

CITY COUNCIL | EDC
PLANNING SESSION

July 26, 2019

PRESENTED TO COUNCIL

November 5, 2019

PREPARED &
FACILITATED BY

Ron Cox Consulting



CLEAR LAKE SHORES
STRATEGIC PLAN
5-YEAR PLAN 2019-2024

WWW.CLEARLAKESHORES-TX.GOV/STRATEGICPLAN



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 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 on November 5, 2019, 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 2019





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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.

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

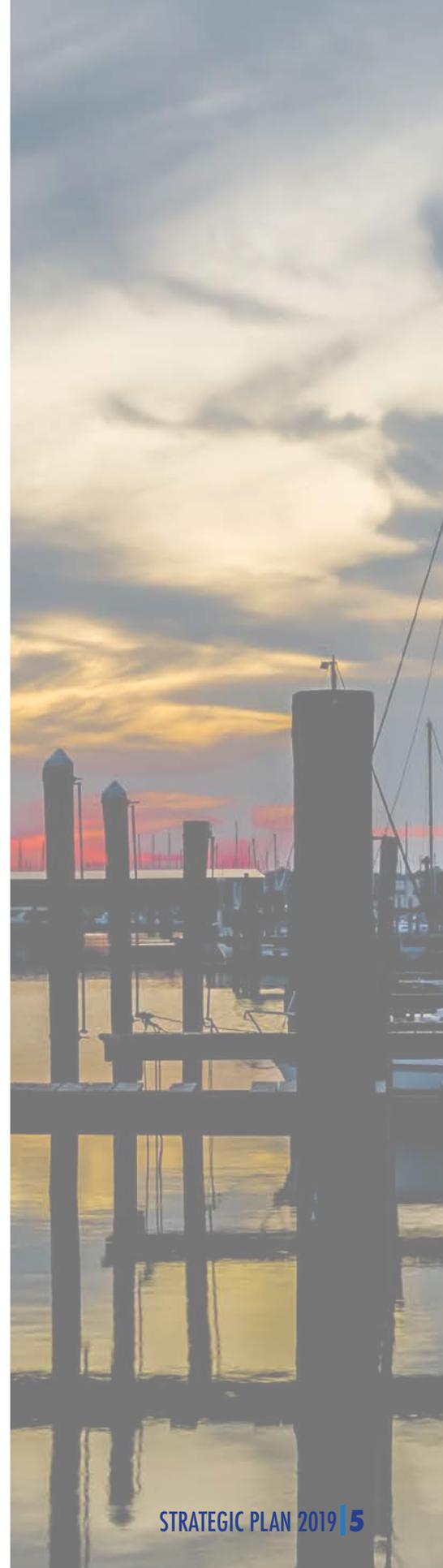
PROMOTE GOOD STEWARDSHIP OF THE TAXPAYERS' MONEY

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





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, ARTICULATELY 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



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

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

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.



PEOPLE

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 DROR ROAD 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 Assist in the extension of Dror Road to Highway 518.
- 1.1.3 Establish interlocal agreements with neighboring cities to promote proper land use development consistent with the City's goals and objectives.

ACTION STEPS

- Utilize the EDC to establish a draft incentive plan.
- Utilize a combination of Planning & Zoning and EDC to establish the annexation plan. (FY21)
- Continue with grant with Galveston County and City of Kemah. (FY20)
- Work with Galveston County and Kemah, and League City where appropriate to establish inter-local cooperation. (FY20)

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

ACTION STEPS

- Work with P&Z to identify status of existing plan.
- Identify consultants to assist with the update.
- Budget for Comp Plan update (Est. \$100,000-\$120,000) (FY22)

1.3 ESTABLISH A MARKET DRIVEN BUSINESS DEVELOPMENT PLAN.

ACTION STEPS

- Tie in this process as a component of the Comprehensive Planning process.



AREA OF EMPHASIS #1
**ECONOMIC
DEVELOPMENT**

1.4 REVIEW AND ESTABLISH INCENTIVES AND GRANTS POLICY TO ENCOURAGE ECONOMIC DEVELOPMENT THROUGHOUT THE CITY, THE ETJ AND IN AREAS WITHIN THE FLOOD PLAIN

ACTION STEPS

- Work with EDC to draft and establish the policy.

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

ACTION STEPS

- Establish a citizen committee to review the financial health of the City.
- Utilize the committee to develop a long-term financial plan.

1.6 REVIEW AND REVISE TOWN CENTER MASTER PLAN.

ACTION STEPS

- Utilize the EDC to review the existing Town Center Master Plan.
- Determine areas that need updating.
- Establish a plan for updating the Plan, perhaps as a component of the Comprehensive Plan.



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)

ACTION STEPS See 2.2 and 2.3

2.2 PROVIDE PROJECT UPDATES REGULARLY TO CITY COUNCIL, COMMITTEES AND CITIZENS. (FY20)

ACTION STEPS

- Establish a template for regular reports.
- Work with all committees to provide regular reports.
- Establish a process for rolling out the reports to citizens.
- Prepare and deliver a staff activities report (SAR) to Council on a regular basis.

