

Exhibit 7

**URBAN INFILL AND REDEVELOPMENT AREA PLAN**



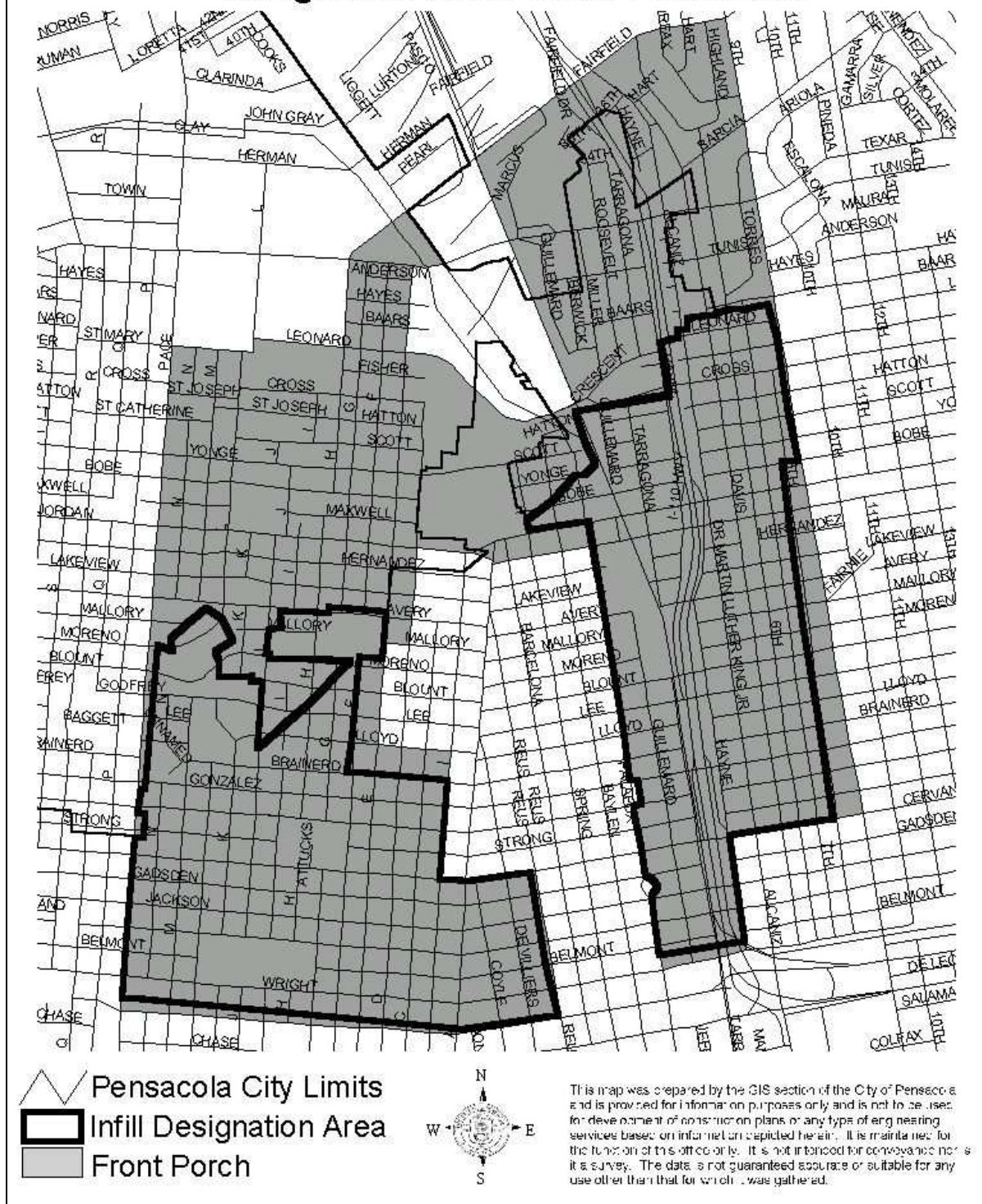
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## PLAN ELEMENTS

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| Map depicting the geographic area or areas included in the designation.  | 46     |
| Confirmation that the infill and redevelopment area is within an area designated for urban uses in the local comprehensive plan.   | 48     |
| Map of any existing enterprise zones, community redevelopment areas, community development corporations, brown fields, downtown redevelopment districts, safe neighborhood improvement district, empowerment zones, or enterprise communities.   | 49     |
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| Memorandum of understanding between the district school board and the local government regarding enhancing public school facilities located within the designated area.  | 51-53  |
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| Identification of how activities and incentives within the area will be coordinated and what mechanism the local government will use for the coordination.   | 70     |
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| Other Plan Elements  | Page # |
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| A holistic and collaborative community participation planning process which allows for community input, including, visioning before redevelopment occurs.  | 74     |
| Identification of activities and programs to accomplish locally identified goals such as code enforcement; improved educational opportunities, reduction in crime, neighborhood revitalization and preservation, provision of infrastructure needs, including mass transit and multi modal linkages. | 75-76  |
| Demonstration of the local government and the community's commitment to comprehensively address the urban problems within the designated area.   | 7      |

## Urban Infill and Redevelopment Designation Area / Front Porch Area



**CONFIRMATION THAT THE AREA IS DESIGNATED  
FOR URBAN USES IN THE COMPREHENSIVE PLAN**





## **FRAMEWORK FOR COORDINATING INFILL PROGRAMS WITHIN THE URBAN AREA**

During the past year, Pensacola has been fortunate to have a number of neighborhood oriented initiatives come into existence focusing on the Pensacola inner city area neighborhoods. The City established a Neighborhood Enhancement Team to work closely with organized neighborhood groups and residents. The University of West Florida established the Community Outreach Partnership Center (UWFCOPC) a partnership between the University, United Way, City of Pensacola, Escambia County, and Front Porch to build leadership training and strategic planning skills among neighborhood residents. Additionally, Pensacola was designated a Florida Front Porch Community, which has increased neighborhood-driven revitalization efforts in the City's urban core.

A coalition of neighborhood representatives, City and County staff members, the Governor's Front Porch Revitalization Council of Pensacola, UWFCOPC, non-profit organizations, and other community stakeholders have worked closely to identify and share resources and strategies for accomplishing redevelopment within Pensacola's inner city neighborhoods. The Urban Infill and Redevelopment Area (UIRA) Plan, in fact, refines and provides specific implementation strategies and mechanisms for many of the neighborhood based goals developed by the Front Porch Neighborhood Action Plan.

Communication and coordination of effort among these partners has been facilitated through frequent joint meetings and periodic workshops. This strong working relationship is ongoing and will serve as the framework for coordination as the infill projects and activities identified in the UIRA Plan area carried out within the area.

