

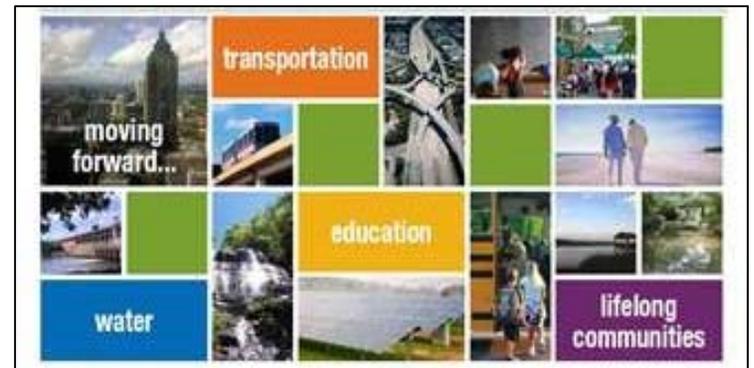
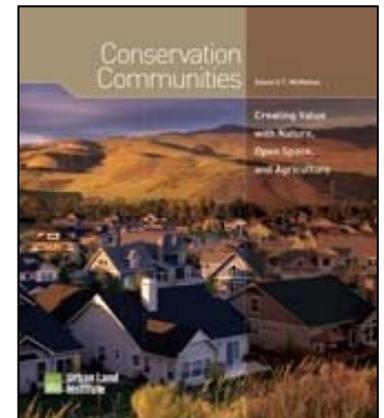
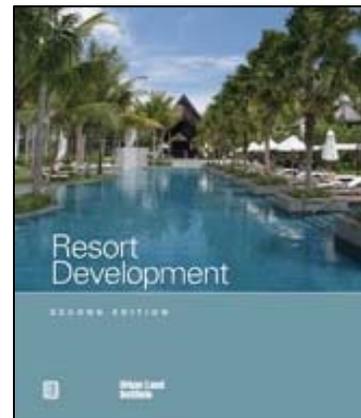
# Downtown Clearwater, Florida

## *Creating Bridges*



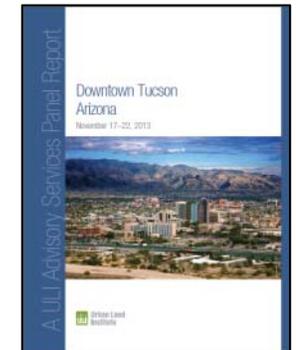
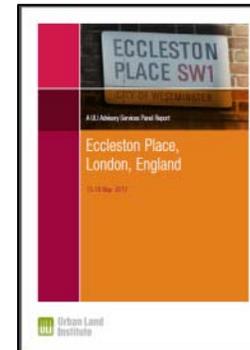
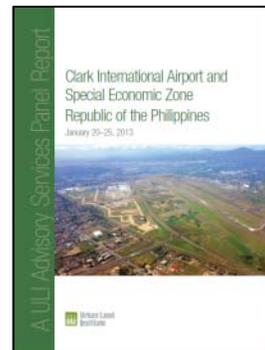
# About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 32,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Services Panels



# The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



## The Panel

- **Bill Kistler**, Kistler & Company, London, UK
- **Brad Rogers**, Advanced Placemaking, Baltimore, MD
- **Charlie & Ryan Johnson**, C.H. Johnson Consulting, Inc., Chicago, IL
- **Pam Minich**, Minich Strategic Strategies, Houston, TX
- **Jordan Block**, RNL Design, Denver, CO
- **Sonali Soneji**, Simple Solutions Planning & Design, LLC, Arlington, VA
- **Doug Wrenn**, Rodgers Consulting, Inc., Germantown, MD



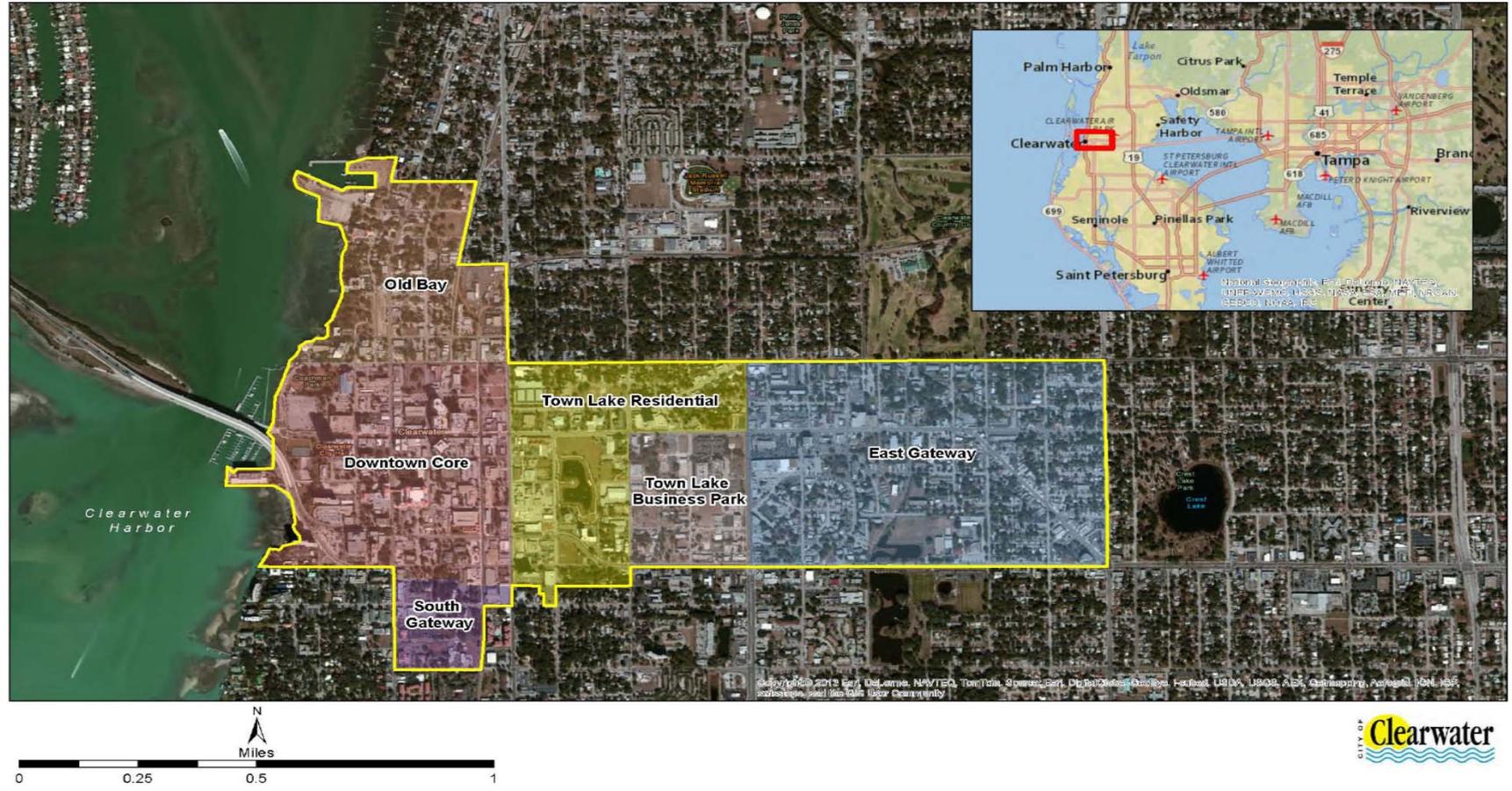
## Special thanks to our sponsor and other individuals for making this panel possible:

- **City of Clearwater, Florida**
  - Mayor and City Council
  - City Manager
  - Senior City Staff
  - Michael Delk and Gina Clayton
- **ULI Tampa Bay:**
  - Scott Steady, Susan Jezek and Jenna Wylie



# The Study Area

## Urban Land Institute (ULI) Study Area



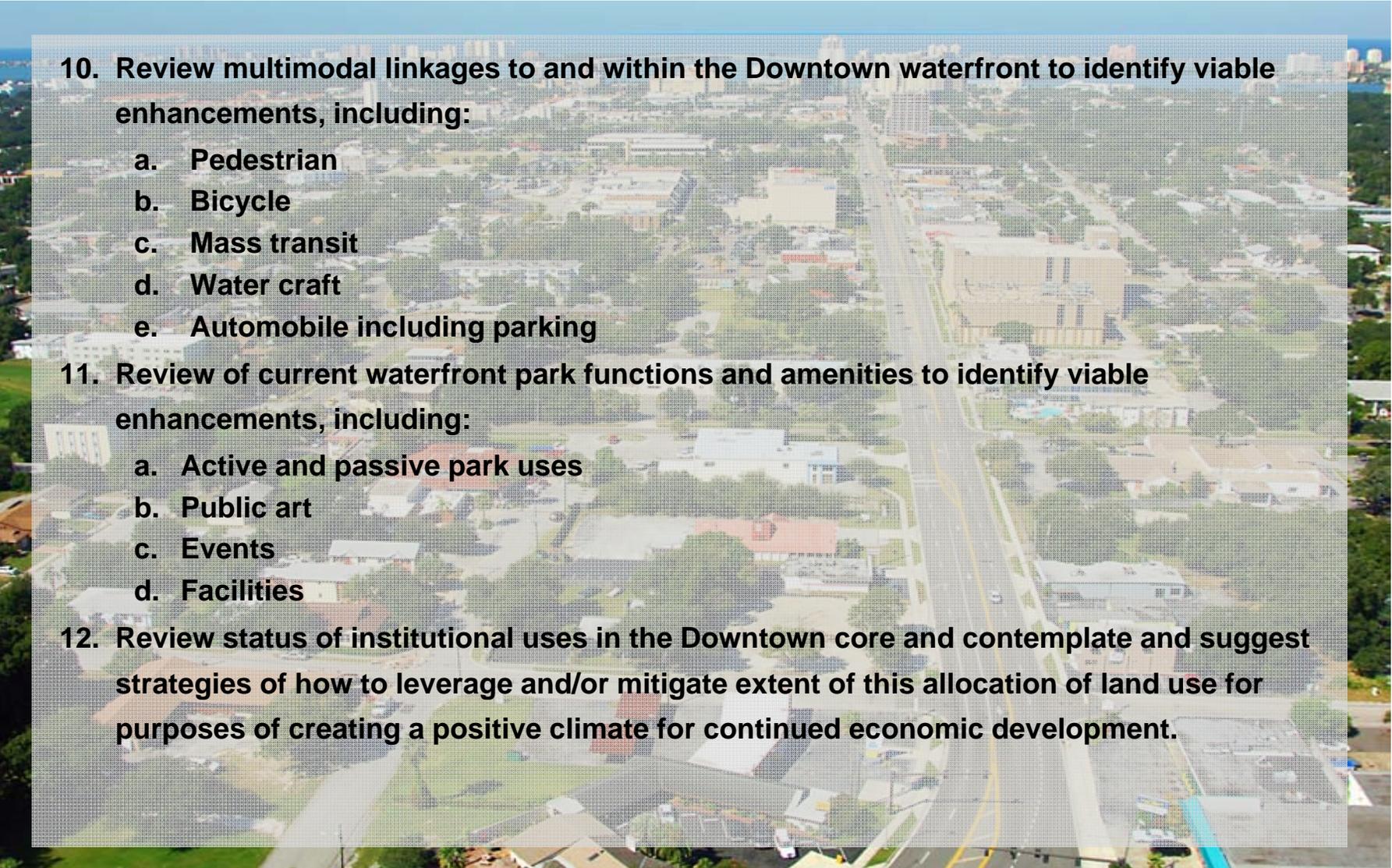
## Panel Assignment

1. Evaluate and comment on to what extent the Downtown waterfront is a soft asset improving the quality of life for city residents and visitors and a hard asset contributing to direct economic investment and development;
2. Identify the competitive advantages that Clearwater has in attracting new investment and the existing and possible contributions that Downtown and the waterfront can have in support of those advantages;
3. Identify the competitive disadvantages which the City of Clearwater has the ability to control, and for which positive changes can strengthen downtown Clearwater and the Downtown waterfront as both a soft and hard asset for both the near and long term;
4. Comment on the development and integration of CMA and related parking facilities into the Downtown/waterfront mix and how the City may best maximize the value of this asset to improve Downtown Clearwater and the Downtown waterfront both as a soft and hard asset;

