

~ East Gateway District ~

Five-Year Action Program

FY 07/08 – 11/12



Approved: May 13, 2008

Revised: December 3, 2010

Prepared By:

East Gateway Task Force:

Development & Neighborhood Services | Economic Development & Housing | Engineering | Legal
Parks & Recreation | Planning | Police | Public Communications | Solid Waste

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OVERVIEW

EAST GATEWAY DISTRICT 1
 History 1
 Context 2
 Challenges 2
 Vision..... 2
 Guiding Principles 2
ORGANIZATION 2
 Areas of Emphasis 2
 Program Phases..... 2
IMPLEMENTATION 2
 Implementation Methods..... 2
 Champions & Partners 3
 Monitoring & Evaluation 3

SAFETY & SECURITY

BACKGROUND..... 5
ACTION ITEMS..... 5

BUSINESS ENVIRONMENT

BACKGROUND..... 6
ACTION ITEMS..... 6

NEIGHBORHOOD APPEARANCE

BACKGROUND..... 7
ACTION ITEMS..... 7

ECONOMIC GROWTH & HOUSING

Background 9
Action Items 9

HISPANIC COMMUNITY

Background 11
Action Items 11

FUNDING

Schedule of Capital & Operational Costs (FY 07/08 - FY 11/12) 13



EAST GATEWAY DISTRICT

In 2006, the City of Clearwater Community Redevelopment Agency (CRA) initiated a neighborhood planning effort for the East Gateway District to create a comprehensive, community development action program. The overarching goals of the action program are to:

- Engage residents, businesses and other neighborhood interests in the creation and implementation of the action program;
- Achieve neighborhood stability by addressing the social, economic and physical issues that plague the area;
- Establish a unique and positive identity that instills neighborhood pride and sense of ownership; and
- Revitalize the neighborhood to attract reinvestment in private property.

With significant input from neighborhood residents, community leaders, business owners and social services organizations, the East Gateway Task Force developed the *East Gateway District Five-Year Action Program*.

HISTORY

In 2002, the 260-acre Clearwater CRA District was expanded to encompass 201 acres that included the East Gateway District, a distressed area that serves as the primary gateway to Clearwater's

central business district and beaches. The expansion was viewed as a strategic approach to revitalizing the gateway, leveraging public-private partnerships for economic development and housing, achieving stability in residential and business areas and increasing redevelopment potential.

Amendments to the Clearwater Downtown Redevelopment Plan in 2004 established Downtown Character Districts. The East Gateway Character District sets forth the vision and policies to govern new development and redevelopment in the neighborhood.

In late 2005, the East Gateway Task Force was formed to identify a series of strategies to effect positive change in the neighborhood. The Task Force is comprised of staff from City departments.

A series of focus group meetings and neighborhood events were held in 2006 to gain an understanding of neighborhood issues, values and preferences. Input received from the public was documented in a consultant's report in early 2007, along with recommendations for an action program.

The Task Force vetted the recommended actions and developed the *East Gateway District Five-Year Action Program*. The Action Program was adopted by the CRA at a public meeting on May 13, 2008. A community meeting was held on June 24,

2008, to inform East Gateway interests on Action Program progress, next steps and way to be actively involved.

CONTEXT

The City of Clearwater is a Gulf Coast community in the Tampa Bay area that enjoys diverse neighborhoods and business districts; a re-emerging downtown, which serves as government, business and cultural center; and status as a world-class beach/tourist destination.

The East Gateway District is centrally located within Clearwater and represents a first-tier neighborhood of downtown. As shown in Figure 1, the 176-acre neighborhood is characterized by a mixed land use pattern. Residential areas are interspersed with pockets of poorly maintained properties, many of which are rentals, and underutilized and obsolete strip commercial developments. Small-scale professional offices and St. Cecilia's Catholic School anchor the southern edge of East Gateway. A natural foods grocer and restaurant is an important anchor on the neighborhood's western boundary.

