



*Guideways to Downtown's Future*



Community  
Redevelopment  
Agency

CRA

Downtown Master Plan 2033





**City of Dunedin  
Community Redevelopment Agency**

# **Downtown Master Plan 2033**

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## I. Executive Summary

In May 1988, the City of Dunedin adopted a resolution creating the Community Redevelopment Agency (CRA) and established the District comprised of 217 acres and approximately 550 parcels. In December 1988, the City finalized its first CRA plan, "Guideways to Downtown's Future." Over the past 23 years, the City has enjoyed tremendous success in implementing the strategies and capital projects described in the 1988 plan. As a result, Downtown Dunedin has become a prime end destination for residents and tourists locally and internationally.

Continued future success depends almost exclusively on the City's ability to bond and finance the plan's identified capital improvements through the 2033 plan horizon. Consequently, the extension of the CRA plan through the year 2033 is essential.

Downtown Dunedin is recognized as one of Florida's most successful small waterfront redevelopment areas as a result of its active, charming and walkable environment, and the focused and sustained commitment on the part of the City's elected officials, management staff, engaged citizenry, Merchants Association, and CRA Advisory Committee. It includes a mix of restaurants, commercial establishments, residences, offices, and public open spaces that complement two important community assets: a prime waterfront and the Pinellas Trail. Downtown has changed dramatically over the past 21 years and is recognized as "one of the best places to live" according to a report of CNN/Money Magazine in 2005.

Notwithstanding its documented successes, after more than two decades, the City recognized the need to update the CRA Master Plan and take its quaint Downtown "to the next level" as a result of new opportunities and challenges. In March 2009, with the assistance of an outside consultant, the

City initiated its first major update to the 1988 plan. This document reflects that effort.

The plan update process began with an existing conditions analysis where staff and the consultant reviewed land use and zoning patterns, housing and residential uses, public facilities and infrastructure, transportation, public buildings, and engaged the public and numerous stakeholders to identify and analyze the strengths, weaknesses, opportunities and threats (SWOT) of the CRA area. A CRA roundtable meeting was organized on March 20, 2009 to accomplish this task. A community workshop was also conducted at the Hale Center on May 19, 2009, where participants were asked to identify what they would like to "preserve," "change," and "create" in the CRA. An on-line questionnaire was also provided for input from interested citizens who could not attend the two meetings. Input from both of these sessions, along with a host of one-on-one interviews with key stakeholders, provided valuable insights and direction to this plan update.

From this extensive input, ten primary goals for the CRA and associated projects/action items were developed, along with the identification of key stakeholder responsibilities for implementation, including:

1. Maintain and expand financing mechanisms to fund CRA projects and activities.
2. Maintain the "coastal small town" character ensuring predictable development patterns.
3. Leverage the marina/waterfront as a Downtown asset.
4. Capitalize on strategic Downtown vacant developable parcels to foster economic development.
5. Continue to enhance walkability, the public realm, and recreational spaces.
6. Continue to improve transportation, parking, and infrastructure needed to support future development.
7. Continue to offer Downtown redevelopment assistance.

8. Expand marketing and promotion efforts to capitalize on business opportunities and tourism.
9. Continue making Downtown the “end destination” for locals and visitors by supporting community events, the arts, and historical heritage.
10. Contribute to the City’s green initiative.

The updated plan includes a Capital Improvement and Implementation Program for the period 2010-2033 with projects and activities totaling approximately \$28.1 million. Successful implementation will require a partnership between the City and private sector stakeholders, and the continued support of Pinellas County. Major projects required to implement the plan fall into several categories, including:

**Streets** – Asphalt, curbs, brick pavers, landscaping, decorative lighting, street furnishings, entryways for such roadways as Douglas Avenue, North Highland, Main Street, Loudon Avenue, Huntley Avenue, Highland Avenue, and Skinner Boulevard.

**Recreation** – Enhancements to the Pinellas Trail, a new trail connector to Edgewater Park, and waterfront improvements.

**Utilities** – Undergrounding of utilities along Milwaukee Avenue, Alternate U.S. 19, Grant Street, and Highland Avenue as well as miscellaneous water, sewer, drainage and reclaimed water projects.

**Parking** – Construction of one or two vertical parking structures.

**Planning & Design** – Development of a Downtown Urban Design Framework/Form-Based Code, Downtown CRA Pattern Book, “Marina Place/Waterfront” Master Plan, Downtown Wayfinding Plan, Brownfield Designation Study, and several other smaller planning development assistance initiatives.

**Signage** – Signage assistance to businesses, development of prototype sandwich board signs, and mural art program.

**Marketing/Promotions/Recruitment/Special Events** – CRA logo and webpage, CRA branding strategy, and various brochures, media or special events and promotional strategies.



Several key projects or activities were also identified by stakeholders as desirable for the Downtown, including a boutique hotel, outdoor dining, grocery store, drug store, high profile coffee shop, theatre/playhouse, art district, and more residential units within walking distance of the Downtown core. Other key recommendations include a marketing effort to draw more visitors to the City during summer months, enhanced landscape maintenance activity, and more consistent/cohesive signage.

The total estimated cost of the capital improvement and implementation program is approximately \$28.1 million over the next two decades.

Despite the successes achieved over the past two decades which have effectively placed Downtown Dunedin as one of Florida’s most quaint, walkable, end destinations, the challenges ahead are great recognizing national economic conditions and competition from other communities. Consequently, a proactive and sustained focus will be required by all stakeholders in order to take Downtown Dunedin “to the next level.”

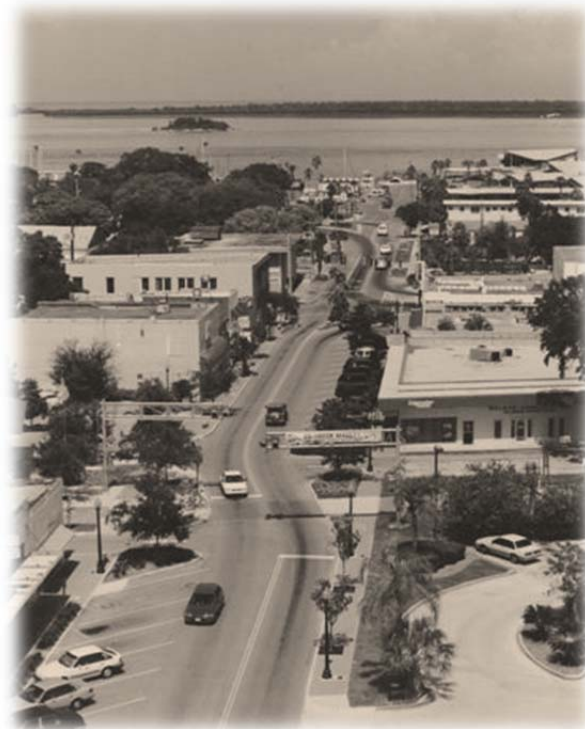
## II. Introduction

The State enacted the Community Redevelopment Act of 1969 as embodied in Chapter 163, Part III, and Florida Statutes, to address growing issues of blight, disinvestment, and other negative conditions that are injurious to community health, safety, and welfare. This legislation provides the means for local governments to work with the private sector to effectuate positive change.

In 1987, the City of Dunedin Commission identified a need to review and assess target areas within the City that experienced varying degrees of physical, social, and economic decline to determine whether some form of public intervention was warranted (see Appendix A).

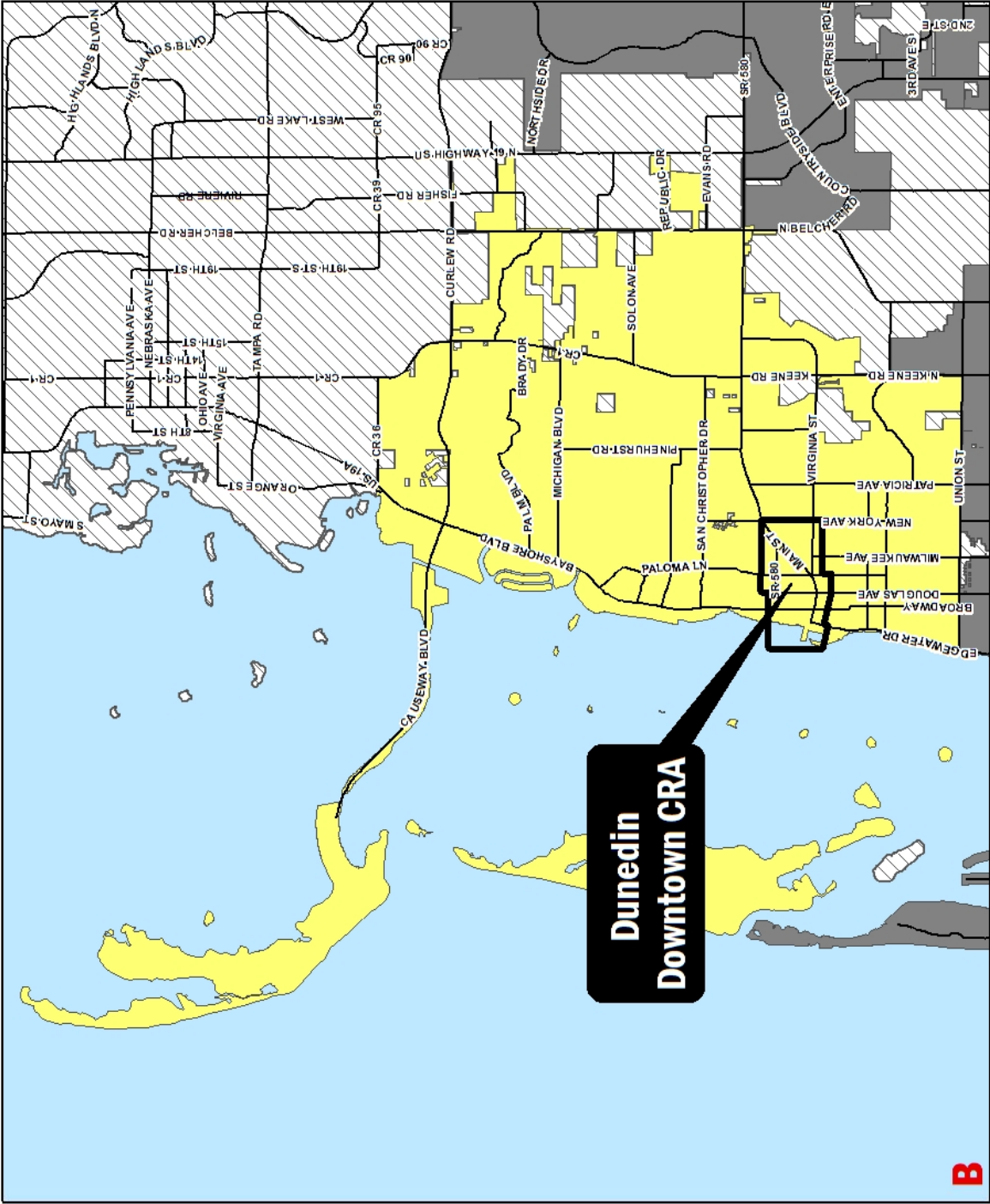
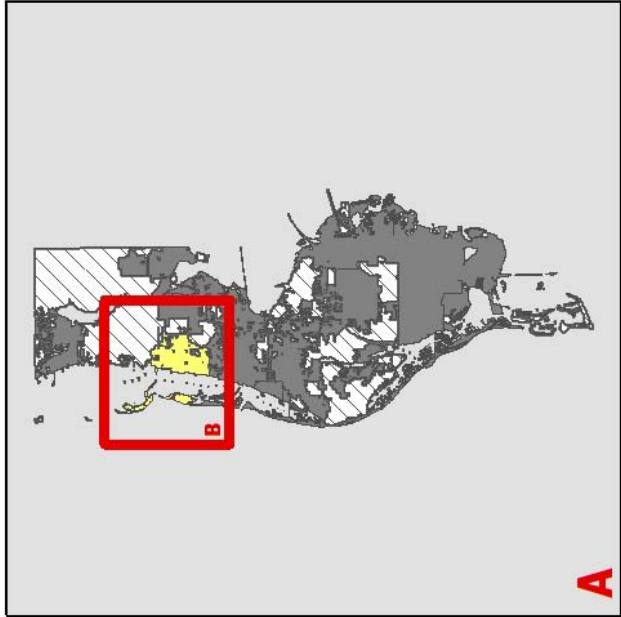
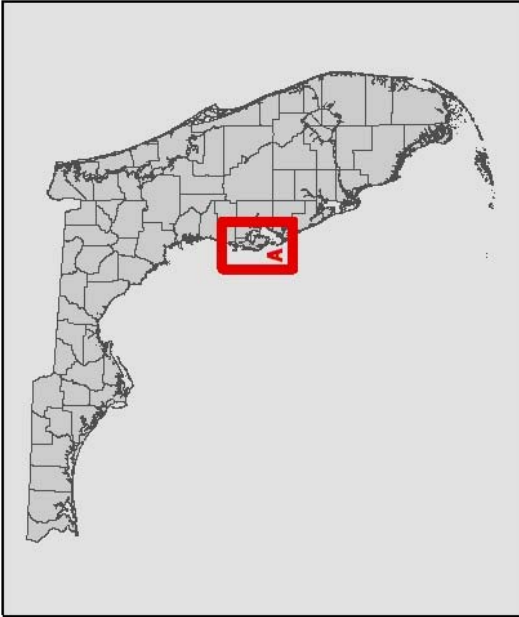
The area bounded by Hancock-Jackson-Bay Streets to the north, by New York Avenue to the east, Scotland and Wood Street to the South and by St. Joseph's Sound to the west was prioritized. The boundaries were influenced by the following factors: Dunedin's historic core area, the contiguous commercial district downtown, zoning and land use categories for property in the area, the extent of blighted areas needing redevelopment, and citizen/merchant interest in being included in the District.


On May 12, 1988 the Dunedin City Commission adopted a resolution creating the Community Redevelopment Agency (CRA) over the described area to govern the redevelopment and revitalization of the Community Redevelopment District, better known as Downtown. The district comprises 217 acres and approximately 550 subdivided parcels (see Maps 1 and 2).



The CRA is comprised of five members and although it is seated by the City Commission, it acts as a distinct and separate functioning body. The day-to-day management of the CRA is accomplished through its Executive Director. Guidance and recommendations to the Agency and the Executive Director are provided from an advisory group represented by a cross section of Downtown and community interests.







**Map 1**  
**Location Map**

Dunedin Downtown CRA

**Legend**

- CRA Limits
- City of Dunedin
- Other Cities
- Unincorporated Pinellas County
- State of Florida

Source:  
Pinellas County GIS, 2009

Prepared by: Wade Trim, Inc.  
August 28, 2009









Chapter 163, Part III, of the Florida Statutes mandates the structure of community redevelopment programs. It requires Dunedin to prepare and initiate a plan of strategies and targets from which specific decisions can emanate during the course of the redevelopment implementation. In brief, the plan considers the following factors in its generation:

- Consistency with the City’s Comprehensive Plan.
- Adequacy of park and recreational areas.
- Opportunities for both public and private enterprise.
- The integration of residential and non-residential uses.
- The characteristics of zoning and regulatory land use.
- The adequacy of the public infrastructure;
- Projected costs associated with private and public improvements.
- Projected time schedules for the completion of increment revenue Financed projects.
- Activities deemed appropriate for inclusion in the District.

On December 15, 1988, The City finalized the CRA plan called “Guideways to Downtown’s Future” meeting these requirements.

The City enjoyed tremendous success in implementing the strategies and capital projects described in the 1988 plan. As a result, Downtown Dunedin has become a prime end destination for local residents and tourists. A detailed explanation of accomplishments can be found in Section IV.

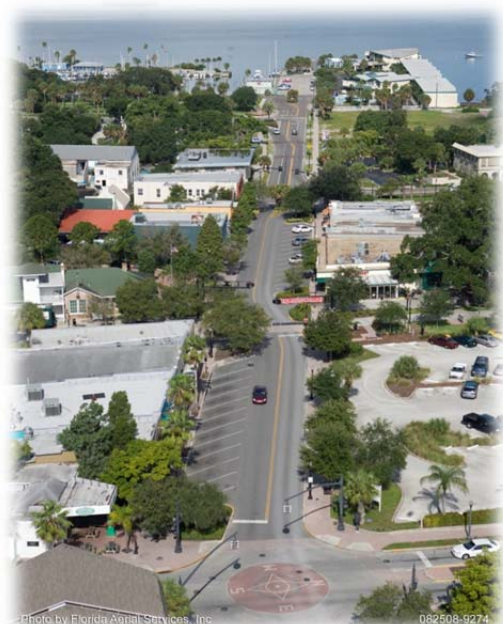
Downtown Dunedin has become a preferred destination within Pinellas County. Downtown is an active, charming, and walkable place. It

includes a mix of restaurants, offices, residences, open spaces that complement two important community assets: a prime waterfront and the Pinellas Trail.

After more than twenty years, the City determined a need to update the Downtown Master Plan in light of new opportunities and challenges.

This update incorporates the results of Consultant and staff meetings and several public workshops in order to identify the opportunities, needs and strategies for the downtown’s future. In addition, the update incorporates ideas from, and ensures consistency with, the following documents:

- The City of Dunedin’s Community Visioning, 2005
- The City of Dunedin’s Cultural Plan, 2006
- The City’s Land Development Review Recommendations, 2007
- The City’s Dunedin Architectural Guidelines, 2008
- The City’s Comprehensive Plan Update, 2009



## III. Existing Conditions

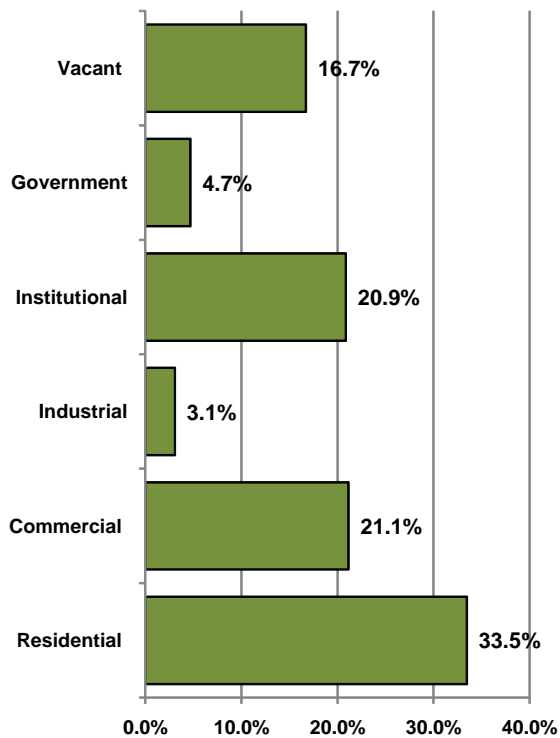
### Land Use and Zoning

#### Existing Land Use

The Downtown CRA District includes 217 acres and approximately 550 parcels. Most common land uses include residential (33.5%), commercial (21.1%) and institutional categories (20.9%). See Map 3.



**Chart 1**  
**Existing Land Uses by Type**  
**Dunedin Downtown CRA<sup>1</sup>**



Source: Pinellas County Property Appraiser Database, March 2009

Residential uses are comprised primarily of single family homes (39%) and townhomes (61%).

Commercial uses include stores/retail (32%) office (28%), hotels and motels (19%), and restaurants, (6%) among other uses. Commercial uses are located along Main Street, Broadway and Skinner Boulevard (See Map 4).

Institutional uses include assisted living facilities (78.9%), nursing homes (7.6%), hospitals (5.6%), and churches (3.7%), among other uses. Institutional uses are located primarily towards Main Street.

Approximately 16.7% of the land area is currently vacant (commercial and residential). This represents a unique opportunity for redevelopment projects that fit the character of the area (see Map 5). This is particularly important considering the City is almost built out.

<sup>1</sup> Public recreation uses, including open space, are considered to be government uses. Public recreation uses comprise approximately six (6) acres within the CRA.

## Future Land Use

Dunedin's Community Redevelopment Area is shown on the City's Future Land Use Map (FLUM) prepared and adopted pursuant to Chapter 163 Florida Statutes under three separate future land use designations:

- **Community Redevelopment District (CRD)**
- **Residential Low (RL)**
- **Recreation/Open Space (R/OS)**

The following provides density and intensity standards for the three Future Land Use Map (FLUM) categories in the CRA area:

### Community Redevelopment District

- Max. of 30 Residential dwelling units per acre
- Max. of 50 Motel, Hotel and Condo-Hotel units per acre
- Max. floor area for single Motel, Hotel or Condo-Hotel unit is 600 square feet
- For a Condo-Hotel, the min. floor area is 300 square feet
- Min. floor area for Multifamily Residential dwelling unit is 600 square feet for one bedroom units and 700 square feet for two bedroom units

### Residential Low (RL)

- 2.6 - 5.0 Units Per Acre
- .40 Max. FAR Non-Residential Use (NRU)
- .65 Max. ISR Non-Residential Use (NRU)

### Recreation/Open Space (R/OS)

- No Residential Permitted
- .25 FAR

- .60 ISR

Note: Density and intensity standards are consistent with standards of the Future Land Use categories contained in the Countywide Rules. The underlying zoning districts applicable to properties within the CRA shall be utilized in determining the densities and intensities provided that all other applicable code requirements are met, including compatibility criteria.

