

# **CITY OF NORTH PORT**

# **STRATEGIC PLAN SUMMARY**

## **2018 – 2021**



# HEALTH & PUBLIC SAFETY

FY 2019						
Goals and Strategic	Responsible	In Progress / Completed	FY 2020	FY 2021	Future	
Health & Public Safety						
1	Advocate for the approval of a hospital within the City	Economic Development	Communicating with State officials to promote our legislative priorities list. Meeting with medical stakeholders in our community and region.	Communicating with State officials to promote our legislative priorities list. Meeting with medical stakeholders in our community and region.	Communicating with State officials to promote our legislative priorities list. Meeting with medical stakeholders in our community and region.	Communicating with State officials to promote our legislative priorities list. Meeting with medical stakeholders in our community and region.
2	Enhance services and expand availability of resources provided to residents	City Manager's Office	Budgeted Grant Writer position to provide additional financial resources to increase levels of service.	Pursue grant funding to increase levels of service.	Pursue grant funding to increase levels of service.	Pursue grant funding to increase levels of service.
3	Complete training complex to enhance police and fire personnel proficiency and safety	Fire Department Police Department	In Process to obtain legal rights to the property where the driving track is located. Begin construction of Training Tower.	Complete Training Tower and Design and begin construction.	Construction of training tower.	
4	Maintain the adopted level of health and public safety services	Fire Department	Hire and Train "SAFER" personnel for expanded operations into West Villages.	Look at additional 12 hour Rescue at Station 82. <i>Project #F15FPT</i>	Working towards Accreditation. Evaluate Benchmarks and adjust as needed. Identify Public Education issues in response to emergency incident analysis.	

# PARKS & RECREATION

FY 2019					
Goals and Strategic	Responsible	In Progress / Completed	FY 2020	FY 2021	Future
Parks & Recreation					
1 Expand and improve accessibility to Greenways and Blueways Connections	Parks & Recreation				Develop RFP for Canal & Creek Master Plan Phase II design services in 2022
2 Expand parks and recreation amenities east of Toledo Blade Boulevard	Parks & Recreation	\$150,000 budgeted to begin funding Atwater Park Phase IV Community Center. Project #P19AP4	Langlais Park needs assessment survey	\$100,000 budgeted to begin planning and design services for Langlais Park site	Atwater Park Phase IV - Needs assessment survey in 2022.
3 Address capital improvement needs of Dallas White Campus	Parks & Recreation	Proposed Master Planning process for park.			

