

CITY COUNCIL | EDC
PLANNING SESSION

June 20, 2022

PRESENTED TO COUNCIL

September 6, 2022

**PREPARED &
FACILITATED BY**

Ron Cox Consulting

CLEAR LAKE SHORES
STRATEGIC PLAN

— FY 2022-2027

WWW.CLEARLAKESHORES.TX.GOV/STRATEGIC-PLAN



VISION

The vision of the City of Clear Lake Shores and the Economic Development Corporation is to pursue an excellent quality of life for our unique forward-thinking community and preserve our quality of life and small-town atmosphere.

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.

The mission of the Clear Lake Shores Economic Development Corporation is to promote, assist and enhance the economic development activities and quality of life opportunities within the city that promotes economic development as authorized by the Development Corporation Act of Texas.

The City of Clear Lake Shores recognizes the importance of establishing and documenting the direction of our city. It is necessary to define where we are and where do we want to go to provide a better quality of life for our future generations.

This five-year strategic plan, presented to city council in November 2022, is a collaborative effort between elected officials, members of the Clear Lake Shores Economic Development Corporation and City staff.

The plan describes our mission, vision, values, philosophy, and foundations. It also sets goals and action steps to improve our four main strategic areas of emphasis: economic development, communications, community, and infrastructure.

The City of Clear Lake Shores recognizes that the best way to lead our community is with transparency, communication, and work ethic. This five-year strategic plan will help city leaders and citizens move forward in the same direction.

CITY COUNCIL 2022





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VISION ELEMENTS &

FOUNDATIONS

Always be aware that we may find ourselves in a role where our performance has ultimate consequences. Recognize that the greatest error is not to have tried and failed, but that, in the trying, we do not give it our best effort. These are the qualities that Clear Lake Shores and the Economic Development Corporation find essential to professional excellence.

ACCOUNTABLE

We will accept responsibility for our actions and decisions.

FISCALLY RESPONSIBLE

Pursue the appropriate level of government spending and tax to maintain sustainable public finances, ensure fiscal policy aids the optimal rate of economic growth, and maintain appropriate levels of public investment.

TRUSTWORTHY

The building block of our own core values. It includes integrity, meaning, doing what we say and meaning what we say. It's also being accountable for our actions. Trust is the base to every successful relationship.

DISCIPLINE

Being able to follow as well as lead, knowing that we must master ourselves before we can master our task.

CONFIDENCE

Believing in ourselves as well as others, knowing that we must master fear and hesitation before we can succeed.

RESPONSIBILITY

Realizing that it cannot be shifted to others, for it belongs to each of us; we must answer for what we do or fail to do. This includes fiscal responsibility to our citizens.

TEAMWORK

Respecting and using the abilities of others, realizing that we work toward a common goal, for success depends upon the efforts of all.

TRANSPARENCY AND COMMUNICATION

We must remain transparent for all we do so that we gain and maintain the citizens' trust. We will be visible, accessible, and open in our communication with the public.



VISION ELEMENTS

Sustainable community | Balanced place to live, work and play | Pedestrian friendly, mobile, boating community with an eclectic feel | Welcoming to visitors | Sociable/neighborly/friendly community | Environmentally sensitive | Small town atmosphere | Well-maintained and manicured image | place to live, sleep and relax | Desirable for all ages | Close knit neighborhood with amenities | Eclectic | Good schools | Quiet with access to big box retail and medical facilities | Community where you know your neighbors | Community feeling everywhere | Make certain we keep what we have.

LEADERSHIP & COMMUNICATION PHILOSOPHY

THE CITY COUNCIL AND EDC OF THE CITY OF CLEAR LAKE SHORES WILL LEAD BY THE FOLLOWING PRACTICES:

