

# City of Clearwater – Strategic Direction (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 \* - 2<sup>nd</sup> 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.