INFRASTRUCTURE



FY 2019						
Goals and Strategic	Responsible	In Progress / Completed		FY 2020	FY 2021	Future
Infrastructure						
1	Complete Price Boulevard widening project from Sumter Boulevard to Toledo Blade Boulevard.	Public Works <i>Project #R15PW1</i>	In Progress. Staff is reviewing the 60% plans submitted by the Engineering Consultant. A public information meeting has been scheduled on February 28, 2019. Engineering Consultant is required to submit the 100% plans to the Department of Public Works in July of 2019.	Advertise the project for construction; select a Contractor and a Construction Engineering and Inspection firm to complete the project.	Continue with the construction and inspection of Price Boulevard.	Continue with the construction and inspection of Price Boulevard.
2	Develop and implement flood reduction and drainage improvement programs while continuing to balance the supply of potable water	Public Works <i>Project #R16RSS</i>	In Progress: Staff and the Consultant will present the preferred alternatives based on the Big Slough Flood Reduction Study to the City Commission.	Advertise for the design of stormwater drainage improvements for the Dorothy Avenue area and continue removing the blockages along Myakkahatchee Creek.	Continue cleaning the blockages along Myakkahatchee Creek. Complete the Design of the Dorothy Avenue area Stormwater Drainage Improvements.	Advertise for the construction of the Stormwater Drainage Improvements in the Dorothy Avenue area and complete the removal of blockages along the Myakkahatchee Creek. Develop an Annual Inspection and Maintenance Plan for the Myakkahatchee Creek.
3	Advance the development of a “Main Street” option in the activity centers	Neighborhood Development Services	Staff continues to encourage the "Main Street" style for Activity Centers. Incentives and requirements for this type of development are being emphasized with the ULDC rewrite coming in 2019/2020.	Incentives and requirements for this type of development are being emphasized with the ULDC rewrite coming in 2019/2020.		
4	Complete the Traffic Preemption Plan for all of the major corridors to enhance emergency vehicle response time	Public Works <i>Project #R15PW1</i>	In Progress: As part of the Price Boulevard Widening Project, the traffic signals at Salford Boulevard, Cranberry Boulevard and Chamberlain Boulevard will be equipped with traffic signal preemption devices.	Staff will inspect all signalized intersections within the City to ascertain which traffic signals are equipped with traffic signal preemption devices. Staff will include their findings to the Geographic Information Systems (GIS) layer for Traffic Signals. Develop Long Range Plan to budget funding and add preemption devices to traffic signals where necessary.	Commence the installation of preemption devices on the most critical signalized intersections.	Continue the installation of preemption devices on signalized intersections.
		Fire Department	In Progress: In contact with Sarasota County Government. This is in process for the US 41 corridor there are currently 3 traffic lights being added.	Ongoing work with Public Works to identify current or future signalized intersections that are evacuation corridors.		
5	Continue to expand the waste water and water system distribution	Utilities	Design and permit 16" water main from MWCTP to Ortiz. <i>Project # U17WOR &amp; Project #U18WT2 Neighborhood Expansion Project #U19NEP</i>	Construct 16" water main from MWCTP to Ortiz. Neighborhood Expansion	Plan, design and construct as approval is given.	Plan, design and construct as approval is given.
6	Continue the looping of water lines to enhance water flow and quality	Utilities	Water Distribution Improvement Projects <i>Project #U18WDI &amp; Project #U19WDI San Mateo Transmission Project #U19WSM</i>	•Water Distribution Improvement Projects • San Mateo Transmission	•Water Distribution Improvement Projects	•Water Distribution Improvement Projects
7	Explore the development of a crosstown access parkway to improve east west transportation	Public Works	In Progress: Ongoing teleconferences with the Florida Department of Transportation regarding the development of a crosstown access parkway to improve east west transportation.	Mobility/Connectivity Study - The Request for Bid for a Consultant to prepare a Mobility/Connectivity Study will be advertised.	Based upon the results of the Mobility / Connectivity Study, implement recommended short term improvements as well as neighborhood connections over the numerous waterways within the City limits.	
8	Pursue and coordinate with the Florida State Department of Transportation for designation of interchange	Public Works	MPO priorities communicated. Seek state and federal funding.	MPO priorities communicated. Seek state and federal funding.	MPO priorities communicated. Seek state and federal funding.	MPO priorities communicated. Seek state and federal funding.

# ECONOMIC DEVELOPMENT & JOB CREATION



FY 2019					
Goals and Strategic	Responsible	In Progress / Completed	FY 2020	FY 2021	Future
Economic Development & Job Creation					
1 Develop Activity Area Six master plan to accelerate business development	Economic Development	Requesting proposal for an AC6 Master Plan. Completion of the plan is expected in 2020.	Completion of AC6 Master Plan.	_____	_____
2 Support the development of a quality workforce and strong labor market	Economic Development	Develop strong relationships with K-12, post-secondary, business, and industry leaders to create and foster an educated and skilled pipeline of local talent to meet the diverse and growing needs of North Port and beyond. Provide workforce solutions through leveraged relationships with Florida’s High Tech Corridor, CareerSource Suncoast, and CareerEdge.	Develop and implement a strategic plan to recruit businesses from those reflective of the State’s Qualified Targeted Industries: cleantech, life sciences, infotech, aviation/aerospace, homeland security/defense, and financial/professional services. Talent acquisition and skills development will follow suit based upon changing workforce needs.	_____	_____
3 Optimize land use and sustainable development in all Activity Centers	Economic Development	Comprehensive Plan Amendment to ensure the land use mix chart that regulates the city's activity centers are accurately proportioned.	NDS is looking at the USF "Community Sustainability Partnership Program" to show the city's commitment to sustainability.	_____	_____
4 Stimulate diverse economic development opportunities and advocate for the creation of additional commerce parks	Economic Development	Mixed use development in both the West Villages and the city's Activity Centers is being encouraged. The master plan for Activity Center 6 is expected to be highly business and industry focused.	_____	_____	_____
5 Examine neighborhood commercial zoning to promote neighborhood access to services	Economic Development	After preliminary research, NDS has determined Neighborhood Commercial and its applications will be handled during the ULDC update unless specific direction is given to act sooner.	_____	_____	_____

