

S T R A T E G I C
REDEVELOPMENT ACTION PLAN



New Port Richey Community Redevelopment Agency | New Port Richey, Florida
April 2011



THE CITY OF NEW PORT RICHEY

John Schneider, City Manager
5919 Main Street
New Port Richey, Florida 34652

Dear Mr. Schneider,

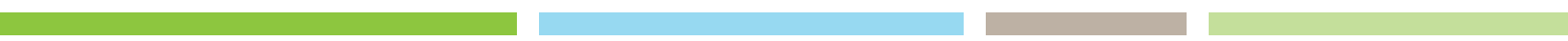
AECOM and RERC Strategic Advisors believe we have outlined a series of actions that will assist in re-establishing a sound financial basis for the City and its future development. We are optimistic that the many fine people and organizations within the City can work together to strengthen the significant assets of the Community to achieve success.

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Bill Kercher
AECOM

A handwritten signature in blue ink, appearing to be 'Tom Kohler', written in a cursive style.

Tom Kohler
RERC Strategic Advisors



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INTRODUCTION

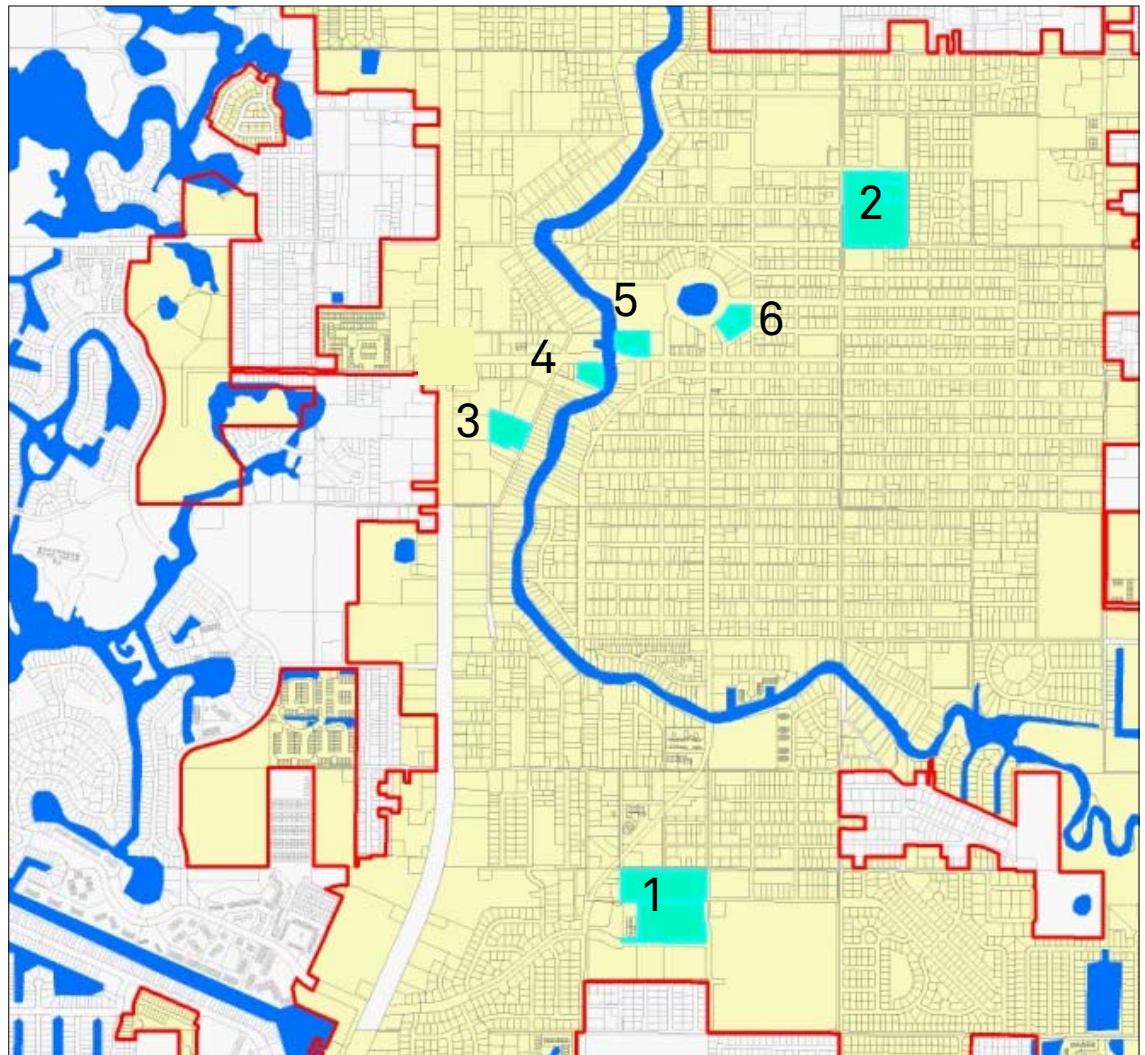
The New Port Richey Community Redevelopment Agency [CRA] retained AECOM and Real Estate Research Consultants [the Consulting Team] to prepare strategic recommendations for the CRA to update their Redevelopment Plan and to plan for the use and redevelopment of the six specific properties.

- Redevelopment Plan Update - The CRA's jurisdiction is generally co-terminus with the City's boundaries; and the initial Redevelopment Plan has not been updated since 2001. In the interim, many conditions have changed warranting an update to the Plan.
- Plans for Six Specific Properties – The CRA owns three properties specifically ready for redevelopment.

Three other properties have been identified that are privately owned but of strategic importance to the CRA.

This Strategic Redevelopment Action Plan addresses the aspects of the CRA Plan that need evaluation and revision; and the Plan proposes actions for the CRA to take to initiate private-sector development or redevelopment of each of the six properties.

1. HCA Community Hospital
2. North Bay Hospital
3. Gateway Church
4. Main Street Landing
5. Hacienda Hotel
6. 1st Baptist Church Site



Selected Properties

ASSESSMENT SUMMARY

This report is designed to be “action-oriented” based on an assessment of current conditions and opportunities. The Assessment has five elements: 1) Review of Studies and Reports, 2) Interviews with Knowledgeable Citizens of the City, 3) Evaluation of the Six Selected Properties, 4) Review of the Status of Neighborhood Planning and 5) A Public Workshop held on March 10, 2011. The objective of the Assessment was to provide a platform of information and ideas for the Recommended Actions directed at the CRA Plan and each of the six selected properties.

RECOMMENDATIONS

The Recommendations are grouped into two categories: Actions that Affect the Entire CRA or a large portion thereof, and secondly, recommendations for actions to take to initiate enable development of the six selected properties in line with City objectives.

Many of the recommendations in this report will be familiar to people who have been involved in City affairs over the years since many plans were prepared over the past decade, and few were implemented. After a review of these previously prepared plans, a number of the previous recommendations still seem relevant; others have been modified to respond to contemporary conditions, and others have been added.

Based on the Assessment, conclusions were drawn and recommendation made. The conclusions from each element of the Assessment are described in chapters 1 through 4 that follow. The Recommended Actions are:

CRA And City-Wide Actions

1. Improve Community Communication - Many well-intended and important people and organizations do not appear to effectively communicate with each other. Successful communities all are characterized by a large number of people with different backgrounds and interests devoting themselves to a single idea, a Vision of the City. Commitment to a unified vision does not seem to exist although many of the people interviewed have similar and compatible ideas for the future of the City.

2. Update the CRA Plan – The current CRA Plan is out of date and inconsistent with current conditions. An update to the Plan should be completed soon.

3. Revise the Financial Approach to the Use of City Resources

– The City and the CRA appear to have a supportive approach to providing City resources and properties for private use. While this is a convenient community-building approach, it costs the City money to support private activities. The financial approach should be reviewed. Specifically, the extra costs of policing, traffic management and trash pick-up for special events for festivals are not reimbursed by the sponsoring organizations. The City or the CRA currently incur these costs without reimbursement. Consideration should be given to charging users to reimburse the City for expenses, such as law enforcement and trash removal, for park, street and public space use during Special Events.

4. Festival Planning

– Festivals and community celebrations are an important part of the City’s lifestyle. This activity should be approached from a “business planning” perspective. The benefits and costs should be determined and the infrastructure necessary to make the events safe and successful should be determined. The traffic management planning, the parking approach that accommodated visitors without undue disruption to downtown businesses, the provision of electric, trash and sanitary facilities, the allocation of costs to sponsors, event timing [spacing] and marketing can increase the benefits and reduce the costs and disruption of these special events. In place of a series of unrelated single events, make them a part of a unified series of festivals with proper plans, infrastructure and preparations.

5. Re-Institute the Neighborhood Planning Program

– The City has previously prepared plans for specific neighborhoods. This is an important community-building activity that also is important in fighting crime. When financial resources permit this activity to resume, it should be re-instituted.

6. Partner

– Partnering is a growing part of municipal life. Few towns and cities have the resources to independently fund high quality facilities and programs; a few have the population to support such ventures. Partners provide creative support, they provide financial support and they provide a population base large enough to support significant activities. New Port Richey, Port Richey and Pasco County have many issues of mutual concern and many community objectives that are common. Partnering with these and other entities, including private companies, is a practice that will serve the City well.

The Idea of Partnerships – The basic idea is that individual parties working together can achieve more than if they work alone. Partnerships imply that all parties to an agreement receive good value for their participation. Developing the approach and skills to construct effective partnerships is important...the proverbial Win-Win.

Public Partnerships

- Partnerships between and City and CRA with the City of Port Richey and the County could address issues of common interest on US 19 and the Cotee “Blueway”.
- The City should actively participate in regional transportation and economic redevelopment activities including the SR 54/56 Corridor Study and the Pasco/Regional Multi-Use Trail Plan.
- Extension of Main Street to Rowan Road.

Public/Private Partnerships [P3’s] - Partnerships with private parties are necessary to achieve the desired outcome for the Gateway Church on River Road, the Hacienda Hotel, the Baptist Church site redevelopment, Main Street Landing and the two medical districts, North Bay and HCA/Community hospital.

Neighborhood Partnerships - Partnerships are important between the City and CRA and each neighborhood.

Community Partnerships - Partnerships are important between the City and the several economic development organizations in the City and the County, including:

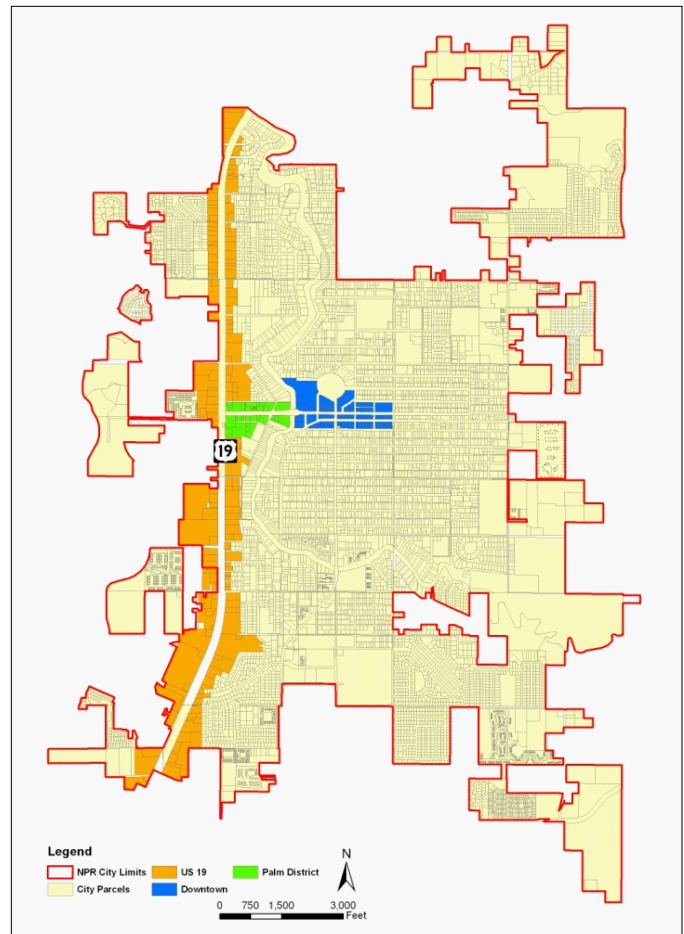
- Greater New Port Richey Main Street
- New Port Richey Community Redevelopment Agency
- Pasco Economic Development Council
- Pasco County Government
- The City of Port Richey
- West Pasco Chamber of Commerce
- West Pasco Real Estate Community

Stay Connected; Avoid being By-Passed – With the growth in the County moving north and east, with Trinity growing, with better connection to the Tampa bay Area, New Port Richey can easily be by-passed. Once that happens, attracting new investment is extremely difficult, even when more active community and private investment re-emerges from the Great Recession. The City must find ways to stay involved in regional activities and search for regional connections to road corridors, transit routes, recreation trails and “blueways”.

Selected Property Actions

7. Engage HCA, the City and the neighboring businesses and property owners in a Small Area Planning process - The hospital properties are important. The remaining activities will provide a core of jobs and activities on the existing site. Much of the existing hospital property can be redeveloped for productive uses such as housing, offices or quasi-medical facilities such as senior living communities. The adjacent properties and businesses may require support through land use regulations and infrastructure. The action that will tie all the issues and opportunities together is a Small Area Plan that includes representatives from HCA, the City and the neighboring businesses and property owners.

8. Continue to work with North Bay Hospital - North Bay Hospital continues to grow as a medical center for the City, soon to be the only hospital in the City. The City should continue to support the expansion programs of North Bay Hospital, including its Wellness Trail, while protecting the adjacent residential neighborhoods.



The City Boundaries and Significant Commercial Corridors

9. Sell the Gateway Church Property – The City owns this property, now valued at less than the initial purchase price. Despite this reduced economic value, the City should provide entitlements of up to 10 units per acres for residential development, establish development standards that meet City expectations and protect adjacent residences, review the infrastructure needs of such redevelopment, prepare a solicitation for private buyers and sell the property. This property needs to be back on the tax rolls.

10. Sell the 1st Baptist Church Site – The City owns to former site of the Baptist Church on Orange Lake. Like the Gateway Church property, the current economic value is less than the purchase price. The City should prepare this site for sale following the process outlined above for the Gateway Church property. The important factor is to establish standards for the type of uses and design acceptable to the City. Residences at up to 15 units per acre with professional office use are recommended with minimal commercial use. Commercial uses should be concentrated on Main Street. This property should be sold, probably at a loss, and returned to the tax rolls, as soon as possible.