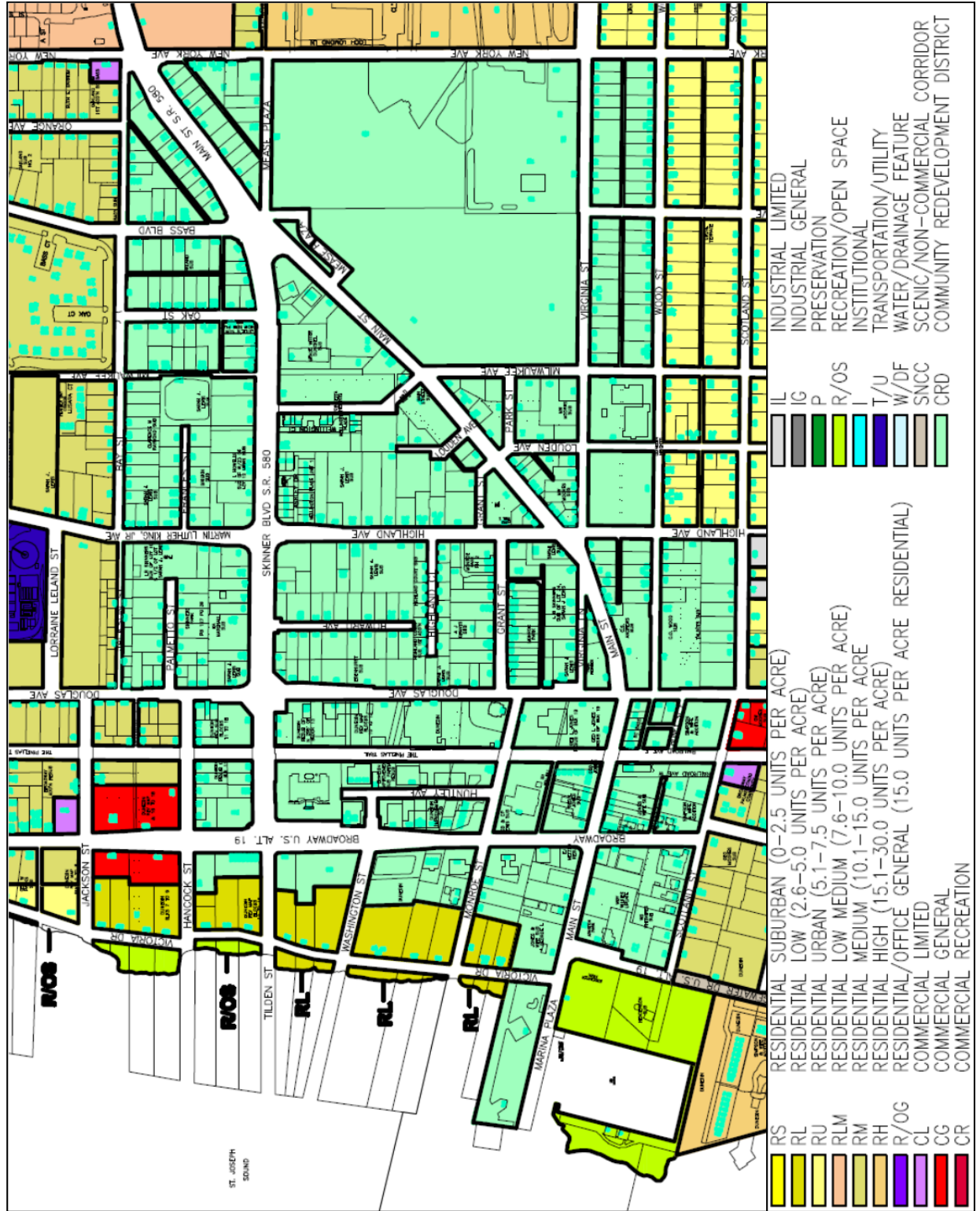
The City has adopted specific objectives and policies in the Future Land Use Element of the **Dunedin 2025 Comprehensive Plan** addressing development and redevelopment activities within the designated CRA area. More particularly these include:

- Objective G. Policy 5: Intensity standards and other standards will be implemented through the land development regulations and shall be consistent with the *Countywide Rules Concerning the Administration of the Countywide Future Land Use Plan, As Amended*, adopted by Pinellas County Ordinance No. 92-4 on March 15, 1992. The City of Dunedin hereby incorporates by reference Section 2.3.3 of the *Countywide Future Land Use Plan, As Amended*, relating to density and intensity standards of the Land Use Plan Categories. These standards are also included in the City of Dunedin *Uniform Development Code*, Chapter 134. Where there is any conflict, the more restrictive of the standards will prevail.
- Objective K, Policy 1: Mixed use developments and redevelopments will be favored in the downtown Community Redevelopment District in order to

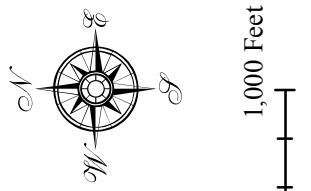
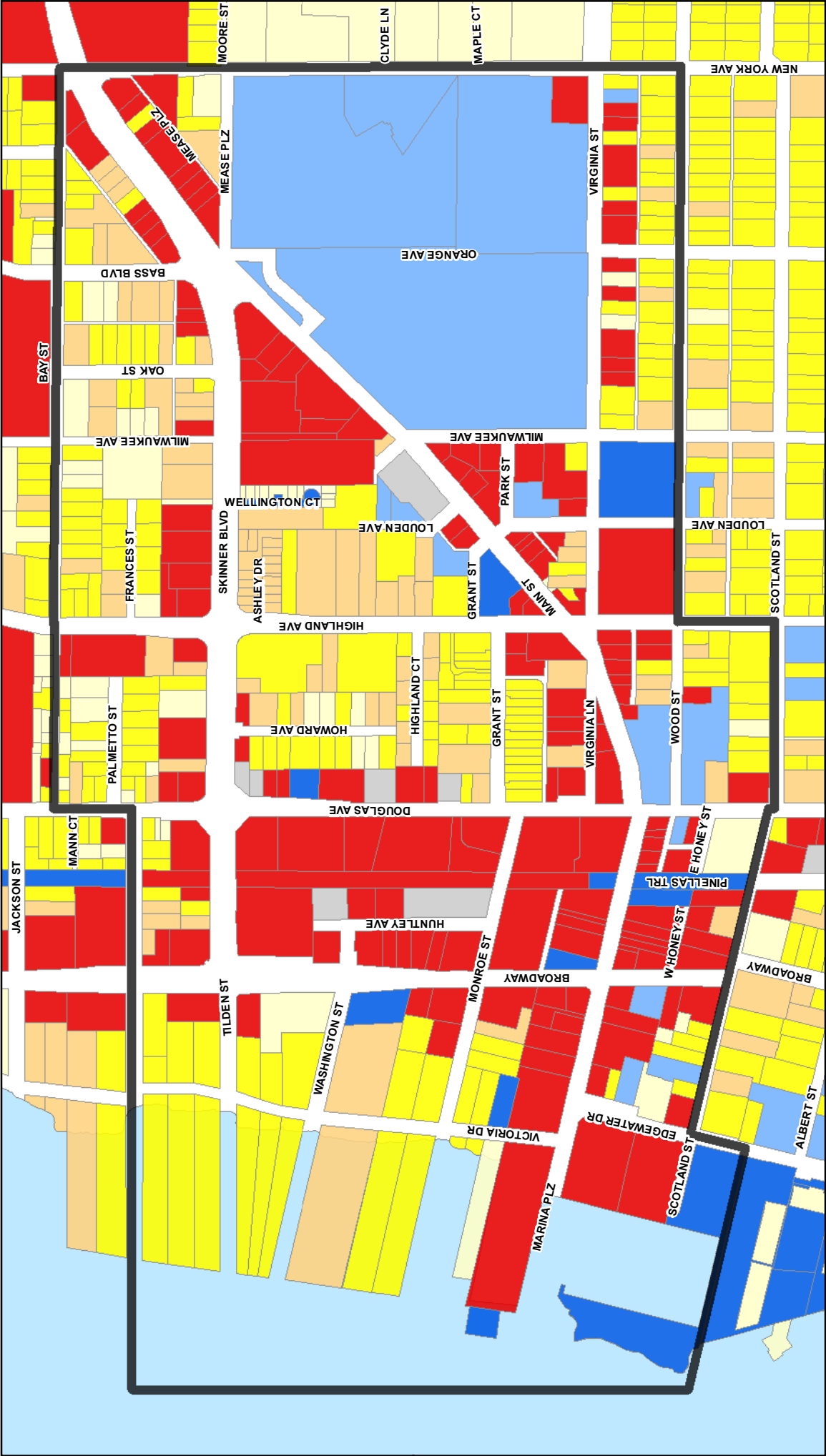
concentrate development and discourage urban sprawl.

Please refer to the Future Land Use Map in Figure 1 which graphically depicts the referenced future land use categories within the Community Redevelopment Area.

Figure 1  
Future Land Uses  
Dunedin Downtown CRA







Source:  
Pinellas County GIS, 2009  
Prepared by Wade Trim, Inc.  
August 28, 2009

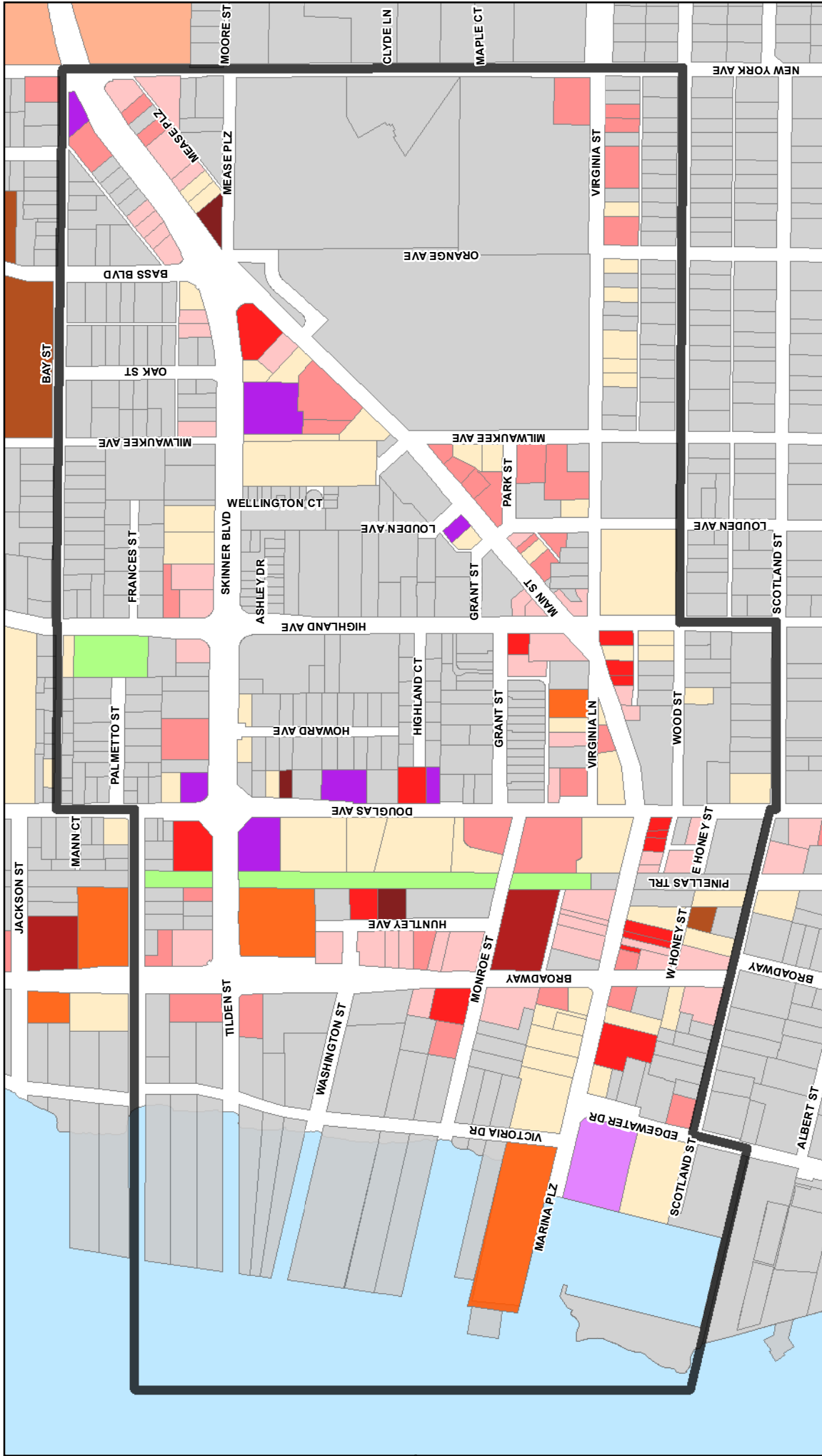
**Legend**

- CRA Limits
- Existing Land Use
  - Residential (Vacant)
  - Residential (Single Family)
  - Residential (Duplex, Townhouse, etc.)
  - Residential (Mobile Home)
- Residential (Condominium)
- Residential (Misc.)
- Commercial
- Industrial
- Agricultural (Improved)
- Institutional
- Government



**Map 3**  
**Existing Land Use**

Dunedin Downtown CRA



# Map 4 Existing Land Use (Commercial Only)

## Dunedin Downtown CRA

**Legend**

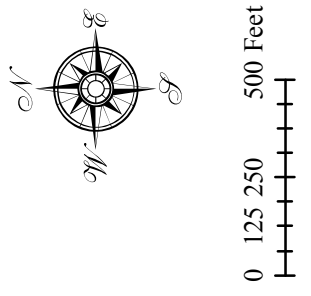
- CRA Limits
- Existing Land Use
- Commercial (Vacant)
- Commercial (Campground)
- Commercial (Hotels/Motels)
- Commercial (Apartments)

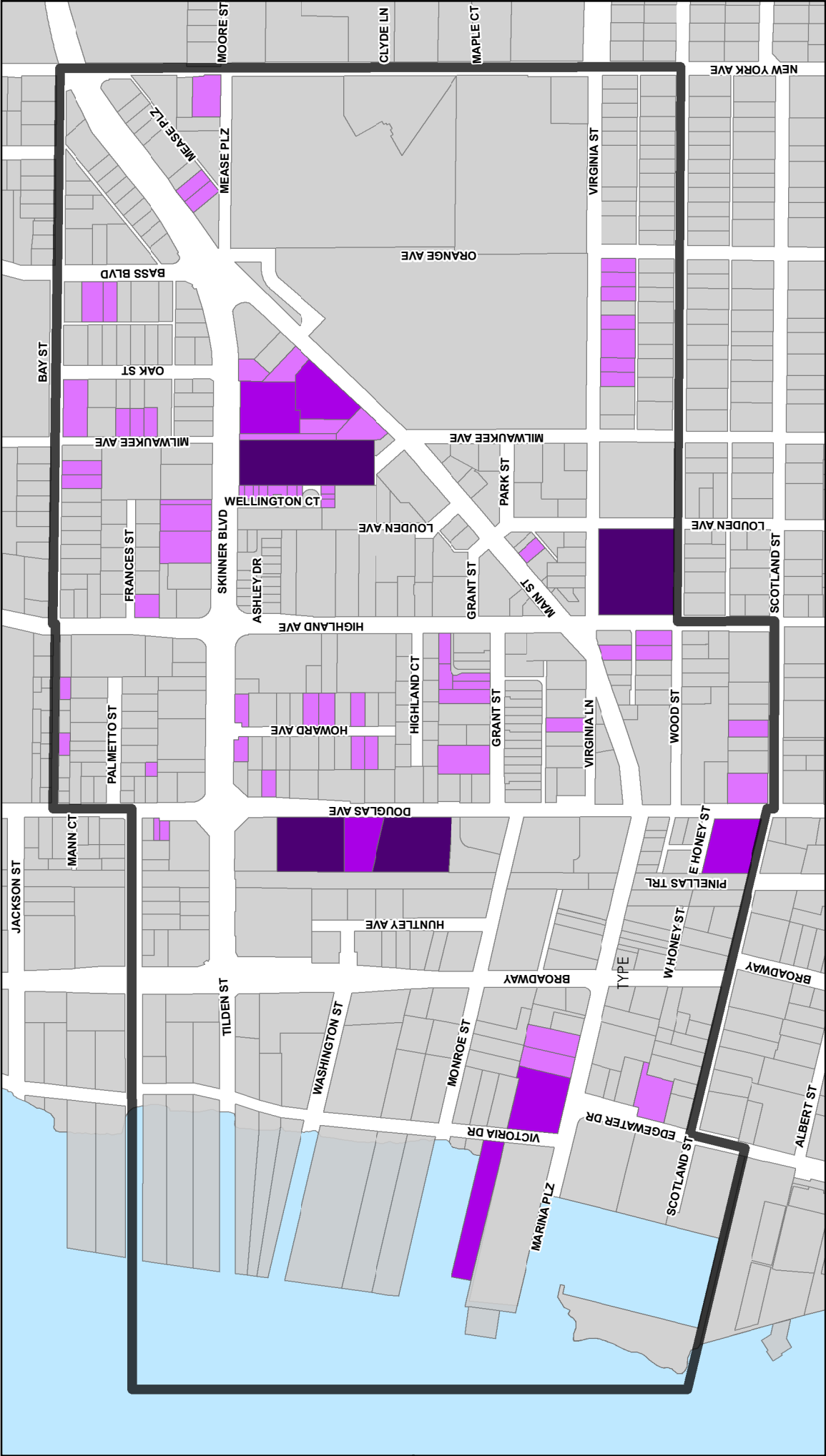
- Commercial (Stores)
- Commercial (Office)
- Commercial (Restaurant/Bar)
- Commercial (Bank)
- Commercial (Service)
- Commercial (Airport/Marina)
- Commercial (Wholesale/Equip.)

- Commercial (Tourism)
- Commercial (Golf Course)
- Non-Commercial Uses

Source:  
Pinellas County GIS, 2009

Prepared by Wade Trim, Inc.  
August 28, 2009





# Map 5 Vacant Land (Size)

## Dunedin Downtown CRA

### Legend



CRA Limits

Vacant Parcels

Size (Acres)



< 0.5



0.6 - 1.0

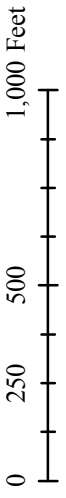


> 1.0



Source:  
Pinellas County GIS, 2009

Prepared by Wade Trim, Inc.  
August 28, 2009



## Zoning

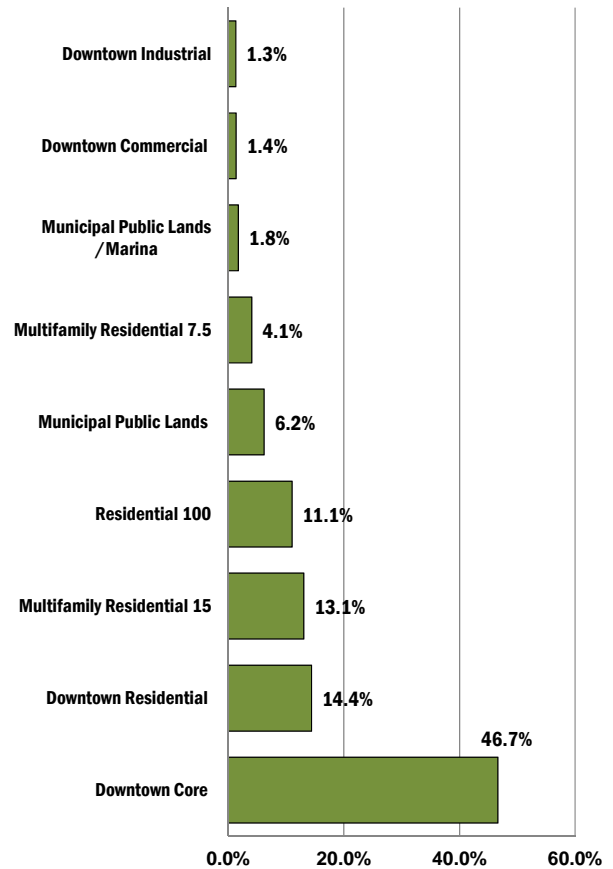
The City has established specific zoning designations within the CRA (see Map 6). These nine zoning designations have a direct impact on any proposed use of property and buildings within the area as they define: permitted uses, conditional uses, density and height standards, lot requirements, etc. Please refer to the City’s Land Development Regulations for a description of each zoning district.

These development standards impose opportunities and limitations on development/redevelopment activities within the CRA. Chart 2 and Table 1 depict the nine zoning districts within the limits of the CRA (550 parcels).

Current zoning designations allow a variety of land uses (residential, retail, industrial, hotels, etc.) within a maximum building height based on the width of the abutting right-of-way, as well as requirements for parking and land area. The tallest structure in the downtown is Mease Manor at nine stories. Zoning allows up to 30 dwelling units per acre; however the CRA is currently developed at a maximum of 10 to 12 dwelling units per acre.

Downtown Core (DC) is the primary zoning designation within the CRA (46.7%). The district is intended to “provide the opportunity to help revitalize the downtown economically, visually, and functionally to provide an aesthetically pleasing and efficient multi-use center.” The district allows a variety of land uses with a height limitation of 35 feet at the marina and 40/52 feet west of New York Avenue.

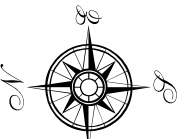
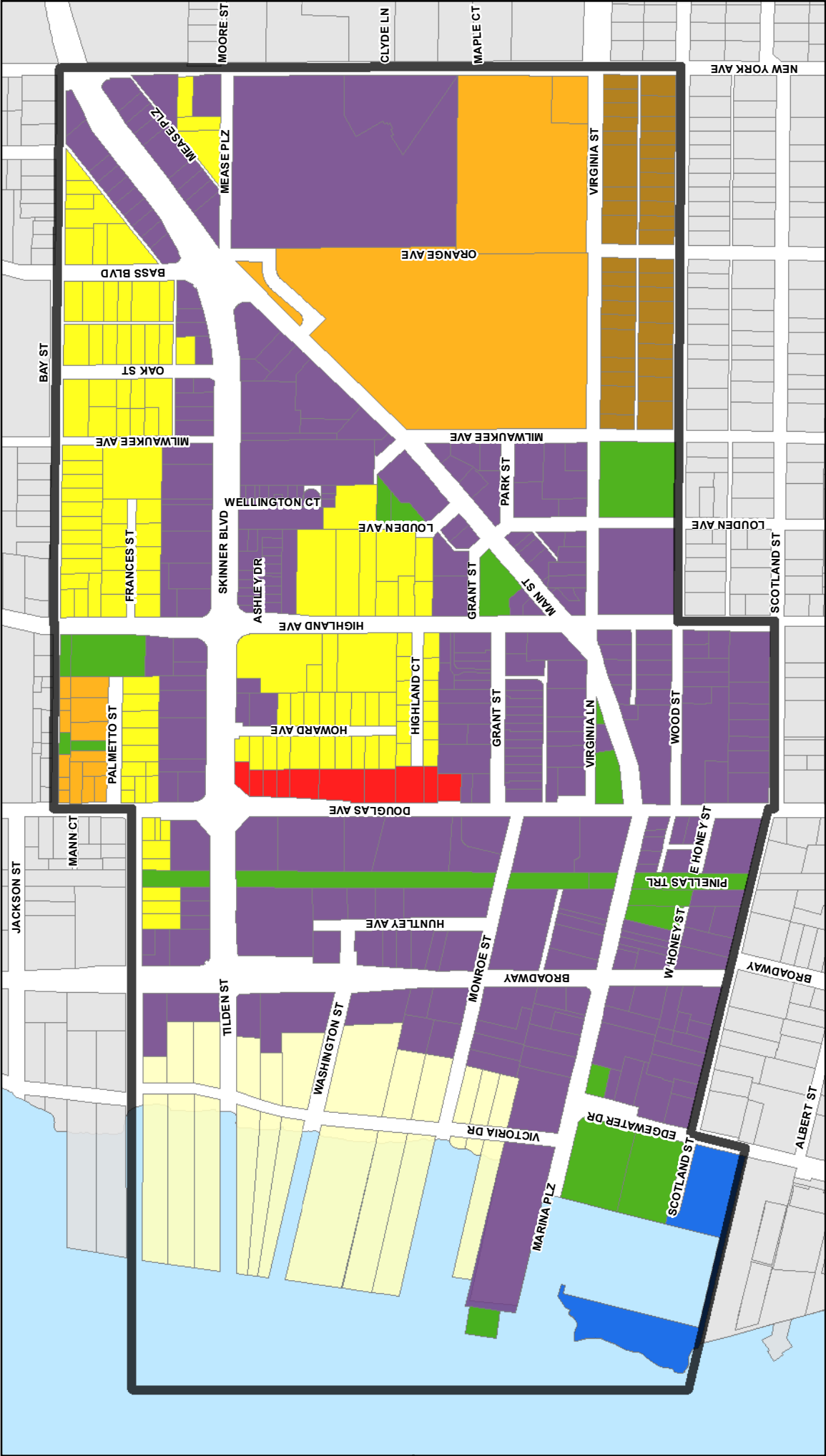
**Chart 2**  
**Existing Zoning Districts within the**  
**Dunedin Downtown CRA**



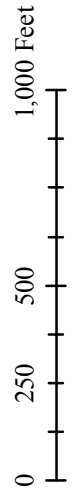
**Table 1**  
**Existing Zoning Districts within the**  
**Dunedin Downtown CRA**

Zoning District	Percentage	
<b>Downtown Core</b>	<b>DC</b>	<b>46.7%</b>
<b>Downtown Commercial</b>	<b>DCOM</b>	<b>1.4%</b>
<b>Downtown Industrial</b>	<b>DI</b>	<b>1.3%</b>
<b>Downtown Residential</b>	<b>DR</b>	<b>14.4%</b>
<b>Multifamily Residential 15</b>	<b>MF-15</b>	<b>13.1%</b>
<b>Multifamily Residential 7.5</b>	<b>MF-7.5</b>	<b>4.1%</b>
<b>Municipal Public Lands</b>	<b>MPL</b>	<b>6.2%</b>
<b>Municipal Public Lands /Marina</b>	<b>MPL &amp; MP</b>	<b>1.8%</b>
<b>Residential 100</b>	<b>R-100</b>	<b>11.1%</b>
<b>100.0%</b>		

Source: Pinellas County Property Appraiser Database, March 2009



Source:  
Pinellas County GIS, 2009  
Prepared by Wade Trim, Inc.  
August 28, 2009



**Legend**

- CRA Limits
- Zoning Districts**
- Unincorporated Pinellas County
- Downtown Core (DC)
- Downtown Commercial (DCOM)
- Downtown Industrial (DI)
- Downtown Residential (DR)
- Single Family (R-100)
- Multi-Family 15 (MF-15)
- Multi-Family 7.5 (MF-7.5)
- Municipal Public Lands (MPL)
- Marine Park (MP)



**Map 6  
Zoning Districts**

**Dunedin Downtown CRA**

In order to satisfy community residents' desires and allow development to occur within the existing character of the area, it is recommended that land development regulations be revised to:

- Reduce the number of zoning designations within the CRA.
- Encourage culture and arts.
- Use Form-Based Codes (FBC) to implement the zoning districts. The Form-based Code typically focuses on the form and character of the built environment as opposed to zoning prescriptions without changing the underlying Future Land Use.
- Discourage auto related uses.
- Increase pedestrian and bicycle access.
- Foster mixed uses (need specific definition for the code).
- Maintain waterfront access and views.
- Incentivize green building/site development.





