



**OFFICE OF THE CITY COUNCIL  
RESEARCH DIVISION**

117 WEST DUVAL STREET, SUITE 425  
4<sup>TH</sup> FLOOR, CITY HALL  
JACKSONVILLE, FLORIDA 32202  
904-255-5157

**CHARTER REVISION COMMISSION  
CITY-WIDE STRATEGIC PLANNING SUBCOMMITTEE  
MEETING MINUTES  
Don Davis Room, 1<sup>st</sup> floor, City Hall**

**January 23, 2020  
12:00 PM**

**In attendance:** Commissioners Betzy Santiago (Chair), Nick Howland, Emily Lisska, Chris Hagan

**Excused:** William "W.C." Gentry

**Also:** Kealey West – Office of General Counsel; Anthony Baltiero – Council Research Division; Kendra Mervin and Ladayija Nichols – Legislative Services Division

**Meeting Convened:** 12:04 PM

Call to Order – With all members in attendance present, Chairwoman Santiago called the meeting to order at 12:04 PM.

Approval of Minutes – Chairwoman Santiago asked for a motion to approve the minutes from the January 17, 2020 meeting. Commissioner Lisska noted a scrivener's error toward the end of the document where the year "2020" was listed as "202". The minutes were approved noting the aforementioned scrivener's error.

Remarks from Chair – Chairwoman Santiago started by asking the subcommittee to have a discussion about potential meeting dates in February. Jessica Matthews, Chief of Legislative Services, provided the only available times for meetings during the first week of February. After a group discussion with the subcommittee and staff, two meeting were tentatively scheduled for 2/13/2020 and 2/21/2020. Additional dates were considered, and Chairwoman Santiago will have staff reach out to Commissioner Gentry to see which dates work for his schedule. All meeting dates and times that were discussed are tentative until an official notice is posted.

Commissioner Updates and Discussion – Chairwoman Santiago asked for an update from the group on their research of other cities' strategic plans. Mr. Hagan went first and provided a brief synopsis of the strategic plan from London, Canada. He handed out a report from the city that lays out their strategic plan. Mr. Hagan went over the report noting key elements to the success of the plan, including identified

priorities, plan organization, the vision setting the framework for the plan, and the makeup of the strategic plan group being based on the overall goals of the city. The commissioners held a discussion about the London strategic plan. In addition, they compared and contrasted the different cities' strategic plans that they each have been researching. Mr. Hagan stressed the importance of the public's input as a catalyst for the London plan's success and probable sustainability. Mr. Howland asked if the London plan was run by the executive branch. Mr. Hagan said that the plan was run through the executive branch, but noted that the backbone of the plan comes from strong community involvement. Ms. Lisska noted that both of the plans that she has reviewed are put together and staffed through the Planning and Development Department.

The group discussed some of the other cities' strategic plans that they have been reviewing. Mr. Howland noted some of the commonalities among the plans, including community engagement, Initiation by the executive branch, and a shared worry about the sustainability of the plans. Ms. Santiago spoke briefly about her research of Naples, Florida. She noted that the vision plan originates from the 1990s and the community redevelopment plan was from 2007. She said that a consultant was hired for the creation of the original plan; the plan is reviewed annually; the plan is tied to capital projects and the budget; and it is reevaluated every decade. Ms. Santiago mentioned some other reoccurring themes, including a 5 or 10-year plan review, starting with a consultant, and annual plan reviews. She asked the rhetorical question: has a strategic plan for a consolidated county/city roughly the size of Jacksonville ever been done before?

Ms. Lisska referenced the Blueprint for Success II (Blueprint II) to make points and ask questions about the cities being researched. She noted that the creation of a strategic plan in Jacksonville would be different because each independent authority has their own strategic plan. Ms. Lisska noted that the strategic plan suggestion from the Blueprint II was really a method of unifying all of the authorities' strategic plans into a single vision for the City.

The conversation shifted to focus on where the plan will originate from, who will staff it, and how will it be funded. It was noted that most of the researched plans stem from the executive branch with several being housed in their respective Planning and Development Departments. After making the points that Jacksonville is simply too different from other cities and that the local Planning Department is currently understaffed, it was tentatively decided that an entirely new separate office should be created to implement the plan and staff the annual reviews. The group debated the potential yearly funding amount of \$230,000.00 as the new strategic planning office's annual budget. It was debated whether or not to be specific or broad in their funding recommendations. The group is leaning toward a broader funding recommendation noting that they can include in the Charter amendment for the new strategic funding office that funding is required.

Chairwoman Santiago shifted the conversation to focus on what should be included in their recommendation. The main focus was on the implementation of the original plan. A lot of time was spent on deciding how much of the Blueprint II's strategic plan recommendation should be included in their recommendation. They focused on who to include in the original group and the language regarding the group's implementation. The Blueprint II went into very specific detail about garnering input from the public. The subcommittee debated on listing the potential topics for the strategic plan group to focus on or to leave it very broad. Ms. Lisska suggested to list a few topic suggestions to give the group some options to consider. Ms. West of OGC suggested to review the language in the Charter from other authorities to try and find similar language that they can use for their recommendation.

Chairwoman Santiago wrapped up the meeting by asking the subcommittee members to review the pertinent sections of the Blueprint II. Mr. Howland will give a verbal update of the subcommittee's progress at the full CRC meeting on 1/31/2020. Staff will circulate the recommendation draft that Mr. Gentry had created and the link to the Visit Jacksonville website.

Public Comment (as time permits) – No public comment speaker cards were received.

Chairwoman Santiago adjourned the meeting.

**Meeting adjourned:** 1:20 PM

Minutes: Anthony James Baltiero, Council Research Division  
abaltiero@coj.net (904) 255-5157  
1.28.2020 Posted 12:00 PM