11. Continue to support redevelopment of the Hacienda Hotel – This is the most important activity currently available to the City to rejuvenate Main Street and greater downtown. A hotel provides a place for visitors to stay in a quality accommodation, it resurrects a place that is important in the City’s history, it provides activity on Main Street, it creates new jobs and it anchors the Cottee Bridge District and the Cottee Blueway. The choice needs to be made as to retention of Bank Street or the children’s’ park site. The recommendation is to move the children’s’ playground and keep Bank Street open for public travel use.

12. Use the former Post Office building to house community organizations – The former Post Office building should be retained and used for community organizations such a Main Street and the West Pasco Chamber of Commerce. The property is not necessary for the Hacienda Hotel redevelopment. This location on Orange Lake puts community organizations in a place that draws traffic through Main Street and places the organizations at the center of the grounds used by the many festivals.



The Downtown Properties : Proposed Development

13. Support Main Street Landing – MSL, a private venture, has not gone well. To provide interim relief to the current unfinished project the City and the Owner/developer are working to finish the “shell”.

This will improve the aesthetics, but this does not address the fundamentals for making this critical, highly visible property a successful business venture. The City needs to continue to work with the Developer/Owner, after the “shell” is finished, to explore ways to create a viable business at this location. And ultimately complete development of the property. One of the City’s objectives is to have MSL, or its successor, actively participate in the “Bridge” district and to provide access to the Cotee.

14. Use the Cotee River as a major community asset - The Cotee River is a major asset for the City; the River is also the front porch” for many private residences along its course. Significant public space has been developed along the River, including a very wide and walkable bridge at Main Street.



Sims Park

Main Street “Bridge District”

Use the Main Street “Bridge District” as the focal point of Main Street, a place that attracts visitors to New Port Richey with:

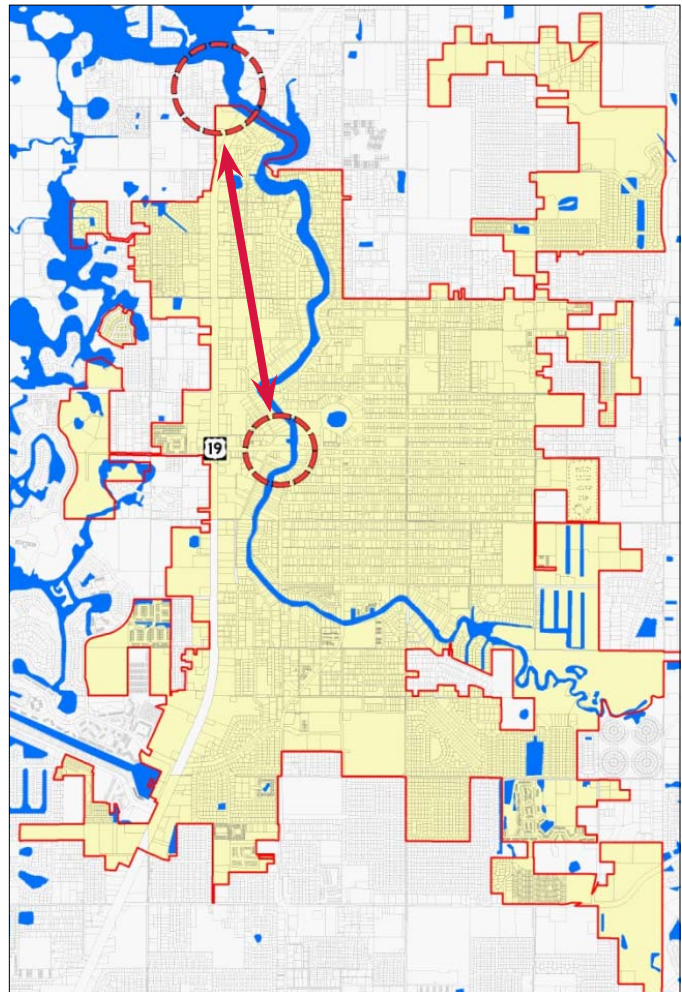
- Hotels, including the redeveloped Hacienda Hotel and others,
- Shop and restaurants on Main Street, plus the Richey Suncoast Theater and the History Museum,
- The Main Street Boat Ramp serving as a water-oriented recreation center with a concessionaire for people to enjoy the River,
- Water recreation at the City Boat ramp with boats, water taxis and River excursions that anchor the Cotee “Blueway”,
- A unique attraction such as a Ferris wheel or a carousel, both of which are very popular in some cities.



The Main Street “Bridge District”

Cotee “Blueway”

Develop a recreation waterway, the “Cotee Blueway”, along the Cotee from Main Street to US 19 in conjunction with Port Richey and Pasco County.



The Cotee “Blueway”

“Week-Enders”

Tourism takes many forms. Seasonal residents, two week vacationers, people on long-weekends and overnight stay travelers. Small towns with “home town character” are growing in popularity. New Port Richey, with the resources on Main Street, has the potential to continue to attract vacationers of all types, especially Floridians looking for a nearby, character town where they can stay in a quality hotel, walk to dinner, see a show and enjoy a festival or something natural, like the Cotee.

Fishing Lodging

Fishing the Gulf of Mexico is a major American activity; only a couple of miles down river from Main Street. Lodging on Main Street with the Hacienda Hotel and potential additional accommodations on Main Street, the bars, restaurants and entertainment available downtown, all offer visitors an experience that may be attractive to fishing vacationers.

International Travelers and Business People

Increasingly, international travelers are enjoying authentic small towns; they also explore places for new business locations. Being attuned to the needs of international travelers increases the base of visitors to draw from and increases the opportunities for business connections.

15. Improve the Economic Performance of US 19 – US 19 is strewn with haphazard developments that are generally unsightly and poor economic performers, for themselves and the City. This does not have to be the case forever. The City can initiate, but not sustain, programs to enrich the Corridor. The owners and businesses along the Corridor are the ones, if they are willing, who can sustain a progressive rejuvenation of the Corridor. A program needs to be thoroughly discussed and developed, but initial thoughts based on experiences at other places, indicate that following activities would be useful:

A commitment from the City to institute entitlement increases, infrastructure and other activities that would enable Corridor businesses to be more successful,

Formation of initial meetings of Property Owners and/or Business Owners to determine the private-sector commitment that exists for improvements.

Focus City activities on the Corridor, including:

- Development Standards
- Code Enforcement Programs
- Land Use and Zoning Amendments to Intensify the Entitlements on US 19 properties, including Residential, Office/Warehouse and Warehouse Development, consistent with standards
- Business sponsored “crime watch” programs to implement safety programs and deter crime

16. US 19/Main Street Gateway - Design and install a significant physical feature at the intersection of US 19 and Main Street; create a Main Street “Gateway”. Examples from Melbourne and Kissimmee are relevant.

The “Gateway”, like other recommendations, have been “on the table” before; they are still good ideas. They just need to be done. New Port Richey has many assets, many reasons why someone would visit and enjoy their time in the City. The Festivals are part of this scene. The first step is to provide a character place for people to stay the night and spend their time and money downtown. The Hacienda Hotel is the critical factor.



An Example of a “Gateway” Feature

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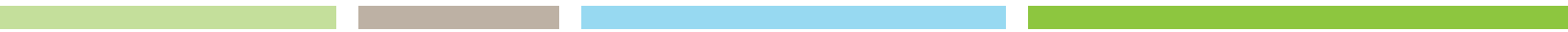
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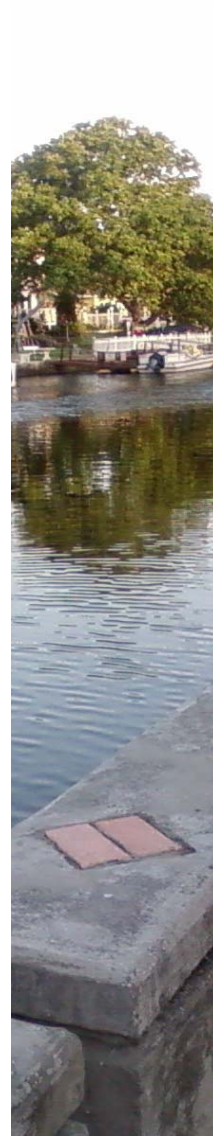
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01 ASSESSMENT DETAIL

ASSESSMENT DETAIL

Observations from the Review of Reports and Plans

The Consulting Team reviewed existing City of New Port Richey and CRA reports and plans. The list of documents reviewed is provided as Listing A to this Report. The conclusions and recommendations from each report, plan or study have been summarized below and reflected in more detail in the relevant section of this Report.

CRA Redevelopment Plan. The CRA Redevelopment Plan, 2001, was reviewed for content and compliance with Ch. 163, F.S. along with related financial information. The Plan is now 10 years old. It is generally recommended that the Plan be updated to accommodate events that have transpired over the last decade, to reflect the many planning and implementation activities that have occurred over this period and to realign the Plan with state statutes.

Comprehensive Plan. The Comprehensive Plan was reviewed relative to the CRA Plan for the specific purpose of reviewing the relationship of the Plan with the CRA Redevelopment Plan.

- The Future Land Use Element specifies future land use designations for the six properties evaluated. As reported in the evaluation of each property, additional entitlements will be required for several properties to increase the types of land uses allowed on each site to enable redevelopment. The availability of residential land use is an important aspect of the future marketability and development opportunity for each of the six parcels.
- The Livable City Element provides a sound basis for the design and development of new and enhanced properties in the City. The Neighborhood Plans and the anticipation that infill/redevelopment will become more prevalent are reflected in the City's Comprehensive Plan.
- The Comprehensive Plan anticipates the national trend towards infill development, a large portion of which is redevelopment in the US 19 Corridor:

In the US 19 Corridor the opportunity seems to be for development and redevelopment of these properties to reflect more contemporary characteristics, more intensity, more mixed-use, more residential and more economically productive.

The City can facilitate this through revised development code processes and other incentives as re-investment occurs on individual properties through the normal course of private property management and re-investment.

The issues related to the Coastal High Hazard Area, a State of Florida regulation, need to be addressed to enable mixed use development, with residential components, to safely proceed in the US 19 Corridor.

Neighborhood Plans. Neighborhood Plans have been prepared for seven of the City's 19 identified neighborhoods. These plans are evaluated in Chapter 4, Neighborhood Planning.

Economic Reports and Plans. The economic studies generally relate to one or more of the six parcels evaluated in the following section. The observations from these studies are reflected in the evaluations and recommendations for each of the six properties, Chapter 3, Evaluation of Selected Properties and Areas of the City. The profile information on six sites prepared by City Staff was very useful.

Summary of Interview Comments

The Team met with City Staff, members of the CRA and members of the community to discuss information and ideas about the future of the City, the CRA and their business or organization. Everyone interviewed was active in the community, interested in the future of the City and forthcoming with constructive ideas about the future.

Most interviews were conducted in person over the two days in December, the 13th and 14th. Other people were interviewed by phone in early January. The Client scheduled the meetings and interviews and everyone who participated was very cooperative and helpful.

Based on these interviews, the general observations from the Consulting Team follow. The categorized detail comments, without attribution, are presented as Attachment C.

City-Wide Topics

CRA Plan Update – The Plan needs to be updated and respond to the changing economic times and many actions that have been implemented.

Special Places - There are many specific “places” in the City that are interesting; and that can benefit from a focused “small area planning process” designed to assist each “place” in developing as a mixed use economic center:

The HCA/Community Hospital site at Grand and Marine

The North Bay/Rec Center/ Richey Elementary School Area

The Main Street Area bounded, generally, by Orange Lake, Madison, Missouri and US 19, including:

- The Palm District
- The Hacienda Hotel
- The Baptist Church Site
- Main Street Landing
- Gateway Church on River Road
- The Cotee Bridge Crossing District, Proposed

The US 19 Corridor

The Cotee River “Blueway” from Sims Park at the Main Street bridge to the Gulf of Mexico

Neighborhood Planning – The previous program that produced seven neighborhood plans needs to be re-started for all neighborhoods

City Parks – The City’s parks are a great resource; especially if they are connected by trails and connect to The Cotee.

Transportation Network - Improve City access to the east; better connections to Suncoast Parkway and Rowan Road.

Parking

Parking needs to be provided downtown, either consolidated near the Hacienda Hotel site or west of the Theater south of Main Street or provided in a coordinated series of smaller lots.

The Health Department offices are leaving their Main Street offices.

The parking lots at HCA/Community hospital site may have development value/ the City could consider working with the hospital to create some economic value for the hospital and the City.

Crime - Crime, and the perception of crime, is an issue that was mentioned in many interviews. The Police Chief’s comments were helpful. The first order of business for any City is the safety of its citizens. The first item on any potential investors list is also safety.

Housing

Housing stock is aging, not being replenished; housing stock “mature”.

Neighborhoods showing signs of degradation due to aging housing stock, foreclosures, increased rental conversions, gang-related activity.

Expressed need to re-institute the home ownership grant program if resources are available to assist with repairs, down payment assistance, etc. Check with County CDBG Program for down payment assistance, etc. CDBG...County program office is located in NPR.

Problems include: Code enforcement, home occupations, trash accumulating on streets in neighborhoods...who picks up trash...twice a year pick-up of old appliances, etc.

History and Old Buildings - Old Buildings, properly presented, may be of interest to visitors. Many cities have walking tours that wind through the downtown to showcase their interesting buildings and places.

General Comments

Since the City currently has no money, they have not found any other way to help business.

Civic activities/buildings: The Richey Suncoast Theater has been great, the history museum is struggling, the library serves its purpose; Sims Park is very popular.

The City owns too much property; There is broad-based agreement that properties owned by City need to become tax generating

Differing opinions expressed about the role of festivals in the operating City – some thought that there is too much focus on events and not building business/retail development.

Confidence in the City is questioned due to decisions made by past leadership.