BEING CONSTRUCTIVE

BEING TRANSPARENT

LISTEN AND COMMUNICATE

LEAD BY EXAMPLE

LEAD WITH PATIENCE

PROMOTE GOOD STEWARDSHIP OF THE TAXPAYERS' MONEY

ACKNOWLEDGE AND SHOW GOOD FAITH TO WHAT ONE HEARS FROM THE CITIZENS

TRUST WITH INTEGRITY, HONESTY, RESPECT AND TRUTHFULNESS

BEING PROACTIVE

TEAMWORK: SUCCESS IS BASED ON THE ACTIONS OF ALL AND KNOWING YOUR RESPECTIVE ROLE ON THE TEAM

TO HELP MANAGE COMMUNITY EXPECTATIONS

EDUCATE AND INFORM CITIZENS

SERVE UNSELFISHLY

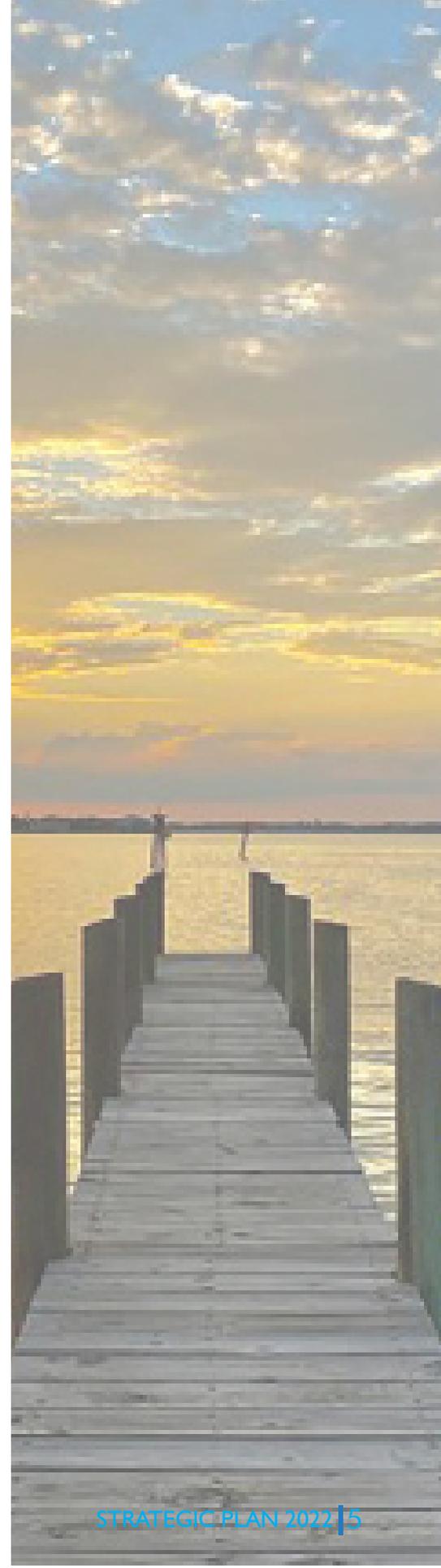
LISTEN TO ALL VIEWS

ACKNOWLEDGE YET EXPLAIN THE REASON FOR DECISIONS

MAKE DECISIONS BASED ON ALL OF THE INFORMATION AVAILABLE

BE AVAILABLE AND APPROACHABLE

UNDERSTAND THE MAJORITY OPINION NOT JUST THE VOCAL FEW





LEADERSHIP & COMMUNICATION PHILOSOPHY

THE CITY COUNCIL AND EDC OF THE CITY OF CLEAR LAKE SHORES WILL COMMUNICATE BY DOING THE FOLLOWING:

- HONORING ALTERNATIVE VIEWPOINTS
- NOT ENDING UP WITH THE TYRANNY OF THE MINORITY
- RESPECT THE PROCESS AND THE AGENDA
- REMEMBER THAT ACTIONS SPEAK LOUDER THAN WORDS
- TREAT OTHERS AS YOU WOULD WANT TO BE TREATED
- BE FAIR – TO YOURSELF AND TO OTHERS
- SPEAK AFTER BEING EDUCATED
- CONDUCT YOURSELF PROFESSIONALLY, CONSTRUCTIVELY, ARTICULATEDLY AND BY BEING PREPARED
- WITH RESPECT FOR THE OTHER PERSON
- BY BEING VISIBLE AND ACCESSIBLE
- SHARE, DON'T HORDE, INFORMATION
- USE THE CITY ADMINISTRATOR AS THE CONDUIT FOR INFORMATION FLOW TO AND FROM CITY COUNCIL AND EDC
 - KEEP AND SHARE AN "ACTION ITEMS" LIST THAT SHOWS PROGRESS
 - SHARE THE LIST WITH ALL MEMBERS
 - PROVIDE AN EXPLANATION OF INTENT FOR PROPOSED ORDINANCES
- COMMUNICATE TO CITIZENS THEIR RESPONSIBILITY TO BE PRESENT AND PARTICIPATE
- REPORT TO CITIZENS WHAT HAS BEEN DONE
 - COFFEE WITH THE MAYOR
 - NEWSLETTER – THE ISLANDER
 - SOCIAL MEDIA @CITYOF CLS (FACEBOOK, INSTAGRAM, TWITTER, YOUTUBE, CLSCONNECT AND WEBSITE AT WWW.CLEARLAKESHORES-TX.GOV)
- CITY COUNCIL AND EDC REGULARLY REPORT AND SHARE ON RELEVANT ACTIVITIES AND ACTIONS TO EACH OTHER
- PREPARE A "DID YOU KNOW" PAGE TO PROVIDE INFORMATION
- TELL, TELL AND TELL OUR STORY
- UTILIZE ALL FORMS OF MEDIA
- TOUCH THE CITIZENS EVERY WAY WE CAN
- TELL THE FACTS OF A SITUATION



