



City of North Port

4970 CITY HALL BLVD
NORTH PORT, FL 34286

Meeting Minutes City Commission Workshop

CITY COMMISSIONERS

Jill Luke, Mayor

Pete Emrich, Vice Mayor

Barbara Langdon, Commissioner

Debbie McDowell, Commissioner

Alice White, Commissioner

APPOINTED OFFICIALS

Jerome Fletcher, City Manager

Amber L. Slayton, City Attorney

Heather Taylor, City Clerk

Wednesday, October 27, 2021

9:00 AM

City Commission Chambers

Strategic Planning

CALL TO ORDER

Mayor Luke called the meeting to order at 9:00 a.m.

ROLL CALL

Present: 5 - Mayor Jill Luke, Vice Mayor Pete Emrich, Commissioner Barbara Langdon, Commissioner Debbie McDowell and Commissioner Alice White

Also Present

City Manager Jerome Fletcher, City Attorney Amber Slayton, City Clerk Heather Taylor, Recording Secretary Amanda Baker, Fire Division Chief Nick Herlihy, Police Chief Todd Garrison, Deputy Police Chief Chris Morales, Acting Public Works Director Chuck Speake, Parks and Recreation Director Sandy Pfundheller, City Grant Writer Valerie Malingowski, Interim Public Utilities Director Mike Vuolo, Interim Planning and Zoning Director Alison Christie, Communications Coordinator Madison Heid, and Economic Development Manager Mel Thomas

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Senior Executive Assistant Anna Duffey.

1. PUBLIC COMMENT:

There was no public comment.

2. WELCOME AND INTRODUCTIONS:

Mayor Luke announced the item.

Mr. Fletcher introduced the department directors.

3. LET'S GET STARTED:[21-1724](#)**Preparing for the Strategic Visioning Process:**

- Governance Roles & Responsibilities
- Rules of the Road

Doug Thomas, Senior Vice President of Strategic Government Resources (SGR), provided a presentation including SGR's background, workshop agenda, conducting a Commission roundtable, strategic visioning, the Athenian Oath, the 12 principles of servant leadership, rules of the road, diversity, top 10 governance challenges identified by Board Chairs, top 10 governance challenges identified by CEOs, the importance of strategic planning, effective Board governance, Board governance and leadership, why care about effective governance, leadership, and strategic visioning, roles of the City Commission vs. staff, Commission focus, abandonment, strategic visioning framework, foundation document, and the Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise.

[21-1725](#)**Strengths, Weaknesses, Opportunities, & Threats (SWOT) Assessment**

Discussion took place regarding the SWOT assessment as follows:

Strengths - location, land mass, staff, residents, caring and compassionate people, cultural diversity, network of active and committed non-profit organizations, small town feel, active Chamber of Commerce, variety of City-provided services, emergency services, open space in parks, young community and workforce, City promotional videos;

Weaknesses - young community as a whole, not being established, lacking in employment opportunities, insufficient commercial and industrial development, lack of acclamation in new residents, lack of protecting natural environment, lack of internal processes and teamwork in City Hall, mindset/stigma, lack of entertainment, lack of infrastructure, continuing the "good ol' boy" mindset, sparseness, lack of cohesiveness, post-Covid struggles, working poor, division between the "haves" and "have nots";

Opportunities - establishing the community, taking actions to attract investment, establishing internal processes, creating synergy, regional leadership, Warm Mineral Springs as a tourism link, educating the community on City government, connectivity, communication, integration, improving the City's website, separate but connected market, outward facing and transparent government, educating new residents about Florida life, public private partnerships, the Shires; and

Threats - State Legislatures, disenfranchised residents, unmanaged growth, missed opportunities, lack of funds to address critical needs, lack of political clout, no North Port resident on County Commission, natural disasters, information technology crimes, possible de-annexation of West Villages, and lack of social events for residents to do.

Recess was taken from 10:40 a.m. until 10:59 a.m.

[21-1727](#)**High-Level Summary of City Commission Advance Interviews**

Mr. Thomas provided a presentation including what the Commission wants to accomplish at the strategic visioning session, what questions need to be addressed, what the Commission wants to be known for, what the Commission wants to change/keep about the City, familiarity with the current strategic plan, and what the Commission wants the

community to become or have in 10 years.

