



ANNUAL
REPORT
FY 2019

OCTOBER 1, 2018 – SEPTEMBER 30, 2019

CITY OF
PENSACOLA
Community Redevelopment Agency



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THE PENSACOLA CRA

Recognizing problems existing in communities which jeopardize the health, safety and welfare of residents, the State of Florida, through Chapter 163, Part III, F.S., enabled local governments to create Community Redevelopment Agencies (CRAs), specifically for:

- Elimination and prevention of slum or blight
- Rehabilitation or conservation in a redevelopment district
- Preservation or enhancement of the tax base
- Affordable housing, for rent or sale to residents of low- or moderate-to-middle income, including the elderly
- Reduction or prevention of crime, including community policing innovations
- Preparation and administration of redevelopment plans to carry out the activities above

On September 25, 1980, the Pensacola City Council determined that a blighted area existed within the city, and through Resolution 54-80 created the

Pensacola Inner City Community Redevelopment Area (CRA).

Since its creation, the Pensacola CRA has provided a means for the investment of public funds in tandem with private enterprise to revitalize areas exhibiting issues that affect health, safety and welfare, contribute to increased crime rates, and/or cause a decline in the number of businesses and residential options.

The Pensacola CRA utilizes Tax Increment Financing (TIF) to generate revenue for its redevelopment activities. TIF is derived from an amount equal to 95% of the annual increase in taxes above the base year. While some CRA projects, such as infrastructure improvements (streets, parks, utilities, etc.) are generally publicly-funded, others are joint ventures. Still others are developed by the private sector alone.



EXECUTIVE SUMMARY

Guided by the CRA plan, our vision is that all CRA neighborhoods are healthy, safe and attractive physical environments. It is our vision that CRA neighborhoods provide a range of housing and economic opportunities for the diversity of the population, including those who have long historical roots here.

We envision CRA neighborhoods connected to amenities and the waterfront. We envision development that embraces the traditional, walkable character of our older inner-city neighborhoods. Our vision includes a solid tax base generated by thriving businesses and successful private investment. In our vision, the history and culture of our community are celebrated.

CUTIVE SUMM

In 2019 we moved toward the vision on many fronts. We assisted low- and middle-income households to remain in their homes and in the CRA area through our Residential Property Improvement Program. We saw construction start on 72 units of affordable housing. We contributed to saving a historic and culturally significant structure from the wrecking ball through our Façade Improvement Program. We facilitated the adoption of urban design standards to help new construction respect traditional neighborhood character. We worked with private developers to redevelop underutilized CRA-owned property.

In FY2019 we partnered with the Port of Pensacola and the State of Florida to complete a ferry landing facility to accommodate a water taxi between downtown and the National Seashore. We constructed ADA improvements, and paver enhancements to sidewalks, as well as street calming infrastructure, moving the CRA closer to “Complete Streets.”

While plan implementation efforts have been substantial, ample work is still needed to remove and prevent the return of blight, stabilize, strengthen and diversify the economy and preserve and enhance neighborhood livability, including maintaining an adequate supply of affordable housing.

In the coming years, the CRA looks forward to undertaking infrastructure projects that support a strong, growing and attractive City of Pensacola inner city that is connected, walkable and easily traversed on a bicycle.

We look forward to working to increase affordable housing options to support diversity and sustainability in the local economy, housing and environment. We look forward to creating an enhanced public realm that is attractive to investors and businesses and to leveraging the efforts of entrepreneurs. We look forward to removing obstacles to continuous public access along the waterfront, as we also preserve and protect the area’s natural assets. In our future, Pensacola’s CRA is a place people want to visit and live, work and play.

With Regards,



M. Helen Gibson
CRA Administrator

THE COMMUNITY REDEVELOPMENT AGENCY



Jewel Cannada-Wynn
CRA CHAIR
CITY COUNCIL DISTRICT 7



Jared Moore
CRA VICE-CHAIR
CITY COUNCIL DISTRICT 4



P.C. Wu, PhD
BOARD MEMBER
CITY COUNCIL DISTRICT 1



Sherri F. Myers
BOARD MEMBER
CITY COUNCIL DISTRICT 2



Andy Terhaar
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CITY COUNCIL DISTRICT 3



John Jerrals
BOARD MEMBER
CITY COUNCIL DISTRICT 5



Ann Hill
BOARD MEMBER
CITY COUNCIL DISTRICT 6



Helen Gibson
CRA ADMINISTRATOR



Victoria D'Angelo
**ASSISTANT CRA
ADMINISTRATOR**



Grover Robinson, IV
MAYOR OF PENSACOLA

REDEVELOPMENT ADVISORY BOARDS

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Jasmine Hunt
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Fred D. Young
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WESTSIDE REDEVELOPMENT BOARD



Douglas Baldwin
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James L. Gulley
VICE-CHAIR



Jewel Cannada-Wynn
BOARD MEMBER
CITY COUNCIL DISTRICT 7



C. Marcel Davis
BOARD MEMBER



Dianne Robinson
BOARD MEMBER

Two advisory boards, created in 2013 and 2014, ensure the representation and involvement of stakeholders within the Eastside and Westside redevelopment areas. The boards are made up of dedicated and engaged members of the Pensacola community who meet once per quarter. They are appointed by City Council to serve three-year terms.

Not Pictured:
Jimmie Perkins
Norman Lee Baker

The CRA was saddened by the loss of two of our respected leaders during FY2019, City Council Member Gerald Wingate and Westside Redevelopment Board Member Tederria L. Puryear. Both men were true public servants whose contributions to the community will be felt for years to come. We are grateful for their service.

