

ULI REPORT IMPLEMENTATION MATRIX

(P): Staff recommended initiatives to begin within 1st 90 days; reflects Council discussion deferring Bluff/Waterfront Master Plan until after CMA and Greenlight clarifications.
***Timeframe** begins once Council or City Manager provide direction/approval
 Month/years represent time to completion from commencement

ACTIONS	Lead Department	Staff Recommendation	Timeframe*	Work Program Impacts	Cost
FOCUS AREA 1: STRATEGY					
<i>Planning, Development and Design Strategies</i>					
STRATEGY 1.1: Waterfront District--Promote and grow the boating culture; instill activity along the waterfront.					
1) Create a Comprehensive Boating Plan (P)	M&A ED&H, P&R, Library	Support: Consultant needed; Report to include market analysis, survey; description of desired activities; locations for ferry service, etc.	180 days	M&A: Minimal, consultant needed	\$35k
1a) Provide recreational boating experiences at downtown marina	M&A Legal	Support: Recommendations for activities that need referendum approval will be part of the Comprehensive Boating Plan (above).	Referendum: March 2016	Legal: Once activities and locations are identified, Legal can define charter changes needed to reflect desired activities.	TBD
2) Ensure environmental Integrity of Clearwater Harbor	M&A Engineering	Support: 1) Marina to investigate benefit of upgrading its certification from "Clean Marina" to "Clean and Resilient Marina" designation; 2) Engineering will continue to implement stormwater and mitigation activities; (3) Ongoing implementation of Stevenson Creek Watershed Management Plan and future update of Plan.	(1) TBD; (2) Ongoing; (3) Begin in 2015, 18 months	(1) M&A would need work program modification; (2) and (3) Part of work programs	(1) TBD; (2) n/a; (3) \$400k
3) Ensure future connections to the waterfront	P&D P&R, Legal, Engineering	Support: (1) Current connections include maintaining 14 access points; (2) Future connections (path along water) is a long-term implementation item to be considered as part of Bluff Master Plan and Comprehensive Boating Plan process; (3) goals and objectives to be included in the revision to the Downtown Redevelopment Plan and N. Marina Master Plan	(1) Ongoing; (2) long-term and TBD, per 1.2; (3) long-term , per 1.2	TBD	TBD

4)	Create a water taxi or ferry service	M&A Legal	Support alternative transportation modes and encourage as public-private partnership. (1) For water taxi service, regulatory framework needs to be created to allow the taxis, define locations for stops, rules, etc. (2) For ferry service, public subsidy is needed to run on a schedule. Council to determine how much public subsidy, if any, to allocate; RFP can be prepared and contractor selected.	(1) 6 months for water taxi regulations; (2) 6 months for contractor selection; additional 8-9 months for dock permits	Legal: Significant work on the regulations; M&A: Significant staff time to prepare RFP; design needed by Engineering; and time for dock permitting and construction	(2) TBD (subsidy needed for contractor plus est. \$50k for beach landing/floating dock)
5)	Create comprehensive North Marina Master Plan (Small Area Plan) (P)	P&D M&A	Support: Priority to provide framework for pending decisions on facility siting and development applications.	1 year (including consultant selection)	Consultant needed for Master Plan; Minimal staff impact if US 19 Plan is largely completed; regulatory changes to be done by staff, if needed, after Plan is completed.	\$75k+/- (subject to change based on final scope)
6)	Attract waterfront restaurants	ED&H CRA	Support: Activity is subject to referendum and part of Bluff Master Plan	TBD, per 1.2	TBD	TBD
7)	Capitalize and grow Old Clearwater Bay housing stock	ED&H P&D	Support: (1) ED&H--Research grant or low-interest loan rehabilitation programs not associated with affordable housing and determine if program is feasible; (2) P&D--Research policy and regulatory incentives to encourage housing improvements	1 year	ED&H--could be incorporated as part of FY14-15 work program with a consultant	TBD--Incentives needed for Rehab program funding; \$15k for consultant
STRATEGY 1.2: Bluff/Waterfront						
8)	Master Plan the Bluff/Waterfront: -Appoint Steering Committee -Engage Development Consultant -RFP for Master Plan Consultant (Public Engagement)	P&D ED&H ACM	Support: Commencement subject to Council authorization vis-à-vis clarification of CMA Downtown Project . The Plan could include addressing market analysis and development strategy/financial feasibility; access and parking; park design (what activities could be accommodated and where and how they might occur and be designed); and public engagement.	Consultant selection: 4 months; Plan completion 12-15 months	TBD: Substantial multi-department work program impacts	\$200-300k (depends on scope)
8a)	Define Referendum process after Bluff Master Plan (added for timeline purposes)	ACM, Legal Clerk, PC	Support: Charter review begins January 2015. Ballot language is needed 3 months prior to election. The next regular election is March 1, 2016. If we miss that date, then a special election will have to be called (\$100k+). Next election is November 8, 2016.	Historically, 9-12 months (following completion of Bluff/Waterfront Master Plan)	Significant time from Clerk, Legal, PC	TBD: Election schedule chosen will be major determinant of cost