Mention made that there are many organizations involved in “economic Development” through programs and events; roles should be strategically determined to get most benefit from efforts and funding:

- West Pasco Chamber
- Main Street
- CRA
- Pasco County EcDev
- Local Real Estate Businesses
- The CRA Advisory Committee does not seem to be organized and operated in a way that makes a contribution

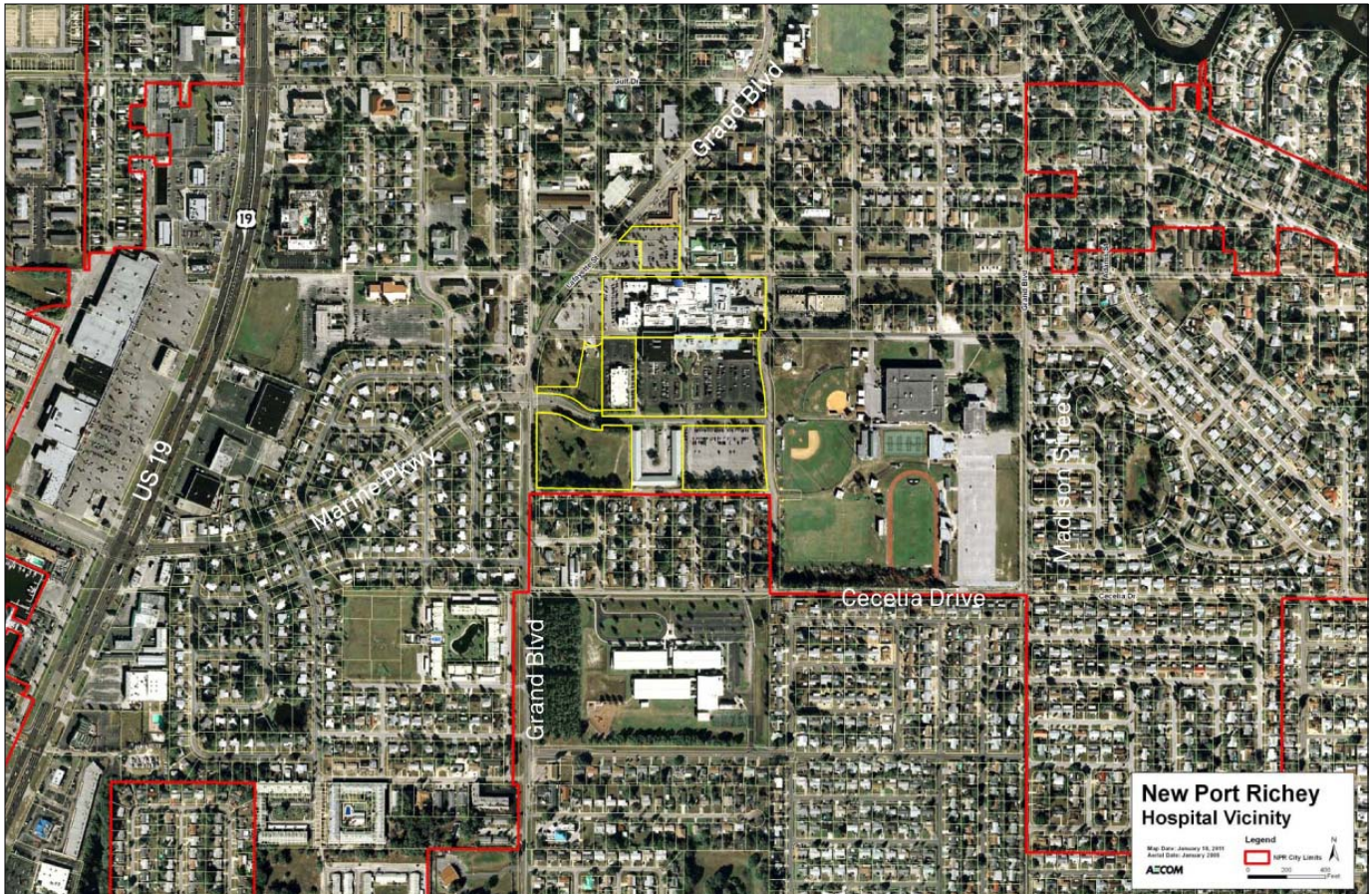
The HCA/Community Hospital Area

This area of the City is distinct and should have a name [Grand/Marine District?]

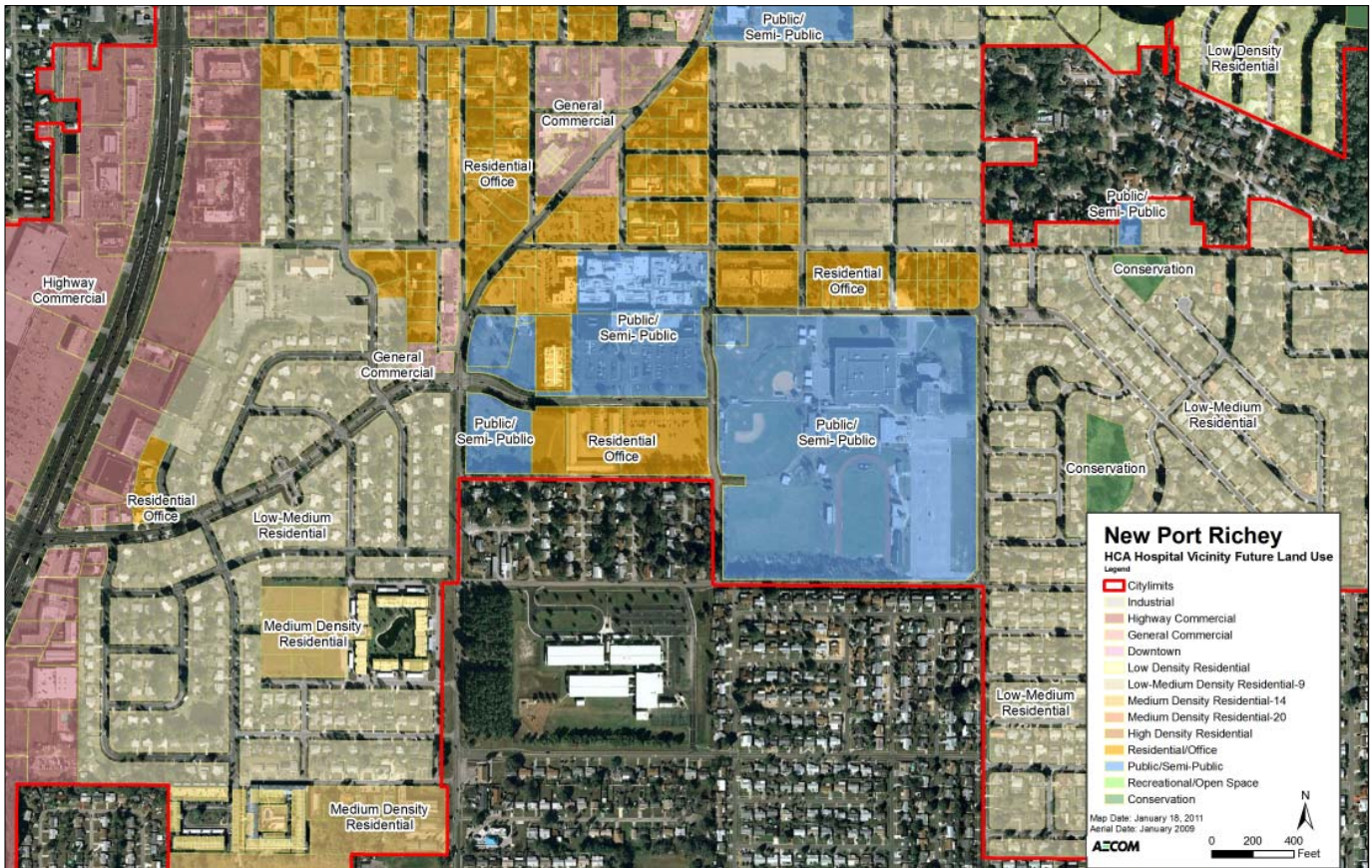
HCA/Community Hospital site has no clear resolution for future use- psych facility (to serve Baker Act patients) and emergency room are only health care services to remain. City has initiated several points of discussion, although there has been little apparent dialogue on meaningful basis between community and hospital administration recent conversations seem promising.

Potential re-use could include:

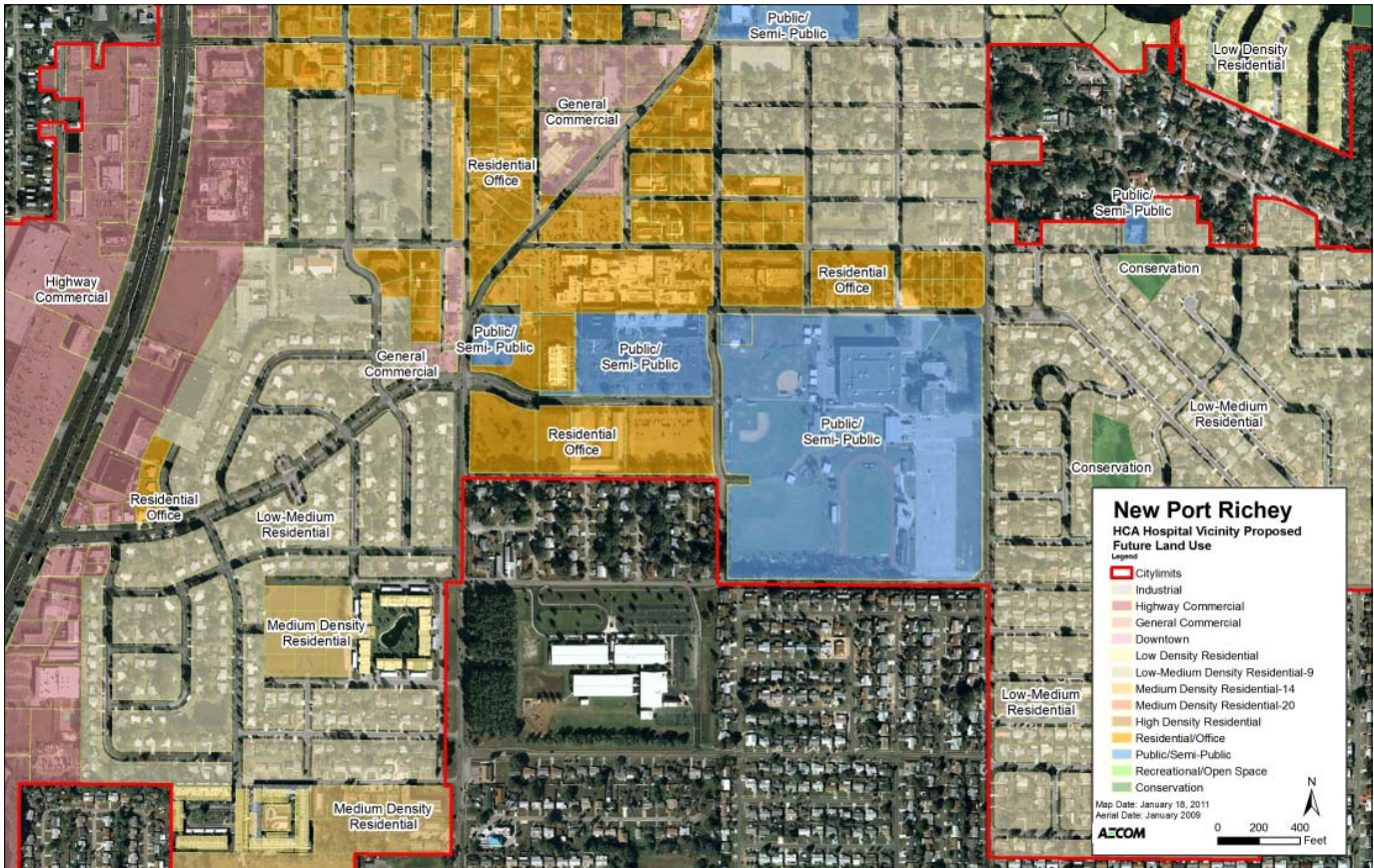
- Retained medical activities of HCA
- A variety of housing types
- Retirement or assisted living housing
- Medical or general offices
- A business incubator such as ones in Tampa/USF and Dade City
- The City is in a position to be helpful to HCA as it plans the use or re-use of its facilities and properties. Since the current entitlements and infrastructure are intended only for hospital uses, these may need adjustment to facilitate re-use.



HCA / Community Hospital Property Area



Existing Future Land Use Designation



Proposed Future Land Use Designation

North Bay Hospital/Recreation Center Area

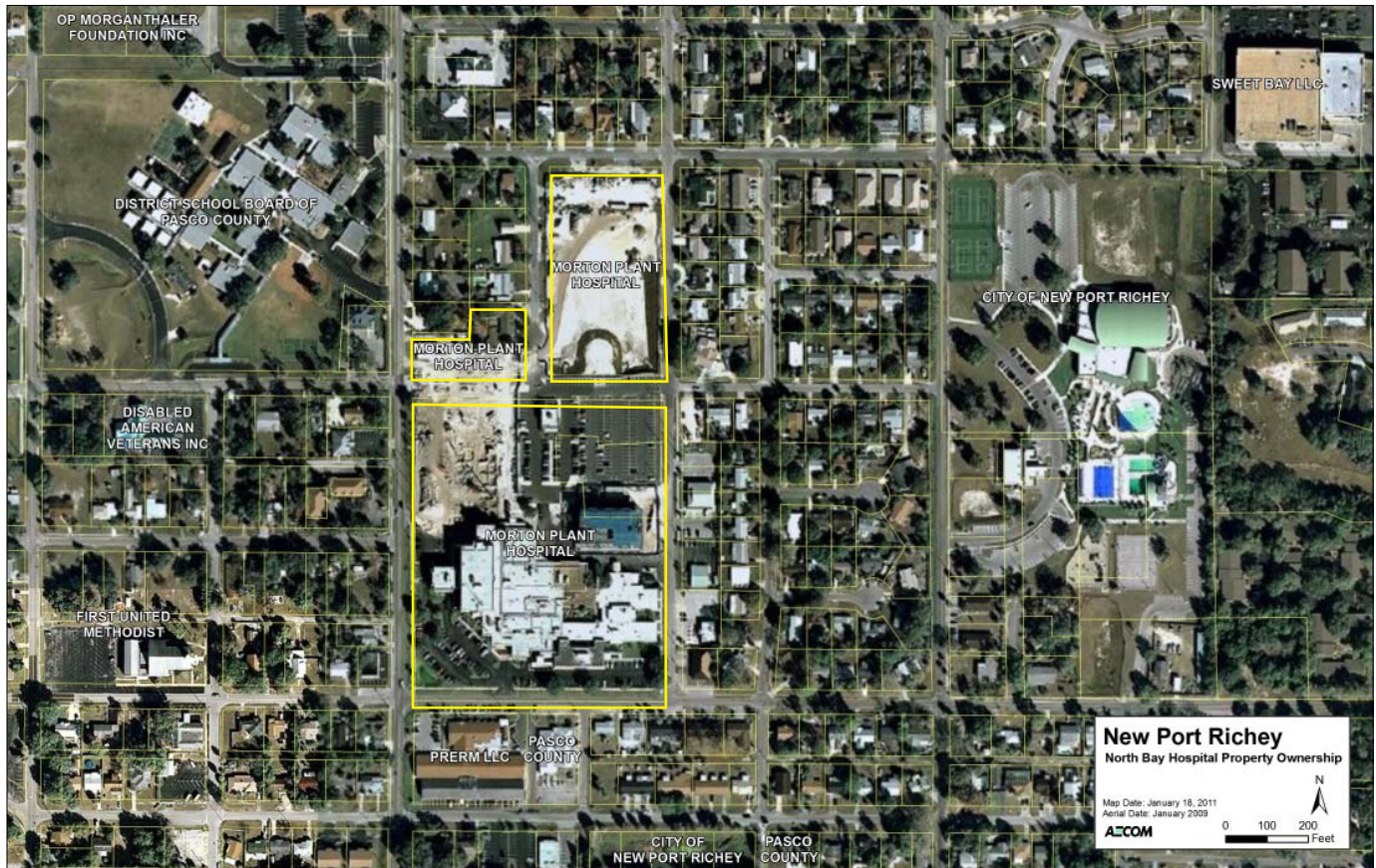
The area of the City that includes the hospital, the Recreation Center and Richey Elementary School forms a district. This area of the City is a distinct place that could be named, if not already...for example, The Madison/Ohio District.

