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Town Manager  
Department

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Connie Hoffmann  
Department Head

<b>COMMISSION MEETING DATE - 7:00 PM</b>	<b>Deadline to Town Clerk</b>
10/9/2012 - TOWN COMMISSION MEETING 7:00 PM	10/3/2012

**SUBJECT TITLE:  
DRAFT STRATEGIC PLAN**

**EXPLANATION:** An item on my Work Plan was to prepare a draft of a Strategic Plan for the Commission's review and discussion. I used the Comprehensive Plan, the Master Plan as revised by the Commission in 2011, Commission input and decisions over the past two years that provided insight into your priorities and philosophy, and my own knowledge of strategic planning principles to assist me in drafting the Plan. Since Vice Mayor Sasser was the member of the Commission who originally proposed this item for my Work Plan, I sought his review of the format I was using and incorporated many of his suggestions into the draft.

Although it is a 40 page document, you will see when you review the draft that there are blanks left for certain data, objectives and tasks to be inserted and a number of items that are in the current Comprehensive Plan that I was unsure whether the Commission would agree are still desired.

Vice Mayor Sasser and I agree that the first steps in reviewing and modifying the draft Plan are for the Commission to determine whether 1) the overarching Strategic Goals that I've proposed in the Plan are what you believe to be the issues that should drive the Strategic Plan, and 2) the Vision and Mission statements adopted by an earlier Commission are descriptive of this Commission's view of the future.

The sub-goals, objectives, and tasks would all flow from those decisions and a discussion of them would occur after you have decided on the bigger picture issues.

I included tasks in the draft so that you would get an idea of how the process would work but, in reality, the tasks would be part of annual tactical plan to move us towards the accomplishments of the stated goals and objectives.

These are important decisions and discussion of them might be better suited to a series of Roundtable meetings.

**RECOMMENDATION: Schedule 2-3 Roundtable meetings.**

**EXHIBITS: Draft Strategic Plan**

Town Manager Initials CH

## INTRODUCTION

The Town of Lauderdale-By-The-Sea's Strategic Plan is the definition of our vision and goals, and the means by which we measure our progress towards attainment of them. It should be the foundation on which our annual budget, five year capital plan, and decisions on prioritization of resources are based.

An assessment of existing conditions in our environment is a fundamental first step in developing a strategic plan. The purpose of the scan is to gather data, information, and facts, and identify perceived strengths, weaknesses, opportunities, threats, challenges and trends that are relevant to the planning for LBTS' future. Having a professional environmental scan is expensive and staff feels it is unnecessary for a community of our size. We have many historical references and experts within the community to assist if needed.

Once the environmental assessment is completed, we should compare it to the Vision that was adopted in 200\_ and determine if they are in unison or changes need to be made.

The Commission should then determine **5-10 overarching, Strategic Goals** that should guide our decision-making processes and service delivery focus.

The next step is to develop **Objectives** which are measurable indicators of how well we are succeeding in achieving the Strategic Goals the Commission has set. And finally, **Tactical steps** will be identified and will include projects and deliverables that are placed in a timeline sorted by the Strategic Goal they fulfill. Each tactical deliverable will have dated milestones to measure progress and to signal issues with delivery or timeline.

Based on the multitude of community and Commission discussions on issues in the past two years, staff has prepared a draft of the various elements that could be used to begin the process of creating the Strategic Plan for the Commission's discussion and direction.

**LAUDERDALE-BY-THE-SEA STRATEGIC PLAN  
FALL 2012**

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## INTRODUCTION

The Town of Lauderdale-By-The-Sea's Strategic Plan is the definition of our vision and goals, and the means by which we measure our progress towards attainment of them. It should be the foundation on which our annual budget, five year capital plan, and decisions on prioritization of resources are based.

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# I. ASSESSMENT OF THE EXISTING ENVIRONMENT

## NARRATIVE DESCRIPTION OF EXISTING CONDITIONS

The Town of Lauderdale-By-The-Sea has been very successful in maintaining its identity as a small, charming, seaside community. Founding father Melvin Anglin's initial description of it as "the perfect place to live" is as apt today as when he wrote those words to his wife in 1924.

Unlike other South Florida communities, the Town kept its human scale by adopting low scale height restrictions, and assured that those height restrictions could not easily be modified by institutionalizing them in the Charter. Only by an affirmative vote of the residents can height restrictions be modified. Town residents remain vigilantly protective of the height restrictions and the strategic plan incorporates this fundamental issue.

The Town is financially sound. It has protected its residents from an excessive tax burden through conservative fiscal management, through annexation of residential areas with low service demands and strong property values, and through delivery of fire suppression services through a volunteer fire department. Lauderdale-By-The-Sea enjoys little debt and is currently making early payments to accelerate payment its debt.

The Town is blessed with a passionate and active citizenry. The citizens are fiercely protective of the qualities that make Lauderdale-By-The-Sea unique in South Florida.

Seasonal residents, who exist in numbers almost identical to those of permanent residents and who shoulder a substantive portion of the tax burden in Lauderdale-By-The-Sea, cannot vote in municipal elections and are not very involved in Town politics, but are very important to the Town's economic vitality.

### Economic Issues

The Town finds itself at a critical point in its 85 year history. The hospitality industry, which has helped define the Town's character for so long is characterized by a number of high quality businesses that are thriving and many more businesses that are struggling to survive in this economy and to compete with hotels that have upgraded their rooms and facilities, both in Lauderdale by the Sea and in other South Florida tourist destinations. In the last decade the Town lost \_\_\_ hotel rooms - \_\_\_% of the Town's lodging capacity - to redevelopment as condominiums. Several small hotel properties have also been converted to residential use. While these

redevelopments have been healthy for the Town's tax base, they mark a concerning trend which, if not altered, will undermine the hotel industry in Lauderdale-By-The-Sea and turn the Town into a suburban residential community.

The hospitality industry is centralized on El Mar Drive, on Ocean Boulevard south of Pine Avenue, and on Bougainvillea Drive. The primary tourist season is January through April, with a less developed summer season in July and August. Rack rates in season range from \$\_\_\_\_ - \$\_\_\_\_. Off season rates run from \$\_\_ - \$\_\_. Hoteliers that utilize on-line booking sites such as *Expedia* or *Orbitz* pay up to 40% of the rack rate in fees to those booking sites.

A large number of hotels offer efficiency and/or 1 bedroom units, which helps differentiate the Lauderdale-By-The-Sea market from Fort Lauderdale and make it a better value proposition for visitors.

The Town has \_\_ lodging properties that are certified members of the *Superior Small Lodgings* (SSL) organization, an organization that assesses quality of lodging establishments with 50 rooms or less in Florida. LBTS has more establishments with the SSL designation than any city in Broward County.

