VILLAGE OF KEY BISCAYNE

Office of the Village Manager

Village Council
Robert Oldakowski, *Mayor*
Robert L. Vernon, *Vice Mayor*
Enrique Garcia
Steve Liedman
Jorge E. Mendia
Thomas Thornton
Patricia Weinman

Village Manager
Jacqueline R. Menendez

DT: March 7, 2006

TO: Honorable Mayor and Members of the Village Council

FR: Jacqueline R. Menendez, Village Manager

RE: 2020 Vision Plan: Request to Schedule a Workshop

RECOMMENDATION

It is recommended that the Council schedule a workshop to further consider the 2020 Vision Plan.

BACKGROUND

Relationship Between the 2020 Vision Plan, EAR and Annual Goals and Objectives. The Local Government Comprehensive Planning Act requires each municipality to complete an Evaluation and Appraisal Report (EAR) of its Master Plan. The EAR provides an opportunity for the Village to determine the progress that was made in meeting the goals and objectives as set forth in the Master Plan. The EAR provides the baseline data and analysis that assisted in the preparation of the 2020 Vision Plan. The Vision Plan is not required by any law.

The Vision Plan establishes quality of life goals and objectives, standards, ideals, and aspirations for the Village from the present to 2020. The Vision Plan translates these abstract associations into quantifiable actions that can be implemented. The preparation of this Plan is the next step in the formulation of a Capital Improvements Plan that each Council will use as it considers projects for the Annual Goals and Objectives.

The 2020 Vision Plan includes 53 projects that are sorted into three (3) groups. Each group is scheduled for implementation in five (5) year increments. For example, Group 1 = years 1-5, Group 2 = years 6-10, and Group 3 = years 11-15. The projects are listed on page 32 of the 2020 Vision Plan.

Funding. The total estimated cost for all of the projects (2006 dollars) is $60,141,100 to $84,837,000 with a cost per $1,000,000 of assessed value between $1,105 to $1,685 per property. The lower numbers occur in the beginning years and increase until the entire Vision Plan is implemented in 2022. The borrowings will occur when the funds are needed. Our analysis indicates that a modification to the debt cap is required in order to implement the Vision Plan. It is recognized that will require approval from the voters.

2020 Vision Plan Committee and Public Participation. On February 22, 2005, the Village Council established (Ordinance 2005-1) the 2020 Vision/EAR Committee which comprised 17 Village residents.

The Council tasked the Committee with the following:

1. Assist in formulating and review and comment upon the Village's planning consultant's recommendation for the Vision Plan and for the Evaluation and Appraisal Report for the Master plan.

2. Provide recommendations to the Village Local Planning Agency, Village Manager and Village Council for the Village Plan and EAR.

3. Any other matters assigned to the Committee by the Village Local Planning Agency, the Village Council or the Village Manager.

In order to complete its work, the Committee created the following Subcommittees: Public Relations, Vision Statement Writers, Project Prioritization and EAR. In total, there were 13 full Committee meetings and 19 Subcommittee meetings. The attached attendance sheets indicate that approximately 40 people attended the Committee and Subcommittee meetings. The Committee also held two Community Forums which were attended by over 150 residents. Advertising for each of the Community Forums included notices and numerous articles in The Islander News and La Isla. In addition, large color notices were sent to each residence in the Village and posters were placed in many stores.

Consultants and Staff Support. In order to assist the Committee, the Village Council engaged the services of SWA and Wallace, Roberts and Todd (WRT). SWA prepared the drawings and WRT drafted the narrative. The entire process was staffed and administered by the Building, Zoning, and Planning Department with support from the Village Manager's Office, Village Attorney, Village Clerk and the other departments on an as needed basis.

2020 VISION PLAN AND EVALUATION AND APPRAISAL REPORT (EAR) COMMITTEE: 2005-2006 MEETING ATTENDANCE

Name	4/11/05	5/18	6/02*	6/15	7/13*	7/20	8/17	9/21	10/19	11/16	12/14	2006	1/17	2/15							
1. Luis Arrondo	P	P	P	A	A	P	P	A	A	P	P		P	P							
2. Henny Groschel-Becker	P	P	P	P	P	P	P	P	P	P	P		P	P							
3. Willie Borroto	A	P	P	A	A	P	P	A	P	A	P		P	A							
4. Martha Broucek	P	A	A	R	III	III	III	P	P	A	A		A	A							
5. Bonnie Cooper	P	P	A	P	P	P	P	P	P	P	P		P	P							
6. Ed Easton, Chair	P	P	A	A	A	A	A	P	P	P	P		A	P							
Amy Eke	A	P	A	A	R	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7. Alan Fein	P	P	P	P	P	P	P	P	P	P	A		P	P							
8. Rachel Fried	P	P	A	A	A	A	P	P	P	A	A		P	A							
9 Veronica Scharf-Garcia	A	P	P	P	P	P	P	P	A	P	P		P	P							
Linda Hannon	A	A	A	A	R	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10. Nancy Doke-Harrison	P	P	P	P	A	P	P	P	P	A	P		P	P							
11. Father Jose Hernando	P	P	A	A	A	A	A	A	A	R	-	-	-	-	-	-	-	-	-	-	-
12. Matthias Kammerer	P	P	P	A	A	P	P	P	P	P	P		P	A							
13. Debborah de Leon	P	P	P	P	P	P	P	P	P	A	P		A	P							
14. Dr. Bob Maggs	P	P	P	P	P	P	P	P	P	P	P		P	P							
15. Dr. George Mendia	P	P	A	P	P	P	P	A	P	P	A		P	P							
16. Ed Meyer	P	P	P	P	P	P	P	P	P	P	P		P	P							
17. Ron Oprzadek	P	A	A	P	P	P	A	A	A	R	-	-	-	-	-	-	-	-	-	-	-
18. Ana Rasco	P	P	P	P	P	A	P	P	A	A	P		A	A							
19. Milt Berg			A	P	P	P	P	A	P	A	A		A	A							
Mary Tague	P	A	A	R	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bill Thompson	A	A	A	R	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20. Frank Caplan				P	P	P	P	P	P	P	P		P	P							

P = present A = absent X = excused R = resigned * Not a regular meeting date or Committee determined date not counted for attendance purposes.

EAR SUBCOMMITTEE

Name	5/18	5/25	6/01	6/08	11/10	11/16	11/22	12/07	2006	2/07											
1. Henny Groschel-Becker	P	P	P	P	P	P	P														
2. Willie Borroto	P	P	A	A	A	A	A														
3. Matthias Kammerer	P	P	P	A	P	P	P														
4. Luis Arondo	P	P	P	P	A	A	A														
5. Nancy Doke-Harrison	P	P	P	P	P	A	A														
6. Bob Maggs	P	P	P	P	P	P	A														
7. Martha Broucek, Chair	P	P	A	R	A	A	A														
8. Frank Caplan, Vice-Chair	P	P	P	P	P	P	P														
9. Ed Meyer			P	P	P	P	P														

OTHERS WHO ATTENDED *EAR* SUBCOMMITTEE MEETING

Name	5/18	5/25	6/01	6/08	11/10	11/16	11/22	12/07													
1. Kelly Josephson			P	P	P	P	P														
2. Veronica Scharf-Garcia			P																		
3. Steve Helfman			P																		
4. Todd Hofferberth			P																		
5.																					
6.																					
7.																					

PUBLIC RELATIONS SUBCOMMITTEE

Name	5/ 18	5/ 23	5/ 27	9/ 02	9/ 09	9/ 16	9/ 30	10/ 14	2006												
1. Frank Caplan	P	P	P	P	P	P	P	P													
2. Alan Fein	P	A	P	A	A	P	A	A													
3. Ana Rasco	P	P	P	A	A	P	P	P													
4. Deborah de Leon	P	A	A	P	P	A	P	A													
5. Bonnie Cooper	P	A	A	A	P	P	P	P													
6. Bob Maggs	N/A	N/A	N/A	N/A	P	A	P	P													
7. Ed Meyer	P	A	A	A	A	A	A	A													
8. Henny Grouschel-Becker	P	P	P	P	P	P	P	P													

VISION STATEMENT WRITERS SUBCOMMITTEE

Name	7/26	8/ 01	8 /03	8/ 09																	
1. Frank Caplan	P	P	P	P																	
2. Henny Grouschel-Becker	P	P	P	P																	
3. Bonnie Cooper	P	P	P	P																	
4. Nancy Doke-Harrison	P	P	P																		
5. Bob Maggs	P	P	P																		
6. Ed Meyer	P	P	P	P																	

PROJECT PRIORITIZATION SUBCOMMITTEE

Name	1/ 11	1/ 16																			
1. Frank Caplan	P	P																			
2. Luis Arrondo	P	A																			
3. Willie Borroto	P	P																			
4. Deborah de Leon	P	A																			
5. Bob Maggs	P	P																			
6. Alan Fein	P	P																			

Citizens Attending Meetings

Name	04/ 11/	05 /18	06/ 02	06/ 15	7/ 13	7/ 20	8/ 17	9/ 21	10/ 19	11/ 14	12/ 14	2006	1/ 18	2/ 15							
1. Kelly Josephson	P	P	P	P		P	P	P	P	P	P		P	P							
2. Patricia Weinman	P	P					P	P	P				P								
3. Enrique Garcia							P														
4. Steve Liedman	P	P	P	P		P			P				P	P							
5. Bob Oldakowski	P								P				P								
6.Frank Caplan (appointed to Committee)		P	P																		
7. Keith Bradley				P																	
8. Cathy Susnjer						P															
9. Patricia Romano						P															
10. Julie Alvarez						P															
11. Gus						P	P														
12. David Moran									P					P							
13. Elwood Lippincott, Jr.									P												
14. Mario Garcia-Serra, Attorney for Presbyterian Church									P					P							
15. Luis Robles									P	P											
16. Walter Candad													P								
17. Bob Allen													P								
18. David Civigello													P								
19/ Cindy Maze													P								
20. Josephine Ruiz														P							
21. Maria Teresa Ruiz																					

														2/ 15							
23. Michael Davy														P							
24. Lisa Pisciotta																					
25. Grace Lang														P							
26. Adda Lang														P							
27. Ned Nedeff														P							
28. Mike Wenzel														P							
29. Rosemary de la Heria														P							
30. Juan de Gre														P							
31. Tim Granwell														P							
32. Aurora Pastor														P							
33. Nancy Gamwell														P							
34. Nichlas Nedett														P							

Village of Key Biscayne

2020 Vision Plan

As recommended by the 2020 Vision Plan/Evaluation and Appraisal Report Committee at the meeting of February 15, 2006

Prepared with the assistance of

Wallace Roberts & Todd, LLC

March 2006

Acknowledgements

Village of Key Biscayne Residents, Property Owners, and Business Owners

Vision Plan and Evaluation and Appraisal Report (EAR) Committee

Edward W. Easton, *Chair*
Alan Fein, Vice *Chair*

Luis Arrondo
Milt Berg
Willie Borroto
Martha Broucek
Frank Caplan
Bonnie Cooper
Nancy Doke-Harrison
Rachel Fried
Dr. Henny Groschel-Becker
Matthias Kammerer
Debborah de Leon
Dr. Bob Maggs
Dr. Jorge E. Mendía
Edward Meyer
Ana Rasco
Veronica Scharf-Garcia

Village Council

Robert Oldakowski, Mayor
Robert L. Vernon, Vice Mayor

Enrique García, *Councilmember*
Stephen Liedman, *Councilmember*
Jorge E. Mendía, *Councilmember*
Thomas Thornton, *Councilmember*
Patricia Weinman, *Councilmember*

Village Staff

Jacqueline Menendez, Village Manager
Jud Kurlancheek, AICP, Director of Building, Zoning and Planning
Stephen Helfman, Weiss, Serota, Helfman et. al., P.A.
Conchita H. Alvarez, CMC, Village Clerk
Randall White, Finance Director

Consultants

Wallace Roberts & Todd, LLC
SWA Group

Table of Contents

Introduction 5
What is a Vision Plan? 5
Purpose of the Vision Plan 6
Relationship to Other Village Plans and Studies 6
Report Organization 7

Vision Plan Process 8
Project Kickoff – 2020 Vision Plan and EAR Committee SWOT 8
Community Forum 1 – SWOT/Visioning 10
Village Council SWOT 13
Community Forum 2 – Vision Statement and Project Opportunities 14
Vision Plan - Public Review 15

2020 Vision Statement 16
Key Biscayne in 2005: What We Value 16
The Past as Prologue: Aspirations and Accomplishments 16
2020 Vision Statement: Keeping the "Village" in Our Village 17
Conclusion: Changes, Opportunities and Challenges 20

Project Opportunities 21

Plan Initiatives and Projects 30

Recommendations for Implementation 35

Appendices 36
Kick off Meeting SWOT Exercise Results 37
Village Countil Visioning Exercise Result 42
Summary of Community Forum One Input 44
Summary of Community Forum Two Input 64

Introduction

> *"The future presents alternatives, and we still have—will always have—challenges in defining and accomplishing what we want for our community, as it is today and as we wish it to be for our children."*
>
> *Frank Caplan, 2020 Vision Plan/EAR Committee member*

In 1995, the then newly incorporated Village of Key Biscayne adopted a Comprehensive Plan, as required under Florida law. That plan, also known as the Village Master Plan, was preceded by at least five years of study and preparation, pre-dating incorporation of the Village.

