



CITY OF
GULF BREEZE
— 1961 —



**MOST
LIVABLE CITY**

STRATEGIC PLAN | 2020-2025





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MISSION:

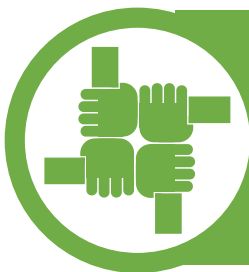
Gulf Breeze will preserve and enhance its hometown character and natural environment to foster a high quality of family life.



CORE VALUES:



The City of Gulf Breeze strives to preserve and enhance its nationally-recognized high quality-of-life and hometown character. Gulf Breeze is a community that supports *inclusion, collaboration, and service above self.*



Collaboration occurs when two or more people are working together towards shared goals.



Service Above Self is showing acts of kindness, pushing yourself beyond normal boundaries for the betterment of others, making yourself uncomfortable to serve others more.



Cherry Fitch
MAYOR

LETTER FROM THE MAYOR

Dear Gulf Breeze Citizens,

The City Council’s vision is for Gulf Breeze to be a resilient community that provides an exceptional quality of life for all ages. This Strategic Plan outlines the framework for how City services will be delivered to accomplish this goal.

Though Gulf Breeze is small, our services are robust and our delivery area broad. By providing emergency services, natural gas, water, wastewater, and parks and recreation services to areas outside the City limits in Santa Rosa and Escambia counties, our city is the largest single provider of municipal services in our region.

Our plan for increasing community resilience is built on five keystones: Responsible City Government, Infrastructure, Quality of Life, Local Economy and Neighborhoods. Without any one of these keystones, our city would struggle for stability and so would our region. Our employees will continue to be dedicated to providing outstanding customer service while continuing to evaluate and increase efficiencies that create a strong, vibrant community.

Our City’s commitment to our residents’ quality of life has led to our recognition as a nationally ranked in “Best Place to Live for families and retirees,” most recently featured in the “Top Ten Places to Retire in Florida” by Travel & Leisure magazine and #11 “Best Suburbs to Raise a Family in Florida” by Niche.com.

The projects, programs and services described in this strategic plan create a very exciting time to serve as Mayor and City Council in leading the community with this vision and plan. I look forward to laying this groundwork from which generations will live and lead.

