



# TABLE OF CONTENTS

1	EXECUTIVE SUMMARY
2-3	CRA BOARD AND STAFF
4	WHAT IS A CRA?
5	MAP OF REDEVELOPMENT AREAS
6	REDEVELOPMENT PLANS
7	PROGRAMMING & COMMUNITY INVESTMENT
8	URBAN CORE REDEVELOPMENT AREA
9	CONNECTING NEIGHBORHOODS
10-14	REIMAGINED WATERFRONT & CONNECTIVITY
15	REVIVING HISTORIC GARDEN STREET
16	THE “RPIP” PROGRAM
17	SUPPORTING NEIGHBORHOODS
18-20	URBAN DESIGN STANDARDS
21	ARAGON NEARS COMPLETION
22	EASTSIDE REDEVELOPMENT AREA
23	HOLLICE T. WILLIAMS PARK
24	CREATING A SAFER CORRIDOR
25	AFFORDABLE HOUSING
26-27	WESTSIDE REDEVELOPMENT AREA
28-29	HOW THE CRA IS ADDRESSING HOUSING
30-36	APPENDIX



# EXECUTIVE SUMMARY

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Despite unprecedented challenges impacting our local economy and society at large in Fiscal Year (FY) 2020, the Pensacola Community Redevelopment Agency (CRA) continued to work toward its vision for each of the City's three redevelopment districts, guided by each district's respective redevelopment plan.

The CRA's charge is defined by Florida Law in Chapter 163, Part III, of the Florida Statutes: to address blight, rehabilitate and preserve the community redevelopment areas, reduce crime, create affordable housing and preserve and enhance the tax base. Redevelopment activities within the CRA generate benefits that are ultimately shared with the entire community.

The CRA's principal source of funding is provided by a special financing mechanism authorized under state law called Tax Incremental Financing (TIF). This process captures an amount equal to the increase in property tax revenues generated within the boundaries of each community redevelopment district and earmarks it for reinvestment in the district. Funds are used for costs associated with the development or redevelopment of property within the redevelopment district, allowing blighted, declining and underperforming areas to again become viable, and allowing these areas to compete with vacant land at the edge of urban areas.

FY2020 certainly presented many trials, but it was also a time of progress and growth in each of the CRA's redevelopment districts. This fiscal year, the **Urban Core** district saw 28 projects that were either started, underway or completed, ranging from small-scale residential property improvements to larger-scale public-private partnership ventures. The CRA's slow-growing **Eastside** and **Westside** districts saw massive growth spurts this year, likely attributed to an influx of residential redevelopment and the success of the Urban Core district. The Westside district has seen a whopping 250 new housing units developed in the past two years, and the smaller Eastside district, 21 new units. The growth and productivity experienced in the redevelopment areas, even during a time of hardship, pays homage to the effectiveness of community redevelopment agencies in the State of Florida.

We will continue to carry out our work as outlined in the redevelopment plans, enhancing our tomorrow with the efforts and investments we make in the community today to welcome a brighter future for Pensacola.

Sincerely,



M. Helen Gibson  
CRA Administrator

# THE COMMUNITY REDEVELOPMENT AGENCY



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**Jared Moore**  
CITY COUNCIL DISTRICT 4



**CRA VICE-CHAIR**

**Ann Hill**  
CITY COUNCIL DISTRICT 6



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CITY COUNCIL DISTRICT 1



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CITY COUNCIL DISTRICT 2



**Andy Terhaar**  
CITY COUNCIL DISTRICT 3



**John Jerralds**  
CITY COUNCIL DISTRICT 5



**Jewel Cannada-Wynn**  
CITY COUNCIL DISTRICT 7



**Helen Gibson**  
CRA ADMINISTRATOR



**Victoria D'Angelo**  
ASSISTANT CRA  
ADMINISTRATOR



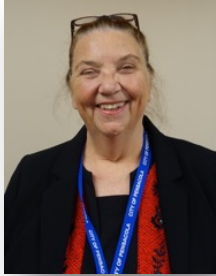
**Denise Myrick**  
CRA ASSOCIATE



**MAYOR OF PENSACOLA**  
**Grover Robinson, IV**

# REDEVELOPMENT ADVISORY BOARDS

## URBAN CORE REDEVELOPMENT BOARD



Ann Hill  
CITY COUNCIL DISTRICT 6



Gregory Dziadon



Christopher Satterwhite  
CHAIR



Marilynn Wiggins



Spencer Leeper



Melanie Nichols



James Hlubek



Kelly Wieczorek

**Not Pictured:**  
URBAN CORE  
Drew Buchanan, Vice-Chair  
Nester Taylor  
Blake Foster  
WEST SIDE  
Jimmie Perkins  
Norman Lee Baker

## EASTSIDE REDEVELOPMENT BOARD



Jeannie Rhoden  
CHAIR



Aretta Anderson



Ann Hill  
CITY COUNCIL DISTRICT 6



Jasmine Hunt  
VICE-CHAIR



Fred D. Young

## WESTSIDE REDEVELOPMENT BOARD



Douglas Baldwin, Sr.  
CHAIR



James L. Gulley  
VICE-CHAIR



Jewel Cannada-Wynn  
CITY COUNCIL DISTRICT 7



C. Marcel Davis



Dianne Robinson



# WHAT IS A COMMUNITY REDEVELOPMENT AGENCY (CRA)?

**Under Florida Statutes, local governments can designate areas as “community redevelopment areas”**

**when certain conditions are met.**

The Pensacola Community Redevelopment Agency (CRA) was created to address conditions of blight and to rehabilitate, conserve and redevelop specific inner-city areas located within the City of Pensacola. The CRA is a dependent special district whose purpose is outlined in the statute.



The CRA utilizes **Tax Increment Financing (TIF)**, to supply revenues for its redevelopment activities. TIF offers a strategy for “self-financing” without having to raise or impose new taxes or utilize tax revenues from areas outside of the redevelopment area. It captures a portion of revenues generated within the district boundaries and reinvests them into the district to meet the goals and objectives outlined in that district’s redevelopment plan.

While many projects outlined in the redevelopment plans are publicly-funded, a successful redevelopment strategy is intended to leverage and maximize private investment to meet the objectives of the plan. In the early 1980s, the City of Pensacola began to designate **“community redevelopment areas,”** or **“TIF redevelopment districts.”**

The Urban Core district was the first to be established, followed by the Eastside and Westside districts approximately 20 years later.