Anecdotal information indicates that tourists are drawn by the Town's pristine beaches, the small scale and walkability of the Town, and the restaurants and attendant active social life in the Pelican Square area. Hoteliers report substantial repeat business, that business travelers are a small part of their clientele, and that Canadians, Europeans and South Americans are important sources of Lauderdale-By-The-Sea's tourist clientele. The Town has no empirical data about the tourists and what draws them.

In 2011 the Town Commission decided that the Town must play a role in keeping the hotel industry a healthy and strong contributor to the Town's economy and identity. The Town Commission recently approved a matching grant program which provides up to \$20,000 per hotel for exterior improvements to hotels that are designated as *Superior Small Lodgings*.

Lauderdale-By-The-Sea is also a destination for many Broward County residents who are drawn to the frequent entertainment, fishing pier, restaurants, and nightlife on East Commercial Boulevard. Local visitors often remark that they get to experience Florida as it used to be when they come to Lauderdale-By-The-Sea. Local visitors and tourists who are lodging in other cities are also frequent users of the Town's beaches.

The Town is known for its restaurants, most of which are unique and not chain-owned operations. The Town Commission adopted a policy in 2011 to exempt up to \_\_ required parking spaces for new restaurants or restaurant expansions in order to further stimulate the restaurant industry. Since that policy was adopted, \_\_ restaurants have expanded, and \_\_ new restaurants were able to open that

otherwise could not. The Commission also made it easier for restaurants to establish sidewalk cafes.

The Town's residents and the Town Commission have also expressed a strong desire to recruit and retain quality retail stores. Retail is centered on Commercial Boulevard and on Ocean Boulevard south of Commercial Boulevard. Retail stores in Town also have their challenges. In the last decade, the Town lost a treasured retail store – Mack's Groves - and saw it replaced by a chain t-shirt store. Shops that are individually-owned, particularly in the western blocks of Commercial Boulevard, need more foot traffic to their locations. The Town, in order to help reinvigorate Commercial Boulevard, both east and west of A1A, has begun projects that beautify and realign the streetscape to promote more foot traffic and an even better ambiance in the downtown commercial area. The Town has also implemented an exterior paint grant program and has worked with the retailers to promote their businesses during 2012's Family Fun Week and other events.

The Town is 9\_% built-out, so there is no development pressure. Redevelopment in a manner sensitive to the Town's unique character is the name of the game for Lauderdale-By-The-Sea's future. The majority of the Town's commercial buildings, single family residences, and infrastructure were constructed in the 1950s and many buildings and residences have not been substantially renovated since initial construction. This creates both problems and opportunities. The opportunity is to have a distinct identity and sense of place through the preservation of the Miami Modern architectural style that is so prevalent in Town and to market the nostalgia that architectural style evokes to potential visitors. The problem is the energy inefficiency of older buildings, a lack of adequate parking spaces on site, inadequate space to expand to provide amenities desired by tourists today, and the cost to bring buildings up to current life safety codes.

Lauderdale-By-The-Sea did not experience anything approaching the level of redevelopment in its commercial and older residential neighborhoods that our neighboring city, Fort Lauderdale, did in the great real estate boom of the 2000-2006. Height restrictions and small parcels in Lauderdale-By-The-Sea have been cited as reasons why redevelopment of commercial properties did not occur, but we do not have a good explanation for why more single-family residential properties were not upgraded.

The Town's infrastructure is also aging. The sewer system is almost 60 years old. Ocean Drive (State Road A1A) in the original Town boundaries has changed little in the past four decades and does not present an attractive face to the visitor. Town Hall is 60 years old and looks it, and public safety functions are housed in a facility not really suitable for their operations.

On the other hand, the Town took decisive steps in 200\_ - 2008 to establish attractive public access portals to the sea, with a new park at Washingtonia Street and the beach, and distinctive mid-century style shade structures at each portal.

Also in the decade of 2000-2010, significant infrastructure improvements were made in the newly annexed neighborhoods in the northern part of the Town, including installation of sewers and burying overhead utilities. In that same time frame, Sea Grape Drive received a multi-million dollar streetscape upgrade which included new sidewalks, lighting and landscaping. Land for parking lots was acquired and lots constructed in order to provide parking for anticipated economic development.

The Town has contracted with the Broward Sheriff's Office for police services for over a decade and in 2011 executed a new, five year service agreement with the Sheriff. The Town is safe, with a very competent policing staff that is aggressive in apprehending criminals and dealing with problems before they escalate.

Emergency Medical Services are provided by contract with AMR and fire suppression services are provided by the LBTS Volunteer Fire Department. The Town's ISO rating (an insurance industry rating on fire safety and fire department capability) is superb and was recently upgraded to a Class 3. Much larger cities in the County with professional, paid fire departments have not attained such a rating. The VFD has embarked on an extensive program of training and upgraded the requirements to serve in command positions, both of which will further improve safety.

Infrastructure issues that had been ignored for many years are being addressed. A storm drainage study done in 2011 outlined drainage priorities and engineering studies in 2012 analyzed the condition of the sewer system and identified needed repairs. Correction of significant drainage problems that have plagued residents for many years began in 2012 with the completion of the Harbor Drive, West Tradewinds, and Flamingo Drive drainage projects. In FY13 three more big drainage projects will be completed in residential neighborhoods and additional projects are planned in the Five-Year CIP. Sewer repairs began almost immediately after the engineer's study and will continue through 2016.

The Town has also begun to market itself as a desirable tourist destination. A brand identity for the Town's commercial areas was adopted in 2012 and promotion of the brand has begun. In 2012 an artificial reef was installed within swimming distance of our beach and the Town created BugFest, a marketing effort to bring attention to the Town as a shore diving destination.

#### Prior Planning Efforts

The Town's Comprehensive Plan was adopted in \_\_\_ and reviewed and revised in \_\_\_. It is required by Florida law to dictate how a municipality develops physically and define the city's planning and development goals. Lauderdale-By-The-Sea's Comp Plan, as it is called, established guiding principles and objectives that are very relevant to, and have been included in, the Town's Strategic Plan

The Town is required to do an evaluation report of the Comp Plan by September 1, 2015 and the Strategic Plan, discussed here, should be reflected in amendments to the Comp Plan where it conflicts with that Plan.

Another piece of the planning puzzle for the Town was a well-thought out Master Plan adopted in 2004 that made specific recommendations to improve the Town's public facilities and spaces, the built environment and economic base. Only limited progress was achieved in implementing the Master Plan. The improvement and beautification of public beach access areas was the most visible result of the 2004 Master Plan. The Town's Master Plan was adopted by the Town Commission in 2004 and provided a detailed listing of suggested changes to the zoning code to implement design recommendations contained within the Master Plan. Some of those recommendations were implemented, some were implemented but later reversed, and many were never addressed.

