

Exhibit 7

URBAN INFILL AND REDEVELOPMENT AREA PLAN



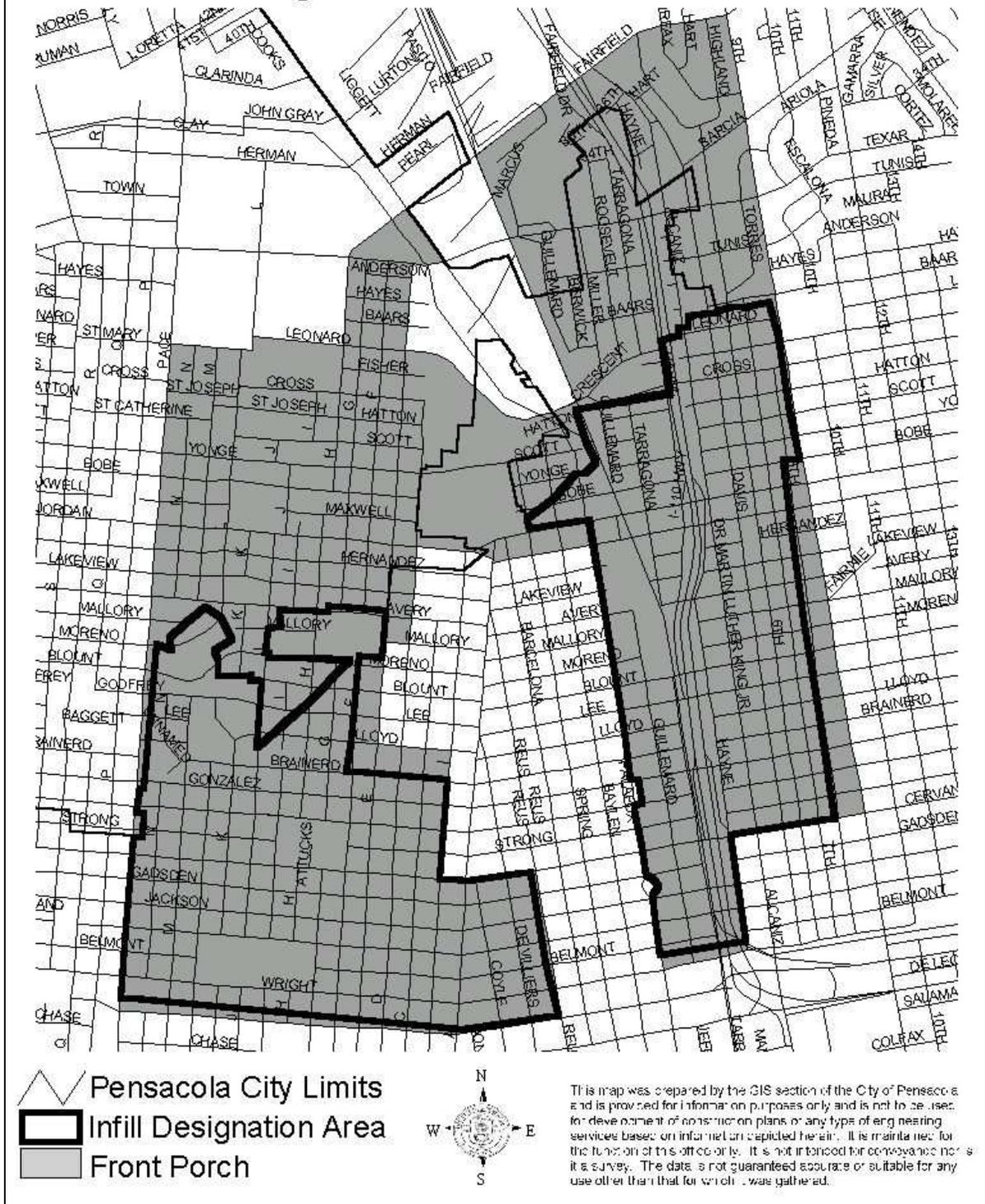
Neighborhood Enhancement Team
City of Pensacola
180 Governmental Center
P.O. Box 12910
Pensacola, Florida 32521
(850) 595-1140