# PENSACOLA CRA REDEVELOPMENT AREAS

1

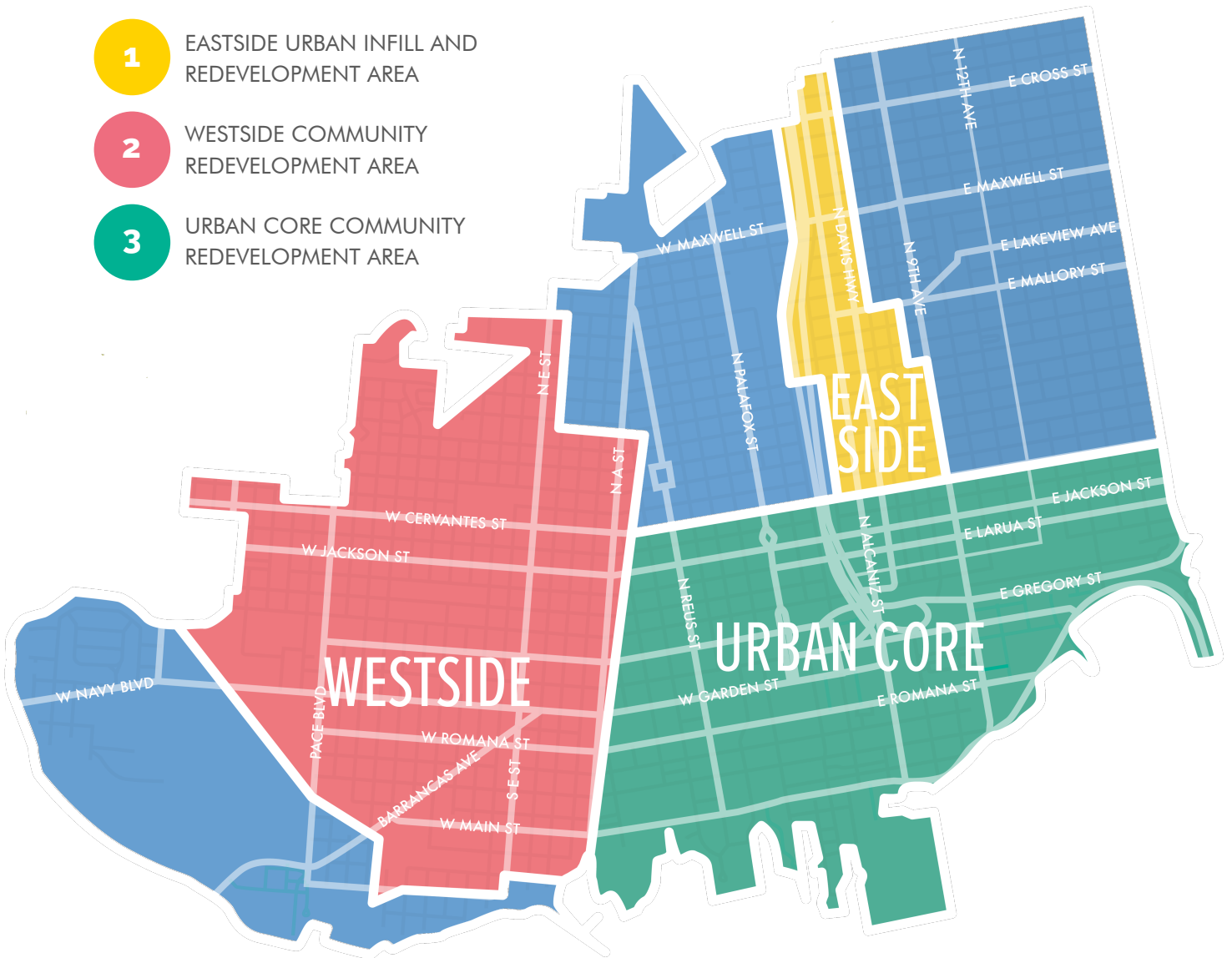
EASTSIDE URBAN INFILL AND  
REDEVELOPMENT AREA

2

WESTSIDE COMMUNITY  
REDEVELOPMENT AREA

3

URBAN CORE COMMUNITY  
REDEVELOPMENT AREA



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.

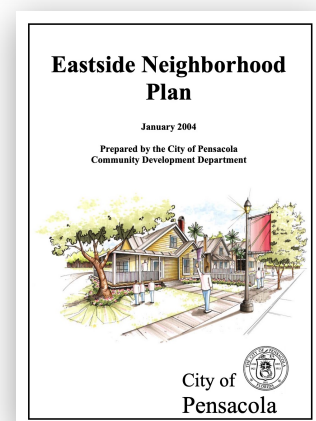
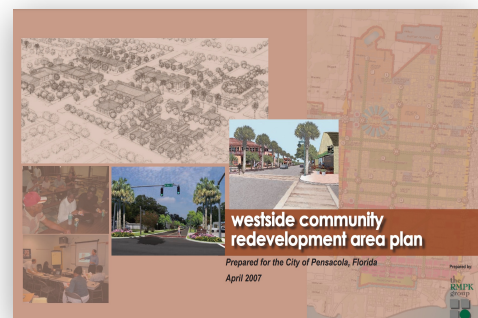
# REDEVELOPMENT PLANS

Community Redevelopment Plans guide all the projects undertaken by the CRA. They are updated periodically to meet the changing needs of the area.

The **URBAN CORE REDEVELOPMENT AREA** has experienced dramatic changes since its creation in 1984. Major projects identified in the redevelopment plan include community policing, affordable housing, infill development, targeted residential rehabilitation, commercial façade improvements, complete street improvements and park and waterfront access initiatives. Although this district has seen many changes over the years, more work is needed to remove neighborhood blight and prevent its return, through initiatives which foster a diverse, inclusive and economically sustainable downtown district.

The **WESTSIDE REDEVELOPMENT AREA** was created in 2007. Needs within this district are substantial and include complete street improvements, affordable housing, infill redevelopment, targeted residential rehabilitation, commercial façade improvements, park and public space initiatives and crime prevention, amongst others, as outlined by the plan. This district was established during the onset of the recession, which resulted in little-to-no revenue for many years. Recently, however, an influx of private investment and revenue bond financing by the City is enabling redevelopment efforts to begin.

