



Strategic Plan Workshop

February 16, 2021



CHARLOTTE COUNTY
FLORIDA

Agenda

- Opening remarks
- Review of Citizen Survey results
- Post-COVID world exercise
- Focus Area reviews
 - Economic & Community Development
 - Infrastructure
 - Public Services
 - Efficient & Effective Government
- Next steps

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Charlotte County Citizen Survey Results



Survey Summary

- Standardized random sample survey
- Conducted by ICMA and National Research Center (NRC)
- Comparison of ratings from 2007, 2010, 2012, 2014, 2016, 2018 and 2020
- Benchmark comparison with other jurisdictions nationwide and statewide

Survey Elements

Quality of Life

Governance

Economy

Mobility

Community Design

Utilities

Safety

Natural Environment

Parks and Recreation

Health and Wellness

Education, Arts and Culture

Inclusivity and Engagement

Trend Comparisons Over Time

- Dramatic improvement from 2007 to 2010 – (Best overall improvement nationwide)
- Little statistically valid change for each 2 year cycle since 2010
- Cumulatively there has been significant change since 2010
- A few significant variances from 2018 to 2020

Benchmark Comparisons

Higher

- Place to retire
- Cost of living
- Animal control

Lower

- Place to raise children
- Public transportation
- Ease of walking

Citizen Priorities

Economic health of County	94%
Public safety	92%
Utility infrastructure	91%

Economic Health

	2020	Variance
Overall economic health	64%	12%
Overall quality of business establishments in County	72%	10%
Charlotte County as a place to work	55%	6%
Cost of living in Charlotte County	58%	8%
Overall built environment	61%	8%
Overall appearance of Charlotte County	59%	-9%

Public Safety

	2020	Variance
Overall feeling of safety in County	78%	-6%
Fire services	83%	-14%
Ambulance or emergency medical services	86%	-8%
Traffic enforcement	61%	-10%
Animal control	78%	11%

Utility Infrastructure

	2020	Variance
Overall quality of utility infrastructure	62%	
Affordable high-speed internet access	65%	
Storm drainage	71%	18%
Drinking water	67%	10%
Sewer services	66%	-14%
Garbage collection	71%	-23%
Recycling	83%	-10%
Yard waste pick-up	80%	-7%



Governance

	2020	Variance
Acting in the best interest of the community	55%	9%
Being honest	57%	7%
Treating residents fairly	57%	6%
Customer service by County employees	82%	6%
Public information services	60%	-11%

Mobility

2018 Question

- Overall ease of travel in Charlotte County 79%

2020 Question

- Overall quality of the transportation system (auto, bicycle, foot, bus) in Charlotte County 47%

Mobility

	2020	Variance
Overall quality of transportation	47%	-31%
Ease of travel by car	72%	8%
Ease of travel by bicycle	43%	11%
Bus or transit services	27%	-9%

Post-COVID World Exercise



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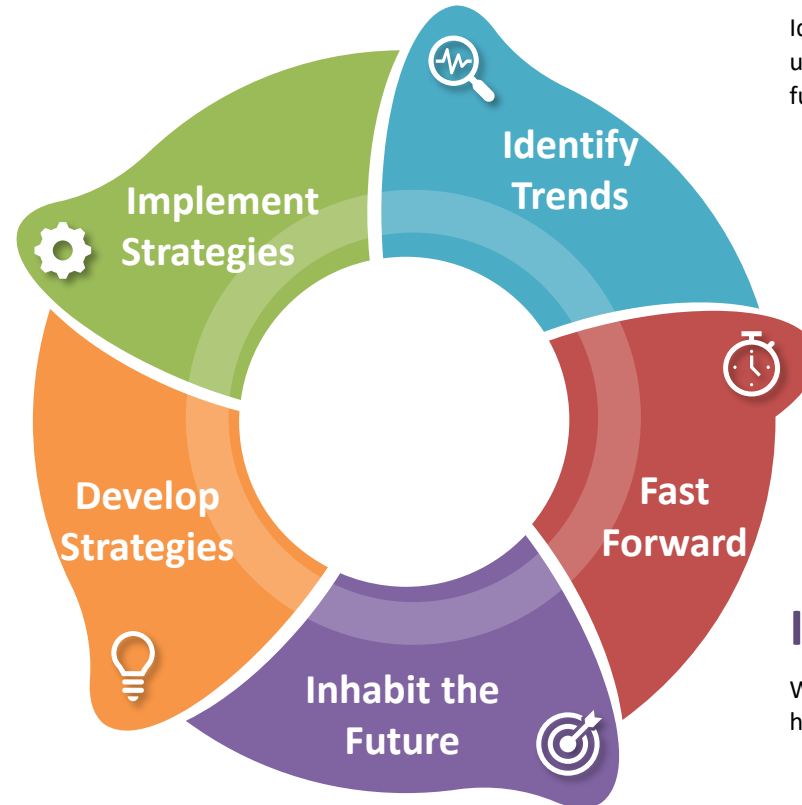
Imagining and Creating the Future

