

Exhibit A



Exit Questionnaire

Before you leave, please take a minute to answer the following questions. Your feedback is crucial to documenting your participation in the visioning process and for improving future activities of Imagine Manatee.

Please tell us something about yourself.

1. What is your gender: ☐ Female ☐ Male
2. Please tell us which ethnic or racial group you most closely identify with:
☐ African-American ☐ Asian ☐ Caucasian ☐ Latino or Hispanic ☐ Other _____
3. What is your age?
☐ under 19 ☐ 20-29 years ☐ 30-39 years ☐ 40-59 years
☐ 60-69 years ☐ 70-79 years ☐ 80 or older
4. Please tell us about your annual household income: ☐ Less than \$15,000 ☐ \$15,000 to \$34,999
☐ \$35,000 to \$49,999 ☐ \$50,000 to \$74,999 ☐ \$75,000 to \$99,999 ☐ More than \$100,000
5. Please tell us about your education attainment level: ☐ Less than a high school diploma
☐ High school diploma ☐ Some college ☐ College graduate ☐ Post graduate study
6. How long have you lived in Manatee County?
☐ 0-4 years ☐ 5-9 years ☐ 10-19 years ☐ 20 years or longer ☐ Life-Long Resident
7. If you work, what county do you work in?
☐ Manatee ☐ Hillsborough ☐ Pinellas ☐ Sarasota ☐ DeSoto
8. How did you hear about this meeting?

9. What interests or concerns caused you to attend this meeting?

10. Were you comfortable working in tonight's small group? If not, explain why. ☐ Yes ☐ No

11. Did you have an opportunity to fully express your ideas? If not, explain why. ☐ Yes ☐ No

12. Were your ideas received and recorded appropriately? If not, explain why. ☐ Yes ☐ No

13. Was the process fair to everyone in your small group? If not, explain why. ☐ Yes ☐ No

14. How was tonight's meeting valuable to you?

15. Were you exposed to new ideas and concerns? ☐ Yes ☐ No

16. Was the meeting ☐ too long, ☐ too short, ☐ about right?

17. What would you do to improve the way the meeting was handled?

18. Will you continue to participate in the visioning process? ☐ Yes ☐ No

Appendix F





F. Tools For Implementation

Introduction

Implementation is the most critical step in a Visioning process. There is no reason to conduct a Vision without a commitment to implement the results. As the implementation process begins, there are two key issues to bear in mind.

1. The process of implementing a Vision differs greatly from the process of creating one.
2. Implementing a Vision is very different from implementing a plan.

The process of implementing a Vision is different from creating one because the process to craft a Vision is based on a series of carefully designed and implemented steps. Although the Imagine Manatee Vision process was tailored to the specific size and make up of the County (through the recommendations of the Steering Committee), Imagine Manatee benefited from rigorous techniques tested over time in communities throughout the Country.

The process of implementing a Vision, while equally rigorous, varies dramatically from place to place. The reasons for this variation include:

- The unique legislative and regulatory environment of each community;
- Specific economic, social, and environmental conditions; and

- The “civic capital” – the ability and experience of potential volunteers – available to assist in implementing the Vision.

There are two distinct reasons why implementing a Vision is different from implementing a plan. First, plans often have existing mechanisms for implementation whereas the Vision may require the creation of new methods for implementation. Second, a Vision is more comprehensive than a plan and requires the coming together of agencies, organizations, and individuals that typically do not have to work together on collaborative efforts.

Recognizing these distinctions, specific Vision implementation strategies have been developed to help turn Manatee County’s Vision into reality. The following sections describe implementation tools for Imagine Manatee as summarized below.

- Plans and Codes – describes the role of regulatory tools in implementing the Vision.
- Task Forces – describes the creation of Task Forces to address those aspects of the Vision that cannot be implemented using existing organizations or agencies.

Neighborhood and Countywide Planning and Zoning

Several Imagine Manatee goals and strategies call for local governments to come together to create a coherent comprehensive plan for the County that reflects the goals, strategies and principles of the vision.

There was overwhelming support for greater cooperation to maximize funding, efficiency, and fairness, and to create a coherent plan.

– From Community Choices

Plans and Codes

The Plans

The comprehensive plan is the guiding document for growth management in counties and cities in Florida. The State requires each local government to adopt a comprehensive plan as a means of ensuring that necessary facilities will be in place to serve residents as growth occurs. The comprehensive plan must address, at a minimum, the topic areas listed below:

- Future land use,
- Multi-modal transportation,
- Infrastructure (potable water, sanitary sewer, stormwater management, and solid waste),
- Conservation,
- Coastal management (for coastal communities),
- Recreation and open space,
- Intergovernmental coordination, and
- Capital improvements (programming and funding).

Communities may choose to adopt optional comprehensive plan elements in addition to those required such as those addressing economic development and school facilities.

Like the Vision, the comprehensive plan is articulated through goals organized by elements, or topic areas. Plan goals are supported by objective and policy statements that, along with maps (e.g., future land use map, future traffic circulation) and a capital improvement plan (to ensure financial feasibility), are adopted by the governing body, and represent official government policy – the plan becomes law.

Plans and the Vision

The comprehensive plan is the appropriate tool for addressing Vision goals and strategies that relate to the specific elements listed in the section above. The Appendix G, Acting on Implementation, identifies the applicable strategies and the recommended approach for their implementation via the comprehensive plan.

In some instances, it would be appropriate for all or some of the local governments in Manatee County to amend their plans in a consistent manner to address a common issue raised through the Vision process. When this condition is evident, the recommendation is for the County to study the issue and develop model policy language for consideration by affected municipalities. The ACCORD also provides guidance in this regard for certain countywide issues.

Amending the Plans

The comprehensive planning process is designed to respond to changes in a local jurisdiction through amendments to the future land use map, revisions to methods of plan implementation (e.g., policy revisions), and through a periodic evaluation and update of the plan. The latter, termed Evaluation and Appraisal Report (EAR), must be done by every local government every seven years to assess progress in implementing the plan.

The EAR process provides the opportunity to identify and analyze major issues that are related to the comprehensive plan and to propose plan amendments to address them. These EAR-based plan amendments must be adopted by the local government within one year of the EAR being determined to be "sufficient" by the State.

With Manatee County's next EAR submittal date in September 2004 and the municipalities' approximately one year later, it would be expedient to address Vision-related comprehensive plan amendments as part of local governments' EAR processes. Furthermore, a Visioning process is the preferred means by which to establish the character of individual local government comprehensive plans. The minimum content of comprehensive plans is set by Rule 9J-5, Florida Administrative Code. However, it is the Vision that allows the plan to be more customized to meet the needs and aspirations of the community and, thereby, become a more effective tool for implementing the Vision.

Public Participation in the Plans

The Comprehensive Plan process in Florida recognizes the importance of public involvement. Citizens, therefore, have opportunities to be involved in evaluating and amending their local plans. Workshops and public hearings for these purposes are prescribed in the plan's adopted procedures for public participation.

Continued Public Involvement

Manatee County's residents have expressed the willingness to remain actively involved in all aspects of the social, cultural, and political life of the County and to continue to provide input and support to the planning process. The notion of public involvement was discussed during the Community Choices workshop.

Some believe it is the best way to implement what citizens need and desire on issues that affect their lives. Through participation they can hold government agencies accountable.

The large majority of participants felt it was important for citizens to take proactive measures to shape the future of their community because citizens are the community. If citizens do not participate, they develop a community by default. Along with recognizing the need for residents to be proactive, there was also awareness that there is the potential for special interests and those with influence to affect the community.

- From Community Choices

In light of the strong endorsement of public involvement, however, special effort should be made in involving the public in the process of updating the County Comprehensive Plan and the subsequent plan amendments by local municipalities. Individuals from the Imagine Manatee Steering Committee and the general public should be encouraged to remain involved in a proactive way.

Code Review and Enforcement

Traditionally land development codes and ordinances have been responsible for maintaining a consistent high level of quality in the appearance of communities. Several goals and recommendations suggest strengthening land development codes throughout the County and stepping up their enforcement. Overall, the participants believe the zoning and development codes should support the Vision. This does not necessarily require a stronger version of what now exists, but rather codes that support the Vision, such as more performance-based standards. Although there was recognition of the possible infringement of private property rights, participants felt that code enforcement is necessary to implement and maintain the community's standards. The participants recognized the fundamental right of property ownership and that it should not be taken for public use without adequate compensation.

– From Community Choices

The Codes

A local government may exercise its home rule powers for zoning, subdivision, and planning regulations provided they are consistent with the requirements of the Growth Management Act (Chapter 163, Part II, Florida Statutes). As such, these land development regulations must be consistent with and further the policies of the local government comprehensive plan.

Land development regulations are adopted by the local governing body (e.g., County Commission or City Council) by ordinance, assembled within a land development code (often within a code of ordinances), and enacted by the local government for the regulation of any aspect of development including zoning, subdivision, building construction, sign regulations, and other regulations controlling the development of land. The land development code (LDC) must be in compliance with the comprehensive plan but is more specific and detailed than the comprehensive plan itself.

The code of ordinances also addresses local government procedures, programs, and regulations that do not specifically pertain to development such as those related to government administration and services (i.e., code enforcement), nuisances, and the operation of business.

Codes and the Vision

The purpose of local government codes is to promote and maintain a safe and desirable living and working environment. Given the kindred relationship between this purpose and the Vision, it is appropriate that the implementation strategies include local government codes as a Vision achievement tool. Not only is it important that the codes work in concert with and do not impede efforts to implement the Vision, the codes must go further to facilitate and encourage these efforts.

The Acting on Implementation section, Appendix G, indicates ways the local codes could be modified to support the goals and strategies of the Vision. Opportunities for coordinated efforts between the County and the municipalities are also indicated. As presented previously for the comprehensive plan, it may be efficient to develop model code language to share amongst Manatee local governments. This cooperative approach has been successful in other communities.

Revision of the Codes

There is a formal, statutory, and locally prescribed process for revising local government codes. This process includes requirements for public involvement.

Public Involvement

A desire expressed by participants in Imagine Manatee was for citizens to have an elevated role in decision making for land use policy. Although the opportunity for public comment is at the heart of code revision procedures, significant public participation is typically not achieved. Still, local governments have been known to step up public outreach efforts when major code revisions are proposed. It is typical in these cases for local governments to appoint committees covering the spectrum of interests to participate in ordinance review. In the future, members of the Imagine Manatee Steering Committee should make themselves available for positions on such committees to promote the regulatory needs of the Vision.