The population of East Gateway is 2,972 persons (2000 Census). The racial composition of the neighborhood is predominantly White (68%), Some Other Race (15%) and Black or African American (11%). The Hispanic or Latino population comprises roughly 38 percent of the total

population (up from 4.4% in 1990). Approximately 20% of the population is under age 18 and 11% are age 65 or older. The age 22 to 49 range represents 50% of the total population. Of the neighborhood's 1,264 occupied housing units, almost 77% are renter-occupied.

CHALLENGES

East Gateway's commercial sector is burdened with a declining business base, deteriorating infrastructure, a mismatch of uses and vacant storefronts. Platting and development practices from an earlier era are nonconforming to current regulations, creating widespread impediments to redevelopment in the neighborhood.

Additional struggles stem from a negative image associated with crime, problematic uses that attract loitering and illicit activities and a chronically homeless population.

VISION

The East Gateway District is envisioned as a vibrant, diverse neighborhood defined by its unique mix of businesses, residential areas and cultural backgrounds. Redevelopment shall be compatible with the established patterns, intensities and scale of residential, retail and office land uses. New institutional uses shall remain primarily south of Cleveland Street. Urban design, pedestrian-oriented development

and context-sensitive infrastructure shall foster walkability and a sense of place.

GUIDING PRINCIPLES

- Build on neighborhood strengths – repair, reconnect, regenerate
- “It takes a village” – Create synergies through strategic partnerships
- Promote socio-economic diversity through a mix of housing – both market rate and affordable
- Value residences, shops and active uses over automobile parking
- Make streets safe and attractive places to walk, bike and meet
- Build cultural capacity to establish and nurture a creative economy
- Value the triple bottom line – consider the economy, environment and social fabric in decision-making

ORGANIZATION

AREAS OF EMPHASIS

The Action Program is organized according to the key themes that emerged during community meetings in East Gateway. These areas of emphasis are:

- Safety & Security
- Business Environment
- Neighborhood Appearance
- Economic Growth & Housing

- Hispanic Community Integration

PROGRAM PHASES

Action items have been assigned to one of two timeframes for implementation over the five-year program period:

- Years 1 - 2: FY 07/08 - FY 08/09
- Years 3 - 5: FY 09/10 - FY 11/12

For action items that address particularly challenging issues (chronically homeless) or are highly dependent on outside forces (real estate market), the timeframe to achieve the desired outcome may extend beyond the program period. Such occurrences will be assessed and reported during the monitoring and evaluation process.

On an annual basis in conjunction with the City budgeting process, actions items in the outer years (Years 3-5) will be moved into Years 1-2, as appropriate and feasible.

IMPLEMENTATION

IMPLEMENTATION METHODS

Generally, the action items will be implemented in one or more of the following ways:

- Project programmed in the CRA Six-Year Plan, City Five-Year Capital Improvements Plan or City budget

- Project proposed for programming in the CRA Six-Year Plan, City Five-Year Capital Improvements Plan or City budget
- Implementation of an existing or proposed regulation, procedure or program (including partnerships).
- Investigation that results in documented findings, recommendations for subsequent action(s) and cost estimates, as appropriate.

A method of implementation has been assigned to each action item as denoted by the symbology defined in the *Implementation Methods* box (right).

Cost and funding year for action items with identified capital and/or operational costs are shown in the Schedule of Capital & Operational Costs on page 13. Programming for the remaining action items, as well as projects arising from action items, will be determined in conjunction with the City/CRA budgeting process for FY 09/10 – FY 11/12.

CHAMPIONS & PARTNERS

The East Gateway Task Force will continue to provide leadership in the implementation of the Action Program. Task Force members are responsible for the development of *work plans* for each action item that their department will lead. At minimum, these work plans will identify:

- Action item coordinator
- Methodology for completion
- Timeframe for completion
- Funding needs
- Funding source(s)

A method of accelerating the accomplishment of East Gateway projects and programs involves establishing relationships between neighborhood interests and the City. Neighborhood interests may include residents, property owners, fraternal organizations, schools, religious organizations and businesses. The assembled talents of neighborhood volunteers and City staff can go further toward improving conditions in the neighborhood while developing stronger relational foundations integral to neighborhood success.

MONITORING & EVALUATION

Periodic monitoring and evaluation of the East Gateway District Five-Year Action Program will ensure that the neighborhood vision is continually strived for and neighborhood assets are protected and enhanced. The CRA and East Gateway Task Force will work to implement the action items in a timely and efficient manner, contingent upon funding availability.

