BAHAMA VILLAGE

VISIONING AND CAPITAL PROJECTS WORKPLAN

CITY OF KEY WEST AND BAHAMA VILLAGE REDEVELOPMENT ADVISORY COMMITTEE (BVRAC)

APRIL 07, 2016

WELCOME & INTRODUCTIONS PLANNING TEAM

LOCAL KNOWLEDGE & NATIONAL EXPERTISE

SEAL OF THE CITY OF KEY WEST, FLORIDA

BVRAC
Bahama Village Redevelopment Advisory Committee

ESTABLISHED IN 2008 BY CITY COMMISSION AS "KEEPERS" OF THE BVCRSA

ZYSCOVICH ARCHITECTS

COMMUNITY ENGAGEMENT
VISIONING
MASTER PLANNING
URBAN DESIGN

Lambert Advisory

ECONOMIC
MARKET ANALYSIS
IMPLEMENTATION
GUIDANCE

BAHAMA VILLAGE Meeting Agenda

APRIL 07, 2016

Part 1: **Overview .** Scope of Work & Process
Visioning . Planning Goals & Objectives

Part 2: **Strategic Planning:** Investment, Program and Project Prioritization Criteria

Next Steps

INVESTMENTS, PROGRAMS AND PROJECTS

HOW DOES BVRAC PRIORITIZE?

PART 1
SCOPE OF WORK & PROCESS

BRIEF OVERVIEW

BAHAMA VILLAGE CRA PLANNING AREA

The **Bahama Village Community Redevelopment Subarea (BVCRSA)** covers an area of approximately 58 acres and is comprised primarily of residential development interspersed with churches and community facilities.

Petronia Street, a mixed use/commercial corridor runs through the BVCRSA and connects the City's main commercial artery (Duval Street) to 3.2 acres of the vacant Truman Waterfront Parcel that is located immediately adjacent to the City's future, 28 acre, Truman Waterfront Park.

LEGEND

- BAHAMA VILLAGE COMMUNITY REDEVELOPMENT SUBAREA
- FLORIDA KEYS ECO·DISCOVERY CENTER
- TRUMAN WATERFRONT PARK REDEVELOPMENT AREA
- NAVY PROPERTY

BAHAMA VILLAGE AREA OF STUDY

LEGEND

- BAHAMA VILLAGE COMMUNITY REDEVELOPMENT SUBAREA
- FLORIDA KEYS ECO·DISCOVERY CENTER
- TRUMAN WATERFRONT PARK REDEVELOPMENT AREA
- NAVY PROPERTY

