

City of Punta Gorda, Florida

STRATEGIC PLAN

Fiscal Year 2020



Punta Gorda
FLORIDA

To Be Adopted September 18, 2019

CITY COUNCIL

Nancy Prafke, Mayor (District 5)
Lynne Matthews, Vice Mayor (District 4)
Debby Carey, Council Member (District 2)
Jaha Cummings, Council Member (District 1)
Gary Wein, Council Member (District 3)

CITY OFFICIALS

Howard Kunik, City Manager
David Levin, City Attorney
Karen Smith, City Clerk

DEPARTMENT DIRECTORS & MANAGERS

Ray Briggs, Fire Chief
Pam Davis, Police Chief
Macalle Finkle, Paralegal/Assistant to City Manager
Tom Jackson, Utilities Director
Rick Keeney, Public Works Director
Joan LeBeau, Urban Design Manager
Melissa Reichert, Communications Manager
Brad Schuette, Information Technology Manager
Kristin Simeone, Finance Director
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Overview

The Strategic Plan (herein referred to as the “Plan”) is used to set the overall goals for the City, provide direction to City departments, and create the basis for each year’s annual budget. The plan provides a tool for more effective and economical operations and demonstrates to the public that careful consideration has been given to future development and direction of the organization. The Plan provides a realistic view of the expectations for the organization and community at-large. The diagram below shows how the pieces of the Plan fit together.



On April 27, 2005, City Council approved moving forward with development of its first strategic plan and solicited input from residents, boards and committees, civic groups and staff on priorities to be addressed. Since 2005, the City has annually adopted a strategic plan. The FY 2013 Plan, which was developed after solicitation of input and engagement from the entire community followed by two workshops focusing on all elements of what make up a strategic plan, formed the base from which future action items evolved. Preparation of the FY 2014 Plan took a slightly different direction than the previous year, which involved a more thorough review of the City’s mission, values, vision and goals.

The current Plan has different elements that help transform the City’s vision into reality. They are:

- ✓ *Strategies*: The Plan document contains the strategies that the City will pursue and action items on how to achieve the strategies. Strategies and action items are funded through the annual budget, five-year capital improvements program and partnerships with other public, non-profit and private organizations.
- ✓ *Key Performance Indicators*: Metrics that the City uses as sources of evidence to determine if its strategies are having their intended impact.
- ✓ *Financial Plan*: The City performs multi-year fiscal forecasting to show the long term impacts of its decisions, model different scenarios and identify/address financial issues well before they are realized. The forecasts are included in the Long-Range Financial Plan presented to City Council in January of each year.

The plan helps us stay focused in our near term objectives and tasks, while still keeping our eye on the long range perspective of our actions. Our strategic plan is dynamic and can be adjusted or molded from time to time as needed. It is a working document that evolves as development takes place. Throughout the year, we will provide status reports on our progress. In this way, it is a document by which we can measure our success and by which the community can evaluate our performance.

Vision

A vision statement is essentially a description of what a community should look like once it has successfully implemented its strategies and achieved its full potential. An achievable vision is compromised between what an organization wants and what it can have. In Punta Gorda, this contrast is often manifested in perceived tradeoffs between having sufficient financial resources and preserving the values. A vision can provide guidance to help decision-makers identify the “bottom line” of what is truly important. Based on public input, the City’s overall vision is:

“Punta Gorda is the model for small cities in the U.S. to live, work and play.”

Vision Elements:

- Punta Gorda will preserve and enhance its historic small town, self-sufficient community character.
- Punta Gorda will be an economically sustainable four season community and cultural hub of Charlotte County.
- Punta Gorda will continue to be a safe and secure community.
- Punta Gorda will be a place where residents and visitors recognize the significance and character of its waterfront amenities, natural resources, and vibrant downtown.
- Strong partnerships and collaboration between the City government and all sectors of the community will embody Punta Gorda’s ability to sustain its small-town, self-sufficient character.
- Punta Gorda will have a financially-sustainable city government.
- Punta Gorda will position itself as the best small town to live, work and visit.

