

2023 BEST BOOK

FLORIDA
REDEVELOPMENT
AWARDS



THE FLORIDA
REDEVELOPMENT
ASSOCIATION

PRESIDENT’S COMMENTS

On behalf of the Florida Redevelopment Association, I want to thank everyone who submitted a proposal. The submittals exemplified the many wonderful projects and programs that were completed and have added a tremendous amount of value to your individual communities.

The many projects that you all create are inspiring, motivating and just exceptional. I hope that each of you continue to innovate and improve the communities where you live, work and play. Without creativeness and dedication, we would have no redevelopment taking place in our communities. Therefore, we applaud you! Continue your journey to make your community better

for the generations that come behind us. I am proud to be an FRA Member, FRA Certified and FRA President.

Thank you,

Ken Thomas

Ken Thomas, MPA, FRA-RA
2022-23 FRA President



“ There is no power for change greater than a community discovering what it cares about. ”
– Margaret J. Wheatley

About the Florida Redevelopment Association	2
About the FRA Roy F. Kenzie Awards Program	3
Annual Report	4
Capital Projects/Infrastructure	5
Creative Organizational Development and Funding	6
Cultural Enhancement	7
Management Programs and Creative Partnerships	8
Out of the Box	9
Outstanding Housing Project	10
Outstanding New Building Project	11
Outstanding Rehabilitation, Renovation or Reuse Project	12
Planning Studies	13
President's Award Winner	14
2023 Roy F. Kenzie Award Winners	16

Front Cover Photo: 2023 President's Award Winner – Boynton Beach Community Redevelopment Agency, Heart of Boynton Village Apartments and Shops

ABOUT THE FLORIDA REDEVELOPMENT ASSOCIATION

The Florida Redevelopment Association is the leading statewide association for Florida’s redevelopment stakeholders. Through its vibrant network, the Association supports, educates and advocates for its membership.

The FRA was founded in 1974 to promote redevelopment and growth of downtowns. The focus of the FRA later broadened to encompass community redevelopment agencies (CRAs) and Main Street programs. Today, the FRA also includes nonprofit organizations, consultants and

private developers, as well as cities without downtown development authorities, CRAs or Main Street programs.

Uniting professionals from around the state has led to exciting changes that are transforming Florida’s urban centers and improving Florida’s communities. Innovative approaches to design, mixed-use areas and cooperative development are creating vibrant commercial districts, centers for culture and entertainment and stimulating places to live.



CONTACT US

For more information on the FRA and resources to help your community’s redevelopment efforts, please contact:

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ABOUT THE FRA ROY F. KENZIE AWARDS PROGRAM

The Florida Redevelopment Association Awards program recognizes the best in redevelopment in Florida. It is open to any member of the Association.

To recognize the projects and people involved in redevelopment throughout the state, three awards series have been established. The Roy F. Kenzie and Thomas J. Mills Awards are given for outstanding examples of redevelopment and leadership, respectively, in Florida. The Pres-

ident’s Award is given for the “Best of the Best” to honor the top project across all categories. A winning entry acknowledges excellence in an organization’s work.

Within 13 juried categories, the Roy F. Kenzie Awards celebrate the most innovative and effective redevelopment programs in Florida. Winners demonstrate innovation and a positive impact on their communities and inspire other Florida communities.

THE CATEGORIES ARE:

- Annual Report
- Capital Projects/Infrastructure
- Creative Organizational Development and Funding
- Cultural Enhancement
- Management Programs and Creative Partnerships
- Out of the Box
- Outstanding Housing Project
- Outstanding New Building Project
- Outstanding Rehabilitation, Renovation or Reuse Project
- Planning Studies
- President’s Award

The Best Book highlights this year’s winners and the quality entries received as a celebration of the innovative redevelopment work that has transformed Florida in 2023. The FRA encourages you to use the Best Book to gather innovative ideas and share them within your community. They are true success stories.

ANNUAL REPORT

Delray Beach Community Redevelopment Agency
Delray Beach Community Redevelopment Agency Annual Report 2022



The 2022 Annual Report is an opportunity to educate the public on CRAs, showcase completed projects, and share financial information. Informational tools such as colorful fact bubbles that stand out on the page, the inclusion of staff headshots showing who is involved with that item or project, and multiple QR codes linking to project-specific information create an engaging and interactive report. The staff headshots and photos aid the CRA in connecting on a personal level to the community we serve. The contemporary and colorful design and quick facts allow for easy dissemination of information to the reader.

FOR MORE INFORMATION:
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CAPITAL PROJECTS/INFRASTRUCTURE

City of Groveland
City of Groveland Dark Sky Initiative



Groveland recently became the first Dark Sky Community in Florida certified by DarkSky International. This achievement resulted from a three-year Dark-Sky Initiative that engaged residents, businesses, and community stakeholders to help protect the night sky. The city's lighting ordinance includes a commitment to retrofit all city-owned lighting within five years. New decorative streetlights will revitalize downtown with minimal light pollution and a main street aesthetic. City staff reviews all development applications to ensure compliance with Dark-Sky standards. Groveland's commitment to environmental preservation and community engagement inspires other local governments and communities to protect Florida's night sky.

FOR MORE INFORMATION:
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CREATIVE ORGANIZATIONAL DEVELOPMENT AND FUNDING

City of Pompano Beach Community Redevelopment Agency Old Town's Backyard



Old Town is a historic area plagued by empty storefronts, blight, undesirable activities and a lack of identity. The vision began with an existing 4,000 SF building and 15,106 SF of back-of-house undevelopable, vacant land owned by five separate property owners. The CRA secured leases and invested in improvements to create Old Town's Backyard, a public gathering space for outdoor dining and entertainment opportunities. This European-style plaza, along with CRA incentive programs, attracted the first restaurant and perfect partner as the catalyst for investment in Old Town, lending to the success of the Arts and Entertainment District of the future downtown.

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CULTURAL ENHANCEMENT

St. Cloud Community Redevelopment Agency Hola St. Cloud



The City of St. Cloud and the St. Cloud CRA partnered with the Hispanic Chamber of Commerce of Metro Orlando for an economic development expo focusing on arts, culture, Hispanic cuisine, and community service. Programmed experiences allowed businesses to have the opportunity to connect with over 80+ local business vendors. All attendees were also able to experience a Hispanic-influenced marketplace, unique cultural activities, dance, and folklore, and the opportunity to navigate through a sensory art experience. There was also Hispanic cuisine, live music, fun and entertainment throughout the day.

