

# City of Clearwater – Strategic Direction

## Vision

- Clearwater will be a uniquely beautiful and vibrant community:
- that is socially and economically diverse;
  - that invests for the future; and
  - that is a wonderful place to live, learn, work, visit, and play.

## Mission

- The Mission of the City of Clearwater is to:
- Provide cost effective municipal services and infrastructure; and
  - Facilitate development of the economy;
- To support a high quality of life and experience.

### Strategic Direction

#### Diversify the Economic Base



- Facilitate Development of the Economy:**
- Develop downtown and US 19 N
  - Encourage housing that matches community needs – across a range of values
  - Expand tax base to reduce reliance on residential taxes
  - Fulfill Beach By Design
  - Maintain tourism commitment, including sports tourism

#### Increase Economic Opportunity



- Foster industry sectors identified in the Economic Development Plan:
  - Technology District
  - Medical District
- Continue building a business friendly environment
- Recognize the value of transit oriented development

#### Develop and Promote our Brand



- Engage neighborhoods and the business community to:
  - Create our economic development identity
  - Communicate that identity effectively
- Ensure that our residents and visitors are familiar with the whole offering of community amenities

#### Foster Community Engagement



- Encourage neighborhood identity programs
- Prevent blight and support property values through Code Enforcement
- Preserve community history and culture
- Support community events
- Support Pinellas County Healthy Communities initiative

#### Efficiency



### Provide Cost Effective Municipal Services and Infrastructure:

- Optimize use of employees, assets, and resources
- Encourage teamwork across departments to ensure focus on Strategic Direction
- Access public-private organizations and resources when appropriate

#### Quality



- Proactively maintain and reinvest in our infrastructure
- Continuously measure and improve our performance

#### Financial Responsibility



- Continue responsible financial management
- Evaluate additional funding options when appropriate
- Set priorities and spend money aligned with Strategic Direction

#### Safety



- Reinforce standing as a safe community, especially with visitors
- Continue neighborhood policing
- Ensure timely emergency preparation, response, and recovery

In 2013, the City Council for the City of Clearwater established a Strategic Direction, providing a Mission and Vision along with supporting Goals and Objectives, as derived from input from stakeholders and community analysis.

The strategic vision, found as the first page of this section, focuses on specific goals to facilitate the development of the City's economy. The four outlined objectives include: 1) diversify the economic base; 2) increase economic opportunity; 3) develop and promote our brand; and 4) foster community engagement.

Implementation of the Strategic Direction requires both, defined, proactive actions as well as on-going planning and resource commitments. The strategic implementation process is not static, as we are routinely working on programs and services that build upon strategic direction priorities across the various City operations. In that regard, there is no beginning or end for Strategic Direction implementation. The on-going nature of implementation is particularly evident within the scope of a 20 year vision, and the enduring quality of the objectives defined within the mission. As such, Strategic Direction implementation is focused upon the relationships between many incremental actions that have discrete beginnings and ends, but cumulatively define a broader scope.

### ***A. On-Going Strategic Actions***

In terms of consistency for on-going actions, we will ensure the Strategic Direction Action Plan is aligned with other efforts. These include, but are not limited to:

- Annual Operating and Capital Improvement Budget
- Comprehensive Annual Financial Report
- Economic Development Strategic Plan
- East Gateway Vision Plan
- Clearwater Comprehensive Plan
- Beach by Design
- Clearwater Greenprint
- Downtown Clearwater Redevelopment Plan
- US 19 Corridor Redevelopment Plan
- Post Disaster Redevelopment Plan
- Comprehensive Emergency Management Plan
- Parks and Recreation Master Plan
- Library Strategic Plan
- Public Utilities Master Plan

These existing processes, plans and initiatives reinforce the City Council's identification of objectives for "*Facilitating Development of the Economy*," and "*Providing Cost Effective Municipal Services and Infrastructure*." Each of the plans listed above already has existing goals, objectives and a timeline for implementation.

Each goal within the Mission Statement was broken into four objectives with specific priorities listed for each. In 2014, staff provided Council with icons for each objective that are used within the budget and related materials, as follows:

## Facilitate Development of the Economy:



Diversify the Economic Base



Increase Economic Opportunity



Develop and Promote our Brand



Foster Community Engagement

## Provide Cost Effective Municipal Services and Infrastructure:



Efficiency



Quality



Financial Responsibility



Safety

## B. Strategic Actions- 2014-15

Staff provided City Council with a recommended Strategic Action Plan in February 2014 with four initial priorities, comprised of the Urban Land Institute Study, Branding, Citizens' Survey and Performance Measurement. In addition to that initial report, updates were provided in June and October 2014.



1. **Urban Land Institute (ULI)** - Of the initial priorities, the ULI Study has grown into a multi-faceted project comprised of 13 initial priorities being managed across the organization and with various Consultants. The priority ULI projects collectively represent significant resources for the coming two years. That effort continues with a series of quarterly progress reports being provided to City Council.



