

Strategic Focus Area:
**Economic Development,
Redevelopment, &
Housing**



Strategic Plan:

Pinellas County Government

Strategic Focus Area:

*Economic Development, Redevelopment and
Housing*

Sub-Area: Economic Development and
Redevelopment

Preliminary approval given by the BCC on September 13, 2005

Final adoption by the BCC on February 14, 2006

Distinguishing characteristics of this focus area:

This focus area includes those functions, activities and physical infrastructure of County Government that support economic development and redevelopment in Pinellas County. As the County has neared a state of “build-out,” new emphasis on how to maintain a healthy and competitive economic region has captured the focus and attention of many. Nearly four years of planning work has culminated in a proposed Economic Development and Redevelopment Plan that includes many goals, including the creation of 50,000 high paying jobs over the next 20 years. This strategic element focuses on those actions and roles that pertain to supporting a strong business community, as well as ensuring that redevelopments occur in a balanced and sustainable manner, promoting high quality of life goals and components.

Environmental scan

- Public concerns and priorities
 - Ensure that region remains attractive to existing and new businesses.
 - Redevelopment be designed to compliment existing neighborhoods, not create adverse impacts or overcrowding.
 - Roads and transit needed to support strong economy and quality of life.
 - Support tourism as a component of future economy.
 - Attract and retain high wage paying jobs of key concern for citizens.
 - General support for redevelopment of vacant and rundown commercial and industrial properties.
- Building and social developments
 - Strong demand for residential developable lands, including lands previously developed or designated for industrial uses.
 - Proposals for mixed use projects, including commercial, office, light industrial and residential uses in the same proximity.
 - Community beginning to fight lack of adequate employee base and/or workforce housing in attempts to recruit new employers.
 - Livable communities.

- Economic and Planning trends
 - Concurrency and other growth management limitations are not reflective of redevelopment scenario facing Pinellas County.
 - Housing sector growing at double-digit annual rates.
 - County employment rates increasing (with low unemployment).
 - Relatively low and stable vacancy rates in office and industrial sectors.
 - Strong nationwide competition for economic development, with business incentive packages from State and local governments.
 - Greyfield and Brownfield redevelopments are more expensive than vacant land to develop.

Part One:

The Vision – The economy we need for a quality community.

1. Community Expectations: What the Community desires in economic development and redevelopment policy and programs. (See Figure 1.)

Community expectations express what the general citizen desires with respect to the economic development and redevelopment. These expectations apply whether the topic of discussion is a specific project proposal, or the general issue of the economic vitality of the County. Citizen expectations have been gauged in many ways with respect to economic development, including the general citizen survey. In this venue, as in others, the majority of citizens cite a strong belief that the County government has an important role in regards to affecting a positive economy. However, unlike transportation, public safety, and other direct services, the County's action must influence primarily private market forces that are complex. The business economy is affected by a multitude of market forces. Many of these forces are national, or even global, in scope. In terms of redevelopment, community concerns focus on a range of issues, including overcrowding of the road systems, neighborhood compatibility, and quality design. Despite these "concerns," citizens appear to understand that many buildings have outlived their useful lives and should be replaced with better and more aesthetically pleasing structures. Current strategies utilized by Pinellas County have focused on the following:

- Incentives for existing and new businesses which provide above average wage jobs.
- Promoting tourism through marketing, trolleys and other methods.
- Innovative reuse and business development through the Star Center.
- Business support through services such as the Business Assistance Partnership Programs and Team Pinellas Liaison efforts.
- Promoting Brownfield redevelopments.

Through a comprehensive four-year effort, The County Economic Development Department has teamed with the Pinellas Planning Council to help develop “Pinellas By Design,” an Economic Development and Redevelopment Plan. The planning process has included a series of summits and workshops involving the business community, affected stakeholders and citizens, as well as the thoughts and concerns of municipalities. This Plan has identified a comprehensive series of strategies and tactics. Although outreach efforts have been extensive, there is a sense that the Plan and its recommendations may not be well understood by the public at large.

In the area of economic development and redevelopment, review of the many workshops, summits and surveys indicates there are certain basic expectations held by the public. These include:

- **Support Strong Business Environment.** This represents the call for the creation of high wage paying jobs in the economy. The citizens at large agree the County government should invest its resources in promoting this goal, and believe that at some level the local government leaders can and must take actions that help retain and attract businesses.
- **Ensure quality developments.** The community’s hallmark theme, “Planning to Stay,” envisions a Pinellas County where generations can remain in a community with the values and attributes that reflect high qualities of life. Inherent in this vision is the presumptions that quality jobs will be available for upcoming generations, and Pinellas’ youth will not feel forced to move out of the area to find competitive employment. Other key themes relate to quality new

development and redevelopment, ensuring that new development proposals will not detract from the high quality of life enjoyed by the community today.

- **Ensure Infrastructure is Adequate.** This reflects the need to balance employment, housing and transportation needs of citizens. Akin to the principal of concurrency, citizens recognize that quality of life can be threatened if infrastructure needs are not well coordinated by local leaders.
- **Wise investment.** This is the expectation that public funds will be legitimately and efficiently used and that investments will be maintained. An important component is that business incentives must be monitored to ensure that new jobs pledged in exchange for economic or development incentives are, in fact, produced.
- **Neighborhood Compatibility and Integration.** This expectation addresses the strong sense of concern that redevelopment and new developments could negatively affect existing neighborhoods by adding overbearing density, congestion, and overuse of resources. New development and redevelopment must meet high design principles and not adversely impact existing residential areas.