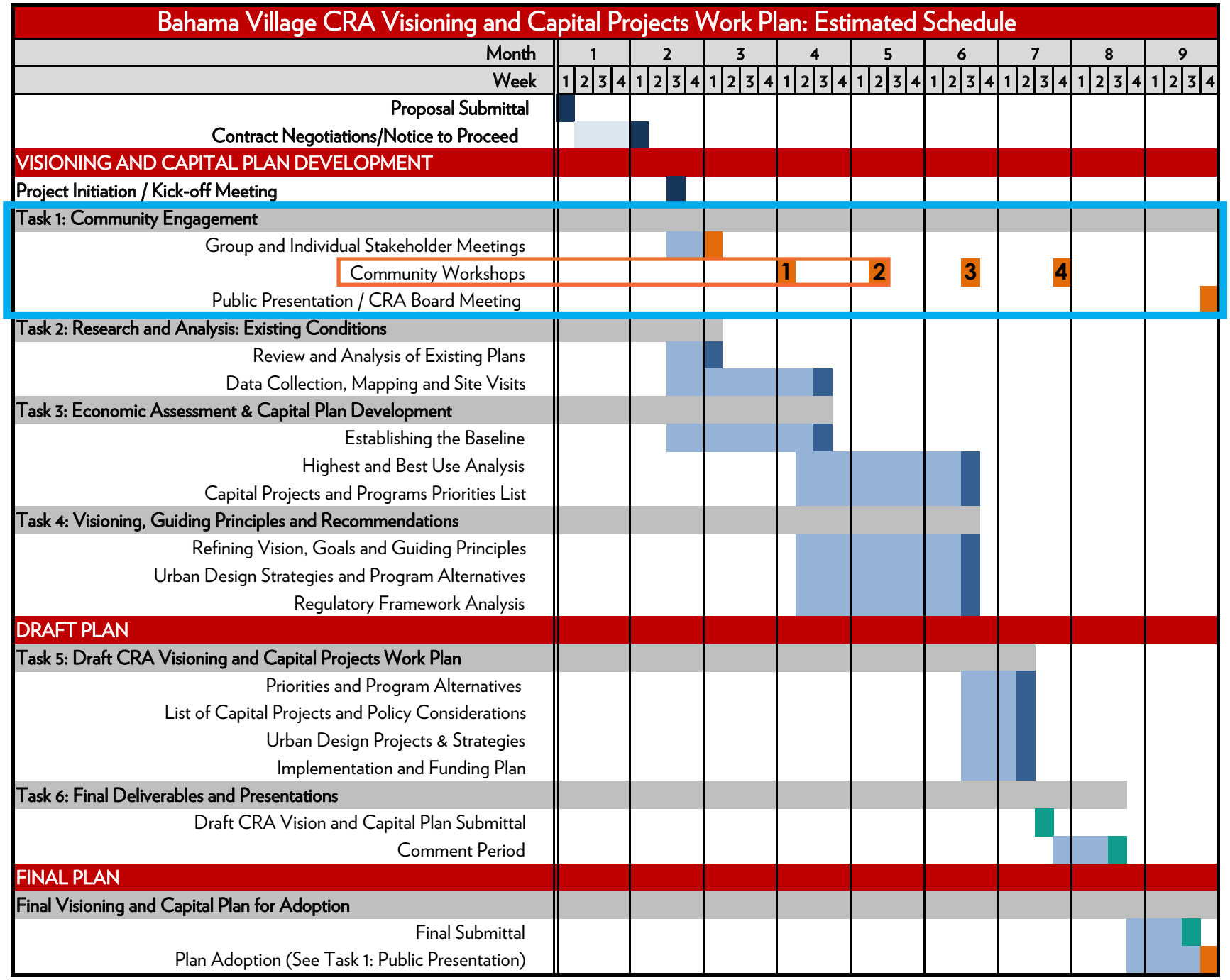
Per City's Request for Proposals (RFP):

"...Although, to date **projects funded by the Community Redevelopment Trust Fund (CRTF) have contributed towards the goal of alleviating blighted conditions**, a **COMPREHENSIVE REVIEW HAS NOT BEEN COMPLETED** as to how the Objectives identified in the CRA Plan have been accomplished and to what extent specific properties identified in the Finding of Necessity have been improved...."