Enforcement of the Codes

A reoccurring need expressed within the goal and strategy statements is the need for enforcement of existing codes. Often, code enforcement in Manatee communities is complaint-driven rather than through pro-active monitoring by code enforcement staff. Communities decide the level of resources to be dedicated to this effort and, accordingly, develop related policy and hire staff to carry out the policy.

It has been suggested that the lengthy process involved in resolving code violations is the cause behind the public's perception that code enforcement is not taking place. The process can take months.

Task Forces

When the goals and strategies of a Vision do not fall within the jurisdiction of local Governments, ad hoc coalitions need to be created to pursue implementation.

By definition, a Vision is broad and often leads to a multitude of goals and strategies that affect all aspects of community life. In certain simple cases, there may be established agencies or organizations that can assume responsibility for implementing a specific strategy. More often than not, however, there is no single entity or institution, including government or the private sector, with the resources or ability to implement all elements of a Vision. For this reason, Task Forces have become tools of choice for implementing a Vision.

Task Forces are appointed to bring together government, the private sector, philanthropic institutions, special interest groups, and citizens to help implement specific Vision goals and strategies. The size of a Task Force varies. The optimal size is seven to 20 members. Task Force membership

may vary over time depending on the skills needed to get a job done. It is not uncommon for Task Forces that start as larger group to settle into a core group of active participants, typically eight to ten.

Task Forces should have political, economic, and grassroots credibility. They should be perceived as impartial, unbiased, and seek common ground. The Chairs should be passionate about the topic, hands-on in pursuit of implementation, and able to raise money. In addition Task Force member should possess fundraising, public relations, public involvement and leadership skills.

In Conclusion

Implementation of the Vision will last years. In Chattanooga, Tennessee – considered by many to be the pioneering Vision – it took 10 years before the community could declare victory. All segments of the community – government, private sector, philanthropic institutions, special interest groups, and citizens remained involved to ensure the success of the Vision. Many organizations created to implement elements of the Vision have outlasted the organization that initiated the Vision and remain active today.

Even though implementing a Vision is a long process, it is the only way to “turn talk into action” and to transform Manatee County into a beautiful and prosperous place – a place defined by economic, environmental, physical, and social policies that represent the ideas and aspiration of its citizens.

TOPIC AREAS

- ▶ Affordable Housing
- ▶ Alternative Transportation
- ▶ Automobile Transportation
- ▶ Community Spaces
- ▶ Crime and Public Safety
- ▶ Culture, Arts, and Historic Preservation
- ▶ Delivery of Service and Water Supply
- ▶ Downtown
- ▶ Economic Development
- ▶ Education
- ▶ Environmental Quality
- ▶ Government and Leadership
- ▶ Growth Management
- ▶ Neighborhood Character
- ▶ Parks and Trails
- ▶ Planning and Zoning
- ▶ Preservation of Natural Areas
- ▶ Public Transportation
- ▶ Social Issues

KEY TO ABBREVIATIONS

BCC	Board of County Commissioners
CBD	Central Business District
CBO	Community-Based Organization
CIP	Manatee County Capital Improvements Plan
CRA	Community Redevelopment Area
CO	Manatee County Government
CTZ	Citizens
CU	Current (0 to 24 Months)
DDA	Downtown Development Authority
DRI	Development of Regional Impact
EAR	Evaluation and Appraisal Report
EDC	Economic Development Committee
FDOT	Florida Department of Transportation
FS	Florida Statutes
LDC	Land Development Code
LDR	Land Development Regulations
LE	Law Enforcement
LR	Long-Range (10 to 20 Years)
LRTP	Sarasota-Manatee MPO 2025 Long Range Transportation Plan
MPO	Sarasota-Manatee Metropolitan Planning Organization
MR	Medium-Range (5 to 10 Years)
MU	Municipalities of Manatee County
ON	Ongoing Effort
PDR	Purchase of Development Rights
PVT	Private Sector
SB	Manatee County School Board
SR	Short-Range (2 to 5 Years)
TBRPC	Tampa Bay Regional Planning Council
TDR	Transferrable Development Rights
TIF	Tax Increment Financing
TND	Traditional Neighborhood Development

Appendix G



AFFORDABLE HOUSING

GOAL: A community with safe, diverse new and existing neighborhoods that provide adequate amounts of quality affordable housing for very low and moderate-income families, agricultural workers, migrant workers, seniors, and residents with special needs through the county.

STRATEGY #1

Revise local development codes (LDCs) to encourage traditional neighborhood development (TND) boosting affordable housing by design.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ Comprehensive plans are generally supportive of TND. Land development codes could be better equipped to address TND.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO /MUN) Develop a model TND ordinance in order to eliminate impediments to developers in proposing TND's through "legalizing" this type of development. Developers would not face the unknowns of the planned development district zoning (an existing method of achieving TND under current codes) because lot sizes, building setbacks, street widths, and other details would already be established in the TND ordinance.
- ❖ (CO / MUN / PVT) Work cooperatively through the proposed Affordable Housing Task Force to understand the dynamics of design in relation to cost.
- ❖ (CO / MUN) Incorporate TND ordinance into LDCs for potential application to new developments, as well as infill and redevelopment projects.

STRATEGY #2

Offer tax incentives or impact fee credits to buildings and investors.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ The County does not waive impact or connection fees, but will provide payment of the fees on limited basis depending on funding availability. No tax incentive programs exist at the local level, only at the state level.
- ❖ The County has established the parameters of a density bonus system within the County's Comprehensive Plan.
- ❖ The cities of Bradenton and Palmetto offer affordable housing incentives through adopted ordinances.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO) The County is attempting to establish a system whereby credits for demolished dwelling units (e.g., due to right-of-way acquisition or possible other actions) are banked and later allocated for affordable housing units.
- ❖ (CO) (MUN) Evaluate the use of tax incentives and other funding mechanisms to spur the production of affordable housing units.
- ❖ (CO / MUN) Consider other affordable housing incentives such as technical assistance (e.g., the County's existing Rapid Response Team program); priority in the development review process; and density bonuses (e.g., Sec. 9.5. Palmetto Land Development Code).

STRATEGY #3

Offer families that are currently on subsidized housing assistance homeownership options, including faith-based initiatives.

COMMENT

❖ The County and multiple organizations attempt to help households achieve home ownership. However, persons in subsidized housing (as stated in the strategy) tend to be at the very lowest end of the economic spectrum which typically means they have inadequate means to achieve homeownership and maintain that position over the long term.

❖ The City of Bradenton implements a Housing Assistance Trust Fund which provides funding for homeownership.

ACTION

- ❖ (CO / MUN / PVT / CBO / CTZ) Coordinate and build organizational and technical capacity of community-based organizations, local governments, and the private sector to optimize their role in the production of affordable housing units.
- ❖ (CBO/CO/MUN/PVT) Coordinate with County in furthering respective housing assistance programs.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖	❖	❖	❖		

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

STRATEGY #4

Develop inclusionary zoning.

COMMENT

- ❖ Inclusionary zoning could be an item for research / discussion as part of the proposed Affordable Housing Task Force.

ACTION

- ❖ (CBO) Coordinate with County in furthering respective housing assistance programs.
- ❖ (CO / MUN / PVT / CBO / CTZ) Evaluate various examples / models for inclusionary zoning. Possible criteria to be considered in developing a program could include:
 - ❖ Type of residential developments
 - ❖ Threshold number of units
 - ❖ Income group(s) to benefit from the affordable housing
 - ❖ Median income standard(s)
 - ❖ Family size adjustments for income limits
 - ❖ Provisions for updating income limits over time
 - ❖ Formulas/factors used to derive affordable rentals/sales prices
 - ❖ Percent of income considered affordable for rent/mortgage
 - ❖ Inclusion of utilities in calculation
 - ❖ A system that will be used to qualify beneficiaries
 - ❖ Types of housing to be delivered – rental/owner occupied
 - ❖ Involvement of nonprofits in homebuyer training
 - ❖ Joint ventures with qualified nonprofits
 - ❖ Control the bedroom sizes or other basic housing characteristics
 - ❖ Percentage of affordable housing to be delivered
 - ❖ Provision of housing be provided off-site
 - ❖ In-lieu developer contributions

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖	❖	❖	❖		

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

- ❖ Duration and of affordability controls on rental housing
- ❖ Level of discretion afforded the program administrator
- ❖ (CO / MUN) Incorporate into the local land development codes as appropriate.

STRATEGY #5

IMPLEMENTATION ENTITY

Local elected officials encourage developments consistent with the goal.

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ Appropriate location and quality of design are principle concerns.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (CO / MUN) Create design standards inclusive of locational criteria to alleviate fear and provide guidance to the development community.
- ❖ (CO / MUN) Conceptually move thinking from Affordable Housing to Affordable Living.
- ❖ (CO / MUN) Provide elected officials with information that allows them to distinguish between legitimate concerns over affordable housing developments that may be easily addressed and opposition based on fear, ignorance, or bigotry.
- ❖ (CO / MUN) Research best practices for addressing community opposition to affordable housing developments prior to public hearings.

ALTERNATE TRANSPORTATION

GOAL: A community with a fully integrated and regional multimodal transportation system that serves everyone and promotes safety, increases transportation network efficiency, and maximizes neighborhood connections.

STRATEGY #1

Establish rules and regulations that facilitate the incremental development of the goal in all construction, development, and redevelopment or schedule infrastructure improvements/repairs.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖	❖		❖	

COMMENT

- ❖ All of the local governments, along with the MPO, carry out the elements listed in this strategy.
- ❖ The Blue Ribbon Transportation Task Force has developed a report with recommendations addressing these items.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			❖

ACTION

- ❖ (CO / MUN) Continue efforts to build sidewalks and bike lanes in conjunction with major roadway modifications. The County Comprehensive Plan requires bike lanes and sidewalks on both sides of thoroughfares as they are expanded.
- ❖ (CO // MUN/ MPO) Participate in planning for state roadway projects to ensure provision of sidewalks and bike lanes along these facilities.
- ❖ (CO / MUN / MPO) Review codes to determine if standards/regulations are commensurate with the community values articulated in the goal. For example, is traffic calming addressed? Are there standards that maximize the connectivity of the street network?
- ❖ (CO / MUN / MPO) Ensure implementation of recommendations in the Blue Ribbon Transportation Task Force Report that are supportive of the goal.

