



## **APPENDICES**



## Kick Off Meeting SWOT Exercise Results

April 11, 2005

### Introduction

A SWOT (Strengths, Weaknesses, Opportunities and Threats) exercise was conducted with the Vision Plan Steering Committee at their initial meeting on April 11, 2005. The exercise was used as an early opportunity to array the concerns, aspirations, and priorities of the community, as represented by the committee. The exercise sought responses from the committee on two questions pertaining to present conditions in the Village, and two questions pertaining to conditions as they might exist in the future, as follows:

#### *Present Strengths and Weaknesses:*

- *What present characteristics of Key Biscayne do we consider strengths (qualities worth retaining) and attributes that define our character and quality of life?*
- *What characteristics can we categorize as weaknesses (problems or deficiencies requiring attention)?*

#### *Future Opportunities and Threats*

- *What opportunities should we seize to improve character and quality of life of the Village in the future?*
- *Which conditions or trends can we interpret as threats to our character or quality of life which we should prevent?*

A summary of the major ideas that arose from the exercise is presented below. The complete transcript of the Committee input is presented in Appendix A.

### Areas of Consensus

The results of this exercise are meant to be used as a reference for further exploration of issues and the existing conditions and trends that affect those issues. To facilitate this exploration, the ideas identified through the SWOT exercise have been consolidated into a series of “emerging themes” for consideration by participants in the planning process.

The themes, many of which are interrelated, are listed below in no particular order. The list is not considered definitive, but will be augmented and refined with input from the community at large, through the visioning workshops.



*Present Strengths*

<ul style="list-style-type: none"> <li>Community Character / Quality of Life</li> </ul>	Small town feel; relaxed “island” atmosphere; sense of community; safety; engaged citizenry; scenic beauty; high quality development.
<ul style="list-style-type: none"> <li>Governance</li> </ul>	Responsiveness and superior service of Village government; quality of public services and facilities.
<ul style="list-style-type: none"> <li>Arts and Culture</li> </ul>	Community festivals and events; arts and cultural programs and activities.
<ul style="list-style-type: none"> <li>Natural Features and Resources</li> </ul>	Natural beauty; waterfront setting; open space; lush landscaping.

*Present Weaknesses*

<ul style="list-style-type: none"> <li>Transportation, Traffic, Parking &amp; Accessibility</li> </ul>	Increasing vehicular congestion/excessive traffic volumes on Crandon Blvd.; limited connections to mainland / hurricane evacuation issues; difficulty finding parking in commercial areas; access management problems; lack of connectivity.
<ul style="list-style-type: none"> <li>Zoning and Development Controls</li> </ul>	Incompatible scale of new residential development (large homes on small lots); obsolescence of existing commercial development (shopping centers).
<ul style="list-style-type: none"> <li>Recreation and Open Space</li> </ul>	Lack of green space, neighborhood parks, recreation / sports facilities
<ul style="list-style-type: none"> <li>Cost of Living</li> </ul>	Higher costs associated with living in an island/coastal community, from disaster insurance to construction costs, increasing property values; high taxes.

*Future Opportunities*

<ul style="list-style-type: none"> <li>Transportation / Traffic</li> </ul>	Island-wide traffic calming and streetscape enhancements
<ul style="list-style-type: none"> <li>Zoning and Development Controls</li> </ul>	Control and improve scale and character of development
<ul style="list-style-type: none"> <li>Recreation and Open Space</li> </ul>	Acquire land for parks and green space, expand boating / water access
<ul style="list-style-type: none"> <li>Redevelopment</li> </ul>	Improve and expand retail, offices and local services. Create village center
<ul style="list-style-type: none"> <li>Governance</li> </ul>	Keep attuned to citizen aspirations, consider options to retain a greater proportion of tax dollars for the benefit of Key Biscayne

*Future Threats*

• Traffic / Congestion	Excess visitation due to State Parks, Crandon, Virginia Key development
• Changing scale / character	Excessive scale and density of residential development
• Cost of Living	Escalating property values, rising tax burdens, rising rental rates driving out local retail and service businesses
• Redevelopment	Improve and expand retail, offices and local services. Create village center
• Vulnerability to Hurricanes	Danger to citizens not evacuating, lack of protective dunes

The outcome of the SWOT exercise conducted with the Steering Committee does not constitute a definitive analysis, but rather it represents an initial “scan” of the resident concerns and issues which members of the Steering Committee believe should be addressed in planning for the future of the community.

**Conclusions**

As summarized in this technical memorandum, the SWOT exercise appears to indicate broad areas of consensus focused largely on issues of quality of life and community character. For several issues, some inconsistencies were observed. For example, the availability of retail and services to serve the needs of residents was identified as a strength, but the limited variety, fragmentation, high turnover and rising rental rates were seen as weaknesses or threats. Likewise, pedestrian-friendliness was cited as a strength, however concerns were also expressed about traffic speed, lack of sidewalks and pedestrian safety. Subsequent phases of the process will serve to further explore and resolve these issues and to develop appropriate policy responses.



## Appendix A: Vision Plan Steering Committee SWOT Input Summary

**Strengths:** *What present characteristics of Key Biscayne can we categorize as strengths (qualities worth retaining) and attributes that define our character and quality of life?*

- Beach
- Safety
- Residential character
- Pedestrian friendliness
- Retail accommodations
- Beauty
- Island lifestyle
- Laid-back elegance
- Landscape
- Neighborliness
- Quality of services (Village Government)
- Culture and recreation

**Weaknesses:** *What characteristics can we categorize as weaknesses (problems requiring resolution)?*

- Lack of ball/athletic fields
- New development out of scale/incompatible with existing character
- Traffic and safety (congestion, speeding, cut-through)
- Lack of landscape
- Non-native animals/birds (displace/endanger native wildlife)
- Lack of green space (parks)
- Making room for growth (office) - No consideration/planning for future locations, character, amount.
- Access to medical care (hospital)/elder care/elder living facilities
- Private services - limited range (retail)
- Cost of doing business locally (high rents)
- Access to education (high school)
- Virginia Key (monitor – could be an opportunity or a threat)
- Parking for commercial areas
- Residential infrastructure – undergrounding of utilities
- Commercial district “designed for the 1950s” (obsolete?)
- Commercial district too small
- Sewer system
- Library/post office (expand)



**Opportunities:** *Which conditions or trends that might change the community in the future can/should we seize as opportunities to improve the Village?*

- Explore governance alternatives (secession?)
- Stay attuned to residents aspirations
- Explore opportunities for education alternatives (e.g. local high school)
- Protect/retain essential services
- Capitalize on sewer project to pre-wire for fiber optic, underground utilities, and provide unified streetscape
- Acquire land for open space
- Provide traffic calming and landscape improvements beyond Crandon Blvd.
- Influence outcome of the Virginia Key Master Plan process
- Redevelop the Village's commercial district
- Preserve historic structures
- Establish ongoing traffic committee to monitor/improve traffic flow on the island
- Create a separate/additional access from the mainland (for residents)
- Attract new businesses/retail (coordinated effort)
- Establish traffic/access management strategies on Crandon (for events)
- Create future historical landmarks (architecture)
- Facilitate residential expansion to meet changing family needs
- Explore opportunities for on-island elder care (aging in place)
- Exert control over character and scale of future development
- Improve/expand water access opportunities for residents (boat ramp)
- Create/Preserve historical landmarks: recreation of Caloosa Playhouse at the north end of the Village Green; conversion of fire tower to clocktower.

**Threats:** *Which conditions or trends that might change the community in the future can we interpret as challenges that we might have to overcome or threats that we need to prevent?*

- Traffic (both local and regional – State parks)
- Hurricanes – shoreline protection
- Continuity of dune system (related to above)
- Virginia Key redevelopment
- Schools – lack of public high school
- High rental rates
- Taxes/cost of living/property values/insurance
- Vehicular access to/from Crandon
- Size/scale of residential redevelopment
- Encroachment into residential areas by nonresidential uses



## Village Council Visioning Exercise Results June 28, 2005

### Introduction

Partly as a result of the positive response to the community visioning exercises conducted on June 9 and 11, 2005, the Key Biscayne Village Council conducted its own visioning exercise on June 28, 2005. In contrast to the more open-ended, values-based SWOT exercise conducted at the community forums, the Village Council exercise focused on priorities for specific results. Specifically, the exercise posed the following questions:

- *What **ideal outcomes** can we imagine in the future as the result of a bold Vision Plan and our commitment to act on it?*
- *What **impediments** must we overcome in order to realize these ideal outcomes?*

After identifying and discussing the array of ideal outcomes, the Village Council was asked to identify priorities, by voting for their individual six most important outcomes, without regard to concerns about cost or feasibility. The results of the voting are recorded below:

IDEAL OUTCOMES	Votes
“Overarching Aspiration”: A unique, high end community with high end services (encompasses all of the following outcomes)	
Bury utilities	4
Expand sewer	4
Bay front/ocean front park	3
Residential/pocket parks	3
Improved community-wide aesthetics/upgraded appearance standards and enforcement (homes, yards, landscaping, street frontages, etc.)	3
High School (likely on Virginia Key)	3
Retain local businesses/reduce pressure from rising rents	2
Cultural facilities	2
Achieving balance/mix/ratio between residential and commercial services and retail	2
Virginia Key Master Plan/development which is compatible with Key Biscayne way of life (Keep as park)	1
Reduced traffic congestion/improved safety	1
Maintain diversity of the population	0



IMPEDIMENTS	Votes
Debt cap/funding	n/a
Lack of public consensus on priorities	n/a
Short terms (2 years) for Village Council members/ lack of continuity	n/a

**Conclusions**

The Village Council appears to be in broad agreement that the top priorities for the future are generally related to community appearance and capital investment in facilities and infrastructure. These priorities include burying overhead utilities, extending sewers to un-served areas, expanding the array of parks, both within neighborhoods and at the waterfront, and enforcing higher appearance standards. Also considered a high priority is the establishment of a high school to serve Key Biscayne residents, albeit with some uncertainty regarding location.

As a consequence of the expected high cost of these high priority outcomes and the community debates that have accompanied costly projects in the past, key impediments (equally ranked) include limitations on funding, the challenge of achieving community consensus and the difficulty in maintaining the leadership continuity necessary to successfully execute challenging, long term initiatives.