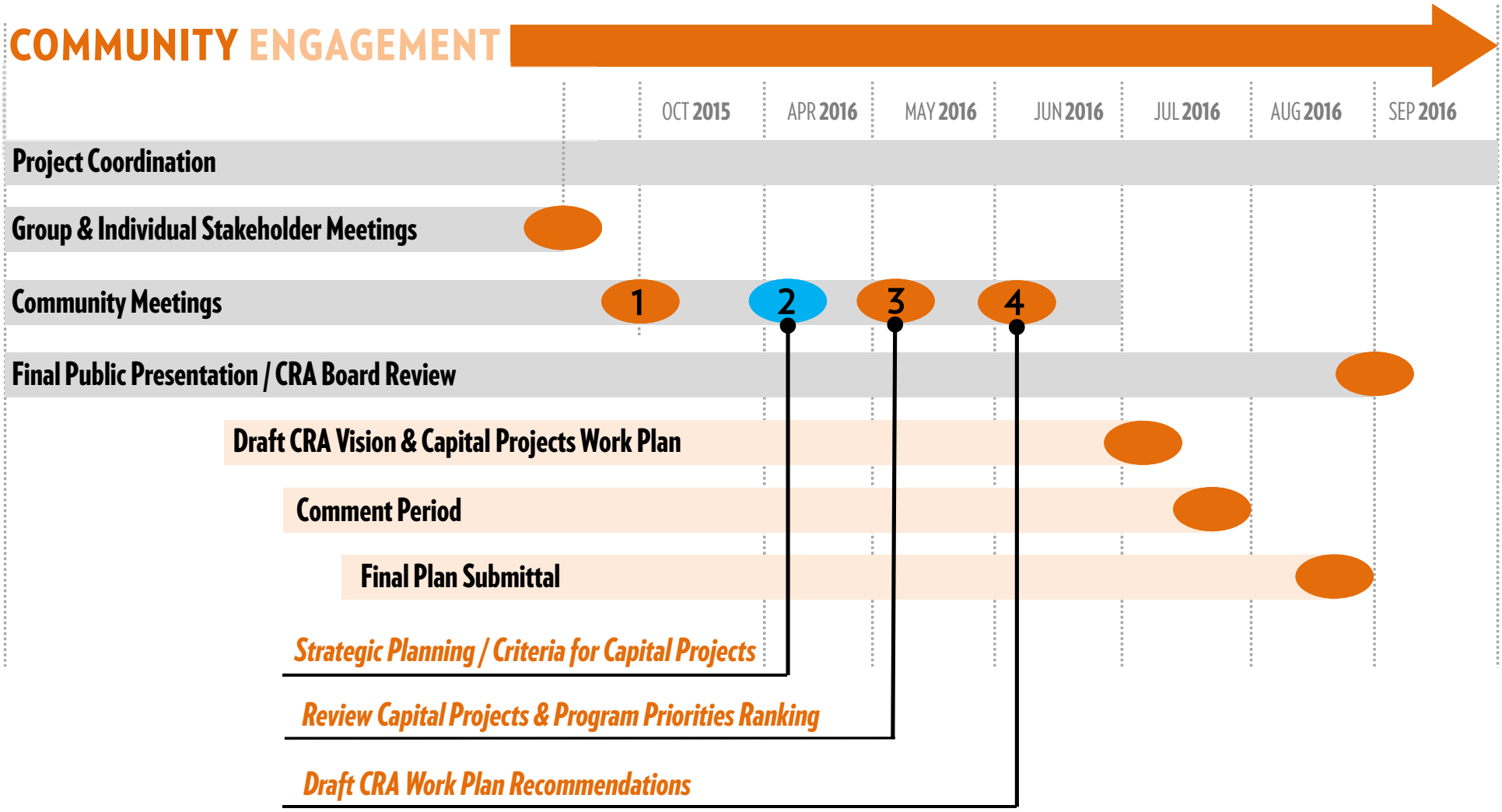
BAHAMA VILLAGE CRA Consultant Team Scope of Work

1. BVCRA Capital Projects Prioritization list
2. Land Use Needs Analysis
3. A 25-year Financial Plan including preliminary budgets to implement the Capital Projects and/or Programs
    - *Innovative monetary leveraging opportunities*
    - *Highest and best use analysis for the remaining 3.2 acres of the Truman Waterfront Parcel*
    - *Goals achievement measurement process*
    - *Consistency with the CRP and Comp Plan*
    - *Strong public participation element*
    - *Possible necessary Future Land Use Map and Zoning Amendments*

BAHAMA VILLAGE CRA Planning Process



BAHAMA VILLAGE CRA Planning Process



VISIONING

CRA GOALS & OBJECTIVES

BAHAMA VILLAGE CRA Guiding Principles

Objective 1:
Recognition of Unique Community Characteristics

Objective 2:
Innovative Use of Transportation, Pedestrian and Open View Corridors

Objective 3:
Advance Housing Stocks

Objective 4:
Advance Effective and Efficient Regulatory Measures

Objective 5:
Advance the Bahama Village Subarea

STARTING POINT

BAHAMA VILLAGE CRA Guiding Principles

Objective 6:
Stimulate Public and Private Participation

Objective 7:
Innovative Development and Use of Open Space

Objective 8:
Promote Sustainable Community Redevelopment

Objective 9:
Support Community Redevelopment

Objective 10:
Emphasize a Safe and Clean Environment

STARTING POINT

WHAT WE HAVE HEARD

WHERE DO WE GO FROM HERE?

WHAT WE HAVE HEARD.....

WHAT WILL CONSTITUTE SUCCESS?
WHAT WILL A FUTURE BRING - COMBINE 5-6 GENERATIONS WITH FOLKS OF 2-3 GENERATIONS AS WELL AS NEWCOMERS AND SEASONAL VISITORS
NEW VERSUS OLD
HISTORIC VERSUS TRENDING IN A DIFFERENT DIRECTION
WHAT IS COMMUNITY AND WHO IS COMMUNITY?
A NEIGHBORHOOD FIRST FOR LOCALS RESIDENTS TO LOVE AND ENOY AND THEN CAN EXTEND LEVEL OF HOSPITALITY FOR THOSE THAT VISIT
END PRODUCT FOR BETTERMENT OF THE COMMUNITY
WHERE DO WE GO FROM HERE?

