

City of Clearwater – Strategic Plan (2018-2023)

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 •
- **2nd Century Clearwater**
- Spectrum Complex
- CRA Incentives – Occupancy Rates
- Hercules/Belcher Industrial Area •

Increase Economic Opportunity

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

Priorities

- ED Strategic Plan •
- Airpark Master Plan*
- PSTA – Times Property Plan
- Downtown Parking Garage
- Co-Working Business Incubator
- Library Maker Spaces •
- Clearwater Business SPARK •

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

Priorities

- Tourism Contract
- My Clearwater Magazine *
- New Downtown Clearwater Website
- Regional ED Marketing •

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

- Citizens Survey *
- Placemaking Manual
- 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
- Groundwater Replenishment

Quality

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

Priorities

- Performance Management *
- Morningside Rec Center
- Beach Marina Reconstruction
- 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
- 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
- DEO Grant – Resiliency Pilot
- Comprehensive Emergency Management Plan Update
- PD District 3 Substation

- ED Strategic Plan Items
- * Recurring Work Items

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.