

North Greenwood

Community Redevelopment Area Plan



CLEARWATER
BRIGHT AND BEAUTIFUL • BAY TO BEACH

Adopted: Month, Day, 2023; Ordinance xxxx-23

Amended	

Acknowledgments

Clearwater City Council

Mayor Frank Hibbard
Vice-Mayor Kathleen Beckman
Mark Bunker
David Allbritton
Lina Teixeira

Clearwater City Administration

Jon Jennings, City Manager
Michael L. Delk, AICP, Assistant City Manager
Jennifer Poirrier, Assistant City Manager
Micah Maxwell, Assistant City Manager

Clearwater Planning & Development

Gina L. Clayton, Director
Lauren Matzke, AICP, Assistant Director
Jayme Lopko, AICP, Long Range Planning Manager
Kyle Brotherton, Senior Planner
Dylan Prins, Planner
Tammy Vrana, AICP, Vrana Consulting, Inc.

Clearwater Economic Development and Housing

Denise Sanderson, Director
Chuck Lane, Assistant Director

Clearwater Community Redevelopment Agency

Amanda Thompson Jaquez, AICP, Director
Matt Jackson, Assistant Director

Consultant Team

VHB
Ariel Business Group
Goodwyn Mills Cawood
Michael M. English, AICP

North Greenwood Steering Committee

Muhammad Abdur-Rahim, Clearwater Urban Leadership Coalition
Joyce Aldridge, Clearwater Neighborhood Housing Services
Brian Andrus, Property Owner/Developer, Old Bay
Gloria Campbell, Clearwater Urban Leadership Coalition
Kimberly Crawford, Willa Carson Center
Chelsea Marie Gird, Plaza Park Neighborhood
David Habib, Yo Mama's Foods
Jai Hinson, Clearwater Urban Leadership Coalition
Ashley Lowery, Homeless Emergency Project (HEP)
Marilyn Turman, Clearwater Urban Leadership Coalition
Howard Warshauer, Clearwater Garden Club
Pastor Williams, Mt. Olive Church

North Greenwood Technical Team

Omar Atallah, Clearwater Traffic Engineering
Shaun Beasley, Clearwater Parks & Recreation
Rodney Chatman, Forward Pinellas
Greg Dixon, Clearwater Planning & Development Code Compliance
Michael Fuino, Clearwater Assistant City Attorney
Bryant Johnson, Clearwater Solid Waste
Evan Johnson, Pinellas County Housing & Community Development
Roger Johnson, Clearwater Stormwater Engineering
Bob Lasher, Pinellas Suncoast Transit Authority
Robert Napper, Clearwater Public Communications
Jay Ravins, Clearwater Finance
Heather Sobush, Pinellas Suncoast Transit Authority



Table of Contents

1. Introduction	1	5. Governance	151
1.1 Plan Summary.....	2	5.1 Overview.....	152
1.2 What is a Community Redevelopment Area (CRA)?....	2	5.2 State Requirements	152
1.3 Navigating this Plan.....	4	5.3 Pinellas County Requirements	152
1.4 Equity Statement.....	4	5.4 City CRA Administration.....	153
2. Existing Conditions	7	5.5 Citizens Advisory Committee	153
2.1 Community Context & History	8	Appendices	155
2.2 Finding of Necessity Study.....	9	Appendix A	156
2.3 Establishment of CRA Boundaries	9	Appendix B.....	157
2.4 Pinellas County CRA Score	11	Appendix C	160
2.5 Existing Conditions by Planning Category	11	Appendix D	162
2.6 Public Engagement and Outreach.....	79	Appendix E.....	164
2.7 Existing Conditions Summary.....	87		
3. Vision, Goals, & Redevelopment Policies	91		
3.1 Vision	92		
3.2 Goals & Objectives	93		
3.3 Redevelopment Policies	94		
4. Plan Implementation	97		
4.1 Overview.....	98		
4.2 TIF Projections.....	98		
4.3 Funding Recommendations.....	101		
4.4 Diagrammatic Plan & Area Descriptions	102		
4.5 Plan Implementation	132		

List of Figures

Figure 1	Finding of Necessity Subareas.....	3	Figure 34	Wetlands	59
Figure 2	Location of the Old Bay District within the North Greenwood CRA.....	5	Figure 35	Roadway Jurisdiction.....	61
Figure 3	CRA Boundaries.....	10	Figure 36	Functional Classification.....	63
Figure 4	Race and Ethnicity Chart.....	12	Figure 37	Bicycle and Pedestrian Facilities.....	64
Figure 5	North Greenwood Population Pyramid	12	Figure 38	PSTA Routes and Stops.....	66
Figure 6	Distribution of Household Income Ranges	13	Figure 39	Stormwater Infrastructure	68
Figure 7	Comparison of Median Incomes	13	Figure 40	Sanitary Sewer Infrastructure	69
Figure 8	Number of Housing Units	15	Figure 41	Potable Water Infrastructure	70
Figure 9	Vehicle Ownership by Household Type	16	Figure 42	Reclaimed Water Infrastructure.....	71
Figure 10	Year Structure Built.....	18	Figure 43	Natural Gas Infrastructure.....	72
Figure 11	Where Employees Live and Work.....	19	Figure 44	Non-Violent Crime by Type and Year	73
Figure 12	Workers by Age	19	Figure 45	Violent Crime by Type and Year	73
Figure 13	Workers by Income	20	Figure 46	Crime Incident Trends by Year	74
Figure 14	Percentage of Workers per Industry.....	20	Figure 47	Crime Hotspots.....	75
Figure 15	Combined Health Risk.....	24	Figure 48	Top Five Code Violation Categories	77
Figure 16	Parks and Recreation Facility Locations	26	Figure 49	Top Five Structural Violation Categories.....	77
Figure 17	Cultural, Community, and Historic Places	33	Figure 50	Code Enforcement Hotspots.....	78
Figure 18	Churches and Church-Owned Properties.....	34	Figure 51	What amenities do you want most in the neighborhood?	84
Figure 19	North Martin Luther King, Jr. Avenue Corridor.....	36	Figure 52	What type of housing units are most needed?	84
Figure 20	Potential Redevelopment Properties	37	Figure 53	What recreational uses should be along Stevenson Creek?.....	84
Figure 21	North Fort Harrison Avenue Corridor	38	Figure 54	What are the biggest challenges facing North Greenwood?.....	84
Figure 22	North Betty Lane Corridor.....	39	Figure 55	Infill Residential Development.....	86
Figure 23	Industrial District.....	40	Figure 56	Diagrammatic Plan.....	103
Figure 24	Unincorporated Enclaves.....	42	Figure 57	Emphasis Area A Zoning.....	105
Figure 25	Existing Land Use.....	43	Figure 58	Emphasis Area B Zoning	107
Figure 26	Future Land Use	45	Figure 59	Emphasis Area C Zoning	108
Figure 27	Zoning Districts	47	Figure 60	Emphasis Area D Zoning.....	109
Figure 28	Vacant Properties.....	49	Figure 61	Emphasis Area E Zoning	111
Figure 29	Property Acreage by Tax-Exempt Status.....	51	Figure 62	Emphasis Area F Zoning.....	112
Figure 30	Public and Semi-Public Properties.....	52	Figure 63	Emphasis Area G Zoning.....	113
Figure 31	Taxable Property Value	53	Figure 64	Emphasis Area H Zoning.....	115
Figure 32	Coastal High Hazard Area and Coastal Storm Area... ..	56	Figure 65	Emphasis Area I Zoning.....	117
Figure 33	FEMA Flood Zones	57			

List of Tables

- Table 1 Indicators of Blight Conditions.....9
- Table 2 Housing Cost Burden by Tenure Type 14
- Table 3 Median Building Age..... 17
- Table 4 Health Conditions by Geography..... 23
- Table 5 Existing Land Use by Acres and Percentage..... 41
- Table 6 Future Land Use by Acres and Percentage 44
- Table 7 Zoning District by Acres and Percentage 46
- Table 8 Summary of Major Roads..... 60
- Table 9 Study Area Fire/EMS Call Rate..... 76
- Table 10 Study Area Fire/EMS Calls Proportional Allocation.... 76
- Table 11 TIF Projections..... 100
- Table 12 Recommended TIF Expenditures 101
- Table 13 Recommended ARPA Expenditures 101
- Table 14 Emphasis Area Recommendations..... 120
- Table 15 CRA Implementation Table 132
- Table 16 CRA Emphasis Area TIF Expenditures by Year 165
- Table 17 First Five Years of TIF Expenditures, Capital
Improvements and Goals 170
- Table 18 Years 6-10 of TIF Expenditures, Capital Improvements
and Goals 177

Page intentionally left blank



1. Introduction

1.1 Plan Summary | 1.2 What is a Community Redevelopment Area (CRA)?
1.3 Navigating this Plan | 1.4 Equity Statement

1.1 Plan Summary

The North Greenwood Community Redevelopment Area Plan (CRA Plan) is created to assist residents, property owners, organizations, and officials in identifying and implementing solutions to underlying social and physical conditions that have affected the physical health and economic mobility of the neighborhood for decades. North Greenwood is located north of Downtown Clearwater and is home to over 6,600 residents. It is recognized as a center of African American culture and history in Pinellas County. Its development pattern is similar to many Clearwater neighborhoods developed in the post-World War II (WWII) era. It has a gridded street network with small single-family residences, limited retail uses, and most employment is outside the neighborhood. It has numerous churches and other community assets important to its sense of place. However, as one of the five identified “at-risk zones” in Pinellas County, it experiences a higher and sustained poverty rate than the remainder of the county. It continues to be affected by the associated social impacts, including higher crime rates, lower business opportunities, lower education attainment, increased rates of chronic disease, and a lack of safe and affordable housing.

This plan is a direct result of the leadership efforts of the Clearwater Urban Leadership Coalition who encouraged the city and county to undertake the process of creating a community redevelopment area. Extensive community engagement has continued to shape the CRA Plan. It includes implementation strategies designed to promote the improvement of North Greenwood’s social and physical conditions within the future 20-year planning horizon. The neighborhood benefits from many physical assets (e.g., recreational facilities, library, schools, infrastructure, etc.) created through past public investments. The CRA Plan recognizes the community’s desire to leverage its physical assets to improve social conditions through financial investment in programming and coordination among service providers.

1.2 What is a Community Redevelopment Area (CRA)?

The state created community redevelopment areas in 1969 to provide local governments with a tool to direct tax revenue in a defined geographic area towards addressing blight, inadequate public infrastructure, brownfields, and vacancy to incentivize redevelopment by the private sector. Local governments have evolved CRAs to use them as a planning and coordination mechanism to blend people- and place-based approaches to improve economic mobility and provide affordable housing. This plan recognizes that the state and county have different restrictions on how tax increment revenues may be used and those are noted in the implementation section of the plan.

To establish a new CRA, the city must comply with provisions of Chapter 163.330, Florida Statutes, and the newly established Pinellas County Ordinance 21-48, which provides additional local guidance. The Florida Redevelopment Association summarizes the steps to create a CRA as follows:

1. Adopt the Finding of Necessity Study. This will formally identify the blight conditions within the targeted area and establish the area boundary.
2. Develop and adopt the Community Redevelopment Plan. The plan addresses the unique needs of the targeted area and includes the overall goals for redevelopment in the area, as well as identifying specific projects.
3. Create a Redevelopment Trust Fund. Establishment of the trust fund enables the Community Redevelopment Agency to direct the increase in real property tax revenues back into the targeted area.

The first step was completing a Finding of Necessity Study. The city’s August 2020 Finding of Necessity Study identified blighted area conditions and established the need for redevelopment. As shown in Figure 1, the study analyzed six subareas within a larger North Greenwood area. Only five of the subareas, those hatched in Figure 1, met the statutory qualifications to be included within the CRA. Three were ultimately recommended to be included in the 840.77-acre CRA Plan’s limits, and are the North Greenwood Core (green), North Fort

Harrison/Osceola (purple), and Downtown (blue). A total of 40.59-acres of the CRA Plan’s geography is located within the unincorporated limits of the county, and the city may grant property owners future voluntary annexations.

The next step is the creation of this CRA Plan that further documents existing conditions and community preferences and establishes a vision, goals, and strategies to address the blighted area conditions.

Once it is approved by both the city and county, a companion CRA trust fund will be established by an agreement with all three parties as a funding mechanism for future CRA projects. The trust fund establishes a “base year” that sets a floor of taxable value for the CRA. As the total taxable value of the area increases, the increased value exceeding the base year, or the increment, is allocated to the trust fund. The Tax Increment Financing (TIF) is this increased value above the base year. Revenues are allocated to the trust fund on an annual basis as part of the city’s budget. TIF revenues must be spent on projects that reduce blight as defined by Florida Statutes. In addition to the future TIF revenues, the city has allocated \$5 million of its 2021 American Rescue Plan Act (ARPA) funding towards implementation of the North Greenwood CRA Plan. Since the increase in taxable value grows slowly over time, the ARPA funding will allow plan implementation to begin in the first year.

How Does a TIF Work?

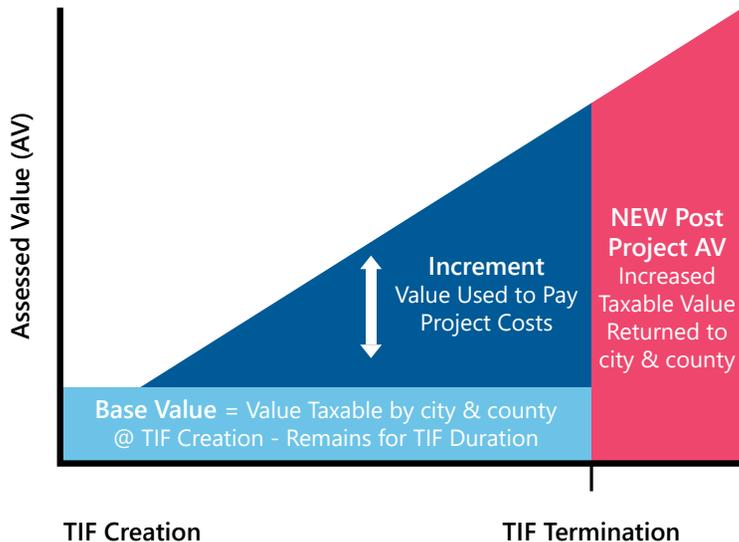
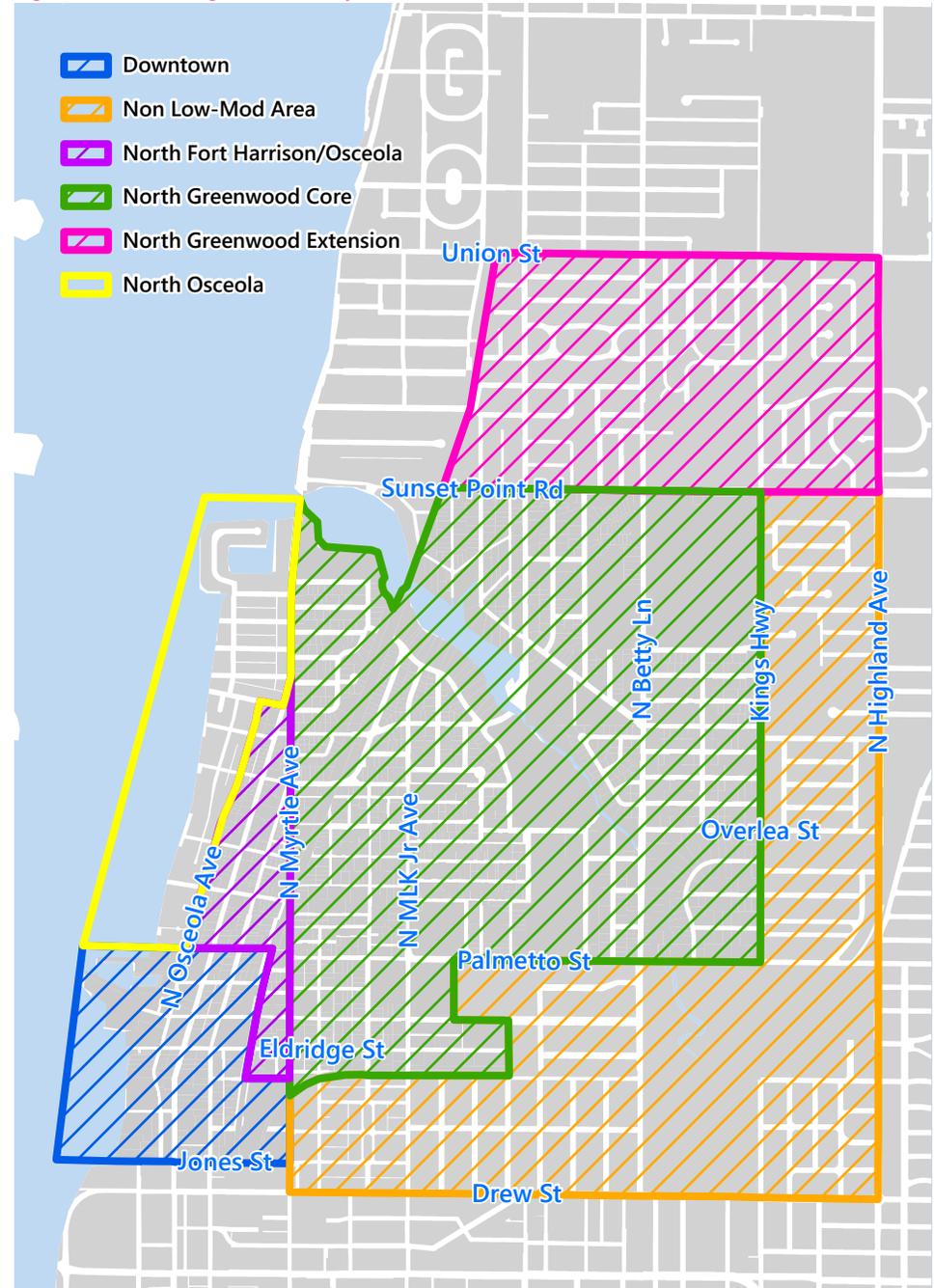


Figure 1 Finding of Necessity Subareas



1.3 Navigating this Plan

This North Greenwood Community Redevelopment Area Plan is a requirement in the CRA establishment process put forth in Chapter 163 Part III of the Florida Statutes. It will serve as the guiding document for city staff, residents, developers, and partner organizations who will participate in the redevelopment of this area. It may be amended in the future to reflect changing conditions or community desires by the City Council upon recommendation of the Community Redevelopment Agency Trustees.

The CRA Plan was created, recognizing the existing contributing conditions contained within the adopted Finding of Necessity Study and through the completion of additional planning assessments. It was produced in a collaborative approach between residents, businesses, community organizations, city staff, and dedicated community members.

Participants at a Community Workshop



Chapter 2 Existing Conditions provides an overview of the history of this area, summary of the Finding of Necessity Study, population and environmental data, Pinellas County CRA funding analysis, and summary of the community engagement efforts that shaped this plan. It closes with a summary of the major redevelopment issues that will be addressed in the plan recommendations.

Chapter 3 Vision, Goals and Redevelopment Policies includes the adopted vision for the redevelopment of the North Greenwood CRA and redevelopment goals and policies that will guide plan implementation.

Chapter 4 Plan Implementation includes the specific strategies and funding sources that the city, Community Redevelopment Agency staff, and community partners will use to achieve the CRA's redevelopment goals.

Chapter 5 Governance summarizes state and county requirements for CRA administration. It outlines how the city will administer CRA operations, plan implementation, plan revisions, and ongoing community engagement.

This plan includes several appendices that fulfill state and county legal requirements including the legal description of the CRA area, the Pinellas County CRA scoring criteria, the statement of neighborhood impact, and TIF expenditures.

1.4 Equity Statement

Ensuring Equitable Development

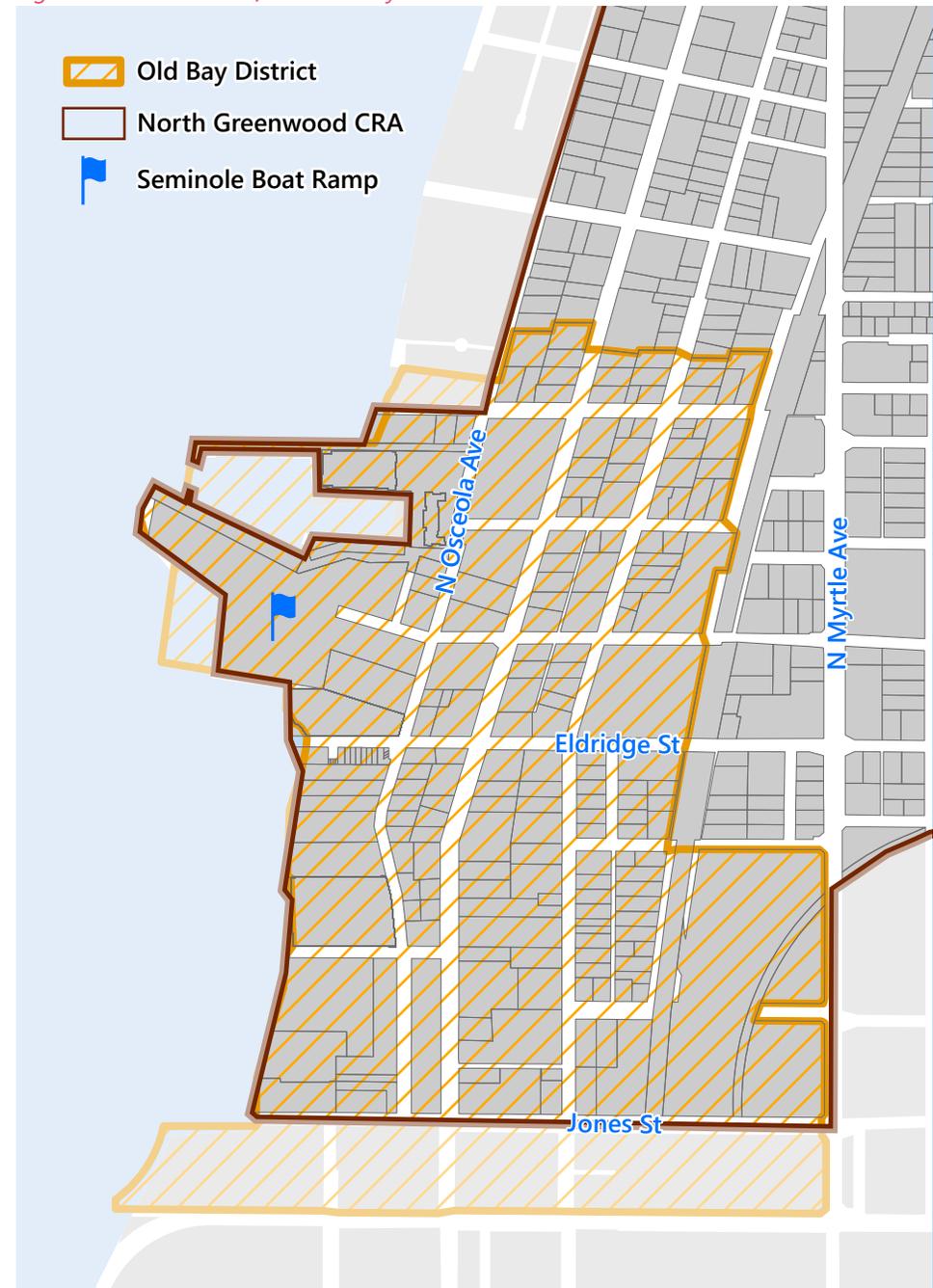
The defined legislative purpose of a community redevelopment area in Florida is to reduce blight, vacancy, and restore the functioning of a private market. CRAs are sustained by tax increment funds that are generated through increased property taxes from new development or increasing property values. They are a financial tool that depends on changing the physical character of a neighborhood to increase property values. In short, everything the city does to improve the appearance and quality of life in this area will result in an increase in property values which can have positive and negative impacts on current residents.

PolicyLink (www.policylink.org) is a national non-profit organization that has studied community redevelopment extensively. They define gentrification as, “the process by which higher income households displace lower income residents of a neighborhood, changing the essential character and flavor of that neighborhood.” They define equitable development as, “the creation and maintenance of economically and socially diverse communities that are stable over the long term, through means that generate a minimum of transition costs that fall unfairly on lower income residents.” Typically, as property values and property taxes increase, the increased costs are passed along to renters and property owners in the form of increased rent and increased property taxes for both residential and commercial properties. These increased costs are transition costs that disproportionately impact lower income residents. Low-income renters are most likely to be displaced because property owners have a strong financial incentive to sell their property for development once the property value exceeds the market rental rate.

As part of the planning process, the residents of North Greenwood have repeatedly shared their primary goal of reducing poverty and concerns of gentrification and displacement if the redevelopment of the community is not conducted in a thoughtful manner. These concerns are valid. Even without the creation of a CRA, this area is likely to gentrify over the next ten years. It contains all the amenities of walkability, proximity to the water, affordable single-family lots, and proximity to public areas like the Seminole Boat Ramp and Coachman Park found in desirable urban neighborhoods. As the Old Bay District, shown in Figure 2, and North Martin Luther King, Jr. Avenue commercial corridor develops it will increase the neighborhood’s desirability. Currently, over half of the residents in the CRA are renters and 57% of those renters are cost burdened (meaning spending more than 30% of their household income on housing). Almost 40% of owner-occupied properties are cost burdened. Even small changes in property values could cause displacement of current residents.

The policies and recommended strategies in this plan are designed to ensure equitable development. They are intended to minimize the negative impacts of gentrification and displacement with a focus on the most vulnerable populations who are low-income, people of color.

Figure 2 Location of the Old Bay District within the North Greenwood CRA





2. Existing Conditions

2.1 Community Context & History | 2.2 Finding of Necessity Study | 2.3 Establishment of CRA Boundaries
2.4 Pinellas County CRA Score | 2.5 Existing Conditions by Planning Category
2.6 Public Engagement and Outreach | 2.7 Existing Conditions Summary

2.1 Community Context & History

The North Greenwood CRA is located in northwestern Clearwater, consisting of 840.77 acres directly north of Downtown. The neighborhood is primarily residential, with some commercial, institutional, and recreational uses. The community has a rich and long history that stretches from some of the city's earliest moments.

Clearwater's settlement originated with the establishment of Fort Harrison in 1841 near Druid Road in what is now the Harbor Oaks Subdivision. More than 1,300 settlers came after the Second Seminole Indian War, with the United States government issuance of 160 acres to any man 18 or older who would bear arms and cultivate the land.

Suncoast Barbers Association Luncheon, 1957



Source: Black America Series, Clearwater, Florida, Arcadia Publishing, 2002

The Orange Belt Railroad arrived in 1888. Early African American pioneers settled near the railroad tracks in the North Greenwood area. The City of Clearwater was incorporated in 1915, and Downtown land occupation expanded substantially in the post-WWII settlements. The North Greenwood area grew to include numerous churches and local businesses. A large percentage of housing units in North Greenwood were constructed in the post-WWII period, and as such, the area contains a significant number of aging structures.

North Greenwood is a recognized center of Clearwater's African American culture. It grew from the earliest settlers to become a vibrant community that included housing, education, employment, and social organizations providing most of its resident's daily needs. Residents include multi-generational families that have contributed to the community for decades. They respect the community's past while actively seeking advancement for future generations.

In order to increase the quality of life and appeal of the neighborhood, city efforts removed deteriorating housing units that have left many vacant properties needing redevelopment. Contributing to the vacancy and underutilization of properties is the effect that past public roadway widening improvements along portions of North Fort Harrison Avenue and North Myrtle Avenue in the 1990-2000s have had in reducing front yard commercial parcel depths and parking spaces. Furthermore, the high amount of private vacant, publicly owned, and other tax-exempt (e.g., churches, community use, not-for-profits, etc.) properties have resulted in reduced tax generation in the CRA Plan area.

2.2 Finding of Necessity Study

The Finding of Necessity Study is used to determine the appropriate CRA boundaries and if there are enough blighting factors within those boundaries to warrant establishing a redevelopment area. The Finding of Necessity Study completed in August 2020 showed that the incidence of crime in the area was higher than the remainder of the city and there was a greater number of violations of housing and property maintenance standards. It also found that the area, compared to the city overall, had a higher rate of poverty, a lower median household income, lower median household value, and a higher rate of households spending 35% or more of their income on housing costs. Table 1 shows the indicators of blight in the planning area. Chapter 4 Plan Implementation identifies how the city will address the blight factors.

Table 1 Indicators of Blight Conditions

Indicator	Unified Study Area	Citywide
Poverty	29%	16%
Median Household Income	\$34,540	\$47,070
Median Household Value	\$159,100	\$191,600
Housing Vacancy	18%	19.7%
Affordable Constrained Housing Payments (Owner)	44%	27%
Substandard Housing Conditions	3.7%	2.8%
Overcrowded Housing Conditions	0.3%	1.4%
Crime (Incidents per 1,000 population)	100.5	52.9
Fire/EMS (Calls per 1,000 population)	285.7	211.2
Code Enforcement (Percent of All Cases)	18.7% in 4.4% of Total City Area	
Taxable Property Value Growth	43%	37%

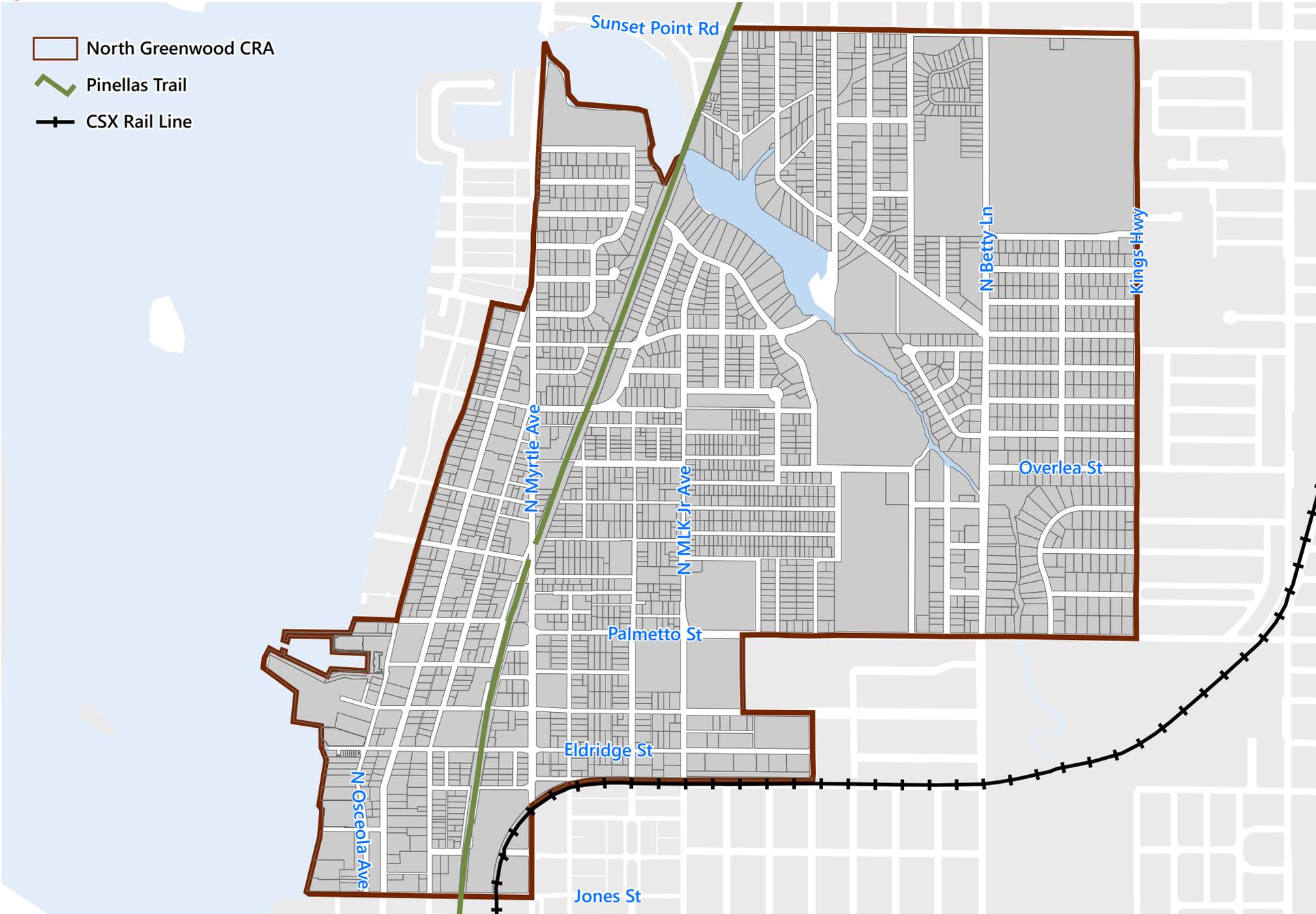
2.3 Establishment of CRA Boundaries

Based on the unified study area in the Finding of Necessity Study, the CRA was established as shown in Figure 3. Generally, the CRA is bounded by Sunset Point Road to the north; Kings Highway to the east; Palmetto Street, CSX Railway, and Jones Street to the south; and North Osceola Avenue, North Fort Harrison Avenue, and Clearwater Harbor to the west. The boundaries are described formally in Appendix A - Legal Description. All plan recommendations must be implemented in or benefit residents and businesses located in this defined area.

Big Jim's BBQ



Figure 3 CRA Boundaries



2.4 Pinellas County CRA Score

In 2021, Pinellas County adopted new regulations and funding guidance for the creation of community redevelopment areas in the county. The full policy and scoring methodology are contained in Appendix B - CRA Local Assessment. The county priorities for TIF expenditures are based upon the county's comprehensive plan, strategic plan, and other policy initiatives that have been approved by the Board of County Commissioners. Three priority areas have been identified and are described below.

- **Affordable Housing:** Create, preserve, or improve income-restricted affordable housing units and prevent displacement
- **Economic Development & Employment:** Increase quality employment opportunities, particularly in the county target industries
- **Mobility:** Improve transit, walking, and biking options and access to transit

If this CRA plan is approved by the county, they will establish a category and accompanying TIF funding level. The county will also establish baseline performance measures and require a review of the CRA's progress at the ten-year mark (2033). There are 12 factors across five categories used to assess the CRA. Using the assessment, the North Greenwood CRA meets the "Urban Revitalization" designation with a score of 78 points. The county defines urban revitalization areas as those that are most economically distressed, where poverty is endemic, and where other programs, such as Community Development Block Grants (CDBG), have targeted funding. This designation qualifies it to receive a 20-year redevelopment period and up to 95% of the county generated TIF revenue as long as 50% of total TIF revenues are dedicated in the county's priority areas.

2.5 Existing Conditions by Planning Category

Population and Demographics

Demographic Analysis Methodology

Data in this section is sourced from the American Community Survey (ACS) 2020 5-Year Estimates unless otherwise stated. This ACS data is aggregated by Census Block Groups or Census Tracts that do not align precisely with the CRA boundaries.

A total of six Census Block Groups overlap the boundaries. Four of these Block Groups fall entirely within the CRA, one is 25.54% in the CRA, and one is about 10% within the CRA. The overlapping portions of these partial block groups were referenced against total households Census data and housing unit data from the Pinellas County Property Appraiser's Office (PCPAO) to calculate an adjustment factor used to weight the data from the areas.

Because certain census datasets are not available at the block group level, a similar adjustment was applied to Census Tracts where necessary. Information provided by the PCPAO is available on a parcel level and therefore is aligned to CRA boundaries.

Socioeconomic Information

Current Population

The CRA has an estimated population of 6,619 people which is approximately 4.8% of the City of Clearwater's total population. 1,814 people, or 27% of the CRA population, are aged 18 and younger.

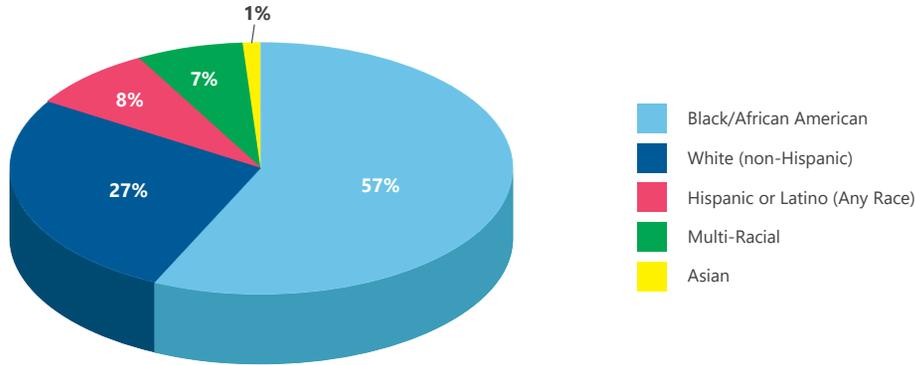
Population Trends

Based on Decennial Census data, the population of the CRA increased from 6,188 to 6,955 between 2000 and 2010 and decreased from 6,955 to 6,462 between 2010 to 2020. It is unclear why the population declined during this time.

Race and Ethnicity

Residents of the North Greenwood CRA are a majority Black/African American. The North Greenwood area is approximately 57% Black/African American, 27% white (non-Hispanic), 8% Hispanic or Latino, 7% multi-racial, and 1% Asian. Based on Decennial Census data from 2020, 2010, and 2000, the share of both Black and white residents has been slowly decreasing while the share of Hispanic or Latino and multi-racial has been slowly increasing.

Figure 4 Race and Ethnicity Chart

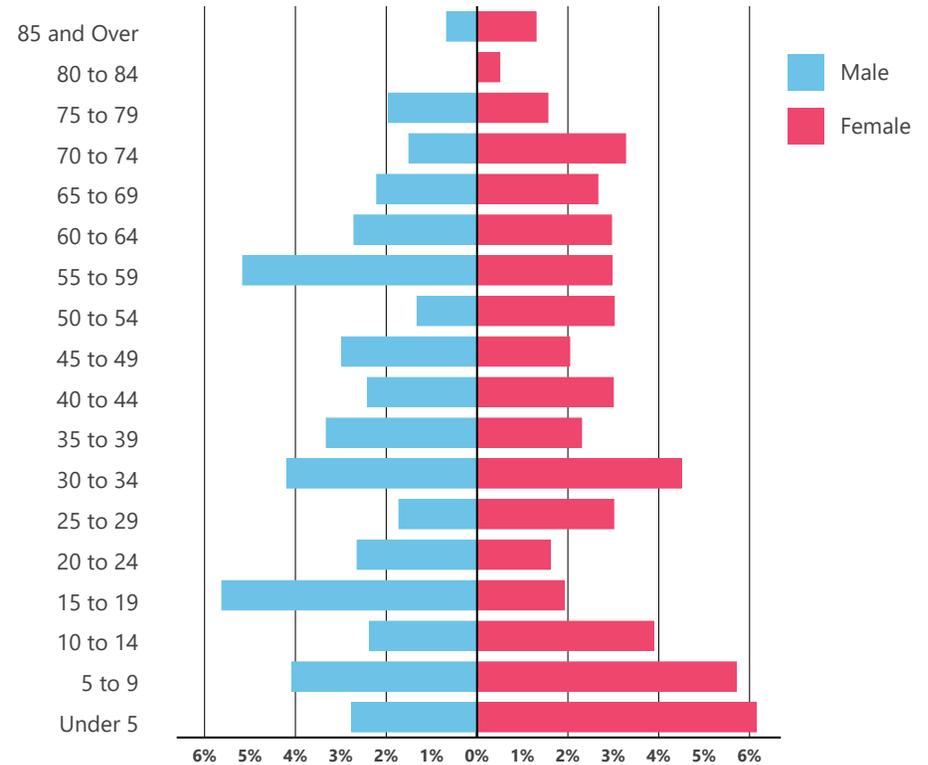


Age Distribution

The age distribution of male and female residents within the CRA boundaries indicated a diverse range of age groups. The community is not facing a 'population bubble' as many communities throughout the state, where a large portion of the community is entering retirement age simultaneously.

This distribution indicates a robust community where individuals of all ages can fill various community roles (e.g., students, parents, workers, mentors, and community leaders). The age distribution reinforces the importance of needs communicated by the community through this planning process: youth activities, education, job development, and the ability to age in place.

Figure 5 North Greenwood Population Pyramid



Households Below Poverty Level

Approximately 27.3% of households within the CRA are below the poverty level, compared to 13.4% of households in the city and 11% of households in the United States. The Census Bureau calculates poverty status based on the before-tax income of all persons living in a household compared to a poverty threshold determined by the number of individuals living in the household. In 2021, the poverty threshold for one person was \$13,788, for three people was \$21,559 and for five people was \$32,865.

Median Annual Income

The weighted median annual household income for the CRA Plan area is \$35,277. The distribution of households in specific income ranges is shown in Figure 6. This illustrates that a significant share of households live on little income, but a range of household incomes is common in the CRA.

The median annual income for owner-occupied households is \$51,026 and \$27,129 for renters. These income numbers are shown in Figure 7 for the CRA, city, county, and state. The median income of the CRA is about 30% lower than the city and 39% lower than the state. The median income of owner-occupied households within the CRA is 18% lower than the city and 26% lower than the state.

Renters and Owners

Approximately 35% of all residential properties in the CRA are owner-occupied, according to Homestead Exemption data published by PCPAO. When looking at only single-family residential units, about 47% are owner-occupied.

This indicates that about 65% of all residential units and 53% of single-family residential units in the CRA are renter-occupied. Providing programs to prevent displacement of renters and pathways for building equity will be important for this CRA to ensure equitable redevelopment.

Figure 6 Distribution of Household Income Ranges

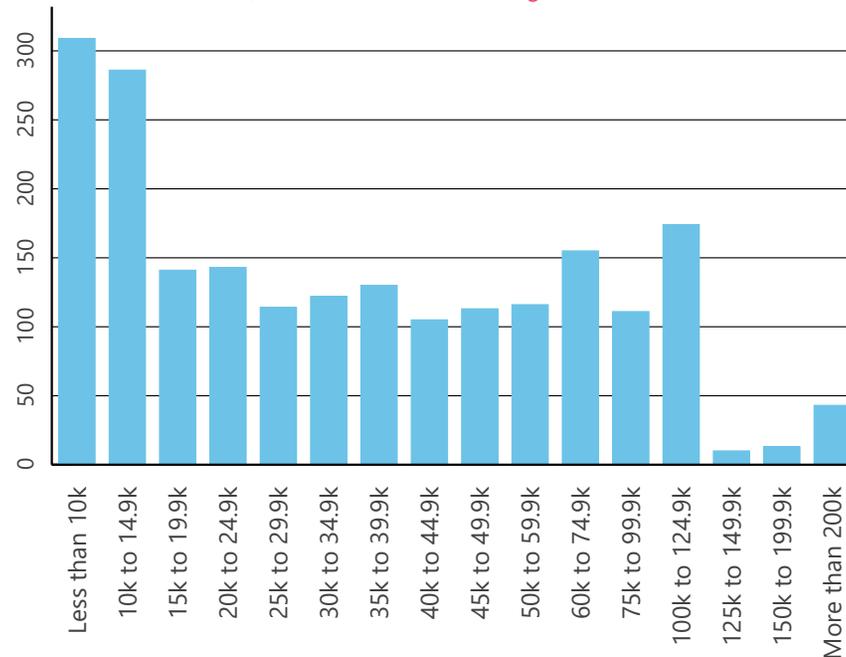
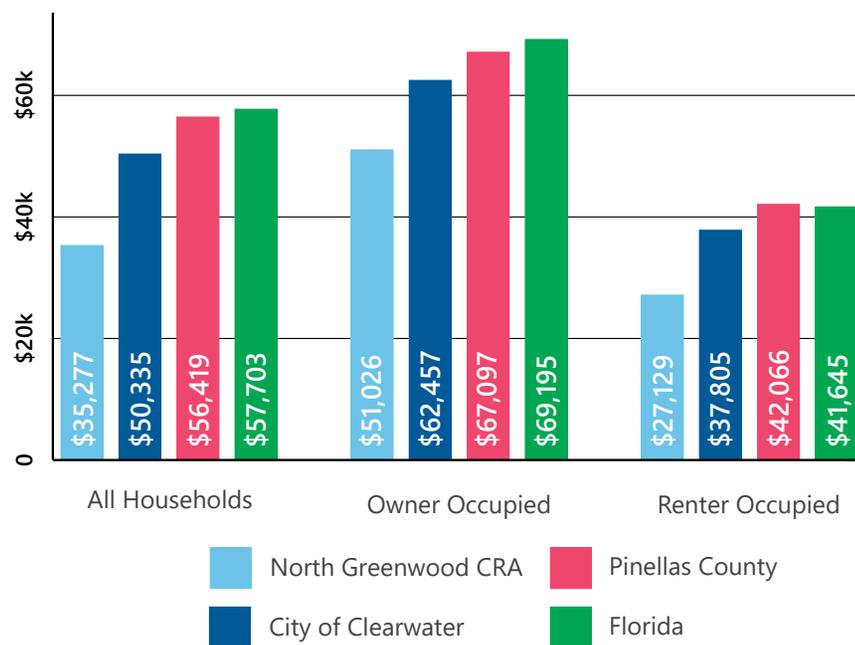


Figure 7 Comparison of Median Incomes



Housing and Neighborhood

Housing

Housing Units and Typology

Pinellas County Property Appraiser data shows that the CRA contains 2,433 housing units. The distribution of units consists of approximately:

- 70% single-family units
- 17% units within multifamily buildings that are less than 4-stories
- 12% units within duplexes, triplexes, or quadplexes
- About 1% units within multifamily buildings greater than 4-stories

With an estimated CRA population of 6,619, the area has an average household size of approximately 2.42 people per household. As shown in Figure 8, a significant majority of the CRA is single-family units; therefore, funds for building rehabilitation, rental assistance, and affordable housing would be focused on this housing type.

Home Values

The median home value for owner-occupied homes in the CRA is \$219,000, which is slightly less than the city’s median home value of \$225,600 and on par with the county’s value of \$219,800. These numbers do not reflect the historic housing price increases seen since 2020. Increased home values can both prevent and support displacement of current residents. Property owners can use increased home value to obtain home equity loans to make improvements to their property to stay in their home. They may sell their home and realize a significant financial gain that enables them to purchase a new living unit without a mortgage. However, increased home values typically lead to increased property taxes that a property owner cannot afford causing them to sell or passing the costs onto a tenant that forces the tenant to move. The ability of a property owner or renter to absorb increased costs depends on their current cost burden which is discussed in the next section.

Cost Burden

The US Department of Housing and Urban Development (HUD) defines cost-burdened households as those “who pay more than 30 percent of their income for housing.” HUD includes mortgage and rent payments as well as other expenses such as utilities, taxes, maintenance fees, and insurance in this cost.