Today, approximately a decade later, the Village is close to completing the first (and also required) regular evaluation and appraisal of its Comprehensive Plan. The Village has taken this period of self-examination as an opportunity to cast a collective eye, from its past and present, toward the future—by developing a Vision Statement and Vision Plan.

The Village of Key Biscayne's ***2020 Vision Plan*** is the result of a consensus-building process involving extensive community outreach and participation. It is the outcome of an exciting, ambitious collaboration between the Village and its residents to develop a community-wide, long-term vision for the future. The 10-month process was led by a broadly representative resident advisory committee, aided by Village staff and the nationally recognized planning and design firms Wallace Roberts & Todd, LLC and SWA Group.

What is a Vision Plan?

The ***2020 Vision Plan*** summarizes the Village's vision of its preferred future, and the initiatives and projects required to implement the vision.

An equally relevant and interrelated question is, "what is a vision"? A vision is a visual image of what a community wants to become at some point in the future. This image is synthesized from expressions conveyed by the residents through a "visioning" process, which is designed to tap into, and distill, the community's shared values and aspirations for the long-term functional, aesthetic, social, and fiscal character of the community.

The 2020 Vision Statement depicts, in words and images, what the Village of Key Biscayne will strive to become over the next 15 years—the destination. The Vision Statement sets the stage for defining "how we get there." It is the starting point for the creation and implementation of the Vision Plan.

Purpose of the Vision Plan

> *"By understanding what we value and by envisioning what we want, we can, in fact, take actions to control our own future".*
>
> *Frank Caplan, 2020 Vision Plan/EAR Committee member*

Just as the Evaluation and Appraisal Report (EAR) looks at the past decade of Village planning, decision-making, and action-taking to determine progress toward the Comprehensive Plan's goals, the ***2020 Vision Plan*** and, by extension, the 2020 Vision Statement are meant to be the Village's "sounding board" for future planning and policy-making decisions.

The Vision Plan, however, does not replace the Comprehensive Plan and, unlike the Comprehensive Plan, it is not mandatory. Yet, as the community's collective destination for the year 2020, it could be the most important document the Village has ever crafted. The Vision Plan promotes the community's collective values and aspirations. As such, the 2020 Vision should be considered by elected and appointed officials every time important decisions must be made on issues that impact the future of the community.

The purpose of the ***2020 Vision Plan*** is to document the visioning process and to itemize and prioritize the specific steps that the Village of Key Biscayne will undertake to implement the 2020 Vision Statement. The recommendations include a variety of proposed initiatives and projects which more fully define and portray specific attributes of the 2020 Vision Statement.

Relationship to Other Village Plans and Studies

The Vision Plan is, by its very nature, different from other conventional planning documents that the Village. As indicated previously, the Vision Plan is not mandated. It is significantly less detailed and less binding than the Comprehensive Plan or the Village Code. Instead, the Vision Plan provides a framework for strategic decision-making about the future, and thus for the updating, or development, of other plan documents and studies that typically provide detailed information necessary to identify or establish specific programs and projects.

The EAR process was conducted in close coordination with the visioning process, with the goal of mutually and beneficially informing the outcome of both efforts. The relationship between the two processes and their products is clear as one reads through the input provided by resident participants in the visioning community forums, the 2020 Vision Statement, and the description of major local issues identified in the EAR.

Report Organization

There are three key components in the ***2020 Vision Plan***:

- *First, a broad Vision Statement that describes the core qualities of life, present or not, that the community cherishes and aspires to.*
- *Second, a series of sketch ideas for potential key projects that were identified through the visioning process and are consistent with, and reflect, the Vision Statement.*
- *Finally, a matrix of proposed initiatives and projects, prioritized and cost-estimated, that defines the next steps for achieving the stated "thematic" vision.*

These elements, corresponding to major sections of the Vision Plan document, are preceded by a summary of the steps that comprised the visioning process.

Vision Plan Process

Starting in April 2005, the Village embarked in the community visioning process leading to the creation of the 2020 Vision Statement and Vision Plan. As designed and facilitated by Wallace Roberts & Todd, LLC (WRT), the visioning process allowed community members to express their opinions, concerns, and aspirations, in an open, interactive setting. The process was also iterative, providing recurring opportunities for involvement, participation, and product review.

To ensure a consensus-driven outcome, the Village Council appointed a broadly representative steering committee—the 2020 Vision Plan and Evaluation and Appraisal Report (EAR) Committee— to guide the process. The committee consists of some 20 individuals from a wide variety of backgrounds. All, however, are Village residents, united by a common interest in "maintaining the 'Village' within the Village."

The 2020 Vision process began with a series of meetings during which WRT conducted Strengths, Weaknesses, Opportunities and Threats (SWOT) exercises: first, with the 2020 Vision/Evaluation and Appraisal Report Committee (April 11, 2005); then, with the community at large (June 9 and June 11, 2005), and not long thereafter, with the Village Council (June 28, 2005). In all, approximately 150 individuals took part in the initial phase, providing extensive input about the community's concerns, values, aspirations, and priorities. The exercises sought responses from all participants on a series of questions pertaining to present conditions, as well as perceptions and expectations about the future of the Village.

Project Kickoff – 2020 Vision Plan and EAR Committee SWOT

The first SWOT exercise, conducted with the members of the 2020 Vision and EAR Committee, explored four major questions:

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?*

The outcome of the exercise represents an initial "scan" of local concerns and issues which members of the Steering Committee believed should be addressed in planning for the future of the community. Broad areas of consensus, identified below in no particular order, focused largely on issues of quality of life. (See Appendices for the complete report on the results of this exercise).

Present Strengths

• Community Character/ Quality of Life	Small town feel; relaxed "island" atmosphere; sense of community; safety; engaged citizenry; scenic beauty; high quality development.
• Governance	Responsiveness and superior service of Village government; quality of public services and facilities.
• Arts and Culture	Community festivals and events; arts and cultural programs and activities.
• Natural Features and Resources	Natural beauty; waterfront setting; open space; lush landscaping.

Present Weaknesses

• Transportation, Traffic, Parking & Accessibility	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.
• Zoning and Development Controls	Incompatible scale of new residential development (large homes on small lots); obsolescence of existing commercial development (shopping centers).
• Recreation and Open Space	Lack of green space, neighborhood parks, recreation / sports facilities
• Cost of Living	Higher costs associated with living in an island/ coastal community, from disaster insurance to construction costs, increasing property values; high taxes.

Future Opportunities

• Transportation/Traffic	Island-wide traffic calming and streetscape enhancements
• Zoning and Development Controls	Control and improve scale and character of development
• Recreation and Open Space	Acquire land for parks and green space, expand boating / water access
• Redevelopment	Improve and expand retail, offices and local services. Create village center
• Governance	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

Community Forum 1 – SWOT/Visioning

In the first series of community forums, two meetings were held in June 2005 to receive public input concerning community values and aspirations. The SWOT exercises, attended by over 100 people, revealed those characteristics of the Village most cherished by residents, identified priority concerns and expectations for the future, and served as the "raw material" for the articulation of the 2020 Vision Statement.

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 listed below. (See Appendices for the complete report).

Present 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.

Present 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.

Future 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.

Future 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**

Village Council SWOT

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. Results indicated that the Village Council was in broad agreement that the top priorities for the future are generally related to community appearance and capital investment in facilities and infrastructure. 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. (See Appendices for the complete report).

Community Forum 2 – Vision Statement and Project Opportunities

In November 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). The participants also reviewed a preliminary framework of project opportunities, and subsequently prioritized a series of potential initiatives and capital improvements geared toward implementing that Vision (See Appendices for the complete report).

Subdivided into three groups—Community Character and Quality of Life; Sustainable Community Structure; and Governance and further subdivided into 16 secondary categories—the projects were rated by participants based on two criteria: priority and timeframe. Priority, which refers to the relative value of a particular activity in furthering the 2020 Vision for 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)."

The results of the exercise revealed 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 SWOT 2/Community Forum 1. In order of ranking, these initiatives were:

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.

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 (560 Crandon Blvd.).
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.

The input received from this community forum, combined with the information gathered at previous forums, served as the basis for the 2020 Vision Plan/EAR Committee's work to develop a list of initiatives and projects to implement the vision statement over the next 5, 10, and 15 years. After the initiatives and projects list was prepared, a methodology and criteria for prioritizing this list were established, as described in the "Plan Initiatives and Projects" section of this document (p. 30) and ballpark range estimates of cost for each project were prepared. A subcommittee of 2020 Vision Plan/EAR Committee members was appointed to rank the projects and submit their recommendations to the full committee. On January 16, 2006, the Committee extensively discussed and revised the list and ranking of projects, resulting in the consolidation, addition, and deletion of some items. The outcome of this exercise is reflected in the "Capital Improvement Plan" matrix shown in pages 32-35 of this document.

Vision Plan - Public Review

The first draft of the 2020 Vision Plan was reviewed by the 2020 Vision Plan/EAR Committee on February 15, 2006. At this meeting, a great number of questions and comments was received from members of the public. After extensive deliberation, the Commitee voted to present the revised 2020 Vision Plan to the Village Council to initiate the public review and adoption process.

2020 Vision Statement

The input received through the SWOT exercises and the resulting areas of community consensus identified in the above summary provided the "raw material" for the articulation of the Village of Key Biscayne "2020 Vision Statement," which follows:

Key Biscayne in 2005: What We Value

Surrounded by parks, Biscayne Bay and the Atlantic Ocean, the Village of Key Biscayne enjoys outstanding natural beauty, a compelling sense of place, lush landscaping, and a unique small-town ambiance that leads many residents and visitors to call it "Island Paradise". Our close proximity to metropolitan Miami-Dade County allows us to enjoy the best of both worlds: a sense of separateness as a serene, secure island sanctuary coupled with convenient access to services, activities and amenities on the mainland.

Our relaxed island style is evident in our people, our active lifestyles, and our shared enjoyment of living "across the bridge" in a close-knit, nurturing community. The Village is a vibrant and interactive place made more interesting by our cultural diversity, neighborliness and commitment to fellowship and community spirit.

The Past as Prologue: Aspirations and Accomplishments

The Village of Key Biscayne was incorporated on June 23, 1991 to provide for local control over development, improved infrastructure and services, and better governmental process. We adopted a charter, elected our first Village Council (then called the Board of Trustees), hired a manager, and built our local government from scratch. In turn, we established fire-rescue, police and other departments and adopted zoning and other municipal codes.

In 1995, after years of public education and participation, we adopted our first Master Plan. Our Master Plan identified deficiencies and provided for many needed or desired improvements. Because of our early vision, planning and follow through, we now enjoy excellent fire-rescue and police services, a debt-free Village Green, an architecturally distinguished Civic Center complex including a well-used Community Center, more local parks, a renourished beach with protective dune system, a vastly improved

stormwater drainage system, an expanded K-8 public school, street-by-street tree plantings and landscaping, street lights and pavers, sidewalks, landscaped traffic calming devices, reduced Village-wide speed limits, and the lowest millage rate of any municipality in Miami-Dade County.

