

Plan Implementation

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Chapter 4: Plan Implementation

INTRODUCTION

As stated in the Plan's introduction it, "lays the groundwork to reclaim Downtown as Clearwater's historic urban core and the heart of the city." The implementation of this vision will require the active participation of every public, private and non-profit organization located in downtown and the residents of Clearwater over the next decade. The primary focus of this chapter is to provide a summary of the major activities and capital improvements that will be completed by the City and the Community Redevelopment Agency over the next five years. This Plan serves as a Special Area Plan in accordance with the County Rules of Pinellas County. It also serves as the Community Redevelopment Plan in accordance with Florida's Community Redevelopment Act.

Planning documents are static, but plan implementation is dynamic. Changes in technology, unanticipated funding opportunities or restrictions and demographic changes will inevitably impact the process of downtown revitalization and public investment. However, all changes to work programs and capital improvements must remain in alignment with the Plan's goals and objectives.

The Plan will be implemented in four major ways:

- Plan goals, objectives and design standards are applied through the site plan review process
- The Public Amenities incentive pool program
- The Capital Improvements Program
- Policy implementation through City led projects and programs

There are four sections in this Chapter:

- Role of the Community Redevelopment Agency
- Funding Sources
- Incentives
- Capital Improvement Program and Policy Implementation Projects

The Community Redevelopment Agency (CRA) section outlines the role of the CRA in downtown revitalization. The Funding Sources section contains all the identified and potential sources of revenue for implementation as well as tax increment projects for the CRA districts. The Incentives section provides information on available incentive programs for the downtown area. It also includes the relationship of this plan to the Community Development Code and Public Amenities Incentive Pool. The Capital Improvement Program and Policy Implementation Projects section lists planned improvements for the entire downtown plan area as well as each character district.

ROLE OF THE COMMUNITY REDEVELOPMENT AGENCY

Downtown is a complex environment with a variety of stakeholders who each play a role in implementing the community's vision and goals for downtown. The City Council recognized the need for a dedicated focus on downtown redevelopment through the establishment of the Community Redevelopment Agency as an independent department in 2016. The CRA is at the nexus of all the public entities, citizen boards, non-profit organizations, institutional organizations and the private sector who have an interest in Downtown. It will play a critical role over the next ten years in ensuring that each of these stakeholders are contributing to a shared vision and using TIF revenue to leverage additional investment towards Plan implementation.

CRA's were originally established to reduce blight and spur economic investment in cities where the private market was not functioning. In 2018, the market in Downtown Clearwater has stabilized, yet many properties remain vacant and underutilized. It has yet to fully realize the 2018 Plan's vision of a live, work and play community.

The CRA will continue its historic pattern of investment in public infrastructure, reducing the costs of developing housing and land acquisition to assemble property for redevelopment. Under the umbrella of the Plan's guiding principles, there will be an expanded focus on placemaking. Placemaking activities include designing Complete Streets, support for public art and funding activities and program that bring public spaces to life. The CRA will also take a key role in creating

a Downtown that is an inclusive and welcoming environment. We recognize that Downtown must serve Clearwater residents, the larger region and tourists.

The CRA uses the following framework to guide how TIF funds are invested, to design programs and to establish partnerships.

The CRA invests in the expansion and strengthening of networks of residents, business owners and investors who help implement the Downtown vision. Examples of this include producing special events targeted to specific businesses that the CRA would like to bring to Clearwater, like museums and craft breweries.

The CRA invests in the reduction of barriers to establishing businesses and building housing in Downtown. Examples of this include reducing the cost of land acquisition for developers and adopting a new zoning code for Downtown.

The CRA provides platforms, real and virtual, that support the implementation of the vision for Downtown. Examples of this include the www.downtownclearwater.com website and Second Century Studios.

The CRA creates and promotes a positive brand for Downtown. Examples of this include the public mural project and the new Downtown Clearwater logo.

Coordination with other plans and agencies
In addition to the projects and programs outlined in this Chapter, the CRA will coordinate with other City departments, County organizations and the Downtown Development Board to implement common goals from adopted plans. The Downtown Development Board has adopted a new strategic plan in 2018 with a focus on promoting Imagine Clearwater to leverage new investments in housing and businesses, promoting high tech jobs and creating a streamlined permitting process. The Planning and Development Department will update the City's Comprehensive Plan, administer Special Area Plans, like the North Marina Master Plan, that are adjacent to the CRA and bike and pedestrian safety studies.

