

Appendix A: SWOT Analysis - Summary

Strengths

Recreation & Leisure Time Activities (94 – 22%)

- Parks & Recreation System, Facilities & Activities (59)
 - East/West (12)
 - Coachman Park (6)
 - Sand Key Park (3)
 - Bayshore Linear Park
 - Long Center
 - Ross Norton
 - Caledesi
- Brighthouse Field (15)
- Pier (4)
- Waterfront marina (3)
- Rec centers (3)
- Clearwater Gulf Club (2)
- Dog park (2)
- Skate Parks (2)
- Sporting
- Fishing
- Golf Courses
- Sailing center

Infrastructure (78 – 18%)

- Utilities and city services (21)
 - Fire and Police (5)
 - City buses (4)
 - Recycling (2)
 - Convenient city services
 - Trash
 - Trolley
 - Mail
- New bridge (18)
- Road system infrastructure (16)
 - Hwy 60 traffic (2)
 - Roundabout (2)
 - Sidewalks (2)
 - Belcher
 - Opened Keene Rd
 - US 19 access improvements
 - Upgrade of US 1
 - Gulf to Bay
- Airpark (12)
- Airports (5)
- Hercules industrial park (2)
- Coast Guard
- Open access to beach on each block
- Bayside bridge
- Stormwater runoff/retention

Geography & Aesthetics (66 – 16%)



- Beautiful beaches (27)
- Water (14)
- Climate (10)
- Intracoastal waterway (5)
- Sunshine (3)
- Greenspace
- Mature landscaping (2)
- Beautiful bluff
- Countryside elevation
- Sunrises & Sunsets
- Environment

Cultural Facilities & Activities (57 – 13%)

- New Library & Library System (24)
- Ruth Eckerd Hall (14)
- Jazz Festival (5)
- Performing Arts (4)
- Long Center (2)
- Francis Wilson Playhouse
- Clearwater Marine Aquarium
- Free concerts at Coachman Park
- Francis Wilson Playhouse
- Community centers
- Hispanic outreach center
- Churches
- Harbor front

Economics (25 – 6%)

- Malls & Shopping (8)
 - Clearwater Mall (4)
 - Countryside Mall (2)
- Tourism (4)
- Housing prices (3)
- Economically balanced community, variety of homes prices
- Variety of clean businesses
- Property values
- Good cost of living
- Tremendous residential tax base
- Increasing tax base/beach
- No state income tax
- Job opportunities
- Not a poor city/revenue generating
- Low taxes

Community Spirit (17 – 4%)

- Positive Community Spirit (5)
- City is open and available to residents (2)
- Diverse, ethnic and religious community (2)
- People Like to Live Here
- People
- Pride of place
- Ability to attract people who want to give back
- Church of Scientology
- Caring residents
- Community Involvement



- Intelligent, dedicated citizens

Education (16 – 4%)

- St. Pete College (5)
- Educational system (5)
- Universities (2)
- New Oak Grove School (2)
- Clearwater high school
- Plumb Elementary

Health Care (15 – 4%)

- Health Care & Medical Facilities (9)
- Morton Plant Hospital (5)
- Location of health facilities

Neighborhoods (14 – 3%)

- Block parties (2)
- Strong neighborhoods (2)
- Cultural Diversity
- Sense of Community
- Dunedin and Safety Harbor neighborhoods
- Quiet neighborhoods
- Family oriented communities
- Neighborhood watch groups
- Countryside
- Island estates
- Neighborhoods With Cohesive Identities
- The Beach Community

Location (10 – 2%)

- County Seat (2)
- Access to 2 International airports (2)
- Safe from hurricanes
- Great location, close to water and airports
- Geographic location
- Hub, center of Pinellas County
- Location to water
- Access to Interstate Highways

Leadership (9 - 2%)

- Mayor
- Clearwater Council has vision
- City employees
- Good political climate
- Good communication
- City leadership, open to change, seeks public opinion
- Current leadership cohesive
- City government seeks input from residents
- Excellent city service/staff

Reputation/Perception (8 – 2%)

- Clean and safe (4)
- Reputation as a good destination nationally
- Ideal to work and retire here
- Possibility of the Annapolis of the South with the presence of marinas
- Improved perception as you enter gulf to bay blvd

Downtown (8 – 2%)



- Attempt to bring residential living to downtown (2)
- Downtown (2)
- Good development downtown and less crime
- No downtown height limitation
- Shopping opportunities downtown
- Identifiable

Miscellaneous (6 – 1%)

- Bluff, view, height, church replaced with condos
- Non-smoking in restaurants
- Save Rockaway Park and Fire Department
- Sportsman city
- At one time dances were money maker
- Name brand

