



Economic Development Master Plan

City of Dunedin, Florida

2013-2023

May 2013

FINAL APPROVED VERSION

City Commission

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DATE: May, 2013

TO: City Commission

FROM: Robert DiSpirito, City Manager

SUBJECT: Revised Economic Development Master Plan for the City of Dunedin

My staff and I are pleased to present to the Commission for your consideration the final draft of the City's Economic Development Master plan. The purpose of this plan is to offer a framework for discussing options and strategies available to the City as we seek to achieve a stable source of revenues with which to support the core services that we provide to this community. In light of the declining economy these last five years, the importance of stabilizing and improving our revenues has only grown, particularly for sustaining the General Fund as it pays for Fire/Rescue, Sheriff's contract, Parks & Recreation, the Library, Planning & Development and a number of other key services.

From the beginning, our approach has been to not hire an outside consultant to write or assist with the development of an economic plan. Rather, I felt that we had the expertise and experience available in-house with talented professionals who know Dunedin and its current challenges well. Thus, this report was authored primarily by our Director of Economic & Housing Development, Bob Ironsmith, with assistance by Director of Planning & Development Greg Rice, and me. Administrative Coordinator Joan McHale was also of great help. The goal was to produce an economic plan that was closely tailored to Dunedin's particular challenges and opportunities.

It is our intention that this plan can serve as a blueprint to guide the City over the next ten years. There is focus on setting both strategic goals and implementation activities. Four main goals emerged: 1) Diversify the Economy, 2) Establish a Business/Housing Friendly Environment, 3) Enhance the Quality of Life, and 4) Tourism. Within these goals, the plan provides implementation strategies pertaining to redevelopment, business recruitment and retention, corridor improvement, infill opportunities, revenue source diversification, housing options, job creation, branding & marketing, tourism, entrepreneurship, quality of life elements, and a number of new approaches that we may wish to consider.

We view this plan as a working document, rather than a definitive study containing pat answers. It is not an academic analysis derived heavily from demographics or other census data, nor does it replicate the format or content of plans written by other jurisdictions. Rather, we felt it was more important for us to start a conversation with the Commission and community by asking the right questions and generating ideas, especially if there are some techniques that the City have not yet tried. This document is meant to be more of an action plan that also provokes further consideration, as we endeavor to find the right mix of things that work here in Dunedin, as opposed to anywhere else. Thus, as unique as Dunedin is, our strategies for our economy need to be our own.

Robert DiSpirito
City Manager

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Introduction

Dunedin has numerous strengths and assets, and these will be detailed in the following pages. Having a high quality of life enables Dunedin to be proactive with business recruitment, business expansion, tourism, and infill housing. The various older commercial corridors in the City also offer an excellent opportunity to encourage private investment through adaptive reuse. With this in mind, the commercial corridors are a special area of focus in this plan. Below is a list of the main topics to be covered in the Economic Development Master Plan:

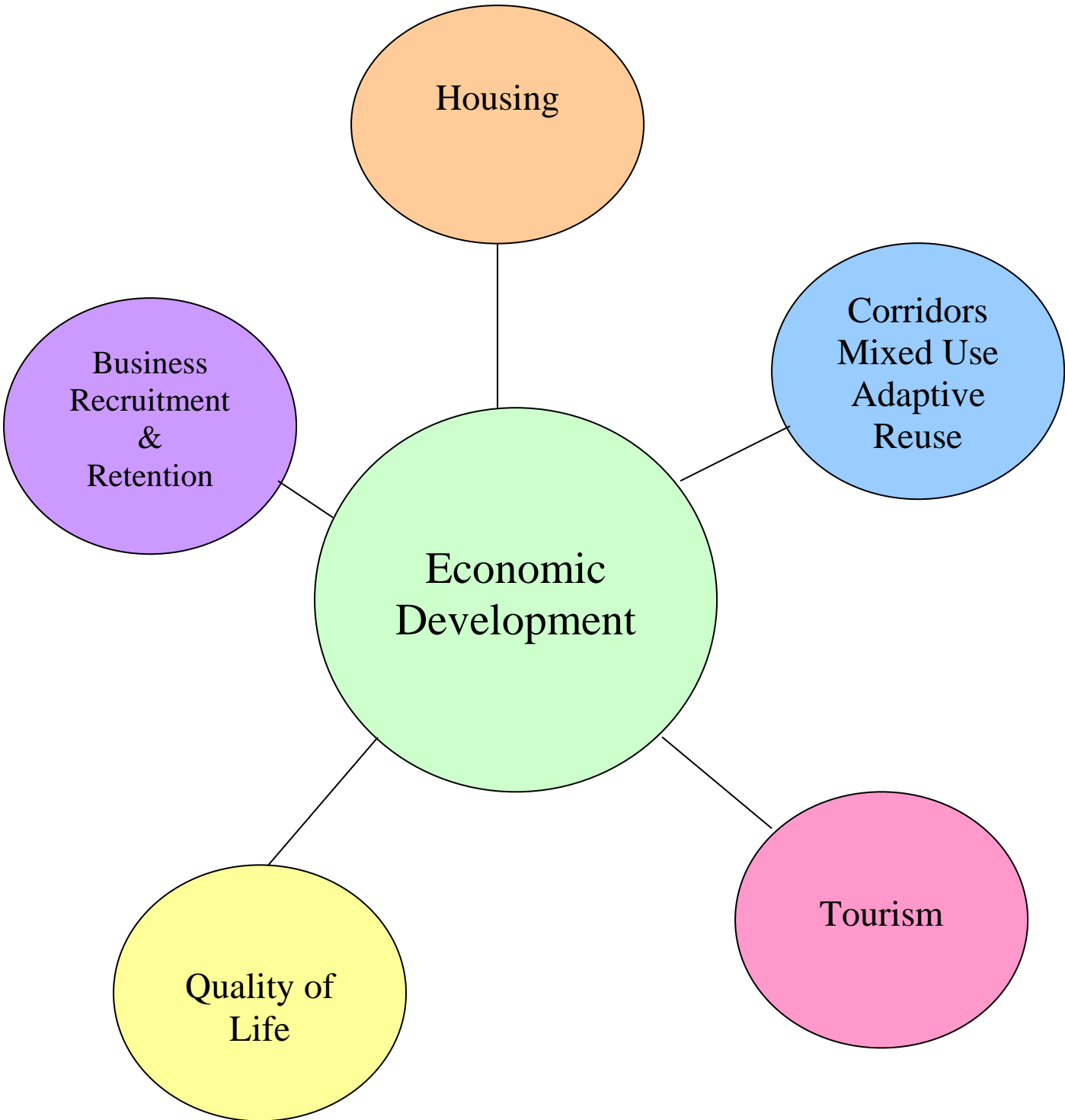
- Mission Statement
- Goals
- City Wide SWOT Analysis
- Diversifying Local Economy
- Business/Housing Friendly Environment
- Enhance Quality of Life
- Tourism
- Implementation
- Conclusion/Recommendations
- Appendix

Mission Statement

One of the most important items for a City emphasizing economic and redevelopment measures is the adoption of a Mission Statement. Considering the characteristics of Dunedin and its economic objectives, the Mission Statement for the City's Economic Development Department is:

Create a fertile business and cultural environment that encourages the recruitment and retention of business, promotes tourism, and improves the Quality of Life in the City of Dunedin, generating revenue with which to provide core services to our residents and visitors.

Economic Development Components



Goal Strategy

Goals can help individuals, groups, and outside agencies to understand the aspirations of the City. Four main goals determined for the City of Dunedin were created based on Dunedin's attributes and potential opportunities. Each will be covered in detail in their respective sections. Each of the main goals also have sub-goals and action steps.

1. Diversify Local Economy

This goal is directed at not only adding revenue to the City, but also diversifying its economy to withstand market downturns. Dunedin, based on its quality of life offerings, can be attractive to small and medium-sized companies. Items covered under this goal are entrepreneurship, business incubator, business retention, corporate headquarter potential for Dunedin, review of Dunedin's corridors, and recommended incentives for Dunedin to implement.

- Prioritizing Resources for Economic and Redevelopment Success
- Support Entrepreneurship
- Corridor Enhancement Strategy Plan
- Incentives

2. Business/Housing Friendly Environment

This goal focuses on the ways Dunedin can be seen as a business and housing development friendly place. Items covered under this goal include code overhaul, form-based code, "One Stop Shop", business recruitment and expansion, infill housing, workforce housing, and multi-family developments.

- Team Dunedin and Development Review Committee
- Partnering and Resources
- Customer Service Task Force

3. Enhance Quality of Life

Dunedin's number one strength is the high quality of life it offers to residents, making it an attractive place for people looking to start or expand a business. Items covered under this goal include a listing of the City's main assets (Arts, History, Parks) and special events (street and cultural festivals).

- Relationships building
- Continued support for Arts & History
- Continued support for Special Events

4. Tourism

The tourism goal has direct effects on the social, cultural, educational, and economic sectors of our City and its relations with others. Tourism brings in large amounts of income in payment for goods and services, and offers opportunities for employment in the transportation, retail, hospitality, and entertainment industries.

- Traditional
 - Weather
 - Festivals & events
 - Museums
 - Beaches
 - Water activities
 - Fishing
- Heritage
- Eco-tourism growing

Goal 1

Diversify Local Economy

GOAL 1 - DIVERSIFY LOCAL ECONOMY

As Dunedin's land uses consist primarily of older housing, and its commercial areas are heavily weighted to retail and service sectors, there exists a need to diversify its economy as a means to better weather economic downturns. Similar to other municipalities in Florida and across the country, the revenue stream for Dunedin has decreased dramatically, in Dunedin's case, by approximately *\$14.1 million from 2008 to 2012. The 16% decrease in total revenue to the City has led to difficult choices such as layoffs, reductions in some services, frozen compensation, deferment of public works projects and vehicle acquisitions, and the use of some City reserves to help balance the Fiscal Year 2012 and FY 2013 budgets. The decrease in assessed property values has also negatively impacted the Community Redevelopment Agency's budget, where tax increment revenues have gone down from \$697,000 in 2008 to approximately \$373,000 in 2012.

Along with declining revenue, Dunedin's largest challenge is its "built out" nature, and heavy reliance on retail and services within our non-residential sectors. This translates into an urgency for Dunedin to expand its tax base and diversify the local economy.

Recent data from the 2010 census shows a majority of homes were built in Dunedin from 1960 to 1989, and the retail and service trades account for approximately 76% of the total (1,564) businesses located in the City. As Dunedin's population is expected to increase very modestly from 2010 to 2030 (approx. 4,000 residents), the emphasis needs to be on diversifying its tax base and being creative with ways to increase revenue. Providing additional revenue to the City as a means to support basic core services is at the heart of this economic development strategy. A diversified economy for Dunedin encompasses the following:

- a. Ensuring revenue for basic services (Police, Fire, Public Works, Recreation & Library)
- b. A revenue base more resilient to economic downturns
- c. Focusing of the Corridors (tailor to strengths and vision of each area)
- d. Increasing Dunedin's tax base
- e. Creation of jobs for our residents to help stabilize local economy
- f. Maximizing commercial office and light industrial areas as revenue producers
- g. Providing for small business growth
- h. Encouraging adaptive reuse of older commercial buildings
- i. Creating projects which feature mixed use and green building concepts
- j. Encouraging cultural, arts & heritage-oriented providers to flourish and entrepreneurs to take root

*The decrease of \$14.1 million is total revenue collected by the City and consists of ad-valorem, franchise fees, utility service taxes, licenses and permits, intergovernmental revenue, charges for services and miscellaneous revenue.

a. **Entrepreneurship**

Community support of entrepreneurship is key to fostering an environment where individuals risk money, time and effort on an idea. Although the success rate of entrepreneurship is typically low, especially during the first two years, it also has the potential to contribute significantly to the creation of new jobs. This field is part of small businesses that accounts for most patent development. Another interesting feature of entrepreneurial business is that they are very likely to stay in the community in which they began. This is not always the case for larger type corporations.

Pinellas County Economic Development (PCED) has a comprehensive program for individuals looking to start up a business. Interested parties can take classes on devising a business plan, growing a business, accounting and taxes, marketing, SBA loans, and managing websites.

As Dunedin can be an excellent place for entrepreneurs, the City should continue to build a relationship with PCED staff and promote the educational tools that are available.

Home-Based Business

Dunedin's regulations and permitting requirements currently do allow for a home-based business which does not negatively impact the surrounding residential area (noise and disruption). The downturn in the economy over the last several years has increased the interest in home-based businesses, and our predominantly residential makeup is a good fit for entrepreneurs looking to start something small to see if it will have broader appeal. With the rewrite of the Land Development Code in 2010, Dunedin took steps to encourage home businesses, while at the same time implementing guidelines to insure the home occupation does not change the character of a neighborhood. A few examples of home-based businesses: home child care (up to 6), hair salon, barber shop and massage therapy. Examples of home-based businesses that are not allowed: medical/dental office, engine repair, boarding of animals and machine shop.

What will attract an entrepreneur to Dunedin? The list below summarizes what entices people to a community, along with what Dunedin has to offer.

1. Great quality of life: The level of Dunedin's quality of life is something few communities have.
2. Opportunities for lower cost rent and overhead: There are numerous smaller-type buildings in Dunedin that are of a grade that would be conducive to lower rents. In addition, the City's façade and demolition incentive programs are attractive to a start-up business looking for

cosmetic improvements or the ability to demolish a structure. Both of these incentives require property owner approval.

3. Advice on how to start up a business: Once a month, a person can meet with Pinellas County's Small Business Development Center to receive counseling on business plan formation and other matters. The meetings occur at the Dunedin Chamber of Commerce, and are a great resource for start-up businesses. Counselors from Pinellas County Economic Development are also available for business assistance any time during the week at their main office located in Clearwater.
4. Venture capital or seed money: There are various programs available to assist entrepreneurs with start-up business ideas, and the best course is to meet with a SBDC counselor. Programs that may be available include "Florida Venture" seed money, Patriot Loans for veterans, and loans through the Small Business Administration.
5. Referrals to competent professionals, for attorneys, accounting and marketing advice: Individuals looking to start up a business would be encouraged to obtain advice through the Small Business Development Center.
6. Accurate advice on how to navigate the legal and governmental aspects of a business start-up: As mentioned in the earlier response, individuals would be encouraged to obtain advice from the experts at the Small Business Development Center. The City website should mention all the features it has in place to assist with business start-ups.

b. Incubator for Business Start-Ups

A business incubator or accelerator program is where either a local government or an economic development organization provides a setting that enables business start-ups to be nurtured until their business begins to sustain itself. Typically, these fledgling entrepreneurs move into an existing unused building at reduced rents, and share office equipment and administrative support. The basic goal is keep costs down for the start-ups, and offer mentoring and counseling services to the businesses. The advantages of an Economic Development Incubator for a start-up business include:

- The screening process a business has to go through to gain entry may prevent a bad idea and a business from losing money.
- Camaraderie in the building from the different entrepreneurs present provides motivation and competition.
- Start-up businesses are able to share administrative support and conference room availability.

Examples of incubators in Pinellas County are the Young-Rainey Star Center, and St. Petersburg College's entrepreneurship incubator for students in Largo.

Dunedin partners with the Chamber of Commerce and the Pinellas County Economic Development Department for business start-up opportunities. The presence of a business incubator in Dunedin would make a powerful statement about our approach to economic development. It also fits in with the character of the community as a place that draws creative people to enjoy what Dunedin has to offer.

c. Business Retention

Often not enough effort goes into business retention or cultivating entrepreneurs. A majority of cities and agencies spend much of their time trying to convince companies to relocate to their city or town. Below is a suggested list of questions that should be asked of businesses in Dunedin. The preferred choice is to meet with a business in person, but if resources are constrained, a direct mail campaign or an email distribution can be implemented. With regard to either a direct letter or email campaign, it is highly recommended that a follow-up phone call also take place.

