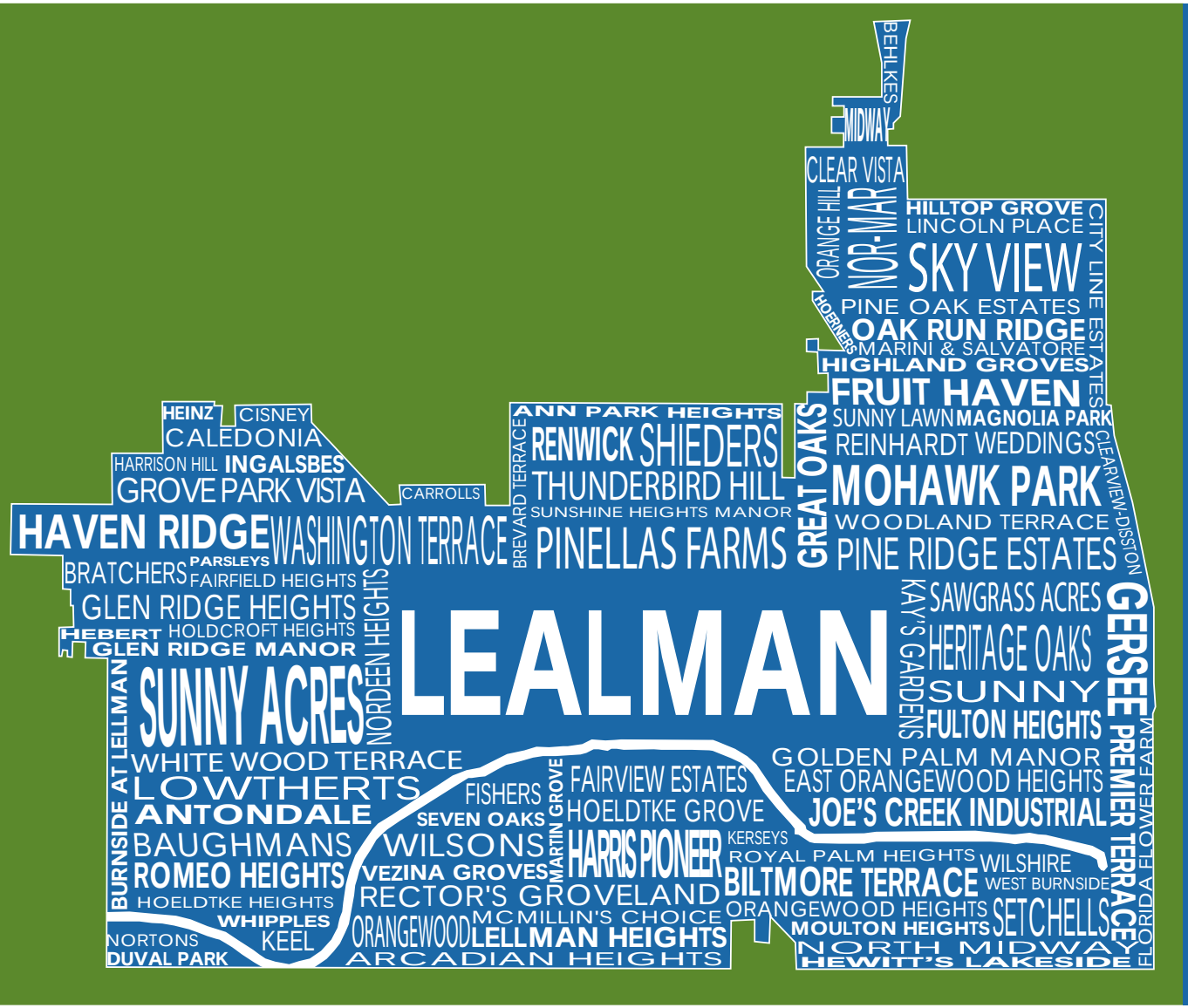

COMMUNITY REDEVELOPMENT AREA PLAN

Adopted June 7, 2016
Amended on June 20, 2017 and March 12, 2019

Pinellas County PLANNING

We thank all those who contributed to create the Lealman Community Redevelopment Area Plan and in particular:

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Pinellas County gratefully acknowledges the ongoing support from the community residents, business owners, employees, community partners and local stakeholders during this planning process.

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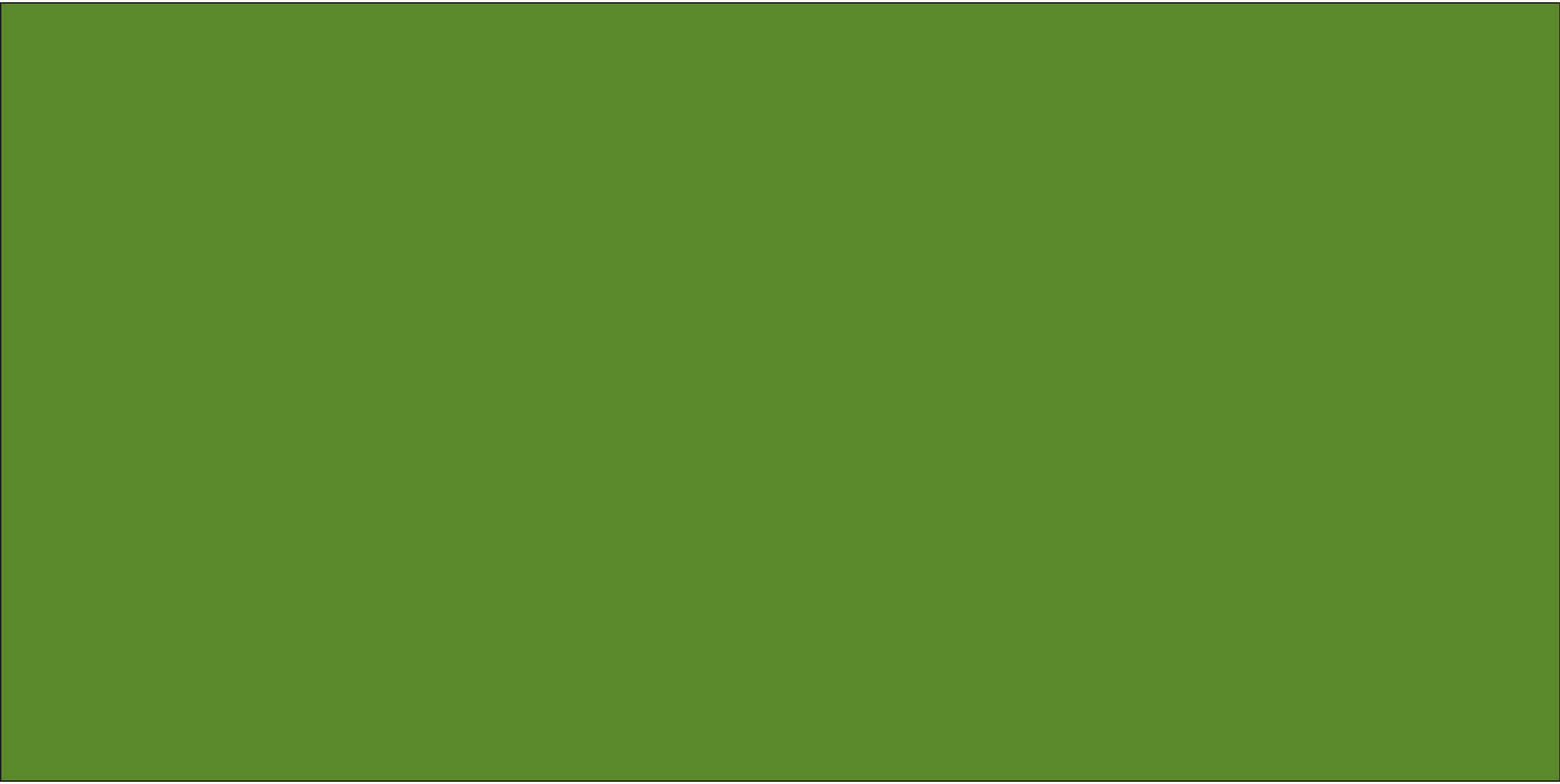


Looking Back: a snapshot of Lealman's area history, physical conditions, existing development character and needs for revitalization.

1.0 Introduction

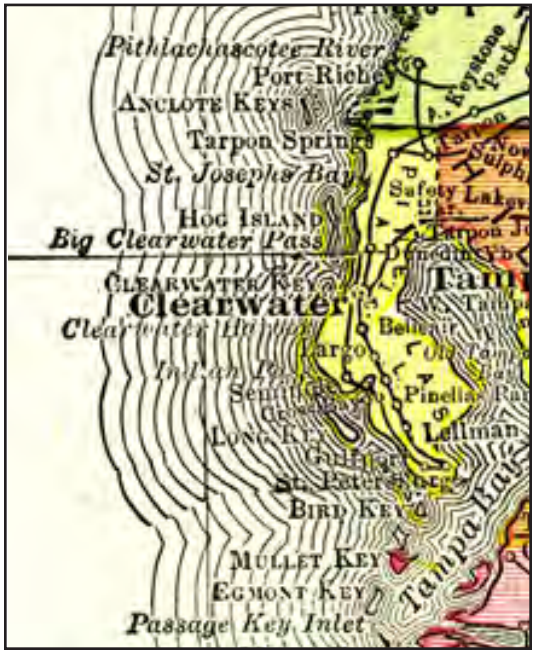
The Community Redevelopment Area Plan (Plan) will serve as a comprehensive framework for long-term development, economic development, and redevelopment revitalization strategies to address blighted conditions and improve the overall quality of life in the Lealman Community Redevelopment Area (Area) over the next 30 years. Guided by the community, and supported by data and analysis, the Plan will lay the foundation for the County, property owners, and developers setting forth specific expectations, roles, relationships, and participation (guidelines, standards, roles) by the public and private sector to ensure the successful redevelopment of the Lealman CRA. While based on the most accurate data available, each of the identified strategies and their associated costs in this Plan will require additional study, refinement and action by the Community Redevelopment Agency (Agency) as specific projects are initiated and implemented.

The Lealman CRA is generally bounded by the City of Pinellas Park to the north, Kenneth City to the west, and the City of St. Petersburg to the south and east. The Lealman CRA is located in unincorporated Pinellas County and retains the same boundaries as the census designated place (CDP), Lealman, which was also known as East Lealman until 2010.

This area, consisting of approximately 2,525± acres, was identified as being physically, economically and aesthetically distressed. The purpose of the Plan is to provide a strategy to eliminate conditions of blight found to exist within the Area, as identified in the *Finding of Necessity for the Lealman Community Redevelopment Area.* The Pinellas County Board of County Commission reviewed the Finding of Necessity and determined that conditions of slum and/or blight, as defined by Chapter 163, Part III, Florida Statutes exist, and approved the creation of a CRA Plan on June 23, 2015 as part of Resolution 2015-62. This Plan has been prepared in compliance with Chapter 163, Part III, Florida Statutes, including all applicable sections and supplements.

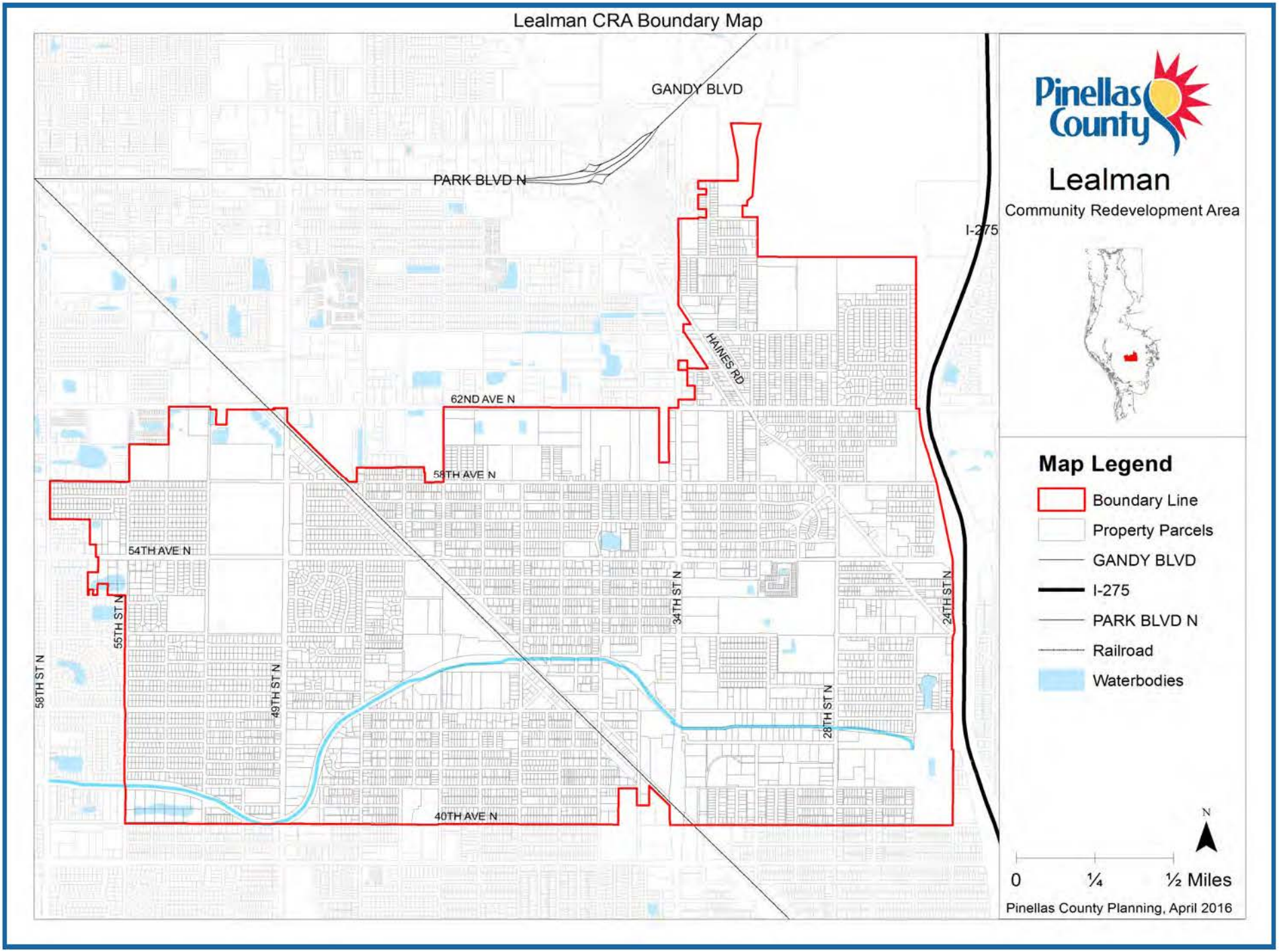
2.0 Statutory Requirements

Any area proposed as a Community Redevelopment Area must meet the standards and requirements of the Community Redevelopment Act, Sub-sections 163.335 to 163.362, Florida Statutes. The process includes the preparation of a work program and schedule, a legal description of the area to be designated, a formal Finding of Necessity based upon survey and analysis, and the development of a Community Redevelopment Area (CRA) Plan that must conform to the comprehensive plan for the county or municipality as prepared by the local planning agency. The Plan must also be either consistent with the existing zoning and land use intensities and densities in the area or recommend changes deemed appropriate to encourage the appropriate development. The Plan will propose a general work program and time frame within which public and private resources may be used to accomplish rehabilitation and redevelopment, and provide appropriate public resources. The Plan may also recommend land acquisition, disposal and redevelopment, if appropriate. The Lealman CRA Plan is based on the Finding of Necessity (June 2015) and proposes the methods by which those conditions will be alleviated.



Pinellas County:
New Imperial Atlas of the World
(Rand McNally, 1917)

Figure 1:
Lealman Community Redevelopment Area



3.0 Community Redevelopment Agency

The Board of County Commission by its own action sits as the Pinellas Community Redevelopment Agency, and is responsible for administering programs and policies related to the Lealman Community Redevelopment Area. It is anticipated that with the approval of the CRA Plan, the Community Redevelopment Area will have a manager responsible for monitoring program implementation and annual reporting. Until such time, a dedicated Pinellas County staff person is administering all aspects of the Community Redevelopment Area.

4.0 Existing Regulatory Framework

4.1 Future Land Use and Zoning

The current Future Land Use Map calls for predominantly residential (single-family and multi-family) uses (50.4%), with commercial use along the primary corridors (7.2%). Adjacent to 34th Street/US-19, in the southeast portion of the Area, there are approximately 162 acres of Industrial Limited (6.4%). There are approximately 182 acres of Public / Semi-Public and Recreation / Open Space scattered throughout the Area with a large portion concentrated in the northwest portion of the Area (7.2%). See Figure 2, next page. Zoning designations vary, but primarily the area is zoned for residential development (56.3%). Of the approximately 56.3% or 1,422 residentially zoned acres, more than 230 acres of that is zoned for mobile home parks and 153 acres for agriculture estate development.

Commercial development is found along the major corridors (10.7%) and Light and Heavy Manufacturing in the Joe's Creek Industrial District and along the southern portion of 34th Street/US-19 and the CSX tracks (6.4%). Approximately 1.7% of the area is zoned RPD-7.5/RPD-12.5. See Figure 3, page-5.

