



CLEARWATER DOWNTOWN DEVELOPMENT BOARD

June 25, 2018 – 5:30 PM
City Hall – 2nd Floor Meeting Room

AGENDA

1. Call to Order
2. Citizen Comments – Items Not on the Agenda
3. Review of 1-Year Tactical Plans for Marketing, Business Assistance and Policy & Project goals
4. Development of FY 2018-19 Work Plan
5. Discussion of Budget Considerations
6. Final Comments
7. Adjournment

Clearwater DDB
1-Year Tactical Plan
May 22, 2018

Marketing 1-Year Tactical Plan					
MARKETING GOAL: IMAGINE CLEARWATER SPURS COMMERCIAL AND RESIDENTIAL INVESTMENT IN DOWNTOWN					
Strategies & Tactics	Champions	Resources Needed	Success Metrics	Start Date	Completion Date
	Those responsible for Strategy	People/Materials/Ti me/\$/etc.	How to quantify success	Start of Strategy	Completion of Strategy
1. Strategy 1 Blow up the Harborview Center					
1.1. Complete Stantec study	Micah	Engineering information and cost estimate, funding is in place	Study complete		
1.2. Demolish the Harborview	Micah	funding in place	Building is gone		
1.3. Plan a launch party concert	DDB	funds, special events	people had fun and building is gone.		
2. Strategy 2 Hire PR and Marketing firms to promote downtown (Budget Impact)					
2.1. Fund RFP for marketing consultants	DDB/CRA staff	DDB/CRA funds	Attract 3+ responses, including some from Clearwater		
2.2. Develop scope of services for marketing RFP	DDB/CRA Staff	DDB/CRA staff	Scope approved by DDB		
2.3. DDB hires and funds firm	DDB	DDB/CRA funds	Firm hired		
3. Strategy 3 Take the ULI study and really implement what they suggested					
3.1. Review status of ULI action items	DDB	Time	number of items completed.		
3.2. Determine if any incomplete items should be addressed by DDB - compare with Imagine Clearwater	DDB - Ray	time on DDB agenda	list of uli items to be examined	06 Jun, 2018	05 Sep, 2018
3.3. Review and provide recommendations for Imagine Clearwater	DDB - Venkat	access to status; stantech report	approved ddb recommendations provided to council	06 Jun, 2018	02 Jan, 2019

Clearwater DDB
1-Year Tactical Plan
May 22, 2018

Business Assistance 1-Year Tactical Plan					
BUSINESS ASSISTANCE GOAL: 200% INCREASE IN HIGH TECH JOBS WITH NO NEGATIVE IMPACT ON HOUSING COSTS					
Strategies & Tactics	Champions	Resources Needed	Success Metrics	Start Date	Completion Date
	Those responsible for Strategy	People/Materials /Time/\$/etc.	How to quantify success	Start of Strategy	Completion of Strategy
1. Strategy 1 Renovating old buildings into modern, trendy places to support residents (e.g., Armature Works) Has budget impacts					
1.1. Create program to incentivize building improvements	Amanda Thompson	CRA Funds	Number of buildings renovated		
1.2. Court potential tenants for vacant storefronts	DDB Members & CRA Staff	CRA Funds	Number of tenants attracted		
1.3. Create campaign to attract tenants	DDB, CRA	Work with CDP & DCMA on campaign development.	Number of tenants attracted		
2. Strategy 2 Get programs in place with universities which train workers that are actually needed / Put a University building downtown that specifically educates high-tech workers / More partnerships with educational institutions					
2.1. Develop campaign to attract university	CRA & DDB	CRA & DDB funds	How many universities are interested		
2.2. Establish contact with SPC	Carol Hague - DDB Jammo	initial contact	develop plan for proceeding	06 Jun, 2018	04 Jul, 2018
2.3. Establish contact with USF	Carol Hague - DDB Jammo	initial contact	develop plan for proceeding	06 Jun, 2018	04 Jul, 2018
3. Strategy 3 Develop high-technical job-incentive programs/ Create a high-tech business incubator with help from city, county and state					
3.1. Identify regulations for eligibility for incentive program for tech incubators	Zach Thorn; Stu to monitor				
3.2. Identify incentive provided for tech incubators	City; Stu to monitor	Cooperation with Daniels (?)			
3.3. Make collateral available to market the incubator incentives	DDB - Venkat		number of incubator applicants and number of incubators created	01 Jun, 2018	30 Nov, 2018
3.4. Promote downtown tech corridor via social media	DDB - Jammo	access to social media or ability to provide same	number of people who access promotions	01 Jun, 2018	06 Sep, 2018

Clearwater DDB
1-Year Tactical Plan
May 22, 2018

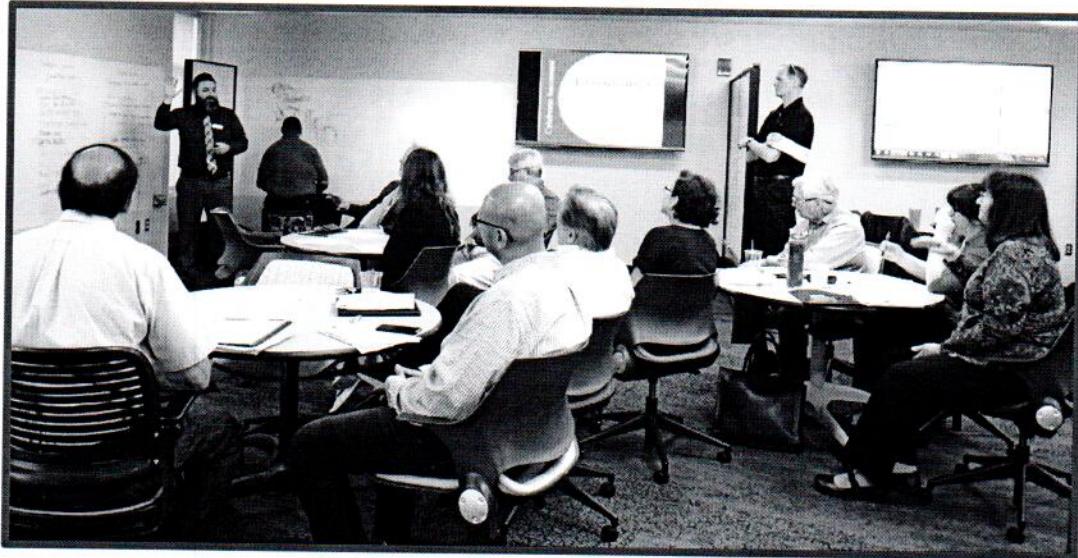
Policy & Project 1-Year Tactical Plan					
POLICY & PROJECT GOAL: DDB PROMOTES FAST TRACK PERMIT APPROVAL!!					
Strategies & Tactics	Champions	Resources Needed	Success Metrics	Start Date	Completion Date
	Those responsible for Strategy	People/Materials/ Time/\$/etc.	How to quantify success	Start of Strategy	Completion of Strategy
1. Strategy 1 One-stop shop for downtown permitting					
1.1. Make an online permitting system	Stu monitor city progress	city to develop online permitting program interface	application live or not	01 Jun, 2018	01 Jun, 2019
1.2. Bring together city permitting employees to re-design process	Stu	set up time to meet with city employees	city employee buy in to a new process		
1.3. Create budget for implementation	Caitlein/Treasurer	City and CRA funds	City approves plan		
1.4. Create campaign to educate the public about the one stop shop					
2. Strategy 2 Make changes to the ordinances to allow more oversight authority to the DDB by the City Council					
2.1. Poll DDB members as to changes needed	Jammo	time of DDB meeting agenda	decision made by DDB after discussion	06 Jun, 2018	04 Jul, 2018
2.2. Subcommittee to make changes	Venkat	city attorney cooperation	rough draft/ideas	04 Jul, 2018	01 Aug, 2018
2.3. First draft	Venkat	city attorney cooperation	draft to DDB	01 Aug, 2018	05 Sep, 2018
2.4. Second/final draft	Jammo	city attorney cooperation	draft to DDB	05 Sep, 2018	03 Oct, 2018
2.5. Present to Council	Paris	on city agenda	implementing changes	03 Oct, 2018	01 Jan, 2019



