



CLEARWATER DOWNTOWN DEVELOPMENT BOARD

August 1, 2018 – 5:30 PM - City Hall – 3rd Floor Council Chambers

AGENDA

1. Call to Order
2. Citizen Comments – Items Not on the Agenda
3. Approve the Minutes from the June 25, 2018 Special Meeting
4. Approve the Minutes from the July 11, 2018 Regular Monthly Meeting
5. Adopt June 2018 Financial Statement for Filing
6. Adopt Resolution 1-18 Adopting City of Clearwater Investment Policy Per Florida Statute Requirement – Monica Mitchell, City of Clearwater Finance Department Assistant Director
7. Approve CRA/DDB FY 2018-2019 Interlocal Agreement – Amanda Thompson, Community Redevelopment Agency (CRA) Director
8. Adopt Aggregate Millage Rate of 0.9700 mil for FY 2018-2019 and set public hearing dates on the budget for September 5, 2018 and September 10, 2018 – Anne Fogarty France, Downtown Manager
9. Finalize and Adopt FY 2018-2019 DDB Budget – Chairman Paris Morfopoulos
10. Adopt FY 2018-19 Work Plan – Amanda Thompson, CRA Director
11. CRA Updates – Amanda Thompson, CRA Director
12. Nominating Committee Report – Anne Fogarty France, Board Administrator
13. Chairman's Report – Chairman Paris Morfopoulos
14. Final Comments
15. Adjournment

CLEARWATER DOWNTOWN DEVELOPMENT BOARD MEETING
 June 25, 2018 – 5:30 PM – City Hall – 2nd Floor Meeting Room

Members Present:	Paris Morfopoulos Stu Sjouwerman Caitlein Jammo Thomas Wright Lina Teixeira Ray Cassano Venkat "Vincent" Devineni	Chairman Vice-Chairman Treasurer Member Member Member Member
Also Present:	David Allbritton Hoyt Hamilton Amanda Thompson Anne Fogarty France	Ex-officio Member/Councilmember Ex-officio Member/Councilmember CRA Director Board Administrator

1. Chairman Morfopoulos called the meeting to order at 5:35 p.m. He welcomed the Ex-officio councilmembers and asked the board and ex-officio councilmembers to introduce themselves.
2. Citizens Comments--Items not on the agenda.

None.

3. **Review of 1-Year Tactical Plans for Marketing, Business Assistance and Policy & Project goals** – Copies of the results from the May 22 collaboration were distributed. It was observed that Items 3 and 4 of tonight's agenda, Review of 1-Year Tactical Plans and Development of FY 2018-2019 Work Plan, could be combined; the board concurred, and discussion commenced.

Amanda Thompson, CRA Director, addressed the color-coding of various sections.

- Green - items on which the DDB can take action on.
- Yellow - items that need more information is needed.
- Red - items on which the DDB has no current input.

The items on the three spreadsheets had received the most votes at the collaboration.

Chairman Morfopoulos suggested the board review each item and decide if it was something the DDB can do and wants to do, and who on the DDB might be the contact person for each item. The board concurred.

Marketing 1-Year Tactical Plan

1.3. Plan a launch party. A launch party budget was discussed, with a temporary target of \$10,000 being agreed upon. Members Jammo and Wright agreed to be the champions.

2. Hire PR and marketing firms. Various points to promote in the downtown area were discussed.

2.1. and 2.2. Fund RFP and develop scope of services. The items were re-ordered, replacing each other. Members Wright and Sjouwerman agreed to be the champions and CRA Director Thompson agreed to follow up.

2.3. DDB hires and funds firm. A potential budget was discussed at \$35,000/year and members suggested sharing the cost with another agency. CRA Director Thompson agreed, and suggested

the DDB portion might be 20% with the CDP and Chamber of Commerce being asked to participate as well.

3.1. and 3.2. Review status of ULI action items and determine incomplete items to address. Members suggested it is the DDB's role to make recommendations, and that with a title revision to "Review ULI and make recommendations", the DDB could have the greatest impact. This item was originally the responsibility of the Assistant City Manager, but a new City "point man" should be identified, and October was agreed to be a reasonable target date for an update. The board concurred.

3.3. Review and provide recommendations for Imagine Clearwater implementation. Members Devineni and Cassano agreed to be the champions for 3.1 – 3.3.

Business Assistance 1-Year Tactical Plan

1.2. and 1.3. Court potential tenants for vacant storefronts and create campaign to attract tenants. Much discussion revolved around these items with incentives for tenants being discussed as well as potential tenants such as Trader Joe's, Mazzaro's Top Golf and Big Storm Brewery.

CRA Director Thompson noted the concern that the area's median income is approximately \$40,000 whereas many large companies require a median income of \$100,000+ before they'll consider a location.

Members agreed to the creation of a high-tech CEO council for companies in the downtown area. Working together, they could attract employees who would want to work and live in the downtown area.

In the end, a consensus was reached that the items would be renumbered as follows, and Member Cassano would be the DDB member to work with CRA staff.

- 1.1. Coordinate with PR campaign to attract tenants (Trader Joe's, Top Golf)
- 1.2. Court potential tenants for vacant storefronts.

2. Get programs in place with universities. The section was renumbered as follows:

- 2.1. Establish contact with SPC.
- 2.2. Establish contact with USF.
- 2.3. Coordinate with PR campaign to attract a university.

It was agreed that Member Sjouwerman would pursue his existing relationship with USF and Member Jammo would be the contact for SPC.

3. Develop high-tech job incentives – General discussion:

Member Sjouwerman noted that all floors in the Atrium building include tech companies. He also suggested a 'cluster of 20-ish options' in business and activity would inspire people to live nearer to their work.

3.1. and 3.2. Identify regulations for eligibility and identify incentives for tech incubators. These items were recognized as outside the DDB's authority. Member Sjouwerman agreed to continue to monitor.

3.3 and 3.4. Make collateral available and promote downtown tech corridor. Discussion continued regarding hosting concerns in the downtown area, creation of a high-tech council, and incentives to attract high-tech businesses and their employees.

A suggestion to enhance the Clearwater Downtown Partnership's (CDP's) yearly awards received positive comments, and members suggested the CDP Momentum Awards could become part of the campaign.

