



**2022-2025**

# **Strategic Vision Plan**

**with Key Indicators**

**Proposed Revisions**

**From March 7<sup>th</sup> & 8<sup>th</sup>**

**City Commission Strategic Visioning Retreat**



## Vision Statement

*“An innovative, friendly, engaging, and sustainable community where residents, businesses, and visitors flourish.”*

## Mission Statement

*“To provide exceptional service to our entire community for the continuous enrichment of quality of life through transparency, engagement and respect.”*

## Organizational Values

*North Port’s Organizational Values serve as guiding principles in how the City will conduct business in its day-to-day operations of the municipality.*

- **Accountability:** *We are dedicated to the highest ethical standards. We accept ownership for our conduct and obligations.*
- **Integrity:** *We maintain the public’s trust through honest, transparent, respectful, and equitable behavior.*
- **Customer Service:** *We provide outstanding customer relations through compassion, professionalism, and purpose by building connections. We strive to make a positive difference with our residents, businesses, visitors, internal staff, and with those we serve.*
- **Teamwork:** *We promote working collaboratively to achieve efficient and effective results.*
- **Empowered Employees:** *We embrace an inclusive work environment by empowering employees to act through supportive leadership, mutual respect, trust, ownership, and open communications.*
- **Diversity:** *We embrace our community’s differences and life experiences by encouraging inclusiveness.*
- **Innovation:** *We foster an environment that stimulates cutting-edge approaches to processes to achieve exceptional results.*

# Strategic Pillars

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*“Create and sustain a safe community for residents, businesses, and visitors of North Port.”*

**Priority 1.** Provide efficient, effective staffing and facilities to ensure a high-level of services and response times for Public Safety services.

**Indicator 1.1:** Maintain a 90% or above rating for residents with a positive view of North Port as a place to live.

**Indicator 1.2:** Maintain or reduce average response time of seven (7) minutes or less for 90% of EMS service calls.

**Indicator 1.3:** Maintain or reduce average response time of eight (8) minutes or less for 90% of Fire service calls.

**Indicator 1.4:** Maintain satisfactory to exceptional quality of care in 99% of persons requesting medical treatment.

**Indicator 1.5:** Maintain 99% compliance with current EMS Protocols.

**Indicator 1.6:** Maintain an average response time for all Police service calls at ten (10) minutes or less.

**Priority 2.** Strive to maintain one of the lowest crime rates among comparable cities.

**Indicator 2.1:** Reduce the number of violent crimes from the rolling 3-Year average rate by 5% per year.

**[Proposed Indicator 2.2:** *Can an indicator be developed that tracks the number of children that have been positively impacted by the NPPD? (e.g., Do the Right Thing, School Liaison Officer programs, Juvenile Diversion programs, et.)*]

## CORE SERVICES

- Law Enforcement Patrol Services
- Criminal Investigations
- Community Education (Police Department)
- Emergency Medical Services
- Life Safety/Fire Prevention Services
- Emergency Services (Fire Rescue)
- Public Education (Fire Rescue)
- Permitting, Plans Review, and Inspections
- Code Enforcement
- Contractor and Business Licensing



**Priority 3.** Build cohesive community partnerships that leverage education & resources to address critical community concerns.

**Priority 4.** Maintain a Comprehensive Emergency Management training program which addresses the internal and external needs of both the City and supporting jurisdictions/ organizations.

**Indicator 4.1:** Conduct a minimum of fifteen (15) Emergency Management Training courses during FY 2022.

**Indicator 4.2:** Achieve and maintain a 90% rate of staff current on required Emergency Management training.

**Priority 5.** Provide for the safety of our citizens and visitors through effective life safety, education, and fire inspection programs.

**Indicator 5.1:** Perform annual Fire & Life Safety Inspections to 100% of businesses located within the City.

**Indicator 5.2:** Within 45 days of initial Fire & Life Safety Inspection, achieve 95% compliance with applicable Fire & Life Safety Codes.