Questions for a Dunedin business retention visit:

- How satisfied are you with Dunedin?
- What problems are you having here?
- How can we serve you?
- What financial and regulatory incentives would make your life here easier?
- What are some creative ways we can make you eager to stay and expand here?
- How can we increase quality of life for your executives and your employees?
- What developments in your industry will dictate how prosperous your company will be in the coming years?

While the loss of a business from time to time will occur, it is important to gain feedback to gauge overall satisfaction regarding doing business in Dunedin.

d. Business Visitation Program

The Economic Development Department staff has developed a program to aid in getting to know new businesses, monitoring the existing businesses, and being aware of a business at risk to offer assistance.

The following simple steps are planned (*beginning April 2013*):

Step 1: Take a physical inventory of the City's businesses by sector (corridor, part of town by location: N,S,E,W), creating a database to include type of businesses.

Step 2: Begin scheduling visits to businesses.

The Economic Development staff is working with the Building Department to obtain notification when a new Business Tax License is issued, indicating a new business in town. A Welcome Visit can then be made by staff.

The Business Visitation Program can help with retention efforts, foster good will, and create a partnership between the business community and the City.

e. Corporate Headquarters

Dunedin has many attributes in place to attract smaller businesses that desire a corporate headquarter presence. The attributes that would gain Dunedin a competitive advantage over other areas in the Tampa Bay region include Quality Of Life, a business-friendly environment, and various local incentives. Dunedin's location on the Gulf coast can also be seen as very positive to some prospective businesses, and negative to others, as they view it removed from Tampa International Airport. Other challenges noted by businesses looking to locate to Dunedin include limited vacant land, and difficulty in recruiting a trained workforce.

Developing relationships with prospective businesses is critical, as Dunedin needs to sell why it is such an attractive place for a corporate headquarters. Important qualities include a nice setting for executive management to live, work and play, and available local incentives. Other small businesses already headquartered in Dunedin should be mentioned.

An example of a corporate headquarters relocation is the recent move of Achieva Credit Union. From leads generated by the brokerage community and assistance from Pinellas County Economic Development, Team Dunedin mobilized to encourage the Achieva Credit Union to move their corporate headquarters here. When completed in 2013-2014, Achieva Credit Union will invest approximately \$12 million on a 9-acre site on Virginia Street, and bring over 140 jobs to Dunedin. Key factors involved in this acquisition was our Team Dunedin approach to the development process, and the overall high quality of life offerings for employees.

Leads generated by Enterprise Florida, Pinellas County Economic Development and Tampa Bay Partnership will enable the City's Economic Development staff to determine which businesses are contemplating a setting for a corporate headquarters, and how Dunedin can fit their needs.

GOAL 1: DIVERSIFY LOCAL ECONOMY

Overall Strategy for the City of Dunedin

Along with reviewing Dunedin City-wide, the areas which hold the most promise for economic development in the City are the seven (7) commercial corridors. These areas were studied from a SWOT perspective and strategies were developed to achieve Dunedin's overall goals of increasing revenue, creating jobs, diversifying its economic base and boosting tourism.

Below is a list of areas and the corresponding objectives, strategies, and performance measures that go along with the corridors identified.

- | | | | |
|----|---------------------|----|--------------------|
| 1. | Downtown | 5. | Dunedin Causeway |
| 2. | Patricia Avenue | 6. | State Road 580 |
| 3. | Douglas Avenue | 7. | U. S. Alternate 19 |
| 4. | MLK Industrial Area | | |

SWOT ANALYSIS

As a measure to understand the overall City, a detailed SWOT analysis was performed by staff. What is a SWOT analysis? And what does it stand for? A SWOT analysis is a process to objectively view the Strengths, Weaknesses (or Limitations), Opportunities and Threats (or Possible Concerns) of a chosen subject. Information generated from corridor studies, stakeholder and roundtable meetings provided us with insights.

<i>STRENGTHS</i>	<i>WEAKNESSES</i> (Or Limitations)
<i>OPPORTUNITIES</i>	<i>THREATS</i> (or Possible Concerns)

GOAL 1: DIVERSIFY LOCAL ECONOMY
City-Wide SWOT Analysis

DUNEDIN CITY-WIDE	
STRENGTHS	<ul style="list-style-type: none"> ▪ Excellent reputation. ▪ Natural assets (Beaches - Honeymoon Island, Caladesi Island). ▪ Extensive and highly respected parks system. ▪ Fred Marquis Pinellas Trail. ▪ Major League Baseball Spring Training home to Toronto Blue Jays. ▪ Minor League Baseball team, Dunedin Jays. ▪ Cultural Facilities: Dunedin Fine Art Center, Institute for Creative Arts. ▪ Museums: Dunedin Historical Society, National Armed Services & Law Enforcement Memorial Museum (NASLEMM). ▪ Well-known downtown Main Street. ▪ Numerous dining establishments. ▪ Strong Scottish roots with world-class bagpiping. One of the biggest Scottish Highland Games in Florida; Middle School, High School and City bagpipe bands. ▪ Located one hour from Tampa, International Airport, major league sports (football, hockey, baseball). ▪ Year-round outdoor and water sports. ▪ “Best in Tampa Bay” awards given by Tampa Bay Magazine readers. ▪ Major motion picture location for filming (Punisher, Dolphin Tale, Magic Mike). ▪ Receives many accolades: Money Magazine “One of the best cities to retire”; Best Walkable Small Town; Green City; America’s #1 Beach (2008); Tree City USA; Florida City of Excellence award for 2009; Top Intergenerational Community (2013). ▪ First Purple Heart City in USA. ▪ Florida Green Building Coalition (FGBC) Green Local Government - Gold status. ▪ Variety of educational opportunities (technical, musical)
WEAKNESSES/LIMITATIONS	<ul style="list-style-type: none"> ▪ Heavy reliance on ad valorem property tax as a revenue generator. ▪ Commercial base is limited and dominated by the service and retail sectors. ▪ High portion of tourist population leaves during the summer months. ▪ Lack of available large hotels with conference facilities. ▪ Absence of water transit to City assets. ▪ Small job growth expected. ▪ 10% housing vacancy. ▪ Limited availability of office space. ▪ Retail spending leakage.

GOAL 1: DIVERSIFY LOCAL ECONOMY

City-Wide SWOT Analysis

OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Older commercial areas can be rejuvenated over time to increase and diversify tax base. ▪ Vacant residential areas provide opportunities for infill. ▪ Adaptive reuse can take place in functionally-challenged sites and buildings. ▪ Branding of City for marketing/tourism potential. ▪ Expanding International tourism. ▪ Potential for international business investment in partnership with organizations and entities (Sister City relationship with Canada and Scotland). ▪ Value of having a Major League Baseball team. ▪ Expansion of alternative transportation (bike trails, golf carts) to enhance Quality of Life. ▪ New code/development process. ▪ Incentives to promote redevelopment. ▪ Diversification of commercial and housing uses. ▪ Land use and Zoning changes for retrofitting corridors. ▪ Support of intergenerational population.
THREATS/ CONCERNS	<ul style="list-style-type: none"> ▪ Increasing competition from established areas that market heavily. ▪ Maintaining business-friendly posture. ▪ Loss of Toronto Blue Jays. ▪ Loss of overall character of Dunedin. ▪ Age of housing. ▪ Limited public transit.

City-Wide Objective

Dunedin's fine reputation and excellent Quality Of Life are its strongest assets. The encouragement of private investment that does not negatively impact the charm of Dunedin should be emphasized.

City-Wide Economic Indicators

- | | |
|---|--------------------------|
| 1. Property tax base increases | 4. Adaptive reuse occurs |
| 2. Inquiries received to do business in Dunedin | 5. City receives awards |
| 3. Downtown's property tax base increases | 6. Tax base diversified |

With a detailed SWOT analysis completed on Dunedin City-wide, the next step is to look at the challenges Dunedin faces. The most limiting factor is that Dunedin is "built out" and is primarily a residential community. Only 5% of its land base, not including the downtown or institutional uses, has a land use of commercial or industrial, which limits opportunities for business growth. In addition, Dunedin's economy is also dependent upon the retail and service trades, making it vulnerable to market downturns.

GOAL 1: DIVERSIFY LOCAL ECONOMY
Downtown Dunedin SWOT Analysis

Downtown Dunedin continues to be a premier place affording residents, merchants and visitors a unique Main Street setting. Over 100,000 people visit downtown for special events. Other cities see Main Street Dunedin as a model for revitalizing an aging downtown. While Downtown has reaped the benefits of a focused incremental approach, the work is not complete. Many key parcels and other issues still need to be addressed, including creating additional downtown parking, planning for Marina Waterfront improvements, and encouraging more private investment.

DOWNTOWN	
STRENGTHS	<ul style="list-style-type: none"> ▪ Good social and business fabric to support development of the area. ▪ Diverse variety of places to eat and drink. ▪ Wi-Fi connectivity. ▪ Eclectic aesthetics of Downtown. ▪ Walkability. Achieved national recognition as a pedestrian-friendly coastal community. ▪ Good balance of land uses (commercial, office, residential, recreation). ▪ Recreational amenities: waterfront/marina, Pinellas Trail, parks.
WEAKNESSES/ LIMITATIONS	<ul style="list-style-type: none"> ▪ Difficult to find parking places. ▪ Need more affordable housing to support economic development. ▪ Lack of promotion of Downtown Dunedin in the boating community. ▪ Lack of office space.
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Acquisition and redevelopment of vacant parcels to foster economic development. ▪ Redevelopment potential of the Marina and the waterfront to be more integrated with Downtown. ▪ Take advantage of water/boating traffic. ▪ Increase activities oriented to family and kids. ▪ Foster infill redevelopment and green building practices.
THREATS/ CONCERNS	<ul style="list-style-type: none"> ▪ New development does not always match City’s vision and strategies. ▪ National big box retailers.

GOAL 1: DIVERSIFY LOCAL ECONOMY

Downtown Dunedin SWOT Analysis

Objective for Downtown

To maintain and build upon the City's strong asset, downtown Dunedin.

Downtown Strategies

1. Provide additional downtown parking. Promote downtown Dunedin's parking bank program, which allows property owners to purchase 25% of their needed parking requirements. Explore additional parking bank requirements over existing program.
2. Encourage private investment. Several key parcels remain vacant, which could encourage new development to increase Dunedin's tax base and create jobs.
3. Explore Brownfield designation: The designation of a Brownfield for commercial areas near Main Street would enable developers to receive grants for environmental studies, and offer companies that create additional jobs a tax credit bonus of \$2,500 per job.
4. Continue to connect to Pinellas Trail: The Pinellas Trail brings in up to 1,000 people to Dunedin every day, and connections would allow even more pedestrian and bicycle traffic.
5. Continue to promote Green Market & downtown special events: The downtown Green Market at Pioneer Park on Fridays and Saturdays serves to draw many visitors into downtown to shop, eat, and play.
6. Focus on key vacant downtown properties (200 Main Street, Gateway Property at Skinner/ Milwaukee/Main, 940 Douglas, 362 Scotland Street, and 830 Douglas Avenue).
7. Explore affordable housing opportunities: Having affordable housing options downtown provides opportunities for individuals who could not otherwise afford to live in a downtown setting, and brings likely customers to downtown businesses.
8. Explore a stormwater mitigation bank: Since parcels downtown typically are small, it can be quite difficult to find locations on the property for required stormwater retention. A stormwater mitigation bank that is approved by regulatory agencies would assist property owners with the development of their parcel.
9. Implement the recommendations of Downtown Master Plan 2033.

GOAL 1: DIVERSIFY LOCAL ECONOMY
Downtown Dunedin SWOT Analysis

10. Streetscaping the North Douglas area of Grant Street to Skinner Boulevard, featuring a decorative entryway from Skinner Boulevard into downtown that encourages redevelopment.
11. Completion of the Main Street to Marina Promenade Project: A connectivity project to link the downtown Main Street area to the Marina, which enhancements include landscaping, shade trees, widened sidewalks, and a brick sitting wall.
12. Create projects which feature mixed use and green building concepts: With flexible zoning located downtown, it is desirable to have projects which feature mixed-use and green building concepts. Mixed-use projects generate the highest ad valorem yield to the City, and green building reduces energy usage and adds to the uniqueness of downtown.

Downtown Economic Indicators

1. Vacant space
2. Available parking
3. Assessed taxable value base
4. Calendar of events
5. Inquiries for private investment

GOAL 1: DIVERSIFY LOCAL ECONOMY
Patricia Avenue SWOT Analysis

Patricia Avenue consists of 1.46 miles of frontage along Patricia Avenue from S.R. 580 to Union Avenue. A review of the Patricia Avenue business mix shows the area is characterized by restaurants, retail, physician/pharmacy, schools and residential uses.

PATRICIA AVENUE	
STRENGTHS	<ul style="list-style-type: none"> ▪ Strong presence of restaurants, schools, offices, retail and service uses. ▪ Potential of former Nielsen property (375 Patricia) for redevelopment (17.5 acres). ▪ A 4.5 acre parcel of vacant property available (former Bright House address) for redevelopment.
WEAKNESSES/ LIMITATIONS	<ul style="list-style-type: none"> ▪ Dated corridor (aesthetics). ▪ Rural drainage system provides difficulty in implementing new urbanism ideas. ▪ Large open driveway curb cuts. ▪ Overhead utilities. ▪ Former Nielsen site has been vacant since 2005. ▪ Growing traffic volume. ▪ Fragmented uses. ▪ Weak retail base. ▪ Aging buildings. ▪ Large residential areas along corridor.
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Design small entryway features: medians and signage. ▪ Install trees to provide shade and pedestrian-friendly atmosphere. ▪ Provide decorative street names and bus shelters. ▪ Install sidewalks where needed. ▪ Remove and minimize sign clutter. ▪ Enhance pedestrian-friendly corridor by providing designated crossings and street furniture. ▪ Redesign intersection of Main Street and Patricia Avenue for pedestrian safety. ▪ Utilities improvements: lighting, tree-scape, pedestrian safety, traffic calming.
THREATS/ CONCERNS	<ul style="list-style-type: none"> ▪ Growing traffic volume. ▪ Weak retail base.

GOAL 1: DIVERSIFY LOCAL ECONOMY

Patricia Avenue SWOT Analysis

Objective for Patricia Avenue

To foster adaptive reuse and create private investment, and redevelop the long-vacant former Nielsen parcel at 375 Patricia Avenue. Explore with Pinellas County Economic Development and Pinellas Planning Council strategies for redeveloping the property to increase revenue to the City and create jobs, and ensure the redevelopment is compatible with our initiative to enhance and revitalize this corridor.

Patricia Avenue Strategies

1. Install more trees along corridor for shade and ambience.
2. Implement a stronger façade program.
3. Promote adaptive reuse.
4. Implement the recently-approved site plan grant assistance program.
5. Explore avenues to connect with the Pinellas Trail.
6. Work toward redeveloping 375 Patricia Avenue (former Nielsen tract).
7. Work toward redeveloping 1060 Scotsdale Street (former Bright House property).
8. Create projects which feature mixed use and green building concepts.

Patricia Avenue Economic Indicators

1. Business relocation to Patricia Avenue.
2. Private investment as a result of adaptive reuse.
3. Façade and site plan assistance applicants/awards.
4. Development inquiries.