Member Teixeira noted that representation of the arts was growing in downtown, and a liaison with the CDP would be beneficial to identify areas of mutual cooperation. Member Teixeira and CRA Director Thompson are working with the Dali Museum on a virtual reality presentation (potentially for January – June 2019). Several items of discussion were raised: building a calendar of events around the exhibition to properly take advantage of the expenditure, fees to train staff and purchase the software and cost of promotions via social media, paper brochures and ads.

While the consensus was that many tasks in these items would fall to the PR and marketing plans, Members Devineni and Sjouwerman agreed to champion 3.3. and Members Jammo and Sjouwerman would champion 3.4.

Members suggested adding subsections 3.5 and 3.6 for creating a high-tech CEO Council and creating a liaison to the CDP with Members Sjouwerman and Teixeira being the champions.

Policy & Project 1-Year Tactical Plan

One-stop shop for downtown permitting. Members discussed the permitting process and the need for a 'fast track' permit process for potential downtown tenants. While the DDB is not involved in the city permitting process, Ex-officio Councilmember Hamilton suggested the DDB "stay involved and stay vocal".

Combining the four items was proposed, and re-wording was approved as follows:

- 1.1. Identify key complaints and advise on recommendations on how to correct and increase customer satisfaction. Member Teixeira agreed to be champion on this item.
- 1.2. Create budget for implementation. Members Teixeira and Jammo agreed to be champions.
- 1.3. Review the existing ordinance and make recommendations. Member Devineni agreed to be champion of this item.
- 1.4. Create campaign to educate public. Member Teixeira agreed to be champion.

Member Sjouwerman left the meeting at 7:00.

Strategy 2. Update the Downtown Development Board ordinances. Chairman Morfopoulos will be champion of this section.

4. Final Comments

Member Cassano said he feels a plan is so close, and it can all happen. It was re-stated that The Nolen is 80% occupied.

Member Teixeira was more comfortable with the definitions of terms and felt things were clearer now.

Chairman Morfopoulos felt the board had accomplished it's objective and thanked everyone for their commitment.

Member Wright requested the city set a date to see the Harborview Center gone.

Member Jammo also asked about a target date for the Harborview Center.

Ex-officio Councilmember Hamilton stated he felt they'd done a good job and thanked everyone for keeping the agenda moving.

Ex-officio Councilmember Allbritton re-stated Mr. Hamilton's comments and offered his confidence in the plans discussed.

5. The meeting was adjourned at 7:05 p.m.

CLEARWATER DOWNTOWN DEVELOPMENT BOARD MEETING
July 11, 2018 – 5:30 PM – City Hall – Council Chambers

Members Present:	Paris Morfopoulos Stu Sjouwerman Caitlein Jammo Thomas Wright Ray Cassano Venkat "Vincent" Devineni	Chairman Vice-Chairman Treasurer Member Member Member
Absent:	Lina Teixeira	Member
Also Present:	David Allbritton Hoyt Hamilton Amanda Thompson Anne Fogarty France	Ex-officio Member/Councilmember Ex-officio Member/Councilmember CRA Director Board Administrator

1. Chairman Morfopoulos called the meeting to order at 5:30 p.m. He welcomed everyone and asked the board and ex-officio members to introduce themselves.
2. Citizens Comments--Items not on the agenda.

There were none

3. Approve the Minutes from the June 6, 2018, meeting.

Member Wright moved to approve the minutes from the June 6, 2018, meeting. The motion was duly seconded, and, upon roll call, the vote was:

Ayes: Member Morfopoulos, Member Sjouwerman, Member Wright, Member Jammo, Member Cassano and Member Devineni.

Nays: None.

Motion carried.

4. Adopt May 2018 Financial Statement for Filing

Member Wright moved to adopt the May 2018 Financial Statement for filing. The motion was duly seconded. Upon roll call, the vote was:

Ayes: Member Morfopoulos, Member Wright, Member Jammo, Member Sjouwerman, Member Cassano and Member Devineni.

Nays: None.

Motion carried.

5. Second Reading – Approve funding of the Clearwater Arts Alliance – Clearwater Cultural Map Printing/Update Support in the amount of \$5,400 from the Future Downtown Initiatives line item. Roberta Klar was available for questions. Members questioned the difference in the request for this year and Ms. Klar explained they were asking for printing and design only, not distribution costs at this time.

The quantity of 20,000 maps was felt to be an excessive amount and members requested details wondering if there was a possibility that maps are not distributed. Ms. Klar stated that the last printing of 20,000 was available at 192 locations and lasted 18 months. The update would include new locations and ADA access information. Ms. Klar also announced that the Clearwater Arts Alliance was withdrawing their funding request for next fiscal year.

Member Wright moved to approved funding on second reading of the Clearwater Arts Alliance – Clearwater Cultural Map Printing/Update Support in the amount of \$5,400 from the Future Downtown Initiatives line item. The motion was duly seconded and upon roll call, the vote was:

Ayes: Member Wright, Member Jammo, Member Cassano and Member Devineni.

Nays: Member Morfopoulos and Member Sjouwerman.

Motion carried.

6. Budget discussion.

- a. Certification of Taxable Value Received from Pinellas County Property Appraiser. Chairman Morfopoulos stated that the DDB had an increase of over 20%, which was due to significant new construction including the Nolen and the Skyview.

Member Wright asked what that meant to the DDB. In discussion, Board Administrator France and CRA Director Thompson clarified that last year the ad valorem/property taxes were \$281,758 and this year the figure was \$342,497. CRA Director Thompson offered to provide the formula used to create the numbers.

- b. Funding Requests. Organizations requesting funds were advised that their 3-minute presentation time would be strictly followed and then board members may then ask questions of the presenters. Funding amounts will not be discussed at this meeting
 - (1) Fiscal Year 2017-2018 Report and Funding Request for Jolly Trolley North Coast Route / PSTA – Debbie Leous provided a brief PowerPoint presentation. Chairman Morfopoulos opened the item to questions and began by asking about ridership to downtown. Ms. Leous said while ridership increases 18.8% during spring break, there is currently no way to track which passengers disembark at which location but that is coming next year with auto-counters installed on every bus. Member Sjouwerman asked for a justification of 20% increase in the request, which Ms. Leous attributed to new equipment. Member Devineni asked about competition with the Clearwater Ferry; however, Ms. Leous pointed out the compliment of bus and trolley stops within a couple blocks of the ferry stops making it easy to walk between the two. Member Cassano requested information on the cost per trips; Ms. Leous quoted \$2.20 one-way and \$5.00 per day.