2. Results: What Pinellas County Government will deliver to meet community expectations.

Results are impacts that a particular entity, such as Pinellas County Government, is striving to make. Within the context of general community expectations, results are the contributions a specific entity, such as Pinellas County Government, can make toward the community expectations. As shown in Figure 1, when results are achieved, community expectations are met in part or whole.

Within a strategic focus area, the results express the “bottom line” impacts sought by the policy board.

Within the Strategic Sub-focus Area of Economic Development and Redevelopment, Pinellas County Government seeks seven results. These are:

1. Creation of new high wage paying jobs. New primary jobs will be added to the economic base of the County. These jobs will include above average wages and employee benefits.

2. Economic growth indicators remain competitive with top communities in the nation. Pinellas County has grown its economy competitively with the top metropolitan indexes in the country, an indicator of a healthy, vibrant business environment. The County seeks to ensure that worker earnings and other economic measurements grow at healthy and sustainable levels, thus avoiding decline and decay.

3. Land has been utilized with efficient and productive USES. In an environment of near build-out, efficient use of lands becomes increasingly critical. Lands must begin to serve multiple/mixed uses and offer walkable services, entertainment options, and other benefits.

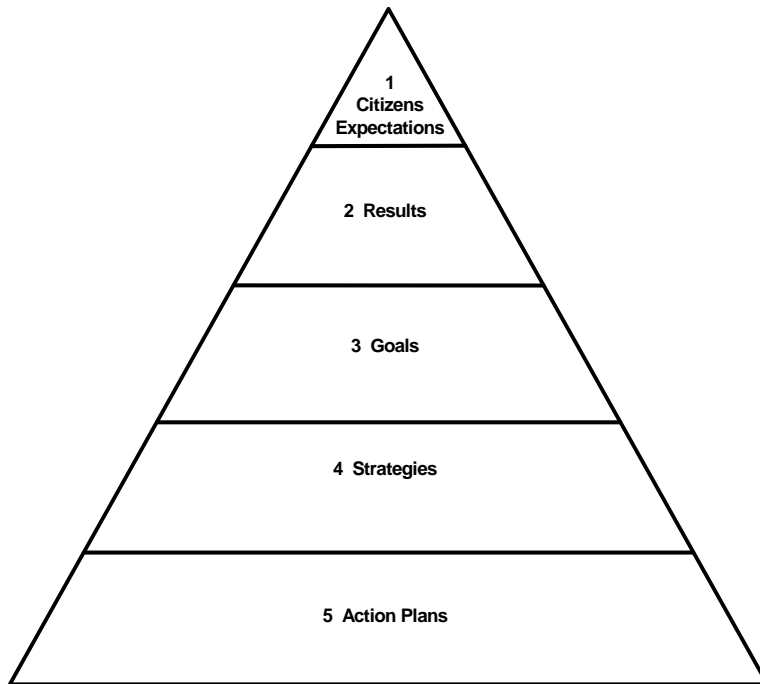
4. Maintained cost effective operations. The cost of economic development programs was minimized, while public dollars were leveraged and recycled. Projects produced a good return for the investment.

5. Preserved and protected investments. The County's existing facilities, such as the Star Center, have been well maintained.

6. Produced new Jobs with Leveraged investments. Funding for new projects came from a variety of sources, including the State and municipalities, and private-public partnerships were fostered.

7. High design standards and balanced growth. Buildings were designed to high standards, and existing neighborhoods were protected against incompatible development. Roads and other infrastructure were adequate to serve residents and businesses.

Figure 1: Developing the Strategic Plan



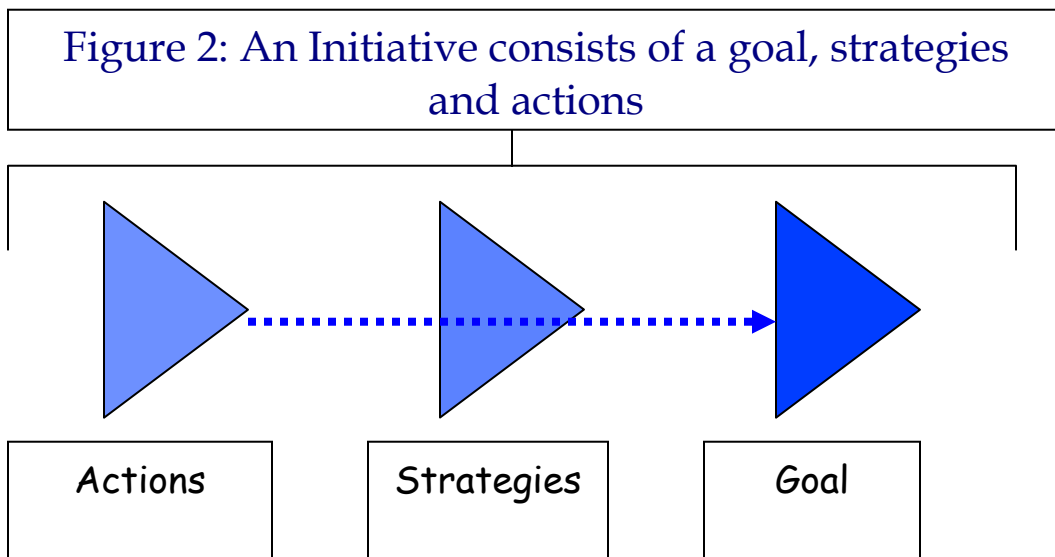
Part Two:

Developing the envisioned economy through five initiatives:

Goals, Strategies and Actions to create Results

What is an Initiative?