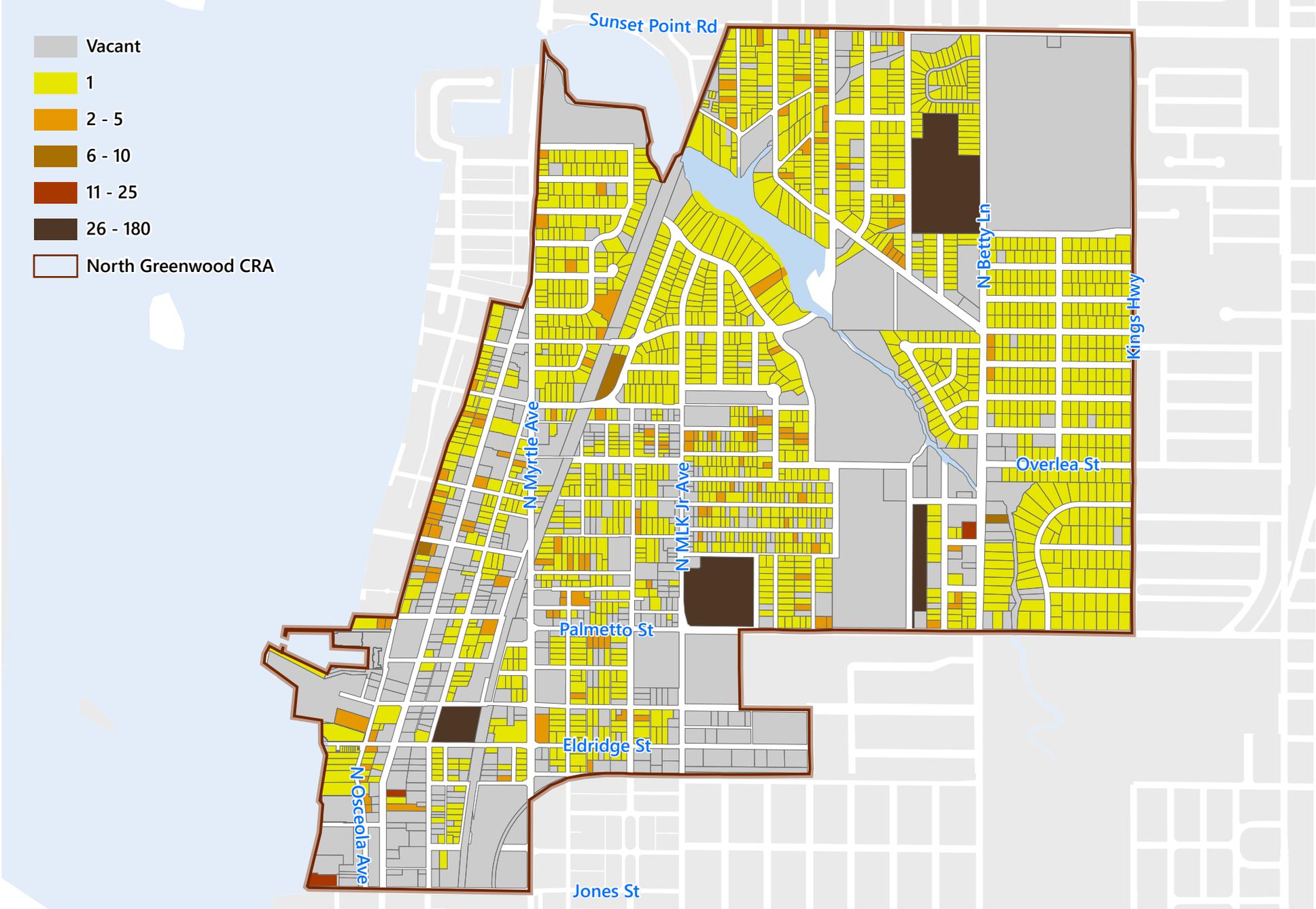
ACS 2020 estimates for housing costs show that just under 40% of owner-occupied households in the North Greenwood CRA are cost-burdened. Cost burden increases significantly when an owner has a mortgage. Owning a home without a mortgage decreases the likelihood of being cost burdened, compared to owners and renters where over 50% are cost burdened as shown in Table 2. Renters in North Greenwood are particularly vulnerable to displacement due to increased housing costs. As noted earlier, 65% of all residential units are renter-occupied and 57% of those renters are cost burdened.

Table 2 Housing Cost Burden by Tenure Type

	Total	Burdened Households	Percent Burdened
Owner-Occupied with Mortgage	700	358	51.14%
Owner-Occupied with No Mortgage	418	63	15.07%
All Owner-Occupied	1,118	421	37.66%
Non-Owner-Occupied	1,315	750	57.03%

Source: 2020 ACS 5-Year Estimates

Figure 8 Number of Housing Units

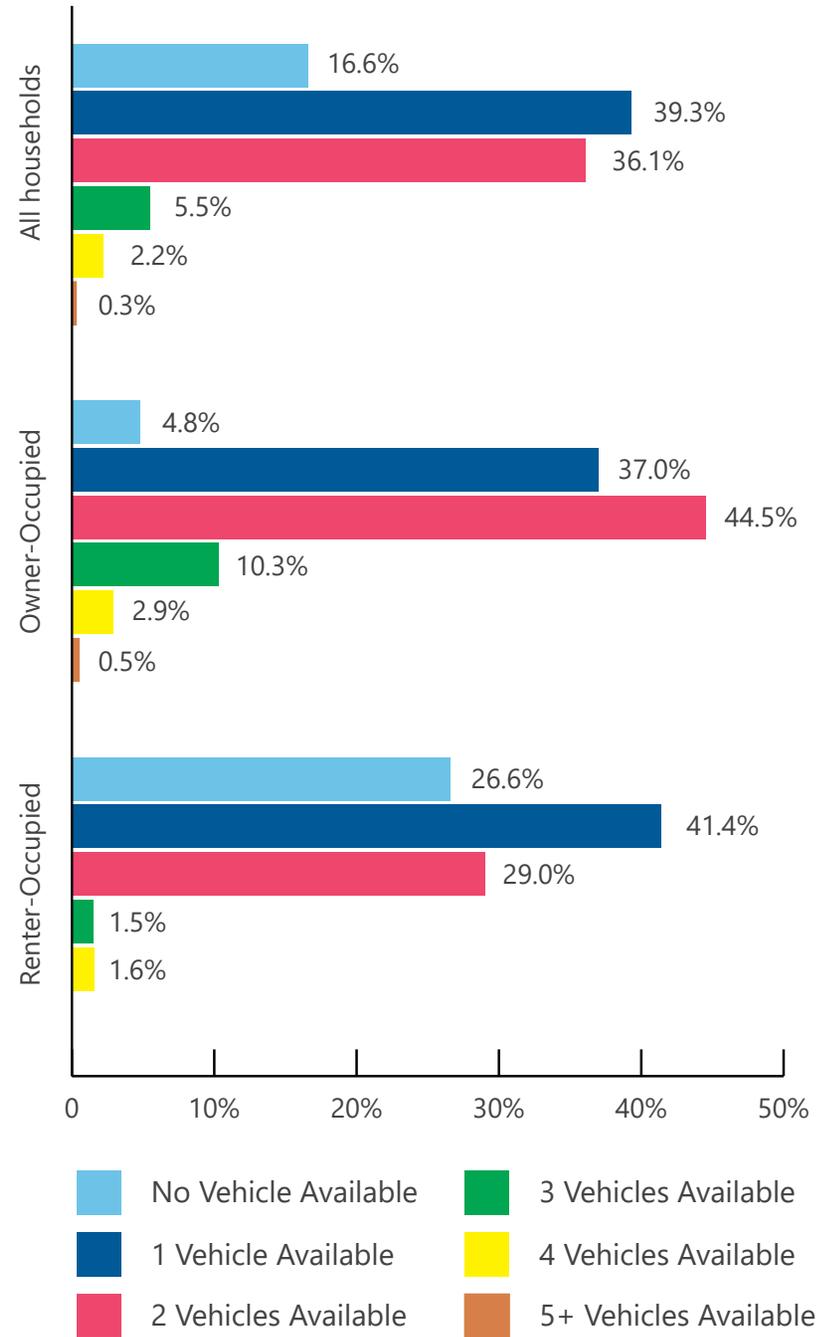


Car Ownership

The employment data discussed later in this section shows that the majority of North Greenwood residents work in jobs outside of the neighborhood. Jobs are primarily in industries that require physical presence and do not accommodate remote work. These residents rely on public or private transportation to travel to their jobs. Figure 9 shows the vehicle ownership rates for owner-occupied, renter-occupied, and all households in North Greenwood.

Of 2,433 households, 16.6% do not have a vehicle available, 39.3% have one vehicle available and 36.1% have two vehicles available. When separating owner- versus renter-occupied households, the percentage of renters with no vehicle available jumps to 26.6% while owners is lower at 4.8%. In owner-occupied households, 37.0% only have one vehicle available and for renters the number is slightly higher at 41.4%. This is an indicator that many of the residents are vulnerable to missing work or unable to access high paying jobs because they are transit dependent. The majority of renters are cost burdened which results in low or no savings and in a one car household this often results in increased debt to address unexpected expenses like flat tires and increased gas prices that are necessary to maintain transportation to work. Over time the debt increases while wages remain stagnant and keeps residents in poverty. This data underscores the importance of providing jobs, childcare, health care, and educational and training opportunities within the CRA so residents can walk or bicycle to access them.

Figure 9 Vehicle Ownership by Household Type



Building Age

The Pinellas County Property Appraiser identifies building age as the actual year the structure was first built, according to building permit information. Figure 10 shows the year built of a structure for each property.

The median structure in the CRA was constructed nearly seven decades ago and as structures age, an increasing level of investment is required to maintain livability, usability, and curb appeal. This reinforces the need for assistance to property and home owners for maintenance and repairs. Because the majority of residential units are occupied by renters (65%) any grant programs should be designed to incentivize property owners to renovate their rental properties and to maintain the current lease rate to prevent displacement of existing tenants.

Table 3 Median Building Age

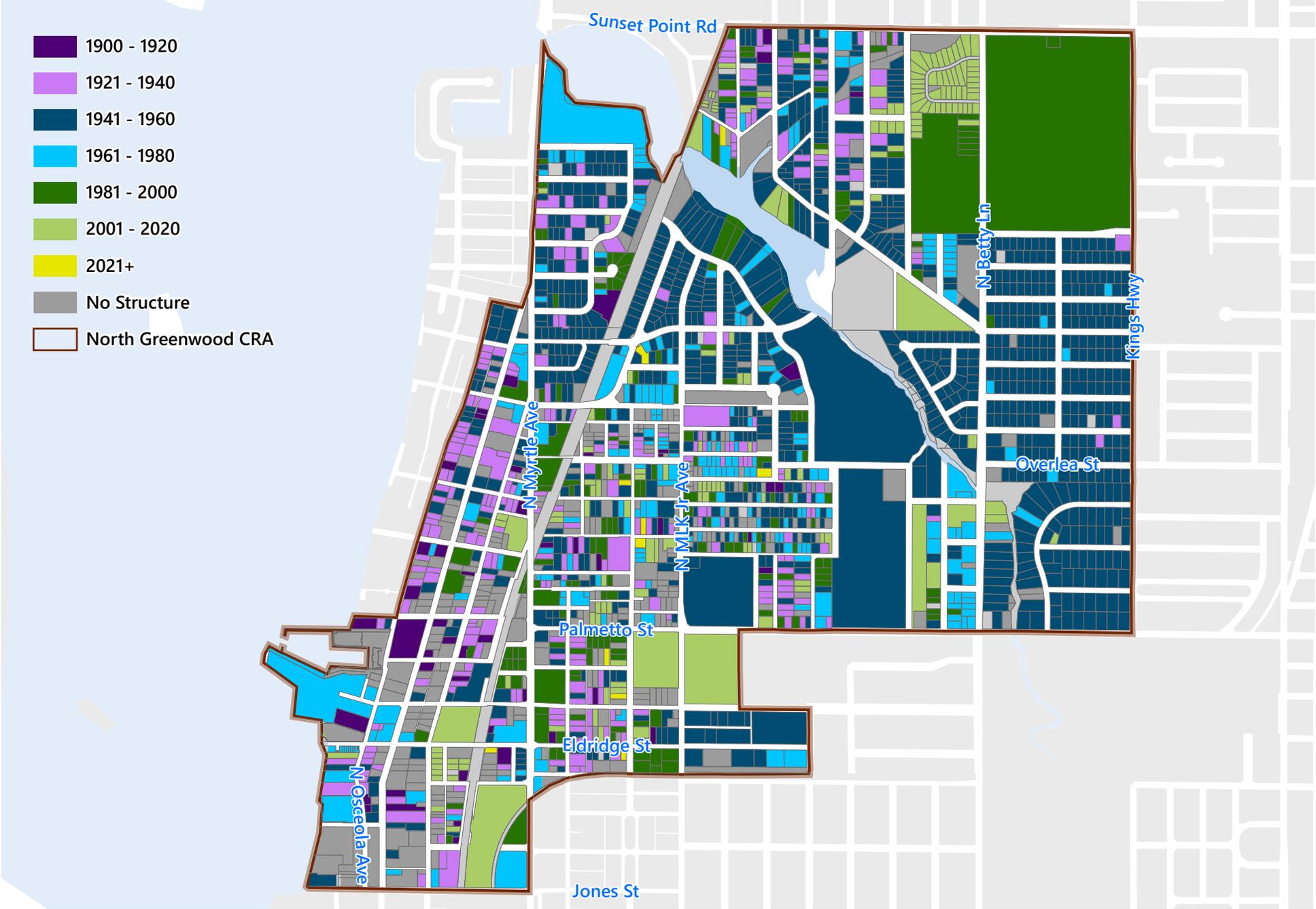
Building Type	Median Age
All Structures	68
Single-Family	68
Multifamily	71
Commercial	62
Industrial	57
Other	50

Source: Pinellas County Property Appraiser

Former Springtime Elks Lodge



Figure 10 Year Structure Built



Businesses and Employment

Reducing poverty requires providing long-term affordable housing and access to jobs that provide a living wage. The community indicated that they wished to attract high wage jobs to North Greenwood. They were particularly focused on implementing workforce development and entrepreneurship programs to engage youth and prevent recidivism.

Employment Statistics

Employment data for the CRA was collected from the Longitudinal Employer-Household Dynamics (LEHD) program. LEHD data is drawn from the US Census Bureau and the Florida Department of Economic Opportunity and reflects the number of employed persons in 2019. Note this does not include unemployed persons or children under the age of 18.

Figure 11 indicates that 2,017 residents of the CRA are employed outside of its boundaries. 730 non-residents are employed within the CRA, and only 24 both live and work in the CRA. The majority of CRA residents are traveling outside of the CRA for work. 16% of all occupied households have no vehicle. Lack of transportation can result in lost wages which disproportionately impacts low-income households. This indicates a need to support transit services to job centers and funding to assist low-income residents with traveling to their jobs.

Figure 12 compares the ages of workers who live within the CRA to workers who live outside the CRA. Both data sets show that about half of those who are employed are between the ages of 30 and 54. However, those who live outside the CRA skew slightly younger than those who live within the CRA. Conversely, the CRA contains a larger share of those workers that live within the CRA that are over 55 than those who live outside the CRA.

Figure 11 Where Employees Live and Work

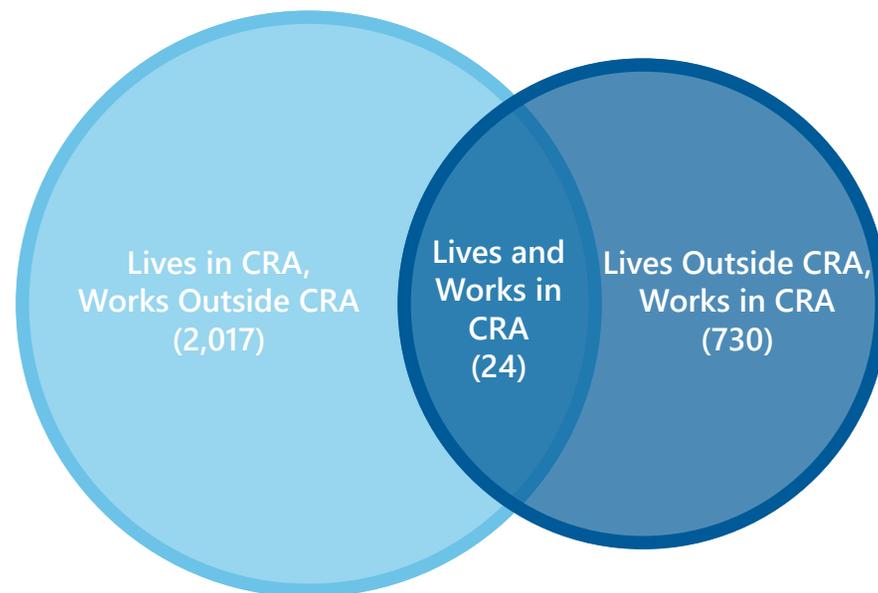


Figure 12 Workers by Age

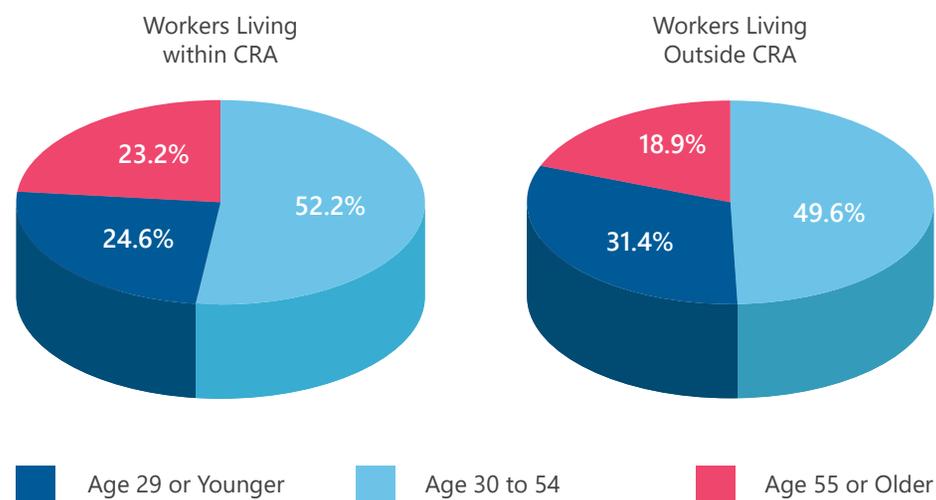
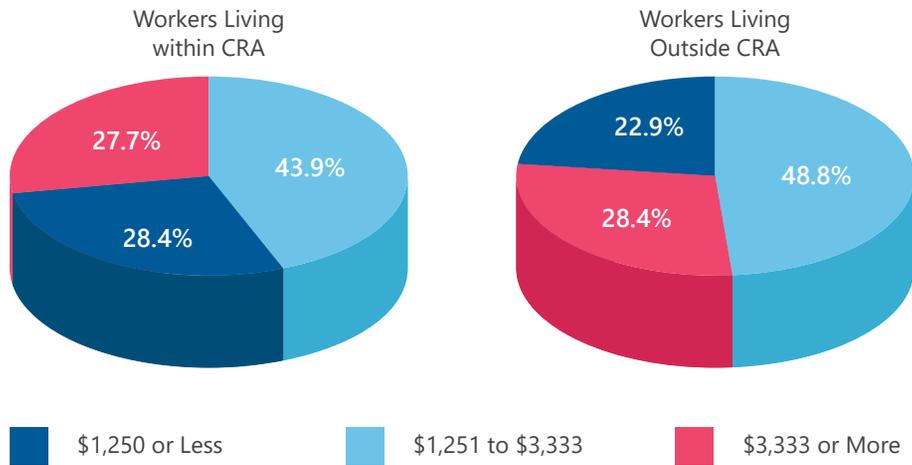


Figure 13 Workers by Income

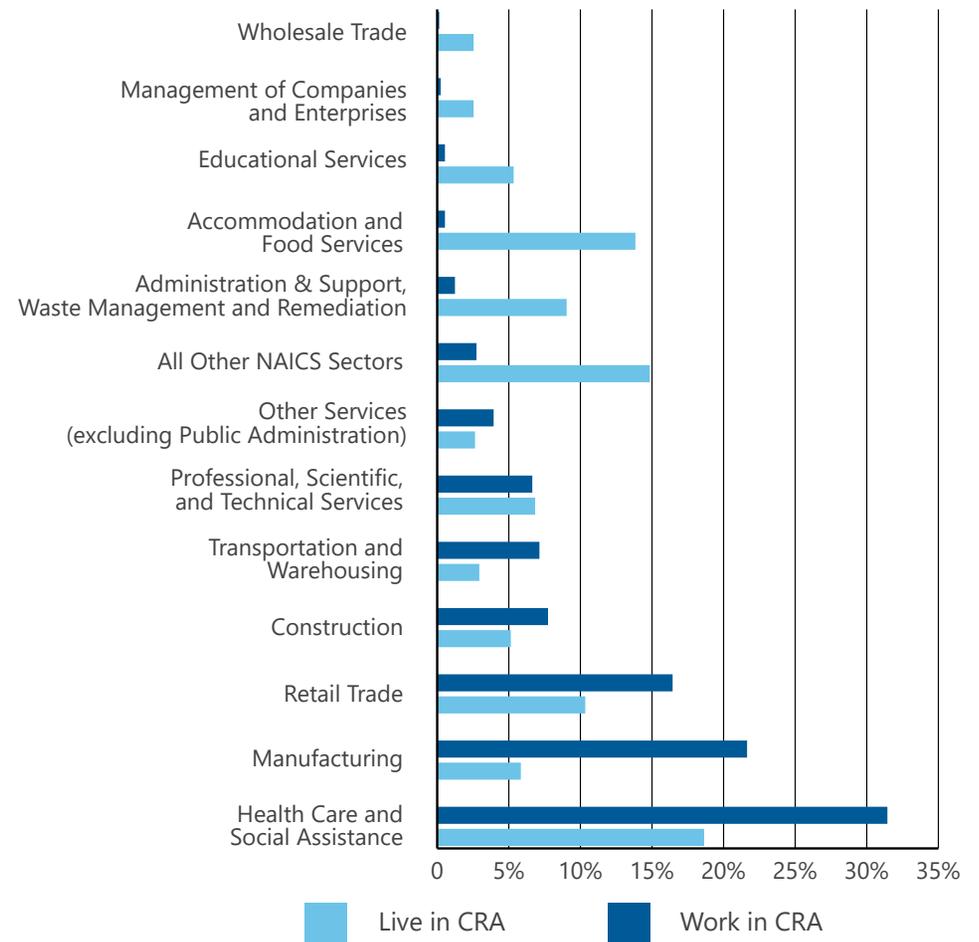


Similarly, Figure 13 details the income ranges of those workers who live within the CRA to those that live outside the CRA. For both data sets, most are making between \$1,251 and \$3,333 per month (or \$15,012 and \$39,996 per year). Of those who live within the CRA, more workers are making less than \$1,250 per month (28.4%) compared to those who live outside the CRA (22.9%), whereas those making over \$3,333 per month is higher for those who live outside the CRA (28.4%) compared to those who live within the CRA (27.7%).

Figure 14 shows the percentage of those workers who live within the CRA compared to those who live outside the CRA based on the industry they are employed in. Industries are based on North American Industry Classification System (NAICS) codes. The largest industry for each group is Health Care and Social Assistance. There are several industries where one group has a significantly larger proportion of workers than the other.

While Health Care and Social Assistance have the largest percentages for both groups, the share of those workers who live outside the CRA is approximately twice as many than those who live within the CRA. Similarly, those in Manufacturing that live outside the CRA is larger than those that live within the CRA, with this difference being nearly four times as large. Other industries following this trend are Retail Trade, Construction, Transportation and Warehousing, and Other Services.

Figure 14 Percentage of Workers per Industry



Conversely, a higher percentage of workers in the Accommodations and Food Services industry live within the CRA at a rate of nearly 14 times higher than workers living outside of the CRA. All Other NAICS Sectors has the second highest difference with nearly five times as many workers that live within the CRA compared to those who live outside the CRA. Wholesale Trade, Management of Companies and Enterprises, Educational Services, Administration & Support, Waste Management and Remediation, and Professional, Scientific, and Technical Services all have higher percentages of workers living within the CRA than those who only work in the CRA.

The recently adopted state minimum wage of \$15 per hour, by 2026, generates \$2,400 per month or \$28,800 per year. In 2022, the minimum wage is \$11 per hour. Securing a mortgage of approximately \$80,000 requires an annual income of \$33,000. With a median home value of \$219,000 its clear that home ownership will be out of reach for the majority of residents without public subsidy or access to higher wages. Based on the number of residents in low wage jobs, attracting new jobs and preparing residents to secure high wage jobs will be critical for the neighborhood's redevelopment.

Health Risk Assessment

Health Outcome Introduction

Within the United States, health outcomes largely depend on socioeconomic and environmental factors, with health care only shaping 20% of a community's overall health. The built environment, such as access to jobs, cultural institutions, healthcare, housing, and active transportation; community design conducive to walking; and environmental pollutants can support healthy behaviors or create obstacles that contribute to health inequities, leading to populations with a disproportionate burden of chronic disease.

Chronic Diseases

The United States Centers for Disease Control and Prevention (CDC) completed a 500 Cities Project between 2016-2019 that included an evaluation of chronic health diseases in the 500 most populated cities in the US. Population health equity is dependent on policy and planning decision-making. The determinants of health vary widely by place, and much of the place-based disparity is due to differences in demographics and regional economies. However, research also shows that affordability, urban design, the availability and quality of active means of transportation, and the accessibility of public services all play a large role in education outcomes, economic mobility, and other determinants of health. Urban form - residential density, walkable streets, public transit use, and safe streets - can be a health advantage as those elements can lead to greater physical activity and healthier lifestyles, which are related to the rates of a variety of health outcomes.

CDC data was utilized to complete a health and environmental determinant assessment for North Greenwood and compared their findings to the city, county, state, and nation as shown in Table 4. Six chronic health conditions are included in the geographic comparison and the CRA health risk assessment discussed below. These chronic health conditions are:

High Blood Pressure

High blood pressure, also known as hypertension, is a risk factor for heart disease. Environmental factors that have been found to influence blood pressure include lead exposure and air pollution. Environmental factors can also influence related behavioral factors such as diet, stress, and lack of physical activity.

Asthma

Asthma is an inflammatory condition of the lungs and one of the most common long-term diseases in children. Environmental factors that influence asthma include air pollution exposure and exposure to allergens and pests. Other related factors include weight.

Coronary Heart Disease

Coronary Heart Disease occurs when the arteries of the heart cannot deliver enough oxygen-rich blood to the heart and are often caused by high cholesterol. Air pollution, physical inactivity, stress, and an unhealthy diet can all increase the risk for coronary heart disease.

Diabetes

Diabetes is a chronic health condition that influences how the body produces or uses insulin and, therefore, how the body's cells have access to energy. Risk factors for diabetes include being overweight, physical inactivity, stress, and exposure to pollution.

High Cholesterol

High cholesterol is when total blood cholesterol for adults screened in the past five years is greater than 200 mg/dL. This is a risk factor for heart disease and stroke. Increased physical activity, maintaining a healthy weight, and eating fresh greens can help prevent high cholesterol.

Obesity

Obesity is a chronic disease defined as an excessive amount of body fat that puts people at risk for other diseases, including those listed above, as well as others. Environments lacking healthy food options that do not promote physical activity and that contribute to high stress have been found to influence obesity.

Other Health Outcomes and Behaviors

The geographic comparison also includes other population health outcomes and behaviors closely linked to environmental conditions. These three factors are discussed below.

Physical Inactivity

The CDC defines physical inactivity as adults reporting no physical activity in their leisure time. This may not cover physical activity undertaken commuting or in daily life, but may capture much of the population that is not getting the CDC-recommended amount of exercise. Physical inactivity increases the risk for heart disease, diabetes, colon cancer, high blood pressure, obesity, osteoporosis, muscle and joint disorders, and symptoms of anxiety and depression.

Poor Physical Health

The CDC defines poor physical health as adults who spend more than 14 days a month with poor physical health, including physical illness and injury. This self-reported measure may overlap with chronic disease but also capture other aspects of health.

Poor Mental Health

The CDC defines poor mental health as adults who spend more than 14 days a month with poor mental health, which includes emotional, psychological, and social wellbeing.

Population Health Outcomes Geographic Comparison

Results of this assessment are included in Table 4 and displayed on Figure 15. The table displays the crude prevalence of chronic diseases in each area. Green highlighted cells show where the CRA has better health outcomes than the city. In contrast, pink highlighted cells show where the population has worse outcomes. The map displays how each of the Census Tracts compares to the average of the city. Dark green Census Tracts received a better health risk rating than the city average, while dark red Census Tracts received a poor health risk rating compared to the city average.

The results indicate that the CRA population has a higher prevalence percentage of health conditions in seven of the nine categories in comparison with the city, county, state, and national percentages. Figure 15 shows a higher combined health risk in portions of North Greenwood. Community wellness strategies are included in the North Greenwood CRA Plan to help address these conditions.

Table 4 Health Conditions by Geography

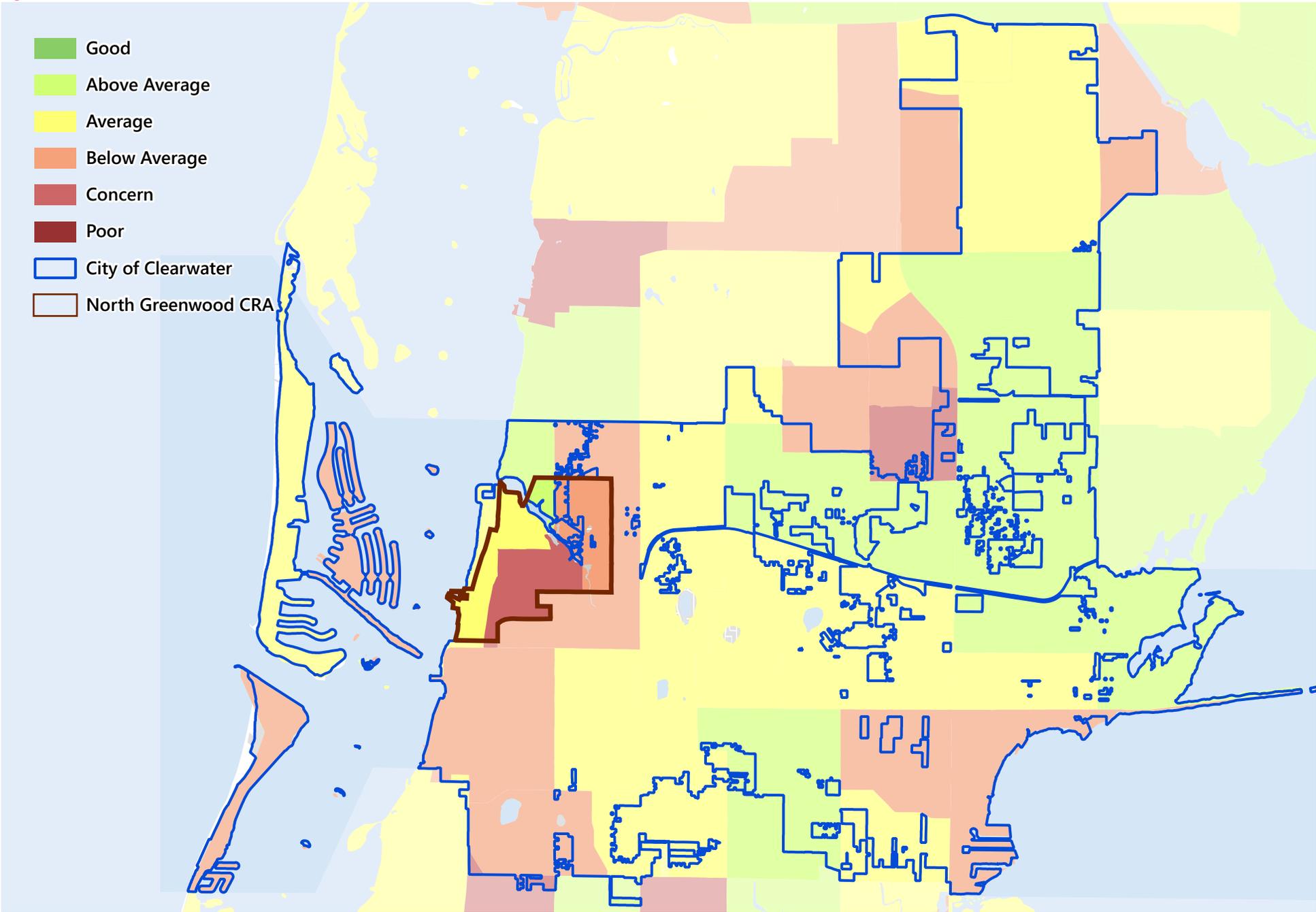
Chronic Disease	CRA	City	Pinellas	Florida	National
High Blood Pressure	39.1%	37.0	37.4	33.5	32.6
Asthma	10.7%	8.9	8.5	7.3	8.9
Coronary Heart Disease	7.9%	8.0	8.0	7.6	6.2
Diabetes	14.4%	11.8	12.3	11.8	11.0
High Cholesterol	32.6%	35.4	36.4	33.4	33.6
Obesity	37.0%	30.2	29.7	28.4	31.3
Physical Inactivity	31.8%	25.4	24.5	26.5	26.0
Poor Physical Health	19.2%	15.7	15.0	10.3	12.5
Poor Mental Health	20.5%	15.9	14.6	12.3	13.6

Sources: CDC, Division of Population Health, PLACES Data, 2021; CDC, Division of Population Health, BRFSS Prevalence & Trends Data.

Willa Carson Health and Wellness Center



Figure 15 Combined Health Risk



Places

Parks and Recreation

Numerous high-quality parks and recreation facilities serve North Greenwood and are shown on Figure 16. These facilities range in amenities and services provided from playgrounds, passive recreation, athletic fields, event and gathering places, outdoor pool, boat access to Clearwater Harbor, youth development, mentoring, and other community services.

Many of these facilities could better serve the community through increased access and additional program offerings as described in the recommendations found in Chapter 4 Plan Implementation.

Community Centers

North Greenwood Recreation and Aquatic Complex

The North Greenwood Recreation and Aquatic Complex is the city's largest recreation center. The complex has been an essential aspect of the North Greenwood community since opening in 2003. The North Greenwood Recreation and Aquatic Complex has a seasonal pool, a fitness center, a double wooden floor gymnasium, meeting rooms, and a catering kitchen. The facility is also home to several community services, including afterschool and summer programs, youth development activities, sports leagues, and several local non-profit organizations.

Clearwater Martin Luther King, Jr. Community Center

The Clearwater Martin Luther King, Jr. Community Center was a city-operated recreation center that closed in 2011 due to the economic downturn and the opening of a new city-owned aquatics and recreation complex. The non-profit Clearwater Martin Luther King Jr. Neighborhood Center Coalition Inc. was formed to prevent the loss of such an asset to the community. Because of the Coalition's ongoing efforts, the Center continues to offer a wide range of programs and services to the North Greenwood neighborhood. These include mentorship programs, youth development, local political candidate forums, public speakers, a food pantry, and various other community events.

Clearwater Martin Luther King, Jr. Community Center



Source: Clearwater Martin Luther King, Jr. Neighborhood Center Coalition, Inc.

Figure 16 Parks and Recreation Facility Locations



Recreation Facilities

Pinellas Trail

The Pinellas Trail, formally the Fred Marquis Pinellas Trail, is a 47-mile multi-use linear trail extending from St. Petersburg to Tarpon Springs. The trail runs through North Greenwood along the Blanche B Littlejohn Trail roadway. In 2016, Forward Pinellas implemented a series of eight electromagnetic and infrared sensors along the entire trail with funding from the CDC. There is one sensor within city limits located at Jones Street, at the southern-most point of the CRA boundary.

In 2021, a total of 1,945,427 counts were logged by the trail count sensors. The Clearwater segment accounted for 170,703 of those counts, or approximately 8.7% of all counts. This was the second lowest utilized segment, but the annual report notes that East Lake Tarpon's counter experienced technical issues for several months.

Shuffleboard & Lawn Bowling Complex

The Shuffleboard & Lawn Bowling Complex is home to Clearwater Shuffleboard Club, Inc. and the Clearwater Lawn Bowling Club. It is located in the northwest corner of the North Greenwood CRA limits along Stevenson Creek. Surface parking lots and interior-use-based buildings which do not utilize the waterfront are located on the property. Oak shade trees are located in upland areas and mangroves along the water edge. Fishing and kayak water access is seen in Stevenson Creek tributary as it closely connects with Clearwater Harbor under the North Fort Harrison Avenue bridge. However, there is a need for better access to the creek. In 2022, the Parks and Recreation Department began evaluating the property for redevelopment into a multi-generational facility, adding both active and passive recreation opportunities, including better access to Stevenson Creek.

Bicyclist on the Pinellas Trail



Seminole Boat Ramp

Boaters throughout the county widely use the Seminole Boat Ramp. It offers six paved ramps, courtesy docks, approximately 125 boat trailer parking spots, benches, picnic tables, and elevated restrooms. In 2019, the city completed parking and circulation improvements to better utilize the facility. The city created a new sidewalk connection from the North Fort Harrison Avenue intersection to the waterfront. This project also repaved and restriped the parking area, added green spaces, improved surface drainage, provided low-impact stormwater treatments, creating a waterfront boardwalk with educational displays, improved lighting, and provided a multi-use trail.

Jack Russell Stadium

Jack Russell Stadium is located just outside the CRA boundaries at the Palmetto Street and Phillies Drive intersection. In addition to being the past spring training facility for the Major League Baseball Philadelphia Phillies, the stadium previously housed concerts and is currently home to several local amateur, high school, and collegiate level baseball and softball teams. The stadium is within walking distance to the North Martin Luther King, Jr. Avenue commercial corridor. There is an opportunity to connect these two locations through wayfinding signage and marketing programs that will bring customers from stadium events to local businesses.

Aerial View of Seminole Boat Ramp



Source: Nearmap

Parks

Cherry Harris Park

Cherry Harris Park runs along Marshall Street from North Martin Luther King Jr. Avenue to Madison Avenue. The amenities in the park include three shelters with picnic tables and grills, a playground, a tree-lined walking path, restroom facilities, and on-street parking.

Garden Avenue Park

Garden Avenue Park is a small neighborhood park located on North Garden Avenue between Palm Bluff Street and Cedar Street. It includes a playground facility, benches, and a small-sheltered picnic table area.

Overbrook Park

Overbrook Park is located on the north side of Stevenson Creek at Stevenson Avenue and Overbrook Avenue. The park offers access to picnic tables in a wooded open space adjacent to the creek, although there is no direct access to the water.

Philip Jones Park

Philip Jones Park is located at the intersection of Russell Street and Holt Avenue. The park has a large multipurpose turf field. Several youth sports leagues make use of the field, including the Greenwood Panthers football team.

Walter C Campbell Park

The Walter C Campbell Park is a large multipurpose turf athletic field just south of the North Greenwood Library at the intersection of North Martin Luther King Jr. Avenue and Seminole Street. In addition to numerous sporting events throughout the year, the park also hosts many community events, including the popular Saturday Morning Shoppe. The site is routinely fenced off from unstructured community access and use.

Community Event at Walter C Campbell Park



Other City-Owned Open Space/Unimproved Spaces

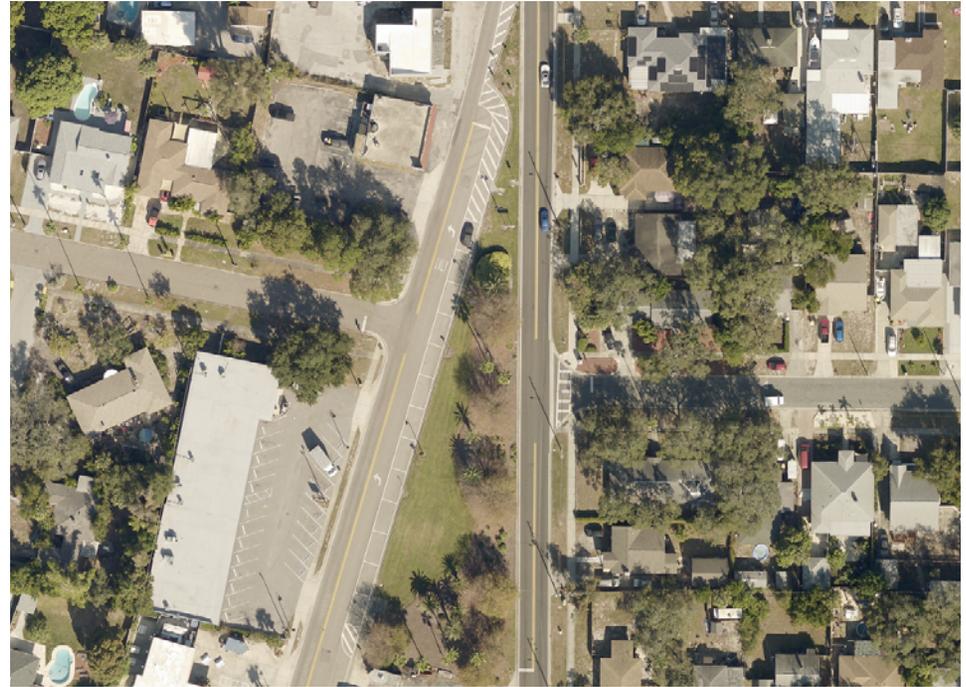
Atrium Park

Atrium Park is a triangular parcel located at the North Fort Harrison Avenue and North Myrtle Avenue intersection. The open space/park includes trees, landscaping, signage, lighting, and a row of on-street parking along the northbound side of North Fort Harrison Avenue.

North Betty Lane Park

The city acquired the lot on the southeast corner of the North Betty Lane and Overlea Street intersection to access Stevenson Creek with dredging machinery. This parcel does not currently serve as a dedicated recreation facility. It has the potential to be enhanced to provide improved open space and access to Stevenson Creek. Heavy equipment access to the waterfront must be maintained to provide the necessary maintenance to Stevenson Creek in the future.

Atrium Park Aerial



Cultural, Community, and Historic Places

The North Greenwood community has abundant cultural, community, and historical places which are shown on Figure 17. The CRA is home to numerous schools and other educational facilities, more than a dozen active churches and other community organizations, and several health care providers. This section will discuss a selection of these places and their importance to the community. How these places can be built upon to increase the quality of life of North Greenwood residents is discussed in the recommendations found in Chapter 4 Plan Implementation.

North Greenwood Library

The first library in North Greenwood opened in 1950 and was located at Pennsylvania Avenue and Cedar Street. The rented library soon outgrew its space, and a new building opened on Palmetto Street next to Pinellas High School in 1962.

The current building was built in 2002 and serves as a prominent community landmark. The library houses the Edward Allen Henry, Jr. Special Collection on Negro Culture and History and is now known as the Christine Wigfall Morris African American Collection. The library offers free wireless internet and a meeting room. The library is currently closed on the weekend, although the city is exploring options to provide weekend hours on a limited basis. This facility could better serve the community through increased access and additional program offerings which are further described in the recommendations section.

Clearwater Garden Club

The Clearwater Garden Club is a small, non-profit organization located in the Old Bay District. Since 1950, it has conducted outreach programs, community projects, and social gatherings that promote the conservation and beautification of the environment. The Club's location is an attractive site for commercial redevelopment. If it does move, it is anticipated that the Club would like to stay in the North Greenwood area.

Clearwater Intermediate School



Schools and Other Educational Facilities

There are three Pinellas County Schools in North Greenwood. These schools are Sandy Lane Elementary School, Clearwater Intermediate School, and Calvin Hunsinger K-12 School. Several preschool, daycare, and other childcare facilities also exist within the CRA. Additionally, the neighborhood has two adult education centers: Operation Graduate and Clearwater Adult Education and Job Training Center.

Health Centers

There are three community health centers within the CRA. The largest of these is the Clearwater Health Department, the Clearwater branch of the Florida Department of Health in Pinellas County. Part of the county's larger health system, the Department offers the broader community a wide range of programs and services. Another health center is the Turley Family Health Center, located on the corner of North Myrtle Avenue and Seminole Street. This local health clinic is part of the BayCare Health System.

The Willa Carson Health and Wellness Center is a non-profit, grant-funded clinic operating in North Greenwood since 1997. The Center focuses on improving the health of the underinsured and uninsured. It provides the community with essential health services, preventative care, and educational initiatives.

Churches

North Greenwood is home to more than a dozen churches of various sizes and denominations. Figure 18 shows the location of these churches and church-owned properties. Many of the neighborhood's churches own additional properties surrounding their primary property for parking or other secondary purposes. The large cluster of church-owned properties in the southwest corner of the CRA is owned by the Church of Scientology, which is headquartered south of the CRA in Downtown Clearwater.

Mount Olive African Methodist Episcopal (A.M.E.) Church has been listed on the National Register of Historic Places since 1999 due to its significance to social history, Black heritage, and Gothic Revival architectural characteristics.

