

A Good Plan will set forth:

Where we've been *Our History...it's foundational to our identity, instructive to our present and future.*

Where we are *An honest assessment of our present. This is where SWOT analysis, listening sessions, expert data analysis, and other tools are often utilized.*

Where we are going *Our desired destination, our vision for the future. This should be articulated in a specific vision statement.*

How we are going to get there *The details...the goals, objectives, and specific strategic priorities with estimated timelines and budgets. (The timelines and budgets will become more detailed during active implementation and be updated as part of the annual strategic planning and budgeting processes.)*

Best practices include having: the fewest number of goals necessary to achieve our vision; the greatest number of tools available to achieve our goals; the flexibility to address unforeseen opportunities and threats; and the specificity and thoughtfulness necessary to demonstrate that achievement of our stated goals, objectives, and specific strategic priorities will take us from where we are to where we want to go...and inspire us to work hard, smart, and together to get there.

Expectations for continuous communication and continuous improvement!

A Good Vision will:

- Convey our desired end state/future.
- Be short enough to be remembered, long enough to convey the desired meaning, and understood by everyone who reads or hears it.
- Be aspirational, inspirational, and achievable.

Vision, Goals, Objectives, and Specific Strategic Priorities

Setting NPR's Vision

Who are we, where are we, and, most importantly, where are we going?

This is our existing Brand Statement from Arnett Muldrow:

We are New Port Richey, a tropical river town and through our soul runs the Cotee River, whose current leisurely drifts from bayous and mangroves to the heart of our historic downtown. The Cotee sets the pace of our laid back personality while opening up a natural adventure that is uniquely Florida.

New Port Richey drew many idols of the past looking for an escape - a breath of fresh air from the pressures of box office success or the next at-bat. From Babe Ruth to Shirley Temple, and Charlie Chaplin to Johnny Cash, heroes and superstars were drawn to the "Hollywood of the East" to relax and to recharge. The echoes of this amazing history still surround us, from the silver screen at the Richey Suncoast Theatre to the halls of the Hacienda Hotel.

Once a bit faded, that refuge has been reborn in New Port Richey, defined by our enchanting Sims Park, enlivened on the streets of our historic downtown, and celebrated in our vibrant business community. We are not the typical beach town nor are we the towering metro neighbor. Ours is a unique scale, a human scale, not common in this region. A planned community with a park at its heart where you can stroll along our boardwalk on the Cotee, bike downtown to enjoy a delicious meal, or sit on your riverfront balcony quietly watching over our Main Street.

This new energy is nearly as diverse as are the voices to this place we call home:

...It's launching your kayak from Sims Park, or enjoying a craft beer with friends in Downtown

...It's discovering 'awesome' daily at our Aquatic Center, or picking out the perfect produce at our organic farmers market

...It's earning a degree at our new university campus, or learning a language at our award winning Library

Our connection to our community is difficult to put into words but easy to experience, and we are intensely proud of what we have become. Newcomers and long-time residents alike have become diehard fans of New Port Richey, and people on the outside are quickly becoming more aware of what we have to offer.

New Port Richey is the definition of a passionate, engaged and immersive community, and we have all that you would ever need! And we aren't done yet. We are still on a dedicated and purposeful path to evolve, enhancing our home, and solidifying ourselves as the best city on central Florida's west coast! [emphasis added]

We invite you to discover New Port Richey, Florida: **Classic. Florida. Current.**

Stantec's Proposed Planning Vision:

A safe, prospering waterfront community, composed of beautiful neighborhoods, that connects people with an award-winning downtown, education, healthcare, jobs, shopping and services, arts, culture, nature, and each other.

Distill that into something that is true to who we are and states where we are going. As an example:

The best walkable, waterfront, historic hometown in Florida.

Discussion points:

- What is our ideal end state?
- Address the attributes which are most loved and most important now and in, and to, our future.
- Address the greatest consensus hopes of our community.
- Aspirational, inspirational, achievable.
- Wordsmithing: waterfront vs. riverfront; hometown vs. small town; walkable and historic speak to some of the most important attributes of our community, are there others equally or more important? A word like "best" is important because it conveys aspiration and can capture so many other general attributes like safe, clean, infrastructure, tax environment/overall value proposition because they are prerequisites to being a "best" city.

Once set, everything else flows from the Vision, starting with the fewest number of goals necessary to achieve the Vision.

Proposed Goals

1. Healthy Neighborhoods, Historic Downtown, and a Transformed US Highway 19 Corridor.
2. Safe, Clean, and Beautiful.
3. Resilient High-Quality Interconnected Roads and Infrastructure.
4. Prospering Local Businesses, Diverse Economy, and Abundant Jobs.
5. The River, Arts, Culture, Parks, Recreation, and the Environment.
6. Award-winning Administration and Collaboration with Community Institutions, Stakeholders, and Citizens.