FOR MORE INFORMATION:
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MANAGEMENT PROGRAMS AND CREATIVE PARTNERSHIPS

Boynton Beach Community Redevelopment Agency Heart of Boynton Village Apartments and Shops



What makes the Heart of Boynton Village Apartments and Shops project possible is the collaboration of a creative public-private partnership. This partnership leveraged publicly owned real estate and development incentives to encourage private redevelopment. As a result, the partners in this project shared the risks (and benefits) that kept the project on track when the developer was faced with the post-pandemic increase in construction costs. As the first redevelopment project in over 50 years on the historic African American commercial boulevard, getting community support and buy-in was essential to the success of the project. The mixed-use project will reactivate the once-vibrant corridor and spur future redevelopment opportunities along the corridor.

FOR MORE INFORMATION:
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OUT OF THE BOX

City of Deerfield Beach Central City Area Redevelopment Plan



The City of Deerfield Beach's Economic Development Department proposed an exciting new redevelopment plan for the Central City Area, which runs through Dixie Highway from Hillsboro Boulevard to Sample Road and surrounding areas. The proposed plan promises to be specifically crafted, organic, and tailor-made to serve the needs of the community while also securing the economic benefit of new growth to the City. The plan heavily relies on its grassroots communication approach, highlighting the importance of community involvement within the implementation of its four (4) overarching strategies: 1) Build and Strengthen Community Relations; 2) Support Small Businesses and Incentivize Local Employment; 3) Reduce and Prevent Blight; 4) Incentivize Catalytic Development. The plan also proposes the creation of an Enterprise Fund to act as a revolving funding mechanism to be invested into specific strategic catalytic development projects.

FOR MORE INFORMATION:
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OUTSTANDING HOUSING PROJECT

Hoyt Architects
Lofts On Lemon



The project was developed by Fortis Development, LLC (a JV of Calston, LLC and Smith Henzy Inc.) with the Sarasota Housing Authority as co-GP. The design team included Hoyt Architects, Select Structural, Quest Design Group, Palmetto Interiors, Freedman Consulting, ACT Civil Engineering, and DWJA Landscape Architects. The General Contractor was JWR Construction Services. The project is managed by NDC Asset Management, LLC. Bank of America provided construction financing.

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OUTSTANDING NEW BUILDING PROJECT

City of Ocala
Mary Sue Rich Community Center at Reed Place



The Mary Sue Rich Community Center at Reed Place officially opened to the public in January 2023. This building is a symbol of perseverance. This site was successful due to community champions working with city staff pushing to convert an area that was contaminated due to a previous charcoal plant, to an area where the community can gather, play, and thrive. The center provides not only invaluable programming but access to art of all varieties. The Mary Sue Rich Community Center at Reed Place fills a great need for the area, and will only promote positive growth as time goes on.

FOR MORE INFORMATION:
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OUTSTANDING REHABILITATION, RENOVATION OR REUSE PROJECT

City of Palmetto Community Redevelopment Agency
Connor Park



Connor Park is a stunning addition to the City of Palmetto. Always forward-thinking, the Palmetto CRA looked at a contaminated Brownfields site and saw a future community park. While dealing with Brownfields sites is often complicated and expensive, they offer a tremendous opportunity to transform environmentally impacted properties into end uses that can benefit the entire community in a holistic manner. Spending time in nature helps us develop a better understanding of the relationship between humans and the environment. When we become stewards of nature, we can see why it's important to support healthy waterways.

FOR MORE INFORMATION:
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PLANNING STUDIES

City of Fort Pierce and Inspire Placemaking Collective
Fort Pierce Downtown Master Plan



With a rich history in agriculture and deep-sea fishing, fueled by the city's proximity to the Atlantic Ocean, Fort Pierce has maintained its small-town character since its incorporation in 1901. With recent rapid and dense population growth, the city identified the need to develop a strategic Downtown Master Plan that would promote high-quality redevelopment that aligns with the city's history, charm, and high standard of living. The result is an implementation-focused and community-driven plan. The plan seeks to leverage and redevelop an abundance of city-owned waterfront property to foster a vibrant and walkable mixed-use district.

FOR MORE INFORMATION:
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PRESIDENT'S AWARD WINNER

Boynton Beach Community Redevelopment Agency
Heart of Boynton Village Apartments and Shops



What makes the Heart of Boynton Village Apartments and Shops project possible is the collaboration of a creative public-private partnership. This partnership leveraged publicly owned real estate and development incentives to encourage private redevelopment. As a result, the partners in this project shared the risks (and benefits) that kept the project on track when the developer was faced with the post-pandemic increase in construction costs. As the first redevelopment project in over 50 years on the historic African American commercial boulevard, getting the community support and buy-in was essential to the success of the project. The mixed-use project will reactivate the once-vibrant corridor and spur future redevelopment opportunities along the corridor.

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“

All the cities of the world are going to expand. We need to have a better understanding of what makes good urban habitat for homo sapiens. We have an obligation to make the new places more livable, more sustainable, more healthy.

We have the tools.

Jan Gehl

”

2023 ROY F. KENZIE AWARD ENTRIES

Annual Reports

Delray Beach Community Redevelopment Agency FY 2022 Annual Report

The 2022 Annual Report is an opportunity to educate the public on CRAs, showcase completed projects, and share financial information. Informational tools such as colorful fact bubbles that stand out on the page, the inclusion of staff headshots showing who is involved with that item or project, and multiple QR codes linking to project-specific information create an engaging and interactive report. The staff headshots and photos aid the CRA in connecting on a personal level to the community we serve. The contemporary and colorful design and quick facts allow for easy dissemination of information to the reader.

Davie Community Redevelopment Agency FY 2022 Annual Report

“Transformative, immersive, and energetic” are just a few words that capture the sentiment of the Davie CRA’s FY2021-2022 Annual Report. Each page vibrantly portrays a different element of the Davie CRA and collectively serves as an illustrative snapshot of our ever-evolving redevelopment journey. The data entailed creatively demonstrates financial transparency and the remarkable growth our redevelopment efforts have brought to our tax base. Depicting key information with an artistic twist, this report attests to the restorative power of redevelopment. It paints a picture of our progress, our future, and the creativity and commitment we possess to see our vision unfold!

Hallandale Beach Community Redevelopment Agency – FY 2022 Annual Report

It’s easy to get drawn into a yearbook – you can join in the story from any page. The Hallandale Beach CRA tells the story of its work in 2021-2022 through a photo chronicle of people, events, and projects. The City flourished as a cultural center despite all the constraints caused by a global pandemic. The CRA ensured that artists painted, festivals enlivened families, businesses launched, and homes were improved. In our Annual Report, the pictures tell the story of our performance. The information and data are all there, but they merely support a greater truth that only pictures can depict.

