

CLEARWATER URBAN
LEADERSHIP COALITION

Proposed North Greenwood Community Redevelopment Area





WORKING TOGETHER TO CREATE THRIVING COMMUNITIES

Clearwater Urban Leadership Coalition is a 501©3 collaborative network of community organizations, businesses and individuals working to develop a cohesive plan for the North Greenwood community in order to create wealth, health, self-sufficiency and resiliency through the creation of a CRA, which will bring well needed resources to at risk communities.



Gloria Campbell
Executive Director

OUR VOICES, OUR FUTURE.



VISION STATEMENT

A developed and thriving community by 2030.

MISSION STATEMENT

To promote sustained economic growth in our community, develop business opportunities, preserve cultural history and pursue academic excellence.



WHAT IS A COMMUNITY REDEVELOPMENT AGENCY(CRA)?

- A public entity created by a city or county to implement the community redevelopment activities outlined under the Florida Community Redevelopment Act of 1969.
- A vehicle whereby local communities may form a CRA and further create a redevelopment trust fund for financing improvements within a predetermined redevelopment target area.



WHY A CRA?

- North Greenwood is the second highest at-risk zone in Pinellas County. (Pinellas County Economic Impact Report, 2013)
- This led a group of concerned and dedicated community members of more than 40 businesses, community organizations and individuals to work together to alter that trajectory through the creation of a Community Redevelopment Agency.



THE ECONOMIC IMPACT OF POVERTY REPORT FOR PINELLAS COUNTY

- North Greenwood Zone* is the second largest At-Risk Zone, with an estimated population of 55,221 and an average household size 2.4.
- 25 percent of the total population (13,805) lives at or below 100 percent of the Federal Poverty Level.
- Of those living in poverty, 53 percent are white, 25 percent are African American, 15 percent are Hispanic, and 7 percent are of another race.
- However, within the North Greenwood community there is a specific concentration of poverty (represented in red on map) that has 51 percent of people living in poverty – the largest concentration in Pinellas County.

* Zone includes areas as shown in the map which are north, south and east of North Greenwood community