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
A framework for coordinating infill programs within the urban core.	50
Memorandum of understanding between the district school board and the local government regarding enhancing public school facilities located within the designated area.	51-53
Identification of each neighborhood within the proposed area and state preservation and revitalization goals and projects identified through the community participation process and how such projects will be implemented.	54-59
Identification of how the local government intends to implement affordable housing programs, including, but not limited to economic and community development programs and the State Housing Initiatives Partnership Program, within the urban infill and redevelopment area.	60
Identification of strategies for reducing crime.	61
If applicable, identification of neighborhood-specific design standards and guidelines that include Traditional Neighborhood Design concepts.	62-63
Identification and maps of any existing transportation concurrency exception areas, and any relevant public transportation corridors designated by a metropolitan planning organization in its long-range transportation plans or by the local government in its comprehensive plan for which the local government seeks designation as a transportation concurrency exception area.	64-66
Identification and adoption of financial and local government incentives which the local government will offer for new development, expansion of existing development, and redevelopment within the designated area. Examples of such incentives are outlined in s.163.2517(3)(j)1-7., F.S.	67-69
Identification of how activities and incentives within the area will be coordinated and what mechanism the local government will use for the coordination.	70
Identification of how partnerships with the financial and business community will be developed.	71
Identification of the governance structure that the local government used to involve community representatives in the implementation of the plan.	71-73
Identification of performance measures to evaluate the success of the local government in implementing the urban infill and redevelopment plan.	74