As shown above, the core of the City’s vision includes elements of sustainability. Sustainability is the ability of communities to consistently thrive over time as they make decisions to improve the community today without sacrificing the future. Sustainability can provide an organizing framework for building better and stronger communities. Building sustainable communities is at the core of the leadership responsibilities of local government leaders. A sustainable community demonstrates through policy and practices a long-term view and respect for people and for place. The sustainable community will assess impact on the following three areas - ensuring a positive effect on the environment, establishing that there will not be a drain on community resources, and making certain that disparaging treatment for any sector of the community will not be created.

Sustainable communities are those that maintain a reliable economic base, practice sound financial management, provide a stable environment for their residents, and act as stewards of their land and other environmental resources. These actions are defined as follows:

- Economic sustainability
 - ✓ Maintain a sound economic base
 - ✓ Provide reliable public services
 - ✓ Create an environment conducive to businesses
 - ✓ Become and remain competitive in the marketplace
- Financial sustainability
 - ✓ Remain financially viable
 - ✓ Establish and maintain professionally recognized, transparent budgeting and financial management practices and systems

- Social sustainability
 - ✓ Provide a stable environment for citizens
 - ✓ Ensure public safety
 - ✓ Offer an environment that encourages job creation
 - ✓ Engage the community in local decision making
 - ✓ Provide amenities that enhance quality of life

- Environmental sustainability
 - ✓ Safeguard the water supply, open space & other physical assets by preparing for and mitigating natural disasters and by employing environmentally responsible methods for energy generation, waste reduction and disposal and other services

Mission

A mission statement clarifies an organization’s purpose and philosophy. It should:

- Specify the reason for the organization’s existence
- Establish the scope of the organization
- Identify the organization’s unique characteristics
- Provide the overall direction for the organization
- Act as a foundation for development of general and specific objectives as well as program plans

A summary of public input responses revealed that the City’s mission should incorporate the following ideals:

- Become a desired, waterfront destination
- Be a better place to live, work and play
- Deliver a high level of service
- Enhance quality of life
- Retain our unique character

Based on the above public comments, including City Council input, the mission of the City is:

“To enhance Punta Gorda’s identity as a vibrant waterfront community, unique in character and history, and one of the most desirable places to live, work and visit.”

Values

Values identify the philosophical guidelines for an organization’s activities and:

- Identify the values held by constituents
- Establish guidelines upon which all initiatives will be based
- Provide the basis for assessing the organization’s strategic objectives and plans
- Respect constituent needs and expectations

Through public input garnered from the community survey and workshops, Punta Gorda’s residents and leaders value the City’s small town, self-sufficient, community-partnerships nature. In this vein, the

City should pursue policies and actions that enhance these elements. Revised, key values of the City organization are:

- Maintain a culture of community engagement, teamwork, partnerships, transparency, respect, customer service, and stewardship.
- Sustain pride in Punta Gorda’s history and well-preserved historical areas and natural resources.
- Support and promote local businesses.
- Value a high level of openness, and the fair and equitable treatment of all residents.
- Ensure an ethical and accountable city government.

Strategic Priorities & Goals

While the City’s vision has set the course for the future, the strategic priorities highlighted below provide the roadmap that encompasses governing policies and strategies, operational approaches to implementing the strategies and performance measures/timelines to ensure achievement of these strategies. Included in each section are goals that specify how the general policy directions of the organization’s mission will be carried out, and action items that aim to accomplish desired goals.

Based on input received during the community engagement sessions, City Council has established five strategic priorities identified below and goals highlighted within each priority area.

- Financial/Economic Sustainability
- Infrastructure Sustainability
- Partnerships, Communication & Collaboration
- Strategic Communications Positioning
- Quality of Life

As mentioned earlier, key performance indicators will be used to summarize progress toward achieving strategic priorities. These outcomes form a scorecard of the City’s progress and will facilitate ongoing monitoring of Plan implementation and communication to the public.

