. Philip Partington joined SMP in 2001 and became the firm's third named partner. William Brantley and Dan Girardin became partners in 2019. As your architects we'll bring both years of experience and youthful enthusiasm to your project. Years ago, we coined our firm motto "Listen. Interpret. Translate." This approach to design has led to numerous successful projects, and lasting friendships with our clients.

Staff size

Our firm consists of 8 designers, including 4 licensed architects:

Brian Spencer, AIA
Randy Maxwell, AIA NCARB
Philip Partington, AIA NCARB
William Brantley, AIA NCARB
Dan Girardin, LEED AP
Isabella Prudhomme
Alina Teixeira
Bobby Kicklighter





OUR MISSION STATEMENT

Creating Beauty on the Outside, to Live Better on the Inside

OUR VALUES

Jerry Pate Design is guided by a drive to enhance quality of life by creating synergistic relationships between architecture and landscape, interior and exterior spaces. We believe we can help people live better by giving them greater accessibility to nature.

We are on a mission to honor the unique topography and challenges presented by each site, committing ourselves to the preservation of our natural habitats whenever possible. It all comes together in projects where sustainable, intelligent design produces aesthetic, enjoyable, and people-friendly places.

OUR VISION

Jerry Pate Design strives to be a comprehensive partner for architects, developers, planners, and engineers who seek beautiful landscape architecture for their projects. Our goal is to provide people with the opportunity to experience nature through consciously designed green spaces. In doing so, we bolster the reputation and profitability of organizations and businesses.

301 SCHUBERT DRIVE
PENSACOLA, FLORIDA 32504

jpd@jerrypate.com

1.800.700.7001 - Toll Free

850.479.4653 - Studio

www.jerrypatedesign.com

PRIMARY CONTACT

Steve Dana, RLA
sdana@jerrypate.com
850.393.6760 - Mobile
850.479.4653 x 1254

SECONDARY CONTACT

Brad Alexander, RLA, CID
balexander@jerrypate.com
901.606.1805 - Mobile
850.479.4653 x 1255

ABOUT OUR FIRM

Initiated March 1989, Jerry Pate Design is an S Corporation residing in Pensacola, Florida.

MEET OUR TEAM

ORGANIZATION CHART



JERRY PATE
President



STEVE DANA, RLA
Vice President & Landscape Architect



BRAD ALEXANDER, RLA, CID
Landscape Architect



DREW WARREN
Design Associate



JENNI PATE
Marketing/PR

Brief history and philosophy of firm

Geosyntec is a consulting and engineering firm that works with private and public sector clients to address new ventures and complex problems involving our environment, natural resources, and civil infrastructure.

With a combined staff exceeding 2,800 engineers, scientists, and related technical and project support personnel, we serve our clients from more than 130 offices in the United States, Canada, the United Kingdom, Ireland, Sweden, Finland, Spain, Saudi Arabia, the United Arab Emirates, and Australia.

Geosyntec is a fully integrated consulting and engineering firm focused on providing our clients with high-value services and solutions for their complex civil site engineering and design challenges.

As a core service area within our firm, we provide civil planning, engineering, and design services to help our clients address their infrastructure development, restoration, improvement, and revitalization projects. Our civil planning, engineering, and design practice is a foundational element of our firm's holistic approach to our firm's business in infrastructure development, safety, and reliability. Our practitioners have designed, constructed, and managed hundreds of infrastructure projects at sites of all sizes throughout the world.

Primary contact (name, title, email address, phone number)

Katie Fox, PE
Principal
KFox@Geosyntec.com
1-850-483-5106

Business structure and state of incorporation

As an employee-owned, private-equity-backed, practitioner-led corporation, we create exceptional career opportunities for our employees through involvement in challenging projects, effective mentoring, and broad engagement with clients. Geosyntec is incorporated in the State of Florida.

Number of years in business

Geosyntec has been in business since 1983.

Total staff size

2,800+

Describe any litigation, major disputes, contract defaults, or liens in the last 10 years

Resolved Litigation: On January 29, 2015, Geosyntec was served with a personal injury lawsuit filed in Duval County (FL) Circuit Court, Case No. 16-2015-CA-410 (Div. CV-A) on behalf of Robert Gober. The complaint alleged that Plaintiff fell and was injured in a parking lot at a Naval Air Station in Jacksonville, Florida, when he tripped in darkness over rubber bumpers that were allegedly not properly stacked. The rubber bumpers had been brought onto the property in connection with a project being performed at the base by Geosyntec. The matter was settled in confidential mediation in 2016.

Resolved Litigation: On February 1, 2018, a fourth-tiered subcontractor filed suit in the 18th Circuit Court for Bay County, Michigan against Geosyntec, its client and the other entities within the contractual chain. The lawsuit alleged the plaintiff had not been paid for work completed. The third-tiered subcontractor filed cross claims alleging it was still owed approximately $63,000 for services rendered. Geosyntec paid all invoices in a timely manner and was indemnified by the second-tier subcontractor. The second-tier subcontractor negotiated a settlement of the claims asserted by the fourth-tier subcontractor, who dismissed its claims against Geosyntec.

Resolved Litigation: On April 22, 2018, a subcontractor filed a complaint in Allegheny County, Pennsylvania to collect approximately $60,000 in disputed fees that Geosyntec was in the midst of negotiating with the subcontractor. The parties negotiated a settlement, and the lawsuit was dismissed.

Resolved Litigation: On May 22, 2019, the estate of Kevin Quintanilla filed a lawsuit against Geosyntec, several other consultants, and the property owner where an accident occurred leading to Mr. Quintanilla's death. The estate alleged the unsafe design of a road caused the accident to occur. The Plaintiff dismissed its claims against Geosyntec after we proved Geosyntec had no connection to the road's design.

Pending Litigation – Negligence and Negligent Misrepresentation – Waterfront Toronto/Savron: Savron is a division of Geosyntec Consultants. After months of exchanging letters, Savron's client, QM asked Savron to stop work and demand Savron refund amounts received. When Savron rejected QM's demand, QM filed a lawsuit on January 4, 2022. Geosyntec filed an Answer and Counterclaim. On June 2, 2022, QM filed a Reply and Defense to Counterclaim. On May 16, 2023, QM sent Geosyntec a Statement of Issues and requested the parties submit the matter to mediation, which occurred on July 31, 2023. The mediation was not successful and Geosyntec has filed a motion seeking permission to amend its counterclaim against QM. (QM, LP v. Geosyntec Consultants International, Inc., Court File No. CV-22- 00674600-00. Filed in Superior Court of Justice, Ontario, Canada.)

Resolved Litigation: A client's insurer pursued a subrogation claim against Applied Technology and Management, Inc. (ATM), a subsidiary of Geosyntec Consultants. Electrical panels needed for the rehabilitation of a marina in Portland, Maine were damaged during an extreme weather event. The insurer claimed ATM's negligence caused the damage and ATM should reimburse the insurer. The matter was resolved through confidential settlement in October of 2023.

Active Litigation: Shortly after a train derailed in East Palestine, Ohio in 2023, Geosyntec Consultants was retained to perform quality checks on remediation efforts associated with cleaning up after the derailment. In February of 2025, Geosyntec, and many other defendants, were named in lawsuits filed by individuals claiming injury due to the derailment. The parties are filing responsive pleadings.

Regarding Defaults, Terminations, or Failures to Complete a Contract

With every scope of work that Geosyntec accepts, the company is committed to completing its obligations. Over the course of a project, numerous intervening factors outside of Geosyntec's influence or control (*i.e.*, lack of funding, change in regulations, change in client goals, etc.) can impact the completion of a project. With the number of projects that Geosyntec takes on every year and number of reasons why a project might not be completed as originally planned, whether due to termination or not, it is not possible to offer a complete or accurate response to this question.

The Clark Partington Story

Our Values

Rooted in our success as a firm are the values for which we stand. The Clark Partington team strives to be good people, not just good lawyers.

Business structure and state of incorporation
Clark Partington is an professional law firm in the State of Florida

Number of years in business
49

Total staff size
60

fDescribe any litigation, major disputes, contract defaults, or liens in the last 10 years
no unresolved issues

History

Fueled by passion and driven to excellence, we are committed to doing the right thing, at the right time, the right way, for every client we serve—and have been for almost 50 years.

Bill Clark, Don Partington, Bob Hart and Chris Hart created the firm in 1976 with the vision of a client-centric business model and fully collaborative internal team. Inspired by the idea that people can do more together than separately, they saw an opportunity to organize differently – with each partner taking ownership not only in the firm, but also of personal responsibility and accountability for delivering the best service to each and every client. In the 1980s, like-minded lawyers Dennis Larry, Bill Bond and Hank Stackhouse joined the original four men, further cementing the firm's core values. The firm grew with a wholehearted commitment to this shared vision and philosophy.

Today, Clark Partington's longevity is evidence of this success. For over four decades, we've passed down knowledge and skill not only of legal matter, but of history and hospitality. Although a lot has changed over the years, the fundamentals of the Clark Partington vision remain the same.

Firm Profile

Impact Campaigns is a strategic communications firm that helps power positive change for communities and causes. We help clients engage stakeholders, educate the public, motivate customers, and influence public opinion.

Over the past 15 years, we have worked on community engagement, corporate marketing, and issue campaigns across the southeastern United States and internationally. These include commercial development projects, master plans for public and private entities, local and statewide issue referenda, and public engagement efforts for local governments, nonprofits, and community associations.

Most recently, we have managed community engagement projects in Tasmania, Australia, and Vancouver, Canada. We have also supported projects with bi- and tri-lingual community engagement efforts, such as the Spanish and Vietnamese communities in the west side of Pensacola, Florida.

Our team's experience in the world of local government, political campaigns, and marketing for nonprofits, real estate developments, and community organizations positions Impact Campaigns as a unique public engagement firm. We combine effective communication techniques with placemaking messaging to craft a compelling civic story that builds awareness, participation, and public dialogue.

We believe that good community decisions happen when citizens are informed, stakeholders are engaged, leaders are transparent, and actively communicating with their constituents.

True public engagement creates a platform and a venue for stakeholders, citizens, and policymakers to have meaningful conversations about public issues. Done correctly, these efforts yield community-based solutions to current challenges, and they build trust and collaboration to support future initiatives.

Our Role

For this project, Impact Campaigns will coordinate, with the project team and the client, the public outreach and engagement efforts to support the planning process.

This includes:

- Stakeholder identification and outreach to identify and connect with citizens, organizations, and businesses affected by the project;
- Project communications including media outreach, digital communications, content development, and promotional campaigns to drive stakeholder participation;

LELAND
CONSULTING GROUP

Exceptional public and private leaders have bold visions for their downtowns, neighborhoods, employment centers, and cities. **Leland Consulting Group** helps to refine and realize those visions. For over 30 years, Leland has been known nationally as a leader in urban planning, public-private partnerships, and real estate strategies. With a focus on public and institutional clients, Leland delivers strategies that leverage real estate to create quality places that enhance communities while meeting the practical and financial needs of developers and property owners. Our values emphasize technical rigor, candid communication, and a passion for implementation.

In more than 250 communities across the country, our strategies have resulted in built projects that immediately improve residents' quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers. As urban strategists, our role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. We recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength. During every assignment, we engage the public and private champions essential to rallying support and overcoming obstacles. Leland Consulting Group provides the following services:

- Market Research and Strategies
- Financial Analysis
- Economic Impact Analysis
- Development Conceptualization
- Public-Private Partnership Negotiation and Facilitation
- Economic Development Strategies
- Housing Strategies

Leland Consulting Group (Leland), an Oregon Sub S corporation established in 1989, has over 36 years of experience providing real estate and urban planning services to public and private sector clients across the United States. The firm currently has six employees, and has not been involved in any litigation, major disputes, contract defaults, or liens within the last 10 years.

CONTACT

Chris Zahas, AICP
Managing Principal
Leland Consulting Group
610 SW Alder Street, Suite 1200
Portland, OR 97205
(503) 205-4151
czahas@elandconsulting.com





Eastland Community Vision Plan, Columbus, OH

EXPERIENCE WITH SIMILAR PROJECTS

Our team has consistently and successfully led complex community engagement, community capacity building and redevelopment efforts across the country, making our experiences exceptionally well-suited to serve as the City's advisor for this generational initiative. This role is more than planning; it is about stitching together vision, governance, funding, and delivery—all guided by deep community engagement –to create projects that communities can see, feel, and benefit . Many of these initiatives look much like west neighborhoods of Pensacola: legacy institutions closing or relocating, historically underserved neighborhoods facing reinvestment pressures, and the urgent need to balance affordability, equity, growth, and reinvestment.

The following pages present a curated selection of projects that demonstrate the breadth of expertise across our team members. This is not an exhaustive list, but rather a sample of relevant work where our role as trusted advisor guided communities through complexity toward tangible results. Together, these projects illustrate the skills we will bring to the Pensacola Baptist Hospital redevelopment: deep engagement, creative structuring, public benefits, high quality design, financial strategy, and long-term implementation.

Columbia Parc & Bayou District Revitalization — New Orleans, LA

From devastation to a national model for neighborhood renewal

Bayou District Consulting served as the community quarterback for one of the nation's most comprehensive neighborhood redevelopments. Acting as advisor, convener, and implementer, involving over 60 public engagement meetings, Bayou District Consulting guided planning, partnerships, and funding strategies that transformed 18 blocks into mixed-income housing, schools, health services, and recreation. The project demonstrates how trusted leadership and public-private partnerships can deliver holistic, lasting benefits to residents. *Read more on page 33.*

One Health Innovation District — Indianapolis, IN

Reclaiming the future with research and reconnection

MKSK advised state and local leaders on repositioning a 93-acre brownfield into a health innovation hub. By guiding community engagement, land-use planning, and infrastructure strategy, the team aligned investment from Elanco Animal Health with neighborhood priorities. The result is a transformative plan linking health, equity, and economic development while reconnecting long-divided neighborhoods. *Read more on page 34.*

Reedy River Redevelopment Area & Unity Park — Greenville, SC

Restoring a river, reconnecting a community

As planning and design advisor, MKSK helped Greenville balance flood resilience with equitable community development in historically Black neighborhoods. The work combined district planning, housing strategy, and park design, resulting in Unity Park — a new signature public space that delivers both environmental restoration and community benefit. *Read more on page 37.*



Santa Fe Forward Comprehensive Plan — Santa Fe, NM

A historic city planning for its future

Manjeet Ranu directed Santa Fe's comprehensive plan update and served as owner's representative for a 64-acre redevelopment site. In both roles, he advised city leadership on linking vision, policy, public benefits and infrastructure delivery. The plans will create new pathways for housing attainability, mobility, and economic diversification while respecting historic and cultural context, along with addressing displacement pressures. *Read more on page 40.*

EXPERIENCE WITH SIMILAR PROJECTS

400 Block South Palafox — Pensacola, FL

Revitalizing Pensacola's historic core, one building at a time

SMP Architecture advised on incremental, adaptive reuse that reactivated downtown Pensacola's historic core. Through multiple projects over two decades, the team helped reposition vacant and underutilized properties into a thriving mixed-use block of restaurants, retail, and housing — demonstrating the power of sensitive, phased reinvestment in the local context. *Read more on page 41.*

Hollice T. Williams Stormwater Park — Pensacola, FL

Respecting history, reconnecting a community

Geosyntec, with Impact Campaigns and Jerry Pate Design, advised the City of Pensacola on converting an underutilized and interstate impacted corridor into a stormwater park and community amenity. The team's role included site engineering, funding strategy, equity gap analysis, and community engagement. The outcome is a funded, phased vision that addresses flooding while repairing neighborhood impacts. *Read more on page 42.*

SELA Cultural Center — South Gate, CA

A cultural anchor for an underserved region

As prime consultant, Geosyntec guided site selection, feasibility, and design coordination for a landmark community cultural facility along the LA River within and serving identified equity focused communities of Los Angeles County. Advising on technical, environmental, and program integration, the team positioned the project to merge arts, culture, and resilience. The effort shows how inclusive planning and creative partnerships can create catalytic regional assets. *Read more on page 45.*



Bayou District Consulting has served as the "community quarterback" for one of the nation's most ambitious revitalization efforts. In the aftermath of Hurricane Katrina, the Bayou District Foundation led engagement, planning, financing, partnerships, design, delivery, and ongoing operations that transformed the former St. Bernard Public Housing Development into the Bayou District—a vibrant, mixed-income, mixed-use community. This success inspired a national network of communities working to replicate the Bayou District model, demonstrating its relevance and adaptability across diverse contexts. With a record of aligning housing, health, education, and economic opportunity into a sustainable framework, Bayou District Consulting brings tested expertise that can guide Pensacola in transforming the Baptist Hospital Legacy Campus into a thriving, inclusive, and healthy neighborhood that uplifts both residents and the broader community.

Columbia Parc & Bayou District Revitalization — New Orleans, LA

- **Role of Firm:** Bayou District Consulting LLC's leadership team directed the Bayou District Foundation's role as the "community quarterback" organization, overseeing planning, fundraising, partnership development, and execution of a holistic neighborhood revitalization strategy.
- **Project Manager:** Gerard W. Barousse Jr. (Chairman of the Board, Bayou District Foundation; Principal, Bayou District Consulting LLC). Jacob M. Peters (Executive Director, Bayou District Foundation; Principal, Bayou District Consulting LLC).
- **Other Key Professionals:** Bayou District Foundation staff; Columbia Residential (housing partner); City Park Improvement Association (recreation partner); KIPP New Orleans Schools, Inspire Charter Network, and Educare New Orleans (education partners); St. Thomas Community Health Center (health partner).
- **Project Owner:** Bayou District Foundation, 320 Julia Street New Orleans, LA 70130 Contact: Jacob Peters, Executive Director – 504-701-8342
- **Project Client Information:** Not applicable — owner and client are the same.
- **Project Completion Date:** Phased from 2008 through 2022 (continuing expansion with HealthHub and retail underway).
- **Size of Project:** 18 city blocks redeveloped, including:
    - 685 units of mixed-income housing
    - All site infrastructure
    - 3 schools serving over 2,100 students
    - 1 federally qualified health clinic
    - Bayou Oaks Golf Complex (36 holes, clubhouse, driving range)
    - Upcoming HealthHub and grocery retail complex
- **Cost of Project:** $350+ million total investment leveraged from $20 million in philanthropic capital, combined with NMTC, HTC, public resources, and private financing.



ONE HEALTH INNOVATION DISTRICT

Indianapolis, Indiana

MKSK

Reclaiming the future with research and reconnection

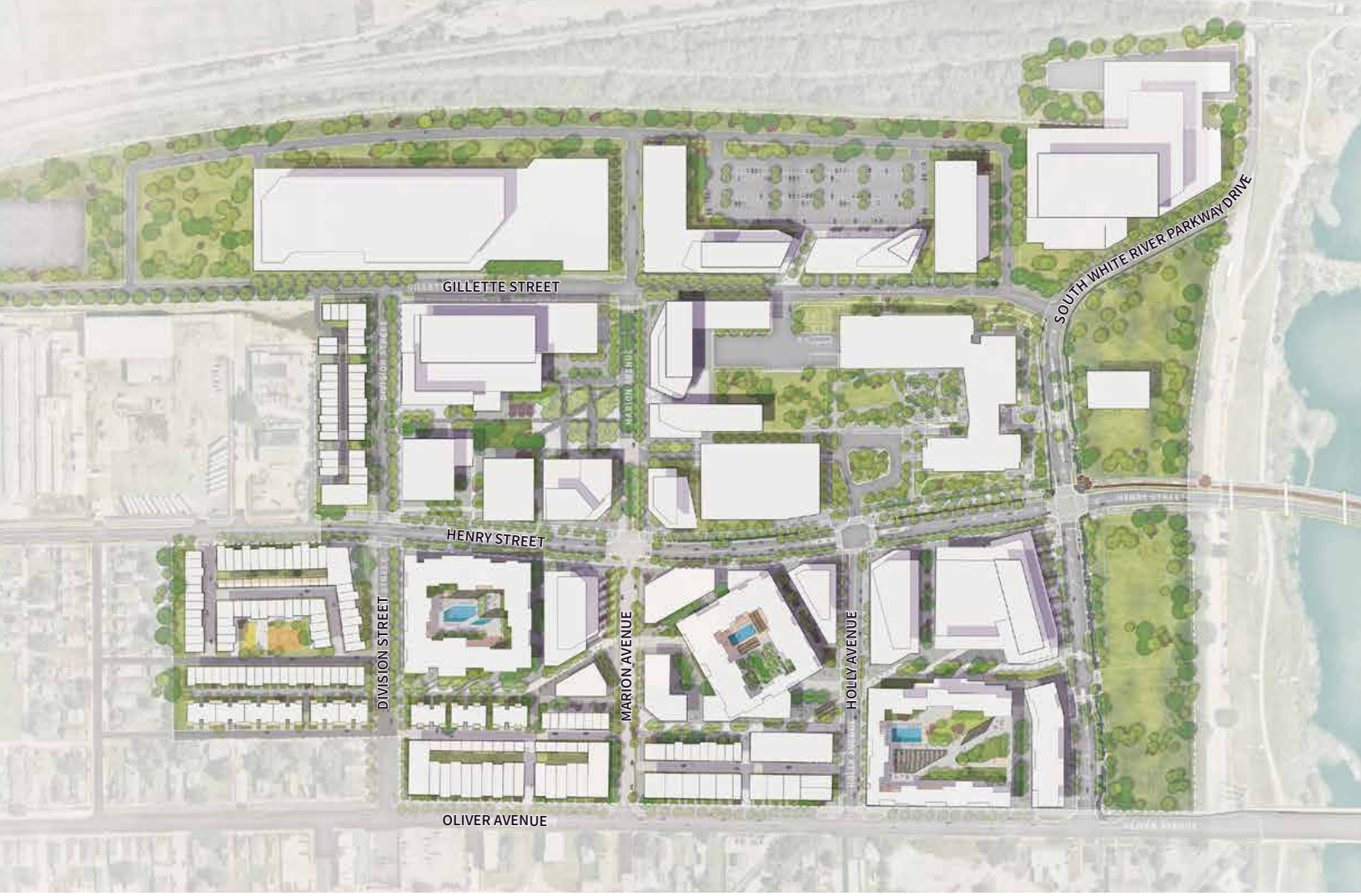
For the first time since its founding, Indianapolis's southwest quadrant is shifting away from industrial pollution along the White River to green networks for living in reciprocal health. This portion of the city, home to the Valley neighborhood, has persisted despite many injustices—railroads severing ties to areas north and west, the devastating flood of 1913 brought on by poor river planning, subsequent redlining and disinvestment, the proliferation of polluting land uses, and the decision to lacerate the neighborhood for I-70. This series of misfortunes followed the flood of 1913, marking the moment when this booming economic hub suddenly became undesirable. Despite this, residents have shown resilience in preserving their community's identity.

Since the former GM Stamping Plant closed its doors in 2011, the Valley neighborhood has sought revitalization for the 93-acre brownfield sight that it adjoins. In 2020, the Indiana Economic Development Corporation (IEDC) purchased the land to create a new city district anchored by Elanco Animal Health, the world's second largest animal health company.

The vision for this district centers on a "One Health" concept: improving the health of humans, animals, and the environment. Key concepts include strengthening the Valley neighborhood and supporting its residents, enhancing the White River, physically and functionally connecting the district to the city core, and attracting new residents and innovative companies who are solving 21st century challenges.

Planning themes include a network of green corridors to link development, open space, and social activity nodes; extending the Indianapolis Cultural Trail, a city landmark, to the front door of the new district; construction of a multi-modal, architecturally significant bridge over the White River; re-routing bus lines to serve the site; enhancing existing trails; building a new grid of city streets with robust bicycle and pedestrian facilities; and re-using the plant's stormwater vault for much of the development's stormwater storage.

OWNER	Indiana Economic Development Corp.	**YEAR COMPLETED**	2024
REPRESENTATIVE	Mark Wasky, Vice President	**SIZE OF PROJECT**	93 acre site
ADDRESS	1 N Capitol Ave, Indianapolis, IN 46204	**KEY PROFESSIONALS**	Jeffrey Pongonis, Principal Chris Hermann, Principal
PHONE	317.417.5258		
EMAIL	MWasky@iedc.IN.gov		



Building from Elanco's investment, other research institutions and health and life science ventures will integrate into a dense urban community alongside new housing, hotels, restaurants, shops, and local businesses, resulting in a district of innovation and collaboration that scales down to existing neighborhood fabric.

The district gathers around a river-focused, civic space, an extension of White River State Park, which exemplifies the ideal of harmony and health being shared by all lives. Anchored by an historic remnant of the Albert Kahn-design GM Stamping Plant, the park honors the community's and region's manufacturing legacy while creating a dynamic year-round civic space. Blending natural and industrial elements, the design features Indiana limestone walls, forested bluffs, native landscape, and event spaces. As the heart of the One Health Innovation District, this gathering place embodies the interconnected well-being of people, animals, and the environment.

MKSK led all planning efforts for this new district. The plan was a collaboration between the IEDC, City of Indianapolis, Valley Neighborhood, Elanco, and White River State Park Development Commission.

MKSK is involved in bringing master plan components to life in design and documentation of public infrastructure and park projects. Built works projects underway include:

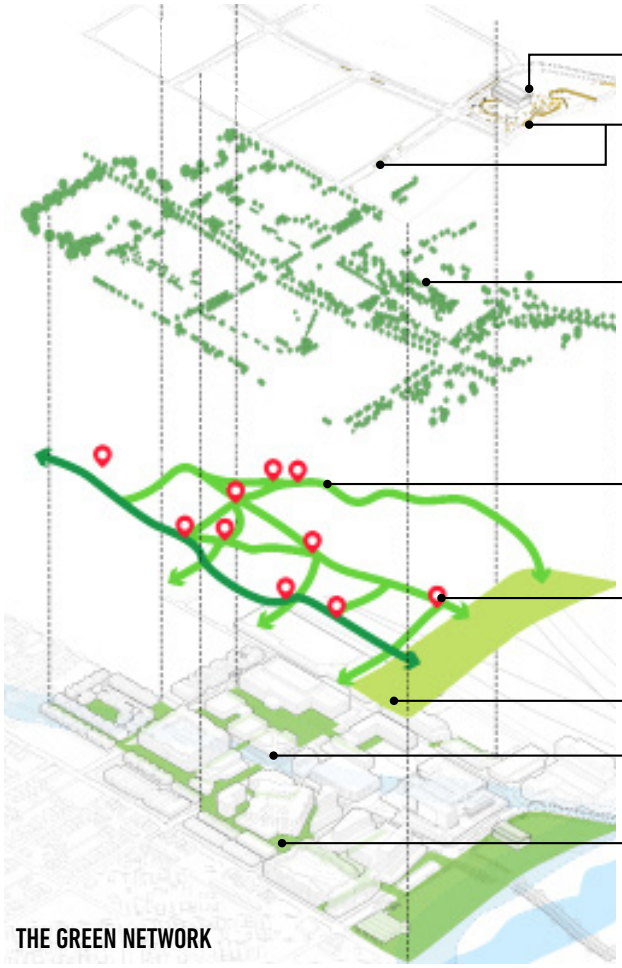
- Redesign of historic White River Parkway, a part of the Kessler Parks and Boulevards Plan for Indianapolis (1909)
- Henry Street, the primary east to west connection with downtown, featuring a new bridge over the White River
- White River State Park Expansion, part of a planned 15+ acre public space for gathering and recreation along White River.

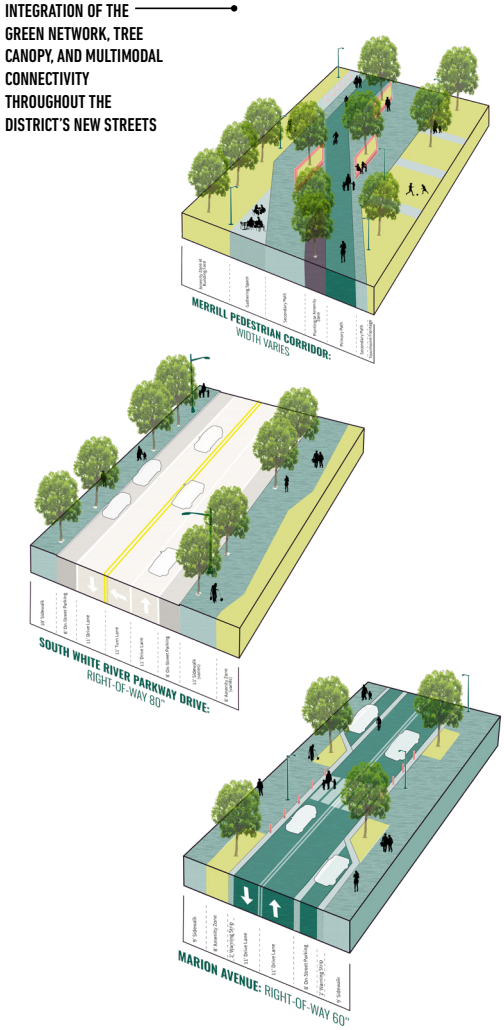
ONE HEALTH INNOVATION DISTRICT

Indianapolis, Indiana

MKSK

mkskstudios.com


CRANE BAY REMNANT REPURPOSED AS PARK PAVILION
LIMESTONE FORMATIONS ALONG WHITE RIVER PARKWAY DRIVE
EXTENSIVE TREE CANOPY THROUGHOUT DISTRICT
GREEN CORRIDORS AS FRAMEWORK, LINKING DEVELOPMENT, SOCIAL ACTIVITY NODES, AND OPEN SPACES
SOCIAL ACTIVITY NODES DISTRIBUTED THROUGHOUT NEW CITY BLOCKS
WHITE RIVER STATE PARK EXPANSION
HISTORIC ALIGNMENT OF TRIBUTARY TO WHITE RIVER INTERPRETED THROUGH THE GREEN NETWORK
DISTRIBUTION OF GREEN NETWORK THROUGHOUT DISTRICT
THE GREEN NETWORK


INTEGRATION OF THE GREEN NETWORK, TREE CANOPY, AND MULTIMODAL CONNECTIVITY THROUGHOUT THE DISTRICT'S NEW STREETS
MERRILL PEDESTRIAN CORRIDOR: WIDTH VARIES
SOUTH WHITE RIVER PARKWAY DRIVE: RIGHT-OF-WAY 80'
MARION AVENUE: RIGHT-OF-WAY 60'





Awards:

- **2022 ENR Best Project, Landscape/Urban Development**
- **2022 March of Dimes Project of the Year**

REEDY RIVER REDEVELOPMENT AREA & UNITY PARK

Greenville, South Carolina

MKSK

Restoration + resilience = community

Recognizing the important relationship between park planning and community development, MKSK and the City of Greenville have partnered since 2015 on an innovative approach to equitable development and public space planning on the west side of Greenville, South Carolina. The Reedy River Redevelopment Area (RRRA) is a 350-acre district in the historically African American neighborhoods of Southernside and West Greenville and is centered around the Reedy River. In a proactive approach to planning for flood hazards, real estate market pressures, and the needs of daily urban living, MKSK prepared a district plan for parks and open space in the Reedy River floodplain and an affordable housing and equitable development plan for the neighborhoods surrounding the river and future park. This comprehensive approach to parks and community planning provided the foundation for social and environmental equity in the culturally-rich neighborhoods west of downtown Greenville and also provided a model for urban floodplain management and green infrastructure.

Building on the district planning effort that launched in 2016, MKSK has continued to assist the City and greater Greenville community in the development of this vision with the creation of a Community Character Code (form-based code) an affordable housing strategy, and development planning for the district.

In 2017, MKSK was further engaged by the City of Greenville to design a signature city park in the center of the Reedy River Redevelopment Area (Unity Park). The central component of the Unity Park design is the restoration of the Reedy River. Over 95% of the park area is within the 100-year floodplain of the Reedy River and this highly urbanized reach of the river has seen significant degradation from decades of industrial development and rail operations. With the recent acquisition and demolition of flood prone industrial properties through City and FEMA resources, the opportunity to create a healthier river environment through the development of Unity Park was a universal desire identified through the community-driven park planning process. To reconnect this incised stretch of the Reedy River with its floodplain, restoration has included the benching of the riverbank to reduce flood velocities and allow the settling of sediment as floodwaters slowly recede. With a nearly 50% reduction in impervious area from the park's pre-development condition and significant terrestrial habitat improvements including standing snags, habitat logs, and the widening of the re-forested riparian buffer, the Reedy River corridor is positioned for greatly improved ecological health and water quality.

OWNER	City of Greenville	**YEAR COMPLETED**	2022, Ongoing
REPRESENTATIVE	Jeff Waters, Sr. Capital Projects Mgr.	**SIZE OF PROJECT**	350 acre site
ADDRESS	206 S Main Street, Greenville, SC 29602	**KEY PROFESSIONALS**	Luis Calvo, Associate Principal
PHONE	jwaters@ greenvillesc.gov		
EMAIL	864.467.4079		



The first phase of Unity Park was completed in 2022 and included the restoration of the Reedy River, 1.3 miles of trail development, a critical segment of the beloved Swamp Rabbit Trail system, a 1.5 acre nature-based play environment, interactive water feature, 5 acres of open space, and two new pedestrian bridges across the Reedy River. In 2023, the second phase of the park was completed and features the restoration of wooded wetlands on the north side of the park, with boardwalks and an outdoor classroom. MKSK is currently assisting the City of Greenville with the implementation of an observation tower scheduled for completion in 2025.

A history of devastating floods and a future of resilient riverfront park space

The Reedy River, at the geographic heart of Unity Park, provides the connective tissue linking Greenville's westside neighborhoods and downtown attractions, serves as the core scenic amenity of the park, and is an invaluable natural asset to be protected. The restoration of the Reedy River, its tributaries and the surrounding wetlands is a central component of the Unity Park improvements. Through in-channel work (benching of the active floodplain), riparian improvements (widening and restoring the stream buffer) and the careful restoration of open channels and wetlands, Unity Park, completed in 2022, showcases a healthier river corridor, improved terrestrial and aquatic habitat, proven measures to quickly recover from flood events, and a signature recreational and educational asset for the community.

In addition to the restoration of the Reedy River, the design of Unity Park included considerations for withstanding the hazards associated with flooding events and for recovering quickly after such events. Examples of these considerations included the elevation of critical infrastructure and amenities on to higher ground, engineered soils to allow for rapid infiltration of stormwater into the soil profile, subtle contouring of the landscape to provide retreat routes for receding floodwaters, elevated splice connections for lighting and electrical infrastructure, non-painted finishes for site furnishings, and the anchoring of in-channel habitat features to withstand high velocity flows.

On January 4, 2023, the Greenville area received significant precipitation which resulted in an 8 foot rise of the Reedy River. Nearly 1/3 of Unity Park was inundated by floodwaters. Within 24 hours of the peak flood, the waters had receded from the park into the river channel and Unity Park was fully open and fully utilized by the public. Through the rigorous design and engineering of features to improve the ability of park to withstand and quickly recover from flood events (and the prompt response of Greenville's park maintenance crews), the resilience of Unity Park was tested twice with significant flooding in the first two years of operation and performed successfully.









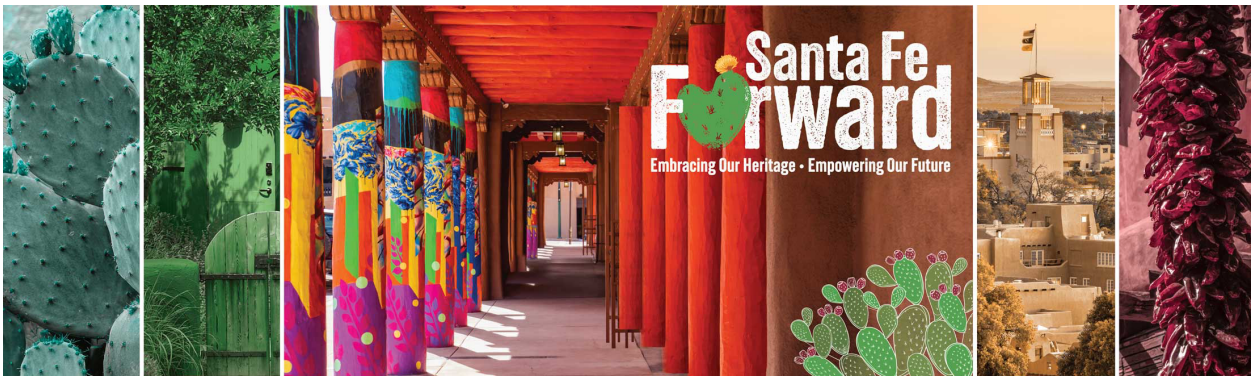


REEDY RIVER REDEVELOPMENT AREA & UNITY PARK

Greenville, South Carolina

City of Santa Fe, New Mexico:

Concurrent Planning and Project Development by Manjeet Ranu



Project director for this historic and culturally significant capital city's update of its General (Comprehensive/Master) Plan. The approach taken shortens the delivery time while maintaining a robust engagement program backed by an innovative digital platform. The plan will position Santa Fe to diversify its economy, increase housing attainability and broaden mobility. Key features of this plan are the methodologies used to identify equity focused communities, areas at risk of displacement and a parcel availability inventory. A Community Partners Program has organized and activated participation by underrepresented cohorts while a user-friendly public engagement platform has generated thousands of public comments.

MIDTOWN
THE CENTER OF SANTA FE

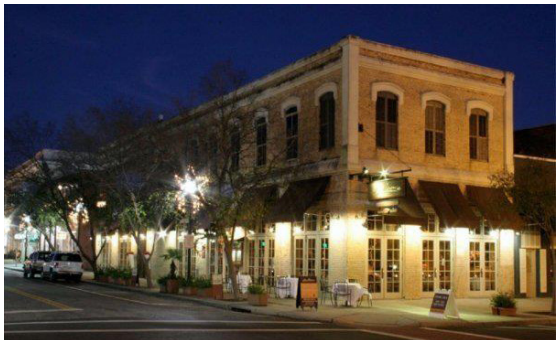
Provided owner's representative services for the City to prepare an implementation program to plan, design, fund and deliver infrastructure to realize the vision for this 64-acre mixed use community center, which is a redevelopment of a closed college campus on a one-time military installation. A remarkable opportunity in the center of this ancient capital city nonetheless presented significant challenges to solve. The master plan strongly prioritized many kinds of public benefits to be delivered at the earliest phase. An infrastructure design and delivery plan was identified as the crucial step to de-risk the project, attracting development interest and prioritizing public benefits sites.



400 BLOCK S PALAFOX

PROJECT TYPE Mixed-use
STATUS Completed 1999-2018
LOCATION Pensacola, FL
PROJECT SIZE 40,000 SF
PROJECT COST $15M

Encouraging entrepreneurship, one block at a time







Located in the heart of Pensacola's historic downtown district, the 400 block of South Palafox has undergone a multi-decade chapter of incremental redevelopment, historic restoration, and adaptive re-use. SMP Architecture has been the architect of record for 8 of the 9 buildings that define the streetscape of this city block. The renaissance began in 1999, when a high visibility corner masonry building was purchased and renovated for the mixed-use occupancy of Jackson's Steakhouse, a fine dining restaurant, as well as two condominium residences on the 2nd level. Following the completion of Jackson's, SMP was awarded a commission within the same block to renovate an abandoned building for ground floor retail and 2nd floor residential use. These initial adaptive re-use projects helped establish a trend for the block's significant transformation from Year 2010 to 2018 when Rishy and Quint Studer commissioned SMP Architecture to adapt numerous historic warehouse buildings for occupancy by food and beverage establishments, Bodacious Shops, Carmen's, Nom, Bubba's Sweet Shop and retailers Susan Campbell Jewelry, The South Outfitters, and Pure Pilates. SMP Architecture also designed The Artisan, a 2nd floor residential project that overlooks the 400 block of S. Palafox.

AWARDS

Jackson's Building - Silver Award, AIA Florida Northwest, 2003

HOLLICE T WILLIAMS STORMWATER PARK

Pensacola, FL

Role of Firm: Prime

Respecting history, reconnecting a community

The Hollice T. Williams Stormwater Park (Site) is a 1.3-mile, underutilized green space that lies beneath an elevated portion of Interstate I-110 located immediately north of downtown Pensacola, Florida. The Site encompasses two major spaces: the existing linear Hollice T. Williams Park and the existing Long Hollow Stormwater Pond and surrounding commercial buildings. The Site is currently zoned IC (Interstate Corridor) with C-3 Commercial zoned parcels to the west and one- and two-family residential corridors to the east.