SUPPORTING PENSACOLA'S REVITALIZATION AREAS

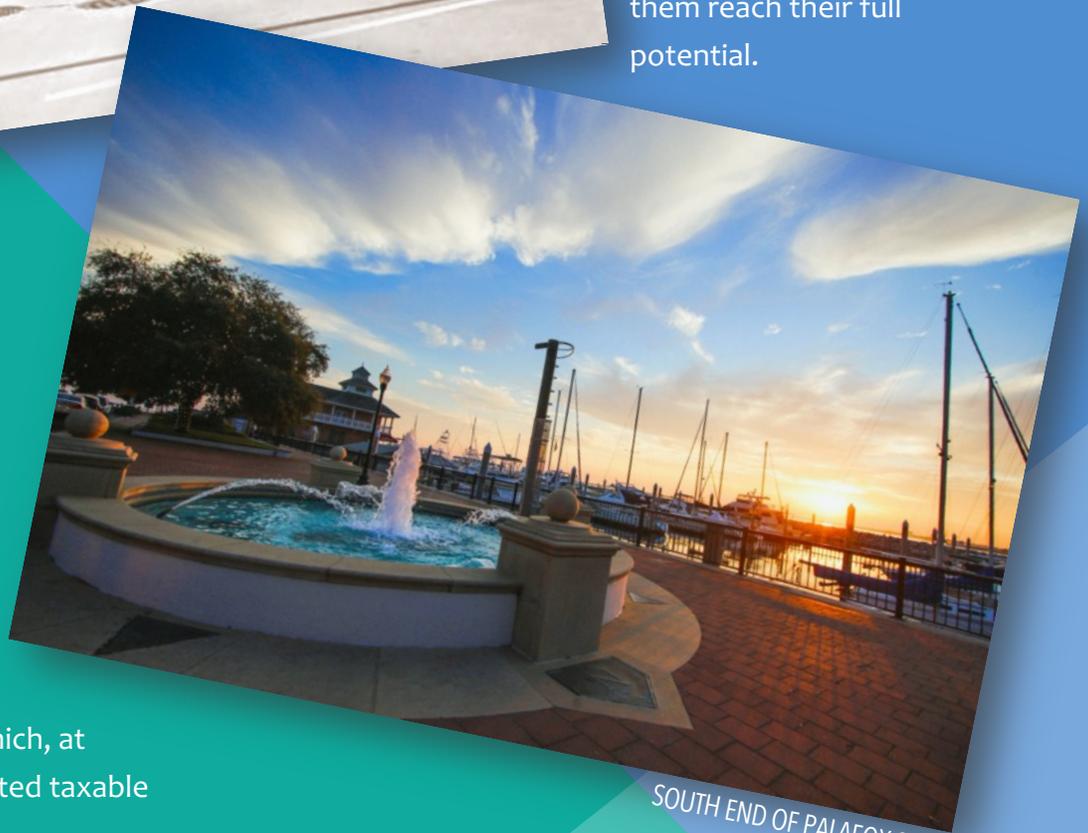


SOUTH END OF PALAFOX 1974

In 1980 the Pensacola City Council created the CRA to spark interest in areas of Pensacola exhibiting blighting symptoms and identified a 4,611-acre Pensacola Inner City Community Redevelopment Area which, at that time, had an estimated taxable value of \$243,538,890*.

**Source: Inner City Area of Pensacola, Florida: "Factors Determining 'Slum' and/or 'Blighted' Conditions," Fall 1981; Escambia County Property Appraiser, Sept. 1981.*

It would be virtually impossible to walk around Pensacola's Urban Core area without seeing the efforts of the Pensacola CRA. Through large and small projects, public-private partnerships, incentives, planning, investments and community partnerships, the CRA works to re-energize and redefine Pensacola's historically underserved areas to help them reach their full potential.



SOUTH END OF PALAFOX 2019



LEARN MORE

Learn more about the CRA at cityofpensacola.com/CRA

THREE UNIQUE AREAS, WITH THREE UNIQUE PLANS

Within the Community Redevelopment Area boundaries are three individual redevelopment areas, and each has its own Redevelopment Plan.

The **Urban Core** area, established in 1984, has received substantial public and private investment. Major future projects identified in the redevelopment plan include community policing, affordable and mixed-use infill development, residential rehabilitation, targeted commercial façade improvements, complete streets and streetscapes, park and waterfront access improvements.

The **Westside** area, established at the onset of the great economic recession, suffered from a lack of Tax Increment Revenue for many years, but the base year reset in 2014 has resulted in incremental growth in recent years. Needs within this district are substantial and include complete street improvements, affordable and mixed-use infill redevelopment, residential rehabilitation, targeted commercial façade improvements, park improvements and crime prevention, amongst others, as authorized and outlined by the plan. A bond issuance in 2017 provided the first major

source of project funding for the Westside district. The proceeds have been used for public improvements and property acquisition.

The **Eastside** area, established in 2004, is primarily a residential district, resulting in slow revenue growth. While incremental projects have been undertaken over the years as funding was available, major financing and grants have been necessary to initiate catalytic projects. A City loan and bonds issued in 2017 funded the renovation and expansion of the historic General Daniel “Chappie” James, Jr. home site to create a museum and youth flight academy. Other recent efforts include property acquisition for affordable housing and targeted residential property improvements near the museum and flight academy. Major future plans include enhancement of the Hollice T. Williams Stormwater Park/Urban Greenway and Maggie Field sports field. In partnership with FDOT, the conversion of the two primary neighborhood streets, MLK & Davis, from one-way pairs to two-way traffic as identified in the redevelopment plan is also moving forward.