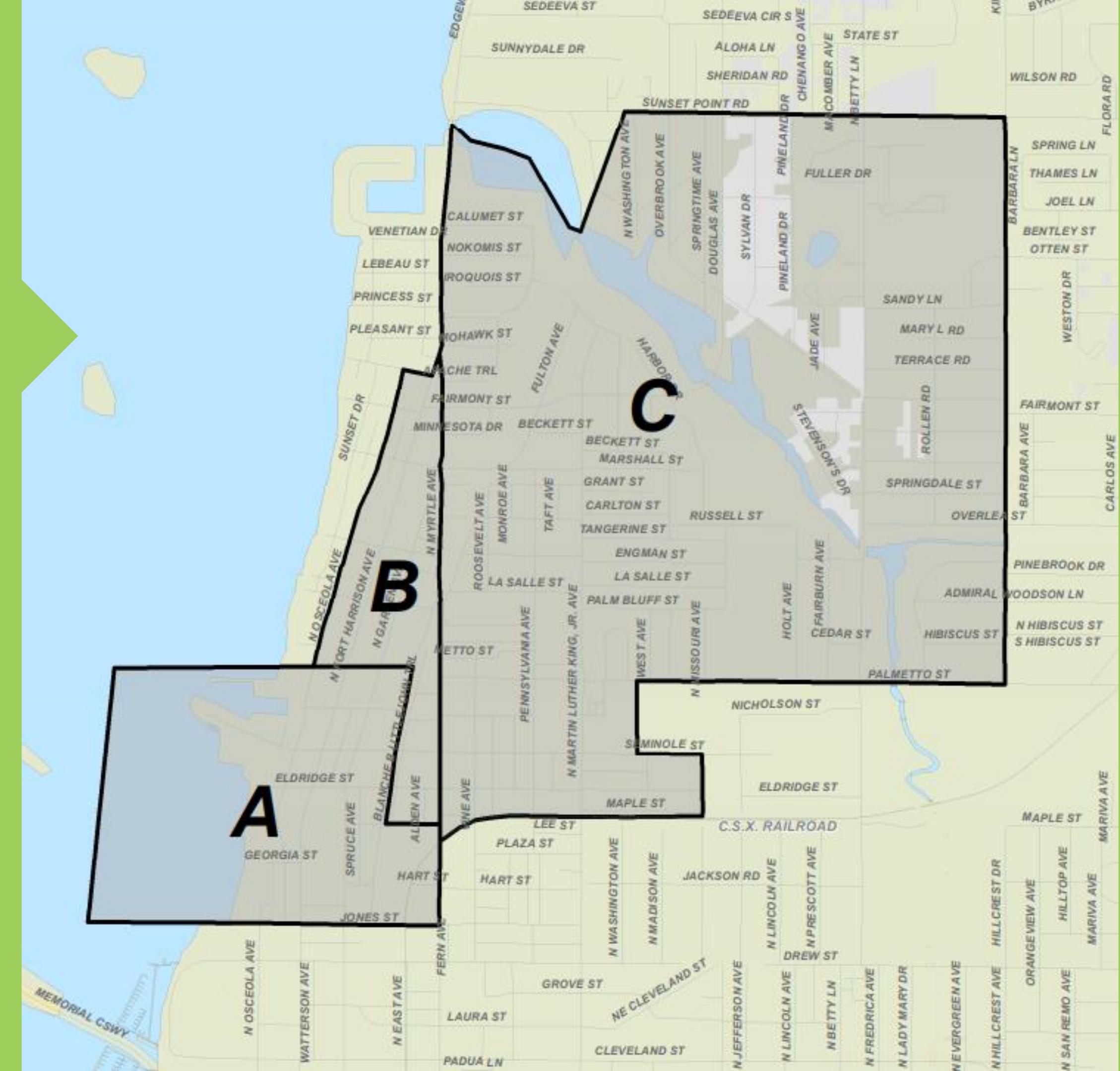


AREAS OF FOCUS

- Areas:
 - A- Old Bay
 - B- North Fort Harrison/Osceola
 - C- North Greenwood Core