My best to you,
Mayor Cherry Fitch



TOM NAILE
MAYOR PRO TEM



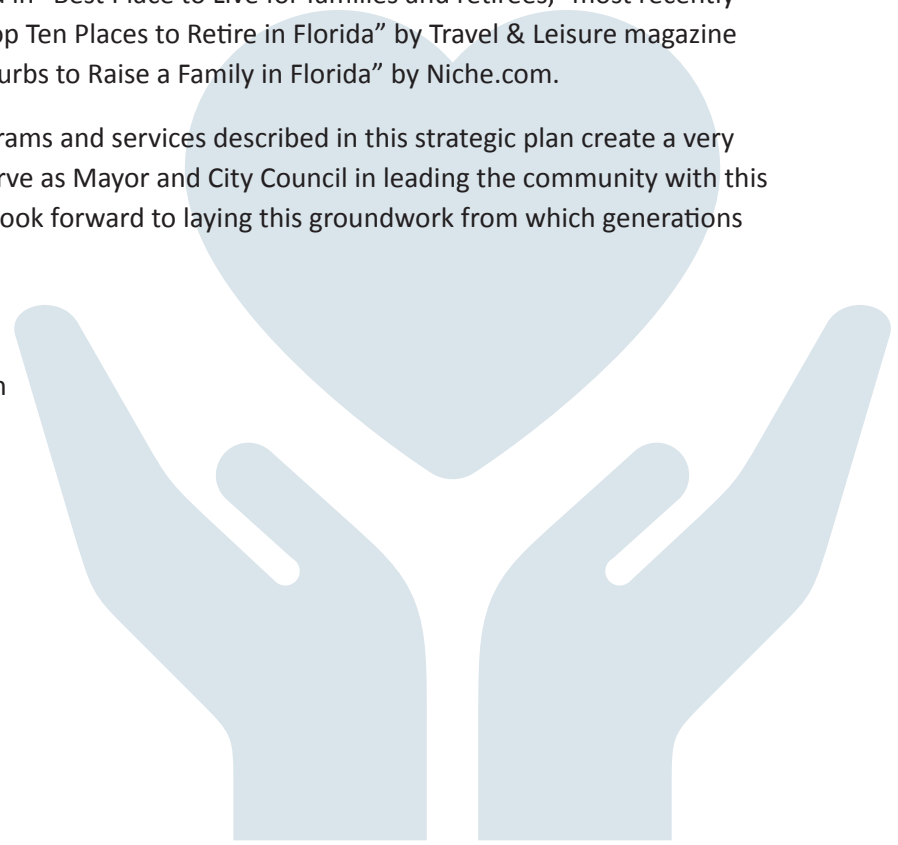
JB Schluter
COUNCILMAN



Todd Torgersen
COUNCILMAN

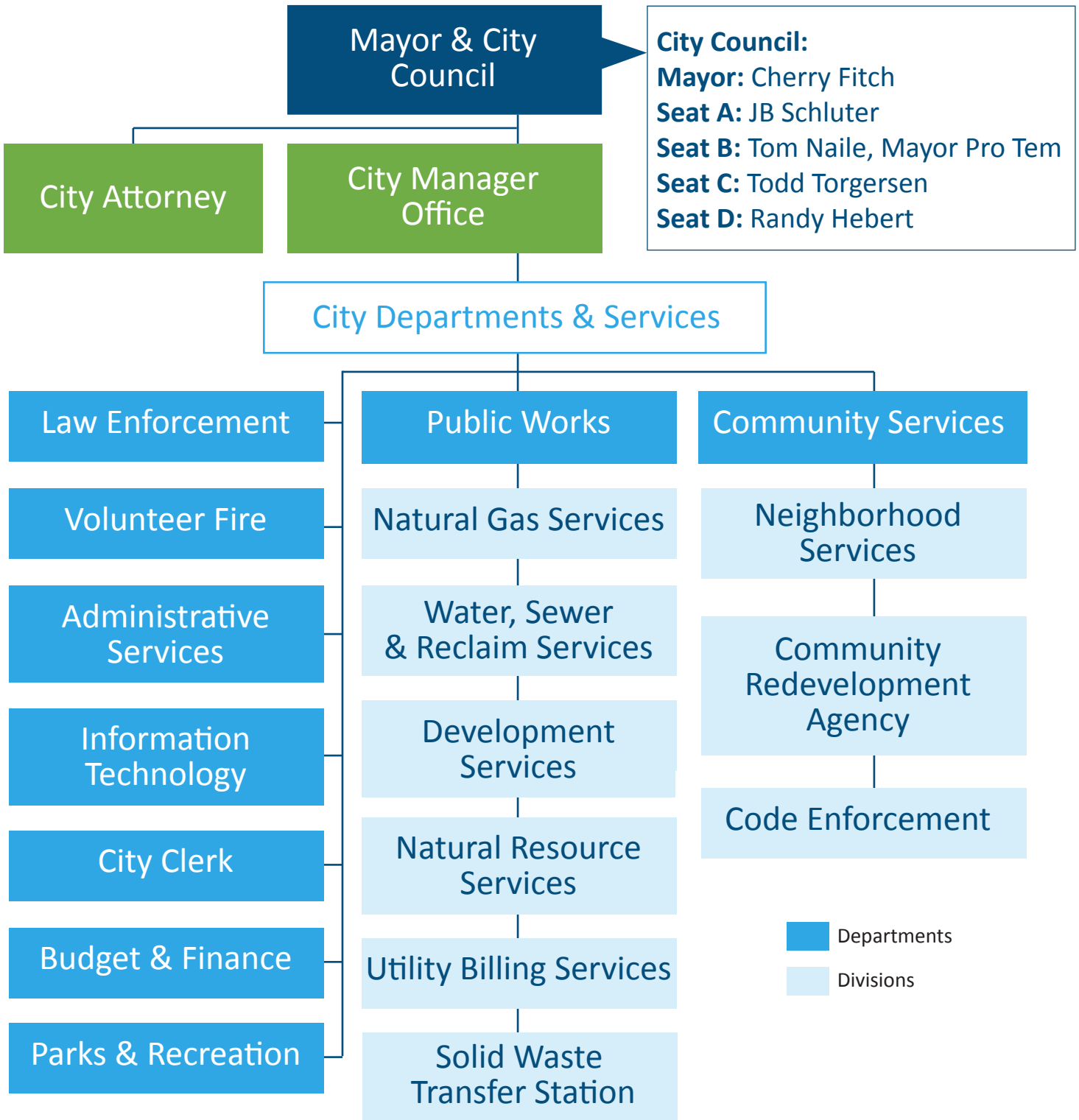


Randy Hebert
COUNCILMAN





ORGANIZATIONAL CHART

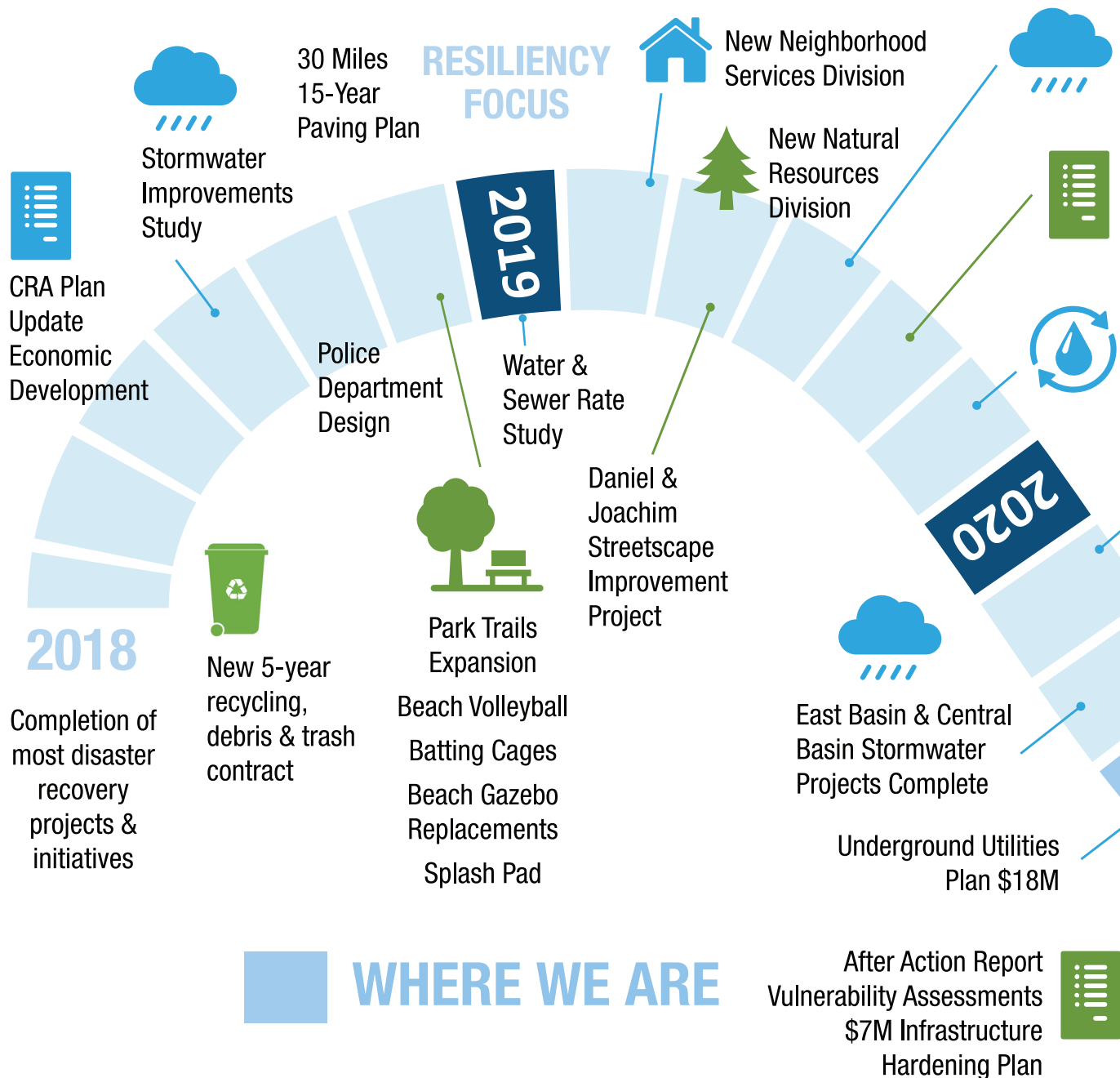


STRATEGIC DIRECTION

On January 19, 2019, the new Mayor and City Council held a strategic planning retreat. A timeline of Gulf Breeze community development was considered, providing insight into the evolution of the City's management. At different times in the City's history, the prevailing management approach can best be characterized by unifying (early in the City's history),

stabilizing (post natural-disaster or economic recovery), or producing (growth and expansion).