GOAL 1: DIVERSIFY LOCAL ECONOMY
Douglas Avenue SWOT Analysis

Douglas Avenue runs from Skinner Boulevard on the north to Union Street on the south. The corridor features both residential, commercial and institutional/civic uses, including being home to the Toronto Blue Jays, the Dunedin Public Library, and the Hale Senior Activity Center. This area has a neighborhood atmosphere, and there are small parcels that are vacant and could be developed.

The southern portion of Douglas Avenue has recently seen major stormwater drainage improvements.

DOUGLAS AVENUE	
STRENGTHS	<ul style="list-style-type: none"> ▪ Public facilities: Florida Auto Exchange Stadium (Spring Training home of the Toronto Blue Jays), City Library, Hale Senior Center. ▪ Range of mixed uses: health, service, retail, residential, art. ▪ Streetscaping, brick sidewalks, roadway width reduction, decorative mast arms and street lighting. ▪ Location of City parades. ▪ Formation of Southside Douglas Neighborhood group.
WEAKNESSES/ LIMITATIONS	<ul style="list-style-type: none"> ▪ Zoning and land use. ▪ Parking. ▪ Aging buildings. ▪ Sporadic mix of residential, business & institutional uses.
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Enhancements at both north and south entryways. ▪ Large green market at Stadium. ▪ Create campus setting with Hale Center, Public Library, and Stadium. ▪ Use campus for other events and festivals. ▪ Complete Streetscape.
THREATS/ CONCERNS	<ul style="list-style-type: none"> ▪ Remaining competitive with other businesses in the area. ▪ Losing the Toronto Blue Jays.

GOAL 1: DIVERSIFY LOCAL ECONOMY

Douglas Avenue SWOT Analysis

Objective for Douglas Avenue

To foster adaptive reuse along with encouraging private investment, and ensuring the Toronto Blue Jays remain in Dunedin.

Douglas Avenue Strategies

1. Stronger connections between the corridor and the Pinellas Trail.
2. Mixed-use redevelopment should include a residential component.
3. Missing sidewalks should be filled in to make a more pedestrian-friendly corridor.
4. Improved, finished streetscape throughout the corridor.
5. Improved street lighting and overall pedestrian safety.
6. Shared/joint-use parking facilities to off-set the need for parking.
7. Better relationship between the stadium and the corridor intersection.
8. Secondary uses for the stadium and its surrounding areas.
9. Wayfinding signage for local uses and downtown.
10. Incentives for physical and aesthetic improvements along the corridor.
11. Create a Douglas Art Overlay District for North Douglas.
12. Create projects which feature mixed use and green building concepts.

Douglas Avenue Economic Indicators

1. Business relocation to Douglas Avenue.
2. Private investment as a result of adaptive reuse.
3. Façade and site plan assistance applicants.
4. Inquiries for development.

GOAL 1: DIVERSIFY LOCAL ECONOMY
MLK Industrial Area SWOT Analysis

Located on Martin Luther King Jr. Boulevard, the MLK area consists of 71 acres and 53 businesses. It is located north of S.R. 580 and is home to Coca-Cola North America. Coca-Cola North America is one of Dunedin’s major employers with 165 employees. Other businesses from this area include construction and manufacturing.

The industrial area features many small businesses that make products such as furniture and electronics. The area holds tremendous promise for businesses desiring to manufacture goods and enjoy Dunedin’s high quality of life.

MLK INDUSTRIAL AREA	
STRENGTHS	<ul style="list-style-type: none"> ▪ Concentrated industrial zone (employment in the City). ▪ Diverse tax base. ▪ Ability to have small manufacturing businesses in Dunedin. ▪ One of City’s largest employers (Coca-Cola North America).
WEAKNESSES/ LIMITATIONS	<ul style="list-style-type: none"> ▪ Small industrial area. ▪ Not close to railroad or airport. ▪ Hidden. Hard to find.
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Opportunities for businesses to relocate to MLK Industrial area. ▪ Increase and diversify Dunedin’s tax base.
THREATS/ CONCERNS	<ul style="list-style-type: none"> ▪ Competition from more established and recognized industrial areas.

GOAL 1: DIVERSIFY LOCAL ECONOMY

MLK Industrial Area SWOT Analysis

Objective for MLK Industrial Area

Recruit and retain businesses in the MLK Industrial area.

MLK Industrial Area Strategies

1. Defined entranceway.
2. Promote Façade program.
3. Promote the new Site Plan Assistance program.
4. Promote State incentives such as Qualified Targeted Industry program.
5. Prepare a marketing flyer.
6. Establish a schedule to visit all area businesses.
7. Prepare an MLK Industrial area study.
8. Create projects which feature mixed use and green building concepts.

MLK Industrial Area Economic Indicators

1. Business relocation to the MLK Industrial Area.
2. Private investment as a result of adaptive reuse.
3. Façade and site plan assistance applicants.

GOAL 1: DIVERSIFY LOCAL ECONOMY
Dunedin Causeway SWOT Analysis

The Dunedin Causeway is home to Honeymoon Island, which ranked number one “favorite place to take a visitor to Dunedin” by a 2011 survey of residents. A passenger ferry runs from Honeymoon Island to Caladesi Island, nationally recognized as “America’s Best Beach” in 2008.

During 2010, a four-day charrette was held for the Causeway Corridor Design Plan Study. Both residents and merchants in the area participated with City staff. The prevailing responses generated were that residents like the natural aspects of the area. The residents are also receptive to enhancements, but would not want to see any dramatic changes.

DUNEDIN CAUSEWAY	
STRENGTHS	<ul style="list-style-type: none"> ▪ Beautiful road to Honeymoon Island & Caladesi Island ferry. ▪ Available land for development. ▪ Mixed usage. ▪ Pedestrian-friendly accessible. ▪ Recreational activities (kayak, fishing, boating, Pinellas Trail, ferry service).
WEAKNESSES/ LIMITATIONS	<ul style="list-style-type: none"> ▪ No access to waterfront dining. ▪ Lack of businesses that support recreational activities. ▪ Vision not supported by code. ▪ Ingress/egress problems. ▪ Numerous properties in floodplain/velocity zone.
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Redevelopment opportunities: shopping center at the corner of U.S. Alternate 19 & Causeway Boulevard (increase the tax base and create jobs). ▪ Create walkable areas to enhance recreational activities. ▪ Linkage from beaches to Downtown. ▪ Bridge replacement to improve traffic flow.
THREATS/ CONCERNS	<ul style="list-style-type: none"> ▪ Misuse/inappropriate use of space. ▪ Bridge replacement can impact the scale of the area (size/mass). ▪ Homes could be torn down and rebuilt 2-3 stories. ▪ Storm events. ▪ FEMA requirements for properties located in floodplain or velocity zone.

GOAL 1: DIVERSIFY LOCAL ECONOMY

Dunedin Causeway SWOT Analysis

Objective for Dunedin Causeway

Encourage sustainable development that is sensitive to the natural environment of the Dunedin Causeway.

Dunedin Causeway Strategies

1. Improve walking and biking connections.
2. Calm traffic.
3. Protect the views.
4. Create a village center with new shops, restaurants, and services.
5. Preserve the Causeway.
6. Improvements to the Causeway Shopping Plaza at Causeway Blvd and U.S. Alt. 19.
7. Create projects which feature mixed use and green building concepts.

Dunedin Causeway Economic Indicators

1. Business relocation to the Dunedin Causeway.
2. Private investment as a result of adaptive reuse.
3. Façade and site plan assistance applicants.

GOAL 1: DIVERSIFY LOCAL ECONOMY
State Road 580 SWOT Analysis

This six-lane State road which serves as a major arterial for east to west traffic has the distinction of being the longest corridor in the City. It is also the corridor upon which the majority of Dunedin businesses are located.

There are many types of businesses along this corridor, including retail, restaurants, offices, and service industries.

STATE ROAD 580	
STRENGTHS	<ul style="list-style-type: none"> ▪ High volume of traffic: Maximum exposure to businesses. ▪ Accessibility. ▪ Visibility. ▪ Concentration of businesses.
WEAKNESSES/ LIMITATIONS	<ul style="list-style-type: none"> ▪ State highway: limited ability to enhance corridor. ▪ Too many curb cuts. ▪ Speed. ▪ Business failures. ▪ Signage: too many and cluttered.
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Business retention and recruitment. ▪ Safety for pedestrian crossing. ▪ Traffic Calming. ▪ Vacant properties: adaptive reuse. ▪ Business clusters featuring sectors of life sciences, information technology, and business and financial services.
THREATS/ CONCERNS	<ul style="list-style-type: none"> ▪ DOT requirements. ▪ Building/land use codes. ▪ Opposition to traffic medians.

GOAL 1: DIVERSIFY LOCAL ECONOMY

State Road 580 SWOT Analysis

Objective for State Road 580

Create a fertile business environment that is conducive to private investment and business development.

State Road 580 Strategies

1. Complete the in-house corridor study.
2. Promote Façade Assistance program.
3. Promote Site Plan Assistance program.
4. Schedule to visit major employers.
5. Schedule a charrette with merchants and residents of the community to gather input.
6. Develop and define a phased approach for S. R. 580 enhancements.
7. Create projects which feature mixed use and green building concepts.

State Road 580 Economic Indicators

1. Business relocation to State Road 580.
2. Private investment as a result of adaptive reuse.
3. Façade and site plan assistance applicants.

GOAL 1: DIVERSIFY LOCAL ECONOMY
U. S. Alternate 19 SWOT Analysis

U. S. Alternate 19 is a long north/south roadway that features residential and some commercial property. There is an area bounded on the north by Curlew and on the south by Michigan Boulevard that has significant commercial uses. The businesses along this section are varied, consisting of medical, marina, automotive, office, retail and restaurant uses. The area is also home to the Dunedin Golf Club and Stirling Links, both of which can be found on the east side along with the Pinellas Trail.

U. S. ALTERNATE 19	
STRENGTHS	<ul style="list-style-type: none"> ▪ Maximum exposure to businesses on well-traveled road. ▪ Proximity to Dunedin Golf Club, Dunedin Stirling Links, and Dunedin Marina. ▪ Waterfront views. ▪ New Weaver Park and Bleakley Park. ▪ Adjacent to Pinellas Trail and Oasis Park/Arboretum.
WEAKNESSES/ LIMITATIONS	<ul style="list-style-type: none"> ▪ Non-destination traffic. ▪ Aging corridor (buildings). ▪ Lack of identity, branding and promotion.
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Vacant properties: adaptive reuse to increase tax base and create jobs. ▪ Stronger connection to Downtown with the use of signage and wayfinding. ▪ Causeway Shopping Center redevelopment. ▪ Available 40,000 SF (potential) building at 2494 Bayshore Boulevard.
THREATS/ CONCERNS	<ul style="list-style-type: none"> ▪ DOT requirements. ▪ Building/land use codes.

GOAL 1: DIVERSIFY LOCAL ECONOMY

U. S. Alternate 19 SWOT Analysis

Objective for U. S. Alternate 19

Encourage sustainable development that is sensitive to the character of Dunedin.

U. S. Alternate 19 Strategies

1. Encourage redevelopment of shopping plaza at corner of U. S. Alternate 19 and Curlew Boulevard.
2. Promote façade program.
3. Promote site plan assistance program.
4. Promote available 22,000 SF lease/40,000 SF for sale property at 2494 Bayshore Boulevard (U.S. Alt 19).
5. Create projects which feature mixed use and green building concepts.

U. S. Alternate 19 Economic Indicators

1. Business relocation to U. S. Alternate 19.
2. Private investment as a result of adaptive reuse.
3. Façade and site plan assistance applicants.

**GOAL 1: DIVERSIFY LOCAL ECONOMY
CORRIDOR PROJECTS**

This chart shows current and future projects:

Corridor	Status	Primary Funding Source
Patricia Avenue Corridor	Study completed	Penny (Corridor Implementation)
Douglas Avenue Corridor	Study completed	Penny (Corridor Implementation)
Dunedin Causeway Corridor	Study completed	Penny (Corridor Implementation)
Downtown Waterfront Corridor	Study completed	TIF/Marina Fund
State Road 580	Study in progress	Penny (Corridor Implementation)
MLK Industrial Area	Formulate strategy	Penny (Corridor Implementation)
Alternate U. S. 19	Formulate strategy	Penny (Corridor Implementation)

GOAL 1: DIVERSIFY LOCAL ECONOMY CORRIDOR ENHANCEMENT STRATEGY PLAN

Each of the City’s corridors should have a defined corridor enhancement strategy that can be readily implemented. The enhancement plan is different from the overall corridor plan as it is more narrowly focused and based heavily on utilization of physical improvements in the right-of-way. This, combined with land use and zoning, is a means to plant seeds for corridor revitalization.

For example, Patricia Avenue lends itself to mixed uses and form-based zoning. A study prepared by the Pinellas Planning Council shows the assessed value and resultant tax yield for low/ mid-rise mixed-use projects to be higher than land uses that are just retail or office. The potential to encourage mixed-use for an older, built-out corridor is important because it begins to create a sustainable neighborhood environment. This approach should be incentivized by the City, such as offering density bonuses and more flexible parking requirements. The steps leading to a Patricia Avenue enhancement plan are provided as an example of a concentrated approach to a corridor.

SAMPLE CORRIDOR ACTION STEPS (Patricia Avenue)	
STEP 1 Photograph Corridor Inventory Properties	
STEP 2 Prepare Benchmarks Organize Merchants	<i>-Hold public charrettes</i>
STEP 3 Infrastructure Enhancements	<i>-Entranceway beautification -Crossing key areas (street print) -Decorative street names -Wayfinding signage -Small entryway medians -Landscaping strips -Decorative bus shelter -Utility improvements: lighting, tree scapes, pedestrian safety, traffic calming</i>
STEP 4 Grant Assistance Programs	<i>-City Staff</i>
STEP 5 Redevelopment Scenarios Planning/Zoning	<i>-City Staff</i>

GOAL 1: DIVERSIFY LOCAL ECONOMY INCENTIVES

The Economic Development Department has allocated some funds towards façade and site plan assistance programs. Additional funds are recommended to stimulate private investment along targeted commercial corridors, and for the recruitment of life sciences and technology companies. The incentives of site plan, façade, and demolition would be made available through the City's Economic Development Department. The fields of Life Sciences, Information Technology, and Business and Financial Services were chosen, as they are presently identified as fast-growing business sectors by the Tampa Bay Partnership and Pinellas County.

Along with site plan assistance, façade programs and demolition grants, there are other incentives that can encourage businesses that offer higher paying salaries to locate to Dunedin. This could include a property tax abatement initiative for a business expanding or locating to the city. This type of program would specify certain criteria like classification of a company, minimum jobs created, and wages to be paid. This incentive would require a referendum. It is the staff's recommendation to observe the examples of other cities working with this incentive before formulating its own strategy. The tax abatement program could be an item discussed by the City Commission. There are 38 counties and 20 cities in Florida that participate in an ad valorem tax exemption.

The formation of overlay districts is another incentive that is widely utilized throughout the country. Overlay districts are established to encourage certain land uses, build upon a theme, and incentivize an area by allowing density bonuses like additional building height. The North Douglas Arts District and the Patricia Avenue mixed-use area are examples of how this type of incentive can be used in Dunedin. Similar to the tax abatement program, any use of an overlay district should be reviewed by staff and discussed by the City Commission.