Project Owner: City of Pensacola
Brad Hiaote, PE, City Engineer
222 West Main St.
Pensacola, FL 32502
850.435.1685
bradhiaote@cityofpensacola.com

Project Client:
Same as above

Services Provided:
- ✓ Site-Civil Engineering
- ✓ Grant Writing & Funding Assistance
- ✓ Community Engagement
- ✓ Stormwater Engineering
- ✓ Water Quality Improvements
- ✓ Cultural Resource Assessment
- ✓ Pump Station Design
- ✓ Park Visioning & Programming
- ✓ Equity Gap Analysis
- ✓ Sediment Analysis

Key Personnel/Roles:
Katie Fox, PE, Project Manager
Amy Dzialowski, Environmental Assessment & Grant Coordinator
Travis Peterson, Impact Campaigns & Community Engagement

Size of Project (Square Footage Construction): $6M Design, 60 Acres

Cost of Project (Construction Cost): $20M



Current Site facilities include the Cecil T. Hunter Pool, the recently completed Blake Doyle Skate Park, a gazebo/pavilion, basketball courts, tennis courts, the Pensacola Police Department, the non-profit Loaves and Fishes and United Ministries buildings, and a community garden.

The Hollice T. Williams Stormwater Park provides an extraordinary opportunity to create a multipurpose public space in the heart of the City to address flooding and water quality improvements; provide recreational, historical, and cultural experiences; revitalize an urban corridor; and reconnect the community that was lost, isolated, and displaced by the construction of I-110. In addition to the HTW Stormwater Park, the project includes upgrades to the existing Long Hollow Stormwater Pond, requiring parcel acquisitions with the intent of expanding the pond footprint, promoting economic development, and community accessibility.

Project objectives include creating an iconic, award-winning, visionary, environmentally innovative, and equitably focused design for the park that will serve as a destination for tourists and residents, and repair impacts incurred by minority communities. Park programming included extensive community engagement and park visioning through an iterative planning and design process, with initial design efforts focused on flood reduction and water quality improvements. Subsequent design phases included

detailed park programming and recreational design to be implemented as the City secures additional construction funding through grants, fundraising, or other efforts.

Data Collection - Geosyntec conducted topographic, archeological, geotechnical, and environmental surveys of the Site. A regulatory review was also performed to ensure compliance with the constantly changing legal landscape.

Grant Writing, Funding, and Coordination – Geosyntec has assisted the City in writing the grants and securing the following federal and state funding for the project:

- Community Development Block Grant Disaster Recovery (CDBG-DR) Infrastructure Grant – Approximately $25M for the total project cost, including the City's administrative cost, land acquisition, soft costs, and an estimated construction budget of $17.6M.
- Natural Resource Damage Assessment Grant – Approximately $5M.
- TA Grant: FDOT – Transportation Alternatives Set Aside Grant, approximately $1.2M for a trail system.

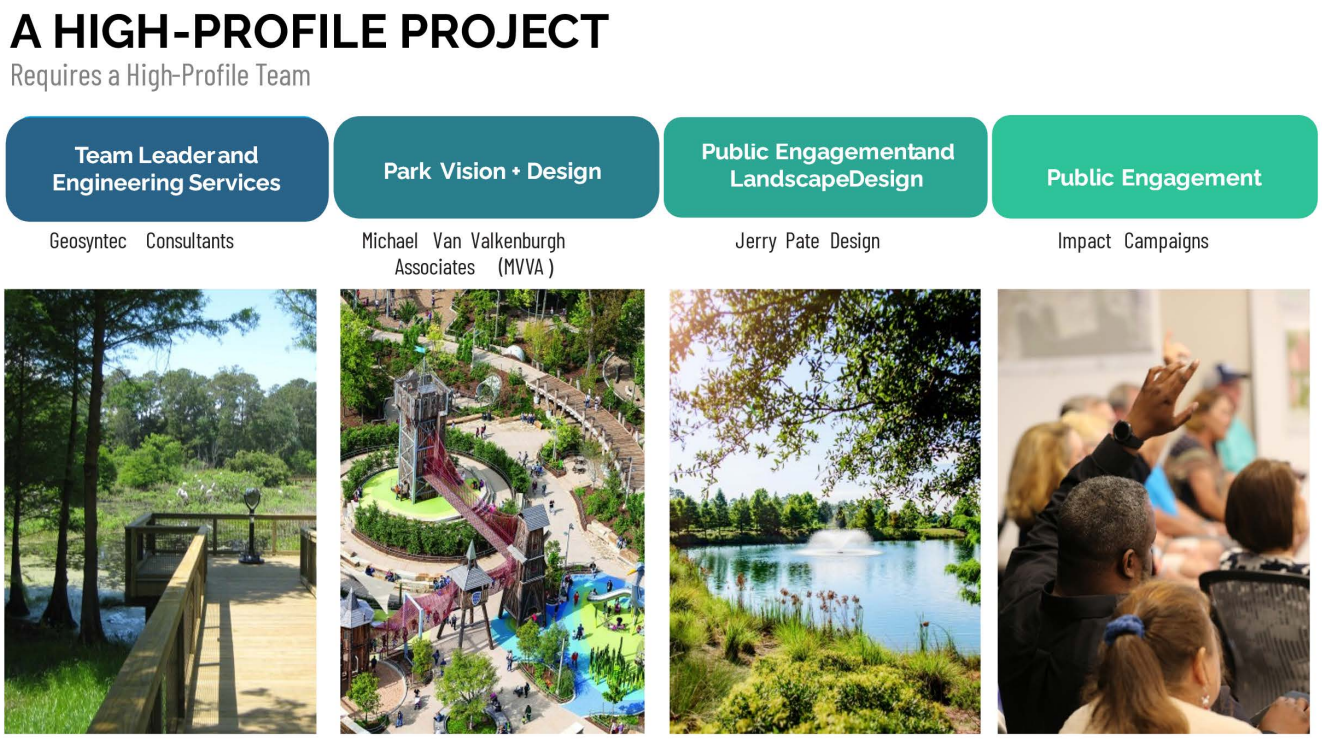
Geosyntec performed an equity gap analysis necessary to support these grant programs to advance community-centered transportation connection projects, with a priority for projects that benefit low-capacity communities. Economic analysis required in preparing a U.S. Department of Transportation Reconnecting Communities Pilot program application prioritized demonstration of Equity and Justice40 (i.e., will benefit economically disadvantaged communities); access; facility suitability; community engagement, and community-based stewardship, management, and partnerships; equitable development; climate change mitigation and/or adaptation and resilience; workforce development and economic opportunity; and planning integration.

Community Engagement - To gain public stakeholder awareness and support, Geosyntec held three (3) public engagement meetings, along with dozens of small-group meetings, workshops, and neighborhood updates. Through the use of traditional media such as direct mail, radio advertising, newspaper coverage, church outreach, and a comprehensive digital outreach campaign, we generated thousands of data points and website visitors, hundreds of in-person participants at events and workshops, and dozens of youth engagements through various outreach efforts.

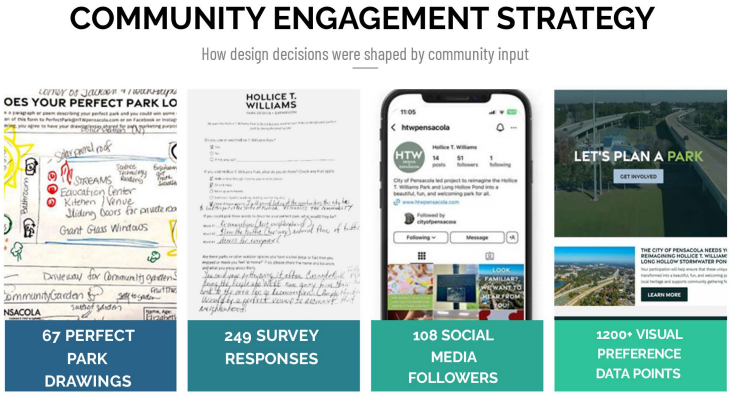
Engineering Design - Civil and stormwater design components include construction of stormwater infrastructure and facilities to assist in flood mitigation, in addition to design to support passive and active recreational facilities. The project includes construction of a comprehensive stormwater management system which includes (a) replacement of damaged conveyance lines, (b) installation of new stormwater infrastructure (i.e. inlets, culverts, conveyance channels, detention/retention facilities, etc.), (c) expansion of the existing Long Hollow Stormwater Pond, (d) construction of a new underground detention, (e) installation of pollutant loading reduction features (natural and/or artificial filtration measures, green infrastructure, etc.), and (f) creating and/or expanding existing ditches and conveyance connectors to the City's existing stormwater infrastructure. The existing Long Hollow Pond ranges in depth from two (2) to five (5) feet, and the water surface encompasses an area of approximately 8 acres. The expansion of Long Hollow Pond will include excavation of the pond to a depth of up to 15 feet and a footprint of 13 acres to provide an opportunity for additional pond capacity to manage stormwater runoff from the watershed during rain events and improve water quality. A pump station was designed to facilitate pond pre-emptive drawdown to enhance stormwater storage potential and flood reduction.

Park Amenities and Landscape Architecture - Geosyntec worked closely with the City and Michael Van Valkenburgh Associates to design an aesthetically pleasing, innovative, and multipurpose solution for the community. The project incorporates landscaping, hardscaping, paving, and utility infrastructure to support the overall objective of improving stormwater management and quality within the project area. The stormwater retention areas within the park are designed to be used as passive recreational areas during dry conditions. The park itself, as well as buildings and facilities, are being designed with robust community input.

Notable Accomplishments - Geosyntec is assisting the City in transforming an underutilized park into a community space that sustainably reduces flooding, provides water quality improvements, and helps revitalize a culturally historic and underserved neighborhood. Key accomplishments to date include property acquisition support, grant writing and securing of project funding streams, robust community engagement and park visioning, and engineering design of multiple park infrastructure and stormwater infrastructure improvements.







SOUTHEAST LA (SELA) CULTURAL CENTER

South Gate, CA

Role of Firm: Prime

The San Gabriel & Lower Los Angeles Rivers and Mountains Conservancy (RMC), in partnership with the Los Angeles County Flood Control District, is developing a project for a Community Cultural Center in Southeast Los Angeles (SELA) near the City of South Gate, California. The SELA Cultural Center is envisioned as a multi-arts facility that weaves together world-class design and high-caliber programming from across Los Angeles County with the vibrant culture of the surrounding community. The LA River adjacent to the SELA Cultural Center will support and showcase the Southeast Los Angeles community and provide a permanent place for the community to gather in creative expression.



Project Owner: San Gabriel & Lower Los Angeles Rivers and Mountains Conservancy
Mark Stanley
100 N. Old San Gabriel Rd.
Azusa, CA 91702
000-000-0000
mstanley@rmc.ca.gov

Project Client:
Same as above

Services Provided:
- ✓ Design & Urban Planning
- ✓ Geotechnical Engineering
- ✓ Civil Design
- ✓ Stormwater Management & LID
- ✓ Hydrology & Hydraulics
- ✓ Environmental Engineering
- ✓ Traffic & Access
- ✓ Permitting & Environmental Clearances
- ✓ Community Engagement & Outreach
- ✓ Cost Estimating

Key Personnel/Roles:
Mark Hanna, Project Director
Robert Bruce, PE, Project Manager

Size of Project (Square Footage Construction):

Cost of Project (Construction Cost):

The SELA Cultural Center was identified by Lower LA River planning efforts and will be located at a prominent site near the Rio Hondo Confluence. The site is currently occupied by the Los Angeles County Flood Control District and covers an area of about 10 acres. The site is adjacent to the LA River in an area with high community need for arts and culture programming, in addition to enhanced park and open space. The project is currently in design and will integrate stormwater capture and reuse best practices with enhanced open space and connectivity to the LA River, while providing cultural arts programming and educational opportunities to the underserved SELA communities. The current building program includes about 85,00 square feet of buildings to house music, visual arts, and community programs together with about 350,000 square feet of plazas, landscaping, roads, and parking. Geosyntec is part of a team that includes OLIN for landscape architecture and urban design, Gehry Partners for architecture, MKA for structural engineering, and other building specialists. Geosyntec's involvement started with site selection and feasibility studies.



ADMIRAL'S ROW

PROJECT TYPE Multifamily Residential | Urban Infill Development
STATUS Completed 2025
LOCATION Pensacola, FL
PROJECT SIZE 47,000 sq. ft. / 17 residences

Admiral's Row is a three-building development located on Palafox Pier, with frontage on South Palafox Street to the east and water frontage on Baylen Slip to the west. (7) 3-story townhomes line South Palafox Street, completing the urban street wall and enhancing the pedestrian experience on Palafox Pier. An adjacent 3-story structure, consisting of 2 residential flats, defines an entry plaza. The plaza opens up to a taller structure with 9 residential flats featuring views of Baylen Slip and Maritime Park. The architecture draws inspiration from the vernacular Palafox Street arcades and the historic maritime warehouses east of the site.









UNION PUBLIC HOUSE

PROJECT TYPE Restaurant
STATUS Completed 2023
LOCATION Pensacola, FL
PROJECT SIZE 5,800 SF

Rewarded with a deep multi-century history of load bearing masonry buildings, Pensacola attracts visitors that seek the vibrancy that characterizes urban renewal success stories spanning our country coast to coast. Unfortunately, numerous historic buildings were razed for widening of roadways or replaced with parking lots. Located on a corner parcel that serves as a gateway to Pensacola's recently established East Garden District, the building is an architectural representation of the native Pensacolian, London-trained chef/proprietor who is known for blending traditional Southern comfort food with unique culinary twists. The building exterior humbly projects a building vernacular that can co-exist with numerous historic mercantile buildings that populate the city's 20 acre Downtown Historic District. Vertical dimensions to top of parapet, large windows with mullions, as well as the rhythm of cast iron columns that define a covered seating arcade are incorporated to recall, yet not replicate, the former building on the site. Upon entering the building through the E. Garden Street, the patron is greeted with shimmering reflective tile surfaces that serve as a backdrop to industrial aesthetic honesty and functionality. Seating suggests a more casual dining experience with numerous options to glide into a linear banquette at the bar or enjoy a more intimate conversation within a booth setting.







One Health Innovation District, Indianapolis, IN

2025 APA-IN Hoosier Planning Award for Outstanding Best Practice

DELIVERY APPROACH

PROJECT UNDERSTANDING

The legacy Baptist Hospital campus included a main hospital and a constellation of supporting services that largely closed and relocated in 2023. Demolition is scheduled to be completed in 2027. A few service providers remain, notably Lifeview, a behavioral health provider and family services provider. It is debatable whether the campus benefited the surrounding neighborhood when it was in operation or mostly resulted in impacts to it.

The surrounding neighborhood is predominately single-family housing and a significant number of vacant lots, with a nearby, older affordable housing neighborhood. ECAT provides bus transit to the campus. Bicycling facilities are essentially nonexistent. Street sidewalks, where present and in good condition, represent the only pedestrian infrastructure. The irregular boundary between the City and Escambia County is close to the campus.

The area around the campus is generally lower income with a higher population of Black residents. Public and private reinvestment in Pensacola overall has caused concerns about displacement in the local community, questioning how they can benefit from change in West Pensacola. The North Hill and Belmont-DeVilliers neighborhoods to the east of A Street have already experienced significant change and are markedly different socio-economically, with a notably different building stock than west of A Street.

The City and Baptist Hospital have an agreement to transfer properties and some funding has been committed from a variety of sources. However, the full redevelopment of the site and integrating it with the surrounding community necessitates public-private partnerships and appropriate risk allocation. Multiple engagement and planning initiatives have been undertaken over the years, including the recent 2025 Westside Redevelopment Plan update and citywide Strive to Thrive, 10-year Strategic Plan. With market forces underway including public sector planning initiatives and a public-private partnership intervention proposed to redevelop the campus, a comprehensive planning effort is needed that focuses on a common vision with feasible and achievable goals for the area.

Program Goal

Several years of public discussion and this procurement have established initial goals for what will be a program of many projects to implement over a likely 10- to 15-year buildout period. The bottom line goal of this program is to feasibly redevelop the legacy Baptist Hospital legacy campus into a mixed income, mixed use, people first neighborhood with social, health, economic and environmental benefits that is connected, contributing and uplifting to the surrounding community. Redevelopment should be approached with emphasis on preserving neighborhood character while minimizing potential for residential displacement. A trusted team with deep expertise gained from local, regional and national experiences is needed to guide this transformational initiative to benefit current and future generations, which can serve as a national model for community and infrastructure development through partnerships.

Engagement

This laudable goal will be guided and validated through a meaningful public engagement effort. Our community and stakeholder engagement activities will coordinate the visioning, goal setting, planning, project development, funding/financing, design, phased delivery and operations/maintenance steps of this community and infrastructure development initiative. Those first three steps—vision, goals and plan—are often underestimated in complexity and controversy. These are the steps where different ideas and priorities of many different stakeholders must be thoughtfully guided through process, informed by engagement and technical work to enable the final decision-makers to establish the preferred plan, with its vision and goals. Transparent and responsive engagement that considers both the immediate surrounding community and the broader region is needed to achieve goals at both scales and establish lasting partnerships.

DELIVERY APPROACH



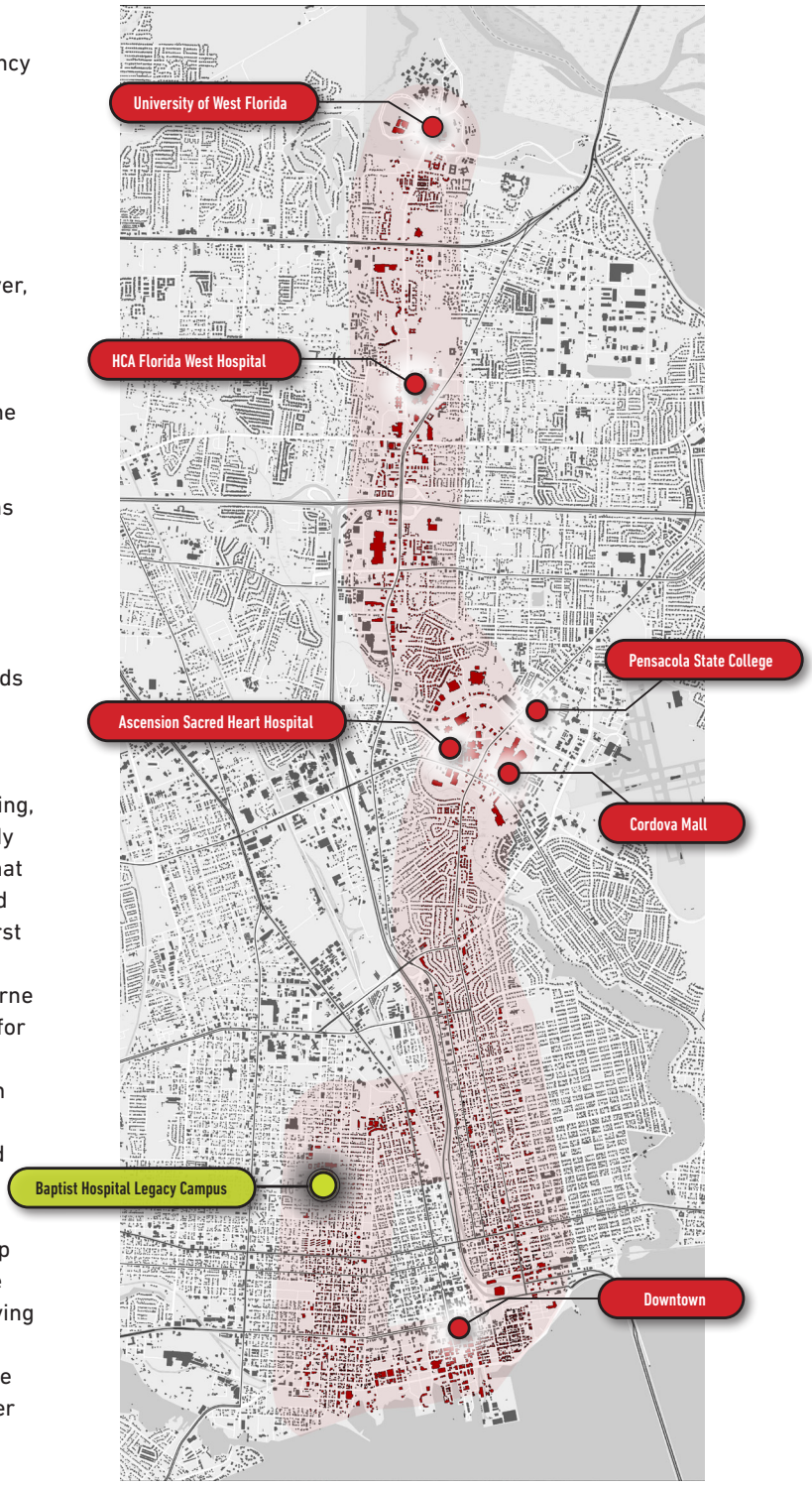
DELIVERY APPROACH

Community Capacity Building

The City and its Community Redevelopment Agency seek, and the community wants, the outcome of this program to be beneficial to the immediately surrounding community as well as the city and region overall. Significant displacement of existing, surrounding residents resulting from escalating housing costs, property taxes and property repositioning is to be mitigated. However, displacement is a valid concern. Moreover, this program must do more than maintain the status quo beyond the site boundaries. It must provide direct and indirect benefits to build capacity in the community, uplifting it in the process for those who want greater access to opportunities. To achieve this, it may also necessitate interventions and incentives offsite to enable integration, not separation between the community and the site.

Public-Private Partnership Delivery

This complex, long-term program assuredly needs to be delivered through the right combination of public and private partnerships, which are likely to evolve over time based on opportunities and needs. The partnerships include funding, financing, delivery and program operations. A market study is needed to provide a baseline for assessing what is possible without any public sector support and disclosing gaps that will require support. The first gap is already known; the site needs substantial funding for demolition, as that cost cannot be borne by the market as a prerequisite to development for the foreseeable future. A full site assessment is also needed to provide a baseline for needs such as infrastructure. The vision, goal setting and planning process will also identify market-based versus public support plan opportunities and needs, allowing for appropriate risk allocation. Assigning risk—responsibilities—is a crucial step toward accelerated program delivery. A creative and strategic funding and financing toolkit involving public and private capital stacks based on risk allocation is needed to remove uncertainty, so the focus can be on accelerated delivery. A developer advisor team that has this expertise is needed to provide the roadmap and guide following and calibrating it—our team.



Our team is intrigued with the potential to make connections to promote access to opportunities.

DELIVERY APPROACH

Transparency and Performance

Trust is built from demonstrating responsiveness, transparency and reporting on progress or problems. Building the partnerships to build trust accelerates building the plan, attaining the vision and achieving goals. Performance measures need to be developed to monitor progress and allow for inevitable calibrations over long-term implementation and operations. This also makes clear lead, support and partner responsibilities and compliance with agreements. These performance measures are also critical to the delivery methods chosen for infrastructure; disposition and development; operations; and service provider partnerships. Our team knows how to begin with this end in mind and has the capabilities to build a program management dashboard to simplify complexity so the focus in on results.

APPROACH

Transparent and Tailored Engagement

We want to learn from the local and regional community, along with stakeholders and partners, while using their time wisely, thus our approach to engagement mixes personal, digital and partnership tactics linked to the process. A novel feature of our approach is to utilize a Community and Partners Program (CPP). This program involves identifying eligible community groups or individuals that are networked with and trusted by generally underrepresented groups. This increases engagement by many of the various groups that the public benefits and general welfare goals of this redevelopment initiative seek to achieve. Similarly, potential service provider partners would be included in parallel. In return for asking community groups and provider partners to participate, a modest monetary stipend could be provided. For broad and general engagement, casual open houses, digital engagement and communications platforms would be utilized. Because of our team's deep knowledge of the community and its networks, social media would be effectively targeted.

Purposeful Process

A stepwise process that integrates engagement, technical work, and policy making with decision-making at key milestones provides the transparency and predictability needed to achieve a preferred plan, with an ongoing program management owner's representative role during phased implementation. This structure allows for responsiveness, creativity and importantly, forward progress. At the end of each step is a stage gate check-in at a joint meeting of the Planning Board, Community Redevelopment Agency and City Council to report on findings and recommendations to obtain feedback. This supports alignment and momentum while being transparent to build trust. Included in our approach to the process is an organizational conflict of interest management plan, which is in recognition of this being a progressive public-private partnership initiative. When a potential opportunity arises for a member of this team to lead or participate in implementing a portion of the project, the terms of that engagement will be clearly identified. This encourages progressing the public-private partnership transparently and appropriate sharing of risk.

A Holistic Plan

This initiative involves three spatial scales: the campus redevelopment site, the immediately surrounding communities and the greater Pensacola region. These distinctions are important for right sizing the level of effort and focus of this initiative, while ensuring all three scales are well-integrated. Regions that uplift all existing and future residents and business are more economically prosperous, socially healthy, environmentally sustainable and resilient. Therefore, our approach to this plan is holistic, encompassing policy, design, infrastructure, programming and services. Because there are always differing ideas about the best vision, goals, policies and plan for an initiative, our approach involves preparing alternatives. Quantitatively and qualitatively evaluating alternatives through the public processes illustrates different potential outcomes and tradeoffs, which facilitates consensus-building and decision-making.

DELIVERY APPROACH

Funding, Financing, and Delivery

This initiative involves three spatial scales: the campus redevelopment site, the immediately surrounding communities and the greater Pensacola region. These distinctions are important for right sizing the level of effort and focus of this initiative, while ensuring all three scales are well-integrated. Regions that uplift all existing and future residents and business are more economically prosperous, socially healthy, environmentally sustainable and resilient. Therefore, our approach to this plan is holistic, encompassing policy, design, infrastructure, programming and services. Because there are always differing ideas about the best vision, goals, policies and plan for an initiative, our approach involves preparing alternatives. Quantitatively and qualitatively evaluating alternatives through the public processes illustrates different potential outcomes and tradeoffs, which facilitates consensus-building and decision-making.

Digital Intelligence, Transparency, and Accountability

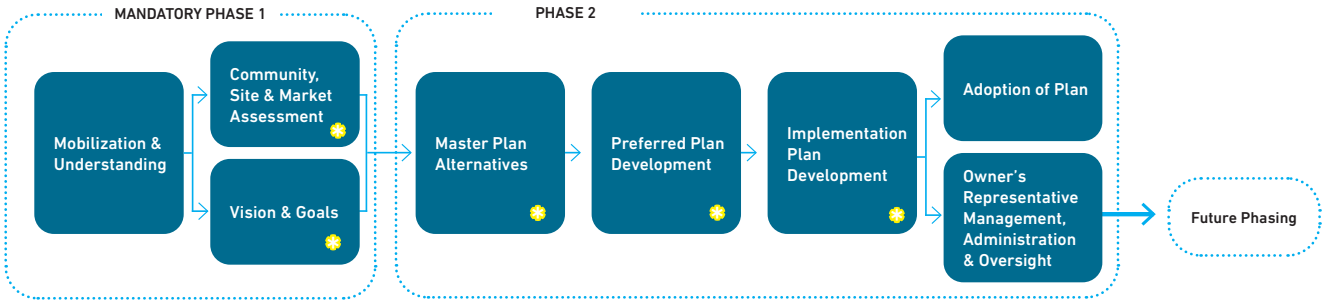
Managing and monitoring the long-term program of projects that result from undertaking this initiative involves developing and administering a comprehensive reporting and compliance infrastructure. Our approach is to start developing these vital tools from the beginning that are used during the master planning process, then carried into implementation as part of a subsequent owner's representative program management phase. A GIS for spatial intelligence is a value-add to support visualization and analytics. The GIS will also be available to support ongoing operations and maintenance of the campus redevelopment. Performance measures will be developed and tied to the program goals. These will be incorporated into a digital dashboard to streamline administration and compliance, building trust through transparency. Moreover, the dashboard coupled with the GIS supports marketing the site by making information accessible and actionable.

OVERVIEW

This table provides an overview of the process steps and three parallel lanes of tasks that comprise the scope of work for this initiative. A detailed scope of work follows the table. This process is one method for undertaking the initiative. Our team is flexible and prepared to collaborate with City staff on the approach and level of effort it desires. As your advisor, our experience demonstrates that the process and tasks we have laid out below can achieve the success sought by the City, together with the community, stakeholders and partners.

Alternatively, another approach to this comprehensive scope of work is task-order based, using this contract akin to a master services agreement. This give the City flexibility to choose from the expertises our team offers, as needs and opportunities arise. Each task order would define the scope of work, schedule, deliverables and fee. The way our team is assembled allows the City to scale from basic advisory support up to complex technical work and hands-on engagement.

We have laid out a structured, stepwise process for deploying these services. Regardless of whether a comprehensive, methodical approach is taken, as we have laid out, or one that is more incremental and opportunistic, we recommend undertaking the first three service packages together as an initial phase of effort. These first three packages are foundational to charting a path forward.



SERVICE PACKAGES OVERVIEW

Service Package	Engagement	Technical	Readiness
Mobilization & Understanding	Conduct kickoff meeting with project team Prepare Public Engagement and Communications Plan Establish digital and social media platforms Review previous plans, Vision document, etc.	Prepare program management plan, including charter Establish SharePoint site Establish GIS Prepare up to five, brief case studies Review and report on existing plans, studies and agreements	Identify funding and financing toolkit Identify delivery method options Identify disposition options Identify procurement method options Prepare initial risk registry Joint Stage Gate Meeting #1
Community, Site & Market Assessment	Market sounding #1 Launch Community and Partners Program Launch digital and social media platforms Open house #1 with virtual reality site visit of Bayou District	Prepare site assessment, including of surrounding community Prepare market study Prepare draft assessment report Finalize assessment report	Refine funding and financing toolkit Refine delivery method options Refine disposition options Refine procurement method options Update risk registry Joint Stage Gate Meeting #2
Vision & Goals	Internal charrette #1 Community and Partners Program convening #1 Open house #2	Draft mission, vision and goals Finalize mission, vision and goals	Update risk registry Initial developer and partner interest list Joint Stage Gate Meeting #3
Master Plan Alternatives	Internal charrette #2 Market sounding #2 Community and Partners Program convening #2 Open house #3	Draft three alternatives Refine alternatives Conceptual engineering for each alternative Prepare rough order of magnitude cost estimate for each alternative Prepare quantitative and qualitative assessment of alternatives	Refine funding and financing toolkit Refine delivery method options Refine disposition options Refine procurement method options Update risk registry Joint Stage Gate Meeting #4
Preferred Plan Development	Internal charrette #3 Community and Partners Program convening #3 Open House #4	Draft preferred master plan Refine master plan Conceptual engineering of preferred master plan Prepare outline of master plan document Prepare administrative draft master plan document Prepare public review master plan document	Prepare pro forma model Update risk registry Update developer and partner interest list Joint Stage Gate Meeting #5

SERVICE PACKAGES OVERVIEW

Service Package	Engagement	Technical	Readiness
Implementation Plan Development	Internal charrette #4 Market sounding #3 Community and Partners Program convening #4 Open House #5 City organization implementation workshop #1	Prepare implementation plan outline Prepare administrative draft implementation plan Prepare public review draft implementation plan Draft performance measures Final performance measures	Update risk registry and allocation of risk Prepare final delivery methods Prepare final disposition strategy Prepare final funding and financing plan Prepare acceleration actions Joint Stage Gate Meeting #6
Adoption of Plan	City organization implementation workshop #2	Prepare public hearings materials	Update risk registry Update developer and partner interest list Planning Board CRA/City Council
Owner's Representative Management, Administration & Oversight	Continuing engagement and communications	Update program management plan Update GIS Update dashboard Infrastructure design Architectural design	Update risk registry Prepare governance plan Development packages procurements Exclusive negotiating agreements (ENAs), disposition and development agreements (DDAs) Funding and financing commitments

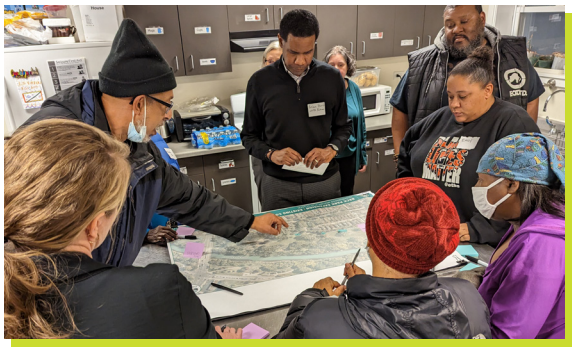
SERVICE PACKAGES

INTRODUCTION

Our proposed scope of work incorporates and guides the tasks set forth in the RFP into a progressive process. The process for the scope of work incorporates three parallel lanes. Engagement includes all the community, stakeholder and partner connections so this plan and its implementation are the outcome of a genuinely collaborative process. The technical lane includes the methodology and study to support preparing solutions and understanding tradeoffs between alternatives. The readiness lane includes tasks that accelerate the program into and through implementation.







Service 1: Mobilization and Understanding

This step includes tasks necessary to commence our approach to the scope of work, laying the foundation for a successful public policy, community and infrastructure development initiative.

Engagement Lane

The team will come prepared for a highly engaging and productive kickoff meeting. A Public Engagement and Communications Plan will set forth specific means and methods, including identification of communities of interest, organized stakeholders and potential partners with resources to commit to this initiative. Social media accounts and channels will be created. A digital engagement platform will also be developed. Both these digital tactics allow for broad and convenient engagement and communications.

Technical Lane

The team will come prepared for a highly engaging and productive kickoff meeting. A Public Engagement and Communications Plan will set forth specific means and methods, including identification of communities of interest, organized stakeholders and potential partners with resources to commit to this initiative. Social media accounts and channels will be created. A digital engagement platform will also be developed. Both these digital tactics allow for broad and convenient engagement and communications.

Readiness Lane

In the readiness lane, our team will immediately begin with the end in mind. An initial range of potential funding, financing, delivery, disposition and procurement options will be inventoried and characterized. An initial risk registry will be prepared to begin the understanding of how to mitigate and allocate risk as part of this progressive public private partnership. A Stage Gate is the culmination of every step in our process, which involves reporting to the Planning Board, Community Revitalization Agency and City Council in a joint session. These check-ins are critical for alignment and momentum. Stage Gate #1 will provide an overview of the work program and how it has been setup.

SERVICE PACKAGES

Service 2: Community, Site and Market Assessment

This step begins the engagement, technical and readiness work in earnest and initiates high visibility of the program.

Engagement Lane

The first market sounding is held at the beginning of this step. A market sounding involves outreach and feedback from the development, commercial real estate and for this program, service provider partners. The market sounding will gain insights on what the marketplace sees as feasible and where there are gaps necessitating public sector intervention and transfer of risk to it. The Community and Partners Program will be launched. It involves inviting eligible, organized community groups with demonstrated capacity to reach underrepresented cohorts to participate in the engagement process, receiving a stipend in return, funded by the City. Similarly, this program would also include potential service providers to encourage participation and program development. Digital and social media platforms get activated with this step, allowing for efficient and convenient engagement at all three scales involved in this initiative. An open house utilizing that informal format will be hosted to share the findings from the first two steps and importantly, obtain community feedback. A virtual reality site visit of the Bayou District is an innovative feature of this open house, allowing participants to experience that potentially analogous community.



Technical Lane

Key baseline information is prepared with this step. This baseline information includes an assessment of the site and surrounding community, along with regional opportunities and constraints appropriate and pertinent to this initiative. Because our team has already completed substantial assessment work on and around the campus, this work can be accelerated and delivered at a lower cost. A market study will be prepared to methodically understand market demand. Conversely, identifying where demand is insufficient provides an understanding of program feasibility and the level of public sector intervention necessary for plan features that the market is not ready to support. A focused, comprehensive assessment report will be prepared, including key findings and questions.



Readiness Lane

In this step, items in the readiness lane are primarily updated, based on the engagement and technical work. Joint Stage Gate #2 closes out this step with sharing findings and gaining an early understanding of potential priorities, which supports transitioning into the vision and goals step.

Service 3: Vision and Goals

With the benefit of putting in place the tools for this program initiative and gaining a baseline of understanding, this step undertakes the preparation of a mission, vision and program goals. This includes validating the broad, conceptual goals set forth in the RFP.

Engagement Lane

Our approach is to curate content for the community and stakeholders to react rather than asking open ended questions. This is a better use of time and budget but importantly, it is more effective. We will host an internal charrette with City staff to refine initial mission, vision and goals concepts. The Community and Partners Program will be convened to provide input on initial concepts. With these preliminary engagements, public review draft mission, vision and goals will be made available at the second open house and shared through digital engagement channels.

SERVICE PACKAGES

Technical Lane

This initiative is more than a community and infrastructure development initiative. It is a mission to uplift existing and future community residents for a stronger, more prosperous and healthier Pensacola region. Therefore, our approach includes a value add of a mission statement to make clear the purpose of the initiative. The vision can then be focused as a future state to strive toward and thrive. Goals are specific outcomes to achieve. We will curate these in draft form to accelerate reaching consensus.

Readiness Lane

In the readiness lane, the risk registry will be updated, as the mission, vision and goals become clear. This clarity also supports preparing an initial list of potential developers and partners, which is another acceleration action. Joint Stage Gate #3 is held to present and validate the proposed mission, vision and goals.

Service 4: Master Plan Alternatives

With clarity on the mission, vision and goals, along with the baseline information, sufficient understanding is available to prepare master plan alternatives.

Engagement Lane

Consistent with the approach taken in Step 3, preliminary content in support of preparing master plan alternatives will be curated. The second internal charrette will be held to refine the preliminary alternatives. Similarly, the Community and Partners Program will be convened for input. A second market sounding will provide valuable insight on the feasibility of each alternative to deliver and where to prioritize public sector support. The third open house allows for informal and individual discussions about the alternatives to gain feedback. Digital engagement is a crucial part of this step. Plan maps typically result in more interest and therefore more input because it is at this step that the relatively conceptual mission, vision and goals appear as specific plans that are therefore more relatable. Creating alternatives helps gain consensus because of the value in providing choices and illustrating tradeoffs.

Technical Lane

Creating the alternatives begins with preparing three distinct themes, before sketching the plan maps. These thematic concepts must be consistent with the mission, vision and goals. Then preliminary plan alternatives are prepared to be further refined through the engagement process. Conceptual engineering will inform feasibility and rough order of magnitude cost estimates. Therefore, a pro forma model is prepared in the next step. Our experience demonstrates that effective plans result in part from a willingness to consider needs and benefits beyond the site boundaries. We will consider the site, surrounding and regional scales involved in this initiative to ensure that benefits are maximized and shared. This may involve appropriate interventions in the immediate surrounding community to mitigate displacement risk while simultaneously encouraging investment and making mobility connections to promote access to opportunities.

Readiness Lane

In this step, items in the readiness lane are primarily updated, based on the alternatives. The culmination of this step is Stage Gate #4, the outcome of which is input sufficient to ascertain a preferred alternative.

SERVICE PACKAGES

Service 5: Preferred Plan Development

In this step, a holistic plan for the initiative is prepared into a concise, usable and marketable document.



Engagement Lane

Transitioning from planning to program development with the preparation of a holistic plan involves maintaining the approach to engagement. A third internal charrette will be conducted to walk through a detailed outline of the plan document, which will be curated in advance. A refined version will be discussed in a convening of the Community and Partners Program. The fourth public open house will be the first opportunity for the public to review a full draft of the plan.



Technical Lane

Preparation of the complete and holistic plan begins with finalizing the preferred plan alternative. Conceptual engineering will be prepared to confirm feasibility and prepare rough order of magnitude cost estimates to support establishing the pro forma model. An outline of the plan document will be prepared and become more detailed through each engagement touchpoint. These iterations result in a complete, public review draft plan document.



Readiness Lane

In the readiness lane, a pro forma model is prepared to understand costs and revenues. The risk registry and the developer and partner interest list are updated, with the benefit of a full draft plan. The full draft plan, inclusive of the preferred master plan is presented at a joint stage gate meeting. This stage gate is crucial for understanding alignment and where calibrations are needed, as a holistic plan has taken shape and the process transitions into focusing on prioritizing the implementation plan.

Service 6: Implementation Plan Development

This step involves preparing the roadmap for implementation, which will be designed for periodic calibration during this long term program.

Engagement Lane

An internal charrette will be held to refine a preliminary implementation plan, relying on curated content. As in other steps, the Community and Partners Program will convene for input on the preliminary draft implementation plan. The final market sounding is intended to gain input on both the feasibility of the implementation plan and its capacity to accelerate program delivery. A final open house will be conducted to present the implementation plan. As the program transitions to delivery, the first of two City organization workshops is held to begin the internal administrative and cultural steps to resource implementing this initiative. Input from the public, stakeholders, partners and City staff will be a part of the process of developing performance measures.

Technical Lane

Because of the consistent level of effort to undertake readiness tasks from the inception of this process, the technical work to prepare the implementation plan is greatly streamlined and accelerated. A key feature of the implementation plan is acceleration. The plan will begin with an outline and get iteratively more detailed, finishing as a complete implementation plan. To monitor the effectiveness of plan implementation, performance measures will be prepared. These will be focused based on priorities, as overly detailed and exhaustive metrics become too cumbersome to be of use. An organizational conflict of interest mitigation plan is made a part of the implementation plan, allowing for temporary offramps, as needed, to avoid conflicts while making this progressive private partnership possible to maximize the opportunities available to the City.