Discussion points:

- Is anything missing?
- Should anything be deleted?
- Wordsmithing?

Proposed Goals, Objectives, and Specific Strategic Priorities

The Goals, Objectives, and Specific Strategic Priorities with estimated timelines and budgets are the details of the Plan. It should be noted that the timelines and budgets will become more detailed during active implementation and be updated as part of the Agency's annual strategic planning and budgeting processes.

Best practices for goals and objectives include having: the fewest number of goals necessary to achieve our vision; the greatest number of tools, via objectives, available to achieve our goals; the flexibility to address unforeseen opportunities and threats; and the specificity and thoughtfulness necessary to demonstrate that achievement of our stated goals, objectives, and specific strategic priorities will take us from where we are to where we want to go...and inspire us to work hard, smart, and together to get there.

Objectives are more specific than goals. Specific Strategic Priorities, as the name implies, are more specific still. They can also be included as objectives, but they are of such importance and interest that they warrant separate identification and discussion.

Goals & Objectives

1. Healthy Neighborhoods, Historic Downtown, and a Transformed US Highway 19 Corridor.

- 1.1 As part of realizing the Overall Vision for New Port Richey, implement the goals, objectives, projects, and initiatives necessary to fulfill the following vision statements for the Focus Areas of this Plan—Healthy Neighborhoods, Historic Downtown, and a Transformed US Highway 19 Corridor.

Healthy Neighborhoods

New Port Richey neighborhoods are desirable, well-maintained, and provide a range of housing affordability options and styles, and are connected to parks, recreation, schools, and goods and services in the Downtown area and US Highway 19.

Historic Downtown

Downtown is a thriving destination for residents and visitors alike who enjoy the wide range of locally owned businesses and array of community events and activities throughout the Downtown area and its recreational opportunities including Sims Park and the River.

Transformed US Highway 19 Corridor

US Highway 19 has transformed from a pass-through highway lined with aging strip centers to a network of connected mixed-use neighborhoods with goods, services, and range of employment opportunities.

1.2 Implement NICE (Neighborhood Improvement and Community Enhancement) Program

- Involve citizens in confirming the boundaries of, and naming, all the neighborhoods of New Port Richey.
- Carry out a neighborhood master planning program for each of the City's neighborhoods, starting with Schwettman Oaks.
- As part of each master plan:
 - Identify and plan beautification of key gateways and corners.
 - Map Historic Buildings and Resources.
 - Register Resources as appropriate.
 - Evaluate form-based codes for each neighborhood.
 - Consider decorative streets and wayfinding signage.

- Evaluate desirability of creating neighborhood associations and an annual block party.
- Evaluate opportunities to enhance buffering between different land uses.
- Make Neighborhood Improvement Grants available annually to those neighborhoods that have completed the master planning process.
- Work with City to complete annual housing studies and code enforcement sweeps.
- Consider model programs, including but not limited to those pertaining to infill, renovation, addition, accessory dwelling unit, and mobile home conversion projects.
- Consider demonstrating the value of alleyways.
- Support building envelope modernization and energy efficiency projects.
- Identify a launch/postcard/catalyst improvement project.

1.3 Continue to maintain and enhance the public realms and built environment of Historic Downtown, including the completion of those projects identified as Specific Strategic Priorities and:

- Railroad Square. In addition to Phases 1 and 2, evaluate opportunities to expand the project to include the former Red Cross Building and to extend to the Riverfront.
- Sims Park and Orange Lake.
- The Riverfront.
- Downtown Streetscape.

1.4 Demonstrate the potential of a transformed US HWY 19 through strategic projects, including but not limited to:

- The redevelopment of Riverside Inn and Aqua Harbor.
- A demonstration of how outdated strip centers can be transformed into mixed use developments featuring workforce housing.
- The beautification of properties visible from the right-of-way.

1.5 Promote, consider and support:

- Traditional neighborhood design principles.
- Architectural styles true to City's history.
- The adoption of appropriate design guidelines and landscaping requirements.
- Improved parking options for Downtown and other Focus Areas, which may include but not be limited to construction of additional surface parking, on-street parking, structured parking, mixed use parking garages, valet parking, parking management systems, and code changes for shared parking.
- Purchasing and assembling properties to facilitate desired redevelopment.
- Public-private partnerships and incentives to effectuate desirable beautification, renovation, and redevelopment.
- Incentivizing improvements, renovation, and redevelopment that fulfills the Overall Vision, Focus Area Visions, and/or visions for Specific Strategic Priorities.
- The adoption of a form-based code for Downtown.
- The creation of a mix of housing types and price points, including workforce housing.

