



# Community Redevelopment Areas

**DRAFT** Policy and Process – Board Discussion

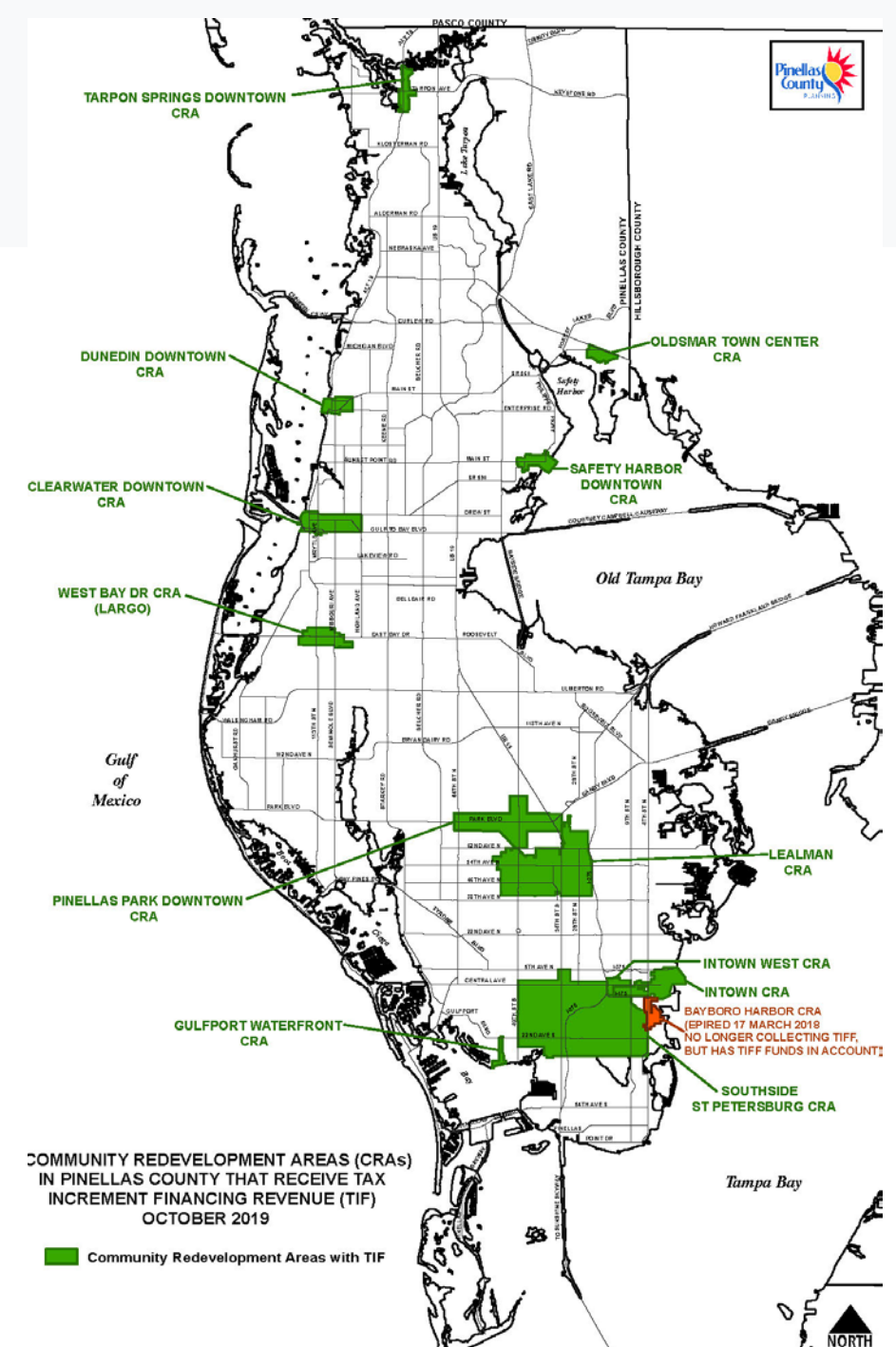
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VISION  
ECONOMICS  
STRATEGY  
FINANCE  
IMPLEMENTATION