## Panel Assignment

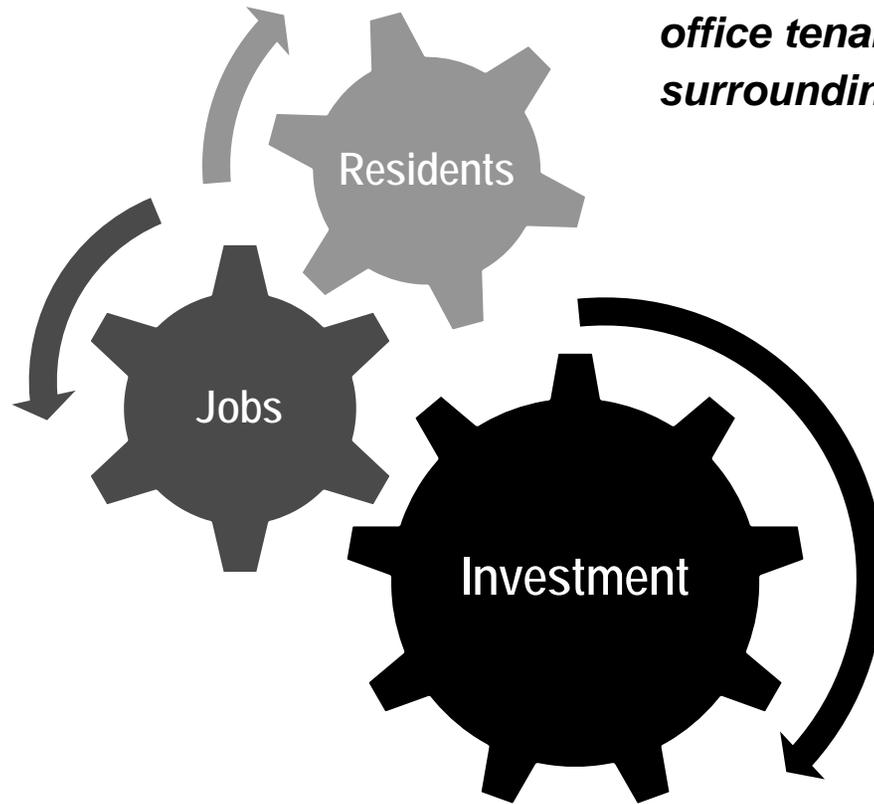
5. **Comment on how the City of Clearwater can continue to build on and increase its connection to the waterfront and create an increasingly symbiotic relationship between downtown and the Clearwater Harbor;**
6. **Comment on how to maximize the benefit of improved multimodal connectivity between Downtown, Clearwater Beach, and to promote development of urban corridors;**
7. **Comment on properties acquired for multi-modal/rail development and potential TOD development relative to enhancing regional connectivity;**
8. **Evaluate general urban design considerations relative to the goal of improving the functionality and beauty of Downtown and the waterfront;**
9. **Comment on a desirable mix of residential, office, institutional, and technology industry uses and possible timing of emphasizing or promoting these uses for Downtown Clearwater;**

## Panel Assignment

- 
10. Review multimodal linkages to and within the Downtown waterfront to identify viable enhancements, including:
    - a. Pedestrian
    - b. Bicycle
    - c. Mass transit
    - d. Water craft
    - e. Automobile including parking
  11. Review of current waterfront park functions and amenities to identify viable enhancements, including:
    - a. Active and passive park uses
    - b. Public art
    - c. Events
    - d. Facilities
  12. Review status of institutional uses in the Downtown core and contemplate and suggest strategies of how to leverage and/or mitigate extent of this allocation of land use for purposes of creating a positive climate for continued economic development.

## A Flourishing, Prosperous Downtown

### You Know What to Do!



***“.... a successful, attractive and interesting mix of cultural, restaurant, retail, residential and office tenants that attracts visitors from the surrounding area and around the world.”***

***“Local workforce employed downtown, successful creating affluent consumers for downtown products and services.”***

***“raising property values& increasing revenues to the City.”***

## A Solid Foundation

### “Good Bones”

- 361 Days of Sunshine
- 3 miles of coastline
- Affordable Housing
- Diverse Community
- Boating Paradise
- Beautiful Beaches
- Engaged Community



## A Stark Choice

### Growth & Prosperity

- Collaboration
- Shared vision
- Bold Decisive Leadership



- Competing interests
- No vision
- Indecision



### Stagnation & Decline

## Presentation Outline

### A Clearwater Renaissance!

- A Vision for Clearwater – Brad Rogers
- Market Snapshot – Ryan Johnson
- The Opportunity - Pam Minich
- The Program – Jordan Block
- Gateways and Connections – Sonali Soneji
- Making it Happen – Doug Wrenn



Clearwater, FL • June 15-20, 2014

# Brad Rogers

## A Vision for Clearwater

## Crafting a Vision for Clearwater: Strategy

- When You Really Want To Do Big Things, You Get Them Done.
  - Bridge, Traffic Circle, Waterfront Promenade
- When You Do Big Things, They Succeed.
- But It's Easier To Make Tourists Happier Than To Make the Whole City Successful.
- How do you Unify a Well-Developed Tourism District with the Rest of Town?
- Every Tourist Town Faces This Challenge...
- But this is a Particular Threat to Clearwater, Because it is so Internally Divided.



## Crafting a Vision for Clearwater

**Balkanization = Decline**

**The Mainland Needs Jobs and Revenue  
Provided By The Beach.**

**The Beach Needs a Stable and Prosperous  
Mainland to Support Worker Housing and  
Protect Its Excellent Reputation.**

**Clearwater Needs a Unified Vision  
That Includes Everyone.**

## Crafting a Vision for Clearwater: Strategy

1. Integrate Downtown Into the Tourist Economy
  - Create "Third Day" Activities for Visitors
  - Spectrum of Natural and Cultural Attractions
  - Reach out to the Waterfront, and the Water Itself
  - **Necessary, but not Sufficient**
2. Improve Downtown, On Its Own Terms, For Residents
  - Authentic sense of place
  - Serves local needs
  - Provides housing for its own population
  - The Tourists Will Want To Participate in a Great Downtown.



## Crafting a Vision for Clearwater: Communication

1. Stop Being Defined Passively
  - Fill The Vacuum With Your Voice
  - Create a Brand That Is:
    - Strong
    - Positive
    - Unapologetic
    - Inclusive
2. Must be Aspirational, Yet Genuine Enough Not To Disappoint Until Progress Is Made
3. We Mocked Up an Example, Highlighting
  - Astonishing Water and Wildlife
  - Long History as a Destination
  - The Unique Bluff
  - The Beautiful Beach
  - Your Wonderful Citizens





CLEAR. WATER.

COME ON IN.



CID - PIAN RACING ON CLEARWATER BAY, CLEARWATER, FLORIDA

CLEAR. WATER.

COME ON IN.



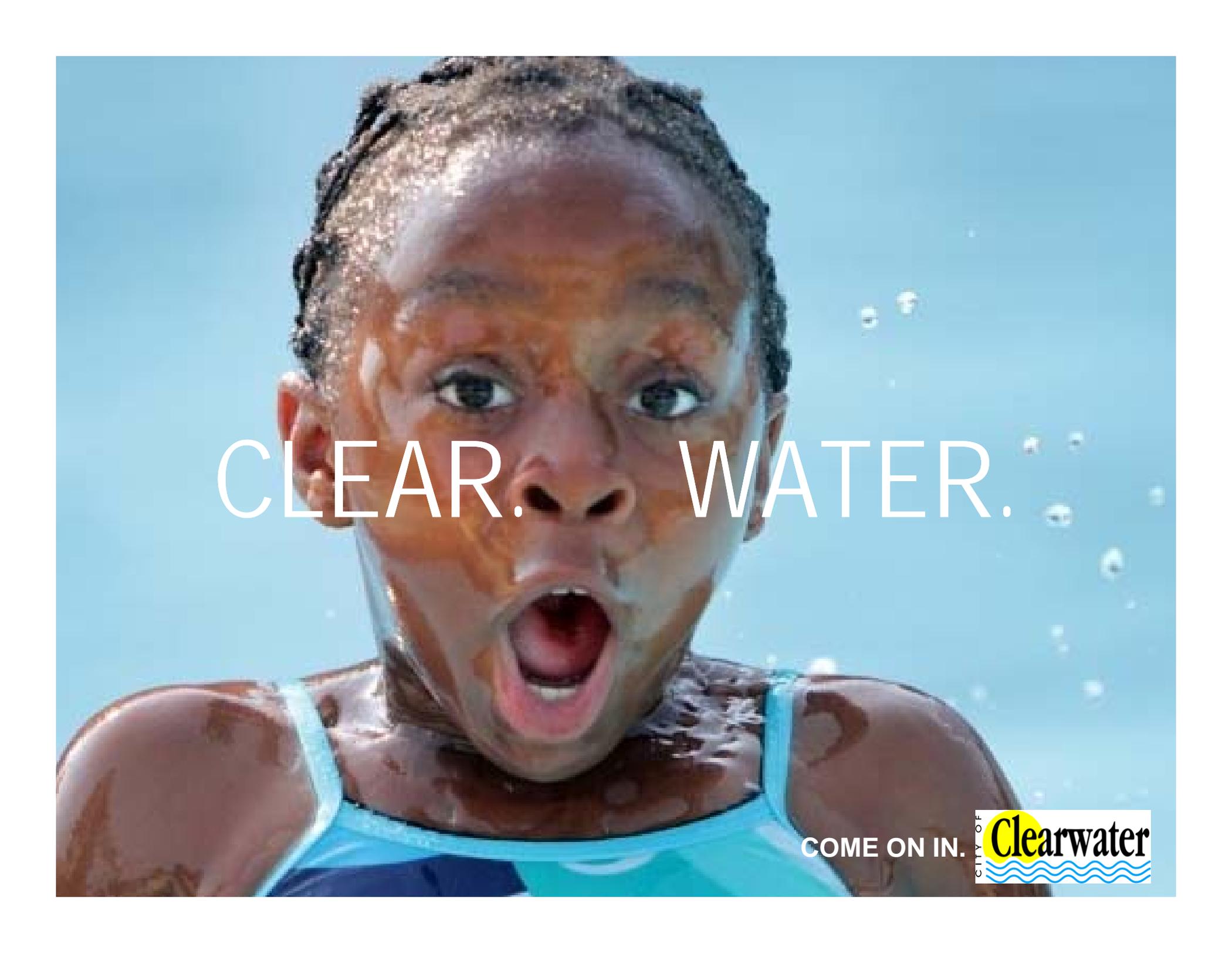
An aerial photograph of a city waterfront. A large, multi-lane bridge with a curved design spans across a body of water. The water is a clear, vibrant blue-green color. In the background, a dense urban area with various buildings, including a prominent tall skyscraper, is visible. A marina with many boats is situated on the right side of the bridge. The overall scene is bright and clear, emphasizing the quality of the water.