PRIMARY FOCUS

- B- North Fort Harrison/Osceola
- C- North Greenwood Core



TARGET AREAS



Affordable
Housing



Business
Development



Senior
Affairs



Child Care



Preventing
Recidivism



Transportation



Economic
Development



Mental Health
& Wellness



Financial
Literacy



Cultural Arts



Education

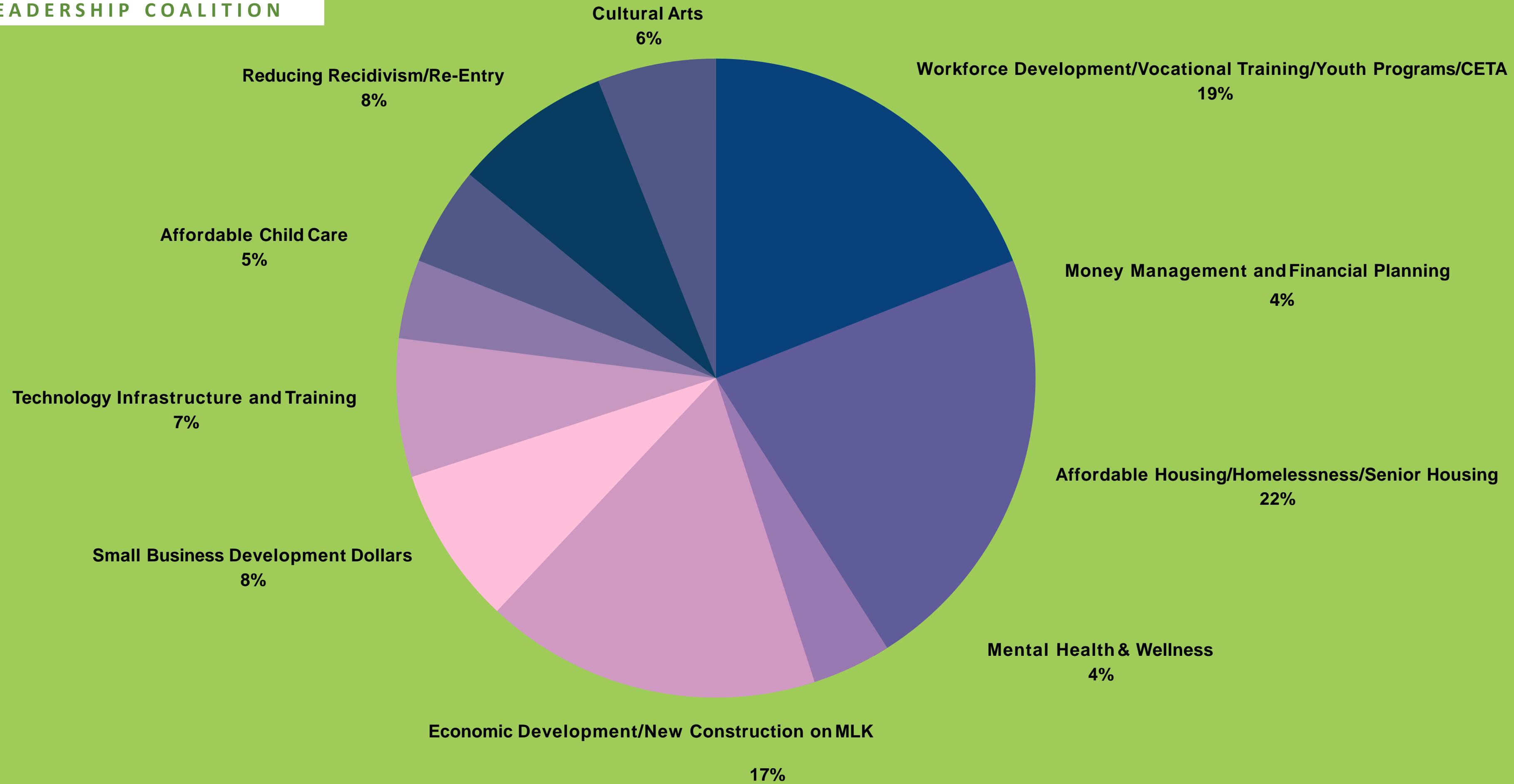


Vocational
Training



Youth Leadership

OUR VOICES, OUR FUTURE.



FINDINGS AND RECOMMENDATIONS

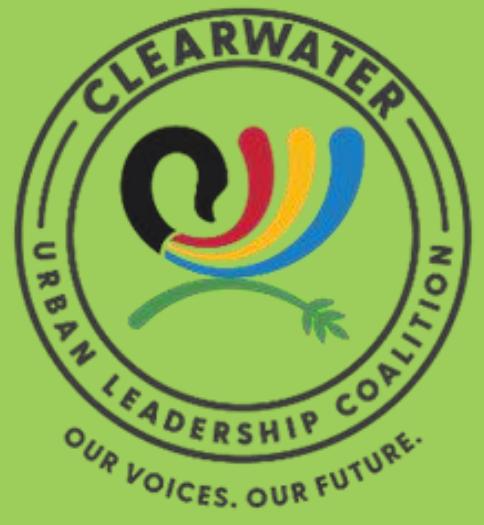
“...When race is truly the elephant in the room, interventions that ignore race and promise to “lift all boats” have rarely closed chronic racial outcome gaps or changed underlying conditions that drive disparities.” -- The Aspen Institute

FINDINGS AND RECOMMENDATIONS

- The cost of poverty in Pinellas County is \$2.5 billion annually, which includes high crime rates, poor health, forgone earnings and productivity.
- Despite increased County funding to combat the adverse outcomes of poverty, the same communities have historically experienced high poverty rates and have increased over time.
- The high cost of poverty suggests that the investment of significant resources in poverty reduction might be more cost effective than those targeted at combating the adverse outcomes of poverty.

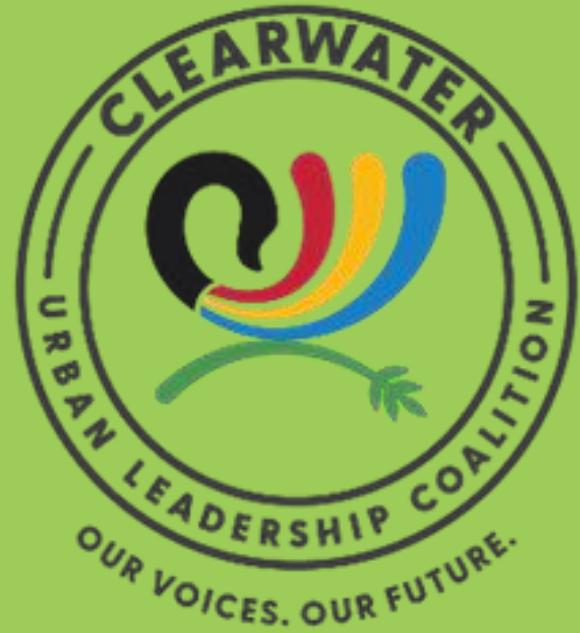
FINDINGS AND RECOMMENDATIONS

- It is therefore important to invest in these communities to improve the socioeconomic.
- The five At-Risk Zones all suffer from the same 7 factors: insufficient transportation; limited access to food; lower education attainment; limited access to healthcare; increased crime rates, high unemployment and inadequate and insufficient housing.
- These seven factors all contribute to the continued cycle of poverty. A coordinated, comprehensive approach must be adopted to overcome those barriers.
- The County's goal is to work with municipalities and citizens to better align resources to revitalize and redevelop communities.



