

**Town of Longboat Key Planning & Zoning Board
- AGENDA -
SPECIAL MEETING**

MAY 25, 2007, 9:00 AM

Roll Call

Public Hearings

Discussion Items

1. Community Vision Plan

The Planning and Zoning Board will continue their discussion of May 8, 2007 of the draft Visioning Plan Document.

Consent Agenda

(The following items have no objections or issues identified by staff. The Chairman may determine if anyone in the audience or on the Commission has any comments or opposition to any of these items. If so, the Chairman may place that item in the regular agenda for further consideration. The remaining items may be acted upon in total by using the recommended motion as follows: "I move approval of the consent agenda approving the minutes, acknowledging receipt of the site plan exemption report and setting our future meeting dates.")

Staff Update

Comments from the Public and Press

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 288.0105, Fla. Stat.).

In accordance with the Americans with Disabilities Act and Section 288.26, F.S., persons needing a special accommodation to participate in this proceeding should contact the Town Clerk's office at 941-316-1999 forty-eight (48) hours in advance of this proceeding. If you are hearing impaired, please call 941-373-7002.

Planning & Zoning Board

Patrizia Arends, David Brenner, James L. 'Jim' Brown, HM "Sandy" Gilbert, Walter Hackett, Jr.,
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"Keeping Longboat Longboat": A vision plan for the next twenty years

Draft 4.0
May 21, 2007

Section 1: The Future Vision

Five factors make Longboat Key a special place. First are its natural physical attributes such as its beaches, warm weather, barrier island status with limited access, and a location near to but separated from more urban areas. Second is its built environment. The Town has a low- to mid-rise built environment that is protected by the Town Charter and regulations that guard it from becoming a condo canyon such as Fort Lauderdale, Clearwater Beach, and many others. Third basic amenities for residents are available on the Key, reducing the need to go off the island for basic retail services. Fourth the island is more than simply a retirement community in the classic Florida model. The Town is not a business center, nor is it a suburb whose primary function is housing for the workforce. It is a recreational community that provides for the active lifestyles of full-time and part-time residents, some fully or partially retired, and some still fully active in the workplace. Fifth are the people, the residents, and the visitors to Longboat Key. It is the people who create a sense of community, whose values emphasize the calm, comfortable lifestyle that characterizes the Town, and whose desire for quality will maintain the community into the future.

The shared vision for the future is to preserve, protect, and retain the special nature of Longboat. What does it mean to say that the shared vision of the future is that the distinctiveness of Longboat Key will be preserved? Does it mean that the Key will be maintained as a living museum? No. Does it mean that nothing will change? No. The residents understand that to try to stay in the same place is to fall behind and that nothing in life is static. Therefore, Longboat Key will change. The challenge is whether it can change in ways that retain or enhance the quality, the distinctiveness, the culture, and the lifestyle that make Longboat Key so special. The purpose of the Vision Plan is to delineate goals and strategies that meet that challenge.

In brief, the vision of this plan is designed to ensure that Longboat twenty years from now will:

- retain those features that make it such a special place today;
- remain a community of quality services, buildings, and landscaping;
- exist within a natural environment even healthier than it is today; and,
- have added features or amenities that enrich the lifestyles of residents who continue to value a quiet, small-town atmosphere.

Section 2: Context and Trends

Factors That Could Impact the Town's Desired Future

This section lists influencing factors that will impact the Town as it seeks to institute the vision. The ability of the Town to change the influence of these factors varies; and, their significance will vary during the next twenty years.

Population and Economic Growth in the Region:

Both Manatee and Sarasota Counties have experienced growth pressures during the past decade, and project continued population growth. For example, in 2005 unincorporated Manatee County reportedly issued nearly 6,000 new housing permits. Manatee's growth is happening in many neighborhoods, including fast growing areas such as Ellenton and Parrish. 2004 population projections were 296,385 for Manatee County, with 2030 population projections of 453,900, a 52.8% increase.