Priority: Financial/Economic Sustainability - Advance and promote local business development and long-term financial and economic sustainability

Long term financial sustainability is a critical component to the ultimate success of a strategic plan. This section of the Plan provides a basis for future budgets and guides workforce planning and other efforts to improve the effectiveness and efficiency of City services. Long term financial sustainability can only be achieved when recurring revenue and expenses are aligned. How well the City achieves sustainability is reflected in its ability to address financial issues identified in multi-year fiscal forecasts. It also means providing valued public service as efficiently as possible.

An integral part of a community's financial sustainability is to be an economically sustainable community and to enhance the economic well-being of its residents. The City has excellent access to two major roadways, most notably I-75 and US 41, and Punta Gorda Airport. The community's diversity and mix of income levels provides a range of tastes for the business community to serve. Diversity also results in a variety of housing options for prospective residents and provides the community with an array of talents to draw on. The downtown and waterfront areas enhance the City's economic environment. The success of its business sector is through a combination of economic and business development.

Economic development involves the recruitment and retention of high-skill, high-wage diversified industry. Diversified industry means companies that bring wealth to a community by exporting their goods and services to customers outside of the local market, and do not rely on the local economy for income.

Business development encourages a variety of small businesses, retail stores, restaurants, entertainment centers, medical facilities and service-oriented businesses within a city's boundaries, compatible with the demands and desires of the community. Traditionally, business development is market driven, based on population and household demand, and generally occurs by developers and private property owners marketing to fill planned and existing retail and office space. Its premise is that local entrepreneurs and public/private strategies create the environment that can bring economic growth to a community in the form of jobs, increased revenues, a vibrant business sector and healthy life attributes. It seeks to focus on growing and nurturing local businesses that can create spin off business and employment, rather than hunting for the large corporation outside the area. One study on the subject identified the following premises to encourage shopping and promoting locally owned businesses:

- More money re-circulates in your community when one buys from locally owned businesses as opposed to nationally owned businesses;
- Local businesses provide most new jobs;
- One-of-a-kind businesses are an integral part of a community's distinct character;
- Local business owners invest in the community;
- Customer service is, in many instances, better;
- Competition and diversity lead to more choices;
- Local businesses have less environmental impact;
- Local businesses' public benefits outweigh their public costs;
- Local businesses encourage investment in the community; and
- Local businesses tend to give more support to nonprofits.

The City’s strategic priorities focus more on business development initiatives, while Charlotte County concentrates its efforts on economic development opportunities for both Punta Gorda and unincorporated areas of the County.

- Goal:** Continue best management practices in financial planning and appropriate reserves policies
- Goal:** Identify sustainable spending policies and appropriate technologies to support business operations and connect the City with the community
- Goal:** Strengthen & diversify the City’s tax base to increase the commercial base, for example, through annexation
- Goal:** Support Charlotte County efforts to facilitate and nurture high priority economic development projects
- Goal:** Ensure the competitiveness of Punta Gorda’s business climate
- Goal:** Enhance workforce development and diversity in the City organization

Action Item	Timeframe	Cost (if applicable)
Internal		
Secure services of consultant and conduct comprehensive re-evaluation of Strategic Plan.	January 2020	\$4,900
Conduct budget updates and/or workshops based on financial trends and fiscal forecasts included in the long-range financial plan, program of service overviews and alternatives to eliminate any projected budget gaps. Use revised Strategic Plan as an additional framework for development of annual budget.	January through September 2020	-
Initiate implementation of Master Plan in accordance with Plan recommendations that stimulate financial and economic sustainability within focus areas identified in Plan.	October 2019 through September 2020	-
Undertake recruitment process to hire new City Manager.	January through December 2020	\$25,000 with Executive Search Firm; \$7,500 with City Human Resources
Seek new technology and applications that will help connect the City and the community and deliver services and information in a timely, cost-effective manner to include server upgrades; geographic information systems enhancements; upgrading field connectivity, network security upgrades, and customer online portals.	Ongoing	-
External		
Pro-actively support public/private efforts that facilitate development of undeveloped properties identified in Citywide Master Plan as growth nodes within focus areas.	Ongoing	-
Initiate revisions to Land Development Regulations as identified in Citywide Master Plan.	FY 2020	-

Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
GFOA Certificate of Conformance in Financial Reporting	Awarded	To Be Submitted	To Be Submitted
GFOA Distinguished Budget Presentation Award	Awarded	Awarded	To Be Submitted
General Fund recurring revenues aligned with recurring expenditures	106%	94%	98%
Unqualified Audit Opinion	Achieved	To Be Determined	To Be Determined
% compliance with financial management policies	100%	100%	100%
Tax base diversity (goal 75% residential & 25% commercial)	90.3% residential 9.7% commercial	89.9% residential 10.1% commercial	89.5% residential 10.5% commercial
Annexation (acreage and type)	26.7 acres developed commercial	13.78 acres vacant commercial	50+ acres vacant, residential, low industrial
% of space leased in Herald Court Centre	74%	100%	100%
Cost per capita – General Fund services	\$980	\$1,142	\$1,086
Utility rates in relation to 16 SWFL communities	2 nd lowest	2 nd lowest	2 nd lowest
Solid Waste rates in relation to SWFL communities with comparable service area	+23%	+21%	+21%
Minorities in City workforce	9.1%	9%	9%
Females in Non-Traditional Roles in City workforce	6%	6%	6%
City employees per 100/Population	1.5	1.5	1.4
Taxable sales (Monthly Ave. PG MSA)	\$240 million	\$248 million	\$250 million
# of new businesses	82	80	90
# of closed businesses	57	45	60
Workforce in Charlotte County (Bureau of Labor Statistics)	63,723	To Be Determined	To Be Determined

Priority: Infrastructure Sustainability – Maintain and enhance the City’s capital assets and quality municipal services

As an older community and one with its own water and wastewater utility, canal/seawall system as well as an historic district, infrastructure takes on particular importance in Punta Gorda. While new infrastructure projects are well publicized and generally well received, ongoing maintenance of a city’s assets are not very visible nor always appreciated. Maintenance is never a problem until it is. The City’s insurable capital assets (i.e. infrastructure) are valued at \$120 million and consist of two components – city infrastructure and internal infrastructure, defined below.

City infrastructure is the physical system of roads, bridges, sidewalks, seawalls, drainage, water and sewer facilities. Internal infrastructure refers to infrastructure used in the provision of municipal services (i.e. fleet, information technology, facilities, office services, radio services, telecommunications, etc.). A snapshot of the City’s infrastructure is:

- 13 public buildings - City Hall, City Hall Annex, Public Works/Utilities Campus, Public Safety Building, Fire Stations 2 and 3, Water & Wastewater Treatment Plants, Bayfront Center, Freeman House, Cooper Street Center, Laishley Park Marina Building, and Herald Court Centre.
- 116 miles of streets, 849 streetlights, 19 traffic signal intersections, 4 bridges and 110 miles of seawall. The City’s canal systems are unique in that the City provides maintenance of the seawalls and canals through Canal Maintenance Districts.
- 237 miles of water mains, 129 miles of sanitary sewer, 2 storage tanks, master pumping station, booster pumping facility, 119 lift stations and Hendrickson Dam (reservoir).
- 23 parks totaling 122 acres and 9 miles of Pathways (harborwalk, linear park, MURTs)
- 208 motorized pieces of equipment (fleet, cranes, boats, compactors).
- 96 Windows Servers (85 virtualized), 4 virtual server hosts (four-node VMware ESXi cluster.), 1 IBM midrange server, three-node VMware Virtual Desktop Interface (VDI) ESXi cluster, four datacenter switches, twenty-one access switches, three firewalls (2 a state of the art next-generation firewall), two Storage Area Networks (SANs). Thirty-five wireless access points, VoIP phone system with 250 phone sets, 5 miles of dark fiber, a total of 320 PC’s, laptops, and tablets.

Issues to be addressed to ensure sustainable infrastructure include:

- How can the City best maintain its stock of infrastructure in addition to procuring needed new assets?
- How can the City fund maintenance of its open space (active and passive park system) and waterfront?
- What is a livable level of traffic and how do proposed traffic-generating projects fit within the City’s comprehensive traffic safety/circulation plan?
- Does the City have a long-range plan that ensures infrastructure is in place to meet projected growth demands?
- With more people using the web and social media the City must continue to find new ways to connect the City to the community.