Table 1:
Future Land Use and Zoning Composition

Future Land Use	Acres	Percent	Existing Conditions	Acres	Percent
Residential Urban	500.3	19.81%	1,2,3 Family Residential (R-4)	533.6	21.13%
Residential Low	450.1	17.83%	Single Family (6,000sf/min) (R-3)	402.6	15.94%
Residential Medium	321.7	12.74%	Mobile Home Park (R-6)	231.0	9.15%
Commercial General	179.2	7.10%	General Retail Commercial (C-2)	209.9	8.31%
Institutional	163.3	6.47%	Agricultural Estate Residential (A-E)	152.9	6.06%
Industrial Limited	162.6	6.44%	Light Manufacturing (M-1)	138.9	5.50%
Preservation	69.9	2.77%	Commercial/Warehousing (C-3)	56.0	2.22%
Transportation Utility	40.3	1.60%	Public/Semi-Public (PSP)	36.1	1.43%
Residential Low - Med	29.9	1.18%	Residential Planned Dev (RPD-20)	32.3	1.28%
Water	21.5	0.85%	Single Family (7,500sf/min) (R-2)	23.8	0.94%
Recreation/Open Space	19.4	0.77%	Heavy Manufacturing (M-2)	23.5	0.93%
Commercial Recreation	13.4	0.53%	Residential Multi/Family (RM-12.5)	22.1	0.88%
Residential Estate	12.6	0.50%	Residential Multi/Family (RM-7.5)	21.4	0.85%
Residential/Office/ General	6.8	0.27%	Residential Multi/Family (RM-10)	15.0	0.59%
Commercial Neighborhood	1.8	0.07%	Institutional Limited (IL)	14.2	0.56%
Residential Office Ltd	1.4	0.06%	Residential Planned Dev (PRD-7.5)	14.0	0.55%
			General Prof Office (P-1)	13.8	0.55%
			Residential Multi/Family (RM-5)	12.0	0.48%
ROW/Misc. Acreage	530.8	21.02%	Residential Planned Dev (RPD-12.5)	10.2	0.40%
			Preservation/Conservation (P-C)	7.9	0.31%
			Unknown Zoning (UZ)	6.9	0.27%
			Residential Multi/Family (RM-15)	6.5	0.26%
			Neighborhood Commercial (C-1)	4.8	0.19%
			Rural-Residential (R-R)	1.6	0.06%
			Limited Office (P-1A)	1.0	0.04%
			ROW/Misc. Acreage	533	21.11%

Figure 2:
Future Land Use

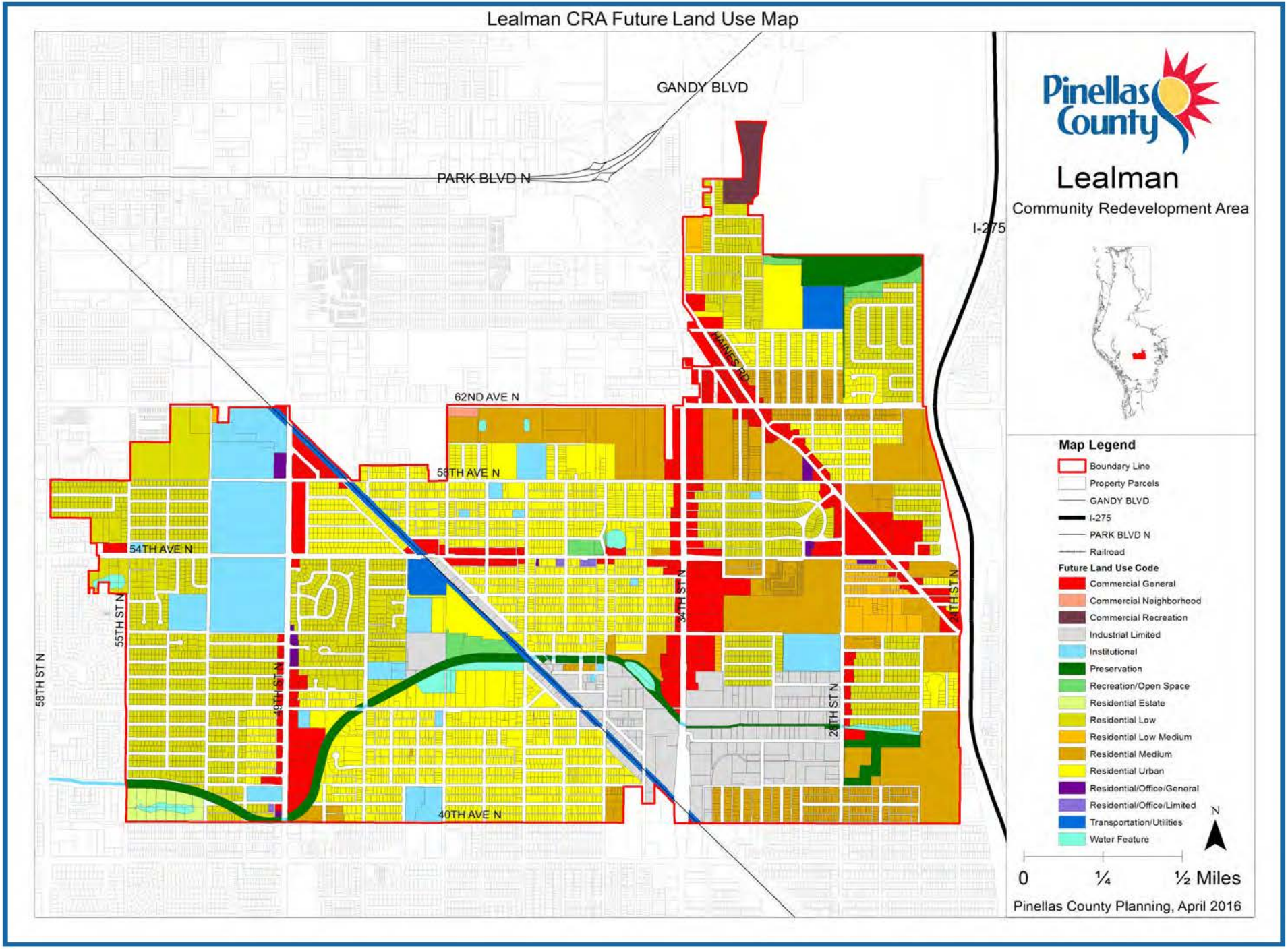
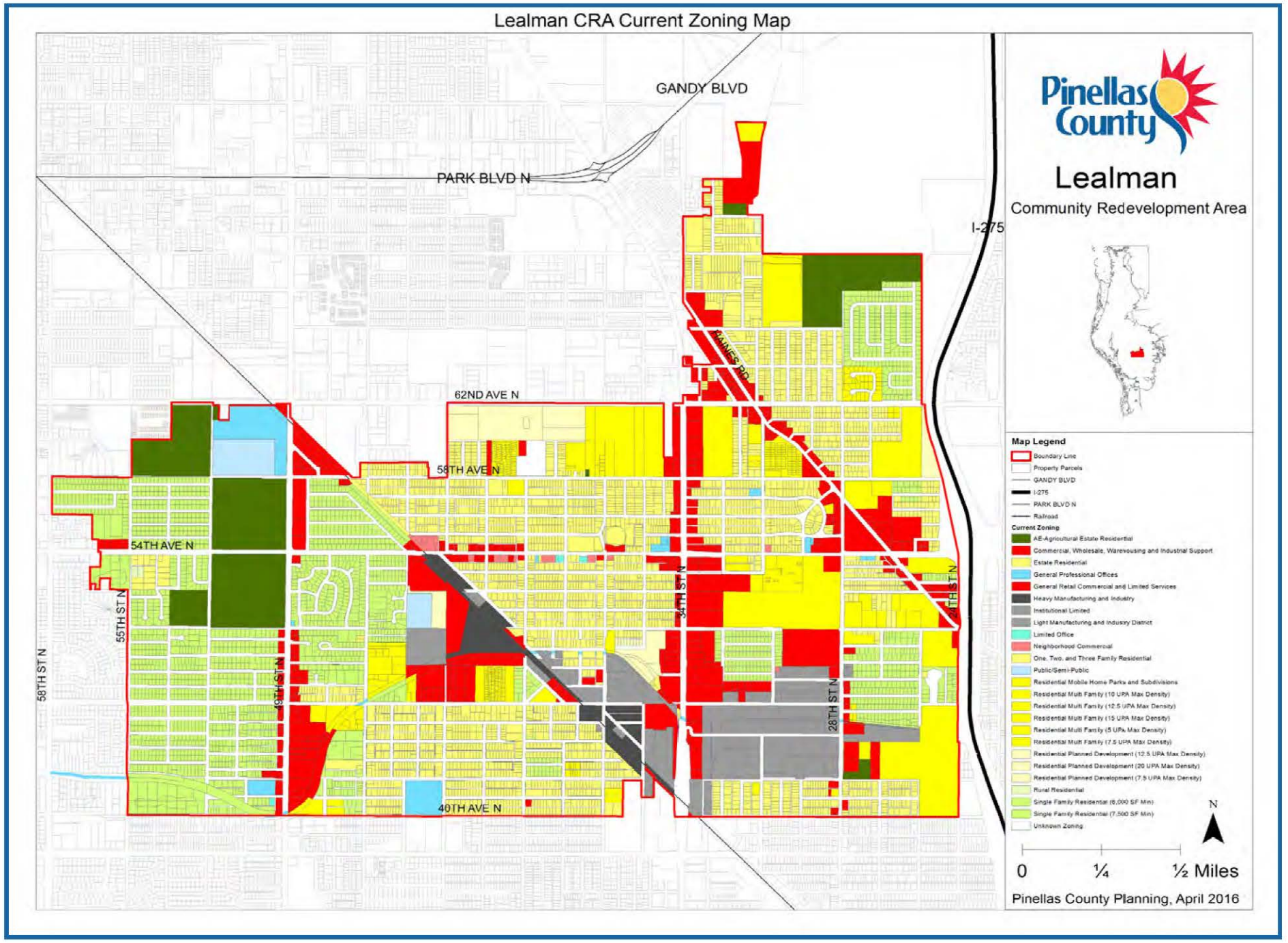


Figure 3:
Current Zoning



5.0 The Neighborhood

This chapter offers a snapshot of the existing demographic and socio-economic conditions, crime statistics, and housing inventory and conditions the Area.

5.1 Population and Housing

The population of the study area is estimated at 20,740 persons (2.7% of the countywide population of 925,030), with 8,906 households. The average household size is 2.21 persons per household. Males account for 48.8% of the population, with females representing 51.2%. The median age is 45.6 years. The study area population is 79.9% White, 9.3% African-American, 7.9% Hispanic origin, 6.1% Asian and the remainder comprised of other races.

The Area is comprised of a mix of low-medium density, residential development (6.22 du/acre), with commercial uses along the major corridor of 34th Street/US-19, 49st Street, Haines Road, and sections of 28th Street and 54th Avenue. Interstate-275 forms the eastern boundary, adjacent to Joe's Creek Greenway Park which begins just east of 28th Street North and 42nd Avenue.

The Area contains an estimated 10,493 housing units. Approximately 46.6% of the housing units are classified as single-family detached housing, 1.7% is single-family attached housing and 26.6% mobile home. The remaining 25.1% of the housing units are comprised of multi-family units distributed fairly evenly in structures with 2 to 20+ housing units. Almost half (49.5%) of the housing units were built between 1950 and 1970, with another 30.3% constructed between 1970 and 1989.

Using the 2014 income estimates and standard finance guidelines for housing affordability, it is determined that the average family buying or renting within the CRA can afford housing units with a sale price of $60,526 and $90,789 (two to three times the annual household income) or rental units ranging from $630 to $832 per month (25-33 percent of monthly household income), respectively. Current median monthly rental housing cost in the CRA is in the upward range of $805.

According to the 2014 American Community Survey, there are 8,849 occupied housing units. Of these units, 58.3% are owner occupied and 41.7% renter occupied. This composition is considerably different from the countywide composition of 65.5% owner occupied and 34.5% renter occupied. In the study area, the median home value is $68,100 and the median contract rent is $805. Countywide, the median home value is $146,500 and the median monthly rent is $955. The median household income is $30,263, considerably less than that of the countywide median household income of $45,574. Within the study area, 27.1% of the population has an income equal to or below the poverty level. In the past 12 months, 4.1% of the population received public assistance income, 31.7% received Food Stamps/SNAP assistance and 22.6% of the population had no health insurance coverage.

5.2 Development Character – Area Opportunities

The Lealman CRA has several assets that form the basis of a sound redevelopment strategy. These assets include:

- **Joe's Creek Industrial Area** Located in the southeast portion of the CRA is the existing industrial district. Over the years, the district has maintained nearly full occupancy but more recently is experiencing increased vacancies and declining structural conditions. In recent years, there has been some new investment, but in general, the industrial district struggles. With targeted redevelopment efforts, however, the CRA will focus on targeted and complementary industry reinvestment to establish the foundation for a unique, vibrant district linked to the adjacent neighborhoods.

- **Commercial Corridors** There are multiple opportunities to bring reinvestment to the existing commercial corridors (54th Avenue, 49th Street, 28th Street 34th Street and Haines Road), some of which are currently underutilized and lacking a visual distinction or transition from the adjacent residential neighborhoods. Using

new urbanism concepts such as, increased densities, mixed-use infill, development standards, and Complete Streets design along commercial corridors will facilitate predictable built outcomes with a focus on the public realm and will enable safe access for all users. By incorporating such methodologies and strengthening the adjacent residential network, a more sustainable business economy will be nurtured

- **Lealman Heights** The 7.2 acre, Lealman Heights property is located within the Innovation District of the CRA and was acquired in 2016 by the County, in partnership with the Housing Finance Authority of Pinellas County. In the short term, the non-residential buildings will offer affordable space to community service providers focused on the needs of Lealman residents. The existing residential units will be renovated and leased for rents comparable to those in the area with a focus on providing workforce housing to residents who are also employed within the Area. The long-term vision for the property has not yet been determined; however, it is expected that it will provide opportunities for a mix of housing, employment and commercial uses and act as a catalyst for additional reinvestment of the Area.

- **Parks, Recreation and Open Space** Two county owned parks and recreation areas are found within the study area: Lealman Neighborhood Park and the Joe's Creek Greenway Park which includes an on-site trail. Opportunities for future parks and open space include expanding upon the Joe's Creek Greenway Park, Joe's Creek Industrial area and the Innovation District.

  Of particular note is the 38-acre Joe's Creek Greenway Park which is part of the Joe's Creek Watershed located in south-central Pinellas County. The creek currently begins just east of 28th Street North and 42nd Avenue and flows westward. As part of a county led project to restore wildlife habitat and improve water quality in Joe's Creek, it has also been established as a community asset. The park is a habitat for a variety of endangered, threatened and rare animal species. The park includes a parking lot, pedestrian bridges connecting the pedestrian trail around a picturesque pond area and three educational kiosks/observation platforms ideal for observing wildlife in the Creek. Recently, the County acquired adjacent land and has begun the design process to expand the park to include both passive and active amenities.

- **Fred Marquis Pinellas Trail** Approximately 87 miles of constructed trail facilities runs throughout Pinellas County. The opportunity to connect the Area to the existing trail offers opportunities for the CRA to create a functional and safe pedestrian and bicycle network by implementing existing condition improvements, new development standards and extending the existing bicycle and pedestrian network as proposed by Pinellas County, Kenneth City and the Metropolitan Planning Organization. The proposed trail extensions would create alignment following the bank of Joe's Creek through Lealman area. Continuing to treat Joe's Creek as a community amenity would enhance the livability and quality of life in many adjacent areas.

- **Schools** Four schools are located in the study area (Lealman Avenue Elementary School, Lealman Innovation Academy, The Broach School of St. Petersburg and Windsor Prep). There are opportunities to provide increased curricula and linkages with the community to provide a full range of childhood to adult education opportunities to serve residents. In the long term, there could be partnership opportunities to create a new education/training campus in the Lealman CRA.

- **Community Facilities** Pinellas County operates and partners with a variety of community service organizations providing a range of programs offering housing, employment, financial and medical services in the Area. There is a need for additional community services in the Lealman CRA, and the demand is expected to increase and diversify, especially as redevelopment occurs. In an effort to meet such demands, the County, in partnership with the Housing Finance Authority of Pinellas

County acquired the Lealman Heights property which affords the opportunity to continue meeting current community needs as well as crafting a future redevelopment opportunity that will be vital for the Area.

5.3 Transportation

Street patterns in the Area are impeded by two primary obstacles; Joe's Creek, running east to west, and the CSX Rail Road which runs diagonally through the community from the southeast to the northwest. Both of these features were in place when the area was being platted in the 1920's, resulting in a very limited number of roadways that run from one edge in the community to the other edge. The three primary corridors in the Area are signalized arterial streets – 49th Street N, 54th Avenue N, and 34th Street/US-19 all of which operate at a B or C level of service. Haines Road which also transects the CRA on the east side is a signalized major collector, operating at a level of service D.

The rail line that bisects the Area is a functioning freight line operated by CSX that stretches from downtown St. Petersburg, north through Pinellas County to downtown Clearwater. In recent months, there have been indicators that there may be a potential use of the rail line for passenger-commuter service connecting north-south Pinellas County as well as, the entire Tampa Bay area. Such a change would be a substantial transportation and economic development benefit to the Area.

The current conditions of local streets within the CRA are evaluated by the County's Pavement Condition Rating Scale of 0 to 100, with a rating of 100 indicating good roadway conditions and 0 indicating failing or poor conditions. Of the roadway segments evaluated within the CRA, 8% have a rating of 'Poor' and 29% of only 'Fair.' The remaining roadway segments have ratings of 'Good' or higher.

While the transit routes provide access through the Lealman CRA, there have been concerns raised by residents that the routes do not meet existing needs to adequately link residents to desired destinations nor will they meet future demands due to a combination of factors that include lacking service availability and frequency. The transit level of service of 30 minute headways is considered average for Pinellas County, however, many of the trips riders take require a transfer, which ultimately increases the overall travel time. Lastly, there are noted deficiencies of sidewalks and bus stop amenities.

The 54th Avenue North, 49 Street North, and part of U.S. Hwy 19 (34th Street North) corridors are currently served by Pinellas Suncoast Transit Authority (PSTA) Bus #'s 75, 52, 97 and 19. These buses frequent each stop about every 20 minutes to one hour. Haines Road, a major commercial corridor, is not being served by the PSTA bus system. While some limited bus service does exist within the Study area, the availability and frequency of services are not adequate to serve the existing and future needs of the residents of this area. The lack of sidewalks in residential areas hampers residents' safe accessibility to the bus system.

Transit service is provided by PSTA on three local bus routes and one commuter service through the study area. The PSTA Bus Route 75 runs along 54th Avenue N with approximately 60 minute headways. Route 52 runs along 49th Street N, between Downtown St. Petersburg and Downtown Clearwater, at 25-35 minute headways. Route 97 is a commuter service along 49th Street accessible from the northern portion at headways between 30 and 60 minutes depending on the connection and time of day. And finally, Route 19 travels north/south along 34th Street N/US-19 between St. Petersburg and Tarpon Spring at 20 to 30 minutes headways. It should be noted that Haines Road, a major commercial corridor, is not being served by any PSTA service.

6.0 Need for Redevelopment (163.362(1), F.S.)

The Finding of Necessity for creating the Lealman Community Redevelopment Area identified and documented persistent conditions in the Lealman Area that are consistent with the definition of blight contained in Section 163.340(8)(a-i), Florida Statutes. Government maintained demographic and economic

statistics highlight a prevailing level of enduring economic distress. Low per capita income, high poverty rates, high unemployment rate, low educational attainment levels, lower median home values compared to the County are strong indicators of this distress. The distressed economic conditions combined with the deteriorated physical environment confirm the continued existence of blight. The following is a summary of findings for the nine conditions, supporting the declaration of blight for the Study Area:

a. *Defective/inadequate Transportation Facilities (163.340(8)(a), F.S.)*

- Restricted access to the study area due to Joe's Creek and the CSX Rail Road.
- Overabundance of paved parking lots facing streets and a lack of paved parking to serve some businesses.
- 37% of roadways have a pavement condition rating of "Fair to Poor".
- Approximately 2/3 of the study area are without sidewalks.

b. *Depreciating Assessed Property Values (163.340(8)(b), F.S.)*

- Over 4% net decrease in total assessed property values between 2010 and 2014.

c. *Faulty Lot Layout (163.340(8)(c), F.S.)*

- 130 properties within the study area have a zoning classification that is not consistent with the Future Land Use Map designation.
- Incidences of landlocked properties lacking meaningful access.
- Existing code regulations could create development challenges for some low-lying areas.
- Underutilized rear alleys.
- More recent infill development may be non-conforming to the older, traditional development pattern due to existing zoning regulations.
- Prevalence of un-permitted living units and other similar additions to the existing housing stock that is inconsistent with zoning regulations.

d. *Unsanitary or Unsafe Conditions (163.340(8)(d), F.S.)*

- Below standard or lack of adequate street lighting poses crime and safety risks.
- Pedestrian and bicycle paths only exist along major roads and along a few side streets.
- Abundant presence of poorly functioning, open drainage systems on residential streets.
- Existing street drainage ditches in some areas reach 6ft in depth, impeding pedestrian access to residential units and creates significant safety issues, especially during times of significant rainfall.

e. *Site Deterioration (163.340(8)(e), F.S.)*

- Presence of deteriorating and boarded structures.
- Multiple trailer parks established during the 1950's creating concentrated pockets of blighted areas due to aging and deteriorating structures.
- Code enforcement cases for inoperable vehicles, lot clearing, minimum housing code, noise complaints, prohibited vehicles, trash and debris and zoning violations violation rates significantly exceeded the number of countywide cases.

Existing Area Drainage Infrastructure

Looking Forward: objectives and strategies that form the guiding principles for redevelopment in the Lealman Area. Included are objectives to improve the area's overall economic vitality and health, existing and future housing stock, commercial activity and livability.