The Council set a goal of strengthening and preserving neighborhoods for a "Resilient Community." Threats to goal achievement were identified as growth pressures, gentrification and economic disruptors.



For this reason, the preferred management approach for the next five years is characterized by Innovation.

Organizational innovation is primarily about combining different perspectives for solving problems, and it can be achieved by teamwork. Therefore, team effectiveness is a critical determinant of innovative

success. Throughout the City organization, every department division is engaged in strengthening and preserving Gulf Breeze neighborhoods and quality of life. By combining different perspectives for problem solving, the City is leveraging opportunities, improving its service delivery, and positioning itself to be more resilient, well-regarded and successful.

Feasibility and Design for \$5M in Stormwater Projects

HWY 98 Multimodal Overpass Design
SR 399/Pensacola Beach Redesign Study

Reclaim Water Expansion Plan \$5M 4.3 Mile interconnect

RESILIENCY FOCUS EVALUATION 2023

Neighborhood Enhancements

- Traffic Calming
- Beautifications
- Growth Management

Infrastructure Hardening

- Storm Recovery Upgrades
- Automations

CRA Infill Redevelopment

Wastewater Treatment & Reclamation Facility Expansion \$28M

New Police Department and City Services Annex

Small Business Support Initiatives

\$2.5M West Basin Stormwater Project

\$1M Recreational Fishing & Blueways Improvements

10-Year Capital Improvement Plan

Multi-use Pathway Design Complete

Septic Tank Elimination Plan 8 years \$15M

Hurricane Sally

2021

Facade Grant Program

\$1.5M Complete Remaining Stormwater Projects

2022

Dredging Master Plan

GULF BREEZE NATIONAL COMMUNITY SURVEY RESPONSE

Hurricane Sally made landfall on September 16, 2020. Less than 90 days later, the City embarked on a 5-week National Community Survey between December 11th and January 17th. The purpose of the resident survey was to evaluate the City's outcomes of the 2013 vision plan as "America's Most Livable City". Residents' opinions were no doubt influenced by the historic natural disaster which dropped two feet of rainfall on the City in less than 72 hours. Yet surprisingly, the City's overall ratings exceeded national averages, even as the community recovered from a Category 2 hurricane.

The City's responses were compared with national benchmarks. The National Community Survey's database of comparative opinions is collected by surveys from over 600 communities in the last five years, regardless of size or demographics. Being rated as "higher" or "lower" than the benchmark means that Gulf Breeze's average rating for a particular category was more than 10 points different than the benchmark. The survey's 95% confidence interval means that the margin of error is no greater than plus or minus 4 percentage points for all respondents (over 20% of residents responded).

SURVEY HIGHLIGHTS:

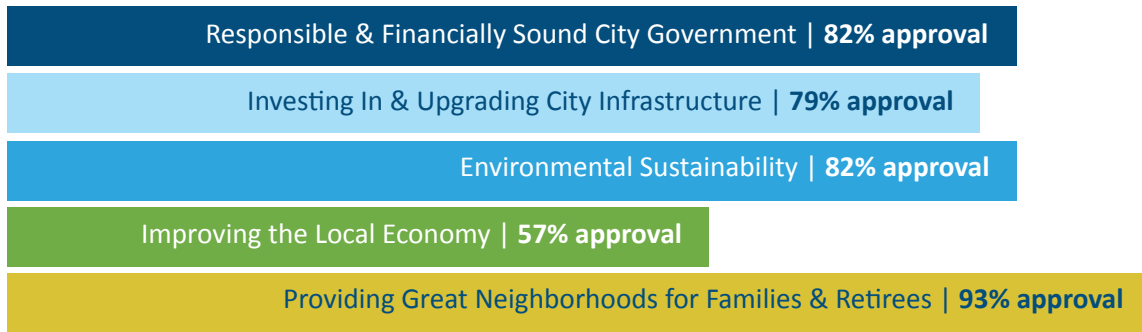
“ Gulf Breeze residents praise the City as a place to live as well as its natural environment and outdoor amenities.

“ City design and layout is an area of importance to residents.

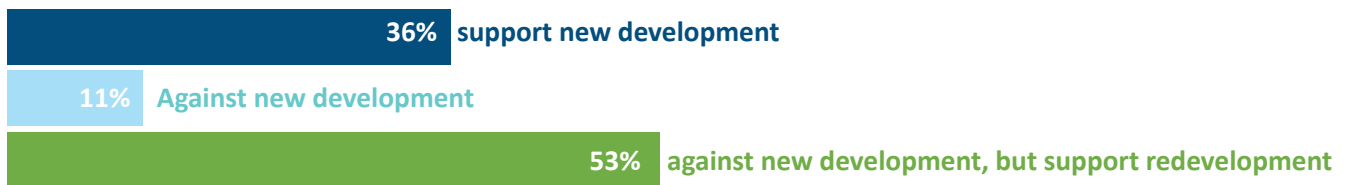
“ Residents applaud the City's emergency preparedness efforts and desire continued focus on utility infrastructure.

“ Residents value the local economy.

Keystones developed for this Strategic Plan based on community responses:



Resident opinions concerning the Town Center nearing build-out:



Resident sources of information about City functions:



“10 Facets of Livability” that show a community’s strengths and challenges



The City ranked **higher** than the national benchmark in 5 facets: Safety, Health & Wellness, Natural Environment, Parks & Recreation, and Resident Connection & Engagement.



The City ranked **higher** than the national benchmark in every Quality-of-Life category within the survey.



The City ranked **similarly** to the national benchmark in the remaining 5 facets: Community Design, Economy, Education/Culture/Arts, Transportation, and Utilities.



The City also ranked **higher** than the national benchmark in every Government Performance category.

RESILIENCY KEYSTONES



2020 East Drainage Basin neighborhood stormwater project.

Community resilience is the sustained ability of communities to withstand, adapt to, and recover from adversity. A small local government like Gulf Breeze must focus efforts and prioritize, or else efforts are diluted, resources are scattered, and results are poor. This strategic plan ensures that the Mayor and Council's vision is translated into focused, implementable steps.

Neighborhoods are the building blocks that shape a City's identity and vitality. Neighborhood-level community services are therefore, nothing new. However, Gulf Breeze makes its neighborhoods the center of every policy decision. Mayor Fitch and City Council have embarked on a 5-year mission to focus the majority of resources on strengthening and preserving our neighborhoods from the infrastructure out. This "neighborly" approach impacts every facet of City services, from public safety to utilities, to planning.