STRATEGY #2

Form a task force which includes all the sectors of the community and local experts which will determine the specific transportation needs.

Interact with the appropriate government and other agencies to plan, fund and implement recommended changes.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖	❖		❖	

COMMENT

- ❖ The Blue Ribbon Transportation Task Force generally meets the intent of this strategy.
- ❖ The MPO Board has a Citizens Advisory Committee, Technical Advisory Committee and a Transit Advisory Committee to provide input for all MPO plans and projects.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

❖ The MPO is an active member of several regional transportation organizations including the Chair's Coordinating Committee of West Central Florida and both the Southwest and Tampa Bay Regional Planning Councils. These organizations continually evaluate needed improvements in a regional context.

ACTION

- ❖ (CO / MUN / MPO): Promote the efforts of the Blue Ribbon Transportation Task Force and the actions being taken to implement its recommendations.
- ❖ (MPO) Continue broad participation in transportation planning.
- ❖ (MPO) Continue regional coordination relative to transportation planning.

STRATEGY #3**IMPLEMENTATION ENTITY**

Establish transit lines that are dense and frequent throughout the county.

CO	MUN	MPO	PVT	CTZ	SB	LE
❖		❖				

COMMENT**IMPLEMENTATION TIMEFRAME**

- ❖ The County transit system was expanded in the recent past.
- ❖ The MPO completed the Public Transportation System Analysis which contains multiple recommendations consistent with this goal.
- ❖ The free trolley service on Anna Maria Island is a new addition to the system with 20 minute headways.
- ❖ The Transit Element of the adopted MPO 2025 LRTP recommends the implementation of Bus Rapid Transit (BRT) service in the US 41 corridor.

CUR	SR	MR	LR	ON
		❖	❖	

ACTION

- ❖ (MPO / CO) There is funding allocated to implement approximately 75 bus shelters.
- ❖ (MPO / CO) There is funding allocated for relocation of the Desoto Square Transfer Station.
- ❖ (CO / MUN) Develop policy and practices that encourage compact, walkable communities and increase the MPO's ability to secure grants for BRT.
- ❖ (CO / MUN) Implement the park and ride opportunities in strategic locations as identified by the MPO Park and Ride Study.
- ❖ (MPO / MUN / CO) Continue to expand/improve the MPO's Transit Development Program.

STRATEGY #4**IMPLEMENTATION ENTITY**

Add sidewalks and bicycle paths on all major roads and around schools.

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖	❖		❖	

COMMENT**IMPLEMENTATION TIMEFRAME**

- ❖ The County Comprehensive Plan requires bike lanes and sidewalks on all thoroughfare roads and are typically implemented during roadway modification projects.
- ❖ New development in the unincorporated area is required to construct sidewalks on both sides of local roads when they are within walking distance of schools. When outside the walking area - then one side of the road is currently required to construct a sidewalk.
- ❖ For many years, the County has prioritized the installation of sidewalks around schools. Approximately \$500,000 is allocated to sidewalk construction each year by the County. More recent sidewalk development efforts have involved ROW purchases and environmental issues. The County will install sidewalks along state roads when possible.

CUR	SR	MR	LR	ON
❖				❖

Acting On Implementation

- ❖ Palmetto has been installing sidewalks in conjunction with road projects and Bradenton has done sidewalk upgrades in downtown.
- ❖ There is an existing Bicycle Pedestrian Advisory Board to the Board of County Commissioners.

ACTION

- ❖ (CO / MUN / MPO / PVT / SB) Update the Bike and Pedestrian Plans with input from all jurisdictions within the County and the School Board.

STRATEGY #5

Coordinate with all regional public transportation systems seeking advice and suggestions.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖		❖				

COMMENT

❖ The MPO is an active member of several regional transportation organizations including the Chair's Coordinating Committee of West Central Florida and both the Southwest and Tampa Bay Regional Planning Councils. These organizations continually evaluate needed improvements in a regional context.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (MPO) Continue ongoing coordination efforts.

AUTOMOBILE TRANSPORTATION

GOAL: A community that plans, develops, and maintains a comprehensive network of efficient roads, highways, and infrastructure while encouraging the use of cleaner, more fuel-efficient vehicles and other forms of alternative transportation, creating beautiful, livable roadways that improve travel throughout the County.

STRATEGY #1

Reduce future traffic growth and congestion by not building the Fort Hammer Bridge

COMMENT

- ❖ This bridge project has been part of the County Transportation plans for the past 40 years and has been approved by the BCC and the MPO. It is viewed as an important link to increase future mobility.
- ❖ The bridge is listed in the adopted County Comprehensive Plan, Capital Improvements Plan and the MPO 2025 LRTP.
- ❖ The project is required to have a federal Environmental Impact Statement (EIS). The 16 to 18 month process is projected to conclude at the end of 2004.

ACTION

- ❖ (CO / MPO) Advise the public of their opportunity to comment on the project through the EIS process. FDOT will conduct associated public workshops and hearings on the project.

STRATEGY #2

Seek out available funding sources such as a five-cent fuel tax and expansion of the use of transportation impact fees.

COMMENT

- ❖ The MPO continuously seeks and reviews grants and funding opportunities.
- ❖ In the past year, the County raised the impact fees and continues to review the fee structure.
- ❖ The BCC opted not to pursue the five cent gas tax option when it was presented recently as part of the 2004 CIP budget. Instead, staff has been directed to explore bonding the current revenues to be generated by the existing gas tax over a 15 year period to fund projects on the five year CIP. The five cent gas tax option may be considered in the future.
- ❖ The County will receive additional revenues in the near future from the Skyway Tolls. This is projected to bring 50 million over the next five years with continuing revenue thereafter.
- ❖ Under the ACCORD, the municipalities must also collect transportation impact fees that are equal to those assessed by the County if the property is annexed.

ACTION

- ❖ (CO / MPO / MUN) Continue to seek alternative funding sources for transportation projects such as the sales tax option and impact fees.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖		❖				

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			❖

STRATEGY #3

Adopt an intelligent transportation system (ITS) extending the life of and improving the efficiency of our two-county transportation network.

COMMENT

❖ The MPO has dedicated funding in the amount of 3.2 million for the development of a control central for ITS in FY 03 - 04. Approximately 14 million is projected to be available via the Skyway Tolls to implement the system in 2007.

❖ The MPO and FDOT are pursuing updated signal systems, improved information to the driving public, and shorter response times for emergencies and traffic incidents by police and fire rescue crews. Currently, FDOT is preparing an ITS Master Plan to help guide efforts to this end. FDOT has studied and prepared an I-75 ITS Master Plan for Manatee, Sarasota, and Charlotte counties (adopted by the MPO in March 2003). Those requirements are funded with construction planned in 2008-09.

ACTION

❖ (CO / MPO / MUN / LE) Continue to explore joint participation and coordination opportunities between Manatee and Sarasota Counties and the FDOT.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				❖

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

STRATEGY #4

Coordinate a transportation master plan with comprehensive plans and the MPO's Long Range Transportation Plan.

COMMENT

❖ The LRTP and local government comprehensive plans (transportation elements) represent the Transportation Master Plan as indicated in this strategy.

❖ Per the Growth Management Act (Ch. 163, FS), local comprehensive plans must be consistent with LRTP.

ACTION

❖ (CO / MPO / MUN) Within the Evaluation and Appraisal process of the local comprehensive plans ensure consistency between the various local plans and the Long Range Transportation Plan.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

STRATEGY #5

Evaluate all current and potential funding sources to pay for the implementation of the transportation master plan.

COMMENT

❖ The MPO continuously seeks and reviews grants and funding opportunities.

❖ This strategy has been partly fulfilled through the efforts of the Blue Ribbon Transportation Task Force.

ACTION

❖ (CO / MPO / MUN) Continue efforts to find funding to implement needed transportation projects.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			❖

STRATEGY #6**IMPLEMENTATION ENTITY**

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

Develop a master plan that reduces trips and trip distances by creating more compact villages and shopping areas.

COMMENT**IMPLEMENTATION TIMEFRAME**

CUR	SR	MR	LR	ON
		❖		

❖ This strategy addresses the vital link between transportation and land use planning in achieving an efficient transportation system.

ACTION

- ❖ (CO / MUN) Develop a master plan that addresses "greenfield" areas (e.g., east of I-75) and incorporate in comprehensive plan future land use elements.
- ❖ (CO / MUN) Adopt a TND ordinance that supports compact, mixed use villages specified in the Master Plan.
- ❖ (CO / MUN) Provide incentives to developers who assist in carrying out the master plan.
- ❖ (PVT) Explore best practices village scale development including design, land use mix (retail, residential, etc.), and financing (commercial and residential).

COMMUNITY SPACES

GOAL: A community that has centers and areas for youth, adults and seniors to meet, communicate and recreate; promotes safety and a sense of community; has clean beaches and clear access to waterways; and has both neighborhood parks and events, and festivals and events for the whole County.

STRATEGY #1

Develop strict countywide requirements that builders and developers must follow to ensure we can enjoy and be proud of what is built here and develop a planning committee that has the authority and financial means to promote projects that will improve the community.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

COMMENT

- ❖ Numerous CRAs exist in the county that have committees that plan for redevelopment and revitalization of urban places.
- ❖ The Community Redevelopment Agencies have TIF trust funds for implementation of projects in CRAs
- ❖ A planning committee was established under the ACCORD to address annexation issues and associated infrastructure
- ❖ Design principles are in development for the Parrish 34219 area and the Urban Infill & Redevelopment Area in Palmetto and North Manatee County.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (CO / MUN) Complete design principles which will produce an urban standard and rural standard.
- ❖ (CO / MUN) Continue to politically support the establishment of CRA districts and the Community
- ❖ (CO) Develop model urban and rural design regulations that address the strategy.
- ❖ (CO / MUN) Adopt urban/rural design regulations, as appropriate, in the LDC.
- ❖ (CO / MUN / PVT) Explore methods / practices to include functional public space in commercial and residential developments.
- ❖ (CO / MUN) Explore expanding the role of the ACCORD planning committee to assist in addressing this strategy.

STRATEGY #2

Operate schools as full-time community centers.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖	❖			❖	

COMMENT

- ❖ Current school designs do not lend themselves to operate as full time community centers.
- ❖ Many schools have after school programs that are established in partnership with local non-profits.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖	❖		

ACTION

- ❖ (CO / MUN / SB / CBO) Establish a task force to discuss the potential and needs associated with achieving this strategy.