The Economic Development and Housing Department has identified economic development goals for downtown including creating a technology district to attract and retain software IT companies, creating a medical overlay to encourage new healthcare sector employment adjacent to the Morton Plant hospital and to update federally required housing plans to include a focus on workforce housing.

Forward Pinellas and PSTA will continue to participate in the implementation of an expanded regional transit system, trail network and arts amenities like the proposed Cultural Trail on Alternate 19/Myrtle Avenue.



FUNDING SOURCES

The planned improvements in the Downtown will require multiple funding sources. Each project has an identified source of funding, unless To Be Determined (TBD) is listed. Capital improvements and programs that are funded through the City's General Fund are verified and updated each year through the annual budget process. Community Redevelopment Agency funds are verified and updated each year through an annual budget adopted by the CRA Trustees. Grant programs, like SHIP, CDBG and HOME, are contingent on state and federal allocations on a yearly basis. Private investment includes the use of Public/Private partnerships, including P3 projects, that are used to share the cost of new or upgraded infrastructure between public and private entities. The City will continue to explore a variety of funding sources to offset the cost of redevelopment projects.

Table 4.1 summarizes funding sources that are identified in this chapter.

TAX INCREMENT REVENUE PROJECTIONS

Chapter 163, Part III, Florida Statutes, authorizes the County to approve the use of tax increment revenues for community redevelopment. According to the statute, the assessed valuation of the parcels noted on a certified tax roll within the CRA is "frozen" as of a specified date; after this base year, all future increase in tax revenues may be used by the CRA for approved redevelopment projects. The County has approved the majority of the 2018 Clearwater Downtown Redevelopment Plan. The CRA will submit a comprehensive TIF report with a request for the extension of the

Table 4.1. Funding Sources

Name of Funding Source	Funding Entity	Likelihood of Funding Availability [1=Strong, 2=Moderate, 3=Limited]
General Fund	City of Clearwater unrestricted tax dollars	1
Enterprise Funds (Parking, Gas, Solid Waste, Water/Sewer, Stormwater, Special Program	City of Clearwater restricted tax dollars	1
Pinellas for Pinellas	Sales Tax	2
CRA TIF	Designated City tax increment funds from the CRA district	1
County TIF	Designated County tax increment funds from the CRA district	1
Downtown Development Board	Designated City tax funds from the DDB district	1
HOME/SHIP/CDBG	Federal and State program funds	2
Forward Pinellas	County tax dollars	2
Pinellas Suncoast Transit Authority	Tax dollars generated through a special district, fares	3
Grants	This is funding from a variety of public and non-profit sources that is typically limited to a specific project or program	3
Private Investment	Funds from non-governmental entities	2

County's portion of the TIF in October 2018. TIF funding is the primary source of CRA revenue for its operations and redevelopment projects.

There are two sets of TIF projections – the original CRA area established in 1981 and the expanded area established in 2004. The CRA collects 95% of the total tax roll valuation that is generated above the base year amount from the City and the County. The City's portion has been adjusted for senior exemptions. For the purposes of this plan, we have not included the Downtown Development Board's (DDB) contribution since the CRA merely acts as a pass through entity for the funds and the DDB members are elected and adopt their

own budget. Table 4.2 illustrates the tax revenues from the base year of the CRA, at the time of the 2004 plan, the 2018 projections and the 2023 projections assuming no change in the millage rate and a 3% increase in property values.

The years 2019-2023 will include the start of several significant projects including the implementation of the Imagine Clearwater, two large housing developments, the Festival Market in the Downtown Gateway district and Pinellas Trail improvements. We anticipate that tax revenue may increase greater than 3% annually as those large public improvements are substantially underway. However, there are still significant

Table 4.2. TIF Projections

CRA Base Year Tax Roll Valuation		1981 CRA Area	2004 CRA Area			
		\$84,658,490	\$88,234,600			
Year	Total Tax Roll Valuation	City TIF Contribution "Original" Area	City TIF Contribution "Expanded" Area	County TIF Contribution "Old" Area	County TIF Contribution "New" Area	Total
2004	\$157,877,040	\$421,226	\$4,157	\$421,397	\$4,437	\$851,217
2018	\$475,989,561	\$1,402,091	\$80,751	\$1,457,704	\$85,374	\$3,025,922
2023	\$551,802,357					\$3,539,858

challenges, outlined in Chapter 3, that will need to be addressed that will require maintaining the full contribution of the City and County TIF revenues.