2.3 HIRE CONTRACT PERSON AS A COMMUNICATIONS SPECIALIST FOR THE CITY (COMPLETED ON DECEMBER 2019)

ACTION STEPS

- Determine role and job description of the contract person.
- Advertise and identify people to fulfill the role.
- Budget accordingly.

AREA OF EMPHASIS #3 PEOPLE

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

GOALS

- 3.1.1 Prepare a complete evaluation of staff roles and responsibilities.
- 3.1.2 Establish a Code of Conduct for city employees and departments consistent with the vision and mission for the City.
- 3.1.3 Identify key special project needs and identify consultants to assist in meeting those needs.

ACTION STEPS

- Conduct and complete employee evaluations for all employees. (FY20)
- Review Codes of Conduct from other cities. Draft a Code of Conduct for all employees. Seek Council approval as policy. (FY20)
- As projects come forward, utilize experts – engineers, financial experts, etc. who can provide expertise in the design and delivery of the project. (FY21)

3.2 UTILIZING COMMITTEES EFFECTIVELY

GOALS

- 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 Identify ways to incentivize and reward citizens for volunteering for committees, including a “Volunteer of the Year” award.

ACTION STEPS

- Identify and appoint citizens to serve on the Committee. (FY21)
- Identify properties and owners to be annexed. (FY21)
- Work with property owners and committee to establish an annexation plan, within the guidelines and statutes set out by the State. (FY21)
- Establish guidelines for awards. (FY20)
- Host a Volunteer Recognition dinner. (FY20)

AREA OF EMPHASIS #3 PEOPLE

3.3 MAXIMIZING CITY AND EMERGENCY SERVICES

GOALS

- 3.3.1 Study and make recommendations on ways to improve the city's ISO rating.
- 3.3.2 Review and ensure the Emergency Management Plan is up to date.
- 3.3.3 Develop long-term plan for the provision of emergency medical services.

ACTION STEPS

- Work with the Emergency Services Board and Utility District Boards to determine steps the City can take to assist in the improving the rating. (FY21)
- Review and update the City's Emergency Management Plan. (FY20)
- Monitor the existing contract with Galveston County. Determine if the Galveston County EMS is a viable longterm option. If not, establish alternatives for service provision and steps for future service delivery. (FY22)

3.4 DEVELOP OPPORTUNITIES FOR LOCAL CULTURAL EVENTS

GOALS

- 3.4.1 Identify uses of the Hotel Occupancy Tax (HOT) to support local cultural events.
- 3.4.2 Consider consulting or part time person to coordinate volunteer events and activities.

ACTION STEPS

- Review the HOT statutes for proper use and alternatives for use of these funds. Establish a plan of action within the authorized uses. (FY21)
- See 2.3 as possible use of the communications person for these purposes. (FY20)

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

GOALS

Actively participate with local and federal partners in regard to floodplain management.

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

ACTION STEPS

- Actively participate with local and state partners in regard to Highway 146 construction.
- Protect where possible accessibility to both residents and others to utilize the commercial retail areas.
- Ensure emergency access and egress into and out of Clear Lake Shores.

4.3 SEEK REPLACEMENT FUNDING FOR THE REPLACEMENT OF CLEAR LAKE ROAD BRIDGE TO THE ISLAND. (FY20)

ACTION STEPS

- Identify funding sources – grants or TxDOT – to assist in full replacement.
- Work with local leaders to gain higher priority on TxDOT bridge replacement program.

AREA OF EMPHASIS #4

INFRASTRUCTURE



4.4 IDENTIFY ALTERNATIVES AND COSTS FOR ELIMINATING OPEN DITCHES. (FY21)

ACTION STEPS

- Review alternative criteria with Roads and Drainage Committee.
- Review Master Drainage Plan with Committee.
- Make Plan available on website for citizen review.
- Utilize communications to deliver the message to the citizens on the best approach and costs associated with the closure of open ditches.

4.5 DEVELOP A LONG-TERM PLAN FOR THE REPLACEMENT OF CITY HALL AND ESTABLISHMENT OF ADDITIONAL PARKING FOR MUNICIPAL SERVICES. (FY23)

ACTION STEPS

- Identify and purchase properties that might be available for location.
- Determine long-term needs for the facility.
- Hire a consultant for the design of the facility
- Fund construction.
- Build facility.

4.6 DEVELOP A PLAN FOR CONNECTING THE WATERGATE DEVELOPMENT TO THE REMAINDER OF THE CITY FOR PEDESTRIAN/GOLF CARTS, ETC. (FY24)

ACTION STEPS

- Identify route(s) best suited for sidewalk and golf cart access.
- Establish budget and identify consultants for design for construction.
- Acquire ROW as needed.
- Establish construction timeframe.



CONTACT US

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