STRATEGY #3

Implement cross-generational mentoring one-on-one or in small classes conducted by volunteers and paid staff.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖	❖	

COMMENT

- ❖ When different generations work together, a bond is created that leads to better understanding of social pressures.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN / PVT / CTZ / SB) Bring this item forward to the proposed social services coordinating council for input and coordination with the School District.

STRATEGY #4

Develop youth programs and events with a teen planning board.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖	❖	❖	❖	

COMMENT

ManaTeens, a volunteer group, could be a logical group to help initiate a teen planning board.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN / SB / PVT / CTZ)) Explore the possibility of using high school students from Take Stock In Children and the ManaTeens in this role.

STRATEGY #5

Establish a planning committee for improving redeveloping areas.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖		❖

COMMENT

- ❖ The County does not have one specific committee focused on redevelopment needs.
- ❖ CRA districts with Community Redevelopment Agencies exist throughout the County for the purposes of redevelopment.
- ❖ Two newly established CRAs in the unincorporated area have not established advisory boards to date.
- ❖ The County is seeking applicants for these advisory boards.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			❖

ACTION

Acting On Implementation

- ❖ (CO / MUN / PVT / CTZ / LE) Support ongoing redevelopment efforts of the Community Redevelopment Agencies and establish advisory boards as appropriate.

CRIME AND PUBLIC SAFETY

GOAL: A community that aggressively enforces all laws and building codes with proper punishment that fits the crime, and that has adequate street lighting, proper emergency response by the appropriate authority (law, fire, EMS), and supports prevention.

STRATEGY #1

Increase police patrols (both car and foot) to reduce crime and enhance public safety.

COMMENT

- ❖ MSO recently added 30 officers to conduct pro-active policing, and Bradenton and Palmetto have each established bike patrols.

ACTION

- ❖ (LE / CO / MUN) Assess the need for and effectiveness of more patrols in areas of high levels of crime and/or safety issues.
- ❖ (CO / MUN / LE) Identify funding for increased patrols if called for through the assessment.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

STRATEGY #2

Consolidate all law enforcement, fire, and medical response to improve services through the County and city governments.

COMMENT

- ❖ Consolidation of some fire districts (15 down to 12) has occurred throughout the county over the past decade. Mutual aid agreements exists between districts.

ACTION

- ❖ (CO / MUN / LE) Establish a work group to explore the potential and needs, pros and cons associated with consolidation of government services stated in the strategy. Give consideration for use of a professional facilitator to ensure the discussion is open and inclusive from the start.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

STRATEGY #3

Ensure aggressive enforcement through additional sheriff's and building code department's personnel, increased accountability, and proper utilization of all assets.

COMMENT**IMPLEMENTATION ENTITY**

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (CO / MUN / LE) Continue to review and coordinate possible methods to achieve this strategy.

STRATEGY #4

Coordinate County and city governments' efforts with Florida Power & Light (FP&L) to provide streetlights in all communities of the County.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖		

COMMENT

- ❖ Much of Bradenton and Palmetto have street lights; however, it may not be considered inadequate to residents.
- ❖ The County has been working in the South County CRA to increase street lights.
- ❖ Ensure lighting is appropriate for security but not creating light
- ❖ Coordination with FP&L is required to obtain lighting service throughout the county.
- ❖ County and municipal codes do not require street lights in new single family residential neighborhoods.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (CO) Evaluate the desirability of requiring some level of street lighting in new residential developments.
- ❖ (CO / MUN) Provide greater information resources regarding how to neighborhoods can implement lighting districts.
- ❖ (CO / MUN / MPO / PVT / CTZ) Continue to coordinate to bring adequate street lighting to residential areas.

STRATEGY #5

Policy makers should come together to focus on countywide needs.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖	❖	❖

COMMENT

- ❖ The Council of Governments that convenes periodically is an established forum that fits the requirements of this strategy.
- ❖ Governmental coordination and cooperation relative to annexation, urban development zones, efficiency in government, funding, environmentally sensitive lands, and dispute resolution are set forth in the ACCORD.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			❖

ACTION

- ❖ (CO / MUN / LE) Continue efforts under both the Council of Governments and the ACCORD agreement to present and resolve countywide needs.

CULTURE, ARTS, AND HISTORIC PRESERVATION

GOAL: A community with a thriving public events environment and facilities offering local and professional opportunities to experience arts, culture, entertainment, recreation, and historical resources.

STRATEGY #1

Establish a historic preservation ordinance.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

- ❖ The cities of Palmetto and Bradenton have adopted historic preservation property tax exemption ordinances.
- ❖ The City of Anna Maria has adopted an ordinance addressing discovery of historic resources and protection measures.
- ❖ The City of Bradenton Beach has adopted a historic old town planned development overlay districts ordinance.
- ❖ The County has specific historic preservation districts. In the recent past the County has focused additional efforts within Cortez Village.
- ❖ The County has not yet implemented a historic preservation tax credit program, however, a draft program is being reviewed currently by the County Attorney's Office.

ACTION

- ❖ (CO / MUN) Continue to implement codes that serve to protect historic resources.
- ❖ (CO) County implementation of the historic preservation tax
- ❖ (MUN) If appropriate, the City of Holmes Beach should consider incorporating a historic preservation ordinance.

STRATEGY #2

Encourage city governments to join with the County and the School Board to support a downtown performance arts hall.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖		❖	❖	❖	

COMMENT

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖	❖		

- ❖ The County has provided funds to the non-profit group promoting a performing arts hall. The funds are to do a preliminary feasibility study.

ACTION

- ❖ (All) Support the planning, design, and funding efforts of the non-profit group promoting the performing arts
- ❖ (All) Initiate appropriate actions as outlined within the feasibility study.

STRATEGY #3

Establish special tax districts and develop a project-funding plan to encourage long-term historic preservation.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

- ❖ See comments under Strategy #1 above.

ACTION

- ❖ See actions under Strategy #1 above.

STRATEGY #4

Create a voluntary board to work with elected officials and government staff throughout the County on implementing the goal.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖	❖	❖	❖		

COMMENT

- ❖ A logical existing group to lead this strategy is the County Arts Council.
- ❖ The Arts Council is making an effort to become more active within the governmental structure.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				

ACTION

- ❖ (All) Approach the Arts Council to ascertain interest in being the lead organization for the goal. Support the efforts of this organization in achieving the goal.

STRATEGY #5

Direct a percentage of tourist development funds to the Arts Council of Manatee County.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖	❖				

COMMENT

- ❖ Tourist development funds are down over the past three years.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Encourage the Arts Council to prioritize goals and determine funding needs.

STRATEGY #6

Encourage city and County governments to cooperate, coordinate, and fund activities related to this goal.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖		❖	❖	❖	

COMMENT

- ❖ The County is sponsoring a local Manatee County Historic Preservation Forum which seeks to bring various historic preservation groups together and will provide training opportunities.
- ❖ There are multiple groups throughout the County that work on historic preservation but there is little coordination between these organizations.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (All) Seek opportunities for cooperation and promotion of the arts between governments, the private sector and the arts community.
- ❖ (All) Support the funding efforts of the non-profit group promoting the performing arts hall.
- ❖ (CO / MUN) Determine the level of funding that should be allocated to the coordinating / promotion agency to meet goals.

STRATEGY #7**IMPLEMENTATION ENTITY**

Strengthen the existing Arts Council, which will publish an annual calendar of arts, cultural and historical events, and maintain a website.

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖	❖	❖	❖	❖	

COMMENT**IMPLEMENTATION TIMEFRAME**

- ❖ The Arts Council of Manatee County is at a point of transition and growth.
- ❖ Forums are currently being held with various governmental staff and elected officials plus representatives from various arts to discuss the future of the arts in the county.

CUR	SR	MR	LR	ON
	❖	❖		

ACTION

- ❖ Refer to actions under Strategies #4 and #5 above.

DELIVERY OF SERVICES & WATER SUPPLY

GOAL: A community that delivers services that are responsive to neighborhood needs; that improves infrastructure and the health and safety of citizens; provides consistent value for taxes levied to provide services; and maintains a sufficient and clean water supply for current needs and future growth.

STRATEGY #1

County and city elected officials should develop a taxing plan.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ The strategy's intent is that sufficient funds are available to achieve the goal and that the funds are allocated appropriately and efficiently.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (CO / MUN) Jointly develop a taxing plan for the purpose of the Delivery of Service and Water Supply goal through the intergovernmental coordination framework established in the ACCORD.

STRATEGY #2

Consolidate County and city governments by voter referendum.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

- ❖ Consolidation under this strategy pertains to local government service delivery and water supply.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (CO / MUN) Explore opportunities for consolidation of services to achieve greater efficiency in service

STRATEGY #3

Improve water conservation through the use of reclaimed water.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖		❖	

COMMENT

- ❖ Palmetto has a residential reclaimed water system that serves 50-60% of the city.
- ❖ Bradenton has a residential reclaimed water system that serves approximately 25% of the city. The City is seeking funds to expand its system.
- ❖ The County has a significant reclaimed system that predominantly serves agricultural needs in east county. Roughly 5% of the unincorporated has reclaimed water service while 50% desires it. The County's Utility Operations Division has a reclaimed water service delivery plan and mobile irrigation labs.
- ❖ The County recently established a reclaimed water rebate program. An advertising campaign to promote the program was recently launched.
- ❖ Reclaimed water programs are not self-funding.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (CO / MUN) Continue to support and expand reclaimed water programs to conserve the potable water supply and satisfy demand.

STRATEGY #4

Develop neighborhood plans through citizen input.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖		

COMMENT

- ❖ It is assumed that the neighborhood plans indicated in the strategy pertain to the delivery of services and water supply goal.
- ❖ Local government comprehensive plans address service and water supply needs for an entire jurisdiction and require public participation in the preparation of plans.
- ❖ Concurrency management provision in the comprehensive plans require that certain public services are in place "concurrent" with the needs of new development.
- ❖ Consistent with policies in the comprehensive plan, the County has been active in preparing community-based neighborhood plans over the past couple of years.
- ❖ Bradenton, Palmetto, and Bradenton Beach have CRA plans that address the particular service needs of those districts.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖	❖			

ACTION

- ❖ (CO / MUN) Share information among local governments on the process for producing community-based plans and "lessons learned" in the conduct of existing plans to facilitate production of these types of plans countywide.
- ❖ (CO / MUN) Continue to implement public involvement procedures adopted in comprehensive plans. Improve outreach and feedback mechanisms in these plans, as needed.
- ❖ (CO / MUN) Continue to ensure that facilities and services are adequate to meet the needs of new development.

