



This meeting will NOT be live-streamed via the Town's website

Town of Longboat Key Town Commission

**Seaplace - Clubhouse
2045 Gulf of Mexico Drive
Longboat Key, FL 34228
www.longboatkey.org**

Ken Schneier, Mayor; Mike Haycock, Vice Mayor;
Gary Coffin, District 1, Penny Gold, District 2;
Debra Williams, District 4; Debbie Murphy, District 5,
B.J. Bishop, At-Large

AGENDA SPECIAL WORKSHOP STRATEGIC PLANNING November 13, 2023 - 10:00 AM

Retreat Location - Seaplace Condominium Clubhouse, 2045 Gulf of Mexico Drive, Longboat Key

1. Call to Order and Pledge of Public Conduct

- We may disagree, but we will be respectful of one another.
- We will direct all comments to issues.
- We will avoid personal attacks.
- Audience members wishing to speak must be recognized by the Chair.
- Speaking without being recognized will be considered as "Out of Order."

2. Public to be Heard

Opportunity for Public to Address Town Commission

At each meeting, the Town Commission sets aside time for the public to address issues not on the agenda.

3. Strategic Planning

- A. Town Manager's Introduction
- B. Environmental Action Plan (Matrix)
- C. Presentation by Stratex Solutions
- D. Strategic Planning
- E. Discussion and Next Steps

4. Adjournment

No verbatim record by a certified court reporter is made of these proceedings. Accordingly, any person who may seek to appeal any decision involving the matters noticed herein will be responsible for making a verbatim record of the testimony and evidence at these proceedings upon which any appeal is to be based (see Section 286.0105, Fla. Stat.).

In accordance with the Americans with Disabilities Act and Section 286.26, F.S., persons needing a special accommodation to participate in this proceeding should contact the Town Clerk's office at 941-316-1999 seventy-two (72) hours in advance of this proceeding. If you are hearing impaired, please call 941-316-8719.

November 13, 2023
Strategic Planning Meeting
Agenda Items 1 and 2

- 1. Call to Order and Pledge of Public Conduct**
- 2. Public to be Heard**

No Material Provided for These Items

November 13, 2023
Strategic Planning Meeting
Agenda Item 3A

3A. Town Manager's Introduction

No Material Provided for This Item

M E M O R A N D U M

TO: Howard Tipton, Town Manager

FROM: Carolyn Brown, Support Services Director
Isaac Brownman, Public Works Director
Allen Parsons, Planning, Zoning, & Building Director

REPORT DATE: October 31, 2023

MEETING DATE: November 13, 2023

SUBJECT: Environmental Initiatives Update and New Environmental Action Plan (Matrix)

Recommended Action

None, informational only.

Background

For the Commission's consideration at their November 13, 2023, Strategic Planning Workshop is the fourth update to the Town's various environmental actions initiatives. This brief overview highlights some of the more recent actions taken, with categories including 'Recently Completed', 'Active, Planned or Ongoing Initiatives' that support the Town's environmental commitments, and an update to the 'Previously Completed Initiatives.' The various actions and initiatives have been categorized into the following broad groups:

- Shoreline Protection
- Water Quality
- Environmental/Energy Efficiency
- Infrastructure
- Educational Outreach

In addition, at the April 17, 2023 Commission Retreat, the Commission requested that an Environmental Action Plan (Matrix) be created to help determine the most important areas for the Town to focus on moving forward. The Town contracted with Shafer Consulting, a Sarasota-based firm specializing in facilitating and communicating science and science-policy issues as well as water quality and environmental strategic plans. Several meetings were held with internal staff as well as one external stakeholder meeting. Jennifer and David Shafer will present the resulting Environmental Action Plan (Matrix) (Attachment B) and will be available to answer questions.

Recently Completed Initiatives

Shoreline Protection

- Completed Greer Island Sand Spit dredge and placed all beach compatible material back onto the north end beaches further buttressing the shoreline.
- Conducted Post Storm Assessment visit with FEMA, FDEP, FDEM. Initiated Post Storm Surveys to quantify the impacts from Hurricane Idalia.
- Working with Town's Coastal Engineer to finalize Scope and Fee to develop a long-term solution for the Gulfside Road beach segment.
- Adopted a No-Smoking Ordinance (applicable at public beaches, public beach and bay accesses and public parks), September 2022.
- Adopted updates to the Town's Conservation & Coastal Management Element of the Comprehensive Plan (September 2023)
- Continued with all ongoing initiatives (see Active, Planned or Ongoing Initiatives section).

Water Quality

- Greer Island Sand Spit and Canal 1A Dredge improved the flushing tidal prism (flushing capacity) for the lagoon, which houses sea grasses and Manatee habitat.
- Worked with Manatee County to remove oversized amounts of seaweed and solid waste debris that accumulated on Longboat Key beaches after Hurricane Idalia.
- Sarasota Bay Estuary Program received U.S. EPA approval for the seawall panel and living shoreline partnership projects at Bayfront Park, pending final congressional funding approval.
- Adopted a Motorboats Prohibited Ordinance on eastern side of Greer Island, June 2022.
- Continued with all ongoing initiatives (see Active, Planned or Ongoing Initiatives section).
- Complete final approximately 900-ft. of mainland force main lining project now that easements have been acquired.

Environmental/Energy Efficiency

- Placed order for and received delivery of three hybrid vehicles as part of the Town's vehicle replacement plan.
- Continued with all ongoing initiatives (see Active, Planned or Ongoing Initiatives section).

Infrastructure

- Completed APTIM Comprehensive Adaptation Plan (Sea Level Rise Study) and began focusing on most vulnerable infrastructure areas as noted below.
- Flooding assessments in Buttonwood and Sleepy Lagoon neighborhoods have been finalized. A Village re-assessment is being conducted to validate previous findings and also correlate to current strategies and tasks.