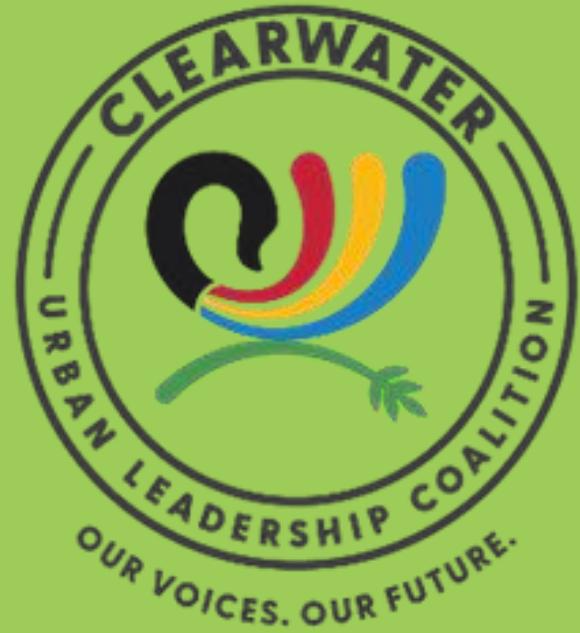
CLEARWATER URBAN LEADERSHIP COALITION PARTICIPANTS

We are honored to have over 40 various businesses, community organizations and many more individuals who have joined this effort of working together to create a thriving community.



HOW YOU CAN SUPPORT

- 1.** *Stay connected by joining our mailing list for updates.*
- 2.** *Talk up what the coalition is doing to those in your circle of influence.*
- 3.** *Direct people to one of the public information sessions to learn more about the CRA.*
- 4.** *Consider joining our volunteer team. This huge undertaking will require the time and talents of many community members.*



HOW YOU CAN JOIN THIS HANDS ON EFFORT

COALITION MEETING DATES

All meetings will be held via the Zoom Video Conferencing Platform until further notice.

GENERAL PLANNING MEETINGS

4th Tuesday of each month at 6:30 p.m.

STEERING COMMITTEE MEETINGS

3rd Thursday of each month at 10:30 a.m.

Meeting dates subject to change.

OUR VOICES, OUR FUTURE

CLEARWATER URBAN
LEADERSHIP COALITION

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WEBSITE
WWW.CULC2020.ORG

(under construction)



Clearwater Urban Leadership Coalition
(Sign in here to be added to our mailing list)

CONTACT US



CLEARWATER URBAN
LEADERSHIP COALITION



**OUR VOICES,
OUR FUTURES.**



CLEARWATER URBAN LEADERSHIP COALITION



**Clearwater Urban Leadership Coalition Receiving a Community Service Award
at the Pinellas Board of County Commission Meeting**



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Facebook: Clearwater Urban Leadership Coalition
Website: Going live soon
CULC2020Vision@gmail.com



ISSUES IDENTIFIED AT CRA PUBLIC WORKSHOP

In October 2019 the CULC Ad Hoc Planning Committee convened a public workshop to elicit ideas and these subject areas were:

- Housing and Neighborhood revitalization
- Workforce Development
- Economic Development
- Education
- Lack of funding and access to capital