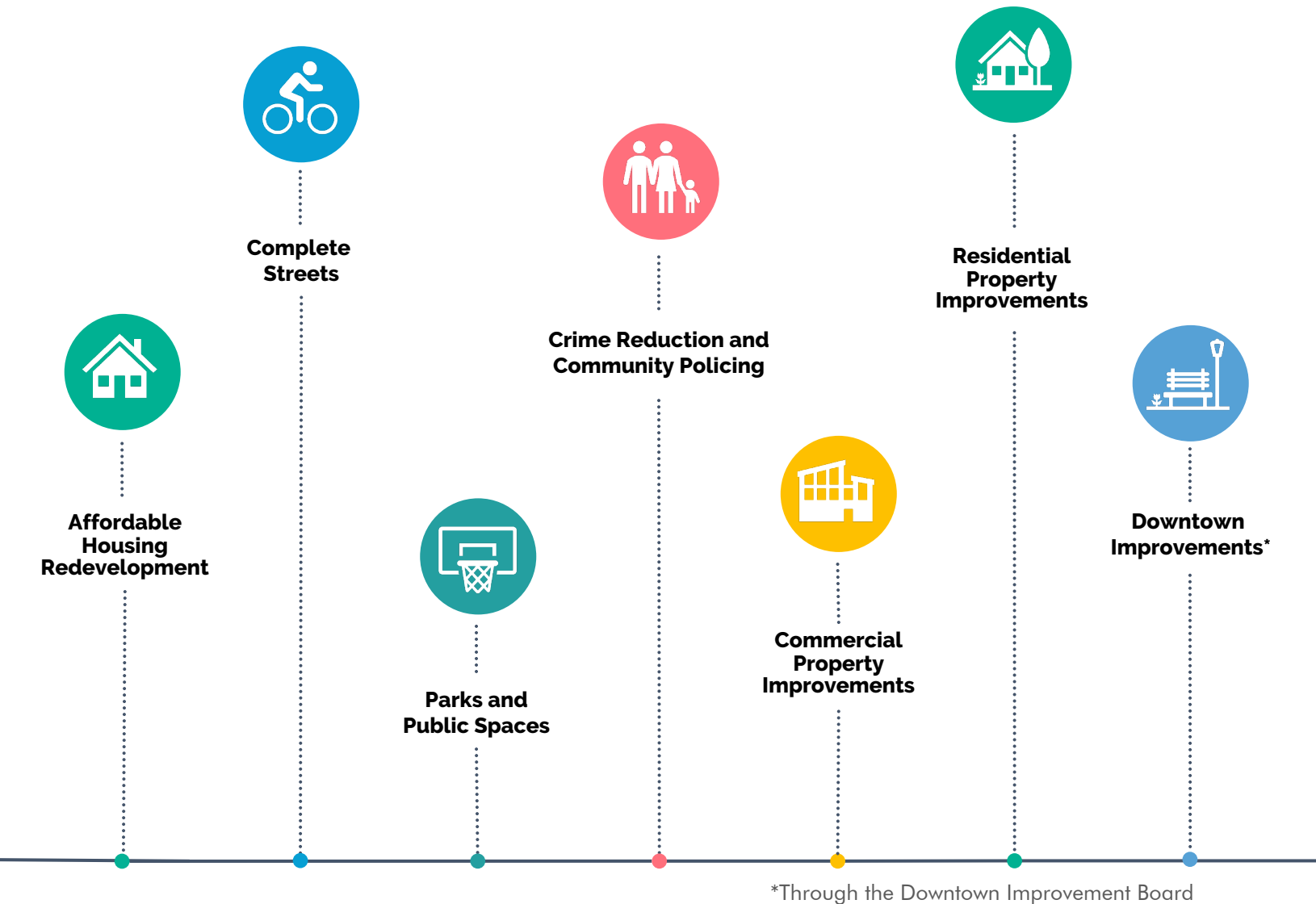
The **EASTSIDE REDEVELOPMENT AREA**, established in 2004, is primarily a residential district, unlike the Urban Core and Westside districts, which feature mixed-use and commercial areas. Key efforts outlined in the redevelopment plan include targeted residential property improvements, affordable housing, complete streets and park and public spaces. Notable projects called for by the plan include historic preservation of the birth site and childhood home of the United States' first African American four-star general, Daniel "Chappie" James, Jr., enhancement of the Hollice T. Williams Park and the two-way conversion of the Martin Luther King, Jr. Boulevard and Davis Highway corridors.





The Pensacola Community Redevelopment Agency utilizes a multi-layered approach to programming and investment within each of its three redevelopment districts. Although varying somewhat by district, annual programming generally includes affordable housing redevelopment, complete streets initiatives, parks and public spaces, crime reduction and community policing, commercial property improvements, residential property improvements and downtown improvements.

# CRA PROGRAMMING & COMMUNITY INVESTMENT



# URBAN CORE

The 2010 Urban Core Plan identifies a myriad of strategic improvement projects aimed at preserving and enhancing the district's neighborhoods, fostering a productive urban environment and maximizing public access to the waterfront. In FY2020, the CRA worked toward or completed 28 projects. Major initiatives included waterfront accessibility projects, complete streets redevelopment, implementation of recently adopted urban design standards and affordable housing.



**\$5.5M**  
**CRA**  
INVESTMENT



**\$11.5M**  
**PERMITTED**  
**VALUE**



**28**  
**PROJECTS**  
STARTED-UNDERWAY-  
IN THE WORKS-COMPLETED





# CONNECTING NEIGHBORHOODS

DEVILLIERS AND REUS STREET  
REVITALIZATION PROJECTS UNDERWAY



Learn more  
about these projects:

[cityofpensacola.com/  
2973/A DeVilliers Reus-  
Streetscape](https://cityofpensacola.com/2973/A DeVilliers Reus Streetscape)

Two important CRA projects are moving forward to construct streetscape improvements along DeVilliers and Reus Streets. These corridors serve as critical neighborhood connections between the historic Belmont-DeVilliers, Tanyard and North Hill neighborhoods and the Pensacola Bay waterfront. Construction began during July 2020 for Phase 1 of DeVilliers Street between Main and Garden. All phases of DeVilliers Street and the first phase of Reus Street are expected to be completed in FY2021, with the second phase of Reus Street soon to follow.

## DID YOU KNOW?

The historic **Belmont-DeVilliers** neighborhood served as the early center of blues, ragtime, vaudeville and jazz activity in the South.

The historic **Tanyard** neighborhood is one of Pensacola's oldest neighborhoods, established during the late 1700s, prior to the Civil War.

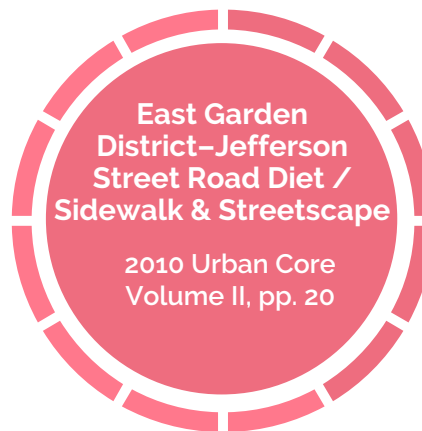
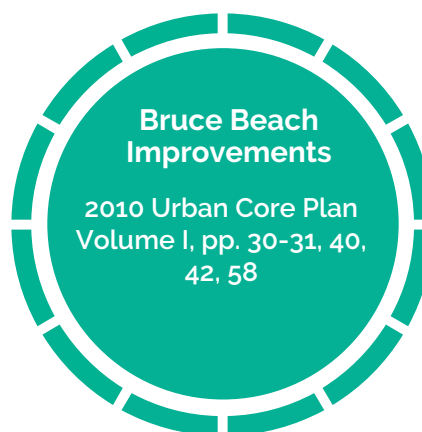
**Reus Street** is named for the Spanish city of Reus.