## Housing and Residential Uses

### Dwelling Units

The number of housing units by type is shown in Table 2. Altogether there are 349 dwelling units located in 339 structures in the Community Redevelopment Area. The majority of housing units are located in multi-family developments of 4 units or more (61%). Thirty nine percent of the housing units are single family.

**Table 2**  
**Dwelling Units within the**  
**Dunedin Downtown CRA**

Existing Land Use Category	No. Parcels	Acreage	Housing Units
Residential Single Family	136	37	136
Residential Townhome	74	20	213
<b>Total</b>	<b>210</b>	<b>57</b>	<b>349</b>

Source: Pinellas County Property Appraiser Database, March 2009

Residential uses are concentrated towards the waterfront (mostly single family residences) within the limits of the CRA. In addition, there is a concentration of multifamily residential within the Center of the district (see Map 3).

Downtown has not escaped the current housing market crisis, characterized by decreased property values. According to the St. Petersburg Times Research Department and data collected and organized by the Pinellas Property Appraiser, the median sales price for a single family home in the South Dunedin Area<sup>2</sup> (which includes 90% of downtown properties) decreased from \$214,900 in January 2006 to \$141,000 in June 2009. For the same period, single family sales decreased by 54 percent (see Table 3 and Table 4).

<sup>2</sup> South of Skinner Blvd./Main Street toward Union Street.

**Table 3**  
**South Dunedin: Median Sales Prices**  
**Jan 2006-Jun 2009**

Date	Median Sales Price (\$)	Change (\$)	Percentage
Jan- Jun 2006	214,900		
July-Dec 2006	206,000	(8,900)	-4.1%
Jan- Jun 2007	205,000	(1,000)	-0.5%
July-Dec 2007	174,950	(30,050)	-14.7%
Jan- Jun 2008	161,800	(13,150)	-7.5%
July-Dec 2008	165,000	3,200	2.0%
Jan- Jun 2009	141,000	(24,000)	-14.5%
<b>Total Change (2006-2009)</b>		<b>(73,900)</b>	<b>-34%</b>

Source: St. Petersburg Times (<http://watch.tampabay.com/homes>), August 06,2009

**Table 4**  
**South Dunedin: Residential Sales Counts**  
**Jan 2006-Jun 2009**

Date	Sales Count	Change	Percentage
Jan- Jun 2006	77		
July-Dec 2006	56	(21)	-27.3%
Jan- Jun 2007	49	(7)	-12.5%
July-Dec 2007	52	3	6.1%
Jan- Jun 2008	22	(30)	-57.7%
July-Dec 2008	33	11	50.0%
Jan- Jun 2009	36	3	9.1%
<b>Total Change (2006-2009)</b>		<b>(41)</b>	<b>-53%</b>

Source: St. Petersburg Times (<http://watch.tampabay.com/homes>), August 06,2009

Despite this trend, Downtown is one of the areas in the City that has experienced less depreciation considering that median sales prices range between \$130,000 and \$136,000 for the entire city.<sup>3</sup>

Future redevelopment activities in the District should encourage more residential units, especially multifamily. This is important as residential units will support existing and future development activities.

<sup>3</sup> Compiled from Zillow, Cyberhomes, Trulia and Realty Track (August, 2009).

## Existing Residential Areas Subject to Redevelopment Activities

Several residential areas are likely to be redeveloped into higher density residential or more intense commercial uses as redevelopment activities take place within the CRA. Mixed use is encouraged to support the character of the area.

Factors that determine the redevelopment potential of a parcel of land include the zoning and regulatory category assigned to the land, classification and traffic pattern of the road onto which the parcel fronts, ease of which the parcel is likely to be assembled, and the anticipated investor interest in the land. Market conditions will determine which of the residential areas will actually be developed.

Some of the potential residential redevelopment areas which meet the low to moderate income requirements for the Community Development Block Grant Program could take advantage of Federal funds for renovation and construction of additional low to moderate income housing throughout the District.



## Replacement Housing Assurances for Displaced Persons in the CRA

The City must comply with the provisions and requirements of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, Public Law 91-646, in redevelopment projects where federal funds are used. This law provides that payment be made to displaced persons, relocation services and that replacement dwellings be available. Additionally, the City's CRA must provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the Community Redevelopment Area pursuant to Chapter 163, Florida Statutes. The City's CRA relocation policies also aim to achieve compliance with the minimum required provisions of Pinellas County's Tenant Relocation Plan, Section 38-86, Pinellas County Code.

The Community Redevelopment Agency will adhere to the following relocation assistance objectives which are based on the intent of the referenced relocation assistance laws:

- Make its best effort to provide written notice to residential tenants who will be displaced 60 days prior to loss of possession and include the following minimum information:
  - That the CRA intends to acquire the property;
  - That they must be eligible for relocation benefits;
  - Where they can obtain information regarding the benefits;

- That they will be provided with a procedure for obtaining benefits; and
- That they will be given reasonable advisory services, including counseling, referrals to replacement properties, claim assistance, fair housing assistance and other services.
- Provide advisory services, as appropriate, including counseling, referrals to suitable, decent, safe and sanitary replacement housing which is comparable and within the tenant's financial means;
- Make an effort to relocate property owners and tenants to comparable and suitable locations within the Community Redevelopment Area;
- Provide payment and/or reimbursement of actual reasonable relocation expenses for displaced low and moderate income residential tenants of up to \$1,000 per household;
- Ensure that replacement housing is available to all displaced persons regardless of race, color, national origin, sex, religion, age, sexual orientation or handicapped status.

With regard to the relocation of persons displaced by private development actions, the CRA will work with private developers to assure adequate relocation efforts are made.

*The Dunedin 2025 Comprehensive Plan* also requires that consideration be given to the needs of displaced persons, if necessary, by specifying:

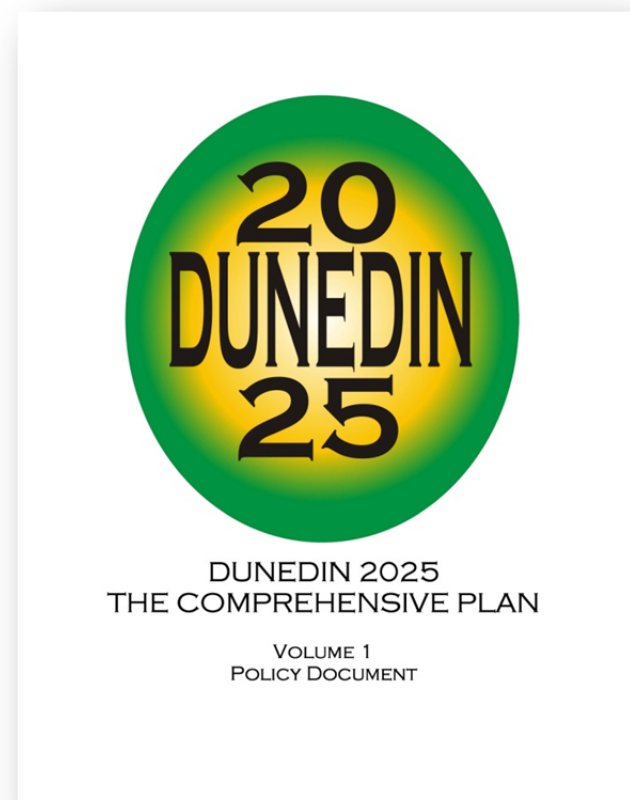
**GOAL II: PROMOTE THE REDEVELOPMENT AND REHABILITATION OF EXISTING HOUSING AND NEIGHBORHOODS.**

*Objective II-1: Implement local and federal programs to promote redevelopment activities which do not displace the existing population. Reasonably located, decent housing at affordable costs will be provided if public action requires displacement.*

*Policy II-1-1: Adhere to Community Redevelopment Area displacement policies and federal displacement policies for relocation necessitated by public actions.*

*Policy II-1-2: Assist with affordable permanent relocation housing to all persons displaced by City programs.*

This redevelopment plan provides for additional housing opportunities for displaced persons. Although some residential properties will be lost to other land uses, higher density housing will be developed on most redevelopment sites. Overall, displacement should not be a major problem because the Plan provides for the continuation and expansion of housing Downtown.



## Public Facilities

### Recreation

The CRA/Downtown has six parks (totaling approximately 6 acres) and the Municipal Marina. Map 7 shows the location of these recreational spaces.

**Edgewater Park** (51 Main Street) is a four-acre passive scenic waterfront park located at Dunedin Marina. The City made significant improvements to this park in 2007. The park is well shaded and features a playground, picnic tables, restroom facilities and a gazebo. Edgewater Park is also the site of the City's Centennial Tree, planted by the Bay Bouquet Garden Club on June 1, 1999 to commemorate the City of Dunedin's 100th birthday.



**Wee Garth Park** (Main Street and Virginia Lane) is a 0.04 acre passive park. The park is heavily landscaped, providing benches and a drinking fountain.



**Elizabeth Skinner Jackson Park** (1040 Highland Ave.) is a 0.92 acre park providing both active and passive recreational activities to the surrounding neighborhood. Facilities include a basketball court, playground equipment, restroom, shelter w/picnic tables, benches and drinking fountain.





**Armston Park** (201 Main Street) is a 0.17 acre passive park. The small park, named for early Dunedin community leaders Mr. and Mrs. Harry Armston, is on the southeast corner of Edgewater Drive and Main Street. It features new landscaping, a lighted fountain, and stainless steel water bird sculptures by artist Hal Stowers. The newly-renovated Armston Park is an attractive feature that accents the western entrance to Downtown Dunedin.



**Purple Heart Park**

Purple Heart Park is located at the intersection of Main Street and Broadway Avenue to honor Purple Heart veterans. This small park includes benches, a distinctive clock, a special monument and the Walk of Honor.



**Pioneer Park** (420 Main Street) is a small 0.40 acre park with several benches. The park features an architectural band shell used frequently by the City as a gathering point for downtown events such as the popular Friday Night Films in the Park, Dunedin Green Market, Mardi Gras, Noon Tunes, Second Friday Wine and Art Walk, and Dunedin Wines the Blues.



Public recreation areas include the Dunedin **Municipal Marina** and the **Pinellas Trail**. The Municipal Marina includes 194 wet slips (173 recreational, 12 commercial and 9 transient) with an average occupancy of 95%. In addition, it includes the harbormaster office, pram storage facility and seafood store.



The Pinellas Trail, which winds through a 34-mile corridor of abandoned CSX railroad right-of-way, effectively links Downtown Dunedin to the region. The Pinellas Trail spans the Downtown for approximately 0.5 mile, from Scotland Street to Palmetto Street, providing residents and visitors the opportunity to bicycle, roller-blade, jog, or walk through the Downtown.



Individually and collectively, these recreational facilities play a key role in making Downtown Dunedin a special end destination. Each of these facilities is within a five minute walking distance of each other and proximate to the Pinellas Trail.



## Dunedin Historical Society and Museum

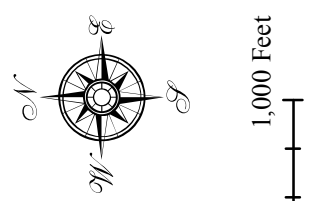
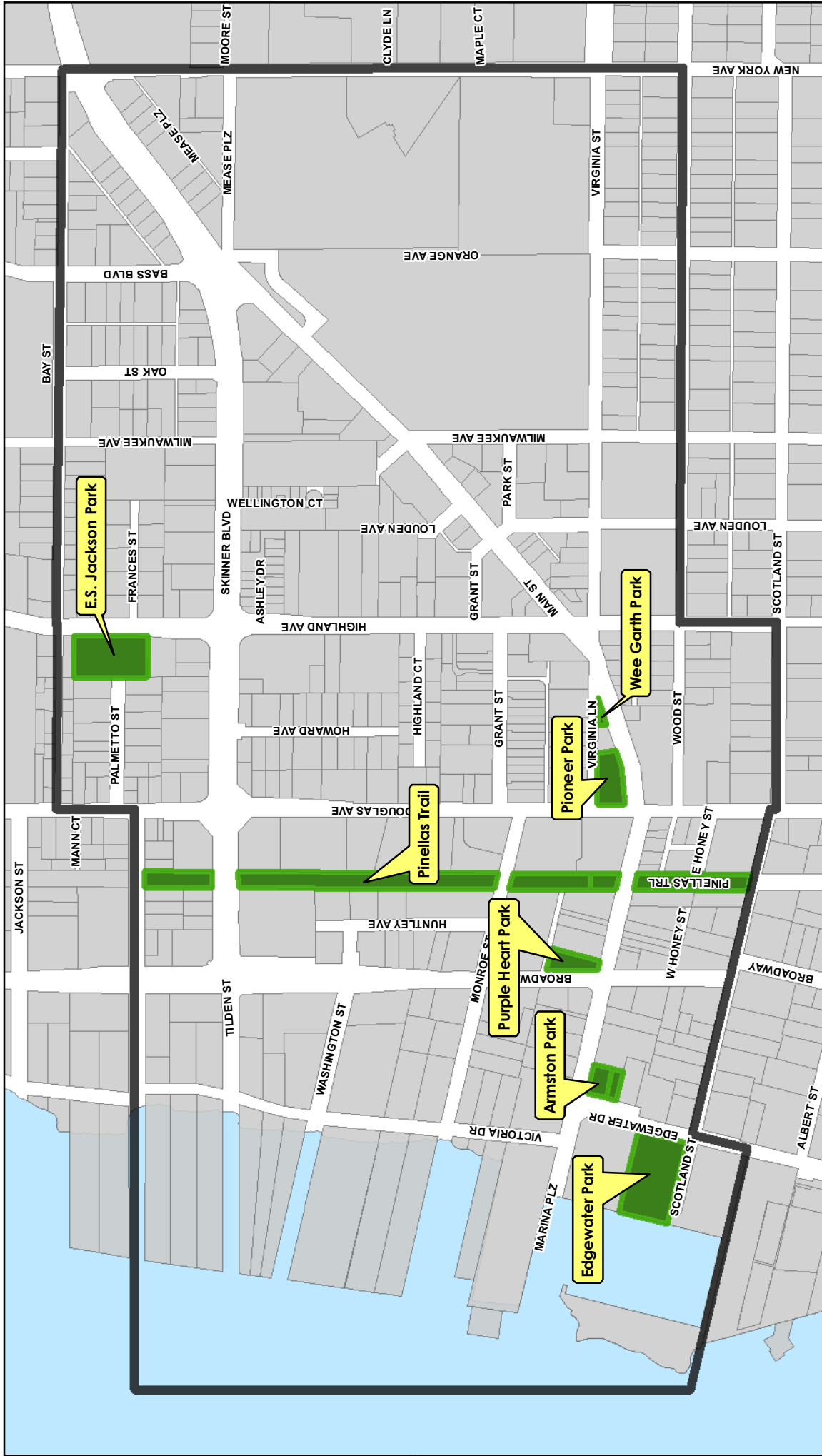
Dunedin's rich history and traditions are maintained and promoted by the City through the Dunedin Historical Society and Museum. Sharing those traditions continues to be a critical strategy to attracting visitors to the community.

Located in the old train station, the museum contains artifacts, photographs and a library pertaining to local and Florida History. The museum collection includes a CD computer program of the Dunedin Times Newspaper, from 1924 through 1965. The collection includes antique clothing, household tools and utensils used by Dunedin pioneer families from the 1870's through the 1900's and, of course, the information about Dunedin rich history associated with the Orange Concentrate industry.

The Dunedin Historical Society and Museum promotes a host of activities and exhibits including walking tours through historic Dunedin, Abracadabra Ball, History Camp, Annual Member Picnic and Historymakers Awards, tour of historic homes, etc.

Continued CRA support and promotion of the museum is encouraged as a strategy to attract residents and visitors to the Downtown.








Source:  
 Pinellas County GIS, 2009;  
 City of Dunedin Planning &  
 Zoning Department, 2009.

Prepared by Wade Trim, Inc.  
 August 28, 2009

**Legend**

-  CRA Limits
-  Parcels
-  Parks/Recreation Areas



**Map 7  
 Parks/  
 Recreation Areas**

Dunedin Downtown CRA

## Transportation

### *Streets*

There are approximately 8 miles of public streets within the redevelopment district as shown on Map 8. Roadway jurisdiction and maintenance within the CRA is distributed between City roads (74%) such as Main Street, Douglas Avenue, Highland Avenue, Virginia Street, etc., and State roads (26%) such as Broadway Street (U.S. Alt. 19), Edgewater Drive, and Skinner Blvd. All streets are generally in good condition. However, some lack the desired level of pedestrian and landscape amenities.

Since the adoption of the CRA Plan in 1988, there have been several significant roadway improvements. A major road improvement was the widening of the S.R. 580 corridor from a two to four lane road, which diverts from Main Street at the Skinner Blvd. intersection. This improvement had a positive impact on Downtown by diverting a significant volume of through traffic away from Main Street; however, it also resulted in an intersection that is not pedestrian friendly and lacks sufficient landscaping for what is essentially the “front door” to Downtown Dunedin.

### *Traffic*

Overall, traffic circulation throughout the area is generally acceptable. A few roads such as Broadway Street (U.S. Alt. 19), Edgewater Drive and Virginia Street show level of service below D (see Map 9).



### *Intersections*

The Broadway (U.S. Alt. 19) and Main Street intersection handles approximately 14,900 vehicles in a 24-hour period (2009 records). Skinner Blvd handles 17,200 vehicles in a 24-hour period (2009 records).

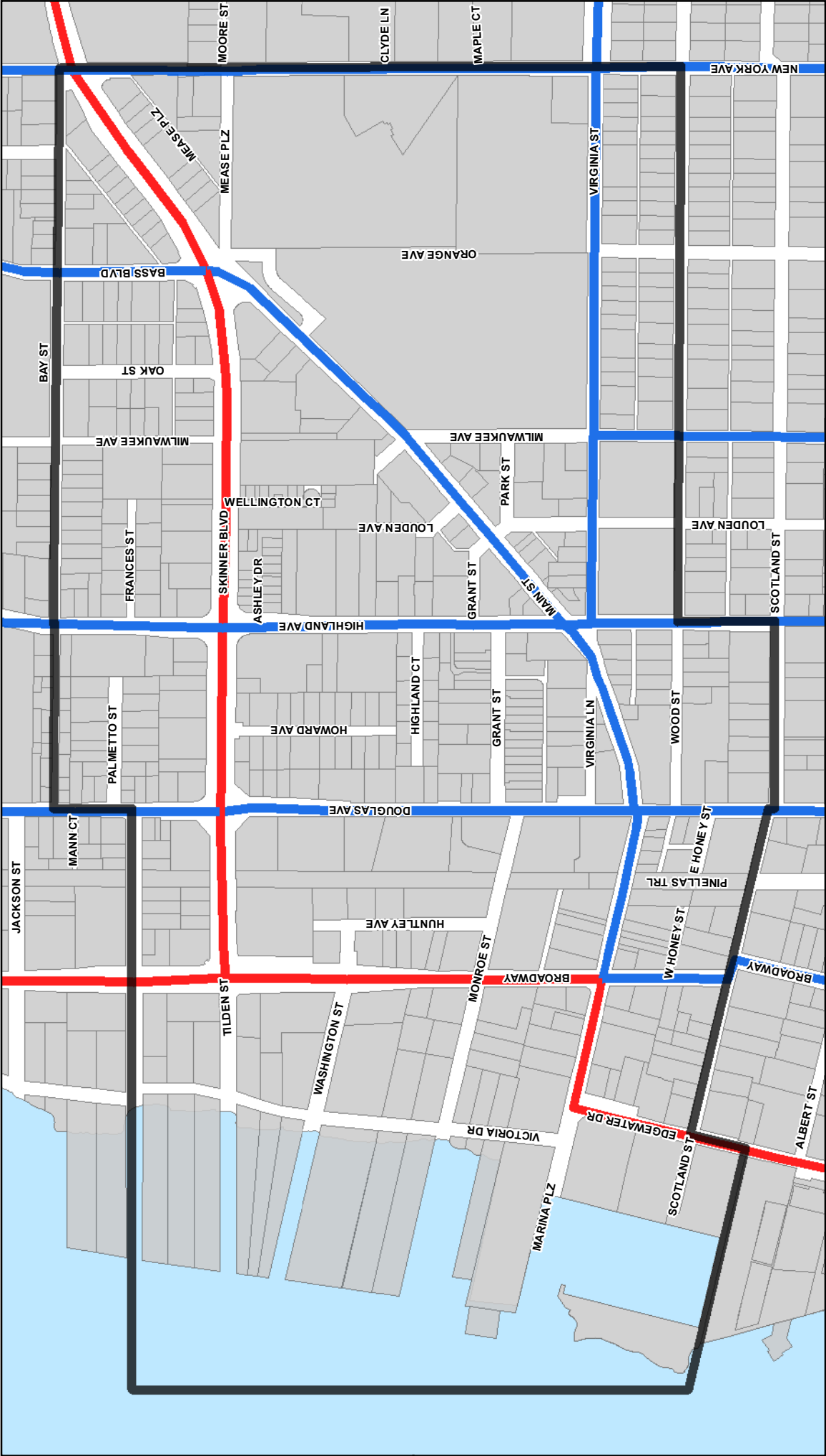
Since 1987, the City has made a significant investment in improving intersections within the CRA by installing overhead traffic lights, decorative signage, islands, etc. However, additional work is still needed to improve the existing severe bottlenecks at Edgewater Drive and the Marina. In addition, the intersection of Main Street and the Pinellas Trail should continue as an area of interest.

Other problem intersections requiring future attention are at Highland and Skinner, Douglas and Skinner, Louden and Main, and Milwaukee and Main. Intersections needing improvement are identified on Map 9.

Other significant intersections in Downtown include:

- Broadway and Main Street. This doglegged section of roadway is part of the U.S. Alt. 19 corridor. This intersection handles truck traffic since it is part of the Countywide Truck Route and the City has added signage to prohibit trucks from turning toward Main Street. Although the doglegged intersection is not ideal for truck traffic, it has served to calm traffic within the Downtown.