CLEAR. WATER.

COME ON IN. The logo for the City of Clearwater, featuring the words "CITY OF" in a vertical stack on the left, "Clearwater" in a large, bold, black font in the center, and a stylized blue and white wave graphic at the bottom.

CLEAR. WATER.

COME ON IN. The logo for the City of Clearwater, featuring the words "CITY OF" in a vertical column on the left, "Clearwater" in a bold, black, sans-serif font in the center, and three blue wavy lines representing water at the bottom. The word "Clearwater" is partially overlaid by a yellow circle.



CLEAR. WATER.

COME ON IN.  **Clearwater**

## Crafting a Vision for Clearwater: Partnership

1. We Have Held Nearly 100 Interviews
2. Everyone Wants The Same Thing
3. Nobody Wants a Moribund Downtown, Dwindling Opportunity, Limited Employment, or Empty Streets
4. But: EVERYONE is suspicious, frustrated, and angry. Everyone says they want to help but have been stymied.
5. **This is the Most Important Reason Why Clearwater Has Not Reached Its Potential**



Crafting a Vision for Clearwater: Partnership

## **Balkanization = Decline**

**If You Want Things to get Better, You Must Find a Way to Work Together.**

**Clearwater Cannot Afford to Waste the Talents or Efforts of Any Constituency.**

**Everyone, from the Historic African American Community to the New Latino Community, Must Become Partners in One City.**

Crafting a Vision for Clearwater: Partnership

**This Must Start With the City and the Church  
of Scientology.**

**They Are The Largest Players.**

**Past Conflicts (Real or Imagined) Are  
Irrelevant.**

**If They Can't Cooperate, No One Will**

## Crafting a Vision for Clearwater: Partnership

- **The Church Appears to Behave Just Like Many Large Institutional Urban Landowner whose Primary Goal is to Meet its Programmatic Needs.**
- **But it has also Taken Many Actions to Improve the Community:**
  - **Charity Work**
  - **Don't Do Drugs 5K**
  - **Participation in Downtown Partnership**
  - **Brought in Starbucks**
- **Starbucks is the Template for Future Cooperation**
- **Rooted in Mutual Shared Interest**
- **Both Sides Benefit**



# What Is The Next Starbucks?

Clearwater, FL • June 15-20, 2014

# Ryan Johnson

## Market Snapshot

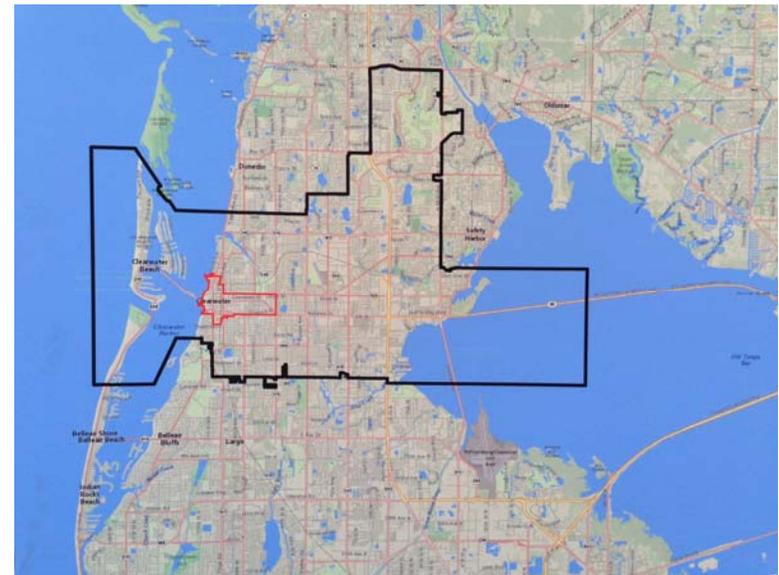
## Market Overview

### Macro Perspective

- 2<sup>nd</sup> Largest Metro Area in FL (+/- 2.5 million)
- Broad area is highly separated into three nodes:
  - Tampa
  - St. Petersburg
  - Clearwater
- Downtown's in Tampa & St. Pete are further along in the development cycle.

### Micro Perspective

- Clearwater is very spread out over three development concentrations:
  - The US 19 Corridor
  - The downtown core
  - The Beach
- Clearwater needs an organizing center!



## Slide 30

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- 1 I need the map from the conference room.  
  
Help with layout would also be appreciated.  
Ryan Johnson, 6/19/2014

## Visitors Know What is Attractive Hotel Distribution

Regional Hotel Supply	
City/ Submarket	Amount
Downtown/Airport	11,546
St. Pete/ St. Pete Beach	9,052
<b>Clearwater</b>	<b>7,458</b>
North/Busch Gardens	6,944
East	5,963
Tarpon Springs/North Shore	3,722
<b>Total</b>	<b>44,685</b>

Source: PKF, Johnson Consulting

## County Local Option Tax

5% Pinellas County Local Option Tax - June 2013	
City	Amount
<b>Clearwater/Clearwater Beach</b>	<b>\$875,087</b>
St. Petersburg Beach/Tierra Verde	\$562,316
Miscellaneous/Other	\$447,151
St. Petersburg	\$322,075
Treasure Island	\$162,584
Indian Rocks Beach	\$74,083
Madeira Beach	\$70,265
N. Redington Beach/Redington Beach/Redington Shores	\$67,440
Indian Shores	\$56,137
Oldsmar/Safety Harbor	\$51,469
Palm Harbor	\$41,803
Dunedin	\$25,330
Tarpon Springs	\$16,032
Belleair/Belleair Beach/Bluffs/Shores	\$14,386
<b>Total</b>	<b>\$2,786,158</b>

Source: Pinellas County, Johnson Consulting

- Clearwater has fewer hotel rooms, but highest local option tax generation.
  - This indicates higher ADR and Occupancy.
- Significant international, national and religious tourism visitation, in addition to state based demand.
- Visitors don't just want to be at the beach as success and storyline of Clearwater Marine Aquarium is indicate.
- Clearwater has top tourist penetration, but arguably the weakest downtown of any successful beach based tourism destination in the region.

# Clearwater is a Top Performer Elsewhere

- Baseball Attendance (1st in Florida State League & 2nd Highest in Spring Training)
- Quality of Events at Ruth Eckerd Hall
- High Quality Hotel Supply
- High Quality Design Standards especially by the Church
- Expectations are high, but residents and non-residents are disappointed with downtown entertainment and activity options, compared to the rest of the City.

Grapefruit League Attendance												
Team	Stadium	MSA Population	Year Built/Renovated	Capacity	2012 Avg. Attendance	% of MSA	% of Capacity	2012 Total Attendance	Ticket Prices		Luxury Suites	
									Low	High		
New York Yankees	George M. Steinbrenner Field	2,828,552	1996	11,076	11,048	0.39%	99.7%	162,832	\$15.00	\$28.00	2	
<b>Philadelphia Phillies</b>	<b>Bright House Field</b>	<b>2,828,552</b>	<b>2004</b>	<b>7,700</b>	<b>9,593</b>	<b>0.34%</b>	<b>124.6%</b>	<b>153,493</b>	<b>\$14.00</b>	<b>\$34.00</b>	<b>9</b>	
Boston Red Sox	Jet Blue Park	635,193	2012	10,823	9,464	1.49%	87.4%	151,417	\$10.00	\$29.00	5	
Detroit Tigers	Joker Marchant Stadium	613,160	1966/2002	8,500	7,935	1.29%	93.4%	134,899	\$9.00	\$28.00	n/a	
Atlanta Braves	Champion Stadium	2,189,207	1998	9,500	7,489	0.34%	78.8%	127,321	\$9.00	\$49.00	4	
Miami Marlins	Roger Dean Stadium	5,663,604	1998	6,806	7,935	0.14%	116.6%	126,921	\$15.00	\$36.00	6	
Minnesota Twins	Hammond Stadium	635,193	1991	8,010	7,344	1.16%	91.7%	117,503	\$5.00	\$46.00	n/a	
Baltimore Orioles	Ed Smith Stadium	712,306	1989/2011	7,500	7,093	1.00%	94.6%	106,398	\$10.00	\$27.00	2	
Tampa Bay Rays	Charlotte Sports Park	160,879	1987/2009	6,823	5,495	3.42%	80.5%	87,916	\$7.00	\$27.00	5	
St. Louis Cardinals	Roger Dean Stadium	5,663,604	1998	6,806	6,604	0.12%	97.0%	85,857	\$15.00	\$36.00	6	
Pittsburgh Pirates	McKechnie Field	712,306	1923/1992/2008	6,602	5,493	0.77%	83.2%	82,390	\$8.00	\$32.00	3	
New York Mets	Digital Domain Park	434,171	1988/2004/2012	7,000	5,358	1.23%	76.5%	80,377	\$8.00	\$25.00	2	
Toronto Blue Jays	Florida Auto Exchange Stadium	2,828,552	1930/1990/2002	5,510	4,751	0.17%	86.2%	76,008	\$17.00	\$33.00	12	
Washington Nationals	Space Coast Stadium	548,125	1993/2006	7,400	4,880	0.89%	65.9%	73,206	\$12.00	\$36.00	14	
Houston Astros	Oseola County Stadium	2,189,207	1984/2002	5,300	4,027	0.18%	76.0%	56,379	\$15.00	\$27.00	n/a	
<b>Grapefruit League Average</b>		<b>1,909,507</b>		<b>7,690</b>	<b>6,967</b>	<b>0.86%</b>	<b>90%</b>	<b>108,194</b>	<b>\$11.27</b>	<b>\$32.87</b>	<b>6</b>	

Source: Revenues from Sports Venues, Bureau of Economic Analysis, Respective Teams, Johnson Consulting



