

Imagine

MANATEE



A VISION FOR MANATEE COUNTY

APPENDICES

MARCH 2004

IMAGINE YOUR FUTURE – IMAGINE MANATEE

PREPARED BY
ACP-VISIONING & PLANNING, LTD.

IN ASSOCIATION WITH
URS CORPORATION
NEIGHBORHOOD AMERICA



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Appendix A





A. Stakeholder Interviews and Perceived Challenges

As part of the first phase of Imagine Manatee, stakeholder interviews were conducted on October 16 and 23, 2002 with individuals who live and work in Manatee County and represent a broad range of interests. The stakeholder interests included social service provision, education, transportation, religious organizations, housing, developers, environmentalists, and healthcare, among others. Some of the stakeholders are longtime residents of Manatee County while others are relatively new immigrants. The interviews lasted from 45 minutes to one hour. A list of stakeholders interviewed is included in Exhibit A.

During the interviews, stakeholders were asked to identify and discuss the three critical issues or challenges they believe will need to be addressed by the vision for Manatee County. Their responses have been organized into categories, as listed on the following page. Summaries for each of the categories are included in this report.

Please note this report is based solely on the information and views provided by the stakeholders interviewed. The information is intuitive and has not been specifically verified. At the same time, the validity of the issues and challenges presented here is recognized by the larger Manatee community as evidenced by the fact that many of these issues are directly addressed in the Vision for Manatee County. Goals and strategies dealing with the perceived challenges discussed in this appendix were developed

during the visioning process (see Part III of the report) in activities distinct from the Stakeholder Interviews.

The legitimacy of these perceived challenges is further substantiated by the findings of the data and trends analysis conducted by the ACP Team (see Appendix B). A number of examples are provided below to illustrate the correlation between the information collected during the data and trends analysis and the intuition of the stakeholders and other participants of Imagine Manatee.

One perceived challenge facing Manatee County as identified by the stakeholders is rapid population growth. The Manatee County population is forecast to double between the year 2000 and 2050. Here intuition and information correspond.

Accommodating these new residents was another challenge raised during the interviews as stakeholders have watched development grow into the eastern portion of the County and traffic congestion increase. Once again the data support the assertions of the stakeholders. Approximately 83 percent of the population growth between 1990 and 2000 occurred in the unincorporated areas of the County, predominantly in the east. If current urbanization trends continue, approximately 128,000 acres in the County will be urbanized by the year 2050, more than double the urbanized area in 2000 (see growth forecasts in Appendix C Stakeholder Workshop Summary). In addition, it is estimated it will take 23.5 percent more time to get to a destination in year 2025 compared to 1995.

Other connections between stakeholders' perceptions and the data can be gleaned by reviewing the challenges summarized below and in Part II, County Data and Trends.

Inventory of Critical Issues

Development Issues

- Rapid Population Growth
- Long-term versus Recent Residents
- Development in the East
- Land and Natural Resource Management
- Mix of Affordable Housing Choices
- Transportation and Mobility
- Regulating Development

Economic Issues

- Economic Development
- Tourism
- Taxation and Funding

Service Provision Issues

- Education
- Health Care
- Orderliness and Safety
- Cooperation

Public and Social Service Issues

- Homelessness
- Migrant Communities
- Diversity

Summary of Development Issues

Perceived Challenges of Rapid Population Growth

Nearly all of the critical issues and perceived challenges identified by the stakeholders relate to the rapid population growth of Manatee County. The County has changed from seasonal to a year-round community. This development is perceived as having positive and negative impacts. An example of a negative effect cited by the stakeholders is that infrastructure development is not keeping up with growth leading to a decreasing quality of life.

Although the perception exists that the general population is not aware of the amount of growth taking place, the stakeholders seemed acutely aware of the changes in the County and the resultant effects. In fact, one stakeholder praised Imagine Manatee for the “opportunity to make better decisions so we don’t become Hillsborough.”

Perceived Challenges of Long-term versus Newly Relocated Residents

It is difficult to discuss rapid population growth without addressing the relationship between long-term and newly relocated residents. The interviews provided a venue for comparing their experiences. The long-term residents were able to provide insight into how Manatee County has changed over time, while the more recent residents compared life in Manatee with living and working in other parts of the country.

Many of stakeholders enjoy the diversity created by the mix of long-term and newly relocated residents. People from outside the County are perceived as bringing lots of flavor to the town. In addition, many of them are from more established parts of the country that already have been dealing with many of the same issues that confront Manatee County today. Their perspectives can preclude the need “to reinvent the wheel.” But there is the perception that this diversity of perspectives can also create friction.

Among the stakeholders, there is overwhelming pride in Manatee County. Most like living and working in Manatee County and have no immediate plans of relocating, Manatee is where they want to stay, which is different from the seasonal residents that historically lived in Manatee County for a few months out of the year.

Perceived Challenges of Development in the East

To accommodate the increasing population residential development has been taking place, predominantly towards the east. Northwest Bradenton used to be the most desired residential location and the eastern boundary of

“In-migration is happening [because] we’re where they want to be.”

– Stakeholder

“People chose to live here so they want to contribute to its success.”

– Stakeholder

“Are we going to have two communities or a unified community with opportunities for all?”

– Stakeholder



An example of sprawling residential development

development used to be I-75, but development is now expanding beyond. This eastward expansion and the type of development taking place is creating a number of concerns.

There is the perception among stakeholders that the eastern developments do not feel part of Manatee County. The majority of the new residents in these areas are from metropolitan areas in the south and northeast. To some stakeholders, a number of these new developments are perceived as projecting an exclusive, gated, country club feel.

These new residential developments connect to the issue of housing choice, because few of the developments include affordable housing. These communities desire retail and services, but most workers cannot afford to live in these communities and public transportation options are limited in the County.

New developments create a number of impacts, and there is the perception that they may not be footing the bill to pay for these impacts. For example, school construction is covered, but the increasing costs of refuse collection (i.e. longer distances traveled, etc.) are not.

There is also the perception that the size of a number of subdivisions in the unincorporated areas of the County makes them seem, for all intents and purposes, like small towns.



Residential development in a forested area

Perceived Challenges of Land and Natural Resource Management

There is a perceived need for “logical development” in the utilization of land for development, natural resources, and parks and recreation areas. For example, there should be a match of resources (such as water) with development.

There is a felt need for more greenways and green corridors for wildlife as well as recreational purposes. These greenways not only support the health of the ecosystem, but also support ecotourism. The Conservation Lands Division has only been in operation for one year; more funding is needed to support their efforts.

“[Good] maintenance is contagious.”

– Stakeholder

Perceived Challenges of Affordable Housing Choices

There is a perceived need for more affordable housing choices. These choices should be available throughout Manatee County. There is a market for quality rental housing, multi-family housing as well as for homeownership. Unfortunately, there seems to be an anti-condo/townhouse/rental sentiment in the County because of a perception of bad maintenance. Property tends to be better maintained if it is in a mixed income community.

There is a perceived need to refine the definition of affordable. Many can afford a home, but cannot afford the incidental expenses and maintenance. The current official figure for an affordable home is \$103,000 in Manatee County, but the median income does not support that figure.

From the developer perspective, home prices are increasing because the development process is difficult and expensive. In addition, increasing impact fees lead to increasing housing costs.

The need for affordable housing choices also relates to sprawling eastward developments. The majority of these new developments do not include affordable units, but these communities want shops and other services nearby. The workforce for these establishments cannot afford to live in the communities in which they would work.

Perceived Challenges of Transportation and Mobility

In general, Manatee County is highly automobile dependent; transportation alternatives are limited. There are four main issues that need to be addressed with regards to transportation: linking land use and transportation, public transportation, promoting a pedestrian- and bicycle-friendly environment, and roads.

Perceived Challenges of Linking Land Use and Transportation

Development is spreading east, but the perception is that it is difficult to get around. Manatee is going to need improved east/west connections if growth continues in that direction.

In addition, because employment opportunities, particularly lower-wage jobs, are separated from affordable residential areas, there is a perceived need to make land use decisions that support mass transit.

Accessibility to the beach and recreational areas was also cited as a concern.

Perceived Challenges of Public Transportation

There is a perceived need for a real alternative to the automobile in order to limit congestion and to serve the diverse population of Manatee County, particularly those who cannot drive safely or cannot afford a car. A viable seamless network should be created. It is perceived as too difficult to get around the County and there is minimal public transportation connectivity between Sarasota and Bradenton.

Some of the public transit options mentioned include high speed rail, more trolleys on the barrier island, electric buses similar to those in Chattanooga, and the proposed hovercraft to Key West.

Perceived Challenges of Pedestrian- and Bicycle-Friendly Environment

An awareness of the needs of pedestrians and cyclists as well as automobiles is believed to need promotion. Stakeholders suggest pedestrian and bicycle activity be encouraged by improving connectivity, calming traffic, being elderly-friendly, providing more lighting, landscaping to create shade, and creating greenways. Pinellas Trail was cited a successful example.



Traffic at US41 and Cortez Road

Perceived Challenges of Roads

Roads are perceived as a determining factor in the location and direction of development. The public and private sectors need to address how roads are paid for, developed, and used (e.g. development stipulations of County Commission).

In general, traffic is perceived as increasing and Manatee is thought to be outgrowing its infrastructure as fast as it can build it. According to stakeholders, as little as five years ago there was no rush hour and no development along S.R. 70 – now it is all built up. U.S. Route 19 is considered problematic. There is an expressed need for more roads, not wider roads. There was also discussion of promoting roundabouts.

Perceived Challenges of Regulating Development

Regulation is perceived as a means for managing growth in the County. One stakeholder compared regulation to a pendulum. Too little regulation leads to unmanaged growth while over-regulation can create a standstill in development (e.g. Collier County) – either way creates chaos. Manatee County needs to find a balance.

Currently, there are also perceived discrepancies between County and city/municipal codes, which complicate regulation of development and code enforcement.

Summary of Critical Economic Issues

Perceived Challenges of Economic Development

The consensus among stakeholders is that the general economic climate of Manatee County is good. The changes in recent years, such as a shift from a seasonal to year-round economy, have brought new and different types of businesses. Despite the overall positive economic outlook, there are some concerns.

Certain areas of the County, such as Palmetto, are perceived as not thriving. Yet, despite its poor reputation, the situation in Palmetto is thought to be improving; there is an increasing tax base, new construction, etc. There will need to be a change in how the area is perceived before any major improvements can take place.

Manatee County used to be a middle-class community; now there appears to be an executive core and workers. There is a perceived widening of the distance between the haves and have-nots (minorities, unskilled labor) resulting in a class struggle that did not exist before. Extremes of wealth and poverty can now be seen in Manatee. Dynamics contributing to the situation include in-migration, minimum wage jobs with no benefits make it difficult to support a family, and the necessity of two incomes in most families to maintain the desired standard of living.

Currently, there is perceived limited economic and cultural activity in the downtowns. Some maintain the belief that it will be revitalized in the coming years. Others question whether Manatee could or should focus

efforts on culture and the arts since most people go to Tampa or Sarasota for cultural and sporting events or to suburban malls for restaurants, both of which drain economic activity from the downtowns and the County.

There is also a perceived difficulty in retaining young adults in the County regardless of race or class. Many leave the County because of limited opportunities for employment and socializing with peers but return later in life when they want to raise a family.

Perceived Challenges of Tourism

Tourism is a growing component of the County's economy and it is increasingly as the seasonal visitors numbers remain high. Ecotourism is becoming one of the largest travel industry segments and there is the perception that Manatee County could capitalize on this. There also is a perceived need to focus on attracting tourists and encouraging them to stay longer. More promotion is needed through the visitors' bureau and other methods. Hovercraft service from Bradenton to Key West on the Manatee River has been proposed, which may attract more people to the area.

Perceived Challenges of Taxation and Funding

Florida is a state with historically low taxes. Among some of the stakeholders, there is the belief that, as growth continues, incomes increase, and more services have to be provided for more people, taxes will need to increase. In general, the stakeholders believe that people do not really understand the economic implications of choices that are made in the County.

Other issues related to taxation and funding cited by the stakeholders are listed below.

- It is thought some people in the County don't want to improve their homes because they do not want their taxes to increase.
- As far as transportation is concerned, all modes compete for the same funding which makes it difficult to fund anything. Manatee County should explore utilizing the full option gas tax.
- As far as development is concerned, stakeholders suggest a balance needs to be found between developers' costs and government costs.

Summary of Critical Public and Social Service Provision Issues

Perceived Challenges of Education

Manatee County school district is the 12th largest district in the state of Florida with approximately 40,000 students. In 1960, there were under 5,000 students. In the next 20 years, it is estimated that approximately 18 new schools will be required. A lot of the growth is taking place in the eastern portion of the County – an area that is perceived to have an exclusive attitude that is not amenable to busing students from other parts of the County. The growth of the eastern portion through in-migration and the new

schools being built there are creating cross-migration within Manatee County, as existing County residents are moving east for newer schools that are perceived to be better. The school district is examining redistricting, which is going to be difficult.

In addition to traditional education, there is a perceived need for environmental education in the school system – to get kids out of the classroom and into the field.

Perceived Challenges of Healthcare

The current state of healthcare in the County is considered good. Manatee County has a “small town mentality,” so there is good interaction between doctors and patients and among doctors themselves. The two existing hospitals are perceived as pro-patient and good to their physicians. The physicians are used to providing care to elderly people, who account for a large portion of patients.

Over the next few years, cost and availability of healthcare may become growing concerns. The aging population generally has high healthcare demands. Now that the County has transitioned from a seasonal to year-round community more hospital beds are needed. There is a very good county healthcare system, but as the population continues to grow it may tax the system. There may be a need for more doctors.

When questioned on the status of healthcare for indigent patients, the stakeholder interviewed had little experience with which to make any observations but believed that the County had the capacity to deal with the population. Indigent patients tend to be from the eastern side of Bradenton. The fact that Palmetto has no hospital is a concern.

Perceived Challenges of Orderliness and Public Safety

Manatee County is perceived as a fairly safe community, although this may depend on where one lives. There is a felt need for more enforcement of “quality of life crimes” such as speeding, etc. Gang activity is also perceived as increasing in some areas of the County.

Perceived Challenges of Communication and Cooperation

Many stakeholders recognize the need for increased communication and cooperation among government, the private sector, not-for-profit organizations, and religious institutions. Duplication of services is perceived as prevalent in the County and unnecessarily wasteful. For example, garbage is collected on 17th Street by two different jurisdictions. There was discussion of the possibility of a charter county.

Summary of Critical Social Issues

Perceived Challenges of Migrant Communities

The perception among stakeholders is that migrant communities in the County are basically self-sufficient and “play by the rules” because they “do

not want any grief.” They play a key role as the work force for some of the major industries in Manatee County and also contribute to the economy by spending money in the County.

It appears that the migrant community is becoming more permanent and is perceived to be taking over a lot of the jobs that were traditionally held by African Americans in the County. The migrant community consists of both legal residents and undocumented workers.

In general, the migrant community is perceived as isolated. They may be perceived as “invisible” because they either do not actively seek government services or are simply ineligible for them. This maybe evidenced by the fact that the stakeholders interviewed did not discuss the issue of migrants in the County until directly questioned.

According to one stakeholder, the education system is a concern because school funding is based on enrollment; there is adequate funding for all students, legal and illegal residents alike. Other services may not be adequately funded because migrant communities, particularly undocumented individuals, are not factored into planning and budgeting for services.

Perceived Challenges of Diversity

The growth caused by in-migration into the County is perceived to be creating an increasingly ethnically and economically diverse population. Some observe an increasing Hispanic population and decreasing African American population. There is a perception that there are few economic and social opportunities for African Americans in Manatee.

Despite the increasing diversity, some stakeholders perceive a “somewhat provincial attitude bordering on bias” in the County. In addition, there is a perceived polarization in the political arena.

One suggestion to address the issue of bias is to encourage expanded social interaction through diverse, mixed income, mixed use housing. There is also the belief that there is a need to hire bilingual staff.

Perceived Challenges of Homelessness

Homelessness is a difficult issue to tackle because there are so many different homeless populations, but some stakeholders recognized it as an issue of concern.

Exhibit A

Stakeholders Interviewed

October 16, 2002

Mary Ruiz, Manatee Glens
Cheri Coryea, Manatee County Community Services
Arlene Sweeting, Environmental Advocate
Ernie Padgett, Manatee County Government
Mike Burton, Environmental Affairs Consultant
John MacDonald, Advocate
Esperanza Gamboa, Manatee Technical Institute
Jim Delgado, Kallins & Little
William Gibson, NAACP
Clint Chapman, Little League
Sue Taylor, Children's Therapy Associates
Bob Spencer, West Coast Tomato
Ellen Campbell, Meals on Wheels
Mark Barneby, Manatee Players
Rita Bullock, Performing Arts Center Advocate
Pat Richmond, Art League of Manatee County
Pat Neal, Neal Communities
Wayne Ruben, Benderson Development
Steve Lezman, Tropicana
Mike Carter, Mike Carter Construction
Barbara Rodecker, Tourist Development Council

October 23, 2002

Rob Rogers, Manatee Housing Authority
Tonya Lukowiak, Palmetto CRA
Reverend Tom Pfaff, Goodwill Industries
Ed Donnelly, Manatee Religious Services
Pat Bond, Bicycle/Pedestrian Advisory Board
Dr. Dan Nolan, Manatee County Schools
Karen Fraley, Around The Bend Tours
Mike Guy, Metropolitan Planning Organization (MPO)
Dr. Joe Pace, Cardiologist

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Existing Conditions and Trends Report

Manatee County, Florida

This analysis of Manatee County provides data on existing conditions and trends including demographic and select socioeconomic indicators, business conditions, land use allocation, and existing policy plans in effect in the County.

Throughout the document, Manatee County is compared to the region (defined for this report as Hillsborough, Sarasota, DeSoto, and Pinellas counties), the State of Florida, and the nation. The data presented in this report was compiled from several sources, including the U.S. Census Bureau, the Florida and U.S. Statistical Abstracts, the University of Florida Bureau of Economic and Business Research, the U.S. Department of Commerce Bureau of Economic Analysis, and local government comprehensive plans.

Key Findings

Population

Manatee County's population surpassed the 200,000 mark in the 1980's. Nearly 20 years later, the population is 264,002. By 2050, county population is projected to exceed 500,000.

- It is estimated that the population of Manatee County increases by approximately 60,000 persons between January and May of each year.
- The fastest growing age groups in Manatee County today include the 19 and under age cohort and the 25 to 59 age cohort.
- Although the 62 to 69 age group has decreased in Manatee County, a greater than 20% increase was experienced in the over 75 age group. This follows state and national trends.
- Manatee's population that considered themselves "white" dropped by 4% between 1990 and 2000 to 86%. The region, state, and nation demonstrate slightly more racial diversity (82%, 80%, and 75% "white" population respectively).

Environmental Edge

- The County's total potable water demand is expected to increase by 25% from 1995 to 197.7 MGD in the year 2020. Manatee's tomato crop alone is estimated to consume 37.0 MGD of potable water in the year 2020.
- The total wastewater flow in Manatee is anticipated to increase from 23.7 MGD to 35.0 MGD between 1995 and 2020 (48%).
- Water reuse is estimated to offset groundwater and surface water consumption by 29.61 MGD in Manatee County.

Business Condition

- In 2001, nine new value-added businesses moved into the County and eight existing companies completed expansion projects. These projects represented capital investments of over \$83 million and an additional 376 jobs.

- Total employment in Manatee County increased by 24,212 jobs (28%) between 1990 and 2000. In the year 2025, employment is projected to rise to 157,108 jobs.
- Service industry (arts, entertainment, recreation, accommodations and food services) and professional/management services had the largest increases in the county's employment sector. Changes in employment sectors in Manatee County generally mirrored changes in employment across the nation.
- Approximately, 2,475,000 visitors spent \$570,000,000 in Manatee County in 2001. Tourism accounts for 12.7% of sales tax paid in the County.
- The value of real property countywide increased by 15.2% in the year 2001-2002 to over \$20 billion. Residential was the land use category experiencing the greatest percentage increase over the period (15.2%), followed by commercial (13.9%).

Socio-Economic Indicators

- In 2000, Manatee's per capita personal income (PCPI) was \$31,064, ranking 10th highest in the state. Manatee's PCPI represented 112% of the state average and 105% of the national average. Between 1999-2000, Manatee's PCPI increased by 3%. The state change for the same period was 4.4% and the national change was 5.8%.
- Manatee experienced the greatest percent increase in household income as compared to the region, state, and nation between 1990 and 2000. Median household income in the County rose from \$25,951 in 1990 to \$38,673 in 2000 (49%).
- The percentage of Manatee County households with incomes below poverty level remained essentially unchanged between 1990 and 2000 (approximately 10%).
- Children make up a large share of the Manatee population in poverty. For example, between 1992 and 1998 over 50% of the County's kindergarten students were from households with incomes below poverty level.
- Roughly 15.1% of the County's housing stock is older than 40 years – a threshold indicating dwellings units that may be approaching the end of their life cycle.
- Seventy percent of the housing stock in Manatee County was built in the last 30 years.
- The average cost of a new home in Manatee County is less than in Sarasota (8%), Pinellas (18%), or Hillsborough (11%) counties.
- Approximately 29.2% of Manatee County households are paying 30% or more of household income for mortgaged, owner-occupied housing. This figure is up 45% from 1990.
- The projected need for single family and multi-family dwelling units (including mobile homes) in Manatee County represents an increase of almost 23% in the year 2025.
- Larceny, burglary, and vehicle theft surpassed the six year County crime count averages by greater number than other crimes.
- Manatee County's graduation rate increased from 61.6% in 1996 to 65.2% in 2000 and the high school drop-out rate during the same period decreased from 7.0% to 4.5%. The County's drop-out rate is the highest in the region.

- ❑ In 2000, 81.4% of the County population at least 25 years of age had at least graduated from high school – up 5.8% from 75.6% in 1990. Those in this population having a bachelor's degree or higher increased by 5.3% between 1990 and 2000 – from 15.5% to 20.8%.

Development Trends

- ❑ Approximately 83% of population growth between 1990 and 2000 took place in the unincorporated County. Development trends indicate that significant portions of unincorporated Manatee County, east of Bradenton and east of I-75, will be developed over the next 50 years.
- ❑ Based on trends in land consumption and population growth in Manatee County, each new resident of Manatee County will cause the urbanization of 0.269 acres of land.
- ❑ Approximately 13% of the County is urbanized. Based on recent development rates, an additional 78 square miles of land is anticipated to be urbanized over the next 50 years. By 2050, 27% of the County will be considered urban.
- ❑ Of the 474,000 total acres that make up Manatee County, 45,000 were classified as “urban” (see Table 24) in 1990. This acreage represented 9.7% of the county land area. In the decade between 1990 and 2000, urban lands had increased by almost 31%, to 59,702 acres. As shown in Chart 6 on the following page, 12.7% of the county was considered urbanized in 2000, with the greatest share being allocated to residential uses (73.9%).
- ❑ While agricultural employment has steadily declined, acreage in crop production remained stable between 1990 and 2000 at about 28,000 acres.
- ❑ Overall housing density in the county has decreased during the past decade. The number of dwelling units per gross acre has decreased from 2.8 to 2.5 units per acre.
- ❑ The fastest growing land use type in Manatee County is residential land use at two units per acre. This land use type increased by 97% between 1990 and 2000. Between 1995 and 2005, daily vehicle miles traveled in Manatee County is anticipated to increase by 30%. The projected population growth during the same timeframe is 22%.
- ❑ Based on current development trends, it is estimated that by 2025 that a 20-mile trip will take 32% longer than it takes today.
- ❑ Between 2000 and 2010, Manatee County can be expected to change every day in the following ways:
 - 14.2 more people
 - 6.2 new dwellings
 - 2.5 acres developed for residential uses
 - 62 new transportation trips on area roads
 - 4.3 jobs created

...Every day.

Manatee County - A Brief History

In 1855, Manatee County was formed from portions of Hillsborough county and the now defunct Mosquito county where thousands of cattle roamed unfenced land in the interior sections of the County. The County experienced a large influx of settlers from Georgia, Alabama, and South Carolina.

In 1867, as land was opened for settlement, over 800 families made up of mostly ex-confederate soldiers and their families moved to Manatee County. A person could claim 180 acres for homestead if they cleared a portion, defended it and occupied it for five years. Most settlers drove small herds of cattle to the area, built homesteads, grew sugar cane, corn and other vegetables.

In 1887, Desoto County was formed from eastern Manatee County, and the City of Arcadia was designated as the new county seat. Manatee's county seat was relocated from Pine Level, now a ghost town in Desoto County, to Braidentown (modern Bradenton). It wasn't until 1921, that Sarasota County was formed from the southern portion of Manatee County.

Cattlemen continued their trade from the 1880's through the 1920's. The 1920's marked the beginning of Florida's boom years when thousands of people arrived in the state seeking prosperity. During this time, development in the City of Palmetto was accelerated by construction of the Victory Bridge, the first bridge across the Manatee River between the city and Bradenton. Similarly, the coastal area of the County began to develop when the first bridge to Anna Maria Island was built in the 1920's.

The County's population progressively filled in the areas between the barrier islands and the cities of Palmetto and Bradenton, creating Manatee County's present day urban core. As the resident population grew, agricultural lands were increasingly replaced by suburban development. Today, the County continues to draw new residents attracted by the County's climate, lower taxes and overall cost of living, availability of housing, proximity to regional markets, and abundant recreational resources. The local economy has developed around tourism, retirement living, retail trade, and real estate development.