Agencies will continue to coordinate efforts through the following regular or monthly meetings:

- Urban Infill and Redevelopment Area Stakeholders Meetings
- Front Porch Revitalization Council and Task Force Meetings
- COPC Partnership Meetings









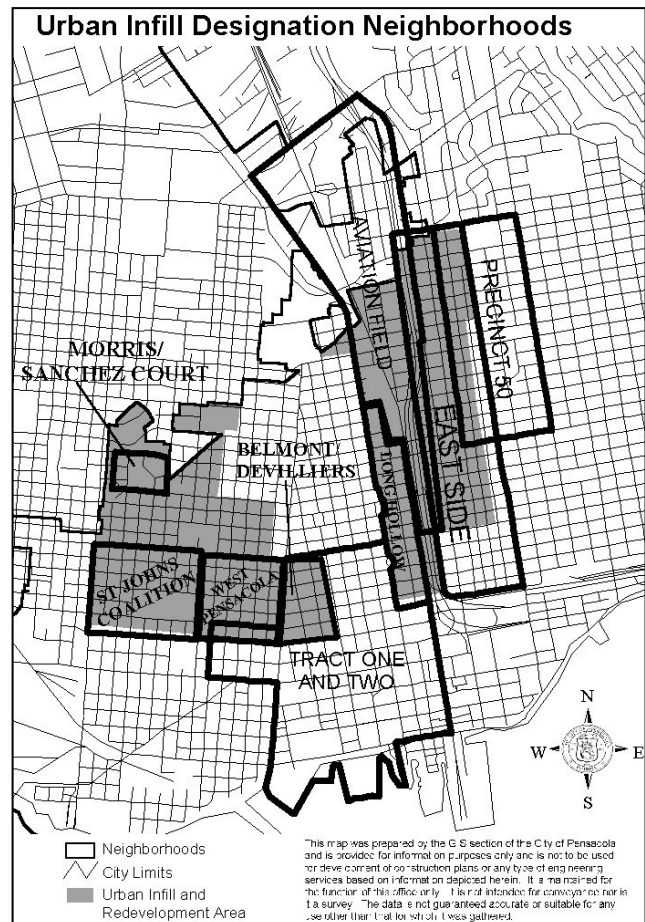
## IDENTIFICATION OF EACH NEIGHBORHOOD IN THE URBAN INFILL AND REDEVELOPMENT AREA

The Urban Infill and Redevelopment Area (UIRA) corresponds to the portion of the designated Front Porch Community falling within the City of Pensacola corporate limits and is bounded by Pace Blvd on the west, 9<sup>th</sup> Ave on the east, Gregory Street on the south, and the City of Pensacola corporate boundary line to the north.

Eight organized neighborhoods associations cover the UIRA. The eastern portion is represented by the **Long Hollow Association** in the area bounded by Avery Street, Palafox Street, Tarragona Street and Wright Street. **Precinct 50 Neighborhood Association** covers the area from Baars to Lloyd Streets, and from Sixth to Twelfth Avenues. The **Eastside Neighborhood Association** overlaps boundaries with Precinct 50 Neighborhood Association and represents the area bounded by Baars Street, Dr. Martin Luther King, Jr. Drive, Ninth Avenue, and Cervantes Street. **Aviation Field Association** wedges between the Long Hollow and Eastside Associations from the northern City boundary to Cervantes Street.

In the western half, the portion of the Belmont/DeVilliers Neighborhood bounded by Cervantes Street, Reus Street, Gregory Street and “A” Street is covered by the **Tract 1 and 2 Neighborhood Association**. The **West Pensacola Association** covers the area from “A” to “G” Streets and from Cervantes to Gregory Streets. The **St. John’s Coalition** abuts West Pensacola from “G” Street west to Pace Blvd., between Cervantes and Gregory. The **Morris/Sanchez Court Association** represents the area from “J” to “N” Streets and from Godfrey to Brainerd.

The Infill area neighborhoods constitute some of Pensacola’s oldest residential settlements. They have been home to some of Pensacola’s most prominent African American citizens, and include the birth place of General Daniel (Chappie) James, Jr., the nation’s first African American four star general. The Belmont/DeVilliers commercial core served as the pre-integration business and entertainment district for Pensacola’s black community and has hosted performances by Tina Turner and James Brown among many other top artists.



## PRESERVATION AND REVITALIZATION GOALS AND PROJECTS

The Urban Infill and Redevelopment Plan community participation process reaffirmed the following four neighborhood preservation and revitalization issues from the Front Porch Neighborhood Action Plan as priorities for implementation in the area.

**Priority Neighborhood Issues Identified:**

- Encouragement of Homeownership
- Renovation of Existing Structures
- Crime and Drug Elimination
- Lot Maintenance and Beautification

| Goal/Objective/Activity   | Implementation Plan  |             | Performance Measure   |
|---|--|-------------|---|
|   | Source of Funds  | Time Frame  |   |
|   | Implementers   |             |   |
| Encouragement of Homeownership  |  |             |   |
| Goal: Encourage low and moderate-income residents to return to the targeted area as homeowners.   |  |             |   |
| Objective: Encourage construction and purchase of moderately priced new homes.  |  |             |   |
| Activity: Expand SHIP funding for down payment assistance to low/moderate-income residents from \$5,000 to \$7,500.   | SHIP Infill Program  | 1-6 months  | Number of buyers assisted   |
|   | City of Pensacola Housing Department, Local Lenders                                      |             |   |
| Activity: Provide deeper subsidy to homebuyers within the FP/UIRA target area: soft second mortgages as gap financing for home acquisition.                                       | SHIP Infill Program  | 1-12 months | Number of buyers assisted   |
|   | City of Pensacola Housing Department Local Lenders                                       |             |   |
| Activity: Coordinate with local banks to utilize Florida Housing Finance Corporation 3% bond money set aside for home buyers in Front Porch areas.                                | Bond Issue   | 1-12 months | Number of buyers assisted   |
|   | Florida Housing Finance Corporation, City of Pensacola Housing Department, Local Lenders |             |   |
| Activity: Offer financial incentives to builders/developers to construct moderately priced homes in the area: 0% construction loan.   | SHIP Infill Program  | 1-6 months  | Number of new homes constructed   |
|   | City of Pensacola Housing Department, Builders/Developers                                |             |   |
| Activity: Catalyze home building activity through a revitalization showcase involving a model block and scattered sites; Model block homes to include hurricane safe room.        | SHIP Infill Program, CDBG, FEMA  | 1-12 months | Number of new homes constructed, linear feet of new or replaced sidewalk, number of street lights installed |
|   | City of Pensacola Housing Department Builders/Developers,                                |             |   |
| Activity: Promote area/actively market neighborhood to potential homebuyers Utilize media to promote availability of assistance programs and where to seek additional information | Front Porch ;Current staff resources   | 1-12 months | Number of contacts made   |
|   | Front Porch; Neighborhood Associations, Realtors   |             |   |
| Activity: Identify, provide title clearance, and acquisition assistance on potentially available lots.  | SHIP Infill Program  | 1-6 months  | Number of lots cleared for acquisition  |
|   | City of Pensacola Housing Department   |             |   |
| Activity: Target pre-home ownership and   | Current staff resources  | 1-6 months  | Number of persons assisted  |

