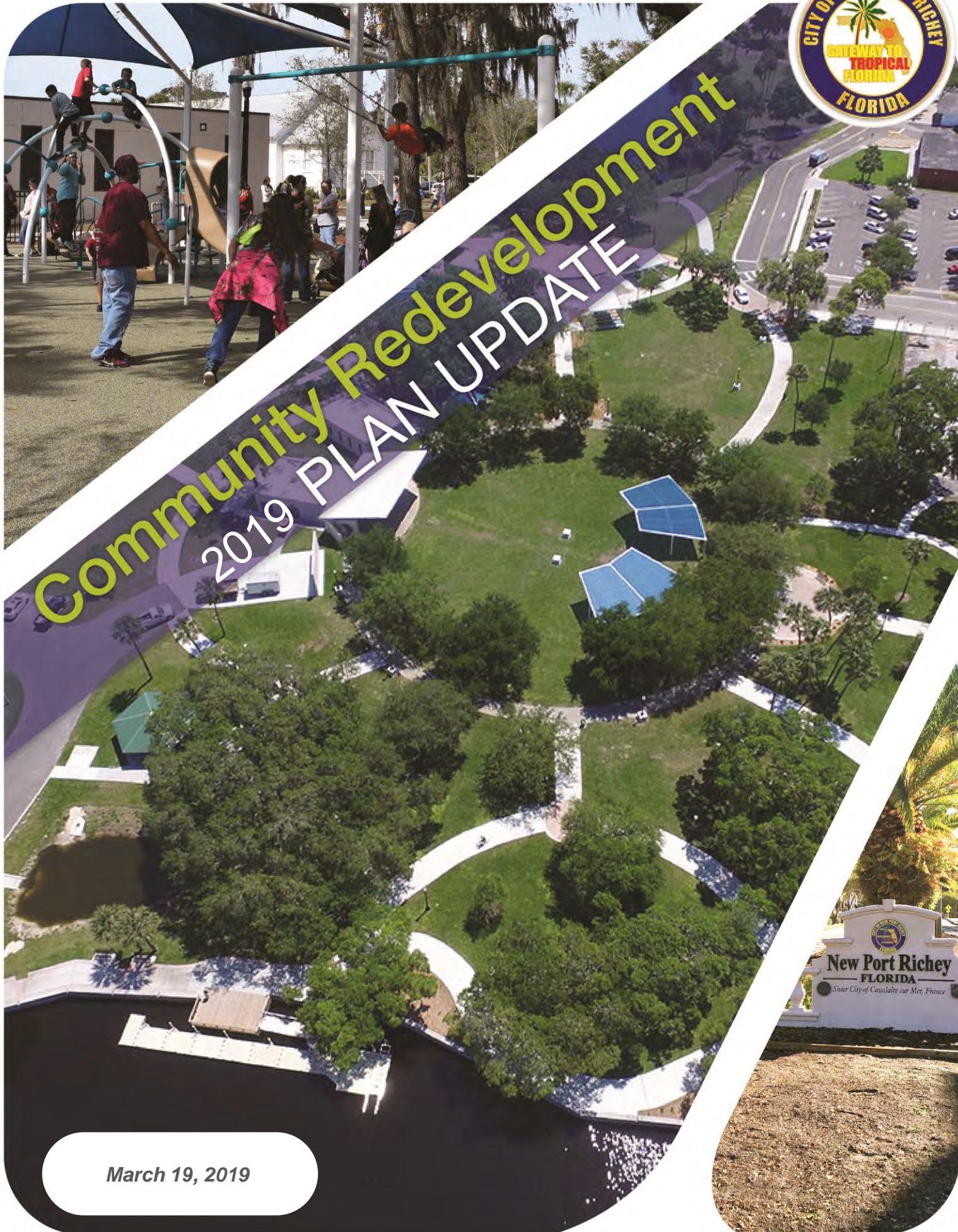




Community Redevelopment 2019 PLAN UPDATE



March 19, 2019



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Executive Summary

The New Port Richey Community Redevelopment Area (CRA) was established pursuant to the requirements provided in Florida Statutes, Chapter 163, Part III. The City of New Port Richey's first CRA Redevelopment Plan was adopted by the CRA Board (City Council) in 1989. Updates to the plan were adopted in 2001 and 2012. The *2019 Community Redevelopment Plan Update* contains seven chapters that outline the existing state of the area and the community's input for the redevelopment of the New Port Richey CRA.

Chapter 1 – The 2019 Community Redevelopment Plan (Plan) provides the key points from the 2012 CRA Plan and 2011 Strategic Action Plan (SAP), which act as directives for this update. Directives include target sites for redevelopment that are currently under construction or are still in planning stages.

Chapter 2 – Following the outline of previous plan efforts, a summary of the existing context and growth of the area is included to provide the population and employment growth trends for the area and how they relate to areas that include New Port Richey. The economic indicators are detailed for New Port Richey, Pasco County, and zip codes within the area.

Chapter 3 – Since the previous Community Redevelopment Plan adopted in 2012, the City has made investments in various areas of the community. This Plan includes the enhancements that New Port Richey has taken for the redevelopment of recreation facilities including parks and trails, study of parking utilization, and analysis of the residential and retail markets in the area.

Chapter 4 – The feedback from the community and initiatives outlined in previous plans are directives for the Strategic Action Plan for the New Port Richey CRA. The recommendations included in this update provide a direction for the community to move toward the redevelopment of the New Port Richey CRA.

Chapter 5 – A summary of the real estate market in New Port Richey is provided for 2016 and how it has changed since 2000 for the residential, retail, office, hotel, and industrial markets.

Chapter 6 – A financial analysis is included to quantify the taxable value of development in the area and how those revenues would potentially increase in the succeeding years. A comparison of the revenue and budget for the CRA is described to show how the tax revenue can be spent on improvement projects.

Chapter 7 – In addition to targeted redevelopment outlined in previous plans, the process for this Plan Update involved public involvement which included stakeholder and community engagement aspects. Feedback from the community outlined how the community perceives New Port Richey today and their priorities for improving various aspects of the area.

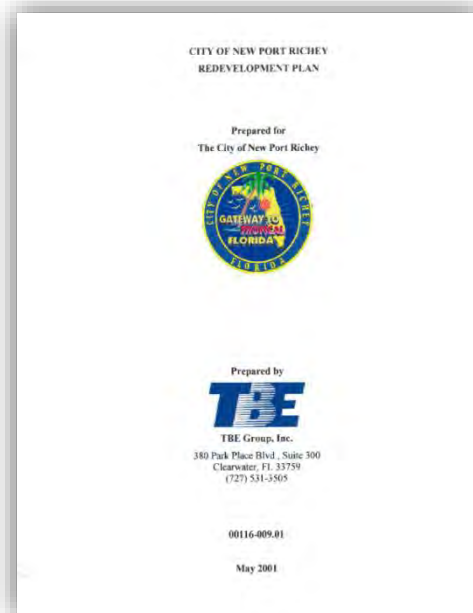
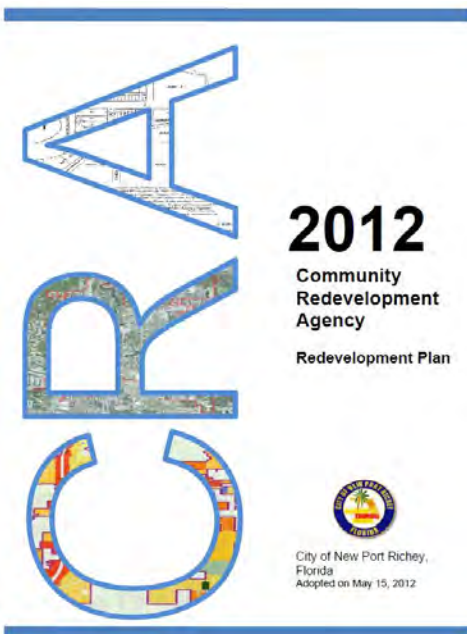
The 2019 Plan Update also incorporates an extension of the CRA from its current termination year of 2031 extending the time to complete the projects and programs of this CRA Plan to year 2049. The extension is further discussed in Chapter 7 and is undertaken pursuant to Ch. 163.362 (10), F.S. It is understood that the projects identified in the Strategic Action Plan are to be completed using Tax Increment Finance (TIF) revenues and may be combined with other funding sources in order to complete these projects within the allotted time frame(s).

1. 2012 CRA Plan And 2011 Strategic Action Plan

In 2011, the Community Redevelopment Agency retained the services of AECOM and RERC Strategic Advisors to prepare strategic recommendations to assist in the update of the 2001 Redevelopment Plan and to plan for the use and redevelopment of six specific properties including three sites owned by the CRA. Three other privately-owned sites have been identified for their strategic importance to the CRA. The resulting document was the Strategic Redevelopment Action Plan.

There are seven chapters within this Plan. As part of the introduction to the Plan, Chapter 1 summarizes the history of New Port Richey and its redevelopment planning efforts and progress. In Chapter 2, existing conditions are detailed with background data on demographics and housing trends in the City. Chapter 3 offers recommendations on both CRA-wide issues as well as key properties that have strategic importance to the CRA. The Redevelopment Plan elements are contained within Chapter 4. These provide details about important topics to be tackled over the next several years of the CRA. The focus of Chapter 5 is redevelopment programs and activities. These detail the services and programs that the CRA is empowered to provide. Local and outside funding sources are discussed in Chapter 6. These include the use of tax increment financing (local funding) and various State and Federal funding options. The appendices of Chapter 7 include the adoption resolution as well as maps that are referenced throughout the document.

Overall, the 2012 Plan provides a needed update to the original City of New Port Richey Redevelopment Plan prepared by the TBE Group, Inc. in 2001. Although many parts of the Plan are consistent with that 2001 Plan, this 2012 adaptation addresses the many changes that have occurred since then. The most critical are the fiscal realities between 2001-2011.



In the City of New Port Richey's 2012 Community Redevelopment Plan and its 2011 Strategic Action Plan for the CRA, six areas and properties were recommended as targets for redevelopment:

- Main Street Landing on Main Street and River Road;
- First Baptist Church site in the Downtown area (future site of The Central);
- Former HCA Community Hospital site;
- Vacant Hacienda Hotel on Main Street;
- Morton Plant North Bay Hospital area; and
- Gateway Church site on River Road.

Of these, the Main Street Landing project is under construction and The Central development is scheduled to begin the first phase of construction later this year. Both projects will bring an estimated 165 new multifamily residential units into Downtown New Port Richey, providing additional market support for Downtown area businesses, including an additional 13,600 square feet of retail space in Main Street Landing.

The HCA property was one of a dozen or more Pasco County sites in contention for a 114,000 square foot Veterans Administration medical clinic but is no longer in consideration. This makes it all the more critical to identify and actively pursue other options for the property, including significant medical, health care, educational, and senior housing/assisted living uses.

Significant progress is being made on restoring and re-opening the historic and distinctive Hacienda Hotel, purchased by the City many years ago. Earlier this year, the CRA entered into a development agreement with the owner/operator of the historic Lakeside Inn in Mount Dora to complete restoration of the Hacienda Hotel and to operate this National Historic Register property as the small upscale hotel it was long ago. Restoration is expected to be completed in late 2019, aided by historic preservation grants from the Florida Division of Historic Resources and CRA funds.

The Morton Plant Hospital continues to expand and develop. Redevelopment in this area will occur as the hospital and medical community expand further, in which case the City can step in if necessary to ease transitions from residential to commercial and institutional uses and cushion impacts of expansion on surrounding residential neighborhoods. Little to no progress has been made to date on the Gateway Church site (a.k.a., Old River Road Church).

2. Market Context and Growth Outlook

Market Profile of New Port Richey

New Port Richey is a small Florida Gulf Coast community of 16,000 residents in southwest Pasco County in the Tampa-St. Petersburg-Clearwater metropolitan area. The City was settled in the early 1900s and incorporated in 1924, and is the largest of six small municipalities in Pasco County.

The City population has fluctuated between 14,000-16,000 range since 1990, when it had reached 14,044 residents. It increased to 16,117 in 2000, but dropped back down to 14,911 in 2010. By 2016, the population has moved back up to 16,167, the same level as 16 years earlier. Several annexations occurred many years ago, which may explain some more recent population increases. The 8.4 percent jump in the City population from 14,911 in 2010, after suffering through a major economic downturn beginning in 2008, to 16,167 in 2016 is an encouraging trend. It indicates that City has regained its footing and can continue to grow through additional annexations and an emphasis on selective infill and redevelopment of vacant lands and older outmoded areas of development.

The City is located in Pasco County's West Market Area, also known as the Harbors-West Market Area, as shown in Figure 1. This is one of five market and planning areas in the County, defined as West, South, Central, North, and East. The West Market Area is the most developed and populated area, bordering the Gulf Coast and including the US 19 corridor, the Cities of New Port Richey and Port Richey and the unincorporated communities of Holiday and Hudson.

The West Market Area population in 2000 was 203,574, representing 59 percent of the countywide population. By 2010, the West Market Area share of the County population had declined to 46 percent due to rapid growth in the burgeoning South and Central Market Areas served by I-75 and the Suncoast Parkway.

Rapid growth in the South and Central Market Areas will continue to reshape Pasco County well into the future. This will tend to constrain opportunities for economic growth in the West Market Area and will require that older Gulf Coast communities identify and actively pursue ways to reposition and market themselves as viable market areas for redevelopment and growth.

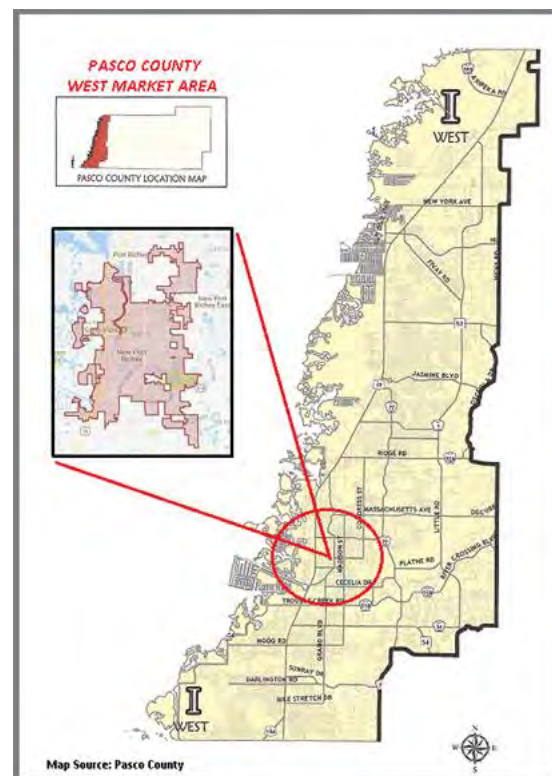


Figure 1: Pasco County Harbors-West Market Area

South and Central Market Areas will capture a lion's share of overspill growth as I-75 and the Suncoast Parkway continue to impact these sections of the County. However, Gulf Coast, particularly New Port Richey, have the water-oriented location and historical and community amenities that can continue to appeal to and attract residents, businesses, and visitors who seek the type of living and work environments that have made coastal communities flourish in the past.

Early History of New Port Richey

New Port Richey developed and became known widely in the 1920s and 1930s as a winter home and visitor destination for many early Hollywood and sports celebrities and other personalities. Old film and music legends including Charlie Chaplin, Gloria Swanson, Thomas Meighan, Shirley Temple, Irving Berlin, and Paul Whiteman, and sports stars Babe Ruth and Gene Sarazen are among the notable personalities who frequented New Port Richey in its early years. The old Hacienda Hotel, Richey Suncoast Theater, and Sims Park in the Downtown Main Street area stand as reminders of the City's gilded past and provide glimpses of its brighter future as a distinctive and very marketable community.

The New Port Richey of today is working to retain and capitalize on this rich history and its small town "main street" atmosphere while also working to enhance and improve its image and identity as a desirable community in which to live, work, and play.

Regional and County Economic Growth Trends

Since 2010, Tampa-St. Petersburg-Clearwater has been growing at a rate of approximately 35,000 new residents per year as of 2017. The region is projected to continue growing at that average rate or slightly more to 2040 and beyond, according to projections by the University of Florida Bureau of Economic and Business Research (BEBR) (see Table 1).

Pasco County is the primary overspill area for population and economic growth moving north from Hillsborough and Pinellas Counties. As such, the County can expect to see increasing shares of future metropolitan growth, rising from a 16.7 percent share of growth from 2010 to 2017 to 23.8 percent from 2030 to 2040.

The County's West Market Area increased in population to 215,578 in 2010, up from 203,574 in 2000, representing a still substantial 46.4 percent of the countywide total population in 2010. The West Market Area will continue to grow in population in absolute terms, but its share of future County growth is likely to diminish over time, as largely undeveloped interior sections served by I-75 and the Suncoast Parkway will attract much of the County's future growth.

The 2015 Pasco County Mobility 2040: Long Range Transportation Plan shows a projected countywide population of 905,211 (and projected employment of 374,966) by 2040. This is substantially greater than the latest commonly accepted projections by BEBR, shown in Table 1. To the extent that these Mobility Plan projections may represent a more realistic future for the County, however, growth prospects for the County's coastal West Market Area, including New Port Richey, are improved significantly.

Table 1: Tampa Bay Metro Area Growth Projections, 2010-2040

<i>Geography</i>	2010	2017	2020	2030	2040
Metro Area Pop	2,783,243	3,028,896	3,174,800	3,577,000	3,873,900
Metro Growth	---	245,653	145,904	402,200	296,900
Pasco Co Pop	464,697	505,709	534,800	618,400	689,000
Pasco Growth	---	41,012	29,091	83,600	70,600
Pasco Share (%)	---	16.7	19.9	20.8	23.8

Source: University of Florida, Bureau of Economic and Business Research (BEBR), January 2018

New Port Richey Area Economic Characteristics and Trends

A number of demographic and economic characteristics and factors are summarized in Table 2 for the City of New Port Richey, its two primary Zip Code areas, and Pasco County. Notable items for the City include:

- A lower median household income – \$30,706 versus \$47,732 countywide.
- A higher poverty rate – 22.0 percent versus 13.6 percent countywide.
- A lower percentage of family households – 51 percent versus 67 percent countywide.
- A lower home ownership percentage – 53 percent versus 73 percent countywide.
- A lower median housing value – \$94,331 versus \$146,227 countywide.

These comparisons illustrate the many challenges faced by most cities in improving economic conditions for their residents. Advantages that many cities can provide, however, include lower housing costs and much closer local political attention to problem solving. New Port Richey can also draw on a primary local market of nearly 57,000 residents with somewhat higher incomes living in Zip Codes 34652 and 34653 who generate demand for goods and services that supply and support City residents (see Figure 2).

Table 2: New Port Richey Area Economic Characteristics, 2017

Economic Indicator	Pasco County	Zip Code 34652	Zip Code 34653	City of New Port Richey
Population (No)	505,709	25,328	31,473	16,167
Median Age (Yrs.)	45	48	47	48
Median Household Income (\$)	47,732	34,288	36,067	30,706
Average Household Income (\$)	65,170	53,172	46,828	45,625
Poverty Rate (% of population)	13.6	19.5	20.7	22.0
Family Households (%)	67	39	40	51
Owner Occupied Housing (%)	73	61	62	53
Renter Occupied Housing (%)	27	39	38	47
Vacant Housing (%)	17	24	18	20
Median Housing Value (\$)	146,227	113,667	102,164	94,331
Average Housing Value (\$)	185,125	196,582	121,560	144,642

Source: florida.hometownlocator.com; URBANOMICS, Inc.



Figure 2: New Port Richey Primary Zip Code Areas

Private sector employment trends in Zip Codes 34652, 34653, 34655, 34668, and 34667 are summarized in Table 3. They show a total net loss of 1,895 jobs (13.3 percent) in Zip Codes 34652 and 34653 from a total of 14,245 jobs in 2005 to 12,350 jobs in 2015, and a larger loss (16.9 percent) in the Port Richey area to the north (Zip Code 34668). Further north, the Hudson area (Zip Code 34667) had a 9.2 percent net gain from 2005 to 2015.

This is in sharp contrast to a significant gain of 4,147 private sector jobs (98.5 percent) from 2005 to 2015 in the Trinity area to the southeast (Zip Code 34655). An encouraging factor for workers in Zip Code 34652 is that the average payroll per job in 2015 (\$39,047) is among the highest in the area, exceeded only by an average of \$39,755 in Zip Code 34655.

Jobs in Zip Code 34652 have declined steadily from a level of 9,658 in 2005, to 8,884 in 2007, to 7,914 in 2010, and to 7,670 in 2015. Losses are evident in the increased numbers of vacant stores and offices particularly along US 19 and on the former New Port Richey Community Hospital site and surrounding properties. Declines are also true in Zip Code 34653, which lost 585 jobs from 2007 to 2010, but regained 185 by 2015, finishing only slightly ahead of 2005.

The Port Richey area (Zip Code 34668) lost 2,169 jobs from 2005 to 2010, but gained back 443 by 2015, for a net loss of 1,726 jobs over ten years. The Hudson area (Zip

Code 34667) lost 1,421 jobs from 2005 to 2010, but regained 2,103 by 2015, finishing with a net gain of 782.

Table 3: Private Employment Trends for Selected Zip Code Areas, 2005-2015

Zip Code Area	Year	Employment	Total Annual Payroll (\$000)	Average Per Employee (\$)
<i>New Port Richey Primary Market Area</i>				
34652 – New Port Richey West	2005	9,658	311,229	32,225
	2015	<u>7,670</u> (1,988)	299,491	39,047
34653 – New Port Richey East	2005	4,587	121,214	26,426
	2015	<u>4,680</u> 93	142,003	30,343
<i>Other Zip Codes Areas</i>				
34655 – SR54/Trinity	2005	4,208	102,274	24,305
	2015	<u>8,355</u> 4,147	332,152	39,755
34668 – Port Richey	2005	10,228	239,136	23,381
	2015	<u>8,502</u> (1,726)	216,733	31,443
34667 – Hudson	2005	8,478	250,081	29,498
	2015	<u>9,260</u> 782	289,572	31,271

Source: US Census, County Business Patterns; and URBANOMICS, Inc.

3. Community Investments 2012-2018

Enhancing New Port Richey

Recreation

1. Redevelopment of Sims Park

The 8.7-acre waterfront community park is situated along the Pithlachascotee (“Cotee”) River and Main Street in downtown New Port Richey. This newly enlarged urban green space serves as a focal point and economic catalyst for the greater community. Through a series of programmatic design features, gardens, activity zones and event spaces, the Master Plan connects the River, Park and Lake as a seamless recreational attractor that runs parallel to the businesses, dining, retail establishments and community services along Main Street.



2. Orange Lake Monument Trail

As part of the Sims Park Master Plan, the City Council authorized the closure of segments of Grand and Circle Boulevards to create an unobstructed connection with Orange Lake, an adjacent 6.7-acre lake, to create a unified 15.4-acre urban open space. Refurbishment of the Monument Plazas dedicated to each of the armed services enhanced the walking trail linked to the recreation and fitness station located in Sims Park.



3. Recreation and Aquatic Center Expansion

The existing Recreation and Aquatic Center has been renovated to allow for a larger Entry Lobby and new Reception Desk, the addition of two new Activity Rooms, a new Conference Room (located in the office suite area), and the relocation of the Multi-Purpose Room and an expanded Health Fitness area. To accommodate the new Multi-Purpose Room location the Guard Break Room and associated storage have been renovated into a one larger storage area. The Toilet Room located off the Guard Corridor has become the new Guard Break Room. An extended hours facility, the New Recreation and Aquatic Center will serve a broader public at times convenient to the patrons of the community.



4. City Wide Park Master Plan

The Master Plan was completed in four phases over a six-month period, including an evaluation of the existing parks system; an assessment of community needs and priorities; the development of a long-range vision; and the development of the Master Plan document, including an implementation strategy/ action plan. Overall, the City of New Port Richey's park system appears to be meeting expectations and providing residents and visitors with an acceptable recreational experience.

Needs Assessment Summary	Needs Assessment Techniques					
	Site Evaluations	LOS Analysis	Statistically Valid Survey	On-line Survey	Public Meeting	Stakeholder / Focus Group Interviews
Actions						
Improve Marketing and Outreach Efforts	●		●		●	●
Improve Existing Parks	●				●	●
Reduce Program Fees			●	●		●
Facilities						
Paved bike trails		●	●	●	●	●
Off-leash dog parks		●	●	●	●	●
Walking and hiking trails		●	●	●	●	
Small Neighborhood Parks		●	●	●		
Natural areas/ nature parks			●	●		●
Programs						
Adult fitness and wellness programs			●	●	●	
Nature programs			●	●	●	
Summer concerts					●	
Pet exercise programs			●		●	
50+ programs			●			

The City of New Port Richey finds itself in a unique position compared to cities around the nation. They have fantastic support from their constituents, and over 90% of respondents feel that it is either "very important" (77%) or "somewhat important" (14%) for the City to provide high-quality parks and recreation facilities and programs. The key phrase from that statement is "high-quality", residents of New Port Richey have very high expectations for their parks and recreation facilities and programs, and the City is doing a fantastic job of ensuring most needs are met within the community.

5. James E. Grey Preserve Master Plan

The City of New Port Richey has been awarded a grant for improvements to the James E. Grey Preserve. A list of proposed activities and services to take place within the Preserve was prepared to determine land use, adjacencies and access. The activities and services were developed into a series of opportunities and analysis diagrams of the existing property to inform the development of land uses.

Based upon grant availability and City funding, a series of phased approaches to program activity needs are allocated to available land massing and geographical access. Additional grants and funding for on-going improvements will supplement the Master Plan with improvements and activities for continuation of the James E. Grey Preserve development to serve an ever-growing community.



Parking

Downtown Parking Utilization Study (November 2017)

Main Street is the unifying link in Downtown New Port Richey extending from US Highway 19 to Madison Street. Yet the western side of the Cotee River to US Highway 19 has a different development pattern that is more consistent with current land development standards. It appears that this zone is more oriented to automotive convenience and free-standing buildings. While east of the river, downtown maintains more of its original and historical character of the City.

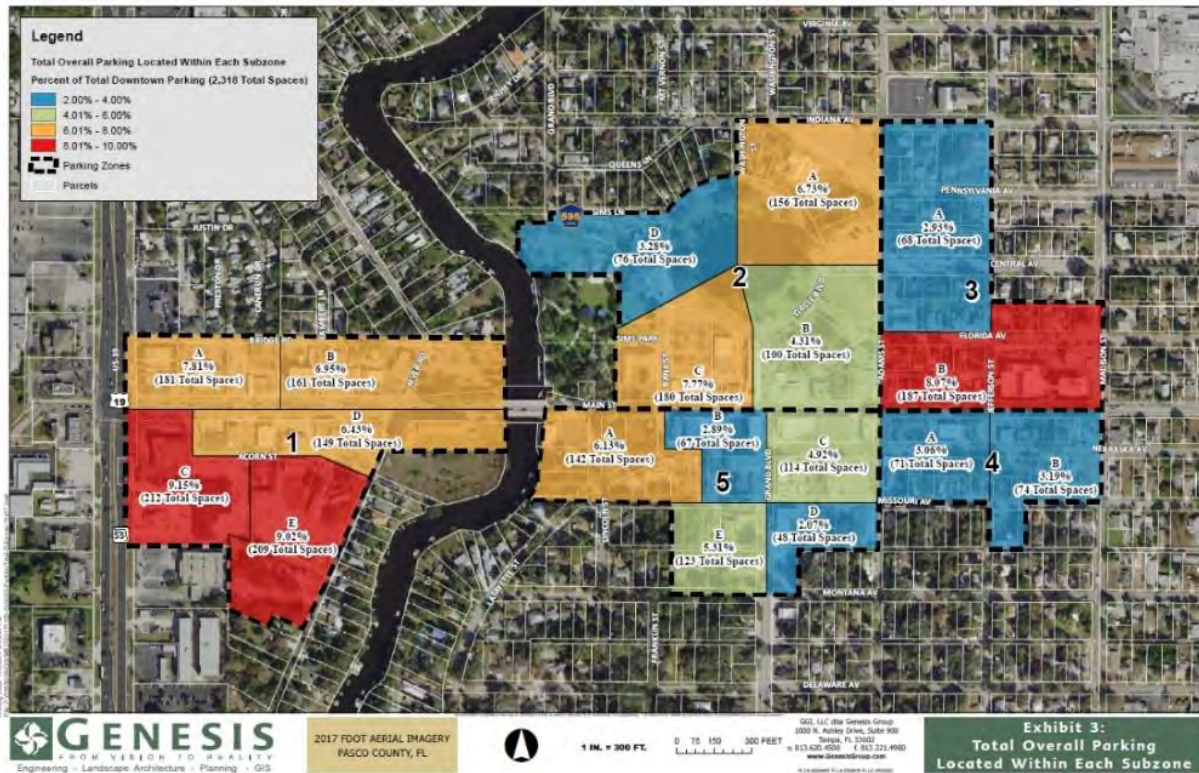


Figure 3: Overall Parking Diagram in each Subzone

The Downtown New Port Richey parking study area east of the Cotee River encompasses approximately 69 acres. The goal is to provide enough available parking spaces to meet the demand generated by achievement of the City's goals for the downtown and its businesses.

Downtown Parking Implementation Study (July 2018)

The purpose of the study was to evaluate the potential strategies to improve parking efficiency by utilizing existing parking resources and improving the walkability of downtown New Port Richey. The study includes the following regulatory and special event implementation strategies:

- Land Development Regulations
- Shared Parking
- In Lieu Parking Fee Program
- Parking Technology
- Valet/Satellite Parking
- Event Traffic Management Plan

Recommended areas to increase parking and improve pedestrian connectivity include:

- 1. South of Bank Street & Lafayette Street**
 - Short term – 31 additional spaces, combine lots in to one with minimal driveways, utilize circular traffic pattern
 - Long term – 198 additional spaces, 3-floor garage, construct round-a-bout
- 2. Florida Avenue between Jefferson and Adams**
 - Medium term – 24 additional spaces, marked on-street parking, one-way traffic pattern, additional sidewalk
- 3. Central Avenue between Madison and Adams**
 - Medium term – 41 additional spaces, center median, parallel parking spaces
- 4. Bank Street & Circle Boulevard**
 - Medium term – 7 additional spaces, orient parking aisles north/south, construct 8' sidewalk

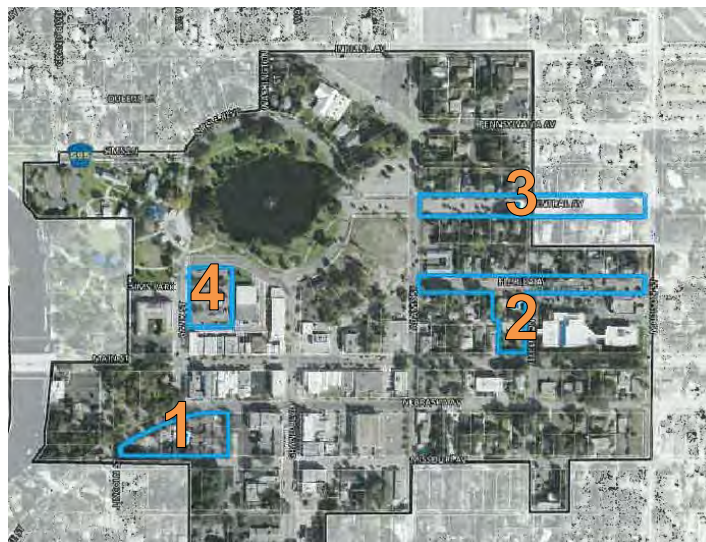


Figure 4: Downtown Parking Implementation Study Areas

Commercial/Office and Governmental Uses

According to the Pasco County Property Appraiser data, there is a total of approximately 539,960 square feet (SF) Commercial / Office usage within the parking study area. Since the New Port Richey Zoning Code allows for a variety of uses to be located within the Downtown Business District, it is possible that Commercial / Office uses be converted to another use. Based upon the parking standards of New Port Richey, an average of one parking space for every 200 SF of building area is used. Based on this criterion, a total of 2,700 spaces for the commercial office and governmental uses is required.

Residential Uses

It is estimated that there are 78 single-family and multi-family units within the boundary of the study area in the parking study. Using a ratio of two parking spaces per unit, a total of 156 parking spaces is required.

Area Wide Requirements

Total Parking Space Required by Applying Parking Standards – 2,856

Based upon the field documentation, there's a total of 2,318 parking spaces existing within the parking study area. Applying current parking standards to the study area, there is a deficit of 538 parking spaces in the area.

This Study outlines a variety of parking management strategies that the City may consider.

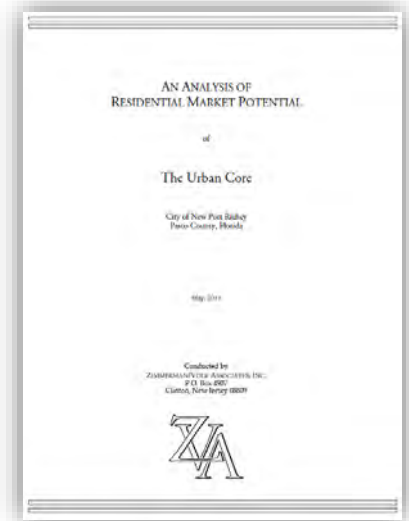
- Review the City's Land Development Code Regulations
- Create an In-Lieu of Parking Fee
- Improve Efficiency of Existing Parking
- Acquire More Land for Parking
- Improve Connections
- Satellite/Valet Parking
- Charge for Parking

Parking within any downtown/central business district is generally considered to be valuable, and the land it occupies is relatively scarce. Parking, or the perceived lack of it, is often cited as a reason for a declining Downtown Business District.

Residential Market Potential 2015

The purpose of this study is to identify the market potential and the optimum market position for newly-introduced market-rate urban housing units—created through adaptive re-use of existing nonresidential buildings, conversion of the upper floors of existing commercial buildings, as well as through new construction—that could be leased or sold in the Urban Core of the City of New Port Richey, Florida. The optimum market position has been derived from the housing preferences, financial capacities, and lifestyle characteristics of the target households;

- Urban Core’s location;
- Visibility and physical attributes;
- Rental and for-sale housing market context in the New Port Richey market area; and
- Zimmerman/Volk Associates’ extensive experience with urban development.



Retail Market Analysis 2016

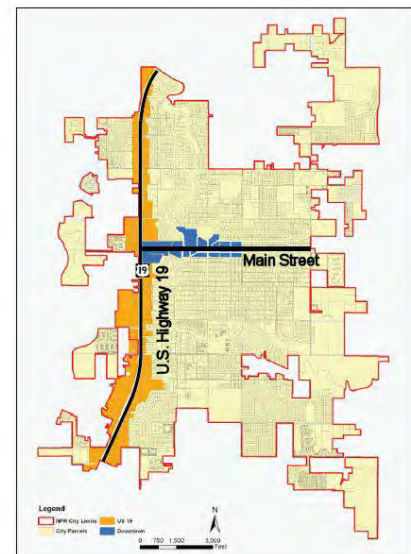
This study finds that the designated New Port Richey study area has an existing demand for up to 168,800 SF of new retail development producing up to \$50 million in sales. By 2021, this demand will likely generate up to \$52 million in gross sales. This new retail demand could be absorbed by existing businesses and/or with the opening of 50 to 65 new stores and restaurants. If constructed as a new shopping center, the development would be classified as a community or lifestyle type center by industry definitions and could include the following:

- 8-9 limited service eating places,
- 6-7 general merchandise stores,
- 4-5 full-service restaurants,
- 3-4 apparel stores,
- 3-4 department stores,
- 3-4 electronics and appliance stores,
- 3-4 special food services stores,
- 2-3 new stores for each of home furnishings stores, specialty food stores and drinking establishments, and an assortment of other retail and restaurant offerings.

Retail Market Analysis
New Port Richey, Florida



Prepared for:
City of New Port Richey
Prepared by:
IP



▲ The US 19 Corridor and Main Street

4. Public Involvement – Listening to the Community

The planning process for the New Port Richey CRA Redevelopment Plan update relied heavily on input from the local community. The input was obtained through three public engagement activities:

1. Interactive round table discussions with diverse stakeholder groups;
2. Opinion survey of the community at large; and
3. Preferences survey of employees of selected major employers.

These activities were designed to learn about community perceptions and priorities relative to:

- Issues – *What are the community's needs?*
- Opportunities – *Where is there potential to capitalize on conditions to benefit the community?*
- Successes – *How can community successes be leveraged or employed in other areas of the city to benefit the community?*

This section describes the public involvement activities for the plan update and provides a synthesis of community perceptions and priorities expressed during these activities. A full reporting of the public input is included in Listening to the Community Public Involvement Summary in the appendix.

Stakeholder Round Tables

In August 2017, the CRA staff and consultant conducted round-table discussions with seven stakeholder groups representing a cross-section of community interests. The following groups were represented:

- Elected officials, realtors, and developers
- Business organizations and major employers
- Community/neighborhood leaders
- Arts, cultural, environmental, and quality of life
- School principals
- Pasco County government
- City of New Port Richey department heads

Approximately 50 people participated in the one-hour discussions by sharing their observations and opinions about the CRA designated redevelopment area and city as a whole. To facilitate the group discussions, information about local socioeconomic trends and other relevant data was presented.

What We Heard: Community Perceptions

After the conditions and trends presentation, round-table participants were asked to respond to the question: “What can we do to make our city the best that it can be in the coming years? The ensuing group discussions generated hundreds of observations about community issues, opportunities, and successes. Analysis of these observations and ideas revealed the following overarching community perceptions:

- *New Port Richey has many assets and competitive advantages*
- *Downtown is a unique asset that can drive citywide revitalization*
- *Our focus should also extend beyond Downtown*
- *A broader variety of housing is needed*
- *To make better neighborhoods, we need to raise the bar*
- *Poverty and related social problems are challenges*
- *Prudent interventions will positively affect the city’s tax base*
- *Branding now and telling our story will help us reach our goals*

What We Heard: Community Priorities

After the open discussion, the round-table participants were asked to write their top three ‘Must Haves’ to be addressed in the redevelopment plan update. The participants were also asked to identify potential outcomes of the redeveloped plan update they would absolutely be against (‘Must Avoids’).

‘Must Haves’ Priorities

In total, 171 ‘Must Haves’ were generated by the round-table participants. The following is a distillation of the participant responses grouped by topic alphabetically:

Arts, Culture, and Historic Preservation

- Public art and cultural events
- Historic building restoration (e.g., Hacienda Hotel) and cost-cutting code provisions

Branding and Marketing

- Positive, unique identity that guides our culture and environment
- Coordinated branding/marketing/telling our success stories (now and often)
- Target a range of socioeconomic groups (e.g., Millennials, families, and empty nesters)
- US 19 wayfinding

Community Appearance

- Improved neighborhoods, business corridors, housing, and storefronts (e.g., exterior and interior inspections; code enforcement, rental certificate cap, and incentive programs)
- City-wide homeowner association
- Mandatory garbage collection

Community Design/Placemaking

- Overlay development standards, ‘by-right’ standards, design guidelines, (e.g., character districts, buildings, new development, and outdoor dining and gathering spots)
- Architectural review board
- Attractive neighborhood/district gateways
- Public art, murals, and painted crosswalks/intersections

'Must Haves' Priorities

Downtown

- Activities throughout the day, week, and year
- 'Right' businesses (e.g., boutique restaurants, high-end retail, grocery store, nano/microbreweries, family-oriented establishments/activities)
- Emphasis on resident quality of life; less so on tourism/large outward-focused festivals
- Acquisition of problematic properties for redevelopment
- Mixed-use development around Sims Park and waterfront
- Walkability

Economic Development and Growth

- Create a business/development-friendly culture
- High-quality business/industry, employment centers, and incubators
- Mixed-use and mixed-income housing with linkages to shops, restaurants, jobs, and other mixed-use centers (e.g., Downtown to Acorn District)
- New housing and improved neighborhoods through land assembly and redevelopment
- Annexation of enclaves and waterfront
- Public investments that set the tone/stimulate private investment

Education

- Partner to improve primary and secondary schools and offer workforce training
- Partner to offer low-cost, after-school programs
- Cultivate community support for schools

Employment

- High-wage jobs; Millennial jobs
- Downtown employer(s) that generates foot-traffic/customers

Events

- Regular, small-scale Downtown events (e.g., 'First Fridays', art walks, and home/garden tours)
- Triathlons, adventure races, fishing tournaments, etc. using venues citywide (e.g., Railroad Square, Recreation and Aquatic Center, and Grey Preserve)

Housing

- Improve existing housing stock
- Expand housing choices for a range of household types
- Programs/partnerships to increase homeownership rate

Planning and Implementation

- Creative/bold ideas
- Commitment to community vision and long-term change
- Balanced objectives/comprehensive approach to community improvements
- Ongoing dialogue to inform planning/plans

Poverty and Social Issues

- Public safety initiatives to address crime, drugs, and homeless
- Partnerships for job creation and resolving poverty and social issues

Property Taxes and Government Fees

- Mechanisms to increase taxable land value; lower ad valorem millage rate

Public Infrastructure and Services

- Street maintenance (pavement, flooding, sidewalks, landscaping)
- Complete streets and safe paths to schools, downtown, and other destinations
- Access to public waterfronts (e.g., parks, boat ramp, kayak rentals)
- Small-scale parks (e.g., neighborhood parks and dog parks)
- Alternative access points/gateways
- Downtown parking and other tourism infrastructure
- Efficient, interregional transit
- High-speed internet service

Public Safety

- Sense of safety and security through policing and walk-friendly streets

'Must Avoids' Priorities

The round-table participants identified 47 'Must Avoids' for the redevelopment plan update. The following is a summary of the participant responses (listed alphabetically):

- Gentrification
- Higher taxes/fees
- High-rise buildings near Sims Park and river
- Ignoring infrastructure/service needs (e.g., streets, high-speed internet; traffic calming, yard debris pickup)
- Major parking garage; eliminating retail/commercial space for car parking; more pavement
- More bars in downtown; large malls; big boxes
- More regulation; unenforced ordinances
- More rental/subsidized/low-income housing
- Not addressing residential redevelopment needs
- Non-transit-oriented development
- Not enhancing natural resources for eco-tourism
- Not having a long-term approach; short-sighted objectives; knee jerk reactions
- Privatization of lands along the river and the Hacienda Hotel
- Public/private projects
- Policy that impede property improvements, boat parking in front yards, and home occupations
- Status quo
- Unbalanced plan with too narrow of a focus

Community Opinion Survey

A community-wide opinion survey was fielded in August 2017. The survey offered residents, property owners, businesses, and workers employed in the city an opportunity to provide observations about the community. The 15-question survey was available online and in hardcopy form for a period of five weeks. In total, 111 completed surveys were submitted.