Mount Olive A.M.E. Church



Figure 17 Cultural, Community, and Historic Places

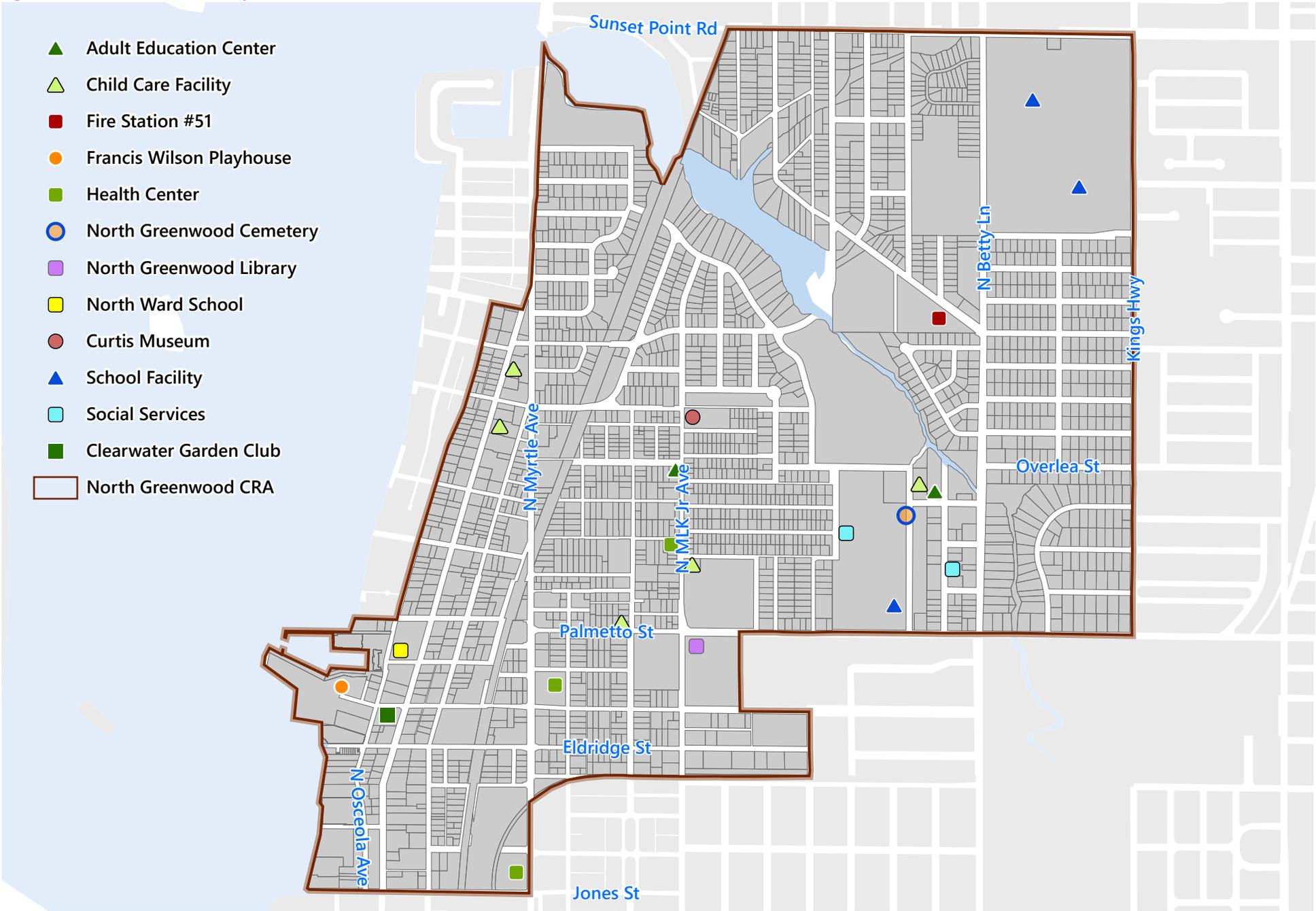
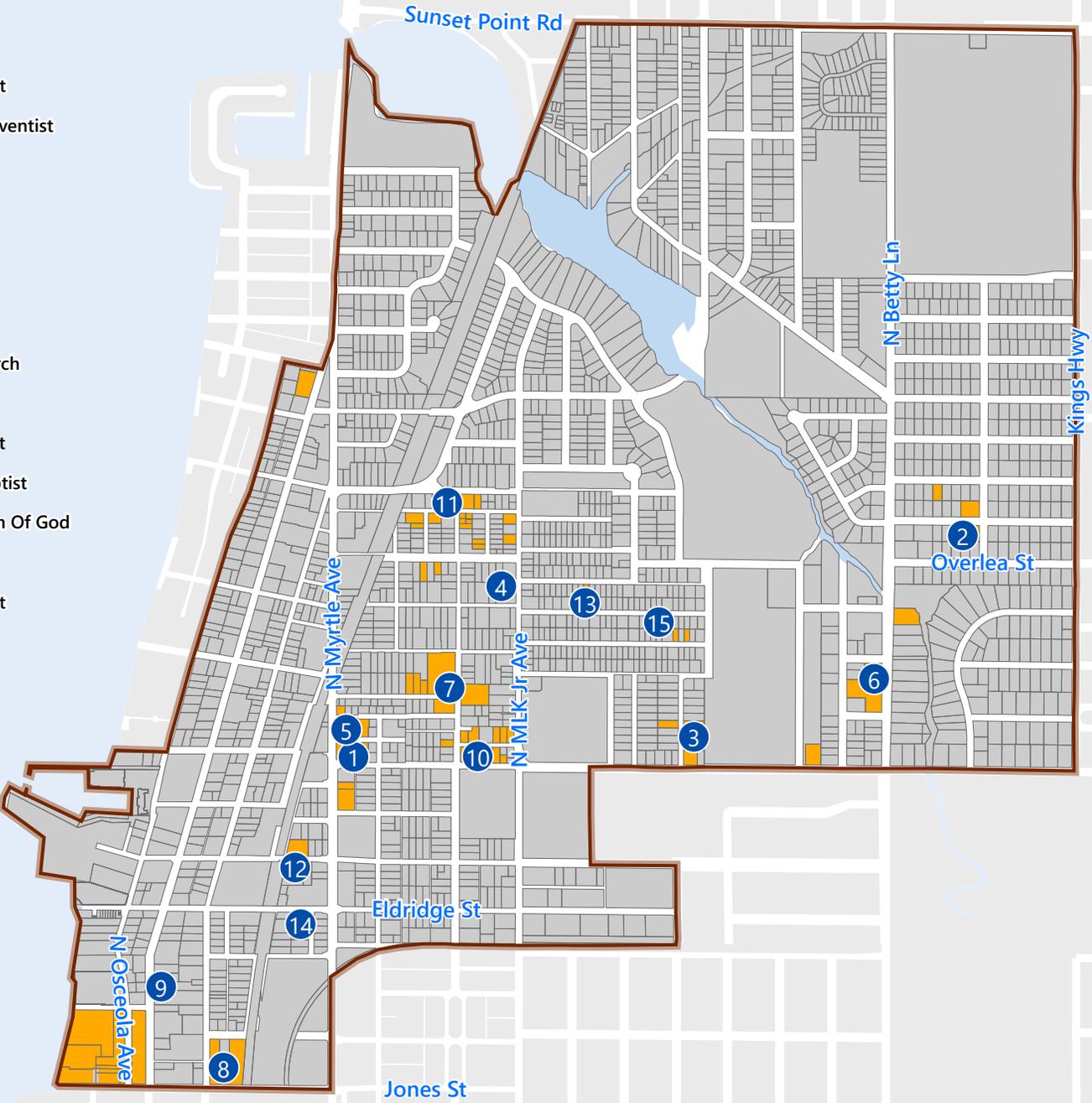


Figure 18 Churches and Church-Owned Properties

- 1 Alpha & Omega Church
- 2 Bethany Christian Methodist
- 3 Bethlehem Seventh-Day Adventist
- 4 Christ Temple Church PAW
- 5 Church of God By Faith
- 6 Everybody's Tabernacle
- 7 Mt. Carmel Baptist Church
- 8 Mt. Olive A.M.E.
- 9 North Bay Community Church
- 10 St. John Primitive Baptist
- 11 St. John's Missionary Baptist
- 12 St. Matthew Missionary Baptist
- 13 The Church Of The Kingdom Of God
- 14 The Refuge of Clearwater
- 15 True Vine Missionary Baptist
-  Church-Owned Properties
-  North Greenwood CRA



Historic Places

Pinellas County African American History Museum

The Pinellas County African American History Museum is headquartered in the former Curtis Elementary School at North Martin Luther King Jr. Avenue and Marshall Street. The museum is often referred to as the Curtis Museum within the community. The museum was established in April 2000 and has served as a repository of historical and cultural information and physical artifacts primarily relating to African American History in Pinellas County.

North Greenwood Cemetery

In the 1940s and 1950s, an unnamed segregation-era African American cemetery was active on the site that would become the Palmetto Elementary School in 1962. In 2019, after a campaign from local community members, the City of Clearwater contracted an archaeological firm to investigate the site to determine if burial sites remain. The investigation determined that at least 55 burial sites remain on the property. An historical marker will be installed to memorialize the deceased and honor the cemetery's history. More information on the North Greenwood Cemetery is available in the Archaeological Ground-truth Excavation of North Greenwood Cemetery Report published on July 12, 2021.

North Ward Elementary School

The North Ward Elementary School opened in 1915 and remained in operation as a school until 2009. The City of Clearwater purchased the property in 2019. In 2021, the school was placed on the National Register of Historic Places and received a local designation in April of 2022. The building is currently unoccupied and the city is seeking a development partner for the future rehabilitation and reuse of the school. A Certificate of Appropriateness from the Community Development Board will be required if major exterior alterations are proposed.

North Ward School, 1922



Historic Single-Family Homes

The plan area has several single-family homes of varying architectural styles that are eligible for historic designation. The city should prioritize local designation to preserve the visual character of the neighborhood and ensure compatible renovations. The 1995 North/South Greenwood Residential Infill Study by the Florida Center for Community Design and Research contains extensive block by block research documenting existing housing styles and recommendations for developing vacant lots in keeping with the scale and layout of existing homes.

Districts

Commercial Districts

North Martin Luther King Jr. Avenue

North Martin Luther King Jr. Avenue is the historic heart of North Greenwood. Originally named North Greenwood Avenue, the corridor once served as the community focal point, with many businesses and gathering spots. Many residents expressed their personal experiences with the corridor being a very active location and part of local business and community identity. With most of its businesses gone, vacant lots are prevalent, and the overall prominence in the community for routine retail commercial businesses is diminished.

The corridor still serves as a cultural center for the neighborhood with the North Greenwood Recreation & Aquatic Complex, North Greenwood Library, the Pinellas County African American History Museum, a handful of local businesses, and several community services located along the street. Figure 19 displays these uses, vacant parcels, and city and county property ownership. Vacant property data was collected from the Florida Department of Revenue. These vacant and city-owned lands present an opportunity for this corridor to be revitalized in a way that serves the current community while honoring the corridor’s past.

This plan recommends focusing on restoring black entrepreneurship in this area of North Greenwood. More information on this strategy can be found in Chapter 4 Plan Implementation.

Figure 20 portrays the current massing and scale of buildings adjacent to the vacant lots on this street. It shows opportunities to assemble lots into larger development parcels and to place new buildings adjacent to the right of way to bring back a traditional, main street storefront experience. In Spring 2023, the city will use a grant from Forward Pinellas to conduct a community charette and accompanying form-based code to incentivize development of the city-owned properties on this corridor.

Figure 19 North Martin Luther King, Jr. Avenue Corridor

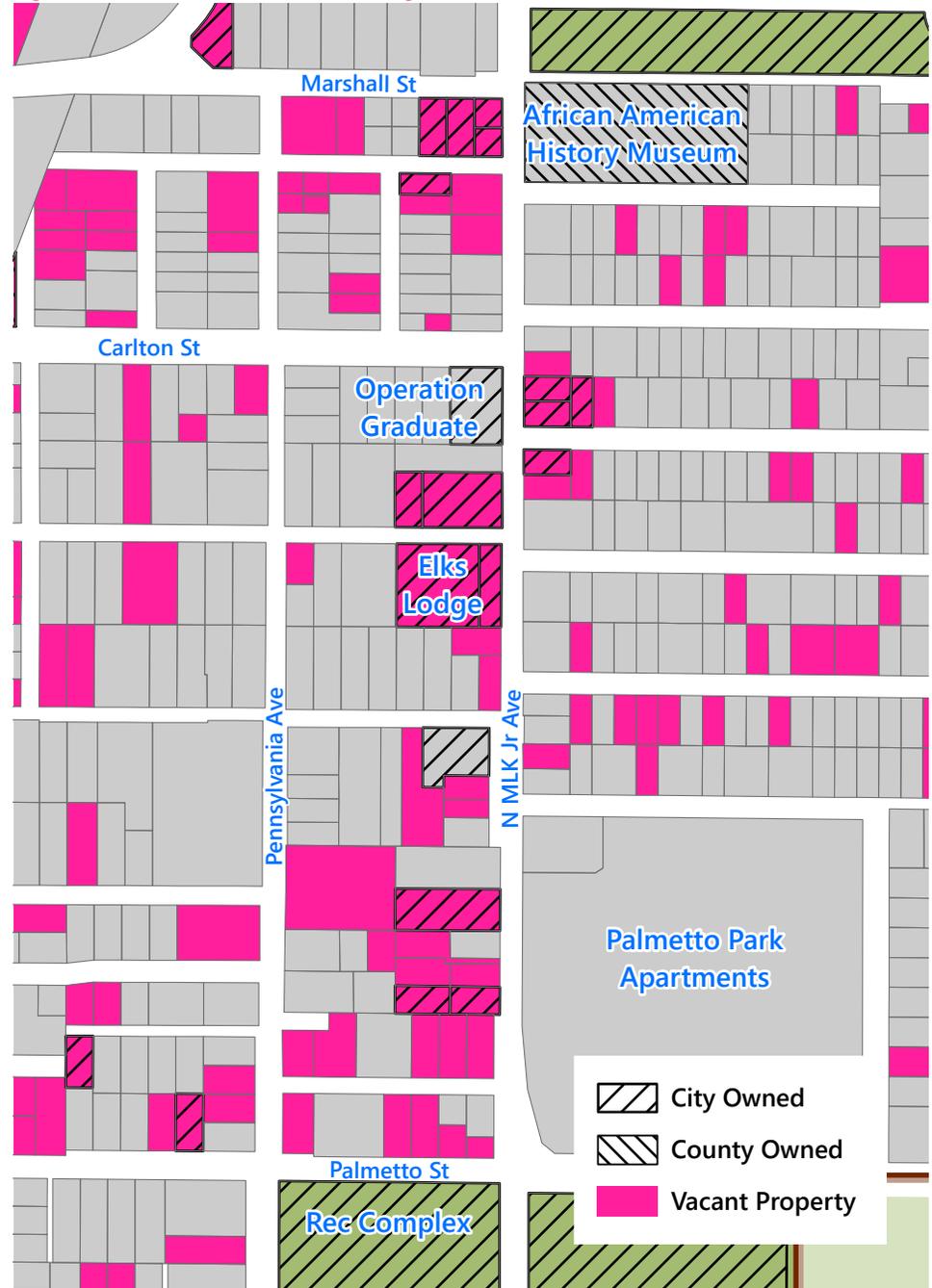


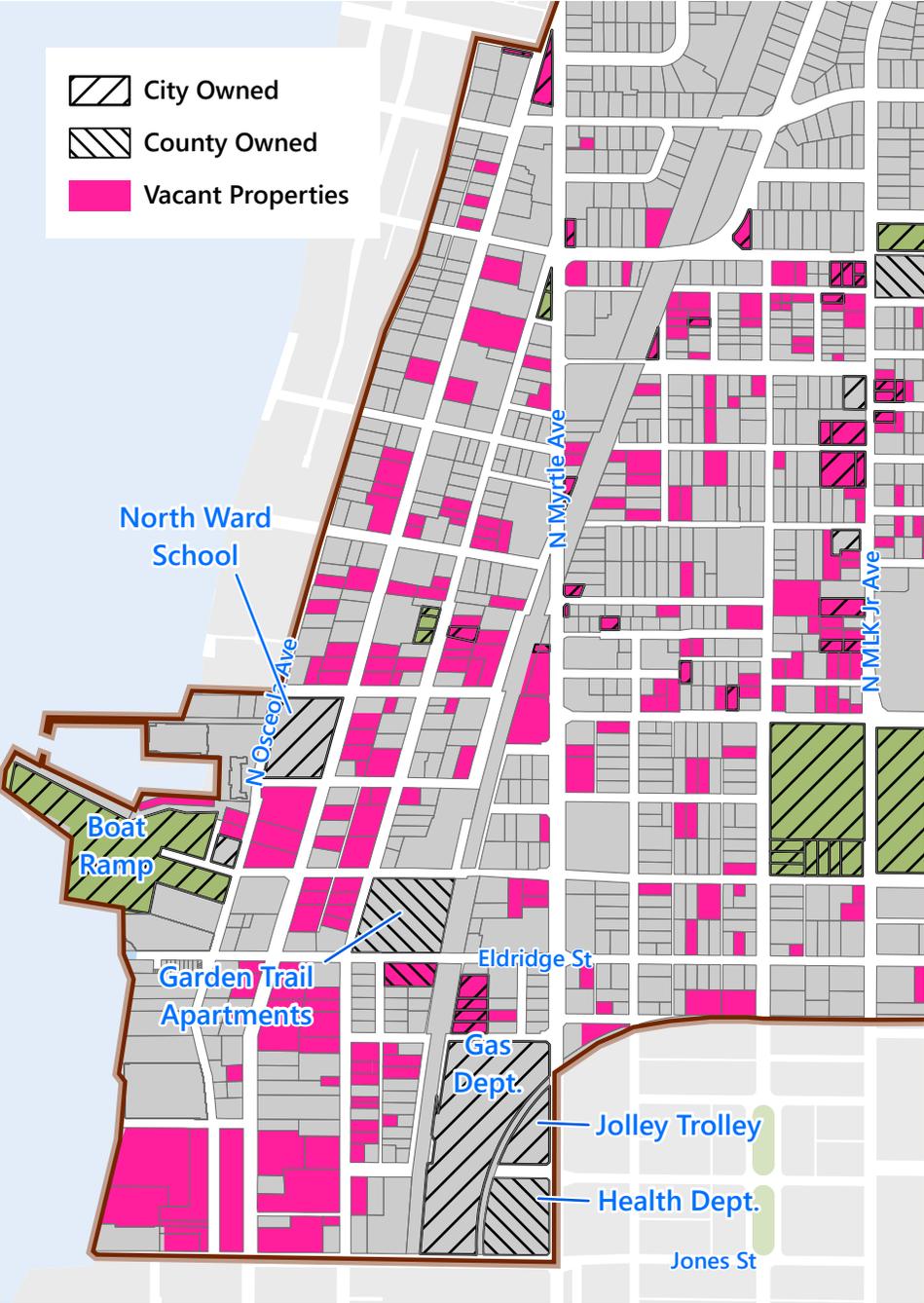
Figure 20 Potential Redevelopment Properties



North Fort Harrison Avenue and North Myrtle Avenue

The intersecting streets of North Fort Harrison Avenue and North Myrtle Avenue are the two highest traffic volume roadways in the CRA with 18,000 Annual Average Daily Traffic (AADT) and 13,500 AADT respectively. They are two of the primary connections between Downtown Clearwater and northern Pinellas County. Together they form a triangular assortment of parcels shown in Figure 21. This figure also shows more than 140 vacant, mostly privately owned, properties and buildings along this corridor. This area has significant potential for redevelopment due to the high traffic volume, proximity to Downtown, a considerable number of large vacant parcels, and a mixture of Downtown and Commercial zoning designations. This is the mostly likely area to see significant development in the CRA and where the city would anticipate requests for increased building height and density.

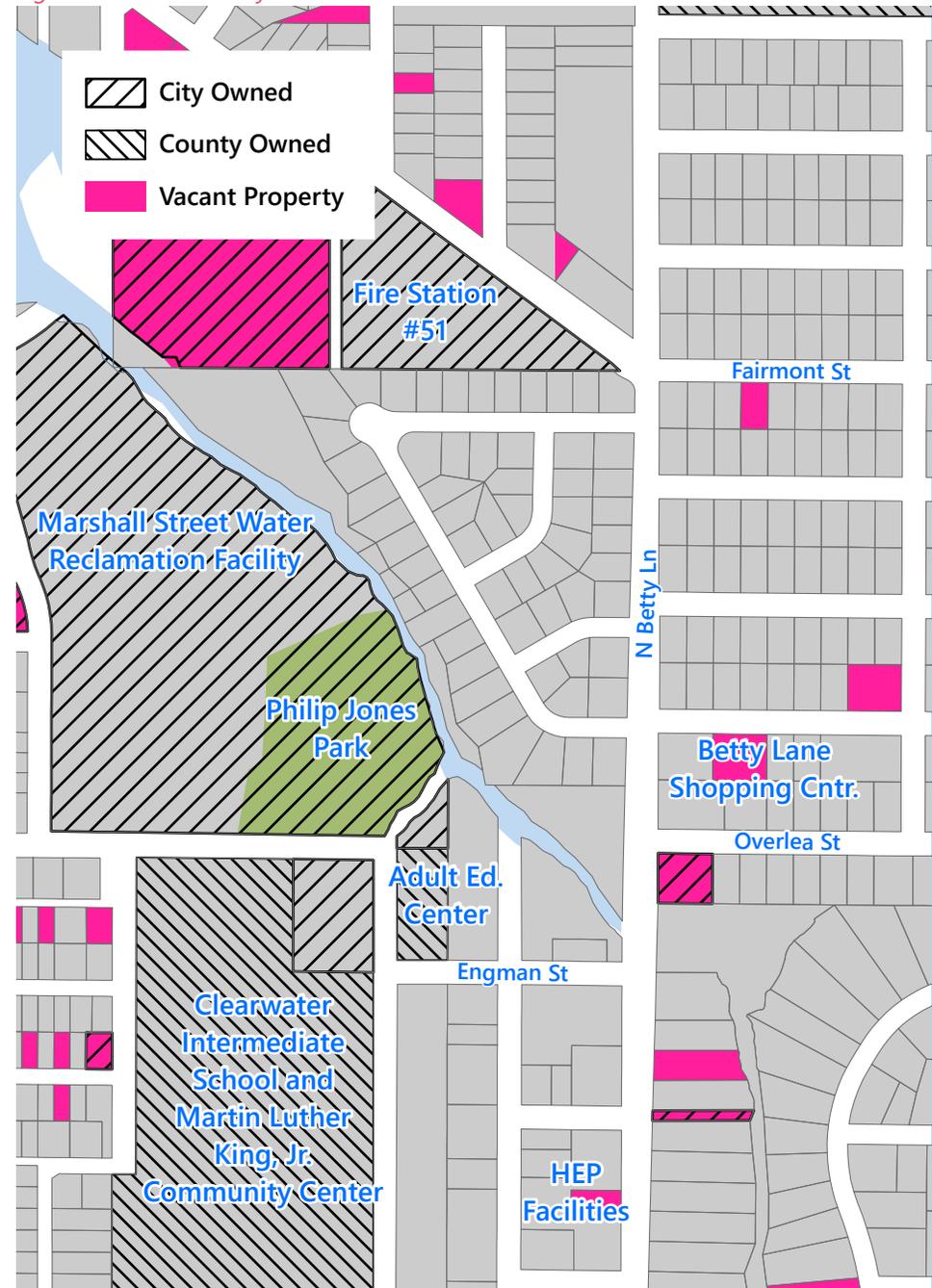
Figure 21 North Fort Harrison Avenue Corridor



North Betty Lane

The North Betty Lane corridor is a concentration of commercial properties clustered around the intersection of North Betty Lane and Stevenson Creek. Businesses in the area include neighborhood-scale retail and convenience stores, a car wash, a gas station, and a U-Haul dealer. On the west side of North Betty Lane is the Homeless Empowerment Program (HEP) and affiliated church and other facilities. This program provides a number of valuable social services to vulnerable people. Clearwater Fire Station #51 is located at the intersection of Overbrook Avenue and North Betty Lane. The Pinellas County Adult Education and Training Center is just off the corridor along Engman Street. This corridor has few vacant properties relative to the other two commercial corridors in the CRA.

Figure 22 North Betty Lane Corridor



Industrial District

Eldridge Street

The industrial portion of the North Greenwood CRA is located along Eldridge Street north of the CSX Railway Line. The approximately five-block area is the only land in the CRA with the Industrial, Research, and Technology (IRT) zoning designation. This area contains a number of businesses in the marine industry, automotive repair and maintenance, various industrial shops, food shops, and a Duke Energy substation. The Armory Building is directly adjacent to the industrial district.

Figure 23 Industrial District



Land Use

Unincorporated Enclaves

The CRA boundaries include 40.59-acres of land that has not been incorporated into the City of Clearwater. This represents approximately 4.9% of the entire 840.77-acre CRA limits. As shown on Figure 24, these enclaves of unincorporated properties are located northeast of Stevenson Creek, mostly between Douglas Avenue and North Betty Lane. A smaller set of unincorporated parcels are located near the intersection of Woodbine Street and North Betty Lane. Residents in the unincorporated areas are generally served by septic systems and by the Pinellas County Sheriff's Office. Incorporation should be considered for these areas as a whole to provide a consistent point of contact for public safety through the Clearwater Police Department and to extend sanitary sewer systems to these properties. The city does not recommend individual parcels for annexation because a change in CRA boundaries would require approval by the City Council and Board of County Commissioners.

Existing Land Use

According to property use data provided by the Florida Department of Revenue, properties within the North Greenwood CRA are 48.07% single-family residential by acreage. A total of 58.37% of the acreage in the CRA is dedicated to residential uses. The next largest category is schools, which utilize 12.29% of property due to the three schools on two large properties. Industrial and storage use utilize 8.52% of the property, about half of which is the wastewater treatment plant. Vacant land comprises 8.22% of the property, government land 7.41%, apartments and condos 6.62%, and all other uses comprise less than 5%.

These uses are displayed in Table 5 and Figure 25. This information does not include right-of-way acreage. Seminole Boat Ramp, Stevenson Creek Shuffleboard and Lawn Bowling Complex, North Greenwood Recreation and Aquatic Complex, and Walter C Campbell Park are considered government use.

Table 5 Existing Land Use by Acres and Percentage

Land Use	Acres	Percentage
Single-Family	290.73	48.07%
Schools	74.33	12.29%
Industrial / Storage	51.50	8.52%
Vacant	49.70	8.22%
Government	44.81	7.41%
Apartment / Condo	40.05	6.62%
Duplex / Triplex / Fourplex	22.28	3.68%
Non-profit / Church	18.62	3.08%
Stores	4.28	0.71%
Office	3.45	0.57%

Source: Florida Department of Revenue

Figure 24 Unincorporated Enclaves

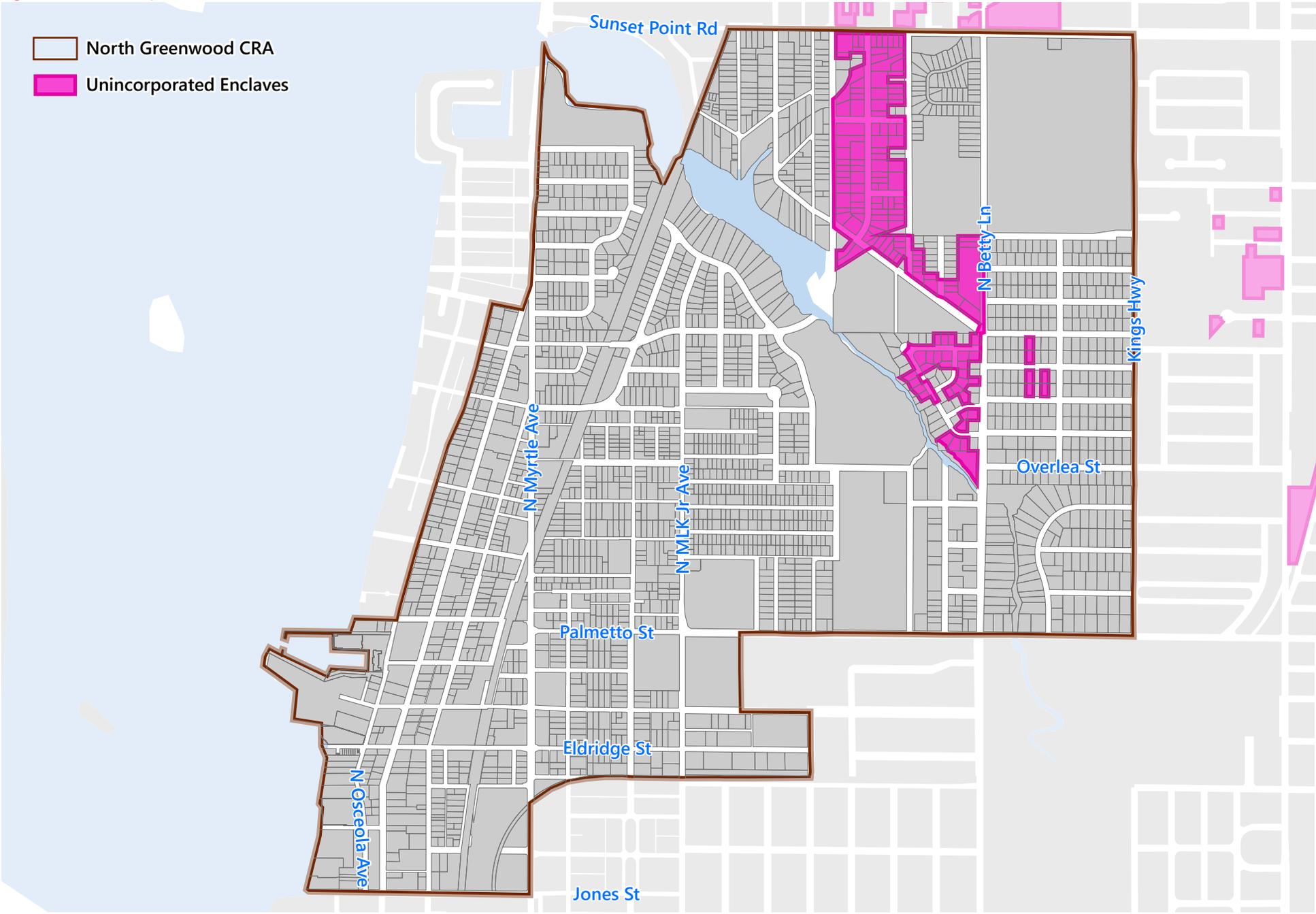
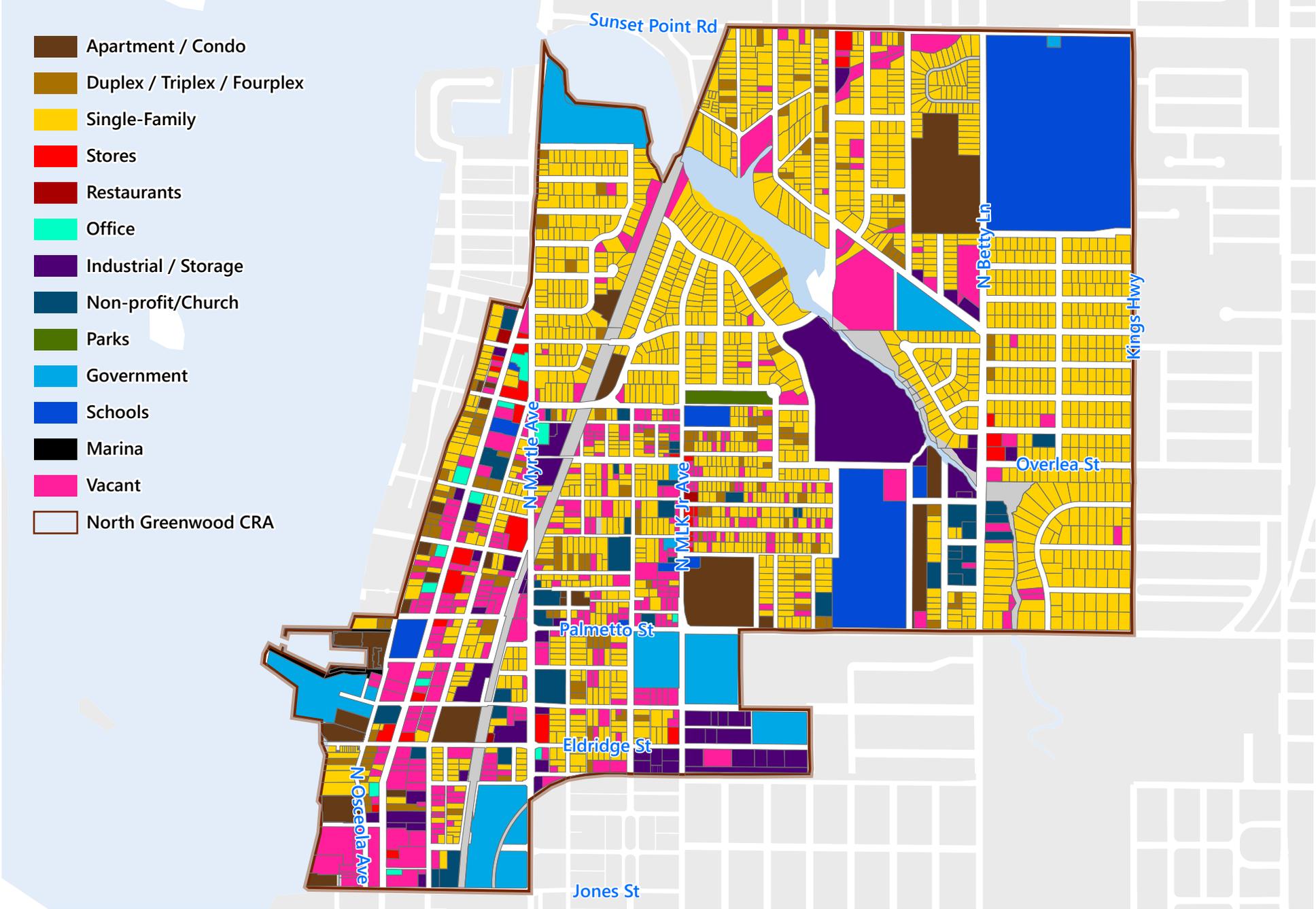


Figure 25 Existing Land Use



Future Land Use

The Future Land Use designations within the CRA generally reflect the existing uses within the community. The southwest portion of the overall CRA is designated as Central Business District (CBD), allowing for moderate to high-density residential, office, commercial, and public uses, and is governed by the Clearwater Downtown Redevelopment Plan and Downtown District and Development Standards. Table 6 and Figure 26 show the breakdown of the Future Land Use designations.

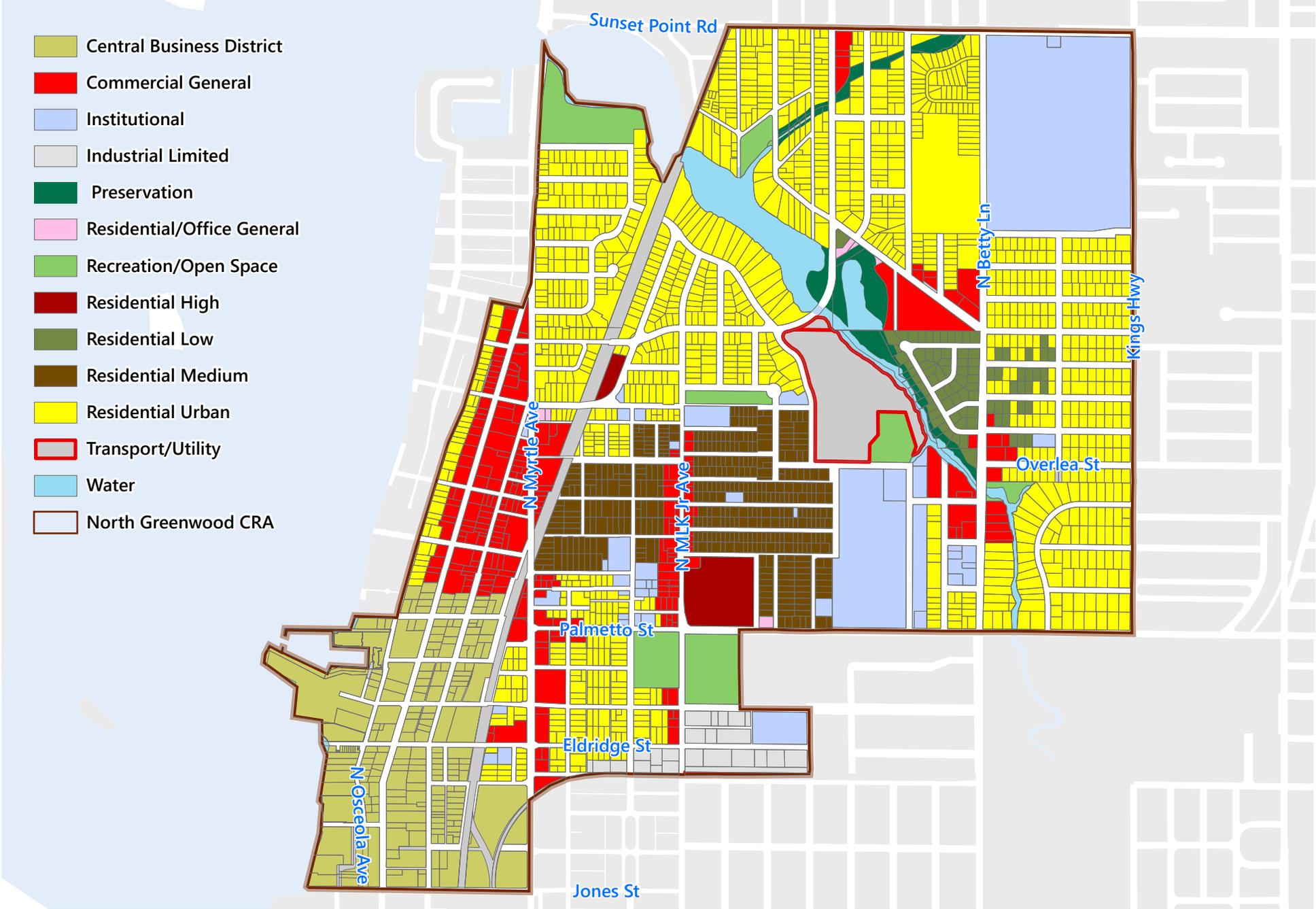
The most prevalent future land use category in the CRA is Residential Urban (RU) which allows residential uses at a moderate density, including detached single-family dwellings and attached dwellings. Institutional (I) is the second largest and accounts for a majority of the church and school locations within the CRA, as well as other non-profit or social service type uses.

Table 6 Future Land Use by Acres and Percentage

Future Land Use	Acres	Percentage
Residential Urban (RU)	261.42	39.73%
Institutional (I)	89.15	13.55%
Central Business District (CBD)	73.66	11.20%
Commercial General (CG)	63.53	9.65%
Residential Medium (RM)	52.39	7.96%
Recreation/Open Space (R/OS)	27.62	4.20%
Water	24.04	3.65%
Transport/Utility (T/U)	18.26	2.78%
Residential Low (RL)	15.07	2.29%
Industrial Limited (IL)	11.38	1.73%
Preservation (P)	11.06	1.68%
Residential High (RH)	9.36	1.42%
Residential/Office General (R/OG)	1.04	0.16%

Source: City of Clearwater

Figure 26 Future Land Use



Zoning Districts

The CRA includes a wide variety of zoning districts. Table 7 shows the total acres and percentage of districts, shown in Figure 27, occurring within the CRA.

Most of the neighborhood (52.2%) is zoned for residential development. These districts are generally located interior of CRA. The largest zoning district is the Low Medium Density Residential (LMDR) District which is concentrated along the south side of Stevenson Creek and the southeast portion of the CRA. Palmetto Park Apartments is the only property zoned Medium High Density Residential (MHDR).

The CRA has a large concentration of properties zoned Medium Density Residential (MDR) which allows for attached dwellings to be constructed. However, in most zoning districts residential uses require a minimum of two off-street parking spaces which could provide development challenges as the residential lot sizes in the CRA are smaller in nature, typically only 50 feet wide by 100 feet deep.

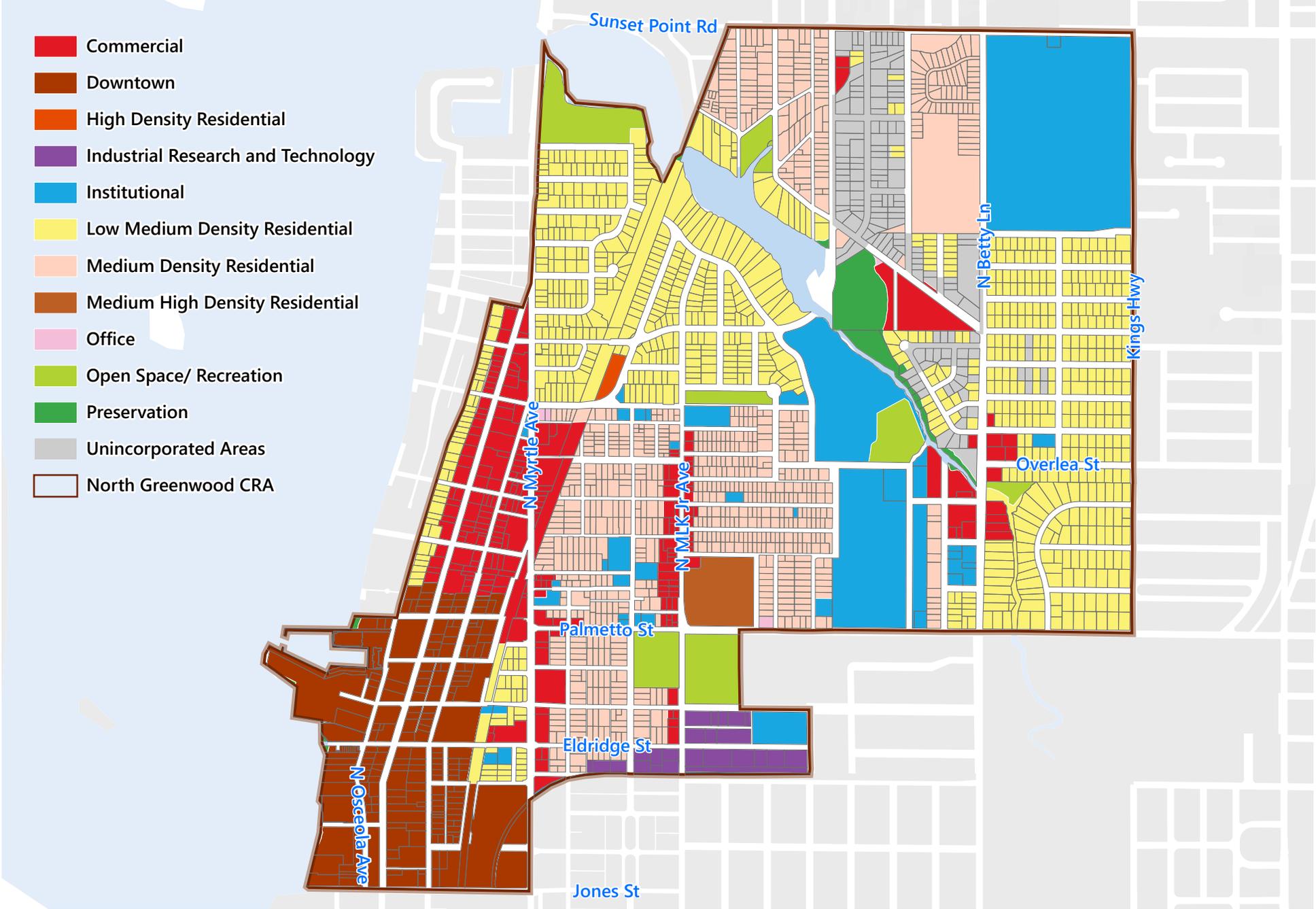
Business-related zoning districts, including Commercial, Downtown, and Office, are located along major corridors, including North Fort Harrison Avenue, North Myrtle Avenue, and North Betty Lane. The Institutional District is located throughout the CRA and is applied to schools, churches, city facilities, and certain vacant lands.

Table 7 Zoning District by Acres and Percentage

Zoning District	Acres	Percent
Low Medium Density Residential (LMDR)	185.20	29.68%
Medium Density Residential (MDR)	131.10	21.01%
Institutional (I)	106.40	17.05%
Downtown (D)	76.63	12.28%
Commercial (C)	63.23	10.13%
Open Space/Recreation (OS/R)	29.13	4.67%
Preservation (P)	11.58	1.86%
Industrial, Research, and Technology (IRT)	10.72	1.72%
Medium High Density Residential (MHDR)	8.23	1.32%
High Density Residential (HDR)	1.12	0.18%
Office (O)	0.70	0.11%

Source: City of Clearwater

Figure 27 Zoning Districts



Vacant Lands

According to Pinellas County Property Appraiser data, there are 350 vacant properties within the CRA. Combined, these lots comprise 49.7 acres or 8.22% of the CRA area. The vacant properties are generally dispersed throughout the CRA, though concentrations are present along the North Fort Harrison Avenue and North Martin Luther King Jr. Avenue corridors. The development of vacant properties should be a top priority for the CRA because it does not cause direct displacement and can be developed in a way that aligns with the community's goals.

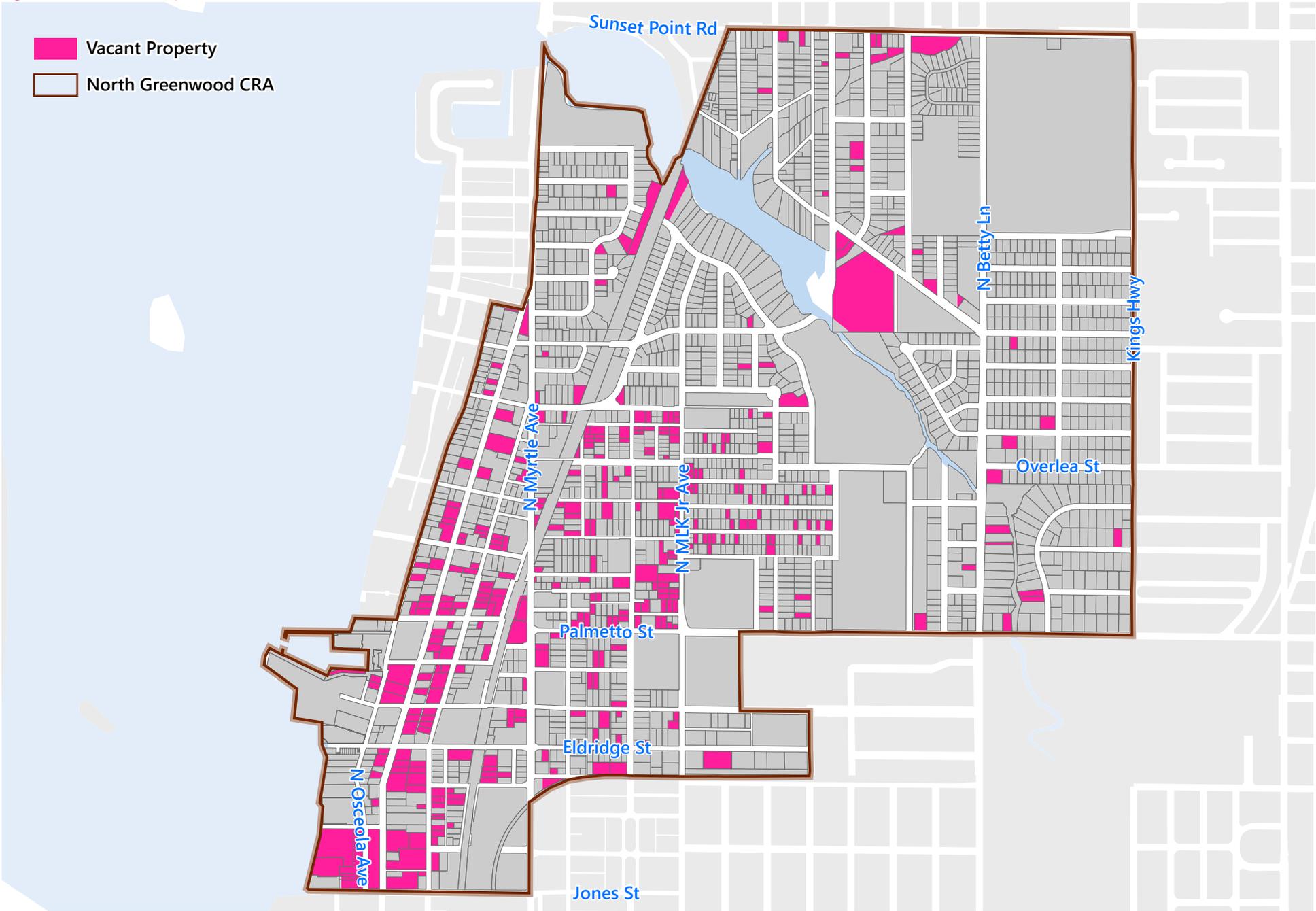
Vacant Housing Units

This data also indicates that the CRA has 386 vacant housing units. This is 15.5% of the CRA's 2,433 total housing units. Its rate is lower than the overall city, which has an estimated 18.3% vacancy rate.

Vacant Corner Lot



Figure 28 Vacant Properties



Public and Semi-Public Property

Public and semi-public properties are shown on Figure 30 and are further detailed below by ownership.

City-Owned Lands

The City of Clearwater owns 64 parcels within the CRA. Together these parcels make up 83.33 acres. Most of these properties are parks or other recreational facilities. Several are public service sites, most notably the Marshall Street Water Reclamation Facility, Clearwater Gas Department, and Fire Station #51. Other city-owned properties were acquired for community enhancement purposes. See Table 15, CRA Implementation Table, for a description of potential future uses on these sites.

Other Publicly Owned Lands

Pinellas County

The Pinellas County government owns 16 properties throughout the CRA. These include parcels along the Pinellas Trail, the Clearwater Health Department, the Garden Trail Apartments workforce housing, and a handful of residential lots in the unincorporated area.

Pinellas County Schools

Pinellas County Schools own four properties within the CRA. The largest is the site for Sandy Lane Elementary and Calvin A. Hunsinger Schools, located at the southwest corner of Kings Highway and Sunset Point Road. They also own property along Palmetto Street (Clearwater Intermediate School), the Adult Education Center to the northeast of Clearwater Intermediate School, and the Pinellas County African American History Museum property.

Armory Building



State of Florida

The State of Florida owns one property within the CRA. This property is the Armory Building, located at 706 North Missouri Avenue. In 2005, National Guard operations were relocated to the C.W. Bill Young Armed Forces Reserve Center in Pinellas Park. This site is now utilized by the City of Clearwater Parks and Recreation Department for equipment storage and operations.

Utility and Transportation Owned Lands

CSX Railroad

CSX Transportation, Inc. is an international transportation company that operates about 20,000 miles of rail line in the eastern United States. This includes the Clearwater Subdivision line, which runs from east of downtown Tampa, along the south side of the North Greenwood CRA and terminates in St. Petersburg.

Duke Energy

Duke Energy Florida is the electric utility provider for Pinellas County. It owns one property within the CRA on which a power sub-station is located.

Land Value

Taxable Value and Exempt Properties

The CRA has concentrations of relatively high-tax generating, low-tax generating, and tax-exempt lands. As shown on Figure 29, approximately 251 acres or 35.5% of the lands in the CRA are tax-exempt, and the remaining 64.5% are not tax-exempt. This does not include right-of-way or Stevenson Creek.