2020 Vision Statement: Keeping the "Village" in Our Village

Now, a decade after adopting our Master Plan, we are developing our first Master Plan Evaluation and Appraisal Report, as required by law. As an interconnected exercise, we also are developing this Vision Statement as the first part of a Vision Plan for 2020. Recognizing that the 1995 Master Plan benefited from prior years of study, visioning and community participation, we sought extensive public input for our 2020 Vision, engendering lively debates.

We speak about "Keeping the 'Village' in Our Village". This means that we wish the Village to retain the intrinsically positive qualities described herein. Our 2020 Vision is meant to supplement our Master Plan by communicating our values and goals and by suggesting strategies and actions to achieve those goals. By implementing our Vision Plan, in the ensuing years through 2020 we will have:

Community Character and Quality of Life

- Maintained our small-town, island character by managing the scale and density of development on a neighborhood-by-neighborhood basis.

- Enhanced our streetscapes, parks, civic realm and open spaces with a well-maintained subtropical plant palette suited to our island.

- Practiced responsible stewardship of our natural environment by protecting our tree canopy, natural habitats, beaches, dunes, and nearshore water quality.

- Expanded our array of passive parks, open spaces and active recreation facilities through carefully directed property acquisition and redevelopment, to include small-scale neighborhood parks, a restored, protected Calusa Park with improved pedestrian access, additional playing fields and bikeways and trails.

- Enhanced local high-quality education from early childhood programs to lifelong learning for adults, in close coordination with public and private schools.

- Expanded our cultural facilities, activities, special events and historic preservation efforts, and provided a physical setting for a cultural center, theater and local history museum.

- Maintained extremely high levels of quality and responsiveness in our government departments, including police, fire and emergency medical services.

- Worked effectively with the State of Florida, Miami-Dade County and the City of Miami to influence and mitigate the impact of new development on Virginia Key and of visitors to the regional attractions and parks that surround the Village.

- Expanded and improved visual and physical access to Biscayne Bay and the Atlantic Ocean.

- Recognized the positive economic impact of tourism and the role of hotels in providing amenities to residents and as community partners.

Sustainable Community Structure

- Encouraged redevelopment of outdated commercial areas to preserve and expand local-serving retail and professional businesses and services in well-designed, accessible and interconnected centers.

- Attained safe, pleasant and convenient pedestrian and cycling linkages between neighborhoods, schools, parks, civic and recreational sites and commercial properties.

- Established a well-integrated vehicular transportation system that:

    - provides for maximum safety considerations;
    - successfully manages traffic congestion from residents, day visitors, workers, and special events;
    - reduces local use of automobiles by encouraging pedestrian, bicycle and golf cart transport;
    - expands transit use, including off-island bus routes and on-island shuttles;

- incorporates well-designed and constructed traffic calming applications;
- improves local access to Crandon Boulevard commercial areas from Fernwood Road; and
- includes a proactive street maintenance program.

- Upgraded our infrastructure where feasible and affordable by expanding sewer service in areas formerly served by septic systems, by replacing antiquated water pipe systems, and by burying overhead utilities.

People and Relationships

- Encouraged volunteerism and community involvement, and included citizens as active participants in civic affairs and community service.

- Provided our multi-generational community with rich civic, cultural, recreational, and educational opportunities for children, youth, adults and seniors.

- Promoted effective and respectful communication among residents who have different opinions.

- Encouraged and provided programs and solutions by which young adults and senior citizens can remain residents of the Village.

Governance

- Operated our government in a transparent, respectful, responsive and efficient manner, using innovative communication methods to raise citizen awareness.

- Managed judiciously our tax revenues, public spending, debt and capital projects, and identified clear criteria for spending priorities.

- Provided excellent public safety services for our residents and visitors.
- Maintained Village property and landscaping at high levels of excellence.

- Effectively engaged the City of Miami, Miami-Dade County and the State of Florida on regional issues that influence the quality of life in the Village.

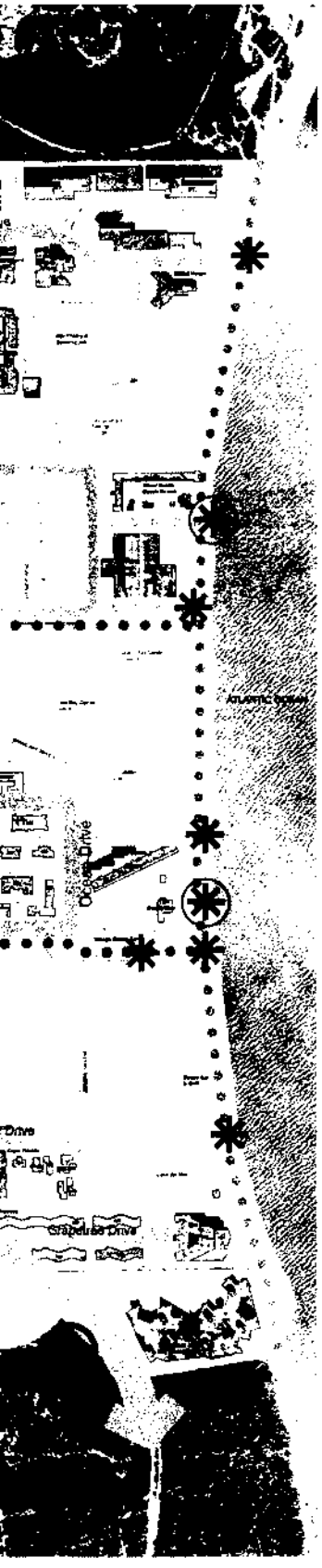
- Partnered with the City of Miami and Miami-Dade County to implement a Virginia Key Master Plan that ensures environmentally sensitive development, a new high school, lighted playing fields, and traffic mitigation along the Causeway.

Conclusion: Changes, Opportunities and Challenges

The 2020 Vision Statement is being drafted at a time of continued change in the Village of Key Biscayne. The commercial properties at our Village entrance, the oceanfront Silver Sands Motel, and various apartment and condominium properties are susceptible to near-term redevelopment. The ultimate use of the Village owned property facing Crandon Boulevard and the Civic Center is undetermined. Starting in 2006, the existing Sonesta Beach Resort will be demolished and rebuilt. Comprehensive new development is planned for Virginia Key and must be closely monitored to assure compatible uses and manageable Causeway impacts.

Without foresight and planning, many improvements we value and even take for granted today may not have come about. We recognize the successes that came from our previous planning efforts and we will continue to plan and act for our best future. The attention we give to the future strengthens our community today and helps instill in our children and neighbors a valued ethic of citizenship. These are worthy goals in themselves.

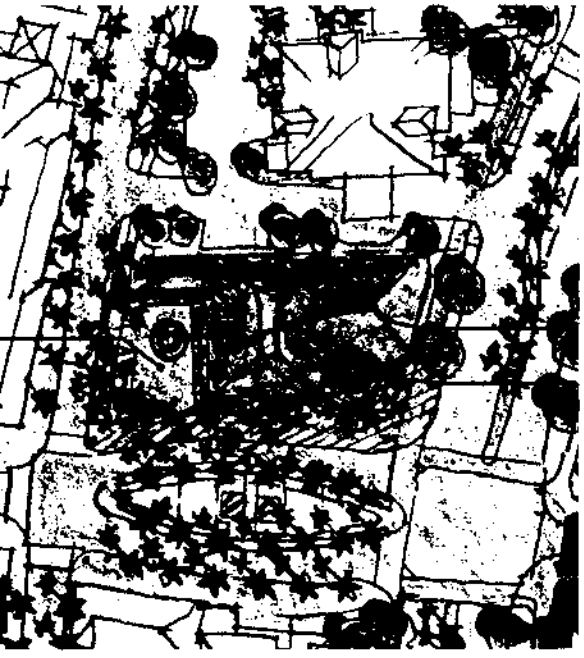
Change is both inevitable and not entirely predictable, and "Keeping the 'Village' in Our Village" is not necessarily assured. With this in mind, we hope the vision and planning contained in this document will be of lasting value to the Village by informing the decisions, and guiding the actions, of future residents and Village Councils. Above all, we mean to preserve those values, standards and ideals that define our vision of Island Paradise.



Project Opportunities

The 2020 Vision/EAR Committee retained SWA Group to help translate into visual form potential project opportunities generated through the visioning process. SWA conducted an analysis of existing conditions, reviewed the results of the various SWOT exercises, the Vision Statement, and the initiatives prioritized by participants in Community Forum 2.

From this review, a framework potential Village "enhancements" was developed, as reflected in Figure 1. The framework depicts an extensive array of pedestrian, bicycle, and landscape enhancements; potential new neighborhood and community parks throughout the Village; new beach access points; a potential beach walk on the east side of the island; and potential new public community uses including cultural and recreational facilities.

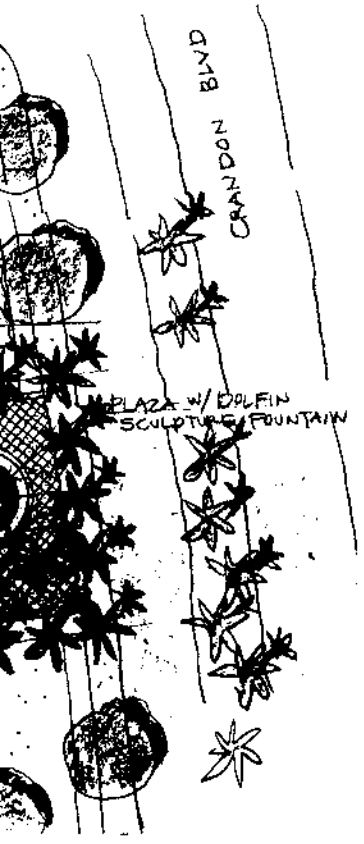


Figures 3 and 4: Cultural Center development option for 560 Crandon Boulevard, Plan and Perspective View

The "Heart of the Village"

Figure 2 depicts an overall scheme for strengthening/enhancing the "Heart of the Village," which includes not only the Civic Center Complex, but also the Village Green and K-8 School. Since the Master Plan was adopted, the Village has created the Village Green and built a new Village hall, a fire station and a recreation center. While all of the Civic Center projects have been vastly successful, a few missing links remain—such as programming for, and development of, the site commonly known as Tony's Citgo (560 Crandon Boulevard). The original master plan for the Civic Center Complex designated 560 Crandon Boulevard as the potential site for a cultural facility such as a community theater, museum, or cultural center. Subsequently, however, a survey conducted by the Village indicated that many people would the property to be developed as either active or passive recreation space. The visioning process confirmed that differing opinions abound among residents as to the desired use of the site.

The Plan also illustrates a cultural center on the 560 Crandon Boulevard site (Figures 3 and 4); this is one of many potential options, proffered by a number of residents through the Visioning process, for development of this Village property. However, no decision has been made as of this writing on the preferred/appropriate use and program for the site. The Village is, in fact, gearing up to gather public input and build consensus on the future of the property.



Village Green Seating Deck

Figures 4-6 show a potential opportunity for enhancing and enlivening the north end of the Village Green, which is currently under-utilized, with a new outdoor seating deck adjoining the south side of The Galleria. While the proposed outdoor space would remain in public ownership, the deck would open up that side of the shopping center, which right now presents a blank wall onto the Village Green, creating opportunities for public enjoyment and enhanced connectivity among the uses that line Crandon Boulevard—one of the desired outcomes of the Vision Plan. The Village is initiating conversations with the owners of the Galleria complex to develop an agreement of mutual benefit to both private and public interests.

