## 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:



- N. Marina Master Plan
- Imagine Clearwater
- Gateway Vision Plan \* **Boating Plan**

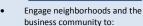
- Develop Downtown and US 19
- Housing stock that matches need
- Expand nonresidential tax base
- Fulfill Beach by Design
- Maintain tourism commitment, including Sports Tourism

- US 19 Corridor Plan 2<sup>nd</sup> Century Clearwater
- Spectrum Complex
- CRA Incentives Occupancy Rates
- Hercules/Belcher Industrial Area •

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

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

# our Brand



- o Create our economic development identity
- o Communicate that identity effectively
- Ensure that our residents and visitors are familiar with the whole offering of community amenities

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

# **Foster Community**



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

- Citizens Survey \*
- Placemaking Manual
- Bicycle Paths & Trails \*

# **Provide Cost** Effective

Municipal Services and

Infrastructure:

- 6
- Optimize use of employees, assets and resources
- Encourage teamwork across departments
- Access public-private organizations and resources

- IT Strategic Plan \*
- Gas Pinellas Campus
- **Groundwater Replenishment**



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

- Performance Management \*
- Morningside Rec Center
- Beach Marina Reconstruction
- **New City Hall**



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

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



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

- 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.