Action Program progress will be gauged through the evaluation of performance measures in an annual report to the CRA. Mid-year progress will also be reported.

IMPLEMENTATION METHODS

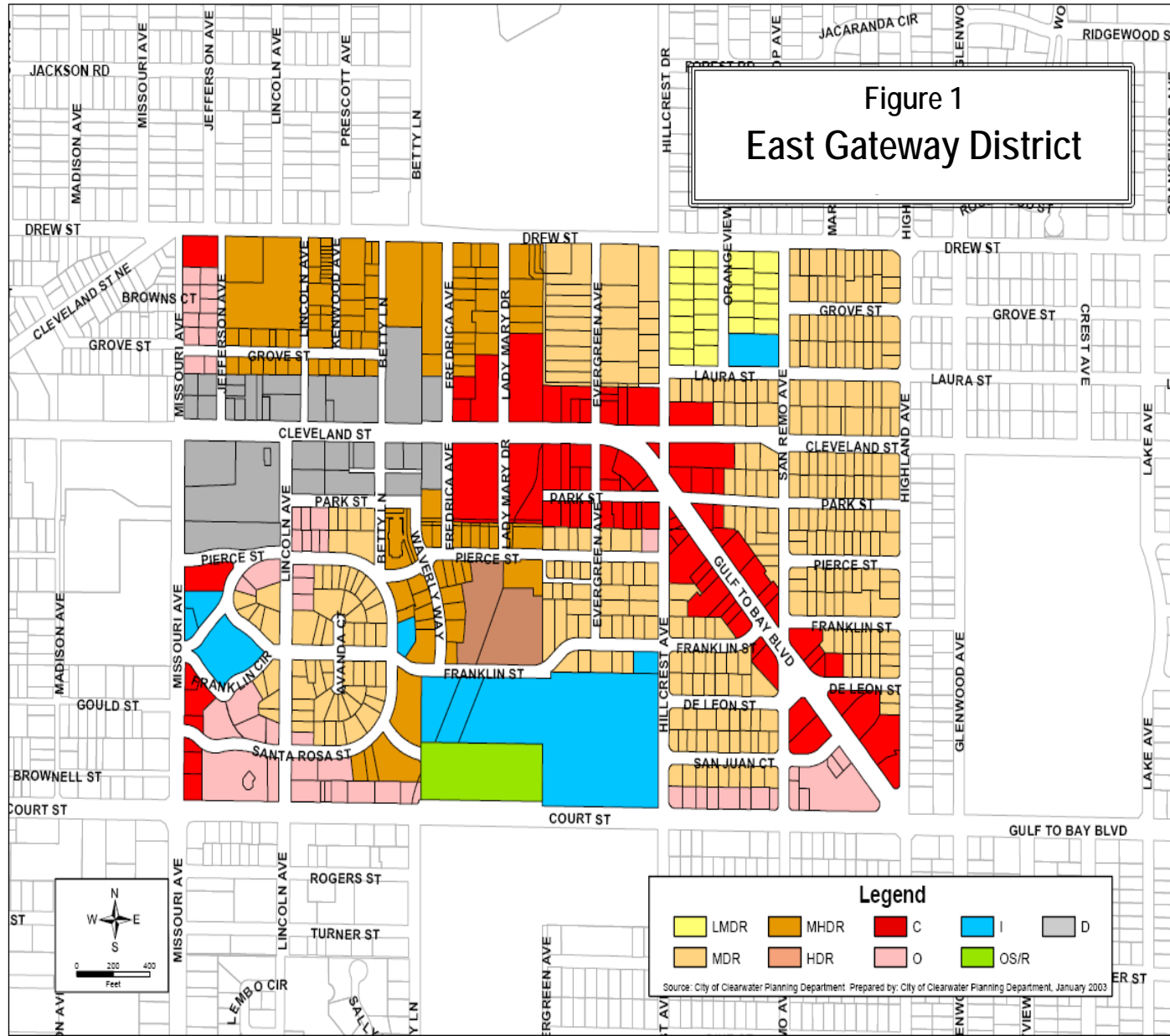
These symbols denote the way an action item will be implemented:

