

**CITY OF ST. AUGUSTINE CITY COMMISSION
SPECIAL MEETING AGENDA
WEDNESDAY, FEBRUARY 6, 2019 - 9:00 AM
ALCAZAR ROOM**

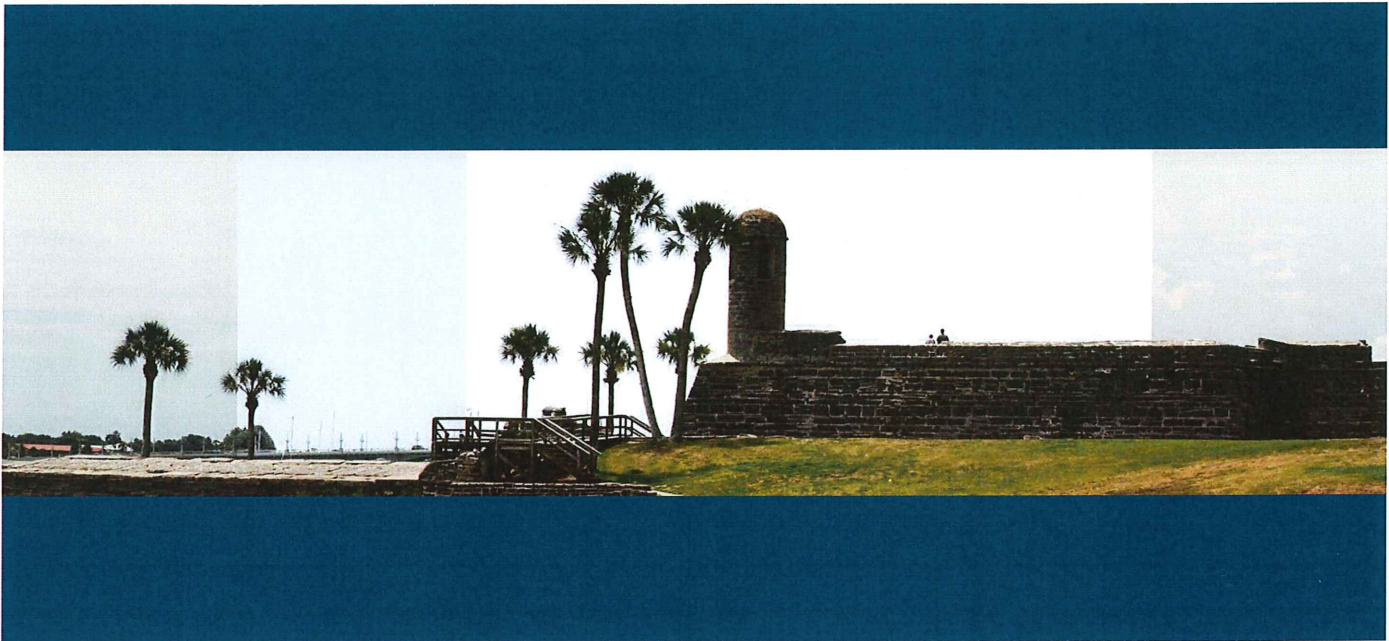
1. **CALL TO ORDER**
 - ❖ Roll Call
2. **GENERAL PUBLIC COMMENTS**
3. **REVIEW STRATEGIC PLAN**
4. **ADJOURN**