**Priority 6.** Ensure the physical security of City assets and operations.

**Indicator 6.1:** Complete security assessment of City Hall with recommendations.

*“Protect and promote North Port’s community wellness and its natural resources, recreational assets, cultural diversity, ethnic, and historical heritage.”*

**Priority 1.** Develop strategic partnerships and programs to educate residents and visitors about North Port’s heritage, historical buildings, archives, and unique environmental assets.

**Indicator 1.1:** Budget to hire a Planner dedicated to Historic and Environmental Resources in FY2024.

**Indicator 1.2:** After hiring a Historic and Environmental Resources Planner, propose a Historic and Environmental Resources Preservation Plan to City Commission for adoption.

**Priority 2.** Encourage the availability of comprehensive access to acute health care, social, and emotional well-being for all ages in North Port.

**Indicator 2.1:** Adopt incentives for development of medical facilities in Activity Centers through revisions to Unified Land Development Code (ULDC).

**Priority 3.** Protect, conserve, and preserve environmentally sensitive lands and resources, including prudent acquisition.

**Indicator 3.1:** Maintain improved property designated for Parks at a level of service of four (4) acres per 1,000 residents.

**Indicator 3.2:** Maintain a rate of eight (8) acres of property designated for Parks per 1,000 residents.

**Priority 4.** Encourage the availability of cultural, music, entertainment, public gathering opportunities, athletic tournaments, and recreational facilities and offerings.

CORE SERVICES

- Community Enrichment Services and Support (Social Services)
- Community Park System
- North Port Aquatic Center
- Community Enrichment
- Parks Maintenance
- Coordination of Special Events (Public Works/Facilities)



**Indicator 4.1:** Maintain the percentage of residents satisfied with North Port’s arts, culture, music, and recreational programming and events activities at or above 85%.

**Priority 5.** Support community efforts that promote the natural character and enhance the identity of our neighborhoods to build community cohesiveness and a better “sense of place” for North Port.

**Priority 6.** Aid citizens in developing or enhancing fundamental life skills in order to reach self-sufficiency and maintain housing stability.

**Indicator 6.1:** Partner with applicable non-profits, churches, Chamber of Commerce, and area schools to expand the Skills for Life program to serve a minimum of 80 residents annually, focusing on teens/young adults.

**Indicator 6.2:** Support housing stability through direct assistance and homeless prevention activities.

**Priority 7.** Support opportunities for expanded amenities, resources and cost savings through community partnerships, nonprofits, and collaboration (i.e., facilities, programs, special events, tournaments, etc.)

**Indicator 7.1:** Maintain or increase the number of community partnerships to support the delivery of Parks & Recreation services and amenities. **Indicator 7.2:** Parks & Recreation will experience an overall cost recovery goal of 20% or higher, excluding free community events.

**Indicator 7.3:** Implement and promote the North Port Office of Aging and Community Resources to local non-profits to bridge accessibility gaps in the community by allowing at least three (3) agencies per year to offer services/support groups.

**Indicator 7.4:** Refer clients to proper resources and act as an information hub for residents.

**Priority 8.** Be recognized as a leader in Parks & Recreation with reputation for diverse, high-quality parks and natural spaces.

**Indicator 8.1:** Receive above average satisfaction rates from annual Community Interest Survey.



**Priority 9.** Respond to community needs by providing a robust, active system of Parks & Recreation facilities, programs, events, and services that increase wellness and enrich life experiences.

**Indicator 9.1:** Increase utilization levels of Parks & Recreation facilities and amenities by 5% annually.

**Indicator 9.2:** Increase the attendance at Parks & Recreation special events by 4% annually.

**Indicator 9.3:** Maintain a patrons' rating at 80% or higher on the overall satisfaction with Parks & Recreation facilities.