CLEARWATER DOWNTOWN
DEVELOPMENT BOARD

Clearwater Downtown Development Board (DDB) Collaborative Engagement

May 22, 2018
Real Time Record



Executive Summary

Thank you for participating in the Clearwater Downtown Development Board (DDB) Collaborative Engagement. Below are key highlights of your effort and related discussion. The subsequent pages of this Real Time Record provide the supporting details.

Overarching Goal

DOWNTOWN CLEARWATER - Tampa Bay's Hottest Destination!!

Top Marketing Goal and Strategies

Imagine Clearwater Spurs commercial and residential investment in Downtown

- Hire PR and Marketing firms to promote downtown
- Blow up the Harborview Center
- Take the ULI study and really implement what they suggested

Top Business Assistance Goal

200% increase in high-tech jobs with no negative impact on housing costs

- Renovating old buildings into modern, trendy places to support residents (e.g., Armature Works)
- Get programs in place with universities which train workers that are actually needed. / Put a University building downtown that specifically educates high-tech workers /More partnerships with educational institutions
- Create a high-tech business incubator with help from city, county and State.
- Develop high-tech-job incentive programs

Top Policy and Project Recommendations Goal

DDB promotes fast-track permit approval!!

- One-stop shop for downtown permitting
- Allow the DDB to have more authority on zoning and signage
- Make changes to the ordinances to allow more oversight authority to the DDB by the city council

The Tactical Action Plans can be found starting on page 29.

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Agenda

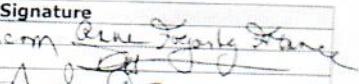
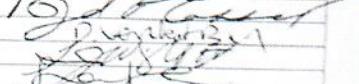
	<u>Celebrating & Leveraging our Strengths/Successes</u>
3:00pm – 3:15pm	<p>Find a seat & add a Strength/Success to one of the Clearwater Downtown Development Board's "<u>Strengths/ Successes</u>" whiteboards at the front of the room:</p> <ul style="list-style-type: none"> • Downtown area • Downtown Development Board
3:15pm – 3:30pm	<p style="text-align: center;"><u>Welcome & Session Objectives</u></p> <ul style="list-style-type: none"> • Welcome: Paris Morfopoulos, DDB Chairman • Collaborative Labs' Team will invite participants to share examples of <u>Strengths/Successes</u>. • Session Objectives and Collaborative Process: Dru Rabin, Collaborative Labs
3:30pm – 4:15pm	<p style="text-align: center;"><u>Envisioning our Ideal 2023 Future</u></p> <p>Build our <u>2023 Ideal Vision & Goals</u></p> <ul style="list-style-type: none"> • All Teams will develop an Overarching 2023 Ideal Vision as a main headline, with Sub-Headlines/2023 Goals for the following Strategic Focus Areas: <ul style="list-style-type: none"> • Marketing • Business Assistance • Policy and Project Recommendations
4:15pm – 4:45pm	<p style="text-align: center;"><u>Reflecting on Current Goal and Purpose</u></p> <p>Overlay 2023 Ideal Vision on current DDB Goal and Purpose statements:</p> <ul style="list-style-type: none"> • All Teams will examine the current DDB Goal and Purpose statements to ensure they map to the Overarching 2023 Ideal Vision: <ul style="list-style-type: none"> • Current Goal and 2023 Ideal Vision discussion • Current Purpose confirmation and prioritization
4:45pm – 6:00pm	<p style="text-align: center;"><u>Elevating our 5-Year Strategies to realize our 2023 Vision/Goals</u></p> <p>Prioritize <u>Strategies/Metrics</u> for each of the Strategic Focus Areas:</p> <ul style="list-style-type: none"> • Marketing • Business Assistance • Policy and Project Recommendations <p style="text-align: center;"><i>(this activity will be conducted during a working dinner)</i></p>

6:00pm – 6:45pm	<p style="text-align: center;"><u>Building our 1-Year Tactical Plan</u></p> <p>Build our <u>1-Year Plan (Tactics/Metrics/Champions/Timeline)</u> for each Focus Area.</p> <ul style="list-style-type: none"> • Marketing • Business Assistance • Policy and Project Recommendations
6:45pm – 7:00pm	<p style="text-align: center;"><u>Highlights, Wrap-Up & Next Steps</u></p>

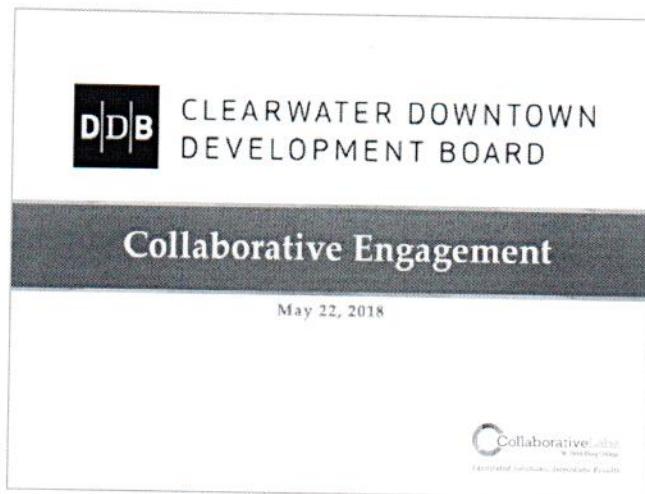
Attendees:**Collaborative Labs' Engagement
Participant Sign-In***Sponsoring Client: Clearwater DDB**Collaborative Engagement: 5/22/2018*

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As a willing participant, I hereby release SPC and the sponsoring client to freely use my name, information, images and digital recordings captured during this event in any print, video or digital publishing's related to this Collaborative Labs' engagement.

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11		

Welcome and Session Objectives



Paris Moropoulos, DDB Chairman: Thank everyone for coming today. For a volunteer board, this shows a sense of commitment and I appreciate it. I've heard good things about Collaborative Labs, which led to me funding this. I look forward to what we're going to do this afternoon.

We've been compiling an administrative scale of importance of everything we're working on. I want to go through them in descending order of importance. At the top we have goals, then purposes. Below that is policy (the rules and bylaws to accomplish this), and below that are the actual programs. Below that are smaller subdivisions of the program called "the project" and the sequence of steps to achieve it. Then, we have our ideal scene (i.e., What would downtown Clearwater look like if we envision it at its best?). As a board that's what we're trying to push toward. Below that, we have the statistics needed to measure our progress. At the bottom of that, we've formulated a valuable final product. As a board, what are we providing to the taxpayers to provide value?