- Federal Hazard Mitigation grants and State Resiliency grants have been applied for in the 2023 cycle to design and implement flood mitigation strategies (primarily road raising) in the Sleepy Lagoon, Buttonwood and Village neighborhoods.
- Substantially completed mainland force-main pipe-lining project (lined approx. 5,500 LF of existing 20" ductile iron force main with 18" HDPE).
- Completed roadway resurfacing of roads in the Village and Jungle Queen areas to ensure resiliency of the roadway system.
- Town Center Phase 2, which includes pervious walkway, large grassy areas and a master stormwater treatment and attenuation system for Phase 3 build-out, nearing completion.
- Town Budget approved for installation of K9 Turf at Bayfront Dog Park. Encourages long-term resilience and better dog-owner cleanliness.
- Contract signed and Notice-to-Proceed issued for Country Club Shores Asbestos Cement Watermain replacement project. This will replace a fragile potable water system that was constructed with materials no longer used with a more robust and resilient system.
- Completed major Lift Station rehabilitation for Lift Station A on Gulf of Mexico Drive.
- Bidding complete and contract being developed with Sea and Shoreline, LLC to construct the New Pass Rock Groin Structure tightening. Construction anticipated to start in November 2023.
- Continued with all ongoing initiatives (see Active, Planned or Ongoing Initiatives section).

Educational Outreach

- Continued processing updates to the Comprehensive Plan, including the Conservation & Coastal Management Element as part of the 2022 Comprehensive Plan batch updates (in-process).
- Continued discussions with Manatee County Area Transit (MCAT) and Sarasota County Area Transit (SCAT) for a single level of public transit on the island.
- Scheduled Sustainability Class Water Conservation and EV Charging Stations.
- Filmed Tip Talk video discussing the Greer Island project and the benefits of the beach program.
- Included two questions on environmental issues in the 2023 Annual Citizen Survey.
- Discussed Green Workshop(s) during Citizens Academy series.
- Highlighted Green Initiatives through Town Manager Briefs.
- Coordinated recycling stickers for recycling bins with Waste Management.

Active, Planned, or Ongoing Initiatives

Shoreline Protection

- Complete rock groin structure tightening project at New Pass.
- Work with Sarasota Bay Estuary Program (SBEP) to complete living shoreline demonstration project and seawall panel project at Bayfront Park.
- Continue to work with Beach Volunteers for trash and plastics pick up (ongoing).
- Continued implementation of the Town's Beach Management Program, including the Town's Coastal Engineer developing a potential, recommended structural solution to reduce erosion rates along the Gulfside Road beach segment (ongoing).
- Continue pursuing external funding, working with FDOT, and incorporating matching dollars into the 5-year Capital Improvement Plan for Comprehensive Adaptation Plan (Sea Level Rise) recommendations (ongoing).

Water Quality

- Sea Turtle and shorebird protection monitoring (ongoing).
- State FDEP and U.S. Army Corps federal permits have been received and the Town may proceed with final design, State land easements, and construction for the redundant subaqueous wastewater line under Sarasota Bay (ongoing).
- Continued monitoring of red tide conditions when present and support clean-up efforts in conjunction with Manatee County taking lead (ongoing).
- Continue progress on Town lift station wet well rehabilitation program. Lift Station A is completed, and Lift Stations B and C will be completed prior to peak season. These are on the northern end of the island along GMD.
- Continue the Town's annual efforts to support the National Pollutant Discharge Elimination System (NPDES) (ongoing).

Environmental/Energy Efficiency

- Public Works using battery-powered blowers when and where applicable based on weight, power and battery life characteristics.
- Working with Honeywell to develop a cost-savings/energy-savings proposal for Town facilities.
- Perform sea grass mitigation for projects requiring mitigation (ongoing).
- Continue to budget for the Australian Pine removal program (ongoing - \$60K each year + \$10K for Town use).
- Town installing LED street lighting along Gulf of Mexico Drive and within the neighborhoods as part of the Utilities Undergrounding Project.
- Town utility system rehabilitation (wet well, manhole, and pipe lining) to help minimize pump run times and electricity use. Also helps reduce infiltration and inflow (ongoing).

Infrastructure

- Continue to review and approve proven and practical green/sustainable construction in all future Town building construction, so that features maintain proper function and also provide a tangible benefit and return on investment aligned with Town values. (ongoing)
- Develop plans and continue to set aside funding for matching grants to implement overall Sea Level Rise recommendations for Town infrastructure. (ongoing)
- Continued work with FDOT and the Sarasota – Manatee MPO to implement the GMD Complete Streets Corridor Plan which will enhance multi-modal (pedestrian / bicycle) opportunities on the island. (in progress)
- Continued administration of Florida Building Code and Federal Emergency Management Agency requirements for the construction of resilient and flood zone elevated buildings and infrastructure.
- Continue administration of the Town Code, which includes a requirement for new construction to exceed FEMA Base Flood Elevations (BFE +1 ft. or +3 ft. in beach fronting properties).

Educational Outreach

- Continue conducting water conservation education programs
- Continue discussions with Manatee County Area Transit (MCAT) and Sarasota Breeze transit for a single level of public transit on the island. Manatee County staff recommending approval on agreement for Sarasota County to take over at December 2023 Board meeting.
- Continued education and enforcement of new Turtle Protection Ordinance. (ongoing)
- Continue annual outreach on fertilizer restrictions in advance of the Summer rainy season in utility bill, website, media and social media. (ongoing)

Next Steps

- Incorporate any Commission comments after review of the new Environmental Action Plan (Matrix).
- Evaluate Smart City technology that can enhance the Town's Environmental Initiatives efforts.
- Continue to move forward with the ongoing and planned activities including new initiatives in the Environmental Action Plan (Matrix).
- Discuss future issues that may require budgetary action with the Commission during the FY25 Budget process.
- Prepare periodic reports to the Commission on progress with initiatives.

Staff Recommendation

None, informational only.

Attachments

- A. Previously Completed Initiatives
- B. Environmental Action Plan (Matrix and Definitions)

ATTACHMENT A

Previously Completed Initiatives

Shoreline Protection

- Completed permitting for Greer Island Spit Management
- Finalized Phase 2 and 3 Sea Level Rise Study
- Provided a Phase 3 public update to the Town Commission
- Provided a public update on the Sleepy Lagoon and Buttonwood drainage/flooding assessments
- Completed Lyons Lane improvements
- Completed Phase 1 and finalizing Phase 2 Sea Level Rise Vulnerability Study
- Joined the Tampa Bay Regional Resiliency Coalition
- Participating in Manatee County's Post Disaster Redevelopment Plan update
- Completed the 2021 Beach Re-nourishment Project and North End Structural Stabilization Project. Also, significant dune plantings were added on the north end as part of this project.
- Coordinated with the LKB North Beach Volunteers for trash-pick up
- Updated the Town's Sea Turtle Protection Ordinance (Ord. 2021-01 adopted on July 2, 2021)
- Updated the Town's seawall ordinance to increase height requirements for future seawalls

