



**STRATEGIC PLANNING
REPORT
TREASURE ISLAND**

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INTRODUCTION

The City of Treasure Island City Commission held a Strategic Planning Workshop on October 29, 2015. Marilyn Crotty, facilitated the session on behalf of the Institute of Government at the University of South Florida.

The Mayor, the Commission Members, and senior staff participated in the day-long workshop that was held at City Hall. Ms. Crotty asked the elected officials to speak about their visions for the future of the city in 2025. The participants then assessed the strengths, weaknesses, opportunities and threats facing the City of Treasure Island.

The Commission identified strategic issues that should be addressed in the next few years. The list of issues was incorporated into eight goals for the city and objectives under each goal were specified. The final activity of the workshop was the selection of priority objectives for implementation. The objectives receiving support from at least three of the elected officials were identified as priority objectives. All of the rest of the objectives were designated as Other Objectives.

This report is a summary of the discussions and conclusions of the workshop.

VISION – TREASURE ISLAND 2025

The Mayor and Commissioners were asked to describe their visions for the future of the city ten years from now. The following comments were shared:

There are no parking problems – garage

Redevelopment has occurred – downtown beach properties

We have beautiful parks – bike paths

There is plenty of access to the beach which has been preserved and enhanced

There are new city facilities – city hall, public works, police, and fire (consolidated in one building with parking below). Found a way to fund it; perhaps sited in the park where the community center is

Neighborhoods have been preserved

There is an environment in the city that has allowed all of the above to happen

Infrastructure is maintained and enhanced

There is a balance between businesses and residents

We have found alternative revenues to fund city needs

There are tolls on the causeway

The Causeway has become a state highway

Treasure Island is a united community

We have a Strong mayor form of government

The Commission and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parentheses () next to each comment indicates how many participants made this comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Beach (9) – beautiful; great location; waterfront; environment; and other public areas	Infrastructure (7) – aging buildings, equipment, vehicles; antiquated facilities, ; need repairs, dilapidated, poor facilities wasted resources on maintenance; loss of staff productivity	Redevelopment (8) – management of development/redev; city center and municipal buildings; can begin conversation of community planning-ignite redev; growth of the tax base to help with growth of city; potential to adopt policies to facilitate redevelopment	Weather (6) – related events; storms; major events impact to physical structures, financial stability; stormy; natural disasters – are we ready?: hurricanes!
Staff (9) – excellent city staff; professional; strong group – team approach; Experience; strong team environment; broad talent; personnel; dedicated, knowledgeable	Development (2) – unpredictable and difficult development process; lack of business development; challenges from current	Public/private (3) – relationships; partnerships for parking and redevelopment	Flood insurance (5) – cost of and sea level rise
Community (2) – engaged; sense of community;	Funding (4) – lack of; need more to solve most issues	Beach (2)	Lawsuits (6) – beach; threats of and financial impact from long-term litigation; constant threat of litigation over height and density; seems to be the avenue of recourse for questionable issues; the result of no driving on the beach negatively impacts the celebration festival atmosphere that brings people here
Location/connection to Mainland	Parking (3) – lack of; none	Revenue (2) – toll plaza increased revenue; revenues from more parking and increase in tax base values	State (3) – government mandates; unfunded mandates imposed by state/federal government; legislature takeover of city’s home rule
Affiliation with other Florida cities through FLC-SLC	Divided community (3) – on issues of how to redevelop; on development	Causeway (2) – state or county takeover of; some entity to takeover upkeep and maintenance	Afraid of change or moving forward on issues that may not be in agreement within the community