Lauderhill Community Redevelopment Agency FY 2022 Annual Report

The Lauderhill CRA is about innovation and access. Our organization forged strong partnerships with renowned institutions such as Broward College, Broward SCORE and Grow with Google to expand our Lauderhill CRA Small Business Academy and offer free workshops, training to small business owners, entrepreneurs, or those looking to increase their knowledge base. We revitalized the Commercial, Arts, & Entertainment District along 38th Avenue through business and community outreach, bringing visitors to the area and supporting local businesses. The demolition of Mission Lakes Plaza paves the way for a vibrant community with ten new workforce housing residences.

Martin County Community Redevelopment Agency FY 2022 Annual Report

Innovation, Collaboration, Consistency, Sustainability and Stewardship are our values. The words we have chosen to define our goals. The concepts by which we measure success. We operate with a strong sense of community and mutual benefit for businesses and residents always conscious of trying to blend existing core values with present community needs. We balance the improvement of the economic and physical environment while celebrating the historic character that our CRA communities treasure. Our projects, programs and activities directly reflect our values, and our 2022 Annual Report demonstrates that added value by illustrating our story from past to present.

Tampa Community Redevelopment Agency FY 2022 Annual Report

The City of Tampa Community Redevelopment Agency experienced a dramatic makeover within the past year – the Agency’s first-ever logo and implementation of its brandscaping strategy! The TAMPA CRA emerged as the new brand for the Agency. The celebrated logo decorated this year’s Annual Report. The brandscaping strategy, along with the new logo, included the theme “Neighborhood. Investment. Quality of Life.” The TAMPA CRA is one of the largest redevelopment agencies in Florida encompassing eight different community redevelopment areas. We have always taken pride in our neighborhoods and engaging our community stakeholders. By identifying neighborhood needs, we determine what investments are needed to increase the economic and social capital of each redevelopment area, in turn maximizing quality of

life. The 2022 Annual Report embarks on a story-telling journey – capturing the meaning of partnerships and progress.

Pensacola Community Redevelopment Agency FY 2022 Annual Report

The City of Pensacola, CRA, is extremely proud of the work done over the past year – and it shows through the publication of our 2022 Annual Report. The 27-page report covers an overview of the CRA’s work within its Urban Core, West Side and East Side redevelopment areas. With a vast array of projects and partners, the CRA four-member staff has accomplished much and made great strides in the execution of each of the three adopted redevelopment plans. In 2023, the CRA will conduct a full review and update of each of the adopted redevelopment plans.

City of St. Augustine FY 2022 Annual Report

The City of St. Augustine prides itself on keeping our residents informed of what is going on, not only in our CRAs but in the city as a whole. The annual report is not only an opportunity to provide residents with a review of the year but is also an opportunity to engage them and keep them excited about what is to become of the community they live, work, and play in. The report features two exceptional full-page photos of Old Town Colonial St. Augustine and a photo of Frank Butler in his Palace Market in Lincolnton, circa early 1920s.

Capital Projects/Infrastructure

City of Groveland Dark Sky Initiative

Groveland recently became the first Dark Sky Community in Florida certified by DarkSky International. This achievement resulted from a three-year Dark-Sky Initiative that engaged residents, businesses, and community stakeholders to help protect the night sky. The city’s lighting ordinance includes a commitment to retrofit all city-owned lighting within five years. New decorative streetlights will revitalize downtown with minimal light pollution and a main street aesthetic. City staff reviews all development applications to ensure compliance with Dark-Sky standards. Groveland’s commitment to environmental preservation and community engagement inspires other local governments and communities to protect Florida’s night sky.

Hobe Sound Community Redevelopment Agency Bridge Road Main Street

A new BRIDGE was constructed in the Hobe Sound CRA. It seamlessly connects a venerable but deteriorated street, full of old Florida charm, to the new amenities necessary for a Main Street to be walkable, viable and sustainable. Partnerships were key and underscored all the activities – sidewalks, landscaping, lighting, on-street parking, utility hardening and upgraded infrastructure – creating a Main Street that is simultaneously folksy and relevant. This thoughtful redevelopment perfectly reflects Hobe Sound’s laid-back, yet elegant, beachy atmosphere, enhancing those things that make it such a special place – rich history, natural beauty and a warm, hometown feel.

Ocoee Community Redevelopment Agency Healthy West Orange Wellness Park

Located within Ocoee’s Fifty West Redevelopment District, Healthy West Orange Wellness Park was created based on planning/urban design studies to enhance community health, connectivity, and green infrastructure within Ocoee’s Redevelopment District. Partnering with the Foundation for a Healthier West Orange, the city transformed two of its stormwater ponds into a wellness destination. The five-acre park features a half-mile multipurpose trail, four shaded wellness stations with a combined total of 10 fitness equipment pieces, a ceremonial plaza for various events, and a boardwalk with a shaded pavilion. The park is also beautifully landscaped with 308 trees and 800 shoreline plants to help improve the pond’s water quality.

Pompano Beach The Transformation of Annie Adderly Gillis Park

Annie Adderly Gillis Park was an underutilized, passive greenway riddled with crime and vagrancy. The CRA recognized the importance of creating successful public gathering spaces to establish a sense of place, connect the community, and generate ownership and pride that paralleled the future Downtown vision. Through public input sessions, the community envisioned an urban plaza design ideal for social events and a healthy lifestyle. The park was revived from a desolate patch of grass to a safe, accessible community asset. Frequented daily by surrounding residents, the park has transformed into a welcoming attraction inclusive of the growing diversity of the neighborhood.

St. Cloud Community Redevelopment Agency Pennsylvania Ave Infrastructure & Streetscape Project

The City of St. Cloud/St. Cloud CRA embarked on a \$9,500,000.00 infrastructure, sidewalk, lighting, and streetscape project. This project involved design, roadway, drainage improvements and reconstruction of Pennsylvania Avenue from 13th Street (US192) north to 10th Street and from Massachusetts Avenue to Florida Avenue in Downtown St. Cloud. Asphalt streets were replaced with brick pavers, which are historically significant to the downtown and contribute to the historic small-town feel of the community. The streetlights/lamps have been replaced with energy-efficient “period” types of light poles, which further enhanced the historic theme and safety.