In 2010 and 2011 a review of the Master Plan was conducted, citizen input sought, and a revised Master Plan adopted. Estimates of the cost to implement the most significant features of the Master Plan were developed and capital projects to implement key aspects of the Plan were prioritized by the Town Commission, and subsequently incorporated into Five Year Capital Improvement Plans.

In addition, a review of the Town's Comprehensive Plan, Zoning, Land Development Regulations (LDRs), planning and economic studies and the Master Plan was conducted in 2011 to determine where there were inconsistencies or gaps that need to be addressed. The Commission established the following planning priorities in the summer of 2011 as a result of that review and priorities 1 - 5 have been accomplished:

Priority #1: Remove the mandate for Mediterranean-style architecture for new buildings and redevelopment projects. This Code change was adopted in 2012.

Priority #2: Modify the Code to encourage investment in and redevelopment of hotels, to discourage the conversion of tourist units to residential use, and to facilitate the development of new hotels. Modifications that could be implemented without a referendum vote were adopted in 2012.

Priority #3: Make improvements to the sign code. The sign code was overhauled in 2012.

Priority #4: Improve the Town's LDRs to address neighborhood and community compatibility issues with abutting redevelopment, and address historic preservation, archeological resources, and safety design issues. These improvements were adopted by the Commission in 2012.

Priority #5: Remove pyramidal zoning structure, improve the definitions of the purpose and intent of various districts, and revise the Code so that it is consistent

with the Charter. The LDRs are currently being considered by the Commission and will likely be adopted by the end of October 2012.

Work on Priority #6 (Adopt architectural guidelines for commercial and multi-family projects) is currently underway and will be brought to the Commission for review in the first half of FY13.

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**EXISTING CONDITIONS: STATISTICAL INFORMATION**

**RESIDENTIAL POPULATION**

(All population data is from the 2010 U.S. Census unless otherwise noted)

Population: 6,506

# occupied housing units: 3,595;  
2,536 are owner-occupied, 1,059 renter-occupied; 1,657 renters live in LBTS

# Rental Residential Units: 1,286 units (227 rental units were vacant at the time of the census)

# housing units used for seasonal or occasional use: 2,469

Population in Owner-Occupied Housing Units: 4,395 (average household size is 1.7 persons)

Seasonal Population: unknown

Age of Permanent Residents:

Under 18	398
20-24	131
25-34	340
35-49	1,013
50-64	1,716
65& over	2,412

Demographics:

49% Males  
51% Females

96% White

9% Hispanic or Latino (some overlap between people who i.d. themselves as white and Hispanic)

no other ethnic group represents more than 1% of the population

HOUSING STOCK

- # single family homes - 931
- # condominium apartments - 4,462
- # multi-family rental structures - 221

COMMERCIAL/ECONOMIC BASE

- # Hotel, Motel Businesses- 44
- # Hotel, Motel rooms- 855
- # Time Share Businesses- 5
- # Time Share Units- 218
- # Restaurants- 26
- # Retail - 66
- # Professional & Medical Practitioners - 85  
(in commercial offices; not home-based)

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## TOWN GOVERNMENT FINANCIAL INFORMATION

The taxable value of property in the municipal boundaries has not suffered as greatly during the recent recession and real estate market collapse as did the South Florida market as a whole. The table below shows the changes in taxable value of all LBTS property over the past 10 Fiscal Years. It reflects a rapid increase in values from 2003-2007, followed by four years of declining values from 2008-2011. Between January 1, 2007 and January 1, 2011, property values declined \$587 million, or 25%. Values began to rebound slightly as of January 1, 2012 and single family home sales were good in 2012.

<b>Calendar Year</b>	<b>Total Taxable Value</b>	<b>% Increase/Decrease</b>
2012	\$1,761,104,207	1.53%
2011	\$1,734,133,452	-2.25%
2010	\$1,773,134,094	-9.18%
2009	\$1,935,973,843	-9.33%
2008	\$2,116,655,262	-9.69%
2007	\$2,321,656,228	7.80%
2006	\$2,140,677,012	19.27%
2005	\$1,728,223,953	15.88%
2004	\$1,453,739,511	13.39%
2003	\$1,259,147,591	

The Town's ad valorem taxes are levied against the prior January's taxable values. So the FY 2004 taxes are levied on the calendar year 2002's values. As illustrated in the table on the following page, by keeping the Town's millage rate the same 4.7 mils for four years during the real estate appreciation period, the Town enjoyed substantive increases in tax revenues. When the real estate decline took effect, the Town began to decrease its tax levy in recognition of the burden on homeowners and starting in FY 2009 – and continuing to today – the Town's ad valorem tax revenues have steadily declined. From FY 2009 through the current fiscal year, actual tax revenues collected have declined 28%.

**MILLAGE RATE FOR THE PAST 10  
YEARS**

<b>Fiscal Year</b>	<b>Millage Rate</b>	<b>Ad Valorem Revenue</b>
FY2013	3.9312	\$ 6,577,090*
FY2012	3.9990	\$ 6,770,000
FY2011	3.9990	\$ 6,901,414
FY2010	3.9990	\$ 7,376,067
FY2009	3.9990	\$ 8,176,504
FY2008	4.1012	\$ 9,096,015
FY2007	4.7000	\$ 9,087,419
FY2006	4.7000	\$ 9,028,855
FY2005	4.7000	\$ 7,855,365
FY2004	4.7000	\$ 6,545,557

\*budgeted

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## SWOT ANALYSIS- SUMMER 2012

A SWOT analysis is a strategic planning step in which the strengths, weaknesses (which we prefer to call challenges), opportunities and threats facing an organization – in this case, the Town itself – are identified. In the course of the past two years, the following issues have been identified during political campaigns and in a variety of public forums.

### STRENGTHS

1. Beautiful, clean beaches
2. Coral reef within swimming distance of the beach
3. Has escaped overdevelopment of other South Florida cities
4. The built environment of Downtown and most of the original Town is human scale
5. Protective Charter restrictions on height have kept high rise buildings from blanketing the beach
6. The original Town is very walkable, with residents and tourists able to walk to stores, restaurants, and the beach.
7. Historic Anglin's Pier
8. Large number of restaurants- and quality restaurants - for a small town
9. A number of very successful restaurants are good corporate citizens that both host and provide financial support to special events
10. Friday and Saturday night music events draw visitors and provide tourists with free entertainment 52 weeks of the year
11. Citizenry that is passionate about their Town and of protecting its identity
12. Good tax base
13. Town has not ravaged been ravaged by foreclosures and single family homes sales are strong
14. Superb climate
15. Multiple public access points to the beach
16. Well-maintained parks
17. Low property tax rate; 4<sup>th</sup> lowest in Broward County
18. Volunteer fire department engenders civic pride and involvement and keeps fire assessment fees low
19. Five-Year Capital Improvement Plan and funding for it without debt or raising taxes.
20. Town Commission has a great deal of consensus on their vision for the Town's future.