**Indicator 9.4:** Maintain a patrons' rating of 80% or higher on the cleanliness of Parks & Recreation facilities.





## CORE SERVICES

*“Promote sustainable growth, investment, and development to achieve a vibrant and diversified economy, offering a mixture of services and local employment opportunities.”*

**Priority 1.** Support workforce development programs in partnership with federal, state, local, and not-for-profit organizations to influence the workforce pipeline supply.

**Indicator 1.1:** Decrease the out-of-city workforce commuter rate by 5% by 2025.**Priority 2.** Pursue a range of housing options and affordability for current and future residents.

**Indicator 2.1:** Propose options for affordable housing incentives to City Commission.

**Indicator 2.2:** Research and propose land use regulations to reflect inclusionary zoning.

**Priority 3.** Encourage walkable mixed-use development in North Port.

**Indicator 3.1:** Adopt incentives for walkable mixed-use development through revisions to Unified Land Development Code (ULDC).

**Priority 4.** Review and revise (if necessary) Master Plans in Activity Centers #1, #3, #5, #6, and #7.

**Priority 5.** Promote neighborhood commercial centers.

**Indicator 5.1:** Profile the City’s neighborhood commercial centers, identifying those with the most taxable value and development potential.

- Business Attraction and Recruitment Services
- Local Business Retention and Expansion Services
- Business Climate
- Current Planning
- Comprehensive Planning



**Priority 6.** Improve & maintain Business Retention & Expansion (BRE) and Business Recruitment & Attraction (BRA) Plans.

**Indicator 6.1:** Increase the number of viable projects and maintain the project pipeline, specifically targeting jobs at or above the median wage of the region.

**Indicator 6.2:** Increase number of shovel-ready sites within the City.

**Priority 7.** Develop and approve a series of economic development incentive programs and policies to encourage targeted development investment opportunities.

**Indicator 7.1:** Monitor utilization of incentive programs and report on the number of applications received.

**Priority 8.** Improve City processes and regulations to support a business climate of innovation, entrepreneurship, and investment.

**Indicator 8.1:** Present the overall update to the Unified Land Development Code (ULDC) to City Commission for adoption.

**Indicator 8.2:** Implement concurrent application review to reduce overall review time.

**Indicator 8.3:** Implement “fast-track” program for identified Economic Development projects.

**Priority 9.** Complete a customer-focused streamlined permitting process to stimulate economic development.

**Indicator 9.1:** Process and review of land development petitions under established timelines 80% of the time.

**Priority 10.** Pursue the development of a diversified economy that supports a wide range of businesses and sectors representative of targeted employers.

**Indicator 10.1:** Determine a realistic reduction of retail leakage (out of town spending) that can be realized within three years; create and implement a strategy to achieve the predetermined reduction.



**Priority 11.** Implement additional phases of the Warm Mineral Springs Master Plan and support development in North Port's Opportunity Zone, which includes Warm Mineral Springs, and the trailhead for Legacy Trail.

**Priority 12.** Seek opportunities for strategic annexations in support of commercial development.

**Priority 13.** Strive to increase North Port's overall commercial/industrial land use percentage to 18% by 2033.

**Indicator 13.1:** Publish Annual Report highlighting Total Taxable Value percentages of Industrial, Commercial, & Residential classifications year over year.

**Priority 14:** Develop a Post-Project Review/Audit process to ensure developer commitments have been completed and maintained.

**Priority 15.** Seek and support enhanced availability of broadband access in North Port.

**Priority 16.** Help develop a strong City economy by identifying options to improve availability to workforce/affordable housing opportunities in North Port.

**Indicator 16.1:** Undertake a Community Housing Needs Study with recommended options and strategies for the City Commission's consideration.

*“North Port seeks to be the role model in the region as a community that values environmental resiliency and sustainability in the design and operation of its facilities, programs, services, and development through forward-thinking policies, ordinances, and education.”*

**Priority 1.** Consider the feasibility of employing a North Port Sustainability Manager.

**Priority 2.** All new and/or redeveloped public facilities should reflect Leadership in Energy and Environmental Design (LEED)-like standards.

