



2022-2025 Strategic Vision Plan

with Key Indicators

Addendum Report

From September 25, 2023

City Commission Prioritization Workshop



Background:

Strategic Government Resources (SGR) facilitated the North Port City Commission and Staff originally held their 2023 Strategic Visioning session on March 7 & 8, 2023, at which time they established a series of revisions to the City's Vision, Mission, and Organizational Value Statements, in addition to modifying and adding a number of changes to the Pillars, Priorities, and Performance Indicators. Following the presentation of the revised Strategic Vision Plan, the Commissioners subsequently participated in an exercise to rank their Priorities to provide staff with further direction.

The Prioritization Exercise resulted in some concerns by the City Commission that they may have proposed too many priorities for the organization to track and expressed a desire to revisit the Strategic Vision Plan with SGR in an effort to further discuss the prioritization process.

The Strategic Vision Plan involved seven (7) Pillars, sixty-nine (69) Priorities, and a total of ninety-one (91) Key Success Indicators. On September 25, 2023, SGR facilitated a second session which included a variety of means in which the City Commission could interpret their prioritization results, and in the end, it was decided to have the Commissioners review the Priorities a second time with the goal of reducing the number to a smaller, more manageable number.

The following report represents the outcome of that process which resulted in the reduction and refinement of the proposed Priorities to thirty-three (33) across the seven (7) Pillars. The process included the identification of several special Programs/Initiatives under the various Priorities to provide further guidance to Staff in the implementation of the 2022-2025 Strategic Vision Plan for Fiscal Year (FY) 2024.

It should be noted that SGR has made some minor editorial adjustments in the wording and classification of some Priorities, and new Programs/Initiatives to aid in clarity of the Strategic Vision Plan, in addition to moving various Key Success Indicators to different Pillars and Priorities in response to the City Commission revisions to the Plan.

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, including the City Commission and its staff, will conduct business in the day-to-day operations of the municipality.

- **Accountability:** *We are dedicated to the highest ethical standards and 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 achieve efficiencies and exceptional results.*

Strategic Pillars





“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.

Programs/Initiatives:

- Strive to maintain one of the lowest crime rates among comparable cities.
 - **SC - Indicator 1.1:** Maintain a 90% or above rating for residents with a positive view of North Port as a place to live.
 - **SC - Indicator 1.2:** Maintain an average response time for all Police service calls at ten (10) minutes or less.
 - **SC - Indicator 1.3:** Reduce the number of violent crimes from the rolling 3-Year average rate by 5% per year.
- Maintain the Fire Department’s Insurance Service Office (ISO) #1 rating and provide responsive, efficient fire and Emergency Medical Services (EMS).
 - **SC - Indicator 1.4:** Maintain or reduce average response time of seven (7) minutes or less for 90% of EMS service calls.
 - **SC - Indicator 1.5:** Maintain or reduce average response time of eight (8) minutes or less for 90% of Fire service calls.

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

- **SC - Indicator 1.6:** Maintain satisfactory to exceptional quality of care in 99% of persons requesting medical treatment.
- **SC - Indicator 1.7:** Maintain 99% compliance with current EMS Protocols.
- Build cohesive community partnerships that leverage education & resources to address critical community concerns.
- Provide for the safety of our citizens and visitors through effective life safety, education, and fire inspection programs.
 - **SC - Indicator 1.8:** Perform annual Fire & Life Safety Inspections to 100% of businesses located within the City.
 - **SC - Indicator 1.9:** Within 45 days of initial Fire & Life Safety Inspection, achieve 95% compliance with applicable Fire & Life Safety Codes.
- Maintain a Comprehensive Emergency Management training program which addresses the internal and external needs of both the City and supporting jurisdictions/ organizations.
 - **SC - Indicator 1.10:** Conduct a minimum of fifteen (15) Emergency Management Training courses during FY 2022.
 - **SC - Indicator 1.11:** Achieve and maintain a 90% rate of staff current on required Emergency Management training.

Priority 2. Ensure the physical security of City assets and operations.

- **SC - Indicator 2.1:** 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. Encourage the availability of cultural, music, entertainment, public gathering opportunities, athletic tournaments, and recreational offerings, and support efforts that promote the natural character and enhance the identity of our neighborhoods to build cohesiveness and a better “sense of place” for North Port.