Tampa Community Redevelopment Agency Meridian Greenway Trail – Renovation & Expansion

This renovated and expanded portion of the Meridian Greenway includes designated walk and bike lanes with lush new landscaping, seating, water fountain, dog run, mural and a bike repair station. Most recently, a rail spur with a simple asphalt path, this two-block segment of the Meridian Greenway is located on the eastern boundary of Water Street Tampa, a \$4B project planned for over 9M SF. The Meridian Greenway is a Tampa Hillsborough Expressway Authority (“THEA”) facility that connects Water Street Tampa and Channel District to Ybor City and the Tampa Riverwalk.

Creative Organizational Development and Funding

Hallandale Beach Community Redevelopment Agency – HBCRA Rent Stabilization Program

The purpose of the Rent Stabilization Program was to provide rental assistance for up to 12 months to Hallandale Beach residents residing within the CRA boundaries who could not pay rent due to a recent rise in their monthly rental amount. The maximum assistance per applicant for this program was \$6,000 per year. A total amount of \$97,565 of rental assistance funds were provided to qualified residents.

Pompano Beach Community Redevelopment Agency – Old Town’s Backyard

Old Town is a historic area plagued by empty storefronts, blight, undesirable activities and a lack of identity. The vision began with an existing 4,000 SF building and 15,106 SF of back-of-house undevelopable, vacant land owned by five separate property owners. The CRA secured leases and invested in improvements to create Old Town’s Backyard, a public gathering space for outdoor dining and entertainment opportunities. This European-style plaza, along with CRA incentive programs, attracted the first restaurant and perfect partner as the catalyst for investment in Old Town, lending to the success of the Arts and Entertainment District of the future downtown.

Pompey Park Community Center and Campus Renovation Project

Pompey Park Recreation Center is being renovated to provide more recreational and community

meeting opportunities to the Delray Beach community through the construction of new state-of-the-art facilities and amenities. Renovations will include improvements to the pools, baseball fields, playgrounds, basketball courts, restrooms, shelters, additional parking spaces, and the construction of a new recreational building. The improved recreational facilities will improve the quality of life for residents and visitors for generations to come. This project was designed to achieve a Florida Green Building Coalition – Silver Certification.

Cultural Enhancement

Clearwater

ARTours Clearwater: Journey Through Downtown Clearwater’s Murals with Augmented Reality

ARTours Clearwater is a self-guided augmented reality (AR) walking tour that takes you to four vibrant murals along a 0.7-mile route through downtown Clearwater. When you reach a mural, open the ARTours Clearwater app and point your device’s camera at the artwork. Then, watch as animations, graphics, videos and audio make the mural come to life. Each mural contains several interactive visual experiences – you will see flowers blooming, alligators walking, spaceships landing, and paint buckets spilling while experiencing the downtown arts district as never before.

Deerfield Beach Community Redevelopment Agency – Main Beach Parking Lot Seating and Artistic Railing Project

The Main Beach Parking Lot Seating and Artistic Railing Project, located at 149 SE 21st Ave., Deerfield Beach, FL, is a comprehensive public space

improvement project that transforms a highly visible, underutilized segment of the Main Beach Parking Lot into a vibrant and inviting gathering place for the community. This project includes the installation of new amphitheater concrete seating, which provides a comfortable and inviting place for people to relax, socialize and enjoy the beach; new paving and landscaping, which modernizes the area; and an all-new artistic railing that adds a touch of beauty and creativity to the space.

Delray Beach Community Redevelopment Agency Wellbrock House Historic Relocation and Revitalization

Thriving communities look back and make history and its people are part of their current success. The Delray Beach CRA relocated the Historic Wellbrock House, built in 1937 and designed by Samuel Ogren, Sr., City of Delray Beach’s first registered architect, rescuing it from demolition. This project restored and preserved a historic structure in our District, and its adaptive reuse increased CRA office space. The Wellbrock House is now included in the Delray Beach Local Register of Historic Places and is preserved for public enjoyment for years to come.

Hallandale Beach Community Redevelopment Agency – The Hallandale Beach Food & Groove Festival

An integral part of the Hallandale Beach Community Redevelopment Agency (HBCRA) economic development-related programming was the approval of an Arts and Culture in Public Places initiative that was designed to support art and cultural activities (including the culinary arts) to incentivize the local economy and create brand awareness and cultural identity for the City of Hallandale Beach. For the

last four years, the HBCRA has partnered with the South Beach Wine & Food Festival (SOBEWFF®) to produce their Hallandale Beach Event Series. The highlight of this series is the Hallandale Beach Food & Groove Festival, a highly-anticipated annual event spotlighting the city’s eclectic and international food scene by featuring more than 18 local restaurants and celebrated chefs showcasing creative international cuisines from Haiti, Jamaica, Thailand, Argentina, Columbia, Turkey, and Peru, among others. With over 1,300 attendees for our 2023 event, Food & Groove is a consistent representation of the City’s culinary entrepreneurs, diversity and resilience.

Lake Wales Community Redevelopment Agency Your Resources Now

“Your Resources Now” is a short news segment that was created with the goal of ensuring transparency for the Lake Wales community. The short news segments keep our citizens up to date on programs, events, and changes within the Lake Wales Community Redevelopment Agency (LWCRA). Using social media to share information helps the LWCRA be accountable while allowing engagement with the community. This platform has become a tool that has boosted community interaction while creating awareness and connecting those who may not be able to attend events. LWCRA also highlights the success stories of those who have received assistance through programs.

Palmetto

Flight of the Spoonbills

Palmetto has a long-standing commitment to the preservation of its wildlife, and is, in fact, a bird sanctuary. With their striking pink feathers, Roseate Spoonbills were hunted to near extinction during

the 1800s for decorating women’s hats and clothes. In celebration of Palmetto’s newest environmental park, the Community Redevelopment Agency’s CCNA design team was charged with creating a sculpture that captured the importance of Connor Park to Palmetto’s bird and wildlife population. From this request, “Flight of the Spoonbills,” a sculpture that celebrates the City of Palmetto’s devotion to enhancing our environment through projects like Connor Park, was created.

St. Cloud Community Redevelopment Agency Hola St. Cloud

The City of St. Cloud and the St. Cloud CRA partnered with the Hispanic Chamber of Commerce of Metro Orlando for an economic development expo focusing on arts, culture, Hispanic cuisine, and community service. Programmed experiences allowed businesses to have the opportunity to connect with over 80+ local business vendors. All attendees were also able to experience a Hispanic-influenced marketplace, unique cultural activities, dance, and folklore, and the opportunity to navigate through a sensory art experience. There was also Hispanic cuisine, live music, fun and entertainment throughout the day.