Goal: Maintain and enhance the City’s infrastructure to ensure efficient and effective service delivery and quality aesthetic appeal

Goal: Complete the 18-mile pedestrian/bicycle pathway connecting all neighborhoods

Goal: Maximize use of new technology in applicable areas

Goal: Apply best management practices and systems in infrastructure maintenance

Goal: Establish a long-range plan that ensures infrastructure is in place to meet projected growth demands

Action Item	Timeframe	Cost (if applicable)
Undertake through design, permitting and/or construction a myriad of ongoing infrastructure improvements including:		
Street Resurfacing (citywide)	FY 2020	\$740,000
Drainage (citywide)	FY 2020	\$300,000
Corto Andra/Boca Grande Area Drainage Improvements	FY 2019 through FY 2021	\$4,100,000
Groundwater Reverse Osmosis (RO) Water Treatment Plant	June 2020	\$39,500,000
Taylor Street Rebricking (Harborside to W. Marion)	FY 2020	\$120,000
Veterans Park Phase 2	February 2020	\$540,000
US 41 Multi-Use Recreational Trail/Alligator Creek Pedestrian Bridge	April 2020	\$800,000
Gilchrist Park Renovation (Gazebo to Bayfront Center)	FY 2020	\$3,600,000
Madrid Blvd. Sidewalk (Tripoli to east drive of Burnt Store Promenade shopping center)	FY 2020	\$51,000
Ponce de Leon Park Redesign/Construction	FY 2020	\$3,000,000
Buckley's Pass Additional Harbor Access Channel	February 2020	\$2,350,000
Cooper Street and Airport Road Multi-Use Recreational Trail Design	FY 2020	\$210,000
Shreve Street Multi-Use Recreational Trail Lighting	September 2020	\$225,000
Update plan for all major infrastructure categories to include fleet, equipment, buildings, grounds, streets, utilities and lighting. Incorporate infrastructure-related recommendations identified in Master Plan within five-year capital improvements program.	June 2020	Included in FY 2021-2025 Capital Improvements, Road Resurfacing and Drainage Programs
Review alternatives of products and construction methodology for seawall maintenance and construction. Present report findings before canal maintenance advisory committees and City Council.	FY 2020	\$80,000
Initiate implementation of Financial Plan for Transition from Septic to Sewer in Utility Service Area, as prioritized in Sewer Master Plan.	FY 2020 through FY 2023	\$14,336,000 Years One to Three
Add sidewalks on W. Marion and W. Olympia missing links.	November 2020	To be determined as part of 1% Local Option Sales Tax recommendations

Encourage County to plan for additional event center parking.	November 2020	To be determined as part of County's 1% Local Option Sales Tax recommendations
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Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
% of projects completed within timeframe & estimated cost	81%	100%	100%
Fuel use (gallons)	148,728	155,000	163,000
Five-year capital improvements program that identifies infrastructure needs with funding source	Yes	Yes	Yes

Priority: Partnerships, Communication & Collaboration – Continue to promote partnerships, communication and transparency with all stakeholders

Partnership and collaboration opportunities have been an integral part of the City’s strategic planning priorities for some time and embody how the organization delivers services to the community. While a city government doesn’t necessarily have to provide all services; it should be a catalyst for action. In this vein, the City works with numerous public, private and non-profit agencies that provide a wide variety of recreational, cultural, educational, administrative and operational services to the community.