BAHAMA VILLAGE BUILDING ON ASSETS

Beautifying the Community
with focus on Petronia and Emma Streetscape

Affordable Housing
Opportunity at 3.2 acre Truman Waterfront Parcel

Adaptive Reuse
Keys Energy Power Plant

Douglas Gym & Skills Center
New Resource Centers & Programming

Revenue Generation
Starting to think about FUNDING

OPPORTUNITIES

BAHAMA VILLAGE HEADLINE FINDINGS

- **Demographic trends would suggest that Bahama Village already has begun to resemble housing market and profile of Key West as a whole**
  Long term assisted housing in neighborhood continues to maintain the only permanent affordable stock

- **Opportunity for additional retail along key corridors (i.e. Petronia).**
  Rents off of Duval are dramatically lower than on Duval providing opportunity for different/unique mix of retailer

- **All market signs are that affordable/attainable housing continues to be a area of critical demand.** *Constrained by regulations and land availability*

- **3.2 acre Truman parcel along Fort could support both residential and retail**

- **Opportunity to leverage New Market Tax Credits for commercial or education development purposes**

- **Potential opportunity to revitalize public housing developments utilizing new flexibility for housing authority.**

PART 2
STRATEGIC PLANNING
INVESTMENT, PROGRAM AND PRIORITIZATION CRITERIA

INVESTMENTS PROGRAMS AND PROJECTS

HOW DOES BVRAC PRIORITIZE?

BAHAMA VILLAGE CRA Background Considerations

- Currently Moderate Tax Increment Available for Investment
- Remaining Years of CRA: 24
- Basis of 2010 Amended & Restated Community Redevelopment Plan
- Chapter 163 (mostly) provides guidance that increment must be spent on capital investments rather than recurring operating costs

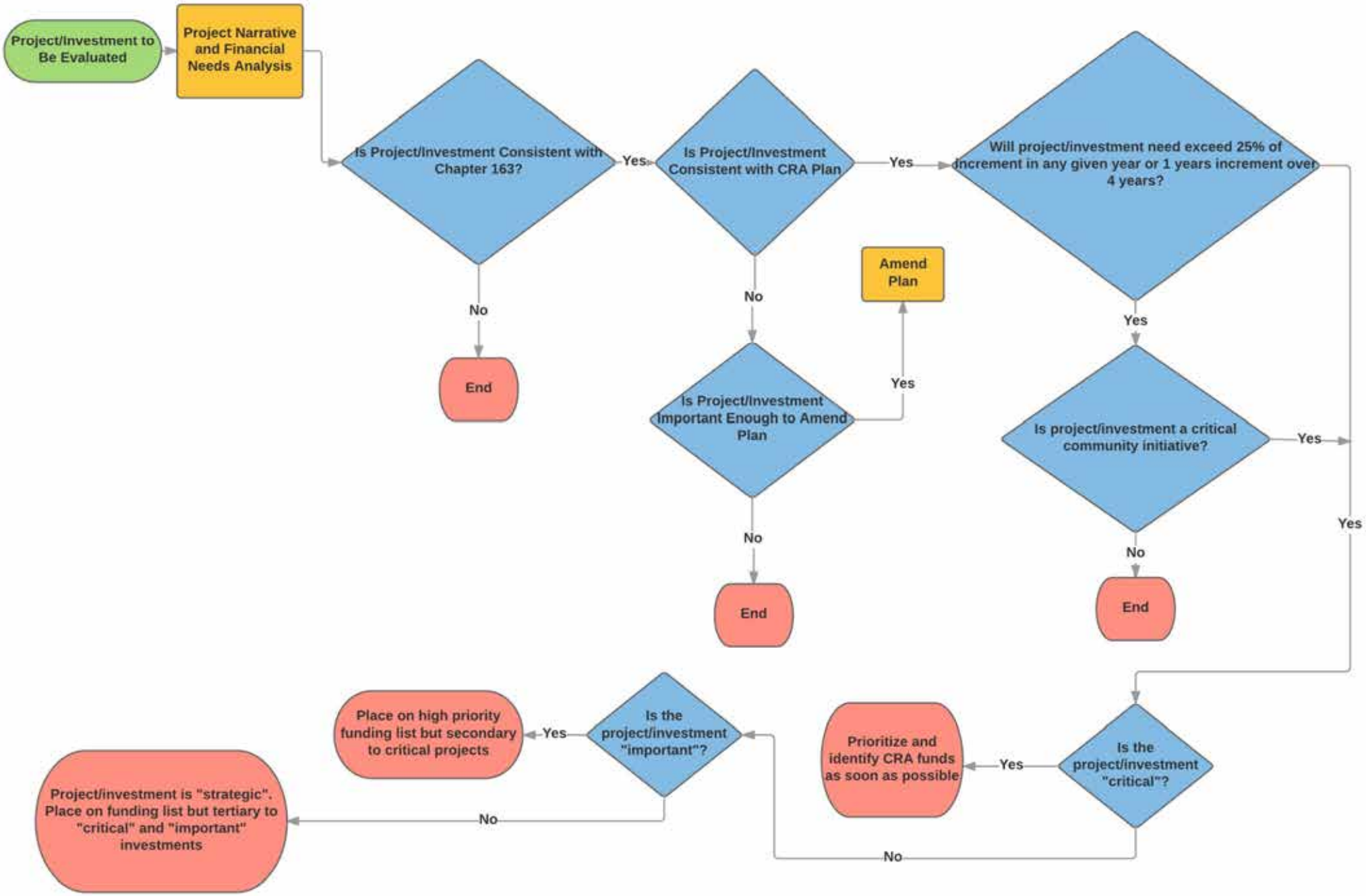
2010 Amended & Restated Community Redevelopment Plan: Primary Objectives