INCENTIVES

The City of Clearwater and Community Redevelopment Agency offer a variety of incentive programs to reduce the cost of redevelopment and establishing new businesses in Downtown Clearwater. Qualifying for an incentive is a competitive process and each program has unique guidelines. Potential applicants are strongly encouraged to contact the City/CRA early in their decision process to determine which incentive program could work for their idea.

Planning and Development Department Incentives

Relationship of the Downtown Plan to Community Development Code

The strongest incentive a city can offer to private development is a zoning code and design standards that support the adopted vision for

redevelopment to reduce risk and increase predictability to redevelopment projects. In 2018, Clearwater will update the downtown zoning regulations to better align with the goals and objectives of this Plan. In addition to the Clearwater Comprehensive Plan, the Downtown Plan is the official statement of policy regarding the Downtown's use of land. All development of land, both public and private, undertaken within the Downtown shall be consistent with and further the goals of the Plan. All new or amended development regulations for Downtown shall be consistent with and further the goals of this Plan. The Plan establishes development potential and height for each character district that will govern all redevelopment activity. This Plan considers additional development potential through two tools - Transfer of Development Rights and the Public Amenities Incentive Pool – that may be used to increase the development potential in excess of the amount specified in the Character District upon a determination that the increase is consistent with and furthers the goals of this Plan.



Public Amenities Incentive Pool

Purpose

To overcome the numerous constraints affecting redevelopment, the Downtown Plan establishes the Public Amenities Incentive Pool to provide an opportunity for the private sector to gain additional development potential while assisting the public to achieve its redevelopment goals for Downtown Clearwater.

Eligible Amenities

All property within the Downtown Plan boundaries will be eligible to use the Public Amenities Incentive Pool. Allocations from the Pool will be available to projects that provide one or more improvements and/or fees in-lieu of certain improvements that provide a direct benefit to Downtown revitalization. The allocation of increased density or intensity through the Pool shall be at the discretion of the City as determined through the Community Development Code site plan review process. The types of amenities eligible for density/intensity bonuses may include, but are not limited to:

- Residential uses in the Downtown Plan area;
- Ground floor retail in the Downtown Plan area;
- Uses in particular locations and/or mixed use projects that further the Plan's major redevelopment goals and character district vision;
- Day care facility;
- Portion of project reserved for Affordable Housing;
- Significant Public Space on site;
- Public Art on site;
- Preservation of a historic building to the Secretary of Interior's Standards;

- Construction of public parking on site;
- Cultural or Performing Arts Facility on site;
- Contributions to Master Streetscape and Wayfinding Plan;
- Contributions to Imagine Clearwater or Station Square Master Plan;
- Contributions to Pinellas Trail or connector trails;
- Contributions to public parking facility; or
- As determined by the City Council.

Amount of Development Potential in Pool

The amount of floor area and dwelling units available in the Pool is created by the difference between the development potential allowed by the sum of the potential prescribed by the 2018 Clearwater Downtown Redevelopment Plan and the underlying land use categories of areas not governed by one of these Plans as compared to the development potential permitted in this Plan. As of July 2018, there are 2,088 residential units available and 2,095,667 square feet of floor area available.

If either the total number of dwelling units or non-residential square feet available in the Pool is substantially or completely allocated, the City shall determine whether or not to allow a conversion of all or part of the remaining potential between dwelling units and non-residential floor area. In its sole discretion, the City shall establish the conversion methodology. When all the development potential in the Pool has been allocated, the Pool will cease to exist. Upon the Pool's termination, the only tool to increase density and intensity that will remain available is the use of Transfer of Development Rights.

If the Pool is completely allocated during the valid term of this Plan, the City may elect to study alternatives to replenish the Pool. The alternatives studied may include, but are not limited to, a reduction in all or parts of this Downtown Plan area to create development potential or an evaluation of available facility capacity which would facilitate increased development potential in all or parts of the Downtown Plan area. It is recognized that replenishing the Incentives Pool may require review by Forward Pinellas and the Board of County Commissioners in their capacity as the Countywide Planning Authority.

Pool Allocation Process

The allocation of additional density/intensity shall be made in conjunction with a site plan application reviewed by the Community Development Board (CDB) through a process defined in the Community Development Code. The CDB will be responsible for ensuring that all projects utilizing the Pool meet the goals, objectives and policies of the Plan and is in keeping with the vision established for the character district in which the project is located. The CDB may consider granting an increase in the maximum building height specified in a character district if the developer of a site plan application provides a major public amenity as defined in the Community Development Code, and the increase in height does not exceed 20% of the maximum permitted height or a minimum of ten feet. Development potential obtained through the Pool shall not be transferred to any other site under any circumstance.