Management Programs Creative Partnerships

Boynton Beach Community Redevelopment Agency Heart of Boynton Village Apartments and Shops

What makes the Heart of Boynton Village Apartments and Shops project possible is the collaboration of a creative public-private partnership. This partnership leveraged publicly owned real estate

and development incentives to encourage private redevelopment. As a result, the partners in this project shared the risks (and benefits), which kept the project on track when the developer was faced with the post-pandemic increase in construction costs. As the first redevelopment project in over 50 years on the historic African American commercial boulevard, getting community support and buy-in was essential to the success of the project. The mixed-use project will reactivate the once-vibrant corridor and spur future redevelopment opportunities along the corridor.

Fort Walton Beach Community Redevelopment Agency – Keep It Clean

“Keep It Clean” is a project that utilized the talent of several professional and amateur artists to highlight the value of litter control. “Erase the Trace Okaloosa” had a vision to relay this message through sea life murals painted on storm drains. This great idea inspired the Cultural Arts League to continue the message of litter control on land. They arranged for the Choctawhatchee High School Art Club to paint nature-themed murals on three “graffiti-covered” trashcans. Current plans are to expand both projects throughout the FWB CRA district.

Hallandale Beach Community Redevelopment Agency – Hallandale Beach Food and Groove Festival: How Events Can Brand a City

Festivals provide a way for every city to produce a unique brand: a theme that becomes embedded in the identity of the locale. For the past four years, the Hallandale Beach Community Redevelopment Agency (HBCRA) has partnered with the South Beach Wine and Food Festival (SOBEWFF®) to produce a larger-than-life event in a city of only 4.6 square miles. The Hallandale Beach Food & Groove

Festival is designed to showcase our greatest asset: restaurants that represent five continents of culture and cuisine. With over 1,300 attendees during our 2023 event hosted on February 25, 2023, the festival is an annual celebration of the City’s culinary entrepreneurs, diversity, and resilience.

Out of the Box

**Downtown Boca/City of Boca Raton
Downtown Boca Holiday Hotspots**

Now that our Downtown District is thriving again after the global pandemic, the marketing objective of the CRA returns to the promotion of our local businesses in their day-to-day operations. To allow for the individuality of each entity to shine, the CRA created “Holiday Hotspots” in order to showcase each downtown business’ promotion of various calendar and religious holidays. The Downtown Boca website (DowntownBoca.org) hosts individual landing pages for each holiday and creates a comprehensive listing of events, specials, and deals for the public to choose from, exclusively featuring downtown businesses.

Boynton Beach Community Redevelopment Agency – Boynton Beach Bucks

The Boynton Beach Bucks (BBB) program was created to support small businesses located within the BBCRA area that do not have a budget for marketing and promotional activities. The reimbursable program provides businesses with an opportunity to increase foot traffic, connect with new consumers, and incentivize existing customers. Through the BBB program, community members who patronize participating businesses are eligible to receive special offers, such as promotional offers

or a specific dollar amount off a purchase. The BBB vouchers are distributed during business promotional events and, in many cases, the promotional period is extended in an effort to maximize sales.

**Deerfield Beach
Central City Area Redevelopment Plan**

The City of Deerfield Beach’s Economic Development Department proposed an exciting new redevelopment plan for the Central City Area which runs through Dixie Highway from Hillsboro Boulevard to Sample Road and surrounding areas. The proposed plan promises to be specifically crafted, organic, and tailor-made to serve the needs of the community while also securing the economic benefit of new growth to the City. The plan heavily relies on its grassroots communication approach highlighting the importance of community involvement within the implementation of its four (4) overarching strategies: 1) Build and Strengthen Community Relations; 2) Support Small Businesses and Incentivize Local Employment; 3) Reduce and Prevent Blight; 4) Incentivize Catalytic Development. The plan also proposes the creation of an Enterprise Fund to act as a revolving funding mechanism to be invested into specific strategic catalytic development projects.

**Delray Beach Community Redevelopment Agency
NW 800 Redevelopment Block – Conceptual Design**

The Delray Beach CRA developed a conceptual design to activate a vacant area using shipping containers to create an engaging environment. In the future, visitors can enjoy green areas, play structures, water features, and entertainment while supporting the local businesses that will occupy the repurposed shipping containers. This project will

serve as a great gateway to and from Downtown Delray Beach, creating synergy between the downtown core and West Atlantic Avenue. We hope this project will be a catalyst for future development in the area and serve as a community pillar and destination. This will be the place to be!

Florida State University Barnebey Planning and Development Lab – Broadband Feasibility: Liberty and Wakulla Counties

Broadband has become a national priority, especially in the wake of the COVID-19 pandemic. Rural areas without substantial revenue sources are often unable to successfully incentivize internet service providers to extend high-speed broadband into their communities. In partnership with the Apalachee Regional Planning Council, the team from the FSU Barnebey Planning and Development Lab created a robust Broadband feasibility study in Liberty and Wakulla counties. Using extensive community outreach to create a tailored plan, the research team presented the counties with several options for administrative alternatives and suggested technical designs to move Wakulla and Liberty counties forward in broadband provision.

**Fort Walton Beach
Special Event and Project Funding**

The 2022 CRA Art & Culture Strategic Plan created the FWB Cultural Arts League (CAL) to promote and encourage public art and culture within the CRA District. Due to the updated 2019 Florida Statute 163.387 addressing expenditures of CRA trust funds on special events, festivals and promotional activities, alternative financing had to be provided for their projects. On March 1, 2022, the CRA was awarded \$125,000 from the Okaloosa County

Tourist Development Council to promote tourism projects. These funds are allocated through the Special Funding Grant application for CAL projects, therefore relieving the CRA from any previous financial commitments.

Hallandale Beach Community Redevelopment Agency – Broward County’s First Shipping Container Restaurant

The Hallandale Beach Community Redevelopment Agency (HBCRA) proudly welcomes the first shipping container restaurant in Broward County, KAO Bar & Grill, in the newly named design district, District 8. Shipping containers provide a flexible, sustainable, and creative alternative to land use. They enable developers to assemble geometrically diverse structures for applications, including retail, production, and housing. The property, which is located adjacent to the Florida Brightline Train, consists of a very small parcel of land (4,581 SF) that has been vacant for many decades. KAO Bar & Grill officially opened on May 19, 2023, and will serve as an exciting new restaurant, lounge, bar, and entertainment destination for residents and visitors.