Water Quality

- Completed a short-term / emergency dredge at Greer Island. Provides temporary improvement to Canal 1A and channel to prevent stagnant lagoon waters as well as maintaining canal access.
- Awarded an additional \$800,000 State appropriation to assist with funding the planned relining project associated with the mainland portion of the subaqueous wastewater line.
- Implemented an updated Wastewater Operations Manual to formalize wastewater system maintenance and monitoring
- Installed system flow and pressure meter enhancements to assist the Town and Manatee County in monitoring wastewater system
- Received \$1.25M in State funding appropriation to assist with re-lining the mainland portion of the wastewater line
- Fertilizer Ordinance in place, which prohibits the use of fertilizer containing nitrogen and phosphorus during the Summer rainy season (June 1-September 30), and requires at least 50 percent slow-release fertilizer during the rest of the year
- Monitor red tide conditions when present and support clean-up efforts in conjunction with Manatee County taking lead

Environmental/Energy Efficiency

- Budgeted in FY23 Budget for the purchase of 3 hybrid vehicles as part of the Town's vehicle replacement plan. Delivery anticipated Spring 2023.
- Budgeted for planned Energy Audit in FY23
- Battery-powered blower with re-chargeable batteries received.
- Ordered a battery-powered blower with re-chargeable batteries for Public Works to test effectiveness.
- Replacement of existing Gulf of Mexico Drive and Neighborhood Street Lights with energy efficient LED light bulbs as part of the Utilities Undergrounding Project
- Renewed contract through June 20, 2024 with Waste Management for curbside pick-up single stream recycling services
- Signed up and paid for a tennis ball recycling program for balls used at the Town's Tennis Center
- Maintained budget for Australian Pine removal program
- Implemented the new Sound Ordinance, incorporating language to encourage use of non-generator powered construction related equipment to minimize noise and other environmental impacts.
- Presented an electric vehicle charging station partnership opportunity with FPL to the Town Commission, June 2021.
- Presented research on gas-powered leaf blowers restrictions in other communities to the Town Commission, March and April 2021.
- New Fire Station No. 92 and majority of Fire Station No. 91 includes all LED lighting and energy efficient glass. In addition, new F.S. 92 also includes photo-voltaic ready conduits and breaker for potential future solar...

Infrastructure

- Completed major re-lining of Lift Station E wet well. Lift Station E carries the second highest wastewater flows from the island, second to Master Lift Station D. Preserves wet well integrity and reduces/eliminates Infiltration and Inflow (I&I) into the system.
- Installed Wa-Stop valves in the Village and Sleepy Lagoon areas to help mitigate bayside back flow into low lying neighborhoods
- The new Fire Station 92 plans and proposed finish floor level were reviewed by our Sea Level Rise consultant prior to construction to make sure it is was properly raised to meet the anticipated future life of the building

Educational Outreach

- Added a Green (Environmental) Initiatives web page to the Town's website
- Provided education and enforcement of the recently updated Turtle Protection Ordinance
- Completed annual outreach on Fertilizer Ordinance requirements and commercial registration for fertilizer applicators
- Conducted a public update on the impacts of the new FEMA flood maps in FY22
- Participated in the Earth Day program in FY22 at Longboat Island Chapel

- Filmed a *Talk of the Town* segment on Sarasota County Transit System
- Provided citizen awareness in 2022 on the Town's recycling program via social media
- Scheduled a Sustainability Class in partnership with Sarasota County on EV Vehicles
- Produced a *Talk of the Town* segment on Vertical Oyster Gardens in partnership with Manatee County
- Filmed a *Talk of the Town* video focusing on the bay with an interview with Dave Tomasko, Sarasota Bay Estuary Program.
- Two Green Living Workshops conducted in Spring 2020
- Green Initiatives program was presented during Citizens Academy series
- Green Initiatives program was highlighted during IntroLBK series
- Utilized Town Manager Briefs to highlight initiatives
- Conducted an Electric Vehicles, Charging Stations and Solar Opportunities Workshop (2/22/23).

FINAL 10.23.23

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
Goal 1: Conserve and restore LBK's ecological biodiversity, function, services, and resilience.							
1.1 Conserve and restore native coastal habitats of LBK (CCM 1.2-1.4)							
A	Replace or modify seawalls and other hard shoreline structures on Town properties where feasible with natural shorelines or living seawalls that create habitat (CCM 1.4.2.4).	Action	Collaborate / SBEP, Sarasota and Manatee Counties, NGOs, FDEP, USACE	Pilot seawall modification project at Bayfront Park completed	SBEP (BIL)		<ul style="list-style-type: none"> • SBEP pilot study of concrete panels on the outside of vinyl seawalls to facilitate oyster attachment and growth.
B	Protect, restore, and maintain beaches and dunes to their design function as specified in the Beach Management Plan (CCM 1.3.1), including enhanced dune plantings and avoiding wrack raking.	Action	Conduct / NGOs, FDEP, HOAs	Dune health, beach width (annual beach report)	Beaches and dunes protection and restoration funding through Capital Improvement Project, Local Government Funding Requirement	<ul style="list-style-type: none"> • Protecting and restoring natural shorelines improves wildlife habitat, water quality, and resilience to storms and sea level rise. • Protecting beaches and dunes improves shoreline stability, habitat quality, and resilience to storms and sea level rise. 	<ul style="list-style-type: none"> • Create and implement an education campaign to HOAs about the importance of wrack and not raking healthy wrack communities.
C	Educate and encourage the public to replace or modify privately owned seawalls and other hard shoreline structures where feasible with natural shorelines or living seawalls that create habitat (CCM 1.4.2.3).	Education Policy	Support / NGOs, SBEP, FDEP, USACE			<ul style="list-style-type: none"> • Educating the public about best practices for maintaining native shoreline vegetation and water recreation can reduce impacts to coastal habitats, including mangroves and seagrass, and protect the fish and wildlife dependent on those habitats. 	<ul style="list-style-type: none"> • Inform private property owners and developers about benefits of natural shorelines or living seawalls that create habitat during development pre-application meetings.
D	Educate waterfront property owners about mangrove trimming regulations and best practices. Support enforcement and investigate delegation of mangrove protection from FDEP to Town of Longboat Key.	Education	Collaborate / SBEP, UF-IFAS Extension, Sea Grant, FDEP, HOAs, NGOS, WCIND	Mangrove protection education and outreach campaign conducted annually			
E	Educate boaters about shallow seagrass areas and best practices for avoiding impacts.	Education	Support / SBEP, FWC			<ul style="list-style-type: none"> • Removing dead fish and other aquatic life from local waters and coastal habitats during harmful algal blooms improves water quality and reduces nutrients available to perpetuate blooms. 	<ul style="list-style-type: none"> • Require boat rental companies to provide a flyer about protecting seagrasses to people renting boats. Partner with Cannons Marina to hand out flyers. • Educate with signage at boat launches.
F	Encourage salt tolerant native tree canopies and landscaping, including fast-growing micro forests for small plots (CCM 1.6.3).	Policy	Conduct / Sarasota and Manatee UF-IFAS Extension, SBEP, NGOs				<ul style="list-style-type: none"> • Demonstration site at Jackson Drive
G	Remove invasive exotic species from Town of Longboat Key properties, including Australian pines, Brazilian pepper (CCM 1.6.3.2); continue to incentivize Australian Pine removal on private property (CCM 1.6.3.3); prevent plantings of invasive exotic trees (Tree Ordinance).	Action Policy	Conduct / SBEP, Manatee and Sarasota Counties	# invasive trees removed	CIP incentive for removing Australian pines		<ul style="list-style-type: none"> • Create and implement an education campaign about invasive exotic species, including information about pulling recruits.
H	Assist partners in monitoring red tide conditions and in removal of dead marine life from coastal waters and habitats (CCM 1.1.3).	Action	Collaborate / Manatee and Sarasota Counties, NGOs				
I	Maintain native habitats on Sister Keys following an ecosystem management plan (CCM 1.6.1.2) and protect seagrass from boat traffic.	Action Policy	Collaborate / NGOs, FDEP				<ul style="list-style-type: none"> • Consider moving signs further out from island to mark edge of shallow grass flat. • Consider adding slow speed signs.