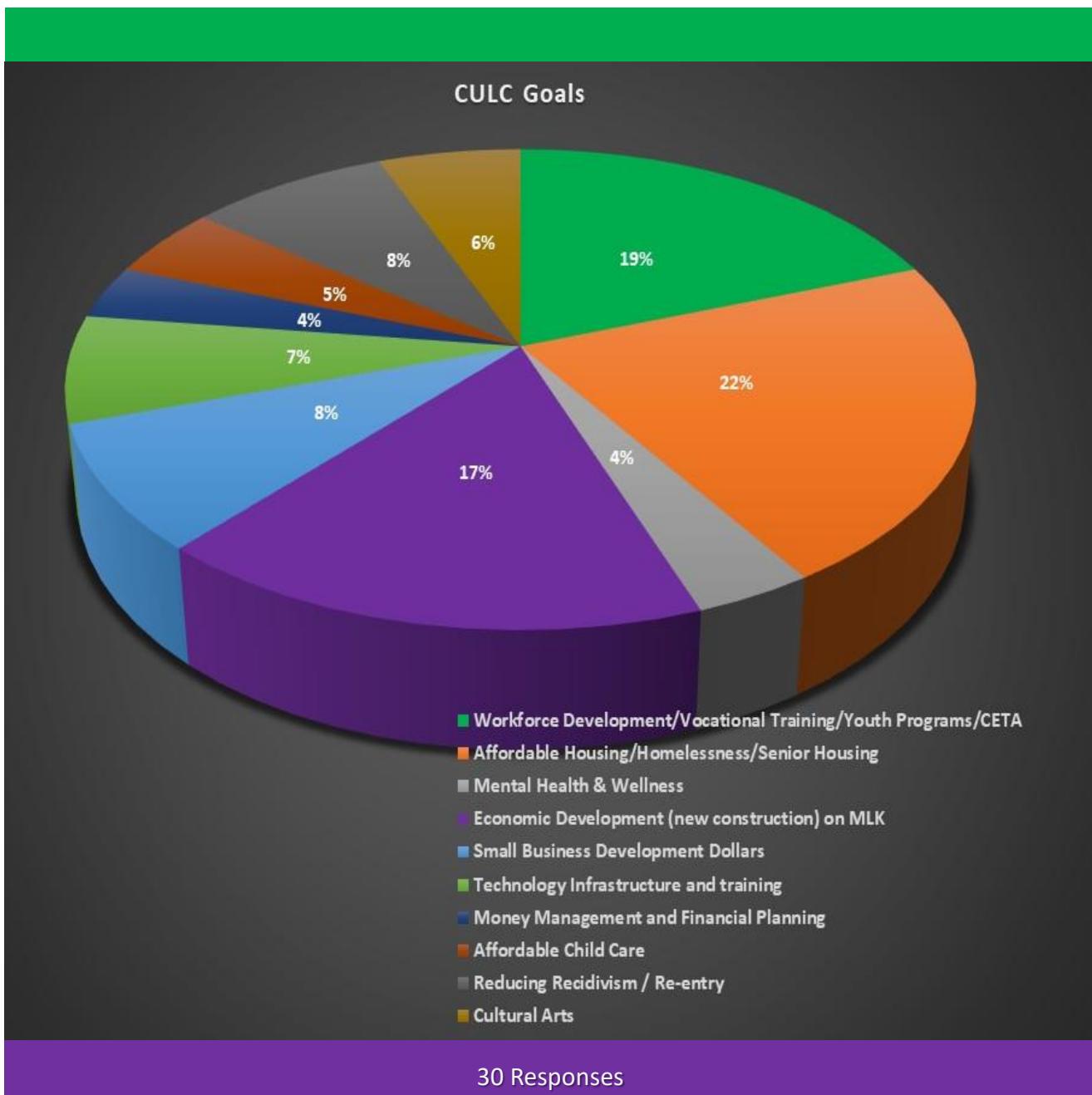
Over the next nine months we developed workgroups centered around community needs and outreach data as it was collected. Those workgroups were established with a coordinator for each group:

- Affordable Housing
- Economic Development
- Business Development
- Workforce Development
- Vocational Training
- Affordable Child Care
- Technology
- Mental Health & Wellness
- Parenting & Family Support
- Preventing Recidivism
- Education
- Financial Literacy
- Transportation
- Youth Leadership
- Senior Affairs
- Cultural Arts

CLEARWATER URBAN LEADERSHIP COALITION

GOALS & OBJECTIVES

A recent survey was conducted by the CULC to prioritize the area that we wanted to concentrate our initial efforts and the ones that we felt would have the most impact to residents, businesses and institutions in the area.





AFFORDABLE HOUSING

GOAL #1 - PROVIDE FUNDING TO ASSIST CURRENT HOMEOWNERS TO REMAIN IN THEIR HOMES.