# ***Summary of Community Forum One Input***

## ***Village of Key Biscayne 2020 Vision Plan***



Submitted to:  
**Key Biscayne Vision Plan/EAR Steering Committee**

Submitted by:  
**Wallace Roberts & Todd, LLC**

**June 2005**



## SUMMARY OF COMMUNITY FORUM ONE INPUT

### Introduction

This memorandum summarizes the results of two community forums held June 9 and June 11, 2005 to receive public input concerning community values and aspirations. This input, and the resulting areas of community consensus identified in this summary, are important in two respects: first, this information reveals those characteristics of the Village that most residents cherish, and which will become the "raw material" for the articulation of a Vision Statement. Second, this information serves to identify many of the priority concerns and expectations for the future that will be used to narrow the focus of the 2020 Vision Plan, including the prioritized actions that the Plan will target.



It should be understood that the purpose of this initial effort was neither to conduct a scientifically accurate public opinion survey, nor to prematurely formulate conclusions or recommendations. Rather, this public input serves to focus the planning process on key areas of citizen concern. These focal issues will then be addressed in subsequent factual analyses and development of concepts and strategies.



At each of the two (2) sessions, the audience was asked to participate in small discussion groups to address the following questions in sequence:

### **Strengths and Weaknesses**

- *What present characteristics of the Village of Key Biscayne could we characterize as strengths (qualities worth retaining)?*
- *What characteristics can we characterize as weaknesses (problems or deficiencies requiring resolution)?*

### **Opportunities and Threats**

*What conditions or trends could change the Village of Key Biscayne in the future?*

- *Which can we interpret as opportunities, which we should seize to make the Village of Key Biscayne better?*



- *Which can we interpret as challenges or threats, which we should anticipate, prepare for, or avoid?*

Approximately 125 persons attended the community forums, participating in twelve (12) small groups. Comments recorded for each of the discussion groups in both of the community forums are listed in an appendix to this document, along with a tabulation of the votes, and graphic descriptions of key areas of consensus derived from the discussions.

In spite of the hundreds of ideas and comments recorded at the two forums, a reasonably clear consensus emerged on the top priority issues in each of the discussion topics, which are summarized below.

## KEY AREAS OF COMMUNITY CONSENSUS

### Strengths

1. ***Strong Sense of Community:*** the island's history; the neighborliness and friendliness of its residents; an engaged citizenry; and the physical smallness of the community—all these create a strong sense of community self-awareness and a desirable "small-town" environment.
2. ***Quality of Life:*** the community's self-reliance; a safe, peaceful, and quiet setting; the beauty of both natural and man-made environments; the quality of government, services and amenities, contribute to an exceptional quality of life.
3. ***Location:*** the advantages of convenient proximity to major employment and activity centers in Miami-Dade County, coupled with the separation and distinct island identity.
4. ***Natural setting/Environment:*** the beauty, amenity, and environmental value of a barrier island with a tropical landscape and climate, the scenic open space and dual waterfront, on the bay and ocean.
5. ***Community Services and Facilities:*** including the elementary school, Village Green, civic center, public safety, and myriad recreational opportunities.

### Weaknesses

1. ***Community Facilities and Services:*** although recreational opportunities abound, residents cited insufficient parks and lack of land for future public



facilities as one of their greatest concerns, as well as deficient maintenance of the community's public spaces.

2. **Mobility, Transportation and Parking:** traffic congestion, lack of pedestrian/bike/golf cart provisions and related safety concerns, lack of connectivity between individual commercial uses, as well as between the commercial and residential areas, and issues related to what is perceived as unsatisfactory performance of existing traffic calming treatments/poor execution of traffic calming techniques.
3. **Growth and Development Impacts:** perception of excessive density, the construction of new homes which are out of scale with the size of lots and with the surrounding development, blocked views of the water, and overcrowded facilities.
4. **Changing Community:** a growing non-permanent/transient population; the loss of "island spirit," which is manifest in, among other things, a lack of respect for the community's public areas, apathy/lack of involvement, and seeming elitism and sense of entitlement.
5. **Infrastructure:** deficiencies cited include the incomplete central sewer, the presence of overhead utilities, storm drainage problems, and poor road maintenance.
6. **Planning/Zoning/Regulations:** weak or ineffective planning and regulations; lack of long-term "vision"; lack of or inconsistent enforcement.
7. **High Cost of Living:** higher costs associated with living in a coastal community, from disaster insurance to construction costs, increasing property values, and lack of affordable housing, all have the effect of decreasing the diversity of the community.
8. **Limited Range of Retail and Services:** in particular, the small number and variety of restaurants, the narrow range of retailers and services, and limited cultural/entertainment features and venues.

## Opportunities

1. **Parks and Open Space:** to acquire land for additional parks, to expand ocean/bay access, to develop trails and protect natural areas.
2. **Community Services/Facilities/Amenities:** to expand the recreation center, to build a community theater and other cultural facilities, to improve education and consider a high school.



3. **Improve Transportation/Circulation:** to reduce vehicular congestion, provide additional facilities/improve connectivity for pedestrian, cyclists and golf carts, provide commercial area access from Fernwood, and expand public transportation and traffic calming.
4. **Development/Redevelopment Controls:** to control density and intensity, preserve needed services and businesses, control building scale, and improve landscape requirements.
5. **Community Interactions:** to improve communication/dialogue among diverse community groups as well as between the Village and its residents, to improve civic involvement.
6. **Seniors and Families:** to provide for elder care on island, encourage affordable housing.
7. **Infrastructure:** to improve road conditions, expand/complete the sewer system, to upgrade lighting, signage, landscaping, and stormwater.

### Threats

1. **Overpopulation/Unfettered Development:** rezonings to increase density, oversized homes impacting older neighborhoods, loss of “small town” character.
2. **Impacts of External Development:** excessive development/traffic generation from Virginia Key and causeway development.
3. **Degradation of the Environment:** beach erosion, pollution, and the loss of biological diversity, open space and scenic beauty.
4. **Traffic/Mobility/Parking:** single island access, increased traffic, safety problems.
5. **Village Government:** unresponsive, bureaucratic, over-restrictive, fiscal limitations, lack of intergovernmental coordination.
6. **Loss of Community Character/Identity:** degraded aesthetics, loss of community spirit, factionalism, excess tourism/visitation.
7. **Hurricanes/Natural Threats:** lack of preparedness, failure to evacuate, power failures, storm surge.



8. **High Cost of Living:** ever-escalating property values and taxes are perceived as a potential threat to the quality of life and socioeconomic diversity of the community.
9. **Schools:** lack of high school, overcrowded classrooms.
10. **Crime/Illegal Activity**



## **APPENDIX A: Community Forum One Results**



Community Forum 1 Results
Session One: Key Biscayne Recreation Center
Thursday, June 9, 2005 – 7-9 pm

Group 1

Table with 2 columns: Issue Category, Votes. Rows include Safety/Security (7), Independent Government (6), Location (Proximity to Miami) (6), Ocean/Beach Access (6), Neighborhood Feeling (5), Island Community in Isolation (4), Recreation Facilities (Golf, Tennis) (4), Economic Means/Resources (3).

Table with 2 columns: Issue Category, Votes. Rows include Traffic (7), Parking Issues (5), Lack of Bay Access (4), Population Density (4), Overhead Utility Wires/Improve Street Lighting (4), Private/Public Space Maintenance (4), Lack of Bike Access (3), Waste Disposal (Bulk, Waste) (2), Special Event Congestion (1), Deficient Service (Garbage Pick-Up) (1).

Table with 2 columns: Issue Category, Votes. Rows include Facilitate Neighborhood Interaction (7), Cultural Activities (7), Water/Beach Activities (Volleyball, Bar) (5), Street Lighting (3), Working with Miami-Dade on Virginia Key Development (1), High School (0).

Table with 2 columns: Issue Category, Votes. Rows include Virginia Key Over Development (6), Poor Commercial Aesthetics (6), Pollution (Water, Beaches) (5), Hurricanes (5), Density Increase/Zoning (5), Crime (3), Beach Erosion (3), Traffic Safety (Dangerous Drivers) (3).

Group 2

Table with 2 columns: Issue Category, Votes. Rows include Small Town (Compact, Village Atmosphere, Island Separateness) (6), Natural Character (Landscape, Beach) (6), Friendly (Volunteerism, Laid Back) (6), Village Government (Local Control, Accessibility, Safety) (6), Community Events (6), Location (Access to Miami) (5), Diversity (Age, Culture) (5).

Table with 2 columns: Issue Category, Votes. Rows include Density/Intensity (Building Size, Mass, Set Backs, Ocean View) (7), Housing Cost/Affordability (6), Lack of Playing Fields (5), School System (5), Lack of Code Enforcement (4), External Attractions/Events (Concerts) (3), Lack of Traffic Calming/Street Signage (2), Movement Away from Volunteerism (1), Lack of Parks (pocket Parks, Dog Parks, Sunset Park on Harbor Drive) (1), Lack of Appreciation of History (1), Overhead Utilities (0), Waste Pick Up System (0), Day Visitors (0).

Table with 2 columns: Issue Category, Votes. Rows include Pedestrian Friendly Environment (Sidewalks, Wider Shoulders on Crandon, Less Cars) (7), Opportunity to Purchase Parks/Playing Fields from Increased Tax Revenues (6), Retain Village Island Character (6), Redesign Commercial District (Accessible from Behind) (6), High School (On KB or Virginia Key) (4), Museum (Mackle House with Archives) (2), Keep Residential & Commercial Separate (1), Replace Traffic Lights with Round-Abouts on Crandon (1).

Table with 2 columns: Issue Category, Votes. Rows include External Developments (Causeway, Virginia Key) (7), Loss of Community Spirit (6), Changing Zoning to Increase Density/Lack of Zoning Standards (5), Pollution from Overcrowding (5), Implementation of Crandon Park Master Plan (Loss of Fields) (3), Crime (3), Traffic/Pedestrian Safety (1), Increasing Taxes/Village Rates (1).



**Group 3 \***

\* No ranking appears because this group did not vote (For consolidation purposes, each idea was subsequently assigned a single vote.)