North Bay Hospital (NBH) has made substantial commitment to community with recent \$65M+ investment in new and upgraded facilities. North Bay Hospital wants to further engage the community both physically through the development of the “wellness trail” and programmatically the expanded services. NBH has long term expansion plans that could include additional \$50M investment.

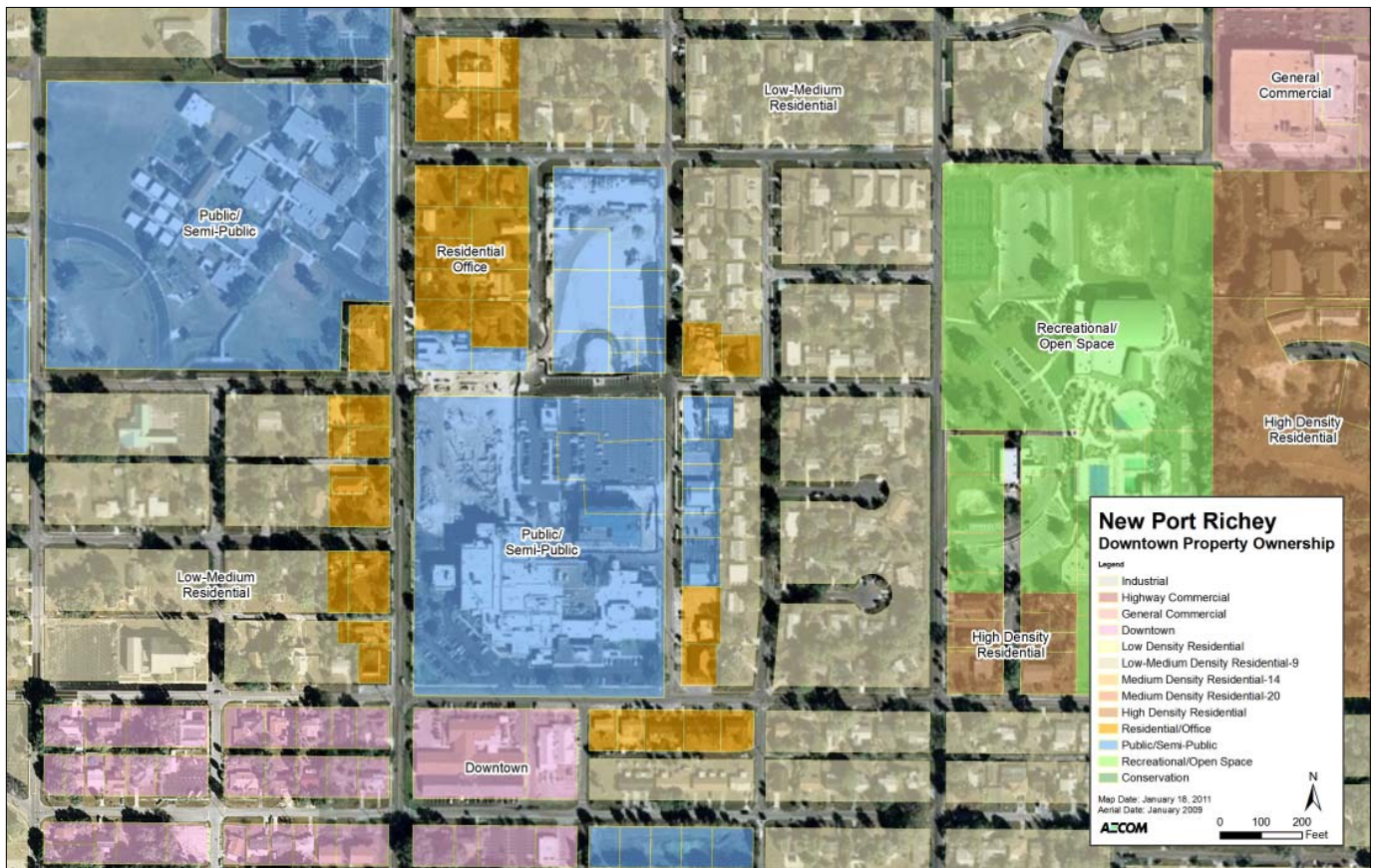
Many people drive by or around North Bay to go to HCA/Community Hospital...Improve visibility and accessibility to North Bay Hospital, especially to the east.

The City has made a significant investment in the Recreation Center

Connecting the Hospital, the Rec Center, Richey Elementary and Main Street could provide many benefits – health, recreation and mobility. The proposed Wellness Trail has attracted interest.



North Bay Hospital and Environs



North Bay Hospital Environs

Main Street

New Port Richey has a mix of uses downtown on Main Street. Several comments reflected the thought that there are too many offices on the first floor of Main Street buildings. There is a need for more retail frontage, in addition to the existing restaurants and bars, on Main Street and fewer professional/service tenants. In concept this was not disputed, however, offices fill spaces that may otherwise be vacant; offices provide activity on Main Street.

Festivals are many. The cost to the City for supporting these with police overtime, trash removal, traffic control is substantial and should be evaluated for user-funding.

- Chasco
- Bikeweek
- Trade Show at Rec Center
- Others

Palm District, as the US 19 Gateway to Main Street, needs to be improved

• A way to tie the Palm District to Main Street seems important; they have a different physical appearance.

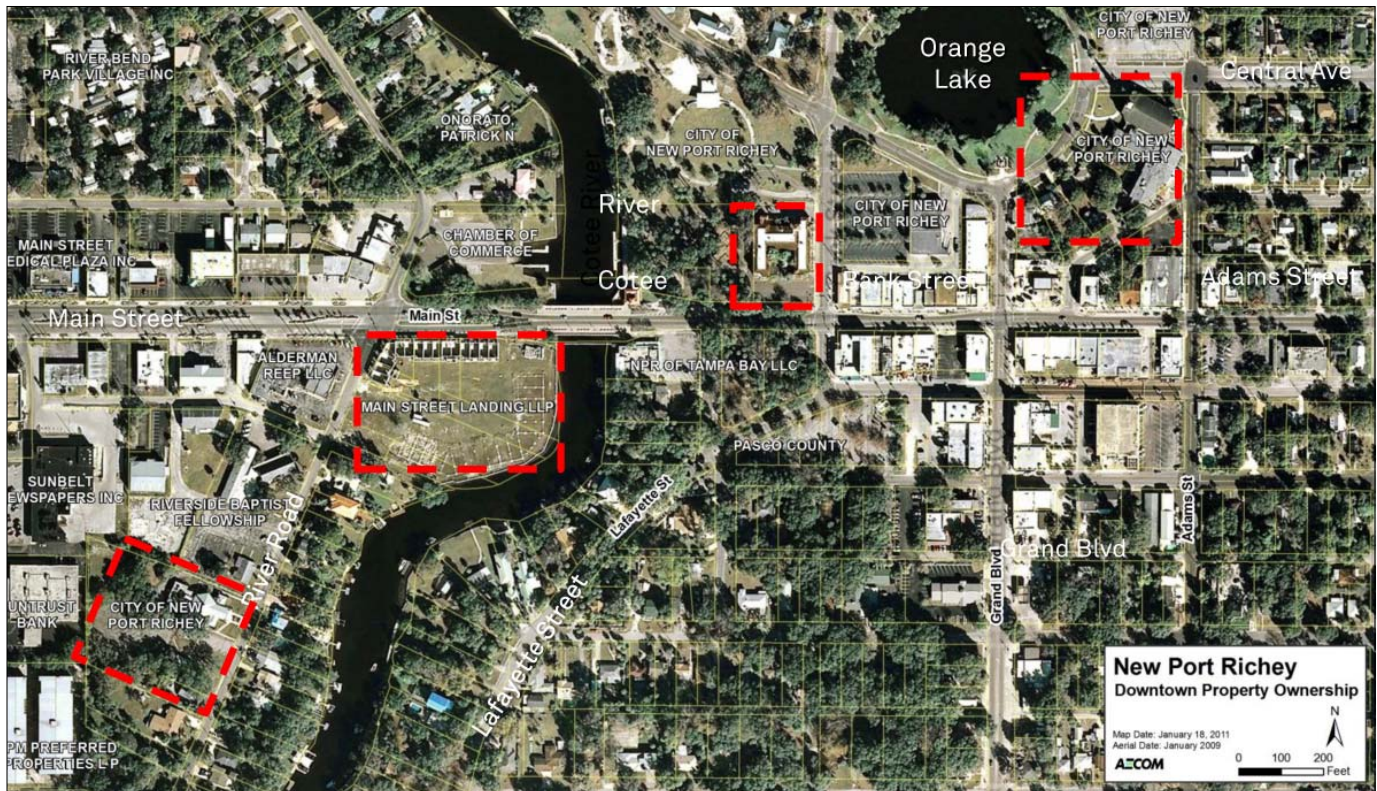
• Several suggestions to remove concrete seating as it unattractive

Cultural activities

- Some interest in history: Film, Buildings, RR
- Theater, Progress Energy Art gallery, Heart Gallery orphan children, Farmers' Market

Facilitate conversations among the several economic development organizations

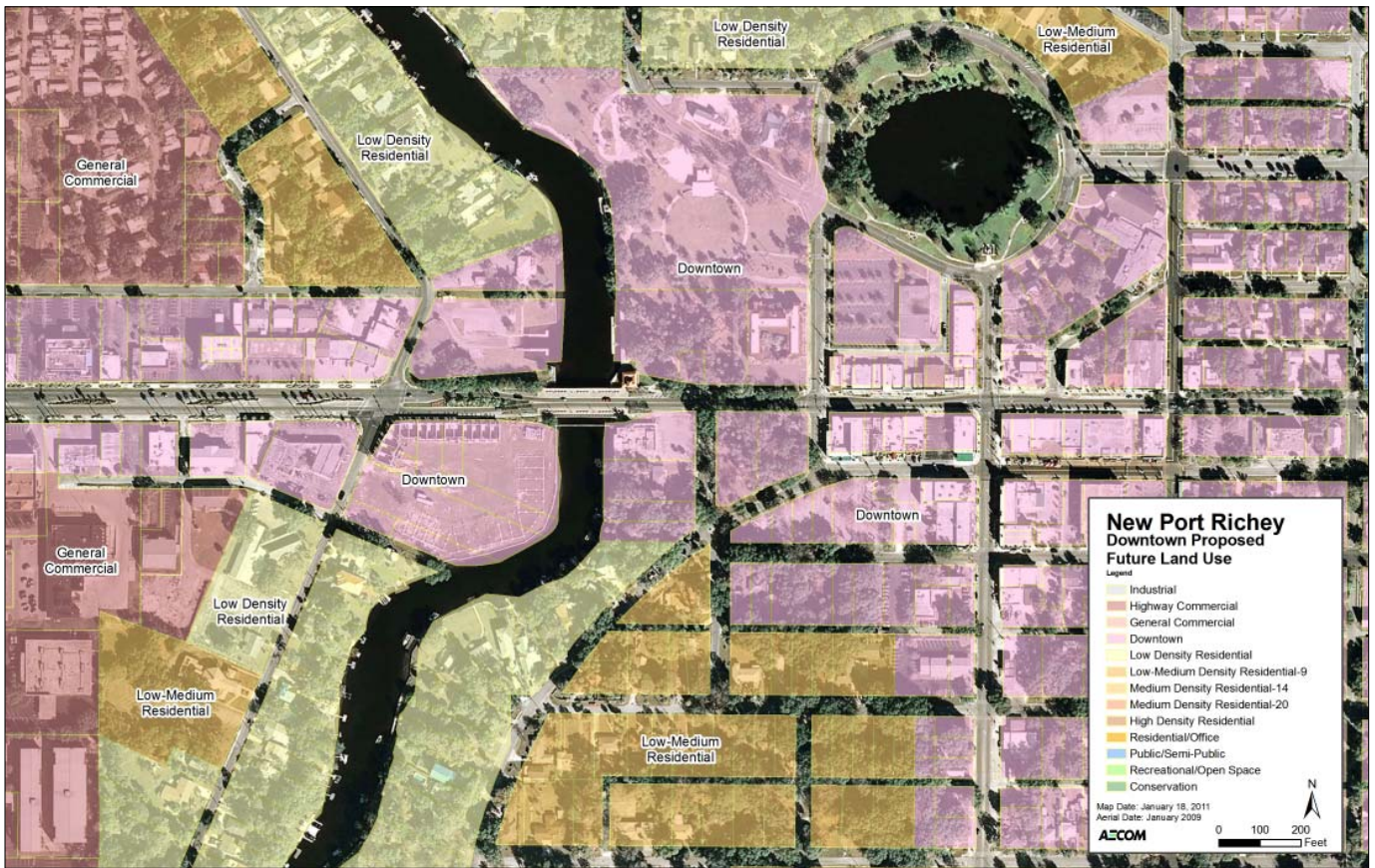
- The West Pasco Chamber of Commerce
- Main Street
- CRA
- Pasco County EcDev
- Local Real Estate Businesses



Four Downtown Selected Properties



Existing Future Land Use Designation



Proposed Future Land Use Designation

Hacienda Hotel

Redevelopment of the Hacienda Hotel is the #1 priority on most everyone's list

Siting issues for the hotel development remain to be resolved: closing streets, encroaching into park toward the river, etc. Where should the new "tower" can go:

- On Banks Street as originally anticipated, or
- To the west where the playground is

Adaptive reuse of Post Office for non government organizations such as chamber, arts groups, Main Street was suggested by a number of individuals – concern by some that its retention would compromise the hotel development if a parking facility is needed.