Board Administrator Fogarty France advised the board of a request from Santa and Suds 5K to move up on the agenda due to a scheduling conflict later in the evening; the board agreed to hear them immediately.

- (9) Santa and Suds 5K Race/Walk – Katherine Pederson and Pete Scalia presented this year's request. The family-friendly event is set for December 31, 2018, downtown from 4:00-7:00 p.m. with projected attendance of 300-600. Chairman Morfopoulos

opened the item to questions. Member Jammo asked about the increase in funding request, which appeared doubled from last year's \$5,000. It was clarified that the request is for \$7,000 with Board Administrator Fogarty France apologizing for the error.

- (2) Achieva Box Car Rally – Chelsey Wilson was present for questions. The event is scheduled for October 27, 2018 in 2019 it will be their 10th anniversary. Entry funds are used for classroom grants in the schools. Chairman Morfopoulos opened the item to questions and asked about the number of volunteers, which Ms. Wilson stated was 134 last year. This year they expect 2,500-3,000 spectators.
- (3) City of Clearwater Post-Event Reports/Clearwater Celebrates America, SeaBlues and Bay2Beach and Funding Request 2018 Clearwater Sea Blues Festival & Clearwater Celebrates America – Kris Koch stated that a full recap of the events (Clearwater Celebrates America, SeaBlues, and Bay2Beach) would be emailed to Board Administrator Fogarty France, and that their request is \$12,500, which is the same as last year for SeaBlues and Clearwater Celebrates America. Chairman Morfopoulos opened the item to questions; there were none.
- (4) Clearwater Jazz Downtown Party – Gary Hallas was present to talk about the event coming up in October, with the same funding request amount as last year. Chairman Morfopoulos opened the item to questions. Mr. Hallas estimated the impact of the Jazz Holiday event at possibly \$7-million overall, with the Wednesday night party bringing people to downtown, showing them what there is to stop for on the way to the shows. Chairman Morfopoulos asked about the number of people the Downtown Party brings to downtown; Mr. Hallas estimated 500-600.
- (5) Post-Event Report Downtown Clearwater Craft Beer & Music Fest – Jay Polglaze was present to report the success of the collaboration with Dunedin House of Beer that represented over 50 brewers and brought 5,000 to the event. CRA Director Thompson commented on the pre-event 'match' of brewers with downtown property owners, and Mr. Polglaze stated that input from the previous year had resulted in a larger child-friendly area with including a rock wall. Chairman Morfopoulos opened the item to questions; there were none. Mr. Polglaze thanked the board for their sponsorship.
- (6) Downtown Clearwater Merchants Association (DCMA) Yearly Events – Carolyn Bradham was present to review last year's events and answer questions about this year's funding request of \$15,000 which was the same as last year's request. Ms. Bradham stated that the DCMA was looking at new events to supplement the 600 block. The first art walk took place last month and had a good turn-out despite the weather. Chairman Morfopoulos opened the item to questions, and asked, if the funding was not approved, what events would be their priority, or would they just adjust their budget. Ms. Bradham deferred the question to Member Teixeira when she returns, commenting that DCMA would like to look for the events that needed the most funding and would also seek out new sponsors.

Chairman Morfopoulos asked which events DCMA felt were best attended; Ms. Bradham said Miracle on Cleveland Street was traditionally the most well-attended followed by Downtown Funk, Blast Fridays, and BBQ Block Party were big draws. Member Jammo noted that only \$10,000 of the \$15,000 funding from 2017 had been used. Ms. Bradham responded that all funding was budgeted and would be absolutely be used and was appreciated.

- (7) Festival Series including Blast Fridays, Miracle on Cleveland Street & Cruisin' at the Capitol – Brianna Hartigan noted that the new funding request of \$40,000 would cover the annual Miracle on Cleveland Street, five Blast Fridays, and two Cruisin' at the Cap events, all of which accounted for about 30,000 in attendance over last season; the hoped-for involvement of Harley Davidson next year should increase that. Chairman Morfopoulos opened the item to questions. Member Jammo commented on the amount of \$7,500 from last year's funding; Board Administrator Fogarty France clarified that payments are made quarterly and that will be distributed in June. Member Devineni noted that the requested amount had increased to \$40,000; Ms. Hartigan explained that the events being budgeted had increased from seven to eight and included a bike show which normally requires about \$15,000 extra funding.
- (8) Hooters Clearwater Super Boat National Championship Festival – Frank Chivas thanked the board for their support of eight years and noted that this year the parade would see the addition of the Polaris Slingshot and the Hooters NASCAR vehicle. Chairman Morfopoulos opened the item to questions; there were none. Chairman Morfopoulos commented that this was a significant event for the area, with a tight budget.
- (10) Clearwater Arts Alliance has withdrawn its application.

7. Set Minimum Reserves for FY 2018-2019 – Chairman Morfopoulos discussed the memo provided to the board in their packet. Member Wright commented that felt the reserves noted were excessive and should be left alone. He felt the increase was fiscally irresponsible and was raised only by formula not by need and Member Sjouwerman agreed. Chairman Morfopoulos rebutted, reasoning that the reserves were set aside for unforeseen issues or "remarkable opportunities" that require additional funding and increases are prudent. Discussion ensued on the sufficient amount of reserves.

Member Wright moved to set the reserves at \$75,000. The motion was duly seconded and upon roll call, the vote was:

Ayes: Member Sjouwerman, Member Wright, Member Jammo, Member Cassano, and Member Devineni.

Nays: Member Morfopoulos.

Motion carried.

8. DDB 2018-2019 Work Plan – CRA Director Thompson presented the updated work plan from the special meeting June 25, 2018, asking that board members peruse the new document as they will vote to adopt it at the August meeting.

Member Cassano noted two items of forward movement: (1) Trader Joe's had "acknowledged his communication", and (2) a "major hotel" that he is not yet at liberty to name, has contacted him about placement downtown, "specifically not on the beach". This would require some rezoning for entertainment, retail, etc., but it could mean new tourists, new employees and new residents.

Chairman Morfopoulos asked board members to review the requests for funding and prepare for the August meeting to commit funds. CRA Director Thompson noted that some items on the work plan showed two board member names as Champions and requested there be a division of labor, and that Board Administrator Fogarty France be the go-between for email distribution. Member

Cassano clarified that members may not email each other directly but must route communications through the Board Administrator; this was confirmed by Board Administrator Fogarty France.