STRATEGY #5

Establish neighborhood groups to identify service deficiencies and health and safety needs.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

- ❖ Each County Commission district has an advisory group. Anyone can attend to express needs and concerns.
- ❖ Instituting neighborhood planning boards would be a logical step considering the maturation of the planning process in Manatee.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Explore the benefits of establishing neighborhood planning boards across the county to address the specific needs of characteristically different neighborhoods.
- ❖ (CO / MUN) Local governments in Manatee are, or soon will be, preparing evaluations of the Comprehensive Plan, so there is an opportunity to take full advantage of improved methods of soliciting public input.

DOWNTOWN

GOAL: A community with attractive, vibrant, and economically sustainable downtowns.

STRATEGY #1

Create a master plan for each downtown area.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
	❖					

COMMENT

- ❖ Bradenton, Palmetto, and Bradenton Beach CRA plans for their respective downtown/CBD.
- ❖ Anna Maria, Bradenton Beach, and Holmes Beach have done vision plans (see TBRPC website).
- ❖ In Bradenton, a group called Bradenton Downtown Progress works with the community redevelopment agency and the Downtown Development Authority.
- ❖ In Palmetto, the public/private organization called the Palmetto Community Partnership works with the community redevelopment agency.
- ❖ Palmetto is moving forward to develop a downtown plan.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				

ACTION

- ❖ (MUN) Implement plans for the redevelopment and revitalization of downtown districts.

STRATEGY #2

Create mixed use development plans offering residential, retail, offices, and cultural and entertainment facilities that encourage day and night year round activity.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

Existing CRA plans addressing downtown redevelopment typically aim for the character indicated in this strategy.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				

ACTION

- ❖ (CO / MUN) Maintain the mixed use emphasis of downtown plans as means of achieving vibrant urban centers.

STRATEGY #3

Maximize river and waterfront potential.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖		

COMMENT

- ❖ Downtown waterfronts are addressed to some degree in Bradenton and Palmetto CRA plans.
- ❖ A significant portion of downtown Bradenton's waterfront is under public ownership.
- ❖ Manatee Riverwalk is a recreational venue promoting commerce and community continuity that presents Bradenton and Palmetto as a united area.
- ❖ The Manatee Riverwalk organization is the logical lead for this strategy. Manatee Riverwalk is organized via the Chamber and has County, City of Palmetto, and City of Bradenton representation.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

ACTION

- ❖ (CO / MUN / PVT / CTZ) Establish a task force comprised of Manatee Riverwalk membership, at minimum, to identify projects and funding sources for project acquisition and development as a means of achieving this strategy.

STRATEGY #4

Develop economic incentives for each downtown's redevelopment.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ CRA plans include private development incentives for furthering plan goals.
- ❖ The County is investing \$65 million in a new court complex and exterior renovation of the jail in downtown Bradenton.
- ❖ Existing agencies that address downtowns include community redevelopment agencies, migrant housing coalition, Chambers of Commerce, and the Palmetto Downtown Development Authority.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (CO / MUN) Explore economic and other incentives for downtown redevelopment to increase the competitiveness of these areas for private investment.

STRATEGY #5

Develop infrastructure and parking that are both people and vehicle-friendly.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

COMMENT

- ❖ As the downtowns redevelop, the compactness of downtowns maybe compromised to accommodate more automobiles.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

ACTION

- ❖ (CO / MUN) Amend codes to incorporate traffic calming standards for downtown streets.
- ❖ (CO / MUN) Review proposed downtown infrastructure projects for "context sensitivity" to the compact, downtown environment.
- ❖ (MUN) Develop parking strategies that minimize the land area consumed by automobile parking (e.g., parking structures, shared parking, maximum vs. minimum parking requirements, etc.).
- ❖ (MUN / PVT) Create incentives for private sector development of parking structures.

ECONOMIC DEVELOPMENT

GOAL: A community with a diverse economy driven by a mix of tourism, agriculture, high-tech industrial companies, quality employers, and small, independently- and minority-owned businesses; providing employment and continuing skills-development opportunities for people of all ages and skill levels; and encouraging variety and quality commercial development including a vibrant downtown core supported by appropriate infrastructure.

STRATEGY #1

Identify and implement a dedicated source of funding to support economic development initiatives that attract and grow high-skill, high-wage jobs with help from the Economic Development Council.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖						

COMMENT

- ❖ The County contributes \$150,000 annually to the Manatee Economic Development Council.
- ❖ The County participates in the CDBG program and has eligibility for Economic Development grants under this program.
- ❖ The Quality Target Industries (QTI) program is funded by a state program with a county match. It has accounted for \$50,000 annually over the past five years. Six new businesses have relocated to Manatee through this program.
- ❖ The County has been implementing the Rapid Response Team (RRT) for over 15 years. It is a State recognized model program. The RRT provides County Planning Department staff to serve as advocates to applicants throughout the development review process.
- ❖ Municipal CRAs and Bradenton's DDA perform similar functions to the RRT.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

ACTION

- ❖ (CO) Continue to fund successful programs that attract and grow high wage jobs.
- ❖ (CO / MUN / PVT) Publicize economic development initiatives on websites and in local government newsletters/annual reports.

STRATEGY #2

Coordinate education and training necessary to attract and maintain a viable workforce and promote Manatee County as a learning community.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖		❖	

COMMENT

- ❖ Manatee Community College and the School Board have been coordinating for this purpose for the past 15 years.
- ❖ The County Vocational-Technical schools are an example of collaboration between the Economic Development Council and the School Board.
- ❖ The Manatee County Citizens Academy is a program that educates participants on county departments and their functions.
- ❖ Other related programs are Leadership Manatee through the Manatee Chamber of Commerce and the Sheriff's Department Citizens Academy
- ❖ Overall, there is a need for more promotion of governmental and agency programs.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN / PVT / SB) Ensure coordination of and support for existing organizations that endeavor to achieve this strategy.
- ❖ (CO / MUN / PVT / SB) Develop methods for educating new residents about existing workforce development programs.

STRATEGY #3

Develop effective, targeted marketing to promote the County as a business-friendly destination with supportive resources and incentives.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

COMMENT

- ❖ The Manatee Economic Development Council performs this function.
- ❖ The EDC is also a partner of the Tampa Bay Regional Partnership, a regional economic development organization.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (CO / PVT) Get the word out on economic development programs to encourage businesses to take advantage of resources and incentives.

STRATEGY #4

Enhance public services that support recreation and tourism activities in downtown areas.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

COMMENT

- ❖ Community events, such as festivals and parades, and recreational facilities often require public services that represent additional expenses to the local governments.
- ❖ Each local government has a Recreation and Open Space Element in their comprehensive plans; however, a countywide inventory of recreational facilities has not been done.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (CO) Continue to budget for public services (e.g., police, solid waste services) that are necessary for successful community events and facilities.
- ❖ (CO) Prepare a Parks Master Plan that includes an inventory and analysis of countywide recreational needs.
- ❖ (MUN / PVT) Continue to develop greater outreach methods promoting the facilities and resources of the downtowns.
- ❖ (MUN) Support expansion of the arts community within the downtowns.

STRATEGY #5

IMPLEMENTATION ENTITY

Emphasize the importance of the Manatee River as a recreational playground involving all ages in water activities from kayaking to yachting.

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

COMMENT

- ❖ The Manatee Riverwalk is the logical organization to lead this strategy. Manatee Riverwalk is organized via the Chamber and has County, City of Palmetto and City of Bradenton representation.
- ❖ The County promotes kayak/canoe trails, or "blueways," on its website, in publications, and through public participation activities.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN / PVT) Support the Manatee Riverwalk organization and their efforts to maximize public accessibility and the business development potential of the Manatee River.
- ❖ (CO) Continue to implement Blueways projects in the Manatee County Trails Master Plan.

EDUCATION

GOAL: A community with an adequately funded public school system focused on student achievement, well-paid quality teachers, state-of-the-art neighborhood facilities, and technologically advanced education and vocational training programs that are aligned with workforce opportunities.

STRATEGY #1

Encourage school officials to lobby legislators for more federal and state educational funds for the local school system with help from community groups.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
		❖			❖	

COMMENT

- ❖ A voter referendum passed a 0.5 cent sales tax for schools. The revenue source is effective from January 2003 - December 2017.
- ❖ The BCC adopted a School Impact Fee ordinance in 2002. Approximately, \$2,500 is collected per single family unit to fund new and renovated schools.
- ❖ The Manatee County Schools Foundation, Inc. is an organization that fund raises to provide supplemental funding for educational and technological programs that cannot be funded through public dollars in K-12 education.
- ❖ The Manatee Community College Foundation, Inc. offers scholarships and award opportunities to Manatee Community College students through benefactors to the organization.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

ACTION

- ❖ (SB / CBO) Lobby legislators for state and federal educational funding.
- ❖ (CBO) Solicit private contributions to supplement traditional educational funding sources.

STRATEGY #2

Develop a cooperative vocational intern program with local industries.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
		❖	❖		❖	

COMMENT

- ❖ Individual schools partner with local industry to accomplish this strategy.
- ❖ If the program were to be expanded, the likely lead participants would be the School Board and the Workforce Development Committee.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			❖

ACTION

- ❖ (SB / CBO) Explore potential for Workforce Development Committee to be the lead organization for this strategy.

STRATEGY #3

Establish neighborhood schools prior to building a new community.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖			❖	❖		

COMMENT

- ❖ The County has been active in exacting school sites from large developments over the years.
- ❖ The existing School Siting Committee reviews school needs in conjunction with the development review process.
- ❖ In 2002, the BCC adopted a School Impact Fee ordinance. Approximately, \$2,500 is collected per single family unit to fund new and renovated schools.
- ❖ The County has purchased land adjacent to school sites for park development (e.g., Lakewood Ranch) to produce economies in meeting the needs of students and recreational users in the county.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

ACTION

- ❖ (CO / SB) Continue to ensure that schools are available to serve the needs of approved development.
- ❖ (CO) Develop a Park Master Plan that identifies opportunities for the collocation of schools and parks to achieve economies while meeting the needs of a growing school population.