SERVICE PACKAGES

Readiness Lane

Deliverables in the readiness lane solidify and finalize in this step. The risk registry is updated, and allocation of risk is assigned between public, private and partner sectors. Prioritized delivery methods, disposition strategy and funding/financing sources are finalized. Actions that could be taken to accelerate delivery are identified and included in the implementation plan to incentivize early wins. The final stage gate is held to present the implementation plan and confirm priorities.

Service 7: Adoption of Plan

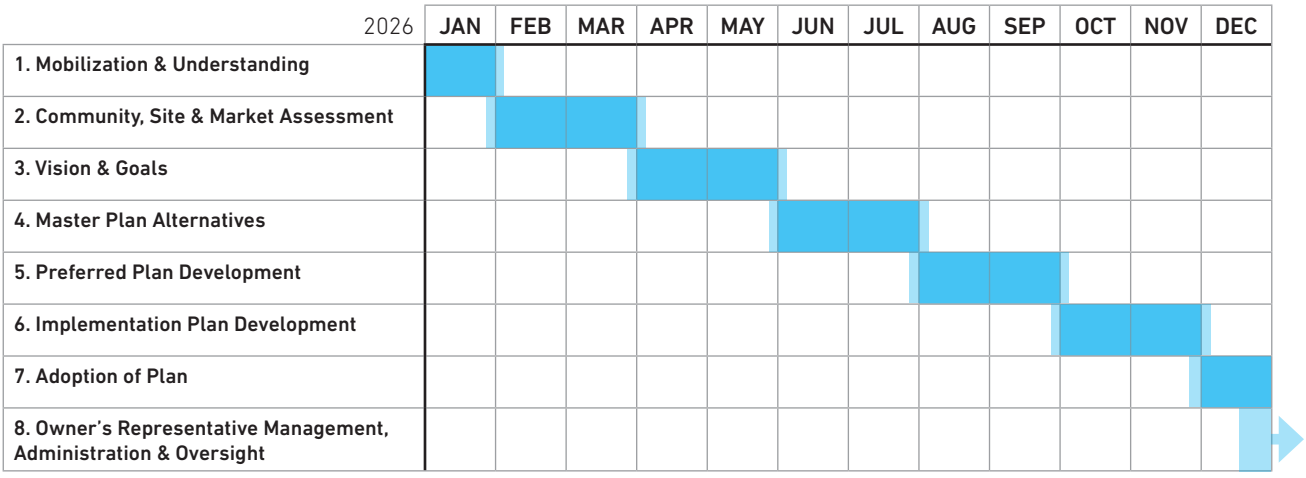
Review and action are taken on the initiative components with this step. The approach to engagement and communications will be to raise awareness of the final draft plan and pending action on it, encouraging final input. Public hearings materials are prepared. Members of the team will resource these hearings. Immediately following adoption of the plan, the second City organization workshop will be held. The focus on this workshop will be to receive the steps that City department leaders will take to resource implementation.

Service 8: Owner's Representative Management, Administration and Oversight

Since this is essentially a progressive public private partnership, the steps after completing the plan adoption milestone are consolidated into this one overall step until the specific implementation plan is prepared. This step is inclusive of owner's representative program management, administration and oversight. Engagement and communications will continue as an ongoing, crucial obligation. The tools necessary to execute this initiative are prepared with this step. The Program Management Plan is updated. GIS and dashboard digital tools will be prepared to streamline administration, build transparency and promote confidence in delivery and therefore investment. Design packages are likely a part of this step. Procurement activities ramp up and are supported by the team. Because there is now a clear plan and readiness tasks facilitating acceleration, with immediate transition to implementation after plan adoption, the expectation is that developer and partner interest will be there.

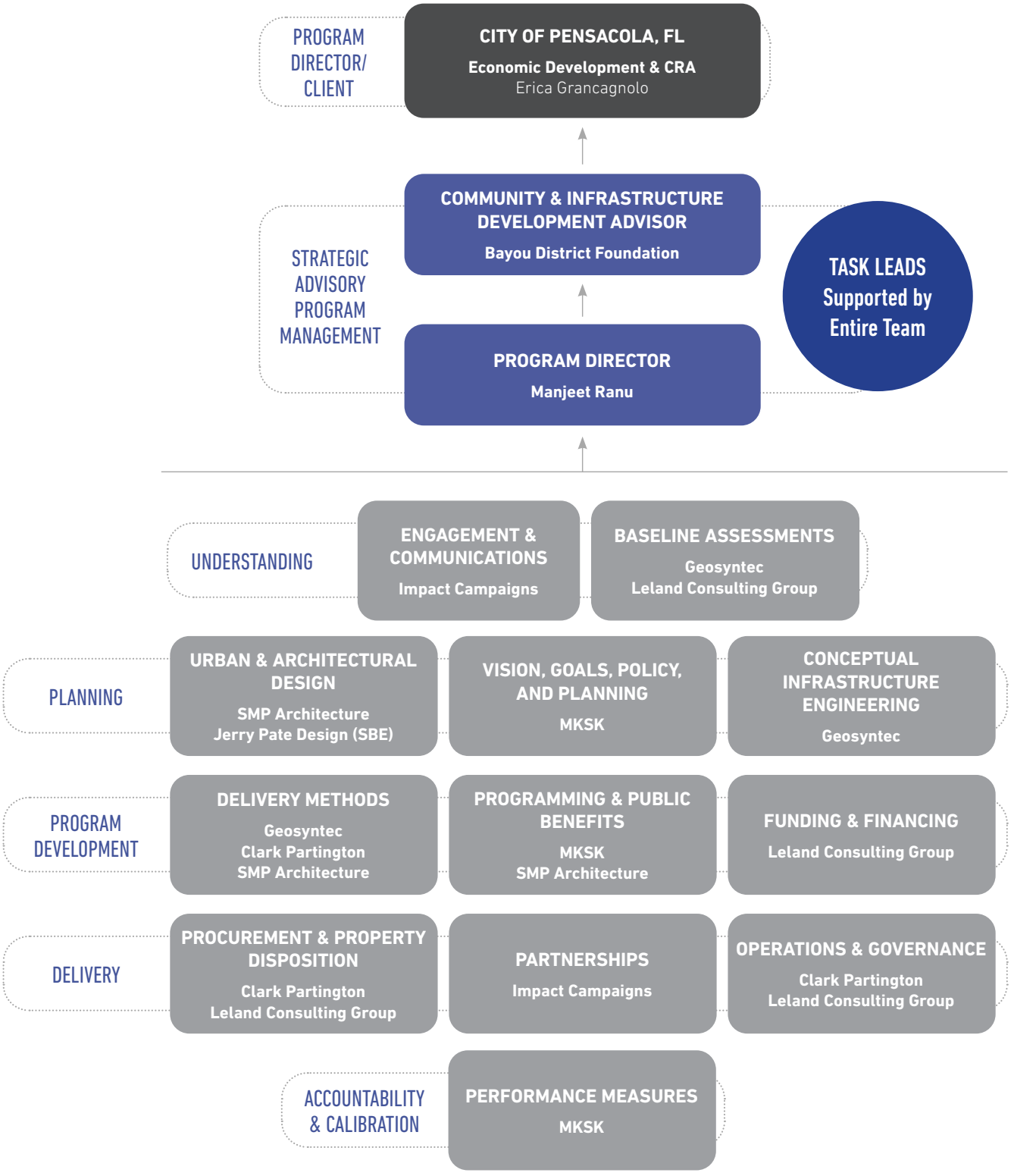
SCHEDULE

The comprehensive and coordinated approach to this initiative processed through methodical steps, organized into three parallel lanes of work streams allows a master plan to be completed in twelve months—an aggressive yet attainable schedule. We are prepared to adjust this schedule at the outset and as needed during the process.



TEAM QUALIFICATIONS

PROJECT TEAM ORGANIZATION



CROSSWALK OF OUR APPROACH TO RFP TASKS

Task	Principal Contributers by Sub-Task
Community Engagement & Stakeholder Coordination	**Community, Stakeholders, Government Affairs:** Impact Campaigns (registered with City as an SBE)
Site Assessment & Market Evaluation	**Zoning Analysis:** MKSK **Infrastructure:** Geosyntec **Environmental Assessment:** Geosyntec **Historic and Cultural Resources:** Geosyntec **Market Analysis:** Leland Consulting Group **Area Master Plan, Site and Urban Design:** SMP Architecture MKSK **Landscape Architecture:** MKSK Jerry Pate Design (registered with City as an SBE) **Site Programming:** SMP Architecture MKSK Bayou District Foundation
Development Strategy & Implementation Planning	**Phasing:** Bayou District Foundation SMP Architecture Geosyntec **Infrastructure Delivery Methods:** Geosyntec **Land Disposition Methods:** Bayou District Foundation Clark Partington Leland Consulting Group **Procurement:** Clark Partington Leland Consulting Group **Market Soundings:** Leland Consulting Group
Anchor Institution and Commercial Use Integration	**Social and Economic Policy:** MKSK **Programming Partnerships:** Bayou District Foundation SMP Architecture Impact Campaigns

CROSSWALK OF OUR APPROACH TO RFP TASKS

Task	Principal Contributers by Sub-Task
Financial Strategy & Funding Alignment	**Funding and Financing Strategy:** Bayou District Foundation Leland Consulting Group Geosyntec **Pro Forma Models for Scenarios:** Bayou District Foundation SMP Architecture Leland Consulting Group
Public Benefit Strategy	**Access to Opportunities:** MKSK Bayou District Foundation
Long-Term Operations & Impact Management	**Operations and Management:** Bayou District Foundation SMP Architecture Leland Consulting Group **Performance Measures:** MKSK
Legal, Regulatory, and Governance Support	**Agreements, Public Private Partnerships, Governance:** Clark Partington Leland Consulting Group
Project Management and Coordination	**Program Director and Overall Senior Advisor:** Manjeet Ranu **City Organizational Capacity Building:** Manjeet Ranu



Gerard W. Barousse, Jr.

Principal, Bayou District Consulting LLC
Role: Consultant, Real Estate & Finance

Executive Profile

Founding Principal of Bayou District Consulting and Chairman of the Bayou District Foundation, leading the $350M+ redevelopment of St. Bernard Public Housing into Columbia Parc. Over 30 years in real estate investment, development, and finance, integrating housing, education, health, and recreation into sustainable neighborhoods.

Key Qualifications

- 30+ years in real estate investment and community redevelopment
- Founder & Chairman of Bayou District Foundation
- Principal of Monarch Real Estate Advisors
- Expertise in capital structuring, asset management, historic redevelopment
- Proven record of cross-sector partnerships

Professional Experience

Chairman of the Board

Bayou District Foundation — 2006 – Present, New Orleans, LA

- Spearheaded $300M+ redevelopment of Columbia Parc.
- Negotiated PGA TOUR and City Park partnership for $26M Bayou Oaks Golf Complex.
- Governance of Educare New Orleans early education center.

President & Principal

Monarch Real Estate Advisors — 1991 – Present, New Orleans, LA

- Developed 4 Hampton Inn hotels ($100M+ aggregate).
- Oversaw EZ Park Parking Garage and Marseilles luxury condo project.

President

RCB Developers — 2000 – Present, New Orleans, LA

- Specialized in renovation of historic buildings.
- Completed 14 redevelopment projects, 435 units, managed 400+ units.

Vice President

Oak Tree Capital & Landmark Land Co., Inc. — Prior to 1991,

- Managed $450M asset portfolios.

Education

B.A., Economics & Political Science — Washington and Lee University

M.B.A. — Tulane University

Professional Affiliations

- Chairman, Bayou District Foundation
- Chairman, Educare New Orleans
- Past Board Chair, Metairie Park Country Day School (2018–2020)
- Past President, New Orleans Country Club (2008)
- Chapter Chair, Louisiana Chapter, YPO & WPO

Relevant Project Portfolio

- Columbia Parc at the Bayou District — $300M+ mixed-income redevelopment
- Bayou Oaks Golf Complex — $26M PGA TOUR-partnered project
- Educare New Orleans — Early education school
- Monarch Hotel Portfolio — Four Hampton Inn hotels, $100M aggregate
- RCB Historic Renovations — 14 projects, 435 units

Jacob M. Peters



Principal, Bayou District Consulting LLC
Role: Project Manager & Consultant

Executive Profile

Jacob M. Peters is a nationally recognized leader in place-based revitalization and social determinants of health innovation. As Executive Director of the Bayou District Foundation and Principal of Bayou District Consulting, he has managed more than **$350M in community redevelopment projects** including housing, education, health, recreation, and social ventures. Jacob has raised over **$15M in philanthropy**, structured complex capital stacks (NMTC, HTC, CDBG, philanthropy), and leveraged these into catalytic investments for equitable community transformation. He is frequently invited to present internationally on holistic community development, digital inclusion, and renewable energy.

Core Competencies

- Strategic leadership & fundraising
- Capital stack design & financial modeling
- Cross-sector partnerships & coalition building
- Data metrics & social determinants of health evaluation
- Public speaking, advocacy, and global thought leadership
- Social enterprise development (healthcare, broadband, music industry)

Key Qualifications

- 10+ years of leadership in community development and nonprofit management
- Raised $15M philanthropy leveraged into $350M+ investment
- Expertise in NMTC, HTC, FFRI, blended capital financing
- Leader in national P3 partnerships executed at the local level
- Specialist in data metrics tied to social determinants of health
- National and international advisory experience

Professional Experience

Bayou District Foundation

Executive Director (2021–Present)
Director of Operations (2017–2020)

Bayou District Consulting

Development & Project Manager (2014–2016)
Program & Project Assistant (2011–2014)

- Currently leading $350M+ revitalization of Columbia Parc, transforming 18 blocks of the former St. Bernard Housing Development into a mixed-income, mixed-use community.
- Raised and leveraged $25M in philanthropy into $350M of total investment.
- Managed housing, education, health, recreation, and economic development assets:
  - 685 units of LEED-certified mixed-income housing, 125 single-family homes, homeownership subsidies.
  - Cradle-to-career education pipeline: Educare ($8.9M), KIPP Believe (750 students), McDonogh 35 (1,000 students).
  - Federally Qualified Health Center, community garden, and $30M HealthHub with grocery/pharmacy (in progress).
  - Bayou Oaks Golf Complex ($26.5M PGA TOUR-partnered redevelopment).
  - Community green space ($1.5M), turf and sports fields serving 1,000+ children weekly.
- Developed **BDF Tech** broadband initiative: piloted across 53 acres, $2.5M smart-city projects with City of New Orleans & HANO.
- Created **Social Ventures**: instrument repair program with Roots of Music, Social Worker Medicare billing model, and NORA Musician Coworking Space
- Spearheaded **BDF Blight Initiative**: brought ~1,700 blighted properties back into commerce ($30M impact).
- Hosted delegations from 150+ U.S. cities and 15+ foreign nations to showcase the model.

Chicago Fire Juniors of Louisiana — New Orleans, LA

Youth Development Coordinator, Staff Coach (2008–2021)

- Led youth development programming, coaching, and recruitment.
- Designed recreational and developmental soccer initiatives.

Principal

Bayou District Consulting — 2025 – Present, Florida

- Co-founded firm to expand Bayou District model to new communities.
- Provides advisory on capital structuring, quarterback design, measurement frameworks.

Education

B.S., Business Administration (Management minor) — University of New Orleans

Professional Affiliations

- Senior Fellow, Melton Foundation
- Equity Ambassador, Purpose Built Communities
- Member, National League of Cities Prenatal-to-Three Community of Practice
- Participant, BUILD Health Challenge Cohort
- Presenter, Cityscape Global (Riyadh), Aspen Institute

Relevant Project Portfolio

- Columbia Parc at the Bayou District — 18 blocks, 685 units, schools, clinics, recreation
- Bayou Oaks Golf Complex — $26M redevelopment of championship courses
- Educare New Orleans & KIPP Believe — Early childhood & K-12 pipeline
- St. Thomas Community Health Clinic — Federally qualified health center
- HealthHub at Columbia Parc — $28.75M health/grocery complex (in progress)
- National & International Advisory — Leader in the national Purpose Built Network, Ghana, Germany



Manjeet Ranu, AICP

858-869-7190
manjeet.ranu@outlook.com
www.linkedin.com/in/manjeet-ranu

Pensacola, FL
Atlanta, GA
Tucson, AZ
Fort Collins, CO
McKinney, TX

PROFESSIONAL PRACTICE OVERVIEW

Manjeet Ranu is a comprehensive planning practitioner, having practiced nationally as a land use, transportation and environmental planner, with urban design and capital programming expertise. He was an executive for four large transportation agencies in the Los Angeles, Salt Lake City, Atlanta and San Antonio regions. He also led community development for cities in the San Diego, Dallas and Tucson regions. His transit experience involved leading and administering transportation planning, capital programs, Federal Transit Administration Capital Investment Grants program projects, National Environmental Policy Act and the California Environmental Quality Act. Areas of practice in land use include policy planning, master planning, development review, building safety, housing programs, preparing land use regulations, California Environmental Quality Act and code enforcement. Manjeet's 20 years of experience in the public sector and eight years in the private sector across different regions of the United States, along with years of community leadership, has given him keen strategic insights and creativity to advance highly complex initiatives to successful outcomes with broad support and transformational impact. He thrives at the intersection of interdisciplinary complexity, creativity and strategy. With this background, he has substantial public and private sector operations and management expertise.

EDUCATION

- Master of Urban and Regional Planning, University of Colorado at Denver, 1999
- Master of Public Administration, University of Colorado at Denver, 1999
- Bachelor of Arts, Biology and Political Science, University of Colorado at Boulder, 1995

PROFESSIONAL ASSOCIATIONS AND INDUSTRY LEADERSHIP

- American Institute of Certified Planners
- American Planning Association
- Urban Land Institute Full Member
- University of Colorado at Denver School of Public Affairs Advisory Board
- University of Colorado at Denver College of Architecture and Planning Advisory Board

SELECTED PROJECT EXPERIENCE

- *Santa Fe Forward General Plan Update, Santa Fe, New Mexico:* Project manager for this historic and culturally significant capital city's comprehensive update of its General Plan. The approach taken would shorten the delivery time to 2.5 years with a robust engagement program backed by an innovative digital platform. The plan will position Santa Fe to diversify its economy, increase housing attainability and broaden mobility options while strengthening its rich cultural, historic and artistic diversity.
- *Santa Fe Midtown Redevelopment Implementation Program, Santa Fe, New Mexico:* Provided owner's representative services for the City's Public Works Department to prepare an implementation program to plan, design, fund and deliver infrastructure to realize the vision for this 64-acre mixed use community center.
- *Illinois Tollway Strategic Plan, Chicagoland and Northern Illinois:* Prepared a strategic plan that was unanimously approved by the authority, which is responsible for nearly 300 miles of toll highways. This innovative plan recognizes the greater potential the Tollway has in advancing the State of Illinois' guiding principles, along with the interests of partners, stakeholders and its customers, to provide benefits beyond moving vehicles and goods. Developed the implementation plan to maintain momentum. Programmatic initiatives are a key feature that turn the plan into action.
- *VIA San Antonio Transit Agency Senior Advisor, San Antonio, Texas:* Served as a senior advisor while seated as an interim department chief to guide the transformation of this long-time bus transit agency into one that is prepared to deliver nearly $1 billion in capital projects. Additionally, provided strategic guidance on a transit-oriented land use policy and development program, in partnership with the City of San Antonio.
- *Winter Park Aerial Transit System, Winter Park, Colorado:* Project manager for owner's representative services to a public-private partnership that is planning a gondola transit system to link intercity passenger rail with the resort and downtown. The transit system will also support land development, public lands access, economic development, mobility and housing initiatives. The outcome of this effort allowed the partners to determine that it is best to take a local, state and private approach to delivery.
- *Pueblo Intercity Passenger Rail Station, Pueblo, Colorado:* Prepared an alternatives analysis to identify an intercity passenger rail station to strongly link Southern Colorado with major metropolitan areas to the north, while maintaining the historic character of downtown Pueblo. The process led to a unanimously approved locally preferred alternative, strategically positioned for funding and to catalyze investment in downtown.
- *Los Angeles Metro Purple (D) Line Section 3 Subway Extension:* Resurrected this stalled and endangered critical Los Angeles westside transit project. Made the critical connections between transportation, community development and equitable access to opportunities. Built federal agency crucial partnerships. Identified a streamlined NEPA review process to environmentally clear adjustments to the west terminus alignment. Project value exceeds $3 billion and is on time to be delivered for the 2028 Los Angeles Olympic Games.

KYLE MAY, AICP

Associate Principal, Planner

MKSK

Kyle has helped to manage complex planning efforts around the country. He places a special attention and emphasis on community involvement and has delivered thousands of voices to these processes.

Kyle's background includes integrating robust public engagement with strong data analysis and technical planning. Kyle has helped to reach past the typical voices and engage a broader and more representative range of citizens and stakeholders. He has experience working across the country in a wide range of communities, including Hilton Head Island, South Carolina, Columbus, Ohio, Elkhart County, Indiana, and many others.

Project Experience

Hilton Head Housing Framework
Hilton Head, South Carolina

Impacts of Affordable Housing in Central Ohio, Affordable Housing Alliance of Central Ohio
Columbus, Ohio

Experience Prior to MKSK:
Vibrant Communities Action Agenda
Elkhart County, Indiana

County-wide Strategic Plan
La Porte County, Indiana

Envision Athens Strategic Plan
Athens, Georgia

Together Roswell Strategic Plan
Roswell, Georgia

Forward Together - Strategic Economic Vitality Plan
Genessee County, Michigan

Athens NSEM Integrated Action Plan
Athens-Clarke County, Georgia

Strategic Plan for Northern Indiana Tourism Development Commission for the Northern Indiana Toll Road, Indiana

ADVANCE a Vision for East Central Indiana
Indiana

Education

The Ohio State University,
Masters of City and Regional Planning, 2012
Ohio University,
Bachelors of Science, Urban Planning, 2009

Certification

Certified Planner, American Planning Association

Professional Affiliations

American Planning Association
Education Chair, APA Central Ohio



JEFFREY PONGONIS, FASLA, PLA

Principal, Landscape Architect

MKSK

Jeff is committed to the implementation of a meaningful and connected environment. His process is focused and mindful of both the aesthetic details of robust social spaces as well as the greater urban strategy.

Jeff's wide range of projects express his beliefs and commitment to the design of a contextual human environment. His work includes project types ranging from master planning and mixed-use development planning, openspace and park design, to academic and campus design.

Project Experience

Grandview Yard Master Plan
Grandview Heights, Ohio

Grandview Yard Phase I Private Development
Grandview Heights, Ohio

Grandview Yard Phase I Public Infrastructure & Civic Spaces
Grandview Heights, Ohio

Grandview Yard Apartments
Grandview Heights, Ohio

Nationwide Arena District Master Plan
Columbus, Ohio

Flats II, Arena District
Columbus, Ohio

Flats On Vine, Arena District
Columbus, Ohio

North Bank Condominiums, Arena District
Columbus, Ohio

Burnham Square, Arena District
Columbus, Ohio

Arena Crossing, Arena District
Columbus, Ohio

Easton Commons
Columbus, Ohio

Brewers Yard
Columbus, Ohio

Education

The Ohio State University,
Bachelor of Science Landscape Architecture, 1998

Registration

Registered Landscape Architect, OH, MI
CLARB Certified Landscape Architect

Professional Affiliations

American Society of Landscape Architects Fellow
Urban Land Institute

Boards & Commissions

Columbus Downtown Commission, Columbus, Ohio, 2024-Present
Urban Land Institute (ULI) Board of Advisors, Columbus, Ohio, 2021-Present
ULI University and Innovation District Council, National Product Council, 2019-Present
Brewery District Commission, Chairman, 2002-2019
Urban Land Institute Regional Council, Urban Infill/Mixed Use Development Representative, 2014-2016
North Market Board of Trustees, 2011-2020



CHRIS HERMANN, FAICP

Principal, Planner

MKSK

Chris is adept at helping communities create a unique, compelling vision and translating it into strategic steps that transform cities and spaces.

Chris provides a broad range of project planning leadership experience, having managed projects involving regional planning policy, comprehensive plans, downtown plans, district and neighborhood planning, community revitalization/reinvestment, economic development, urban design, form-based codes, transportation and streetscape design, consensus-building, and public engagement and facilitation. His aptitude for transformational planning is complemented by his strong public presentation ability and friendly demeanor.

Project Experience

Louisville Downtown Master Plan
Louisville, Kentucky

Louisville Downtown Connectivity Study
Louisville, Kentucky

Uptown District and MLK/Reading Road Corridor Strategy
Cincinnati, Ohio

Connect Columbus Multimodal Plan
Columbus, Ohio

Grandview Yard Mixed-Use Zoning
Grandview Heights, Ohio

Bridge Street Scioto River Corridor Framework Plan
Dublin, Ohio

Toledo Downtown Plan
Toledo, Ohio

Scioto Peninsula Master Plan
Columbus, Ohio

Columbus Commons Development Plan
Columbus, Ohio

I-670 Project Mitigation and Design Enhancement Plan
Columbus, Ohio

Gordon Square Arts District Community Master Plan
Cleveland, Ohio

Education

The University of North Carolina at Chapel Hill,
Master of City and Regional Planning, 1992
Miami University,
Bachelor of Arts in Political Science, 1990

Certification

Certified Planner, American Planning Association

Professional Affiliations

American Institute of Certified Planners
College of Fellows, American Planning Association
Urban Land Institute

Boards & Commissions

Board Member, MKSK, 2019-present
ULI Transportation Advisory Committee
The Ohio State University Knowlton CRP Advisory Committee
Transit Columbus, Board Member, 2010-2023
Worthington Planning Commission, 2007-2013
Worthington Architectural Review Board, 2007-2013



LUIS CALVO, AICP

Associate Principal, Planner

MKSK

Luis merges his experience in architectural design with his abilities in urban planning to facilitate the development of public spaces that contribute to their surroundings and energize their communities.

Luis specializes in translating intricate and complex planning issues to a general audience through verbal, written, and graphic communication. As an advocate of community-driven planning, Luis emphasizes the use of creative public engagement tools to reach consensus among residents, stakeholders, and cities. He strives to generate planning documents and graphics that both educate and inspire and that are consistent with a community's goals and values. Luis finds his inspiration from the richness in the diversity of urban neighborhoods and the people that continue to make them vibrant and exciting places to live.

Project Experience

South Fourth Street Corridor Master Plan & Implementation
Louisville, Kentucky

West Kentucky Street Corridor Master Plan
Louisville, Kentucky

Akron TOD Feasibility Study
Akron, Ohio

East Market Streetscape Enhancements
Louisville, Kentucky

Uptown District and Reading Road Corridor Strategy
Cincinnati, Ohio

Windward Parkway & Highway 9 Area Master Plan
Alpharetta, Georgia

Euclid Ave. & S. Limestone St. Commercial Corridor Study
Lexington, Kentucky

North Point Area Alpha Loop Trail Feasibility Study
Alpharetta, Georgia

North Point Creative Placemaking Plan
Alpharetta, Georgia

Decatur Town Center Plan 2.0
Decatur, Georgia

Woodstock Downtown Master Plan
Woodstock, Georgia

Villa Rica Downtown Master Plan
Villa Rica, Georgia

Education

University of Louisville,
Master of Urban Planning, 2013
Kennesaw State University (Formerly Southern Polytechnic),
Bachelor of Architecture, 2010

Professional Affiliations

American Planning Association, Georgia Chapter



TYLER CLARK, AICP

Associate Principal, Urban Designer

MKSK

Tyler approaches the planning process with a holistic and analytical lens, collaborating with public and private partners to envision vibrant, inclusive districts, neighborhoods, and public spaces grounded in implementable strategies.

With over a decade of experience in mixed-use district visioning, campus planning, public realm strategies, and Transit-Oriented Development, Tyler combines leadership and visual communication expertise to translate complex ideas into compelling, community-centered plans.

Project Experience

The Ohio State University Framework Plan 2.0 & 3.0
Columbus, Ohio

OSU Carmenton Design Guidelines
Columbus, Ohio

Tulsa Arena District Master Plan
Tulsa, Oklahoma

Columbus State Community College 2022 Capital Plan
Columbus, Ohio

2022 Downtown Columbus Strategic Plan
Columbus, Ohio

15th & High Urban Framework Plan
Columbus, Ohio

New Albany Intel Design Guidelines
New Albany, Ohio

Cleveland Gateway District Framework Plan
Cleveland, Ohio

COTA East-West Corridor - West Broad & East Main
Columbus, Ohio

Akron TOD Feasibility Study
Akron, Ohio

Oklahoma State University Medical Center Master Plan
Tulsa, Oklahoma

Education

Ball State University,
Master of Urban Design, 2012
Ball State University,
Bachelor of Urban Planning & Development, 2010

Certification

Certified Planner, American Planning Association

Professional Affiliations

American Institute of Certified Planners
American Planning Association, Ohio Chapter
Urban Land Institute, Associate Member
ULI Health Leaders Network, Cohort 8 (2025) Member



KERRY REEDS, PLA

Principal

MKSK

Kerry is committed to an interactive design process that embraces placemaking as a primary design objective.

Large scale site planning has been the primary focus of Kerry's work including residential, commercial and corporate facility design services. His principal goal is to provide innovative and cost effective design solutions to his clients demanding program requirements. Kerry also has significant project experience in the design and implementation of public park facilities. His community-based approach to park design is to create environments that engage and endure.

Project Experience

Crocker Park Ph. 1-3
Westlake, Ohio

Jerome Village Center
Jerome Township, Ohio

Coffman Road Park Master Plan & Expansion
Dublin, Ohio

Amberleigh Park
Dublin, Ohio

Promedica Headquarters & Promenade Park
Toledo, Ohio

Van Aken District
Shaker Heights, Ohio

Portage Crossing Public Improvements
Cuyahoga Falls, Ohio

Gramercy Garage & Streetscape
Columbus, Ohio

Dublin Village Center
Dublin, Ohio

Eton Collection
Pepper Pike, Ohio

Avery Park Ph.1-4
Dublin, Ohio



Contact Information
E: Kreeds@mkskstudios.com
PH: 614.621.2796

Education

Kansas State University,
Bachelor of Science Landscape Architecture, 1989

Registration

Registered Landscape Architect, State of Ohio

Boards & Commissions

University Impact District Review Board, 2018-Present

Teaching

The Ohio State University, Adjunct Professor, 1999-2019
The Ohio State University, COTA Parklet Seminar, 2019



BRIAN SPENCER AIA

Principal, SMP Architecture

Brian Spencer, AIA is a Pensacola native and a founding principal at SMP Architecture. After completing his Bachelor of Arts degree at Duke University in 1979, Brian earned his Masters degree at Tulane University where he graduated Suma Cum Laude from the School of Architecture in 1984. He has been a licensed Architect for 30+ years and has received recognition for his contributions by the Florida AIA as a recipient of the 2012 Community Service Honor Award and as the State of Florida Citizen Architect Year 2020. Additional awards have been received from Hilton Hotel Corporation and The New Orleans Historic District Landmarks Commission. In addition to his passion for revitalizing Pensacola's Historic Downtown Core, Brian is an avid marathon runner and has completed more than 22 marathons. When asked why he chooses to run long distances, his response is "there is no better time to explore design solutions than when running alone for more than 3 hours!" Brian's contributions to the community include his previous election to serve on the Pensacola City Council. He also represented the Council on the Pensacola/Escambia County Clean Community Commission, Tourist Development Advisory Council, and the North Florida Transportation Planning Organization. Brian has served as the President of the Pensacola Little Theater, Pensacola Museum of Art and WSRE.

PROPOSED JOB ASSIGNMENT

Architect & Urban Designer

EDUCATION

Duke University
Bachelor of Arts

Tulane University
Master of Architecture
Lawrence Award for Design Excellence

PROFESSIONAL REGISTRATION

Architectural Licensure - Florida

COMMUNITY INVOLVEMENT

City of Pensacola Architectural Review Board, 2020-Present
Pensacola City Council, 2011-2018
Community Redevelopment Agency, 2011-2018
Downtown Improvement Board, 1997-2001
Gateway Review Board, 2008-2010
Pensacola Little Theater Board of Trustees, Past President 1990-1994
Five Flags Rotary, 1987-2004
WSRE Board of Directors, 2006-2012
Pensacola Chamber of Commerce Board of Directors 1997-1998

RELEVANT PROJECT EXPERIENCE

Palafox Pier - Pensacola, FL
New construction, mixed-use development, 91,000 SF, Construction Cost $35M, Completed 1995

Beggs & Lane Office Building - Pensacola, FL
Adaptive reuse, office space

The Artisan - Pensacola, FL
Adaptive reuse, mixed-use development

E. Intendencia Street Residences
New construction, 8,660 SF multifamily residentail. Construction cost $4M, Completed 2020.

701 Condominiums - Pensacola, FL
New construction, multi-family residential

The Arbors Gulf Breeze, FL
New Construction, senior living, Construction Cost $20M, Completed 2018

Reflection St. Petersburg, FL
New construction, 356,990 SF mixed-use tower, 88 residences with ground level retail. Construction Cost $52M, Completed 2024

Hampton Inn & Suites - Austin, TX
New construction, 16 stories, 210 keys. Construction Cost $15M, Completed 2002

Hampton Inn St. Charles Avenue - New Orleans, LA
New construction, 6 stories, 128 keys. Construction Cost $4.5M, Completed 1998



WILLIAM BRANTLEY AIA NCARB

Principal, SMP Architecture

A Pensacola native, William's interest in architecture began with building tree forts as a child. An avid traveler, he grew increasingly drawn to the profession as he recognized how deeply the built environment shapes lifestyles and reflects culture. William launched his career at TVS, one of the nation's top design firms in Atlanta, where he worked on a wide range of domestic and international projects. With a background in urban design, architecture, and interiors, he approaches each project with a holistic perspective.

After six years with TVS, William returned to SMP Architecture in 2019 with a focus on contributing to the growth and character of his hometown region. Over his career, William gravitated towards urban infill projects. He thrives on the complexities of these projects and appreciates the "redevelopment" opportunity to improve the existing urban fabric of our cities.

PROJECT ROLE

Architect & Urban Designer

EDUCATION

Clemson University
BA Architecture

University of Tennessee Knoxville
Master of Architecture

PROFESSIONAL REGISTRATION

Architectural Licensure -
Alabama, Florida

NCARB - Certified

COMMUNITY INVOLVEMENT

Chairmen of the City of Pensacola's Architectural Review Board (ARB) 2024-Present

City of Pensacola Architect Advisor 2023-2024

RELEVANT PROJECT EXPERIENCE

CoastAL Orange Beach, AL
New construction, 40,900 SF restaurant and retail space, 2 stories. Construction cost $21M, Completed 2023.

Jewelers Trade Shop Pensacola, FL
New construction, 12,000 SF specialty retail.
Construction Cost $7M, Under Construction

Maritime Place Pensacola, FL
New construction, 75,000 SF office building, 4 stories. Construction Cost $9.3M, Completed 2014

Hawkshaw Pensacola, FL
New construction, 156,884 SF mixed-use development.
Construction Cost $30M,
In Progress

Pensacola Country Club Expansion/Renovation Pensacola, FL
Construction Cost $2M
In Progress

Bodacious Olive Pensacola, FL
Adaptive Reuse, 5,000 SF specialty retail. Completed 2012

Reflection St. Petersburg, FL
New construction, 356,990 SF mixed-use tower, 88 residences with ground level retail. Construction Cost $52M, Completed 2024

***Charlotte Convention Center** Charlotte, NC
Expansion/renovation, 100,000 SF expansion providing 15 new meeting rooms atop the existing exhibit hall roof and a landscaped pedestrian bridge connecting to an adjacent light rail stop. Construction Cost $110M, Completed 2021

***North Avenue Presbyterian Church** Atlanta, GA
Expansion/renovation connecting three existing structures built in 1900, 1927, and 1960. Project provides a new hospitality hall and event space. 60,000 SF, Construction Cost $16M, Completed 2018

* Projects completed while working at tvsdesign.



PHILIP PARTINGTON AIA NCARB

Principal, SMP Architecture

Philip Graduated from Tulane in 1995 and was recruited as a junior designer by the nationally recognized architecture firm, Cooper Carry. He was fortunate to work directly with Jerry Cooper the founding principal and credits that time with shaping his approach to dealing with complex building types.

Philip and his wife Amy moved back to Pensacola in 1998 to raise their family.

Philip worked for Bullock Tice during those early years and honed his architectural, management skills on a variety of department of defense projects.

In 2001 Philip joined SMP and became a full equity partner in 2005. When he is not working you can find Philip listening to some good bluegrass and trying to catch some fish if he can find them.

PROPOSED JOB ASSIGNMENT

Architect & Urban Designer

EDUCATION

Millsapps College
Bachelor of Science

Tulane University
Master of Architecture

PROFESSIONAL REGISTRATION

Architectural Licensure -
Florida, Louisana

NCARB - Certified

COMMUNITY INVOLVEMENT

Pensacola Little Theater Board of Directors, 2005-2008
City of Pensacola Gateway Review Board, 2005-2018
City of Pensacola Fire Prevention Board of Appeals, 2002-2005
North Hill Historical District Board of Directors 2001-2003
Pensacola Opera Building Committee, 1999-2007
Pensacola Downtown Rotary 2005-2009

RELEVANT PROJECT EXPERIENCE

Water Mark Hotel Pensacola Beach, FL
New Construction, 12 stories, 207 keys, Construction Cost $35M, In Progress

Hilton Garden Inn Pensacola, FL
New Construction, 4 stories, 102 keys, Construction Cost $16M, In Progress

The Tides Hotel Orange Beach, AL
New Construction, 8 Stories, 86 Keys, Construction Cost $1.5M, Completed 2016

Admiral's Row
New Construction, 16 Residences, 47,000 SF, Construction cost $20M, Under construction

Hyatt Place Pensacola Airport Pensacola, FL
New Construction, 6 stories, 127 keys, Construction Cost $11.6M, Completed 2013

Holiday Inn Resort Pensacola Beach, FL
New Construction, 11 stories, 206 keys, Construction Cost $19.7M, Completed 2011

Springhill Suites Panama City Beach, FL
New Construction, 11 stories, 200 keys, Construction Cost $37M, Completed 2018

Hampton Inn & Suites Panama City Beach, FL
New Construction, 11 stories, 185 keys, Construction Cost $30M, Completed 2017

Maritime Place Pensacola, FL
New Construction, 75,000 SF office building, 4 stories, Construction Cost $9.3M,
Completed 2014

The Grand Marlin Pensacola, FL
New Construction, restaurant & retail, Construction Cost $6M, Completed 2008



Brad Alexander

RLA, CID

LANDSCAPE ARCHITECT

Assignment to this Project: Project Manager

14 Years of Experience - 10 with JPD

Brad Alexander specializes in creating or transforming spaces for the enjoyment of people. He manages many of the firm's design projects & is an expert communicator with all project team members. His ability to lead teams to a common goal increases his value as a design professional & as a project manager. His technical expertise & understanding of construction techniques is invaluable during the design & constructions stages of all JPD projects. He has managed projects with a combined construction budget exceeding one billion dollars. Brad is also an EPA WaterSense partner.

OTHER RELEVANT PROJECTS

Atsugi Naval Air Facility Golf Irrigation Design
-Atsugi Naval Air Facility, Japan

Studer Community Institute Plaza
- Spring/Garden St Pensacola, FL

University of West Florida Historic Trust Historic Village
- Pensacola, FL

RELEVANT EXPERIENCE

Navy Federal Credit Union Corporate Campus Continuing Services, Pensacola, FL - $1.1B | 410 Acres | Project Manager & Landscape Architect

Brad serves as the Landscape Architect for the recently expanded NFCU corporate campus in Pensacola, FL. JPD was tasked with developing the Owner's design concept, incorporating technical requirements, & collaborating with other consultants to achieve LEED certification. Brad provided a pedestrian centric approach to ensure the design was not only constructible but inviting, usable & a celebrated space once construction was complete. JPD has been the Landscape Architect for NFCU Corporate Campus since 2015 & has worked with many general contractors on various projects to ensure consistency & quality standards are upheld throughout campus to create a welcoming & enjoyable experience for the membership, employees & the public.