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
1.2 Conserve and restore fish & wildlife of LBK (CCM 1.6)							
A	Educate, encourage, and install oyster restoration on Town and private properties.	Education Policy	Collaborate / SBEP, Manatee County, NGOs	Additional locations suitable for oyster restoration identified	SBEP Bay Partners Grants	<ul style="list-style-type: none"> Protecting shorebird nesting, courting, and feeding habitat protects threatened and endangered species. Maintaining healthy dunes is fundamental to maintaining a healthy, resilient beach ecosystem. Maintaining natural wrack communities supports beach ecosystems and helps stabilize dune vegetation through nutrients and seeds. 	<ul style="list-style-type: none"> Campaign to install Vertical Oyster Gardens on docks
B	Educate the public and monitor beaches during nesting season to protect sea turtles, including nesting areas, nest counts, nest marking, lighting, and obstacles.	Education Action	Collaborate / NGOs, FWC		CIP		
C	Educate the public and monitor beaches during breeding season to protect feeding and nesting areas for beach nesting shorebirds.	Education Action	Conduct / US Fish and Wildlife Service, Florida Fish and Wildlife Conservation Commission, NGOs	Sea turtle and shorebird protection education and outreach campaign conducted annually	CIP		
D	Educate the public on the risk of unintended secondary poisoning of raptors and domestic animals from use of rat poison.	Education	Support / NGOs including Save Our Seabirds				<ul style="list-style-type: none"> Campaign on use of Rat-X product as safer alternative for pest control.
E	Support investigating establishing a "Marine Protected Zone" on the flats around Sister Keys.	Action	Coordinate / SBEP				<ul style="list-style-type: none"> Investigate a pole & troll zone.

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
Goal 2: Reduce human impacts on LBK's natural environment							
2.1 Reduce stormwater pollution							
A	Install green infrastructure (LID) on Town properties and right of ways (CCM 1.1.2.2).	Action	Collaborate / Sarasota's County, Manatee County, SWFWMD, SBEP, FDOT	Green infrastructure incorporated into new library project	Federal and State grants	Reducing stormwater pollution improves water quality necessary to support human uses and healthy coastal ecosystems.	<ul style="list-style-type: none"> For example, rain gardens, bioswales, pervious trails, walkways and drives. Reference the Sarasota County LID Manual and Water Quality Playbook
B	Assess, repair, and replace failing stormwater infrastructure.	Action	Conduct		CIP, grants		
C	Educate the public about nutrient pollution from fertilizer and pet waste in stormwater and its relationship to harmful algal blooms and ecosystem and public health, and about the requirements of the Town of Longboat Key fertilizer ordinances for individual and commercial applicators.	Education	Conduct / UF-IFAS, SBEP, Sarasota and Manatee Counties, FDEP	Nutrient pollution and fertilizer ordinance education campaign required for NPDES permit conducted annually			<ul style="list-style-type: none"> Translate the best education materials into Spanish.
D	Encourage and incentivize adoption of green infrastructure on private property (CCM 1.1.2.2).	Policy	Conduct / SBEP				
2.2 Reduce wastewater pollution							
A	Install a redundant underwater wastewater line under Sarasota Bay.	Action	Conduct	Redundant underwater wastewater line under Sarasota Bay completed	State and Federal appropriations, grants, utility rates	Reducing wastewater pollution improves water quality necessary to support human uses and healthy coastal ecosystems.	
B	Assess wastewater infrastructure and repair or replace damaged components, especially to reduce infiltration and inflow (WW 1.1.1 and 1.2.3).	Action	Conduct		Utility rates		
C	Educate the public about nutrient pollution from wastewater overflows and its relationship to harmful algal blooms and ecosystem and public health, and about what not to flush or pour down the drain.	Education	Conduct / SBEP, Sarasota County	"What Not To Flush" and FOG pollution education and outreach campaign conducted annually			
D	Support Sarasota Bay designation as a State "No Discharge Zone" for boaters.	Education	Support / TBEP, SBEP, CHNEP				
E	Prohibit the use of septic tanks, except for Jewfish Key (CCM 2.2.1 and CCM 1.1.1.4), where advanced septic systems will be encouraged.	Policy	Conduct				