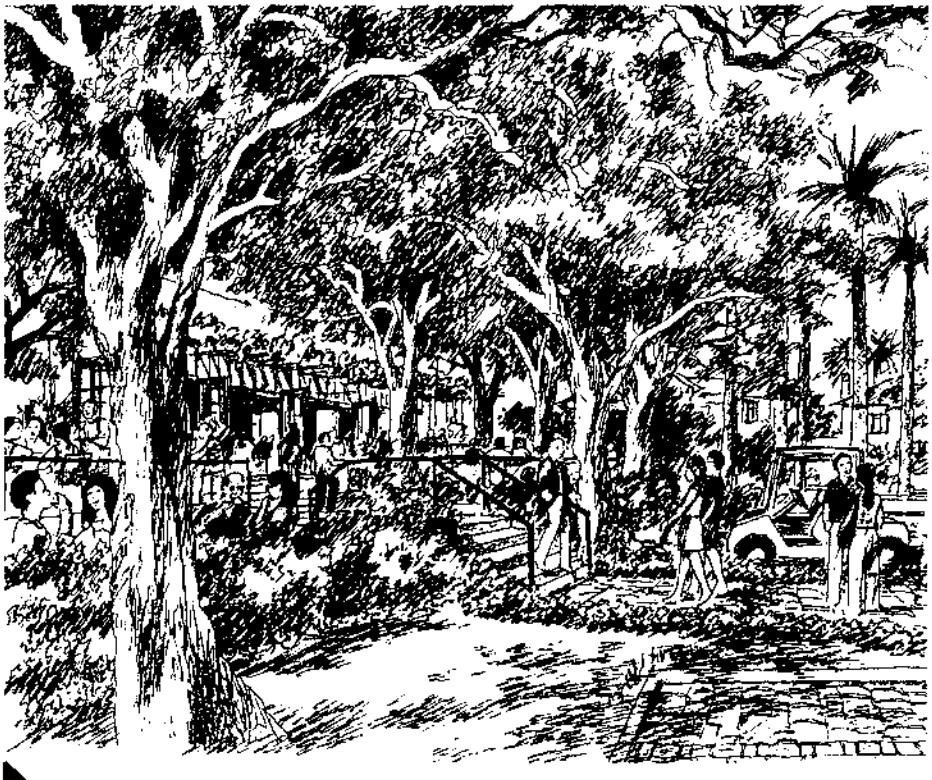
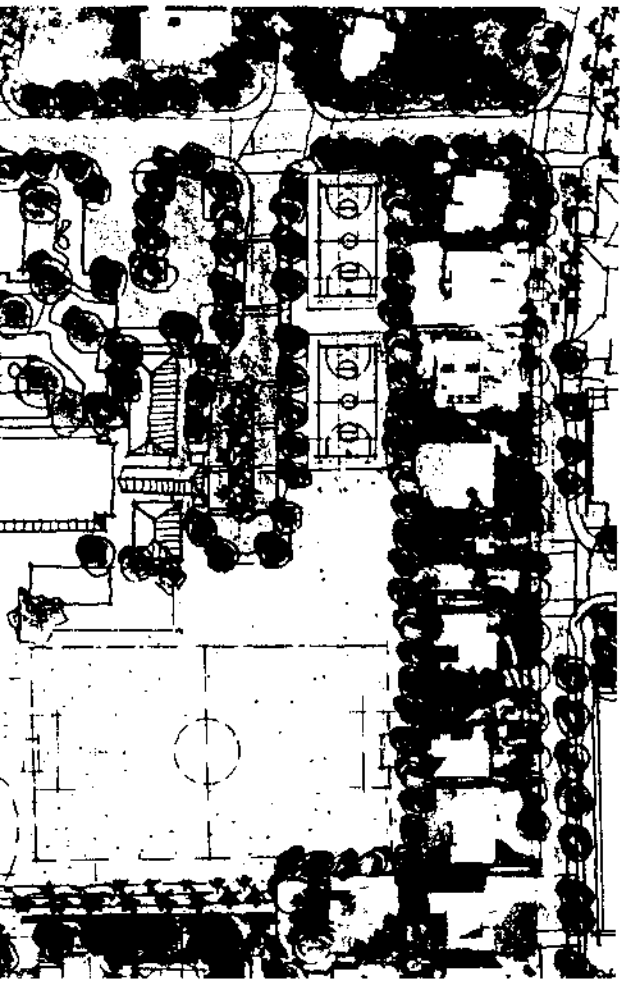


Figure 6: Village Green Seating Deck, Perspective View

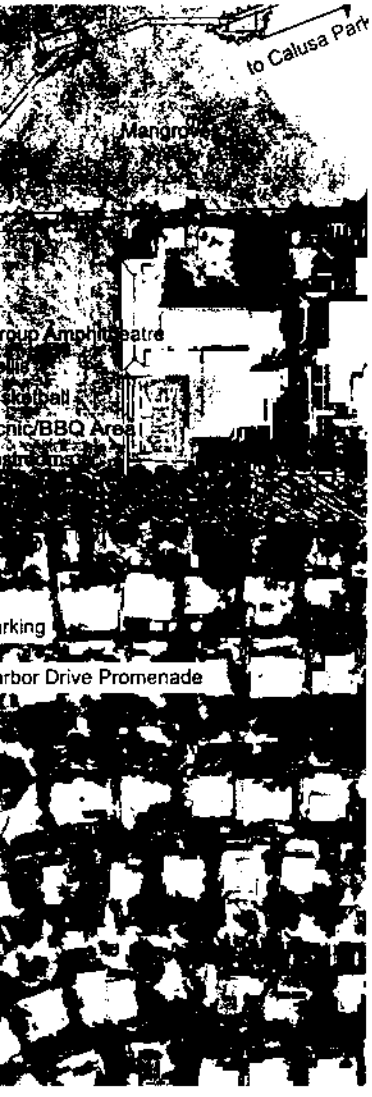


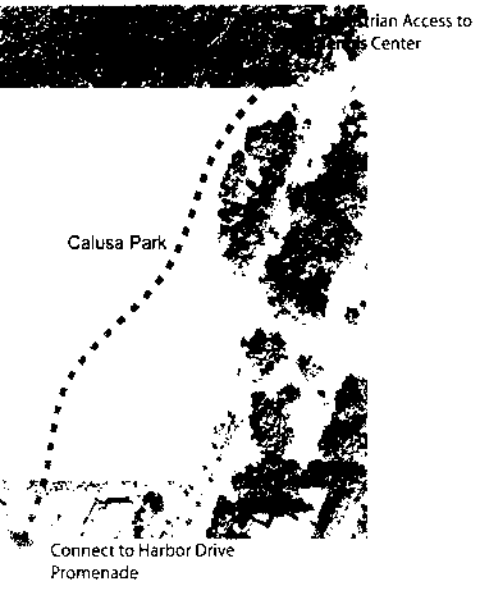
, Option B

New Village Park

An opportunity was identified to increase the Village's recreational open space by creating a new park between McIntyre Street, Enid Drive, and Glenridge and Fernwood Roads, west of the Civic Center complex. It is important to remember that the Evaluation and Appraisal Report has determined a continuing deficit of park and active recreation facilities within the Village—a deficit that could increase as population grows and demographics change. The 2020 Vision Plan/ EAR Committee was not only charged with visioning an "ideal" Village future and explore every available opportunity to achieve it, but also to understand, for the purposes of the EAR and the related amendments to the Village Master Plan, current deficiencies in the provision of services and facilities, and consider ways to overcome them. The green space provided by the proposed new park would go a long way toward increasing functional, active recreation for the Village. Figures 6 and 7 depict two possible configurations for the park, which additionally would greatly enhance connectivity between the Civic Center and the K-8 School in the "Heart of the Village," another desired outcome of the Vision Plan.

Creating this open space would, however, necessitate partial abandonment of the street right-of-way of Glendrige Road and acquisition of lots between Fernwood and Glenridge. The appropriateness and feasibility of pursuing such a course, even assuming willing sellers, has generated animated dialogue at the Committee level, and is a matter of unease among members of the community, to which the Commitee is fully sensitive.



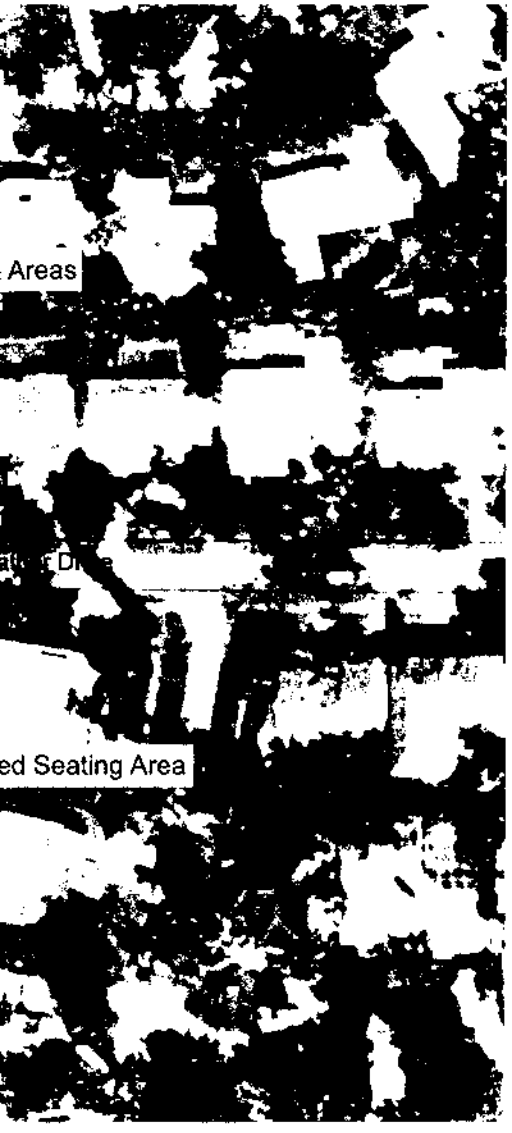


Calusa Park Connection/Nature Park

The Presbyterian Church is in the process of completing a Master Plan for its property, which is located adjacent to Calusa Park and at the bend on Harbor Drive in the northwest corner of the Village. Seeking to collaborate with the Church in developing a plan that not only enhances the property for the benefit of the congregation, but also of the Key Biscayne community at large—consistent with the stated mission of the Church—the 2020 Vision Plan process identified potential opportunities for creating usable open spaces, enhancing access to the bay, developing opportunities for environmental education, and establishing better connections to Calusa Park.

Figures 8-10 depict one possible way to take advantage of some of these opportunities. The Village will continue to seek an open dialogue with the Church to support the development of a master plan for the property that fully meets both the needs and public service mission of the Church.

Figure 10: Church Site/Nature Park - Perspective View



Bay Access Park

Figures 11 and 12 show a potential prototype for a neighborhood park which provides bay access at various points throughout the Village. The parks consist of one or two lots at the terminus of some east/west collector streets. The new parks would provide an amenity for the neighborhoods surrounding each space, as well as for the community at large. Although designed primarily for passive use, the dusk-'til-dawn parks could include a pier from which to launch small boat, such as kayaks.

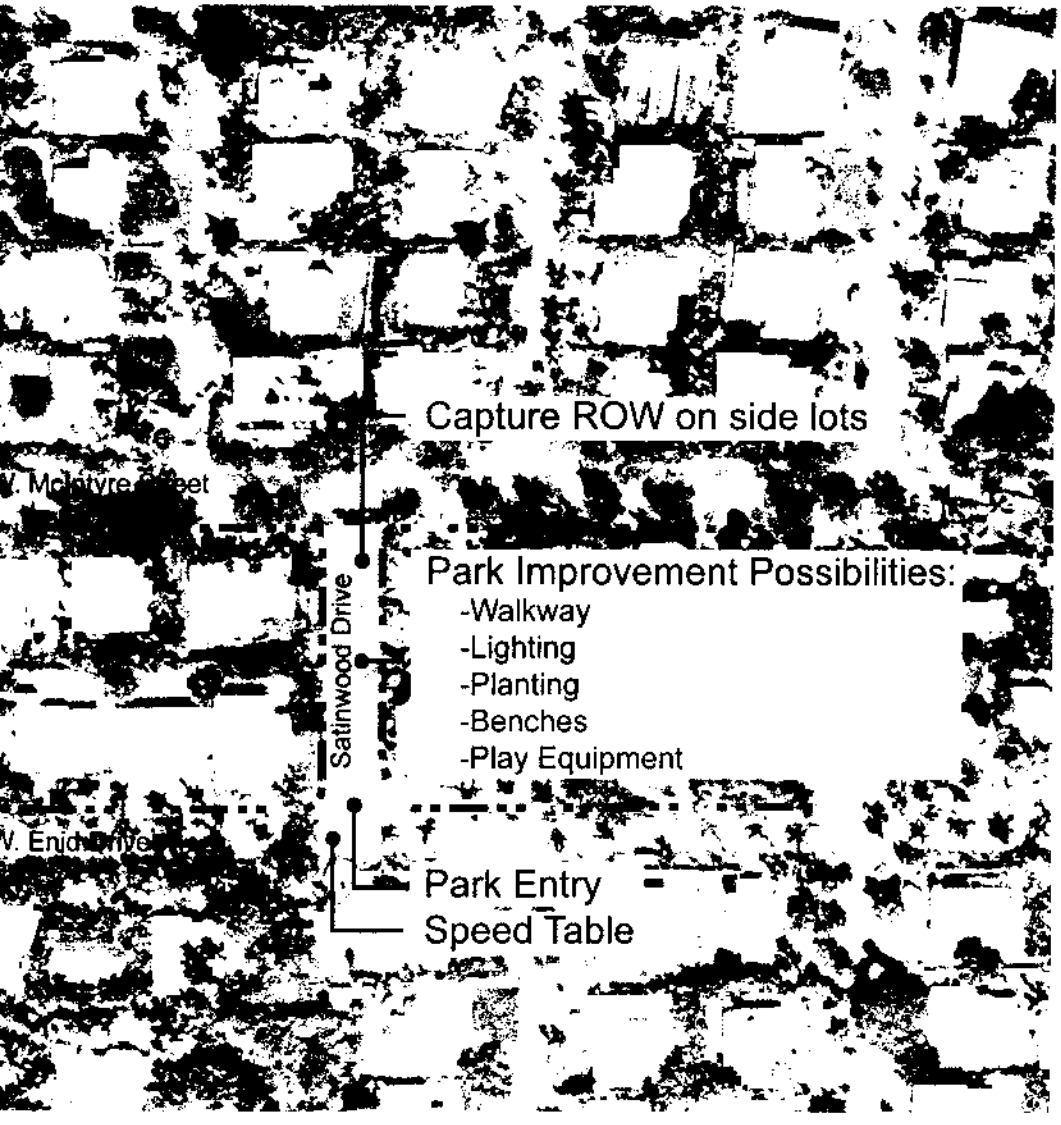
Figure 12: Bay Access Park Prototype - Perspective View