Sarasota County growth is somewhat more focused in communities along the Interstate 75 corridor. Census data for Sarasota County indicates steady rates of growth averaging +/-2.7% over the last three years, with cities such as North Port leading the way with steady double digit rates of growth during six of the past seven years. The Bureau of Economic and Business Research (BEBR) at the University of Florida projects Sarasota County will continue to experience steady growth over the next 25 years, growing from 367,867 residents in 2005, to approximately 532,000 residents in 2030, a nearly 45% increase in total residents.

The Sarasota County Comprehensive Plan calls for the growth to occur primarily in its Urban Service Areas, with highest densities within Commercial Centers and Corridors, Planned Commerce Developments, and designated Town and Village Centers outside these urban service corridors, where densities of up to 25 units/acre are permitted.

In the adjacent City of Sarasota, continued efforts are underway to encourage redevelopment and infill growth in the downtown area. The City of Sarasota had an estimated permanent population in 2005 of 55,596, and a functional population (resident plus tourist population) of 80,994 persons. In 2030 the estimated permanent population is 65,334 persons, with a functional population of 95,179. The City describes itself in a near built-out state, and emphasizes their policies to promote infill. Toward that end, the City reports that between 1999 and 2005 nearly 12,500 building permits, including 10,746 permits associated with remodels or redevelopment activities were issued.

The implications of these trends for the Key are manifold. First, traffic off the Key will remain challenging and there will be continued use of Gulf of Mexico Drive as a throughway to Sarasota. Second, economic growth in the region could lead to more executives choosing housing on the Key, leading to a potential small demographic shift. Third, continued population growth should ensure property values remain high and that the Key remains a preferred residential site. Fourth, as Sarasota continues to develop, the urban amenities available to residents of the Key will remain and likely improve. Fifth, with respect to restaurants, the growth of the region will expand the range of choices. This could have a negative impact on restaurants on the Key, but that is balanced by a larger market. Sixth, pressures on water supply and other environmental resources will continue to increase.

The Baby Boomer Retirement:

The retirement of the baby boom generation will have significant impacts on the workplace, on the leisure industry, and on destination communities such as Longboat. Some general themes are that baby boomers will want more active retirements such as that offered on Longboat Key, and that many baby boomers will semi-retire in the sense they may still be somewhat engaged in income producing activities. The

current residents of Longboat in many ways exemplify these projected trends. As such, the Key is likely well positioned for a segment of the baby boom retirees.

Workforce Issues: Workforce housing and availability of service workers:

Both in Manatee and Sarasota Counties, one of the key growth concerns surround the affordability of much of the newest market-housing product to the average wage earner. Both jurisdictions are exploring strategies to ensure that a percentage of new growth includes workforce housing. In Sarasota County, inclusionary zoning regulations require new development within the Urban Service Boundary to provide a percentage of "community housing."

In Manatee County, workforce housing is being framed in the term "affordable living". This phrase is intended to address the costs of living including, but not limited to, the real estate costs of housing (e.g. land and structure). Toward that goal, the intent is to examine the broader cost of living index, such as transportation and energy costs borne by residents.

It is well acknowledged that cost of living on the barrier islands are beyond a reasonable workforce affordability index. Moreover, with the island communities at or reaching build-out projections, countywide policies and programs have excluded the islands from their programs.

For Longboat Key the major impact will be in higher wage costs to attract workers to the Key, potential labor shortages if housing costs continue to escalate, and the need for public transit so that workers can access the Key.

Regional Issues of Environmental Concern:

Shoreline and Coastal Issues

Both county comprehensive plan updates identify coastal erosion and disaster planning as key issues of concern for the barrier islands. Sarasota County's update in particular addresses the inventory of stabilized shoreline, as well as beach nourishment activities and

concerns. It has been reported that at one time, as much as 23% of its Sarasota shoreline was hardened. However, as a result of the Town's proactive beach management plan, which includes an island-wide restoration/fill project, essentially all of these hardening structures are covered with sand. The Town's evaluation and assessment report (EAR) update included policy changes that effectively prohibit the addition of any new armoring or groin construction within the community, unless it is integrated in the Town's long-range beach management plan. The Town continues to actively stay abreast of coastal nourishment actions of its neighbors, and work regionally where necessary to help deter further erosion of the shoreline.