CRA REDEVELOPMENT AREAS

EASTSIDE URBAN INFILL AND REDEVELOPMENT AREA

2000 Eastside Urban Infill and Redevelopment Area Plan as amended (*Eastside Redevelopment Plan*)

WESTSIDE COMMUNITY REDEVELOPMENT AREA

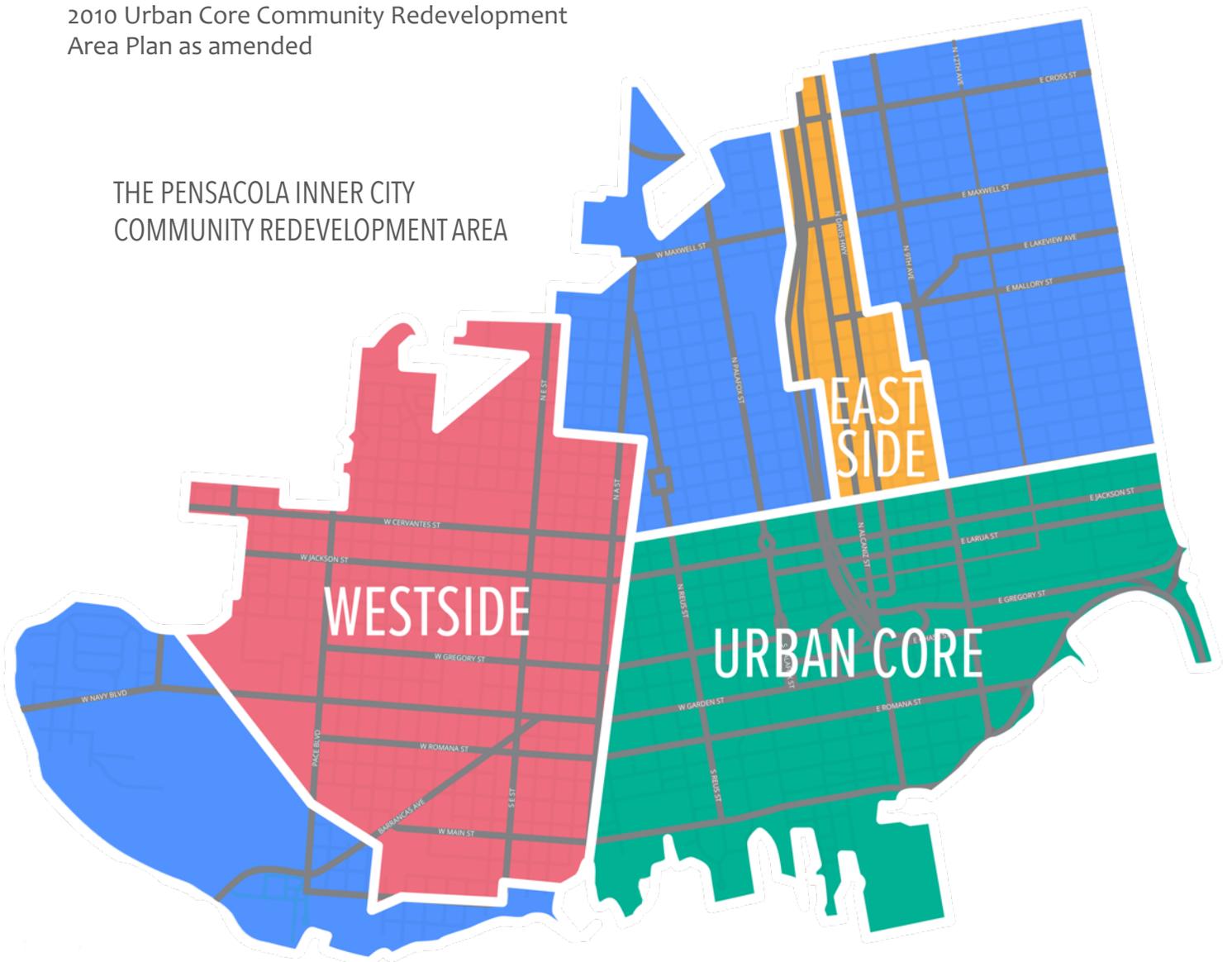
2007 Westside Community Redevelopment Area Plan as amended (*Westside Redevelopment Plan*)

URBAN CORE COMMUNITY REDEVELOPMENT AREA

2010 Urban Core Community Redevelopment Area Plan as amended

The Pensacola CRA's redevelopment efforts target three distinct areas or districts, each with its own unique character and individually identified vision, goals and Redevelopment Plan.

THE PENSACOLA INNER CITY COMMUNITY REDEVELOPMENT AREA



MAJOR PROJECTS

CRA MAJOR PROJECTS UNDERWAY IN FY2019

RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM



BEFORE



AFTER



BEFORE



AFTER

The Residential Property Improvement Program (RPIP) was established to encourage reinvestment in Pensacola's historic inner-city neighborhoods, to address deferred exterior maintenance, and to preserve affordability for residents. Property owners may receive construction rehabilitation assistance through a deferred loan that is forgiven in full at the end of the loan period.

The photos show two of the properties remediated through the RPIP program during FY2019.