Beach Walk

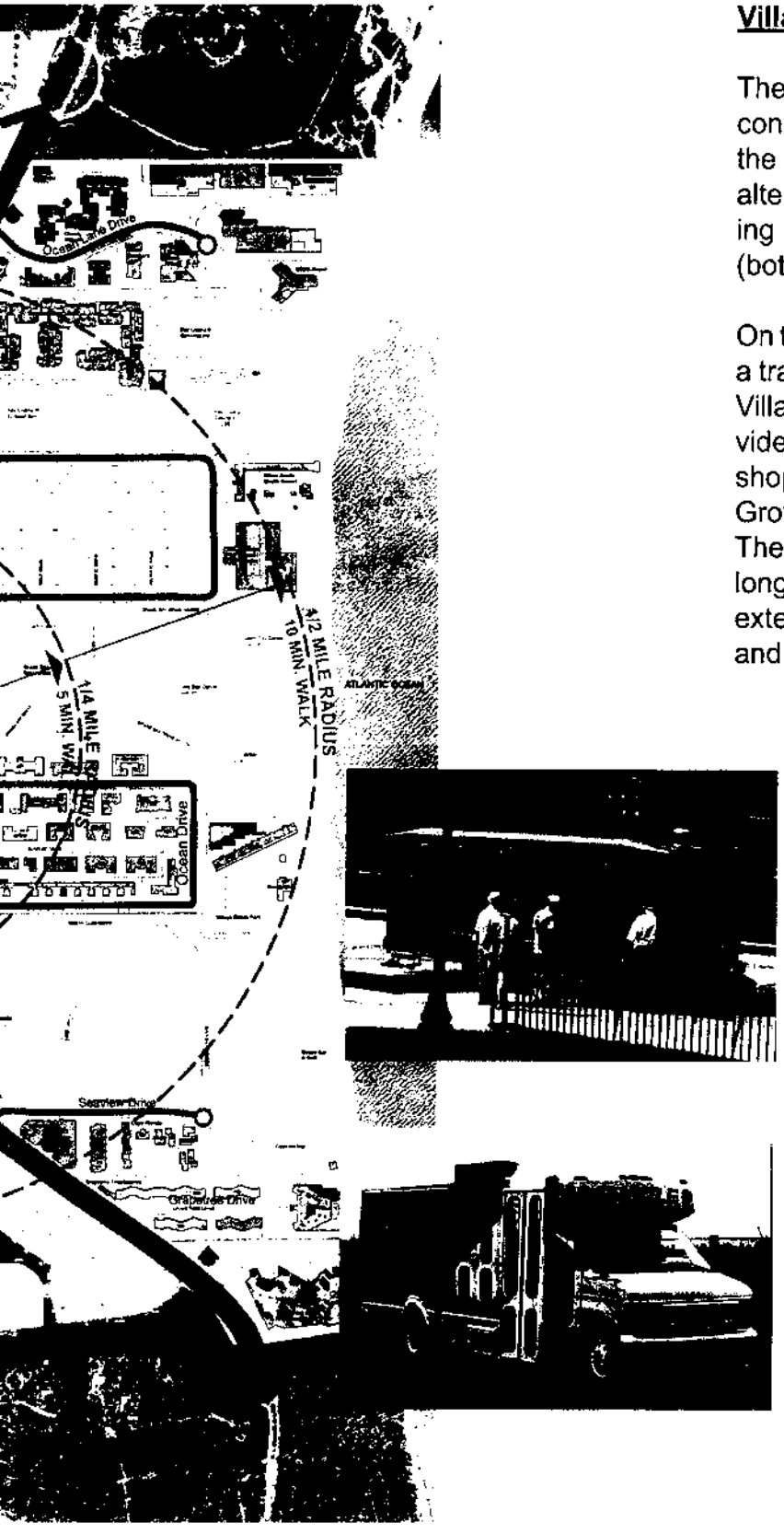
Enhanced access to the bay and ocean were repeatedly mentioned as both a need and an opportunity of the 2020 Vision Plan. A raised boardwalk, on the model of the Miami Beach boardwalk, could enhance general access to the island's beach on the Atlantic Ocean. As conceptualized, the boardwalk could extend north and south from Village Lake Park (Figure 13), running over the dune to minimize impacts and enhance protection of this fragile environment. The boardwalk would be designed to provide a limited number of access points and to not encroach upon existing private access to the beach.

Neighborhood Parks

Figures 15 and 16 depict two different prototypes for new neighborhood parks that could be provided throughout the Village. The park opportunities can be created through either public acquisition of existing lots or abandonment of a street right-of-way. While the overall character of the two park schemes is similar, Prototype 1 provides room for a tot lot.



Neighborhood Park Prototype 2 (Street ROW abandonment)



Village Tram and Water Taxi

The perceived continued increase in traffic congestion and circulation issues around the Village has driven the investigation of alternative modes of transportation, including golf carts, bicycles, walking, and transit (both intra-island and inter-city models).

On the transit side, the Village could consider a tram/shuttle to provide connectivity among Village destinations, and a water taxi to provide non-automobile access to employment, shopping and entertainment in Coconut Grove, downtown Miami, and Miami Beach. These two opportunities are considered long-range projects, as they would require extensive intergovernmental coordination and funding.

Plan Initiatives and Projects

The 2020 Vision/EAR Committee appointed a subcommittee to facilitate the process of prioritizing an initial list of 54 projects derived from the visioning process. The Subcommittee first evaluated each project via numerical ranking, and then prioritized implementation of the projects into three time groups. The merits of each project were initially evaluated without cost consideration. Cost range estimates were provided subsequent to the first cycle of rankings.

The evaluation score was based 6 criteria, with a maximum possible score of 37 points, comprising:

1) Project was identified by a consensus of Key Biscayne residents at community forums: 1-3 points, with 3 for greatest degree of consensus

2) Impact on quality of life:

- Project will provide a direct benefit to health, welfare or public safety – 6 points
- Project will improve operating efficiency/functionality of the community – 4 points
- Project will improve the aesthetics of the community only – 2 point

3) Equity:

- Project will serve all or a majority of Key Biscayne residents – 4 points
- Project will serve more than half of Key Biscayne residents – 3 points
- Project will serve less than half of the residents – 2 points
- Project will serve a minority of residents – 1 point

4) Coordination:

- Project will comply with requirements imposed by others (federal, state, or local) – 3 points
- Project can be completed within a short timeframe relative to other projects

6) Intangibles - The project furthers implementation of the Vision Statement: 1-7 points, with 7 for maximum furtherance

After the projects were ranked numerically, the projects were prioritized according to time-frame of implementation, and assigned evaluation score rankings of Group 1 (high-priority – implement within 1-5 years), Group 2 (medium priority – implement in 6-10 years) and Group 3 (low-priority – implement in 11-15 years).

In a final refinement performed at the 2020 Vision/EAR Committee level on January 16, 2006, some projects were subtracted, some were added, and others were combined/aggregated for a new total of 52 projects. (The original project ID numbers were kept for ease). Projects are listed in order of score by group.

core Categories: Group 1 = 37 to 30 pts, Group 2 = 29 to 25 pts, and Group 3 = 24 to 1 pts.

p Time Assignments: Group 1 = 1 to 5 yrs, Group 2 = 6 to 10 yrs, and Group 3 = 11 to 15 yrs.

TS

egory	Project Description	Low Cost	High Cost	Sub Comm. Score (37 High)	Sub Comm. Group by Score	Sub Comm. Group Assignment (based on 1/11 meeting)	Total Comm. Group Assignment (based on 1/16 meeting)	Total Comm. Final Group Assignment (based on 2/15 meeting)
vd.	Uses to be determined through separate programming/planning process. (Estimates reflect potential improvements ranging from sod to a two-story structure and landscaped open spaces).	$20,000	$9,000,000		under consideration	under consideration	1	1
inage	100 Block of Buttonwood Dr.	$200,000	$200,000	34.8	1	3	1	1
inage	Woodcrest Ln. from Heather Dr. to W. McIntyre St.	$200,000	$200,000	34.8	1	3	1	1
inage	Glenridge Rd. from Heather Dr. to W. McIntyre St	$200,000	$200,000	34.8	1	3	1	1
	Matheson Dr. View Corridor to Bay: 20 ft. view corridor from W.	$0	$0	33.8	1	2	1	1
ields	Option 1: Presbyterian Church (not a purchase-a joint use agreement): Bayfront Park, Playing Field, Canal Bay Access Park, Mangrove Interpretive Park, floating fishing pier over water (3,000 SF). Low Estimate Option 2: Bayfront Park on Harbor Drive - small shade structure, sitting areas, pier, trees, grass on 1 lot. High estimate.	$4,500,000	$10,000,000	32.5	1	2	1	1
	Interconnections between adjacent shopping centers: pedestrian connections where possible, golf cart, and vehicular connections to shopping centers with landscape improvements.	$50,000	$75,000	32.5	1	2	1	1
	Baseball/soccer field, parking lot, tennis court, pavilion, bathrooms (no removal of mangroves)	$500,000	$750,000	32.3	1	2	1	1
nents	Beach Renourishment - cost is Village match	$500,000	$600,000	32	1	1	1	1
Master	All streets in Village	$1,500,000	$1,500,000			1	1	1
ercial	Fernwood Rd. east side landscaping from sidewalk to wall; pedestrian access to commercial centers	$25,000	$50,000	31	1	2	1	1
arks	Overlook (in right of way) on Crandon Blvd. at Pines Canal, cantilevered wood deck with wood railing, lighting	$262,500	$300,000	30.5	1	1	1	1
	Presbyterian Church bay area to St. Agnes Church	$225,000	$375,000	30.5	1	2	1	
	Rear of 7-11 shopping center through Calusa Park to Tennis Stadium	$600,000	$1,000,000	30.2	1	2	1	1
	Enhanced landscaping throughout Village	$1,500,000	$1,500,000	30	1	2	1	1
	Ten on-street parking spaces on Fernwood Rd. adjacent to Community Center - bricks only-curb and gutter in place, incl. subslab and demolition	$10,000	$10,000	29.5	2	2	1	1
	St. Agnes Playing Field to 7-11 Shopping Center	$75,000	$125,000	28.7	2	2	1	1
	Ninety-Two on-street parking spaces in front of St. Agnes and Presbyterian Churches - curb, gutter, brick pavers, adjustments to	$92,000	$92,000	28.3	2	2	2	1