Today we're following a different format. The goals are more important for us to come up with than the policies. When you're responding to Dru's questions today, think about the larger purpose and goals. With that, let's get going.



Dru Rabin, Facilitator, Collaborative Labs: Good afternoon! Let me introduce you to the team. I'm Dru and I'll be your facilitator today. We have a great team. Behind me is Jonathan our Illustrator, he is a visual story teller. Your constituents want to know the story; he'll show how it all comes together. Karin is our Documenter and will be hard at work on the Real-time Record, which in my opinion, is the best value of the session. It is the most comprehensive record of your time here. There is something called the "forgetting curve." When you learn something, the further you get away from it, the more you forget. You'll have the Real-time Record in a couple of days with everything that happened today to help you with your implementation. PJ is our Technologist and will help us with our technology and solve any of our technical issues.

We're going to create a tactical plan today; there is a tangible deliverable. We have an agenda on the table, which breaks down how we're going to spend our time in this session. You'll see some helpful definitions, as well as our team breakouts.

Collaborative Labs has a solid reputation. Not only do we have a great facility, we have a process that works. Part of that process is what you see up on the boards. When someone asks about your strengths and successes, this is what you talk about. In a minute, we're going to go around the room and hear what you put on the boards. Then we're going to reflect on our current goal, develop our five-year strategies, and identify the steps to mobilize and put your plan in action.

Session Objectives

Looking Forward to 2023

1. Leverage DDB's Strength's/Successes
2. Create our "Ideal Vision, Goals & Objectives for 2023"
3. Reflecting on Our Current Goal & Purpose
4. Develop our 5-Year Strategies & Plan
5. Identify our Next Steps, Best Practices & Champions to Mobilize

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St. Petersburg College
Facilitated Solutions. Immediate Results

Celebrating and Leveraging our Strengths/Successes – Report Outs



Dru: Please stand, introduce yourself and your role, and speak to your item.



Anne Fogarty France, Downtown Manager: The Capitol Theater is a strength of our downtown. It's a successful venture between the city and Ruth Eckerd Hall. It brings people downtown and rings registers.

Dru: It's a beautiful venue. Who's next?



Ray Cassano, Developer: One of our strengths is that we're an alternative to the beach. If you can't afford rent there, you can be downtown. We have a ferry that will get you to the beach easily. As that continues, we'll get more of that walking trade. St. Pete and downtown Dunedin are two success stories. We can be like them.



Paris: I have a one-stop shop downtown. I've seen a lot of retail and restaurants start up and also fail. We have more successes than failures now. I've recently noticed the sounds of an active downtown (conversation, clinking of glasses, etc.). It's such a difference from 20 years ago. It's starting to have a European feel. It's been done by people strongly invested in the success of downtown.



Thomas Wright, Merrill Lynch: I don't see Coachman Park up there. That is one of our strengths, and we should tear down the Harborview Center.



Amanda Thompson, CRA Director: The Imagine Clearwater plan convinced me to move downtown. Seeing the plan, it was a once in a lifetime opportunity for me. How often do you have that much vacant land on the water to develop? I live downtown and have a variety of food, grocery stores, parks, I can walk to, including work. I think that's a strength – everything I need is downtown. The events and basic needs are there.



David Allbritton, City Council Member: We are on a bluff overlooking the Bay, that's the number one thing that first drew people to make a downtown. We've had a lot of consultants in and they are amazed with what we have. Also, the streetscape infrastructure is a success. People wanted it, and now we have it. When I was a kid, I was proud of Clearwater. You'd see everyone you knew there on the weekend. Other cities have come up, and we'll be there again too. In the DDB, our strength is the stakeholders, you guys are involved and a great resource.

Dru: You are very diverse; you are small but mighty. In your opinion, what is the secret sauce with the DDB that does that?

David: It's like a puzzle, there's a lot of little things that need to come together. I see one of the biggest things we need is parking. People won't come until the developers come, developers won't come until there's parking.



Lina Teixeira, Wine Bar Owner: I focused on passion. In the last three years, everything I've done is based on my passion for downtown Clearwater. A few weeks ago, myself and three others were waiting at an intersection, and we were shocked to see each other on the street. That shows we're on an upward swing. We're at a pivotal point, we can catapult forward, or we can swing backwards. Our passion is our one good thing. If we focus on our common goal I think we can succeed.



Caitlein Jammo, Treasurer: Public openness to new ideas is a strength. When we were at the public meeting, everyone was very passionate about one little thing. I think that will check us and support us. In terms of the strength of our area, we have everything within reach, we are within a 25-minute drive away from anything.



Jose Patino, Public Communications Specialist: Imagine Clearwater and the support that voters gave it in November. Eyes are on us now and it's pivotal for us. Imagine Clearwater will help bring together Coachman Park and the bluff. This will help us transition and move forward.



Venkat Devineni: I came to Clearwater in 2005, then I came back in 2010. The difference I saw was less traffic, but the one thing that kept sticking was the Strand building. Up north, many buildings are being left to rot because of the expense. The Strand building is now being revitalized. More people are coming into the downtown area. I am able to go to the beach without driving, and we have a great website. A strength of the Downtown Development Board is that we are open to new ideas, from both the conceptual side and the regulation side.

Dru: You have leadership that is open to looking at the direction of where we're going to go. You all are poised and tuned in, which is huge.



Stu Sjouwerman, Vice Chairman: I'm an entrepreneur and our strength is high-tech. The city has designated downtown as a high-technical overlay, there are at least 1,000 high-tech jobs downtown.

Downtown Area Strengths/Successes

Strengths / Successes

DOWNTOWN AREA

65% referendum on Imagine Clearwater
HISTORIC POST OFFICE
ON A BLUFF
OVERLOOKING BAY
COMPLETED STREETSCAPE
 Strengths: passion
CAPITOL THEATRE
 Strand Resurrection
 Downtownclearwater.com
 Plenty of land
 TRANSIT
 location central to all types of locations (beach, downtown, suburban, etc.)
 Creation of Imagine Clearwater Initiative

Downtown Area

- 70% referendum on Imagine Clearwater
- Historic Post Office
- On a bluff overlooking the Bay
- Completed streetscape
- Strengths: passion
- Capitol Theatre
- Strand resurrection
- Downtownclearwater.com
- Plenty of land
- Transit
- Location central to all types of locations, (beach, downtown, suburban, etc.)
- Creation of Imagine Clearwater initiative

Downtown Development Board Strengths/Successes

Strengths/Successes

DOWNTOWN DEVELOPMENT BOARD
 Supporting signature events
 Funded Clearwater Harbor Marina
 Dedicated \$
 Strengths: New sense of purpose + commitment.
 Less expensive rentals near Beach!
 New ideas are being discussed
 Public openness to new ideas
 STAKEHOLDER INPUT
 STRONGLY MOTIVATED + COMMITTED
 TO DOWNTOWN RESURGENCE
 Coachman Park ✓