STRATEGY #4

Form a planning group consisting of members of the school board, businesses, higher education, and vocational training to plan and acquire necessary tools to achieve stated goal.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
		❖	❖	❖	❖	

COMMENT

- ❖ The Manatee County Schools Foundation, Inc. may be a logical lead group for this strategy.
- ❖ The Foundation is a non-profit organization with an independent board of directors made up of business and civic leaders with the mission to motivate, encourage and recognize outstanding achievement by teachers and students and to provide supplemental funding for educational and technological programs that cannot be funded through public dollars in K-12 education.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				

ACTION

- ❖ (SB / CBO / PVT / CTZ) Explore potential for Manatee County School Foundation, Inc. to be the basis of the committee indicated in this strategy. Ensure participation by all levels of educators to achieve comprehensive input.

STRATEGY #5

Advance the schedule of reconstruction or remodeling of older schools to bring them up to standards of newer schools.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
					❖	

COMMENT

- ❖ The community passed a one-cent sales tax to renovate and construct new schools (total of 18 schools) and has been making good progress in this regard.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (SB) Continue to implement school renovation projects.

ENVIRONMENTAL QUALITY

GOAL: A community that acquires and preserves environmentally sensitive natural habitats and land; protects existing trees during development; provides more environmental education and encourages pollution prevention; promotes recycling, litter control, and renewable energy; conserves and protects water quality, water supply, coastal areas, and all waterways; plants more native trees and landscape especially along roadways and removes invasive plants; provides and connects more green spaces for wildlife; manages stormwater runoff and flooding; and controls and restricts phosphate mining, sludge dumping, and development of bridges.

STRATEGY #1

Initiate a program to fund acquisition and management of environmentally sensitive lands.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

❖ Currently, the County is assessing slightly less than a 1/4 mil property tax for purposes indicated in this strategy. The actual rate to be determined on an annual basis.

❖ The cities and County have agreed to place on the March 2004 ballot a half cent sales tax for a 10 year period, in part to fund purchase and protection of environmentally sensitive lands.

❖ 50% of the revenue generated in the unincorporated county must be used for the protection of environmentally sensitive lands.

❖ If the sales tax passes, the property tax assessment for environmentally sensitive lands will be repealed.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖	❖			

ACTION

❖ (CO / MUN) Provide information to the public regarding the sales tax referendum.

STRATEGY #2

Rewrite the comprehensive plans to reflect the goal.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

❖ Policies in the County comprehensive plan appear to adequately address the elements listed in the goal; however, some amendments may need needed to better support the vision.

❖ Municipal comprehensive plan policies may not adequately address environmental protection since these areas are largely urbanized. Annexation may necessitate revision of these policies.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

❖ (CO / MUN) Assess deficiencies in comprehensive plans relative to this goal during upcoming Evaluation and Appraisal Report (EAR) cycle. Local governments are required to evaluate their plans and identify appropriate amendments to address major issues. The County's due date is September 2004 and the municipalities follow approximately one year later. Under the EAR process, outline needed amendments to the comprehensive plans to meet this goal.

STRATEGY #3**IMPLEMENTATION ENTITY**

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

Develop, pass and enforce strict ordinances on management of water, land, and natural resources including amendments to comprehensive reflect the goal.

COMMENT**IMPLEMENTATION TIMEFRAME**

CUR	SR	MR	LR	ON
		❖		

- ❖ The County's wetlands, wetland buffers, erosion, sedimentation regulations appear to adequately address the problem.
- ❖ Municipal codes may not adequately address environmental protection since these areas are largely urbanized. Annexation may necessitate revision of these regulations.
- ❖ Under the ACCORD, the County offers assistance to municipalities in the areas of development review and legal defense for enforcement of environmental policies.

ACTION

- ❖ (CO / MUN) Review ordinances that pertain to this strategy and make revisions as necessary to accomplish the goal.
- ❖ (CO / MUN) Assess deficiencies in comprehensive plans relative to this goal during upcoming Evaluation and Appraisal Report (EAR) cycle.
- ❖ (CO / MUN) Provide technical assistance and legal support to municipalities relative to enforcement of environmental policies, as requested.
- ❖ (CO / MUN) Review enforcement strategies to ensure compliance.

STRATEGY #4**IMPLEMENTATION ENTITY**

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

Enforce existing environmental codes.

COMMENT**IMPLEMENTATION TIMEFRAME**

CUR	SR	MR	LR	ON
	❖			

- ❖ It is not clear if this strategy is associated with a deficiency perceived by the public or with an interest that codes continue to be enforced.

ACTION

- ❖ (CO / MUN) Review enforcement strategies to ensure compliance.
- ❖ (CO / MUN) Develop performance indicators for environmental conditions in the county that will reveal effectiveness of environmental regulations and achievement of the goal over time.
- ❖ (CO / MUN) Provide technical assistance and legal support to municipalities relative to enforcement of environmental policies, as requested.

STRATEGY #5

Establish a growth plan east of I-75 to address low-density, preserve farming and ranching, and preservation of open space.

COMMENT

- ❖ Growth is encroaching rural land in east county where the community has expressed a need for preservation of its cherished rural character.

ACTION

- ❖ (CO / MUN) Develop a master plan for the area east of I-75 that addresses new towns, agriculture, protection of Lake Manatee, recreation, mining, and lot splits.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖	❖	❖	

STRATEGY #6

Develop assessment procedure to rank wetland quality to protect significant wetlands and allow improvement of degraded systems.

COMMENT

- ❖ The County Comprehensive Plan contains policies that protect all wetlands, regardless of quality. The approach is to basically to avoid, minimize disturbance, then restore and create.
- ❖ Environmental protection policies in municipal comprehensive plans are not as specific and complex as in the County's plan, largely due to the urban character of land in these jurisdictions. Bradenton; however, has annexed land in last few years with environmentally sensitive areas and Palmetto has the potential to do the same.

ACTION

- ❖ (CO) Continue to implement County wetland policies and codes.
- ❖ (MUN) Review ordinances that pertain to this strategy and make revisions as necessary to accomplish the strategy.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

STRATEGY #7

Pass a local option sales tax funding for construction of stormwater management systems in existing urban areas to improve water quality.

COMMENT

- ❖ The County has not passed a specific funding source but does fund via general revenue. The City of Bradenton passed a fee for stormwater improvements.
- ❖ Local option sales tax that included stormwater management was explored four years ago (during drought) but referendum failed.
- ❖ The cities of Bradenton and Palmetto have adopted stormwater management fee related ordinances.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Establish a task force to explore the potential of and needs associated with establishing a dedicated funding source for stormwater management in urban areas.

STRATEGY #8

Ban phosphate mining.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖			❖			

COMMENT

- ❖ Implementation of this strategy would likely be too costly (in financial terms) for the community due to taking claims.
- ❖ The County is currently updating the Mining Ordinance.
- ❖ A moratorium has been instituted during the ordinance amendment process.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (CO / PVT) Continue to remain abreast of technologies that minimize the environmental impacts associated with mining. Based on future findings, adopt appropriate mining policies and regulations.

STRATEGY #9

Support more environmental education opportunities for children and adults using existing resources.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖					❖	

COMMENT

- ❖ The School Board would be the logical lead for this strategy but would require coordination/cooperation with the County which holds the majority of environmental lands.
- ❖ A youth development program exists.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (SB / CO) Coordinate resources to support achievement of this goal.

GOVERNMENT AND LEADERSHIP

GOAL: A community with an interactive, responsive, and communicative government that encourages public participation; enhances problem solving through public-private partnerships and government accountability; places priority in cooperation with other units of government; maintains and enhances infrastructure; and provides diversified revenue generation.

STRATEGY #1

Encourage governmental units and private entities to hold forums with citizens, brainstorm ideas, and form partnerships to achieve the goal.

COMMENT

❖ None.

ACTION

❖ Establish task forces, as specified in this report or as needed, to identify 1) course of action; 2) participating entities; and 3) funding strategies for the purpose of achieving specific goals articulated in Imagine Manatee.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖	❖		❖	❖

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

STRATEGY #2

Review and recommend proposed changes to the land use and comprehensive plans by a joint planning committee that will interactively approve appropriate changes.

COMMENT

- ❖ A Joint Planning Committee was established under the ACCORD that has a similar function to that described in the strategy.
- ❖ Land use changes can only be approved by the local governing body of a jurisdiction. This committee's would have an advisory role in the land use decision process.

ACTION

❖ (CO / MUN) Recognize the Joint Planning Committee established by the ACCORD as a committee that can interactively coordinate.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

STRATEGY #3

Establish a citizen advisory group in each County district to work with the respective Commissioner to monitor, track, and generate issues to come before the County Commission.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖				❖		

COMMENT

- ❖ Advisory groups as described in the strategy currently exist in each commission district.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

ACTION

- ❖ (CO) Publicize the membership of, meeting times for these citizen advisory groups on the County web-site and/or other information vehicles.

STRATEGY #4

IMPLEMENTATION ENTITY

Establish a committee of citizens representing the community to meet with Commissioners and to state problems/needs quarterly at convenient times and places.

CO	MUN	MPO	PVT	CTZ	SB	LE
❖				❖		

COMMENT

- ❖ Strategy appears to be similar to Strategy #3.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				

ACTION

See Strategy #3.

GROWTH MANAGEMENT

GOAL: A community that controls, balances, limits, and plans for growth and redevelopment; prevents urban sprawl; protects open and natural spaces; protects waterfronts; preserves agricultural assets; and manages density.

STRATEGY #1

Revise zoning codes to achieve the goal in an open forum.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖	❖	❖		

COMMENT

- ❖ It is assumed that this strategy relates to public involvement process used in the code revision process.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (CO / MUN) Explore greater use of government web pages and the internet to provide information to the public and an additional method for public input.
- ❖ (CO / MUN / MPO / PVT / CTZ) Evaluate public involvement procedures to determine whether revisions are needed for adequate public outreach and involvement.

STRATEGY #2

Develop a funding source for land preservation.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

- ❖ The County is assessing slightly less than 1/4 mil property tax for purposes indicated in this strategy. The actual rate to be determined on an annual basis.
- ❖ The cities and County have agreed to place on the March 2004 ballot a half cent sales tax for a 10 year period, in part to fund purchase and protection of environmentally sensitive lands.
- ❖ 50% of the revenue generated in the unincorporated county must be used for the protection of environmentally sensitive lands.
- ❖ If the sales tax passes, the property tax assessment for environmentally sensitive lands will be repealed.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

ACTION

- ❖ (CO) Provide information to the public regarding the sales tax referendum.

STRATEGY #3**IMPLEMENTATION ENTITY**

Implement stiff penalties and enforcement of codes.