## CHALLENGES

1. Keeping the hotel industry healthy.
2. The prevalence of back out parking on commercial streets makes it difficult to beautify those streets and improve pedestrian safety
3. Retaining and attracting a mix of viable retail stores
4. Businesses and patrons reaction to the moving very convenient parking spots from East Commercial to what will be perceived as less convenient spaces in the A1A lot and Bougainvillea Drive.
5. Keeping businesses viable during construction of streetscape improvements on Commercial Boulevard.
6. Improving utilization of the A1A parking lot.
7. Political changes & turmoil; frequency of Commission elections.
8. Competing for grants with larger communities and cities with lower average income levels
9. Managing a significant number of large capital projects in the next five years with a very small staff.
10. Businesses' and residents' patience with the dust, inconvenience and detours that will occur during construction of the big infrastructure projects.
11. Likelihood that old drainage systems will begin to fail.
12. Lack of a hardened facility for Town emergency operations in a hurricane or its aftermath.
13. No control and almost no influence on education for Town's students.
14. Only one point of access to the Town from the west and that access is over a bridge.
15. No market research about perceptions of visitors to our Town.
16. No control over the cost of water and sewage treatment and disposal and higher than desired water and sewer rates due to Pompano Beach and Fort Lauderdale levying a legal 25% surcharge on those services to Town residents.
17. Maintaining and programming new public spaces that will be built in 2013.
18. FDOT and Broward County Traffic Divisions orientation to moving traffic rather than accommodating pedestrians.
19. Fully built out residential neighborhoods limits Town's ability to create neighborhood parks, additional beach access, etc.
20. Most grant funding doesn't come through for 4-5 years.

## OPPORTUNITIES

1. Historic architecture in sufficient quantity that it could serve as an identifying feature of the Town.
2. Low construction prices stretch available dollars for capital projects in the near term.
3. Upcoming streetscape projects provide opportunities to create more attractive southern and western entryways to Town.
4. Possible acquisition (by the private sector) of below standard properties and subsequent upgrading of them add to tax base and to the attractiveness of the Town.
5. Hoteliers have recently formed an association that has the potential to help them to form cooperative advertising and marketing alliances.
6. Assistance and marketing opportunities offered by the Convention & Visitors Bureau to LBTS.
7. An attentive County Commissioner representing our district.
8. Designs for East Commercial and West Commercial streetscapes will create beautiful public spaces and emphasize the uniqueness of the Town.
9. The Hotel Improvement Program and the Paint Only Program will upgrade the appearance of multiple commercial properties in Town.
10. Plans to create additional parking in A1A lot and on South Bougainville Drive.
11. Funds provided in the FY 2013 budget to solve significant drainage problems in three residential areas.
12. Opportunity to market Lauderdale by the Sea as an ecotourism destination:
  - a. a tourist destination where you do not really need a car.
  - b. the proximity of the reefs and inexpensive shore diving
13. Reduce Town sewer system costs through reduction of infiltration into the system.
14. Recognition that a long term parking strategy is needed. Funds are contained in the FY 13 budget to prepare such a strategy.

## THREATS

1. Conversion of hotel properties to residential uses reduces the critical mass of hotels needed to sustain a viable hospitality industry.
2. The entire Town is located on the barrier island and is very vulnerable to hurricanes.
3. New hotels and redevelopment occurring north of us in Pompano Beach could lure business away from LBTS.
4. Deterioration of the U.S. economy will reduce discretionary spending and, therefore, the chances of reinvestment and redevelopment of commercial properties.
5. Hotel owners who do not maintain their properties at a quality level have already hurt the Town's reputation as a tourist destination and will continue to do so.
6. Chain operations could move into Town once they recognize the economic opportunity and threaten our uniqueness.
7. Climate change will raise sea level and may cause more severe weather than overwhelms our drainage systems.
8. Additional unfunded mandates and reduced revenues from State government could place financial burdens on the Town that cannot be absorbed within the existing tax rates.

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## II. VISION & MISSION STATEMENTS

TOWN'S CURRENT VISION STATEMENT: *The Commission is committed to supporting our citizens, so that they may uphold civic pride and quality of life within our Town and continue to reside and/or pursue business within our charming community.*

This Vision statement was created in \_\_\_\_ and is not representative of the energy and excitement of the current Commission's vision for the Town.

TOWN'S CURRENT MISSION STATEMENT: *The Commission is committed, under complete transparency, to pursue the will of the people, and acknowledge that any decisions shall maintain and enhance the charm and pattern of a people friendly seaside village.*

### III. STRATEGIC GOALS & OBJECTIVES

#### STRATEGIC GOAL #1. PROTECT THE PUBLIC'S SAFETY IN AREAS OF MUNICIPAL RESPONSIBILITY

##### GOAL: EFFICIENT & EFFECTIVE FIRE SUPPRESSION

**OBJECTIVE:** Keep the Town's Fire Assessment Fee in the lowest quartile of fees charged by other Broward cities.

**Task:**

**OBJECTIVE:** Measure the VFD's performance against nationally-recognized standards of performance for the fire service.

**Task:** Respond to \_\_% of fire calls within \_\_ minutes. (Use national standard for metropolitan areas)

##### GOAL: MINIMIZE FIRE DAMAGE THROUGH ENFORCEMENT OF FIRE SAFETY CODES

**OBJECTIVE:** Complete a fire safety code inspection of every commercial building in Town once per year.

**OBJECTIVE:** Achieve compliance on \_\_% of life safety code violations within 45 days of notice to the property owner and 95% compliance within 90 days.

**OBJECTIVE:** Conduct a field investigation of reported life safety violations within 1 business day of receipt of the complaint.

##### GOAL: (Get policing goal suggestions from Police Chief)

**Task:** Acquire and install a license plate reader system.

**Task:** Utilize the nuisance abatement ordinance as a tool for dealing with businesses that have repeated criminal infractions or patrons who engage in criminal activities. (from Master Plan)

**GOAL: REDUCE CRIME OPPORTUNITIES THROUGH PUBLIC AWARENESS AND COMMUNICATION.**

**OBJECTIVE:** Provide CPTED (Crime Prevention Through Environmental Design) advice to residents and neighborhood groups.