EXPECTATIONS

CITY COUNCIL AND EDC EXPECT THE FOLLOWING OF EACH OTHER:

- Attend and participate
- Be prepared
- Be open minded
- Be strategic in our thinking and actions
- Stay informed
- Have open discussions
- Understand and coordinate the City Council and EDC goals and strategies
- Use individual and collective professional skills to meet those goals
- EDC clearly communicate to Council on a regular basis
- To be available

CITY COUNCIL AND EDC EXPECT THE FOLLOWING OF STAFF:

- Engage with all City committees
- Be fiscally responsible
- City Administrator conduct formal evaluations of all employees
- City Administrator provide training to employees in identified areas of need
- Establish and work from a written Code of Conduct and Expectations for all city departments
- Don't be afraid to ask questions.
- Utiliz the strategic plan as a tool.

ECONOMIC DEVELOPMENT

The City of Clear Lake Shores will promote a strong and diverse economy that strengthens the local tax base while also contributing to a high quality of life.

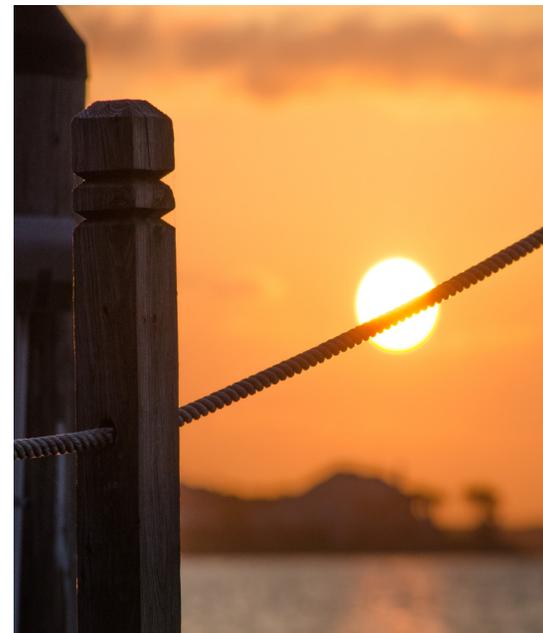


COMMUNICATIONS

The City of Clear Lake Shores promotes transparency in its communication process.



STRATEGIC AREAS OF EMPHASIS



INFRASTRUCTURE

The City of Clear Lake Shores strives to provide the infrastructure needed for its citizens to work, play and live well in the city.



ORGANIZATIONAL EXCELLENCE

The City of Clear Lake Shores honors the people of the community, its volunteers and staff. City staff should promote and display a work ethic that is consistent with the culture and values of the community. Volunteers should be encouraged in their efforts and recognized for working on behalf of the citizens.

AREA OF EMPHASIS #1

ECONOMIC DEVELOPMENT

The City of Clear Lake Shores will promote a strong and diverse economy that strengthens the local tax base while also contributing to a high quality of life.

1.1 ANNEX AND DEVELOP THE ETJ AREA

GOALS

- 1.1.1 Establish an incentive plan and land use plan to assist in the annexation and development of available property in the Dror Road area and ETJ to the west.
- 1.1.2 Coordinates with neighboring cities to promote proper land use development consistent with the City's goals and objectives.

