



City of Treasure Island Strategic Plan 2020 – 2025



Adopted by Resolution No. 20-17

November 17, 2020

Why do we need a Strategic Plan?



Elements of Our Strategic Plan

Vision

A statement that declares what we aspire to be. The vision statement is intended to guide decision-making and aligns our City-wide goals.

Mission

A big-picture statement that explains what exactly we do and how we plan to achieve our vision.

Values

Our values support the vision and mission, and help define and shape our culture.

Goal

A broad directional statement of emphasis or intent to do or accomplish something in the future.

Objective

A desirable specific output or result that is measurable, observable, or identifiable, with a timetable and a department that is responsible for its accomplishment in the next 5 years.

Bold Action

An action or input, which contributes to the accomplishment of an objective. The timeline varies depending on specific action plan.

Vision, Mission & Values

Our Vision

We strive to be a vibrant, unique and sustainable beach community.



Our Mission

We are dedicated to being good fiscal and environmental stewards of our community, while providing responsive, high-quality public services to meet the needs of our residents, business owners, and visitors - today and tomorrow.

Values

Dynamic:

We celebrate our dynamic community and workforce, understanding that both are necessary to preserve the unique spirit of Treasure Island.

Integrity:

We will be guided by strong ethical principles and conduct ourselves in an honest and transparent way.

Fair:

We treat everyone equally and make decisions that are in public's best interest through objectivity and impartiality.

Respect:

We treat each other with mutual respect and sensitivity, recognizing the importance of diversity, by valuing all contributions.

Responsiveness:

We are accessible and adaptive to the current and future needs of our community.

Community Road Map

GOALS, OBJECTIVES & BOLD ACTIONS	LEAD	PARTNERS	GOAL DATE	PROGRESS
	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 1: Promote a socially-connected community through the implementation of the Master Park Plan				
Objective 1: Implement the Master Park Plan				
Bold Action 1: Adopt Master Park Plan	City Commission	Parks & Rec	FY2022	
Bold Action 2: Fund prioritized Master Plan projects in the City budget	City Commission	Parks & Rec, Finance	FY2022	
Bold Action 3: Operationalize the periodic assessment of the Master Park Plan to report progress and update as needed	Parks & Rec	All Departments	FY2023	
Objective 2: Promote Treasure Bay as a flagship waterfront recreation facility				
Bold Action 1: Enhance tennis programming to include youth and collegiate tournaments	Parks & Rec	SPC, VSPC, USTA, Pinellas County Schools	FY2023	
Bold Action 2: Develop plans to create a multi-use recreational facility to include water activities, walking trails, pickleball, event space, etc.	Parks & Rec	Public Works	FY2023	
Objective 3: Expand programming opportunities and unique community events				
Bold Action 1: Create a plan to utilize new City Hall for programming space to maximize revenues and promote community engagement	Parks & Rec	Class Instructors, Civic Associations, Community Groups	FY2022	
Bold Action 2: Highlight family-friendly and sustainability-focused events	Parks & Rec	Civic Associations, Community Groups	FY2021	
Bold Action 3: Identify opportunities to provide virtual and mobile programming	Parks & Rec	IT & Communications, Community Groups	FY2021	

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	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 2: Maintain a safe community				
Objective 1: Provide meaningful outreach programs				
Bold Action 1: Identify opportunities for effective public safety outreach	Police, Fire	IT & Communications	FY 2021	
Bold Action 2: Evaluate access and continuity of social services for our community	Police, Fire	Pinellas County, Social Service Departments	FY 2021	
Objective 2: Ensure the <u>C</u>omprehensive <u>E</u>mergency <u>M</u>anagement <u>P</u>lan prepares the City for any community incident				
Bold Action 1: Review the CEMP to ensure an effective response to any incident	Fire	All Departments	FY 2021	
Bold Action 2: Update the Debris Management Plan	Public Works		FY 2023	
Goal 3: Cultivate a unified sense Community Pride and Identity				
Objective 1: Update the Community Brand				
Bold Action 1: Identify steps on how to establish a Community Brand	Admin	City Commission, Community Groups	FY 2023	

Environmental Sustainability Road Map

GOALS, OBJECTIVES & BOLD ACTIONS	LEAD	PARTNERS	GOAL DATE	PROGRESS
	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 1: Become an environmentally sustainable and resilient community				
Objective 1: Implement a Sustainability Plan				
Bold Action 1: Adopt a Sustainability Plan	City Commission	Public Works, Sustainability Committee	FY 2021	
Bold Action 2: Fund prioritized Sustainability Plan projects in the City Budget	City Commission	Public Works, Finance	FY 2022	
Bold Action 3: Operationalize the periodic assessment of the Sustainability Plan to report progress and update as needed	Public Works	All Departments	FY 2022	
Objective 2: "Rise above" sea-level challenges				
Bold Action 1: Update seawall and shoreline development codes	Community Development	Consultant, Public Works	FY2021	
Bold Action 2: Adopt the Watershed Management Plan/Stormwater Master Plan	Public Works	Consultant, Community Development	FY2021	
Bold Action 3: Conduct a vulnerability assessment	Public Works	Community Development, Consultant	FY2023	
Bold Action 4: Pursue funding for and implement projects identified by the Watershed Management Plan	Public Works	Community Development, Consultant	FY2024	