Downtown Development Board

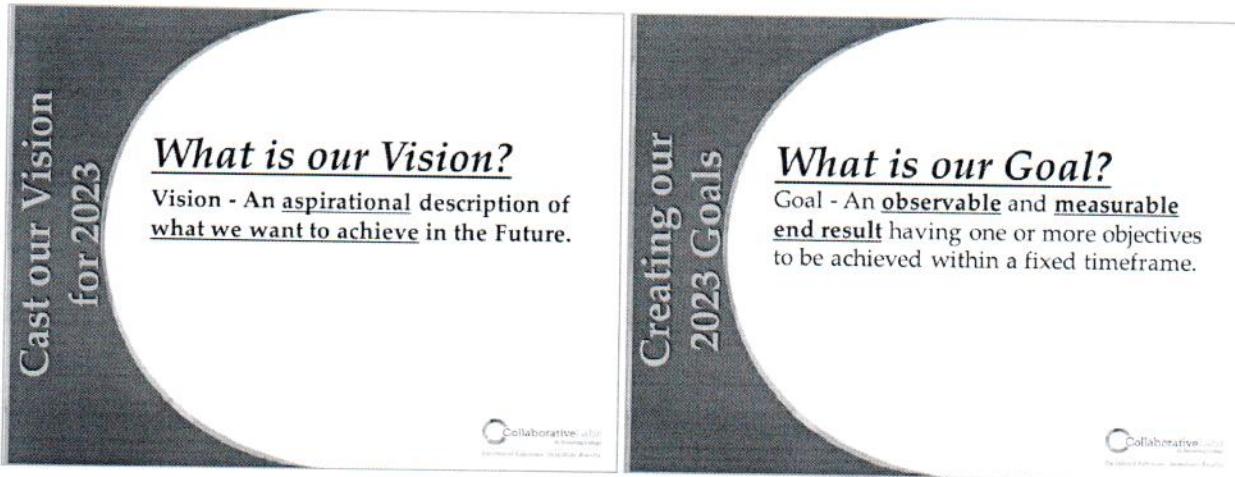
- Supporting signature events
- Dedicated \$\$
- Funded Clearwater Harbor Marina
- Strengths: New sense of purpose and commitment
- Less expensive rentals near beach!
- New ideas are being discussed
- Public openness to new ideas
- Stakeholder input
- Strongly motivated + committed to downtown resurgence
- Coachman Park

Envisioning our Ideal 2023 Future



Dru: That's why we start this way, because it feels pretty good. The first activity is a visioning exercise. The vision is that "big idea." A goal is measurable, which you'll have parameters around. The two are different.

For today, we're going to give you three buckets to work in: Marketing, Business Assistance, and Policy and Project Recommendations. These are your strategic-focused areas. We'll come out with things that can be implemented and are impactful. But we're going to have some fun with it. If the DDB makes *Time* magazine, what would the headline be? That would be the vision. The subheadings will deal with each of the three buckets, which would be the goals that got you there.



What is our Vision?
Vision - An aspirational description of what we want to achieve in the Future.

Creating our 2023 Goals

What is our Goal?
Goal - An observable and measurable end result having one or more objectives to be achieved within a fixed timeframe.

You're going to work in PowerPoint. You'll need a keyboarder to capture the ideas and a spokesperson to speak about your brilliant creation. When the music plays, you'll move to your team. Team assignments are on the back of the agenda. You get ten minutes for this exercise.

(Participants broke into teams.)

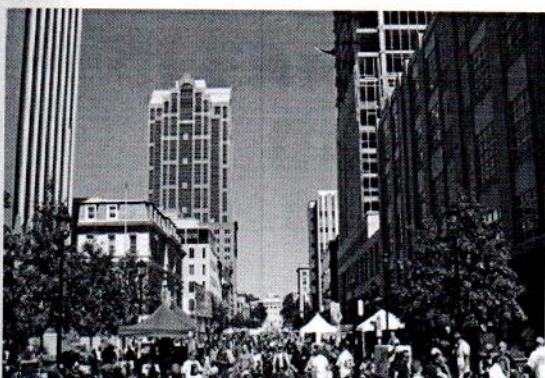
Envisioning our Ideal Future – Team Reports

Dru: Okay, let's hear from our spokespeople. Talk about your goal and how your subheadings support it.

Team 1

David: This was so big we made *Time* magazine. We did it by the Imagine Clearwater initiative to spur investments in downtown. We brought in DDB in by targeting grants to attract trendy merchants and promoting fast-track permitting approval for merchants and restaurants.

TIME DOWNTOWN CLEARWATER - Tampa Bay's Hottest Destination!!



Imagine Clearwater
Spurs commercial
and residential
investment in
Downtown

DDB's Targeted
grants attract
trendy merchants

DDB promotes fast track
permit approval!!

Comments:
What would you
consider a trendy
merchant?

David: We didn't
discuss that, but
we don't have big
box buildings, so
we'd have to
attract boutique
merchants.
Something you
can't find at
Countryside Mall.

Team 2

Lina: We saw a documentation of the process of going from a depressed downtown to the latest and greatest. The number one ranking ties in with the overall goal. We used "Silicon Beach" instead of "Silicon Valley" to speak to the high-tech aspect that would put us on the map with future investors. Imagine Clearwater Phase III is something specific and exciting that would carry past the five years.

Florida Trend

Clearwater Cracks Code of Downtown Resurrection



**Voted No. 1 Florida
Downtown to live in.
Big city amenities, 10
minutes from a world
class beach.**

**Silicon Beach
Attracts Record
Capital Investments**

**Imagine Clearwater
Phase III \$100M
approved by voters**

Speaker: I like the Silicon Beach idea, is the technical industry interested in our area?

Stu: No, it would be from a marketing perspective, as an identity. We have 20 high-tech companies downtown; we want to strengthen that.

Amanda: Silicon Valley is becoming too crowded and expensive. We are more mobile than ever, and people are moving out of the area. People can come here and get big city amenities.

Team 3

Ray: We want people to be walking down Dunedin's main street and saying, "we want to be like downtown Clearwater." We have the beach, the population, the access to retail, we have everything! As more people move downtown, it started to improve, and businesses follow the money. High-tech is a big thing for us. Restaurants are a big thing that bring people downtown.

Florida Trend

Clearwater Envy: They Redefined Downtown Coastal Living



125% increase in residents and visitors – drawn to new businesses, the 24/7 fun and healthy lifestyle



200% increase in High tech jobs with no negative impact on housing costs



Implemented creative partnerships to end homelessness in downtown Clearwater

When you live downtown you notice the homelessness and we talked about creative partnerships to end it. I brought a high-tech business downtown and the homeless would run inside and lock themselves in the restrooms. A police officer could be located downtown to discourage them. We could feed them in another location to keep them further away from the main traffic area. We envision taking your laptop to the beach and dining in new restaurants. Florida is similar to California; we should have the type of coastal living that others are jealous of.

Venkat: A police aide would be cheaper and could patrol on a bike. I think that would be a good idea.

Top Magazine Cover - Main Headline

Dru: We've heard from all the teams, and now we're going to vote on them. You have voting modules on the tables. Press the buttons in the order you wish to vote. When we look at the overarching headlines, we have three; pick one. This is a simple way to reach consensus on the goal.

Choose Your Top 2023 Overarching Headline

1. DOWNTOWN CLEARWATER - Tampa Bay's Hottest Destination!! – 46%
2. Clearwater Cracks Code of Downtown Resurrection – 15%
3. Clearwater Envy: They Redefined Downtown Coastal Living – 38%

Top Headline**DOWNTOWN CLEARWATER - Tampa Bay's Hottest Destination!!**

Top Marketing Goal

Dru: Now we'll move to the top Marketing goal. We'll be come a little more specific about these as we continue today.