Another possibility for the City of Dunedin to consider is a micro-loan program. These programs assist start-up companies and encourage entrepreneurs and creative people to bring their business ideas to a community. Dunedin would be an ideal setting to have a micro-loan program due to the concentration of small properties and the potential for start-ups. A review of other cities nationwide that have a micro-loan program in place, shows that this program is designed to offer loans from \$10,000 to \$50,000. Borrowers are usually expected to provide a minimum 10% equity injection into individual projects. If implemented, it is strongly recommended that a third party firm be retained to determine eligibility, and for collection services.

As small businesses are responsible for almost 80% of total jobs created, a micro-loan program could be used as a powerful tool in marketing this resource to existing businesses and residents, as well as recruiting companies to Dunedin.

GOAL 1: DIVERSIFY LOCAL ECONOMY INCENTIVES

Incentives are key components to encourage new private investments, retain and recruit companies, build tax base, create jobs, and improve the overall ambience of an area. The following incentives are recommended to be promoted and implemented to accomplish these goals:

Area/Industry	Grant/Incentive	Funding Source	Outcome
Patricia Avenue	\$10,000 Matching Façade \$3,000 Site Plan Assistance \$10,000 Demolition Grant	Economic Development	Private Investment Overall Ambience Retention/Recruitment Tool Encourage Adaptive Reuse Build Tax Base
Life Sciences Company	\$10,000 Matching Façade \$5,000 Site Plan Assistance \$10,000 Demolition Grant	Economic Development	Build Tax Base Recruitment
Information Technology	\$10,000 Matching Façade \$5,000 Site Plan Assistance \$10,000 Demolition Grant	Economic Development	Build Tax Base Recruitment
Alternative Energy	\$10,000 Matching Façade \$5,000 Site Plan Assistance \$10,000 Demolition Grant	Economic Development	Build Tax Base Recruitment
Business & Financial Services	\$10,000 Matching Façade \$5,000 Site Plan Assistance \$10,000 Demolition Grant	Economic Development	Build Tax Base Recruitment
375 Patricia Avenue Former Nielsen Tract	Brownfield Designation QTI	Economic Development	Recruitment Tool
Douglas Avenue	Enhancement Project \$5,000 Matching Façade \$3,000 Site Plan Assistance \$10,000 Demolition Grant	Economic Development	Private Investment Build Tax Base Job Creation Retention/Recruitment
Dunedin Causeway	\$3,000 Matching Façade \$3,000 Site Plan Assistance	Economic Development	Private Investment Beautification Retention/Recruitment
State Route 580	\$3,000 Matching Façade \$3,000 Site Plan Assistance	Economic Development	Private Investment Retention/Recruitment
Downtown/Marina	\$3,000 Matching Façade \$3,000 Site Plan Assistance \$5,000 Demolition Grant	CRA	Private Investment Retention/Recruitment Build Tax Base
MLK Industrial Area	\$3,000 Matching Façade \$3,000 Site Plan Assistance	Economic Development	Private Investment Retention/Recruitment
Alternate U. S. 19	\$3,000 Matching Façade \$3,000 Site Plan Assistance	Economic Development	Private Investment Retention/Recruitment
Housing	\$5,000 Site Plan Assistance \$10,000 Demolition Grant	Economic Development	Build Tax Base City Revenue Generated

GOAL 1: DIVERSIFY LOCAL ECONOMY INCENTIVES

Other incentives that are available include those from Enterprise Florida (State Economic Development Office). These programs are facilitated locally by Pinellas County Economic Development.

Incentive	Description
Qualified Target Tax Refund Program (QTI)	Program for companies that create high wage jobs in targeted, high value-added industries. Program returns a portion of taxes paid by the business after the company meets its job creation and wage requirements.
Economic Development Transportation Fund	Grant awarded to local government for public transportation facility improvements. Alleviate transportation problems that adversely impact a specific company's location or expansion decisions.
Incumbent Worker Training Program (IWT)	Provides training to currently-employed workers at Florida companies for the purpose of maintaining competitiveness in a global economy and for business retention.
Enterprise Bonds	Offers tax-exempt, low-interest bond financing to qualified manufacturing and 501(c) 3 non-profit organizations. Improve low cost capital availability to Florida's growing and expanding businesses. To allow businesses to be more competitive in the global and domestic marketplace.
Industrial Revenue Bonds (IRB)	Tax-free, below-market rate, long-term financing of fixed assets for qualified manufacturing and 501(c) 3 non-profit organizations. Issued by local government on behalf of private companies to finance land, building, and equipment.
Quick Response Training (QRT)	Customer-driven training program designed as an inducement to secure new value-added businesses as well as provide existing businesses the necessary training for expansion.
Capital Investment Tax Credit	Tax credit used to attract and grow capital-intensive industries in the form of an annual credit against corporate income tax for up to 20 years in an amount equal to 5% of the eligible capital costs.
Foreign Trade Zone	Cost/benefit program available to local companies involved in international trade. Reduction in federal excise taxes and elimination of quota restrictions.
High Impact Performance Incentive Grant (HIPI)	Negotiated incentive used to attract and grow major high-impact facilities.
Brownfield Redevelopment Bonus	Encourage redevelopment and job creation within designated Brownfield areas. Receive tax refunds of up to \$2,500 per new job created in a designated Brownfield area.
Sales & Use Tax Exemptions	Tax exemptions for: manufacturing machinery and equipment, electricity used in manufacturing process, pollution control abatement or monitoring, semiconductor, and labor component of research and development expenditures.

Goal 2

Business/Housing
Friendly Environment

GOAL 2 – BUSINESS/HOUSING FRIENDLY ENVIRONMENT

As a result of City Commission direction given in the spring of 2007, and changes subsequently implemented by the City Manager and Planning Department, Dunedin is now one of the most business-friendly places. The prior development process in Dunedin was viewed as onerous and difficult. A new path was determined, and to help guide us, a “Customer Service Task Force” was created. The group made the following suggestions and all are in place today:

- √ Form a Development Review Committee (DRC)
- √ Create a Project Coordinator position (Ombudsman)
- √ Review and revise the land development regulations
- √ Streamline the review process

- a. **Code Overhaul:** Along with the overall development process being improved was the adoption of the City’s new Land Development Code in 2010. The positive economic development impact of the LDC cannot be overstated as it enables developers of proposed projects to minimize soft costs before seeking final City Commission approval. In the past, full site engineering was required, and a developer often took risks of tens of thousands of dollars before receiving approval.

The new process in place is simple and inexpensive. A developer’s representative submits a preliminary site plan, architectural renderings and a preliminary landscape plan.

With these tools in place, the project receives staff input and is scheduled to go before the Development Review Committee for comments from all the City departments involved in development review. The new process is leading edge, saves time and money, and provides a positive experience to those looking to do projects and business in Dunedin.

- b. **Form-Based Code:** Over the years, economic development was thought of as the practice of recruiting new businesses to locate to your community. Today, economic development is more about creating places that attract people and feature interesting activities, housing and businesses. These factors can be found in Dunedin’s thriving downtown district.

Although it takes some time to educate stakeholders and residents alike, form-based zoning offers great promise for Dunedin and particularly the corridors. Form-based zoning is used throughout the country and is focused more on the physical form of a building than its underlying land use. It emphasizes placing buildings to the front of a property and parking to the rear. Form-based can encourage investment due to its flexibility. Walkability and a consistent interaction with the public realm are also elements of form-based zoning.

As the corridors, (except for the Martin Luther King industrial area) feature small parcels and fragmented land uses, the use of form-based zoning combined with incentives and public infrastructure can, over time, create a place with identity. Place making which features mixed uses not only attracts creative people, it produces the highest yield per acre. Investing in the corridors today and creating a sense of place will help ensure a steady revenue stream to the City in outlying years.

- c. **“One Stop Shop”:** Another key ingredient that is in place in Dunedin today is a “one-stop-shop” permitting process. Not only can a developer obtain early feedback on a proposed project, but they can also go to one place to receive all their permits.
- d. **City as clearinghouse of information:** As the City maintains important information on zoning, business tax receipts, special events, the development process, Comprehensive Plan, affordable housing opportunities, etc., the City’s Planning and Economic Development Departments will be the point of contact for public inquiries and assistance.
- e. **Foster business recruitment and expansion:** Dunedin already has in place some features that can be used to encourage business attraction and business expansion. These include the desirable quality of life traits that are mentioned often in this report, and its overall business-friendly environment.

The areas to concentrate on for business recruitment include support of entrepreneurship and planning tools, such as zoning, that are flexible for mixed uses. A more traditional approach to business recruitment which involves considerable resources and a targeted approach should be replaced with an approach that nurtures start-ups and small businesses. Targeted business types should be recruited that match Dunedin’s resources, such as parcel sizes, workforce availability and applicable incentives. Dunedin should work with what it has, which is a nice place to live and smaller commercial properties that, with adaptive reuse or some type of improvement, can become the home for a viable small business.

An active campaign to recruit large businesses is bound to produce minimal results and be a drain on City resources (staff time, marketing costs, etc). The development tools of form-based zoning with mixed use buildings should be used to foster business recruitment. One way to entice businesses into an area such as downtown, already a mixed-use setting, is to allow the owners of a business to not only operate but also live in the same building. The advantages of this are the following: (1) An individual has just one mortgage on a property; (2) As with the mortgage, operating costs are combined for the living quarters and the business facility; and (3) Creative people like to work at any hour, and when they live where they work, they are more inclined to search out areas that allow this type of use.

For years cities were governed by Euclidean zoning, which is the separation of land uses. Today, the movement is for mixed-use, developments where the focus is on the physical form (form-based zoning) of a building. This is an area in which Dunedin can excel, with the designation of appropriate mixed-use categories, to entice businesses.

- f. **Infill Housing:** While Dunedin is predominantly a bedroom community, there still exists opportunities for infill projects, either on land that will be changed through new development (adaptive reuse), or on smaller vacant parcels. Examples of areas in the City that could feature infill housing include the Gateway site at Skinner Boulevard and Main Street, the Jernigan property at Loudon and Milwaukee, and the former Brighthouse parcel at 1060 Scotsdale Street. An economic strategy that emphasizes new housing choices as a way to encourage individuals and families to come to Dunedin and patronize the businesses in place is the preferred option.

In general, a new housing option in the City will not only increase revenue but will also bring in more people to support the existing businesses in Dunedin. According to a recent market study prepared by WTL+a, the Pinellas County region's retail inventory equates to approximately 30 square feet of retail space per resident (above the U.S. average, which is approx. 26 sf). Based on WTL+a's market study, and taking into consideration Dunedin's heavy presence of retail already in place, the opportunities for recruiting retail stores to Dunedin are very limited. Having new and varied housing choices, as opposed to retail, will enable Dunedin to attract and recruit the talented people who are inclined to have a startup business. Creative people are naturally drawn to areas that offer arts, history and culture. Having this in place is the top drawing card for Dunedin.

To encourage developers to explore and produce infill housing in Dunedin, an incentive to the City's Land Development Code is recommended to be incorporated. A Graduated Density Bonus provision that would allow developers to assemble small parcels of land in exchange for higher densities is a tool that promotes redevelopment. For example, often a developer looking to assemble land for a proposed project will experience a roadblock when attempting to acquire property, as the property owner holds out and does not wish to participate. With zoning that features a graduated density system, small parcels would retain their current density, but if assembled with others, the overall density would be higher. The graduated density zoning would then encourage land owners to voluntarily become investors in an overall project, as their yield for the property would be much higher than if they sold the property individually.

- g. **Workforce Housing:** Workforce housing is an important ingredient in attracting businesses to come to Dunedin. Businesses typically address the amount and quality of workforce housing early in their thought process when deciding to relocate to Dunedin or elsewhere. While Dunedin has a heavy

stock of housing, the choice for newer and especially rental housing is limited. Major employers such as Mease Dunedin Hospital would welcome a new housing product that is geared toward their working population. In addition to the Design Review Assistance grant, Dunedin should adopt additional incentives to encourage developers to build workforce housing that is new and affordable:

- Graduated zoning density bonus
- Demolition grant (City-wide) up to \$10,000 per address

In addition to the above incentives, Dunedin should also explore workforce housing opportunities with the Dunedin Housing Authority and Pinellas County Community Development. These organizations have resources that may be available to assist with producing not only affordable housing initiatives, but also workforce housing.

h. Multi-Family Developments:

Multi-family housing is housing that is built for sale or rent at market prices, and has densities ranging from 10 units per acre to 100 or more units per acre (higher densities are typical of places such as New York). Having the ability to rent or to buy a multi-family dwelling has much appeal to many individuals along their life spans. The population age for renting (20 to 29,) known as the echo-boomers, is one of the fastest growing population trends. From 2000 to 2010, this sector (echo-boomers) increased by approximately 11%. The echo-boomer market and the empty nester segment are looking for housing that is affordable, easy to upkeep and in areas that offer a quality of life. Dunedin has numerous community assets and smaller available parcels. These are opportunities to encourage new multi-family development as a measure to not only increase revenue to the City, but make it more attractive to the business community. Housing is one the most important factors in a corporate decision to locate to a community. When a business is evaluating whether to come to an area, they have high on their list the availability and quality of housing for their employees.

With regard to revenue opportunities for the City, some of the largest property taxpayers to the City are from multi-family projects. These include MacAlpine Place Apartments, Chesapeake Apartments, Windmere Apartments and Scottish Tower Condominiums. Although these complexes are fairly large, they do not represent new multi-family housing that could be a choice for the echo-boomer market.

Based on the fast growing echo-boomer market and taking into consideration how business decisions on relocation and expansion are related to a community's housing choices, the City should encourage new infill multi-family housing. An incentive tool package of site plan assistance, demolition

grant and a graduated zoning program (which provides higher densities when parcels are assembled) should be made known to the real estate community (broker associations, developers, builders, etc.) A section on the City's web site informing prospective developers of the City's business-friendly environment and City incentive tools in place to facilitate multi-family projects should be developed.

GOAL 2: BUSINESS/HOUSING FRIENDLY ENVIRONMENT TEAM DUNEDIN

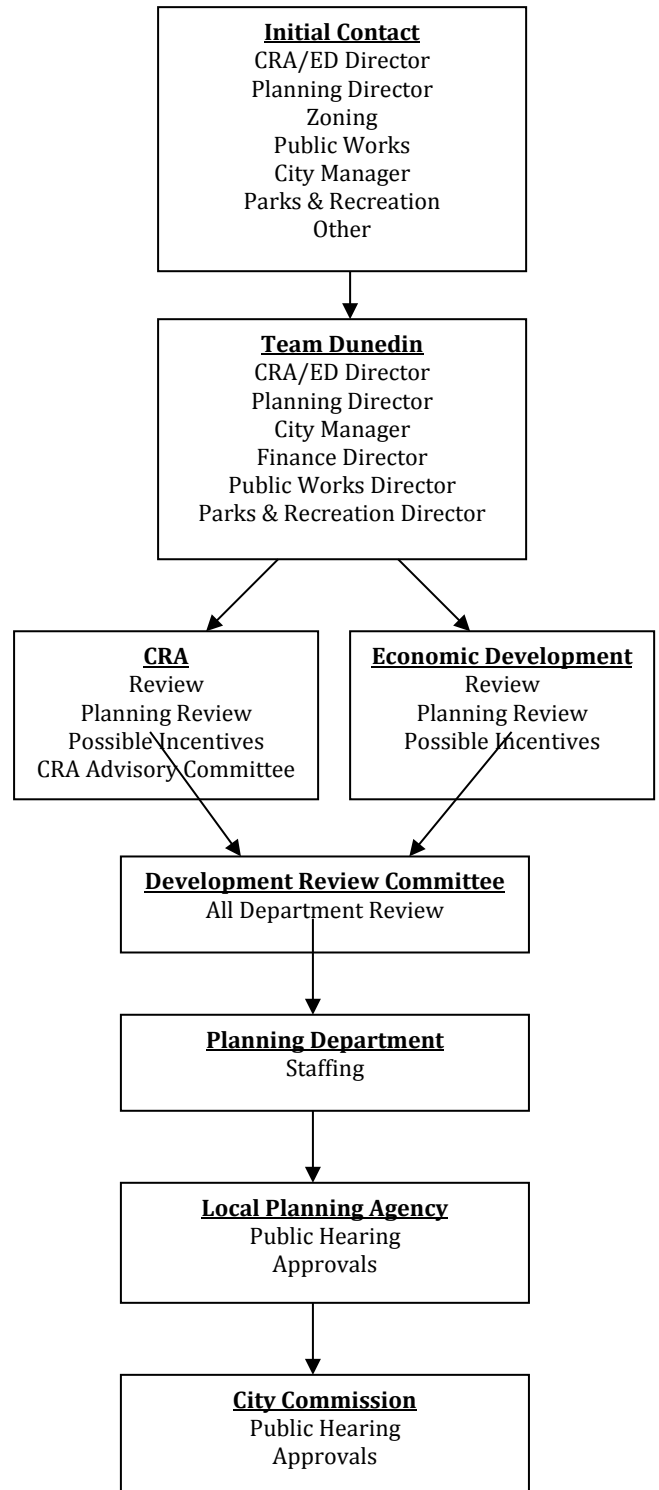
The first step to successful economic development is having a strong commitment from the people who work for the City. A staff group has been formed and is known as “Team Dunedin.” The group includes: City Manager, Community Redevelopment/ Economic Development Director, Planning Director, Finance Director, Public Works Director, and Parks & Recreation Director.