Responses to open-ended questions about community issues and opportunities largely aligned with what was heard at the stakeholder round tables. Selected survey results indicating community preferences and concerns are listed in the following:

- Features indicated as being “very important” to why survey respondents live in the City of New Port Richey:
 - Neighborhood quality (88%)
 - Economic well-being (83%)
 - Mobility and streets (76%)
 - Sense of community (73%)
 - Quality of schools (70%)
 - Parks and recreation (69%)
 - Cultural/social opportunities (67%)
 - Historic downtown (65%)
- Survey respondents feel that the local economy is:
 - “Getting better” (48%)
 - “Staying about the same” (43%)
 - “Getting worse” (9%)
- Features that would cause respondents to visit Downtown more often:
 - “Added retail opportunities” (31%)
 - “More entertainment venues and events” (26%)
 - “Expanded restaurant options” (25%)
- Survey respondents are “very concerned” about the following:
 - Overall appearance of the city (61%)
 - Public safety (59%)
 - Good jobs (56%)
 - School quality (52%)
- The preferred mode of travel in the future indicated by survey respondents was a tie between “walk” and “car”
- Survey respondents rated the importance of the following transportation issues as “very high”
 - Street and road conditions (44%)
 - Pedestrian infrastructure (41%)
 - Bicycle infrastructure (37%)
 - Trees and landscaping along roadways (24%)
 - Public transit system (24%)

The results of the community-wide opinion survey are provided in their entirety in Listening to the Community Public Involvement Summary located in the appendix.

5. Real Estate Market

Residential Market

Existing residential development in New Port Richey is a mix of higher value properties which are located in close proximity to blight and generally lower value/lower cost units. The mix of housing types in the City has changed very little since 2000, as shown in Table 4. Attached and multifamily units, including condominiums, townhomes, and apartments, and mobile homes represented 53.5 percent of all units in 2000 and increased to 55.9 percent in 2016. The percentage of single family detached homes dropped slightly from 45.6 percent in 2000 to 44.1 percent in 2016. Interestingly, the total number of units reported in Census data has changed very little since 2000, and the City's population also has remained generally unchanged.

Table 4: Housing Types and Sizes, New Port Richey and Pasco County

Housing Types and Number of Bedrooms	New Port Richey		Pasco County	
	2000	2016 (1)	2000	2016 (1)
<i>Mix of Housing Types (%)</i>				
Single Family Detached	45.6	44.1	59.1	62.4
Attached & Multifamily	38.8	42.5	14.4	18.2
Mobile Home	14.7	13.4	25.2	19.1
Other (boats, RVs, etc.)	0.9	0.0	1.3	0.3
TOTAL UNITS	8,427	8,792	173,717	232,977
<i>Number of Bedrooms (%)</i>				
2BR or less, all units	78.2	75.9	63.2	51.3
3BR or more, all units	21.8	24.1	36.8	48.7
2BR or less, owner occupied	70.1	NA	55.0	NA
3BR or more, owner occupied	29.1	NA	45.0	NA
2BR or less, renter occupied	88.3	NA	79.5	NA
3BR or more, owner occupied	11.7	NA	20.5	NA

(1) Latest available estimates are for 2016

NA: Data not available.

Source: US Census, American Community Survey; and URBANOMICS, Inc.

In contrast, the mix of housing types in Pasco County is changing from a traditional coastal resort/retirement/family mix to a more family-oriented suburban mix, with increasing shares of single family detached homes and more affordable attached and multifamily units and a decreasing share of mobile homes and RVs. This change is most evident in the countywide percentage of units with two or fewer bedrooms, which has fallen from 63.2 percent of all units in 2000 to 51.3 percent in 2016.

The opposite is true for the City of New Port Richey, where the percentage of units with two or fewer bedrooms fell slightly from 2000 to 2016, but remains at over 75 percent. Census data in 2000 shows an even more distorted picture for the small owner-occupied and renter-occupied units. For owner-occupied units, 70.1 percent in 2000 had two or fewer bedrooms, whereas 88.3 percent of renter-occupied units had two or fewer bedrooms.

Small units (two or fewer bedrooms) are not at all uncommon for seasonal residents and downsizing retirees and empty nesters who tend to migrate to coastal communities. However, these smaller units are less conducive to families with school children and households that prefer and can afford up-to-date housing sizes, styles, and amenities. New Port Richey and like older communities are at a distinct disadvantage in terms of attracting and catering to younger and more affluent families.

On the other hand, older and more affordable coastal communities could prove to be attractive to millennials, singles, couples, and new urbanism aficionados more concerned about community and housing character, costs, and lifestyle and for whom the local job market may provide satisfactory and creative opportunities.

West Pasco continues to be an active housing market, accounting for 5,667 of 7,180 units sold YTD through November 2017 (79 percent), according to MLS data. Average prices paid for all homes sold, including single family, attached, multifamily, and mobile homes, were \$164,213 in West Pasco, \$202,915 in Central Pasco, and \$148,793 in East Pasco.

Almost 20,000 new housing units (19,510) were permitted in Pasco County from 2010 through 2017, increasing from a low of 1,337 in 2012 to 3,916 in 2017. During the same period, 371 new units were permitted in New Port Richey, peaking at 161 units permitted in 2013. Whereas the majority of units permitted countywide have been single family homes, 84 percent of all units permitted in New Port Richey since 2010 were multifamily units. Permit activity in the City has remained at around 1.0 percent of the countywide total for the past three years. It is highly likely that many units in the City for which permits were issued in recent years remain unbuilt.

*Retail/Commercial Market***Existing Development**

The City of New Port Richey has more than 2.1 million square feet (MSF) of gross retail and commercial space in free-standing retail stores, multi-tenant shopping centers, and other types of service establishments. This is inclusive of interior spaces not heated and cooled and covered outdoor spaces, such as canopies. Total heated and cooled interior spaces may be in the order of 80-85 percent, or up to approximately 1.8 million square feet of heated and cooled space. In addition to retail stores and shopping centers, other commercial land uses in this category include restaurants, service and repair shops, automotive sales and services, and mixed commercial and residential uses, including home-based businesses.

Three-fourths of all retail/commercial space (1.56 MSF) is located in the US 19 corridor, and half (1.07 MSF) is south of Main Street (see Table 5). The Main Street area (east of River Road) has 236,135 gross square feet, which is slightly more than the Massachusetts Avenue-Congress Street-Morton Plant Hospital area, with 232,523 gross square feet. Development in the five areas has a total taxable value of \$81.0 million, averaging \$418,188 per developed acre. Taxable values are highest by far in the Downtown/Main Street area, averaging \$740,291 per acre. This is due mainly to a much higher density of development Downtown, averaging 16,652 square feet of



building area per acre compared to an overall average of 10,824 square feet per acre.

Largest retail stores and centers in the US 19 corridor include Southgate Center (324,000 SF, including outparcels), former K-Mart store (121,000 SF) at 5743 US 19, and the Kane's Furniture store (70,000 SF) at 5902 US 19. Largest facilities north of Main Street include Dollar General Plaza (51,000 SF) at 6600 US 19, Harbor Freight Tools plaza (50,000 SF) at 6425 US 19, and the Collision Center of Pasco (50,000 SF) at 6415 US 19.

Southgate Center, including its several outparcels, is the largest and highest value commercial property in the City, with a total of 26.8 acres, a total taxable value of \$16.45 million, and taxable values of \$615,672 per acre and \$54 per gross square foot of building area.

Figure 5: Largest Retail Centers on US 19

Table 5: Retail/Commercial Development and Taxable Values by Area (1)

Area	No. Parcels	Bldg. Area (sf)	Site Area (ac)	Tax Value (\$)	Value/AC (\$)
US 19 Corridor, Main Street South (2)	71	1,068,150	94.91	43,621,065	459,605
US 19 Corridor, Main Street, North (3)	70	494,311	50.33	16,016,800	318,236
Downtown/Main Street Area (4)	65	236,135	14.18	10,497,324	740,291
HCA Community Hospital Area	24	66,711	6.59	1,946,773	295,095
Massachusetts/Congress/Morton Plant Area	27	232,523	27.81	8,971,207	322,589
TOTAL	257	2,097,830	193.82	81,053,169	418,188

- (1) Retail/commercial development includes retail stores, multi-tenant shopping centers, restaurants, service and repair shops, automotive businesses, and mixed store/office/residence uses.
- (2) Includes south side of Main Street, west of River Road.
- (3) Includes north side of Main Street, west of River Road.
- (4) Includes downtown area east of River Road and south along Grand to the river.

Source: Pasco County Property Appraiser; and URBANOMICS, Inc.

Retail Sales

Only 3.2 percent of the Pasco County population lives in New Port Richey, but 8.6 percent (\$451.6 million) of countywide retail sales in 2012 occurred in the City, averaging \$30,238 per capita. Similarly, the 8.7 percent (\$43.8 million) of countywide sales in the accommodations and food service industries occurred in the City, averaging \$2,934 per capita. Countywide per capita averages in 2012 were \$11,221 in retail sales and \$1,070 for accommodations and food services.

The latest available retail sales data for the City is the 2012 Economic Census. These are national surveys are made every five years. Results of the 2017 Economic Census are not available until 2019.

For comparative purposes, 2012 retail sales in the City of Tarpon Springs averaged \$12,999 per capita and sales in the accommodations and food services industries averaged \$2,601 per capita.

These per capita sales comparisons suggest that the trade and service economy in New Port Richey is more robust than it actually is. Employment in the local trade and service industries has declined in recent years, as shown by data presented in Table 5, and as evidenced by too many vacant stores and businesses on US 19 and elsewhere in the community. Most older retail and service businesses on US 19 and elsewhere date back to a time when there was little market competition on SR 54 to the east in the Trinity, Land 'O Lakes, and Wesley Chapel areas.

The emergence of major new shopping facilities in areas to the east has seriously eroded retail sales along US 19. This will not be abated until and unless significant public and private investments are made to update, modernize, redesign, landscape, and improve access to older stores, retail centers, and service businesses on US 19.

Office Market

New Port Richey has more than 850,000 gross square feet in existing office buildings, including banks and other financial institutions. This total is inclusive of interior spaces not heated and cooled and covered outdoor spaces, including canopies. Total heated and cooled interior spaces may be in the order of 90 percent of total space, or approximately 775,000 square feet.

The largest concentration – 377,000 gross square feet of gross office space – is located near the former New Port Richey Community Hospital on Grand Boulevard (see Table 6). Office development in this area includes 40 medical office buildings and properties with multiple office condominiums, including five facilities with over 25,000 square feet. Increasing office vacancies around the former Community Hospital site are a major concern and will remain critical until other significant institutional uses can be found for the vacant hospital properties.

Another 330,000 gross square feet of office space is located in the US 19 corridor, including 240,000 square feet south of Main Street. Major buildings in the US 19 corridor include the old Bank of America building (65,000 SF) at 6014 US 19, the Pasco Professional Center (32,000 SF) at 5623 US 19, and SunTrust Bank building (24,000 SF) at 6128 US 19. The largest office building in the US 19 corridor north of Main Street is the Main Street Medical Plaza (14,000 SF) at 5305 Main Street.

Taxable values of existing office properties in the former Community Hospital area total \$10.6 million and average \$419,328 per developed acre and only \$28 per gross square foot of building area. Taxable value of office properties in the US 19 corridor total \$11.35 and average \$397,642 per developed acre but a slightly higher \$34 per gross square foot of building area. Both areas are characterized by older developments where value appreciation has been lost largely through depreciation and age.

Smaller but noteworthy concentrations of office space are found in the Downtown Main Street area (67,398 SF) and the Massachusetts Avenue/Congress Street/Morton Plant Hospital area northwest of Downtown (69,125 SF). Office properties in the Downtown Main Street area have the highest average taxable value per developed acre (\$563,152) because of their generally higher density of development.

It is significant that the concentration of office space around the former Community Hospital site (377,000 SF) is more than five times the amount of office space near the Morton Plant Hospital (69,000 SF). This underscores the critical nature of defining and developing a new vision and future for the Community Hospital properties and the many office facilities that depend on such a vision and future.

Table 6: Office-Related Development and Taxable Values by Area

Area	No. Parcels	Bldg. Area (sf)	Site Area (ac)	Tax Value (\$)	Value/AC (\$)
US 19 Corridor, Main Street South (1)	25	240,683	17.88	7,647,179	427,695
US 19 Corridor, Main Street, North (2)	17	89,053	10.43	3,604,984	345,966
Downtown/Main Street Area	28	67,398	5.44	3,063,546	563,152
HCA Community Hospital Area	40	377,248	25.20	10,567,076	419,328
Massachusetts/Congress/Morton Plant Area	21	69,125	7.70	3,141,303	407,961
TOTAL	131	843,507	66.65	28,024,088	420,466

(1) Includes south side of Main Street, west of River Road.

(2) Includes north side of Main Street, west of River Road.

(3) Includes downtown area east of River Road.

Source: Pasco County Property Appraiser; and URBANOMICS, Inc.

Hotel/Motel Market

New Port Richey has seven operating hotel properties all located on US 19, including two hotels/motels south of Main Street:

- Magnuson Hotel (124 rooms)
- Quality Inn & Suites (151 rooms)

Five to the north of Main Street:

- River Side Inn (105 rooms)
- Rodeway Inn (100 rooms)
- Royal Palm Inn (118 rooms)
- Green Key Beach Motel
- Travel Inn

All seven are older properties and generally have among the lowest average daily (room) rates (ADRs) in the coastal area. The Quality Inn & Suites and Magnuson Hotel were built originally in the 1970s and the Rodeway Inn and River Side Inn are 25 and 32 years old, respectively.

All seven hotel/motel properties have a total taxable value of \$9.26 million, averaging \$576,022 per acre and \$14,578 per room. The two largest US 19 properties south of Main Street have a total taxable value of \$6.14 million, averaging \$764,758 per acre and \$22,331 per room. The five US 19 properties north of Main Street have a total taxable value of \$3.12 million, averaging \$366,204 per acre and only \$8,656 per room.

By comparison, newer hotels north and south of New Port Richey have higher taxable values per room, are more up to date, and can command higher ADRs. As examples, taxable values per room in the 78-room Hampton Inn in Port Richey, built in 2010, and in the 78-room Fairfield Inn in Holiday, built in 2011, range from \$30,000 to \$35,000. The 104-room Homewood Suites in Port Richey, built in 2009, and new 87-room Holiday Inn Express in the Trinity area, built in 2015, both have average taxable values per room of around \$50,000.

Comparatively low taxable values of existing hotel/motel properties in New Port Richey are illustrative and symptomatic of the age and condition of many commercial properties in the US19 corridor in relation to newer and higher quality hotels/motels in the surrounding area. The presence of a number of newer higher quality facilities in the coastal market area, however, are indicative of the potential for redeveloping low end hotel/motel properties and attracting new investments to New Port Richey. The continuing challenge to City leaders is to market and rebrand New Port Richey as a place where new private investments in modernization, redevelopment, and infill development are welcomed and stimulated through various public improvements and financial incentives.

Industrial Market

Developed properties classified as industrial uses are concentrated mainly in the northeastern corner of the City on North Congress Street, Orchid Lake Road, and Pine Hill Road. This area includes 49 developed parcels with 426,000 gross square feet of building area on 45.61 acres with a total taxable value of \$11.06 million, which averages \$242,596 per acre and approximately \$26 per square foot.

Development includes three light manufacturing and 35 warehouse buildings with a total of 362,000 square feet of gross building area, plus 11 commercial facilities with 64,000 gross square feet of building area. Commercial parcels include a retail store, two office buildings, four repair shops, and four auto service and sales facilities.

Largest facilities are two warehousing facilities each with over 50,000 square feet of gross building area. The other 47 developed parcels have much smaller users ranging in size from 1,600 to 19,000 square feet, most of which are 5,000 to 8,000 square feet in size.

There are 20 warehouse parcels with a total of 209,000 gross square feet of building area along US 19, largest of which is the U-Haul Storage mini-warehouse facility in the Rivergate area south of Main Street with 95,000 square feet. Warehouse properties in the US 19 corridor have a total taxable value of \$4.75 million, or approximately \$23 per square foot.

Warehouses and storage facilities, repair shops, and automotive uses, and others with outdoor storage of equipment and materials in the US 19 corridor, particularly those with visible frontage on US 19, greatly diminish the visual character and values of properties along the roadside. Enhancing and better regulating the roadside environment is an important goal for the City to pursue aggressively in stimulating redevelopment and upgrading properties along US 19, including the areas identified and recommended herein in Section 3, Targeted Redevelopment.

6. Financial Analysis and Projections

Taxable Value Trends

Values of taxable properties in Pasco County and the City of New Port Richey have followed very different trends with different impacts in the past ten years. Taxable values in both the County and City dropped substantially from 2007 to lows in 2012-2013, and have rebounded since then, but have not yet regained their earlier losses.

Pasco County

Countywide taxable values in 2017 are 83 percent of what they were in 2007, even with continued new growth and appreciating values in recent years (Table 7). County taxable values dropped by \$10 billion (35.2 percent) from 2007 to 2012 and grew back by only \$5 billion (28.8 percent) from 2012 to 2017. Per Capita taxable values dropped nearly \$20,000 (30.2 percent) from an estimated \$64,174 in 2007 to \$44,738 in 2016.

Table 7: Pasco County Taxable Property Value Trends, 2007-2017

Year	Taxable Value (\$000) (1)	Annual Change in Value (%)	Estimated County Population (2)	Per Capita Taxable Value (\$)
2017	24,676,449	7.7	---	---
2016	22,922,238	6.9	512,368	44,738
2015	21,438,599	5.3	497,292	43,111
2014	20,369,435	5.0	485,447	41,960
2013	19,408,523	0.1	475,679	40,802
2012	19,238,066	(5.2)	470,762	40,866
2011	20,303,817	(2.0)	466,672	43,508
2010	20,727,431	(10.4)	464,604	44,604
2009	23,127,467	(14.3)	---	---
2008	26,989,293	(9.1)	---	---
2007	29,694,362	---	462,715	64,174

(1) Florida Department of Revenue

(2) US Bureau of the Census

--- Not available or not calculated

Source: URBANOMICS, Inc.

City of New Port Richey

New Port Richey has not benefited to nearly the same extent from new growth and appreciating values, and citywide taxable values in 2017 are only 58 percent of the level achieved ten years earlier (Table 8). The City lost nearly half (47.3 percent) of its total taxable value from 2007 to 2013, dropping \$435 million from \$920 million 2007 to \$485 million in 2013, but gained back only \$38 million (7.8 percent) by 2017.

In addition to low rates of property value appreciation, 2016 per capita taxable values in the City are approximately \$13,000 lower (28.9 percent) than they are countywide, which has forced the City to increase its property tax rate substantially in recent years to maintain acceptable levels of services to residents and businesses. The City's tax rate had to be increased by approximately three mills (44.5 percent) from 6.6274 mills in 2008 to 9.5799 mills in 2012 and 2013 to compensate for dramatic declines in taxable values and falling property tax revenues.

The average annual countywide growth rate in taxable values is 5.10 percent since their low in 2012, compared to a much lower annual growth rate of only 1.94 percent for the City since its low in 2013.

It is recommended that the City continue to work with the Pasco County Property Appraiser to determine reasons and potential remedies for the differences between City and County property valuations and trends, as these wide differences affect the ability of the City to provide needed and cost-competitive public services.

Table 8: City of New Port Richey Taxable Property Value Trends, 2007-2017

Year	Taxable Value (\$000) (1)	Annual Change in Value (%)	Estimated City Population (2)	Per Capita Taxable Value (\$)
2017	523,496	1.8	---	---
2016	514,291	2.7	16,167	31,811
2015	500,629	2.4	---	---
2014	488,928	0.9	---	---
2013	484,702	(3.4)	---	---
2012	501,592	(10.2)	---	---
2011	558,401	(7.1)	---	---
2010	600,999	(11.3)	14,911	40,306
2009	675,117	(18.7)	---	---
2008	830,611	(9.7)	---	---
2007	919,592	---	---	---

(3) City budget data, tax levies, and millage rates

(4) US Bureau of the Census

--- Not available or not calculated

Source: URBANOMICS, Inc.

Community Redevelopment Area

The 2001 base year total taxable value of properties in the New Port Richey Community Redevelopment Area is \$366,805,411. The CRA total increased to \$483,137,132 in 2017, which is approximately 92 percent of citywide total taxable values. The long-term average annual growth rate of taxable values in the CRA is 1.71 percent from 2001 to 2017, including a major jump of \$446.2 million from 2001 to 2007 and drop of \$376.4 million from 2007 to 2013. During the current 2013-2017 upswing, CRA taxable values have increased \$44.5 million, with an average annual growth rate of 2.45 percent, including a 4.37 percent gain (\$20.1 million) in 2017.

Despite significant swings in total taxable values since 2001, both up and down, the CRA has generated over \$30 million in tax increment revenues from City and County ad valorem taxes, including approximately \$6.0 million in the most recent four budget years (FY14-15 to FY17-18).

The CRA was established in 2001 with an initial 30-year life and is scheduled to end in 2031. Florida law allows the term of community redevelopment areas and agencies to be extended or renewed. The City of New Port Richey hereby extends the term of the CRA for another 30 years beginning 2019 and terminating in 2049 consistent with Ch 163.362 (10) and has discussed the matter with Pasco County.

Revenue Projections and Sources

Tax Increment Revenues

Projections of annual tax increment revenues are made to year 2048. A detailed financial model and spreadsheet analysis are presented in the Appendix. The model shows total tax increment revenues of \$232.7 million over the coming 30 years (FY18-19 to FY47-48), plus the current FY17-18 fiscal year. The total taxable value of all property in the existing CRA is projected to increase from \$483.1 million in FY17-18 to \$1.14 billion in FY47-48.

For the coming five years, FY18-19 to FY22-23, plus the current year (FY17-18), taxable property values in the CRA will increase from an actual \$483.1 million in FY17-18 and an actual \$525.1 million in FY18-19 to a projected \$675.3 million in FY22-23, an increase of \$192.2 million in this six-year period. This projected increase in CRA taxable values equates to a projected \$20.4 million in tax increment revenues by FY22-23. Year-by-year details are shown in Table 9.

Entries in Table 9 include other potential revenue sources, including historic preservation grants, sale of City/CRA-owned property, and unspent funds carried over from prior years. Other revenue sources are and total a comparatively modest \$1.98 million by FY22-23. The bottom line of revenue and expenditure estimates and projections shown in Table 9 are annual and cumulative amounts of net revenues potentially available to the CRA to fund its economic incentive programs and selective capital investments that can leverage private development in the current year and coming five years. An average of approximately \$2.0 million is projected annually and \$11.7 million cumulatively by FY22-23.

Known redevelopment projects to which these available net revenues would apply include restoration of the Hacienda Hotel, with an estimated cost of \$475,000 in both FY17-18 and FY18-19 and an estimated \$1,475,000 in financial incentives for Main Street Landing in FY18-19. Other potential uses of available net revenues shown as illustrations in the detailed financial model in the Appendix include annual allocations of \$25,000 for the Main Street Program, \$300,000 for a business/commercial incentive program, and \$150,000 for a housing and neighborhoods program. Annual funding of ongoing incentive programs and allocated to specific projects when determined should be adjusted periodically to reflect available net revenues.

Table 9: Projected Net Revenues for CRA Economic Programs, FY17-18 to FY22-23

Revenue and Expenditure Source and Type	Budgeted FY17-18	Projected				
		FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Taxable Values (\$000)						
CRA Total Value	483,137	525,067	567,073	606,797	643,174	675,333
Tax Increment Value (1)	110,575	150,349	190,254	227,964	262,550	293,101
TIF and Other Revenues (\$000)						
TIF Revenues	1,835	2,482	3,141	3,763	4,334	4,839
Other Revenues (2)	540	1,093	75	85	90	100
Total Revenues	2,375	3,575	3,216	3,848	4,424	4,939
Operating Expenditures and Revenue Transfers (\$000)						
CRA Operations	147	151	156	161	165	171
General Fund (3)	183	248	314	375	433	484
Debt Retirement (4)	880	888	1,479	1,478	1,478	1,478
Total Expenditures	1,210	1,287	1,949	2,014	2,076	2,133
Net Revenues Available for CRA Incentive Programs and Capital Projects (\$000)						
Annual Net Revenues	1,165	2,286	1,267	1,834	2,348	2,806
Cumulative Net Revenues	1,165	3,451	4,718	6,552	8,900	11,706

(1) 95% of difference between and current year and 2001 base taxable value (\$366,805,411).

(2) Historic preservation grants, property sales, and unspent prior year funds.

(3) 10% of annual TIF revenues to the City's General Fund.

(4) Recreation & Aquatic Center debt and Water & Sewer loan.

Expenditures

Table 9, the financial model and spreadsheet in the Appendix also include projections of various CRA expenditures, including costs of operations, revenue transfers, and debt service.

Cost of operations, including personnel, professional services, and CRA property maintenance and insurance are very modest based on experience to date, as costs of services that might otherwise be allocated to the CRA are absorbed by various City agencies and departments.

Because of this, it is recommended that ten (10) percent of annual tax increment revenues to the CRA be transferred to the City's General Fund beginning with an estimated \$183,484 in FY17-18. This transfer of TIF revenues will increase annually to a projected \$483,389 in FY22-23 and to \$1,213,724 in FY47-48. By FY47-48, transfers to the General Fund would total a projected \$23.3 million.

An immediate and long-range goal of the CRA is to repay outstanding loans and bonded indebtedness incurred in earlier years. Toward this end, Table 9 and the detailed financial model in the Appendix include debt payoff amounts for bonds issued for the Recreation & Aquatic Center and the Water & Sewer loan. Payoff of the Recreation & Aquatic Center bond issue is approximately \$880,000 annually from FY17-18 through FY30-31 and totaling \$12.3 million. Payoff of the Water & Sewer loan is a proposed \$600,000 annually beginning in FY19-20 through FY37-38 and totaling \$11.4 million.

Basis for Financial Projections

Data and long-range projections to FY47-48 presented in the detailed financial model and the Appendix and summarized for the near-term to FY22-23 in Table 9 are based on a number of assumptions, all of which should be revisited periodically to reflect and accommodate changes that occur in CRA taxable values and applicable City and Pasco County tax millage rates and other new information that may arise and affect revenue and expenditure projections.

- **Taxable Value Growth Rate.** A growing economy and rising property values resulted in a significant 8.7 percent increase in total CRA taxable property values from \$483.1 million in 2017 to \$525.1 million in 2018, a one-year increase of \$42.0 million. This boom period may continue for several years, but it is prudent to gradually lower expectations. Thus, the projected annual rate of growth is reduced incrementally from 8.7 in FY18-19 to 5.0 percent in FY22-23 and to a long-term annual growth rate of 2.0 percent in beginning FY25-26.
- **City and County Property Tax Millage Rates.** City and County tax millage rates on which long-range TIF revenue projections are based are 8.900 for New Port Richey and 7.6067 for Pasco County. As property values have increased in recent years, the City has been able to reduce its millage rate from 9.5799 in 2013 to 8.995 in 2017 and to 8.900 in 2018. Additional reductions may be possible with rising property values. The Pasco County millage rate has been constant for the past few years.

7.

7. Community Redevelopment - Strategic Action Plan

The Strategic Action Plan includes those key elements as required by Chapter 163.362 (9) including proposed redevelopment targets and initiatives, and the estimated cost(s) associated with the respective redevelopment projects and programs. It should be noted this Chapter also contains a listing of those “visionary” projects which may be included in the Plan specifically for redevelopment activities within the duration of the CRA. The CRA may amend this portion of the Plan as part of the annual review and consideration of available TIF revenues and or other funding sources.

CRA Duration

The City of New Port Richey CRA was established in 2001 with an initial 30-year term in which to complete its redevelopment initiatives. Consistent with Ch 163.362 (10) F.S., and as prescribed by this CRA Plan update, the City hereby extends the term of the CRA for 30 years commencing in 2018 and terminating in 2048. This timeframe is understood to be necessary to complete the revised and updated initiatives identified as part of this Chapter (Strategic Action Plan), including the *Proposed Redevelopment Targets, Redevelopment Initiatives, and Redevelopment Incentives* further described below.

Proposed Redevelopment Targets

It is recommended that the 2019 Updated CRA Plan update focus on the these economic and community development targets as initial redevelopment opportunities along with other areas for further study and investments:

- Former Community Hospital site and surrounding properties
- US 19 Corridor, River Side Inn/North Riverfront Area
- US 19 Corridor, Rivergate Area and Main Street Gateway
- The Hacienda Hotel and Nearby Properties
- US 19 Corridor, Southgate Center and Magnuson Inn Area
- Leisure Lane, Van Doren Avenue Neighborhood
- Various Proposed Future Projects

Community Hospital Area

Closure of the 267-bed hospital (former community hospital) in 2012 resulted in major losses of jobs and property taxes in the City. Much of the 300,000-square foot hospital was demolished. Only the much smaller 47-bed, 47,000 square foot Medical Center of Trinity Behavioral Health rehabilitation and recovery center remains. Most of the original site is now vacant. Closure and demolition of the hospital has generated increasing vacancy rates in local medical offices. Many medically-oriented businesses and health practitioners remain, taking advantage of lower rents and office ownership costs, but the economic outlook for this area is not encouraging unless a significant new future for the hospital site can be realized.

Pasco County Property Appraiser records indicate that there are 40 developed properties with 377,000 gross square feet of general and medical office space in the surrounding area, including several properties with over 25,000 square feet of space. Many if not most of these office facilities were developed because of and relied heavily on the presence of the Community Hospital. Occupancy/vacancy data is limited, but visual observations suggest that vacancies are above average and are likely to trend higher. Existing rental rates and prices also suggest a weakened office market.

Property appraiser records show 11 parcels with a total of 24.46 acres of land owned by several named parties associated with the former Community Hospital. These are identified on as parcels 1 through 11. The Behavioral Health Center is on Parcel 1, but half of the 5.88-acre parcel appears to be undeveloped, as are the other 10 parcels. Two adjacent parcels (12 and 13) are developed with multi-tenant medical and professional buildings. Parcel 13 is a 1.18-acre undeveloped City-owned property with a prime location on Grand Boulevard.

The 11 parcels owned by parties associated with the hospital have a total taxable value of \$4.66 million, \$3.20 million of which is the taxable value of Parcel 1 with the Behavioral Health Center. The other 10 vacant commercial parcels have an average taxable value of \$78,804 per acre. The two parcels occupied by medical and professional offices have an average taxable value of \$283,651 per acre for 3.41 acres, or about \$23 per square foot for a combined 42,368 square feet of building area.

Redevelopment Initiatives

As the site is no longer in contention for a proposed VA clinic, it is imperative that the hospital properties be positioned and marketed for another use or uses. Options include other specialized health/medical facilities, as illustrated by the Trinity Behavioral Health Center, and a significant senior assisted living community and nursing care facility, taking advantage of the many medical professionals still in the area.

It is essential to the economic viability of this area of New Port Richey that City representatives engage in a series of workshop-type meetings with hospital property owner representatives to discuss and define options for reuse of hospital properties. Possible reuse and development options include:

- Other specialized health/medical services and facilities that could fit well into the Trinity West Pasco Campus in New Port Richey.
- Opportunities for development of a state-of-the-art assisted living community and associated nursing care facilities.
- Opportunities for developing beneficial associations with the medical community still located in the former Community Hospital area.



Figure 6: HCA Community Hospital Properties

This working group should develop a vision and conceptual master plan for the hospital properties and engage a national real estate broker to market the properties to prospective developers and operators of major public and private medical, health care, educational, and senior housing/assisted living facilities.

Other strategies that would greatly benefit this area of New Port Richey include:

- Assessing the potential of Gulf Drive (and/or High Street) as a gateway to the former Community Hospital area from US 19 as an alternative to Marine Parkway. Marine Parkway between US 19 and Grand Boulevard is a narrow residential street, whereas Gulf Drive is signal-controlled at US 19 and has a number of commercial properties.
- Improving the design character of Grand Boulevard from the Downtown Main Street area south to the Community Hospital properties and potentially beyond to make it a truly “Grand” boulevard and southern gateway to/from SR 54.
- Developing a strategy and work program that draws attention to and facilitates private investment in redeveloping the Community Hospital site and nearby properties by taking advantage of Federal tax incentives available to investors in designated Opportunity Zones created under the new Tax Cuts and Jobs Act of 2017. Census Tract 314.05, which includes the Community Hospital site, is one of three Census Tracts in New Port Richey with Opportunity Zone designation.

To illustrate the impact and scale of tax revenues lost with relocation of the Medical Center of Trinity in 2011, hospital facilities on the 46.19-acre Trinity site have a current taxable value of \$92.27 million, which averages almost \$2 million per acre and \$245 per square foot of building area.

US 19/Rivergate/Main Street Gateway

This “gateway” to Downtown New Port Richey, referred to as “Rivergate,” has become a focus of extensive recent Pasco County visioning and planning activities and more recent real estate activity involving the existing Walgreens drug store and the adjacent vacant newspaper building. This 22-acre area is bounded by US 19, Main Street, River Road, and South Road.

Pasco County’s recent planning and visioning initiatives have occurred at a very opportune time, given more recent real estate market happenings in the area, including the imminent closure of the Walgreens drug store at the corner of US 19 and Main Street, the demolition and redevelopment of the adjacent parcel for an Aldi’s market, and development of the new Main Street Landing mixed residential/retail project on Main Street between River Road and the Cotee River.

Rivergate consists 22.14 acres of land with 22 properties and 20 property owners and a total taxable value of \$9.27 million as shown in Figure 7. This includes \$7.08 million for seven parcels on US 19, \$1.07 million for seven parcels on Main Street, and \$0.48 million for eight parcels on River Road and Acorn Street. Development on US 19 consists of mix of large retail, office, and warehouse facilities, car wash, and restaurant. Professional and medical offices and small retailers characterize development on Main Street.



Figure 7: US 19-Rivergate-Main Street Gateway

US 19 commercial frontage includes seven developed parcels (Parcel 1 through 7) with 13.04 acres, 224,833 square feet of building area, and a total taxable value of \$7.08 million. Taxable values average \$542,619 per acre and \$31.50 per square foot. U-Haul Storage, with 94,993 square feet of mini-warehouse space, and the old Bank of America building, with 62,727 square feet, are the largest facilities. Highest taxable values are U-Haul Storage (\$2.13 million) and Walgreens drug store (\$1.96 million). Walgreens is for sale currently for \$1.35 million, which is much lower than its taxable value.

Main Street commercial frontage includes seven parcels (Parcel 16 through 22), six of which are developed, with 2.03 parcel area, 39,635 square feet of building area, and a total taxable value of \$1.70 million. Taxable values average \$836,500 per acre and \$43 per square foot. The largest and highest value property is the six-tenant Alderman Plaza retail center with 13,423 square feet and a taxable value of \$477,492. One small commercial property, an 8,000-square foot warehouse, on Acorn Street (Parcel 14) has a taxable value of only \$155,695 (\$19.50 per square foot), and is for sale for \$495,000.

Six parcels that front on River Road (Parcel 8 through 13) are residential or institutional, including two churches, one of which is City-owned Gateway Church. The 2.3-acre Gateway Church parcel (Parcel 12) is viewed as part of a potential site for affordable or market rate housing development. The church parcel was acquired by the City in 2006 and was rezoned to allow up to 10 dwelling units per acre, or up to 23 units. Given the location of this property adjacent to commercial uses on US 19, a density of 15-20 units per acre is reasonable, making it feasible to develop many additional units, particularly in combination with other River Road properties (Parcel 8 through 11) and the undeveloped rear portion the U-Haul Storage parcel (Parcel 5). These five parcels and the church property total approximately five acres and could accommodate up to 75-100 units. All properties but the church property have a total assessed (just) value of \$550,000.

Vision 19 Redevelopment Concepts

Redevelopment concepts for a larger Main Street gateway area along US 19 and Main Street, including properties in this 22-acre Rivergate area, were studied and proposed by the County in its 2014 report, *Vision 19: A Catalyst for Change in The Harbors*. This ambitious but creative and thoughtful list includes several projects and initiatives, outlined below, in the US 19/Rivergate/Main Street Gateway area, which can help drive joint actions by City and County leaders to redevelop this prominent community gateway.

- Acorn Street pedestrian walkway network
- Innovation Café (a “coffee house” type of meeting place and incubator of ideas)
- Places for the display of public art
- Main Street streetscape improvements. Transit-oriented mixed-use development on Main Street
- Development of affordable housing on City-owned church property on River Road
- Development of a parking structure south of Main Street at Bank Street and Nebraska Avenue
- A “Food Hub” where the Aldi’s market is proposed

Redevelopment Initiatives

Given the impetus provided by the County's Vision 19 initiatives for and interest in this Rivergate area, opportunities for the vacant newspaper building presented by the new Aldi's market and the nearby Main Street Landing development, the urgency created by the imminent closing of Walgreens at the highly visible US 19 and Main Street corner, and the presence of aging and haphazard development along US 19, the time is right for City and County to follow through jointly in redeveloping this prominent gateway area. Initiatives include:

- Working with property owners and commercial brokers to sell, lease, update, and reuse the Walgreens store.
- Working with management of Aldi's market to expedite permitting and address their access, and operating needs.
- Finding and negotiating with a qualified developer of affordable, market-rate, or senior assisted housing for the City-owned Gateway Church property and adjacent River Road properties.
- Improving landscaping and enhancing streetscapes and sidewalks along US 19 and Main Street frontages. Investigate funding these improvements and enhancements through special assessments on benefiting property owners.
- Developing pedestrian walkways through the Rivergate area with connections to the Cotee River and the Main Street Landing.

The County's Vision 19 was followed by a 2015 report, *Harbors Catalyst Project Development Strategy Concept Plan Market Area*, that focused more specifically on redevelopment needs and opportunities in the Rivergate area. The RCLCO consulting firm assessed three market concepts for the 22-acre Rivergate site involving three different mixes of retail, office, and housing development. Concepts ranged from 75,000 to 146,955 square feet of retail space, from 112,400 to 135,665 square feet of office space, and from 95 townhomes to 180 multifamily housing units. Aspects of all three concepts had advantages and disadvantages, with no strong preferences expressed for one over the others.

Figure 8 provides a conceptual site layout for the Rivergate site that reflects a retail, office, and housing development. The layout considers locating retail development fronting the corner of Main Street and US 19 with parking in the rear. Residential development is located adjacent to the retail uses. An office/institutional development is located in the south of the site and includes parking structure which maximizes available space for an office complex and public space.



Figure 8: Rivergate Development Concept

Figure 9 is the rendered site plan for Main Street Landing as prepared by New Port Richey Development Department. This residential site is adjacent to the Rivergate site and includes access to the river.

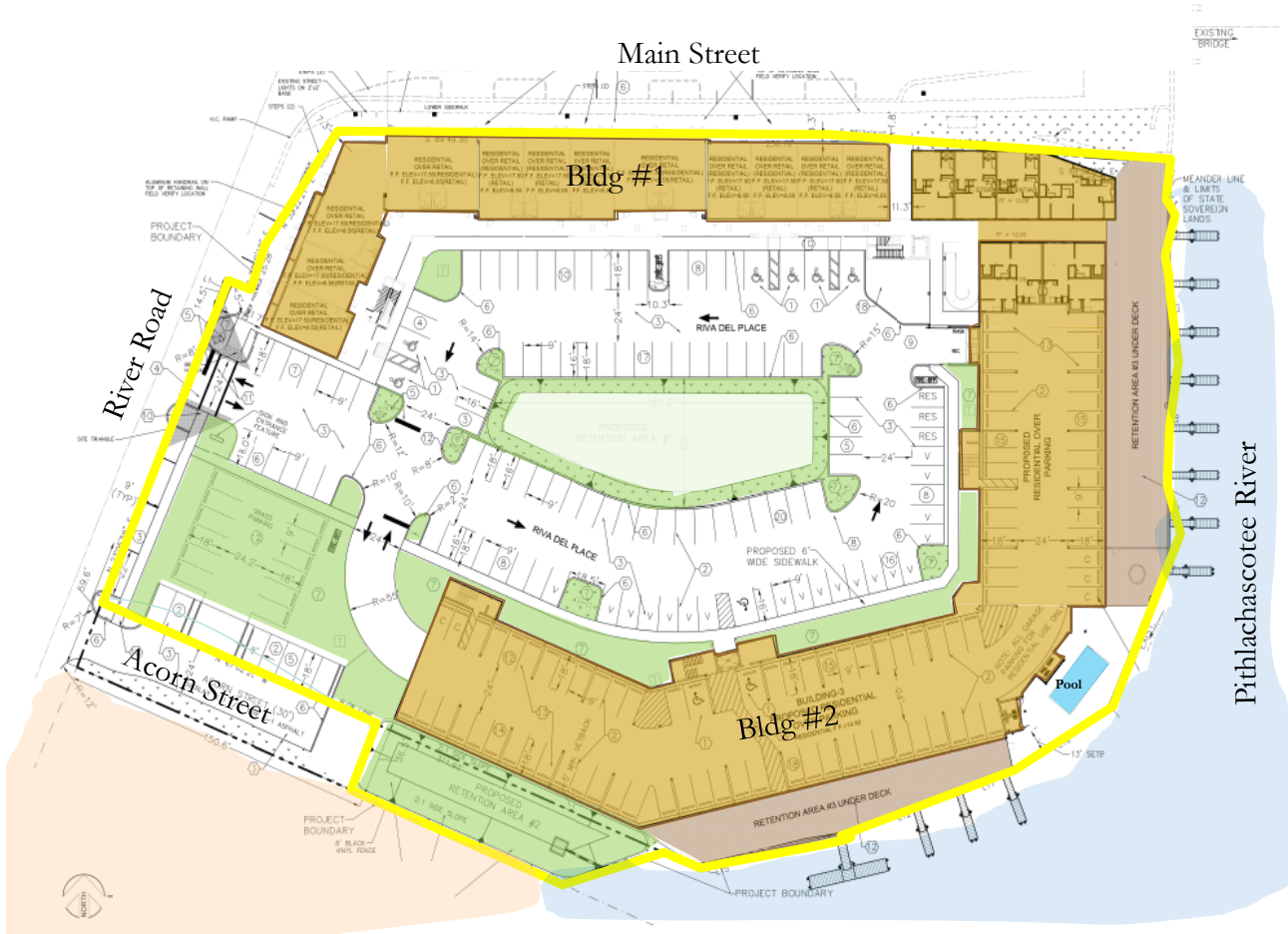


Figure 9: Main Street Landing Site Plan

US 19/Southgate Center/Magnuson Hotel Area

Southgate Center and nearby US 19 commercial properties present additional opportunities to upgrade property values and enhance the visual character in the US 19 corridor. This includes Southgate Center and its several outparcels and properties on the south side of Marine Parkway on the west side of US 19, including the Magnuson Hotel & Marina and vacant former Johnny Leverock's waterfront restaurant. The 27-acre Southgate Center is largest commercial property tax generator in New Port Richey, with a taxable value of \$16.5 million, and ensuring its future as a viable retail center is an essential and achievable goal for the City.