Implement Strategies

Develop plans that address strategies that cut across multiple futures.

Develop Strategies

What should we be doing now that would enable us to operate better in that particular future?



Identify Trends

Identify assumptions, drivers, and uncertainties that could impact the future.

Fast Forward

Imagine plausible, but dramatically different, futures.
(3 years into the future)

Inhabit the Future

Work backward to develop stories about how those worlds came to pass.

Identify Trends

Economy

- Growing National deficit
- Status of the US dollar
- Rise of cyber currencies
- Trade wars
- Inflation
- Local development

Social

- Growing gap between wealth and poverty
- Increased government dependency
- Political polarization
- Racial tension
- Migration from urban to rural

Job related

- Persistent levels of unemployment
- Vanishing industries
- Remote workforce
- Decline of tourism industry
- Diminishing pension funds

Health

- Future waves of COVID
- Isolation of the elderly
- Operating schools safely
- Burden on the health care system

	Employee		Stakeholder		Public		Total	
Job related								
Persistent levels of unemployment	24.40%	101	19.17%	37	21.34%	35	22.44%	173
Vanishing industries	18.60%	77	14.51%	28	17.07%	28	17.25%	133
Remote workforce	15.22%	63	6.74%	13	8.54%	14	11.67%	90
Decline of tourism industry	22.71%	94	24.35%	47	29.88%	49	24.64%	190
Diminishing pension funds	11.59%	48	6.74%	13	4.27%	7	8.82%	68
	92.51%	383	71.50%	138	81.10%	133	84.82%	654
Economy								
Growing national deficit	6.28%	26	16.58%	32	16.46%	27	11.02%	85
Status of the U.S. dollar	8.94%	37	3.63%	7	7.32%	12	7.26%	56
Rise of cyber currencies	1.21%	5	0.00%	0	1.83%	3	1.04%	8
Trade wars	0.97%	4	0.52%	1	0.61%	1	0.78%	6
Inflation	13.04%	54	6.74%	13	10.37%	17	10.89%	84
Local development	29.23%	121	43.01%	83	53.05%	87	37.74%	291
	59.66%	247	70.47%	136	89.63%	147	68.74%	530
Health								
Future waves of COVID-19	20.05%	83	20.21%	39	17.07%	28	19.46%	150
Isolation of the elderly	8.94%	37	11.40%	22	7.32%	12	9.21%	71
Operating schools safely	14.73%	61	16.06%	31	10.37%	17	14.14%	109
Burden on the health care system	19.08%	79	27.46%	53	21.34%	35	21.66%	167
	62.80%	260	75.13%	145	56.10%	92	64.46%	497
Social								
Growing gap between wealth and poverty	27.54%	114	29.53%	57	24.39%	40	27.37%	211
Increased government dependency	20.29%	84	16.58%	32	18.29%	30	18.94%	146
Political polarization	21.26%	88	24.87%	48	19.51%	32	21.79%	168
Racial tension	7.97%	33	5.18%	10	3.66%	6	6.36%	49
Migration from urban to rural	7.97%	33	6.74%	13	7.32%	12	7.52%	58
	85.02%	352	82.90%	160	73.17%	120	81.97%	632
Participants	414		193		164		771	