An initiative is a program of work intended to lead to one or more of the results. It is comprised of a goal; a set of strategies or pathways which should lead to the goal and a set of specific actions that will take place which will lead to the goal. To achieve these results, PINELLAS COUNTY GOVERNMENT will engage in five initiatives. As stated, each initiative is built around a goal (and named after the goal) and uses appropriate strategies and actions (tactics) that will achieve that goal as shown in Figure 2.



3. Goals

Achieving the following goals will create in Pinellas County the desired economic development and redevelopment outcomes described in Part 1, Figure 1 of this plan. Achieving these goals will produce the results the County is seeking and thereby meet community expectations as shown in Figure 3.

- **Promote development in targeted employment centers.**

Take proactive steps to create areas that support new and existing businesses. Ensure infrastructure and regulatory policies are in effect to allow for business development, along with compatible mixed uses that will ensure a vibrant environment.

- **Protect loss of well-located industrial lands from conversion to other uses.**

Resist proposals that incrementally remove appropriately located lands that can serve industrial uses, or are well positioned for such uses. Often, market forces press for higher return developments on such lands, but these short-term gains have the potential to hinder the County's long-term economic vitality.

- **Encourage productive use of un/under- developed lands.**

Provide regulatory incentives and other tools that ensure that lands are efficiently utilized. With very little undeveloped lands remaining in the County, reuse and redevelopment of older structures provide key opportunities for new development.

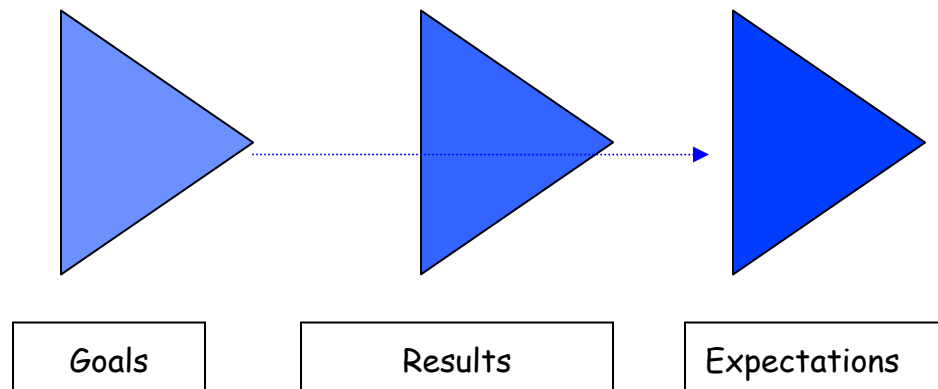
- **Attract and retain businesses that produce above average wage jobs.**

Offer incentives, business assistance and government liaison services to businesses that provide primary jobs and above average wages.

- Avoid overdevelopment and ensure there remains adequate open spaces, parks and recreational amenities.

As new jobs are created, and redevelopment encouraged, protection of environmental resources and open area remains a high priority. All economic and redevelopment efforts must be in balance with the high qualities of life that are the hallmark of Pinellas County.

Figure 3: Accomplishing goals leads to results which meet expectations



What is strategy?

Strategy is figuring out how to optimize your assets and minimize your weaknesses in order to reach your goal. Like in transportation and other focus areas, PINELLAS COUNTY GOVERNMENT has four fundamental types of assets it can use to achieve its economic development and redevelopment goals. Based on these four types of assets, there are four corresponding categories of strategy:

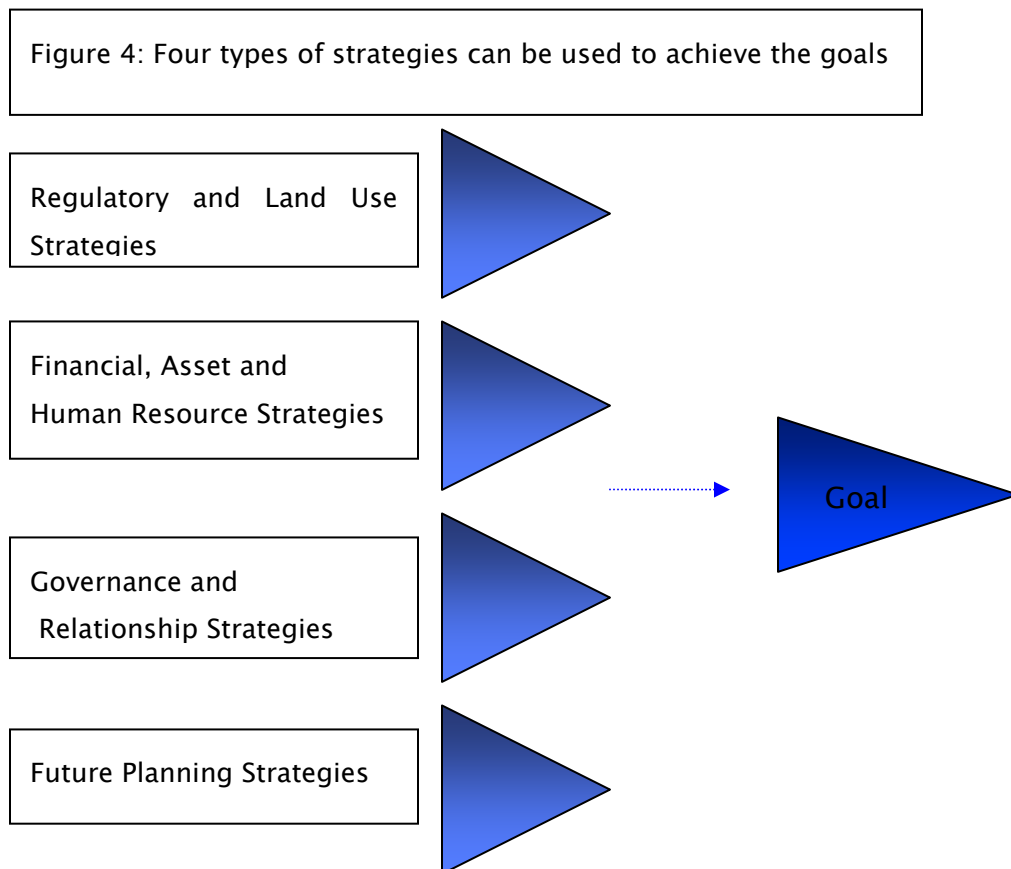
- Regulatory and Land Use based strategy.