Neighborhood services on a comprehensive level helps residents and business owners identify their community's priorities, plan for the long term, and ensure the consistency of their community's goals with those of the larger region.

KEYSTONES



**Responsible City Government:
Financially Sound City Providing Exceptional Services**



**City Investment in Today and Future:
Upgraded City Infrastructure, Facilities and Parks**



**Quality of Life:
Preserving and Enhancing Environmental Sustainability**



**Growing Local Economy:
Fostering Small Business Expansion and
Infill Redevelopment**



**Premier Community in Northwest Florida:
The Place for Families and Retirees to Live
in Great Neighborhoods**



RESILIENCY KEYSTONES:

RESPONSIBLE CITY GOVERNMENT

82%+

Residents
reporting a
positive score.

INDICATORS OF LIVABILITY

Governance
Responsiveness
Fairness
Transparency

DEPARTMENTS/SERVICES

Finance/Accounting
Technology
Administration





RELEVANT MEASURES OF SATISFACTION; RATINGS OF QUALITIES/ CHARACTERISTICS

Overall image or reputation of Gulf Breeze	93%
Overall Customer Service by Employees	92%
Value of Services for the Taxes Paid	78%
Confidence in City Government	73%
The Overall Direction that the City is Taking	72%
Public Information Services	81%
Informing residents about Issues Facing Community	69%

STRATEGIC/ OPERATIONAL/ INITIATIVES CAPITAL PROJECTS

- Updates to Policies/Procedures
 - Charter Review
- New Police Department and City Services Annex
- Public Information & Civic Engagement
- Leveraging Federal & State Funds
- Neighborhood Enhancement Initiatives

Based on Gulf Breeze results from the 2020 National Community Survey.



RESILIENCY KEYSTONES:

CITY INVESTMENT IN TODAY AND FUTURE

79%+

Residents reporting a positive score.

INDICATORS OF LIVABILITY

Utilities
Parks & Recreation

DEPARTMENTS/SERVICES

Public Works
Utilities–Gas
Utilities–Water
Utilities - Sewer & Reclaim
Utility Billing
Development Services
Natural Resources/Stormwater
Streets / Sidewalks
Parks & Recreation
Community Center



RELEVANT MEASURES OF SATISFACTION; RATINGS OF QUALITIES/ CHARACTERISTICS

Overall Quality of Utility Infrastructure	63%
Power (Gas) Utility	85%
Drinking Water	81%
Sewer Services	75%
Utility Billing	85%
Stormwater Management	59%
Street Repair	56%
Sidewalk Maintenance	62%
Overall Quality of Parks & Rec Opportunities	96%
City Parks	94%
Recreation Center or Facilities	92%
Availability of Paths and Walking Trails	89%

STRATEGIC/ OPERATIONAL/ INITIATIVES CAPITAL PROJECTS

- Underground Utilities within CRA and 5 neighborhood collectors in 5 years
- Completion of the 2014 Stormwater Master Plan by 2024
- Synthetic Turf for Recreation Field
- Recreational Fishing & Blueways Plan
- Parks Improvements
- Wetlands Trail Boardwalk
- Utility Storm Hardening

Based on Gulf Breeze results from the 2020 National Community Survey.



RESILIENCY KEYSTONES:

QUALITY OF LIFE

82%+

Residents reporting a positive score.

INDICATORS OF LIVABILITY

Natural Environment

Water quality

DEPARTMENTS/SERVICES

Natural Resources Management

Transfer Station / Solid Waste





RELEVANT MEASURES OF SATISFACTION; RATINGS OF QUALITIES/ CHARACTERISTICS

Overall Quality of Natural Environment	96%
Garbage Collection	86%
Yard Waste Pick-up	81%
Recycling	66%
Water Resources	91%

STRATEGIC/ OPERATIONAL/ INITIATIVES CAPITAL PROJECTS

- Natural Resources Protection
- Citywide Septic Tank Elimination
- Reclaim Water Expansion
- Deadman's Island Restoration
- Five Year Dredging Plan

Based on Gulf Breeze results from the 2020 National Community Survey.



RESILIENCY KEYSTONES:

GROWING LOCAL ECONOMY

57%+

Residents reporting a positive score.

INDICATORS OF LIVABILITY

Economy

DEPARTMENTS/SERVICES

Infill Redevelopment

Small Business Expansion

CRA for Commercial Revitalization

Small Business Support





RELEVANT MEASURES OF SATISFACTION; RATINGS OF QUALITIES/ CHARACTERISTICS

Overall Economic Health of Gulf Breeze	76%
Economic Development	59%
Vibrancy of Downtown/ Commercial Area	40%
Well Planned Commercial Growth	40%
Variety of Business and Service Establishments	49%

STRATEGIC/ OPERATIONAL/ INITIATIVES CAPITAL PROJECTS

- CRA Improvements
- Facade Improvement Program
- Commercial Redevelopment
- Office Space Redevelopment
- Tourist Development Programs
- Chamber of Commerce Promotions
- Annual Special Events

Based on Gulf Breeze results from the 2020 National Community Survey.



RESILIENCY KEYSTONES:

PREMIER COMMUNITY NORTHWEST FLORIDA

93%+

Residents reporting a positive score.

INDICATORS OF LIVABILITY

Safety • Mobility • Community Design

DEPARTMENTS/SERVICES

Police Dept • Fire Dept
Community Services
Neighborhood Services

RELEVANT MEASURES OF SATISFACTION/QUALITIES/CHARACTERISTICS

Your Neighborhood as a Place to Live **95%**

Overall Feeling of Safety **97%**

Police Services & Crime Prevention **94%**

Traffic Enforcement **84%**

Fire Services **97%**

Emergency Preparedness **86%**

Feeling of Safety from Fire, Flood, or Natural Disaster **73%**

Overall Quality of the Transportation System **63%**

Traffic Flow on Major Streets **59%**



DISFACTION; RATINGS OF

Traffic Signal Timing	66%
Ease of Walking in Gulf Breeze	85%
Ease of Travel by Bicycle in Gulf Breeze	62%
Overall Appearance of Gulf Breeze	87%
Overall Design or Layout of Residential/Commercial Areas	76%
Code Enforcement	57%
Land Use, Planning & Zoning	54%
Well Designed Neighborhoods	74%

STRATEGIC/OPERATIONAL/INITIATIVES CAPITAL PROJECTS

- Police Department and City Services Annex
- Volunteer Fire Dept Recruitment
- Mitigation/Resilience Efforts, Drainage, etc.
- State Route 399 Overpass Redesign
- Highway 98 Multimodal Overpasses
- Regional Traffic Management System
- Shoreline-Fairpoint Multi-Use Pathway
- Beautification Efforts
- Neighborhood Enhancement Plans

Based on Gulf Breeze results from the 2020 National Community Survey.