Size of proposed garage capacity appears to be too large for the market: 144 public spaces...the City [public] may not need the spaces as contemplated in the original development agreement.

Comparables: Casa Monica in St. Augustine, Lakeland Terrace, Lakeside Inn Mount Dora

Banks Street proposed closure, re-examine along with use of the Gloria Swanson Parking Lot

Children's Playground, stay and re-build or relocate within the park and re-build?

Generally construed to be a very important project for the City

No existing development agreement; one is being prepared.

Baptist Church Site

Residential, cultural, mixed-use development

- High rent apartments
- Limited commercial, don't compete with Main Street
- Some office?

Interim parking for events and festivals; the City pays the expense of preparing and repairing based on festival use. The City may not be able to afford to continue to incur this expense in support of the many festivals and events downtown.

Interim uses should be considered...dog park, community garden, fee-based parking for events

Vision – "old time, small town America"

Former Baptist Church site should be appropriately zoned and entitled and sold for tax-producing development, preferably with a dominant residential component

Main Street Landings

Main Street Landings must be completed; at least to "shell" status.

Different views

- Status Quo...generally unacceptable
- Main Street Landings "shell" must be completed; Finish the Landings, at least the "shell"...preferred option
- Complete the development with existing or new program and site plan – Nobody anticipates that the project will be finished and commissioned for economic use in the foreseeable future.
- Demolish it and start over

No existing development agreement; one can be prepared.

Gateway Church on River Road

Sell, cut losses and move on; prepare solicitation package.

River Road site should be appropriately zoned and entitled and sold for tax-producing development, preferably with a residential component.

The Cotee Bridge Crossing District

The Cotee River is generally considered the unique and valuable asset of the City; the Cotee/Main Street Bridge is the point of access and of maximum visibility.

The district focused on the Cotee Bridge and Main Street has the elements of an interesting "place". The Hacienda Hotel, the City Boat ramp, Main Street Landing and the former Spoonbill restaurant site all focus on the river and are easily walkable.

The district could serve as the "trail head" for the proposed "Cotee Blueway" that was a recreation waterway on The Cotee from Main Street to US 19. Pasco County is contemplating this "blueway".

The Hacienda Hotel, the Boat Ramp, Mainstreet Landing and the former Spoonbill Restaurant site all are connected to the Bridge and The Cotee; in some senses, this is a central focal point

Chamber of Commerce building/boat ramp site has greater economic potential for expanded concessions for river activities; the Chamber lease is up in March; there were suggestions of re-location to the old Post Office.

US 19 Corridor

US 19 Corridor's redevelopment/upgrade is critical to the overall economic health of New Port Richey.

Today, US 19 affects the image and function of the City

Better entry to Main Street

Residential use restricted due to Coastal High Hazard Flood area requirements; these need to be overcome

Economic Performance affected by age of buildings, appearance of corridor and impacts the crime and safety of the neighborhoods.

The "Cotee Blueway" - Proposed

Pasco County is discussing a proposal to establish a recreation water-trail along The Cotee from Main Street to US 19, and on to the Gulf.

The term "blueway" is a take-off of pedestrian ways or recreation trails such as the Pinellas Trail. It is the water equivalent.

The Cotee River, the City's main feature, is under utilized, and should be the major resource for enticing people to come to NPR and Main Street. It is also the best way to get people and boats to the Gulf of Mexico.

A recreation "blue way" along The Cotee from Main Street to the Gulf with a major stop at the harbor west of US 19 could bring visitors to the area: Anchored on Main Street by the Hacienda Hotel, Outfitters,

Cooperation between New Port Richey, Port Richey and Pasco County. The "harbor" where the Cotee meets the Gulf is generally controlled by three entities...the two cities and the County.

US 19 is similarly controlled by three entities. A Partnership of Interests seems worthy of discussion.

Most of the river serves as the "front yard" to the residences along it. The use of the River should be sensitive to the existing uses.

Creation of a "place" that brings these four corners together in an intimate setting could:

Create a better transition to the Palm district and a stronger tie to Main Street; including a better entrance statement at Main Street on US 19

Provide the Hacienda Hotel a market image as the jumping off point for a weekend stay downtown with excursions on The Cotee including, among other things, events at the Meighan Theater.

Support an outfitter at the Boat Ramp

Give some impetus to Main Street Landing and the Spoonbill site

Create momentum for a "blueway" that connects this Cotee/Main Street bridge district with a destination at the harbor at the US 19 bridge.

Conceptual Urban Form of Main Street

In an ideal condition, the main street of a small city would have several blocks of buildings, one to three stories tall that had retail, restaurants and bars on the first floor with offices or residences on the second and third floors.

Other Information and Ideas

During the course of the interviews, the Consulting Team developed ideas and information suggested but not articulated by the Interviewees.

Financial Information

Property Tax Values by District of the City [see table on opposite page]

US 19 properties contribute 15% of the City’s taxable property.

Main Street, including the Palm District, constitutes nearly 4% of the City’s property taxable value.

Fees - Consideration should be given to:

User fees for stormwater, boat ramp use and parking.

Impact fees for transportation and parks

Special event fees for services provided by the City to non-profit event sponsors for things such as police enhancements during events, traffic management, parking and trash clean-up expenses

Area	Acres	% of City	Just Value	% of City	Taxable Value	%of City
New Port Richey	2,880.2	100.0%	801,905,845	100.0%	578,738,480	100.0%
US 19	228.9	7.9%	90,259,950	11.3%	85,784,083	14.8%
Palm District	17.2	0.6%	10,741,552	1.3%	10,362,932	1.8%
Main Street	31.1	1.1%	21,119,114	2.6%	10,835,556	1.9%
HCA Comm. Hospital	23.3	0.8%	9,653,862	1.2%	9,653,862	1.7%
North Bay Hospital	15.4	0.5%	28,796,327	3.6%	6,422,267	1.1%

Evaluations of Six Selected Properties and Other Significant Areas of the City Overview

The Consulting Team reviewed site information, visited the sites and interviewed owners or senior managers of each property. The site information provided by Staff was very useful and it has been included in this Report. The conclusions and recommendation for each of the six properties follow.

In addition to the six selected properties, the US 19 Corridor and the Cotee River cannot be ignored as significant assets of the City. The Neighborhoods also serve as a significant resource for the City. Each of these parts of the City needs a strategy to define their contribution to the City and the City's support for each.

The opportunities offered by the six selected properties, and the other areas, can be categorized into four geographic areas. The purpose of each evaluation is to identify the existing and future contribution each area can make to the economic development of the City. The properties and districts evaluated in the following pages are:

The HCA/Community Hospital District

Dominated by the HCA/Community Hospital, mostly vacated, also including the High School and many professional offices.

Redevelopment is important for HCA, the neighbors and the City.

The district could use a name, such as, *Grand/Marine District*

The North Bay Hospital District

Dominated by the expanding hospital, also including the Recreation Center, the Elementary School and the Wellness Trail.

Accommodating hospital expansion while being sensitive to the neighboring residential areas is an important activity for the City.

The district could use a name such as, *The Madison/Ohio District*

Main Street

Main Street is the host for many important private and public assets, including:

Hacienda Hotel,

First Baptist Church site,

Main Street Landings

Gateway Church on River Road

The Cotee Bridge Crossing District, proposed

US 19 Corridor

The “Cotee Blueway” - Proposed HCA/Community Hospital District.

The relocation of the major portion of the hospital services to the unincorporated Trinity area leaves a significant economic and physical void in the heart of the community. Through better and more timely coordination, the future re-use of the site will lessen the economic blow to the community. As it currently stands, HCA will leave the emergency room and their mental health facilities at their current locations. The use of the remaining buildings has not been determined, though razing them has been indicated. A majority of the site is currently zoned either Government or Commercial/Residential classification, with the remainder zoned for Office uses. Future land use classification designation includes Public/Semi Public classification and Office/Residential classification. The latter classification incorporates a much larger portion of the site under the Public/Semi Public classification than under the current zoning, thus minimizing its commercial use. As a result of the existing circumstances there are several options available to the City. The recommended course of action is:

To continue to work with the HCA administration to come up with a viable redevelopment program through a coordinated and collaborative effort.

To identify future adaptive use of existing facilities to accommodate other job-generating tenants.

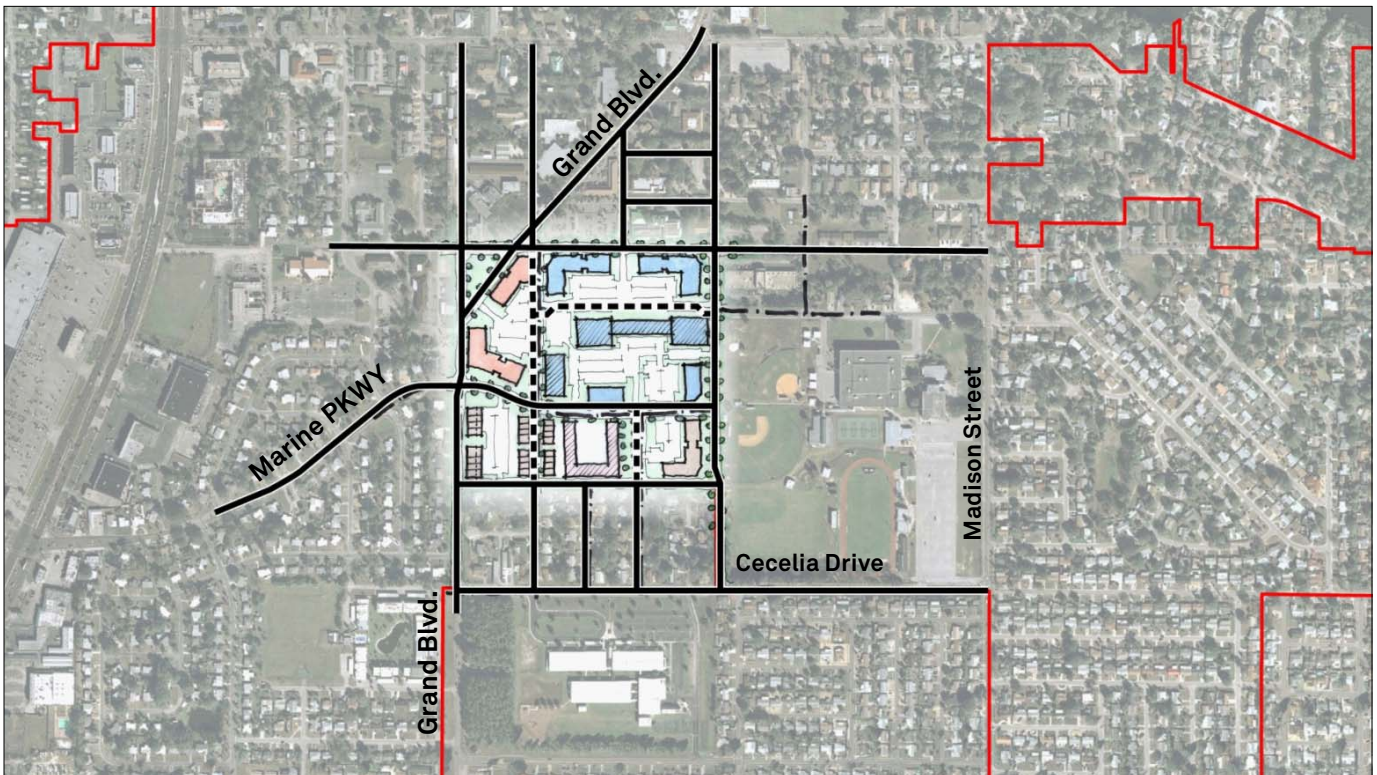
To assist HCA in the structuring of a disposition process that would address community needs as well as leveraging assets for HCA – i.e. an outright sale or donation of property to the Florida Community Trust.

To immediately initiate a “small area planning process” in conjunction with HCA and neighboring property owners and businesses to prepare a plan for future redevelopment for the district followed by formally adopt future land use designations for the site, infrastructure plans and plans for adjacent impacted parcels.

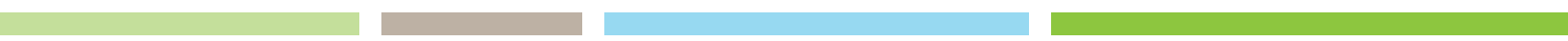
Give this district a name such as the “Grand Marine” District.