- Goal:** Promote partnership opportunities with public, private and non-profit organizations
- Goal:** Emphasize transparency in City operations, reporting, and activities
- Goal:** Continue to seek community input in decision making process
- Goal:** Support and assist community efforts to address City priorities through recognition and process initiatives

Action Item	Timeframe	Cost (if applicable)
Continue communications programs through neighborhood meetings, weekly reporting, televise Council meetings, social media, customer surveys, and use available technology to find new ways to provide information in a cost-effective and timely manner. Work towards live streaming of city meetings.	Ongoing	-
Optimize relationships at all levels with the City’s partners through a proactive presence (Congress, State Legislators, Charlotte County, Airport Authority, Charlotte County School District, Charlotte County-Punta Gorda Metropolitan Planning Organization, Economic Development Partnership, Charlotte County Tourism Bureau, Southwest Florida Water Management District, Peace River/Manasota Regional Water Supply Authority, Coastal & Heartland National Estuary Partnerships, TEAM Punta Gorda, Punta Gorda and Charlotte County Chambers of Commerce, Downtown Merchants Association, United Way, Homeowners’ Associations, Punta Gorda Historical Society, Punta Gorda Historic Mural Society, Punta Gorda History Center, Cultural Heritage Center of SW Florida, Punta Gorda Housing Authority, ADA Advisory Committee, PGI Green Thumbs, Drug Free Punta Gorda, Drug Free Charlotte County, etc.) which lead to effective collaboration.	Ongoing	-
Facilitate representation and communication between Punta Gorda Housing Authority and Charlotte County Affordable Housing Advisory Council. Facilitate communication and collaboration between the City and Gulf Coast Partnership.	Ongoing	-
Continue participation/partnership with Economic Development Partnership, Punta Gorda Chamber of Commerce Business Development Committee, Downtown Merchants Association and TEAM Punta Gorda to enhance business development initiatives.	Ongoing	-

Emphasize transparency in operations through Citizens Academy, communications programs, posting of financial information on the City's website and thru other available technology.	Citizens Academy January through April 2020. Other initiatives ongoing.	-
Continue apprenticeship program for high school students to introduce them to our City and County government.	FY 2020	-
Create and launch Punta Gorda Police Department Youth Police Academy with 30 participants between 10 and 14 years old to be held at the Public Safety Building. Will allow outreach to area youth and give them the opportunity to learn about law enforcement.	FY 2020	\$6,000
Partner with community groups to implement Citywide Master Plan recommendations.	FY 2020	-
Continue to garner input from Land Development Committee, consisting of representation from the City's neighborhoods, as part of ordinance review process, with focus on Citywide Master Plan recommendations.	Ongoing	-
Continue Police Department monthly resident's advisory and every other month business advisory councils to enhance communication and address issues as they arise.	Ongoing	-

Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
City Communications (Weekly Highlights Reports, Information Sharing Reports and Action Registers)	132	154	156
Citizen Interaction through Social Media	182,082	420,000	432,600
Citizen's Academy customer satisfaction rating	100%	100%	100%
Financial information on City website	Yes	Yes	Yes
Civic involvement – volunteer hours provided to City service delivery (Police and Fire)	18,000	17,500	18,000
Business Satisfaction Survey results - % excellent rating	100%	100%	100%
Punta Gorda clients served through United Way (<i>*10% of clients served within county-wide area estimated to be city residents</i>)	592*	To Be Determined	To Be Determined

Priority: Strategic Communications Positioning – Develop and promote the City through creation of public/private partnerships that diversify the tax base, enhance the area as a visitor destination, and secure the future of the City’s distinct quality of life through the introduction and consistent communication of the new City brand.

Strategic communications positioning and marketing can be referred to as the management process responsible for identifying, anticipating and satisfying stakeholder requirements and in so doing serves to facilitate the achievement of the organization’s objectives. There exist a number of partners within the City environs that deliver such service, to include:

- ADA Advisory Committee
- Charlotte County Airport Authority
- Charlotte County Chamber of Commerce
- Charlotte County Economic Development Office
- Charlotte County/Punta Gorda Board of Realtors
- Charlotte Harbor Visitor & Convention Bureau
- Economic Development Partnership
- Fishermen’s Village
- Punta Gorda Boaters Alliance
- Punta Gorda Chamber of Commerce
- Punta Gorda Downtown Merchants Association
- TEAM Punta Gorda
- Homeowner Associations (Punta Gorda Isles Civic Association, Burnt Store Isles Association, Seminole Lakes Property Owner’s Association, Burnt Store Meadows Property Owner’s Association, Bethel-St Mark Neighborhood Associations, Emerald Point Homeowner’s Association, Parkhill/Eagle Point, Historic District Homeowner’s Association)
- Local Arts Organizations

The goals identified below illustrate the City’s efforts to identify its brand and market its lifestyle and infrastructure qualities with the assistance of its many partners.