# HISTORICAL, CULTURAL, & ENVIRONMENTAL PRESERVATION

FY 2019						
Goals and Strategic	Responsible	In Progress / Completed	FY 2020	FY 2021	Future	
Historical, Cultural, & Environmental Preservation						
1	Explore options for purchase of Little Salt Springs Preserve	Neighborhood Development Services	Explore discussions with University of Miami about the future of Little Salt Springs. Several topics such as, county involvement in the preserve, options and requirements for City ownership, potential deed restrictions, public-private partnerships, or the creation of a new management group for the Springs.			
2	Promote the City's historical, cultural, and natural environment	Public Information Office	Ongoing marketing activities for the WMSP Master Plan, Artistic mural activities	Ongoing marketing activities for the WMSP Master Plan.		
3	Preserve Myakkahatchee Creek in a responsible manner	Parks & Recreation	Acquisition of remaining Tier 2 lots is ongoing through acquisition company. <i>Project #P15MCC</i>			
4	Preserve, protect, and restore Warm Mineral Springs	Parks & Recreation	WMSP Conceptual Master Plan completed. Master Plan Agreement to be submitted to Commission. <i>Project #WM19BR</i>	Restoration of existing buildings	Development of 60 acres	

# AFFORDABILITY, GROWTH & DEVELOPMENT

FY 2019						
Goals and Strategic	Responsible	In Progress / Completed	FY 2020	FY 2021	Future	
Affordability, Growth & Development						
1	Develop a land bank for the future that reflects the community's priorities	Neighborhood Development Services	Pursuing ownership of escheated lots. Much of this property is being used for environmental and archeological preservation. A larger strategy for city owned land is necessary to manage our holdings to create land banks.			
2	Develop and maintain fiscal policies that support growth and provide economic stability	Finance	Evaluating and researching a more efficient budget amendment process; Modified fund balance analysis to include current year amendments.	Evaluate budget submittals, adding additional evaluation criteria based on return on investment.		
3	Promote a range of housing options and affordability for current and future residents	Neighborhood Development Services	This ties into the Comprehensive Plan Amendment mentioned under "Economic Development and Job Creation". NDS will be recommending increases in Multi-Family as an incentive for affordable housing.			