Because of the proximity of the challenged Leisure Lane-Van Doren Avenue neighborhood, Southgate Center and commercial properties in the immediate area are at great risk of losing shoppers and much needed business activity.

Magnuson Hotel & Marina owners envision total redevelopment of the existing 124-room hotel, 32 boat slips, and on-site restaurant and bar. Proposed redevelopment would include 90 hotel rooms, branded under a major flag, and conference and banquet facilities. Plans also call for 200+ condominium/rental units on Marine Parkway. The property has a taxable value of \$2,717,383, averaging \$21,914 per room, and a 3.67-acre site, with average taxable value of \$740,431 per developed acre and \$40 per square foot of gross building area (67,870 SF).

Johnny Leverock's Seafood House, which has been closed for some time, is located on an adjacent prime waterfront property immediately south of the hotel. Both the hotel and restaurant have rare combinations of exceptional waterfront locations and convenient access to US 19, which ultimately will prove attractive to hotel and restaurant investors and operators. Leverock's has a 1.53-acre site, 15,504 square feet of gross building area, and a taxable value of \$1,335,899, which averages \$873,137 per acre and \$86 per square foot of building area.



Figure 10: Southgate Center-Magnuson Hotel-Leverock's Restaurant

Redevelopment Initiatives

Actions to be taken by the City and CRA to enhance the general appearance and operation of Southgate Center, to improve conditions affecting the Center and other commercial properties impacted by the Leisure Lane-Van Doren Avenue neighborhood, to facilitate redevelopment of the Magnuson Hotel property, and reopening Leverock's restaurant include the following:

- Provide design guidance and financial incentives that promote landscaping and other visual and functional improvements to Southgate Center and other older commercial properties on US 19, including landscaping along the US 19 frontage and screening of uses particularly along rear property lines.
- Work with Southgate owners to assess the feasibility of removing the existing storefront parking strip to expose storefronts, creating a more attractive and pedestrian friendly "lifestyle" shopping environment. Determine if the off-street parking ratio in the Center can be reduced to facilitate removal of this storefront parking strip and redesign of parking areas.
- Work with Pasco County to improve conditions in the adjacent Leisure Lane-Van Doren Avenue neighborhood through code enforcement and law enforcement actions and grants and incentives that improve and rehab properties.
- Work with Magnuson Hotel owners to help expedite and facilitate their plans to redevelop, upgrade, and re-brand the hotel property with a new national flag.
- Work with Leverock restaurant owners and commercial brokers to help facilitate resolution of financial/legal issues, potential property liquidation, and securing a new owner/operator.
- Assess the feasibility of closing Floramor Terrace as a public street in front of the Magnuson Hotel and Leverock's restaurant adjacent and parallel to US 19 and making it instead a private drive serving these properties with a wider and more attractive landscaped buffer developed along US 19

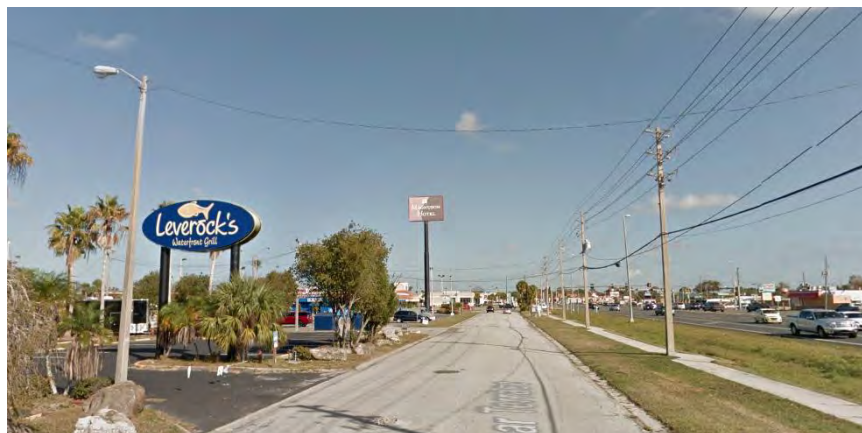


Figure 11: Existing Floramor Terrace

US 19/River Side Inn/North Riverfront

The County’s Vision 19 report includes a Millers Bayou Small Area Plan with redevelopment and infill concepts and recommendations for a “town center” area in Port Richey and a small area of New Port Richey identified as Bayou Pointe. Concepts and recommendations for Bayou Pointe target the existing River Side Inn and essentially the same adjacent vacant properties on US 19 and the Cotee River shown in Figure 12.

The Vision 19 report cites generally poor aesthetics and maintenance conditions and antisocial behavior on and around the site. Redevelopment options for the properties outlined in the Vision 19 report include a new up-to-date hotel with a name brand and development of a mix of destination uses, including retail, hotel, and waterfront recreation.



Figure 12: River Side Inn-North Riverfront Area

With a total area of 8.06 acres, the Bayou Pointe site is large enough to accommodate a mix of commercial and recreational uses, including a branded hotel, destination retail shops, and marine uses on the waterfront, or water-oriented residential development with 100-160 townhomes, condominiums, or apartments. The Cotee River and Millers Bayou is an attractive waterfront area with expansive views from Pier Road, which runs along the west side of this Bayou Pointe property.

Opportunities for a new hotel in the area may be limited, given the competitive nature and price sensitivity of the US 19 market, whereas a waterfront location and environment make the site an attractive and marketable place for higher density residential development with some amount of compatible waterfront commercial use.

The 105-room River Side Inn occupies 3.39 acres and has a taxable value of \$1,004,552, averaging a very low \$9,567 per room. This compares to \$30,000 to \$50,000 per room for several newer hotels in the area. The other five parcels, totaling 4.67 acres, are classified as vacant commercial and vacant residential. Total taxable value of all parcels is approximately \$1.6 million, which averages around \$200,000 per acre, or approximately \$120,000 per acre, excluding buildings. Parcels 1 through 3 are within the city limits, and Parcel 4 through 6 are outside the city limits.

Development of a waterfront residential community with up to 100 townhomes at an average density of 12 units per acre or 160 apartments at an average density of 20 units per acre would generate average taxable values of around \$125,000 per unit, or \$12-\$20 million compared to an existing \$1.6 million. This is based, in part, on analysis of values of existing Sea Forest Beach Club Townhomes on Cross Bayou Blvd just east of US 19, built between 2004 to 2014. Recent sales prices for newer townhomes reach up to \$185,000.

Development of up to 100 townhomes or 160 apartments would be more than adequate to cover estimated costs of acquiring the site, given that the current assessed value of the entire property is only \$10,000 per apartment or \$16,000 per townhome, which is less than current land cost factors for new multifamily developments.

Redevelopment Initiatives

Actions the City and CRA should undertake to promote and facilitate redevelopment of the property include the following:

- If the property is in the Coastal High Hazard Area (CHHA), determine that the City has a sufficient credit reserve to allow for redevelopment of the property.
- Enter discussions with property owners to determine their level of interest in redevelopment and sale of the properties.
- Develop a conceptual master plan for the site to introduce redevelopment concepts to potential developers, including provisions to buffer the site from noise and visual impacts generated by US 19 traffic.
- Facilitate meetings between interested developers and property owners and assist as may be appropriate in permitting and the assembly of land.

Figure 13 provides a conceptual site layout for the Riverside Inn site and adjacent parcels that reflects a hospitality, retail, and residential development. The layout takes advantage of the river front and orients buildings with views of this asset. Circulation for this site can be accommodated by a roundabout that provides access to the driveway network and parking accommodations for each use.



Figure 13: Riverside Inn Redevelopment Concept

Downtown Main Street/Hacienda Hotel

Restoring and re-energizing the historic Hacienda Hotel on Main Street as the lynch pin for and economic driver of sustained Downtown redevelopment has been a top priority of the City and CRA. This landmark property was purchased by the City in 2004, before which it had served for several years as a housing and health care facility for memory care residents. Several attempts were made over the years to secure a qualified developer of small boutique hotels and inns to renovate and reopen the property. Earlier this year, the City/CRA entered into a development agreement with the owner/operator of the historic Lakeside Inn in Mount Dora to complete restoration of the Hacienda and to operate this National Historic Register property as the distinctive hotel it once was. Restoration is expected to be completed in late 2019, aided by historic preservation grants from the Florida Division of Historic Resources and CRA funds.

In addition to progress with the Hacienda Hotel, the new Main Street Landing mixed-use development (apartments over retail stores), now under construction, and the proposed The Central apartment community (fka, Residences at Orange Lake) illustrate growing investment and business opportunities in Downtown New Port Richey.



Figure 14: Hacienda Hotel (southeast corner)

Property across Main Street from the Hacienda Hotel (see Figure 15) may provide another attractive development/redevelopment opportunity, taking advantage of its location across from the Hacienda Hotel, Main Street ambiance, and close walking proximity to Downtown eateries, shops, and offices. These four parcels total 2.04 acres. A small portion of the existing Lafayette Street right-of-way, if vacated, could be added to provide a larger contiguous property that could accommodate up to 60 or more residential units with ground floor retail uses at densities similar to those planned for the Main Street Landing and The Central projects.

Parcels 1 and 2 in Figure 15 are privately owned. Parcel 1 is vacant and 2 has an older office building at the corner of Main and Bank Streets. Parcel 3 is owned by Pasco County and used as a parking area by the Facilities Maintenance Department. Parcel 4 is a City-owned off-street parking area. It is assumed that long term ownership and uses of these properties are negotiable.

The privately-owned properties have a taxable value of \$237,780, while the adjacent publicly-owned properties are tax exempt. Development of the consolidated site with up to three floors of market-rate rental units and 10,000-15,000 square feet of ground floor commercial space has a potential taxable value of \$6-\$7 million. Commercial frontage on Main Street is 200-225 feet.

Two market studies commissioned by the City in recent years provide sound background for analysis of specific Downtown area market opportunities. These are An Analysis of the Residential Market Potential of the Urban Core, 2015, Zimmerman/Volk Associates, and Hacienda Hotel: Hotel Market Analysis, 2016, Gibbs Planning Group.

The Zimmerman/Volk study defined the “urban core” of New Port Richey as a somewhat larger area than Downtown but concluded that it was reasonable to estimate an annual capture rate of around 100 new multifamily units in the urban core, or about 500 in five years. The new Main Street Landing and The Central projects account for 165 units, leaving over 300 for other new developments in and near Downtown, possibilities for which include the Main Street blocks identified in Figure 15 and City-owned Gateway Church property on River Road.

The Gibbs Planning Group hotel study estimated demand for over 11,000 room nights and 69 percent occupancy rate by year five of operations for an upscale hotel and an average daily room rate (ADR) of \$166 by year five.



Figure 15: Downtown Main Street/Hacienda Hotel

Redevelopment Initiatives

Actions recommended for the City and CRA to promote and help facilitate development of these properties include:

- Meet with the property owner of Parcels 1 and 2 to discuss and determine his/her interest in redeveloping the properties and perhaps the adjacent City-owned and County-owned properties.
- Meet with Pasco County representatives to discuss the availability and potential cost of Parcel 3 as a redevelopment site.
- Assess and determine the potential closure of Lafayette Street between Lincoln and Bank Streets in order to consolidate properties.
- Discuss and agree on terms leading to redevelopment of the existing privately-owned block or the consolidated properties.

Leisure Lane – Van Doren Avenue Neighborhood

In addition to redeveloping significant commercial and institutional properties, the City should identify a residential neighborhood (or neighborhoods) characterized by high crime, high vacancies, poor maintenance, general unsightliness, etc., as a five-year “pilot” project for neighborhood stabilization and improvement, within which an array of Federal, State, and local funding and regulatory programs can be employed. Other priority neighborhoods can be targeted for improvement as resources permit.

The Leisure Lane-Van Doren Avenue neighborhood is considered an ideal candidate “pilot” project. Currently, this area is an unincorporated Pasco County enclave that has long been a source of complaints about poor appearance and maintenance of properties, crime and other anti-social behavior, and adverse impacts on the adjacent Southgate Center, on other businesses on US19, and on adjacent residential areas.

Pasco County has requested that the City of New Port Richey annex the area and help deal with the many code enforcement, law enforcement, and urban blight issues. The recently completed City of New Port Richey Annexation Analysis, June 2018, identifies a potential annexation area of approximately 23 acres extending north from the Southgate Center to Cross Bayou Boulevard, as shown in Figure 8.

The neighborhood includes approximately 100 residential structures, including an estimated 85 units classified by the County Property Appraiser as mobile homes. Two thirds of all residential structures are located between Gulf and Cross Bayou Boulevards. The other third is south of Gulf Boulevard. The neighborhood also includes a number of vacant residential lots. Two residential structures south of Gulf Boulevard, built as single-family homes, have other uses.

It is of particular note that of the 100 residential structures, an estimated 86 do not have homestead exemptions, indicating their largely non-resident or



Figure 16: Leisure Lane – Van Doren Avenue

off-site ownership. An unknown number of homes are vacant, in seasonal use, and rented to others. Permanent or seasonal vacancies and high levels non-resident or off-site ownership have led to neglectful property maintenance, high resident turnover, and numerous complaints and calls for assistance from law enforcement officials. The average current taxable value of developed residential properties is an estimated \$12,000- \$15,000 per unit, perhaps less, indicating that the minimal property taxes they generate fall well short of covering the costs of County and City services they require.

Non-residential uses include a motorcycle club and social club on Gulf Drive. The Fraternal Order of Eagles has large lodge and social hall on the corner of Gulf Drive and Leisure Lane, plus parking areas on Leisure Lane. No information was found as to the impacts of the motorcycle and social clubs on the neighborhood. The social club and off-street parking occupy approximately 0.7 acres of land and are in the City of New Port Richey.

The potential annexation area on the north side of Gulf Drive and fronting on US19 includes six commercial properties totaling 4.4 acres. Four are developed with retail, service, and warehousing businesses; the other two are vacant. Their total current taxable value is \$1,402,581.

The West Pasco Habitat for Humanity has recently embarked on a major revitalization initiative in this neighborhood, including acquiring and clearing properties and building new housing. Current County Property Appraiser records indicate that the organization has already acquired 30 residential properties and plans ultimately to build as many as 100 new homes.

Redevelopment Initiatives

Actions to be taken by the City if and as it annexes the neighborhood, including areas north and south of Gulf Drive, include the following:

- Develop an annexation agreement with the County that outlines, coordinates, and shares code enforcement and law enforcement activities and costs.
- Coordinate with Southgate Center owners on implementation of effective screening and buffers between the Center and neighborhood.
- Develop a joint City-County program to promote and provide financial incentives for property maintenance and enhancement, housing rehabilitation, and new construction for interested and qualified property owners and improve neighborhood amenities and infrastructure; apply for and utilize available Federal and state neighborhood stabilization, CDBG, and housing rehabilitation funds.
- Coordinate with the West Pasco Habitat for Humanity on their vision and plans to acquire and clear properties and rebuild homes in the neighborhood and needs they may have for support from the County and City.
- Amend the existing Community Redevelopment Area to incorporate this annexed area and make it eligible for tax increment funding and other CRA programs.

Various Proposed Future Projects

Continued investments in a variety of community-wide projects will support and/or encourage additional development activities. These opportunities range in community investments. Some of these opportunities will need to be timed with realistic expectations of Public/Private Partnerships with property owners, investors and the City, others are coordinated investments that add aesthetic value, connect areas or properties for better accessibility, or supplement adjacent investments. These opportunities are not all inclusive, and will continue to evolve and require further investigative study prior to implementation to establish boundaries, detailed work programs and budgetary obligations:

- Gateway Area Infrastructure Plan:
 - Drainage
 - Parking
- City Owned Boat Ramp and Parking
 - Redesign for efficiency and mixed-uses
- Chamber Offices Redevelopment
 - Redesign for efficiency and mixed-uses
- Data Communication Network
- Streetscape Enhancements
- Riverwalk Expansion
 - Various Overpass/Underpass U.S. 19
 - Sims Park Under Main Street to South
 - Sims Park to Port Richey
- Alley Rehabilitation
- Bicycle/Trail Routes:
 - Grand Boulevard to Marine Parkway
- Corridor Improvements:
 - Gulf Drive
 - Utility Burials
 - Madison Avenue - City Limit (6th Ave.) to Main Street
 - Sidewalks/Landscape/Lighting
- Tourism Facilities:
 - Recreation Enhancements
 - Docks/Boat Ramps/River Taxis
 - Athletic Training Facilities
 - Olympic/Competition Sized Swimming Pool

Redevelopment Incentives

Redevelopment incentives for the New Port Richey CRA include programs which are meant to incentivize home owners or businesses to make improvements to their properties and effectively increase the value of the property. The following program incentives for housing and businesses are currently implemented in the CRA and are planned to be continuously utilized. In addition to current implementations, New Port Richey should consider the recommendations provided in the Urban Land Institute (ULI) Tampa Bay's "Residential Revitalization in New Port Richey" publication which included panel engagement and analysis. The documentation is included in the Appendix.

Housing Programs

Owner-Occupied Rehabilitation Loan Program

Purpose: To enable moderate, low, and very low-income owner-occupant residents to maintain ownership of housing that is decent, safe, and sanitary.

- Maximum TIF Loan amount shall be \$20,000.
- The homeowner's total annual household income shall not exceed 120% of the area median income as published by the U.S. Department of Housing and Urban Development.
- Eligible repairs are limited to elimination of code violations and health and safety issues related to the structure.
- The interest rate on this loan shall be 0% and payments on the loan shall be deferred while the property remains the applicant's primary homestead residence.
- The value of the dwelling before rehab may not exceed \$200,000.

Owner-Occupied Rehabilitation Deferred Payment Loan Program

Purpose: To enable low and very low-income owner-occupant residents to maintain ownership of housing that is decent, safe, and sanitary. Maximum Deferred Payment Loan amount shall be \$20,000.

- The homeowner's total annual household income shall not exceed 80% of the area median income as published by the U.S. Department of Housing and Urban Development.
- Eligible repairs are limited to elimination of code violations and health and safety issues related to the structure.
- The interest rate on this loan shall be 0% and payments on the loan shall be deferred while the property remains the applicant's primary homestead residence.
- The value of the dwelling before rehab may not exceed \$200,000

Program Funding: TIF budgeted item - \$150,000 annual fund availability.

Business Incentive Grants

The CRA has in place several business incentive grant programs. They are listed as follows:

1. Commercial Property Façade and Exterior Improvements Grant

The goal of these grants is to provide incentives to property owners to upgrade and improve property exteriors. A 50 percent match is allowed for each commercial unit. The maximum amount of grant funds allowed is \$5,000 per unit, with a maximum amount for the entire property of \$10,000.

2. Business Façade and Exterior Improvements and Leasehold Improvements

The purpose of these funds is to provide incentives to business tenants to make upgrades and improvements. Existing tenants can receive up to \$2,500 at a 50 percent match. For vacant commercial properties, tenants can secure as much as \$6,000, representing a 75 percent match.

3. Commercial Real Estate Redevelopment Grant

This incentive grant program is designed for larger commercial properties with an overall redevelopment cost of \$500,000 or more. When improved, such properties serve to mitigate surrounding blight, act as an economic driver, as well as enhancing the quality of life for City residents. The fair market value purchase of a commercial building is included in determining the minimum investment threshold. Additionally, the property must be one that is economically beneficial to the surrounding properties. Grant funds attempt to provide 20 percent equity support to a project and may include incentives to tenants. All such grants require a redevelopment agreement approved by the CRA Board of Directors.

The CRA business incentive program is viewed as an important redevelopment tool because such funds are leveraged in a manner that attract private commercial investment. Continued funding for this program, and ongoing modification of grant amounts, uses, and eligibility criteria, has proven to be an effective use of CRA funds and fits the mission of the CRA to promote private investment. It is important that the program be adequate and flexible enough to attract and leverage private capital investments.

Opportunity Zones

Created as part of the new U.S. Tax Cuts and Jobs Act, Opportunity Zones are a Federal economic development tool aimed at improving outcomes in distressed communities. Opportunity Zones are low-income Census Tracts in which tax incentives are available to those who invest and hold their capital gains in Zone assets or property. Of seventeen (17) Census Tracts in Pasco County certified by the U.S. Department of the Treasury, three Census Tracts in New Port Richey qualify as Opportunity Zones. These are identified below.

- **Census Tract 314.05.** Marine District, including the former HCA Community Hospital properties and other properties east of Grand Boulevard.
- **Census Tract 314.06.** Louisiana Avenue east of Grand Boulevard, along the Cotee River, and between Congress Street and Rowan Road north to Massachusetts Avenue.
- **Census Tract 314.08.** East of Madison Avenue and south to Cecelia Drive and Trouble Creek Road.

Except for the Marine District, the designated Opportunity Zones largely are residential areas. By investing in these Opportunity Zones, investors stand to gain a temporary deferral on their capital gains taxes if they hold investments for at least five years, and a permanent exclusion from capital gains taxes if Opportunity Zone investments are held for ten years.

Another investment vehicle resulting from the Tax Cuts and Jobs Act are Opportunity Funds. These funds are required to hold at least 90 percent of their assets in an Opportunity Zone. The CRA should design and implement a strategy and plan that promotes and takes advantage of commercial and residential investment and redevelopment in those designated Opportunity Zones with highest priority needs and most realistic and attainable opportunities.



Figure 17: New Port Richey Opportunity Zones

Infrastructure Redevelopment Incentive Program

Program Description

The creation of an Infrastructure Redevelopment Incentive Program is recommended as a means of providing some financial assistance to potential developers for necessary off-site upgrades to eligible infrastructure improvements within the CRA. A list of potential program eligible improvements should be developed consistent with the type and extent of infrastructure required.

- The program makes available one-time matching funds of up to 50% of total project cost (to a maximum of \$5,000 per application). Grants will be issued on a first-come, first-served basis.

Program Funding: TIF budgeted item - \$50,000 annual fund availability.

Summer Youth Sidewalk Development Program

Program Description

The creation of this program is to develop trade skills the youth of New Port Richey can use to develop further interest in labor trades and general construction and maintenance. The paid hourly program will be offered to qualified men and women of 16 years or older to work in six member teams with two Public Works staff for direction and supervision.

- The sidewalk program is a five-foot minimum width within City ROW in predetermined neighborhoods.
- Sidewalks have been recognized as minimum property improvements with most immediate payback in terms of property value increases.

Program Funding: TIF budgeted item - \$80,000 annual fund availability.

*City Beautification Programs***Code Enforcement*****Program Description***

The S.W.E.E.P. (Solid Waste Enhanced Environment Program) for Cleaner Neighborhoods is a program that can help keep New Port Richey's neighborhoods and businesses clean by providing citizens with a means of disposing of unwanted household items that are too large for normal collection.

- Bi-Annual Code Enforcement Sweep
- Bi-Annual (30 days following Code Enforcement sweep): Solid Waste S.W.E.E.P.
- One Week following Solid Waste S.W.E.E.P.: Code Enforcement Department sweep of area.

Program Funding: TIF budgeted item - \$50,000 annual fund availability.

Youth Maintenance Program***Program Description***

Under this program, 12 full-time (weekends and summer) youths are given responsibility, with paid incentives, for litter control and environmental clean-up within the thoroughfares and right-of-way maintenance responsibility. This will be part of a comprehensive beautification plan to be developed for the New Port Richey CRA by the City of New Port Richey Solid Waste Division. As part of this 12-month work effort, 12-member youth team and one supervisor would be utilized to help improve the area's appearance. This program is recommended for implementation within the first five years of the strategic plan implementation.

Program Funding: TIF budgeted item - \$80,000 annual fund availability.

Waste Management Consolidation

Program implementation could include a review and reorganization of waste management groups which currently operate throughout the entire CRA and duplicate routes and schedules. The reorganization would consider assigning specific waste management teams to different regions or neighborhoods in the CRA to minimize the frequency of waste management vehicles on residential and commercial roads.

2019 Community Redevelopment Plan Amendment

The Community Redevelopment Plan and the term of the Community Redevelopment Agency, as well as the time certain for redevelopment activities and tax increment revenue-funded activities, have been extended through September 30, 2049. The existing Community Redevelopment Plan is hereby amended to provide the foregoing.

Redevelopment of the downtown area and US 19 requires a comprehensive approach to achieve success. Goals and Objectives can be developed around four primary areas of focus: Design (Physical Environment); Economic Development (Business Recruitment and Retention); Promotion (Image Creation); Organization (Outreach, Bringing all the stakeholders to the table). Annual work plans based around these four points are essential to incremental, measureable results.

Design: The Physical Environment

“Design” is getting the redevelopment area in top physical condition, addressing transportation and parking needs, providing public space, tracking maintenance, and constructing infrastructure to accommodate the growth envisioned in the Community Redevelopment Plan.

The CRA may develop Downtown and US 19 Vision/Master Plans and engage in any other planning efforts as deemed necessary by the Agency to carry out the Plan.

Property Management and Maintenance

- Property Management - The CRA may manage property owned by the City within the Redevelopment Area either directly or indirectly through the employment of agents, employees, independent contractors or other persons.
- Streetscaping & Site Maintenance - Some projects within the public right-of-way and in public open spaces will require an increased level of maintenance once completed. The CRA may contract with a public agency or a private contractor to provide ongoing maintenance for these projects which may include irrigation, electrical services, trimming and mowing, gardening and hardscape upkeep.
- Public Improvements, Beautification & Infrastructure - The CRA may undertake and fund, in cooperation with the City and in coordination with City departments and utility companies, public infrastructure improvements throughout the Redevelopment Area as deemed necessary by the Agency to carry out the Plan. These programs are designed to augment the City’s funding already allocated for capital improvements in the area. Improvements may be funded in conjunction with private development activities as incentives for redevelopment. The CRA may establish specific funds to assist private property owners with infrastructure improvements. Such improvements may include, but are not limited to the following:

- Streetscapes (paving, striping, curb & gutter, widening, narrowing, signalization, signage, street trees, landscaping);
- Pedestrian improvements (sidewalks, crosswalks, trails, lighting, furnishings, bike racks, etc.);
- Landscaping & hardscaping;
- Parking improvements (provisions for on-street parking, parking structures (public and private), parking lot improvements (landscaping, lighting, striping, paving); public parking facilities and public/private parking joint ventures);
- Open space, parks and public space enhancements (parks, plazas, passages, trails, boardwalks and recreation facilities including accessibility improvements);
- Transit (trolley, bus, bus rapid transit (BRT), ferry, water taxi, Bicycle/Trail projects, etc.);
- Public art;
- Riverfront improvements (bulkheads, docks, marina slips, boardwalks and promenades, erosion control, etc.);
- Utility upgrades (upgrades to water, gas, sanitary sewer, phone, data, electric and other utilities);
- Overhead utility relocation (relocation of overhead utilities to alleys and/or underground shall be coordinated with utility electric company, phone, cable and data providers);
- Storm water management (storm water treatment (bio-swales, rain gardens, BMPs), detention, retention and conveyance);
- Environmental improvements (hazardous material cleanup, water-quality improvements, erosion control, etc.);
- Signage (Downtown or neighborhood identification, gateway, wayfinding, etc.)
- Acquiring easements and purchasing land for signs, design elements, public art, etc.

- Code Enforcement - The CRA may fund increased code enforcement services within the Redevelopment Area.

- Community Policing Innovations - Community policing innovations may be initiated to target criminal activity within the CRA. The Community Redevelopment Act describes “community policing innovations” as a “policing technique or strategy” designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in criminal activity through visible presence of police in the community, including, but not limited to community mobilization, neighborhood block watch, citizen patrol, foot patrol, neighborhood storefront police stations, field interrogation or intensified motorized patrol. Community policing innovations may be considered to be funded by the CRA within specific areas of the Community Redevelopment Area.

Beautification: The CRA may identify, fund and implement beautification and “décor” projects, directly or through partnerships, such as:

- Gateways (with the necessary easements) to Downtown, the City and sub districts of the City,
- Branding, holiday and special events banners,
- Holiday street tree lighting and decor,
- Seasonal flower beds, etc.,
- Landscaping, planters, hanging flower baskets, etc.

Economic Development: The Business Environment

“Economic Development” in the redevelopment context is building on and strengthening the Redevelopment Area’s existing unique assets while recruiting entrepreneurs and growing businesses to reposition the Downtown and the US 19 corridor in the marketplace and move these areas and the community towards the shared vision.

The CRA may assist private property owners and developers in redeveloping properties in a number of ways including recruiting businesses and/or developers to do business within the CRA urban core and connecting would-be developers with potential property owners to facilitate redevelopment. The CRA may choose to offer financial incentives in order to fill the economic gap and stimulate redevelopment. The following tools may be used alone or in partner with other options:

- Incentives for New Residential Development – In redevelopment areas, it is often the case that financial gaps exist that make projects financially infeasible. This is because local rents are often too low to generate adequate rates of return, given higher cost factors for land acquisition and building renovations. The CRA may provide incentives for new development including affordable housing or mixed-income housing, infill single-family development and commercial development.
- Incentives for New Businesses - Attracting new businesses will be critical to the success of the redevelopment and revitalization of the commercial areas of the CRA. The ability to offer financial incentives increases the potential for success in attracting the numbers and types of businesses needed and desired to create a sustainable business community. These include incentives such as:
 - Lease Rebate programs,
 - Building Façade improvements/grants,
 - Interior Build-out Grant programs,
 - Targeted Redevelopment Grant programs,
 - Recruitment materials,
 - Participation in retail recruiting conferences,
 - Online listings, etc.
- Incentives for retaining existing businesses – The CRA may develop and implement a strategy to identify and retain those existing business assets that contribute and move the Redevelopment Area toward the vision.

This could include:

- Printed and online restaurant guides and shopping guides,
 - Merchant educational seminars,
 - Coordinated advertising,
 - Zip Code and customer surveys,
 - Retail events,
 - Market Analyses
-
- Regulatory Incentives
 - Density/Intensity Bonuses, Transfer of Development Rights, and Rezoning - The City can create value for a site by upgrading the land use or density/intensity allowed, if it meets the goals of the Comprehensive Plan. It is important to note, however, that increased density/intensity might not translate into increased value if the market cannot support the size of the project.

 - Fast Track Permitting - In addition, a major cost/obstacle to redevelopment is the time and effort involved in the planning/permitting process. A “fast track” process for development can be created to expedite certain desired projects.

 - Residential Rehabilitation - The appearance and integrity of residential neighborhoods within the redevelopment area is critical to its success. Accordingly, the CRA may provide grants or loan interest subsidies, or a combination thereof, to residential property owners, for the rehabilitation of their properties. These funds may be used for a broad range of permanent (fixed) improvements including, but not limited to, roof repair, landscaping, painting, parking and driveway upgrades, and sewer hook-ups. Priority will be given to those owners of duplexes and triplexes that are willing to convert such structures to legal single-family dwellings.

 - Land Banking and Site Assembly - The CRA will be empowered to purchase properties to hold for current or future opportunities or to assemble with other properties. The CRA may also pay for related costs, including but not limited to, transaction costs, site clearance, demolition, and repairs. The CRA also may pay for costs associated with the disposition of property it acquires, including but not limited to, marketing, the request for proposal process, and transaction costs. This program shall be utilized as a secondary tool after efforts have been made to encourage the private sector to take the lead in redevelopment opportunities. The City and CRA will seek to purchase real property based on negotiated voluntary sales.

 - Business Relocation - The CRA may assist businesses with moving expenses to relocate to the Redevelopment Area and may also assist existing businesses within the area to relocate to make way for redevelopment activities consistent with The Plan.

 - Business and Developer Recruitment - The CRA may fund recruitment efforts to attract new businesses, residents, investors and developers to the commercial/office areas of the redevelopment area.

- Environmental Improvements - As redevelopment occurs, private properties within the Redevelopment Area may be found to contain environmental contamination. The CRA is empowered to provide financial assistance to property owners/developers to cover costs associated with environmental cleanup as part of the redevelopment of such properties.
- Site Preparation For Redevelopment - The CRA may prepare or cause to be prepared as building and development sites, any property in the Redevelopment Area owned or acquired by the CRA or any other person, in order to redevelop the site in accordance with the Plan. Such site preparation may include, but is not limited to demolition, building rehabilitation, building relocation, infrastructure, utilities, environmental cleanup and grading.
- Marketing Research - The CRA may fund market research in order to assist developers, owners and businesses with assessing the market potential and viable mix of retail, restaurant, office and residential for the Redevelopment Area or for specific projects.

Acquisition & Disposition

- Property Acquisition - The CRA may acquire real property by purchase, condemnation, gift, exchange or other lawful means in order to carry out the intents and purposes of the Plan. Property may be acquired for either public use or to be disposed of for private development in accordance with the Plan. Key redevelopment sites have been identified in the Plan, and other sites may become available or identified, which are or may be important parcels for the CRA for acquisition in order to carry out the objectives of the Plan.
- Property Disposition - The CRA is authorized to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property. To the extent permitted by law, the CRA is authorized to dispose of real property by negotiated sale or lease. All real property acquired by the CRA in the Redevelopment Area shall be sold or leased for development for fair value in accordance with the Plan and as required by the Act. The leases, deeds, contracts, agreements and declarations of restrictions relative to any real property conveyed by the CRA may contain restrictions, covenants, covenants running with the land, conditions subsequent, equitable servitudes, or such other provisions necessary to carry out the Plan.

Demolition, Rehabilitation and Relocation

- Demolition - The CRA may demolish, clear, or move buildings, structures and other improvements from any real property in the Redevelopment Area which it has acquired and as may be necessary to carry out the purpose of the Plan.
- Building Rehabilitation - The CRA may rehabilitate or, as a condition of sale, lease or owner participation, require a redeveloper or owner-participant to rehabilitate, remodel, alter, restore, repair or otherwise improve property that is the subject of the

sale/lease. The CRA may pursue the purchase of underutilized or dilapidated structures within the area, may work with the owner through a joint venture to redevelop/rehabilitate such structures and may help building owners recruit businesses to occupy the structures so they can perform to their potential.

- **Structure Relocation** - In the event that a particular structure which is in an area that is proposed for redevelopment is determined as worthy of being preserved, the CRA may, if they determine preservation is feasible, authorize funding necessary to move the structure to another location within or outside the redevelopment area.
- **Administration and Professional Consulting Services** - The CRA is empowered to fund all operational, management and administrative activities of the Agency including, but not limited to employees' salaries and benefits, equipment, supplies, software and vehicles. The CRA is empowered to hire private consultants to carry out the Plan.

Partnering: The CRA shall strive to build partnerships with New Port Richey Main Street, The Pasco Chamber of Commerce, Pasco County and others, to work with the business and non-profit community to strengthen the business climate in New Port Richey.

Industry and Organization Outreach: The CRA may participate with representation/memberships with the International Council of Shopping Centers, Florida Redevelopment Association, Florida Main Street, The National Main Street Center, The International Downtown Association and other similar organizations for networking, best practices and education opportunities in Economic Development.

Promotion: Image Creation

Marketing is a tool that increases visibility for the City of New Port Richey and is critical for the vitality of its Downtown District and US 19 corridor. In order for this to succeed, the community stakeholders, business and property owners, the City of New Port Richey, and New Port Richey Main Street should connect to implement and foster a unified strategy.

To succeed in building long term economic success for the Downtown and the City, festivals and sustainable events are opportunities that reinforce a district's positioning and branding. That means they must be targeted at the right audiences and communicated using the right media. One of the greatest promotional tools is that sustainable events further the exposure to the existing businesses in the area by bringing in first-time visitors/users, generating repeat visits and providing for local resident activity and interaction.

Marketing and Branding: The CRA may assist with funding and management of promotional activities in order to raise awareness and interest in the Redevelopment Area, to provide support for area businesses and to help brand the City's urban core regionally and/or nationally. Promotional campaigns should be aimed at increasing business volume, development activity and residential interest in the Redevelopment Area. The CRA may fund staff, consultants, events, advertising/promotional materials, distribution, media advertising

and other promotional activities. The CRA should coordinate advertising and promotional activities with other local agencies and organizations such as New Port Richey Main Street, the Chamber of Commerce, the Pasco County Tourist Development Council and local arts/cultural organizations in order to leverage and optimize each organization's efforts and funds. The CRA may develop a Marketing/Branding strategy to include ongoing activities that promote the downtown and US 19 corridor, increase awareness by residents of progress and activities, and position these areas in the marketplace.

This can include tools such as:

- Brand Development and Brand Extension,
- Banners,
- Shopping guides,
- Dining guides,
- Table tents,
- Events posters,
- Special event list posters,
- Web pages,
- Social media accounts/pages,
- Advertising
- Sharing Market Research with downtown area partners.

Facilitating Downtown Events: To ensure festivals and sustainable events that enliven public spaces, streets, cultural venues and businesses occur within the downtown area, the CRA may develop, coordinate, encourage, facilitate, promote, sponsor, participate, partner, and/or produce events. These can include weekly, monthly, annual and retail events.

Organization: Outreach

Bringing all the stakeholders to the table and getting everyone working towards the same goal by building consensus and partnerships.

Engaging Downtown Stakeholders: The CRA is empowered to engage Downtown area stakeholders through active and financial support.

- Participate in monthly meetings with the downtown area partners/stakeholders to facilitate communication, coordination and cooperation.
- Work with stakeholders to create an Annual Work Plan
- Downtown Area Partners/Stakeholders include:
 - New Port Richey Main Street,
 - Greater Pasco Chamber of Commerce,
 - West Pasco Historical Society,
 - Richey SunCoast Theater,
 - West Pasco Art Guild

Engaging US 19 Corridor Stakeholders: Participate in Greater Pasco Chamber of Commerce, Pasco County MPO, Pasco County Tourism Development Council, Pasco Economic Development

Council as well as regional meetings and events to facilitate communication, coordination and cooperation.