Other Plan Elements	Page #
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

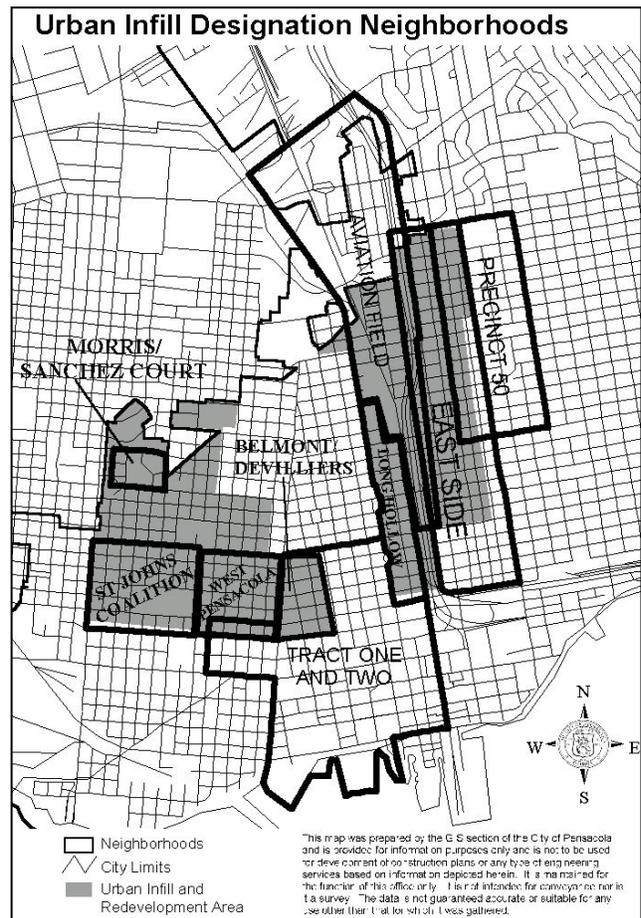
IDENTIFICATION OF EACH NEIGHBORHOOD IN THE URBAN INFILL AND REDEVELOPMENT AREA

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, 9th 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 Local Lenders, Community Equity Investments Inc, Consumer Credit Counselors, Cooperative Extension, First Call For Help		
Activity: Assist neighborhood associations to develop specific design guidelines for infill construction that considers the architectural character and values of the neighborhood.	Current staff resources City of Pensacola NET, Neighborhood Associations, Front Porch	1-6 months	Number of neighborhoods assisted
Activity: Provide funds for architects to supply builders/developers with good plans or other professional services	Infill Grant City of Pensacola NET; Front Porch	1-12 months	Number of plans assisted/developed
Activity: 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 City of Pensacola Planning Department, NET, Front Porch	1-6 months	Land Development Code amendment
Activity: 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 City Administration, Inspections Department	1-6 months	Value of Liens forgiven or number of properties reclaimed
Activity: Explore development of a secure, multi-unit, low maintenance, living facility for elderly residents.	To Be Determined Neighborhood Associations, Front Porch, Faith-Based Institutions, builders/developers, lenders	Long term	No current commitment (number or units constructed)
Renovation of Existing Structures			
Goal: Renovate occupied and vacant substandard and/or dilapidated houses or commercial structures			
Objective: Provide neighborhood facelift, eliminate eyesores and blight, and promote rehabilitation to avoid future demolition of substandard housing.			
Activity: Waive initial and annual license fees associated with use of City rights of way resulting from encroachments caused by renovation or new construction of commercial structures within the UIRA.	Current staff resources City of Pensacola Planning & Neighborhood Development Department	1-6 months	Number of waivers granted
Activity: 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
Activity: Increase absentee owner accountability for property maintenance and tenant actions for poorly kept properties.	Current staff resources City of Pensacola Inspections Department	1-6 months	Number of owner contacts, violations cited
Activity: Increase public awareness of available programs for home rehabilitation/repair. Develop comprehensive resource guide to promote existing and new programs.	Current staff resources City of Pensacola Housing Department, NET, Community Equity Investments Inc, First Call For Help, Front Porch	1-6 months	Number of contacts, events/workshops
Activity: Establish minor repair, paint-up/fix-up program, with priority for elderly/disabled residents.	Infill Grant City of Pensacola NET, West Florida, Regional Planning Council	1-6 months	Total value of loans issued
Activity: Focus emergency repair program within City	SHIP City of Pensacola Housing Department, Community Action Program	1-6 months	Total value of funded repairs
Activity: Establish substantial rehabilitation/reconstruction program for houses needing major repair.	HOME City of Pensacola Housing Department	1-12 months	Number of homes rehabilitated/reconstructed
Activity: Establish program targeted to acquisition/renovation of vacant housing.	SHIP Infill Program City of Pensacola Housing Department	1-12 months	Number of properties renovated or buyers assisted
Activity: Provide home maintenance training.	Current staff resources County Cooperative Extension Agency, CEII	1-12 months	Number of residents participating
Activity: Provide commercial façade improvement grants	Community Redevelopment Agency	1-12 month	Number of grants awarded
Activity: Provide pool of commercial loan guaranties	Community Redevelopment Agency	1-12 month	Number of loans approved
Crime and Drug Elimination			
Goal: Eliminate Crime and Drug Activity within the area.			
Objectives: Eliminate drug sales and other crime from houses, businesses and streets/ build trust between law enforcement and neighborhood residents.			
Activity: Enhanced anti-drug/crime campaign; establish intense police presence and activity in target area.	Infill Grant City of Pensacola Police Department, Neighborhood Residents	1-6 months	Number of police calls, drug related arrests; crime rate
Activity: Provide training and set up assistance for neighborhood crime watch and window- watcher groups .	Current staff resources City of Pensacola Police Department	1-6 months	Number of meetings attended, groups formed
Activity: 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
<i>Activity:</i> 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,		
<i>Activity:</i> 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		
<i>Activity:</i> 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		
<i>Activity:</i> 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		
<i>Activity:</i> 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
<i>Activity:</i> Provide home security surveys	City of Pensacola Police Department	1-12 months	Number of surveys conducted
Lot Maintenance and Beautification			
Goal: Improve lot appearance and beautify the area.			
Objectives: Enhance trash clean-up services; reduce illegal dumping; beautify			
<i>Activity:</i> 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		
<i>Activity:</i> 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
<i>Activity:</i> 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		
<i>Activity:</i> 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		
<i>Activity:</i> 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		
<i>Activity:</i> 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		
<i>Activity:</i> Streetscape Improvements (Belmont/DeVilliers).	TIF	1-12 months	Linear feet of sidewalk, Number of trees, number of streetlights
	CRA		
<i>Activity:</i> Public Parking Lot (Belmont/DeVilliers).	TIF	1-6 months	Number new parking spaces provides
	CRA		
<i>Activity:</i> Construction Central Fire Station and Administrative Offices.	LOST	1-6 months	Total project value
	City of Pensacola Fire Department		
<i>Activity:</i> Dr. Martin Luther King , Jr, Drive Tree planting	Eastside Neighborhood Association	1-6 months	Number of trees planted
<i>Activity:</i> Long Hollow Tree planting/ landscape	Long Hollow Neighborhood Association	1-6 months	Number of trees planted, landscaping installed
<i>Activity:</i> Belmont /DeVilliers landscape	Belmont /DeVilliers Redevelopment Board	1-6 months	Amount of landscaping installed
<i>Activity:</i> 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.