Programs/Initiatives:

- Develop strategic partnerships and programs to educate residents and visitors about North Port’s heritage, historical buildings, archives, and unique environmental assets.
 - **QoL - Indicator 1.1:** Budget to hire a Planner dedicated to Historic and Environmental Resources in FY 2024.
 - **QoL - Indicator 1.2:** After hiring a Historic and Environmental Resources Planner, propose a Historic and Environmental Resources Preservation Plan to the City Commission for adoption.
- Develop multi-modal connectivity to historical, cultural, and recreational locations, including neighborhoods, and environmental greenway & blueway points of interests.
 - **QoL Indicator - 1.3:** Begin implementation of multi-modal connectivity plan, pending adoption of Mobility Fee (formerly Transportation Fee), by acquiring needed property.

CORE SERVICES

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



- **QoL - Indicator 1.4:** Improve the pedestrian experience by designing and filling gaps identified in the sidewalk network beginning in FY 2025.

Priority 2. 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.

Programs/Initiatives:

- Be recognized as a leader in Parks & Recreation with a reputation for diverse, high-quality parks and natural spaces.
 - **QoL - Indicator 2.1:** Maintain improved property designated for Parks at a level of service of four (4) acres per 1,000 residents.
 - **QoL - Indicator 2.2:** Maintain a rate of eight (8) acres of property designated for Parks per 1,000 residents.
 - **QoL - Indicator 2.3:** Maintain the percentage of residents satisfied with North Port's arts, culture, music, and recreational programming and events activities at or above 85%.
 - **QoL - Indicator 2.4:** Increase utilization levels of Parks & Recreation facilities and amenities by 5% annually.
 - **QoL - Indicator 2.5:** Increase the attendance at Parks & Recreation special events by 4% annually.
 - **QoL - Indicator 2.6:** Maintain a patrons' rating at 80% or higher on the overall satisfaction with Parks & Recreation facilities.
 - **QoL - Indicator 2.7:** Maintain a patrons' rating of 80% or higher on the cleanliness of Parks & Recreation facilities.

Priority 3. Support opportunities for expanded amenities, resources and cost savings through community partnerships, nonprofits, and collaboration (i.e., facilities, programs, special events, tournaments, etc.)



- **QoL - Indicator 3.1:** Maintain or increase the number of community partnerships to support the delivery of Parks & Recreation services and amenities.
- **QoL - Indicator 3.2:** Parks & Recreation will experience an overall cost recovery goal of 20% or higher, excluding free community events.
- **QoL - Indicator 3.3:** 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.
- **QoL Indicator 3.4:** Refer clients to proper resources and act as an information hub for residents.
- Aid citizens in developing or enhancing fundamental life skills in order to reach self-sufficiency and maintain housing stability.
 - **QoL - Indicator 3.5:** 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.
 - **QoL - Indicator 3.6:** Support housing stability through direct assistance and homeless prevention activities.

Priority 4. Protect, conserve, and preserve environmentally sensitive lands and resources, including prudent acquisition.

Priority 5. Encourage the availability of access to acute health care, social, and emotional well-being for all ages in North Port.

- **QoL - Indicator 5.1:** Adopt incentives for development of medical facilities in Activity Centers through revisions to Unified Land Development Code (ULDC).



“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.

Programs/Initiatives:

- Pursue the development of a diversified economy that supports a wide range of businesses and sectors representative of targeted employers.
 - **ED&GM - Indicator 1.1:** Decrease the out-of-city workforce commuter rate by 5% by 2025.
 - **ED&GM - Indicator 1.2:** 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.
 - **ED&GM - Indicator 1.3:** Increase the number of viable projects and maintain the project pipeline, specifically targeting jobs at or above the median wage of the region.

Priority 2. Improve City processes and regulations to support a business climate of innovation, entrepreneurship, and investment.

Programs/Initiatives:

- Develop and approve a series of economic development incentive programs and policies to encourage targeted development investment opportunities.
 - **ED&GM - Indicator 2.1:** Develop incentive program(s) compatible with attracting and/or retaining high-wage employers.

CORE SERVICES

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



- **ED&GM - Indicator 2.2:** Implement concurrent application review to reduce overall review time.
- **ED&GM - Indicator 2.3:** Implement “fast-track” program for identified Economic Development projects.
- Improve & maintain a Business Retention & Expansion (BRE) and Business Recruitment & Attraction (BRA) Plans.
- Complete a customer-focused streamlined permitting process to stimulate economic development.
 - **ED&GM - Indicator 2.4:** Present the overall update to the Unified Land Development Code (ULDC) to City Commission for adoption.
 - **ED&GM - Indicator 2.5:** Develop a Post-Project Review/Audit process to ensure developer commitments have been completed and maintained.
 - **ED&GM - Indicator 2.6:** Process and review of land development petitions under established timelines 80% of the time.
- Review and revise (if necessary) Master Plans in Activity Centers #1, #3, #5, #6, and #7.
- Seek and support enhanced availability of broadband access in North Port.
- Encourage walkable mixed-use development in North Port.
 - **ED&GM - Indicator 2.7:** Adopt incentives for walkable mixed-use development through revisions to Unified Land Development Code (ULDC).