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
2.3 Improve energy use efficiencies and increase use of clean energy alternatives							
A	Monitor and pilot replacement of Town gasoline combustion landscape equipment with electric equipment where work performance can be maintained or improved.	Action	Conduct		CIP	<ul style="list-style-type: none"> Reducing energy use decreases local and regional air and water pollution from nitrogen oxides, carbon dioxide, and other pollutants and saves money. Replacing gasoline combustion tools with electric tools reduces local air, noise, and water pollution and provides health benefits to operators. 	
B	Continue to replace Town gasoline combustion vehicles with hybrid or electric vehicles where feasible.	Action	Conduct		CIP		
C	Educate and encourage efficiency upgrades and rooftop solar on privately owned buildings.	Education Policy	Support / UF-IFAS, NGOs				
D	Educate the public on the environmental health benefits of adopting electric vehicles and lawn equipment and encourage their adoption.	Education Policy	Collaborate / UF-IFAS, SBEP				
E	Conduct an energy audit and develop recommendations for Town of Longboat Key buildings.	Action	Conduct		CIP, grants		Finance improvements through cost savings
F	Use green building practices for all future facilities on Town properties.	Policy	Collaborate / Sarasota and Manatee Counties	Library with green infrastructure 100% complete			
G	Continue to replace legacy lighting for Town rights-of-way with energy-efficient wildlife-friendly LED fixtures. Explore solar-powered lighting.	Action	Conduct	Legacy lighting along electrical undergrounding corridors 100% replaced with wildlife-friendly LED fixtures			
H	Encourage and incentivize green building practices for new private construction.	Policy	Conduct				
I	Support establishing a single level of public transit on the island.	Education Policy	Coordinate / Sarasota and Manatee Counties				
J	Implement Gulf of Mexico Drive Complete Streets Corridor Plan to enhance pedestrian and bicycle opportunities with safe multi-use trails that are separated from automobile traffic (CCM 1.7.3).	Action	Conduct / Sarasota-Manatee MPO, FDOT	Project Development & Environment (PD&E) Study for GMD completed	CIP, grants		
K	Educate and encourage the private sector to install community electric vehicle charging infrastructure on private property and create incentives for use.	Education Policy	Support / NGOs				
L	Provide for Town meetings, as legally acceptable, to be attended remotely.	Action	Conduct				

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
2.4 Reduce litter and landfill waste							
A	Educate the public about what can and cannot be recycled to increase community recycle rates and reduce contamination.	Education	Collaborate / UF-IFAS, Waste Management	Education campaign for what can and cannot be recycled conducted annually		Reducing litter improves water quality, fish and wildlife health, human health, community aesthetics, and property values.	Consider performance incentives and recognition.
B	Educate the public on better consumer packaging choices and avoiding single use plastics.	Education	Conduct				<ul style="list-style-type: none"> • Create "LBK Cares" re-usable canvas bags with key messaging to provide to visitors • Provide recognition/award to business with the best effort.
C	Educate the public about composting on residential properties. Support commercial composting.	Education	Support / NGOs and Restaurants				
D	Conduct volunteer cleanups of litter and marine debris.	Action	Collaborate / Manatee and Sarasota Counties, NGOs				
E	Educate the public about onsite chipping and shredding of vegetation.	Education	Support / NGOs				
F	Educate the public about the Town's No-Smoking Ordinance and enforce at public beaches, public beach and bay access points, and public parks.	Action	Conduct	# litter incident reports			

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
Goal 3: Build capacity of LBK and partners to conserve and restore LBK ecosystems and to collaborate on environmental initiatives.							
3.1 Collaborate with local governments, SBEP, and NGOs on shared environmental goals and objectives.							
A	Identify and join collaborative grant opportunities with partner agencies.	Action	Collaborate	# collaborative grants submitted annually		Collaborating with other organizations reduces costs and increases actions to implement environmental goals and objectives.	
B	Support the SBEP in implementing the Comprehensive Conservation and Management Plan (CCM 1.4.1).	Action	Collaborate				
C	Identify and pursue education collaborations with partners. Identify and adapt educational materials created by local governments, SBEP, SEC, and NGOs.	Action	Collaborate / SBEP, UF-IFAS, Sarasota and Manatee Counties, NGOs	# collaborative educational campaigns conducted annually			
D	Integrate with collaborative environmental organizations like the Sarasota Bay Estuary Program and the Science and Environment Council.	Action	Collaborate				
E	Leverage community communication channels to educate visitors and the public.	Education	Collaborate				<ul style="list-style-type: none"> • Network communications through community groups such as message boards at condos; Condo Federation; Rotary Club; North End group. • Weekly environmental column in LBK Observer. • Annual mailing to every address in LBK. • Post information in rental units on green community goals, initiatives, and best practices. • Include one environmental tip every month in Town newsletter.
F	Build Town capacity to implement the Environmental Action Plan.	Action	Conduct				Resources could include consultants, contractual employees, grants, software, or other investments.

THINGS TO CONSIDER

Timeframe	A 5-year timeframe will be used to measure and evaluate progress
Performance Measure	Performance measures need to be selected that can be reasonably and accurately tracked and provide a relevant measure of progress towards goal.

Table 1. Framework for defining Town of Longboat Key role in activities in Environmental Action Plan

LBK Role	Level of Engagement
Support	Encourage actions by other partners through advocacy, facilitation, and policy alignment
Coordinate	Convene partnering entities, ensure open communication, and maximize efficiencies
Collaborate	Invest funding and staff time as a partner, but not as the lead agency
Conduct	Invest funding and staff time as the lead agency

Table 2. Criteria for prioritizing activities for inclusion in Environmental Action Plan

LBK Criteria for Priority Activities
IN ORDER OF HIGHEST PRIORITY
Multiple co-benefits, especially cost-benefits
Relevant to environmental goals
High priority for stakeholders and partners and aligned with policymakers' directives
Progress likely within 5 years
Technically feasible
Likely to be effective and measurable

Table 3. Activity action verbs definitions.

Activity	Definition
Encourage	The Town encourages this practice during planning and building review and/or by reference in plans or ordinances.
Educate	The Town conducts an education and outreach campaign to inform residents, visitors, and businesses.

End of Agenda Item

November 13, 2023
Strategic Planning Meeting
Agenda Item 3C

3C. Presentation by Stratex Solutions

No Material Provided for This Item



TOWN OF LONGBOAT KEY

FY24 - FY25 STRATEGIC PLAN INITIATIVES

Premiere Community, Exceptional Service



COMMUNITY CHARACTER

Protect the premiere quality and character of LBK through proactive planning and enforcement of the Town codes.



FISCAL SUSTAINABILITY

Maintain a healthy financial environment by balancing needs and project initiatives with affordability.



ENVIRONMENTAL / RESILIENCY

Adopt strategies, reduce exposure and mitigate impacts to our natural resources. Reduce risk and retain or improve physical and environmental assets.



