

# Strategic Plan



2014 – 2017

## **Background**

**Clear Lake Shores** is a city in Galveston County, Texas, within the greater metropolitan Houston area. Clear Lake Shores is regarded as "The Yachting Capital of Texas". As of the 2010 census, the city population was 1,063.

According to the United States Census Bureau, the city has a total area of 0.6 square miles (1.6 km<sup>2</sup>), of which 0.5 square miles (1.3 km<sup>2</sup>) is land and 0.2 square miles (0.52 km<sup>2</sup>), or 27.69%, is water.

All Clear Lake Shores addresses share the 77565 zip code with the city of Kemah.

Clear Lake Shores is served by the Clear Creek Independent School District. Pupils are zoned to Stewart Elementary School in Kemah, Bayside Intermediate School in League City, and Clear Falls High School in League City.

City officials consist of a Mayor and five alderman or councilpersons. All officials serve for a two-year term. Depending on the year and the seat involved, positions are up for re-election on a staggered basis each year. Elections are held in May of each year.

Seven committees with council member liaisons work to positively impact the city. Those are: Economic Development Corporation, Park Committee, Planning and Zoning Committee, Pool Committee, Roads and Drainage Committee, Waterfront Compliance Committee, and Zoning Board of Adjustments.

There are twelve city employees, including a City Manager, City Secretary, the Chief of Police, and the Assistant Chief of Police, a Police Sergeant, four Police officers, an Assistant Court Administrator, an Assistant City Secretary, and a Building City Official.

The Civic Club offers twelve social opportunities throughout the year and publishes a monthly newsletter, *The Islander*.

## **Mission**

The mission of the City of Clear Lake Shores is to:

- Embrace the unique spirit of the community;
  - Preserve and affirm our distinct identity; and
- Foster responsible growth and economic development.

## **Vision**

The City of Clear Lake Shores' vision is we are a unique forward-thinking community that preserves our small town atmosphere.

## **Motto**

Where every sunset is celebrated.

## Strategies

The four strategies for the 2014-2017 Strategic Plan focus on Economic Development, People, Communications, and Infrastructure. More specifically, a specific, measurable, attainable, realistic, and timely emphasis will be placed as follows:

1. **Enhance Economic Growth** by reviewing business recommendations brought forward by the Economic Development Corporation (EDC) and promoting and hosting events that will attract people from the greater area.
2. **Maintain a positive environment to work, live and play** by being dedicated and committed to improving the quality of life for the residents of the community; to attract and retain top talent and quality employees; and to foster a relationship between city council and city committees.
3. **Improve public outreach efforts that inform residents of city operations accomplishments and encourage public input** by leveraging technology to provide consistent and regular communication; establishing periodic town hall meetings; and developing an external communications plan.
4. **Maintain and improve the city's infrastructure** by demonstrating fiscal responsibility by developing a City Assets Plan; developing and building a Pedestrian Bridge for the future town center, establishing a plan of action for developing Pedestrian, Bike and Golf Cart connection to Watergate Marina; and supporting the Roads & Drainage Committee's 5-year plan.

## Supporting Objectives

### **Economic Development**

There are two primary objectives as it relates to the strategy of enhancing economic growth.

One is that the City of Clear Lake Shores will consider business recommendations brought forward from the Economic Development Corporation (EDC) that provide corresponding benefits and incentives. The City of Clear Lake Shores will:

- a. Authorize the implementation of the incentives developed by the EDC;
- b. Develop community-friendly property and enhance the area;
- c. Approve a shared parking plan for development by the EDC;
- d. Approve an Incentives Plan brought forth by the EDC for property owners; and
- e. Develop a façade improvement plan.

With the majority of these initiatives, the Economic Development Group will be tasked with the project from inception to completion.

The second objective is to promote and host events that will attract people from the greater area to contribute economically to the city and test the concept of a town center. The City of Clear Lake Shores will:

- a. Maintain the quality of the Farmers' Market while simultaneously expanding its presence via a new location and increased participants;
- b. In partnership with the EDC, create an identity for the town center that will attract consumers; and
- c. Support outside events by forming alliances with neighboring cities (i.e., Kemah and League City) in order to be participants and not bystanders.

The EDC, City Council and Plaza Ten group will have shared responsibility for the implementation of the above objectives.

See Appendix A for the specifics as it relates to budgeted dollars required, reasonable time frames, and the measure of success.

## **People**

There are three objectives as it relates to the strategy of maintaining a positive environment to work, live, and play.

