

1 Introduced by Council President Bowman and Co-Sponsored by Council  
2 Member Hazouri and Substituted by the Rules Committee:

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5 **RESOLUTION 2018-594-A**

6 A RESOLUTION ADOPTING THE CITY COUNCIL'S 1-,  
7 3-, AND 5-YEAR STRATEGIC PLAN; YEAR 1  
8 STRATEGIC PLAN MEASURABLES ADOPTED; PROVIDING  
9 FOR ANNUAL MEASUREABLES; PROVIDING AN  
10 EFFECTIVE DATE.

11  
12 **WHEREAS**, on June 20, 2018 the City Council conducted a  
13 strategic planning meeting, facilitated by Steve Halverson, CEO of  
14 the Haskell Company, to start the process of developing a long-term  
15 vision to guide the actions of City Council; and

16 **WHEREAS**, in preparation for the meeting, City Council Members  
17 had been asked to submit ideas for priorities covering 1 year, 3  
18 year and 5 year time frames, and scores of topical ideas were  
19 submitted for consideration; and

20 **WHEREAS**, during the course of the meeting the Council Members  
21 added additional ideas in each category, then distributed a limited  
22 number of personal votes among their top priorities in each time  
23 frame; which were tallied to determine the overall top priorities  
24 in each category; and

25 **WHEREAS**, this strategic plan does not bind future City Council  
26 bodies but is intended to develop a shared sense of priorities and  
27 direction with the goal of supporting and investing in the vision  
28 for the future of the city that these priorities embody; now  
29 therefore

30 **BE IT RESOLVED** by the Council of the City of Jacksonville:

31 **Section 1.** The City Council hereby adopts its strategic

1 plan as follows:

2 **1-year goals**

- 3 • Complete a comprehensive crime reduction inventory;
- 4 • Increase park maintenance;
- 5 • Develop a comprehensive litter control plan;
- 6 • Develop and enhance our Downtown Public Spaces;
- 7 • Update and clarify the Zoning Code;
- 8 • Develop Mayport Master Plan for Mayport Village;
- 9 • Address regulatory framework and infrastructure regarding
- 10 resiliency, flood prevention and control and drainage;
- 11 • Establish a homeless resource center.

12 **3-year goals:**

- 13 • Develop a comprehensive capital reinvestment plan;
- 14 • Initiate and fund the next phase of the *Jacksonville Journey*;
- 15 • Accelerate downtown activation;
- 16 • Complete St. Johns River Park, performing arts venue,
- 17 waterfront park, and Emerald Necklace;
- 18 • Reduce homeless population and maintain a homeless resource
- 19 center;
- 20 • Continue deliberate effort to eliminate septic tanks within
- 21 the City;
- 22 • Increase Affordable and workforce housing by at least 200
- 23 units per year;
- 24 • Develop Mayport Riverfront property and Mayport Village.

25 **5-year goals:**

- 26 • Establish Jacksonville as the safest urban center in the
- 27 country;
- 28 • Become the cleanest city in the country and most attractive
- 29 city to visitors;
- 30 • Develop and fund resilience strategy for natural disasters,
- 31 economic and environmental threats.

1           **Section 2.           Strategic Plan Measurable Success Metrics**  
2 **adopted.** The Council hereby adopts the Strategic Plan Measurable  
3 Success Metrics attached hereto and incorporated by reference  
4 herein as **Exhibit 1.**

5           **Section 3.           Annual Strategic Plan Measurable Success**  
6 **Metrics.** Annually the Rules Committee will adopt the Strategic  
7 Plan Measurable Success Metrics to measure the success of the  
8 Strategic Plan.

9           **Section 4.           Effective Date.** This Resolution shall become  
10 effective upon signature by the Mayor or upon becoming effective  
11 without the Mayor's signature.

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13 Form Approved:

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15     /s/ Paige Hobbs Johnston    

16 Office of General Counsel

17 Legislation Prepared By: Margaret M. Sidman

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## Strategic Plan - Measurable Success Metrics

### Complete Comprehensive Crime Reduction Inventory Year 1 measurements:

- By June 30, 2018, complete an inventory of all programs designed to reduce crime and classify by group targeted or served (i.e. battered women, at risk youth, ex-offenders, drug abuse, only in a limited geographic area, etc.) and entity or agency providing. The goal is to fully understand all of the myriad programs in the community and what aspects of the overall crime prevention mission are they targeting. Include at a minimum all of the following:
  1. Government programs, initiatives, or grants (local, state, and federal including law enforcement agencies, and legal system including SAO, Public Defender, Legal Aid, Courts, etc.; Health Department, DCF, other government entities)
  2. Non-profits, churches, and unaffiliated groups- specific list of each program, its target audience or population served, and the provider
  3. Educational Institution programs- elementary through college, including Charter schools and private schools
  4. Hospital programs
  5. Others organizations working within the City to reduce crime