RESILIENCY INTENDED OUT

Key intended outcomes are quantifiable performance indicators used to evaluate customer satisfaction and performance levels in key areas of high importance for the City. These performance indicators are linked to at least one of five strategic goals. The outcome or result

for each of the following performance indicators is directly impacted by the successful implementation of City initiatives and the performance of departmental key performance indicators. The key intended outcome performance indicators include:



Responsible City Government: Financially Sound City Providing Exceptional Services

- Facilitate and support City legislative processes and public engagement
- Preserve and promote the City's history, founded on the principles of volunteerism, environmental sustainability and exceptional services
- Maintain and enhance operational efficiency
- Maintain policy of 6 months of operating reserves for all major funds
- Ensure that the city's "business-like" enterprises are self-sustaining



City Investment in Today and Future: Upgraded City Infrastructure, Facilities and Parks

- Rating of appearance of Parks and Recreation facilities
- Rating of quantity and quality of recreation programs for youth, adults and seniors
- Rating of condition/appearance of city corridors
- Citywide underground utilities for natural disaster resiliency. Increase by 5% each year beginning 2022
- Citywide 15-year paving and drainage plan using recurring, non-tax revenues. 5% annually

COMES



Quality of Life: Preserving and Enhancing Environmental Sustainability

Manage growth by coordinating with FDOT for Highway 98 long-range transportation planning

Multi-mobility along the inner perimeter, to reduce vehicle dependency

Increase CRA tax revenue for commercial revitalization, and to eliminate blight

Citywide septic tank elimination leveraging grant funds

Stormwater master plan implementation with recurring maintenance

Expansion of reclaimed water for beneficial use



Growing Local Economy: Fostering Small Business Expansion and Infill Redevelopment

Business rating of the image of the City

Retain and recruit high-wage targeted industries: Medical commerce and technology

Unemployment rate below state and regional averages

Lower costs/obstacles for commercial redevelopment construction



Premier Community in Northwest Florida: The Place for Families and Retirees to Live in Great Neighborhoods

Neighborhood enhancement plan implementation for each city neighborhood

Preserve water access points for all neighborhoods

Enhance paddling, recreating fishing and leisure at all parks

ADA upgrades and compliance for all city facilities

Low crime rate with an accredited police department and professional volunteer fire department

Recreational programming for all ages

RESILIENCY INITIATIVES & I

CRA FUND

- HWY 98 Overpasses**
\$250k/2023
- SR 399 Vista Park Streetscape**
\$30k/2021
- SR 399/HWY98 Redesign**
\$224k/2021
- Undergrounding HWY 98** ●●
\$9.7M/2022-2025
- Commercial Façade Grants** ●●
\$25,000/annual
- Commercial Infill Redevelopment**
\$500k/2022
- Daniel Circle/HWY98 Streetscape**
\$150k/2022
- Multi-Use Pathway** ●●●●●
\$430k

RESTORE GRANT

- Non-City Septic Tank Elimination Plan**
\$3M/2022-2023
163 Properties on Soundside Dr
- Stormwater West Basin
Gilmore Area** ●●●
\$373,500/2022
- Stormwater West Basin–Navy Cove,
Berry, Montrose Areas** ●●●
\$556,000/2024
- Water Reclamation Facility** ●●●●
\$6M/2022

OTHER GRANTS

- Multi-Use Pathway** ●●●●●
\$300k/2021
- Commercial Façade Grants** ●●●
\$25k/annual
- City Septic Tank
Elimination Plan** ●●●●
\$2.5M/2022-2029
- Wetlands Trail Boardwalk**
\$1M/2021-2022
- Dredging Master Plan** ●●●
\$120k/2022
- Five-Year Dredging** ●●●
\$225k/2023 & Every Five Years
Thereafter
- Synthetic Turf
Football/Lacrosse** ●●●
\$100k/2021-2022

STORMWATER FUND*

- Stormwater East Basin** ●●●
\$1.05M/2020-2021
- Stormwater Central Basin–
Bear Area** ●●●
\$550k/2020-2021
- Stormwater West Basin–
Gilmore Area** ●●●●
\$713,250k/2022
- Stormwater Central Basin–
Shoreline Area** ●●●●
\$250k/2023
- Stormwater West Basin–Navy Cove,
Berry, Montrose Areas** ●●●●
\$278k/2024