Appendix

- Summary of Parcel by Land Use Type
- Financial Projections
- Listening to the Community – Public Involvement Summary
- ULI Residential Revitalization in New Port Richey

APPENDIX

Summary of Parcel by Land Use Type



APPENDIX A. Summary of Commercial Parcels by Land Use Type -- US19 Corridor South (see Note 1)

Parcel ID	Land Use	Tax Value (\$)	Land (SF)	Bldg (SF)	Address	Zip Code	Comment
One-Story Stores							
	11	64,700	6,980	4,620	5311 Locust Pl	34652	
	11	65,888	9,463	2,448	5146 Marine Pkwy	34652	
	11	74,926	5,600	2,390	5636 US19	34652	
	11	131,520	19,300	3,559	5915 US19	34652	
	11	158,760	20,730	7,284	5833 US19	34652	
	11	188,537	7,200	4,334	5404 Main St	34652	
	11	218,275	22,400	1,892	5644 US19	34652	
	11	234,444	12,000	5,926	5304 Main St	34652	
	11	239,252	26,000	7,405	4928 US19	34652	
	11	239,252	43,203	4,722	5410 US19	34652	
	11	268,887	6,000	7,126	5320 Main St	34652	
	11	304,760	16,875	8,180	5346 Main St	34652	
	11	314,112	48,982	20,271	4948 US19	34652	
	11	319,871	50,415	12,980	5609 US19	34652	
	11	333,763	29,060	7,658	5004 US19	34652	
	11	468,083	40,156	19,520	5901 US19	34652	
	11	511,561	28,000	14,282	5412 Main St	34652	Alderman Plaza
	11	531,337	74,979	11,083	5736 US19	34652	
	11	559,315	54,025	9,750	5416 US19	34652	
	11	572,719	89,116	22,206	4741 US19	34652	Quest Diagnostics lab
	11	592,782	46,500	16,750	5808 US19	34652	
	11	611,217	105,943	31,684	4900 US19	34652	Family Fitness Center
	11	658,526	127,009	36,784	5144 US19	34652	Gulf Harbor Center
	11	668,400	71,300	6,895	4830 US19	34652	
	11	724,999	114,599	26,473	6218 US19	34652	vacant Media General bldg
	11	738,929	71,467	19,698	5114 US19	34652	
	11	745,571	49,487	19,720	5104 US19	34652	
	11	760,145	35,046	3,200	4810 US19	34652	
	11	1,252,362	184,376	37,158	4740 US19	34652	Gulf Harbor Plaza
	11	1,384,553	125,400	70,554	5902 US19	34652	Kane's Furniture
	11	1,578,166	68,000	15,041	5432 US19	34652	CVS
	11	2,009,245	64,469	14,976	6218 US19	34652	Walgreens
<i>Subtotal -- 32 parcels</i>		17,524,857	1,674,080	476,569			
Mixed Sto/Res, Sto/Off, Res/Off							
	12	34,465	5,000	931	5307 Balsam St	34652	
	12	35,326	4,800	1,132	5314 Balsam St	34652	
	12	39,310	6,500	1,132	5308 Lemon St	34652	
	12	47,302	5,000	864	5318 Lemon St	34652	
	12	51,600	5,000	940	5314 Lemon St	34652	
	12	53,628	10,000	1,870	5319 Balsam St	34652	
	12	54,358	5,000	1,528	5304 Balsam St	34652	
	12	58,233	7,500	1,104	5318 Linder Pl	34652	
	12	62,753	7,500	1,509	5302 Lemon St	34652	
	12	68,508	7,500	1,692	5314 Linder Pl	34652	
	12	94,196	11,660	2,174	5435 Charles St	34652	
	12	233,230	17,100	3,372	5600 US19	34652	

<i>Subtotal -- 12 parcels</i>		832,909	92,560	18,248			
Large Freestanding Stores							
	13	1,532,080	263,538	72,252	5241 US19	34652	Southgate (Big Lots)
	13	2,602,195	435,601	121,156	5743 US19	34652	former K-Mart, Kia dealer
<i>Subtotal -- 2 parcels</i>		4,134,275	699,139	193,408			
Community Shopping Centers							
	16	679,365	20,125	8,880	5323 US19	34652	Southgate
	16	1,150,655	61,433	14,472	5355 US19	34652	Southgate
	16	9,810,958	611,582	191,465	5031 US19	34652	Southgate (Publix)
<i>Subtotal -- 3 parcels</i>		11,640,978	693,140	214,817			
Office Buildings							
	17	39,534	5,100	1,264	5308 Balsam St	34652	
	17	60,559	6,500	1,464	5207 Marine Pkwy	34652	
	17	70,575	10,000	2,107	5316 Balsam St	34652	
	17	76,199	10,000	2,068	5303 Locust Pl	34652	
	17	78,832	7,000	3,024	5147 Marine Pkwy	34652	
	17	93,741	7,000	1,530	5153 Marine Pkwy	34652	
	17	110,202	10,000	2,940	5304 Linder Pl	34652	
	17	154,400	6,433	2,448	5319 US19	34652	Southgate outparcel
	17	214,452	15,000	6,164	5305 Gulf Dr	34652	
	17	261,859	27,750	3,702	5716 US19	34652	
	17	273,204	13,000	5,484	5510 US19	34652	
	17	306,280	49,500	5,561	5824 US19	34652	
	17	449,857	115,985	12,800	4623 US19	34652	
	18	193,415	18,750	9,800	5510 River Rd	34652	
	18	372,854	29,920	14,770	5340 Gulf Dr	34652	
	18	585,212	52,500	32,103	5623 US19	34652	Pasco Professional Center
	19	90,518	11,660	2,908	5354 Gulf Dr	34652	
	19	213,657	31,689	5,850	5308 Gulf Dr	34652	
	19	254,178	11,809	5,102	5332 Main St	34652	
	19	596,815	74,190	8,166	5413 US19	34652	
<i>Subtotal -- 20 parcels</i>		4,496,343	513,786	129,255			
Restaurants/Food Services							
	21	144,807	30,000	6,995	5317 Linder Pl	34652	
	21	487,004	39,824	5,618	4736 US19	34652	
	21	502,097	77,000	11,856	5622 US19	34652	
	21	1,166,376	130,731	11,466	5341 US19	34652	Southgate (Cracker Barrel)
	21	1,335,899	66,629	15,504	4927 US19	34652	former Leverocks
	22	184,852	13,000	2,172	5524 US19	34652	
	22	500,741	22,338	2,013	5435 US19	34652	Starbucks
	22	563,439	29,506	3,520	5309 US19	34652	Southgate (McDonalds)
<i>Subtotal -- 8 parcels</i>		4,885,215	409,028	59,144			
Banks/Credit Unions							
	23	112,154	32,818	3,208	5937 River Rd	34652	SunTrust Bank bldg
	23	603,530	94,912	23,756	6128 US19	34652	Southgate (Wells Fargo)
	23	676,259	21,747	14,566	5211 US19	34652	Southgate (Chase Bank)
	23	718,378	22,500	4,754	5029 US19	34652	Southgate (Chase Bank)
	23	1,040,515	128,943	65,154	6014 US19	34652	Bank of America bldg
<i>Subtotal -- 5 parcels</i>		3,150,836	300,920	111,438			
Repair Shops							

	25	95,521	13,000	3,920	5610 US19	34652	
	25	127,878	12,420	2,673	5532 US19	34652	
	25	201,579	20,043	5,574	5208 US19	34652	
	25	203,682	28,000	3,939	6044 US19	34652	
	25	552,609	40,000	7,758	5711 US19	34652	
Subtotal -- 5 parcels		1,181,269	113,463	23,864			
Automotive Sales/Service							
	27	101,622	14,402	700	4639 US19	34652	
	27	124,692	19,000	5,940	6023 US19	34652	
	27	162,489	18,200	5,292	5922 US19	34652	
	27	168,990	15,362	2,830	5028 US19	34652	
	27	175,146	34,000	3,510	5934 US19	34652	
	27	212,675	19,990	7,660	5038 US19	34652	
	27	639,325	90,570	21,551	5819 US19	34652	
	27	1,786,912	232,003	33,315	4727 US19	34652	Hyundai dealership
Subtotal -- 8 parcels		3,371,851	443,527	80,798			
Florist/Nursery							
	30	49,711	10,000	1,332	5317 Gulf Dr	34652	
Subtotal -- 1 parcel		49,711	10,000	1,332			
Hotel/Motel							
	39	2,717,383	159,710	67,870	5015 US19	34652	Magnuson Hotel -- 125 rms
	39	3,423,621	189,974	93,080	5316 US19	34652	Quality Inn & Suites -- 150
Subtotal -- 2 parcels		6,141,004	349,684	160,950			
Grand Total		57,409,248	5,299,327	1,469,823			

Note 1: US19 South includes south side of Main Street to River Road.

APPENDIX B. Summary of Commercial Parcels by Land Use Type -- US19 Corridor North (see Note 1)

Land Use/DOR Code	Tax Value (\$)	Land (SF)	Bldg (SF)	Address	Zip Code	Comment
One-Story Stores						
11	66,328	8,750	2,830	6727 US19	34652	
11	77,412	24,880	600	7315 US19	34652	
11	78,706	6,480	2,744	7202 US19	34652	
11	86,278	16,125	1,778	7529 US19	34652	P & A Food Mart
11	86,972	7,308	2,140	6318 US19	34652	
11	90,936	15,750	3,600	6736 US19	34652	
11	94,361	18,200	2,856	6724 US19	34652	
11	96,115	15,691	3,859	5250 Avery Rd	34652	
11	102,059	12,125	2,760	7119 US19	34652	
11	103,351	27,650	400	7229 US19	34652	
11	103,634	19,200	1,250	7407 US19	34652	
11	106,326	7,036	1,600	5323 Main St	34652	
11	120,774	21,875	1,134	7322 US19	34652	
11	121,470	11,361	3,000	5333 Main St	34652	
11	129,849	24,000	2,844	7028 US19	34652	
11	133,312	15,225	4,242	7414 US19	34652	
11	163,831	25,970	7,616	7141 US19	34652	
11	176,744	21,600	5,471	7502 US19	34652	
11	179,847	11,687	4,190	5421 Main St	34652	restaurant
11	184,976	25,530	9,000	7329 US19	34652	
11	191,292	34,600	5,560	7438 US19	34652	
11	196,276	38,250	1,600	6404 US19	34652	
11	199,818	16,690	7,840	7127 US19	34652	
11	224,433	45,397	5,264	7000 US19	34652	
11	231,855	16,800	8,663	6714 US19	34652	
11	275,706	32,508	9,832	7129 US19	34652	
11	285,252	24,500	12,030	7013 US19	34652	
11	301,847	19,951	6,268	6518 US19	34652	
11	340,918	29,401	14,240	7130 US19	34652	Leader's Casual Furniture
11	397,257	45,167	15,516	7109 US19	34652	
11	404,768	48,000	13,142	7118 US19	34652	
11	485,585	49,000	14,875	6803 US19	34652	Sherwin Williams building
11	561,788	74,052	12,825	5401 Main St	34652	
11	567,199	79,800	18,386	6706 US19	34652	Coastal Wine & Liquor
11	1,450,880	152,895	51,321	6600 US19	34652	Dolgen Plaza -- Dollar General
11	1,880,576	172,497	50,368	6425 US19	34652	Vanderbilt Square
Subtotal -- 36 parcels	10,298,731	1,215,951	311,644			
Mixed Sto/Res, Sto/Off, Res/Off						
12	24,500	8,627	1,392	6403 Lambert Ln	34652	
12	25,000	7,684	1,308	6423 Lambert Ln	34652	
12	33,010	7,300	783	5306 Bellview Ave	34652	
12	39,309	20,000	1,176	5303 Bridge Rd	34652	
12	47,944	8,000	1,370	5250 Luna Vista Dr	34652	
12	48,952	7,300	1,634	5310 Bellview Ave	34652	
12	49,954	7,808	1,256	6413 Lambert Ln	34652	
12	73,335	8,960	1,716	5321 Cedar Ln	34652	

	12	152,349	26,875	3,194	7618 US19	34652	
Subtotal -- 9 parcels		494,353	102,554	13,829			
Office Buildings							
	17	55,836	6,200	1,452	6345 Lambert Ln	34652	
	17	70,451	2,520	1,173	5419 Main St	34652	
	17	90,397	8,175	1,922	5345 Bridge Rd	34652	
	17	109,765	9,540	2,212	5303 Main St	34652	
	17	116,664	66,384	1,840	5334 Sunset Rd	34652	
	17	124,326	34,000	1,728	6424 US19	34652	
	17	141,928	17,091	5,166	7212 US19	34652	
	17	149,622	15,000	3,940	5312 Sunset Rd	34652	
	17	189,588	55,735	5,512	5324 Sunset Rd	34652	
	17	239,419	42,587	8,628	7235 US19	34652	
	17	288,151	39,000	7,897	5409 Sunset Rd	34652	West Pasco MLS
	18	566,560	44,100	13,882	5305 Main St	34652	Main Street Medical Plaza
	19	53,959	5,687	2,575	6328 US19	34652	
	19	189,753	14,132	5,772	6330 US19	34652	
	19	199,983	7,468	2,820	5435 Main St	34652	
	19	521,775	37,946	9,848	7019 US19	34652	Bene's Career Academy
Subtotal -- 16 parcels		3,108,177	405,565	76,367			
Restaurants/Food Service							
	21	113,213	24,500	3,657	7205 US19	34652	
	21	141,907	21,750	4,527	5250 Green Key Rd	34652	Caposey's Whole Works
	21	162,179	15,664	6,713	7430 US19	34652	
	21	249,038	34,000	8,191	6816 US19	34652	Niko's Place
	21	284,126	50,533	6,132	7041 US19	34652	restaurant
	21	322,615	22,211	1,748	6608 US19	34652	Waffle House
	21	351,166	48,957	6,116	6515 US19	34652	Wing House Bar & Grill
	22	475,856	48,829	3,426	6319 US19	34652	Burger King
Subtotal -- 8 parcels		2,100,100	266,444	40,510			
Financial Institutions							
	23	496,807	48,902	12,686	6335 US19	34652	AmSouth Bank
Subtotal -- 1 parcel		496,807	48,902	12,686			
Repair Shops							
	25	126,398	39,600	2,120	6930 US19	34652	
	25	172,655	33,961	8,725	7140 US19	34652	
	25	510,322	104,611	50,379	6415 US19	34652	Collision Center of Pasco
Subtotal -- 3 parcels		809,375	178,172	61,224			
Automotive Sales/Service							
	27	53,167	15,400	1,586	5413 Sunset Rd	34652	
	27	97,028	10,501	3,200	6732 US19	34652	
	27	102,515	19,914	2,747	7305 US19	34652	
	27	105,938	21,600	4,673	7018 US19	34652	
	27	115,699	26,250	2,520	6929 US19	34652	
	27	134,762	24,500	9,430	7215 US19	34652	
	27	162,520	46,000	2,748	7038 US19	34652	
	27	340,845	56,561	11,756	6918 US19	34652	
	27	445,019	106,725	7,212	6909 UD19	34652	
	27	621,228	88,269	18,772	7400 US19	34652	
Subtotal -- 10 parcels		2,178,721	415,720	64,644			

Nightclubs/Bars

	33	135,520	14,089	3,000	5313 Main St	34652	Jilly's Lounge
Subtotal -- 1 parcel		135,520	14,089	3,000			
Hotel/Motel							
	39	101,098	21,875	7,450	6434 US19	34652	Green Key Beach Motel -- 18
	39	151,513	50,750	7,474	7532 US19	34652	Travel Inn -- 19 rms
	39	846,322	56,000	29,828	6826 US19	34652	Rodeway Inn -- 60 rms
	39	1,004,552	147,563	41,754	7631 Us19	34652	River Side Inn -- 105 rms
	39	1,012,914	94,675	58,939	6523 US19	34652	Royal Palm Inn -- 118 rms
Subtotal -- 5 parcels		3,116,399	370,863	145,445			
Grand Total		22,738,183	3,018,260	729,349			

Note 1: US19 North includes North side of Main Street west of River Road.

APPENDIX C. Summary of Commercial Parcels by Land Use Type -- Downtown Main Street Area (see Note 1)

Land Use/DOR Code	Tax Value (\$)	Land (SF)	Bldg (SF)	Address	Zip Code	Comment
One-Story Stores						
11	54,442	2,000	1,416	5685 Main St	34652	
11	66,029	6,750	918	6511 Main St	34653	
11	84,998	14,250	1,697	6144 Grand Blvd	34652	
11	94,920	2,000	2,112	6320 Bank St	34652	
11	97,654	10,000	2,352	5912 Main St	34652	Main St Mart
11	99,125	7,528	1,161	6320 Grand Blvd	34652	
11	99,233	12,500	3,600	6210 Grand Blvd	34652	
11	142,584	4,000	3,072	5649 Main St	34652	
11	161,769	7,500	4,734	5740 Main St	34652	
11	182,556	5,000	3,676	5748 Main St	34652	
11	182,829	5,000	4,020	5730 Main St	34652	
11	183,314	7,500	5,826	5812 Missouri Ave	34652	
11	193,463	9,000	8,640	5840 Main St	34652	
11	216,886	4,844	5,846	5644 Main St	34652	
11	238,575	4,844	3,521	5645 Nebraska Ave	34652	
11	258,764	10,767	6,519	5739 Main St	34652	
11	310,254	4,750	8,200	6214 Grand Blvd	34652	
11	343,427	12,633	10,404	5800 Main St	34652	
11	374,856	15,370	11,092	6232 Grand Blvd	34652	
11	395,699	13,350	11,475	6311 Adams St	34652	
11	561,788	74,052	12,825	6502 Main St	34653	Small strip center
Subtotal -- 21 parcels		4,343,165	233,638	113,106		
Mixed Sto/Res, Sto/Off, Res/Off						
12	0	5,000	1,988	5841 Main St	34652	
12	14,382	5,700	1,300	6035 Central Ave	34653	
12	24,500	5,700	1,726	6031 Central Ave	34653	
12	35,676	5,000	1,231	6040 Main St	34653	
12	37,058	10,000	1,072	6131 Main St	34653	
12	37,912	5,000	1,339	6130 Main St	34653	
12	39,174	7,500	1,074	5830 Montana Ave	34652	
12	44,306	9,000	1,044	6004 Montana Ave	34653	
12	51,032	5,000	1,368	6028 Main St	34653	
12	52,267	5,700	1,228	6025 Central Ave	34653	
12	56,095	5,000	1,624	6016 Main St	34653	
12	59,644	5,000	1,691	5946 Missouri Ave	34652	
12	63,404	5,000	1,492	6111 Central Ave	34653	
12	68,919	5,700	1,991	6041 Central Ave	34653	
12	71,004	15,000	1,910	6400 Madison St	34652	
12	72,061	5,000	1,863	6105 Central Ave	34653	
12	76,699	5,000	1,156	5852 Main St	34652	
12	82,022	7,250	1,188	6125 Grand Blvd	34652	
12	82,437	7,500	1,624	6330 Madison St	34652	
12	93,822	10,000	3,525	6008 Main St	34653	
12	98,795	10,000	2,160	5943 Florida Ave	34652	
12	101,900	15,000	4,430	6053 Main St	34653	
12	116,317	7,250	1,240	6119 Grand Blvd	34652	
12	120,683	16,000	5,286	5820 Nebraska Ave	34652	

	12	129,962	5,000	1,170	5930 Main St	34652	
	12	131,083	5,000	1,212	5936 Main St	34652	
	12	157,950	5,000	2,020	5902 Main St	34652	
	12	160,118	5,000	1,998	5845 Main St	34652	
	12	213,857	21,000	2,116	6241 Lincoln St	34652	
	12	297,497	10,000	3,064	5940 Main St	34652	
	12	359,063	18,750	4,732	6350 River Rd	34652	
Subtotal -- 31 parcels		2,949,639	252,050	60,862			
Office Buildings							
	17	0	11,250	2,546	5650 Missouri Ave	34652	
	17	22,739	7,125	1,620	6103 Grand Blvd	34652	
	17	41,243	2,000	875	5715 Main St	34652	
	17	41,272	1,500	1,566	6321 Grand Blvd	34652	
	17	43,791	2,000	792	5703 Main St	34652	
	17	53,398	7,500	1,108	5620 Missouri Ave	34652	
	17	57,987	2,000	1,100	5709 Main St	34652	
	17	70,799	2,450	1,584	6339 Grand Blvd	34652	
	17	74,177	2,000	1,600	5651 Main St	34652	
	17	80,941	10,000	1,428	6044 Grand Blvd	34652	
	17	82,248	7,250	1,339	6113 Grand Blvd	34652	
	17	95,655	10,000	1,494	5851 Main St	34652	
	17	97,844	10,000	1,436	5831 Main St	34652	
	17	100,432	3,500	1,948	5838 Main St	34652	
	17	101,987	7,500	2,730	6115 Central Ave	34653	
	17	108,039	7,499	1,667	6216 Madison St	34652	
	17	127,321	5,000	2,464	5823 Main St	34652	
	17	150,829	10,724	2,683	6332 Grand Blvd	34652	
	17	158,365	8,750	7,316	6327 Grand Blvd	34652	
	17	168,793	22,577	2,873	5628 Main St	34652	
	17	232,141	32,818	4,350	6329 River Rd	34652	
	18	127,385	7,950	4,820	6232 Madison St	34652	
	18	174,484	10,000	3,906	5922 Main St	34652	
	19	126,712	2,507	2,020	5721-5723 Main St	34652	2 office condos
	19	108,430	2,400	1,000	5728 Main St	34652	
	19	167,623	7,497	2,915	5801 Main St	34652	
	19	198,917	4,000	3,200	5701 Main St	34652	
	19	249,994	29,250	5,018	6145 Grand Blvd	34652	
Subtotal -- 28 parcels		3,063,546	237,047	67,398			
Restaurants/Food service							
	21	76,040	5,000	2,228	5821 Main St	34652	Christina's Restaurant
	21	139,914	4,000	4,630	5706 Main St	34652	Estela's Mexican Restaurant
	21	147,100	4,000	4,340	5650 Main St	34652	
	21	192,588	7,367	4,800	5811 Nebraska Ave	34652	Fitzgerald's Irish Tavern
	21	305,708	14,500	5,216	6209 Grand Blvd	34652	
	21	335,055	19,130	9,010	6233 Grand Blvd	34652	Sip; Netta's Café
	21	369,953	14,500	3,856	6211 Grand Blvd	34652	
	21	395,522	1,300	6,386	6220 Grand Blvd	34652	Dulcet Restaurant and Lounge
	21	728,751	24,307	4,962	5546 Main St	34652	Beef O'Brady's
Subtotal -- 9 parcels		2,690,631	94,104	45,428			
Repair Shops							
	25	124,325	15,000	5,944	6114 Grand Blvd	34652	

<i>Subtotal -- 1 parcels</i>		124,325	15,000	5,944			
Theaters							
	32	0	6,770	9,146	6237 Grand Blvd	34652	Richey Suncoast Theater
	32	0	15,000	3,326	6206 Jefferson St	34652	West Pasco Art Guild
<i>Subtotal -- 2 parcels</i>		0	21,770	12,472			
Nightclubs/Bars							
	33	77,666	7,230	1,728	6217 Grand Blvd	34652	Village Pub
	33	95,587	4,661	1,152	6324 Grand Blvd	34652	Little Coronas Cigar Lounge
	33	216,311	11,287	7,925	6307 Grand Blvd	34652	Karl Reef
<i>Subtotal -- 3 parcels</i>		389,564	23,178	10,805			
Grand Total		13,561,305	876,787	316,015			

Note 1: Area includes Main Street commercial area east of River Road, streets up to two blocks north and south of Main, and Grand Boulevard north of Cotee River.

APPENDIX D. Summary of Commercial Parcels by Land Use Type -- Community Hospital Area

Land Use/DOR Code	Tax Value (\$)	Land (SF)	Bldg (SF)	Address	Zip Code	Comment
One-Story Stores						
11	75,488	17,293	2,135	5417 Grand Blvd	34652	
11	80,379	16,972	2,460	5227 Crafts St	34652	
11	97,045	14,844	3,696	5205 Grand Blvd	34652	
11	135,793	13,076	4,012	5463 Grand Blvd	34652	
11	602,945	35,438	10,325	5332 Grand Blvd	34652	Sunrise Village
Subtotal -- 5 parcels		991,650	97,623	22,628		
Mixed Sto/Res, Sto/Off, Off/Res						
12	0	10,000	1,248	5646 Pine St	34652	
12	25,000	8,125	1,084	5551 Gulf Dr	34652	
12	28,182	5,125	1,154	5652 Pine St	34652	
12	31,247	10,000	2,864	5423 Gulf Dr	34652	
12	37,369	13,554	2,232	5312 James St	34652	
12	42,627	13,330	1,406	5950 High St	34652	
12	43,681	5,804	1,348	5438 James St	34652	
12	45,091	5,000	1,316	5719 Pine St	34652	
12	45,332	15,000	720	5215 Hanff Ln	34652	
12	49,263	7,500	1,196	5543 Gulf Dr	34652	
12	49,353	7,337	1,300	5617 Gulf Dr	34652	
12	53,633	5,527	1,232	5445 Gulf Dr	34652	
12	56,161	7,337	1,084	5623 Gulf Dr	34652	
12	61,086	10,000	1,476	5706 Pine St	34652	
12	61,261	7,687	1,084	5629 Gulf Dr	34652	
12	85,833	7,650	2,004	5613 Gulf Dr	34652	
12	99,128	11,250	2,800	5614 Gulf Dr	34652	
Subtotal -- 17 parcels		814,247	150,226	25,548		
Office Buildings						
17	56,314	7,730	1,750	5440 James St	34652	
17	56,348	9,625	3,720	5323 Crafts St	34652	
17	87,483	13,800	2,346	5426 Crafts St	34652	
17	193,841	19,760	5,199	5721 Grand Blvd	34652	
17	476,992	44,200	21,058	4809 Grand Blvd	34652	
17	533,236	87,120	31,138	5622 Marine Pkwy	34652	
17	977,818	107,600	35,185	5802 High St	34652	Nat'l Assn for Medical & Dental
18	50,656	4,164	2,352	5327 Grand Blvd	34652	
18	98,849	13,560	4,032	5441 James St	34652	
18	114,877	18,438	3,886	5424 Grand Blvd	34652	
18	251,732	22,500	6,636	5604 Gulf Dr	34652	
18	289,141	38,073	8,562	5449 Gulf Dr	34652	
18	314,869	17,607	13,460	5462 Grand Blvd	34652	
18	424,480	14,500	14,825	5243 Hanff Ln	34652	
18	497,805	18,625	17,221	5509 Grand Blvd	34652	
18	1,055,447	15,000	28,455	5652 Meadowlane St	34652	Applicant Insight HQ
19	0	10,000	11,052	5334 Aspen St	34652	

19	0	10,000	2,697	5330 George St	34652	
19	60,982	6,500	1,508	5733 Grand Blvd	34652	
19	66,573	16,698	1,144	5434 Grand Blvd	34652	
19	91,080	10,000	5,053	5642 Meadowlane St	34652	
19	102,506	13,582	2,640	5537 Gulf Dr	34652	
19	114,641	12,535	3,336	5323 Grand Blvd	34652	
19	120,664	16,100	5,588	5707-5713 Gulf Blvd	34652	5 office condos
19	123,527	15,900	4,059	5311 Grand Blvd	34652	
19	139,779	10,900	5,376	5719 High St	34652	
19	150,560	18,900	4,900	5645-5651 Gulf Blvd	34652	4 office condos
19	160,769	22,500	4,638	5522 Gulf Dr	34652	
19	167,088	32,250	4,404	5305 Grand Blvd	34652	
19	170,534	10,125	5,354	5515 Gulf Dr	34652	
19	184,486	26,894	5,389	5321 Grand Blvd	34652	
19	190,925	24,815	4,832	5610 Grand Blvd	34652	
19	195,748	37,696	7,500	5319 Grand Blvd	34652	
19	201,237	38,616	8,155	5535 Gulf Dr	34652	3 office condos
19	220,959	20,000	7,035	5745 Meadowlane St	34652	
19	236,172	38,800	6,680	5534 Gulf Dr	34652	
19	241,109	33,275	7,620	5413 George St	34652	
19	466,841	61,612	17,460	5539 Marine Pkwy	34652	9 office condos
19	837,386	121,532	25,453	5341-5411 Grand Blvd	34652	Richey Med Plaza -- 20 condos
19	843,622	36,000	25,550	5632 Gulf Dr	34652	
Subtotal -- 40 parcels	10,567,076	1,097,532	377,248			
Restaurants						
21	76,453	16,478	1,015	5446 Grand Blvd	34652	
Subtotal -- 1 parcel	76,453	16,478	1,015			
Auto Sales/Service						
27	64,423	22,860	7,520	5237 Crafts St	34652	
Subtotal -- 1 parcel	64,423	22,860	7,520			
Grand Total	12,513,849	1,384,719	433,959			

APPENDIX E. Summary of Commercial Parcels by Land Use Type -- Massachusetts/Congress/Morton Plant Hospital Area (see Note 1)

Land Use/DOR Code	Tax Value (\$)	Land (SF)	Bldg (SF)	Address	Zip Code	Comment
One-Story Stores						
11	39,965	7,800	1,102	6310 Congress St	34653	
11	56,938	11,812	2,160	6209 Massachusetts Ave	34653	
11	131,070	19,600	4,398	6051 Massachusetts Ave	34653	
11	267,984	41,839	4,252	6444 Massachusetts Ave	34653	
11	364,917	46,908	10,190	6349 Massachusetts Ave	34653	
11	1,285,018	42,839	12,603	7025 Chinapa St	34653	CVS Drug Store
Subtotal -- 6 parcels	2,145,892	170,798	34,705			
Mixed Sto/Res, Sto/Off, Res Off						
12	0	6,600	1,908	6102 Indiana Ave	34653	
12	0	12,358	3,490	6121 Ohio Ave	34653	
12	0	9,499	2,271	6131 Ohio Ave	34653	
12	34,027	7,488	957	6030 Massachusetts Ave	34653	
12	45,359	15,000	1,482	5946 Virginia Ave	34652	
12	46,290	9,000	1,152	6050 Massachusetts Ave	34653	
12	47,189	30,417	1,035	6130 Massachusetts Ave	34653	
12	47,454	6,800	1,287	6050 Indiana Ave	34653	
12	51,817	10,000	1,452	6500 Madison St	34652	
12	56,813	6,750	1,098	6306 Congress St	34653	
12	60,690	6,000	1,486	6016 Pennsylvania Ave	34653	
12	64,015	6,350	1,556	6131 Pennsylvania Ave	34653	
12	71,004	15,000	1,910	6400 Madison St	34652	
12	83,581	7,800	1,508	6246 Massachusetts Ave	34653	
12	181,252	87,302	3,212	7147 Congress St	34653	
Subtotal -- 15 parcels	789,491	236,364	25,804			
Supermarkets						
14	1,712,177	209,959	46,911	6400 Massachusetts Ave	34653	Winn-Dixie
Subtotal -- 1 parcel	1,712,177	209,959	46,911			
Community Shopping Centers						
16	1,501,961	290,109	68,048	6502 Massachusetts Ave	34653	East Richey Square
16	1,728,312	116,740	32,745	6432 Massachusetts Ave	34653	Congress Crossing
Subtotal -- 2 parcels	3,230,273	406,849	100,793			
Office Buildings						
17	64,084	10,000	2,512	6040 Pennsylvania Ave	34653	
17	69,676	7,125	1,866	6543 Madison St	34652	
17	70,524	6,000	2,700	7140 Congress St	34653	
17	79,223	30,500	3,332	6706 Congress St	34653	
17	83,147	10,200	3,152	7218 Congress St	34653	
17	87,266	10,200	3,100	7150 Congress St	34653	
17	95,993	10,020	795	7148 Congress St	34653	
17	217,520	24,205	8,420	7140 Congress St	34653	
18	0	17,835	3,837	Vermont Ave	34652	
18	223,194	15,908	3,595	6731 Madison St	34652	
18	525,459	53,143	6,893	7141 Congress St	34653	
19	0	10,200	1,968	6620 Forest Ave	34653	
19	85,891	11,900	1,596	6606 Forest Ave	34653	
19	91,077	10,275	1,376	6740 Madison St	34652	
19	141,976	11,250	2,265	5942 Ohio Ave	34652	

	19	163,961	11,250	2,354	6707 Madison St	34652	
	19	187,138	3,431	3,082	5939 Virginia Ave	34652	
	19	242,874	19,252	3,281	6838 Madison St	34652	
	19	261,205	13,500	4,163	6640 Congress St	34653	
<i>Subtotal -- 19 parcels</i>		2,690,208	286,194	60,287			
Restaurants							
	21	549,254	89,128	14,416	6121 Massachusetts Ave	34653	Courtyard of Spartan Manor
<i>Subtotal -- 1 parcel</i>		549,254	89,128	14,416			
Financial Institutions							
	23	214,969	28,411	3,728	6500 Massachusetts Ave	34653	BB&T
	23	236,126	20,999	5,110	6604 Massachusetts Ave	34653	Wells Fargo
<i>Subtotal -- 2 parcels</i>		451,095	49,410	8,838			
Nightclubs/Bars							
	33	67,403	7,000	2,880	6153 Massachusetts Ave	34653	Wena's Nightclub & Showbar
<i>Subtotal -- 1 parcel</i>		67,403	7,000	2,880			
Funeral Homes							
	76	476,717	91,040	7,014	6616 Congress St	34653	
<i>Subtotal -- 1 parcel</i>		476,717	91,040	7,014			
Grand Total		13,064,423	1,603,221	299,758			

Note 1: Includes area around Morton Plant Hospital, north and east to the Massachusetts Avenue and Congress Street corridors. Excludes the industrial area north on Congress Street, that also includes a number of commercial office buildings, repair shops, and automotive facilities.

APPENDIX F. Summary of Commercial and Industrial Parcels -- North Congress Industrial Area

Land Use		Tax Value (\$)	Land (SF)	Bldg (SF)	Address	Street	Zip Code	Comment
Retail Stores								
	11	121,537	18,175	4,950	6539	Orchid Lake Rd	34653	
Subtotal -- 1 parcel		121,537	18,175	4,950				
Offices								
	17	76,343	13,041	1,600	6613	Orchid Lake Dr	34653	
	17	120,050	19,999	4,249	7915	Evies Way	34653	
Subtotal -- 2 parcels		196,393	33,040	5,849				
Repair Shops								
	25	128,619	11,375	5,250	7916	Congress St	34653	
	25	132,874	18,902	5,100	8012	Congress St	34653	
	25	157,103	157,103	5,330	7904	RutilioCt	34653	
	25	228,465	28,438	10,400	7920	Congress St	34653	
Subtotal -- 4 parcels		647,061	215,818	26,080				
Auto Sales/Services								
	27	127,045	18,219	5,400	8020	Congress St	34653	
	27	161,930	22,875	6,384	7926	Congress St	34653	
	27	177,858	17,533	5,470	6604	Orchid Lake Dr	34653	
	27	202,136	23,937	10,000	7928	Congress St	34653	
Subtotal -- 4 parcels		668,969	82,564	27,254				
Light Manufacturing								
	41	94,466	17,837	4,000	7916	Evies Way	34668	
	41	103,198	20,392	4,000	8016	Congress St	34668	
	41	165,293	17,800	5,000	7936	Rutilio Ct	34653	
Subtotal -- 3 parcels		362,957	56,029	13,000				
Warehouses/Storage								
	48	0	87,120	11,435	7734	Congress St	34653	SPCA
	48	0	31,396	3,600	8059	Franko Ct	34668	
	48	50,803	5,100	2,190	7234	Congress St	34653	
	48	104,728	22,354	3,870	7920	Evies Way	34668	
	48	121,997	27,935	5,400	7925	Evies Way	34668	
	48	122,535	15,580	5,100	6620	Orchid Lake Rd	34653	
	48	129,107	14,537	6,000	7919	Evies Way	34668	
	48	132,047	24,652	7,020	8022	Congress St	34668	
	48	132,082	44,913	5,100	8017	Franko Ct	34668	
	48	135,742	44,865	4,000	8057	Franko Ct	34668	
	48	154,350	17,800	4,000	7944	RutilioCt	34653	
	48	155,136	20,232	5,040	7932	RutilioCt	34653	
	48	162,868	17,799	5,150	7912	RutilioCt	34653	
	48	166,404	19,999	5,400	7823	RutilioCt	34653	
	48	167,328	17,799	5,000	7928	RutilioCt	34653	
	48	168,400	19,879	6,216	6626	Orchid Lake Rd	34653	
	48	170,274	19,217	6,024	7822	Francine Dr	34653	
	48	175,685	39,999	5,400	7817	RutilioCt	34653	
	48	184,092	43,044	5,360	7815	Francine Dr	34653	
	48	189,832	20,000	7,800	7835	RutilioCt	34653	

48	190,067	31,661	5,144	6700	Orchid Lake Rd	34653
48	194,203	43,027	10,000	7812	Francine Dr	34653
48	212,788	45,085	5,000	8009	Franko Ct	34668
48	229,908	20,273	8,554	7924	RutilioCt	34653
48	242,585	89,779	8,000	8021	Franko Ct	34668
48	249,284	40,339	9,000	7940	RutilioCt	34653
48	253,106	40,671	8,000	7908	RutilioCt	34653
48	320,970	37,701	13,688	6530	Orchid Lake Rd	34653
48	339,400	70,775	12,000	6722	Orchid Lake Rd	34653
48	450,428	28,554	10,780	7921	Congress St	34668
48	450,451	79,032	11,816	8004	Congress St	34668
48	515,163	39,178	12,480	7909	Congress St	34668
48	551,849	48,967	19,110	6514	Orchid Lake Rd	34653
48	958,775	118,483	51,172	6330	Pine Hill rd	34668
48	1,285,498	293,262	55,070	7753	RutilioCt	34653
<i>Subtotal -- 35 parcels</i>	9,067,885	1,581,007	348,919			
Grand Total	11,064,802	1,986,633	426,052			

APPENDIX G. Leisure Lane/Van Doren Avenue Neighborhood

Parcel ID	Map Lot #	Land Use	Tax Value (\$)	Land Area (AC)	Bldg Area (SF)	Address	Notes
Subdivision Lots							
082616-0010-05600-0019	75	Vacant	13,160	0.10	0	No address	Vacant lot
082616-0190-00000-0760	76	MH	23,772	0.14	960	5313 Van Doren	
"	77	MH			741	"	
082616-0190-00000-0780	78,79	Vacant	5,654	0.14	0	5323 Van Doren	Vacant lot (2)
082616-0190-00000-0800	80	MH	12,057	0.07	784	5327 Van Doren	
082616-0190-00000-0810	81	Vacant	4,712	0.07	0	5335 Van Doren	Vacant lot
082616-0190-00000-0820	82	MH	10,531	0.07	630	5339 Van Doren	
082616-0190-00000-0830	83	MH	10,462	0.07	736	5345 Van Doren	
082616-0190-00000-0840	84	MH	0	0.09	904	5403 Van Doren	
082616-0190-00000-0850	85	MH	10,683	0.09	740	5407 Van Doren	
082616-0190-00000-0860	86,87	MH, Vacant	18,939	0.16	784	5411 Van Doren	Vacant lot
082616-0190-00000-0880	88,89	Vacant	4,712	0.14	0	5421 Van Doren	Vacant lot (2)
082616-0190-00000-0900	90,91	Vacant	9,424	0.14	0	5427 Van Doren	Vacant lot (2)
082616-0190-00000-0920	92,93	MH	17,502	0.14	814	5433 Van Doren	
082616-0190-00000-0940	94,95	MH	19,186	0.14	1,072	5441 Van Doren	
082616-0190-00000-0960	96	MH	14,756	0.07	784	5052 Gulf Dr	
082616-0190-00000-0970	97	MH	14,437	0.07	728	5048 Gulf Dr	
082616-0190-00000-0500	50	MH	10,171	0.07	480	5108 Gulf Dr	
082616-0190-00000-0490	49	SF (Blt. 1960)	17,392	0.07	788	5112 Gulf Dr	
082616-0190-00000-0480	48	SF (Blt. 1960)	20,867	0.07	840	5118 Gulf Dr	
082616-0190-00000-0470	47	SF, Club	17,412	0.07	840	5122 Gulf Dr	Iron Legacy Motorcycle Club
082616-0190-00000-0510	51	Vacant	2,827	0.07	0	5442 Van Doren	Vacant lot
082616-0190-00000-0520	52	MH	13,499	0.07	562	5438 Van Doren	
082616-0190-00000-0530	53	MH	11,835	0.07	640	5434 Van Doren	
082616-0190-00000-0540	54,55	Vacant	9,424	0.14	0	5428 Van Doren	Vacant lot (2)
082616-0190-00000-0560	56	MH	10,243	0.07	480	5422 Van Doren	
082616-0190-00000-0570	57	MH	10,726	0.07	480	5418 Van Doren	
082616-0190-00000-0580	58	MH	10,022	0.07	480	5414 Van Doren	
082616-0190-00000-0590	59,60,61	MH, Vacant	21,799	0.20	624	5408 Van Doren	Vacant lot (2)
082616-0190-00000-0630	62,63	MH, Vacant	16,207	0.14	672	5340 Van Doren	Vacant lot
082616-0190-00000-0640	64	Vacant	8,475	0.07	0	5334 Van Doren	Vacant lot
082616-0190-00000-0660	65,66	MH	13,771	0.14	456	5326 Van Doren	
082616-0190-00000-0670	67	MH	19,342	0.14	480	5318 Van Doren	
"	68	MH			480	"	
082616-0190-00000-0690	69	Vacant	4,712	0.07	0	No address	Vacant lot
082616-0190-00000-0290	29	Vacant	2,827	0.07	0	No address	Vacant lot
082616-0190-00000-0280	28	MH	9,588	0.07	404	5315 Leisure Ln	
082616-0190-00000-0300	30	MH	9,990	0.07	480	5331 Leisure Ln	
082616-0190-00000-0310	31	MH	12,387	0.08	804	5335 Leisure Ln	
082616-0190-00000-0330	32,33	MH	23,381	0.14	1,046	5347 Leisure Ln	
082616-0190-00000-0340	34	Vacant	3,263	0.07	0	5351 Leisure Ln	Vacant lot
082616-0190-00000-0350	35,36	MH, Vacant	27,323	0.14	1,295	5353 Leisure Ln	Vacant lot
082616-0190-00000-0370	37,38	SF	41,159	0.14	1,008	5411 Leisure Ln	
082616-0190-00000-0390	39,40	MH, Vacant	17,189	0.14	744	5415 Leisure Ln	Vacant lot
082616-0190-00000-0460	46	Vacant	4,914	0.07	0	5441 Leisure Ln	Vacant lot
082616-0190-00000-0110	11	SF, Commercial	58,650	0.07	1,008	5410 Leisure Ln	Hair Salon
			619,382	4.36	24,768		

Fraternal Order of Eagles

082616-0190-00000-0010	1,2,3	Clubhouse	18,133	0.68	11,933	5446 Leisure Ln	Fraternal Organization
"	4,5,6,7	(parking area)	0	"	0		(parking area)
"	43,44,45	"	0	"	0		"
082616-0190-00000-0420	42	"	7,643	0.07	0		"
082616-0190-00000-0410	41	"	7,643	0.07	0		"
082616-0190-00000-0080	8,9	"	0	0.14	0		"
082616-0190-00000-0100	10	"	0	0.07	0		"
082616-0010-05300-0050	No Map No.	Vacant	0	0.14	0		Vacant lot
082616-0010-05300-0060	No Map No.	Vacant	0	0.14	0		Vacant lot
			33,419	1.31	11,933		
Street Rights-Of-Way			0	2.37	0		
Total			652,801	8.04	36,701		

Note 1: This list includes only residential and other properties on south side of Gulf Drive.