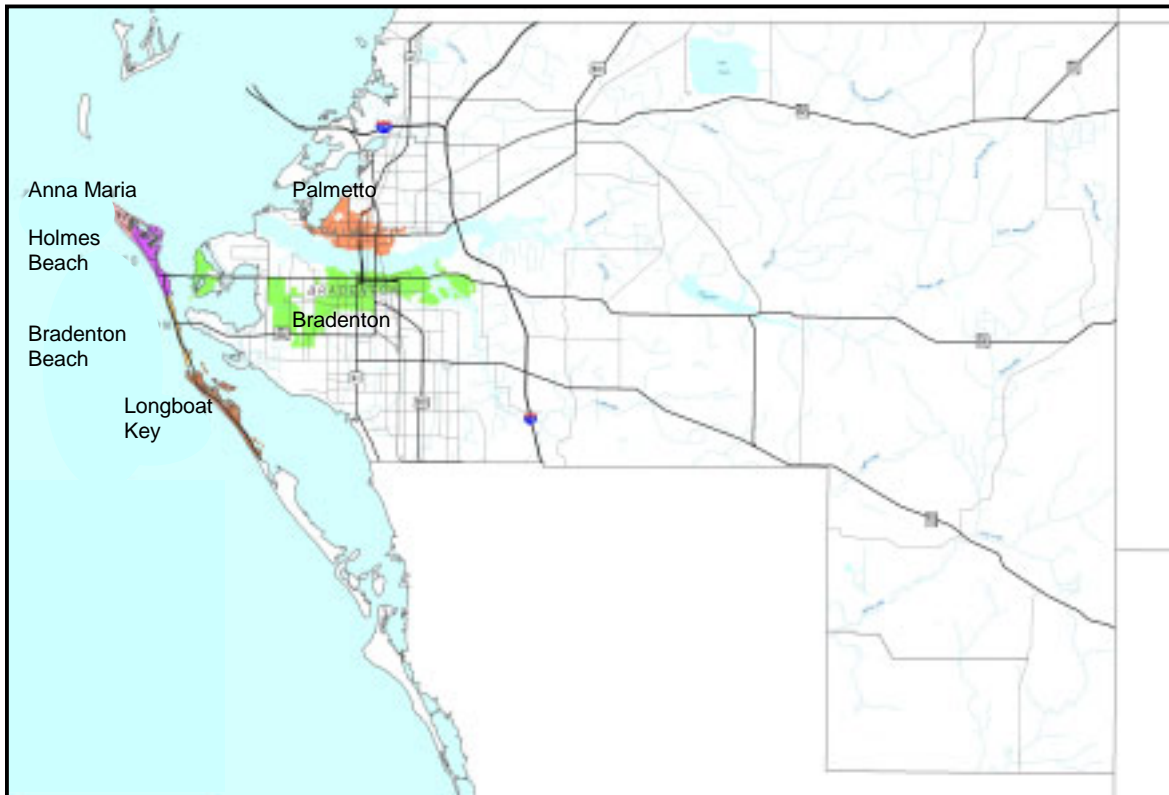
Region

Manatee County is located roughly midway along Florida's west coast and is bordered by the Gulf of Mexico, Hillsborough, Hardee, DeSoto, and Sarasota counties. The County has six municipalities and a diversity of communities, each with its own particular character and identity. The municipalities are located on the west side of the County, four of which are located on barrier islands. Anna Maria Island, a seven mile long barrier island located due west of the City of Bradenton, is home to the cities of Anna Maria, Bradenton Beach, and Holmes Beach. Longboat Key is also a barrier island, whose northern half is within Manatee County boundaries and southern half is in Sarasota County. The largest municipalities in the County are the cities of Palmetto and Bradenton. These cities lie on either side of the Manatee River - Palmetto on the north side and Bradenton on the south.



Area

Manatee County is 740 square miles in area with 150 miles of coastline and 27 miles of beaches. Its unincorporated area is approximately 718 square miles. Roughly 13% of the unincorporated area is urbanized, consisting of residential, commercial, office, industrial, utilities, and institutional land uses. A considerable amount of land is allocated to agricultural and open space land uses. Approximately 43% of the unincorporated area is identified as agricultural and 12% is identified as conservation or parkland. There are approximately 356 persons per square mile in the County.



Map 1 Manatee County Municipalities

The City of Anna Maria has a land area of 530 acres. The city is residential in character, with the single family dwelling type being most prevalent. There are no industrial or agricultural land uses. Approximately 60 acres, or 11% of the city, are devoted to recreation/open space. There are approximately 2,338 persons per square mile in the city.

The City of Holmes Beach has a land area of 881 acres. Its central location between the cities of Anna Maria and Bradenton Beach on Anna Maria Island makes it geographically suitable to serve as the island's commercial center and home to the only public school on Anna Maria Island. Holmes Beach is low density in character with the majority of residential areas developed with single family dwellings. The island supports no industrial or agricultural land uses. Approximately 5% of the City is used for recreation/open space. There are approximately 3,064 persons per square mile in Holmes Beach.

The City of Bradenton Beach has a land area of 314 acres. The City is considered "built out" – only 3% developable, vacant land remains. Recreation/open space uses occupy almost one-third of Bradenton Beach. There are approximately 2,705 persons per square mile in the city.

The Town of Longboat Key is split between Manatee and Sarasota counties. The northern two-fifths of the 10-mile long Key is in Manatee and the balance is in Sarasota. The Manatee portion of Longboat Key is characterized by an old Florida development pattern that is similar to Anna Maria Island. The southern section was more recently developed and exhibits more modern residential development types such as multi-family dwellings and single family dwellings in gated communities. The Manatee section contains 34 acres of commercial to support locals and tourists. The section in Manatee County is considered "built out." There are approximately 1,186 persons per square mile in the Manatee County portion of the town.

Palmetto is north of Bradenton across the Manatee River and is the second largest municipality in the County in terms of population. Approximately 38% of the 622 acres of the City is allocated to residential land uses. Approximately 29% is vacant, 6% is commercial, and 3% is industrial. The City has 87 acres dedicated to parkland and recreational uses. More than 160 sites have been listed on the National Register of Historic

Places. Palmetto is dedicated to maintaining its heritage. There are approximately 2,913 persons per square mile in the city.

Bradenton is the County seat and the County's largest city. The City has a total area of 14.44 square miles, of which 60% is comprised of residential uses, 13% recreation/open space uses, and 11% commercial/office use. Eleven percent of the City is vacant, undeveloped land. The City has a very small percentage of industrial property (1%). The City of Bradenton has annexed approximately 55 acres over the last three years, mostly along the Manatee River and waterfront inlet areas. There are approximately 4,089 persons per square mile in the city, making it the most densely populated political unit in Manatee County.

Population

Current Population

In the past two decades, Manatee County has grown from 148,400 people to 264,002, making it one of the fastest growing counties in the Tampa Bay region. In the 1980's, the population increased by 43%, from 148,400 to 212,000 (See Table 1). In the 1990's, the pace of population growth slowed by almost one-half of that experienced in the 1980's. That decade, population countywide grew by 52,302 people (25%). Maps 2 and 3 depict population growth between 1990 and 2000.

Year	Manatee County	Actual Change	% Change	Region	% Change	Florida	% Change	U.S.	% Change
1980	148,400	-	-	1,745,000	-	9,747,000	-	226,504,825	-
1990	211,700	63,300	43%	2,198,800	26%	12,938,000	33%	249,973,000	10%
2000	264,002	52,302	25%	2,542,602	16%	15,982,378	24%	275,306,000	10%
2010 ¹	315,900	51,898	20%	2,864,000	13%	18,866,700	18%	298,710,000	9%
2020 ¹	367,800	51,900	16%	3,196,600	12%	21,792,600	16%	323,724,000	8%
2030 ¹	416,300	48,500	13%	3,507,600	10%	24,528,600	13%	349,789,000	8%
2040 ²	467,100	50,800	11%	N/A	-	N/A	-	N/A	-
2050 ²	517,900	50,800	10%	N/A	-	N/A	-	N/A	-

Notes:

1. Projections by the Bureau of Economic and Business Research, University of Florida.

2. Projections by the Manatee County Planning Department.

Source: Florida Statistical Abstract, Bureau of Economic and Business Research, and Manatee County Planning Department.

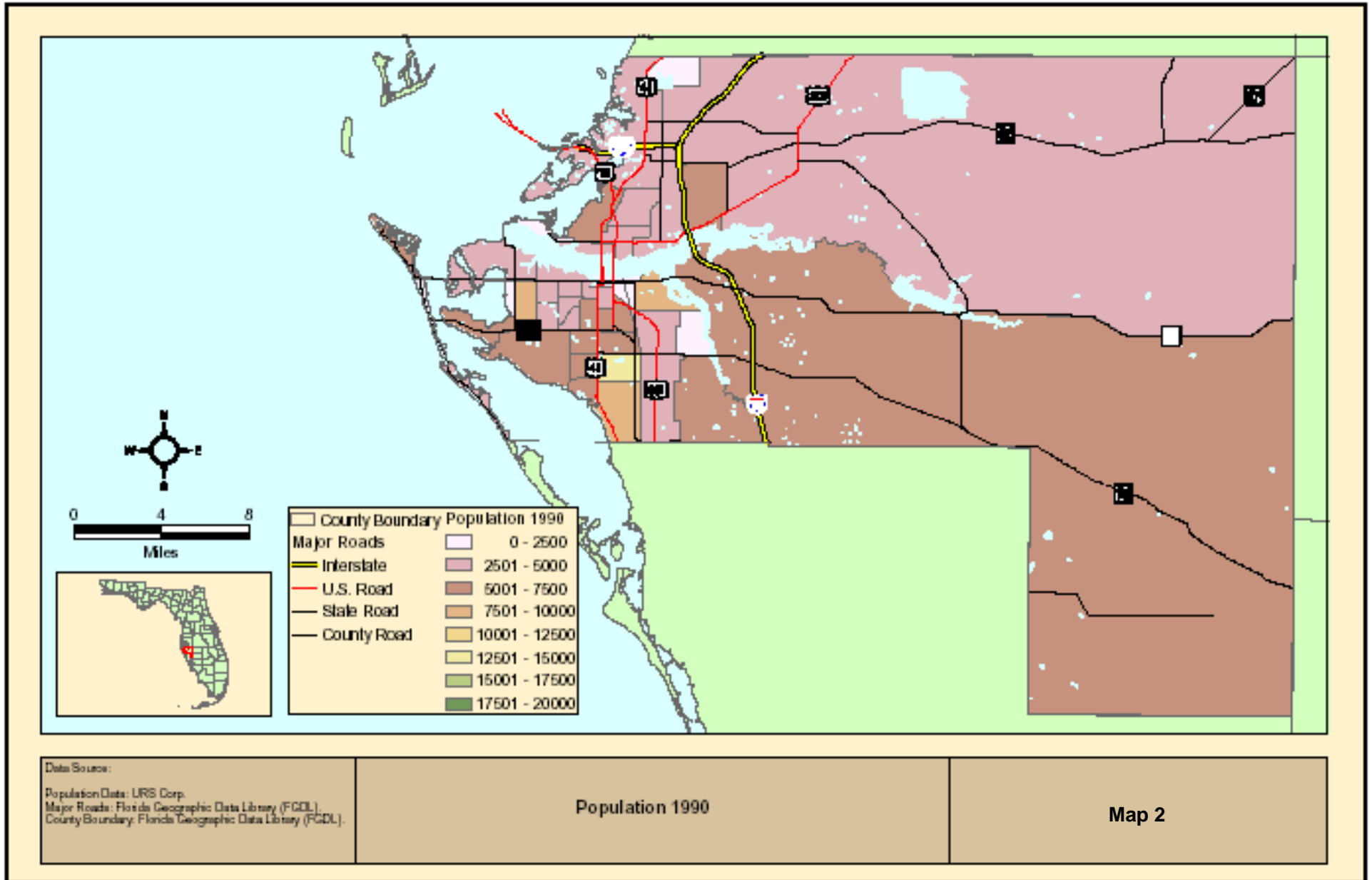
Table 2 shows the population breakdown of Manatee County by incorporated and unincorporated place in 1990 and 2000. During that time, the cities of Bradenton and Palmetto increased by 13% and 36% respectively. The largely "built out" coastal communities experienced minor population increases or decreases, as in the case of Bradenton Beach where redevelopment transitioned a residential area with predominantly year-round residents to one with seasonal residents. The unincorporated area increased by 29% during 1990-2000, and increased its share of the overall county population from 70% to 72%.

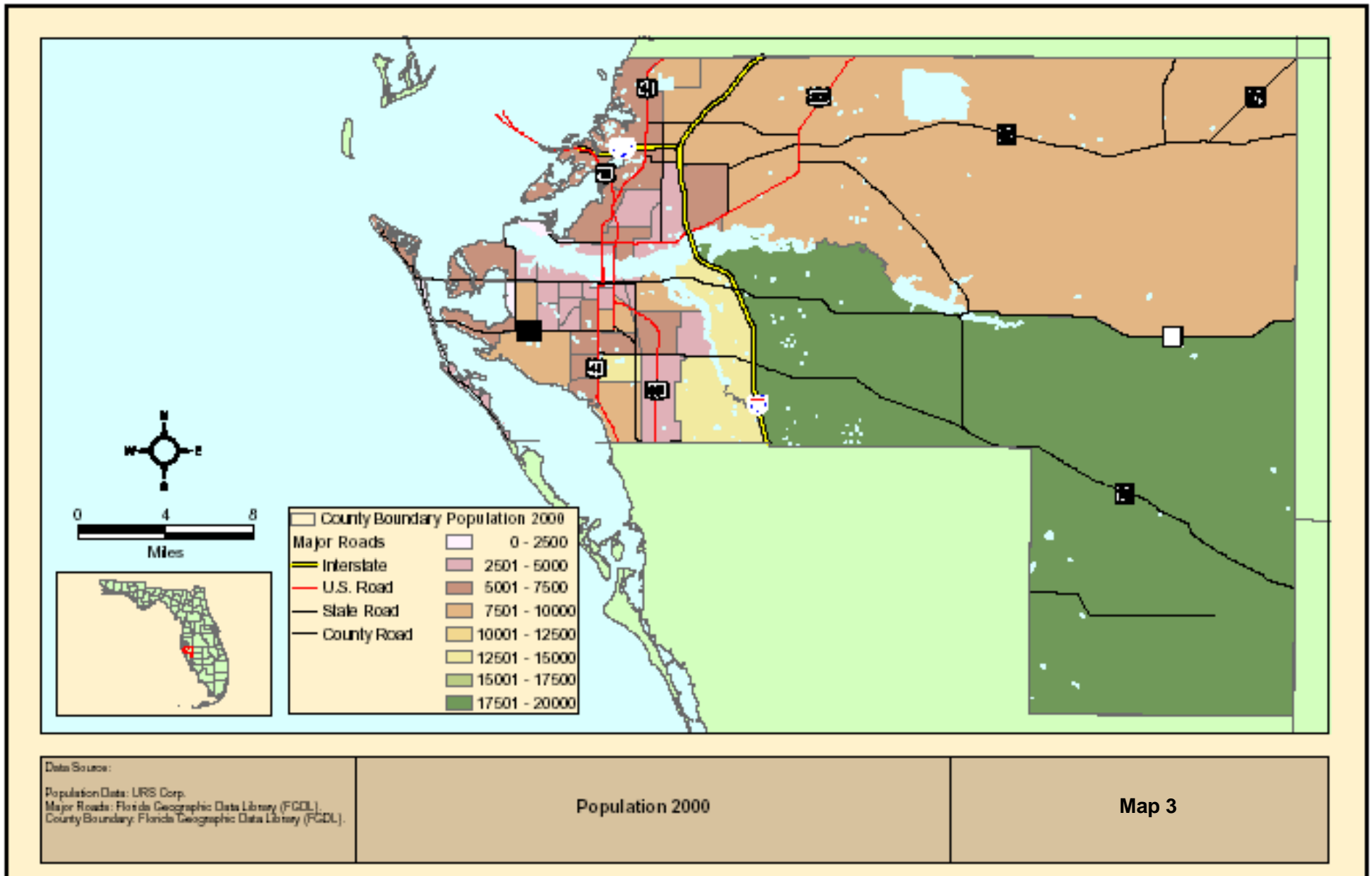
Place	1990	2000	% Change
City of Anna Maria	1,744	1,814	4%
City of Bradenton	43,779	49,504	13%
City of Bradenton Beach	1,657	1,482	-11%
City of Holmes Beach	4,810	4,966	3%
Town of Longboat Key ¹	2,532	2,591	2%
City of Palmetto	9,268	12,571	36%
Unincorporated	147,824	191,074	29%
Total County	211,707	264,002	25%

Notes:

1. Portion of town located in Manatee County.

Source: U.S. Census.





Projected Population

County total medium-high population projections are produced using extrapolative mathematical models. Table 3 shows the projections for Manatee County to year 2050. Considering medium projections, Manatee County’s population is anticipated to nearly double in the 2000-2050 timeframe to a population of 517,900.

Seasonal Population

It is estimated that the population of Manatee County increases by approximately 60,000 between January and May of each year. This seasonal population is made up of mostly retirees living in condos, mobile homes, recreational vehicle parks or second homes. The 2000 Census reported 23,831 units in Manatee that were used for seasonal, recreational, or occasional use. This figure is up 21% from 1990 when 19,672 of this type unit were reported.

Households

In the 1980’s, the number of households in Manatee County increased by 47%, from 62,000 to 91,000. This rate of growth is 10% higher than the state and 29% higher than the nation during the same period. In the 1990’s, growth slowed to half the pace of the 1980’s, increasing by 24% for a total of 112,000 households in the year 2000 (Table 4).

Year	Medium	High
2000	264,002	264,002
2005 ¹	290,500	304,100
2010 ¹	315,900	345,500
2015 ¹	341,500	389,400
2020 ¹	367,800	436,000
2025 ¹	393,200	484,400
2030 ¹	416,300	533,800
2035 ²	441,700	583,300
2040 ²	467,100	632,800
2045 ²	492,500	682,300
2050 ²	517,900	731,800

Notes:
 1. Projections by the Bureau of Economic and Business Research, University of Florida.
 2. Projections by the Manatee County Planning Department.
 Source: Florida Statistical Abstract, Bureau of Economic and Business Statistics, and Manatee County Planning Department.

Year	Manatee			Total Region			Florida			U.S.		
	House-holds	% Change	PPH	House-holds	% Change	PPH	House-holds	% Change	PPH	House-holds	% Change	PPH
1980	61,998	-	2.4	714,463	-	2.5	3,744,254	-	2.6	79,108,000	-	2.8
1990	91,060	47%	2.3	930,282	30%	2.4	5,134,869	37%	2.5	93,347,000	18%	2.6
2000	112,460	24%	2.3	1,079,468	16%	2.4	6,337,929	23%	2.5	105,480,000	13%	2.6

Source: Statistical Abstract of the United States and Florida Statistical Abstract, 2001.

The 2000 Census revealed that there are 2.29 persons per household in Manatee County. This is unchanged from 1990 and slightly lower than reported in 1980. Manatee County has a lower average number of persons per household than the region, state, and nation. This trend toward smaller households size in Manatee and also statewide, for that matter, is reflective of a sizable elderly population, a preference by many for smaller families, and an increase in single parent households.

Based on a supplementary survey by the U.S. Census Bureau, families made up 63 percent of the households in Manatee County in 2001. This figure includes both married couple families (53%) and other families (11%). Nonfamily households made up 37% of all households in Manatee County. Most of the nonfamily households were people living alone (29%), but some were comprised of people living in households in which no one was related to the householder (8%).

Gender Distribution

The male population in Manatee County, the state, and the nation has increased consistently over the past two decades. The trend analysis in Table 5 indicates that the ratio of males to females will continue to increase for the state and nation but will fall slightly in Manatee County.

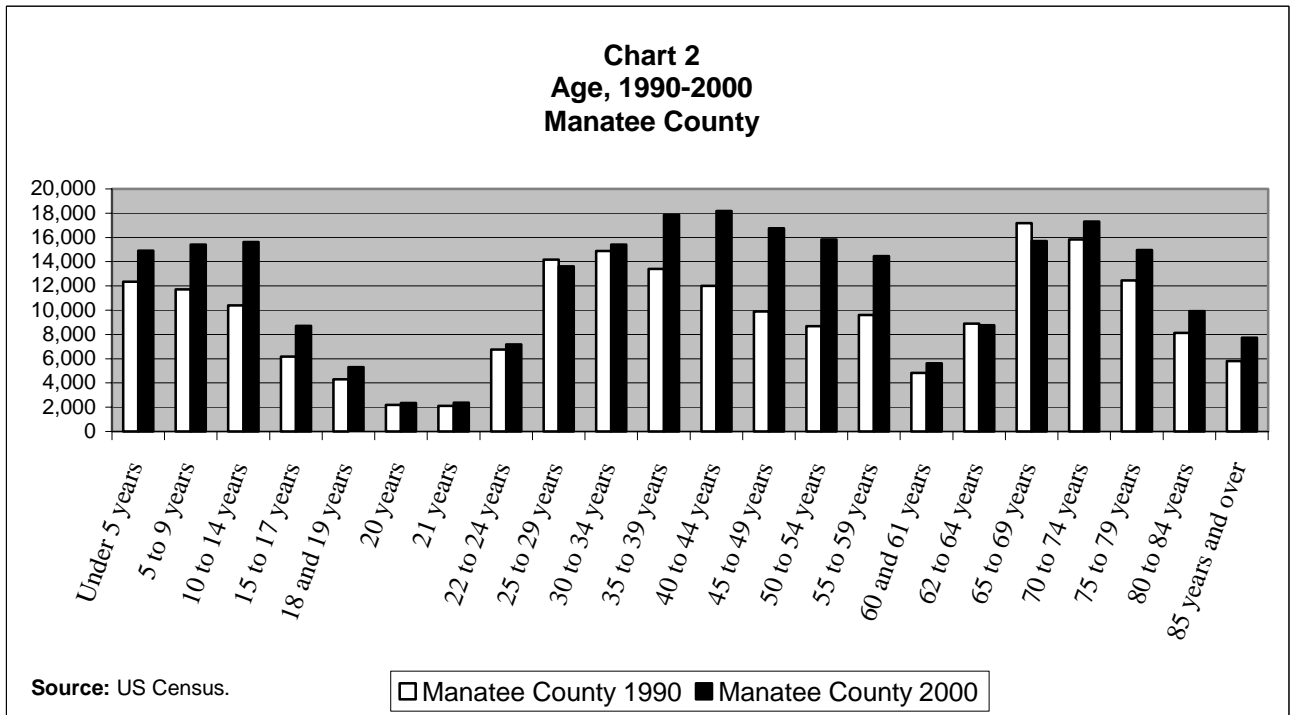
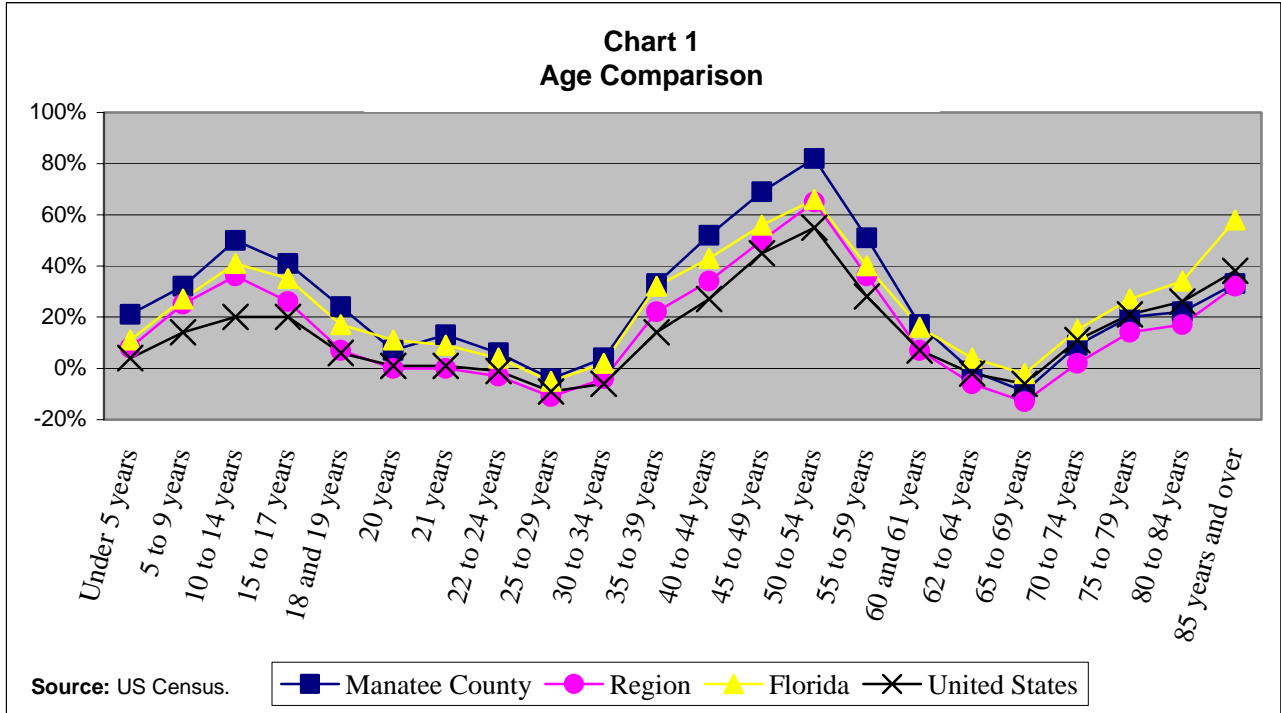
Table 5 Gender Comparison							
	Year	Manatee	%	Florida	%	U.S.	%
Male							
	1980	60,395	47.16%	3,842,792	47.87%	110,888,000	48.69%
	1990	91,303	47.38%	6,261,770	48.40%	120,203,000	48.80%
	2000	127,500	48.30%	7,445,679	48.59%	134,554,000	49.11%
	2010	145,226	48.02%	8,840,277	48.78%	146,679,000	48.92%
Female							
	1980	67,673	52.84%	4,185,496	52.13%	116,869,000	51.31%
	1990	101,388	52.62%	6,676,156	51.60%	126,126,000	51.20%
	2000	136,500	51.70%	7,876,361	51.41%	139,414,000	50.89%
	2010	157,198	51.98%	9,280,996	51.22%	153,183,000	51.08%

Source: Florida Statistical Abstract, 2001.

Age

Florida is known for its large retirement population. Yet in 2000, Florida's largest age cohort was under 18 years of age. This age group accounted for almost 25% of the state population. Manatee County, over the last decade, has seen an increase in the percentage of the population under age 19, between 25 and 59 years of age, and 70 years of age and over. This trend generally mirrors that of the U.S. This data is presented in Charts 1 and 2 and in Exhibit A, Table A-1.

The population share of those over age 60 in Manatee County dropped between 1990 and 2000, however, this group still accounts for a large percentage of the overall population (30%) and almost double that of the national percentage of those over 60 years of age. The region and the state have 24% and 22% of their populations over the age of 60, respectively. Although the 62 to 69 age group has decreased in Manatee County, there has been a greater than 20% increase in those over the age of 75, which follows state and national trends.