- Goal:** Implement the three-year strategic communications/marketing plan for the City
- Goal:** Optimize waterfront, bicycle and pedestrian assets of the City
- Goal:** Coordinate with stakeholders in promoting Punta Gorda as a boating, fishing and bicycle-friendly destination
- Goal:** Support and facilitate the marketing of Punta Gorda’s assets as a core to a vibrant downtown
- Goal:** Optimize expertise of regional and local partners (i.e. Charlotte Harbor Tourism Bureau, Chambers of Commerce, Realtor Association, Economic Development Partnership, tourism-oriented private sector) to achieve stated objectives

Action Item	Timeframe	Cost (if applicable)
Market City’s assets to include private/public building and infrastructure improvements, downtown amenities, heritage tourism and festivals by working with public, private and non-profit agencies/organizations to develop a consistent strategy and approach that can be leveraged across all community channels.	Ongoing	Included in Strategic Communications/Marketing Plan budget below.

Implement Year Three of Strategic Communications/Marketing Plan in partnership with above mentioned organizations. Activities include; local information guide, advertising in partner publications, PGD in airport advertising, targeted business attraction, and Sunseeker Inflight Magazine marketing.	FY 2020	\$61,000
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Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
New website visits	204,462	254,904	305,884
Return website visits	44,936	48,924	53,816
Microsite visits	N/A	19,240	19,817
Marketing Efforts to Support Explore Punta Gorda	N/A	17	19
Liveboards at Laishley Marina (monthly avg.)	15	19	20
Laishley Marina Occupancy Rate	79%	90%	90%
Mooring Field Occupants	5	5	5
# of fishing/boating events	12	14	13
# of festivals/parades	67	65	66
# of sporting events (bicycle, runs, walks)	22	17	20

Priority: Quality of Life – Enhance and promote Punta Gorda’s attractive neighborhoods and working environment, heritage tourism, cultural opportunities, healthy eco-system and outdoor lifestyle, and its vibrant, safe City status

Quality of life is an all-inclusive term that includes such elements as economic prosperity, an affordable home, gainful employment, clean air and water, quality healthcare, safe and attractive neighborhoods and working environments, ample education and recreational opportunities, convenient transportation systems, and an active and diverse community which is rich in art and cultural amenities. The following elements embody Punta Gorda’s quality of life:

- ✓ The Punta Gorda Historic District includes three neighborhoods, each with their own varying level of preservation interest; a burgeoning waterfront and planned 18-mile Punta Gorda Pathways linking all neighborhoods with a pedestrian/bicycle pathway; and numerous festivals promoting the arts, culture and outdoor recreational activities.
- ✓ Within Punta Gorda are such arts and cultural facilities as the Charlotte County Event & Conference Center, Charlotte Performing Arts Center, Visual Arts Center, Artisan’s Atelier, Historic Women’s Club & Train Depot, Blanchard House Museum of African American History & Culture, Cultural Heritage Center of SW Florida, Punta Gorda History Center and numerous private art galleries/shops.
- ✓ The Charlotte Harbor ecosystem supports abundant recreational and research opportunities.
- ✓ Punta Gorda’s public safety component has achieved a ranking of being the second safest city in Florida for communities with a population between 15,000 and 20,000.
- ✓ The City places an emphasis on land development regulations that are modeled after new urbanism, mixed-use building standards, strong code compliance and aesthetic considerations.
- ✓ The City’s potable water supply comes from the Shell Creek/Prairie Creek Watershed which flows into the Hendrickson Dam. With the exception of Total Dissolved Solids (TDS), a secondary non-health related standard for which the City has received an exemption, the City meets all primary and other secondary treatment standards. A future project will construct a groundwater reverse osmosis plant to further enhance the quality of the water supply by addressing TDS and increasing capacity when demand warrants such an investment.
- ✓ Punta Gorda continues to work toward a diverse housing mix that is affordable and attainable for all income levels, racial backgrounds, life stages and abilities.