# NEIGHBORHOOD ENHANCEMENT



FY 2019						
Goals and Strategic	Responsible	In Progress / Completed	FY 2020	FY 2021	Future	
Neighborhood Enhancement						
1	Lead efforts to partner with residents and community agencies to revitalize and beautify neighborhoods	Neighborhood Development Services	Workshop will be scheduled to follow up for neighborhood revitalization grant.			
		Public Works	In Progress: Toledo Blade Boulevard Irrigation Rehabilitation Project. Rehabilitation of the Biscayne Drive Median Landscaping Project is in progress.	Revitalize the landscape plantings and trees on Toledo Blade Boulevard and Sumter Boulevard.	Replacement of trees where appropriate on Panacea Boulevard and Plantation Boulevard.	Evaluate all gazebos in City rights of Way and develop a Renovation/Replacement Schedule.
2	Guide the development of neighborhoods toward a desired image consistent with the approved urban design aesthetic	Neighborhood Development Services	The City's Urban Design Standards are applied to all development within Activity Centers. NDS intends to update these design standards as the ULDC update moves forward, with the potential of using a Form Based Code in the future.			
3	Develop and implement policies that promote neighborhood revitalization and redevelopment	Public Works	Completed: Routine maintenance cycles for herbicide treatment of the City's waterways is complete. Completed: The establishment of a Tree Trimming/Maintenance Crew to address traffic sightline issues as well as tree removal is in progress.	Develop routine maintenance cycles for slope mowing of all City rights of way areas to remove impinging trees and vegetation. Identify personnel and equipment which is necessary to accommodate a level of service of two slope mowing cycles per year.	Develop a Plan and Schedule to clear the banks of the City's waterways of invasive trees to allow for maintenance access and proper hydraulic function of the stormwater drainage.	Develop a Plan and Timeline for Dredging the City's waterways.
		Utilities	Pursue neighborhood expansion.	Pursue neighborhood expansion.	Pursue neighborhood expansion.	Pursue neighborhood expansion.
		Parks & Recreation	Blue Ridge Park Playground Construction; Boundless Adventures Playground Construction; Butler Park Playground Replacement; Garden of Five Senses CDBG Grant Agreement to support design/construction of walking trail and ADA enhancements.			
		Police Department	Community policing at the Morgan Center, National Night Out Events	Anticipate budgeting for HOT (Homeless Outreach Team case manager)	Seek budget funding for Crime Prevention Practitioner.	
		Fire Department	Develop door to door campaign to check smoke detectors in the five neighborhoods that have been designated.	Implement door to door campaign to check smoke detectors in the five neighborhoods that have been designated.		
4	Establish City facilities strategically throughout the City	Neighborhood Development Services	NDS continues to work with other departments for identifying sites in the city for appropriate facility distribution. NDS is actively working to reform the process by which City projects are evaluated via staff review.			

FY 2019						
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4 Establish City facilities strategically throughout the City - CONTINUED	Public Works	Identified property for a staging area for the storage of spoils (excavated soils) by the Operations and Maintenance Division. Environmental Studies are complete for a location on Yorkshire Street. A Cultural Survey is in progress. Construction of a storage building at the Public Works Facility on Chamberlain Boulevard to be shared by the Facilities Maintenance Division and Operations and Maintenance Division is in the design and permitting stage.	Fencing of spoils (excavated soils) area to allow for secure staging of materials and equipment.	Identify secure staging areas for maintenance equipment in various locations throughout the City to reduce travel and response time.	Utilize secure staging areas for maintenance equipment in various locations throughout the City to reduce travel and response time.	
	Utilities	Administration and Field Operations Facility Oversizing of Water and Wastewater Transmission System	Administration and Field Operations Facility Oversizing of Water and Wastewater Transmission System	Administration and Field Operations Facility Oversizing of Water and Wastewater Transmission System	Administration and Field Operations Facility Oversizing of Water and Wastewater Transmission System	
	Parks & Recreation	Construction of North Port Aquatic Center at Butler Park in progress. <i>Project #P17NPP</i>	\$175,000 budgeted for Marina Park restroom design/construction; \$300,000 budgeted for Boca Chica Park design/construction <i>Project #P20PAS</i> ; Deer Prairie Creek Bridge Design; \$300,000 budgeted for replacement pavilion at Blue Ridge Park; \$160,000 budgeted for additional shade structures at Butler Park <i>Project #P20BPS</i>	\$175,000 budgeted for Labrea Park restroom design/construction	\$150,000 budgeted in 2022 for planning/design of Garden of Five Senses Nature Center; \$750,000 budgeted in 2023 for construction; Development of 63 acre parcel in West Villages.	
	Police Department	Explore architectural or space needs analysis for expansion or new construction of Police Headquarters.	Seek funding for expanding Police Department or for new Police Department Headquarters.	Building Police sub-station in conjunction with Fire Department in the West Villages.	Identify property in east North Port for future Police Station/City Hall Annex.	
	Fire Department	Actively working on a solution for the location of the first City fire station in the West Villages area. CIP Project# F19FS6.	Continue evaluation of response times and density growth to determine future fire station locations.	Continue evaluation of response times and density growth to determine future fire station locations.	Continue evaluation of response times and density growth to determine future fire station locations.	