The city will be dedicated and committed to maintaining and improving the quality of life for the residents of Clear Lake Shores. The City of Clear Lake Shores will:

- a. Maintain and enhance existing parks;
- b. Increase paid participation (membership at the pool due to underused capacity via activities offered to residents); and
- c. Create a plan for a walking path from FM 2094 to Lawrence Road along Jarbou Bayou.

The Parks Committee will be responsible for initiative A, the Pool Committee for initiative B, and City Staff for initiative C.

The second objective is to attract, retain, and develop top talent and quality employees. The City of Clear Lake Shores will:

- a. Promote competitive wages and benefits;
- b. Establish a consistent method of developing job descriptions, assessments, and qualifications; and
- c. Invest in and encourage professional development/education when appropriate.

The City Manager and City Secretary will oversee these objectives.

The third and final objective will be to foster a relationship between the city council and the seven city committees. This will be accomplished by ensuring each council member is assigned as a liaison to each of the city committees as well as other groups formed to support efforts such as the expansion of Highway 146. Council members will be responsible for overseeing these assignments.

See Appendix B for the specifics as it relates to budgeted dollars required, reasonable time frames, and the measure of success.

## **Communications**

There are three objectives as it relates to the strategy of improving public outreach efforts that inform residents of city operations accomplishments, and encourage public input.

The city will leverage technology to provide consistent and regular communications to residents through video and web-based programming. The City of Clear Lake Shores will:

- a. Research and implement a plan for telecasting city council and city committee meetings;
- b. Complete integration of the Mind Mixer Module to provide a means for input and engage the community; and
- c. Publish communication at defined intervals to the residents.

City Staff will hold the responsibility for these action steps to be successfully completed. Item c may require collaboration with the Civic Club.

The second objective is establish period town hall meetings. These will be hosted when warranted. Ideally at least two per year will be held. City Staff will be responsible for coordinating this effort.

The third objective is to develop an external communication. This plan will, in essence, be a public relations effort, with a standardized format and an official approval process. Amanda Booren, City Council Member, will be tasked with the implementation and completion of this initiative.

See Appendix C for the specifics as it relates to budgeted dollars required, reasonable time frames, and the measure of success.

### **Infrastructure**

There are four objectives as it relates to maintaining and improving the city's infrastructure.

The city will support the Roads and Drainage Committee's Five-Year Plan.

The city will development and implement an Assets Plan. The City of Clear Lake Shores will:

- a. Formalize the Vehicle Replacement Plan; and
- b. Formalize a Building/Facility Maintenance Plan that will allow for scheduling of city buildings to be repaired and enhanced when necessary.

City Staff will be responsible for the formalization of these plans.

The third objective is to develop and build a Pedestrian Bridge for the future town center. In addition, the fourth objective is to establish a plan of action for developing Pedestrian, Bike, and Golf Cart connectivity to the Watergate Marina. For both of these objectives, the City of Clear Lake Shores will:

- a. Develop a committee;
- b. Develop a plan that includes both the design and budget necessary for completion; and
- c. Initiative a formal bidding process.

The Pedestrian Bridge Committee will be responsible for objective three and the EDC will be responsible for objective four.

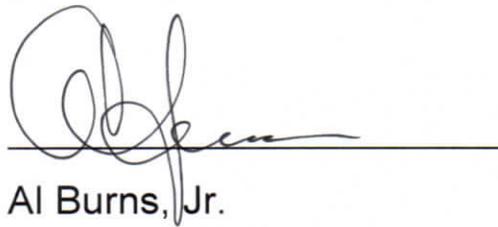
See Appendix D for the specifics as it relates to budgeted dollars required, reasonable time frames, and the measure of success.

**Adopted This 21<sup>st</sup> Day of October 2014**

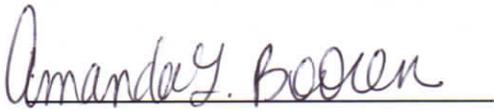
**By the City Council of Clear Lake Shores herein, below  
named and by their signature hereto**



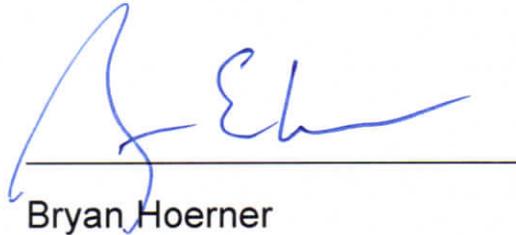
Vern Johnson  
Mayor, Clear Lake Shores



Al Burns, Jr.  
Mayor Pro-Tem, Clear Lake Shores



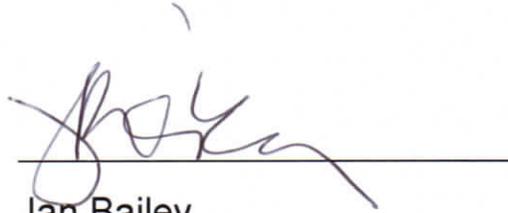
Amanda Booren  
Council Member, Clear Lake Shores