There were no further questions or comments.

9. Appoint Nominating Committee for October 9, 2018 Election - Board Administrator Fogarty France stated that Members Jammo and Teixeira had been appointed, and that they and Member Wright would need to decide if they would be running. The nominating committee was designated as: Chairman Morfopoulos, Member Sjouwerman, Member Devineni and Member Cassano. The board members were asked to find interested parties who might run. Board Administrator Fogarty France said she would contact them and report at the next meeting, with the election set for October 9.
10. Chairman's Report – Chairman Morfopoulos announced the events occurring in July and that more information could be found at downtownclearwater.com

11. Final Comments

Member Cassano felt everything was going fine, and the future looked bright for downtown Clearwater.

Member Wright wondered when the Harborview Center would come down.

Member Sjouwerman commented that he is also a member of the Clearwater Downtown Partnership (CDP) and had noticed a \$13-million parking garage on the CRA budget. Downtown Clearwater is badly in need of more parking than the current 2,000 surface parking spaces. Where might the new parking garage be located? What are the options?

CRA Director Thompson stated that the options revolve around Imagine Clearwater taking the Harborview parking, which will need replaced, and the challenge will be to create parking opportunities. The current discussions include questions about building three smaller parking garages, or one large parking facility – possibly in the location of the bus station, with the intent to create a park and walk environment downtown for visitors

Member Sjouwerman suggested elevating the current Garden Avenue parking to increase it by 500 or more spaces; CRA Director Thompson commented that the cost could be prohibitive, although options included re-building on or building adjacent to that area. Challenges include looking ten plus years down the road to the kind of downtown we will have in the future, with plans for public transportation and residents who will drive less and walk more included, to avoid over-building.

Member Devineni suggested that not all events are equal, and he would like to see Clearwater focus more on the craft beer market to take some of the attention from Dunedin, who seems to have cornered the market.

Member Jammo said she was heartened by the round table.

Ex-officio Councilmember Hamilton commented that he's looking forward to the budget discussions as it is always a fun time of year.

Ex-officio Councilmember Allbritton agreed it was a lot of reading this time of year, especially with the budget and Imagine Clearwater.

Chairman Morfopoulos noted there are many criteria for funding these events, and, while the events are not all equal, deciding should be a simple matter based solely on "return on investment", meaning how many people will attend versus the amount required for the event. He preferred to fund the most cost effective first.

Member Cassano reiterated that Trader Joe's or a large hotel would bring thousands of people to downtown year after year, and felt the appropriate focus was on a permanent asset for downtown.

12. The meeting was adjourned at 6:57 p.m.

ITEM 5

1	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	T
2																		7/20/2018
3																		
4																		
5																		
6																		
7																		
70	Property Appraiser Fee																	
71	Total Fixed Payments																	
72																		
73	Total Expenditures																	
74																		
75	Revenues in Excess of Expenditures																	
76																		
77	Expenditures in Excess of Revenues																	
80																		
81	Beginning Fund Balance 10/1/2017																	
82																		
83	Minimum Reserves Approved by Board 7/12/2017																	
84																		
85	Cash in Bank as of 6/30/2018																	
	267,923																	

Downtown Development Board
Statement of Revenues & Expenditures
For the Period October 1 thru June 30, 2018

Resolution 01-18
CLEARWATER DOWNTOWN DEVELOPMENT BOARD
INVESTMENT POLICY
ADOPTED AUGUST 1, 2018

WHEREAS, the Clearwater Downtown Development Board ("DDB") is a special taxing district organized and operating pursuant to the ordinances and laws of the City of Clearwater; and

WHEREAS, Florida Statute §218.415 requires that the DDB adopt a written investment policy for any public funds in excess of the amounts needed to meet current expenses or limit its investments as provided in Florida Statute §218.415(17); and

WHEREAS, pursuant to an annual agreement between the DDB and the Community Redevelopment Agency of the City of Clearwater, DDB funds are maintained in the City of Clearwater's bank account and segregated for accounting purposes from the City of Clearwater's records as a separated, interest earning fund; and

WHEREAS, the City of Clearwater has adopted the City of Clearwater Investment Policy approved September 9, 2010 (the "Clearwater Investment Policy") in compliance with Florida Statute §218.415; and

WHEREAS, the members of the board of the DDB have reviewed the Clearwater Investment Policy; and

WHEREAS, the members of the board of the DDB have determined that it is in the best interest of the DDB that it adopt the Clearwater Investment Policy to the extent that it is applicable to the DDB funds maintained in the City of Clearwater's bank account.

It is now, therefore, resolved that

1. The above recitals are true and correct and incorporated herein.
2. This resolution shall apply to all DDB funds in excess of the amounts needed to meet current expenses.
3. To the extent applicable to DDB funds, the DDB adopts and approves the Clearwater Investment Policy.
4. The board members of the DDB shall review the Clearwater Investment Policy at least annually to determine whether the DDB should re-adopt the Clearwater Investment Policy. The annual review shall be made prior to entering into any agreement which provides for maintenance of the DDB's funds in the City of Clearwater bank accounts.
5. The board members of the DDB shall review the Clearwater Investment Policy any time there is a substantive change in the policy to determine whether the DDB should readopt the Clearwater Investment Policy.

Paris Morfopoulos/Chairman

Attest:

Stu Sjouwerman
Vice-Chairman

Anne Fogarty France
DDB Administrator

City of Clearwater, FL
Investment Policy
Approved September 9, 2010

(1) SCOPE

This statement of investment policy and guidelines applies to all investments of the City's pooled cash, which includes cash and investment balances of the following funds:

- General
- Special Revenue
- Debt Service
- Capital Projects
- Enterprise
- Internal Service Funds
- Fiduciary Funds

The policies set forth do not apply to the non-pooled cash investments of the Pension and Deferred Compensation Funds of the City of Clearwater, deposits for defeased debt, or assets under Bond Trust Indenture Agreements.

(2) INVESTMENT OBJECTIVES

- A. Safety of principal is regarded as the highest priority in the handling of investments for the City. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided.
- B. The City's investment strategy will provide sufficient liquidity to meet the City's operating, payroll and capital requirements. To accomplish this the portfolio will be "laddered" with monthly maturities except for those months in which significant Ad Valorem taxes are received. To the extent possible, the City will match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the City will not directly invest in securities maturing more than 15 years from the date of purchase. Also, unless specifically matched against a debt or obligation not more than 15% of the portfolio will have a maturity greater than 10 years.
- C. The City's investment portfolio shall be designed with the objective of attaining a

market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.