* America Rescue Plan Reimbursement

NWFWMD GRANT

- Reclaim Water Expansion** ●●●●
\$2.5M/2022-2024

NRDA GRANT

- Recreational Fishing
& Blueways
Parks Improvements**
\$1.2M/2022

FUNDING SOURCES

STATE REVOLVING LOAN

City Septic Tank Elimination Plan ●●●●
\$10M/2022-2029

Water Reclamation Facility ●●●●●
\$6M/2022

GEN FUND

Neighborhood Enhancement Initiatives
\$25,000/annual

Synthetic Turf Football/Lacrosse ●●●●●
\$700k/2022

Police Station & City Services
\$3.3M/2021-2022

CAPITAL TRUST AGENCY

Undergrounding Neighborhood Collectors ●●●●●
\$6M/2022-2027

Multi-Use Pathway ●●●●●●●●●●
\$3M/2021

LOAN

Stormwater East Basin ●●●●●
\$1.05M/2020-2021

Stormwater Central Basin– Bear Area ●●●●●
\$550k/2020-2021

Stormwater West Basin– Gilmore Area ●●●●●
\$713,250/2022

Stormwater Central Basin– Shoreline Area ●●●●●
\$250k/2023

Stormwater West Basin–Navy Cove, Berry, Montrose Areas ●●●●●
\$278k/2024

ENTERPRISE CASH

Reclaim Water Expansion ●●●●●
\$2.5M/2022-2024

Utility Hardening
\$7M/2021-2023

USER TAXES AND FEES

Undergrounding HWY 98 ●●●●●
\$2.3M/2022-2025

Undergrounding Neighborhood Collectors ●●●●●
\$6M/2022-2027

Roadways, Sidewalks, Speed Humps, Traffic Devices ●●●●●
\$11M/15 Year 30 Miles

City Septic Tank Elimination Plan ●●●●●
\$2.5M/2022-2029

Reclaim Water Expansion ●●●●●
\$5M/2022-2024

Dredging Master Plan ●●●●●
\$120k/2022

Five-Year Dredging ●●●●●
\$225k/2023 & Every Five Years Thereafter

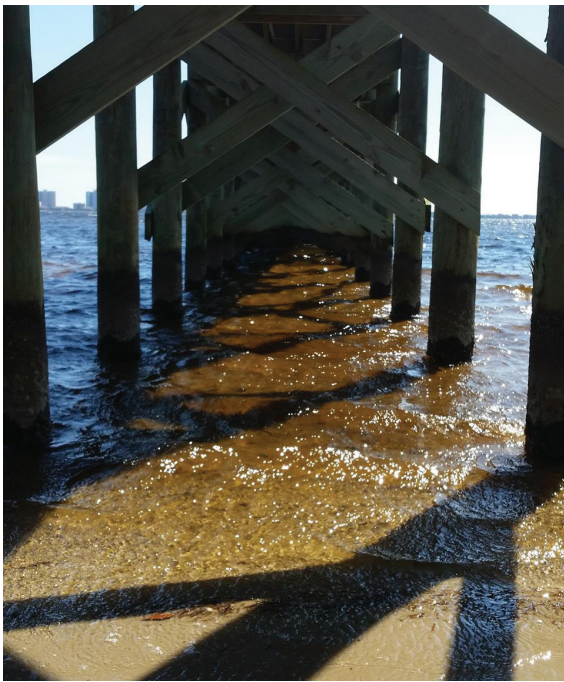
Multi-Use Pathway ●●●●●●●●●●
\$121,500/2021

Water Reclamation Facility ●●●●●
\$6M/2022

KEY TO FUNDING SOURCES

- FUNDS
- GRANTS
- RESERVE FUNDS
- LOANS
- TAXES & FEES
- OTHER

●●●●● Indicates multiple funding sources for the project.



STORMWATER

A robust stormwater system is critical to preventing property damage during severe storm events, reducing stormwater infiltration and inflow into the City's wastewater system; and improving the quality of water bodies throughout the City.

Stormwater 5/5 Plan
5 Year, \$5 million for infrastructure upgrades and improvements to operations and maintenance.
Spending Plan: Cash, Grants, Finance

WHERE WE WERE:

2007-2017: Stormwater Utility funded < 45% of annual maintenance costs

DISASTER RECOVERY

2014-2017: \$2.7M spent on 9 projects in Central Basin. \$1M cash/\$1.7M grants

2017: Set aside \$3M for future stormwater projects (from FDOT land sale)

2017-2019: Feasibility studies and designs for \$5M in infrastructure in central, east, west basins

2018: Stormwater rate study. Fully covers annual maintenance and 50% Cost-share for \$5M

2007-2018

WHERE WE ARE: Resiliency

2019: Council created the Natural Resources Division. 5 full time employees for daily operations and maintenance of stormwater, forestry, maintenance, environmental standards.

2020: \$2.7M* in new central and east basins stormwater infrastructure. Financed 50%. East basin complete. Central basin now underway

2022: \$2.5M in new west basin stormwater infrastructure. RESTORE grant \$356,000

2022-2024: \$1.5M remaining in infrastructure projects citywide

2019-2024

WHERE WE ARE GOING:

Dredging master plan
Public outreach and education
Update Stormwater Study. Evaluate objectives and deliverables
Each zone grant funded as a separate phase annually

SEPTIC TANK ELIMINATION

The City Council has studied, reviewed, and approved an eight-year plan for the complete conversion of all septic tanks within the City to centralized sewer collection and treatment. This ambitious goal requires considerable planning to schedule, fund, design, permit and construct new infrastructure for the removal of approximately a thousand properties from septic systems inside the City.

Septic Tank Elimination 5/15 Plan

5 Year, \$15 million for removing 859 unsewered parcels from septic to improve ground water and stormwater runoff in a peninsula city.

\$12 Million Citywide Septic Abatement Elimination Plan Funded 50/50.

Spending Plan: 50% Utility Cash Reserves, 50% Grants and Finance



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WHERE WE WERE

- 1998:** City creates a Sewer Evaluation Committee to evaluate septic removals
- 2016:** City adopts a Septic Tank Elimination Program (STEP) as a rebate for property owners. Owners may install sewer utilities in the rights of way and recoup a portion of the cost if neighbors connect to the new line.
- 2018:** The first two STEP agreements are approved on Shoreline Drive and Navy Cove Boulevard
- 2019:** Council engages an engineering firm and approves the Gulf Breeze Septic Tank Elimination Program Report on the feasibility to convert all properties within the City served by septic to central sewer service
- 2020:** Inclusion in the 10-Year Capital Improvement Plan
- 2020:** Secured \$6 million in RESTORE Grants from Santa Rosa County for wastewater treatment capacity improvements.
- 2020:** Council approved by Resolution encumbering \$6 million in utility reserves for city septic conversion

1998-2020

WHERE WE ARE:

- 2021:** Preliminary implementation plan approved
- 2021:** Phase 1 Eufaula Project Bid
- 2021:** 167 homes approved for grant funded connection

2021

WHERE WE ARE GOING: 2022-2027

- 2021:** Obtain low interest utility loans and grants as match for high priority areas. Each zone grant funded as a separate phase annually

UNDERGROUNDING & STREETScape



Most of the city's residential neighborhoods were developed by the early nineties. Above ground utilities were the norm, with one third underground. The comparative difference in service interruptions and storm recovery time is evident; as a peninsula city prone to severe weather, Gulf Breeze residents have been requesting undergrounding for over 20 years. In 2021, the City Council approved a dedicated spending plan and engaged a project manager for an aggressive underground schedule for the commercial corridor and all neighborhood collectors.

Undergrounding & Streetscape 5/16 Plan

5 Year, \$16 million for undergrounding and streetscape in order to harden the city from severe weather and foster resiliency

Spending Plan: Cash, Finance \$9.7 million Community Redevelopment Agency (CRA) loan, Support from \$6.3 million Capital Trust Agency (CTA)

WHERE WE WERE

- 1999: City started requiring all new commercial development to underground utilities
- 2001: First small-scale underground wiring in the City approved
- 2006: Undergrounding included in 2006 CRA Plan Update as high priority
- 2009: Undergrounding included in 2009 CRA Plan Update as high priority
- 2011: Implementation strategy is explored between city staff and all utility providers
- 2013: City expanded underground requirements for all new development and redevelopment in the City
- 2013: CRA undergrounded 4200' along Highway 98 near Pensacola Bay Bridge with aerial street lighting
- 2015: City continues public talks with Gulf Power to develop a plan for undergrounding Highway 98
- 2017: Undergrounding included in the City's 10-year Capital Improvement Plan
- 2017: Council engages the Highway 98 Underground Utility Feasibility Study
- 2018: Undergrounding included in 2018 CRA Plan Update as high priority
- 2019: Underground Feasibility Study approved by Council