Weaknesses (351)

Infrastructure (128 – 36%)

- Parking (42)
 - Beach (11)
 - Downtown (4)
 - Get private sector involved in parking problem
- Traffic (42)
 - Sync Lights (9)
 - Roundabouts (4)
 - Beach (2)
 - Speeding (2)
 - Cleveland Street/Gulf-to-Bay Corridor (2)
 - New traffic pattern north and south gridlock Fort Harrison
 - Traffic calming – Gulf to Bay at Belcher
 - Right turn lane north on Keene at Drew – creates traffic back up
 - More crosswalks up to stoplight @ Hilton on Mandalay North to the traffic signal
 - Road 5 Turn Lanes
 - More lanes on Sunset Point
 - Left turns on Hwy 19
 - Pedestrian safety
 - Signal Lights on Fort Harrison
 - New Bridge
- Poor Public Transportation (9)
- Water (7)
 - Water shortage
 - Need more reclaimed water (2)
 - Water treatment plant
 - Poor water quality
- Ft Harrison/East Gateway (5)
- Airpark (4)
- Bike (2)
 - Safety
 - Paths
- Sidewalks (2)
 - missing and broken



- lack of sidewalks in College Hill
- Play area and parks designed for younger people (2)
- Beach (2)
 - Access
 - Overcrowding
- Not using City Pools effectively (2)
- East treatment plant – smell
- Excess concrete
- Litter
- No natural gas in Countryside
- Fire hydrants
- Post Services
- Too many overhead powerlines along main corridors
- Need to replace infrastructure to support taller buildings
- Hurricane pass closing
- Airport
- Commercial garbage pickup in city

Planning & Development Issues (64 – 18%)

- Downtown Development (18)
 - No downtown shopping area (3)
 - No Downtown Arts or Theaters (2)
 - No restaurants
 - Business
 - Unfriendly downtown
- The Beach (14)
 - Barrier Island is overdeveloped
 - Views are Blocked
 - Hard to Access
 - Druggies
 - Condo Conversion
 - Clearwater beach is becoming Miami beach
 - Sand Key not treated as part of Clearwater Beach
 - Low Income Housing
 - Selling too much of Clearwater Beach
- Affordable housing (8)
 - Failing to fund Section 8 housing for one year
- Codes (7)
 - Boat ordinance
 - Tree cutting
- Mobile Homes (2)
- Area of development is spread-out, flat
- Non-conforming land use, mixed uses, single family condo's, commercial
- Need to drive everywhere
- Central Clearwater, no theaters, restaurants
- Development rights, in all areas
- High density, not set back
- Development/Redevelopment – doesn't seem to consider existing effect upon neighborhood
- Areas of Gulf to Bay are underutilized
- New development displaces citizens
- No "Town Center"
- Urban blight on Edgewater
- Building numbering
- Building facades are blond and boring
- Age of buildings
- Quality home production



Facilities (60 – 17%)

- Marina Facilities (7)
 - Loss of boat repair and maintenance facilities
- No Arts District or Community (6)
- No museum (5)
- No movie theaters (5)
- Schools (4)
 - University
- Restaurants (4)
 - None Downtown
 - Need Fine Dining
- Harborview Center (3)
- Golf Facilities (2)
 - No Municipal Courses
 - Driving Ranges are Disappearing
- Coachman Park underutilized (2)
- Lack of community hospital (2)
- Shopping (2)
 - Strip Malls
- Senior Center Needed (2)
- Libraries (2)
 - Local libraries run out of books in the winter
 - Countryside library, needs improvement
- Crest Lake park – safety
- City center
- No countryside community pool
- Lack of access to the water
- Family parks picnic facilities
- Lack of good conference center
- Lack of good business park
- No amenities
- Save the bayfront
- No nightlife
- Courtney Campbell Beach
- Toilet in Forest Run Park
- Beachwalk, will have people and traffic
- Hurricane shelter

Social & Community Issues (46 – 13%)

- Senior activities (7)
- Scientology (6)
- Neighborhood Issues (6)
 - Neighborhood deterioration (2)
 - Rivalry
 - Countryside and Morningside do not understand beach issues
 - Beach and Downtown not working together
 - Disconnected feeling of neighborhoods from whole
 - Unsafe environment due to new neighbors
- Homeless (5)
- Recognition and Preservation of Clearwater's history (4)
- No bridge between cultures (4)
 - The presence of Hispanic population is not seemingly appreciated or supported.
- Teen activities (4)
- Apathy (2)
 - Public
 - Voter