- Goal:** Support, promote & maintain the City’s historic character
- Goal:** Maintain the City’s high safety rating, emergency response and storm preparedness
- Goal:** Improve the City’s water quality
- Goal:** Achieve status as a waterfront destination for land and water visitors
- Goal:** Support and promote a pedestrian & bicycle friendly community
- Goal:** Ensure a diversity of housing stock that is attainable for all income levels, racial backgrounds, life stages and abilities
- Goal:** Continue Universal Accessibility transition plan efforts within the City

Action Item	Timeframe	Cost (if applicable)
Participate in Together Charlotte activities focused on a plan to ensure diverse housing for all City residents.	Ongoing	-
Complete an update to the Parks and Recreation Master Plan (awaiting results of Citywide Master Plan).	FY 2020	In-house

Promote housing alternatives that meet workforce needs by reviewing how City may assist in creation of such housing to meet growing demand of workers in our area, by creatively offering developers assistance (i.e. utility incentives, etc.). With annexed land, consider opportunities for affordable housing.	Ongoing	-
Partner with TEAM Punta Gorda and cycling groups to incorporate enhanced pedestrian amenities based on recommendations from the Citywide Master Plan. Consider bicycle friendly strategies as part of the annual road resurfacing program. Explore feasibility of implementation of dedicated bike lanes on Royal Poinciana in Burnt Store Meadows. Replace “Share the Lane” signs with “Bicycles May Use Full Lane” signs.	Ongoing	-
Assess and enhance, where appropriate, pedestrian friendly amenities in the central business district to include re-bricking, landscaping, street furniture, waste receptacles, decorative lighting, street trees and intersection access. Re-brick west side of Taylor from Harborside to Marion. Install bollard lights along east side of Taylor south of Marion intersection. Complete the bricking and lighting of Sullivan Street (W. Retta to W. Marion).	Taylor bricking – 2019 Taylor bollard lights – 2019 Sullivan bricking – 2021	(\$120,000 see project under Infrastructure) \$ 9,000 \$100,000
Construct kayak launching facilities as part of Ponce Park redesign.	FY 2020	Part of overall park redesign project
Investigate the feasibility of underground electric line spans that still cross West Retta to eliminate visual encumbrance.	November 2020	To be determined as part of County’s 1% Local Option Sales Tax recommendations

Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
Uniform Crime Index*	341	346	351
Average patrol response time for calls for service (minutes)*	4:00	4:30	5:00
Clearance rate*	33.7%	41.8%	43.8%
Quality Assurance Review results (% satisfied with service provided by police officer) *	99.3%	99%	99%
% fire emergency calls with response time less than 5 min	76%	74%	73%
Average fire response time for calls for service (minutes)	3:56	4:01	4:00
% Waste diverted from landfill due to recycling (tons)	55% (5828)	54% (6142)	54% (6450)
Stormwater (NPDES) compliance with state standards	100%	100%	100%
Achievement of water quality standards (excluding TDS)	Yes	Yes	Yes
General Fund invested in United Way programs	\$27,500	\$27,500	\$27,500

*Police data above is reported by calendar year

Appendix: Multi-Year Fiscal Forecasts FY 2020-2024

In January 2008, the City published its first Business Plan which incorporated economic and financial strategies and key performance measures into a single document. In order to augment the financial strategy component of the Plan, a long-range financial plan was developed in January 2009 to assist management in the planning and allocation of resources to achieve the City Council's goal of maintaining fiscally responsible decision making within all sectors of the organization. The Plan provided the organization with an opportunity to change or influence current policies and practices before they created critical fiscal strains on the budgetary fabric. The proformas provided in the Long-Range Financial Plan are updated during the budget process and then provide a baseline for action items contained in the financial/economic sustainability element of the Strategic Plan. The proformas presented have been updated to reflect the FY 2020 proposed budget through FY 2024.

forecasts to be added prior to adoption