# A REIMAGINED WATERFRONT & CONNECTIVITY

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 **Urban Core Redevelopment Plan**:



# "HASHTAG" WATERFRONT CONNECTOR

An important, multi-pronged project, the **Hashtag Waterfront Connector** carries out a key component of the Continuous Waterfront Trail envisioned in the redevelopment plan.

Conceptual plans for this project were recently developed through a comprehensive iterative community planning process, leveraging private partnership. Through this process, the recent Waterfront Framework Plan, prepared by New York-based landscape architecture firm SCAPE, was created.

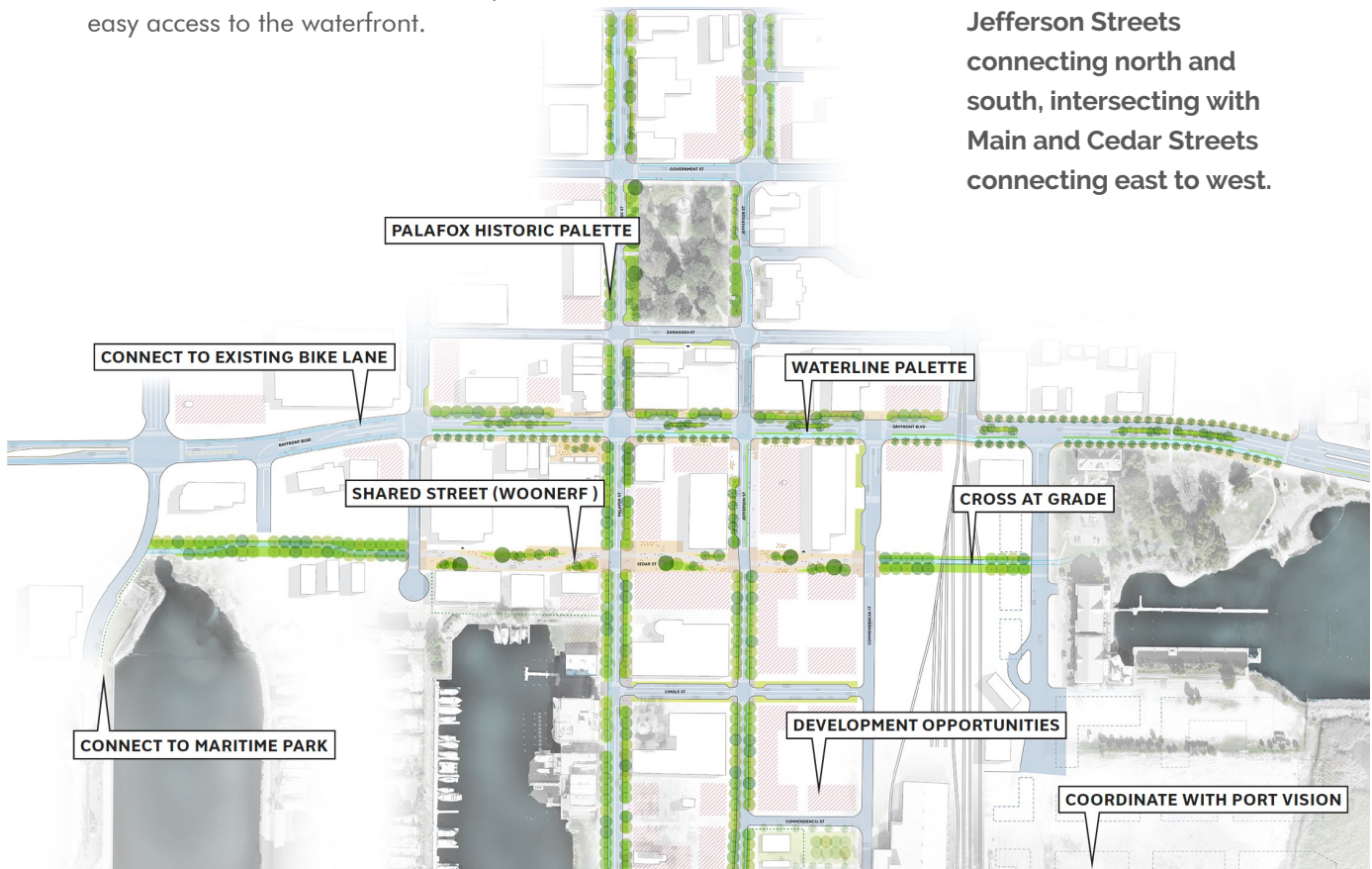
The plan outlines strategic modifications to the mobility networks in the "Hashtag" area, including traffic changes, more options for cyclists and curb modifications to create better connectors in the Urban Core and provide easy access to the waterfront.

These improvements will also prioritize walkability and bike-ability with the design of modern sidewalk spaces, resting spots, lush tree canopies and landscape features, and protected bike lanes. The project will create better connections to the city's waterfront, support multi-modal transportation, and create and promote active public places.

Design is set to begin in FY2021.

## DID YOU KNOW?

This project was named for the "hashtag" shape drawn by the concerning streets, Palafox and Jefferson Streets connecting north and south, intersecting with Main and Cedar Streets connecting east to west.





# A BRIGHT FUTURE FOR BRUCE BEACH

## BRUCE BEACH PARK IMPROVEMENT PROJECT



An area that once played an important role in Pensacola's maritime industry in the early 1900s, **Bruce Beach** has been an integral part of the City's history over the last century. In the 1950s, after the shipyard closed, Bruce Beach was one of the few recreational areas open to black residents under segregation. As such, the area became a beloved gathering place for the black community.

Plans are currently in motion to make significant improvements to the park, as envisioned by the Urban Core Redevelopment Plan and further conceptualized in the recent Waterfront Framework Plan developed by SCAPE.

The project is one of several locations along the **Continuous Waterfront Trail** that is targeted to facilitate public access to the Pensacola Bay waterfront. The vision for this project includes a prominent scenic overview mound, trails, early learning and play features, a grand entry plaza, and cultural exhibits, kayaking facilities, and other exciting features.

Design is set to begin in FY2021.



# A DAY MARINA

COMING TO  
COMMUNITY  
MARITIME PARK

The development of Community Maritime Park as a visitor attraction is a core part of revitalizing the Urban Core district. Rooted in the redevelopment plan, the **Community Maritime Park Day Use Marina** project will provide a waterfront access point for boaters, kayakers and water taxi services. The project ties into several other strategic projects called for by the plan and conceptualized in recent public and private master planning initiatives.

Following the damage to the Pensacola Bay Bridge caused by Hurricane Sally in FY2020, the CRA voted to add a temporary water taxi dock to the plan as the first phase of the project to facilitate transportation to Gulf Breeze and Pensacola Beach. The dock will be built in the same location as the planned day-use marina for Community Maritime Park, and the pilings needed to build the dock will be incorporated into the marina docks when they are built.