Strengths	
Issue Category	Votes
Natural Setting (Climate, Water)	
Schools (Able to Walk to)	
Recreation Center/Sports	
Village Government (Self Controlled, Fire, Police)	
Tourism (Revenue)	
Safety	
Location (Proximity to Everything)	
Pedestrian Friendly	
Most Need Met on Island/No Need to Leave	

Weaknesses	
Issue Category	Votes
Traffic (Arterial Congestion, Safety Problems, Dangerous Drivers)	
Lack of Pedestrian Facilities (Sidewalks, Auto Conflicts, Lack of Bike Lanes)	
Parking (Landscape impediments to swale parking, no parking for service people, lack of spaces in commercial areas, spaces required parking, parking in school zones, commercial delivery obstructions)	
Mosquitoes/Breeding in Storm Drains	
Lack of Parks/Open Space/Recreation (Playing Fields)	
Growth/Density/Population	
Electrical Service Problems (Tree Conflicts with Power Line, Power Outages, Lack of Power Capacity)	
Traffic Calming (Poor Design/Alternatives to Speed Bumps, Smaller Speed Bumps)	
Road Maintenance (Potholes, Use of Swales)	
Lack of Efficient Government Development Planning	
Lack of High School	
Signs Blocked by Landscape	

Opportunities	
Issue Category	Votes
Fuller Array of Commercial Businesses	
Redevelopment (With more Efficient Building/Zoning Codes)	
Pedestrian/Bike Facilities	
Better Maintenance (Roads, Landscape, Infrastructure)	
Improved Circulation (One-way Between Crandon & Sonesta, Golf Cart Only Lane, Expand Use of Golf Carts)	
Parks/Open Space/Recreation (Land Between Village Area & Schools, Water Amenities North of Yacht Club, Playing Fields, Buy Beach Club, Pocket Parks, Water Park, Expand Recreation Center/Opportunities for Older Kids)	
Community Interaction (Community Socials, Kids Involved in Civic Affairs)	
Clean & Safe Community	
Village Financial Assistance for Public Schools	

Threats	
Issue Category	Votes
Debt Cap	
Real Estate Cost	
Factionalism	
Condemnation	
Congestion (Virginia Key, Seaquarium, Special Events, Off-Island Development)	
Beach Tourism (Lack of Funds for Renovations)	
Noise (Flyover, County Functions)	
Sewer (Bad Odors, Old Pipe System)	

**Group 4**

Strengths	
Issue Category	Votes
<b>Sense of Community</b>	
One Big Neighborhood	6
Lots of Kids & Family	2
Diversity (Multi-Cultural Population)	2
Small Size (Geography)	2
Island Sensibility	2
Friendliness to Accessibility via Walking & Biking	1
Multigenerational	0
Lots of things to do	0
Security	0
Interesting Local History	0
Vibrant & Dynamic	0
<b>Physical Setting/Aesthetics</b>	
Natural Beauty	3
Parks (Old Zoo)	2
Proximity to Urban Area	2
Isolation/"Separateness" (Island)	2
Wild Nature	1
Beaches	1
Climate	0
Mostly Human Scale of Building	0
Diverse Recreation Opportunities	0
<b>Infrastructure</b>	
Security	5
Strong Local Government	2
Property Values	1
Good Commercial Opportunities	0
Wealth of Community	0
Facilities/Civic Properties	0
Diverse Recreation Opportunities	0

Weaknesses	
Issue Category	Votes
Transportation (Traffic Congestion, No Public Transportation)	8
Open Space (Lack of Dog Park, Additional Open Space and Recreation Facilities)	6
Density & Scale of Development (Over Building, Huge Homes Block Water Front Views)	4
Landscaping (Lack of Xeriscaping, Poor Condition of Entrance, Landscape Requirement for Homes)	3
No High School	3
Maintenance of Existing Public Facilities	3
Retail/Services (Narrow Cross Section of Business, Lack of Grocery Stores)	2
Real Estate too Expensive limits Diversity	2
Weak Zoning Codes	2
Parking (Lack of & Size of Spaces)	1
Signage	1
Above Ground Utilities	1
Small Size Limits Activities	0
Vulnerability/Geography	0
No Community Trash Facility	0
Litter	0
Safer Bike Path/Pedestrian Ways	0



Opportunities	
Issue Category	Votes
Community Facilities & Amenities (Slide for Recreation Center Pool, Snack Bar at Village Green & Beach Park, Village Buy Up Properties for Park Development, Public Gardens, Park Facilities for Older Kids, Rock Climbing Wall, Museum, Theater)	13
Connectivity Between Neighborhood, Commercial Areas, Parks, Water Front	2
Influencing Virginia Key Redevelopment	3
Freezing Tax Rate for Local Seniors	2
Persuading Matheson Family to give Calusa Park to Village	1
Twin Movie Theater	1
Water Taxi	1
Controlling Traffic Congestion from Adjacent Parks and Associated Activities (Early Alert System, Sun Pass System)	5
Improve Fire/Police Communication	0
Educational Opportunities (High Schools, Charter School, Existing Public School Improvements)	3

Threats *	
Issue Category	Votes
Over Development/Density	
No Planning for Parks keyed to Adults Rather than Youth	
Too Many Cars & Traffic Issues	
Development of Virginia Key	
Economic Heterogeneity	
SUVs Over Population	
Lack of Funding for Beach Nourishment	
VKB Government Needs to Buy Up More Property for Redevelopment	
Losing Our Community Identity/Sense of Place	

\* This group did not vote on threats. (For consolidation purposes, each idea was subsequently assigned a single vote.)

Group 5

Strengths	
Issue Category	Votes
Natural Environment (Parks, Beach, Wildlife)	8
Public Services (Safety, Police, Fire, Schools)	7
Public Facilities (Community Center, Village Green, Bike Path)	7
Community Spirit/Volunteerism	5
Pedestrian Friendly (Kids, Pets)	5
Activities (Sports, Events)	4
Small Town Environment (Friendly, Peaceful)	4
Diverse Population	4
Location (Access to Culture and City Attractions)	2
Private Amenities (Hotels, Restaurant, Spas, Shops)	1

Weaknesses	
Issue Category	Votes
Traffic Problems (Disrespect for Pedestrians, Cyclist, Golf Carts)	6
Lack of Open Space/Recreation (Playing Fields, Skate Park, Theater, Climbing Wall, Water Slides, Community Center Expansion)	6
Crandon Boulevard (Poor Entrance, Auto Dominated, No Enough Sidewalks)	6
Transient Resident and Day Visitors (Safety and Mutual Respect)	6
Environmental Threats (Pesticides, Lack of Recycling, Failure to Protect Wildlife, Lack of Environmental Education)	5
Commercial Buildings (Poor Pedestrian Access, Design, Maintenance)	4
Lack of Amenities for Animals (Dog Park, Vets, Pet Store)	4
Lack of Emergency Medical Service	4
Lack of Community Dialogue	4
Sewers/Drainage/Mosquitoes	3
Disrespect for Public Area (Trash, Excessive Beach Implements, Fishing in Swimming Area)	3
Homes too Large/Not Well Maintained	1
Lack of Public Service Staff	1

Opportunities	
Issue Category	Votes
More Parks	7
Open Space/Recreation (Playing Fields, Skate Park, Dog Park)	6
Community Dialogue (Email, Website, Use of Media)	5
Zoning Restriction on House Size	4
Code Enforcement (House and Commercial Property Maintenance)	4
Improve Bay Access	3
Improve Interaction Between Condo and SF Owners	3
Activities for All Ages	3
Improve Interaction Between Teens and Police	3
Improve Pedestrian Access from Fernwood to Crandon	3
Improve Entrance to Crandon and Village	3
Appreciate Diversity	2
Security (Camera at Entrance)	1
Beach Renourishment	1

Threats	
Issue Category	Votes
Lack of High School	6
Traffic Congestion (ESP Weekends & Holidays)	5
Non-Residents/Day Visitors (Crime, Construction Workers, Bad Drivers)	5
Population Density	5
Commercial Development of Virginia Key and Cause Way	5
Beach Erosion	4
Excessive Government	3
Homes too Large	1
Hurricanes	1
Real Estate Bubble Burst	1
Bad Publicity	0



Group 6 (originally 7) \*\*

\*\* Sequential renumbering to account for consolidation of smaller discussion groups at the time of the meeting

Strengths	
Issue Category	Votes
Safety/Security	9
Island Beauty/Aesthetics (Village Green, Parks, Beaches, Recreation)	9
Diversity (Cultural, Religious, Educational)	7
Location	6
Small Town Character (Close Knit, Local Businesses/Merchants)	5

Weaknesses	
Issue Category	Votes
Infrastructure Inadequacies (Road Maintenance, Water/Sewer, Over Head Wiring)	9
Schools (Over Crowded)	9
Lack of Vision/Planning (Not Pedestrian/Bicycle Friendly, Poorly Planned Shopping Centers)	9
Traffic (Too Many Cars, Golf Cart Access at Crandon)	8
Lack of Open Space/Parks (Shortage of Playing Fields, No Dog Park)	8
No Movie Theater	0
Hurricane Threat	0

Opportunities	
Issue Category	Votes
Top of the Line Planner	9
Purchase Homes for Pocket Parks (Around Schools)	9
Transportation Improvements (Alternatives, Traffic Signage & Control, Causeway Aesthetics)	9
Utilize Beach/Parks	8
Education (Organize to improve)	6
Historic Preservation	4
Marketing Small Town Feel	2

Threats	
Issue Category	Votes
Development of Virginia Key	9
Infrastructure (Septic Tanks, Water Systems, Overhead Power Lines)	9
Schools (Excessive Class Size)	9
Government Bureaucracy	9
Cost of Living/ Housing	8
Hurricanes	0

Group 7 (originally 8) \*\*

Strengths	
Issue Category	Votes
Safety	6
Neighborhood/Fun	5
Village Government (Local Control/Staff)	5
Multi-Generation Families	5
Diversity (Cosmopolitan, Multi-Lingual)	4
Island Character (Tropical, Trees, Laid Back)	3
Local Newspapers	2
Tourism	0

Weaknesses	
Issue Category	Votes
Parking Problems	7
Traffic on Crandon	6
Cost of Living	6
Rapid Growth	5
Mega Homes	5
Beach Access/Shade	5
Lack of High School	5
Lack of Bike Paths	2
Single Island Access	2
Poor Bus Service/ No Shuttle	2
Lack of Retail Goods & Services	1
No House Numbers	0

Opportunities	
Issue Category	Votes
Citgo Redevelopment	7
Medical Facilities	6
Community Center (Expand)	6
Community Foundation	5
Private High School	4
Assisted Living	4
Island Bus Service	3
Dog Park	0

Threats	
Issue Category	Votes
Traffic Safety (Speeding, Conditions of Roads, Traffic Violations)	6
Hurricanes (Storm Surge, Power Failure)	5
Illegal Activity (Non-Resident Crime, Illegal Construction Workers, Construction without Permits)	4
Housing Affordability/Inflation	2
Becoming South Beach (Nigh Clubs, Noise, Tourist Destination)	1
Single Island Access	0