INFRASTRUCTURE

Provide functional, sustainable and aesthetically pleasing infrastructure through quality maintenance and enhancement of physical and technological infrastructure and services in a fiscally prudent manner.



SERVICES

Balance services to both available resources and public expectation while embracing a culture of outstanding service to an engaged community.

GOALS

GOALS

INITIATIVES

INITIATIVES

- * Advance concept of a public library, adult education center, and a multipurpose space on the south parcel at Town Center. Evaluate Parking. (FY24)
- * Pursue funding opportunities with FDOT and others to implement elements of the Town's Gulf of Mexico Complete Streets Corridor Plan (FY25)
- Continue with adoption of Evaluation and Appraisal Report recommended amendments to Town Comprehensive Plan (FY24)
- Initiate 3D Modeling of all structures within the town and market as built certification program (FY24)
- Proceed with a contract to replace all lit street name signs with new street name signs using undergrounding project savings (FY 24)

- * Finalize funding methodology and begin assessments of canals maintenance program (FY24)
- * With Grants Coordinator, continue to seek grants, State and Federal appropriations to offset costs for a subaqueous wastewater line and flood mitigation/resiliency improvements as part of the Comprehensive Sea Level Rise Adaptation Plan (FY24)
- Final closeout of underground project (FY24)
- Negotiate IAFF Contract in FY24 and implement in FY25.
- Seek GFOA Budget and ACFR Financial Excellence Awards(FY24)
- Seek additional financial partnership opportunities with both Manatee and Sarasota County (ongoing)
- Evaluate fleet changes for cost savings and efficiencies (FY23)
- Meet or exceed Fund Balance Policy Guidelines (FY24)

- Using Town matching funds, implement the Comprehensive Sea Level Rise Adaptation Plan and neighborhood flood mitigation efforts (FY25)
- Continue advancement of the subaqueous waste water forcemain project (FY25)
- Respond to and comply with FDEP Consent Order requirements (FY24)
- Enhance resiliency of Town Hall through Town Hall Hazard Mitigation Grant Program (Roof & Window Hardening + Permanent Generator) (FY24)
- Pursue partnership with the Sarasota Bay Estuary Program for an environmental project on the island (FY24)
- Identify existing vehicles in fleet for hybrid replacement (short-term). Continue to evaluate possible EV replacement including chargers (long-term) (FY24)
- Perform an energy audit of Town facilities (FY24)
- Evaluate Fertilizer Management Ordinance for potential updates (FY 24).
- Provide review and recommendations on Parks and Open Space Land Acquisition funding formula following adoption of Comp Plan amendments to Recreation & Open Space Element (FY24).
- Seek ways to facilitate charging stations at condos and businesses (FY24)
- Incorporate Environmental Action Plan (Maxtrix) tasks (FY24)

- * Pursue FDOT action to improve conditions of multi-use trail along GMD (FY24)
- Connect Town facilities with new fiber infrastructure (FY24)
- Complete Broadway roundabout re-design (FY24). Secure additional funding for construction (FY25)
- Advocate for post-construction monitoring of the US41 Gulfstream round-about (and other roundabouts FY24)
- Manage construction closeout of Underground Project, including completion of Town facility fiber network (FY24)
- Proceed with a contract for additional roadway lighting (FY24)
- Begin construction of Country Club Shores AC pipe replacement (FY24)
- Initiate construction project for Country Club Shores turn lane (FY24)
- Recommend priorities associated with Barrier Island Traffic Study (BITS) implementation and off island traffic congestion reduction (Ongoing)
- Implement a pilot of Smart City solutions (IoT) that add value to the Town and enhance self-service to the community (FY24)
- Construct New Pass Groin Tightening (FY24)

- * Work with Manatee County and Manatee County School Board on a North Island Community Center (FY24)
- * Working with County Partners to implement a unified public transit system on the island (FY24)
- Program and manage outdoor venue for 2024 season and develop usage procedures (FY24)
- Leverage new undergrounding infrastructure for enhanced smart city services (FY23)
- 2024 Annual Citizen Survey (FY24)
- Annual recognition of Advisory Boards and Volunteers—1/26/24 (FY24)
- Code Enforcement Accreditation (FY24)
- Implement Sarasota County CAD System for Fire and Police (ongoing, as County finalizes) (FY25)
- Police Accreditation (FY24)
- Implementation of new online-oriented Building Permitting/Code Enforcement software program (FY25)
- Submit application for the Florida Governor's Sterling Award (FY25)

* Denotes Top Commission Priority



TOWN OF LONGBOAT KEY

FY24 - FY25 STRATEGIC PLAN INITIATIVES

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INITIATIVES

- * Advance concept of a ~~community center with a public library, adult education center, and a multi-purpose space on the south parcel at Town Center. Evaluate Parking.~~ (FY24)
- * Pursue funding opportunities with FDOT and others to ~~design and~~ implement elements of the Town's Gulf of Mexico Complete Streets Corridor Plan (FY25)
- Continue with adoption of Evaluation and Appraisal Report recommended amendments to Town Comprehensive Plan (FY24)
- Initiate 3D Modeling of all structures within the town and market as built certification program (FY24)
- ~~Develop options, costs and a funding plan. Proceed with a contract to~~ replace all lit street name signs with new street name signs ~~using undergrounding project savings~~ (FY 24)

- * Finalize funding methodology and begin assessments of canals maintenance program (FY24)
- * With Grants Coordinator, continue to seek grants, State and Federal appropriations to offset costs for a subaqueous wastewater line and flood mitigation/resiliency improvements as part of the Comprehensive Sea Level Rise Adaptation Plan (FY24)
- ~~Review Town user fees including BTR, EMS and Land Acquisition~~ (FY24)
- Final closeout of underground project (FY24)
- ~~Negotiate PBA Contract—negotiate and implement in FY23~~
- ~~Negotiate wage article with IAFF and implement (FY23)—Negotiate IAFF Contract in FY24 and implement in FY25.~~
- Seek GFOA Budget and ACFR Financial Excellence Awards (FY24)
- Seek additional financial partnership opportunities with both Manatee and Sarasota County (ongoing)
- Evaluate fleet changes for cost savings and efficiencies (FY23)
- Meet or exceed Fund Balance Policy Guidelines (FY24)