**Indicator 2.1:** Report highlighting LEED-like standards incorporated in new facilities or substantially remodeled facilities.

**Priority 3.** North Port’s programs, facilities, and operations should visibly encourage conservation, sustainability, water quality testing, and recycling practices.

**Indicator 3.1:** Offer public education and outreach programs to a variety of resident groups aimed at increasing knowledge of recycling and solid waste practices.

**Indicator 3.2:** Through water quality testing, monitor and make recommendations to maintain water quality standards for freshwater flowing streams in accordance with FAC 62-302.531 NNC.

**Priority 4.** Ensure North Port’s development standards, codes, and ordinances provide for a balance of green space and afford protection of the community’s tree canopy.

## CORE SERVICES

- Community Park System
- Current Planning
- Comprehensive Planning
- Permitting, Plans Review, and Inspections
- Solid Waste Collection
- City Facility and Property Maintenance
- Water Treatment/ Distribution
- Wastewater Collection and Treatment

**Indicator 4.1:** Support the revised Unified Land Development Code (ULDC) target of 35% of North Port land covered by tree canopy by procuring appropriate software solutions in order to measure current canopy.

**Priority 5.** Support the protection of native species and habitats via public education, land acquisition, and conservation.

**1:** Develop recommendations of incentives for property owners/developers to preserve onsite habitats for threatened or protected animal and plant species.

**Indicator 5. 2:** Develop and propose methods to ensure adequate land for recreation, open space, and conservation.

**Priority 6.** Pursue “Green” infrastructure and development standards.

**Indicator 6.1:** Build Green Infrastructure standards for new development into the Unified Land Development Code (ULDC).



## CORE SERVICES

*“Develop and maintain the City’s public facilities, roads, bridges, water control structures, stormwater drainage, waterways, potable water, wastewater collection and treatment (reclamation) systems, and broadband opportunities, and promote multimodal transportation opportunities throughout the City to meet current and future needs.”*

**Priority 1.** Partner with Florida Department of Transportation and Charlotte County to enhance connectivity and establish a new I-75 interchange at Yorkshire Street or Raintree Boulevard.

**Indicator 1.1:** Ongoing communication with stakeholders to lock-in the design, establish the budget and draft timeline of interchange(s).

**Priority 2.** Provide public water and water reclamation (wastewater) services to current and future I-75 interchanges.

**Indicator 2.1:** Maintain progress on Toledo Blade & Sumter Interchange Plans to ensure timely completion.

**Priority 3.** Implement the long-range plan to loop potable water lines in residential areas to ensure safe and reliable service.

**Indicator 3.1:** Continue progress on planned areas based upon funding availability.

**Priority 4.** Ensure the reliability and capacity of public water and water reclamation (wastewater) services and provide increased access to such as the community expands.

**Indicator 4.1:** Increase the percentage of new homes being constructed on public water and reclamation (wastewater) services versus on-site well and septic year over year.

- Road Infrastructure
- Stormwater Control
- City Facility and Property Maintenance
- Water Treatment/ Distribution
- Wastewater Collection and Treatment
- Collection and Distribution (Utilities/ Field Ops)
- Engineering (Utilities)



**Indicator 4.2:** Continue the Neighborhood expansion program to expand access to an affordable and efficient wastewater collection and treatment system.

**Priority 5.** Proactively maintain the wastewater gravity collection system and lift station infrastructure in a planned manner.

**Indicator 5.1:** Clean and televise 3% of gravity sewer mains per quarter as part of Utility Preventative Inflow & Infiltration (I & I) Maintenance Program.

**Indicator 5.2:** Rehabilitate and bring seven (7) lift stations to current standard annually.

**Priority 6.** Proactively rehabilitate the water control structures and stormwater conveyances (roadside swales, drainage outfalls, retention ditches and waterways) to design specifications to reduce flooding.

**Indicator 6.1:** Annual report highlighting linear feet of open stormwater conveyances and pipes rehabilitated with the goal being to complete one section grid per year and 80% of the customer request list.