APPENDIX

Financial Projections



NEW PORT RICHEY COMMUNITY REDEVELOPMENT AREA FINANCIAL PROJECTIONS, FY17-18 TO FY47-48																		
1-Aug-18																		
Line	Revenue and Expenditure Sources and Types	Base Year 2001	Current 17-18	18-19	19-20	Projected 20-21	21-22	22-23	23-24	24-25	Projected 25-26	26-27	27-28	28-29	29-30	Projected 30-31	31-32	32-33
1	REVENUES (\$)																	
2	Tax Increment																	
3	Annual Growth Rate (%)																	
4	Total Taxable Value	366,805,411	483,137,132	525,067,441	567,072,836	606,767,935	643,174,011	675,332,711	702,346,020	723,416,401	737,884,729	752,642,423	767,695,272	783,049,177	798,710,161	814,684,364	830,978,051	847,597,612
5	Increase From Base Year		116,331,721	158,262,030	200,267,425	239,962,524	276,368,600	308,527,300	335,540,609	356,610,990	371,079,318	385,837,012	400,889,861	416,243,766	431,904,750	447,878,953	464,172,640	480,792,201
6	Tax Increment (95%)		110,515,135	150,348,929	190,254,054	227,964,398	262,550,170	293,100,935	318,763,578	338,780,440	352,525,352	366,545,161	380,845,368	395,431,578	410,309,512	425,485,005	440,964,008	456,752,591
7																		
8	Tax Increment Revenues																	
9	County (@7.6067 mills)		840,755	1,143,795	1,447,377	1,734,262	1,997,377	2,229,795	2,425,026	2,577,306	2,681,872	2,788,529	2,897,319	3,008,285	3,121,471	3,236,920	3,354,678	3,474,791
10	City (@8.9000 mills)		994,084	1,338,105	1,693,261	2,028,883	2,336,697	2,608,598	2,836,996	3,015,146	3,137,476	3,262,252	3,389,524	3,519,341	3,651,755	3,786,817	3,924,580	4,065,098
11	Annual TIF Revenues		1,834,839	2,481,900	3,140,638	3,763,145	4,334,073	4,838,393	5,262,022	5,592,452	5,819,347	6,050,781	6,286,843	6,527,626	6,773,225	7,023,736	7,279,257	7,539,889
12																		
13	Other Revenues																	
14	Historic Preservation Grants		300,000	300,000					110,000	110,000	110,000	120,000						
15	Hacienda Installment Sale				75,000	85,000	90,000	100,000										
16	Other CRA Property Sales																	
17	Business Incubator Rent																	
18	Miscellaneous Revenues		40,000	5,900														
19	Other Sources																	
20	Unspent Budget Carryforwards		200,000	787,500														
21	TOTAL - Other Revenues		540,000	1,093,400	75,000	85,000	90,000	100,000	110,000	110,000	110,000	120,000	0	0	0	0	0	0
22																		
23	TOTAL REVENUES		2,374,839	3,575,300	3,215,638	3,848,145	4,424,073	4,938,393	5,372,022	5,702,452	5,929,347	6,170,781	6,286,843	6,527,626	6,773,225	7,023,736	7,279,257	7,539,889
24																		
25	EXPENDITURES (\$)																	
26	Operations																	
27	Personnel Costs		21,930	22,588	23,266	23,964	24,682	25,423	26,186	26,971	27,780	28,614	29,472	30,356	31,267	32,205	33,171	34,166
28	Professional Services		53,500	55,105	56,758	58,461	60,215	62,021	63,882	65,798	67,772	69,805	71,900	74,057	76,278	78,567	80,924	83,351
29	Advertising & Marketing		10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	14,258	14,685	15,126	15,580
30	Utilities & Related		19,800	20,394	21,006	21,636	22,285	22,954	23,642	24,352	25,082	25,835	26,610	27,408	28,230	29,077	29,949	30,848
31	Maintenance & Repair		15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572	20,159	20,764	21,386	22,028	22,689	23,370
32	Property Insurance		17,000	17,510	18,035	18,576	19,134	19,708	20,299	20,908	21,535	22,181	22,847	23,532	24,238	24,965	25,714	26,485
33	Supplies & Miscellaneous		9,850	10,146	10,450	10,763	11,086	11,419	11,761	12,114	12,478	12,852	13,238	13,635	14,044	14,465	14,899	15,346
34	TOTAL - Operations		147,080	151,492	156,037	160,718	165,540	170,506	175,621	180,890	186,317	191,906	197,663	203,593	209,701	215,992	222,472	229,146
35																		
36	Incentives and Related																	
37	Main Street Program		15,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
38	Commercial Incentives			200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
39	Housing/Neighborhood Programs		50,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
40	Main Street Landing Incentives			1,475,000														
41	Other Projects																	
42	TOTAL - Incentives & Related		65,000	1,795,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000
43																		
44	Capital Projects																	
45	Hacienda Hotel		475,000	475,000														
46	Capital Project A																	
47	Capital Project B																	
48	Capital Project C																	
49	TOTAL - Capital Projects		475,000	475,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50																		
51	Debt Service & Transfers																	
52	General Fund (10% of TIF)		183,484	248,190	314,064	376,315	433,407	483,839	526,202	559,245	581,935	605,078	628,684	652,763	677,323	702,374	727,926	753,989
53	Recreation Center Debt		879,826	887,770	879,288	878,397	879,074	878,307	878,095	877,426	877,287	877,653	877,511	876,861	876,690	875,986	875,000	870,000
54	Water & Sewer Loan			600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
55	TOTAL - Debt & Transfers		1,063,310	1,135,960	1,793,352	1,854,712	1,912,481	1,962,146	2,004,297	2,036,671	2,059,222	2,082,731	2,106,195	2,129,624	2,154,013	2,178,360	1,327,926	1,353,989
56																		
57	TOTAL EXPENDITURES		1,750,390	3,557,452	2,424,389	2,490,430	2,553,021	2,607,652	2,654,918	2,692,561	2,720,538	2,749,637	2,778,859	2,808,217	2,838,713	2,869,352	2,025,397	2,058,135
58																		
59	NET REVENUES (\$)		624,449	17,848	791,249	1,357,715	1,871,052	2,330,741	2,717,103	3,009,891	3,208,809	3,421,144	3,507,984	3,719,410	3,934,512	4,154,385	5,253,860	5,481,754
60	Cumulative Net Revenues (\$)			642,296	1,433,545	2,791,260	4,662,312	6,993,053	9,710,156	12,720,047	15,928,857	19,350,000	22,857,985	26,577,394	30,511,906	34,666,291	39,920,151	45,401,905

APPENDIX

Listening to the Community - Public
Involvement Summary



EXECUTIVE SUMMARY

This report is a summary of the initial public involvement activities for a major update of the *New Port Richey Community Redevelopment Agency (CRA) Redevelopment Plan*. The updated plan will include a Strategic Action Plan. The CRA Redevelopment Plan identifies community needs, goals, and strategies for resolving needs and advancing the community toward its goals. The CRA Redevelopment Plan is updated periodically, taking into consideration the community’s accomplishments, continuing and emerging needs, and evolving vision for the future. The last major update of the plan was adopted by the CRA in 2012.

At this juncture in the plan update process, two major public involvement activities were conducted: 1) a series of stakeholder round table discussions and 2) a community-wide opinion survey. These activities helped the project team learn about community perceptions and priorities relative to:

- Issues – What are the community’s needs?
- Opportunities – What would benefit the community?
- Successes – What has been successful in the community that could be capitalized on and/or transformed into successes elsewhere in the community?

These ‘listening to the community’ activities are summarized in this report. The information will be used to identify focus areas for the Strategic Action Plan. Detailed results from the public involvement activities are provided in the Appendix section of this report.

STAKEHOLDER ROUND TABLES

Seven stakeholder groups representing a cross-section of community interests were convened for one-hour discussions about the CRA area and city as a whole. The following community perceptions were gleaned from the discussions:

- New Port Richey has many assets and competitive advantages
- Downtown is a unique asset that can drive citywide revitalization
- Our focus should also extend beyond Downtown
- A broader variety of housing is needed
- To make better neighborhoods, we need to raise the bar
- Poverty and related social problems are challenges
- Prudent interventions will positively affect the city’s tax base
- Branding now and telling our story will help us reach our goals

At the round table discussions, each participant was asked to write down their top three “Must Haves” for the plan update, as well as actions they thought the plan should avoid. The “Must Haves” ideas received were sorted and the following themes emerged. The number of distinct ideas per theme is indicated in parentheses.

- | | |
|---|---|
| Arts, Culture and Historic Preservation (3) | Events (9) |
| Branding and Marketing (12) | Housing (9) |
| Community Appearance (14) | Planning and Implementation (5) |
| Community Design/Placemaking (13) | Poverty and Social Issues (4) |
| Downtown (14) | Property Taxes and Government Fees (4) |
| Economic Development and Growth (25) | Public Infrastructure and Services (27) |
| Education (3) | Public Safety (6) |
| Employment (4) | |

COMMUNITY OPINION SURVEY

A community opinion survey was fielded by CRA staff on August 23, 2017. The purpose of the *non-scientific* survey was to supplement input from the stakeholder round table discussions for use in updating the CRA Redevelopment Plan. The survey offered residents, property owners, businesses, and workers employed in the city an opportunity to provide observations about the community.

The 111 completed surveys received showed that most survey takers find the following reasons for living in the City as being “*very important*”:

- Neighborhood quality (88%)
- Economic well-being (83%)
- Mobility and streets (76%)
- Sense of community (73%)
- Quality of schools (70%)
- Parks and recreation (69%)
- Cultural and social opportunities (67%)
- Historic downtown (65%)

Most survey takers indicated that they were “*very concerned*” about the following:

- Overall appearance of the city (61%)
- Public safety (59%)
- Good jobs (56%)
- School quality (52%)

Most survey takers feel that the City of New Port Richey economy is “getting better” (48%), versus “staying about the same” (43%) or “getting worse” (9%).

The survey included two opened-ended questions. The response to these questions showed alignment with the opinions gathered at the stakeholder round table discussions.

STRATEGIC DIRECTION FOR THE PLAN UPDATE

The results of the public involvement activities were assessed in the context of citywide socio-economic data to identify six strategic priorities for the CRA. The strategic priorities listed below are recommended to be the focus of the CRA Redevelopment Plan Strategic Action Plan.

- Former Community Hospital Site and Surrounding Area (Marine District)
- Rivergate (U.S. 19 at Main Street)
- Southgate Shopping Center Area
- Hacienda Hotel Renovation
- Riverside Inn (U.S. 19 at the Pithlachascotee River)
- Neighborhood Pilot

The strategic priorities will be further developed through economic analysis and future public engagement activities.

1 | INTRODUCTION

This report is a summary of the initial public involvement activities for a major update of the *New Port Richey Community Redevelopment Agency (CRA) Redevelopment Plan*. The updated plan will include a Strategic Action Plan. The CRA Redevelopment Plan identifies community needs, goals, and strategies for resolving needs and advancing the community toward its goals. The CRA Redevelopment Plan is updated periodically, taking into consideration the community's accomplishments, continuing and emerging needs, and evolving vision for the future. The last major update of the plan was adopted by the CRA in 2012.

At this juncture in the plan update process, two major public involvement activities were conducted. The first activity was a series of stakeholder round table discussions. The second activity was a community-wide opinion survey. The purpose of these public involvement opportunities was to learn about community perceptions and priorities relative to:

- Issues – What are the community's needs?
- Opportunities – What would benefit the community?
- Successes – What has been successful in the community that could be capitalized on and/or transformed into successes elsewhere in the community?

These 'listening to the community' activities are summarized in this report. The information will be used to identify strategic focus areas for the Strategic Action Plan. Detailed results from the public involvement activities are provided in the Appendix section of this report.

2 | STAKEHOLDER ROUND TABLES

On August 23, 2017, the CRA staff and consultant facilitated seven stakeholder round table discussions at the New Port Richey Business Center at 6345 Grand Boulevard. The stakeholder groups were represented at the round table discussions are listed below:

- Businesses and Business Organizations
- City Government Departmental Staff
- City Council and Local Economic Development Interests
- Community/Neighborhood Leaders
- Arts, Culture, and Environment
- Education
- Pasco County Government and Pasco Economic Development Council

Approximately 50 people representing a cross-section of community interests participated in the one-hour discussions about the CRA area and city as a whole. A city map showing the live/work locations of the participants is provided in **Appendix A** of this report.

Socioeconomic and other relevant information was presented to the round tables to prepare participants for the discussion. The presentation slides are provided in **Appendix B** of this report.

A. *What We Heard: Community Perceptions*

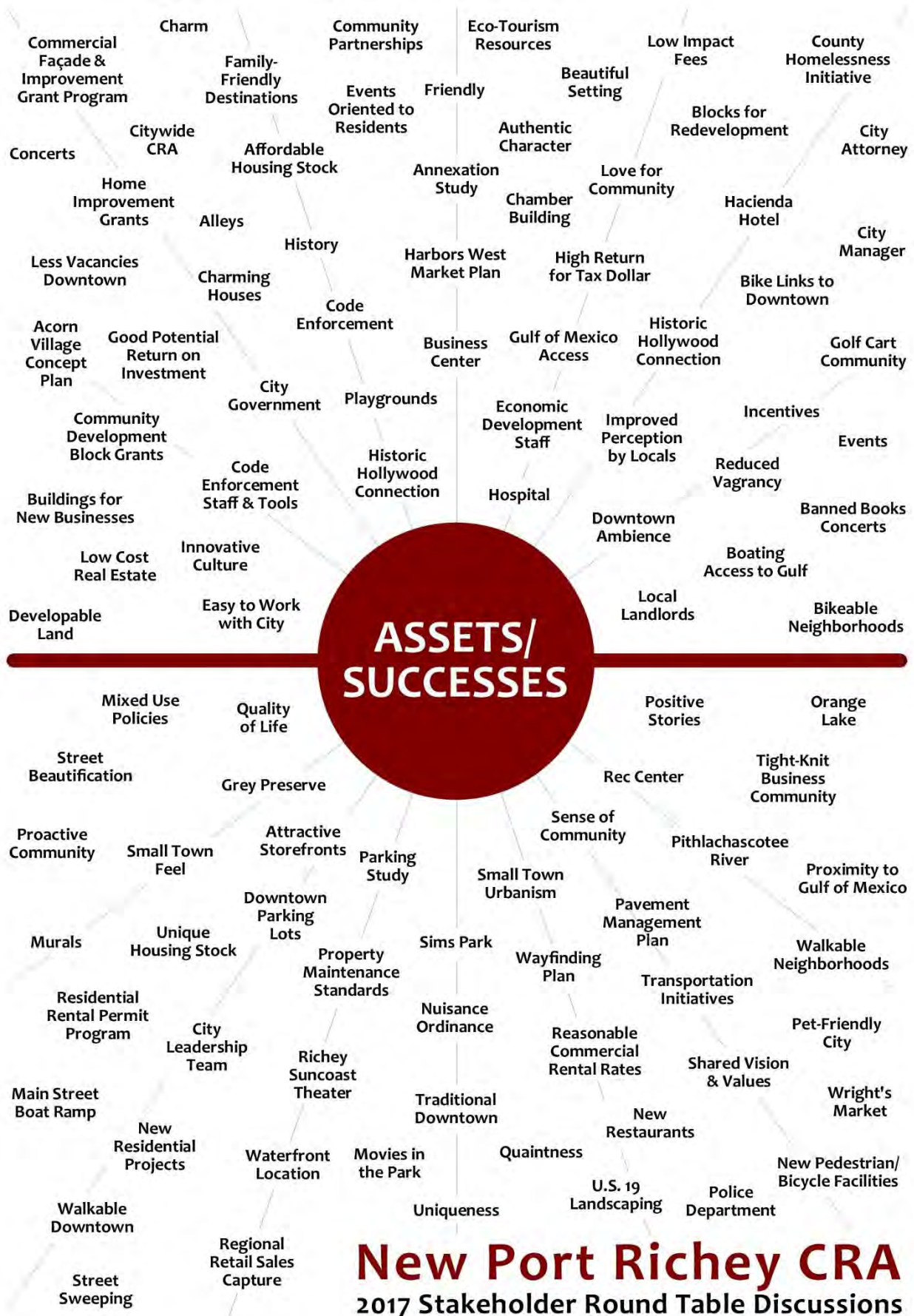
This section contains a synthesis of the perceptions of the round table participants relative to community issues, opportunities, and successes. Italicized text represents quotes from participants. Flipchart notes identifying all of the round table discussion topics are provided in **Appendix C** of this report.

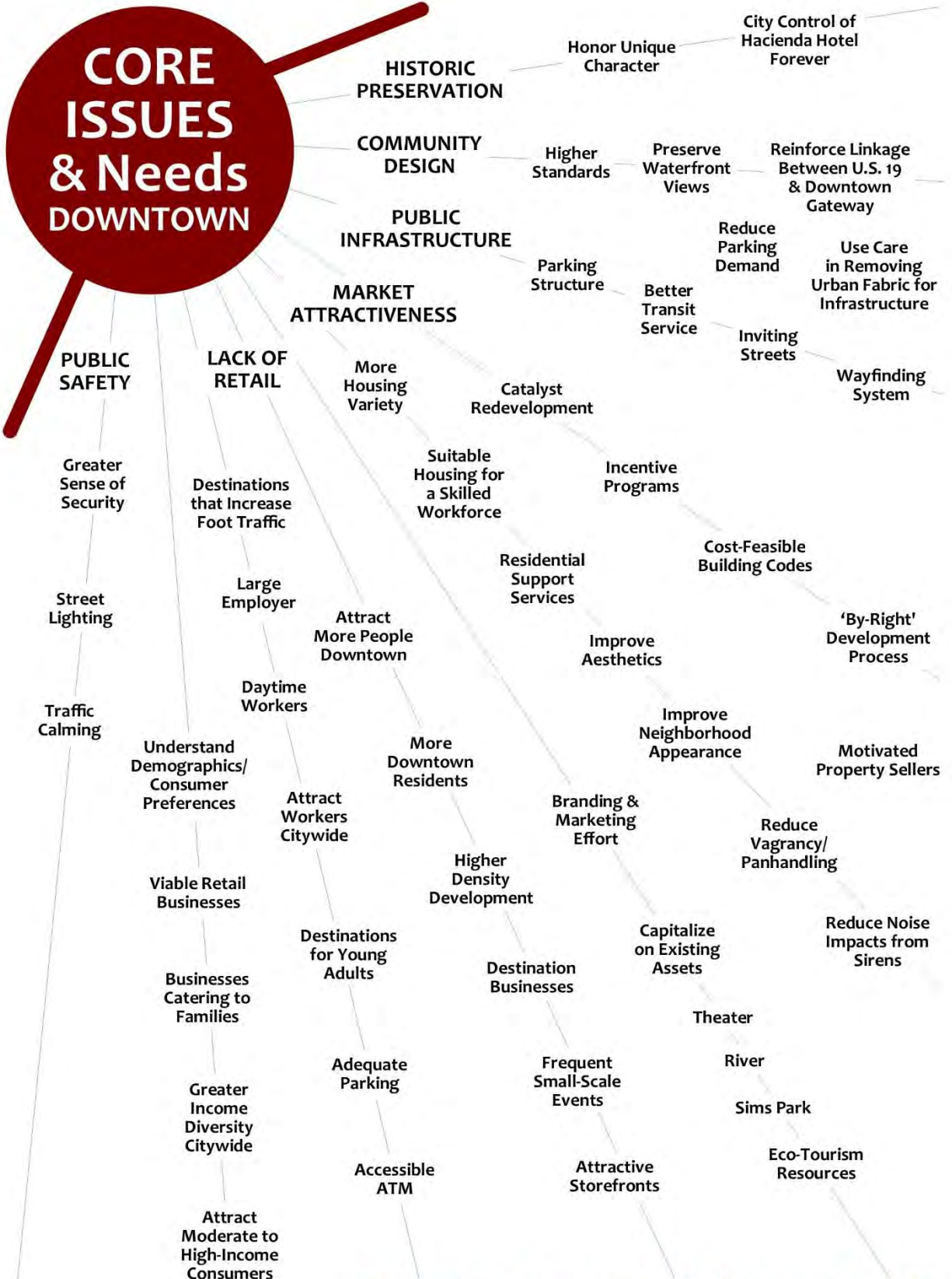
Perception: New Port Richey has many assets and competitive advantages...

- People can walk or bike to just about every park in the city. *“I think that is the jewel.”*
- Old buildings of various sizes and quality give Downtown character and grit. *“This is actually New Port Richey’s biggest asset.”*
- *“The park is a great success. It’s has been a great revitalization tool for the city.”*
- *“One of the strengths of our area is a tightly knit business community.”*
- The business center could be attractive to a larger employer. *“It’s a beautiful setting.”*
- Underutilized blocks and buildings are ripe for redevelopment in Downtown.
- *“Like San Antonino, we have a gem here called the river.”*
- Our parks, river, gulf, and Millers Bayou (Port Richey) are assets for eco-tourism. *“We have that catalyst, the potential for that catalyst that nobody else has.”*
- Small events draw residents and visitors. *“This is why I live in New Port Richey. It’s the smaller things.”*
- *“Waterfront buyers are coming because they want to get their boat in the water.”*
- We have a rich history and historic resources. *“The theater, combined with the story, is thrilling to people.”*
- The hospital employs 650 people in the city. *“The relocation of Community Hospital made North Bay a much better hospital.”*
- Residents feel they get a bigger ‘bang for their buck’ in the city. *“Taxes are a bit high, but you are getting a lot of return on your money. We have our parks system, police, and fire. There are more activities. There are more things to do.”*
- City assets and successes identified by the round table participants is shown in the figure on page 5.

Perception: Downtown is a unique asset that can drive citywide revitalization...

- Making Downtown more attractive to residents and visitors and for business investments is a top priority.
- *“It’s all about location. You have downtown with a resource amenity that doesn’t exist anywhere else.”* Downtown is what gives the city its “small town” character and sets the city apart from most places in the region. *“The acreage of walkable places with small-town urbanism accounts for only about 1 percent of the Tampa Bay area.”*
- *“I picked a location because of the quaint factor; the Main Street Americana. I just liked the looks of the place.”*
- Sims Park is drawing new people to downtown. *“The park is a great success. It’s been a great revitalization tool for the city.”*
- *“My family and I live outside the city but go to the concerts and the playground, which are 5-star. You are doing something good there to get people in there. These are the things the city needs to build upon.”*
- The full range of Downtown issues and needs expressed during the round tables is shown in the figure on page 6.





New Port Richey CRA

2017 Stakeholder Round Table Discussions

Perception: Our focus should also extend beyond Downtown...

- *"The U.S. 19 corridor defines who we are as a city." We need to clean up U.S. 19 and address the crime and homeless issues.*
- *There are many underutilized sites on U.S. 19. "A 90-room Holiday Inn can go there. There is a market there for that."*
- *"One of the assets here is the waterfront. If you ever have a chance to annex the waterfront, grab it."*
- *"You've got 14,000 residents and I can probably see 14,000 that are not included, such as Gulf Harbors."*
- *"The east side of the city toward Rowan Road is still relatively green and ripe for some development."*
- *Scrutinize annexation of high need properties. "There has to be an analysis of the level of service demands of the property before we annex it."*
- *"Connecting all the communities on the westside of U.S. 19, like what was done on Marine Parkway is huge."*
- *"West Pasco is still the 'Golden Years' coast. There is an extraordinarily high aging and retiree populations." The Community Hospital site is an opportunity for further development of health-related and service-related industries serving the elderly.*

Perception: A broader variety of housing is needed...

- *There is consensus that the city needs more housing that aligns with consumer preferences. "The significant inventory of two-bedroom/one-bath homes in the city is an impediment."*
- *"Residential redevelopment is a must. You can have everything people want but they won't move here if the city has a housing stock created for retirees."*
- *More family housing is needed to appeal to that demographic. "Most of the houses in the city are smaller. They don't have three bedrooms, two bathrooms, and two car garages. That is probably the minimum expectation that people have." Alleyways are an asset for placement of new garages.*
- *"Empty nesters that come to New Port Richey are not going to settle for two bedrooms and one bath."*
- *"We need to make opportunities for people that want a 3-bedroom/2-bath house with nice yard. They [hospital employees] are driving from Pinellas County, especially the professionals, the nurses, technicians [...] rather than living here and riding their bikes or walking to the hospital."*
- *The housing stock needs to be upgraded. "Take some of these old ones and make them nicer, not necessarily tear-downs, but make them nicer and incentivize in such a way that people will buy these places from the slumlords and fix them up."*
- *The cost to upgrade houses to meet current building standards and consumer preferences is a limiting factor. "You can't put fix-up costs [bad roofs, termites, old wiring] in a mortgage typically."*
- *Insurance costs are higher for older homes that are not code compliant.*
- *"It's too expensive to do [rebuild or rehabilitate] because of what you are going to get out of it. The key is to figure out a way you can build new and still be successful."*
- *Low assessed values of housing make it very easy to exceed the National Flood Insurance Program 50% rule for structural improvements in the flood zone.*
- *"There is a stigma in Pasco County about sinkholes and flood insurance."*

- *“Buy up houses when the prices are low, clear them, and sell to a developer for redevelopment as an owner-occupied home.”*
- Since the Great Recession, more people are seeking rental homes over homeownership, and the property tax rental properties is not reduced due to the homestead exemption. *“Consumers really desire rental properties and almost one-half of our city is rental. Is that really a bad thing?”*

Perception: To make better neighborhoods, we need to raise the bar...

- *“We have got to upgrade everything, we have got to make people clean it up, we have got to make it look better, and then we'll get people that want to [...] add a bedroom or tear a house down.”*
- *“If we could clean up front yards, it would clean up the city's look.”*
- *“In most cases—and not in one part of the city—you can go down a street and find six great looking home and a junkie triplex.”*
- *“You can tell in my neighborhood which street has owners and which has renters. And, it's not that there is any code violation, it's just the general care of the property.”*
- *“There are some substandard conditions out there and not all of those are rental properties—some are owner-occupied.”*
- *“There are houses that have interiors in as bad a shape as the exterior.”*
- *“Code enforcement is key. People come into the community to consider buying or moving here and they don't just look at the house or building they are interested in.”*
- *“If the city has to monitor that stuff, there certainly should be administrative fees attached to it to cover expenses.”* There is support for more resources for code enforcement. *“It doesn't do any good to pass ordinances if they are not going to be enforced.”*
- Resolving code cases is cumbersome. *“In the period of time it takes for city staff to issue a demolition order and get it to City Council, the property will change hands.”*
- Housing demolition in the flood zone is a double-edged sword. *“The cost to rebuild is so far above the market that you end up with an empty property. What is to be gained by that process?”*
- Condominium and homeowner associations are requiring owner-occupancy for a period of time and it seems to be striking a balance. *“It sure is changing the mix in those complexes.”*
- Higher maintenance standards should be tied to federal subsidies for providing low-income housing. *“We need to talk to our federal legislators for help ceasing government funding when landlords are not in good standing with local codes.”*
- Local maintained standards could be tougher. *“We could have three-strikes-and-you're-out code enforcement.”*
- Grants for rental property upgrades have been effective. *“Pasco County offered Community Development Block Grant money—dollar for dollar for every dollar spent on rental properties.”*
- Pasco County has seen significant increases in property values because of targeted code enforcement stronger homeowner and civic associations.
- *“The city has an excellent ‘paint up/fix up’ program that has improved [owner-occupied] housing.”* The City is exploring other programs to facilitate upgrades to the housing stock.
- There is support for more frequent yard debris pickup to improve the appearance of neighborhoods.
- Neighborhoods would benefit functionally and aesthetically from streets and sidewalk maintenance is needed to improve neighborhoods.

Perception: Poverty and related social problems are challenges...

- Socioeconomics have affected schools in the city. *“Many families are just trying to hold on.”*
- Last year, Gulf High School had approximately 80 students considered homeless, doubled up, or without parents, Gulf Middle had 63, and Richey Elementary had 40 to 60.
- There is a strong correlation between poverty and school grades. Schools are spending more time on the preconditions of learning—food, clothing, shelter, safety—that have to be in place before cognitive learning can occur.
- At Gulf Middle School, 85 percent of students are eligible for free or reduced lunch. *“There is a difference between poverty and making ends meet.”*
- Two-generation education is key to breaking the cycle of poverty. *“I agree 100% about better education for school-age population but we need adult education, too, to have a trained and qualified workforce.”*
- *“Many of our families do not have reliable access to a car and have to shop at convenience stores.”* Poor access to jobs and school of the many negative implications of not having a personal vehicle.
- School attendance has improved but truancy is still a problem.
- Affordable after-school programs are lacking. *“We need a better place for kids after school. They need an appropriate place to play.”*
- Area churches present a ripe opportunity for partnerships to address social issues. *“Our students need wrap around services.”*
- *“We have an almost overwhelming drug problem. It ties into the income levels of our community. We have so many people that don't have jobs.”* Jobs and job training are part of a multi-pronged solution to drug abuse in a community.
- Homelessness is a continuing challenge requiring effective partnerships. *“Service providers bring a range of service to downtown, allowing people to pretty much survive on the street. These service providers do not seem to be working to solve the homelessness problem.”*
- The perception of crime is real. *“It doesn't exist just on US 19. We need to do a better job.”*

Perception: Prudent interventions will positively affect the city's tax base...

- *“I'm really happy overall with the direction the city is going but I do not like the millage rate.”*
- Pinellas County is running out of land. *“We want to bring in some of that wealth to Pasco County, particularly to New Port Richey. We have an opportunity to do that.”*
- Attract higher-wage jobs. *“It goes back to the overall incomes in the area, which drives your housing values, which drives your tax base. It drives everything including the customers for the retailer.”*
- Increase foot traffic downtown. *“There isn't a significant number of workers down here to drive retail and everything else during the day.”*
- Increase the customer base through higher density redevelopment. *“Retailers need to see rooftops to know that they are going to be able to sustain themselves over a period of time.”*
- Broaden cross-generational appeal. *“Young adults don't come to New Port Richey because there is nothing to bring them down.”*
- *“Schools will attract folks that will bring families to town.”* Schools are not only important to families, they are a top locational criterion for corporate relocations.

- First do no harm. *"It's important to have the infrastructure but it's not everything." Every major city that is worth going to has parking problems. That is just the way it is. If you have all sorts of parking and you have no retail space, then you won't have parking problems because nobody will be there.*
- Make it easier to find parking. *"People wonder where are they going to park when they come to downtown."*
- Improve wayfinding to key destinations. *"We have a wonderful, beautiful park that so many people come here for but, I hear it all the time, there is nothing that tells these folks that two blocks over is downtown."*
- Increase lighting levels on paths from downtown to remote parking locations. *"What is really important is security. You can build the most beautiful downtown in the world but if people don't feel secure walking around at night, it's going to be a problem."*
- Advocate for quality transit service (transit can make land valuable and reduce parking demand). *"The way you increase value in your downtown area isn't necessarily about manipulating housing costs, it's about reducing the cost of living in a place. Cars are typically one-third of household expenses."*
- *"We need a three-story garage"* to expand parking downtown. *"Don't spread it [parking] out because our city is too small for that."*
- Establish design guidelines for target areas *"so that when people come into our city they recognize they are in it."*
- Set higher standards for community design. *"We need an architectural review board to make sure actions, such as restoration or doing something new, have uniformity; maintain the integrity of the time and place."*
- 'Set the table' for redevelopment and incentivize targeted redevelopment/uses. *"Private investment always follows public investment, no question about it."*
- Make the land development code more permissive for certain activities (e.g., by-right sidewalk café regulations and a form-based development code). *"It would be a good avenue to put in a lot of these more permissive regulations that make it clearer to see what you can do and what the city does not want. Let's not add more regulations. Let's do different kinds."*
- Expand the trail network to link destinations. *"You could make New Port Richey a destination bicycling center. We have most of that infrastructure done and it's just a matter of bring those together with those links."*
- Modify streets over time to accommodate all users. *"We need a vision for complete streets when we are looking at landscaping and trails."*
- 'Traffic calm' problematic streets and widen substandard sidewalks. *"We can say everything we want about walkability, but I take my life in my hands in some places, and it is very difficult to use the 'one-butt sidewalks."*
- Preserve waterfront views. *"When you block the beauty, you are losing."*
- Establish 'gigacity' or 'fiberhood' partnerships. *"I think U.S. 19 redevelopment is going to be triggered by high-speed digital access."*

Perception: Branding now and telling our story will help us reach our goals...

- *“People don't know of our successes. When the ones that don't come in the city finally do the say, oh my God, this is different! The transition you've done in the last couple years it's huge!”*
- *“What New Port Richey has to offer in its physical characteristics and attributes is unparalleled, even in Dunedin, Safety Harbor, and Palm Harbor. That's why we are very bullish about New Port Richey's potential.”*
- *“We were told one time by developers that Celebration was built to be like our city. We have the river running through and all of these beautiful things that are already here.”*
- *“We should be working together to promote the river.”*
- *“Everybody who comes here with fresh eyes, whether they grew up here and been away for a long time and have come back and see it with a new perspective, or come here for the first time and say, why isn't this place kicking #%*!”*
- *Workers in the area, such as hospital workers, are not aware of downtown events and businesses. “We need to focus on continued quality of life improvements and get the information out.”*
- *“We aren't doing any advertisement on U.S. 19 to say here is the city.”*
- *“Promotion is a big thing.”*
- *“It's absolutely critical to tell our story in however many ways we can.”*
- *“We know differently” but “people have a poor perception of New Port Richey.”*
- *“It's a stigma that has to change in order for this revitalization to happen. We need to create a more upbeat image.”*

B. What We Heard: Community Priorities

Approximately 45 minutes into the discussion, the round table participants were asked to consider and answer the following questions:

- *In your opinion, what are the top three things the updated Community Redevelopment Plan must address?*
- *In your opinion, what could come from the Community Redevelopment Plan update that you would absolutely be against?*

Each participant recorded their ideas on a one-page questionnaire. The questionnaire responses by stakeholder group were compiled (see **Appendix D** of this report) and sorted, revealing the following themes. The number of distinct ideas per theme is indicated in parentheses.

Arts, Culture and Historic Preservation (3)	Events (9)
Branding and Marketing (12)	Housing (9)
Community Appearance (14)	Planning and Implementation (5)
Community Design/Placemaking (13)	Poverty and Social Issues (4)
Downtown (14)	Property Taxes and Government Fees (4)
Economic Development and Growth (25)	Public Infrastructure and Services (27)
Education (3)	Public Safety (6)
Employment (4)	

The 218 ideas received were sorted and organized by theme. Closely related ideas were consolidated. The resulting list is provided in the following:

Arts, Culture, and Historic Preservation

'Must Haves'

- More public art and cultural events.
- Restoration of the Hacienda and historic properties.
- More code leeway on older buildings to lower renovation costs.

'Must Avoid'

- Sale of the Hacienda.

Branding and Marketing

'Must Haves'

- Updated city image.
- Plan to promote the area in a positive light and address misconceptions.
- Change perception that the greater New Port Richey area is the city.
- Define New Port Richey's sense of place. Who are we?
- Create a unique downtown culture and an environment that defines us.
- Branding - Perception is important. Rebranding would allow for "quick win" and give the perception of immediate improvements.

- Branding/marketing/telling our story. What does our city have to offer (e.g., parks, recreation center, river, gulf, downtown, history, eco-tourism)? Promote it all. Hire a social media director.
- Marketing to attract different demographics and mix of downtown merchants.
- Marketing plan to engage those who live in our area, in addition to tourism. Creation of community pride.
- Concise marketing information with a consistent message.
- Preserve history and character.
- Better wayfinding signage on U.S. 19.

'Must Avoid'

- Negativity (combat with branding and marketing).

Community Appearance

'Must Haves'

- More visually appealing buildings (regardless of age). Redevelopment efforts would help.
- Plan for revamping business storefronts (appearances) and residential to match.
- Clean up properties.
- Increased code enforcement and funding for code enforcement. First impressions for potential residents is key and existing residents are reluctant to improve properties in poorly maintained areas.
- Update codes for rental properties and require inspections. This will cause rents to go up and renters to be higher income.
- Investors (landlords) with pride in properties owned.
- Buy up trashy homes and sell land to a builder. Help owner fix up outsides.
- Establish city homeowner association to drive out slumlords.
- Limit rental certificates.
- Focus on all of business corridors including U.S. 19 (our front door).
- Encourage owners to improve property including commercial.
- Grants for property improvements and homeowner improvements.
- Neighborhood improvements.
- Mandatory garbage collection throughout the city.

'Must Avoid'

- Implementing any policy that would make it harder for residents/owners to improve property.
- Boats in front of driveway okay but not covering sidewalk.
- Further decline of distressed neighborhoods.

Community Design/Placemaking

'Must Haves'

- Create more special places (outdoor dining and gathering hotspots).
- Encourage murals, public art, painted crosswalks, and intersections.
- Improve appearance of our gateways.
- Continuity in "dress code" for buildings.

- Ideas for new construction.
- Overlay districts (i.e., historic, parks/open space, and business districts).
- Restructure regulations to activate downtown - By-right use of sidewalks/public spaces for seating, merchandise displays, music, etc.
- Pursue a form-based code for downtown and immediate surroundings (expand to other areas later)
- Adopt design guidelines.
- Design standards for glass, canopies/awnings, signage, etc. to activate storefronts.
- Architectural review board.
- Residential redevelopment.
- Quality of life - Keep older structures and rebuild.

'Must Avoid'

- High-rise buildings. Tall buildings next to park and river.
- Non-transit-oriented developments.
- More pavement.
- Parking lots. Do a garage instead with retail on bottom, offices and residential above.
- Do not further privatize riverfront.

Downtown

'Must Haves'

- Greater emphasis on quality of life.
- Activated downtown; free activities for residents; and support for community organizations. Less emphasis on tourism and large outward focused festivals.
- Think of downtown area as a hotel. Need more 24/7/365 activity.
- Downtown promotions.
- Target "Main Mart" and property with perpetual building permit on corner (by cigar bar) for acquisition.
- Family orientation. Less bars downtown.
- Downtown gateways.
- More retail downtown. Attraction of the "right" businesses (boutique restaurants, high-end retail, grocery stores, and culture to attract customers from out of the area to play).
- Large mix of uses in downtown. Having Wrights come down is needed for residential attraction. No food-no people. Bakery, meat monger, Millennial attractions (nano and micro brew pubs).
- More restaurants, wine walks, boutiques, shops.
- Downtown mixed-use is a must for success.
- More residential. Increase residential density through flexible zoning, mixed use around Sims Park and waterfront.
- Walkable downtown.
- Move emergency response to U.S. 19 and order to reduce extraordinary noise and unpleasantness for downtown walkers.

'Must Avoid'

- Adding more bars in the downtown. No more dive bars. Need more retail.

Economic Development and Growth

'Must Haves'

- Focus on quality of life for residents.
- Residential redevelopment.
- Redevelopment of vacant land for new homes and condos.
- Rezoning for residential single-occupancy versus multi-unit.
- Neighborhood identity.
- Pick up percentage of failing neighborhoods (extremely high rental, high-crime, high nuisance areas). Voluntary acquisitions block and create what you want to see. Use existing assets as neighborhood center.
- More density through land assemblage in desirable areas (Downtown, Francis Avenue, and Madison Street).
- Become more business-friendly.
- Increased business/restaurants/stores for greater access to resources within the community.
- Higher-quality businesses on U.S. 19 corridor.
- More business industry.
- Make City governance friendly/welcoming to development.
- Restaurants and shops. Retired and working families cook very little and eat out significantly.
- Linkages between mixed-use development downtown to U.S. 19 (Acorn District).
- Attract commercial business in other areas of the city.
- Employment centers and incubators. Renew hospital and related sites.
- Create mixed-use and mixed-income housing along U.S. 19, Grand Boulevard, Main Street, Congress Street, and Madison Street.
- Vertical, multi-use development with incentives for private developers.
- Know your targeted population to make decisions easier.
- Mixture of generations. Do not put all your eggs in one basket.
- Waterfront development through existing property or annex areas.
- Buildings high enough to see the waterfront (gulf), if feasible.
- Annexation of enclaves; areas for future development of 3 bedroom/2 bath homes for families; and areas that would increase tax base.
- Increase tax base by annexation to develop our improved infrastructure
- Economic development incentive funding. Public investment leading the way!!

'Must Avoid'

- Not addressing residential redevelopment.
- Public/private projects. Condo, buying land agreements in the past do not work.
- Retail - Large malls, big boxes intent will kill most. Their land uses will turn into distribution centers, schools, churches. The opportunity is to turn them into offices, workspaces with gigabyte infrastructure in place.
- Being content with not enhancing our natural resources to improve our city and attract tourism and future businesses and families. "Pride and ownership" will come.

Education

'Must Haves'

- Better education. Better primary and secondary schools and technical/trade schools.
- Low-cost after school program. When youth are engaged appropriately, great things can happen.
- Better connection/support for schools (e.g., parade support; partnerships, mentors, and volunteers).

'Must Avoid'

- None.

Employment

'Must Haves'

- Employment opportunities.
- A major, higher-income employer to drive property values and per capita income.
- Downtown employment opportunities with internal capture (jobs, shops, recreation, errands, housing).
- Job creation for millennials.

'Must Avoid'

- Restrictions on home occupations.

Events

'Must Haves'

- Ongoing community-wide events that bring residents and outsiders to downtown (e.g., 'First Fridays', art walks, and home/garden tours).
- Small-scale events; weekly and monthly.
- Give people reasons to want to live here (e.g., smaller, more regular events targeting residents).
- More variety of events (e.g., triathlons, adventure races, and fishing tournaments). Use Grey Preserve and Green Key Park.
- Continue a robust Main Street program to leverage and host the signature events and smaller activities (e.g., strolls, 'First Fridays').
- Partner with Hollywood, California, as a city patron. Partner with Turner Movie Classic Film Festival for an event in the city.
- Events in places other than Sims Park (e.g., Downtown, Railroad Square, Rec Center, etc.).
- Charge event owners for security, cleanup, etc.
- Activities (e.g., music and traditional activities like Chasco Fiesta).

'Must Avoid'

- None

Housing

'Must Haves'

- More housing choices.
- Improved housing stock (existing renter and owner-occupied units).

- Increased housing options for families (with sidewalks in neighborhoods).
- Encourage replacement of older, outdated, low-end housing stock with new 3-bedroom/2-bath houses
- Affordable and attractive owner-occupied housing, not rental.
- Less rental property. Too many apartments (Orange Lake, Main Street Landings). Ownership equals better property values and taxes.
- Promote homeownership! Work with realtors, Chamber, lenders to promote home buying.
- Rental-to-homeownership program.
- Effective programs to clean up and inspire homeownership/rental investment, including lower taxes.

'Must Avoid'

- More rental properties.
- Subsidized/low-income housing.

Planning and Implementation

'Must Haves'

- Creative thinking outside the box and bold ideas (“bravery”).
- Commitment to long-term change; understanding that patience is needed to accomplish goals.
- Balancing objectives (focus on all aspects of improving City).
- A stated “Vision” available in writing.
- Open discussion/planning. It's a good idea to have these hourly discussions.

'Must Avoid'

- An unbalanced plan that focuses on only one or two aspects of development. Plan must be comprehensive and inclusive.
- Short-sighted objectives.
- Knee jerk reactions. You need well-thought-out programs and input from all stakeholders.
- Stay away from trendy. Have a long-term approach. Remain flexible and agile.
- Status quo.
- Alienating current residents and businesses! Those that are here and successful need to continue to be heard! No Gentrification!
- Avoid more regulation!
- Ordinances you don't enforce.
- Losing our City Manager and Economic Development Director!

Poverty and Social Issues

'Must Haves'

- Resources and jobs for family members to help address economic concerns.
- Involve other groups for ideas and resources (e.g., churches, service groups, such as Rotary).
- Include the community churches when seeking feedback. They are powerful organizations who want to support the community.
- Public Safety initiatives - Address crime, drugs, and homeless.

'Must Avoid'

- None.

Property Taxes and Government Fees

'Must Haves'

- Mechanism to lower millage rate.
- Targeted programs to increase taxable value. Study what the city can do to impact property values.
- Work on increasing the average price of houses in the city.
- Improved building (larger homes, better development increases tax base).

'Must Avoid'

- Higher taxes and fees.
- I would be against any other assessment (e.g., fire, etc.). Our residents are not fooled by lowering the millage and then adding assessments.