Design was underway in FY2020 and is anticipated to be completed in FY2021 with construction to follow.







# EAST GARDEN DISTRICT STREETSCAPE

JEFFERSON STREET ROAD DIET

This project constitutes an extension of the **Jefferson Street Road Diet** project called for by the Urban Core Redevelopment Plan to provide connectivity to the waterfront at its southernmost terminus, adjacent to the Plaza de Luna park.

**East Garden District** is a master-planned redevelopment project bordered to the west and east by Palafox and Tarragona Streets and to the north and east by Chase Street. The name and vision for the project pays homage to a redevelopment plan dating back to 1764, developed by British military officer and civil engineer Elias Durnford, that featured residential and commercial development lots located from the south of Garden Street down to the waterfront. The sale of each lot included a companion garden lot located to the north of Garden Street that would be used to create a food supply for local families. The East Garden District project is located where a portion of the garden lots used to be.

As a component of this redevelopment project, streetscape improvements will be constructed along Jefferson Street from Garden Street to Chase Street through a public-private partnership between the CRA and local development firm, Catalyst HRE. They will be installed in concert with the redevelopment of private parcels.

The East Garden District project is projected to leverage \$40.8M in private investment, in addition to an estimated \$2.8M annual tax impact. It will include more than 1,200 new street trees and shrubs, sidewalk and decorative elements, traffic calming measures and enhanced crosswalks. These efforts are expected to create a more walkable, bike-able and safer area within the Urban Core district for residents and visitors to enjoy.

In FY2020, concepts for the East Garden District Streetscape project were developed, and construction is projected to commence in FY2021.

# REVIVING HISTORIC GARDEN STREET



## DID YOU KNOW?

The native *Magnolia Grandiflora*, also known as the Southern Magnolia, is on display at the United States Botanic Garden in Washington, DC.



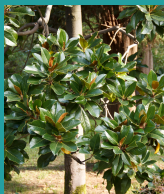
The CRA's **Garden Street Landscape Beautification** project was designed to make a series of aesthetic improvements within the Garden Street median between Alcaniz Street and 'A' Street.

A variety of beautiful trees, shrubs and groundcover will be planted along the median to provide beautification along one of the CRA's principal corridors. The project leverages a landscape beautification grant awarded to the CRA by the Florida Department of Transportation (FDOT). Additionally, the improvements tie into the **East Garden District Streetscape** project, and the **DeVilliers, Reus and 'A' Street Revitalization** projects that were under design and/or construction during the fiscal year.

Design commenced in FY2020 and is expected to be completed by early FY2022.

## Proposed Plant Palette

### TREES



Magnolia Grandiflora



Cathedral Live Oak



East Bay Holly



Crape Myrtle



Eastern Redbud



Chickasaw Plum



Dahoon Holly



Sabal Palm

### SHRUBS



Pink Muhly Grass



Dwarf Yaupon Holly



Dwarf Azalea



Shore Juniper



Coontie

### GROUNDCOVERS



Perennial Peanut



Liriope



Asiatic Jasmine





# RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM

"RPIP" IS A WIN-WIN FOR HOMEOWNERS AND THE CITY



Like other Community Redevelopment Agencies across the state, the Pensacola CRA offers a **Residential Property Improvement Program** (RPIP). Property owners may receive construction rehabilitation assistance through a deferred loan that is forgiven in full at the end of the loan period. The program serves to remove and prevent blight in Pensacola's historic inner-city neighborhood, and to preserve neighborhood character and housing affordability. The photos show one of the properties remediated through the RPIP program during FY2020, before (right) and after (above).







## CRA IS SUPPORTING NEIGHBORHOODS

Community policing initiatives help to forge relationships with neighborhood residents and efficiently target criminal activity within a redevelopment area. The Community Redevelopment Act describes community policing innovations as a "... 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." In the Urban Core, two supplemental officers navigate on bike and on foot, allowing them direct access to the community. These strategies improve trust between the community and law enforcement, provide a more efficient approach for targeting criminal activity, and result in a better understanding of the community's needs and expectations.

A little more than 1,200 of the total calls for service in the Urban Core Area were handled by the two dedicated officers during FY2020.

Pensacola Police Dept. Calls for Service in Urban Core FY2020





# THE URBAN DESIGN STANDARDS OVERLAY

ONE YEAR IN, NEW STANDARDS ARE GUIDING LOCAL CONSTRUCTION TO PRESERVE NEIGHBORHOOD CHARACTER

Following the release of the City of Pensacola's Urban Design Standards within the three CRA Redevelopment Areas last year, an estimated 90 new residential permit applications were submitted for construction projects in FY2020 within the **Urban Design Overlay District**.

The new standards, which promote the compatibility of new construction with the traditional urban form and walkable character of the Eastside and Westside districts and portions of the Urban Core district, were developed for the CRA by DPZ CoDESIGN and adopted by City Council.

The information is available in the City's Planning Office, as well as online at: [cityofpensacola.com/CRAOverlay](http://cityofpensacola.com/CRAOverlay).

The photo shows an example of a new construction project, using Urban Design Standards, in the CRA Urban Core district.

## URBAN DESIGN STANDARDS

Incorporating input from multiple public workshops and charettes, the CRA worked with DPZ CoDESIGN to develop a comprehensive set of Urban Design Standards to guide new construction and redevelopment within the Eastside, Westside and Urban Core Redevelopment Districts.







SAVOY  
PLACE

321

## NEW DEVELOPMENT PAYS HOMAGE TO HISTORIC NIGHTCLUB

The Belmont-DeVilliers neighborhood welcomed its first major mixed-use development this fiscal year.

Originally called the “Lofts at DeVilliers,” the development was renamed **Savoy Place** to pay tribute to the former Savoy Ballroom located within Belmont-DeVilliers neighborhood. This historic music venue was an iconic, two-story nightclub that hosted the likes of jazz and blues legends Aretha Franklin, BB King and Sam Cooke, to name a few.

### At Abe's/Savoy Ballroom Circa 1960s

People visit the Savoy Ballroom in the 1960s. The Savoy, which was in the historic Belmont-DeVilliers neighborhood, was part of the Chitlin' Circuit, venues where black artists would perform during the Jim Crow era. Courtesy of Robert Robino Productions and the Kukua Institute.

The new building, located at the corner of DeVilliers and Wright Streets, was also the first new mixed-use project completed in the newly adopted **Urban Design Overlay District**.

In addition to providing 24 new rental units, Savoy Place will eventually host six retail spaces. The future of Savoy Place will likely include new restaurants, a coffee bar and retail shops.