Bryan Hoerner  
Council Member, Clear lake Shores



Carlo Ianni  
Council Member, Clear Lake Shores



Jan Bailey  
Council Member, Clear lake Shores



## Mission

The mission of the City of Clear Lake Shores is to:

- Embrace the unique spirit of the community;
- Preserve and affirm our distinct identity; and
- Foster responsible growth and economic development.

## Vision

A unique forward-thinking community that preserves our small town atmosphere.

## Motto

Where every sunset is celebrated.

## Goals

**Economic Development** – Enhance economic growth.

**People** – Maintain a positive environment to work, live, and play.

**Communications** – Improve public outreach efforts that inform residents of city operations accomplishments, and encourage public input.

**Infrastructure** – Maintain and improve the city's infrastructure.

## STRATEGIES

### Economic Development

- Economic Development Corporation will bring forward business recommendations with corresponding benefits and incentives.
- Promote and host events that will attract people from the greater area to contribute economically to the city and test the concept of a town center.

### People

- The city will be dedicated and committed to maintaining and improving the quality of life for the residents of the City of Clear Lake Shores.
- Attract, retain, and develop top talent and quality employees.
- Foster a relationship between city council and city committees.

### Communications

- Leverage technology to provide consistent and regular communications to residents through video and web-based programming.
- Establish periodic town hall meetings.
- Develop an external communication plan.

### Infrastructure

- Support Roads & Drainage Committee's 5 Year plan.
- Develop and implement a Building Maintenance Plan.
- Develop and building a Pedestrian Bridge for the future town center.
- Pedestrian, Bike, and Golf Cart connectivity to Watergate Marina.



## Appendix A

### ECONOMIC DEVELOPMENT Goal 1: Enhance Economic Growth

Objective	Action Steps	Budget	Time	Person Responsible	Measure of Success
Economic Development Corporation (EDC) will bring forward business recommendations with corresponding benefits and incentives.	1. Authorize the implementation of the incentives developed by the EDC for businesses.	\$10K minimum	11/01/2014	Economic Development Group	Plan of action for recruiting businesses for a town center.
	2. Develop community-friendly property and enhance the area.	Driven by #1	03/2015 as designed in Plaza Ten	Economic Development Group	Beautification of the area by 2017.
	3. Approval of shared parking plan for development by the EDC.	\$9K (designated sales tax)	10/01/2014	Economic Development Group/Mayor/City Council/Police Chief	Written parking plan to be implemented by appropriate city officials/committees for interested applicants.
	4. Approve Incentives Plan brought forth by EDC for property owner(s).	\$0K	01/01/2015	Economic Development Group	More annexed territory by 2016.
	5. Develop a façade improvement plan.	Allocated from \$30K to \$50K in budget	07/31/2016	Economic Development Group	

Objective	Action Steps	Budget	Time	Person Responsible	Measure of Success
<p>Promote and host events that will attract people from the greater area to contribute economically to the city and test the concept of a town center.</p>	<ol style="list-style-type: none"> <li>1. Maintain quality of Farmers' Market while simultaneously expanding its presence via new location and increased participants.</li> <li>2. In partnership with the EDC, create an identity for the town center that will attract consumers.</li> <li>3. Support outside events by forming alliances with neighboring cities (i.e., Kemah and League City) in order to be participants and not bystanders.</li> </ol>	<p>Marketing dollars; beginning at \$100/month</p> <p>\$220,000</p> <p>TBD; possible funding through grants</p>	<p>TBD in 2 years</p> <p>Ongoing</p> <p>2 years contingent on Town Center Development</p>	<p>Plaza Ten</p> <p>EDC</p> <p>EDC/City Council</p>	<p>A permanent location with increased participation of vendors and customers by 2016.</p> <p>Increase sales by \$2 million via a town center.</p> <p>Ability to travel from the Kemah Bridge to Watergate in a safe environment.</p>