1.2 UPDATE THE CITY'S COMPREHENSIVE PLAN TO PROMOTE QUALITY LAND USES INSIDE AND OUTSIDE CITY LIMITS

1.3 ESTABLISH A MARKET DRIVEN BUSINESS DEVELOPMENT PLAN

- 1.3.1 Assist current businesses that wish to expand
- 1.3.2 Utilize consultants for key economic development projects.
- 1.3.3 Review and establish incentives and grants policy to encourage economic development.

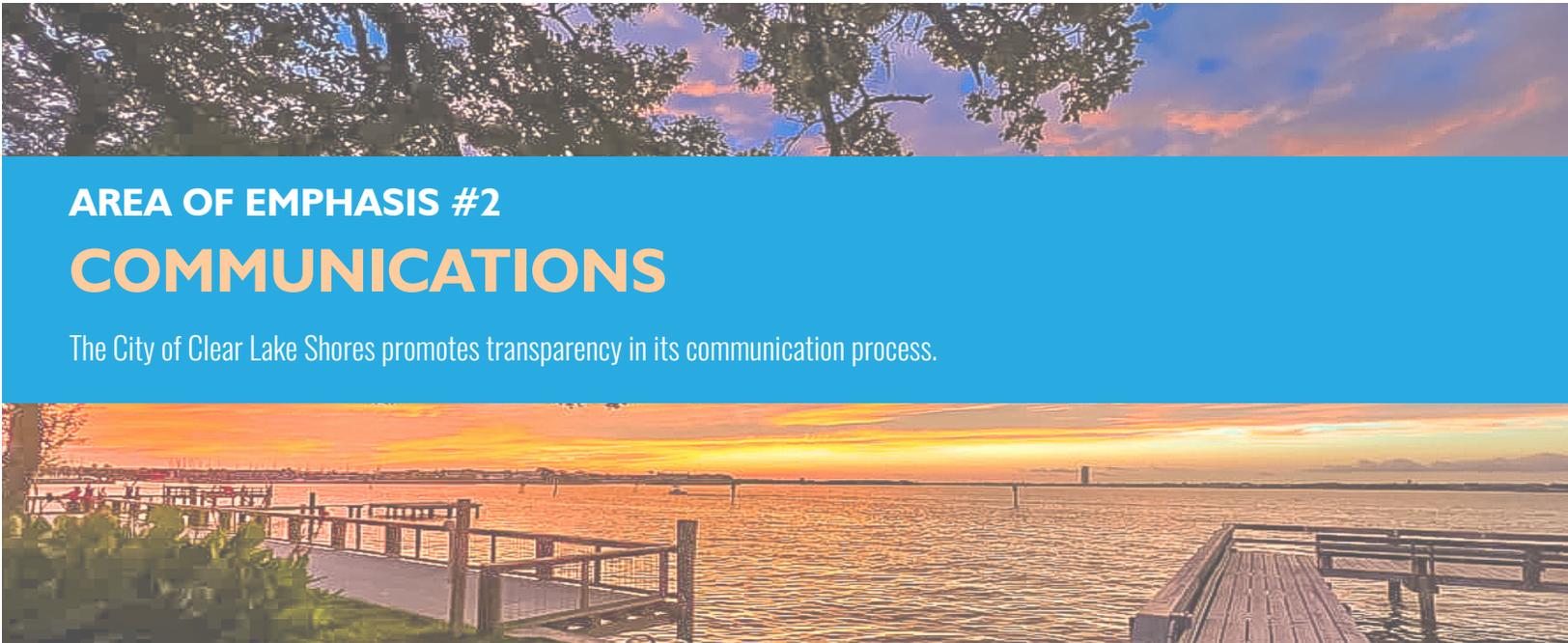
1.4 REVIEW AND REVISE TOWN CENTER MASTER PLAN

- 1.4.1 Establish a long-term solution to town center parking.
- 1.4.2 Consider sale of Plaza 10-06 assets.

1.5 DEVELOP A STRATEGY FOR ALTERNATIVE REVENUES IN THE EVENT OF CATASTROPHIC LOSS OF SALES TAX REVENUES

- 1.5.1 Establish an education program to inform the citizens of future fiscal needs beyond sales tax revenues.