Strategic Plan

Updated April 2018

City of St. Augustine

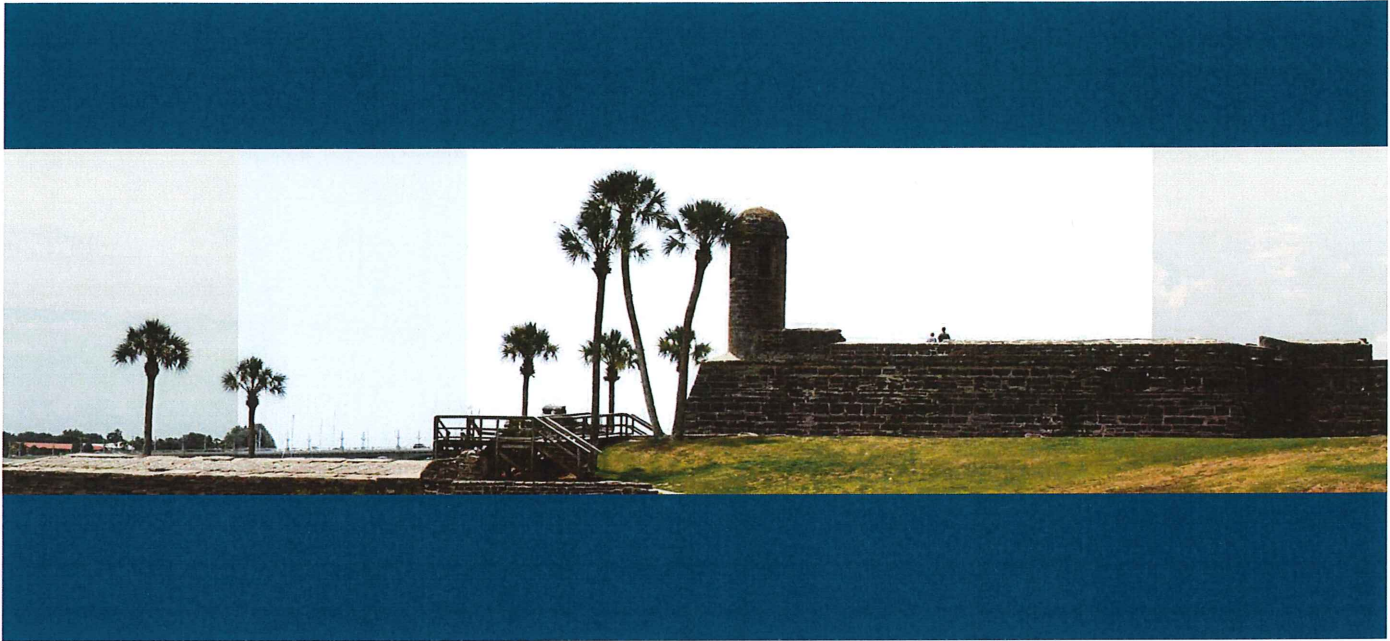


Our Vision

St. Augustine will be a diverse, livable, authentic waterfront city that builds upon its rich history and environment to create a distinctive community character founded on a healthy and vibrant economy, a diverse mix of people and experiences and a valuing of its natural assets.

Our Mission

To provide exceptional service that meets the expectations of our residents and cultivates civic engagement and proactive planning that preserves and enriches our community's character for generations to come.



Guiding Principles

- **High-performing** governance at all levels.
- **Conservative** long-term financial planning.
- **Balance** across all sectors of the community, especially between residential quality of life and the tourism economy.
- **Transparency** and accessibility of local government.
- **Engaged** and connected community.
- **Fierce** protection and preservation of architecture, cultural elements and the environment.
- **Committed** to actualizing the vision.



Core Values

- Our **employees** are the most critical element to deliver our mission and vision and deserve utmost respect. Many of these employees take great personal risk to keep us safe and healthy.
- **Honesty, integrity, compassion, empathy** and **sympathy** guide our actions.
- **Customer service** is everything.
- We are committed to **diversity** at all levels.
- We embrace **innovation** and **creativity**.