egory	Project Description	Low Cost	High Cost	Sub Comm. Score (37 High)	Sub Comm. Group by Score	Sub Comm. Group Assignment (based on 1/11 meeting)	Total Comm. Group Assignment (based on 1/16 meeting)	Total Comm. Final Group Assignment (based on 2/15 meeting)
t	New stop signs	$24,000	$24,000	28.2	2	3	1	1
Parks	Short interior street ROW demolition, trees, grass, benches, pedestrian-scale lights (4)	$100,000	$120,000	27	2	1	1	1
	High school on Virginia Key (No Village funding)	$0	$0	25.8	2	2	1	1
	Fifty-one on-street, parallel, parking spaces on Fernwood Rd. from Buttonwood Dr. to 325 Fernwood Rd. - curb, gutter, brick pavers	$76,500	$76,500	25.5	2	2	2	1
	Create new park between Glenridge and Fernwood Rds. (buy 16 lots) for playfields, irrigation, parking, landscaping, skateboard park. Funding is 50/50. Funding by Village indicated in low and high estimates.	$6,185,600	$12,232,000	25.5	2	1	2	1
nents	Sonesta Beach Walkway to Ocean: North side of new Sonesta. Funded by Sonesta as part of Site Plan Review Process. Colored concrete walkway 12' wide, pedestrian-scaled lights (75' o.c.), tree plantings, 30' wide total (north side of Sonesta)	$0	$0	25.3	2	2	2	1
ter	Option 1: Expansion on second floor	$780,000	$1,200,000	18.3	3	1	1	1
ghting	Additional lower-level lighting for Village Green (50 to 75 new lights)	$500,000	$750,000			1	1	1
ter	Option 2: Footprint expansion at Community Center OR construction of satellite gym/community center facility.	$5,000,000	$5,000,000			1	1	1
lay Field	Fund study to determine if MCDPS concurrency figure for ele-middles vs. stand-alone elementary and middle schools; determine if numbers change for new construction vs. retrofit/addition	$15,000	$20,000					
stem	Prepare a study to determine the feasibility of a Village-owned/run Library System (i.e., leave the County system)	$10,000	$18,000	N/A	N/A	N/A	N/A	1
	Fund study for Village Tram-annual operation costs; potential routes and users	$5,000	$10,000					1
nents	Fund study for Beach Walk to determine feasibility of an elevated wood decking and railing 8-10 ft. wide, above dunes (research possible location, style, effect on dunes)	$20,000	$30,000					1
	Fund study to determine feasibility of converting public school to a charter school	$10,000	$15,000	N/A	N/A	N/A	N/A	1
ayne	Fund study to determine what it would take for the Village to secede from Miami-Dade County and form "Key Biscayne County"; look at tax numbers	$25,000	$30,000	N/A	N/A	N/A	N/A	1
eating	Outdoor deck seating area built at the north end of the Village Green, abutting The Galleria.	$150,000	$200,000					

TS

egory	Project Description	Low Cost	High Cost	Score (37 High)	Group by Score	Group Assignment (based on 1/11 meeting)	Group Assignment (based on 1/16 meeting)	Final Group Assignment (based on 2/15 meeting)
ead Wires able TV)	Single Family--west of Crandon Blvd.	$10,000,000	$10,000,000	30.8	1	2	1	2
at	Narrow Intersections in all single family intersections (similar to Fernwood Rd. and Heather Dr.)	$1,000,000	$1,400,000	29.8	2	2	2	2
ead Wires able TV)	Multiple Family--east of Crandon Blvd.	$1,000,000	$1,000,000	25.5	2	2	2	2
Parks	Neighborhood Parks (4): Tot lot, custom shade structure, benches, grass and trees, pedestrian-scale lights	$6,600,000	$6,750,000	22.8	3	3	2	2
ROUP 2		**$18,600,000**	**$19,150,000**					

TS

egory	Project Description	Low Cost	High Cost	Score (37 High)	Group by Score	Group Assignment (based on 1/11 meeting)	Group Assignment (based on 1/16 meeting)	Final Group Assignment (based on 2/15 meeting)
	Glenridge Rd. from W. Wood Dr. to the public school and to Woodcrest Ln.	$73,500	$84,000	23.1	3	3	1	3
	Artwork in public places	$1,000,000	$1,000,000	21.2	3	3	3	3
	Public: Stone portals 8' height, pedestrian-scale lights (4), trees, grass	$70,000	$80,000	21	3	3	2	3
	Private: Pair of stone markers, 4' height, pedestrian-scale lights	$60,000	$80,000	21	3	3	2	3
	Village Tram - estimated operation costs **per year** (low cost = 8 hour runs; high cost = 12 hour runs)	$118,000	$160,000	19	3	3	2	3
nents	Construct Beach Walkway along the entire Beach over the dune (all on public property)	$6,350,000	$7,620,000	18	3	3	2	3
	Expanded transit off-Island (no cost to Village)	$0	$0	17.5	3	3	2	3
	Ridgewood Dr. from W. Mashta Dr. to Hampton Ln.	$129,500	$148,000	17.2	3	3	1	3
	Parking Garage on Village Hall parking lot; County-owned	$916,500	$1,198,500	16.6	3	3	3	3
	Water Taxi - Coconut Grove, Bayfront Park, State Park, and South Miami Beach. (Funding by private sector.)	$0	$0	12	3	3	2	3
	Lifelong Learning - no project description (part of current and ongoing programming in the Community Center.)	$0	$0	0	3	3	NO SCORE	3
	Theatre: 300 seat building only, no land (2001 Study)	$9,080,000	$9,080,000		3	3	2	3
	Museum: 1,500 sq. ft. - building only, no land, no artwork	$375,000	$525,000		3	3	3	3
3		**$18,172,500**	**$19,975,500**					

Recommendations for Implementation

By Charter, the Village of Key Biscayne is subject to a cap on debt, at present 1% of current assessed value as provided by the County Property Appraiser. The Village can not exceed this self-imposed debt ceiling without approval of the electors to amend the Charter. A provision does exist to allow possible referendum on new debt issuance where any capital project is involved.

Implementation of almost any combination of the Vision Plan initiatives and projects, as described in the previous section of this document, would necessitate increasing the debt cap and, therefore, amending the Village Charter.

Given the importance of these projects in furthering the Vision Statement, the 2020 Vision Plan and EAR Committee recommends that the Council:

1) Adopt the 2020 Vision Plan, including the proposed initiatives and projects; and
2) Explore including an option in the next Village election to amend the Charter to increase the debt cap, from 1% to approximately 2.51% for the life of the proposed projects, in order to fund all the projects.

Considering the infrastructure challenges alone, which the Village faces over the next 15 years, adjusting the current debt cap would be a reasonable thing to do. Based upon the maximum estimated cost of each of the projects contained in the Capital Improvement Plan matrix, it is projected that the annual increase in taxes per $1 million of assessed value will be between $1,105 and $1,683. If the Village Council should choose to eliminate any project(s) from the list, the debt cap and cost per property would be reduced accordingly.

It is worth noting that the debt cap is not included in the Village Comprehensive Plan; therefore, a change in the cap will not require an amendment to the Comprehensive Plan.

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

• Community Character / Quality of Life	Small town feel; relaxed "island" atmosphere; sense of community; safety; engaged citizenry; scenic beauty; high quality development.
• Governance	Responsiveness and superior service of Village government; quality of public services and facilities.
• Arts and Culture	Community festivals and events; arts and cultural programs and activities.
• Natural Features and Resources	Natural beauty; waterfront setting; open space; lush landscaping.

Present Weaknesses

• Transportation, Traffic, Parking & Accessibility	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.
• Zoning and Development Controls	Incompatible scale of new residential development (large homes on small lots); obsolescence of existing commercial development (shopping centers).
• Recreation and Open Space	Lack of green space, neighborhood parks, recreation / sports facilities
• Cost of Living	Higher costs associated with living in an island/coastal community, from disaster insurance to construction costs, increasing property values; high taxes.

Future Opportunities

• Transportation / Traffic	Island-wide traffic calming and streetscape enhancements
• Zoning and Development Controls	Control and improve scale and character of development
• Recreation and Open Space	Acquire land for parks and green space, expand boating / water access
• Redevelopment	Improve and expand retail, offices and local services. Create village center
• Governance	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.

-APPENDIX 3: Summary of Community Forum One Input-

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

Strengths

Issue Category	Votes
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

Weaknessess

Issue Category	Votes
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

Opportunities

Issue Category	Votes
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

Threats

Issue Category	Votes
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

Strengths

Issue Category	Votes
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

Weaknessess

Issue Category	Votes
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

Opportunities

Issue Category	Votes
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 (Mackie House with Archives)	2
Keep Residential & Commercial Separate	1
Replace Traffic Lights with Round-Abouts on Crandon	1

Threats

Issue Category	Votes
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	

Weaknessess

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
Sense of Community	
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
Physical Setting/Aesthetics	
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
Infrastructure	
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

Weaknessess

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

Weaknessess

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 Renurishment	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

Weaknessess

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
Neighborly/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

Weaknessess

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

Weaknessess

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
Neighborly/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

Weaknessess

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

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

Weaknessess

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 V rginia 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 popoulation 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 government)	6
Recreation and open space (parks, beaches, community center, good sports programs for kids and adults, culture/geography (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

Weaknessess

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 (Mackie 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

Weaknessess

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
Strong Sense of Community: small town, neighborly/friendly, family oriented, closely knit but demographically and culturally diverse	102
Quality of Life: 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
Location: dual benefits of small island community (separateness) with easy access/in close proximity to large urban area and its amenities	55
Natural Setting/Environment: tropical island character/beauty, ocean and beach access, wildlife, landscape, climate/weather,	52
Existing Community Services and Facilities: 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
Town Government: local control/independence, financially self-sufficiency, accessibility/responsiveness of elected officials and Village staff, quality of government services	35
People: island sensibility, friendly, laid-back, tolerant, caring/compassionate, with strong community spirit/volunteerism/civic involvement	19

Weaknessess

Issue Category	Votes
Community Services and Facilities: 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
Mobility, Transportation and Parking: single ingress/egress, congestion (particularly Causeway/Crandon on weekends, special events, holidays), lack of bicycle/pedestrian/golf cart-friently 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
Growth and Development Impacts: density/overcrowding/ overpopulation, incompatible/out of scale buildings (megahouses), blocked water views, declining levels of service (traffic, recreation, schools)	46
Changing Community: 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
Infrastructure: 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
Planning/Zoning/Regulations: 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
High Cost of Living: Lack of affordable housing, high property values, high taxes, decreasing diversity as a result of these	24
Limited Range of Retail and Services: 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
Community/Village Interactions: 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
Waterfront Access: lack of effective public access to the bay and ocean	10