- S.8** Currently programmed in a capital plan or annual budget
- S.8 Requires programming in a capital plan or annual budget
- S.8 Regulation, procedure or program (*existing or proposed*)
- S.8** Investigation w/ recommendation

ABBREVIATIONS & ACRONYMS

The abbreviations and acronyms used in the Action Program are defined below:

- CHIP** Clearwater Homeless Intervention Project
- CRA** Community Redevelopment Agency
- EDH** Economic Development & Housing Department
- HOC** Hispanic Outreach Center
- LGL** City Attorney's Office
- PLN** Planning Department
- PD** Police Department
- PC** Public Communications Department
- PR** Parks & Recreation Department
- SW** Solid Waste Department



BACKGROUND

ISSUES

- Drugs
- Prostitution
- Trespassing
- Theft
- Speeding
- Littering

EXISTING PROGRAMS/ACCOMPLISHMENTS

- CHIP & Downtown Bike Team Patrols (PD)
- Supplementary patrols in parks (PD)
- Monthly prostitution details (PD)
- Security training for businesses (PD)
- Streetlight inventory (ENG)
- Sidewalk inventory (ENG)
- Public outreach on BLUELINE (PD)

DESIRED OUTCOMES BY 2012

- Sense of safety and security by all members and visitors of the neighborhood.
- Resident and business organizations that promote awareness and activism in solving neighborhood security issues.

PERFORMANCE MEASURES

- Change in property values
- Change in ratio of owner-occupied to renter-occupied dwellings

ACTION ITEMS

YEARS 1 - 2

S.1 To increase police presence, explore the feasibility of supplemental police patrols in East Gateway.

Lead Entity: PD

S.2 Add a Spanish response option to the Police Department's automated non-emergency phone line to increase Spanish-speaking resident accessibility to information and services.

Lead Entity: PD / PC

S.3 Identify ways to resolve security and traffic concerns voiced by residents on Park Street.

Lead Entity: PD / ENG

S.4 Install decorative street lighting and relocate overhead utility lines along Missouri Avenue in East Gateway.

Lead Entity: ENG

S.5 Explore interest in a business crime-watch organization in East Gateway.

Lead Entities: PD / EDH

S.6 Develop a strategy to address the incompatibility of the soup kitchen with residential and business uses in East Gateway (e.g., potential relocation).

Lead Entity: EDH

S.7 Review new development and infrastructure projects in East Gateway relative to Crime Prevention through Environmental Design (CPTED) guidelines to promote safe places that discourage criminal activity.

Lead Entity: PLN / ENG / PD

YEARS 3 - 5

S.8 Identify best practices for a Hispanic crime watch organizations and community interest in implementing one in East Gateway.

Lead Entity: PD / EDH

S.9 Identify streets in East Gateway with poor pedestrian levels of service and implement projects (sidewalks, crosswalks, etc) to resolve issues.

Lead Entity: ENG / EDH / PR



Downtown Bike Team Patrol in East Gateway

BACKGROUND

ISSUES

- Perception that City is “business unfriendly” based on:
 - Complicated/lengthy permitting process
 - Stringent sign, outdoor display and parking regulations and code enforcement

EXISTING PROGRAMS/ACCOMPLISHMENTS

- *Doing Business in Clearwater* guide
- Business-related counseling and seminars (Library)
- Local meetings of *Consejo Mexicano of Tampa Bay* (HOC)
- *People’s Law School* landlord/tenant law seminar (Clearwater Bar Association)

DESIRED OUTCOMES BY 2012

- Elimination of barriers to quality redevelopment
- Broader understanding of code requirements by the community
- Public-private partnerships that leverage resources to produce catalysts for revitalization

PERFORMANCE MEASURES

- New approved site plans
- New business organizations
- Change in annual Code violations

ACTION ITEMS

YEARS 1 - 2

B.1.a Research the feasibility of assigning a resource person in the Building Division to assist applicants with projects in East Gateway through the permitting process.