The planning and policy based plans and regulations that direct public and private investments in economic development and redevelopment. The foundation that

sets the parameters those physical assets can be constructed, and directs resources through either mandated or incentive based policies.

- **Financial, Asset and Human Resources Strategy.** The financial, physical and human assets, which fund economic development and conduct operations. These assets include physical infrastructure (Star Center or similar projects), capital assets (equipment) and the services that are made possible by those physical assets and that make those physical assets usable.
- **Governance and Relationships Strategy.** The working relationships among various stakeholders that make the system function.
- **Planning and Future Thinking strategy.** Knowledge about the system, future needs and how those needs can be met.

These four types of strategies are combined in an initiative to achieve the goal as shown in Figure 4.



4. Strategies & 5. Actions

Within each strategy type, there are specific pathways or strategies that PINELLAS COUNTY GOVERNMENT seeks to deploy or influence in order to achieve its economic development and redevelopment goals. Along each pathway there are specific actions that would occur. The strategies and some actions the County can use include:

Regulatory and Land Use strategies

- Support the endorsement of “Pinellas by Design” by municipalities and other stakeholders by active Board of Commissioner advocacy and allocation of staff resources.
- Engage the State, through the Department of Community Affairs and State Representatives, in a dialogue regarding the unique redevelopment issues in Pinellas County.
 - Promote Pinellas By Design as the basis for redevelopment in Pinellas County.
 - Promote concept of County as a Redevelopment Area.
 - Promote the restructuring of the Plan Amendment Process.
 - Promote a revised concurrency process based on build-out condition of the County.
- Consider proactively establishing a Development of Regional Impact at the Gateway Center
 - Look at the costs and timeline necessary for County to pre-permit Gateway for economic development oriented uses.
 - Examine the benefits of establishing the DRI for recruiting or relocating expanding businesses.
- Consider regulatory incentive programs that incentivize redevelopment.
 - Look at density as a tool to promote redevelopment in exchange for workforce housing.
- Review full scope of regulatory tools and urban design recommendations of Pinellas by Design to determine which recommendations should be applied in County regulatory schemes or planning programs.

- Review neighborhoods that could benefit from Neighborhood Preservation Plans.
- Review Countywide Plan rules to determine if flexibility in standards may be desirable.
- Consider options for promoting “prototype project.”
- Review tools to ensure high quality urban design standards.
- Consider recommendations from Historic Preservation Taskforce as they are developed for historic preservation incentives and other tools.
- Review tools and plans to ensure economically challenged and oppressed neighborhoods are benefiting from economic development and redevelopment incentives and efforts.
- Develop countywide policy that addresses loss of green spaces, including but not limited to private and public golf courses, to redevelopment of other uses.

Resource optimization and funding strategies

- Pursuit of federal and state funds.
 - Action: Lobby for full funding of SHIP and other funds for workforce housing.
- Consider Pinellas By Design recommendations regarding options for new County CRAs and CRDs as funding sources.
 - Action: Identify TIF options for affordable housing and other economic development purposes.
 - Action: Review issuance of tax exempt bonds for economic development projects.
 - Action: Study methods to leverage local dollars against other public and private funding sources.
- Consider Pinellas By Design recommendations regarding possible County role in land assemblages.
 - Action: Identify surplus public lands that might be better utilized as part of a larger tract, and consider acquisitions that would offer acceptable solutions.

Governance and relationships strategies

- Consider Pinellas By Design recommendations regarding options for better coordinating and administering CRAs countywide.
 - Action: Review existing authority and options to better coordinate efforts.
- Review roles and relationships of Countywide Planning Agency and Pinellas.
- Planning Council to ensure that partnerships and efficient resources result.
- Promote coordination of Federal, State and regional agencies toward redevelopment goals.
 - Action: Explore leadership options for County to move this effort forward.
- Consider methods County can coordinate with schools (public and private) to promote economic development goals.
 - Action: Engage schools in dialogue regarding needed programs and curriculum that meets business needs.
- Consider Pinellas By Design recommendations regarding Pinellas County's role in coordinating economic development incentive programs on a countywide basis.
- Public engagement
 - Broader citizen engagement to improve awareness of needs and alternatives for economic development and redevelopment plans and goals:
 - Develop educational material.
 - Develop strategies for dialogue in community settings.