Group 9 (originally 10) \*\*

Strengths	
Issue Category	Votes
Natural Resources (Beauty/Beaches/Parks)	7
Small Town Character (Size/Sense of Community/Parade)	6
Location/Accessibility (Downtown/UM)	6
Safety (Quiet/Pedestrian Friendly)	6
Local Control (Village Government/Access to Elected Officials)	2
Community Facilities (Civic Center)	1
Cultural Diversity	1

Weaknesses	
Issue Category	Votes
Transportation (Traffic/Lack of Public Transportation/Crandon as thru way)	7
Lack of Green Space (Parks/ Fields/ Water Access)	6
Services Deficiencies (Lack of Code Enforcement/Garbage Collection/Landscape Maintenance)	5
Changing Character (Crowded/Density/Intensity/Mega Houses/Loitering/Loss of Island Spirit/Lack of Appreciations of Strengths)	4
Commercial Retail (Lack of Retail)	2
Lack of Cultural Facilities (Drama/Music)	2
High Taxes	2
Lack of Connectivity/Access from Residential to Commercial	0

Opportunities	
Issue Category	Votes
Improve Infrastructure (Bury Powerlines, Sewer system)	7
Landscape/Character Enhancement (Native Species, Enhance Village Green, Full Time Landscape Architect, Protect/ Enhance Eco-system)	5
Reduce Noise Pollution	4
Improve Open Space/Recreation Facilities (Pocket Parks, Fields, Access to Bay/Beach)	3
Enhance Community Identity ( Marketing, Highlight Heritage/History, Welcome Center)	3
High School	0

Threats	
Issue Category	Votes
External Development Pressures (Virginia Key)	7
Density/Growth	6
Increased Traffic/ Reduced Safety	5
Pollution/Water Quality & Supply	5
Hurricanes	2
Lack of Inter-Governmental Communication	1
Cost of Commuting (Loss of Workforce)	1
High Taxes (Eliminating Diversity)	0

Group 10 (originally 11) \*\*

Strengths	
Issue Category	Votes
Location	7
Involved Citizens	4
Community Center	4
Parks/Recreations/Beach	4
Beauty/Nature	3
Family Oriented	3
Safety	3
Neighbordly/Small Town	2
Diversity (Age/Culture/Multigenerational)	2
Fiscal Strengths	2
Response of Government	1
Schools	1
Community	0
Commerce	0
History	0
Services	0

Weaknesses	
Issue Category	Votes
Density	6
Lack of Open/Green Space	5
Lack of Pedestrian Safety (Unsafe Drivers)	5
Lack of Control Over Island Access	4
Lack of Affordable Housing	4
Traffic	4
East-West Divisiveness	2
Uninvolved Citizens	1
Unreliable Power	1
Not Pedestrian Friendly (No Sidewalks/Shade)	1
Non Native Species (Animals/Plants)	1
Lack of Bicycle Lanes ( Crandon/Rickenbacker)	1
Lack of Cultural Cohesiveness	1
Limited Shopping	0
Lack of High School	0

Opportunities	
Issue Category	Votes
Park/Open Space/Recreation (Pocket Parks, Passive, Bay Access, Playing Fields, Trails, Dog Park)	13
Performing Arts	4
Assisted Living Facility	4
Affordable Housing	4
Underground Utilities	3
Satellite Community Center Activities	2
Museum/Celebration of History	2
Beach Renurishment	2
Expand Community Center	0
Preservation Flora & Fauna	0

Threats	
Issue Category	Votes
Density	6
Virginia Key Development	6
Redevelopment of Existing Properties (Non Single Family)	5
Rezoning of Residential	4
Unresponsive Government	3
Hurricanes	2
Pollution	1
Noise	0



# VILLAGE OF KEY BISCAYNE 2020 VISION PLAN



## Session Two: K-8 Center Cafetorium

Saturday, June 11, 2005 - 9-11 am

### Group 1 (originally 5) \*\*

Strengths	
Issue Category	Votes
Quality of life (neighborly, family friendly, low crime, residential community)	7
Location (proximity to Miami, parks, wildlife, beach)	7
Sense of community/Commitment to inclusion (community organizations, shared values, concern about the "greater good")	6
Governance (great services and responsive, financially self sufficient government)	5
Cultural diversity	3
School options	2
Financially secure residents	2
Tourism	0
Quality of businesses	0

Weaknesses	
Issue Category	Votes
Lack of shopping choices, maintenance services	5
Lack of high school	5
Sense of entitlement (kids and adults)	4
Real estate prices (both homes and businesses)	4
Trash in public places (park, beach)	3
Transient population	3
Traffic (weekends, holidays and special events)	3
Lack of communication (school/village, outreach)	3
People not taking advantage of community organizations, lack of involvement	2
Too many rules in condos	1
Noise ordinance too strict	1
Lack of land for public facilities	1
Lack of effective beach access	1
Isolated location	1
Lack of cultural and economic diversity	0
Houses too large for lot size	0

Opportunities	
Issue Category	Votes
Fix traffic problems (access management - cars, pedestrians, golf carts, parking lots)	7
Reserve current and obtain additional green space (buy homes and create additional space for public use and pocket parks)	6
Input into development of Virginia Key and usage of land and facilities along the causeway (public and private)	5
Build community theater and encourage cultural activities	5
Maintain residential community/determine population capacity as the basis for limiting additional development	4
Create stronger/ongoing program for Village communication and community involvement (use of technology/wireless communications, consensus building)	4
Create opportunities for businesses to thrive	3
Create well-planned infrastructure (roads, electric, water, sewer, street lighting)	2
Build high school	2
Leverage private wealth for public projects	1
Work with bike clubs to become more biker friendly	0

Threats	
Issue Category	Votes
Failure to protect our environment leads to diminished/degraded habitat for wildlife, beach erosion	7
Over-development (homes, condos, Virginia Key)	6
Individuals with sense of entitlement lead to: divisiveness, self-serving interests, lack of community integration/diversity/involvement, complacency, loss of sense of community and stability	6
Lack of affordability	5
Hurricanes/Implementation of plans	4
Changes to zoning laws (becoming more lax)	3
Over-population	2
Dependency on single road ingress and egress	2

### Group 2 (originally 6) \*\*

Strengths	
Issue Category	Votes
Self-governance (incorporation - accessible government, not over-regulated, good communication between residents and recreation)	6
Recreation and open space (parks, beaches, community center, good sports programs for kids and adults, nature/leisure/climate)	6
Public safety and security	6
Sense of community (neighborliness, compassion, multi-generational residents, tolerance, cultural diversity, high level of culture)	5
Increasing population of children and benefits of additional activities to serve	5
Excellent educational opportunities	3
Good religious communication	2
Community aesthetics (attractive streetscapes, sense of "openness" - open space within Village, architectural beauty in both homes and public buildings)	2
Best of both worlds - an island community near a major urban area	2
Property values	1
Resident involvement and participation	0
Accessibility to County and State facilities	0

Weaknesses	
Issue Category	Votes
Police force unfriendly/underutilized (increase visibility, authority to enforce noise ordinance)	7
Resident involvement /participation (reactive, not proactive)	6
Lack of supervision of and activities for kids/teens	5
Lack of shopping/restaurant options	4
Different cultures do not mix - leads to lack of engagement by non-voting residents	4
Changing community: "old style" Key Biscayne physically and culturally lost to redevelopment; growing "elitism", isolation from greater urban community, indifference for what goes on on the mainland	4
No high school	2
Large groups of bicyclists	2
Zoning regulations need to be reviewed	1
Traffic	1
Too many golf carts	1
Maintenance of beach amenities	1
Intolerance	1
Children with special needs not taken into account	1
No senior care facilities	0



Opportunities	
Issue Category	Votes
Improve infrastructure (bury overhead utilities, eliminate septic tanks and complete central sewer, improve/replace old water pipes, improved streetscapes - lighting, plantings, sidewalks)	9
Provide a wider range of educational facilities/opportunities (early childhood education, local high school, upgraded educational facilities)	2
Senior care facilities	4
Adopt a less-fortunate sister city	4
Review/revise zoning to preserve at least one gas station	4
Museum (Mackle House with Archives)	2
Keep Residential & Commercial Separate	1
Replace Traffic Lights with Round-Abouts on Crandon	1

Threats	
Issue Category	Votes
Overpopulation and unfettered development/growth	6
Property values and taxes	5
Traffic	4
Parking	4
Indifference/lack of involvement by residents	4
Too many government employees/government too big	3
Environmental preservation challenges (beach erosion, exotic, invasive species)	3
Not enough publicly-owned land for parks	2
Becoming too elite	1
Hurricanes and natural threats	0
Becoming a second-home community	0

Group 3 (originally 7) \*\*

Strengths	
Issue Category	Votes
Natural beauty (beaches and parks, exceptional natural resources)	4
Location/setting (safe community, exceptional protection services)	3
Diversity of activities and services for all ages (youths, seniors, etc.)	3
Small-town character and scale	2
Outstanding school	2
Monetary resources	2
Committed elected officials	1
Strong Youth Council	0
Proximity to work	0
Enhanced property values	0
Educated population	0
Caring and active parents	0

Weaknesses	
Issue Category	Votes
Elected officials do not always respond/accept ideas different from their own	4
"Insular"/"elitist" attitudes (fail to recognize obligations to larger community)	4
Lack of parental control/supervision of kids/Lack of support for Village law enforcement to enforce the rules	3
Lack of opportunity for general public to use Channel 16 as a forum for expressing opinions	3
Ineffective communication to residents on Village decisions/policies (verbal is key)	3
Difficulty in reaching specific Village personnel by phone	2
Protocols for providing public input at Council meetings are not resident-friendly	0

Opportunities	
Issue Category	Votes
Provide environmental education at Calusa Park	4
Tax protections/incentives for senior residents to be able to remain in Key Biscayne	3
Support for local businesses and merchants (e.g., car repair/maintenance and gas service)	3
Improved/Expanded resident participation in decision-making	3
Control size and scale (height) of future non-residential buildings	3
Consideration of better criteria for spending on capital projects (to decide what is really needed versus simply what to spend available funding on)	3
Maintain Village green as passive park	2
Additional bus shelters	1