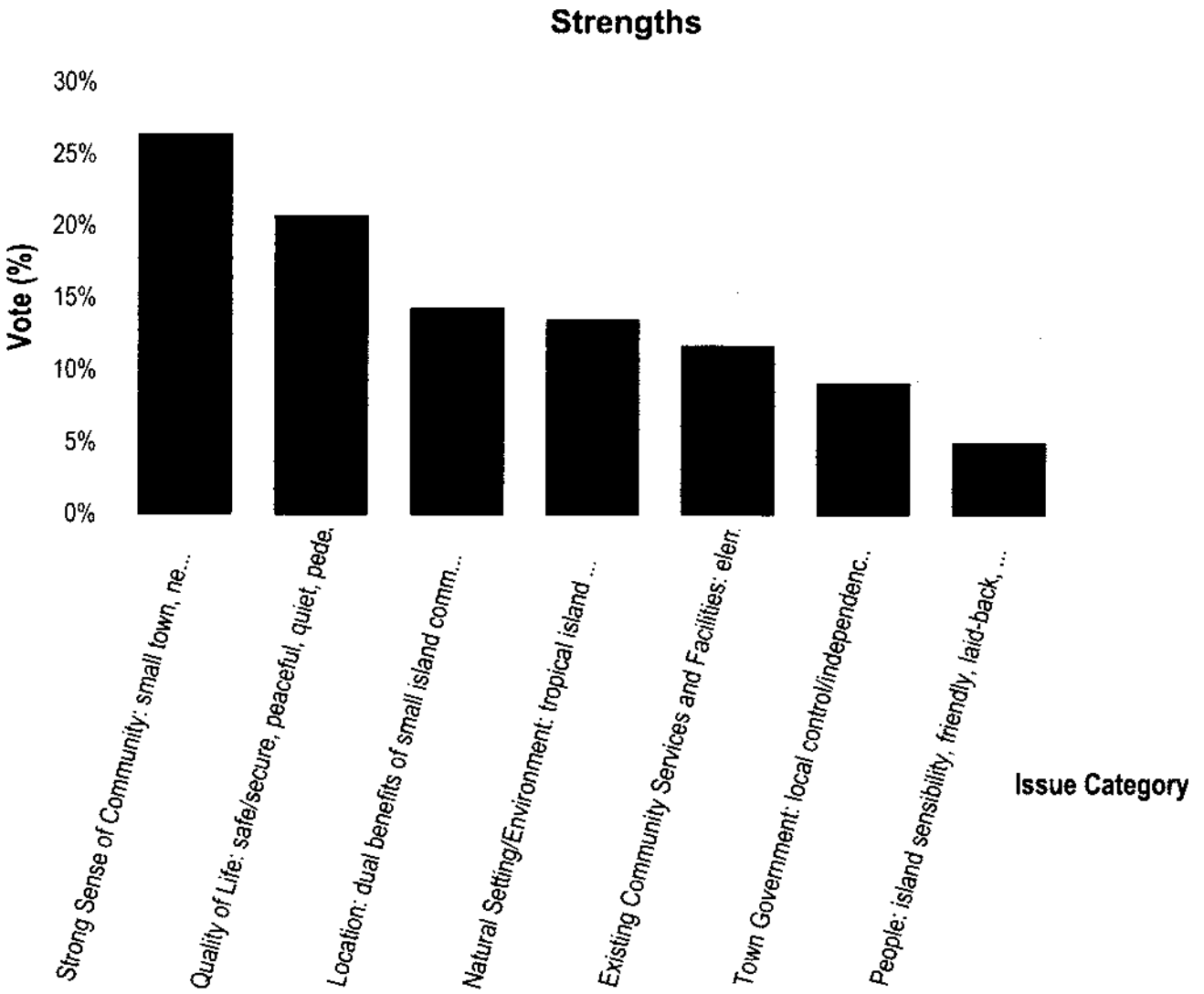
Opportunities

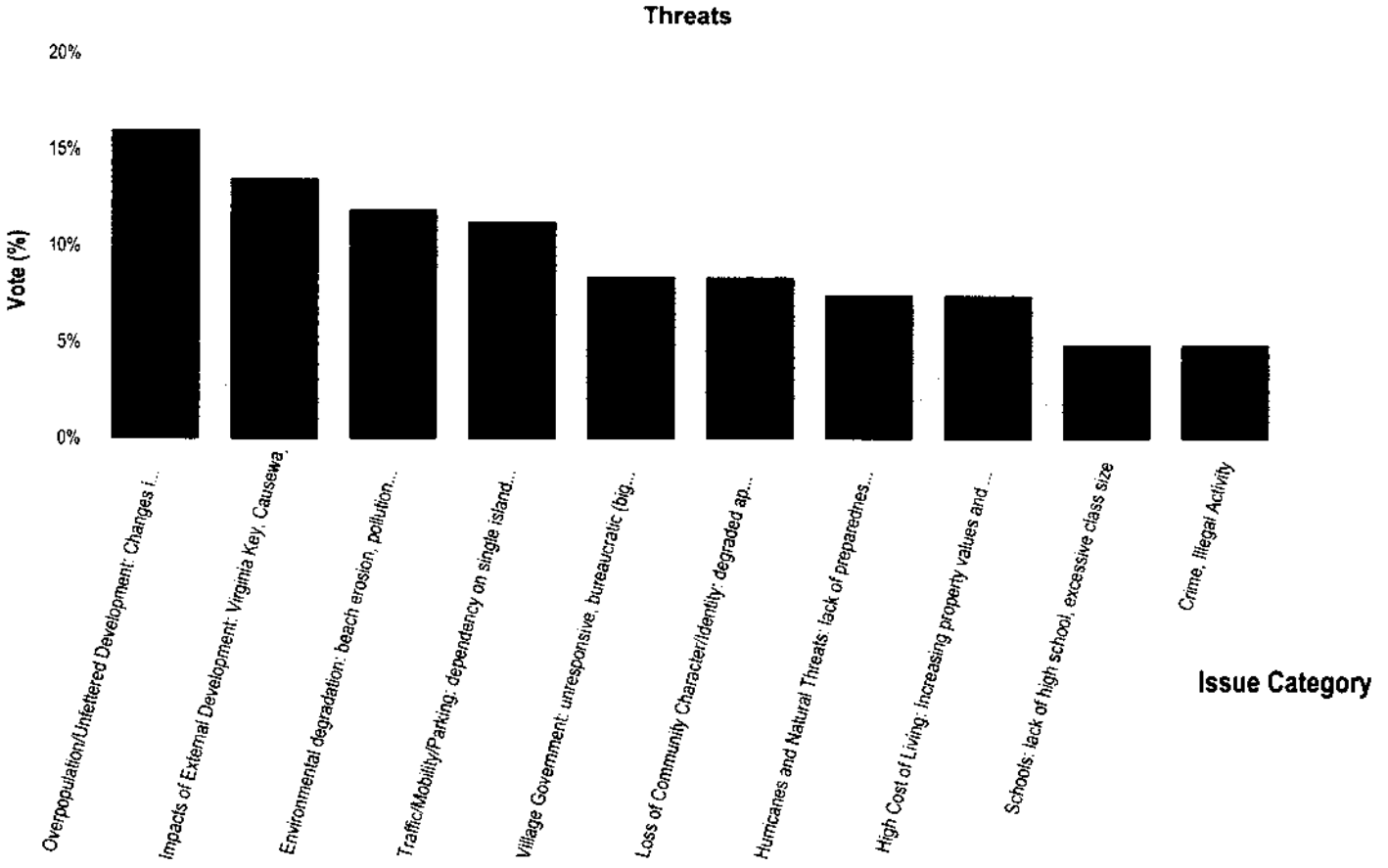
Issue Category	Votes
Parks and Open Space: acquire land for additional park development (pocket/mini parks, dog park, playing fields, skate park), expand beach/water activities and usage/buy Beach Club, persuade Matheson family to turn Calusa Park over to the Village, improve waterfront access (bay and 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

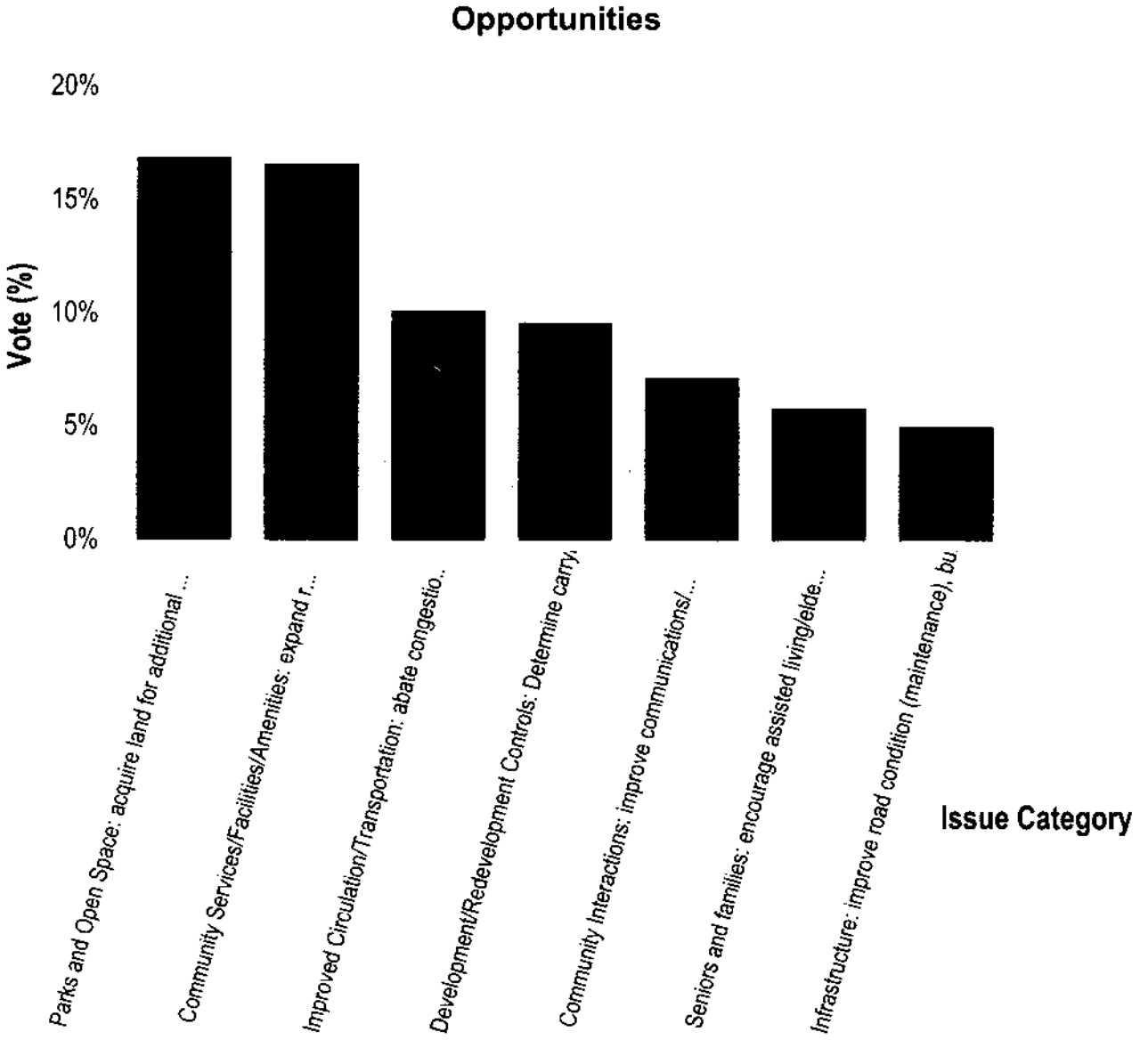
Issue Category	Votes
Overpopulation/Unfettered Development: Changes in zoning to increase density/change residential composition and character, overcrowding, oversize homes	50
Impacts of External Development: Virginia Key, Causeway	42
Environmental degradation: beach erosion, pollution (water, air, noise), 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