Source:  
 Pinellas County GIS, 2009;  
 Pinellas County MPO, 2008.  
 Prepared by Wade Trim, Inc.  
 August 28, 2009

**Legend**

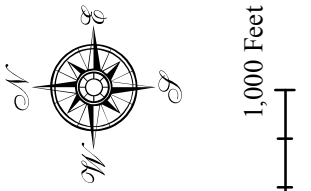
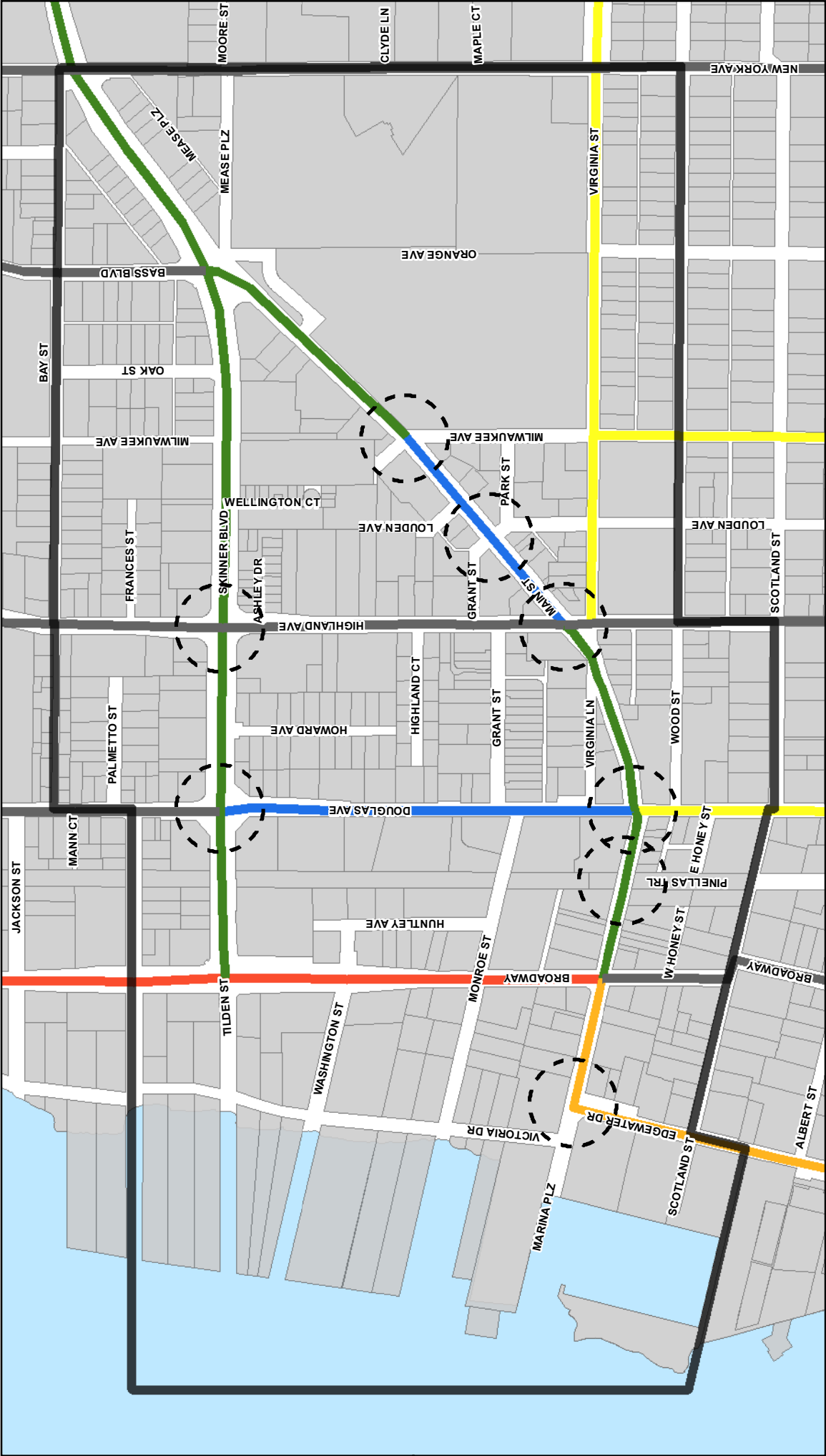
- CRA Limits
- Parcels
- Jurisdiction: City of Dunedin
- Jurisdiction: State of Florida



# Map 8 Roadway Jurisdiction

Dunedin Downtown CRA





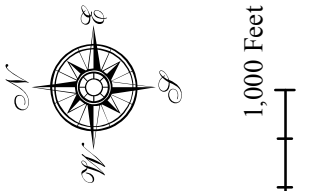
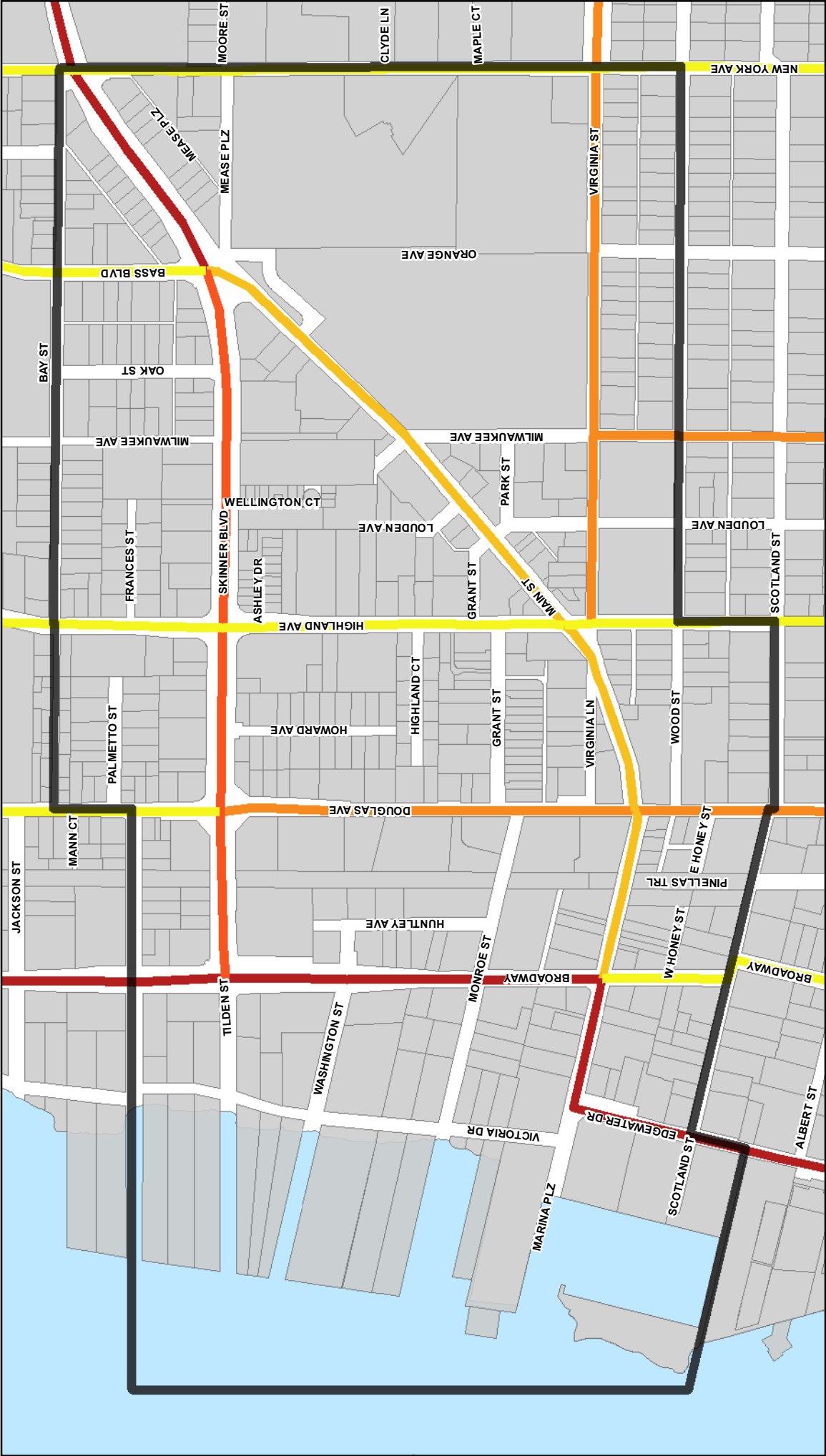
Source:  
 Pinellas County GIS, 2009;  
 Pinellas County MPO, 2008.  
 Prepared by Wade Trim, Inc.  
 August 28, 2009

**Legend**

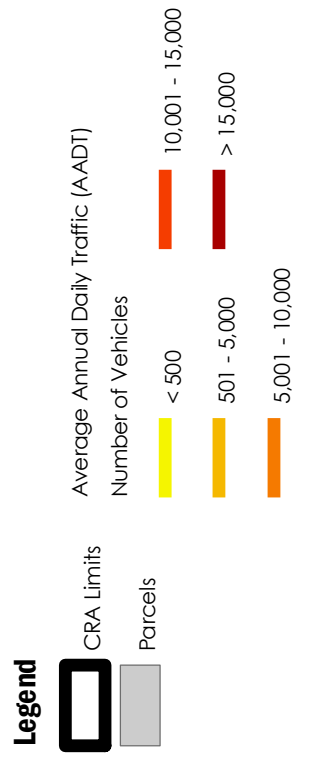
- CRA Limits
- Parcels
- Roadway Level of Service (LOS) B
- Roadway Level of Service (LOS) C
- Roadway Level of Service (LOS) D
- Roadway Level of Service (LOS) E
- Roadway Level of Service (LOS) F
- Roadway Level of Service (LOS) No Data
- Intersections Needing Improvement

**Map 9**  
**Roadway Level of Service (LOS)**  
 Duneedin Downtown CRA





Source:  
 Pinellas County GIS, 2009;  
 Pinellas County MPO, 2008.  
 Prepared by Wade Trim, Inc.  
 August 28, 2009




**Map 10**  
**Annual Average**  
**Daily Traffic (AADT)**

Duneedin Downtown CRA

## Parking

Parking availability is considered one of the major issues of Downtown today and planning for the future. As a result, in early 2009 the City commissioned the “City of Dunedin Parking Study” in order to assess the supply and demand of parking and make recommendations to improve parking in Downtown. This section summarizes several of the salient study findings.

The City’s land development code establishes specific requirements for parking supply for new developments. Table 5 summarizes these requirements.

**Table 5**  
**Parking Requirements**

Land Use Category	Parking Requirement
<b>Lodging</b>	
Bed and breakfast	1 space per unit plus 1
Hotel	0.5 space per unit
Motel	1 space per unit
<b>Retail Commercial</b>	1 space per 400 s.f.
<b>Office</b>	1 space per 400 s.f.
<b>Restaurant</b>	
Interior space	1 space per 400 s.f.
Exterior covered space	1 space per 800 s.f.
Exterior uncovered space	No additional parking required
<b>Residential</b>	1 space per unit

Source: City of Dunedin-Downtown Parking Study, 2009

Dunedin’s code has separate parking requirements for the downtown zoning districts. Current standards are 1 space per 400 s.f. for retail commercial and office uses, 1 space per 800 s.f. for restaurants with exterior covered space, and 1 space per residential unit.

In some cases these requirements become an obstacle to making redevelopment projects feasible.

Currently, public parking is provided in 7 lots as well as on the street; however, 3 of the 7 lots are at risk and could be redeveloped based on market demand. All available parking is located within a 5 minute walking distance. Table 6 shows the availability of parking in downtown.

**Table 6**  
**Available Parking Dunedin Downtown CRA**

Location	Standard Spaces	Handicap Spaces	Total Parking Supply
Church Lot	78	4	82
Scotland Lot	30	1	31
Historical Society Lot	20	1	21
Monroe Street Lot	20	1	21
Ocean Optics Lot	29	2	31
Louden Lot	62	5	67
Marina (Edgewater) Lot	53	4	57
<b>Total Off Street Parking</b>	<b>292</b>	<b>18</b>	<b>310</b>
<b>Total On-Street Parking</b>	<b>218</b>	<b>14</b>	<b>232</b>
<b>Total Public Parking</b>	<b>510</b>	<b>32</b>	<b>542</b>

Source: City of Dunedin-Downtown Parking Study, 2009

The CRA has 542 public parking spaces of which 57.2% are off-street parking spaces and 42.8% are on-street parking spaces. Disabled parking spaces account for 5.9%.

However, according to the City of Dunedin Parking Study, the real supply is estimated to be 514 spaces considering an adjustment factor (approximately 5%) for “excess parking spaces” to provide a buffer to allow for improperly parked vehicles, minor construction, and the dynamics of cars pulling in and out of parking spaces. Further, the creation of a parking bank in the Downtown should be considered.

Peak occupancy of these public parking spaces was also evaluated by the study. Total peak occupancy varies from 58% to 99% depending on the season and special event.

The study included an online survey in order to gain input regarding the status of parking in Downtown. The following summarizes the main findings:

- The two main issues with Downtown parking as identified by respondents were:
  - Not enough parking for special events – 71%
  - Difficult to find public parking lots – 37%
- 64% of respondents believe that more parking is required Downtown.
- 63% of respondents cite a lack of sufficient and effective signage directing visitors to the public parking lots.
- 98% of respondents will not walk for more than 15 minutes from their parking space to their destination.
- 76% of respondents are willing to use a well designed and secure parking garage.
- 52% of respondents are willing to pay between \$5 and \$10 a day to park closer to special events.
- The locations identified as lacking adequate parking are:
  - Main Street and Douglas Avenue – 59%.
  - Main Street and Broadway Street – 47%.
- 70% of business owners would like the City to provide designated employee parking to free prime parking spots for visitors. However, only 29% of business owners would pay for employee parking.

New strategies to address downtown parking include, but are not limited to:

- Establish a specific plan to provide parking at special events.
- Improve signage to access public parking lots.
- Develop one or two parking garages to support future development.



*Pinellas County Transit Authority (PSTA)*

The PSTA currently serves the City of Dunedin, connecting the community to all of Pinellas County as well as Hillsborough County. Current north/south routes include Milwaukee and Douglas Avenues through the Downtown and Skinner/Main Street running east/west. The City should continue to promote PSTA as a convenient means of attracting County residents and tourists to the Downtown. PSTA buses are equipped with bicycle racks which is important as Dunedin promotes itself as the ideal location to get on and off the Pinellas Trail.

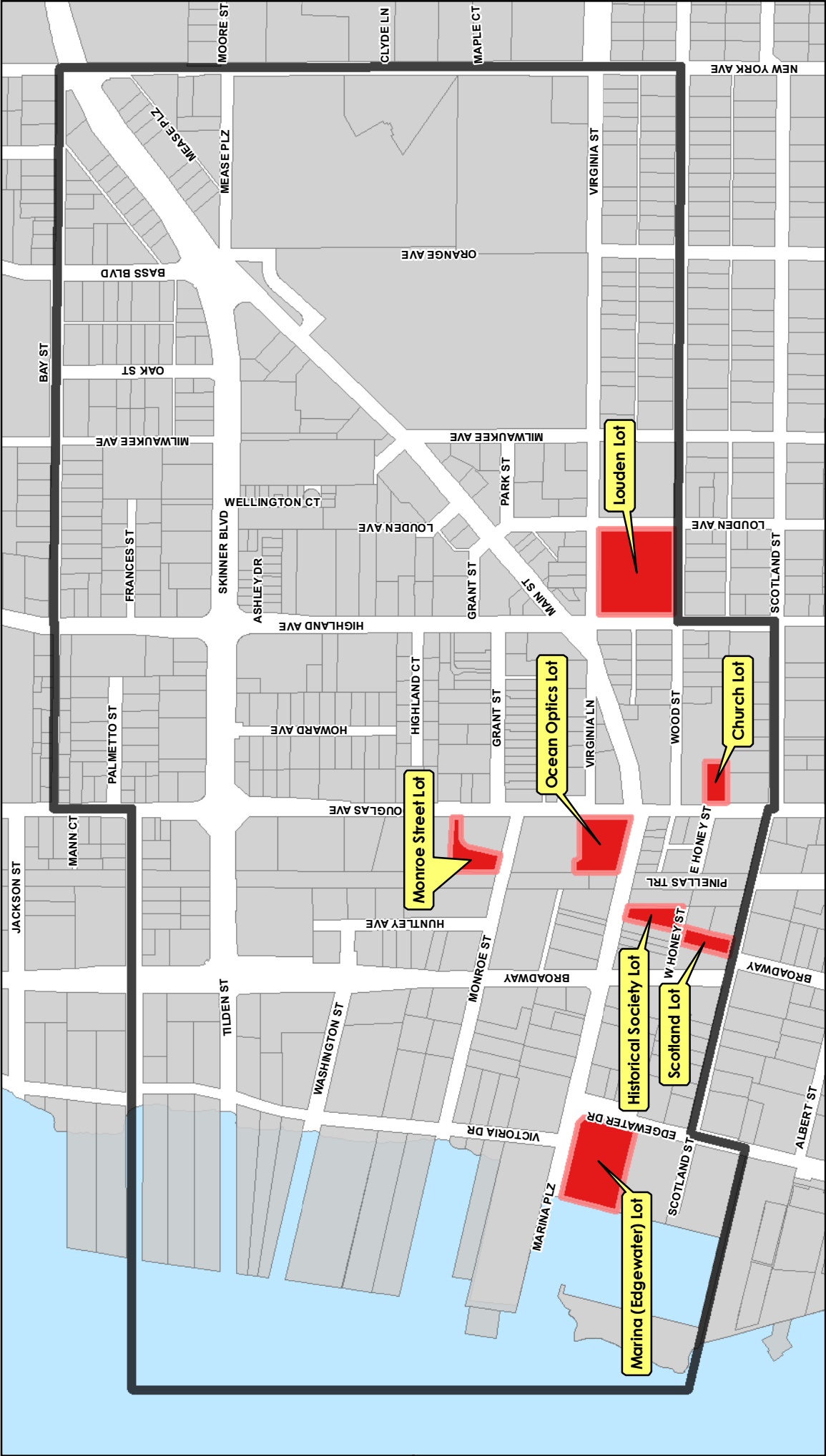
*Jolley Trolley Commuter Service*

Operating as an independent non-profit company, the Jolley Trolley has been a popular mode of transportation since it began in 1982 serving Clearwater residents and visitors to the area. The company has an agreement with the PSTA which allows all Jolley Trolley pass holders to ride the entire Pinellas County bus system with interchangeable passes. The Trolley is also available for special private group events.

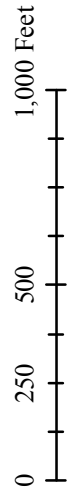
While the Trolley has traditionally served Clearwater residents, tourists and local hotels and restaurants, service to Dunedin and Tarpon Springs is scheduled to commence in the Fall of 2010. This will enable tourists to enjoy the amenities of Downtown Dunedin and possibly Caladesi Island and be available for local events and festivals. An ongoing agreement with the Jolley Trolley should serve as a means of attracting more area residents and tourist to Downtown Dunedin while minimizing the need for additional parking and lessening the impact on the local environment.







Source:  
 Pinellas County GIS, 2009;  
 City of Dunedin Planning &  
 Zoning Department, 2009.  
 Prepared by Wade Trim, Inc.  
 August 28, 2009



**Legend**

- CRA Limits
- Parcels
- Parking Lots



# Map 11 Public Parking Lots/Areas

Dunedin Downtown CRA

*Pedestrian:*

Adequate concrete and brick-paved sidewalks are provided throughout the redevelopment district. All intersections have ramps for the disabled. Some intersections such as Douglas and Main, and Broadway and Main have pedestrian push button activated crossing signals to stop the vehicular traffic. This emphasis on pedestrian safety is one of the reasons why Downtown Dunedin is recognized as the “Best Walking Town in America.”<sup>4</sup>

Additional sidewalk enhancements are needed throughout the CRA. These enhancements could include sidewalk replacement, widening, additional ramps and/or pushbutton activated crossing signals associated with future redevelopment, streetscapes, or roadway capital projects.

*Bikeways:*

Interestingly, Dunedin is perceived as a bicycle community yet there are no officially designated bikeways in the District; however, a significant number of bicyclists use the Pinellas Trail which runs through the City.

The Pinellas Trail was created in 1990, when Pinellas County turned the abandoned CSX railroad corridor which bisects the Redevelopment District into a recreational trail approximately 34 miles long.

The trail has become one of the main assets for the City of Dunedin attracting thousands of local residents and tourists every day. People use the trail to jog, bike, walk, sit, etc. This activity is capitalized by downtown retail and restaurant establishments, and complements City recreational activities in Downtown parks.

To enhance the trail’s positive impact on the Downtown, the City should consider branding the Downtown as the premier trail access point as well as making ongoing trail improvements and enhancing promotional activities.



<sup>4</sup> [www.runtheplanet.com](http://www.runtheplanet.com) (September 2008)



## Public Buildings

Several public buildings are located in the Redevelopment District. City Hall is located on Main Street at Grant Street. The Municipal Services Building which houses several administrative divisions is located on Milwaukee. The Pinellas County Sheriff's Office North District Station, located on Loudon Avenue, also houses some administrative offices. The historic railroad depot houses the Dunedin Historical Society and their museum displays.



## Wastewater Facilities

According to the City's *2025 Comprehensive Plan*, the City's provision of wastewater services is more than adequate to meet projected citywide needs through the year 2025.

The City's Wastewater Treatment Plant, which was upgraded in the early 1990s, has a design capacity of six million gallons per day (mgd), but normally operates at between four and five mgd. This wastewater is treated and then discharged into St. Joseph's sound or into the City's reclaimed water system. Nearly 60% of wastewater in the City is reclaimed for irrigation.

The City currently has sufficient sewer line capacity to handle existing land use and zoning but also enforces the *Uniform Development Code* (UDC) requirement that developers install sewer lines during development and then connect to the City's system. Line extensions to make these connections possible are funded by impact fees.

The oldest sewer lines in the City are found in the Downtown area. Most of these lines were built around 1949, when the Dunedin Wastewater Treatment Plant was constructed. During the past 20 years, the City has established an outstanding program for sanitary sewer and manhole repair and maintenance. A limited number of older pipes have been replaced when pipe rehabilitation was infeasible. As a result, the City's sanitary lines continue to be maintained in excellent condition and are expected to meet projected CRA needs, with only continued reliance on the City's established sewer maintenance programs.

## Potable Water Facilities

The City of Dunedin is an independent producer and distributor of potable water, and can meet all current and projected water needs without relying on other systems.<sup>5</sup> The City sources its water from the Upper Floridan Aquifer and pumps this water from 26 wells citywide.

The City's Water Treatment Plant has a design capacity of 9.5 mgd; however, the City's overall pumping capacity is limited by Southwest Florida Water Management District (SWFWMD) withdrawal rates. Actual production in the year 2006 averaged 3.5 mgd, and demand continues to be offset by reclaimed water use.

The water lines in the Community Redevelopment District are in excellent condition as a result of continued replacement of older lines and improved maintenance methods implemented by the City's Water Department.

Water pressure is routinely monitored and confirmed as adequate throughout the Downtown area. All waterlines and fire hydrants in the Downtown area are sized and tested to meet fire flow needs. Fire hydrants are located in areas for convenient access in the event of a fire, and are spaced at 250 ft. to 300 ft. intervals.

There are three active water wells in the Redevelopment District. One is located in a parking lot southeast of the Broadway/Monroe intersection. Another is located northeast of the Main Street/Highland intersection, and the third is located at the northwest corner of Main Street and Milwaukee Avenue. All three wells continue to function as integral components of the City's water supply system. It is

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<sup>5</sup> *Dunedin 2025 – The Comprehensive Plan: Potable Water Sub-Element.*



critical that these wells continue to be protected from potential contamination during development activity.

needs of future public and private development/redevelopment.