Discussion took place regarding the City's role in the quality of life.

21-1726

Organizational Vision, Mission, & Values Statement Review

Mr. Thomas spoke to criteria that should be included in a municipality's vision statement, and the City's current vision statement.

Discussion took place regarding what the vision statement should reflect including incorporating business, innovative, providing opportunities, eliminating "proud", uniqueness, open, friendly, engaging, business-friendly, and "possibilities beyond imagination".

Mr. Thomas spoke to North Port's current mission statement, if the statement remains relevant today, and if not, what the statement should reflect.

Discussion took place regarding keeping the mission statement as is.

Mr. Thomas spoke to North Port's current organizational values, if the values remain relevant today, and if not, what values should be considered.

Discussion took place regarding what values should be included such as adding business to customer service, encouraging and rewarding "innovation" with regard to staff and citizens, focusing on bettering customer service, making the City's website more user-friendly, building connections and communication channels with the community in the processes, empowering employees, and embracing cultural diversity.

21-1728

Review & Staff Updates of current Strategic Priority Areas & Outcomes, followed by Discussions Re: possible changes and/or additions to Proposed Future Strategic Priority Areas & Outcomes:

- Health & Public Safety
- Historical, Cultural, & Environmental Preservation
- Parks & Recreation
- Affordability, Growth, & Development
- Infrastructure
- Neighborhood Enhancement
- Economic Development & Job Creation
- Efficient & Effective Government

HEALTH AND PUBLIC SAFETY:

Mr. Thomas provided the theme, current strategic outcomes, and strategic objectives.

Mr. Fletcher introduced the Strategic Plan matrix.

Staff provided an overview of the matrix including recruiting hospitals and health care organizations to North Port, reviewing types of grants that benefit strategic plans, pursuing previously rejected grants, completing the training complex for fire rescue and the police department, having one training complex for both fire rescue and police, maintaining health and public safety services, recently approved grant to hire six additional fire rescue personnel, providing outreach for the wastewater expansion project, policy directives for homeowner costs, loans and hardship programs, and moving the

expansion project forward with construction.

Discussion took place regarding amending the theme to include changing passion to action, and reflecting business, and amending the strategic objectives/outcomes to include the City having the lowest crime rate in the region, reducing response time and increasing survival rates in emergency situations, efficient and effective staffing and facilities for a high level of response time for both fire rescue and police, complete medical and mental health care for all ages, ensure access to affordable acute health care, social wellbeing and ensuring adequate intervention, rewording the third bullet of the slide to state "ensure education and resources to address critical social service concerns", provision of safe, reliable, and available water/sewer services to meet current and future demands, ability to access City services citywide, and ensure secure City facilities.

Recess was taken from 12:58 p.m. to 1:31 p.m.

HISTORICAL, CULTURAL, AND ENVIRONMENTAL PRESERVATION:

Mr. Thomas provided the current statement.

Discussion took place regarding amending the statement to include diversity, equity, and inclusion, respecting the integrity/character of neighborhoods in development, and placing Environmental as its own Goal.

Mr. Thomas provided the strategic objectives/outcomes.

Discussion took place regarding amending the objectives/outcomes to include multimodal connectivity to points of community interest, and promote and educate on North Port's history and landscapes.

PARKS AND RECREATION:

Mr. Thomas provided the current statement and strategic objectives/outcomes.

Discussion took place regarding amending the statement to include cultural offerings, public gathering spaces, address recreation needs, private/public partnerships, and amending the objectives/outcomes to include "improve and expand recreational opportunities available to the North Port community and visitors", cultural experiences (music and entertainment), community events and activities, tournaments, Spring Training and use of Braves Stadium, and "magnet to attract tourism and visitors to North Port".

AFFORDABILITY, GROWTH, AND DEVELOPMENT:

Mr. Thomas provided the current statement.

Discussion took place regarding amending the statement to include whether it should be merged with the "quality of life" goal or Economic Development, Community Enhancement, and add affordability with residential.

Mr. Thomas provided the current strategic objectives/outcomes.

Discussion took place regarding striking "land bank" outcome, donated properties for housing, work force housing options under Housing, and incorporate Neighborhood

Enhancement.