| Goal/Objective/Activity  | Implementation Plan   |             | Performance Measure                                       |
|--|---|-------------|---|
|  | Source of Funds   | Time Frame  |   |
|  | Implementers  |             |   |
| post-home ownership counseling services. Educate/familiarize potential buyers with homeownership programs through promotional activities, workshops, referrals and handbook.   | City of Pensacola Housing Department<br>Local Lenders, Community Equity Investments Inc, Consumer Credit Counselors, Cooperative Extension, First Call For Help |             |   |
| <b>Activity:</b> Assist neighborhood associations to develop specific design guidelines for infill construction that considers the architectural character and values of the neighborhood.   | Current staff resources   | 1-6 months  | Number of neighborhoods assisted                          |
|  | City of Pensacola NET, Neighborhood Associations, Front Porch   |             |   |
| <b>Activity:</b> Provide funds for architects to supply builders/developers with good plans or other professional services   | Infill Grant  | 1-12 months | Number of plans assisted/developed                        |
|  | City of Pensacola NET; Front Porch  |             |   |
| <b>Activity:</b> Examine possible changes to City Land Development Code regarding setback and driveway requirements on Dr. Martin Luther King, Jr. Drive and Davis Street to ensure infill preserves neighborhood scale/character. | Current staff resources   | 1-6 months  | Land Development Code amendment                           |
|  | City of Pensacola Planning Department, NET, Front Porch   |             |   |
| <b>Activity:</b> Forgive liens for non-profit developers, for-profit developers, or individuals willing to acquire and renovate abandoned or condemned properties/ rebuild on demolition sites.                                    | City of Pensacola   | 1-6 months  | Value of Liens forgiven or number of properties reclaimed |
|  | City Administration, Inspections Department   |             |   |
| <b>Activity:</b> Explore development of a secure, multi-unit, low maintenance, living facility for elderly residents.  | To Be Determined  | Long term   | No current commitment (number or units constructed)       |
|  | Neighborhood Associations, Front Porch, Faith-Based Institutions, builders/developers, lenders  |             |   |
| Renovation of Existing Structures  |   |             |   |
| <b>Goal:</b> Renovate occupied and vacant substandard and/or dilapidated houses or commercial structures   |   |             |   |
| <b>Objective:</b> Provide neighborhood facelift, eliminate eyesores and blight, and promote rehabilitation to avoid future demolition of substandard housing.  |   |             |   |
| <b>Activity:</b> Waive initial and annual license fees associated with use of City rights of way resulting form encroachments caused by renovation or new construction of commercial structures within the UIRA.                   | Current staff resources   | 1-6 months  | Number of waivers granted                                 |
|  | City of Pensacola Planning & Neighborhood Development Department  |             |   |
| <b>Activity:</b> Provide proactive code enforcement activity/ additional   | CDBG/City general revenues  | 1-6 months  | Number code enforcement/demolitions                       |

| Goal/Objective/Activity   | Implementation Plan   |             | Performance Measure                                      |
|---|---|-------------|--|
|   | Source of Funds   | Time Frame  |  |
|   | Implementers  |             |  |
| personnel. Enforce code on poorly kept properties.  | City of Pensacola Inspections Department  |             | cases  |
| <b>Activity:</b> Increase absentee owner accountability for property maintenance and tenant actions for poorly kept properties.   | Current staff resources   | 1-6 months  | Number of owner contacts, violations cited               |
|   | City of Pensacola Inspections Department  |             |  |
| <b>Activity:</b> Increase public awareness of available programs for home rehabilitation/repair. Develop comprehensive resource guide to promote existing and new programs. | Current staff resources   | 1-6 months  | Number of contacts, events/workshops                     |
|   | City of Pensacola Housing Department, NET, Community Equity Investments Inc, First Call For Help, Front Porch |             |  |
| <b>Activity:</b> Establish minor repair, paint-up/fix-up program, with priority for elderly/disabled residents.   | Infill Grant  | 1-6 months  | Total value of loans issued                              |
|   | City of Pensacola NET, West Florida, Regional Planning Council  |             |  |
| <b>Activity:</b> Focus emergency repair program within City   | SHIP  | 1-6 months  | Total value of funded repairs                            |
|   | City of Pensacola Housing Department, Community Action Program  |             |  |
| <b>Activity:</b> Establish substantial rehabilitation/reconstruction program for houses needing major repair.   | HOME  | 1-12 months | Number of homes rehabilitated/reconstructed              |
|   | City of Pensacola Housing Department  |             |  |
| <b>Activity:</b> Establish program targeted to acquisition/renovation of vacant housing.  | SHIP Infill Program   | 1-12 months | Number of properties renovated or buyers assisted        |
|   | City of Pensacola Housing Department  |             |  |
| <b>Activity:</b> Provide home maintenance training.   | Current staff resources   | 1-12 months | Number of residents participating                        |
|   | County Cooperative Extension Agency, CEII   |             |  |
| <b>Activity:</b> Provide commercial façade improvement grants   | Community Redevelopment Agency  | 1-12 month  | Number of grants awarded                                 |
| <b>Activity:</b> Provide pool of commercial loan guaranties   | Community Redevelopment Agency  | 1-12 month  | Number of loans approved                                 |
| Crime and Drug Elimination  |   |             |  |
| <u>Goal:</u> Eliminate Crime and Drug Activity within the area.   |   |             |  |
| <b>Objectives:</b> Eliminate drug sales and other crime from houses, businesses and streets/ build trust between law enforcement and neighborhood residents.                |   |             |  |
| <b>Activity:</b> Enhanced anti-drug/crime campaign; establish intense police presence and activity in target area.  | Infill Grant  | 1-6 months  | Number of police calls, drug related arrests; crime rate |
|   | City of Pensacola Police Department, Neighborhood Residents   |             |  |
| <b>Activity:</b> Provide training and set up assistance for neighborhood crime watch and window- watcher groups .   | Current staff resources   | 1-6 months  | Number of meetings attended, groups formed               |
|   | City of Pensacola Police Department   |             |  |
| <b>Activity:</b> Supply residents with  | Infill Grant  | 1-6 months  | Amount of equipment                                      |

