

An aerial photograph of Key Biscayne, Florida, is shown with a semi-transparent cyan overlay. The map highlights various land use zones in different colors: green for parks and open spaces, yellow for residential areas, and orange for commercial or industrial zones. The coastline and surrounding water are also visible.

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**

May 2006



Village of Key Biscayne

2020 Vision Plan

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Prepared with the assistance of

 **Wallace Roberts & Todd, LLC**

May 2006



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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 Develop- ment 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 Committee 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. At the time of publication of this Plan, owners of the Sonesta Hotel property have stated publicly that they plan to close the Sonesta Hotel in August 2006 and proceed toward demolition in fall of the same year. The Village has received plans for a new luxury hotel, which are subject to public hearing and approval by the Village Council. 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.