OBJECTIVES:

- “PAINT YOUR HEART OUT” Provides small grants to any property owner who paints their property.
- FAÇADE IMPROVEMENT GRANT Provides matching grants for residential property owners that upgrade their building exterior. An emphasis will be placed on grants for owner-occupied properties
- ASSIST WITH MITIGATION of code violated property by working with the city property owners to remove violations and upgrade existing property.
- RESIDENTIAL ENERGY EFFICIENCY PROGRAM Provides matching grants or low interest loans to residential property owners that upgrade their building’s energy efficiency.
- RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM Property values in a residential neighborhood are driven by the quality and appearance of nearby properties, a fact that often inhibits new investment. To deal with this reality, the CRA may provide a combination of grants and loans to residential property owners for the rehabilitation of their homes. These funds can be used for exterior and/ or interior improvements. Emphasis will be placed on funding substantial renovations that upgrade vital building systems such as plumbing, HVAC and electrical wiring that sustain and extend the economic life of a structure.

GOAL #2 - INCREASE HOME OWNERSHIP

OBJECTIVES:

- **WORK** with homebuyer education providers to ensure that low, moderate, and middle-income persons in the CRA receive homebuyer counseling, foreclosure counseling and long-term credit repair to improve their homebuyer readiness.
- **DEVELOP STRATEGIES** to increase homeownership such as increased educational programs and “Rent to Own” strategies.
- **WORK WITH** the Clearwater CRA Housing Authority to identify potential candidates for homeownership from its pool of Section 8 voucher recipients.
- **ESTABLISH** and fund a “Role-Model Homeowner Program” designed to attract employees of nearby public agencies, faith-based institutions and/or anchor institutions to purchase homes in CRA.
- **SUPPORT** efforts such as Habitat for Humanity Pinellas’ “Clearwater Neighborhood Housing”, in creating affordable home renovation options for homeowners.
- **AFFORDABLE SINGLE-FAMILY HOME OWNERSHIP PROGRAM.** Provides TIF funding to support a range of affordable homeownership programs such as TIF rebates for the renovation or construction of affordable single-family housing; homebuyer education and credit counseling and foreclosure services; and down payment assistance programs.
- **NEIGHBORHOOD PLANNING/NEIGHBORHOOD IMPLEMENTATION GRANTS** Provides competitive matching grants to empower and increase the capacity of neighborhood associations within the CRA to assist with updating and/or implementing their neighborhood plans.
- **ROLE-MODEL HOMEOWNER RECRUITMENT PROGRAM** In order for a community to become sustainable, it is important for its younger citizens to view members of the community as role models. The CRA will use TIF funding to attract police officers, veterans, firefighters and teachers as quality role models for the youth of North Greenwood CRA
- **REBATES FOR REHAB** Supplements existing City program by providing up to \$10,000 for City-approved renovations to market-rate housing in the TIF district.

GOAL #3 - INCREASE AFFORDABLE RENTAL UNITS

OBJECTIVES:

- MARKET RATE HOUSING INCENTIVE PROGRAM -Provides TIF rebate for up to 15 years for developers of new market rate housing. The rebate will be based on the increase in ad valorem taxes the first year the project goes on the tax rolls. The recipient will be required to demonstrate annually that the minimum criteria that were the basis of approval for the rebate remain. Failing this, the rebate will be revoked.
- REDEVELOPMENT LOAN PROGRAM TIF funds can be used as bridge loans, microloans, subordinated long-term debt, loan guarantees or other financial vehicles to close financing gaps for projects to ensure they can be bankable through conventional lenders.
- AFFORDABLE MULTIFAMILY HOUSING DEVELOPMENT PROGRAM Provides TIF rebate for up to 15 years for developers of affordable housing. The rebate will be based on the increase in ad valorem taxes the first year the project goes on the tax rolls. The recipient will be required to demonstrate annually that the minimum criteria that were the basis of approval for the rebate remain. Failing this, the rebate will be revoked.
- DEVELOPMENT ASSISTANCE PRORAM Reimburses residential and non-residential developers for permit fees associated with development review such as impact, building and electrical fees and other related cost.
- CRA PROPERTY ACQUISITION AND PREPARATION PROGRAM Utilizes TIF to fund City assembly and site preparation of property throughout Areas 1,3, and 5 to facilitate residential and non-residential development.



WORKFORCE DEVELOPMENT

GOAL #1 - DEVELOP AND MAINTAIN A HIGHLY SKILLED, EMPLOYMENT-READY WORKFORCE THAT SUPPORTS AND ENHANCES THE ECONOMIC HEALTH OF THE LOCAL BUSINESS COMMUNITIES.