7.0 Redevelopment Guiding Principles

The redevelopment program for the Lealman Community Redevelopment Area Plan is committed to improving the quality of life for all citizens; allowing for a dynamic and diverse community where people of all ages, ethnicities, and incomes have opportunities to find quality housing, jobs, goods, services, and cultural amenities. Through creativity, innovation, and persistence, the CRA will experience redevelopment and reinvestment through socially, economically, and environmentally sustainable methods to help create a district in which residents and business owners are proud to invest. For this, a set of objectives and strategies will drive the Plan to address the challenges and barriers to successful redevelopment and viability.

Mesh Fabrications, 44th Ave N

Magnolia Court Affordable Housing Complex

Joe's Creek Greenway, 46th Ave N

7.1 Objectives and Strategies

Objective 1 – Economic Development and Innovation

The CRA will support economic development to increase employment levels, raise the tax base, and improve the standard of living in the Area. The CRA will also encourage investment in human capital through workforce development and educational programs. Ultimately, the goal of redevelopment is for the Area to become economically and socially self-sustaining in the long term. By encouraging private investment in industry and real estate while eliminating impediments to both public and private investment (particularly infrastructure needs and institutional barriers), the potential of the Area can be fully realized. The CRA will pursue a dynamic, active role in economic development and redevelopment activities that will include both traditional economic development as well as opportunities to accommodate a new knowledge economy based on the production of intellectual knowledge and the use of innovative technologies to produce economic benefits.

Economic Development and Innovation Strategies

- Formulate a redevelopment investment plan for targeted areas that may include (though not limited to) parcel acquisition and consolidation opportunities, particularly in targeted areas and along major corridors to foster desired redevelopment and innovative districts in an effort to attract cutting-edge information technology and craft industries, incubator, desk share work space, office users, conferencing, and transport logistics-related businesses.

- Maintain inventory and knowledge of vacant lands and buildings to encourage new investment and accommodate future development in the Area.

- Support public-public and public-private partnerships and seek opportunities to coordinate with organizations such as the Chamber of Commerce, St. Petersburg College, the University of South Florida, Pinellas County Schools, the private sector, non-profit organizations, and others relevant entities.

- Assess the County's Comprehensive Plan, Land Development Code, and development review process to identify potential inconsistencies between these policies/procedures with the goal of stimulating new investment, redevelopment, workforce development, and economic development within the Area. The CRA will coordinate with the County and other governing bodies as appropriate to identify and resolve impediments to redevelopment.

- Support a variety of economic development and entrepreneurship models and develop assistance techniques including loans, grants, and other measures to support "economic gardening" (an economic development model that supports existing small businesses) as driving forces in the local economy.

- Advocate the development of a knowledge economy as a tool to produce local and regional economic benefits. Work with local industry leaders to encourage workforce development and the evolution of employment opportunities including (though not limited to) existing business expansions and spin-offs to other sites, new industry, trade and technical education programs.

- Support marketing across a variety of venues and media to attract talent and industry to the Area.

- Continue to develop, implement, monitor, and improve development incentive programs for all types, scales, and intensities of redevelopment. Incentive programs can help defray the costs of development and encourage the kinds of development that will transform the Area as envisioned in this plan. Incentives may include (though not limited to) fixed cost write-downs, Tax Increment Financing (TIF), assistance with infrastructure costs, and density bonuses.

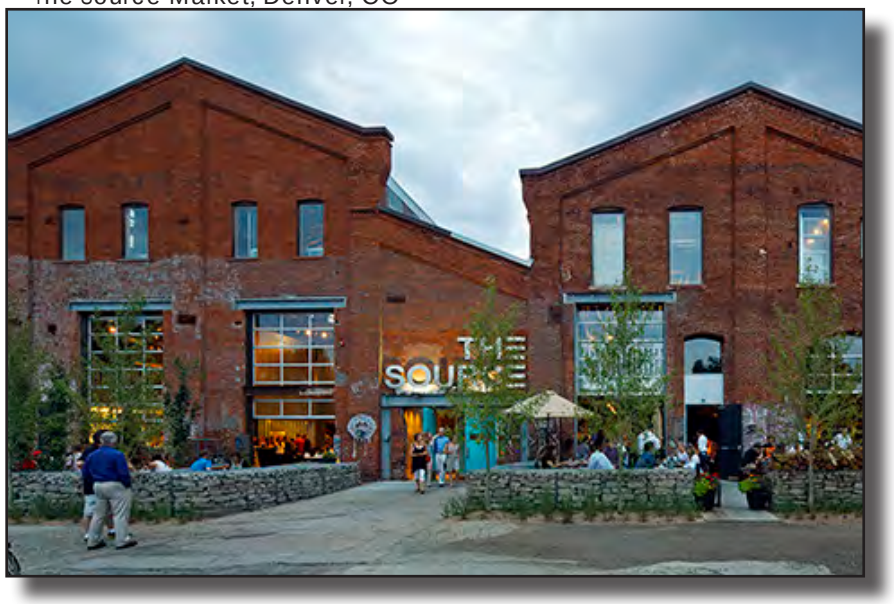
Objective 2 – Commercial

Residents are often forced to leave the Area in order to fulfill their demand for goods, services, and employment opportunities. However, the community has a strong desire to cultivate and support commercial activity to support the residential base. To that end, the CRA will work to identify opportunities and programs both public and private to improve the commercial building stock, to support existing businesses, and to bring a diverse grouping of businesses such as retail, professional, service, and other commercial uses to the Area.

Commercial Strategies

- Devote particular focus to major corridors, namely US-19, 54th Avenue, 28th Street, 49th Street, Haines Road and the Joe's Creek Industrial area, which offer the most obvious opportunities for commercial and mixed-use development
- Identify incentives to retain, improve, and expand existing businesses and attract new business types to encourage the desired office, commercial, retail, and professional uses.
- Support neighborhood-serving commercial and small-scale centers that residents can patronize.
- Identify and support in matching resources with businesses to provide financing mechanisms that offer access to credit and other capital. Assist with incentives, expedited permitting, infrastructure costs, land assembly, disposition or land cost write-down, stormwater assistance, density and intensity bonuses, and other means to encourage quality commercial development. Incentives should encourage high-quality design and construction practices including utilizing green building techniques.
- Work with both the public and private sectors to address known deficiencies and to solve existing flooding and inadequate utility service issues that may contribute to the lack of commercial investment in the Area.
- Encourage redevelopment of commercial parcel sites, and examine opportunities to consolidate parcels for the use of larger-scale retail or commercial centers, to improve efficiency and marketability of the Area.
- Assess land use and zoning along major corridors to determine compatibility with redevelopment goals. Evaluate the County's Land Development Code and other relevant regulations to determine if regulatory changes would help facilitate infill commercial or mixed-use goals, and coordinate with the County as needed to facilitate increased levels of commercial infill/ redevelopment and proper development review regulations.
- Focus marketing efforts specifically to the business community to retain existing businesses, attract new investment, and establish a "hub" of commercial activity that will provide the opportunity for residents to work, shop, and be entertained in the Area.
- Assist with establishing a local business association to better manage the business inventory and distribute relevant information in the Area.

The Source Market, Denver, CO



Objective 3 – Housing

The community has a strong desire to increase residential options and see a change in housing stock in the Area. The CRA will explore both public and private options to improve the residential building stock and to provide safe, well-designed, high-quality housing (at both market-rate and workforce price points) throughout the Area. The CRA will also work to support a diverse housing stock that provides livable, quality options for renters and homeowners at all price points. The CRA will support infill housing to encourage reinvestment in existing neighborhoods and to promote homeownership.

Housing Strategies

- Provide housing opportunities for diverse demographic groups.
- Increase the stock of quality housing by offering possible builder incentives such as expedited permitting, reduced infrastructure costs, land assembly, disposition, land cost write-down, stormwater assistance, density bonuses, design assistance, and other similar means. Incentives should encourage high-quality design and construction practices including utilizing green building techniques.
- Utilize a variety of tools and mechanisms such as (though not limited to) Housing and Urban Development (HUD), Habitat for Humanity, loans, and down payment assistance to assist with homeownership.
- Incorporate tools such as (though not limited to) preservation and façade grants, or low- interest loans for live-work units that provide achievable housing for the Area's workforce.
- CRA may pursue both large and small scale housing projects and will support infill housing opportunities, including "model block" initiatives.
- Promote opportunities for vacant, run-down, or non-conforming lots in residential areas to transition into infill housing through lot consolidation or other means.
- Develop supplemental regulatory tools to address existing zoning enforcement issues to deal with reoccurring instances of slum, blight and nuisance properties and occupancy issues. Work with County Code Enforcement officials to enforce occupancy regulations to deter owner neglect of maintenance responsibilities for rental housing units.
- Assess the County's Land Development Code and development review process to determine if regulatory or procedural changes would help facilitate infill and affordable housing goals, and coordinate with the County as needed to facilitate both redevelopment and proper growth management regulations.
- Strengthen existing single family neighborhoods within the community.

Cottage Square, Ocean Springs, MS

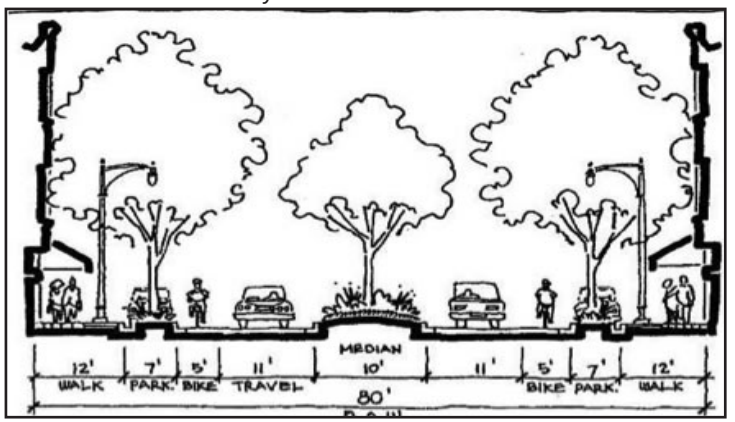
Objective 4 – Infrastructure and Transportation

Current infrastructure and transportation systems identified as either deficient or non-existent in portions of the Area, which creates significant obstacles in attracting or accommodating infill and redevelopment. Improvements are required to meet adequate utility and infrastructure demands across the Area, achieve equity of services with the County, mitigate blighted conditions, accommodate economic development, and make the Area more attractive for reinvestment. Infrastructure improvements can be facilitated through increased coordination or participation in partnership with the other County departments, local service providers, and other relevant organizations. Utilization of technologies such as Geographic Information Systems (GIS) and coordination of strategic planning across multiple departments and agencies will assist in achieving and optimizing infrastructure improvements.

Infrastructure and Transportation Strategies

- Collaborate with both the public and private sectors on infrastructure improvements to address known utility/ infrastructure deficiencies in order to provide equity of services across the County and facilitate new development in the Area. Coordinate to link strategic planning efforts for capital improvements/upgrades between multiple departments or agencies to share costs and provide maximum benefit to the Area, particularly those with the greatest capacity to attract reinvestment.
- Monitor and address unsafe conditions created by inadequate fire hydrant availability or water flow protection to properties in the Area. This effort should be coordinated with street upgrades and other Right-of-way improvements, whenever possible.
- Support County efforts to design and implement a regional stormwater plan that facilitates economic development, is complimentary to the methodology and concepts of urban design while accommodating retention requirements for large areas; eliminating the need for parcel specific on-site retention.
- Identify, document, and analyze overall parking demands and infrastructure constraints throughout the Area, particularly in existing or potential commercial corridors.
- Develop incentives for site and structure improvements. The CRA can provide assistance in identifying and pursuing funding sources such as Community Development Block Grants (CDBG) and other sources to assist private property owners.
- Support initial clean-up and ongoing maintenance of alleyways to improve functionality, support future redevelopment and infill designs that incorporate rear alleyway access, alleyway trash pick-up, and promote general connectivity. The reopening of previously vacated alleyways, streets, or Rights-of-way will also support and increase the desired accessibility and connectivity.
- Support paving, resurfacing, and reconstruction of roadways and coordinate with Public Works to facilitate such projects within the Area, in conjunction with the concepts and guidelines of proper urban form.
- Improve multi-modal mobility, accessibility and safety by developing a holistic traffic calming plan, a continuous network of streets, sidewalks, bike lanes and trails, and upgraded pedestrian and transit amenities. The CRA will consider funding the incremental cost associated with implementing functional and decorative streetscapes, upgraded transit shelters and street furniture in coordination with planned public or private roadway improvements.

Street Cross-Section by N. Garrick



Objective 5 – Urban Form

Visual characteristics of the built environment offer the first impression of the overall quality of life in the Area. In this manner, both the public realm and private properties contribute to the viability of the Area and its ability to attract new investment. The CRA will encourage the thoughtful definition of public spaces including incorporating a Complete Streets methodology with the appropriate scale of the street grid and the pattern of interconnected, walkable streets and blocks. Along public Rights-of- way, the CRA will support improvements such as (though not limited to) undergrounding utilities, street trees, sidewalks, decorative lighting fixtures, and other elements that improve both the functionality and aesthetics/character of corridors. The CRA will also support property acquisition, public spaces, and cultural amenities. For private development, the CRA will support human-scaled development, creativity, innovation, and high-quality design for both large and small scale projects. The CRA should also seek a better understanding of local regulations and procedures for altering the built environment. The CRA will coordinate with the appropriate departments and agencies to resolve barriers that can contribute to an undesirable built environment.

Urban Form Strategies

- Undertake an urban design analysis based upon the principles of new urbanism to evaluate opportunities to identify potential distinct districts or character areas, thought to be generally anchored by a dominant use that supports secondary or adjacent uses.
- Create an urban design mechanism (e.g., overlay district, form based code, Complete Streets, etc.) to define the building development envelope, and to allow for predictable form and function and foster a more cohesive, pedestrian scale and distinctive identity.
- Support and encourage redevelopment that reaffirms an interconnected street grid. Encourage a walkable, human-scale pattern of blocks and streets and discourage overly large "super blocks", dead ends, cul-de-sacs, vacated streets or alleys, or other disruptions of the grid system.
- Support modifications to the development scale of major arterial corridors to transition from a highway character to a more 'Complete Street' which entails a more human-oriented scale with a mix of uses achieved through the installation of medians, hardscaping, sidewalks, crosswalks, traffic calming, street trees, landscaping or other measures.
- Promote the use of "innovative" building designs and architectural methods in targeted areas. Incorporating such features can assist in the intentional creation of mini-districts or villages, or encourage a holistic transformation of an Area.
- Prioritize functional and aesthetic improvements along major corridors running through the Area. Amenities and improvements to highly visible locations will achieve a greater impact and have increased ability to change perceptions about the Area, instill a better sense of place and reinforce edges of the Area as well as distinct neighborhoods, mini-districts, and prominent projects.
- Support the public realm. Investment in the public realm will encourage a sense of place and increase community pride, combat negative perceptions, and stimulate private investment in residential and commercial properties.
- Provide improvements to the existing parks and recreational facilities, including lighting, parking, landscaping, art installations, and new recreational equipment.
- Support aesthetic improvements to unsightly retention systems by providing wetland vegetation or buffering without the use of fencing as permitted by the Plan or design guidelines.
- Analyze the development review processes to identify potential inconsistencies with the intent of the Plan and its objectives. The CRA will coordinate with the County and other regulatory bodies as appropriate to ensure that the vision of the Plan is attainable through the regulatory process.

Objective 6 - Healthy Community

Improvements to the overall built environment can provide an opportunity to engage citizens and renew a sense of community pride. In a healthy community implementation of self-policing techniques such as "eyes on the street" and "Crime Prevention Through Environmental Design" (CPTED) can in some instances reduce the response times, to police, fire, and medical assistance calls. Healthy communities also promote and address basic healthcare needs in the Area.

Healthy Community Strategies

- Improve neighborhood safety by developing a street lighting program, incorporating (CPTED) strategies, and increasing participation in a Neighborhood Crime Watch or Window Watcher program. Redevelopment activities may also provide an opportunity to positively impact instances of crime and the perception of crime within the Area.
- Support County efforts to implement a periodic schedule to conduct Safety With Education and Enforcement of Property Standards (SWEEPS) in which neighborhood tours are periodically performed to systematically address, the most common or problematic issues and areas in the community.
- Encourage pooling resources and investigate the feasibility of locating one or more law enforcement sub-stations in the Area.
- Work with law enforcement, institutions, neighborhoods, and local governments to develop a strategy to reduce crime, prostitution, drug sales, and other illegal activity in the Area. Examine existing policies that may prevent proper response by police, fire, ambulance services.
- Support neighborhood clean-up and demolition of unsafe or unsanitary structures (as defined by the Florida Building Code, Section 103.5) and evaluate the potential for "amnesty" events (or similar activities) to reduce neglected appearance of private property.
- Support through strategic partnerships, grants, and incentives, healthcare resources and programs such as (though not limited to) pop-up and mobile clinics, the Community Paramedic Program, and relationships with local (Medical, Dental, Vision) institutions to provide basic health services.
- Encourage access to community programs by supporting neighborhood centers for social, recreational, and educational opportunities.
- Promote opportunities that improve access to wholesome and fair market price foods in the Area. The CRA may support increasing healthy eating options by encouraging food program partnerships, new grocery stores, sit-down restaurants, farmer's markets, urban agriculture, etc.
- Promote partnerships and programs that support youth character building, professional training, and mentoring opportunities (e.g., Fire and Policing Explorer program, Prodigy Program for Arts, Music, and Dance, etc.).
- Pursue maintenance and upkeep activities including (though not limited to) establishing a board to address nuisance properties and eliminate an environment that cultivates economic-based crimes (crimes of opportunity).
- Promote and support programs that hold absentee property owners accountable to remove tenants participating in criminal activities on or from the owner's properties.
- Support the development of a 'Citizen's Guide' or 'Good Neighbor Handbook' to properly educate residents and property owners on how a 'good neighbor' in Pinellas County is expected to care for and maintain their property.

Objective 7 – Sustainability

The redevelopment's primary focus is encouraging new housing and economic opportunities, it is imperative that high-quality projects will be respectful of the urban form and environmental resources. Green building practices (e.g., environmentally sensitive design, low impact development, etc.) are encouraged for redevelopment projects. The use of new technology and creativity in its application is also important in promoting sustainable building practices and protecting natural resources. Additionally, attention to the social, economic, and cultural well-being of the Area is imperative in ensuring long-term sustainability.

Sustainability Strategies

- Encourage an environment that is socially, ecologically, culturally, and economically sustainable in the long term. Provide grants, incentives or gap financing in support of projects that achieve certain sustainability components.
- Support thoughtful and sustainable development, land subdivision, and urban design patterns not oriented to single, specific uses. Over time, market changes will cycle through a variety of preferred uses, and a thriving urban area will be able to accommodate these changes organically. Inflexible land development patterns that suit only the market needs at the time of the initial land development are more likely to become future sites of blight and abandonment.
- Encourage Low Impact Development and green building in commercial, mixed-use, and residential developments to maximize both economic and environmental sustainability. Consider the full life-cycle impacts of materials and techniques when evaluating environmental technologies.
- Support and encourage the thoughtful development of areas sensitive environmental features. Tools such as incentives, conservation easements, cluster development, density bonuses, etc. may accommodate new development while protecting environmental resources.
- Assess the County's development review process, Land Development Code and other regulations to determine if regulatory or procedural changes would help better facilitate the desired infill and redevelopment and the preferred utilization of green building techniques, materials, or technologies and coordinate with the County as needed to support the greater implementation of green and sustainable building projects.
- Encourage a greater mix of land and building uses and amenities in the Area, to reduce the amount of out-of-district automobile travel required, for residents, to fulfill their daily needs. Support multi-modal development and infrastructure improvements that encourage travel by means other than an automobile.