Threats	
Issue Category	Votes
Sacrificing the greater good to respond to the vocal minority	4
Indifference of non-permanent residents (transients, second-home owners)	4
Hurricanes (lack of preparedness for)	4
Degradation of the environment	4
Traffic (threats to pedestrian safety)	3
Growing "elitism" (loss of island "laid-backness")	1



Forum 1 Consolidated Session Totals: Broad Areas of Consensus

Strengths	
Issue Category	Votes
<b>Strong Sense of Community</b> : small town, neighborly/friendly, family oriented, closely knit but demographically and culturally diverse	102
<b>Quality of Life</b> : safe/secure, peaceful, quiet, pedestrian friendly, visual attractiveness/beauty (natural and man made), self-reliance (most needs met on island), diversity/quality of community events, activities and amenities, excellent educational opportunities, economic means/fiscal strength/financial security	80
<b>Location</b> : dual benefits of small island community (separateness) with easy access/in close proximity to large urban area and its amenities	55
<b>Natural Setting/Environment</b> : tropical island character/beauty, ocean and beach access, wildlife, landscape, climate/weather,	52
<b>Existing Community Services and Facilities</b> : elementary school, Village green, civic center, recreation center, bike path, access to variety of recreation opportunities, facilities, and open space (golf, tennis, beach parks, etc.), fire and police protection, local media (newspapers, etc.)	45
<b>Town Government</b> : local control/independence, financially self-sufficiency, accessibility/responsiveness of elected officials and Village staff, quality of government services	35
<b>People</b> : island sensibility, friendly, laid-back, tolerant, caring/compassionate, with strong community spirit/volunteerism/civic involvement	19

Weaknesses	
Issue Category	Votes
<b>Community Services and Facilities</b> : lack of land to serve future public facilities needs, lack of high school, deficient garbage pick up, lack of bulk waste disposal, deficient maintenance of public amenities/spaces (landscape, litter collection, etc.), shortage of playing fields, pocket parks, dog parks, other recreation facilities (climb wall, skate park, water slides), shortage of public service staff, police force unfriendly/underutilized	98
<b>Mobility, Transportation and Parking</b> : single ingress/egress, congestion (particularly Causeway/Crandon on weekends, special events, holidays), lack of bicycle/pedestrian/golf cart-friendly facilities (sidewalks, paths, shade, etc.) and safety, deficient public transportation, parking deficiencies, deficient service/loading in commercial areas, poor design/performance of traffic calming (speed tables)	89
<b>Growth and Development Impacts</b> : density/overcrowding/overpopulation, incompatible/out of scale buildings (megahouses), blocked water views, declining levels of service (traffic, recreation, schools)	46
<b>Changing Community</b> : elitism/sense of entitlement, loss of island spirit, divisiveness (east/west), intolerance, indifference and diminishing volunteerism/community involvement/cultural cohesiveness (transient/non-permanent population), lack of appreciation for local history, lack of respect for community/public areas	41
<b>Infrastructure</b> : road maintenance (potholes), lack of street lighting, overhead utilities, central sewer, drainage problems (including mosquitoes breeding in storm drains), deficient upkeep/lack of street signs	26
<b>Planning/Zoning/Regulations</b> : weak/ineffective/outdated code (particularly related to commercial building design, access, landscape for residential and commercial), weak enforcement/lack of enforcement resources (related to maintenance in both residential and commercial areas), lack of long-term vision/poor planning (related to pedestrian/bicycle facilities, connectivity, planning of shopping centers)	24
<b>High Cost of Living</b> : Lack of affordable housing, high property values, high taxes, decreasing diversity as a result of these	24
<b>Limited Range of Retail and Services</b> : few restaurants, narrow cross-section of shops and services (particularly maintenance), only one grocery store, absence of certain services and amenities such as movie theater, cultural center,etc.	20
<b>Community/Village Interactions</b> : lack of community dialogue, ineffective communication between the Village and its residents/lack of outreach, elected officials not always open to different opinions/ideas, difficulty in reaching specific Village personnel by phone, residents' use of Channel 16 limited	19
<b>Waterfront Access</b> : lack of effective public access to the bay and ocean	10



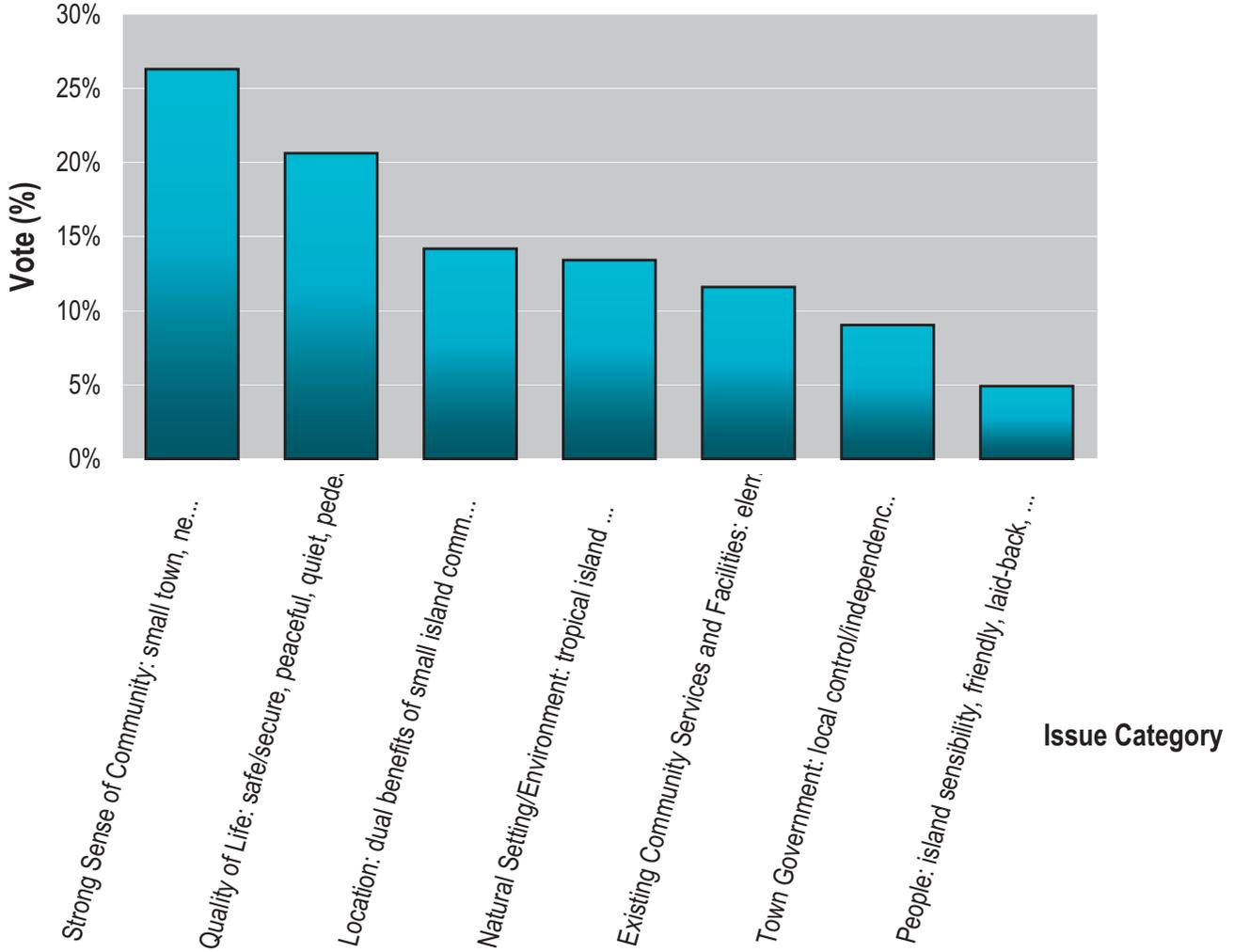
Opportunities	
Issue Category	Votes
Parks and Open Space: acquire land for additional park development (pocket/mini parks, dog park, playing fields, skate park), expand beach/water activities and usage/buy Beach Club, persuade Matheson family to turn Calusa Park over to the Village, improve waterfront access (bay and ocean), expand trails, maintain Village green as passive park	62
Community Services/Facilities/Amenities: expand recreation center, build community theater/movie theater, build museum, support cultural activities and historic preservation, expand educational options (build high school/charter school/early childhood education), improve existing school facilities, medical facilities	61
Improved Circulation/Transportation: abate congestion, manage access on Crandon, provide facilities/amenities for pedestrians/bicyclists/golf carts (sidewalks, bike paths, exclusive lanes), provide adequate parking, improve connectivity between commercial/residential/parks/waterfront areas (pedestrian paths, vehicular access from Fernwood), expand traffic calming (roundabouts), expand (and encourage use of) public transportation (island shuttle, water taxi)	37
Development/Redevelopment Controls: Determine carrying capacity, retool land development regulations/zoning to control amount/intensity/appearance of future development, keep residential and commercial uses separate, encourage connectivity (Fernwood), support the long-term preservation of needed services and businesses (e.g. car service/fuel), control size/scale of buildings, improve landscape requirements, strengthen enforcement	35
Community Interactions: improve communications/encourage dialogue between different community groups (condos/SF neighborhoods, kids and police, etc.)/between Village and residents, improve/encourage civic involvement/participation in decision-making, expand vehicles for communication (use of technology)	26
Seniors and families: encourage assisted living/elder care facilities, create tax protections for local seniors, encourage affordable housing	21
Infrastructure: improve road condition (maintenance), bury utilities, eliminate septic tanks and complete central sewer, replace old water pipes, improve street lighting, upgrade stormwater system	18