**Priority 7.** Rehabilitate roadways and bridges under the jurisdiction of North Port to ensure integrity, and a safe and reliable transportation network.

**Indicator 7.1:** Annual report of rehabilitated lane miles by types of roadways.

**Indicator 7.2:** Rehabilitate identified high use bridges for safety and welfare.

**Priority 8.** Develop multi-modal connectivity to historical, cultural, and recreational locations, including neighborhoods, and environmental greenway & blueway points of interests.

**Indicator 8.1:** Begin implementation of multi-modal connectivity plan, pending adoption of Mobility Fee (formerly Transportation Fee), by acquiring needed property.

**Indicator 8.2:** Improve the pedestrian experience by designing and filling gaps identified in the sidewalk network beginning in FY 2025.

**Priority 9.** Improve East-West connectivity of the City's transportation systems.

**Priority 10.** Use preventative maintenance methods and future needs analysis to maintain and build City assets in a timely and prioritized process.



**Indicator 10.1:** Establish City Facility Preventative Maintenance Program during FY 2023.

**Priority 11.** Maintain public buildings in a state of good condition with capacity to enable various City staff to provide effective municipal services.

**Indicator 11.1:** Increase percentage of residents and employees who are satisfied with the condition of City-owned facilities.

**Indicator 11.2:** Annual report of facilities maintenance work orders, highlighting type or work order and completion time, with a goal to complete 90% of routine maintenance requests within ten (10) days.

**Priority 12.** Improve City gateway entry features to convey a sense of arrival in North Port.

**Indicator 12.1:** Explore and present options for gateway entry features.

**Priority 13:** Construct/remodel/renovate City facilities as needed to improve efficiencies and access to prepare for future growth.

**Indicator 13.1** Complete design phase of solid waste transfer station and purchase adjacent property.



*“Develop and promote transparent City governance where major policy decisions are considered by the City Commission that foster trust and community engagement, utilizing departmental strengths and innovative approaches to facilitate effective and efficient delivery of municipal services and programs.”*

**Priority 1.** Provide enhanced citizen education and engagement processes to assist in elected and appointed officials’ data-driven decision-making.

**Indicator 1.1:** Publish the number and track participation at Town Hall Meetings, Question & Answer Sessions, Surveys (including results & outcomes), and other opportunities for public input.

**Indicator 1.2:** Develop of a robust Citizen’s Academy to encourage, engage, and develop future leaders for the various City Boards & Committees.

**Indicator 1.3:** Utilize enhanced Transparency website and online budget tool.

**Priority 2.** Provide convenient, modern, and technologically advanced municipal services to both internal and external customers.

**Indicator 2.1:** Increase the percentage of Utilities ebill customers year over year.

**Indicator 2.2:** Offer additional, convenient payment options for Utilities customers.

**Priority 3.** Improve 24-7 access to City services through enhanced website portal and related online forms and services.

**Indicator 3.1:** Implement a modern government site that enables residents to quickly access services.

## CORE SERVICES

- Community Connection Services
- Community Communication Services
- Fostering Community Values
- Access to Information Primary
- Support the Use of Technology
- Accounting Services
- Budget Development and Oversight
- Payroll Services Primary
- Purchasing
- Workforce Recruitment, Retention, and Support
- Risk Management
- Fleet Management
- Utility Billing/Quality Customer Service

**Priority 4.** Educate new and established residents and businesses on City services and offerings and *Florida Friendly* environmental practices.

**Indicator 4.1:** Develop an online Welcome Packet to include relevant information for new residents, visitors, and businesses.

**Priority 5.** Complete the establishment of the Customer Care Center Information system.

**Priority 6.** Implement a Performance Management System to include internal and external reporting, including development, testing, percentage complete, milestones achieved, staff hours invested, etc.

**Indicator 6.1:** Create a user-friendly dashboard to report strategic objectives and operational metrics.

**Indicator 6.2:** City Manager's Office to maintain an 80% or better rate for submitting timely and complete items for City Commission Meeting Agendas.