- Recognition of Unique Community Characteristics
- Innovative Use of Transportation, Pedestrian and Open View Corridors
- Advance Housing Stocks
- Advance Effective and Efficient Regulatory Measures
- Advance the Bahama Village Subarea
- Stimulate Public and Private Participation
- Innovative Development and Use of Open Space
- Promote Sustainable Community Redevelopment
- Support Community Redevelopment
- Emphasize a Safe and Clean Environment

Limited Resources Require Prioritization of Expenditures

- 2010 Plan calls for allocation of resources over (5) five-year period vs. annual allocation
- Immediate needs vs. long term needs
- Leverage of non-tax increment resources
- List of project will require prioritization

BVRAC Investment and Project Prioritization



BVRAC Project and Investment Tranche Guidelines

CRITICAL PROJECTS

Investments that **MEET MORE THAN ONE CRITERIA** outlined in the Redevelopment Plan.

Critical projects and investments will have a catalytic impact on significant other investment in Bahama Village or will benefit a large number of neighborhood residents as it relates to employment, housing or quality of life.

Critical projects may or may not generate or cause the generation of enough revenue to support themselves. The projects can also include the mitigation of barriers to broader investment in the neighborhood such as flood control, sewer capacity, etc. Critical investments and projects may also be oriented to bringing large numbers of non-Bahama Village residents to spend time and expenditure in Bahama Village. This may include touristic, recreational, or other facilities which attract significant numbers of people to Bahama Village.

BVRAC Project and Investment Tranche Guidelines

IMPORTANT PROJECTS

MEET AT LEAST ONE CRITERIA in the redevelopment plan and are of benefit to the broader Bahama Village community.

Important projects and investments should also be expected to produce or cause the production of enough increment so that the financial benefit of the project / investment outweighs the cost.

These projects / investments may include infrastructure and street improvements while not immediate barriers to investment in the neighborhood, will increase the likelihood that investment will occur.

PROJECTS WHICH ARE CONSISTENT WITH the redevelopment plan and will improve conditions in the community but are more targeted or narrow in their impact when compared to Critical or Important projects.

Strategic projects might include the rehab of historic structures of neighborhood significance or the paving of one or two street blocks.

These projects are unlikely to provide the creation of a significant amount of increment.