Choose Your Top Marketing Goal

- 1. Imagine Clearwater Spurs commercial and residential investment in Downtown – 46%**
2. Voted No. 1 Florida Downtown to live in. Big city amenities, 10-minutes from a world class beach. – 23%
3. 125% increase in residents and visitors – drawn to new businesses, the 24/7 fun, and healthy lifestyle – 31%

Top Marketing Goal

Imagine Clearwater Spurs commercial and residential investment in Downtown

Top Business Assistance Goal

Dru: Next, on to the top Business Assistance goal.

Choose Your Top Business Assistance Goal

- 1. DDB's Targeted grants attract trendy merchants – 36%**
2. Silicon Beach Attracts Record Capital Investments – 9%
- 3. 200% increase in high-tech jobs with no negative impact on housing costs – 55%**

Top Business Assistance Goal**200% increase in high-tech jobs with no negative impact on housing costs****Top Policy and Project Recommendations Goal**

Dru: We'll move to the final area, the Policy and Project Recommendations goal.

Choose Your Top Policy & Project Recommendations Goal

1. DDB promotes fast track permit approval!! – 58%
2. Imagine Clearwater Phase III \$100M approved by voters – 33%
3. Implemented creative partnerships to end homelessness in downtown Clearwater – 8%

Top Policy and Project Recommendations Goal**DDB promotes fast-track permit approval!!**

Dru: So, those are our goal statements that we'll work on as we start to build out our plan. PJ is pulling these statements into our next activity.

Reflecting on Current Goal and Purpose

Dru: We are going to look at the current goal statement and reflect on it compared to what we just agreed on. We want to revisit it to see if we need to resynthesize it. We're going to return to our small groups and you're going to decide if this is fine the way it is, if you want to update it, or if you want to craft a new statement all together. Don't get caught up in the wordsmithing; just get after the meaning of the spirit.

Reflecting on
Goal & Purpose

DDB Goal (approved 4.02.14)

A flourishing and prospering downtown, with rising property values, a successful, attractive and interesting mix of cultural, restaurant, retail, residential and office tenants that attracts and serves visitors from the local and surrounding area as well as travelers from around the world.

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St. Petersburg College
Facilitated Solutions. Immediate Results.

(The participants reassembled into teams to discuss the DDB goal.)

Dru: We're going to share your work. Let's start with Team 2 this time.

Team 2



Stu: We took what was there and added more investments and inclusive eclectic mix that attracts people, not just visitors, but residents as well. Overall, it's good other than that.

Synthesized Draft Goal – Team 2

A flourishing and prospering downtown, with increased commercial and residential investment, creating a successful, inclusive, eclectic mix of cultural, restaurant, retail, residential and office tenants that attracts people from the local and surrounding area as well as travelers from around the world.

Team 3

Amanda: We went back and forth between broader and more-specific, and who were our partners, and could we incorporate high-tech. We added that the DDB will implement and coordinate with partners, and at the end, added focus on marketing business assistance and policy recommendations.

Paris: It addresses the three buckets.

Synthesized Draft Goal – Team 3

The DDB will implement and coordinate with partners on projects and programs that will create a flourishing and prospering downtown, with rising property values through attracting a successful, attractive, and interesting mix of cultural, restaurant, retail, residential and office tenants through a focus on marketing, business assistance and policy recommendations.

Team 1

Paris: We wanted to bring in the importance of technology, we wanted to be inclusive of the Imagine Clearwater project, and we also added in fast-track permitting.

Synthesized Draft Goal – Team 1

A flourishing and prospering downtown, bordering on a world-class waterfront park, with rising property values, a successful, attractive and interesting mix of technology, cultural, restaurant, retail, residential and office tenants that attracts and serves visitors from the local and surrounding area as well as travelers from around the world where it is easy to do business.

Dru: It seems among the group as if any of these could work, which is good, because it means we're all on the same page. We have a blended vision of what our goal is. The question now is the primary and secondary purpose statements. We want to make sure they are still relevant and we're going to vote on most relevant to least relevant to the goal statement.

Paris: These five are a subset that are in the city code, do we only want to vote on these?

Dru: Yes, that is a good consideration. There was a leadership group within the board that pared it down to five out of eight. Is everyone fine with it? (*Agreement.*)

Rank order from most Relevant to least Relevant

1. To advise the city and the CRA on policies and procedures which will succeed in bringing more businesses and residents into the downtown district and thus improve its tax base and overall economic conditions. (per City Code Sec 2.149 point (4)) – 24%
2. To sponsor community events and encourage public attendance at such events in support of downtown merchants (per City Code Sec 2.149 point (7)... - 20%
3. To prepare and distribute public relations pieces such as, but not limited to, brochures and videos, district maps, etc. (per City Code Sec 2.149 point (7) – 19%
4. To cooperate with the Chambers of Commerce, the Convention and Visitors Bureau, and all others interested in promoting the district as a destination (per City Code Sec 2.149 point (7) – 16%
5. To survey downtown freeholders and businesses to determine needs and attitudes, to monitor progress, to evaluate success or failure of initiatives (per City Code Sec 2.149 point (7) – 22%

Most Relevant to Least Relevant Purpose Statements

- To advise the city and the CRA on policies and procedures which will succeed in bringing more businesses and residents into the downtown district and thus improve its tax base and overall economic conditions. (per City Code Sec 2.149 point (4)) – 24%
- To survey downtown freeholders and businesses to determine needs and attitudes, to monitor progress, to evaluate success or failure of initiatives (per City Code Sec 2.149 point (7) – 22%
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- To cooperate with the Chambers of Commerce, the Convention and Visitors Bureau, and all others interested in promoting the district as a destination (per City Code Sec 2.149 point (7) – 16%

Dru: Are you surprised the four were so close? Is this helpful? As group, you've taken five and pulled out four that are close.

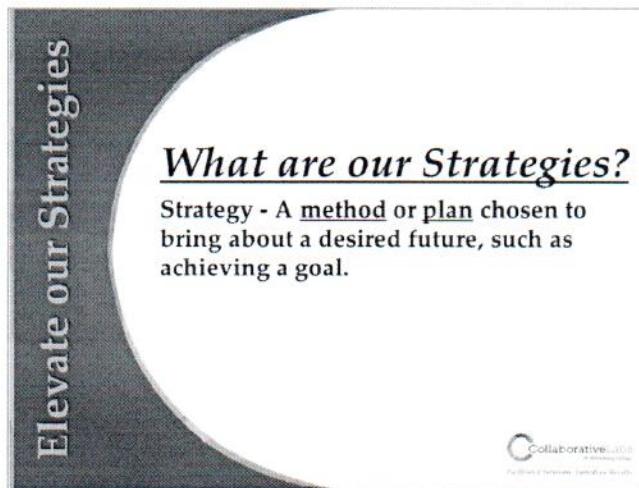
Speaker: What is a "freeholder?"

Anne: Someone who pays taxes in downtown.

Dru: Dinner is served. You can bring it back to your seat, because we're going to have a working dinner.

Elevating our 5-Year Strategies to Realize our 2023 Vision/Goals

Dru: We're going to do our next activity while we eat. If you would like to move teams, you are free to do that. We're going to take a deeper dive into strategies. Where the goal is the objective, the strategy is the method chosen to bring about that result. It's the way you're going to achieve the goal.



In this exercise, you're going to brainstorm as many ideas as you can around each goal. It shouldn't be super-elaborate or a tactic. In the bottom right corner, type in your strategy and drag it over to each goal.