The taxable value of properties in the CRA, as estimated by the Pinellas County Property Appraiser's Office, is displayed in Figure 31. The dark red-brown and red properties indicate clusters of properties with a high taxable value, primarily along the North Fort Harrison Avenue corridor, abutting Stevenson Creek, and the industrial area around Eldridge Street. The purple indicates properties that do not pay property taxes, mainly due to being owned by a governmental agency, religious institution, or other non-profit entity.

Figure 30 illustrates city-owned land that is suitable for development. Sites determined suitable for development have no known environmental issues, access to public water and sewer infrastructure, and zoning designations that allow for residential or commercial uses. There are opportunities for commercial development in the Old Bay District as

well as the North Martin Luther King, Jr. Avenue corridor. There is one potential site for residential development adjacent to the existing Fire Station #51 with appropriate environmental remediation. Properties that are closer to the water have the potential to develop at an increased density due to the underlying future land use category of Central Business District (CBD) having higher density and intensity than other areas of the CRA. This type of growth could provide increased tax revenue for the CRA to support programs in areas that will remain predominantly single-family housing.

The percentage of tax-exempt properties is not anticipated to change significantly and the institutions who own those properties are providing valuable community services. The CRA can provide coordination services among the institutions to ensure that plan goals are met in an effective manner.

Figure 29 Property Acreage by Tax-Exempt Status

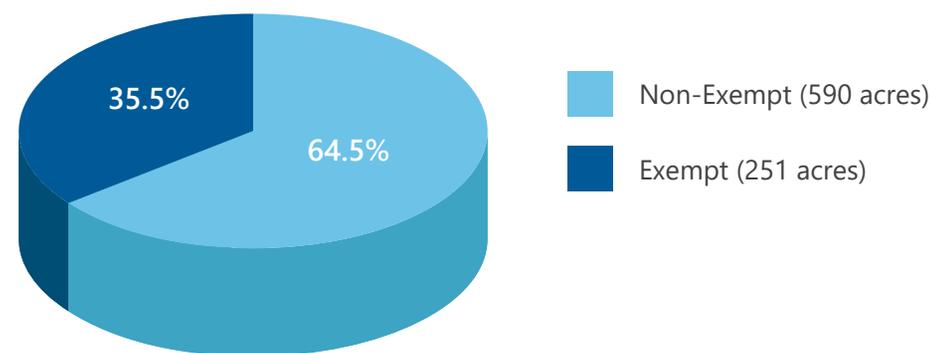


Figure 30 Public and Semi-Public Properties

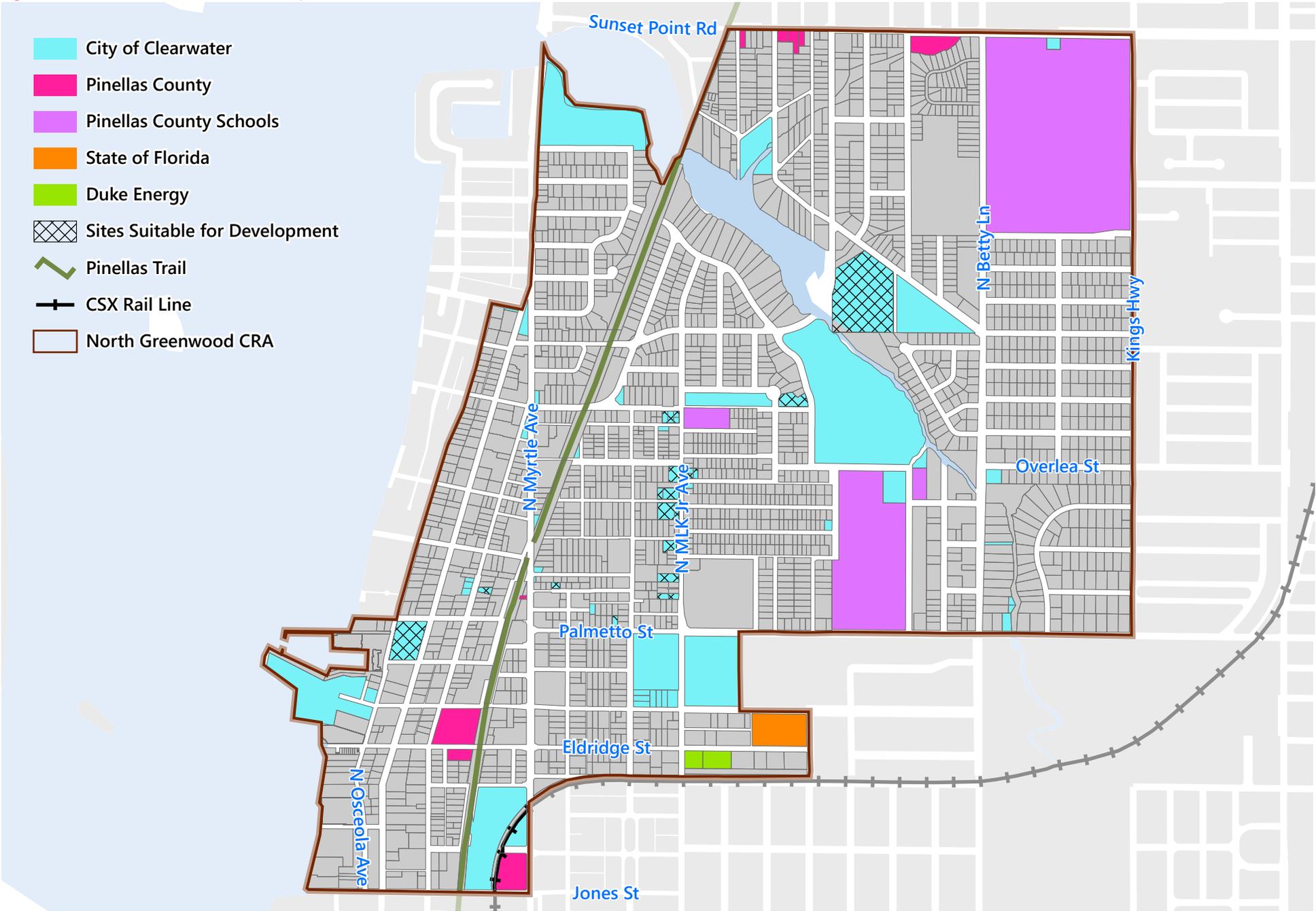
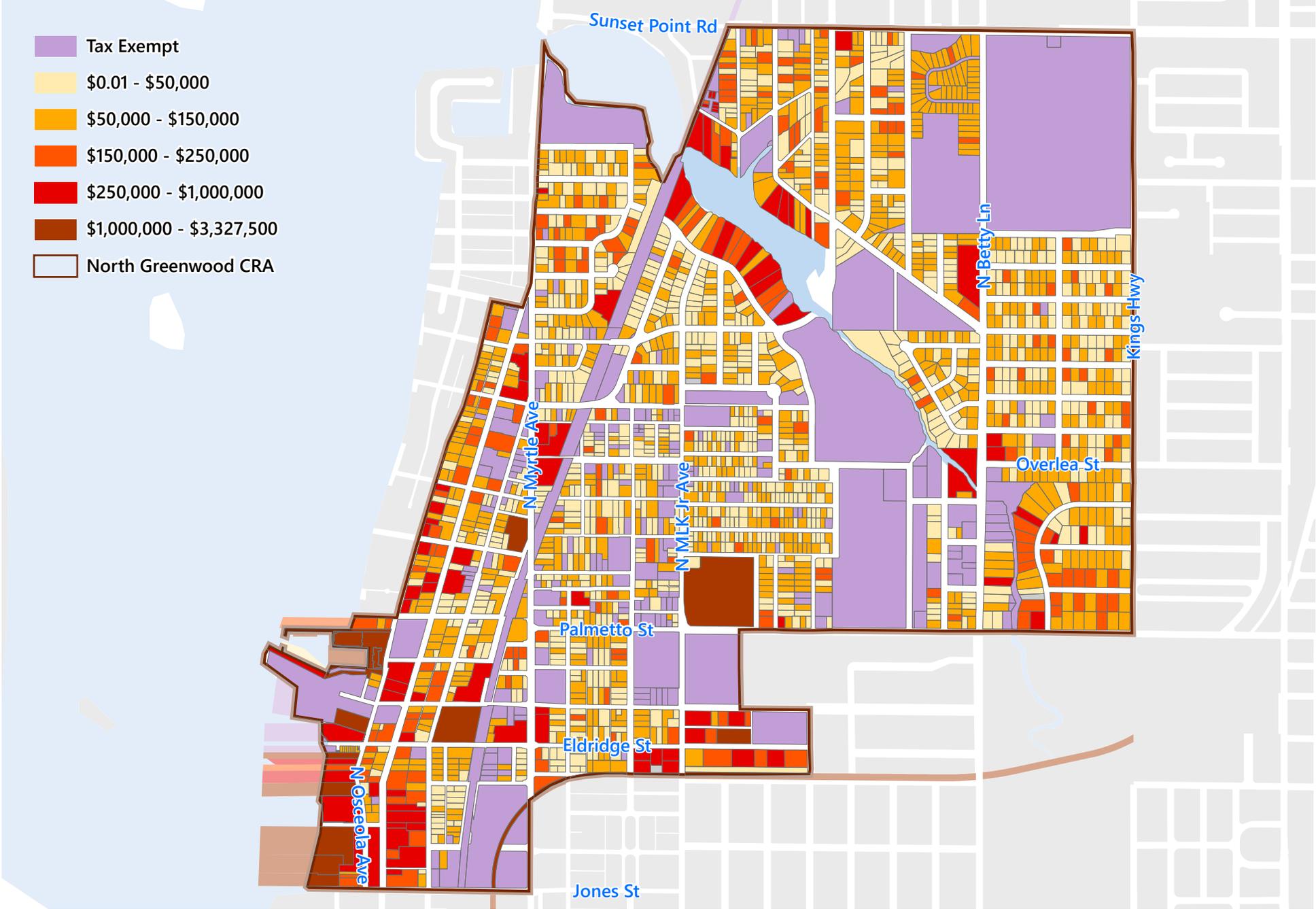


Figure 31 Taxable Property Value



Natural Environment

Stevenson Creek

Stevenson Creek is a prominent aquatic feature of North Greenwood. It is approximately 3.2-miles long, running from the south side of Clearwater, through the city and North Greenwood, and terminating in Clearwater Harbor northwest of the CRA. The one-mile stretch within and northwest of the CRA is the widest and most heavily vegetated portion of Stevenson Creek.

Community Use

There is currently no designated public water access point to Stevenson Creek. Many local residents use the creek for fishing and have suggested they would benefit from increased access to it for fishing and recreational activities.

Most properties abutting the property are single-family residences, many of which have private docks on the creek. The Clearwater Shuffleboard and Lawn Bowling Complex property has about 1,200 feet of creek frontage. Several other city-owned properties are adjacent to the creek, including Overbrook Park, Fire Station #51, the Marshall Street Water Reclamation Facility, and North Betty Lane Park on the corner of Overlea Street and North Betty Lane used to access the creek with dredging equipment.

Waterbody Information

Water flows into Stevenson Creek Watershed from the creek's three main branches: the Spring Branch, Hamon Branch, and Upper Stevenson Branch. The Pinellas County Water Atlas' Water Quality Index scores Stevenson Creek as "Good" based on levels of water clarity, dissolved oxygen, oxygen demand, nutrients, and bacteria. The Florida Department of Environmental Protection (FDEP) identifies Stevenson Creek as "Impaired" due to the presence of fecal coliform.

Stevenson Creek



Coastal High Hazard Area

The Coastal High Hazard Area (CHHA) is an area particularly vulnerable to the effects of coastal flooding from hurricanes and other tropical storm events. It is defined by section 163.3178(2)(h)9, Florida Statutes, as the area below the elevation of the category one storm surge line as established by a Sea, Lake, and Overland Surges from Hurricanes (SLOSH) computerized storm surge model. The State of Florida limits density in these areas and requires enhanced building standards.

The City of Clearwater has designated a Coastal Storm Area (CSA) within the Comprehensive Plan. The CSA includes the CHHA plus those parcels where the CHHA inundates 20% or more of a parcel or those portions of an island not inundated by the CHHA and areas of the FEMA Velocity Zone (VE) not included in Evacuation Zone A and parcels where the VE Zone occupies 20% or more of the parcel.

Figure 32 shows the CHHA and CSA within the CRA. The majority of CHHA and CSA within the CRA Plan area occurs in the northern section along Stevenson Creek and its tributary that stretches to Sunset Point Road. The Seminole Boat Ramp area and southward along the Clearwater Harbor coastline are also included. A total of 144.88-acres of CHHA exists with 368 parcels being impacted, of which 337 are residential. A total of 167.04-acres of CSA exists, with 432 total parcels being impacted and 395 of those being residential.

FEMA Flood Zones

The Federal Emergency Management Agency (FEMA) defines flood hazard areas as areas with at least a 1% chance to flood in a 100-year storm event. The FEMA Flood Insurance Rate Map identifies the majority of flood hazard areas as those located in the northern half of the CRA along Stevenson Creek and its tributary that stretches to Sunset Point Road and onto the Pinellas County School owned property, as well as an area northwest of the North Martin Luther King Jr. Avenue and Palmetto Street intersection. The Seminole Boat Ramp area and southward along the Clearwater Harbor and the residential area surrounding the North Greenwood Recreation & Aquatic Complex are also included. In addition to the increased risk of flooding, identified flood hazard areas can negatively affect property values and insurance costs.

The flood zones identified in the CRA are A, AE, and VE. The A and AE zones are areas with a 1% chance of annual flooding and a 26% chance of flooding over 30 years. There are 0.82 acres of Zone A and 160.95 acres of AE located in the CRA. The VE zone is coastal areas with a 1% or greater chance of flooding annually or are subject to additional hazard of storm waves as well as a 26% of flooding over 30 years. There are 6.74 acres of VE located in the CRA. There are a total of 168.44 acres impacted by flood zone, with a total of 427 parcels within the CRA are impacted by these zones, of which 315 are residential.

Figure 32 Coastal High Hazard Area and Coastal Storm Area

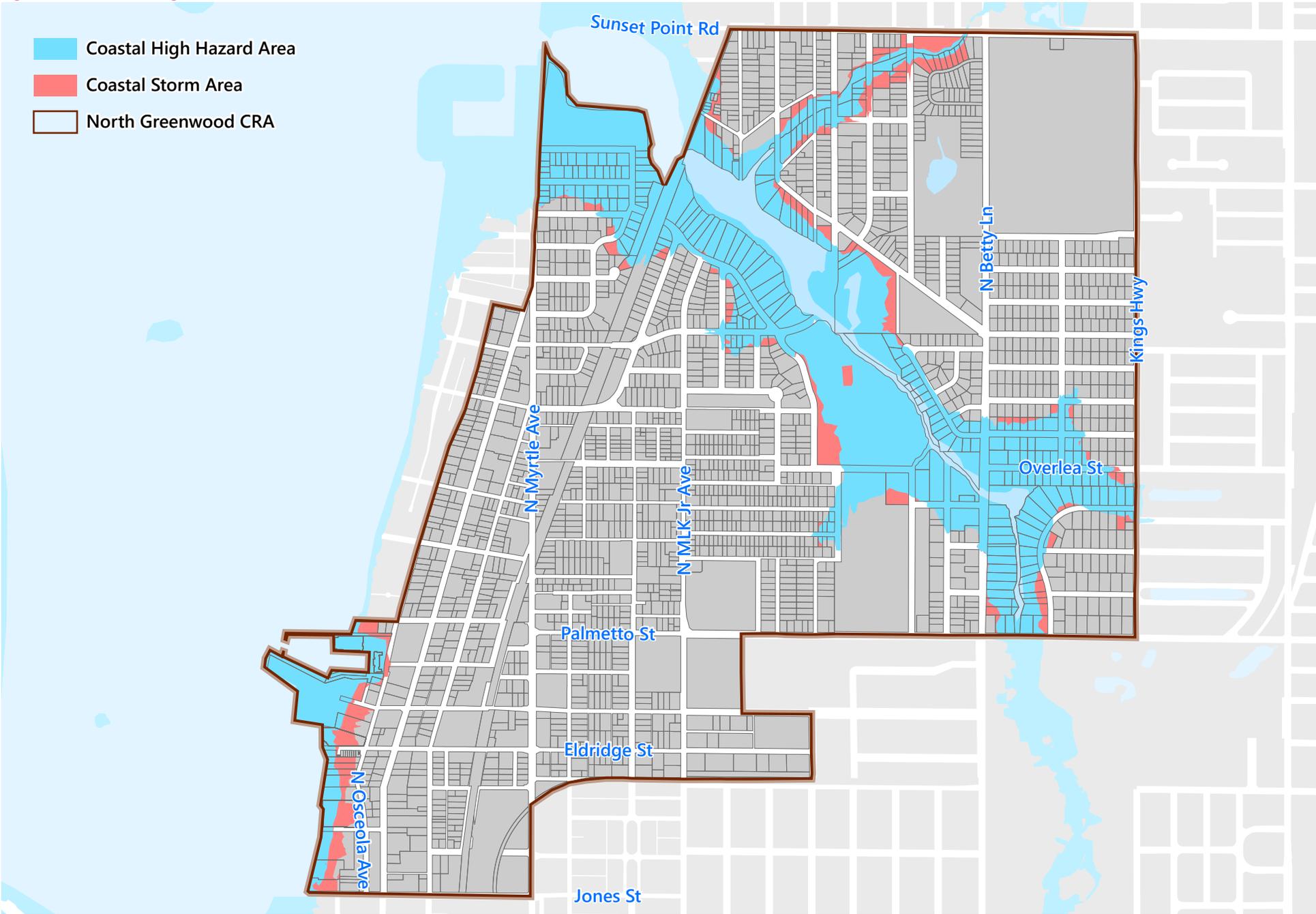
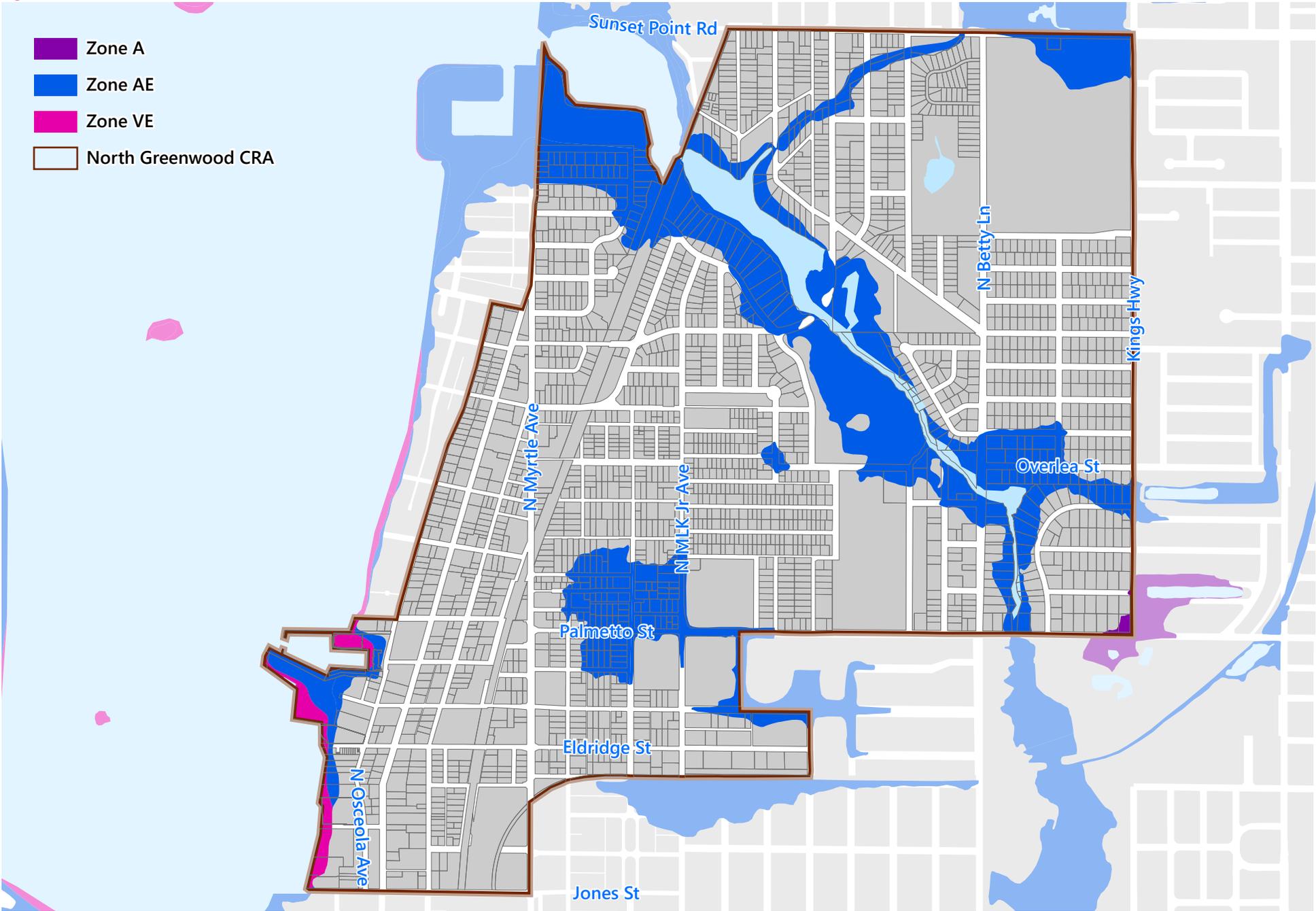


Figure 33 FEMA Flood Zones



Wetlands

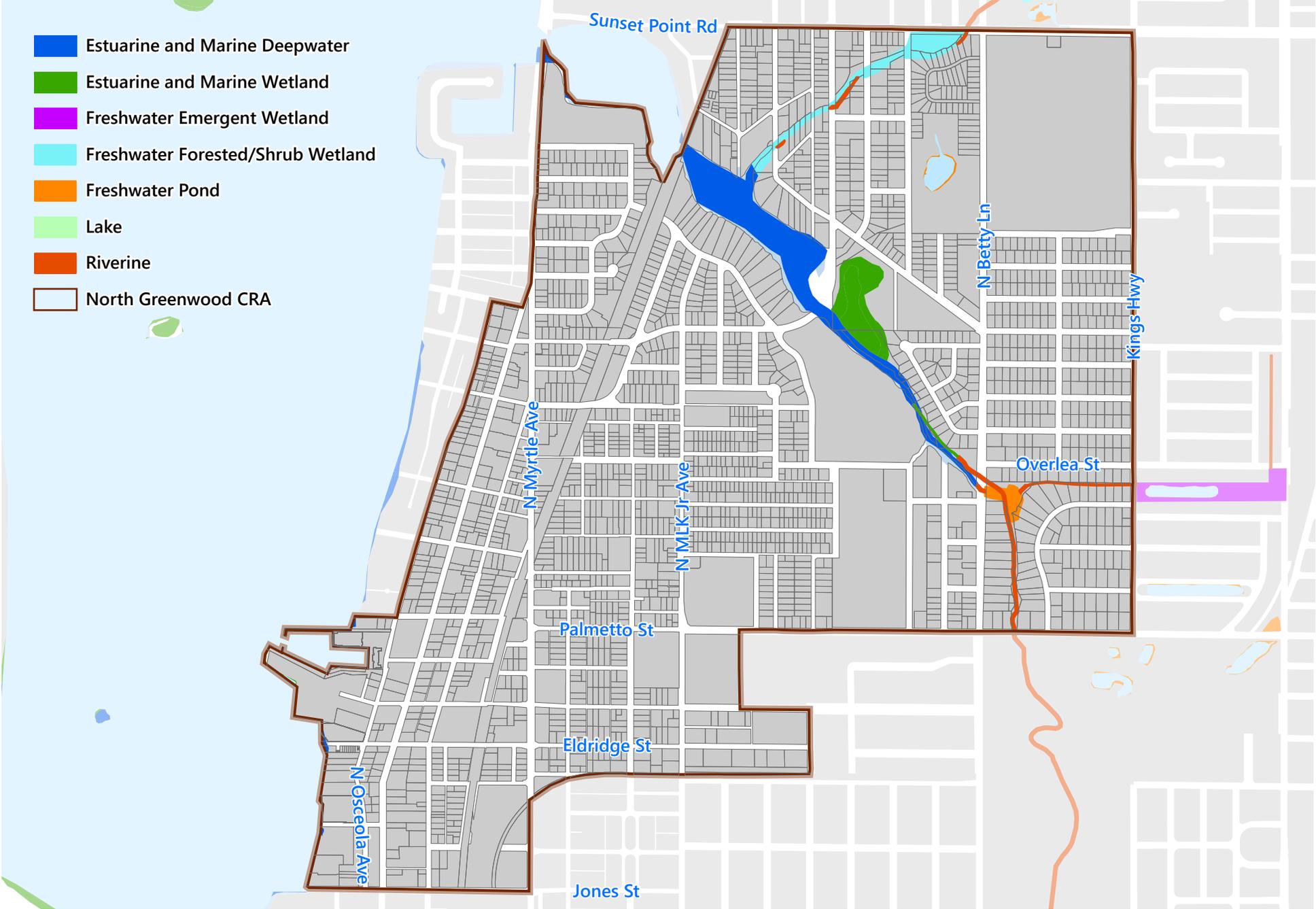
Wetlands provide numerous economic, social, and ecological benefits. They provide habitat for various plant and animal species, reduce flooding, and support recreational activities. They are protected by multiple public agencies permitting requirements. There are several types of wetlands and deep water habitats in the CRA Plan area. Locations of these habitats, as defined by the United States Geological Survey (USGS) National Wetlands Inventory, are displayed in Figure 34. The habitats within the CRA are mostly part of Stevenson Creek, identifying its benefit to the community and potential to be enhanced through continued nuisance vegetation removal, installation of native plant species on public lands, and public education on the benefits of watershed resource protection on private properties. Small areas of wetland are also identified on the edges of the Seminole Boat Ramp.

The majority of mapped wetland areas within the CRA Plan area occur in the northern half along Stevenson Creek and its tributary that stretches to Sunset Point Road. A total of 32.07-acres of wetlands exist, with Estuarine and Marine Deepwater (17.05-acres), Estuarine and Marine Wetland (6.65-acres), Freshwater Forested/Shrub Wetland (4.11-acres), Freshwater Pond (2.51-acres), and Riverine (1.75-acres) designations.

Stevenson Creek Vegetation



Figure 34 Wetlands



Streets and Transit

Road Network

Streets in the North Greenwood CRA are generally laid out in a grid network. The street network spans Stevenson Creek over three bridges on North Fort Harrison Avenue, Fairmont Street, and North Betty Lane. The highest traffic volume thoroughfare is Alt US 19. This route follows North Myrtle Avenue and becomes North Fort Harrison Avenue after its intersection with North Myrtle Avenue. This route runs from St. Petersburg north to Holiday in Pasco County before reconnecting with the primary US Route 19 highway. Other significant north-south roads within the CRA are North Martin Luther King Jr. Avenue, North Betty Lane, and Kings Highway. Significant east-west roads include Palmetto Street and Fairmont Street, which transitions into Douglas Avenue after crossing Stevenson Creek. Sunset Point Road provides a significant east-west route between North Fort Harrison Avenue and Safety Harbor. Information about these roadways is summarized in Table 8.

The Annual Average Daily Traffic (AADT) is the approximate number of cars that pass through a roadway each day. These numbers are used in a wide range of decision-making processes, from transportation planning projects to where new businesses decide to open. Alt US 19/North Fort Harrison Avenue/North Myrtle Avenue has the highest AADT in the CRA.

State, County, and Local Roads

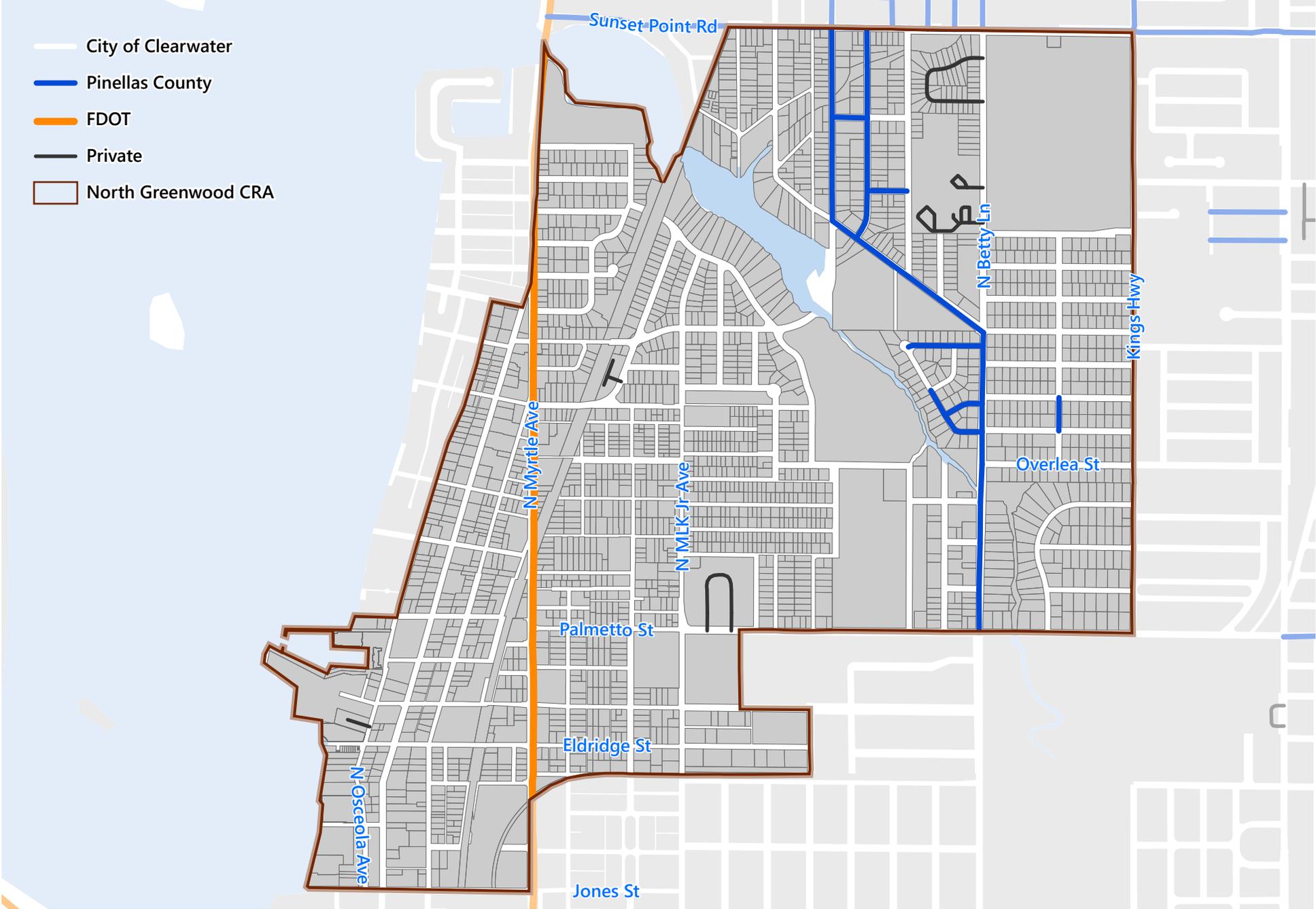
Most of the roads located within the CRA are owned and maintained by the City of Clearwater. The exception to this is portions of Alt US 19 which is owned and maintained by the Florida Department of Transportation (FDOT). Additionally, Pinellas County owns and maintains portions of North Betty Lane, Overbrook Avenue, Douglas Avenue, Sunset Point Road, and Sylvan Drive. Private roads exist in the CRA and are controlled as part of private developments or subdivisions. The jurisdiction of roadways in the CRA is shown in Figure 35.

Table 8 Summary of Major Roads

Road Name	Directional Lanes	AADT	Class	Jurisdiction
North Fort Harrison Avenue	1-2	18,000	Minor Arterial	City / FDOT
North Myrtle Avenue	3-4	13,500	Minor Arterial	FDOT
North Martin Luther King Jr. Avenue	1-2	3,400	Collector	City
North Betty Lane	1-2	6,500	Collector	City / County
Kings Highway	1	No Count	Minor Collector	City
Palmetto Street	1-2	4,000	Collector	City
Fairmont Street / Douglas Avenue	2-4	4,400	Collector	City
Sunset Point Road	2	6,900	Minor Arterial	County

Source: FDOT Transportation Data and Analytics Office

Figure 35 Roadway Jurisdiction



Functional Classification

Figure 36 shows the functional classifications of roadways within the CRA Plan area.

Arterial Roadways

Arterial roadways provide major connections between cities, urbanized areas, and major employment centers. These tend to have higher speed limits, more lanes, and more cars passing through. In the CRA, these include North Fort Harrison Avenue, North Myrtle Avenue/Alt US 19, and Sunset Point Road.

Collector Streets

Collector streets provide connections between arterial networks and residential networks to residential districts and mid-sized commercial areas. There are several of these roadways in the CRA, including Fairmont Street, Douglas Avenue, Overbrook Avenue, North Betty Lane, North Martin Luther King Jr. Avenue, Kings Highway, and Palmetto Street.

Local Streets

Local streets provide direct access to individual properties. They are not intended as primary throughways between non-local destinations, but are an integral part of the street grid, providing alternatives to other roadways. Roadways not classified as collectors or arterials are local streets.

Bike and Pedestrian Facilities

Existing Sidewalk Network

Sidewalks exist along at least one side of all but a few streets within the CRA and along both sides of most. Sidewalks are along all commercial corridors, arterial roadways, and across all three bridges.

Gaps in the sidewalk network exist mostly in residential areas. Areas with major sidewalk gaps include:

- The residential area north of Palmetto Street between Pinellas Trail and Douglas Avenue
- The residential area north of Overlea Street between North Betty Lane and Kings Highway
- The unincorporated areas north of Overbrook Avenue along Sylvan Drive and Pineland Drive

The general areas of these gaps are shown as blue circles in Figure 37.

Bike Lanes and Paths

The main bicycle infrastructure within the CRA is the multi-purpose Pinellas Trail; however, a separated bike lane and sharrows do exist. The separated bike lane is on North Osceola Avenue between Seminole Street and Nicholson Street, and sharrows are on Nicholson Street from North Osceola Avenue to the Pinellas Trail. These two installations aimed at improving bike access and safety from the Pinellas Trail to the Seminole Boat Ramp.

Figure 36 Functional Classification

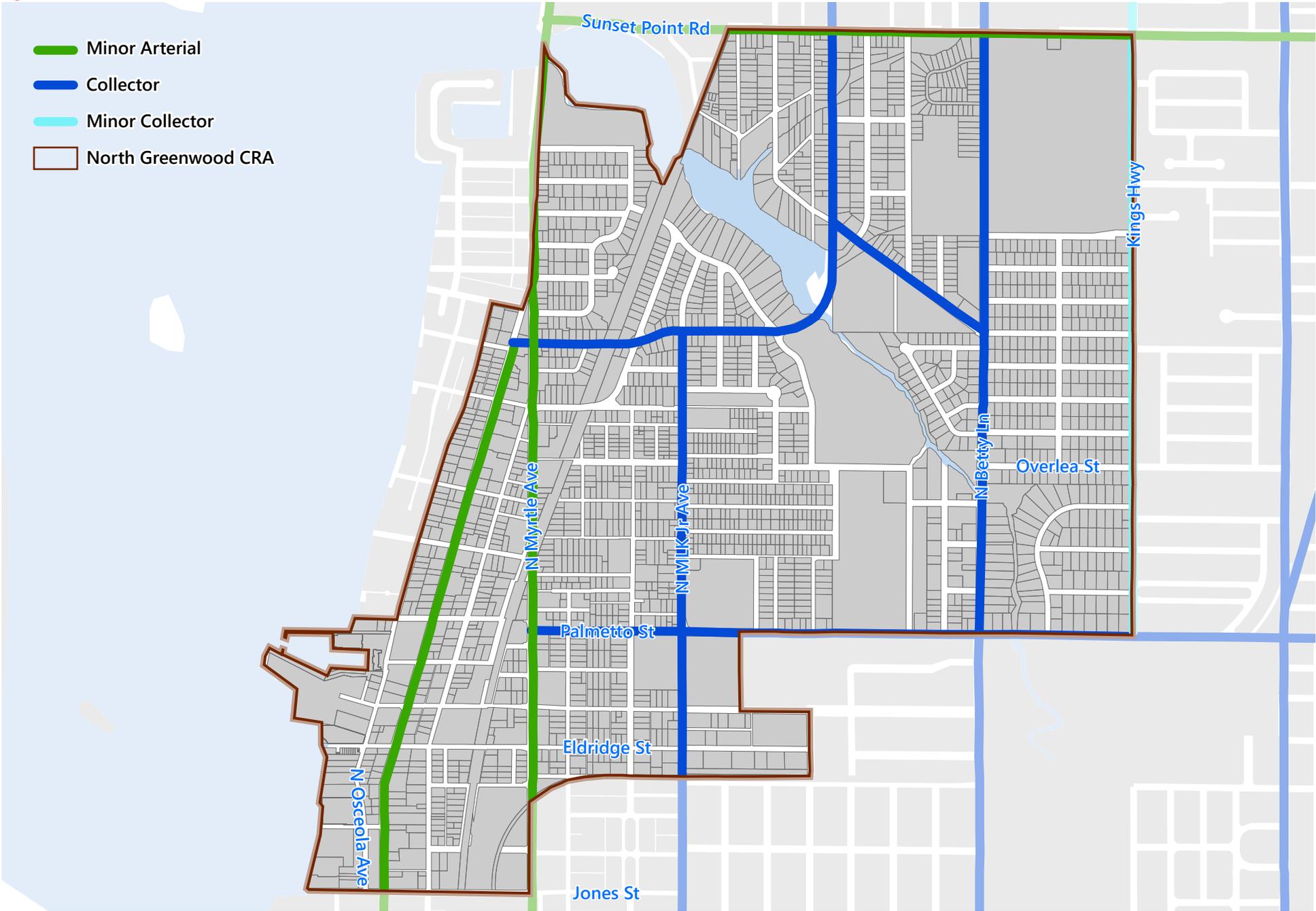
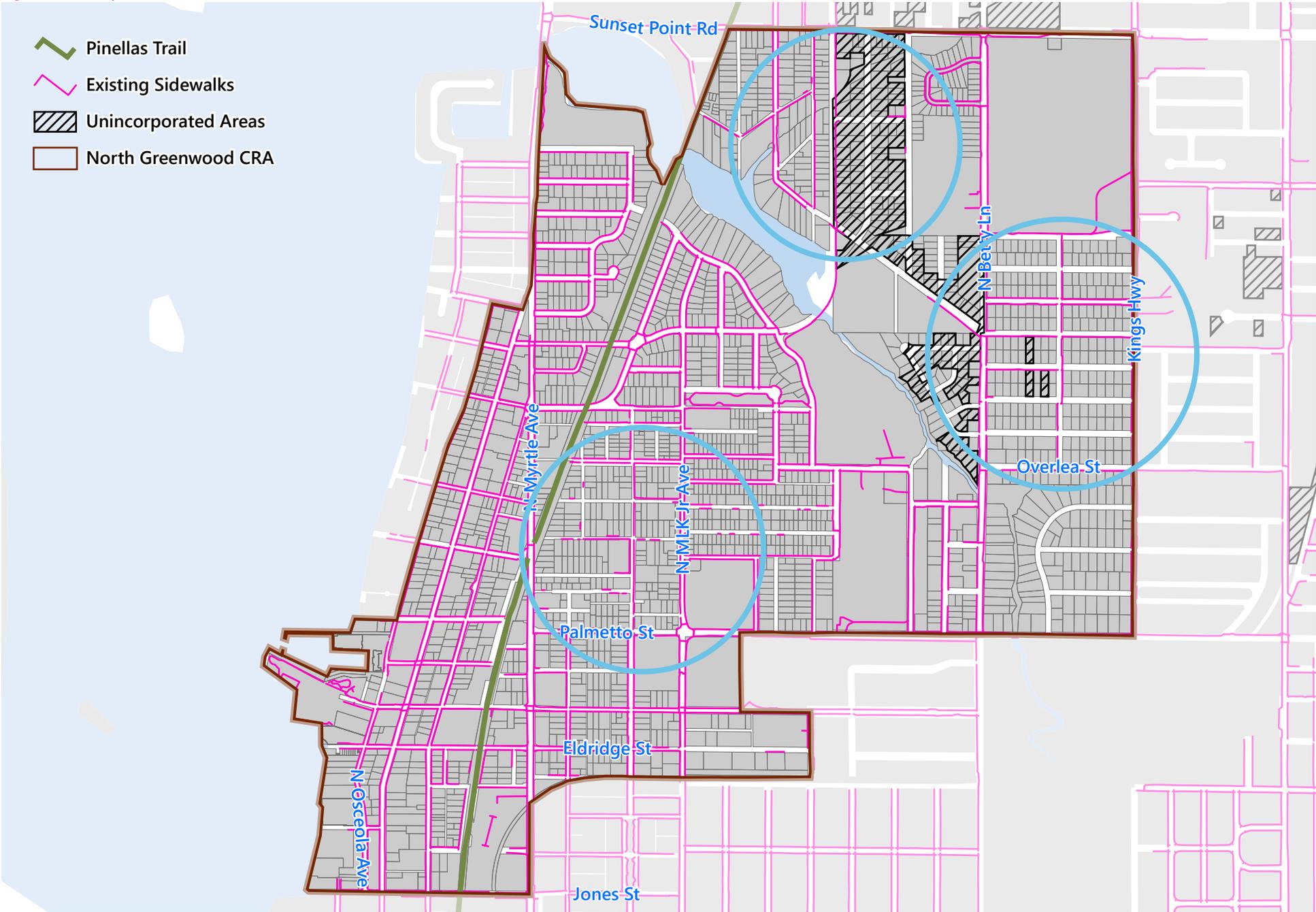


Figure 37 Bicycle and Pedestrian Facilities



Transit

Bus Routes and Stops

The Pinellas Suncoast Transit Authority (PSTA) is the public transit provider for Pinellas County. PSTA contracts with Jolley Trolley, which operates trolley routes. Between PSTA and Jolley Trolley, four routes serve the North Greenwood CRA. These routes are described below and displayed in Figure 38.

Jolley Trolley Coastal Route

The route is operated by Jolley Trolley Transportation of Clearwater, Inc. (Jolley Trolley) through a contract with PSTA and multiple funding partners. It provides hourly service seven days a week from approximately 8:30am to 11:00pm Sunday through Thursday and from 8:30am to 1pm Friday and Saturday. It connects downtown Clearwater, Dunedin, Palm Harbor, and Tarpon Springs. Within the CRA, it runs along North Myrtle Avenue and shares stops with PSTA bus routes. The trolley has an integrated fare system with PSTA.

PSTA Route 61

Route 61 operates at 60 minute frequencies seven days a week from approximately 5:30am to 8:30pm Monday through Saturday and 7:20am to 6:30pm on Sundays. The route travels between Indian Rocks Shopping Plaza through Largo, Downtown Clearwater, and Dunedin to Countryside Mall. Within the CRA, it runs along North Martin Luther King Jr. Avenue.

PSTA Route 66 Limited Stop (66L)

Route 66L operates Monday through Friday with limited morning and evening stops to supplement the Jolley Trolley Coastal Route. It provides connection between Downtown Clearwater and Tarpon Springs. Within the CRA, it runs along North Fort Harrison Avenue.

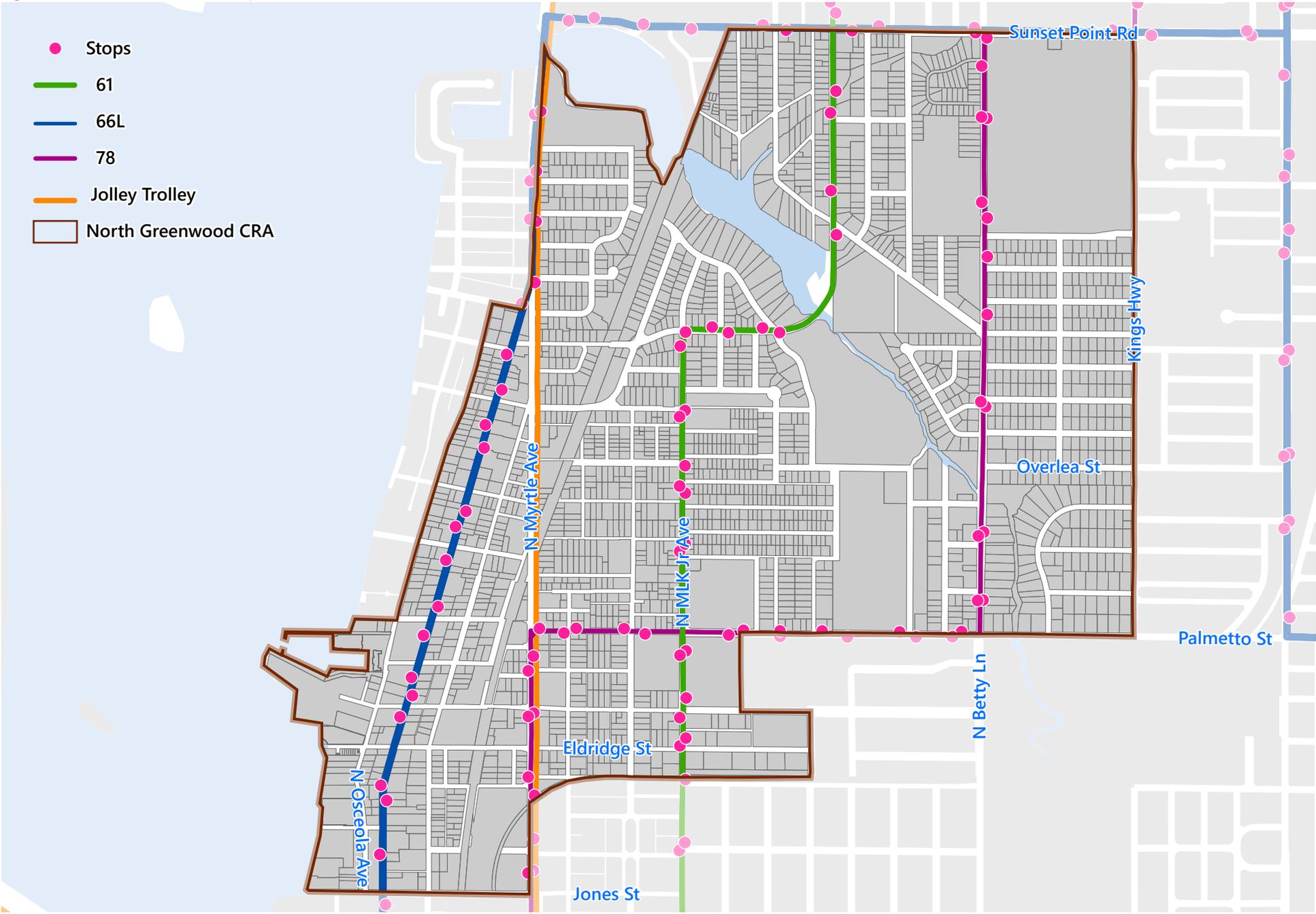
PSTA Route 78

Route 78 operates at 30 minute frequencies seven days a week from approximately 6am to 10pm Monday through Saturday and at a 35 minute frequency from approximately 8am to 8pm on Sundays. The route provides connections between Downtown Clearwater, Dunedin, and the Countryside Mall area. Within the CRA, the route travels along North Myrtle Avenue, Palmetto Street, and North Betty Lane.

Jolley Trolley Bus



Figure 38 PSTA Routes and Stops



Utilities and Infrastructure

Parking

Automobile parking was not identified as a deficiency in the CRA. Several relatively large public parking lots exist within the area, including the Seminole Boat Ramp, North Greenwood Recreation & Aquatic Complex, North Greenwood Library, and Shuffleboard & Lawn Bowling Complex. Most commercial businesses and public uses have limited off-street parking available for their parcel use. Limited areas of on-street parking spaces (e.g., North Fort Harrison Avenue at Atrium Park, Phillies Drive, Eldridge Street) are available for commercial businesses in the CRA. On-street parking is permitted on most residential streets.