Container Guest House, Poteet architects, Ip, San Antonio, TX

Bay Street Corridor@downtown Staten Island, NY

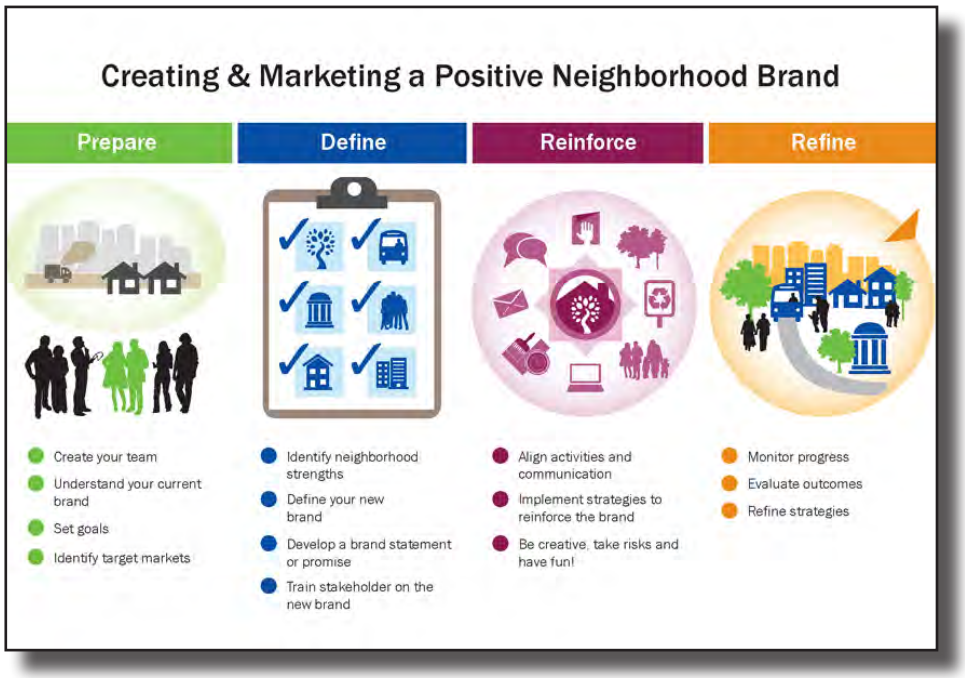
Objective 8 – Branding, Marketing and Promotion (Sense of Place)

The CRA will develop or assist in developing initiatives and projects that have the potential to bring about the greatest impact in transforming the area and catalyzing additional investment through branding and promotion. Community pride and identity are essential to the vitality of the Area. Improvements to the built environment provide an opportunity to engage citizens, and renew and promote a sense of pride in the community. The Area should redevelop as a modern, inclusive community that welcomes diversity and innovation while being respectful of the past.

Branding, Marketing and Promotion Strategies

- Implement a logo and marketing strategy that can be used to identify the Area on literature, banners, gateways, the internet, through redevelopment projects, and promotional campaigns. Brand identity over time conveys a clear image of what the Area has to offer in regards to shopping experiences, living, working, and investing.
- Support a branding challenge competition that solicits a new 'brand' Logo and Tag Line — a brief one line statement that captures a sentiment, goal, attribute or aspiration about the Area.
- Create a brand website that becomes the portal for the Area. The website should broadcast the CRA's presence, programs, and benefits to residents, businesses, investors, developers and site selectors, and highlight upcoming events, projects, and transformational activities.
- Build relationships and create initiatives with citizens, neighborhood groups, community leaders, and stakeholders that support better communication and facilitate involvement.
- Market Area initiatives as unique "signature" projects that promote and instill civic pride.
- Support the establishment of a business association for the Area to strengthen the local economy by creating a stronger presence for individual businesses as well as the entire business community.
- Support the preservation of significant or historic cultural amenities in the Area.
- Encourage community identity through artwork in parks and other public spaces that promotes local artists and students.
- Enhance lines of communication among residents, businesses, and the County by sponsoring community events (e.g., block parties, help your neighbor day, holiday festivities, etc.) to foster more interaction among residents and improve access to information, resources and services in the Area.

Neighborhoodworks.org



Objective 9 – Funding, Financing, and Management

The funding and financing portion of this plan call for creative, efficient, practical and equitable funding and financing mechanisms to accurately implement this Plan. It is perceived that these initiatives will be tied to the tax increment dollars; additionally, the CRA may also explore outside funding opportunities such as tax credits, loans, grants, bonds, etc. The CRA will implement programs that cover both the full physical extent of the Redevelopment Area as well as the breadth of objectives outlined in this Plan. The CRA will coordinate proper management of the redevelopment initiatives and promotion of the Area. The CRA will identify and pursue initiatives that have the potential to bring about the greatest impact in transforming the Area and stimulate additional private investment.

Funding, Financing, Management Strategies

- Secure all viable sources of funding and financing to support the redevelopment initiatives described in this Plan. Such mechanisms can include (but are not limited to) tax increment revenues, ad valorem revenue, Non-Ad Valorem assessment revenue, taxable or non-taxable bonds, Penny for Pinellas dollars, other public instruments, grants and public-private partnerships.
- Develop programs and identify opportunities for public-private partnerships in the redevelopment of the CRA. The establishment and maintenance of partnerships will serve not only to leverage the tax increment and other revenue sources but also stimulate community interest and support. Partnerships may take several forms from financial partnering to technical support to the promotion of the area. Each partnership opportunity shall be evaluated on a case-by-case basis for its overall value and beneficial impacts.
- Support the provision of County resources and staff time to negotiate acquisitions; assist in the purchase, sale, negotiation and coordination of land assembly; and facilitate public-private partnerships with potential developers.
- Identify and secure funding to support the Plan's initiatives (e.g., tax increment revenues, Penny for Pinellas, other public instruments, loans, credits, gap financing, grants, and public-public or public-private partnerships). Public money allocated for incentives should be returned to funding source at resale when feasible.
- Utilize a multi-faceted approach in acquiring properties for redevelopment due to the high cost of land acquisitions and limited tax increment financing capabilities. The CRA should encourage the acquisition and subsequent redevelopment by the private market and by the CRA.
- Support funding to finance land acquisitions by the CRA (some of which will be recovered or rolled over as properties are resold).
- Encourage and participate in the dedicated maintenance of redevelopment projects to preserve the investments laid forth in project implementation.
- Conduct periodic strategic planning sessions to evaluate current project status and identify upcoming priority initiatives.
- Create work plans for funding and implementing budgets that can be reviewed and adjusted as needed based on initiatives' commencement and progress.
- Encourage the business community and other local stakeholders to participate in sponsorship programs (e.g., adopt a road) that generate additional funding for local projects, programs and initiatives in the Area.
- Encourage reinvestment in the Area by maintaining a thorough, up-to-date understanding of the Area. Activities that may facilitate this goal include, but are not limited to, the following:
  - *Map and index all commercial properties and inventory substandard properties.*
  - *Document site criteria for developments by business type for developer site and parking requirements.*
  - *Facilitate redevelopment of constrained parcels or groups of parcels.*
  - *Identify resources (e.g., staffing, in-kind goods or services, or*

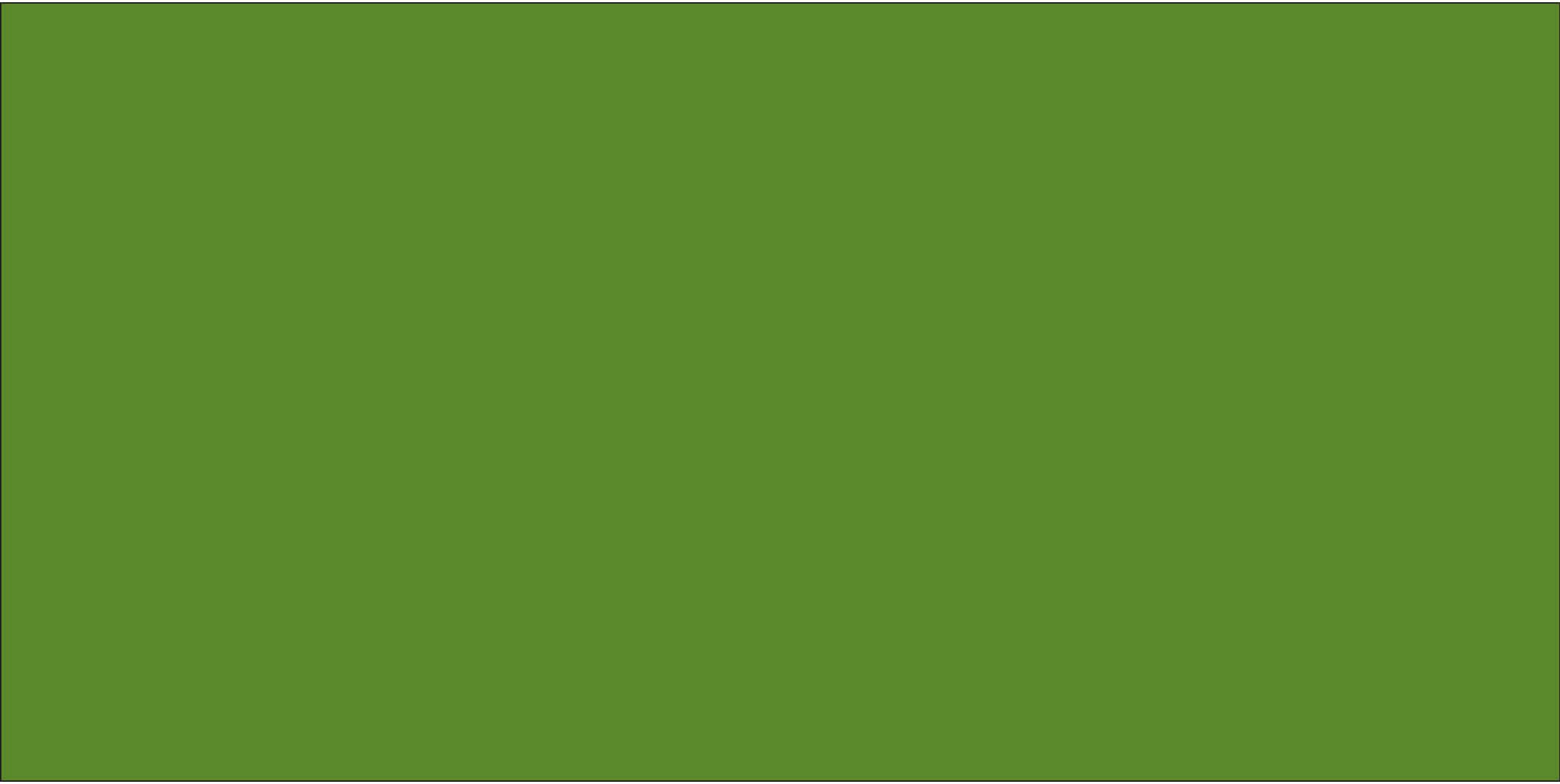
funding, etc.) to accomplish projects.

- *Conduct periodic strategic planning to identify priority initiatives and create work plans from which the CRA can implement budgets and appropriate funding.*

Lealman Community Park, 54th Ave

ProjectsForPublicSpaces, www.pps.org

Lealman Community Park, 54th Ave



Getting There: a summary of tools that can be utilized to implement future reinvestment, and a overview of previous studies that have assisted in shaping the framework for which future programs and projects will be realized.

8.0 Redevelopment Tools

The Agency reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163, Part III, utilizing the tools described below (though not limited to):

a. Property Acquisition: the current law authorizes the Agency to acquire real property through purchase, condemnation, or other lawful means, to assist or facilitate the redevelopment process.

b. Property Rehabilitation: the Agency may rehabilitate, or require to be rehabilitated as part of a lease or sale, any property within the Area.

c. Structure Relocation: if a property is deemed to be worthy of rehabilitation and is in the path of a redevelopment project, the Agency may authorize the funds necessary to move it to a new location.

d. Cooperation with other Public Agencies: the Agency may cooperate and coordinate with other public entities in the implementation of this Plan, in order to optimize the value of the community's investment in the Area.

e. Property Management: the Agency may, at its discretion, enter into agreements to ensure the preservation, maintenance and/or operation of real property within the Area.

f. Demolition and Clearance: the Agency may authorize the demolition, removal or clearance of buildings, structures and other improvements on real property it has purchased within the Area, to aid in the Area's redevelopment.

g. Preparation of Building and Development Sites: the Agency may undertake building and/or site preparation on any real property within the Area, to assist in the redevelopment process.

h. Public Improvements and Infrastructure: the Agency shall advise the County on the timing and location of public improvements, including surface improvements and subsurface infrastructure, to be accomplished within the Area. The recommendations shall be consistent with the adopted Comprehensive Plan.

i. Real Property Disposition and Development: the Agency may sell, or otherwise dispose of, real property within the Area, in accordance with the Community Redevelopment Area Plan. The property may be disposed of at Fair Market Value, rather than at the Appraised Value. The documents of conveyance will contain any conditions necessary to safeguard the goals of the CRA Plan.

The Agency reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163, Part III, to support the redevelopment of the CRA. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the redevelopment of the CRA in accordance with this plan.

9.0 Redevelopment Activities

According to Florida Statutes any redevelopment activity that is authorized by Chapter 163, Part III can be utilized by a Community Redevelopment Agency if that redevelopment activity is included within a Community Redevelopment Plan. Generally speaking redevelopment activities can take the form of broad programs or more specific projects.

The programs and projects identified in this section of the Plan are tools that may be used by the CRA Agency throughout the life of the CRA. Prior to the implementation of any program or project identified within the Plan, the Agency shall establish and/or adopt specific details, rules, criteria or policy as is necessary to properly and successfully implement the program or project. The Agency shall have the authority to adopt, prioritize, modify, update, change or abolish any program or project at any duly noticed public meeting, whether or not the action was on the agenda. Property owners and business operators may apply to participate in any number of CRA programs or projects as determined by program or project rules, criteria, or policy.

The Agency has the authority to decide when and if any programs or projects identified within the Plan will be implemented. Simply because a program or project is identified, does not mean that the Agency is bound to implement or provide funds for that particular redevelopment activity. The Agency also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any of the before mentioned programs.

Programs and projects identified within the Plan are eligible for TIF funds, subject to the requirements of Chapter 163, Part III, and the Agency may use any number of the projects or programs in a manner that furthers the redevelopment of the community.

9.1 Program / Project Identification Process

Since 2001, portions of the Lealman CRA have been the subject of several studies to improve the economic base or quality of life in the Lealman community. These studies, listed below, (which also included their own public outreach program) generated many recommendations to improve the Area. These recommendations form the basis of the redevelopment programs and projects contained in this plan.

1. Lealman Findings of Necessity Report: This plan was produced to document the conditions of blight in the Lealman in preparation of creating a Community Redevelopment Area. The general boundaries of the plan are the City of Pinellas Park to the north, Kenneth City to the west, and the City of St. Petersburg to the south and east. Produced by Pinellas County, May 2015.

2. Lealman Citizen & Stakeholder Research Report: This report demonstrated the findings of collected baseline Lealman resident data and insights obtained during various "stakeholder" group engagement activities. Following the 2012 Economic Impact of Poverty Report, HCS decided to focus primary efforts and resources on the identified Lealman zone. Prior to launching such initiatives, the HCS requested a snapshot of current baseline data to assist them in monitoring outcomes of its future initiatives and capture insight into the involvement of Pinellas County in producing such outcomes. For this HCP Associates were retained to carry out such research. Produced by HCP Associates on behalf of the Department of Health & Community Services (HCS) of Pinellas County, 2014.

3. Lealman Central Area Engineering Study: This study was part of an ongoing collaborative effort between Pinellas County and the community to identify ways to improve flooding and drainage concerns, as well as the overall quality of water flowing to Joe's Creek. As part of this study and subsequent efforts, improvements in the appearance and environmental character of the Lealman Community will be achieved. Produced by Pinellas County, July 2012.

4. The Economic Impact of Poverty: This report provided an analysis of the county at large, and evaluated it for various contributing factors to poverty: access to transportation, food and health care; quality of resident health; education level; presence of crime; unemployment rates; and availability of affordable housing. This analysis aided in identifying five regions throughout the county that were labeled "At-Risk Zones" that had higher concentrations of poverty than the county as a whole, one of which was the Lealman area. Produced by Department of Health & Community Services (HCS) of Pinellas County, May 2012.

5. Pinellas by Design Plan: An Economic Development and Redevelopment Plan for the Pinellas Community: The Pinellas by Design Plan was completed to identify actions necessary to assure future economic prosperity and a corresponding high quality of life for all of Pinellas County's citizens. It establishes economic, real estate, and urban design strategies to serve as a foundation for future countywide economic development and redevelopment efforts.

6. Lealman Incorporation Feasibility Study: The Feasibility Study was completed at the urging of the residents of Greater Lealman who were concerned with preserving the economic integrity of their community. The study was designed to provide an estimate, or idea, of the range of costs for providing essential government services and programs if greater Lealman were to incorporate as a new municipal government. The estimates of costs are based on a comparison of the operating and recurring capital costs

for four municipalities in Pinellas County. Produced by Pinellas County, July 2002.

7. A VISION for the Future of Central Lealman: Extracted from the Revitalization Plan for the Lealman Community: This plan provided a "Vision" for the future of the Central Lealman area. The plan outlined specific objective topics and actions to achieve the Vision over the next several years. Produced by the Members of the Community, July 2001.

8. A Revitalization Plan for the Lealman Community: The Revitalization Plan identified three distinct planning areas but targeted Central Lealman what was recognized to be the 'hub' within Lealman. This plan established a vision for the future of Central Lealman and provided a phased revitalization strategy framework to include East and West Lealman over time. Produced by Pinellas County, July 2001.

9.2 Redevelopment Programs

Facilitating redevelopment in the Lealman CRA will require additional public investment to stimulate private investment and remedy the impediments identified in the County's 2015 Finding of Necessity Report. A list of programs (below) has been created in order to provide a general outline of redevelopment activities permissible by this plan and by Florida Statutes Chapter 163, Part III. The programs provide a general overview of potential implementation measures identified in prior studies and through public meetings conducted within the Area that could support redevelopment.

Listing of a program within this report does not ensure that the program will be developed or considered for development, or funded by the Agency. The Agency reserves the right to fund, develop, study, plan, or pursue any program, listed within this section that is allowable by this plan, Florida Statutes Chapter 163, Part III, and Pinellas County Comprehensive Plan. The Agency also reserves the right to amend this plan, add new programs, or edit existing programs that are allowable under Florida Statutes Chapter 163, Part III, and the Pinellas County Comprehensive Plan at any duly noticed public hearing.

a. Infill Development Incentives: Infill is a redevelopment strategy that is used to repurpose real estate within a county or city that is no longer serving any real purpose or considered underutilized. The process of this type of development effort may include new construction on vacant lots, changing uses in declining areas for new purposes, or even modifying existing structures so they can serve a new purpose. Infill development is often part of an overall urban renewal strategy, designed to revitalize areas of the county that have declined and are no longer considered desirable for any particular purpose.

The most common example of infill development usually involves vacant lots or parcels of land. While these lots may have once held some type of structure, those buildings are no longer present. In order to make the area useful again, the Agency may identify a use for the vacant lot and proceed to implement that purpose. For example, a vacant lot may become home to a new structure, a park, residential units, or even be turned into a parking lot that helps to alleviate a parking problem that prevents consumers from shopping in nearby retail establishments.

Activities that will prepare sites for redevelopment, thus making them more attractive for new investment, would include relocating an existing business to a more suitable location in order to better utilize the parcel, demolishing outdated or unsafe structures, site clearing, providing infrastructure support, and identifying Brownfields and completing environmental cleanup.

Other activities could include promoting new development as catalyst to support other business development, providing technical and financial assistance for small business start-ups and expansions, providing parking, promoting the industrial district for niche industries (like public market concepts or artisanal businesses), opening prime real estate for redevelopment, using government owned land to encourage more private investment,

promoting large site, mixed-use development and housing (including affordable housing).