# Current CRA Snapshot

- 12 Community Redevelopment Areas (CRAs) currently receiving County TIF
- 2 requests for new CRAs in 2021
  - North Greenwood CRA (Clearwater)
  - Clearwater-Largo Road CRA (Largo)



# History of Recent Policy Development

## Emphasizing Investment in Distressed Communities

- **Economic Impacts of Poverty (2013)**
  - Identified 5 At-Risk Zones with higher concentrations of poverty (and associated issues) than the County as a whole
  - These At-Risk Zones have been identified as priority areas for the creation of new CRAs
    - 2015 – South St. Petersburg CRA
    - 2016 – Lealman CRA
    - 2020 – Pinellas Park CRA Extension/Expansion
    - 2021 – North Greenwood CRA
    - 2021 – Clearwater-Largo Road CRA
- **Current CRA Policy (2018) was developed to prioritize County support for areas within those At-Risk Zones**
- **Proposed CRA Policy Update builds upon the current policy to further address distressed communities and County priorities**

# Pinellas County Community Redevelopment Areas

## Policy and process review goals

- 1) Create a standard process for midpoint reviews, extensions, and expansions
- 2) Align measures with goals:
  - Craft consistent metrics for establishment (scoring), time extension, and midpoint evaluation
  - Refine existing annual reporting spreadsheet to better track County ROI over time
  - Revise County contribution and eligible CRA expenditures to implement County priority goals
- 3) Meet updated statutory requirements (eligible expenditures, annual reporting)
- 4) Address imbalance between City and County TIF contributions (discussed and addressed with BCC at 3/5/20 Work Session)

# Summary of suggested CRA policy changes

## ■ Lifecycle and process

- Reduce the term from 30 to 20 years. Creates consistency and aligns more closely with statutes.
- Add requirement for CRA Advisory Committees
- Establish midpoint review and extension processes that build on initial scoring and priorities
- Update annual reporting to collect data required for evaluation processes

## ■ Eligibility

- Retain the three CRA typologies (Urban, Community, Economic Development) - update and expand scoring criteria to address County priorities
- Link criteria to midpoint performance assessment

## ■ County contribution linked to expenditures

- Align County contribution and eligible expenditures around County priorities
- Evaluate expenditures on / budget for priorities at creation, midpoint, and extension

## ■ Performance assessment

- Assess return on investment for projects and overall district progress
- CRAs refine upcoming plan, projects, and budget to improve performance

# Existing CRA types

## Current CRA Policy (2018) - Goals, definitions, match, and timeline

CRA Type	Goal	Definition	Max Duration	Max County Funding	Scoring Threshold
Urban Revitalization	Removal of blight through community revitalization	The most distressed areas, where poverty is endemic and where other programs (namely CDBG) have targeted funding. Prevalence of low- and moderate-income persons.	up to 30 years, 15 year review	95%	>80 pts
Community Renewal	Redevelopment by improving building stock and strengthening the neighborhood economy	Experiencing ongoing hurdles, and investment/redevelopment has not kept pace, but not as bad as UR areas.	up to 20 years, 10 year review	75%	40-79 pts
Economic Development	Enhancement for local community and regional economic opportunity	May experience stagnation, but ultimately, there are opportunities due to diversity of uses, inherent local economy and location.	up to 10 years, 5 year review	50%	< 39 pts

# Revise CRA term, scoring, and funding

Streamline timeline and update scoring to focus on priority-driven expenditures

CRA Local Designation	Current CRA Policy (2018)			Proposed CRA Policy		
	Max Duration	Scoring Threshold	Max County Contribution	Max Duration	Scoring Threshold	Max County Funding
Urban Revitalization	up to 30 years, 15 year review	80-105 pts	95%	up to 20 years, 10 year review	75-100 Points	70% base, up to 95% w/ Priority Match
Community Renewal	up to 20 years, 10 year review	40-79 pts	75%	up to 20 years, 10 year review	45-74 Points	50% base, up to 75% w/ Priority Match
Economic Development	up to 10-years, 5 year review	< 39 pts	50%	<i>No change</i>	0-44 Points	<i>No Change</i>