East Garden District, Pensacola, FL - $200M | 7 Acres | Project Manager & Landscape Architect

In 2018 Chad Henderson, owner of Catalyst HRE, had a vision to revitalize a seven acre section of downtown Pensacola. JPD was engaged to provide visioning, renderings & ideas to make this dream a reality. Seven years later the District has renovated an oversized Jefferson St between Garden St & Chase St into a downtown pedestrian prioritized streetscape, built multiple restaurants & has a 7 story boutique hotel under construction. Brad has been the Landscape Architect to collaborate & coordinate with all the different Architects, Engineers & contractors to make certain the owner's initial vision is realized. This project was the first public/private partnership with the City of Pensacola & a private investor.

Studer Children's Hospital & Bubba Watson Drive at Sacred Heart, Pensacola, FL - $300M | 10 Acres | Project Manager & Landscape Architect

The Studer Family Hospital involved great depths of detail throughout the project. Many focal points in the ground plane consisting of decorative pavers, concrete, glow stones, "dune-scapes", shade structures, lighting, landscape & irrigation. The top floor balcony consists of greenroof structures, xeri-scape plant materials & drip irrigation. The exterior spaces were designed to be healing garden spaces which can significantly improve people's sense of well-being, reduce stress & promote faster recoveries.

Jerry Pate Design

301 Schubert Dr.
Pensacola, FL
32504

EDUCATION

Bachelor of Landscape Architecture | 2011 | Mississippi State University

LICENSURE

Landscape Architecture

FL # LA7399

GA #LA1795

MS #LA671

Certified Irrigation Designer

CID #113188

AWARDS

Leadership Pensacola 2022 - Eric Doelker Memorial Award Winner chosen by classmates.

InWeekly 2023 Rising Star Award



Steve Dana

RLA

VICE PRESIDENT | LANDSCAPE ARCHITECT

Assignment to this Project: Principal & Design

26 Years of Experience - 26 with JPD

Steve has led the daily operations & design implementation of Jerry Pate Design since 1999 & has over two decades of professional experience in the design industry. Steve is adept at all aspects of project management from early conceptual design, through construction document development, to construction & project close out. He is a member of the American Society of Landscape Architects. Steve has 26 years of experience with Jerry Pate Design.

OTHER RELEVANT PROJECTS

Bay Memorial Park
-Panama City, FL

Publix Supermarkets Continuing Services
- Alabama, Georgia & Florida

Pensacola State College Master Plan
- Pensacola, FL

Jerry Pate Design

301 Schubert Dr.
Pensacola, FL
32504

EDUCATION

Bachelor of Arts Architecture | 1994 | Princeton University

LICENSURE

Landscape Architecture

FL # LA7043

MS #LA625

AL #LA778

AFFILIATIONS

Florida Chapter American Society of Landscape Architects

American Planning Association

RELEVANT EXPERIENCE

Hollice T Williams Stormwater Park, Pensacola, FL - $200M | 110 Acres | Landscape Architect

Steve is a landscape architect on the project team with Geosyntec for the revitalization of this large 110 acre linear park underneath Interstate 110. The project includes extensive public outreach, public engagement, the creation of extensive stormwater amenity infrastructure, recreation amenities, trails & bikeways.

City of Pensacola Design Services, Pensacola, FL - | Owner's Representative & Landscape Architect

Beginning in 2011, Steve has been involved in various continuing services projects with the City of Pensacola. In 2011, Steve served as the Owner's Representative for the Vince Whibbs Community Maritime Park & Admiral Fetterman Field (35 acres, $55M). During this project Steve directed the details of the design to the design/build contractor to take advantage of the site's environment & create comfortable spaces throughout the park. In addition Steve worked with the design/build contractor to save $6M in overruns that were projected at the time of bringing him on the team. Steve then was recruited to serve again as the Owner's Representative on the Admiral Mason Park project (10 acres, $10M). In this role, Steve directed much of the amenity design around the stormwater pond. The project included wide walkways, overlooks & passive recreation spaces. The plant palette is composed mostly of native vegetation & able to survive periodic flooding with low maintenance costs. Steve is now leading the JPD team on a pedestrian scale renovation of The New Palafox (10 acre, $7M) to include safer modes of travel & more secure conditions for pedestrians & downtown patrons.

Southtowne Apartments, Downtown YMCA, Urban Core Office Building & Intendencia St Woonerf, Pensacola, FL - $106M | 7 Acres | Principal & Landscape Architect

Steve was the lead Landscape Architect on these projects which included a mixed-use multi-family development ($75M). Across the street is a new YMCA ($16M) & Urban Core Office Building ($15M). These three projects were all brought together by Steve when he posed the idea to create Pensacola's first 'Woonerf' streetscape between them all. A Dutch concept translating to 'living street' whereby vehicular traffic is slowed by the removal of curbs & sidewalks. Instead of curbs, the design introduced planters, trees & on street parking. The tree located in the middle of the traffic circle was adopted by the users & coined the "Liberty Tree" to celebrate to location where Navy sailors would come ashore for their break or "liberty".



Specialties

Civil Engineering

Stormwater Management & Design

Surface Hydrology & Hydraulic Modeling

Erosion & Sedimentation Control

Project Management

Cost Estimating

Education

BS, Civil Engineering, Florida State University, Tallahassee, FL

Registrations/Certifications

Professional Engineer: FL No. 18375, AL No. T3081, LA No. 40969, NC No. 044690

Department of Environmental Protection Certified Stormwater, Erosion, and Sedimentation Control Inspector, FL

Department of Environmental Management, Qualified Credentialed Inspector, AL

OSHA 40-Hour Trained

KATIE R. FOX, PE

Site Civil Engineering Lead & Conceptual Design/Infrastructure Assessment & Cost Estimating

Brief Description

Ms. Fox is a civil engineer with experience and expertise in the areas of land development, storm water management, hydraulic and hydrologic modeling, erosion and sedimentation control, storm water operation and maintenance inspections, environmental resource permitting, National Pollutant Discharge Elimination System permitting, and contract documents (conceptual, detailed design, and construction level documentation).

Ms. Fox has become specialized in and has been directly involved with stormwater management design and permitting support to a variety of projects, including commercial developments and retrofits, industrial facilities, and soil and groundwater remediation sites. She is also experienced, providing post-design services including bid specification packages, construction oversight, and as-built plans preparation.

Ms. Fox is currently serving as Contract Manager for both the Continuing Engineering and Environmental Services Contracts with the City of Pensacola and has been an active member of the City's Environmental Advisory Board since 2019. She has successfully led and managed numerous multidisciplinary teams to project success.

Relevant Project Experience

Hollice T. Williams Stormwater Park, *City of Pensacola, FL.* Project Manager and engineering lead for the Hollice T. Williams Stormwater Park. The Hollice T. Williams Stormwater Park provides an extraordinary opportunity to create a multipurpose public space in the heart of the City to address flooding and water quality improvements; provide recreational, historical, and cultural experiences; revitalize an urban corridor; and reconnect the community that was lost, isolated, and displaced by the construction of I-110. In addition to the HTW Stormwater Park, the project includes upgrades to the existing Long Hollow Stormwater Pond, requiring parcel acquisitions with the intent of expanding the pond footprint, promoting economic development, and community accessibility. Project objectives include creating an iconic, award-winning, visionary, environmentally innovative, and equitably focused design for the park that will serve as a destination for tourists and residents, and repair impacts incurred by minority communities. Park programming included extensive community engagement and park visioning through an iterative planning and design process, with initial design efforts focused on flood reduction and water quality improvements. Subsequent design phases included detailed park programming and recreational design to be implemented as the City secures additional construction funding through grants, fundraising, or other efforts. Services include site-civil engineering, landscape architecture, structural engineering, process design engineering, utility engineering, geotechnical investigation, geotechnical and structural engineering, public outreach and community engagement, conceptual visioning design, permitting, and construction document production. Design services are currently ongoing.

CDBG Grant Support Services for the Baptist Hospital Legacy Campus and Pace-Cervantes Corridor, *City of Pensacola, FL.* Project direction and client-led the CDBG-DR Support Services Contract for the Baptist Hospital Legacy Campus and Pace-Cervantes Corridor. Geosyntec is conducting environmental assessment activities in support of the preparation of the environmental review record for

the release of grant funds. Efforts include environmental database review, Phase I ESAs, wetland and surface water investigation, cultural resource assessment, agency and tribal notification coordination, and grant support services.

Baptist Hospital Legacy Campus Decommissioning, Demolition, and Redevelopment Advisory and Engineering Consulting Services. Project Director and Geosyntec client lead for the engineering consulting and advisory services related to the Baptist Hospital Legacy Campus decommissioning, demolition, and redevelopment. Geosyntec provided engineering support services to the City of Pensacola (City) to support a property transaction that included approximately thirty-six acres with existing structures totaling over 750,000 (sf) of the former hospital and auxiliary buildings. Due diligence support activities included initial site reconnaissance and a building beneficial reuse evaluation, Phase I ESAs, and a Phase II ESA. Phase II ESA included the installation of monitoring wells, soil and groundwater sampling, and analysis. Hazardous building material surveys (HBMSs) were carried out on the structures to be demolished to evaluate the presence and extent of asbestos-containing materials, lead-based paint, and other hazardous materials. Geosyntec worked closely with the City to understand their planning for the site and provided insights on potential liabilities and risks to be considered in developing the transfer agreement. Geosyntec advised the City on the risk associated with various contracting and tender approaches and developed both an RFQ and an RFP document on accelerated schedules. Geosyntec prepared the RFP to minimize risk and decommissioning and demolition costs by evaluating permitting requirements and incorporating historical as-built surveys, HBMSs. Tree protection plans and a stormwater pollution protection plan (SWPPP) requirements are included in a comprehensive bid document.

Ward Lake Redevelopment, *DeKalb County, GA.* Engineering lead for the hydrologic/hydraulic analyses related to the surface water management system for the multidisciplinary Ward Lake Redevelopment project. The project involved obtaining borrowed material for use in landfill operations from Ward Lake and the ponds area north of Ward Lake Road, while redeveloping these areas into amenity space for the public, including fishing ponds, trails, picnic areas, etc. Ward Lake is an existing 25-acre lake at the Site and currently receives inflow from a 1,400-acre drainage area upstream. The proposed surface water management system included the 5-acre expansion of Ward Lake and the hydraulic connection of three detention ponds downstream, which conveyed runoff to two outfall locations via conveyance channels and culverts. Ms. Fox provided support in preparing existing and proposed conditions hydrocad models for analysis of ponds and conveyance channels, and HY8 and SWMM models for culverts throughout the Site. The system was designed to meet the criteria set forth by the Client, DeKalb County, and the Georgia Stormwater Management Manual.



Specialties

Brownfields Redevelopment

Urban Planning

Due Diligence

Environmental Site Assessment & Remediation

Funding & Grants

Community Engagement

Education

MS, Urban Planning, University of Kansas, Lawrence, KS

BS, Environmental Science, University of Kansas, Lawrence, KS

Registrations/Certifications

N/A

Professional Affiliations

American Planning Association

AMY DZIALOWSKI

Environmental Site Assessment/Grant Applications & Administration/Land Use & Public Engagement

Brief Description

Ms. Dzialowski serves as a Senior Principal and brings over 22 years of expertise in environmental planning, with a particular focus on brownfields redevelopment, funding programs, and environmental compliance. As an urban planner with environmental and land use planning expertise, she understands the many challenges of urban redevelopment projects. She works closely with public and private clients to provide advisory services, environmental strategies, public engagement, and risk protection. She has completed due diligence on hundreds of properties to facilitate real estate transactions and redevelopment. She has comprehensive experience working within numerous federal and state regulatory programs, including NEPA, RCRA, CERCLA, state voluntary cleanup programs, and brownfields initiatives.

Ms. Dzialowski is a nationally recognized expert in environmental and government grant programs. Amy has worked with dozens of grant-funded programs across the United States, focused on environmental solutions, infrastructure, capital projects, community revitalization, brownfields redevelopment, emerging contaminants, solid waste management, carbon strategies, and climate resilience. She has successfully secured more than $300 million in grant funds for public sector and industry clients and brings an understanding of best practices, program approach, and partnership development. She speaks regularly at state and national conferences about the benefits of land recycling and has served on the national planning committee for the USEPA and the International City/County Management Association national brownfields conference and environmental justice caucus.

Amy also serves her community as a vice mayor and city councilor. In this role, she has developed policy around funding programs, utility services, land use, parks and recreation, economic development, and rate structures. She has supported broad general fund decisions and provided budget direction across municipal departments. Ms. Dzialowski was recently appointed by the George Kaiser Family Foundation as an inaugural fellow with the 1050 Forward Fellowship Program, a comprehensive initiative to strengthen civic engagement and advance collaborative strategies for positive statewide outcomes.

Relevant Project Experience

HUD CDBG-DR Grant Implementation, Administration & FHWA Reconnecting Communities Grant, *Pensacola, FL.* Supporting the City of Pensacola with the implementation of a $25M Community Development Block Grant Disaster Recovery (CDBG-DR) Infrastructure Grant, for the Hollice T. Williams Stormwater Park. The more than 100-acre urban park will be designed to build resilience and alleviate flood and stormwater concerns while providing recreational and natural amenities to the community. Client services include supporting the City with park master planning and engagement, stormwater engineering/design/construction plans, grant administration and compliance, HUD environmental review documentation (Environmental Assessment), and permitting. Also provided grant writing and economic benefits analysis for a successful $10M Reconnecting Communities Grant application.

USEPA Brownfields Program Grant Writing and Implementation, Multiple Municipal & Non-Profit Clients. Program Manager and Environmental Planner, assisting multiple municipal and non-profit Brownfields Redevelopment Programs. These initiatives focus on redeveloping major public and private projects in urban core communities. Client services included grant writing, public involvement, strategic

partnering, and agency coordination. Activities have included redevelopment planning, support for environmental justice communities, programmatic grant compliance and support, environmental site assessments, remedial feasibility, corrective action selection, and cleanup oversight. Secured and/or implemented USEPA brownfields grant funding for multiple clients, examples include: Cass Community Services, MI; Dorothea Dix Conservancy, NC; Wendell, NC; Bay City, MI; Oklahoma City, OK; Oroville, CA; Medical Business District, OK; Imperial County, CA; West Sacramento, CA; Huerfano County, CO; El Cajon, CA; Eureka, CA; Peoria, AZ; Reno, NV; Lincoln, NE; Little Rock, AR; San Antonio, TX; McKinney, TX; Texarkana, TX; Norfolk, VA; St. Petersburg, FL; MidAmerica Regional Council, MO; Kansas City, MO; National Development Council, Inc.

Brownfields Redevelopment Projects, *City of Oklahoma City, OK.* Program Manager and Environmental Consultant assisting the City of Oklahoma City Brownfields Program since 2007. This city initiative is a targeted redevelopment program for important public and private projects, largely focused on downtown Oklahoma City. Client services have gone beyond the technical to include the identification of funding opportunities, grant application preparation, and grant administration/reporting; public outreach, agency coordination, and partnership development. Successfully managed and provided technical and advisory support for more than 250 brownfields redevelopment projects. Secured and implemented more than $4.5 million in brownfields grant funding. Notable redevelopment projects have included:

- *Oklahoma City Convention Center*, ULI Oklahoma Outstanding Public Initiative Award
- *Scissortail Park*, 70-acre park, International Partnering Institute's Partnering Champion Award
- *Eastpoint Development*, commercial redevelopment in the historically red-lined district of OKC, ULI Global Awards for Excellence Winner
- *Devon Tower*, 50-story downtown skyscraper, Phoenix Award
- *The National*, hotel, residential, and commercial reuse of a historic 33-story building, Phoenix Award
- *The Douglass at Page Woodson*, affordable housing redevelopment at a former segregated school and the surrounding area, National Trust for Historic Preservation's Richard H. Driehaus Foundation National Preservation Award
- *Bricktown Fire Station*, LEED-certified fire station in Oklahoma City's Bricktown entertainment district

USEPA Brownfields Cleanup Grant, Cass Community Social Services, *MI.* Authored a successful $500,000 USEPA Cleanup Grant application for Cass Community Social Services (CCSS), a Detroit non-profit dedicated to providing basic needs, affordable housing, and support services. The grant enables CCSS to remove asbestos and lead hazards from the Former Visitation Church Site. This funding will transform the deteriorated site, allowing CCSS to create a much-needed recreational community center for the neighborhood and further its mission to support Detroit's underserved populations.

Equitable Community Revitalization Grants, Multiple Local Government & Non-Profit Clients, *CA.* Identified projects, supported partnership development, and authored five successful grants for the newly created Equitable Community Revitalization Grant (ECRG) Program. The ECRG Program gives California communities an unprecedented opportunity to address historic environmental challenges and set a new path for land use that will have immediate and lasting benefits, such as parks and other green spaces, commercial enterprises, and housing. Grant awards will provide for environmental assessment, community engagement, redevelopment planning, and remediation, and total more than $14 million.

Urban Agriculture & USEPA Brownfields Grant Projects Lincoln, NE**.** Project Director and author of the City's USEPA Brownfields Multi-Purpose Grant Application and Brownfields Program approach. The application included collaboration across City departments and local non-profits to develop a local food and urban agriculture framework for key downtown properties. With funding from the state and USEPA sources, a target site was selected for an urban agriculture plan and environmental assessment that could then be replicated as a best management practice for the City's Climate Action Plan. Secured $800,000 in USEPA Multi-Purpose Grant funding.



Specialties

Master Planning

Water Resources

Outreach/Funding

Education

PhD, Civil Engineering, University of California, Los Angeles, CA

MS, Civil Engineering, University of California, Los Angeles, CA

BS, Civil Engineering, University of Colorado, Boulder, CO

Registrations/Certifications

Professional Engineer, CA No. 67575

Accredited Professional, Leadership in Energy and Environmental Design (LEED® AP)

Professional Affiliations

ASCE

MARK HANNA, PHD, PE, LEED AP

Planning & Civil Engineering/Infrastructure Design/Project Delivery Methods

Brief Description

Dr. Mark Hanna has nearly 30 years of experience in integrated water resources, including water resource planning, surface water/groundwater design, hydrology and hydraulics, stormwater management, and stream flow management. His most recent experience has been in designing and implementing multi-beneficial stormwater and snowmelt capture projects, prioritizing water supply, water quality, conjunctive use, and environmental management. Dr. Hanna spent seven years as a water resources engineer for the Los Angeles Department of Water and Power. During this time at LADWP, he developed more than 15 multi-beneficial stormwater capture projects, including spreading grounds and subregional infiltration facilities, and served as the water rights lead for groundwater remediation initiatives. While at LADWP, he directed the Mono Basin Restoration Program, responsible for stream flow diversions totaling 16,000-acre feet per year. Before joining LADWP, Mark managed the U.S.B.R.'s "Real-Time Wetland Water Quality Management Program," balancing water supply, water quality, and habitat needs for a 50,000-acre wetland complex in California's Central Valley. Dr. Hanna received his Master's in 1999 and his Ph.D. in 2004 in water resources from UCLA with a minor in ecology.

Relevant Project Experience

Sepulveda Basin Vision Plan, *Los Angeles, CA.* Project Director and Lead Civil and Water Resources Engineer for the Vision Plan process, which entails the City of Los Angeles' first comprehensive look at the entire Sepulveda Basin, a nearly 2,000-acre open space owned by the USACE with approximately 1,500 acres under lease to the City of Los Angeles through their Recreation and Parks Department. The project recognizes the critical importance of the Sepulveda Basin as part of the LACDA and seeks to update the environmental, recreational, and cultural opportunities available in the Sepulveda Basin. Additional aspects incorporated into the Vision Plan include access for communities into the basin as well as within the basin once they arrive. Key in this process is to develop flood risk, water quality, and water supply aspects to support the USACE and other key jurisdictional entities. Project analyses thus far indicate that the basin capacity may be increased by 10 to 20%, possibly adding ~3,000 acre feet of flood storage.

Bending the River Back into the City, Metabolic Studio, Los Angeles, CA. Project Director. Currently providing planning, engineering, permitting, bidding, construction at risk, and construction management services for diversion and treatment of the Los Angeles River water near downtown, which includes intake structures in the Los Angeles River; micro-tunneling of 12-inch intake pipelines; pump station, water treatment, storage, and distribution system to nearby parks for irrigation; mechanical and electrical controls and instrumentation; and various site improvements. Currently, construction of the in-river structures and micro-tunneling is complete.

Los Angeles River Master Plan Update, *Los Angeles County, CA.* Project Manager and Water Resources Technical Lead for the Los Angeles River Master Plan Update project. This is a County-wide planning and technical analysis effort encompassing water resources, environmental conditions, and the community. Water resources include surface water modeling, groundwater management, water quality, wastewater

discharges, and urban runoff. The environmental issues include native and non-native species management, including Arundo within the soft-bottom reaches of the LA River. Community issues revolve around access and equity, housing, and public health. The project includes a 40+ agency steering committee, nine LA County Departments, and a robust community engagement program.

OASIS Aliso Creek Urban Runoff Diversion Planning Study & Preliminary Design Report, *Moulton Niguel Water District, CA*. Senior Technical Reviewer, QA/QC. Analyzing the feasibility of diverting streamflow from Aliso Creek to serve existing and future recycled water demands. The project includes considerations, including water availability modeling, permitting, water rights, existing infrastructure, lake management, geotechnical considerations, natural treatment system feasibility, alternatives analysis, and a 30% design package.

Headwaters Area Project, *Canoga Park, CA*. Project Director and program manager for the Headwater Area Project and early action implementation project, looking at visioning and master planning, and focusing on meeting specific needs through project implementation. Responsibilities include concept development, water resource analyses, including water quality and hydraulics, civil design, permitting, and cost estimating.

Headwaters Pavilion, *Canoga Park, CA*. Project Director for the early action implementation of the Headwaters Pavilion, developing an access gateway, with a shade structure and restroom facility, along with native plantings and stormwater quality improvement practices.

Stormwater Capture Parks Program, *San Fernando Valley, CA*. Project Technical Advisor for the design and permitting for major enhancements to increase stormwater capture at nine parks in the City of Los Angeles. Scope items include optimization of the hydrology and hydraulics across all nine parks and geotechnical investigation and detailed design of stormwater infrastructure at a subset of the nine parks.

Rio Hondo Confluence Area Concept Study, *LACPW, Southeast Los Angeles, CA.* Project Director and lead civil engineer for the conceptual design of multiple park and open space improvements across and along the Los Angeles River, the Rio Hondo, and the confluence area in Southeast Los Angeles. The project includes multiple studies for potential river modifications that would improve the needs of the underserved communities, including pedestrian bridges, platform parks, flood channel terracing, low-flow channel modifications, and associated geotechnical and environmental engineering activities.

San Fernando Green Streets; Van Nuys Great Streets Infrastructure Implementation (Alternative Delivery), *Los Angeles, CA.* Technical advisor for the integrated design/alternative delivery project installing stormwater biofiltration and drywell devices along Van Nuys Boulevard to capture, treat, and infiltrate stormwater into the San Fernando Basin.

Mill Creek Wetlands, *San Bernardino and Riverside Counties, CA.* Water resources engineer for design aspects of diversion from Mill Creek into the water quality treatment facilities and treatment train. Tasks included design support, certification, and coordination with key regulatory agencies, including USACE (LA District). The project involves 50 acres of vegetated detention basin, treatment wetlands, infiltration, and multi-benefit recreational areas.

Southern California Water Conservation Analyses, *Los Angeles, CA.* Project Manager and water resource lead for the Metropolitan Water District of Southern California, analyzing recycled water distribution networks and large landscaped areas throughout MWD's service area to identify opportunities to increase non-potable use of recycled water.

Sustainability Analyses for Facebook Redevelopment*, Menlo Park, CA.* Sustainability analyst developing options for water capture and reuse on the master planned Facebook Campus under the direction of Frank Gehry. Responsible for developing options for centralized and distributed options and accounting for the water-energy nexus.



Specialties

Integrated/Sustainable Water Resources

Water Resources Infrastructure & Delivery

Watershed Management & Water Quality Planning

Education

MS, Civil Engineering, University of California, Berkeley, CA

BS, Civil Engineering, University of California, Berkeley, CA

Registrations/Certifications

Professional Civil Engineer, CA No. 51194

Diplomate, Water Resources Engineer No. 00281

Envision Sustainability Professional

Certified Professional in Storm Water Quality

Professional Affiliations

ASCE

American Water Resources Association

Water Environment Federation

California Stormwater Quality Association

Asian American Architects/Engineers

Berkeley Engineering Alumni Society

Urban Water Institute

KEN J. SUSILO, PE, D.WRE, ENV SP

Public/Private Partnerships/Planning & Environmental Permitting/Project Delivery Methods

Brief Description

Ken Susilo, PE, D.WRE, ENV SP, is a Professional Engineer, Diplomate Water Resources Engineer, and Envision Sustainability Professional (Certified Professional in Water Quality inactive). He has over 27 years of experience in planning, permitting, engineering, design, hydraulics, hydrology, stormwater management, and integrated water resources. He has actively investigated alternative project delivery methods (such as public-private partnerships), funding approaches, asset management, and Triple Bottom Line assessments for project and program implementation. His projects have been recognized by the American Society of Civil Engineers (ASCE), Water Environment Federation (WEF), California Stormwater Quality Association (CASQA), American Public Works Association (APWA), League of California Cities, and California Water Environment Association (CWEA). Mr. Susilo has served as an Expert Witness in cases involving storm water, hydrology, flooding, sediment fate and transport, and water quality. Mr. Susilo recently served on the WEF Stormwater Steering Committee, co-chairing the subcommittee for Technical Excellence. He is the managing Senior Principal of Geosyntec's Los Angeles office.

Relevant Project Experience

Aliso Creek Inn Redevelopment Water Quality Analysis, *Laguna Beach, CA.* Project Manager for water quality analysis for the redevelopment of the Aliso Creek Inn and Golf Course at Laguna Beach. Tasks included baseline water quality assessments, participation in site and golf course design, development of water quality mitigation and monitoring plan, and participation in stream and flood impact assessments.

Vermont Avenue Green Street Improvements, *Los Angeles, CA.* Principal-in-Charge for hydrologic and water quality analyses and the development of green street/water quality design elements, including the evaluation of potential water quality benefits for the City of Los Angeles Community Redevelopment Agency and AHBE Landscape Architects.



Specialties

Civil Engineering

Construction Management

Project Management

Geotechnical Engineering

Environmental Engineering

Education

BS, Civil Engineering, California State Polytechnic University, San Luis Obispo, CA

Certificate, Construction Management, University of California, Los Angeles, CA

Registrations/Certifications

Professional Engineer, CA No. C45527, TX No. 129702, KY No. 40081

Geotechnical Engineer: CA

Associate Fellow, Institute of Chemical Engineers

Certified Safety Professional, BCSP

Professional Affiliations

Institute of Chemical Engineers

American Institute of Chemical Engineers

NACE International

Board of Certified Safety Professionals

ROBERT BRUCE

Environmental Engineering & Planning/Civil Engineering & Infrastructure Design/Planning & Constructing Phasing/Demolition & Decommissioning/Project Delivery Methods

Brief Description

Mr. Bruce has 40 years' experience in planning, feasibility studies, investigation and technical studies, litigation and claims support, preparation and implementation of work plans for a variety of industrial, commercial and mixed-use and redevelopment projects, environmental remediation projects and civil engineering structures throughout the United States, Canada, Thailand, Indonesia, Malaysia, Philippines, Cambodia, Laos, Columbia, Brazil, Kuwait, Bahamas, Peru, Bangladesh, Turkey, Australia, and Kazakhstan.

Relevant Project Experience

***Former Baptist Hospital Complex Demolition & Redevelopment**, City of Pensacola, Pensacola, FL.* Technical Lead for the characterization, materials inventory, and planning for demolition of a former multistory hospital complex and fifty-four adjacent properties in Pensacola, Florida. The site is planned for redevelopment as affordable residential and park space.

San Fernando Valley Green Streets *City of Los Angeles Bureau of Sanitation and Environment, Los Angeles, CA.*** Technical lead for studies in support of a set of planned green stormwater infrastructure development projects in the San Fernando Valley to capture and redirect stormwater runoff to groundwater. These projects incorporated the capture of stormwater with opportunities for community re-greening and development of local parks and green spaces. Geosyntec also implemented a Small Business Incubator Program to engage, develop, and expand the pool of local small business contractors to participate in this program.

SELA Cultural Center, Rivers & Mountains Conservancy*, Norwalk, CA*. The San Gabriel & Lower Los Angeles Rivers and Mountains Conservancy (RMC), in partnership with the Los Angeles County Flood Control District, is developing a project for a Community Cultural Center in Southeast Los Angeles (SELA) near the City of South Gate, California. Project Manager for Geosyntec, where Geosyntec is part of a team that includes OLIN for landscape architecture and urban design, Gehry Partners for architecture, MKA for structural engineering, and other building specialists. Geosyntec's involvement started with site selection and feasibility studies. The specific Geosyntec scope includes geotechnical, civil, hydraulics and hydrology, stormwater management, environmental engineering, and support of permitting, CEQA, and community engagement.

The Port Lands Flood Protection & Enabling Infrastructure Project (PLFP)*, Toronto, Canada.* PLFP is a major brownfield redevelopment project in Toronto, Ontario, Canada, consisting of over 715 acres of waterfront land around Lake Ontario. The former industrial area with soil and groundwater contamination issues is being redeveloped into major parklands and mixed-use development. This scope of work includes the excavation of a new outlet river channel connecting the Don River to Lake Ontario, to alleviate upstream

flooding and provide new wetlands and park assets for the City of Toronto. Provided onsite technical support on the installation of a secant pile wall that involved the installation of more than 1,500, 1.2-meter-diameter overlapping concrete piles installed to socket into bedrock at depths of 40 to 45 meters in a contaminated site.

Valley Plaza Park North, Stormwater Capture Parks Program, **City of Los Angeles, Bureau of Engineering (LABOE),** *North Hollywood, CA.* Project Manager for the Valley Plaza Park North to capture stormwater runoff from an approximate 920-acre watershed and divert the runoff into a 2.2-acre underground infiltration gallery. The gallery will be installed, and then all park facilities will be re-established. The performance metric for the Project is capture of 457 acre-feet per year (AFY) achieved by diverting flow from a 12-foot by 10.5-foot County of Los Angeles Flood Control District (LACFCD) reinforced concrete box culvert.

Headworks Restoration Park, City of Los Angeles Department of Water & Power*, Burbank, CA,* provided geotechnical and environmental support for the planned Headworks Restoration Park. The park would occupy the eastern side of the existing 43-acre Tom LaBonge Headworks Water Complex, along with a parking lot, a gateway pavilion, pedestrian pathways, bicycle infrastructure, and connections to both the L.A. River trail and Griffith Park. The centerpiece of the park would be a new eight-acre garden above the western reservoir, featuring tree groves, gardens, and walkways.



William J. Dunaway

Shareholder

Locations: Pensacola, FL
Destin, FL
Santa Rosa Beach, FL

Direct: 850.208.7020
Cell: 850.512.2831

Email: wdunaway@clarkpartington.com

// Legal Secretary

Patricia Brennan / 850.208.7063
pbrennan@clarkpartington.com

// Paralegal

Barbara Sponburgh / 850.208.7067
bsponburgh@clarkpartington.com

PRACTICE AREAS

- Construction & Development
  - Environmental & Land Use
  - Real Estate Transactions & Real Property Development
- Environmental & Land Use
  - Real Estate Transactions & Real Property Development
- Litigation
  - Administrative
  - Commercial Litigation
  - Eminent Domain & Condemnation
- Real Estate
  - Eminent Domain & Condemnation
  - Real Estate Litigation
  - Real Estate Transactions & Real Property Development

PROFESSIONAL EXPERIENCE

Will practices primarily in the area of environmental and land use law. He has experience in local, state, and federal land use planning and the associated environmental permitting. Will has negotiated environmental matters at the federal, state, and local governmental level. He represents clients before local government commissions, councils, and boards on land use and environmental issues. Will's litigation training began in the military justice system where he served as a trial and defense counsel and ultimately a Military Judge.

Following his retirement from the Navy, Will and his family moved back to Pensacola and the City they grew to love during several tours of duty. His wife, Beth, is a special education teacher in the Escambia County School District.

At the University of Mississippi Law School, Will served as the Editor-in-Chief of the Mississippi Law Journal. While at The George Washington University Law School, Will interned at the Council on Environmental Quality, Executive Office of the President.

Will served as the 2018-19 President of Pensacola-Cordova Rotary. Will joined Rotary in April 2012 and became involved with leadership after attending RLI training. He is a graduate of RLI I, II, and III plus graduate Foundation and Discussion Leader training. He attended the RI Convention in Atlanta and served as a volunteer with the host committee. Will was designated a Paul Harris Fellow by the club in 2015. He became a Paul Harris Society member in 2017 and a Bequeath Society member in 2018 as part of the District Million Dollar Dinner. In 2018, Will was selected by the Combined Rotary Clubs of Greater Pensacola and the University of West Florida College of Business as their "Ethics in Business Award" recipient.

Will continues to show dedication to his profession and community by being an advocate for persons experiencing homelessness at Satoshi Forest. Through his volunteer work with groups like NAIOP, where he serves as past president of the local and state chapters, Will is working to ensure economic growth continues not only in Escambia County, but throughout the Florida Panhandle. In 2018, Will was awarded NAIOP NW Florida's Member of the Year.

When he has a free moment, Will enjoys many outdoor activities including fresh and saltwater kayaking, hiking, and camping.

Will is a Martindale AV rated attorney licensed to practice law in the states of Mississippi and Florida.

https://clarkpartington.com/environmental-land-use/

AFFILIATIONS

- American Bar Association, Law Practice Division Member
- The Florida Bar – Florida Environmental & Land Use Law Section (ELULS)
- Escambia Santa Rosa Bar Association
- CivicCon, Board Chairperson, 2018-2023
- NAIOP Commercial Real Estate Development Association, State President, 2018-2019
- Florida Association of Environmental Professionals (FAEP)
- Sacred Heart Foundation Development Board (300 Hearts), 2009-2013
- Rotary Club of Pensacola, Inc. (Cordova Chapter), President, 2018-2019

EDUCATION

- LL.M. Environmental Law, The George Washington University Law School, 2002
- J.D., University of Mississippi, 1992
- B.S., University of Mississippi, 1986

HONORS

- AV rating in the Martindale-Hubbell Law Directory

ADMITTANCE TO PRACTICE

- All Florida State Courts
- All Mississippi State Courts
- U.S. District Court for the Northern District of Florida
- U.S. Court of Appeals for the Armed Forces



Charles F. James IV, B.C.S.

Board Certified Real Estate Lawyer

Shareholder & Transaction Dept Chair

Location: Pensacola, FL

Office:	Direct:
850.434.9200	850.436.6466

Email: cjames@clarkpartington.com

// Legal Secretary

Pat Sumrall / 850.208.7016
psumrall@clarkpartington.com

// Real Estate Closing Coordinator

Linda Christenson / 850.434.8576
lchristenson@clarkpartington.com

PRACTICE AREAS

- Business & Banking
  - Administrative
  - Financial Institutions
  - Corporate, Securities & Business
- Construction & Development
  - Real Estate Transactions & Real Property Development
- Environmental & Land Use
  - Real Estate Transactions & Real Property Development
- Real Estate
  - Financial Institutions
  - Real Estate Transactions & Real Property Development
- Tribal Law

PROFESSIONAL EXPERIENCE

Charles aims to deliver reliable results to his clients. He provides reasoned and efficient analysis in real estate development, finance, and corporate transactions. He has true multistate practice with admission to practice law in both Florida and Alabama.

He represents banks and other lenders in loan originations, including construction and term loans, mezzanine and bridge loans, and on workouts, restructurings and foreclosures. Projects for which his clients have made loans include shopping centers, hotels, multifamily, mixed-use, office, parking facilities, condominiums, marinas, and retail developments, and aircraft.

He represents developers and an Indian Tribe in development projects including office towers, mixed use commercial and retail, hotels and resorts, golf courses, marinas, shopping centers, multi-family housing, commercial and residential condominiums, and residential subdivisions.

He regularly drafts and negotiates complex leases for commercial landlords, and tenants. He has experience in all aspects of State and Federal New Market Tax Credit transactions representing leverage lenders, CDEs, and QALICBs.

His most recent and ongoing activities include the representation of the developer (an Indian tribe) of 500 acres in Baldwin County, Alabama in the development, build out and lease of commercial retail space within a destination lifestyle center and amusement park, and the representation of a developer of a $67 Million multi-building mixed use project involving residential, retail, and office development with multistory parking garage in downtown Pensacola, Florida.

He enjoys spending time with his wife and two children, watching Alabama football, and participating in triathlons and other endurance events, including Ironman distance races, ocean swims and marathons.

Charles has served on the Firm's Executive Committee as Transaction Department Chair, Secretary, and Treasurer. He issues title insurance in Florida and Alabama as an agent for all major title insurance underwriters. He is Board Certified as a Specialist in Real Estate Law by the Florida Bar.

EDUCATION

- J.D., Samford University Cumberland School of Law, 2002
- M.B.A., Samford University, 2002
- B.S., University of Alabama, 1996

HONORS

- AV rated by Martindale-Hubbell
- Super Lawyers
- Florida Trend's Legal Elite
- Ironman Florida, 2014, 2022
- Ironman Chattanooga, 2015
- Ironman 70.3 Gulf Coast, 2018, 2021
- Ironman 70.3 New Orleans 2014, 2015
- Ironman 70.3 Augusta, 2015
- Escape from Alcatraz
- Chicago Marathon
- New York Marathon
- Marine Corps Marathon
- Big Sur Marathon
- Swim for the Alligator Lighthouse

ADMITTANCE TO PRACTICE

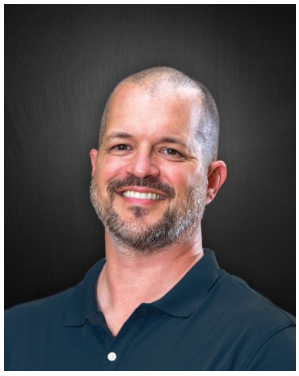
- Florida
- Alabama

CERTIFICATIONS

- Board Certified as a Specialist in Real Estate Law by the Florida Bar

AFFILIATIONS

- The Florida Bar, Real Property Probate and Trust
- Escambia Santa Rosa County Bar Association
- Baldwin County Bar Association
- National Association of Industrial Office Properties (NAIOP)
- Big Brothers Big Sisters of Northwest Florida, former "Big" and Board Member



Travis Peterson

Over 20 years of experience in public affairs, advocacy, political communications, and public relations. Expertise in strategic communications, message development, stakeholder targeting, and crisis communications.

- Managed public engagement campaigns for local, regional, and international clients in the public and private sectors to support project goals and build community support.
- Developed and implemented policy agenda and communications plans for local government, semi-governmental agencies, and public policy campaigns.
- Community engagement projects include:
    - Carpenter Creek & Bayou Texar WMP - Escambia County, FL
    - Musqueam Reserve Master Plan, Vancouver, BC
    - OLF-8 Master Plan - Escambia County, FL
    - Skylands Development Plan, Tasmania, AUS
    - Jackson Street Master Plan, Escambia County, FL
    - West Main Master Plan, Pensacola, FL

Professional Experience

Impact Campaigns - *Founder and Lead Strategist* 2003-Present

- Expanded initial consulting business to include multiple service lines, public and private sector clients, specializing in land use communications and engagement.
- Supported advocacy efforts at the local, state, and national efforts for environmental, public health, educational, and community equity causes.
- Managed targeted communication campaigns for state, local, and municipal elected officials and political candidates across the United States.
- Advised corporate and nonprofit clients on public policy issues, stakeholder outreach, brand communications and public relations efforts.

American Cancer Society - *Regional Advocacy Specialist* 2001-2003

- Managed 18-county territory to mobilize grassroots advocates to support organizational advocacy and policy goals.
- Selected as statewide advocacy trainer for 200 volunteers participating in Washington, DC advocacy day.
- Successfully coordinated petition gathering effort and get-out-the-vote campaign for Statewide Constitutional Amendment banning indoor smoking (Yes on 6)
- Coordinated state legislative outreach efforts for State Representatives and Senators across Northwest Florida.

Education

B.A., Political Science, Samford University

References

Available Upon Request



Chris Zahas

AICP, Managing Principal

LELAND CONSULTING GROUP

Role on Project

Senior Market and Real Estate Advisor

Chris Zahas is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. He helps public and private sector clients turn broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development and place making. In all cases, Chris keeps the focus of projects on implementation, anticipating next steps and never hesitating to advise a client to change directions when that is the best course. In over 25 years at Leland, he has managed more than 50 downtown, corridor, and economic development strategies and played a strategic advisor role in dozens more. As the majority owner of Leland Consulting Group, Chris leads the firm's strategic direction and serves as a professional mentor to its talented team of analysts and associates.