Public Infrastructure and Services

'Must Haves'

- Improve streets (paving).
- Street flooding continues to be a problem.
- Neighborhood improvements (e.g., sidewalks, streets, and beautification).
- Safe walking areas to schools and community areas.
- Better sidewalk between River Walk and Sims Park.
- Walkable downtown and outlying areas (bike paths, etc.).
- More bike-hike trails.
- Bicycle/pedestrian paths to downtown and parks. Bike trails through City to Port Richey bayou.
- Walkability, greenways, and alternative transportation options.
- Link existing infrastructure for cycling to create a route for cyclists from Marine Parkway through downtown to Massachusetts Ave.
- Complete streets program (landscaping, trails). Complete streets on U.S. 19; reduce the massiveness; connect with west residential to east retail.
- Continue increasing “connectivity and beautification” of community through sidewalks, bike pickup/share locations, covered bus waiting areas.
- Transit model center/bikeways/trails with complete streets.
- Highly-effective interregional high-speed transportation options.
- Downtown parking or parking garage (three-level parking garage).
- Tourism infrastructure.
- Public access to waterfront. Passive park with access and possibility of related restaurants/retail.
- More boating access. Expand Main Street Marina. Provide access to river and gulf to raise the city's profile and enhance city. Charge for boat ramp.
- Move Chamber and reutilize that building for kayak rentals and concessions.
- Kayak trail to include Grey Preserve, Francis Avenue, Grand Blvd, Sims Park, Cody River Park, Jasmine Park to Green Key Preserve.

- Identity with tie to the waterfront to bring in wealthier residents, visitors, and business patrons.
- Alternative corridor access other than U.S. 19.
- Dog parks.
- Small neighborhood parks in areas that don't have any.
- Don't stop tree debris pickup; improve it.
- Internet service.
- New business need gigabyte fiber internet service. Jobs will increase housing value. Location is less important if I am wired of 10 gigabytes.

'Must Avoid'

- Putting the cart before the horse with infrastructure improvements (e.g., taking away retail/commercial space for parking).
- Ignoring infrastructure for growth (e.g., poor roads, lack of managing the mix; disregarding high-speed internet needs; ignoring visual impression).
- Center medians.
- Speed bumps.
- Major parking garage.
- Tree pick up debris.

Public Safety

'Must Haves'

- Focus on safety!
- Policing.
- Reduce crime.
- Enforcing codes violations such as speed limits (speed humps on Madison?).
- Traffic directed towards Grand Blvd rather than side streets (River Road and Madison Street).
- Security for people to feel at ease to walk the streets any time (e.g., from venue to car).

'Must Avoid'

- None

3 | COMMUNITY OPINION SURVEY

A community opinion survey was fielded by CRA staff on August 23, 2017. The purpose of the *non-scientific* survey was to supplement input from the stakeholder round table discussions for use in updating the CRA Redevelopment Plan. The survey offered residents, property owners, businesses, and workers employed in the city an opportunity to provide observations about the community.

The 15-question survey was open for a total of five weeks, including a two-week extension to account for Hurricane Irma interruptions. The survey questionnaire was available online and in hardcopy form in the New Port Richey Public Library. The outreach effort for the survey was significant relative to the scale of the project and included the following communication channels:

- CRA website link
- City utility billing notice
- City newsletter article
- City social media feeds
- Flyers in the City Development Department and Library
- Presentation/announcement:
 - Stakeholder round table discussions
 - New Port Richey Rotary meeting
- Staffing at events:
 - Tasty Tuesday
 - Movie in Park

Completed surveys received totaled 111. The survey responses align with the community opinions expressed at the stakeholder round tables (see **Chapter 2** of this report).

Below is a synopsis of the *most common responses* to survey questions. Charts showing the full survey results are provided in **Appendix E** of this report.

- Have lived in the city more than 10 years (41%)
- Are year-round residents (98%)
- Are age 50 to 64 (37%), followed by age 40 to 49 (24%)
- Rated the City as a place to live as “neither high nor low” (40%), followed by “high” (39%)
- Rated overall quality of life in City as “neither high nor low” (46%), followed by “high” (35%)
- Indicated the following as being “very important” to why they live in the City of New Port Richey:
 - Neighborhood quality (88%)
 - Economic well-being (83%)
 - Mobility and streets (76%)
 - Sense of community (73%)
 - Quality of schools (70%)
 - Parks and recreation (69%)
 - Cultural and social opportunities (67%)
 - Historic downtown (65%)
- Are “very concerned” about the following:
 - Overall appearance of the city (61%)
 - Public safety (59%)
 - Good jobs (56%)
 - School quality (52%)
- Feel that the City of New Port Richey economy is “getting better” (48%),
- Indicated they want to travel in the future by walking (26%) and car (26%)
- Rated the importance of the following transportation issues as “very high”
 - Street and road conditions (44%)
 - Pedestrian infrastructure (41%)
 - Bicycle infrastructure (37%)
 - Trees and landscaping along roadways (24%)
 - Public transit system (24%)
- Indicated that more retail opportunities would make them visit Downtown more often (31%), followed by more entertainment venues and events (26%)

4 | STRATEGIC DIRECTION FOR THE PLAN UPDATE

The results of the public involvement activities were assessed in the context of citywide socio-economic data to identify six strategic priorities for the CRA. The strategic priorities listed below are recommended to be the focus of the CRA Redevelopment Plan Strategic Action Plan. The strategic priorities will be further developed through economic analysis and future public engagement activities.

A. Former Community Hospital Site and Surroundings (Marine District)

Vacant properties are a blight in the vicinity if the former hospital site and jeopardize the long-term economic viability of numerous commercial/professional offices. Buildings associated with office uses alone total upwards of 250,000 square feet. Many medical office buildings have high vacancies. Gulf Drive and High Street have potential to serve as the gateway to this area from U.S. 19. Marine Parkway is relatively narrow and the residential character limits its potential as a gateway. Options for redevelopment and business attraction being considered in this area include assisted living facilities and specialty medical clinics/facilities.

B. Rivergate (U.S. 19 at Main Street)

This area is part of *The Harbors–West Market Redevelopment/Infill Plan* prepared by Pasco County. The county may be a source of ongoing technical and financial assistance. The pending closure of Walgreens and nearby vacant newspaper building tarnish the U.S. 19 gateway to Downtown and needs to be addressed. This area includes the Gateway Church property targeted in the 2012 CRA Redevelopment Plan.

C. Southgate Shopping Center Area

The Southgate Shopping Center could benefit from a visual makeover. A new tenant is needed for the vacant Johnny Leverock's restaurant, a once high-profile establishment on the waterfront. The owners of the Magnuson Motel property are interested in redevelopment and seek a new "flag." The neighborhood located immediately north of the shopping center is distressed and problematic, limiting the potential for private investments.

D. Hacienda Hotel Renovation

The historic Hacienda Hotel remains a CRA target due to its prominence in Downtown and catalytic potential. The project seeks a development agreement with a qualified developer/operator.

E. Riverside Inn (U.S. 19 at the Pithlachascotee River)

This underutilized and prime riverfront property on U.S. 19 is also a potential target for new commercial or high-end residential development as part of a northern gateway to New Port Richey.

F. Neighborhood Pilot

As a pilot project, identify one residential neighborhood with indications of distress to be the target of stabilizing interventions. Strategies to improve property maintenance/code compliance, increase safety and security, fill vacant housing, and raise property values to levels on par with successful city neighborhoods. This pilot neighborhood would be the focus of an arsenal of federal, state, and local initiatives/programs aimed housing and community improvements.

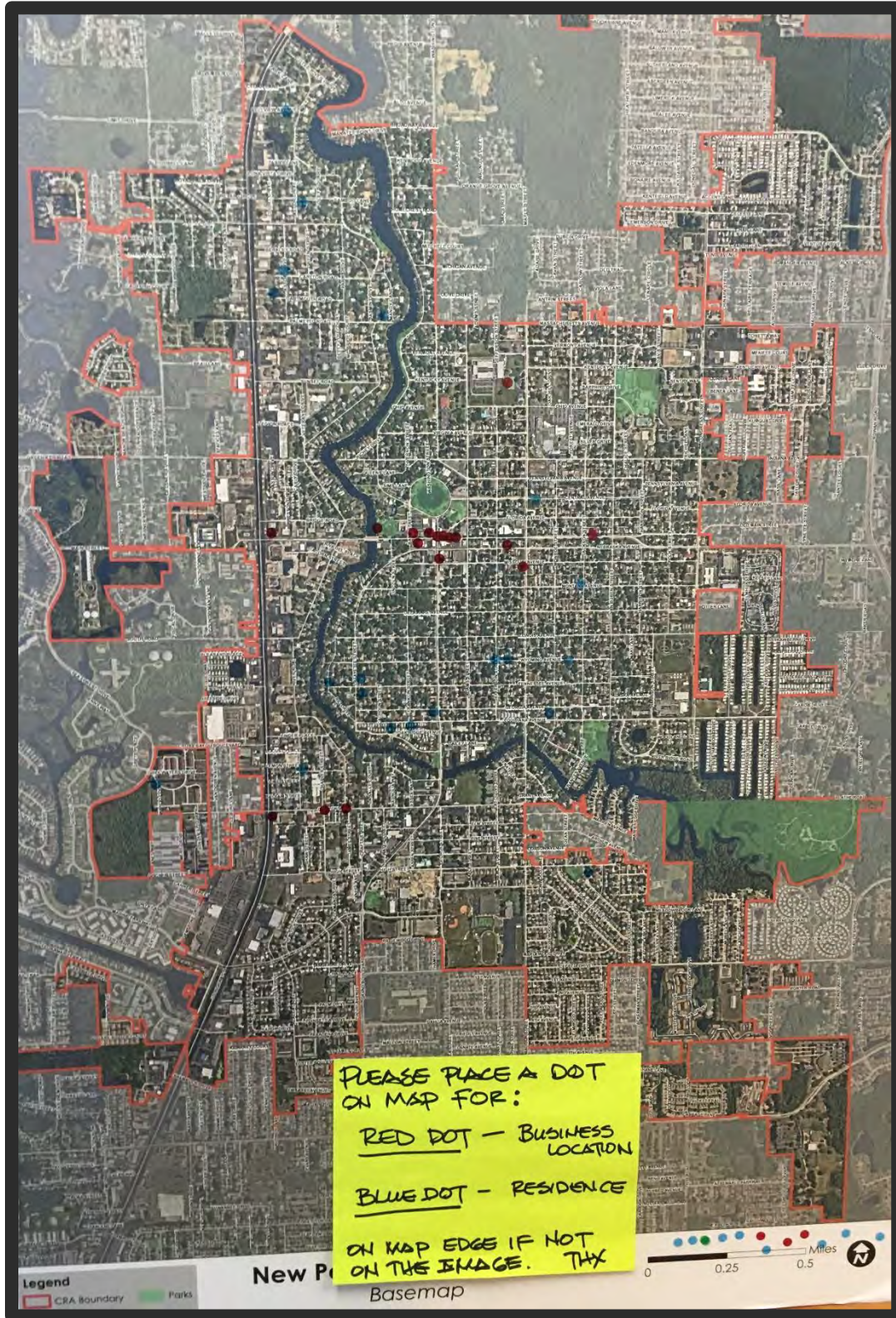
APPENDIX

- APPENDIX A **“WHERE DO YOU LIVE AND/OR WORK” MAP**
- APPENDIX B STAKEHOLDER ROUND TABLES PRESENTATION
- APPENDIX C STAKEHOLDER ROUND TABLE DISCUSSION NOTES
- APPENDIX D **“MUST HAVES” AND “MUST AVOID” QUESTIONNAIRE RESPONSES**
- APPENDIX E COMMUNITY OPINION SURVEY RESULTS

APPENDIX A

“WHERE DO YOU LIVE AND/OR WORK” MAP

AUGUST 23, 2017



APPENDIX B
STAKEHOLDER ROUND TABLES PRESENTATION
AUGUST 23, 2017

The Community Redevelopment Agency of
New Port Richey
Kimley-Horn
RFP # 17-004

More Market Facts

- Housing Inventory**
 - Very affordable – median value of only \$88,711
 - 25% vacancy rate – very high
 - 45% renters; 55% owners – high percentage of renters, typically a very transient market
 - 77% of housing units have two bedrooms or less – not family oriented
- Employment**
 - High percentage in lower wage retail and service occupations
 - Primary market area (Zip Codes 34652 and 34653) **lost 2,316** private sector jobs from 2005 to 2014
 - Zip Code 34652 (includes the US 19 corridor) **lost 2,241** jobs, down 25% from 2005 to 2014

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RFP # 17-004

New Port Richey Market Characteristics

	City	Zip Code 34652	Zip Code 34653	Zip Code 34655	Pasco County
Population	15,168	25,312	30,522	40,803	494,700
Household Income (\$)					
Median	29,116	32,248	34,912	57,209	45,824
Average	43,098	49,692	44,770	75,728	62,527
Household Value (\$)					
Median	88,711	99,558	96,729	212,076	137,351
Average	141,131	192,287	115,496	245,070	181,427

Source: florida.hometownlocator.com, 2016 estimates

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Kimley-Horn
RFP # 17-004

Taxable Value & Tax Rate Comparisons

City	Taxable Property Value Per Capita (\$)	Millage Rate (\$/\$1,000)
New Port Richey	31,996	9.2500
Port Richey	93,699	5.7666
Dade City	39,458	7.1540
Zephyrhills	39,715	6.3500
Brooksville	48,193	6.6439
Tarpon Springs	60,172	5.4500
Clermont	61,654	4.2061
Leesburg	51,712	4.2678
Haines City	37,795	7.7900

Source: Florida Department of Revenue, 2015 Tax Data

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Retail Sales & Median Income Comparisons

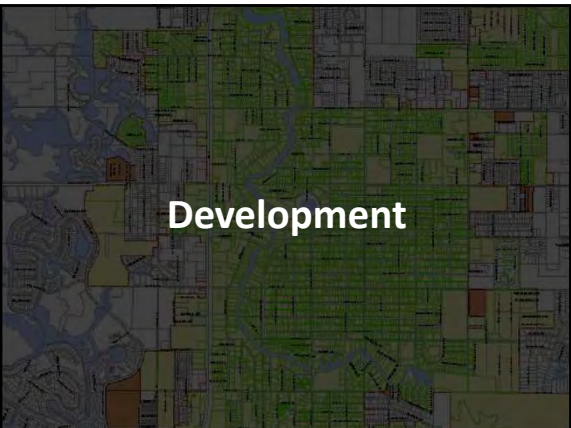
City	Retail Sales Per Capita, 2012 (\$)	Median Income 2015 (\$)
New Port Richey	30,238	29,882
Dade City	32,147	31,497
Zephyrhills	16,170	37,884
Brooksville	42,129	30,392
Tarpon Springs	12,999	45,104
Clermont	24,916	51,938
Leesburg	44,573	34,305
Haines City	14,513	34,598
Pasco County	11,221	45,064

Source: U.S. Census Quick Facts

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Economic Development Assessment & Strategies

- Assess needs to **expand the real property tax base**
- Assess the **future role of New Port Richey** in West Pasco, Florida, and Nationally – visioning, branding and marketing
- Assess **promising commercial, residential, and institutional** market opportunities, including **affordable housing** for area workers
- Assess **development/redevelopment strategies** targeting specific areas and properties, such as:
 - Vacant and underutilized commercial buildings and sites on US 19, Main Street, and other commercial locations
 - Key properties including the Hacienda Hotel and former Community Hospital site
 - Stabilizing and upgrading neighborhoods in greatest need



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Targeted Redevelopment

Quick Wins



Pedestrian Safety Bike Lanes Planter Barriers Painted Intersection

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Targeted Redevelopment

Quick Wins

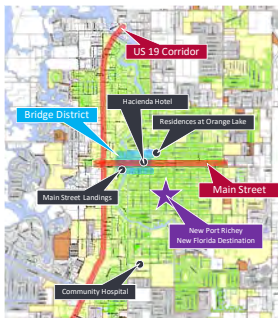


Gateways Painted Medians Pole Banners Painted Signal Box

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Targeted Redevelopment

- City-Wide wayfinding system
- Main Street "Bridge District"
- US Highway 19 corridor improvement
- New Port Richey as a destination
- Branding strategy
- Efforts underway
 - Main Street Landings
 - Hacienda Hotel
 - Residences at Orange Lake
 - Community Hospital VA Outpatient



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Approach Strategies

2012 Recommendations:

City-Wide Actions

- Communications
- Planning
- Partnerships
- US 19 & Main Street

Select Property Actions

- Hacienda Hotel
- Residences at Orange Lake
- Main Street Landings

Create a Strategic Action Plan

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Approach Strategies

2012 Recommendations:

US 19 & Main Street

- Magnuson Hotel
- Riverside Inn
- Rivergate
- Main Street Landings
- Hacienda Hotel
- Southgate Center



Create a Strategic Action Plan

The Community Redevelopment Agency of
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Parks and Eco Tourism

Progress:

- Sims Park
- Recreation and Aquatic Center
- Frances Park
- City-Wide Parks Master Plan
- Grey Preserve
- Congress Street (East & West)



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APP # 17-066

Brand Development

Brand Footprint

Branding is not just **place**, but across **ALL** the touch points...

...and not just Pasco County, or Florida... but Eastern Seaboard



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APP # 17-066

Survey | Workshop | Open House

- Online survey
 - Community opinions
 - Topics/ideas to be explored
- Vision workshop
 - Real-time polling
 - Small group visioning exercises
 - Place types | street sections | amenities
- Open house
 - Feedback (draft plan)
 - Real-time polling

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APP # 17-066

Implementation

- Overlay District(s)
- Zoning and Development Standards simplified;
 - Not more, just different
- Incentives for additional densities and intensities
 - Regional stormwater contribution
 - Reduced parking ratios or shared parking
 - Provision of additional public spaces

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APP # 17-066

Deliver the Strategic Action Plan

- Implementation
- Based in reality
- Development drivers
- City resources (TIF) to stimulate investment
- Investment strategies to attract development
 - Bundling funding resources
 - Land assemblage (infill opportunities)
 - Façade improvements
 - Environmental cleanup
 - Parks & open space
 - Infrastructure

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APP # 17-066

Keeping New Port Richey – New Port Richey

...“while gentrification naturally brings some improvements to a city, including more people and money, it also frequently kills some cultural traditions and diversity, the precise characteristics that make cities so dynamic and desirable in the first place.”

DISCOVER WHO

APPENDIX C

STAKEHOLDER ROUND TABLE DISCUSSION NOTES

AUGUST 23, 2017

SUCESSES:

- Good Return on Tax Base
- PD/FD/Parks/Maintenance
- NPR PD - Best in County
 - Responsive
 - Courteous
- Sims Park
 - Lot by Lot Improvements
- Events
- Main Street (Americana)
- Theater (Opportunities for Other Events/Acts/Movies)
- Beauty
- City Leadership
- Rental Inspection on Housing
- Tightly Knit Business Community
- Live Music Scene

ISSUES:

General Issues:

- 12% Underdeveloped Land
- NPR Is Not a Priority to County
- Perception – Crime/Poor Area
 - Negative (need Positive Reinforcement)
 - Stimulated by School Rezoning
 - Image
- Data Accessibility
- Transit (Lack There Of)
- Sirens Downtown
 - (Emergency Operation Center Relocation)
- General Employment:
 - Largest:
 - Pasco County School System
 - Pasco County Government
- Main Street:
 - As a “Cut-Thru”
 - Slow Traffic - need “Traffic Calming”
 - Widen Sidewalks
- Signage & Wayfinding
 - In and Around Town – (Bids 8-23-17)
- Security – (Lighting/Activity)
- Destinations/Activities
- Advertise on U.S. 19 About NPR
- Parking – (On Urban Edge Not at Prime Property)
- Sidewalk Widths – (Too Narrow)
- Bike and Pedestrian Trail – (Grand Blvd)
- Drug Issue
- Renter/Landlord – (Obstacles)
 - Social Services Enable Homeless
 - Upward Mobility Process
- Crime Areas:
 - Plaza
 - N. of Massachusetts
 - U.S. 19
- Bike/Parking/Landscape
- Real Estate:
 - Sink Holes/Flood Insurance
 - Lack of Development Uniformity
 - Small Residences
 - Footprint – 2 Bedroom/1 Bath
 - Need Minimum – 2 Bedroom/2 Bath + Garage
- No Significant Employment Base Downtown
- Trinity Competition – (Mitchell Plaza)
- Demographics – (Income)
- Not Much for People/Young People to Do Downtown
- Parking Perception
- Need Anchors (retail and employment)
- Mixed Demographic Response

ISSUES (continued):**Regulatory/Enforcement:**

- Building Upgrades for Resale
- Code Review (Density/Use/Form-Based)
- Development in County Easier Than City of NPR
- Development Heights
 - “What Height Needed to See H2O?”
- Front Yard Issues:
 - Clean-Up and Maintenance
 - No Parking on Yard (Code Enforcement)
- Neighborhood Maintenance (Roads/Trees)

Regulatory/Enforcement:

- Code Enforcement
 - Home/Property Upkeep
- Streets/Sidewalk – Complete Street

- Façade Guidelines
 - Downtown Storefront Improvements
- Limit “Bar” Expansion
- Code Enforcement Violations
 - “Has No Teeth”
- Public Art Contribution - 2%?
 - “Option”/Not Required
- Ordinances:
 - Sidewalk Café
- Form Base Code Development

Schools:

- Schools/Education – (All Ages)
- 80 – 85% Free Lunch Program
- Gulf Middle School
- Re-Districting Results:
 - School Population: 676 – 1300 Students
 - Walkable Access But:
 - 3-foot sidewalks - Louisiana Ave, Madison St
 - Elementary School Kids Allowed At:
 - RAC on school days
 - Library
 - Park
- No Connection Between:
 - Business community
 - School system

OPPORTUNITIES:**Neighborhoods:**

- Neighborhood Redevelopment Around Community Investment:
- Strengthen HOA/Neighborhood Associations
- Redevelopment Neighborhood Target for Investment Near Asset
- Affordable Housing (Millennials)
- Charm (Baby Boomers)
- Growth from South (Pinellas County)
- Beautify City for Residents of NPR
- City Purchase Residential Property – Targeted Areas
- Funding of Improvements/Maintenance of Rental Property
- Waterfront Properties
- Annexation of Improved Housing
- Housing Spectrum Opportunities in and Around Downtown
- Targeted Redevelopment for Residential Near Downtown
- Code Enforcement Upgrade/Data Efficiency

OPPORTUNITIES (continued):

Parks/Recreation:

- Frances Park
- RAC
- Eco-tourism – (Natural Assets)

Downtown:

- Technology Upgrades
 - “Fiborhoods” – “Gig City” Partnerships Recognized Corridors
- HUB for Bus Rapid Transit
- Employment
- Walkable Downtown
- Safety
- Store Front Improvement
- Cafes
- Shade
- Homecoming Parade – Oct. 12th
- Business Engagement
- Increased Densities
- Design Guidelines “Streetscape”
- Business Partnerships on Crime
- Security Cameras
- Stick to your Goals – (Crime Enforcement)
- CDBG Opportunity (2018)
- Boutique Restaurants - (Destination)

- Sporting/Athletic Events Regularly
- Boating/River/Access to Gulf

Marketing/Public relations/Branding:

- Patron of NPR
 - Movie Industry?
 - TCM-Film Festival of East
- Story-Telling – (Brand/Marketing)
- All Inclusive – (All Parts of NPR)
- CRA/SAP Recognition
- “Thank You” Event
- National Register Hist. Prop. – (Ordinance)
- Museum Status
- Satellite Activities Around Major Events
- Small Events (Daily/Weekly)
-

APPENDIX D
“MUST HAVES” AND “MUST AVOID” QUESTIONNAIRE RESPONSES
AUGUST 23, 2017

Responses to “Must Haves” Questionnaire

STAKEHOLDER ROUND TABLES | NEW PORT RICHEY COMMUNITY REDEVELOPMENT PLAN UPDATE

DATE: 8/23/2017 **TIME:** 9:00 AM **ROUND TABLE:** Business Organizations

A. “Must Haves”

In your opinion, what are the top three (3) things the updated Community Redevelopment Plan must address. Please describe below:

- A.1 Parking.
- A.2 Family orientation; promotions; gateways.
- A.3 Roads being improved (paving, trails, etc.).
- A.4 Eco-tourism catalyst (the river; the gulf). A catalyst to attract visitors to play.
- A.5 Attraction of the “right” businesses to downtown (boutique restaurants, retail, culture to attract customers from out of the area to play).
- A.6 A major, higher-income employer to drive property values and per capita income.
- A.7 Cultural resources.
- A.8 High-end/specialty retail.
- A.9 Tourism infrastructure.
- A.10 Housing choice.
- A.11 Crime/homeless.
- A.12 Image update. Right businesses.
- A.13 Internet.

B. “Must Avoid”

In your opinion, what could come from the Community Redevelopment Plan update that you would absolutely be against. Please describe below:

- B.1 Alienating current residents and businesses! Those that are here and successful need to continue to be heard! No Gentrification!
- B.2 Putting the cart before the horse with infrastructure improvements. Taking away retail/commercial space for parking, for example.
- B.3 Subsidized/low-income housing.

DATE: 8/23/2017 **TIME:** 10:00 AM **ROUND TABLE:** City Staff

A. “Must Haves”

In your opinion, what are the top three (3) things the updated Community Redevelopment Plan must address. Please describe below:

- A.14 Better education.
- A.15 Complete streets program (landscaping, trails).
- A.16 Better housing stocks.
- A.17 Less bars downtown.
- A.18 Higher-quality businesses on US 19 corridor.
- A.19 Public Safety initiatives - Address crime, drugs, homeless.
- A.20 Residential neighborhood improvements - Sidewalks, streets, beautification.

- A.21 Branding - Perception is important. A rebranding would allow for “quick win” and give the perception of immediate improvements.
- A.22 Rampant homelessness/drug issues.
- A.23 More boutique and high-end businesses downtown and along US 19 with ongoing community-wide events that will bring residents and outsiders downtown. E.g., First Fridays; art walks; and home/garden tours.
- A.24 Increased housing options for families with sidewalks in neighborhoods.
- A.25 Improve the Highway 19 corridor that runs through the city. Tackle crime, homelessness, and the appearance of our gateway.
- A.26 Waterfront development through existing property or annex areas.
- A.27 Improve housing stock both existing rentals and owner-occupied. Also annex in areas for future development of 3/2 family homes.
- A.28 Education - Better primary and secondary schools and technical/trade schools.
- A.29 Marina (public or private) - Provide access to river and gulf to raise the city’s profile and enhance city identity with tie to the waterfront. Would bring in wealthier residents, visitors, and business patrons
- A.30 Improve residential stock; improve residential neighborhoods; street, sidewalk improvements; grants for property improvements; how to encourage replacement of older outdated low-end housing stock with new 3/2 houses.
- A.31 Economic development incentive funding. Public investment leading the way!!
- A.32 Mechanism to lower millage rate.
- A.33 New Port Richey must define its sense of place. Who are we?
- A.34 Residential redevelopment.
- A.35 Mixture of generations - Do [not] put all your eggs in one basket.
- A.36 Improvement of roadway network/sidewalks.
- A.37 Commitment to long-term change; understanding that patience is needed to accomplish goals.
- A.38 Creative thinking outside the box and bold ideas (“bravery”).
- A.39 Balance of objectives (focus on all aspects of improving City).
- A.40 Redirect discussion to positive story.

B. “Must Avoid”

In your opinion, what could come from the Community Redevelopment Plan update that you would absolutely be against. Please describe below:

- B.4 Adding bars in the downtown.
- B.5 Negative word of mouth; combat that with branding and marketing.
- B.6 Being content with not enhancing our natural resources to improve our city and attract tourism and future businesses and families. “Pride and ownership” will come.
- B.7 Negativity! In thought and tone.
- B.8 Knee jerk reactions - You need well thought out programs and input from all stakeholders.
- B.9 Short-sighted objectives.

DATE: 8/23/2017 **TIME:** 11:00 AM **ROUND TABLE:** Council and Economic Dev

A. “Must Haves”

In your opinion, what are the top three (3) things the updated Community Redevelopment Plan must address. Please describe below:

- A.41 Security for people to feel at ease to walk the streets any time. For example, from venue to car.
- A.42 Activities - Music, including traditional activities like Chasco Fiesta.

- A.43 Marketing recreation center and parks, and a city HOA to drive out slumlords.
- A.44 Greater emphasis on quality of life - Activated downtown; free activities for residents; and support for community organizations. Less emphasis on tourism and large outward focused festivals.
- A.45 Restructure regulations to activate downtown - By-right use of sidewalks/public spaces for seating, merchandise displays, music, etc.
- A.46 Storefront standards for glass, canopies/awnings, signage, etc. to expect activation.
- A.47 Pursue a form-based code for downtown and immediate surroundings (expand to other areas later).
- A.48 We must do a better job branding and marketing our city.
- A.49 We must give people reasons to want to live here. Examples: smaller, more regular events targeting our residents.
- A.50 We must create a unique downtown culture and environment that defines us.
- A.51 Rentals - Investors do not have pride in properties owned. We need owner-occupied dwellings which are affordable and attractive.
- A.52 Visual - Buildings (regardless of age) could be more visually appealing. Redevelopment efforts would help.
- A.53 Marketing - Letting others know about the attributes of our community: homeowners and businesses.
- A.54 History/character - Keep and show off what New Port Richey has.
- A.55 "Continuity – "Dress code" for buildings; ideas on new construction.
- A.56 Quality of life - How to keep older structures and rebuild.
- A.57 Employment opportunities.
- A.58 Upgraded housing stock - Owned, not rental.
- A.59 Small-scale events; weekly and monthly.
- A.60 Residential redevelopment - Architectural Review Board.
- A.61 Rezoning - Residential single-occupancy versus multi-unit; architectural review.
- A.62 Update codes for rental properties and require inspections. This will cause rents to go up and renters to be higher income.
- A.63 Continuation of a robust Main Street program to leverage and host the signature events, as well as the smaller activities (e.g., strolls, First Friday). This this is the [illegible].
- A.64 Telling our story through the places to find the fantastic history we have. Partner with Hollywood, CA, as the patron. Partner with Turner Movie Classic Film Festival to host east coast.
- A.65 Adopt design guidelines that include perhaps a regroup of our [illegible] ordinance and include [illegible]
- A.66 Targeted programs to increase taxable value.
- A.67 Concise marketing information with a consistent message.
- A.68 Focus on all of business corridors.
- A.69 Focus on quality of life for residents.
- A.70 Branding/marketing/telling the story (social media director?).
- A.71 Study what city can do to impact property values.
- A.72 Work on increasing the average price of houses in the city.
- A.73 Encourage owners to improve property including commercial. Street flooding continues to be a problem.
- A.74 Limit rental certificates.
- A.75 Address housing stock, both rental to ownership and code enforcement.
- A.76 Attract commercial business in other areas of the city.
- A.77 Walkable downtown and outlying areas (bike paths etc.).
- A.78 Plan for revamping business storefronts (appearances) and residential to match.
- A.79 Marketing plan to engage those who live in our area, in addition to tourism. Creation of community pride. Focus on safety!!
- A.80 More leeway on older buildings to help lower cost to redevelop those structures.

B. "Must Avoid"

In your opinion, what could come from the Community Redevelopment Plan update that you would absolutely be against. Please describe below:

- B.10 Losing our city manager and Economic Development Director.
- B.11 The status quo.
- B.12 Ignoring infrastructure for growth (e.g., poor roads, lack of managing the mix; disregarding high-speed internet needs; ignoring visual impression.
- B.13 Increase taxes.
- B.14 Sale of the Hacienda.
- B.15 Not addressing residential redevelopment.
- B.16 I would be against any other assessment (e.g., fire, etc.). Our residents are not fooled by lowering the millage and then adding assessments.
- B.17 Stay away from trendy. Long-term approach; remain flexible and agile.
- B.18 Implementing any policy that would make it harder for residents/owners to improve property.
- B.19 Higher taxes.
- B.20 Fees.
- B.21 An unbalanced plan that focuses on only one or two aspects of development. Plan must be comprehensive and inclusive.
- B.22 Higher taxes or fees.

DATE: 8/23/2017 **TIME:** 1:00 PM **ROUND TABLE:** Community Leaders

A. "Must Haves"

In your opinion, what are the top three (3) things the updated Community Redevelopment Plan must address. Please describe below:

- A.81 Improve the appearance of US 19. US 19 is our front door.
- A.82 Annex more tax base.
- A.83 Increase code enforcement.
- A.84 Link existing infrastructure for cycling to create a route for cyclists from Marine Parkway through downtown to Massachusetts Ave.
- A.85 Move emergency response to US 19 and order to reduce extraordinary noise and unpleasantness for downtown walkers.
- A.86 Less rental property. Would like to see redevelopment of vacant land for new homes and condos. Too many apartments (Orange Lake, Main Street Landings). Ownership equals better property values and taxes.
- A.87 Funding for code enforcement. First impressions for potential residents is key and existing residents are reluctant to improve properties in poorly maintained areas. Mandatory garbage collection through city.
- A.88 Expand events outside Sims Park - Activities in downtown, at Rec Center etc. Move Chamber and reutilize that building for kayak rentals, concessions. Charge for boat ramp. Charge event owners for security, cleanup, etc.
- A.89 Perception that everything in West Pasco is New Port Richey.
- A.90 Signage – Communications; mapping; improve streets.
- A.91 Code enforcement.
- A.92 Effective programs to clean up and inspire home/rental ownership, including lower taxes.
- A.93 Marketing of area's assets - Market to increase demographics of the area and mix of downtown merchants. Branding efforts to utilize the river and downtown.

- A.94 Bike trails through City to Port Richey bayou.
- A.95 Do we have a stated "Vision" available in writing?
- A.96 Increase tax base by annexation to develop our improved infrastructure.
- A.97 Code enforcement.
- A.98 Enforcing codes violations such as speed limits (speed humps on Madison)?
- A.99 Traffic directed towards Grand Blvd rather than side streets (River Road and Madison).
- A.100 More restaurants, wine walks, boutiques, shops.
- A.101 Pavement Improvement.
- A.102 Code enforcement.
- A.103 Improved building (larger homes, better development increases tax base).
- A.104 Improved roads ASAP (neighbor).
- A.105 Better signage of recreation/parks and events on US 19
- A.106 Buy up trashy homes and sell land to a builder. Help owner fix up outsides.
- A.107 Better sidewalk between River Walk and Sims Park.
- A.108 Three-level parking garage.
- A.109 Policing.
- A.110 Branding - What our city has to offer? Promote all.
- A.111 Visual – Opportunities. What impression are we leaving on public?
- A.112 Ownership - Promote home ownership! Work with realtors, Chamber, lenders to promote home buying.

B. "Must Avoid"

In your opinion, what could come from the Community Redevelopment Plan update that you would absolutely be against. Please describe below:

- B.23 Increasing tax rates.
- B.24 Don't stop tree debris pickup; improve it.
- B.25 Avoid adding low-income housing.
- B.26 Public/private projects – Condo, buying land agreements in the past do not work.
- B.27 No speed bumps.
- B.28 No major parking garage.
- B.29 Ordinances you don't enforce.
- B.30 Center medians.
- B.31 More renters!
- B.32 High-rise buildings.
- B.33 Increase in bar-type establishments.
- B.34 Tree pick debris.
- B.35 Boats in front of driveway okay but not covering sidewalk.
- B.36 High buildings next to park and river.
- B.37 Negativity.

DATE: 8/23/2017 **TIME:** 2:00 PM **ROUND TABLE:** Arts, Cultural & Environment

A. "Must Haves"

In your opinion, what are the top three (3) things the updated Community Redevelopment Plan must address. Please describe below:

- A.113 Bicycle/pedestrian pass to downtown and Parks.

- A.114 Kayak trail to include Grey Preserve, Francis Avenue, Grand Blvd, Sims Park, Cody River Park, Jasmine Park to Green Key Preserve.
- A.115 Dog parks.
- A.116 Restaurants, shopping - Both retired and working families cook very little and eat out significantly.
- A.117 More variety of events – Triathlons, adventure races, fishing tournaments. Use Grey Preserve and Green Key Preserve.
- A.118 Schools for families.
- A.119 More boating access – Expand Main Street Marina.
- A.120 Restoration of the Hacienda.
- A.121 Reduce crime/clean up properties.
- A.122 Additional parking/become more business-friendly.
- A.123 Redevelopment of Hacienda and historic properties.
- A.124 Public art.
- A.125 More cultural events.
- A.126 More bike hike trails.
- A.127 More businesses downtown - Grocery stores.
- A.128 Walkable downtown.
- A.129 Neighborhood improvements.
- A.130 Grant opportunities for home owner improvements.
- A.131 More event in Railroad Square.
- A.132 Events in places other than Sims Park.
- A.133 Annexing in enclaves.
- A.134 Residential housing downtown.
- A.135 More retail downtown.
- A.136 Downtown parking or parking garage.

B. “Must Avoid”

In your opinion, what could come from the Community Redevelopment Plan update that you would absolutely be against. Please describe below:

- B.38 More pavement.
- B.39 More rental properties.

DATE: 8/23/2017 **TIME:** 3:00 PM **ROUND TABLE:** Education

A. “Must Haves”

In your opinion, what are the top three (3) things the updated Community Redevelopment Plan must address. Please describe below:

- A.137 Increase in connection/support for schools in the area. For example, parade support; partnerships (mentors and volunteers).
- A.138 Continue increasing “connectivity and beautification” of community through sidewalks, bike pickup/share locations, covered bus waiting areas.
- A.139 Increased business/restaurants/stores to make access to resources within community.
- A.140 Include the community churches when seeking feedback. They are powerful organizations who want to support the community.
- A.141 Consider a low-cost after school program. When youth are engaged appropriately, great things can happen.
- A.142 More business industry - Make City governance friendly to development; welcoming.

- A.143 Open discussion/planning. It's a good idea to have these hourly discussions.
- A.144 Involve other groups for ideas and resources (churches, service groups, such as Rotary).
- A.145 Plan to positively promote the area and address misconceptions.
- A.146 Resources and jobs for family members to help address economic concerns.
- A.147 Safe walking areas to schools and community areas.

B. "Must Avoid"

In your opinion, what could come from the Community Redevelopment Plan update that you would absolutely be against. Please describe below:

- B.40 Avoid more regulation!

DATE: 8/23/2017 **TIME:** 4:00 PM **ROUND TABLE:** County Government & PEDC

A. "Must Haves"

In your opinion, what are the top three (3) things the updated Community Redevelopment Plan must address. Please describe below:

- A.148 Transit model center/bikeways/trails with complete streets.
- A.149 Linkages - Mixed-use development from downtown to US 19 - Acorn Street. Target job creation for millennials.
- A.150 Create more special places - Outdoor dining and gathering hotspots. Encourage murals, public art, painted crosswalks, and intersections.
- A.151 Downtown employment opportunities with internal capture. Jobs, shops, recreation, and errands with housing.
- A.152 Alternative corridor access [illegible] other than US 19.
- A.153 Complete streets on US 19; reduce the massiveness; connect with west residential to east retail.
- A.154 Public access to waterfront. Passive park with access and possibility of related restaurants/retail.
- A.155 Employment centers, incubators. Renew hospital and related sites.
- A.156 Rental to ownership housing program.
- A.157 Highly-effective interregional high-speed transportation options.
- A.158 More density through land assemblage in desirable areas downtown, Francis Ave, Madison.
- A.159 Look to build small neighborhood parks in areas that don't have any.
- A.160 Create mixed-use and mixed-income housing along US 19, Grand, Maine, Congress, and Madison.
- A.161 Neighborhood identity - Pick up percentage of failing neighborhoods (extremely high rental, high-crime, high nuisance areas). Voluntary acquisitions block and create what you want to see. Use existing assets as neighborhood center.
- A.162 Think of downtown area as a hotel. Need more of a [illegible] of activity 24/7/365.
- A.163 Target "Main Mart" for acquisition and property that has perpetual building permit on corner by cigar bar.
- A.164 Large mix of uses in downtown. Having Wrights come down is needed for residential attraction. No food. no people. Bakery, meat monger, Millennial attractions (nano and micro brew pubs).
- A.165 What is your targeted population? This must be defined to make your decision easier.
- A.166 Walkability, greenways, and alternative transportation options.
- A.167 Overlay districts (i.e., historic, parks/open spaces, business).
- A.168 Vertical, multi-use development with incentives for private developers.
- A.169 New business need gigabyte fiber internet service. Jobs will increase housing value. Location is less important if I am wired of 10 gigabytes.

A.170 Increase density downtown - Flexible zoning, mixed uses on Sims Park and waterfront. Mixed-use downtown is a must for success.

A.171 How high do you have to go to see the waterfront (gulf) in New Port Richey? Is it feasible?

B. "Must Avoid"

In your opinion, what could come from the Community Redevelopment Plan update that you would absolutely be against. Please describe below:

B.41 Parking lots. Do a garage instead with retail on bottom, offices and residential above.

B.42 Non-transit-oriented developments.

B.43 Restrictions on home occupations.

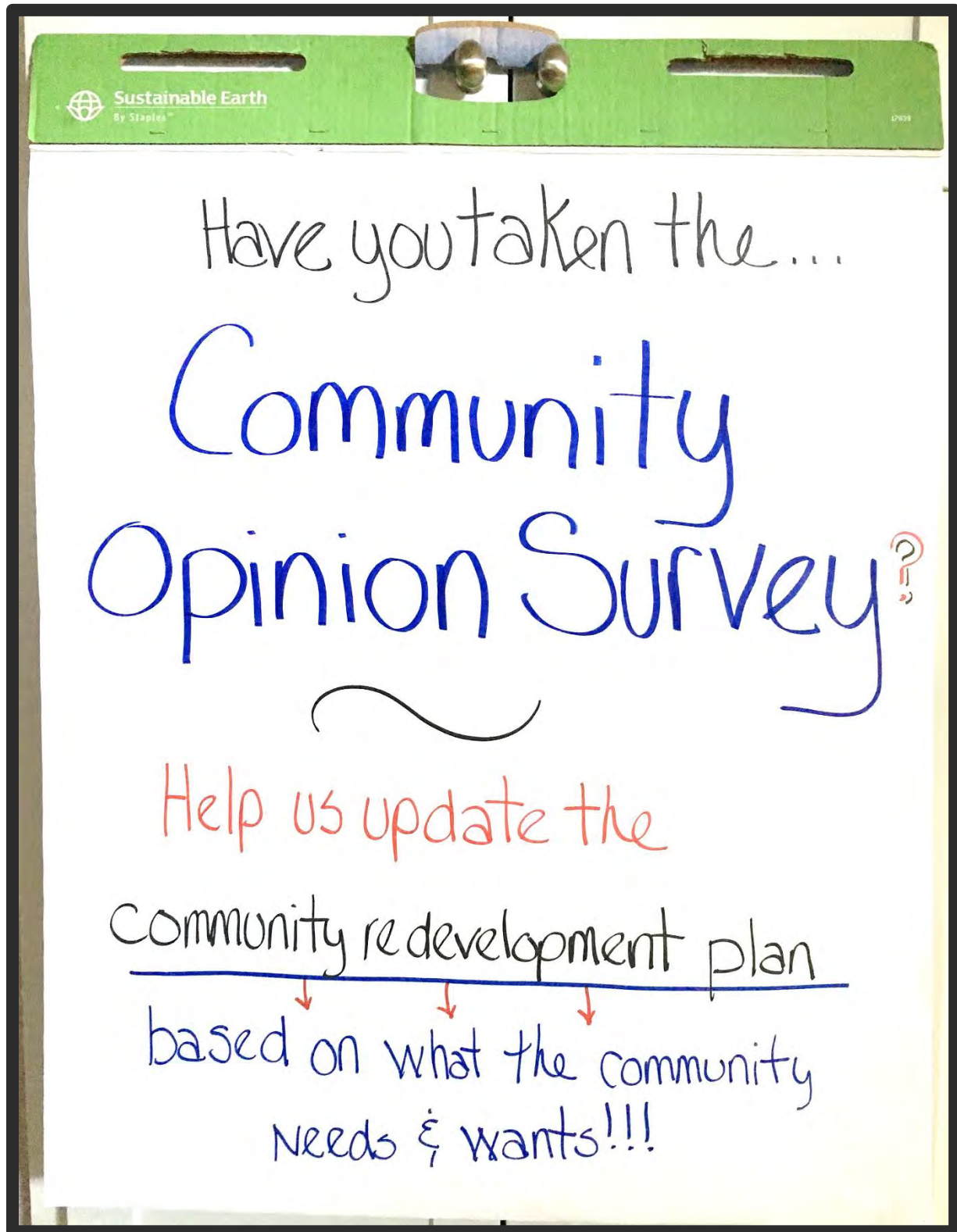
B.44 Do not further privatize riverfront; maintain.