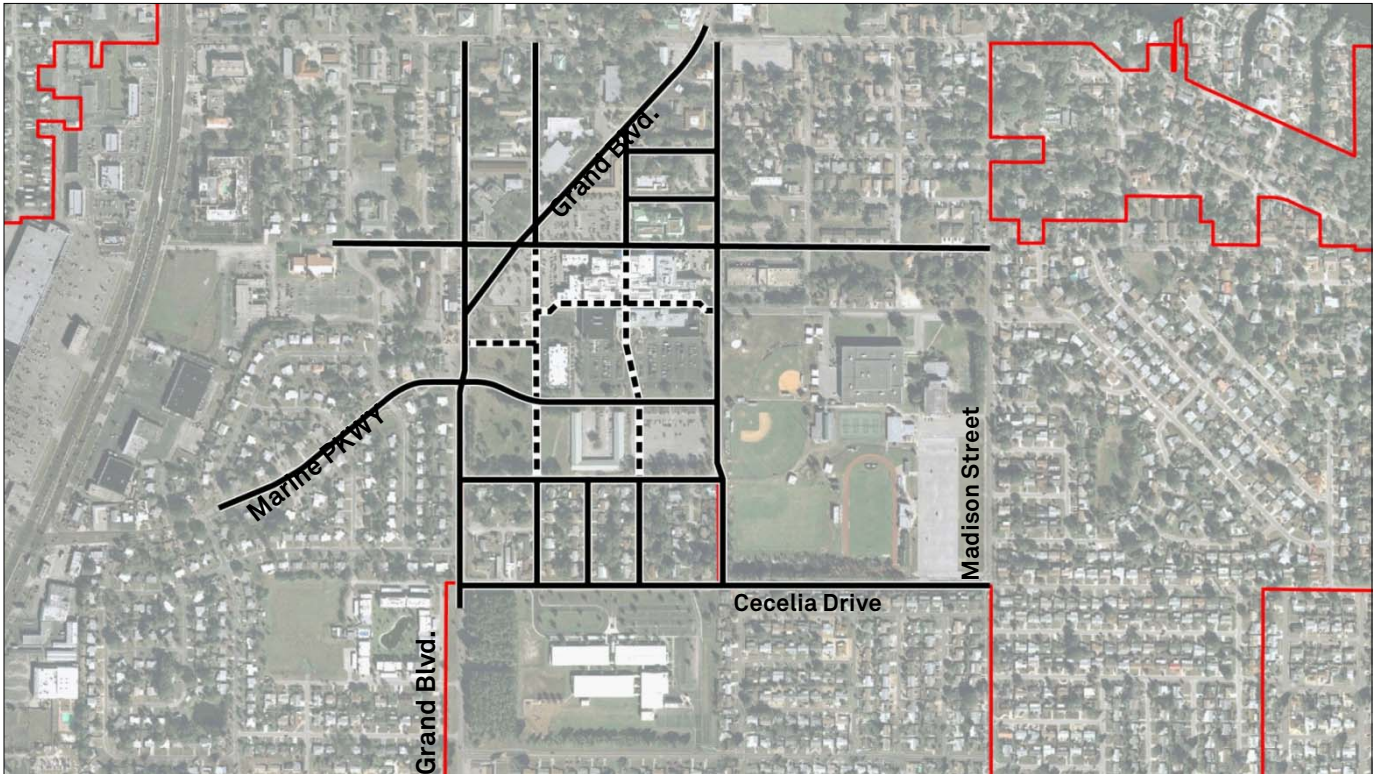


HCA Hospital Vicinity Proposed Street Framework 'A'



HCA Hospital Vicinity Development Scenario 'A'





HCA Hospital Vicinity Proposed Street Framework 'B'



HCA Hospital Vicinity Development Scenario 'B'

Morton Plant North Bay Hospital Campus

Fortunately for the City, the North Bay Hospital campus has recently undergone a significant investment in excess of \$60 million. This has included the development of the new 56,000 SF Starkey Medical Tower and the 45,000 SF Medical Arts Building. As a result, the hospital will soon be the largest employer in the city and will be providing additional health care services as well as upgrading existing ones. Future plans call for additional medical facilities which should encourage more supporting and ancillary health care investment in the area. The NB Hospital administration is focused in the long term to better engage with the community on a variety of levels. In addition to the improvements in facilities and medical services, wellness and preventive care will be significant aspects of their community involvement. A specific program already identified is the creation of a “wellness trail” incorporating city and neighborhood facilities throughout the central part of the community. Access to the campus and accommodation of future growth is a key element to the hospital’s continued future investment in the area. Specific recommendations to support the NB Hospital campus include the following:

To continue to work with the North Bay Hospital administration in developing a “wellness trail” connecting the recreation center with their on-site retention area “health walk” through town to Sims Park.

To establish a way-finding system that better directs locals and visitors alike to the hospital’s campus and health care services.

To explore the opportunities to develop connections to the east part of the city and county and improve overall access to the campus and downtown.

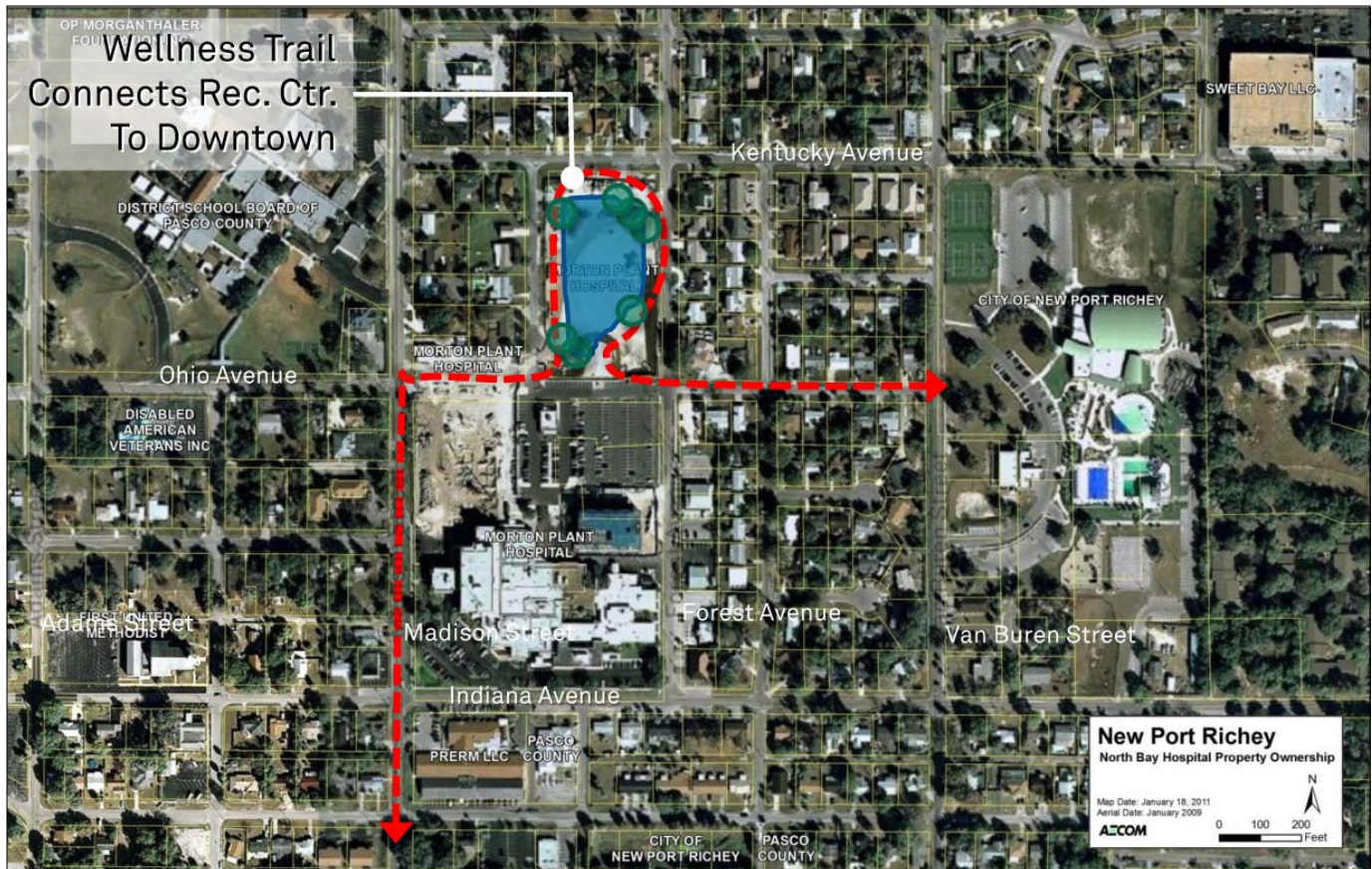
To support the hospital’s future master plan initiatives, working with the surrounding neighborhoods to become community partners.

To develop workforce housing initiatives that would encourage housing opportunities for health care employees.

To encourage other medical and health care providers who remain in New Port Richey after the relocation of Community Hospital to communicate their interests with North Bay Hospital.

To create incentives to assist those in the health care industry to invest in New Port Richey.

To collaborate with the public schools and Pasco/ Hillsborough Community College to support health care education and training programs to support this industry.



Rec Center - North Bay - Sims Park : Wellness Trail Connector

Hacienda Hotel Development

This 1922 historic hotel’s restoration and expansion has the potential to reenergize the downtown area along with the strategic development of other nearby sites. Under a former agreement with Community Development Partners, Inc. (CDP), the property is to be redeveloped as a 94 unit hotel, 34 units in the existing building with an additional 60 units in a new tower. Based on a feasibility study completed in 2009, the analysis confirmed the market of a commercially viable quality hotel. To date, the tight lending environment of the financing markets has made it extremely difficult to put together a reasonable financing program. It is anticipated that this coming year may provide more options. As such, the following actions for the Hacienda Hotel site are recommended:

Continue to work with CDP to create a development agreement to address the current financing and development environment since the former version expired in late 2010.

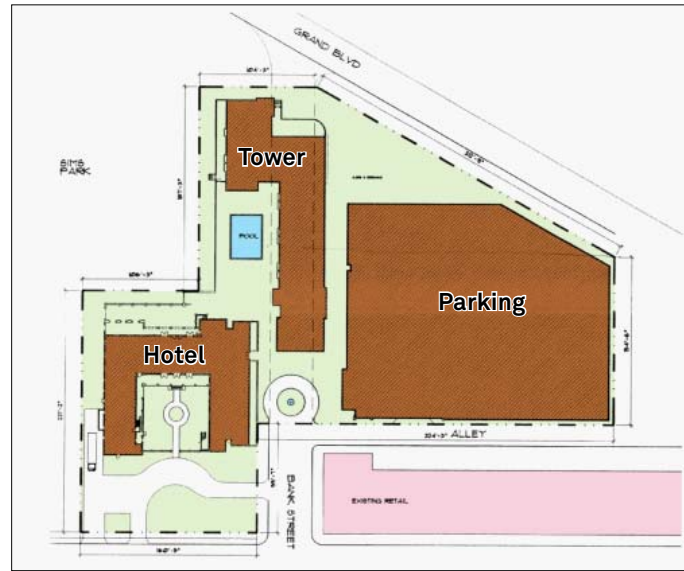
Revisit the concept plan that included the hotel expansion structure to be built on the Main Street side of the park.

Review the need for a parking garage and the abandonment of Bank Street

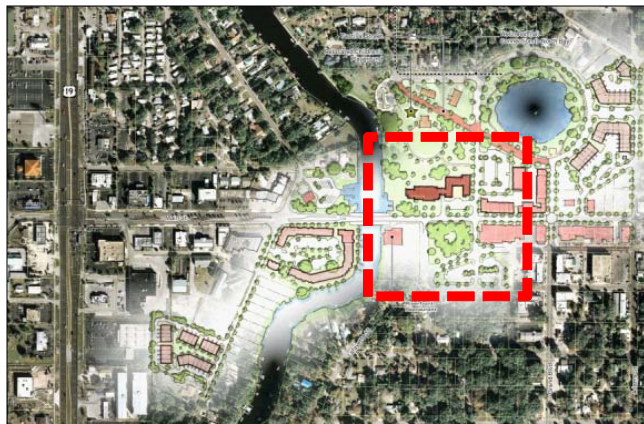
Review the opportunity to relocate and rebuild the children’s play area in another part of Sims Park.

Review the opportunity to modify the circulation and access road system within the park to enhance use.

Review the impact and ramifications of the redevelopment on major festivals in the park regarding staging, street closures, parking, noise, etc.



Hacienda Hotel : Block Street Development Scenario



Hacienda Hotel Location



Hacienda Hotel : “Go West” Expansion Scenario

Baptist Church Site

Purchased in 2006 by the CRA, the property consists of 2.89 acres on various non contiguous sites. The main parcel is 1.53 acres. Located at 6561 Circle Blvd, the property is across the street from Orange Lake, one block off of Main Street. The site has been cleared of all structures. Recommended action includes the following:

The main parcel is zoned Downtown District which allows mixed use development. Medium density residential use up to 15 dwelling units per acre, townhomes or apartments e.g., seems appropriate.

Prepare conceptual site plan to indicate allowable coverage, preferred setbacks, and how site could integrate with surrounding uses

Identify incentives that would encourage purchase/development of site

Draft formal solicitation document to dispose of property

The former Post Office building has the potential to house non-profit organizations such as the Chamber of Commerce, Main Street, arts groups/galleries, etc., as an interim use (5 years); razing building should only be considered if absolutely required to accommodate a parking structure for the redevelopment of the Hacienda Hotel.



Baptist Church Site : Development Scenario



Baptist Church Site Location

Main Street Landing

A development that showed so much promise with the announcement in 2004 has become the “poster child” for the state of investment in the community. Over several administrations of elected officials and city managers, there have appeared to be a variety of promises, several documented agreements, misunderstandings, and a general overall cloud of uncertainty as to when, or if, the original development program would be completed. Needless to say, this uncertainty and the strategic location of this particular development adversely affects the investment climate in downtown New Port Richey.

As we understand the proposed project, the original development program included the construction and sale of 55 condominium and townhouse units, 20,000 SF of retail/restaurant space, 12 boat slips, upgraded retaining wall, streetscape improvements, and onsite parking facility to accommodate approximately 124 cars. Due to the dramatic demise in the economy, natural disasters that impacted both costs and availability of materials, and local permitting confusion, Main Street Landing has been unable to be timely completed. The original developer’s agreement is no longer in force, having been cancelled by the developer. As a result, the latest negotiations have centered on the completion of the outer shells for the retail buildings that front Main Street. The remainder of the residential portion would then be developed as the economic market conditions improved and allowed for financing. Though the completion of the building shells have basically been approved by both the city and the developer, the execution of a binding process appears to be a victim of a lack of trust between the two parties.

After interviewing the developer, various city staff and elected officials, we believe the following may be the options available:

Litigation by one party or the other, or both, to let the courts resolve the differences.

City could negotiate a buy-out of the developer at a significant discount and then solicit others to complete or redevelop under a new program.

Move forward to allow building shells to be completed in a timely fashion and preserve the proposed integrity of the Main Street frontage.

Abandonment of the site by the developer.

While none of the above will ensure the completion of the originally envisioned development, the completed “shell” building will present a finished look on Main Street. The other options would pretty much ensure that the site would remain in its current unfinished state for the foreseeable future, probably several years.

The recommended course of action is:

To work towards completion of the “shell” building, consistent with the City’s codes and ordinances, to present a finished look for the project on Main Street. A recent development agreement has been offered to advance this action; a permit has been issued.

To work with the owner/developer to explore options for re-investment in the proposed or a revised project.



Main Street Landing : Development Scenario



Example of Residential Housing at 15 du/ac

Gateway Church on River Road

The site at 6131 River Road consists of approximately 2.31 acres of low density residentially-zoned property. The property has 350 feet of frontage on a residential street, backs up to a commercial area, and is adjacent to a church. It currently includes a 6959 SF building leased to Gateway Church. A second, 1000 SF, structure is also on the site. Recommended action includes the following:

Rezone property to increase the maximum density from the existing 5 du/ac to 10 du/ac. The residential use of this site is constrained due to the Coastal High Hazard Area designation.

Prepare site plan that would indicate development potential

Identify incentives that would encourage purchase/development of site: impact fees, demolition, stormwater, permitting, etc.