| Goal/Objective/Activity   | Implementation Plan   |             | Performance Measure                                 |
|---|---|-------------|---|
|   | Source of Funds   | Time Frame  |   |
|   | Implementers  |             |   |
| binoculars and cell phones, etc., for observing and reporting incidents to police.  | City of Pensacola Police Department, Neighborhood/Crime Watch Associations, NET   |             | distributed   |
| <b>Activity:</b> Involve neighborhood ministers and churches in anti-crime efforts.   | Current staff resources   | 1-12 months | Number of ministers/churches involved               |
|   | Front Porch, Neighborhood Associations, Milk & Honey Outreach Ministries, City of Pensacola Police Department, City of Pensacola NET, |             |   |
| <b>Activity:</b> Hold absentee owners accountable to remove renters participating in criminal activities from their properties.                   | Current staff resources   | 1-6 months  | Number criminals removed/ landlords contacted       |
|   | City of Pensacola Police Department   |             |   |
| <b>Activity:</b> Remove markers denoting drug sale areas such as tennis shoes hanging from power lines.   | Current staff resources   | 1-6 months  | Number of markers removed                           |
|   | City of Pensacola Police Department, City of Pensacola Public Works Department, Gulf Power Company                                    |             |   |
| <b>Activity:</b> Identify locations for and upgrade or add new streetlights.  | CDBG  | 1-6 months  | Number of lights added/upgraded                     |
|   | City of Pensacola Housing Department, Public Works Department, Police Department, Gulf Power Company                                  |             |   |
| <b>Activity:</b> Educate on principles of crime prevention through environmental design (CPTED) and other techniques for businesses and residents | City of Pensacola Police Department   | 1-12 months | Number of participants                              |
| <b>Activity:</b> Provide home security surveys  | City of Pensacola Police Department   | 1-12 months | Number of surveys conducted                         |
| Lot Maintenance and Beautification  |   |             |   |
| <b>Goal:</b> Improve lot appearance and beautify the area.  |   |             |   |
| <b>Objectives:</b> Enhance trash clean-up services; reduce illegal dumping; beautify  |   |             |   |
| <b>Activity:</b> Increase citizen awareness of free programs such as Clean & Green appliance/vehicle removal.                                     | Current staff resources   | 1-6 months  | Number of tons collected or number of items removed |
|   | City of Pensacola Sanitation Department, Clean& Green, Front Porch, Neighborhood Associations   |             |   |
| <b>Activity:</b> Facilitate Neighborhood Clean  | Infill Grant  | 1-12        | Number of cleanups                                  |



| Goal/Objective/Activity   | Implementation Plan   |             | Performance Measure  |
|---|---|-------------|--|
|   | Source of Funds   | Time Frame  |  |
|   | Implementers  |             |  |
| ups/explore supplemental programs for bulk item pickup.   | City of Pensacola Sanitation Department, NET, Neighborhood Associations, Front Porch                          | months      | assisted; number of tons collected; number of items removed      |
| <b>Activity:</b> Adopt-a-civil citation ordinance enhancing the City’s ability to levy fines and take action on code violation cases.                                     | Current staff resources   | 1-6 months  | Number of fines levied, violator compliance time                 |
|   | City of Pensacola Department of Sanitation Services Litter Enforcement/Inspections                            |             |  |
| <b>Activity:</b> Educate residents on illegal dumping and other violations. Encourage resident reporting of violations to facilitate a quick removal of bulk trash items. | Current staff resources   | 1-6 months  | Number of violations reported, clean ups assisted, tons removed  |
|   | City of Pensacola Sanitation, Police, Inspections, NET, Front Porch, Neighborhood Associations, Clean & Green |             |  |
| <b>Activity:</b> Provide sidewalks in neighborhoods without them and repair existing sidewalks.   | CDBG, LOST  | 1-12 months | Linear feet constructed/reconstructed                            |
|   | City of Pensacola Planning Department Engineering Department, Housing Department                              |             |  |
| <b>Activity:</b> Provide parks in neighborhoods without them and enhance existing parks.  | LOST, City general revenues, State historic preservation grant,   | 1-12 months | Parks developed/improved   |
|   | City of Pensacola Leisure Services Department   |             |  |
| <b>Activity:</b> Streetscape Improvements (Belmont/DeVilliers).   | TIF   | 1-12 months | Linear feet of sidewalk, Number of trees, number of streetlights |
|   | CRA   |             |  |
| <b>Activity:</b> Public Parking Lot (Belmont/DeVilliers).   | TIF   | 1-6 months  | Number new parking spaces provides                               |
|   | CRA   |             |  |
| <b>Activity:</b> Construction Central Fire Station and Administrative Offices.  | LOST  | 1-6 months  | Total project value  |
|   | City of Pensacola Fire Department   |             |  |
| <b>Activity:</b> Dr. Martin Luther King , Jr, Drive Tree planting   | Eastside Neighborhood Association   | 1-6 months  | Number of trees planted  |
| <b>Activity:</b> Long Hollow Tree planting/ landscape   | Long Hollow Neighborhood Association  | 1-6 months  | Number of trees planted, landscaping installed                   |
| <b>Activity:</b> Belmont /DeVilliers landscape  | Belmont /DeVilliers Redevelopment Board   | 1-6 months  | Amount of landscaping installed                                  |
| <b>Activity:</b> Morris Court community room renovation   | Morris/Sanchez Court Neighborhood Association   | 1-6 months  | Square footage of community room space renovated                 |

**CRA** – Community Redevelopment Agency

**TIF** – Tax Increment Financing

**NET** – Neighborhood Enhancement Team

**LOST** – Local Option Sales Tax

## **IDENTIFICATION OF HOW THE LOCAL GOVERNMENT INTENDS TO IMPLEMENT AFFORDABLE HOUSING PROGRAMS**

The City of Pensacola, through its Housing Department, and Escambia County, through the Neighborhood Enterprises Foundation, Inc. jointly manage and operate Pensacola's HUD and State funded affordable housing and community development programs. The West Florida Regional Planning Council administers programs for the neighboring City of Milton and participates with the City and County on the Escambia Consortium as a means of working cooperatively to assist citizens in attaining decent affordable housing. These agencies will administer the affordable housing elements of this plan including the Community Development Block Grant and SHIP programs. Both the City and County have been active partners in the resident driven planning process in the Front Porch (FP) and UIRA area and are working with these neighborhoods to achieve their revitalization objectives.

At the recommendation of the Front Porch Housing and Community Redevelopment Task force, several initiatives in the affordable housing programs are being piloted. Second time homeowner housing rehabilitation (CDBG), Emergency housing repair (SHIP), and Homeowner substantial rehabilitation/reconstruction (HOME) have been funded with priority to the Front Porch and UIRA area.

As an outcome of the efforts of the Front Porch Housing and Community Development Task Force, an Urban Infill and Redevelopment Strategy has been added to the SHIP Housing Assistance Plan, in supplement to the normal SHIP program, to stimulate investment in the FP/UIRA community. Additionally, the average and maximum per unit SHIP award for first time homebuyer activities has been increased, together with the maximum purchase price for a SHIP assisted unit. Further, administrative funding has been made available for clearing property title issues in conjunction with the urban infill redevelopment strategy and development of affordable housing for first time homebuyers.

In direct response to the UIRA neighborhood vision, and as a catalyst to new infill construction, a revitalization showcase will be undertaken through the City's Housing Department emphasizing redevelopment of one residential block within the designated Eastside FP/UIRA utilizing CDBG, HOME, SHIP, and FEMA Project Impact dollars. A friendly competition between private sector and community non-profit builders will be sponsored. Elements of the project will include free lot acquisition or lot acquisition assistance, safe room allowance, street lighting, enhanced sidewalks and landscaping. A Parade of Homes Concept will be employed with a main site and other homes built by private sector developers scattered within the UIRA. The Front Porch Council will select the "Blue Ribbon" model home.

