

Key West Strategic Plan

2011

What is a Strategic Plan?

Strategic Plan:

A broadly defined plan aimed at creating a desired future

Purpose:

- To serve as a framework for decision-making to reach established goals
- To encourage public and private cooperation
- To provide a basis for more detailed planning
- To explain the City's direction to others in order to inform, motivate & involve.
- To assist with benchmarking & performance monitoring

Strategic Plan Process

- Review collected data (surveys and studies) (Done)
- Outline: Domains, Goals, Objectives, Initiatives, and indicators (Done)
- Gather input/feedback from citizens, government, non-profits, civic groups and other community partners
- Summarize input and integrate into plan
- Present Plan to City Commission for adoption

Vision Statement

Key West is a beautiful natural environment with a vibrant culture, an interesting historical architecture, active neighborhoods, and community-wide interests that are supported by involved residents from all walks of life and a responsible and responsive government.

Mission Statement

Our mission is to protect our natural and built environment and honor our local heritage and cultural identity, with citizens actively engaged in the life of our neighborhoods and community. Together we shall promote ongoing redevelopment of a sustainable economy, quality of life, and modern city infrastructure. Our government shall act on behalf of the long-term, generational interests of residents and visitors of Key West

Explanation of words used:

Domains – Broad topic of interest

Goals – A more specific area of concern

Objectives – What we want to see

Initiatives – How we are going to accomplish it

Indicators – How do we measure progress

What we learned:

- We are all in this together: citizens, government, business, non-profit and civic organizations
- Residents and visitors have quite similar values: “the same thing that makes Key West a wonderful place to visit also makes it a wonderful place to live”
- Demands are high: residents and visitors alike want more and better quality everything
- What is good for the environment and culture is good for our “place-based” economy

Challenges we face:

- The importance of striking the right balance of Key West tradition and vision and between community values and commercial activities
- Much of our income is earned elsewhere and can move rather quickly
- Key West has “destination” competitors: state, national and international
- A growing movement for cities worldwide to invest in culture to spur economic growth
- Concern from both residents and visitors about “value for price”
- Cost of doing nothing: take charge or take the blame

Economy

1. Economic diversification that sustains and grows a healthy economy
2. Commercial and residential (re)development appropriate to a small city and human-scale environment
3. Optimum Key West experience
4. Invest in our workforce

Environment

1. A natural environment that enhances the Key West experience for residents and visitors alike
2. The City's built environment reflects and supports Key West values, architectural history, and mixed uses
3. The conservation and responsible consumption of all natural and manmade resources
4. Protect and enhance our natural environment including tree canopy, open spaces and greenways to improve air and water quality
5. The city leads by example utilizing sustainable practices in city operations
6. Partnership with community groups to address environmental issues and to increase public education about environmental concerns

Culture

1. The identification and promotion of the unique character and culture of Key West
2. Key West seen as a viable destination for 'Cultural Tourism'
3. The arts are an integral part of the living environment in Key West

Infrastructure

1. A transportation system which is aesthetically attractive, functional, efficient, and environmentally sensitive
2. Improve the safety and condition of our streets and sidewalks
3. Safe and secure neighborhoods and business districts
4. Parks and recreation areas distributed throughout the community which offer safe, healthy and constructive recreational opportunities for children, youth and adults
5. Efficient and cost-effective utilities which are environmentally sensitive and promote attractive public spaces
6. Long-term sustainability of the City's hard assets

Government

1. An ethical, open and accountable relationship between City government and the citizens of Key West
2. A fair and equitable balance between those policies that address community values and those that relate to the economy
3. 'Team Key West' - Cooperative planning efforts among civic and non-profit organizations, businesses, and all government agencies
4. Full integration of the Strategic Plan, Comprehensive Plan, City Action Plan, and departmental business and performance management plans with financial planning and resource allocation
5. An operating and capital-improvement strategy which is structurally balanced over the long term and provides for the effective and efficient management of resources
6. A legal and financial framework that develops and sustains a high performing workforce
7. Ongoing assessment of governments functioning

Quality of Life

1. Key West protects and promotes the health of its residents and visitors
2. Housing assistance is available at various income levels to meet the needs of our population demographic
3. Key West offers its children, youth and adults educational opportunities from early readiness through lifelong education
4. Full and part-time residents are actively involved in the community
5. The homeless will be offered a helping hand in return for good citizenship

Next Steps

March – April

- Community outreach to obtain input/feedback from the public and integration of information into the Strategic Plan

May

- Presentation to the City Commission and adoption

June -

- Implementation and monitoring

Your Role

- Talk the Strategic Plan up with your friends, solicit input/feedback and pass it on to the committee
- Invite committee representatives to do a presentation for a group you belong to
- Pick a Domain, Goal or Objective which interests you and follow-up on its adoption, implementation and on-going progress

Contact Information

- To contact the committee or to pass-on input/feedback:

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