# NEW TOWNHOMES SPRINGING UP DOWNTOWN

150 SOUTH BAYLEN STREET REDEVELOPMENT



© CALDWELL & ASSOCIATES ARCHITECTS

In October FY2020, project plans were accepted by the CRA for a redevelopment project that will transform a .42-acre parking lot to nine, three-story townhomes at the corner of Baylen and Intendencia Streets. The townhome development, designed by Caldwell & Associates, will create a more pleasant street edge—removing “missing teeth” in the urban streetscape and adding living options and density to the downtown core.

The redevelopment plans were established contingent upon a market study to determine the site’s highest and best use.

In recent years, several CRA-owned properties were declared surplus and marketed for redevelopment in a concerted effort to increase the productivity of publicly-owned surface parking lots and vacant land. The **150 South Baylen Street** site was one of the surplus sites targeted for redevelopment.





## ARAGON REDEVELOPMENT NEARING COMPLETION

In 2020, construction continued toward complete build-out of the 141 building sites in the **Aragon** neighborhood.

The Aragon development is a Traditional Neighborhood Development, or TND project, facilitated by the CRA through a redevelopment agreement in the 1990's. The design plans are guided by architectural design standards that pay tribute to Pensacola's traditional vernacular style.

Aragon is built on 21 acres, one block from Pensacola Bay and adjacent to the Historic District and vibrant downtown Pensacola. A walkable, compact, neighborhood scale street layout reflects the character seen in Pensacola's historic district and other inner-city areas.

The community also features plentiful green and open space areas, including a playground and neighborhood garden.



### Aragon History

The legacy of Aragon began in the 1940s as naval housing and later became known as Aragon Court. The government-funded public housing was torn down in the 1990s due to disrepair. The Community Redevelopment Agency was formed in 1980 and was tasked with the redevelopment of many areas in Pensacola. Aragon was one of the first projects considered.



# EASTSIDE

The Eastside Urban Infill and Redevelopment Area is a 107-block, 257-acre primarily residential area. Due to its residential nature, revenue generation has historically been slow growing, permitting only modest projects to be implemented within the district. However, in recent years, the CRA approved several special financing mechanisms to preserve the historic birthplace and childhood home of General “Daniel” Chappie James, Jr. and establish a facility and campus to house a commemorative museum and youth flight academy.

The success of the downtown Urban Core district is quickly transforming the Eastside into a highly desirable neighborhood. As you stroll or drive through this district, re-investment is clearly evident. Future programming is anticipated to heavily prioritize affordable housing initiatives, as well as park and public space improvements to foster and protect neighborhood livability in this area. Despite a history-making pandemic and a category-three hurricane during FY2020, the Eastside district saw unprecedented increases in the basis for TIF funding and residential construction.



**31%**  
**INCREASE**  
**IN TIF\***

FY2019-20



**\$2.29M**  
**PERMITTED**  
**VALUE**



**18**  
**NEW**  
**RESIDENTIAL**  
UNITS CONSTRUCTED



\*TIF is a special financing tool that permits local municipalities to reinvest in neighborhoods without increasing property tax rates.



# AN INNOVATIVE URBAN GREEN SPACE AND PUBLIC PARK

HOLLICE T. WILLIAMS URBAN GREENWAY AND STORMWATER PARK



One of the ways the Eastside Redevelopment Plan vision is being made a reality is through the **Hollice T. Williams Urban Greenway and Stormwater Park** project—a large-scale project that will create a community amenity featuring activities for all groups of people to enjoy.

Greenways are linear open spaces that are converted for community recreational use. Since the 1970s, cities across the country began taking these less conventional open areas and converting them to community assets. Popular examples include New York City's The High Line, Chicago's 606 and Atlanta's BeltLine.

Plans and concepts for this attractive corridor include public art installations, recreational facilities, a skatepark, an early learning garden and amenities for public use. In FY2020, the CRA, in tandem with the City and Escambia County, selected HDR to design the park. Public engagement and design are anticipated to be underway in FY2021.



## DID YOU KNOW?

Hollice T. Williams (1929-2005) was the first Black man to serve on the Pensacola City Council.



BELTLINE, ATLANTA



THE HIGHLINE, NYC





# CREATING A SAFER NEIGHBORHOOD CORRIDOR

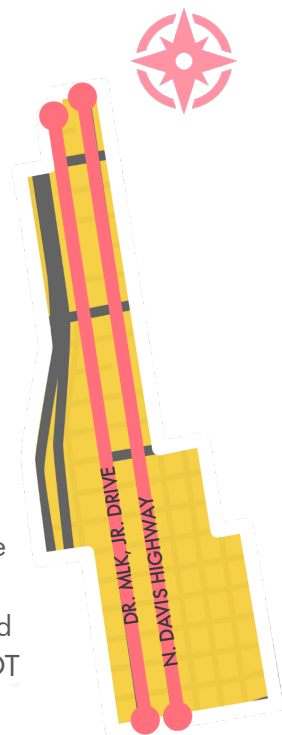
FEASIBILITY STUDY COMPLETED FOR CONVERSION OF MLK-ALCANIZ

The Eastside Redevelopment Plan calls for the conversion of Dr. Martin Luther King, Jr. Drive and North Davis Highway from one-way to two-way streets. The streets are currently one-way streets, each with two lanes heading in each direction, which traverse the Eastside and Urban Core districts and unincorporated areas of Escambia County. Both were formerly two-way roads. They were converted prior to the construction of Interstate 110 to aid in the movement of traffic. However, since the adjacent interstate was created, a need no longer exists to maintain this condition.

The conversion is designed to slow down vehicle speeds, reduce crash rates, and create a more walkable and bike-able environment, which adheres to the urban character of the district. Since the corridors are primarily lined with homes, it is critical for the streets to be converted from high-speed thoroughfares to residential streets.

Recently, the project saw forward momentum.

A feasibility study was completed by the Florida-Alabama Transportation Planning Organization (FL-AL TPO) with the support of FDOT. The study assessed the feasibility of converting the pairs and offered some preliminary concepts for future consideration and condition testing. The study found that conversion of the streets was highly feasible. As a result, the CRA, City Council, and the TPO recommended moving forward with the planned conversion. The project has also received support from the Eastside and Urban Core Redevelopment Boards. Although furtherance of this project is promising, funding has not yet been identified for the implementation of design or construction. The project will need to be prioritized through the FDOT process to move forward.





# AFFORDABLE HOUSING

## A CITY-WIDE INITIATIVE

According to a guidebook called “Creating Inclusive Communities in Florida” prepared by the Florida Housing Coalition, affordable housing is generally defined as safe and decent housing in which the cost of the housing is no more than 30% of household income.

In 2019, the City of Pensacola set a goal of creating **“500 Homes in Five Years.”** In an effort to further this objective, the City and the CRA entered into a joint agreement to hire a program manager to establish and carry out initiatives designed to meet the goal.

Affordable housing initiatives in the Eastside (as well as the Westside and Urban Core districts) will address the current housing crisis and help to foster neighborhood equity and livability, including retention of historic residents.