- The development of programs to improve the existing housing stock.
- Property owners in the improvement of their properties through renovation loan and grant programs.
- Citizens becoming homeowners through homeownerships assistance and other programs.
- Citizens becoming business owners through local training, entrepreneurship, and incubator programs.

2. Safe, Clean, and Beautiful.

2.1 Ensure a safe, clean and beautiful public realm.

2.2 Maintain and enhance:

- Community Oriented Policing Program.
- Crime Prevention through Environmental Design.
- Public information programs by Code Enforcement.
- Litter & graffiti removal programs.
- Public property maintenance programs.

2.3 Consider Vacant Property Fence Regulations and corresponding incentive programs or cost-sharing agreements.

2.4 Designate and beautify gateways into the City.

2.4.1 Work with Pasco County and other jurisdictions on areas located outside of the City and/or on areas under the control of another jurisdiction, such as Rowan and Main Street.

3. Resilient High-Quality Interconnected Roads and Infrastructure.

3.1 Support the City's efforts to adopt and/or implement its:

- Repaving Master Plan.
- Sidewalk Master Plan.
- Resiliency Plan.
- Stormwater Master Plan with a special emphasis on improving flood control and water quality in the River and other surface waters.
- Golf Cart Master Plan.
- Greenways & Trails Master Plan.
- Streetlights Program.
- Traffic Calming Program.
- Wayfinding Signage Program.

3.2 Collaborate on the completion of specific improvement projects, including:

- Railroad Square
- Grand Boulevard

- Floramar Terrace fronting US HWY 19
- Main Street Streetscape Project from Cotee River to US HWY 19.
- Main Street Streetscape Project to widen sidewalks and increase landscaping.
- US HWY 19 Corridor Beautification

3.3 Promote the consideration of:

- The Community Redevelopment Area’s vulnerability to sea level rise, flooding, storm events, climate change, and other disasters.
- The creation of design guidelines for typical right of way sections in the City, including lanes, sidewalks, multimodal pathways, streetlights, and landscaping.
 - Roadway and streetscape improvements in accordance with those design guidelines.
- The expansion of the reclaimed water system.
- A canal/channel maintenance program and other opportunities to improve navigability.

3.4 Collaborate with FDOT and Pasco County on the improvement of those rights-of-ways they own and maintain, such as US HWY 19 and Marine Parkway.

3.5 Support the City in the evaluation of proposed over- and underpasses at Marine Parkway & US HWY 19, the US HWY 19 Cotee River Bridge, and any other locations.

3.6 Consider strategic investments in infrastructure to attract desirable redevelopment and private investment.

4. Prospering Local Businesses, Diverse Economy, and Abundant Jobs.

4.1 Support local businesses, attractions, and venues that help form the character of the community.

4.2 Promote and support the recruitment of:

- Targeted industries.
- Missing or desirable retailers, restaurants, attractions, and venues.

4.3 Support the expansion and growth of North Bay Morton Plant Hospital (BayCare) and other medical providers and facilities.

4.4 Collaborate with Pasco County Schools, Pasco Hernando State College, Keiser University, and other public and private institutions on programs which promote best in class educational and workforce training opportunities, including lifelong learning.

5. The River, Arts, Culture, Parks, Recreation, and the Environment.

5.1 Promote and enhance the public waterfront, including boat ramps, boardwalks, and promenades.

- 5.2 Champion the continuing renaissance of the Richey Suncoast Theatre.
 - 5.3 Identify, recruit, and support desirable arts, cultural, recreational, and competitive sports uses and related attractions, venues, and organizations.
 - 5.4 Promote Public Art, including but not limited to murals, exhibits, interactive installations, metal fence designs, and fence panels, that brings people Downtown, beautifies the City, and reinforces the community character.
 - 5.5 Continue to support the implementation of the City's Parks Master Plan.
 - 5.6 Evaluate opportunities for the continuous improvement of Sims Park and the Amphitheater.
 - 5.7 Continue to support the continuous improvement of the City of New Port Richey Library and the implementation of its mission.
 - 5.8 Support:
 - The City and others in producing a full calendar of special events which celebrate and reinforce the character of the community.
 - Efforts to increase utilization and celebration of the River and other local waterbodies, such as kayak trails, boat races, etc.
 - A City goal of providing a park within a 10-minute walk of every home.
 - The City in adding pocket parks and other open spaces to neighborhoods as part of the neighborhood planning program.
 - Efforts to maintain and enhance opportunities for lifelong learning.
6. Award-winning Administration and Collaboration with Community Institutions, Stakeholders, and Citizens.
- 6.1 Enhance communication.
 - 6.2 Actively Collaborate with:
 - City of New Port Richey.
 - Pasco County, County Commissioners and Administration, Metropolitan Planning Organization, Tourism Development Council, Economic Development Council, and School Board.
 - State of Florida, Governor's Office, Legislative Delegation, State Agencies, including but not limited to Florida Department of Transportation, Florida Commerce, Florida Division of Historical Resources, Department of Environmental Protection.
 - Southwest Florida Water Management District.
 - Army Corps of Engineers.
 - Select Florida.
 - Visit Florida.
 - Tampa Bay Regional Planning Council.
 - City of Port Richey, the Suncoast Regional League, Florida League of Cities, and Florida Redevelopment Association.
 - Main Street, The Greater Pasco Chamber of Commerce, West Pasco Board of Realtors, and other business and professional organizations.