**Indicator 6.3:** Monthly report highlighting City Commission attendance on assigned Board Committee Meetings at 80% or better participation.

**Priority 7.** Strive to have North Port Departments attain State and/or National Accreditation status with their respective associations.

**Indicator 7.1.** Continue to achieve CAPRA accreditation every five (5) years.

**Priority 8.** Provide a multi-year budget "snapshot" to show expenses that will increase over a multi-year period with revenue projections and impacts of different millage rate adoptions.

**Indicator 8.1:** Annual report highlighting Per Capita Budget; Budget per Square Mile; Effective Millage Rate; and Capital Project Budget as percentage of Total Budget compared to peer municipalities over time.

**Indicator 8.2:** Develop and implement an annual collaborative revenue analysis and rate request review process between Finance and all Districts during the FY 2024 budget process.

**Priority 9.** Implement 10-year planning cycle for Renewal & Replacement Funds.

**Priority 10.** Maximize outside financial resources and support through partnerships, ~~and~~ grants- and proactive fiscal management.

**Indicator 10.1:** Increase the number of new grant funder applications by 15% over the next five (5) years.

**Priority 11.** Automation of Performance Reporting, Procurement, Records Management, Travel Requests/ Authorizations/ Reimbursements.

**Indicator 11.1:** Adoption and implementation of automated Procurement approval process.

**Indicator 11.2:** Adoption and implementation of automated travel approval process.

**Priority 12.** Attract, develop, and support the best talent to be recognized as an *Employer of Choice*.

**Indicator 12.1:** Increase the number of vendors and participants at the Annual Employee Wellness & Safety Fair and other employee events.

**Indicator 12.2:** Develop internship and apprenticeship program and partner with local colleges, including Sarasota County Technical Institute. **Indicator 12.3:** Utilize feedback received on the Employee survey to measure and improve workplace conditions that drive employee engagement and enhance employee motivation.

**Indicator 12.4:** Provide opportunities work-life balance through flexible scheduling, alternative shifts, remote work/telecommuting, and other strategies.

**Indicator 12.5:** Grow Big Brothers Big Sisters workplace program to provide mentorship to students in our community.



*“In light of North Port’s geographic location, ensure that the City’s municipal programs and services are proactively structured to plan, sustain during an event, and recover from natural disasters.”*

**Priority 1.** Develop and refine (as necessary) policies, procedures, record keeping, and related systems to ensure City can maximize financial reimbursements from the Federal Emergency Management Administration (FEMA) and the Florida Division of Emergency Management (FDEM) for eligible declared disasters.

**Priority 2.** Undertake a comprehensive study of the City’s facilities, (including the Emergency Operations Center) to determine possible additional hardening and infrastructure projects, including the identification of priorities, costs, and potential funding sources.

**Priority 3.** Evaluate the City’s current Fund Balance Policy to determine if it is adequate to meet carrying costs from a disaster event prior to receiving eligible reimbursements from federal and/or state sources.

**Priority 4.** Evaluate the City’s role in potentially providing financial assistance, waivers of fees, etc. to business and residents following a post-disaster event.

**Priority 5.** Explore the establishment of a tree replacement program to mitigate the impacts to North Port’s tree inventory Post-Hurricane Ian.

**Priority 6.** Evaluate the City’s Emergency Communication Plan to ensure essential pre, ongoing, and post-disaster information messaging is effective.

**Priority 7.** Complete a Post-Hurricane Ian Review of Municipal Emergency Management Operations and revise programs, procedures, strategies, etc. as needed based on lessons learned.

## CORE SERVICES

- Financial Services
- Human Resources
- City Facility and Property Maintenance
- Water Treatment/ Distribution
- Wastewater Collection and Treatment
- Collection and Distribution (Utilities/Field Ops)
- Engineering (Utilities)
- Solid Waste
- Public Information / Communications
- Police / Fire / Rescue Services
- Code Enforcement