CRA URBAN DESIGN STANDARDS OVERLAY

Incorporating input gathered during multiple public workshops, focus sessions and “charettes,” the CRA completed, during FY2019, comprehensive Urban Design Standards to guide new construction and redevelopment within the Eastside, Westside and Urban Core Redevelopment Areas. The new standards will promote compatibility of new construction with

the traditional urban form and walkable character of the existing area. The Urban Design Standards were developed by DPZ CoDESIGN and adopted by City Council. To communicate the new requirements, the CRA prepared a printed information card outlining the Urban Design Standards. More information is also online at cityofpensacola.com/CRAOverlay.

The new standards require that new construction:

- Is sensitive to the traditional neighborhood context and character.
- Relates to the community's traditional form of the built environment.
- Relates buildings and development sites to each other and to the public spaces and streets on which they front.
- Incorporates physical features that are characteristic of the area.
- Fosters and prioritizes walkability, bikeability and multi-modalism.



LEARN MORE

Learn more about the CRA Urban Design Standards Overlay at cityofpensacola.com/CRAOverlay

URBAN CORE

FY2019

19
PROJECTS

STARTED / COMPLETED

TOTAL INVESTMENT

Permitted
Value

\$32,508,011

CRA
Investment

\$8,072,288



\$86,773

AFFORDABLE HOUSING
EXPENDITURE



The 2010 Urban Core Plan identified public improvement projects, including streetscapes, pedestrian improvements, public and private parking facilities, open space and park enhancements, utility upgrades, environmental improvements and signage. Much-needed sidewalk improvements within the Urban Core began in 2019. These improvements include repairs and connectivity guided by the redevelopment plans and the City's recent sidewalk ADA accessibility study.



PALAFIX STREET AND PLAZA DE LUNA IMPROVEMENTS

In FY2019, a project that incorporates both blight removal and safety was completed in Downtown Pensacola. Along Palafox Street down to the waterfront, 70 public trash receptacles were added or replaced. Along the public street right of way at Plaza de Luna, located at South Palafox Street and Palafox Pier, 5,450 linear feet of rusted and distressed railing were replaced, 35 public benches were refurbished, 135 light poles and 44 bollards were painted, and three access gates, used by passengers to access transient ships docking at the plaza, were installed.

These enhancements will improve the experience for residents and visitors who enjoy the various ships that arrive from time to time.

A stretch of the main corridor of the Urban Core of Downtown Pensacola is now safer for pedestrians. During FY2019, more than a thousand linear feet of deteriorating sections of sidewalk were replaced and 155 new pavers were added along Palafox Street. The improvements represent the next step in an ongoing revitalization effort that continues to transform Pensacola's Urban Core.



NORTH-SOUTH NEIGHBORHOOD CONNECTORS PROJECT PLAN

The design of a project tailored to revitalize Pensacola’s historic inner-city neighborhoods and provide calmer, safer and more pedestrian-friendly access to the downtown core and waterfront was substantially completed during FY2019.



In 2019 the CRA undertook planning and design for streetscape enhancements from Cervantes to Main Street along three critical neighborhood corridors: “A,” DeVilliers and Reus Streets. Construction will begin in 2020.

The improvements will both beautify and provide better access to Pensacola’s downtown core and Westside redevelopment areas and will improve walkability and connectivity to the future waterfront redevelopment envisioned by the Urban Core Community Redevelopment Plan.



DEVILLIERS STREET REVITALIZATION

DeVilliers Street is a key neighborhood corridor that is rooted in strong cultural significance and history. Traversing the unique Belmont-DeVilliers neighborhood, which served as the early center of blues, ragtime, vaudeville and jazz activity in Pensacola, DeVilliers Street is well suited to contribute a unique flavor to Pensacola’s downtown experience. Streetscape enhancements along this corridor will serve to re-establish this critical connection as a principal gateway between the Pensacola Bay waterfront, the Pensacola downtown core and the residential neighborhoods of Belmont-DeVilliers, historic Tanyard and North Hill.

DEVILLIERS STREET



175
Trees



7,436
Linear Feet
of Sidewalk



92
Lights



"A" STREET REVITALIZATION

"A" Street is the north-south neighborhood connector and transitional corridor between the Urban Core and Westside redevelopment areas, but inadequate pedestrian facilities and excessive roadway widths have created an eroded edge to Pensacola's downtown core. To address the impediments and transform the corridor for its diverse users, the CRA designed improvements to sidewalks, lighting, street trees and landscape, on-street parking and lane striping. With construction set for FY2020, the improvements will create a more "complete street" while improving access to the waterfront, Downtown Pensacola, and the residential areas of the West Garden District, Tanyard and Belmont-DeVilliers neighborhoods.



REUS STREET REVITALIZATION

The CRA is moving forward to construct streetscape improvements along Reus Street, which serves as a link between a variety of highly trafficked downtown sites such as the Blue Wahoos Stadium at Community Maritime Park, Pensacola City Hall, Ever'man Cooperative Grocery and Café and the Belmont-DeVilliers, North Hill and Tanyard neighborhoods.

The resulting streetscape improvements will complement the new infill housing that has recently been completed or is currently under construction along the corridor.