(The teams brainstormed strategies, then picked the top three for each.)



Dru: We're going to go back into our top strategies and we're going to vote on them. Remember to vote on strategies, which are methods chosen to bring about a desired result. We'll start first with Marketing.

Marketing Strategies

Choose Your Top Three 3-5 year Marketing Strategies

1. **Blow up the Harborview Center (Team 1) – 17%**
2. **Hire PR and Marketing firms to promote downtown (Team 2) – 20%**
3. Partner creatively to address homeless concerns (Team 3) – 0%
4. Implement new or amended ordinances to DDB regulations to make the DDB more relevant--both as a reviewer and as an implementer (Team 3) – 12%
5. **Take the ULI study and really implement what they suggested (Team 2) – 13%**
6. Leveraging Imagine Clearwater with residential and commercial developers (Team 1) – 8%
7. Lighting trees on Cleveland (Team 3) – 9%
8. Make permitting more freeholder-friendly (Team 3) – 12%
9. Use public art to highlight Imagine (Team 1) – 8%

Top 3-5 year Marketing Strategies

- Hire PR and Marketing firms to promote downtown – 20%
- Blow up the Harborview Center – 17%
- Take the ULI study and really implement what they suggested – 13%

Speaker: What is ULI?

Stu: ULI came down and we did a city-wide project. A whole team flew in and interviewed us. They came back with good results and identified the things to do if we want to get the downtown revitalized. Everyone was enthusiastic, but then nothing happened. Some things were implemented. The plan is there.

Amanda: How can I communicate progress that is made with you all?

Stu: Frequent updates on the ULI study would help. We have no idea what is going on.

Paris: There used to be a process when there were quarterly meetings and updates were given in the past.

Top Brainstorming Ideas

This list shows the Top Marketing Strategies selected by each team.

1. Blow up the Harborview Center (Team 1)
2. Hire PR and Marketing firms to promote downtown (Team 2)
3. Partner creatively to address homeless concerns (Team 3)
4. Implement new or amended ordinances to DDB regulations to make the DDB more relevant--both as a reviewer and as an implementer (Team 3)
5. Take the ULI study and really implement what they suggested. (Team 2)
6. Leveraging Imagine Clearwater with residential and commercial developers (Team 1)
7. Lighting trees on Cleveland (Team 3)
8. Make permitting more freeholder-friendly (Team 3)
9. Use public art to highlight Imagine (Team 1)

Brainstorming List

This list includes the remaining items after Top Marketing Strategies were selected.

1. Attract residents (Team 3)
2. Attract high-tech companies (Team 3)
3. Add high-tech job-incentive programs (Team 3)
4. Consider adding charging centers for electric vehicles; cooperate with city in implementation if appropriate (Team 3)
5. More incentives for law and CPA firms (Team 3)
6. Create a ListServ to easily get emails out promoting downtown (Team 2)
7. Get the word out on Imagine Clearwater (Team 1)
8. Actively use all social media channels (Team 1)
9. Construct the 5,000-seat amphitheater (Team 1)
10. Monthly e-newsletter with Imagine updates (Team 1)
11. Creating celebration points (Team 1)
12. Attract more residential real estate development (Team 2)
13. Establish a land trust for housing in downtown (Team 1)
14. Direct staff to find creative solutions to get things done *and* meet the code. (Team 2)
15. Educate all departments on the process as a whole. (Team 2)
16. Have DDB members act as advocates for permit approval. (Team 2)

Business Assistance Strategies

Dru: Okay, let's take a look at the next group. We have ten here and we've combined a couple that were very similar. Vote on your top three in order of your favorite.

Choose Your Top Three 3-5 year Business Assistance Strategies

1. Host hackathons (Team 1) – 0%
2. Recruitment visit for Silicon Beach potential companies (Team 1) – 4%
3. Renovating old buildings into modern, trendy places to support residents (e.g., Armature Works) (Team 3) – 34%
4. Develop high-tech-job incentive programs (Team 3) – 12%
5. Add a movie theater (Team 3) – 4%
6. Market downtown as a high-tech hub (Team 2) – 8%
7. Get programs in place with universities which train workers that are actually needed. (Team 2) / Put a University building downtown that specifically educates high-tech workers (Team 2)/ More partnerships with educational institutions (Team 3) – 25%
8. Commission tech art (Team 1) – 0%
9. Create a high-tech business incubator with help from city, county and State. (Team 2) - 13%
10. Establish a land trust for housing downtown (Team 1) – 0%

Top 3-5 year Business Assistance Strategies

- Renovating old buildings into modern, trendy places to support residents (e.g., Armature Works) – 34%
- Get programs in place with universities which train workers that are actually needed. / Put a University building downtown that specifically educates high-tech workers /More partnerships with educational institutions – 25%
- Create a high-tech business incubator with help from city, county and State. - 13%
- Develop high-tech-job incentive programs – 12%

Top Brainstorming Ideas

This list shows the Top Business Assistance Strategies selected by each team.

1. More partnerships with educational institutions (Team 3)
2. Host hackathons (Team 1)
3. Recruitment visit for Silicon Beach potential companies (Team 1)
4. Renovating old buildings into modern, trendy places to support residents (e.g., Armature Works) (Team 3)

5. Develop high-tech-job incentive programs (Team 3)
6. Put a University building downtown that specifically educates high-tech workers (Team 2)
7. Add a movie theater (Team 3)
8. Market downtown as a high-tech hub (Team 2)
9. Get programs in place with universities which train workers that are actually needed. (Team 2)
10. Commission tech art (Team 1)
11. Establish a land trust for housing downtown (Team 1)
12. Create a high-tech business incubator with help from city, county, and state. (Team 2)

Brainstorming List

This list includes the remaining items after Top Business Assistance Strategies were selected.

1. Attract residential developers (Team 3)
2. Attract more breweries (Team 3)
3. Promote services that help create and are preferred by high-tech (Team 2)
4. Survey high-tech employees and find out what things they need and want in their lives (Team 2)
5. Market quality of life for employees (Team 1)
6. Tech infrastructure? (Team 1)
7. Online parking permit approval systems (Team 3)
8. Create incentive plans for existing high-tech companies to expand. (Team 2)
9. Make sure the downtown area can support additional high-tech companies (Team 3)
10. Promote bike share (Team 1)
11. More signage (Team 3)
12. Test site for new mobility solutions (Team 1)
13. Create electric vehicle charging stations (Team 2)
14. Recruit Top Golf (Team 1)
15. More museums (Team 3)
16. Increase alcohol hours until 3AM (Team 3)
17. Relocate homeless food banks (Team 3)
18. Assist CRA in enabling affordable housing (Team 1)

Policy and Project Recommendations Strategies

Dru: We have nine for Policy and Project Recommendation; choose your top three.

Choose Your Top Three 3-5 year Policy and Project Recommendations Strategies

1. Cooperate with the city to find ways to simplify permit process - goal: become user friendly (Team 3) – 9%
2. Downtown ombudsman to shepherd applicants through the process (Team 1) – 12%
3. Ombudsman to allow businesses to appeal denials of their business permits (Team 3) – 7%
4. **Allow the DDB to have more authority on zoning and signage (Team 3)** – 16%
5. Allow DDB to have veto power (Team 3) – 4%
6. **Make changes to the ordinances to allow more oversight authority to the DDB by the city council (Team 3)** – 15%
7. Create a "Strong Mayor" because we are falling behind and we're not competitive (Team 2) – 8%
8. **One-stop shop for downtown permitting (Team 1)** – 23%
9. Implement customer satisfaction surveys at permitting department to determine where changes are needed (Team 1) – 7%

Top 3-5 year Policy and Project Recommendations Strategies

- One-stop shop for downtown permitting – 23%
- Allow the DDB to have more authority on zoning and signage – 16%
- Make changes to the ordinances to allow more oversight authority to the DDB by the city council – 15%

Amanda: Item four is not legally viable. You have to become a downtown historic district for that to be possible.