The Agency may also consider assistance to private property owners in facilitating property assemblage for redevelopment. Such assistance may include providing marketing assistance, assisting in the acquisition of unused easements, "left-over" and unusable parcels and other land acquisition activities, parking agreements, provision of public parking facilities, business recruitment, and provision of public amenities attractive to larger scale developers. The CRA designation will greatly enhance the County's ability to provide technical and financial assistance.

b. Regulatory Incentives: Review of current zoning and land use regulations has shown that many code provisions are inadequate to encourage and support redevelopment and infill development, particularly in and along some of the commercial corridors, which may have a different market attraction today than in the past. The Agency may consider revisions to the land development code that streamline the development process, increase densities or encourage development consistent with the long term vision for the area. Areas in the CRA could benefit from updating the code and incorporating design overlay districts in strategic target areas. Such overlay districts, exacted by a form-based code establish guidance for residential and commercial redevelopment for building and parking placement; parking, landscaping, fencing and sign requirements, window transparencies and transit and pedestrian design parameters.

c. Building and Site Improvement and Rehabilitation Incentives: The improvement and rehabilitation of key blighted and/or underutilized non-residential properties within the Area is a redevelopment strategy that is used to repurpose buildings, making them more marketable for private enterprise. Building and site improvements must be permanent or "fixed", per Florida Statutes Chapter 163, Part III. Permanent improvements include, but are not limited to, façade improvements, structural improvements, roof repair, window repair/replacement, painting, driveway and parking improvements, water and wastewater connections, plumbing, electrical upgrades, interior build- out, landscaping, and anything associated with bringing a structure and property into compliance with local or state building codes.

Similarly, the improvement and rehabilitation of blighted residential buildings and properties within the Area plays an important role in maintaining the appearance and integrity of the neighborhoods. Accordingly, the CRA Agency may provide assistance to residential property owners and associations for the rehabilitation of their properties. Again, building or site improvements must be permanent or "fixed", per Florida Statutes Chapter 163, Part III. The types of improvements allowed are similar those listed above for incentives for underutilized non-residential properties.

d. Public Infrastructure Development/Redevelopment: Adequate public infrastructure is essential to the health and vitality of an urban community and its residents. The lack of adequate public infrastructure is a major cause of disinvestment and the establishment of blighted conditions within communities. The development and/or improvement of public infrastructure is a redevelopment strategy designed to address current and future needs by increasing capacity, functionality, efficiency, and/or marketability. Public infrastructure may include but is not limited to stormwater and flood control systems, water and wastewater utilities, Complete Street design for roadways or street segments, traffic calming, parking, electric utilities, signalization, street lighting, broadband and other innovative technologies, recreational facilities and equipment, open space, bicycle lanes, and pedestrian facilities including sidewalks, walking/biking trails, and trails.

e. Transit & Mobility: The Lealman CRA is conveniently situated adjacent to I-275 with direct access throughout Pinellas County as well as routes north and south to the adjacent neighboring counties. The need for additional transit choices and frequency of service has been raised by residents and business owners alike. As an incentive to local businesses and a convenience to

the residents, the CRA Agency may wish to implement projects and programs that extends the range of transit partners to generally improve public transit throughout the area (including but not limited to) Financial, Service Delivery and Infrastructure Public Private Partnerships (P3), contracting with public agencies or private providers, leasing or purchasing vehicles, promoting public transit and subsidizing programs or services that reduce car-reliance and complement existing transit service.

The Agency may also consider increasing mobility choices and customer-based accessibility services (subject to requirements of Chapter 163, Part III) that would enhance the redevelopment potential of the area and improve the quality of life of area residents. A variety of internal and regional connector transit systems could be explored, such as Circulators between high demand destinations, Improved bus service, Enhanced multi-modal stops and facilities, Implementing one stop shopping and centralized fare payment technology and Building a network of micro-transit providers (including but not limited to) Uber, Lyft, United Taxi and Direct Connect that enhances access to existing public transit with 'first mile, last mile' or similar feeder options.

f. Community Facilities: Somewhat related to Public Infrastructure are Community Facilities, which can enhance the physical and social atmosphere of the CRA and provide a stable and positive environment to attract new investment. Such facilities include community centers, health clinics, pharmacy, workforce development centers, parks and recreation facilities, wellness center, healthy local food choices and grocery stores. The Agency may consider using its powers to leverage the construction of these facilities or enter into partnerships with providers of such services to the community.

g. Community Events, Cultural Awareness and Non-Profits: Community events and activities that occur, serve to promote the community and attract residents and visitors to the Area to shop with local merchants and dine in local eateries. The creation, support, and/or facilitation of such events is a redevelopment strategy that boosts the local economy and encourages more activity within the Area, especially along existing and target commercial corridors. Similarly, many non-profit organizations assist in any number of various activities that support redevelopment goals within the Area. The CRA may partner with various non-profit organizations of this type that seek to improve the economic, social, and physical character.

h. Placemaking: The appearance and aesthetics of the Area is critical for attracting residents visitors and private investment, especially to the target areas as described in Section 10 of the Plan. Placemaking can be achieved through various means, such as beautification programs, parks & recreation facilities and connectivity.

Beautification programs help to create a visually and inviting environment. Users will find themselves staying longer and enjoying themselves more, when the area is as attractive as it can be. A beautification program may include (though not limited to) signage, entry features, period lighting, plazas, sidewalk cafes, streetscape, functional public art, murals, plantings, landscaping, trails, building designs, removing chain link fences and improving the appearance of properties. A beautification program may also include the updating or establishment of design standards for any given neighborhood or district within the Community Redevelopment Area, including the Innovation District and even for strategic street segments where the Complete Streets model can be implemented.

Parks and Recreation Facilities support placemaking initiatives by creating amenities to serve Area residents and visitors and provide additional safe locations for children to play in the community. The Agency may consider developing public park space and recreational amenities in the interior of the CRA, as well as providing convenient and usable public access to the Pinellas Trail. Adding new smaller parks and recreational facilities within the reemerging residential areas can also enhance livability.

i. Marketing, Promotions, Business Recruitment and Development: The Agency may provide funding and guidance necessary to create a personalized marketing plan to promote the Area to residents or potential visitors. The Agency may provide funds for technical business support, low-interest business loan programs, business expansions, start-ups, incubators, co-work or artisanal facilities or assistance creating new venture business plans or business improvement plans for existing small business operators. Programs to recruit private investment, development, and businesses to locate or relocate to the Area may be established.

j. Code Enforcement: Use of adequate and proactive code enforcement is a redevelopment strategy that is necessary to protect property values, commercial activity, and the general quality of life for residents and visitors within the Area. Proper code enforcement can also help to attract new business development and investment by increasing the marketability, aesthetics and structural integrity of blighted properties. Implementation of complementary programs such as the 'SWEEPS' and 'Good Neighbor' programs could be used to augment code enforcement activities in key areas of the CRA.

k. Crime Prevention: Adequate law enforcement is a necessary redevelopment strategy to help protect property values, promote activity, ensure safety, and enhance the quality of life of the residents and visitors within the Area. When an area is perceived to be or feels safe, the level of activity increases, helping to stimulate new investment, new businesses, and more residents. According to Florida Statutes, the CRA may participate in community policing activities including, though not limited to, Crime Prevention Through Environmental Design (CPTED), citizen patrol, neighborhood block watch & business watch, traffic calming, community outreach & meetings, crime prevention education, public safety council, bike patrols, gang suppression/ prevention, neighborhood storefront police stations and the installation of security and monitoring systems.

l. Neighborhood Reinvestment Program: The funding of certain capital improvements, increased pride of home ownership, and elimination of certain blighted conditions facilitates the stabilization and revitalization of stressed residential neighborhoods. The establishment and implementation of neighborhood reinvestment programs within the Area could improve the appearance, desirability and marketability of core, target areas. It is critical to ensure that an adequate supply of quality workforce housing remains or is redeveloped during the revitalization of the area. Programs that safeguard the long-term diversity of the housing stock to include a range of income housing and ownership choices may be considered.

m. Community Services: The Agency may participate in programs designed to serve the community. Such services may include employment services, workforce training, continuing education, family support services, health and wellness and other services that would benefit the community.

Employment services might take the form of, though not limited to, assisting individuals in gaining employment experience and jobs, internships and apprenticeships and job training. Education support could involve improving school curricula, mentoring, trade schools, lifelong/continuing education, adopt-a-school, entrepreneurial support, business services, co-work and incubator facilities and other educational programs. Family support services could include childcare, self-sufficiency programs, financial assistance for housing needs, family development, elderly care, volunteer programs and counseling. Health and wellness could include health literacy programs, wellness services, access to healthy food, medical and dental services and other similar services.

n. Relocation Assistance: In some instances, residential and non-residential redevelopment activities may require the relocation of a business or household. The CRA may utilize TIF revenue to provide relocation assistance. Assistance may include, but is not

limited to, rent/lease assistance, advertisements, distribution of pertinent information, and the cost of moving.

o. Brownfield Development Incentives: For many communities, brownfield redevelopment projects create new jobs, tax revenues, improve environmental conditions, increase property values, stimulate neighborhood revitalization and enhances the overall quality of life.

A brownfield site means real property, the expansion, redevelopment or reuse of a site where redevelopment may be complicated by real or perceived environmental contamination. Florida's extensive brownfield programs offer businesses and developers generous financial incentives, regulatory benefits, technical assistance, and liability protection to invest in the clean-up and redevelopment of a qualifying brownfield or abutting site. Below are some of the incentives available in Florida.

- $2,500 tax credit per new full-time job created for qualifying businesses
- Attractive business locations with existing infrastructure in place
- Proximity to affordable residential areas
- Sales and Use Tax exemptions for building materials used in the construction of a housing project or mixed-use project located in designated brownfield area/qualifying site
- Increased state loan guarantees to improve lending opportunities with additional bonuses for projects that include affordable housing components
- Expedited permitting

p. Disaster Prevention and Recovery: The CRA may establish and participate in program(s) that plan for the prevention or mitigation of damage caused by both natural and/or man-made disasters including, though not limited to, hurricanes, tropical storms, tornados, floods, crowd control issues or chemical exposure. Disaster prevention and recovery programs are specifically designed to protect the public's health, safety, and welfare and prevent or remove blight due to such disasters.

Future Innovation District Revitalization Site, Lealman Heights

Creating Places: recognizing the potential for emerging districts offers opportunities to guide future investment. Through specific policy direction, the Area will derive the ability to shape the mix of uses, built form, function and mobility options that are most appropriate for each district and the long-term stability of the adjacent neighborhoods.

10.0 Target Redevelopment Districts

In addition to the area-wide programs identified in the preceding section, the Lealman CRA offers opportunities to target redevelopment efforts to achieve specific objectives and physical form.

As part of this initiative, any target area recognized by the Agency may choose to implement additional design and redevelopment standards as an alternative to existing zoning districts. This can be accomplished one of two ways. First, by adopting a new, performance-based zoning, overlay district that addresses the built environment and public realm and can be 'floated' or applied to multiple sub-areas, corridors or targeted redevelopment areas in the CRA or other areas of unincorporated Pinellas County, at the direction of the Board of County Commission. A second mechanism for achieving a more predictable urban form is by subsequently designating an Agency-recognized targeted area as a 'Form Based Code (FBC) District', per the Pinellas County Land Development Code Chapter 138, Division 13. Designated FBC Districts are required to include a district-specific regulating plan that through the use of urban design standards and practices expresses the district's distinct purpose, function, and character. And by which, all new redevelopment within that particular district will be required to meet such standards.

All recommendations within this section are eligible for TIF funds (as allowed by Florida Statutes Chapter 163, Part III) and the Agency may use any number of the projects or programs, identified within other sections in a manner that furthers the redevelopment of the Lealman CRA.

Any proposed target redevelopment district including (though not limited to) those indicated in Section 10 of this Plan, may use any one or any combination of the following (though not limited to) to execute targeted redevelopment efforts:

- Infrastructure including (though not limited to) regional retention, street repaving and repair
- Enhanced streetscape, landscaping and pedestrian lighting (Complete Streets)
- Parking in support of new development
- Private sector infill and mixed-use housing redevelopment
- Public, private and partnership (P3) reinvestment
- Focused neighborhood preservation, code enforcement and citizen watch programs
- Developer incentives (e.g., streamlined regulations, expedited permitting, etc.)
- Placement of public art, plazas and parks
- Residential emergency repairs and façade improvements
- Site development and preparation for redevelopment proposals (Model Block)
- Commercial / Industrial building and property improvement
- New or expanded community facilities and family support services
- Provision of workforce housing
- Marketing and promotion
- Industry recruitment and Business development, support and outreach
- Increased and enhanced transit service and transit oriented development

10.1 Innovation District

Approximately 51 acres delineated as the Lealman Innovation District is situated in north-central part of the Lealman CRA. The district is primarily residential with the 54th Avenue commercial corridor on its north end. Also included within the district is Lealman Heights, a 7.2 acre site owned by Pinellas County. Lealman Heights was acquired with the vision for its future to be a catalyst project for the area to include a mix of uses that may include housing, retail and commercial with a particular focus on entrepreneurial, small business opportunities. The right combination of improvements that focus on residential and neighborhood reinvestment, meeting community needs and opportunities to amplify the 54th Avenue corridor with public realm improvements such as lane realignments, on-street parking, streetscapes, lighting and marketing for existing business and new commercial investment, the Innovation District can become an active, vibrant community.

10.2 Lealman Heights

Located within the delineated Innovation District, Lealman Heights is a 7.2 acre site that currently consist of 53 single and multi-family residential units and 3 non-residential buildings. Over the next 3-5 years, it is intended that the site will continue to offer affordable, workforce rental units as well as offering local community and human service providers the opportunity to have a local presence in the communities they serve by providing affordable commercial space. The long-term vision for Lealman Heights is to become a vibrant mixed-income, mixed-use community with a range of housing options, commercial/retail mix, public space and potentially community event, studio space, innovative business development space or a combination thereof.

10.3 Industrial/Warehouse District

The existing industrial area is located in the southeast part of the CRA. Its industrial base includes warehouse, distribution and manufacturing makes it ideal for urban renewal efforts focused on creating and maintaining jobs for the existing businesses and to promote urban diversity by encouraging a range of creative and entrepreneurial opportunities and living environments to attract and retain a stable and diversified population. An industrial/ warehouse district in this area is intended to accommodate the development and redevelopment of industrial, industrial/ commercial mixed-use and live/work projects with required public benefits and design criteria. This will ensure the area will continue to evolve in a manner consistent with the vision of the community.

10.4 The Neighborhoods

There are not any distinct, identifiable neighborhoods in the Lealman CRA, but there is a significant residential component. Residents have expressed a desire to improve and diversify the housing stock but have raised concerns that increased redevelopment could have negative impacts on the stable, existing residential areas (e.g., lack of or too much affordable housing, too much change, etc.). The redevelopment objective in the primarily residential areas is to strengthen the identity, stability, character and quality of life. Investments should be made in the residential areas to support creating self-sustaining, thriving neighborhoods. Such improvements would include infrastructure improvements, streetscape, sidewalks, street resurfacing, bike and pedestrian access, parks and improved access to schools and other community facilities.

10.5 Commercial Corridors

Represented Area corridors include four north-south and two east-west roadways. The north-south corridors include 49th Street, 34th Street, 28th Street and Haines Road. The east-west corridors are 54th Avenue and 58th Avenue but to a lesser extent. Implementing a holistic approach to improving the corridors is vital in efficiently moving traffic through the Area while also reducing private automobile dependency, providing the framework for new business investment and connecting the Area's internal street network to enhance the pedestrian experience.

10.6 General Location and Scope

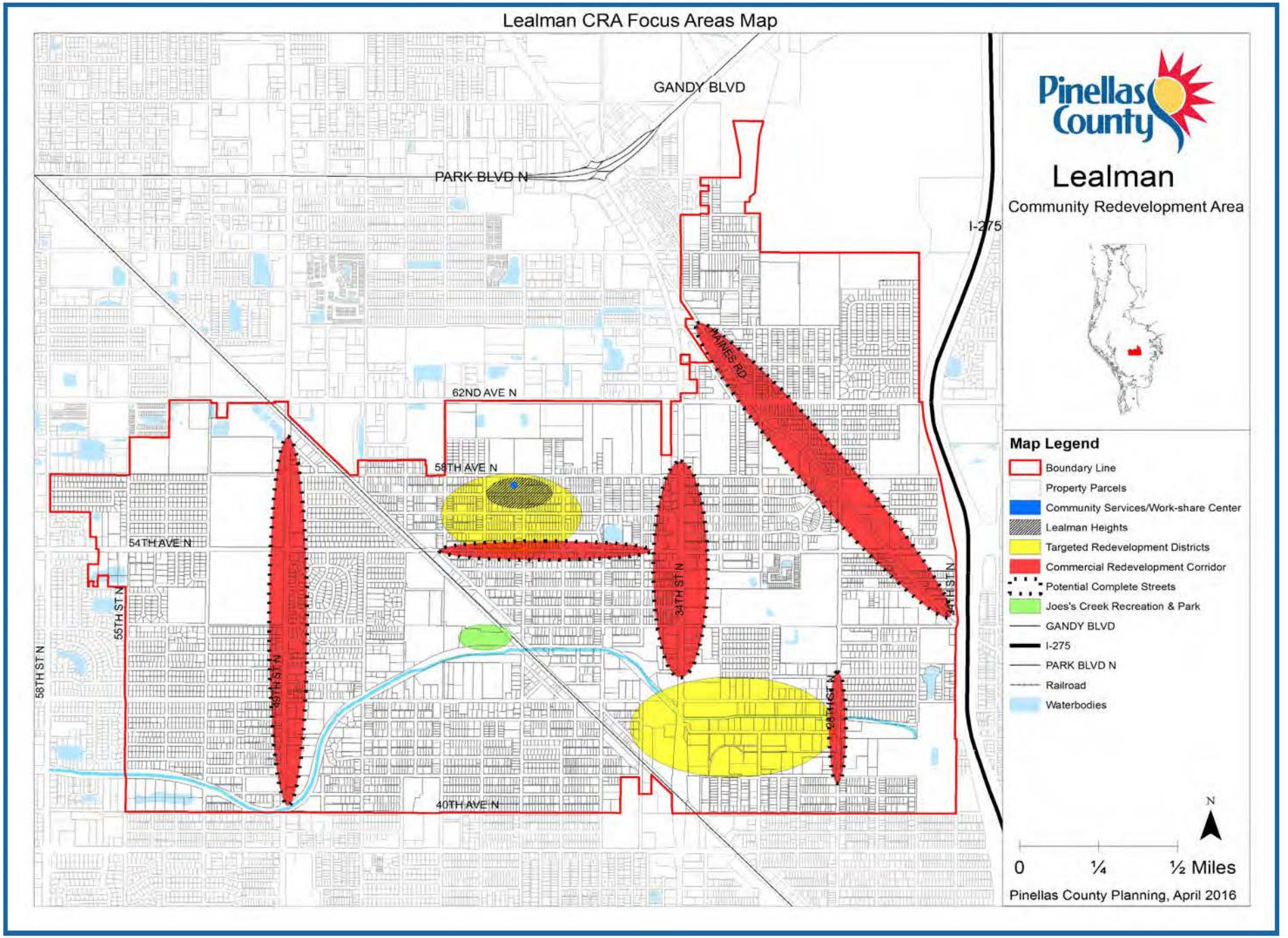
The following map depicts the general location of the potential targeted areas identified in this section. Specific boundaries are not defined, nor should they be inferred by the map. The Agency has final authority in defining the bounds of any district or sub-area and the scope of any related project.