Transfer of Development Rights (TDRs)

Property owners with extra density or floor area ratio (FAR) available from a project within the Downtown Plan area may be permitted to convey the development rights of the non-used area development potential by deed, easement or other legal instrument authorized by the City to another project within the Downtown Plan area that requests an increase above the maximum permitted development potential. TDRs cannot be used as a means to exceed the maximum building heights.

Please visit the Planning and Development Department's website at www.myclearwater.com to learn more about these programs.

Economic Development and Housing Incentives

The Economic Development and Housing Department manages a wide range of federal, state and local funding that support environmental remediation, affordable housing and job creation. Programs include:

- Qualified Target Industry (QTI) Tax Refund
- Economic Development Ad Valorem Tax Exemption
- Incumbent Worker Training (IWT)
- Florida Flex
- Brownfields Incentives
- HUBZone Program
- Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), State Housing Initiatives Partnership (SHIP) Program

Please visit the Economic Development & Housing Department's website at www.myclearwater.com to learn more about these programs.

Engineering Department Incentives

Redevelopment projects in the Prospect Park character district are eligible to buy into a regional stormwater pond instead of providing on site detention. The buy in fees vary according to project size.

Please visit the Engineering Department's website at www.myclearwater.com to learn more about these programs.

Community Redevelopment Agency Incentives

The CRA is a tax increment financed district. The agency can offer a variety of incentives depending on the project size and type within state regulations. The CRA can participate in land acquisition, the payment of impact fees, façade improvement grants and the extension or provision of infrastructure for public utilities. Additional public infrastructure projects include streetscape improvements, public art, park improvements and parking garages. CRAs are established because the current property values and environmental conditions in the area hinder private investment. Incentives are designed for catalytic investments that help prove the area is capable of increased private investment. They can also help a business or developer "close the gap" in their financial ability to meet the goals of this Plan.



When considering providing an incentive the CRA will consider the following questions:

- Is the proposed incentive compliant with federal, state and local laws?
- Is the proposed incentive aligned with the Vision and Goals of the 2018 Downtown Redevelopment Plan?
- Has the private sector attempted to implement this project without an incentive?
- What is the expected return on investment from a financial and public benefit perspective?
- Does the site/building under consideration have adequate access to the required public infrastructure and/or public utilities to support the proposed use?

The CRA currently offers a façade grant program that will match dollar for dollar up to 50% of the total costs for renovating a façade in the CRA in accordance with the provisions of the Downtown design standards. There is also a sidewalk café furniture grant program that provides up to \$2,500 towards the cost of outdoor furniture. Please visit the CRA’s website at www.downtownclearwater.com to learn more about these programs.

CAPITAL IMPROVEMENT PROGRAM AND POLICY IMPLEMENTATION PROJECTS

A table of capital improvement projects and policy implementation programs has been created for the entire plan area and each character district. Table 4.4 lists activities that will happen throughout the entire downtown. There is a table for each character district, Tables 4.5 through 4.9, for projects and programs that will occur exclusively in that district. When there is a direct connection between a goal or objective in Chapter 3 and a capital improvement project or program that connection is documented by including the goal/objective number next to the item. For example, “Implement a bike share program (O.2F)” refers to Objective 2F: Provide safer and more convenient bike facilities, including a bike share program under the Accessibility Goals in the downtown plan.

The table includes a brief description of the Project/Action, the project lead, the total cost, the funding source and the year(s) when the action will take place. Some projects and programs will span more than one year. The table for the entire downtown area is organized by policy recommendations in housing, transportation, community engagement, public safety, economic development and infrastructure.

The character district tables are organized by the goals adopted in Chapter 3 including the People, Accessibility, Amenity and Urban Design goals. This organizing framework ensures that the City’s implementation actions are aligned with the adopted goals, policies and objectives of the Plan. This plan has a ten-year horizon with a detailed

five-year action plan. Table 4.3 summarizes the total public investment in plan implementation identified at the time of Plan publication. County TIF funds are restricted to Capital Improvement Projects.