Education

- Portland State University, Master of Urban & Regional Planning, 2000
- Lewis and Clark College, Bachelor of Arts, International Affairs, 1993

Professional Memberships

- Urban Land Institute
- American Planning Association
- American Institute of Certified Planners (#019464)

Project Experience



Linfield University Development Master Planning, McMinnville, OR. Chris Zahas is serving as the lead real estate advisor and project manager of a development strategy for Linfield University's 76-acre undeveloped property located south of its McMinnville, Oregon campus.



Waterfront Master Plan and Development Strategy, Vancouver, WA. Chris served as a senior strategic advisor for this master planning process. Upon completion of the plan, the team worked with the Port to recruit developers and sign development deals with a major hotel developer, and restaurant and conference facility for the historic Terminal 1 building.



Kalaeloa Master Plan, Kapolei, HI. Chris served as lead market advisor in the preparation of a market analysis and development program for Kalaeloa, a former naval air station in Hawaii currently being redeveloped into a vibrant, mixed-use community that will help address Hawaii's severe housing shortage.



Ted Kamp

Senior Associate

LELAND CONSULTING GROUP

Role on Project

Market and Real Estate Analyst

Ted Kamp provides market analysis in support of strategic land use decisions for public planners and private developers. Drawing on expertise in GIS, market economics, and demographic analysis, he incorporates user-friendly information design to convey critical market intelligence to stakeholders. His work spans a variety of development and planning contexts including urban infill, economic development, suburban revitalization, impact analysis, and transit-oriented development. Recent client work has covered locales across the western and central US. In addition, he taught the Urban Market Analysis course for planning graduate students at the University of Colorado-Denver for five years. After receiving a BBA (with honors) from the University of Oklahoma and an MS in Marketing/Consumer Behavior from the University of Arizona, Ted provided research and strategic planning services for the Leo Burnett advertising agency in Chicago. He subsequently earned a Masters in Urban and Regional Planning at the University of Colorado-Denver. He has provided urban market analysis consulting services for the past 24 years.

Education

- University of Colorado, Master of Urban & Regional Planning and PhD coursework, 2001
- University of Arizona, Master of Science, Marketing (Consumer Behavior), 1993
- University of Oklahoma, Bachelor's in Business Administration (with honors), 1990

Project Experience



Johnson Street Property Redevelopment Plan, Missoula, MT. Ted served as the lead market analyst on a feasibility analysis for an eight-acre City-owned property, helping to synthesize stakeholder input with real estate and economic analysis to develop market-supported redevelopment typology alternatives.



Waterfront Master Plan and Development Strategy, Vancouver, WA. Ted's primary role in this major public-private redevelopment project was to analyze the likely future economic and fiscal impacts of transitioning from a historically distribution-oriented shipping port to a mixed-use commercial and residential destination development.



Downtown Redevelopment Plan, Albuquerque, NM. Ted led a market analysis for a downtown redevelopment plan focused on providing the city with a market-driven approach to the investment of tax-increment dollars. The work included analyzing foot traffic to key downtown blocks to identify travel patterns and visitor demographics.



Andrew Oliver

AICP, Senior Urban Development Analyst

LELAND CONSULTING GROUP

Role on Project

Market and Real Estate Analyst

Andrew Oliver is a planner with a passion for helping to create more equitable and sustainable cities and regions through understanding the relationships between land use, access to housing and transportation, and the economics of development. He is particularly interested in strategies to improve housing affordability and understanding the housing needs of communities, as well as the connection between housing and economic development. At Leland Consulting Group, Andrew supports the firm's principals and associates with a variety of research, writing, GIS, and data analysis tasks. He has recent experience working on a variety of housing plans, downtown strategies, tribal economic development efforts, and comprehensive plans in the Pacific Northwest and Alaska. Before joining the firm, he worked for JM Goldson, a community planning firm in Boston, on housing production plans for a number of Massachusetts municipalities. Andrew has a Master's degree in Urban and Regional Planning from Portland State University, and has also worked as a professional pianist in Portland and London, specializing in traditional jazz and tango music.

Education

- Portland State University, Master of Urban & Regional Planning, 2022
- Portland State University, Bachelor of Music, Jazz Studies, 2007
- Portland State University, Bachelor of Arts, French, 2007

Professional Memberships

- American Planning Association
- American Institute of Certified Planners (#37484)

Project Experience



Telephone Hill Land Redevelopment Study, Juneau, AK. Andrew worked on a detailed market analysis, developer interviews, and a financial analysis to identify potential tools and strategies to bridge the financial gap and make the Telephone Hill site attractive for new investment in housing at a range of affordability levels.



NW Rubber Site Redevelopment, McMinnville, OR. Andrew assisted with the developer recruitment process for the NW Rubber site in McMinnville. Recently acquired through the city's urban renewal agency, the site has long been a planned catalyst for redevelopment of the Northeast Gateway District, adjacent to McMinnville's award-winning downtown.



General Plan Update, Santa Fe, NM. Andrew is currently leading the housing and economic development elements of the plan. This work has involved a housing background and needs analysis, detailed analysis of areas of the city experiencing past and current displacement risk, and analysis of markets for residential and commercial real estate.



Jennifer Shuch

Senior Urban Development Analyst

LELAND CONSULTING GROUP

Role on Project

Market and Real Estate Analyst

Jennifer Shuch is a data-driven, equity-focused planner who strives to understand urban environments from the perspective and needs of a wide variety of users. She believes that greater inclusivity creates stronger communities and fosters economic growth. Her passion for urban and economic planning stems from her interest in accessibility and universal design as well as her experiences living in a variety of urban, suburban, and rural communities. Jennifer is experienced in market analysis using a combination of quantitative and qualitative data. She combines clearly written assessments with data visualizations and has experience conducting feasibility studies for a variety of housing types as well as hospitality, office, and retail. She regularly contributes to Leland's blog and has written articles and white papers on local housing policies. She previously wrote, hosted, and edited a podcast focusing on current events in real estate, infrastructure, and transit in the Pacific Northwest. Jennifer was the Senior Research Analyst at a Portland-based multifamily real estate brokerage serving Oregon and Washington.

Education

- University of Southern California, Master of Urban Planning, 2022
- King's College London, Master of Middle East & Mediterranean Studies, 2011
- Haverford College, Bachelor of Arts, Religion, 2009

Professional Memberships

- Urban Land Institute

Project Experience



Linfield University Development Master Planning, McMinnville, OR. Jennifer served as a market analyst in the preparation of a detailed real estate market analysis to identify feasible uses for Linfield University's 76-acre undeveloped property located south of its McMinnville, Oregon campus.



Clark College Foundation (CCF) Development Advisory Services, Vancouver, WA. Jennifer is serving as a market analyst on a development strategy for CCF-owned land directly adjacent to Clark College's Vancouver campus, which it hopes will become a point of connection between the community and the college campus.



Johnson Street Property Redevelopment Plan, Missoula, MT. Jennifer served as a market analyst on a feasibility analysis for an eight-acre City-owned property to determine the potential public subsidy that would be needed given three different typology and affordability scenarios.


NO
Hollice T. Williams
WHAT MAKES A GREAT PARK?
Geosyntec
FLORIDA A&M
UNIVERSITY
BANDS of the BAYOU
east hill

COMMUNITY REPRESENTATION

Philosophy and Commitment



Our team believes the success of the Pensacola Baptist Hospital campus redevelopment rests on the strength of community voices. From the outset, we will engage the surrounding neighborhoods directly, ensuring that critical perspectives shape the vision, goals, and outcomes. We recognize that trusted neighborhood leaders often know how to reach others whose perspectives might otherwise be missed, and we will work with them to carry messages and broaden participation. With team members already active on the ground in Pensacola, we will build a coalition rooted in the Westside community and commit to a process that is broad, transparent, and authentically inclusive.

The Bayou Team has been intentionally assembled to meet the needs of all three scales involved with this initiative: the campus itself, the surrounding neighborhoods, and the broader Pensacola community. Our team combines local, regional, and national expertise, blending deep relationships with community organizations, churches, schools, nonprofits, and government officials with proven practices tested in major redevelopment projects across the country. The Bayou District in New Orleans is a preeminent example of how community representation, when authentically centered, results in equitable delivery of housing, education, health, and public benefit projects.

Knowledge of the Site and Surrounding Community

Our team's ongoing involvement in West Pensacola provides a head start in understanding site conditions, neighborhood dynamics, and community needs. We are already working on the ground near the Baptist Hospital site, supporting local initiatives and helping City and CRA staff respond to immediate needs. This embedded presence ensures that our knowledge is not abstract but rooted in lived realities, enabling us to anticipate challenges and embed community perspectives throughout the redevelopment process.

The Baptist Hospital site sits at the crossroads of lower-income, majority-Black neighborhoods experiencing displacement pressures. We understand the contrast between these communities and nearby areas such as North Hill and Belmont-DeVilliers, which have already undergone significant change and present different socio-economic conditions. This awareness is critical for crafting strategies that uplift rather than displace.

We also recognize the dynamic nature of the site itself. The Paces Foundation's affordable housing projects currently under construction—the family-oriented Avery Place and the senior-focused Kupfrian Manor, illustrate how parallel investments are already reshaping portions of the campus. These projects, while important anchors, add complexity to the redevelopment process by introducing new uses, funding streams, and timelines. Our advisory team is structured for flexibility, adaptability, and anticipation, ensuring we can assimilate real-time movement in adjacent projects or evolving ideas and integrate them into the broader redevelopment framework.

Finally, our approach is informed by a broader view of the Historic North Gulf Coast region. We recognize the shared legacy of reinvestment, disinvestment, and renewal across communities from Pensacola to Mobile and beyond. These patterns—shaped by cultural identity, economic restructuring, and environmental pressures—offer valuable lessons for the Baptist Hospital campus. Our team's deep knowledge of the region's history and redevelopment dynamics allows us to situate Pensacola's Westside within this larger narrative while staying responsive to the immediate needs of residents.

COMMUNITY REPRESENTATION

Local Teaming and Partnerships

Our partnerships with local congregations, senior groups, sports organizations, neighborhood associations, schools, and nonprofits provide a foundation for authentic conversations. We anticipate including a city-funded stipend for eligible participants and organizations to support this effort, recognizing the value of lived experience and local leadership. These partnerships will leverage and amplify the strengths of existing community groups while ensuring accountability and trust.

Inclusive Engagement Methods

At Bayou District Consulting, community engagement is not an afterthought, it is woven into everything we do. Guided by the principles established at the Bayou District Foundation, our approach begins with the belief that true leadership emerges from within the community. Residents are not passive recipients of redevelopment but active partners and co-creators in shaping their future. Engagement is embedded at every stage of our work, from visioning and planning to implementation and long-term stewardship. The CPP program ensures that established, organic groups amplify outreach and create a transparent feedback loop.

Innovative features to maximize community representation discussed in the preceding scope of work section for Pensacola's initiative include:

Public Engagement and Communications Plan
We will advise the city on a comprehensive strategy that sets expectations, clarifies responsibilities, and ensures engagement is transparent, consistent, and tied directly to decision-making.

Community and Partners Program (CPP)
As trusted advisors, we will help identify and empower community leaders who can "find the leaders that find the leaders," ensuring that underrepresented voices are authentically embedded in every phase.

Project Website with Online Engagement Platform
We will guide development of a digital hub that extends access, captures feedback in real time, and provides a transparent record of how community voices influence outcomes.

Social Media, Email, and Organizational Channels
Our team will advise on targeted messaging through trusted local networks and digital tools, embedding the project in the everyday communication streams residents already use.

Open Houses and Pop-Up Events
We will design and facilitate accessible, welcoming events that bring the project into the neighborhood—embedding ourselves directly in the community's daily life.

Market Soundings and Feedback Sessions
As advisors, we will convene developers, service providers, and business leaders to test ideas, share realities, and ensure community benefit remains at the core of market-driven decisions.

Individual and Small Group Meetings
We will embed our team within grassroots settings—church basements, living rooms, and local offices—to listen closely and bring critical voices forward that might otherwise be missed.

COMMUNITY REPRESENTATION

On the following pages are local and national exemplars to illustrate our capabilities and approach. We do our best work when we work closely with the community. The Community and Partners Program is crucial to ensuring that we are connecting with established, organic groups and organizations that can amplify our outreach efforts and create a trusted and transparent feedback loop.

Track Record of Representation in Other Projects

This commitment to participatory leadership instills core values of trust, transparency, equity, and shared ownership. It ensures that projects are grounded in the lived experiences, cultural context, and aspirations of the people they serve. For example, in the development of Columbia Parc, more than 60 community meetings were held before a single pile was driven and community dialogue continues to guide decision-making to this day. This sustained, inclusive engagement fosters stronger, more resilient communities and results in outcomes that reflect collective priorities, build local capacity, and create a sense of pride and agency that endures well beyond the life of any single project.

Outcomes

Our approach ensures that community representation is more than a procedural step, it is the foundation for outcomes that align with the goals of West Pensacola residents and the broader region. By grounding this work in authentic relationships, transparent processes, and measurable accountability, we will help deliver a redevelopment of the Baptist Hospital campus that is inclusive, equitable, and transformative.



Collaborative Planning in Greenville

Reedy River Redevelopment Area & Unity Park

In Greenville, South Carolina, our team advised city leadership and community partners on how to link equitable redevelopment with environmental restoration. Beginning in 2015, we built a collaborative planning process for the 350-acre Reedy River Redevelopment Area, working alongside historically Black neighborhoods on the city's west side.

The approach emphasized trust and inclusion: neighborhood liaisons, small group conversations, open public meetings, and a transparent communications loop where feedback was gathered, tested, and returned for refinement. Not everyone agreed with every step, but everyone was invited to every step. This steady rhythm of engagement built both trust and momentum.

The process led directly to Unity Park, a signature civic space that opened in 2022. More than a park, Unity Park is a model of good planning—balancing floodplain restoration, affordable housing strategies, and equitable development. It demonstrates how to build a coalition, build excitement, and keep the promise of community-centered change.



Grandview Yard, Grandview Heights, Ohio

First project in the state of Ohio and the largest project in the U.S. to be certified by the USGBC in LEED for Neighborhood Development (LEED-ND)

COST

Our approach and specific ideas are intended to illustrate the team's capabilities in serving as the City's developer advisor. Our success is also in part due to our flexibility in collaborating, anticipating and responding. This initiative is a journey of discovery—together. As such, we propose a fee schedule based on an initial engagement, with a strong desire to continue for the duration in support of this complex initiative. This allows the City to choose the level of effort needed from our team to support this initiative. For example, task orders can be issued based on short term need and available budget. A schedule of rates—ranged accounting for the diversity of this team—is provided in the table below. Our team will prepare a scope, schedule, staff assignments, deliverable and fee for each task requested, which would be reviewed and approved by the City in advance. This and the Program Management Plan referenced in the services section key approaches to cost management and maintaining a schedule.

RATE CATEGORY		HOURLY RATE RANGE
Advisors	Attorney	$500 - $550
	Director	$350 - 375
	Principal	$250 - $275
	Senior Technical Staff	$225 - $285
	Senior Engagement Staff	$200 - $250
Support	Technical Staff: Engineering	$140 - $180
	Technical Staff: Design	$130 - $170
	Technical Staff: Analyst	$80 - $120
	Technical Staff: Engagement	$95 - $135
	Community & Partners Program Support Staff	$35 - $50
	Administrative Staff: Skilled	$115 - $145
	Administrative Staff: Clerical	$65 - $95

- Annual escalation: 3%
- Subconsultant administrative fee: 10%
- Direct expenses: actual cost
- Community and Partners Program stipend: to be determined upon development of the program and funded by the City



Downtown Gainesville Strategic Plan, Gainesville, FL

FINANCIAL SERVICES

PURCHASING

January 20, 2021

Steve Dana
Jerry Pate Design, Inc.
301 Schubert Drive
Pensacola, FL 32504

RE: SBE Re-Certification Approval

Dear Mr. Dana:

Thank you for the information submitted on your re-certification application. Your company appears to meet all current provisions of our Small Business Enterprise Program. Certification remains valid for one year from the date of this letter. Please notify us of any interim changes to your contact information. The City will notify you when it's time to re-certify, and appreciates your continuing participation in our program.

Sincerely,

Rebecca Donahue

Rebecca Donahue
Administrative Officer I

PENSACOLA
FLORIDA'S FIRST & FUTURE

FINANCIAL SERVICES
PURCHASING

January 14, 2022

Travis Peterson
Impact Strategies, LLC
DBA Impact Campaigns
200 East Government Street, Suite 220
Pensacola, FL 32502

Dear Mr. Peterson:

Please be advised that your company has been approved for the City of Pensacola's Small Business Enterprise program. Your company's name will appear in the City's Small Business Directory. This certification remains valid for five years from the date of this letter, and you will be notified when re-certification is due.

The City appreciates your participation in the SBE program and its procurement efforts. If you have any questions in this matter, or if your contact information changes, please contact me at 435-1835.

Sincerely,

Rebecca Donahue

Rebecca Donahue
Administrative Officer I

CITY OF PENSACOLA, FLORIDA
REQUEST FOR PROPOSALS NO. 25-042

DEVELOPMENT ADVISORY SERVICES
FOR THE REDEVELOPMENT OF THE
BAPTIST HOSPITAL LEGACY CAMPUS

Memorandum

TO: Respondents to RFP #25-042, Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus

FROM: Dedria Lunderman, Purchasing Manager

DATE: October 23, 2025

SUBJ: Short List of firms to be invited to make oral presentations

Thank you for your firm's response to the City's request for proposals. The selection committee ranked the written proposals, and based on those rankings, has decided to invite all three firms to make oral presentations. The firms requested to make oral presentations are:

1) Bayou District Consulting
2) Able City East, LLC
3) CBRE, Inc.

The oral presentations will be held in person on November 5, 2025. Further information will be forthcoming.

A copy of the scoring matrix is included for your information.

Thank you again for your interest in this project.

Attachment

cc: Victoria D'Angelo – CRA Division Manager, City of Pensacola

RFP NO. 25-042

Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus

Selection Committee Meeting (10/21/2025)
Written Submittals Evaluation

FIRMS *Raw Score*	Shirley Baylis	Cliff Collins, Jr.	Erica Grancagnolo	Jewel Cannada-Wynn	**TOTAL SCORE**	**RANKING ORDER**
Bayou District Consulting	82	87	87	93	349	1
Able City East, LLC	72	69	68	78	287	2
CBRE, Inc.	59	63	39	65	226	3

Motion: Erica Grancagnolo moved to hear oral presentations from all 3 firms

Second: Cliff Collins, Jr.

Vote: 4-0

MEMORANDUM

TO: Respondents to RFP #25-042, Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus

FROM: Dedria Lunderman, Purchasing Manager

DATE: November 5, 2025

SUBJ: Notice of Intent to Award

Thank you for your oral presentation to the selection committee. After considering the information received from the presentation, the committee selected the firm below.

1) Bayou District Consulting, LLC

The committee's recommendation will be forwarded to the Mayor. The Mayor's recommendation for award of contract will be presented at a future City Council meeting. This memorandum serves as the City's Notice of Intent to Award.

Within five (5) business days of the issuance of this notice, any firm that responded to the RFP and believes that the City has incorrectly selected another respondent for award may submit a written notice of protest. Such notice of protest must be received by the City on or before 10:00 A.M. on November 12, 2025. Protests must be delivered to:

Dedria Lunderman
Purchasing Manager
City Hall, 6th floor
222 West Main Street
Pensacola, FL 32502
purchasing@cityofpensacola.com

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the bidder, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

Thank you for your firm’s submittal and interest in this project.

cc: Erica Grancanolo, Economic Development Director, City of Pensacola
Victoria D’Angelo, CRA Division Manager, City of Pensacola

Attachment (Matrix)

RFP NO. 25-042

Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus

Selection Committee Meeting (11/05/2025)
Oral Presentation Evaluations

FIRMS *Raw Score*	Shirley Baylis	Jewel Cannada-Wynn	Cliff Collins	Erica Grancagnolo	**TOTAL SCORE**	**RANKING ORDER**
Bayou District Consulting	1	1	1	1	4	1

Motion: Erica Grancagnolo made a motion to award contract to Bayou District Consulting.

Second: Jewel Cannada-Wynn

Vote: 4-0

CONTRACT BETWEEN CITY OF PENSACOLA AND BAYOU DISTRICT CONSULTING, LLC.
BASED UPON REQUEST FOR PROPOSALS # 25-042

THIS CONTRACT ("Contract") is made this ___ day of _____, 20__, by and between the City of Pensacola ("City"), a Florida municipal corporation created and existing under the laws of the State of Florida, located at 222 W. Main Street, Pensacola, Florida 32502, and Bayou District Consulting, LLC., ("Consultant"), a limited liability company authorized to do business in Florida, located at 205 E. Intendencia St, Pensacola FL 32502, (the City and Consultant collectively referred to hereinafter as the "Parties").

WITNESSETH:

WHEREAS, the City solicited for Request for Proposals # 25-042, on August 27, 2025 ("RFP"), for Development Advisory Services for the Redevelopment of the Baptist Hospital Legacy Campus, as modified by any addendum to the RFP ("Addenda"), all as attached hereto as Exhibit A and incorporated herein by this reference (collectively referred to hereinafter as the "RFP Documents"); and

WHEREAS, in response to the RFP Documents, the Consultant submitted to the City a proposal dated October 3, 2025, attached hereto as Exhibit B and incorporated herein by this reference (the "Proposal"); and

WHEREAS, following submission of the Proposal, the parties negotiated and agreed upon those further detailed terms ("Negotiated Terms") attached hereto as Exhibit C and incorporated herein by this reference; and

WHEREAS, the City has awarded the Contract to the Consultant; and

WHEREAS, the Parties desire the Consultant to perform as described in the RFP Documents and the Proposal and pursuant to the terms and conditions of this Contract; and

WHEREAS, the Parties desire to enter into this Contract;

NOW, THEREFORE, in consideration of the work to be performed and the payment for the performance of the work, of the mutual covenants and benefits contained herein, and for other good and valuable consideration, the Parties agree as follows:

Section 1. Recitals.
The recitals contained above are true and correct and are incorporated into this Contract.

Section 2. Consultant's Obligations.

The Consultant shall perform all work and services described in, and in accordance with, the Contract. The Consultant warrants that all equipment, materials, and workmanship furnished, whether furnished by Consultant or its subconsultants or sub-suppliers, will comply with the Contract and any City specifications, drawings, and other descriptions supplied or adopted. The Consultant further warrants that the supplies and workmanship will be new, fit, and sufficient for the purpose for which they are intended, of good materials, design, and workmanship, and free from defects or failure. The City or its duly authorized representative shall at all times have full opportunity to inspect the materials to be furnished and the work to be done under this Contract. The Consultant shall comply with all applicable federal, state, and local laws, ordinances, rules, and regulations pertaining to the performance of this Contract. The Consultant is responsible for and shall indemnify the City against all damage or loss caused by fire, theft, or otherwise to materials, tools, equipment, and consumables left on City property by the Consultant.

Section 3. Term of Contract.
Subject to the right of termination for cause or convenience, the term of this Contract shall be for one (1) year with options for extension upon approval by the City of Pensacola Community Redevelopment Agency (CRA) and City Council.

Section 4. Payment.
The Consultant agrees to perform all work and services in Section 2 at the rates, costs, and any not-to-exceed amount provided for in the attached Proposal and Attachment B, Payment Schedule. The amount will be paid by the City based on invoices submitted by Consultant and payments approved by the City, only after written acceptance by the City pursuant to the Contract. Such payment shall be in accordance with the Florida Prompt Payment Act. In the event that the Consultant does not fully perform its obligations under the Contract, the City reserves the right to withhold payments for work not performed, to engage an alternative Consultant to complete work not performed, and to withhold such amounts as may be required to hold the City harmless from any claims or damages, direct, indirect or consequential, that may be sustained on account of the Consultant's acts or omissions in the performance of this Contract.

Section 5. Bond.

Is a bond required? (___) Yes (X) No

If yes: Consultant shall provide all bond(s) as required in the Contract. Should the City in the City's sole discretion at any time deem any of the sureties upon such bond to be unsatisfactory or if for any reason such bond shall cease to be adequate security for the City, the Consultant shall within five (5) days of written notice from the City furnish a new or additional bond in full sum and satisfactory to the City. No payment shall be deemed to be due or to be made to the Consultant unless and until such new or additional bond shall be furnished and approved in writing by the City. The premium and all expenses associated with such new or additional bond shall be paid by, and the sole responsibility of, the Consultant.

Section 6. Performance Schedule.
The Consultant shall commence and complete all work and services pursuant to the Contract.

Section 7. Necessary Approvals.
Consultant shall procure all permits, licenses, and certificates and any approvals in performance and completion of this Contract as may be required by federal, state, and local laws, ordinances, rules, and regulations, and in accordance with the Contract.

Section 8. No Waiver.
No waiver, alterations, consent, or modification of any of the provisions of the Contract shall be binding unless in writing and signed by the Mayor or his/her designee.

Section 9. Governing Law.
This Contract is governed and construed in accordance with the laws of the State of Florida. The law of the State of Florida shall be the law applied in the resolution of any claim, actions, or proceedings arising out of this Contract.

Section 10. Venue.
Venue for any claim, actions, or proceedings arising out of this Contract shall be Escambia County, Florida.

Section 11. No Discrimination.
Consultant shall not discriminate on the basis of any class protected by federal, state, or local law in the performance of this Contract.

Section 12. Assignment.
The rights and privileges conferred by this Contract shall not be assigned or transferred without the written consent of the City, which consent shall not be unreasonably withheld.

Section 13. No Other Agreements.
The Parties agree the Contract contains all the terms and conditions agreed upon by the Parties. No other agreements, oral or otherwise, regarding the subject matter of this Contract shall be deemed to exist or to bind either Party.

Section 14. Remedies for Failure to Perform or Breach of Contract.
The City reserves the right to seek all remedies available under law in the event of a failure to perform or other breach of this Contract by the Consultant, and the failure of the City to employ a particular remedy shall not be regarded by the Parties as a waiver of that or any other available remedy.

Section 15. Termination for Convenience.
The City may terminate this Contract without cause upon thirty (30) days prior written notice.

Section 16. Public Records Act.
The parties acknowledge and agree to fulfill all obligations respecting required contract provisions in any contract entered into or amended after July 1, 2016, in full compliance pursuant to Section 119.0701, *Florida Statutes*, and obligations respecting termination of a contract for failure to provide public access to public records. The parties expressly

agree specifically that the contracting parties hereto shall comply with the requirements within Attachment "A" attached hereto and incorporated by reference.

Section 17. Mandatory Use of E-Verify System.
In compliance with the provisions of F.S. 448.095, the parties to this contract and any subconsultants engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed and sealed the day and year first above written.

CONSULTANT	**CITY OF PENSACOLA, FLORIDA**
_____	_____
(Consultant's Name)	Mayor, D.C. Reeves
By_____	Attest: _____
Member	City Clerk, Ericka L. Burnett
_____	
(Printed Member's Name)	Approved as to Substance:
By:_____	_____
Member	Department Director
_____	
(Printed Member's Name)	Legal in form and execution:
	_____
	City Attorney

Attachment "A"

PUBLIC RECORDS: Consultant shall comply with Chapter 119, Florida Statutes. Specifically, Consultant shall:

A. Keep and maintain public records required by the City to perform the service.

B. Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Contract term and following the completion of the Contract if Consultant does not transfer the records to the City.

D. Upon completion of the Contract, transfer, at no cost, to the City, all public records in possession of Consultant or keep and maintain public records required by the City to perform the service. If Consultant transfers all public records to the City upon completion of the Contract, Consultant shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Consultant keeps and maintains public records upon completion of the Contract, Consultant shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request of the City's custodian of public records, in a format that is compatible with the information technology systems of the City.

Failure by Consultant to comply with Chapter 119, Florida Statutes, shall be grounds for immediate unilateral cancellation of this Contract by the City.

IF CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE PUBLIC RECORDS COORDINATOR AT:

THE OFFICE OF THE CITY CLERK, (850) 435-1715

PUBLICRECORDS@CITYOFPENSACOLA.COM

222 WEST MAIN STREET, PENSACOLA, FL 32502

Revised 1/12/2021

Attachment "B"
PAYMENT SCHEDULE

1. Compensation of Consultant/Vendor/Consultant will be based on (check the appropriate method):
   - ☐ Lump Sum/Flat Fee
   - X Hourly Rate(s)
   - ☐ Other: _____

2. Compensation of Consultant/Vendor/Consultant as described in #1 above will be as follows (attach an additional page if necessary):
   - ☐ Lump Sum/Flat Fee: _____
   - X Hourly Rate(s) are: _____
   - ☐ Other: _____

3. Costs to be reimbursed by the City include (list reimbursable costs or attach reimbursable cost schedule):
   Per Attachment C, Negotiated Terms
   _____
   _____
   _____
   _____

4. Invoice(s) of Consultant/Vendor/Consultant will be paid as follows (check the appropriate method):
   - ☐ One-time, lump sum at the end of the work/project
   - X After submission of monthly or periodic invoices
   - ☐ Other: _____

EXHIBIT A

RFP DOCUMENTS

EXHIBIT B

PROPOSAL

EXHIBIT C

NEGOTIATED TERMS

180-Day Work Plan – Bayou District Consulting

I. Purpose of the Work Plan

Bayou District Consulting (BDC) will serve as the community quarterback advisor, ensuring that the City of Pensacola's engagement and communications—led by Impact Campaigns—are grounded in accurate redevelopment feasibility, infrastructure conditions, funding strategy, and cross-agency alignment. BDC will oversee coordination across the City, CRA, Impact Campaigns, Manjeet Ranu, Geosyntec, and planning/design partners.

II. Core Workstreams

1. Project Administration & Coordination

- Weekly coordination with Impact Campaigns
- Bi-weekly meetings with City/CRA
- QA/QC for outreach materials, messaging, and content accuracy
- Master schedule and critical path management
- Contract and compliance support

2. Community Engagement Infrastructure & Strategy Support

- Redevelopment feasibility and policy alignment for all public-facing content
- Coordination with demolition sequencing
- Support meeting design, agendas, facilitation prep
- Collaboration with technical partners for accuracy

3. Advisory Services for Redevelopment, Policy, and Funding

- Review land-use, infrastructure, and demolition materials
- Guidance on governance, partnerships, and implementation

• Briefing memos for City leadership

4. Stakeholder & Partner Coordination

• Participation in 20+ stakeholder meetings

• After-action synthesis for redevelopment implications

• Coordination with institutions and civic partners

• Direct participation and coordination in town halls and community meetings

5. Documentation, Reporting & Synthesis

• Monthly executive summaries

• Review and refinement of Impact Campaigns' Engagement Findings Report

• Development of dashboards, briefings, and decision-support tools

• Final redevelopment pathway memo

III. Integrated Timeline (180 Days)

Phase 1 — Mobilization (Weeks 1–4)

• Client kickoff sessions

• Website + engagement platform launch (Impact Campaigns)

• Infrastructure/demolition review (BDC + Geosyntec)

Phase 2 — Engagement Launch (Weeks 5–10)

• Stakeholder meetings begin (Impact Campaigns)

• Survey deployment

• BDC provides content QA/QC and redevelopment framing

• Initial themes generated

Phase 3 — Public Meetings & Visioning (Weeks 11–18)

• One town-hall meeting (Impact Campaigns)

• Technical validation by BDC, Manjeet, Geosyntec, Leland Consulting Group

• 2nd Survey deployment

Phase 4 — Synthesis & Alignment (Weeks 19–24)

• One town-hall meeting (Impact Campaigns)

• Draft Engagement Findings Report (Impact Campaigns)

• Redevelopment implications (BDC)

• Draft 180 Day Pathways Memo, recommendations for continuing the strategy (BDC)

• Funding/governance alignment (Manjeet)

Phase 5 — Evaluation and Next Steps (Weeks 25–26)

• Final Engagement Findings Report

• Final 180-Day Redevelopment Pathway Memo/ Next Steps recommendations

• Presentation to City/CRA

V. Deliverables

• Advisory memos

• Monthly executive summaries

• Cross-partner coordination briefs

• Town hall materials and after-action notes

• Final 180-Day Redevelopment Pathway Memo

• Presentation

180-Day Project Fee Schedule – Bayou District Consulting & Partners

1. Bayou District Consulting (BDC)

Scope: Strategic advisory, program management, redevelopment feasibility, partner alignment, policy + capital stack guidance, community quarterback role.

Director (250 hrs @ $300/hr): $75,000

Project Principal (250 hrs @ $200/hr): $50,000

Total BDC Cost: $125,000 (plus travel/materials if applicable)

2. Impact Campaigns

Scope: Engagement plan, website + digital platform buildout, 20 stakeholder meetings, 2 town halls, visioning survey, paid ads, content creation, and reporting.

Engagement Plan & Platforms: $17,780

Content + Mailers + Ads: $16,060

Stakeholder Meetings + Town Halls + Survey + Report: $26,120

Consulting & Project Management: $11,840

Total Impact Campaigns Cost: $71,800

3. Manjeet Ranu – Executive Advisor

30 hours @ $350/hr = $10,500

A-la-Carte

4. Geosyntec (Engineering & Environmental)

Estimated Range: $20,000–$30,000.

5. SMP Architecture

Estimated Range: $10,000–$25,000

6. Leland Consulting Group

Estimated Range: $15,000–$25,000

7. Jerry Pate Design

Estimated Range: $7,500 –$10,000

Total Project Cost Summary

Confirmed Costs: $207,300

Estimated Additional Costs: $52,500–$90,000

Grand Total Range: $258,800 – $297,300

The utilization of additional technical and advisory team members is expected to occur primarily in the second 180-day term, when the project advances into detailed scenario development, infrastructure and feasibility analysis, and implementation planning. BDC anticipates limited use of the projected additional costs to fall within the initial 180-day work authorization. Prior to initiating the second phase, BDC will submit a revised scope of work and updated budget for City review and approval.

File #: 25-1545 Community Redevelopment Agency 12/8/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

APPROVAL OF THE EIGHTH AMENDMENT TO THE HAWKSHAW REDEVELOPMENT PROJECT

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve the Eighth Amendment to the Declaration of Conditions, Covenants, and Restrictions for the Hawkshaw Redevelopment Project as enumerated herein. Further, that CRA authorize the CRA Chairperson to take the actions necessary to execute and administer this agreement, consistent with the terms of the agreement.

SUMMARY:

This action will advance City of Pensacola Strategic Plan Goal #5: More Walkable, Mixed-Use Districts. The project will also advance the 2025 Urban Core Redevelopment Plan Recommendation #2, Economic Development.

In June 2017, the Community Redevelopment Agency (CRA) issued a Request for Proposals (RFP) for redevelopment of the property at 9th Avenue and Romana Street (subsequently addressed as 50 South 9th Avenue), known as the Hawkshaw property. In November 2017, the CRA and City Council approved disposition of the property to Robert Montgomery, LLC (succeeded in interest by Hawkshaw Development Group, LLC) pursuant to a Purchase and Sale Agreement (PSA) and a Declaration of Covenants, Conditions, and Restrictions (CCRs), both of which have been amended multiple times as the project has evolved.

The most recent 7th Amendment to the CCRs included updates to the development program and milestones, and specified that the project would consist of a four-story main residential structure constructed above structured parking, with a total height not to exceed 100 feet.

The Developer has now submitted updated schematics showing that the main residential structure will include **five (5) stories** above the structured parking instead of four. Importantly, this change does not increase the maximum allowable building height, which will remain within the previously approved maximum of 100 feet.

To ensure the governing documents align with the updated design, the CRA is requesting

approval of an 8th Amendment to the CCRs to revise the project description of the main residential structure from four (4) stories to five (5). This modification remains fully compliant with the City's Land Development Code and does not alter any height allowances previously approved by the CRA.

Pursuant to Article 4 of the CCRs and the PSA, any modification to the approved development program requires CRA review and approval. The proposed 8th Amendment has been prepared for the CRA's consideration and reflects only the change in number of residential stories, with no increase in the total allowed height or other substantive modifications to the approved scope.

The development team will present the updated schematics to provide a project update and answer any questions from the Board.

PRIOR ACTION:

November 6, 2017 - The CRA approved the development agreement/contract for sale of the Hawkshaw property to Robert Montgomery, LLC (succeeded by Hawkshaw Development Group, LLC).

November 9, 2019 - City Council approved the development agreement/contract for sale of the Hawkshaw property to Robert Montgomery, LLC (succeeded by Hawkshaw Development Group, LLC).

June 10, 2019 - The CRA approved an extension of the commencement deadline to September 30, 2019, and granted an extension of the construction commencement deadline.

August 5, 2019 - The CRA approved the revised design plans, revised construction timeline and changes to the Hawkshaw Redevelopment Group, LLC development team.

May 10, 2021 - The CRA directed staff to send a letter to the Developer requesting a presentation during the June 2021 meeting, as well as, written documentation of the Developer's diligent and continuous prosecution of construction on the project and previously requested items from the CRA chairperson's letter dated December 17, 2019.

July 12, 2021 - The CRA authorized negotiation of the 4th Amendment to the CCRs.

October 11, 2021 - The CRA approved the 4th Amendment to the CCRs.

March 7, 2022 - The CRA approved the 5th Amendment to the CCRs.

September 12, 2022 - The CRA authorized staff to negotiate a 6th Amendment to the CCRs.

October 10, 2022 - The CRA tabled action on the 6th Amendment to the CCRs until the next scheduled CRA meeting.

November 7, 2022 - The CRA approved the 6th Amendment to the CCRs.

August 14, 2023 - The CRA accepted the material deviations to the redevelopment plans for the Hawkshaw property as outlined in the CCRs.

May 5, 2025 - The CRA approved a request for a change to the membership, management, and voting control of Hawkshaw Development Group, LLC related to the redevelopment of the Hawkshaw property and the 7th Amendment to the CCRs.

FUNDING:

N/A

FINANCIAL IMPACT:

N/A

LEGAL REVIEW ONLY BY CITY ATTORNEY: Yes

STAFF CONTACT:

David Stafford, City Administrator
Amy Miller, Deputy City Administrator
Clifford Collins, Jr., Associate City Administrator
Erica Grancagnolo, Economic Development Director
Ann Teston, Incentives and Land Development Program Manager

ATTACHMENTS:

1. Eighth Amendment - Hawkshaw (11.21.25)

PRESENTATION: Yes

Prepared by:
Adam Cobb, Esq.
City of Pensacola
222 W Main Street
Pensacola, Florida 32502

EIGHTH AMENDMENT TO THE DECLARATION OF CONDITIONS, COVENANTS, AND RESTRICTIONS

This Eighth Amendment to the Declaration of Conditions, Covenants, and Restrictions ("Amendment") is made this ____ day of _____, 2025 (the "Effective Date"), by the Community Redevelopment Agency of the City of Pensacola, a public body, corporate and politic, of the State of Florida, whose address is 222 West Main Street, Pensacola, Florida 32502 ("Declarant"), and Hawkshaw Development Group, LLC, a Florida limited liability company, whose address is 657 East Romana Street, Pensacola, Florida 32502, FHTG5-1, LLC, an Alabama limited liability company whose address is 5455 Troy Highway, Montgomery, Alabama 36116, and FPFE, an Alabama limited liability company whose address is 5455 Troy Highway, Montgomery, Alabama 36116 (collectively "Owner"). Capitalized terms used but not defined herein shall have the meanings ascribed to such terms in the Declaration, and, for avoidance of doubt and in addition to the definition above, "Owner" shall have the meaning ascribed to it in Section 1.03(a) of the Declaration.

RECITALS

A. Declarant executed a Declaration of Conditions, Covenants, and Restrictions that was subsequently recorded in Official Records Book 7860, Page 540, of the Public Records of Escambia County, Florida, encumbering the Property described therein.

B. The Declaration of Conditions, Covenants, and Restrictions has been amended by the by the following seven documents: (1) the First Amendment to Declaration of Conditions, Covenants, and Restrictions recorded in Official Records 8080, Page 1546 of the Public Records of Escambia County, Florida; (2) the Second Amendment to Declaration of Conditions, Covenants, and Restrictions recorded in Official Records Book 8140, Page 471, of the Public Records of Escambia County, Florida; (3) the Third Amendment to Declaration of Conditions, Covenants, and Restrictions recorded in Official Records Book 8151, Page 1137, of the Public Records of Escambia County, Florida; (4) the Fourth Amendment to Declaration of Conditions, Covenants, and Restrictions recorded in Official Records Book 8640, Page 284, of the Official Records of Escambia County, Florida; (5) the Fifth Amendment to Declaration of Conditions, Covenants, and Restrictions recorded in Official Records Book 8737, Page 1233, of the Public Records of Escambia County, Florida; (6) the Sixth Amendment to Declaration of Conditions, Covenants, and Restrictions recorded in Official Records Book 8889, Page 1167, of the Public Records of Escambia County, Florida; and (7) the Seventh Amendment to the Declaration of Conditions, Covenants, and Restrictions recorded in Official Records Book 9352 Page 543 (the Declaration of Conditions, Covenants, and Restrictions, as amended, is the "Declaration").