A common issue for Florida gulf front communities is red tide. There are regional efforts from scientific and legislative perspectives. The Town has been a participant in those efforts. For a community that places high value on a quality beach experience, this issue is critical. However, solutions are outside the jurisdictional power of the Town.

Surface Water Quality

Surface water quality issues have included concern for the Sarasota Bay watershed. Water quality in the watershed is deemed to be relatively good, with concern focused in Sarasota County on the Philippi Creek drainage basin. The City of Sarasota's has initiated a septic replacement program, which should effectively eliminate this source of contamination over time. In addition, the Sarasota County stormwater effort has nearly completed a program to improve flooding and water quality discharge from this basin into the Bay. Similarly, Manatee County has adopted strategies to fund and construct stormwater management systems in urban areas aimed at improving water quality.

Water Resources

The Town purchases water from Manatee County for its potable and irrigation supply needs. Given rate increases and other demands upon Manatee County for water, Longboat Key has undertaken several studies to examine alternatives for irrigation sources. At this time, these studies

have not yielded a financially desirable alternative. Water conservation methods have helped to reduce the overall water usage, but no wholesale new source of irrigation water has proven feasible. Many of irrigation wells in the Town are declining in yield or water quality. Given that reclaimed water is not likely to be as readily available as hoped, the Town will need new sources for irrigation water.

Manatee County is actively upgrading its water capacity to meet projected water deficit in the face of substantial new demands for water from population growth. However, water capacity projects are focused in areas of growth corridors, rather than the barrier Islands that are considered "at build-out". Manatee County has stated that it will continue to enforce and implement water conservation requirements as one of its supply strategies, such as those instigated in 2003. Given that the Town is in a contractual relationship with Manatee County, conservation and other issues will continue to be points of discussion between the two jurisdictions.

Climate Change

There is strong scientific consensus that climate change (global warming) is occurring, with less consensus about the human impact in that phenomenon. Regardless of causative factors, there is some likelihood over the next century of sea level rises. These rises are unlikely to occur within the twenty year time frame of this plan, but the potential impacts of global warming is a topic the Town will need to monitor during the course of the vision plan.

Regional Economic Development:

Both Sarasota and Manatee Counties have adopted plans and policies to encourage various forms of economic development and redevelopment. Manatee County's EAR update includes various strategies to attract high wage paying businesses and jobs to the area, along with a mix of tourism and agriculture bases. The County has adopted many strategies to accomplish these goals, including enhancing recreation and tourism activities. At this point, it appears the focus has been within urban areas,

although promotion of the community's coastal areas may be a compatible component to the plan.

The Chamber has recently established an economic development council on which the City participates. If the Town determines that sustainable tourism remains a long-term goal, coordination with this body as well as the two County's economic and tourism development efforts could offer synergistic opportunities. It should be noted that the Sarasota Convention and Tourism Bureau promotes the Key, and receives a portion of the bed tax for its marketing program. With possible trend toward reduced tourism beds, the bed tax revenue projections may also decrease, affecting not only the Sarasota Convention and Tourism Bureau budget, but other programs supported by the bed tax, including beach nourishment.

Other common efforts for both counties are the revitalization or creation of vibrant mixed-use commercial areas on the mainland. These developments, as constructed or redeveloped, will offer more shopping, dining and business opportunities off-Island to Longboat residents.

Additionally, as high tech and other high wage paying businesses are attracted to the area through economic development efforts, demand for executive housing will be an ancillary need. The Key offers high quality neighborhoods and residential enclaves, many with water access, that are often desired by corporate executives. The ability to operate a home-based business may also be of increasing significance.