## Stormwater Facilities

The City of Dunedin drains into four drainage basins, of which the Redevelopment District drains into one: the Coastal Basin. Approximately 440 acres in size, this basin extends along the City's coastline and empties directly into St. Joseph's Sound via sheet flow within street right-of-way and through critical outfalls.

According to the City's *2025 Comprehensive Plan*, no major stormwater projects are planned within the CRA during the plan horizon; however, the *2025 Comprehensive Plan* does indicate the need for close evaluation of water quality ponds and swales as part of downtown redevelopment.<sup>6</sup> As the City approaches build-out, the availability of land for stormwater retention and/or treatment will become increasingly limited, as will permeable surface area for aquifer recharge. The City is assessing different options to accommodate stormwater management on public and/or private lands where appropriate.

Currently, the City has no provision within its code regarding off-site retention and/or treatment for stormwater resulting from new or redeveloped sites. Each developer is responsible for meeting the City's code requirements related to changes in stormwater resulting from development activities on-site.

The City is assessing the feasibility of a municipally owned regional retention pond for the Downtown to be available to accommodate the stormwater



## Electrical Facilities

Florida Progress provides electrical service to the City. The transmission lines are above ground. To lessen the unsightly appearance of electrical wires, staff has worked with the utility company over the past 15 years to relocate some of the facilities underground. To enhance the ambiance and aesthetics of the Downtown, joint trenching of electrical, phone and/or cable facilities should be provided where feasible.

## Natural Gas Facilities

Clearwater Gas provides natural gas services through the Redevelopment District via underground lines. Coordination with this utility company during construction activity is critical.

<sup>6</sup> *Dunedin 2025 – The Comprehensive Plan: Stormwater Sub-Element.*

## IV. Implementation of 1988 CRA Master Plan

Before the implementation of the 1988 CRA Master Plan, Downtown Dunedin was characterized as a blighted area with a vacancy rate of 30%, declining tax base, and lack of character or sense of place.

Over the past 20 years, Downtown Dunedin has changed dramatically to become recognized as one of the “best places to live” according to a report of CNN/Money Magazine in 2005. This success is attributed to:

- City Commission vision and determination to establish the Community Development District in 1987.
- The consistent involvement and support of community stakeholders such as the Chamber of Commerce, the Merchants Association, property owners, citizens and the media.
- Rallying behind the Community Redevelopment District Master Plan which identified a host of capital projects that were implemented by the City.
- The focus and collaboration of all City departments on making Downtown Dunedin a true end destination.
- Elected officials, stakeholders, and staff’s deliberate focus on project implementation.

Other key elements that have contributed to the success of Downtown include:

- Promotion of adaptive reuse of buildings.

- Consistent budgeting of funds for public infrastructure improvements.
- Beautification of public property (streetscape, urban furniture, signs, etc.).
- Slowing vehicular traffic and prioritizing pedestrian walkability.
- Building on Downtown’s assets such as the Pinellas Trail, small town atmosphere, etc.
- Bringing creativity and negotiating skills into the redevelopment process.
- Effective, incremental scheduling of projects.
- Creating and organizing a host of special events that bring people Downtown.

The Capital Improvements Program for the “Guideways to Downtown’s Future” or CRA Master Plan prepared in 1988 accounted for significant dollars in capital projects to be implemented from 1988 to 2004.

Today, nearly 90% of these capital projects have been implemented. The following provides a description of the projects completed:

### *Parking*

- Main Street Downtown Municipal Parking Lot improvements and expansion (1999).
- First Baptist Church acquisition and demolition for parking (2007).

### *Streetscape/Public Realm*

- Main Street “Streetscape” from Broadway east to Douglas Avenue incorporating angle parking, repaving, landscaping and site amenities (1993).
- Main Street “Streetscape” Phase II from Douglas Avenue east to Virginia Street/Highland Avenue improvements

incorporating intersection improvements (1996).

- Main Street “Streetscape” Phase III from Virginia Street/Highland Avenue east to Milwaukee Avenue (1996).
- Main Street “Streetscape” Phase IV from Broadway west to the Marina (ongoing).
- Broadway (Alt U.S. 19)/Skinner Boulevard enhancements (2007).
- Sidewalk refurbishment and ramp construction throughout the District (recently completed along Main Street from Milwaukee Avenue to Skinner Boulevard).

#### *Recreation/ Open Space*

- Creation of Pinellas Trail and further enhancements (1990).
- Developing Pioneer Park as a cultural and social activity facility (2002).
- Expanding and improving the Dunedin Municipal Marina to accommodate an additional 75 boat slips (2007).
- Purple Heart Park (2008).
- Edgewater Park enhancements (2007).



#### *Infrastructure and Utilities*

- Refurbishing the potable water and wastewater distribution/collection systems (2008).
- Undergrounding utilities (ongoing).

#### *Urban Furniture/ Signage*

- Installation of a street signalization (ongoing).
- Installation of informational and directional signage (ongoing).
- Installation of decorative benches (ongoing).
- Installation of new and distinctive vending boxes (2007).
- Installation of distinctive lighting (1991).
- Installation of trash receptacles (1996).

#### *Affordable Housing*

- Lorraine LeLand Workforce Housing. This 2.95 acre development project in cooperation with The Dunedin Housing Authority, The Housing Finance Agency of Pinellas County and The City of Dunedin will provide 25 townhomes clustered in five buildings containing five residential units apiece (ongoing).
- Shady Grove Townhouses. Shady Grove Townhouses was a former public housing site purchased by Habitat for Humanity from the Dunedin Housing Authority with the goal of developing affordable town home residences. This project is under construction with 19 single-family attached dwelling units on a 2.47 acre site (ongoing).

#### Organization of Community Events

- Dunedin Wines the Blues
- Mardi Gras
- Friday Morning Green Market
- Friday Night Films in Pioneer Park
- Downtown Summer Theater
- Arts & Crafts Festival
- Antique Fair
- Taste of Dunedin
- 2nd Friday Wine and Art Walk
- Old Fashion Christmas/Holiday Parade
- Holiday Boat Parade
- Noon Tunes

In addition, the CRA has provided assistance to property owners to enhance commercial building facades especially on Douglas and Patricia Avenues. Facade awards are up to \$3,000 for a building fronting a public right-of-way and \$6,000 for a corner building, and an additional \$1,000 for ADA improvements.

The private sector has also contributed to enhancing the CRA/downtown by adding considerable investments:

- Business owners have taken pride by improving the appearance and organization of their businesses.
- Commercial buildings have been constructed on the southeast corner of Main and Highland, on the northwest corner of Main Street and the Pinellas Trail, at the corner of Monroe and Alternate US 19, and along Broadway south of Main.
- Townhomes have been built at the corner of Highland Avenue and Skinner Boulevard.
- A new hotel was built at the corner of Broadway and Skinner Boulevard.

New private projects are in different phases of development, and despite the economic downturn, are moving forward. These projects are:

- Gateway Project: This 4.1 acre development will be built in two phases and include construction of 96,022 square feet of retail and office space, all to be housed within five or six independent buildings served by an extension of Milwaukee Avenue and surface parking.



- The Cottages at Glencairn: Pinellas and Hillsborough County's 1st certified green development and Tampa Bay's 1st completely green community where all of the homes will be certified green. The 14 single-family homes range from 1,476 square feet to 1,988 square feet.
- Dunedin Station Square: A mixed-use condo-hotel with 9,361 square feet of ground floor retail space.



## V. CRA Challenges and Opportunities

After 22 years of successful implementation, Downtown Dunedin is facing new challenges and opportunities. The CRA is scheduled to sunset in 2018 unless extended/approved by Pinellas County and the City of Dunedin. An extension to 2033 is essential to the future of Downtown. Notwithstanding the tremendous success of the CRA over the past two decades, there are still goals to achieve and new opportunities to pursue over the plan horizon.

The CRA Master Plan Update included an extensive public participation process to identify opportunities along with the main issues to address in the future. Public participation included public meetings, stakeholder meetings, one-on-one interviews and CRA presentations. The following describes the main findings of this process.

### SWOT Analysis

A CRA Roundtable Meeting was organized with different stakeholders at the Bon Appétit Restaurant on March 20, 2009. The objective of the meeting was to undertake a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the Downtown/CRA. The following describes a S.W.O.T analysis:

- **Strengths:** Attributes of Downtown that are helpful to achieving livability.
- **Weaknesses:** Attributes of Downtown that are harmful to achieving livability.

- **Opportunities:** *External* conditions of Downtown that are helpful to achieving livability.
- **Threats:** *External* conditions which could damage Downtown’s performance.

	<b>Helpful</b> To achieving the Objective	<b>Harmful</b> To achieving the Objective
<b>Internal Origin</b> Attributes of the City	<b>Strengths</b>  S	<b>Weaknesses</b>  W
<b>External Origin</b> Attributes of the environment	<b>Opportunities</b>  O	<b>Threats</b>  T

This analysis was extremely helpful to define future strategies for Downtown by addressing the following questions:

- How can we capitalize on each Strength?
- How can we improve each Weakness?
- How can we benefit from each Opportunity?
- How can we mitigate each Threat?

The analysis also helped to define any competitive advantages the Downtown may have in relationship to other downtowns in the area. The following provides a summary of the Roundtable Findings.

## Strengths

1. Good social and business fabric to support development of the area.
2. Diverse variety of places to eat and drink.
3. Balance of businesses in the area.
4. Long term investments of business owners.
5. Proactive City staff and officials with plans and projects for the area.
6. Public investment in Downtown on key projects.
7. City has a toolbox for developer incentives.
8. Eclectic aesthetics of Downtown.
9. The Downtown embodies a sense of place.
10. Downtown is walkable. National recognition as pedestrian friendly coastal community.
11. Good scale of the place (building heights/density).
12. Good balance of land uses (commercial, office, residential, recreation).
13. The waterfront/marina.
14. The Pinellas Trail.
15. The Fenway Hotel as local historic landmark and destination.
16. Dunedin's Baseball Stadium.
17. Good information regarding events and activities.
18. The Morton Plant Mease Hospital is a nationally-recognized asset.
19. Strong presence of local businesses.
5. Need more affordable housing to support economic development.
6. Need better definition of desirable development pattern: how Downtown will look in 20 years.
7. Lack of a pattern for street furniture and building types.
8. Need better "branding" of Downtown.
9. Lack of promotion of Downtown Dunedin in the boating Community.
10. City is not capitalizing on Pinellas County's peak tourist season (July).
11. Need to accommodate summer walking on streets and the trail.
12. Lack of office space.

## Opportunities

1. Acquisition and redevelopment of vacant parcels to foster economic development.
2. Redevelopment potential of the Marina and the waterfront to be more integrated with Downtown.
3. Take advantage of water/boating traffic.
4. Increase the share of tourists that come to Pinellas County.
5. Bring people from other beaches to Downtown and vice versa.
6. Increase activities oriented to family and kids.
7. Re-invigorate activities during summer (waterfront regattas, seafood festival, etc.).
8. Take advantage of more coordination with PSTA to bring routes to Downtown from other cities.
9. Attract pharmacy, grocery store, and coffee shop into the area.
10. Foster infill redevelopment and green building practices.

## Weaknesses

1. Perceived parking availability (day-to-day users and special events).
2. Finding places around Downtown and the City (expanded wayfinding).
3. Lack of signage to attract boating community (marine wayfinding).
4. FDOT signage standards are not consistent with the character of Downtown Dunedin.

11. Orient some commercial development towards the Pinellas Trail (e.g. dual frontage with Douglas Avenue).
12. Strengthen City's toolbox to foster the desired development pattern.

## Threats

1. High vulnerability to natural disasters (hurricanes).
2. New development does not always match City's vision and strategies.
3. Current code focuses on "use" instead of "form".
4. National big box retailers.
5. Expectations of property values are high.

## Preserve, Change, Create

The City organized a Community Workshop at the Hale Center on May 19, 2009. The objective of this workshop was to gather input from community residents regarding the past, the present and future of Downtown Dunedin.

Participants were asked three questions:

- What do you want to maintain, protect, and keep in Downtown Dunedin [PRESERVE]?
- What do you want to transform or change in Downtown Dunedin [CHANGE]?
- What do you want to create new in Downtown Dunedin [CREATE]?

At the workshop, participants were seated at tables and asked to designate a group spokesperson and note-taker. Workshop participants were then asked to think about each question individually and identify three personal responses to the question.

After individual responses were recorded, the participants were asked to discuss the answers as a group, and compile common responses. The goal was to prioritize one response for each topic that represented the group consensus. The workshop participants were given fifteen minutes to respond to each question, including time for personal reflection prior to group discussion.

The following provides a summary of the main findings:





## Preserve

**Table 7**  
**Things to Preserve in Downtown: Individual Preferences**

Preserve	Intensity of Responses	Number of Responses
<b>1</b> Variety of local small shops		<b>11</b>
<b>2</b> Small town atmosphere*		<b>9</b>
<b>3</b> Pinellas Trail		<b>7</b>
<b>4</b> Pedestrian friendly environment		<b>6</b>
<b>5</b> Civic and social events (activities, festivals)		<b>5</b>
<b>6</b> Variety of restaurants		<b>5</b>
<b>7</b> Waterfront and marina		<b>5</b>
<b>8</b> Eclectic mixture of architectural styles		<b>5</b>
<b>9</b> Mixture of local businesses		<b>5</b>
<b>10</b> Trees/greenery/landscaping		<b>4</b>
<b>11</b> Parks and open spaces		<b>4</b>
<b>12</b> Historical museum		<b>2</b>
<b>13</b> Coastal ambiance		<b>2</b>
<b>14</b> Bicycle accessibility		<b>1</b>
<b>15</b> Culture and diversity		<b>1</b>
<b>16</b> Mease Hospital		<b>1</b>
<b>17</b> Old fashioned feel		<b>1</b>
<b>18</b> Safety		<b>1</b>
<b>19</b> City Hall on Main Street		<b>1</b>
<b>20</b> Welcoming attitude		<b>1</b>
<b>21</b> Fenway Hotel		<b>1</b>
<b>22</b> Entrepreneurial spirit		<b>1</b>
<b>23</b> "Arts" town reputation		<b>1</b>

\* Maintain the picturesque, quaint charm.

Source: Community Workshop, May 19, 2009 - Hale Center, Dunedin

### Group Priorities:

- Parks/Greenways/Trails
- Friendly Atmosphere/Quaint/Small Town
- Walkability
- Small Businesses/Retail
- Arts/Culture

## Change

**Table 8**  
**Things to Change in Downtown: Individual Preferences**

Change		Intensity of Responses										Number of Responses
1	Parking accessibility and provision											13
2	Lack of character and design of the waterfront/ marina											6
3	Lack of landscape maintenance											6
4	Poor accessibility to the Marina and Waterfront											5
5	Underutilized vacant lands and buildings											5
6	Lack of consistent/cohesive signage											3
7	Insufficient docking space in the marina											2
8	Unbalanced retail outlets											2
9	Poor street cleaning											2
10	Land development code regulations could be improved											2
11	Lack of connection between waterfront and downtown											1
12	Poor boaters access to the Marina											1
13	Limited hours of shops/stores											1
14	Traffic circulation on Broadway (U.S. Alt. 19)											1
15	Limited attractions											1
16	Main Street could be more pedestrian friendly											1
17	Lack of accessibility to mass transit to downtown Dunedin											1
18	Absence of public art											1
19	Disaggregation of municipal services in different buildings											1
20	Architectural guidelines are not required (not regulatory)											1
21	Some utilities affect the character (need underground)											1
22	Lack of definition of pedestrian areas											1
23	Increase timing of festivals											1
24	Minimize industrial uses											1
25	Lack of retail mix (grocery store, pharmacy, coffee shops)											1

Source: Community Workshop, May 19, 2009 - Hale Center, Dunedin

**Group Priorities:**

- Parking/Mixed Use Parking Structure
- Marine – Destination/Attraction

## Create

**Table 9**  
Things to Create in Downtown: Individual Responses

Create	Intensity of Responses	Number of Responses
1 More opportunities for outdoor dining	■ ■ ■ ■ ■ ■ ■ ■	8
2 Build a theater/playhouse	■ ■ ■ ■ ■ ■ ■	6
3 More businesses facing the Pinellas Trail	■ ■ ■ ■ ■ ■	3
4 Bring mass transit to Downtown	■ ■ ■ ■ ■ ■	3
5 Establish an Art District	■ ■ ■ ■ ■ ■	3
6 Bring a grocery store	■ ■ ■ ■ ■ ■	3
7 Bring more residential development	■ ■ ■ ■ ■ ■	3
8 Bring more water-related activities to the waterfront	■ ■ ■ ■ ■ ■	2
9 Bring a theme hotel/convention facility	■ ■ ■ ■ ■ ■	2
10 Sidewalk cafes	■ ■ ■ ■ ■ ■	1
11 Bring Artistic/music activities to the waterfront	■ ■ ■ ■ ■ ■	1
12 Create a business incubator	■ ■ ■ ■ ■ ■	1
13 Create a more flexible land development code	■ ■ ■ ■ ■ ■	1
14 Bring a bakery	■ ■ ■ ■ ■ ■	1
15 Bring clothing stores	■ ■ ■ ■ ■ ■	1
16 Increase shade on Main Street	■ ■ ■ ■ ■ ■	1
17 Increase events to three nights a week	■ ■ ■ ■ ■ ■	1
18 Develop an "Orange Festival"	■ ■ ■ ■ ■ ■	1
19 More interconnections among downtown streets	■ ■ ■ ■ ■ ■	1
20 Create a multifunctional garage with shops	■ ■ ■ ■ ■ ■	1
21 Create a permanent market	■ ■ ■ ■ ■ ■	1
22 Create "hang around places"	■ ■ ■ ■ ■ ■	1

Source: Community Workshop, May 19, 2009 - Hale Center, Dunedin

### Group Priorities:

- More Entertainment: Live Theatre/Concerts
- Redeveloped Marina
- Landscaping/Aesthetics (e.g. Flower Baskets, etc.)
- Market/Outdoor Dining
- Tourism Marketing

## Interviews

As part of the CRA Master Plan Update, the City organized individual interviews with representatives of different sectors of the community. These interviews were conducted in May 2009. The following represents a summary of the main points discussed:

### Downtown Character

- Maintain and preserve Downtown/CRA as “quaint”.
- Dunedin needs to strike a balance between Cedar Key and Key West.
- Business signage is haphazard and in need of attention.
- Need improved signage providing direction to key locations (wayfinding).

### Land Use and Urban Form

- Support use of pattern books.
- Support mixed-use type of development.
- More residential development is needed in the Downtown.
- More office space is needed in Downtown.

### Marina/ waterfront

- Marina/waterfront is an underutilized asset.
- Need to connect waterfront with Downtown in more functional way.
- Need to generate more activity into the Downtown from the Intracoastal Waterway.

### Land acquisition

- City should purchase the parking lot at Ocean Optics due to its strategic location within the CRA.

### The City and Implementation

- City is complimented for “keeping its word” with regard to redevelopment in Downtown.

- City could do better job informing community when events are occurring.

### Desired Projects

- Need for a small boutique hotel of 50 rooms or less preferably located on Scotland between Douglas and Broadway or near Bon Appétit.
- Partner with Coca Cola regarding the use of their property and build a museum to promote the history of orange concentrate.
- Need to focus on consolidating government services into single facility.
- Build the Gateway as a catalyst to “fill in” the east side of the Downtown core.
- Develop a non-profit theatre within current City Hall building.
- Would like to see a grocery store at the Gateway project.
- Need European style market.
- Need vertical parking garage.

### The Public Realm

- Adding flower pots to light poles and window boxes to bring more color to the Downtown.
- Need to draw more visitors to the waterfront. Explore an event site for music/ entertainment.
- Need to expand the public art program.
- Suggested murals be “all over town.”

### Marketing

- Encourage more aggressive advertising/ promotion of the Downtown.
- Promote a “Delightful Dunedin” campaign with the involvement of the Merchant’s Association, Chamber of Commerce and CRA.
- Create CRA Logo and Webpage to enhance visibility and image.
- Develop and implement additional publicity strategies.
- Attend appropriate conferences, seminars, events that promote Downtown Dunedin.



## Waterfront/Downtown Connectivity

One of the obvious challenges and opportunities to enhancing Downtown Dunedin is to achieve greater connectivity between the waterfront area west of U.S. Alternate 19 and the existing Downtown core. The waterfront area is the area generally lying west of Broadway between the southern boundary of the CRA District and Tilden Street with primary focus on the area lying west of Broadway, south of Monroe Street and north of Scotland Street. While proximate to the Downtown core, pedestrian and non-vehicular traffic into and out of this area remains problematic due in large part to the U.S. Alternate 19 arterial roadway which accommodates approximately 18,600 trips per day serving predominately north/south through traffic and forming a distinct physical barrier. Presently, unless staying at the hotel accommodations along the waterfront, visitors to the Downtown core are not easily drawn to the waterfront area for a number of reasons, including:

- Minimal retail and/or cultural attractors currently exist in the waterfront area.
- Limited visual interest when looking west from Main Street and Broadway.
- Large vacant tracts of land exist north of Main Street and east of Edgewater Drive.
- The expansive vehicular parking area in the northwest corner of the Broadway/Marina Plaza intersection (while required to accommodate the office use) when combined with the existing vacant parcels to the west creates the appearance of a dead zone.
- Limited signage and wayfinding improvements identifying waterfront uses

and inviting visitors into the area from the Downtown core.

- No bicycle spur connection from the Pinellas Trail into the waterfront area.
- Existing landscaped entryway feature at Broadway and Main Street leaves the impression that the waterfront area is outside of the Downtown core.
- Approximately two-thirds of the waterfront area west of Broadway along both sides of Victoria Drive is designated Downtown Residential (DR) characterized by upscale single family residences with no visual or functional connection to the Marina or Downtown core.
- Existing commercial office and retail uses along the west side of Broadway between Main Street and Tilden Street/Skinner Boulevard appear disconnected from the Downtown core and exhibit little sense of place due in part to structures being set back off the right-of-way and expansive parking in front of the businesses.

It is interesting to note the perspectives of the waterfront area from the group of Downtown stakeholders who participated in the March 2009 SWOT analysis, the input received from one-on-one interviews, and feedback from the citizens at large who participated in the public meeting and on-line survey when asked to identify what they would like to “preserve”, “change” and “create” within the CRA. The following are some of the specific comments received that are helpful in understanding the community’s perceptions regarding the waterfront area uses and appearance, and desired focus of the CRA plan update:

- Waterfront is an underutilized asset.

- Need to generate more activity into the Downtown from the Intracoastal Waterway.
- Need to draw more visitors to the waterfront.
- Explore event site for music/entertainment.
- Need to connect waterfront with Downtown in a more functional way.
- Need to establish a desired height limit for the waterfront area.
- Need for the City to clearly communicate what its development preferences are for the waterfront area.
- City's efforts regarding the Marina Park renovations have paid off nicely, with more families using shelters, playground and green space.
- Need more transient slips.
- Need a spur from the Pinellas Trail to the waterfront.
- Keep restaurant on the waterfront.
- Mooring field not possible as the bay bottomlands are too shallow and no floating dock to accommodate dinghy.
- Need flyers promoting the waterfront letting tourists know what is there (i.e., fish market, park, transient docks, hotel).
- Need signage to distinguish public and private uses on the waterfront.
- Need more shade at the waterfront.
- Waterfront/marina area is a perceived "strength".
- Lack of signage on the water to attract the boating community is a perceived "weakness".
- City should consider purchasing vacant lands in the waterfront area which is a perceived "opportunity".
- Redevelopment potential of the waterfront/marina is a perceived "opportunity".
- "Preserve" the waterfront/marina.
- "Preserve" the coastal ambiance.
- "Change" the poor accessibility to the waterfront/marina.
- "Create" more water-related activities in the waterfront.