Lead Entity: PLN

B.1.b Provide quarterly briefings to “front line” staff of the Planning Department and Building Division and members of the Building Plans Review Committee (BPRC) to increase awareness of the East Gateway vision and forge effective partnerships in the revitalization effort.

Lead Entities: EDH / PLN

B.2 Create and distribute an informational guide to navigating the City’s sign regulations.

Lead Entity: PLN / PC

B.3 Identify Code-related impediments to redevelopment activity in East Gateway (e.g., “25 percent rule,” change of use regulations, permitting process) and remedies for eliminating impediments.

Lead Entity: PLN

B.4 Conduct regular business visits to maintain a pulse on the East Gateway business environment, and to offer timely advocacy and other assistance for business expansions and improvements.

Lead Entity: EDH

B.5 Partner with the Clearwater Bar Association and other non-profit legal organizations to hold educational seminars on landlord/tenant rights, tenant screening, rental contracts and other related-topics of interest.

Lead Entity: EDH / PC

B.6 Hold educational seminars on Code standards and regulations and programs oriented to the business community.

Lead Entity: PLN / EDH

YEARS 3 - 5

B.7 Assist business owners in the establishment of a merchants’ association.

Lead Entity: EDH



Councilmember George Cretokos presents the Certificate of Appreciation to Sonny Sharma, VP of Operations for Ultimate Medical Academy

BACKGROUND

ISSUES

- Unkept business and residential properties
- Littering and trespassing
- Lack of landscaping
- Gaps in street lighting
- Residents and businesses lack understanding of City codes
- Time required to resolve Code violations
- Constant presence of homeless in the neighborhood

EXISTING PROGRAMS/ACCOMPLISHMENTS

- Code requirement for rental property registration
- Code requirement for vacant building appearance
- A 10-Year Plan to End Homelessness in Pinellas County
- Environmental assessment of Car-Pro

DESIRED OUTCOMES BY 2012

- Positive identity that instills sense of neighborhood pride and ownership
- Private investment in residential and business areas

PERFORMANCE MEASURES

- Change in number of code violations per year

ACTION ITEMS

YEARS 1 - 2

N.1 Develop an awareness campaign on the availability of black barrels and recycling bins to City solid waste customers in East Gateway.

Lead Entity: SW / PC

N.2 Develop and promote a façade and building lot improvement program that offers design and financial assistance to eligible commercial properties in East Gateway.

Lead Entity: EDH

N.3 Identify policies and programs implemented in other communities that have been successful in improving aesthetic conditions in business and residential areas.

Lead Entity: EDH

N.4 Enforce existing code requirements that pertain to the appearance of vacant buildings (e.g., prohibited coverings on windows).

Lead Entity: PLN

N.5 Install trash receptacles in the public right-of-way in locations where littering is a recurring problem.

Lead Entity: SW

N.6 Construct a distinctive entryway to the East Gateway District at the intersection of Gulf to Bay Boulevard, Highland Avenue and Court Street that provides a visual cue of arrival to downtown and celebrates the identity of the East Gateway district.

Lead Entities: EDH / ENG / PR



Unscreened dumpster in front yard



Vacant storefront with newspaper on windows



Inappropriate color for the East Gateway District

N.7 Coordinate with organizations that provide services to the chronically homeless to develop strategies to reduce the significant physical impacts of this population on residential and business areas in East Gateway.

Lead Entity: EDH / PD

N.8 Identify the need for recreational facilities in East Gateway or ways to make playgrounds near East Gateway more accessible to users.

Lead Entity: PR / ENG

N.9 Identify opportunities and costs for creating more green space in East Gateway (e.g., street rights-of-way, community garden).

Lead Entities: PR / ENG

YEARS 3 - 5

N.10 Assist residents in establishing a neighborhood association.

Lead Entity: PD / EDH

N.11 Leverage funding to facilitate the redevelopment of underutilized, blighted or problematic properties in East Gateway to end-uses that contribute to the East Gateway vision.

Lead Entities: EDH / PLN

N.12 Identify opportunities for use of the landscaped, triangular-shaped property bounded by Gulf to Bay Boulevard and Hillcrest Avenue.