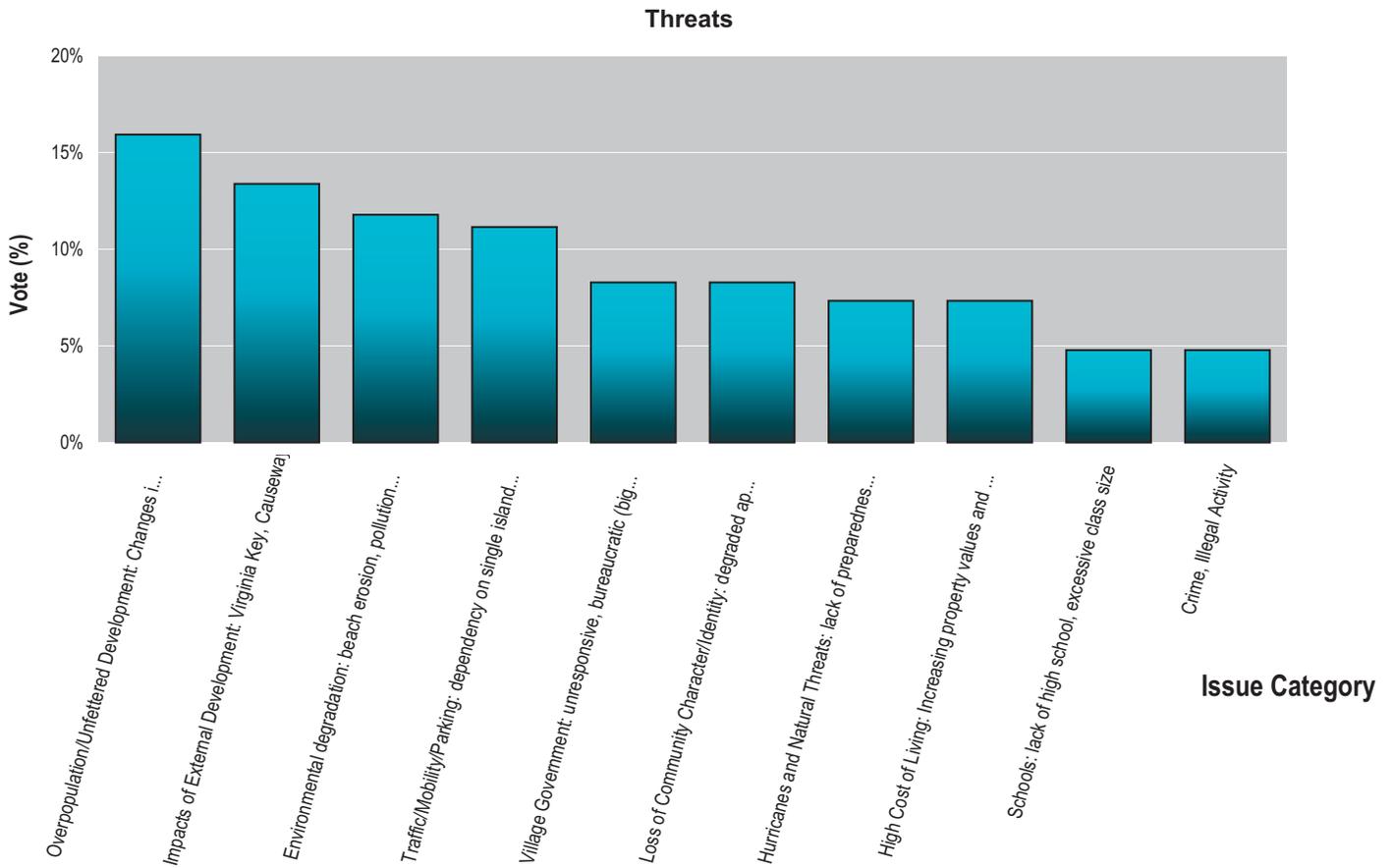
Threats	
Issue Category	Votes
Overpopulation/Unfettered Development: Changes in zoning to increase density/change residential composition and character, overcrowding, oversize homes	50
Impacts of External Development: Virginia Key, Causeway	42
Environmental degradation: beach erosion, pollution (water, air, noise), loss of wildlife/natural habitat, invasive/exotic species	37
Traffic/Mobility/Parking: dependency on single island access, increased congestion (especially weekends and holidays), speeding, traffic violations, condition of roads, impacts on traffic/pedestrian safety, too many SUVs,	35
Village Government: unresponsive, bureaucratic (big government), over-restrictive, impaired by fiscal limitations (debt cap) and lack of intergovernmental communication	26
Loss of Community Character/Identity: degraded appearance/aesthetics, loss of community spirit and sense of place, socioeconomic change (loss of cultural/economic diversity), growing elitism, becoming a second-home community, becoming South Beach (tourist destination), sense of entitlement, indifference/apathy, factionalism/divisiveness	26
Hurricanes and Natural Threats: lack of preparedness/plans, power failure, storm surge	23
High Cost of Living: Increasing property values and taxes, decreased housing affordability, inflation	23
Schools: lack of high school, excessive class size	15
Crime, Illegal Activity	15