# EFFICIENT & EFFECTIVE GOVERNMENT



FY 2019						
Goals and Strategic	Responsible	In Progress / Completed		FY 2020	FY 2021	Future
Efficient & Effective Government						
1	Update the Unified Land Development Code and City code to reflect best practices, current priorities, and legal compliance	Neighborhood Development Services	ULDC rewrite process - in second phase.	Target completion of ULDC rewrite April 2020.	_____	_____
2	Develop a streamlined, one-stop permitting process that will stimulate economic development and enhance customer service	Neighborhood Development Services	Assessing feasibility of re-organizing space on first floor to improve permit process flow and customer service.	Implement and plan to re-organize first floor spaces for one-stop shot/	Full implementation of one-stop permitting process and improved procedures.	_____
		Public Works	Progressing toward electronic permit processing and electronic review of plans for permits.	Start processing plans and permits electronically (paperless). This will reduce the review times and will streamline permit reviews.	Incorporate the electronic plans review for commercial development to reduce review times and improve coordination with other City Departments.	Adjust Road and Drainage District Non-Ad Valorem Assessment Rates to reflect apportionment of services.
		Utilities	Water availability and utilities inspections are coordinated through the permitting process at NDS.	Water availability and utilities inspections are coordinated through the permitting process at NDS.	Water availability and utilities inspections are coordinated through the permitting process at NDS.	Water availability and utilities inspections are coordinated through the permitting process at NDS.
3	Provide convenient, customer-focused, modern, and technologically advanced services	Public Information Office	Rebranding of the North RePort app; Improvements to City website, ADA, Community Calendar, North RePort pod cast.	More video production dependent upon staff resources; Researching RING app; Researching NextDoor.com implementation	_____	_____
		Neighborhood Development Services	Migration to TRAKIT and switch to digital plan review.	Increase in GIS based community outreach and presentation of material.	_____	_____
		Public Works	In Progress: Provide interactive map showing Road and Drainage current projects on the City's website.	Add mowing and herbicide spraying activities to interactive map showing current status; pursue land purchase, surveys and engineering solicitation for the Transfer Station.	Construct Transfer Station	Open Transfer Station
		Police Department	Body worn camera program; Social media outreach; Beginning of drone program.	Researching budget request for AVL (Automatic vehicle locators); Improved enforcement of false alarm ordinance.	_____	_____
		Fire Department	Fire Rescue has developed forms to help with inspections. Transitioned to reporting software systems which are more reliable for patient information and field entry as well.	Fire Rescue has developed forms to help with inspections. Transitioned to reporting software systems which are more reliable for patient information and field entry as well.	Fire Rescue has developed forms to help with inspections. Transitioned to reporting software systems which are more reliable for patient information and field entry as well.	Fire Rescue has developed forms to help with inspections. Transitioned to reporting software systems which are more reliable for patient information and field entry as well.
4	Foster a healthy work environment that results in enhanced employee engagement	Human Resources	Offer a variety of wellness programs that meet the needs of the workforce. Coordinate employee recognition programs to acknowledge employee contributions.	Monitor employee issues and challenges to modify wellness initiatives as needed.	Continue wellness initiatives throughout the City. Monitor wellness trends to meet needs of City employees.	Monitor wellness trends and modify current programs to meet the needs of the employees to keep employment engagement a priority.
		Public Works	Completed: Held 2019 Public Works Road-E-O on January 26, 2019.	2020 Public Works Road-E-O tentatively set for February 22, 2020.	2021 Public Works Road-E-O - date to be determined	Continue hosting Public Works Road-E-O