Priority 3. Seek opportunities for strategic annexations in support of commercial development.

Priority 4. Strive to increase North Port’s overall commercial/industrial land use percentage to 18% by 2033.



- **ED&GM - Indicator 4.1:** Publish Annual Report highlighting Total Taxable Value percentages of Industrial, Commercial, & Residential classifications year over year.

Priority 5. 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 6. Pursue diversified housing options and affordability for current and future residents.

- **ED&GM - Indicator 6.1:** Undertake a Community Housing Needs Study with recommended options and strategies for the City Commission's consideration.
- **ED&GM - Indicator 6.2:** Propose options for affordable housing incentives to the City Commission.
- **ED&GM - Indicator 6.3:** Research and propose land use regulations to reflect inclusionary zoning.

Priority 7. Improve City gateway entry features to convey a sense of arrival in North Port.

- **ED&GM - Indicator 7.1:** Explore and present options for gateway entry features.



“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. North Port’s programs, facilities, and operations should visibly encourage conservation, sustainability, water quality testing, and recycling practices and through development standards, codes, and ordinances that provide for a balance of green space and afford protection of the community’s tree canopy.

Programs/Initiatives:

- All new and/or redeveloped public facilities should reflect Leadership in Energy and Environmental Design (LEED)-like standards.
 - **ER&S - Indicator 1.1:** Report highlighting LEED-like standards incorporated in new facilities or substantially remodeled facilities.
- Pursue “Green” infrastructure and development standards.
 - **ER&S - Indicator 1.2:** Offer public education and outreach programs to a variety of resident groups aimed at increasing knowledge of recycling and solid waste practices.
 - **ER&S - Indicator 1.3:** 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.

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



- **ER&S - Indicator 1.4:** 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.
- **ER&S - Indicator 1.5:** Build Green Infrastructure standards for new development into the Unified Land Development Code (ULDC).

Priority 2. Support the protection of native species and habitats via public education, land acquisition, and conservation.

- **ER&S Indicator 2.1:** Develop recommendations of incentives for property owners/developers to preserve onsite habitats for threatened or protected animal and plant species.
- **ER&S Indicator 2.2:** Develop and propose methods to ensure adequate land for recreation, open space, and conservation.



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

- **I&F - Indicator 1.1:** 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 compliant list.

Priority 2. Rehabilitate roadways and bridges under the jurisdiction of North Port to ensure integrity, and a safe and reliable transportation network.

- **I&F - Indicator 2.1:** Annual report of rehabilitated lane miles by types of roadways.
- **I&F - Indicator 2.2:** Rehabilitate identified high use bridges for safety and welfare.

Priority 3. Improve East-West connectivity of the City’s transportation systems.

- **I&F - Indicator 3.1:** Satisfactory or above rating of overall traffic flow throughout the City increasing year over year.

CORE SERVICES

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



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.

Program/Initiative:

- Proactively maintain the wastewater gravity collection system and lift station infrastructure in a planned manner.
 - **I&F - 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.
 - **I&F - Indicator 4.2:** Continue the Neighborhood expansion program to expand access to an affordable and efficient wastewater collection and treatment system.
 - **I&F - Indicator 4.3:** Clean and televise 3% of gravity sewer mains per quarter as part of Utility Preventative Inflow & Infiltration (I & I) Maintenance Program.
 - **I&F - Indicator 4.4:** Rehabilitate and bring seven (7) lift stations to current standard annually.

Priority 5. Implement the long-range plan to loop potable water lines in residential areas to ensure safe and reliable service.

- **I&F - Indicator 5.1:** Continue progress on planned areas based upon funding availability.

Priority 6. Use preventative maintenance methods and future needs analysis to maintain and build City assets in a timely and prioritized process.

- **I&F - Indicator 6.1:** Establish City Facility Preventative Maintenance Program during FY 2023.

Priority 7. 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.



- **I&F - Indicator 7.1:** Ongoing communication with stakeholders to lock-in the design, establish the budget and draft timeline of interchange(s).

Priority 8. Maintain public buildings in a state of good condition with capacity to enable various City staff to provide effective municipal services.

