



# CITY OF CLEARWATER STRATEGIC PLAN INTRODUCTION



## THE PLANNING PROCESS

The City of Clearwater began a multi-year process to update the citywide Strategic Plan, commencing in 2020. The planning process included several project phases, including community engagement workshops, internal and external stakeholder surveying, service demand and demographic analyses, and a review of opportunities and challenges facing the city.

The first Strategic Planning Workshop with the Mayor and City Council was held on October 20, 2020 to identify key strategic priority areas. The City Council's collective vision during this workshop identified several critical focus topics that required further community engagement efforts.

A virtual Community Workshop was held on October 6, 2021 to seek resident and community partner input on municipal services, projects, or critical topics to be

incorporated in the Strategic Plan. Four supplemental Community Workshops were held in April and May of 2022 to further solicit additional resident and neighborhood feedback.

The process was supplemented by two workshops with City leadership, the first occurring on November 17, 2022 to identify departmental priorities and projects for the fiscal years of 2022 and 2023.

A second Strategic Planning Workshop was held on December 8, 2022 with City Council to finalize the strategic priorities and provide policy direction for key objectives to be included in a final planning document.

The Strategic Planning Process culminated in a final Strategy Workshop, held on March 20, 2023 to gain preliminary City Council approval of five strategic priority areas, and a draft vision and mission statement for the City of Clearwater Strategic Plan.

## STRATEGIC PLAN STRUCTURE

The City of Clearwater 2023 Strategic Plan establishes five priority areas that are approved by the City Council:



HIGH PERFORMING  
GOVERNMENT



ECONOMIC & HOUSING  
OPPORTUNITY



COMMUNITY  
WELL-BEING



ENVIRONMENTAL  
STEWARDSHIP



SUPERIOR  
PUBLIC SERVICE

## DEFINITION OF TERMS

Below is a list of common terms and definitions that are utilized in the Strategic Planning document:

- Vision:** An ideal statement that describes where the organization is heading and expresses an aspirational view of a desired state.
- Mission:** A general statement that describes why the organization exists, the purpose and objective of the City, and clearly articulates the services provided and the desired outcomes.
- Values:** Themes that are incorporated throughout the City of Clearwater's Strategic Plan and that are reflected in all our daily activities. Execution of all Strategic Priorities should advance and support the identified values of Clearwater.
- Strategic Priorities:** Broad policy areas in which the Council wants the City Team to invest public staff and fiscal resources to accomplish the Vision and Mission of the Citizenry.
- Strategic Objectives:** Outcome-based goals toward which effort will be directed by the City Team to advance a Strategic Priority. More than one Objective may be developed for each Strategic Priority; each Objective drives the departmental actions and projects that comprise the work plans for the City Team.

## CLEARWATER'S VALUES

Themes that exist within the City of Clearwater's Strategic Plan and that are reflected in our outcomes include:

**Integrity, Trust, and Empathy** – We serve each other and the public with respect, honesty, empathy, and transparency. Clearwater provides employees, the community and Council with timely and reliable information, and takes responsibility of its commitments to the Citizens and Public.

**Adaptability and Inclusivity** – We are dedicated to better reflect the communities we serve across all staffing levels and functions. Clearwater cultivates and preserves a culture that empowers employees and residents to engage and learn from each other.

**Innovation and Creativity** – We are committed to an adaptive, collaborative, outcome-oriented work plan that is responsive to community needs and opportunities. Clearwater values its internal and external partners for its innovative thinking and problem solving to improve service delivery.

**Safety** – We pledge to maintain a safe and well-prepared community. Clearwater provides employees the necessary resources to protect the people they serve and engage the community to improve public safety awareness.

**Resiliency and Sustainability** – We strive to develop a community that is prepared to withstand environmental and economic challenges. Clearwater prioritizes a proactive community that promotes energy stability, ensures food security, and establishes economic security.



# CITY OF CLEARWATER STRATEGIC PLAN

## VISION

A community that thrives from Bay to Beach.

## MISSION

Clearwater is committed to quality, sustainable, cost-effective municipal services that foster and sustain a healthy residential and economic environment.



### HIGH PERFORMING GOVERNMENT

Deliver Effective and Efficient Services by Optimizing City Assets and Resources



### ECONOMIC & HOUSING OPPORTUNITY

Foster a Prosperous and Enduring Economy That Promotes Opportunity for All



### COMMUNITY WELL-BEING

Ensure Exceptional Communities and Neighborhoods Where Everyone Can Thrive



### ENVIRONMENTAL STEWARDSHIP

Implement Proactive Solutions and Emerging Technologies for a Sustainable and Resilient Community



### SUPERIOR PUBLIC SERVICE

Promote a Diverse and Talented Workforce Through Competitive Opportunity, Employee Wellness, and Rewarding Career Growth

#### OBJECTIVES

Provide evidence-based measurement tools to continually guide municipal performance and promote accountable governance.

Maintain public infrastructure, mobility systems, natural lands, environmental resources, and historic features through systematic management efforts.

Adopt responsive levels of service for public facilities and amenities, and identify resources required to sustain that level of service.

Foster safe and healthy communities in Clearwater through first-class public safety and emergency response services.

Embrace a culture of innovation that drives continuous improvement and successfully serves all our customers.

#### OBJECTIVES

Strengthen public-private initiatives that attract, develop, and retain diversified business sectors.

Cultivate a business climate that welcomes entrepreneurship, inspires local investment, supports Eco-friendly enterprises, and encourages high-quality job growth.

Promote Clearwater as a premier destination for entertainment, cultural experiences, tourism, and national sporting events.

Support equitable housing programs that promote household stability and reduce the incidence of homelessness within Clearwater.

Facilitate partnerships with educational and research institutions to strengthen workforce development opportunities.

#### OBJECTIVES

Support neighborhood identity through services and programs that empower community pride and belonging.

Preserve community livability through responsible development standards, proactive code compliance, and targeted revitalization.

Promote marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust.

Inspire citizen participation through civic engagement and volunteerism to build strong, inclusive, and engaged communities.

#### OBJECTIVES

Support proactive climate resiliency strategies based in science to protect natural and built environments from impacts associated with sea level rise.

Adopt renewable resource usage and waste reduction practices to ensure a vibrant City for current and future generations.

Protect the conservation of urban forests and public green spaces to promote biodiversity and reduce our carbon footprint.

Develop accessible and active transportation networks that enhance pedestrian safety and reduce citywide greenhouse gas emissions.

#### OBJECTIVES

Attract and retain top-quality personnel through the maintenance of a competitive compensation program.

Encourage professional development through employee educational opportunities, skills-based training, and leadership succession planning.

Generate organizational success through collaborative engagement and inclusive decision-making to create shared value outcomes.

Enhance employee health and productivity through a holistic approach to workplace wellness and benefit resources.