

**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, 2017 (Ordinance No. 16-35) the Redevelopment Trust Fund was established with a 2016 Base Year, and will direct an estimated \$56.9 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, 2017-2047	
Year <sup>1</sup>	Annual Total: \$
2017	\$208,272
2018	\$368,730
2019	\$522,986
2020	\$653,359
2021	\$773,683
2022	\$897,617
2023	\$1,003,994
2024	\$1,113,030
2025	\$1,202,440
2026	\$1,293,637
2027	\$1,386,659
2028	\$1,481,541
2029	\$1,578,321
2030	\$1,677,037
2031	\$1,777,726
2032	\$1,884,015
2033	\$1,988,973
2034	\$2,096,030
2035	\$2,205,228
2036	\$2,316,611
2037	\$2,430,221
2038	\$2,546,103
2039	\$2,664,303
2040	\$2,784,866
2041	\$2,907,842
2042	\$3,033,276
2043	\$3,161,220
2044	\$3,291,722
2045	\$3,424,834
2046	\$3,560,608
2047	\$3,699,098
<b>Total</b>	<b>\$59,933,981</b>

<sup>1</sup>2017 TIF Revenue reflects actual TIF payment received as reported by the Pinellas County Office of Management and Budget (OMB). Projections are based on the following: Taxable Value Growth Assumptions: FY17: 2016 Final 4/25/17; FY18-FY23: Forecast growth % for total MSTU FY18-FY19 Budget Forecast Summit December 2016; FY23-FY24: Transitional growth % for an additional 2 years; FY25-FY47: Conservative assumption of long-term 2.0% growth on higher tax base.

**APPENDIX C:  
STRATEGIC ACTION PLAN AND SPENDING BUDGET**

**Program and Project Descriptions (Tables C-2 and C-3)**

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: Assists local business owners and entrepreneurs with access to financial capital and technical expertise. The program assists by arranging lending from local financial institutions, which can be used for business creation and/or expansion within the CRA. As an incentive the Agency may support borrowers by buying down interest rates, enabling lenders to make low interest loans. In addition, the program aids new entrepreneurs with the development of a business plan and provides introductions to local business leaders, thereby stimulating new business activity, educating new entrepreneurs, and attracting new business and or industry to the CRA.

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.

- 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.
- Financial Incentive Package – Provides financial assistance to a landlord or business owner for eligible expenses associated with the construction or renovation of new or existing facility, workforce training, rental subsidy, or fee assistance/reimbursement.

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, Community, Neighborhood Associations)

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

## **APPENDIX C: STRATEGIC ACTION PLAN AND SPENDING BUDGET**

Micro-Loan Program: Provides loans to small businesses within the CRA. The loans meet the needs of smaller businesses that do not require large scale loans to make repairs or enhancements to their business. The loans will be offered at attractive interest rates ranging from \$1,000 - \$25,000.

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).

### **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 (Site, Parking, and Streetscape): 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 improve the appearance, quality, and functionality of the existing non-residential building stock through structural and exterior improvements, while creating a more consistent and visually appealing public realm.

## **APPENDIX C: STRATEGIC ACTION PLAN AND SPENDING BUDGET**

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). Ant 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.

## **APPENDIX C: STRATEGIC ACTION PLAN AND SPENDING BUDGET**

Non-Residential Interior/Tenant Improvement Grant: Provides financial assistance to commercial property owners for interior improvements and enhancements with an emphasis placed on projects that remedy degraded building systems and extend the economic viability of the building.

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, window 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

## **APPENDIX C: STRATEGIC ACTION PLAN AND SPENDING BUDGET**

implementation of this program, future public capital improvement projects may be identified. Such improvement projects will be 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).