Fast Forward

Potential Futures

- **Everything is Booming:** COVID goes away and the economy quickly recovers.
- **Housing Shortage:** economy recovers, jobs are available but development lags.
- **Safe Refuge:** people flee the insecurity of urban areas for a safer habitat.
- **Recession Repeat:** COVID hangs on and economic impacts world-wide are deep.
- **Retirement Community:** weak local jobs market means we continue to attract an older population.

Inhabit the Future

- The year is 2023.
- Read the news article on where we are and what has happened over the past 3 years.
- Imagine this is your future reality.
- Think about the impacts this would have on the county, your department and the services provided.
- Answer each of the following questions on a separate flip chart page.

Inhabit the Future

- What opportunities does this future present?
- What threats does this future present?
- What strategies or initiatives can be enacted to take advantage of these opportunities?
- What strategies or initiatives can be enacted to mitigate these threats?

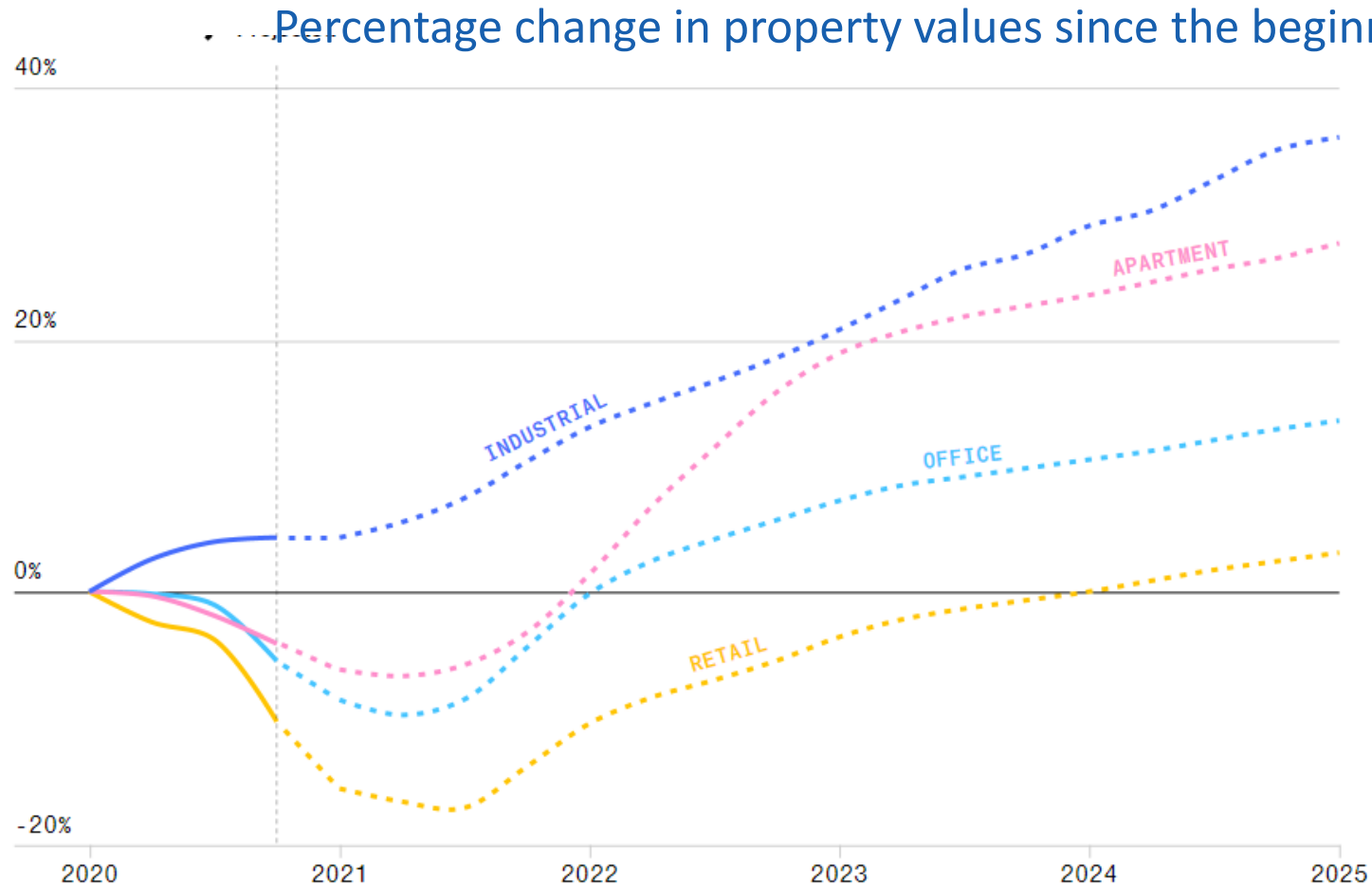
Develop Strategies

- Teams meetings to report out on opportunities, threats and strategies.
- Prioritization of strategies.
- Look for strategies that cut across scenarios.

Conclusions

- No one scenario - rather a combination of the five.
- Population growth and residential construction will stay strong.
- Commercial construction will lag.
 - Overall economy
 - Remote access
- Affordable housing will be a persistent need.
- Greater level of diversity.
 - Remain attractive to retirees
 - Flight from urban areas
 - Ability to work remotely

Commercial Real Estate Recover



Source: CBRE Group



Common Strategies

- Flexibility in land use regulations and zoning.
- Provision of high-speed internet.
- Continued focus on infrastructure.
- Build on defined “levels of service”.
- Development of an on-going planning group.
 - Broad cross-functional representation
 - Update projections, plans and recommendations
 - Assimilation of master plans

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BCC Focus Areas



VISION

MISSION