Transportation Issues:

The limited access of the Key via SR 789/Gulf of Mexico Drive (GMD) causes traffic congestion during peak months of the year from trips going into and out of the community. In addition, Longboat is impacted by significant pass-through traffic along GMD from points both north and south of the island. Given the restricted access, and the many constraints associated with adding additional lanes to increase capacity, transportation options are focused on Transportation Demand Management (TDM) methods, as opposed to capital improvement projects. The Town effectively implements most of the TDM measures.

However, an increased interest in expanding transit options is being expressed by the Town, working with both counties. Since the Town of Longboat Key does not operate transit services, the community will continue to work collaboratively with both county systems.

Manatee County's Imagine Manatee plan identifies alternative forms of transportation to the automobile as one of its goals. Convenient, safe, and reliable transit systems are the base of the implementation strategies, and one that could prove beneficial for the Town. To date, ridership on the beach trolley system was not deemed adequate to support increased service, although it was very popular with visitors. However, increased interest and some rise in usage are warranting a discussion about expanding service to St. Armand's Circle. It appears both resident and workforce users could benefit from increased service, if convenient routes and sufficient headways were offered.

State property tax policy:

Rising property values and subsequent increases in property taxes are impacting Longboat in ways that could further change the Key. While property taxes have risen for everyone the increases have most negatively affected second home and businesses which do not have homestead exemption. The combination of rising property taxes and rising insurance costs have made homeownership, particularly second home ownership, less attractive on the Key. It has placed pressures on commercial property owners and business to either increase rents or prices (to cover both taxes and insurance) or, if eligible, considering converting to residential uses.

Should these trends continue the Key is at risk of losing both basic retail services as well as decreases in property value if the second home market declines. The Florida legislature is debating the issue, and the rapid rise in property values in recent years has leveled off. The issue will remain significant until some public policy is established that alleviates the problem.

Natural disasters and insurance costs:

Everyone understands a hurricane of sufficient force and location could have a devastating effect on Longboat while hurricanes of lesser force or more distant locations can significantly disrupt life on the Key. These are simply facts of life for barrier island residents. As new structures are built, they are designed to mitigate these risks.

While the potential risks of hurricanes or some other form of natural disaster may impact decisions to remain on the Key or purchase on Longboat, it is the actual cost of insurance that is impacting the Town today. Rising insurance costs make it more difficult for current residents to remain, particularly if their homes are second homes. Rising insurance costs are now a factor in purchase decisions as well as a financial issue for current residents.

While the State of Florida has taken some mitigating actions, a long-term solution is yet to emerge.

Rising expectations for quality:

Understanding Longboat Key as a recreational or destination community means the community is judged by the presence of desired amenities. No community can offer all desirable amenities. It can be assumed that people who choose to reside or visit Longboat Key prefer the amenities that the Key offers. This means the Island must protect or enhance its existing amenities. It must also develop additional amenities desired by residents.

What is meant by the term "amenities"? Amenities include the basic services that everyone uses (groceries, gas, dry cleaner, etc.), recreational and cultural opportunities, and access to services and recreation off the island.

The challenge with amenities, particularly when viewed from a 20-year perspective is that the expected quality of amenities always rises. Some of these changing expectations are simply stylistic. Others, however,

represent substantive improvements that people want in safety, energy efficiency, cost, design, time savings, or choice of experience.

Longboat Key has many amenities today and some simply have to be maintained and protected to remain excellent. Examples are beach and bay access points, picnic areas, and sidewalks. Other amenities over the course of twenty years may have to be improved. Some examples are the community center, tennis courts, and parks. Finally, some new amenities may need to be considered to meet the changing expectations. Examples include a theatre, cultural arts center, facilities for children/grandchildren, or improved access to electronic services.

Visitor/Guest Facilities and Tourism on the Key:

At its core, Longboat Key is not a tourist community. Tourism is not a cornerstone of its economy. Many LBK residents first came to Longboat Key as tourists or visitors. Tourism is part of the Town's history. Should it be part of its future? In the year 2027, should there be a tourism presence on the island?