Planning and future development strategies

- Link economic development and redevelopment into Livable Communities efforts, housing efforts, transportation CIP plans and transit concepts.
 - Ensure that EAR updates address EDRP issues and recommendations as appropriate.
- Ensure that transit and transportation agencies are planning systems in coordination with employment center goals and development.
- Ensure that affordable housing plans and programs are incentivized in economic development and redevelopment efforts.
 - Action: Ensure that employment center planning includes workforce housing components.

- Action: Ensure incentives for redevelopment appropriately include workforce housing components.
- Monitor incentives effects and outcomes.
- Monitor job and wage growth and ensure plans are effecting positive trends.

Strategic Plan:

Pinellas County Government

Strategic Focus Area:

*Economic Development, Redevelopment and
Housing*

Sub-Area: Housing

Preliminary approval given by the BCC June 30, 2005

Final adoption by BCC on February 14, 2006

Distinguishing characteristics of this focus area:

This focus area includes those functions, activities and physical infrastructure of County Government that support the housing of Pinellas County residents in homes that are attainable relative to their income and assets. Attainable housing addresses issues of a far reaching proportion, including public health and safety, economic development, and health and human services.

Environmental scan

- Public concerns and priorities
 - Housing costs rising faster than inflation.
 - Majority of residents pay more than 30% of their income on housing.
 - Developers will target comparatively higher end housing.
 - Concerns about longer distances between housing and employment.
 - Environmental and neighborhood impacts of higher density projects.
 - Attainable housing projects may negatively impact neighboring home values.

- Building and Social developments
 - Gentrification of neighborhoods (including mobile home parks and older neighborhoods).
 - Mixed use housing projects.
 - Inclusionary housing can mask subsidized units within a project.
 - Livable communities.

- Funding and Planning trends
 - Federal funding sources are declining (CDBG, Section 8 and Hope VI).
 - Inclusionary housing standards in Land Use Codes.
 - Publicly supported Land Trusts as vehicle to subsidize land costs.
 - Linkage and Impact fee programs aimed at attainable housing.
 - Land Use incentives for privately developed attainable housing.

Part One:

The Vision – The housing system we need for a quality community.

1. Community Expectations: What the Community desires in attainable housing policy and programs. (See Figure 1.)

Community expectations express what the general citizen desires with respect to the attainable housing. These expectations apply whether the topic of discussion is a specific project proposal, or the general issue of citizen's ability to work and live in their community. Unlike transportation or public safety, expectations with regard to the County's role in providing or assisting with attainable housing are less apparent. Housing crosses a more complex series of boundaries between private sector delivery of products (housing) and the local government's role that could be competing with private projects. Current housing strategies employed by Pinellas County have focused on the following strategies:

- Preserving existing housing stock.
- Producing adequate new supplies of attainable housing.
- Promoting homeownership opportunities.
- Providing information, education and options.

Through several, venues citizens and affected interests primarily in the human services field have helped to identify certain the "bottom line" expectations upon which housing performance is assessed. However, additional public opinions should be solicited to help solidify what additional programmatic expectations may be appropriate.

In the area of housing to date, review of recent workshops and surveys indicates there are certain basic expectations held by the public. These include:

- **Affordability and access.** This represents the ability for low and moderate income households to afford rental and/or ownership options within Pinellas County. The community's hallmark theme, "Planning to Stay" envisions a Pinellas County where generations can remain in a community with the values and attributes that reflect high qualities of life. Inherent in this vision is the presumptions that housing options will exist that allow generations of present residents, and their children, to afford to live, work and play in Pinellas.
- **Safety.** All residents should have safe, attainable housing. Attainable housing is a keystone solution to homelessness in the County. Neighborhoods of all demographic stratus should have adequate police and emergency services.
- **Wise investment.** This is the expectations that public funds will be legitimately and efficiently used and that investments will be maintained.
- **Neighborhood Compatibility and Integration.** This expectation addresses the strong sense of concern that new housing developments could negatively affect existing neighborhoods by adding overbearing density, congestion, and overuse of resources. New development, including attainable housing, must meet high design principles and not adversely impact existing residential areas. Attainable housing should also be integrated into communities, avoiding isolated pockets of low income housing.

2. Results: What Pinellas County Government will deliver to meet community expectations.

Results are impacts that a particular entity, such as Pinellas County Government, is

striving to make. Within the context of general community expectations, results are the contributions a specific entity, such as Pinellas County Government, can make toward the community expectations. As shown in Figure 1, when results are achieved, community expectations are met in part or whole.

Within a strategic focus area, the results express the “bottom line” impacts sought by the policy board.