Vision Plan

CITY OF ST. AUGUSTINE • 2014 & BEYOND VISION PLAN ROADMAP VISION: THE DISTINCTIVE COMMUNITY

PRINCIPLE				
BALANCE				
	LIVABILITY	AUTHENTICITY	CHARACTER	VITALITY
STRATEGIC RESULTS	Maintain the quality of life for residents by focusing on City policies and resources to enhance livability.	Encourage and facilitate development and redevelopment in ways that are consistent with the look and feel of the various areas of the City.	Maintain St. Augustine as a small residential community while protecting its historic features and scale, distinctive neighborhoods, hospitality, and natural environment.	Secure the vitality and sustainability of St. Augustine for the future through policies and practices that support economic vitality, environmental assets, and human diversity.
GOALS	Improve mobility. Increase diversity of people, places, and economic opportunity. Establish a greater sense of place. Establish as the first priority of the City the implementation of a comprehensive mobility plan with funding strategies to address all transportation modes: visitor and resident parking, ADA* accessibility, visitor way finding and intercept. Develop budget and metrics that align with vision. Participate in the homelessness strategy developed by the County.	Promote those local features that are found only in St. Augustine. Encourage the growth of small businesses and experiences that are historically accurate or consistent with respect to St. Augustine. Recognize and promote historic diversity. Expand the use of neighborhood empowerment zoning standards and tools to support the interests and goals of the various areas of the City. Establish a heritage tourism task force as recommended by the 2003 NHTP** report. Among its assignments should be: overhauling the training, testing, and enforcement of the City's tour guide program that will result in historically comprehensive tours that capture the distinctiveness of St. Augustine, and developing an incentive program to encourage historically accurate and diverse businesses. Complete historic preservation plan and put policies in place to promote historic and cultural diversity and encourage and facilitate redevelopment in ways that are consistent with the current and historic look of the City and with the vision.	Strengthen the distinctiveness of various neighborhoods and districts. Improve the City aesthetics. Review the event management policies and procedures with the intention of promoting diversity and neighborhood protection. Develop and promote a brand identity and accompanying message that features the distinctiveness of our neighborhoods, art communities, culinary experiences, and historical diversity. Eliminate overhead cabling. Eliminate billboards. Re-design entry corridors into distinctive destinations.	Promote attracting visitors who value the City's unique blend of history, arts, architecture, and culinary features. Support regional cooperation in economic development. Promote a vibrant arts and cultural life. Promote and enforce policies and practices to maintain a rich and healthy physical ecosystem. Recognize and promote diversity in the cultures and histories that comprise St. Augustine of the past and present. Create incentives to ensure a balance in the development of business, recreation, education, and culture for residents and visitors. Increase City participation in regional economic development strategies and activities. Develop a sustainability report on our ecosystem to address protection of natural assets, foreseeable environmental changes, and potential responses. Develop a comprehensive Utility and Infrastructure Plan to remedy deficiencies, increase efficiency and resiliency, and reduce environmental and aesthetic impacts including overhead utility lines. Complete a study of the fair and accurate economic contribution to the City of tourism.
OBJECTIVES				

*ADA - Americans with Disabilities Act **NHTP - National Trust for Historic Preservation

Goals of the Strategic Plan

LIVABILITY

The City of St. Augustine is a safe and pleasant place to live where the experiences and services that make life enjoyable and rewarding are accessible. It is a welcoming and compassionate community that embraces diversity in all senses of that term. The intent of this theme is that St. Augustine be an even more desirable place to live by offering the full range of experiences that make a city highly livable.

AUTHENTICITY

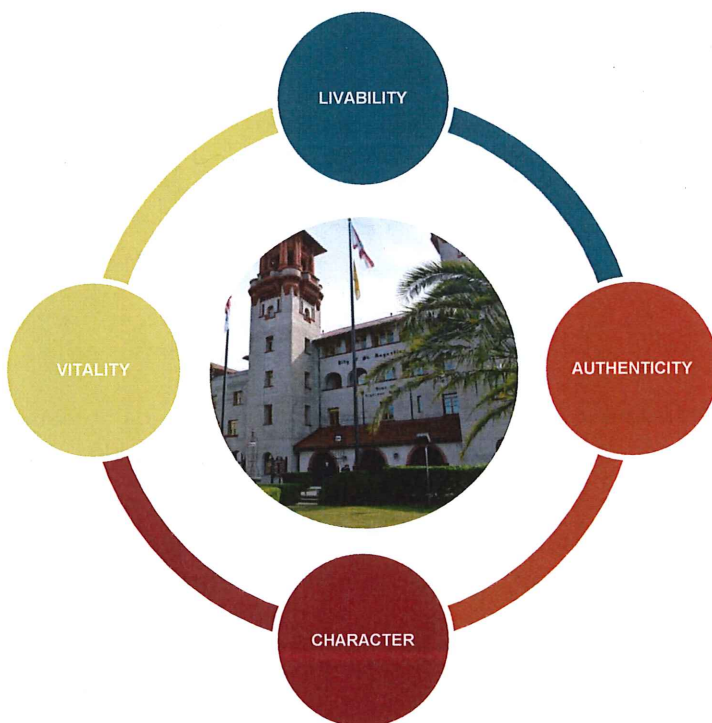
The City of St. Augustine has protected its rich layers of history while adding to those layers as a living and dynamic community, which is fully engaged in today's world. The intent of this theme is that St. Augustine remains a work, live, play city that is multi-generational and culturally diverse and that will manage change while also protecting its distinctive features.