1999-2019

WHERE WE ARE:

- 2020: New Gulf Power Franchise Agreement adopted with dedicated funding for undergrounding
- 2021: Advertisement for underground utility manager
- 2021: Contract with Utility Consultants of Florida LLC as utility project manager
- 2021: CRA loan approved for design and construction along Highway 98 and neighborhood collectors

2020-2021

WHERE WE ARE GOING: 2022-2027

- Complete survey, design, and coordination
- Underground sections "A" and "B" of Highway 98
- Underground collector streets
- MSBU and cost shares for neighborhood streets

RECLAIM WATER EXPANSION

South Santa Rosa County is prone to both flash flooding and drought conditions. Saltwater intrusion further presents a challenge for irrigation due to sea level rise. Gulf Breeze has long prioritized water source redundancy to reduce water vulnerability. This means that for its primary potable (drinking) water supply, Gulf Breeze is part owner of a regional wellfield in East Milton and also party to a consumption agreement with Emerald Coast Utility Authority (ECUA), allowing the City to purchase a secondary source of water when needed and draw from various wellfields in two counties. The City is the only jurisdiction with such redundancy.

Reclaim is a highly treated effluent that provides an alternative water supply for irrigation and some commercial purposes. In 2020, Gulf Breeze led an effort with area utility providers to ensure the expansion of the City's innovative alternative irrigation water supply to meet future water demands within its service area. The City currently has more users on the reuse distribution system than reuse supply. The current capacity in relation to customers turf and spray field acreage in gallons of reclaim water is 3.5 million gallons per day (MGD), but only 1.6 MGD of reuse supply is currently produced. Based upon maximum demand for reuse irrigation during peak periods (2.2 MGD) compared to the amount of reuse supply capacity, there is a 0.60 MGD of unmet need. Thanks to state grants and a 2020 partnership agreement with Holley-Navarre Water System and Santa Rosa County, the City will increase its reuse supply capacity by as much as 0.50 MGD by year the 2024 and then up to an additional 0.90 MGD by the year 2026.

**Gulf Breeze
Reclaim Water
Expansion
5/5 Plan**

**Spending Plan: \$2.5M Grants /
\$2.6M State Revolving Loan &
Impact Fee Reserves**



WHERE WE WERE:

In the Early 1980s, a small Tiger Point Wastewater Treatment Plant (WWTP) was constructed prior to the development of the nearby Santa Rosa Shores Subdivision. Flows from the Tiger Point WWTP were held onsite with the stormwater and utilized to irrigate the new golf course.

1986: The South Santa Rosa Wastewater Treatment Plant was built to replace the smaller plant, with a larger capacity of 0.60 million gallons per day (MGD). All of the effluent was stored in a retention pond, separate from the stormwater, but still utilized for irrigation of the golf course.

1988: The WWTP was upgraded to 2.0 MGD capacity. Effluent discharge was still utilized for the golf course but it was restricted to 1.4 MGD due to loading limits on the soils.

1992: Flow from the City of Gulf Breeze was diverted to the WWTP after a catastrophic failure of some major equipment at the Gulf Breeze WWTP. It was more cost effective to provide all of the treatment at one location instead of repairing the Gulf Breeze WWTP. This move practically doubled the flows at the plant to 1.2 MGD.

1997: The Eastern Reclaimed Sprayfields were developed to accommodate flows during wet weather periods when use on the golf course was at its lowest.

2000: The Waste Water Treatment Plant was upgraded and the reclaimed capacity increased to 1.777 MGD. This was a combination of the golf course, the sprayfields, and some residential reclaim users.

2000: The Utility began adding commercial and residential reclaim users beginning with the Lions Gate Subdivision.

2002: Tiger Point Golf Course was re-rated and the permitted reclaimed flows increased to 2.0 MGD, matching the capacity of the WWTP.

2018: 1,050 reclaim residential customers with more subdivisions awaiting supply. Reclaimed permitted capacity had grown to 3.5 MGD, allocated as 1.3 MGD to the golf course, 0.731 MGD to other sprayfields along Highway 98, and 1.531 MGD to commercial and residential users.

1980s-2018

WHERE WE ARE:

2019: Memorandum of Agreement between Gulf Breeze, Santa Rosa County and Holley-Navarre Water System to provide up to 0.5 MGD of supply to the Gulf Breeze reclaim system for customer use.

2020: The South Santa Rosa County Beneficial Reuse Strategic Plan is approved by Gulf Breeze, Santa Rosa County, Holley-Navarre Water System and the Northwest Florida Water Management District. The Plan is composed of 4 phases to connect the three water utility systems. Phases 1 and 2 eliminate discharges into the Santa Rosa Sound by the Navarre community and construct infrastructure north on land leased by from Eglin Air Force Base. Phases 3 and 4 operationalize beneficial reuse and include construction of transmission lines between the City and HNWS.

2021: The City sells two sprayfields in order to use the cash as grant match and debt service for state revolving loan for the interconnect to Holley-Navarre Water System supply.

2019-2021

WHERE WE ARE GOING:

Add up to 0.50 MGD of additional reuse supply for existing customers in the Gulf Breeze service area with the new 4.3-mile interconnection between Gulf Breeze and HNWS as Phase III of the Beneficial Reuse Project. Increase reliability of the system with the new 500,000 gallon ground storage tank and booster pump station.

Add up to an additional 0.90 MGD of reuse supply after completion of the Navarre Beach WWTF upgrades as Phase IV of the Beneficial Reuse Project. This adds 4,000+ reuse customers, including customers inside the city limits with an interconnect westward.

MULTI-MOBILITY SYSTEM

The City Council has prioritized multi-modal transportation projects which connect neighborhoods to commerce and civic spaces. Low-speed vehicles and bicycles provide safe travel in a peninsula city bisected by a Highway with heavy commuter traffic. In addition to new multi-modal infrastructure, the City is expanding its trail system and upgrading pedestrian crosswalks and sidewalks to ensure safe walkability for all ages.

WHERE WE WERE

2008: The City's long-range plans are updated to emphasize the need for multi-mobility projects and enhanced connectivity to avoid the congestion of Highway 98 for short, local trips.

2010: FDOT spends \$317,000 to repaint the 1979 pedestrian overpass bridge across Highway 98 after residents start a fundraiser due to its unsightliness. The City installs landscaping and fencing.