VALUES

STRATEGIC FOCUS AREAS

Public Services

Economic & Community
Development

Infrastructure

Efficient & Effective
Government

Bold Goals

Strategic Initiatives

Results / Measures



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Economic & Community Development

To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.



Economic & Community Development

Citizen Survey

Survey Question	2020	2018	2016	Benchmark
Favorable rating of the following characteristics:				
Rating of employment opportunities	40%	36%	26%	Similar
Overall economic health	64%	52%	44%	Similar
Quality of K-12 education	59%	52%	67%	Lower
Adult education	46%	53%	51%	Similar
Overall quality of business establishments in County	72%	62%	58%	Similar
Charlotte County as a place to work	55%	49%	42%	Similar
Charlotte County as a place to visit	74%	74%	72%	Similar
Cost of living in Charlotte County	58%	50%	48%	Similar
Overall quality of new development in County	52%	55%	44%	Similar
Overall appearance of Charlotte County	59%	68%	62%	Similar
Overall impression/reputation of Charlotte County	68%	63%	64%	Similar
Overall built environment	61%	53%	50%	Similar
Affordable quality housing	39%	35%	35%	Similar
Housing options	53%	49%	50%	Similar
Land use, planning and zoning	36%	33%	37%	Similar
Code enforcement	44%	39%	37%	Similar
Economic development	51%	53%	36%	Similar

Economic & Community Development

Bold Goals:

- **Add 3,650 affordable housing units by 2024**
- **Improve water quality by 5%**
- **Increase enrollment in secondary education by 5% (including trades and vocational)**

Economic & Community Development

Potential Revisions

Bold Goals:

- **Averaging 200 new affordable housing units added to the community inventory per year, 1000 total units added in 5 years**
- **Develop and implement the One Charlotte One Water integrated water resource management plan before the end of FY2023**
- **Increase dual enrollment in vocation centers and local colleges by 3%**
- **Increase # of college internships to 15 students (5 students per semester) for FY2022. 20 students for FY2023.**

Infrastructure

To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.