**Task:** Make neighborhoods aware that CPTED services are available from BSO.

**Task:** Conduct at least \_\_ security/CPTED surveys per year.

**OBJECTIVE:** See that BSO assists those neighborhoods that wish to set up a neighborhood watch program to do so.

**OBJECTIVE:** Make the public aware of crime issues or trends via the Town's website and Channel 78.

**OBJECTIVE:** Recognize the good work and efforts of the COP.

**GOAL: POLICE SERVICES THAT ARE RESPONSIVE, FRIENDLY & HELPFUL TO RESIDENTS & VISITORS.**

**OBJECTIVE:** Achieve a 90% favorable rating on LBTS police services in periodic surveys of residents and Town business owners and non-residents who have made a call for service.

**Task:**

**GOAL: EFFICIENT & EFFECTIVE EMERGENCY MEDICAL RESPONSE**

**OBJECTIVE:** Respond to 95% of emergency medical calls within 6 minutes.

**Task:** Review emergency medical services provider's monthly call response data to verify that the standard is met.

**OBJECTIVE:** (Need a quality review objective)

## **STRATEGIC GOAL # 2. PROTECT & ENHANCE THE LBTS SMALL TOWN, SEASIDE VILLAGE WAY OF LIFE**

**GOAL: PROTECT SINGLE-FAMILY NEIGHBORHOODS FROM NEGATIVE IMPACTS OF ADJACENT COMMERCIAL DEVELOPMENT OR REDEVELOPMENT.** (Comp Plan objective)

**OBJECTIVE:** Keep development and redevelopment consistent and compatible with the pattern of existing land uses. (From Comp Plan)

**Task:**

**GOAL: SUPPORT NEIGHBORHOOD EFFORTS TO PRESERVE THEIR IDENTITY AND QUALITY OF LIFE**

**OBJECTIVE:** Provide an improvement grant to a minimum of one neighborhood per fiscal year for the next five years.

**OBJECTIVE:** Correct drainage problems that pose a significant threat to property.

**Task:** Complete Bougainvilla drainage project in FY 13.

**Task:** Reconstruct storm-water drainage on 19<sup>th</sup> Street in Bel-Air in FY 13.

**Task:** Complete the swale restoration and drainage improvement projects in the Hibiscus/Allenwood/Tropic Neighborhood in FY 13.

**OBJECTIVE:** Improve street lighting, utilizing decorative street light poles and luminaires. (from Master Plan)

**OBJECTIVE:** Take enforcement action on criminal, code or life safety violations that affect quality of life in residential neighborhoods within a \_\_ days from date of complaint or observation of the problem.

**OBJECTIVE:** Communicate information to established, active civic or homeowner associations about planned or possible projects affecting their neighborhood.

**GOAL: REDUCE CUT-THROUGH TRAFFIC IN NEIGHBORHOODS WHERE IT IS EXCESSIVE.** (from Master Plan)

**GOAL: MAKE NON-CAR TRAVEL MORE PLEASANT IN CENTRAL LBTS.**

**OBJECTIVE:** Improve pedestrian safety at the intersection of Commercial Blvd and A1A. (from Master Plan)

**Task:** Submit \_\_\_\_ for all-red light phasing at the intersection to FDOT and Broward County.

**OBJECTIVE:** Widen sidewalks in commercial areas.

**Task:** Widen sidewalks to a minimum of \_\_ feet on the two easternmost blocks of Commercial Boulevard.

**Task:** Widen sidewalks on El Mar Drive to 8 provided that can be done without reducing the width of the median. (From Master Plan)

**OBJECTIVE:** Make it more pleasant to walk the streets in central LBTS. Consider attractive pedestrian bridges designed in a seaside theme. (From Master Plan, as are all the tasks below)

**Task:** Add trees to shade walkways in central LBTS streets.

**Task:** Add benches and trash cans on central LBTS streets.

**Task:** Maintain vistas to the ocean from El Mar Drive.

**Task:** Seek approval of a speed limit reduction on El Mar Drive.

**Task:** Reduce the width of travel lanes on El Mar Drive to 9' in order to reduce speeds and allow for wider sidewalks.

**OBJECTIVE:** Improve the El Mar Drive streetscape. (From Master Plan, as are all the tasks below)

**Task:** Create a safe environment for bicyclists.

**Task:** Add street furniture, landscaping including shade trees and other amenities for pedestrians.

**Task:** Adopt an ordinance that requires that existing vistas to the ocean be maintained.

**Task:** Improve drainage to eliminate ponding.

**OBJECTIVE:** Improve the aesthetics of the alleyways north of Commercial Boulevard. (from Master Plan)

**OBJECTIVE:** Develop a clearly-defined bicycle lane on A1A. (from Master Plan)

**GOAL: FOSTER AND FURTHER DEVELOP OUR UNIQUE SENSE OF PLACE.**

**OBJECTIVE:** Provide for the perpetuation of the overall low-rise, pedestrian-oriented atmosphere of the southern portion of the Town consistent with the Charter. (From Comp Plan)

**Task:** Improve the two easternmost blocks of Commercial Boulevard to reflect their importance as a gathering place.

**OBJECTIVE:** Create a sense of arrival and identity at the A1A southern entrance to the town and in the westernmost block of Commercial Boulevard. (from Master Plan)

**Task:** Commission and install the Coral Arch Entryway feature near the Town's western entrance on Commercial Boulevard.

**Task:** Find the funds to commission and install the reef motif plaza way-finding sculptures at the four shopping plazas on the western portion of Commercial Boulevard.

**Task:** Develop an entryway plan for the southern entry to the Town. (from Master Plan)

**OBJECTIVE:** Create further awareness of LBTS' preponderance of Miami Modern architecture and understanding of what MIMO is.

**Task:** Place at least one article about LBTS' architectural style

in the print media in FY 13.

**Task:** Devote a section of the Town's website to the MIMO architecture in LBTS.

**OBJECTIVE:** Create attractive public spaces on Commercial Boulevard that are distinctive and enjoyed by residents and visitors alike.

**Task:** Construct the west Commercial streetscape project.

**Task:** Construct the east Commercial streetscape project.

**OBJECTIVE:** Make the Town's new brand identity easily identifiable.

**Task:** Install branded banners along Ocean Drive and Commercial Boulevard.

**Task:** Install public signage with the logo design throughout the Town.

**GOAL: IMPROVE THE AESTHETIC CHARACTER OF PUBLIC FACILITIES AND AMENITIES.** (from Master Plan)

**OBJECTIVE:** Redevelop town hall complex to more effectively utilize the site. (from Master Plan as are tasks below)

**Task:** Incorporate parking in an attractive way into the site/building.

**Task:** Incorporate a community center and a senior recreational facility into the new Town Hall complex.

**OBJECTIVE:** House government functions in an architecturally striking building. (from Master Plan,)

**GOAL: DEVELOP AN OPEN AIR AMPHITHEATER IN EL PRADO PARK THAT DOES NOT OBSTRUCT THE VIEWS TO THE BEACH.** (from Master Plan)

**GOAL: SPONSOR QUALITY SPECIAL EVENTS THAT RESIDENTS & VISITORS ENJOY.**

**OBJECTIVE:** Achieve a \_\_% rating of positive ratings by residents of Halloween, Easter by the Sea, and 4<sup>th</sup> of July events.