Regular Season Florida State League Attendance												
Team	Stadium	MSA Population	Year Built/Renovated	Capacity	Average Attendance	% of MSA	2011 Total Attendance	% of Capacity	Ticket Prices		Luxury Suites	
									Low	High		
<b>Clearwater Threshers (PHI)</b>	<b>Bright House Field</b>	<b>2,828,552</b>	<b>2004</b>	<b>7,700</b>	<b>2,570</b>	<b>0.09%</b>	<b>177,297</b>	<b>33%</b>	<b>12</b>	<b>12</b>	<b>9</b>	
Daytona (CHC)	Jackie Robinson Ballpark	497,283	1930/1999	4,200	2,346	0.47%	143,131	56%	\$6	\$12	-	
Ft. Myers Miracle (MIN)	Hammond Stadium	635,193	1991	8,010	1,840	0.29%	121,452	23%	\$6.50	\$10.50	5	
Charlotte Stone Crabs (TB)	Charlotte Sports Park	160,879	1987/2009	6,823	1,925	1.20%	117,417	28%	\$7	\$11	5	
Tampa Yankees (NYY)	George M. Steinbrenner Field	2,828,552	1997/2007	11,076	1,817	0.06%	112,668	16%	\$4	\$6	12	
Bradenton Marauders	McKechnie Field	712,306	1923/1993	6,602	1,515	0.21%	101,528	23%	\$6	\$8	1	
St. Lucie (NYM)	Digital Domain Park	434,171	1988	7,000	1,509	0.35%	92,044	22%	\$6	\$8	5	
Brevard (MLL)	Space Coast Stadium	548,125	1993/2006	7,400	1,421	0.26%	89,512	19%	7	7	14	
Palm Beach Cardinals (STL)	Roger Dean Stadium	5,663,604	1998	6,806	1,121	0.02%	73,954	16%	\$6.50	\$8.50	6	
Jupiter Hammerheads (MIA)	Roger Dean Stadium	5,663,604	1998	6,806	1,128	0.02%	73,337	17%	\$8.50	\$9.50	6	
Lakeland Flying Tigers (DET)	Joker Marchant Stadium	613,160	1966/2003	8,500	1,027	0.17%	59,589	12%	\$5	\$7	6	
Dunedin Blue Jays (TOR)	Florida Auto Exchange Stadium	2,828,552	1990	5,510	830	0.03%	53,091	15%	\$6	\$6	4	
<b>Florida State League Average 1</b>		<b>1,951,165</b>		<b>7,203</b>	<b>1,587</b>	<b>0.26%</b>	<b>101,252</b>	<b>23%</b>	<b>\$6.71</b>	<b>\$8.79</b>	<b>7</b>	

<sup>1</sup> Averages exclude teams for which information is either not applicable or unavailable.

Source: Revenues from Sports Venues, Bureau of Economic Analysis, Respective Teams, Johnson Consulting

## Promotion & Management

- Model created by Ruth Eckerd Hall is outstanding. It blends:
  - Main Mission
    - Success as a cultural venue
  - Sanctioning
    - Grammy Museum's Music Revolution
  - Education
    - 3<sup>rd</sup> Year Technical Theater Career Training
  - Media
    - Emmy award winning PBS Documentary *Shattered Silence*
- As the CMA advances, a similar model could be considered, especially if an educational institution is attracted.
- Promotion & Management are as essential as the product itself



**Slide 33**

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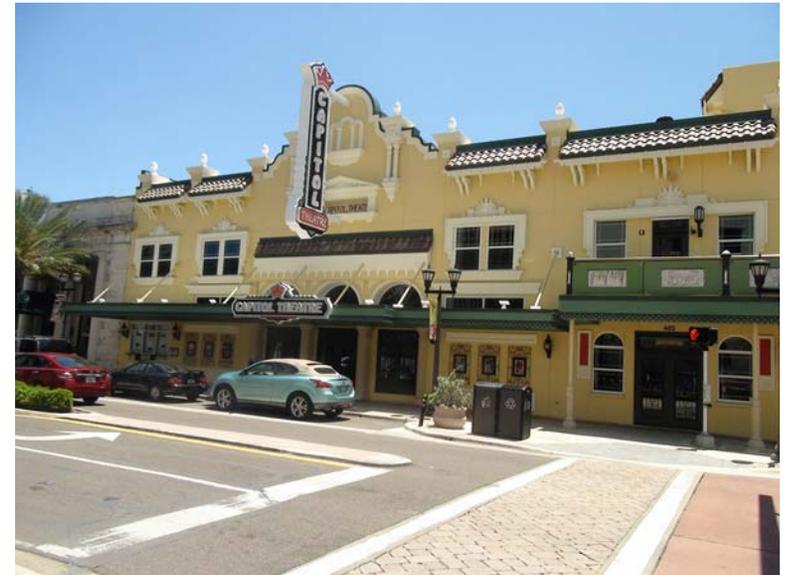
**2**

I would like to have some type of visual for this slide

Ryan Johnson, 6/19/2014

## Key Market Observations

- City needs a good downtown
  - It has the broad population base, employment sectors, and tourism to support a robust downtown environment.
  - City will lose tourism market share if new product is not continually added.
  - The Beach is close to capacity. Downtown is the next logical development area given its water linkages and views from “The Bluff”.
  - The Church provides an untapped base of demand.
- Tourism assets that have growth potential:
  - Boating
  - Attractions
  - Events
- Infrastructure that is developed to support tourism also supports the local community.



3

I need an image or two for this.

Ryan Johnson, 6/19/2014

Clearwater, FL • June 15-20, 2014

# Pam Minich

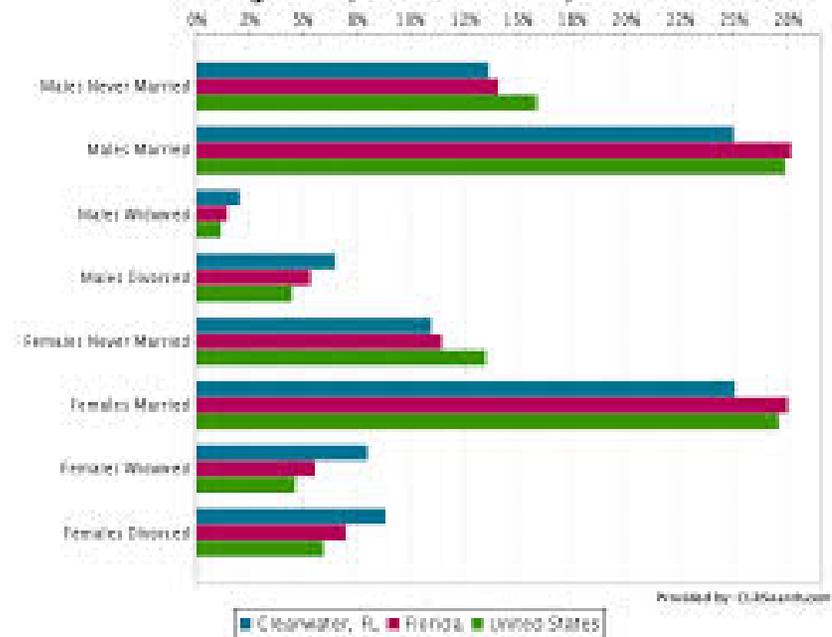
## The Opportunity

## The Opportunity

### Overview

- Population & job growth are on the come-back
- Study Area population has grown 5% over past 3 years
- Tampa Bay Region has recovered 80% of jobs lost in recession
- Study Area employment of 8,500 jobs
- Jobs concentrated in:
  - Government
  - Church & other institutions
  - Retail & Services
  - Finance, Insurance & Real Estate

2010 Population Statistics by Marital Status (Population Age 15+) for Clearwater, FL



## The Opportunity

### Job Growth Targets

- City's Economic Development Strategic Plan (2011) identified these industry targets:
  - Applied Medicine
  - High tech electronics, software & data services
  - Business & professional services
  - Financial & insurance services
  - Marine & environmental activities
- Success in attracting any or all of these will grow opportunity for new real estate development: Housing, Retail, Office, Hotel



## Housing Potential

### Overview

- 87% of Study Area units more than 25 years old
- Only 5% built in past decade
- Average age of housing unit is 40 years
- Some foreclosures & many homes need repair or replacement
- 81% are renter-occupied
- **CONCLUSION:** Study Area needs an infusion of new, contemporary housing for employees and existing residents



## Housing Potential

### Multi-family Rental Units

- Pent-up demand due to lack of construction during recession
- Many employees working in Study Area and throughout Clearwater live elsewhere
- Apartment vacancy rates declining throughout Tampa Bay Region, construction picking up & rental rates rising
- Central Pinellas County apartments are 95% occupied, indicating need for new construction
- Apartment builders and investors are actively looking for good locations to invest nationwide



## Housing Potential

### Multi-family Rental Units

- New construction in the Study Area will help attract new employers
- ULI estimates potential for 400 – 600 new apartment units over next 5 years in Study Area
- Proposed Prospect Lake Park project could be the kick-off development demonstrating market to others



## Housing Potential

### For-sale Housing

- 2013 an “up” year for housing in Tampa Bay area; trend continuing into 2014
- Home prices rising, available home inventories declining
- Age of Study Area housing stock, lack of construction & continued population growth support demand for rehabbed & newly constructed for-sale housing
- Old Bay & East Gateway offer opportunities to rehab and improve older homes
- Tear-downs and vacant lots present opportunities for new construction in these neighborhoods
- For-sale townhomes and condos could also be built in Towne Lake and Downtown Core areas
- ULI estimates potential for 150 – 250 rehabbed &/or newly constructed for-sale housing units over next 5 years in Study Area



## Commercial Real Estate Potential

### Office Space

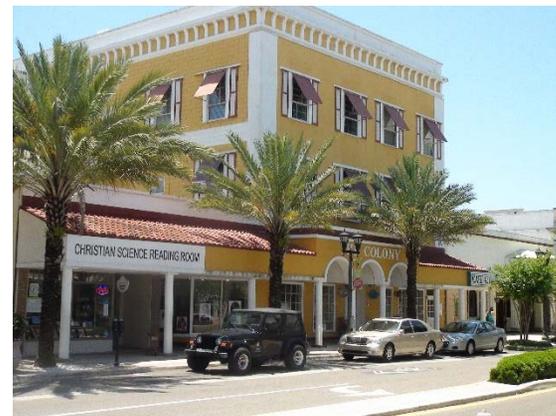
- Office space oversupplied with limited support for new construction, unless for highly specialized user like medical offices
- 20% vacancy rate in N. Pinellas County office space
- Market on cusp of improvement with lease rates stable to rising
- Opportunity in Study Area is to encourage the expansion of existing tenants and attract new businesses to fill existing vacant space
- Bank of America building's recent success in attracting new tenants while also making improvements to the property is a model for other buildings to follow



## Commercial Real Estate Potential

### Retail Space

- Construction minimal throughout Tampa Bay area: 100,000 SF past 2 years
- Tampa Bay area vacancy is 8.5-9.0%
- Mid-Pinellas County vacancy rate 7.5-8.0%
- Absorption relatively good this year so far
- Some new retail construction can be brought on-line in Study Area in conjunction with mixed-use projects, like Prospect Park, and in other prime locations like Downtown Core