- Richey Suncoast Theatre, West Pasco Historical Society, West Pasco Art Guild, the Richey Community Orchestra, Friends of the New Port Richey Library, and other arts and cultural organizations and stakeholders
- Local churches, social and fraternal organizations, and stakeholders.
- Utility providers.
- Any and all stakeholders acting in good faith to bring the Plan to life.

6.3 Support:

- Citizen participation and the City's use of citizen advisory boards and committees.
- The City in its efforts to:
 - Reduce the millage rate and other taxes and fees.
 - Administer a streamlined transparent reliable development review process.
- The coordinated marketing of Downtown and the City.
- Historic preservation.

6.4 Seek grants and legislative appropriations, where appropriate, for implementation of the Plan's Vision, Goals, Objectives, and Specific Strategic Priorities.

6.5 Design, Adopt, and Administer Grant and Incentive Programs that effectuate the adopted Community Redevelopment Plan, consider return on public investment, and may include, but not be limited to, those already referenced and the following categories:

- New development consistent with the Community Redevelopment Plan and vision.
- Renovation and rehabilitation of development consistent with the Community Redevelopment Plan.
- Recruitment of targeted industries, uses, and development.
- Land banking, site assembly, and property disposition.
- Business retention.
- Business relocation.
- Environmental remediation.
- Infrastructure improvements.
- Public-Private Partnerships.
- Site preparation.
- Demolition, rehabilitation, and/or relocation of structures.
- Property management and maintenance.
- Revolving loan programs.
- Tax Increment rebates.
- Impact Fee payments.
- Façade improvements.
- Landscaping improvements.
- Residential Rehabilitation.
- Commercial Rehabilitation.
- Homeowner Assistance Programs.
- Building envelope and weatherization.
- Fast track permitting.
- Other programs consistent with Florida Statutes.

Specific Strategic Priorities

Objectives are more specific than goals. Specific Strategic Priorities, as the name implies, are more specific still. They can also be included as objectives, but they are of such importance and interest that they warrant separate identification and discussion.

Some of the Agency's proposed specific strategic priorities are public improvement projects, like the Restoration of Historic Gulf High School, Railroad Square, and Grand Boulevard Reconstruction. Others will be fairly characterized as partnerships between the public and private sectors, such as Aqua Harbor, where the Agency makes investments in public infrastructure or project improvements in return for the private sector completing desirable private improvements which bring the Plan to life. It is important to note that when categorizing these projects, there is not always a clean break between the two categories. They sometimes fall on a spectrum. Additionally, sometimes, a public improvement leads to a partnership. In all cases, it is the Agency's hope that public investment leverages private investment and a better quality of life for our citizens.

Specific Strategic Priorities (currently, not in order of priority)

Public Improvement Projects

- Railroad Square Street Improvements.
- Grand Boulevard Reconstruction.
- Grand Boulevard Bridge Replacement.
- Historic Gulf High School.

Historic Gulf High School, also known as the Schwettman Education Center, is prominently located at the northeast corner of Grand Boulevard and Gulf Drive. The main building predates the incorporation of the City and is considered an invaluable historic resource. The CRA is pursuing the acquisition of the School and associated property from the Pasco County School Board and hopes to carry out a citizen-driven planning process for the overall site, which would lead to the adoption of a corresponding master plan. Such a master plan would be based upon public input and set forth the City Council's vision and direction for the site.

It is expected that this vision and direction will include:

- **The preservation and restoration of the Historic Gulf High School Building.**
- Collaborations with community organizations and stakeholders.
- Establishing public space along the waterfront.
- Leveraging of grants and other resources, as part of formulating appropriate capital and operating budgets.
- Creation of a special destination and gathering place that:
 - Serves as one of our community's crown jewels.
 - Catalyzes the revitalization of the surrounding neighborhood and southern half of the City.

Public/Private Partnerships

- Champion the continuing renaissance of the Richey Suncoast Theatre.
- Main & Bank Redevelopment.
- Health Department Building.
- Main Street & River Road Redevelopment.
- SunTrust Redevelopment Project.
- Former Community Hospital Redevelopment.
- River Side Inn Redevelopment.
- Aqua Harbor Redevelopment.
- Leisure and Van Doren.
- NICE (Neighborhood Improvement and Community Enhancement).