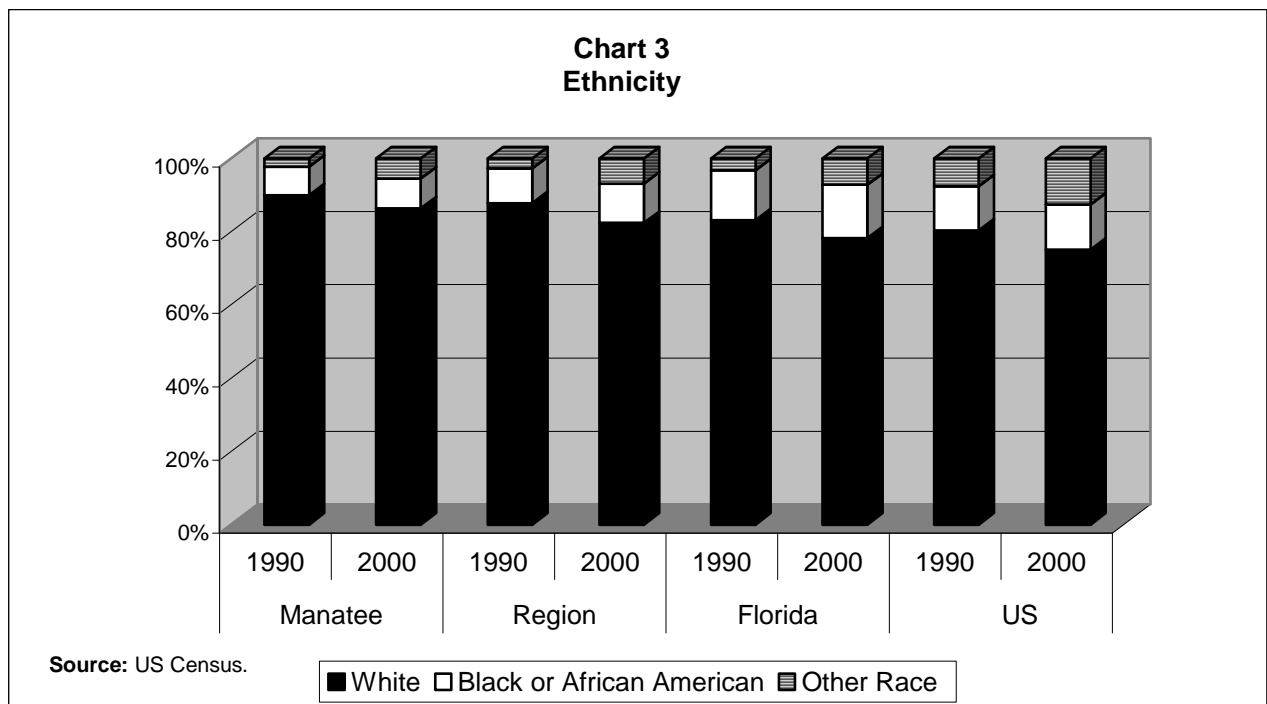


Ethnicity

A decade ago, the Manatee population that considered themselves “white” was slightly less than 90%. By 2000, that percentage fell to 86.4%. All other race categories increased slightly between 1990 and 2000 (see Table 6 and corresponding Chart 3). Those considering themselves two or more races represented the largest increase over the ten-year period. The region, state, and nation demonstrate slightly more racial diversity with 82%, 80%, and 75% “white” populations in 2000 respectively. Data on ethnicity by census tract from the 1990 and 2000 U.S. Census is contained in Exhibit A, Table A-1.

Table 6 Ethnicity								
Ethnicity	Manatee		Region		Florida		U.S.	
	1990	2000	1990	2000	1990	2000	1990	2000
White	89.9	86.4	87.9	82.4	83.1	78.9	80.3	75.1
Black or African American	7.8	8.2	9.5	10.7	13.6	14.6	12.1	12.3
Other Race	2.3	5.5	2.7	6.9	3.3	7.3	7.6	12.6

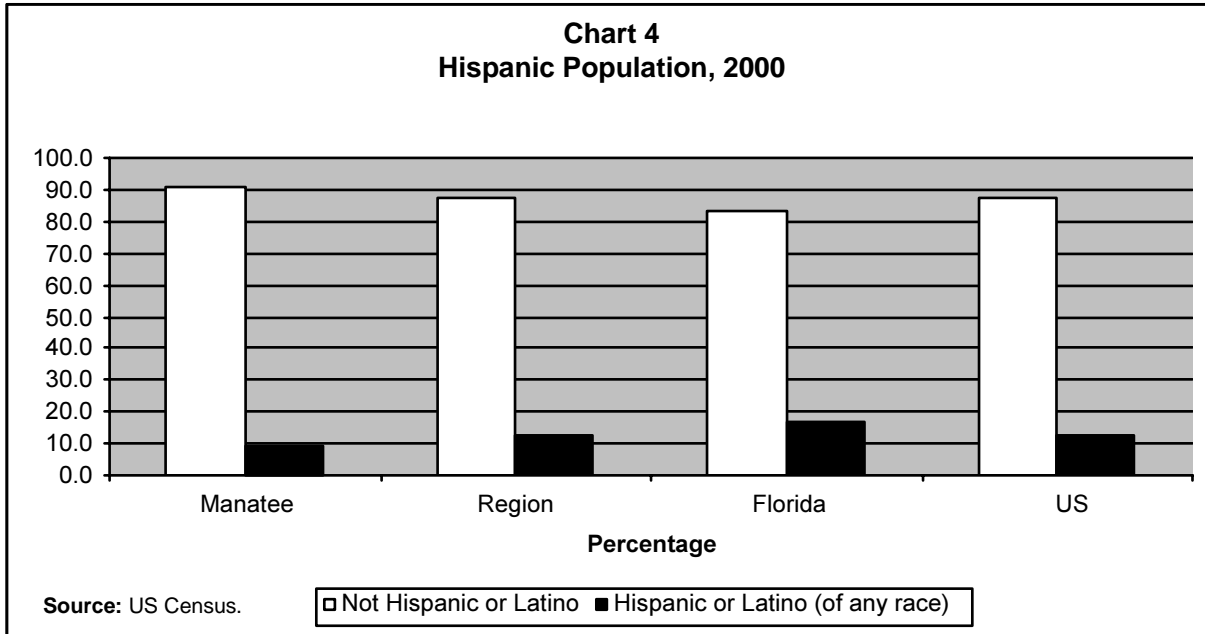
Source: U.S. Census.



The Hispanic population in 2000 was slightly less in the County than for the region and state (see Table 7 and corresponding Chart 4). The region, state, and nation demonstrate slightly more racial diversity with 82%, 80%, and 75% “white” populations in Year 2000 respectively. A comparison of census tract information on ethnicity from the 1990 and 2000 U.S. Census is contained in Exhibit A.

Table 7 Hispanic Population, 2000				
Ethnicity	Manatee	Region	Florida	U.S.
Not Hispanic or Latino	90.7	87.0	83.2	87.5
Hispanic or Latino (of any race)	9.3	13.0	16.8	12.5

Source: U.S. Census.



Of the people living in Manatee County in 2001, 9% were foreign born and 91% were native to the United States, including 28% who were born in Florida. Among people at least five years old living in Manatee County in 2001, 12% spoke a language other than English at home. Of those speaking a language other than English at home, 65% spoke Spanish and 35% spoke some other language; 51% reported that they did not speak English "very well."

Geographic Mobility

In 2001, 82% of the people at least one year old and living in Manatee County were living in the same residence one year earlier; 9% had moved during the past year from another residence in the same county, 3% from another county in the same state, 5% from another state, and 1% from abroad.

Environmental Edge

Recreation, Open Space, and Conservation Lands

Close to 59,000 acres (12%) of Manatee County is allocated to recreation, open space, or conservation lands. Countywide there are 46 parks, 66 tennis courts, 20 golf courses, 25 racquetball courts, 30 marinas, six fishing piers, and eight boat ramps. Of the public parks in the county, 18 are owned by the County, 16 by the municipalities, 10 by the State of Florida, and two by the federal government. These facilities account for approximately 23,648 acres.

Air Quality

The Environmental Protection Agency's eight hour ozone standard is 0.08 parts per million (ppm). Compliance with the standard is based on ambient data from 1997 through 1999. The measured ozone levels define a county's ozone design value as the top 3 year average, of the 4th highest 8 hour concentration, at a single monitor. Manatee County has three air quality monitoring stations.

Although monitors in Manatee, Pasco, and Pinellas counties have not yet recorded any violations of the standard, there are days when ozone concentrations throughout the region approach the standard. Recent ambient data corroborates evidence of local mixing and widespread formation of ozone in the Tampa Bay region. Hillsborough County is the only county in the Tampa Bay region currently violating the standard. Hillsborough contains three monitors in violation of the standard with the highest reaching a design value of .087 ppm. All counties contiguous to Hillsborough, including Manatee, have recorded design values within 5% of the standard, Polk at .081 ppm, Pasco at .082 ppm, and Pinellas, and Manatee with .084 ppm. Monitoring in the region has shown a significant increase in design values.

Wastewater

There are six publicly owned wastewater treatment plants (WWTPs) in Manatee County with a combined capacity of almost 50 million gallons per day (MGD). These plants adequately serve the County's urbanized areas. The Southwest, Southeast, and North County WWTPs are County owned and provide approximately 38.40 MGD of treatment capacity. The Southwest plant (22 MGD) serves the beach communities of Anna Maria, Holmes Beach, Bradenton Beach, and Longboat Key and is anticipated to adequately handle the build out population of these communities. The Southeast (11.0 MGD) and North County WWTPs (5.4 MGD) have sufficient capacity, but projections indicate the need for expansion plans prior to 2010. The cities of Bradenton and Palmetto each operate wastewater treatment plants. The Bradenton WWTP has 9.0 MGD of capacity and Palmetto has 2.4 MGD. The final of the six facilities is owned by the state. It has 0.01 MGD of capacity and serves the Lake Manatee Recreation Area.

According to the Southwest Florida Water Management District Regional Water Supply Plan, (RWSP) the total wastewater flow from these facilities was 23.7 MGD in 1995. Total wastewater flow is anticipated to increase by 48% in 2020 to 35.0 MGD.

Potable Water

Major public supply utilities utilize the Braden and Manatee rivers as potable water supply sources. These rivers have in-stream dams that form reservoirs for storage. The City of Bradenton utilizes the Evers Reservoir on the Braden River and currently diverts about 5.5 MGD for public supply needs. Manatee County withdraws about 25 MGD from Lake Manatee, an in-stream impoundment on the Manatee River.

In 1995, water demand countywide was 158.7 MGD (Source: RWSP). Agricultural, public supply, industrial, and recreation users are considered in this demand. Potable water demand is anticipated to increase by 39.0 MGD in 2020 for a total of 197.7 MGD.

Reclaimed Water

Presently, total estimated groundwater and surface water consumption offset by reuse system expansions in Manatee County is 29.61 MGD, or nearly all of the projected reclaimed water demand. Reclaimed water sources include Manatee County (20.0 MGD), the City of Bradenton (4.8 MGD), Bradenton River Utilities (1.3 MGD), and Tropicana (0.8 MGD).

Business Condition

Employment

Over the past ten years, Manatee County has experienced a 28% growth in total employment. Employment sectors with the largest increases include recreation, professional services, and transportation. These increases locally mirror regional, state and nation trends. Manatee County has also experienced an increase in manufacturing which is in contrast to the region, state and nation. Agricultural employment has decreased by more than half in the County. This is comparable to decreases in agricultural employment throughout the region and state (see tables 8 and 9).

Employment Sector	Manatee				Florida				U.S.			
	1990		2000		1990		2000		1990		2000	
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Total	87,581		111,793		5,810,467		6,995,047		115,681,202		129,721,512	
Agriculture, forestry, fishing and hunting, and mining	3,993	4.6%	1,823	1.6%	178,513	3.1%	92,463	1.3%	3,838,795	3.3%	2,426,053	1.9%
Construction	7,289	8.3%	10,332	9.2%	450,503	7.8%	562,111	8.0%	7,214,763	6.2%	8,801,507	6.8%
Manufacturing	11,861	13.5%	13,098	12.0%	608,821	10.5%	507,870	7.3%	20,462,078	17.7%	18,286,005	14.0%
Wholesale trade	3,386	3.9%	4,029	3.6%	268,740	4.6%	278,360	4.0%	5,071,026	4.4%	4,666,757	3.6%
Retail trade	18,618	21.3%	16,010	14.0%	1,137,121	19.6%	943,449	14.0%	19,485,666	16.8%	15,221,716	12.0%
Transportation and warehousing, and utilities	2,808	3.2%	4,213	3.8%	274,972	4.7%	374,179	5.3%	5,108,003	4.4%	6,740,102	5.2%
Information	2,206	2.5%	2,247	2.0%	169,790	2.9%	215,787	3.1%	3,097,059	2.7%	3,996,564	3.1%
Finance, insurance, real estate, and rental and leasing	6,339	7.2%	7,859	7.0%	468,324	8.1%	563,552	8.1%	7,984,870	6.9%	8,934,972	6.9%
Professional, scientific, management, administrative, and waste management services	4,469	5.1%	10,713	9.6%	324,679	5.6%	739,516	11.0%	5,577,462	4.8%	12,061,865	9.3%
Educational, health and social services	16,434	18.8%	20,740	19.0%	1,145,827	19.7%	1,264,965	18.0%	22,984,883	19.9%	25,843,029	20.0%
Arts, entertainment, recreation, accommodation and food services	1,606	1.8%	10,068	9.0%	134,164	2.3%	732,460	11.0%	1,636,460	1.4%	10,210,295	7.9%
Other services (except public administration)	5,306	6.1%	5,540	5.0%	357,946	6.2%	359,425	5.1%	7,682,060	6.6%	6,320,632	4.9%
Public administration	3,266	3.7%	5,120	4.6%	291,067	5.0%	360,910	5.2%	5,538,077	4.8%	6,212,015	4.8%

Source: U.S. Census.

More than half of Manatee County's workforce is employed in local service industries or retail trade. Their skills help support the region's booming tourism and retirement industries. As it has in year's past, the agricultural industry continues to employ a large workforce as well, contributing to the vitality of the local economy. Major crops include citrus, tomatoes, cabbage, watermelon, cucumbers and green peppers. Beef and dairy production also play a significant role in Manatee County's economic well being.

Nine new value-added businesses moved into Manatee County in 2001 and eight existing companies completed expansion projects. These 17 projects brought capital investments of over \$83 million and 376 new jobs.

In the five years between 1997 and 2001, expansion and relocation projects resulted in \$265 million in capital investment in the county and more than 2,800 new jobs in value-added industries. In the same time period,

gross sales have increased from \$5.6 billion to \$6.9 billion. County economic indicators have remained strong even as the nation has experienced a slightly sluggish economy.

An estimated 5,500 people are employed in the agricultural industry, which records more than \$300 million in annual sales in Manatee County. Vegetable crops and livestock are raised on 59% of the County's nearly 300,000 acres of farmland. Out of Florida's 67 counties, Manatee ranks first in tomato and watermelon production, second in cabbage, and third in pepper crops.

Employment Sector	Manatee	Region	Florida	U.S.
Agriculture, forestry, fishing and hunting, and mining	-54.35%	-56.55%	-48.20%	-36.80%
Construction	41.75%	17.85%	24.77%	21.99%
Manufacturing	10.43%	-11.52%	-16.58%	-10.63%
Wholesale trade	18.99%	-0.24%	3.58%	-7.97%
Retail trade	-14.01%	-21.47%	-17.03%	-21.88%
Transportation and warehousing, and utilities	50.04%	30.28%	36.08%	31.95%
Information	1.86%	23.94%	27.09%	29.04%
Finance, insurance, real estate, and rental and leasing	23.98%	19.83%	20.33%	11.90%
Professional, scientific, mgmt, admin., & waste mgmt svcs	139.72%	124.64%	127.77%	116.26%
Educational, health and social services	26.21%	9.58%	10.40%	12.43%
Arts, entertainment, recreation, accommodation and food svcs	526.90%	453.12%	445.94%	523.93%
Other services (except public administration)	4.41%	-13.81%	0.41%	-17.72%
Public administration	56.77%	20.68%	24.00%	12.17%
Total	27.65%	9.16%	20.39%	12.14%

Source: Derived from U.S. Census, 1990, 2000.

Over the next 25 years, employment in Manatee County is expected to increase by an additional 41%, or 1.6% per year (see Table 10).

Category	Employment	%
Industrial Employment	37,557	24%
Retail Employment	35,057	22%
Office Employment	84,494	54%
Total Employment	157,108	100%

Source: URS Corp., Adapted from 2002 Sarasota-Manatee County MPO TAZ Projections.

Tourism

Approximately 850,000 visitors stayed in Manatee County accommodations in 2001. Tourism-related businesses employed 6,000 Manatee County residents and an additional 4,600 resident jobs were indirectly related to tourism industry. Sales tax on tourist's expenditures accounted for \$25,650,000 in revenue.

Approximately 2,475,000 visitors spent \$570,000,000 in Manatee County in 2001. Visitors spent \$450,000,000 on transportation, gasoline, groceries, restaurants, entertainment, gifts and shopping. Tourism accounts for 12.7% of sales tax paid in Manatee County. January thru April, and July are the months with the highest occupancy rates as reported by the 120 hotels in the County.

Increasing numbers of tourists are favoring more specialized forms of tourism such as those based on the enjoyment of natural areas and the observation of nature. Manatee County attracts recreational fishermen and other types of tourists interested in ecotourism.

Property Value

The value of real property countywide increased by 15.2% between 2001 and 2002. Residential was the land use category experiencing the greatest percentage increase over the period (15.2%), followed by commercial (13.9%).

Land Use Category	2001		2002		% Change Just Value
	Just Value (\$)	Parcels (#)	Just Value (\$)	Parcels (#)	
Residential	\$12,184,878,956	114,926	\$14,362,977,062	118,895	15.2
Commercial	1,785,503,292	4,494	2,073,750,346	4,383	13.9
Industrial	504,143,473	1,208	560,614,983	1,240	10.0
Agricultural	855,089,782	2,677	927,587,883	2,711	7.8
Institutional	411,669,295	742	450,598,023	757	8.6
Government	568,378,232	1,308	628,637,266	1,321	8.6
Other ¹	849,310,019	2,791	1,229,303,422	2,846	3.1
Total	\$17,158,973,049	128,146	\$20,233,468,985	132,153	15.2

Notes:

1. Includes leasehold interests, miscellaneous, and non-agricultural acreage.

Source: Manatee County Property Appraiser's Office.

Taxes

As shown in Table 12, the rate of property taxation in Manatee County is less than in surrounding counties.

Type	Manatee ¹	Pinellas	Sarasota	Hillsborough
County Property	\$754	\$758	\$394	\$1,183
Voted Debt Service	18	-	7	11
Other Property Taxes	-	134	100	109
Water ²	139	146	314	303
Wastewater ²	314	319	634	471
Solid Waste and	101	274	138	162
Stormwater	-	-	80	12
EMS District	-	59	68	-
Franchise Fees	-	-	67	-
Total	\$1,326	\$1,690	\$1,802	\$2,251

Notes:

1. Compares new tax rates for Manatee County for Fiscal Year 2002-2003 to prior year actual tax rates for other counties.

2. Based on Water usage of 6,000 gallons per month

Source: Manatee County.

Transportation Facilities

Roads

Interstates 75 and 275 serve as the primary north south expressways linking Manatee County to the Tampa Bay Region. U.S. 19, U.S. 301, U.S. 41, SR 64, SR 70, Cortez Road, and University Parkway are important arterial roadways serving Manatee County.

Port Manatee

Dedicated in 1970, Port Manatee ranks fifth in size among Florida's 14 deepwater seaports and first among those located on the west coast in terms of container movements. Situated just north of Palmetto, it is also the region's closest port to the Gulf of Mexico, international waters and the Panama Canal. The port is readily accessible to three interstate highways and to more than four million state residents. The port boasts the number one national ranking for importing of frozen concentrated orange juice and is also Manatee County's top-ranked exporter of citrus juices and beverages. The port is U.S. Customs Port of Entry offers passenger cruise services, and its Foreign Trade Zone enables international shippers and manufacturers to benefit from tariff advantages. The port is currently undertaking an impressive expansion effort projected to cost approximately \$60 million by the time it is completed. When complete in 2003, this expansion will increase the Port's berthing capacity by more than fifty percent.

Sarasota Bradenton International Airport

More than 60 years after its opening, the Sarasota Bradenton International Airport serves in excess of 1.5 million travelers a year. The airport has six major air carriers and three commuter airlines providing scheduled commercial service to numerous metropolitan areas in the north, midwest, west, and internationally. The airport is easily accessible by I-75, University Parkway U.S. 301 and U.S. 41.

Railroads

There are two rail companies that serve Manatee County, CSX Transportation, Inc. and Seminole Gulf Railway Line. An intermodal rail terminal used to transfer freight between commercial vessels and rail is located at Port Manatee.

Public Transit

Public transportation is provided by Manatee County Area Transit (MCAT) via nine fixed routes within the urbanized area of Manatee County (west of I-75) six days a week from approximately 6 a.m. to 7 p.m. With the exceptions of the Island Trolley (Route 5) and the industrial Park Tripper (Route 15), routes operate at 60 minute headways. The Island Trolley operates at 20-minute headways through the majority of the day. The Industrial Park Tripper route to employment centers operates during peak hours, Monday through Friday. Two routes have direct connections to Sarasota County Area Transit Routes.

Socio-Economic Indicators

Income

Personal Income

Table 13 indicates the per capita personal income (PCPI) and total personal income (TPI) for Manatee County, surrounding counties, the state, and U.S. for 1990 and 2000, and the annualized percentage change. In 2000, Manatee had a PCPI of \$31,064, ranking 10th highest in the state. Manatee's PCPI represented 112% of the state average and 105% of the national average. Between 1999 and 2000, Manatee's PCPI increased by 3%. The 1999-2000 state change was 4.4% and the national change was 5.8%.

Place	Per Capita Personal Income			Total Personal Income (x000)		
	1990	2000	Annualized % Change	1990	2000	Annualized % Change
Manatee	\$20,286	\$31,064	4.4%	\$4,332,319	\$8,256,780	6.7%
Desoto	\$14,685	\$17,902	2.0%	\$353,818	\$576,761	5.0%
Hillsborough	\$17,979	\$27,458	4.3%	\$15,049,137	\$27,541,096	6.2%
Pinellas	\$21,382	\$31,321	3.9%	\$18,306,493	\$28,875,630	4.7%
Sarasota	\$28,087	\$37,430	2.9%	\$7,857,197	\$12,245,998	4.5%
Florida	\$19,832	\$27,764	3.4%	-	-	5.6%
U.S.	\$19,572	\$29,469	4.2%	-	-	5.5%

Source: Bureau of Economic Analysis, U.S. Dept. of Commerce.

Manatee County's TPI was \$8,256,780,000 in 2000. This TPI ranked 16th in the state and accounted for 1.9% of the state total. In 1990, the TPI for Manatee ranked 15th in the state. TPI includes the earnings (wages and salaries, other labor income, and proprietors' income); dividends, interest, and rent; and transfer payments received by the residents of Manatee. In 2000, earnings were 55.9% of TPI (compared with 48.4% in 1990); dividends, interest, and rent were 29.8% (compared with 36.8% in 1990); and transfer payments were 14.3% (compared with 14.9% in 1990). From 1990 to 2000, earnings increased on average 8.2% each year; dividends, interest, and rent increased on average 4.4%; and transfer payments increased on average 6.2%.

More recently, the TPI reflected an increase of 5.6% from 1999 to 2000. The 1999-2000 state change was 6.4% and the national change was 7.0%. From 1999 to 2000, earnings increased 7.7%; dividends, interest, and rent increased 2.1%; and transfer payments increased 5.2%.

Earnings of persons employed in Manatee increased from \$1,935,585,000 in 1990 to \$4,348,000,000 in 2000, an average annual growth rate of 8.4%. Between 1999 and 2000, earnings by persons employed in the County increased by 12.3%.

Household Income

The Manatee County median household income rose from \$25,951 in 1990 to \$38,673 in 2000, an increase of \$12,722 or 49% (Table 14 on next page). Over the decade, Manatee experienced the greatest percent increase as compared to the region, state, and nation. The County's median household income is 4% and 9% lower than the state and nation, respectively.

Table 14 Median Household Income				
Place	1990	2000	Change	% Change
Manatee	\$25,951	\$38,673	\$12,722	49%
Desoto	\$20,962	\$30,714	\$9,752	47%
Hillsborough	\$28,477	\$40,663	\$12,186	43%
Pinellas	\$26,296	\$37,111	\$10,815	41%
Sarasota	\$29,919	\$41,957	\$12,038	40%
Florida	\$27,483	\$38,819	\$11,336	41%
U.S.	\$30,056	\$41,994	\$11,938	40%

Source: U.S. Census.

In the year 2000, approximately 10% of the Manatee County population is considered to have an income at or below poverty level of \$17,761 (Table 15). In comparison, 12.7% statewide and 13% nationally of the population identified as having been below the poverty line.

Table 15 Poverty				
Place	1990		2000	
	Below poverty	% of Total Population	Below poverty	% of Total Population
Manatee	7,200	10.20%	26,104	10.10%
Florida	511,113	12.70%	1,952,629	12.50%
U.S.	8,873,475	13.10%	33,899,812	12.40%

Source: U.S. Census.

Ten percent of all families and 30% of families with a female householder and no husband present had incomes below the poverty level. In 2000, 11% of Manatee households received means-tested public assistance or noncash benefits.

Children make up a large share of the population in poverty in Manatee. Approximately 18% of related children under 18 in Manatee below the poverty level,

compared with 7% of people 65 years old and over. As shown in Table 16, of the 3,470 persons receiving Aid to Families with Dependent Children (AFDC) in Manatee, 2,653, or 76%, are children. Table 17 shows that over half of kindergarten students experience poverty.

Table 16 Average Monthly AFDC Cases					
Place	# of Families	# of Adults	# of Children	Total Persons	Monthly Expenditure
Manatee	1,369	818	2,653	3,470	\$323,822
State of Florida	123,942	88,470	238,951	327,422	\$28,982,466

Notes: AFDC - Aid to Families with Dependent Children

Source: The Whole Child Project - A Partnership Between The Lawton Chiles Foundation and Manatee County, 2003.

Table 17 Poverty and Kindergarten Students Manatee County							
	91-92	92-93	93-94	94-95	95-96	96-97	97-98
Total	2,588	2,702	2,901	3,021	3,052	3,056	2,964
% Poverty	43.4	52.8	56.0	55.4	56.2	56.3	55.3

Source: Florida Department of Education, 2001.

Housing

According to the U.S. Census, there were 138,128 dwelling units in Manatee County in 2000. Of those units, 81% were occupied and 19% were vacant. Owner-occupied accounted for 74% of occupied units, or 82,947 units, and renter-occupied accounted for 26%, or 29,513 units. Vacant units were predominantly for seasonal use (66%).

Age of Units

Most dwellings in Manatee were built between 1980 and 1989 when the housing market in Florida was at its peak in terms of unit production. Dwellings units that may be approaching the end of their life cycle are those falling between 40 and 50 years of age. Approximately 5.7% of the housing stock in the County was constructed prior to 1950, while another 9.4% was constructed prior to 1960 (Table 18). While structural age is not necessarily synonymous with deterioration, especially if adequate maintenance is carried out, there is often a strong correlation between age and deterioration.