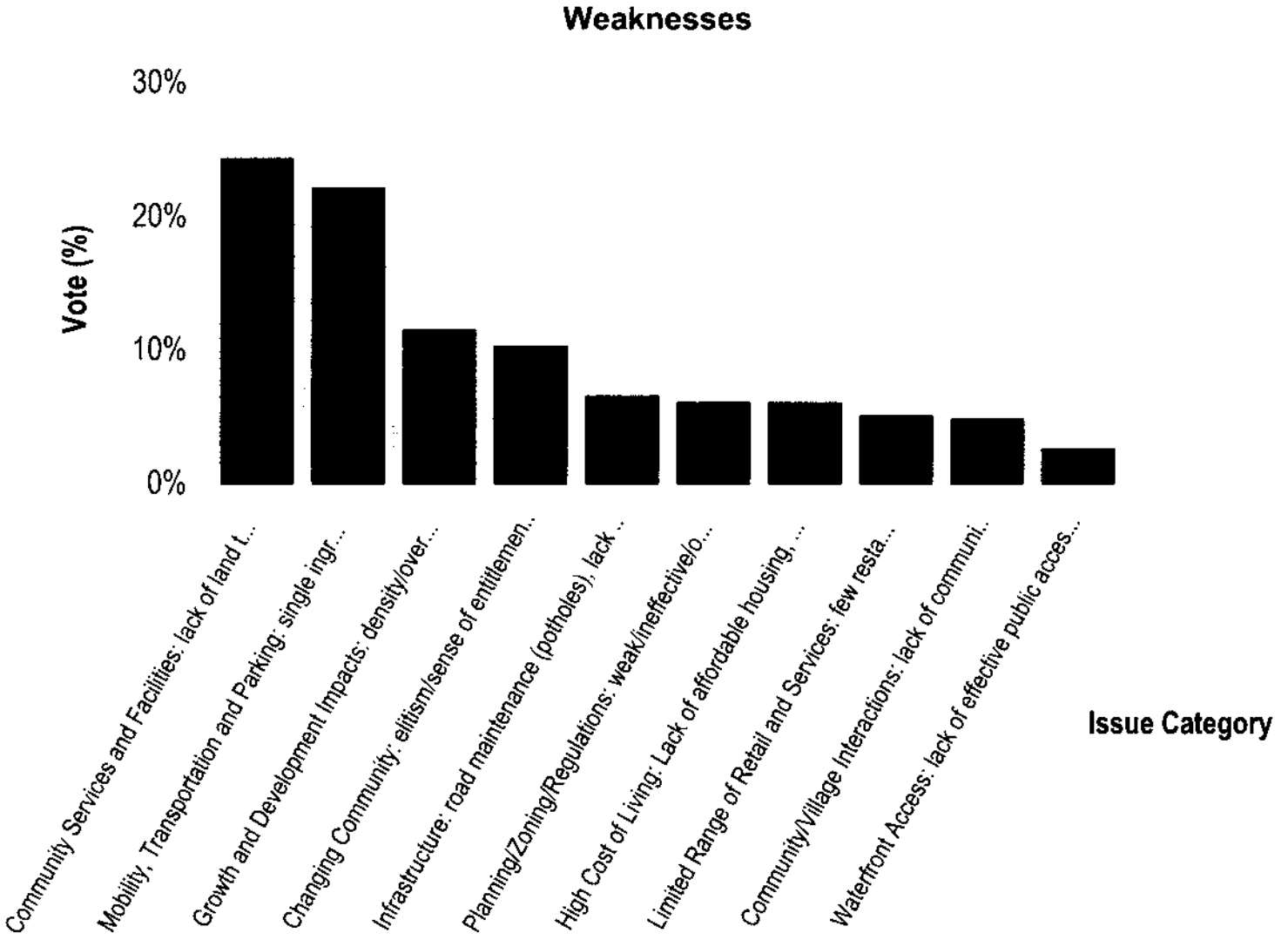



Threats
20%
15%
10%
5%
0%
Vote (%)
Overpopulation/Unfettered Development: Changes i...
Impacts of External Development: Virginia Key, Causewa...
Environmental degradation: beach erosion, pollution...
Traffic/Mobility/Parking: dependancy on single island...
Village Government: unresponsive, bureaucratic (big...
Loss of Community Character/Identity: degraded ap...
Hurricanes and Natural Threats: lack of preparedness...
High Cost of Living: increasing property values and ...
Schools: lack of high school, excessive class size
Crime, Illegal Activity
Issue Category

Forum 1 - Consolidated Session Totals



Forum 1 - Consolidated SessionTotals



Summary of Community Forum

Village of Key Biscayne 2020 Vision Plan

Submitted to:

Key Biscayne Vision and 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.[1]

Category 1: percent of votes for Level 1 ≥ 70.
Category 2: percent of votes for Level 1 not ≥ 70 but sum of Levels 1 and 1 ≥ 70 percent.
Category 3: sum of Levels 1 and 2 < 70 percent, but ≥ 50 percent.
Category 4: sum of Levels 1 and 2 < 50 percent, but ≥ 30 percent.
Category 5: sum of Levels 1 and 2 < 30 percent.

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

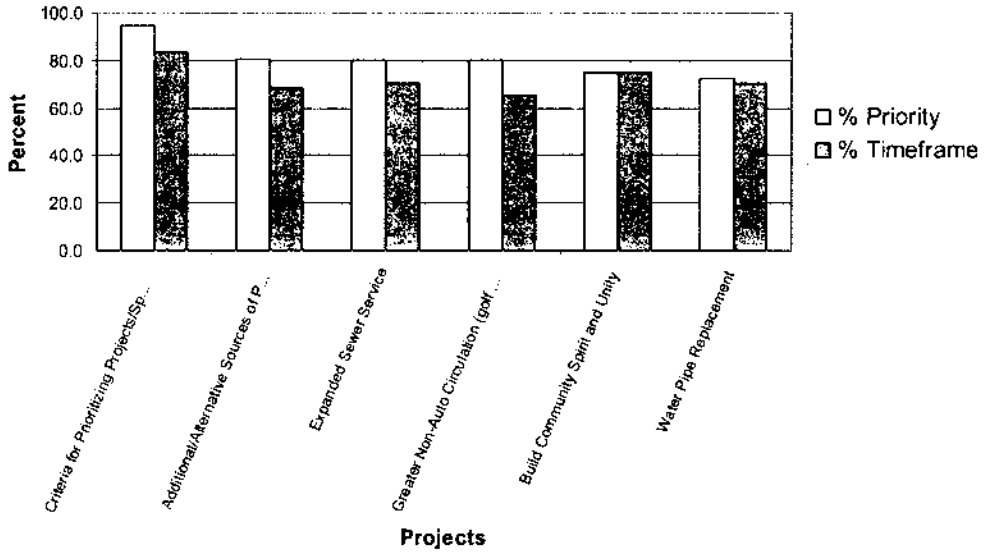
[1] In cases where the evaluated percentage fell within five points from the border between two categories, it was noted to account for the margin of error for the given sample size.

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.

Category 1 Projects



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.

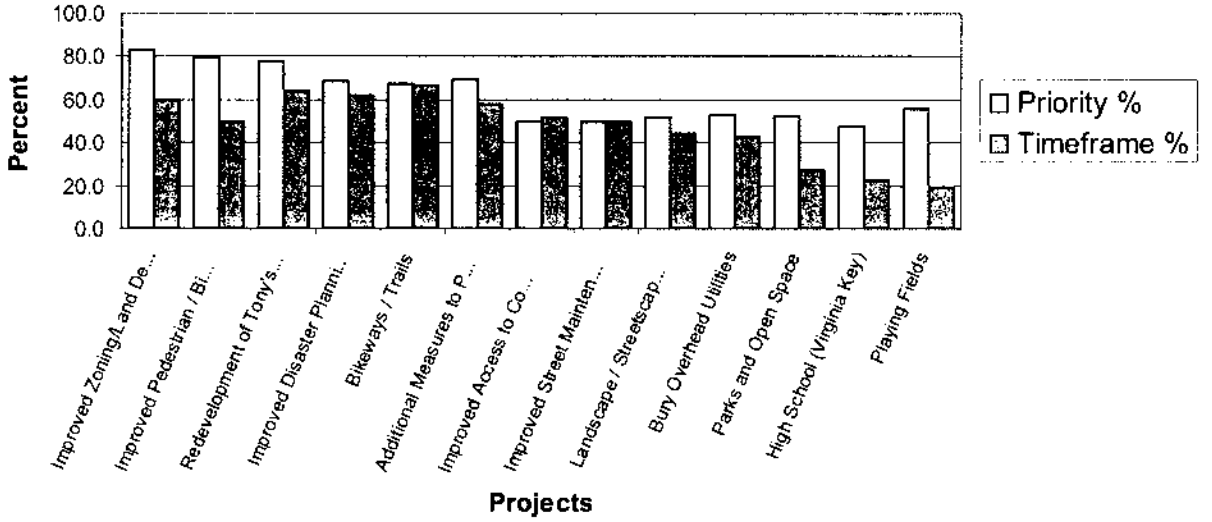
It must be noted that one of the initiatives receiving a high ranking, building community spirit and unity, will require some creative thinking as to the means for implementation..

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.

Category 2 Projects



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)[2]
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)
Community Character and Quality of Life		
• Landscape / Streetscape Enhancements		
• Additional Measures to Protect Natural Features		
• Senior Day Care/Assisted Living Facility(s)		
• Parks and Open Space		
○ Small Neighborhood Parks		
○ Calusa Park Enhancements		
○ Playing Fields		
○ Bikeways / Trails		
○ Bay and Ocean Access		
• Expanded Education Opportunities		
○ Early Childhood Programs		
○ Lifelong Learning		
○ High School (Virginia Key)		
• Cultural Resources		
○ Art and Cultural Center		
○ Theater		
○ Local History Museum		
• Build Community Spirit and Unity		
Sustainable Community Structure		
• Redevelopment of Commercial Areas		
• Redevelopment of Tony's Citgo Property		
• Improved Pedestrian / Bicycle Linkages		
•		
• Improved Infrastructure		
○ Expanded Sewer Service		
○ Water Pipe Replacement		
○ Bury Overhead Utilities		
• Improved Traffic Circulation		
○ Greater Non-Auto Circulation (golf carts, bikes)		
○ Expanded Transit (on and off-island)		
○ Improved / Expanded Traffic Calming		
○ Improved Access to Commercial Areas from Fernwood		
○ Improved Street Maintenance		
Governance		
• 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
Community Character and Quality of Life						
• Landscape / Streetscape Enhancements	51.7	40.0	8.3	**44.4**	**44.4**	11.1
• Additional Measures to Protect Natural Features	**69.4**	24.2	6.5	**57.6**	30.3	12.1
• Senior Day Care/Assisted Living Facility(s)	20.4	27.8	**51.9**	16.1	16.1	**67.7**
• Parks and Open Space	**52.2**	17.4	30.4	27.3	**54.5**	18.2
○ Small Neighborhood Parks	36.7	22.4	**40.8**	15.4	19.2	**65.4**
○ Calusa Park Enhancements	**40.4**	25.5	34.0	28.6	17.9	**53.6**
○ Playing Fields	**55.6**	35.6	8.9	19.2	**61.5**	19.2
○ Bikeways / Trails	**67.4**	17.4	15.2	**66.7**	14.8	18.5
○ Bay and Ocean Access	25.6	**39.5**	34.9	3.8	46.2	**50.0**
• Expanded Education Opportunities	15.4	**53.8**	30.8	33.3	11.1	**55.6**
○ Early Childhood Programs	17.8	**42.2**	40.0	3.8	23.1	**73.1**
○ Lifelong Learning	22.7	36.4	**40.9**	8.0	20.0	**72.0**
○ High School (Virginia Key)	**47.8**	32.6	19.6	22.2	**48.1**	29.6
• Cultural Resources	33.3	33.3	33.3	0.0	20.0	**80.0**
○ Art and Cultural Center	13.3	24.4	**62.2**	3.8	19.2	**76.9**
○ Theater	26.7	31.1	**42.2**	14.8	37.0	**48.1**
○ Local History Museum	18.6	23.3	**58.1**	12.0	36.0	**52.0**
• Build Community Spirit and Unity	**75.0**	19.6	5.4	**75.0**	13.9	11.1
Sustainable Community Structure						
• Redevelopment of Commercial Areas	38.8	**42.9**	18.4	19.4	38.9	**41.7**
• Redevelopment of Tony's Citgo Property	**77.8**	16.7	5.6	**63.9**	25.0	11.1
• 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
○ Expanded Sewer Service	**80.0**	15.0	5.0	**70.4**	14.8	14.8
○ Water Pipe Replacement	**72.5**	15.0	12.5	**70.4**	14.8	14.8
○ Bury Overhead Utilities	**52.8**	27.8	19.4	**42.9**	10.7	**46.4**
• Improved Traffic Circulation	**33.3**	**33.3**	**33.3**	**100.0**	0.0	0.0
○ Greater Non-Auto Circulation (golf carts, bikes)	**80.0**	15.0	5.0	**65.4**	23.1	11.5
○ Expanded Transit (on and off-island)	**44.7**	23.7	31.6	**42.9**	21.4	35.7
○ Improved / Expanded Traffic Calming	30.0	32.0	**38.0**	11.4	37.1	51.4
○ Improved Access to Commercial Areas from Fernwood	**50.0**	26.2	23.8	**52.0**	24.0	24.0
○ Improved Street Maintenance	**50.0**	31.8	18.2	**50.0**	19.2	30.8
Governance						
• Criteria for Prioritizing Projects/Spending	**94.4**	5.6	0.0	**83.3**	16.7	0.0
• Additional/Alternative Sources of Project Funding	**80.4**	14.3	5.4	**68.6**	28.6	2.9
• Improved Zoning/Land Development Regulations and Processes	**82.7**	11.5	5.8	**60.0**	34.3	5.7
• Improved Disaster Planning (Hurricane Evacuation, Protection, Homeland Security)	**69.0**	17.2	13.8	**62.2**	24.3	13.5

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