OBJECTIVES:

- ENGAGE business and industry to build relationships and understand immediate and future workforce needs.
- FACILITATE collaboration and foster partnerships with all system partners to build a shared vision and strategy.
- FOCUS on skill development and career paths for job seekers, current workers, and business and industry.
- REDUCE barriers to employment for both business/industry and job seekers.
- ENGAGE Pinellas Technical College and St. Petersburg College to provide entry level to mid-level skills training in the community for residents

GOAL #2 - TO REDUCE THE RATE OF UNEMPLOYMENT IN THE CRA

OBJECTIVES:

- TO HELP the **unemployed** find jobs by identifying job opportunities and skill matching
- TO ENCOURAGE employers to employ residents and provide coaching and retention assistance
- TO STABILIZE the labor supply by providing short term skill development and long term career development.

GOAL #3 - INCREASE KNOWLEDGE, UNDERSTANDING AND USAGE APPRENTICESHIP AND OTHER WORK-BASED LEARNING TRAINING PROGRAMS.

OBJECTIVES:

- YEAR ROUND AFTER-SCHOOL YOUTH EMPLOYMENT Augments current City program but focuses on youths that reside in the CRA. City program provides temporary employment in both public and private sector businesses for the City's youth. The youth participants will meet specified household income guidelines and be required to remain in school. Program provides diverse opportunities to develop real vocational skills and earn income while employed in private businesses and the public sector after-school.

- YOUTH DROP-IN CENTER Provide funding for a center where CRA youths and young adults can visit after school to develop computer skills, do homework, search for employment, learn job readiness skills, and research colleges and universities.
- URBAN APPRENTICESHIP ACADEMY Provides funding to accredited nonprofit workforce development providers such as Pinellas Technical College, St. Petersburg College and Career Source to train residents of CRA for entry into the workforce as well as later career opportunities with an emphasis on Re-entry citizens.
- OTHER PUBLIC SOURCES OF REDEVELOPMENT FUNDING In order to carry out redevelopment, the City will use multiple funding sources, including private sector, corporations, foundations as well as city, county, state and federal government sources. General funding methods and sources that will be examined to finance redevelopment activities.

GOAL # 4 - CRA WORKFORCE DEVELOPMENT AND JOB READINESS PROGRAMS YOUTH

OBJECTIVES

- EARLY CHILDHOOD EDUCATION PROGRAM Provides grants to qualified governmental and nonprofit providers that expands their capacity to deliver educational programs to pre-kindergarten children in the CRA
- SUMMER YOUTH INTERN PROGRAM Provides supplemental grants designed to expand participation by CRA's youth in the City's program, which provides workforce readiness training skills for youth ranging in age from 16 to 21 years.
- WORKFORCE READINESS PROGRAM (STYLE) Augments current City program but focused on youths that reside in CRA. City program provides specific instruction and hands-on training in workplace related skill sets such as entrepreneurship, finances, team building, problem solving, critical thinking, effective business communications and professional appearance and demeanor.

GOAL #5 - PREPARE STUDENTS IN GRADES 6-12 FOR MEANINGFUL CAREER-ORIENTED JOBS.

OBJECTIVES

- ACHIEVE a senior graduation rate of 90%
- ACHIEVE a senior positive outcome rate of 80%
- ACHIEVE a senior full-time placement rate (job & post secondary) of 80%
- ALL STUDENTS will develop an Individual Employment Plan that includes, but is not limited to Career exploration, career skills and training requirements on the job training and job search activities.
- PROVIDE the opportunity for Project-Based Learning model to provide real world experience for work.
- INCREASE the number of CRA residents that attend PTC or St. Pete College, to improve certification/certificate attainment and student retention.