Team Dunedin meets to share ideas and discuss projects in the areas of economic development, redevelopment, tourism and housing. Examples include the redevelopment of the former Nielsen tract on Patricia Avenue, the Gateway parcels in Downtown, and the Fenway property on Edgewater Drive. The benefit of having the forum is to provide an ideal setting for participation from the departments who are involved with projects such as redevelopment, planning, parks, public works, building, and zoning.

The flow chart to the right depicts the main role of Team Dunedin in relation to the City’s departments. Team Dunedin makes initial contact with developers and businesses.

Dunedin, in recent years, has worked hard to establish a “One-Stop-Shop” to better serve the public and development community. Dunedin’s Development Review Committee (DRC) enables builders, developers and contractors to receive early guidance on projects. Applicants learn what is needed to obtain a permit and approvals needed to present to the City Commission, Local Planning Agency, or Board of Adjustment and Appeals. Feedback from developers has been positive in working with City Staff during the permit approval process. The presence of Dunedin’s Development Review Committee, combined with the Team Dunedin, allows the City to mobilize quickly on pressing economic and redevelopment matters, and to better identify potentially sensitive issues earlier in the process.

ECONOMIC DEVELOPMENT REDEVELOPMENT FLOW CHART



GOAL 2: BUSINESS/HOUSING FRIENDLY ENVIRONMENT

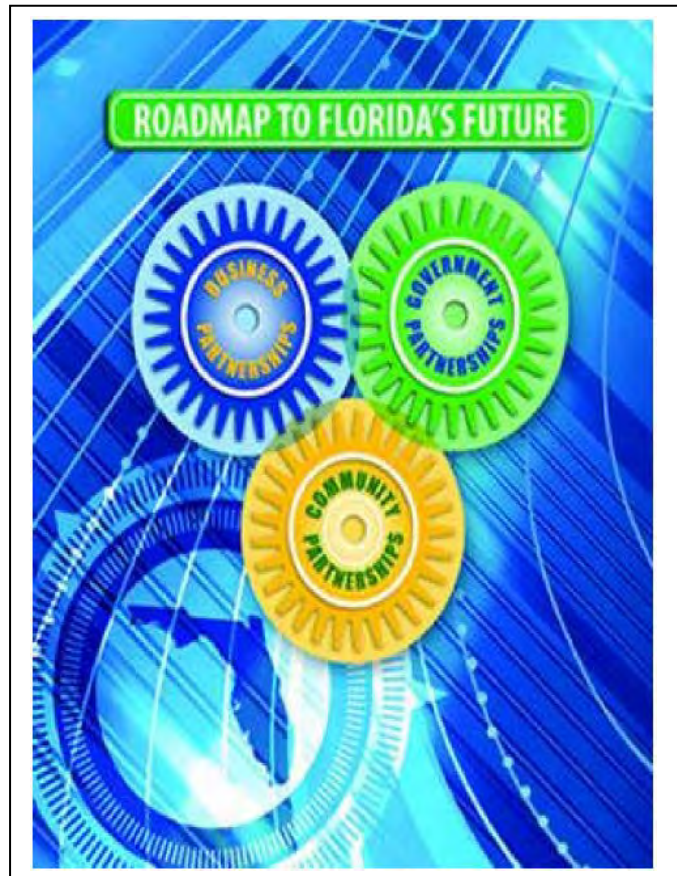
Partnering and Resources

Regional Approach to Economic Development

Successful economic development features partnerships. For Dunedin, those partnerships include the State of Florida and Pinellas County.

The State's economic development plan, called "Roadmap to Florida's Future", has some interesting parallels to the current conditions in Dunedin, as well as our desired areas of focus.

A high quality of life and the need to see Florida diversify its economy are noted throughout the plan. For Dunedin, the high quality of life is also a strong selling point. The State report also mentions that Florida in general has relied too heavily on the real estate market. Although the City is not currently dependent on the construction and real estate market, like the State, there is a strong presence of existing housing, and retail and service businesses that can become vulnerable to market downturns.



Enterprise Florida's 2010-2015 Statewide Strategic Plan for Economic Development. A link to read the entire document:
<http://www.eflorida.com/IntelligenceCenter/Reports/flip/roadmap/index.html>

The State study also recommends that Florida must pursue innovation and technology-oriented companies as a means to build the tax base and create jobs. For Dunedin, the emphasis needs to be on adaptive reuse, infill housing, retention of existing businesses, and recruitment of businesses in the fast-growing sectors of life sciences (health care, information technology, alternative energy, and business and financial services). The presence of new companies and development of infill housing will add to Dunedin's ad valorem tax base and provide job opportunities.

GOAL 2: BUSINESS/HOUSING FRIENDLY ENVIRONMENT

Partnering and Resources

Regional Approach to Economic Development

On the local level, a study prepared by Pinellas County and the Pinellas Planning Council, entitled “Pinellas by Design,” could serve as an economic development and redevelopment tool for Dunedin. Prepared in 2005, this plan reported that Pinellas County is “built out” and growth will need to occur in the form of redevelopment, including adaptive reuse. Below are conclusions from the report:

- Pinellas County offers a high quality of life. A premium needs to be placed on recruiting high tech companies to Pinellas County.
- Growth in Pinellas County will occur as a result of redevelopment.
- Diversification of the tax base is key for Pinellas County.

Recognizing that the State of Florida and Pinellas County both advocate the need to diversify the tax base and recruit technology-oriented companies, an opportunity exists for Dunedin to partner with cities such as Clearwater, Tarpon Springs, Oldsmar and Safety Harbor. The collaboration of these cities and Pinellas County could enable a better platform with which to respond to business leads and tourists. All of these cities have unique features, so competition does not have to be a concern.



Pinellas by Design, An Economic Development and Redevelopment plan for the Pinellas Community. A link to read the entire document:

http://www.pinellasbydesign.org/flashPaper/flash_summit_draftEDRP2.htm

The ability to unite and promote the northern part of Pinellas County could prove to be valuable to each municipality. An example of a partnership that Dunedin has recently formed with other municipalities is the use of the Jolley Trolley. The cities of Clearwater, Tarpon Springs, and Palm Harbor (through Pinellas County) have worked together with the Pinellas Suncoast Transit Authority (PS TA) and the Jolley Trolley to bring weekend visitors to each of the communities through a transportation system called the North Coastal Route. All of the cities have benefited as a result of having the Jolley Trolley service. The ridership numbers have exceeded original projections, and the North Coastal Route represents a creative partnership between Pinellas County, Pinellas Suncoast Transit Authority (PSTA), City of Clearwater, City of Tarpon Springs, and the City of Dunedin.

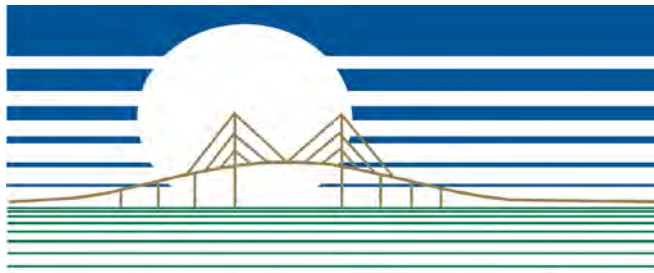
GOAL 2: BUSINESS/HOUSING FRIENDLY ENVIRONMENT

Partnering and Resources

Dunedin has many opportunities to partner with organizations. These include:

- Real Estate Associations
- Investors and venture capitalists
- Developers
- Builders
- Bankers
- Pinellas County Economic Development
- Enterprise Florida
- Tampa Bay Regional Planning Council
- Pinellas County Community Development
- Pinellas Planning Council
- Dunedin Housing Authority
- Habitat for Humanity
- Pinellas County Housing Finance Agency
- University of South Florida Small Business Administration
- Large employers, like Mease Dunedin Hospital and Coca-Cola
- Existing and prospective Businesses

Possible examples of partnership include working with St. Petersburg College on providing workforce training or business plan counseling by Pinellas County Economic Development. Although organizational partnerships change over time, they offer excellent opportunities to leverage resources.



Tampa Bay Regional Planning Council



Goal 3

Enhance Quality of Life

GOAL 3 – ENHANCE QUALITY OF LIFE

A community's Quality Of Life is an important ingredient in not only attracting residents, but also in recruiting and retaining businesses. The advent of the internet, and the realization by both Baby Boomers and retirees that Quality Of Life is important, are driving the movement called "The New Economics of Place". Dunedin has a wealth of assets that contribute to a Quality Of Life that people find attractive and want to be a part of. The strong civic interest expressed by our citizens and the level of volunteerism attest to how Dunedin residents care about their community. Below are some of the ingredients that contribute to Dunedin's high Quality Of Life:

- a. **Arts:** The Dunedin Fine Art Center (DFAC) has a well-established reputation as a premier place that furthers arts education. People visit to view art from local artists as well as see exhibits that feature regional and national artists. Exhibitions at the DFAC draw over 119,000 visitors each year to Dunedin, with 20% of these guests from outside the area. The economic impact of DFAC has been estimated at \$5 million, and DFAC employs over 70 faculty members.

In 2009, a downtown arts venue, Stirling Commons, opened as a measure to broaden the reach of arts to the Dunedin community. This facility houses twelve (12) working artists. In light of the success of the downtown campus, the City provided a cottage at Weaver Park for DFAC's print-making and stone-carving programs.

In addition to the Stirling and Cottage Campus venues, DFAC also recently opened a renovation/expansion project that added 4,400 sq. ft. of new space to serve the Dunedin community. The Dunedin Fine Art Center has a long history in Dunedin, and is a positive contributor to Dunedin's Quality Of Life.

- b. **History:** Downtown Dunedin is also home to the Dunedin Historical Society and Museum. The museum, located at Main Street and the Pinellas Trail in a former 1922 railroad depot building, features 2,000 artifacts, 2,500 photographs, and a library containing 200 volumes of local and Florida History.

The museum not only offers exhibits throughout the year, but also has educational history, youth summer camps, and a living history program entitled "History Comes Alive". An organization in our community to ensure that history is archived for future reference is an asset that contributes significantly to Dunedin's Quality Of Life.

- c. **Aesthetics** (tree program, code enforcement, architectural guidelines, beautification): The look and feel of a place can have a strong bearing on the way people perceive it. Ways in which Dunedin has proactively addressed aesthetics include code enforcement measures, a neighborhood beautification

grant program, and streetscape projects downtown. Place making is an art, and steps to beautify an area are received positively by the public. A recent initiative by Dunedin was to persuade the Florida Department of Transportation to replace the stainless steel looking mast arms on S.R. 580 with black, more decorative mast arms. Any opportunity to visually enhance an area should be given serious consideration.

- d. **Connectivity** (bike, walk, boat, golf cart, car, etc.): Besides featuring cultural and landscape amenities, interesting communities also provide connectivity for biking, walking, boating, and modes of alternative transportation. The City's Bike Master Plan is a positive step to viewing ways to offer cyclists safe travel to various destinations in the City. Our Golf Cart Ordinance is another example of providing alternative transportation to residents who enjoy riding a golf cart around town. Downtown is ideal for walking, as sidewalks in general are wider than elsewhere in the City. A project beginning in 2013 is to provide connectivity from downtown Main Street to the Marina by creating a promenade of widened sidewalks, a decorative sitting wall, and landscaping to include trees on both sides of the street. These enhancements are being made to entice those boaters to the downtown area to eat and shop, and those downtown visitors to take a stroll down to our Marina. All methods of travel, including the car, are more interesting when the routes lead more easily and attractively to destinations.
- e. **Parks & Recreation:** One of the more visible places that tend to attract people is land dedicated for parks and active recreation programs. The City of Dunedin currently maintains over 30 parks consisting of a 90-acre natural area of Hammock Park, 15 large community parks including the newly developed waterfront Weaver Park, 4 athletic complexes, a par-3 golf course, and a 194-slip municipal marina. These City parks also preserve over 4.5 miles of shoreline for access to St. Joseph Sound and scenic corridors. Above and beyond these wonderful City of Dunedin amenities, we are also home to one of the best beaches in the country (Caladesi Island, rated #1 beach in 2008), and Honeymoon Island, the most visited Florida State Park. These natural treasures attract visitors, businesses and new residents to the area.
- f. **Library:** The Dunedin Public Library, founded in 1895, is the oldest Library in Pinellas County. The Library houses a collection of over 140,000 items and serves the entire Pinellas County community. In addition to circulating materials, the Library has computers for public usage and WiFi available throughout the building. Open seven days a week, the Library offers technology, programming and a meeting place for all ages. A destination for locals and visitors alike, the library has over 290,000 visitors every year and is an integral part of Dunedin's high Quality of Life.

g. Downtown Parking: The Main Street area, which features an eclectic mix of restaurants, retail, office and lodging, is barely meeting parking needs. When a popular special event takes place, the parking is severely strained. The City leases parking of two popular parking areas downtown on Main/Douglas and a larger lot on North Douglas Avenue; however, they are both at risk as they are both for sale. In February 2013, a City land purchase was converted into a 25-space parking lot in a busy area. We should continue to review situations where a more permanent and central location for vertical parking can be built. Funding for the parking structure could come as a result of debt financing, supported by the recent 15-year extension to the Tax Increment Financing District, from 2018 to 2033.

h. City Support for Special Events and Culture:

When viewing Dunedin and looking at its strengths, it becomes quite apparent that Quality Of Life is the number one aspect that distinguishes Dunedin from other communities. Dunedin has a certain charm, the result of many factors, such as the special events and culture provided through the Dunedin Fine Art Center and the Dunedin Historical Museum. Culture and festivities serve dual functions - they bring people into the City, and they provide a good Quality Of Life for the residents and businesses who call Dunedin home. The City should ensure that our many special events, cultural institutions and Scottish Heritage continue to be attractions to both residents and visitors alike.