Furtherance of an affordable housing strategy is anticipated to kick off during FY2021 and continue into future years.



### DID YOU KNOW?

The CRA acquired the former Walker Gas Station on Dr. Martin Luther King, Jr. Boulevard, which will be earmarked for affordable housing redevelopment.





# WESTSIDE

The Westside Redevelopment Plan represents the synthesis of planning efforts conducted by the City of Pensacola to facilitate positive transformation, preservation and revitalization of the neighborhoods in the southwestern section of the City. Each of the plan initiatives is designed to address primary community concerns expressed during a series of workshops and meetings.

Due to the Westside district's establishment at the beginning of the recession, revenue generation was slow growing and, at times, even non-existent. However, despite its grim

revenue history, the district is now seeing rapid growth, specifically in the form of residential redevelopment.

In the past few years, the district welcomed an abundance of new residential units including a mix of apartments, townhomes and single-family units.

As a result of revitalization in the Urban Core district, Westside is now reaping the benefits. Major projects are getting underway, thanks to a recent redevelopment bond issuance and the growth of property values in this district.



**\$320K**  
**CRA**  
INVESTMENT



**\$13.8M**  
**PERMITTED**  
**VALUE**



**68**  
**RESIDENTIAL**  
**UNITS**  
PERMITTED

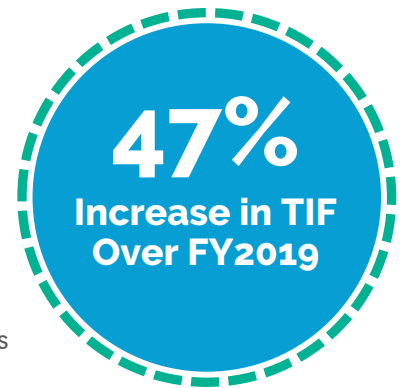




# REVITALIZING THE WESTSIDE

## REINVESTING IN NEIGHBORHOODS

The Westside Redevelopment Area of Pensacola has faced many challenges over the years, including economic downturns, a declining inner-city population and poor housing conditions. The Pensacola CRA's redevelopment plan seeks to address these issues.



By partnering with and leveraging private investment in the Westside area, the CRA can continue to reinvest money into these important neighborhoods, focusing largely on affordable housing and improving infrastructure.

### What's Planned for the Westside?

Complete Streets



Affordable Housing



Residential Property Improvement Programs



Parks and Public Space



Commercial Façade Improvement Programs



# HOW THE CRA IS ADDRESSING HOUSING

Over the past two years, the Westside District experienced an abundance of residential development in its neighborhoods. These efforts and investments will continue to aid growth and support the increase of property values in the area.

However, although this influx of development is encouraging, the CRA understands the importance of balancing revitalization with the needs and aspirations of the community.

By implementing strategic programming aimed at preserving character and equity, the CRA can actively leverage private investment and maximize its alignment with the redevelopment goals outlined in the redevelopment plan.

## Fostering Balanced Revitalization

### Preserving Neighborhood Character

- Urban Design Overlay District
- Technical Design Assistance

### Affordable Housing

- Infill Redevelopment
- Residential Assistance Programs







**250**  
New residential  
units in  
FY2019-20

## PARTNERING WITH THE PRIVATE SECTOR

As a key component of the intentions set forth in the redevelopment plan and Florida law, the CRA relies heavily on leveraging private investments and partnerships to carry out the redevelopment goals.

In recent years, the CRA partnered with an affordable housing developer to inform the design of a 72-unit apartment development, now called **Vista 17**. This development was completed during FY2020 and the apartments quickly filled, attesting to the desperate need for affordable rental housing in the area.

Although the CRA Urban Design Overlay District was not in effect at the time of design, the partnership with the developer incorporated many of the features found in the overlay district requirements. These include a substantial building frontage occupancy, an abundance of glazing, and siting of the required stormwater facility within the interior of the lot.

Continued public-private partnership will be critical in various aspects as the CRA carries out the redevelopment plan vision.

### Types of CRA Housing Initiatives

Rehabilitation



New  
Construction



Conversion



Property  
Purchase



	Inner City*	Urban Core	Westside	Eastside
Effective Plan	N/A	2010 Urban Core Community Redevelopment Area 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 (FY2020) Taxable Assessed Value (as of Jan 1)	N/A	\$711,340,913	\$183,339,644	\$38,743,369
Current Year (Tax Year 2020) Taxable Assessed Value (as of Jan 1)	N/A	\$771,505,080	\$200,430,272	\$41,870,481
Expenditures				
Total Expenditures from Redevelopment Trust Fund	N/A	\$5,526,090	\$320,083	\$168,101
Total amount expended for affordable housing for low- and middle-moderate income residents.	N/A	\$123,883	–	–
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 FY2020, 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**

<b>Project</b>	<b>TIF District</b>	<b>Status*</b>	<b>Est. Project Cost**</b>
A Streetscape Revitalization (Eastside of Road)	Urban Core	Started/Underway	\$1.6M
DeVilliers Streetscape Revitalization (Phase 1 & 2)	Urban Core	Started/Underway	\$3.0M
Reus Streetscape Revitalization (Phase 1 & 2)	Urban Core	Started/Underway	\$2.5M
Garden Street (Median) Landscape Beautification	Urban Core	Started/Underway	\$238K
FY20 Urban Core Community Policing	Urban Core	Completed	\$100K
Jefferson Street Streetscape Improvements - Phase 1 (Romana to Intendencia – Eastside of Road)	Urban Core	Completed	\$210K
Main Street Streetscape (Clubbs to A – Northside of Road)	Urban Core	Started/Underway	\$250K
Community Maritime Park Day Marina	Urban Core	Started/Underway	\$1.6M
Bruce Beach Park Improvements (Phases 1-4)	Urban Core	Started/Underway	\$8.7M
"Hashtag" Streetscape / Continuous Waterfront Trail (Phases 1-3)	Urban Core	Started/Underway	\$9.1M
Pensacola Bay Ferry Concession/Restroom Building	Urban Core	Started/Underway	\$3.5M
Residential Property Improvement Program – 212 N Coyle St	Urban Core	Completed	\$35K
Residential Property Improvement Program – 607 W La Rua St	Urban Core	Completed	\$70K
Residential Property Improvement Program – 310 S DeVilliers St	Urban Core	Started/Underway	\$20K
Residential Property Improvement Program – 610 La Rua St	Urban Core	Completed	\$41K
Urban Core Sidewalk Improvements	Urban Core	Started/Underway	\$1.3M
Downtown Pensacola Ambassador Program	Urban Core/DIB	Completed	160K
Palafox Market – FY20	Urban Core/DIB	Completed	46K
Puppy Pit Stop	Urban Core/DIB	Completed	70K
Storm Drain Art Project	Urban Core/DIB	Completed	2.5K
Fire & Rain Public Art	Urban Core/DIB	Completed	96K
Downtown Pensacola Marketing Program – FY20	Urban Core/DIB	Completed	100k
"East Garden District" Streetscape/Jefferson Street Road Diet	Urban Core	In the Works	\$1.4M