**Jacksonville
Renew Arlington, Partnerships with Property Owners**

Ordinance 2015-738-E established the Renew Arlington Community Redevelopment Agency and approved a Redevelopment Plan (“Plan”). The Plan identified the need for a Zoning Overlay as an objective of the Plan. The Renew Arlington Zoning Overlay was approved with Ordinance 2019-239-E. The intent of the Zoning Overlay is to protect and enhance the Arlington CRA’s unique aesthetic, improve property values; promote an environment

that is visually appealing and safe for vehicular, bicycle and pedestrian traffic, and promote redevelopment of blighted areas. To fund the required improvements, the Mandatory Compliance Grant Program was created as a funding source for existing property owners to come into compliance with fencing, signage and landscaping as mandated in the Overlay.

**Lake Wales Community Redevelopment Agency
BizLINC – The First NW Community Business Incubator**

BizLINC is located at 225 Lincoln Ave, Lake Wales, FL. This 3,570-square-foot building was previously used as a COVID-19 testing site. Afterwards, it remained vacant for quite some time. The Lake Wales Community Redevelopment Agency funded a three-year grant agreement worth \$1.2 million for the creation of this small business incubator managed by the Florida Development Corporation. BizLINC is a one-stop location for the coordinated delivery of business incubation and development services. The incubator connects entrepreneurs with much-needed resources to achieve success and sustainability. This is accomplished by providing affordable office space, training, and ongoing technical assistance.

**Sarasota
Sarasota Parklet Study**

The 2022 CRA Art & Culture Strategic Plan created the FWB Cultural Arts League (CAL) to promote and encourage public art and culture within the CRA District. Due to the updated 2019 Florida Statute 163.387 addressing expenditures of CRA trust funds on special events, festivals and promotional activities, alternative financing had to be provided

for their projects. On March 1, 2022, the CRA was awarded \$125,000 from the Okaloosa County Tourist Development Council to promote tourism projects. These funds are allocated through the Special Funding Grant application for CAL projects, therefore relieving the CRA from any previous financial commitments.

**St. Cloud Community Redevelopment Agency
Business Tax Receipt (BTR) Grant**

St. Cloud CRA’s Business Tax Receipt (BTR) Grant Program was created to recruit and relocate new businesses, and expand existing businesses, into the CRA. The BTR grant also encourages small business participation in city events as applicants must be able to obtain a BTR to participate. Any person pursuing trade or business works out of their home, or rents a dwelling for business purposes, within the city limits must obtain a BTR from both Osceola County and the City of St. Cloud, before conducting business. The program is a one-time reimbursable grant, which enables eligible business owners to pay the local BTR taxes/fees assessed by Osceola County and the City of St. Cloud. The program then reimburses those fees up to \$100.00 directly to the applicant. The program serves as a business recruitment tool by providing funding via reimbursement for new and expanding businesses to assist in offsetting specific City and County Business Tax Receipt fees.

**St. Cloud Community Redevelopment Agency
Bikes and Bites Culinary Bicycle Tour**

The City of St. Cloud CRA’s Bikes & Bites is a bi-annual event that takes place in the spring and fall. This unique culinary tour began and ended at our lakefront park through our downtown CRA District.

This event was family-friendly, with over 60 participants ranging in age from 7 years to the elderly. The cyclists were led by the St. Cloud PD on bicycles and meandered 5 miles from the lakefront through our neighborhoods and into the historic downtown area. Cyclists were able to sample items from 9 different restaurants that offered many items to taste from soul food and barbecue to gourmet, custom popsicles and macarons.

**Stuart Community Redevelopment Agency
Alleyway Improvement Project**

The City of Stuart CRA welcomes you to take a stroll down Alice Luckhardt Lane in the heart of Downtown Stuart. In March 2023, the City of Stuart passed a resolution assigning the public alley between SW Joan Jefferson Way and SW Ocean Boulevard as Alice Luckhardt Lane, which is a pedestrian-only lane in the heart of downtown. Once an overgrown forgotten alleyway, Luckhardt Lane has now been brought back to life. Both sides have been planted with Florida native plants, and the paved lane becomes a festive walkway lit with festoon lights overhead at dusk. Anchored by two historic buildings, Luckhardt Lane enhances the quality of life of Stuart residents by offering an interesting, inviting, and well-lit environment while cultivating walkability!

**Tampa Community Redevelopment Agency
Channelside Drive Small Sails Park**

As part of an \$8.1M – Phase B Channel District Improvements Projects, that includes construction within nine (9) street segments in the Channel District Redevelopment Area, Right of Way upgrades to walks and pavements, streetscape, utility work and district-wide furniture replacement; we found

a small area that could be activated as a small park and could be utilized by the public from both the Port Tampa Bay Cruise Terminal 3 and The Florida Aquarium. The park provides residents of the districts a place to walk with their dogs. It also provides cruise ship visitors a place to relax before boarding. The small park includes a landscape, shade sails and furnishing that complement the overall design of the area.

**Tampa Community Redevelopment Agency
Historic 7th Avenue Iconic Illuminated Archways
and Streetscape**

Twenty-one new iconic lighted archways were installed along Ybor City's historic 7th Avenue, named one of the greatest streets in America. The original archways, installed more than 30 years ago for the National Historic Landmark District's centennial celebration, slowly deteriorated over time. The new archways were improved with code-compliant structural and aesthetic enhancements in accordance with historic preservation standards. The success of this project hinged on the strong partnerships forged between the Ybor City CRA and several regional partners, that worked together to fabricate environmentally sustainable lighted structures to span Ybor's premier commercial corridor.

Outstanding Housing Project

**Hallandale Beach Community Redevelopment
Agency – Hallandale Commons**

The Hallandale Beach Community Redevelopment Agency (HBCRA) was proud to support the expansion of the CRA district with the construction of the Hallandale Commons, a new state-of-the-art res-

idential development. This housing development consists of ten two-story townhouses, each with two bedrooms and 2.5 bathrooms, totaling nearly 16,000 square feet of residential living space. This project aligns with the CRA's goal to attract young professionals to the city by offering new housing opportunities and amenities in Hallandale Beach.

**Hoyt Architects
Lofts On Lemon**

Lofts on Lemon is a five-story, 128-unit, apartment building, located in downtown Sarasota – just six blocks from Main Street. Designed to ensure downtown Sarasota has affordable and attainable workforce housing, 52 of the 128 units were set aside for Sarasota's hard-working first responders, teachers, and other "hometown heroes." Three powerful contributing factors coalesced to make the Lofts on Lemon project possible:

- A city zoning code, amended to incentivize residential development,
- Vacant downtown land, owned by the local housing authority, and
- Generous and enthusiastic public and private partners who shared the vision of workforce housing in the downtown core.

