

# ECONOMIC DEVELOPMENT AND HOUSING

## Mission

*Our mission is to improve and expand the economic base of the community through the retention and expansion of existing businesses and the attraction of new businesses and real estate investments, and by implementing value-added strategies and programs that enhance the community's overall high quality of life and local and national image. Further, our mission is to provide quality affordable housing and community services to the citizens of Clearwater.*

## Department Description

The Economic Development and Housing Department consists of 14 employees and is divided into two divisions, the Economic Development Division and the Housing Division.

## Financial Projections

<b>Department Summary</b>					
	<i>Actual</i> 2001/02	<i>Actual</i> 2002/03	<i>Budget</i> 2003/04	<i>Budget</i> 2004/05	% Change
Economic Development	915,909	1,037,051	1,055,170	<b>1,056,490</b>	0.1%
Housing Division	-	490,572	491,770	<b>468,740</b>	<b>-4.7%</b>
<b>Total</b>	<b>915,909</b>	<b>1,527,623</b>	<b>1,546,940</b>	<b>1,525,230</b>	<b>-1.4%</b>

<b>Department Full-Time Equivalent Positions</b>				
	<i>Actual</i> 2001/02	<i>Actual</i> 2002/03	<i>Budget</i> 2003/04	<i>Budget</i> 2004/05
Economic Development	7.0	7.0	7.0	7.0
Housing Division	<u>0.0</u>	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>
<b>Total</b>	<b>7.0</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>

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## Strategic Objectives/Measures/and Targets

Strategic Priority	Objective	Measure
Economic Development Quality of Life	Parking programs will address both north and south beach public parking options as a catalyst for private sector investment and will increase parking available to the public.	<u>Performance 2003/04</u> Pelican Walk project approved by City Council will add 300 parking spaces for north beach. Deal reached with Seashell Development for 155 interim spaces until 400 permanent spaces completed with new hotel project.
Economic Development Quality of Life Infrastructure Maintenance & Improvements	Infrastructure investment will be lead by the new causeway bridge, Main Library, Town Lake, Waterfront Bluff Park, Bayfront Marina and additional parking as needed.	<u>Performance 2003/04</u> Bridge under construction and will open in 2005. New Main Library and Town Lake projects completed. Bluff Park and Marina project conceptual designs approved.
Economic Development Quality of Life	Downtown will be redeveloped and become increasingly more marketable through strategic public investment in infrastructure and programs.	<u>Performance 2003/04</u> Council approved agreement in February 2004 for redevelopment of Station Square park for 126-unit condominium complex containing 10,000 square feet of retail space, 100 public parking spaces. Secured approval of Pinellas County for the expansion of the CRA, Downtown Redevelopment Plan, and TIF for downtown.
Quality of Life	Implement a renovation, revitalization and rehabilitation strategy for the Downtown, the Beach and the major city-wide commercial corridors.	<u>Performance 2003/04</u> Council approved \$15 million for Beachwalk. Construction drawings for Osceola to Myrtle Avenue Streetscaping underway. Mandalay Streetscaping completed and design for Coronado cross-section begun. Attracted new resort hotel and residential developments (824 hotel rooms and 367 approved condominium units). Design and bid process completed and construction underway on Downtown Wayfinding project.
Economic Development	By concentrating on core residential areas, Downtown, the beaches, and the marketability of existing commercial corridors and business parks we can revitalize our economy.	<u>Performance 2003/04</u> Remainder of 790,000 square foot Clearwater mall site completed. Coordinated solicitation of developers for two prime downtown redevelopment parcels – Calvary Baptist and Am South sites. Prepared two major Requests for Proposals (RFP) for Downtown Multiplex Movie Theater and Jack Russell Stadium site. Prepared award winning marketing brochures for downtown core and Clearwater Beach. Coordinated attraction of multiple residential development projects totaling 271 units for downtown.

# ECONOMIC DEVELOPMENT

## Program Description

The Economic Development Division, in concert with the department's Housing Division, interrelates its activities with all other city departments and a wide spectrum of public and private organizations.

Operationally, the division's staff collectively administers all programs that impact the economic development of vulnerable parts of the City, including the activities and incentives for the Community Redevelopment Agency (CRA), the Downtown Development Board (DDB), and the Main Street, Brownfields, Enterprise Zone and Hub Zone programs. The division also manages the City's tourism and economic development linkages with the Clearwater Regional Chamber of Commerce and the Tampa Bay Partnership.

In addition, the division assumes responsibility for assisting the existing business community to stabilize their operations, and to retain and expand their employment base, through education on available enhancement programs and growth incentives, assistance with physical building improvements, attraction of new tenants, and providing access to available public and private financing programs.

A key division responsibility, in concert with the review and code enforcement responsibilities of other departments, is the development coordination of new real estate projects being proposed and constructed within the community. In turn, the division is responsible for enhancing the "livability" and "image" of the community by strategizing real estate investment opportunities within the central business district, the beach area and community at large.

The potential for quality economic development growth is further defined by the division's lead role in outreach and targeted marketing for the recruitment of value-added new affordable and market-rate residential, retail, office, industrial, mixed land use, cultural, and tourist-based resort developments.