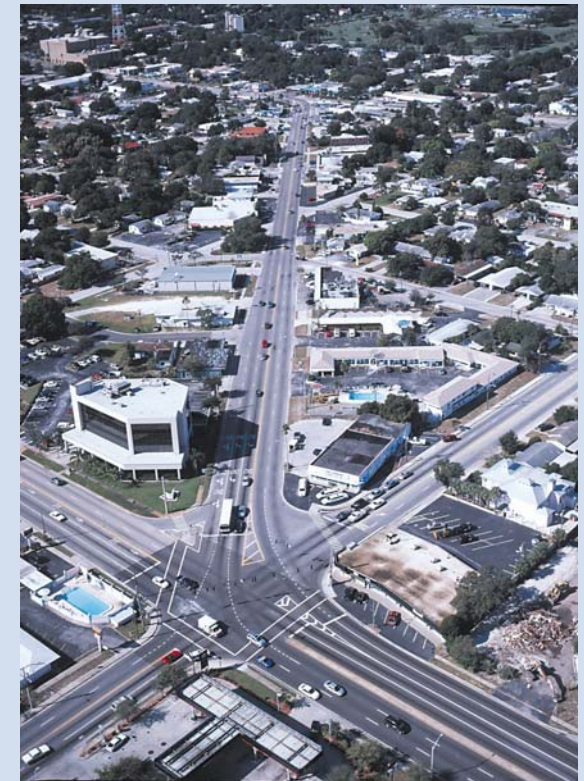
Lead Entities: PLN / EDH / PR

N.13 Design Phase 3 of the Cleveland Street Streetscape Project within East Gateway. (Note: In 2009, project funding was deferred to FY 2016/2017)

Lead Entities: ENG / EDH / PR

N.14 Install a bus shelter on Gulf to Bay Boulevard in East Gateway.

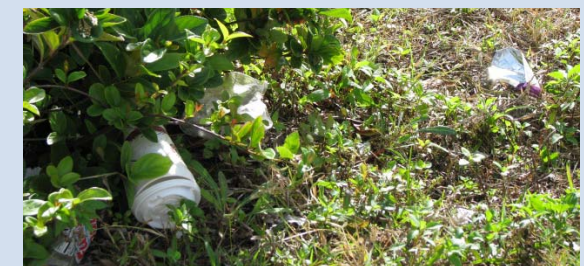
Lead Entities: ENG



“Five Points” Gateway to Downtown & Beach



Bus stop & trash receptacle on Gulf-to-Bay Blvd



Fast food litter in shrubbery on Cleveland Street

BACKGROUND

ISSUES

- Loss of businesses
- Decreased traffic volumes
- No new businesses opening in the area
- Lack of affordable housing
- Unaccountable, absentee landlords
- Need for City to encourage new types of businesses (e.g., retail, restaurants)
- Businesses and social services that attract homeless to the area

EXISTING PROGRAMS/ACCOMPLISHMENTS

- Coordination with Clearwater Chamber to target small business needs
- Residential rentals regulations (Code)
- Sought Low Income Tax Credits to leverage affordable housing project

DESIRED OUTCOMES BY 2012

- Stabilized business/residential areas
- Elimination of problematic properties
- Public-private partnerships that leverage resources to produce catalysts for revitalization

PERFORMANCE MEASURES

- New jobs created
- New businesses opened
- New housing units built/rehabilitated
- Growth in property values

ACTION ITEMS

YEARS 1 - 2

E.1 Create and maintain an inventory of vacant, underutilized and for-sale properties in East Gateway for use in identifying and promoting opportunities for redevelopment (e.g., land assembly).

Lead Entity: EDH

E.2 Identify opportunities and constraints relative to redevelopment in East Gateway and develop recommendations to resolve issues and capitalize on assets.

Lead Entities: EDH / PLN

E.3 Create and distribute brochure on business-related programs available to East Gateway businesses (also see **H.1**).

Lead Entity: EDH / PC

E.4 Develop an outreach and communications strategy to increase resident, business and organization involvement in the revitalization effort (to include regular community meetings).

Lead Entities: EDH / PLN / PC

E.5 Prepare a comparative analysis of code violations from 1999 to present and identify methods to resolve issues (e.g., Abandoned/Vacant/Foreclosure Properties Pilot Program).