(3) PERFORMANCE MEASUREMENT

The benchmark yield for the operating portfolio will be the weighted average yield determined by using the following maturity distribution and the related U.S. Treasury yields. Treasury yields are considered the benchmark for riskless investment transactions and, therefore comprise a minimum standard for the operating portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with risk limitations identified herein.

Average Treasury Rates Percentage Distribution

Overnight rate	15%
3 month Treasury Bill rate	15%
6 month Treasury Bill rate	15%
1 year Treasury Bill rate	15%
3 year Treasury Note rate	15%
5 Year Treasury Note rate	15%
10 year Treasury Note rate	10%
Total	100%
Weighted average maturity of benchmark	2.46 years.

(4) PRUDENCE AND ETHICAL STANDARDS

The standard of prudence to be applied by the investment officer shall be the "Prudent Person" rule, which states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income derived." The "Prudent Person" rule shall be applied in

the context of managing the overall portfolio.

(5) AUTHORIZED INVESTMENTS

The City shall limit investments, as authorized in Florida Statutes to:

- a. Direct Federal Government obligations. Investments in this category would include but not be limited to the following: United States Treasury Bills, Notes and Bonds, and securities issued by the Small Business Administration, Government National Mortgage Association (Ginnie Mae), Veterans Administration, and Federal Housing Administration.
- b. Federal Agencies and instrumentalities. Investments in this category would include but not be limited to the following: obligations of the Federal Home Loan Banks System (FHLB) or its distinct banks, Financing Corporation (FICO), the Federal Farm Credit Bank, Federal National Mortgage Association (Fannie Mae), Federal Home Loan Mortgage Corporation (Freddie Mac), Student Loan Marketing Association (Sallie Mae), Financial Assistance Corporation and Federal Agriculture Mortgage Corporation (Farmer Mac).
- c. U.S. Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency.
- d. Interest-bearing time deposits or savings accounts, in a qualified Public Depository as defined in s. 280.02 Florida Statutes.
- e. Debt issued by the State of Florida or any political subdivision thereof including pools.
- f. Securities of, or other interests in, any open-end or closed-end management-type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided that the portfolio of such investment company or investment trust is limited to obligations of the

City of Clearwater - Investment Policy

United States Government or any agency or instrumentality thereof and to repurchase agreements fully collateralized by such United States Government obligations, and provided that such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian.

- g. Repurchase Agreements and reverse repurchase agreements collateralized by securities otherwise authorized in this policy.
- h. The Local Government Surplus Funds Trust Fund or any intergovernmental investing pool authorized pursuant to the Florida Interlocal Cooperation Act as provided in s. 163.01 Florida Statutes.
- i. Commercial paper of prime quality of the highest letter and numerical rating as provided for by at least one nationally recognized rating service.

(6) Maturity and Liquidity Requirements

- A. The City will maintain a forecast of expected cash outflows and inflows by major categories. For months that the outflows exceed inflows the City will have investments maturing that month in excess of the forecasted deficits.
- B. The City's intention is to keep the weighted average maturity to three years or less. Due to market conditions and cash needs the average maturity may temporarily be greater than three years but no greater than five years.

(7) Portfolio Composition, Risk and Diversification

Assets held shall be diversified to control risk of loss resulting from overconcentration of assets in a specific maturity, issuer, instrument, or dealer/broker, through which these instruments are bought and sold. The following maximum limits apply to the portfolio:

Maturity date	10%	Specific instrument	8%
Specific issuer	40%	Specific dealer/broker	33%
Commercial paper	25%	CMOs and REMIC	33%

City of Clearwater - Investment Policy

Diversification strategies within the established guidelines shall be reviewed and revised periodically as necessary by the Investment Committee.

(8) Authorized Investment Institutions and Dealers

- A. Banks - Certificates of deposit purchased under the authority of this policy will be purchased only from Qualified Public Depositories of the State of Florida as identified by the State Treasurer, in accordance with Chapter 280 of the State Statutes.
- B. Broker/Dealer Approvals and Limitations - Time, practicality, and general business constraints limit the number of investment relationships which can be managed on a regular basis. In most cases, normal investment activity will be limited to no more than ten dealer relationships. A broker/dealer list will be established by the Finance Director or designee. This list will be presented to the Investment Committee for approval. This list will be updated as needed and approved by the Investment Committee.

(9) Third-Party Custodial Agreements

All securities shall be held by a third party safekeeping company. All purchases by the City under this policy shall be purchased using the "delivery versus payment" procedure. For all purchases and sales of securities the third party custodial will require the approval of two individuals authorized by the Finance Director.

(10) Master Repurchase Agreement

All approved institutions and dealers transacting repurchase agreements shall be covered by a Master Repurchase Agreement. All repurchase agreement transactions shall adhere to the requirements of the Master Repurchase Agreement.

(11) Bid Requirements

After the Finance Director or designee has determined the appropriate maturity based on

City of Clearwater - Investment Policy

cash flow needs and market conditions and has selected one or more optimal type of investment, the security in question shall, when feasible and appropriate, be competitively bid. Competitive bids or offerings shall be received from at least three dealers/brokers on all sales or purchases except in situations where:

- A. The security involved is a "new issue" and can be purchased "at the auction".
- B. The security has a fixed "postal-scale" rate.
- C. The security involved is available through direct issue or private placement.
- D. The security involved is of particular special interest to the city and dealer competition could have an adverse impact with respect to the price and availability to the City.

It is also realized that in certain very limited cases the City will not be able to get three quotes on a certain security. For those cases the City will obtain current market prices from one of the following to determine if the transaction is in the City's best interest:

- 1. Bloomberg Information Delivery System.
- 2. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing.
- 3. Daily market pricing provided by the City's Custody Agent or their corresponding institution.

(12) Internal Controls

The Finance Director shall establish and monitor internal and procedural controls designed to protect the City's assets and ensure proper accounting and reporting of the transactions related thereto. The internal controls will be designed to prevent losses of funds which might arise from fraud, employee error, misrepresentations by third parties, or imprudent actions by employees of the City. All buy and sell communications with the third party safekeeping company will be signed by two individuals authorized to make investment decisions. The internal controls developed under this policy shall be reviewed by the independent auditors as a regular part of their audit of the City.