Environmental Sustainability Road Map

GOALS, OBJECTIVES & BOLD ACTIONS	LEAD	PARTNERS	GOAL DATE	PROGRESS
	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 1: Become an environmentally sustainable and resilient community				
Objective 3: Promote community-driven sustainability actions				
Bold Action 1: Develop a sustainability webpage and messaging for social media platforms	IT & Communications	Public Works, Community Development	FY2021	
Bold Action 2: Eliminate single-use plastics and polystyrene from City-sponsored events	Parks & Rec	Public Works	FY2021	
Bold Action 3: Eliminate single-use plastics and polystyrene from City facilities	Public Works	Parks & Rec, Finance	FY2022	
Bold Action 4: Install water bottle filling stations throughout the City	Public Works	Parks & Rec	FY2023	
Bold Action 5: Promote residential waste reduction	Public Works	Finance, City Attorney	FY2023	
Bold Action 6: Transition to native, drought-resistant, low maintenance vegetation/ground cover	Public Works	Parks & Rec	FY 2023	
Objective 4: Encourage the use of alternative transportation				
Bold Action 1: Install electric vehicle charging stations at City owned properties	Public Works	Finance, Duke Energy	FY 2023	
Bold Action 2: Promote ride-sharing through the establishment of common pick-up and drop-off points (Uber & Lyft)	Finance	Public Works, Parks & Rec	FY2021	
Bold Action 3: Install additional bicycle parking areas at City owned properties	Public Works	Parks & Rec, Community Development	FY2023	
Bold Action 4: Assess the desire of the community to expand PSTA routes	Commission	Adminstration, PSTA	FY2022	
Bold Action 5: Assess the feasibility of a bike/scooter share program in conjunction with downtown redevelopment	Community Development	Public Works, Community Groups	FY 2024	

Financial and Economic Development Road Map

GOALS, OBJECTIVES & BOLD ACTIONS	LEAD	PARTNERS	GOAL DATE	PROGRESS
	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 1: Foster a vibrant business community				
Objective 1: Identify opportunities to cultivate an environment to help local businesses thrive				
Bold Action 1: Identify key stakeholders	Admin	Community Groups	FY2021	
Bold Action 2: Engage with key stakeholders to examine strengths and weaknesses to identify opportunities	Admin	Community Development & To Be Determined	FY2022	
Bold Action 3: Create an Economic Development Vision	Admin	City Commission & To Be Determined	FY2023	
Objective 2: Implement the Economic Development Vision				
Bold Action 1: Perform a review of local ordinances and Land Development Regulations	Community Development	Consultant, City Attorney, Public Works	FY 2022	
Bold Action 2: Update the City's Comprehensive Plan, local ordinances and Land Development Regulations	Community Development	Consultant, Public Works	FY 2023	
Bold Action 3: Present recommendations for City Commission approval	Admin	Community Development	FY 2025	
Bold Action 4: Recruit businesses identified in the Economic Development Vision	To Be Determined		Ongoing	

Financial and Economic Development Road Map

GOALS, OBJECTIVES & BOLD ACTIONS	LEAD	PARTNERS	GOAL DATE	PROGRESS
	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 2: Maximize the utilization of the City's resources				
Objective 1: Gain an understanding of how resources/assets are valued by the community				
Bold Action 1: Track parking trends to be responsive to varying needs and evolving technology	Finance	Police, Public Works	FY 2021	
Bold Action 2: Perform an economic and utilization analysis of City facilities	Parks & Rec	Consultant, To Be Determined	FY2023	
Bold Action 3: Identify opportunities to enhance connectivity between waterfront and the downtown areas	Community Development	Public Works, IT & Communications	FY2023	
Objective 2: Continue towards the replacement of City facilities				
Bold Action 1: Renovate the new City Hall facility	Public Works	Admin, Architect, Community Development	FY 2022	
Bold Action 2: Plan and finance a new Public Works facility and maintenance yard	Admin, Public Works	Finance, Architect	FY 2023	
Bold Action 3: Plan and finance a new Public Safety building	Admin, Police, Fire	Public Works, Finance, Architect	FY 2023	
Goal 3: Obtain awards and recognition for the beach				
Objective 1: Identify opportunities to garner recognition to further the promotion of the beach				
Bold Action 1: Explore awards and other recognition to establish necessary criteria	Parks & Rec	VSPC, Local Chambers of Commerce	FY2021	
Bold Action 2: Conduct a self-assessment to identify strengths and weaknesses	Parks & Rec		FY2021	
Bold Action 3: Identify the necessary resources and stakeholders to achieve identified opportunities	Admin	Parks & Rec	FY 2022	