**URBAN CORE CRA**

<b>Project</b>	<b>TIF District</b>	<b>Status*</b>	<b>Est. Project Cost**</b>
Residential Resiliency Program	All Districts	In the Works	TBD
Affordable Housing Initiatives	All Districts	In the Works	TBD
West Main Corridor Management (Clubbs to Barrancas)	Urban Core/Westside	In the Works	TBD
Hollice T. Williams Urban Greenway and Skate Park	Urban Core/Eastside	In the Works	TBD
Two-Way Conversion MLK/Alcaniz & Davis	Urban Core/Eastside	In the Works	TBD
<b>Urban Core District Sub-Total</b>			
# Projects Started/Underway	11		
# Projects Completed	11		
<b>Sub-Total</b>	<b>22</b>		
<b>Projects/Programs WITHOUT Funds Expended in the FY</b>			
# Projects in the Works	4		
# Programs in the Works	2		
<b>Sub-Total</b>	<b>6</b>		
<b>Total # Projects/Programs (Urban Core)</b>	<b>28</b>		

**WESTSIDE CRA**

<b>Project</b>	<b>TIF District</b>	<b>Status*</b>	<b>Est. Project Cost**</b>
A Streetscape Revitalization – Westside (Westside of Road)	Westside	Started/Underway	\$1.6M
West Moreno Stormwater Park	Westside	Started/Underway	\$2.3M
Residential Property Improvement Program	All Districts	In the Works	TBD
Residential Resiliency Program	All Districts	In the Works	TBD
Affordable Housing Initiatives	All Districts	In the Works	TBD
Commercial Façade Improvement Program	Westside/Urban Core	In the Works	TBD
West Main Corridor Management (Clubbs to Barrancas)	Westside/Urban Core	In the Works	TBD
Connectivity to Legion Field / Global Learning Academy (L, Gregory, Wright)	Westside	In the Works	TBD
Cervantes Street Road Diet	Westside	In the Works	TBD
Pace Boulevard	Westside	In the Works	TBD



**WESTSIDE CRA (CONT.)****Westside District Sub-Total**

# Projects Started/Underway 2

# Projects Completed -

**Sub-Total 2****Projects/Programs WITHOUT Funds  
Expended in the FY**

# Projects in the Works 4

# Programs in the Works 4

**Sub-Total 8****Total # Projects/Programs (Urban Core) 10****EASTSIDE CRA**

Residential Property Improvement Program All Districts In the Works TBD

Residential Resiliency Program All Districts In the Works TBD

Affordable Housing Initiatives All Districts In the Works TBD

Hollice T. Williams Urban Greenway and Skate Park Eastside/Urban Core In the Works TBD

Two-Way Conversion MLK/Alcaniz &amp; Davis Eastside/Urban Core In the Works TBD

General Daniel "Chappie" James, Jr. Museum and Flight Academy - Phase II Eastside In the Works TBD

Magee Field Signage Improvements Eastside In the Works \$3K

**Eastside District Sub-Total**

# Projects Started/Underway -

# Projects Completed -

**Sub-Total -****Projects/Programs WITHOUT Funds  
Expended in the FY**

# Projects in the Works 4

# Programs in the Works 3

**Sub-Total 7****Total # Projects/Programs (Urban Core) 7***\* Project list and status based on expenditure of project funds during the reporting year.**\*\* Estimated costs represent the estimated costs required to complete the project but may not be reflective of total project costs based on available data and may not be limited to expenditure of funding during the reporting year or available budgets.*

Eastside			Westside			Urban Core		
Affordable Housing*								
	Affordable Units			Affordable Units			Affordable Units	
	CRA	Other		CRA	Other		CRA	Other
Rehabilitated	-	-		-	2		3	1
Constructed	-	2		-	1		-	1
TOTAL	--	2		--	3		3	2

\*Projects shown reflect the number of affordable units supported through public sector subsidy or participation based on available data. Programs reflected during Fiscal Year 2020 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 (ECHFA) Urban Infill program.

<b>New Residential Development</b>								
<b># Units Permitted*</b>	<b>18</b>			<b>68</b>			<b>34</b>	
Single Family	8			67			17	
Two Family/ Duplex	6			-			2	
Townhomes	4			-			14	
Apartments								
Accessory Dwelling Units	-			1			1	
<b>Average SF/Unit</b>	<b>1,333</b>			<b>1,581</b>			<b>2,507</b>	
<b>Average Valuation**</b>	<b>\$132,199</b>			<b>\$183,285</b>			<b>\$287,329</b>	

\*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 Audited Financial Statements is the Community Redevelopment Agency's official financial document and should be read in conjunction with this document.**

The Community Redevelopment Agency is a blended component unit of the City of Pensacola, Florida and, as such, is reported as a fund in the City's Comprehensive Annual Financial Report (CAFR). While the audited financial statements for the Community Redevelopment Agency can be found within the City's CAFR, pursuant to Section 8 of Chapter 2019-163, Laws of Florida, the Agency must provide for a separate financial audit. An electronic copy of the City's CAFR and the Agency's audited financial statements can be accessed on the City's website ([www.cityofpensacola.com](http://www.cityofpensacola.com)), under **Government, Department Listing, Financial Services, Annual Financial Reports** or by clicking on the following links: [City CAFR](#) and [Agency Financial Statements](#).

Questions concerning any of the information provided in the Agency's Financial Statements or the City's CAFR or requests for additional financial information should be addressed to the Office of the Finance Director, P.O. Box 12910, Pensacola, Florida 32521.



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## INDEPENDENT AUDITORS' REPORT

Board Members  
Community Redevelopment Agency  
City of Pensacola, Florida

### Report on Financial Statements

We have audited the accompanying financial statements of the governmental activities and each major fund of the City of Pensacola Community Redevelopment Agency (the "Agency"), as of and for the year ended September 30, 2020, and the related notes to the financial statements, which collectively comprise the Agency'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 and each major fund of the Agency as of September 30, 2020, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Other Matters***Required Supplementary Information*

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

*Other Supplementary Information*

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

**Other Reporting Required by Government Auditing Standards**

In accordance with Government Auditing Standards, we have also issued our report dated February 12, 2021, on our consideration of the Agency's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Agency's internal control over financial reporting and compliance.

*Warren Averett, LLC*

Pensacola, Florida  
February 12, 2021



LEARN MORE ABOUT THE  
PENSACOLA CRA AND OUR WORK AT

**[CITYOFPENSACOLA.COM/CRA](http://CITYOFPENSACOLA.COM/CRA)**



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