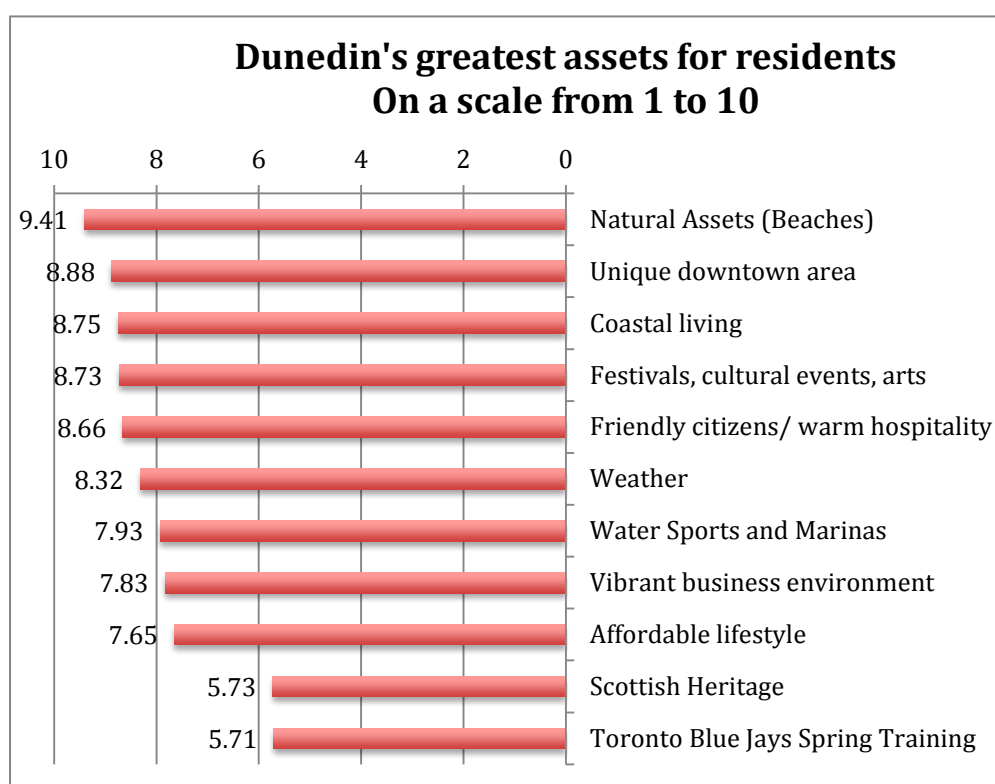
Dunedin's many festivals and cultural activities include:

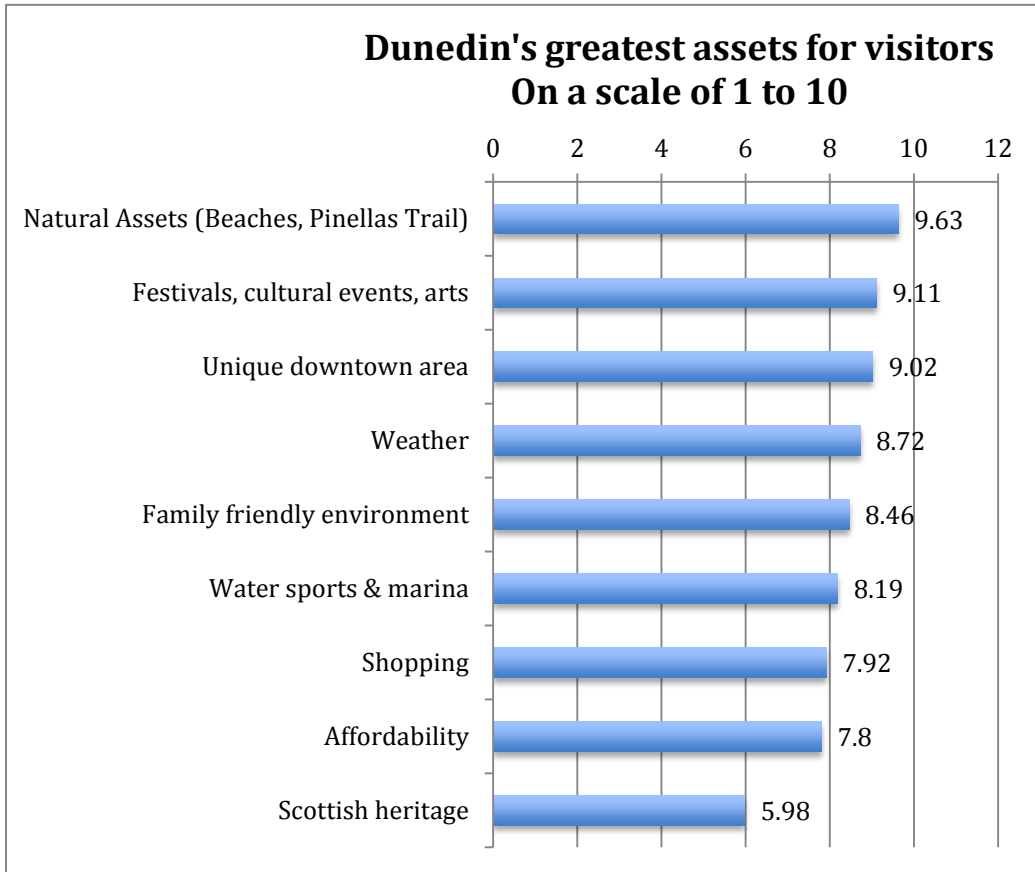
- Diversity Parade
- Mardi Gras Parade
- Arts & Crafts Festivals
- Antiques Fair
- Dunedin Wines The Blues
- St. Patrick's Day
- Old Fashioned Christmas
- Holiday Parade & Boat Parade
- Cinco de Mayo
- Dunedin Fine Art Center exhibits
- Wearable Art Show
- Dunedin Historical Museum exhibits
- July 4th Hometown USA & Baseball
- Downtown 2nd Friday Art & Wine Walk
- Dunedin Orange Festival
- Dunedin Triathlon
- Art Harvest
- Dunedin Highland Games
- Celtic Festival

GOAL 3: ENHANCE QUALITY OF LIFE BRANDING INITIATIVE

The development of a unified brand for the City is important. It supports business and tourist attractions as well as builds a positive image for Dunedin. Branding consultant Wilesmith Advertising/Design was retained by the City in 2011 to perform a complete brand assessment to enable Dunedin to differentiate itself and gain a competitive advantage in the marketplace. This assessment included research, development of a strategic plan, as well as creation of a brand design, a graphic standards manual, and a comprehensive implementation and evaluation plan.

During Phase 1, the Destination Brand Study, interviews were held with City Commission, Staff, Chamber of Commerce, Dunedin Merchants and Community Partners, as well as work sessions with the Branding Task Force. A community online survey was conducted with over 540 respondents. The residents stated that the City's charm, natural assets, beaches and downtown were the major attributes of Dunedin.





Phases 2 and 3 included the brand design and application. Logo concepts, taglines, and colors were all explored and chosen, and a brand logo was approved by the City Commission in the summer of 2012. As our resident survey told us, the new brand features Dunedin's greatest asset, Honeymoon Island.



Phase 4 included the marketing plan, which was developed to assist in managing and promoting our brand. This plan included ways in which Dunedin could market to our target audiences:

- Increase visitor traffic to Dunedin from those vacationing in the Tampa, St. Petersburg and Clearwater areas.

- Increase demand for overnight stays.
- Attract the traveler to a “small town” experience with charm and uniqueness.
- Attract the traveler to a location that doesn’t just offer the beach, but also events, arts and history.

The marketing plan included places (banners, wayfinding, bus stops, City gateway signage, building identification) to expose the brand, and to create identity and recognition of the brand.

A Trademark License Agreement is in place for any business or organization wishing to use the brand logo on merchandise. No fee or royalties will be charged, but implementing a Trademark License Agreement ensures that the brand will only be used in accordance with our Brand Standards Manual for graphics, colors, and font for appropriate use.

The City of Dunedin partners with Visit Dunedin, a committee made up of business owners, merchants, and leaders of the community who volunteer their time to promote and bring business to Dunedin. Visit Dunedin publishes tourist brochures and advertises in other publications, and was involved with bringing the Jolley Trolley to Dunedin and surrounding communities. The Dunedin Chamber of Commerce has a Visitor Center and has daily contact with visitors to downtown in person, over the phone, and via the internet. Together with these groups, our City’s Communication Department, which produces Dunedin TV, the City’s website and social media outlets, we all work toward the goal of bringing visitors to Dunedin.

GOAL 3: ENHANCE QUALITY OF LIFE CONTACTS/RELATIONSHIPS

Relationship building is an important step where City and Economic Development staff reach out to promote Dunedin. Marketing tools, including a business portfolio handbook, flyers, the internet and television, can be useful in communicating with the groups below:

- Media
 - Local news media and reporters
 - City Communications Department
 - Pinellas County Film Commission
- Toronto Blue Jays
- Sister City Relationships
 - Stirling, Scotland
 - Prince Edward Island, Canada
- Economic Development Agencies
 - Tampa Bay Partnership
 - Pinellas County Economic Development
 - Pinellas County Community Development
- Tourism Agencies
 - Tourist Development Council
 - St. Pete / Clearwater Convention Visitors Bureau
- Transportation
 - Pinellas Suncoast Transit Authority
 - Jolley Trolley
- Universities
 - St. Petersburg College
 - University of South Florida
- Local Partners
 - Downtown Dunedin Merchants Association
 - Dunedin Chamber of Commerce
 - Visit Dunedin
 - Dunedin Fine Art Center
 - Dunedin Historical Museum



GOAL 3: ENHANCE QUALITY OF LIFE CONTACTS/RELATIONSHIPS

Education

Although Dunedin does not have any universities within its boundaries, there is a strong presence of teaching facilities in the Tampa Bay region. These include the University of South Florida and St. Petersburg College.

Employers generally look to colleges and other organizations as a source for finding trained workers. In Pinellas County, the institution most tied into workforce training is St. Petersburg College, and the organization is WorkNet Pinellas. St. Petersburg College offers two-year and limited four-year degree programs, and also programs leading to certificates in the fields of information technology and healthcare.

At its campus in Clearwater (Ultimate Medical Academy), St. Petersburg College offers a program which trains individuals to be nursing assistants. This fast-growing field is expected to grow 19% between 2008 and 2018. The presence of existing health care businesses in Dunedin, combined with the potential to recruit new businesses to Dunedin, point to the need to have a strong relationship with St. Petersburg College. This relationship should be nurtured, with the intent that a program the college offers may need to be tailored to fit the needs of a business seeking to locate to Dunedin. Most businesses thinking about coming to an area typically look at four main attributes in their decision process: cost of an area, quality of life, affordable housing choices and ability to employ skilled workers. St. Petersburg College can be a great resource for providing employees to a business that is currently located in Dunedin, or one that is looking to locate to Dunedin.

WorkNet Pinellas provides numerous employment services to employers throughout Pinellas County. The services range from education and training programs, to employee recruitment. Through WorkNet Pinellas, a qualified business can also access several performance incentive programs that reward businesses for job creation. One of the more popular programs offered by WorkNet, through Workforce Florida, is called Quick Response Training Program, where a business can obtain a grant to assist with employee training. Types of businesses that can participate include service operations, manufacturing, and national and international headquarters. Start-up businesses can also apply, but they must be Florida-based and have been in business for at least a year.

International Outreach

Being the Spring Training home of the Toronto Blue Jays, Dunedin has an excellent opportunity to reach out to the Canadian market to solicit interest from companies who are looking to come to Florida to either re-locate a business, or expand. There is likely to be interest from Toronto-based businesses where there is an existing presence of Canadians. The Economic Development Department should, in partnership with our own Chamber of Commerce, make contact with Chambers of Commerce in Canada to share information regarding setting up businesses in Dunedin. The Department's web presence should also

highlight Dunedin's Quality Of Life and business-friendly environment. Discussions with the Blue Jays management should also occur to help develop a target audience.

Other international areas which should be explored are those which come from leads generated by existing Dunedin businesses doing business outside the United States, and those which come from the State of Florida's economic development arm, Enterprise Florida. Enterprise Florida periodically generates leads from individuals in different countries, and these should be reviewed to determine the potential to come to Dunedin. Our City's Economic Development Department should utilize the business portfolio handbook and other pertinent information to entice businesses to come to Dunedin. Our high Quality Of Life, and our smaller properties and buildings, are a good fit for some international businesses looking to gauge U.S. markets without having to invest a large sum of money.

Leads generated by Enterprise Florida, along with those from Dunedin businesses currently traveling to international countries, should also be viewed as excellent opportunities to recruit business to Dunedin. With the presence of the internet, business can be done from almost anywhere, and Dunedin can be a great location for international businesses. International businesses, such as those that work in the fields of tourism and information technology, would have the ability to expose their services to the great influx of people (13.7 million in 2011) who regularly visit St. Petersburg/Clearwater, while enjoying what Dunedin has to offer (arts, history, downtown, culture, beaches, baseball).

Goal 4

Tourism

GOAL 4 – TOURISM

Tourism is Florida’s largest industry, and Dunedin is located in the middle of Pinellas County, one of the busiest in the state. Tourism represents a major industry in Pinellas County, with 13.7 million people visiting the St. Petersburg/Clearwater area in 2011.

- a. **Tourist attractions:** Dunedin shares the major attributes of a successful tourist town: weather and beaches. Dunedin has two of the best beaches in Florida: Honeymoon Island and Caladesi Island. The central west coast of Florida enjoys a semi-tropical climate with warm Gulf breezes and plenty of sunshine. The highs average over 80 degrees for seven (7) months a year, and winter average is above 50 degrees. Dunedin has many festivals, events, and outdoor activities to attract tourists.
- b. **Method of travel:** The majority of tourists travel to this area by airplane (72%).
- c. **Where do they come from when going to Pinellas County?**
 - Midwest USA (1.5 million)
 - Northeast USA (1.2 million)
 - Europe (935,000)
 - Florida (672,900)
- d. **How do we bring tourists to Dunedin?**
 - **Marketing:** The recent development of a new brand logo can be used to promote Dunedin. Advertising can develop recognition of our brand logo in various ways: Our City and partners’ internet websites, social media, and print media (newspapers, magazines) are all designed to get the attention of travelers far away and local to Florida.
 - **Working with our local partners:**
 - Dunedin Chamber of Commerce
 - Visit Dunedin
 - Dunedin Downtown Merchants Association
 - Visit St. Petersburg/Clearwater (VSPC)
 - Pinellas County Tourist Development Council (TDC)
 - **Jolley Trolley:** A novel way to bring tourists to Dunedin has been the highly successful Jolley Trolley. It brings in a steady stream of visitors to our City who support our businesses, and the City should continue making a commitment to Jolley Trolley service. Having the Jolley Trolley run on other key dates such as holidays and special events should also be explored.

Source: St. Petersburg/Clearwater CVB 2011 Visitor Origins

e. **Lodging**

Dunedin has ten (10) lodging facilities of varying quality and size accounting for 305 rooms as described below:

Lodging Establishment	Number of Rooms
Holiday Inn Express	76
Beso del Sol Resort	68
Best Western Yacht Harbor Inn	54
Amberlee Motel	24
Dunedin Cove Motel	22
Coconut Villas Vacation Rentals	20
Palm Court Motel	16
Seaside Artisan	9
Meranova Guest Inn	8
Blue Moon Inn	8

The City would benefit with the presence of new hotel rooms that result in an increase in property tax revenue and utility services such as water and sewer, and the positive impact to areas businesses. With Dunedin close to built-out, the increased tourist population would assist with bringing more revenue to the City and diversifying its economy.