Year	Number of Units	% of Total
1995-2000	14,375	12.8%
1990-1994	10,901	9.7%
1980-1989	28,256	25.1%
1970-1979	27,581	24.5%
1960-1969	14,381	12.8%
1950-1959	10,568	9.4%
.1949	6,398	5.7%

Source: U.S. Census.

Range	Number of Units		% Change
	1990	2000	
< \$50,000	5,725	2,160	-62%
\$50,000-\$99,999	20,725	18,592	-10%
\$100,000-\$149,999	7,247	16,086	122%
\$150,000-\$199,999	2,397	8,110	238%
\$200,000-\$299,999	1,291	6,058	369%
\$300,000-\$499,999	583	2,759	373%
≥ \$500,000 +	213	877	312%

Source: U.S. Census.

Housing Value

In 2000, the median value of an owner-occupied dwelling unit in Manatee County was \$119,400 compared to \$79,400 in 1990. As shown in Table 19, the greatest number of dwelling units in Manatee County are valued between \$50,000 and \$149,999. In 2000, 46% of homes were within this value range. Between 1990 and 2000, the value range between \$300,000 and \$499,999 had the greatest percentage increase (373%) while units under \$50,000 decreased by the highest percentage.

Manatee		Pinellas		Hillsborough		Sarasota		DeSoto	
Cost	Cost Index	Cost	Cost Index	Cost	Cost Index	Cost	Cost Index	Cost	Cost Index
\$105,689	91.19	\$124,378	107.31	\$117,280	101.19	\$113,845	98.23	\$92,238	79.24

Notes:
Excludes mobile homes.
Measured by the Florida Price Level Index and based on sales of new homes.
Source: Florida Statistical Abstract.

Table 20 is a regional comparison of housing costs. The data reveals that the average cost of a new home in Manatee County is almost 15% more expensive than in DeSoto County, but less expensive than in Sarasota (8%), Pinellas (18%), or Hillsborough (11%) counties.

Cost of Housing

Between 1990 and 2000, the median cost of a mortgaged, owner-occupied unit in Manatee County increased by 42%, which was higher than in the region but less than in the state and nation. Manatee’s median monthly

cost of a mortgaged, owner-occupied dwelling is \$1,002. As shown in the comparison in Table 21, Hillsborough County, the state, and the U.S. are higher in this monthly cost.

Table 21 Median Monthly Housing Costs for Owner and Renter Occupied Units						
Place	Owner-Occupied with a Mortgage			Renter-Occupied		
	1990	2000	% Change	1990	2000	% Change
Manatee	\$704	\$1,002	42%	\$488	\$637	31%
Desoto	\$520	\$679	31%	\$353	\$442	25%
Hillsborough	\$740	\$1,000	35%	\$446	\$623	40%
Pinellas	\$687	\$945	37%	\$463	\$616	33%
Sarasota	\$720	\$984	36%	\$543	\$711	31%
Florida	\$718	\$1,004	40%	\$481	\$641	33%
U.S.	\$737	\$1,088	48%	\$447	\$602	35%

Source: U.S. Census.

For renter-occupied dwellings, the County’s median monthly cost is \$637 which is lower than those found in Sarasota County or the state. The median rent in Manatee County increased by 31% between 1990 and 2000; a rate similar to those listed for Pinellas, Sarasota, and the state.

The level of family income serves as a determining factor in the choice of decent affordable housing. A family is considered to be paying an excessive percentage of their annual income for housing if the rent to income ratio exceeds 30 percent. As shown in Table 22, approximately 29.2% of Manatee County households are paying 30% or more of household income for mortgaged owner-occupied housing. This figure is up 45% from 1990.

Table 22 Owner Households Exceeding “Affordable” Rent to Income Ratio				
Place	% Paying 30% or More of Household Income for Housing			
	1990		2000	
	30-34%	≥ 35%	30-34%	≥ 35%
Manatee	6.2%	14.0%	7.8%	21.4%
Desoto	3.4%	11.0%	4.6%	13.9%
Hillsborough	6.3%	15.3%	7.2%	19.6%
Pinellas	6.1%	15.2%	8.0%	21.3%
Sarasota	6.0%	14.5%	8.1%	24.9%
Florida	6.1%	15.9%	6.3%	18.5%
U.S.	5.9%	13.5%	6.0%	15.8%

Source: U.S. Census.

Farmworker Housing

According to the Migrant/Seasonal Farmworker Housing Options Report, Manatee County (January 2003), an estimated 13,000 migrant workers plus 5,000 family members live in the county and help sustain its \$209 million a year agricultural industry. However, housing capacity exists for only 2,200 migrant farmworkers within the County’s 22 permitted camps¹. The County faces a shortfall of an estimated 3,700 units for this segment of the local population. Considering that the average farmworker earns between \$7,000 and \$9,000, most housing in the County is out of the financial reach of these households.

In a study done by the Florida Institute of Government and Joint Center for Environmental and Urban Problems, a survey was conducted regarding housing needs and conditions for Florida farmworkers. The following are some of the major findings of that study:

- Housing is in short supply for both migrant and non-migrant farm workers.

¹ Manatee County Health Department is the permitting agency for these camps.

- Estimated need for additional housing ranged from 600 to 4,000 units in each of the site survey areas. Half of the mail survey respondents identified a need for more than 2,000 additional units in each of their jurisdictions to meet migrant farm worker housing needs alone.
- The farm worker housing shortage is projected to become more severe in the future.
- Overcrowding is a severe problem in virtually all sites surveyed. The problem is exacerbated during growing season by the influx of migrant workers.
- Much of Florida's farm worker housing stock is substandard because of age of the structures, inadequate plumbing, faulty wiring, or poor maintenance.
- It is unlikely that the private sector, on its own, can or will supply the quantity and quality of housing needed by farm workers now and in the future.

Housing Projections

The projected need for single family and multi-family dwelling units (including mobile homes) in Manatee County represents an increase of almost 23% in the year 2025 (Table 23).

Table 23 Housing Unit Projections Manatee County					
	1995	2000	2010	2020	2025
Single Family Units	50,591	57,425	64,421	74,177	75,682
Multi-family Units	45,246	47,838	51,979	51,750	53,280
Total Housing Units	95,837	105,263	116,400	125,927	128,962

Source: URS Corp., Modified from 2002 Sarasota-Manatee County MPO TAZ Projections (does not include other housing types such as ACLF's, migrant housing, etc.).

Crime

In 2001, all categories of crime experienced an increase from the previous year and, with the exception of murder, exceeded the average number of crimes established between 1995 and 2001. Those categories surpassing the County average by the greatest number include larceny, burglary, and vehicle theft (Table 24).

Type	1995	1996	1997	1998	1999	2000	2001	Average
Murder	7	10	13	5	7	5	6	8
Rape	154	155	143	162	137	149	170	153
Robbery	326	370	288	300	267	283	329	309
Aggravated Assault	1,230	1,213	1,077	1,037	1,091	1,102	1,171	1,132
Burglary	2,640	2,821	2,263	2,437	2,370	2,014	2,619	2,452
Larceny	6,491	5,290	5,682	4,129	3,670	3,803	6,165	5,033
Vehicle Theft	615	736	644	658	802	912	976	763
Total	11,463	10,595	10,110	8,728	8,344	8,273	11,436	9,850

Source: Manatee County Sheriff's Office.

Education

Enrollment

The total school enrollment in Manatee County was 55,000 in 2001. Preprimary school enrollment was 8,600 and elementary thru high school enrollment was approximately 36,000 children. College enrollment was 11,000. As to be expected, along with general population increase the Manatee County public school system has experienced a steady increase in student attendance (Table 25). There are currently 28 elementary schools, seven middle schools, five high schools, and two higher education institutions (Manatee Technical Institute and the Manatee Community College) in Manatee County.

Year	Total
1998/99	34,045
1999/00	34,794
2000/01	36,176
2001/02	37,411

Source: Florida Department Of Education.

Graduation/Drop Out Rates

Manatee County's high school graduation rate increased from 61.6% in 1996 to 65.2% in 2000. The graduation rate is the percentage of students who graduated within four years of entering ninth grade for the first time. The County's 2000 high school graduation rate is comparable to those of adjacent counties. At 4.5%, the County's 2000 high school drop rate is the highest in the region. The drop out rate is a percentage of the number of students in grades nine through 12 for whom a dropout withdrawal was reported divided by the year's total enrollment for those grades. The high school drop out rate has decreased in Manatee County since 1996 when the rate was 7.0%.

Place	Graduation Rate	Drop Out Rate
Manatee	65.2%	4.5%
DeSoto	64.8%	3.5%
Hillsborough	74.4%	2.7%
Pinellas	64.4%	4.2%
Sarasota	70.3%	3.1%
Florida	63.8%	3.8%

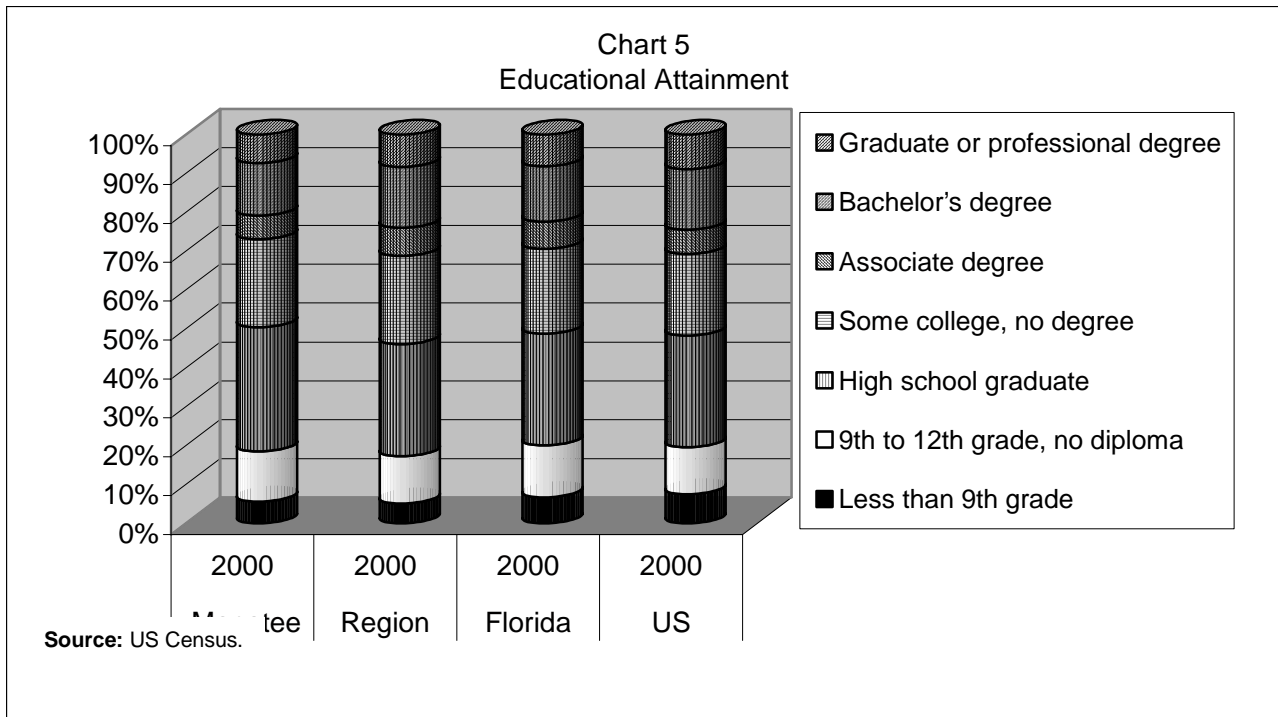
Source: Florida Department Of Education.

Educational Attainment

Table 27 shows educational attainment for persons in Manatee County 25 years and older. In 2000, 81.4% of this population had at least graduated from high school – up 5.8% from 1990 (75.6%). Those in this population having a bachelor's degree or higher increased by 5.3% between 1990 and 2000.

Table 27 Educational Attainment of Person 25 Years and Over Manatee County				
Educational Attainment	1990		2000	
	Population	%	Population	%
Population 25 Years and Over	156,377	100.0	192,789	100.0
Less than 9th Grade	12,700	8.1	10,847	5.6
9th to 12th Grade, No Diploma	25,488	16.3	24,930	12.9
High School Graduate (Includes Equivalency)	54,207	34.7	61,485	31.9
Some College, No Degree	30,359	19.4	43,775	22.7
Associate or Bachelor's Degree	24,826	15.9	37,770	19.6
Graduate or Professional Degree	8,347	5.3	13,982	7.3
% High School Graduate or Higher	-	75.6	-	81.4
% Bachelor's Degree or Higher	-	15.5	-	20.8

Source: U.S. Census.



Development Trends

Urbanization

Of the 474,000 total acres that make up Manatee County, 45,000 were classified as “urban” (see Table 28) in 1990. This acreage represented 9.7% of the County land area. In the decade between 1990 and 2000, urban lands had increased by almost 31%, to 59,702 acres. As shown in Chart 6 on the following page, 12.7% of the county was considered urbanized in 2000, with the greatest share being allocated to residential uses (73.9%). The 1.0-2.0 unit per acre residential land use type experienced the greatest percentage change between 1990 and 2000. This category also had the greatest increase in land consumption during this period.

Urban Land Use Category ¹	Acres		Change 1990-2000	% Change	Share of 2000 Urbanized Total
	1990	2000			
Residential (1.0-2.0 Units/Acre)	7,425.80	14,604.60	7,178.80	96.6%	24.5%
Residential (2.1-5.0 Units/Acre)	6,172.40	7,840.90	1,668.50	27.0%	13.1%
Residential (5.1+ Units/Acre)	18,225.50	21,686.80	3,461.30	19.0%	36.3%
Residential Subtotal	31,823.70	44,132.30	12,308.60	38.7%	73.9%
Commercial and Services	4,388.10	5,195.70	807.6	18.4%	8.7%
Industrial	2,283.70	2,394.50	110.8	4.8%	4.0%
Institutional	1,365.10	1,549.30	184.2	13.5%	2.6%
Transportation	3,272.80	3,882.00	609.2	18.6%	6.5%
Communications	80.1	111.2	31.1	38.8%	0.2%
Utilities	2,418.00	2,437.00	19	7.9%	4.1%
Urbanized Total	45,631.40	59,702.00	14,070.50	30.8%	100.0%
Manatee County Urban and Rural Lands	Acres		Change 1990-2000	% Change	% of Total Land Area
	1990	2000			
Urbanized Land	45,631.40	59,702.00	14,070.50	31%	12.7%
Rural Land	428,608.60	414,538.10	(14,070.5)	(3.3%)	87.4%
Countywide Total	474,240.00	474,240.00	0.0	0%	100.0%
Countywide Population	211,700	264,002	52,302	24.7%	N/A

Notes:

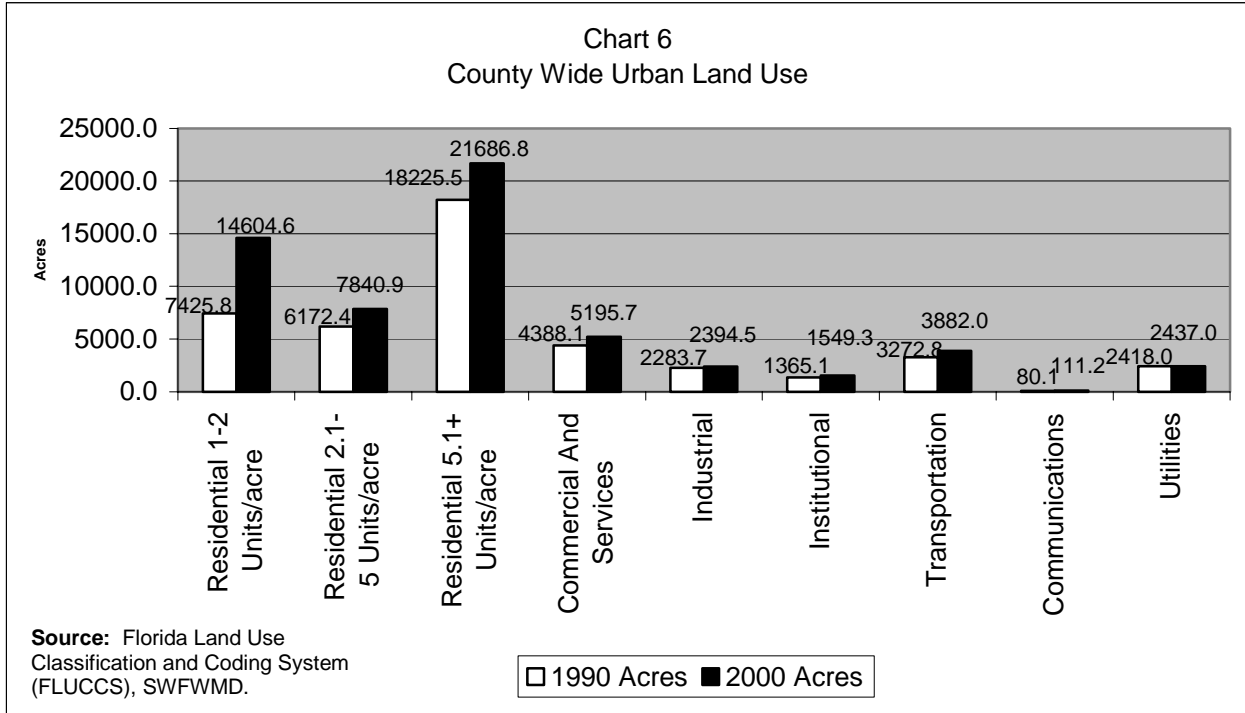
1. Urbanized land was defined by SWFWMD Florida Land Use Classification and Coding System (FLUCCS).

Source: SWFWMD Florida Land Use Classification and Coding System (FLUCCS).

Density

Persons Per Square Mile

The number of persons per square mile in Manatee County has increased by more than 40% for every 10 year increment from 1960 to 1990 (Table 29) to its present density of 356 persons per square mile. In comparison to its neighbors, Manatee County is less dense than Pinellas, Hillsborough and Sarasota counties, but more so than Desoto County (Table 30). By the year 2050, the County is projected to have 700 persons per square mile - an increase of 97%.



**Table 29
Persons per Square Mile, 1960-2050
Manatee County**

Year	Manatee	% Change	Florida	% Change	U.S.	% Change
1960	93	-	92	-	20	-
1970	131	41%	126	37%	22	13%
1980	200	53%	181	44%	25	11%
1990	286	43%	240	33%	27	10%
2000	356	25%	296	24%	30	10%
2010	426	20%	350	18%	33	9%
2020	496	16%	404	16%	35	8%
2030	562	13%	455	13%	38	8%
2040	631	11%	N/A	-	N/A	-
2050	700	11%	N/A	-	N/A	-

Source: URS Corp, derived from other sources.

Unit Measured	Manatee	DeSoto	Hills- borough	Pinellas	Sarasota	Region	Florida
Land area (square miles)	740	637	1,051	280	572	3,281	53,927
Population	264,002	32,209	998,948	921,482	325,957	2,542,598	15,982,378
Persons per square mile	356.3	50.6	950.5	3291.0	569.9	775.0	296.4

Source: URS Corp, derived from other sources.

Persons Per Acre

In 2000, residential lands in Manatee averaged 6.0 persons per acre - a decrease from the 6.63 persons per acre in 1990 (Table 31). This is an indication that per capita land consumption is rising in Manatee County.

Dwelling Units Per Acre

The number of dwelling units per acre decreased from 2.8 units per acre to 2.5 units per acre from 1990 to 2000 (Table 32). By this measure per capita land consumption in Manatee County is increasing.

Year	Population	Residential Acreage	Persons per Acre
1990	212,000	32,000	6.63
2000	264,002	44,000	6.0

Source: URS Corp, derived from other sources.

Year	Dwelling Units Per Acre
1990	2.8
2000	2.5

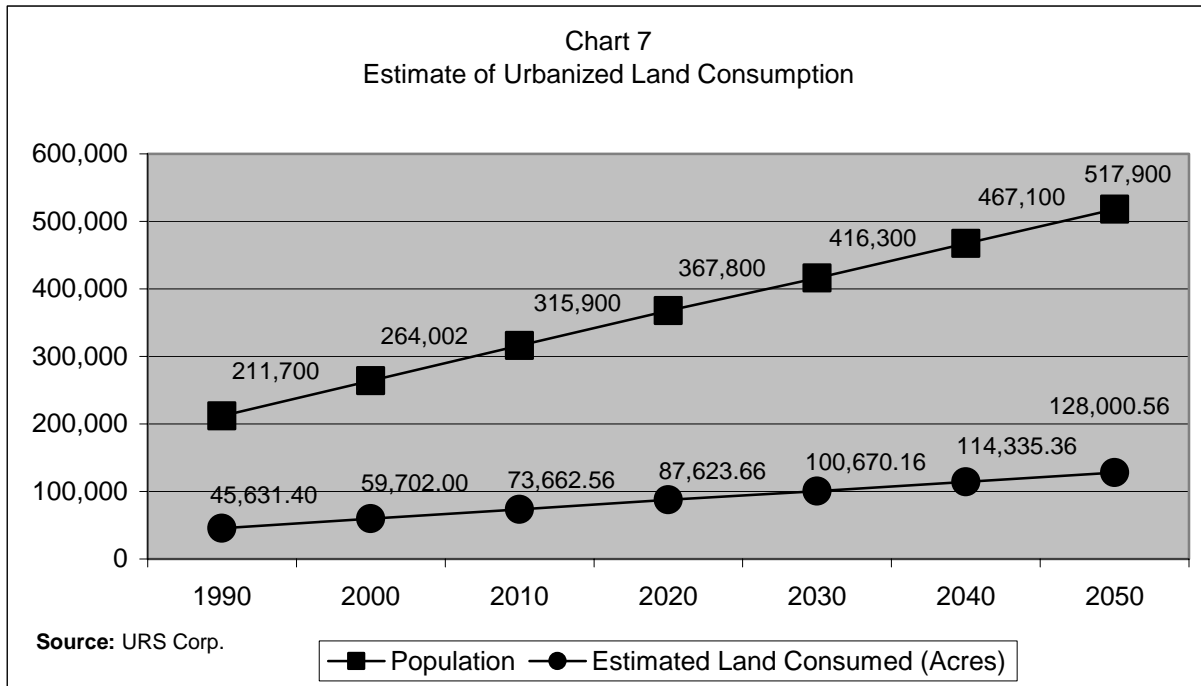
Source: URS Corp, derived from other sources

Projected Land Consumption

Land consumption projections for Manatee County were calculated in 10 year increments to the year 2050 using County population projections and urban land consumption rates from the period between 1990 and 2000. The rate at which land is urbanized (i.e., converted from agricultural and open space to residential, office, commercial, transportation, and utilities land uses) is estimated to be 0.269 acres (11,718 square feet) of land for each person in Manatee County. Projected land consumption was calculated by multiplying the current land consumption rate per person (0.269 acres) times the projected population indicated for a particular year. Using this formula, it is anticipated that an additional 68,299 acres will be needed to accommodate future growth in 2050 when 27% of the county is projected to be urban in character (Table 33).

Year	Population	Increase in Population	Increase in Urban Land (Acres)	Estimated Land Consumed (Acres)	Remainder	Total	% Urban
1990	211,700	-	-	45,631.40	428,608.60	474,240	10%
2000	264,002	52,302	14,069.24	59,702.00	414,538.00	474,240	13%
2010	315,900	51,898	13,960.56	73,662.56	400,577.44	474,240	16%
2020	367,800	51,900	13,961.10	87,623.66	386,616.34	474,240	18%
2030	416,300	48,500	13,046.50	100,670.16	373,569.84	474,240	21%
2040	467,100	50,800	13,665.20	114,335.36	359,904.64	474,240	24%
2050	517,900	50,800	13,665.20	128,000.56	346,239.44	474,240	27%

Sources: U.S. Census, BEBR, Manatee County, URS Corporation, 2002.



Location of Development

Agricultural Lands

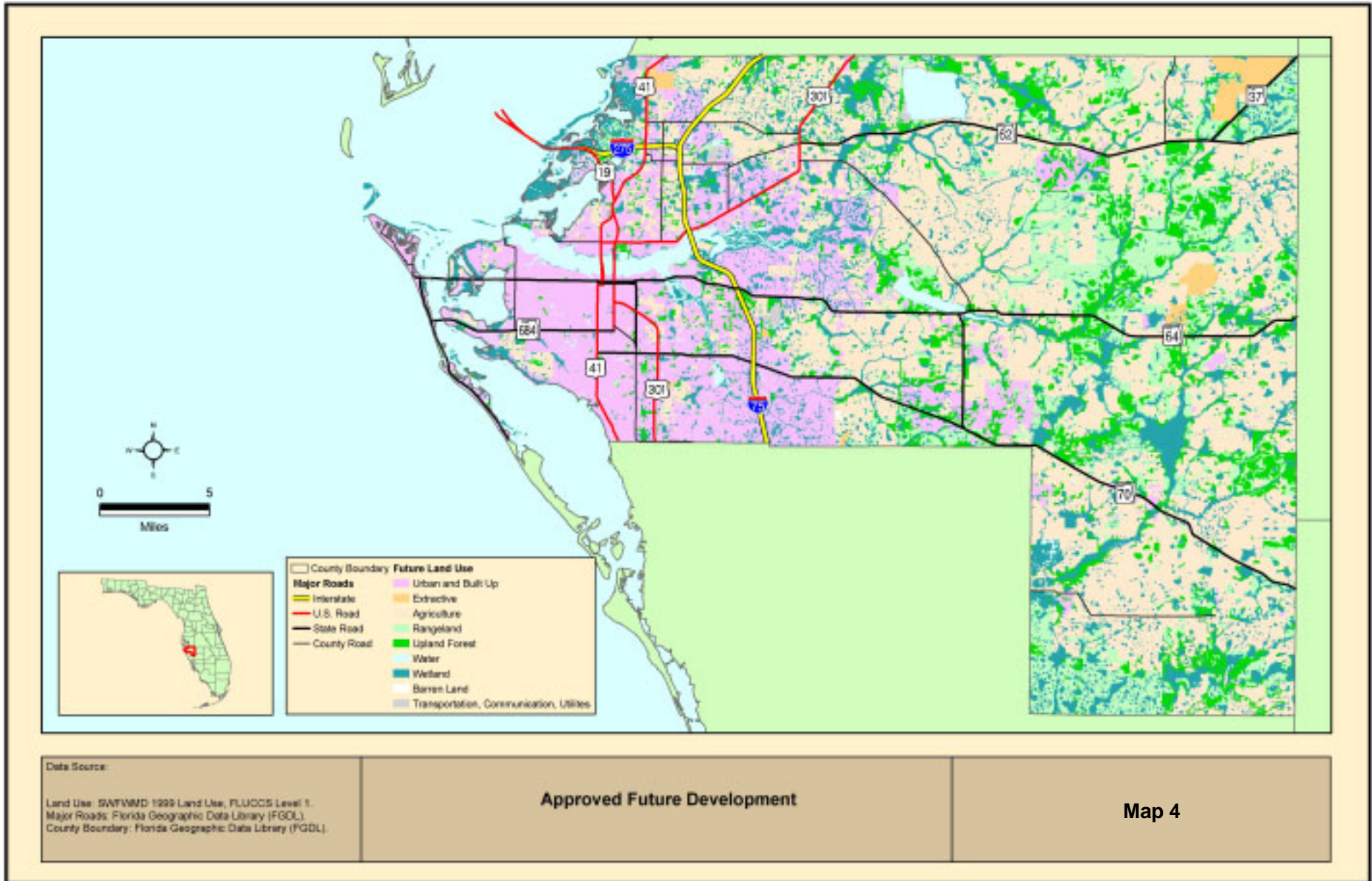
Over the last 10 years, acreage used in crop production has remained constant at approximately 28,000 acres (approximately 60% of the County). However, the location of these farms is changing. In recent years, the location of active farmland has begun to migrate east as agricultural lands in the western portion of the County are replaced by residential and urban support land uses. Based on investigations associated with developing potable water demand projections for agricultural water in Manatee County, urban population growth is not anticipated to result in a significant overall net loss of agricultural land during the planning horizon. The large total land areas and availability of large tracts of vacant or unimproved land make this possible.