INFRASTRUCTURE:

Mr. Thomas provided the current statement.

Discussion took place regarding amending the title to include broadband services under Communications, add Communications to the statement, connectivity, remove the "hows".

Mr. Thomas provided the current strategic objectives/outcomes.

Discussion took place regarding amending the objectives/outcomes to include availability of water/sewer in the I-75 Interchange projects in the first bullet, remove "identify funding sources" from second bullet and add repair and replace water structures to ensure reliability and conveyances, leave third bullet as is, expand availability of broadband in North Port, enhance multimodal connectivity among neighborhoods, enhance and improve the mobility of arterial and connector roads, new I-75 interchange at Yorkshire Street or Raintree Boulevard, widen Hillsborough Boulevard in partnership with Charlotte and Sarasota Counties, enhancing the potable water quality system, and bridge structure integrity.

NEIGHBORHOOD ENHANCEMENT:

Mr. Thomas provided the current statement.

Discussion took place regarding combining Neighborhood Enhancement with Affordability and Growth.

Mr. Thomas provided the current strategic objectives/outcomes.

Discussion took place regarding amending the objectives/outcomes to include protect the character and promote enhancement of the identity of North Port's neighborhoods, gateway entry features promote a sense of arrival.

ECONOMIC DEVELOPMENT AND JOB CREATION:

Mr. Thomas provided the current statement.

Discussion took place regarding amending the statement to include adding "opportunity", impact on residents.

Mr. Thomas provided the current strategic objectives/outcomes.

Discussion took place regarding amending the objectives/outcomes to include adding more diversity of the Activity Centers, focus on targeted outcomes, establishing an identity for each Activity Center, placing Heron Creek and Midway areas as entertainment/"downtown" areas, adding series of incentives to target development and retaining businesses, or Business Retention Expansion (BRE) program, encouraging partnerships and workforce development programs in Economic Development, develop a Master Plan for the Shires, supporting "Opportunity Zone" as a corridor for development, possible annexation on the north side of U.S. 41 between Grove Street and River Road.

EFFICIENT AND EFFECTIVE GOVERNMENT:

Mr. Thomas provided the current statement.

Discussion took place regarding amending the statement to include changing "government" to "governance", transparency, engagement with stakeholders, switch "effective" with "effective", "Provision of all", and educate and engagement.

Mr. Thomas provided the current strategic objectives/outcomes.

Discussion took place regarding amending the objectives/outcomes to include internal controls, streamline permitting process, website tools and forms, onboarding of City Commission and City staff including roles and responsibilities, roles and responsibilities of Boards, outreach to new residents through Public Utilities or the City's website, improve Communications internally and externally through the Call Center, and outreach and education of residents regarding City business, adding "Sustainability" as a Priority/Goal to be a "catch-all" for environmental issues to include tree canopies, multimodal connectivity, encouraging greater levels of recycling, becoming a role model for the area, and objectives/outcomes including Sustainability Manager, energy savings, and City standards.

Ms. Pfundheller answered questions regarding the phases of the Canal and Creek Master Plan Capital Improvement Program (CIP) project and where the project currently stands.

Discussion ensued regarding the CIP project falling under the Parks and Recreation section of this meeting, and adding "Financial" as a Priority/Goal and including bond ratings and fiscal as outcomes.

Recess was taken from 3:00 p.m. until 3:10 p.m.

[21-1729](#)

Next Steps & Upcoming Meetings

Mr. Thomas provided an overview of next steps including staff plans, Commission affirmations, staff execution, Commission evaluations, staff adjustments, citizen input, and staff input, drafting an initial update to the current Strategic Plan by November 5, 2021 and transmit back to the City by November 20, 2021, two-day session on December 7 and December 8, 2021 including a presentation, review, and discussion with Commission regarding a proposed update of the 2020-2025 Strategic Plan, including a recommended Implementation Plan, and SGR providing a formal written report summarizing the work at all sessions to Commission on December 23, 2021.

4. PUBLIC COMMENT:

There was no public comment.

5. WRAP UP & ADJOURNMENT:

Mayor Luke adjourned the meeting at 4:59 p.m.

City of North Port, Florida

By: _____
Mayor

Attest: _____
Heather Taylor, City Clerk

These minutes were approved on the ____ day of _____, 20__.