Table 4.3. Funding Totals

Funding Total for all Projects and Programs 2018 - 2023	
Total Public Investment	\$82,639,000
CRA TIF Funds	\$12,155,000
County TIF Funds	\$6,650,000

Table 4.4. Downtown Area Implementation

Downtown Redevelopment Area									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Special Events Equipment	Parks and Recreation	\$170,000	Special Program Fund		X	X	X	X	X
New Sidewalk Construction	Engineering	\$450,000	Penny for Pinellas	X	X	X			
Replace Downtown Trash Cans	Solid Waste	\$300,000	Solid Waste/Recycling	X	X	X	X	X	X
Enlarge and New Water/Sewer Pipelines	Public Utilities	\$2,000,000	Water/Sewer Fund		X	X	X		
Wayfinding in CRA Area (O.2C)	Planning; CRA; Engineering	\$500,000	CRA; County TIF	X	X				
Expanded High Pressure Gas Lines	Gas System	TBD	Gas Fund		X	X	X	X	
Policy Implementation: Housing									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Conduct a housing market analysis to determine which housing products are in high demand/low supply in Downtown	CRA; Economic Development and Housing	\$25,000	CRA	X	X				
Conduct an employer survey of housing needs	CRA; Economic Development and Housing	\$25,000	CRA	X	X				
Identify existing duplexes worth rehabilitating for low income housing (Housing Strategy 3)	Economic Development and Housing; CRA	N/A	N/A				X	X	
Update the HUD Consolidated Plan to address Housing Policies 1, 2, 4 and 11	Economic Development and Housing	N/A	N/A			X			
Update the Local Housing Assistance Plan to address Housing Policies 1, 2, 4 and 11	Economic Development and Housing	N/A	N/A				X		
Research feasibility of relaxing underwriting standards (Housing Policy 2)	Economic Development and Housing	N/A	N/A		X				
Coordinate on land acquisition and RFP issuances for multi-family redevelopment projects to incorporate workforce housing	CRA; Economic Development and Housing	TBD	HOME; CDBG; SHIP; CRA; County TIF	X	X	X	X	X	X
Continue to work with private developers to rehabilitate and construct affordable housing (Housing Strategies 1 and 2)	Economic Development and Housing	\$100,000	SHIP; CDBG; HOME	X	X	X	X	X	X
Provide a designated staff person to serve on the Homeless Leadership Board and coordinate with local agencies on how best to care for the homeless population (Housing Policies 13 and 14)	Economic Development and Housing	N/A	General Fund	X	X	X	X	X	X

Table 4.4. Downtown Area Implementation, con't

Downtown Redevelopment Area									
Policy Implementation: Transportation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Coordinate with all transportation service providers on infrastructure and program improvements including the water taxi, trolley, bus system, rail, elevated transit, bike share and others (Accessibility Goal)	Planning; CRA; Engineering; PSTA; Forward Pinellas; TBARTA	N/A	CRA	X	X	X	X	X	X
Conduct a parking needs analysis (P.3)	CRA; Engineering	\$50,000	CRA; Parking Fund	X					
Update the Master Streetscape Plan (Accessibility Goal O.2C)	Planning; CRA	\$100,000	CRA		X	X			
Coordinate with Forward Pinellas to implement a bike share program (O.2F)	Planning; Forward Pinellas; CRA	\$250,000	CRA; General Fund; Forward Pinellas		X	X	X	X	X
Develop a bicycle parking plan and incorporate bicycle parking into streetscape standards and site plan review. Install additional bicycle parking in Downtown (Downtown Policy 5)	Planning; CRA	\$50,000	General Fund; CRA		X	X	X		
Redesign and construct Ft. Harrison as a Complete Street (Accessibility Goal O.2B)	Planning; CRA; Engineering	\$1,000,000	\$250,000 design CDBG funds; CRA, County TIF & General Fund for Construction		X	X	X		
Study how to reduce barriers to private transportation service for on demand mobility (Accessibility Goal)	Planning; CRA; Engineering; PSTA	N/A	N/A	X	X				
Policy Implementation: Community Engagement									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Provide annual funding for public art projects (O.3F)	CRA; Parks and Recreation	\$1,250,000	CRA; General Fund		X	X	X	X	X
The City and CRA will continue to partner with and promote groups and programs that create and provide public art (Downtown Policy 15)	CRA; Parks and Recreation	\$500,000	CRA; County TIF; General Fund	X	X	X	X	X	X
The CRA will create a placemaking strategy to activate key public spaces in Downtown to engage the community on a regular basis (Amenity Goal O.3G)	CRA	\$250,000	CRA	X	X	X	X	X	X
The CRA will meet with Downtown neighborhood associations on a regular basis (Downtown Policy 25)	CRA	N/A	N/A	X	X	X	X	X	X
Provide activities and events on a monthly basis in parks, plazas and recreational area. Create events, like El Dia Del Nino, that celebrate unique features of Downtown neighborhoods (O.1H, O.1J)	Parks and Recreation	\$250,000	General Fund; CRA; DDB	X	X	X	X	X	X

