



Revised on May 26th, 2022

Subject: Final Draft 2032 Vision, Strategies, and Goals Set at Flagler Beach 2022 Strategic Planning Retreat

Date of Retreat: April 26, 2022

Retreat Facilitator: Mike Abels

The Commission for the City of Flagler Beach met on Tuesday April 26, 2022 and set a vision for what they desire the City of Flagler Beach to be in the year 2032, strategies to attain that vision, and goals for accomplishing the strategies.

Establishing the groundwork for the City Commission retreat, City Manager Whitson discussed a citizen survey conducted by the City which asked the citizens of Flagler Beach to identify the issues and concerns they believe should be addressed by the City, what the citizens liked best about the City that should be preserved, and, what the citizens think needs to be improved. The survey, full results found at attachment A, was completed by 382 respondents. The top responses to each question are as follows:

Ranking issues and concerns for the City:

- Public safety (police, fire)
- Managing costs (tax and utility rates)
- Drainage/flooding
- Beach maintenance
- Growth management

Like most about the City:

- Small town look and feel without commercialization
- No high-rise buildings
- Pier, parks, boat ramp, and beach

Want to improve:

- User fee for non-residents that use City facilities
- Sight triangles at every intersection north of Highway 100 with installation of “No U Turn” signs
- Re-open beach walkovers
- Repave Central Ave. and Moody Blvd.
- Explore and implement beach erosion options

Also providing the Commission with foundational knowledge for their deliberation, Ken Parker, Senior Advisor for the Florida City and County Management Association (FCCMA) and retired City Manager with Port Orange, presented the Commission with regional demographics which will impact Flagler Beach. Information provided included current population and future growth projections, information about transportation and other infrastructure issues that should be considered by the Commission in future planning, as well as other issues e.g. state preemption of home rule authority.

Ken gave five characteristics that define a great city. These characteristics are:

- ✓ They have a vision, and the elected officials view themselves as caretaker for the City vision
- ✓ They have a plan to meet their vision
- ✓ They have a financial plan to support the vision
- ✓ They communicate well with citizens
- ✓ They clearly identify their public space. Example being Times Square in New York City. The iconic brand.

A full description of information Ken presented is available at attachment B.

With the citizen survey and future trends presented, the Commission moved to identify the trends and Issues that will impact Flagler Beach over the next 10 years. Staff participated in this discussion. Several identified trends/issues seem to be duplicative, but they are listed separately to reflect the importance the Commission gave trends/issues.

Trends & Issues Impacting Flagler Beach Over Next 10 Years

- Double digit growth in Flagler County
- Increasing demand on City infrastructure
- Significant environmental impact on dunes- beach from the effects of sea level rise
- Cybertechnology-home based employment opportunities
- Cost burden of being destination city-other governments not sharing cost with Flagler Beach although beach visitors are residents of other governments
- Meeting demands of being County playground
- Need for stronger intergovernmental relations 
- Public safety meeting future demands
- Growth is coming-intergovernmental relations, intergovernmental public safety-creating positive intergovernmental relations with other jurisdictions 
- Erosion of home rule

- Need to expand focus of growth to County opportunities and federal resources
- Growth will be high income resulting in some being left behind because of housing affordability
- Upcoming generation may not have income of current generation
- City and other governments moving from non-partisan to partisan elections
- Building resiliency to meet natural disasters-nature as well as economic
- Building codes adapting to future changes
- Infrastructure keeping up with demands-affordable cost considering catching up with past delays
- Being proactive with needs
- Annexation opportunities and risks
- Intermodal movement-citizens & vehicles
- Affordable housing-space vs. needs
- Change in demographics
- Developing acceptable revenue stream-designing revenue streams overtime incorporating intergovernmental impact
- No place for cars to go
- Equal consideration of trends for mainland & barrier islands- protecting dunes
- Enacting resiliency plan into legislative action
- Meeting changing transportation needs-charging stations-parking for demands of beachgoers
- May lose A1A to impacts of sea level rise
- Meeting future stormwater needs-quantity/quality
- Technology is changing quickly-stay up to date
- Redeveloping trailer park
- Land is scarce for development-where is available land?
- Losing or declining current revenue sources e.g. gas tax
- Losing institutional knowledge-transitional workplace-older work force-can't rely on outsourcing
- The Veranda Bay development (previously the Gardens)-multiuse development potential
- Flagler Avenue may disappear due to impacts of sea level rise. Housing development new concepts e.g. housing on stilts

With possible trends over the next 10 years identified, the Commission considered the current City vision for Flagler Beach and whether that vision adequately describes the most important characteristics that should define the City in 2032.

City 2032 Vision

The current City vision statement is:

Flagler Beach is a diverse coastal community committed to enhancing our quality of life by:

- **Preserving our environment as a community asset**
- **Maintaining our old Florida heritage and small-town charm**
- **Providing a safe, healthy, and clean environment**

- **Supporting the development of local business to provide services to residents**
- **Promoting and supporting eco-tourism through our natural resources**
- **Providing opportunities for education, culture, and recreation**

The Commission compared the current vision statement with the ideal city they would hope to build in 2032, as well as how well the vision statement addresses the trends and issues Flagler Beach will encounter in the next 10 years. The Commission unanimously agreed that the current vision statement should be maintained because it does reflect all values that will allow the City to continue to be a **great** city in 2032.

The next step for the City Commission was to identify strategic priorities that will help the City accomplish the City vision for the future.

Strategic Priorities to Lead the City to 2032

The City Commission was asked to identify the major strategic priorities the City should address to accomplish the vision set for the City. After extensive discussion and input from staff the Commission identified eight strategies. After the strategies were identified, Commission members were given six votes to assign to the strategies to show the six strategies each Commission member believed to be the highest priority. Commission members assigned one vote to a strategic priority. This order of priorities could also be used by staff to establish budgetary priorities. Following in priority order are the strategies identified by the Commission. The total votes the strategy received, which reflects its priority, is at the end of the strategy.