**Task:** Create new town sponsored events, possibly with partners.

**Task:** Create a mechanism to measure success of new events.

**GOAL: PROVIDE A SMALL TOWN LEVEL OF CUSTOMER SERVICE TO RESIDENTS & LOCAL BUSINESSES.**

**OBJECTIVE:** By 20\_\_, achieve a 90% favorable rating on Town Hall interactions.

**Task:** Create and commission periodic surveys of residents and Town business owners and non-residents.

**Task:** Publicize the results in *Town Topics*.

**GOAL: HAVE VISUAL ELEMENTS THROUGHOUT TOWN THAT EMPHASIZE OUR SUBTROPICAL, SEASIDE LOCATION.**

**OBJECTIVE:** On the Town's major commercial streets, utilize seaside motifs in decorative elements.

**Task:** Install decorative pole displays with a sea creature theme on Commercial Boulevard in FY 2013.

**Task:** Install Christmas banners that have a beachy motif.

**OBJECTIVE:** Utilize native, sub-tropical trees and plants in Town landscape projects.

**GOAL: IDENTIFY, PRESERVE, PROTECT, AND HIGHLIGHT HISTORIC BUILDINGS/STRUCTURES. (from Master Plan)**

## **STRATEGIC GOAL #3. FOSTER THE ECONOMIC VITALITY OF THE TOWN**

**GOAL: SUPPORT REDEVELOPMENT PROPOSALS WHICH MAINTAIN THE OVERALL SCALE OF THE TOWN THROUGH PROPER HEIGHT AND BULK DESIGNS. (From Comp Plan)**

**Task:**

**GOAL: MAKE POLICY DECISIONS TO ATTRACT QUALITY COMMERCIAL DEVELOPMENT ALONG COMMERCIAL BOULEVARD AND A1A. (From Comp Plan and Master Plan)**

**OBJECTIVE:** Attract a variety of quality retail stores. (how to define what is quality retail? What is really within our control?)

**GOAL: ESTABLISH POLICIES AND PROGRAMS SUPPORTIVE OF THE HOTEL INDUSTRY IN ORDER TO KEEP THAT INDUSTRY AN IMPORTANT COMPONENT OF THE TOWN'S ECONOMY AND IDENTITY.**

**OBJECTIVE:** Discourage the conversion of tourist units to condominiums. (From Comp Plan)

**Task:** Identify additional changes we can make to the Code or Charter that will help us achieve this objective.

**Task:** Provide matching grants of up to \$20,000 to at least 6 hotels to make exterior improvements to their properties.

**Task:** Provide design advice to hoteliers that will enhance the viability of their hotel.

**OBJECTIVE:** Support redevelopment of hotels within the confines of charter requirements.

**Task:** Fast track review of hotel redevelopment proposals.

**OBJECTIVE:** Clean up the appearance of existing hotels and motels.  
(From Master Plan)

**Task:** Provide professional design advice to hotels that apply for HIP grants.

**Task:** Promote the HIP grant program so that enough eligible hotels apply to utilize all the funds allocated for the program.

**Task:** Monitor the Superior Small Lodgings designations to ensure that hotels that have received HIP funds stay in compliance.

**Task:** Continue the hotel code inspection program and quickly take those that do not correct violations timely to the Code Magistrate.

The Comp Plan contains the following goal which relates to the hotel industry which requires some discussion by the Commission:

Broaden the tourist market base by encouraging innovation and modernization in the type, character and appearance of local tourist residential and business uses.

**GOAL: PROVIDE A SUFFICIENT COMBINATION OF PUBLIC AND PRIVATE PARKING TO SUPPORT THE TOWN'S ECONOMIC VITALITY.**

**OBJECTIVE:** Expand public parking facilities in FY 13 to absorb the parking displaced by the East Commercial streetscape project.

**Task:** Consolidate the Wings and A1A parking lots to create more parking spaces.

**Task:** Expand parking at the municipal complex to accommodate the Town workers who currently park in the A1A lot.

**Task:** Build additional public parking spaces on South Bougainville Drive.

**OBJECTIVE:** Improve access to and visibility of public parking.

**Task:** Install highly-visible signage directing drivers to the A1A lot.

**Task:** Implement way-finding sign expert's recommendations on placement of parking way-finding signage.

**OBJECTIVE:** Create a long-term public parking strategy in FY 2013.

**Task:** Hire a parking consultant to develop strategies, alternatives and cost projections.

**Task:** Have the consultant Evaluate the feasibility of building parking garages in the downtown center of Town, including the possibility of a public/private garage development. Determine where the most efficient/ effective locations for parking would be based on parking demand. (from Master Plan)

**GOAL: IMPROVE THE ECONOMIC VITALITY OF THE TOWN.**

**OBJECTIVE:** Conduct market research to develop an understanding of the Town's strengths and problems in attracting visitors to stay, shop, and dine in LBTS.

**OBJECTIVE:** Develop a marketing strategy and implementation plan.

**Task:** Incorporate and promote the unique characteristics that define LBTS in advertising. (from Master plan)

**OBJECTIVE:** Engage the private sector to partner with the Town to improve the economic vitality of the Town. .

**GOAL: KEEP PROPERTY VALUES HIGH BY EFFECTIVE AND TIMELY CODE ENFORCEMENT OF AESTHETIC CODES AND OF CRIMINAL NUISANCES.**

**OBJECTIVE:**

**Task:**

**GOAL: PROVIDE TIMELY AND PROFESSIONAL BUILDING REVIEW & INSPECTIONS.**

**OBJECTIVE:** Town's contractor to review construction plans submitted for permits within \_\_ days of submission.

**OBJECTIVE:** Town's contractor to do inspections within 1 working day of calls for inspection when called in before 3 p.m.

**Task:** Have contractor provide a monthly report on timeliness of reviews and inspections and compare to performance standard.

**OBJECTIVE:** (need objective regarding site plan reviews)

**GOAL: IMPROVE THE OVERALL PHYSICAL APPEARANCE OF THE TOWN'S BUSINESS AND SEASONAL RESIDENTIAL AREAS. (Comp Plan objective)**

**OBJECTIVE:** Develop a set of community development guidelines which, at a minimum, govern signage, color, and facade treatments. (Comp Plan objective - was to have been done w/i three years of adoption of Comp Plan!)