CHARACTER

The City of St. Augustine has protected its historic physical character by maintaining its built scale, its architecture, its intensity and density of uses, and its natural environment. It has also maintained and strengthened its social and cultural character through continued development as an arts and culture hub, a culinary destination, and a small town of both historical and architectural depth. It is the intent of the Vision Plan to protect, retain or enhance those features of the city (be they natural, built or human) which make St. Augustine a historic and distinctive community.

VITALITY

It is the Vision Plan's intent to enhance the level of economic activity in the City of St. Augustine so as to encourage the development of diverse existing and new entrepreneurial economic drivers, maintain and restore a rich and healthy physical ecosystem, and support a diverse group of people who find St. Augustine home.



Objectives of the Strategic Plan

- *Infrastructure Planning & Construction*
- *Mobility Planning*
- *Zoning Update*
- *Sustainable Best Practices*
- *Historic Preservation Planning*
- *Arts and Culture Enhancement*
- *Enhance our Community Partnerships in Regards to Homelessness*
- *Event Management*
- *Capital Plan Financing*
- *Communication to Promote Citizen Engagement*



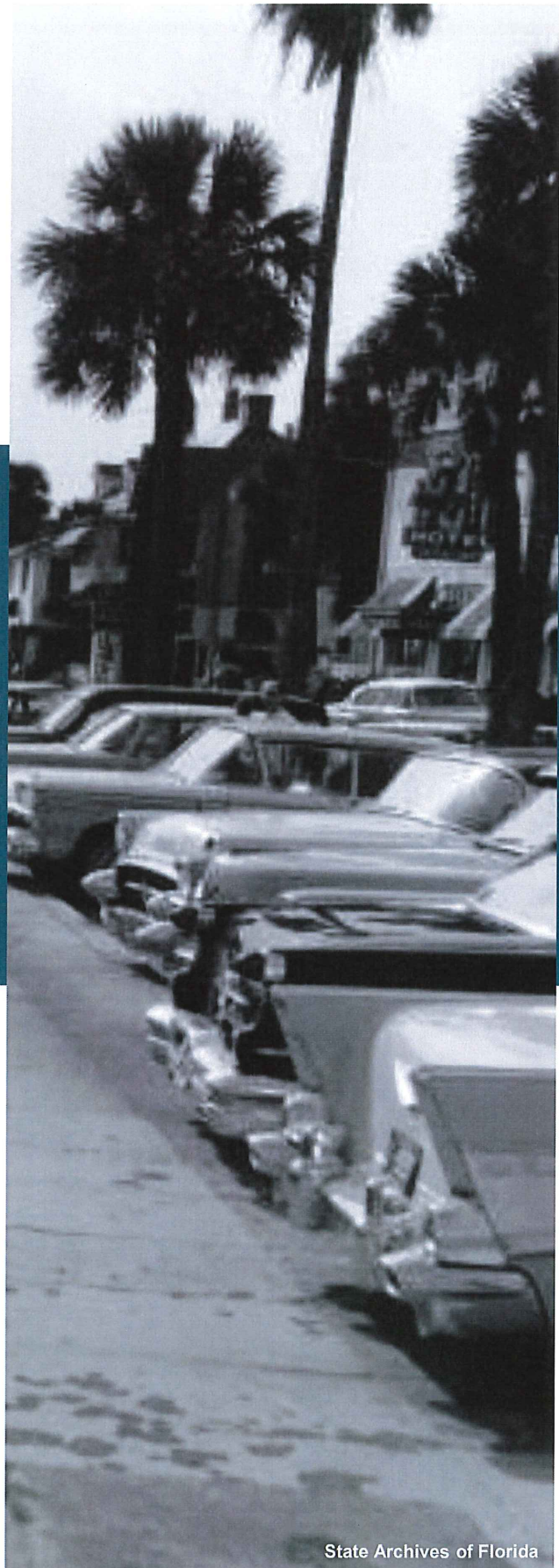


Objective: Infrastructure Planning & Construction

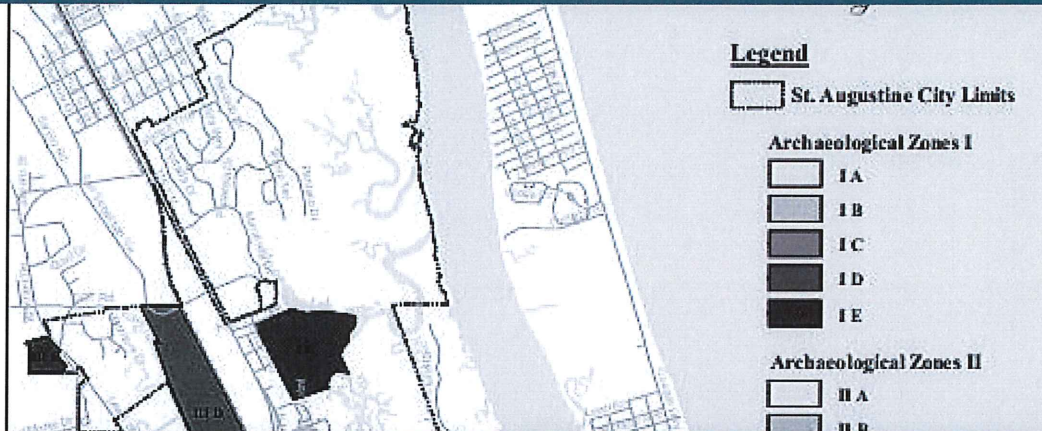
To assess our infrastructure, update and prioritize capital improvement plans (CIP), create financing strategies and move the plan into systematic construction. The primary focus has been in water, sewer, road and stormwater systems, including water and wastewater treatment plant facilities.

Objective: Mobility Planning

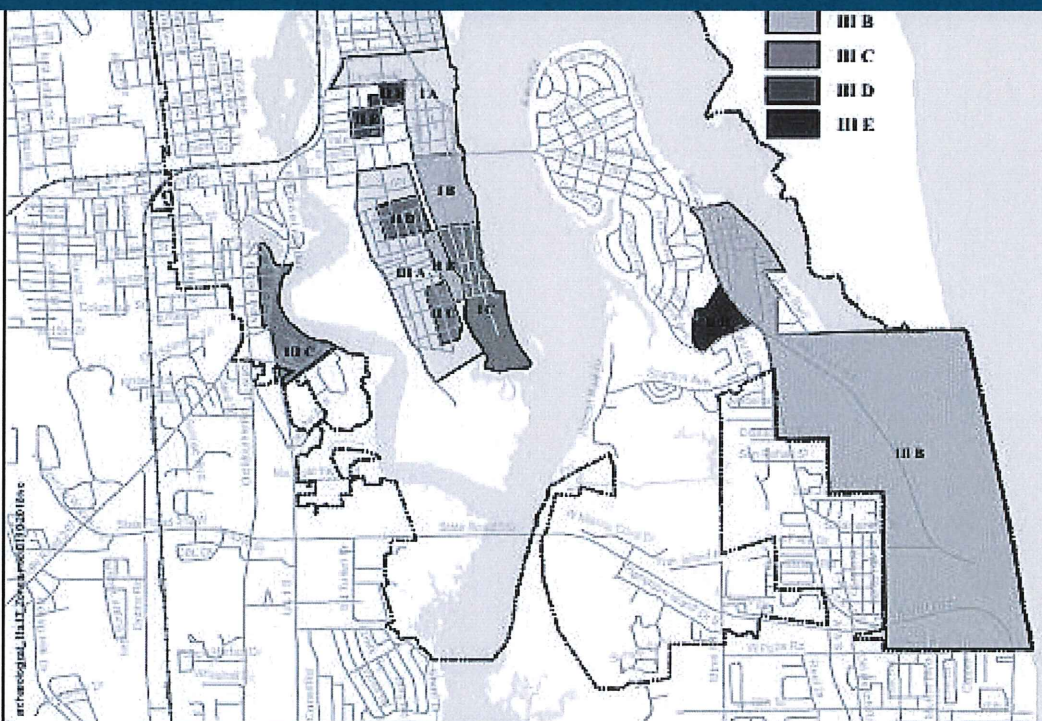
To implement the mobility and growth plan developed due to the rise in congestion caused by growth of our regional population and increased tourism. Residents are increasingly frustrated by traffic congestion, lack of parking, and a decrease in "livable" quality. This is a long-term commitment to urban improvement with no easy solutions.