## **APPENDIX C: STRATEGIC ACTION PLAN AND SPENDING BUDGET**

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, regional stormwater, 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 Two Year Program Spending Budget (FY17-FY18)**

Program/Project Description	TIF %		Funding Source <sup>1</sup>
	Estimated Allocation		
	FY17 <sup>2</sup>	FY18 <sup>3</sup>	
<b>Total TIF Payment</b>	\$208,272	\$368,730	
<b>Economic Development</b>	15%	15%	
Small Business Development & Lending Program	\$31,241	\$55,310	TIF
Business Recruitment/Retention Program			TIF
<b>Neighborhood Revitalization (Residential &amp; Non-Residential)</b>	35%	35%	
Residential Improvement Program	\$72,895	\$129,056	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
<b>PLACE-BASED PROGRAM TOTALS</b>	<b>\$104,136</b>	<b>\$184,365</b>	
<b>Education, Job Readiness &amp; Workforce Development</b>	10%	10%	
The Ray Neri Youth Citizen Mentoring & Apprenticeship Program	\$20,827	\$36,873	TIF/Other
<b>Healthy Community</b>	20%	20%	
Access to Healthcare	\$41,654	\$73,746	TIF/Other
Mobility & Accessibility (PSTA, Pedestrian, Access & Safety, etc.)			TIF/Other
Proactive Neighborhood Compliance, Enforcement & Safety			TIF/Other
<b>PEOPLE-BASED PROGRAM TOTALS</b>	<b>\$62,482</b>	<b>\$110,619</b>	
<b>Capital Improvement Projects (CIP) &amp; Other Projects</b>	15%	15%	
Property Acquisition & Disposition	\$31,241	\$55,310	TIF/CIP/Other
Grant Match Fund / Administration Services			TIF/Other
<b>Reserve</b>	5%	5%	
	\$10,414	\$18,437	
<b>Total TIF Program Funding</b>	<b>\$208,272</b>	<b>\$368,730</b>	

<sup>1</sup>Note: Where 'Other' is indicated as the Funding Source, it is anticipated that these programs will be carried out by staff and implemented through policy changes requiring a minimal TIF allocation or where TIF funding if necessary will be secondary. <sup>2</sup>FY17 Total TIF Payment is based on actual TIF payment received as reported by the Pinellas County Office of Management and Budget (OMB). <sup>3</sup>FY18 Total TIF Payment is based on the projected TIF Revenue Projections (Table C-1). \*Note: TIF % allocations for 'Economic Development', 'Neighborhood Revitalization', 'Education, Job Readiness & Workforce Development', 'Healthy Community', and Capital Improvement Projects, including Property Acquisition & Disposition, will be refined based on changing funding priorities, and identified future CIP projects by the Lealman CRA Advisory Committee, Pinellas County CRA and Board of County Commission to be modified in future plan updates.

## APPENDIX C: STRATEGIC ACTION PLAN AND SPENDING BUDGET

Table C-3:  
Lealman CRA Projected Spending Budget, 2017-2047 ((Initial FY17/18 TIF % Allocation (See Table C-2)

Program/Project Description	Estimated Cost*	Funding Source <sup>1</sup>
<b>Economic Development</b>		
Small Business Development & Lending Program	\$8,990,097	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
<b>Neighborhood Revitalization (Residential &amp; Non-Residential)<sup>2</sup></b>		
Residential Improvement Program	\$20,976,893	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
Non-Residential Interior/Tenant Improvement Grant		TIF
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
<b>PLACE-BASED PROGRAM TOTALS</b>		<b>\$29,966,991</b>
<b>Education, Job Readiness &amp; Workforce Development</b>		
The Ray Neri Youth Citizen Mentoring & Apprenticeship Program	\$5,993,398	TIF/Other
Quick Response Workforces Training Program		TIF/Other
Community Incubator & Services Center		TIF/Other
<b>Healthy Community</b>		
Access to Healthcare	\$11,986,796	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
<b>PEOPLE-BASED PROGRAM TOTALS</b>		<b>\$17,980,194</b>
<b>Future Public Capital Improvement Projects (CIP) &amp; Other Projects</b>		
Property Acquisition & Disposition	\$8,990,097	TIF/CIP/Other
Grant Match Fund / Administration Services		TIF/Other
<b>Reserve<sup>3</sup></b>	<b>\$2,996,699</b>	
<b>Total TIF Program Funding</b>	<b>\$59,933,981</b>	

<sup>1</sup>Allocation of any TIF dollars to the programs identified in this table are based on Pinellas County's CRA Guiding Policy (approved January 2017). <sup>2</sup>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. <sup>3</sup>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:  
STRATEGIC ACTION PLAN AND SPENDING BUDGET**

Public Improvements Identified in County CIP: 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 regional stormwater improvements, parking and streetscape improvements for neighborhood and commercial corridors, such as Complete Streets, bike/pedestrian trails and 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-4:  
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(Intersction/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