The Economic Development Division consists of 7 FTEs funded by the General Fund, the CRA, and the DDB through a contract with the CRA. The positions include an Assistant City Manager, a Director, an Assistant Director, three Economic Development Coordinators and an Executive Assistant.

	<i>Actual</i> <i>2001/02</i>	<i>Actual</i> <i>2002/03</i>	<i>Budget</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>%</i> <i>Change</i>
Personnel	421,683	522,665	539,600	<b>561,750</b>	<b>4.1%</b>
Operating	356,769	442,619	437,070	<b>419,370</b>	<b>-4.0%</b>
Internal Services	65,097	71,768	78,500	<b>75,370</b>	<b>-4.0%</b>
Transfers	<u>72,360</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>n/a</u>
<b>Total</b>	<b>915,909</b>	<b>1,037,052</b>	<b>1,055,170</b>	<b>1,056,490</b>	<b>0.1%</b>
Program Full-Time Equivalent Positions	7.0	7.0	7.0	<b>7.0</b>	

### Program Highlights

- ❖ The Economic Development program is supported by seven full-time equivalent positions, the same as the 2003/04 budget.
- ❖ The tourism contracts in the amount of \$217,840 include the Chamber of Commerce (\$170,000) and costs associated with the Beach Visitors Center (\$47,840) and are funded in the Economic Development program.
- ❖ Operating expenditures include \$50,000 (the same level as the prior year budget) for membership in Tampa Bay Partnership and \$60,000 (a \$5,000 decrease) for outside contractual services for market analysis, appraisals, and projections assistance.
- ❖ The Community Redevelopment Agency (CRA) will reimburse the General Fund in the amount of \$229,570 for administrative support provided to the CRA in fiscal 2004/05. This is approximately a \$12,200, or 6% increase over the 2003/04 budget.
- ❖ There have been no other significant changes in the Economic Development program in this fiscal year. The Economic Development program reflects a minimal increase of 0.1% over the 2003/04 budget.

**Program Description**

The mission of the Housing Division is to provide quality affordable housing, community and economic development services to the citizens of Clearwater. These goals are achieved through the administration of two federal grants, Community Development Block Grant (CDBG) and Home Investment Partnership Grant (HOME), and one state grant, State Housing Initiatives Partnership (SHIP) Program Grants, totaling approximately \$3 million. Using these grant funds, the division funds a wide variety of housing, social service and economic development programs.

Approximately \$1 million of the total grant funds are redistributed to community organizations that directly provide social services to the community. Examples of these community organizations include: Partners in Self-Sufficiency, the Community Service Foundation, Pinellas Opportunity Council, Community Pride Child Care and Family Resources. The division annually solicits, reviews and recommends to the City Council for their final approval the selection and funding level of the grantee organizations. Contract management and grant supervision is provided by the division throughout the year to insure effective use of the grant funds.

The division provides affordable housing funding for very low to moderate-income residents for down payment assistance or rehabilitation loans and construction of new infill housing units. The division's loan officer and rehabilitation officer evaluate and process loan applications, close real estate transactions and perform property inspections during construction. Where grant funds for new infill housing are provided to a nonprofit housing partner, the division provides technical assistance to the nonprofit organization and supervision of the grant. Due to the extensive federal and state grant regulatory requirements, two full time positions as well as a substantial portion of the Assistant Housing Director's time are devoted to financial reporting, grant management and coordination with the City's Finance Program.

The Housing Division is fully funded through the administrative portion of the federal and state grant funds and no City general operating funds are used to support this division.

The staff of the Housing Division is composed of seven FTEs including an Assistant Housing Director, one Housing Manager, one Housing Coordinator, one Controller, one Accounting Technician, a Staff Assistant, and one Senior Staff Assistant.

<b>Program Summary</b>					
	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>	<i>%</i>
	<i>2001/02</i>	<i>2002/03</i>	<i>2003/04</i>	<i>2004/05</i>	<i>Change</i>
Personnel	-	379,131	392,330	<b>383,850</b>	<b>-2.2%</b>
Operating	-	22,719	33,410	<b>23,170</b>	<b>-30.6%</b>
Internal Services	-	88,721	66,030	<b>61,720</b>	<b>-6.5%</b>
<b>Total</b>	-	<b>490,572</b>	<b>491,770</b>	<b>468,740</b>	<b>-4.7%</b>
Program Full-Time					
Equivalent Positions	0.0	7.0	7.0	<b>7.0</b>	

## Program Highlights

- ❖ The Housing Division is a self-supporting division, supported entirely by the Community Development Block Grant (CDBG), Home Investment Partnership Grant (HOME), and State Housing Initiatives Partnership (SHIP). These programs reimburse the General Fund for the administrative and programming functions provided by the Housing Division.
- ❖ The Housing Division is supported by seven full-time equivalent positions, the same as the previous year's budget.
- ❖ Personnel services reflect a small decrease of 2.2% due to the replacement of a retired employee with an entry level employee.
- ❖ In 2004/05, operating expenditures reflect a decrease of 30.6% due to numerous small decreases in individual line items.
- ❖ There have been no other significant changes in the Housing Division program in this fiscal year. The 2004/05 budget for this program reflects a 4.7% decrease from the 2003/04 budget.