**Task:** Develop architectural design guidelines for buildings in the MIMO architectural style.

**Task:** Develop architectural design guidelines to be applied to construction or renovation of non-MIMO style commercial and multi-family properties.

**OBJECTIVE:** Correct the most serious storm water drainage problems in commercial areas.

**Task:** Attain FDOT agreement to increase the number and/or size of the storm-water inlets on Commercial Boulevard west of Seagrape.

**Task:** Construct drainage improvements in the Town-owned parking lots in the four shopping plazas west of Seagrape Drive.

**Task:** Construct drainage improvements on El Mar Drive between the two alleyways during construction of the East Commercial streetscape project.

**GOAL: REDEVELOP THE BASIN DRIVE MARINA AREA AS A THIRD WATERFRONT DESTINATION AREA.** (From Master Plan, as are all the Objectives below)

**OBJECTIVE:** Utilize Basin Drive to create a strong east-west pedestrian linkage from the Intracoastal to the Atlantic.

**OBJECTIVE:** Improve the visibility of Basin Drive, possibly through the acquisition of property there.

**OBJECTIVE:** Open access to the Silver Shores Waterway by acquiring property that becomes available at a reasonable price or via grants for the development of a Waterway Promenade and transient boat dockage. Try to open up views of the marina and waterway.

**OBJECTIVE:** Enhance rear facades of buildings with rear entrances are on Basin Drive through pedestrian scale features such as awnings, porches, attached lighting and signage

Need direction from the Commission on whether the following policies and objectives that are contained in the Comp Plan are still desired:

*Policy 10.3.3* Working with the local business community and based in part on the Design Guidelines study, the Town shall continue to modify the Land Development Regulations and consider enacting 'amortization' Ordinances for landscaping, building facade and signage modifications on existing hotel and business properties.

*Objective 10.3.Economic Development*

*Policy 10.3.2* In conjunction with Community Design efforts, the Town's Planning and Zoning Board shall undertake a review of the local Zoning Code oriented to potential revisions in the following areas:

- a. on-site parking with regard to limiting back-out parking on arterial and main collector roadways;
- b. improvements to landscape requirements;
- c address finished floor requirements east of El Mar Drive;
- e. maximum lot coverage, minimum floor area, per unit lot area and parcel size requirements;

*Policy 1.5.12* Commercial land uses shall be limited to 2 stories for 25 foot lots and 3 stories for 50 foot lots.

*Policy 10.3.4 Economic Development*

Implement the Block 15 Planning Study providing additional density for tourist units in the area bounded on the east by El Mar Drive, on the south by Datura Avenue, on the West by SR A1A and on the north by the alley separating the Business and RM-25 Zoning District. The additional density will provide for sixty (60) hotel motel units per net acre to encourage the construction of new tourist units in the Town. Note the 60 hotel/motel units per net acre are consistent with the Broward County 50 hotel – motel units per gross acre. This provision does not increase the existing residential density of 25 units per acre.

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## **STRATEGIC GOAL # 4. PROVIDE EFFICIENT & EFFECTIVE GOVERNMENT SERVICES**

**GOAL: KEEP THE EFFECTIVENESS OF TOWN SERVICES WITHIN COMMONLY ACCEPTED PERFORMANCE STANDARDS FOR MUNICIPALITIES.**

See Objectives for performance measurement for Police, Fire, and Emergency Medical Services under the Public Safety section of the Strategic Plan and for Building Services and Plans Review under the Economic Vitality section of the Plan.

**GOAL: KEEP THE TOWN'S AD VALOREM TAXES, GARBAGE RATES, AND FIRE ASSESSMENT FEES COMPETITIVE OR BELOW OTHER BROWARD CITIES.**

**OBJECTIVE:** Keep the Town's millage rate in lowest quartile of all Broward cities.

**Task:** Annually evaluate whether we have achieved this goal.

**OBJECTIVE:** Maintain residential garbage collection rates that are competitive with – or lower than- other Broward cities that provide the same services.

**Task:** Do a periodic survey of other cities' residential garbage collection rates, including determining whether they subsidize the rates with ad valorem taxes at all.

**GOAL: BE A FINANCIALLY CONSERVATIVE & RESPONSIBLE GOVERNMENT.**

**OBJECTIVE:** Maintain an Emergency Reserve sufficient to do initial cleanup required to open streets and essential Town facilities, and make essential repairs after a natural disaster before insurance claim payments or Federal emergency funds are remitted.

**OBJECTIVE:** (Get some standards from Gov't Finance Officer's Assn.)

**GOAL: PROVIDE MULTIPLE AVENUES FOR CITIZEN INVOLVEMENT & INPUT.**

**OBJECTIVE:**

**Task:**

**GOAL: CONDUCT GOVERNMENT ACTIVITIES WITH CIVILITY AND RESPECT FOR INDIVIDUALS AND DIVERGENT OPINIONS.**

OBJECTIVE:

Task:

**GOAL: OPERATE THE TOWN GOVERNMENT WITH A HIGH DEGREE OF TRANSPARENCY.**

OBJECTIVE:

Task:

**GOAL: COMMUNICATE TO OUR RESIDENTS THE TOWN'S EFFECTIVENESS & EFFICIENCY COMPARED TO OTHER CITIES.**

**Task:** Develop a communication plan of results to residents.

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## **STRATEGIC GOAL #5. BE ENVIRONMENTALLY RESPONSIBLE**

### **GOAL: ACCELERATE THE AMOUNT OF RECYCLING IN TOWN.**

**OBJECTIVE:** Increase the tonnage of recycled materials collected by the Town's waste hauler by \_\_0% in FY 13.

**Task:** Implement cart recycling for residential properties by January 30, 2013.

**OBJECTIVE:** Provide constructive advice to \_\_Town businesses in FY 13 to increase their recycling.

**Task:**

**OBJECTIVE:** Integrate recycling receptacles in all streetscape projects. (from Master Plan)

### **GOAL: COMMUNICATE, EDUCATE AND IMPLEMENT STRATEGIES TO PROMOTE AWARENESS AND ACTION TO PRESERVE OUR NATURAL RESOURCES WHICH ARE SO VALUABLE TO OUR COMMUNITY'S VITALITY.**

**OBJECTIVE:** Preserve & create additional vistas to the sea.

### **GOAL: MAINTAIN THE SEWER INFRASTRUCTURE**

**OBJECTIVE:** Reduce infiltration into the Town-owned sewer system to \_\_% by FY 15.

**Task:** Complete the sewer infrastructure repairs identified as needed in the 2011 King Engineering study in the timeframe recommended by them.