Lead Entity: PLN

E.6 Create and distribute a bilingual brochure explaining landlord/tenant laws to East Gateway residents and landlords.

Lead Entity: EDH / PC

E.7 Explore the feasibility of positioning East Gateway for certification under the U.S. Green Building Council LEED¹ for Neighborhood Development program which recognizes development projects that successfully protect and enhance the overall health, natural environment and quality of life of communities.

Lead Entity: PLN / ENG / EDH



Vacant, for-sale property on Gulf to Bay Blvd



Façade improvement on Cleveland Street

¹ Leadership in Energy and Environmental Design.

E. 8 Publicize and encourage use of the City’s housing assistance programs to increase the rate of homeownership in East Gateway.

Lead Entities: EDH

YEARS 3 - 5

E. 9 Conduct a district-wide parking study to identify existing and long-term parking needs and methods for accommodating parking demand (e.g., centralized parking and payment in lieu of program).

Lead Entities: TBD

E. 10 Leverage funding to acquire and rehabilitate apartment complexes in need of repair for affordable housing.

Lead Entities: EDH

E. 11 Explore the feasibility of a CRA low-interest loan program to assist East Gateway businesses with a variety of desired activities.

Lead Entity: EDH

E. 12 Establish partnerships with local banks to facilitate conventional loans to East Gateway businesses.

Lead Entities: EDH

E. 13 Identify location(s) for catalytic, mixed-use development on Cleveland Street or Gulf to Bay Boulevard in East Gateway.

Lead Entities: EDH / PLN

E. 14 Develop a marketable image for East Gateway that conveys the neighborhood’s cultural, creative and green character and interests.

Lead Entities: EDH / PC

E. 15 Conduct a market analysis that identifies a viable business mix to support resident and business needs in East Gateway and the overall CRA District. Develop an action and funding strategy for business recruitment.

Lead Entities: EDH / PLN

E. 16 Identify opportunities for public/private partnerships and the leveraging of organizational funds and grants to attract arts/cultural groups to East Gateway.

Lead Entities: EDH / PR



East Gateway has the makings of a creative economy.



BACKGROUND

ISSUES

- Real or perceived barriers to integration into community life due to:
 - Residency status
 - Language
 - Culture

EXISTING PROGRAMS/ACCOMPLISHMENTS

- Spanish communications on City programs, services and events (PC)
- Spanish computer classes (Library)
- Business assistance outreach to Hispanic businesses and interpreter services (HOC)

DESIRED OUTCOMES BY 2012

- All segments of the East Gateway population are encouraged to fully participate in the duties and benefits of neighborhood life
- Reservoirs of human potential, social capital and distinct local cultures are brought to bear in the neighborhood revitalization effort.

PERFORMANCE MEASURES

- Community events of interest to Hispanic community
- Programs serving needs of Hispanic workforce
- Programs oriented to Hispanic families

ACTION ITEMS

YEARS 1 - 2

H.1 Coordinate with local and regional Hispanic business organizations to identify partnering opportunities that serve to connect non-Hispanic businesses and consumers with the Hispanic market.

Lead Entities: EDH

H.2 Translate the business programs brochure (also see **E.3**) in Spanish and distribute to Hispanic businesses.

Lead Entity: PC / EDH

H.3 Include the Hispanic media (print and broadcast) as part of the public outreach and communications strategy for the East Gateway revitalization effort (also see **E.4**).

Lead Entities: PC / EDH

H.4 Continue regular coordination with East Gateway stakeholder organizations active, such as YWCA Hispanic Outreach Center, CHIP and religious organizations, to promote broad and effective participation in the revitalization effort.

Lead Entities: EDH

H.5 Continue to publicize Library programs oriented to Hispanic adults, such as computer classes and reading clubs, in *existing* City Spanish publications and on community bulletin boards.

Lead Entity: PC

H.6 Continue to publicize the Contract Instructor Program administered by the Parks and Recreation Department in *existing* City Spanish publications and on community bulletin boards to expand program offerings of interest to Hispanic residents.