C. Declarant has the absolute right to amend the Declaration according to Article Six, Section 6.4, by a written instrument executed by Declarant, its successors and assigns, and the then-current Owner.

D. Declarant and Owner desire to amend the Declaration as more particularly set forth below.

Therefore, in consideration of the premises and other valuable consideration, the receipt of which are acknowledged, Declarant and Owner agree as follows:

1. Incorporation of Recitals. The recitals outlined above are true and correct and fully incorporated herein by reference.

2. Amendment of Section 2.01(a)(iii). Section 2.01(a)(iii) is hereby deleted in its entirety and the following is substituted in its place:

> (iii) a five (5) story main residential structure constructed above the structured parking, the total height of which shall not exceed one hundred (100) feet; and

3. Except as expressly amended above, the Declaration remains in full force and effect and is hereby ratified and confirmed.

[Signature pages follow.]

IN WITNESS WHEREOF, Declarant has caused this Amendment to be executed the day and year first above written.

Witnesses:

_____
Print:_____
Address:_____
_____

_____
Print:_____
Address: _____
_____

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF PENSACOLA, a public body, corporate and politic, of the State of Florida

_____
By:_____
Its:_____

STATE OF FLORIDA
COUNTY OF ESCAMBIA

The foregoing instrument was sworn to, subscribed and acknowledged before me this ___ day of _____, 2025, by means of ( ) physical presence or ( ) online notarization, by _____, as _____ of the Community Redevelopment Agency of the City of Pensacola, a public body, corporate and politic, of the State of Florida, who is personally known to me or who has produced a valid driver license as identification.

_____
NOTARY PUBLIC
Print:_____

Attest:

_____
City Clerk

Approved as to content:

_____
Economic Development Director

Legal as to form:

_____
City Attorney

IN WITNESS WHEREOF, Owner has caused this Amendment to be executed the day and year first above written.

Witnesses:

HAWSHAW DEVELOPMENT GROUP, LLC, a Florida limited liability company

_____
Print:_____
Address:_____
_____

_____
By:_____
Its: _____

_____
Print:_____
Address: _____
_____

STATE OF FLORIDA
COUNTY OF ESCAMBIA

The foregoing instrument was sworn to, subscribed and acknowledged before me this ___ day of _____, 2025, by means of ( ) physical presence or ( ) online notarization, by _____, as _____ of Hawkshaw Development Group, LLC, a Florida limited liability company, on behalf of the company, who is personally known to me or who has produced a valid driver license as identification.

_____
NOTARY PUBLIC
Print:_____

IN WITNESS WHEREOF, Declarant has caused this Amendment to be executed the day and year first above written.

Witnesses:

FHTG5-1, LLC, an Alabama limited liability company

_____
Print:_____
Address:_____
_____

_____
By:_____
Its:_____

_____
Print:_____
Address: _____
_____

STATE OF _____
COUNTY OF _____

The foregoing instrument was sworn to, subscribed and acknowledged before me this ___ day of _____, 2025, by means of ( ) physical presence or ( ) online notarization, by _____, as _____ of FHTG5-1, LLC, an Alabama limited liability company, on behalf of the company, who is personally known to me or who has produced a valid driver license as identification.

_____
NOTARY PUBLIC
Print:_____

IN WITNESS WHEREOF, Declarant has caused this Amendment to be executed the day and year first above written.

FPFE, LLC, an Alabama limited liability company

Witnesses:

BY: F&P, LLC, an Alabama limited liability company
Its: Manager

_____

Print:_____

Address:_____

_____

_____

By:_____
Foy H. Tatum
Its: Manager

_____

Print:_____

Address: _____

_____

STATE OF ALABAMA)
:
COUNTY OF MONTGOMERY)

I, the undersigned authority, a Notary Public in and for said State and County, hereby certify that Foy H. Tatum, whose name as Manager of F&P, LLC, an Alabama limited liability company, acting as Manager of FPFE, LLC, an Alabama limited liability company, is signed to the foregoing instrument, and who is known to me, acknowledged before me on this day that, being informed of the contents of the instrument, he, as such Manager and with full authority, executed the same voluntarily, for and as the act of said limited liability company, acting in its capacity as Manager of said limited liability company, acting in its capacity as Manager of said limited liability company.

Given under my hand this the _____ day of _____, 2025.

(SEAL)

_____
NOTARY PUBLIC
Print:_____
My Commission Expires:_____

File #: 25-1551 Community Redevelopment Agency 12/8/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

SUPPLEMENTAL BUDGET RESOLUTION NO. 2025-93 CRA - CARRYFORWARD AND REALLOCATION OF URBAN CORE AND WESTSIDE FUNDS FOR THE SUNTRAIL COMPONENT OF THE HASHTAG & WATERFRONT DEVELOPMENT AND AMERICAN CREOSOTE WORKS (ACW) SUPERFUND SITE REDEVELOPMENT SPECIAL DEMONSTRATION PROJECTS

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) adopt Supplemental Budget Resolution No. 2025-93 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE. REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE.

SUMMARY:

This action will advance City of Pensacola Strategic Plan Goal #1: Attainable Housing for All Income Levels, Goal #4: Resilient Waterfronts & Neighborhoods, Goal #5: More Walkable, Mixed-Use Districts, Goal #6: Public Spaces that Connect Communities, Goal #7: Thriving Innovation & Businesses, and Goal #8: Neighborhoods that Celebrate Culture and Honor Legacy. The action will also advance the 2025 Urban Core Redevelopment Plan's Hashtag Waterfront Connector project, under the Hashtag & Waterfront Development Special Demonstration Project and the 2025 Westside Redevelopment Plan's SunTrail project, under the ACW Superfund Site Redevelopment Special Demonstration Project.

On October 5, 2020, the City of Pensacola Community Redevelopment Agency (CRA) approved a contract award under Request for Qualifications No. 20-054 to provide for consistency review services with the Waterfront Framework Plan to SCAPE Landscape Architecture, DPC. The agreement was subsequently amended, most recently on January 16, 2024 under Amendment No.5.

On April 24, 2025, the City of Pensacola accepted a grant agreement with the Florida Department of Transportation for the design of a segment of the City's SunTrail. The project

includes an eastern segment located within the Urban Core CRA which is more commonly known as Phase 2 of the Hashtag Waterfront Connector project, as well as a western segment located within the Westside CRA. A map of the SunTrail eastern and western segments are attached for reference. The City subsequently awarded a contract to AtkinsRealis to engineer the project.

To maximize alignment of the project with the Waterfront Framework Plan and the 2025 Urban Core and Westside Community Redevelopment Plans, it is recommended that the CRA reallocate funding to provide for enhanced consistency review and community engagement and to provide for lighting design for the western segment of the project.

The expanded scope will provide the following additive level of service:

- A revised initial concept produced by SCAPE featuring a curbless, two-way woonerf street design
- Additional community engagement opportunities at 30% design and the Westside and Urban Core Redevelopment Board meetings, supported by SCAPE Landscape Architecture
- Support from SCAPE Landscape Architecture for presentation to CRA Board at 60% design.
- Presentation to the CRA Board prior to bidding (authorization to bid action)
- Lighting design for the western segment

The scope and fee proposal for each firm is attached for reference. Reallocation of funding within the CRA Fund and the 2017 Westside Bond Fund is being requested to support this initiative.

PRIOR ACTION:

October 5, 2020 - The CRA awarded a contract under RFQ No. 20-054 for design consistency review services for the Hashtag and Bruce Beach Waterfront connectivity projects with SCAPE Landscape Architecture, DPC.

July 12, 2021 - The CRA approved an Amendment No. 1 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

September 20, 2021 - The CRA approved Amendment No. 2 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

July 18, 2022 - The CRA approved Amendment No. 3 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

May 10, 2023 - The CRA approved Amendment No. 4 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

November 9, 2023 - CIty Council adopted Resolution No. 2023-88 supporting a grant

application to FDOT for Suntrail funding.

January 16, 2024 - The CRA approved Amendment No. 5 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

April 24, 2025 - City Council authorized the acceptance of Florida Department of Transportation grant no. 453476-2-34-01, Florida Shared-Use Non-Motorized (Sun) Trail Network Program and adopted Supplement Budget Resolution No. 2025-20, appropriating the grant proceeds.

FUNDING:

Budget:	$441,023.00	SunTrail Grant Funds
	$15,000.00	2019 Urban Core Bonds - Hashtag
	$59,330.00	CRA Fund - Acquisition and Redevelopment (FY2025)
	$127,230.00	2017 Westside Bonds - Westside Infrastructure
	$642,485.00	**TOTAL**
Actual:	$494,583.00	AtkinsRealis Engineering
	$148,000.00	SCAPE Consistency Review and Community Engagement
	$642,485.00	**TOTAL**

FINANCIAL IMPACT:

Upon adoption of the supplemental budget resolution, a similar item will be presented to City Council requesting the carry forward and reappropriation of Fiscal Year 2025 funding with the 2017 Westside Bond Fund from Westside Infrastructure, in the amount of $127,230.00, as well as within the CRA Fund from Acquisition and Redevelopment, in the amount of $59,330.00.

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

David Stafford, City Administrator
Amy Miller, Deputy City Administrator
Cliff Clifford, Jr., Associate City Administrator
Amy Tootle, Public Works Director
Brad Hinote, City Engineer
Caitlin Cerame, Transportation Planner
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Administrative Officer

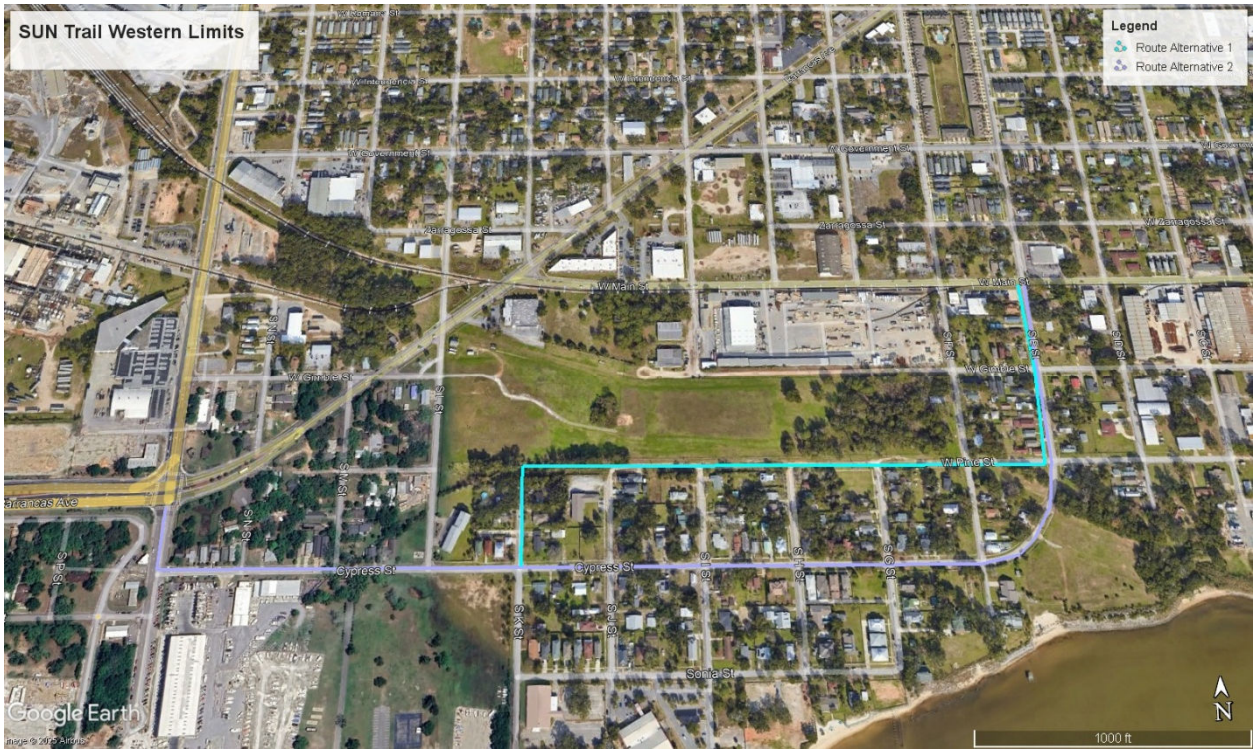
ATTACHMENTS:

1. Downtown Waterfront Connector SunTrail Map
2. AtkinsRealis Scope and Fee Proposal
3. SCAPE Scope and Fee Proposal
4. SCAPE Contract - Amendment No. 5
5. Supplemental Budget Resolution No. 2025-93 CRA
6. Supplemental Budget Explanation No. 2025-93 CRA

PRESENTATION: No

Appendix A


SUN Trail Eastern Limits
Legend
Route
W Main St
E Main St
W Cedar St
E Cedar St
Zaragoza St
Church St
Google Earth
700 ft
N


SUN Trail Western Limits
Legend
Route Alternative 1
Route Alternative 2
W Main St
W Cedar St
W Ring St
Cypress St
Sonia St
Google Earth
1000 ft
N

AtkinsRéalis

Waterfront Connector SunTrail
CRA Supplemental Services
Scope of Services
November 24, 2025

PROJECT DESCRIPTION

AtkinsRéalis is under contract to the City of Pensacola to provide professional architectural and engineering services for the design of a Shared Use Nonmotorized Trail through downtown Pensacola connecting South Pace Boulevard to South Tarragona Street. This trail is known as the Downtown Pensacola Waterfront Connector Trail and is partially funded through the Florida Department of Transportation SUN Trail program (Grant Agreement). This project consists of multiple segments of the City's downtown trail vision to fill in major gaps in the SUN Trail network, from S. Pace Blvd to S Tarragona St. for approximately 1.36 miles.

There are two distinct segments to the project.

- The western segment will traverse primarily through a residential area known as Sanders Beach from intersection of Barrancas Ave. and Pace Blvd. to the intersection of E St. and Main St. The primary route includes Pace St., Cypress St., K St., Pine St., and E St.

- The eastern segment limits are from the intersection of Spring St. and Main St. to the intersection of Tarragona St. and Main St. The route will include Port Royal Way, the unimproved extension of Cedar St. between Port Royal Way and Baylen St., Cedar St., Commendencia St., and Main St. Design efforts shall be consistent with the Hashtag Phase 2 - Cedar Street Multi-modal Improvements Project and the Consistency Review Document (with Proposed Improvements included), produced by SCAPE Landscape Architecture DPC.

This proposal is provided to the City of Pensacola Community Redevelopment Agency (CRA) for AtkinsRéalis to conduct public meetings, prepare presentations, and provide lighting design services

This proposal is intended to be executed and performed in conjunction with the design and permitting of the Waterfront Connector SunTrail

Scope of Service

AtkinsRéalis (CONSULTANT) will provide the following services:

TASK 1 – PROJECT MEETINGS
Meetings for this project will include the following:

1) **Public Meeting** (Conceptual Phase) - The CONSULTANT will attend and present of the project (western and eastern segments) at a single public meeting. The meeting will occur during the conceptual design phase on a date to be determined later. The CONSULTANT will prepare the agenda, presentation, presentation boards, if necessary, and provide meeting notes to the City.

CITY will identify and coordinate with the venue and provide access at no cost to the CONSULTANT.

2) **West Side Redevelopment Board Meeting** (Conceptual Phase) - The CONSULTANT will present and discuss the project with the West Side Redevelopment Board. This meeting will occur during the conceptual design phase on a date to be determined later and is anticipated to be held virtually (via TEAMS or similar).

3) **Urban Core Redevelopment Board Meeting** (Conceptual Phase) - The CONSULTANT will present and discuss the project with the Urban Core Redevelopment Board. This meeting will occur during the conceptual design phase on a date to be determined later and is anticipated to be held virtually (via TEAMS or similar).

TASK 1a – PROJECT MEETINGS – AUTHORIZATION TO BID PHASE (Optional Services)
Meetings for this project will include the following:

1) **CRA** (Authorization to Bid Phase) - The CONSULTANT will present and discuss the project with the CRA. This meeting will occur between the 90% and 100% design phases on a date to be determined later and is anticipated to be held virtually (via TEAMS or similar).

2) **CRA** (Authorization to Bid Phase) - The CONSULTANT will present and discuss the project with the CRA. This meeting will occur between the 90% and 100% design phases on a date to be determined later and is anticipated to be held virtually (via TEAMS or similar).

TASK 2 – LIGHTING DESIGN SERVICES - WESTERN SEGMENT

New lighting plans will be prepared for Pine St corridor, from E St. to K St., within the western segment of the trail, approximately 0.5 miles. The lighting design will follow the FDOT 2025 FDM, Florida Green Book and City of Pensacola Code or Ordinances. Continuous lighting will be provided within the eastern segment. We will coordinate with the power company the new electrical service points for the lighting. Voltage drop calculations and load analysis calculations will be provided for each branch circuit. The voltage drop will be limited to five percent to the last luminaire within a branch circuit.

Deliverables

- Lighting Design Analysis Report
- Two sets of 60% Plans
- Two sets of 90% Plans and Specifications and Cost Estimate
- Two sets of 100% signed and sealed Construction Plans and Specifications (Released for Construction) and Cost Estimate.

Project Compensation

This contract is proposed on a fixed-fee basis and will be invoiced monthly based on a percent complete of each task. A detailed breakdown of costs by labor hours and rates is attached in Appendix A. Primary services will be authorized in the initial purchase order. Optional Services will require additional authorization by the City.

Primary Services Scope item	**Western Segment Fee**	**Eastern Segment Fee**	**Total Fee**
Task 1: Project Meetings	$4,275.00	$4,275.00	$ 8,550.00
Task 2: Lighting Design Services - Western Segment	$42,900.00		$42,900.00
Total	**$47,175.00**	**$4,275.00**	**$51,450.00**

Optional Services Scope item	**Western Segment Fee**	**Eastern Segment Fee**	**Total Fee**
Task 1a: Project Meetings **–** Authorization To Bid Phase	$1,055.00	$1,055.00	$ 2,110.00
Total	**$1,055.00**	**$1,055.00**	**$2,110.00**

matthew taylor

Digitally signed by matthew taylor
DN: C=US, O=Unaffiliated, dnQualifier=A01410D0000019A0DCA1AA20011A241, CN=matthew taylor
Reason: I am approving this document
Location:
Date: 2025.11.24 11:46:15 -05'00'
Foxit PDF Editor Version: 13.1.6

Appendix A

AtkinsRéalis

Waterfront Connector SunTrail
CRA Supplemental Services
City of Pensacola

ACTIVITY DESCRIPTION	units	hrs/ unit	hours	Project Manager Rate/Hr. $ 195.00		Sr Eng/Arch/Planner IV Rate/Hr. $ 235.00		Sr Eng/Arch/Planner III Rate/Hr. $ 200.00		Sr. Eng/Arch/Planner I Rate/Hr. $ 135.00		Techical Director (QA/QC) Rate/Hr. $ 260.00		TOTAL	
				Staff HRS.	Cost by Pos & Act	Staff HRS.	Cost by Pos & Act	Staff HRS.	Cost by Pos & Act	Staff HRS.	Cost by Pos & Act	Staff HRS.	Cost by Pos & Act	Staff HR ACTIVITY	SALARY COST BY ACTIVITY
Task 1: Project Meetings															
Public Meeting (Conceptual Phase)	1	30	30	12	$2,340.00	12	$2,820.00		$0.00	6	$810.00		$0.00	30	$5,970.00
WSRB Meeting (Conceptual Phase)	1	6	6	3	$585.00	3	$705.00		$0.00		$0.00		$0.00	6	$1,290.00
UCRB Meeting (Conceptual Phase)	1	6	6	3	$585.00	3	$705.00		$0.00		$0.00		$0.00	6	$1,290.00
Lump Sum Task 1 Total:				**18**	**$3,510.00**	**18**	**$4,230.00**	**0**	**$0.00**	**6**	**$810.00**	**0**	**$0.00**	**42**	**$8,550.00**
Task 2: Lighting Design Services - Western Segment															
Lighting Design	1	54	54		$0.00	16	$3,760.00	24	$4,800.00	14	$1,890.00		$0.00	54	$10,450.00
Field Review	1	8	8		$0.00	8	$1,880.00		$0.00		$0.00		$0.00	8	$1,880.00
QC and coordination	1	30	30			30	$7,050.00		$0.00		$0.00			30	$7,050.00
Construction Plans	1	162	162			24	$5,640.00	30	$6,000.00	88	$11,880.00			142	$23,520.00
Lump Sum Task 2 Total:			***254***	**0**	**0**	**78**	**$18,330.00**	**54**	**$10,800.00**	**102**	**$13,770.00**	**0**	**0**	**234**	**$42,900.00**
Project Lump Sum Total:				**18**	**$ 3,510.00**	**96**	**$ 22,560.00**	**54**	**$ 10,800.00**	**108**	**$ 14,580.00**	**0**	**$ -**	**276**	**$51,450.00**

AtkinsRéalis

Waterfront Connector SunTrail
CRA Supplemental Services - Optional Services
City of Pensacola

ACTIVITY DESCRIPTION	units	hrs/ unit	hours	Project Manager Rate/Hr. $ 195.00 Staff HRS.	Cost by Pos & Act	Sr Eng/Arch/Planner IV Rate/Hr. $ 235.00 Staff HRS.	Cost by Pos & Act	Sr Eng/Arch/Planner III Rate/Hr. $ 200.00 Staff HRS.	Cost by Pos & Act	Sr. Eng/Arch/Planner I Rate/Hr. $ 135.00 Staff HRS.	Cost by Pos & Act	Techical Director (QA/QC) Rate/Hr. $ 260.00 Staff HRS.	Cost by Pos & Act	TOTAL Staff HR ACTIVITY	SALARY COST BY ACTIVITY
Task 1a: Project Meetings															
CRA Meeting (Authorization to Bid Phase)	1	5	5	3	$585.00	2	$470.00		$0.00		$0.00		$0.00	5	$1,055.00
CRA Meeting (Authorization to Bid Phase)	1	5	5	3	$585.00	2	$470.00		$0.00		$0.00		$0.00	5	$1,055.00
Lump Sum Task 1 Total:				**6**	**$1,170.00**	**4**	**$940.00**	**0**	**$0.00**	**0**	**$0.00**	**0**	**$0.00**	**10**	**$2,110.00**
Project Lump Sum Total:				**6**	**$ 1,170.00**	**4**	**$ 940.00**	**0**	**$ -**	**0**	**$ -**	**0**	**$ -**	**10**	**$2,110.00**

SCAPE LANDSCAPE ARCHITECTURE DPC

277 BROADWAY NINTH FLOOR NEW YORK NY 10007

T 212 462 2628 SCAPESTUDIO.COM

PROPOSAL FOR ADDITIONAL LANDSCAPE ARCHITECTURAL SERVICES

Consistency Review Services for the Hashtag and Bruce Beach Waterfront Connectivity Projects
Re: ASR06 – Florida SunTrail

November 21, 2025

Brad Hintoe, P.E.
City Engineer
City of Pensacola
222 W Main Street
Pensacola, FL 32502

SUMMARY

As outlined in our correspondence with Victoria D'Angelo on 11/19/2025 SCAPE is pleased to submit the following request for additional services for Concept Design, Public Meeting Support, and Consistency Review for the Cedar Street and Westside sections of the Florida SunTrail (See Exhibit A for project sites). This document outlines our additional scope and fee to develop the following services:

Cedar Street section

- Concept Design (10% documentation) including conceptual rendered views
- Participation at public meetings and presentation along project engineers, inclusive of updated rendered views at 60% and 90-100% design milestones
- Design consistency review for areas not included in ASR05 (comments provided to City at each design phase)

Westside section

- Concept Design (10% documentation) including conceptual rendered views

- Participation at public meetings and presentation along project engineers, inclusive of updated rendered views at 60% and 90-100% design milestones
- Design consistency review (comments provided to City at each design phase)

SCAPE assumes our work will commence on 1/19/2025 and will proceed based on the durations outlined in the schedule dated 11/17/25. SCAPE understands the 8-week Task 1 Concept Design will be followed by an 8.5-month documentation period (60%, 90%, and 100% Design) during which we will complete services for tasks 2 and 3.

- **TASK 1** – Concept Design – 8 weeks
- **TASK 2** – Public Meetings and Presentations – ongoing
- **TASK 3** – Westside Section Design Consistency Review - ongoing

Please note, the Cedar Street Section Design Consistency Review is covered under ASR05, Part 2.

Consultants to client team: SCAPE assumes the City has retained the services of project engineers, to provide all engineering and landscape architecture services necessary for the documentation and implementation of the project.

REQUIRED INFORMATION

SCAPE understands that the Client will provide the following information before the start of Concept Design for us to complete our work:

- Current and comprehensive site survey, stamped by a licensed surveyor, for technical documentation purposes in PDF and CAD formats.
- Grant information and design parameters needed to comply with Florida SunTrail requirements.
- Recent tree assessment/inventory
- Any additional relevant and available technical reports related to the ATW site or other studies our reference.
- Landscape budget target if available

SCOPE OF SERVICES

TASK 1 – CONCEPT DESIGN – *(8 WEEKS)*

SCAPE will kick off Task 1 with a site visit to refresh our understanding of the local context and observe the current conditions along the Cedar Street and Westside sections to inform our concept designs.

Cedar Street Section

Building on the design intent and concepts developed as part of the Downtown Hashtag Connector catalytic project, as well as the work completed under ASR05 for the conceptual sketch of a typical block of Cedar Street, SCAPE will develop a concept design for the full Cedar Street site as delineated in Exhibit A to this document. This will include design studies to develop a preferred alignment for different street users (including motor vehicles, bicycles, and pedestrians), as well as design intent for planting and street furniture.

The concept for Cedar Street itself will reflect a two-way woonerf condition with no curbs and incorporate the Florida SunTrail based on their established design guidelines. For the Baylen Slip cul-de-sac area and the connection to the trail and the slip itself, SCAPE will consider an interim approach to a future broader project at Baylen Slip.

Westside Section

Building on the Waterfront Framework Plan previously developed by SCAPE as well the 2025 Westside plans (specifically pg. 58) developed by UDA, SCAPE will develop a concept design for the full Westside Section site as delineated in Exhibit A to this document. This will include design studies to develop a preferred alignment for different street users (including motor vehicles, bicycles, and pedestrians), incorporate the Florida SunTrail based on their established design guidelines, as well as design intent for planting and street furniture.

Deliverables, for each project area:

- One (1) set of measured plans at 1”=20’-0” scale, at 10% level of development
- Up to three (3) measured typical sections, at 10% level of development
- Up to three (3) sketch renders, at least one (1) of which will be an axonometric or aerial view

- Concept Design presentation inclusive of both project areas for use in public meetings, board meetings, and CRA presentations

Meetings:

- Participation in monthly calls with City staff

TASK 2 – PUBLIC MEETINGS AND PRESENTATIONS

SCAPE will participate in the following public meetings and presentations:

Concept Design Phase:

- One (1) public meeting (in person)
- One (1) Presentation to Urban Core board (remote)
- One (1) Presentation to Westside board (remote)

60% Design Phase:

- One (1) public meeting (in person)
- One (1) CRA presentation (remote)

90% Design Phase:

- One (1) CRA Presentation (remote)

SCAPE will use the Concept Design presentation from Task 1 for the meetings during the Concept Design phase. We will update the presentation materials based on the latest design at each project milestone for meetings during the documentation phases (60%, 90%, and 100% Design). Updated materials will include updates to the sketch rendered views prepared in the Concept Design phase. SCAPE assumes that the consultant retained by the City for the detailed design of the projects will prepare additional materials to be included in the meetings during the documentation phases (60%, 90%, and 100% Design) and will present their materials alongside SCAPE. We also assume that the City's consultant will share any necessary materials to update the rendered views with SCAPE in a reasonable amount of time to preform updates.

Deliverables, for each project area:

- Updates to one (1) presentation for 60% Design Phase including updates of existing graphics if needed.
- Updates to one (1) presentation for 90% Design Phase including updates of existing graphics if needed.

Meetings:

- One (1) prep meeting and one (1) debrief meeting for each meeting listed above

TASK 3 – WESTSIDE SECTION DESIGN CONSISTENCY REVIEW

Design Consistency Reviews will be performed during the 60% Design and 90% Design milestones, developed by the City's consultants.

SCAPE will work with the City and its consultants to review ongoing work and advise on the design progress, with a focus on maintaining the design intent developed in the Concept phase. We will participate in regular progress meetings, and review the consultant's deliverables at the end of 60% Design and 90% Design, and develop a plan markup and written memo outlining the review conclusions. SCAPE assumes we will have 2 weeks to review the consultant's deliverables at each milestone. We assume our review period will run concurrent to City and that review comments will be addressed in the subsequent milestone deliverable.

Deliverables:

- 60% Design review memo
- 90% Design review memo

Meetings:

- Participation in bi-weekly (every other week) calls with city staff and their consultant.

ADD SERVICE SCOPE ASSUMPTIONS

- We assume work under this ASR will take place at the same time as the work awarded under ASR05 for consistency review for the design of Cedar Street.
- We assume that our role will be advisory in nature during the documentation phases (60%, 90%, and 100% Design), and we will not be providing any measured drawings or detailed design sketches, beyond the updated rendered views prepared at the end of each phase.

SCAPE FEES FOR ADDITIONAL SERVICES

Project Phase	Duration	SCAPE Fee	Payment Term
TASK 1 – Concept Design	8 weeks	**$75,000**	Fixed Fee
TASK 2 – Public Meetings and Presentations	ongoing (8.5 months)	**$30,000**	Fixed Fee
TASK 3 – Westside Section Design Consistency Review	ongoing (8.5 months)	**$25,000**	Fixed Fee
TOTAL FEE FOR SCAPE ADD SERVICES	**10 months**	**$130,000**	**Fixed Fee**

Estimated Reimbursable Expenses: $3,000 (estimated travel expenses from New Orleans for 2 staff members for 1 site visit and 2 in-person public meetings, no printing or other auxiliary costs)

SCAPE HOURLY BILLING RATES

Services outlined under the Scope of Services are based on our hourly billing rates. Current rates are as follows:

Founding Principal	$350/Hour
Senior Principal	$300/Hour
Principal	$275/Hour
Senior Director	$250/Hour
Director	$240/Hour
Senior Associate	$220/Hour
Associate	$200/Hour
Senior Designer	$160/Hour
Designer	$120/Hour
Admin	$120/Hour
Intern	$100/Hour

Rates are valid for the current calendar year and may be increased subsequently without written notice. Additional Services shall be computed with the hourly billing rate at the time of the additional service.

Services outlined under the Scope of Services shall be provided per the Terms and Conditions in the Agreement for Professional Services dated 11/17/2020.

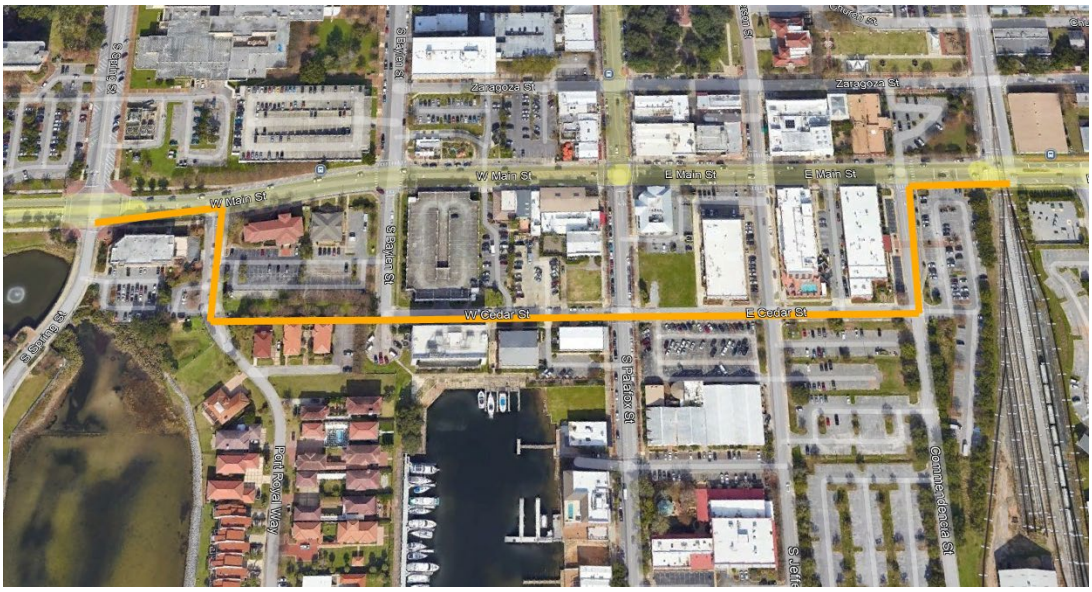
SIGNATURE PAGE

SCAPE requires a signed proposal, a Notice-to-Proceed to start work. Upon acceptance of this proposal, this scope for additional services will be under the already existing terms and agreement between SCAPE and the Client team.

Landscape Architect	Client
SCAPE / LANDSCAPE ARCHITECTURE DPC	Community Redevelopment Agency of the City of Pensacola
	
By: Alexis Landes	By: _____
Title: Managing Principal	Title _____
Date: 11/21/2025	Date: _____

EXHIBIT A – PROJECT SITES

Cedar Street site:



Westside site:



CONTRACT BETWEEN CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY AND SCAPE LANDSCAPE ARCHITECTURE DPC

AMENDMENT NO. 5

THIS AMENDMENT NO. 5 TO THE Contract Between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC ("Amendment No. 5") made and entered into this 22nd day of January 2024, by and between the City of Pensacola Community Redevelopment Agency, hereinafter referred to as "CRA" and SCAPE Landscape Architecture DPC, hereinafter referred to as "Contractor"

WITNESSETH:

WHEREAS, the CRA and the Contractor entered into the Contract Between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC dated November 17, 2020 ("Original Contract") to provide Consistency Review Services for the Hashtag and Bruce Beach Waterfront Connectivity Projects ("Original Services"); and

WHEREAS, the parties now desire to amend the Original Contract to provide for Additional Services as defined below;

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein contained, it is agreed that the Original Contract shall be hereby amended as follows:

1. The Contractor shall perform all work and additional services described in and in accordance with the Proposal for Additional Services ("Additional Services"), attached hereto as Exhibit A. Those Additional Services shall be performed in accordance with Section 2 of the Original Contract.

2. Payment for the Additional Services will be in accordance with the fee schedule and payment terms described in Exhibit A. All other provisions of Section 4 of the Original Contract shall apply.

3. The Contractor shall commence and complete all Additional Services in accordance with the schedule contained in Exhibit A.

4. In compliance with the provisions of F.S. 448.095, the parties to this Amendment No. 5 and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.

5. All other terms and conditions of the Original Contract not amended hereby shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment No. 5 to the Contract between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC on the date first above written.

CONTRACTOR

SCAPE Landscape Architecture DPC
(Contractor's Name)

By _____
President

Kate Orff, FASLA
(Printed President's Name)

Attest _____
Corporate Secretary

(CORPORATE SEAL)

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF PENSACOLA, FLORIDA

_____
Chairperson, Jennifer Brahier

Ericka L. Burnett
1/22/2024 5:18:42 PM
City Clerk, Ericka L. Burnett

Approved As To Substance:

_____
Asst. CRA Manager

Legal in form and valid as drawn:

Heather F. Lindsay, Assistant City Attorney
1/22/2024 5:25:45 AM
City Attorney

Landscape Architecture D.P.C. CORPORATE SEAL 2016 NEW YORK

1/22/2024 4:08:41 PM

EXHIBIT A

SCAPE LANDSCAPE ARCHITECTURE DPC

277 BROADWAY NINTH FLOOR NEW YORK NY 10007

T 212 462 2628 SCAPESTUDIO.COM

PROPOSAL FOR ADDITIONAL DESIGN & REVIEW SERVICES

Pensacola Hashtag Connector – Cedar Street – Task 2

December 8, 2023

Brad Hintoe, P.E.
City Engineer
City of Pensacola
222 W Main Street
Pensacola, FL 32502

SUMMARY

As discussed in our email correspondence, SCAPE is pleased to submit the following request for additional services for advisory services for Cedar Street as part of the Downtown Hashtag Connector effort. This document outlines Task 2 of our additional scope and fee for the following services:

- Design consistency review

SCAPE assumes our work will commence on 01/22/2024 and will run a consecutive 12 weeks to be aligned with A&E consultant's design schedule. Please note that should the start date be delayed, SCAPE will require a minimum of 2 weeks for mobilization.

SCOPE OF SERVICES

TASK 2 – DESIGN CONSISTENCY REVIEW– (12 WEEKS)

SCAPE will work with the client and the selected A&E consultant to review ongoing work and advise on the design progress, with a focus on maintaining the original design vision.

SCAPE assumes the A&E design process will follow the following phases: 30% design, 60% design, Final design. We assume attendance in up to two (2) progress meetings for each design phase, review of the A&E deliverables (e.g. drawing set, any graphics or visualizations provided) at the end of each phase, and will provide the client and the A&E consultant with a written memo outlining the review at each of the project milestones. If needed, SCAPE will provide up to two (2) concept sketch overlays to work produced by the A&E consultant during the process to help further communicate the design intent.

Deliverables:

- 30% Design review memo
- 60% Design review memo
- Final Design review memo

Meetings:

- Up to six (6) meetings

EXCLUSIONS / ADD SERVICE SCOPE ASSUMPTIONS

- It is assumed that SCAPE's role is advisory in nature and will not be providing any measured drawings or photorealistic renderings as part of this effort
- It is assumed that SCAPE will not be supporting any community engagement or participating in CRA, City Council, or other meetings with elected officials as part of this effort

FEES FOR PROFESSIONAL SERVICES

Project Phase	Duration	SCAPE Fee	Payment Term
TASK 2 – Design Consistency Review	12 weeks	$15,000	Fixed Fee
TOTAL FEE FOR ADDITIONAL SERVICES		$15,000	

HOURLY BILLING RATES

Services outlined under the Scope of Services are based on our hourly billing rates. Current rates are as follows:

Founding Principal	$350/Hour
Principal	$300/Hour
Director	$240/Hour
Senior Associate	$220/Hour
Associate	$200/Hour
Senior Designer	$160/Hour
Designer	$120/Hour

Rates are valid for 2024 and may be increased subsequently without written notice.

Services outlined under the Scope of Services shall be provided per the Terms and Conditions in the Agreement for Professional Services dated 11/17/2020.

SIGNATURE PAGE

SCAPE requires a signed proposal, a Notice-to-Proceed to start work. Upon acceptance of this proposal, this scope for additional services will be under the already existing terms and agreement between SCAPE and the Client team.

Landscape Architect	Client
SCAPE / LANDSCAPE ARCHITECTURE DPC	Community Redevelopment Agency of the City of Pensacola
A Landes	
By: Alexis Landes	By: Hilary Halford
Title: Managing Principal	Title Asst. CRA Division Manager
Date: 12/8/2023	Date: 1/19/2024

PENSACOLA
COMMUNITY REDEVELOPMENT AGENCY

MEMORANDUM

TO: D.C. Reeves, Mayor

FROM: Hilary Halford, Asst. CRA Division Manager

DATE: January 18, 2024

SUBJECT: Amendment No. 5 to Contract with Scape Landscape Architecture, DPC for Design Assistance Services

BUDGETED ITEM

Yes: __X___ No: _____ N/A: _____

SUMMARY:

Amendment No. 5 of the contract with SCAPE was recommended to extend their participation on the Hashtag Waterfront Connector project, in accordance with the scope of services described in the original contract.

FUNDING:

Budget: $225,000

Actual:	$210,000	Contract Amount
	$15,000	Amendment No. 5
	$225,000	

File #: 23-1111 | Community Redevelopment Agency | 1/16/2024

ACTION ITEM

SPONSOR: Jennifer Brahier - Chairperson

SUBJECT:

AMENDMENT NO. 5 TO CONTRACT WITH SCAPE LANDSCAPE ARCHITECTURE, DPC FOR DESIGN ASSISTANCE SERVICE

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve Amendment No. 5 to the contract with SCAPE Landscape Architecture, DPC to extend their participation on the Hashtag Waterfront Connector project, including providing consistency review and engagement services, as needed, in accordance with the scope of services described in the original contract. Further, that the CRA authorize the CRA Chairperson to take all actions necessary to execute the contract amendment.

SUMMARY:

On October 5, 2020, the Community Redevelopment Agency (CRA) approved a contract with SCAPE Landscape Architecture to assist with design consistency and community engagement services for the Hashtag and Bruce Beach waterfront connector projects.