The word "tourism" evokes many reactions depending on the connotations one associates with it. There are clearly types of tourism that are not desirable for the Key. No one has suggested a level of tourism greater than what the community had in the recent past. Neither does the community desire nor have the facilities for more frenetic tourism models with a broad range of day activities and an active nightlife. The only type of tourism that could fit well with Longboat in the future is its historic model: individuals, families, and business groups seeking a quiet and leisurely retreat.

Should the continuation of this type of tourism at its current or most recent level be encouraged and supported on the Key? Does it benefit the residents as well as the businesses?

On the average day, there is probably little noticeable benefit to residents by having tourists on the island. The income of most residents is not tied to tourism. This fact, coupled with the negative connotations of the

word tourism, makes it easy to say that tourism is not something to be encouraged in the future. However, limited tourism has been part of the Key and is part of what makes Longboat "Longboat". Tourism helps support the commercial services useful to residents and provides buyers for residential properties.

Other long-term perspectives on tourism are:

- Residents want facilities on the Key where their friends and family members can stay while visiting them.
- Tourism acts as a "filtering" mechanism. Visitors to the Key get to "try on" the Longboat Key lifestyle and decide if it is a lifestyle they enjoy. Some visitors will become residents/property owners because they like the lifestyle, share the community values, and want to be part of the community. Continuing to attract this type of new resident is the key to maintaining the distinctiveness of Longboat Key.
- Tourism provides buyers for properties and helps keep property values high.
- Tourists and visitors help support the retail businesses of the Key. Studies have shown that the Key has more retail than its year-round resident population can support. Tourists and visitors help make that surplus retail viable, thereby making life more convenient for residents.
- Tourism financially benefits the community in the way of sales and bed taxes.

If the residents desire to maintain facilities for tourists and visitors, four factors will have to be taken into account.

- First, tourism patterns are always changing. One-month long vacations by currently employed persons appear in decline, while one-month long vacations by retired persons may be increasing. The point is not the particular trend of the moment, but that the tourism industry continuously has to adapt to changing patterns.
- Second, tourist facilities are highly competitive on a quality and amenity basis, particularly at the higher end of the cost spectrum. Tourism developments regularly undergo extensive renovations to

remain attractive and competitive in the marketplace. This is particularly true for the market segment that Longboat would want to attract (i.e. those desiring a quiet, attractive environment and willing to pay for it).

- Third, due to the Town's historic efforts to limit density, current Town regulations make it difficult for a tourism facility to redevelop. These facilities would actually lose rooms if they redeveloped. As an example, under current zoning, an existing 150-room hotel on 10 acres could only rebuild 60 units.
- Fourth, since 2000 the Town has lost approximately 225 tourism units (12% of the total stock of 1,907 units), most of which are due to condominium conversions.

Keeping basic retail amenities for residents:

Just as the word tourism has connotations, so do phrases such as commercial revitalization or commercial rebuilding. These phrases can be heard as bringing in the big national chains or big box stores. It means none of this to the people who have spoken to us about commercial revitalization who merely want to keep the current type of businesses viable.

The concerned residents want two things to occur with the commercial or retail sector of the Town. First, they would like to see improvements made to existing physical facilities. By this, they mean that the existing commercial facilities look either dated or poorly maintained. Second, they would like to see either expansions of some current businesses such as a larger Publix or more health care options. Or the vacant stores filled with additional services that would reduce the need to go off the Key such as health care services, book stores, computer repair and supply services, and clothing stores. In both cases, the desired improvements are designed to better serve those living on the island, not to attract shoppers from the mainland.

Part of the charm and distinctiveness of the Town is the fact that the Key is to a good degree self-contained. One does not have to drive off the island for most basic services. This fact is part of the calm and quiet

nature of the community. Keeping the current commercial spaces viable will serve to help maintain the special character of Longboat Key into the future.