- Using Town matching funds, ~~for implement~~ the Comprehensive Sea Level Rise Adaptation Plan and neighborhood flood mitigation efforts (FY25)
- Continue advancement of the subaqueous waste water forcemain project (FY25)
- Respond to and comply with FDEP Consent Order requirements (FY24)
- Enhance resiliency of Town Hall through Town Hall Hazard Mitigation Grant Program (Roof & Window Hardening + Permanent Generator) (FY24)
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- Identify existing vehicles in fleet for hybrid replacement (short-term). Continue to evaluate possible EV replacement including chargers (long-term) (FY24)
- Perform an energy audit of Town facilities (FY24)
- Evaluate Fertilizer Management Ordinance for potential updates (FY 24).
- Provide review and recommendations on Parks and Open Space Land Acquisition funding formula following adoption of Comp Plan amendments to Recreation & Open Space Element (FY24).
- ~~Develop a matrix of best practice sustainability goals including—Seek~~ ways to facilitate charging stations at condos and businesses (FY24)
- Incorporate Environmental Initiatives Maxtrix tasks (FY24)

- * Pursue FDOT action to improve conditions of multi-use trail along GMD (FY24)
- ~~Continue coordinating cellular enhancements on the island seeking 2nd carrier~~ (FY24)
- Connect Town facilities with new fiber infrastructure (FY24)
- Complete Broadway roundabout re-design (FY24). ~~Ensure FDOT commitment of \$1.685M for construction is adopted in the FDOT Work Program (FY25).~~ Secure additional funding for construction (FY25)
- Advocate for post-construction monitoring of the US41 Gulfstream round-about (and other roundabouts) (FY24)
- Manage construction closeout of Underground Project, including completion of Town facility fiber network (FY24)
- ~~Assess GMD lighting after Underground Project completion and develop options for—Proceed with a contract for additional roadway and pathway lighting~~ (FY24)
- ~~Develop a traffic matrix to track drive time impacts to the mainland~~ (FY24)
- Begin construction of Country Club Shores AC pipe replacement (FY24)
- Initiate construction project for Country Club Shores turn lane (FY24)
- Recommend priorities associated with Barrier Island Traffic Study (BITS) implementation and off island traffic congestion reduction (Ongoing)
- Implement a pilot of Smart City solutions (IoT) that add value to the Town and enhance self-service to the community (FY24)
- ~~Construct New Pass Groin Tightening (FY24) & implement first iteration of Greer Island spit management plan (FY23)~~

- * Work with Manatee County and Manatee County School Board on a North Island Community Center (FY24)
- * Working with County Partners to implement a unified public transit system on the island (FY24)
- Program and manage outdoor venue for 2024 season and develop usage procedures (FY24)
- Leverage new undergrounding infrastructure for enhanced smart city services (FY23)
- 2024 Annual Citizen Survey (FY24)
- Annual recognition of Advisory Boards and Volunteers—1/26/24 (FY24)
- Code Enforcement Accreditation (FY24)
- Implement Sarasota County CAD System for Fire and Police (ongoing, as County finalizes) (FY25)
- Police Accreditation (FY24)
- ~~Implementation of new online-oriented Building Permitting/Code Enforcement software program~~ (FY25)
- ~~Submit application for the Florida Governor's Sterling Award~~ (FY25)

INITIATIVES

* Denotes Top Commission Priority



TOWN OF LONGBOAT KEY

LONG-TERM ISSUES 2023—2026

Issue	2023	2024	2025	2026 - 2031
Market and Economic Conditions	Assess economic conditions. Evaluate and adjust CIP and Operating Budget for future years. Assess real estate market conditions and tourist and resort related activity every 2-3 years			
Beach Management		Hot Spot Nourishment- as needed. consider inclusion of structural solution to Gulfside Rd area	Update and Adopt Beach Management Plan. Begin Comprehensive Beach Management Plan Update.	Implement next nourishment cycle and structure tightening, as needed (Referendum, Design, Const).
Sea Level Rise		Based on available funding, begin any lower cost, early implementation of adaptation strategies within upcoming projects, as applicable (ex., resurfacing, utility projects), especially in lowest areas such as Buttonwood , Sleepy Lagoon and the Village. Initiate. Initiate potential revisions to seawall regulations (Resilience Plan Action Item #2).	Initiate. Initiate potential revisions to stormwater LOS (Resilience Plan Action Item #7). Improve Community Rating System Grade (Resilience Plan Action Item #20).	Continue to implement low- cost strategies consistent with Phase 4 adaptation plan recommendations and baseline reassessment conditions, preferably within existing, funded projects and programs.
Subaqueous Force Main	Pursue outside funding opportunities. Complete main-land lining project.	Final Design & Permitting; additional Easement Acquisition, as needed.	Construction/CEI Issue debt.	
GMD Complete Streets	Pursue funding for Broadway Roundabout. Finalize Corridor Plan recommendations and establish a priority list. Pursue funding for Complete Streets Design elements. Pursue funding options/strategies for multi-purpose trail repair/replacement.	Pursue PD&E.	Begin to implement lower cost, early portions of Complete Streets Corridor Plan program where physically and financially feasible. Pursue funding for Broadway Roundabout. Pursue funding for Complete Streets Design elements. FDOT complete PHB and enhance RRFB project.	Continue projects in partnership with FDOT and MPO where possible. See MPO Long Range Transportation Plan (“LRTP”) year 2030: Broadway Roundabout, Longboat Club Road Roundabout, full multi-purpose trail widening and replacement. Long-range funding for other complete streets elements.
Canal Maintenance Dredging	Finalize Special Assessment approach.	Begin collecting assessments. Hire program /assessment manager to help organize initial program. Prioritize first year area, and begin design and update permits as needed.	1 st Year Assessments complete; finalize design/ permitting and begin first year of three-year Geographic Area Navigational Dredge program.	2nd Year Assessments complete; design/permit then initiate dredge second year of three- year Geographic Area Navigational Dredge program. 3 rd Year Assessments complete; design/ permit third year dredge and continue with maintenance dredging.
Town Center Phase 3	Town work with Sarasota County and other partner(s) on economically viable, plan for construction, development and programming of County Library with potential enhancements. Draft and finalize Preliminary Agreements with Sarasota County as applicable. LBK Foundation begin donor effort.	Sarasota County lead architect design effort with Town involvement. Community charettes to take place in winter. LBK Foundation continues donor efforts for enhancement elements.	Design and permitting completion. Begin construction as applicable.	Complete construction approx. 9/20/26.
Barrier Island Traffic Study		Coordinate with FDOT on evaluation of U.S. 41 @ Gulfstream RA effectiveness. Depending on effectiveness, advocate for John Ringling Counter-Flow and/or other solutions. Continue to advocate for and pursue improvements to peak season congestion.		Continue to advocate for and pursue improvements to peak season congestion. Bridge construction as applicable.
Smart City Opportunities	Town has a signed contract for a pilot implementation of Smart City Solutions with Dell Technologies and VtechIO. Begin implementation of smart sensors that include beach and bay cameras, pedestrian cross walk safety sensors, and vehicle tracking/identification.	The Town can plan a gradual implementation of additional components to its suite of Smart City solutions based on the needs of the Town and results of the pilot study.	Technology adjustments based on emerging technology, needs or conditions.	Technology adjustments based on emerging technology, needs or conditions.
Rec Center- Bayfront Park		Initiate concept planning for the ultimate replacement of the Rec Center.		Upon construction completion Town Center Phase 3, repurpose Bayfront Park rec center location.
Evaluation of Commercial and Tourism balance		Start an analysis/study of issues including Commercial/Jobs/ Tourism Housing Balance	Consider Comprehensive Plan/Town Code Updates/ Revisions	
Evaluation of Electric Vehicle Charging Infrastructure & Transportation/Delivery Alternatives (e.g. Drone/ Autonomous Vehicle Delivery Systems. Evaluation to include use of battery and electric equipment as well		Research grant programs specific to Public EV Charging Stations related to private installations on the island.	Continue the analysis/study of market, infrastructure and regulatory controls to ready the Town for potential opportunities/challenges in these areas. Develop recommendations for a future Commission workshop	Consider Comprehensive Plan/Town Code Updates/Revisions if needed.
Environmental Matrix	Finalize Environmental Matrix and present to Town Commission.	Begin implementation of program tactics as appropriate.	Continue program tactics implementation	
Employee Retention and Benefits	Launch Employee Engagement Survey.	Develop and Prioritize a plan of improvement opportunities. Budget appropriately.	Continue to implement plans. Budget appropriately.	