2013: "Gulf Breeze Most Livable City Master Plan" is adopted after public input. Transportation goals include alternatives to U.S. 98 to enhance connectivity and safety for pedestrians, cyclists, transit users, and vehicles. Goals also include aligning various existing intersections, constructing pedestrian overpasses, and creating pedestrian crossings at signalized intersections.

2016: New 15-year resurfacing and maintenance plan. At least 2 miles resurfaced annually, totaling 35 miles of streets and 10 miles of sidewalks. Funded by the City's portion of the Santa Rosa County fuel tax which was just doubled to six cents.

2017: New Neighborhood Enhancement Program to help neighborhoods gather consensus on traffic safety projects, among other priorities.

- » 2018 A FDEP grant is awarded to help fund the design of the Multi-Use Pathway Project, or "Fairpoint-Shoreline Loop", and also the wetlands boardwalk.
- » Council approved a full funding plan with non-recurring revenues.
- » The four-mile multi-modal loop re-aligns existing intersections, creates pedestrian crossings, replaces the aging sidewalk, and constructs a new multi-modal pathway for low-speed vehicles to travel between residential, commercial, and civic areas.

2018: Council adopt a new citywide Americans With Disabilities Act (ADA) Plan for city facilities.

2019: A firm is engaged to design the Multi-Use Pathway Project and Wetlands Boardwalk.

2019: New Golf Cart Ordinance allows carts on city streets under 35 mph, and prohibits carts from sidewalks. Residents in public meetings request improvements to connect both sides of Highway 98 for low-speed vehicles.

2019: A firm is engaged to study the feasibility of Highway 98 multi-modal overpass system and also study a redesign of State Route 399 interchange, which is the highway overpass that directs the flow of traffic to and from Pensacola Beach.

2020: Council considers the overpass study and approves the firm proceeding to design a redevelopment of the existing 40-year old FDOT pedestrian bridge to a multi-modal overpass, and also construct a new multi-modal overpass with landfall at Publix, which will connect the Fairpoint-Shoreline multi-modal pathway to both sides of the highway.

2008-2019

15/31 Paving Plan

Pave 31 miles of roadway in 15 years with fuel tax and local option sales tax dollars.

5/6 Modal Plan

Six million in five years leveraging additional grants.

Construct four miles of a multi-modal pathway and highway overpasses in order to enhance connectivity and safety for pedestrians, cyclists, transit users and vehicles. Construct the Wetlands Boardwalk as Phase 3 of the parks trail system. Goals also include aligning various existing intersections, constructing pedestrian overpasses and creating pedestrian crossings at signalized intersections.

WHERE WE ARE:

Nearly half of all roads inside the City are paved since 2016.

Neighborhood traffic surveys and enhancements have been completed for eight areas with traffic calming devices installed on Soundview Trail, Northcliffe, and Sunset.

Council recommends to FDOT a redesign of State Route 399 interchange to a traffic roundabout with east-west highway flyover and a multi-modal overpass on Pensacola Beach Road.

State awards a grant for 50% construction costs of the Wetlands Boardwalk Project.

Council approves a funding plan for the Highway 98 overpass system connecting the Fairpoint-Shoreline multi-use pathway, in partnership with FDOT.

Fairpoint to Shoreline Multi-Use Pathway Project and Wetlands Boardwalk Project. Start construction.

2021

WHERE WE ARE GOING:

2022-2027

Continue annual resurfacing plan with at least two miles paved per year. Funded by fuel tax and local option sales tax.

Multi-modal network connecting both sides of Highway 98 to commerce, residential, and civic areas.

Improved bicycle lane safety with traffic calming devices.

Continued implementation of CRA Plan long range transportation plans.

Complete ADA improvements identified in the 2018 Gulf Breeze ADA Transition Plan to enhance access to multimodal facilities as existing roadways are resurfaced and new projects constructed.

PUBLIC SAFETY COMPLEX

The City owns 2.18 acres on Fairpoint Drive for the central location of emergency services. In the last decade the City has progressed in its vision of a modernized public safety complex which includes law enforcement, dispatch, fire protection, and 24-hour utilities customer service. The last major phase of this vision is the demolition and redevelopment of a new police department and public services building. With the design now complete, construction is set to begin in late 2021. The City has set aside funds annually in its Ten-Year Capital Improvement Plan so that the cost results in no increase in taxes and fees.

The City's police department is a 4,000 sq. ft. one-story ranch-style building built in 1984. The structure was slightly renovated in 1993 and again in 1999. The building can no longer be renovated to accommodate the needs of public safety. Legal mandates have increased regarding the procedures for storing evidence and safety assets and sequestering persons in police custody. The police department building

**Public Safety Complex
2/2.3 Plan**

Final phase: Modern police department and public services annex

Spending Plan: Cash

has inadequate space for the storage and inventory of evidence, and design challenges for ensuring confidentiality and safety during investigations and processing.



WHERE WE WERE:

1955: Original fire station constructed. With the City's incorporation in 1961, a police force utilized half of the station for shared space, including a holding cell.

1984: Ballot Referendum asked citizens whether Gulf Breeze should construct a police facility annex.

1985: A one-story ranch building was renovated for the new police station next to the 1955 fire station.

1993-1999: Police station is renovated twice.

2005: New modern fire station was built adjacent to the old station which is largely abandoned but for storage. The new fire station includes a bunk room so that the building can accommodate 24-hour shifts.

2015: City Council workshopped the need for a modern police station.

2016: The City engaged Sam Marshall Architects to conduct a long-term needs analysis for a new police station and public safety facilities. This is the same firm that prepared plans for the 1998 building remodeling and expansion. The needs assessment concludes that the existing police department presents operational challenges and is outdated for some modern-day law enforcement practices.

2017: A citizen survey ranked a new police station as a high priority with a score of 9.2 out of 10.

2017: Council engaged Sam Marshall Architects as the firm to design a police department annex which would be an expansion of the current building.

2018: Original concept design complete.

2019: The original concept is redesigned to demolish the 1984 building for a new consolidated service building for law enforcement, dispatch, and utility customer service. The change is based on value engineering due to rising construction costs.

2020: New complex design approved by City Council.

1955-2020

WHERE WE ARE:

2021: The City Council authorized the advertisement of a Request for Qualifications in accordance with Florida Statutes 287.055 for At-Risk Construction Management Services for construction of the Police Department and City Services Annex.

2021: Award construction management contract.

2020-2021

WHERE WE ARE GOING: 2022-2027

A state-of-the-art Fairpoint Emergency Services Complex which includes a modern police station and city services annex that will last well into the 21st Century. The building will add security and address long-term needs identified in the 2016 analysis report.



City of Gulf Breeze, Florida

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