FY 2019						
Goals and Strategic	Responsible	In Progress / Completed	FY 2020	FY 2021	Future	
4 Foster a healthy work environment that results in enhanced employee engagement CONTINUED	Police Department	Improved training support, i.e. leadership training; more flexibility as to body modification, i.e. tattoos; Seeking grass root input from line employees; Soliciting through Power DMS	Seeking grass root input from line employees.	Seeking grass root input from line employees.	Seeking grass root input from line employees.	
5 Coordinate and communicate with service providers to enhance accountability, equity, affordability, and measurable impact	Fire Department	Accomplished through committees, Peer Review, Peer Training, regular labor/management meetings and discussions.	Accomplished through committees, Peer Review, Peer Training, regular labor/management meetings and discussions.	Accomplished through committees, Peer Review, Peer Training, regular labor/management meetings and discussions.	Accomplished through committees, Peer Review, Peer Training, regular labor/management meetings and discussions.	
	Finance	Redeploying departmental staff based on initial needs analysis.	Encourage various certifications. Encourage professional certifications; encourage professional association participation and continuing education.	Encourage various certifications. Encourage professional certifications; encourage professional association participation and continuing education.	_____	
	Neighborhood Development Services	Initiate the implementation of the TRAKIT Permit management system, initiating electronic plan and permit submittal for improvements in customer communication and accountability. Begin 1 STOP permit process development.	Continue full implementation of the TRAKIT Permit management system to provide for complete paperless plan and permit application, review and issuance. Begin Implementation of 1-STOP permitting process.	Develop a fully digital and paperless permit and form application process, with electronic plan reviews and customer submittals.	_____	
	Public Works	Complete update of the Road and Drainage District Methodology Study.	Adjust Road and Drainage District Non-Ad Valorem Assessment rates to reflect apportionment of services.	Adjust Road and Drainage District Non-Ad Valorem Assessment Rates to reflect apportionment of services.	Adjust Road and Drainage District Non-Ad Valorem Assessment rates to reflect apportionment of services.	
	Parks & Recreation	Finalized Interlocal Agreement with Sky Family YMCA for operation of Al Goll Center; Developing MOU with Sarasota County School District for use of parking lot; Updating Use Agreements with local youth athletic organizations; Monitoring Interlocal Agreement with Sarasota County.	Develop transition plan and/or new interlocal with Sarasota County prior to expiration	Budget for transition of parks currently maintained by the County	_____	
	Police Department	Various interagency partnerships Federal/State and local level.	Various interagency partnerships Federal/State and local level.	Various interagency partnerships Federal/State and local level.	Various interagency partnerships Federal/State and local level.	
	Fire Department	Working with all the City Departments is a daily exercise to maintain necessary communications and to provide the best service possible. We have an obligation to our internal and external customers that we strive to meet and exceed every day. We also rely heavily on other Departments in the city for our success	Working with all the City Departments is a daily exercise to maintain necessary communications and to provide the best service possible. We have an obligation to our internal and external customers that we strive to meet and exceed every day. We also rely heavily on other Departments in the city for our success	Working with all the City Departments is a daily exercise to maintain necessary communications and to provide the best service possible. We have an obligation to our internal and external customers that we strive to meet and exceed every day. We also rely heavily on other Departments in the city for our success	Working with all the City Departments is a daily exercise to maintain necessary communications and to provide the best service possible. We have an obligation to our internal and external customers that we strive to meet and exceed every day. We also rely heavily on other Departments in the city for our success	
	Human Resources	Effective and regular communication with service providers to discuss City needs. Research and select service providers who meet the needs of the employees.	Research and select service providers when current contracts expire or are up for renewal.	Research and select service providers when current contracts expire or are up for renewal	Research and select service providers when current contracts expire or are up for renewal.	
	Finance	Researching ways, as an internal service provider, to enhance service to internal customers.	Work hand in hand with departments in order to provide central services to citizens. Additionally, help them to strengthen, so as to make finance operations more efficient.	Work hand in hand with departments in order to provide central services to citizens. Additionally, help them to strengthen, so as to make finance operations more efficient.	Work hand in hand with departments in order to provide central services to citizens. Additionally, help them to strengthen, so as to make finance operations more efficient.	
6 Conduct elected officials and staff retreats to review plans, policies, and approaches periodically	City Manager's Office	Held Directors and Commissioners retreats.	Plan retreats as needed.	Plan retreats as needed.	Plan retreats as needed.	