Approved Developments

A portion of the additional 68,299 acres needed to accommodate Manatee’s 2050 population will be met through approved major development projects that are not completely built out. These developments account for approximately 18,251 acres in Manatee (Table 34). Assuming these lands are developed during the next 50 years to accommodate the County’s projected population, the intensity and location of these acres are known through approved development master plans. The location of the remaining 50,048 acres needed for the future population growth is less certain.

Table 34 Land Consumption by Type, 2001 Manatee County	
Type	Acres
Urban and Built Up	8,963
Water	2,090
Wetlands	7,053
Transportation, Communication, Utilities	1,154
Land Available within Approved Projects	18,251
Total	37,511
Total Manatee County	474,240.00

Source: URS Corp, derived from other sources, 2002.



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Transportation

Table 35 shows census data on daily commuting patterns to and from Manatee County in 1990 and 2000. While the greatest number of commuters to Manatee County was from Manatee, the greatest percentage (91.5%) of home to work trips over the time period was from Sarasota County. Commuters from Manatee to Pinellas increased by the highest percentage (209%) between 1990-2000. The greatest number of commuters from Manatee stay in Manatee on a daily basis, followed by trips to Sarasota County.

Table 35 Daily Home to Work Commutes				
Place of Residence 2000	Workplace 2000	Count 1990	Count 2000	% Change
To Manatee County				
Hillsborough	Manatee	1,699	2,193	29.1
Manatee	Manatee	64,906	82,098	26.5
Pinellas	Manatee	929	1,452	56.3
Sarasota	Manatee	5,200	9,957	91.5
Other	Manatee	1,153	2,130	84.7
From Manatee County				
Manatee	Hillsborough	1,348	2,586	91.8
Manatee	Manatee	64,906	82,098	26.5
Manatee	Pinellas	780	2,410	209.0
Manatee	Sarasota	17,267	21,640	25.3
Manatee	Other	1,642	2,268	38.1

Source: U.S. Census.

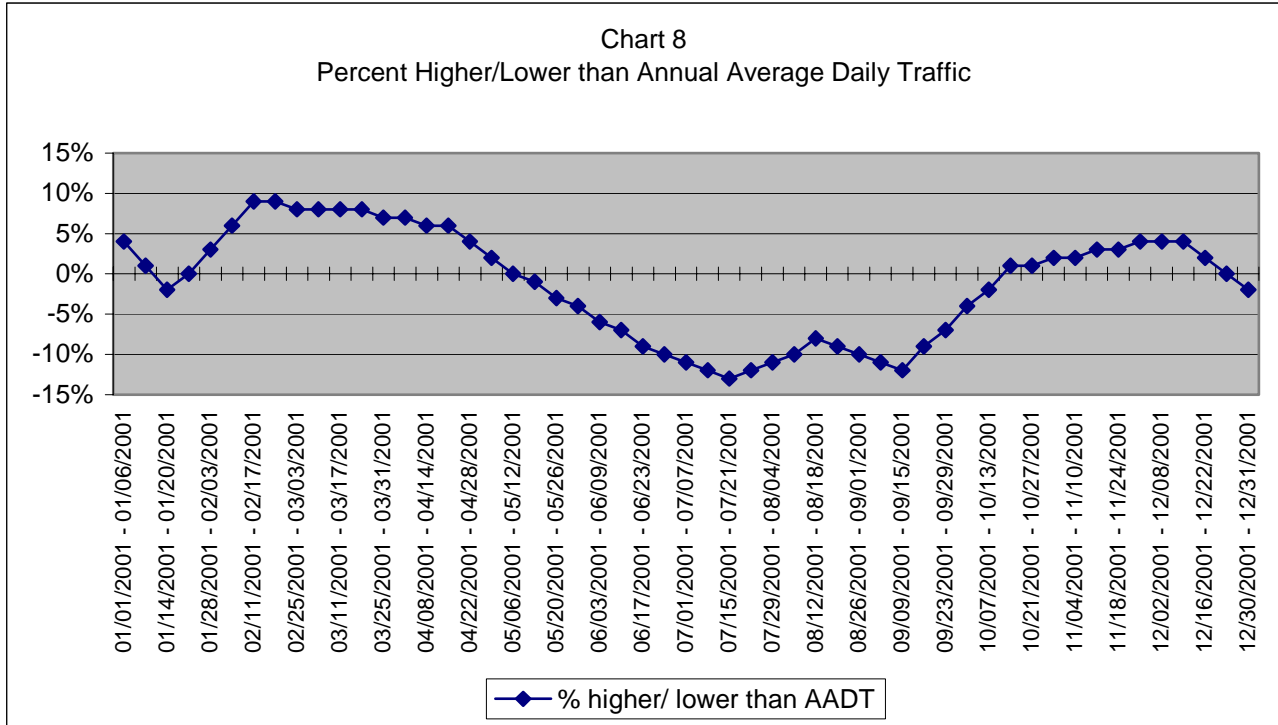
If automobile travel remains the primary mode of transportation, the performance indicators shown in Table 35 can be expected to show diminishing levels of service as the population of Manatee County increases. The first indicator, total vehicles miles traveled per day, is expected to increase in Manatee in conjunction with: 1) population growth and 2) decreases in population density (as is the trend in the County). By the year 2025, vehicle miles traveled (VMT) are anticipated to go up by 100% from the 1995 VMT.

Table 36 Daily Transportation and Traffic Manatee County						
	1995	2005	2010	2015	2020	2025
Vehicle Miles Traveled	5,425,365	7,063,577	7,846,010	8,937,086	9,087,274	10,845,274
Vehicle Hours Traveled	171,289	250,356	310,728	453,082	455,317	525,774
Congestion - Miles Per Hour	32.91	30.78	28.65	24.43	23.17	25.16

Source: URS Corp., Adapted from 2002 Sarasota-Manatee County MPO TAZ Projections.

The second indicator, total daily vehicle hours traveled (VHT) measures the cumulative daily average for time spent traveling in the County. In 1995, an average total of 171,289 hours per day were spent in commutes. By 2025, this figure is expected to increase over 200% to 525,774 hours per day. Lastly, there is the congestion-related impact to the overall average travel speed. Congestion levels in 1995 resulted in an average travel speed of 33 miles per hour. The rate of travel in the year 2025 is expected to slow to 25 miles per hour due to increases in traffic congestion.

Chart 8, illustrates the weeks during 2001 that had the heaviest traffic. As expected, due to seasonal population and tourists, January through March showed the highest levels of annual average daily traffic.



Travel throughout the County will continue to be constrained by water bodies such as the Manatee River, Intercoastal Waterway, and Tampa Bay. In order to manage travel demand, developing areas east of I-75 will be contributing impact fee revenues for the expense of new and widened roadways. Transportation management programs such as Congestion Management Systems are being studied at the County level to explore alternative modes of transportation that may be more effective in solving long range transportation needs. A freight mobility study and facility improvements will improve truck movement and intermodal connections that are important to the flow of goods in Manatee. Intelligent Transportation Systems (ITS) technologies are being implemented to improve traffic flow through such methods as system wide traffic signal coordination, so expensive roadway expansion may not be necessary.

The Sarasota-Manatee County MPO Long Range Transportation Plan acknowledges the need for a seamless transit network connecting Manatee and Sarasota counties. Additional transit services include planned express routes and connections to planned park and ride lots. Expanded service areas for fixed route service are planned for areas of future development.

Existing Plans

Comprehensive Plans

The foundation of Florida's Growth Management Act (Chapter 163, Part II, Florida Statutes) is the local comprehensive plan. State law requires that the state and all regional and local governments develop and implement comprehensive growth management plans. These plans carry the force of law; include specific elements such as future land use, transportation, infrastructure, and affordable housing; and have an explicit function of "discouraging the proliferation of urban sprawl." The cornerstone of the comprehensive plan is the future land use map (FLUM). The FLUM is a regulatory document that establishes the type, location, and intensity of land uses over a planning timeframe (usually 10 or 20 years). Another critical aspect of Florida's growth management program is its "concurrency" requirement, which allows local governments to approve development only when there are plans for adequate public facilities to accommodate development.

Manatee County Comprehensive Plan

Comprehensive planning for large land masses typical for county units of government requires a variety of strategies to address diverse needs. For example, there are areas of the County that can be either urban or rural, coastal or inland, environmentally sensitive or suitable for development, etc. Plan policies protect wetlands, wildlife habitat, floodplains, coastal areas, lakes and streams, and recreational areas. Density transfer provisions allow for better protection for wetlands and the Coastal High Hazard Area. The plan provides that FLUM map amendments are compatible with development trends in the area of consideration and surrounding uses and densities/intensities of development.

When the Manatee County Comprehensive Plan was adopted in 1989, the Future Land Use Map was developed with an over allocation of 300% density to meet growth demand. Later an evaluation of the plan revealed that most future land use categories developed at about half the density allowed. Also, the Future Development Area Boundary is located in an area that will accommodate urban development for well over the planning timeframe of 20 years. For this reason, the FLUM is the primary tool for growth control. The County uses water and sewer hookup availability and strict development trends and timing requirements to determine when and where new urban development is appropriate. Then the FLUM encourages the intensification of land uses near the intersections of I-75 and I-275 through designation of mixed use future land use categories.

Several principals of sustainability are emphasized in the comprehensive plan including building more compact communities to decrease the transition of agricultural and natural lands to urban use and to decrease the cost to provide and maintain infrastructure; reuse of land closer to existing urban centers to reduce commutes and improve viability of existing business areas. Other sustainability techniques employed are encouraging mixed uses, affordable housing, alternative forms of transportation, and urban design that facilitates pedestrian activity.

City of Bradenton Comprehensive Plan

The City of Bradenton Comprehensive Plan was amended in 2000. The plan indicated that 21% of the population in the county resides in Bradenton; however, the city represents 1.5% of the County's land mass. The plan indicates a maximum build out population of 71,247 persons based on densities established by FLUM. The maximum density indicated on the FLUM is 15 units per acre with the exception of the downtown area. In this area, the City has opted to limit the intensity of development by keeping building heights under eight stories. Only 827 acres remain for new development in the City. Bradenton has established 18 neighborhood planning areas in the City, each with distinct plans for future development, redevelopment, and resource enhancement/preservation.

City of Palmetto Comprehensive Plan

Notable components of the City of Palmetto Comprehensive Plan are urban infill strategies and incentives, such as higher densities and government facilitation of desired development (e.g., mixed use), to encourage efficient development in proximity to the City's historic urban core. Up to 16 units per acre can be achieved in the City; however, density bonus provisions are available when certain plan objectives are furthered through private development. Development is limited in the Coastal High Hazard Area (CHHA) where special

provisions apply to limit the at-risk population there. Commercial and office intensities in the City are capped at a floor area ratio of 1.0. Strip commercial is discouraged.

City of Bradenton Beach Comprehensive Plan

The primary goal of the Bradenton Beach Comprehensive Plan is to preserve the City's residential and family character. The plan allows residential densities of up to 22 units per acre (in conjunction with a planned unit development). In this popular tourism destination, tourist accommodations can achieve 28 units per acre and protection of natural coastal resources is a high priority. The plan encourages mixed use development that is orderly and aesthetically pleasing. Strip commercial is discouraged.

City of Anna Maria Comprehensive Plan

According to the City of Anna Maria Comprehensive Plan, the community faced a population increase during the 1970's. In response, the City adopted zoning provisions that abolished any further multi-family housing development and restricted future residential development to single family dwellings. As such, a primary goal of the City is to maintain a low density residential character.

City of Holmes Beach Comprehensive Plan

As with other communities on Anna Maria Island, the primary goal of the Holmes Beach Comprehensive Plan is to preserve the City's residential and family character. The City also articulates an interest in maximizing the benefits of tourism and its commercial center. The plan allows residential densities of up to 10 units per acre and local development regulations do not permit multi-family development. The plan encourages orderly commercial development that is protective of environmental and natural resources. Safety and aesthetics are important considerations in the City relative to its transportation facilities, which ideally would be multimodal in function.

Town of Longboat Key Comprehensive Plan

As a means of addressing the community's traffic, water, and hurricane evacuation issues, the Town of Longboat Key has established a development cap whereby the existing number of dwelling units in the town cannot be exceeded. Any change to the development cap must be adopted by referendum. The latest referendum of this type was presented in March 2003 and was not passed by the voters. The maximum density allowed by the comprehensive plan is 6.0 units per acre under the High Density Single Family/Mixed Residential and the High Density Tourist Resort/Commercial land use categories. Commercial intensities are capped at 40% lot coverage and three story height maximums. The brisk, local housing market has caused property values in the residential sector to increase at a higher rate than in the commercial sector. As redevelopment occurs, a town objective is to bring nonconforming properties into conformance with current flood regulations. Also, mixed use centers are desired for their ability to capture local traffic that would otherwise congest roads leading to goods and services on the mainland.

Redevelopment Plans

Community Redevelopment Plans are prepared in accordance with the provisions of Chapter 163, Part III, Florida Statutes. The local government establishes a finding of necessity to conduct redevelopment activities and a Community Redevelopment Agency is appointed to conduct redevelopment activities. Redevelopment activities must be conducted in accordance with the CRA plan. The redevelopment plan can indicate areas for acquisition, demolition, redevelopment, improvements, and rehabilitation. The plan must conform to the local government comprehensive plan and indicate zoning and planning changes, if any; land uses; maximum densities; and building requirements. Among the other findings, the community redevelopment plan addresses community policing and parks and recreation. Additional requirements may be invoked, depending on the types of land use specified in the redevelopment plan. Once the plan is approved, the community redevelopment agency is empowered to implement the plan. Among the powers afforded to the agency are the installation of public facilities, disposition of property for uses specified in the plan, property acquisition, demolition, and administration of a tax increment finance district (subject to the creation of a tax increment financing district by the governing body).

14th Street West Community Redevelopment Plan

This Community Redevelopment Area had not experienced the relative economic success of other areas of the County, therefore, the redevelopment plan sought to address negative social, economic, and physical factors in the community. The redevelopment plan envisions the 14th Street West CRA evolving to reinforce its distinction as the urban core of the County and gateway to the City of Bradenton. The strategies involve creating a more livable, walkable place with superior urban form and a mix of land uses at definable nodes along major corridors. Strategies also address crime to increase safety and improve perception of the community and intermodal transportation to facilitate traffic flow and decrease reliance on automobile travel.

Bradenton Community Redevelopment Area Plans

There are three CRAs in the City of Bradenton. They include the Bradenton CRA, Bradenton Central CRA, and the 14th Street CRA. These plans are currently in the process of being updated and, therefore, the soon to be outdated plans were not reviewed for the purposes of this report. However, a draft of the Downtown Bradenton Strategic Development Plan associated with the updates was reviewed. The plan indicated that the community's goal is to create opportunities for continued quality growth in Downtown Bradenton. Over the past four years, the assessed value of the Downtown Community Development District has increased by 20% to a total value in excess of \$310 million. Three distinct districts are proposed in the downtown including the Central Business District, the Village of the Arts, and the Antique District. The Central Business District is slated for high intensity mixed uses that will activate the City center with day and night pedestrian traffic. The strategy calls for expansion of retail and office space and development of high rise condominiums that take advantage of waterfront views of the river. An effort will be made to maintain the residential character of the neighborhood in the Village of the Arts district along with artists' studios and galleries. The Antiques District will have a similar scale and intensity as the Village of the Arts with a distinct residential character supported by compatibly scaled commercial and office uses.

Bayshore Area Neighborhood Plan

The Bayshore Area Neighborhood Plan is a guiding document for planning, development, and the implementation of identified action items. The intent of the plan is to promote a well balanced and vibrant neighborhood. Implementation strategy were related to property maintenance and appearance; condition of rental and seasonal housing stock; animal control; preservation of 1950's Florida design character in residential areas; appearance and vitality of commercial areas; responsive solutions to traffic (vehicular, pedestrian, and bicycle) problems; comfort and convenience of public transit; infrastructure improvements (streetlights, reclaimed water, drainage); park and recreation opportunities; crime reduction; and improve communications in the community.

South County Community Redevelopment Area Plan

The South County CRA plan endeavors to build sense of community in this "built out" neighborhood in the County. The plan addressed infrastructure needs including drainage, sidewalks, streetlights, and recreation, and program needs such as community policing, and social services delivery. Much of the community's housing stock is in good physical condition but in need of minor repair or maintenance. The commercial corridors traversing the neighborhood are auto service oriented to the exclusion of daily needs goods and services that would be convenient and pedestrian friendly for area residents.

Palmetto Community Redevelopment Area Plan

The Palmetto Community Redevelopment Area occupies an area of the City of Palmetto that is generally located west of 16th Avenue (Canal Road) in the City's historic commercial core. Key development objectives of the CRA include:

- Development of the area to its highest and best use, with special emphasis on maximally productive use of frontage on major thoroughfares and along the shore.
- Development of the area with a land use mix that allocates risk to several segments of the real estate market while maintaining a clear image of residential development.
- Maximum density of 14 to 16 units per acre.
- Height limitations of 120 feet or 12 stories.
- Requirement that new buildings are "context sensitive" relative to type and design.

- Mixed uses primarily east of U.S. 41 and south of U.S. 301
- Heavy commercial/light industrial north of U.S. 301 to the railroad corridor
- General commercial west of Eighth Avenue

Long Range Transportation Plan

Sarasota-Manatee MPO Long Range Transportation Plan

The Sarasota-Manatee County Metropolitan Planning Organization (MPO) 2025 Long Range Transportation Plan (LRTP) is the guiding document for transportation planning in Manatee County. The LRTP process takes into consideration the growth and development expected for Manatee County and the heavy demands that will be placed on the transportation system. Goals of the 2025 LRTP include:

- Provide a safe and efficient intermodal transportation system. This goal is further defined by objectives regarding: 1) improved access to major intermodal facilities, freight distribution terminals, employment centers, activity centers, parks, recreation and cultural facilities and military installations; 2) provision of viable transportation options to meet the needs of local travel and goods distribution for citizens and visitors, and to meet the needs of commerce and industry; 3) reasonable connections to counties adjacent to counties; 4) provisions for pedestrian and bicycle safety on all major urban transportation facilities; 5) maintenance and expansion of transit systems and facilities to continue providing the adopted level of service throughout the area for both fixed-route and demand responsive paratransit operations; 6) improved access to transit for those persons with disabilities; and 7) provision of adequate transportation facilities to accommodate hurricane evacuation requirements.
- Coordinate the transportation system and its improvements with transportation planning efforts of all government entities. This goal is further defined by objectives regarding: 1) transportation projects that are coordinated with local land use plans and improve the long-range effect of development decisions; and 2) intermodal strategies that lessen the dependency on the single occupant vehicle.
- Accommodate the preservation of natural and manmade resources. Related objectives include: 1) minimize adverse impacts from transportation improvements on important natural resources; 2) improvements to the arterial road network shall consider and mitigate impacts to residential neighborhoods; and 3) preserve and enhance aesthetic features in existing and proposed transportation corridors
- Preserve and maximize the use of the existing transportation system. A measure listed in a related LRTP objective to accomplish this is to increase use of transit service in congested corridors.
- Provide a transportation system that is financially feasible.
- Maintain a proactive public involvement process.

Vision Plans

The Tampa Bay Regional Planning Council assisted three of the County's beach municipalities in developing vision plans. Meetings were held with the purpose providing opportunity for citizens to share ideas of where their community should be going and to develop a local vision. Participants identified characteristics of their community they felt were strengths, weaknesses, opportunities and threats to the community vision. Characteristics were then ranked with those most important being addressed by ideas, concepts and implementation strategies.

City of Bradenton Beach Vision Plan

The City Bradenton Beach recently completed a Community Vision Plan. The following is the vision statement the community crafted: "Bradenton Beach is a friendly, small island community where both permanent and seasonal residents display civic pride and encourage balanced growth while retaining its Old Florida Charm. We have respect for our beach and environment, are regarded for our lush landscaping and recreation opportunities, and mobility can be achieved with similar ease via car, trolley, bicycle or foot."

City of Holmes Beach Vision Plan

The City of Holmes Beach is the most recent of the island communities to complete a Vision Plan. The mission statement included in the plan states: "Holmes Beach is a unique, environmentally sensitive beach

community with a small town atmosphere comprised of low-rise, low-density, mixed income neighborhoods; nicely landscaped streets and yards; clean beaches; pedestrian and bicycle friendly streets; and a centralized owner-operated shopping and restaurant district.” The plan further articulates local sentiment regarding maintaining the City’s single family residential character; protecting the environment; encouraging redevelopment of the central business district (e.g., town center); promoting aesthetics (e.g., landscaping, green space, architectural style and scale); and establishing maximum sizes for businesses.

City of Anna Maria Vision Plan

It has just recently completed the City of Anna Maria Community Vision Plan and established the following Vision Statement: “Anna Maria is a quiet, friendly beach community which reflects its old Florida style through a balanced mix of single-family homes of varying sizes, with tree-lined streets, landscaping, bicycle and pedestrian-friendly, and a defined commercial center of small shops and specialty stores serving the community.”

Other Plans

Palmetto/North Manatee County Urban Infill and Redevelopment Area

The Palmetto/North Manatee County Urban Infill and Redevelopment Area (UIRA) plan identifies the community’s desire to continue and reinforce traditional elements found in historic areas of the City to establish and extend the distinctive community character of the area as a “Florida Urban Village.”

Implementation strategies center on development of pedestrian-oriented streetscape design standards and design standards for commercial/mixed-use development. The UIRA calls for a more urban form rather than the low-density, suburban form that is typical of more recent development in the City. By mixing land uses within compact development, 1) mutually compatible land uses are integrated (residential and commercial), 2) hours of business activity are expanded, 3) market and financial feasibility are enhanced, and 4) there is usually a better transition to adjacent neighborhoods.

Village of Cortez Waterfronts Florida Community

The Village of Cortez is located on the west coast of Florida at the tip of the peninsula separating Palma Sola Bay from Sarasota Bay, just south of Tampa Bay in unincorporated Manatee County. Cortez is the last remaining fishing village on Florida’s Suncoast. The community is currently facing a number of pressures as a result increasing regulation of the commercial fishing industry, the net ban, and encroaching new residential development.

Cortez became a Waterfronts Florida community in July, 1999. After years of change, the people of Cortez did not want any more government intervention regulating what they do or promoting “economic development”, a term they identify with tourism and incompatible development. This National Register listed village has a history and a community character that has endured for 110 years. The Vision for Cortez is to keep Cortez as much the way it is now as possible and to retain its unique heritage. The community’s Mission Statement is: “To protect and maintain the values and neighborhood spirit of the Village of Cortez by guiding change in a way that preserves our community and our commercial fishing heritage.”

Plan Summary

While plans described in the foregoing may differ in scope, each plays a role in articulating a vision for the community to which it relates. By 2050, Manatee County’s population will almost double to half a million people. Indeed, growth of this magnitude will result in challenges and change. The value of these plans is in setting the tone for how growth will be accommodated and a desired future scenario achieved.

In reviewing relevant local government and agency plans, it was evident that Manatee communities have made great strides in addressing the major growth-related elements of community development. Basic municipal services in such areas as potable water, sanitary sewer, solid waste, transportation network, stormwater management, police/fire rescue, and recreational facilities are adequately and widely available in the urbanized area. The result of having most of major issues “squared away” is that local planning can place greater emphasis on “higher order” elements of community development. For example, Manatee local governments

and neighborhoods are taking up issues pertaining to public waterfront access, walkability in residential and commercial areas, and expanded recreational programs.

There were no inherent conflicts recognized among plans applicable to Manatee communities. Rather, numerous common themes were identified. They include:

- Preserve local character while addressing existing issues and future growth;
- Preserve and protect historic resources, especially in historic core areas;
- Promote and support infill development and redevelopment in the core areas of Bradenton and Palmetto. In contrast to some counties in the region, Manatee County has recognized the importance of returning resources to the urban core and has participated in joint planning for this purpose.
- Achieve greater mobility and accessibility through an integrated land use and multi-modal transportation system (e.g., walk, bike, bus, trolley, mixed use development);
- Achieve better urban design that is compact, walkable, and attractive and provides functional public spaces);
- Use Community Redevelopment Area (CRA) Plans as a community redevelopment tool – both in municipalities and in the unincorporated County;
- Develop safe and attractive transportation corridors (e.g., sidewalks, landscaping);
- Promote economic development;
- Maintain high quality recreational opportunities;
- Protect of ecosystems and natural resource lands (wetlands, coastlines, forests, etc.) valuable to wildlife, aesthetics, recreation, tourism, and pollution assimilation;
- Encourage housing opportunities for various household structures and income levels;
- Maintain adopted levels of service through capital improvements programming;
- Achieve better connections with Sarasota County.

Exhibit A

The following tables A-1, A-2 and A-3 give details of demographic information.