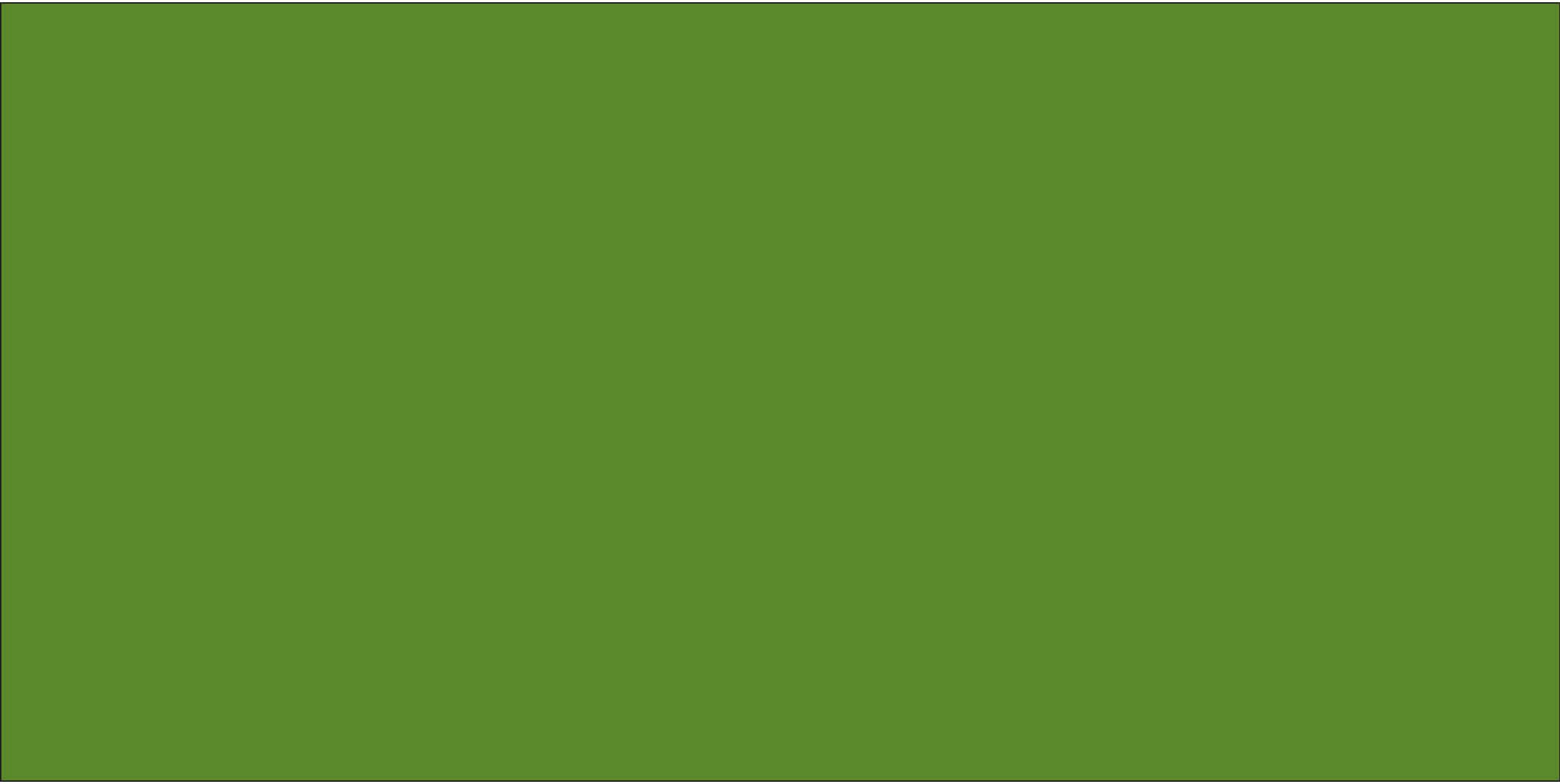
Industrial Redevelopment District 34th St. N/44th Ave N

Lealman Heights, 58th Ave

Complete Streets conceptual design

Figure 4:
Target Areas





Concept to Construct: an overview of the regulatory controls that guide the fiscal and programmatic implementation of the programs and projects used to achieve the vision of the Lealman Community Redevelopment Area Plan.

11.0 Neighborhood Impact (163.362(3), F.S.)

Community redevelopment plans include a neighborhood impact assessment describing the impact of redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the area.

11.1 Traffic Circulation Impacts

Future development may require a modification to accommodate traffic demands and future street design concepts. As documented in the Findings of Necessity Report, there is a need to improve the condition of some streets, increase sidewalks, improve connectivity, upgrade lighting and provide additional parking. Improved transit was also identified.

Potential negative consequences of such initiatives may include an increase of traffic, noise and general congestion. With proper planning, however, many of these side-effects can be mitigated and the full benefits of increased activity can be realized. Solutions to negative consequences should be sought through thoughtful project design and implementation. (For example, issues such as increased traffic congestion can be addressed through creative remedies such as re-reestablishment of the gridded street system, bike lanes, traffic calming, increased transit connectivity, and/or pedestrian-friendly streetscapes.) In short, long-term adverse impacts to residential areas are not expected as a result of redevelopment.

Improvements to the transportation system will be likely undertaken both by the private sector and the Community Redevelopment Agency through the use of TIF and other readily available sources of funding, and hopefully by PSTA, for improvement to transit service in the area. These changes will create an improved transportation network, which will allow for easy movement for residents, visitors and improved access for future businesses.

11.2 Environmental Quality Impacts

Environmental quality in the Area will improve in several ways as a result of redevelopment in the area. Visual pollution will be reduced through the redevelopment process, when deteriorated structures are either renovated or replaced with new development, and property maintenance is improved. The addition of pedestrian amenities, public open space, and public landscape will greatly enhance the visual attractiveness of the area; and property with any environmental contamination will undergo appropriate remediation prior to redevelopment, including property in public and private ownership.

11.3 Availability of Community Facilities & Services

Throughout the life of the CRA Plan, it is expected that TIF and other readily available funds will be utilized to improve existing parks and may fund additional park and public open space facilities that will reflect the culture of the area, while creating attractive public assets that will be appreciated and utilized by residents from the Area.

11.4 Effect on School Population

The CRA does not foresee any effect on the schools, not already mentioned elsewhere in this Plan, to support the residential element within the Area.

12.0 Tax Increment Finance Fund

One of the primary funding mechanism for CRA projects in the Lealman CRA Tax Increment Finance Fund. This fund is comprised of the tax increment revenue collected from Pinellas County.

Table 2 details the anticipated TIF revenue that is projected to be available for Community Redevelopment projects and programs. The anticipated TIF revenues are based on an annual appreciation of property values of 2.0% - 5.5%. Future development within the CRA boundaries and projects that have not yet been approved or permitted may increase the

potential TIF revenue in addition to the revenue estimate shown in Table 2.

Project for Public Spaces, WWW. pps.org

Table 2:

Lealman CRA TIF Revenue Projections, Fiscal Years 2017-2047

Year[1]	Annual Total: $
2017	$208,273
2018	$552,281
2019	$867,827
2020	$1,083,025
2021	$1,264,849
2022	$1,454,301
2023	$1,651,710
2024	$1,857,414
2025	$2,071,772
2026	$2,227,817
2027	$2,388,364
2028	$2,503,473
2029	$2,620,885
2030	$2,740,645
2031	$2,862,799
2032	$2,987,397
2033	$3,114,488
2034	$3,244,119
2035	$3,376,344
2036	$3,511,212
2037	$3,648,780
2038	$3,789,097
2039	$3,932,220
2040	$4,078,207
2041	$4,227,114
2042	$4,378,997
2043	$4,533,920
2044	$4,691,941
2045	$4,853,122
2046	$5,017,527
2047	$5,185,219
Total	**$90,925,136**

[1]Fiscal Years 2017 & 2018 TIF revenue reflect actual TIF payments received. Fiscal Year 2019 through 2047 TIF revenue reflect estimates based on growth assumptions made by the Pinellas County Office of Management and Budget.

13.0 Plan Implementation

Implementation recommendations in this Plan are subject to change at any time by the Agency at any duly noticed public hearing. The Agency has the authority to decide when and if any of the recommendations in whole or in part, will be implemented. Simply because an item appears in this plan, does not mean that the Agency is bound to provide funds for that particular redevelopment activity, district or sub-area.

13.1 Short-Term Tasks

Table 3 outlines short-term tasks that address immediate cost effective actions that may be initiated by the CRA and baseline activities and will enable the implementation of projects and programs identified in the Strategic Action Plan.

13.2 Strategic Action Plan

The purpose of the Strategic Action Plan (SAP) is to set an anticipated course for the investment of public resources to improve the overall quality of life and economic health in the Lealman CRA. The SAP will act in concert with the CRA Plan to present activities that build upon those initial tasks identified in Section 14.1 and act as the redevelopment outline for the Area for the years 2017-2022.

The SAP will include a financial funding plan for redevelopment projects and programs. Due to relatively low projected TIF revenues of only approximately $1.3 million over the first five years, a pay as you go approach will be taken. Schedule and funding prioritization will be collectively agreed on by Pinellas County and the CRA Agency and will be revisited annually and adjusted to account for changing TIF projections, potential TIF financing opportunities, improving market conditions and accelerated private reinvestment in the Area. All financial activities will be filed and reported annually to satisfy the requirements of the Community Redevelopment Act, Section 163.356(c) and 163.387(8), Florida Statutes, respectively.

Table 3:
Short-Term Tasks

Year 1	Year 2	Resource: Details
In coordination with the Pinellas County Metropolitan Planning Organization (MPO) to evaluate corridors for Complete Streets redevelopment projects.		County Staff: In coordination with the MPO to evaluate existing commercial corridors in the Area for consideration of Complete Street redevelopment projects. Begin tasks associated with developing a Complete Streets Masterplan for targeted corridors.
	Initiate the Complete Streets design process in coordination with the MPO on previously identified corridors.	County Staff and/or Consultant: In coordination with the MPO, develop a Complete Streets Masterplan consistent with the County Land Development Regulations.
Initiate outreach to existing Area businesses and establish a current business directory and to identify business development, retention and recruitment assistance needs.	Through initial outreach and organization efforts, create a Lealman CRA Business Association and begin to implement business / economic development programs.	County Staff: Create business directory and business association as well as reach out to identify current business assistance needs and thus implement and market applicable programs.
Initiate regional stormwater system discussions with other county departments and outside agencies.		County Staff: Initiate dialogue with other county departments and outside agencies regarding applicability and feasibility for the potential use of regional stormwater system in CRA to enable increased parcel utilization.
	As a continuation from Year 1 tasks, complete a Regional Stormwater Master Planning	County Staff: Coordinate with other county departments and agencies to complete a Regional Stormwater Masterplan if found feasible during Year 1.
Initiate outreach with potential transit partners and identify opportunities to expand upon existing public transit services.	Implement programs with strategic partners to complement and enhance existing transit service.	County Staff: Identify potential Financial, Service Delivery and Infrastructure P3 opportunities. Engage strategic partner(s) to implement programs that will complement existing transit services and generally enhance access to public transit.
Identification and cataloguing of vacant parcels for development of marketing brochure.	Prepare catalog and marketing brochure of vacant parcels for distribution to local and regional chambers and economic development corporations.	County Staff: Complete a database of available or vacant parcels for marketing and development. Initiate additional marketing of the CRA to stimulate private sector investment.
Undertake an urban design analysis, based upon the principles of new urbanism to evaluate potential districts.	Draft design guidelines to implement in the Area as Targeted, Form Base Code Districts.	County Staff: Draft a Form Base Code or similar design guidelines to implement in the Area as Targeted, Form Base Code Districts consistent with the County Land Development Regulations.
Evaluate vacant parcels for re-use, land banking& assemblage.		County Staff: Identify land banking options, locations and ownership of parcels.
Identify small scale future land use amendment opportunities within CRA.		County Staff: Identify specific parcels that may require an immediate change of land use for specific project or development opportunity.
Assist with community engagement activities to create a new Lealman CRA Brand Identity		County Staff: Assist the Lealman CRA Advisory Committee with community engagement activities to create a new Lealman CRA Brand that can be used on future Lealman CRA literature, promotional campaigns, signage, websites, and through redevelopment
Evaluate CRA Area for potential Public Area sites or existing site enhancement opportunities.		County Staff: Evaluate alternate locations throughout CRA for potential public space, or gathering area.
Evaluate process improvements to existing code enforcement policies and amend as necessary to most effectively impact the Area.	Complete a proactive neighborhood preservation plan to enhance existing code enforcement and community efforts.	County Staff: In collaboration with county code enforcement, evaluate existing code enforcement policies for potential process improvements and completing of a supplemental neighborhood preservation plan to more effectively impact the Area.

14.0 Capital Projects (163.362(4).F.S.)

The Community Redevelopment Agency will evaluate and make specific recommendations to the County regarding a variety of potential capital improvements within the CRA. These projects will be identified in the Strategic Action Plan for the Lealman CRA (to be completed following the establishment of the trust fund) and incorporated into the County's Five-Year Schedule of Capital Improvements.

Capital projects may include upgrades and/or connections to existing infrastructure and utilities that serve the CRA, new or expanded public open space, public parking facilities, pedestrian-oriented improvements such as sidewalks, landscaping, street furniture, signage and surface transportation improvements, including a reorientation of local streets and transit facilities. Such recommendations will be considered in accordance with the vision and goals of the CRA Plan, the needs and recommendations of Area property owners, and actual redevelopment proposals and projects which come about.

No use of tax increment revenues should be approved that will replace funding for projects that are already funded with another revenue source or to pay for existing County debt for County-funded projects in the Area. "Existing debt" is any County encumbrance for any capital projects ongoing, or planned and funded at the date of the approval of this Plan.

Pinellas County will retain the responsibility of ensuring adequate public infrastructure and public safety, and a redevelopment environment conducive to achieving the Policies, Goals and Objectives for the Area articulated within the Pinellas County Comprehensive Plan. The County will also retain the ability to enter into development agreements with private sector entities to assist in the achievement of those goals and objectives.

15.0 Cost and Timing of Redevelopment

15.1 Cost of Redevelopment

It is anticipated that the direct costs of private sector redevelopment will be borne mainly by the private sector, on both public and privately-owned property. However, the commitments to provide new infrastructure already in place by Pinellas County, State of Florida Department of Transportation, Pinellas County School Board and other public sector organizations or service providers will be borne by the respective entity.

It is the intent of the Agency, as indicated by the preparation of this Plan and the subsequent CRA designation, to program additional capital improvements as required, and as funding becomes available, from sources; including federal and state grants, loans, private funds, tax increment finance revenues, Penny for Pinellas and Pinellas County general funds.

15.2 Timing of Redevelopment

The redevelopment of the Lealman Community Redevelopment Area is anticipated to be complete within a 30 year period (2016-2046) commencing upon approval of the Plan. Urban redevelopment is more complex and requires the assumption of more risk than conventional new development in suburban areas, and can be more time-consuming.

Such development is also more dependent on economic cycles than more conventional, growth - driven suburban development, and appeals to a smaller potential marketplace. The Lealman Community Redevelopment Area is positioned well, both geographically and in terms of the adjacent emerging area markets, for redevelopment activity, provided the community support described herein is set in place.

16.0 Development Controls

16.1 Implementation and Safeguards (163.362(5),F.S.)

The Agency shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency.

Its publicly adopted by-laws govern the Agency in its activities, and its administrative policies. The CRA shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions regarding any real property conveyed shall contain restrictions, covenants running with the land and its uses, or other such provisions necessary to carry out this Plan.

The Community Redevelopment Agency shall complete an annual report on the status and progress of programs and projects. Through its monthly meetings, the Agency shall gather input from property owners, citizens and interested parties regarding redevelopment activities; and discuss strategies relating to local redevelopment issues.

The CRA will carry out the work of redevelopment according to established process consistent with Chapter 163, Part III, Community Redevelopment of the Florida Statures. It is the intent of the Agency to comply with those requirements as established in Chapter 163, Part III, of the Florida Statutes.

16.2 Development Controls (163.362(6),F.S.)

All development and redevelopment within the Area shall be consistent with the adopted existing Comprehensive Plan, all local building and zoning codes, and other applicable regulations. The Agency may review and/or provide that all site and construction plans, permit requests, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed or leased shall contain restrictions and/or covenants, running with the land and its uses, or other such provisions necessary to carry out the objectives and strategies of this CRA Plan. Additionally, as development occurs, the County shall update its Comprehensive Plan and/or Land Development Code, as appropriate, to support redevelopment that is consistent with the overall Plan.

16.3 Replacement Housing and Relocation Assurances (163.362(7), F.S.)

Some severe building deterioration exists in the Area. The CRA may choose to pursue property acquisition and/or consolidation in order to further enhance the quality of both residential and non-residential areas and for the realization of the Lealman redevelopment objectives listed in this Plan. Property acquisition programs may be in the best interest of the CRA and the County in the promotion of a high-quality, affordable housing stock. In such instances, it shall be the policy of the Agency that any persons displaced as a result of redevelopment projects shall be provided services that will ensure they are not unduly inconvenienced by their relocation. In the implementation of this Plan, the Agency will provide fair and equitable treatment to any and all displaced persons; including the full opportunity to occupy comparable replacement housing, concerning cost, location and related aesthetic considerations. The Agency will attempt to minimize the disruptions caused by the relocation, provide maximum choice to those required to relocate, provide whatever ancillary relocation services may be required to those in need of special assistance, such as the elderly or physically challenged, and make a diligent effort to avoid any financial hardship to displaced persons, due to the relocation process. The Agency will observe the same guidelines with businesses and non-profit organizations required to relocate. Relocation assistance will be provided through the County's Division of Housing and Community Development, more particularly described in Sections 38-81 through 38-86 of the Pinellas County Comprehensive Plan.

If any redevelopment project or program within the Area requires that even one person be involuntarily displaced from a residential unit, the project or program must contain a relocation plan that adheres to all applicable laws. The County Commission and the Agency must approve the relocation plan in a publicly noticed

meeting before any final approval of the project or program.

If any projects or program requiring involuntary relocation involve federal funds, the Agency shall make it a condition of CRA participation that all provisions of the Uniform Relocation Assistance and Real Property Acquisition Act are met. This strategy adheres to the requirements of Chapters 163 and 421, Florida Statutes.

16.4 Residential Use Inclusion (163.362(8), F.S.)

In accordance with Section 163.362, F.S. the inclusion of residential uses within the Lealman Community Redevelopment Area is vital to the success of this Community Redevelopment Area Plan. Reduction of blighted conditions increased, safety and security and the provision of adequate, high-quality workforce housing within these existing residential areas was identified as a key issue by residents and stakeholders during various public meetings, workshops and open house. The Plan includes strategies and programs to preserve existing residential areas while revitalizing and diversifying the housing stock, including increasing workforce housing opportunities.

17.0 Public Participation

17.1 Public Meetings

Community meetings were held prior to and during the preparation of the CRA Plan for the study area. Approximately bi-monthly, Public/Advisory Committee meetings were held between October 2015 and April 2016 at the Crown Buick GMC Meeting Room. Dates for all Public/Advisory Committee meetings were published in multiple locations on the Pinellas County website.

17.2 Survey

An online Community Stakeholder Survey went live on January 8 and was available for approximately two and a half (2.5) months with an active link on the County website and published on various public CRA documents including the notices for the Community Open House. Hard copy surveys were made available for those interested participants without internet access. The survey was completed by approximately 100 interested individuals.