Town of Longboat Key

Strengths

- In person customer service
- Higher median income, median age
- Market value of island land and property
- Engaged community with higher level of service expectations
- Balanced approach to fiscal conservatism and needs-based funding.
- Aesthetically Beautiful Island beach and bay community and atmosphere
- Basic amenities, commercial and restaurants available
- Town Charter
- Strong reserve policy
- Committed /competent leadership and staff
- Effective Zoning, Building and Land Use principles in Town Code
- Effective Beach Management Plan
- Well maintained variety of parks and public spaces
- Fiscally conservative and balanced approach to Town governance
- Strong infrastructure maintenance and capital planning
- Preservation of natural, education and cultural assets
- Underground franchise electrical and broadband assets
- Strong focus on customer care
- Excellent working relationships and partnerships with other local, state and federal entities
- Employee wages and benefits (2023)
- Lean and nimble operations
- Safe Community
- Very strong real estate reinvestment/redevelopment
- St. Regis coming on line in 2024
- Short-term rental identification and violation enforcement
- Agreements with Manatee County and City of Sarasota for potable water

Weaknesses

- Two (2) Counties (*can also be a strength*)
- Peak Seasonal Traffic Congestion
- Insufficient safety crossings on GMD
- Challenge filling vacant Town positions with qualified talent
- Single or limited staff in key positions --Bench Strength
- Limited Healthcare options
- Limited Restaurant Selection (*this is better now*)
- Single Transit/ Mobility-On-Demand system
- Single, fixed Florida Department of Transportation ("FDOT") roadway to enter/exit island.
- Four (4) bridges to access to and from mainland – 2 north and 2 south.
- Single wastewater line serving whole island under Sarasota Bay to mainland
- Gulf of Mexico (Gulf Coast Region) susceptible to red tide (affects quality of life, market values, property sales, etc.)
- Beach Nourishment Management is expensive
- Operational capacity limits for larger or high volume work events
- Defined pension system still desired by some local, regional applicants.-
- Affordable Housing
- Limited promotional / advancement employment opportunities for Town staff
- Lack of access to re-use water
- Inability to obtain homeowners insurance
- Significant number of low lying structures
- Difficult to redevelop aging multi-family properties

Opportunities

- Educate Public on resiliency and sustainability
- Town Center Outdoor Venue/Pavilion and Library Community Gathering space
- North End Community Center
- Staff continuing education and certification
- Succession planning
- Partnerships, grants, and other external funding and project support
- Alternative transportation modes (Water taxi, etc)
- Town employee events and workforce engagement
- Community events.
- Ability to provide quality service and manage expectations.
- Stronger support/service contracts and partner relationships
- Enhance a culture of cross-training, skill training and development.
- Develop/sustain a culture of innovation and good judgement.
- Hiring quality, multi-skilled staff
- Develop and finalize Town Canal Navigation Maintenance Program
- Enhance fiscal planning and judgment
- Transparency and proactive fact-based communication
- More Restaurants / Services
- Collaboration with other organizations regarding Bay water quality
- Improve signage at island entrances
- Improve GMD as a complete street
- Smart City Technology
- Strengthen flooding / sea level rise regulations
- Leadership in sustainability and carbon reduction
- AI service enhancements
- Improve strategic planning process & data driven service delivery

Threats

- Sea Level Rise, storm impacts and impacts to local economy
- Economy, inflation, and interest rates
- Rising operational costs
- Rising Insurance costs
- Nuisance and Impactful Flooding
- Peak Seasonal Traffic Congestion
- Gulf of Mexico (Gulf Coast Region) susceptible to red tide (affects quality of life, market values, property sales, etc.)
- Distance to Hospital and Medical services
- Cyber-security and IT systems
- Noise by powered vehicles and equipment
- Media manipulation and extreme advocacy groups
- Beach Erosion (currently managed)
- Florida subject to hurricanes, heat and weather/climate related phenomena
- Dependence on off-island sources of water
- Sewage treatment spills and waste disposal
- Threat of battery fires
- Private property insurance leaving the state
- Increased demand and cost of sand
- Future pandemics
- Lack of water / draught
- High impact of regional development

End of Agenda Item

**November 13, 2023
Strategic Planning Meeting
Agenda Item 3E**

3E. Discussion and Next Steps

No Material Provided for This Item

**November 13, 2023
Strategic Planning Meeting
Agenda Item 4**

4. Adjournment

No Material Provided for This Item