Table A-1
Age

Age Group	Manatee County				Region			Florida			United States		
	1990	2000	% of County 2000	% Change	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change
Under 5 years	12,345	14,902	5.60%	21%	132,188	143,370	8%	849,596	945,823	11%	18,354,443	19,175,798	4%
5 to 9 years	11,709	15,411	5.79%	32%	124,834	155,856	25%	814,118	1,031,718	27%	18,099,179	20,549,505	14%
10 to 14 years	10,401	15,625	5.87%	50%	115,575	156,697	36%	748,355	1,057,024	41%	17,114,249	20,528,072	20%
15 to 17 years	6,161	8,709	3.27%	41%	71,126	89,532	26%	454,168	611,775	35%	10,036,561	12,040,437	20%
18 and 19 years	4,296	5,307	2.00%	24%	52,380	56,164	7%	345,111	402,292	17%	7,717,454	8,179,453	6%
20 years	2,198	2,343	0.88%	7%	26,848	26,941	0%	177,644	197,368	11%	4,009,414	4,049,448	1%
21 years	2,104	2,381	0.90%	13%	25,905	25,968	0%	169,269	184,910	9%	3,817,220	3,841,082	1%
22 to 24 years	6,755	7,172	2.70%	6%	82,592	80,284	-3%	523,633	546,032	4%	11,193,678	11,073,471	-1%
25 to 29 years	14,169	13,607	5.12%	-4%	172,588	153,307	-11%	1,052,106	995,358	-5%	21,313,045	19,381,336	-9%
30 to 34 years	14,883	15,415	5.80%	4%	175,786	168,814	-4%	1,064,138	1,088,742	2%	21,862,887	20,510,388	-6%
35 to 39 years	13,404	17,851	6.71%	33%	160,907	195,771	22%	957,428	1,261,040	32%	19,963,117	22,706,664	14%
40 to 44 years	11,999	18,190	6.84%	52%	145,310	195,013	34%	853,728	1,224,207	43%	17,615,786	22,441,863	27%
45 to 49 years	9,885	16,744	6.29%	69%	117,490	176,687	50%	697,323	1,085,400	56%	13,872,573	20,092,404	45%
50 to 54 years	8,678	15,833	5.95%	82%	98,680	162,707	65%	594,288	984,079	66%	11,350,513	17,585,548	55%
55 to 59 years	9,609	14,471	5.44%	51%	99,115	134,586	36%	588,552	821,517	40%	10,531,756	13,469,237	28%
60 and 61 years	4,820	5,625	2.11%	17%	44,806	48,159	7%	257,504	299,287	16%	4,228,303	4,541,171	7%
62 to 64 years	8,883	8,769	3.30%	-1%	75,691	71,163	-6%	421,534	438,209	4%	6,387,864	6,264,276	-2%
65 to 69 years	17,186	15,706	5.90%	-9%	139,040	120,711	-13%	741,225	727,495	-2%	10,111,735	9,533,545	-6%
70 to 74 years	15,842	17,316	6.51%	9%	123,376	125,624	2%	628,427	724,681	15%	7,994,823	8,857,441	11%
75 to 79 years	12,452	14,967	5.63%	20%	98,837	112,271	14%	485,393	616,693	27%	6,121,369	7,415,813	21%
80 to 84 years	8,123	9,923	3.73%	22%	66,228	77,303	17%	304,276	407,441	34%	3,933,739	4,945,367	26%
≥ 85 years	5,805	7,735	2.91%	33%	49,759	65,670	32%	210,110	331,287	58%	3,080,165	4,239,587	38%

Source: U.S. Census.

Table A-2
Educational Attainment

	Manatee		Region		Florida		U.S.	
	1990	2000	1990	2000	1990	2000	1990	2000
Persons 25 years and over	156,377	192,789	1,572,814	1,810,748	8,887,168	11,024,645	158,868,436	182,211,639
Less than 9th grade	8.10%	5.60%	7.50%	5.10%	9.50%	6.70%	10.40%	7.50%
9th to 12th grade, no diploma	16.30%	12.90%	15.30%	12.20%	16.10%	13.40%	14.40%	12.10%
High school graduate	34.70%	31.90%	31.00%	28.90%	30.20%	28.70%	30.00%	28.60%
Some college, no degree	19.40%	22.70%	20.30%	22.70%	19.40%	21.80%	18.70%	21.00%
Associate degree	6.00%	6.10%	6.80%	7.20%	6.60%	7.00%	6.20%	6.30%
Bachelor's degree	10.10%	13.50%	12.80%	15.70%	12.00%	14.30%	13.10%	15.50%
Graduate or professional degree	5.30%	7.30%	6.40%	8.30%	6.30%	8.10%	7.20%	8.90%
Percent high school graduate or higher	75.60%	81.40%	77.20%	82.80%	74.40%	79.90%	75.20%	80.40%
Percent bachelor's degree or higher	15.50%	20.80%	19.10%	24.00%	18.30%	22.30%	20.30%	24.40%

Source: U.S. Census.

Table A-3 Ethnicity by Census Tract Manatee County														
Ethnicity	Tract 1.01		Tract 7.03 (Tract 1.02 and 7.01 in 1990)		Tract 1.03		Tract 1.04		Tract 2		Tract 3.01		Tract 3.02	
	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Total	2100	2236	9209	3189	1172	4214	3601	7921	6343	6654	7256	7224	7017	7257
White	1718	1885	8617	1378	395	1972	2074	5224	5384	6457	7198	6430	6750	6628
Black	295	178	434	1381	699	1447	1364	1718	709	65	26	364	101	229
Other	87	173	158	430	78	795	163	979	250	132	32	430	166	400
Hispanic or Latino	152	412	284	842	151	1311	263	2028	358	148	66	479	175	500
Non Hispanic	1948	1824	8925	2347	1021	2903	3338	5893	5858	6506	7190	6745	6842	6757
Total	2100	2236	9209	3189	1172	4214	3601	7921	6216	6654	7256	7224	7017	7257

Ethnicity	Tract 3.04, 3.05, 3.06 (Tract 3.03 in 1990)		Tract 4.03		Tract 4.05		Tract 4.06		Tract 4.07, 4.08 (Tract 4.04 in 1990)		Tract 5.01		Tract 5.03	
	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Total	7153	13545	12990	1803	9202	2753	2709	4294	1728	9415	3879	3177	3034	4037
White	6942	9446	10401	1754	9033	2672	2662	4150	1701	9120	3830	3009	2975	3832
Black	78	2534	2113	1	62	14	6	32	0	106	11	59	11	45
Other	133	1565	476	48	107	67	41	112	27	189	38	109	48	160
Hispanic or Latino	148	3390	995	42	144	57	22	103	19	180	59	133	55	162
Non Hispanic	7005	10155	11995	1761	9058	2696	2687	4191	1709	9235	3821	3044	2979	3875
Total	7153	13545	12990	1803	9202	2753	2709	4294	1728	9415	3880	3177	3034	4037

Ethnicity	Tract 5.04	Tract 6.01	Tract 6.02	Tract 7.02	Tract 8.03	Tract 8.04	Tract 8.05
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	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Total	4599	3329	3277	3228	3098	7308	2220	8995	7547	6172	4583	2687	1507	4154
White	4503	3131	3222	2809	2858	6582	1122	4173	3838	5054	4290	2616	1500	3700
Black	12	47	13	197	126	399	989	3990	3370	628	178	16	2	228
Other	84	151	42	222	114	327	109	832	339	490	115	55	5	226
Hispanic or Latino	70	131	52	364	192	561	455	1603	797	710	197	104	43	210
Non Hispanic	4529	3198	3225	2864	2906	6747	1765	7392	6750	5462	4386	2583	1464	3944
Total	4599	3329	3277	3228	3098	7308	2220	8995	7547	6172	4583	2687	1507	4154

Ethnicity	Tract 8.07, 8.08, 8.09, 8.10 (Tract 8.06 in 1990)		Tract 9.01, 9.02 (Tract 9 in 1990)		Tract 10		Tract 11.01		Tract 11.03, 11.04 (Tract 11.02 in 1990)		Tract 12.02		Tract 12.03	
	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Total	2768	14911	7288	9434	9399	5136	5010	6041	5551	9066	6836	4611	4508	4519
White	2562	14098	7174	8252	8925	4883	4945	5860	5502	8468	6629	4477	4443	4324
Black	147	218	35	620	276	36	10	53	11	217	77	30	2	39
Other	59	595	79	562	198	217	55	128	38	381	130	104	63	156
Hispanic or Latino	69	567	113	733	180	235	57	127	53	394	194	129	100	143
Non Hispanic	2699	14349	7175	8701	9219	4901	4953	5914	5498	8672	6642	4482	4408	4376
Total	2768	14916	7288	9434	9399	5136	5010	6041	5551	9066	6836	4611	4508	4519

Ethnicity	Tract 12.04		Tract 13		Tract 14.01		Tract 14.02		Tract 15.01		Tract 15.02		Tract 16	
	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Total	4500	5787	4285	3976	3576	7166	5035	1495	1536	3023	3068	6181	4424	6359
White	4394	5626	4217	3564	3357	6309	4823	1415	1506	780	947	2585	1434	5616
Black	49	38	17	107	103	298	119	10	4	1924	1977	2434	2360	595
Other	57	123	51	305	116	559	93	70	26	319	144	1162	630	148
Hispanic or Latino	86	160	114	627	394	1071	215	125	47	661	599	2618	1141	423
Non Hispanic	4414	5627	4171	3349	3182	6095	4820	1370	1489	2362	2469	5963	3283	5936
Total	4500	5787	4285	3976	3576	7166	5035	1495	1536	3023	3068	8581	4424	6359

Ethnicity	Tract 17.01		Tract 17.03, 17.04 (Tract 17.02 in 1990)		Tract 18		Tract 19.05, 19.06 (Tract 19.01 in 1990)		Tract 19.07, 19.08 (Tract 19.03 in 1990)		Tract 19.04	
	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Total	4697	2308	2434	2591	2544	5954	6282	8252	4753	7085	3346	3946
White	3980	2270	2413	2578	2533	5867	6171	7672	4258	6926	3290	3642
Black	594	5	4	0	1	11	51	250	175	60	4	120
Other	123	33	17	13	10	76	60	330	320	99	52	184
Hispanic or Latino	229	49	45	16	22	103	138	539	534	251	122	326
Non Hispanic	4468	2259	2389	2575	2522	5851	5639	7713	4219	6834	5543	3620
Total	4697	2308	2434	2591	2544	5954	5777	8252	4753	7085	5665	3946

Ethnicity	Tract 20.03, 20.04, 20.05 (Tract 20.01 in 1990)		Tract 20.06, 20.07, 20.08, 20.09, 20.10 (Tract 20.02 in 1990)	
	1990	2000	1990	2000
Total	3346	13246	6390	19318
White	3290	12266	6269	18451
Black	4	608	62	249
Other	52	372	59	618
Hispanic or Latino	142	512	101	1261
Non Hispanic	3204	12734	6289	18057
Total	3346	13246	6390	19318

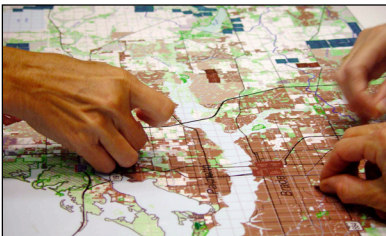
Source: U.S. Census.



Map 5 Manatee County 2000 Census Tracts

Appendix C





Stakeholder Workshop
Where do we grow?

C. Stakeholder Workshop

As the first workshop conducted for Imagine Manatee, the Stakeholder Workshop *Where do we grow?* was designed to achieve a number of basic objectives to lay the foundation for future Visioning activities. These objectives included:

- Exploring the current pattern of development and the relationship between population growth and land consumption, and
- Gathering input on preferences for future growth patterns that will be used in shaping the County's vision.

Stakeholders from throughout the County representing a broad range of interests including government, the business community, social equity concerns, homeowners, environmental groups, developers, and transportation advocates among others, came together at the Manatee County Convention and Civic Center for three hours on the evening of November 19, 2002. Refer to Exhibit A for the complete Workshop Agenda.

This report documents the evening's proceedings and describes the two key activities undertaken during the workshop.

1. County Trends and Conditions: *What kind of place are we?* – A presentation on the demographics, socioeconomic indicators, and land use in the County (historical and forecast).

2. Small Group Activity: *Where do we grow from here?* – A mapping exercise to explore protecting land and accommodating future growth in the County.

County Trends and Conditions: *What kind of place are we?*

The Visioning process is designed to be both informed and intuitive. The County Trends and Conditions portion of the program provided an overview of Manatee County's historical and projected demographics, socioeconomic indicators, and land use. Outlined below are highlights from the presentation. The complete Existing Conditions and Trends Report prepared by the ACP Team is included in Appendix B.

Population

As of year 2000, Manatee County had a population of 264,002. According to the U.S. Census, 86.4 percent of the population is white, 8.2 percent of the population is black or African American, and 9.3 percent Hispanic or Latino.

It is projected that the population of Manatee County will grow by approximately 50,000 people each decade through year 2050 to a total estimated population of 517,900. In the next 50 years, the population of Manatee County will almost double.

Employment, Income, and Poverty

In examining the socioeconomic indicators, there are four employment sectors of particular interest. Arts, lodging, and entertainment grew by 527 percent from 1990 to 2000; education/health and retail trade are the first and second largest employers respectively; and agriculture experienced the greatest decline in employment from 1990 to 2000, decreasing by 54 percent.

Median household income in 2000 was \$38,673, which is on par with the State of Florida, but lower than regional and national figures. Those living below the poverty line accounted for 10.1 percent of the population in 2000.

Housing

According to recent data, the housing stock is increasing in value. The average cost of a new home in Manatee County in 2000 was \$105,689. A large majority of housing in Manatee County (70 percent) has been built in the last 30 Years. Approximately 74 percent of housing is owner occupied.

Land Use

The total land area of Manatee County is 474,000 acres. As of 2000, the urbanized area of the County was 59,700, an increase of 31 percent from 1990. Residential land use is the largest consumer of land with approximately 44,000 acres in 2000. Between 1990 and 2000, two or fewer home-sites per acre of land use represented the greatest increase in land consumption.

It is estimated that land will continue to be urbanized. Based on current trends approximately 128,000 total acres of land in the County will be urbanized by 2050.

Transportation and Traffic

Vehicle miles traveled (VMTs) are estimated to increase by 99.8% from 1995 to 2025. Due to increasing congestion, it will take 23.5 percent more time to get to a destination in year 2025 compared to 1995.

Small Group Activity: *Where do we grow?*

After the County Trends and Conditions presentation, the assembly was divided into nine small groups of seven to ten stakeholder participants for the activity entitled *Where do we grow?*. Each of the groups had a trained facilitator to lead the two-part exercise. For the list of facilitators refer to Exhibit B. The first part of the activity was a mapping exercise. The second part was a brainstorm on how each group's land use recommendations would affect the County. At the end of the of the activity, each group presented its recommendations during a plenary session.



During Workshop 1, participants worked in small groups with a map of the County to gain a better understanding of the relationship between population growth and land consumption and to share their preferences for accommodating future growth.

Mapping Exercise

In the mapping exercise, participants worked with a large land use map of the County to consider whether and where additional lands should be protected and how and where forecast growth should be accommodated through the year 2050. The mapping exercise was an illustrative process tool to examine the magnitude of dealing with development patterns in the County and was useful in understanding the complexities of thinking about Manatee County as a whole.

The land use classifications illustrated on the map included:

- Developed land,
- Approved development,
- Wetlands,
- Forested areas,
- Parks,
- Conserved land,
- Agriculture, and
- Mining.

Please refer to Exhibit C for the land use map and for descriptions of each of the land uses. The output of the small group activity – the small groups' maps – is included in Exhibit E.



After the assembly, stakeholders worked in small groups of seven to ten participants.

Protecting Land

After the workshop participants became acquainted with the land use map, they were asked to determine hypothetical future targets for protecting land. Each participant made his/her own proposal and then – through consensus or averaging – a target for the small group was



Participants place green stickers on the County land use map to indicate where they believe land should be protected for the future

Results for determining hypothetical targets for protecting land by table:

Table 1	— 11 percent
Table 2	— 17.5 percent
Table 3	— 12 percent
Table 5	— 13 percent
Table 6	— 9 percent
Table 7	— 10 percent
Table 8	— 16 percent
Table 9	— 5 percent
Table 10	— 12 percent
Average	— 10 percent or 47,400 acres



Participants work together placing brown stickers on the land use map to indicate where future growth could be accommodated.

determined. The average score for all nine tables at the workshop determined that an additional 10 percent of County land – equal to 47,400 acres – should be set aside for protection through the year 2050.

Once each table agreed on a target for protecting land, participants were asked to indicate on the land use map by where land in the County should be protected for the future using a number of green squares – referred to as “chips.” Each chip was equivalent to 160 acres and the total number of chips distributed at the table correlated with the amount of land to be protected. See sidebar for results.

By reviewing the groups’ maps and the placement of the green chips it is clear there is a demonstrated desire to protect land in the rural parts of the County, expand existing conservation areas and parks, create green corridors between protected areas, protect wetlands, and create/expand urban parks.

Accommodating Future Growth

In this part of the mapping exercise, participants were given brown chips and asked to indicate on the land use map where they believe future growth should be accommodated. Based on current trends, in addition to the current urbanized area and the areas already approved for development, 78 square miles or 50,000 acres will be needed to accommodate future growth in Manatee County by year 2050. The chips distributed during this exercise were equivalent to the amount of land required. Please refer to Exhibit D for details on how this figure was calculated.

Participants were given the following instructions for placing their brown stickers, referred to as “chips,” on the map.

- Chips could go anywhere on the map except on those areas that are protected, on water, or being mined.
- Chips could be placed on open land or agricultural land.
- Chips could be placed on developed land indicating a desire for redevelopment, infill development, or increasing intensity of development in existing communities.
- Chips could be placed on approved developments indicating a desire to increase intensity of development in proposed communities.
- Chips could be doubled or tripled, placed one on top of another, indicating the desire to increase intensity of development and use less land.

Each of the resulting land use maps is unique, but there are some general observations that can be gleaned from the output. Most groups accommodated future growth in or adjacent to already developed areas. In fact, in the case of one group, all of their chips were placed in already developed areas. Eight of the nine groups indicated a strong desire for

infill, redevelopment, and concentrating development by placing their chips in already developed areas. All maps are included in Exhibit E.

Only two of the maps had development dispersed throughout the County's land area. It is important to note that one of these groups did not use all of their brown chips and it is therefore difficult to ascertain the ultimate intent of their plan.

How will our recommendations affect the County?

After completing the mapping exercise, the participants discussed the potential effects resulting from the recommendations they developed. The participants were asked by their facilitator to consider the positive and negative impacts their recommendations for protecting land and accommodating future growth would have on the following:

- Quality of future development,
- Natural environment,
- County's economy, and
- Quality of life in the County.

All responses were documented by the facilitator on flipchart paper. A summary of the recurring themes discussed by the small groups follows. Please note this summary is based on the results from all nine tables so some impacts may be listed as both positive and negative.

The Quality of Future Development

Positive impacts: The positive impacts cited by the participants included the preservation of and increased connectivity between environmentally sensitive areas as well as improved parks and recreational areas. Their recommendations promote redevelopment and infill development. The recommendations are also pedestrian friendly, increase density, and centralize urban development thus reducing sprawl and promoting multiple lifestyles. They encourage utilization of existing infrastructure thereby minimizing the need for new infrastructure.

Negative impacts: Many of the negative impacts cited by the participants relate to the fact that population growth is inevitable and the potential resulting impacts cause concern. There will be new demand for infrastructure and services, sprawl, loss of agricultural lands, changing character of rural areas, and high cost for acquiring conservation lands. There are concerns of increased traffic congestion and increased evacuation times. It is clear from the participants' responses that they recognized the difficulty in finding a balance between land protection and growth.

The Quality of the Natural Environment

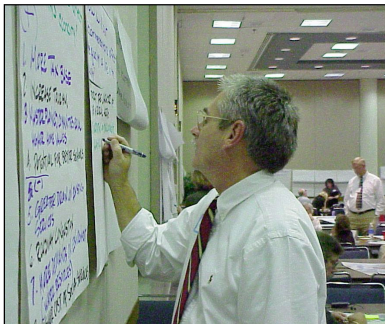
Positive impacts: In general, the recommendations seek to protect the watershed, connect conservation lands, add protected lands and



A facilitator records participant responses.



A facilitator records participant responses to the question how will our recommendations affect the quality of the natural environment?



A facilitator records participant responses to the question how will our recommendations affect the County's economy?

parks in urban areas, and concentrate development in smaller areas. These recommendations will reduce fuel emissions and eliminate development from flood prone areas.

Negative impacts: The perceived negative impacts include worsening air pollution due to increased population, less agricultural land and more impervious surfaces because of development, increasing demand for water, and urban sprawl. There were concerns about the amount and location of conservation lands because there was little conserved land on islands or waterfronts and inadequate wildlife corridors.

The County's Economy

Positive impacts: The participants cited a number of positive impacts on business and industry. There will be more workers and more jobs. The recommendations encourage small business growth. Redeveloped areas will become more economically viable. Farmland will be preserved. Tourism will increase. Land values and the tax base will increase leading to more revenue.

Negative impacts: There were a number of potential negative impacts on the economy. The most frequently discussed was the increased demand for social services and on infrastructure. Some believed that residential property does not pay for itself. There will be fewer areas for agricultural production. Protecting additional land could cause a loss of potential tax revenue. There may be higher property taxes. Certain types of jobs may be lost.

Quality of Life

Positive impacts: The participants discussed a variety of positive impacts. There will be a balance of development to open space with more parks for passive and active recreation; the watershed will be preserved; and there will be wildlife corridors. Mixing land uses and increasing density will decrease travel time and reduce the need for new infrastructure. The recommendations protect the sense of place by creating a vibrant urban core and also protect the character of life in rural areas. The recommendations create more equitable distribution of resources. A more diverse population will be attracted to the County.

Negative impacts: There is concern among the participants that there will be a loss of small town feeling, increasing congestion, higher taxes and housing costs, and increasing density in urban core. According to the participants, many people do not want additional growth.

Stakeholder Recommendations

After discussing the positive and negative impacts, participants were given the opportunity to move any of the green or brown chips around on the

map. They were also asked to provide recommendations on what Imagine Manatee should do to implement the future growth proposal set forth by the groups. Each participant was given an index card to write his or her recommendations.

Generally, the participants recommended increasing awareness of and dialogue about growth issues among the public and elected officials. They also recommended detailed study to appropriately debate and respond to issues affecting the County. They would like to see plans amended or developed on growth, zoning, capital improvements, and land protection. The recommendations also recognize the need for funding to accomplish the proposals they discussed in their small groups such as small business development, public transportation, and provision of infrastructure.

Reporting

Finally, each of the nine groups had a representative make a report during the plenary session. Their comments were documented during the reporting period. These comments are included in Exhibit E with their associated maps.

Conclusion

As the first major Imagine Manatee workshop activity, the Stakeholder Workshop was an unqualified success. There was active participation on the part of the stakeholders who generously shared their time and input during the process.

The results of the workshop provide a foundation on which Imagine Manatee can continue to the build. This foundation is based on the following concepts:

- There is growing awareness of and concern about growth in the County.
- There is a desire to protect land from development to protect the environment and the watershed, provide recreational areas, and preserve the agricultural economy and the character of agricultural areas.
- There is support for directing growth in or adjacent to already developed areas to protect land from development (i.e. reduce sprawl) and better utilize existing infrastructure.
- There is support for infill development and redevelopment in order to use less land, better utilize existing infrastructure, and revitalize older neighborhoods.
- There is a desire to explore higher densities and concentrated development to use less land, better utilize existing infrastructure, and promote public transportation.

Exhibit A

Stakeholder Workshop: *Where do we grow?*

Agenda

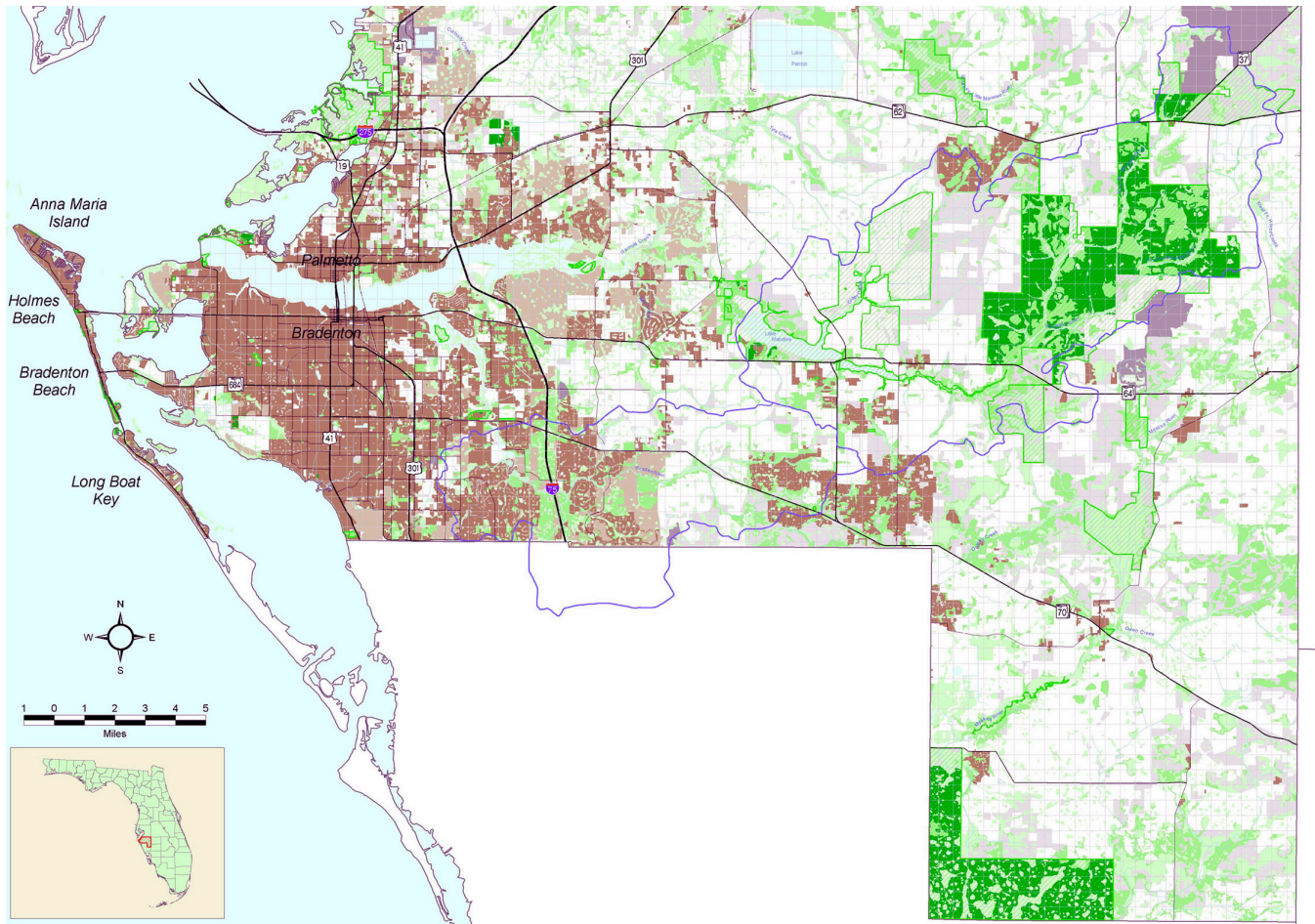
- 5:00 PM Registration & Dinner
- 5:30 PM Welcome
 - Background
 - The Visioning Process: *Where are we in the process?*
 - Tonight's Agenda
- 6:00 PM County Trends and Conditions:
 - What kind of place are we?*
- 6:20 PM Reactions to the Trends and Conditions
- 6:40 PM Small Group Activity: *Where do we grow?*
 - 1. Mapping Exercise
 - 2. How will our recommendations affect the County?
 - 3. Reporting
- 8:25 PM Closing Remarks

Exhibit B
Facilitators

Imagine Manatee would like to express its appreciation to the those who generously shared their time and expertise as volunteer facilitators during the Stakeholder Workshop.