8b)	Following Master Plan process, conduct RFP process for "horizontal or master" developer (to develop opportunity sites along the Bluff)	ACM ED&H	Support: to be implemented after Bluff Master Plan	4 months for selection	Work Program addition for ED&H	n/a
8c)	Expand Coachman Park	P&R	Support: to be implemented after Bluff Master Plan	TBD, per 1.2	TBD	TBD
8d)	Identify opportunity sites along the Bluff	ACM	Support as part of Bluff Master Plan	TBD, per 1.2	TBD	TBD
8e)	Attract and promote a large draw on City Hall site	ACM	Support as part of Bluff Master Plan	TBD, per 1.2	TBD	TBD
8f)	Make attractive locations across the Bluff and to the water (Cleveland street connection)	P&R Engineering	Support as part of Bluff Master Plan and Expand Coachman Park process	TBD, per 1.2	TBD	TBD
9)	Boost the Library (P)	Library P&R ED&H	Support: Some charter restrictions limit recommendations: (1) Research partnership opportunities to develop the Main Library as an Arts & Culture destination space. (2) Engage STEM organizations in the downtown area to identify educational and creative opportunities. (3) Determine space, buildout/materials, and resources needed.	Research: 3 months; Planning 3 months; Implementation: TBD	Major impact: the most efficient and effective way is to increase one PT position to FT (cost about \$17,000 a year). Also will need to add hours to increase access.	\$17,000 to upgrade PT to FT; \$50,000 for evening hours, \$50,000 for Fri & Sat morning, general fund next budget. \$30,000 to reconfigure space for partnerships.
10)	Use Bridge as Gateway (P)	P&R Legal Engineering	Support as public art project: (1) Engineering to research FDOT requirement; (2) Legal to research Pierce 100 issues; (3) P&R to Manage Public Art Process/Call for Artists	(1) and (2) DOT and Legal –6 months; (3) 6-9 month public art process	Work program: Engineering: research. Legal: Research Restrictions P&R: Public Art Process after above.	\$350-400k (based on Tampa's project--Could be opportunity for corporate sponsorship)
STRATEGY 1.3: Central Business District: Make downtown more attractive; bring people to the streets; make downtown more navigable						
11)	Make downtown more navigable	Engineering CRA	Support changes to Wayfinding signs <i>after</i> Community Branding project and facility siting is completed (i.e. garage, City Hall, Intermodal hub, CMA, etc.); In short-term: Research flexible sign faces, and identify funding sources.	TBD	Could be incorporated into Engineering and CRA work programs after branding & facilities determined.	TBD, based upon system selected
12)	Reconsider design guidelines and signage regulations (P)	P&D	Support	Depends on Council direction/ priorities	P&D: Changes to sign code can be done in-house	n/a