In 2022, the CRA solicited bids for the first phase of the Hashtag Waterfront Connector Project (Main Street) on numerous occasions but was unsuccessful in obtaining a responsive bid. As a result, the scope of the project was modified to focus improvements on traffic-calming and bicycle improvements. Additionally, due to budgetary constraints pertaining to the Bruce Beach project, the CRA also reallocated funding for construction from Hashtag Phase 2 to Bruce Beach Phase 2 on October 10, 2022.

On May 10, 2023, the CRA authorized Amendment No. 4 to the contract to permit the firm to continue consistency review for Hashtag Phase 1 to review the modified plans and provide feedback.

In an effort to proceed with development of both phases of the project, the City has submitted a SunTrail grant application to the Florida Department of Transportation (FDOT). While the results of the grant request are pending, design of Cedar Street (Phase 2) will proceed. Additional services are needed to permit SCAPE's continued engagement in assisting the City to best align the design of the Cedar Street segment with the vision set forth in the Waterfront Framework Plan. SCAPE will be available during the meeting to discuss further the Cedar Street segment.

PRIOR ACTION:

October 5, 2020 - The CRA approved a contract for design services with SCAPE Landscape Architecture DPC for an amount not to exceed $75,000.

July 12, 2021 - The CRA approved an amendment to the contract with SCAPE expanding the scope of services and increasing the contract amount by $75,000 for a total contract amount not to exceed $150,000.

September 20, 2021 - The CRA approved Amendment No. 2 to the contract with SCAPE to extend their participation in the project to provide consistent review through 90% design completion, including an additional public engagement meeting.

July 18, 2022 - The CRA approved Amendment No. 3 to the contract with SCAPE extend the firm's participation in the Bruce Beach Phase 2 project through 100% design completion and during CRA meetings at 60% and 90% milestones. Further, the CRA accepted a scrivener's error in the board memo approving Amendment No. 2 of the contract, adjusting the total funding authorized by Amendment No. 2.

May 10, 2023 - The CRA approved Amendment No. 4 to the contract with SCAPE for design assistance services for the Hashtag Waterfront Connector Project and increased the contract amount by $7,500 for a total contract amount not to exceed $210,000.

FUNDING:

Budget:	$225,000	
Actual:	$210,000	Contract Amount
	$15,000	Amendment No. 5
	$225,000	TOTAL

FINANCIAL IMPACT:

Total remaining budget allocated for the Hashtag project is $3,930,189, with $68,319.00 remaining under the Hashtag design line item, $3,709,300.00 remaining under Hashtag Phase 1 Construction and $152,570 remaining under Hashtag Phase 1 Engineering. Approval of Amendment No. 5 will add $15,000.00, for a total contract amount of $225,000.

LEGAL REVIEW ONLY BY CITY ATTORNEY: Yes

1/4/2024

STAFF CONTACT:

David Forte, Deputy City Administrator
Sherry Morris, Development Services Director
Victoria D'Angelo, CRA Division Manager
Hilary Halford, Assistant CRA Division Manager
Brad Hinote, City Engineer

ATTACHMENTS:

1. Amendment No 5 - SCAPE Contract for Design Services

PRESENTATION: Yes

City of Pensacola

Community Redevelopment Agency

Meeting Minutes

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

January 16, 2024, 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 Brahier at 4:31 P.M.(Immediately following the 3:30 P.M. City Council Agenda Conference).

Board Members Present:	Jennifer Brahier, Charles Bare, Delarian Wiggins, Casey Jones, Allison Patton (via Teams), Teniade Broughton, Jared Moore (left at 6:14 P.M.)
Board Members Absent:	None
Also Present:	Mayor D.C. Reeves (left at 5:52 P.M.)

BOARD MEMBER DISCLOSURE

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

CHAIRPERSON'S REPORT

None.

APPROVAL OF MINUTES

1. 23-1106 CRA MEETING MINUTES - 12/11/2023

Recommendation:

A motion to Approve was made by Board Member Bare and seconded by Board Member Wiggins.

The motion Passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton(via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Jared Moore, Teniade Broughton

No: 0 None

DISCUSSION ITEMS

2. 23-1131 DISCUSSION ON COBB RESOURCE CENTER ASSESSMENT

Recommendation: N/A

CRA Division Manager Victoria D'Angelo introduced the item. Deputy City Administrator David Forte discussed the item. Joey McMath, structural engineer for JDA, LLC Structural Engineers gave an overview of the item, and staff responded accordingly to questions.

3. 23-1115 UPDATE ON MALCOLM YONGE GYM ASSESSMENT

Recommendation: N/A

CRA Division Manager Victoria D'Angelo introduced the item. Joey McMath, structural engineer for JDA, LLC Structural Engineers, Deputy City Administrator David Forte,

Deputy City Administrator Amy Miller, and Mayor Reeves all spoke to the item. Staff answered questions accordingly.

Public Speakers:

Gerri Lewis
David Clark
Benny Washington
Rowen Gosse
William Clay
Fred Gunther
Kieara Lewis
Cynethia Gosse

ACTION ITEMS

4. 24-33 REQUEST FOR FUNDING TO PERFORM FULL ASSESSMENT OF MALCOLM YONGE GYM

Recommendation: That the Community Redevelopment Agency (CRA) fund a full assessment of the Malcolm Yonge Gym in accordance with the recommendations of the limited structural assessment performed on April 21, 2023.

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

Deputy City Administrator David Forte provided a brief overview of the item. Staff responded accordingly to questions.

Public Speakers:

Fred Gunther
Benny Washington

Following discussion by the Board, a motion was made to amend Item #24-33 adding the demolition of the Malcolm Yonge Gym to the item. The motion was made by Board Member Jones and seconded by Board Member Patton.

The motion Passed by the following vote:

Yes: 4 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Delarian Wiggins

No: 2 Charles Bare, Teniade Broughton

Following discussion by the Board, a vote was taken to approve as amended, Item #24-33, the demolition of the Malcolm Yonge Gym.

The motion Passed by the following vote:

Yes: 4 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Delarian Wiggins

No: 2 Charles Bare, Teniade Broughton

5. 23-1137 REQUEST FOR FUNDING TO PERFORM FULL ASSESSMENT OF COBB RESOURCE CENTER

Recommendation: That the Community Redevelopment Agency (CRA) request that City Council provide funding to perform a full assessment of the Cobb Resource Center.

A motion to Approve was made by Board Member Jones and seconded by Board Member Wiggins.

Deputy City Administrator David Forte spoke to the item. Staff answered questions accordingly.

Public Speakers:

Fred Gunther

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

6. 23-1111 AMENDMENT NO. 5 TO CONTRACT WITH SCAPE LANDSCAPE ARCHITECTURE, DPC FOR DESIGN ASSISTANCE SERVICE

Recommendation: That the Community Redevelopment Agency (CRA) approve Amendment No. 5 to the contract with SCAPE Landscape Architecture, DPC to extend their participation on the Hashtag Waterfront Connector project, including providing consistency review and engagement services, as needed, in accordance with the scope

of services described in the original contract. Further, that the CRA authorize the CRA Chairperson to take all actions necessary to execute the contract amendment.

A motion to Approve was made by Board Member Bare and seconded by Board Member Wiggins.

CRA Division Manager Victoria D'Angelo gave a brief overview of the item. Deputy City Administrator David Forte spoke to the item. Staff responded accordingly to questions.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton(via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

7. 23-1107 APPROVAL OF REQUEST FOR LETTERS OF INTEREST FOR 101 W. MAIN STREET REDEVELOPMENT

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to proceed with issuing a Request for Letters of Interest (RLOI) for redevelopment of 101 W. Main Street as substantially enumerated in the attached.

A motion to Approve was made by Board Member Jones and seconded by Board Member Bare.

CRA Division Manager Victoria D'Angelo gave an overview of the item. CRA Urban Design Planner Rachel Bennett provided a presentation of the item. Staff answered questions accordingly.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

8. 23-1113 APPROVAL OF REQUEST FOR LETTERS OF INTEREST FOR REUSE OR REDEVELOPMENT OF THE FORMER PENSACOLA MOTOR LODGE AT 2305 W. CERVANTES STREET

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to proceed with issuing a Request for Letters of Interest (RLOI) for reuse or redevelopment

of the Pensacola Motor Lodge for attainable rental multifamily housing at 2305 W. Cervantes Street as substantially enumerated in the attached.

A motion to Approve was made by Board Member Jones and seconded by Board Member Bare.

CRA Division Manager Victoria D'Angelo provided an overview of the item. Staff responded accordingly to questions.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

9. 23-1109 SUPPLEMENTAL BUDGET RESOLUTION NO. 2024-06 CRA NON-ENCUMBERED CARRYOVER

Recommendation: That the Community Redevelopment Agency adopt Supplemental Budget Resolution No. 2024-06 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2024; PROVIDING FOR AN EFFECTIVE DATE.

A motion to Approve was made by Board Member Jones and seconded by Board Member Wiggins.

CRA Division Manager Victoria D'Angelo provided an overview of the item. Staff responded accordingly to questions.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

10. 23-1125 SUPPLEMENTAL BUDGET RESOLUTION NO. 2024-07 CRA CONTRACTS PAYABLE CARRYOVER

Recommendation: That the Community Redevelopment Agency adopt Supplemental

Budget Resolution No. 2024-07 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2024; PROVIDING FOR AN EFFECTIVE DATE.

A motion to Approve was made by Board Member Bare and seconded by Board Member Wiggins.

CRA Division Manager Victoria D'Angelo provided an overview of the item. Staff responded accordingly to questions.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

PRESENTATIONS

None.

OPEN FORUM

None.

ADJOURNMENT

WHEREUPON the meeting was adjourned at 7:45 P.M.

****

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.

000001 - 0048 of 0078 - NNNNNN - 00048 JOBID 383BA001012

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 03/30/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER

CS&S/ARTHUR J GALLAGHER RISK MNGT
PO BOX 958489
Lake Mary, FL 32746-8989
1-877-724-2669

CONTACT NAME:
PHONE (A/C, No, Ext):
FAX (A/C, No):
EMAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: Continental Casualty Company	20443
INSURER B:	
INSURER C:	
INSURER D:	
INSURER E:	
INSURER F:	

INSURED

SCAPE LANDSCAPE ARCHITECTURE D.P.C.
277 BROADWAY STE 900
NEW YORK, NY 10007-2002

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDINGANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YY)	POLICY EXP (MM/DD/YY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [X] LOC [ ] OTHER:	Y		6012148131	05/09/23	05/09/24	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 2,000,000 $ 1,000,000 $ 10,000 $ 2,000,000 $ 4,000,000 $ 4,000,000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			6012148131	05/09/23	05/09/24	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY(Per person) BODILY INJURY(Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [X] RETENTION $ 10,000			6012149764	05/09/23	05/09/24	EACH OCCURRENCE AGGREGATE	$ 5,000,000 $ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [ ] N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A					[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $
	OTHER						[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Acord 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate holder is named as Additional Insured's as provided with in the Architects, Engineers and Surveyors Blanket Additional Insured Endorsement & Blanket Waiver of Subrogation.

CERTIFICATE HOLDER

City of Pensacola Department of Risk Management
Post Office Box 12910
Pensacola, FL 32521

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Ryan McConaughey

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 1/25/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER SUNZ Insurance Solutions, LLC ID: (Prestige) c/o Prestige Employee Administrators LLC 538 Broadhollow Road, Suite 311 Melville, NY 11747	**CONTACT NAME:** Peter Hilbert		
	PHONE (A/C, No, Ext): 917-789-5036	**FAX (A/C, No):**	
	E-MAIL ADDRESS: philbert@prestigepeo.com		
	INSURER(S) AFFORDING COVERAGE		**NAIC #**
	INSURER A : United Wisconsin Insurance Company		29157
INSURED Prestige Employee Administrators LLC LCF Scape Landscape Architecture DPC 538 Broadhollow Road, Suite 311 Melville NY 11747	**INSURER B :**		
	INSURER C :		
	INSURER D :		
	INSURER E :		
	INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** 72665750 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	☐ OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ **UMBRELLA LIAB** ☐ OCCUR						EACH OCCURRENCE	$
	☐ **EXCESS LIAB** ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WC577-00062-023-SZ	2/1/2023	2/1/2024	✓ PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Coverage provided for all leased employees but not subcontractors of: Scape Landscape Architecture DPC Client Eff Date: 2/1/2023

CERTIFICATE HOLDER

10034-NY

City of Pensacola
Department of Risk Management
Post Office Box 12910
Pensacola FL 32521

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Rick Leonard

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ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 1/15/2024

PRODUCER

WHITEHORN FINANCIAL GROUP INC
29 Main Street, 2nd Floor
Madison, NJ 07940
(973) 564-9330

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED

SCAPE Landscape Architecture DPC
277 Broadway
9th Floor
New York, NY 10007

INSURERS AFFORDING COVERAGE	NAIC#
INSURER A: CNA/Continental Casualty Company	20443
INSURER B:	
INSURER C:	
INSURER D:	
INSURER E:	

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
		GENERAL LIABILITY				EACH OCCURRENCE	$
		COMMERCIAL GENERAL LIABILITY				DAMAGE TO RENTED PREMISES (Ea occurence)	$
		CLAIMS MADE / OCCUR				MED EXP (Any one person)	$
						PERSONAL & ADV INJURY	$
						GENERAL AGGREGATE	$
		GEN'L AGGREGATE LIMIT APPLIES PER:				PRODUCTS - COMP/OP AGG	$
		POLICY / PRO-JECT / LOC					
		AUTOMOBILE LIABILITY				COMBINED SINGLE LIMIT (Ea accident)	$
		ANY AUTO				BODILY INJURY (Per person)	$
		ALL OWNED AUTOS				BODILY INJURY (Per accident)	$
		SCHEDULED AUTOS				PROPERTY DAMAGE (Per accident)	$
		HIRED AUTOS					
		NON-OWNED AUTOS					
		GARAGE LIABILITY				AUTO ONLY - EA ACCIDENT	$
		ANY AUTO				OTHER THAN AUTO ONLY: EA ACC	$
						AGG	$
		EXCESS/UMBRELLA LIABILITY				EACH OCCURRENCE	$
		OCCUR / CLAIMS MADE				AGGREGATE	$
							$
		DEDUCTIBLE					$
		RETENTION $					$
		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY				WC STATU-TORY LIMITS / OTH-ER	
		ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?				E.L. EACH ACCIDENT	$
		If yes, describe under SPECIAL PROVISIONS below				E.L. DISEASE - EA EMPLOYEE	$
						E.L. DISEASE - POLICY LIMIT	$
		OTHER Professional Liability	LAH 28-824-10-24	05-09-23	05-09-24	$5,000,000 Per Claim and Aggregate	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

Re: Scape Project # 2031 Pensacola CRA

CERTIFICATE HOLDER

City of Pensacola
Department of Risk Management
Post Office Box 12910
Pensacola, FL 32521

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE Maureen Andrews

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Detail by Entity Name

Foreign Profit Corporation
SCAPE LANDSCAPE ARCHITECTURE D.P.C. INC.

Filing Information

Document Number	F18000005098
FEI/EIN Number	81-4252394
Date Filed	11/05/2018
State	NY
Status	ACTIVE

Principal Address

277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Mailing Address

277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Registered Agent Name & Address

LICENSESURE LLC
1400 Village Square Blvd #3-85007
TALLAHASSEE, FL 32312

Address Changed: 03/05/2020

Officer/Director Detail

Name & Address

Title President

HORODNICEANU, KATHERINE ORFF
277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Title Secretary

DONNELLY, JOHN
277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Title Director

LANDES, ALEXIS
277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Title Treasurer

WIRTH, GENEVA
277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Annual Reports

Report Year	Filed Date
2021	03/15/2021
2022	03/09/2022
2023	04/04/2023

Document Images

04/04/2023 -- ANNUAL REPORT	View image in PDF format
03/09/2022 -- ANNUAL REPORT	View image in PDF format
03/15/2021 -- ANNUAL REPORT	View image in PDF format
03/05/2020 -- AMENDED ANNUAL REPORT	View image in PDF format
03/03/2020 -- ANNUAL REPORT	View image in PDF format
03/11/2019 -- ANNUAL REPORT	View image in PDF format
11/05/2018 -- Foreign Profit	View image in PDF format

Florida Department of State, Division of Corporations

An official website of the United States government Here's how you know

Cease Using the Entity Management API for Reps and Certs Information
Show Details
Dec 13, 2023

See All Alerts

Entity Validation Processing Show Details
Jan 16, 2024

SAM.GOV®

Exclusions

- Entity Registration
- Exclusions
  - Active Exclusions
- Responsibility / Qualification

Entity Information

SCAPE LANDSCAPE ARCHITECTURE D.P.C.

Active Registration

Unique Entity ID
UVNSMXGNEGG3

CAGE/NCAGE
5GG27

Expiration Date
Oct 30, 2024

Physical Address
277 Broadway FL 9
New York, New York
10007-2022, United States

Mailing Address
277 Broadway FL 9
New York, New York
10007-2022, United States

Purpose of Registration

All Awards

Version

Current Record

EXCLUSIONS

There may be instances when an individual or firm has the same or similar name as your search criteria, but is actually a different party. Therefore, it is important that you verify a potential match with the excluding agency identified in the exclusion's details. To confirm or obtain additional information, contact the federal agency that took the action against the listed party. Agency points of contact, including name and telephone number, may be found by navigating to the Agency Exclusion POCs page within Help.

Active Exclusions

There are no active exclusion records associated to this entity by its Unique Entity ID.

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CONTRACT BETWEEN CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY AND SCAPE LANDSCAPE ARCHITECTURE DPC

BASED UPON REQUEST FOR QUALIFICATIONS # 20-054

THIS CONTRACT ("Contract") is made this 17th day of November, 2020, by and between the City of Pensacola Community Redevelopment Agency ("CRA"), a public body corporate and politic existing under the laws of the State of Florida, located at 222 W. Main Street, Pensacola, Florida 32502, and SCAPE Landscape Architecture DPC ("Contractor"), a corporation authorized to do business in Florida, located at 277 Broadway, Floor 9, New York, NY 10007, (the CRA and Contractor collectively referred to hereinafter as the "Parties").

WITNESSETH:

WHEREAS, the CRA solicited a Request for Qualifications #20-054, on May 13, 2020 ("RFQ"), as described in Project Specifications for Consistency Review Services for the Hashtag and Bruce Beach Waterfront Connectivity Projects, as modified by any addendum to the ("Addenda"), all as attached hereto as Exhibit A and incorporated herein by this reference (collectively referred to hereinafter as the "RFQ Documents"); and

WHEREAS, in response to the RFQ Documents, the Contractor submitted to the CRA a proposal, dated July 2, 2020, including a statement of qualifications and experience, and/or any other documents submitted in response to the RFQ Documents ("RFQ Response") attached hereto as Exhibit B and incorporated herein by this reference; and

WHEREAS, the CRA has selected the Contractor pursuant to the selection criteria or process as specified in the RFQ Documents based on the Contractor's RFQ Response and any other requested information, and the Parties have agreed upon negotiated fees and services ("Negotiated Terms") as attached hereto in Exhibit C and incorporated herein by this reference; and

WHEREAS, the Parties desire the Contractor to perform as described in the RFQ Documents and the RFQ Response, the Negotiated Terms, and pursuant to the terms and conditions of this Contract; and

WHEREAS, the Parties desire to enter into this Contract;

NOW, THEREFORE, in consideration of the work to be performed and the payment for the performance of the work, of the mutual covenants and benefits contained herein, and for other good and valuable consideration, the Parties agree as follows:

Section 1. Recitals.
The recitals contained above are true and correct and are incorporated into this Contract.

Section 2. Contractor's Obligations.
The Contractor shall perform all work and services described in, and in accordance with, the Contract. The CRA or its duly authorized representative shall at all times have full opportunity to inspect the materials to be furnished and the work to be done under this Contract. The Contractor shall comply with all applicable federal, state, and local laws, ordinances, rules, and regulations pertaining to the performance of this Contract. The Contractor is responsible for and shall indemnify the CRA against all damage or loss caused by fire, theft, or otherwise to materials, tools, equipment, and consumables left on CRA property by the Contractor.

Section 3. Term of Contract.
Subject to the right of termination for cause or convenience, the term of this Contract shall expire one year from its execution.

Section 4. Payment.
The Contractor agrees to perform all work and services in Section 2 and to furnish all necessary labor, materials, equipment, machinery, tools, apparatus, and means of transportation related to such work and services at Contractor's sole cost and expense, in consideration of the total amount of seventy-five thousand dollars ($75,000) to be paid based on partial payments approved by the CRA, upon the completed performance of each task the by Contractor in accordance with Exhibit C, only after written acceptance by the CRA pursuant to the Contract, and such payment in accordance with the Florida Prompt Payment Act. In the event that the Contractor does not fully perform its obligations under the Contract, the CRA reserves the right to withhold payments for work not performed, to engage an alternative contractor to complete work not performed, and to withhold such amounts as may be required to hold the CRA harmless from any claims or damages, direct, indirect or consequential, that may be sustained on account of the Contractor's acts or omissions in the performance of this Contract.

Section 5. Bond.

Is a bond required? (___) Yes (X) No

If yes: Contractor shall provide all bond(s) as required in the Contract. Should the CRA in the CRA's sole discretion at any time deem any of the sureties upon such bond to be unsatisfactory or if for any reason such bond shall cease to be adequate security for the CRA, the Contractor shall within five (5) days of written notice from the CRA furnish a new or additional bond in full sum and satisfactory to the CRA. No payment shall be deemed to be due or to be made to the Contractor unless and until such new or additional bond shall be furnished and approved in writing by the CRA. The premium and all expenses associated with such new or additional bond shall be paid by, and the sole responsibility of, the Contractor.

Section 6. Performance Schedule.
The Contractor shall commence and complete all work and services shall be performed in accordance with the schedule contained in Exhibit C.

Section 7. No Waiver.
No waiver, alterations, consent or modification of any of the provisions of the Contract shall be binding unless in writing and signed by the Mayor or his/her designee.

Section 8. Governing Law.
This Contract is governed and construed in accordance with the laws of the State of Florida. The law of the State of Florida shall be the law applied in the resolution of any claim, actions, or proceedings arising out of this Contract.

Section 9. Venue.
Venue for any claim, actions, or proceedings arising out of this Contract shall be Escambia County, Florida.

Section 10. No Discrimination.
Contractor shall not discriminate on the basis of any class protected by federal, state, or local law in the performance of this Contract.

Section 11. Assignment.
The rights and privileges conferred by this Contract shall not be assigned or transferred without the written consent of the CRA, which consent shall not be unreasonably withheld.

Section 12. No Other Agreements.
The Parties agree the Contract contains all the terms and conditions agreed upon by the Parties. No other agreements, oral or otherwise, regarding the subject matter of this Contract shall be deemed to exist or to bind either Party.

Section 13. Remedies for Failure to Perform or Breach of Contract.
The CRA reserves the right to seek all remedies available under law in the event of a failure to perform or other breach of this Contract by the Contractor, and the failure of the CRA to employ a particular remedy shall not be regarded by the Parties as a waiver of that or any other available remedy.

Section 14. Termination for Convenience.
The CRA may terminate this Contract without cause upon thirty (30) days prior written notice.

Section 15. Public Records Act.
The parties acknowledge and agree to fulfill all obligations respecting required contract provisions in any contract entered into or amended after July 1, 2016, in full compliance pursuant to Section 119.0701, *Florida Statutes*, and obligations respecting termination of a contract for failure to provide public access to public records. The parties expressly

agree specifically that the contracting parties hereto shall comply with the requirements within Attachment "A" attached hereto and incorporated by reference.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed and sealed the day and year first above written.

CONTRACTOR

SCAPE Landscape Architecture DPC
(Contractor's Name)

By _____
President

Kate Orff
(Printed President's Name)

Attest _____
Corporate Secretary

(CORPORATE SEAL)

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY

_____
CRA Chairperson, Jared Moore

_____
City Clerk, Ericka L. Burnett

Approved as to Substance:

_____
CRA Administrator

Legal in form and execution:

Susan A_ Woolf
City Attorney
2020-11-12 17:49:25

_____
City Attorney

Attachment "A"

PUBLIC RECORDS: Contractor shall comply with Chapter 119, Florida Statutes. Specifically, Contractor shall:

A. Keep and maintain public records required by the City to perform the service.

B. Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Contract term and following the completion of the Contract if Contractor does not transfer the records to the City.

D. Upon completion of the Contract, transfer, at no cost, to the City, all public records in possession of Contractor or keep and maintain public records required by the City to perform the service. If Contractor transfers all public records to the City upon completion of the Contract, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor keeps and maintains public records upon completion of the Contract, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request of the City's custodian of public records, in a format that is compatible with the information technology systems of the City.

Failure by Contractor to comply with Chapter 119, Florida Statutes, shall be grounds for immediate unilateral cancellation of this Contract by the City.

IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

THE OFFICE OF THE CITY CLERK, (850) 435-1715

PUBLICRECORDS@CITYOFPENSACOLA.COM

222 WEST MAIN STREET, PENSACOLA, FL 32502

EXHIBIT A

CRA RESOLUTION NO: 2025-93 CRA

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2026; PROVIDING FOR AN EFFECTIVE DATE.

BE IT RESOLVED BY THE GOVERNING BOARD OF THE COMMUNITY REDEVELOPMENT REDEVELOPMENT AGENCY AS FOLLOWS:

SECTION 1. The following appropriations from funds on hand in the fund accounts stated below, not heretofore appropriated, and transfer from funds on hand in the various accounts and funds stated below, heretofore appropriated, be, and the same are hereby made, directed and approved to-wit:

A. COMMUNITY REDEVELOPMENT FUND

Fund Balance		59,330
As Reads:	Operating Expenses	5,106,900
Amended To Read:	Operating Expenses	5,106,900
As Reads:	Capital Outlay	22,400
Amended To Read:	Capital Outlay	81,730

B. CRA SERIES 20197PROJECT FUND

Fund Balance		127,230
To:	Capital Outlay	127,230

SECTION 2. All resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

SECTION 3. This resolution shall become effective immediately upon adoption.

Adopted: _____

Approved: _____
Chairperson, CRA

Attest:

_____
City Clerk

THE CITY OF PENSACOLA
COMMUNITY REDEVELOPMENT AGENCY
DECEMBER 2025 - SUNTRAIL/ACW PARK RESOLUTION NO. 2025-93 CRA

FUND	AMOUNT	DESCRIPTION
A. COMMUNITY REDEVELOPMENT FUND		
Fund Balance	59,330	Increase appropriated fund balance.
Appropriations		
Acquisition & Redevelopment	59,330	Increase appropriation for Operating Expenses - FY 25 Carryforward
Acquisition & Redevelopment	(59,330)	Decrease appropriation for Operating Expenses - Shift FY 25 Balance to Complete Streets - Hashtag
Complete Streets - Hashtag	59,330	Increase appropriation for Capital Outlay - Shift FY 25 Balance from Acquisition & Redevelopment
Total Appropriations	59,330	
B. CRA SERIES 2017 PROJECT FUND		
Fund Balance	127,230	Increase appropriated fund balance.
Appropriations		
Westside Infrastructure	127,230	Increase appropriation for Capital Outlay - FY 25 Carryfoward
Westside Infrastructure	(127,230)	Decrease appropriation for Capital Outlay - Shift FY 25 Balance to SunTrail/ACW Park
Sun Trail/ACW Park	127,230	Increase appropriation for Capital Outlay - Shift FY 25 Balance from Westside Infrastru
	127,230	

File #: 25-1553 Community Redevelopment Agency 12/8/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

APPROVAL OF AMENDMENT NO. 6 TO CONTRACT WITH SCAPE LANDSCAPE ARCHITECTURE, DPC UNDER RFQ NO. 20-054

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve Amendment No. 6 to the agreement with SCAPE Landscape Architecture, DPC under RFQ No. 20-054 as enumerated herein and contingent upon City Council's adoption of a supplemental budget resolution reappropriating the required funding. Further, that the CRA authorize the CRA Chairperson to take the actions necessary to execute and administer this contract and complete the work, consistent with the contracting documents.

SUMMARY:

This action will advance City of Pensacola Strategic Plan Goal #1: Attainable Housing for All Income Levels, Goal #4: Resilient Waterfronts & Neighborhoods, Goal #5: More Walkable, Mixed-Use Districts, Goal #6: Public Spaces that Connect Communities, Goal #7: Thriving Innovation & Businesses, and Goal #8: Neighborhoods that Celebrate Culture and Honor Legacy. The action will also advance the 2025 Urban Core Redevelopment Plan's Hashtag Waterfront Connector project, under the Hashtag & Waterfront Development Special Demonstration Project.

On October 5, 2020, the City of Pensacola Community Redevelopment Agency (CRA) approved a contract award under Request for Qualifications No. 20-054 to provide for consistency review services with the Waterfront Framework Plan to SCAPE Landscape Architecture, DPC. The agreement was subsequently amended, most recently on January 16, 2024 under Amendment No.5.

On April 24, 2025, the City of Pensacola accepted a grant agreement with the Florida Department of Transportation for the design of a segment of the City's SunTrail. The project includes an eastern segment located within the Urban Core CRA which is more commonly known as Phase 2 of the Hashtag Waterfront Connector project, as well as a western segment located within the Westside CRA. A map of the SunTrail eastern and western segments are attached for reference. The City subsequently awarded a contract to AtkinsRealis to engineer the project.

To maximize alignment of the project with the Waterfront Framework Plan and the 2025 Urban Core Redevelopment Plan it is recommended that the CRA approve Amendment No. 6 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054 to provide for enhanced consistency review and community engagement and to extend the term of the agreement for an additional two (2) years from December 31, 2025 to December 31, 2027. The full scope and fee is attached.

PRIOR ACTION:

October 5, 2020 - The CRA awarded a contract under RFQ No. 20-054 for design consistency review services for the Hashtag and Bruce Beach Waterfront connectivity projects with SCAPE Landscape Architecture, DPC.

July 12, 2021 - The CRA approved an Amendment No. 1 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

September 20, 2021 - The CRA approved Amendment No. 2 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

July 18, 2022 - The CRA approved Amendment No. 3 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

May 10, 2023 - The CRA approved Amendment No. 4 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

November 9, 2023 - CIty Council adopted Resolution No. 2023-88 supporting a grant application to FDOT for Suntrail funding.

January 16, 2024 - The CRA approved Amendment No. 5 to the contract with SCAPE Landscape Architecture, DPC under RFQ No. 20-054.

April 24, 2025 - City Council authorized the acceptance of Florida Department of Transportation grant no. 453476-2-34-01, Florida Shared-Use Non-Motorized (Sun) Trail Network Program and adopted Supplement Budget Resolution No. 2025-20, appropriating the grant proceeds.

FUNDING:

Budget:	$441,023.00	SunTrail Grant Funds
	$15,000.00	2019 Urban Core Bonds - Hashtag
	$59,330.00	CRA Fund - Acquisition and Redevelopment (FY2025)
	$127,230.00	2017 Westside Bonds - Westside Infrastructure
	$642,485.00	**TOTAL**

Actual:	$494,583.00	AtkinsRealis Engineering
	$148,000.00	SCAPE Consistency Review and Community Engagement
	$642,485.00	**TOTAL**

FINANCIAL IMPACT:

Amendment No. 6 will add $54,000.00 to the contract amount for the Hashtag project. Supplemental budget resolutions by CRA and City Council will carryforward and reappropriate Fiscal Year 2025 funding within the 2017 Westside Bond Fund from Westside Infrastructure, in the amount of $127,230.00, as well as within the CRA Fund from Acquisition and Redevelopment, in the amount of $59,330.00.

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

David Stafford, City Administrator
Amy Miller, Deputy City Administrator
Cliff Clifford, Jr., Associate City Administrator
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Administrative Officer

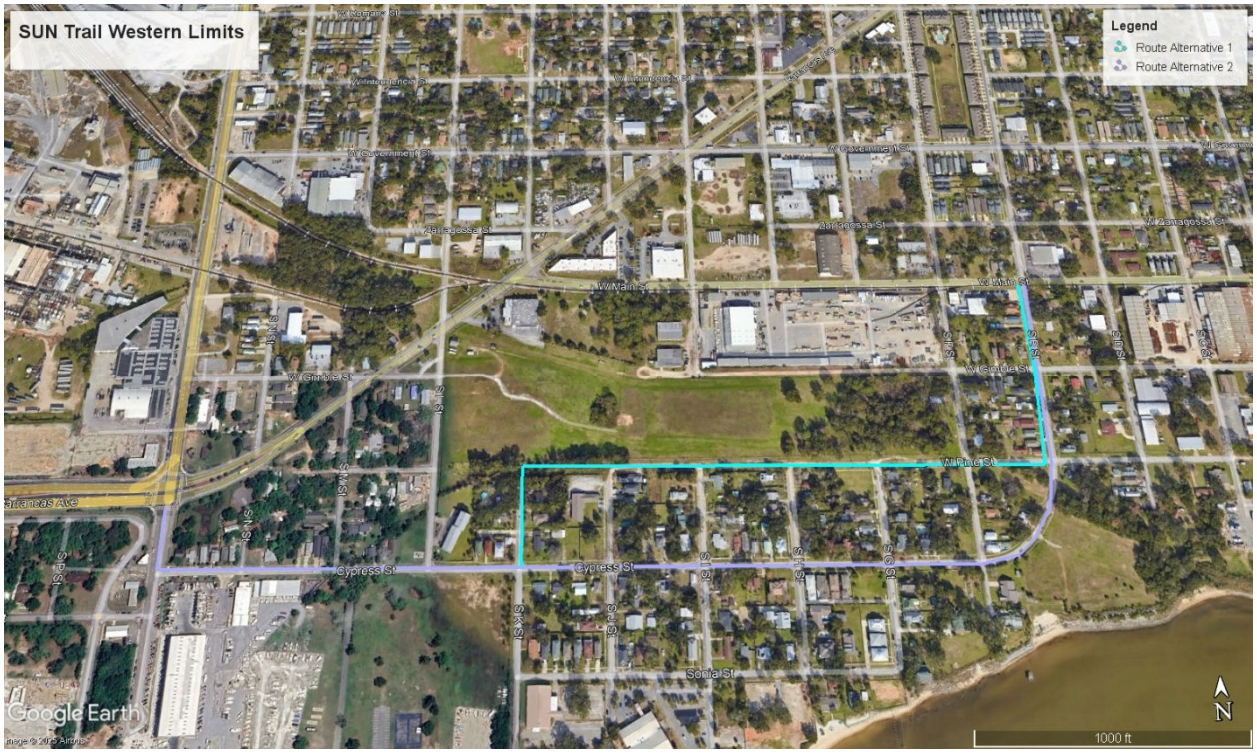
ATTACHMENTS:

1. Downtown Waterfront Connector SunTrail Map
2. Amendment No 6
3. EXHIBIT A - SCAPE Scope and Fee Proposal- Amendment 6
4. SCAPE Contract - Amendment No. 5

PRESENTATION: No

Appendix A


SUN Trail Eastern Limits
Legend
Route
W Main St
E Main St
W Cedar St
E Cedar St
Google Earth
700 ft
N


SUN Trail Western Limits
Legend
Route Alternative 1
Route Alternative 2
W Main St
W Cypress St
Cypress St
Sonia St
Google Earth
1000 ft
N

CONTRACT BETWEEN CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY AND SCAPE LANDSCAPE ARCHITECTURE DPC

AMENDMENT NO. 6

THIS AMENDMENT NO. 6 TO THE Contract Between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC ("Amendment No. 4") made and entered into this _____ day of ____ 2025, by and between the City of Pensacola Community Redevelopment Agency, hereinafter referred to as "CRA" and SCAPE Landscape Architecture DPC, hereinafter referred to as "Contractor"

WITNESSETH:

WHEREAS, the CRA and the Contractor entered into the Contract Between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC dated November 17, 2020 ("Original Contract") to provide Consistency Review Services for the Hashtag and Bruce Beach Waterfront Connectivity Projects ("Original Services"); and

WHEREAS, the parties now desire to amend the Original Contract to provide for Additional Services as defined below;

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein contained, it is agreed that the Original Contract shall be hereby amended as follows:

1. The term of the Original Contract shall be extended to December 31, 2027.

2. The Contractor shall perform all work and additional services described in and in accordance with the Proposal for Additional Services ("Additional Services"), attached hereto as Exhibit A. Those Additional Services shall be performed in accordance with Section 2 of the Original Contract.

3. Payment for the Additional Services will be in accordance with the fee schedule and payment terms described in Exhibit A. All other provisions of Section 4 of the Original Contract shall apply.

4. The Contractor shall commence and complete all Additional Services in accordance with the schedule contained in Exhibit A.

5. In compliance with the provisions of F.S. 448.095, the parties to this Amendment No. 4 and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.

6. All other terms and conditions of the Original Contract not amended hereby shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment No. 3 to the Contract between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC on the date first above written.

CONTRACTOR

SCAPE Landscape Architecture DPC
(Contractor's Name)

By_____
President

_____
(Printed President's Name)

Attest_____
Corporate Secretary

(CORPORATE SEAL)

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF PENSACOLA, FLORIDA

_____
Chairperson, Teniade Broughton

_____
City Clerk, Ericka L. Burnett

Approved As To Substance:

_____
Department Director

Legal in form and valid as drawn:

_____
City Attorney

EXHIBIT A

SCAPE LANDSCAPE ARCHITECTURE DPC

277 BROADWAY NINTH FLOOR NEW YORK NY 10007

T 212 462 2628 SCAPESTUDIO.COM

PROPOSAL FOR ADDITIONAL LANDSCAPE ARCHITECTURAL SERVICES

Consistency Review Services for the Hashtag and Bruce Beach Waterfront Connectivity Projects
Re: ASR06 – Florida SunTrail

November 21, 2025

Brad Hintoe, P.E.
City Engineer
City of Pensacola
222 W Main Street
Pensacola, FL 32502

SUMMARY

As outlined in our correspondence with Victoria D'Angelo on 11/19/2025 SCAPE is pleased to submit the following request for additional services for Concept Design, Public Meeting Support, and Consistency Review for the Cedar Street and Westside sections of the Florida SunTrail (See Exhibit A for project sites). This document outlines our additional scope and fee to develop the following services:

Cedar Street section

- Concept Design (10% documentation) including conceptual rendered views
- Participation at public meetings and presentation along project engineers, inclusive of updated rendered views at 60% and 90-100% design milestones
- Design consistency review for areas not included in ASR05 (comments provided to City at each design phase)

Westside section

- Concept Design (10% documentation) including conceptual rendered views

- Participation at public meetings and presentation along project engineers, inclusive of updated rendered views at 60% and 90-100% design milestones
- Design consistency review (comments provided to City at each design phase)

SCAPE assumes our work will commence on 1/19/2025 and will proceed based on the durations outlined in the schedule dated 11/17/25. SCAPE understands the 8-week Task 1 Concept Design will be followed by an 8.5-month documentation period (60%, 90%, and 100% Design) during which we will complete services for tasks 2 and 3.

- **TASK 1** – Concept Design – 8 weeks
- **TASK 2** – Public Meetings and Presentations – ongoing
- **TASK 3** – Westside Section Design Consistency Review - ongoing

Please note, the Cedar Street Section Design Consistency Review is covered under ASR05, Part 2.

Consultants to client team: SCAPE assumes the City has retained the services of project engineers, to provide all engineering and landscape architecture services necessary for the documentation and implementation of the project.

REQUIRED INFORMATION

SCAPE understands that the Client will provide the following information before the start of Concept Design for us to complete our work:

- Current and comprehensive site survey, stamped by a licensed surveyor, for technical documentation purposes in PDF and CAD formats.
- Grant information and design parameters needed to comply with Florida SunTrail requirements.
- Recent tree assessment/inventory
- Any additional relevant and available technical reports related to the ATW site or other studies our reference.
- Landscape budget target if available

50% Hashtag P2, 50% Western segment

SCOPE OF SERVICES

TASK 1 – CONCEPT DESIGN – *(8 WEEKS)*

SCAPE will kick off Task 1 with a site visit to refresh our understanding of the local context and observe the current conditions along the Cedar Street and Westside sections to inform our concept designs.

Cedar Street Section

Building on the design intent and concepts developed as part of the Downtown Hashtag Connector catalytic project, as well as the work completed under ASR05 for the conceptual sketch of a typical block of Cedar Street, SCAPE will develop a concept design for the full Cedar Street site as delineated in Exhibit A to this document. This will include design studies to develop a preferred alignment for different street users (including motor vehicles, bicycles, and pedestrians), as well as design intent for planting and street furniture.

The concept for Cedar Street itself will reflect a two-way woonerf condition with no curbs and incorporate the Florida SunTrail based on their established design guidelines. For the Baylen Slip cul-de-sac area and the connection to the trail and the slip itself, SCAPE will consider an interim approach to a future broader project at Baylen Slip.