STRATEGIC PROJECTS

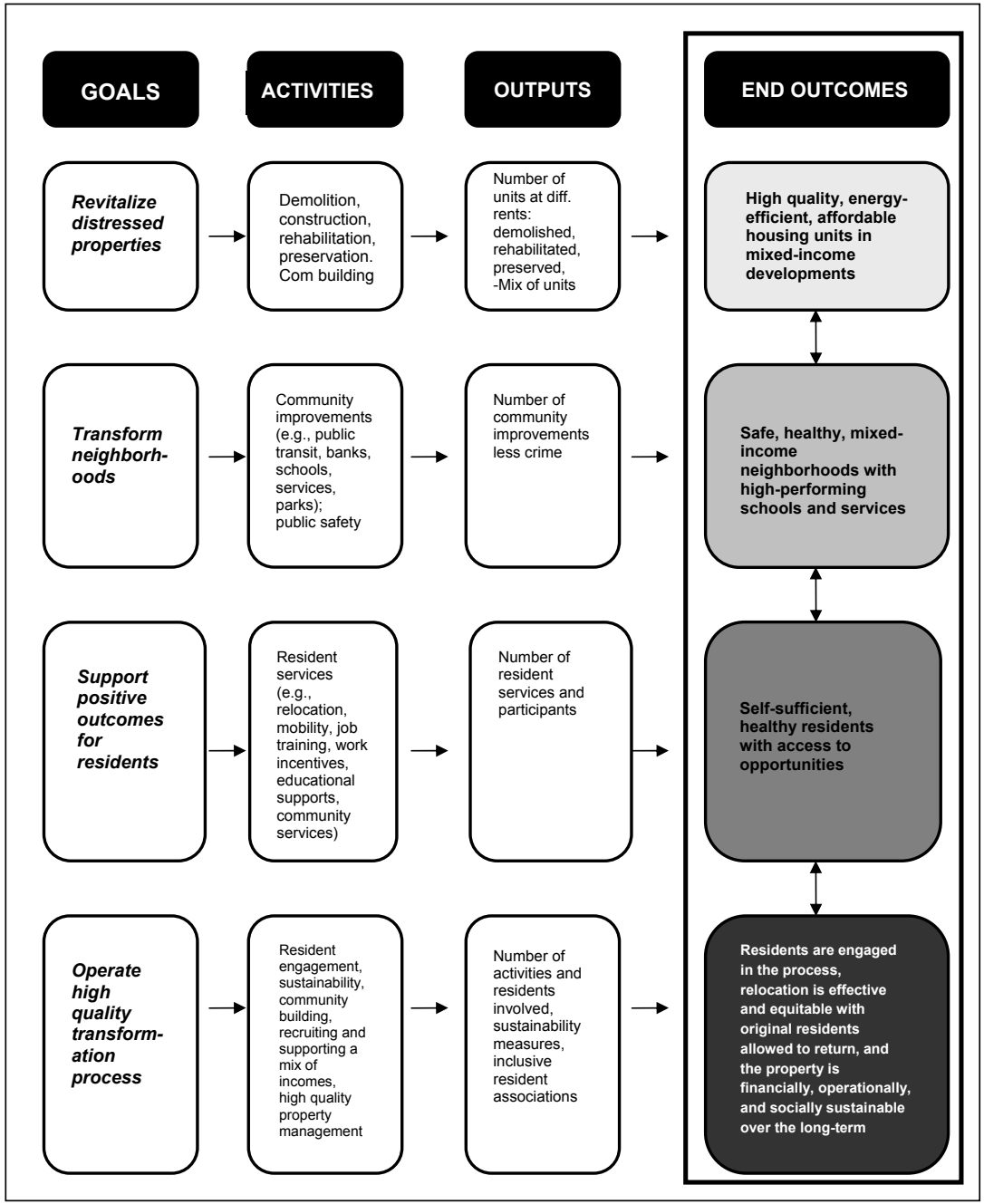
BAHAMA VILLAGE WHAT WILL CONSTITUTE SUCCESS?

- What are Revenue Generating Opportunities + Returns?
- What are Priority Outcomes + Associated Metrics?

HOW TO MEASURE SUCCESS FOR COMMUNITY RESIDENTS?

CHOICE NEIGHBORHOODS LOGIC MODEL:

MONITORING SUCCESS IN CHOICE NEIGHBORHOODS



SOURCE: Monitoring Success in Choice Neighborhoods: A Proposed Approach to Performance Measuring, Urban Institute, April 2010

HOW TO MEASURE SUCCESS FOR COMMUNITY RESIDENTS?