Table 4.4. Downtown Area Implementation, con't

Downtown Redevelopment Area									
Policy Implementation: Public Safety									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Conduct a monthly review of properties that require a higher level of police service and follow the nuisance abatement process (Downtown Policy 28)	Police	N/A	N/A	X	X	X	X	X	X
Attend neighborhood association meetings and meet with city departments as needed to address code complaints (Downtown Policy 29)	Planning; Police	N/A	N/A	X	X	X	X	X	X
Continue CRA Interlocal agreement with Police to provide community policing services, including officers on bicycles, in Downtown (Downtown Policy 30)	CRA; Police	\$1,200,000	CRA	X	X	X	X	X	X
Policy Implementation: Economic Development									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Survey property owners to determine the best incentives for building improvements to support intensive office uses including IT/software, finance and insurance, professional and data management, analytics and services (Downtown Policy 8)	CRA; Economic Development and Housing	\$10,000	CRA		X	X			
Develop targeted marketing campaigns to attract new residents, visitors and businesses to Downtown	CRA; Economic Development and Housing	\$150,000	CRA		X	X	X		
Research how to connect with all types of sports tourism audiences to bring them Downtown	CRA; Parks and Recreation	N/A	N/A		X	X	X	X	
Create a Downtown Communications plan	CRA; Public Communications	\$25,000	CRA		X				
Establish a bike/ped/transit Cultural Trail in coordination with all 24 cities in Pinellas County and the larger region	CRA; Parks and Recreation; Forward Pinellas; Creative Pinellas	\$25,000	CRA		X	X			
Attract a cultural institution to serve as an anchor tenant	CRA	\$50,000	CRA		X	X	X	X	

Table 4.4. Downtown Area Implementation, con't

Downtown Redevelopment Area									
Policy Implementation: Infrastructure									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Plant shade trees on an annual basis (O.4E)	Parks and Recreation	\$10,000	Tree Fund	X	X	X	X	X	X
Conduct a public utilities study to determine water and sewer capacity in Downtown	Public Utilities	N/A	N/A	X	X	X			
Study how fire codes are impacting the redevelopment of historic commercial sites	Fire	N/A	N/A	X	X				
Study how to expand recycling services for multi-family residential developments	Solid Waste	N/A	N/A		X	X			
Implement a pilot project to showcase how solar panels can work on parking structures (Downtown Policy 14)	Planning; CRA; Engineering	TBD	General Fund; CRA			X			
Provide an assessment of the existing public utility infrastructure in Downtown and the system's ability to support a variety of land uses	Public Utilities; CRA	N/A	N/A		X				

Table 4.5. Downtown Core Implementation

Downtown Core District									
People Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Renovate the Library's facade on Osceola to create a pedestrian friendly experience (O.1C)	Library	\$2,000,000	General Fund; CRA	X	X				
Clearwater Harbor Marina Maintenance and Attenuation Project (O.1H)	Marine and Aviation	\$800,000	Clearwater Harbor Marina Fund	X	X	X	X	X	X
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Establish a timeline for the demolition of the Harborview Center (P.1)	City Manager	TBD	General Fund	X	X				
Coordinate with Pinellas County to build a joint use administrative and/or transportation facility in Downtown (O.1A)	City Manager	\$100,000	General Fund	X	X	X			
Establish a timeline for the demolition of City Hall and redevelopment of the site (O.1B)	City Manager	TBD	General Fund	X	X				
Update the zoning code to provide form based codes and context sensitive street design standards (O.1C, O.1E-G)	Planning and Development	N/A	General Fund	X					
Conduct a targeted marketing campaign to attract office intensive businesses to downtown (O.1D)	Economic Development & Housing	\$25,000	General Fund; CRA		X	X	X	X	X
Determine the best use for Fire Station 45 as a redevelopment site	City Manager; CRA; Economic Development	N/A	N/A		X				
Accessibility Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Design and Construct Downtown Streetscaping (O.2B, O.2C)	Engineering	\$4,000,000	Penny for Pinellas III; County TIF	X	X				
Build Downtown Parking Garage (O.2M)	Engineering	\$10,500,000	Parking Fund						X
Design and Construct Pinellas Trail Improvements	Pinellas County; Parks and Recreation	\$500,000	County TIF; CRA		X	X			