Program/Initiative:

- 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.
 - **I&F - Indicator 8.1:** Increase percentage of residents and employees who are satisfied with the condition of City-owned facilities.
 - **I&F - Indicator 8.2:** 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 9: Construct/remodel/renovate City facilities as needed to improve efficiencies and access to prepare for future growth.



“Develop and promote transparent City governance where 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 convenient, modern, and technologically advanced municipal services to both internal and external customers.

Programs/Initiatives:

- Improve 24-7 access to City services through enhanced website portal and related online forms and services.
 - **GG - Indicator 1.1:** Increase the percentage of Utilities Electronic Bill (E-Bill) customers year over year.
 - **GG - Indicator 1.2:** Utilize enhanced Transparency website and online budget tool.
- Complete the establishment of the Customer Care Center Information system.
- Provide enhanced citizen education and engagement processes to assist in elected and appointed officials’ data-driven decision-making.
 - **GG - Indicator 1.3:** Develop of a robust Citizen’s Academy to encourage, engage, and develop future leaders for the various City Boards & Committees.
 - **GG - Indicator 1.4:** Publish the number and track participation at Town Hall Meetings, Question &

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



Answer Sessions, Surveys (including results & outcomes), and other opportunities for public input.

- Automation of Performance Reporting, Procurement, Records Management, Travel Requests/ Authorizations/ Reimbursements.
 - **GG - Indicator 1.5:** Adoption and implementation of automated procurement approval process.
 - **GG - Indicator 1.6:** Adoption and implementation of automated travel approval process.

Priority 2. Maximize outside financial resources and support through partnerships, grants, and proactive fiscal management.

- **GG - Indicator 2.1:** Increase the number of new grant funder applications by 15% over the next five (5) years.

Priority 3. 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.

- **GG - Indicator 3.1:** 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.
- **GG - Indicator 3.2:** Implement 10-year planning cycle for Renewal & Replacement Funds.
- **GG - Indicator 3.3:** Develop and implement an annual collaborative revenue analysis and rate request review process between Finance and all Districts during the FY 2024 budget process.
- **GG - Indicator 3.4:** Continued utilization of 10-year Financial Sufficiency Plan for the Fire Rescue District to ensure sustainability and transparency.



Priority 4. Implement a Performance Management System to include internal and external reporting, including development, testing, percentage complete, milestones achieved, staff hours invested, etc.

- **GG - Indicator 4.1:** Refine the current dashboard to report strategic objectives and operational metrics.
- **GG - Indicator 4.2:** City Manager's Office to maintain an 80% or better rate for submitting timely and complete items for City Commission Meeting Agendas.
- **GG - Indicator 4.3:** Monthly report highlighting City Commission attendance on assigned Board Committee Meetings at 80% or better participation.

Priority 5. Educate new and established residents and businesses on City services and offerings and *Florida Friendly* environmental practices.

- **GG - Indicator 5.1:** Maintain stock and track the number of Welcome Packets provided to residents, visitors, and businesses through the Utilities Department.
- **GG - Indicator 5.2:** Develop an online Welcome Packet to include relevant information for new residents, visitors, and businesses.

Priority 6. Strive to have North Port Departments attain State and/or National Accreditation status with their respective associations.

- **GG - Indicator 6.1:** Apply for and receive applicable Award recognitions through industry associations and related organizations.
- **GG - Indicator 6.2:** Receive above average satisfaction rates from Annual Community Interest Survey.



Priority 7. Attract, develop, and support the best talent to be recognized as an *Employer of Choice*.

- **GG - Indicator 7.1:** Increase the number of vendors and participants at the Annual Employee Wellness & Safety Fair and other employee events.
- **GG - Indicator 7.2:** Develop internship and apprenticeship program and partner with local colleges, including Sarasota County Technical Institute.
- **GG - Indicator 7.3:** Utilize feedback received on the Employee survey to measure and improve workplace conditions that drive employee engagement and enhance employee motivation.
- **GG - Indicator 7.4:** Provide opportunities work-life balance through flexible scheduling, alternative shifts, remote work/telecommuting, and other strategies.
- **GG - Indicator 7.5:** 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. Complete a Post-Hurricane Ian Review of Municipal Emergency Management Operations and revise programs, procedures, strategies, etc. as needed based on lessons learned.

Programs/Initiatives:

- Evaluate the City’s Emergency Communication Plan to ensure essential pre, ongoing, and post-disaster information messaging is effective.
- 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.
- 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.
- Explore the establishment of a tree replacement program to mitigate the impacts to North Port’s tree inventory Post-Hurricane Ian.
- Evaluate the City’s role in potentially providing financial assistance, waivers of fees, etc. to business and residents following a post-disaster event.

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