"A" STREET



181
Trees



8,503
Linear Feet of
Sidewalk



106
Lights

REUS STREET



91
Lights



9,172
Linear Feet of
Sidewalk



169
Trees



JEFFERSON STREET STREETSCAPE IMPROVEMENTS

In FY2019, the CRA designed and completed streetscape improvements along the west side of Jefferson Street between Romana and Intendencia, including constructing street curb bulb outs, decorative pavers and landscape beds and adding pedestrian lighting. Eight new trees and 268 other shrubs and plants were added, and more than 1,600 square feet of new sidewalk was installed. The work complements streetscape improvements on the opposite side of Jefferson that were recently completed as part of the privately-developed Southtowne mixed-use redevelopment project.

This project represents the first phase of a greater CRA initiative to calm traffic and improve connectivity for pedestrians and bicyclists along Jefferson Street as outlined in the Urban Core Redevelopment Plan.

An identified next phase of this project includes implementation of the “East Garden District” segment of the Jefferson Street Road Diet, between Garden and Chase streets. The CRA will implement the improvements north of Garden Street through a public-private partnership with the developer of the future mixed-use “East Garden District” redevelopment project, leveraging an estimated \$40,840,000 in private investment.

Additional initiatives slated for future implementation along this corridor include the construction of bicycle and pedestrian enhancements and traffic calming features between Intendencia Street and the Plaza de Luna park as a link to the continuous waterfront trail system envisioned in the redevelopment plan.



CATALYTIC CONNECTIVITY & WATERFRONT PROJECTS

The CRA and City Council approved the Series 2019 bond issue, providing \$17.8 million to fund four catalytic capital improvement projects identified in the the Urban Core Redevelopment Plan, outlined below. Conceptual plans for these projects were developed through a year-long, iterative community planning process, funded by private sector partnership.

"Hashtag" Waterfront Connector (Continuous Waterfront Trail System)

2010 Urban Core Plan Volume I, pg. 30, 44, 46

Bruce Beach Improvements

2010 Urban Core Plan Volume I, pg. 30-31, 40, 42, 58

Community Maritime Park Day Marina

2010 Urban Core Plan Volume II, pg. 10-11

"East Garden District" Jefferson Street Road Diet / Sidewalk & Streetscape

2010 Urban Core Volume II, pg. 20



BRUCE BEACH



PENSACOLA BAY FERRY LANDING CONCESSION & RESTROOM BUILDING

Construction of a new concession and restroom building at the Pensacola Bay Ferry Landing, enhanced by adjoining streetscape improvements, was substantially completed during FY2019. The project adds an important amenity for staff and visitors and addresses a top need mentioned on visitor surveys: the need for more public facilities in the downtown urban core of Pensacola.

While creating convenience for staff and visitors, the new facility makes the ferry service a more desirable alternative mode of transportation for residents and tourists to explore Downtown Pensacola and the surrounding Gulf Coast National Seashore areas of Pensacola Beach and Fort Pickens.

The Port of Pensacola, with the CRA serving as a fiscal partner, constructed the new 1,500 square foot restroom and concession building to support the new transportation option, which further activates the downtown area and drives tourism.

The new facility is located at the Pensacola Bay Ferry Landing site between the Port of Pensacola and Plaza de Luna at Palafox Pier in the CRA's Urban Core area. Pensacola Bay Ferry Landing opened to the public in April of 2019 and is the home port for two ferry vessels. The catamaran-style boats were funded with \$4 million in restitution funds from the 2010 BP oil spill and a \$1.2 million federal grant.



FY2019
PENSACOLA
FERRY TALES

2

150-Passenger Ferries

2,016

Ferry Trips

16,484

Tickets Sold

PENSACOLA
FERRY LANDING

750



HAWKSHAW MIXED USE REDEVELOPMENT

The redevelopment of the Hawkshaw site continues to move forward through a development agreement with the CRA. The agreement calls for a large-scale mixed-use development with an estimated 92,000 gross square feet of building space, 50 residential units and a mixture of restaurant and retail/office space. The project fulfills the vision to create a landmark gateway to downtown from the CRA's southeastern entry and supports redevelopment that builds on the momentum of market forces investing in a livable, distinctive downtown environment.

The 2.2-acre redevelopment site is located at 9th Avenue and Romana Street, adjacent to the historic district, the Aragon neighborhood and the Admiral Mason Stormwater Park — a stone's throw from Pensacola Bay. Its principal location serves as a transitional link between the more modern, large-scale office uses immediately to the east, the finer-grain, historic residential neighborhoods across 9th Avenue to the west, and the Pensacola waterfront to the south.

120 W. GOVERNMENT STREET MIXED USE REDEVELOPMENT

IMPERIUM

In FY2019, the Imperium was completed in the heart of Downtown Pensacola, bringing more housing and commercial options to the district. Located at 120 W. Government Street, the contemporary style three-story condominium is a mixed-use concept that includes both residential and commercial space. Office units are available on the ground floor, with two-story townhome loft residences above.

The complex also has a dedicated green space on the property with eco-friendly landscaping. The 0.7 acre site is one of four CRA-owned properties that were earmarked for redevelopment in 2016. The CRA marketed the property under a contract with a commercial real estate firm pursuant to a competitive Request for Proposals (RFP) process.

COMMUNITY POLICING INNOVATIONS

Community policing innovations are one approach that may be initiated to target criminal activity within a community redevelopment area. The Community Redevelopment Act describes “community policing innovations” as a “policing technique or strategy” designed to reduce crime by reducing opportunities for, and increasing the perceived risks of, engaging in criminal activity through the visible presence of police in the community. The tactics include, but are not limited to, community

mobilization, neighborhood block watch, citizen patrol, foot patrol, neighborhood storefront police stations, field interrogation or intensified motorized patrol.

