

City of Clearwater – Strategic Plan (2017-2022)

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:
- 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 * - 2nd Century Clearwater
- Joe DiMaggio Multipurpose Fields
- Brighthouse Complex
- Library Maker Spaces

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 *
- Citizens Survey *
- 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 – Pinellas Campus
- 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.

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. Working from that base document, City Council has continued annually to support priorities for each of the goals and the corresponding objectives. Collectively, the document comprises City Council's Five-Year Strategic Plan, as required by City Council Policy "M."

Implementation of the Strategic Plan 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.

On-Going Strategic Actions

In terms of consistency for on-going actions, we will ensure the Strategic 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 goals for "*Facilitating Development of the Economy*," and "*Providing Cost Effective Municipal Services and Infrastructure*."

Strategic Plan (2017-2022)

The Five-Year Strategic Plan, found as the first page of this section, focuses on two specific goals. The first goal: "To Facilitate Development of the City's Economy," has four objectives: 1) Diversify the Economic Base; 2) Increase Economic Opportunity; 3) Develop and Promote our Brand; and 4) Foster Community Engagement. The second goal: "Provide Cost Effective Municipal Services and Infrastructure," has four objectives to deliver services and infrastructure with "Efficiency," "Quality," "Financial Responsibility" and "Safety."

Each of the eight objectives has an icon that is used in various publications and documents as a quick visual cue of the importance of the subject matter to the overall Strategic Plan.

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

In addition to these eight icons, an icon specific to the 2nd Century Clearwater series was also created for purposes of identifying the thirteen priorities contained within the work plan that originated from the Urban Land Institute Study completed in 2014. City Council renamed the series “2nd Century Clearwater” in 2016 to reflect the strategic importance those priorities have for Downtown, the bluff and the waterfront.



The bulleted points below each objective in the blue boxes expand on the desired outcomes for each. The priorities bulleted below each objective in the yellow boxes are either on-going strategic actions that support that objective or are on-time projects that City Council has identified as priorities for the Five-Year Strategic Plan.