### Forum 1 - Consolidated Session Totals

#### Strengths

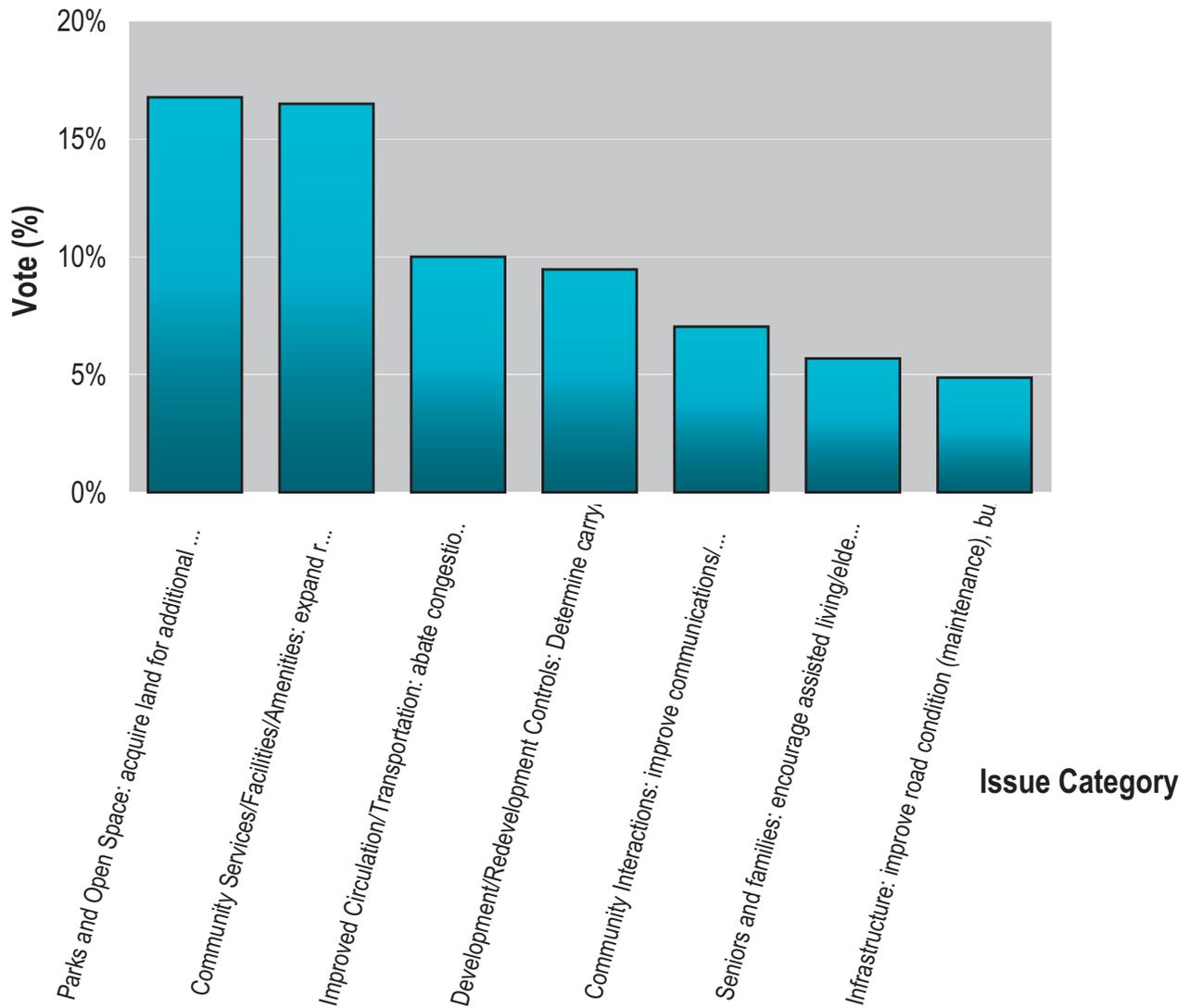






### Forum 1 - Consolidated Session Totals

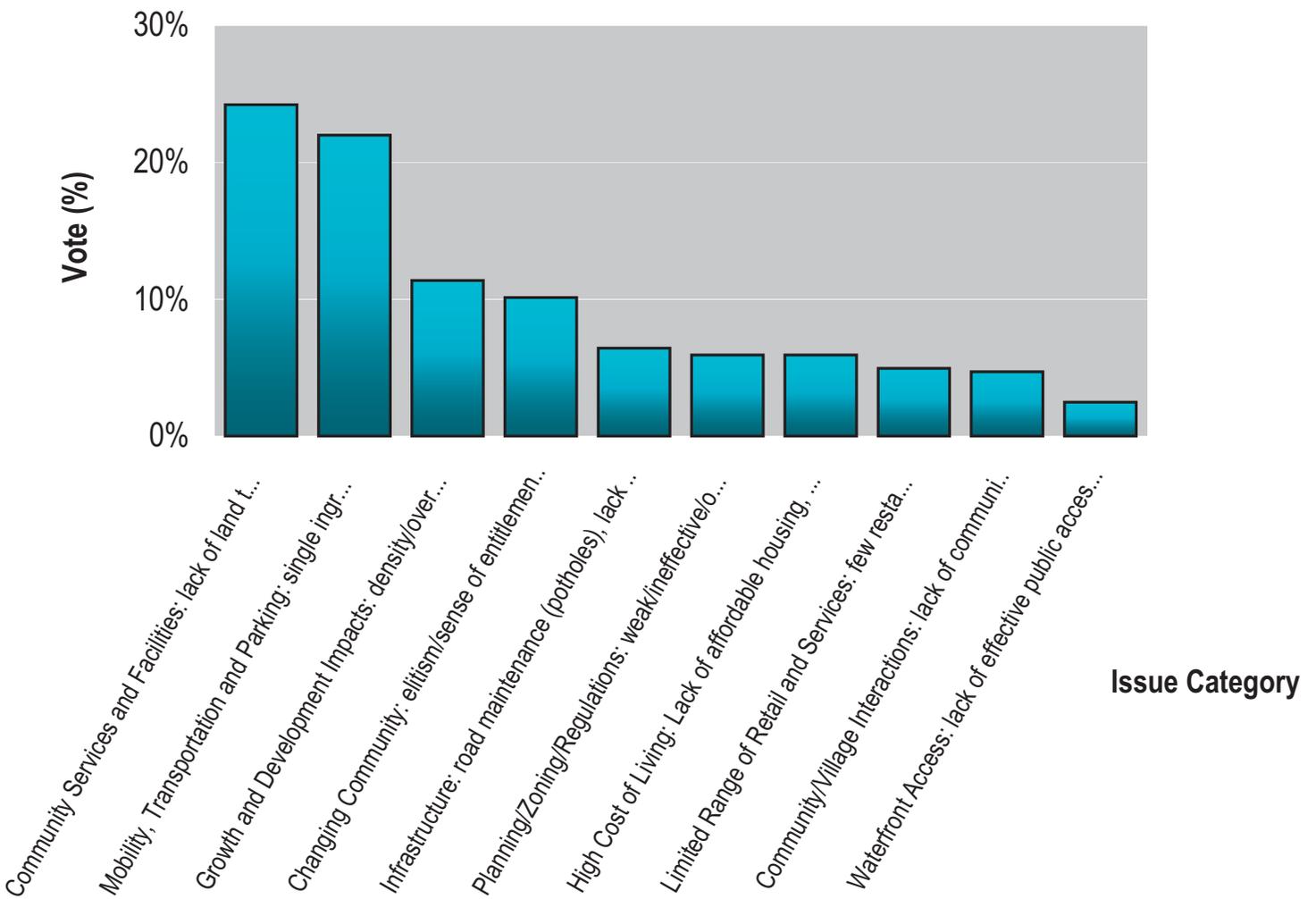
#### Opportunities





### Forum 1 - Consolidated Session Totals

#### Weaknesses



**Summary of Community Forum Two Input**  
**Village of Key Biscayne 2020 Vision Plan**



Submitted to:  
**Key Biscayne Vision Plan/EAR Steering Committee**

Submitted by:  
**Wallace Roberts & Todd, LLC**

**November 21, 2005**

## SUMMARY OF COMMUNITY FORUM TWO INPUT

### Introduction

On November 2, 2005, 141 residents of the Village of Key Biscayne gathered to review and endorse the “2020 Vision Statement” developed on the basis of their input at the Community Forum Series 1 (June 2005), and to prioritize projects geared toward implementing that Vision. Following presentations describing the process to date and potential land use opportunities, Wallace Roberts & Todd (WRT) facilitated an exercise designed to determine which action items Village residents believe to be of both the highest priority and the most immediately attainable. The methodology and results of this exercise are described below.



### Methodology

Meeting attendees were divided into 11 small groups of approximately 12 persons for the prioritization exercise. Led by a facilitator, participants were given 15 minutes to individually evaluate a list of projects identified in the first series of community meetings as potential means by which to achieve the vision. The items were divided into three major categories: Community Character and Quality of Life; Sustainable Community Structure; and Governance and further subdivided into 16 secondary categories (See Attachment 1).



Participants rated projects by two criteria: priority and timeframe. Priority, which refers to the relative value of a particular activity in furthering the vision of Key Biscayne, could be rated 1 for “Critical”; 2 for “Very important”; or 3 for “Desirable but not essential.” Timeframe, which refers to the perceived immediacy and efficiency with which the item could be implemented, could be ranked 1 for “Immediate: up to one year (existing resources available, no additional planning or consensus required)”; 2 for “Mid Range: 1-3 years (may require some additional resources, planning or consensus)”; or 3 for “Long Term: 3+ years (requires substantial additional resources, planning or consensus)”.





Upon completing the first portion of the exercise, facilitators led a group discussion on the individual opinions, and recorded and tabulated the group consensus. At the conclusion of the community meeting, WRT gathered both individual and group ranking sheets from each table in order to evaluate the results.

During initial review of the data, it became clear that there were widespread differences in the methods used by each group to prioritize the project, likely due to the following factors:

- Confusion over which project categories to rank—participants were supposed to rank the subcategories and any bullets within those subcategories, but some ranked only the major headings instead—led to blanks where responses were anticipated. In cases where individual sheets at a table were properly completed, but the group sheet lacked information, an attempt was made to extract subcategory results based on the individual responses.
- Some individuals and groups chose to create a new ranking category to indicate projects they opposed. While votes for this category are duly noted, they are not counted separately in the tabulation since the category was not universally used by all participants. Those projects that received opposing votes may have dropped in ranking in the respective rating category.

To circumvent the distortions that these differences might create, WRT converted the raw data into percentages for purposes of comparison, as shown in Attachment 2. So that evaluators could identify any major deviations between a particular table and the cumulative results, percentage conversions were done in two steps: first, by table, and then based on the sum of raw votes for all tables.

Each action item was then categorized, based on the cumulative percentage of votes it received in Levels 1 and 2 of the “Priority” section.<sup>1</sup>

- Category 1:** percent of votes for Level 1  $\geq 70$ .
- Category 2:** percent of votes for Level 1 not  $\geq 70$  but sum of Levels 1 and 2  $\geq 70$  percent.
- Category 3:** sum of Levels 1 and 2  $< 70$  percent, but  $\geq 50$  percent.
- Category 4:** sum of Levels 1 and 2  $< 50$  percent, but  $\geq 30$  percent.
- Category 5:** sum of Levels 1 and 2  $< 30$  percent.

The same methodology was used to categorize the timeframe for each project.

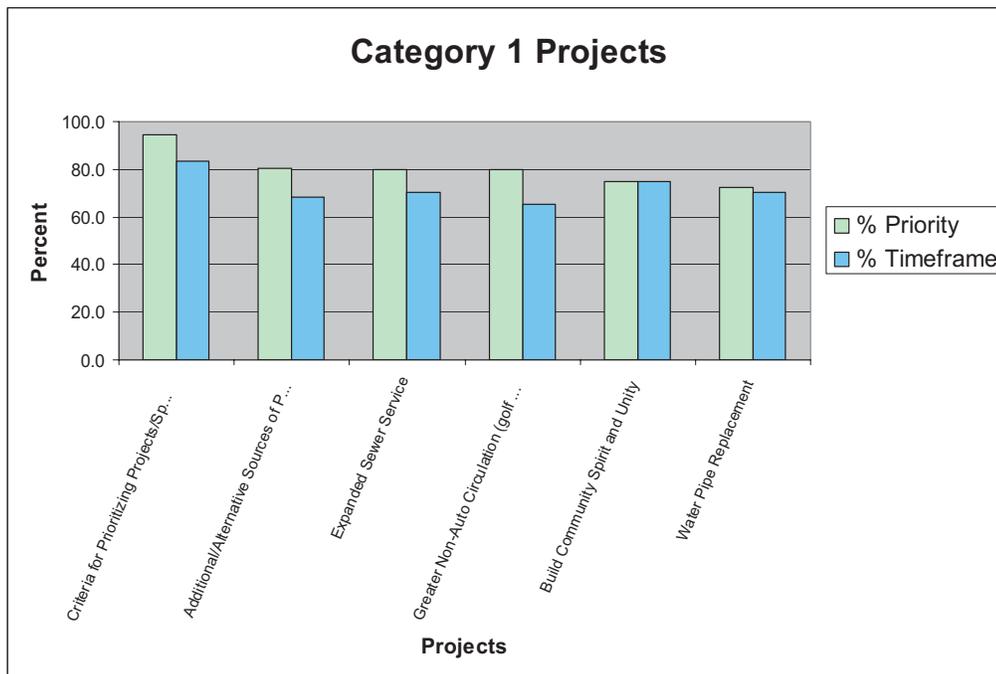
<sup>1</sup> In cases where the evaluated percentage fell within five points from the border between two categories, it was noted to account for the margin of error for the given sample size.



### Results and Recommendations

The results of the exercise reveals six projects widely perceived by community members to be of the highest priority and achievable in the most expedient timeframe (Category 1). In nearly all cases, these projects correlated with Key Biscayne weaknesses and threats identified in the SWOT exercises conducted in first series of Community Forums. In order of ranking, these initiatives are:

1. Establish criteria for prioritizing projects/spending.
2. Additional/alternative sources of project funding
3. Expanded sewer service.
4. Greater non-auto circulation (golf carts, bikes).
5. Building community spirit and unity.
6. Water pipe replacement.



From the results, it is evident that residents place tremendous value on maintaining and improving the fiscal health, accountability, and efficiency of the Village government. Nearly 95 percent of the participants indicated that prioritizing projects and spending was of critical importance to them. This may have been influenced by the timing of the exercise, which followed a presentation describing an array of capital projects, many of which were time and money intensive.

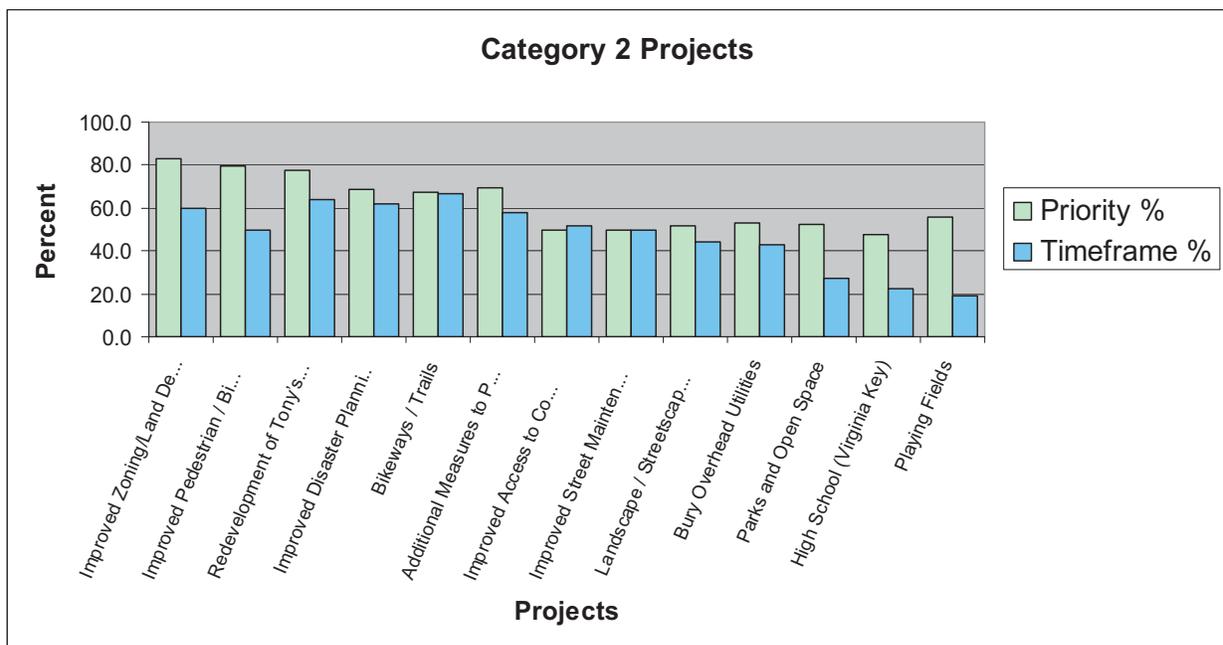
It must be noted that one of the initiatives receiving a high ranking, building community spirit and unity, will require some creative thinking as to the means for implementation..