## Commercial Real Estate Potential

### Retail Space

- ULI estimates net retail absorption potential over next 5 years in Study Area, based on demand of Study Area residents only, to be 10,000 to 12,000 SF
- Demand will be met in both existing and newly built retail centers
- Demand generated by tourists, employees and future population growth bring total retail absorption potential to 30,000 to 50,000 SF over next 5 years
- Good retail targets that are currently under-supplied in the Study Area:
  - Full-service restaurants
  - General merchandise stores
  - Sporting goods stores
  - Hobby & book stores
  - Electronics & appliance stores
  - Clothing & shoe stores
- Health-care services represent growing opportunity for filling retail space



## Commercial Real Estate Potential

### Other

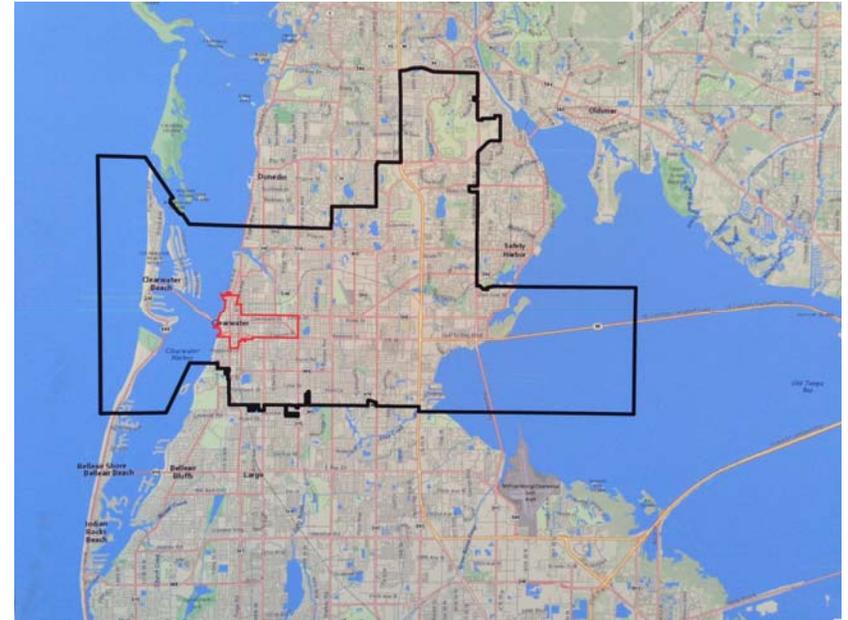
- Hotels: Support generated by new businesses, local hospital (located just outside Study Area), non beach-oriented tourists & Church of Scientology visitors
- ULI estimates that 100-200 additional hotel rooms could be supported in Study Area over next 5 years
- Industrial & Flex Space: Market in N. Pinellas County is good with 5% vacancy rate
- Most uses are prohibited within Study Area boundaries



## Conclusion

### Market is Competitive!

- Real estate market is on positive trajectory across all land uses
- Near-term Study Area potential is strongest for housing, especially rental housing
- Developers, builders & investors are discriminating, looking for best locations & sites
- Study Area competes with remainder of Clearwater, St. Petersburg, Tampa & other regional locales for real estate investment
- Achieving the market potential outlined here is not a given
- The City must do more to improve its attractiveness to local consumers, businesses and visitors
- Leverage the competitive advantages & unique characteristics of this part of Clearwater
- Will need to achieve more to capture & maximize true potential & create a vibrant downtown core for the City



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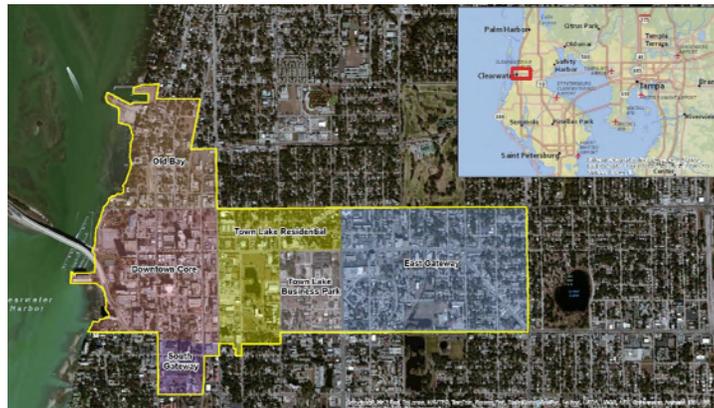
# Jordan Block

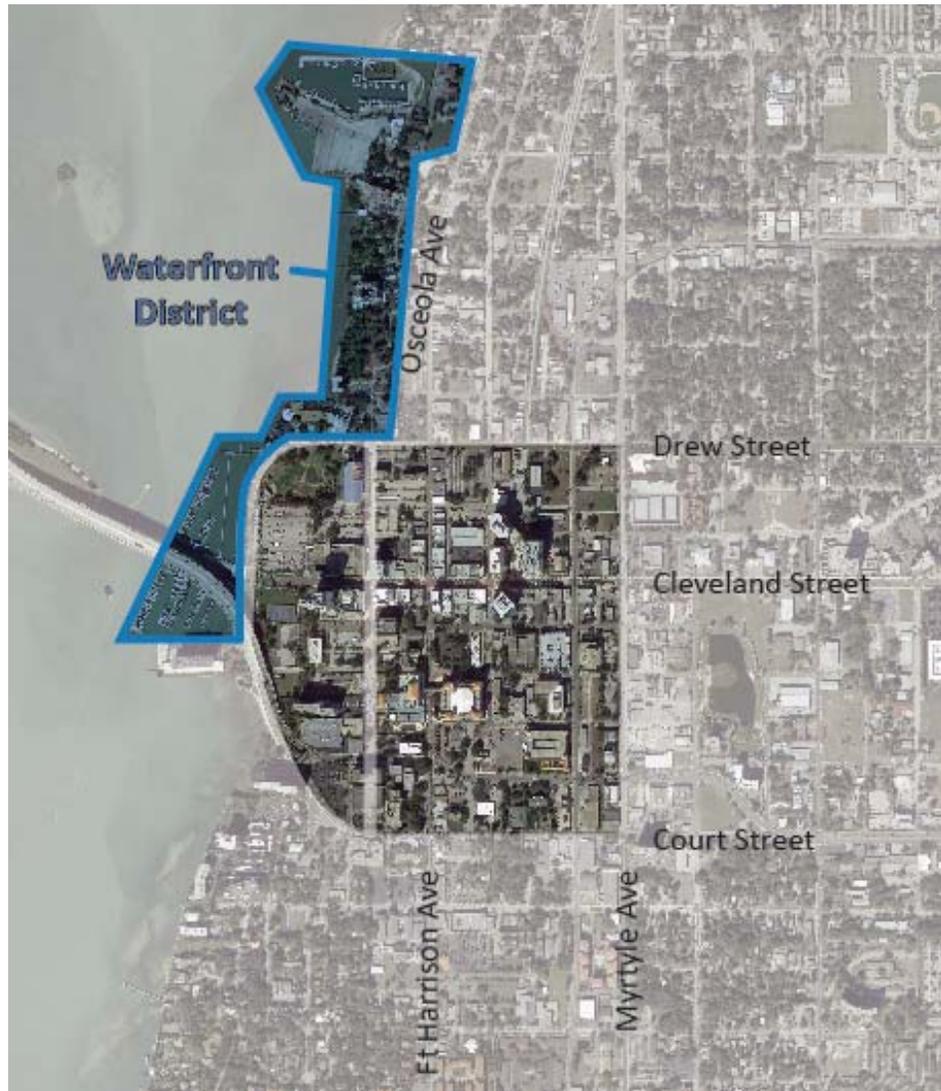
## The Program

# A comprehensive Downtown approach...

## ...explained in three districts

- Waterfront District
- The Bluff
- The Central Business District





## The Waterfront



# THE WATERFRONT DISTRICT

## What we heard

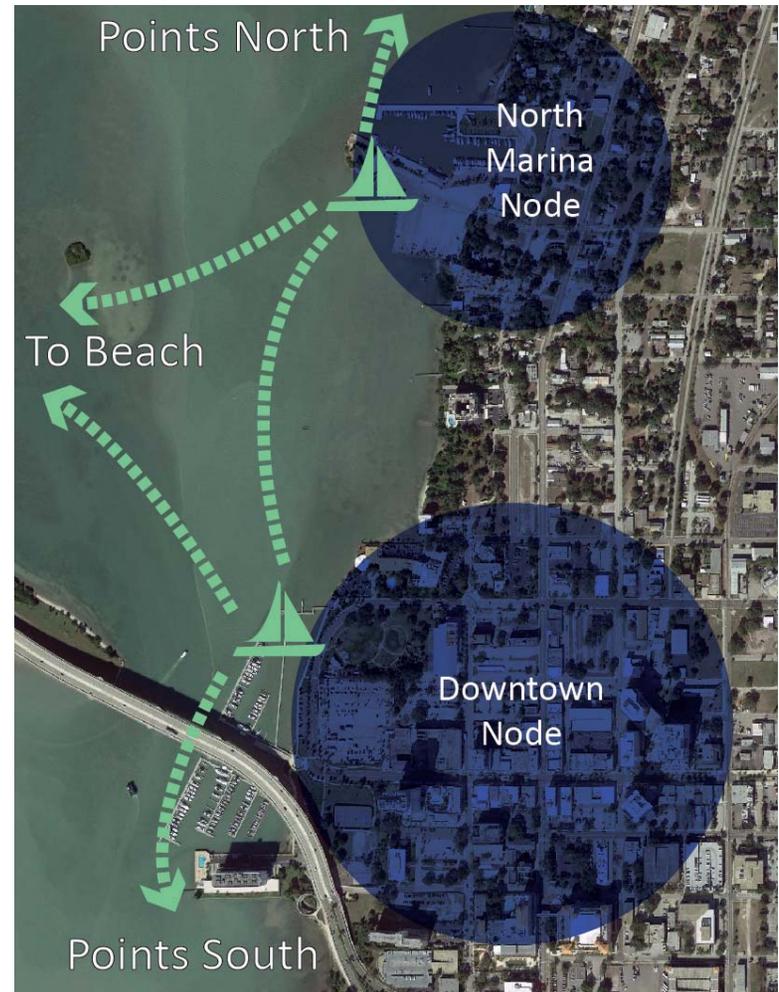
- Enhance and Strengthen Coachman Park
- Promote and Grow the Boating Culture
- Instill activity along the Waterfront



# THE WATERFRONT DISTRICT– The Boating Capital of the Region

## Create a Comprehensive Boating Plan

- Create a full-service environment (fuel, storage, amenities, commercial uses)
- Tie waterfront together throughout downtown and connect to the beach
- Engage an outside qualified consultant to get there!