Draft formal solicitation documents to dispose of property



Main Street Landing : Development Scenario

Three Examples of Residential Housing at 10 du/ac

The Cotee Bridge Crossing District - Proposed

The Cotee River is generally considered the unique and valuable asset of the City; the Cotee/Main Street bridge is the point of access and of maximum visibility.

The district focused on the Cotee Bridge and Main Street has the elements of an interesting “place”. The Hacienda Hotel, the City Boat ramp, Min Street Landing and the former Spoonbill site all focus on the River and are easily walkable.

The district could serve as the “trail head” for the proposed “Cotee Blueway” that was a recreation waterway on The Cotee from Main Street to US 19. Pasco County is contemplating this “blueway”.

Creation of a “place” that brings these four corners together in an intimate setting could:

- create a better transition to the Palm district and a stronger tie to Main Street; including a better entrance statement at Main Street on US 19

- provide the Hacienda Hotel a market image as the jumping off point for a weekend stay downtown with excursions on The Cotee including, among other things, events at the Richey Suncoast [Meighan] Theater.

- support an outfitter at the Boat Ramp

- give some impetus to Main Street Landing and the Spoonbill site

- create momentum for a “blueway” that connects this Cotee/Main Street bridge district with a destination at the harbor at the US 19 bridge.

The Hacienda Hotel, the Boat Ramp, Mainstreet Landing and the former Spoonbill Restaurant site all are connected to the Bridge and The Cotee; in some senses, this is a central focal point

Chamber of Commerce building/boat ramp site has greater economic potential for expanded concessions for river activities; the Chamber lease is up in March; there were suggestions of re-location to the old Post Office. On March 15, Council approved a 3-year lease with Chamber.



The Main Street “Bridge District” : Development Scenario



The Main Street “Bridge District” Location

US 19 Corridor

US 19 Corridor’s redevelopment/upgrade is critical to the overall economic health of New Port Richey.

Today, US 19 affects the image and function of the City:

US 19 establishes the community’s aesthetic image of the City; Unsightly urban development along Corridor reflects poorly on community.

US 19 portion inside the city limits is indistinguishable from the rest- no presence of entering NPR: “there is no there there”.

US 19/Main Street intersection should be redesigned to make an “entryway statement” that “you have arrived in NPR and that there is a town just across the river.”

Crime/public safety issues are tied directly to US 19 Corridor.

Little formal engagement between the Corridor tenants/property owners and community regarding issues of common interest.

Some discussion of expanding Main Street focus to include US 19.

Better entry to Main Street

US 19/Main Street intersection should be redesigned to make an “entryway statement” that “you have arrived in NPR and that there is a town just across the river.”

Something inviting on US 19; a distinguishing feature amidst the sea of signs

Examples of towns with unique entry features are Dunedin, Kissimmee/US 192, and Melbourne/New Haven Ave.

Different sections; not monolithic

Very long; seems monolithic, but there are distinctions along the Corridor

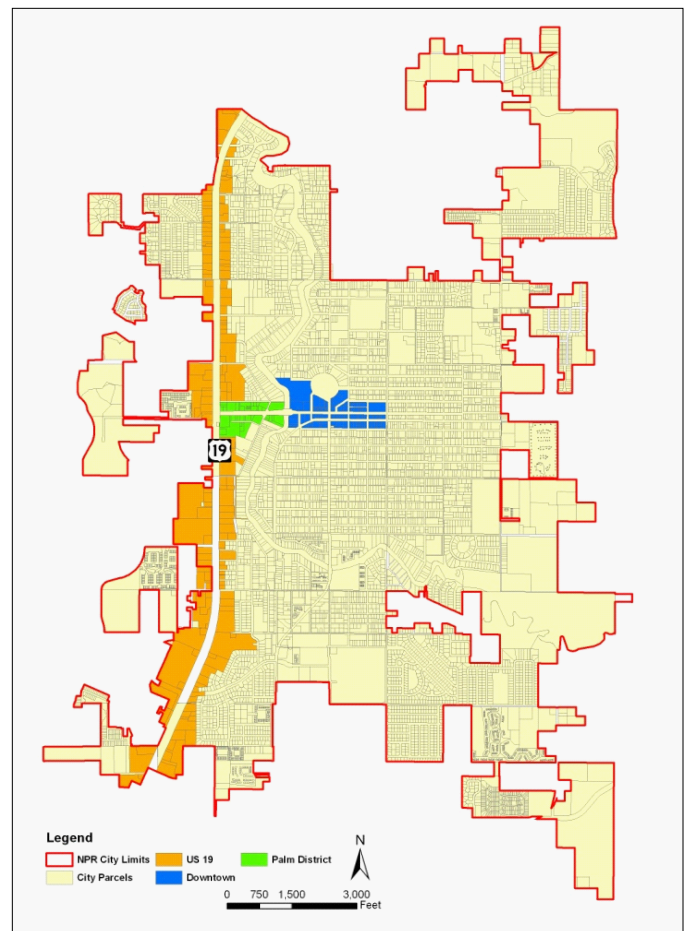
Marine Parkway area to the South ok; northern part sketchier

Residential use is restricted due to Coastal High Hazard Flood area requirements; these regulations are enacted by the State of Florida, however, efforts need to be made to enable more residential development in the Corridor. The City’s “transfer of development rights” program is a good example of creative thinking to enable more residential development in the Corridor.

Economic Performance

The US 19 Corridor should be a place for retail and service businesses, as it is, but also, offices, warehouses and residential development all developed consistent with appropriate standards to ensure functional, safety and aesthetic advancements.

Properties fronting US 19 were about 15% of the City’s taxable value in 2010; a goal of 30% by 2020 would set the tone for a program to enhance the economic performance of this Corridor with more infill and redevelopment, more effective code enforcement and improved development standards.



The US 19 Corridor and Main Street

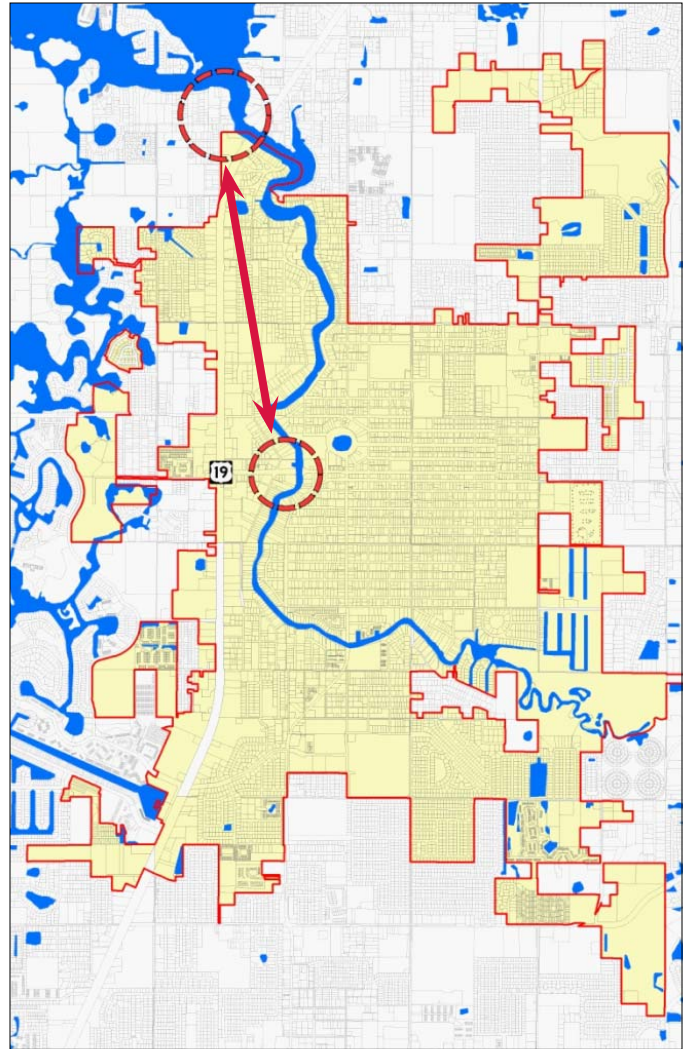
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The term “blueway” is a take-off of pedestrian ways or recreation trails such as the Pinellas Trail. It is the water equivalent.

The Cotee River the City’s main feature, the dominating feature of the City. It is under utilized. The River may be the major resource for enticing people to come to NPR and Main Street with a canoe/kayak “Outfitter” at the City Boat ramp, restaurants, the Theater and the redeveloped Hacienda Hotel.

Cooperation between New Port Richey, Port Richey and Pasco County. The “harbor” where the Cotee meets the Gulf is generally controlled by three entities...the two cities and the County. US 19 is similarly controlled by three entities. A Partnership of interests seems worthy of discussion.



The Cotee “Blueway” Proposed

Status of Neighborhood Planning

The Importance of “Great” Neighborhoods. The City of New Port Richey has identified nineteen neighborhoods in the City. Over the period from 2002 to 2006, the City has prepared “neighborhood plans” for seven neighborhoods. The seven planning documents have been reviewed as part of the 2010/2011 CRA Strategic Redevelopment Action Plan process. The Plans appear to have been professionally done, highly interactive with residents and other stakeholders and very action oriented with meaningful results. The seven neighborhood plans are:

- North Grand (2002)
- North Park (2003)
- Le Clair (2004)
- West Grand (2004)
- Schwettman Oaks (2005)
- South River (2005)
- North River (2006)

The City Framework. Every city generally consists of centers, corridors and neighborhoods. New Port Richey is no exception.

The *Centers* are anchored by downtown and Main Street with the two hospital districts also serving as employment centers. The six properties evaluated as part of the CRA Strategic Redevelopment Action Plan are located in these Centers: the North Bay hospital district, the HCA/Community hospital district plus four properties in downtown on or near Main Street...the Hacienda Hotel, the River Road Church, the Baptist Church properties on Orange Lake and the Main Street Landings.

The *Corridor* is US 19. In many ways this is the defining feature of the City of New Port Richey. It has:

- a high volume of traffic, 75,000 trips a day
- a large percentage [19%] of the City’s commercial real estate contributing to the City’s tax base, and
- a high impact on the visual perception of the City.

The *Neighborhoods* are home to most of the nearly 20,000 residents of the City. The stability, the safety and the preservation of property values of the neighborhoods are critical to the prosperity of the City’s citizens.

Water is an additional asset of the City’s with the Pithlachascotee River and the Gulf of Mexico.

Of these, the neighborhoods are the most important. Residents must have, and feel they have, decent and safe homes which necessitate decent and safe neighborhoods. The attention, and the perception of attention, of their City to this aspect of their lives are important. Without this condition, the business community will continue to struggle to serve a constituency that has more pressing needs than supporting local business and community activities. Therefore, community redevelopment planning starts in the neighborhoods.

In addition to being good places to live, neighborhoods are where customers reside. Convenient ways for residents to access the businesses downtown, on US 19 and the two medical districts are important.

City of New Port Richey Comprehensive Plan. The neighborhood planning program, standards and processes are important parts of the City’s Comprehensive Plan. Plan policies need to continually evolve to strengthen the partnership between the neighborhoods and the City. The Livable City Element is an important part of this process.

The Comprehensive Plan anticipates the national trend towards infill development, a large portion of which is redevelopment.

Specifically in the US 19 Corridor, the opportunity seems to be for development, redevelopment and infill development of these properties to be more contemporary, more intense, more mixed-use and more residential. This style of re-use creates new issues regarding adjacencies, buffering between different uses. Form-based codes are merging as the technique to accommodate higher intensity mixed use infill development while preserving the character of the area and protecting adjacent neighbors.

The City can facilitate this through development code processes that are “form-based” and other financial and infrastructure incentives as re-investment occurs on individual properties through the normal course of private property management and re-investment.

The issues related to the Coastal High Hazard Area need to be addressed to enable mixed use development, with residential components, to safely proceed. This is a State regulation that needs to be addressed to continue to protect residents but also permit additional residential growth in the City.

Summary of Findings from the Seven Neighborhood Plans.

A review of the seven neighborhood plans indicates that the concerns of residents are very similar from neighborhood to neighborhood. The results and the value to the neighborhoods having existing Plans, now several years old, should be confirmed; and if confirmed, neighborhood plans should be prepared for the remaining 12 neighborhoods.

Common concerns that seem to be present in all/most neighborhoods are listed below. These would seem to lend themselves to city-wide solutions.

- Neighborhood Crime
- Speeding on neighborhood streets
- Code enforcement in neighborhoods
- Drainage problems
- Inadequate Sidewalks, although some neighborhoods did not want sidewalks
- Violations of the “no wake” speed limit in the Cotee River
- Street Lights
- Buffering from commercial uses, especially on US 19
- Neighborhood identification signs

Special concerns related to one or only a few neighborhoods that seem to lend themselves to specific solutions are:

- Redevelopment along US 19, especially with residential and mixed uses
- Garbage collection in a few areas, especially furniture and other trash in alleys
- Pocket parks in selected neighborhoods
- The negative impacts expected with the departure of the HCA hospital; and what remains
- Dredging the canals
- Use and availability of reclaimed water

The “Great Neighborhoods” Program for the City of New Port Richey

The elements of a “great neighborhoods” program, amplified in Attachment D, consist of a “City-Acceptable” Plan Process and Format along with standards for infrastructure and services.

Program for Completing and Implementing Plans for all Neighborhoods

- Neighborhoods with completed plans
- Plan Preparation for the twelve neighborhoods yet to have plans

Conclusions for Neighborhood Planning

Neighborhood preservation, enhancement and protection is critical to the success of the City, and ultimately to the business community. The City should be a nice place to live, raise a family and do business. A “Great Neighborhoods” program that is a partnership between the neighborhoods and the City of New Port Richey can produce results with minimal expense. Once a rhythm is established, plan updates and City commitments for improvements [to sidewalks, street lighting, etc] can be level-loaded as a continuing and recurring expense that fits within the Annual Budget. A City program of neighborhood partnerships can achieve a wide variety of community goals without undue expense.

Organize – Establish qualified homeowner’s organizations in every neighborhood.

Plan - Continue to prepare and implement Neighborhood Plans

- Solidify the format of a “City Acceptable” Neighborhood Plan using the established format.
- Evaluate the effectiveness of the seven Neighborhood Plans previously prepared.
- Set a process and schedule for the remaining twelve Neighborhood Plans
- Find a funding method to help every neighborhood prepare, maintain and implement a Neighborhood Plan even if it must be self-performed and self-funded to City acceptable standards.