### **GOAL: BE SUPPORTIVE OF ENVIRONMENTALLY-FRIENDLY MEANS OF TRANSPORT IN STREET, PARKING AND PUBLIC BUILDING DESIGN. (from Comp Plan)**

**OBJECTIVE:**

**Task:**

**GOAL: IMPROVE THE ENERGY EFFICIENCY OF PUBLIC BUILDINGS.**

**OBJECTIVE:**

**Task:**

**GOAL: PROTECT AND ENHANCE THE TOWN'S CORAL REEFS.**

**OBJECTIVE:** Comply with the reporting requirements of the permitting agencies for the Bio-Rock Reef Project.

**Task:** Monitor our contractor's timeliness and quality of reporting.

**OBJECTIVE:** Protect the Town's Reefs from damage inflicted by humans.

**Task:** Develop a plan for enforcing Town and State laws that protect the reef.

**OBJECTIVE:** Obtain a grant that will fund at least 50% of the cost of a second reef restoration project.

**Task:** Identify possible grant sources and evaluate their applicability to LBTS.

**OBJECTIVE:** Achieve designation of an underwater marine park.

**GOAL: EDUCATE THE PUBLIC ABOUT THE DIVING RESOURCES OF LBTS.**

**OBJECTIVE:** Put interpretive stations along the beach referencing diving and reefs. (from Master Plan; 2 interpretive signs about the reef were installed on the beach in 2012)

**Task:** Create an educational sign on the beach about the Copenhagen dive site.

**OBJECTIVE:** Make the public aware of the Copenhagen dive site.

**Task:** Create a laminated diver's guide for the Copenhagen to be distributed through dive shops.

**Task:** Get new publicity on-line or in the print media about the site.

**OBJECTIVE:** Have a presence at the DEMA show on the Town as a diving destination.

**Task:** Put a consortium of Town businesses together to go in with the Town on hosting a booth at DEMA.

**OBJECTIVE:** Create facilities for accessing the reef and means (tools) to access the reef (e.g. rental of dive equipment, snorkeling equipment, glass bottom kayaks to access the reefs). (from Master Plan)

**OBJECTIVE:** Have an article published in the print media or on-line site with sizeable distribution or readership about LBTS' snorkeling or diving opportunities.

**GOAL: PROVIDE PUBLIC BATHROOM FACILITIES NEAR THE BEACH.**

**GOAL: PROVIDE PROGRAMS TO ENCOURAGE A REDUCTION IN THE TOWN'S CARBON FOOTPRINT.**

**OBJECTIVE:** Create and task an LBTS Citizen's Task Force on Sustainability to develop recommendations to achieve this goal.

**OBJECTIVE:** Create multiple transportation modes. (from Master Plan)

**Task:** Explore the feasibility of extending the Sun Trolley into LBTS.

**Task:** Explore the feasibility of getting the Green Hopper to operate in LBTS.

**Task:** Increase ridership on the Pelican Hopper.

**OBJECTIVE:** Utilize solar power when the extra cost to purchase it can be recovered in energy savings within \_\_ years. (Master Plan says use solar power "where feasible".)

**NEED DIRECTION ON WHETHER THE COMMISSION IS IN AGREEMENT WITH ALL OF THE FOLLOWING POLICIES THAT ARE CURRENTLY CONTAINED IN THE COMP PLAN:**

**Objective 1.10**

The Town will promote "Smart Growth" type initiatives providing for energy efficient development and land use patterns which also account for existing and future electrical power generation and transmission systems in an effort to discourage urban sprawl and reduce greenhouse gasses.

*Policy 1.10.01* The Town shall emphasize re-development and infill, which concentrates the growth and intensifies the land uses consistent with the availability of existing urban services and infrastructure in order to conserve natural and man-made resources.

*Policy 1.10.02* The Town will encourage and implement the use of compact building design principles which preserve more open space, contain mixed use, support multimodal transportation options, make public transportation viable, reduce infrastructure costs and take advantage of recycled building materials.

*Policy 1.10.03* The Town will encourage and implement energy conservation and the reduction of greenhouse gasses by encouraging land developers and builders to implement the Florida Green Building Coalition, US Green Building Council Leadership in Energy and Environmental Design (LEED) which generally include the following:

- Use of compact building design; energy efficient street lighting; energy efficient automobiles/transit;
- Priority use of small properties in urban areas; use of "brownfield" lands that can be cleaned; use of lands close to sewer and power lines mass transit or green space;
- Use of very efficient clothes washers; Low-flow toilets or waterless urinals; use of reclaimed water; innovative irrigation or drought tolerant plants; use of rain gardens bio swales and cisterns;
- Use of light-colored exterior walls; buildings shaded on the east and west by trees; properly sized air- conditioners; use of ceiling fans; energy efficient appliances and indoor lighting; efficient well-pumping; use of alternate electrical grids. and/or use of wind/solar/natural gas energy;
- Use of building materials with recycled content; eco-friendly insulation; lumber from sustainable sources; or locally produced materials; and,
- Use of detached garages; carbon monoxide alarm; central dehumidification systems; energy efficient bathroom exhaust fans with timer; humidistat whole house filtration.

#### *Objective 1.8*

Identify, conserve and protect the Town's historic resources.

*Policy 1.8.1* The Town will seek funding to conduct an archaeological and historic survey. If funding is obtained, this survey will be completed within one year of receiving funding.

*Policy 1.8.2* Review and investigate revising the Town's Land Development Code to promote the conservation and preservation of historic resources in coordination with state and federal law.

**Goal 2.0 Housing**

To ensure that structurally safe and adequate residential shelter is available to all residents and visitors of the Town using energy efficient design and construction principles and renewable energy resources.

*Policy 2.3.2*

Require appropriate perimeter buffers or landscape treatments in all residential development proposals.

*Policy 2.3.3*

Modify local subdivision regulations so as to preclude back-out parking on the Town's arterial or collector roadways.

*Policy 3.3.6 Recreation and Open Space*

Amend the Land Development Regulations to provide specific open space definitions and standards.

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GOALS & OBJECTIVES FROM MASTER PLAN THAT DON'T QUITE FIT INTO ANY OF THE STRATEGIC GOALS:

**GOAL: DEVELOP DAY DOCKAGE AT BASIN DRIVE IF POSSIBLE.**

**GOAL: PROVIDE PUBLIC ACCESS TO THE INTRACOASTAL WATERWAY.**

**GOAL: CREATE A WATER-TAXI STOP AT THE INTRACOASTAL WATERWAY NEAR COMMERCIAL BOULEVARD AND/OR AT BASIN DRIVE.**

**GOAL: IMPROVE THE IDENTITY AND USE OF EL PRADO PARK.**

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**To be developed after the Strategic Goals, Objectives & Tasks are developed:**

**5 YEAR PERT CHART TO TRACK GOALS, OBJECTIVES & TACTICS**

**3 YEAR FINANCIAL PLAN**

**3 YEAR STAFFING PLAN**

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