The criteria for a large flagship hotel and a small boutique hotel are provided below as reference points when discussing possibilities with prospective hotel developers:

<u>Type</u>	<u>Acreage</u>	<u>Location</u>	<u># of Rooms</u>
Flagship	5 to 8	Water view	200 to 300
Boutique	1 to 3	Unique setting	50 to 100

The above information for hotel planning is a guideline, and factors such as height, density and land cost all contribute to feasibility analysis. Dunedin should view opportunities for possible lodging, taking into account the positive impacts that having additional rooms would have on the community, while balancing any concerns with surrounding residential neighborhoods.

Dunedin does not have a full-service hotel that could accommodate larger groups with needs for conference space. The building and operating of both a medium-sized, historic hotel, a flagship hotel, and a smaller boutique hotel would provide increased revenue to the City, create jobs, and make it more attractive to visitors and guests. Having additional rooms would also tie into any City effort to broaden tourism in Dunedin to include eco, nature, and heritage-based activities.

To entice tourists who are staying in other Florida locations, we should work to attract hotels of all types to its borders. While infill land of a sufficient size is rather scarce in Dunedin, there are opportunities such as the redevelopment of the Fenway property, and vacant land in the downtown and along the Dunedin Causeway. These areas represent a chance for Dunedin to increase needed lodging and meeting room space in the City.

- f. Bed Tax:** The statewide tourist development tax, or Bed Tax as it is known, is a 5% tax on accommodations that are rented out for six months or less. Pinellas County has shown a rise in the collections of bed tax revenue. A report from March 2011 showed their highest grossing month of \$4.5 million, and the entire year resulted in Pinellas County collecting \$25 million. These funds are utilized by the St. Petersburg/Clearwater Convention Bureau to pay for tourism marketing.
- g. Eco-tourism:** Eco-tourism is defined as travel to natural areas for the purpose of enjoying and conserving the environment. Dunedin has many opportunities for eco-tourism, due to its year-round outdoor nature and location on the water. These activities should be encouraged and promoted to visitors within Florida as a “day trip”, as well as long distance destination. Dunedin’s location on the water, combined with its subtropical climate and the highly-regarded Pinellas Trail, have the potential to be promoted for nature and active tourism. Bringing more people into Dunedin as a result of tourism provides support for Dunedin’s businesses and is an important part of municipal revenues. Dunedin offers the following:
- Honeymoon Island – Nature walks, bird watching
 - Dunedin Causeway – Kayaking, bicycling, fishing
 - Dunedin Marina – Boating, fishing, tours
 - Over 30 parks with a variety of activities
 - Pinellas Trail – Walking, jogging, bicycling
 - Hammock Park - Trails

The Dunedin Chamber of Commerce informs tourists on the natural environment of Honeymoon and Caladesi Islands, Wildlife Nature Center, Osprey Trail and Hammock Park, all located in Dunedin. The Pinellas County Tourist Development Council (TDC) and the Convention Visitors Bureau (CVB) also promote eco-tourism, and have a goal of developing sustainable tourism that focuses on our natural environment.

- h. Heritage Tourism:** Another aspect of tourism which could be promoted in Dunedin is Heritage Tourism. The definition of Heritage Tourism is traveling to experience places and activities that authentically represent the stories and people of the past.

The City of Dunedin reflects the rich Scottish heritage of its founding fathers, settlers in the 1800's, and has been woven into our community in many ways. The Scottish American Society of Dunedin was founded in 1980, and the New World Celts (Dunedin Chapter), founded in 2002. The Dunedin Highland Games Festival & Committee is in its 47th year (in 2013), and sponsors three annual events with all proceeds going to support the City's three bagpipe bands: Dunedin Highlander Middle School, Dunedin High School, and the City of Dunedin Pipe Band. These annual events, the Dunedin Military Tattoo, the Celtic Festival, and the Dunedin Highland Games, are rich in tradition and part of our City's charm. In commemoration of its ancestral ties, Dunedin chose Stirling, Scotland and Prince Edward Island, Canada as its Sister Cities.



Other activities included in Heritage Tourism are:

- Historic Sites
- Museums
- Cultural Events
- Architecture & Engineering Works
- Festivals
- Performing Arts Centers

Dunedin has several historic sites and museums: Dunedin Historical Museum, Andrews Memorial Chapel, historic homes & churches and the National Armed Services Law Enforcement Memorial Museum (NASLEMM).

The City has partnered with the Dunedin Historical Museum to recognize important locations in Dunedin's history by erecting permanent brass plaques with historic inscriptions. The first four (4) were installed in 2012:

	<u>Location</u>
Old Oak Tree, Out on a Limb, 1920's	Oak Tree Plaza
Original Dunedin Theatre, 1919	Merchants on Main
Inventor of Boat Pram, 1947	Dunedin Woodwright
Orange Belt Railway Depot, 1924	Dunedin Historical Museum

We plan to honor many more locations in our history, and these can become points of interest for visitors to tour the sites of these plaques.

Heritage tourism in Dunedin complements eco and nature-based tourism initiatives, and the two can attract visitors to Dunedin to experience our natural assets and the uniqueness of the area.

- i. Canadian Connection:** Dunedin is fortunate to be the Spring Training home of a Major League baseball team, the Toronto Blue Jays. As a major sports team, the Toronto Blue Jays bring a large following from their Canadian home and an additional international opportunity for tourism. During the spring training season, the name Dunedin is often highlighted by the media and serves to expose the City to other places in the United States and Canada. With the Toronto Blue Jays lease on the Dunedin Stadium and practice facilities set to expire in December of 2017, a concerted effort will be made to retain them. One of the key elements that should be performed is an economic analysis describing the positive impacts to Dunedin of having a major baseball team presence in Dunedin.

Implementation

IMPLEMENTATION - PROJECTS

Advising economic development and redevelopment is straightforward, but the implementation of the strategies takes considerable dedication and commitment from many sources:

- | | |
|------------------|------------------|
| -City Commission | -Property Owners |
| -City Staff | -Partners |
| -Merchants | -Residents |

Starting in an incremental manner can increase the odds for success. It is recommended to begin by revitalizing Patricia Avenue, then improve Douglas Avenue. The State Route 580 corridor study is in progress. The MLK Industrial area and U.S. Alternate 19 studies are recommended to begin in 2016. The initiatives for the downtown area are in progress as a result of the Downtown Master Plan 2033 and Downtown Waterfront Illustrative Corridor Plan.

Action/Area	Responsible Party	Funding Source	Benefits
GOAL 1			
Determine Prioritization Within Corridors	City Commission		
Patricia Avenue		Corridor/Penny	Create Identity Private Investment Tax Base Job Creation Overall Beautification Retention/Recruitment Pedestrian Safety
Douglas Avenue		Corridor/Penny TIF	Private Investment Tax Base Create Identity Job Creation Overall Beautification
Dunedin Causeway		Corridor/Penny	Tourism Overall Beautification Tax Base
State Route 580		Corridor/Penny	Entryway Identity Job Creation Tax Base Private Investment Adaptive Reuse Retention/Recruitment Pedestrian Safety
Downtown		Penny Marina Enterprise TIF	Tourism Overall Ambience Private Investment
MLK Industrial Area		Penny Economic Development	Tax Base Retention/Recruitment Private Investment
Alternate U. S. 19		Penny	Tax Base Private Investment Job Creation

IMPLEMENTATION - INVESTMENT

Funds that may be available for corridor revitalization to create a more fertile ground for business retention and recruitment could come from the Penny Sales Tax Fund. The City is expected to collect \$2.8 million annually from 2013 to 2020. Although there are many projects vying for these dollars, proposed grant funds to individual businesses as a tool to incentivize business retention and recruitment would need to come from the City's Economic Development Department. Funds for this initiative could come from the Penny or General Fund reserves, and be applied on a case-by-case basis. Other opportunities may present themselves from the following areas:

- Tax Increment Financing
- Bonds/Debt Obligations
- Miscellaneous Grants

IMPLEMENTATION - INDICATORS

City-wide economic indicators measure progress through quantifiable means. Although difficult to quantify success in redevelopment, the following measures assist in gauging the amount of private investment spurred by City spending:

1. Measurable increase to the tax base.
2. Increase in building permit activity.
3. Review of existing and new occupational licenses.
4. Contact from companies and realtors looking to acquire properties in the City.
5. Boost in tourism measured by increases in hotel stays.
6. Statistical information from sources like Claritas, U.S. Census, Bureau of Labor Statistics, etc.

IMPLEMENTATION - COMMUNICATIONS

Various media avenues need to be accessed once the Commission is committed to the strategy. Here are steps to publicize the economic development and redevelopment strategy:

- STEP 1 Complete the branding process: development of the business portfolio handbook and marketing plan.
- STEP 2 Schedule a television spot on Dunedin TV for the presentation of our economic development strategies.
- STEP 3 Foster business and partnership relationships.
- STEP 4 Update City's webpage and links.
- STEP 5 Continue the use of Facebook and create promotion in other social media sites: (Google+, You Tube, Twitter, etc.).
- STEP 6 Advertise in professional websites and publications.



*Conclusion/
Recommendations*

CONCLUSION/RECOMMENDATIONS

With the City of Dunedin having experienced less revenue in recent years due to the changing economic climate, there is a pressing need to find new revenue sources that sustain core services and Quality Of Life features that residents, tourists and businesses need and enjoy. Economic and development policies need to be embraced that build and diversify Dunedin's economy, while maintaining the charm of this coastal community. Infill housing, adaptive reuse, entrepreneurship, business retention, and tourism are areas having the potential to generate additional revenue to Dunedin. Creative planning, featuring density bonuses and form-based zoning, combined with corridor enhancement including incentives such as the façade improvement, site plan assistance and demolition programs, will spur private investment.

These tools, along with a new development process, will enable Dunedin to reach out to prospective developers and businesses to entice them to come to Dunedin. Our emerging image as a place that can mobilize quickly on business and development sensitive issues is a strong card for the City. As the City is built out and has few remaining vacant parcels, redevelopment or adaptive reuse will be occurring on parcels that are challenged in some respect. Having a "Team Dunedin" in place to address various challenges such as utilities, permitting, zoning and neighborhood concerns will make the economic/development process for a business or developer much smoother.

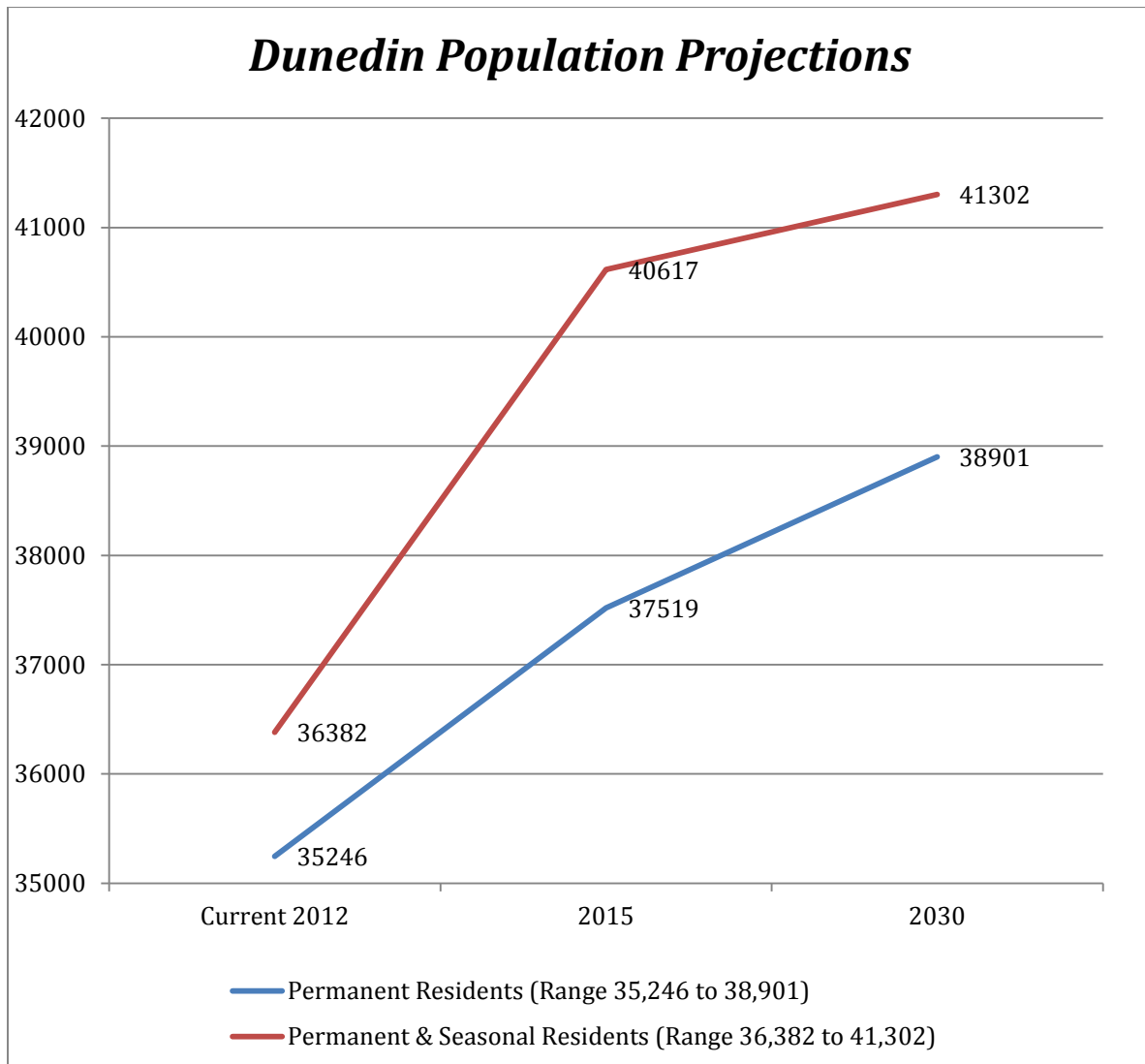
Along with the need to diversify Dunedin's economy and retain its friendly development posture, Dunedin should also look to enhance its premium Quality Of Life. The various attributes that make up Dunedin provide a setting that attracts businesses, visitors and residents. The Quality Of Life which Dunedin has is a powerful economic tool and one that should not be underestimated.

Appendix

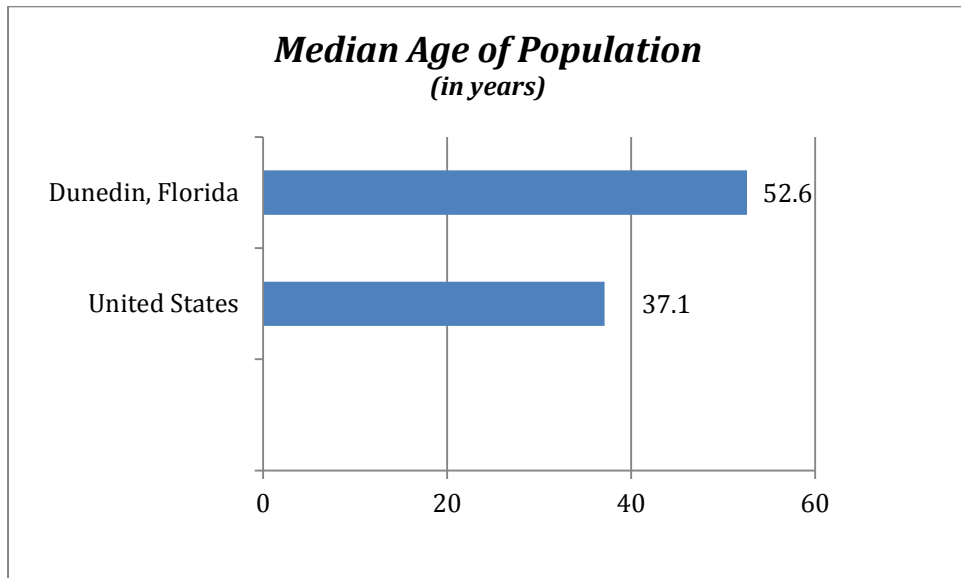
- A. Current Conditions
 - Demographics
 - Housing Statistics
 - Business Information
 - Tourism
- B. Organization Chart
- C. Maps

DEMOGRAPHICS

- Dunedin’s population is 35,246 (2012).
- Dunedin is predominantly a residential community with close to 95% of its land area designated for residential or park uses.
- Males make up 46.4% of the population; females 53.6%.
- The median age of Dunedin residents is 52.6 years. The United States median age is 37.1 years.
- 46.2% of the population of Dunedin is age 55 or older.
- Unemployment rate in Dunedin was 7.9% (eff. Nov. 2012).
- The estimated family income in Dunedin is \$53,413.
- Education: 89.9% Dunedin residents have attained a high school diploma or higher; 17.3% Bachelor’s degree; 5.8% Master’s degree; 1.7% Professional school degree; and .5% Doctorate degree.