The Urban Core community policing initiative primarily involves officers on bikes and on foot. This provides the officers with direct community engagement and helps them maintain an approachable and consistent presence in the Urban Core.



EASTSIDE

FY 2019



GENERAL
"CHAPPIE" JAMES, JR.
1920-1978
nation's first African
American four-star general,
General James was born
in the Eastside neighborhood.
He founded Tusculum Institute,
the United States Army
and served during the
Vietnam War.
His many
achievements
inspired the
James
and
his
brother



TOTAL INVESTMENT



The Eastside Urban Infill and Redevelopment Area is a 107-block, 257-acre primarily residential area. The neighborhood has been home to many prominent African Americans. The former H&O restaurant—renowned for serving traditional Southern dishes since the 1930s—was a focal point for the African American community before integration. Eastside resident Spencer Bibbs was the first Supervisor of Colored Schools and petitioned the school board to construct an Eastside school so students wouldn't have to walk to the Westside to receive an education. The school was named in his honor.



HOLLICE T. WILLIAMS LINEAR URBAN GREENWAY

Escambia County and the City of Pensacola recently received RESTORE grant funding for the design of the Hollice T. Williams Linear Park as a multi-purpose stormwater park, including sports fields, passive recreation, early learning, cultural commemoration, art, skate park and community gardens. Solicitation for statements of interest from engineering and design teams began in 2019. The park spans both the Eastside and Urban Core areas. The CRA is a funding participant on this transformative project.



GEN. DANIEL "CHAPPIE" JAMES, JR. HOME SITE

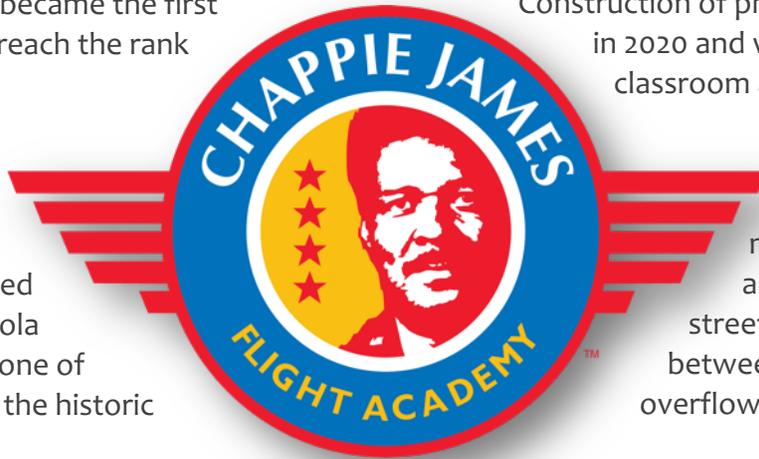
Eastside is the birthplace of General Daniel "Chappie" James, Jr. Born in 1920, General James eventually became the first African American four-star general in the United States Air Force. His mother Lillie ran a private school in their house where many African American professionals obtained their education.

The CRA continues its work on the development of a STEM and cultural learning campus at the historic birth site of General Daniel "Chappie" James, Jr., one of the famous Tuskegee Airmen, who in 1975 became the first African American to reach the rank of four-star general. General James' home site is listed on the National Register of Historic Places and was deeded to the City of Pensacola by his family. Phase one of this project restored the historic

home to accommodate a museum which showcases General James' life and accomplishments as well as additional space for a flight academy that provides quality math and science programming and flying experience for the youth of the Pensacola community.

The project also included a parking facility and LDIs—low impact stormwater features. During FY2019, plans began for phase two of the General Daniel "Chappie" James, Jr. Flight Academy and Museum campus project.

Construction of phase two is set to begin in 2020 and will include expanded classroom and operating space to accommodate the needs of the academy and museum, together with additional on-site and streetscape improvements between the site and overflow parking areas.





EASTSIDE AFFORDABLE HOUSING: DR. MARTIN LUTHER KING, JR. DRIVE

To leverage the improvements completed at the General Daniel “Chappie” James, Jr. historic home site and to further catalyze revitalization of the Eastside Redevelopment Area, the CRA acquired the former Walker Gas Station, a brownfield site located at the corner of Dr. Martin Luther King, Jr. Drive and Mallory Street, in 2017.

The CRA plans to redevelop this property to create affordable housing.

The prominent, yet underutilized, corner lot is located less than a block from the historic home site. This initiative, along with the Phase II museum and flight academy improvements and targeted residential property improvements along Dr. Martin Luther King, Jr. Drive, are designed to preserve affordability, support historic preservation and enhance the visual appeal of one of the Eastside area’s key neighborhood corridors.



WESTSIDE FY2019



3

PROJECTS

STARTED / COMPLETED

TOTAL INVESTMENT

Permitted Value \$30,103,506

CRA Investment \$330,676

Established coincidentally with the great recession of 2008, the Westside CRA area realized a slow start but is beginning to move forward to overcome obstacles to the desired future growth. Exciting plans are on the horizon for this district, with some of the area's first major projects anticipated to take shape in FY2020.



182

NEW RESIDENTIAL UNITS
PERMITTED

DELPHIN DOWNS AFFORDABLE HOUSING APARTMENT DEVELOPMENT

In 2019 construction got underway for Delphin Downs, a new 72-unit affordable housing development in the Westside area. All units will be 2-bedroom and rents will be targeted to residents with incomes between 40% and 60% of the area's median income. The project is expected to be completed in fiscal year 2020.