Table 4.5. Downtown Core Implementation, con't

Downtown Core District									
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Design Downtown Intermodal Facility (O.2J, O.2N)	Engineering; CRA; PSTA	\$500,000	PSTA; CRA; County TIF			X	X		
Building a pedestrian and bicyclist friendly crossing at Court and Chestnut (P.7)	Engineering	TBD	TBD						X
Conduct and implement a bike/ped safety study (O.G and O.2I)	Planning	\$150,000	General Fund			X			
Work with the County to create a comprehensive transit plan (O.2J and O.2O)	Planning; CRA	\$100,000	CRA; Forward Pinellas; PSTA		X				
Design dedicated ferry landings (O.2K)	Marine and Aviation	\$50,000	Marine and Aviation Fund		X				
Amenity Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Library Maker Space Maintenance and Upgrade (O.3D)	Library	\$204,000	General Fund	X	X	X	X	X	X
Imagine Clearwater: Waterfront/Bluff Master Plan (O.3A, O.3B)	City Manager	\$5,000,000	Penny for Pinellas III	X	X	X	X		
Imagine Clearwater: Future Phases (O.3C, O.3E, O.3G)	City Manager	\$8,000,000	Penny for Pinellas IV			X	X		
Station Square Improvements	CRA	\$500,000	CRA; County TIF		X	X			
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Establish a non-profit Imagine Clearwater Conservancy (O.3A)	City Manager	N/A	General Fund	X	X	X			
Update the Imagine Clearwater Phasing Plan	City Manager	N/A	N/A	X	X				
Urban Design Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Commission a signature art project for the Gateway bridge	CRA	\$500,000	CRA; grant funds		X	X			
Construct new City Hall building (O.1B)	City Manager	\$5,000,000	Penny for Pinellas IV						X

Table 4.6. Downtown Core Implementation, con't

Downtown Core District									
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Establish and utilize design standards and Character District requirements to ensure that development projects enhance the built environment (O.4B)	Planning	N/A	General Fund	X					
Develop a plan that identifies street frontages and context sensitive development standards to create a livable and vibrant Downtown (O.4C)	Planning	N/A	General Fund	X					
Determine eligibility of downtown properties for historic preservation tax freeze (O.4D)	Planning; CRA	N/A	N/A		X	X			
Expand Facade Incentive grant program (O.4D)	CRA	\$1,000,000	CRA	X	X	X	X	X	

Table 4.6. Old Bay Implementation

Old Bay District									
People Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Seminole Boat Launch Maintenance (P.11)	Marine and Aviation	\$40,000	General Fund		X	X	X	X	
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Amend the Future Land Use Map and Zoning Atlas to designate parcels in the Old Bay expansion area Central Business District (CBD) and Downtown (D) District (P.1)	Planning	N/A	General Fund	X					
Establish a building renovation assistance program (e.g., low-interest loans or grants) to revitalize and retain the older housing stock in the District (P.4)	Economic Development	\$500,000	CDBG; HOME; SHIP		X	X	X	X	X
Facilitate the development of affordable live/work bungalows with maker's shops, galleries, and restaurant startups through marketing new zoning standards (P.15)	Economic Development	\$25,000	General Fund		X	X	X	X	X
Accessibility Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Construct Trail Upgrades (P.9)	Parks and Recreation	TBD	TBD			X			
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Design trail connections from Pinellas Trail to the Seminole Boat Ramp (P.9)	Parks and Recreation	\$25,000	General Fund		X				
Coordinate with PSTA to locate new shelters and services (P.5)	Planning	N/A	N/A		X				
Amenity Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Seminole Boat Launch Improvements (P.11)	Marine and Aviation	\$5,000,000	Penny for Pinellas III	X	X	X			

Table 4.6. Old Bay Implementation, con't

Old Bay District									
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Support the continuation of the Francis Wilson Playhouse (P.12)	Parks and Recreation	TBD	General Fund	X	X	X	X	X	X
Program with the waterfront in accordance with the North Marina Area Master Plan (P.11)	Marina and Aviation	TBD	General Fund		X	X	X	X	X
Coordinate with Pinellas County Schools to explore options to repurpose the North Ward School (P.14)	Economic Development and Housing	N/A	N/A	X	X				
Urban Design Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Acquire North Ward School for public/private redevelopment	Economic Development and Housing	\$1,200,000	TBD	X	X				
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Conduct an updated historic survey to identify potential contributing structures to a historic district within the District (P.2)	Planning	\$75,000	CDBG; General Fund; SHPO	X	X				
Pursue historic designation of the North Ward School (P.3)	Planning	TBD	CDBG/General Fund	X					
Expand Facade Loan Program	Economic Development and Housing	\$500,000	CDBG		X	X	X	X	X