Lastly, some of the projects in this category are already underway—e.g., expand sewer system—thereby making their expedient implementation very feasible.

In addition to the projects mentioned above, a secondary tier (Category 2) of important projects was identified by the exercise:

1. Improved zoning and land development regulations and processes.
2. Improved pedestrian and bicycle linkages.
3. Redevelopment of Tony’s Citgo property.
4. Improved disaster planning (hurricane protection, homeland security).
5. Bikeways/trails.
6. Additional measures to protect natural features.
7. Improved access to commercial areas from Fernwood.
8. Improved street maintenance.
9. Landscape/streetscape enhancements.
10. Bury overhead utilities.
11. Parks and open space.
12. High school (Virginia Key).
13. Playing fields.





Of note is the Bikeways/Trails project. While it does not directly tie to any of the Category 2 projects, it should be considered within the general context of parks and open space, including more specifically playing fields, Calusa Park enhancements, and small neighborhood parks.

WRT recommends to the Vision Plan Committee consideration of the projects ranked in Categories 1 and 2 for further analysis and inclusion as short- and mid-range initiatives in the Vision Plan.

In addition, the Committee should review the projects that received the least support, particularly because input received at the first community forum series indicated that some of these were widely, and often urgently, desired by residents. In general, expanding educational opportunities and enhancing cultural resources are perceived to be long-term endeavors of less importance. The following lists the five projects perceived to be the least critical; in parentheses is the percentage of the vote for which that project received a Priority rating of “3”, i.e. “Desirable but not essential”:

1. Art and Cultural Center (62.2 percent);
2. Local History Museum (58.1 percent);
3. Senior Day Care/Assisted Living Facility(s) (51.9 percent);
4. Lifelong Learning (40.9 percent); and
5. Small Neighborhood Parks (40.8 percent).

The high percentage of “3” votes under Priority for the above projects is generally corroborated by high percentages of “3” votes under Timeline for the same projects. The following list is of the five perceived to be the least immediate; in parentheses is the percentage of the vote for which that project received a Timeline rating of “3”, i.e. or “Long Term: 3+ years (requires substantial additional resources, planning or consensus)”:

1. Art and Cultural Center (76.9 percent)<sup>2</sup>
2. Early Childhood Programs (73.1 percent);
3. Lifelong Learning (72.0 percent); and
4. Senior Day Care/Assisted Living Facility(s) (67.7percent); and
5. Local History Museum (52.0 percent).

Some projects were considered to be of critical importance, but expected to be mid-range endeavors. These may not require immediate action, but should be considered when devising the plan for short-term improvements.



PROJECT INITIATIVES	1	2	3	1	2	3
• Improved Pedestrian / Bicycle Linkages	79.3	15.5	5.2	50.0	25.0	25.0
• Improved Infrastructure	80.0	20.0	0.0	36.4	54.5	9.1
• Improved Zoning/Land Development Regulations and Processes	82.7	11.5	5.8	60.0	34.3	5.7

Some individuals chose to include additional suggestions for projects on their score sheet. Their comments are indicated by italics:

- Protect the natural features by paying particular attention to *beach erosion*
- *Enforce* land development regulations and processes
- Improve beach access by building a *boardwalk*.
- Create room for playing fields by *building islands in the bay*.
- As an alternative to burying overhead utilities, *use fiber optics*.



Attachment 1

**Key Biscayne Vision Plan -- Community Forum #2  
Small Group Discussion: November 2, 2005**

PROJECT INITIATIVES	PRIORITY RANKINGS	
	Timeframe (a)	Importance (b)
<b>Community Character and Quality of Life</b>		
• Landscape / Streetscape Enhancements		
• Additional Measures to Protect Natural Features		
• Senior Day Care/Assisted Living Facility(s)		
• Parks and Open Space		
o Small Neighborhood Parks		
o Calusa Park Enhancements		
o Playing Fields		
o Bikeways / Trails		
o Bay and Ocean Access		
• Expanded Education Opportunities		
o Early Childhood Programs		
o Lifelong Learning		
o High School (Virginia Key)		
• Cultural Resources		
o Art and Cultural Center		
o Theater		
o Local History Museum		
• Build Community Spirit and Unity		
<b>Sustainable Community Structure</b>		
• Redevelopment of Commercial Areas		
• Redevelopment of Tony's Citgo Property		
• Improved Pedestrian / Bicycle Linkages		
•		
• Improved Infrastructure		
o Expanded Sewer Service		
o Water Pipe Replacement		
o Bury Overhead Utilities		
• Improved Traffic Circulation		
o Greater Non-Auto Circulation (golf carts, bikes)		
o Expanded Transit (on and off-island)		
o Improved / Expanded Traffic Calming		
o Improved Access to Commercial Areas from Fernwood		
o Improved Street Maintenance		
<b>Governance</b>		
• Criteria for Prioritizing Projects/Spending		
• Additional/Alternative Sources of Project Funding		
• Improved Zoning/Land Development Regulations and Processes		
• Improved Disaster Planning (Hurricane Evacuation, Protection, Homeland Security)		

Attachment 2\*

PROJECT INITIATIVES	RANKINGS					
	Priority %			Timeframe %		
	1	2	3	1	2	3
<b>Community Character and Quality of Life</b>						
• Landscape / Streetscape Enhancements	<b>51.7</b>	40.0	8.3	<b>44.4</b>	<b>44.4</b>	11.1
• Additional Measures to Protect Natural Features	<b>69.4</b>	24.2	6.5	<b>57.6</b>	30.3	12.1
• Senior Day Care/Assisted Living Facility(s)	20.4	27.8	<b>51.9</b>	16.1	16.1	<b>67.7</b>
• Parks and Open Space	<b>52.2</b>	17.4	30.4	27.3	<b>54.5</b>	18.2
○ Small Neighborhood Parks	36.7	22.4	<b>40.8</b>	15.4	19.2	<b>65.4</b>
○ Calusa Park Enhancements	<b>40.4</b>	25.5	34.0	28.6	17.9	<b>53.6</b>
○ Playing Fields	<b>55.6</b>	35.6	8.9	19.2	<b>61.5</b>	19.2
○ Bikeways / Trails	<b>67.4</b>	17.4	15.2	<b>66.7</b>	14.8	18.5
○ Bay and Ocean Access	25.6	<b>39.5</b>	34.9	3.8	46.2	<b>50.0</b>
• Expanded Education Opportunities	15.4	<b>53.8</b>	30.8	33.3	11.1	<b>55.6</b>
○ Early Childhood Programs	17.8	<b>42.2</b>	40.0	3.8	23.1	<b>73.1</b>
○ Lifelong Learning	22.7	36.4	<b>40.9</b>	8.0	20.0	<b>72.0</b>
○ High School (Virginia Key)	<b>47.8</b>	32.6	19.6	22.2	<b>48.1</b>	29.6
• Cultural Resources	33.3	33.3	33.3	0.0	20.0	<b>60.0</b>
○ Art and Cultural Center	13.3	24.4	<b>62.2</b>	3.8	19.2	<b>76.9</b>
○ Theater	26.7	31.1	<b>42.2</b>	14.8	37.0	<b>48.1</b>
○ Local History Museum	18.6	23.3	<b>58.1</b>	12.0	36.0	<b>52.0</b>
• Build Community Spirit and Unity	<b>75.0</b>	19.6	5.4	<b>75.0</b>	13.9	11.1
<b>Sustainable Community Structure</b>						
• Redevelopment of Commercial Areas	38.8	<b>42.9</b>	18.4	19.4	38.9	<b>41.7</b>
• Redevelopment of Tony's Ctgo Property	<b>77.8</b>	16.7	5.6	<b>63.9</b>	25.0	11.1
• Improved Pedestrian / Bicycle Linkages	<b>79.3</b>	15.5	5.2	<b>50.0</b>	25.0	25.0
• Improved Infrastructure	<b>60.0</b>	20.0	0.0	36.4	<b>54.5</b>	9.1
○ Expanded Sewer Service	<b>60.0</b>	15.0	5.0	<b>70.4</b>	14.8	14.8
○ Water Pipe Replacement	<b>72.5</b>	15.0	12.5	<b>70.4</b>	14.8	14.8
○ Bury Overhead Utilities	<b>52.8</b>	27.8	19.4	42.9	10.7	<b>46.4</b>
• Improved Traffic Circulation	<b>33.3</b>	<b>33.3</b>	<b>33.3</b>	<b>100.0</b>	0.0	0.0
○ Greater Non-Auto Circulation (golf carts, bikes)	<b>60.0</b>	15.0	5.0	<b>65.4</b>	23.1	11.5
○ Expanded Transit (on and off-island)	<b>44.7</b>	23.7	31.6	<b>42.9</b>	21.4	35.7
○ Improved / Expanded Traffic Calming	30.0	32.0	<b>38.0</b>	11.4	<b>37.1</b>	51.4
○ Improved Access to Commercial Areas from Fernwood	<b>50.0</b>	26.2	23.8	<b>52.0</b>	24.0	24.0
○ Improved Street Maintenance	<b>50.0</b>	31.8	18.2	<b>50.0</b>	19.2	30.8
<b>Governance</b>						
• Criteria for Pricitizing Projects/Spending	<b>94.4</b>	5.6	0.0	<b>83.3</b>	16.7	0.0
• Additional/Alternative Sources of Project Funding	<b>60.4</b>	14.3	5.4	<b>68.6</b>	28.6	2.9
• Improved Zoning/Land Development Regulations and Processes	<b>82.7</b>	11.5	5.8	<b>60.0</b>	34.3	5.7
• Improved Disaster Planning (Hurricane Evacuation, Protection, Homeland Security)	<b>69.0</b>	17.2	13.8	<b>62.2</b>	24.3	13.5

\*Bolded red numbers indicate the highest percentage in its respective category.