**Lake Worth Beach Community Redevelopment
Agency – The Bohemian**

The Bohemian is a transit-oriented mixed-income mixed-use multifamily rental development comprised of approximately 200 units in one multi-story structure, with amenity space, street-level retail, a public pedestrian plaza with access to a potential future train station, and a parking structure containing public and private parking.

**St. Cloud Community Redevelopment Agency
Paint, Plant, and Pave**

The Paint, Plant, and Pave program was created to immediately enhance the aesthetics of single-family and multi-family 2-unit properties within the residential neighborhoods of the St. Cloud CRA Downtown area. This program was created to provide curb appeal to single-family and multi-family 2-unit properties in disrepair in residential neighborhoods of the St. Cloud CRA Downtown area. The proposed improvements may include pressure cleaning, painting, minor facade repairs, landscaping, awnings, sidewalks, driveways and/or parking lot sealing, irrigation systems, fence repair or removal, and minor interior repairs affected by exterior improvements.

Outstanding New Building Project

**Boca Raton Community Redevelopment Agency
The Aletto at Sanborn Square**

The Boca Raton CRA has made significant investments in its infrastructure and public spaces, providing the groundwork for "The Aletto at Sanborn Square," a mixed-use/TBD project. The development consists of three main components:

- Building A is ten stories = 104,358 SF of office use and 19,176 SF of retail/restaurant; featuring an indoor/outdoor roof-top restaurant.
- Building B is six stories = 29,815 SF of office use, 4,280 SF of retail/restaurant use at grade level, and 2,000 SF roof-top employee fitness center, and "green-roof" plaza.
- A 10-level parking garage of 212,336 SF containing 550 spaces.

**Hallandale Beach Community Redevelopment
Agency – Kao Bar & Grill – Broward County's first
Shipping Container Restaurant**

The Hallandale Beach Community Redevelopment Agency (HBCRA) proudly welcomes KAO Bar & Grill, the first shipping container restaurant in Broward County, to District 8, the newly named design district. Shipping containers offer a flexible, sustainable, and creative land-use solution, allowing developers to construct diverse structures for various purposes like retail, production, and housing. Situated next to the Florida Brightline Train, the property occupies a small plot of land (4,581 square feet) that has remained vacant for many decades. On May 19, 2023, KAO Bar & Grill officially opened its doors, providing an exciting new dining experience, lounge, bar, and entertainment venue for both locals and visitors.

**Hallandale Beach Community Redevelopment
Agency – Oasis**

Oasis in Hallandale Beach is truly creating an oasis in the center of the Hallandale Beach CRA district. This development greets residents and guests with graceful greenery as well as water features, ranging from fountains to an epic six-level waterfall. The project comprises 500 multi-family residential units, 34,691 SF of office space, and 59,219 SF of retail space. Oasis is a prime example of the project the CRA has been trying to attract, which encourages walkability and prioritizes quality of life by providing residents with plenty of onsite amenities.

**Hallandale Beach Community Redevelopment
Agency – Optima Office Towers**

The Optima Office Towers is a 23-story high-rise building that encompasses various components.

These include 320 residential units, for which there is a request for the assignment of 320 RAC (Regional Activity Center) units to enable residential use. Additionally, the building features 5,871 SF of commercial space, a 150-room hotel and an associated parking garage.

**Lakeland Community Redevelopment Agency
Mary’s Bagel Cafe**

Denise Gilmore is proud to say she has literally built her own building and business from the ground up on land she owns and grew up on. Her entrepreneurial dream come true is Mary’s Bagel Café, named for the grandmother from whom she inherited the Midtown property. From the place she played as a child, Gilmore and husband Mark Dornsauder have created a needed business and jobs for the community. The CRA contributed matching incentive funds toward alleyway improvements, as well as design assistance, façade, and infill improvements. The agency also assisted with stormwater retention required for the new building. Incentivizing new businesses in Midtown is identified as a priority therefore, a union between the CRA and Gilmore provided the ideal public/private partnership proven to stimulate private investment.

**Ocala
Mary Sue Rich Community Center at Reed Place**

The Mary Sue Rich Community Center at Reed Place officially opened to the public in January 2023. This building is a symbol of perseverance. This site was successful due to community champions working with city staff pushing to convert an area that was contaminated due to a previous charcoal plant, to an area where the community can gather, play, and thrive. The center provides not

only invaluable programming but access to art of all varieties. The Mary Sue Rich Community Center at Reed Place fills a great need for the area, and will only promote positive growth as time goes on.

**Outstanding Rehabilitation
Renovation or Reuse Project**

**Crestview Community Redevelopment Agency
Lorenzo Bush House Renovation**

The Lorenzo Bush House was home to the Bush Family in the early parts of the 20th Century. Mr. Bush worked for the L & N Railroad. Crestview was the hub for train service in the Florida Panhandle. It was determined that the house could be renovated and used for a Crestview Historical Museum. The work has been done to keep as much of the historical detail as possible.

**Sebring Community Redevelopment Agency
Sebring CRA Helps Bring a “Brew-stillery” to
Downtown Sebring**

Downtown Sebring opened its first ‘brew-stillery,’ The 301, serving as a catalyst for its resurgence as a dining and entertainment destination. The CRA partnered with a local distillery to open a second location in prime property in downtown’s Historic District. This longstanding vacant building was renovated to offer the community locally distilled spirits, on-premise brewed beer, live music and an eatery amidst a hip steampunk atmosphere. This property’s redevelopment has made it the marquee location drawing patrons downtown, has drastically increased the property’s taxable value, and has paved the way for other establishments to open around it.

**Lakeland Community Redevelopment Agency
Gore Building Renovation**

Braving over 20 years of neglect, the 1926 service station-turned-grocery store-turned cigar shop has never been more admired than it is today. Thanks to a resurgence in adaptive reuse of historic buildings, the Mediterranean Revival building was purchased in 2021 by West Point One, who saw an opportunity, rather than neglect and obstacles. In transforming this homely building into a mixed-use redevelopment, the owners discovered the cost of neglect exceeded \$3 million. Through the Infill Adaptive Reuse Grant, the Lakeland CRA provided matching incentives to bring the project toward completion. With its newly pristine façade and interior, the Gore Building sits as an icon in Lakeland’s Downtown district.