In response to the overwhelming interest in urban infill redevelopment identified through the Front Porch/UIRA neighborhood planning sessions, a residential facade and home improvement program to fund minor repairs and facelifts of occupied structures within the UIRA is proposed under this plan. Administration of this component will likely be accomplished under contract with the West Florida Regional Planning Council, Santa Rosa County's designated agent for

administration of housing and community development activities.

## **STRATEGIES FOR REDUCING CRIME**

A high rate of crime, particularly drug related activity, plagues much of the UIRA, constituting a major disincentive to homebuyer investment in the FP/UIRA and a threat to actualization of the neighborhood's vision of revitalization. Until recently, Seventh Avenue in the northern section of the Precinct 50 neighborhood was a hot bed for drug related activity. The Pensacola police department has worked together with the neighborhood watch group during the past five months to wage a successful campaign against crime in that area. Through a strategy of resident vigilance and an intense police presence the number of known "hoodlums" on this street has been reduced from thirty to four.

This approach focused on officers helping to improve the quality of life in the community by getting to know the residents who live there. Officers maintained positive confidential lines of communication by providing their cell and pager numbers, staying in the neighborhood on foot beats, and knocking on doors. These officers confronted people with signed consent-to-search warrants and worked closely with the City Sanitation and Code Enforcement departments to identify any possible violations of City ordinances that might be used as a means of removing criminals from the area.

UIRA residents desire to expand this effort to adjacent segments of the East King Tract where drug related criminal activity still thrives. To sustain this intense level of law enforcement over a long period of time, in a much broader area, will require additional resources. UIRA plan proposes funding to replicate this strategy on a large-scale basis covering the entire Eastside Neighborhood.

A multi-phased program has been designed by the City's Police Department for the targeted area bordered by Dr. Martin Luther King, Jr. Drive, Cervantes Street, 8th Avenue and Baars Street. The program will consist of targeting drug sales, increasing police presence, and establishing a good working relationship between residents and police through proven community policing methods. The program will allow officers to meet with the citizens and gain their input regarding problems, gather intelligence to identify dealers, make under cover drug buys, arrest offenders, and maintain a heavy presence long enough to discourage offenders from returning to the neighborhood. The program will also work to establish additional neighborhood watch programs and allow officers to meet and build positive relationships with the residents. As well as, encouraging residents to report and how to recognize criminal activity.

The strategy involves:

- Funding through the UIRA to provide resources for officers to work 1,000 five-hour overtime shifts over a six month period.
- Selecting a core group of officers to become intimately familiar with the targeted area and offenders operating within it.
- Instructing of officers on proven community policing methods.
- Establishing citizen relationships by attending meetings, establishing neighborhood

watches, instructing residents on the types of activity to recognize and report, encourage active participation/reporting.

- Gathering intelligence on suspected or known drug offenders and crack houses.
- Identifying and obtaining warrants for offenders and crack houses.
- Maintaining a normal marked car and uniformed officer presence in the area.
- Conducting a massive arrest sweep.
- Making an on-scene arrests for public drinking, and other violations.
- Establishing and maintaining high levels of uniformed police presence in area making it undesirable for offenders to return/operate in the area.
- Requiring officers to get out of car to met, greet, and talk to citizens.
- Making foot/bike patrols.
- Building relationships with the target area citizens that will foster a willingness to contact police after the police presence returns to normal level.

## **NEIGHBORHOOD SPECIFIC DESIGN STANDARDS**

The adoption of design guidelines has been recommended by the Front Porch Housing and Community Redevelopment Task Force. Each Front Porch/UIRA neighborhood has been asked to determine their desire for neighborhood design standards. The Long Hollow neighborhood, within the UIRA, has recently prepared the following set of standards.

The Long Hollow Neighborhood Association has generated special requirements for development of the vacant parcel of land along Guillemard Street between Desoto and Gonzalez Streets. The intent of these requirements is to bring new residents and encourage reinvestment in the area, while respecting the existing historic architectural character and urban pattern of the neighborhood.

Architectural and urban development requirements for request for proposals concerning vacant property on West side of Guillemard Street between Desoto and Gonzalez Streets:

For the developer:

1. Buildings to maintain front property lines along existing streets. Width of lots is to be similar to those in the surrounding blocks. Lots are to be deeper than wide.
2. Site is to be divided into 6-9 lots.
3. Minimum of 50% of buildings must be at least two-story.
4. Minimum of 50% of units/lots must sell at market rate to be occupied by home owners.
5. Minimum of 50% of total building square footage to be residential use.

For the Developer or lot purchaser:

1. Architectural style of homes/buildings to be consistent with historic character in the area including North Hill, Old East Hill, and Seville Historic District.

2. Front built-to line shall be between 15 and 20 feet from front property line.
3. Parking must occur behind front building wall.
4. No garage doors are permitted facing street except if located on garage outbuilding at rear half of site.
5. A front porch is required and must be a minimum of 50% of building width.
6. Height – minimum 9'0" finished floor to finished ceiling at each floor; if one story building, 10'0" minimum is required.

These guidelines provide a measure by which any future infill and redevelopment projects assisted by City funds can be evaluated in terms of keeping in context with the architectural character and values of the neighborhood. The City Neighborhood Enhancement Team staff will be assisting those neighborhoods that desire such standards to prepare them.

## **MAP OF TRANSPORTATION CONCURRENCY AREAS**







## **FINANCIAL AND GOVERNMENT INCENTIVES FOR DEVELOPMENT/REDEVELOPMENT**

### Lien Release Policy

The City of Pensacola has adopted a Lien Waiver Policy for the Front Porch/ UIRA area as a means of encouraging the proactive redevelopment of abandoned or vacant urban infill properties by private developers/builders, non-profit corporations, lenders, and individual citizens. Liens held by the City, as the result of demolition or code enforcement actions, will be forgiven in accordance with the policy. A request for waiver may be submitted to the City together with the plans for an infill development project.

### **CITY OF PENSACOLA LIEN RELEASE POLICY FOR AFFORDABLE HOUSING INFILL PROJECTS**

1. Requests by non-profit and for-profit developers of affordable housing for release of City liens will be reviewed by staff and recommended for approval by City Council.
2. Requests for release of liens to construct affordable infill housing will be submitted with the appropriate information regarding the proposed infill housing development, including: a description of the location and number of units to be constructed, the proposed sales price or monthly rent, a description as to how this proposed infill development will enhance the surrounding neighborhood and a copy of the house plans.
3. For the purposes of this lien release policy, the definition of affordable housing is: owner-occupied or rental housing for persons with household income at 80 percent of median or below (according to current HUD guidelines). In the case of properties within the Front Porch or Community Outreach Partnership Center (COPC) areas, or any other areas designated by City Council from time to time, there will be no income limits to encourage higher income households to move into these targeted revitalization areas.
4. City staff will review the request for the release of liens and request any additional information necessary to determine if the proposed development is consistent with existing neighborhood plans or strategies as well as with the Comprehensive Plan and other local ordinances.
5. City Staff will notify the existing neighborhood association representing the area to ensure that they are notified of the proposed infill development and that they have an opportunity to provide input.
6. If the application is approved by City Council, the applicant will execute an agreement with the City to ensure that the proposed infill development is constructed according to the agreed upon terms. Default on the terms of the contractual agreement with the City will result in the lien amount being repaid to the City.