13)	Consider application of Form-based Code (in the Downtown Redevelopment Plan area)	P&D Legal	Support	Depends on Council direction/ priorities	P&D: Depending upon the extent of these changes, this may be doable in-house or if more extensive, require outside assistance.	Est. \$75-100k
14)	Create a Streetscape Toolkit (for secondary/arterial streets)	Engineering ED&H	Support: (1) As part of current strategy, streetscape improvements are encouraged as part of private redevelopment. (2) Streetscape elements are already incorporated into Downtown Redevelopment Plan: Cleveland Streetscape Phase 2 design palette/spec sheets are used as general guide for "side" streets. (3) Support Cleveland Streetscape Phase 3.	(1) Ongoing (2)Completed (3)FY 17-20	Part of existing work programs	(3) \$6m in Penny 3 allocated for Cleveland Streetscape Phase 3
15)	Attract an Incubator (P)	ED&H CRA	Support as part of private sector (and not solely publicly-funded) initiative: (1) model already underway focusing on tech entrepreneurship; staff exploring CRA financial participation; (2) Explore feasibility of a "Resource Center" or "One Stop" concept with other partners	(1) 3 months (2) 12-18 months	Part of ED&H/CRA work program	(1) TBD--Potential CRA financial participation; (2) TBD
16)	Consider City Hall with Intermodal Hub	CM/ACM Engineering	Support: Preliminary siting analysis is underway; Final decision depends on CMA and Greenlight referendum results.	TBD	Significant staff impacts after CMA & Greenlight resolved.	TBD (\$7.5m for City Hall only as part of the CMA proposal); \$5.5M in Penny 2017 for Intermodal Center/City Hall
17)	Create a secondary service-based retail environment along Fort Harrison	CRA	Support as part of private redevelopment opportunities. Given that majority of property ownership is Church of Scientology and Pinellas County, there is little likelihood of added retail space.	Long-term	TBD	TBD
18)	Attract additional retail/restaurants (i.e. Find the next Starbucks)	CRA	Support as private sector initiative: Church of Scientology and downtown property owners working on identifying market demand and matching potential businesses with appropriate locations. Once impediments are defined, City will work with this group to explore potential programs and solutions.	TBD	Can be incorporated as part of existing work program	TBD

19)	Attract another cultural or entertainment venue to the area (i.e. Find the next Capitol Theatre)	ACM	Support as part of Bluff Master Plan process	TBD, per 1.2	TBD	TBD
STRATEGY 1.4: Community Gateways and Connections						
20)	Enhance Gateways (to include: five points intersection; Cleveland and Myrtle, Intermodal hub, Pinellas Trail; Fort Harrison & Court) (P)	Engineering ED&H, CRA	Support: Five points intersection is completed. Other locations need ROW and feasibility investigation and funding identification (some after facility siting)	TBD	Minimal staff impacts for ROW identification of other locations. Need to identify design and construction costs if able to proceed.	TBD
21)	Promote downtown brand through signage, public art, architectural elements, and green space	P&D, P&R PC, CRA, Engineering	Support: 1) Community Branding Project underway; 2) Identify opportunities after Community Branding project is completed	TBD	TBD	TBD
22)	Build a garage near or adjacent to intermodal hub	ACM Engineering	Support: Needs feasibility investigation and funding identification after the Greenlight referendum	3-5 years for south location, 4-6 years for north location.	Appears to assume 2 downtown garages, one south & one north. Significant staff impacts on each.	\$7 M - \$8 M per garage; Source of Funds TBD
23)	Create bike/walk loop to connect Downtown with North Greenwood and East Gateway	Engineering P&R CRA	Support: 1) Major portions complete; 2) North Connector location unresolved; 3) Needs ROW, feasibility and funding identification.	5+ years	Moderate staff time to coordinate w/CSX RR for northern loop.	est. \$500k
24)	Connect Jolley Trolley to East Gateway	ED&H CRA	Support: Part of East Gateway Vision Plan. However, feasibility is dependent on available funding and market demand from riders	5+ years	Part of existing work programs	TBD
25)	Evaluate highest and best use of the existing golf course and enhance Glen Oaks Park	P&R	Do not support: (1) Clearwater Golf Course: Long-term lease agreement would need to be terminated with a significant financial impact to the city; (2) Glen Oaks Park: Currently at maximum use with stormwater and parks facility combined	n/a	n/a	n/a
26)	Connect Glen Oaks to East Gateway via a Stevenson Creek Trail	CRA Engineering P&R	Support as part of East Gateway Vision Plan	5+ years	Preliminary layout complete. Ready to contact property owners for possible easements. Minimal staff impacts.	Est. \$400k not including land acquisition
27)	Community Market (P)	CRA ED&H	Support: (1) Feasibility of Festival Core part of East Gateway Vision Plan; (2) Investigation of "Mercado" as it needs a fixed location and feasibility and cost analysis	(1) 3 years (2) TBD	(1) Part of ED&H/CRA/Engineering work program (2) Significant impact to work program if conducted in FY14-15	(1) TBD (2) TBD
28)	Promote Healthy Food	CRA ED&H P&R	Support: Farmers Market part of East Gateway Vision Plan; underway with feasibility	TBD	Part of ED&H/CRA work program	TBD