Objective: Zoning Update



To preserve the character of St. Augustine. The current effort encourages resident and business participation in a new planning efforts to redefine the future of the City and its unique neighborhoods and entry corridors.



Objective:

Sustainable Best Practices

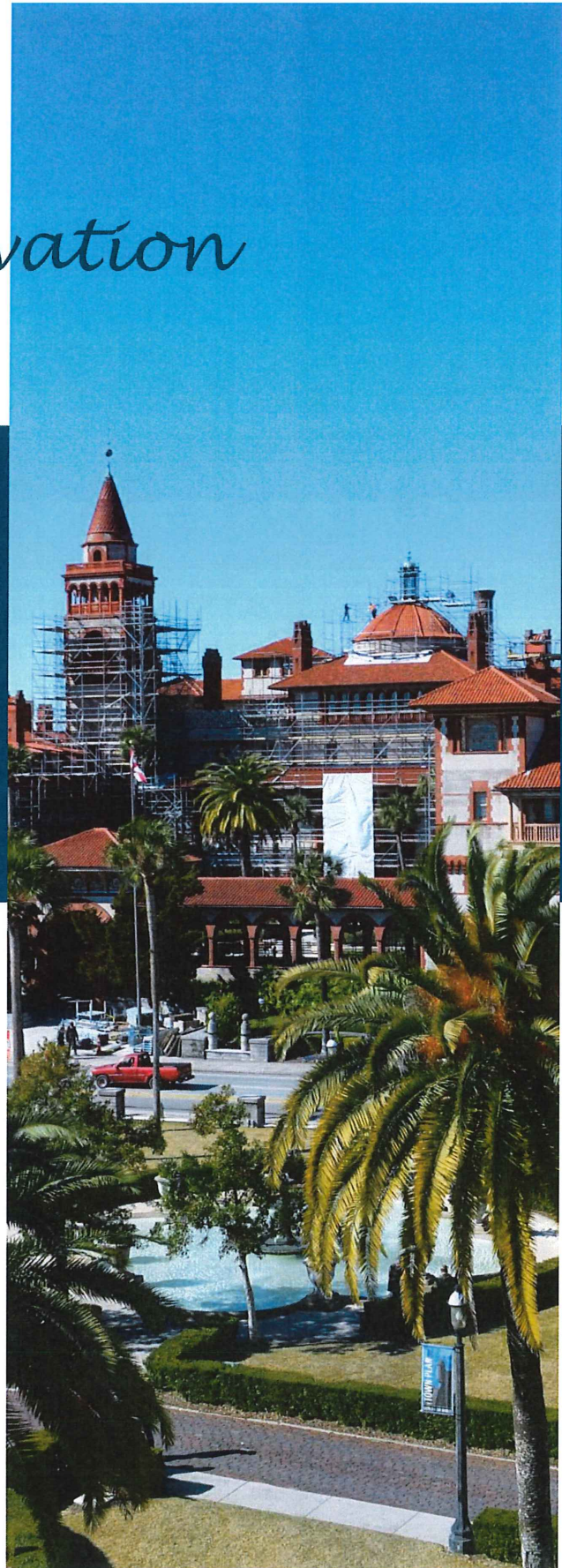


To develop City values that lead to sustainable practices, environmental conservation and operational changes that reduce our carbon footprint.

The sustainable practices objective integrates the traditional measurement of commitment to sustainability that leads to awareness. It also includes efforts at land reclamation and the recreational systems that create awareness and educational programs regarding sustainability and conservation. In addition, increase recycling programs that will result in solid waste reduction.

Objective: Historic Preservation Planning

To develop a modern planning document that guides all aspects of historic preservation in a comprehensive, consistent and thoughtful manner for the long term preservation of the community's architectural and cultural resources for the present and future generations.



Objective: Arts and Culture

To be a more integral part of the community's rich arts and cultural scene. The City would like to play a more active role in the development of art and cultural programs that will educate both our residents and our visitors.