Table 4.7. South Gateway Implementation

South Gateway District									
Accessibility Goal									
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Create marketing materials and signage that promote the use of the Druid Trail and Pinellas Trail (P.2-3)	Parks and Recreation in coordination with Pinellas County	\$25,000	General Fund		X	X			

Table 4.8. Prospect Lake Implementation

Prospect Lake District									
People Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Land acquisition for housing redevelopment (O.1G)	CRA; Economic Development and Housing	\$3,000,000	CRA; RLF; County TIF		X	X	X	X	X
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Amend the Future Land Use Map and Zoning Atlas to designate all parcels in the Prospect Lake Character District as Central Business District (CBD) and Downtown (D) District consistent with the remainder of the properties in Prospect Lake (P.6)	Planning	N/A	General Fund	X					
Issues RFPs for the redevelopment of CRA owned sites to build housing and/or mixed use developments (O.1G)	CRA	\$15,000	CRA	X	X				
Accessibility Goal									
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Explore and design options to centrally locate parking to serve the District's commercial uses as infrastructure (P.2)	CRA; Engineering	TBD	CRA; Parking Fund	X	X				
The City will coordinate with FDOT to ensure future designs of Alt. US 19/Myrtle Avenue will incorporate complete streets designs (P.4)	Planning; Engineering	N/A	N/A	X	X	X	X	X	X
Amenity Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Building improvements for 111 S. MLK Jr. site to support a restaurant use	CRA	\$500,000	CRA		X	X			
Land acquisition for parks, plazas and other public amenities (O.3G)	CRA	\$1,000,000	CRA		X	X	X	X	
Design and build a Neighborhood Art Park	CRA	\$750,000	CRA; County TIF		X	X			

Table 4.8. Prospect Lake Implementation, con't

Prospect Lake District									
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Survey property owners to develop a retail/office incentive strategy (O.1D)	CRA	\$10,000	CRA		X				
Recruit a restaurant and/or retail use to activate the City owned 111 S. MLK Jr. site (O.3G)	CRA	\$10,000	CRA	X	X				
Urban Design Goal									
Policy Implementation									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Expand Facade Grant Program to include eligible commercial properties in the Prospect Lake District (P.3)	CRA	N/A		X					.
Fund facade grant improvements for commercial buildings (P.3)	CRA	\$250,000	CRA		X	X	X	X	X

Table 4.9. Downtown Gateway Implementation

Downtown Gateway District									
People Goal									
Capital Improvement Projects									
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Amend the Future Land Use Map and Zoning Atlas to designate all parcels in the Prospect Lake Character District as Central Business District (CBD) and Downtown (D) District consistent with the remainder of the properties in Prospect Lake (P.8)	Planning	N/A	General Fund	X					
Incorporate workforce housing into redevelopment projects (P.3)	Economic Development and Housing	\$1,000,000	CDBG; SHIP; HOME; NSP3		X	X	X	X	X
Update Downtown Gateway Implementation Plan	CRA	\$25,000	CRA		X				
Accessibility Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Cleveland Streetscape Phase III	Engineering	\$11,000,000	General Fund; CRA	X	X				
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Connect Jolley Trolley to Downtown Gateway	Planning	TBD	TBD		X	X			
Amenity Goal									
Capital Improvement Projects									
Project Title	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Festival Core(P.6)	CRA	\$1 million	CRA; County TIF		X	X			
Stevenson Creek Greenway Trail (P.5)	CRA; Parks and Recreation; Engineering	\$8,800,000	CRA; Stormwater Utility Fund; County TIF				X	X	
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Support an annual community-led art project (P.7)	CRA	\$60,000	CRA	X	X	X	X	X	X
Urban Design Goal									
Policy Implementation									
Action	Project Lead	Total Cost	Funding Source	2018	2019	2020	2021	2022	2023+
Support the assembly of vacant and underutilized properties, as well as the demolition of deteriorated buildings to accommodate redevelopment projects (P.3)	CRA	\$2,000,000	CRA; County TIF	X	X	X	X	X	X