ACTIONS	Lead Department	Staff Recommendation	Timeframe*	Work Program Impacts	Cost
FOCUS AREA 2: COMMUNICATION/PARTNERSHIPS					
Item 2.1: Clearwater must begin to actively tell its story					
29) Conduct community branding effort (P)	PC	Support: Contract awarded and work underway-- North Star hired	12 months	Part of existing work program	\$100k
30) Communicate the real estate market and potential for expansion of real estate activity (P)	ED&H PC	Support: Prepare a marketing piece that highlights housing, retail, and office demand for web-based and social media distribution	4 months	To be completed in house with existing staff	\$5k
Item 2.2:					
31) Create a forum for the discussion of issues with the city, development partners, and community stakeholders (P)	ACM	Support: Create Communications Stakeholder Group (CSG); Define goals	Subject to Council Concurrence	n/a	n/a
FOCUS AREA 3: ORGANIZATIONAL CAPACITY AND IMPLEMENTATION					
ITEM 3.1: Implementation					
32) Identify Lead Responsibility	CM	Support: ACM appointed; ULI Implementation Team (aka "Brain Trust") appointed	Completed	No impact	n/a
33) Revise Downtown Redevelopment Plan	P&D CRA	Support: Begin after TIF extension is approved by Pinellas County; Bluff/Waterfront Master Plan and North Marina Special Area Plan will be addressed once completed.	12-18 months from County Commission direction on TIF extension; TBD to make changes from Bluff and N. Marina Master Plans	TBD: Multi-phase effort depending on recommendations of Bluff Master Plan and N. Marina Master Plan, Form-based code analysis, etc.	TBD if consultant is needed
34) Investigate the use of TIF bonds to leverage redevelopment (P)	ACM Finance	Support: Needs cost/benefit analysis; Opinion letter from Financial Advisor has been requested	4 months	Incorporated as part of existing work program	TBD

35)	Add Clean and Safe Program to Downtown Redevelopment Plan	CRA Police	Support: Needs further investigation and definition	TBD, part of DT plan above	TBD	TBD
36)	Support Special Events	CRA, DDB P&R	Support events (Blast Friday and Star Spectacular, etc.) that are better integrated into redevelopment activities, engaging public and creating awareness for Downtown activities	Underway & Ongoing	Part of existing work program	Recommend FY14-15 CRA funding: \$75k Blast Friday and \$15k Star Spec; DDB is funding \$17.5k for Blast Friday and \$20k for Star Spec
ITEM 3.2: Engage Partners						
37)	Create framework for engaging partners	CM/ACM	Support: Create specific plan/deliverables for affected Departments	Underway & Ongoing	Part of existing work program	n/a
38)	Pinellas County	CM/ACM Engineering ED&H	Support: Work together on funding opportunities, CRA TIF extension, and PSTA and MPO/transportation/parking needs	Underway & Ongoing	Part of existing work program	n/a
39)	Business Leadership	ED&H	Support: Attend meetings with umbrella organization	Underway & Ongoing	Can be incorporated as part of existing work program	n/a
40)	Church of Scientology	ACM, ED&H PC, P&D Others?	Support: Establish and maintain regular communication with Church, determine long-term plan for properties; etc.	Underway & Ongoing	Can be incorporated as part of existing work program	n/a
41)	Community Leaders	ACM	Support: Create Communication Stakeholder Group (CSG) (see Item 2.2)	3 months: Subject to Council Concurrence with Direction	TBD	n/a