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

COMMENT

❖ Presently, local governments in Manatee enforce their respective codes with their code enforcement staffs and appropriate inspections

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖	❖			

ACTION

❖ (CO / MUN / LE) Establish a coordinating group to explore methods to increase code compliance.

STRATEGY #4**IMPLEMENTATION ENTITY**

Investigate ecological limits of growth.

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

COMMENT

❖ The "carrying capacity" of land is what is being referred to in the strategy in the interest of a sustainable future.

❖ The Tampa Bay Estuary Program has established pollution load reduction goals for the bay. This program may provide an example of an appropriate approach for this strategy.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖	❖	❖	

ACTION

❖ (CO / PVT) Partner with a technical experts in higher education and the private sector to carry-out this exercise.

❖ (CO / MUN) Develop comprehensive plan policies that address findings of study and amend comprehensive plans as appropriate.

STRATEGY #5**IMPLEMENTATION ENTITY**

Provide a mechanism to purchase development rights to protect agricultural and natural areas.

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

❖ The County exercises the purchase of development rights within the negotiation process during property purchases.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				❖

ACTION

❖ (CO) Continue to exercise the purchase of development rights within the methods used to protect agricultural

NEIGHBORHOOD CHARACTER

GOAL: A community of distinct and safe neighborhoods, village areas, parks, and redeveloped city cores that reflects the diversity of its residents; beautifies public spaces; cleans up abandoned spaces and obsolete strip malls; preserves historical sites and restores older buildings and neighborhoods; and provides adequate sidewalks and lighting.

STRATEGY #1

Uniform code enforcement.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

COMMENT

❖ Presently, local governments in Manatee enforce their respective codes with their code enforcement staffs and appropriate inspection staffs.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

❖ (CO / MUN / LE) Establish a coordinating group to explore methods to increase code compliance.

STRATEGY #2

Add neighborhood planning boards.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

❖ This is a new concept in the county whose time may be arriving due to population reaching a critical mass.
 ❖ Instituting planning boards would be a logical step considering the maturation of the planning process in Manatee.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

❖ (CO / MUN) Explore the benefits of establishing neighborhood planning boards across the county to address the specific needs of characteristically different neighborhoods.

STRATEGY #3

Offer neighborhood incentives for builder/owner.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

COMMENT

❖ In general, the comprehensive plans and LDCs are not constructed as incentive based documents.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

❖ (CO / MUN) Explore this approach as a means of more quickly accomplishing Vision goals and strategies.
 ❖ (CO / MUN / PVT) Include the public and private interests in development of new regulations in this regard.

STRATEGY #4**IMPLEMENTATION ENTITY**

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖		

Promote and advertise neighborhoods to enhance civic pride.

COMMENT**IMPLEMENTATION TIMEFRAME**

CUR	SR	MR	LR	ON
	❖			

- ❖ The County Neighborhood Enhancement Grant Program assists neighborhoods in promoting their identity and developing pride.
- ❖ The Neighborhood Enhancement Grant Program sponsors a bus tour each year to highlight various enhancement projects.

ACTION

- ❖ (CO / MUN) Explore other means of promoting and advertising neighborhoods countywide.
- ❖ (CO / MUN / PVT) Encourage neighborhoods to organize neighborhood associations. Support these organizations with a dedicated local government staff member.

STRATEGY #5**IMPLEMENTATION ENTITY**

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

Establish a public referendum on the goal.

COMMENT**IMPLEMENTATION TIMEFRAME**

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Explore the reasons and needs for a referendum.

PARKS AND TRAILS

GOAL: A community that preserves and plans for more neighborhood, regional and state parks throughout the County with diverse uses for all ages and abilities such as dog parks, skate parks, gardens, fitness parks, historical and educational parks, etc.; connects a county-wide walking, biking and nature trail system, including sidewalks, with adjacent counties and statewide trail systems; improves the maintenance, safety, and public access of boat ramps, vistas, and blueways to our beaches and other waterways while considering the preservation of environmentally sensitive areas and natural eco-systems.

STRATEGY #1

Develop a parks and trails master plan.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ The County has an adopted Trails Master Plan.
- ❖ A Parks Master Plan has not been done.
- ❖ The County Comprehensive Plan contains a policy to conduct a parks needs assessment. To date, this has not been accomplished.
- ❖ There is an existing Citizen Trail Committee that is open to all citizen who wish to participate.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Prepare a Parks Master Plan in order to provide a full inventory for use in park level of service assessment and provision of parks based on the needs and desires of the community.

STRATEGY #2

Identify funding sources.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ The County recently increased impact fees, including park impact fees.
- ❖ The County has recently become a HUD Community Development Block Grant entitlement community. In the first two years of the program approximately 1.3 million is targeted for park development in low income neighborhoods.
- ❖ Park impact fees generated \$400,000 in FY 2002.
- ❖ The proposed 1/2 cent sales tax referendum includes use of these funds for the development of active and passive parks, as well as sidewalks and trails.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (CO / MUN) Seek cooperative funding opportunities between multiple jurisdictions.
- ❖ (CO / MUN) Proactively seek funding opportunities to fund development of parks and trails.
- ❖ (CO / MUN) Provide information to the public regarding the proposed referendum.

EXAMPLE

- ❖ Hillsborough County recently expanded the use of park impact fees to fund multi-purpose recreational trails in lieu of parks.

STRATEGY #3

Seek and maintain the cooperation of landowners with the awareness of the special needs of agriculture.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

- ❖ These activities are prescribed in the Trails Master Plan.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖		❖	

ACTION

- ❖ (CO / MUN) As the trail system is planned and developed, the local governments should work closely with adjacent property owners to identify and resolve issues.
- ❖ (CO / MUN) Develop appropriate provisions in the LDCs to maximize cooperation between the trail system and adjacent land owners.

STRATEGY #4

Maximize use of public land.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ Policies in the comprehensive plans promote public access on these lands consistent with environmental protection goals.
- ❖ Recent land purchases in the watershed are candidate lands for allowing public access.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (CO / MUN) Maintain policies in comprehensive plans relative to access on public lands.
- ❖ (CO) As plans are developed for management of watershed lands, evaluate opportunities to use these lands for passive recreation and trail system development.

STRATEGY #5

Provide for public access to all publicly owned lands and facilities.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖				❖	

COMMENT

- ❖ Appropriate design should overcome many compatibility concerns generated by a variety of uses /users.
- ❖ School construction provides new opportunities for the joint development of school and park sites.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (SB / CO / MUN) Coordinate and explore opportunities for joint use of School Board and other public properties for non-traditional uses/users.
- ❖ (CO) Coordinate with large public land owners such as the Southwest Florida Water Management District and Florida Department of Environmental Protection to maximize appropriate trail opportunities.

PLANNING AND ZONING

GOAL: A community that encourages infill and mixed development while maintaining the appearance of the community; requires infrastructure concurrent with impacts of growth; provides for pleasant community appearance through strict code enforcement; and balances development efforts with preservation of open space and agricultural areas.

STRATEGY #1

Develop a plan that would enlist public input to define how the goal would affect their areas.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖		

COMMENT

- ❖ The county is made up of diverse neighborhoods (e.g., urban, suburban, rural) with different needs.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Explore the benefits of establishing Planning Advisory Districts across the county to address the specific planning and zoning needs of characteristically different areas of the county.
- ❖ (CO / MUN) Local governments in Manatee are, or soon will be, preparing EARs so there is an opportunity to take full advantage of improved methods of soliciting public input.

STRATEGY #2

Amend comprehensive plans and zoning codes to provide incentives for mixed use development.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ The County comprehensive plan has been amended to remove impediments to mixed use development in certain situations.
- ❖ Traditional neighborhood development (TND) is allowable under the planned development districts; however, an alternative development code may be more conducive to TND and mixed use development.
- ❖ In many Future Land Use Categories within the County Comprehensive Plan the mixing of uses is allowed, but are not encouraged as a preference.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Develop an incentive system for mixed use development that meets certain criteria. For example, the opportunity to gain additional density and/or intensity may be a reward for a desirable mixed use project on certain corridors consistent with specific goals, such as supporting mass transit.

STRATEGY #3

Provide a permanent funding source for purchase of open space.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

- ❖ The County is assessing slightly less than a 1/4 mil property tax for purposes indicated in this strategy. The actual rate to be determined on an annual basis.
- ❖ The cities and County have agreed to place on the March 2004 ballot a half cent sales tax for a 10 year period, in part to fund purchase and protection of environmentally sensitive lands.
- ❖ 50% of the revenue generated in the unincorporated county must be used for the protection of environmentally sensitive lands.
- ❖ If the sales tax passes, the property tax assessment for environmentally sensitive lands will be repealed.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖	❖			❖

ACTION

- ❖ (CO / MUN) Provide information to the public regarding the sales tax referendum.

STRATEGY #4

Embrace technology to relocate to the County.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖			

COMMENT

- ❖ Technology as used in the strategy is assumed to refer to high technology employers and the Economic Development Council encourages high tech companies to relocate to the County.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖	❖			❖

ACTION

- ❖ (CO / MUN) Attract high technology employers to the county by having a supply of suitably planned/zoned land for office/industrial development.
- ❖ (CO / MUN / PVT) Explore the infrastructure needs of "smart parks." The term smart park refers to employment areas that have high capacity technology infrastructure.

STRATEGY #5

Implement recommendations of the County's Blue Ribbon Transportation Report.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

COMMENT

- ❖ The County's Blue Ribbon Transportation Report addresses automobile and transit modes of transportation. Many of the recommendations from the MPO's Public Transportation System Analysis are consistent with the Blue Ribbon Report and the goals and strategies identified within Imagine Manatee.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖		❖		

ACTION

- ❖ (CO / MUN / MPO) Implement recommendations from the Blue Ribbon Transportation Committee Report through amendment of comprehensive and long range transportation plans, local land development codes, capital improvement plans, and programs, as appropriate.

PRESERVATION OF NATURAL AREAS

GOAL: A community that preserves, protects, and restores its natural areas – including waterways, beaches and coastal areas, wetlands and sensitive lands, wildlife and wildlife habitats, trees and big trees in particular, and drinking water; acquires land for preservation, agricultural protection and community access; and provides open spaces and greenways in developed areas and biodiversified green space.

STRATEGY #1

Establish an Environmental Preservation Department.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖						

COMMENT

❖ The County has an Ecosystems Manager within the Office of the County Administrator who oversees the environmentally sensitive lands at Duette Park, Emerson Point Park, Rye Wilderness Park and the recently purchased Robinson Preserve.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

❖ (CO) Continue to review the resource needs and status as responsibilities change.