### Waiver of License Fees

The City of Pensacola Land Development Code requires that a License To Use Right of Way be obtained for all encroachments into the City right of way by private uses or structures. This applies to awnings, overhangs, and signage.

A policy for waiver of both the initial and annual fees associated with a License to Use Right of Way has been developed and incorporated into this Urban Infill and Redevelopment Plan. Pursuant to the adoption of this Plan, the City of Pensacola may waive these fees when the application for such a License to Use the City Right of Way applies to the new construction or renovation of a commercial structure within the Front Porch/UIRA area

### **CITY OF PENSACOLA POLICY FOR WAIVER OF LICENSE TO USE RIGHT-OF-WAY FEES IN FRONT PORCH/URBAN INFILL & REDEVELOPMENT AREAS**

1. Requests for waiver of the initial and annual fees associated with an application for License to Use Right-of-Way for signage, balconies, overhangs, canopies, awnings, access ramps, or other physical improvements pursuant to the new construction or renovation of vacant or underutilized commercial properties within the Front Porch/Urban Infill and Redevelopment Area or Community Outreach Partnership Center area may be handled administratively and approved by the City Manager or designee.
2. Requests for waiver of License to Use fees will be submitted in writing with appropriate information regarding the proposed commercial improvement project, including: location, description of project and elements that will be constructed within the right-of-way.
3. City staff will review the request for waiver of License to Use fees and request any additional information necessary to determine if the proposed development is consistent with existing neighborhood strategies or plans, as well as the Comprehensive Plan and other local ordinances.
4. City staff will contact any existing neighborhood association representing the area to ensure that they are notified of the proposed development and have an opportunity for input.

### **MECHANISM FOR COORDINATION OF ACTIVITIES AND INCENTIVES**

The Urban Infill and Redevelopment Area Stakeholders group provides the mechanism for coordination of the preservation and improvement efforts to be carried out under this plan. This body provides a valuable mechanism for coordination of activities and incentives and will as he guiding body for infill and redevelopment efforts. Most of the stakeholders are linked through cross participation and involvement on the partnerships or committees. Stakeholders meetings will be held periodically as an additional opportunity to monitor and evaluate performance and progress toward revitalization of the UIRA neighborhoods.

The City's Neighborhood Enhancement Team will bear primary responsibility for coordinating

among the various entities to assure the maximum benefit with the community as a result of the limited resources available. A City Team made up of staff of key departments such as Housing, Leisure Services, Public Works, Planning, Police, Sanitation, and Inspections will continually exchange information and updates concerning individual elements or activities for which they are responsible pertaining to the plan.

The public, private, non-profit, and community entities integral to carrying out the strategies of the plan will work cooperatively to encourage the redevelopment of and reinvestment in distressed neighborhoods.

## **PARTNERSHIPS WITH BUSINESS AND FINANCIAL COMMUNITY**

Good relationships with area lending institutions, homebuilders, low income housing interests, and realtors are the foundation of the City's ability to implement the housing and community development programs formulated for the UIRA. The Local Affordable Housing Partnership which assists City and County staff in the evaluation and monitoring of SHIP funded strategies, such as those identified for the UIRA, includes representatives of local lending institutions, public and assisted housing, homebuilders, realtors, area planning agencies, non-profit housing developers (community development corporations and community housing development organizations), and the local housing finance corporation. Many of these entities are participants on the Urban Infill and Redevelopment Area Stakeholders group, and are also at the table in the Front Porch revitalization endeavor. The City is working actively with these and other stakeholders toward the achievement of the UIRA Plan goals.

A number of local lenders participate with the City in carrying out the SHIP program for home acquisition and to take advantage of Escambia and Florida Housing finance corporation low interest bond money in creating attractive packages for homebuyers. Four local banks have contributed funds to a loan guaranty pool to back loans for renovation of commercial properties in Belmont DeVilliers.

Private sector and non-profit builders are also a key to successful infill and redevelopment. The City has issued contracts with Community Equity Investments, AMR, and Habitat for Humanity to construct new housing units in the City. Walgreens is in the process of constructing a new 15,000 square foot store which will include a pharmacy in the designated area and has been involved in the UIRA planning sessions. Baptist Health Care has also committed to the collaborative effort to improve the target area.

## **IDENTIFICATION OF GOVERNANCE STRUCTURE USED TO INVOLVE THE COMMUNITY IN IMPLEMENTATION**

Decision making authority in the preparation of this plan and the activities related to it has been shared through a governance group consisting of area stakeholders and residents. A community participation process was conducted as a supplement to the Front Porch planning process. The Urban Infill and Redevelopment Area Stakeholders group met throughout August and

September. This process was designed to identify those elements from the Front Porch Neighborhood Action Plan deemed to be priority for implementation under the Urban Infill and Redevelopment Plan. Many of the stakeholders have been involved in the Front Porch planning endeavor from its beginning. This group of active participants served to govern the development of the UIRA plan and will continue to have input in the decisions made relative to this plan. Following is the list of Stakeholders.

Mr. Gordon Jernigan  
Escambia Housing Finance Corp.  
25 W. Cedar Street Suite 530  
Pensacola, FL 32501

Ms. Shirley Henderson  
Community Equity Investment  
302 N Barcelona Street  
Pensacola, FL 32501

Mr. George McCormick  
Clean & Green  
312 W Main Street  
Pensacola, FL 32501

Ms. Deana Lewis  
Assistant Vice President  
SunTrust Bank, West Florida  
P.O. Box 510  
Pensacola, FL 32596-0510

Mr. Delmus Wilkinson  
Inspections Director  
City of Pensacola  
P.O. Box 12910  
Pensacola, FL 32521

Mr. Daniel Horvath  
Community Equity Investment;  
Inc.  
302 N Barcelona Street  
Pensacola, FL 32501-4805

Mr. Jack Brock  
CRA Assistant Director  
City of Pensacola  
P.O. Box 12910  
Pensacola, FL 32521

Ms. Kim Rich  
Economic Development  
Pensacola Area Chamber Of  
Commerce  
P.O. Box 550  
Pensacola, FL 32593-0550

Mr. Tony Bain  
Crime Stoppers  
1700 N Leonard Street  
Pensacola, FL 32501

Ms. Sandra King  
Catholic Charities  
1805 N 6th Avenue  
Pensacola, FL 32506

Ms. Sonya Culliver  
Milk & Honey Outreach  
Ministry  
P.O. Box 1443  
Pensacola, FL 32501