- Youth not respecting their brand new school
- Social ills (drugs, crime)
- Community hasn't claimed downtown as their own
- Police are rude
- Too much influence by special interest groups
- Cultural venues
- Large percent of snowbirds
- Newspapers quality of local news

Administrative Issues (24 – 7%)

- Ability of city to communicate with neighborhoods (3)
- Council members don't answer email questions (2)
- Plans don't get acted upon (2)
- County enclaves within the city
- Evacuation Plans
- City has no real plan, no real future planning for uses of present properties
- Education system, poor budgeting
- City of Clearwater needs a real estate section to better market and develop properties
- Way of doing business
- Community development board, non elected people in charge of growth
- City doesn't have expertise to run Harborview
- City money spent on tourist activities
- Police Department not addressing crime and drugs in Greenwood
- Too many downtown studies
- Advertising for current activities was incorrect
- Unhappy fire fighters
- Disconnect of outlying neighborhoods
- Lack of police presence
- Public buildings occupy too much valuable property
- Citizens don't feel they need to partner with the government

Financial & Economic Issues (22 – 6%)

- High Taxes (6)
 - Beach
 - Lack of tourist activity (2)
 - Small businesses owner has trouble staying in business with increasing taxes
- Lack of Jobs (5)
 - Loss of diversity in business and jobs
 - High Paying
 - Type of jobs
 - High tech jobs
 - No room for job growth in manufacturing
- Absentee landlords
- Utilities too expensive
- Lack of middle class
- Wages
- Not attracted high paying industries
- Property values
- More funding for Clearwater Marine Aquarium
- City not capitalizing on waterfront
- Gas prices
- Cost of health care
- Speculative real estate investment

Environmental & Aesthetic Issues (7 – 2%)

- Fertilizer runoff
- Red tide



- Pollution
- Freshwater environmental degradation
- Save what wetlands remain
- Coast line and water quality
- Lack of open space

Opportunities (321)

Facilities (91 – 28%)

- Marinas (21)
 - Coachman Park Marina (3)
 - Bayfront (2)
 - Sailing community, boating enthusiasts reside and are attracted here
 - Better Maintenance
 - Kyack boat launch ramps
 - Stevenson's Creek
 - Beach
- Community Centers (15)
 - Senior Citizens Center (7)
 - Swimming Pool (2)
 - Teen Center (2)
 - Aquatic Center
- Cultural Facilities (13)
 - Art Center (2)
 - Shakespeare in the park type artistic activities
 - Railroad Museum
 - Cleveland Street
- Harborview (6)
- Coachman Park (6)
 - More Grass
 - Small amusement area for families
 - Interactive Fountain
 - Cultural Events
- Hiking/biking trail (5)
 - Improved bike paths
 - Extend East/West Trail to the beach
 - Progress Energy Trail
 - Enhance Pinellas Trail Downtown
 - Overpass on Pinellas Trail over Chestnut and Court
- Brighthouse Field utilization (4)
- North Greenwood (2)
 - Jack Russell Stadium Site
- Town Lake Park (2)
- Airpark (2)
 - Airpark rezoned for commercial/light industrial
 - Housing in Airpark site
- Convention Center
- Beachwalk
- Airport
- Clearwater Cay
- Soccer fields Countryside
- Midtown Moderate priced hotels
- Convention center
- Kapok Tree Building
- Greenwood



- Morningside
- Lake Chitauqua Park
- Fishing Pier
- Old Target Center, redevelopment for stadium parking and college for parking relief
- Courtney Campbell Beach – reentry with pass
- Courtney Campbell – charging does not keep problems out

Planning & Development Issues (77 – 24%)

- Downtown Development (34)
 - Arts District (2)
 - Retail
 - Movie Theaters
 - Antiques District
 - Entertainment
 - Night Life
 - Bluff Development
 - Waterfront
- Need entertainment (12)
 - Movies (7)
 - Restaurants (2)
 - Desert Rooms
 - Along Gulf to Bay
 - Nightlife at beach
- Housing (9)
 - More Affordable Housing
 - More Middle Income Housing
- More Public Parks, green spaces (5)
- Change zoning (3)
 - Upzone
 - More mixed use zoning
 - Downzone
- Beach development (2)
 - Condo takeover
- More education from code enforcement (2)
- Redevelop Brownfield Areas (2)
- Development of a north entrance to the city on Ft Harrison (2)
- Inland hotels
- Make sure that development is multi-income and multi-use
- New developments can contribute to enhancing infrastructure when increasing density
- Develop Coopers Point a 37-75 acre waterfront park the city could open to the public
- Develop Magnolia Park area as historic, similar to Harbor Oaks
- Places waiting to be sold (eg condo development) can be currently used by artists for affordable studio live/work space with underwriting grants from city.
- Visitor's center can be a State of the Art interactive site – make it extraordinary – create sense of excitement
- Prepare town for influx of people