Amy Merrill
Elaine Maholtz
Tracie Adams
Doug Means
Laurel Kish
Debbie Deleon
Misty Servia
Dorothy Rainey
Denise Thomas
Barney Salmon
Rick Ratcliffe

Exhibit C Manatee County Land Use Map



Legend

Dark Brown = Developed land: Land that is currently being used for residential, commercial, industrial, or institutional uses. In 2000, developed land accounted for 59,700 acres or 12 percent of the total land area of the County.

Light Brown = Approved Development: Land that has been approved for development. Although development has been approved it does not mean that development will take place or that it will take place exactly as initially planned. Approved development currently totals 18,000 acres or 4 percent of the County's land area.

Light Green = Wetlands: Total wetlands in Manatee County is 77,200 acres covering 16 percent of the County's total land area. Approximately seven percent of the wetlands are located within existing parks and conserved lands. The remaining 93 percent is located outside of parks and conserved lands.

Medium Green = Forested Areas: Forested areas account for approximately 36,000 acres in the County or 7.6 percent of the total land area.

Dark Green = Parks: Urban and rural parks in Manatee County total 31,000 acres or 6.5 percent of the total land area.

Green Hatched Areas = Conserved land: Conserved land totals 54,700 acres or 11.5 percent of total land area. Note that in some cases parkland and conserved land overlap. The actual combined total of land dedicated to parks and conserved land totals 56,546 acres or 12 percent of Manatee County's total land area.

Light Grey = Open Lands: Lands that are not actively being used for development or agricultural purposes.

Dark Grey = Mining

White = Agriculture: Land that is being used for crops or pasture, feeding operations, aquaculture, etc. Agriculture uses total approximately 175,000 acres or 37 percent of the total land area.

Blue = Water features (rivers, lakes, etc.)

Dark Blue Line = Watershed

Black Lines = Major roads and railway lines

Exhibit D
Calculations for Land Required to Accommodate Future Population Growth Based on Current Trends

Outlined below are the calculations used to project land necessary to accommodate the forecast population growth for Manatee County through 2050.

Urbanized land 1990:	45,631 acres
Urbanized land 2000:	59,702 acres
<hr/>	
Change 1990 - 2000:	+14,071 acres
Population 1990:	211,700
Population 2000:	264,002
<hr/>	
Change 1990 - 2000:	+52,302 residents

Change in urbanized acreage (14,071) divided by the change in population (52,302) equals 0.269. Each additional person in Manatee County between 1990 and 2000 consumed 0.269 acres of land (includes all urbanized land uses).

Population 2000:	264,002
Estimated population 2050:	517,900
<hr/>	
Change 2000 - 2050:	+253,898 residents

If the trend continues, each additional person from year 2000 to 2050 will require 0.269 acres of land. ($253,898 \times 0.269 = 68,298.56$) Based on the trend, an additional 68,298.56 acres of land will be urbanized to accommodate the growth in population.

Currently, 18,521 acres are available in approved developments. ($68,298.56 - 18,521 = 50,0047.56$ acres) The approved development acreage is deducted from the total acreage needed to accommodate future population growth, the total new land required outside of existing urbanized areas or approved development areas is 50,0047.56 acres or 78.2 square miles.

Exhibit E

Small Group Maps

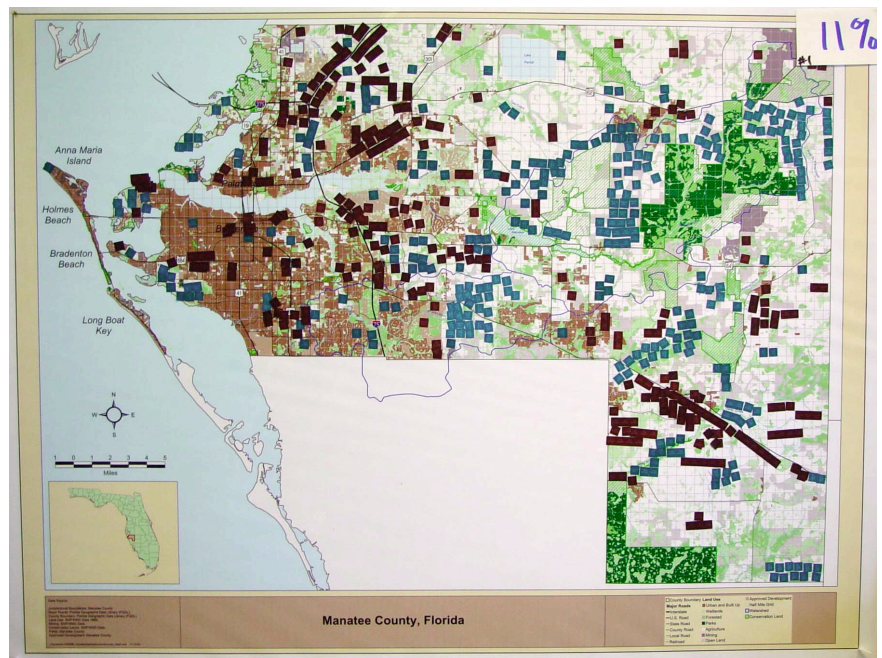
Following are the maps from the Stakeholder Workshop small group mapping activity: *Where do we grow?*. The groups started with an existing land use map. After determining the total percentage of land to be protected for the future, the participants placed green chips equivalent to that percentage on the map to indicate the areas to be protected. They then placed brown chips on the map to indicate where they thought future development should be accommodated. The maps clearly illustrate the recommendations of the groups for protecting land and accommodating future growth.

During the reporting period, a representative from each group described the group's work. A summary of their comments is included below each map.

Please note there were an insufficient number of workshop participants to form Group 4; therefore no map for Group 4 is included in this document.

Group 1

Land Protection Proposal: 11 percent



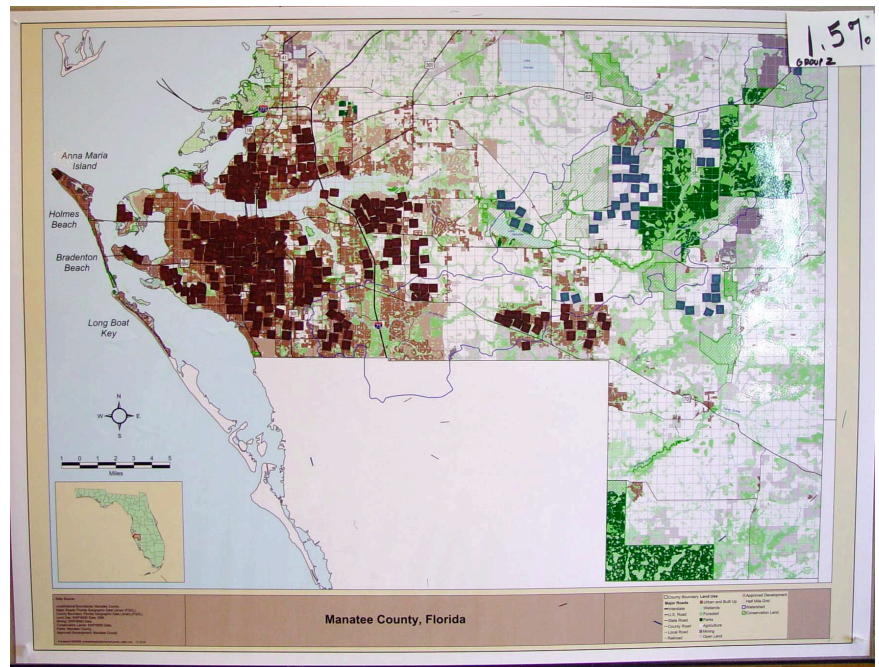
Reporting Summary

Group 1 was concerned about the growing need for water and future supplies to accommodate the growing population. They also identified the need for schools and more jobs.

Their proposal emphasized redeveloping existing areas to improve quality of life.

Table 2

Land Protection Proposal: 17.5 percent (1.5 percent in addition to the 16 percent currently preserved as wetlands)



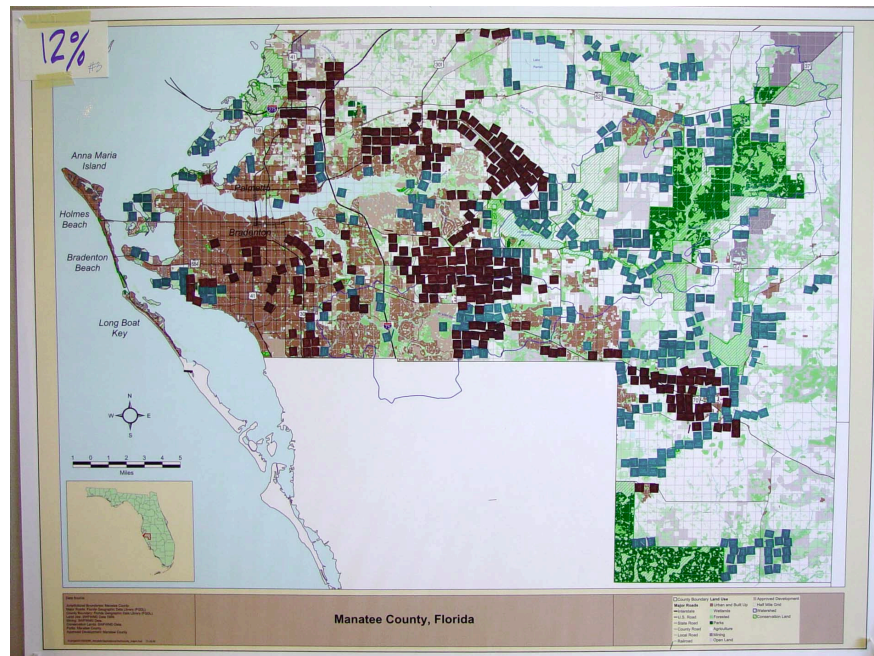
Reporting Summary

Group 2 described their recommendations as a transect plan. They focused development in areas that are underutilized to increase the sense of place and improve mass transit opportunities.

In identifying land for protection, they focused on creating green corridors and adding to already protected areas. They thought that any additional land for protection should automatically include wetlands, which account for 16 percent of the County's land area.

Table 3

Land Protection Proposal: 12 percent



Reporting Summary

In their proposal for protecting land and accommodating future growth, Group 3 suggested continuing development in areas that are already developing. They would place some commercial areas in Myakka because people need these services. They felt that concentrating development allows for more mixed use and community-type development. They also felt that master planned communities work well.

At the same time they suggested continuing development in areas that are already developed. The group felt that new roads are needed rather than concentrating development on existing infrastructure.

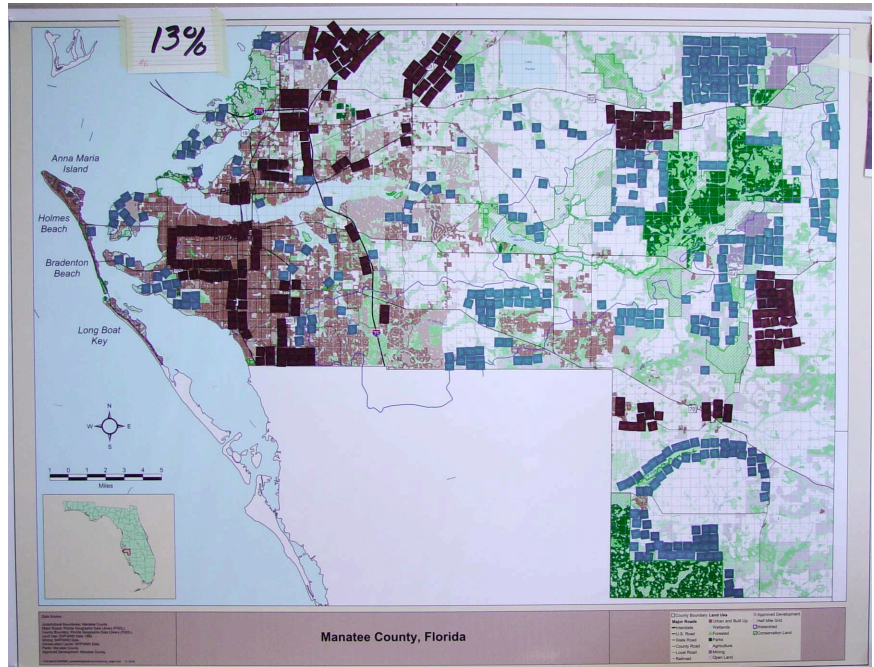
The group recognized that development will increase the tax base, but will also increase demand/costs for public and social services. Of particular concern was the demand for water. Their recommendations for protecting land sought to protect areas for water retention.

"It's all about people and water."

– Stakeholder during reporting

Group 5

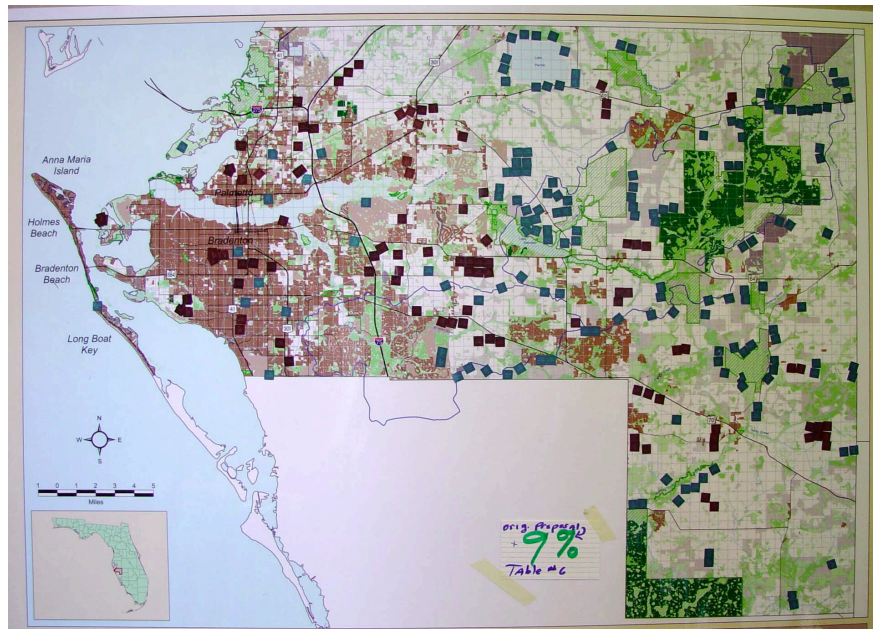
Land Protection Proposal: 13 percent



Reporting Summary

Group 5 sought to protect and expand existing parklands.

In order to accommodate future growth they suggested redeveloping existing areas and focusing development along I-75 corridor. They believed that more mass transit was needed.

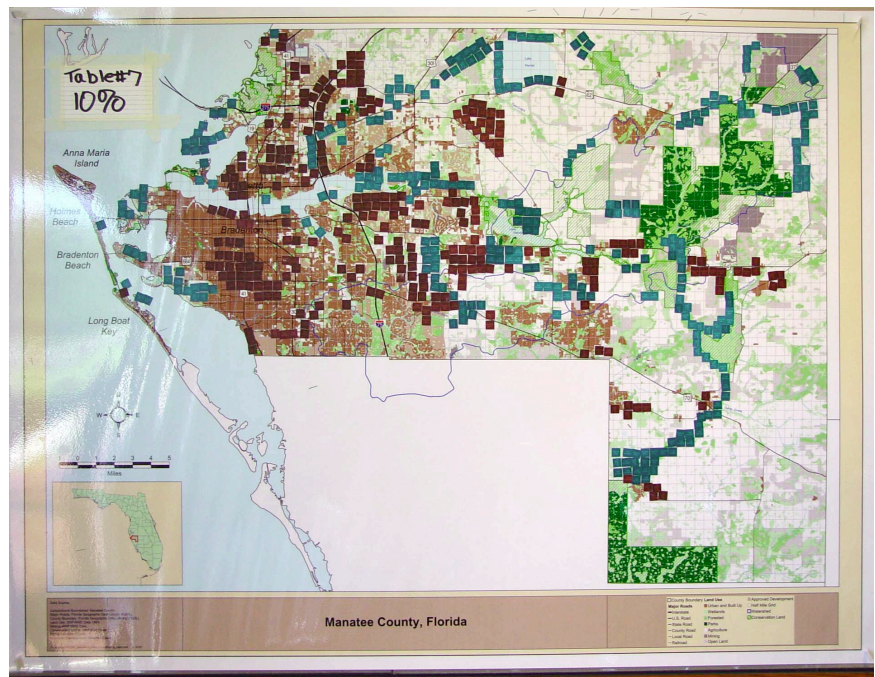
Group 6**Land Protection Proposal: 9 percent****Reporting Summary**

Based on the reporting session, it was clear Group 6 had an animated discussion over the balance between protection and growth. They recognized that their proposals could change the tone of Manatee in both a positive and negative way.

The group suggested protecting land in areas where there was urban density to provide recreation opportunities. They also wanted to protect the watershed. There was discussion between the group members as to whether their proposed 9 percent for land protection was too large. Some group members believed more protected lands mean more costs in maintenance and removes land from the tax rolls precluding tax collection on the property.

Group members were concerned about urban sprawl and leap frogging development and the fact that development requires provision of services. They suggested accommodating future growth in existing areas to promote redevelopment and affordable housing.

They also suggested that their proposal could create more business opportunities but expressed concern that as farms decrease employment opportunities may be lost.

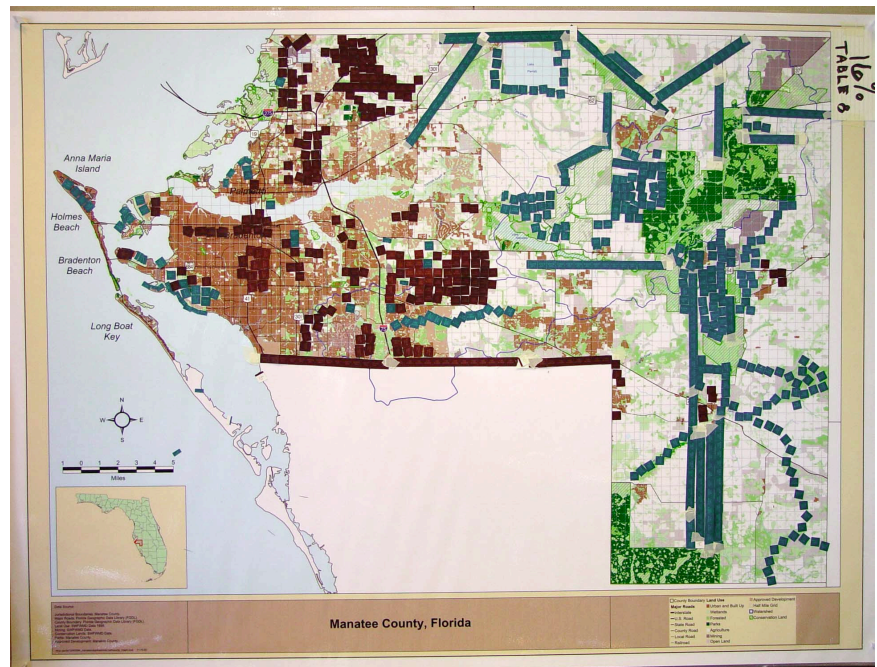
Group 7**Land Protection Proposal: 10 percent****Reporting Summary**

Group 7 emphasized protecting land along river corridors and in watersheds. They wanted to create greenway and wildlife corridors interconnecting existing conservation land. They expressed concern on how to pay for protecting land and also felt that protected land versus new development reduces the demand for various services. They sought to preserve farmland for its economic value and heritage significance.

Their recommendations for accommodating future growth focused on redevelopment and on existing transportation corridors. They wanted development to occur in the western portion of the County.

Group 8

Land Protection Proposal: 16 percent

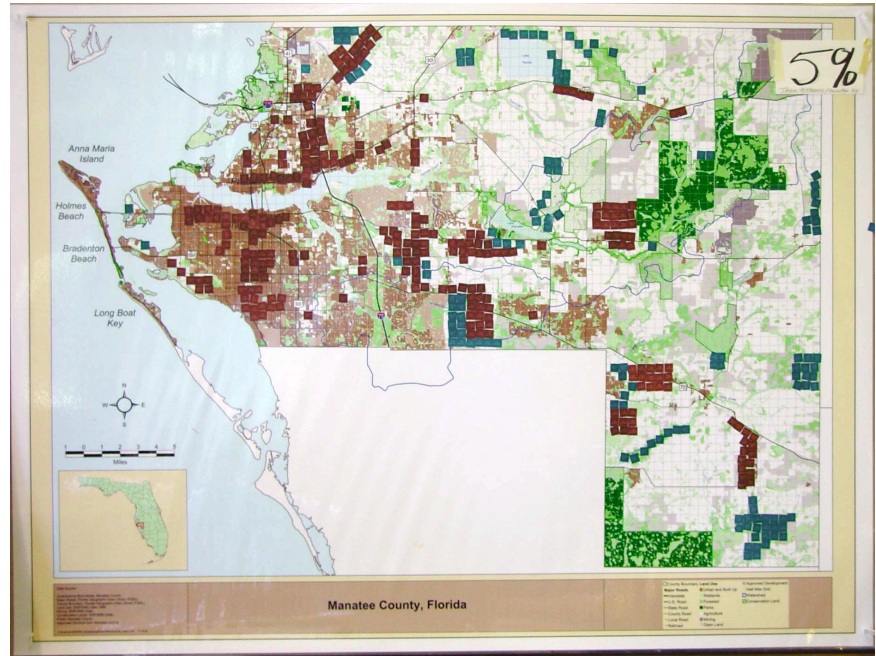


Reporting Summary

In regards to land protection, Group 8 wanted to provide greenways, trails, wetlands, and forests, and to protect wildlife in both the eastern and western portions of the County. They wanted wildlife to have ease of movement. They identified the need for a good plan for grants, etc. for purchasing land for conservation.

They strongly supported urban infill and believed new development should happen in existing development. They believed making central areas more compact would reduce transportation and infrastructure costs.

They thought their plan would provide for more jobs, be good for the economy, and would promote a more efficient use of services.

Group 9**Land Protection Proposal: 5 percent****Reporting Summary**

Group 9 suggested concentrating protected lands in wetlands and around urban areas for parks. They wanted to preserve agricultural land.

To accommodate future growth, they recommended more infill and higher density development. In general, they would like growth to take place along existing roads and infrastructure. They suggested that locating urban development on I-75 where there is currently little or no development could encourage public transportation and easier commuting. They also wanted to see development along the U.S. 41 corridor.

They recognized that some of the outlying areas they identified for growth would have to provide new infrastructure. They also expressed concerns as to whether their plan would respond to market demands.

Group 10

Land Protection Proposal: 12 percent



Reporting Summary

Group 10 had a wide variation within the group on recommendations for percentage of land for protection. There was a desire to maintain the appropriate ratio of population to conservation land and to provide wildlife corridors.

As for accommodating future growth, the group wanted to concentrate development around existing development and suggested higher densities. They believe their recommendations would better utilize existing infrastructure. They also believed that, if residential development were located in the right place, commercial development would follow. They wanted to promote a diverse economy.

Appendix D





D. Public Brainstorming Meetings Summary

The Vision for Manatee County is based on the desired future as articulated by those who live and work in the County. A series of public workshops were conducted to collect, refine, and prioritize the ideas and aspirations of Imagine Manatee participants.

Twelve Public Brainstorming Meetings and one Youth Kickoff were held in January and February 2003 to collect ideas for the future. After an intermediate step with the Imagine Manatee Steering Committee to organize these ideas into 19 relevant categories and prepare draft goals for each category, four public Goal and Strategy Writing meetings were held in March 2003 to finalize goals for the future and develop strategies to achieve those goals.

The goals and strategies resulting from these meetings were prepared for public display and exhibited at both Visit the Vision events and Community Choices in April 2003. Residents reviewed the output and voted on their three priority goals. In addition to prioritizing the goals, participants at Community Choices worked in small groups to discuss critical issues affecting the physical environment. The entire Imagine Manatee methodology is presented in Chapter 2 of the report.

The Public Brainstorming Meetings were a critical part of the process, providing the foundation for all subsequent Imagine Manatee activities and,

therefore, the foundation for the Vision itself. This appendix summarizes in detail the results of the Public Brainstorming Meetings.



Hundreds of people participated in Public Brainstorming Meetings like this one at Lakewood Ranch High School to share their ideas for the future of Manatee County.

The Public Brainstorming Meetings

The keystone to the entire Vision process was the Public Brainstorming Meetings because they provided the forum for those who live and work in Manatee County to share their ideas on what they wanted their community to become in the future. The Public Brainstorming Meetings were held at varying times in different parts of the County to ensure diverse representation by geographic area, ethnicity, gender, and age among others. The meeting schedule is listed below. Meeting demographics are included in Appendix E.

Public Brainstorming Meeting Dates and Locations

Date	Location
01/21/03	Youth Kickoff, City Auditorium
01/21/03	Palmetto Elementary School
01/23/03	Lakewood Ranch High School
01/27/03	Island Baptist Church
01/28/03	Emmanuel Baptist Church
01/30/03	Bayshore High School
02/03/03	Parrish United Methodist Church
02/04/03	Harlee Middle School
02/06/03	Bethany Baptist Church
02/10/03	St. Paul Missionary Baptist Church
02/11/03	Kinnan Elementary School
02/13/03	Manatee High School (3-5:00)
02/13/03	Manatee High School (6:30-8:30)

The Public Brainstorming Meetings were divided into an assembly period followed by small group brainstorming. The assembly included an introduction to Imagine Manatee and a visual preference survey, referred to as the Future Vision Assessment (FVA). At the conclusion of the assembly, participants were divided into small groups of approximately 10-12 people for two brainstorming activities: Ideas for the Future and Strong Places Weak Places. The results of the FVA, Ideas for the Future, and Strong Places Weak Places are presented in this chapter.