The Finance Director shall establish an Investment Committee that meets on a regular basis for the purpose of reviewing investment transactions, approving brokers/dealer changes and other investment activities. The Investment Committee members will be the

City of Clearwater - Investment Policy

Finance Director, Assistant Finance Director, Cash & Investment Manager and any other individual appointed by the Finance Director and confirmed by the City Manager.

(13) Reporting

The Finance Director or designee shall report on at least an annual basis the following information on the City's investments:

- A. Securities by class/type.
- B. Book Value
- C. Market Value
- D. Income Earned

(14) Continuing Education

The members of the investment committee will complete no less than 8 hours of continuing educational opportunities on investment practices each fiscal year. The members of the investment committee will have sufficient knowledge and education to invest in any and all of the securities listed above.

INTERLOCAL AGREEMENT

This Interlocal Agreement is made and entered into this ____ day of _____, 2018, by and between the Community Redevelopment Agency of the City of Clearwater, Florida (CRA), a redevelopment agency established pursuant to law, and the Downtown Development Board (DDB), a special district organized and operating pursuant to the ordinances and laws of the City of Clearwater.

WHEREAS, Florida Statutes 163.387 requires all taxing authorities to make an annual appropriation in an amount equal to the incremental increase in the ad valorem revenue within the CRA area; and

WHEREAS, the DDB is a taxing authority within the meaning of the statute; and

WHEREAS, the CRA and the DDB in the spirit of cooperation desire to offer the downtown constituents the opportunity to utilize more efficiently the public dollars collected for each entity; and

WHEREAS, the CRA and the DDB have a special obligation to ensure wise and sound administration of the programs; and

WHEREAS, the CRA and the DDB desire to enter into an Interlocal Agreement outlining the scope of services and responsibilities of the parties; and

WHEREAS, the CRA and the DDB wish to enter into an Interlocal Agreement pursuant to Florida Statues 163.01, in which the DDB agrees to perform certain responsibilities and functions consistent with and in furtherance of the Downtown Redevelopment Plan, in return for an amount equal to the difference between the increment payment of \$274,651.00 and the \$71,026.00 the DDB pays the CRA for administration.

NOW THEREFORE, in consideration of the covenants made by each party to the other and of the mutual advantages realized by the parties hereto, the DDB and the CRA agree as follows:

Section 1. Term. The term of this Interlocal Agreement will be October 1, 2018, through September 30, 2019.

Section 2. Intent. It is the intent of the parties that the moneys paid to the CRA by the DDB pursuant to Florida Statute section 163.387, commonly referred to as the tax increment payment, be used to advance the goals and objectives of the Downtown Redevelopment Plan. The CRA shall retain \$71,026.00 to offset the cost of administration of the DDB as further described herein. The remaining money shall be returned to the DDB by the CRA in exchange for performance of certain responsibilities and functions by the DDB consistent with and in furtherance of the Downtown Redevelopment Plan.

Section 3. Responsibilities of the DDB. The DDB will promote, facilitate and support activities that sustain, promote and advance downtown revitalization and attract businesses and residents to relocate and stay in the DDB's district. In furtherance of these goals, the DDB will:

- a. advise the City of Clearwater (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;
- b. survey downtown property owners, residents and businesses to determine needs and attitudes, to monitor progress, to evaluate success or failure of initiatives;
- c. sponsor community events and encourage public attendance at events in support of downtown merchants and other goals in the Downtown Redevelopment Plan; and
- d. cooperate with local, state and regional organizations in promoting the downtown district as a destination.

Section 4. Responsibilities of the CRA. The services that the CRA will provide are:

- a. Prepare correspondence for DDB members;
- b. Maintain all DDB funds in the City's bank account and with funds segregated for accounting purposes in the City's records as a separated, interest-earning fund;
- c. Assist with preparation and monitoring of the annual budget and prepare amendments as necessary;
- d. Prepare monthly financial reports;
- e. Prepare agendas and distribute packets to DDB members prior to each meeting;
- f. Prepare meeting notices for monthly and special DDB meetings;
- g. Attend meetings and supervise work of Board Reporter who records and transcribes minutes;
- h. Coordinate committee meetings, if applicable;
- i. Handle all phone inquiries and follow up on the calls;
- j. Handle any special mailing notices;
- k. Serve as coordinator for the DDB special activities;
- l. Assist in research and implementation of projects initiated by the Board;
- m. Assist with promoting design related programs to the downtown community;
- n. Manage loans, contracts and all applicable documents;
- o. Coordinate field trips and travel arrangements in accordance with the City of Clearwater Travel and Meals Policy;
- p. Other administrative duties as mutually agreed;
- q. Coordinate the annual election process in cooperation with the Pinellas County Supervisor of Elections;
- r. Act as a Liaison to the Pinellas County Property Appraiser, Pinellas County Tax Collector, and DDB legal counsel;

- s. Assure that the annual audit is conducted in compliance with requirements of the State of Florida Auditor General;
- t. Comply with State of Florida Tax Increment Millage Compliance with Chapter 200, Florida Statutes, Sections 218.23, 218.63, Florida Statutes (TRIM);
- u. Comply with the Florida Department of State Information Services Records Disposition Act;
- v. Comply with the State of Florida Department of Community Affairs Special District Information Program;
- w. Comply with the State of Florida Department of Insurance Treasurer's Public Depositor Annual Report; and
- x. Coordinate financial disclosure requirements of the State of Florida Commission on Ethics.

Section 5. Compensation. In return for the above services, the CRA shall pay to the DDB this difference upon receiving the increment payment from the DDB. The budget for the CRA for services listed in Section 4 above shall be as follows:

Personnel and Administration \$71,026.00.

Section 6. Notice. Any notice by either party to the other pursuant to the Interlocal Agreement shall be given in writing and hand-delivered or mailed as follows:

Chairperson, Board of Trustees
Community Redevelopment Agency
112 S. Osceola Avenue
Clearwater, Florida 33756

Chairperson
Downtown Development Board
Post Office Box 4748
Clearwater, Florida 33758-4748

Section 7. Entire Agreement. This document embodies the whole Agreement of the parties. There are no promises, terms, conditions or allegations other than those contained herein. This Agreement shall be binding on the parties, their successors, assigns and legal representatives.

Section 8. Filing Effective Date. As required by Section 163.01(11), Florida Statutes, the Interlocal Agreement shall be filed with the Clerk of the Circuit Court of Pinellas County after execution by the parties, and shall take effect upon the date of filing.