Stormwater Infrastructure

Stormwater infrastructure is present throughout most of the CRA, with gaps in some residential areas. Existing city stormwater drainage is all underground, whereas open ditch drains are Pinellas County facilities. The network of stormwater infrastructure is shown in Figure 39.

Sanitary Sewer

Sanitary sewer (wastewater) in the CRA flows into the Marshall Street Water Reclamation Facility (WRF) located in the CRA along Stevenson Creek. The only gaps in the wastewater network shown in Figure 40 are within the unincorporated enclaves.

The city continues to make improvements to the WRF, including the past replacement of the influent pump station and associated odor control. The city is currently preparing a Wastewater Resource Facility Master Plan for multiple facilities, including the Marshall Street WRF.

Potable Water

The CRA has full potable water coverage with no gaps in the network. The water mains within and surrounding the CRA are shown in Figure 41. The groundwater source for Clearwater is the Floridan Aquifer. This aquifer is a major source of groundwater in the southeastern United States and underlies all of Florida.

Reclaimed Water

The use of reclaimed water helps the city to preserve high-quality drinking water by providing an alternative source of irrigation water. This allows for the preservation of the supply of potable drinking water. Reclaimed water mains, shown on Figure 42, exist within the CRA along North Osceola Avenue, Seminole Street, North Martin Luther King Jr. Avenue, Fairmont Street, Overbrook Avenue, and Palmetto Street.

Natural Gas

Natural gas service within the CRA is provided by Clearwater Gas System, which is owned and operated by the City of Clearwater. Natural gas mains are present below nearly all of the roadways within the CRA, shown on Figure 43, providing reliable energy for residential, commercial, and industrial uses.

Figure 39 Stormwater Infrastructure

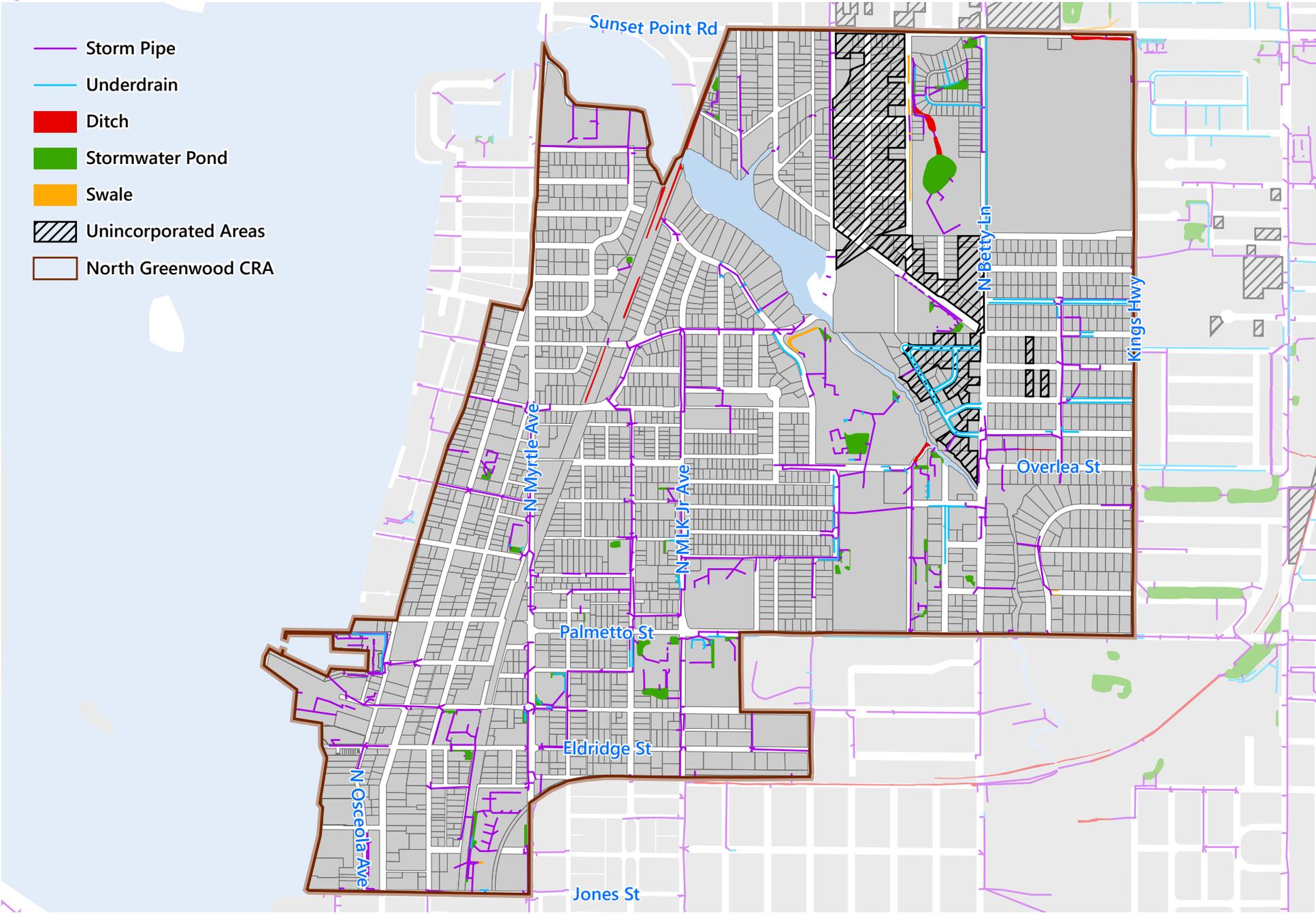


Figure 40 Sanitary Sewer Infrastructure

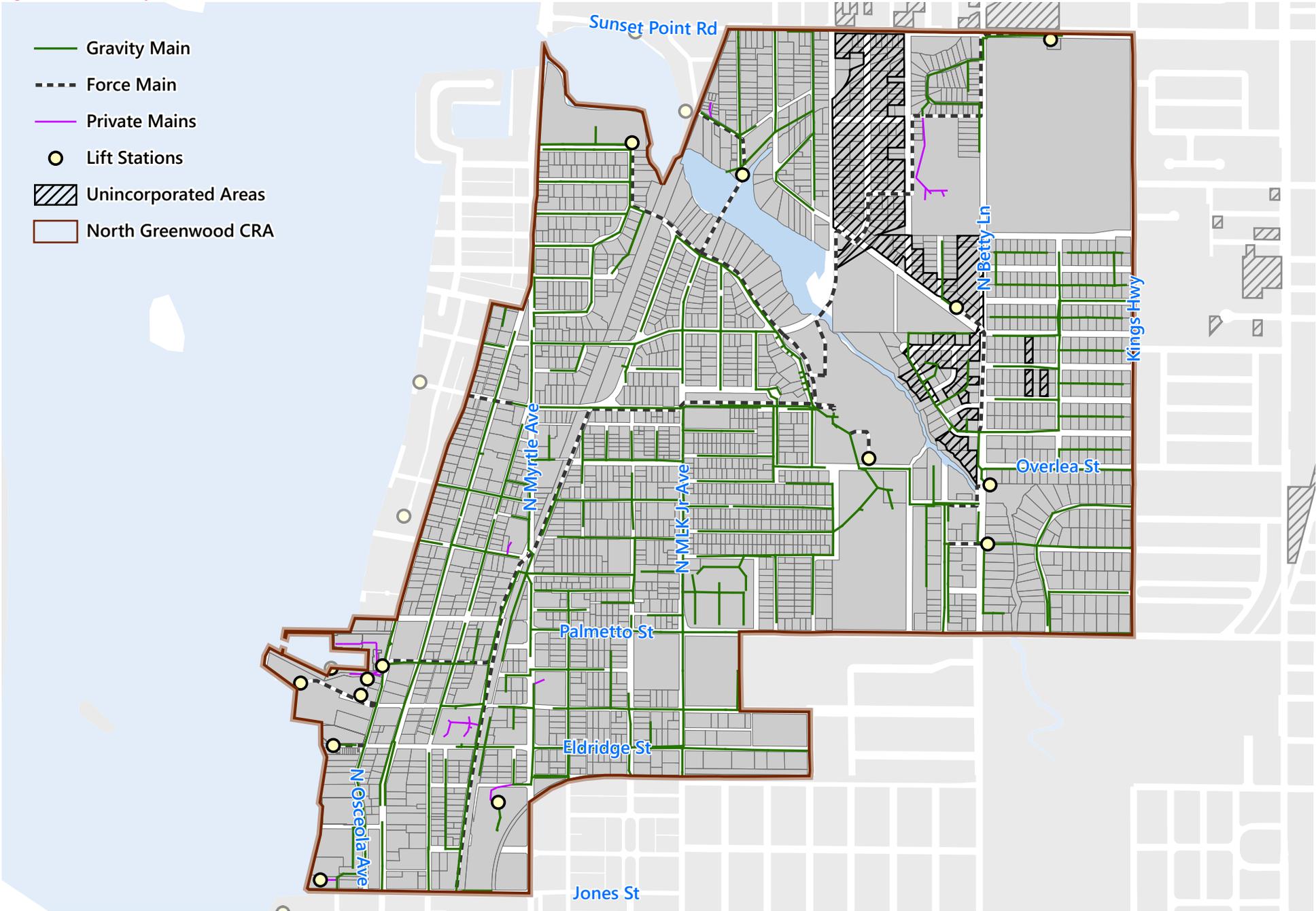


Figure 41 Potable Water Infrastructure

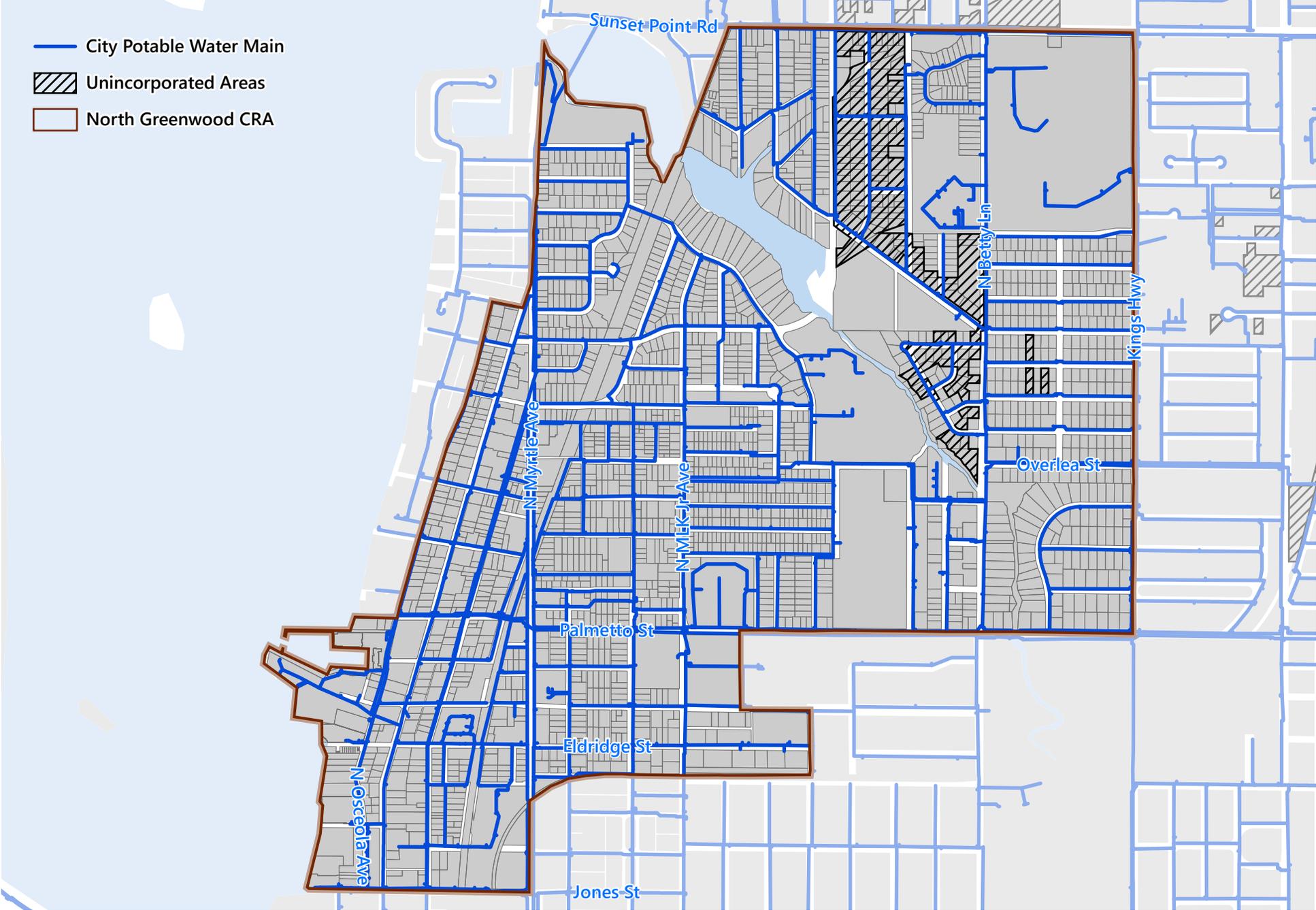


Figure 42 Reclaimed Water Infrastructure

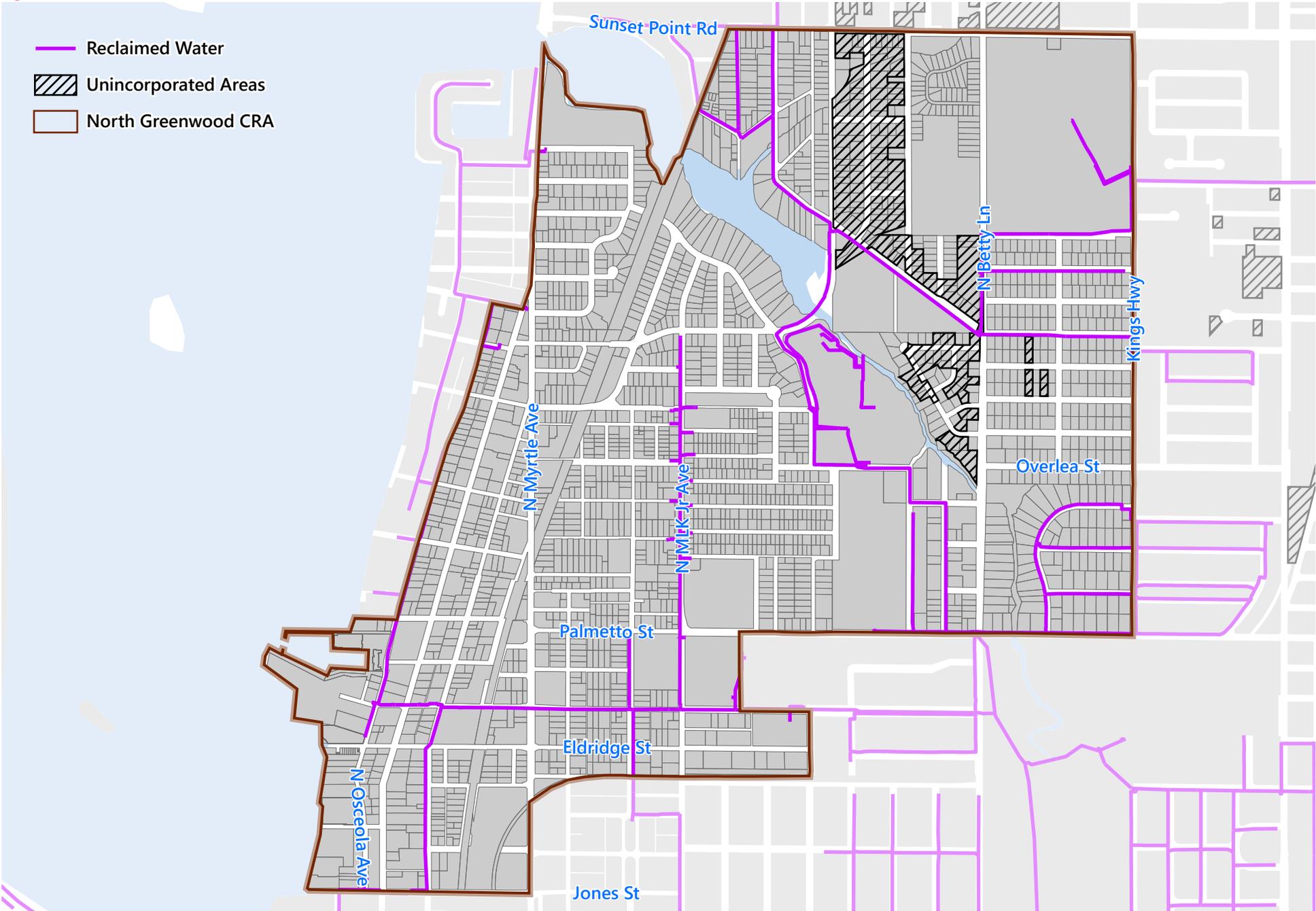
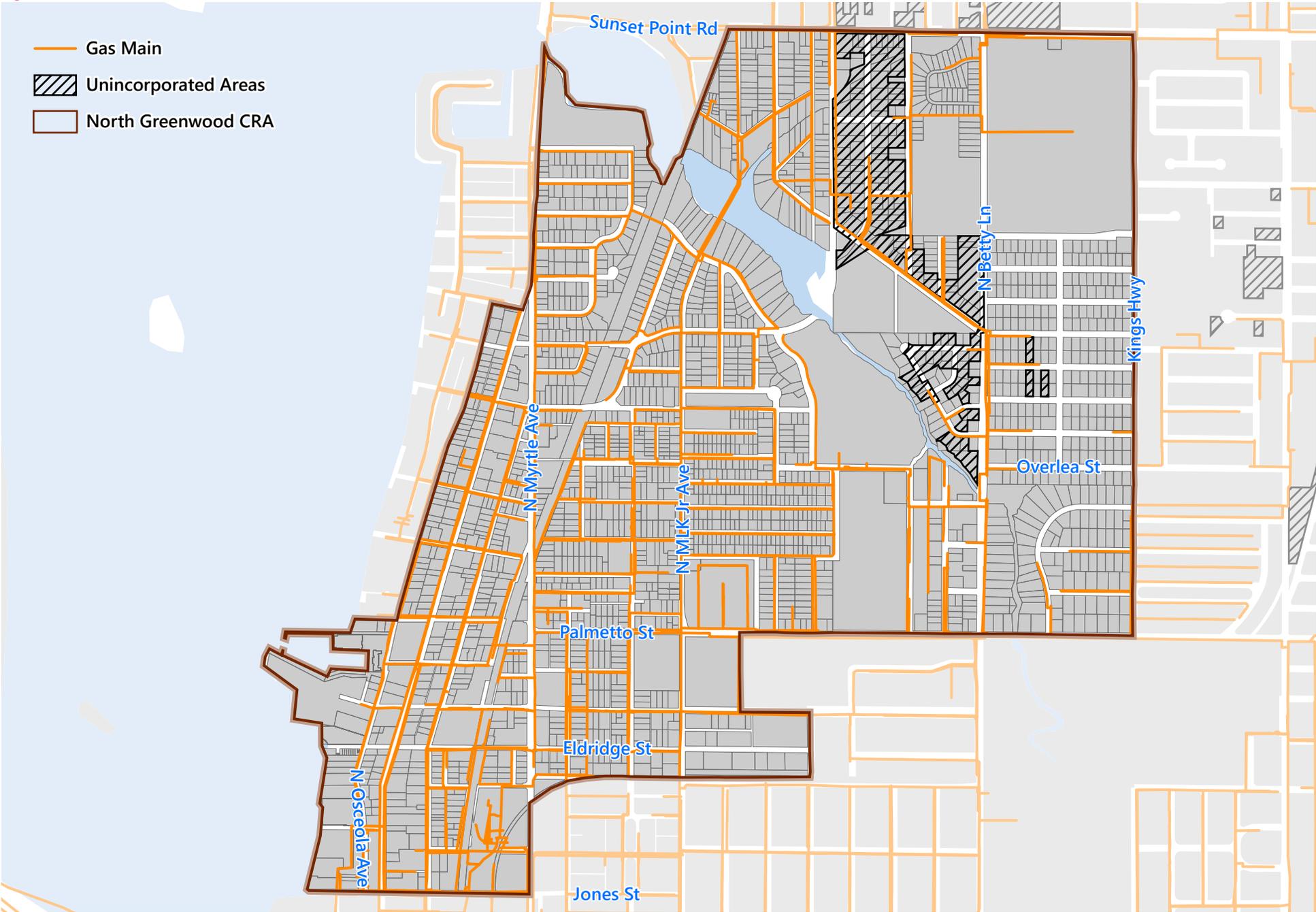


Figure 43 Natural Gas Infrastructure



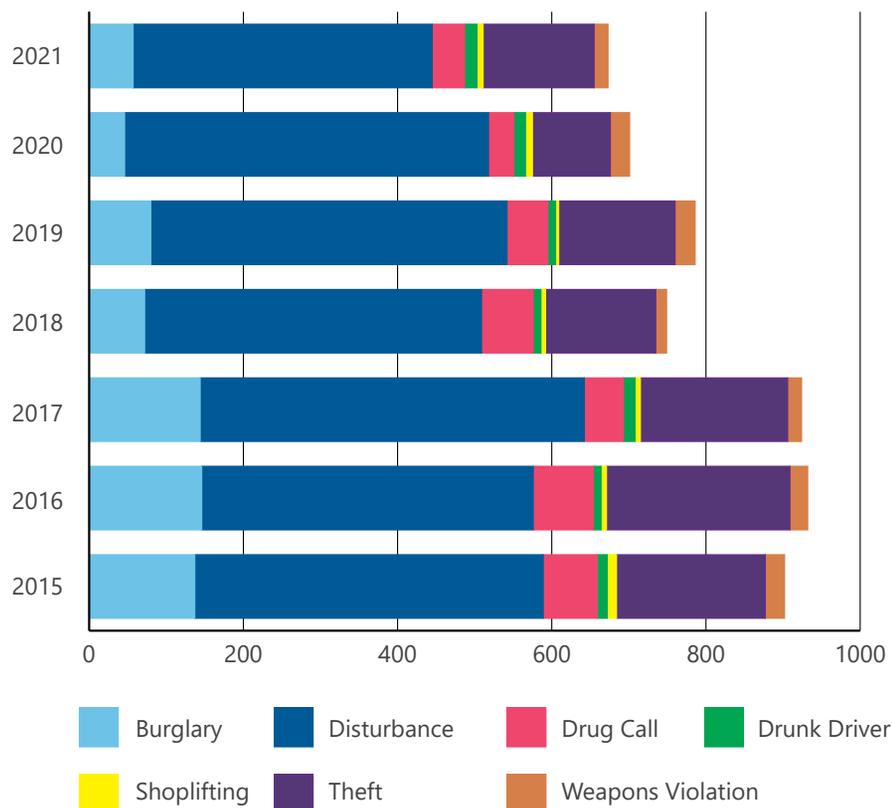
Law, Fire/EMS, and Code Enforcement Activity

Law Enforcement

Types of Reported Criminal Activity

The City of Clearwater Police Department provided criminal activity data from 2015 to 2021. Figures 44 and 45 illustrate this data by crime type and severity. Crime and the perception of crime were identified as significant concerns in the community. In general, crime has decreased in most categories measured over this period as shown in Figure 46. This decrease corresponds with national trends and the Clearwater Police Department’s 2017-2022 Strategic Plan. While trends have been moving in the right direction, the North Greenwood CRA Plan aims to reduce crime and address its root causes.

Figure 44 Non-Violent Crime by Type and Year



Location of Reported Criminal Activity

Based on the location data of reported incidents from 2015 to 2021, several areas stand out as having high concentrations of criminal activity. These high-incident areas are the intersections of North Betty Lane and Overlea Street, North Martin Luther King Jr. Avenue and Palmetto Street, and Marshall Street and North Myrtle Avenue as displayed in Figure 47. This crime data is reported with approximated locations, so positions displayed on the map are generalized. The North Betty Lane concentration correlates with North Betty Lane Park. Activation of this and other under-utilized spaces would increase “eyes on the street,” helping to deter criminal activity.

Figure 45 Violent Crime by Type and Year

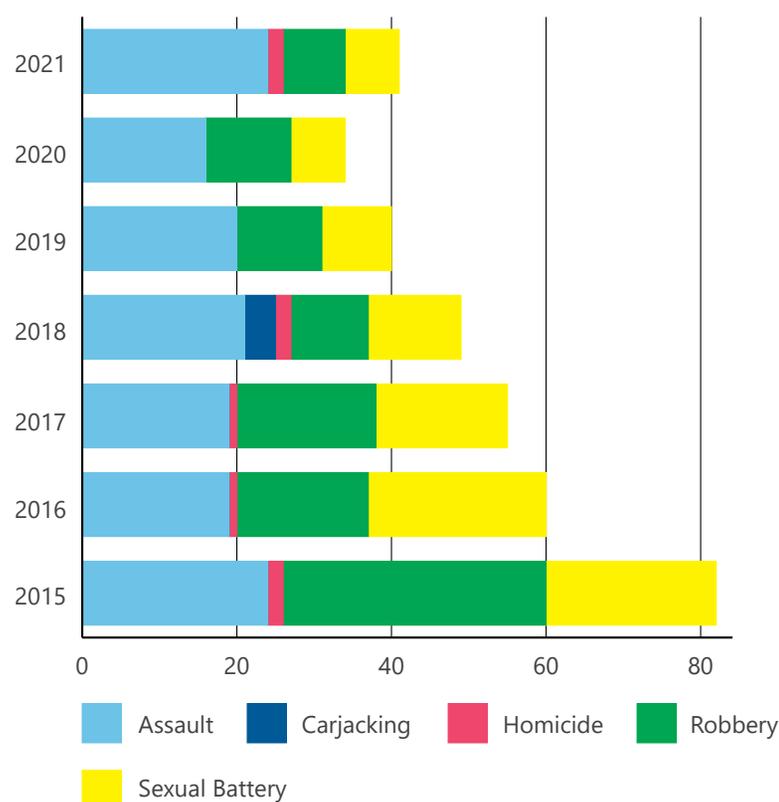
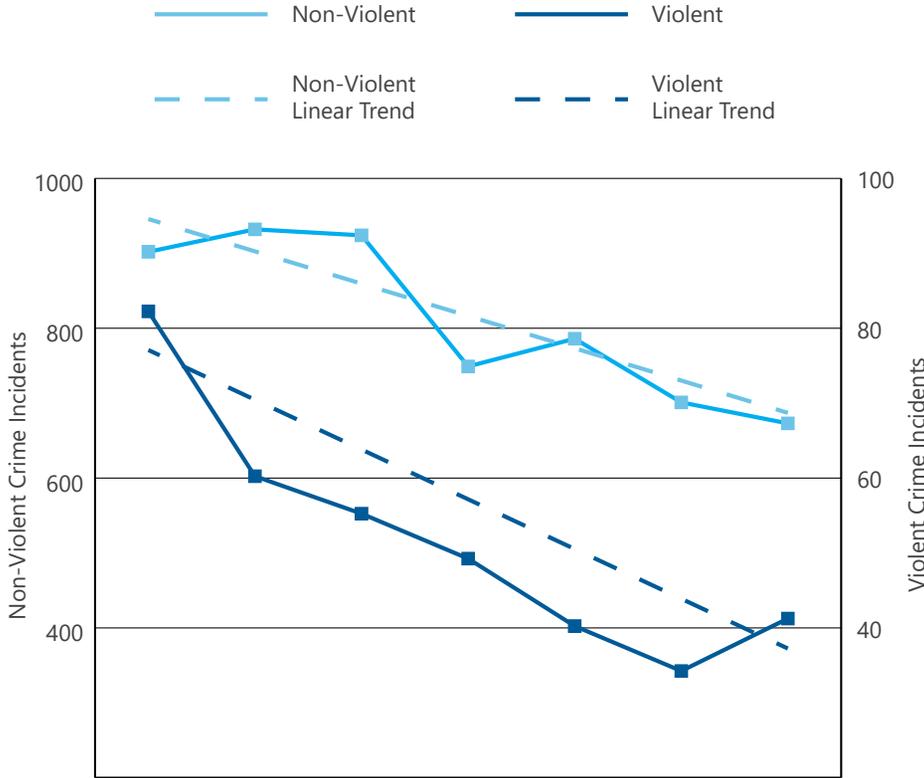


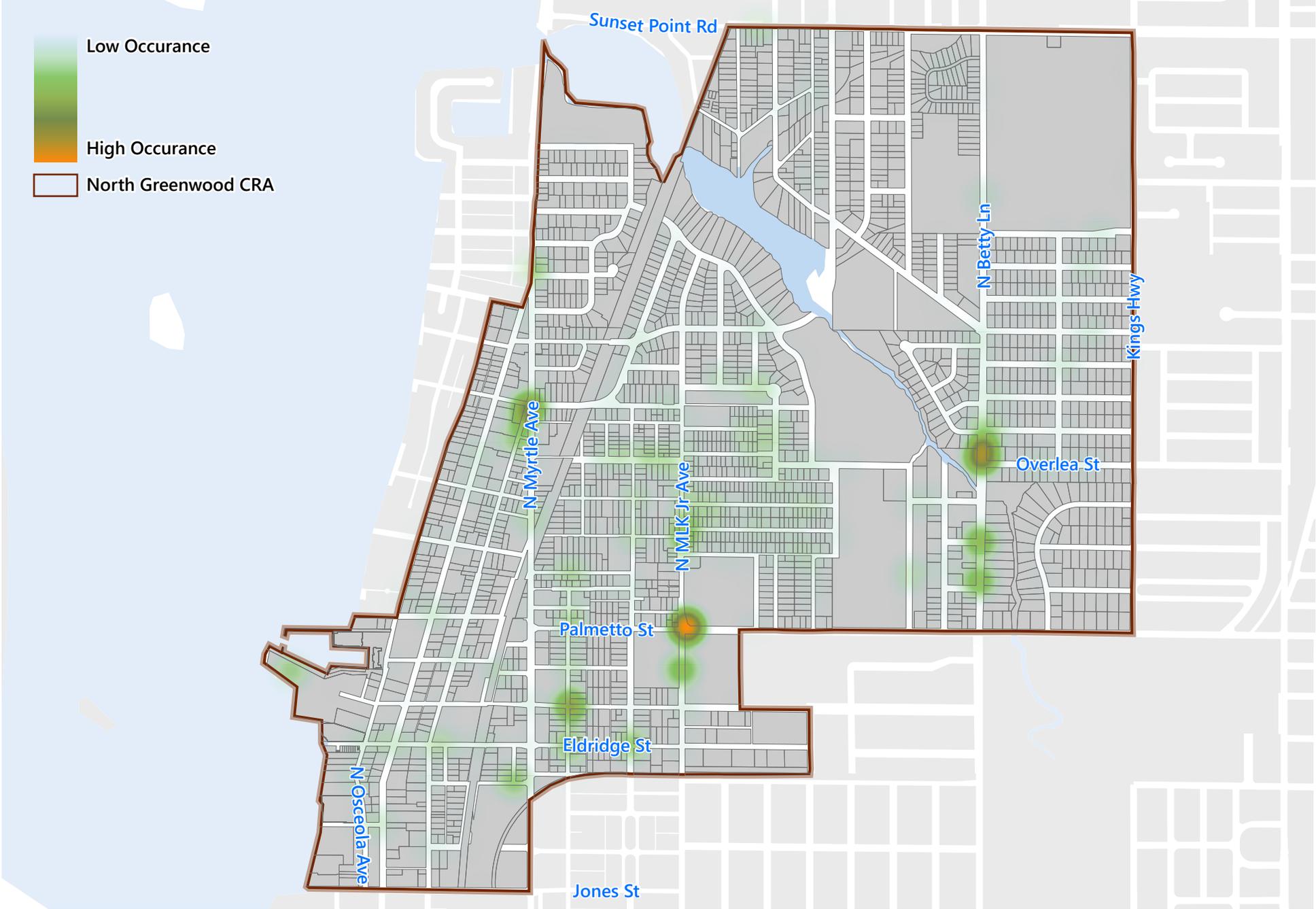
Figure 46 Crime Incident Trends by Year



Clearwater Police Vehicle



Figure 47 Crime Hotspots



Fire / EMS

The Finding of Necessity Study included an evaluation of city fire and EMS calls provided for 2019. The data were normalized to report the number of calls for service per 1,000 population and the total number of calls within the study's subareas and citywide. Based on this data, the citywide call rate was 211.2 calls per 1,000 population.

The city-approved North Greenwood CRA Plan limits include only the Downtown, North Fort Harrison/Osceola, and North Greenwood Core subareas. Table 9 shows that call rates in these subareas exceed the citywide rate of 211.2 calls per 1,000 population.

The data shows that while the subareas are a small percentage of the overall city population, their call rates are disproportionately high when compared to their population.

Table 9 Study Area Fire/EMS Call Rate

Subarea	Call Rate per 1,000 Population
Downtown	467.4
North Fort Harrison/Osceola	876.4
North Greenwood Core	275.3

Source: City of Clearwater Fire/EMS, Finding of Necessity Study

Table 10 Study Area Fire/EMS Calls Proportional Allocation

Subarea	% of City-wide Calls	% of Citywide Population
Downtown	4%	1.7%
North Fort Harrison/Osceola	1%	0.2%
North Greenwood Core	6%	4.3%

Source: City of Clearwater Fire/EMS, Finding of Necessity Study

Fire Station #51



Code Enforcement & Building Maintenance

The City of Clearwater Code Compliance and Building Divisions work together with citizens and the business community to make the city a safe, healthy, and economically viable place to live and work. The Divisions seek to attain compliance with various community standards within the Community Development Code, including the Clearwater Housing and Unsafe codes. The following figures display code violations within the North Greenwood CRA between 2015 and 2021.

Figure 48 depicts the top five categories of code violations, most of which pertain to the maintenance of vegetation and yards in general and are enforced by the Code Compliance Division. Figure 49 displays the top five violations related to structures on a property, enforced by the Building Division.

Generalized concentrations of recorded violations are displayed in Figure 50. These concentrations are visible north of Seminole Street between Vine and Pennsylvania Avenues, along North Martin Luther King Jr. Avenue between Palm Bluff and Tangerine Streets, and east of North Betty Lane between Overlea and Springdale Streets. These concentrations correspond with primarily single-family residential areas.

Figure 48 Top Five Code Violation Categories

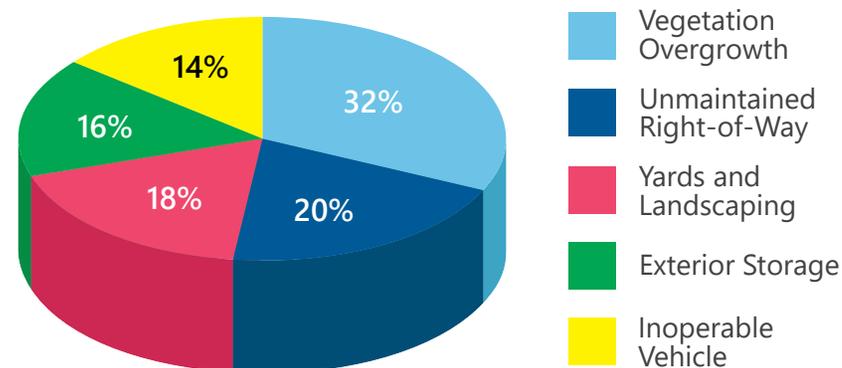
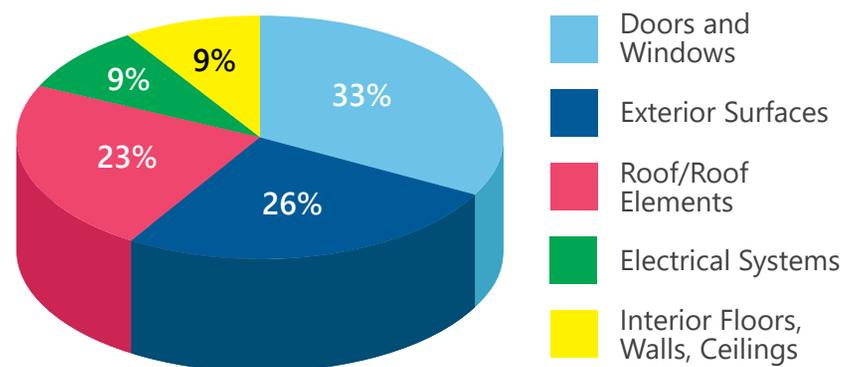


Figure 49 Top Five Structural Violation Categories



2.6 Public Engagement and Outreach

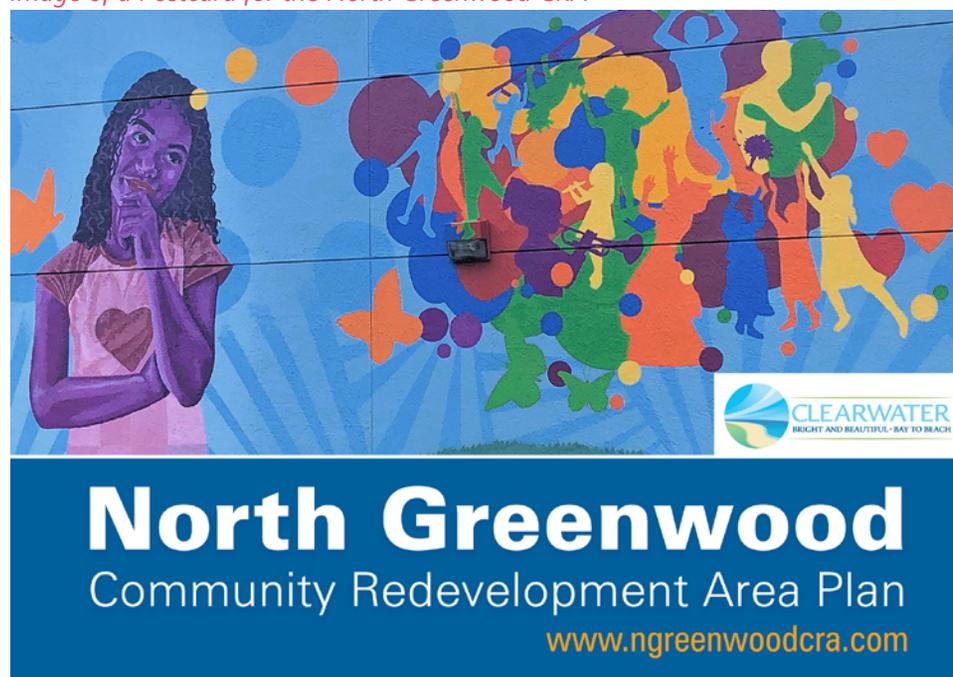
Public engagement was conducted throughout the planning process to gather input from residents, business owners, and community organizations through topic education and informal communications. Engagement and outreach build community consensus for project preferences that will provide a better understanding of community needs, the marketplace, and similar communities to guide the development of the CRA Plan and its recommendations.

Public Outreach Methods

Property Owner and Occupant Mailing

A direct property notification was conducted in January 2022 to announce the project and direct residents and tenants to the dedicated project website for background and meeting information. A total of 3,900 direct mailings were delivered.

Image of a Postcard for the North Greenwood CRA



Project Website

A project website was created at www.ngreenwoodcra.com and may continue as a city maintained CRA website in the future. Project background information, email contacts, polls, and announcements for upcoming workshops and surveys were hosted on the site.

Community Survey

An online survey was posted to the project website to collect public responses in June 2022. The survey sought participant responses on a similar exercise conducted during Workshop #3.

Faith Leadership Community Roundtable

A Faith Leadership Community Roundtable meeting was held on June 15, 2022, at the Curtis Museum with more than ten pastors or faith leaders, five members of the public, and five city staff and consultant team in attendance. Among the participants were representatives of several major North Greenwood churches and the CRA Plan Steering Committee.

The purpose of this meeting was to engage the local faith community leaders in a brief education on the CRA Plan project and solicit their ideas on issues affecting the neighborhood, their perspectives as major landowners, and the potential for coordination and partnership in implementation strategies.

The Roundtable engaged in an in-depth discussion that included issues affecting the faith community, both in rebounding from reduced attendance during the pandemic and how the faith community could assist in the implementation of the CRA Plan. The participants voiced commitment to assist in public-private partnerships, access to facilities, increased support of workforce training initiatives, and providing mentorship. Some of the major takeaways from the conversation include:

- Efforts of the Coalition should be built upon
- The continued need to identify strategies that lower recidivism and increase affordable housing
- Need for social venues/facilities– rotate jazz, then gospel, etc.
- Need to address vacant and unmaintained properties
- Need to enforce code enforcement fines
- Need to go beyond the surface and address the root of the problems
- Importance of youth development, job training, and trade school programs
- Churches are a potential partner in Pre-K to adult education programs
- Urgent need to address the poverty level
- Churches own many vacant or underutilized properties that can be repurposed
- Variety of housing units needed, both public and private
- Gentrification is the greatest threat
- Potential to have individual church visions and missions come together to further the community vision with one voice

Outreach Events

Direct project outreach occurred at scheduled community events during the CRA Plan process. Early opportunities were limited due to ongoing pandemic distancing requirements. However, members of the consultant team attended, provided handout information, directed persons to website, and registered attendees at the following events to broaden the community's understanding of the project.

- Night at the Library - February 25, 2022
- Juneteenth Celebration - June 18, 2022

Youth Engagement Event

On June 30, 2022, city staff hosted an engagement event to ensure the future generation has a voice in this planning process. Middle school-aged attendees of the North Greenwood Recreation & Aquatic Complex's summer program were invited to share their perspectives on the community. The following questions were asked to generate an interactive discussion:

- Where do you like to go and why?
- Where do you avoid / dislike?
- Do you think you'll stay in North Greenwood after high school?
- What's missing or what could be changed?
- What would you like to see in the neighborhood / If you had a million dollars to spend here, what would you spend it on?

The discussion spurred from these questions focused on a few key topics. The North Greenwood Recreation & Aquatic Complex was discussed in detail. Attendees expressed that the recreation complex is a place they feel safe, welcomed, and have fun with their friends. They wished to see it expanded or have an additional center in the neighborhood. They expressed the desire for more capacity, allowing more kids to join programs, reducing the waitlist for summer programs, and allowing those who have been removed to receive a second chance. They also expressed the desire to have more sports facilities of varying types both at the recreation complex and throughout the neighborhood.

The attendees' most significant concerns with the neighborhood were safety and cleanliness. Many shared that they do not always feel safe in the neighborhood, mentioning criminal activities and violence. They also expressed that there was too much litter throughout the area, and it would benefit from more garbage cans.

When asked if they would stay in the neighborhood after high school graduation, several varying answers were provided. In general, younger participants expressed a strong desire to stay to be near friends and family. Older participants who are closer to graduation tended to say that they plan on leaving to pursue their career and educational goals but hope to return to the neighborhood at some point. Several conveyed they would be more likely to stay in the neighborhood if there were employment opportunities in or nearby North Greenwood.

Other desires mentioned by attendees were:

- Helping and uplifting the homeless population
- Increase road safety and reduce crashes
- More parks and outdoor sports facilities
- Environmental organizations or volunteer opportunities
- Affordable housing
- Opportunities to be exposed to new technologies

Community Workshops

A series of four community workshops were held throughout the planning process. The meetings were held at the North Greenwood Recreation & Aquatic Complex and attended by a mixture of neighborhood residents, business owners, and other stakeholders.

The events were advertised through multiple city social media accounts, a digital message board at the North Martin Luther King Jr. Avenue and Palmetto Street intersection, sign boards along major rights-of-way, and posters at key community building entries. The property owner and physical address post-card mailing discussed in the previous section included an invitation to Workshop #1.

Community Workshop #1

Community Workshop #1 was held on February 24, 2022, and was a great success, with more than 93 members of the public in attendance. Among the attendees were representatives of the North Greenwood Steering Committee, multiple community non-profits, faith-based organizations, business owners, and homeowner associations. The purpose of the first workshop was to answer the question, "Where are we now?"

Workshop Exercise – SWOT Analysis

Attendees worked in small groups to participate in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Each table held engaging discussions and then reported on what was discussed to the larger gathering. The findings were wide-ranging and addressed many large- and small-scale issues. These issues were incorporated into this North Greenwood CRA Plan's strategies and fueled the discussion in the following workshops.

Participants at a Community Workshop



Workshop #1 Take-Aways

A range of responses was provided through the SWOT analysis. The following responses represent frequently mentioned topics.

Strengths

- North Greenwood Recreation and Aquatic Complex
- Curtis Museum
- Community residents
- Greenwood Panthers Football
- Stevenson Creek

Weaknesses

- Sidewalks
- Housing costs
- Drugs
- Public amenities
- Traffic speed

Opportunities

- Stevenson Creek
- Jack Russell Stadium
- Old Elk's Lodge
- Trade school
- Pinellas Trail development

Threats

- Gentrification
- Housing costs
- Crime
- Drugs
- Displacement

Community Workshop #2

Community Workshop #2 was held on April 19, 2022, with more than 65 in attendance. The purpose of this workshop was to answer the question “Where are we going?”.

Workshop Exercise – Neighborhood Framework Mapping

Attendees worked in small groups focused on identifying neighborhood framework conditions. This exercise informed the creation of the Diagrammatic Plan detailed in Chapter 4 Plan Implementation. Participants were encouraged to consider the SWOT results to identify specific locations and potential future strategies to address the concerns they have with them. This exercise was used to synthesize a consensus diagrammatic plan.

Participants at a Community Workshop



Workshop #2 Take-Aways

Table reports provided key topics for each of the five basic elements (Paths, Edges, Districts, Nodes, and Landmarks), shown in the "Image of The City" by Kevin Lynch on page 102. The following are the most common of the responses provided at the workshop.

Paths

- Pinellas Trail
- North Martin Luther King Jr. Avenue
- North Fort Harrison Avenue

Edges

- Stevenson Creek
- Clearwater Harbor
- CSX Railroad

Districts

- North Martin Luther King Jr. Avenue
- Stevenson Creek
- North Fort Harrison Avenue

Nodes

- North Martin Luther King Jr. Avenue and Palmetto Street
- Seminole Street and North Fort Harrison Avenue
- North Fort Harrison Avenue and North Myrtle Avenue

Landmarks

- Curtis Museum
- North Ward School
- Bridge on Pinellas Trail over Stevenson Creek
- Numerous community churches

Community Workshop #3

Community Workshop #3 was held on June 13, 2022, with more than 69 members of the public in attendance. The purpose of this workshop was to answer the question, "Where do we want to go?".

Workshop Exercise – Community Survey

Attendees participated in a group activity by completing an electronic survey. Attendees were issued Turning Point digital keypads and led through a questionnaire that included demographic, strategy, and vision questions to help shape the CRA Plan. These questions were identical to those asked in the Community Survey.

Workshop #3 Take-Aways

The following charts display responses to a selection of the survey questions.

Figure 51 What amenities do you want most in the neighborhood?

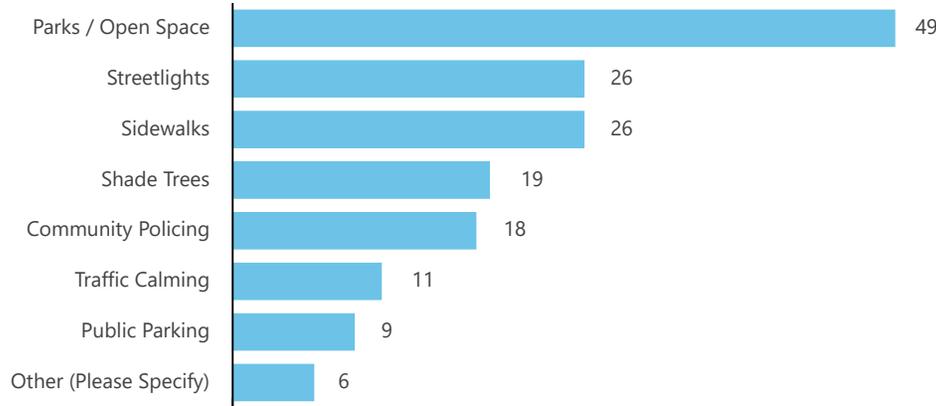


Figure 53 What recreational uses should be along Stevenson Creek?