Ms. Phyllis Sims  
West Pensacola  
Neighborhood  
1205 W. Gadsden Street  
Pensacola, FL 32501

Mr. Ralph Goodman  
Front Porch  
1820 W Jordan Street  
Pensacola, FL 32501

Ms. Thelma Manley  
Front Porch  
1040 N Guillemard Street  
Pensacola, FL 32501

Dr. Wynn Teasley  
Executive Director  
UWF COPC  
11000 University Parkway  
Pensacola, FL 32514

John Noble  
Store Manager  
Barnes Supermarket  
1301 N 9th Avenue  
Pensacola, FL 32506

Mr. Kevin Jones  
Vice Principal  
Pensacola Academy for Success  
1805 N 6th Avenue  
Pensacola, FL 32503

Ms. Pat Hubbard  
Housing Director  
City of Pensacola  
P.O. Box 12910  
Pensacola, FL 32521

Reverend William Gulley  
Milk & Honey Outreach Ministry  
33 E Gregory Street  
Pensacola, FL 32597

Mr. Fred Gant  
Allbritton & Gant Attorneys at  
Law  
322 W Cervantes Street  
Pensacola, FL 32501

Mr. Joe Dean  
Precinct 50 Neighborhood  
Association  
1101 E Cross Street  
Pensacola, FL 32503

Ms. Agnes Doering  
Community Action Program  
P.O. Box 628  
Pensacola, FL 32593

Ms. Catherine Reeves  
Eastside Improvement  
Association  
1218 N 7th Avenue  
Pensacola, FL 32503

Ms. Michelle McNeil  
Architectural Affairs  
105 E Desoto Street  
Pensacola, FL 32501

Ms. Melissa Polk  
Communities in Schools  
400 Jefferson Street  
Pensacola, FL 32501

Ms. Susan Simpler  
ESCAROSA Regional Workforce  
9111 Sturdevant Street  
Pensacola, FL 32514

Mr. Dale Perkins  
E.C.U.A.  
5860 San Gabriel Drive  
Pensacola, FL 32504

Mr. Gary Lawrence  
Millenium Construction  
114 N Devilliers Street  
Pensacola, FL 32501

Mr. Steve Pitkin  
Escambia County CRA  
1190 W Leonard Street  
Pensacola, FL 32501-1129

Inspector Wendell Rich  
Training  
City Police Department  
711 N. Hayes Street  
Pensacola, FL 32501

Mr. Al Garza  
Public Works Director  
City of Pensacola  
2757 N Palafox Street  
Pensacola, FL 32501

The Honorable John Jerrals  
City Council Member  
City of Pensacola  
P.O. Box 12910  
Pensacola, FL 32521

The Honorable Debra Thompson  
City Council Member  
City of Pensacola  
P.O. Box 12910  
Pensacola, FL 32521

Mr. Randy Wilkerson  
Neighborhood Enterprise  
Foundation  
P.O. Box 8178  
Pensacola, FL 32505

Ms. Cheryle C. Allen  
Tract 18 Neighborhood  
2103 N "H" Street  
Pensacola, FL 328501

Mr. Lee Avant  
Aviation Field  
2905 N Hayne Street  
Pensacola, FL 32503

Ms. Georgia Blackmon  
Precinct 50 Neighborhood  
2107 N 7th Avenue  
Pensacola, FL 32503

Mr. Bob Hayes  
Bob Hayes Telephone  
Service  
1822 St. Catherine Avenue  
Pensacola, FL 32501

Mr. Malcom McCorvey  
Front Proch  
1916 Martin Luther King Jr  
Drive  
Pensacola, FL 32503

Reverend Edward Miles  
2902 N Tarragona Street  
Pensacola, FL 32501

Ms. Susan Senkarik  
United Way  
1301 W Government Street  
Pensacola, FL 32501

Mr. Eddie Todd  
Belmont-DeVilliers  
111 W Belmont Street  
Pensacola, FL 32501

Mr. Clyde Tripp  
Tract 6 & 7 Neighborhood  
710 N 7th Avenue  
Pensacola, FL 32501

Mr. Pete Legacy  
Walgreens  
6314 N 9th Avenue  
Pensacola, FL 32501

Mr. Michael Wade  
St. John's Coalition  
1807 W Wright Street  
Pensacola, FL 32501

Mr. Jimmie Williams  
Front Porch  
2901 N Hayne Street  
Pensacola, FL 32503

Mr. Mark Etheridge  
Director of Contruction  
Baptist Health Care  
P.O. Box 17500  
Pensacola, FL 32522

Ms. Karen Pollock  
Walgreens  
6314 N 9th Avenue  
Pensacola, FL 32501

Ms. Becky Nensenson  
Pensacola Police Department  
711 N Hayne Street  
Pensacola, FL 32501

Dr. Dave Epperson  
Assistant Superintendent  
Escambia County School District  
P.O. Box 1470  
Pensacola, FL 32597-1470

Council Member Hugh King  
City of Pensacola  
P.O. Box 12910  
Pensacola, FL 32521

Mr. Jay Gazani  
Pensacola Police Department  
711 N Hayne Street  
Pensacola, FL 32501

Russell Madison  
Property Manager  
Baptist Health Care  
P.O. Box 17500  
Pensacola, FL 32522

## **PERFORMANCE MEASURES**

The performance measures which will be used to evaluate the City's success in implementing the plan are listed in the Preservation and Revitalization Goals and Projects. It is anticipated that effective implementation of the code enforcement and crime initiatives will result in an initial increase in the both the number of calls made to the police department and the number of reported code violations/code enforcement cases. This increase in the number of calls and citations should be followed by a decrease over the long term.

## **HOLISTIC AND COLLABORATIVE COMMUNITY PARTICIPATION/VISIONING PROCESS**

The Urban Infill and Redevelopment Area (UIRA) is comprised of that portion of the Front Porch area lying within the City of Pensacola corporate boundaries. The Front Porch area is approximately 2 square miles in size and includes both City and County neighborhoods. The Urban Infill and Redevelopment Plan was prepared with the intent to identify specific projects for implementation within the smaller focus area (City Front Porch neighborhoods) as a means of creating an enhanced impact through the physical concentration of activities and improvements.

The UIRA plan is a product of community goal setting and planning at the neighborhood level and represents a complement to the Front Porch neighborhood action plan. UIRA planning sessions were held during August and September to further refine the neighborhood vision and to identify neighborhood strengths and challenges. Meetings were conducted in the neighborhood to maximize public interaction and participation by the community, residents, non-profits and general public.