Dru: Is everyone okay to remove that one? Is number 6 allowed?

Amanda: You can influence planning but not building or zoning code.

Stu: A number of years ago the DDB's wings were clipped by the city council. We want our wings back, so we have a little more influence.

Amanda: I see how those changes happened, because this board was created before the CRAs existed. When the state created the new development agencies, it replaced the downtown development boards. Now you have a city council that serves as a CRA board. Everything you

do, you have to think, why would they shift authority to you? You can do some of that, but you have to be very clear on what you want to accomplish. What ordinances would you need to change to accomplish those goals? Zoning and building codes are a whole other beast that they're not going to turn over to you.

Top Brainstorming Ideas

This list shows the Top Policy and Project Recommendations Strategies selected by each team.

1. Cooperate with the city to find ways to simplify permit process - goal: become user-friendly (Team 3)
2. Downtown ombudsman to shepherd applicants through the process (Team 1)
3. Ombudsman to allow businesses to appeal denials of their business permits (Team 3)
4. Allow the DDB to have more authority on zoning and signage (Team 3)
5. Allow DDB to have veto power (Team 3)
6. Make changes to the ordinances to allow more oversight authority to the DDB by the city council (Team 3)
7. Create a "Strong Mayor" because we are falling behind and we're not competitive (Team 2)
8. One-stop shop for downtown permitting (Team 1)
9. Implement customer satisfaction surveys at permitting department to determine where changes are needed (Team 1)

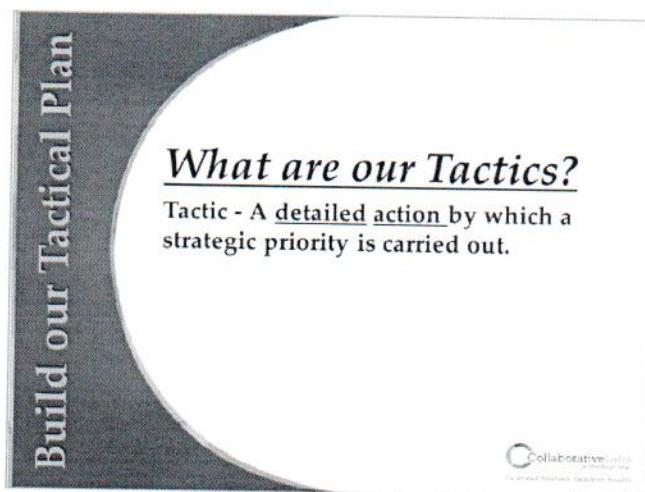
Brainstorming List

This list includes the remaining items after Top Project Recommendations Strategies were selected.

1. Cooperate with the city council to develop policies and procedures for DDB authority (Team 3)
2. Updated fire codes to address occupancy issues (Team 1)
3. Waive sign fees for downtown businesses (Team 1)
4. Workshop for property owners on common changes to buildings (Team 1)
5. Create a Quick Response Team for downtown projects (Team 2)
6. DDB salary increases (Team 3)
7. Allow DDB to interface with the strong mayor (if applicable) (Team 3)
8. Cooperate with federal agencies for grants (Team 3)
9. Make changes to the anchor-tenant program; or allow for exceptions (Team 3)
10. Do anything we can to ACCELERATE the process (Team 2)
11. Change the anchor tenant program's limit to \$200,000.00 (Team 3)
12. Simplify permit approval process (Team 3)
13. Appoint an ombudsman from DDB member (Team 3)

Building our 1-Year Tactical Plan

Dru: We are now thinking about tactical plans. Identify someone that will champion it, either in this group or someone already working on it, then identify how to measure it, and the completion date. You all are very interested and invested. I'll let you choose which table you wish to start at: Table 1 will be Marketing, Table 2 will be Business Assistance, and Table 3 will be Policy and Project Recommendations. Choose the table you are most vested in first, and you will be able to move to the other tables.



(The participants moved among tables and worked on the tactical plans.)



<u>1-Year Tactical Plan – Marketing</u>
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Marketing 1-Year Tactical Plan					
MARKETING GOAL: IMAGINE CLEARWATER SPURS COMMERCIAL AND RESIDENTIAL INVESTMENT IN DOWNTOWN					
Strategies & Tactics	Champions	Resources Needed	Success Metrics	Start Date	Completion Date
	Those responsible for Strategy	People/Materials/Time/\$/etc.	How to quantify success	Start of Strategy	Completion of Strategy
1. Strategy 1: Blow up the Harborview Center					
1.1. Complete Stantec study	Micah	Engineering information and cost estimate, funding is in place	Study complete		
1.2. Demolish the Harborview	Micah	funding in place	Building is gone		
1.3. Plan a launch party concert	DDB	funds, special events	people had fun and building is gone.		
2. Strategy 2: Hire PR and Marketing firms to promote downtown					
2.1. Fund RFP for marketing consultants	DDB/CRA staff	DDB/CRA funds	Attract 3+ responses, including some from Clearwater		
2.2. Develop scope of services for marketing RFP	DDB/CRA Staff	DDB/CRA staff	Scope approved by DDB		
2.3. DDB hires and funds firm	DDB	DDB/CRA funds	Firm hired		
3. Strategy 3: Take the ULI study and really implement what they suggested					
3.1. Review status of ULI action items	DDB	Time	number of items completed.		
3.2. Determine if any incomplete items should be addressed by DDB - compare with Imagine Clearwater	DDB - Ray	time on DDB agenda	list of uli items to be examined	06 Jun, 2018	05 Sep, 2018
3.3. Review and provide recommendations for Imagine Clearwater	DDB - Venkat	access to status; stantech report	approved ddb recommendations provided to council	06 Jun, 2018	02 Jan, 2019

<u>1-Year Tactical Plan – Business Assistance</u>
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Business Assistance 1-Year Tactical Plan					
BUSINESS ASSISTANCE GOAL: 200% INCREASE IN HIGH TECH JOBS WITH NO NEGATIVE IMPACT ON HOUSING COSTS					
Strategies & Tactics	Champions	Resources Needed	Success Metrics	Start Date	Completion Date
	Those responsible for Strategy	People/Materials/Time/\$/etc.	How to quantify success	Start of Strategy	Completion of Strategy
1. Strategy 1: Renovating old buildings into modern, trendy places to support residents (e.g., Armature Works)					
1.1. Create program to incentivize building improvements	Amanda Thompson	CRA Funds	Number of buildings renovated		
1.2. Court potential tenants for vacant storefronts	DDB Members & CRA Staff	CRA Funds	Number of tenants attracted		
1.3. Create campaign to attract tenants	DDB, CRA	Work with CDP & DCMA on campaign development.	Number of tenants attracted		
2. Strategy 2: Get programs in place with universities which train workers that are actually needed / Put a University building downtown that specifically educates high-tech workers / More partnerships with educational institutions					
2.1. Develop campaign to attract university	CRA & DDB	CRA & DDB funds	How many universities are interested		
2.2. Establish contact with SPC	Carol Hague - DDB Jammo	initial contact	develop plan for proceeding	06 Jun, 2018	04 Jul, 2018
2.3. Establish contact with USF	Carol Hague - DDB Jammo	initial contact	develop plan for proceeding	06 Jun, 2018	04 Jul, 2018
3. Strategy 3: Develop high-technical job-incentive programs/ Create a high-tech business incubator with help from city, county, and state					
3.1. Identify regulations for eligibility for incentive program for tech incubators	Zach Thorn; Stu to monitor				