HUD CNI MODEL: **NEIGHBORHOOD OUTCOMES AND METRICS**		
GOAL	OUTCOME	INDICATOR (show level and change)
Transform assisted housing developments	Improved housing quality and energy efficiency	# units new construction, rehab # units demolished % units low quality Δ in utility costs and use
	Improved income diversity	# renter units by rent range # owner units by price level Income diversity index
	Loss affordable units avoided	# of affordable units (levels % of median inc.)
Strengthen community facilities, institutions, and services (inside assisted developments)	Stronger local schools	School enrollment and retention % students proficient language and math in 3rd and 8th grade Student-teacher ratios Investment in schools Resident satisfaction with schools
	Quality parks/recreation	Park/recreation space/1,000 residents Investment in parks/recreation Resident satisfaction with parks/recreation
	Quality public services	Investment in other community facilities Resident satisfaction other public services

SOURCE: Monitoring Success in Choice Neighborhoods: A Proposed Approach to Performance Measuring, Urban Institute, April 2010

HOW TO MEASURE SUCCESS FOR COMMUNITY RESIDENTS?

HUD CNI MODEL: **NEIGHBORHOOD OUTCOMES AND METRICS**		
GOAL	OUTCOME	INDICATOR (show level and change)
Strengthen physical, social, and cultural environment (inside assisted developments)	Improved public safety	Violent crimes/100,000 residents Property crimes/100,000 residents
	Well maintained public spaces	Investment in maint./improve public spaces Resident satisfaction with maintenance
	Increased participation social/cultural events	# of community events Attendance at community events Resident satisfaction with events
	Stronger social networks	% volunteer in community activities % participate in community arts & culture % rely on unpaid help from family, neighbors Level of collective efficacy

SOURCE: Monitoring Success in Choice Neighborhoods: A Proposed Approach to Performance Measuring, Urban Institute, April 2010

HOW TO MEASURE SUCCESS FOR COMMUNITY RESIDENTS?

HUD CNI MODEL: HEALTH, EDUCATION AND ECONOMIC SELF-SUFFICIENCY	
Outcome	**Metrics**
1. Children, youth, and adults that are physically and mentally healthy	• Number and percentage of target residents who have a place of healthcare where they regularly go, other than an emergency room, when they are sick or need advice about their health • Number and percentage of target residents who have health insurance
2. Children enter Kindergarten ready to learn 3. Children are proficient in core academic subjects 4. Youth, including youth with disabilities, graduate from high school college-and career-ready	• Number and percentage of target resident children in kindergarten who demonstrate at the beginning of the program or schoolyear age-appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures • Number and percentage of target resident students at or above grade level according to state mathematics and English language arts assessments in at least the grades required by the ESEA (3rd through 8th and once in high school) • Number and percentage of target resident students who graduate from high school on-time
5. Households are economically stable and self-sufficient	• Number and percentage of target residents between the ages of 15-64 years with wage income. • Average hourly wage of target residents (excluding those who cannot work due to being elderly or disabled)

SOURCE: HUD Choice Neighborhoods Implementation Grant NOFA, March 2016

HOW TO MEASURE SUCCESS FOR COMMUNITY RESIDENTS?