## Appendix B

### PEOPLE Goal 2: Maintain a positive environment to work, live, and play.

Objective	Action Steps	Budget	Time	Person Responsible	Measure of Success
The city will be dedicated and committed to maintaining and improving the quality of life for the residents of the City of Clear Lake Shores.	1. Maintain and enhance existing parks.	General fund	Summer 2015	Parks Committee	Parks Master Plan
	2. Increase paid participation (memberships at the pool due to underused capacity via activities offered to residents.	Promotional dollars	Summer 2015	Pool Committee	10% increase by Summer 2015
	3. Create a plan for a walking path from FM 2094 to Lawrence Road along Jarbou Bayou.	Based on engineer's estimates	3 years	City staff	Complete and comprehensive plan in 3 years
Attract, retain, and develop top talent and quality employees.	1. Promote competitive wages and benefits.	As defined in budget	Ongoing	City Manager	Employee longevity
	2. Establish consistent method of developing job descriptions, assessments, and qualifications.	N/A	1 year	City Manager/City Secretary	Documents in place
	3. Invest in and encourage professional development /education when appropriate.	Already allocated - \$25,000	Ongoing	City Manager	Employees have knowledge and skills to do their job

**PEOPLE**

**Goal 2: Maintain a positive environment to work, live, and play.**

Objective	Action Steps	Budget	Time	Person Responsible	Measure of Success
Foster a relationship between city council and city committees.	Ensure each council member is assigned as a liaison to each of the city committees: 1. EDC – Al/Bryan 2. Park Committee – Vern 3. Pool Committee - Amanda 4. Waterfront Compliance Committee - Carlo 5. Roads & Drainage – Al 6. Hwy 146 – Al & Carol 7. Pedestrian Bridge – Amanda & Carlo 8. Planning and Zoning – Jan 9. Landscape & Beautification - Bryan 10. Plaza Ten – entire council	N/A	Ongoing	Council members	Good working relationships with committees.



## Appendix C

### COMMUNICATIONS

#### Goal 3: Improve public outreach efforts that inform residents of city operations accomplishments, and encourage public input.

Objective	Action Steps	Budget	Time	Person Responsible	Measure of Success
Leverage technology to provide consistent and regular communications to residents through video and web-based programming.	<ol style="list-style-type: none"> <li>1. Research and implement a plan for telecasting city council and other city committee meetings.</li> <li>2. Complete integration of Mind Mixer module to provide a means for input and engage the community.</li> <li>3. Publish communication at defined intervals to the residents. This may be contracted through the Civic Club.</li> </ol>	1% dedicated special cable franchise fee	6 months	City Staff	Broadcasting City Council and Committee Meetings
		Already purchased	6 months	City Staff	Implementation of Mind Mixer; utilization and results.
		\$1200	Contingent on Civic Club	City Staff	High readership with rich content.
Establish periodic town hall meetings.	Host when warranted; ideally at least two per year.	Minimal for refreshments	Late May to coincide with Hurricane Preparedness	City Staff	Attendance and participation.

Develop external communication plan.	Public relations for the city – standardized format and approval process.	N/A	6 months	Amanda Booren	<ol style="list-style-type: none"> <li>1. Defined plan for public relations.</li> <li>2. Ability to regulate.</li> <li>3. Included in policy manual.</li> </ol>
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## Appendix D

### INFRASTRUCTURE

#### Goal 4: Maintain and improve the city's infrastructure

Objective	Action Steps	Budget	Time	Person Responsible	Measure of Success
Fiscally responsible road maintenance and drainage plan to replace when necessary.	Support Roads & Drainage Committee's 5 Year plan.	25% of 1% sales tax plus contributions from general fund.	Ongoing	Roads and Drainage Committee	Smooth roads with proper drainage.
Develop and implement a City Assets Plan.	1. Formalize Vehicle Replacement Plan.	N/A	3 months	City Administrator	Plan is implemented and vehicles are replaced when needed.
	2. Formalize Building/Facility Maintenance – schedule for city buildings when necessary equipment enhancements and repairs including landscaping.	N/A	3 months per plan/end results for all four in one year.	City Staff	All four areas have a documented plan.

**INFRASTRUCTURE**

**Goal 4: Maintain and improve the city's infrastructure**

Objective	Action Steps	Budget	Time	Person Responsible	Measure of Success
Develop and build a Pedestrian Bridge for the future town center.	<ol style="list-style-type: none"> <li>1. Development of committee.</li> <li>2. Development of plan – design/budget.</li> <li>3. Formal bidding process.</li> </ol>	TBD	3 years	Pedestrian Bridge Committee	Completed Bridge
Establish a plan of action for developing a Pedestrian, Bike, and Golf Cart connectivity to Watergate Marina.	<ol style="list-style-type: none"> <li>1. Development of committee.</li> <li>2. Development of plan – design/budget.</li> <li>3. Formal bidding process.</li> </ol>	TBD	Undetermined but essential to make progress	Economic Development Corporation	Connectivity between three points in place.