Infrastructure

Citizen Survey

Survey Question	2020	2018	2016	Benchmark
Favorable rating of the following characteristics:				
Traffic flow	54%	50%	46%	Similar
Public places	61%	63%	63%	Similar
Street repair	54%	53%	44%	Similar
Street lighting	57%	64%	51%	Similar
Sidewalk maintenance	51%	57%	46%	Similar
Storm drainage	71%	53%	49%	Similar
Drinking water	67%	57%	54%	Similar
Sewer services	66%	80%	67%	Similar

Infrastructure

Bold Goals:

- **Funding and Completion of Capital Needs Assessment (CNA) through 2024**
- **Define and maintain balance between Capital and Operating Budgets**

Infrastructure Potential Revisions

Bold Goals:

- **Funding and Completion of Capital Needs Assessment (CNA) through 2026**
- **Define and maintain balance between Capital and Operating Budgets**

Public Services

To maintain a safe and healthy community by delivering essential services from skilled, professional and dedicated public servants.



Public Services

Citizen Survey

Service Provided	2020	2018	2016	Benchmark
Sheriff services	81%	86%	85%	Similar
Fire services	83%	97%	96%	Similar
Ambulance or emergency medical services	86%	94%	93%	Similar
Crime prevention	77%	77%	73%	Similar
Fire prevention and education	76%	81%	79%	Similar
Animal control	78%	67%	63%	Higher
Emergency preparedness	73%	77%	75%	Similar
Traffic enforcement	61%	71%	67%	Similar
Road repair	54%	53%	44%	Similar
Street lighting	57%	64%	51%	Similar
Sidewalk maintenance	51%	57%	46%	Similar
Traffic signal timing	46%	50%	44%	Similar
Bus or transit services	27%	36%	33%	Lower
Garbage collection	71%	94%	89%	Similar
Recycling	83%	93%	90%	Similar

Public Services

Citizen Survey

Service Provided	2020	2018	2016	Benchmark
Yard waste pick-up	80%	87%	84%	Similar
Storm drainage	71%	53%	49%	Similar
Drinking water	67%	57%	54%	Similar
Sewer services	66%	80%	67%	Similar
County parks	73%	78%	78%	Similar
Recreation programs or classes	65%	65%	62%	Similar
Recreation centers or facilities	62%	67%	61%	Similar
Land use, planning and zoning	36%	33%	37%	Similar
Code enforcement	44%	39%	37%	Similar
Economic development	51%	53%	36%	Similar
Health services	74%	65%	61%	Similar
Public library services	80%	86%	82%	Similar
Public information services	60%	71%	62%	Similar
Preservation of natural areas	62%	61%	63%	Similar
County open space	71%	59%	61%	Similar

Public Services

Bold Goals:

- **Define levels of service for both quality and quantity by 2020**

Public Services Potential Revisions

Bold Goals:

- **Define levels of maintenance by 2022**
- **Use levels of service to develop staff and cost models**
- **Improve customer satisfaction by x% - specific services and targets from survey results**

Efficient & Effective Government

To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.



Efficient & Effective Government

Citizen Survey

Survey Question	2020	2018	2016	Benchmark
Favorable rating of the following characteristics:				
Value of services for the taxes paid to Charlotte County	58%	56%	46%	Similar
Overall rating of services provided by Charlotte County	69%	70%	72%	Similar
Overall rating of services provided by Federal Government	41%	46%	35%	Similar
Overall direction Charlotte County is taking	54%	58%	52%	Similar
Confidence in County government	51%	46%	44%	Similar
Welcoming citizen involvement	45%	45%	39%	Similar
Acting in best interest of Charlotte County	55%	46%	46%	Similar
Overall customer service of County employees	82%	77%	75%	Similar

Efficient & Effective Government

Bold Goals:

- **Ensure Culture as “Great Place to Work”**
- **Ensure Culture of continuous improvement**

Next Steps

Historical trends and affirmation of goals

Mar 9th

Focus area budget workshops

Apr - June