WEST MORENO-LEE STREET STORMWATER PARK

The City is working to enhance future economic development opportunities within the Westside Redevelopment Area by focusing on areas surrounding Baptist Hospital which are prone to repetitive flooding. Following a major storm in 2014, FEMA granted funding to the City of Pensacola to expand the existing stormwater pond. In addition to being flood-prone, the area lacks recreational and open spaces. The CRA is working to acquire additional property with the goal of transforming the stormwater pond into a dual-purpose stormwater park.



THE COMMERCIAL FAÇADE IMPROVEMENT PROGRAM

Improvements are underway to a historic Westside landmark in desperate need of restoration. The Ella Jordan House, built in the 1890s at 423 North “C” Street, served as an important social and educational institution for the African American community in Pensacola for decades. It was saved from the wrecking ball with assistance from the CRA’s Commercial Façade Improvement Program.

The home is named after Mrs. Ella L. Jordan, who founded Pensacola’s Federation of Colored Women’s Club, Inc. in 1929. The National Association of Colored Women’s Clubs, Inc., is the oldest African American women’s organization in America, established in 1896. Hundreds of African American women’s clubs came together from across the U.S. with a main purpose to address immediate and long-range issues affecting African American communities.

The house was damaged by Hurricane Ivan in 2004 and efforts to restore the building have been underway for several years through the Mother Wit Institute, a non-profit organization committed to providing holistic cultural education to inner-city African American youth in Escambia County.

To complete the improvements necessary to facilitate the building’s re-use as a community center and museum, the CRA awarded supplemental funding through its Commercial Façade Improvement Program. The program provides forgivable loans to property owners to support façade improvements and is currently available within targeted areas of the Westside area, including portions of Cervantes Street, Pace Boulevard and the historic Belmont-DeVilliers neighborhood of the Urban Core area.

The
ELLA JORDAN
HOUSE



APPENDIX



FY 2019 REDEVELOPMENT AREA PERFORMANCE DATA

	Inner City*	Urban Core	Westside	Eastside
Effective Plan	N/A	2010 Urban Core Community Redevelopment Plan, as amended.	2007 Westside Community Redevelopment Area Plan, as amended.	2000 Urban Infill and Redevelopment Area Plan, as amended.
Extent of Redevelopment Plan Goal Achievement	N/A	While plan implementation efforts have been substantial, ample work is still needed to remove and prevent the return of blight, stabilize, strengthen and diversify the economy and preserve and enhance neighborhood livability, including maintaining an adequate supply of affordable housing stock.		
Property Values				
Base Year Taxable Assessed Value	N/A	\$87,926,570	\$121,903,783	\$19,243,104
Current Year Taxable Assessed Value (as of Jan 1)	N/A	\$702,476,774	\$182,305,154	\$39,074,697
Expenditures				
Total Expenditures from Redevelopment Trust Fund	N/A	\$8,072,288	\$330,676	\$208,518
Total amount expended for affordable housing for low-and middle-moderate income residents.	N/A	\$86,773	--	\$19,379
Projects	N/A	See project list.	See project list.	See project list.

*On September 25, 2018, the Inner City Community Redevelopment Area was created by the City of Pensacola pursuant to Resolution No. 54-30. As of Fiscal Year 2019, the boundary includes three (3) Tax Incremental Financing (TIF) districts, known as the Urban Core, Westside and Eastside community redevelopment areas, established in 1984, 2007 and 2005, respectively. Each TIF district has its own redevelopment plan and trust fund. Since the Inner City boundary IS NOT a TIF district, areas solely within the Inner City do not generate TIF funding or have an effective redevelopment plan under F.S. Chapter 163, Part III.

1980 Pensacola Inner City Community Redevelopment Area estimated taxable value: \$243,538,890*.

Sources:

Taxable Assessed Values: Escambia County TIF Report, Escambia County Property Appraiser

Expenditure Data: City of Pensacola Financial Records

URBAN CORE CRA

Project	TIF District	Status*	Est. Project Cost**
A Streetscape Revitalization - Urban Core (Eastside of Road)	Urban Core	Started/Underway	\$1.1M
Belmont DeVilliers Holiday Lights	Urban Core	Completed	\$1.8K
CRA Urban Design Overlay District - Urban Core	Urban Core	Completed	\$105K
Commercial Façade Improvement Program - Masonic Lodge (Vinyl)	Urban Core	Completed	\$50K
Corrine Jones Park	Urban Core	Completed	\$3.4M
DeVilliers Streetscape Revitalization	Urban Core	Started/Underway	\$2.2M
FY19 Urban Core Community Policing	Urban Core	Completed	\$100K
Jefferson Street Streetscape Improvements - Phase 1 (Romana to Intendencia - Eastside of Road)	Urban Core	Started/Underway	\$210K
Pensacola Bay Ferry Concession and Restroom Building	Urban Core	Started/Underway	\$3.5M
Residential Property Improvement Program - 212 N Coyle St	Urban Core	Started/Underway	\$35K
Residential Property Improvement Program - 607 W La Rua St	Urban Core	Started/Underway	\$58K
Residential Property Improvement Program - 631 W Wright St	Urban Core	Completed	\$16K
Residential Property Improvement Program - 633 W Wright St	Urban Core	Completed	\$15K
Reus Streetscape Revitalization	Urban Core	Started/Underway	\$2.2M
Urban Core Sidewalk Improvements (FY19)	Urban Core	Started/Underway	\$250K
Jefferson Street Garage Entry Enhancements & Alley Improvements	Urban Core/DIB	Completed	\$27K
Downtown Pensacola Ambassador Program - FY19	Urban Core/DIB	Completed	\$132K
Palafox Market - FY19	Urban Core/DIB	Completed	\$73K
Downtown Pensacola Marketing Program - FY19	Urban Core/DIB	Completed	\$100K
Urban Core District Sub-Total			
# Projects Started/Underway	8		
# Projects Completed	11		
Total # Projects	19		