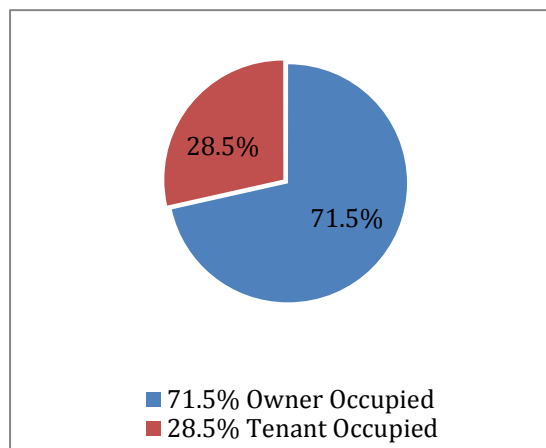
Source: Bureau of Economic & Business Research (BEBR) 2012
 Pinellas County Economic Development 2012 ESRI
 WorkNet Pinellas



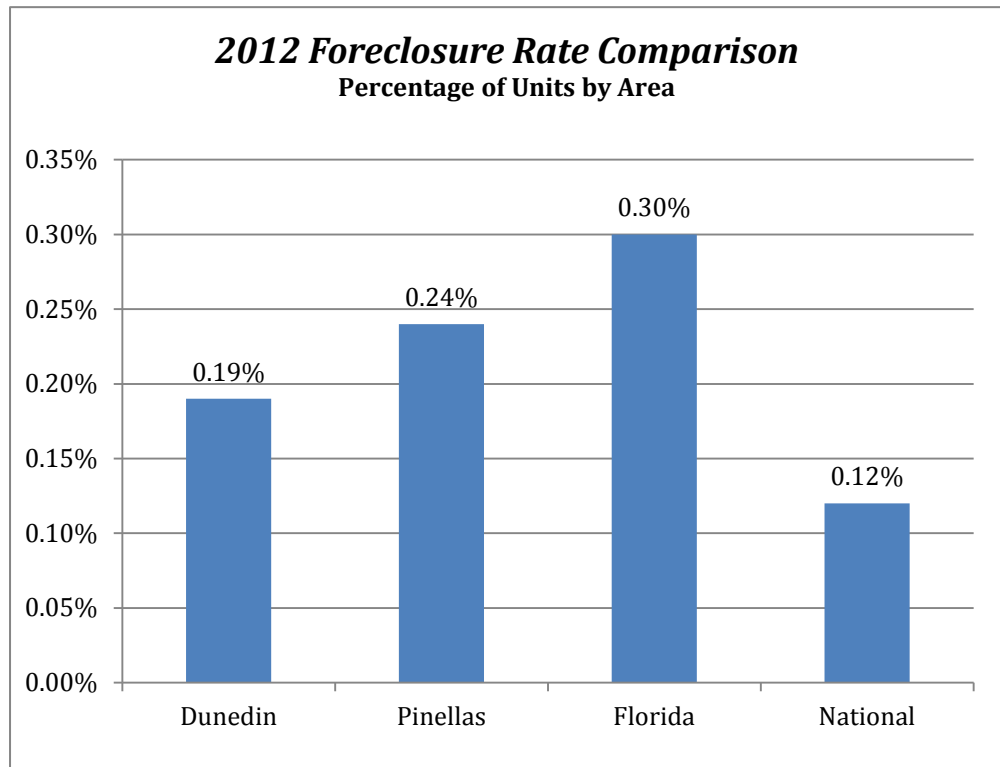
HOUSING STATISTICS

- Most of the dwellings in Dunedin are owner-occupied at 71.5%. The majority were built between 1960 and 1989.
- The foreclosure rate in Dunedin is .19% versus .24% for Pinellas County in 2012. Florida's foreclosure rate is the highest state in the nation.
- The market value and the assessed value of properties peaked at the end of 2007, and then began to decrease at the beginning of the recession in 2008. Property values have begun a small trend upward in 2012. A steady increase in building permits has suggested this trend will continue.

PROPERTY OCCUPANCY



Source: Realty Trac

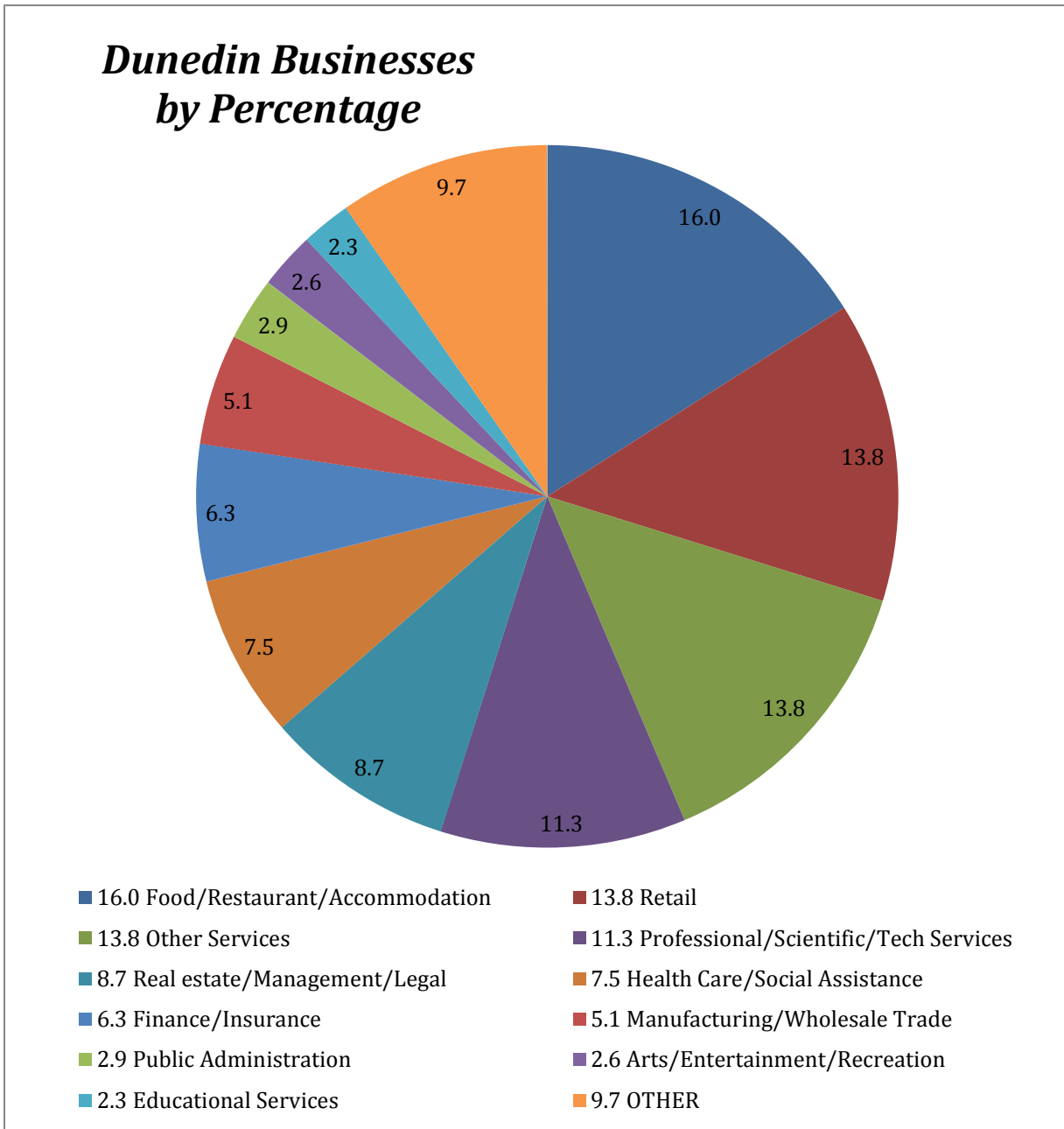


This figure is derived from number of properties filing foreclosure divided by total number of housing units in City, County, State or Nation.

Source: Realty Trac
Pinellas County Economic Development

BUSINESS INFORMATION

- Dunedin has 1,564 registered businesses.
- The retail/service sectors account for over 9,000 jobs, or 76% of the total employment for the City.
- Dunedin’s major employers are from various fields: Mease Dunedin Hospital (Medical), Pinellas County School System (Education), City of Dunedin (Government), Mease Manor (Housing), and Coca Cola North America (Industrial).



Source: Pinellas County Economic Development 2012 ESRI

TOURISM

- Dunedin has ten (10) lodging places with a total of 305 rooms.
- Pinellas County received over 5 million visitors in 2012.

2011 Annual Visitor Profile Pinellas County

	<i>Percentage of Travelers</i>
Type of Party	
-Couple	51.5
-Family	42.3
-Single	6.5
Transportation Mode	
-Plane	72.2
-Rental Car	57.0
-Personal Car	27.1
Purpose of Trip	
-Vacation	88.0
-Visit Friends/Relatives	13.1
-Business Traveler	24.7
First Visit	
-Pinellas County	35.7
-Florida	8.1
Information Sources	
-Internet	90.0
-Previous Visit	49.2
-Recommendation	20.6
-Printed Media	11.5
-Business Contacts	9.0
-Travel Professional	8.9

Source: Research Data Services, Inc. 2012

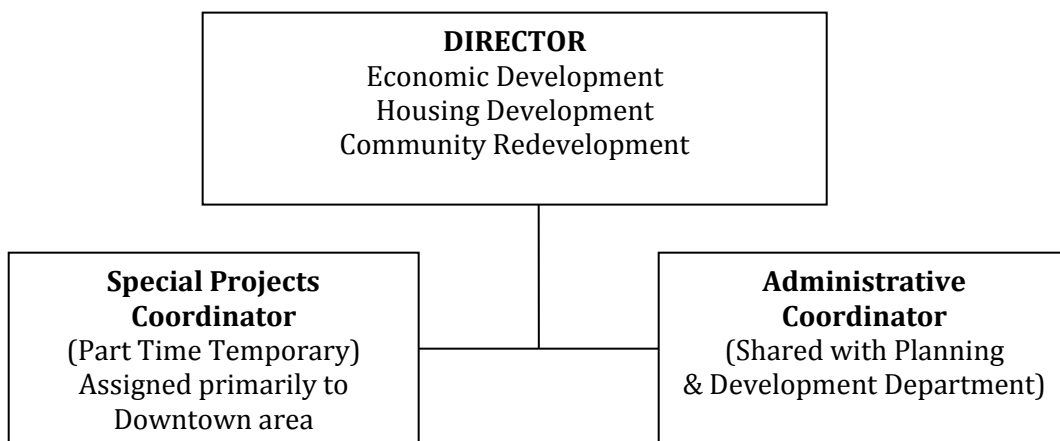
2011 Visitor Origin Pinellas County

	<i>Number of Visitors</i>
Midwest USA	1,559,622
Northeast USA	1,215,923
Europe	934,335
Florida	672,891
Southeast USA	333,836
Canada	320,663
Other	197,930
Total	5,235,200

Source: Research Data Services, Inc. 2012

Department Organization Chart

The City's Economic & Housing Development Department has limited manpower and resources, necessitating an incremental, concentrated approach to achieving the goals of this plan. An organizational chart for the Economic & Housing Development Department is shown below.





QUALIFIED TARGETED INDUSTRIES

(Effective November 1, 2001)

Only businesses serving **multi-state and/or international markets** are targeted. Business must be able to locate in other states. Retail activities, utilities, mining and other extraction or processing businesses, and activities regulated by the Division of Hotels and Restaurants of the Department of Business and Professional Regulation are statutorily excluded from consideration.

MANUFACTURING FACILITIES

Chemical Manufacturing
Pharmaceutical Manufacturing
Plastics & Rubber Products Manufacturing
Computer & Electronic Product Mfg
Computer & Electronic Component Mfg
Electromedical Apparatus Mfg
Irradiation Apparatus Mfg
Laser Manufacturing
Optoelectronics Manufacturing
Reproducing Magnetic & Optical Media Mfg
Semiconductor Manufacturing
Software Reproducing
Transportation Equipment Manufacturing
Aviation & Aerospace Manufacturing
Machinery Manufacturing
Electronic Flight Simulator Manufacturing
Instruments for Measuring & Testing Electricity
Lens Manufacturing
Optical Instruments Manufacturing
Power Distribution, Generation & Technology
Electrical Equipment Manufacturing
Appliance Component Manufacturing
Fiber Optic Cable Manufacturing
Miscellaneous Manufacturing
Surgical & Medical Instrument Manufacturing
Food & Beverage Products Manufacturing
Textile Mills & Apparel Manufacturing
Wood & Paper Product Manufacturing
Printing & Related Support Activities
Metal Manufacturing
Furniture & Related Products Manufacturing

FINANCE & INSURANCE SERVICES

Nondepository Credit Institutions
Credit Intermediation & Related Activities
Securities, Commodity Contracts
Insurance Carriers
Funds, Trusts & Other Financial Vehicles

WHOLESALE TRADE

Business-to-Business Electronic Marketing

Those industries in italics are examples of the subsections

INFORMATION INDUSTRIES

Sound Recording Industries
Integrated Record Production/Distribution
Film, Video & Electronic Media
Production (Excluding temporary "on location filming)
Postproduction Services
Information Services & Data Processing
Internet Service Providers, Web Search Portals
Data Processing Services
On-line Information Services
Publishing Industries
Software Publishing
Music Publishing
Telecommunications
Satellite Communications

PROFESSIONAL, SCIENTIFIC & TECHNICAL SERVICES

Professional, Scientific & Technical
Computer Programming/Software Development
Computer System Design
Management, Scientific & Tech Services
Research and Development
Scientific and Technical Consulting Services
Simulation Training
Testing Laboratories

MANAGEMENT SERVICES

Management Services
National, Internat'l & Regional Headquarters
Offices of Bank Holding Companies








ADMINISTRATIVE & SUPPORT SERVICES

Customer Care Centers
Telephonic & On-line Business Services
Customer Support
Transaction Processing
Technical Support
Credit Bureaus

DUNEDIN CORRIDOR STUDY AREAS

City of Dunedin
Pinellas County, FL

LEGEND

- | | |
|---|--|
|  Alt 19 / Edgewater Dr |  MLK |
|  Douglas Ave |  Patricia Ave |
|  Downtown |  SR 580 |
|  Dunedin Causeway | |