### Analysis of Current Waterfront Land Uses

Dunedin's existing waterfront area can best be described as underutilized, an area in transition, and strategically located to attract public and private redevelopment investment interest were it not for the current national economic downturn. Notwithstanding, select parcels in the area have recently experienced redevelopment activity.

As noted on Map 3, the dominant land uses in the waterfront area (i.e. west of Broadway, north of Scotland Street and south of Monroe Street) include commercial, marine, parkland, and residential. The majority of the area is zoned Downtown Core (DC) as depicted on Map 6. Three highly visible adjoining vacant parcels currently exist along the north side of Main Street between Broadway/U.S. Alternate 19 and Victoria Drive, and one parcel on the west side of Edgewater Drive just north of Scotland Street. Several other strategically located developed parcels within the area could also undergo redevelopment in the near future, depending upon what happens with the more visible parcels along Main Street and/or Edgewater Drive. The redevelopment of one or more of these strategic parcels could help redefine the waterfront area providing end destinations which would likely enhance the connectivity of the waterfront area to the Downtown. The desired intensity and/or density as well as the form and

function of development of these strategic parcels should be thoroughly vetted as part of a future corridor plan. In the interim, there are several land uses that appear to have public support and, if developed sensitively, could enhance the waterfront area while providing a more coherent and functional connection to the Downtown core. These uses might include (as a standalone or mixed use project(s)):

- Boutique hotel (less than 50 units)
- Small condo-hotel (less than 50 units)
- Bed and breakfast inn
- Mixed use retail and condo/condo-hotel
- Retail/office
- Commercial services
- Restaurant (no drive thru)
- Music/entertainment venue
- Select water dependent/water related commercial
- Artist studio and retail shop
- Upscale coffee shop/WiFi (no drive thru)
- Bookstore/coffee shop/WiFi with outdoor seating
- Enclosed service establishments
- Expanded fish market with outdoor dining
- Commercial entertainment/event venue
- Streetscaping along both sides of Edgewater between Scotland Street and Main Street.
- Landscape improvements on the northwest corner of Main Street and Broadway.
- Removal of the existing entry signage at Broadway and Main Street which effectively separates the Waterfront from the Downtown core.
- Enhanced landscaping of islands along Marina Plaza.
- New CRA entryway signage and landscaping at the corner of Scotland and Edgewater (both sides).
- New CRA entryway signage and landscaping at the corner of Skinner Boulevard and Broadway.
- Renovation/expansion of the existing Marina office and fish market.
- Introduction of public art at strategic locations.
- Creation of an Art District generally bordered by Scotland on the south, Main Street on the North, Broadway on the east and Edgewater on the west.
- Enhanced access to the unimproved waterfront along the west side of the Marina, taking advantage of the natural amenities and unique vistas associated with this location.

### Other Observations for Enhanced Waterfront/Downtown Connectivity

Enhanced landscaping/streetscaping and CRA entryway features, if strategically located, could also enhance the Waterfront/Downtown core connectivity, including such improvements as:

- Streetscaping of Main Street between Broadway and Victoria Drive.

In 2010, the City initiated a Downtown/Waterfront Illustrative Corridor Plan as a separate project to implement this updated plan. The Illustrative Corridor Plan's study area includes the area lying west of the Pinellas Trail, south of Skinner Boulevard, and north of Albert Street along the Intracoastal Waterway.

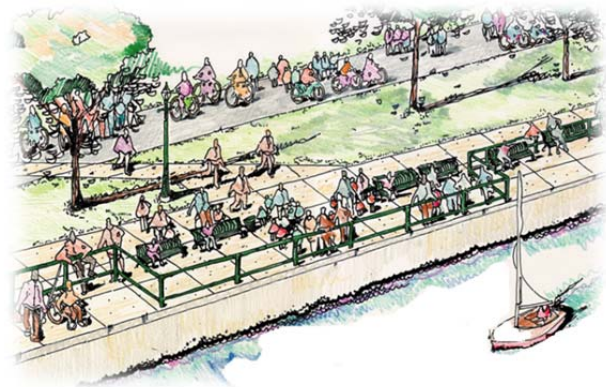
The corridor plan involves input from a host of waterfront and Downtown stakeholders including, but not limited to, individual property/business owners, Community Redevelopment Agency, Marina Advisory Committee, Dunedin Boat Club, Dunedin Chamber of Commerce, Dunedin Downtown Merchants Association, Public Relations Action Advisory Committee, Economic Development Department, Planning & Development Department, Engineering & Public Works Department, and Parks & Recreation Department, with one of the underlying goals being the identification of design strategies and activities aimed at maximizing connectivity between these distinct areas of the CRA.

The corridor plan addresses such issues and opportunities as:

- Appropriate mix of public and private land uses in the area.
- Form and function of existing and proposed uses.
- Desired density, intensity, and maximum building height.
- Parking strategies to accommodate the area at build-out.
- Secondary pedestrian and bicycle connections.
- Potential transit stops.
- Potential long term relocation of select facilities.
- Protection/creation of views and vistas between Downtown and the Waterfront.
- Landscape and hardscape improvements to better define the area and provide visual connectivity to and from Main Street.
- Undergrounding of utilities.
- Locations for public art and cultural improvements.

- Edgewater/Marina Plaza intersection improvements.
- Wayfinding and signage enhancements.
- Identification of catalytic project opportunities.
- Appropriate community events to be conducted within the waterfront.
- Specific code revisions needed to implement the corridor plan.
- Specific green strategies to be implemented.
- Kinds of marketing campaign and printed materials needed to promote the area.
- Capital Improvements Program integrated into the CRA Master Plan schedule.

The Illustrative Corridor Plan was finalized and approved by the Community Redevelopment Agency on November 17, 2011 and is incorporated into the CRA Master Plan. Please refer to **Appendix B**.





## Potential Targeted CRA Land Use

The CRA Master Plan Update 2033 did not include a detailed market study to define square footages of existing uses, dollars generated or seek to identify the specific kinds of businesses to be targeted and recruited to the CRA District. Instead, a cursory analysis was conducted utilizing the March 2009 Pinellas County Property Appraiser Data Base to identify the most common land uses currently existing within the District. As noted in Chart 1 Existing Land Use by Type, approximately 34% of the District is Residential, 21% Commercial, 21% Institutional, 16% Vacant lands, 5% Government and 3% Institutional.

Approximately one-third of the District land area (72 acres) is Residential and currently developed at approximately 10 to 12 dwelling units per acre. The Downtown Core zoning district allows 30 residential dwelling units per acre, and motel, hotel units and condo-hotel units to 50 units per acre, substantially higher than the current residential development pattern. For downtowns to thrive economically, it is important to have a substantial amount in-town residential development to sustain the desired live, work and play environment. To this end, it is important for the City to encourage the development/redevelopment of more residential projects within walking distance of the Downtown core. The addition of 200 to 400 new residential units within the CRA would provide a significant boost to local businesses, and create even greater demand for existing commercial as well as several of the commercial business that are perceived to be needed in the CRA District. Ideally, a significant percentage of the new dwelling units should be affordable for residents working in the CRA area.

Commercial land uses account for approximately 21% of the land area within the CRA District, which equates to approximately 46 acres. Recognizing the Downtown is the City's primary end destination, the specific number of acres is not a critical factor as approximately 47% of the CRA is currently zoned Downtown Core (DC), which permits almost all of the existing or envisioned/desired commercial uses. Additionally, approximately 17% of the CRA District is vacant land which provides ample opportunity for expanded commercial development. Whether through new infill redevelopment of vacant parcels or the adaptive reuse of existing structures, there are clearly sufficient opportunities for expanding commercial uses within the District. To enhance the desired live, work and play environment within the CRA, it is reasonable to assume an additional 300,000 to 400,000 square feet of commercial space could be developed over the horizon of the plan if done in such a manner as to preserve the small town ambiance. One of the challenges associated with the increase of commercial space would be sufficient convenient parking, which could be accommodated in one or more parking structures to be strategically located within the District. Based on input received from existing stakeholders and general public during the update of the CRA plan, the following commercial businesses were perceived as being needed and/or desired in the District:

- Grocery store or European Style Market
- Drug Store
- Bookstore
- Coffee Shop w/outdoor seating & WiFi
- Specialty Retail
- Boutique Hotel
- Restaurants/Delicatessen
- Commercial Services (dry cleaning, beauty shop, etc.)

- Music/Entertainment Venue
- Corporate and/or Professional Offices
- Artist Studio
- Home Decor
- Bed and Breakfast Inn
- Expanded Fish Market (at the Waterfront)
- Fitness Facility
- Water-dependant/water-related commercial to complement the Marina

The CRA has what appears to be a disproportionate amount of Institutional lands (21%) within the District. The Mease Dunedin Hospital and Mease Manor facilities account for the majority of this use, along with several churches and other small institutional uses. It is reasonable to assume that properties proximate to the Hospital will accommodate medical related support businesses over the horizon of the plan. The addition and/or expansion of medical offices is consistent with the desire to expand office uses within the District, enhancing employment and supporting Downtown commercial businesses. Increased residential development within the District could also conveniently serve the medical workers. It is assumed the expansion of the medical industry could be accommodated within the 300,000 to 400,000 of commercial square feet previously referenced.

Regarding Government land uses within the District, which comprises approximately 5% of the lands (approximately 10 acres) and are City or State-owned lands, it is not the goal of this plan to expand the amount of acreage designated for government use. Conversely, with the consolidation of City facilities it may be possible to place lands back onto the tax rolls financially benefiting the CRA. Notwithstanding, in order to partner with or facilitate economic development,

the City's acquisition of key parcels within the CRA could be a wise investment of City resources.

While stakeholder and public input received in updating the CRA Master Plan provided valuable feedback regarding the types of land uses perceived to be needed within the District, it is recommended that one of the tasks associated with the upcoming Waterfront/Downtown Corridor Plan include a breakout session focused exclusively on confirming the desired amount and types of uses deemed most appropriate for the CRA. To enhance business recruiting efforts, the CRA could also consider retaining the services of a Market Research firm to provide professional input regarding market opportunities and recruiting strategies.

## VI. CRA Master Plan Update 2033

### Vision, Strategies and Actions

The Dunedin CRA/Downtown Master Plan Update outlines the main strategies that the community has prioritized through 2033, under the shared set of standards and values expressed by community residents through the public workshops and meetings.

The CRA/Downtown Master Plan Update includes a vision statement, the identification of 10 goals for future development, and the establishment of corresponding objectives and projects/actions.

#### Vision Statement

*Our vision is to preserve and enhance Downtown Dunedin's friendly, quaint and walkable coastal atmosphere while expanding live, work and play opportunities, and promoting sustainable redevelopment through public/private partnerships.*



## Goals, Objectives and Actions

### Goal 1: Maintain and expand financing mechanisms to fund CRA projects and activities.

#### Objectives

- Accept, provide matching funds, and/or administer grants from Federal, State, and local governmental entities, charitable foundations and groups, and other such organizations that may offer funds for the planning and carrying out of redevelopment efforts that support or are consistent with the purposes of the CRA Downtown Master Plan.
- Maintain the use of tax increment financing, Penny for Pinellas, CDBG grants, and other existing funding mechanisms.
- Explore the use of grants from the American Recovery and Reinvestment Act (ARRA) to develop projects and activities within the CRA.
- Explore the designation of a Brownfield area for the CRA.
- Maintain the focus of phasing CRA initiatives and projects.
- Explore the extension of the Community Redevelopment Area for an additional 15 years so that strategies can be accomplished and long-term financing obtained.

#### Projects and Actions

- Immediately upon approval of this Plan by the CRA, petition Pinellas County for the extension of the CRA from 2018-2033 given the need for multi-year bonding and financing of capital projects.

- Specialized fund to match federal and State grants
- Study for the establishment of a Brownfield designation for the CRA

#### Implementation Stakeholders

- Economic Development Department
- Community Redevelopment Agency
- City Manager





**Goal 2:**  
**Maintain the “coastal small town”**  
**character ensuring predictable**  
**development patterns.**

**Objectives**

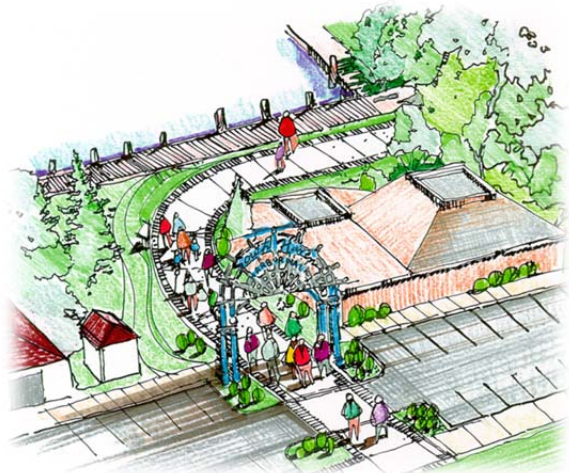
- Establish an urban design framework to foster the enhancement of Downtown assets, the establishment of activity centers (places), reinforce community linkages, gateways, and open spaces within the CRA District.
- Visualize development scenarios to ensure predictable development patterns.
- Revise the existing municipal code to to: 1) control the form of the development rather than the use; 2) reduce number of zoning districts and encourage mixed uses; 3) set appropriate height standards based upon street width; 4) encourage uses facing the Pinellas Trail; 5) preserve the views of and access to the waterfront; 6) foster walkability; 7) develop new parking standards; 8) preserve the existing architectural character; etc.
- Develop basic design guidelines to assist homeowners, developers, retailers, and neighborhoods as they build, repair, rebuild and expand their houses and businesses in accordance with the character of downtown.
- Promote historic preservation.
- Acknowledge risk management for natural disasters on land use decisions.

**Projects/Actions**

- Downtown/CRA-Urban Design Framework /Form-Based Code
- Downtown/CRA Pattern Book

**Implementation Stakeholders**

- Economic Development Department
- Planning & Development Department
- Local Planning Agency
- Community Redevelopment Agency
- CRA residents and business owners

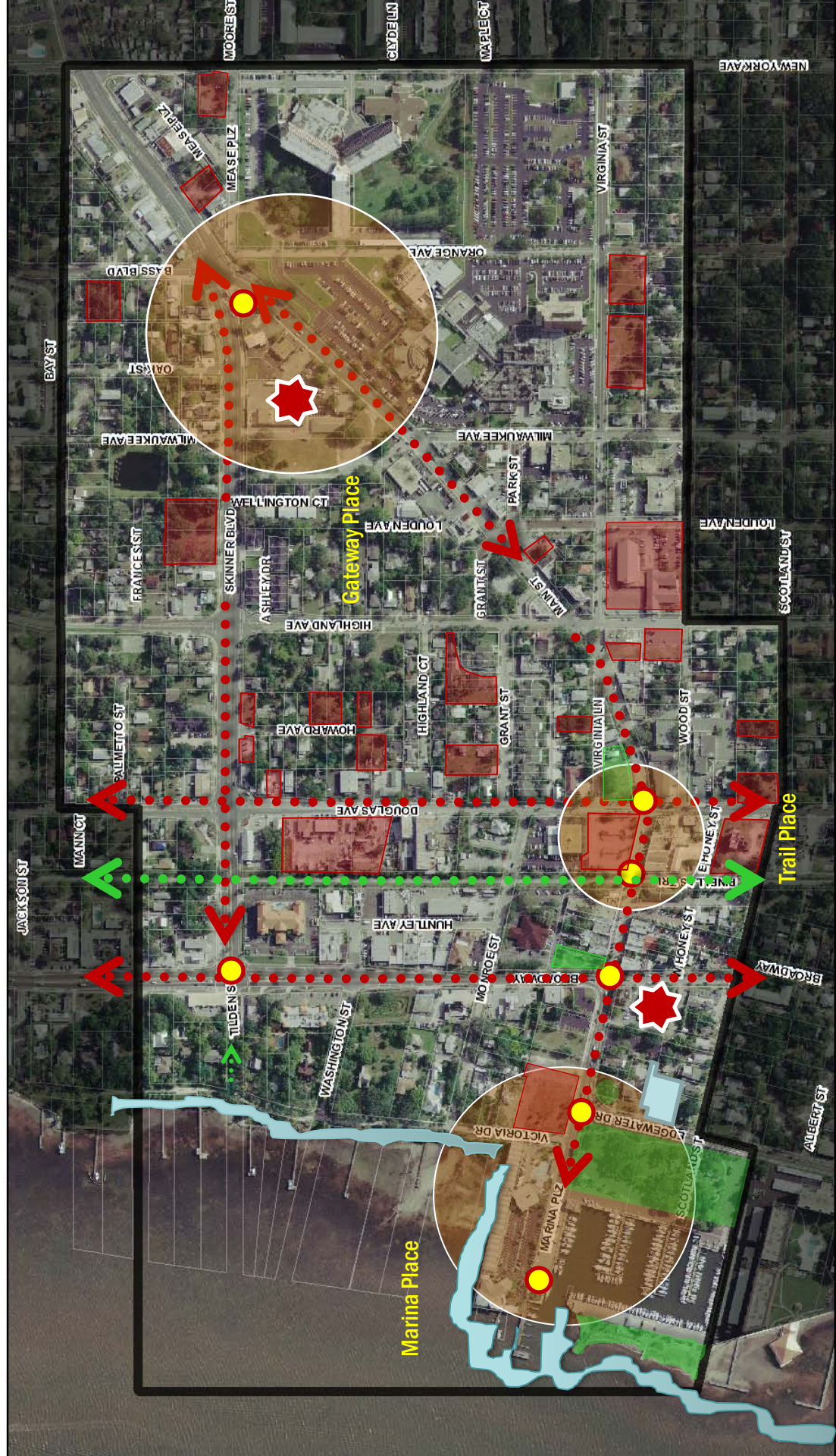




# Conceptual Diagram: Design Framework



- Proposed Focal Points
- Major Activity Nodes
- Waterfront
- "Brand Pinellas Trail"
- Main Development Corridors
- Existing Parks/Open Spaces
- Strategic Vacant Parcels
- Ongoing Redevelopment Projects





### Goal 3:

**Leverage the marina/waterfront as an integral Downtown asset through preparation of a sustainable corridor plan that enhances its connectivity to Main Street and redefines the preferred land uses, development density/intensity, form and function, and aesthetic appeal.**

#### Objectives

- Bring character/better appeal to marina and waterfront area.
- Improve connectivity and accessibility to Downtown core.
- Identify preferred land uses for vacant, underutilized and/or transitioning properties.
- Promote the adaptive reuse of existing structures.
- Preserve and enhance views and access to the waterfront from all landward directions.
- Improve boater access and visual connectivity to the Downtown from the Intracoastal Waterway.
- Remove barriers that inhibit pedestrian and non-vehicular traffic movements between the marina/waterfront area and Downtown and provide a spur connection to the Pinellas Trail.
- Establish the preferred maximum building height for the area west of Broadway Avenue.
- Enhance public infrastructure and convenient parking opportunities within or proximate to the area.

#### Projects/Actions

- Marina/Waterfront to Downtown/Waterfront Illustrative Corridor Plan identifying preferred land uses, densities and intensities, building form, function and height, streetscaping/landscaping, pedestrian and non-vehicular movement patterns, community art and cultural activity spaces.
- Community Design Charrette and public vetting of area preferences.
- Downtown/CRA Urban Design Framework/Form-Based Code inclusive of the corridor area.
- Downtown/CRA Pattern Book inclusive of the corridor area.
- “Marina Place” Illustrative Waterfront Site Plan.
- Marina/Waterfront to Downtown Corridor Plan Capital Improvements Program.

#### Implementation Stakeholders

- Economic Development Department
- Planning & Development Department
- Local Planning Agency
- Community Redevelopment Agency
- Marina Advisory Committee
- Property Owners
- CRA Residents

To further this goal, the City with assistance of a consulting firm, prepared the Downtown/Waterfront Illustrative Corridor Plan which was approved by the Dunedin CRA on November 17, 2011 and is incorporated into this CRA Master Plan 2033 (see Appendix B). Redevelopment strategies and capital improvements associated with the Downtown/Waterfront Illustrative Corridor Plan are included in the Capital Improvements Program section on page 75.

**Goal 4:**  
**Capitalize on strategic downtown vacant developable parcels to foster economic development.**

**Objectives**

- Maintain an inventory of vacant parcels.
- Identify strategic use of available parcels to develop desirable community projects in Downtown such as: grocery store, bakery, pharmacy, coffee shop, bookstore, theater-playhouse, boutique hotels, etc.
- Develop strategic/key land acquisitions to prevent incompatible development and foster economic development.

**Projects/Actions**

- Annual inventory of vacant parcels
- Evaluation of potential land acquisition to foster redevelopment on strategic locations
- Establish a financing strategy for strategic land acquisition.

**Implementation Stakeholders**

- Economic Development Department
- Community Redevelopment Agency
- City Manager





**Goal 5:**  
**Continue to enhance walkability, the public realm, and recreational spaces.**

**Objectives**

- Develop a project to “Brand the Trail” (through the Downtown) as Pinellas County’s most unique destination along the Pinellas Trail by: 1) establishing trail gateways; 2) creating a distinctive and unique paving, landscape and/or urban furniture enhancements; 4) increasing bicycle parking and exploring alternative methods of transportation; 5) encouraging new businesses along the trail; etc.
- Ensure that the Pinellas Trail is connected to other Downtown assets such as the marina and the City’s waterfront. Identify the most desirable corridor to connect the Trail to Edgewater Park/Marina.
- Continue to develop streetscape improvements throughout Downtown to reinforce sense of place.
- Maintain focus on pedestrian safety.
- Ensure that “the right information is in the right place” in order to provide the residents and visitors with easy access and movement in Downtown and the City.
- Increase shade on “Main Street” during spring and summer.
- Amend the land development code to allow “sandwich boards” and “art murals” within Downtown that follow established guidelines.
- Develop prototype street signage that both satisfies FDOT standards and blends into the existing character of Downtown.
- Continue to enhance parks in the Downtown.

- Incentivize the installation of enhancements for plazas, intersections, and gateways.
- Continue to utilize City staff to enhance the maintenance level of existing landscaping within the Downtown.

**Projects/Actions**

- Downtown /CRA-Urban Design Framework /Form-Based Code
- Downtown Wayfinding Plan
- Streetscaping Projects:
  - North Douglas (from Grant St. to Skinner Blvd)
  - North Highland (from Main Street to Skinner)
  - Louden Avenue (from Main Street to Wood Street)
  - Huntley Avenue (from Skinner to Monroe Street)
  - Highland Avenue south (from Main Street to Scotland Street)
  - Skinner Blvd (from Alt. 19 to intersection of Main Street)
- Guidelines for sandwich boards and art murals in Downtown
- “Brand the Trail” Enhancement Project
- Projects to increase shade on Main Street
- Maintenance enhancements to be continued by City staff
- Pinellas Trail to Edgewater Park Connector

**Implementation Stakeholders**

- Economic Development Department
- Community Redevelopment Agency
- Parks & Recreation Department
- Public Works
- Pinellas County Parks & Recreation

**Goal 6:**  
**Continue to improve transportation, parking, and infrastructure needs to support future development.**

**Objectives**

- Improve parking accessibility and availability through implementation of the parking study recommendations.
- Review current parking standards for Downtown.
- Study the feasibility of mixed use parking structures in the East and Central areas of the CRA/Downtown.
- Explore establishment of a Transportation Concurrency Exception Area (TCEA) within the CRA/Downtown.
- Coordinate with PTSA and Jolley Trolley to provide mass transit connection with beaches, neighboring communities, and downtown Dunedin.
- Explore water taxi to and from the beaches.
- Maintain infrastructure improvements to support future development such as lighting, underground utilities, drainage, etc.
- Explore the establishment of a WiFi network for internet on Main Street.