Lead Entity: PR / PC

H.7 Hold multicultural celebrations and other special events that strive to include long-time East Gateway residents as well as newcomers to the neighborhood.

Lead Entities: EDH / PR / PLN

~~**H.8** Assist the YWCA Hispanic Outreach Center in relocating to East Gateway to improve the accessibility of the Center to its client base.~~

~~**Lead Entity:** EDH~~

H.9 Provide information to the Hispanic business community on Code requirements.

Lead Entity: EDH / PLN

YEARS 3 - 5

H.10 Install a kiosk in a location with a high level of pedestrian activity (e.g., bus stop/shelter) that provides bilingual information on current events and programs.

Lead Entity: EDH

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East Gateway District Five-Year Action Program

Schedule of Capital & Operational Costs (FY 07/08 - FY 11/12)* East Gateway District Five-Year Action Program

Emphasis Area / Action Item	Short Description	Cost by Fiscal Year (Escalated by 0.05 per year)					Total	Existing or Planned Revenue Source	
		FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12			
S	S.1	New Officers (2)	-	\$127,444	\$130,376	\$140,422	\$137,949	\$	CRA
	S.3	Park St Solutions	-	-	-	-	-	-	TBD (FY 10/11-11/12)
	S.4	Street Lights/Bury Cable	\$25,623	\$43,552	\$6,880	\$6,224	\$7,585	\$	CDBG / ENG Budget
	S.9	Sidewalk Projects	-	-	\$106,805	\$39,590	-	\$	CDBG-R/ENG Budget
B	B.2	Sign Regs Guide	\$500	-	-	-	-	\$500	CRA
	B.5	Seminar Flyer	-	\$1,050	-	-	-	\$1,050	EDH Budget
N	N.1	SW Awareness Flyer	\$1,000	-	-	-	-	\$1,000	SW Budget
	N.2	Façade Program	-	-	\$17,580	\$162,420	-	\$180,000	CRA / CDBG/CDBG-R
	N.5	Trash Receptacles	\$600	-	-	-	-	\$600	PSTA / SW Budget
	N.6	"Gateway" Feature	-	-	-	\$1,000,000	-	\$1,000,000	Penny "2"
	N.9	Add Green Elements	-	-	-	-	-	-	TBD (FY 10/11-11/12)
	N.11	Problematic Motels	-	-	-	-	-	-	TBD (FY 10/11-11/12)
	N.13	Cleveland Streetscape	-	-	-	-	-	-	Penny "3" (FY 16/17)
N.14	Bus Shelter	-	-	-	-	-	-	TBD (FY 10/11-11/12)	
E	E.3	Business Brochure	-	-	\$500	-	-	\$500	EDH Budget
	E.4	Outreach (Flyers)	\$1,000	\$1,050	\$1,103	\$1,158	\$1,216	\$	CRA
	E.9	Parking Strategy	-	-	-	-	-	-	TBD (FY 09/10-11/12)
	E.10	Apartment Rehab	-	-	\$128,198	-	-	\$128,198	Pinellas Hou Trust Fund
	E.11	Low Interest Loans	-	\$704,024	-	-	-	\$704,024	CDBG
	E.14	Marketable Image	-	-	-	-	-	-	TBD (FY 10/11-11/12)
E.15	Market Analysis	-	-	-	-	-	-	TBD (FY 10/11-11/12)	
H	H.7	Community Events	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$	CRA
	H.10	Information Kiosk	-	-	-	-	-	-	TBD (FY 10/11-11/12)
Total			\$33,723	\$882,270	\$1,617,158	\$146,130	\$152,378	\$2,831,659	

Emphasis Areas:

S – Safety & Security
B – Business Environment
N – Neighborhood Appearance
E – Economic Development & Housing
H – Hispanic Community Integration

Action Item Legend:

Programmed FY 07/08-FY 09/10 action item
 FY 10/11- FY 11/12 action item to be programmed in a future budget year.

* Notes:

- Schedule does not list action items that will be implemented using existing staff resources.
 - Schedule reflects costs for FY 07/08-FY 09/10 action items and subsequent year costs identified to-date. Costs not yet identified will be vetted by the City/CRA for programming during FY 10/11-FY 11/12.

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