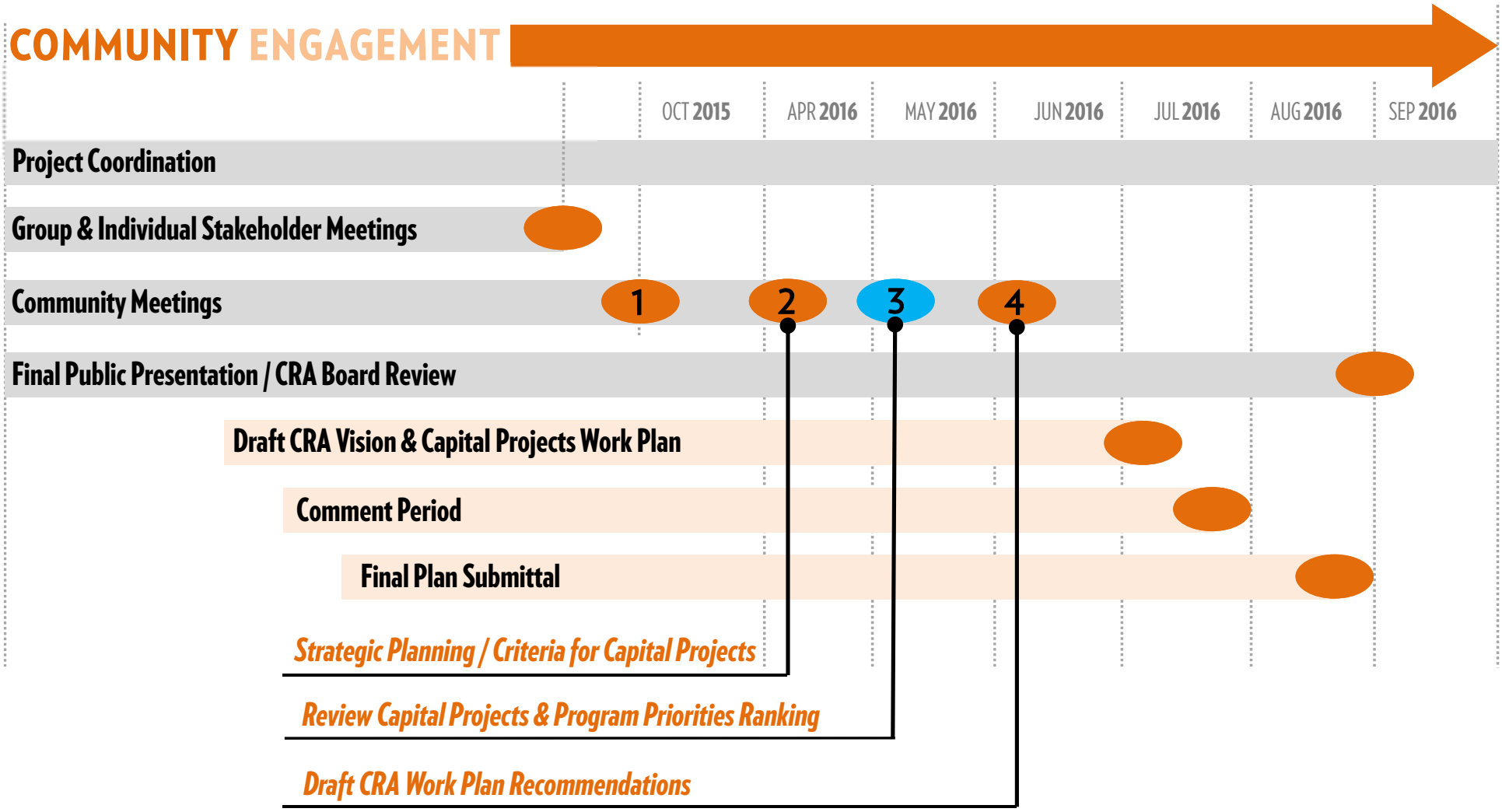
HUD CNI MODEL: PEOPLE STRATEGY AND EXPECTED RESULTS BY YEAR FIVE	
Impact Statement and Expected Outcome(s)	Provide the desired year five outcome (number and percentage) from the Health, Education, and Economic Self-Sufficiency Outcomes and Metrics table above, and/or the additional priority outcome identified through the neighborhood narrative.
Needs Assessment Baseline	State the baseline result (number and percentage) for each metric as identified in the resident needs assessment and/or neighborhood narrative.
Strategy	Provide a brief description of the strategies and services that will be used in order to achieve your year five outcome. Describe how these strategies and services address the need(s) identified in the resident needs assessment and/or neighborhood narrative. Describe how services and strategies will be coordinated between partners. Describe how you will ensure services will be provided to the targeted housing residents, with a particular emphasis on how you will ensure these residents receive priority for any leveraged positions or "slots" in early childhood learning, job training/employment, and case management programs.
Residents Served	Provide the number and percentage of residents to be served by each strategy/service; and number and percentage of additional neighborhood residents to be served by each strategy/service as applicable.
Service Provider	State the name and role of the service provider(s) contributing to this outcome.
Resource Commitment	Identify the Choice Neighborhoods funds and major leverage commitments dedicated to the strategies. Describe how you are leveraging and building on existing high-quality services and programs that are already in the neighborhood.

SOURCE: HUD Choice Neighborhoods Implementation Grant NOFA, March 2016

NEXT STEPS

PROJECT SCHEDULE

BAHAMA VILLAGE CRA Planning Process



BAHAMA VILLAGE

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