Objective: Provide Resources for Our Homeless Population

To ensure that all of St. Augustine's residents have the basic necessities of life. This is a long-term commitment that includes offering support to our homeless population, treating all with dignity and respect and the continuous education/recognition of the needs of the homeless population.



Objective: Event Management



To continually evaluate the City's special event policies along with mobility solutions that will facilitate the success of events held on public property in such a way that events will not place undue burden on City services, residents and businesses but rather enhance the livable nature of the City.

Objective: Capital Plan Financing

To develop an integrated model for long-term financial planning (LTFP) resulting in recommendations and financing strategies for major capital expenditures. LTFP is the process of aligning financial capacity with long-term service objectives. The immediate application is the water and wastewater CIP financing plan and the refinancing of debt for mobility improvements.



Objective: Communication to Promote Citizen Engagement

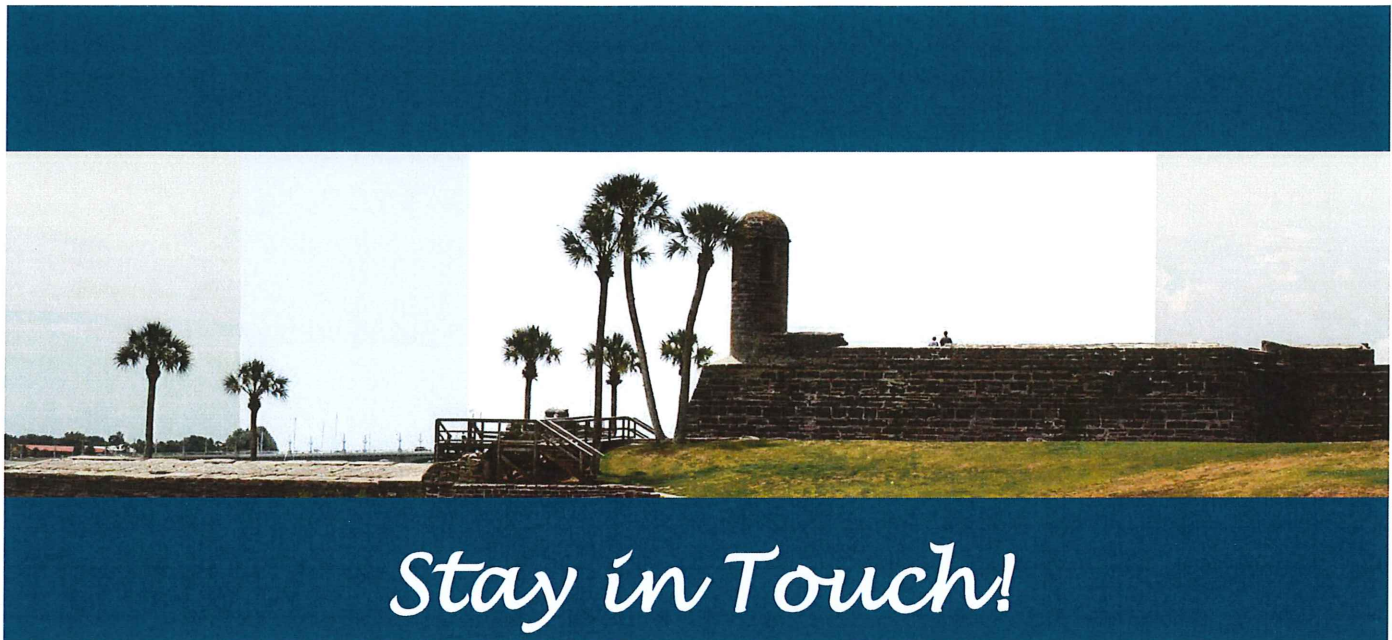
To continually assess and improve the online presence for the City that promotes citizen engagement by providing easily accessible information, facilitates online systems to do business with the City, and generally showcases the character of the City in its presentation.



[illegible]

CITY OF ST. AUGUSTINE Strategic Plan

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



StAugustineGovernment.com
[Facebook.com/CityStAug](https://www.facebook.com/CityStAug)
[Instagram.com/CityStAug](https://www.instagram.com/CityStAug)
[Twitter.com/CityStAug](https://twitter.com/CityStAug)