Updated w/Proposed Policy

# Incorporate evaluation and priority match into the CRA Process

County contribution and CRA plan adjust to meet priorities and improve outcomes

- For Existing CRAs – will be reviewed under current ordinances
- New CRA/Expansions - County contribution based on:
  - Local Designation/Scoring
  - CRA plan and budget for County priority issues
- Extensions - County contribution adjustments based on:
  - CRA Local Designation (potential for change with rescoring)
  - CRA expenditures on and budget for County priority issues
  - CRA will update its CRA plan and budget based on outcomes and desired match

# Incorporate evaluation and priority match into the CRA Process

County contribution and CRA plan adjust to meet priorities and improve outcomes

- Midpoint Review (New/Expansion/Extension) - County contribution adjustment based on:
  - CRA expenditures on County priority issues (projected vs. actual)
  - CRA changes to its overall CRA plan and budget based on:
    - Performance / ROI
    - Potential for County match

# Addressing County Priorities – Rebuilding Communities

## Affordable Housing



Create, preserve, or improve income-restricted affordable housing units and prevent displacement

## ED and Employment



Increase quality employment, particularly in target industries

## Mobility



Improve transit, walking, and biking options and access to transit

# Revise CRA typology scoring

## Scoring changes reflect County priorities

Category	Status
<b>Demonstrated Need (40 points)</b>	
Percent of Households Below Poverty Level	No Change
Median Household Income	No Change
% of area qualified for CDBG	No Change
Demonstrated Blight Factors (163.340(8), F.S.)	No Change
<b>Employment &amp; Economic Development (25 points)</b>	
Employment Density	No Change
Unemployment (Civilian Population)	No Change
Tax Value Trend*	New
Activity Centers or Target Employment Areas	New
<b>Housing Affordability (30 points)</b>	
Percentage of households that are housing cost burdened	Replaced housing age
Median Residential Values	No Change
Percentage within a Coastal High Hazard Area	No Change
<b>Mobility (5 points)</b>	
Location w/in ¼ mile of Premium, Primary, and Secondary corridors	New
<b>Total Points – 100</b>	

# Transition to a “priority match”

- Goal: Align CRA spending with County goals and priorities
- Issues:
  - Current CRA Policy (2018) does not provide clarity on contribution levels
  - County must provide at least a 50% match *or* develop an interlocal agreement for less
  - Consistent review criteria between communities
- **Priority match offers one solution:**
  - CRAs receive a “base” contribution that can be spent on all County-eligible project types
  - CRAs must spend a percentage of total budget on County priorities to receive additional match (above base match)

# Priority match supports the County CRA Typologies

## Proposed revisions to 2018 County contribution policy

Local Designation	Current (2018)		Proposed			
	Original Duration	Original County Match	Max Duration	Base County Contribution [1]	Max Priority Match	Max Total Match [1]
Urban Revitalization	up to 30 years	up to 95%	up to 20 years	70%	up to 25%	up to 95%
Community Renewal	up to 20 years	up to 75%	up to 20 years	50%	up to 25%	up to 75%
Economic Development	up to 10 years	50%	No change	No change	No change	No change

[1] The percentage match applies to the budget for City and County TIF dollars, excluding grants and other sources

 Updated w/Proposed Policy

# Implementing the Priority match

CRA's get match through budgeting for *and* expending on County priorities

- To receive a Priority Match, each CRA Plan & Budget must have:
  - Clear plan to implement the selected priority goal(s)
  - Identified plans, projects, and/or partnerships
  - Budget allocated for implementation
- CRA's must meet targets by the midpoint expenditure review

# Major Process Changes

- Reducing CRA term maximums from 30 years to 20 years for Urban Revitalization CRAs
- Allocating a portion of County TIF (priority match) based on CRA budget commitments to County priorities
  - Requires a local TIF match as well
  - Optimized to encourage 50% of TIF dollars to County priorities
- Requiring Advisory Committees
- Reviewing detailed performance at the midpoint/extensions
  - Determine if the County's contribution will be changed
  - Aid CRAs in reorienting their plans and projects

# Next steps / Preliminary Schedule

- January 2021
  - BCC Worksession presentation
  - CRA Working Group (CWG) – presentation
  - City Managers - presentation
  - Revise per feedback
- Additional CWG and BCC Presentations (if needed)
- Finalize Deliverables (CRA Policy, scoring matrix, methods, annual reporting docs, etc.)
- BCC Public Hearing – Approval by Resolution (Tentatively April-May 2021)

# Questions?