WESTSIDE AND EASTSIDE CRAs

Project	TIF District	Status*	Est. Project Cost**
A Streetscape Revitalization - Westside (Westside of Road)	Westside	Started/Underway	\$1.1M
CRA Urban Design Overlay District - Westside	Westside	Completed	\$25K
West Moreno Stormwater Park	Westside	Started/Underway	\$2M

Westside District Sub-Total

# Projects Started/Underway	2
# Projects Completed	1
Total # Projects	3

Project	TIF District	Status*	Est. Project Cost**
CRA Urban Design Overlay District - Eastside	Eastside	Completed	\$25K
Daniel "Chappie" James Jr. Flight Academy and Museum - Phase I	Eastside	Completed	\$1.2M
Residential Property Improvement Program - 1517 MLK Dr	Eastside	Completed	\$17K

Eastside District Sub-Total

# Projects Started/Underway	--
# Projects Completed	3
Total # Projects	3

All Districts

# Projects Started/Underway	10
# Projects Completed	15
Total # Projects	25

* Project list and status based on expenditure of project funds during the reporting year.

** Estimated costs represent the estimated hard costs required to complete the project, such as construction costs and program funds but may not be reflective of total project costs based available data. Non-TIF sources necessary to complete the project may be reflected in estimated costs including grant funds or other private and/or public contributions.

	Eastside		Westside		Urban Core	
	Affordable Units		Affordable Units		Affordable Units	
	CRA	Other	CRA	Other	CRA	Other
Rehabilitated	1	N/A	--	N/A	2	N/A
Constructed	-	3	--	8	--	1
TOTAL	1	3	--	8	2	1

**Projects shown reflect the number of affordable units supported through public sector subsidy or participation based on available data. Programs reflected during Fiscal Year 2019 are limited to CRA programs, the West Garden District Cottages Redevelopment project facilitated by the City of Pensacola, and the Escambia County Housing Finance Authority Urban Infill program.*

New Residential Development						
# Units Permitted*	3		182		57	
Single Family	3		62		33	
Two Family/ Duplex	--		1		5	
Townhomes	--		46		14	
Apartments	--		72		--	
Average SF/Unit	1,311		1,578		2,400	
Average Valuation**	\$123,344		\$162,135		\$226,398	

**Based on permits issued by the City of Pensacola Inspection Services Dept. during the fiscal year.*

***Estimated value indicated is the declared value of permitted improvements taken from residential building permits filed with the City of Pensacola Inspection Services Dept. Unless otherwise noted, the value does not include any improvements not requiring a permit and therefore does not reflect the entire value of investment in a given project.*

The comprehensive Annual Financial Report (CAFR) is the City's official financial document and should be read in conjunction with this document.

The audited financial statements for the Community Redevelopment Agency can be found within the City of Pensacola's CAFR. An Electronic copy of the CAFR can be accessed on the City's website (www.cityofpensacola.com), under Government, Department Listing, Financial Services, Annual Financial Reports or by clicking on the following link: <https://www.cityofpensacola.com/Archive.aspx?AMID=39>

Questions concerning any of the information provided in the CAFR or requests for additional financial information should be addressed to the Office of the Chief Financial Officer, P.O. Box 12910, Pensacola, Florida 32521.



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INDEPENDENT AUDITORS' REPORT

Honorable Mayor and
Members of the City Council
City of Pensacola, Florida

Report on Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of the City of Pensacola, Florida (the "City"), as of and for the year ended September 30, 2019, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of the City of Pensacola, as of September 30, 2019, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparisons for the General Fund, the Community Redevelopment Agency Fund, the Urban Core Redevelopment Trust Fund, the Eastside Tax Increment Financing District Fund, the Westside Tax Increment Financing District Fund, Hospital Special Assessment Fund, and the Housing Assistance Payments Fund, for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

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

Other Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Pensacola, Florida’s basic financial statements. The introductory section, combining and individual nonmajor fund financial statements and schedules, statistical section, and financial data schedule are presented for purposes of additional analysis and are not a required part of the basic financial statements of the City of Pensacola, Florida.

The accompanying schedule of expenditures of federal awards, passenger facility charges, and state financial assistance is presented for purposes of additional analysis as required Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), and as specified in the *Passenger Facility Charges Audit Guide for Public Agencies*, issued by the Federal Aviation Administration, and by Section 215.97, Florida Statutes, and is also not a required part of the basic financial statements of the City of Pensacola, Florida.

The combining and individual fund financial statements and schedules, the financial data schedule and schedule of expenditures of federal awards, passenger facility charges, and state financial assistance are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

The introductory section and statistical section have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and, accordingly, we do not express an opinion or provide any assurance on them.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated February 10, 2020, on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the City's internal control over financial reporting and compliance.

Warren Averett, LLC

Pensacola, Florida
February 10, 2020



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PHOTO CREDITS

The Community Redevelopment Agency wishes to thank the following contributors:

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