Are all businesses equally at risk on the Key? No. The businesses reported to us as most at risk are the local small businesses that may not be as financially strong or diverse as the chains doing business on the Key. These same businesses may be more sensitive to fluctuations in the number of people on the Key and have less capacity to survive business slowdowns due to fewer numbers of people on the Key for a period of time. The irony, of course, is that small local businesses make a business sector distinctive. They are the businesses that you cannot find everywhere. They are also the types of businesses that people associate with a small town feel. Having a national or regional chain store does not make a community distinctive by definition. Having a one of a kind restaurant does. To keep the Key distinctive, retaining a small town feel, the continued viability of the retail sector is important.

Infrastructure:

Within the infrastructure theme there are a number of issues. One is that the infrastructure of the Key is aging and the issue of replacement will become more significant over the next twenty years. A second issue is that of infrastructure improvement. Placing electric utility lines underground for both aesthetic and public safety reasons as well as improvements that will ensure residents have access to current and future advances in telecommunications were frequently mentioned improvements. Finally, a third bridge is viewed as alleviating the traffic situation as well as providing additional evacuation options.

Aesthetics:

The beauty of Longboat is critical for the character of Longboat. The protection of this physical beauty is so significant that any discussion of the future must address how the aesthetic environment will be protected and enhanced. Buried power lines, landscaping along GMD, the issue of Australian pines, use of Florida friendly landscaping on GMD, and in other public or private areas are all related back to this issue of aesthetics.

Health Care:

Health care needs often determine a resident's length of stay on the Key. There may be a need for increased health care services on the Island as residents age along with a long term care facility on the Key. However, such services may not be financially viable on the Key due either to the small population of the Key or FEMA requirements that would preclude some facilities.

Year round vs. second home population:

LBK is currently dominated by second home owners and so the first assumption that can be made about the future is that the current year-round/second home owner mix will remain the same. However, there are two other trends that could emerge. One is that as homes become of higher value, the Island will increasingly be comprised of extremely wealthy people for whom LBK is a second, third, or fourth home. Another is that the combination of corporate growth in Manatee and Sarasota counties, coupled with property tax rates for non-homesteaded property and insurance costs, will significantly reduce the proportion of second home owners. This trend will mean that in the future LBK will be much more a community of full-time residents.

Current population numbers vs. fewer residents:

Given density controls and community preferences, it seems unlikely that population growth of any significant magnitude will occur on LBK. However, given changes in housing preferences toward larger houses and demographic trends toward smaller families, there is the possibility that the population of the Key may decrease. In other communities it is noted that not only are mega-homes constructed on existing home sites, but there is also the buying of two residential lots on which one larger home is constructed. While the phenomenon of condominium redevelopment is not yet widespread, there are projections that older condos will either be replaced with newer, but larger square foot units or that existing condos may be sold and remodeled with fewer larger units.

If either of these events occurs, LBK could have fewer residential units in the future.

Section 3: Points of Community Consensus

The strength of a vision plan is directly proportional to the level of community consensus in support of it. The following points enjoy a high level of consensus:

There is strong support for the vision of "keeping Longboat Longboat". While there are nuances in that agreement it clearly means protecting the natural environment, maintaining a small town feel, preventing significant increases in density, maintaining a low-mid rise skyline, and keeping basic retail amenities for residents.

There is clear desire to maintain basic retail services designed for residents on the Key. The community appears receptive to supporting legislative tax relief or some limited incentives as long as these measures are not rewarding bad management or overly trying to influence market/economic dynamics. This possible receptiveness is limited to those basic services residents need such as grocery, gas station, hardware, barbershop, etc.

There is not support for special measures for tourist oriented retail businesses.

There is the strong desire to maintain restaurants on the Key, coupled with the desire for increased outdoor dining options. There is a general willingness for some level of relaxed regulations if that would make a difference.

Overall there is recognition of the value of tourism and the desire to maintain the "limited, historic" tourism traditional to the Key. There is clear agreement on the type of tourism the Key does not want.