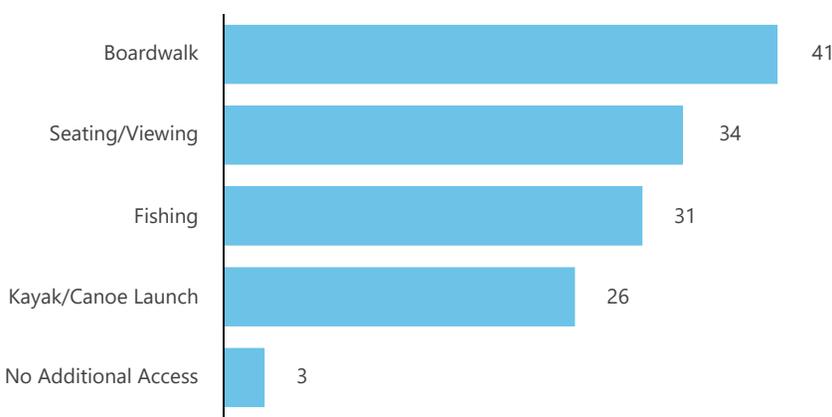


Figure 52 What type of housing units are most needed?

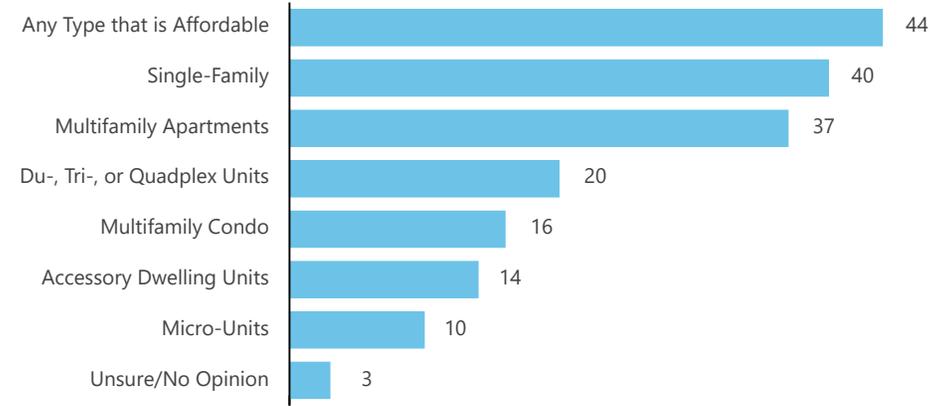
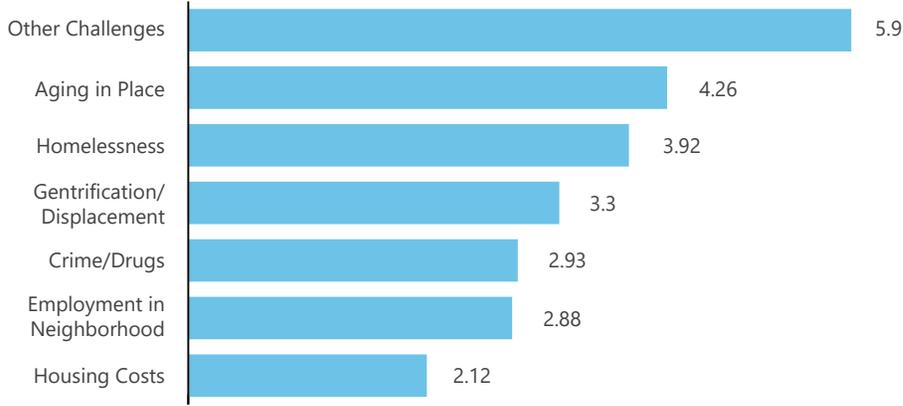


Figure 54 What are the biggest challenges facing North Greenwood?



Community Workshop #4

Community Workshop #4 was held on Tuesday, August 2, 2022, with more than 68 members of the public in attendance. The purpose of this workshop was to answer the question, "How do we get there?"

Workshop Exercise – Strategy Review

Twelve draft people-based strategies for this CRA Plan were presented to workshop participants. Participants were invited to comment, ask questions, or recommend new strategies. After the discussion, participants were given eight tickets to vote for their top strategies.

Workshop Exercise – Infill Development Mapping

Participants were asked to complete a tabletop exercise identifying locations they would like infill housing to occur and what intensity of development they would prefer. They were provided with a tabletop map with major community features and current vacant parcels.

Workshop #4 Take-Aways

The following list shows the workshop participants' top-five people-based strategies as presented or developed during the dialogue.

- Strategy A (73 Votes) - Increase home ownership through funding support of housing development grants, low-interest loans, financial literacy education, or other programs as appropriate to protect existing and expand home ownership.
- Strategy L (56 Votes) - Work with partners to reduce crime through youth outreach, education, and youth-to-youth mentorship.
- Strategy B (52 Votes) - Establish grant funding opportunities to assist current homeowners to make life / safety improvements to remain in their homes.

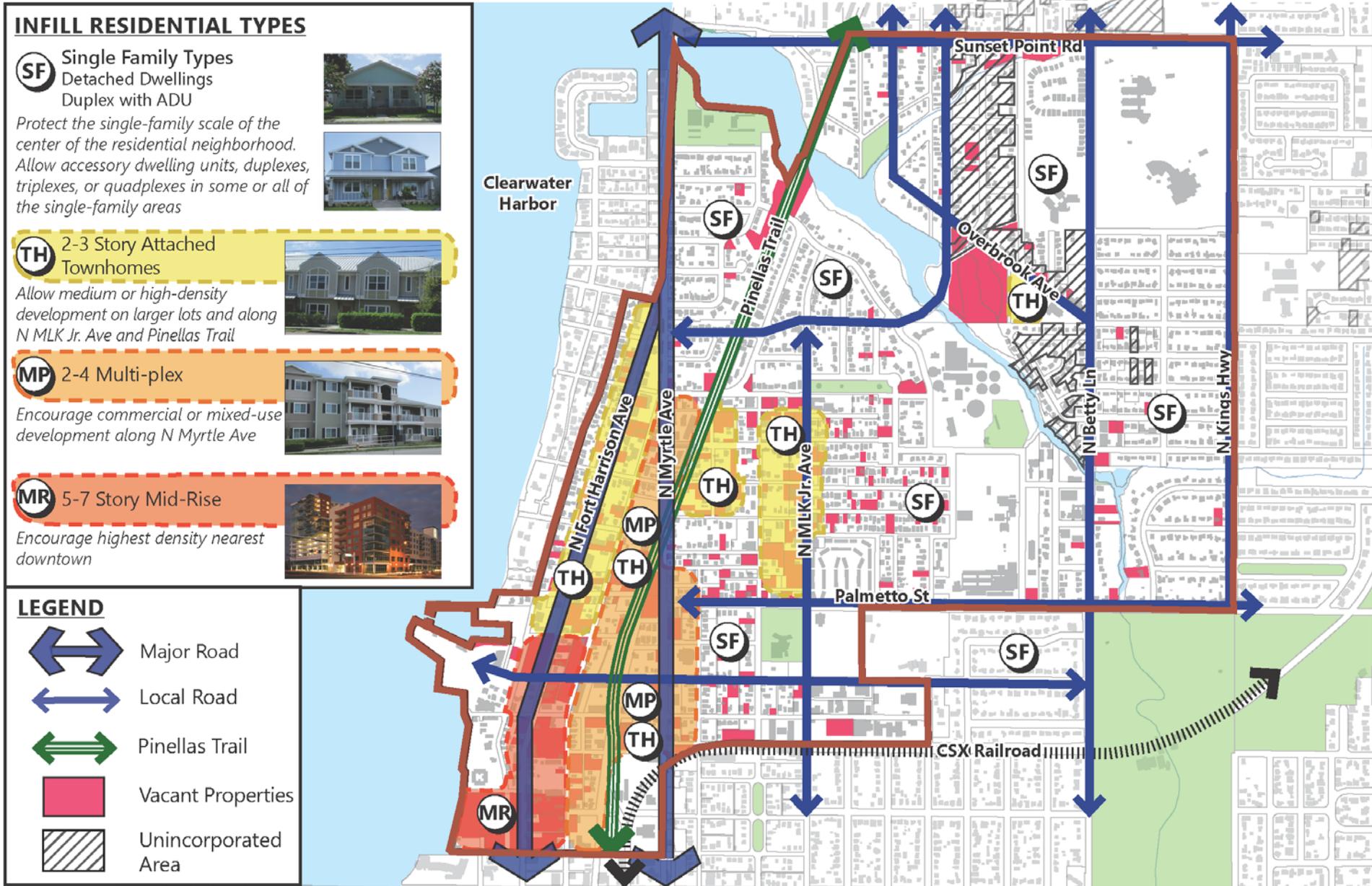
- Strategy F (43 Votes) - Work with partners, including the Pinellas County School District, to leverage the planned middle school "Innovation" program delivery and Pinellas Technical (P-Tech) adult education program expansion at the Clearwater Intermediate School campus for skilled workforce training, youth-to-youth mentorship, and increased year-round employment opportunities.
- Strategy M (43 Votes) - Attendees recommended adding a new strategy focused on early childhood development and childcare.

The Infill Development exercise garnered a large variety of responses, but a general pattern emerged among the exercise groups. The trends in the expressed preferences included:

- Protect the single-family scale of the center of the residential neighborhood (roughly from North Myrtle Avenue to Clearwater Intermediate School)
- Allow accessory dwelling units, duplexes, triplexes, or quadplexes in some or all of the single-family areas
- Allow medium- or high-density development on larger lots and west of North Myrtle Avenue
- Encourage commercial or mixed-use development along North Martin Luther King Jr. Avenue
- Encourage commercial development along Pinellas Trail

These areas and potential corresponding residential development types are shown in Figure 55 on the following page.

Figure 55 Infill Residential Development



2.7 Existing Conditions Summary

The planning process for the CRA Plan included an extensive community outreach and engagement program with four public workshops, community events, steering and technical committee meetings, and a project website. Information was collected through interactive meeting exercises that questioned participants on strengths, weaknesses, opportunities, and threats affecting the community. Participants identified major emphasis areas where key community features exist, and completed online surveys and polls to gauge public opinion on relevant topics, the vision, goals, and strategies. The CRA Plan's technical analysis included demographics, transportation, public facilities, and infrastructure systems. Based on this analysis, a review of issues and opportunities identified through the public outreach program, implementation strategies were identified with both people- and place-based investments.

The community has been clear in their desire to engage in equitable development that supports neighborhood change in a holistic manner addressing residents' physical, health, housing, transportation, educational, and employment needs. They are especially concerned about preparing youth to enter the workforce, reducing recidivism rates for current residents, and providing more high wage jobs within the CRA. Affordable housing and preventing displacement as new development occurs is also a primary concern. The existing conditions assessment shows that direct investment in these areas is needed to reduce poverty and support better health outcomes.

Fortunately, the North Greenwood area has many physical and community assets that constitute a strong foundation on which to implement redevelopment strategies. It is situated between Downtown Clearwater and Dunedin and adjacent to Clearwater Harbor near major roadways and the Pinellas Trail. It has no major infrastructure gaps or poor environmental conditions. There are several well maintained city, school, and county recreational, educational, and cultural facilities. There are numerous non-profit organizations that deliver social service, cultural, and recreational programming within the community. The existing conditions analysis found a need to expand access to or make improvements to current public facilities, but there is not a need to build new public buildings or major infrastructure. There is an opportunity to strengthen the capacity of current non-profits to enable them to serve more residents and to encourage greater coordination among current organizations. However, there was not a identified need to establish new community-based organizations.

The primary commercial redevelopment opportunities that emerged were in the Old Bay District on North Fort Harrison Avenue and on the historic North Martin Luther King, Jr. Avenue corridor. Development in these areas which contain numerous vacant parcels and buildings will add to the tax value without causing direct displacement. As a landowner in the area, the city has the opportunity to play a significant role in catalyzing the revitalization of the North Martin Luther King, Jr. Avenue corridor in a way that meets the community's desire to bring back this corridor as a center for black-owned businesses. There are less existing opportunities for large residential developments, outside of mixed use projects in the Old Bay District. There is a need to repair and preserve the existing single-family housing stock which is over 50 years old. New housing will be obtained through infill on vacant lots and partnerships with small scale housing on publicly-owned sites, like the Martin Luther King, Jr. Community Center site. Infill design guidelines and historic preservation will be useful tools to preserve the community's physical character and sense of place.

Attracting and retaining businesses and providing affordable housing will require changes to the urban form of the CRA. These changes could result in displacement. The existing conditions clearly showed that low- and moderate-income renters, particularly the 16% that are transit dependent, are vulnerable to displacement. The majority of residents in North Greenwood are cost burdened and are also vulnerable to displacement as property values and costs of living continue to rise. Ensuring equitable redevelopment requires that the plan is implemented in a way that minimizes or prevents negative impacts on vulnerable populations. One example of how equity is maintained is by keeping neighborhood-based recreation centers, library, schools, and businesses so that residents can utilize these services without access to a car.

North Greenwood is well positioned for revitalization and to turn around decades of persistent poverty. The city can build on its past investments in facilities and infrastructure by shifting to an expanded focus of investing in people and organizations to increase educational attainment, attract high wage jobs, and improve public health. Additional investments to reduce the cost burden of housing and strengthen local cultural and civic organizations will keep residents in their homes and maintain North Greenwood's historic legacy as a vibrant black community. Strong partnerships between government entities, the private sector, and the community will be fundamental to success.

Former North Ward Elementary School



Page intentionally left blank

3. Vision, Goals, & Redevelopment Policies

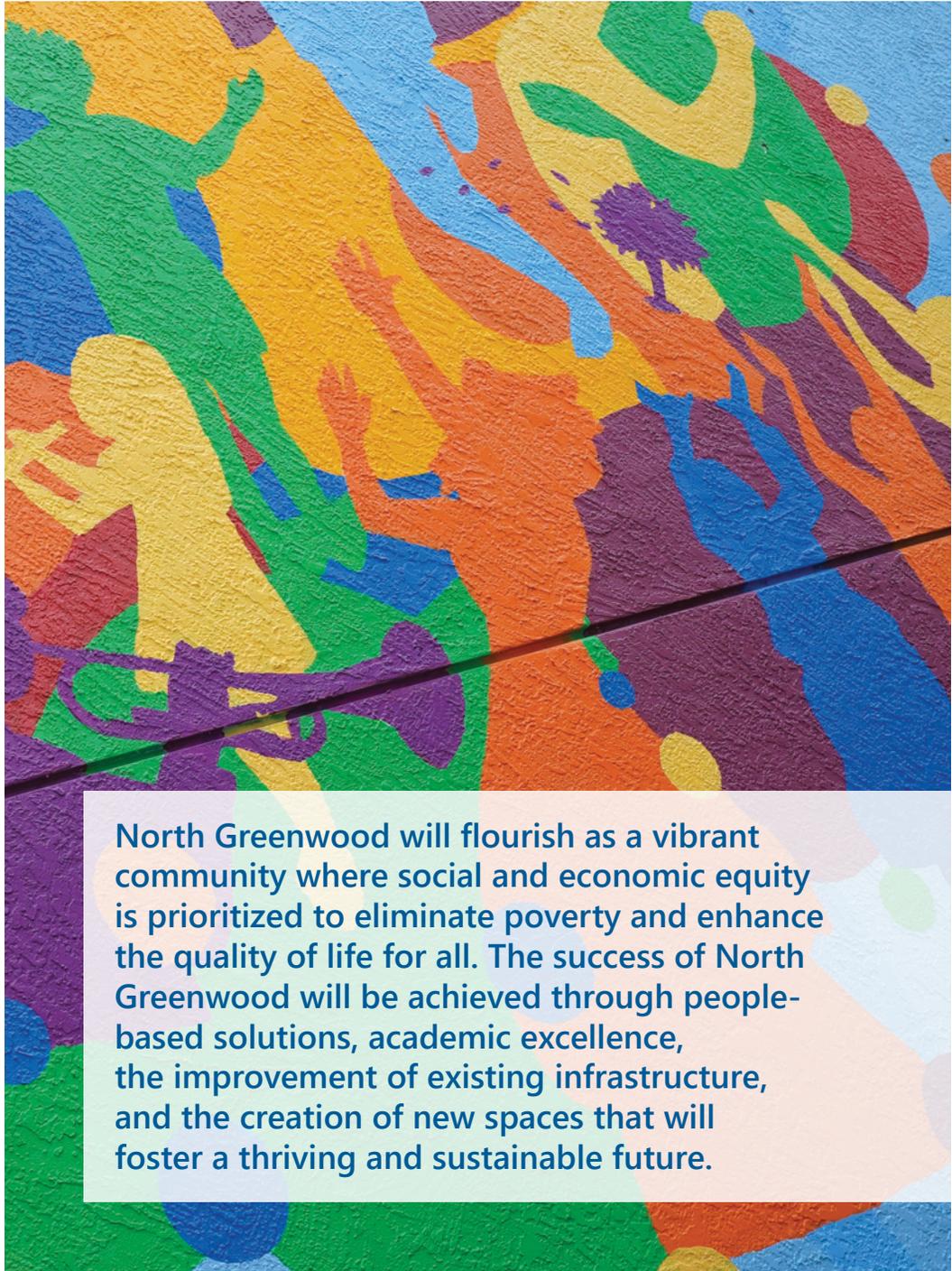
3.1 Vision | 3.2 Goals & Objectives | 3.3 Redevelopment Policies

3.1 Vision

The CRA Plan recognizes the need for a bold and committed approach to the future. Many of the underlying blighted area conditions are large in scale and have been created over many decades. It is expected that improving them will take time. Sustained public and private actions will be necessary over the 20-year planning horizon to increase affordable housing, improve economic development and employment, improve mobility, and eliminate the pervasive effects that poverty has had on North Greenwood. As such, the CRA Plan calls for actions that will significantly change the conditions of the neighborhood and will move the area toward greater economic independence.

The CRA Plan has been developed using a combination of good planning practice and public involvement with a strong emphasis on balancing the economic, environmental, and community quality of life needs of the CRA's current and future residents. It identifies substantial investments in people- and place-based improvements. It is anticipated that the city will want the CRA to self-finance future implementation projects from the reinvestment of future collected TIF funds within the CRA. The reinvestment of TIF funds within the CRA will reduce the blighted area conditions identified in the Finding of Necessity Study and will create a higher rate of taxable value return to both the CRA and the city, particularly after the CRA sunsets.

The vision statement was prepared through the planning process in community engagement and outreach. It represents the consensus received and should be used as a guidance statement for future implementation actions.



North Greenwood will flourish as a vibrant community where social and economic equity is prioritized to eliminate poverty and enhance the quality of life for all. The success of North Greenwood will be achieved through people-based solutions, academic excellence, the improvement of existing infrastructure, and the creation of new spaces that will foster a thriving and sustainable future.

3.2 Goals & Objectives

The redevelopment will be guided by several overarching redevelopment goals. While many of the recommended redevelopment goals are large in scope, a great deal of thought has been put into their feasibility or ability to implement. All recommended goals are implementable. Objectives have been developed based on the data captured through the Finding of Necessity Study and Chapter 2 Existing Conditions. This plan has created SMART (Specific, Measurable, Attainable, Relevant, Timebound) objectives based on available data. In cases where data was not available, CRA staff should create updated SMART objectives as part of the implementation process.

Goal 1: Public Safety

Strengthen relationships between residents, neighborhood organizations and public safety providers to improve public safety.

Objectives:

- Reduce crime committed by youth ages 16-25 by 50% from 2021 to 2043.
- Reduce fire and EMS calls to at or below the citywide call rate per 1,000 population by 2031.
- Reduce the top five code compliance violations to at or below the citywide level by 2043.
- Reduce the top five building code violations to at or below the citywide level by 2043.

Goal 2: Mobility

Increase the safety of and access to active forms of transportation.

Objectives:

- Identify the primary causes of conflicts involving pedestrians and bicyclists in the CRA and develop a plan to reduce them.
- Increase the number of residents using active transportation (walking, bicycling, transit) in the CRA.
- Encourage increased ridership on the Pinellas Trail.

Goal 3: Poverty Reduction

Increase access to high paying jobs for the residents of the North Greenwood CRA both within and outside of the area through workforce development, business assistance programs, and support for entrepreneurs.

Objectives:

- Increase the employment density above the 2022 measure by 2043.
- Decrease the unemployment rate below the 2022 measure by 2043.
- Decrease the percent of households below the poverty level by 2043.
- Increase the median household income to match or exceed the citywide median income by 2043.
- Reduce the percent of area qualified for CDBG.
- Increase job placement and job retention rate for ex-offenders returning to North Greenwood.
- Reduce recidivism rates for ex-offenders living in North Greenwood.
- Improve transit access to education and employment centers.

Goal 4: Housing Affordability

Provide safe and affordable housing options for residents at all stages of life allowing them to age in place.

Objective:

- Reduce the percent of households that are housing cost burdened to below the 2022 percentage by 2043.
- Reduce the number of vacant lots through construction of new residential development that is compatible with the character of the community.
- Increase the amount and types of affordable housing.
- Increase existing home ownership rates.
- Reduce the amount of people experiencing homelessness.

Goal 5: Quality of Life

Sustain a high quality of life through community engagement, access to recreational opportunities, celebrating the unique culture of North Greenwood, improving public health, and protecting the environment.

Objective:

- Preserve and expand the community's historic and cultural resources.
- Provide increased access to the city and county's cultural, recreational, and educational facilities.
- Reduce the percentage of residents living with preventable, chronic health conditions.
- Coordinate community engagement efforts to ensure the efficiency and effectiveness of plan implementation.
- Build public infrastructure that protects the environment and improves health outcomes for residents.

Goal 6: Invest in Youth

Provide opportunities for youth in North Greenwood to live healthy and economically secure lives.

Objective:

- Increase the supply of early childhood education providers who can deliver quality education programs for ages 0 – 5.
- Achieve a senior graduation rate of 90% for all high school seniors in the CRA.
- Provide opportunities for afterschool and year-round employment for youth.
- Develop apprenticeship programs that prepare youth for careers in Pinellas County's targeted industries.
- Identify partnerships and programs where the faith community can lead youth initiatives.

3.3 Redevelopment Policies

Community revitalization is a long-term process that requires responsiveness and adaptability to changing conditions. While the vision and goals will remain stable throughout the 20-year plan period, the objectives and strategies are likely to change based on new information. The redevelopment policies are designed to apply to strategy implementation as well as land redevelopment. They should be used to prioritize the timing of redevelopment projects, financial investments, and the kinds of partnerships the CRA will undertake to implement plan goals.

Racial Equity & Co-Creation

We recognize that people of color have been disproportionately impacted by poverty, CRA investments will be intentionally designed to improve outcomes for people of color. The faith community, Clearwater Urban Leadership Coalition, the school system, and many other organizations have worked for a long time in North Greenwood for the betterment of the neighborhood. Staff commits to collaborating with the community to create new programs, redevelop vacant properties, and determine investment levels in each goal area.

Implementing at the Intersection

We recognize that complex problems require collaborative solutions and that achieving the recommended objectives for one goal area, ex. Public Safety, may be found through solutions in another goal area, ex. Quality of Life. Staff will identify and sustain partnerships and programs that fulfill multiple goals within the organization and with external partners.

Aging in Place

The community expressed a strong desire to “age in place”. Staff will implement strategies that provide housing and transportation choices that serve all phases of life.

Building Community Capacity

Investment strategies will directly benefit the residents, non-profit organizations, and businesses that currently exist in the CRA. Staff should identify a neighborhood provider first, before seeking partners outside the district to implement programs.

We recognize that the government cannot do this work alone. The private sector will be an important partner to help bring the North Greenwood vision to life.

Evaluate & Adapt

Every implementation strategy should answer the questions, “Who are we targeting for this strategy and what outcomes do we want for them?” Staff should collect data on the efficiency and effectiveness of plan expenditures as part of the CRA annual reporting process and adapt as needed to meet plan goals and objectives.

Vacant Land Redevelopment

The CRA will prioritize the use of publicly owned vacant lots in residential areas for affordable housing. The CRA will prioritize the use of publicly owned vacant lots in commercial and industrial areas for employers in target industries. Infill construction should be compatible with the current community character. The portion of the CRA known as the Old Bay District is governed by the Clearwater Downtown Redevelopment Plan. The character and standards of the Downtown District take precedent.

Housing

Grant programs will prioritize keeping existing residents in their homes through funding for addressing property maintenance and building code issues and reducing visual blight. Programs should provide a balance of rental and home ownership opportunities.

Public Safety

The plan recognizes that sending more people to jail does not increase long term public safety. Public safety officials will prioritize their efforts to building relationships with young adults ages 16-25 and returning citizens to deter criminal behavior. Program funding should be directed to identified “hot spots” for crime and code enforcement.

Annexation

The city should work to annex properties in the unincorporated areas to provide standardized service delivery, especially sanitary sewer service, throughout the CRA area.



4. Plan Implementation

4.1 Overview | 4.2 TIF Projections | 4.3 Funding Recommendations
4.4 Diagrammatic Plan & Area Descriptions | 4.5 Plan Implementation

4.1 Overview

This chapter provides an overview of the sources of funding, redevelopment opportunities, and implementation partners for this plan. It also recommends strategies to meet the goals and objectives in Chapter 3. The Community Redevelopment Agency staff will take the lead role in coordinating the efforts of the city departments and community organizations working on plan implementation. They also prepare funding and program recommendations for consideration by the Community Redevelopment Agency Trustees. Many of the recommendations in this plan are outside of the typical services offered by the City of Clearwater and require forming new partnerships and approaches to service delivery.

4.2 TIF Projections

The creation of a new community redevelopment area requires the establishment of a companion redevelopment trust fund used to collect, hold, and disburse the tax increment that grows (if redevelopment is occurring) from the established base year through the life of the CRA Plan. It is the intent to use 2022 as the base year of this plan with a 20-year planning period ending in 2043. Any increase in taxable value over the base year, referred to as "tax increment funds" or "TIF" is collected from the city and county and distributed to the redevelopment trust fund on an annual basis. State law requires that monies in the trust fund are used to implement the strategies and projects identified in the CRA Plan and within the community redevelopment area.

The purpose of estimating future tax increment is to identify financial gaps between the anticipated increase in tax revenues generated by new development and the costs of implementing the plan's redevelopment strategies. Plan implementation occurs as soon as the CRA Plan is adopted. The generation of a significant amount of increased tax revenues can take several years. A mixed-use redevelopment project may take anywhere from 2-4 years to move from concept, to zoning entitlement, to permitting, to construction, and then added to the tax roll. Another consideration is that there are plan recommendations that may increase an individual's income improving their economic condition that does not increase the taxable value of a property. Those types of successes are not reflected in the TIF projection table.

Table 11 includes a 20-year projection, using 2021 as a base year, of total taxable values, total tax increment values, and total TIF revenues collected. These projections are built on the assumptions that the city and the county will maintain their current millage rates (5.8850 and 4.7398 respectively). The projections do not include special tax exemptions.

The city and county will contribute 95% of the tax increment. The county can choose to contribute less than 95% through a process which is described in detail later in this section.

Redevelopment of vacant infill lots and small commercial properties in the North Martin Luther King, Jr. Avenue corridor will occur slowly and at a small scale requiring public subsidy. The city estimates a yearly increase of 3% in taxable value to reflect smaller scale new construction and renovations.

The real estate market is at a peak and double-digit growth in the value of single-family homes in this area is not anticipated. There has been a significant amount of land assembly by the private sector in the Old Bay District and it is not anticipated additional land assembly on that scale in other areas of the North Greenwood CRA. The city anticipates \$100 million in new taxable value to be added between years 6 and 12 predominately in the Old Bay District. This is shown as a 4-6.5% increase in taxable value in years 6-12 in addition to the base increase of 3%. Based on the plan recommendations, large parcels of land and buildings that are currently owned by public entities and non-profits will be improved, but will remain tax exempt to provide affordable housing, youth development, and other cultural programs.

The North Greenwood CRA is intended to begin with a year one base year of 2022; however, Pinellas County certified data for 2022 was not available at the time of writing, therefore 2021 taxable value has been used. The taxable value of the CRA in year one (2021) is \$193,652,086. Using the estimates of yearly increase, the taxable value of the CRA in year 2042 is estimated to be \$496,250,244. This will result in an estimated total tax increment payment (funds available to spend on plan implementation) of \$28,650,846 with \$12,781,349 from the county and \$15,869,497 from the city. The estimated TIF payments begin to exceed \$300,000 in year five which would allow the CRA to begin to invest in larger projects. This is an estimate for planning purposes and actual annual taxable growth will be different and based upon actual market conditions.

Tax increment is one source of revenue and subject to several state and local restrictions. This plan identifies additional sources of revenue to support plan implementation. State of Florida redevelopment statutes (Ch. 163) restrict the use of TIF funds to activities that directly support the redevelopment of property to preserve or increase the supply of affordable housing, community policing, and blight reduction. The county adopted Ordinance 21-48 in 2021, regulating the creation of new community redevelopment areas and the use of tax increment funds. The ordinance establishes county priorities and requires tax increment payments to be used towards affordable housing, economic development and employment, and mobility initiatives. In order to maintain the

Housing on Marshall Street



full (95%) contribution of county TIF, a minimum of 50% of the total TIF revenue, just over \$14 million, must be used in the county priority areas. The CRA is required to develop revenue projections as part of the budgeting process and to report on all TIF expenditures by project category on an annual basis to the county and state governments.

Table 11 TIF Projections

		Base Year	Plus 1	Year 5	Year 10	Year 15	Year 20	
City Millage Rate		5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	
County Millage Rate		4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	Estimated Total Projection
District	Base Year Taxable Value	Tax Year	Tax Year	Tax Year	Tax Year	Tax Year	Tax Year	
		2021	2022	2026	2031	2036	2041	
		<i>FY22</i>	<i>FY23</i>	<i>FY27</i>	<i>FY32</i>	<i>FY37</i>	<i>FY42</i>	<i>FY23 to FY42</i>
North Greenwood - Tax Year 2021	193,652,086							
Total Value Change: %			3.00%	3.00%	9.00%	3.00%	3.00%	
Total Taxable Value		193,652,086	199,461,648.58	224,495,842.73	308,734,685.58	428,069,819.78	496,250,244.06	
Tax Increment Value			5,809,562.58	30,843,756.73	115,082,599.58	234,417,733.78	302,598,158.06	
Total Value Change: \$			5,809,562.58	6,538,713.87	25,491,854.77	12,468,053.00	14,453,890.60	
County Tax Increment Payment	95%		26,159.36	138,883.58	518,195.08	1,055,538.52	1,362,542.01	12,781,349.42
City Tax Increment Payment	95%		32,479.81	172,439.73	643,398.04	1,310,570.95	1,691,750.65	15,869,496.88
Grand Total			58,639.17	311,323.31	1,161,593.12	2,366,109.46	3,054,292.66	28,650,846.30

4.3 Funding Recommendations

There are two primary sources of funding identified for plan implementation - TIF revenue and federal ARPA funds. Tables 12 and 13 show how the plan recommends allocating funding by goals for ARPA and by the county's priority categories for TIF revenue.

The city has allocated \$5 million of ARPA funding that must be allocated by the end of 2024 and spent by the end of 2026. ARPA funds are prioritized for direct poverty reduction activities.

As an area with an Urban Revitalization designation, the North Greenwood CRA will receive a base contribution of 70% of the county TIF revenues. To receive the remaining 25%, the city must commit to spending 50% of all (city and county) TIF revenues in three priority areas as described in Section 2.4. This is just over \$14 million. Because there are greater restrictions on how TIF funds can be used, it has been primarily reserved for programs that would address housing affordability and creation of employment opportunities, consistent with the county's priorities.

The city has general funds allocated to city operations and capital improvements in this area. CRA staff should work with local non-profits to obtain additional funds through private and public grants.

TIF Expenditure Priorities

In 2021, Pinellas County adopted new policies governing the use of TIF funds in CRAs to align expenditures of county TIF with its comprehensive plan. The North Greenwood CRA will receive a base contribution of 70% of the County TIF revenues, and can receive the remaining 25% if it commits to spending 50% of all (city and county) TIF revenues in the three priority areas. This is just over \$14 million. There are three county priority areas which are briefly described below.

Affordable Housing: Rehabilitation, Preservation, and Creation of Housing

Affordable housing funds must address income-restricted affordable housing units and prevent displacement for households making less than 120% Area Median Income (AMI). This includes rehabilitation of income-restricted affordable housing units, development of small-scale infill units compatible with existing residential areas, site preparation work, and loan assistance programs for low-income homeowners. This funding could also be used toward mixed-income developments. The focus is not on creating larger scale housing development, but on providing new housing that is in character with the existing neighborhood fabric.

Table 12 Recommended TIF Expenditures

Recommended TIF Expenditures 2023-2043	
Category	Amount
Affordable Housing	\$13 million
Economic Development & Employment	\$9.5 million
Mobility	\$2 million
CRA Administration	\$4 million
Total:	\$28.5 million

Table 13 Recommended ARPA Expenditures

Recommended ARPA Funds by Goal and Redevelopment Sites	
Goal 1: Public Safety	\$500,000
Goal 2: Mobility	\$100,000
Goal 3: Poverty Reduction	\$2,300,000
Goal 4: Housing Affordability	\$450,000
Goal 5: Quality of Life	\$400,000
Goal 6: Invest in Youth	\$950,000
Redevelopment Sites	\$300,000
Total:	\$5,000,000

Economic Development and Employment: Increase in Quality Employment

Increase quality employment opportunities, particularly in the county target industries. This includes site preparation, infrastructure improvements to support redevelopment of a site to attract target industries, and relocation of site residents and businesses to facilitate a capital improvement project.

Mobility

Improve transit, walking, and biking options and access to transit. This includes capital investments for intermodal facilities, sidewalks, bicycle lanes, and parking connected to public transportation.

4.4 Diagrammatic Plan & Area Descriptions

Diagrammatic Plan

Florida Statutes require a diagrammatic plan to be included in the CRA Plan. Workshop #2 participants were provided a background introduction to Kevin Lynch's – "Image of The City" five basic elements of wayfinding (e.g., Path, Edge, Landmark, District, and Node). These elements provided an organizational technique for participants to map and describe major emphasis areas in North Greenwood. This interactive process was a transparent method to collect broad community comment that was then synthesized into a consensus diagrammatic plan.

The workshop participants' identification of key locations for the five basic elements provided a pattern of development. Several reoccurring comments included the importance of North Greenwood's history, its people, and the importance of having access to local businesses on North Martin Luther King Jr. Avenue. The success of neighborhood schools, library, museums, and the number of local churches that helped to create a cultural framework was seen as being critically important, as well as the physical routes through the neighborhood.

Emphasis Areas

The diagrammatic plan shown in Figure 56 includes specific place-based emphasis areas where the highest concentration of responses from Workshop #2 participants occurred. The diagrammatic plan used main community elements to organize emphasis areas.

Major and minor roadway corridors, the Pinellas Trail, land uses, and specific comments heard during the process were used to identify generalized emphasis areas that captured the highest concentration of wayfinding responses by participants. These response concentrations reinforced the emphasis area's importance to the community and included potential opportunities where redevelopment strategies may be calibrated to the specific location and the identified needs. Table 14 at the end of this chapter summarizes recommended land use changes and specific redevelopment projects by emphasis area.

"Image of The City" Elements by Kevin Lynch

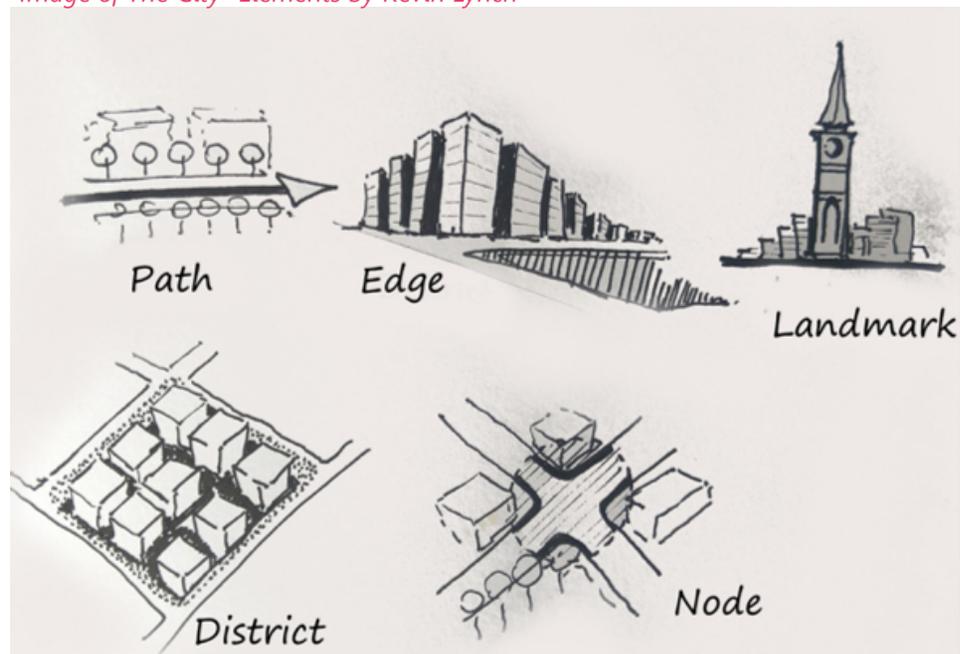
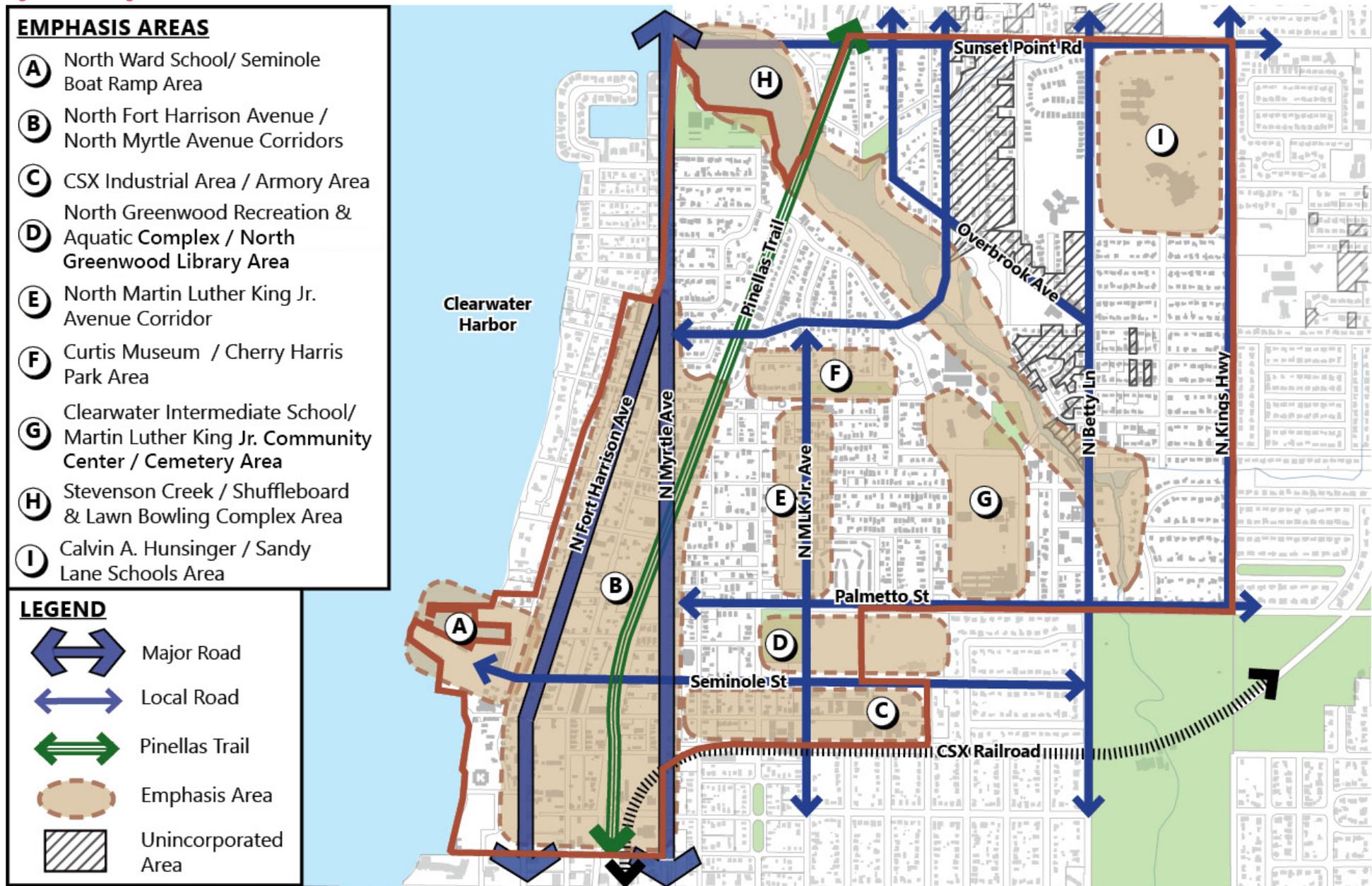


Figure 56 Diagrammatic Plan



Area A: North Ward Elementary School / Seminole Boat Ramp Area

General Characteristics

This area is centered around the high visibility intersection of North Fort Harrison Avenue and Seminole Street. The North Ward Elementary School was a former Pinellas County school property that was purchased by the city in 2019 and historically landmarked by the State of Florida due to its importance to Black/African American culture and architectural features. The school was in operation from 1915 to 2009. The city will be seeking a development partner for an adaptive reuse project.

The city's Seminole Boat Ramp is a highly used public trailered boat launch that was improved in 2018 following recommendations contained within the North Marina Area Master Plan. Also in the area are the Francis Wilson Playhouse, a performing arts center, and the Clearwater Garden Club building. The recent completion of the Marina Bay 880 private mid-rise condominium project represents increasing private development interest in this area.

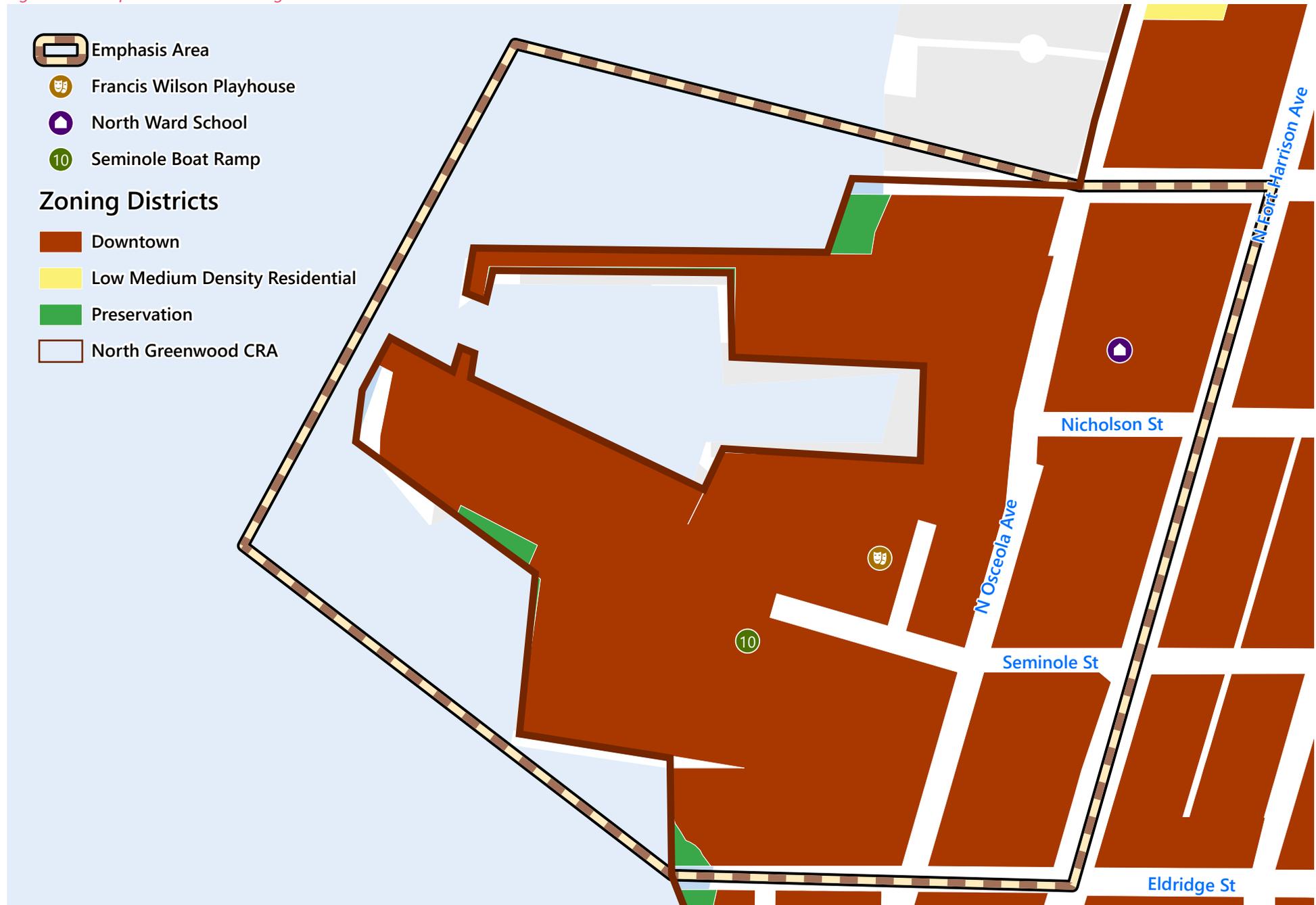
The area is regulated by the Clearwater Downtown Redevelopment Plan and Downtown District and Development Standards. The high amount of vacant properties adjacent to the area represents the potential for larger catalytic redevelopment projects that could provide increased benefit to the CRA for housing options, community supportive retail, and increased future tax increment funds generation.

Community input received during the planning process included support for protecting the historic building through adaptive reuse, the inclusion of higher-density residential product types in the surrounding area, and improved mobility connections throughout the area.

Francis Wilson Playhouse



Figure 57 Emphasis Area A Zoning



Area B: North Fort Harrison Avenue / North Myrtle Avenue Corridors

General Characteristics

These two major parallel roadway corridors have the highest average annual daily trip (13k to 18.5k) counts through North Greenwood, linking Downtown Clearwater and Dunedin. The two corridors merge into a single roadway at the Fairmont Street intersection and Atrium Park at the north end of the corridors. The Pinellas Trail crosses North Myrtle Avenue at a pedestrian-activated signal at La Salle Street and runs between the two corridors through the southern half of the area.

Most of the retail and commercial businesses located within the CRA Plan limits are located along North Fort Harrison Avenue and North Myrtle Avenue/Alt US 19. However, both storefront and parcel vacancy contribute to a lack of active foot traffic. The vehicular traffic movements are at higher speeds than posted and do not support a comfortable pedestrian environment.

The Clearwater segment of the Pinellas Trail bisects North Greenwood and has one of the lowest amounts of use in the countywide trail network. It is not routinely used by residents, and current users are provided with limited knowledge or connection with the neighborhood. Increasing bicycle and pedestrian use on the trail could add to local business attraction. While the trail corridor occurs at the rear of many properties, other county locales (e.g., Dunedin, Tarpon Springs, etc.) have demonstrated the community benefit that adjacent businesses can capture with higher numbers of trail users and orientation of businesses to the trail corridor. The ability to easily connect to businesses off of the trail is limited by the existing vehicular guard rail barriers.