# THE WATERFRONT DISTRICT– The Boating Capital of the Region

## Provide Recreational Boating Experiences Downtown

- Create a boating destination for families and serious boaters
- A brand built around “The start of a boating adventure”
- A mix of users – a mix of boat types > Kayaks, Paddleboats, jet skis, rentals



[www.sanjuanislandoutfitters.com](http://www.sanjuanislandoutfitters.com)



## THE WATERFRONT DISTRICT– The Boating Capital of the Region

### Ensure Clearwater Stays Clear

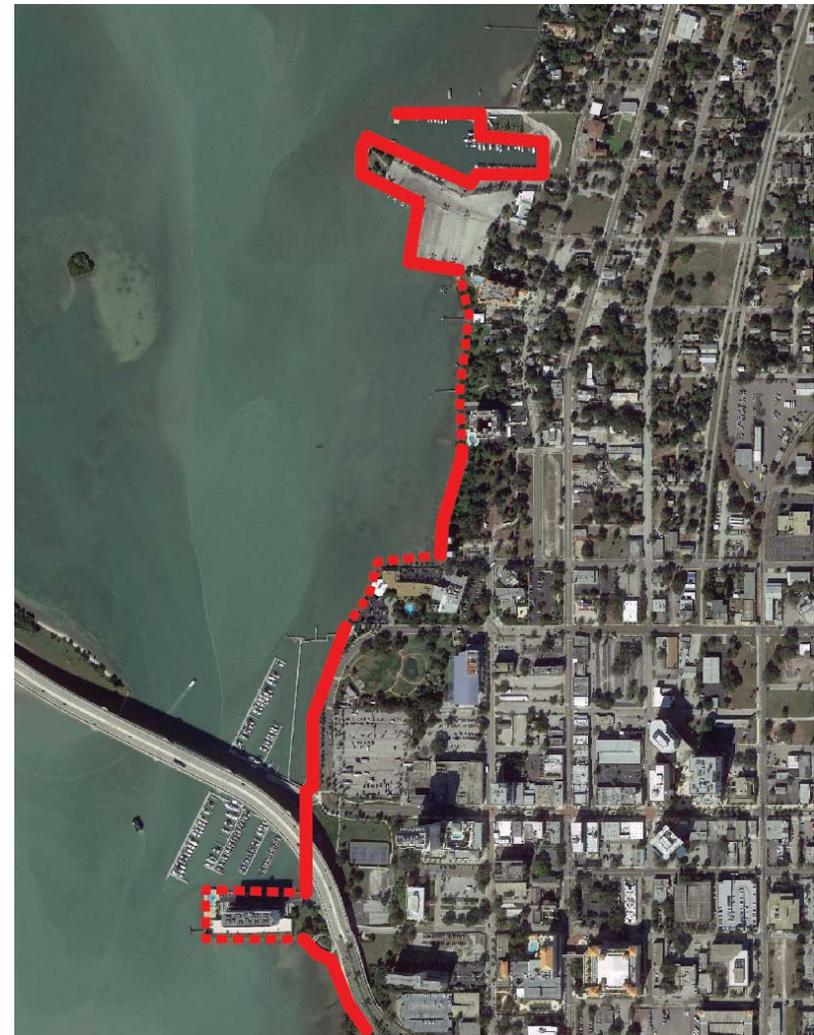
- Increased boating means increased pollution and marine life hazards
- City becomes steward for healthy marine environment
- Periodically monitor health of environment
- Create healthy marine policies and task a full-time staff member with policy enforcement



# THE WATERFRONT DISTRICT– Enhance Public Access to Water

## Ensure future connections to the water

- All future development or redevelopment on the waterfront in the study area have a provision for public access
- Can include anything from a waterfront walkway to full park
- In the long term (30, 50, 100 years) this could lead to a fully accessible and connected waterfront



— Current Potential  
- - - - - Developed/Future Potential



## THE WATERFRONT DISTRICT– Enhance Public Access to Water

### Capitalize on and grow Old Bay housing stock

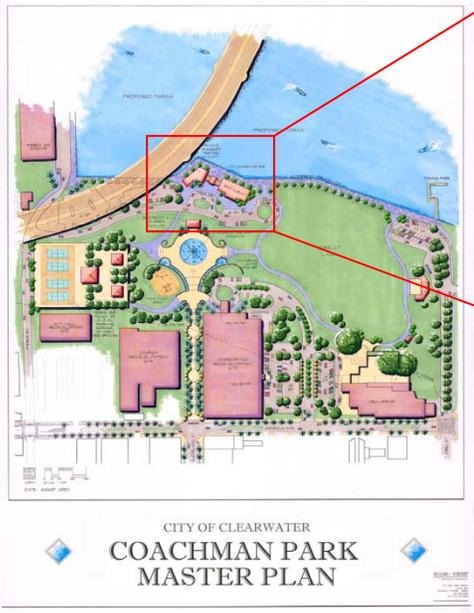
- A beautiful mix of houses – “Old Florida” feel
- City supports renovation efforts (Low-interest loans, grants, etc.)
- New residential development should match in character to create a unique sense of place
- Healthy mixed-income community

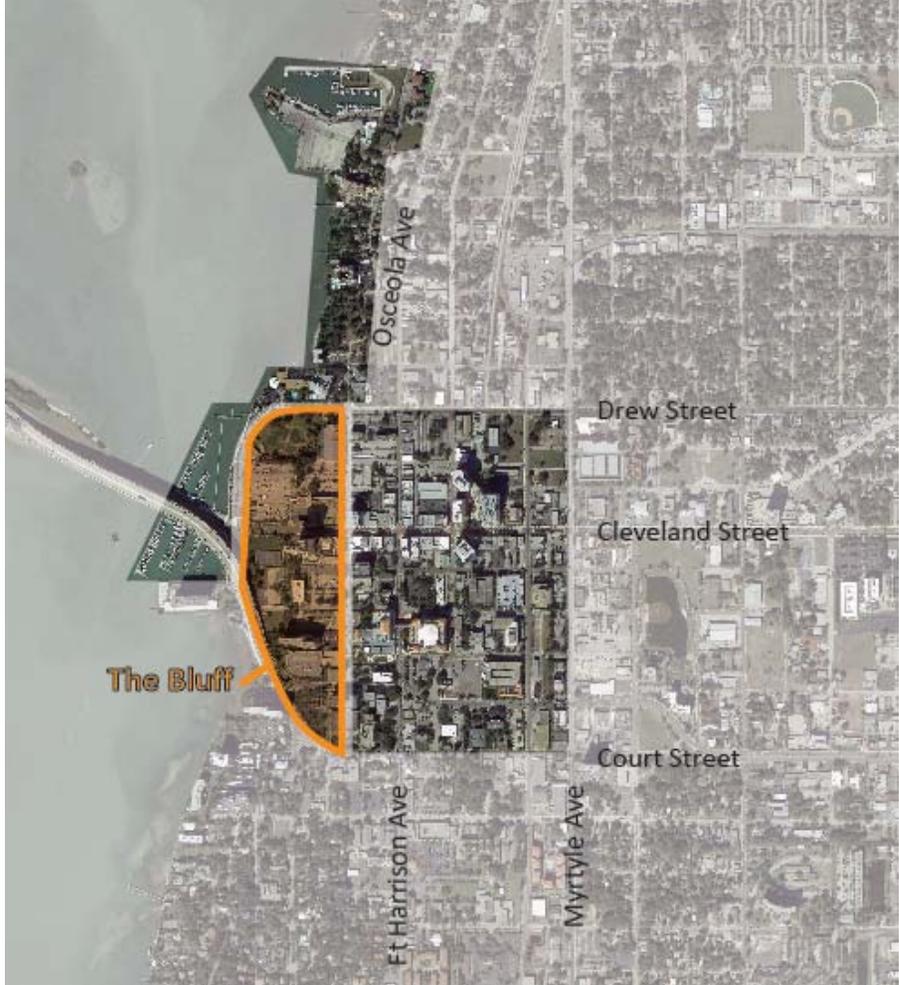


# THE WATERFRONT DISTRICT– Enhance Public Access to Water

## Attract waterfront restaurants

- Recommended in CDRP – affirmed by the Panel
- A major attractor for the boating community and a destination for city-goers
- One or more eating establishments on the water – Full-service to informal
- Not an RFP but a real “executive” search for the best talent with the most experience





# The Bluff



## THE BLUFF

### What we heard

- Capitalize on the Prominence of the Bluff
- Investigate the Clearwater Marine Aquarium
- Link the Waterfront to Downtown



## THE BLUFF – Master Plan the Bluff District

### Form a master plan alliance

- A comprehensive guiding vision for the area that includes a full mix of uses
- RFQ/RFP for a development partner to guide feasibility of study
- Public-Private Partnership and in-depth community engagement
- Following master plan – RFQ/RFP for a “horizontal” developer



# THE BLUFF – Master Plan the Bluff District

## Expand Coachman Park

- DO NOT START UNTIL AFTER THE MASTER PLAN IS COMPLETE
- Needs both programmatic and physical expansion
- Cannot take the entirety of the Harborview site
- May include: Skateboard park, interactive fountains, playground, improved amphitheater
- Inclusive for all and attractive



# THE BLUFF – Master Plan the Bluff District

## Identify Opportunity Sites Along Bluff

- DO NOT START UNTIL AFTER THE MASTER PLAN IS COMPLETE
- Demolish the Harborview Center
- Some area should be developed, some should remain open – an issue for the Master Plan
- Restaurants with a water view should be integrated into a larger development
- Attractive from above and below



## THE BLUFF – Master Plan the Bluff District

### Attract and Promote a Large Attraction

- DO NOT START UNTIL AFTER THE MASTER PLAN IS COMPLETE
- The CMA is a great use – feasibility study will determine its viability
- Site is a good choice – central but not too central!
- If the CMA doesn't work out, go to Plan B – a similar attraction



## THE BLUFF – Bring Users to the Bluff and Beyond

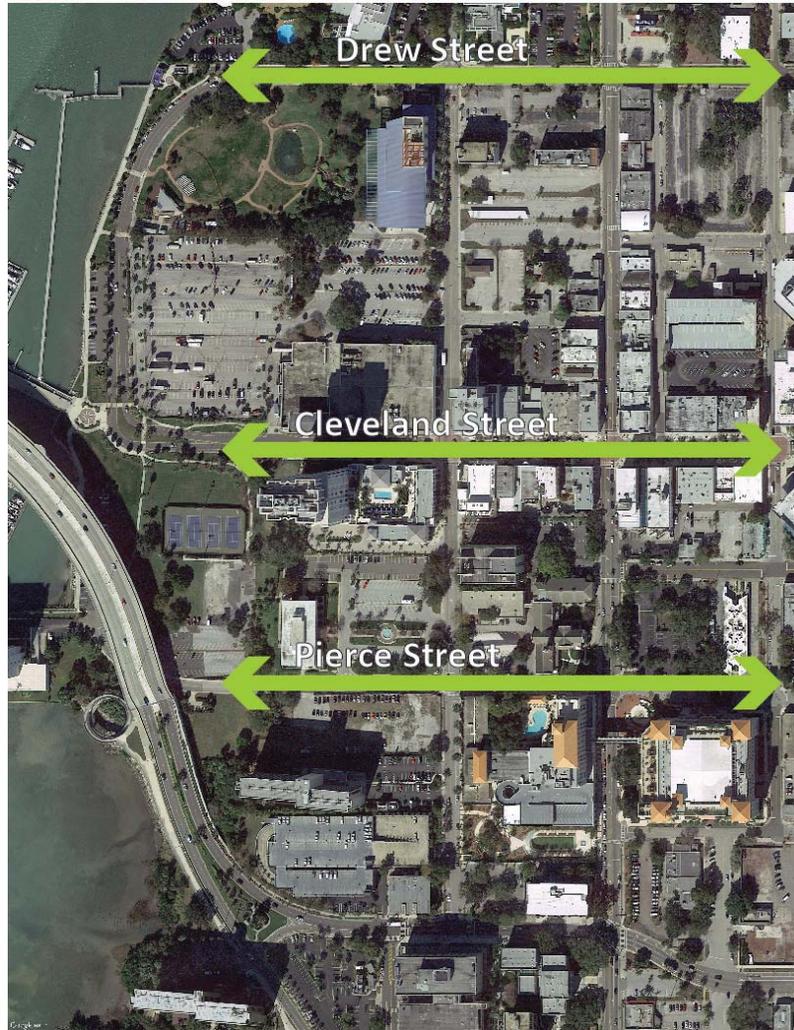
### Boost the Library

- Great site, good use, decent building – it can be so much more
- Too big for its current use, too inactive for its site
- Co-locate uses – café, arts initiative, community center
- Remove the fences and bollards – make it feel inclusive



