VISION STATEMENT

"Longboat Key is a beautiful place to live, work, and visit, where the natural assets of a barrier island combine with cultural and recreational amenities, visionary planning, and proactive leadership to enhance your way of life."

MISSION STATEMENT

"To vigorously maintain and preserve Longboat Key's status as a premier residential and visitor destination that supports the historic balance between residential, recreational, tourism, and commercial attributes, through a commitment to long-term and short-term planning excellence and measurable results."

CORE VALUES

1. The **governance** of the town shall encourage **public involvement,** and maintain a high-quality, **stable workforce** that provides excellent **public services**, including **safety** and **disaster management,** within a framework of **sound fiscal planning**.

2. The town shall support well-designed and well-maintained **neighborhoods, communities**, and **commercial areas** through the regulation and enforcement of **landscaping and property maintenance codes** for the beautification of the island and protection of **property values**.

3. The town will identify and support **healthcare** providers, **adult education resources**, and **aging in place** facilities, which increase the ability of residents to locally access necessary services.

4. The town will strengthen the ability of businesses to thrive year round on Longboat Key by encouraging **commercial revitalization, development, and maintenance** through clear regulations and incentives that support **long-term planning** for vibrant integrated **commercial centers**.

5. The town will develop a **Gulf of Mexico Drive corridor plan** to ensure compatible development while creating attractive public spaces and sense of community.

6. The town will maintain Longboat Key as a **premier vacation destination** and enhance year round **tourism** through continued **revitalization, development, and maintenance** of tourism-oriented businesses and amenities such as; lodging, cultural attractions, restaurants, golf courses, tennis facilities and beaches.

7. The town will maintain and improve the quality and variety of island-based **recreational and educational opportunities**, including a high-quality **community center**, and will support and promote off-island recreational, cultural and urban attractions.

8. The town will pursue long-term **transit system** solutions that provide reasonable travel options within the town and off-island for residents, visitors, businesses and the local workforce, while maintaining and improving **traffic circulation**.

9. The town will protect the islands' invaluable **natural resources** through **Best Management Practices** (BMP) and **coordinated regional solutions** for water quality, green building, irrigation, energy conservation, waste management, storm water and shoreline protection.

10. The town will continually identify and pursue appropriate **state-of-the-art technological infrastructures** that provide competitive advantages over other island resorts.

11. The town recognizes the need to provide suitable amenities for **visitors and residents of all ages**.

Section 3: Goals, Strategies, and Action Steps

This section of the plan details the goals, strategies, and action steps that will contribute to achievement of the vision as a preferred residential community offering a very high quality of life for its residents. The goals of the plan, while not listed in an order suggesting priority, will provide direction for the coming 20 years. Implementation and achievement of the strategies and action steps, including the initiation/timing and responsibility, will vary depending upon circumstances over the 20 years.

Goal 1: Help prevent Longboat Key from becoming unaffordable to current residents

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Develop a coordinated message to be used by all Longboat Key officials and staff regarding the impact on Longboat Key of tax practices of the School Boards, County Commissions, and other public bodies	on-going	Town Commission	Finance Department - Policy Statement
2. Develop a targeted education and outreach strategy to external taxing bodies to (1) reduce the tax burden they are placing on the Key and/or (2) provide more benefits to the Key	on-going	Town Commission	Finance Department - Develop Strategy Paper
3. Develop and participate in sustained policy efforts at state and federal levels to develop property and disaster insurance alternatives for coastal communities that help those communities remain economically viable	on-going	Town Commission	Appoint liaison for Town Commission
4. Develop a Town function or position, which would seek to secure more external funding to the Town to support services or infrastructure	on-going	Town Commission	Create a funding development position or committee (with existing staff or voluntary citizen(s))

Goal 2: Continue to maintain the high level of public services and safety on Longboat Key

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Maintain accredited and trained staff	on-going	Town Manager	Maintain adequate budget
2. Maintain appropriate facilities	on-going	Town Manager	Maintain adequate budget
3. Keep public safety plans updated	on-going	Town Manager	Annual review
4. Increase public education and information on public safety, particularly disaster issues	on-going	Town Manager	Increase public education – CRS Manager
5. Maintain the high level of readiness for disaster response	on-going	Town Manager	Maintain training and education
6. Formalize a compensation policy that provides competitive salary and benefit package for town employees at or above the 75 percentile for surrounding communities. Conduct a study of current employee pay practices (direct and fringe) of surrounding communities of comparable size	on-going	Town Commission	Maintain adequate budget
7. Continue adherence to best management practices (BMPs)	on-going	Town Manager	Develop yearly review of BMPs - Public Works Department
8. Conduct cost/benefit studies on any major capital item	on-going	Town Manager	Develop reporting form - Finance Department
9. Encourage regional solutions	on-going	Town Commission	Maintain liaisons to regional groups
10. Continue planning and funding for adequate capital maintenance	on-going	Town Manager	Maintain adequate budget