- 1) Develop resiliency plan for citywide resources to ensure sustainability-**6**
- 2) Protect & preserve beaches and parks, golf course-**5**
- 3) Increase revenue streams to decrease cost burden of City by being a destination city-**5**
- 4) Build effective communication and education with citizens-**5**
- 5) Recruit & maintain qualified staff-**4**
- 6) Develop short/long-term infrastructure plan to meet future growth requirements and redevelopment-**4**
- 7) Develop multi-model transportation plan to alleviate traffic and pedestrian conflict-**3**
- 8) Build intergovernmental bridges to enhance long-term City sustainability-**3**

With the eight priorities set, the Commission reviewed the six strategic goal areas that the Commission established in 2021 to ensure that they were integrated into the 2032 strategic priorities. The Commission concluded that all six set in 2021 were included and more specifically defined through the Commission's 2032 priorities.

With strategic priorities identified the Commission debated goals that the City should pursue to accomplish the strategic priorities. As this is a 2032 plan individual goals may be short-term or long-term. The budget process will be used for staff to recommend a time frame and cost for each goal and

its respective strategy. In discussing and setting of goals the Commission considered and incorporated staff input for each goal.

Implementing goals for strategic priorities

Develop resiliency plan for citywide resources to ensure sustainability

- Develop plan for burying utility lines underground
- Develop private/public partnership for disaster preparedness
- Conduct vulnerability assessment of all City assets-especially infrastructure
- Review changes to Land Development Regulations (LDRs) and development standards-design system to correct future vulnerabilities
- Invest in improving the Community Rating System (CRS) rating
- Plan for and improve telecommunications

Protect and preserve beach, parks, golf course

- Sand fencing for entire beach
- Post and rope for portions of A-1A
- Install more physical barrier for dunes
- Create vision for each park-conduct assessment of needs
- Use sustainable materials
- Encourage businesses to become more accountable for protection of beaches and city
- Develop ambassador program to promote and educate beach visitors and our parks
- Explore creation of County/City beach patrol options

Increase Revenue streams to decrease cost burden by being a destination city

- Increase pier costs for non-residents
- Develop system for paid parking for non-residents and create trolley system for multi-modal solutions with fees
- Analyze possibility of making the Highway 100 bridge a toll bridge
- Explore private partnerships for community center
- Explore intergovernmental revenue generation options
- Explore additional federal, state, and private grants

Build effective communication and education with citizens

- Create City social media page
- Create in-print newsletter distributed through library/city hall
- Develop portal for web site
- Hire a full-time Public Information Officer (PIO)
- Conduct specific topic town hall meetings
- Create a regular radio show on 97.3 FM

Recruit and maintain qualified staff

- Explore cafeteria plan for benefits that offers staff more choice of benefit options
- Develop career ladder-provide development training and certification incentive
- Study vacation leave comparability
- Explore employee benefit initiatives
- Explore conversion to FRS-select departments
- Complete a pay comparability study
- Conduct an employee satisfaction study
- Consider work from home policy options

Develop short/long-term infrastructure plan to meet future growth requirements and redevelopment

- Update stormwater master plan
- Prepare vulnerability assessment and 10-year road & utility maintenance plan with creation of reserve fund
- Analyze utility tax structure
- Invest in GIS technology

Develop multi-modal transportation plan to alleviate traffic and pedestrian conflict

- Identify and secure parking area on other side of the bridge
- Develop trolley system as a multi-modal option for the community
- Public private partnership for electric vehicle shuttle-multi-modal solution
- Design permitted golf cart parking in identified right-of-way (ROW)-explore multi-modal solutions
- Explore feasibility and if possible, incentivize an autonomous driver shuttle
- Analyze the synchronization of pedestrian crossing at selected intersections with all lanes crossing at once. Analyze fly-over pedestrian crossings on A1A and other identified roads
- Analyze road design to create bike / pedestrian use to promote greater safety
- Identify resources that can be developed by City or privately for electric vehicles and develop a plan for development

Build intergovernmental bridges to enhance long-term City sustainability

- Facilitate better representation for Flagler Beach on intergovernmental bodies
- Invite County officials to review City structures-facilitate private tours
- Establish proactive connection with district State Representative
- Identify all possible joint activities where citizens can interact with government officials-invite citizens to attend
- Proactively create more interaction with TDC
- Conduct a citizen survey and identify future acceptable public funding sources

Next Step-Commission Review/Ratification

Staff has reviewed this report to ensure the goals set by the City Commission at its April 26 planning retreat are accurate and clear. The next step is for the City Commission to review and discuss this report to determine if any revisions or additions need to be made to the City vision, strategic priorities, and the implementing goals for the priorities.

At the commission meeting scheduled for this report to be discussed the following actions will be presented to the Commission for consideration:

1. Review, amend if necessary, and ratify the 2032 Vision Statement for the City of Flagler Beach
2. Review, amend if necessary, and ratify the strategic priorities set by the Commission to accomplish the 2032 vision.
3. Review, amend if necessary, and ratify the goals for accomplishing the City's strategic priorities.

After the Commission ratifies the strategic priorities and the implementing goals, City staff will build budgetary decision packages for operationalizing the Commission's policy direction. The ratified strategic priorities and implementing goals will then become the key element for setting the City's 2023 budget.

Attachments

Attachment A: PowerPoint- Report on 2022 Strategic Planning Resident Survey, William Whitson

Attachment B: PowerPoint- Future issues that may have major impact on the City, Ken Parker