AREA OF EMPHASIS #2

COMMUNICATIONS

The City of Clear Lake Shores promotes transparency in its communication process.

2.1 CREATE A PLAN TO ESTABLISH AND MANTAIN COMMUNITY MESSAGING AND ENGAGEMENT. (FY20)

- 2.1.1 Ensure messaging includes residents who live both on and off the island proper.
- 2.1.2 Ensure consistency of messaging from City and EDC.
- 2.1.3 Prepare and distribute “Did You Know” information.
- 2.1.4 Utilize Town Hall Meeting forums.
- 2.1.5 Provide weekly updates to Council, committees, and citizens where appropriate.
- 2.1.6 Establish initiatives for improving city/community relations.
- 2.1.7 Establish an EDC Web and Facebook page presentations and presence.

2.2 WORK ACTIVELY THROUGH THE MEMBERSHIP OF THE BAY AREA HOUSTON CONVENTIONS AND VISITORS BUREAU (BAHCVB)

AREA OF EMPHASIS #3 ORGANIZATIONAL EXCELLENCE

The City of Clear Lake Shores honors the people of the community, its volunteers and staff. City staff should promote and display a work ethic that is consistent with the culture and values of the community. Volunteers should be encouraged in their efforts and recognized for working on behalf of the citizens.

3.1 PROPERLY UTILIZING STAFF

- 3.1.1 Identify key special project needs and identify consultants to assist in meeting those needs.
- 3.1.2 Ensure properly trained personnel at all levels.
- 3.1.3 Establish a staffing plan including but not limited to...
 - 3.1.3.1 Establish an intern program to assist in city service delivery.
 - 3.1.3.2 Consider hiring a part-time facilities manager.
 - 3.1.3.3 Consider contracting with a grant writer.
 - 3.1.3.4 Consider remote working opportunities.

3.2 UTILIZING COMMITTEES EFFECTIVELY

- 3.2.1 Establish an Annexation Committee to review ways to expand the city limits and/or work cooperatively with neighboring cities in their ETJ.
- 3.2.2 Continue to reward citizens for volunteer efforts.

3.3 DEVELOP OPPORTUNITIES FOR LOCAL CULTURAL EVENTS

- 3.3.1 Identify uses of Hotel Occupancy Tax (HOT) to support local cultural events and convention and visitor's bureau.
- 3.3.2 Continue to reward citizens for volunteer efforts
- 3.3.2 Consider consulting or part time person to coordinate volunteer events and activities.

3.4 REVIEW AND PLAN FOR EXPANSION AND COLLECTION FEES

3.5 REVIEW AND IMPROVE ORDINANCES AND REGULATIONS

- 3.5.1 STR
- 3.5.2 Drainage
- 3.5.3 Parking
- 3.5.4 Permitting



AREA OF EMPHASIS #4

INFRASTRUCTURE

The City of Clear Lake Shores strives to provide the infrastructure needed for its citizens to work, play and live well in the city.



4.1 MAINTAIN THE CITY'S VOICE ON FLOOD PLAIN ISSUES. ONGOING PROJECT

4.2 MAINTAIN THE CITY'S VOICE ON THE HIGHWAY 146 PROJECT.

4.3 CONSTRUCT NEW CLEAR LAKE ROAD BRIDGE WITH PEDESTRIAN ACCESS

- 4.3.1 Seek TxDOT/federal bridge program as replacement funding for the bridge to the island. Work with local leaders to gain higher priority on TxDOT bridge replacement program.

4.4 DEVELOP A LONG-TERM PLAN FOR THE REPLACEMENT OF CITY HALL AND ESTABLISHMENT OF ADDITIONAL PARKING FOR MUNICIPAL SERVICES.

- 4.4.1 Include the use of the lot behind city hall.

4.5 DEVELOP A PLAN FOR CONNECTING THE WATERGATE DEVELOPMENT TO THE REMAINDER OF THE CITY FOR PEDESTRIAN /GOLF CARTS AND WALKING ACCESS.

4.6 OPEN ASPEN ROAD TO GOLF CARTS AND WALKING ACCESS

4.7 IMPROVE THE DEEP HOLE PARK AREA

4.8 ESTABLISH A GROVE PARK BENCH AREA

4.9 INSTALL FIBER OPTIC AT CITY HALL



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