Goal 3: Encourage improvement, redevelopment, and development of commercial

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Encourage quality redevelopment consistent with vision			
a. Pursue collaborative efforts regarding major developments of the Key to formulate a master redevelopment plan for their parcels	on-going	Town Manager/ Town Commission	Private development proposals
b. Explore new commercial/tourism land use applications and development options for appropriate sites. For example: consider creating such a zoning district for the Whitney Beach Plaza and the adjacent properties to the north; redevelopment of the Bay Isles Parkway and the Town Plaza I and II developments, including the adjacent bank properties and the adjacent vacant residential parcel (formerly known as MODA); raise awareness of the advantages of combining adjacent commercial properties for greater flexibility per site; and, consider increased density incentives, a mix of office and retail use, with a greater opportunity for increased landscape buffers between commercial and residential zones, as well as the ability to provide larger areas for landscaping that is more consistent with the residential character of the Key. Commercial sites other than those within the Bay Isles Planned Development and Whitney Beach Plaza should be similarly examined by the Planning and Zoning Board for possible redevelopment	underway	Planning and Zoning Board	Review by the Planning and Zoning Board
2. Support commercial revitalization and rebuilding that is compatible with the Key, including building heights, viewscapes, and building mass and intensity	on-going	Planning and Zoning Board	Review revitalization ordinance

Goal 4: Encourage improvement, redevelopment, and development of tourism

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Enhance marketing efforts designed to attract new visitors via a public-private partnership between the Town, Chamber, and Tourist Development Councils, ensuring that the public is adequately made aware of the short-term rental units on the island	on-going	Chamber of Commerce	Chamber Report
2. Obtain annual marketing report on efforts to market Longboat Key as a tourism destination, which shall include data regarding the number of short-term rental units on the island and their annual occupancy rate	annually	Chamber of Commerce	Chamber Report

Goal 5: Encourage improvement of residential properties that maintain quality and character of existing neighborhoods

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Encourage the Village Association to preserve the unique characteristics of the Village with the creation of a Village Master Plan	2011	Planning and Zoning Board Town Commission	Planning Staff with the Village Association

Goal 6: Protect and conserve the natural environment and maintain the beauty of the Key

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. When economically feasible, adopt appropriate best practices used by other local governments pertaining to:			
a. Reasonable green building strategies	on-going	Town Commission	Building Division Staff Study
b. Water conservation	on-going	Town Commission	Public Works Staff Study
c. Alternative fuels for the Town's fleet	on-going	Town Manager	Public Works Staff Study
d. Electricity and energy conservation	on-going	Town Manager	Public Works Staff Study FPL energy audit
2. Continue a lobbying strategy with like-minded communities on the red tide issue	on-going	Town Commission	Continue participation with START
3. Continue to participate with other governments in cooperative efforts to protect and restore Sarasota Bay	on-going	Town Commission	Continue participation with Sarasota Bay Estuary program
4. Improve landscaping efforts on Longboat Key			
5. Continue to enforce the fertilizer ordinance to reduce pesticide and fertilizer run-off into the Gulf of Mexico and Sarasota Bay, including public education programs	on-going	Town Commission	Public Works Department
6. Develop a public education campaign on Florida Friendly and invasive plant species eradication	on-going	Town Commission	Public Works Department Planning and Zoning Department
7. Develop and implement a beautification plan for Gulf of Mexico Drive through the utilization of a committee consisting of, but not limited to, citizen representatives who are landscape architects and design professionals, licensed town staff, and Garden Club representatives.	on-going	Town Commission	Public Works Department Longboat Key Garden Club
8. Continue to monitor the Town's water situation and alternative water systems to allow the Town to secure its own water source.	on-going	Town Commission	Public Works Staff Study
9. Participate in Florida and National League of Cities and US Conference of Mayors forums on environmental issues	on-going	Town Commission/ Town Manager	Maintain adequate budget
10. Periodically examine the beach management program as needed, including regional cooperation	on-going	Town Manager/ Public Works	Maintain Budget and State Permitting
11. Seek adequate supply of alternative irrigation water to keep the island green and beautiful	on-going	Town Commission	Public Works Staff Study

Goal 6: Protect and conserve the natural environment and maintain the beauty of the Key - Continued

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
12. Revitalize community beautification efforts that serve to protect the natural environment, including Gulf of Mexico Drive	on-going	Town Commission	Public Works Staff Study Longboat Key Garden Club
13. Seek opportunities to purchase open space for public use, with public input, as to features, uses, and costs	on-going	Town Commission	Town Manager update Commission Longboat Key Center for the Arts
14. Encourage public art in public places	on-going	Town Commission	Planning Staff – Resolution Longboat Key Center for the Arts
15. Continue to protect endangered species including, but not limited to, sea turtles	on-going	Town Commission	Code Enforcement in partnership with Mote Marine Laboratory
16. Explore new technologies in renewable energy applications	on-going	Town Commission	Public Works/Planning, Zoning and Building
17. Continue to adopt additional conservation methods to further decrease the amount of water used for both consumption and irrigation	on-going	Town Manager/ Town Commission	Public Works Staff Recommendation
18. Explore new technologies in potable and irrigation water supply and distribution	on-going	Town Manager/ Town Commission	Public Works Staff Study