**Projects/Actions**

- Improvements for parking accessibility.
- Mixed use parking structures project.
- Study for the establishment of Transportation Concurrency Exception Area (TCEA).
- Underground Utilities projects
  - Milwaukee Avenue South (from Main Street to Scotland Street)

- Broadway/Alt. 19 (from Main to Skinner)
- Grant Street-north (from Highland to Douglas)
- Highland Avenue south (from Main Street to Scotland Street)

- Consider the use of underground vaults or other creative techniques, including a regional stormwater facility on public and/or private lands.
- Water, sewer, drainage, reclaimed water, lighting and sidewalk improvements, as needed.

**Implementation Stakeholders**

- Economic Development Department
- Public Works Department
- Community Redevelopment Agency
- Pinellas County Metropolitan Planning Organization (MPO)
- Pinellas Suncoast Transit Authority (PSTA)



**Goal 7:**  
**Continue to offer “Downtown  
Redevelopment Assistance.”**

- Community Redevelopment Agency

**Objectives**

- Continue to provide assistance to developers for the following areas: site plan development assistance; streetscape improvement assistance on public right-of-way; underground utilities; façade improvement grants; Brownfield Program, etc.
- Continue to market to and provide business owners with assistance to improve business facades.
- Evaluate optional methods to assist developers with stormwater management, including a regional stormwater facility.
- Establish a program to provide assistance to improve signage/sandwich boards under established guidelines.
- Establish a “parking bank” to assist developers in meeting the established code requirements.
- Through marketing materials, promote the types of assistance that the City offers for redevelopment activities.



**Projects/Actions**

- Site planning assistance to developers
- Signage assistance to business owners
- Parking bank assistance
- Other development assistance
- Marketing materials related to City's redevelopment assistance
- Develop prototype sandwich board signage for the CRA

**Implementation Stakeholders**

- Economic Development Department

**Goal 8:**  
**Expand marketing efforts to capitalize  
business opportunities and tourism**

**Objectives**

- Establish a set of strategies to better “brand” Downtown and the City in association with key stakeholders.
- Develop marketing materials, such as information packages, brochures, webpages, etc., that better illustrate Dunedin assets and investment opportunities.
- Expand the use of the web as a marketing and informative tool by participating in Facebook, Twitter, YouTube, etc.
- Implement a public relations program especially with media (magazines, newspapers, etc.).
- Organize a business focus group with hotel owners, restaurant owners, real estate agents, store owners, etc. to gather input and keep them involved in Downtown activities.
- Develop a specific strategy to market Downtown Dunedin to the boating community.
- Partner with the St. Petersburg/Clearwater Area Convention & Visitors Bureau to promote Dunedin’s tourism.

**Projects/Actions**

- Collaborate with the “City Branding Strategy.”
- Participate in the development of Downtown Dunedin marketing materials.
- Coordinate with the City’s public relations/media to ensure appropriate communication messages and channels are used to promote Downtown Dunedin.

- Coordinate with the St. Petersburg/Clearwater Area Convention & Visitors Bureau to actively participate in the tourism promotion of Dunedin.

**Implementation Stakeholders**

- Economic Development Department
- Community Redevelopment Agency
- Information Technology Department
- City Manager
- Dunedin Chamber of Commerce
- Public Relations Advisory Committee
- Dunedin Downtown Merchants Association
- St. Petersburg/Clearwater Area Convention & Visitors Bureau
- Dunedin Hotel Owners





**Goal 9:  
Continue making downtown “the end”  
destination for locals and visitors by  
supporting community events, the arts and  
historical heritage.**

**Objectives**

- Maintain the development of community and social events in Downtown.
- Diversify channels of information distribution (internet, magazines, etc.) regarding activities and community events.
- Maximize the use of the Downtown’s waterfront for the organization of community events.
- Explore the development of more family oriented activities.
- Explore the organization of new activities such as an “Orange Festival”, “Music Festivals” and “Shakespeare in the Park”.
- Promote more activities within Pioneer and Edgewater Parks to bring people into the Downtown.
- Explore the development of a free WiFi high-speed internet system on Main Street.
- Maintain coordination with the Planning Department and the Parks & Recreation Department for the organization of events.
- Support the Historical Society and Museum.

**Projects and Actions**

- Assistance for the organization of community and social events in Downtown.

**Implementation Stakeholders**

- Economic Development Department
- Parks & Recreation Department
- Planning & Development Department
- Community Redevelopment Agency
- Dunedin Chamber of Commerce
- Dunedin Downtown Merchants Association



**Goal 10:**  
**Contribute to the City's Green initiative**

**Objectives**

- Encourage business owners to develop “green business practices.”
- Promote green building.
- Encourage recycling activities in Downtown.

**Projects and Actions**

- Brochure to encourage green business practices.
- Organize a meeting with Downtown stakeholders to discuss green business practices.

**Implementation Stakeholders**

- Economic Development Department
- Community Redevelopment Agency
- City's Green Initiative Coordinator
- Dunedin Chamber of Commerce
- Dunedin Downtown Merchants Association



## Compliance with Dunedin 2025 Comprehensive Plan

The Community Redevelopment District's revitalization efforts must positively reflect upon those goals and policies adopted in the **Dunedin 2025 Comprehensive Plan**. The plan is composed of the following elements:

- 1) Support Services
  - a. Wastewater
  - b. Potable Water
  - c. Stormwater
  - d. Solid Waste
  - e. Natural Groundwater Aquifer Recharge
- 2) Transportation
- 3) Conservation and Coastal Management
- 4) Housing
- 5) Future Land Use
- 6) Intergovernmental Coordination
- 7) Recreation and Open Space
- 8) Capital Improvements
- 9) Public School Facilities

Dunedin 2025 outlines specific goals, objectives and policies that have direct or indirect impact on the CRA redevelopment activities. The Community Redevelopment Plan supports and is consistent with these goals, objectives and policies.



## Impacts

### Neighborhood Impact Statement

The location of residential neighborhoods in the Dunedin CRA is shown on Map 3, Existing Land Use. Neighborhood impacts are not expected to be severe because the residential, commercial, office and industrial areas are clustered in different areas of the Downtown. A mixture of land uses within one block is not common as reflected in the current development form. The majority of commercial and office development is located along Main Street and Broadway. Virtually all of the light heavy commercial/light industrial development is located along Douglas Avenue while this area is in transition to less intense uses, particularly fronting the Pinellas Trail.

Most of the residential development is located on side streets, physically buffered from major activity areas. Over the past twenty years, new residential development has been introduced into the Downtown and the desire is to continue this trend, recognizing residential development's positive impact on the Downtown. The quaintness of the Downtown area as a result of sensitive and sustainable redevelopment activities over the past two decades has resulted in residential redevelopment becoming more attractive. The impact on low and moderate income residential areas over the next ten years is expected to be minimal because of the separation of land uses.

There are two possible ways that redevelopment activities could impact low to moderate income residential areas: the actual redevelopment of these residential properties and the redevelopment of nearby non-residential parcels. The most cohesive residential neighborhoods within the Downtown area exist along Victoria

Drive which is characterized by upscale single-family residences that will not experience new residential and/or commercial development within the timeframe of this plan. Additionally, the residential neighborhood north of Skinner in the northern area of the CRA includes several parcels that are suitable for more dense residential development and commercial redevelopment along Skinner Boulevard. The area generally located south of Skinner west of Highland Avenue and east of Douglas Avenue included several vacant parcels suitable for infill residential development which would continue to enhance this area proximate to the Downtown commercial area.

### Relocation Impacts

As noted in the 1988 plan, proposed redevelopment activities over the 30-year plan horizon will require the relocation of households in single-family and multi-family housing. Redevelopment activities over the past twenty years have resulted in the temporary or permanent relocation of numerous households as a result of land assembly activities and new construction. This has occurred without serious impacts to either the residential households or integrity of the neighborhood. Conversely, the introduction of new residential and commercial development has served to effectively stabilize the Downtown area creating a more compact and sustainable development pattern. It should be noted that the majority of the households displaced by new infill residential development are able to locate temporary or permanent residence within or outside the CRA. Many of these residents may choose to reside in the renovated or new housing offered within the Downtown area.



## Traffic Circulation Impacts

The most adverse traffic circulation impact would occur on Broadway (Alt U.S. 19) and Edgewater Drive. These roads have a level of service of “F” and “E” respectively. Congestion on these roads will increase due to the following factors: there is citizen opposition to widening this road due to the scenic corridor designation; and the redevelopment of sites surrounding the marina will add more traffic to these roadways.

The upgrade of Skinner Blvd. to SR 580 had both positive and negative impacts. Positive aspects include Main Street becoming available for streetscaping and other redevelopment activities, and traffic diversion around the Downtown commercial core. Negative aspects include environmental impacts on the residential population surrounding Skinner Blvd. and less exposure for Main Street commercial establishments to vehicular traffic. The City is planning to reconfigure the intersection in connection with the proposed Gateway project.

Most of the residential streets will not be impacted by traffic since they are not through streets and removed from the commercial and industrial areas of the Downtown.

## Environmental Quality Impacts

Most of the lands contained within the CRA are already developed; therefore environmental impacts will mainly result from the intensification of development. The major environmental quality impacts include water quality, air quality, soil quality, and plant and wildlife habitats.

The biggest potential impact will be on the quality of water in St. Joseph’s Sound. Strict enforcement of the City’s stormwater retention code has minimized these impacts.

Increased automobile traffic will result in a slight deterioration in the quality of the air in the CRA. However, the Main Street streetscaping and street tree planting on other minor streets have provided greater filtration of the air by natural vegetation. Landscape improvements have increased the potential habitat for wildlife in Downtown Dunedin.



## Community Facilities & Services Availability Impacts

The community facility that will be the most impacted is parking. In October 2009, the City completed a Parking Study to assess the current parking supply and demand. BASE Consultants, Inc. conducted the study and recommended the construction of a public parking structure to provide 400 to 500 additional spaces within the CRA. This number would nearly double the existing effective supply of parking: 514 spaces. The Redevelopment Plan supports this recommendation through Goal 5, with regard to the potential for mixed-use parking structures within two areas of the CRA.

The City recently refurbished the potable water and wastewater distribution/collection systems within the CRA. Beyond this, there will not be a need to address the water and sewer lines other than for routine maintenance. The minor drainage problem on Main Street between Broadway Street and Douglas Avenue will be corrected in conjunction with the Main Street streetscaping program.

## Aesthetic Impacts

Continuing streetscape improvements throughout the CRA will greatly improve the appearance and image of downtown Dunedin. The Master Plan Update also calls for continuing underground utilities projects when feasible. Redevelopment on vacant property will result in a more structured district character and better development enclosure.

Also, the proposed improvements to the Pinellas Trail will better define the character of the Trail throughout the Downtown area. In addition,

enhanced efforts will be made to improve signage (especially sandwich boards). It is recommended that the City develop two prototype sandwich board signs to be utilized within the CRA to enhance sign continuity.

## Effects on School Population

Redevelopment activities in the CRA are expected to have a minimal impact on the school population residing in the area. The existing school population in the CRA is small and the increase in this group is expected to be minimal during the next 25 years.

As of 2009, there were no schools located within the CRA. The primary and secondary school population residing in the CRA is estimated to be 90 students. The following schools serve the CRA:

### School, Location

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Dunedin Elementary, 0.5 mile south on Union St.  
San Jose Elementary, 1 mile north on San Jose Dr.  
Our Lady of Lourdes, 1 mile north on San Salvador Dr.  
Highland Middle, 1 mile southeast on Union St.  
Dunedin Senior High, 1 mile northeast on Pinehurst Rd.  
Curtis Fundamental, 0.3 mile south on Milwaukee Ave.  
DaVinci Academy, 0.4 mile northeast on Pinehurst Rd.

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Given existing market forces, multi-family housing units geared towards senior citizens and young professionals are most likely to be constructed in the CRA. This, combined with declining family sizes, will result in a minimal impact on the school population. The primary and secondary school population is expected to remain at less than 100 students.

## Potential Financing Mechanisms

Redevelopment of the CRA District will require a substantial financial investment, and a strong commitment from public and private sectors. Much of the cost is devoted to the improvement of deficient public facilities. The Florida Community Redevelopment Act provides for the principal source – tax increment financing – for the Community Redevelopment Agency. The Agency and the City will be using other City, State and federal sources, as appropriate and available, to carry out the recommendations and programs of this plan.

Listed here is a general description of major funding sources and programs that the Community Redevelopment Agency proposes to use in financing redevelopment projects.

### Tax Increment Financing

The Community Redevelopment Agency's principal source of revenues for public facility expenditures associated with redevelopment activities is tax increment financing. For each ensuing year following the adoption of this Plan Update, ad valorem taxes generated by the assessed taxable real property value in excess of the District's base assessment will be deposited into the CRA Trust Fund previously created by Ordinance.

All funds deposited into the Trust Fund will be available for any lawful purpose as defined in Chapter 163, Part III, F.S., and as opined by Florida's Attorney General in fulfillment of the provisions and recommendations of this plan and any amendments thereto, including the promotion of the redevelopment area. This account will continue to accrue funds for identified projects and redevelopment activities as identified in the Plan

and projects and activities reasonably related, substantially similar, or incidental thereto. Private property improvements will help increase the fund.

The CRA is scheduled to sunset in 2018. One of the projects/actions identified in this Plan Update is to petition for the extension of the CRA from 2018-2033, when appropriate. The continuation of the CRA for another two decades is essential in order for Dunedin to continue to maintain and expand tax increment financing to fund CRA projects and activities, and to allow for long-term bonding.

### Loans

The CRA has the power to borrow money from both public and private sources for any lawful purpose in connection with redevelopment activities. Tax increment revenue or other unobligated funds which are deposited in the Trust Fund will be available to retire any debt.

The availability of anticipated tax increment revenue needs to be monitored carefully to assure sufficient revenues for debt payments.

### Revenue Bonds

Under the authorization of a City Commission ordinance, revenue bonds may be utilized to undertake any redevelopment project or activity. The security of such bonds may be based on anticipated tax increment revenue of the redevelopment project and other such revenues as may be legally available.

Once again, future tax increment revenue needs to be carefully monitored to assure that the Community Redevelopment Agency can assume such indebtedness.

## Interest on Redevelopment Trust Fund

Any interest that may be earned from deposit of Trust Fund monies becomes a part of the funds used for redevelopment activities.

## Sale or Lease of Acquired Properties

In the event that the Community Redevelopment Agency may acquire property, monies from an ensuing sale or lease may be deposited in the Trust Fund.

## Enterprise Funds

The City Commission has the authority of earmark funds from its enterprise funds; that is, the Utility Fund Renewal and Replacement Account and the Construction Trust Fund; for appropriate public facility projects in the Redevelopment District. The Utility Fund Renewal and Replacement Account received funds from water and sewer charges. The funds are spent on water and sewer improvements.

## Federal and State Grants

The Community Redevelopment Agency and the City of Dunedin will continue to seek available and applicable federal and state grant programs for any approved use within the Redevelopment District. Funding may be available from several agencies, including the Department of Housing and Urban Development (HUD), Economic Development Administration (EDA), and the Small Business Administration (SBA).

A popular HUD program that Dunedin has taken advantage of over the years is the Community Development Block Grant. This program provides

for a wide range of eligible activities designed to improve the Downtown District.

Although its programs are drastically reduced, EDA and SBA programs provide additional funding sources for small businesses.

Funds from the State may assist in water and sewer improvements. Limited funding for State Highway Beautification offers an avenue to implement a streetscape program. Federal stimulus dollars may also be used for applicable projects in the Redevelopment District.

## Designated Brownfield Area

In October 2010, the City of Dunedin adopted Resolution 10-12 which supports Pinellas County's designation of certain lands within the City of Dunedin as Brownfield Areas pursuant to the "Brownfield's Redevelopment Act" Sections 376.77-376.85 Florida Statutes.

A Brownfield Area designation identifies properties where expansion, redevelopment, or reuse is complicated by actual or perceived contamination. There are a number of potential incentives associated with designating a Brownfield Area including sales tax credits, site assessment grant funds, job creation tax credits and the opportunity to perform environmental clean-up.

The City anticipates the designation will assist in implementing the CRA Plan given its ability to promote economic development and assist in site remediation, where applicable.



## Community Development Corporation

This is a business development program whereby banks may incorporate a subsidiary to provide loan assistance not normally permitted for commercial banks. The loans are not for public facilities, but to help start or expand business operations, as long as the purpose is community development and not simply a conventional commercial loan. There needs to be close coordination between the City and the bank to initiate this corporation. The Community Redevelopment Agency can facilitate this action.

This Community Redevelopment Plan provides the known information from which an analysis may be drawn. It takes into account previous plans and studies of Downtown Dunedin and those current conditions that will cause and effect change. It identifies target goals and policies that will have to be further defined and prioritized through the Community Redevelopment Agency's review and decisions.

## Capital Improvements Program

The Capital Improvements Program (CIP) outlines the projects to be implemented in the CRA as part of the Plan. Since the establishment of the CRA in 1988 through 2008, the CRA has received almost \$4 million TIF dollars, of which \$3.3 million was utilized to fulfill the capital projects scheduled within the 1988 Plan (see Table 10).

Capital projects identified in the Downtown/Waterfront Illustrative Corridor Plan approved on November 17, 2011 are included in the Capital Improvements & Implementation Program tables in this section.

A significant percentage of the 1988 scheduled capital projects have been successfully implemented or are in the process of being completed. The implementation of these projects has had a positive impact within the CRA.

Presently, the CRA sunsets in 2018, but the projects detailed within this master plan update will require an extension to 2033.

**Table 10**  
**Assessed Value of City of Dunedin's Downtown Area**  
**From 1988 – 2009**

Year	Taxable Value	%Increase/Decrease	TIF Dollars	New Construction
		From Prior Year	Generated*	Dollar Amount
<b>1988</b>	<b>\$35,411,500</b>	<b>Base Year Established</b>	-	-
<b>1989</b>	<b>\$37,790,060</b>	<b>6.7</b>	<b>\$24,133</b>	-
<b>1990</b>	<b>\$38,190,470</b>	<b>1.1</b>	<b>\$29,214</b>	-
<b>1991</b>	<b>\$39,166,940</b>	<b>2.6</b>	<b>\$39,912</b>	<b>\$244,655</b>
<b>1992</b>	<b>\$37,354,790</b>	<b>-4.6</b>	<b>\$20,654</b>	<b>\$78,251</b>
<b>1993</b>	<b>\$41,687,415</b>	<b>11.6</b>	<b>\$64,265</b>	<b>\$42,775</b>
<b>1994</b>	<b>\$41,599,690</b>	<b>-0.2</b>	<b>\$64,284</b>	<b>\$103,484</b>
<b>1995</b>	<b>\$42,134,790</b>	<b>1.3</b>	<b>\$65,973</b>	<b>\$170,700</b>
<b>1996</b>	<b>\$37,325,600<sup>1</sup></b>	<b>-11.4</b>	<b>\$19,301</b>	<b>(\$25,400)</b>
<b>1997</b>	<b>\$37,015,600<sup>1</sup></b>	<b>-1</b>	<b>\$15,409</b>	<b>\$109,100</b>
<b>1998</b>	<b>\$39,487,230</b>	<b>6.7</b>	<b>\$37,382</b>	<b>\$72,800</b>
<b>1999</b>	<b>\$42,542,640</b>	<b>7.7</b>	<b>\$64,135</b>	<b>\$1,261,700</b>
<b>2000</b>	<b>\$44,808,110</b>	<b>5.3</b>	<b>\$90,344</b>	<b>\$1,794,600</b>
<b>2001</b>	<b>\$51,000,000</b>	<b>13.8</b>	<b>\$149,876</b>	<b>\$1,916,000</b>
<b>2002</b>	<b>\$57,313,430</b>	<b>13.5</b>	<b>\$214,549</b>	<b>\$2,839,000</b>
<b>2003</b>	<b>\$63,834,500</b>	<b>11.3</b>	<b>\$285,310</b>	<b>\$283,000</b>
<b>2004</b>	<b>\$69,875,200</b>	<b>8.6</b>	<b>\$345,945</b>	<b>\$693,500</b>
<b>2005</b>	<b>\$83,491,400</b>	<b>19.5</b>	<b>\$482,624</b>	<b>\$1,426,900</b>
<b>2006</b>	<b>\$104,601,400</b>	<b>25</b>	<b>\$631,417</b>	<b>\$489,200</b>
<b>2007</b>	<b>\$117,126,288</b>	<b>11.9</b>	<b>\$697,998</b>	<b>(\$47,296)</b>
<b>2008</b>	<b>\$111,366,116</b>	<b>-5</b>	<b>\$609,646</b>	<b>\$0</b>
<b>2009</b>	<b>\$97,118,594</b>	<b>-12.8</b>	<b>\$493,577</b>	<b>\$205,091</b>

<sup>1</sup> Reduction in overall taxable values a result of tax exemption secured by Mease Manor (\$4.9 million).

**Table 11**  
**CRA TIF Projections 2009-2018/2019-2033**

Year	Taxable Value	TIF Dollars Generated*	County TIF	City TIF
2009 <sup>1</sup>	\$97,118,594	\$493,577	\$286,275	\$207,302
2010 <sup>1</sup>	\$86,911,627	\$413,714	\$239,954	\$173,760
2011 <sup>2</sup>	\$83,185,347	\$375,882	\$222,403	\$153,479
2012 <sup>2</sup>	\$83,185,347	\$375,882	\$222,403	\$153,479
2013 <sup>2</sup>	\$83,185,347	\$375,882	\$222,403	\$153,479
2014 <sup>3</sup>	\$85,680,091	\$383,400	\$226,851	\$156,549
2015	\$87,393,692	\$391,068	\$231,388	\$159,680
2016	\$89,141,565	\$398,890	\$236,016	\$162,874
2017	\$90,924,396	\$406,867	\$240,736	\$166,131
2018	\$92,742,883	\$415,004	\$245,551	\$169,453
SUBTOTAL		\$4,030,166	\$2,373,980	\$1,656,186
2019	\$94,597,740	\$423,305	\$250,462	\$172,843
2020	\$96,489,694	\$431,771	\$255,471	\$176,300
2021	\$98,419,487	\$440,046	\$260,580	\$179,466
2022	\$100,387,870	\$448,847	\$265,200	\$183,647
2023	\$102,395,620	\$457,824	\$270,504	\$187,320
2024	\$104,443,335	\$466,980	\$275,914	\$191,066
2025	\$106,522,193	\$476,320	\$281,432	\$194,888
2026	\$108,662,831	\$485,846	\$287,061	\$198,785
2027	\$110,836,088	\$495,563	\$292,802	\$202,761
2028	\$113,052,804	\$505,474	\$298,658	\$206,816
2029	\$115,313,850	\$515,583	\$304,631	\$210,952
2030	\$117,620,129	\$525,895	\$310,724	\$215,171
2031	\$119,972,528	\$536,413	\$316,938	\$219,475
2032	\$122,371,973	\$547,141	\$323,277	\$223,864
2033	\$124,819,400	\$558,084	\$329,743	\$228,341
SUBTOTAL		\$7,315,092	\$4,323,397	\$2,991,695
TOTAL		\$11,345,258	\$6,697,377	\$4,647,881

<sup>1</sup> Actual 2009 taxable value and TIF dollars generated.

<sup>2</sup> Estimated 2011 taxable value and TIF dollars generated; remains unchanged in 2012 and 2013.