B.45 Further decline of distressed neighborhoods.

B.46 No more dive bars in downtown areas; need more retail.

B.47 Retail - Large malls, big boxes intent will kill most. Their land uses will turn into distribution centers, schools, churches. The opportunity is to turn them into offices, workspaces with gigabyte infrastructure in place.

APPENDIX E
COMMUNITY OPINION SURVEY RESULTS RESPONSES
AUGUST 23, 2017




Listening
to the
Community

COMMUNITY OPINION SURVEY


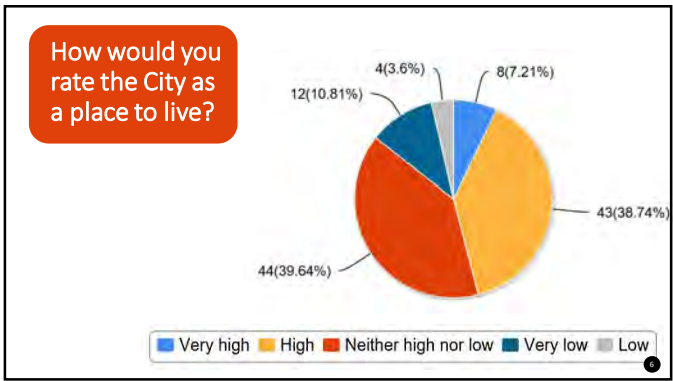
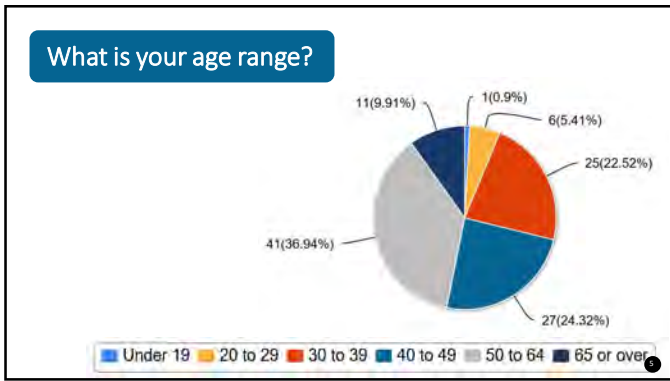
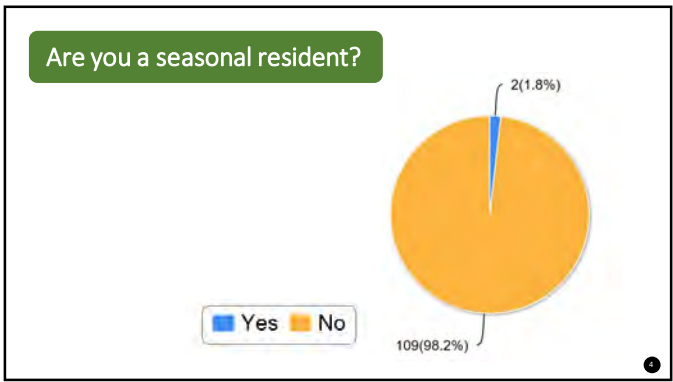
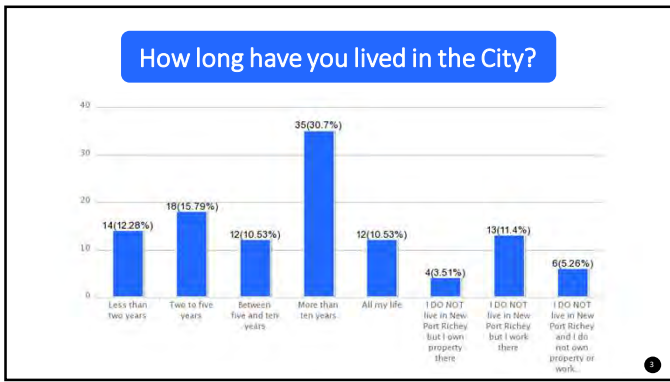
Community Redevelopment Agency (CRA)
Redevelopment Plan Update

November 7, 2017

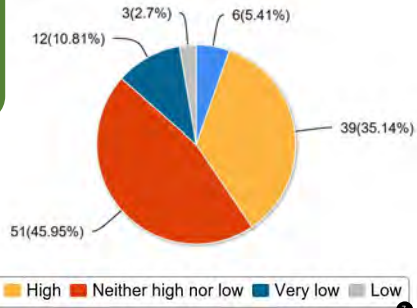


About the Community Opinion Survey

- **Purpose:**
 - Supplement Input from Stakeholder Group Round Table Discussions
 - Focus Issues Addressed in CRA Redevelopment Plan Update
- **Availability:** Online and Hardcopy (Library)
- **Outreach:** Utility Bills, City Newsletter, Social Media, Events, etc.
- **Completed Surveys:** 111
- **Survey Period:**
 - Aug 23 – Sep 15
 - Sep 15 – 30 (Irma Extension)

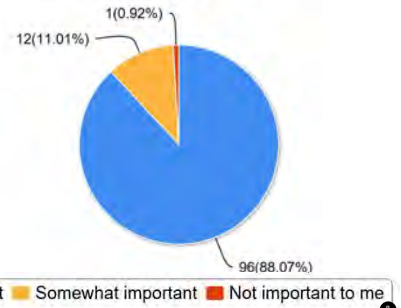



How would you rate the overall quality of life in our community?



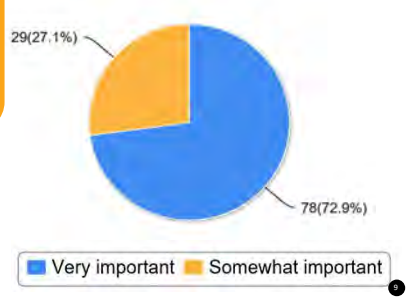
Neighborhood quality

What importance do you place on each of the following reasons for living in the City of New Port Richey?



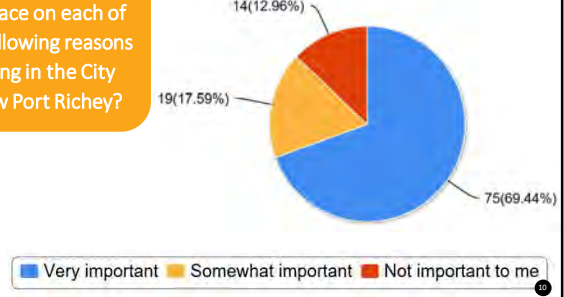
What importance do you place on each of the following reasons for living in the City of New Port Richey?

Sense of community



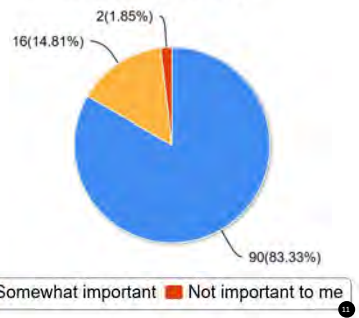
What importance do you place on each of the following reasons for living in the City of New Port Richey?

Quality of schools



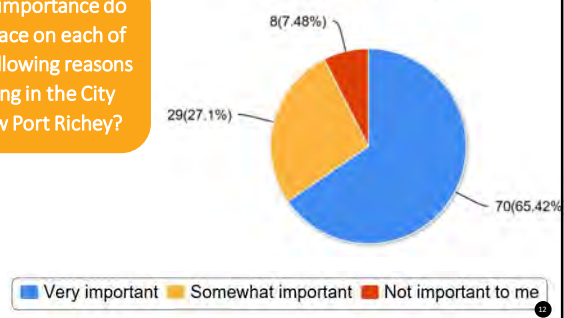
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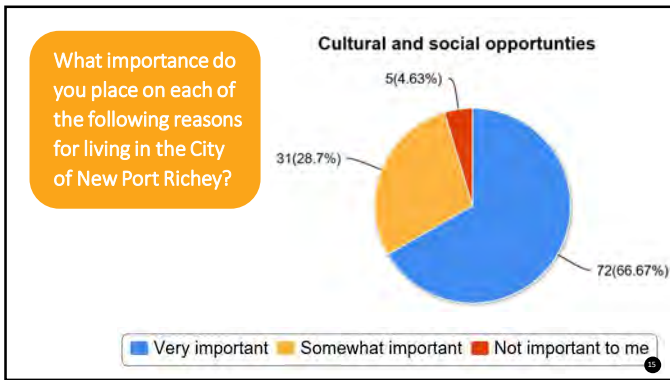
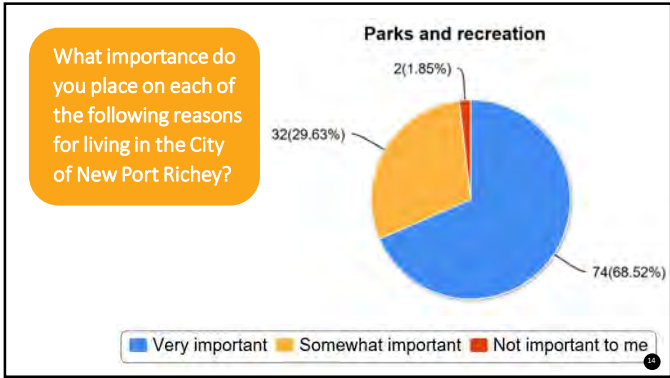
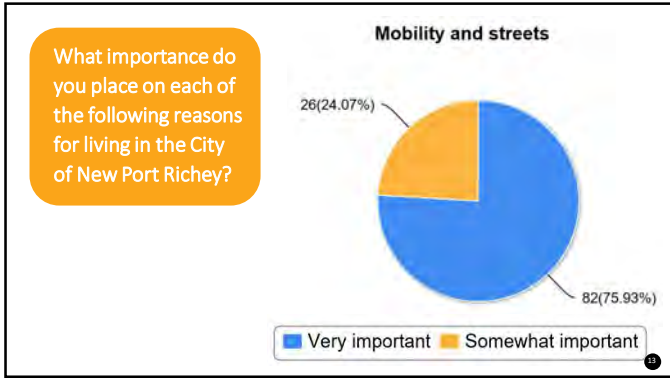
Economic well-being



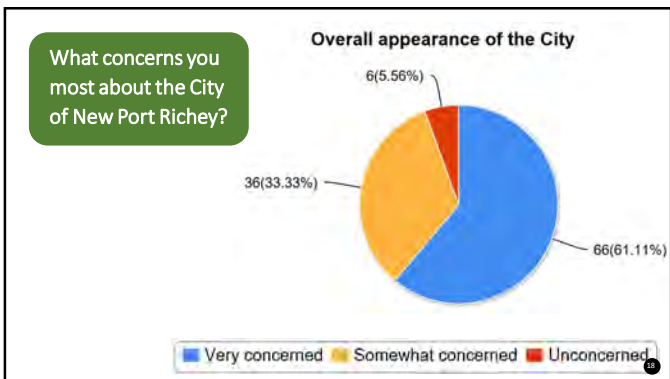
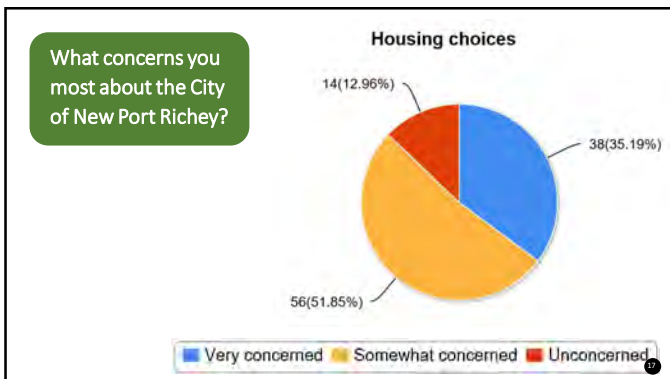
What importance do you place on each of the following reasons for living in the City of New Port Richey?

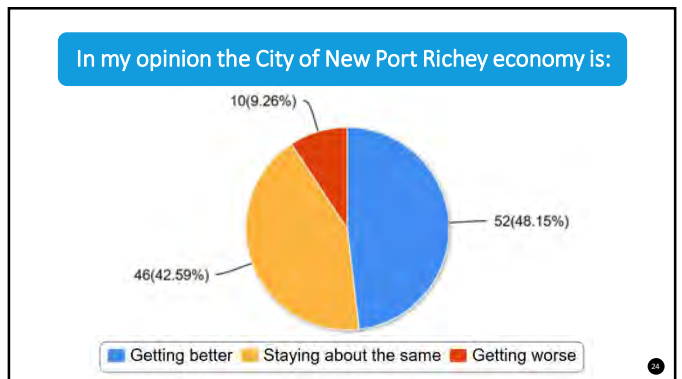
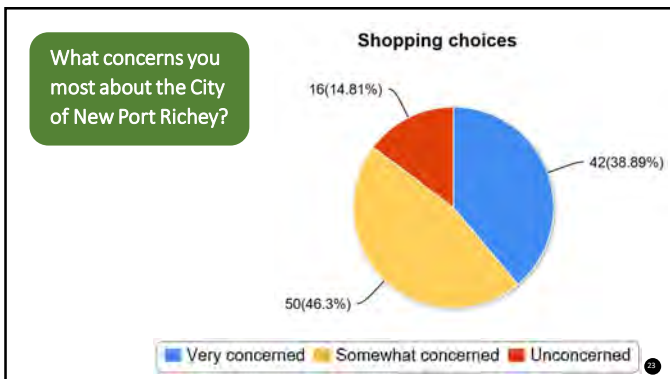
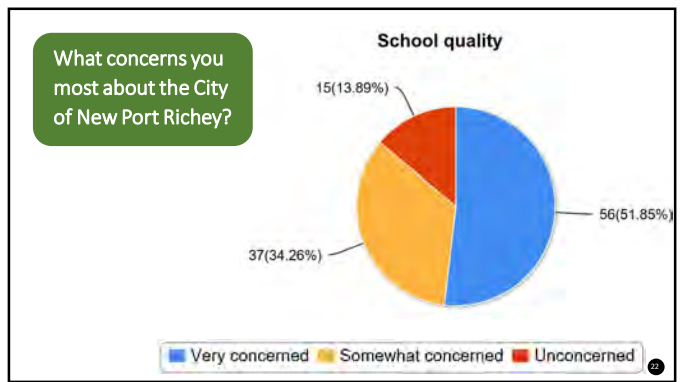
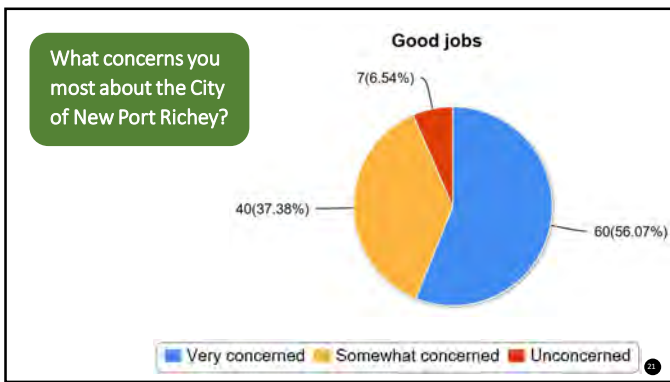
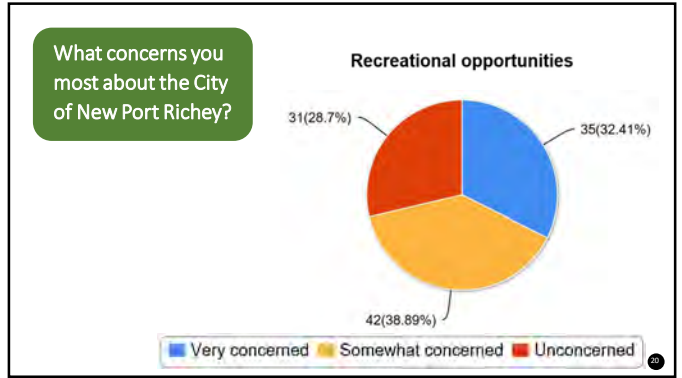
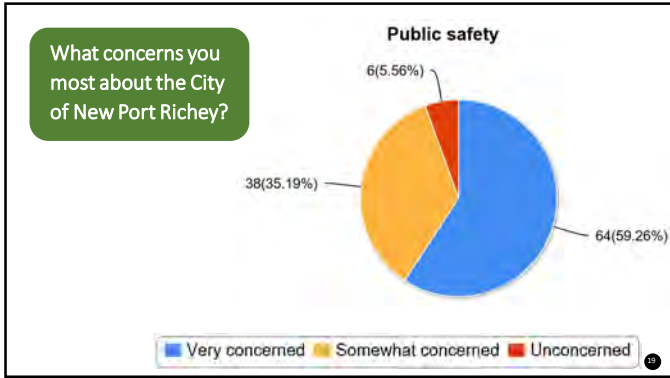
Historic downtown



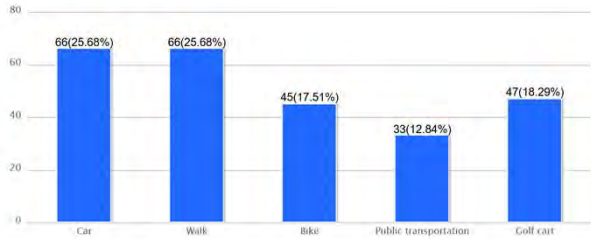


- What importance do you place on **OTHER** reasons for living in the City of New Port Richey?
- Quality library - 3
 - Safety - 3
 - Clean up (trash, overgrown yards, run-down buildings)
 - Transit access - 2
 - Adult/youth educational activities
 - Bikeability/walkability
 - Bums
 - Cultural activities
 - Drugs
 - Ease of address identity
 - Government spending allocation
 - High taxes
 - Homeless
 - Less empty storefronts
 - More boutique restaurants & shop
 - More staff (Police Dept)
 - Need LGBT awareness and support
 - Rentals
 - Sense of community
 - Traffic flow
 - U.S. 19 appearance
 - Unutilized theatre

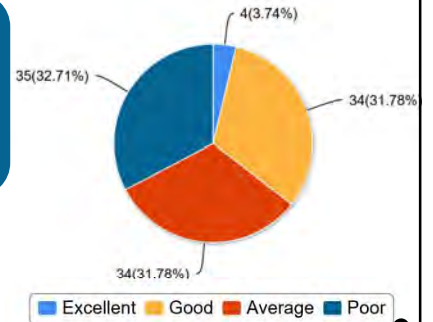




How would you prefer to get around in the future?

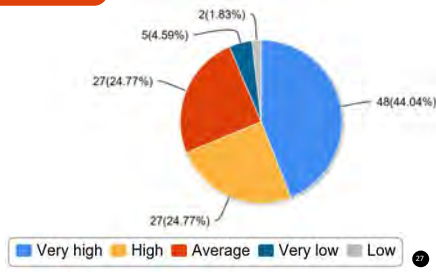


How would you rate the City for the range of transportation options available? (e.g., bike paths, sidewalks, transit, etc.)



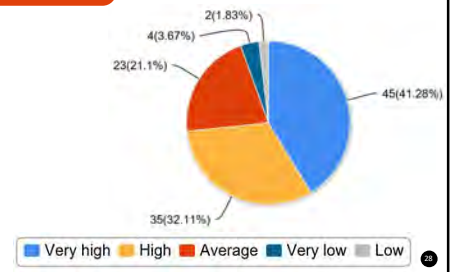
Rate the importance of the following transportation issues.

Improved street and road conditions (pavement quality, drainage, etc.)



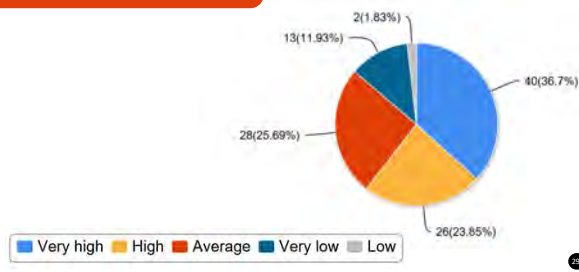
Rate the importance of the following transportation issues.

Pedestrian infrastructure (sidewalks, crosswalks, signals, etc.)



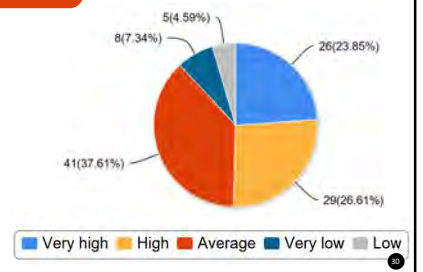
Rate the importance of the following transportation issues.

Bicycle infrastructure (bike lanes, trails, bike racks, etc.)



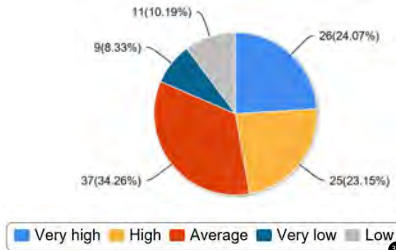
Rate the importance of the following transportation issues.

Trees and landscaping along roadways

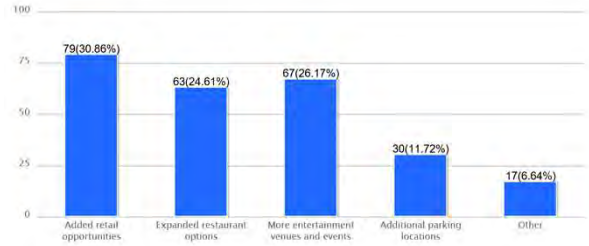


Rate the importance of the following transportation issues.

Public transit system



What would make you visit downtown New Port Richey more frequently?



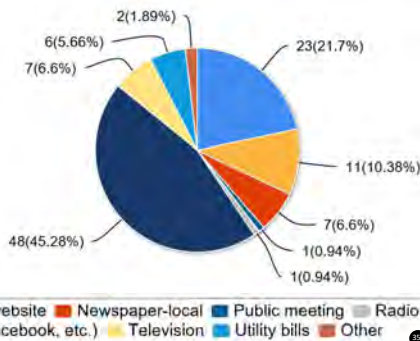
Tell us what you see as the **greatest challenge** facing the City?

- Allow Alcohol
- Animal Control
- Attract Residents
- Attract Millennials
- Bad Investments
- Bars (Too Many)
- Billboards
- Bring People Back
- Citizen Engagement
- Clean Up
- Code Enforcement
- Code Roadblocks
- Communications in Spanish
- Community Ownership/ Buy-In
- Customer Service
- County Partnerships
- Crime
- Drugs/Alcohol
- Downtown Property Owners
- Downtown Retail
- Economic Base
- Environmental Protection
- Event Fees
- Family Places
- First Responders
- Flooding
- Focus on All Ages
- Focus on Big Issues
- Focus Beyond Downtown
- Government Growth
- Homeless
- Home Ownership
- Identity Crisis
- Landlords
- Major Companies
- Old Ways/Mayberry RFD
- Outdoor Activities
- Over-Development
- Parking at Events
- Pawnshops
- Pedestrian-Friendliness
- Privatized Services
- Poverty
- Professional Offices
- Property Maintenance
- Prostitution
- Rebranding
- Renovation/ Redevelopment
- Rentals (Excess)
- Reputation/Stigma
- Rundown Properties
- Serious Investors
- Sense of Security
- Stagnation
- Fees (Services)
- Schools/Education
- Senior Community
- Sidewalks (Overgrown)
- Social Services
- Socioeconomics
- Spending Power
- Status Quo
- Store Hours
- Street Conditions
- Substandard Housing
- Tax Rate/Tax Base/Value
- Tourism Offerings
- Tourism
- Traffic (Speeding/Cut-Thru)
- Transient Residents
- Unsupervised Kids
- Under-Funded Businesses
- Unfinished Construction
- Unemployment/Good Jobs
- US 19 Appearance
- Vagrancy
- Vision
- Wasting Money
- Water Issues
- Way-Finding

People also provided their thoughts about **opportunities**.

- Amazing Buildings
- Artists
- Arts/Culture
- Bed and Breakfasts
- Biking
- Blueways/Greenways
- Build Quaintness
- Business Spotlights
- Bungalows
- Business-Friendly
- Chamber
- Charm
- Children
- Communications
- Connect Riverfront Trails
- Development via RFPs
- Eco-Tourism
- Events
- Expedited Permitting
- Facebook
- Families/Family-Oriented
- Farmers Markets
- Festivals
- Gathering Places
- Green Space
- Hacienda Hotel
- Harbors Redevelopment Plan
- High-Tech
- History
- Incentives (Rehabilitation)
- Innovation
- Landscaping
- Music
- Natural Resources
- Progressive Approach
- Quaint Shops
- Rental/Condominium
- Richey Suncoast Theater
- Sims Park
- Streamlined regulations
- Tourism
- US19 Beautification
- Vibrant Destinations
- Water Taxi
- Young People

How do you prefer to get information about community news/events?



Listening

to the

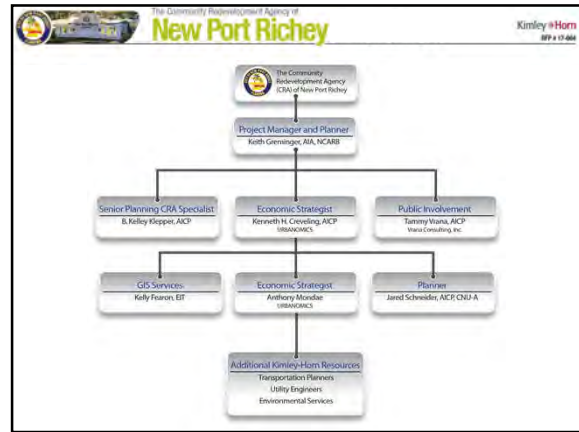
Community

COMMUNITY OPINION SURVEY



Community Redevelopment Agency (CRA)
Redevelopment Plan Update

November 7, 2017




- Tax Base
 - Per capita tax base is **lowest** of peer cities studied
 - Property tax rate (9.2500 mills in 2015) is among **highest** in state
- Household Incomes
 - Median is two-thirds of county median
 - Median is **lowest** of peer communities studied
- Retail Sales
 - Accounts for 8.6% of countywide sales vs. only 3.1% of population
 - Per capita sales are among **highest** of peer communities studied
- Primary Market Area
 - Population of primary market area (Zip Codes 34652 and 34653) is **55,834** (11.2% of county)

APPENDIX

ULI Residential Revitalization in New
Port Richey





Residential Revitalization in New Port Richey

New Port Richey, FL

February 21-22, 2018



Tampa Bay

Serving Pinellas, Hillsborough, Manatee, Sarasota, Pasco, Citrus and Hernando Counties

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4830 W Kennedy Blvd, Suite 400

Tampa, FL 33609

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tampabay@uli.org

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About ULI

The Urban Land Institute (ULI) is a nonprofit education and research institute supported by its members. Its mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, ULI has more than 40,000 members internationally representing all aspects of land use and development disciplines. The Tampa Bay District Council has more than 400 members in 7 counties including Pinellas, Hillsborough, Pasco, Manatee, Sarasota, Hernandez and Citrus.

About ULI TAPs

In keeping with the Urban Land Institute mission, Technical Assistance Panels (TAPs) are convened to provide planning and development assistance to public officials and local stakeholders of communities, nonprofit organizations and private sector representatives who have requested assistance in addressing their land use challenges.

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend two days visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives. Panel members are not compensated for their time, but they are reimbursed for out-of-pocket expenses, such as overnight lodging and transportation to attend the TAP.

WRITTEN BY

Siobhan O'Kane, ULI Tampa Bay

Jenna Wylie, ULI Tampa Bay

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Residential Revitalization in New Port Richey

Panel Chair

Stuart Rogel, President,
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Panel Members

David Conner, President,
David Conner + Associates

Jim McCarthy, Vice President,
Domain Homes

Nicole Nate, Attorney, Bryant Miller
Olive

Leonard Burke, Senior Asset Manager,
Tampa Housing Authority

John Osborne, Infrastructure and
Planning Official, Manatee County

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Development Director, City of Largo

Chris Worley, Founder, Landmark
Reports

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District Council Chair

TAP Sponsor



Context

TAP Scope

The City of New Port Richey engaged ULI Tampa Bay to provide technical assistance on improving the image and quality of the City's residential neighborhoods, particularly through City-wide recommendations on design, policies, programs, and partnerships that can transform areas that experience deteriorated conditions or blight.

The Technical Assistance Panel was asked:

- What role can the city play in motivating the occupancy of both foreclosed and unoccupied residential properties in the next 12, 24, 36 months?
- With the City's limited resources, what programs and initiatives can be implemented to motivate cohesive and proactive neighborhoods?
- There are 5 mobile home parks located in the city. These mobile home parks vary in size, but all have a consistent level (poor) of condition and value. What programs can be developed to encourage a more dedicated stewardship and focus on raising the value of the structures in these parks?
- Should the city consider reinvestment programs geared towards improving the percentage of home ownership vs. rental properties?
- What can the city offer as an incentive for positive reinvestment in our residential housing stock to improve the appearance of properties and the sense of community throughout the City?

Panel Process

ULI Tampa Bay assembled a group of accomplished ULI members who have expertise in development, market analysis, municipal law, neighborhood planning, community development and design for an intensive two-day workshop to address opportunities for New Port Richey.

Prior to convening the Technical Assistance Panel (TAP), panelists received background information including the City's Comprehensive Plan, Community Redevelopment Area Plan, housing market studies, demographic information and a variety of maps identifying existing and future land use, zoning, flood hazard, and the location of mobile home parks.

ULI had preliminary meetings with the city to prepare for the panel and better define the scope of work for the two-day TAP.

Day one of the TAP included a trolley tour of a variety of areas within the City of New Port Richey as well as stakeholder presentations and interviews. Stakeholders included City of New Port Richey leadership, City staff and business and community leaders.

Day two focused on potential strategies and solutions to the issues. Panelists formalized their observations and developed recommendations. At the day's end, the TAP panelists made a presentation of their observations and recommendations at a City Council meeting.

Background

The City of New Port Richey is 4.6 square miles with a traditional grid street pattern, an established downtown area, and commercial corridors. The Pithlachascotee River runs through the City and there are a multitude of parks located within the City – with Sims Park in downtown being the center piece.

As of the 2010 census, the total population was 14,911. The median age is 46.5 and the median household income is \$31,000. At the time of the census, 22% of individuals were considered to be below the poverty level. As of the 2016 American Community Survey, the population had risen to 15,503, a 4% increase. Household income and poverty levels remained mostly unchanged.

The downtown area of New Port Richey has recently been enjoying public and private

reinvestment, including through a renovated Sims Park, the construction and proposal of new retail and residential projects and a vibrant mix of retail and entertainment uses.

The City offers a variety of housing types ranging from single family to multi-family. In addition to apartments, condominiums, townhouses, mobile homes and single-family units, New Port Richey has numerous duplexes, triplexes and quadplexes scattered throughout the city. Much of the City's residential housing stock dates to the 1960s and 1970s, when the City was particularly known as a retirement destination.

Many of the lot sizes and houses are small - including many units that are 2-bedroom, one bathroom. The City is generally viewed as more affordable than surrounding communities.



Throughout the City, the quality of the residential neighborhoods is mixed. Some riverfront areas include high end properties, while problematic properties challenge others. The city has been challenged by incidents of blight, abandoned homes, and substandard housing conditions in pockets throughout the entire city. There are seven mobile home parks within the City limits, some of which have been a source of nuisance for the City.



The City also has a problem of reduced quality hotels, particularly along US Highway 19, which are run-down facilities that have taken on permanent residents.



The entire city is a Community Redevelopment Agency (CRA), a dependent taxing district established by City government for the purposes of carrying out redevelopment activities that include reducing or eliminating blight, improving the tax base, creating and retaining employment opportunities, and encouraging public and private investments within the designated area.



The City has several policies, programs and initiatives focused on the improvement of the residential neighborhoods:

- **Housing Rehabilitation:** A matching grant program designed to help homeowners repair and improve their home's exterior.
- **Rental Inspection program:** The Rental Housing Inspection Program is designed to proactively identify rental properties, blighted, deteriorated and substandard rental housing stock and to ensure rehabilitation or elimination of such housing that does not meet minimum standards.
- **Slums and Blight program:** The City has a blighted property and remediation ordinance for unoccupied properties.
- **Lien foreclosure program**
- **Adoption of Property Maintenance Code:** this code sets a clear standard for property condition.
- **Off-Street Parking Ordinance:** This prohibits cars from being parked on front lawns.
- **Various Code Amendments:** These include addressing shopping carts on residential streets and the regulation of donation bins.

- **Community Redevelopment Agency (CRA) Update:** The City is working on a CRA Redevelopment Plan Update.
- **Public investment:** The City has undertaken streetscape projects, Sims Park, upgrade of municipal facilities such as the Recreation and Aquatics Center, pavement management and street lighting programs, and more.

Additionally, the City has other initiatives in process, such as seeking to become a direct recipient of Community Development Block Grant (CDBG) funds from the state, requiring registration of unoccupied structures, and establishing alternative means of collecting code enforcement liens.

Perceptions & Potential

Stakeholder Input

Every ULI Technical Assistance Panel begins with and relies on outreach to get a substantive insider perspective on the state of the community and the aspirations of residents, city leaders and staff, employers, and business representatives.

For the City of New Port Richey TAP, the chance to make a personal connection and listen to over 25 individuals, who brought varied perspectives, allowed the panel to achieve a very quick immersion into the City's history and happenings. Each individual or group of stakeholders was asked to identify the primary challenges and concerns for the City, and to discuss what aspirations they have.

What We Heard

Common themes heard from stakeholders included the following:

- The City has terrific leadership in place and in a short time has made great strides to transform the City – particularly in the downtown area through bold and innovative public investment.
- The recent revitalization of downtown, including the renovation of Sims Park, has spurred a resurgence of interest in the center of the City – with several active redevelopment projects underway.
- While there is a lot of momentum and activity in the City, there is still an undercurrent of lack of 'pride in place' and/or a lack of desire to get involved in civic activities. At the same time, there are residents that are eager to get more involved and help the City, they are looking for avenues to do so.

What We Heard (continued)...

- Within the Tampa Bay region, there is lack of awareness and/or a negative perception of New Port Richey.
- New Port Richey is perceived as a draw for low income households and transient residents due to low rents and a high percentage of absentee landlords.
- Some of the current City programs, such as the façade improvement program, are not working the way that they are intended. Improvements would greatly expand their reach and potential.
- The river is a wonderful asset for the City, but is underutilized.
- There is a lack of neighborhood identity throughout City and it's not clear where the city's borders are.
- There is a lack of local employment options, but there are opportunities for entrepreneurship.
- The quality of public schools is an issue for attracting families and is perceived to affect property values.
- There are pockets of blight and derelict homes in all neighborhoods of New Port Richey, presenting a problem for how to make positive neighborhood improvements that provide a significant impact.
- There is an ongoing problem with 'slumlords' and absentee landlords that perpetuate neglect for their properties.
- The scale and patchwork nature of the challenges (vacancy, derelict structures, crime) can seem overwhelming and difficult to tackle with available resources.

New Port Richey in the Region

Pasco County Overview

Pasco County is one of the fastest growing Counties in the United States, including a surge of residential development.

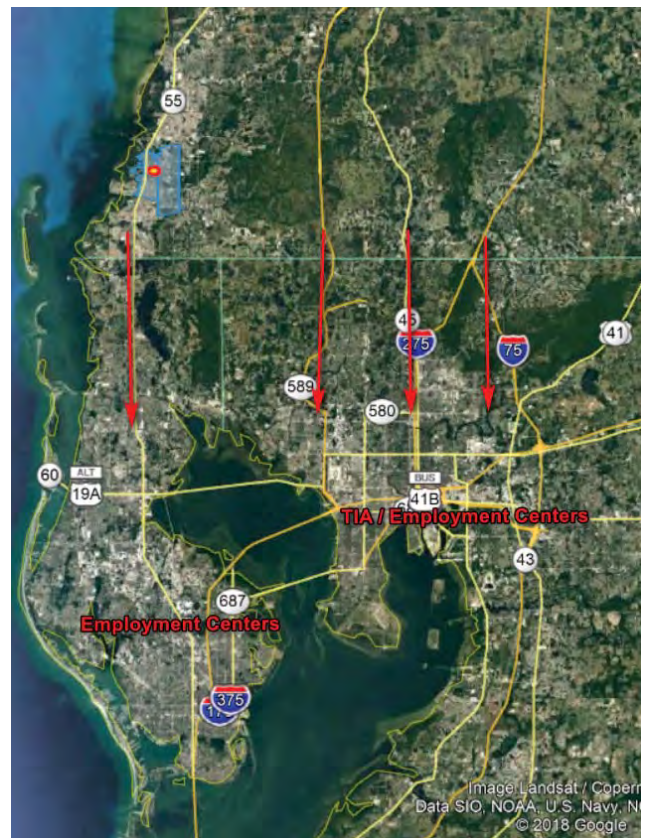
According to the 2010 census, the population of Pasco County was 464,697. As of 2016, the county's population has increased to 512,368 (10.3% increase). Pasco County is primarily considered a bedroom community for Tampa/Hillsborough to the south.

Like other counties along the coast, most development has historically been created proximate to the Gulf of Mexico along US Highway 19. Most new development is occurring easterly in Trinity or in Wesley Chapel. The county benefits from interstate transportation routes such as Interstate 75 and US Highway 19, as well as intrastate routes such as SR 54 and SR 52.

Moreover, the Suncoast Expressway developed in the last 20 years is being widened to allow quick access to the south, into Tampa and the major nodes of the region.

New Port Richey is located in southwestern Pasco County. Major employment centers are located south of Pasco County in southern Pinellas County and central Hillsborough County (Westshore, Carillon/Gateway and Downtown Tampa).

The map below reflects the most recent online average annual daily traffic of the major transportation corridors leading from Pasco County to the employment centers of the greater MSA (located in Pinellas and Hillsborough County). US Highway 19 generated 66,000 daily trips, the Suncoast Parkway produced 40,400 trips, and Interstate 75 in the Wesley Chapel area generated an average daily traffic volume of 89,700 trips.



Development Potential

With its downtown walkable core, unique identity and affordability, the City of New Port Richey offers an alternative to many of the communities in other places in Pasco County.

On the map on the next page, the red highlighted boundary reflects the immediate core of New Port Richey. The yellow highlighted area reflects the commercial core. These areas have been the subject of increased public and private investment over the past 5 years.

In assessing future development potential, the development community will analyze a number of factors including:

The strength and potential of the market

The City has the potential to seize the opportunity that a current strong real estate market in Tampa Bay offers to attract new development and redevelopment.

The City should tout the findings of the 2015 Zimmerman Volk study, which clearly identifies the demand for development.

A robust branding and communication effort will help the City to share its assets in the Tampa Bay region and beyond. See recommended strategies on Page 14.

Available land

The strategic reuse of urban vacant land and abandoned structures can represent a key opportunity for encouraging desired revitalization. To motivate redevelopment, the City should focus on areas proximate to the core areas to identify and assemble parcels of land.

The City should work to acquire select residential and commercial properties to provide lots and commercial land at a competitive price and use as a tool to induce development. To attract development in specific areas, targeted initiatives should be considered. See recommended strategies on Page 16.