The city's planned reconstruction of North Fort Harrison Avenue will include design changes that will slow traffic and increase pedestrian safety. Forward Pinellas has completed a preliminary Alt US 19 Cultural Corridor report for the corridor that also seeks to increase community identity and connection to arts and cultural opportunities. Both of these proposed projects can help add to the North Greenwood community identity.

Community input received during the planning process included support for increased use along the Pinellas Trail in the commercial business areas, the inclusion of higher-density residential product types in the surrounding area that is scaled to transition to stable single-family neighborhoods, and improved mobility connections throughout the area.

Figure 58 Emphasis Area B Zoning



Painted Crosswalk at Eldridge Street and North Fort Harrison Avenue



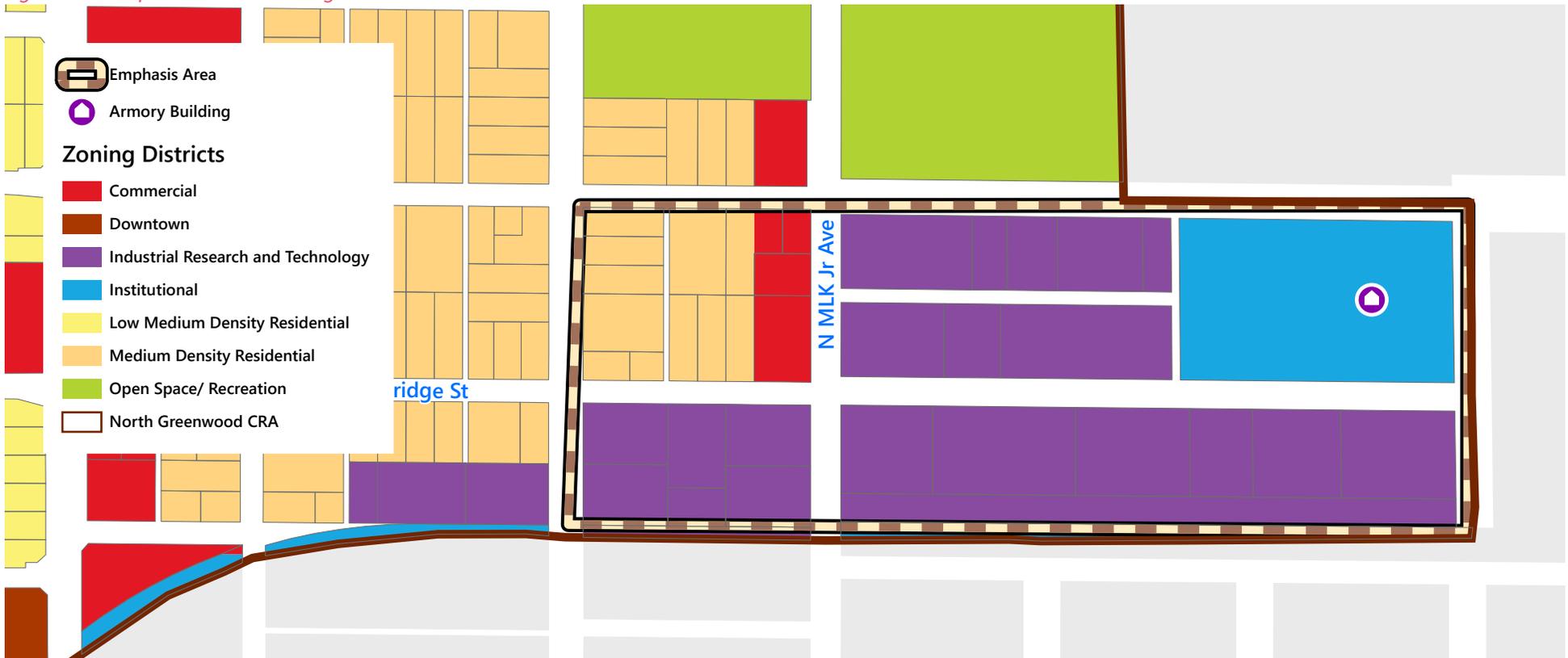
Area C: CSX Industrial Area / Armory Area

General Characteristics

The industrial area contains numerous businesses and potential for support and expansion for increased local employment. Existing businesses utilize the public street right-of-way for employee parking, truck delivery, and other services that pose a potential conflict for other users. The potential for an additional pedestrian trail along the CSX railroad line is possible to expand bicycle and pedestrian mobility through this portion of Clearwater. The state-owned Armory property is used by the city's Parks and Recreation Department for offices and open storage. There is potential for future reuse if city needs for the property change.

Community input received during the planning process included support for industrial uses and the desire for increased employment in the area. Lack of public parking for surrounding recreation events and local business employees was identified as an issue. Improvement of on-street parking, co-use of portions of the Armory property, or eventually adaptive re-use of the Armory building if not needed by the city in the future were identified as options.

Figure 59 Emphasis Area C Zoning



Area D: North Greenwood Recreation & Aquatic Complex / North Greenwood Library Area

Community input received during the planning process included support for the community uses but sought additional access to fields and facilities through reduced requirements. Lack of public parking for surrounding recreation events was identified as an issue.

General Characteristics

The combination of these facilities creates a center point for the neighborhood. Both are tremendous community assets and experience a high level of use. There is a desire for enhanced access to parks and recreational activities throughout North Greenwood and expanded opportunities for young adult (18+) programs. The need for additional event parking was identified during public workshops. This includes regular use at the recreation complex as well as larger team events occurring at the adjacent Jack Russell Stadium and Walter C Campbell Park facilities.

Figure 60 Emphasis Area D Zoning



Eldridge Street Right-of-Way



North Greenwood Recreation and Aquatic Complex



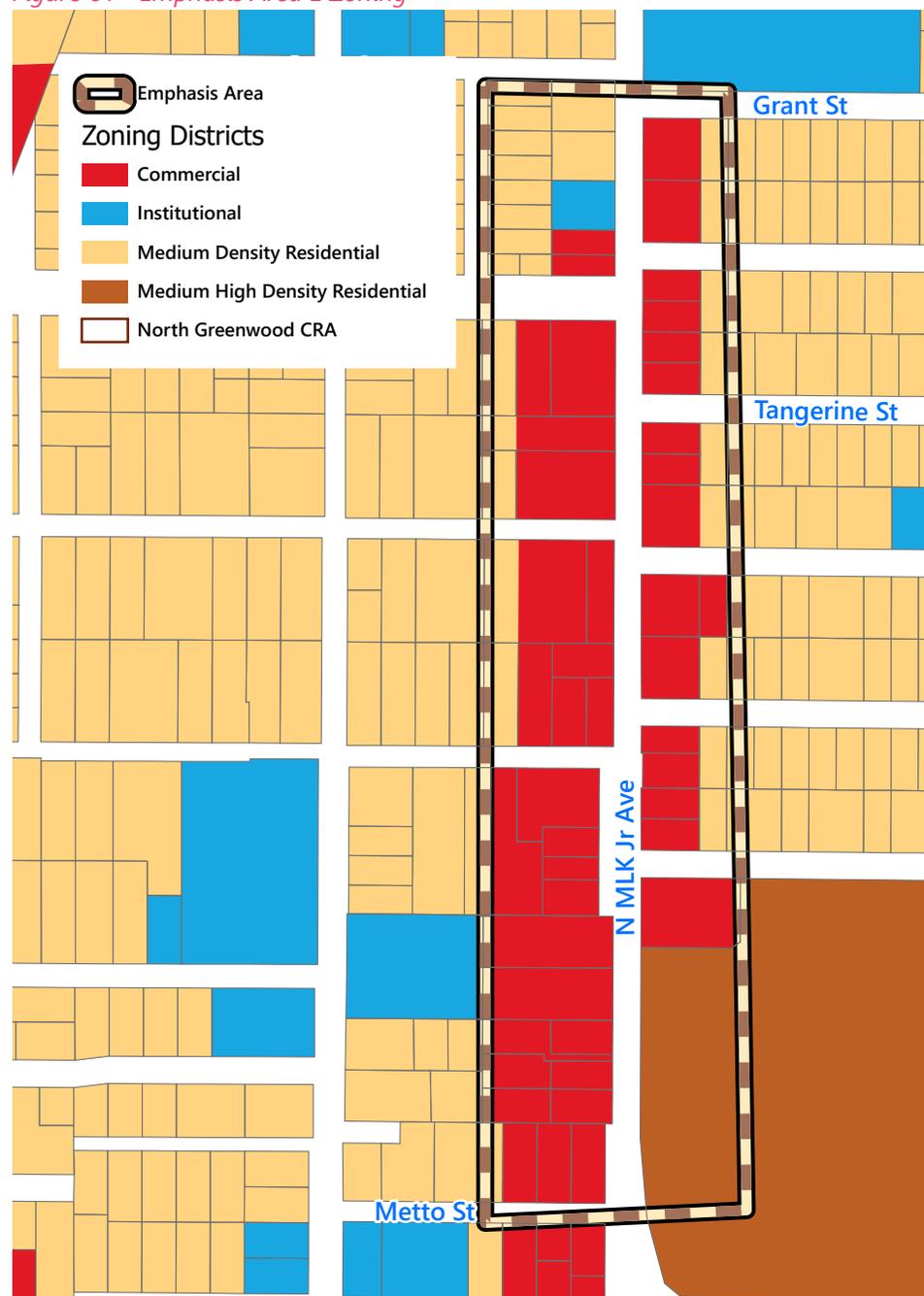
Area E: North Martin Luther King Jr. Avenue Corridor

General Characteristics

This is the neighborhood's traditional local commercial business corridor and generally stretches from Palmetto Street to Carlton Street. There is a high level of vacant parcels and underutilized city ownership properties. The city-owned parcels include community uses that need to remain, including the co-located Suncoast Health Center, Police Substation building, and the Willa Carson Health Center. Portions of the former Elks Lodge property and vacant properties also provide additional corridor surface parking for businesses. The city-owned former Elks Lodge property is scheduled for demolition in the fall of 22 due to building structural conditions, safety issues, and the presence of asbestos materials that drastically increase the rehabilitation costs. Redevelopment of this parcel and increased pedestrian activity along the corridor are needed. The city-owned parcels represent potential opportunities to activate business and possibly to include additional infill residential use.

Community input received during the planning process included support for the re-emergence of the commercial business as a community feature. The former Elks Lodge was recognized as being neglected and requiring demolition. As one of the larger parcels in the corridor, redevelopment with a mixture of commercial, residential, and community use was supported. Reduced parking requirements or shared common improvements for surrounding businesses were supported to improve business viability.

Figure 61 Emphasis Area E Zoning



Area F: Curtis Museum / Cherry Harris Park Area

General Characteristics

The Curtis Museum anchors the north end of the North Martin Luther King Jr. Avenue corridor. It occupies the first floor of the former Pinellas County School District’s Curtis Elementary School. The building is a great example of early 1920’s architecture. The museum is a critically important community cultural feature that needs to be supported and highlighted. The second floor is underutilized due to accessibility limitations. There is the potential for increased adaptive reuse of the upper floor and redevelopment of adjacent vacant parcels with residential or other supportive community uses. Outbuildings on the property house the First Rung program, a 501(C)3 workforce skills training program that has maximized its space.

To the north of the museum is Cherry Harris Park. This neighborhood park includes pavilions and a children’s playground. The pavilion is routinely used as a gathering place for residents. The remainder of the emphasis area is zoned for residential use, and existing vacant parcels should be promoted to redevelop with infill residential housing options.

Community input received during the planning process included support for the Curtis Museum and its visibility as an important attraction in the county. The potential for increased activation of the building’s second floor with more museum programming or other uses, such as residential units, was discussed as an option.

Figure 62 Emphasis Area F Zoning



Area G: Clearwater Intermediate School / Martin Luther King Jr. Community Center / Cemetery Area

General Characteristics

The combination of these properties creates a large public ownership area in the eastern portion of the CRA, north of Palmetto Street, that contains community assets. Pinellas County School District recently announced the newly identified program and campus improvements that will occur at Clearwater Intermediate School in fall 2022. It will be renamed Clearwater Innovation School with a concentration on career academy programs. School District representatives identified that they intend to expand education programs with evening P-Tech (Pinellas Technical College) workforce training programs to increase campus activity in early evenings and expand skills training opportunities for residents. School District representatives mentioned new campus capital improvements and the re-institution of historic Pinellas High School colors (maroon and gold) as a link to the past community. Other cultural and recreational uses in this area include the Martin Luther King Jr. Community Center and Phillip Jones Park.

The 2021 rediscovery of the North Greenwood Cemetery along Holt Avenue is being addressed by city and family representatives. The next steps to memorialize and honor the cemetery have not yet been finalized, though it is anticipated that an historical marker will be placed to memorialize the cemetery. Enhancements could include a memorial park or plaza with documentation of the cemetery's history and linkage to those interred and local families.

Community input received during the planning process included identification that the city's Marshall Street Water Reclamation Facility (WRF) located along Stevenson Creek emits facility odors that need to be addressed.

There is support for the community uses but sought additional access to fields and facilities through reduced requirements. Lack of public parking for surrounding recreation events was identified as an issue.

Figure 63 Emphasis Area G Zoning



Area H: Stevenson Creek / Shuffleboard & Lawn Bowling Complex Area

General Characteristics

Stevenson Creek is a significant natural amenity that helps create a transition zone between Clearwater and Dunedin. The city has completed the previous dredging of silt, removal of nuisance species, and the installation of shoreline wetland mangrove plantings to improve water quality in the creek. Portions of the unincorporated county residential neighborhoods located north of the creek remain on septic fields and are within the creek watershed. Wastewater nutrients will continue to leach into groundwater that connects to Clearwater Harbor. Future voluntary annexation should be promoted to bring properties into the city jurisdiction and to remove the septic systems through connection to city services.

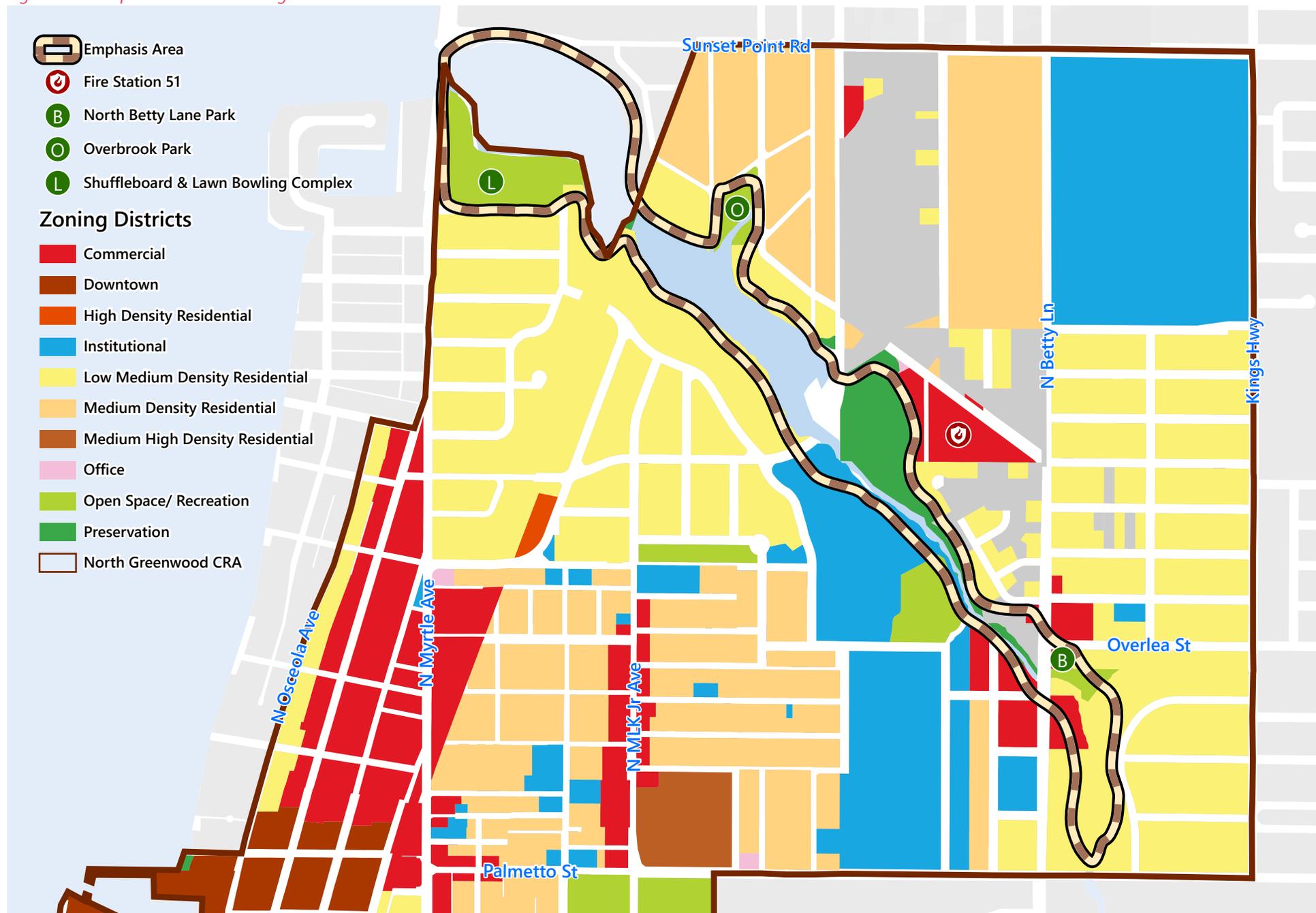
The Shuffleboard & Lawn Bowling Complex is a city-controlled park that is located along the southern shoreline of the creek. Most of its programmed use occurs within the onsite buildings with no orientation to the creek. Protection of these natural resources and expanded recreational uses for residents and visitors could occur with the installation of boardwalks through the mangroves and sidewalks through the upland treed areas with passive park shelters.

Community input received during the planning process included support for the increased recreational access to passive and non-motorized watercraft and opportunities for fishing.

North Betty Lane Park



Figure 64 Emphasis Area H Zoning



Area I: Calvin A. Hunsinger / Sandy Lane Schools Area

General Characteristics

Located in the northeast corner of the CRA Plan area, the Pinellas County Schools property includes two public schools: Calvin A. Hunsinger, a 109-student K-12 school, and Sandy Lane Elementary, a 340-student PK-5 school. Sandy Lane contains the Conservatory for the Arts and focuses on the arts and arts integration programs.

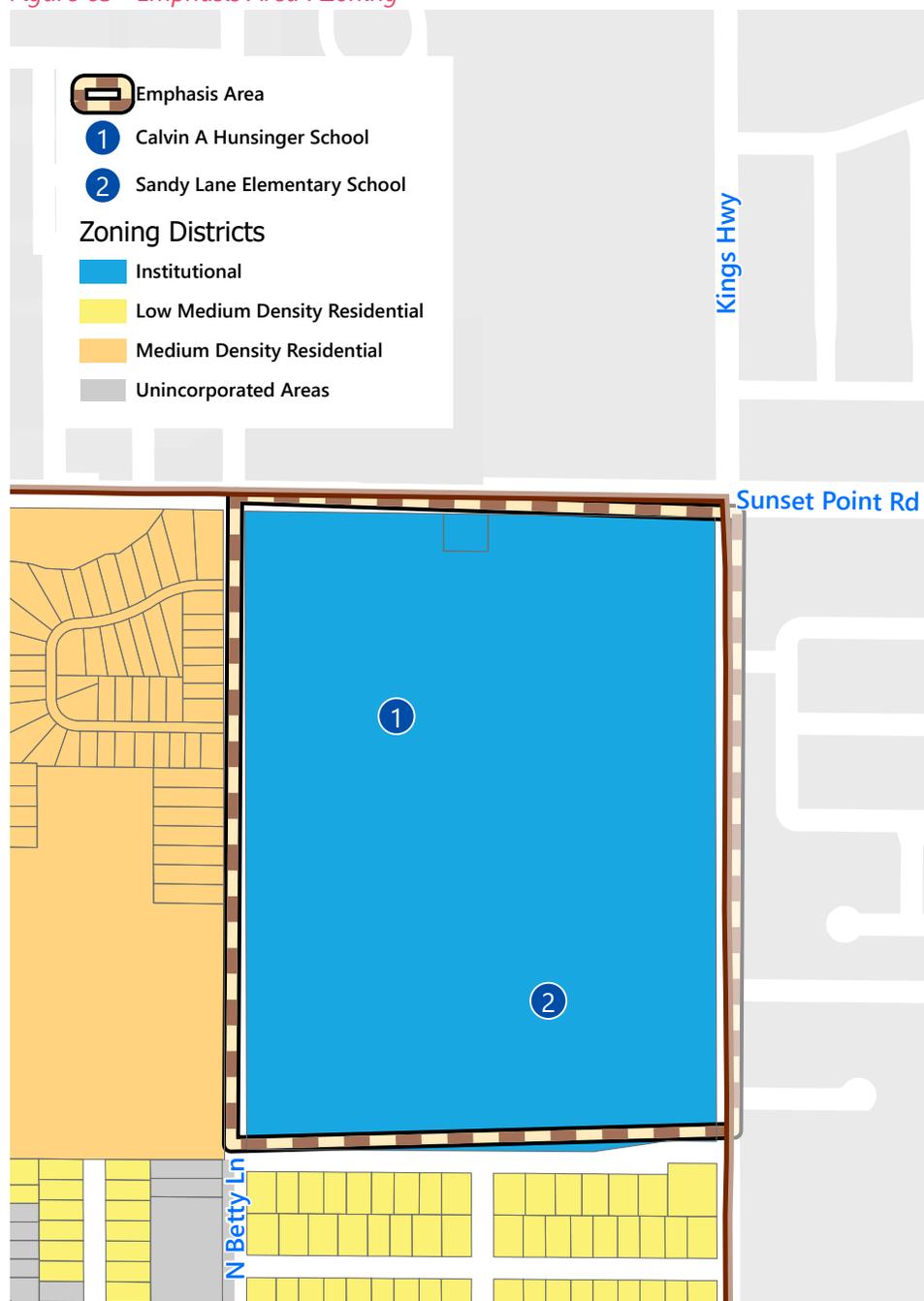
The school campuses occupy a small portion of the property. Significant oak trees and a potential FEMA floodplain may limit the ability to intensify the property with any new development. However, underutilized portions of the property could be utilized for additional uses if agreeable with Pinellas County Schools.

Community input received during the planning process included a high level of support for the schools and recognition that a large number of students walk along Kings Highway and North Betty Lane sidewalks to surrounding residential neighborhoods and that continued importance of good and safe routes were needed. The community identified that additional co-location and access to recreational courts would be great additions to this area. The lack of surrounding public recreational courts was identified as an issue, and the Pinellas County Schools properties were identified as an option.

Calvin A. Hunsinger School



Figure 65 Emphasis Area I Zoning



Sandy Lane Elementary School



Figure 56 Diagrammatic Plan and the subsequent emphasis area descriptions outlined the place-based opportunities in North Greenwood for physical improvement through renovation of current buildings, new construction on vacant or underutilized sites, and land use policies.

Table 14 summarizes those recommendations with a project description, assigned project lead, estimated total cost, funding source, and timeline. The recommended land use, zoning and design standards are intended to prevent displacement and provide opportunities for a variety of housing options that are compatible with existing neighborhood character. The plan has identified two catalytic redevelopment projects – the North Ward School site and the North Martin Luther King Jr. Avenue corridor. It also recommends supporting renovations for the Curtis Museum and Martin Luther King Jr. Community Center with ARPA funding. The plan acknowledges the need for infill development on vacant sites throughout the neighborhood. Community Redevelopment Agency staff will meet with property owners of vacant sites and coordinate development efforts. Since there will not be a significant amount of TIF revenue until after year 10, financial support for infill development is slated to occur in years 2028 and later.

Page intentionally left blank

Table 14 Emphasis Area Recommendations

Area Wide Recommended Land Use Change and Redevelopment Opportunities								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Continue to prohibit short term rentals	P&D	Staff Time	General Fund	X	X	X	X	X
Limit lot assembly in single-family areas	P&D	Staff Time	General Fund		X			
Update 1995 Residential Infill Study and establish design guidelines or new zoning district that addresses existing "small" lots and allows additional density to support missing middle housing	P&D	Staff Time	General Fund	X	X			
Work with owners of small apartment complexes to avoid demolition and encourage preservation of affordable housing units	P&D	Staff Time	General Fund		X			
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Meet with the owners of vacant properties to develop a strategy for redevelopment	CRA	Staff Time	TIF for Administration		X			
Partner with an organization(s) to redevelop lots in single-family neighborhoods as affordable units	CRA; ED&H	Staff Time	TIF for Administration		X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area Wide Recommended Land Use Change and Redevelopment Opportunities								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Continue to prohibit short term rentals	P&D	Staff Time	General Fund	X	X	X	X	X
Limit lot assembly in single-family areas	P&D	Staff Time	General Fund					
Update 1995 Residential Infill Study and establish design guidelines or new zoning district that addresses existing "small" lots and allows additional density to support missing middle housing	P&D	Staff Time	General Fund					
Work with owners of small apartment complexes to avoid demolition and encourage preservation of affordable housing units	P&D	Staff Time	General Fund					
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Meet with the owners of vacant properties to develop a strategy for redevelopment	CRA	Staff Time	TIF for Administration					
Partner with an organization(s) to redevelop lots in single-family neighborhoods as affordable units	CRA; ED&H	Staff Time	TIF for Administration	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area A: North Ward School/Seminole Boat Ramp Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Continue to implement the Clearwater Downtown Redevelopment Plan and Downtown District and Design Standards	P&D	Staff Time	General Fund	X	X	X	X	X
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Request Letters of Interest or issue RFP/Q for the private redevelopment of the North Ward School property with adaptive reuse of the structure and expanded mixed-use housing and public activity on the property	P&D; CRA	Staff Time	General Fund; TIF for Administration	X				
Provide grant funds to support historic preservation of the building and construction of community spaces on the North Ward School property	CRA; ED&H; P&D	\$2,000,000	General Fund		X	X		

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area A: North Ward School/Seminole Boat Ramp Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Continue to implement the Clearwater Downtown Redevelopment Plan and Downtown District and Design Standards	P&D	Staff Time	General Fund	X	X	X	X	X
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Request Letters of Interest or issue RFP/Q for the private redevelopment of the North Ward School property with adaptive reuse of the structure and expanded mixed-use housing and public activity on the property	P&D; CRA	Staff Time	General Fund; TIF for Administration					
Provide grant funds to support historic preservation of the building and construction of community spaces on the North Ward School property	CRA; ED&H; P&D	\$2,000,000	General Fund					

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area B: North Fort Harrison Avenue/North Myrtle Avenue Corridors								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Continue to implement the Clearwater Downtown Redevelopment Plan and Downtown District and Design Standards	P&D	Staff Time	General Fund	X	X	X	X	X
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Support private infill residential and commercial redevelopment on vacant and underutilized properties	CRA	\$3,000,000	TIF for Affordable Housing (\$1m) and Economic Development (\$2m)					
Area C: CSX Industrial Area/Armory Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Update zoning, site development, and fire code standards if needed to support shared commercial kitchens, multi-tenant flexible spaces, and shared driveway entries	P&D; Fire; Public Works	Staff Time	General Fund		X			
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Provide grants for renovations and build out to support new businesses	CRA; ED&H	\$1,000,000	TIF for Economic Development					

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area B: North Fort Harrison Avenue/North Myrtle Avenue Corridors								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Continue to implement the Clearwater Downtown Redevelopment Plan and Downtown District and Design Standards	P&D	Staff Time	General Fund	X	X	X	X	X
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Support private infill residential and commercial redevelopment on vacant and underutilized properties	CRA	\$3,000,000	TIF for Affordable Housing (\$1m) and Economic Development (\$2m)	X	X	X	X	X
Area C: CSX Industrial Area/Armory Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Update zoning, site development, and fire code standards if needed to support shared commercial kitchens, multi-tenant flexible spaces, and shared driveway entries	P&D; Fire; Public Works	Staff Time	General Fund					
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Provide grants for renovations and build out to support new businesses	CRA; ED&H	\$1,000,000	TIF for Economic Development	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area D: North Greenwood Recreation & Aquatic Complex/North Greenwood Library								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
None Identified								
Area E: North Martin Luther King, Jr. Avenue Corridor								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Complete the North Martin Luther King, Jr. Avenue corridor design charette and accompanying recommendations	P&D	\$60,000	General Fund (\$25k); Forward Pinellas Grant	X				
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Request Letters of Interest or issue RFP/Q to redevelop the former Elks Lodge property to add commercial, community use, and possibly compatible infill mixed residential development	CRA; ED&H	Staff Time	TIF for Administration		X	X		
Support private infill residential and commercial redevelopment on vacant and underutilized properties	CRA	\$6,000,000	TIF for Affordable Housing (\$2m) and Economic Development (\$4m)					

CRA - Community Redevelopment Agency
 ED&H - Economic Development and Housing Department
 P&D - Planning and Development Department
 The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area D: North Greenwood Recreation & Aquatic Complex/North Greenwood Library								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
None Identified								
Area E: North Martin Luther King, Jr. Avenue Corridor								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Complete the North Martin Luther King, Jr. Avenue corridor design charette and accompanying recommendations	P&D	\$60,000	General Fund (\$25k); Forward Pinellas Grant					
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Request Letters of Interest or issue RFP/Q to redevelop the former Elks Lodge property to add commercial, community use, and possibly compatible infill mixed residential development	CRA; ED&H	Staff Time	TIF for Administration					
Support private infill residential and commercial redevelopment on vacant and underutilized properties	CRA	\$6,000,000	TIF for Affordable Housing (\$2m) and Economic Development (\$4m)	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area F: Curtis Museum/Cherry Harris Park Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Work with the Pinellas County School District to investigate and expand the adaptive reuse of the Curtis Museum building's second floor and site	CRA	\$75,000	ARPA		X	X		
Provide matching funds to repair Curtis Museum facilities	Cultural Affairs; CRA	\$150,000	ARPA		X			
Support private infill of affordable residential redevelopment on vacant and underutilized properties	CRA	\$1,000,000	TIF for Affordable Housing					
Area G: Clearwater Intermediate/Martin Luther King, Jr. Community Center/Cemetery Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Work with the Martin Luther King Jr. Community Center to investigate and support the renovation and potential expansion of the building and site to support plan goals	CRA	\$75,000	ARPA		X			
Support private infill of affordable residential redevelopment on vacant and underutilized properties	CRA	\$1,000,000	TIF for Affordable Housing					

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area F: Curtis Museum/Cherry Harris Park Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Work with the Pinellas County School District to investigate and expand the adaptive reuse of the Curtis Museum building's second floor and site	CRA	\$75,000	ARPA					
Provide matching funds to repair Curtis Museum facilities	Cultural Affairs; CRA	\$150,000	ARPA					
Support private infill of affordable residential redevelopment on vacant and underutilized properties	CRA	\$1,000,000	TIF for Affordable Housing	X	X	X	X	X
Area G: Clearwater Intermediate/Martin Luther King, Jr. Community Center/Cemetery Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Work with the Martin Luther King Jr. Community Center to investigate and support the renovation and potential expansion of the building and site to support plan goals	CRA	\$75,000	ARPA					
Support private infill of affordable residential redevelopment on vacant and underutilized properties	CRA	\$1,000,000	TIF for Affordable Housing	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area H: Stevenson Creek/Shuffleboard & Lawn Bowling Complex Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Support private infill of affordable residential redevelopment on vacant and underutilized properties	CRA	\$1,000,000	TIF for Affordable Housing					
Area I: Calvin A. Hunsinger/Sandy Lane Schools Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Support private infill of affordable residential redevelopment on vacant and underutilized properties	CRA	\$1,000,000	TIF for Affordable Housing					

CRA - Community Redevelopment Agency
 ED&H - Economic Development and Housing Department
 P&D - Planning and Development Department
 The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Area H: Stevenson Creek/Shuffleboard & Lawn Bowling Complex Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Support private infill of affordable residential redevelopment on vacant and underutilized properties	CRA	\$1,000,000	TIF for Affordable Housing	X	X	X	X	X
Area I: Calvin A. Hunsinger/Sandy Lane Schools Area								
Land Use, Zoning, and Design Standards								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
None Identified								
Redevelopment Opportunities								
Project Description	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Support private infill of affordable residential redevelopment on vacant and underutilized properties	CRA	\$1,000,000	TIF for Affordable Housing	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

4.5 Plan Implementation

Table 15 includes the recommended strategies, implementation lead, estimated cost, funding source, and timeline for each project in the CRA by goal. It also identifies existing capital improvement projects in the city's 5-year Capital Improvement Plan.

Table 15 CRA Implementation Table

Capital Improvement Projects								
Project Title	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Provide a 4 foot wide sidewalk on at least one side of every street in the North Greenwood area	Public Works	\$320,000	Streets & Sidewalks	X	X			
Redesign and construction of North Fort Harrison Avenue to encourage active transportation	Public Works	TBD	City CIP	X	X	X	X	X
Pinellas Trail safety & placemaking improvements	Public Works; Pinellas County	\$500,000	TIF for Mobility				X	X
Provide new bicycle/pedestrian connections to Pinellas Trail from the Seminole Boat Ramp and the North Greenwood Recreation and Aquatic Complex	Public Works; Parks & Recreation	\$4,150,000	TIF for Mobility; City CIP					X
Design & construct improvements to the Shuffleboard & Lawn Bowling Complex to provide access to Stevenson Creek and additional recreational amenities	Parks & Recreation	\$5,000,000	General Fund	X	X			
Provide improvements to Overbrook Park	Parks & Recreation	\$200,000	General Fund		X	X		
Provide improvements to North Betty Lane Park	Parks & Recreation	\$200,000	General Fund		X	X		
Design improvements to reduce the odor from the Marshall Street Wastewater Treatment Plant	Public Utilities	TBD	City CIP				X	
Convert private septic to the city's sewer system in the unincorporated enclave	Public Utilities	TBD	City CIP				X	X

CRA - Community Redevelopment Agency
 ED&H - Economic Development and Housing Department
 P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Capital Improvement Projects								
Project Title	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Provide a 4 foot wide sidewalk on at least one side of every street in the North Greenwood area	Public Works	\$320,000	Streets & Sidewalks					
Redesign and construction of North Fort Harrison Avenue to encourage active transportation	Public Works	TBD	City CIP					
Pinellas Trail safety & placemaking improvements	Public Works; Pinellas County	\$500,000	TIF for Mobility	X	X	X	X	X
Provide new bicycle/pedestrian connections to Pinellas Trail from the Seminole Boat Ramp and the North Greenwood Recreation and Aquatic Complex	Public Works; Parks & Recreation	\$4,150,000	TIF for Mobility; City CIP	X	X	X	X	X
Design & construct improvements to the Shuffleboard & Lawn Bowling Complex to provide access to Stevenson Creek and additional recreational amenities	Parks & Recreation	\$5,000,000	General Fund					
Provide improvements to Overbrook Park	Parks & Recreation	\$200,000	General Fund					
Provide improvements to North Betty Lane Park	Parks & Recreation	\$200,000	General Fund					
Design improvements to reduce the odor from the Marshall Street Wastewater Treatment Plant	Public Utilities	TBD	City CIP					
Convert private septic to the city's sewer system in the unincorporated enclave	Public Utilities	TBD	City CIP	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 1 Policy Implementation: Public Safety								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Partner with housing providers to monitor the rate of opioid use to increase intervention and treatment rates	Police	Staff Time	General Fund	X	X	X	X	X
Continue to host a quarterly information panel for the community to ask Clearwater Police questions and review crime data	Police	Staff Time	General Fund	X	X	X	X	X
Continue to require annual anti-bias training for the police as provided in the department's strategic plan	Police	Staff Time	General Fund	X	X	X	X	X
Fund one on one mentoring programs, like Refuse to Lose, that break the cycle of poverty driven criminal behavior by providing access to better educational and employment opportunities	Police	\$50,000 annually	General Fund	X	X	X	X	
Pilot new approaches like community paramedicine to reduce the number of medical calls that do not qualify as emergencies (e.g. https://ems.ca.gov/community_paramedicine)	Fire	TBD	General Fund		X	X	X	
Determine the feasibility of increasing the number of Advanced Life Support (ALS) units at Station #51	Fire	TBD	General Fund; County ALS Funds		X			
Advertise smoke alarm and CPR training programs at Fire Station #51 to North Greenwood area residents	Fire	\$15,000	General Fund	X	X	X	X	X
Develop grant programs to pay for interior and exterior improvements to blighted properties	CRA; P&D; ED&H	\$1,000,000 over 20 years	ARPA (\$200k); TIF for Affordable Housing	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 1 Policy Implementation: Public Safety								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Partner with housing providers to monitor the rate of opioid use to increase intervention and treatment rates	Police	Staff Time	General Fund	X	X	X	X	X
Continue to host a quarterly information panel for the community to ask Clearwater Police questions and review crime data	Police	Staff Time	General Fund	X	X	X	X	X
Continue to require annual anti-bias training for the police as provided in the department's strategic plan	Police	Staff Time	General Fund	X	X	X	X	X
Fund one on one mentoring programs, like Refuse to Lose, that break the cycle of poverty driven criminal behavior by providing access to better educational and employment opportunities	Police	\$50,000 annually	General Fund					
Pilot new approaches like community paramedicine to reduce the number of medical calls that do not qualify as emergencies (e.g. https://ems.ca.gov/community_paramedicine)	Fire	TBD	General Fund					
Determine the feasibility of increasing the number of Advanced Life Support (ALS) units at Station #51	Fire	TBD	General Fund; County ALS Funds					
Advertise smoke alarm and CPR training programs at Fire Station #51 to North Greenwood area residents	Fire	\$15,000	General Fund	X	X	X	X	X
Develop grant programs to pay for interior and exterior improvements to blighted properties	CRA; P&D; ED&H	\$1,000,000 over 20 years	ARPA (\$200k); TIF for Affordable Housing	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 1 Policy Implementation: Public Safety (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Organize clean up days and trash amnesty days prior to code enforcement sweeps	CRA; P&D; Solid Waste	TBD	General Fund		X	X	X	X
Maintain a list of landlords and meet regularly with them to share resources about home improvement	CRA	Staff Time	TIF for Administration	X	X	X	X	X
Develop programs to encourage neighborhood pride in yard and home appearance	CRA	TBD	TIF for Administration	X	X	X	X	X
Install additional lighting along sidewalks and trails	CRA; Public Works	\$300,000	ARPA		X	X		
Goal 2 Policy Implementation: Mobility								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Explore creating a Safe Routes to Schools program with Pinellas County Schools	CRA	Staff Time	CRA			X	X	
Conduct feasibility study of additional on-street parking throughout North Greenwood as a traffic calming measure	Public Works	Staff Time	General Fund		X			
Develop and install solutions to provide additional shade and amenities on sidewalks and trails	Public Works	\$200,000	ARPA (\$100k); TIF for Mobility		X	X		
Determine the causes of bicycle/pedestrian crashes from the 2021 Forward Pinellas study and implement solutions to improve safety (e.g. pedestrian crosswalk signals, traffic pattern evaluation)	CRA; Public Works	Staff Time	General Fund; TIF for Administration		X	X	X	X
Identify opportunities to increase use of existing transit services and expand transit services	CRA; Public Works; PSTA	Staff Time	General Fund; TIF for Administration			X	X	

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 1 Policy Implementation: Public Safety (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Organize clean up days and trash amnesty days prior to code enforcement sweeps	CRA; P&D; Solid Waste	TBD	General Fund	X	X	X	X	X
Maintain a list of landlords and meet regularly with them to share resources about home improvement	CRA	Staff Time	TIF for Administration	X	X	X	X	X
Develop programs to encourage neighborhood pride in yard and home appearance	CRA	TBD	TIF for Administration	X	X	X	X	X
Install additional lighting along sidewalks and trails	CRA; Public Works	\$300,000	ARPA					
Goal 2 Policy Implementation: Mobility								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Explore creating a Safe Routes to Schools program with Pinellas County Schools	CRA	Staff Time	CRA					
Conduct feasibility study of additional on-street parking throughout North Greenwood as a traffic calming measure	Public Works	Staff Time	General Fund					
Develop and install solutions to provide additional shade and amenities on sidewalks and trails	Public Works	\$200,000	ARPA (\$100k); TIF for Mobility					
Determine the causes of bicycle/pedestrian crashes from the 2021 Forward Pinellas study and implement solutions to improve safety (e.g. pedestrian crosswalk signals, traffic pattern evaluation)	CRA; Public Works	Staff Time	General Fund; TIF for Administration	X	X	X	X	X
Identify opportunities to increase use of existing transit services and expand transit services	CRA; Public Works; PSTA	Staff Time	General Fund; TIF for Administration					

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 3 Policy Implementation: Poverty Reduction

Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Hire an organization(s) to develop and implement neighborhood scale business development assistance and marketing program(s) like the Main Street model or other comprehensive programs	ED&H; CRA	\$300,000	ARPA	X	X	X		
Hire an organization(s) to develop and implement a neighborhood scale workforce development program(s)	ED&H; CRA	\$500,000	ARPA	X	X	X		
Convene Pinellas County Schools, Pinellas County Economic Development, and local colleges to develop a workforce program focused on bringing the county's target industries to the North Greenwood area and employing North Greenwood residents in these target industries	ED&H; CRA	\$25,000	General Fund		X			
Develop city apprenticeship and employment programs for North Greenwood residents that train them to resolve community problems (e.g. weatherize homes)	CRA	TBD	General Fund; TIF for Administration		X	X		
Develop a grant program to fund improvements to commercial buildings, to establish new businesses, and reduce blight in the North Martin Luther King, Jr. Avenue commercial corridor	CRA	\$1,000,000	ARPA	X	X	X	X	
Create an emergency fund to assist low-income residents with one-time costs to mitigate issues that would prevent them from going to work	ED&H; CRA	\$500,000	ARPA	X	X	X	X	
Expand North Greenwood Library hours to support workforce development programming	Library	TBD	General Fund	X	X	X	X	X

CRA - Community Redevelopment Agency
 ED&H - Economic Development and Housing Department
 P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 3 Policy Implementation: Poverty Reduction								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Hire an organization(s) to develop and implement neighborhood scale business development assistance and marketing program(s) like the Main Street model or other comprehensive programs	ED&H; CRA	\$300,000	ARPA					
Hire an organization(s) to develop and implement a neighborhood scale workforce development program(s)	ED&H; CRA	\$500,000	ARPA					
Convene Pinellas County Schools, Pinellas County Economic Development, and local colleges to develop a workforce program focused on bringing the county's target industries to the North Greenwood area and employing North Greenwood residents in these target industries	ED&H; CRA	\$25,000	General Fund					
Develop city apprenticeship and employment programs for North Greenwood residents that train them to resolve community problems (e.g. weatherize homes)	CRA	TBD	General Fund; TIF for Administration					
Develop a grant program to fund improvements to commercial buildings, to establish new businesses, and reduce blight in the North Martin Luther King, Jr. Avenue commercial corridor	CRA	\$1,000,000	ARPA					
Create an emergency fund to assist low-income residents with one-time costs to mitigate issues that would prevent them from going to work	ED&H; CRA	\$500,000	ARPA					
Expand North Greenwood Library hours to support workforce development programming	Library	TBD	General Fund	X	X	X	X	X

CRA - Community Redevelopment Agency
ED&H - Economic Development and Housing Department
P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 3 Policy Implementation: Poverty Reduction (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Pair North Greenwood businesses and residents with mentor companies in Clearwater and Pinellas County	ED&H; CRA	Staff Time	TIF for Administration	X	X	X	X	X
Quarterly research and report on opportunities for the community to leverage city events to promote local businesses (e.g. local vendors at games at Jack Russell Stadium)	Library; Parks & Recreation	Staff Time	General Fund	X	X	X	X	X
Survey residents and business owners on an annual basis to determine if their workforce needs are being met	CRA	\$2,000	TIF for Administration	X	X	X	X	X
Goal 4 Policy Implementation: Housing Affordability								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Determine the feasibility of establishing a land trust to maintain long term affordability of residential properties	CRA; ED&H	Staff Time	TIF for Administration	X	X			
Provide direct rent subsidy to cost burdened households to prevent displacement	ED&H	\$250,000	ARPA	X	X	X	X	
Provide an emergency assistance fund for low-income residents for life safety home repairs and renovations to accommodate physical disabilities	ED&H	\$300,000	ARPA (\$150k); TIF for Affordable Housing	X	X	X	X	X
Create a "role-model" resident program to encourage community role models to live in North Greenwood	CRA; ED&H	\$150,000	TIF for Affordable Housing			X	X	X
Hire an organization(s) to implement homeownership education programs	ED&H	\$50,000	ARPA	X	X	X	X	

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 3 Policy Implementation: Poverty Reduction (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Pair North Greenwood businesses and residents with mentor companies in Clearwater and Pinellas County	ED&H; CRA	Staff Time	TIF for Administration	X	X	X	X	X
Quarterly research and report on opportunities for the community to leverage city events to promote local businesses (e.g. local vendors at games at Jack Russell Stadium)	Library; Parks & Recreation	Staff Time	General Fund	X	X	X	X	X
Survey residents and business owners on an annual basis to determine if their workforce needs are being met	CRA	\$2,000	TIF for Administration	X	X	X	X	X
Goal 4 Policy Implementation: Housing Affordability								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Determine the feasibility of establishing a land trust to maintain long term affordability of residential properties	CRA; ED&H	Staff Time	TIF for Administration					
Provide direct rent subsidy to cost burdened households to prevent displacement	ED&H	\$250,000	ARPA					
Provide an emergency assistance fund for low-income residents for life safety home repairs and renovations to accommodate physical disabilities	ED&H	\$300,000	ARPA (\$150k); TIF for Affordable Housing	X	X	X	X	X
Create a "role-model" resident program to encourage community role models to live in North Greenwood	CRA; ED&H	\$150,000	TIF for Affordable Housing	X	X	X	X	X
Hire an organization(s) to implement homeownership education programs	ED&H	\$50,000	ARPA					

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 4 Policy Implementation: Housing Affordability (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Create a grant program to reduce blight through the repair and preservation of historic homes	CRA; ED&H	\$1,000,000	TIF for Affordable Housing				X	X
Create a grant program to incentivize the construction of affordable housing on vacant, infill lots	CRA	\$2,000,000	TIF for Affordable Housing				X	X
Continue current Economic Development & Housing programs and CDBG activities that support homeownership	ED&H	Staff Time	SHIP; CDBG; General Fund	X	X	X	X	X
Goal 5 Policy Implementation: Quality of Life								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Fund projects and programs that honor North Greenwood's history through memorials, interpretive messaging, and public art installations	Cultural Affairs	\$150,000	ARPA		X	X	X	
Expand and increase programming of the Christine Wigfall Morris African American Collection at the North Greenwood Library	Library	TBD	General Fund			X	X	X
Help support the operations and expansion of the Pinellas County African American Museum at Curtis Elementary School	Cultural Affairs; CRA	\$50,000	ARPA		X	X	X	
Explore the feasibility of attracting existing cultural institutions in Pinellas County to relocate or establish additional locations in the North Greenwood area to bring new funding and programs to underutilized spaces	Cultural Affairs; CRA	Staff Time	TIF for Administration	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 4 Policy Implementation: Housing Affordability (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Create a grant program to reduce blight through the repair and preservation of historic homes	CRA; ED&H	\$1,000,000	TIF for Affordable Housing	X	X	X	X	X
Create a grant program to incentivize the construction of affordable housing on vacant, infill lots	CRA	\$2,000,000	TIF for Affordable Housing	X	X	X	X	X
Continue current Economic Development & Housing programs and CDBG activities that support homeownership	ED&H	Staff Time	SHIP; CDBG; General Fund	X	X	X	X	X
Goal 5 Policy Implementation: Quality of Life								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Fund projects and programs that honor North Greenwood's history through memorials, interpretive messaging, and public art installations	Cultural Affairs	\$150,000	ARPA					
Expand and increase programming of the Christine Wigfall Morris African American Collection at the North Greenwood Library	Library	TBD	General Fund	X	X	X	X	X
Help support the operations and expansion of the Pinellas County African American Museum at Curtis Elementary School	Cultural Affairs; CRA	\$50,000	ARPA					
Explore the feasibility of attracting existing cultural institutions in Pinellas County to relocate or establish additional locations in the North Greenwood area to bring new funding and programs to underutilized spaces	Cultural Affairs; CRA	Staff Time	TIF for Administration	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 5 Policy Implementation: Quality of Life (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Examine all recreational facilities and determine how to increase community access for recreational use outside of standard operating hours	Parks & Recreation	Staff Time	General Fund	X	X			
Work with Pinellas County Schools to examine school properties to determine how to increase community access for recreational use outside of standard operating hours	Parks & Recreation; Pinellas County Schools	Staff Time	General Fund	X	X			
Promote historic preservation through public education and assistance with local designation	P&D	Staff Time	General Fund	X	X	X	X	X
Continue to fund existing recreation programs that serve youth and seniors (scholarships, Silver Sneakers etc.)	Parks & Recreation	\$100,000	General Fund	X	X	X	X	X
Support the installation and management of community gardens	Parks & Recreation; Sustainability	TBD	General Fund	X	X	X	X	X
Support organizations implementing community engagement programs	CRA	\$100,000	ARPA	X	X	X	X	
Coordinate the efforts of neighborhood associations, non-profit service providers, churches and other organizations through quarterly meetings in the North Greenwood area	CRA	\$50,000	TIF for Administration	X	X	X	X	X
Convene local health care providers to develop funding strategies to improve public health outcomes (e.g. community health workers, access to fresh food etc.)	CRA	\$50,000	TIF for Administration		X	X	X	X
Support organizations that provide adult mental health and wellness programs	CRA	\$100,000	ARPA	X	X	X	X	

CRA - Community Redevelopment Agency
 ED&H - Economic Development and Housing Department
 P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 5 Policy Implementation: Quality of Life (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Examine all recreational facilities and determine how to increase community access for recreational use outside of standard operating hours	Parks & Recreation	Staff Time	General Fund					
Work with Pinellas County Schools to examine school properties to determine how to increase community access for recreational use outside of standard operating hours	Parks & Recreation; Pinellas County Schools	Staff Time	General Fund					
Promote historic preservation through public education and assistance with local designation	P&D	Staff Time	General Fund	X	X	X	X	X
Continue to fund existing recreation programs that serve youth and seniors (scholarships, Silver Sneakers etc.)	Parks & Recreation	\$100,000	General Fund	X	X	X	X	X
Support the installation and management of community gardens	Parks & Recreation; Sustainability	TBD	General Fund	X	X	X	X	X
Support organizations implementing community engagement programs	CRA	\$100,000	ARPA					
Coordinate the efforts of neighborhood associations, non-profit service providers, churches and other organizations through quarterly meetings in the North Greenwood area	CRA	\$50,000	TIF for Administration	X	X	X	X	X
Convene local health care providers to develop funding strategies to improve public health outcomes (e.g. community health workers, access to fresh food etc.)	CRA	\$50,000	TIF for Administration					
Support organizations that provide adult mental health and wellness programs	CRA	\$100,000	ARPA					

CRA - Community Redevelopment Agency
ED&H - Economic Development and Housing Department
P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 6 Policy Implementation: Invest in Youth								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Continue to utilize community liaison teams and invest in Operation Graduate, arts and sports programs, and other youth focused activities that build relationships between police officers and residents	Police	Staff Time	General Fund	X	X	X	X	X
Increase afterschool and summer programs at North Greenwood Recreation and Aquatic Complex	Parks & Recreation	TBD	General Fund	X	X	X	X	X
Address child poverty through direct payments for children in low-income households to ensure adequate access to food, technology, and transportation	CRA	\$350,000	ARPA	X	X	X	X	
Work with partners to implement and enhance workforce development and youth job readiness programs, including year-round afterschool employment	CRA	\$50,000	ARPA	X	X	X	X	
Support increased access to high-quality childcare and early childhood education	ED&H	\$250,000	ARPA	X	X	X	X	
Work with partners including the Pinellas County School District to leverage the planned middle school "Innovation" program delivery	CRA	Staff Time	TIF for Administration	X	X	X	X	X
Hire an organization(s) to provide mentoring services to assist children with receiving social service benefits and participating in educational programs	CRA	\$150,000	ARPA	X	X	X	X	
Expand North Greenwood Library hours to serve youth afterschool and on the weekends	Library	TBD	General Fund	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 6 Policy Implementation: Invest in Youth								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Continue to utilize community liaison teams and invest in Operation Graduate, arts and sports programs, and other youth focused activities that build relationships between police officers and residents	Police	Staff Time	General Fund	X	X	X	X	X
Increase afterschool and summer programs at North Greenwood Recreation and Aquatic Complex	Parks & Recreation	TBD	General Fund	X	X	X	X	X
Address child poverty through direct payments for children in low-income households to ensure adequate access to food, technology, and transportation	CRA	\$350,000	ARPA					
Work with partners to implement and enhance workforce development and youth job readiness programs, including year-round afterschool employment	CRA	\$50,000	ARPA					
Support increased access to high-quality childcare and early childhood education	ED&H	\$250,000	ARPA					
Work with partners including the Pinellas County School District to leverage the planned middle school "Innovation" program delivery	CRA	Staff Time	TIF for Administration	X	X	X	X	X
Hire an organization(s) to provide mentoring services to assist children with receiving social service benefits and participating in educational programs	CRA	\$150,000	ARPA					
Expand North Greenwood Library hours to serve youth afterschool and on the weekends	Library	TBD	General Fund	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 6 Policy Implementation: Invest in Youth (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2023	2024	2025	2026	2027
Support organizations that provide youth mental health and wellness programs	CRA	\$150,000	ARPA	X	X	X	X	
Increase availability to and awareness of private afterschool and summer programs in the North Greenwood area	CRA	TBD	General Fund	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.