<sup>3</sup> Projected taxable value and TIF dollars generated. Projections for the period of 2014-2033 assumes a 2% annual increase in the taxable value and TIF dollars generated.

**Table 12**  
**Dunedin CRA 2010-2018**  
**Capital Improvements & Implementation Program**

Area	Project	Cost	Fiscal Year	Funding Source
Streets	North Douglas, streetscape from Grant Street to Skinner Blvd., improvements to include curb, landscaping, brick paver sidewalks, asphalt, decorative lighting, street furniture, etc.	\$ 800,000	2010-2018	City/Co TIF, City
	Retrofit, Main Street from Louden to Milwaukee, landscaping islands, and curbing	\$ 300,000	2010-2018	City/Co TIF, City
	Streetscaping of Highland Avenue south from Main Street to Scotland Street	\$ 500,000	2010-2018	City/Co TIF, City
Recreation	Enhancements to Pinellas Trail from Skinner to Scotland Street	\$ 200,000	2010-2018	City/Co TIF/City
	Waterfront Improvements	\$ 750,000	2010-2018	City/Co TIF, City One Cent Sales
Utilities	Miscellaneous water, sewer, drainage, reclaimed initiatives <sup>2</sup>	\$ 800,000	2010-2018	City/Co TIF, City One Cent Sales
Planning, Design & Cultural	Downtown/CRA Urban Design Framework/Form-Based Code	\$ 150,000	2010-2018	City TIF
	Downtown/CRA Pattern Book	\$ 12,000	2010-2018	City TIF
	Downtown/Waterfront Connectivity Plan	\$ 21,000	2010-2018	City/Co TIF, City
	Downtown Wayfinding Plan	\$ 25,000	2010-2018	City/Co TIF, City
	Branding Downtown Plan*	\$ 20,000	2010-2018	City TIF, City
	Pinellas Trail to Edgewater park Connector Design	\$ 50,000	2010-2018	City/Co TIF, City
	Downtown Sound System	\$ 20,000	2010-2018	City TIF
	Historical Museum	\$ 25,000	2010-2018	City TIF
	Jolley Trolley	\$ 44,000	2010-2018	City TIF
	Cultural Arts Activities/Improvements	\$ 20,000	2010-2018	City TIF
	Annual Façade Improvement Program (\$30,000/year)	\$ 270,000	2010-2018	City TIF
	WiFi Feasibility Study	\$ 20,000	2010-2018	City TIF
	Green Business Practices Brochure	Staff	2010-2018	City TIF
	Brownfield Designation Study	Staff	2010-2018	City TIF
	Parking Bank Feasibility Study	Staff	2010-2018	City TIF
	Financial Strategy for Land Acquisition	Staff	2010-2018	City/Co TIF, City
Specialized Fund to Match Federal/State Grants	Staff	2010-2018	City TIF	
Signage	Prototype Sandwich Board Design	Staff	2011-2013	City TIF
	Guidelines for Art Murals in Downtown	Staff	2011-2013	City TIF
Marketing	CRA Logo and Webpage	Staff	2010-2018	City TIF
	Recruitment, Conferences, Stands, etc.	Staff	2010-2018	City TIF
	Marketing, Promotions, Publicity	Staff	2010-2018	City TIF
Waterfront/Downtown Connectivity	Main Street Promenade (Broadway to Victoria) <sup>3</sup>	\$ 500,000.00	2010-2018	City/Co TIF, City, Developer
	Reconfigured/Signalized Intersections (Alt. U.S. 19) <sup>4</sup>	TBD	TBD	TBD
	Mid-Block Pedestrian Connector (Broadway to Edgewater)	\$ 120,000.00	2010-2018	City/Co TIF, City
	Albert Street Connection to Pinellas Trail	\$ 250,000.00	2010-2018	City/Co TIF, City
	Remove Drive and Improve Walks/Landscaping	\$ 175,000.00	2010-2018	City/Co TIF, City
	New Gateway Signage/Landscaping	\$ 130,000.00	2010-2018	City/Co TIF, City
	Improved Roadway Access to Peninsula <sup>5</sup>	TBD	TBD	TBD
	Restore Beach and Sunset Park <sup>5</sup>	TBD	TBD	TBD
	Renovation of Historic Dunedin Boat Club Facility <sup>5</sup>	TBD	TBD	TBD
	New Breakwater / Transient Slips / Day Docking / Water Taxi <sup>5</sup>	TBD	TBD	TBD
Marina Master Building Renovation	TBD	TBD	TBD	
<b>TOTAL</b>		<b>\$ 5,202,000</b>	-	-

\* Collaborate with City Branding Strategy.

Note: City funding could include general fund, utility capital improvement funds, in-kind assistance, etc.

<sup>1</sup> County TIF revenues not used for underground utilities

<sup>2</sup> County TIF revenues not used to fund projects that can be funded by enterprise fund. The miscellaneous drainage component may be appropriate for City TIF funding if it is not supported by an enterprise fund or other funding source.

<sup>3</sup> Assumes that a significant portion of the cost of this improvement will be borne by the private sector associated with the redevelopment of the properties along Main Street based on design criteria developed by the City.

<sup>4</sup> Assumes the majority of this cost would be borne by FDOT.

<sup>5</sup> Costs to be identified as part of the recommended Marina Expansion Feasibility Study.



**Table 13**  
**Dunedin CRA 2019-2033**  
**Capital Improvements & Implementation Program**

Area	Project	Cost	Fiscal Year	Funding Source
Streets	North Highland, streetscaping, from Main Street north to Skinner Blvd., underground utilities, landscaping, sidewalks, etc. <sup>1</sup>	\$ 1,250,000	2018-2033	City/Co TIF, City
	Streetscaping of Loudon Avenue, from Main Street to Wood Street	\$ 1,000,000	2018-2033	City
	Streetscaping of Huntley Avenue from Skinner to Monroe Street	\$ 1,500,000	2018-2033	City
	Streetscaping of Skinner Blvd., landscaping, curbing, underground utilities, brick paver sidewalks, etc. from Alt. 19 to intersection of Main Street <sup>1</sup>	\$ 4,000,000	2018-2033	City/Co TIF/City One Cent Sales
	Brick Paver Replacement	\$ 500,000	2018-2033	City/Co TIF
Recreation	Waterfront improvements	\$ 750,000	2018-2033	City/Co TIF, City One Cent Sales
Utilities	Milwaukee Avenue south, from Main Street to Scotland Street, underground utilities <sup>1</sup>	\$ 2,000,000	2018-2033	City/Co TIF, City
	Alt. 19, from Main Street to Skinner Blvd., underground utilities <sup>1</sup>	\$ 2,500,000	2018-2033	City/Co TIF, City
	Grant Street (north side) from Highland Ave. to Douglas Ave., underground utilities <sup>1</sup>	\$ 700,000	2018-2033	City TIF, City
	Highland Ave. south from Main Street to Scotland Street, underground utilities <sup>1</sup>	\$ 500,000	2018-2033	City/Co TIF, City
	Regional Stormwater Detention Facility	\$ 2,000,000	2018-2033	City/Co TIF, One Cent Sales
	Downtown Infrastructure Replacement	\$ 750,000	2018-2033	City/Co TIF
Parking	Two Vertical Parking Structures (one West and one Central/East)	\$ 5,000,000	2018-2033	City/Co TIF, One Cent Sales
Planning, Design & Cultural	Annual Façade Improvement Program (\$30,000/year)	\$ 450,000	2018-2033	City TIF
<b>TOTAL</b>		<b>\$ 22,900,000</b>	<b>-</b>	<b>-</b>

\* Collaborate with City Branding Strategy.

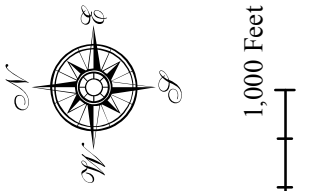
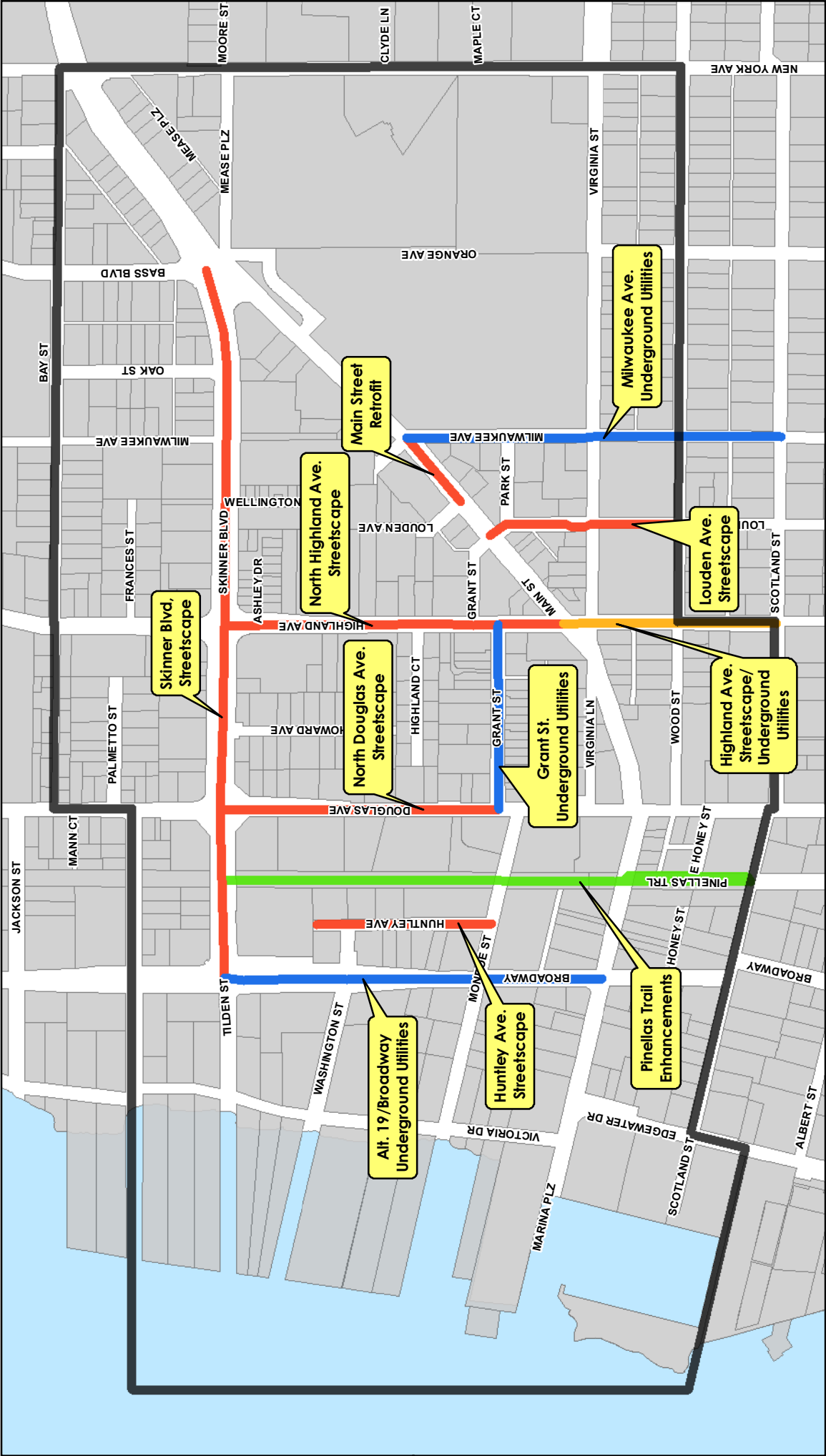
Note: City funding could include general fund, utility capital improvement funds, in-kind assistance, etc.

<sup>1</sup> County TIF revenues not used for underground utilities

<sup>2</sup> County TIF revenues not used to fund projects that can be funded by enterprise fund. The miscellaneous drainage component may be appropriate for City TIF funding if it is not supported by an enterprise fund or other funding source.

**Table 14**  
**Dunedin CRA 2010-2033**  
**Capital Improvement/Implementation Funding Needs**

<b>Projected TIF Funds Collected (2010-2018)</b>	<b>\$</b>	<b>3,536,589</b>
<b>Projected TIF Funds Collected (2019-2033)</b>	<b>\$</b>	<b>7,315,092</b>
<b>Total Projected TIF Funds Collected (2010-2033)</b>	<b>\$</b>	<b>10,851,681</b>
<b>Master Plan Capital Improvement/Implementation Funding Needs (2010-2033)</b>	<b>\$</b>	<b>28,102,000</b>
<b>Additional Funding Required (Leverage) (2010-2033)</b>	<b>\$</b>	<b>17,250,319</b>



Source: Pinellas County GIS, 2009; Southwest Florida Water Management District, 2007; City of Dunedin, 2009.  
 Prepared by Wade Trim, Inc. August 28, 2009

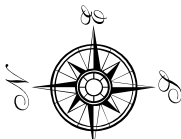
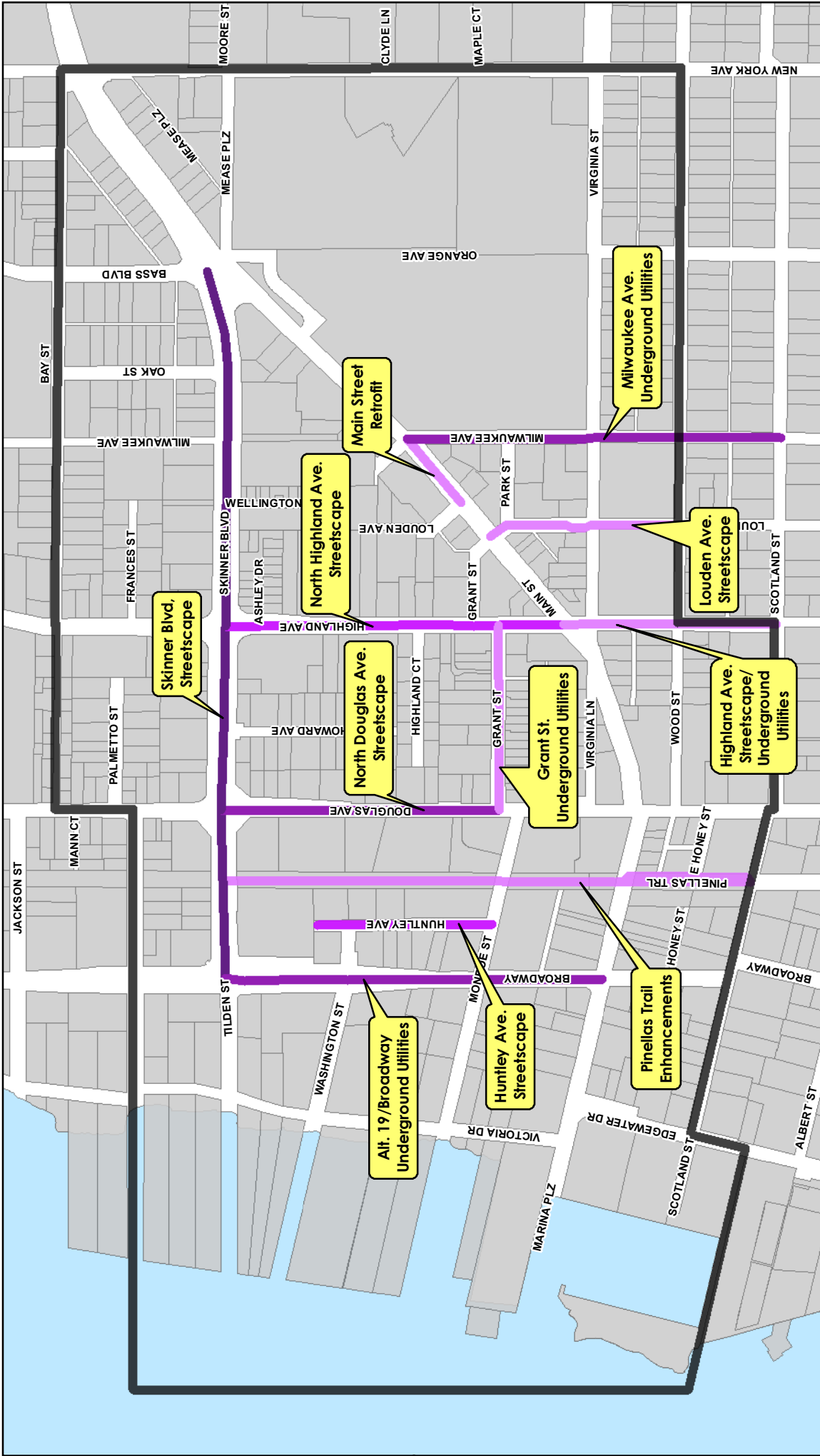
**Legend**

CRA Limits CIP 2009-2033 AREA

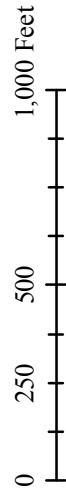
- Recreation
- Street System
- Street System/Utilities
- Utilities



# Map 12 Capital Improvements 2009-2033 Dunedin Downtown CRA



Source:  
Pinellas County GIS, 2009; South-  
west Florida Water Management  
District, 2007; City of Duneedin, 2009.  
Prepared by Wade Trim, Inc.  
August 28, 2009



**Legend**



CRA Limits CIP 2009-2033 (Projects)

**COST**

- < \$1,000,000
- \$1,000,000 - \$1,500,000
- \$1,500,000 - \$2,000,000
- > \$2,000,000



**Map 13**  
**Capital**  
**Improvements**  
**2009-2033**  
Duneedin Downtown CRA



## VII. Development & Redevelopment

### Safeguards to Implement Redevelopment

The strategies and actions of this CRA Master Plan are compatible with and further the adopted **Dunedin 2025 Comprehensive Plan**. In this context, the term “compatible with” means that the CRA Master Plan strategies and actions do not conflict with those of the Comprehensive Plan, and the term “further” means to take appropriate action to realize the goals and policies of the Comprehensive Plan.

Moreover, the strategies and actions of this CRA Master Plan must remain compatible with the Comprehensive Plan, in all respects. Any goals or future actions suggested by this Plan will require absolute compatibility with the Comprehensive Plan as it changes over time, and any of the goals or actions set forth in this Plan that are not compatible will have to be modified accordingly.

This plan is a general conceptual overview of the future of the Community Redevelopment District and is premised on the extension of the CRA and its TIF funding until the year 2033. This extension will require the support of Pinellas County and is critical to the City’s financing capability to achieve many of the goals contemplated by the Plan to provide enhanced parking and other demonstrated needs within the CRA.

All real property within the Community Redevelopment District being developed, redeveloped, rehabilitated or changed shall be subject to the

policies, controls and requirements of the Comprehensive Plan and of the Development Regulations of the City of Dunedin. This Plan is not a development regulation – it is a view of the future with the knowledge available to the City as of the date of this Plan. It is a “snapshot” of current conditions and conceptual thinking, and given a change of circumstances, a change in Florida Statutes or a change in policies of the City Commission as expressed in the Comprehensive Plan, the view of the future expressed in this Plan is subject to modification.

Future developers of land within the Community Redevelopment District may place no reliance on this Plan as to the development or redevelopment of a specific parcel. This Plan is intended to be general in nature and subject to modification as time passes and conditions change, and does not commit the City to any particular development decision.

### City Actions

City actions shall include, but not be limited to, the following:

- 1) Assist in the preparation and review process associated with the approval of this Plan.
- 2) Initiate and complete proceedings for opening, closing, vacating or other modifications to streets, alleys, public areas or public rights-of-way as necessary in the Community Redevelopment District.
- 3) Initiate and complete improvements in publicly-owned facilities and infrastructure.
- 4) Provide code enforcement to ensure compliance.

## Private Enterprise Safeguards

The Community Redevelopment Agency (CRA), through its Executive Director, intends to actively target private enterprise as the foundation of the Community Redevelopment District's revitalization. The elements of this targeting process will include:

- 1) The marketing of the District to Dunedin based and outside investment interests;
- 2) Promotional programs citing the District's unique character, amenities and potentials for development;
- 3) Marketing studies pursuant to the development of an effective mix of retail, professional, commercial and residential uses;
- 4) Real estate analysis aimed at potential property assemblages;
- 5) The establishment of sound, cooperative relationships between the private and public sector in promotion of strong, unified District management; and,
- 6) Coordination of publicly and privately funded design programs in developing continuity in the District's character.

Over the past two decades, the City of Dunedin has effectively "seeded" the rehabilitation of the Community Redevelopment District through improvements to the primary services infrastructure and the creation of an attractive streetscape system. The City proposes to continue this leadership role over the planning horizon of this redevelopment plan.

## Victoria Drive Safeguards

Victoria Drive is a local, historically-significant residential district which deserves special

additional protection measures. It is the goal and policy of the CRA to preserve and protect the scenic single family residential character of this neighborhood and to insulate it from the negative impacts of traffic and development from the Downtown revitalization. This district is one of the oldest residential areas of the City and consists of large single family homes. The Future Land Use and Housing Elements of the *Dunedin 2025 Comprehensive Plan* contain specific goals and objectives designed to protect the City's historic resources.

### Future Land Use Element

*OBJECTIVE F: Dunedin's unique natural resources and historic resources shall be protected from unsuitable development.*

### Housing Element

*GOAL II: PROMOTE THE REDEVELOPMENT AND REHABILITATION OF EXISTING HOUSING AND NEIGHBORHOODS.*

*OBJECTIVE II-B: Continue to preserve historically and architecturally significant housing in Dunedin as identified by the National Register of Historic Places, the Florida Master Site File and Local Historic Resources List.*

Several projects have been implemented to protect this area from further development. The design of the Tilden Street/Broadway Street intersection was modified to reduce traffic impacts and development pressures on Victoria Drive. The parcels located along Victoria Drive extending south from Tilden Street have been rezoned from the Downtown Single Family Residential category to the Single Family Residential (R-100) category. Also, this area will receive a land use plan amendment from the Downtown Business District

classification to the Low Density Residential classification.

Additional proposed protection measures to consider are the development of a historic preservation ordinance which would establish the boundaries of a Downtown historic district and recognize significant structures and sites in cooperation with the homeowners. Development would be limited on these sites so that the transfer of development rights could occur.

## Development Controls

The Comprehensive Plan of the City of Dunedin is the document that controls all ordinances, Redevelopment Plans or other development controls that the City composes from time to time. Consistency between the Comprehensive Plan and the development control mechanisms is mandatory. The Redevelopment Agency may make recommendations of amendments to the Comprehensive Plan and Development Codes, including design criteria, building heights, land coverage, setback requirements, traffic circulation, traffic access and other development and design control appropriate for proper development of both public and private areas. The City Commission is the legislative body charged with considering these recommendations and implementing them into legally enforceable ordinances within the City Commission's legislative discretion. Nothing in this CRA Master Plan Update is intended to create any specific policy or control document within the CRA since these types of control must be legislatively determined by the City Commission.

Development of properties that are owned by the City and are ultimately sold to a private developer shall be consistent with the Comprehensive Plan

and the City's Land Development Codes. In addition, the Redevelopment Agency may recommend to the City Commission, and the City Commission may establish, additional restrictions or covenants to run with the land sold or leased for private use for such periods of time and under such conditions as the City Commission deems necessary to effectuate the purpose of the Redevelopment Plan or the Comprehensive Plan. Since the City, as owner of properties conveyed to other parties, has the rights incident to property ownership to place additional controls or requirements on land that it chooses to sell for private use, it has the right to impose conditions and restrictions over and above those which are found in the Comprehensive Plan or Land Development Codes.

## VIII. Appendix

**Appendix A: Statement of Need**

**Appendix B: Downtown/Waterfront Illustrative Corridor Plan**





# APPENDIX A



# APPENDIX B