Goal 7: Promote community health

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Review the possibility of creating a community health center on the island	on-going	Town Manager	Human Resources Department Chamber of Commerce
2. Continue efforts to construct sidewalks on Gulf of Mexico Drive where appropriate	on-going	Town Manager	Public Works Department
3. Work with landscaping companies to reduce pollution and alternative ways of managing yard debris and tree pruning	on-going	Town Manager	Public Works - Develop BMPs Longboat Key Federation of Condominiums
4. Develop policies to further minimize light pollution	on-going	Planning and Zoning Board	Planning, Zoning and Building Department Staff Study
5. Encourage elder care programs and aging in place facilities, including transportation options. Promote healthy, vibrant aging with wellness programs and provide information on available on- and off-island services and programs for residents and caregivers	on-going	Town Manager	Town Manager, Chamber of Commerce, and Churches and Synagogue

Goal 8: Keep or Improve the Island's amenities important to resident's quality of life

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Encourage the modernization and redevelopment of tourism facilities. Support efforts of the Chamber of Commerce and Economic Development Council to promote tourism and economic growth consistent with the vision	on-going w/ annual report	Town Commission	Town Commission with the Chamber of Commerce including an annual report from the Chamber
2. Review Town Codes to identify and develop more opportunities or incentives for retail amenities critical to residents and visitors	September 2011	Planning and Zoning Board	Planning Staff Study with the Chamber of Commerce
3. Encourage redevelopment strategies that would enhance retail amenities for residents such as mid-priced restaurants, a small cinema, etc.	2011	Planning and Zoning Board	Planning Staff Study with the Chamber of Commerce
4. Communicate that the Key wants its local businesses to prosper and that it will regularly review its policies to ensure consistency with this intent	on-going	Town Commission	Planning Staff Study
5. Encourage redevelopment of existing retail centers appropriate to the site	on-going	Planning and Zoning Board	Planning Staff Review
6. Form a public-private collaboration to develop an appropriately scaled community center	2011	Town Commission	Form Citizen Committee
7. Pursue an up-to-date communications infrastructure so that residents have full access to advanced communications technology	on-going	Town Commission	As directed
8. Create more access points for kayaks, canoes or small sail craft	on-going	Town Commission	Public Works Department

Goal 9: Retain the service workforce needed for quality of life on the Key

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Improve public transportation options, including transit shelters, that enable workers to more easily get to worksites	on-going	Town Commission	Metropolitan Planning Organization
2. Participate in workforce housing initiatives in Manatee and Sarasota Counties	on-going	Town Commission	Manatee and Sarasota Counties

Goal 10: Minimize regular and seasonal traffic congestion

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Continue participation in regional transportation planning that would provide other alternatives that would reduce the need to go through Longboat Key to get to Sarasota	on-going	Town Commission	Metropolitan Planning Organization
2. Continue to monitor traffic signals for optimal traffic flow	on-going	Town Manager	Public Works Department
3. Continue working with the US Coast Guard on the seasonal bridge opening schedules at the various bridges that impact Longboat Key	on-going	Town Commission	Metropolitan Planning Organization
4. Continue to take positions on regional traffic issues that affect Longboat Key citizens (for example, roundabouts and speed limits on U.S. 41)	on-going	Town Commission	Metropolitan Planning Organization
5. Design, market, and promote appropriate and viable public transportation services for Longboat Key	on-going	Sarasota County Area Transit	Sarasota County Area Transit
6. Create destination points and routes so that public transportation lessens the impact of traffic on Gulf of Mexico Drive	on-going	Town Commission	Public Works Staff Study
7. Focus on supporting trolley services, including shelters	on-going	Town Commission	Metropolitan Planning Organization

Goal 11: Increase citizen involvement and engagement with Town government

Strategy	Action Steps		
	Initiation/Timing	Responsibility	Action
1. Encourage the Town Commission to speak at neighborhood or condominium associations or otherwise engage the public in other informal forums	on-going	Town Commission	Public Information Officer
2. Encourage people to e-mail, use the suggestion box, attend public meetings, and other mechanisms to inform the Town of any local policies and regulations that it views as problematic	on-going	Town Commission	Public Information Officer
3. Use the Town Charter review process to discuss possible changes to the structure and system of Town government including, but not limited to, length of terms, single member districts, options for a stronger mayor form, and options for funding elections	on-going	Charter Review Committee	Final Report By Charter Review Committee
4. The Town Commission shall periodically review the Town's internal processes (e.g., budget process, human resource policies, etc.)	on-going	Town Commission	Form A Committee
5. Appoint citizen or staff member to actively and consistently represent the interests of Longboat Key at School Boards, County Commissions, and other taxing bodies	on-going	Town Commission	Appoint Liaisons
6. Develop time-limited and role specific projects related to the vision plan and seek citizens with specific skills to participate in those projects	on-going	Town Manager	Town Clerk - Advertisement
7. Continue to encourage residents who will serve on regional forums as well as town committees and boards	on-going	Town Manager	Town Clerk - Advertisement

End of Agenda Item