Infrastructure Issues (64 – 20%)

- Public Transportation (19)
 - Pier 60 Stop for Monorail (2)
 - Trolleys
- Canals for water travel
- Park and ride from Coachman Park to beach
- Make trolley interesting
- Rail transportation from mainland to beach
 - Provide shuttle service to access beach



- Monorail from mainland to beach
- Ferries from mainlands to beaches
- Reevaluate disaster plan, does it include method for evacuating and caring for poor and sick
- Traffic (17)
 - Create safe access from neighborhoods to parks (2)
 - New traffic system, new public spaces (2)
 - Dunedin pass should be opened to marine traffic
 - Pedestrian traffic in town now that beach traffic somewhat removed
 - Enforce speed limit
 - Traffic calming – downtown and in smaller communities
 - Connect Kipling to Island Estates
 - Cleveland Street calmed by new bridge
 - Walking mall between Osceola and Garden on Cleveland
 - Certain roads should be widened to make traffic more efficient
 - New memorial causeway bridge, as a way to move more people to our beaches
 - Capacity upgrades for new residents
- Parking (14)
 - Garages on Beach Parking (2)
 - Parking around and under new bridge
 - Convert park on East Side of Mandalay to parking space with meters
 - Larger business developments should have garages instead of lots
 - Parking garage appropriately placed
 - Downtown needs adequate parking to make viable
 - Parking support of monorail
 - Garage at new Phillips Stadium
- Developer Costs (2)
 - Require developers to pay for infrastructure
 - Require developers to provide adequate parking (more than 1.5 per unit)
- Sidewalks (2)
 - More sidewalks
 - Connect sidewalks throughout city
- More firemen (2)
 - Consolidate fire departments
- Enhanced gateway to cities (2)
- Underground wiring (2)
- Healthy infrastructure
- Less grid-like neighborhoods
- Crossroads with code issues
- More message boards to alert people to cross at crosswalks

Social & Community Issues (32 – 10%)

- Education (15)
 - Improve schools, college prep programs (2)
 - Increase School Budgets (2)
 - More degrees at St. Pete College
 - Additional personnel to monitor schools
 - Kids involved in school
 - School should be more fun
- Arts Activities (4)
 - Arts District
- Dances (3)
- Safety Issues (3)
 - Increase safety for neighborhoods along bike paths, existing and future
 - Police protection for women, undercover police
 - More police
- Large Diverse Population (2)
- Historic resources, Harbor Oaks



- Clearwater is a beautiful women that doesn't recognize her beauty, doing something that others aren't
- Bring neighborhoods together
- Stop drug traffic
- Not Miami!

Financial and Economic Issues (24 – 7%)

- Job Creation (13)
 - More Jobs (2)
 - Higher Wages (3)
 - High tech jobs (2)
 - Build Small Quality Factories
- Tourism (2)
- Tax rebates for seniors
- Attract national companies
- More funding for police officers
- Impact fees
- Take advantage of our new residents talents, tax dollars and community interest
- Create enterprise zones to help lower economic people
- Incentive plan for new business
- Leverage developers money for city artistic activities
- Training for fire department

Environmental & Aesthetic Issues (20 – 6%)

- Recycling (5)
 - Sell salt from desalination plants
 - Easier to recycle – should not have to pay
 - Increased access to reclaimed water system
- Alternate energy sources (4)
 - Use of solar power
 - Run/Use solar energy
 - Solar power for city buildings
- Landscaping (3)
 - Trees – ensure no diseases
 - Need more native drought resistant plantings and less lawn. Xeriscape.
 - Landscape medians
- Litter (2)
 - Clean-up pollution (litter) – use convicts
- Preservation of Public Lands
- Slow wake zones
- Prettier lamps posts and signs
- Create new architectural statements and styles to replace boring 1-story businesses and residents
- Lots of room for beautification
- Leave room for turtles/birds to rest or nest and be undisturbed

Administrative Issues (13 – 4%)

- City Hall (4)
 - Move to Airpark Property
- More communication, between local officials and community (2)
- City coordinate with PSTA to increase utilization
- City to follow citizen input
- Government to suppress the skyrocketing values of property
- City to buy what's for sale on beach and "let it go naturally" with access for public
- Better site planning, planning commission needs more strength in conforming land use



- Innovative partnerships – non profit
- Purchase beachfront for parks

Threats (225)

Planning & Development Issues (77 – 34%)