17.3 Open House

A Community Open House, coordinated by Pinellas County Planning, was held on February 18, 2016 at the 'R' Club in Lealman. A postage paid postcard announcing the Open House was mailed to property owners on February 4. A similar event flyer was made available at multiple businesses located within the Area and also distributed throughout the residential areas by Adopt-a-block volunteers on February 13. The County issued a press release about the process and event date to its media list as well as posting the event details and flyer on the County website. On the evening of the event, signs were posted at key intersections and the event site.

The purpose of meeting with the community was to discuss the County's intentions with regard to the establishment of a CRA, the process to be followed, and to solicit input from Area's property owners, tenants and other stakeholders. The Open House was well attended (72 individuals chose to sign the register), with representatives from a diverse range of community stakeholders.

Appendix A: Legal Description – Lealman Community Redevelopment Area (163.362(1), F.S.)

An area of unincorporated Pinellas County, Florida, situated within Sections 26, 33, 34, and 35, Township 30 South, Range 16 East and Sections 2, 3, and 4, Township 31 South, Range 16 East, being described as follows:

Begin at the East Quarter Corner of Section 34, Township 30 South, Range 16 East, run N 00°01'W, for a distance of 150 feet more or less; thence S 89°47'E, for a distance of 274 feet more or less; thence N 00°25'E, for a distance of 240 feet more or less; thence N 89°46'W, for a distance of 126 feet more or less; thence N 00°05'W, for a distance of 274 feet more or less; thence N 89°59'W, for a distance of 150 feet more or less; thence N 00°02'W, for a distance of 165 feet more or less; thence S 90°00'E, for a distance of 150 feet more or less; thence S 00°08'E, for a distance of 139 feet more or less; thence N 89°59'E, for a distance of 345 feet more or less; thence N 32°20'W, for a distance of 709 feet more or less; thence N 28°25'W, for a distance of 73 feet more or less; thence N 00°03'E, for a distance of 111 feet more or less; thence S 89°50'E, for a distance of 162 feet more or less; thence N 31°49'W, for a distance of 186 feet more or less; thence N 89°42'W, for a distance of 40 feet more or less; thence N 32°02'W, for a distance of 201 feet more or less; thence N 00°01'W, for a distance of 1515 feet more or less; thence S 89°48'E, for a distance of 333 feet more or less; thence N 00°04'E, for a distance of 18 feet more or less; thence S 89°47'E, for a distance of 137 feet more or less; thence N 00°04'E, for a distance of 150 feet more or less; thence N 89°47'W, for a distance of 137 feet more or less; thence N 00°04'E, for a distance of 250 feet more or less; thence S 89°47'E, for a distance of 137 feet more or less; thence N 00°04'E, for a distance of 100 feet more or less; thence N 89°47'W, for a distance of 137 feet more or less; thence N 00°04'E, for a distance of 114 feet more or less; thence S 89°50'E, for a distance of 333 feet more or less; thence N 00°04'E, for a distance of 30 feet more or less; thence S 89°50'E, for a distance of 329 feet more or less; thence N 00°38'E, for a distance of 372 feet more or less; thence N 10°41'W, for a distance of 640 feet more or less; thence S 89°52'E, for a distance of 503 feet more or less; thence S 14°07'W, for a distance of 285 feet more or less; thence S 04°07'W, for a distance of 1000 feet more or less; thence S 49°32'W, for a distance of 114 feet more or less; thence S 00°04'W, for a distance of 85 feet more or less; thence N 89°48'W, for a distance of 80 feet more or less; thence S 00°04'W, for a distance of 200 feet more or less; thence S 89°48'E, for a distance of 255 feet more or less; thence S 00°05'W, for a distance of 692 feet more or less; thence S 89°47'E, for a distance of 2657 feet more or less; thence S 00°00'E, for a distance of 2642 feet more or less; thence N 89°59'E, for a distance of 57 feet more or less; thence S 04°11'E, for a distance of 46 feet more or less to a Point on Curve, a radial to said point being S88°24'W; thence Southeasterly 711 feet more or less along the arc of a curve, concave to the east, having a radius of 2224 feet, through a central angle of 18°19', a chord bearing of S 10°46'E, 708 feet more or less to a Point of Non-Tangency; thence S 15°25'E, for a distance of 598 feet more or less to a Point on Curve, a radial to said point being N60°38'E; thence Southeasterly 32 feet more or less along the arc of a curve, concave to the west, having a radius of 56 feet, through a central angle of 33° 26', a chord bearing of S 12° 39'E, 32 feet more or less to a Point of Non-Tangency; thence S 07°49'E, for a distance of 1446 feet more or less; thence S 28°23'E, for a distance of 29 feet more or less; thence S 10°21'E, for a distance of 78 feet more or less; thence S 04°57'E, for a distance of 91 feet more or less; thence S 05°09'E, for a distance of 341 feet more or less; thence S 00°34'W, for a distance of 260 feet more or less; thence S 06°25'E, for a distance of 247 feet more or less; thence S 00°34'W, for a distance of 89 feet more or less; thence N 56°42'W, for a distance of 36 feet more or less; thence S 00°36'W, for a distance of 107 feet more or less; thence S 00°34'W, for a distance of 1318 feet more or less; thence S 89°52'E, for a distance of 5 feet more or less; thence S 00°24'W, for a distance of 638 feet more or less; thence S 89°51'E, for a distance of 25 feet more or less; thence S 00°24'W, for a distance of 1326 feet more or less; thence N 89°56'W, for a distance of 4739 feet more or less; thence N 03°12'W, for a distance of 287 feet more or less; thence N 03°00'E, for a distance of 49 feet more or less; thence N 44°23'W, for a distance of 486 feet more or less; thence S 00°25'W, for a distance of 340 feet more or less; thence N 89°59'W, for a distance of 206 feet more or less; thence N 00°19'E, for a distance of 295 feet more or less; thence S 89°49'W, for a distance of 308 feet more or less; thence S 00°35'W, for a distance of 631 feet more or less; thence N 89°53'W, for a distance of 300 feet more or less; thence S 87°15'W, for a distance of 56 feet more or less; thence N 90°00'W, for a distance of 1932 feet more or less; thence N 75°59'W, for a distance of 63 feet more or less; thence N 89°51'W, for a distance of 670 feet more or less; thence S 00°17'W, for a distance of 18 feet more or less; thence N 89°28'W, for a distance of 609 feet more or less; thence S 02°05'E, for a distance of 7 feet more or less; thence N 89°52'W, for a distance of 1959 feet more or less; thence N 89°38'W, for a distance of 2686 feet more or less; thence N 00°35'E, for a distance of 591 feet more or less; thence N 07°34'W, for a distance of 151 feet more or less; thence N 00°46'E, for a distance of 1201 feet more or less; thence N 06°34'W, for a distance of 131 feet more or less; thence N 00°31'E, for a distance of 1914 feet more or less; thence N 89°42'W, for a distance of 297 feet more or less; thence N 00°24'E, for a distance of 199 feet more or less; thence N 89°41'W, for a distance of 171 feet more or less; thence S 00°24'W, for a distance of 199 feet more or less; thence N 89°42'W, for a distance of 75 feet more or less; thence N 00°24'E, for a distance of 94 feet more or less; thence N 89°41'W, for a distance of 75 feet more or less; thence S 00°24'W, for a distance of 94 feet more or less; thence N 89°42'W, for a distance of 15 feet more or less; thence N

00°23'E, for a distance of 399 feet more or less; thence S 89°46'E, for a distance of 172 feet more or less; thence N 00°31'E, for a distance of 214 feet more or less; thence N 00°09'E, for a distance of 51 feet more or less; thence N 89°56'W, for a distance of 37 feet more or less; thence N 00°03'W, for a distance of 219 feet more or less; thence N 89°44'W, for a distance of 100 feet more or less; thence N 00°03'W, for a distance of 439 feet more or less; thence N 89°47'W, for a distance of 670 feet more or less; thence N 00°03'W, for a distance of 647 feet more or less; thence S 89°57'E, for a distance of 1326 feet more or less; thence N 00°21'E, for a distance of 667 feet more or less; thence S 89°53'E, for a distance of 659 feet more or less; thence N 00°33'E, for a distance of 660 feet more or less; thence S 89°56'E, for a distance of 691 feet more or less; thence S 00°37'W, for a distance of 50 feet more or less; thence S 89°56'E, for a distance of 100 feet more or less; thence S 00°44'W, for a distance of 265 feet more or less; thence S 89°56'E, for a distance of 179 feet more or less; thence N 00°44'E, for a distance of 265 feet more or less; thence S 89°56'E, for a distance of 802 feet more or less; thence N 43°56'W, for a distance of 34 feet more or less; thence S 89°57'E, for a distance of 235 feet more or less; thence S 00°27'W, for a distance of 238 feet more or less; thence S 44°21'E, for a distance of 1434 feet more or less; thence S 50°06'E, for a distance of 6 feet more or less; thence S 43°00'E, for a distance of 41 feet more or less; thence N 89°56'E, for a distance of 135 feet more or less; thence N 00°10'E, for a distance of 259 feet more or less; thence N 89°36'E, for a distance of 1126 feet more or less; thence S 00°03'W, for a distance of 91 feet more or less; thence N 90°00'E, for a distance of 15 feet more or less; thence S 00°00'W, for a distance of 185 feet more or less; thence N 89°58'E, for a distance of 312 feet more or less; thence N 00°07'E, for a distance of 1325 feet more or less; thence S 89°47'E, for a distance of 3613 feet more or less; thence S 00°09'E, for a distance of 949 feet more or less; thence S 89°47'E, for a distance of 164 feet more or less; thence N 00°14'W, for a distance of 949 feet more or less; thence S 89°52'E, for a distance of 164 feet more or less to the POINT OF BEGINNING. Containing: 109,986,201 square feet or 2,524.936 acres more or less.

Appendix B: Comprehensive Plan Review

In accordance with Section 163.360(2)(a), Florida Statutes, 'The community redevelopment plan shall conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Local Government Comprehensive Planning and Land Development Regulation Act.'

The Lealman Community Redevelopment Area's revitalization efforts must positively reflect upon those goals and policies adopted in the Pinellas County Comprehensive Plan. The following are the Goals from the Pinellas County Comprehensive Plan Elements that are specifically addressed by the Lealman Community Redevelopment Area Plan:

Future Land Use & Quality Communities Element

Goal One: The pattern of land use in Pinellas county shall provide a variety of urban environments to meet the needs of a diverse population and the local economy, conserve and limit demands on natural and economic resources to ensure sustainable built and natural environments, be in the overall public interest, and effectively serve the community and environmental needs of the population.

Goal Two: Improve the quality of life in Pinellas County by creating diverse and well-designed walkable destinations that provide choices in housing, services, workplaces, and travel modes.

Goal Three: Pinellas County's plan shall promote a balanced relationship between the natural environment and development.

Goal Four: Pinellas County shall work toward a land use pattern that can be supported by the available community and public facilities that would be required to serve that development.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 1, 2, 3, 4, 5, 6, 7, 8 and 9, further the intent of the Future Land Use & Quality Communities Element.

Transportation Element

Goal One: Provide for a safe, convenient, and energy efficient multimodal transportation system that serves to increase mobility, reduce the incidence of single-occupant vehicles, protect roadway capacity, reduce the contribution to air pollution from motorized vehicles and improve the quality of life for the citizens of Pinellas County.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 4, 5, 7 and 9, further the intent of the Transportation Element.

Natural Resource Conservation & Management Element

Geology, Groundwater Protection and Aquifer Recharge

Goal One: Protect and manage the functional integrity of the County's geologic features and attributes, and its natural groundwater aquifer recharge areas and wellfields, in a manner that preserves and enhances natural functions, and protects groundwater quality.

Natural Systems and Living Resources

Goal Two: Pinellas County will conserve, protect, restore and appropriately manage its natural systems and living resources ensure the highest environmental quality possible.

Environmental Lands and Resource-Based Parks

Goal Three: Pinellas County's environmental lands and resource-based parks are the hallmark of this County's environmental commitment, and these lands are to be protected and managed in perpetuity for their contribution to the biodiversity and biological sustainability of the region, as a means of providing respite from urban life and because they instill future generations with a sense of appreciation for Florida's natural heritage.

Strengthened Connections to the Water

Goal Four: Pinellas County will remain a leader in the protection and restoration of its surface waters and the dependent habitats and resources which are essential to this County's character, economy and quality of life.

Floodplains and Floodplain Management

Goal Six: Pinellas County will preserve, protect, restore and manage the natural resources of its floodplains to maintain or enhance water quality, plant and animal diversity, and aquatic productivity, to protect the flood storage value and purpose, and to protect the public and minimize property damage.

Environmental Sustainability in Every-Day Practice

Goal Seven: Pinellas County will be a leader in environmentally sustainable government operations, a proponent of smart and sustainable growth management practices and will have a strong economy supported by sound environmental principles, programs and practices.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 4, 5, 6, 7, 8 and 9, further the intent of the Natural Resource Conservation & Management Element.

Coastal Management Element

Natural Disaster Planning

Goal One: Pinellas County will protect human life, private property and public investment from the effects of hurricanes and other natural disasters.

Public Facilities and Infrastructure

Goal Three: Adequate public facilities shall be available to serve the development and redevelopment proposed in the Future Land Use and Quality Communities Element for the unincorporated coastal planning area.

Coastal Land Use

Goal Four: Land use designations and decisions in the coastal planning area shall be consistent with the Future Land Use & Quality Communities' Element of this comprehensive plan and compatible with protection of the County's natural and historic resources, reflecting the need for long-term sustainability, continued economic vitality and consideration for the vulnerability of the County's coastal location.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 1, 2, 3, 4, 5, 7 and 9, further the intent of the Coastal Management Element.

Housing Element

Goal One: Support the provision of decent, safe and sound housing in a variety of types, sizes, locations and costs to meet the needs of current and future residents of unincorporated Pinellas county, and those county residents that benefit from housing initiatives under the authority of the board of county commissioners, regardless of race, color, religion, sex, national origin, handicap or familial status.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 3, 5, 6, 7 and 9, further the intent of the Housing Element.

Intergovernmental Coordination Element

Goal One: Pinellas County maintains an innovative and proactive program of intergovernmental and interagency coordination, cooperation and partnership in order to provide the most efficient and effective operations and services, to identify and resolve mutual issues and concerns, to protect, preserve, and enhance significant natural resources, and to protect and improve the quality of life for existing and future Pinellas county residents and visitors.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 1, 2, 3, 4, 5, 6, 7, 8 and 9, further the intent of the Intergovernmental Coordination Element.

Recreation. Open Space & Culture Element

The Provision of Recreation and Open Space

Goal One: To administer outstanding countywide recreational, open space and environmental systems that provide, through acquisition, development and maintenance, sufficient resource-based regional parks and environmental lands that are environmentally sustainable, foster environmental stewardship and enhance the County's economic vitality and the quality of life for residents and visitors.

Protection and Management of Parks and Environmental Lands

Goal Two: To protect, in perpetuity, the open space value and countywide public purpose of the
County's regional parks, environmental lands and open spaces, and to develop, implement and adhere to the individual management plans and strategies for these irreplaceable public assets.

Strengthening Connections to the Water

Goal Three: To strengthen public connections to Pinellas county waters and waterways through the maintenance, promotion and environmentally-sensitive expansion of recreational access.

Facility-Based Recreation

Goal Four: To make urban levels of facility-based recreation more accessible to unincorporated residents when opportunities arise through financially-feasible strategies and beneficial partnerships.

Cultural, Historic and Archaeological Resources

Goal Five: To promote the arts, culture, and historic and archaeological resources within Pinellas county, and their preservation, through public and private investment and by raising awareness of existing facilities and programs.

Sustainability of the County's Recreation and Open Space System

Goal Six: To practice and promote a sustainability ethic, ensuring that ecological limits and environmental impacts are considered in all decisions and designs affecting cultural, recreation and open space planning, and that all decisions and projects contribute incrementally to achieving and sustaining social equity, economic prosperity and a quality community for current and future residents.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 1, 3, 4, 5, 6 and 7, further the intent of the Recreation. Open Space & Culture Element.

Potable Water Supply, Wastewater & Reuse Element

Goal One: High quality and affordable potable water will be available to meet the existing and projected demands of Pinellas county utility customers.

Goal Two: Wastewater collection, treatment, reuse and disposal facilities are available to safely meet existing and future demands, in a manner that contributes to water conservation, and does not degrade the surrounding natural environment.

Goal Three: Pinellas County shall continue to be a leader in the use of reclaimed water, resource conservation and other alternative technologies as a means of reducing demand on potable water resources and limiting the impact of fresh water withdrawals on the natural environment.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 4, 5 and 7, further the intent of the Potable Water Supply, Wastewater & Reuse Element.

Solid Waste and Resource Recovery Element

Goal One: Reduce the quantity of waste generated and disposed of in Pinellas County in order to conserve natural resources, recover resources which have the potential for further usefulness, and to

extend the life of the landfill to the fullest extent.

Goal Two: Collect and dispose of solid waste in the most economically feasible, efficient, and environmentally safe manner, in order to protect the public health and safety, enhance the environment, extend the life of the landfill to the fullest, and recover resources which have the potential for further usefulness.

Goal Three: Regulate in the most economically feasible, cost-effective, and environmentally safe manner, the processing, source reduction, recycling and disposal of solid and hazardous waste in order to protect the public health and safety.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 4, 5 and 7, further the intent of the Solid Waste and Resource Recovery Element.

Surface Water Management Element

Goal One: Surface waters shall be managed to provide flood protection for the citizens of Pinellas
County, to preserve and enhance the water quality of receiving water bodies, and for the purposes of natural resource protection, enhancement and restoration, plant and wildlife diversity, and estuarine productivity.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 3, 4, 5, 7 and 9, further the intent of the Surface Water Management Element.

Public School Facilities Element

Goal Two: Pinellas County shall coordinate with its partner local governments and the school district on projects that encourage cohesive neighborhoods, that contribute to community building, and that provide for long-term sustainability.

Goal Three: Pinellas County will coordinate with the school district and other local governments to improve the safety of students as they access public school facilities.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 1, 3, 4, 5, 6, 7, 8 and 9, further the intent of the Public School Facilities Element.

Capital Improvements Element

Goal One: Pinellas County shall undertake actions necessary to provide adequate, needed public facilities in a manner which protects investments in existing facilities, maximizes the use of existing facilities, and promotes orderly growth.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 1, 2, 3, 4, 5, 7 and 9, Four, Five and Nine, further the intent of the Capital Improvements Element.

Economic Element

Goal One: To facilitate a strong and robust local economy that provides growth opportunities for existing businesses, attracts new high-wage primary employers and promotes a diverse range of industries through innovative, sustainable methods that, in a responsible manner, enhance the County's vitality and the quality of life for residents and visitors.

The provisions of the Lealman Community Redevelopment Area Plan, more particularly, Objectives 1, 2, 4, 5, 6, 7, 8 and 9, further the intent of the Economic Element.

On May 11, 2016, the Pinellas County Local Planning Agency (LPA), pursuant to Section 163.360(4), Florida Statutes, submitted its recommendations with respect to the conformity of the Lealman Community Redevelopment Area Plan with the Pinellas County Comprehensive Plan.

APPENDIX C:
STRATEGIC ACTION PLAN AND SPENDING BUDGET

Plan Implementation - Programs and Projects

The programs and projects described in this Appendix are a continuation of Section 13.2 of the Lealman Community Redevelopment Area Plan (Plan). The Strategic Action Plan (SAP) sets an anticipated course of action for the investment of Tax Increment Financing funds and other public resources in the Lealman CRA, based on a framework that acts in concert with the Plan and presents programs and activities based on the objectives and strategies described in the Plan.

With ongoing input and support from the Lealman Community Redevelopment Area Advisory Committee, the Pinellas County Community Redevelopment Agency establishes programs and projects, focusing on people-based and place-based initiatives and priority areas. Implementation of programs and projects will focus on the objectives and strategies referenced within Sections 7.0, 7.1, 8.0, 9.2 of the Plan.