Westside Section

Building on the Waterfront Framework Plan previously developed by SCAPE as well the 2025 Westside plans (specifically pg. 58) developed by UDA, SCAPE will develop a concept design for the full Westside Section site as delineated in Exhibit A to this document. This will include design studies to develop a preferred alignment for different street users (including motor vehicles, bicycles, and pedestrians), incorporate the Florida SunTrail based on their established design guidelines, as well as design intent for planting and street furniture.

Deliverables, for each project area:

- One (1) set of measured plans at 1”=20’-0” scale, at 10% level of development
- Up to three (3) measured typical sections, at 10% level of development
- Up to three (3) sketch renders, at least one (1) of which will be an axonometric or aerial view

- Concept Design presentation inclusive of both project areas for use in public meetings, board meetings, and CRA presentations

Meetings:

- Participation in monthly calls with City staff

TASK 2 – PUBLIC MEETINGS AND PRESENTATIONS

50% Hashtag P2, 50% Western segment

SCAPE will participate in the following public meetings and presentations:

Concept Design Phase:

- One (1) public meeting (in person)
- One (1) Presentation to Urban Core board (remote)
- One (1) Presentation to Westside board (remote)

60% Design Phase:

- One (1) public meeting (in person)
- One (1) CRA presentation (remote)

90% Design Phase:

- One (1) CRA Presentation (remote)

SCAPE will use the Concept Design presentation from Task 1 for the meetings during the Concept Design phase. We will update the presentation materials based on the latest design at each project milestone for meetings during the documentation phases (60%, 90%, and 100% Design). Updated materials will include updates to the sketch rendered views prepared in the Concept Design phase. SCAPE assumes that the consultant retained by the City for the detailed design of the projects will prepare additional materials to be included in the meetings during the documentation phases (60%, 90%, and 100% Design) and will present their materials alongside SCAPE. We also assume that the City's consultant will share any necessary materials to update the rendered views with SCAPE in a reasonable amount of time to preform updates.

Deliverables, for each project area:

- Updates to one (1) presentation for 60% Design Phase including updates of existing graphics if needed.
- Updates to one (1) presentation for 90% Design Phase including updates of existing graphics if needed.

Meetings:

- One (1) prep meeting and one (1) debrief meeting for each meeting listed above

0% Hashtag P2, 100% Western segment

TASK 3 – WESTSIDE SECTION DESIGN CONSISTENCY REVIEW

Design Consistency Reviews will be performed during the 60% Design and 90% Design milestones, developed by the City's consultants.

SCAPE will work with the City and its consultants to review ongoing work and advise on the design progress, with a focus on maintaining the design intent developed in the Concept phase. We will participate in regular progress meetings, and review the consultant's deliverables at the end of 60% Design and 90% Design, and develop a plan markup and written memo outlining the review conclusions. SCAPE assumes we will have 2 weeks to review the consultant's deliverables at each milestone. We assume our review period will run concurrent to City and that review comments will be addressed in the subsequent milestone deliverable.

Deliverables:

- 60% Design review memo
- 90% Design review memo

Meetings:

- Participation in bi-weekly (every other week) calls with city staff and their consultant.

ADD SERVICE SCOPE ASSUMPTIONS

- We assume work under this ASR will take place at the same time as the work awarded under ASR05 for consistency review for the design of Cedar Street.
- We assume that our role will be advisory in nature during the documentation phases (60%, 90%, and 100% Design), and we will not be providing any measured drawings or detailed design sketches, beyond the updated rendered views prepared at the end of each phase.

50% Hashtag P2

50% Hashtag P2

Excluded from Hashtag P2

50% Hashtag P2

SCAPE FEES FOR ADDITIONAL SERVICES

Project Phase	Duration	SCAPE Fee	Payment Term
TASK 1 – Concept Design	8 weeks	**$75,000**	Fixed Fee
TASK 2 – Public Meetings and Presentations	ongoing (8.5 months)	**$30,000**	Fixed Fee
TASK 3 – Westside Section Design Consistency Review	ongoing (8.5 months)	**$25,000**	Fixed Fee
TOTAL FEE FOR SCAPE ADD SERVICES	**10 months**	**$130,000**	**Fixed Fee**

Estimated Reimbursable Expenses: $3,000 (estimated travel expenses from New Orleans for 2 staff members for 1 site visit and 2 in-person public meetings, no printing or other auxiliary costs)

SCAPE HOURLY BILLING RATES

Services outlined under the Scope of Services are based on our hourly billing rates. Current rates are as follows:

Founding Principal	$350/Hour
Senior Principal	$300/Hour
Principal	$275/Hour
Senior Director	$250/Hour
Director	$240/Hour
Senior Associate	$220/Hour
Associate	$200/Hour
Senior Designer	$160/Hour
Designer	$120/Hour
Admin	$120/Hour
Intern	$100/Hour

Rates are valid for the current calendar year and may be increased subsequently without written notice. Additional Services shall be computed with the hourly billing rate at the time of the additional service.

Services outlined under the Scope of Services shall be provided per the Terms and Conditions in the Agreement for Professional Services dated 11/17/2020.

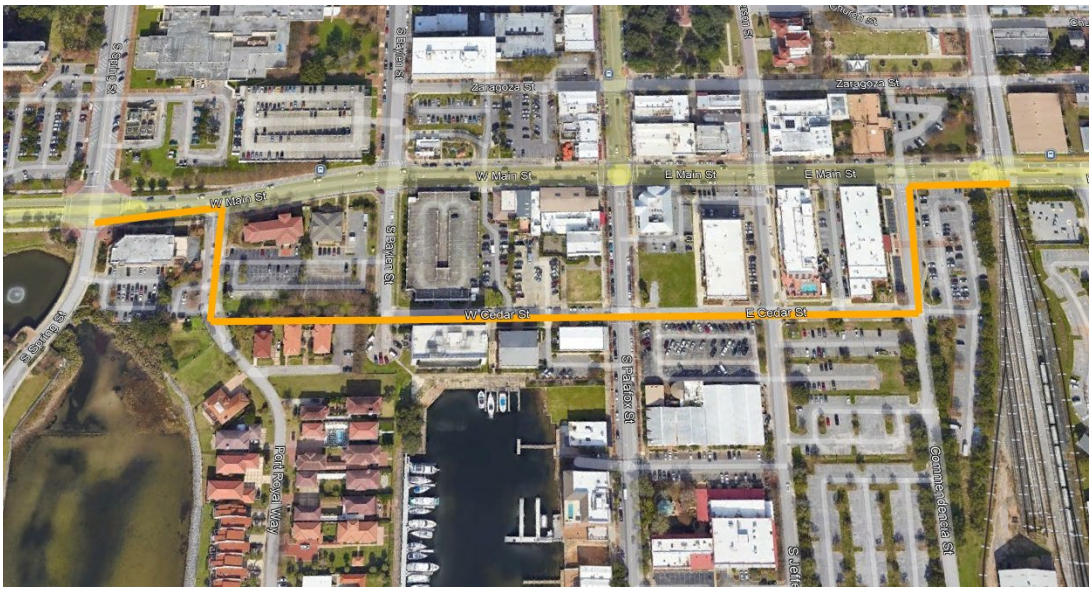
SIGNATURE PAGE

SCAPE requires a signed proposal, a Notice-to-Proceed to start work. Upon acceptance of this proposal, this scope for additional services will be under the already existing terms and agreement between SCAPE and the Client team.

Landscape Architect	Client
SCAPE / LANDSCAPE ARCHITECTURE DPC	Community Redevelopment Agency of the City of Pensacola
	
By: Alexis Landes	By: _____
Title: Managing Principal	Title _____
Date: 11/21/2025	Date: _____

EXHIBIT A – PROJECT SITES

Cedar Street site:



Westside site:



CONTRACT BETWEEN CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY AND SCAPE LANDSCAPE ARCHITECTURE DPC

AMENDMENT NO. 5

THIS AMENDMENT NO. 5 TO THE Contract Between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC ("Amendment No. 5") made and entered into this 22nd day of January 2024, by and between the City of Pensacola Community Redevelopment Agency, hereinafter referred to as "CRA" and SCAPE Landscape Architecture DPC, hereinafter referred to as "Contractor"

WITNESSETH:

WHEREAS, the CRA and the Contractor entered into the Contract Between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC dated November 17, 2020 ("Original Contract") to provide Consistency Review Services for the Hashtag and Bruce Beach Waterfront Connectivity Projects ("Original Services"); and

WHEREAS, the parties now desire to amend the Original Contract to provide for Additional Services as defined below;

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein contained, it is agreed that the Original Contract shall be hereby amended as follows:

1. The Contractor shall perform all work and additional services described in and in accordance with the Proposal for Additional Services ("Additional Services"), attached hereto as Exhibit A. Those Additional Services shall be performed in accordance with Section 2 of the Original Contract.

2. Payment for the Additional Services will be in accordance with the fee schedule and payment terms described in Exhibit A. All other provisions of Section 4 of the Original Contract shall apply.

3. The Contractor shall commence and complete all Additional Services in accordance with the schedule contained in Exhibit A.

4. In compliance with the provisions of F.S. 448.095, the parties to this Amendment No. 5 and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.

5. All other terms and conditions of the Original Contract not amended hereby shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment No. 5 to the Contract between City of Pensacola Community Redevelopment Agency and SCAPE Landscape Architecture DPC on the date first above written.

CONTRACTOR

SCAPE Landscape Architecture DPC
(Contractor's Name)

By _____
President

Kate Orff, FASLA
(Printed President's Name)

Attest _____
Corporate Secretary

(CORPORATE SEAL)

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF PENSACOLA, FLORIDA

_____
Chairperson, Jennifer Brahier

Ericka L. Burnett
1/22/2024 5:18:42 PM
City Clerk, Ericka L. Burnett

Approved As To Substance:

_____
Asst. CRA Manager

Legal in form and valid as drawn:

Heather F. Lindsay, Assistant City Attorney
1/22/2024 5:25:45 AM
City Attorney

Landscape Architecture D.P.C. CORPORATE SEAL 2016 NEW YORK

1/22/2024 4:08:41 PM

EXHIBIT A

SCAPE LANDSCAPE ARCHITECTURE DPC

277 BROADWAY NINTH FLOOR NEW YORK NY 10007

T 212 462 2628 SCAPESTUDIO.COM

PROPOSAL FOR ADDITIONAL DESIGN & REVIEW SERVICES

Pensacola Hashtag Connector – Cedar Street – Task 2

December 8, 2023

Brad Hintoe, P.E.
City Engineer
City of Pensacola
222 W Main Street
Pensacola, FL 32502

SUMMARY

As discussed in our email correspondence, SCAPE is pleased to submit the following request for additional services for advisory services for Cedar Street as part of the Downtown Hashtag Connector effort. This document outlines Task 2 of our additional scope and fee for the following services:

- Design consistency review

SCAPE assumes our work will commence on 01/22/2024 and will run a consecutive 12 weeks to be aligned with A&E consultant's design schedule. Please note that should the start date be delayed, SCAPE will require a minimum of 2 weeks for mobilization.

SCOPE OF SERVICES

TASK 2 – DESIGN CONSISTENCY REVIEW– (12 WEEKS)

SCAPE will work with the client and the selected A&E consultant to review ongoing work and advise on the design progress, with a focus on maintaining the original design vision.

SCAPE assumes the A&E design process will follow the following phases: 30% design, 60% design, Final design. We assume attendance in up to two (2) progress meetings for each design phase, review of the A&E deliverables (e.g. drawing set, any graphics or visualizations provided) at the end of each phase, and will provide the client and the A&E consultant with a written memo outlining the review at each of the project milestones. If needed, SCAPE will provide up to two (2) concept sketch overlays to work produced by the A&E consultant during the process to help further communicate the design intent.

Deliverables:

- 30% Design review memo
- 60% Design review memo
- Final Design review memo

Meetings:

- Up to six (6) meetings

EXCLUSIONS / ADD SERVICE SCOPE ASSUMPTIONS

- It is assumed that SCAPE's role is advisory in nature and will not be providing any measured drawings or photorealistic renderings as part of this effort
- It is assumed that SCAPE will not be supporting any community engagement or participating in CRA, City Council, or other meetings with elected officials as part of this effort

FEES FOR PROFESSIONAL SERVICES

Project Phase	Duration	SCAPE Fee	Payment Term
TASK 2 – Design Consistency Review	12 weeks	$15,000	Fixed Fee
TOTAL FEE FOR ADDITIONAL SERVICES		$15,000	

HOURLY BILLING RATES

Services outlined under the Scope of Services are based on our hourly billing rates. Current rates are as follows:

Founding Principal	$350/Hour
Principal	$300/Hour
Director	$240/Hour
Senior Associate	$220/Hour
Associate	$200/Hour
Senior Designer	$160/Hour
Designer	$120/Hour

Rates are valid for 2024 and may be increased subsequently without written notice.

Services outlined under the Scope of Services shall be provided per the Terms and Conditions in the Agreement for Professional Services dated 11/17/2020.

SIGNATURE PAGE

SCAPE requires a signed proposal, a Notice-to-Proceed to start work. Upon acceptance of this proposal, this scope for additional services will be under the already existing terms and agreement between SCAPE and the Client team.

Landscape Architect	Client
SCAPE / LANDSCAPE ARCHITECTURE DPC	Community Redevelopment Agency of the City of Pensacola
A Landes	
By: Alexis Landes	By: Hilary Halford
Title: Managing Principal	Title Asst. CRA Division Manager
Date: 12/8/2023	Date: 1/19/2024

PENSACOLA
COMMUNITY REDEVELOPMENT AGENCY

MEMORANDUM

TO: D.C. Reeves, Mayor

FROM: Hilary Halford, Asst. CRA Division Manager

DATE: January 18, 2024

SUBJECT: Amendment No. 5 to Contract with Scape Landscape Architecture, DPC for Design Assistance Services

BUDGETED ITEM

Yes: __X___ No: _____ N/A: _____

SUMMARY:

Amendment No. 5 of the contract with SCAPE was recommended to extend their participation on the Hashtag Waterfront Connector project, in accordance with the scope of services described in the original contract.

FUNDING:

Budget: $225,000

Actual:	$210,000	Contract Amount
	$15,000	Amendment No. 5
	$225,000	

City of Pensacola
Community Redevelopment Agency
222 W. Main Street
Pensacola, FL 32502
(850) 436-5650

In Pensacola's three Community Redevelopment Areas, the CRA is charged with preparing and administering plans designed to:

- **Eliminate Blight**
- **Rehabilitate & Conserve Property**
- **Address Affordable Housing**
- **Help Reduce & Prevent Crime**

File #: 23-1111 Community Redevelopment Agency 1/16/2024

ACTION ITEM

SPONSOR: Jennifer Brahier - Chairperson

SUBJECT:

AMENDMENT NO. 5 TO CONTRACT WITH SCAPE LANDSCAPE ARCHITECTURE, DPC FOR DESIGN ASSISTANCE SERVICE

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve Amendment No. 5 to the contract with SCAPE Landscape Architecture, DPC to extend their participation on the Hashtag Waterfront Connector project, including providing consistency review and engagement services, as needed, in accordance with the scope of services described in the original contract. Further, that the CRA authorize the CRA Chairperson to take all actions necessary to execute the contract amendment.

SUMMARY:

On October 5, 2020, the Community Redevelopment Agency (CRA) approved a contract with SCAPE Landscape Architecture to assist with design consistency and community engagement services for the Hashtag and Bruce Beach waterfront connector projects.

In 2022, the CRA solicited bids for the first phase of the Hashtag Waterfront Connector Project (Main Street) on numerous occasions but was unsuccessful in obtaining a responsive bid. As a result, the scope of the project was modified to focus improvements on traffic-calming and bicycle improvements. Additionally, due to budgetary constraints pertaining to the Bruce Beach project, the CRA also reallocated funding for construction from Hashtag Phase 2 to Bruce Beach Phase 2 on October 10, 2022.

On May 10, 2023, the CRA authorized Amendment No. 4 to the contract to permit the firm to continue consistency review for Hashtag Phase 1 to review the modified plans and provide feedback.

In an effort to proceed with development of both phases of the project, the City has submitted a SunTrail grant application to the Florida Department of Transportation (FDOT). While the results of the grant request are pending, design of Cedar Street (Phase 2) will proceed. Additional services are needed to permit SCAPE's continued engagement in assisting the City to best align the design of the Cedar Street segment with the vision set forth in the Waterfront Framework Plan. SCAPE will be available during the meeting to discuss further the Cedar Street segment.

PRIOR ACTION:

October 5, 2020 - The CRA approved a contract for design services with SCAPE Landscape Architecture DPC for an amount not to exceed $75,000.

July 12, 2021 - The CRA approved an amendment to the contract with SCAPE expanding the scope of services and increasing the contract amount by $75,000 for a total contract amount not to exceed $150,000.

September 20, 2021 - The CRA approved Amendment No. 2 to the contract with SCAPE to extend their participation in the project to provide consistent review through 90% design completion, including an additional public engagement meeting.

July 18, 2022 - The CRA approved Amendment No. 3 to the contract with SCAPE extend the firm's participation in the Bruce Beach Phase 2 project through 100% design completion and during CRA meetings at 60% and 90% milestones. Further, the CRA accepted a scrivener's error in the board memo approving Amendment No. 2 of the contract, adjusting the total funding authorized by Amendment No. 2.

May 10, 2023 - The CRA approved Amendment No. 4 to the contract with SCAPE for design assistance services for the Hashtag Waterfront Connector Project and increased the contract amount by $7,500 for a total contract amount not to exceed $210,000.

FUNDING:

Budget:	$225,000	
Actual:	$210,000	Contract Amount
	$15,000	Amendment No. 5
	$225,000	TOTAL

FINANCIAL IMPACT:

Total remaining budget allocated for the Hashtag project is $3,930,189, with $68,319.00 remaining under the Hashtag design line item, $3,709,300.00 remaining under Hashtag Phase 1 Construction and $152,570 remaining under Hashtag Phase 1 Engineering. Approval of Amendment No. 5 will add $15,000.00, for a total contract amount of $225,000.

LEGAL REVIEW ONLY BY CITY ATTORNEY: Yes

1/4/2024

STAFF CONTACT:

David Forte, Deputy City Administrator
Sherry Morris, Development Services Director
Victoria D'Angelo, CRA Division Manager
Hilary Halford, Assistant CRA Division Manager
Brad Hinote, City Engineer

ATTACHMENTS:

1. Amendment No 5 - SCAPE Contract for Design Services

PRESENTATION: Yes

City of Pensacola

Community Redevelopment Agency

Meeting Minutes

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

January 16, 2024, 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 Brahier at 4:31 P.M.(Immediately following the 3:30 P.M. City Council Agenda Conference).

Board Members Present:	Jennifer Brahier, Charles Bare, Delarian Wiggins, Casey Jones, Allison Patton (via Teams), Teniade Broughton, Jared Moore (left at 6:14 P.M.)
Board Members Absent:	None
Also Present:	Mayor D.C. Reeves (left at 5:52 P.M.)

BOARD MEMBER DISCLOSURE

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

CHAIRPERSON'S REPORT

None.

APPROVAL OF MINUTES

1. 23-1106 CRA MEETING MINUTES - 12/11/2023

Recommendation:

A motion to Approve was made by Board Member Bare and seconded by Board Member Wiggins.

The motion Passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton(via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Jared Moore, Teniade Broughton

No: 0 None

DISCUSSION ITEMS

2. 23-1131 DISCUSSION ON COBB RESOURCE CENTER ASSESSMENT

Recommendation: N/A

CRA Division Manager Victoria D'Angelo introduced the item. Deputy City Administrator David Forte discussed the item. Joey McMath, structural engineer for JDA, LLC Structural Engineers gave an overview of the item, and staff responded accordingly to questions.

3. 23-1115 UPDATE ON MALCOLM YONGE GYM ASSESSMENT

Recommendation: N/A

CRA Division Manager Victoria D'Angelo introduced the item. Joey McMath, structural engineer for JDA, LLC Structural Engineers, Deputy City Administrator David Forte,

Deputy City Administrator Amy Miller, and Mayor Reeves all spoke to the item. Staff answered questions accordingly.

Public Speakers:

Gerri Lewis
David Clark
Benny Washington
Rowen Gosse
William Clay
Fred Gunther
Kieara Lewis
Cynethia Gosse

ACTION ITEMS

4. 24-33 REQUEST FOR FUNDING TO PERFORM FULL ASSESSMENT OF MALCOLM YONGE GYM

Recommendation: That the Community Redevelopment Agency (CRA) fund a full assessment of the Malcolm Yonge Gym in accordance with the recommendations of the limited structural assessment performed on April 21, 2023.

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

Deputy City Administrator David Forte provided a brief overview of the item. Staff responded accordingly to questions.

Public Speakers:

Fred Gunther
Benny Washington

Following discussion by the Board, a motion was made to amend Item #24-33 adding the demolition of the Malcolm Yonge Gym to the item. The motion was made by Board Member Jones and seconded by Board Member Patton.

The motion Passed by the following vote:

Yes: 4 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Delarian Wiggins

No: 2 Charles Bare, Teniade Broughton

Following discussion by the Board, a vote was taken to approve as amended, Item #24-33, the demolition of the Malcolm Yonge Gym.

The motion Passed by the following vote:

Yes: 4 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Delarian Wiggins

No: 2 Charles Bare, Teniade Broughton

5. 23-1137 REQUEST FOR FUNDING TO PERFORM FULL ASSESSMENT OF COBB RESOURCE CENTER

Recommendation: That the Community Redevelopment Agency (CRA) request that City Council provide funding to perform a full assessment of the Cobb Resource Center.

A motion to Approve was made by Board Member Jones and seconded by Board Member Wiggins.

Deputy City Administrator David Forte spoke to the item. Staff answered questions accordingly.

Public Speakers:

Fred Gunther

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

6. 23-1111 AMENDMENT NO. 5 TO CONTRACT WITH SCAPE LANDSCAPE ARCHITECTURE, DPC FOR DESIGN ASSISTANCE SERVICE

Recommendation: That the Community Redevelopment Agency (CRA) approve Amendment No. 5 to the contract with SCAPE Landscape Architecture, DPC to extend their participation on the Hashtag Waterfront Connector project, including providing consistency review and engagement services, as needed, in accordance with the scope

of services described in the original contract. Further, that the CRA authorize the CRA Chairperson to take all actions necessary to execute the contract amendment.

A motion to Approve was made by Board Member Bare and seconded by Board Member Wiggins.

CRA Division Manager Victoria D'Angelo gave a brief overview of the item. Deputy City Administrator David Forte spoke to the item. Staff responded accordingly to questions.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton(via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

7. 23-1107 APPROVAL OF REQUEST FOR LETTERS OF INTEREST FOR 101 W. MAIN STREET REDEVELOPMENT

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to proceed with issuing a Request for Letters of Interest (RLOI) for redevelopment of 101 W. Main Street as substantially enumerated in the attached.

A motion to Approve was made by Board Member Jones and seconded by Board Member Bare.

CRA Division Manager Victoria D'Angelo gave an overview of the item. CRA Urban Design Planner Rachel Bennett provided a presentation of the item. Staff answered questions accordingly.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

8. 23-1113 APPROVAL OF REQUEST FOR LETTERS OF INTEREST FOR REUSE OR REDEVELOPMENT OF THE FORMER PENSACOLA MOTOR LODGE AT 2305 W. CERVANTES STREET

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to proceed with issuing a Request for Letters of Interest (RLOI) for reuse or redevelopment

of the Pensacola Motor Lodge for attainable rental multifamily housing at 2305 W. Cervantes Street as substantially enumerated in the attached.

A motion to Approve was made by Board Member Jones and seconded by Board Member Bare.

CRA Division Manager Victoria D'Angelo provided an overview of the item. Staff responded accordingly to questions.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

9. 23-1109 SUPPLEMENTAL BUDGET RESOLUTION NO. 2024-06 CRA NON-ENCUMBERED CARRYOVER

Recommendation: That the Community Redevelopment Agency adopt Supplemental Budget Resolution No. 2024-06 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2024; PROVIDING FOR AN EFFECTIVE DATE.

A motion to Approve was made by Board Member Jones and seconded by Board Member Wiggins.

CRA Division Manager Victoria D'Angelo provided an overview of the item. Staff responded accordingly to questions.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

10. 23-1125 SUPPLEMENTAL BUDGET RESOLUTION NO. 2024-07 CRA CONTRACTS PAYABLE CARRYOVER

Recommendation: That the Community Redevelopment Agency adopt Supplemental

Budget Resolution No. 2024-07 CRA.

A RESOLUTION OF THE PENSACOLA COMMUNITY REDEVELOPMENT AGENCY APPROVING AND CONFIRMING REVISIONS AND APPROPRIATIONS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2024; PROVIDING FOR AN EFFECTIVE DATE.

A motion to Approve was made by Board Member Bare and seconded by Board Member Wiggins.

CRA Division Manager Victoria D'Angelo provided an overview of the item. Staff responded accordingly to questions.

The motion Passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton (via Teams), Casey Jones, Charles Bare, Delarian Wiggins, Teniade Broughton

No: 0 None

PRESENTATIONS

None.

OPEN FORUM

None.

ADJOURNMENT

WHEREUPON the meeting was adjourned at 7:45 P.M.

****

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.

000001 - 0048 of 0078 - NNNNNN - 00048 JOBID 383BA001012

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 03/30/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME:	
CS&S/ARTHUR J GALLAGHER RISK MNGT PO BOX 958489 Lake Mary, FL 32746-8989 1-877-724-2669	PHONE (A/C, No, Ext):	FAX (A/C, No):
	EMAIL ADDRESS:	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: Continental Casualty Company	20443
INSURER B:	
INSURER C:	
INSURER D:	
INSURER E:	
INSURER F:	

INSURED

SCAPE LANDSCAPE ARCHITECTURE D.P.C.
277 BROADWAY STE 900
NEW YORK, NY 10007-2002

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDINGANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YY)	POLICY EXP (MM/DD/YY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [X] LOC [ ] OTHER:	Y		6012148131	05/09/23	05/09/24	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 2,000,000 $ 1,000,000 $ 10,000 $ 2,000,000 $ 4,000,000 $ 4,000,000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			6012148131	05/09/23	05/09/24	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY(Per person) BODILY INJURY(Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [X] RETENTION $ 10,000			6012149764	05/09/23	05/09/24	EACH OCCURRENCE AGGREGATE	$ 5,000,000 $ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [ ] N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A					[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $
	OTHER						[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Acord 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate holder is named as Additional Insured's as provided with in the Architects, Engineers and Surveyors Blanket Additional Insured Endorsement & Blanket Waiver of Subrogation.

CERTIFICATE HOLDER

City of Pensacola Department of Risk Management
Post Office Box 12910
Pensacola, FL 32521

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Ryan McConaughey

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 1/25/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER SUNZ Insurance Solutions, LLC ID: (Prestige) c/o Prestige Employee Administrators LLC 538 Broadhollow Road, Suite 311 Melville, NY 11747	**CONTACT NAME:** Peter Hilbert **PHONE (A/C, No, Ext):** 917-789-5036 **FAX (A/C, No):** **E-MAIL ADDRESS:** philbert@prestigepeo.com
	INSURER(S) AFFORDING COVERAGE — **NAIC #** **INSURER A :** United Wisconsin Insurance Company — 29157
INSURED Prestige Employee Administrators LLC LCF Scape Landscape Architecture DPC 538 Broadhollow Road, Suite 311 Melville NY 11747	**INSURER B :** **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 72665750 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	☐ OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ **UMBRELLA LIAB** ☐ OCCUR						EACH OCCURRENCE	$
	☐ **EXCESS LIAB** ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N	N / A		WC577-00062-023-SZ	2/1/2023	2/1/2024	✓ PER STATUTE ☐ OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ **(Mandatory in NH)**						E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Coverage provided for all leased employees but not subcontractors of: Scape Landscape Architecture DPC Client Eff Date: 2/1/2023

CERTIFICATE HOLDER

10034-NY

City of Pensacola
Department of Risk Management
Post Office Box 12910
Pensacola FL 32521

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Rick Leonard

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ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 1/15/2024

PRODUCER

WHITEHORN FINANCIAL GROUP INC
29 Main Street, 2nd Floor
Madison, NJ 07940
(973) 564-9330

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED

SCAPE Landscape Architecture DPC
277 Broadway
9th Floor
New York, NY 10007

INSURERS AFFORDING COVERAGE	NAIC#
INSURER A: CNA/Continental Casualty Company	20443
INSURER B:	
INSURER C:	
INSURER D:	
INSURER E:	

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
		GENERAL LIABILITY				EACH OCCURRENCE	$
		COMMERCIAL GENERAL LIABILITY				DAMAGE TO RENTED PREMISES (Ea occurence)	$
		CLAIMS MADE / OCCUR				MED EXP (Any one person)	$
						PERSONAL & ADV INJURY	$
						GENERAL AGGREGATE	$
		GEN'L AGGREGATE LIMIT APPLIES PER:				PRODUCTS - COMP/OP AGG	$
		POLICY / PRO-JECT / LOC					
		AUTOMOBILE LIABILITY				COMBINED SINGLE LIMIT (Ea accident)	$
		ANY AUTO				BODILY INJURY (Per person)	$
		ALL OWNED AUTOS				BODILY INJURY (Per accident)	$
		SCHEDULED AUTOS				PROPERTY DAMAGE (Per accident)	$
		HIRED AUTOS					
		NON-OWNED AUTOS					
		GARAGE LIABILITY				AUTO ONLY - EA ACCIDENT	$
		ANY AUTO				OTHER THAN AUTO ONLY: EA ACC	$
						AGG	$
		EXCESS/UMBRELLA LIABILITY				EACH OCCURRENCE	$
		OCCUR / CLAIMS MADE				AGGREGATE	$
							$
		DEDUCTIBLE					$
		RETENTION $					$
		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY				WC STATU-TORY LIMITS / OTH-ER	
		ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?				E.L. EACH ACCIDENT	$
		If yes, describe under SPECIAL PROVISIONS below				E.L. DISEASE - EA EMPLOYEE	$
						E.L. DISEASE - POLICY LIMIT	$
		OTHER Professional Liability	LAH 28-824-10-24	05-09-23	05-09-24	$5,000,000 Per Claim and Aggregate	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

Re: Scape Project # 2031 Pensacola CRA

CERTIFICATE HOLDER

City of Pensacola
Department of Risk Management
Post Office Box 12910
Pensacola, FL 32521

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE Maureen Andrews

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Detail by Entity Name

Foreign Profit Corporation
SCAPE LANDSCAPE ARCHITECTURE D.P.C. INC.

Filing Information

Document Number	F18000005098
FEI/EIN Number	81-4252394
Date Filed	11/05/2018
State	NY
Status	ACTIVE

Principal Address

277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Mailing Address

277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Registered Agent Name & Address

LICENSESURE LLC
1400 Village Square Blvd #3-85007
TALLAHASSEE, FL 32312

Address Changed: 03/05/2020

Officer/Director Detail

Name & Address

Title President

HORODNICEANU, KATHERINE ORFF
277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Title Secretary

DONNELLY, JOHN
277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Title Director

LANDES, ALEXIS
277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Title Treasurer

WIRTH, GENEVA
277 BROADWAY, NINTH FLOOR
NEW YORK, NY 10007

Annual Reports

Report Year	Filed Date
2021	03/15/2021
2022	03/09/2022
2023	04/04/2023

Document Images

04/04/2023 -- ANNUAL REPORT	View image in PDF format
03/09/2022 -- ANNUAL REPORT	View image in PDF format
03/15/2021 -- ANNUAL REPORT	View image in PDF format
03/05/2020 -- AMENDED ANNUAL REPORT	View image in PDF format
03/03/2020 -- ANNUAL REPORT	View image in PDF format
03/11/2019 -- ANNUAL REPORT	View image in PDF format
11/05/2018 -- Foreign Profit	View image in PDF format

Florida Department of State, Division of Corporations

An official website of the United States government Here's how you know

Cease Using the Entity Management API for Reps and Certs Information
Show Details
Dec 13, 2023

See All Alerts

Entity Validation Processing Show Details
Jan 16, 2024

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Exclusions

- Entity Registration
- Exclusions
  - Active Exclusions
- Responsibility / Qualification

Entity Information

SCAPE LANDSCAPE ARCHITECTURE D.P.C.

Active Registration

Unique Entity ID
UVNSMXGNEGG3

CAGE/NCAGE
5GG27

Expiration Date
Oct 30, 2024

Physical Address
277 Broadway FL 9
New York, New York
10007-2022, United States

Mailing Address
277 Broadway FL 9
New York, New York
10007-2022, United States

Purpose of Registration

All Awards

Version

Current Record

EXCLUSIONS

There may be instances when an individual or firm has the same or similar name as your search criteria, but is actually a different party. Therefore, it is important that you verify a potential match with the excluding agency identified in the exclusion's details. To confirm or obtain additional information, contact the federal agency that took the action against the listed party. Agency points of contact, including name and telephone number, may be found by navigating to the Agency Exclusion POCs page within Help.

Active Exclusions

There are no active exclusion records associated to this entity by its Unique Entity ID.

Feedback

Policies

Terms of Use

Privacy Policy

Disclaimers

Freedom of Information Act

Accessibility

Customer Service

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Federal Service Desk

External Resources

Contact

ARNING

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CONTRACT BETWEEN CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY AND SCAPE LANDSCAPE ARCHITECTURE DPC

BASED UPON REQUEST FOR QUALIFICATIONS # 20-054

THIS CONTRACT ("Contract") is made this 17th day of November, 2020, by and between the City of Pensacola Community Redevelopment Agency ("CRA"), a public body corporate and politic existing under the laws of the State of Florida, located at 222 W. Main Street, Pensacola, Florida 32502, and SCAPE Landscape Architecture DPC ("Contractor"), a corporation authorized to do business in Florida, located at 277 Broadway, Floor 9, New York, NY 10007, (the CRA and Contractor collectively referred to hereinafter as the "Parties").

WITNESSETH:

WHEREAS, the CRA solicited a Request for Qualifications #20-054, on May 13, 2020 ("RFQ"), as described in Project Specifications for Consistency Review Services for the Hashtag and Bruce Beach Waterfront Connectivity Projects, as modified by any addendum to the ("Addenda"), all as attached hereto as Exhibit A and incorporated herein by this reference (collectively referred to hereinafter as the "RFQ Documents"); and

WHEREAS, in response to the RFQ Documents, the Contractor submitted to the CRA a proposal, dated July 2, 2020, including a statement of qualifications and experience, and/or any other documents submitted in response to the RFQ Documents ("RFQ Response") attached hereto as Exhibit B and incorporated herein by this reference; and

WHEREAS, the CRA has selected the Contractor pursuant to the selection criteria or process as specified in the RFQ Documents based on the Contractor's RFQ Response and any other requested information, and the Parties have agreed upon negotiated fees and services ("Negotiated Terms") as attached hereto in Exhibit C and incorporated herein by this reference; and

WHEREAS, the Parties desire the Contractor to perform as described in the RFQ Documents and the RFQ Response, the Negotiated Terms, and pursuant to the terms and conditions of this Contract; and

WHEREAS, the Parties desire to enter into this Contract;

NOW, THEREFORE, in consideration of the work to be performed and the payment for the performance of the work, of the mutual covenants and benefits contained herein, and for other good and valuable consideration, the Parties agree as follows:

Section 1. Recitals.
The recitals contained above are true and correct and are incorporated into this Contract.

Section 2. Contractor's Obligations.
The Contractor shall perform all work and services described in, and in accordance with, the Contract. The CRA or its duly authorized representative shall at all times have full opportunity to inspect the materials to be furnished and the work to be done under this Contract. The Contractor shall comply with all applicable federal, state, and local laws, ordinances, rules, and regulations pertaining to the performance of this Contract. The Contractor is responsible for and shall indemnify the CRA against all damage or loss caused by fire, theft, or otherwise to materials, tools, equipment, and consumables left on CRA property by the Contractor.

Section 3. Term of Contract.
Subject to the right of termination for cause or convenience, the term of this Contract shall expire one year from its execution.

Section 4. Payment.
The Contractor agrees to perform all work and services in Section 2 and to furnish all necessary labor, materials, equipment, machinery, tools, apparatus, and means of transportation related to such work and services at Contractor's sole cost and expense, in consideration of the total amount of seventy-five thousand dollars ($75,000) to be paid based on partial payments approved by the CRA, upon the completed performance of each task the by Contractor in accordance with Exhibit C, only after written acceptance by the CRA pursuant to the Contract, and such payment in accordance with the Florida Prompt Payment Act. In the event that the Contractor does not fully perform its obligations under the Contract, the CRA reserves the right to withhold payments for work not performed, to engage an alternative contractor to complete work not performed, and to withhold such amounts as may be required to hold the CRA harmless from any claims or damages, direct, indirect or consequential, that may be sustained on account of the Contractor's acts or omissions in the performance of this Contract.

Section 5. Bond.

Is a bond required? (___) Yes (X) No

If yes: Contractor shall provide all bond(s) as required in the Contract. Should the CRA in the CRA's sole discretion at any time deem any of the sureties upon such bond to be unsatisfactory or if for any reason such bond shall cease to be adequate security for the CRA, the Contractor shall within five (5) days of written notice from the CRA furnish a new or additional bond in full sum and satisfactory to the CRA. No payment shall be deemed to be due or to be made to the Contractor unless and until such new or additional bond shall be furnished and approved in writing by the CRA. The premium and all expenses associated with such new or additional bond shall be paid by, and the sole responsibility of, the Contractor.

Section 6. Performance Schedule.
The Contractor shall commence and complete all work and services shall be performed in accordance with the schedule contained in Exhibit C.

Section 7. No Waiver.
No waiver, alterations, consent or modification of any of the provisions of the Contract shall be binding unless in writing and signed by the Mayor or his/her designee.

Section 8. Governing Law.
This Contract is governed and construed in accordance with the laws of the State of Florida. The law of the State of Florida shall be the law applied in the resolution of any claim, actions, or proceedings arising out of this Contract.

Section 9. Venue.
Venue for any claim, actions, or proceedings arising out of this Contract shall be Escambia County, Florida.

Section 10. No Discrimination.
Contractor shall not discriminate on the basis of any class protected by federal, state, or local law in the performance of this Contract.

Section 11. Assignment.
The rights and privileges conferred by this Contract shall not be assigned or transferred without the written consent of the CRA, which consent shall not be unreasonably withheld.

Section 12. No Other Agreements.
The Parties agree the Contract contains all the terms and conditions agreed upon by the Parties. No other agreements, oral or otherwise, regarding the subject matter of this Contract shall be deemed to exist or to bind either Party.

Section 13. Remedies for Failure to Perform or Breach of Contract.
The CRA reserves the right to seek all remedies available under law in the event of a failure to perform or other breach of this Contract by the Contractor, and the failure of the CRA to employ a particular remedy shall not be regarded by the Parties as a waiver of that or any other available remedy.

Section 14. Termination for Convenience.
The CRA may terminate this Contract without cause upon thirty (30) days prior written notice.

Section 15. Public Records Act.
The parties acknowledge and agree to fulfill all obligations respecting required contract provisions in any contract entered into or amended after July 1, 2016, in full compliance pursuant to Section 119.0701, *Florida Statutes*, and obligations respecting termination of a contract for failure to provide public access to public records. The parties expressly

agree specifically that the contracting parties hereto shall comply with the requirements within Attachment "A" attached hereto and incorporated by reference.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed and sealed the day and year first above written.

CONTRACTOR

SCAPE Landscape Architecture DPC
(Contractor's Name)

By _____
President

Kate Orff
(Printed President's Name)

Attest _____
Corporate Secretary

(CORPORATE SEAL)

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY

_____
CRA Chairperson, Jared Moore

_____
City Clerk, Ericka L. Burnett

Approved as to Substance:

_____
CRA Administrator

Legal in form and execution:

Susan A_ Woolf
City Attorney
2020-11-12 17:49:25

_____
City Attorney

Attachment "A"

PUBLIC RECORDS: Contractor shall comply with Chapter 119, Florida Statutes. Specifically, Contractor shall:

A. Keep and maintain public records required by the City to perform the service.

B. Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Contract term and following the completion of the Contract if Contractor does not transfer the records to the City.

D. Upon completion of the Contract, transfer, at no cost, to the City, all public records in possession of Contractor or keep and maintain public records required by the City to perform the service. If Contractor transfers all public records to the City upon completion of the Contract, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor keeps and maintains public records upon completion of the Contract, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request of the City's custodian of public records, in a format that is compatible with the information technology systems of the City.

Failure by Contractor to comply with Chapter 119, Florida Statutes, shall be grounds for immediate unilateral cancellation of this Contract by the City.

IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

THE OFFICE OF THE CITY CLERK, (850) 435-1715

PUBLICRECORDS@CITYOFPENSACOLA.COM

222 WEST MAIN STREET, PENSACOLA, FL 32502

EXHIBIT A