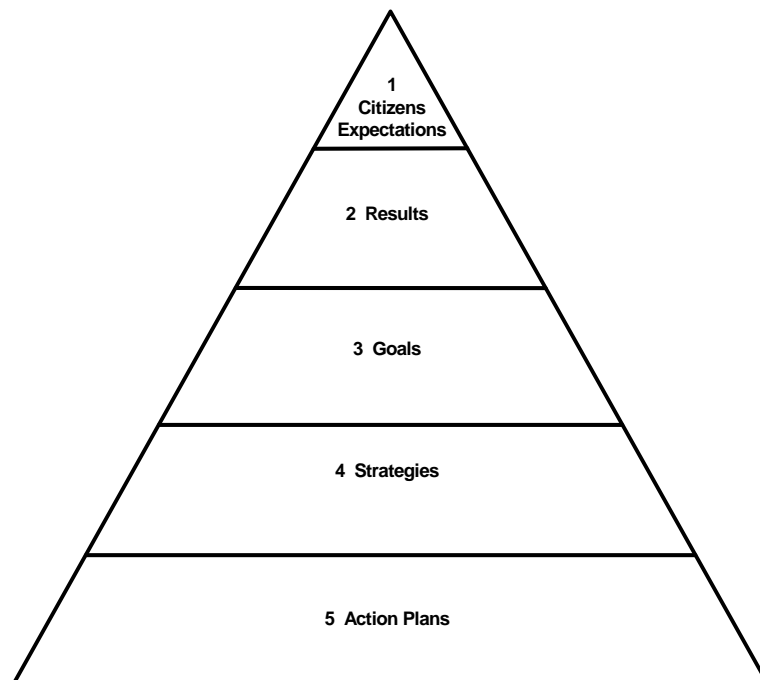
Within the Strategic Sub-focus Area of Housing, Pinellas County Government seeks eight results. At some future point in time, the County would find the following results have occurred:

1. **Existing housing stock has been preserved.** Existing homeowners have access to programs to help them maintain, rehabilitate and remodel their homes. Viable mobile home parks have access to options to retain their homes through purchase.
2. **All residents have increased housing choices.** Residents have a range of housing options that fit their personal needs and desires.
3. **Homes and neighborhoods are safe.** Homelessness is significantly less frequent, and crime and safety concerns continue to diminish.
4. **Cost effective operations have been maintained.** The administrative costs of attainable housing programs are minimal, while public dollars are leveraged and recycled to expand resources. Projects produce a good return for the investment.
5. **Current investments have been preserved and protected.**
The County's existing housing stock is well maintained.
6. **New housing with leveraged investments have been**

created. Funding for new projects comes from a variety of sources, and private-public partnerships are fostered.

7. High design standards and integrated neighborhoods are encouraged and fostered. Buildings are designed to high standards, and demographically mixed neighborhoods are created.
8. Growth management and economic development decisions have been matched with housing solutions. Policy makers and administrators ensure growth management goals, economic development goals and housing goals complement each other and there are mechanisms to address any needed trade-offs between goals when there are tensions between them.

Figure 1: Developing the Strategic Plan



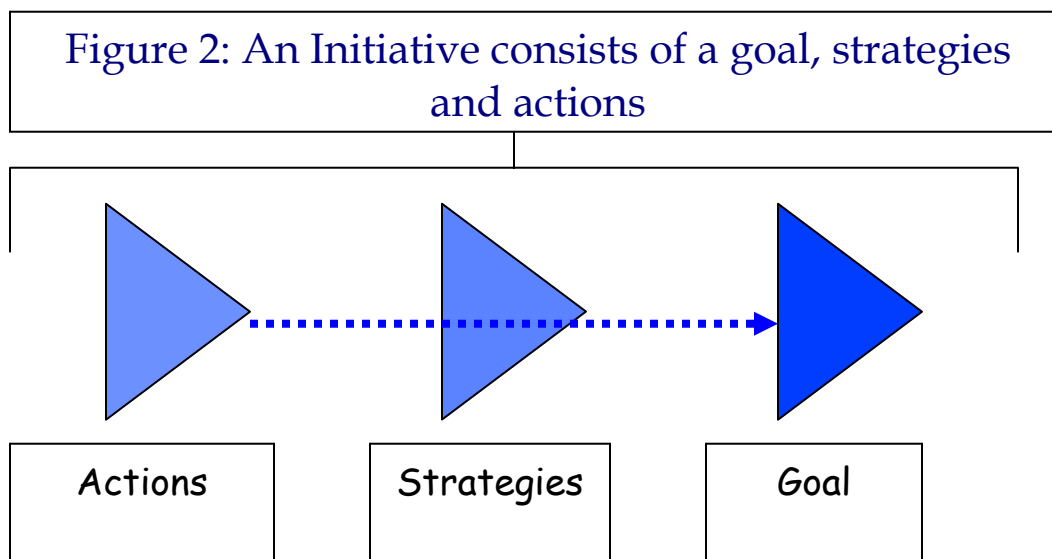
Part Two:

Developing the envisioned housing system through six initiatives:

Goals, Strategies and Actions to create Results

What is an Initiative?

An initiative is a program of work intended to lead to one or more of the results. It is comprised of a goal; a set of strategies or pathways which should lead to the goal and a set of specific actions that will take place which will lead to the goal. To achieve these results, Pinellas County Government will engage in six initiatives. As stated, each initiative is built around a goal (and named after the goal) and uses appropriate strategies and actions (tactics) that will achieve that goal as shown in Figure 2.