Table C-1 indicates projected Tax Increment Financing revenue to be received over the 30-year life of the CRA. Table C-2 (subset of Table C-3) outlines projected spending for FY17-18 (Two Year Spending Budget). Table C-3 outlines projected spending and programs through 2047 (30 year TIF period).

Program and Project Funding (Table C-1):

Program and project implementation is based on the utilization of Tax Increment Financing (TIF) as a primary funding mechanism. On June 7, 2016 (Ordinance No. 16-35) the Redevelopment Trust Fund was established with a 2016 Base Year, and will direct an estimated $59.9 million dollars over the 30 year lifecycle of the Plan. Program scheduling and funding prioritization shall remain compliant with the approved plan or amended as needed per F.S. 163(III). The following table; (Table C-1: Estimated Annual Tax Increment Revenue, 2017-2047) amends Table 2, Section 12, page 41 of the Plan indicating updated TIF projections.

APPENDIX C:
STRATEGIC ACTION PLAN AND SPENDING BUDGET

Table C-1:
Lealman CRA TIF Revenue Projections, Fiscal Years 2017-2047

Year[1]	Annual Total: $
2017	$208,273
2018	$552,281
2019	$867,827
2020	$1,083,025
2021	$1,264,849
2022	$1,454,301
2023	$1,651,710
2024	$1,857,414
2025	$2,071,772
2026	$2,227,817
2027	$2,388,364
2028	$2,503,473
2029	$2,620,885
2030	$2,740,645
2031	$2,862,799
2032	$2,987,397
2033	$3,114,488
2034	$3,244,119
2035	$3,376,344
2036	$3,511,212
2037	$3,648,780
2038	$3,789,097
2039	$3,932,220
2040	$4,078,207
2041	$4,227,114
2042	$4,378,997
2043	$4,533,920
2044	$4,691,941
2045	$4,853,122
2046	$5,017,527
2047	$5,185,219
Total	**$90,925,136**

[1]Fiscal Years 2017 & 2018 TIF revenue reflect actual TIF payments received. Fiscal Year 2019 through 2047 TIF revenue reflect estimates based on growth assumptions made by the Pinellas County Office of Management and Budget.

APPENDIX C:
STRATEGIC ACTION PLAN AND SPENDING BUDGET

Program and Project Descriptions

Program and Project descriptions (below) are grouped into the following functional areas: Economic Development; Neighborhood Revitalization; Education, Job Readiness and Workforce Development; Healthy Community.

Economic Development

Business Development & Lending Program**:** This program assists local business owners and entrepreneurs with access to financial capital and technical expertise in an effort to stimulate new business activity, expand and attract new commercial activity in the CRA. These programs will be structured to work in coordination with local partner programs including but not limited to Pinellas County Economic Development.

- Business Development Support – This program provides access to business development training through workshops and/or one-on-one sessions with business development experts. This program aids entrepreneurs, new and established business professionals with instrumental tasks such as business plan development, inventory and budget analysis, or start-up and operational requirements such as business licenses, insurance, and taxes. This program will also offer networking opportunities with local business leaders.

- Lending Program – The program assists by connecting new and established professionals with local participating financial lending institutions, which can be used to aide in business creation and/or expansion within the CRA. The Agency may support business owners by providing financial assistance to reduce lending risks or in 'buying down' interest rates, enabling lenders to approve borrowers who otherwise may not qualify.

Business Recruitment/Retention Program**:** The program offers marketing, planning, and financial assistance support to new or existing businesses that expand or relocate within the CRA. The intent of this program is to improve the quality and access of jobs and businesses in the CRA by attracting and promoting entrepreneurs who are committed to workforce expansion, quality job creation, and developing a stronger workforce through fairly compensated salaries. These programs will be structured to work in coordination with local partner programs including but not limited to Pinellas County Economic Development.

- Development of a Marketing Packet (CRA Admin Staff) – Development of a commercial marketing information packet identifying potential development and redevelopment locations including incentives available to businesses who relocate to the CRA.

- Business Operations Improvements Program – Provides financial assistance, in the form of a low-interest loan, grant or matching grant to property or business owners for eligible expenses associated with interior and/or site improvements that improve the functionality of the building or site to improve normal business operations and extend the economic viability of the business.

- Micro-Loan Program - Provides loans to businesses within the CRA that may otherwise not meet typical lending requirements due to reasons such as, but not limited to, lack of documented financials, adequate net income, intended use of loan, years in business, collateral or entity type. The loans will be offered at low interest rates for loans ranging from $10,000 - $25,000.

Organizational Support Program**:** Provides support and assistance to local businesses and community organizations in an effort to promote, coordinate, and enhance their development and growth, with the goal of developing programs or services that impact and benefit both the organization and residents. (example: business/merchant, community, neighborhood associations)

- Association Assistance - Establishes a volunteer based "Chamber of Commerce" or "Business/Merchants Association" to assist and improve the business community's communications with promotion, retention, expansion of existing businesses, and encouragement of new commercial development.

Renewable Energy Program**:** Provides financial and market-based incentives for new or existing commercial facilities powered by renewable energy. It offers consumer rebates for the installation of wind and solar renewable energy systems. The program also promotes educational initiatives regarding renewable energy.

Brownfield Program**:** Provides funds for Phase I and Phase II environmental site assessments, public health monitoring, clean-up planning, and community outreach activities in cooperation with all available state and federal programs.

Tax Exemption Program**:** Provides a tax exemption type incentive, for a term length to be determined at the time this program is implemented, on property tax increases to new or existing businesses that are applied to the maintenance and updating of existing commercial property. Improvements made must be permanent and stay with the building. The intent of this program is to reduce slum and blight by improving the appearance and quality of the commercial building stock and to attract new construction. This incentive may be designed as an actual recorded exemption or as a rebate/reimbursement of increases for the determined period of time. * (Incentive specifics TBD at time of program implementation in conjunction with applicable polices).

APPENDIX C:
STRATEGIC ACTION PLAN AND SPENDING BUDGET

Neighborhood Revitalization (Residential & Non-residential)

Residential Improvement Program**:** Provides financial assistance intended to reduce or eliminate the costs associated with the repair, rehabilitation, and enhancement of residential structures. Improvements must be permanent and stay with the building. The program's intent is to improve the appearance, structural quality, energy efficiency; (energy audits, insulation, widow, energy star appliances, low flow flush toilets etc.), and overall safety of the existing residential housing stock. Additionally, the program promotes the creation of pedestrian friendly "walkable" neighborhoods through increased "curb appeal' of existing properties and establishes community standards for property appearance. This program can function independently or in conjunction with Community Development Programs.

Non-Residential Improvement Program: Provides financial assistance for a new or existing non-residential structure to reduce the costs associated with the repairs or enhancements to the site. Improvements made must be permanent and remain with the building. The intent of this program is to accelerate and leverage private investment as a way to improve the appearance, quality, and functionality of existing non-residential buildings in the CRA, while also creating a more consistent and visually appealing public realm. This program will consist of up to four distinct types of projects/improvements, including:

- Façade Program – To assist with exterior facade improvements including ADA exterior accessibility
- Demolition Program – To assist in the removal of substandard structures and other blighting factors in Site
- Infrastructure Program – To assist property owners with costs associated with site specific infrastructure improvements
- Design Assistance – Assist with costs associated with the preparation and review of conceptual site plan and/or architectural renderings by a professional consultant

Clean Team Program: Provides financial assistance to an organized team of volunteers that assist property owners with exterior building maintenance, including but not limited to tree trimming, pressure washing, painting, and minor repairs that do not require permitting. The volunteer organization may also provide supplemental maintenance to the community's sidewalks, gutters, and public spaces to lessen the perception of an unsafe and unattractive community. The program reduces the appearance of slum and blight by supporting local volunteer groups in their effort to improve and enhance the exterior appearance of non-residential property, residential property, and public spaces.

Target Zone Developer Assistance Program (Residential & Non-Residential): Provides financial assistance in the form of a rebate/reimbursement for development partners (e.g. Non-profit and for-profit development organizations, partnerships, etc.) who opts to utilize the staff recommended design standards for the redevelopment or construction of residential, and multi-family rental properties with less than 100 units located within the identified target zone(s). Any design standards provided

for the Area shall be at this time considered optional, and while not mandatory, it will be considered highly desirable to do so in an effort to create a more consistent redevelopment pattern and public realm that will create a stronger relationship between form and function. This program reduces slum and blight and improves the quality of the residential and commercial building stock by encouraging a mix of affordable housing options, while creating accessible and sustainable neighborhood commercial corridors. *(Incentive specifics TBD at time of program implementation in conjunction with applicable polices).

Homeownership Program: Provides assistance to existing and first-time homebuyers (including buyers who have not owned a home within the past three (3) years). The intent of this program is to support the homeownership decision making process through financial incentives, education, credit counseling, down-payment assistance, and financial hardship services. *Homeownership Programs may function independently or in conjunction with other Pinellas County and community partner Programs as deemed appropriate and on a case by case application basis.

- Homebuyer Education and Counseling – Provides counseling and education services to individuals regarding the purchase and financing of affordable housing.

- Down-Payment Assistance – Provides down payment and/or closing costs assistance to an individual for the purchase of a home.

- Foreclosure Services – Provides pre-foreclosure services, designed to preserve the affordable housing stock. It is intended for homeowners who need assistance in the form of a deferred payment loan to pay defaulted mortgages; in default at least thirty (30) days. The property must be owner occupied and the home and homeowner must meet program qualification and guidelines.

Building Conversion Program (Residential to Commercial): Provides financial assistance to property owners who convert existing single-family residential structures along commercial corridors into either work-live or light commercial use structures; uses may include but are not limited to professional offices, hair studios, and/or boutique style retail shops.

Housing Development Program: Designed to facilitate the construction and renovation of affordable Workforce, Transitional, Veterans, and Market Rate housing in the CRA. The program provides financial assistance in the form of a rebate/reimbursement paid to developers to reduce the costs associated with new construction or the repair and rehabilitation of existing housing. Improvements must be permanent and stay with the building. The rebate will be based on the increase in Ad-Valorem taxes the first year the project goes on the tax rolls. The applicant will be required to demonstrate annually that the minimum criteria that was the basis of the approval for the rebate remains, failing this the rebate will be

revoked. The intent of this program is to improve the quality of the affordable housing stock and attract new construction. *(Incentive specifics such as total term length of program per project TBD at time of program implementation in conjunction with applicable polices).

Residential Energy Efficiency Program**:** Provides resource and financial assistance to residential property owners that upgrade or improve the building's energy efficiency; including but not limited to energy audits, insulation, widow upgrades, energy star appliances and low flow flush toilets.

Community Stabilization Program: Provides incentives to partner organizations for the purpose of acquiring and redevelopment of abandoned and foreclosed properties that might otherwise become sources of slum and blight within the CRA. (Incentive specifics TBD by staff).

Mixed-Use Infill Redevelopment Program: Provides financial incentives for mixed-use infill development on abandoned/distressed sites located within appropriately suited areas, while guiding the development so that it enhances the quality of life in established neighborhoods.

Neighborhood Improvement Program: Broad multifaceted program designed to identify distressed areas and provide financial incentives or contributions to renovate/rehabilitate existing residential or commercial building stock, provide neighborhood scale infrastructure projects (sidewalks, drainage, safety, etc.), and provide community outreach to distressed individuals or families to assist in connecting CRA and partnering organization resources to clients. *Through the implementation of this program, future public capital improvement projects may be identified. Such improvement projects will identified as a Capital Improvement Project and identified in the Capital Improvement Plan as required by applicable state and county policy(s).

Education, Job Readiness and Workforce Development

The Ray Neri Youth Citizen Mentoring & Apprenticeship Program: Provides financial assistance to public, private, and non-profit organizations that provide education, job skills, internships, apprenticeships, and development programs. The program facilitates community engagement and provides guidance and leadership skills to at-risk and underserved youth, in an effort to develop character and self-worth while exploring future employment and education opportunities.

Quick Response Workforce Training Program: Provides financial assistance for immediate job training or retraining of new or existing employees to meet changing skill requirements due to new technology, products, manufacturing methods, and

work skills in an effort to prevent critical job skill shortages. It provides customized hands-on, workplace training as well as related life and work skills training through accredited workforce development providers including Pinellas County Economic Development (PCED), Pinellas Technical College, St. Petersburg College, and CareerSource Pinellas to train residents for entry into the workforce and continuing career opportunities. Training is structured in a flexible manner to "respond quickly" to meet the businesses or organizations immediate skill needs. The intent of this program is to improve the education and quality of the local workforce while meeting the needs of local businesses in a timely manner.

Community Incubator & Services Center: Provides contributing funds for the establishment of a community hub where all citizens have access to programs ranging from afterschool care, homework assistance, employment assistance, and job readiness skills, pre-college, and continuing education opportunities.

Healthy Community

Access to Healthcare: Improves access to medical and dental healthcare through financial assistance, including but not limited to removing barriers that prevent people from obtaining healthcare. In addition, it develops community partnerships to better serve the residents and community at large. (Specifics TBD based on available services and cooperative program guidelines).

Mobility & Accessibility (PSTA, Pedestrian, Access & Safety, etc.): Promotes and identifies shared funding opportunities for the planning, design, and construction of mobility and accessibility infrastructure projects. Project examples may include: upgraded bus stops; enhanced crosswalks; sidewalk enhancements; ADA compliance; and enhanced signaling devices etc.

Proactive Neighborhood Education Safety & Compliance: Designed to pool code enforcement resources into the community through additional officers, neighborhood sweeps, citizen education, and a simplified reporting processes (a proactive approach).

Community Activities Sponsorship Program: Provides local businesses or organizations the opportunity to financially sponsor community oriented activities or events.

Community Arts & Culture Program: Provides financial assistance to individuals and organizations that promote and encourage access to art and cultural programs throughout the CRA. In addition, it provides incentives to developers that contribute 1% of development costs to art/cultural and educational projects. Developer contributions would pay for on-site

public art projects, cultural amenities/resources and other artistic enhancements throughout the project area. *(Incentive specifics such as total term length of program per project TBD at time of program implementation in conjunction with applicable polices).

Grass Roots Community Program: Provides financial incentives and support to non-profit organizations that organize at the local level to address community issues in the CRA: including, social and environmental causes; and sustainable food systems. It encourages grassroots (DIY, Pop-up, City Repair) efforts to improve the livability of the area by creating temporary street and block scale projects that benefit the community and create a positive impact.

Capital Improvements and Other Projects

Property Acquisition & Disposition Program: Supports the acquisition and disposition of vacant, abandoned, and underutilized properties. It provides quick access to gap financing for redevelopment projects requiring additional assistance such as, pedestrian accessibility & safety projects, "challenge" properties, and industrial sites. The program will facilitate economically sustainable mixed used and mixed market projects that will incentivize additional catalyst projects to meet community needs.

Grant Match Fund / Administration Services: Ensures administrative and program continuation and support through proper planning, management, and grant administration.

APPENDIX C:
STRATEGIC ACTION PLAN AND SPENDING BUDGET

Table C-2:

Lealman CRA Projected Spending Budget, Fiscal Years 2017-2047

Program/Project Description	Estimated Cost*	Funding Source[1]
Economic Development		
Small Business Development & Lending Program	$13,638,770	TIF
Business Recruitment/Retention Program		TIF
Organizational Support Program		TIF
Micro Loan Program		TIF/Other
Renewable Energy Program		TIF
Brownfield Program		TIF/Other
Tax Exemption Program		TIF/Other
Neighborhood Revitalization (Residential & Non-Residential)[2]		
Residential Improvement Program	$31,823,798	TIF/Other
Non-Residential Improvement Program (Site, Parking, Streetscape)		TIF
Clean Team Program		TIF
Targeted Zone Developer Assistance Program (Residential & Non-Residential)		TIF/Other
Homeownership Program		TIF/Other
Building Conversion Program (Residential to Commercial)		TIF
Housing Development Program		TIF/Other
Residential Energy Efficiency Program		TIF
Community Stabilization Program		TIF
Mixed-Use Infill Redevelopment Program		TIF
Neighborhood Improvement Program (Residential & Non-Residential)		TIF
PLACE-BASED PROGRAM TOTALS	**$45,462,568**	
Education, Job Readiness & Workforce Development		
The Ray Neri Youth Citizen Mentoring & Apprenticeship Program	$9,092,514	TIF/Other
Quick Response Workforces Training Program		TIF/Other
Community Incubator & Services Center		TIF/Other
Healthy Community		
Access to Healthcare	$18,185,027	TIF/Other
Mobility & Accessibility (PSTA, Pedestrian, Access & Safety, etc.)		TIF/Other
Proactive Neighborhood Compliance, Enforcement & Safety		TIF/Other
Community Activities Sponsorship Program		TIF/Other
Community Arts & Culture Program		TIF/Other
Grass Roots Community Program		TIF/Other
PEOPLE-BASED PROGRAM TOTALS	**$27,277,541**	
Future Public Capital Improvement Projects (CIP) & Other Projects		
Property Acquisition & Disposition	$13,638,770	TIF/CIP/Other
Grant Match Fund / Administration Services		TIF/Other
Reserve[3]	**$4,546,257**	
Total TIF Program Funding	**$90,925,136**	

[1]Allocation of any TIF dollars to the programs identified in this table are based on Pinellas County's CRA Guiding Policy (approved January 2017). [2]Many of the 'Neighborhood Revitalization' programs indicated above will be used to incentive both affordable and market-rate housing and may include combining funds from other complimentary Pinellas County programs. [3]The Reserve level is calculated is 5% of total TIF revenues which does not include Beginning Fund Balance. Reserves are set for internal Office of Management and Budget (OMB) budget purposes only and are not spendable. *Note: The total program funding for 'Economic Development', 'Neighborhood Revitalization', 'Education, Job Readiness & Workforce Development', and 'Healthy Community' when the Redevelopment Trust Fund expires in 2047 may differ from the amounts indicated above based on unused previously appropriated TIF dollars, modified funding priorities, and identified future CIP projects, including Property Acquisition & Disposition, by the Lealman CRA Advisory Committee, Pinellas County CRA and Board of County Commission to be refined in future plan updates.

APPENDIX C:
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Public Improvements Identified in County CIP: Projects will facilitate and promote multimodal access, connectivity, safety, and economic development through high quality urban form, design, and environmental sustainability. Projects will encourage design and construction of parking and streetscape improvements for neighborhood and commercial corridors. Improvements may include; enhancement to curb and gutters, sidewalks, street lighting, landscaping, and street furniture (solar trash compactors, benches, and bike racks etc.). The intent of this program is to improve the appearance, quality, functionality, and accessibility of neighborhood and commercial corridors.

Table C-3:

Existing Public Improvements Identified in Pinellas County Capital Improvement Plan (CIP)

Project	Estimated Cost*	Funding Source
Joe's Creek Greenway Park Recreation - Phase 1	$100,000	CIP/Other
Lealman Regional Retention Study	$400,000	CIP/Other
Lealman Area Joe's Creek Trail Expansion/Alignment (Study)	$75,000	CIP/Other
25th St. N from 62nd Ave N to Sawgrass Park (Sidewalk)	$300,000	CIP/Other
Joe's Creek Greenway Park Recreation - Phase 2	$700,000	CIP/Other
62nd Ave & 58th St. Intersection(Intersection/Sidewalk	$1,100,000	CIP/Other
46th Ave N from 49th St. N to 55th St. (Sidewalk)	$700,000	CIP/Other
Joe's Creek Greenway Park Recreation - Phase 2 (Year 1)	$745,000	CIP/Other
42nd Ave N From 45th St. N to 35th St. N (Drainage/Sidewalk)	$1,600,000	CIP/Other