Protect - Continue to refine the Comprehensive Plan and the Land Development Regulations to protect neighborhoods from intrusive uses, obnoxious neighboring uses and code violations. Provide traffic calming when warranted to reduce the volume and speed of neighborhood traffic.

Connect - Continue to provide sidewalks, street lights, trails and other pedestrian and bicycle connections, between neighborhoods, schools, parks and shopping areas.

- Sidewalks with street lights are an important system for community connection. Neighborhoods that want these systems should receive top priority. Special taxing districts may have to be established to fund these improvements.
- The proposed trail connecting the Rec Center, North Bay Hospital and Downtown is an important system for connecting the three facilities, but more importantly, it links neighborhoods along the way with a safe and convenient way of accessing any one of these facilities.

Infill – Continue to improve processes and incentives to enable and encourage infill development, redevelopment and mixed-use development with an emphasis on the residential component.

Educate – Through the existing Neighborhood Plans, the City has started to educate homeowners how to better plan and act to preserve and enhance their neighborhoods.

Public Workshop

On March 10, 2011, the City sponsored a Public Workshop to offer residents and business people the opportunity to discuss the draft Strategic redevelopment Action Plan. Over 20 people attended, plus senior City staff and several elected officials. The comments are provided in the table to the right:

March 10, 2011

CRA Strategic Redevelopment Plan Meeting Feedback

Tell us about your thoughts on the presentation:

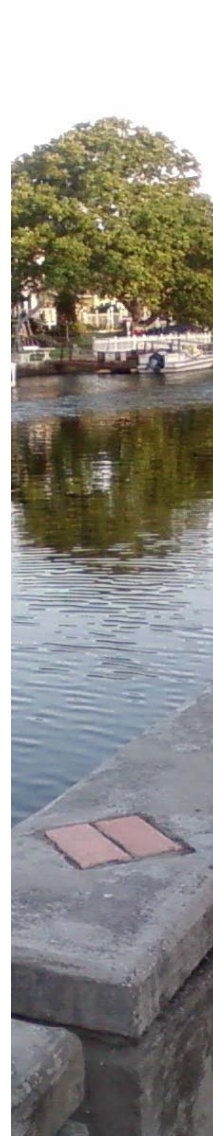
- It helped pull together the many issues regarding future commercial and recreational development.
- A good start.
- Need downtown grocery, bakery, coffee shop, boutiques.
- Get rid of Convenience Store by City Hall.
- Move Chamber so other use like Café can be on that spot by the river.
- No more Carnivals.
- Professional Offices – move off Main Street.
- Slow traffic on Main Street; put up 4 way stop signs.
- Turn Grand Blvd. into Business District.
- Liked idea of International Flavor.

What suggestions do you have for the City's CRA?

- The City must find resources to help residents keep their neighborhoods from deterioration.
- The worst parts of our 19 corridor are the badly kept and under occupied motel properties; inviting crime and prostitution.
- Why are City Council members also CRA Board of Directors? / Get separate Board

Other comments:

- We seldom see police patrolling commercial areas where panhandlers and bums frighten people away.
- The feelings of the Parks and Recreation Advisory Board are that they do not wish to have the playground relocated.



02 DETAILS TO IMPLEMENT THE
SELECTED RECOMMENDED
ACTIONS

DETAILS TO IMPLEMENT THE SELECTED RECOMMENDED ACTIONS

Overall Strategic Approaches

Development and Redevelopment in the City, include ideas such as:

Improve Community Communication,

Update and Revise the CRA Plan,

Revise the Financial Approach to Private Use of Public Properties and resources; an example is the Baptist Church site and its use for parking during festivals and special events. Parking on this site makes sense until redevelopment occurs, but the City should be paid for the use and the costs associated with restoring and cleaning the grounds after events,

Enable redevelopment of all six properties through support for private developments and sale of public properties to private parties consistent with City objectives and standards,

Increase the economic productivity of US 19 properties in conjunction with property and business owners and Pasco County,

Activate neighborhood re-investments through neighborhood planning and organization using the process used in the City's work completed to date.

Better using the Cotee River as a community asset with development such as:

- The advantages of creating the Cotee "Bridge District" and "marketing" the commercial activities on both sides of the river as one destination,
- The Cotee "Blueway" in partnership with Port Richey and Pasco County,

Asset Utilization Actions

Sell the Gateway Church property and the Baptist Church Property using the following process:

Create a site profile describing existing entitlements, supporting infrastructure conditions, zoning regulations, future land use designation and acknowledgement of any known encumbrances or special conditions.

Prepare a market analysis for site-specific, desired development for the two properties with emphasis on multi-family, market rate, residential/mixed use opportunities.

Generate a general site plan, massing and scale concepts for each site.

Describe the available incentives that would be of interest to third party developers including: impact and permit fee reductions, storm-water system support/mitigation, property price reduction, regulatory assistance, property tax rebate, infrastructure upgrades, administrative assistance in securing state/federal or other outside resources.

Draft a solicitation document to stimulate interest and target specific developers that have worked in similar sized markets producing desired residential product. Document would include the information outlined above, along with selection criteria, and timing of process and would be the framework for the ultimate disposition and development agreement.

Support Private Efforts to Redevelop Properties
Redevelopment - The Hacienda Hotel, Main Street Landing, and the former HCA/Community Hospital site.

Growth and Expansion - North Bay Hospital.

Find Partners

Secure additional outside resources to assist in the implementation of the development opportunities as well as other projects or programs identified in the proposed update of the CRA Redevelopment Plan will be essential. Some suggested sources, while not new to the city, should be revisited and tied to specific plan elements. These include the following:

Restructure the existing CRA debt instrument to allow for greater financial flexibility.

Aggressively solicit developer interest in the sale/disposition of CRA owned properties to generate ad valorem taxes, support the downtown, and create a sense of positive excitement about the future.

Seek collaborative opportunities with Pasco County and Port Richey on areas of common interest to leverage respective resources: US 19 corridor upgrades, Cotee river “blue way” enhancements, destination tourism marketing, public safety, library and recreational services, etc.

Seek private sector sponsors for specific community services such as neighborhood planning, recreational events, community watch programs, park enhancements, housing rehabilitation, etc.

Work with neighborhood organizations, determine the interest in the establishment of Municipal Service Taxing Units (MSTUs) for lighting, sidewalks, park/open space upgrades and related neighborhood infrastructure improvements.

Continue to identify resources at state, federal, and even private levels that correspond to community needs specific to neighborhood stabilization and job-generating activities:

- Brownfield designation and grants
- CDBG funding
- Neighborhood Stabilization Program
- Section 108 loan program
- New market tax credits
- Historic preservation grants

Complete Physical Improvement

Physical improvements that use minimal public funds, and may attract partners, are:

Wayfinding Improvements - Establish a way-finding system that connects the community to the retail, employment, educational, health care and recreational facilities that serve the community.

Wellness Trail - Work with North Bay Hospital to extend their Wellness Trail eastward to the Recreation Center and westward to Sims Park and the Cotee River.

Boat Ramp Concession Building Conversion – The conversion of the building at the Boat Ramp into a concession for water-based recreation can take place concurrent with the Hacienda Hotel Restoration. The concessionaire can be solicited and selected and the financial package can address funding for the conversion.

Administrative Actions – Update the CRA Plan

State Requirements - Make revisions and amendments to update the CRA Plan consistent with the requirements of F.S. Chapter 163(3).

Wayfinding Improvements - Establish a way-finding system that connects the community to the retail, employment, educational, health care and recreational facilities that serve the community.

Existing CRA Plan – The CRA Plan, most recently adopted in 2001, should be updated and modified to better reflect the changing economic environment. The current plan generally highlighted the following areas:

Neighborhood stabilization through the rehabilitation of existing single family homes; the purchase of blighted properties for demolition and resale; provision of rehab grants for existing owner-occupied homes;

Supporting the preservation and rehabilitation of historic structures;

Enhancing commercial properties through the provision of façade grants and recruitment of targeted businesses;

Improving the overall traffic circulation and parking system to support downtown businesses and enhance access;

Recommending land use changes to accommodate mixed use developments;

Improving overall signing and develop an effective way-finding system.

CRA Advisory Committee – The current CRA Advisory Committee appears to be inactive and ineffective in serving as an advisory resource to the CRA. The role of the Advisory Board should be discussed and either positioned to be a useful part of the process or disbanded.

CRA Plan Elements to Update - Based on the review of the existing plan and the changing dynamics of more recent community issues, the updated plan should be responsive to current and future opportunities. In addition to the above, the updated plan should include elements addressing the following:

Review/revisit goals and objectives addressing slum and blight

Strategies for disposition and redevelopment of CRA properties

Identifying financial strategies for existing and proposed projects and programs with a prioritization and accountability element

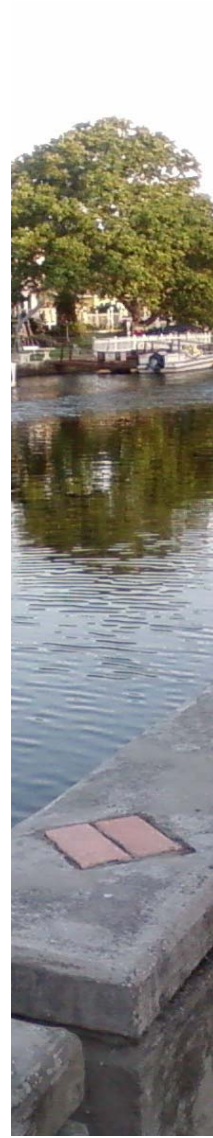
Projections of increment revenues and other sources of revenue to support plan implementation

Review/revisit the administrative structure of the CRA and its Advisory Board including the adoption of an inter-local agreement between the City and the CRA

Identification of financial and programmatic partners to support plan implementation

Identification of previously implemented projects and inclusion in updates of these specific projects or programs:

- Public safety and innovative policing
- Support job-generating businesses
- Prioritize the redevelopment of Hacienda Hotel, Main Street Landing, former First Baptist Church site
- Support the adaptive reuse of the HCA Hospital site
- Develop disposition strategy for River Road property
- As part of crime prevention strategy, invest in recreational and park facilities to encourage more active use
- Support the North Bay Hospital campus expansion



03 RESOURCES

RESOURCES

List of Reports and Plans Reviewed December 2010 and January 2011

For: City of New Port Richey, FL

Name: Redevelopment Plan

Author: TBE Group, Inc.

Date: May, 2001

For: City of New Port Richey, FL

Name: North Grand Neighborhood Plan

Author: TBE Group, Inc.

Date: February 12, 2002

For: City of New Port Richey, FL

Name: North Park Neighborhood Plan / Development Services Department

Author: TBE Group, Inc.

Date: June, 2003

For: City of New Port Richey, FL

Name: Economic Study / Final Report

Author: TBE Group, Inc.

Date: June 10, 2003

For: New Port Richey, FL

Name: West Grand Neighborhood Plan

Author: TBE Group, Inc.

Date: April 8, 2004

For: City of New Port Richey

Name: Le Clair Neighborhood Plan

Author: TBE Group, Inc.

Date: October, 2004

For: City of New Port Richey, FL

Name: Schwettman Oaks Neighborhood Plan

Author: TBE Group, Inc.

Date: March 31, 2005

For: City of New Port Richey, FL

Name: South River Neighborhood Plan

Author: TBE Group, Inc.

Date: (Revised) March, 2005

For: City of New Port Richey, FL

Name: North River Neighborhood Plan

Author: URS Corporation

Date: July 2006

For: Pasco County, Florida

Name: Retail Site Assessment

Author: ULI –the Urban Land Institute

Date: August 29, 2005

For: City of New Port Richey, Florida

Name: CRA Expansion-Assessment of Need

Author: Gerald D. Paradise, Redevelopment Director/
Assistant City Manager Frederick Metcalf, Director of
Development Services

Date: December. 2005

For: City of New Port Richey, FL

Name: Highest and Best Use Analysis HCA Community
Hospital Site

Author: Lambert Advisory/URS

Date: February, 2007

For: Pasco County, Florida

Name: An Advisory Services Panel Report

Author: ULI –the Urban Land Institute

Date: April 20-25, 2008

For: Greater New Port Richey, Florida

Name: Strategic Planning Workshop Assessment

Author: Main Street, Inc.

Date: November 3, 2007

For: New Port Richey, Florida

Name: Feasibility Study Proposed Hacienda Hotel

Author: HVS Consulting and Valuation Services / TS
Worldwide, LLC

Date: September 11, 2009

Annual Audit Reports

CITY OF NEW PORT RICHEY, FLORIDA

BALANCE SHEET

GOVERNMENTAL FUNDS

September 30: 2009, 2008, 2007, 2006, 2005

For: New Port Richey, Florida

Name: “Properties for Evaluation”, City of New Port Richey,
CRA Strategic Redevelopment Action Plan, November 2010.

Author: City Staff

Date: November 2010

For: City of New Port Richey, FL

Name: Redevelopment Work Plans: 08/09 – 12/13; 09/10
– 13/14; 10/11 – 14/15.

Date: May, 2001

List of People Interviewed
December 2010 and January 2011

1. CRA/CC – Scott McPherson, Mayor
2. CRA/CC – Rob Marlowe, Deputy Mayor
3. CRA/CC – Ginny Miller
4. CRA/CC – Judy Debella Thomas
5. CRA/CC – Bob Langford
6. CRA Attorney, Thomas Morrison, Esq.
7. CRA Advisory Board Member, Judy Parker
8. NPR Chief of Police – Dr. Jeffrey Harrington
9. NPR Finance Director – Rick Snyder
10. NPR Parks and Recreation Director – Elaine Smith
11. Greater NPR Main Street – Charlie Skelton,
President
12. West Pasco Chamber of Commerce – Joe Alpine,
President
13. West Pasco Historical Society – Bob Hubach
14. Pasco County School Board – Not Available
15. Pasco/Hernando Community College – Kathryn
Johnson, Ed.D, President
16. Pasco County Administrator – John Gallagher
17. Pasco County Growth Management Administrator
– Richard Gehring
18. Pasco Economic Development Council – John
Hagen
19. Main Street Landings – Ken McGurn, owner
developer
20. Hacienda Hotel – Andy Ham, developer (Community
Development Partners)
21. North Bay Hospital – Richard Bekesh, Spring
Engineering, Inc.
22. North Bay Hospital – Sarah Naumowich – Director,
Program Development
23. HCA/Community Hospital – Mary Sommise
24. Commercial Realtor – Shirley Pheasant, Century 21
Commercial
25. Retail owner on US 19 – Jim Smetzer, Pasco
Camera
26. Rob Garner - City Consultant

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