Infrastructure Road Map

GOALS, OBJECTIVES & BOLD ACTIONS	LEAD	PARTNERS	GOAL DATE	PROGRESS
	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 1: Protect City assets to sustain the future of Treasure Island				
Objective 1: Assess status, and maintain City-owned infrastructure (seawalls, stormwater, sanitary sewer, roads and buildings)				
Bold Action 1: Perform a City-wide municipal seawall assessment and develop a needs report for future funding	Public Works	Consultant	FY2021	
Bold Action 2: Replace failing seawalls with living shorelines where feasible	Public Works	Consultant, Parks & Rec, Community Development	FY2025	
Bold Action 3: Perform rate study to evaluate and update stormwater fees	Public Works	Consultant, Finance, Community Development	FY2021	
Bold Action 4: Perform a sanitary sewer force main assessment	Public Works	Consultant, St. Pete Beach	FY2021	
Bold Action 5: Conduct feasibility study on redirecting sewer for treatment	Public Works	Consultant, Pinellas County	FY2021	
Bold Action 6: Rehabilitate dune walkovers	Public Works	Pinellas County	FY2024	
Objective 2: Fully fund the maintenance of the bascule bridge				
Bold Action 1: Chart financial plan to both identifies maintenance costs of the Treasure Island Causeway and funding mechanism	Finance & Public Works	City Commission	FY 2021	
Bold Action 2: Engage our lobbyists to pursue funding opportunities using the Causeway Financial Plan	Admin	Public Works, Lobbyists, Finance	FY2021	
Objective 3: Enhance City-wide connectivity to create an improved environment for bikes and pedestrians				
Bold Action 1: Identify connectivity gaps and grant opportunities	Public Works	Parks & Rec, Community Development, IT	FY2022	
Bold Action 2: Pursue funding opportunities for multi-modal infrastructure improvements	Public Works	Community Development, Finance	FY2023	

Administration Road Map

GOALS, OBJECTIVES & BOLD ACTIONS	LEAD	PARTNERS	GOAL DATE	PROGRESS
	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 1: Develop, support, and retain a diverse workforce to serve the needs of the community				
Objective 1: Encourage professional development and leadership opportunities to support a dynamic workforce				
Bold Action 1: Create a Commercial Driver's License (CDL) Program to formalize and support compliance	HR	PW, Parks & Rec	FY 2021	
Bold Action 2: Create city-wide project teams to develop leadership opportunities	Admin		FY 2021	
Objective 2: Evaluate needs, skills, and positions for future staffing				
Bold Action 1: Assess critical job skills needed now and in the future	HR		FY 2022	
Bold Action 2: Review and update job descriptions to align with duties and responsibilities	HR	All Departments	FY 2023	
Bold Action 3: Incorporate flexible work schedules and mobile workspaces where possible	Admin	HR, IT & Communications	FY 2021	
Objective 3: Improve recruitment and retention of City employees				
Bold Action 1: Evaluate current overall benefits offered to employees	HR	Finance	FY 2022	
Bold Action 2: Provide employees with an annual benefits statement	HR	Finance	FY 2021	
Bold Action 3: Conduct an analysis of current pay plan	HR		FY 2022	
Bold Action 4: Evaluate Incentive pay (i.e., education, certification, CDLs, etc.)	HR		FY 2022	
Bold Action 5: Create employee appreciation activities and programs	Admin	HR	FY 2021	

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	Those responsible for the Bold Action	Department/Organization who will support the Bold Action	Completion of the Bold Action	Status of the Bold Action
Goal 1: Develop, support, and retain a diverse workforce to serve the needs of the community				
Objective 4: Continue to elevate customer-centric service				
Bold Action 1: Implement a Virtual Town Hall to provide an Interactive web based experience through online services	IT & Communications	All Departments	FY 2021	
Bold Action 2: Leverage the City's website to increase the effectiveness of the City's communications	IT & Communications	Employee Website Committee	FY 2021	
Bold Action 3: Elevate the City's social media platforms to encourage engagement	IT & Communications		FY 2022	
Bold Action 4: Provide diverse customer service training for public facing employees	HR	Admin	FY 2021	
Bold Action 5: Purchase portable electronic message boards to enhance communications both in non-emergency and emergency situations	PW	Admin	FY 2023	