There is clear willingness to allow existing tourist lodging facilities to re-build to their current number of units.

There is strong appreciation for the public safety services provided by the Town and a clear desire to maintain the quality of those services.

Regional or larger solutions will be required for many of the issues facing Longboat. However, that did not mean LBK had no responsibility for or role to play in these broader issues such as water supply, Sarasota Bay protection, etc. Working with other local governments and other bodies to address these issues is encouraged.

There is strong agreement to protect and maintain the natural environment of the Key, particularly the beach.

The word "balance" seems to encapsulate the desires of residents. Keeping a balance between tourism and residential needs, keep a balance between retail services and the residential character.

Section 4: Goals and Strategies

This section of the plan details the goals and strategies that will contribute to achievement of the desired vision: "Keeping Longboat Longboat".

Goal: Maintain the high level of public safety services on the Key

Strategies:

- Maintain accredited and trained staff
- Maintain appropriate facilities
- Keep public safety plans updated
- Increase public education and information on public safety, particularly disaster issues
- Plan to use the GMD rights of way for emergency debris storage

Goal: Foster redevelopment of commercial, tourism and residential properties

Strategies:

- Encourage tourism redevelopment via the following actions:

1. Step 1: Add a statement to the comprehensive plan supporting tourism redevelopment. Then review the plan to ensure it is consistent with this statement and modify if and as needed;
 2. Step 2: Create the implementing mechanism for a tourism district implementing district with density equivalent to 2000 tourism units. This mechanism should specify acreage requirements, locations, and zoning designations;
 3. Step 3: Grandfather existing tourism density through a charter vote;
 4. Step 4: Review current town policies to determine what other actions could be taken to encourage the continued or future use of existing tourism facilities as tourism facilities;
 5. Step 5: Research and present for charter vote a density pool of floating units.
- Grandfather existing density for condominium units via charter vote
 - Grandfather mobile home density for existing mobile home parks via charter vote
 - Encourage quality redevelopment consistent with vision
 - Form a collaborative effort with the major development parcels of the Key (if they are interested) to formulate a master redevelopment plan for those parcels;
 - Explore mixed use applications that brings benefits to tourism as well as enhancing basic retail amenities for residents;
 - For any site plan application, conduct a community dialogue on the trade-offs of taller buildings, open space, and redeveloped buildings with physical and visual models used in the dialogue. Move under town redevelopment item
 - Explore use of the Town's bonding capacity to secure transitional land that will then be resold for approved redevelopment
 - Support commercial (retail and tourist facilities) revitalization and rebuilding that is compatible with the Key. Compatibility should be judged by:
 - Building height. Buildings should be similar in height to surrounding buildings. While new or remodeled buildings

may be somewhat higher than surrounding buildings, they should not be so high as to change the skyline.

- Viewscales. Current buildings do not impinge upon sky views. Any new or remodeled buildings should retain open or existing sky views.
- Building mass and intensity. While there are large buildings on the Key, they are sufficiently dispersed so that residents do not feel as if the buildings are crowding them. Requiring buildings to be set apart, landscaping to mute buildings, and ensuring buildings are set back from Gulf of Mexico Drive are all keys to ensure that the building mass does not overwhelm.

Goal: Maintain the beauty of the Key

Strategies

- Secure adequate alternative irrigation water supply to keep GMD green
- Add public art at Town entryways
- Continue beach restoration
- Seek opportunities to purchase open space for public use with public input as to features, uses, and costs
- Continue and enhance community beautification efforts that serve to protect the natural environment

Goal: Protect and conserve the natural environment of the Key.