STRATEGY #2

Amend comprehensive plans to reflect the goal and include the map of identified natural areas needing preservation and provide a way to transfer development rights (TDR) from these lands to already disturbed lands.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

❖ An initial map of environmentally sensitive lands has been developed.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

❖ (CO) In conjunction with the EAR-based comprehensive plan amendments, update existing maps based on new data derived from the Environmental Lands Acquisition and Management Program.

❖ (CO) Promote the use of TDR programs to protect environmentally sensitive areas.

STRATEGY #3

Develop a mandatory environmental education program in County schools.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖				❖	❖	

COMMENT

❖ A mandatory environmental education program does not currently exist in Manatee schools.

❖ An environmental education classroom has been proposed to be jointly developed at Emerson Point Park.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (SB / CO / PVT) Establish a broad based working group to discuss the potential and needs of implementing a mandatory environmental education program in County schools.
- ❖ (SB / CO) Consider use of county environmental lands holdings as outdoor classrooms for the purposes of this strategy. Establish the Emerson Point environmental classroom.

STRATEGY #4

Establish a dedicated source of public funds; allow private sector partnerships for acquisition and management of natural areas, open spaces, and greenways; and pass an environmentally sensitive land acquisition tax.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖		❖	❖		

COMMENT

- ❖ The County is assessing slightly less than a 1/4 mil property tax for purposes indicated in this strategy. The actual rate to be determined on an annual basis.
- ❖ The cities and County have agreed to place on the march 2004 ballot a half cent sales tax for a 10 year period, in part to fund purchase and protection of environmentally sensitive lands.
- ❖ 50% of the revenue generated in the unincorporated county must be used for the protection of environmentally sensitive lands.
- ❖ If the sales tax passes, the property tax assessment for environmentally sensitive lands will be repealed.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖	❖			

ACTION

- ❖ (CO / MUN) Provide information to the public regarding the sales tax referendum.
- ❖ (CO / MUN / PVT) Develop opportunities for private sector funding, development, and operation/management partnerships on natural lands.

STRATEGY #5

Create a group with authority to study needs and implement the goal.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

- ❖ The existing Environmental Lands Management and Acquisition Committee (ELMAC) is a formal advisory committee to the BCC with these duties.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Recognize the ELMAC or appoint different working group consistent with this goal and strategy.
- ❖ (CO / MUN) Ensure input by the ELMAC on this goal.

STRATEGY #6

Through a citizens committee, review existing ordinances and regulations to determine if they meet the established goal and recommend revisions to bring ordinances and regulations into line.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖			❖		

COMMENT

- ❖ The County and municipalities have convened from time to time planning/citizen advisory committees to review major LDC revisions.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Review the established public involvement program used in the code revision process to determine if it is effective at public outreach and soliciting public input on this goal.
- ❖ (CO / MUN) Implement recommended actions if any identified in the review from previous action.

STRATEGY #7

Enforce goals and laws to preserve and protect the environment and all natural resources through more patrols.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

COMMENT

- ❖ Its not clear at this time if this strategy is related to something specific or is general in nature.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
			❖	

ACTION

- ❖ (CO / MUN) Assess the level of noncompliance with environmental protection laws, needs and costs associated with expanding existing programs, and implement the recommended course of action to achieve the

STRATEGY #8

Change zoning codes to include the preservation of old-growth trees, native vegetation, and the use of native plants in landscaping.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					

COMMENT

- ❖ The local Land Development Codes have some regulations which address parts of this strategy.

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN) Evaluate and amend the Land Development Codes as appropriate consistent with the strategy.

PUBLIC TRANSPORTATION

GOAL: A community with a convenient, safe, and reliable public transportation system for all that operates round-the-clock throughout the County on a predictable, frequent schedule; and has a variety of travel methods including light and high speed rail, buses, carpool lanes, bike lanes, park and ride options, which are interconnected with adjoining counties.

STRATEGY #1

Initiate funding partnerships to accomplish goal.

COMMENT

- ❖ The MPO has a Citizen Advisory Committee, Technical Advisory Committee and a Transit Advisory Committee.
- ❖ The BCC has a Bike and Pedestrian Advisory Board.

ACTION

- ❖ (CO / MUN / MPO / PVT) Continue to educate the community on transportation needs and possible solutions.
- ❖ (MPO / CO / PVT) Seek out additional funding.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖	❖			

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

STRATEGY #2

County Commissioners appoint an independent public transportation commission to implement a better public transportation system.

COMMENT

- ❖ The Blue Ribbon Transportation Committee has made multiple recommendations consistent with this goal.
- ❖ The MPO conducted a Public Transportation System Analysis which recommended a similar strategy to better integrate the Manatee and Sarasota transit systems. County administrative staff are reviewing various incremental steps to increase the integration of the two systems. Primary focus at this point is the establishment of Bus Rapid Transit along the U.S. 41 corridor.
- ❖ Currently, the interconnection between the two county systems is limited to a common airport pickup point.

ACTION

- ❖ (CO / MUN / MPO) Continue efforts to implement this strategy and the recommendations within the Public Transportation System Analysis.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

STRATEGY #3

Establish a public awareness campaign for the transportation programs and its system.

COMMENT

- ❖ There is an existing promotional campaign for MCAT.

ACTION

- ❖ (CO / MUN / MPO) Educate the community on the benefits of transit and the need to support transit projects.
- ❖ (MPO) Review the existing promotional campaign and explore methods of increasing public awareness for the MCAT system. Implement those methods anticipated to be most effective at increasing transit ridership.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖				

STRATEGY #4

Conduct a survey to determine development of park-and-ride facilities in the County.

COMMENT

- ❖ The MPO has conducted a study to determine appropriate locations of park and ride facilities.

ACTION

- ❖ (MPO) Implement the development of park-n-ride facilities as demands require.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
❖		❖		

STRATEGY #5

Develop a time schedule to implement steps to obtain the goal.

COMMENT

- ❖ MCAT system updates the Transit Development Plan (TDP) every three years according to federal standards.
- ❖ The County and municipalities adopt Capital Improvements Plans (CIP) as part of their comprehensive plans. The CIP is a schedule for capital improvements projects identified in the comprehensive plans.

ACTION

- ❖ (MPO) Identify transit projects in the LRTP Needs Plan. As funding is secured, advance projects to the LRTP Cost Affordable Plan.
- ❖ (CO / MUN) When appropriate, add goal related projects to the Capital Improvements Plan.

IMPLEMENTATION ENTITY

CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		❖

SOCIAL ISSUES

GOAL: A clean, affordable community that supports a wide range of recreational and educational activities for children, teens, adults, and seniors; respects diversity and develops pride; and provides comprehensive services addressing issues such as substance abuse, homelessness, employment opportunities, and healthcare for everyone in the County.

STRATEGY #1

Establish programs that set goals for implementing comprehensive services and inform the community concerning their progress.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖			❖	❖		❖

COMMENT

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
		❖		

- ❖ There are a multitude of programs in effect throughout the county by various service groups that receive some level of support by the County.
- ❖ 55% of children entering the public school system are eligible for free or reduced lunch. This is a poverty
- ❖ Senior-related issues (e.g., healthcare reform, housing, poverty, seniors in the workforce) are reaching critical levels in Manatee.
- ❖ Age for senior programs: 60 years
- ❖ Primary Issue for Migrant Workers: Housing
- ❖ Need for indigent/homeless services is influenced by economic cycles and migration. The profile of the average homeless person has changed over the years. Now, women and children make up the majority of this group making housing the greatest issue than in previous years.

ACTION

- ❖ (CO) The general public may be largely unaware of the array of programs available in the County. The challenge under this strategy is to better promote these services, perhaps through website information and annual reporting in the media.
- ❖ (CO / PVT / CTZ) With community support, bring information into neighborhoods that would not readily receive information on available services via health fairs/mobiles.
- ❖ (PVT / CTZ) Encourage public agencies to provide programs to needy residents through community schools and churches.

STRATEGY #2

Establish a comprehensive web-based information and referral system for first call help.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖		❖	❖		❖

COMMENT

IMPLEMENTATION TIMEFRAME

CUR	SR	MR	LR	ON
	❖			

- ❖ Dissemination of comprehensive services information via the internet would assist in achieving Strategy #1 (above).
- ❖ A county 211 number is currently being established for the purposes of first call help.

ACTION

- ❖ (CO) Evaluate and make improvements to the Community Services Department website relative to information content, accessibility by diverse users, ability to link clients to appropriate services, etc.
- ❖ (MUN / LE) Establish links to County Community Services website on other websites.
- ❖ (CO) Develop alternative methods for delivery of community services information to members of the community who cannot access the internet.

STRATEGY #3

Build a welcome center for immigrants funded by the growers.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖		❖	❖		❖	

COMMENT**IMPLEMENTATION TIMEFRAME**

CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (CO / MUN / CBO / PVT / SB) Assemble a Task Force with all applicable entities to plan, fund, and implement the welcome center concept. A welcome center could provide an array of services to immigrants including service directories; networks to link immigrants and housing; orientation and outreach requirements for other service providers; and interpretation services. In lieu of or in addition to a set physical location, a "welcome wagon" could go directly to work sites or homes to provide these and other services. The needs of the elderly immigrants should also be considered.

STRATEGY #4

Create a social services action task force under auspices of the County Commission to provide dedicated direction for the creation and implementation of services to meet identified needs.

IMPLEMENTATION ENTITY

CO	MUN	CBO	PVT	CTZ	SB	LE
❖	❖	❖	❖	❖	❖	❖

COMMENT**IMPLEMENTATION TIMEFRAME**

CUR	SR	MR	LR	ON
	❖			

- ❖ The Children's Service Advisory Board oversees the Children's Services Fund which has \$5.8 million this year to fund 83 programs oriented to at-risk children in the County.
- ❖ Opportunities exist to improve and leverage actions between various social service agencies.

ACTION

- ❖ (CO / PVT / SB) Create a Social Services Coordinating Council which would provide for the coordination of various organizations / agencies addressing social service needs.

Imagine MANATEE



A VISION FOR MANATEE COUNTY

1112 Manatee Avenue West - 4th Floor
Bradenton, Florida 34205

Phone: (941) 749-3070 - Fax: (941) 708-6154

Imagine Manatee Web Site: www.imaginemanatee.org