### Complete Comprehensive Crime Reduction Inventory Year 2 measurements:

- Task Force on Safety and Crime reduction to create measurable benchmarks for Year 2 and future years

### Increase Park Maintenance Year 1 measurements:

- Insure comp plan updates to ROS element are adopted that strengthen the goals regarding frequency and quality of park maintenance
- Adopt revised ROS comp plan amendments recommended by last year's special Committee on Parks (currently being drafted) that address funding of maintenance among other aspects
- During last year's Special Committee on Parks, Mr. Joseph provided specific time frames within which light replacement, equipment repairs, etc. were to be completed- during this year, conduct an assessment of 14 Parks across the City over the next six months to determine whether we are meeting those time frames and if not, determine whether the issue is manpower or budget
- Insure that next year's budget increases frequency of not just mowing and landscape, but operating maintenance including equipment repairs, painting, light replacement, etc. of existing park facilities

### Increase Park Maintenance Year 2 measurements:

- Insure that comp plan provisions adopted in Year 1 are being applied, funds collected, and standards for repair met through mid-year presentations to the NCSPHS Committee as to standards and Finance Committee as to funds collected and applied

**Develop Comprehensive Litter Control Plan Year 1 measurements:**

By June 30, adopt a comprehensive litter control ordinance and /or charter change.

**Develop Comprehensive Litter Control Plan Year 2 measurement:**

- Include in Year 2 budget sufficient funding and staffing to begin implementation of comprehensive plan adopted in Year 1

**Develop and Enhance our Downtown Public Spaces Year 1 measurements:**

(for this purpose, define public spaces as Downtown Parks and publicly owned vacant lots and rights of ways, including riverfront and creekfront spaces reserved for public access and use)

- Confirm Maintenance Responsibility for each public space and explore enhancement
- Install Riverwalk wayfaring signage on North and South banks
- Complete the demolition of the former Courthouse and City Hall Annex
- Complete re-construction of Liberty Street, the new bulkhead, and associated Riverwalk
- Begin reconstruction of the Performing Arts Center Bulkhead
- Completed updated Downtown historic walking tour, install markers, complete app
- Begin repairs and improvements to Friendship Fountain to be completed by end of 2019
- Begin reconstruction of St. Johns River Park completing Bartram's Garden and the new picnic area in year 1 and contracting for the design for Ribault's Landing Playpark, and for design of nightly entertainment element, Adopt updated Downtown Design Standards, including Riverfront Park design package- addresses Public Realm both rights of way and waterfronts
- By June 30 install new trees and landscape along Riverwalks to achieve cohesive experience and to achieve goal of 70% shade (tree fund)
- By June 30, develop tree planting plan for all Downtown streets and initiate installations using tree fund dollars
- Award design contract and complete 30% design of McCoys Creek interior segment
- Secure funding for Emerald Trail model mile

**Develop and enhance our Downtown Public Spaces Year 2 measurements:**

- Develop Master Art Plan for Downtown (DIA and APP)
- Develop Master Plan for use of each of the Downtown Parks, including new playgrounds, dog parks, etc. to serve Downtown residents (DIA, Parks)
- Complete TUCPA Bulkhead repairs, Performing Arts Garden, and nightly entertainment attraction
- Open new Visitor Center in TUCPA
- Complete Civil Rights Trail brochure and install markers
- Remove Hart Bridge ramp
- Implement "the Bay" smart corridor improvements

**Update and clarify Zoning Code Year 1 Measurements:**

- By June 30, adopt new ordinance provisions regarding perimeter *buffers* between “incompatible” uses including table of differing widths and density for all use categories; also buffers along rights of way
- By June 30, adopt *major revisions to PUD ordinance* to address proliferation of PUD’s; issues with minor mods and changes to development important to community and neighboring properties; waivers of generally applicable standards without Council knowledge; conform application requirements and evaluation criteria to practice-possibly through bifurcating conceptual phase and site specific; etc.

**Re-develop Mayport Village Year 1 Measurements:**

- Contract for and complete master plan for Mayport Village

**Re-develop Mayport Village Year 2 Measurements:**

- Begin re-development of Mayport Village including construct docks, OCEARCH headquarters and other facilities

**Address regulatory framework and infrastructure regarding resiliency, flood prevention and control and drainage Year 1 Measurements:**

- Create Council appointed working group to address drainage, flooding and resiliency

**Address regulatory framework and infrastructure regarding resiliency, flood prevention and control and drainage Year 2 Measurements:**

- Develop policies and regulations to improve Jacksonville’s resiliency, reduce flooding and improve drainage throughout the City
- Seek funding partnerships to address infrastructure improvements

**\*Year 3 Goals**

**Continue deliberate effort to eliminate septic tanks within City – year 3 measurements**

- Continue Septic Tank Phase-out commitment at no less than 15 million per year level

**Increase Affordable and workforce housing by at least 200 units per year- year 3 measurements**

- Meet annual target for new units added to City supply

Year 2 and 3 metrics of success, where not stated, to be developed by Rules Committee in 2019