The UIRA planning sessions involved a diverse group of inner city residents, faith-based organizations, social service agencies, community development corporations, civic groups, education institutions, lending institutions, builders, developers, and City/County government in a community visioning and planning process. This holistic and collaborative process was conducted as a supplement to the Front Porch community participation process that resulted in the preparation of the Front Porch Neighborhood Action Plan in April 2000. Task Forces established as working groups during the initial Front Porch planning phase have continued to work in conjunction with community stakeholders to develop recommendations and identify projects for achieving plan goals. The recommendations of these task forces are reflected in projects included in this plan

City Neighborhood Enhancement Team staff was assisted in facilitation of the community participants process by the UWF Whitman Center and Landers-Atkins planners. Residents and other neighborhood stakeholders were asked to identify and address their concerns in partnership with City government, financial institutions,



community institutions, and others. Together a neighborhood based plan that identifies the visions, goals, objectives, and strategies was developed. It addresses neighborhood priorities and directs the expenditure of funds.

Data was presented from neighborhood surveys conducted by the University of West Florida Community Outreach Partnership initiative for three of UIRA neighborhoods. This data provided a baseline on resident neighborhood satisfaction, land use, housing and building conditions, and economic issues. Nominal group technique was employed during these sessions to help stakeholders articulate their vision and priorities.

The issues related to Crime and Housing and Community Redevelopment, as identified in the Front Porch plan, resurfaced to be the top priority issues for the UIRA neighborhoods in achieving their collective vision. The Front Porch plan focuses on the implementation of revitalization and preservation goals. These goals were reaffirmed through the UIRA community participation process and specific projects/activities were generated through the supplemental planning.

The guiding philosophy of this planning process was to identify areas of neighborhood strength which could be built upon through redevelopment efforts based on the following criteria:

- physical assets - highest concentrations of owner occupied housing, higher assessed values, well-kept properties.
- human assets - neighborhood residents actively working to improve the area.
- neighborhood safety - areas where crime prevention efforts have netted positive results.

### **IDENTIFICATION OF ACTIVITIES AND PROGRAMS TO ACCOMPLISH GOALS**

The City of Pensacola has committed to and funded a number of activities and projects to enhance the Front Porch/ UIRA neighborhoods. These activities will help eliminate blighting influences, prevent neighborhood decline, and enhance the quality of life for City residents.

#### **Infrastructure**

CDBG FY 2000/2001:

- Allocation for sidewalk construction in eligible CDBG target areas with a priority to those neighborhoods located within the designated Front Porch/UIRA area; includes new sidewalk adjacent to Spencer Bibbs Elementary School.
- Allocation to street lighting with a priority to Front Porch/UIRA.
- Allocation for additional code enforcement in CDBG target area with CDBG/Front Porch/UIRA.

Local Option Sales Tax :

- Allocation citywide; includes 5,135 linear feet within FP/UIRA.
- Allocation for construction of new a Central Fire Station and Administrative Office in FP/UIRA.

#### **Recreational Facilities**

- Construction of Daniel (Chappie) James, Jr. Memorial Park on Martin Luther King, Jr Drive.
- Development of a Regional Festival (Central Park).

### **Commercial Revitalization**

Community Redevelopment Agency/TIF allocations:

- Belmont/DeVilliers commercial area Parking Lot
- Belmont/DeVilliers Commercial Façade Program
- Belmont/DeVilliers Streetscape Improvements

### **Educational**

Partnership with Milk and Honey Outreach Ministries to establish computer learning labs in several FP/UIRA community centers (City contributions of donated space, equipment and MIS services)

### **Neighborhood Beautification (Pensacola Community Initiative Program)**

- City Grants to Front Porch/UIRA Neighborhoods
- 2,088 hours as volunteer labor from Front Porch/UIRA neighborhood residents

## **PROPOSED URBAN INFILL AND REDEVELOPMENT ASSISTANCE GRANT PROJECTS**

#### Forgivable Home Improvement Loans

Project cost: \$100,000

This is a fix-up/paint-up program designed to facilitate exterior facelifts and minor repairs on occupied residential structures in support of new infill construction. Priority will be given to elderly/disabled residents.

#### Eastside Lot Acquisition/Homebuyer Assistance

Project cost: \$75,000

This program will provide funding to gain control of key sites to be made available for new infill housing construction by private builders/developers, non-profit corporations, lenders or private individuals. The cost of acquisition will serve as a write-down passed on to low or moderate income home purchasers. This program will also provide a source of down payment/closing cost assistance to non-first time home buyers.

#### Increased Police Presence

Project cost: \$50,000

Provides overtime pay for supplemental officers dedicated to intense drug eradication and community policing strategies including foot patrol, bike patrol, attending neighborhood meetings, and building citizen relationships. This project will include the purchase and provision of safety equipment for neighborhood watch groups such as binoculars, and cell phones.

#### Litter Enforcement Quick Response Team

Project cost: \$5,000

Provides funds for additional neighborhood clean-up activities including bulk-item removal and possible provision of dumpsters.

#### Commercial Property Improvement Loans

Project cost: \$50,000

Low interest loans for renovation of commercial properties.

#### Infill Design Assistance

Project cost: \$20,000

Provides funds for architectural services to develop plans that reflect the architecture and patterns of neighborhood development.

**DEMONSTRATION OF LOCAL GOVERNMENT AND COMMUNITY  
COMMITMENT TO COMPREHENSIVELY ADDRESS  
URBAN PROBLEMS IN THE DESIGNATED AREA**

Though faced with myriad of problems and issues, the residents, local government and other community entities have accepted the challenge to work together to make the inner city a better place to live and work. Pensacola's public, private, non-profit, and civic entities are committed to the type of collaborative and inclusive community improvement efforts necessary to comprehensively address urban problems within the designated Urban Infill and Redevelopment Area. Further, the City has committed more than \$4 million to assorted projects in the area to promote neighborhood revitalization and to enhance the quality of life. A new City department, Planning and Neighborhood Development, has been established to support and work proactively with neighborhoods. The residents of the designated area have created effective organizations and have become actively involved in shaping their future. Community planning sessions are well attended and new neighborhood associations have formed within the area.

The Neighborhood Enhancement Team (NET) in concert with representatives of other City departments have participated in the Front Porch planning efforts, assisted with the establishment of new neighborhood associations, and has provided information, referrals, and direct assistance in implementation of neighborhood initiated goals and events. NET has worked with organized neighborhoods to develop neighborhood improvement projects for funding under the Pensacola Community Initiative Program (PCIP).

The commitment of non-profit developers such as Habitat for Humanity, AMR, and Community Equity Investments, Inc. to provide decent, affordable housing in the designated area is on-going and provides an important element to area improvement that will be enhanced through collaboration.

Planned efforts for the coming year include continued support of the strategies generated by Front Porch. Together we will enhance communication and develop neighborhood resource materials. Coordination with neighborhood associations, non-profit and private organizations, the Chambers of Commerce, Small Business Development Center – Pensacola Junior College (SBDCPJC), University of West Florida (UWF), and others will focus small business development efforts in the targeted area. Partnerships with the UWF Community Outreach Partnership Center (COPC) and the Coalition of Neighborhood Associations (CONA) on a leadership training program will help to sustain neighborhood organizations, and leveraging federal, state, county, non-profit, private, and volunteer resources and services for maximum impact within the targeted area.