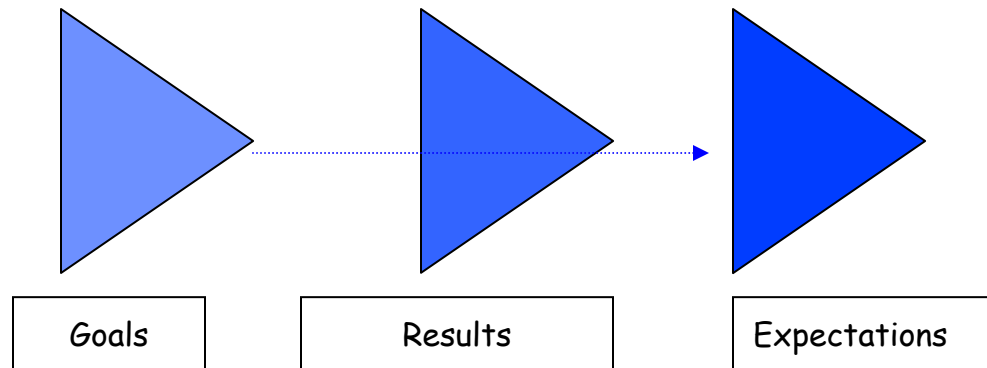


3. Goals

Achieving the following goals will create in Pinellas County the desired housing solutions as described in Part 1, Figure 1 of this plan. Achieving these goals will produce the results the County is seeking and thereby meet community expectations as shown in Figure 3.

- **Develop new attainable housing stock.** Build or leverage public financial resources with private developers to construct new housing that is attainable to low and moderate income households.
- **Support existing residents to retain their housing.** Provide programs that enable owners to maintain, repair, and/or remodel their current housing or remain in their apartments or other form of rental housing.
- **Assist residents striving to purchase homes.** Provide educational resources that assist new homebuyers with the process of home purchase.
- **Assist residents dislocated out of current housing.** Ensure relocation options exist and residents facing displacement have knowledge in finding suitable alternatives.
- **Ensure there is a balance of attainable housing options for the workforce.** As new jobs are created, a proportionate amount of workforce housing should be made available in proximity to employment centers.

Figure 3: Accomplishing goals leads to results which meet expectations



What is strategy?

Strategy is figuring out how to optimize your assets and minimize your weaknesses in order to reach your goal. Like in transportation and other focus areas, Pinellas County Government has four fundamental types of assets it can use to achieve its housing goals: (1) regulatory and land use powers, (2) financial, human resource and physical assets, (3) governance tools and relationships with other stakeholders and (4) intellectual capital in the form of plans, data, codes, etc. For each type of asset there is a corresponding strategy category under which specific strategies are placed. These categories of strategy are listed below.

- **Regulatory and Land Use based strategy.**

This strategy consists of technical and policy based plans and regulations that direct public and private investments in attainable housing. These plans and regulations set the parameters for the physical assets to be constructed and direct resources through either mandated or incentive based policies.

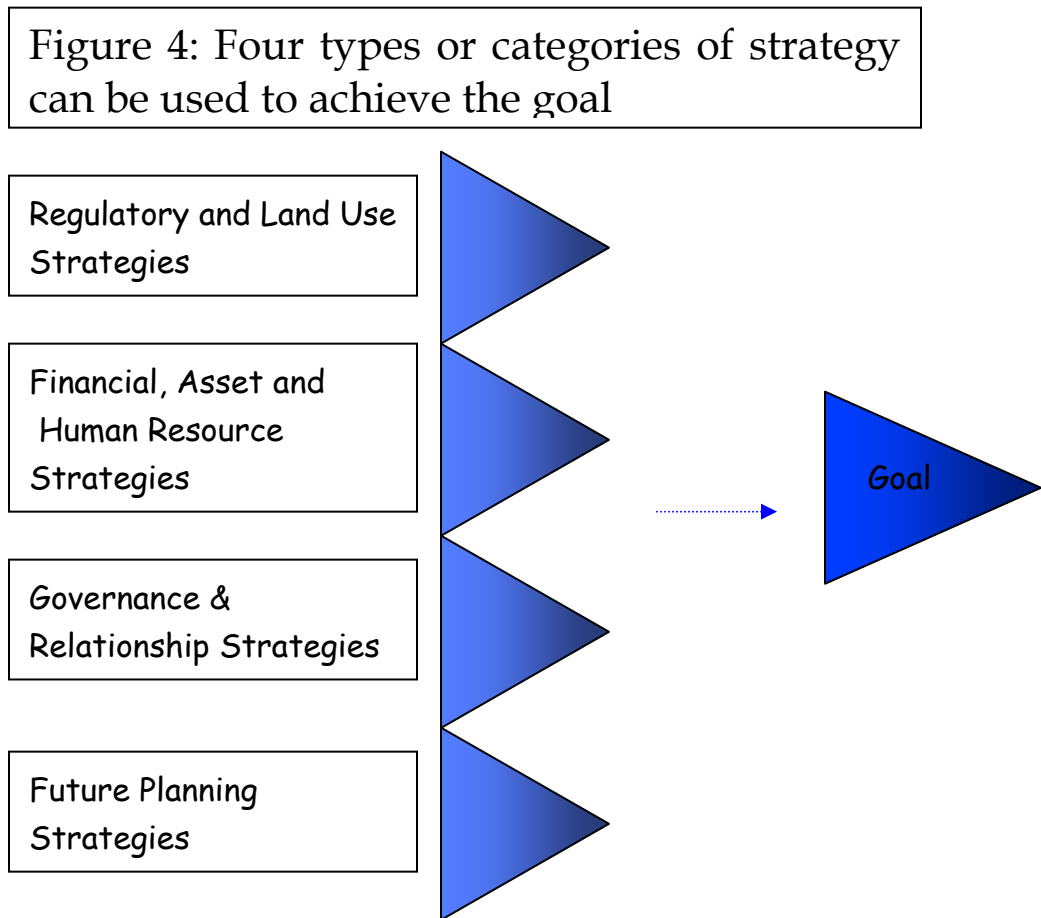
- **Financial, Physical Asset and Human Resources strategy.**