IN WITNESS WHEREOF, the parties hereto, or their lawful representative, have executed this agreement as of the date first above written.

**COMMUNITY REDEVELOPMENT AGENCY OF THE
CITY OF CLEARWATER, FLORIDA**

By:

George N. Cretekos, Chairperson

ATTEST:

By:

Rosemarie Call, City Clerk

Approved as to form:

Pamela K. Akin
Attorney for CRA

DOWNTOWN DEVELOPMENT BOARD

BY:

Paris Morfopoulos, Chairperson

Approved as to form:

Elise K. Winters
Attorney for DDB



TO: Downtown Development Board Members

FROM: Anne Fogarty France, Downtown Manager and DDB Administrator *AF*

CC: Amanda Thompson, Community Redevelopment Agency Director
Monica Mitchell, Assistant Director, Finance Department

DATE: July 24, 2018

RE: Budget Line Items & Approved Work Plan

On August 1, 2018, the Downtown Development Board will consider the FY 2018-2019 budget as well as the one-year work plan generated from the Collaborative Labs strategic planning session. Attached to this memo are Item 9.1, the Proposed FY 2018-2019 Budget, Item 9.2, the FY 2017-2018 Budget and Item 9.3, DDB Funded Events that compares last fiscal year's event funding to this fiscal year's proposed event funding. The "Banner Installation and Maintenance" item has been removed since this is an expense that occurs throughout the CRA.

The proposed budget includes three new categories under Expenditures that are defined in the Work Plan: Marketing, Business Assistance and Policy and Program Work. In addition to the standard fixed payments and administrative costs, the proposed budget includes funding for all of the special event requests and all of the items identified in the 2018-2019 Work Plan.

Marketing includes Arts Items, Events and Marketing. The Work Plan items for the Demo/Launch Imagine Clearwater Party, Public Relations Firm, Incubator Incentives Collateral and Art/Tech Exhibitions are contained in this category.

Business Assistance includes Holiday Lighting, Streetscape Maintenance and Jolley Trolley Downtown Loop.

Policy and Project Review includes the CEO High Tech Council and the One Stop Shop Education Campaign.

The DDB ordinances and Interlocal agreement allow for and encourage the funding of special events. The proposed budget can accommodate both the special event requests and the Work Plan. If the Board chooses to fund events as proposed, \$13,653 will remain in the Future Downtown Initiatives line item.

The Beginning Fund Balance on October 1, 2017 was \$152,292. The proposed FY 2018-2019 Minimum Reserves of \$75,000 will be included in this balance.

Please let me know if you have any questions.

	B	C	D
1	Downtown Development Board		
2	FY 2018-19 Budget for 8-1-18 meeting		
3	0.9700 Millage Rate		
4			
5			
6	Income	Budget	FY 2017-18
7			
8	Ad Valorem/Property Taxes 0.9700 mil	342,497	281,758
9	Ad Valorem Taxes Prior Year	100	100
10	Interest Income	500	500
11	CRA Interlocal Agreement Revenue	274,651	210,441
12	Misc Revenue	500	499
13	Total Income	618,248	493,298
14			
15	Expenditures	Budget	
16	Marketing		
17	Achieva Box Car Rally - 9th Annual	1,500	
18	City/Sea Blues Festival	10,000	
19	City/Clearwater Celebrates America	2,500	
20	Clearwater Jazz Festival Downtown Party	5,000	
21	Downtown Clearwater Craft Beer & Music Festival	7,500	
22	Downtown Clearwater Merchants Association Yearly Events (Blast Friday Supplements, Taste of Downtown, Downtown Funk, Miracle on Cleveland Supplement, Art Crawls)	15,000	
23	Festival Series including Blast Fridays, Miracle on Cleveland St. & Cruisin at the Capitol (Ruth Eckerd Hall)	40,000	
24	Hooters Clearwater Super Boat National Championship	10,000	
25	Santa & Suds 5K Fun Run	7,000	
26	Station Square Park Events	10,000	
27	Graphic Design and Printing	3,000	
28	Advertising	10,000	
29	Demo/Launch Imagine Clearwater Party (WP)	10,000	
30	Public Relations Firm (WP) and Website Content to include List Serve and Video Production	24,400	
31	Incubator Incentives Collateral (WP)	5,000	
32	Art/Tech Exhibitions (WP)	25,000	
33	Total Marketing	185,900	
34			
35	Business Assistance		
36	Holiday Lighting	15,000	
37	Downtown Streetscape Maintenance	3,200	
38	Jolley Trolley Downtown Loop	15,951	
39	Total Business Assistance	34,151	
40			

	B	C	D
15	Expenditures	Budget	
41	Policy and Project Work		
42	Create High Tech CEO Council (WP)	5,000	
43	One Stop Shop Education Campaign (WP)	5,000	
44	<i>Total Policy and Project Work</i>	10,000	
45			
46	Future Downtown Initiatives	13,653	
47			
48	Staff & Office Administration		
49	Operating Expenditures	1,000	
50	Public Meeting Notices	2,000	
51	Legal Fees	3,500	
52	CRA Mgt & Admin Fee (3.5% increase)	71,026	
53	DDB Minutes Preparation	1,452	
54	<i>Total Staff & Office Admin</i>	78,978	
55			
56	Fixed Payments		
57	Officers & Directors Insurance	750	
58	Liability Insurance (Dolphins)	1,500	
59	Annual Audit	8,500	
60	CRA Increment Payment	274,651	
61	State Special District Fee	175	
62	Tax Collector Commissions	7,350	
63	Property Appraiser Fee	2,640	
64	<i>Total Fixed Payments</i>	295,566	
65			
66	Total Expenditures	618,248	
67			
68	Beginning Fund Balance 10-1-17	152,292	
69			
70	Minimum Reserves Approved by Board 7-11-18 (Amount to be adopted each budget year.)	75,000	
71			
72	WP = Work Plan Items with Costs Associated from Collaborative Labs Tactical Plan Items		