2. **Community Branding** – The Community Branding project has been resourced through budget approvals and will be a significant work item in the coming year. A final logo is expected in October 2015, which will be added to the community tag line in support of the strategic goal to *Facilitate Development of the Economy – Develop and Promote Our Brand*. Local branding firm, Sparxoo, has been retained to assist with rollout during the 2015-2016 fiscal year.



3. **Citizens' Survey** – The Citizen's Survey will be conducted again in 2016 and funding has been provided in the Fy2015-16 budget to accomplish that effort.



4. **Performance Measurement** – Staff presented City Council a work plan in November 2013 tied to the strategic goal to *Provide Cost Effective Municipal Services and Infrastructure*, particularly noted within the *Quality* objective that we will continuously measure and improve our performance.

Staff has provided on-going annual reports on progress of the Performance Measurement Project. We created and implemented a dashboard platform with measures for 7 of the City's 19 departments, with remaining departments in development. We subscribed to Opengov, which provides a Budget transparency platform on the City's website and ICMA *Insights*, a new, national forum for benchmarking for which we have loaded five years of historical data for 6 of the City's 19 departments thus far.

### ***C. Strategic Actions Schedule – 5 Year Plan (2016-2021)***

Collectively, staff understands these many initiatives and projects to comprise City Council's Five-Year Strategic Plan. In addition, there are projects or items within the five-year planning period that are not reflected in the previously listed items, such as Penny IV and new Collective Bargaining Agreements, to name two.

In Order to best highlight on-going, and identify new strategic actions, staff has prepared the following version of the Strategic Direction for 2015-2020, which was presented to the City Council on October 12, 2015.

# City of Clearwater – Strategic Direction (2016-2021)

## Vision

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- That is socially and economically diverse;
  - That invests for the future; and
  - That is a wonderful place to live, learn, work, visit and play

## Mission

- The Mission of the City of Clearwater is to:
- To provide cost effective municipal services and infrastructure; and;
  - Facilitate development of the economy;
- To support a high quality of life and experience

## Strategic Direction

### Facilitate Development of the Economy:



#### Diversify the Economic Base



- Develop Downtown and US 19
- Housing stock that matches need
- Expand nonresidential tax base
- Fulfill Beach by Design
- Maintain tourism commitment, including Sports Tourism

#### Priorities

- US 19 Corridor Plan
- ULI \*
- Joe DiMaggio Multipurpose Fields
- Brighthouse Complex

#### Increase Economic Opportunity



- Foster Industry Sectors
- Maintain a business-friendly environment
- Recognize transit oriented development

#### Priorities

- ED Strategic Plan \*
- Pelican Walk Garage
- Airpark Master Plan and Terminal Building \*
- Beach Marina Replacement
- PSTA – Times Property Plan
- Downtown Parking Garage

#### Develop and Promote our Brand



- Engage neighborhoods and the business community to:
  - Create our economic development identify
  - Communicate that identity effectively
- Ensure that our residents and visitors are familiar with the whole offering of community amenities

#### Priorities

- Branding Rollout - Sparxoo
- New Website
- My Clearwater Magazine \*

#### Foster Community Engagement



- Encourage neighborhood identity programs
- Prevent blight and support property values through code enforcement
- Preserve community history and culture
- Support community events
- Support healthy community initiatives

#### Priorities

- East Gateway Vision Plan \*
- Neighborhoods Engagement Public Spaces Strategy \*
- Bicycle Paths & Trails \*

### Provide Cost Effective Municipal Services and Infrastructure:

#### Efficiency



- Optimize use of employees, assets and resources
- Encourage teamwork across departments
- Access public-private organizations and resources

#### Priorities

- IT Strategic Plan \*
- Gas – Pasco Office
- Joint Use Library
- Groundwater Replenishment

#### Quality



- Proactively maintain and reinvest in our infrastructure
- Continuously measure and improve our performance

#### Priorities

- Performance Measurement
- Morningside Rec Center
- Moccasin Lake Master Plan
- Island Estates Bridges
- New City Hall

#### Financial Responsibility



- Continue responsible financial management
- Evaluate additional funding options
- Set priorities and spend money aligned with Strategic Direction

#### Priorities

- Budget and CAFR \*
- Penny IV CIP \*
- BP Funding
- ERP/Financial System Replacement
- Rate Studies \*

#### Safety



- Reinforce standing as a safe community
- Continue community policing
- Ensure timely emergency preparation, response and recovery

#### Priorities

- New Fire Stations – Penny III
- Police Firing Range – Penny III
- P25 Radio Program
- DEO Grant – Resiliency Pilot
- Comprehensive Emergency Management Plan Update
- PD District 3 Substation

**NOTE:** The priorities listed are in addition to the on-going repair, maintenance and replacement of equipment, facilities and properties that support day-to-day operations and infrastructure. The priorities listed are in addition to day-to-day operations, services and programming throughout the City. Projects listed are identified because of the resources required or because they are generally not expected to recur over a minimum, five-year planning horizon unless otherwise noted by an asterisk, in which instance they are on-going initiatives or have components that will continue through the planning period.