3.2. Identify incentive provided for tech incubators	City; Stu to monitor	Cooperation with Daniels (?)			
3.3. Make collateral available to market the incubator incentives	DDB - Venkat		number of incubator applicants and number of incubators created	01 Jun, 2018	30 Nov, 2018
3.4. Promote downtown tech corridor via social media	DDB - Jammo	access to social media or ability to provide same	number of people who access promotions	01 Jun, 2018	06 Sep, 2018

<u>1-Year Tactical Plan – Policy and Project Recommendations</u>

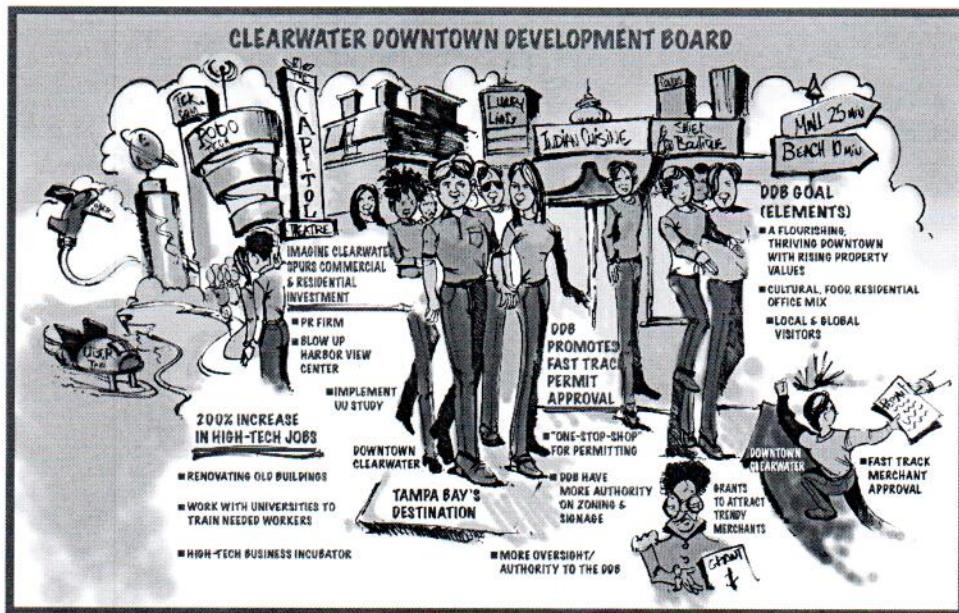
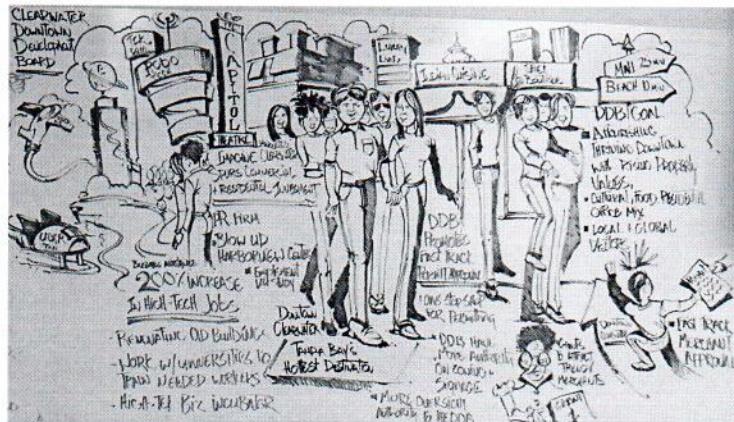
Policy & Project 1-Year Tactical Plan					
POLICY & PROJECT GOAL: DDB PROMOTES FAST TRACK PERMIT APPROVAL!!					
Strategies & Tactics	Champions	Resources Needed	Success Metrics	Start Date	Completion Date
	Those responsible for Strategy	People/Materials/Time/\$/etc.	How to quantify success	Start of Strategy	Completion of Strategy
1. Strategy 1: One-stop shop for downtown permitting					
1.1. Make an online permitting system	Stu monitor city progress	city to develop online permitting program interface	application live or not	01 Jun, 2018	01 Jun, 2019
1.2. Bring together city permitting employees to re-design process	Stu	set up time to meet with city employees	city employee buy-in to a new process		
1.3. Create budget for implementation	Caitlein/Treasurer	City and CRA funds	City approves plan		
1.4. Create campaign to educate the public about the one stop shop					
2. Strategy 2: Make changes to the ordinances to allow more oversight authority to the DDB by the City Council					
2.1. Poll DDB members as to changes needed	Jammo	time of DDB meeting agenda	decision made by DDB after discussion	06 Jun, 2018	04 Jul, 2018
2.2. Subcommittee to make changes	Venkat	city attorney cooperation	rough draft/ideas	04 Jul, 2018	01 Aug, 2018
2.3. First draft	Venkat	city attorney cooperation	draft to DDB	01 Aug, 2018	05 Sep, 2018
2.4. Second/final draft	Jammo	city attorney cooperation	draft to DDB	05 Sep, 2018	03 Oct, 2018
2.5. Present to Council	Paris	on city agenda	implementing changes	03 Oct, 2018	01 Jan, 2019

Artwork

Dru: I'm sure you're all interested in hearing what Jonathan over here has to say.



Jonathan Massey, Illustrator, Collaborative Labs: I tried to add a visual to Tampa Bay's top destination, it's a thriving city. People are coming to downtown Clearwater be entertained and to their jobs in the high-tech corridor. I even added a high-tech Uber boat. We have living accommodations, Indian cuisine, the fast-track, and the grant. We talked about trendy establishments, which reminded me of Prince and how he would've come downtown. In red around the edges, you have your strategies. (*Applause!*)



Wrap-Up and Next Steps



Dru: I want to mention the Real-time Record. It will come to you at the end of this week. It will be a written record of what happened here. You'll also get your ThinkTank record. Be sure to care for and feed it because you know what happens if you ignore it. I appreciate your contributions and your being engaged. It was a pleasure to work with you today.



Paris: We've had a great afternoon. A lot of things have percolated up. I'm grateful to Dru and his team, our city staff, and members of the board who have given their time today. We have a product that will be coming to us in the next few days that we can review and look at. This is the beginning of the process, not the end. It will be a living document. Thank you for your participation and good night.

(Applause!)

Dru: We're a couple minutes early, so I wanted to tell you a quick story. There was a piece about decision-making that looked at how people feel after their decisions. They looked at two groups, one group was people who deliberated and thoroughly researched before a purchase, and the other was people who did no research and bought on a whim. Guess who felt better about their decisions? The ones who bought on a whim. They were happy because they bought more, and any bad decision didn't have weight, because they had made many decisions. The point is, it's important to make decisions and make a lot of them.