A	B	C	D
Downtown Development Board Funded Events			
1			
2			
3	Events	Proposed Budget FY 18-19	Budgeted FY 2017-18
4	Achieva Box Car Rally - 9th Annual	1,500	1,500
5	City/Sea Blues Festival	10,000	10,000
6	City/Bay 2 Beach-FKA Fun 'n Sun		5,000
7	City/Clearwater Celebrates America	2,500	2,500
8	Clearwater Jazz Festival Downtown Party	5,000	5,000
9	Downtown Clearwater Craft Beer & Music Festival	7,500	7,500
10	Downtown Clearwater Merchants Association Yearly Events (Blast Friday Supplements, Taste of Downtown, Downtown Funk, Miracle on Cleveland Supplement, Art Crawls)	15,000	15,000
11	Festival Series including Blast Fridays, Miracle on Cleveland St. & Cruisin at the Capitol (Ruth Eckerd Hall)	40,000	30,000
12	Hooters Clearwater Super Boat National Championship	10,000	10,000
13	Santa & Suds 5K Fun Run	7,000	5,000
14	Demo/Launch Imagine Clearwater Party (WP)	10,000	
15	Station Square Park Events	10,000	10,000
16	Jeeps Downtown		5,000
17	Open Air Paint Party & Art Bazaar		6,000
18	Dali Tours Downtown		1,500
19	Total Downtown Events	118,500	114,000

Clearwater DDB
1-Year Tactical Plan
July 11, 2018

ITEM 10

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 Celebrate Demolition of the Harborview Center					
1.1. Plan a demolition/launch Imagine party concert	Caitlein/ Thomas	\$10,000 funds, Work with City Special Events	Number of Party Attendees; New enewsletter sign ups; Media mentions	Aug-18	Aug-19
2. Strategy 2 Hire PR firm to promote downtown					
2.1. Develop scope of services for Public Relations RFP	Thomas/Stu/ CRA Staff	N/A	Scope approved by DDB	Sep-18	Oct-18
2.2. Issue RFP for Public Relations consultants	Thomas/Stu/ CRA Staff	N/A	Attract 3+ responses, including some from Clearwater	Oct-18	Nov-18
2.3. DDB hires and funds firm	Thomas/Stu/ CRA Staff	\$20,000 DDB; \$15,000 CRA	Firm hired	Nov-18	Dec-18
3. Strategy 3 Review the ULI study high priority items and make recommendations.					
3.1. Review status of ULI action items	Venkat/Ray	N/A	Presentation of findings	Oct-18	Nov-18
3.2. Determine if any incomplete items should be addressed by DDB - compare with Imagine Clearwater	Venkat/Ray	N/A	DDB discussion item on this topic	Oct-18	Nov-18
3.3. Review and provide recommendations for Imagine Clearwater implementation	Venkat/Ray	N/A	Adopted DDB recommendations presented to Council	Sep-18	Oct-18

Clearwater DDB
1-Year Tactical Plan
 July 11, 2018

Business Assistance 1-Year Tactical Plan					
BUSINESS ASSISTANCE GOAL: ATTRACT NEW HIGH TECH EMPLOYERS AND HIGH TECH WORKERS					
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. Coordinate with PR campaign to attract tenants (Trader Joe's, Top Golf)	Ray/CRA staff	Work with CDP & DCMA on campaign development.	Number of tenants attracted	Nov-18	Mar-19
1.2. Court potential tenants for vacant storefronts	Ray/CRA staff	N/A	Number of tenants attracted	Nov-18	Mar-19
2. Strategy 2 Partner with an educational institution to train high tech and design workers					
2.1. Establish contact with SPC	Carol Hague/CRCC/ Caitlein	initial contact	develop plan for proceeding	Jan-19	Jun-19
2.2. Establish contact with USF	Stu	initial contact	develop plan for proceeding	Jan-19	Jun-19
2.3. Coordinate with the PR campaign to attract an educational institution	CRA & DDB	CRA & DDB funds	How many universities are interested	Jan-19	Jun-19
2a. Strategy 2a. Fund art/tech exhibitions					
2a.1. Fund art + tech exhibitions/installations/festivals to attract tech workers	Lina & CRA	\$25,000	Number of exhibitions; media mentions; sponsors; attendees	Jan-19	Jun-19
3. Strategy 3. Develop high-technical job incentive programs					
3.1. Identify regulations for eligibility for incentive program for tech incubators	Stu	N/A	Presentation of findings	Feb-19	Mar-19
3.2. Coordinate PR campaign with The Ring activities	Stu	N/A	Campaign includes The Ring	Nov-18	Feb-19
3.3. Make collateral available to market the incubator incentives	Stu/Venkat	\$5,000	number of incubator applicants and number of incubators created	Feb-19	Mar-19

Clearwater DDB
1-Year Tactical Plan
July 11, 2018

Business Assistance 1-Year Tactical Plan					
BUSINESS ASSISTANCE GOAL: ATTRACT NEW HIGH TECH EMPLOYERS AND HIGH TECH WORKERS					
Strategies & Tactics	Champions	Resources Needed	Success Metrics	Start Date	Completion Date
3.4. Promote downtown tech corridor via social media	Stu/Caitlein	access to social media or ability to provide same	number of people who access promotions	Feb-19	Jun-19
3.5 Create a High-Tech CEO Council	Stu/Lina	\$5,000	Number of CEO's willing to participate; Number of new tech firms that locate to Clearwater	Feb-19	Mar-19
3.6 Create a Liaison to CDP	Stu/Lina	NA	Number of collaborative projects	Ongoing	Ongoing

Clearwater DDB
1-Year Tactical Plan
July 11, 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 Recommend changes to improve the permitting process					
1.1. Identify key complaints and make recommendations on how to correct and increase customer satisfaction. Review the 2011 Business Task Force recommendations.	Lina	set up time to meet with city employees	city employee buy in to a new process	Jan-19	Mar-19
1.2. Create budget for implementation	Lina/Caitlein	N/A	City approves budget changes	Mar-19	Apr-19
1.3 Review the updated downtown zoning ordinance	Venkat	N/A	Present findings	Jul-19	Aug-19
1.4. Create campaign to educate the public about the one stop shop	Lina	\$5,000	Increase in customer satisfaction	Apr-19	Jul-19
2. Strategy 2 Update the Downtown Development Board ordinances					
2.1. Review current DDB ordinances	Paris	time of DDB meeting agenda	decision made by DDB after discussion	Sep-18	Nov-18
2.2. First draft	Paris	city attorney cooperation	draft to DDB	Nov-18	Dec-18
2.3. Second/final draft	Paris	city attorney cooperation	draft to DDB	Jan-19	Feb-19
2.4. Present to Council	Paris	on city agenda	implementing changes	Mar-19	Apr-19