**Lake Wales Community Redevelopment Agency
Legacy Housing Rehabilitation Program**

Many seniors living in the Northwest Neighborhood have received free home improvements through the Legacy Housing Rehabilitation Program. The program is designed to help seniors who are 60+ years of age with a variety of services, including roof repair, exterior painting, light construction, and lawn cleanup. The program is supported by area partners, including the Keystone Challenge Fund, the Lake Wales Police Department, Roosevelt Academy, Aetna, and Medicare. The Lake Wales Police Department sources many of the volunteers through its “Be the Change Program.” The combined efforts help transform our senior residents’ homes back to a state of comfort.

**Lauderdale Lakes Community Redevelopment
Agency – Lauderdale Lakes CRA Trailhead Park**

The Lauderdale Lakes Community Redevelopment Agency acquired a .22-acre site with a dilapidated building that was eventually demolished to construct a pocket park. The community identified the opportunity to design the park, known as the Trailhead Park, in a way that provides various recreational activities and complements the greenway trails network. Youth from the local schools and programs created a wall mural that represents the elements of nature along the greenway trail and the transformation of Lauderdale Lakes. The Trailhead Park is a redevelopment project that creates a vibrant gathering space that ultimately connects people and places.

**Palmetto Community Redevelopment Agency
Connor Park**

Connor Park is a stunning addition to the City of Palmetto. Always forward-thinking, the Palmetto CRA looked at a contaminated Brownfields site and saw a future community park. While dealing with Brownfields sites is often complicated and expensive, they offer a tremendous opportunity to transform environmentally impacted properties into end uses that can benefit the entire community in a holistic manner. Spending time in nature helps us develop a better understanding of the relationship between humans and the environment. When we become stewards of nature, we can see why it’s important to support healthy waterways.

City of Winter Park
“Tailgate Tent” to Main Stage

The Central Park Main Stage is an important community feature, built in 1982. In 2004, the stage sustained significant damage from hurricanes Jeanne, Francis and Charley. A revamp was planned for 2024 and accelerated to 2022 after both local Commission and CRA Agency partnered through TIF and American Rescue Plan Act (ARPA) funds became available. The new stage was designed to complement Central Park and the Central Business District with a hard canopy for structural integrity, and enhanced rigging for A/V equipment for the ~75 special events per year experienced in the CRA’s downtown core. Staff successfully completed expedited construction in five months in time for the city’s 49th Annual Autumn Art Festival.

St. Cloud Community Redevelopment Agency
VFW (Osceola Post) Renovation 915 NY Avenue
The CRA provided the Veterans of Foreign Wars Post 3227 with a forgivable loan (Building Site Improvement Grant) in the amount of \$155,000.00 to assist with the rehabilitation of the Veterans of Foreign War building in downtown St. Cloud. The renovation included the creation of a new front entry, installation of new dormers, new windows, a new metal roof, brick exterior wall covering, stucco, ornamental accents, new pavers and custom ballards.

Planning Studies
Dania Beach Community Redevelopment Agency
Dania Beach 2023 CRA Plan Update
The 2023 Dania Beach Community Redevelopment Area Plan Update was conducted to evaluate the current conditions and major changes within the CRA since the last plan update in 2009. This update was critical, as significant changes have occurred, and there was a need for new implementation strategies to meet the CRA’s goals of eliminating slum and blight conditions in the area. Workshops with the CRA Board/City Commission, City Department Directors, PATCH staff/consultants, major city investors/developers, business leaders, and the general public were conducted to secure issues, concerns, needs and objectives for the planning initiative.

City of Fort Pierce and Inspire Placemaking
Collective – Fort Pierce Downtown Master Plan
With a rich history in agriculture and deep-sea fishing, fueled by the city’s proximity to the Atlantic Ocean, Fort Pierce has maintained its small-town character since its incorporation in 1901. With recent rapid and dense population growth, the city identified the need to develop a strategic Downtown Master Plan that would promote high-quality redevelopment that aligns with the city’s history, charm, and high standard of living. The result is an implementation-focused and community-driven plan. The plan seeks to leverage and redevelop an abundance of city-owned waterfront property to foster a vibrant and walkable mixed-use district.

Jacksonville Beach Community Redevelopment Agency – Jacksonville Beach Market Analysis
The CRA owns a roughly 2-acre site just one block from the beach. The site, currently a public surface parking lot, is adjacent to Latham Plaza and SeaWalk Pavilion and was identified for redevelopment in the CRA Vision Plan. The CRA retained GAI Community Solutions Group to determine the site’s market potential for redevelopment as a commercial mixed-use project with the goal of engaging a developer to redevelop the site through a solicitation process. The market analysis concluded there is insufficient existing supply to satisfy demand within the markets’ most proximate site, making it well-positioned for commercial redevelopment.

Lakeland Community Redevelopment Agency
Catalyst Lakeland
Once thought of as mostly quiet and part of the past, Lakeland is on the rise. With an evolving workforce, its population is growing. With downtown offering more urban and eclectic experiences, its appeal is broadening. The Lakeland CRA initiated Catalyst 1.0, which evaluated infrastructure and market data surrounding key opportunity sites within downtown to spark redevelopment and investment. To continue showcasing our potential, the CRA partnered with the Lakeland Economic Development Council and local animation studio The Apiary to develop Catalyst 2.0. This new tool serves as a 3D digital twin platform that identifies prime locations for redevelopment and how it would interact with the rest of the area.

Lake Worth Beach Community Redevelopment Agency – Lake Worth Beach Downtown Parcel Master Plan
In order to help stimulate the historic downtown Lake Worth Beach, this area of the city was identified by the CRA as being ideal and prime for redevelopment efforts. The future of the downtown, its shops, restaurants and stores hinge on consumers visiting and spending money. Beginning in 2018, the city and CRA assembled multiple downtown sites using CRA loan proceeds and city funds provided through the county’s penny sales tax program. Soon thereafter, this citizen-led plan was created to identify the needs of the area and help shape the future of downtown Lake Worth Beach.

East Tampa Community Redevelopment Agency
East Tampa CRA – Strategic Action Plan
The East Tampa Community Redevelopment Area (ETCRA) Strategic Action Plan is about people, places, and progress for the largest Community Redevelopment Agency (CRA) in the City of Tampa—an area of opportunity for all facets of community life, encompassing over 4,800 acres and 38,000 residents. The plan highlights the background of the East Tampa CRA and describes a highly inclusive public engagement process that guides all aspects of the plan. The result is a framework of 10 Community-Based Strategic Themes that describe the characteristics of ETCRA today and create the vision and areas of focus for the next five years.

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