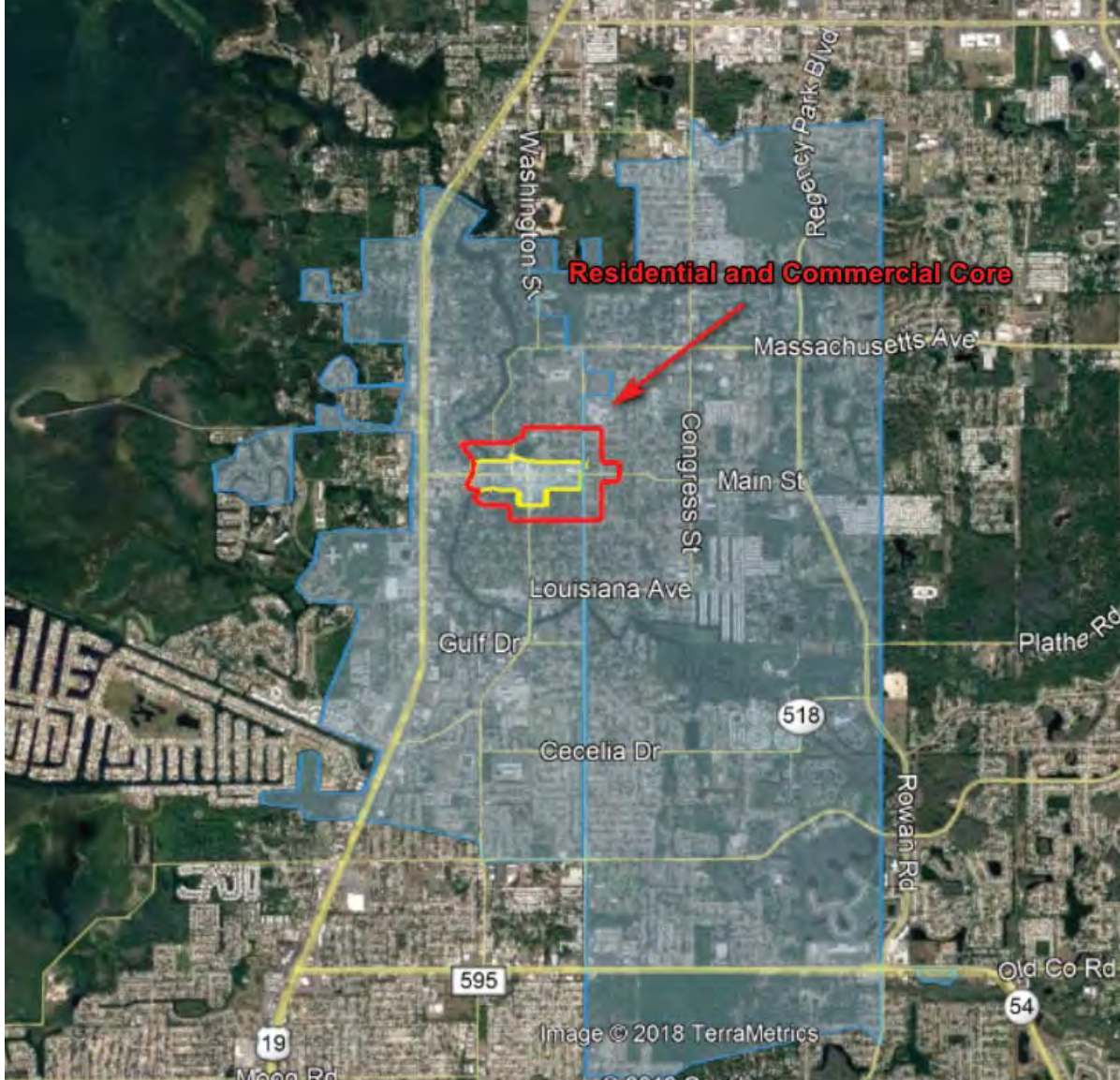
City regulations and permitting/review process

The development community looks favorably on communities with a culture of predictability and transparency within the development review and permitting process. This includes ensuring that the current standards for homebuilding and commercial development are clearly communicated and available.

To ensure best practice, the City should engage in an audit of the review process to ensure it provides certainty for the consumer and make any necessary changes. Investing in technology that allows for electronic submittal may help to streamline the review process and reduce the cost for the consumer.

A review of current zoning, specifically where development is desired, should be undertaken to ensure that codes serve to revitalize and strengthen the core rather than acting as hurdle to development.

More detailed recommendations are available on Pages 13 and 14.



Panel Recommendations

Analysis and Recommendations

Neighborhood transformation for communities that have experienced disinvestment requires more than just one program, policy or project that promises to make a difference. A catalytic set of actions can lead to comprehensive change to the physical, social, cultural, and economic aspects of a neighborhood. Successful transformation requires trust, vision, cooperation, consensus, partnership, and investment to be successful.

The ULI team agreed that the City of New Port Richey offers something distinct in Pasco County and within the region – an attractive walkable downtown that is growing in vibrancy through the addition of new local businesses, new apartment housing and the redeveloped Sims Park. The ULI Panel was impressed with the progress made by the City over the last 5 years and in particular with the creativity and courage of the leadership to be innovative. Specifically, investment in public projects has demonstrated the City's belief that the City's best days are ahead of it.

With limited capacity and resources, the City has introduced various policies, regulations, programs and initiatives with the goal of revitalizing residential areas. The panel observed that perhaps the City's biggest challenge is being over ambitious and not clearly focusing resources to generate measurable outcomes. Taking on too many programs can lead to a lack of focus and diminished ability to prioritize, implement and measure.

The fact that the entire City is a Community Redevelopment Agency presents a challenge to identifying priority areas and

opportunities and reinforces the perception of the city as a place consumed by blight, when this is not the reality.

Through a renewed focus on highest priority community redevelopment projects with measurable results, the City can demonstrate and promote how those efforts contribute to the quality of life for residents and business alike. The promotion of those positive results will improve community goodwill and increase political trust which will lead to further private sector investment. Measuring program outputs and outcomes and sharing these through strategic communications is an essential part of running a successful program.

The following is a set of overarching principles by which the City can improve implementation of programs and policies to increase effectiveness. The next section, beginning on page 16, provides recommendations that take a deeper dive into the questions asked of the ULI team.

Invest in Open Data

Data can be a valuable asset to the City because it can help assess a problem, track progress, communicate results and evaluate a program's effectiveness.

Collecting data in a user friendly and efficient way can be the bedrock of performance management programs that allow for continuous evaluation and improvement. Reliable data can drive decision-making, facilitate collaboration, improve partnerships with the private sector, and expand public engagement. Innovative uses of data allow cities to enforce regulation and improve services.

Working with those outside government can be key to carrying out a successful data program. Leveraging the power of your community, borrowing tools and volunteers from local businesses, nonprofits, the media, and schools can help achieve data goals.

This report addresses specific data needs in subsequent sections.

Measure and Communicate Performance

Tracking data and measuring performance is a vital way for any City to set goals, be strategic with its programs and evaluate effectiveness. Measuring and communicating performance can also be a terrific way to engage the community in City wide programs and progress.

The City can simply start by developing a community scorecard with ‘easy to track’ indicators that index a variety of measures related to economic development, planning, quality of life and other specific data.

Making this scorecard accessible and interactive to all can stimulate community conversations and action. It is also a valuable tool for assessing the viability and effectiveness of programs and ensuring the City is heading in a direction that aligns with its goals. Ultimately, this tool can help demonstrate accountability and engender community trust and support for city initiatives.

Focus on key programs and discontinue others

Collecting data and measuring performance will allow the City to better assess the efficacy of current policies, programs and initiatives. This can allow the City to tweak programs to make them more effective or to eliminate programs that aren’t getting results.

Focus your efforts geographically

While the City is geographically small, with limited resources and capacity, it can be daunting to try to address all issues across the entire City effectively. For that reason, doing pilot projects in certain neighborhoods can lead to quick victories that can serve as catalysts. These kinds of geographically defined projects are easier to track and assess so that a program can be better tested, delivered, amended and then duplicated elsewhere.

Facilitate renovation, redevelopment and new development

- Today, New Port Richey has the chance to seize the opportunity that a strong real estate market in Tampa Bay offers to attract new development and redevelopment. There are short and long-term actions the City can take to improve the development review process and encourage the kinds of development that align with the city’s strategic vision.
- Invest in building staff capacity and staff learning to ensure best practices can be gained, learned and shared among the entire city team. Associations like the Urban Land Institute offer the opportunity to network and learn from peers across the region and the country. This is also a terrific way to spread New Port Richey’s story to audiences that need to hear about it, such as the development community.
- Reexamine the development review and approval process to ensure that it’s clear, provides certainty for applicants and is not overly onerous or expensive. Special cases should be the exception, not the rule.

Analysis and Recommendations Cont..

- Consider doing administrative site plan approvals for projects that are aligned with the comprehensive plan and comply with development regulations. Pre-zone rather than rezone. Decide as a community what you want to see where and allow it by-right with administrative review. Amend the zoning ahead of time to be consistent with that vision.
- Create a clear path for new and different development types within City zoning and other regulations.
- Engage in a review and possible re-write of the land development regulations with an eye towards making sure they are clear, provide certainty and are aligned with the most current Comprehensive Plan. Reach out to local developers for input into this process.
- Consider the role that density can play in encouraging redevelopment, particularly in and around the downtown core. Review and revise the development code to allow diverse and dense uses, including mixed use and multi-family residential development. Specifically, revisit requirements for setbacks, minimum parcel area, car parking, and accessory dwelling units.
- Invest in electronic submittals technology to make it easier and less cost prohibitive to submit applications for projects. This can result in a return on investment from staff efficiency as well. However, to minimize cost, align City business practices to the system, not the system to the city. Otherwise costs for implementation are higher and implementation is frustrating to staff and customers.
- Consider adjusting the 50% threshold within the City ordinance that triggers a requirement that the whole property complies to the standards. Current assessed property values may be too low, making it difficult or prohibitive for property owners to reinvest and make improvements before reaching this threshold ratio of costs of improvement to home value. The City could also work with the Pasco County's Appraiser's Office on assessed values within the City, since some of these thresholds will also be triggered by the FEMA requirement to bring the whole property up to current floodplain management standards.

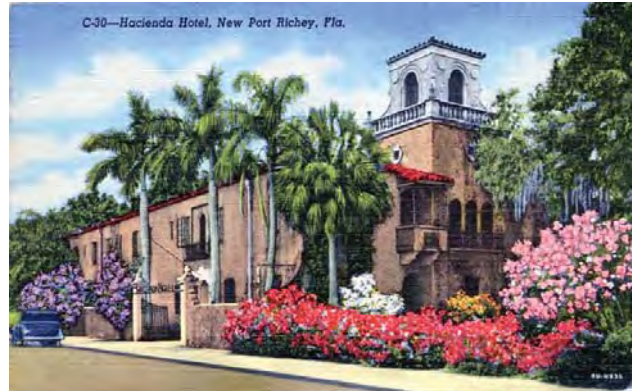
Define a brand and identity for New Port Richey to foster pride and counter negative perceptions

New Port Richey has an exceptional story to tell and can greatly improve how it markets itself within Tampa Bay and beyond. Unfortunately, the City is often in the spotlight for negative crime related stories. The City has the chance to help turn this around. Creating a positive marketing image and story can also help to foster 'pride in place' by current residents who can become the city's best ambassadors.

- Create a dynamic branding campaign in consultation with the community that demonstrates the value of investing in New Port Richey. This brand should be infused through the City's website and social media channels. This can also help address the current confusion around borders and identity (i.e. defining what is actually within the City limits).
- Take every opportunity to tell the City's

story of success through sharing at conferences, working with the local and regional media, and through champions of the City.

- Improve communication with the community about redevelopment projects.
- Work with local realtors and realtor organizations, as well as schools that train real estate agents, to:
 - Educate on local planning and development review, including local land use and zoning regulations.
 - Cultivate unofficial spokespersons for the City's brand campaign and share common messages by:
 - Hosting a forum and tour for local real estate agents.
 - Developing a portfolio of the most attractive and available homes - posting online and distributing flyers.
 - Hosting home tour weekends and showings.



Responses to the TAP Questions

Question 1:

What role can the city play in motivating the occupancy of both foreclosed and unoccupied residential properties in the next 12, 24, 36 months?

The City of New Port Richey has a sizable number of unoccupied and foreclosed structures throughout its residential neighborhoods. Vacant residences can fall into disrepair, become safety hazards, and invite crime. These can also be eyesores for neighborhoods and have a negative impact on property values, community image and quality of life.

In managing vacant properties, a balance needs to be struck between the use of fines and fees that might force landowners to abandon their property entirely and the application of incentives to motivate owners to rehabilitate and reuse residential properties.

Recommended Action Steps Include:

Consider Enacting a Vacant Property Registration Ordinance

The City is considering registering vacant properties. A vacant property registration ordinance could ensure that owners of vacant properties are known to the city and other interested parties. It also ensures that owners of vacant properties are held to minimum standards of care for their properties. Fees associated with registration can help with costs of administration and serve to motivate property reuse.

However, this may be difficult to administer. Before introducing, the City should consider what data may already be available, easily attainable and frequently updated. For instance, utility usage may be one way to understand and track vacancies. Identifying who will administer, maintain and update this database is important. Is this something that code enforcement can

create and maintain? Is tracking being done already that can be easily expanded to include this and other metrics?

An ordinance that encourages vacant property owners to reuse their properties is also likely to be effective in areas where conditions make reuse economically feasible; that is, where the owner can sell or rent the building for more than it costs to rehabilitate or where public funds are offered to make up the difference. For this reason, this ordinance should be administered along with an education campaign about the costs of renovation and any resources that may be available to aid with renovation costs.

Use Data: Complete a Full Inventory of Properties

Understanding the full inventory of vacant and foreclosed property is the first step in tackling the challenge. By taking a data-driven approach to tackling vacant and abandoned properties and using a digital platform to increase transparency to the public, the City can set goals, evaluate progress and better engage residents. This can be done in conjunction with a vacant property registration ordinance and should be considered alongside the rental registration information to capture all data in one place.

Many cities across the country are deploying a wide range of digital and data-driven strategies to address vacant and abandoned properties. Deploying data in the fight against blight can significantly improve the code enforcement process to prevent vacancies before they happen, give residents a window into a city's progress

and bring residents directly into the process of mapping properties to increase citywide knowledge.

This inventory should include detailed information on the ownership of vacant and foreclosed dwellings and should be kept current with code enforcement data, including the time for compliance and the details on lien “priority” for problem properties.

Keep up the Code Enforcement

Armed with a comprehensive inventory, the City should keep up with its code enforcement and ensure that it is tracked, mapped and measured.

Code enforcement sweeps should be regular. The Fire Marshall and a Deputy Police Officer should accompany the code enforcement officers. Flyers should go out a couple of weeks ahead of time. In addition, a dumpster can be made available a week prior so residents can do a neighborhood cleanup beforehand.

Investigate innovative tools for addressing problem properties

There are a variety of tools that the City can explore, including lien forgiveness and property acquisition techniques. These include:

- Donation by the bank of foreclosed properties to partner non-profit, such as Habitat for Humanity (tax benefit)
- Donation by the investor of properties to partner non-profit, such as Habitat for Humanity (tax benefit)
- Foreclosure on liens by City (limitations apply if the property is homesteaded or if there are substantial mortgages and liens on the properties)

- Outright acquisition through purchase - for resale or placement with partner non-profit.
- Encouraging others to acquire properties through administrative code lien forgiveness, which provides a streamlined, transparent process for removing code enforcement liens on properties which will be renovated.
- Master planning for future infrastructure and services as a tool that can align possible vacant sites or properties with future opportunities.

Refer to the sidebar on the following page about the City of Largo’s program, originally published in Quality Cities January/February edition.

An acquisition program should be paired with demolition funds to clear the property upon acquisition to abate the blight. Largo uses funds from their Housing Program (eligible activity for blight abatement).

Temporary control can be more challenging from a legal perspective and must include the appropriate nuisance ordinance and Minimum Property Maintenance Codes. Tools available include city board-ups (securing doors and windows); fencing of nuisance properties; and mowing and/or clean-up of yards for overgrowth and trash. All of these activities would result in a lien against the property for the city’s cost.

Demolition of abandoned homes without acquisition is a tool used by some jurisdictions in Florida, but the legalities of this need to be studied carefully.

CITY OF LARGO SPOTLIGHT

Dealing with Derelict Properties: Lien forgiveness and city purchase of abandoned houses improve neighborhoods

by Carol Stricklin, City of Largo

Almost every city has them – derelict properties with overgrown yards, broken windows and deteriorating structures. Abandoned houses, a legacy of the recession and property foreclosures, attract criminal activity, depress property values and discourage new investment. The City of Largo is abating these problem properties through innovative strategies including lien forgiveness and the acquisition of properties through the city's affordable housing program.

Code Lien Forgiveness

Code liens are created through the assessment of fines by the Code Enforcement Board (CEB) after a property owner fails to correct a code violation. These unresolved code enforcement cases can result in thousands of dollars in unpaid fines, but the chronic nuisance properties remain. The CEB can only reduce liens once the code violations are corrected.

Liens dissuade buyers from purchasing and fixing up properties, due to financing and title impediments. The CEB process provides no guarantee to buyers reluctant to invest in the properties because of the risk that they would not receive the lien reduction upon project completion.

Largo's New Owner Code Lien Release Program, created in 2016, allows new property owners or contract purchasers to administratively obtain the release of code liens. The program seeks to stabilize neighborhoods through renovation and rehabilitation of houses and requires a city inspection to identify any violations of the standards identified in the Minimum Property Maintenance Code.

The new property owners or contract purchasers enter into an agreement with the city whereby they agree to correct all code violations in return for the release of the liens associated with the properties. The new property owner must obtain permits and perform all work within 90 days. Upon successful completion and inspection of the work, the city releases the liens administratively.

The program has resulted in the renovation of four properties. Code violations dating back for more than 10 years on these properties had resulted in almost \$400,000 in code liens. One vacant house with code violations related to a structure fire in 2011 had accrued fines of more than \$140,000. An investor bought the property for \$51,000, completely renovated it and sold it within five months for \$187,000.

One of two additional programs created in 2017, Code Lien Forgiveness for Non-Profit Affordable Housing Organizations, allows the city to administratively release the liens for properties purchased by qualifying organizations that intend to renovate, or demolish and replace, residential structures for use as affordable housing. The second program, Code Lien Forgiveness for Demolition, addresses the elimination of code violations through the removal of structures. It also allows liens to be administratively released upon demolition and the

issuance of building permits for a new home.

Property Acquisition

The city's housing program has also addressed nuisance properties by building strong partnerships with nonprofit affordable housing developers, such as Habitat for Humanity and the Largo Affordable Housing Development Corporation (LAHDC). During the recession, financial institutions voluntarily donated abandoned properties in poor condition to Habitat for Humanity, and the city funded demolition. Largo helps finance the purchase of derelict properties for rehabilitation or demolition and construction of replacement houses by nonprofit affordable housing developers.

Recently, the city acquired two adjacent substandard lots in the Clearwater-Largo Road Community Redevelopment District, both containing derelict structures. The city worked with LAHDC to acquire and combine the properties, demolish the structures and construct a new affordable house.

The city has foreclosed on properties with liens when the owner had died, and no heirs were willing to take the property through probate. This process was lengthy and incurred legal costs, but ultimately resulted in the city taking possession of two properties, one of which was renovated through the city's housing program. The house on the other property was demolished and the lot donated to Habitat for Humanity, which constructed a new home.

Lessons Learned

Derelict properties represent a chronic nuisance that can harm an entire neighborhood. Code enforcement techniques are not always effective, because properties often lack clear title or are subject to unfinished foreclosure or probate proceedings. Creating a database of these properties, and focusing on individual cases for nuisance abatement, requires flexibility, as each one is different. Monitoring problem properties and city actions such as boarding or fencing hazardous properties provide only temporary relief.

The success of the city's code lien forgiveness program in revitalizing derelict properties required partnerships between code enforcement, housing and legal staff. Direct city purchase or foreclosure can serve to abate nuisance properties, but the process can be lengthy and expensive.

Creating code lien forgiveness programs provides incentives for the private and nonprofit sectors to invest in these properties and shows great promise. Each derelict property brought back to life through rehabilitation or new construction has a lasting benefit to the quality of the city's neighborhoods.

Carol Stricklin, AICP, is community development director for the City of Largo.

Question 2:

With the City's limited resources what programs and initiatives can be implemented to motivate cohesive and proactive neighborhoods?

The City of New Port Richey is employing several tools for residential revitalization. These include code enforcement, a façade grant program, and a rental registration program among others.

To catalyze these efforts, City residents need to be mobilized to be part of the solution. Given the resurgence in the City's downtown, there is no better time to reach out beyond City Hall and invite and empower community members to take an active role. The ULI team observed that there are residents that are eager to participate and contribute but are unsure of how to connect.

A first step is to engage the community in a robust and creative conversation of the City's re-branding campaign, as discussed on page 14. This will help to catalyze the interest and excitement of residents from across the City in a collective future vision and direction.

Recommended Action Steps Include:

Empower Community Champions

The City should consider creating a position or positions (volunteer or staff) for individuals to serve as neighborhood champions— who provide outreach assistance into residential areas. This person can become a trusted link between neighborhoods and City Hall with tasks including:

- Create lists of concerns and priorities in concert with residents;
- Build relationship with residents;
- Keep residents aware of City endeavors, opportunities, and initiatives and;
- Provide education and build awareness on code enforcement, law enforcement, and crime prevention.

Identifying and empowering a champion or

network of champions can be the first step in forming more cohesive community groups that can transform into more organized neighborhood associations.

The City can leverage online tools such as NextDoor.com to promote and garner interest. The City of St. Petersburg is a good role model for using this web application for community outreach and information sharing.

Promote Community Neighborhoods through Neighborhood Associations

While this map of New Port Richey designates neighborhood boundaries, most neighborhoods lack identity, community and voice.

Providing the opportunity for residents to form neighborhood associations encourages residents to work together to identify problems and tackle challenges with shared resources. Neighborhood associations can become an outreach arm for the City on planning and development questions. Bringing neighborhood associations on board helps makes them part of the solution in planning the community's future.

While associations can take many forms, it would benefit the City and the neighborhood organization to create structure and support for the associations to ensure a positive and ongoing relationship is formed.

To leverage this possibility, consider:

- Creating a support structure for neighborhood associations at the City level, including registering associations with the City and providing sample association by-laws. Identify a 'go to' person in City Hall.
- Actively seek feedback from the associations on city issues and opportunities, such as the future potential of properties. Require that developers also liaise with the associations.

- Working together to prepare neighborhood plans.
- Creating a neighborhood improvement grant program for active associations.

Example: See the City of St. Petersburg’s neighborhood association program: <http://www.stpete.org/neighborhoods/>

Define your Place: Work to discover and solidify your unique identity and then communicate that identity through public improvements and promotional materials.

The City of New Port Richey undeniably offers something unique and distinctive within the Tampa Bay region, but it is unclear what that is or why it is important. Effort should be placed on clearly defining what it means to live or work in New Port Richey. Once that brand is identified, it must be consistently

reinforced through media, logos, signage and public statements. Signage represents the highest level of communication and should be undertaken only after careful consideration for the brand has been completed.

How residents perceive the built environment can determine how they navigate from place to place and leave lasting impressions. There are a variety of ways – large and small – that the City can create and enhance its distinctive identity.

One critical issue that must be addressed is clear identity for the downtown area. Currently, there is a fair amount of confusion about the boundaries of the City. Proper placement of signage and wayfinding graphics will create a greater sense of place which can further enhance marketing and development efforts. It is critical to use effective signage and graphics to shine a light on what the City has to offer.

MANATEE COUNTY SPOTLIGHT

Manatee County, Florida employs interns and millennial employees in its Neighborhood Services Department. The staff attends homeowner association meetings, community meetings, community events and represents the County. They inform residents of County programs, amenities and provide assistance to neighborhoods.

For some neighborhoods it is more of a maintenance effort, limited to attending a neighborhood meeting quarterly and providing an update on County activities within the area.

Other neighborhoods are more challenging. Staff helps these neighborhoods create a neighborhood association where one no longer or never existed. They also work with the neighborhood over a period of months to create a long-term community plan for improving the area. This usually identifies infrastructure and service issues, law enforcement needs, and like New Port Richey, addressing code enforcement issues.

Many tasks that come out of these plans are for the County in the form of maintenance and capital projects, but many tasks are also for the association and residents. Some examples of activities include organizing community

events. These include neighborhood festivals and cleanup days, crime prevention expos, Cycloviva, and business expos. They are also great for identifying community members with special needs and working with neighbors and area businesses on addressing those needs.

This team of dedicated interns and millennial employees has shown great passion for their neighborhoods and communities, giving them a sense of purpose by helping great neighborhoods get back their pride and sense of place.



- Create a clear and simple brand identity that can be simply communicated through graphic and media communication.
- Incorporate the brand message within a new signage and wayfinding program. Priority should be placed on clear identity of the city limits and downtown district, particularly the major gateway corridors into the City. As neighborhoods form and organize, there are opportunities to do the same at the neighborhood scale.
- The City should prioritize capital improvement projects that connect and increase mobility of all forms between neighborhoods and between parks and communities.
- Continue to improve walkability and mobility. The golf cart ordinance has the potential to create a unique environment in and around downtown and the neighborhoods. The City should also encourage bicycle travel through dedicated lanes and providing bike racks throughout downtown.

Motivate and Nourish Creativity

Build on the City of New Port Richey's point of difference by embracing creative strategies for urban regeneration through the celebration of New Port Richey's history and culture. Festivals and events are an important part of spotlighting the City, but innovative interactive installations can invite more sustained and day-to-day excitement about the City.

Foster strong relationship between neighborhoods and schools

Communities with great schools are attractive places for investment. Currently the City of New Port Richey does not have a strong reputation for its public schools, though it is understood that school leaders are working hard to make improvements. Strong partnerships between residents, neighborhoods, local businesses, schools and the City can help transform schools into important anchors in the community.

SPOTLIGHT: GAP FILLER IN CHRISTCHURCH, NZ

Gap Filler is a creative urban regeneration initiative in Christchurch, New Zealand that facilitates a wide range of temporary projects, events, installations and amenities. This program was introduced following a devastating earthquake in the City and this initiative helped to reinvigorate and re-inspire residents of all ages.

These short-term and comparatively small-scale projects are far less risky than new permanent developments – and consequently open opportunities for experimentation: trying innovative ideas, pushing social boundaries, adopting participatory processes to get everyday people involved in creating their city. Working with local community groups, artists, architects, landowners, librarians, designers, students, engineers, dancers – anyone with an idea and initiative – Gap Filler activates city spaces for temporary, creative, people-centered purposes.

By recycling materials, teaming up with suppliers, harnessing volunteer power and being creative, Gap Filler proves that the regeneration of the city does not rely solely on large-scale developments by the private or public sectors. Remarkable things can be achieved with community power and resourcefulness. They can be flexible and swift in adapting to the changing city.

Ultimately, Gap Filler aims to innovate, lead and nurture people and ideas; contributing to conversations about city-making in the 21st century.

<https://gapfiller.org.nz/>

Question 3:

What programs can be developed to encourage a more dedicated stewardship and focus on raising the value of the structures in the mobile home parks in the City?

Mobile homes in communities represent a mix of challenges and opportunities for cities. They are often the only affordable housing choice for many residents, particularly seniors. They can also provide a unique and desirable sense of community and fellowship that isn't necessarily found in traditional residential neighborhoods.

Aging mobile homes can pose significant issues for the City and for residents. Many contain structurally deficient buildings that present code enforcement challenges and health, safety and wellbeing hazards for residents.

In strong markets, mobile home parks can also represent prime land for development/redevelopment, as the location and size of the parcels can be an attractive prospect.

Recommended Action Steps Include:

Understand the ownership arrangements

Before any action can be taken, it is important for the City to fully understand the current ownership arrangements of the 5 mobile home parks. In an assessment, the City should establish the following data points, which will help determine appropriate next steps in planning and possible redevelopment.

- Land ownership patterns to assess the potential for land assembly and redevelopment
- Current occupancy rate and rents
- Demographics of the parks – ages, families, children
- Relationship between the owner and the tenants

- Do residents own or lease their home?
Number of lease agreements?
- Age of development

Understanding this information can help determine appropriate options and inform future planning and regulatory alternatives. For example, in a mobile home in which the resident only owns the structure, not the land – a home is likely to lose value the same way a car does. This kind of arrangement does not inspire investment and is more likely to be plagued by problems.

Companies who own the infrastructure in mobile homes that are profitable and in high demand have little incentive to make ongoing investments to maintain and/or improve this infrastructure. This may be one of the reasons why many of the manufactured home parks in New Port Richey look worn down.

In other locations, mobile home parks that have transformed in positive ways have changed the mechanics of ownership into a co-op or condominium situation. This can help transform nominal clusters of transients to being communities of owners deeply invested in where they live. Residents are then more empowered and economically incented to be part of the community decision-making and can organize in ways that inspire fellowship and companionship and encourage ongoing maintenance and upkeep of common area infrastructure.

Organizations like Resident Owned Communities USA have helped educate residents and transform communities across America. (<https://rocusa.org/about-roc-usa/>)

Consider Amending Comprehensive Plan Land Use Categories and Avoid Coastal High Hazard Areas

To prepare for future redevelopment opportunities in the mobile home parks, the City should consider amending its future land use categories in the comprehensive plan that are applicable to mobile homes to:

- Reflect their existence, but also expand allowable uses to incentivize redevelopment.
- Provide “bigger and better” uses and options for mobile home parks and parcels.
- Amend zoning regulations to allow redevelopment to other uses. Think pre-zoning instead of rezoning. What is the City comfortable allowing at these locations by-right?

In storm events, particularly in Coastal High Hazard areas, mobile homes are extremely vulnerable and can be unsafe for residents. Florida State Coastal High Hazard Area regulations won't allow their reconstruction in these areas. Therefore, in future City plans and regulations:

- Be explicit that no new mobile homes be allowed or reestablished/redeveloped in the Coastal High Hazard Area
- Land use regulations should provide for alternative options that provide for redevelopment opportunities at these sites

Keep Pursuing Code Enforcement, Law Enforcement, and Education

The City should continue to deliver code enforcement pressure on the problematic communities. At the same time, use this opportunity to educate tenants on the required standards. The first goal is to educate residents of what the standards are and give them reasonable time to get compliant.

Explore Redevelopment Opportunities in the Long Term

In strong markets, there are opportunities to consider the redevelopment potential for mobile home parks, especially ones that are in prime areas.

The City could consider amending the land development regulations for these areas to provide an incentive to redevelop the sites into something that is more sustainable, healthy and safe for its residents. Some mobile home park sites may be better served as non-residential uses.

Assign a staff person and train them in redevelopment, focused on this topic. These sites provide little economic benefit and are generally occupied with unsafe structures. A city professional could assist property owners in marketing or redeveloping their properties for other uses that are more economically beneficial to the property owner and the city.

Question 4:

Should the city consider reinvestment programs geared towards improving the percentage of home ownership vs. rental properties?

Nationally and in Florida, the trend is towards declining home ownership and increasing renter-occupied units. The existence of many rental properties is not inherently negative if the landowner and the tenant have the resources and the motivation to maintain and make improvements. Properties can become problematic when landlords are absentee and do not do upkeep and respond to tenant's requests. Communicating community standards and code enforcement is critical to renters and property owners.

The City can introduce a variety of strategies – from incentive programs to community building exercises that will help achieve the primary goal, which is to promote quality residential neighborhoods.

The addition of the rental registry program in the City is a good step to understanding the breadth of rentals and to create a database to keep track of their location and standards.

Investing in community aesthetics is critical. The City has made great progress with community investment in its parks and open space. These investments need to continue with a long-term implementation plan that is communicated at every neighborhood meeting, community event, etc., so the community knows what is coming and when. Business partnerships should be encouraged, where major businesses can sponsor events and specific projects and maintenance activities that are beneficial to the business and the entire community.

Recommended Action Steps Include:

Work to build and engage the community

Many renters in the City, particularly newcomers, may be future homebuyers. As they identify with the City, they will look for opportunities to purchase homes and reinvest in the community. Refer to the strategies on page 19 on strategies for engaging community.

Develop Zoning for Infill Properties That Provide for Modern, Marketable Residential Units

Explore opportunities within the zoning code to encourage and incentivize vertical development such as townhomes, rather than single-story duplexes or multiplexes. Work with homebuilders to identify infill opportunities for new development and explore what is required for new, economically viable residential development.



Turn Around Problem Properties

For problem properties, which can often be those owned by absentee landlords, there are several strategies for incentivizing rehabilitation or redevelopment. See pages 17-18 for the discussion of this.

Problem properties must receive consistent and constant pressure by code enforcement, law enforcement, and the fire marshal. In addition, community leaders (e.g., chamber, etc.) need to be engaged on these issues so the proper peer pressure can occur via private, interpersonal relationships.



Build Relationship with Local Real Estate Professionals

The City should work with local real estate professionals to understand the rental and sales market and receive up to date market information on average rental rates and home prices. Realtors have current data about properties listed on the Multiple Listing Service (MLS) at their fingertips. In many instances, City staff would be welcome to attend local real estate meetings in exchange for updates from the city on planning, zoning changes and a general overview of city activities.

However, it should be noted that many rental properties are not on the MLS. Craigslist, Zillow, Airbnb and various other online services offer alternative ways to match owners with renters or buyers. It is important that city staff stay apprised of these sources to obtain a more accurate picture of the New Port Richey housing market.



Question 5:

What can the city offer as an incentive for positive reinvestment in our residential housing stock to improve the appearance of properties and the sense of community throughout the City?

There are numerous factors that contribute to whether homeowners and landowners feel able, inspired and empowered to reinvest in their properties. The ability to renovate and redevelop often comes down to financial viability, driven by individual equity and the surrounding market. For older homes, the costs of renovations can often exceed the value of the house itself.

To attract buyers and fill vacant homes with families, the City of New Port Richey must market itself as a city of opportunity and address the prohibitive costs of renovations that remain a barrier to homeownership.

When residents, businesses and cities work together to improve residences and neighborhoods a sense of community pride and empowerment is created that has value and benefit reaching beyond an individual project or program. Neighborhood groups feel engaged and relevant and community champions emerge to work on common projects together. The ULI team experienced this sense of pride and empowerment amongst those groups already active in the numerous projects that are leading downtown's renaissance. Please refer to the recommendations on page 19 on strategies to build community.

Focusing and targeting efforts geographically can work to inspire residents and greatly improve pockets of neighborhoods, resulting in a spin-off effect to nearby areas. Piloting programs and projects in specific areas can be an effective way to make and see a real difference take shape that can lead to a wave of transformation.

Alternatively, many older homes within the community that represent various ages,

generations and styles of housing have already been fixed up. Documenting and marketing these examples to homeowners is crucial. For example:

Cindy Lu-hu used Sherwin Williams Number 5 red on the front door, made the shutters from pinterest.com out of old pallets, planted groundcover XYZ, got mulch for free from the city and turned her house from a dump to a dream.

Local design professional associations (AIA, AICP, LAs) can be engaged at community events or at chamber meetings. They take a picture of a volunteer building and through the magic of digital design, paint choices, inexpensive landscaping, general cleanup and minor fenestration additions, the dive bar now looks like a dream bar. The owner gets a "prescription" list of what they need and how much and gets to it. If the community is active, they all get engaged and provide the free labor to turn the building around.

Create Wealth Building Opportunities for Residents

The economics of homeownership often prohibit prospective buyers from investing in or upgrading their current properties.

The City should explore a variety of programs and policies that encourage and motivate wealth building among its current residents. These programs can have multiple benefits. They can help inspire residents to invest cash equity and sweat equity in their home and place, but also position the City as a partner in progress which is positive for the City's image and helps to attract new residents.

- Investigate programs that would allow current residents to purchase vacant side

lots or vacant properties that have been acquired by the City.

- Understand the ownership arrangements in mobile home parks and encourage a new resident-owned model (see page 22).
- Explore and invest in technology that enables local business and entrepreneurs to thrive, such as improved cell service and Wi-Fi in the downtown area.
- Consider adding a provision for homeowners to create an accessory dwelling unit (ADU) to offer an income gaining opportunity for residents committed to the city. ADUs are becoming popular across the country again. Some new homebuilders are including ADUs in new product because of the strong demand, particularly among younger generations.

Examine Opportunities within the Zoning Code

Examine and remove permitting requirements for cosmetic improvements to properties, such as a fence, that can deter residents from improving their properties because the process for approval can be expensive and difficult.

Evaluate the Home Improvement Reimbursement Grant Program

- Reconsider the income requirements, as the economics may not make sense in its current form and are not core to the goals for the program.
- Evaluate the effectiveness of structuring the program as a reimbursement grant.

It may be difficult for individuals to pay for something up front.

- Consider providing home improvement grants for committed landlords as well as homeowners.

Educate on the true costs of rehabbing

- Partner with a community organization that can provide guidance to buyers and existing homeowners.
- Host information sessions on housing resources for existing owners and potential buyers, including financing and home improvement
- Identify and work with key landlords in the City. Create an association of landlords that works and meets regularly with code enforcement and law enforcement.
- Provide education on landlord and tenant rights.
- Start a user-friendly database of neighborhood rehabs to better understand the cost of rehabilitation locally

Improve solid waste pick-up.

Improve the quality of service by working with only one provider and increasing the frequency of bulk pickup to better avoid litter being a nuisance throughout the City. Set a future date a few years out. Remind the existing haulers regularly that this will happen. Stick to it.

Next Steps

The city and the community should work together on the following next steps:

1. Convene a Neighborhood Revitalization Task Force. (Including city staff, stakeholders, realtors, development industry professionals, residents, local businesses, etc.)
2. Review the Technical Assistance Panel findings.
3. Identify top priorities.
4. Develop an actionable implementation strategy that assigns specific responsibility & accountability, time lines and resources to each action item.
5. Get the word out! Report and share successes with the community stakeholders and the greater Tampa Bay market.

In Closing

The panel's recommendations build upon the strong foundation of the City and respond to the concerns heard throughout the panel.

Reaching the multifaceted, interlocking goals outlined in this report will require the city, community and property owners to work closely together on establishing a vision, plan of action, and creative solutions for New Port Richey's neighborhoods.

New Port Richey is bursting with potential. The City has a growing entrepreneurial spirit and great ability to leverage limited resources for ambitious goals. Creating a vision and refining focus, as outlined in this report, will serve the City well. The panel is enthusiastic about New Port Richey's upward trajectory and continued evolution.



Panelist Bios



Stuart Rogel
President
Graylan Ventures
TAP Chair

Stuart Rogel is an entrepreneurial-minded executive who is serious about creating economic prosperity by building successful businesses. In his current role as President of Graylan Ventures and previously as Founding CEO of the Tampa Bay Partnership, Stuart has spent more than 30 years building paths to prosperity for companies that range from startup to Fortune 500. With broad and deep expertise in business development and economic development, Stuart identifies opportunities for growth and puts in place the strategies, structures, partnerships, and programs to reach ambitious goals.

Previously, he launched the first Florida office for a Boston-based real estate investment firm and served as Economic Development Director and Assistant City Manager for the City of Miami Beach. Stuart currently serves on the Board of Advisors of BBVA Compass Bank and the Board of Directors of United Way Suncoast. He is a Trustee for the Florida Chamber Foundation. Nationally active with the Urban Land Institute, he regularly speaks before the International Economic Development Council.



David Conner
President
David Conner +
Associates

David is the President of David Conner + Associates, a firm that provides design solutions that reshape our environment into safe, walkable, and enjoyable outdoor spaces. The firm includes planners, landscape architects, and urban designers who understand human movement and the interactions we have as we commute, circulate, socialize, and work. The firm provide design solutions in balance with environmental systems, thereby improving sustainability, reducing maintenance, and increasing value. They partner with clients to realize site improvements that meet their goals and objectives, albeit still motivated to design stimulating and financially successful projects. Through their work, they strive to present opportunities where people can experience outdoor environments with appreciation and enjoyment. Their values are solidified with integrity and strong workmanship, establishing DC+A as a firm known for quality work.



Jim McCarthy
Vice President
Domain Homes

Jim McCarthy is the Vice President for Land Acquisition for Domain Homes. In this role, he analyzes lot positions and areas in Tampa and St. Pete urban core (infill) markets, negotiates and approves lot contracts in target areas and develops lot purchase budget on quarterly and annual basis

Domain Homes defines themselves as an urban renaissance new home builder. They procure home sites in Tampa Bay's sought-after, established neighborhoods including South Tampa, West Tampa, North Hyde Park, the Heights, and St. Petersburg.



Nicole Nate
Attorney
Bryant Miller Olive

Nicole "Nikki" Nate is a member of Bryant Miller Olive's State & Local Government and Litigation practice groups, where her primary practice includes representing city, county, and state governmental entities in all manner of legal matters, including corporate governance, public finance, and complex litigation. Ms. Nate is board certified by The Florida Bar in City, County & Local Government Law and serves as Special Counsel to local governments throughout the state. She also regularly represents private entities in commercial and construction disputes.

Prior to joining BMO, Ms. Nate was an associate with Zimmet, Unice & Salzman, P.A., where she focused her practice on all matters of local government representation, including commercial and governmental transactions, and litigation. In the tradition of many of the firm's attorneys, Ms. Nate worked as a law clerk with BMO while attending law school. During her clerkship, she was extensively involved in issues surrounding local government, high-profile government litigation, Florida Constitutional law, and employment law. Her work experience prior to law school includes working in accounting as a Finance Assistant for Global Spectrum, a leading event facility management company, and as an accountant for a C.P.A. firm in St. Petersburg.



John Osborne
Infrastructure
Planning Official &
Interim Deputy County
Administrator
Manatee County

John Osborne, AICP is the Planning Official for Manatee County Government in Southwest Florida. John started in land development in high school, working as a draftsman for a local developer. He has worked in the public and private sectors in Florida and North Carolina, working in land development and related occupations. Currently as the Planning Official for Manatee County, he works across agencies, departments and disciplines to provide a more holistic approach to infrastructure and services planning and financing in a fast-growing community.

A former member of the FL Army National Guard's 53rd Brigade, John is also a graduate of St. Petersburg College and the University of South Florida. An advocate of lifelong learning, he is finishing up a graduate degree in Environmental Management from American Military University.



Carol Stricklin
Community
Development Director
City of Largo

Carol Stricklin has over 30 years of experience in public sector planning in Florida. She has served as the Community Development Director for the City of Largo since 2017. She leads a team of 47 professionals within the Economic Development, Housing, Building, Planning, and Code Enforcement Divisions. Under her leadership, the department takes an integrated approach to economic development and neighborhood revitalization.

Ms. Stricklin has extensive experience in municipal, county and regional organizations. Prior to her position with the City of Largo, she was the Growth Management Director for Lake County and held positions in the City of Orlando and Orange County. Mr. Stricklin holds an undergraduate degree, with honors, in Political Science from the University of Florida and a Masters Degree in Public Administration from the University of Central Florida. Carol is a certified planner and is a member of the American Planning Association. She is active in the Urban Land Institute and serves on the Tampa Bay Management Committee.



Chris Worley
Founder
Landmark Reports

Chris Worley is the Founder of Landmark Reports, a real estate database and reporting system based upon a primary MSA (Metropolitan Statistical Area). Landmark Reports not only provides listing data throughout the MSA from major brokerage firms, but identifies the most active residential markets in the greater MSA providing a top to bottom analysis. Market professionals understand that commercial office, retail, and industrial growth is generally fueled by residential growth.

Landmark reports identify all aspects of land development: active selling communities, proposed communities, and vacant future land tracts. They also identify various property types: commercial, industrial, and residential in order to paint a more accurate picture. Each report provides a broad brushstroke view of pertinent data such as building permits and employment demographics important to gauge the overall health of a MSA. This is followed by a more detailed analysis including recent bulk lot and land sales, typical lot sizes, sale price points, monthly sales velocity, and remaining VDL (vacant developed lot) inventory.



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