Goal 6 Policy Implementation: Invest in Youth (con't)								
Action	Project Lead	Estimated Total Cost	Funding Source	2028	2029	2030	2031	2032
Support organizations that provide youth mental health and wellness programs	CRA	\$150,000	ARPA					
Increase availability to and awareness of private afterschool and summer programs in the North Greenwood area	CRA	TBD	General Fund	X	X	X	X	X

CRA - Community Redevelopment Agency

ED&H - Economic Development and Housing Department

P&D - Planning and Development Department

The City & CRA will abide by the requirements of Florida Statutes Ch. 163.370(3)(b) which prohibits tax increment revenue from being spent on projects that are in the current City CIP, or have been in the CIP within the last three years.



5. Governance

5.1 Overview | 5.2 State Requirements | 5.3 Pinellas County Requirements
5.4 City CRA Administration | 5.5 Citizens Advisory Committee

5.1 Overview

Once established, community redevelopment areas are governed by state and local regulations pertaining to special districts. These regulations include annual reporting requirements, restrictions on how TIF funds are spent, and training requirements for Community Redevelopment Agency Trustees. Staff should check these requirements on a regular basis to ensure they are operating in compliance with adopted regulations.

5.2 State Requirements

Chapter 163 of Florida Statutes governs community redevelopment areas. Community Redevelopment Agencies are required by state law to prepare five annual reports:

1. Annual Audit (can be independent of the creating entity or included in the creating entity's audit) (www.myflorida.com/audgen)
2. Annual Fees and Updates to the Office of Special District Accountability at the Florida Department of Economic Opportunity (<http://floridajobs.org/community-planning-and-development/special-districts/special-district-accountability-program>)
3. Comprehensive Annual Financial Report (<https://myfloridacfo.com/division/aa/local-governments>)
4. Annual March 31 Report to the public (posted online)
5. Annual Budget (proposed and adopted) and Board, contact information updated and posted each September online on CRA pages

The state has numerous restrictions on TIF fund expenditures. TIF funds should be kept in a segregated fund and annual reports should clearly explain how funds were spent.

5.3 Pinellas County Requirements

Pinellas County recently adopted Ordinance 21-48 which outlines the county's funding priorities and the process for establishing a new CRA and determining the amount of county TIF revenue it will receive. The full scoring methodology for this plan is contained in Appendix B. The CRA must allocate 50% of all TIF revenue towards the three county priority areas in order to receive 95% of county TIF revenue. If the city chooses to spend the funds in non-priority areas then the county contribution will be reduced to 70%. The funds should be kept in separate project accounts to clearly track how they are being allocated.

The unincorporated enclave within the CRA is not included in the current legal description of the CRA and will not contribute any tax increment as long as it remains unincorporated. If there is interest in annexing the unincorporated area into the city in the future, both city and county staff highly recommends that the entire area come in at one time to minimize the administrative burden of plan changes and to consolidate delivery of services. The modification of the CRA boundaries will require approval of the Pinellas County Board of County Commissioners and Clearwater City Council.

5.4 City CRA Administration

The City of Clearwater has already established a Community Redevelopment Agency which administers the Downtown CRA. The five City Council members serve as the five Trustees that govern the Community Redevelopment Agency. City staff serves as staff for the agency via an intergovernmental agreement. The current Trustees and staff will administer the implementation of the North Greenwood Community Redevelopment Area Plan.

To ensure the CRA Plan is implemented in continuous collaboration with the community, the city will establish a Citizens Advisory Committee (CAC) comprised of residents, business owners, property owners, and non-profit organizations located in the plan area. The CAC will make recommendations to the Trustees on plan implementation.

After plan adoption, Community Redevelopment Agency staff should prepare an annual operating budget that includes staffing recommendations, funds for training of staff and CAC members, and general marketing costs.

Over the 20-year life of this plan, it will be amended. The City Council, upon recommendation by the Community Redevelopment Agency Trustees, has the authority to amend the redevelopment plan. The Trustees have the authority to establish grant programs, set budget expenditures, buy and sell property, and invest in redevelopment projects. The Community Redevelopment Agency may amend its boundaries with the approval of the county.

5.5 Citizens Advisory Committee

The Citizens Advisory Committee will be a five-member body, with three members appointed by the City of Clearwater City Council and the remaining two members appointed by the Pinellas County Board of County Commissioners. Members will serve staggered terms that will be decided upon at a later date. It will have the authority to make recommendations to the Community Redevelopment Agency Trustees on the annual budget, amendments to the CRA plan, and the adoption of programs. It will have the authority to initiate research to develop new program ideas, evaluate existing programs, and convene meetings to solicit neighborhood input on CRA activities.



Appendices

Appendix A - Legal Description | Appendix B - CRA Local Assessment
Appendix C - Tax Increment Projection | Appendix D - Statement of Neighborhood Impact
Appendix E - TIF Expenditures

Appendix A

North Greenwood CRA Legal Description

BEGIN AT A POINT AT THE CENTER OF THE INTERSECTION with Sunset Point Road and Kings Highway right-of-way and proceed South along the centerline of Kings Highway right-of-way to its intersection with the centerline of Palmetto Street right-of-way; thence

Proceed West along the centerline of Palmetto Street right-of-way to its intersection with the northerly extension of the East line of Block E, New Country Club Addition, as recorded in Plat Book 20, Page 64 of the Public Records of Pinellas County, FL; thence

Proceed South along the East line of said Block E to its intersection with the centerline of Seminole Street right-of-way; thence

Proceed East along the centerline of Seminole Street right-of-way to its intersection with the centerline of North Missouri Avenue right-of-way; thence

Proceed South along the centerline of North Missouri Avenue right-of-way to its intersection with the North right-of-way line of the CSX Rail Road; thence

Proceed West and Southwest along the North right-of-way line of the CSX Rail Road to its intersection with the centerline of North Myrtle Avenue right-of-way; thence

Proceed South along the centerline of North Myrtle Avenue right-of-way to its intersection with the centerline of Jones Street right-of-way; thence

Proceed West along the centerline of Jones Street right-of-way to the seawall or top of bank of Clearwater Harbor; thence

Proceed meandering generally North along the seawall and top of bank of Clearwater Harbor to its intersection with the centerline of Cedar Street right-of-way; thence

Proceed East along the centerline of Cedar Street right-of-way to its intersection with the centerline of North Osceola Avenue right-of-way; thence

Proceed Northeasterly along the centerline of North Osceola Avenue right-of-way to its intersection with the centerline of Sunburst Court right-of-way; thence

Proceed Southeasterly along the centerline of Sunburst Court right-of-way to its intersection with the centerline of North Fort Harrison Avenue right-of-way; thence

Proceed North along the centerline of North Fort Harrison Avenue right-of-way to a point on the south seawall or top of bank of Stevenson Creek; thence Proceed meandering Southeasterly along the south seawall or top of bank of Stevenson Creek to its intersection with the East boundary line of the Pinellas Trail; thence

Proceed Northeasterly along the East line of the Pinellas Trail to its intersection with the centerline of Sunset Point Road right-of-way; thence

Proceed East along the centerline of Sunset Point Road right-of-way to its intersection with the centerline of Kings Highway right-of-way and **THE POINT OF BEGINNING.**

Less and except all unincorporated Pinellas County enclaves.

Appendix B

Pinellas County CRA Local Assessment

Total Score

The local designation assessment utilizes 12 factors across four categories to assess each CRA. These factors provide a baseline understanding of the needs of the CRA, as well as the location's alignment with county priorities on issues like mobility and economic development. The local designation assessment determines the level of need in the CRA, placing all CRAs into one of three categories depending on the scoring threshold reached.

The North Greenwood CRA is designated as Urban Revitalization and has a total score of 79, indicating that the CRA is considered one of the most distressed areas. There is a prevalence of low- and moderate-income persons, endemic poverty, and where other programs can provide targeted funding.

Demonstrated Need

This set of factors assesses whether the potential CRA is home to a high need population or if the physical environment requires new investment. These needs align with need as defined in CRA statute, as well as with county priorities to promote affordable housing and economic development in disadvantaged areas.

Percent of Households Below Poverty – 10 points

25% of the households in the North Greenwood CRA is below the poverty level, which is 2.16 times the county's poverty rate. North Greenwood CRA scored 10 points for this metric.

Median Household Income – 15 points

The median household income in the Greenwood CRA is \$32,022, 62% of the county's median household income. North Greenwood CRA scored 11 points for this metric.

Percent of area Qualified for CDBG funds – 5 points

87% of the of the Census Block Groups within the North Greenwood CRA qualify for CDBG funding. The North Greenwood CRA scored 5 points for this metric.

Demonstrated Blight Factors – 10 points

North Greenwood CRA's Finding of Necessity Study indicated 9 blight factors were present within the CRA boundary. The North Greenwood CRA scored 10 points for this metric.

Area Affected by Coastal High Hazard Area – 5 points

The Coastal High Hazard Area (CHHA) covers 22% of the North Greenwood CRA. The North Greenwood CRA scored 5 points for this metric.

Economic Development and Employment

The county has identified job retention and attraction as a near term priority. These factors indicate the level of economic activity in a CRA and the economic status of its residents.

Employment Density – 5 points

According to LEHD data the employment density in the North Greenwood CRA boundary is 1.24 jobs per acre. The North Greenwood CRA scored 5 points for this metric.

Unemployment (Civilian) – 10 points

The unemployment rate (civilian) within the North Greenwood CRA is 8.4%, which is 1.49 times the rate of Pinellas County. The North Greenwood CRA scored 7 points for this metric.

Tax Value Trend – 5 points

The CRA area's taxable value grew at a higher rate than the county, outperforming the county's growth rate by an average of 3% for the years 2017 through 2021. 0 points were scored for this metric.

Activity Centers and Target Employment Areas – 5 points

There are no target employment areas or activity centers within the boundary of the North Greenwood CRA. 0 points were scored for this metric.

Housing Affordability

The county has identified creation and preservation of quality, affordable housing as a near term priority. This factor assesses the extent to which households experience a housing cost burden.

Percent of Households that are Housing Cost Burdened – 10 points

52% of households within the North Greenwood CRA are considered housing cost burdened, this is 1.5 times higher than Pinellas County. The North Greenwood CRA scored 10 points for this metric.

Median Residential Values – 15 points

The median residential value for properties within the North Greenwood CRA is \$141,579, 23% lower than the county median residential value. The North Greenwood CRA scored 11 points for this metric.

Mobility

The county places a priority on improving biking, walking, and transit options, particularly in designated corridors.

Mobility – 5 points

66% of the area within the North Greenwood CRA is within ¼ mile of a Premium, Primary, or Secondary Transit Corridor. The North Greenwood CRA scored 5 points for this metric.

Page intentionally left blank

Appendix C

Tax Increment Projection

		Base Year	Plus 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
City Millage Rate		5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850
County Millage Rate		4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398
	Base Year Taxable Value	Tax Year	Tax Year	Tax Year	Tax Year	Tax Year	Tax Year	Tax Year	Tax Year	Tax Year	Tax Year
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
District		FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
North Greenwood - Tax Year 2021	193,652,08										
Total Value Change: %			3.00%	3.00%	3.00%	3.00%	3.00%	6.00%	7.00%	8.00%	3.00%
Total Taxable Value		193,652,086	199,461,648.58	205,445,498.04	211,608,862.98	217,957,128.87	224,495,842.73	237,965,593.30	254,623,184.83	274,993,039.62	283,242,830.80
Tax Increment Value			5,809,562.58	11,793,412.04	17,956,776.98	24,305,042.87	30,843,756.73	44,313,507.30	60,971,098.83	81,340,953.62	89,590,744.80
Total Value Change: \$			5,809,562.58	5,983,849.46	6,163,364.94	6,348,265.89	6,538,713.87	13,469,750.56	16,657,591.53	20,369,854.79	8,249,791.19
County Tax Increment Payment	95%		26,159.36	53,103.49	80,855.95	109,440.99	138,883.58	199,535.30	274,541.27	366,262.86	403,410.10
City Tax Increment Payment	95%		32,479.81	65,934.02	100,391.85	135,883.42	172,439.73	247,745.74	340,874.17	454,756.94	500,879.46
		Grand Total	58,639.17	119,037.51	181,247.81	245,324.41	311,323.31	447,281.04	615,415.44	821,019.80	904,289.56

- Notes:
1. Pinellas County Property Appraiser 2021 Estimated Taxes w/o Cap or Exemptions.
 2. Assumes 3% annual property value increase.
 3. Assumes a 20-year Trust Fund length.
 4. Assumes \$100 million of new taxable value will come online in years 6-12.

Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	5.8850	
4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	4.7398	Estimated Total Projection
Tax Year											
2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	
<i>FY32</i>	<i>FY33</i>	<i>FY34</i>	<i>FY35</i>	<i>FY36</i>	<i>FY37</i>	<i>FY38</i>	<i>FY39</i>	<i>FY40</i>	<i>FY41</i>	<i>FY42</i>	<i>FY23 to FY42</i>
9.00%	9.00%	9.50%	9.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
308,734,685.58	336,520,807.28	368,490,283.97	403,496,860.95	415,601,766.77	428,069,819.78	440,911,914.37	454,139,271.80	467,763,449.96	481,796,353.46	496,250,244.06	
115,082,599.58	142,868,721.28	174,838,197.97	209,844,774.95	221,949,680.77	234,417,733.78	247,259,828.37	260,487,185.80	274,111,363.96	288,144,267.46	302,598,158.06	
25,491,854.77	27,786,121.70	31,969,476.69	35,006,576.98	12,104,905.83	12,468,053.00	12,842,094.59	13,227,357.43	13,624,178.15	14,032,903.50	14,453,890.60	
518,195.08	643,310.71	787,263.19	944,891.15	999,397.24	1,055,538.52	1,113,364.03	1,172,924.31	1,234,271.39	1,297,458.89	1,362,542.01	12,781,349.42
643,398.04	798,743.30	977,476.66	1,173,189.68	1,240,865.18	1,310,570.95	1,382,367.89	1,456,318.73	1,532,488.11	1,610,942.56	1,691,750.65	15,869,496.88
1,161,593.12	1,442,054.01	1,764,739.84	2,118,080.83	2,240,262.42	2,366,109.46	2,495,731.91	2,629,243.04	2,766,759.50	2,908,401.45	3,054,292.66	28,650,846.30

Appendix D

Statement of Neighborhood Impact

Florida Statutes include a requirement addressing community redevelopment areas that contain low- or moderate-income housing, as the North Greenwood CRA Plan does. It is the intent to retain, improve, and increase the housing stock within North Greenwood. The CRA Plan does not propose any specific project which would result in the acquisition or demolition of existing residential structures nor the relocation of current residents in the area. Any future project supported by the CRA Plan and its financing mechanisms that requires the involuntary displacement of any resident shall be accompanied by a project relocation plan in accordance with Chapter 163, Florida Statutes. The project relocation plan must be approved by the City Council/Community Redevelopment Agency Trustees in a publicly noticed Trustees' meeting prior to receiving final approvals.

The following information is provided to address the anticipated impact of the CRA Plan's redevelopment upon the residents of the neighborhood.

Relocation

The CRA Plan does not include any preemptive public residential land ownership demolition that would require the relocation of any residents. The city does own the former Elks Lodge commercial property that is vacant and scheduled for demolition due to the building's deteriorated structural condition. The city owns other vacant residential properties within the CRA limits and anticipates working with its partners to make the properties available for infill residential redevelopment through a publicly approved process.

Traffic Circulation

The CRA Plan limits are served by city, county, and state roadways and county bus transit services. The existing transportation facility's levels of service, roadway functional classifications, and bus transit routes and frequencies are included in the plan. All facilities are operating at acceptable levels of service and are not anticipated to fail with the projected redevelopment of existing vacant or underutilized properties. The redevelopment is anticipated to be consistent with the city's adopted Comprehensive Plan Future Land Use and its Community Development Code zoning designations. This will require a future amendment to the Community Development Code. The area is also served by the Pinellas Trail, a recreational multi-use facility that connects all of Pinellas County through its 75-mile length. The CRA Plan includes strategies to increase bicycle and pedestrian mobility in the neighborhood. The city has also planned vehicular improvements to the North Fort Harrison Avenue roadway that includes improvements for pedestrians and cyclists resulting in decreased traffic speed and increased bicycle and pedestrian safety in the neighborhood.

Environmental Quality

The North Greenwood CRA limits include Stevenson Creek, a major tributary that outfalls Clearwater Harbor and the Gulf of Mexico. The city has completed past environmental improvements, including the removal of 115,000 cubic yards of sand and organic muck, and increased the tidal volume west of Fairmont Street bridge towards the Pinellas Trail bridge. Exotic vegetation was removed, and native plants were installed. A 3.2-acre mangrove shelf was installed to provide habitat and water quality benefits. The city is evaluating additional recreational improvements at the Stevenson Creek Shuffleboard & Lawn Bowling Complex that may include additional environmental improvements. CRA Plan strategies include the promotion of voluntary annexation and replacement of private septic systems with city sewer connections, increased public realm landscaping, and park amenities that will add to creek resource protection and increased community shading and access.

Availability of Community Facilities and Services

The North Greenwood CRA area benefits from numerous existing community facilities. There are 46.76-acres of city-owned park lands, the North Greenwood Recreation & Aquatic Complex, the North Greenwood Library, the Pinellas Trail, and the Pinellas County African American History Museum.

Effect Upon School Population

While redevelopment of vacant residential lands within the North Greenwood CRA limits will increase population, it is assumed that the increased student-aged population will be minor and not have a large effect on public schools. Analysis shows a total of 22.96-acres of vacant residential land exists. An estimate of potential residential units using a minimum 5,000 gross square foot lot may produce 200 new residential units. The current household size is estimated at 2.42 people per household and would yield 485 new persons. If existing household population age percentages are equaled, then it is estimated that 145 additional students may be anticipated if all vacant residential acreage is redeveloped. The Pinellas County School system is a choice-based selection process. Students are able to attend locally zoned schools but are eligible to attend any countywide school. Capacity is available in the public school system to absorb these potential new students.

Other Items Affecting the Physical and Social Quality of the Neighborhood

The North Greenwood area has a long history of dealing with the pervasive effects of a high concentration of poverty. The CRA Plan includes people-based strategies to help address these underlying issues and support housing, education, and employment initiatives with assistance from the city and partner organizations. Estimated TIF generation is not going to be an adequate source in the short term to make substantive progress. The city is dedicating \$5 million of its American Rescue Plan Act (ARPA) funding to advance implementation actions.

The CRA Plan identifies that approximately 238 acres (28.31%) within the total 840.77-acre limits are tax-exempt properties. Tax-exempt properties include city, county, school district, church, and other institutional ownership. These properties will not contribute to the trust fund but are important partners that will assist with plan implementation. The plan calls for CRA staff to coordinate the service delivery of these partners to achieve redevelopment goals

Appendix E

TIF Expenditures

The Finding of Necessity Study (Study) identified blight factors within the North Greenwood area to be addressed by the goals, objectives, and strategies of this CRA Plan. The goals and objectives provide overarching guidance for what the strategies should work toward achieving. There were six goals developed based on input from the community. A list of those goals and how the strategies within each goal addresses the blight factors from the Study is provided below.

- Public Safety addresses the reduction of crime and code violations as well as fire and EMS calls through programs that expand and continue relationships and education with the City of Clearwater Police and Fire Departments and grant opportunities and community clean-up days to assist with blight properties.
- Mobility addresses an increase in transportation opportunities to allow residents better access to employment through expanded transit and sidewalk and trail connections.
- Poverty Reduction addresses low median income, poverty, and recidivism through employment opportunities, workforce development, and business assistance programs.
- Housing Affordability addresses the substandard housing, low median house value, and households being cost-burdened through programs providing rent subsidies to cost burdened households, emergency assistance to low-income residents for life safety home repairs, and a grant program to incentive the construction of affordable housing.
- Quality of Life addresses access to recreational opportunities and improving public health outcomes through coordination of existing organizations providing service to the community, convene health care providers to develop strategies to improve health outcomes, and examine recreational facilities to increase community access outside standard hours.

- Invest in Youth addresses opportunities for youth education, mentoring, and job readiness through implementation of a job readiness program, increased access to childcare, and providing a mentoring service for youth.

The strategies in the CRA Plan have an estimated cost and funding source identified in Table 15 CRA Implementation Table. The City of Clearwater does not intend to incur debt as a result of the costs identified in Table 15 this CRA Plan.

Table 16 CRA Emphasis Area TIF Expenditures by Year

Area Wide Recommended Land Use Change and Redevelopment Opportunities										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Continue to prohibit short term rentals										
Limit lot assembly in single-family areas										
Update 1995 Residential Infill Study and establish design guidelines or new zoning district that addresses existing "small" lots and allows additional density to support missing middle housing										
Work with owners of small apartment complexes to avoid demolition and encourage preservation of affordable housing units										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Meet with the owners of vacant properties to develop a strategy for redevelopment	CRA Staff									
Partner with an organization(s) to redevelop lots in single-family neighborhoods as affordable units	CRA Staff									

CRA = Community Redevelopment Agency

Area A: North Ward School/Seminole Boat Ramp Area										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Continue to implement the Clearwater Downtown Redevelopment Plan and Downtown District and Design Standards										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Request Letters of Interest or issue RFP/Q for the private redevelopment of the North Ward School property with adaptive reuse of the structure and expanded mixed-use housing and public activity on the property	CRA Staff									
Provide grant funds to support historic preservation of the building and construction of community spaces on the North Ward School property										
Area B: North Fort Harrison Avenue/North Myrtle Avenue Corridors										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Continue to implement the Clearwater Downtown Redevelopment Plan and Downtown District and Design Standards										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Support private infill residential and commercial redevelopment on vacant and underutilized properties							\$50,000	\$50,000	\$50,000	\$50,000

CRA = Community Redevelopment Agency

Area C: CSX Industrial Area/Armory Area										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Update zoning, site development, and fire code standards if needed to support shared commercial kitchens, multi-tenant flexible spaces, and shared driveway entries										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Provide grants for renovations and build out to support new businesses									\$50,000	\$50,000
Area D: North Greenwood Recreation & Aquatic Complex/North Greenwood Library										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
None Identified										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
None Identified										

CRA = Community Redevelopment Agency

Area E: North Martin Luther King, Jr. Avenue Corridor										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Complete the North Martin Luther King, Jr. Avenue corridor design charette and accompanying recommendations										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Request Letters of Interest or issue RFP/Q to redevelop the former Elks Lodge property to add commercial, community use, and possibly compatible infill mixed residential development	CRA Staff									
Support private infill residential and commercial redevelopment on vacant and underutilized properties						\$100,000	\$100,000	\$200,000	\$200,000	\$300,000
Area F: Curtis Museum/Cherry Harris Park Area										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
None Identified										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Work with the Pinellas County School District to investigate and expand the adaptive reuse of the Curtis Museum building's second floor and site										
Provide matching funds to repair Curtis Museum facilities										
Support private infill of affordable residential redevelopment on vacant and underutilized properties							\$50,000	\$50,000	\$50,000	\$50,000

CRA = Community Redevelopment Agency

Area G: Clearwater Intermediate/Martin Luther King, Jr. Community Center/Cemetery Area										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
None Identified										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Work with the Martin Luther King Jr. Community Center to investigate and support the renovation and potential expansion of the building and site to support plan goals										
Support private infill of affordable residential redevelopment on vacant and underutilized properties									\$50,000	\$50,000
Area H: Stevenson Creek/Shuffleboard & Lawn Bowling Complex Area										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
None Identified										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Support private infill of affordable residential redevelopment on vacant and underutilized properties										\$50,000
Area I: Calvin A. Hunsinger/Sandy Lane Schools Area										
Land Use, Zoning, and Design Standards										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
None Identified										
Redevelopment Opportunities										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Support private infill of affordable residential redevelopment on vacant and underutilized properties										\$50,000

CRA = Community Redevelopment Agency

Table 17 First Five Years of TIF Expenditures, Capital Improvements and Goals

Capital Improvement Projects (CIP)					
Project/Strategy	2023	2024	2025	2026	2027
Provide a 4 foot wide sidewalk on at least one side of every street in the North Greenwood area					
Redesign and construction of North Fort Harrison Avenue to encourage active transportation					
Pinellas Trail safety & placemaking improvements				\$50,000	\$50,000
Provide new bicycle/pedestrian connections to Pinellas Trail from the Seminole Boat Ramp and the North Greenwood Recreation and Aquatic Complex					
Design & construct improvements to the Shuffleboard & Lawn Bowling Complex to provide access to Stevenson Creek and additional recreational amenities					
Provide improvements to Overbrook Park					
Provide improvements to North Betty Lane Park					
Design improvements to reduce the odor from the Marshall Street Wastewater Treatment Plant					
Convert private septic to the city's sewer system in the unincorporated enclave					
Total TIF Dollars Allocated	\$0	\$0	\$0	\$50,000	\$50,000

- Notes:
1. Any unused TIF dollars will roll over to future years.
 2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
 3. CRA = Community Redevelopment Agency
 4. Light Blue text are projects or strategies where County TIF dollars can be spent.

Goal 1 Policy Implementation: Public Safety					
Project/Strategy	2023	2024	2025	2026	2027
Partner with housing providers to monitor the rate of opioid use to increase intervention and treatment rates					
Continue to host a quarterly information panel for the community to ask Clearwater Police questions and review crime data					
Continue to require annual anti-bias training for the police as provided in the department’s strategic plan					
Fund one on one mentoring programs, like Refuse to Lose, that break the cycle of poverty driven criminal behavior by providing access to better educational and employment opportunities					
Pilot new approaches like community paramedicine to reduce the number of medical calls that do not qualify as emergencies (e.g. https://emsa.ca.gov/community_paramedicine)					
Determine the feasibility of increasing the number of Advanced Life Support (ALS) units at Station #51					
Advertise smoke alarm and CPR training programs at Fire Station #51 to North Greenwood area residents					
Develop grant programs to pay for interior and exterior improvements to blighted properties	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Organize clean up days and trash amnesty days prior to code enforcement sweeps					
Maintain a list of landlords and meet regularly with them to share resources about home improvement	CRA Staff				
Develop programs to encourage neighborhood pride in yard and home appearance	CRA Staff				
Install additional lighting along sidewalks and trails					
Total TIF Dollars Allocated	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

Notes:

1. Any unused TIF dollars will roll over to future years.
2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
3. CRA = Community Redevelopment Agency
4. Light Blue text are projects or strategies where County TIF dollars can be spent.

Goal 2 Policy Implementation: Mobility					
Project/Strategy	2023	2024	2025	2026	2027
Explore creating a Safe Routes to Schools program with Pinellas County Schools					
Conduct feasibility study of additional on-street parking throughout North Greenwood as a traffic calming measure					
Develop and install solutions to provide additional shade and amenities on sidewalks and trails		\$50,000	\$50,000		
Determine the causes of bicycle/pedestrian crashes from the 2021 Forward Pinellas study and implement solutions to improve safety (e.g. pedestrian crosswalk signals, traffic pattern evaluation)	CRA Staff				
Identify opportunities to increase use of existing transit services and expand transit services	CRA Staff				
Total TIF Dollars Allocated	\$0	\$50,000	\$50,000	\$0	\$0

- Notes:
1. Any unused TIF dollars will roll over to future years.
 2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
 3. CRA = Community Redevelopment Agency
 4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.

Goal 3 Policy Implementation: Poverty Reduction					
Project/Strategy	2023	2024	2025	2026	2027
Hire an organization(s) to develop and implement neighborhood scale business development assistance and marketing program(s) like the Main Street model or other comprehensive programs					
Hire an organization(s) to develop and implement a neighborhood scale workforce development program(s)					
Convene Pinellas County Schools, Pinellas County Economic Development, and local colleges to develop a workforce program focused on bringing the county's target industries to the North Greenwood area and employing North Greenwood residents in these target industries					
Develop city apprenticeship and employment programs for North Greenwood residents that train them to resolve community problems (e.g. weatherize homes)	CRA Staff				
Develop a grant program to fund improvements to commercial buildings, to establish new businesses, and reduce blight in the North Martin Luther King, Jr. Avenue commercial corridor					
Create an emergency fund to assist low-income residents with one-time costs to mitigate issues that would prevent them from going to work					
Expand North Greenwood Library hours to support workforce development programming					
Pair North Greenwood businesses and residents with mentor companies in Clearwater and Pinellas County	CRA Staff				
Quarterly research and report on opportunities for the community to leverage city events to promote local businesses (e.g. local vendors at games at Jack Russell Stadium)					
Survey residents and business owners on an annual basis to determine if their workforce needs are being met	CRA Staff				
Total TIF Dollars Allocated	\$0	\$0	\$0	\$0	\$0

Notes:

1. Any unused TIF dollars will roll over to future years.
2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
3. CRA = Community Redevelopment Agency
4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.

Goal 4 Policy Implementation: Housing Affordability					
Project/Strategy	2023	2024	2025	2026	2027
Determine the feasibility of establishing a land trust to maintain long term affordability of residential properties	CRA Staff				
Provide direct rent subsidy to cost burdened households to prevent displacement					
Provide an emergency assistance fund for low-income residents for life safety home repairs and renovations to accommodate physical disabilities	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Create a "role-model" resident program to encourage community role models to live in North Greenwood			\$15,000	\$15,000	\$15,000
Hire an organization(s) to implement homeownership education programs					
Create a grant program to reduce blight through the repair and preservation of historic homes				\$100,000	\$100,000
Create a grant program to incentivize the construction of affordable housing on vacant, infill lots				\$100,000	\$100,000
Continue current Economic Development & Housing programs and CDBG activities that support homeownership					
Total TIF Dollars Allocated	\$7,500	\$7,500	\$22,500	\$222,500	\$222,500

- Notes:
1. Any unused TIF dollars will roll over to future years.
 2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
 3. CRA = Community Redevelopment Agency
 4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.

Goal 5 Policy Implementation: Quality of Life					
Project/Strategy	2023	2024	2025	2026	2027
Fund projects and programs that honor North Greenwood's history through memorials, interpretive messaging, and public art installations					
Expand and increase programming of the Christine Wigfall Morris African American Collection at the North Greenwood Library					
Help support the operations and expansion of the Pinellas County African American Museum at Curtis Elementary School					
Explore the feasibility of attracting existing cultural institutions in Pinellas County to relocate or establish additional locations in the North Greenwood area to bring new funding and programs to underutilized spaces	CRA Staff				
Examine all recreational facilities and determine how to increase community access for recreational use outside of standard operating hours					
Work with Pinellas County Schools to examine school properties to determine how to increase community access for recreational use outside of standard operating hours					
Promote historic preservation through public education and assistance with local designation					
Continue to fund existing recreation programs that serve youth and seniors (scholarships, Silver Sneakers etc.)					
Support the installation and management of community gardens					
Support organizations implementing community engagement programs					
Coordinate the efforts of neighborhood associations, non-profit service providers, churches and other organizations through quarterly meetings in the North Greenwood area	CRA Staff				
Convene local health care providers to develop funding strategies to improve public health outcomes (e.g. community health workers, access to fresh food etc.)	CRA Staff				
Support organizations that provide adult mental health and wellness programs					
Total TIF Dollars Allocated	\$0	\$0	\$0	\$0	\$0

Notes:

1. Any unused TIF dollars will roll over to future years.
2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
3. CRA = Community Redevelopment Agency
4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.

Goal 6 Policy Implementation: Invest in Youth					
Project/Strategy	2023	2024	2025	2026	2027
Continue to utilize community liaison teams and invest in Operation Graduate, arts and sports programs, and other youth focused activities that build relationships between police officers and residents					
Increase afterschool and summer programs at North Greenwood Recreation and Aquatic Complex					
Address child poverty through direct payments for children in low-income households to ensure adequate access to food, technology, and transportation					
Work with partners to implement and enhance workforce development and youth job readiness programs, including year-round afterschool employment					
Support increased access to high-quality childcare and early childhood education					
Work with partners including the Pinellas County School District to leverage the planned middle school "Innovation" program delivery	CRA Staff				
Hire an organization(s) to provide mentoring services to assist children with receiving social service benefits and participating in educational programs					
Expand North Greenwood Library hours to serve youth afterschool and on the weekends					
Support organizations that provide youth mental health and wellness programs					
Increase availability to and awareness of private afterschool and summer programs in the North Greenwood area					
Total TIF Dollars Allocated	\$0	\$0	\$0	\$0	\$0
Grand Total TIF Dollars Allocated First 5 Years	\$47,500	\$97,500	\$112,500	\$312,500	\$312,500
Total TIF Projection Each Year	\$58,639	\$119,038	\$181,248	\$245,324	\$311,323

- Notes:
1. Any unused TIF dollars will roll over to future years.
 2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
 3. CRA = Community Redevelopment Agency
 4. Light Blue text are projects or strategies where County TIF dollars can be spent.

Table 18 Years 6-10 of TIF Expenditures, Capital Improvements and Goals

Capital Improvement Projects					
Project/Strategy	2028	2029	2030	2031	2032
Provide a 4 foot wide sidewalk on at least one side of every street in the North Greenwood area					
Redesign and construction of North Fort Harrison Avenue to encourage active transportation					
Pinellas Trail safety & placemaking improvements	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Provide new bicycle/pedestrian connections to Pinellas Trail from the Seminole Boat Ramp and the North Greenwood Recreation and Aquatic Complex	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Design & construct improvements to the Shuffleboard & Lawn Bowling Complex to provide access to Stevenson Creek and additional recreational amenities					
Provide improvements to Overbrook Park					
Provide improvements to North Betty Lane Park					
Design improvements to reduce the odor from the Marshall Street Wastewater Treatment Plant					
Convert private septic to the city's sewer system in the unincorporated enclave					
Total TIF Dollars Allocated	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

Notes:

1. Any unused TIF dollars will roll over to future years.
2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
3. CRA = Community Redevelopment Agency
4. Light Blue text are projects or strategies where County TIF dollars can be spent.

Goal 1 Policy Implementation: Public Safety					
Project/Strategy	2028	2029	2030	2031	2032
Partner with housing providers to monitor the rate of opioid use to increase intervention and treatment rates					
Continue to host a quarterly information panel for the community to ask Clearwater Police questions and review crime data					
Continue to require annual anti-bias training for the police as provided in the department’s strategic plan					
Fund one on one mentoring programs, like Refuse to Lose, that break the cycle of poverty driven criminal behavior by providing access to better educational and employment opportunities					
Pilot new approaches like community paramedicine to reduce the number of medical calls that do not qualify as emergencies (e.g. https://ems.ca.gov/community_paramedicine)					
Determine the feasibility of increasing the number of Advanced Life Support (ALS) units at Station #51					
Advertise smoke alarm and CPR training programs at Fire Station #51 to North Greenwood area residents					
Develop grant programs to pay for interior and exterior improvements to blighted properties	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Organize clean up days and trash amnesty days prior to code enforcement sweeps					
Maintain a list of landlords and meet regularly with them to share resources about home improvement	CRA Staff				
Develop programs to encourage neighborhood pride in yard and home appearance	CRA Staff				
Install additional lighting along sidewalks and trails					
Total TIF Dollars Allocated	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

- Notes:
1. Any unused TIF dollars will roll over to future years.
 2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
 3. CRA = Community Redevelopment Agency
 4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.

Goal 2 Policy Implementation: Mobility					
Project/Strategy	2028	2029	2030	2031	2032
Explore creating a Safe Routes to Schools program with Pinellas County Schools					
Conduct feasibility study of additional on-street parking throughout North Greenwood as a traffic calming measure					
Develop and install solutions to provide additional shade and amenities on sidewalks and trails					
Determine the causes of bicycle/pedestrian crashes from the 2021 Forward Pinellas study and implement solutions to improve safety (e.g. pedestrian crosswalk signals, traffic pattern evaluation)	CRA Staff				
Identify opportunities to increase use of existing transit services and expand transit services	CRA Staff				
Total TIF Dollars Allocated	\$0	\$0	\$0	\$0	\$0

Notes:

1. Any unused TIF dollars will roll over to future years.
2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
3. CRA = Community Redevelopment Agency
4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.

Goal 3 Policy Implementation: Poverty Reduction					
Project/Strategy	2028	2029	2030	2031	2032
Hire an organization(s) to develop and implement neighborhood scale business development assistance and marketing program(s) like the Main Street model or other comprehensive programs					
Hire an organization(s) to develop and implement a neighborhood scale workforce development program(s)					
Convene Pinellas County Schools, Pinellas County Economic Development, and local colleges to develop a workforce program focused on bringing the county's target industries to the North Greenwood area and employing North Greenwood residents in these target industries					
Develop city apprenticeship and employment programs for North Greenwood residents that train them to resolve community problems (e.g. weatherize homes)	CRA Staff				
Develop a grant program to fund improvements to commercial buildings, to establish new businesses, and reduce blight in the North Martin Luther King, Jr. Avenue commercial corridor					
Create an emergency fund to assist low-income residents with one-time costs to mitigate issues that would prevent them from going to work					
Expand North Greenwood Library hours to support workforce development programming					
Pair North Greenwood businesses and residents with mentor companies in Clearwater and Pinellas County	CRA Staff				
Quarterly research and report on opportunities for the community to leverage city events to promote local businesses (e.g. local vendors at games at Jack Russell Stadium)					
Survey residents and business owners on an annual basis to determine if their workforce needs are being met	CRA Staff				
Total TIF Dollars Allocated	\$0	\$0	\$0	\$0	\$0

- Notes:
1. Any unused TIF dollars will roll over to future years.
 2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
 3. CRA = Community Redevelopment Agency
 4. Light Blue text are projects or strategies where County TIF dollars can be spent.

Goal 4 Policy Implementation: Housing Affordability					
Project/Strategy	2028	2029	2030	2031	2032
Determine the feasibility of establishing a land trust to maintain long term affordability of residential properties	CRA Staff				
Provide direct rent subsidy to cost burdened households to prevent displacement					
Provide an emergency assistance fund for low-income residents for life safety home repairs and renovations to accommodate physical disabilities	\$7,500	\$7,500	\$10,000	\$10,000	\$10,000
Create a "role-model" resident program to encourage community role models to live in North Greenwood	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Hire an organization(s) to implement homeownership education programs					
Create a grant program to reduce blight through the repair and preservation of historic homes	\$100,000	\$100,000	\$200,000	\$200,000	\$200,000
Create a grant program to incentivize the construction of affordable housing on vacant, infill lots	\$100,000	\$200,000	\$300,000	\$400,000	\$600,000
Continue current Economic Development & Housing programs and CDBG activities that support homeownership					
Total TIF Dollars Allocated	\$222,500	\$322,500	\$525,000	\$625,000	\$825,000

Notes:

1. Any unused TIF dollars will roll over to future years.
2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
3. CRA = Community Redevelopment Agency
4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.

Goal 5 Policy Implementation: Quality of Life					
Project/Strategy	2028	2029	2030	2031	2032
Fund projects and programs that honor North Greenwood's history through memorials, interpretive messaging, and public art installations					
Expand and increase programming of the Christine Wigfall Morris African American Collection at the North Greenwood Library					
Help support the operations and expansion of the Pinellas County African American Museum at Curtis Elementary School					
Explore the feasibility of attracting existing cultural institutions in Pinellas County to relocate or establish additional locations in the North Greenwood area to bring new funding and programs to underutilized spaces	CRA Staff				
Examine all recreational facilities and determine how to increase community access for recreational use outside of standard operating hours					
Work with Pinellas County Schools to examine school properties to determine how to increase community access for recreational use outside of standard operating hours					
Promote historic preservation through public education and assistance with local designation					
Continue to fund existing recreation programs that serve youth and seniors (scholarships, Silver Sneakers etc.)					
Support the installation and management of community gardens					
Support organizations implementing community engagement programs					
Coordinate the efforts of neighborhood associations, non-profit service providers, churches and other organizations through quarterly meetings in the North Greenwood area	CRA Staff				
Convene local health care providers to develop funding strategies to improve public health outcomes (e.g. community health workers, access to fresh food etc.)	CRA Staff				
Support organizations that provide adult mental health and wellness programs					
Total TIF Dollars Allocated	\$0	\$0	\$0	\$0	\$0

- Notes:
1. Any unused TIF dollars will roll over to future years.
 2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
 3. CRA = Community Redevelopment Agency
 4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.

Goal 6 Policy Implementation: Invest in Youth					
Project/Strategy	2028	2029	2030	2031	2032
Continue to utilize community liaison teams and invest in Operation Graduate, arts and sports programs, and other youth focused activities that build relationships between police officers and residents					
Increase afterschool and summer programs at North Greenwood Recreation and Aquatic Complex					
Address child poverty through direct payments for children in low-income households to ensure adequate access to food, technology, and transportation					
Work with partners to implement and enhance workforce development and youth job readiness programs, including year-round afterschool employment					
Support increased access to high-quality childcare and early childhood education					
Work with partners including the Pinellas County School District to leverage the planned middle school "Innovation" program delivery	CRA Staff				
Hire an organization(s) to provide mentoring services to assist children with receiving social service benefits and participating in educational programs					
Expand North Greenwood Library hours to serve youth afterschool and on the weekends					
Support organizations that provide youth mental health and wellness programs					
Increase availability to and awareness of private afterschool and summer programs in the North Greenwood area					
Total TIF Dollars Allocated	\$0	\$0	\$0	\$0	\$0
Grand Total TIF Dollars Allocated Years 6-10	\$512,500	\$612,500	\$815,000	\$915,000	\$1,115,000
Total TIF Projection Each Year	\$447,281	\$615,415	\$821,020	\$904,290	\$1,161,593

Notes:

1. Any unused TIF dollars will roll over to future years.
2. The City of Clearwater will abide by Florida Statutes Ch. 163.370(3)(b), which prohibits tax increment revenue from being expended on projects that are in the current CIP or have been in the CIP within the last three years.
3. CRA = Community Redevelopment Agency
4. **Light Blue** text are projects or strategies where County TIF dollars can be spent.