ECONOMIC DEVELOPMENT

GOAL #1 - INCREASE COMMERCIAL BUILDING AVAILABILITY

OBJECTIVES:

- COMMERCIAL SITE IMPROVEMENT GRANT Provides matching grants to commercial property owners that upgrade their building façades, landscaping, lighting, loading and service areas and other features of their sites visible from the public right-of-way.
- COMMERCIAL BUILDING INTERIOR & TENANT IMPROVEMENT Provides matching grants for interior upgrades with a focus on projects that remedy degraded building systems to improve the economic viability of the building.
- COMMERCIAL CORRIDOR PARKING PROGRAM Provides assistance to businesses along the CRA's primary commercial corridors that want to expand but have difficulty meeting parking requirements. Program may involve City acquiring and/or improving property for use as a shared satellite facility or for subsidizing payments made by businesses for the lease of off-site lots.
- COMMERCIAL RENT SUBSIDY Provides reimbursement of a percentage of annual rent in the first year for a targeted business that locates in the TIF district (i.e., restaurant, specialty retailer, art gallery).
- TARGETED INDUSTRY TIF REBATE Provides an annual rebate for up to 15 years to a business in a targeted industry that moves into or expands in the TIF district. The rebate will be based on the increase in city ad valorem taxes the first year the project goes on the tax rolls. The recipient will be required to demonstrate annually that the minimum criteria that were the basis of approval for the rebate remain.

GOAL #2 - GROW SMALL BUSINESS IN THE CRA BY PROVIDING FUNDING

OBJECTIVES:

- ESTABLISH a TIF Incentive Program providing enhanced financial incentives for businesses expanding or relocating into the CRA that hire workers from the CRA and/or source supplies from CRA businesses.
- CONTINUE providing information on private and public financing and incentives to small businesses in all stages of growth, from micro- to mature enterprises as well as lifestyle and growth.
- MAINTAIN an online database of local and regional financial institutions and links to their lending pages and interest rates to provide ready-made availability for local businesses.
- UTILIZE tax increment financing revenue as a match for federal, state and other potential grant opportunities.

GOAL # 3 - NETWORKING, MENTORING AND COMMUNITY OUTREACH

OBJECTIVES:

- COLLABORATE with the Amplify Clearwater (Chamber of Commerce), Tampa Bay Innovation Center, USF St. Petersburg, St. Petersburg College and other local and regional stakeholders to develop and expand their services offered to North Greenwood CRA business community.
- CREATE a “Mayor’s Business Assistance” program linking entrepreneurs and small business owners with local executives and successful business leaders to advise them on growth challenges.
- CONVENE Small Business Forums to provide an opportunity for business owners to speak on issues that face them as well as provide information on new issues and opportunities confronting them.
- SUPPORT, market and augment efforts by the community’s business groups such as the Chamber of Commerce to recognize and celebrate entrepreneurs, minority, women and disadvantaged enterprises, and small businesses

GOAL # 4- BUSINESS SUPPORT SERVICES

OBJECTIVES:

- MAINTAIN and expand support services to start-ups and entrepreneurs, especially women and minority enterprises, through the Small Business Development Center in business plan development, feasibility analysis, marketing, mentoring and networking opportunities.
- INCREASE outreach and continue to connect with businesses with sources of technical assistance, such as the Tampa Bay BBIC, Amplify Clearwater, CareerSource, and the Department of Labor Job Corps facility to improve small businesses’ access to capital and labor pools.
- COLLABORATE with anchor employers, such as Baycare Hospitals, St. Petersburg College to identify local suppliers in the CRA and the city to serve their procurement needs.
- DEVELOP and maintain a specialized customers, suppliers and services database of Clearwater businesses to promote to local purchasing within the community and region.
- MAINTAIN a fund financed through TIF and other sources that would allow the City to respond to property acquisition opportunities as they become available.
- PROMOTE Pinellas County’s PACE (Property Assessed Clean Energy) program to encourage businesses to install renewable energy equipment.
- DEVELOP a TIF Incentive Program for new small business incentives such as revolving funds for renovations relating to façade improvement or building code compliance; new development funding; loan programs and guarantees; and additional infrastructure improvements.
- DEVELOP a TIF Incentive Program that rewards companies locating in the CRA to hire residents from North Clearwater and/or buy from suppliers in the CRA.

GOAL #5 - MARKETING AND BRANDING

OBJECTIVES:

- THE CITY shall prepare marketing kits for distribution to aid all economic development and tourism marketing agencies to reflect the upgraded image of North Greenwood CRA area.
- INVENTORY and market available sites and buildings within the CRA for economic development and housing development potential. Map and assess development intensity possibility. Market on all applicable websites.
- IDENTIFY, map and market cornerstone businesses, potential land consolidation and building renovation opportunities for reinvestment and/or redevelopment.
- CONTINUE developing and enhancing the CRA asset map developed by the Neighborhood Services administration and utilize as a marketing tool to promote the many amenities that the CRA offers.
- DEVELOP a webpage for the CRA promoting its businesses and their products and services.