- Uncontrolled growth (20)
 - Too many high rises buildings (7)
 - Block views
 - Too High for rescue
 - Urbanization without managed growth (4)
 - Coastal development (2)
 - Water, sewer, electric traffic planning for additional residents in new construction
- Lack of Affordable Housing (14)
- Growth of condos (8)
- Hotel conversion to condos (5)
- Codes (5)
 - Building codes needs to be enforced. Buildings should be encouraged to be brought up to code and eyesores should be encouraged, aggressively, to be removed, redone or new facilities built.
 - Lack of codified height restrictions
 - Flexible development codes for new condos to loose
 - Ensuring the code meets both city needs for re-development while satisfying the needs of citizens living in the communities
 - Mobile home parks are not up to code. Don't add curb appeal to the city.
- Developers loss of greenspace (3)
- East gateway (2)
- Loss of historic structures (2)
- Short term rentals
- Speculators
- Impact of escalating construction costs on development approved but not built
- Vacant buildings
- Commercial business being run in a private residence
- Deterioration of property maintenance
- Less developer accommodations more higher planning standards
- Building permits
- Displacement
- Beach becoming another Sand Key, all high rises
- Redevelopment
- Dense populations
- No expansion
- Displacing mobile home parks
- Transportation restricting quality of life
- Make developers pay for improved roads, water access and sewer
- Building for development not community
- Expanded emphasis of other communities to attract residents to go elsewhere

Infrastructure Issues (59 – 26%)

- Traffic and traffic congestion (18)
 - Roundabout (2)
 - Total disregard for yielding to emergency vehicles
 - Red light runners
 - Unsafe roads (drivers)
 - Construction safety
 - Speed limits on bridge east bound 45 to 30 in too short of distance
 - Limited ingress/egress
- Parking (7)



- garage on beach
- downtown
- Keeping the Airpark (7)
 - It's dangerous
- Water supply (6)
 - Paying for reclaimed water when you do not use it
 - Water pressure is low on north beach
 - Not enough drinking water for all new residents
 - Close of Hurricane Pass
- Public transportation (4)
 - Especially the elderly
 - People walkway on Mandalay, need overpass
- Lack of Marinas (4)
- Perception that Beach is not Public (2)
- Access to beach and water (2)
- Losing the Airpark (2)
 - The only one above flood level
- Water and sewage from condo growth and garbage
- Paving over the city
- Built out landscape
- Increased sink holes
- Death of St. Pete Clearwater Airport
- Courtney Campbell Beach – charging to enter, does not really keep problems out
- Island estates turn off was to be 200' and 22' on/off island has been slowed

Extrinsic Issues (39 – 17%)

- Hurricanes (13)
 - Evacuation Plan (3)
- Red tide (8)
- Pollution (8)
 - Water (7)
 - Car
- Over population (3)
- West Nile Virus
- Termites, fire ants
- Ecological imbalances
- Lack of natural resources
- Environmental
- Too many power boats, too fast for manatees and sea turtles
- Need trees

Social Issues (29 – 13%)

- Safety/Crime (11)
 - On the beach, sexual harassment
 - At east library, predator issues experienced
 - Criminal house in Harn Blvd area
 - Drug dealing at Rec Center
 - Drug traffic
 - Community awareness of sex offenders in hotels
 - Gulf to Bay prostitutes
- Influence of Scientology (8)
 - Scientologists taking over downtown area, unfinished building is a problem, lack of businesses and tax revenue
 - Research problems with church influence in downtown Clearwater
 - Perception of Scientology overwhelming possession of downtown area
- Dogs not picked up after



- Neighborhood turnover, different values
- Homeless solution
- School choice
- Social decay of neighborhoods
- Becoming a community for the wealthy
- "It's just fine, leave it alone" mentality
- Older regime has more vote strength than progressive younger community
- Rapid increase in minority population
- Level of education

Financial & Economic Issues (16 – 7%)

- Taxes (3)
 - Property Taxes
- Rising property values (3)
- Economic development not possible with traffic engineering plan
- Insurance costs
- Increase taxes and service costs
- Loss of lower paying tourism jobs with hotel closings
- Limited use of Downtown due to Scientology = No taxation
- "Penny wise and dollar foolish"
- Highly speculative real estate market
- Loss of middle class work force
- Dwindling middle class
- Loss of true tourism

Administrative Issues (5 – 2%)

- Government does not interact with the citizens; discourages future participation
- Lack of City Plan for Catastrophes
- Un-elected people making growth decisions
- Community development board



CLEARWATER COMMUNITY VISIONING WORKSHOPS

FINAL REPORT

- Decision on growth issues not made by elected officials