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Commission (2)– dedicated to serving the community	Causeway/bridge (2) – cost; expense and O&M cost too great for small city to bear/absorb	Tourism (2) – improve tourism; opportunity for more revenue; strengthens businesses	Penny for Pinellas not passing 3 rd extension
Full service city (2) - Provide excellent services to the residents and business community	Overall communication with residents	General recognition that some change is needed	Beach re-nourishment program ending
City owns waterfront property	Lack of funding (4) – need more \$\$\$ to solve most issues	Attractions	Once a vision is established – staying the course
Beautiful (2) – area is beautiful; beautiful community	Lack of parking (3)	Solve the parking issue while centralizing municipal buildings	Divide between residents and businesses
The lack of vehicle congestion on the road system	Height and density regulations are holding back growth (2)	Enhance walkability and bike access throughout city (multi-modal)	Rising expense of full city government and infrastructure costs
Proud neighborhoods	No 5 year plan or not following through	Full service city	Real Estate bubble
Having our own police and fire department	Naysayers! Seem to have disproportionate influence on city matters	Sense of pride	The misinformation of a few people is more important and more respected than the thoughts of the majority
The safe environment enjoyed by the citizens and residents	Charter requirement for vote to sell or lease waterfront property	Visitors	If redevelopment doesn't occur – what happens to our tax base and image as a city?
	Not enough businesses	Traffic flow	Crime
	The overly controlling P&Z extensive processing required for development and redevelopment discourages investment		Homeless visitors
	Divided Community (3) on development/redev.		Economic cycles
	Balance between business vs. residents		Bridge upkeep cost;
	2 year terms		
	Homelessness		
	Public support, low revenue		
	Lack of community involvement; voter participation for example		

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	There has been a weakness in legal counsel for the last several years. There is now an opportunity for improvement with getting a new city attorney		
	Attractions		
	Doesn't have a clear brand		
	Aging staff - turnover		

STRATEGIC ISSUES

The Commission and staff identified strategic issues and organized them into like categories:

Fiscal

Causeway – funding for O & M – “Penny for Pinellas”

Lack of revenue to remain full service city

Facilities

Parking (meter system, rates)

City Center

Infrastructure

Roads

Sidewalks

Sewer

Stormwater

Beach

Funding

Beach re-nourishment

Protection

Redevelopment

Flood insurance

Review and revise land development codes and process as needed

Human Capital

Employee recruitment, retention and development

Neighborhoods

Code enforcement

Citizen input

Plans

Economic Development

Tourism – impact on revenues

Special events

The Commission confirmed that the eight strategic issues listed above were appropriate goals for the city. The Commission identified objectives under each goal. They then selected priorities. Any objective that received support from three or more Commissioners (identified by number in front of each objective) is considered a priority. The rest of the objectives are listed as other objectives. There is no significance to the order in which the goals and objectives are listed.

GOALS AND OBJECTIVES

GOAL – FISCAL

Priority Objective

- (5) Pursue feasibility study for tolling causeway

Other Objectives

- (1) Begin development of contingency plan for revenues if “Penny for Pinellas” referendum does not pass.
- (0) Provide 5 year projection of revenues and expenditures including CIP

GOAL – FACILITIES

Priority Objectives

- (5) Conduct feasibility study to assess options for municipal facilities including city hall, police, fire departments, community center, public works, location, parking, etc.
- (3) Conduct parking assessment including: fees, areas, metering system

Other Objective

- (2) Explore re-purposing of Treasure Bay

GOAL – INFRASTRUCTURE

Other Objectives

- (1) Develop 5 year plan for sea walls – repair, construction, etc. including inventory
- (1) Continue implementation of 5 year plans for sewer, roads, and stormwater
- (1) Develop 5 year plan for maintenance of facilities

GOAL – BEACH
Priority Objective

(5) Advocacy/lobbying for continued designation as a federal project

Other Objectives

- (0) Update beach management plan
- (0) Continuation of periodic beach vegetation program
- (0) Pursue continued funding for access points

GOAL – REDEVELOPMENT
Priority Objective

(3) Review and update codes including process

GOAL - HUMAN CAPITAL
Other Objectives

- (2) Maintain competitive pay and benefits program
- (1) Explore employee recognition program/activities (anniversary recognition – 5 years)
- (0) Develop and enhance employee development program (succession planning)

GOAL – NEIGHBORHOODS
Priority Objective

(4) Develop plans for each neighborhood in conjunction with civic associations

Other Objectives

(0) Explore mechanisms for assuring vacation rentals are in compliance with the law

GOAL - ECONOMIC DEVELOPMENT

Other Objectives

- (1) Pursue public/private partnerships for parking facilities
- (0) Develop mitigation plan for holding special events if appeal is denied (pending litigation)

PRIORITY OBJECTIVES

- (5) Pursue feasibility study for tolling causeway
- (5) Conduct feasibility study to assess options for municipal facilities including city hall, police, fire departments, community center, public works, location, parking, etc.
- (5) Advocacy/lobbying for continued designation as a federal project
- (4) Develop plans for each neighborhood in conjunction with civic associations
- (3) Conduct parking assessment including: fees, areas, metering system
- (3) Review and update codes including process