This strategy consists of the financial, physical and human assets which fund development and conduct operations. These assets include physical infrastructure (housing units), capital assets (equipment) and the services that

are made possible by those physical assets and that make those physical assets usable.

- **Governance and Relationships strategy.** The working relationships among various stakeholders which make the system function.
- **Planning and Future Thinking strategy.** Knowledge about the housing system, future needs and how those needs can be met.

These four categories or types of strategy are combined in an initiative to achieve the goal as shown in Figure 4.



4. Strategies & 5. Actions

Contained within each type or category of strategy (regulatory and land use; governance, etc), there are specific strategies (or pathways) that Pinellas County Government seeks to use to achieve its housing goals. Within each strategy, there are specific actions to take. The strategies and some actions the county can use include:

Regulatory and Land Use strategies

- Consider Economic Development and Redevelopment Plan recommendations as they are developed.
 - Action: Establish urban densities in targeted employment areas for attainable housing.
 - Action: Assemble and inventory attainable housing sites.
- Consider an Inclusionary Housing program and develop options for specific features of such programs.
 - Action: Consider standards for redevelopment/displacement projects to include attainable housing in new development.
 - Action: Consider options for mandatory and incentive based standards for inclusionary projects.
- Develop standards for relocation assistance programs at the local level for mobile home parks and other redevelopment projects.
 - Action: Establish relocation assistance program.
- Promote infill incentives, such as reduced setbacks, lot sizes and/or parking; expedited permitting, calibrated impact fees, etc.
 - Action: Establish new infill incentive program.
- Promote incentives for attainable housing.
 - Action: Develop architectural standards for project review.
 - Action: Develop targeted incentives for employment centers.
 - Action: Increased use of density bonuses.
 - Action: Establish Floor to Area increases (FAR).
- Consider design based standards in-lieu of density standards for compatibility determination.
 - Action: Develop design based standards.

- Utilize deed restrictions to ensure long term retention of attainable units as ownership changes.
 - Action: Develop deed restriction policy and procedures.

Resource optimization and funding strategies

- Pursuit of federal and state funds.
 - Action: Lobby for full funding of SHIP.
 - Action: Lobby the federal government for restored support of federal programs.
- Consider options for new County funding sources.
 - Action: Identify Tax Increment Financing options for attainable housing.
 - Action: Review issuance of tax exempt bonds for purchase of viable mobile home parks and other attainable housing sites.
 - Action: Consider linkage fee for non-residential employment generating development.
 - Action: Study methods to leverage local dollars against other public and private funding sources.
 - Action: Review bonding options for other uses than already identified.
 - Action: Explore other new sources of revenue for attainable housing program.
- Local Funding Partnerships.
 - Action: Establishment partnerships with municipalities and other stakeholders for joint participation in housing initiatives.
- Adequate staffing.
 - Action: Ensure housing staff is sufficient to launch new programs and initiatives.

Governance and relationships strategies

- Increase the emphasis and attention that the Pinellas Planning Council gives to attainable housing issues.
 - Action: Revisit mission of Pinellas Planning Council to ensure it addresses attainable housing.
 - Action: Convene attainable housing forums as appropriate.
- Consider a county-administered Housing Trust Fund or other form of non-profit

Land Trust.

- Action: Establish membership configuration.
- Action: Establish scope of mission which could include but not be limited to the following examples:
 - Subsidize new unit development.
 - Down payment programs.
 - Rent vouchers.
 - Homeless shelters and transitional housing.
 - Grants to non-profits.
 - Land assemblages.
- Action: Identify Trust Fund revenue sources.
 - Real Estate taxes.
 - Excise and/or transfer taxes.
 - Tax Increment Financing.
- Review efficiency and coordination of Housing Authorities.
 - Action: Staff develop analyses and reports.
- Consumer engagement.
 - Continue 5-year Citizen Participation Plan for Consolidated Plan.
 - Targeted to needs group.
 - Public hearing model.
 - Performance reports.
 - Broader citizen engagement to improve awareness of needs and alternatives.
 - Develop educational material.
 - Develop strategies for dialogue in business and community settings.
- Development of Regional relationships and approaches.
 - Action: Develop relationship with other agencies and governments who are dealing with similar challenges.
 - Action: Review Best Management Practices and learned lessons.
 - Action: Establish regional cooperative entity of some form.

Planning and future development strategies

- Link housing to transportation, economic development and redevelopment, and Livable Communities efforts.
 - Action: Staff reviews of various plans, procedures and policies to ensure consistency.
 - Action: Joint meetings of appropriate bodies as appropriate.
- Use the Pinellas Planning Council as a mechanism for intergovernmental communication and planning re: attainable housing issues as well as an educational forum.
 - Action: Establish regular discussion and education process.