# THE BLUFF – Bring Users to the Bluff and Beyond

## Make Attractive Routes across the Bluff to the Water



- Expand the streetscape from Cleveland Street – temporary and re-usable
- Identify other important street connections – Drew, Pierce, and others
- Multi-modal – for bikes, cars, people of all sorts!
- Grab people off Pinellas Trail and other places – attract new users

## THE BLUFF – Bring Users to the Bluff and Beyond

### Causeway as Landmark

- Elegant structure directly in Cleveland Street view shed
- Partner with local artists
- LED or other decoration
- A cheap and effective approach to attract people to water





# The Central Business District



## THE CBD

### What we heard

- Make Downtown More Attractive
- Bring People to the Streets
- Make Downtown More Legible and Navigable



# THE CBD – Create a Beautiful and Flexible Downtown

## Spread Beautifying Infrastructure

- Cleveland Street established a template and brand – Spread the Love!
- Create a toolkit that can be applied as needed – Street trees, trash and recycling, furniture, paving materials, plant palettes
- Select important streets, create framework – Drew, Osceola, East Ave (trail), Pierce
- Create safe, clean, shaded environment



## THE CBD – Create a Beautiful and Flexible Downtown

### Create Secondary, Service-Based Retail Environment



- Consistent with retail plan completed prior to Panel
- Service uses – Laundry, salons, small convenience and markets, etc.
- Fort Harrison Ave - Complements Cleveland Street, but allows it to keep its charm
- Comprehensive retail district for full-time residents
- Expanded streetscape, refuse receptacles, trees, etc. – adherent to design guidelines

## THE CBD – Create a Beautiful and Flexible Downtown

### Pop- Up Uses in Vacant Store Fronts

- City can reach out to and work with property owners
- Time with special events and programming – Flea Market, Music events
- Pop-up window displays are good, pop-up stores are better
- Gives an idea of how an active Cleveland Street can look



## THE CBD – Attract Anchor Businesses and Institutions

### Attract an Incubator

- Shared office space to grow talent and businesses
- Allocate funds, offer grants, create partnerships
- Based around tech businesses and other localized industries
- Partner with large institution



## THE CBD – Attract Anchor Businesses and Institutions

### Find the Next Starbucks

- The City can explore (mostly) successful partnerships with Church, hospital, other institutions
- Capitalize on built in clientele
- Businesses that are attractive to a wider patron base
- Promoted heavily to institutions, visitors, and residents



## THE CBD – Attract Anchor Businesses and Institutions

### Find the Next Capitol Theater

- Everyone seems to love the Cap!
- Find the next important venue
- The city can explore and promote other partnerships with promoters, venues, institutions (such as Ruth Eckerd Hall)
- Create critical mass of entertainment – build a culture identity
- Complementary uses – galleries, small music venues, playhouse



# THE CBD – Attract Anchor Businesses and Institutions

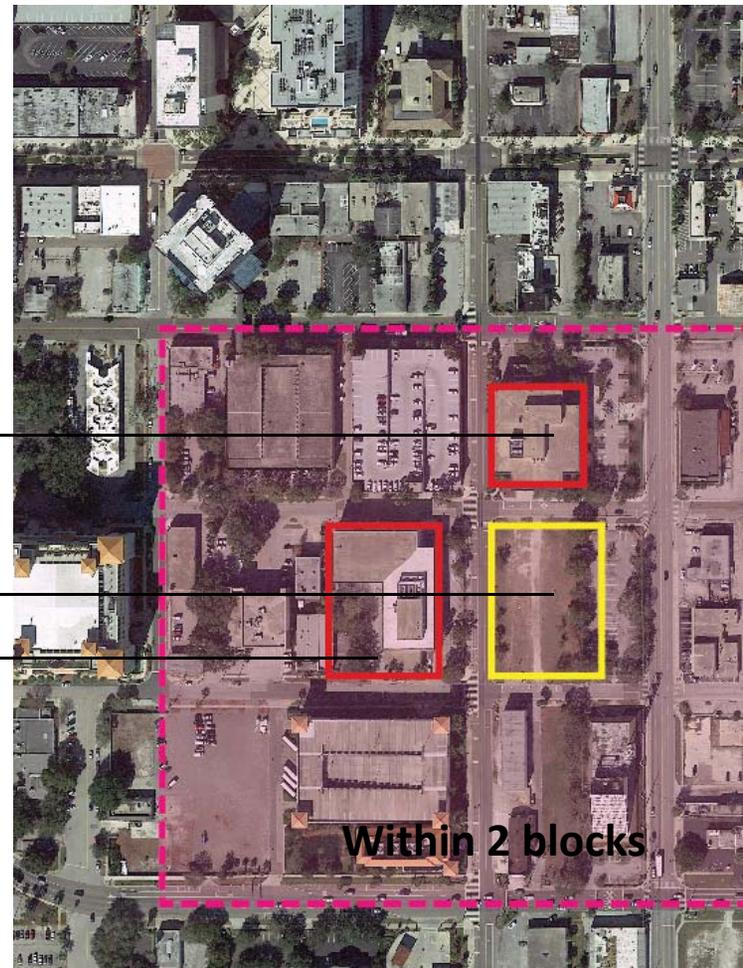
## Locate City Hall Around Like Uses and Multi-Modal Hub

- City Hall needs a home!
- Should be located near like-uses – Development Services Building, Police
- Locate near Multi-modal site for optimal access
- Affirming the Capital Improvement Plan in CDRP

**Municipal Services**

**Intermodal site**

**Police Dept.**



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# Sonali Soneji

## Gateways and Connections

# COMMUNITY GATEWAYS & CONNECTIONS

## Transportation contributes to economic prosperity and public health

- The primary function of transportation is access.
- Access to better jobs and education improves income, property values and tax revenues.
- One of the County's five at-risk zones for access to health care is located adjacent to downtown Clearwater.
- Opportunity to encourage outdoor activities is presented by the warm sunny days and spectacular natural environment.



## COMMUNITY GATEWAYS & CONNECTIONS

**Vision:** *a robust transportation system that provides mobility to a variety of age groups for a variety of trips using a variety of modes of travel*

- Strengthen the connections between downtown and neighborhoods
- Serve a diverse community with a multimodal transportation network
- Enhance the health and quality of life of the community

*Vision can be realized by a system that:*

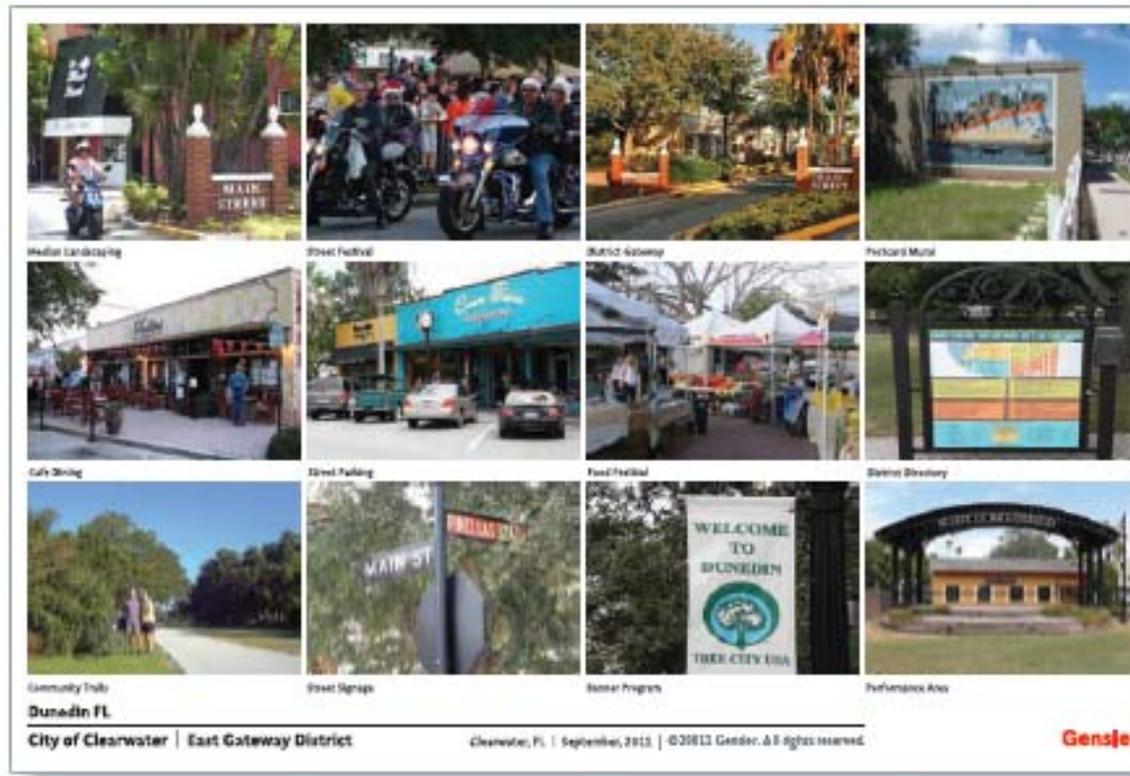
***Welcomes, Layers, and Connects***



# COMMUNITY GATEWAYS & CONNECTIONS

## Welcomes - Enhance Gateways

- Emphasize **arrival** through signage, public art, architectural elements, and green space
- **Advertise** the downtown brand of “the Bluff”
- Tell a powerful **story** about the place Clearwater is and wants to be



## COMMUNITY GATEWAYS & CONNECTIONS

### Welcomes – Intermodal Hub

- Greenlight Pinellas light rail station proposed
- PSTA bus station relocated
- Jolley Trolley service
- Add bicycle rental and maintenance shop
- Incorporate retail and services
- Collocate City Hall
- Free parking garage for downtown visitors and beachgoers