Strategies:

- Adopt Green Building Strategies
- Develop a lobbying strategy with like-minded communities on the red tide issue
- Develop a public education campaign on Florida Friendly Yards program and fertilize/pesticide issues
- Acquire property suitable to a desalinization/Reverse Osmosis water treatment facility that can be used for other public purposes until such a facility is needed
- Have town government model best practices in conservation and sustainable use of resources that are economically feasible

- Participate with other governments in cooperative actions to protect and restore Sarasota Bay
- Make GMD a model of what Florida Friendly Landscaping can look like
- Conduct public education programs on how to attractively use native plants, reduce lawns, reduce water use, and reduce pollution into the Bay
- Explore feasibility of the Town and Key Club jointly developing alternative water systems that could benefit not only the Key Club but the entire Key

Goal: Promote community health

Strategies:

- Continue efforts to construct bike path/sidewalk on west side of GMD
- Develop enhanced exercise facilities at the existing or new recreation center
- Work with landscaping companies to reduce noise pollution and alternative ways of managing yard debris
- Develop policies to minimize light pollution

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

Strategies:

- Continue beach renourishment and maintenance
- Develop incentives for retail amenities critical to residents
- Create more access points for kayaks, canoes or small sail craft
- Construct recreational facilities for children and grandchildren
- Review town codes to determine changes that would remove unneeded barriers to retail amenities for residents or would create opportunities or incentives for enhancements
- Encourage redevelopment strategies that would enhance retail amenities for residents such as mid-priced restaurants, a small cinema, etc
- Form a public-private collaboration to develop an appropriately scaled community center

- Review policies regarding signage for restaurants
- Encourage retail centers
- Foster an up-to-date communications infrastructure so that residents have full access to advanced communications technology
- Create incentives and supports for desired retail amenities by means such as:
 - Waiver of permit fees
 - More flexibility in regulations regarding improvements
 - Create greater emphasis on the desired end result and allow more flexibility in how that result can be achieved
- Develop public art effort through public-private partnerships
- Conduct periodic surveys of resident and visitor needs, desires, and preferences for amenities as well as which they are willing to pay
- Create a mechanism through which the private sector can periodically inform the Planning and Zoning Board of any local policies and regulations that it views as problematic
- Use impact on character and culture as a criterion when considering a new public amenity. When new public amenities are being considered, a number of criteria are used. The criterion that the new or improved public amenity support or be consistent with the character and culture of the Key should be among the criteria considered. This strategy will require further detailed delineation of features that define the character and culture of the Key
- Support efforts of the Chamber and Economic Development Committee to promote tourism
- Communicate that the Key wants its local businesses to prosper and act accordingly. From the resident's perspective, that means shopping local whenever possible. From the Town government's perspective, that means providing a supportive environment for businesses that fit the Key

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

Strategies:

- Participate in workforce housing initiatives in Manatee and Sarasota Counties

Goal: Minimize further traffic congestion

Strategies:

- Market and promote the trolley
- Create destination points and routes so that the bus or trolley does not stop traffic
- Purchase mitigation sites for run-off so that vehicle turn-off lanes could be established on GMD
- Participate in regional transportation planning that would provide other alternatives that would reduce the need to go through LBK to get to Sarasota
- Investigate the feasibility of a water taxi to and from Sarasota

Goal: Increase citizen involvement and engagement with Town Government

Strategies:

- Conduct annual satisfaction survey in the newspaper
- The Planning and Zoning Board regularly hold informal meetings with invited citizens
- Conduct periodic web or newspaper based straw polls
- Secure residents who will serve on regional forums, town committees and boards
- Develop time-limited and role specific projects related to the vision plan and seek citizens with specific skills to participate in those projects
- Use the town charter review process to discuss improvements to the structure and system of Town government
- Offer on a regular basis "citizen" academies
- Advocate for alternative property tax approaches that better support local businesses and homeowners without harming the capacity of Town government to provide desired services
- Create a formal schedule for the Town Commission to speak at neighborhood or condominium associations

Goal: Maintain quality of the Town's public services

Strategies:

- **Maintain competitive salary and benefit package for town employees**
- **Continue adherence to best management practices**
- **Conduct cost/benefit studies on any major capital item**
- **Encourage regional solutions**
- **Continue planning and funding for adequate capital maintenance**

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