## COMMUNITY GATEWAYS & CONNECTIONS

### Welcomes – Mercado/Festival Square

- Traditional fixed market in Mexico housed in buildings owned and operated by the local government
- Start with food trucks and stands, permanent structure built later
- Incorporate a plaza, grocery, homes located over retail space, a clinic or other community services, and flexible space for farmers' and art markets
- Form the civic core of the neighborhood



## COMMUNITY GATEWAYS & CONNECTIONS

### Welcomes – Cleveland & Myrtle St. intersection

- Access from the Pinellas Trail and East Gateway



### Welcomes – Five Points intersection

- Needs to communicate presence of downtown
- Acknowledge history of Cleveland Street
- Project aspirations
- Free parking to transfer to bike or trolley



# COMMUNITY GATEWAYS & CONNECTIONS

## Layers – separate systems with transition points

Transportation planning integrated with development

Modes offered:

- private vehicles
- light rail
- bus
- trolley
- bicycle
- walking
- water taxi / ferry



## COMMUNITY GATEWAYS & CONNECTIONS

### Connects – Water taxi or ferry service

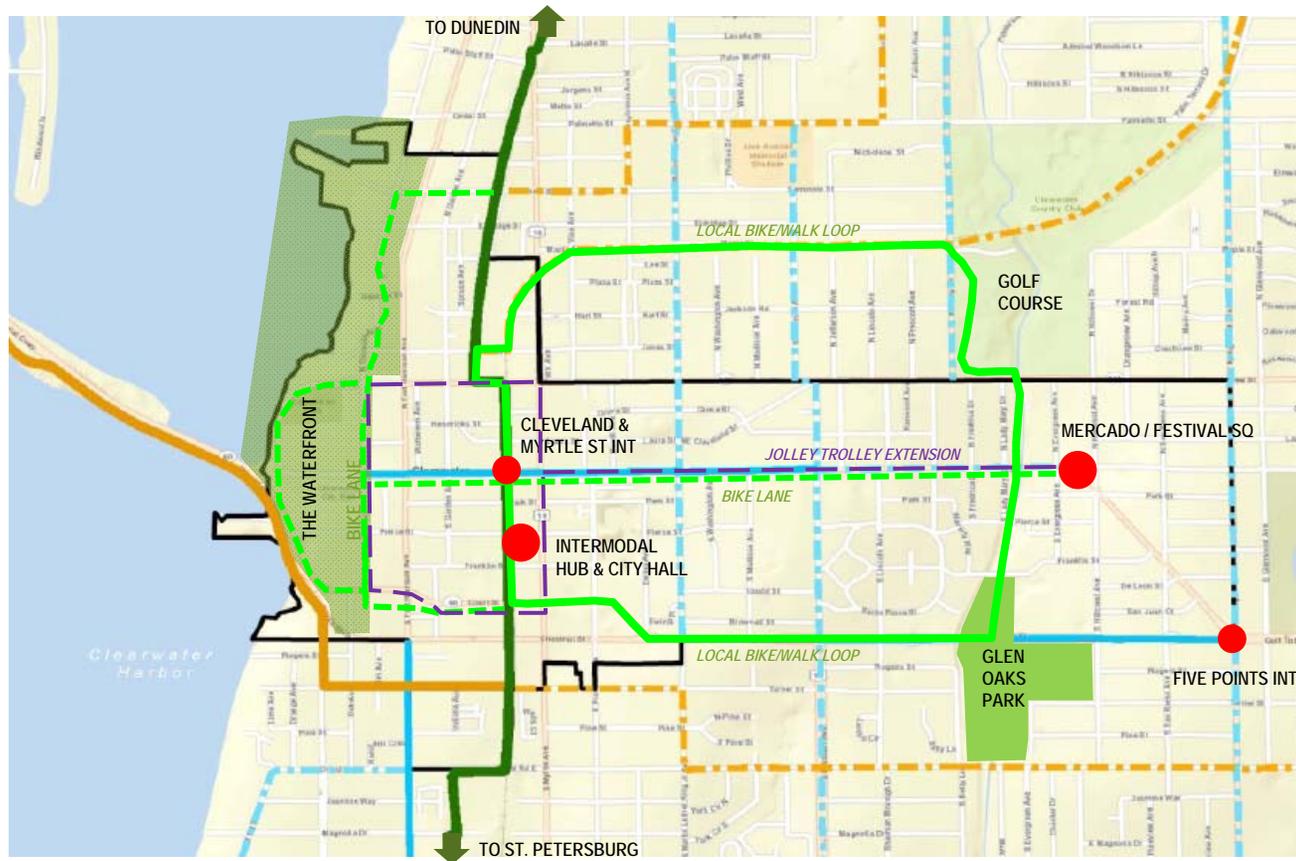
- Connect downtown with the beach and marinas
- Support the boating brand
- Provide a visual connection with the water
- Become a tourist attraction in itself



# COMMUNITY GATEWAYS & CONNECTIONS

## Connects – new loops proposed

- Bike/walk loop connecting downtown to North Greenwood and East Gateway
- Extension of Jolley Trolley to East Gateway along Cleveland St.



# COMMUNITY GATEWAYS & CONNECTIONS

## Connects – Recreation areas

- Enhance the 3 major areas for active and passive recreation:
  - Waterfront
  - Golf course
  - Glen Oaks Park
- Add trail along Stevenson Creek



Gensler SocialCompact



# COMMUNITY GATEWAYS & CONNECTIONS

## Connects – Healthy Food

- Mercado retail and restaurants
- Farmers' market
- Community gardens
- Nature's Food Patch and Publix
- Cooking demonstrations



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# Doug Wrenn

## Making it Happen

## The Participants

- Purpose of Implementation Strategy is to harness the resources of the City and apply them toward achieving the shared vision for the City's future
- Four primary stakeholders are involved – Business community, City government, Church of Scientology, and Civic leaders/residents



## The City

- Fragmented leadership – the allocation of lead responsibility among Departments is much too fragmented to be effective
- Assign responsibility/authority to an Asst. City Manager and create a Brain Trust
- Risking Greatness – bold and decisive action is required by elected officials with a willingness to accept some amount of risk
- Leverage the TIF income with bonds to generate significant capital for redevelopment projects
- Select a Partner, not a Concept – a Concept can be modified in response to market forces and other dynamic conditions; the strength and ability of your partner is difficult to change



## The City

- Comprehensive approach – existing strategies are good but add a Clean & Safe Program and a Special Events and Public Engagement Program
- Long-term commitment – transformation will occur incrementally and the City must demonstrate that Downtown Redevelopment is the number one priority
- Allocation of responsibilities – Public/Private Partnerships are successful when the public sector takes responsibility for what it does best and the private sector is responsible for what it does best



## Business Leadership

- Umbrella organization – business participation is channeled through an organization that includes property owners, developers, business operators, citizens, and civic groups
- Advocacy – business leaders can advocate for resources and policies that accelerate Plan Implementation
- Consensus building – business leaders can assist in resolving issues and points of conflict



## Church of Scientology

- Communication and coordination – continue to provide input to the City
- Uncertainty and speculation create risk – redouble efforts to communicate to the City plans for future growth



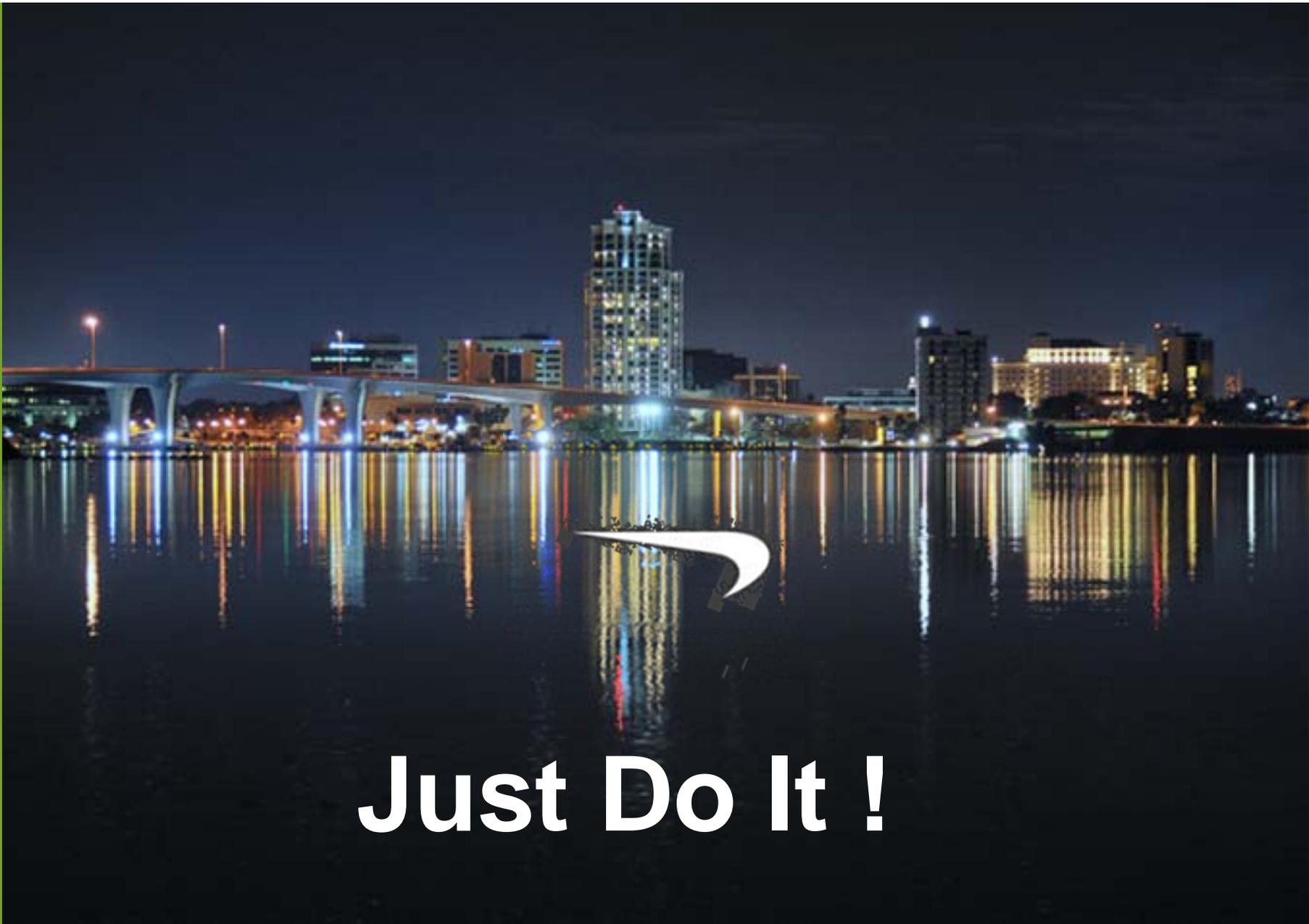
## Community Leaders

- Structure of Community involvement fragmented – create a Coalition with representation from all the other civic organizations and single interest groups
- Expand capacity of community leadership – create a Citizen’s Academy to develop community leadership skills among minorities and underrepresented areas of Downtown



# Conclusions

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**Just Do It !**

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# QUESTIONS?