Public Brainstorming Meeting Workshop Activities

Assembly

Visual Preference Survey — The Future Vision Assessment

The Future Vision Assessment (FVA) was conducted during the opening assembly to assess residents' preferences in the design of the built environment. Participants viewed photographic images of where people live, shop and work, drive cars, park cars, walk and play and rated them on a

scale from 5 to -5, from the most positive to most negative, based on the reaction each individual image elicited. The two images receiving the highest and lowest scores are below. For a full review of the results of the FVA please refer to Part III of the report, A Quality Place.



This image of the waterfront in Downtown Bradenton received the highest score of 3.1 during the FVA, indicating strong preference among respondents.



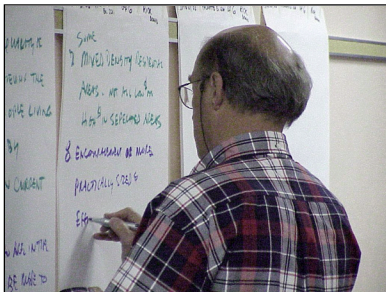
This photo of the old US 41 received the lowest score of -2.5 during the FVA.

Small Group Brainstorming

Ideas for the Future

The first small group brainstorming exercise was designed to collect participants' ideas for the future of Manatee County. Facilitators read a visualization statement to participants and then posed the question "What can we do to make Manatee County the best that it can be in the coming years?" Facilitators recorded all responses on flipchart paper.

In total, over 2,550 ideas for the future were generated during the Public Brainstorming Workshops and through mail-in entries. The ideas were entered into a computerized database. These ideas served as the basis for the Goals and Strategies of Imagine Manatee. For this reason, they are not summarized in this appendix. Please refer to Part III of the report, Goals and Strategies for the ultimate product of the ideas generated during the Public Brainstorming Meetings.



Volunteer facilitators documented all of the ideas generated by participants verbatim.

Strong Places Weak Places

The second small group brainstorming activity was Strong Places Weak Places. This activity was designed to have participants focus on Manatee's physical environment. The results of Strong Places Weak Places are summarized in detail in this appendix. The general themes gleaned from this activity were used to formulate A Quality Place in Part III of the report, but the detailed recommendations for locations identified in the activity are exceedingly specific for a countywide Vision and are, therefore, included in this chapter.

During the activity, each participant was given an 11x17" map and requested to identify three strong places and three weak places on the map related to one of five topics – Commerce, Community Appearance, Parks and Open Space, Residential, and Transportation. Strong places were to be those considered desirable to visit or special in a positive way. Weak places



Imagine Manatee participants worked in a small group like this one.

were to be defined as eyesores, undesirable to visit, or reflect poorly on the community.

After the participants identified their three strong and weak places on their individual maps, they marked their selections on a large group map with green (strong) and red (weak) stickers. Once a general consensus of the three priority strong places and three priority weak places was determined by the greatest concentrations of stickers, the groups discussed the reasons the places they identified were strong or weak.

At the completion of this facilitated group discussion, participants submitted their individual recommendations for improving the three priority weak places their group identified.

The table below includes the three priority strong and weak places in Manatee County by category as identified by the workshop participants.



A sample Strong Places Weak Places map from a meeting in Palmetto — strong places are marked with green dots and weak places with red.

Priority Strong Places and Weak Places

Category	Strong Places	Weak Places
Commerce	Ellenton Outlet Mall Downtown Bradenton Anna Maria Island Cortez Road	Palmetto 14 th Street Corridor Oneco
Community Appearance	Lakewood Ranch Beach Communities Waterfront	Oneco Palmetto 14 th Street Corridor
Parks and Open Space	Emerson Point Myakka State Park Anna Maria Island	Oneco Phosphate Mines (Piney Point) Palmetto
Residential	Lakewood Ranch Anna Maria Island Northwest Bradenton	Oneco Palmetto 14 th Street
Transportation	I-75 US 301 University Parkway	Cortez Road (and US 41) Manatee Avenue 14 th Street

During Imagine Manatee, residents reviewed areas in the County they considered weak and strong. From that analysis they identified a checklist of guiding criteria for the creation of visually appealing, well planned, and equitable new development and redevelopment. The guiding criteria presented by participants are summarized below for the following categories.

- Community Appearance
- Mixed Use Areas
- Parks and Open Space
- Residential Areas
- Transportation

Community Appearance

Places in Manatee County should be well planned, safe, and diverse and should foster a strong sense of community. They should be complete, well maintained, and self-contained entities that have a well defined center and that balance shops with affordable residences, business and recreation areas. They should be well designed, well

landscaped and pedestrian friendly, conveying a quiet non-congested quality consistent with the natural assets and historic character of the area.

Mixed Use Areas

Shopping areas should be conveniently located, secure, and well planned. They should mix stores of different sizes, types, and affordability providing all needed services to their area. They should integrate uses and activities including housing, restaurants, and places for visitors. They should be served by good public transportation, be accessible, and have easy parking. They should be attractively designed and of appropriate scale with good landscaping and lighting.

Parks and Open Space

Parks and Open Space should be well maintained, clean, and safe with active recreation and ample parking. They should provide amenities such as boat ramps, waterfront access, and beaches. They should shelter wildlife, preserve pristine land, have trails, and include historical resources.

Residential Areas

Residential areas should integrate affordable housing, diverse businesses and support good quality of life. They should include amenities such as large and small parks that are accessible to the community, well maintained, and safe. They should have good schools and community facilities (e.g. libraries) nearby.

They should include large and small lots providing for diversity of house sizes and incomes. They are good places to walk and bike with sidewalks and a connected street pattern. They should have access to well designed nearby retail. They should be visually attractive and in harmony with their surroundings – a small town feel when urban and respect nature when rural. They should be quiet, protected by speed limits, and low traffic.

Transportation

The transportation network should provide for a good flow, easy access and alternate routes throughout the County. It should be pedestrian friendly and offer public transportation alternatives such as a trolley system. Limited access roads should be safe and efficient, with well-marked exits. Local streets should be low speed, wide, and well landscaped with bike trails and sidewalks, and should provide on street parking.

Recommendations for Strong Places Weak Places
Specific Recommendations for the Priority Weak Places

During the Public Brainstorming Meetings, participants discussed strong and weak locations with regards to the five categories discussed above. A number of the places identified by participants related specifically to one particular category. In other cases, the same place was identified for more than one category indicating an overlap of strengths or weaknesses across categories.

This section deals specifically with the weak places referenced most often by participants. It summarizes the recommendations made to improve conditions within the priority weak places. Many of these specific recommendations are part and parcel of the goals and strategies identified for Manatee County in its entirety. For example, the Weak Places recommendations to provide more recreational opportunities for children and youth in Oneco and Palmetto are supported by the goal for Community Spaces. This dynamic – the result of different but concurrent public involvement activities – simultaneously reinforces the validity of the Weak Places recommendations and the goals and strategies.

Three locations within Manatee County were referenced most often by participants as weak: Oneco, Palmetto, and the 14th Street Corridor. Their selection should not be interpreted as a poor reflection on the residents or businesses located in these areas but rather as a general perception by the participants of Imagine Manatee that these areas are in need of and deserve improvement as part of the Manatee County community. The specific recommendations made for each of these three locations can serve as examples of what other areas suffering from similar issues may require. For each of the three locations, all of the recommendations suggested by participants were reviewed. The recurring ideas are summarized below.



Oneco was a priority weak place because of community appearance and the condition of its residential areas.

Oneco

Oneco was identified as the top weak place for community appearance, parks and open space, and residential, and was ranked third for commerce. Scoring within the top three in four out of five categories suggests that initiatives both from within the neighborhood and with the support of government, not-for-profit organizations, and the private sector may be needed to affect change and improve the quality of life in the area.

Interestingly, one recommendation cited often by participants could be the root as well as the result of taking action to improve the quality of life in Oneco – civic pride. The desire to create a positive identity for Oneco and empower its residents was suggested consistently during Strong Places Weak Places. It was even suggested that Oneco incorporate as a city to empower its residents.

Beautification, landscaping, and cleanliness of the neighborhood are ways of generating pride in the community. Participants cited the

positive effects of cleanup programs and landscaping. They promoted the concept of volunteer efforts to assist in the process, illustrating their recognition of Oneco as part of the larger Manatee County community and their role in helping to improve the condition of the environment.

The participants also wanted to see improvements in the area's infrastructure through better stormwater and flood management, sidewalks, landscaped barriers, and burying utilities. They wanted the creation and maintenance of parks, playgrounds, and public spaces as well as a library and programs for children and youth in the community. There was thought a need for improved law enforcement in Oneco to reduce crime and drug activity and make the area safer for residents and visitors, possibly through a satellite police station or neighborhood watch groups.

In addition to the condition of the public realm, the proper maintenance of private property was of concern. Participants suggested increasing homeownership, increasing access to home improvement loans, and holding property owners accountable as methods to improve maintenance. The participants also sought enforcement of building codes to ensure proper property maintenance.

There is the desire to see commercial development and the commercial areas revitalized through incentive programs. Obsolete strip malls should be redeveloped for commerce or other purposes. The participants would like to see improved design standards for signage and storefronts, again, to improve the appearance and image of the area. Economic development is needed to provide more jobs and higher incomes in the area.

Participants also supported redevelopment in general. It was suggested that land could be made available in large parcels for this purpose or other incentives could be created to promote redevelopment.



Despite the identification of Palmetto as a weak area for commerce, community appearance, residential, and parks and open space, participants recognized the potential for recreational, entertainment, and economic vitalization of the Palmetto waterfront.

Palmetto

Palmetto was also a priority area ranked as the top weak area for commerce, second in community appearance and residential, and third in parks and open space. Many of the recommendations for improving conditions in the area were similar to those proposed for Oneco, but there were also significant differences.

Many of the recommendations specific to Palmetto suggest revitalizing the waterfront providing a safe and attractive walkway along the water, closing streets to create an outdoor mall, new shops and entertainment – bars, restaurants, antique shops – and water taxis connecting the Bradenton and Palmetto waterfronts. The number and range of recommendations for the waterfront area illustrated the possibilities participants felt existed in the area and their enthusiasm for an alternative entertainment district. Directly tied to their desire to

Landscaping could be an early victory in revitalization.

— Imagine Manatee Participant



The 14th Street corridor is a priority weak place. This photo illustrates participants concerns about community appearance, signage, and utilities.

revitalize the area was a perceived need to improve public safety in Palmetto to reduce loitering and crime and attract visitors.

The participants appreciated the historic nature of Palmetto and wanted the neighborhoods to be preserved and redeveloped. As in Oneco, there was cited a need for improved property maintenance, making owners accountable for upkeep, community cleanup programs, landscaping, and sidewalks. In addition, industry in Palmetto needs to clean up and the look of commercial areas and storefronts should be improved. Convenient and attractive parking needs to be developed as participants cited a lack of parking, which may discourage visitors.

Participants also noted the importance of civic – and ethnic – pride in the revitalization of Palmetto. There is a need for improved housing for migrants and increased levels of affordable housing in general. They also recommend more parks and community facilities – pool, ball fields, bike facilities, boat ramps – and programs for children.

The 14th Street Corridor

The 14th Street Corridor is one of the main thoroughfares in the County and important in the historical development of the County. It was perceived by many participants as one of the weakest areas in the County with regards to commerce, community appearance, residential, and transportation.

Similar to both Oneco and Palmetto, participants wanted to see the area redeveloped. They recommended beautification through landscaping, improved design standards, mix of uses, architectural guidelines, setbacks, sidewalks, curbs, gutters, placement of utilities underground, signage, lighting, and parking behind businesses. They wanted to see more parks and public spaces.

The 14th Street Corridor is one of the main commercial areas in the County so there were a number of suggestions to improve this aspect of the corridor. Participants recommended assisting existing small business owners to ensure their survival and to improve property maintenance. The participants valued the commercial uses within the corridor and their continued growth and prosperity.

As a main thoroughfare through Manatee County, transportation issues were a key concern to participants. The large number of commercial establishments and related access driveways was perceived to slow traffic flow. Some participants recommended limiting the number of access points to businesses while others suggested designated turn lanes and acceleration lanes. Many expressed an interest in seeing the corridor widened and others suggested alternate routes, light rail, and trolleys. In addition, they wanted to see improved landscaping along the road and medians as well as noise abatement measures.

Property maintenance is a concern along the corridor as in Oneco and Palmetto. Participants suggested encouraging better maintenance,

Put in sidewalks with landscaping with trees and plantings and medians (see Sarasota where they have added brick paving and medians with plantings); see what city of Fargo did in redeveloping their downtown; also see Winter Park commercial with nice shops and restaurants with apartments above and large park in the middle of the city.

— Imagine Manatee Participant

demolishing abandoned buildings for redevelopment or as green spaces, and transition of uses over time such as mobile home parks. They recognized the need for more affordable housing. They would also like to see social programs to assist the homeless and eliminate prostitution. Increased law enforcement is also necessary to curtail illegal activities along 14th Street.

The participants recognized the unique asset of the Village of the Arts and seek to promote it. Civic empowerment was also a theme and recommendations encourage neighborhood involvement to develop area plans to improve the corridor. They also suggest CRA (Community Redevelopment Area) designation for the corridor.

General Recommendations on Improving Weak Places

In addition to presenting the recommendations for the three top priority weak places, the entire database of recommendations was reviewed to identify broad suggestions for the maintenance and development of the Manatee community. Although the recommendations submitted by participants during Strong Places Weak Places were for specific locations, many of these recommendations have applicability throughout the County. The recommendations submitted during the meetings have been divided into five categories and eight subcategories including: social environment, economic environment, physical environment, environmental concerns and transportation. Two categories, physical environment and transportation, have subcategories.

A. Social Environment Recommendations

- Reduce crime, prostitution, and drug dealing through increased police presence, community watch groups, and satellite police stations.
- Develop a positive image of and pride in the community.
- Encourage ethnic pride.
- Emphasize “small town” feel.
- Promote neighborhood involvement, community activities, and town hall meetings.
- Establish neighborhood cleanup programs.
- Provide recreational facilities as well as recreational opportunities for children and teens.
- Fund programs for children such as day care.
- Provide variety of housing options, low income housing, and housing for migrant workers.
- Change renters into homeowners.
- Institute anti-drug programs.
- Increase services for the homeless.
- Encourage volunteer programs to address both social and physical issues (e.g. cleanup days).

- Transform vacant strip stores into training centers.
- Talk to local leaders at City Council meetings.

B. Economic Environment Recommendations

- Provide incentives to get businesses to locate in underserved areas.
- Implement job training.
- Improve employment opportunities for minorities.
- Increase minimum wage.
- Establish educational programs for enterprise centers and agricultural technology/business.
- Increase outdoor shopping opportunities.
- Discourage big box stores.
- Support existing business owners.
- Increase grocery stores.
- Encourage downtown business.
- Encourage partnerships between businesses and schools.
- Upgrade shop fronts.
- Create entertainment districts.

C. Physical Environment Recommendations

Parks and Open Space

- Increase greenway system and walking trails.
- Improve parks and recreational facilities (large park and pocket parks).
- Multiply types of parks – passive and active recreation, small, child-oriented parks, splash ground, park benches.
- Increase estuary areas.
- Add to existing number of boat ramps.

Policy Approaches

- Monitor development activity to comply with Comprehensive Plan.
- Implement tax abatements.
- Add to number of inspections.
- Impact fee and tax breaks for development.
- Hold owners responsible for their property.
- Provide incentives for buyout parcels to assemble large pieces for redevelopment.
- Enforce codes.
- Implement downtown area plans.
- Increase deed restrictions.
- Overlay districts to fund repairs.
- Encourage development with CRA's.
- Explore other models e.g. Fargo, Sarasota, Winter Park.
- Create stronger codes.

- Encourage overlay for façade and landscaping.
- Prosecute absentee landlords.

Municipal Services

- Improve Storm water management.
- Eliminate ditches.
- Submerge utility lines.
- Improve garbage removal.

Design Issues

- Renovate motels to condo development.
- Reduce driveways.
- Decrease density.
- Preserve historic structures.
- Condemn and demolish rundown properties.
- Preserve and redevelop old neighborhoods.
- Rehabilitate buildings.
- Eliminate slums.
- Improve home maintenance.
- Promote appropriately designed commercial development.
- Address concerns regarding gated communities.
- Fewer trailer parks.
- Increase character.
- Increase sidewalks.
- Develop waterfront with restaurants, shops, open and safe late at night.
- Improve housing for migrant workers.
- Establish a cultural center.
- Eliminate flea market.
- Planned development.
- Enforce setbacks.

Beautification

- Landscape industrial areas.
- Renovate storefronts.
- Install lighting.
- Increase trees along roadways to create outdoor mall feeling.
- Improve signage standards with a lower height and smaller signs.
- Increase brick paving.
- Establish themes/identities for communities.
- Remove unlicensed cars.

Zoning and Land Use

- Restrict uses in residential areas.

- Allow mixed use such as a commercial street with nice shops and restaurants with apartments above.
- Limit strip malls.
- Improve connectivity.

D. Environmental Concerns Recommendations

- Clean up phosphate industry.
- Place trees and landscape.
- Enforce fencing around industrial areas and mines.
- Monitor wells for ground contamination from mines.

E. Transportation Recommendations

Roads

- Widen roads.
- Eliminate one-way streets.
- Limit access.
- Establish an intelligent traffic system.
- Build a bridge through downtown.
- Longer light cycles.
- Provide roundabouts.
- Enforce traffic laws.
- Designate turn lanes.
- Promote more and better entrances/exits on main thoroughfares.
- Improve repair and maintenance.
- Institute a car overpass over railroad.
- Slow down traffic in urban areas.
- Focus on safety.
- Promote center turn lanes.
- Provide deceleration and acceleration lanes.
- Double left turn lane.
- Increase pedestrian overpasses.
- Increase access to islands.
- Alternate East/West route.
- No on-street parking.

Alternative Transportation

- Create water access (water taxis).
- Increase sidewalks.
- Promote more bike paths.
- Improve mass transit.
- Increase trolley service.
- Implement light rail.

Beautification

- Landscape center medians.

- Provide more buffers.
- Standardize street lighting.
- Increase curbs.
- Improve drainage.
- Plant on street side of parking lots.
- Standardize signage.
- Increase buffers between sidewalks and roadway.
- Mow medians.
- Remove litter.
- Implement adopt-a-highway program.
- Noise abatement.

Appendix E





E. Public Brainstorming Meeting Demographics

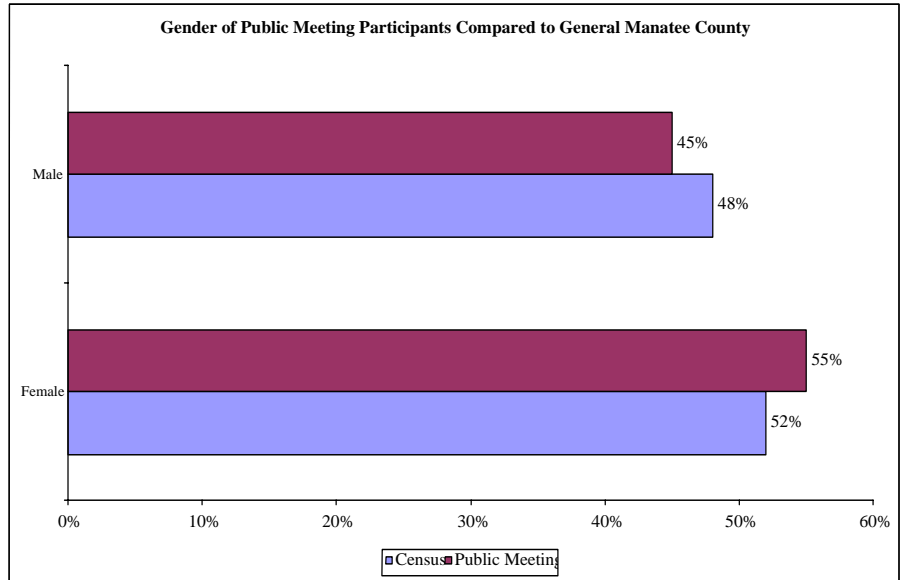
One critical goal during the Imagine Manatee Public Brainstorming Meetings was to involve the broadest possible cross section of County residents. To facilitate diverse participation, and under advice from the Outreach Action Team and the Steering Committee, the public meetings were held in all parts of the county from rural areas to urban neighborhoods. No part of the County was farther than a 15-minute drive from a meeting site.

At each of the 12 Imagine Manatee Public Brainstorming Meetings and the Youth Kickoff an exit questionnaire was administered to document the demographic composition of the meeting participants. Questions related to gender, age, race, income, and education were included in the questionnaire.

This report presents the results of the questionnaire and, where appropriate, compares the demographics of the participants at the meetings to the demographics of the general population in Manatee County collected during the 2000 Census. Following are charts with these comparisons; explanations of the data are provided when necessary. At the end of the document is a copy of the Exit Questionnaire administered at the Public Brainstorming Meetings (Exhibit A).

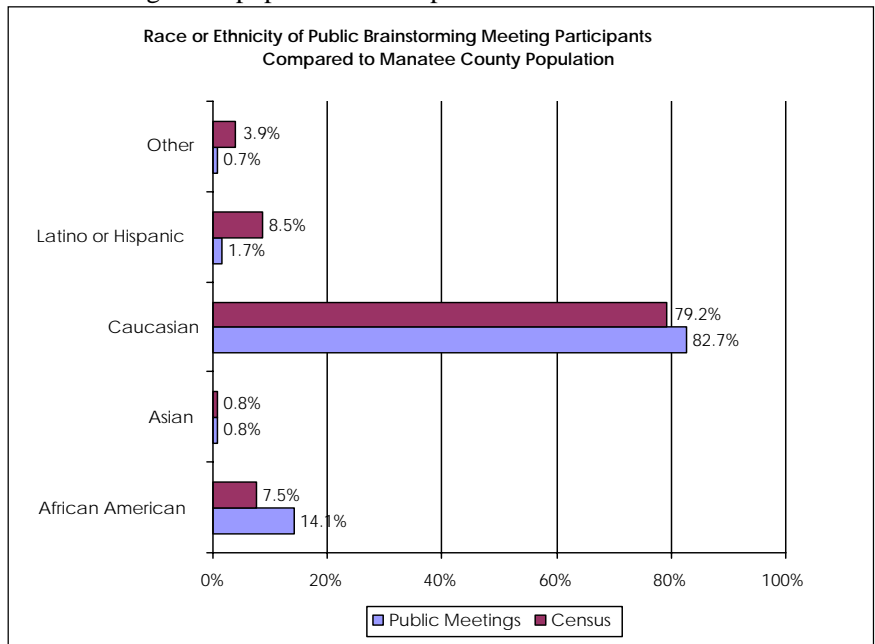
Gender

The participation of females during the public meetings was slightly higher than their percentage share of the general population.



Race/Ethnicity

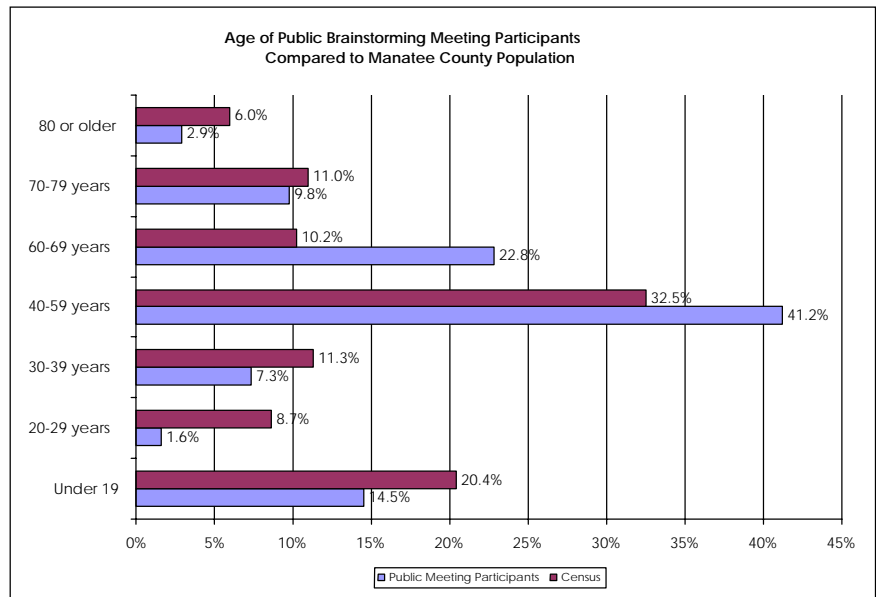
The chart below compares 2000 Census data with the race and ethnicity of participants at the meetings. The chart shows that the share of Caucasian participants at the Public Brainstorming Meetings was slightly higher than their share of the general population in Manatee County. The rate of participation of African Americans was high accounting for 14 percent of the participants; nearly double their share of the general population in the county. Hispanic participation was lower than their share of the population; only two percent of the participants were Latino or Hispanic while their share of the general population is 8.5 percent.



Participation in the Public Brainstorming Meetings closely matched the profile of County’s likely voters. In addition to comparing the Public Brainstorming Meeting participation with the Census it was compared to the Current Population Survey (CPS) Voting and Registration Supplement for 2000, a joint project between the Bureau of Labor Statistics and the Bureau of the Census. Caucasians in Manatee County account for 84 percent of the voters while African Americans are 12 percent of voters.

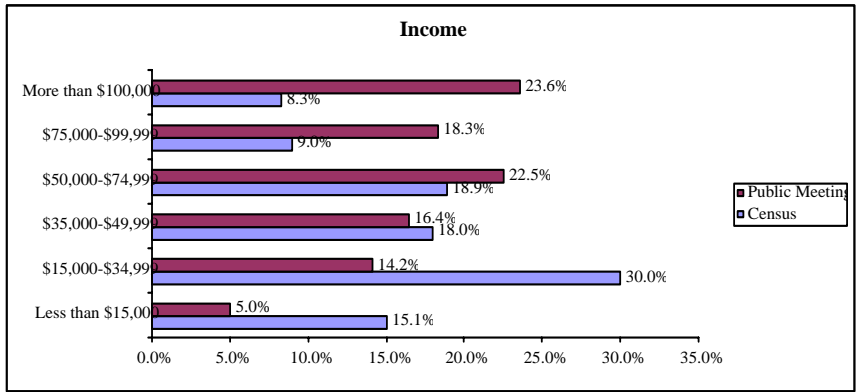
Age

This chart shows the age of participants. Participants included a good cross section of ages including some under the age of 19 and over 80. The large majority – nearly 65 percent of the participants – fell between the ages of 40 to 69 years of age, far exceeding their 43 percent share of the general population. There was good participation of those 30 to 39 years, a demographic group traditionally difficult to attract to these types of events.



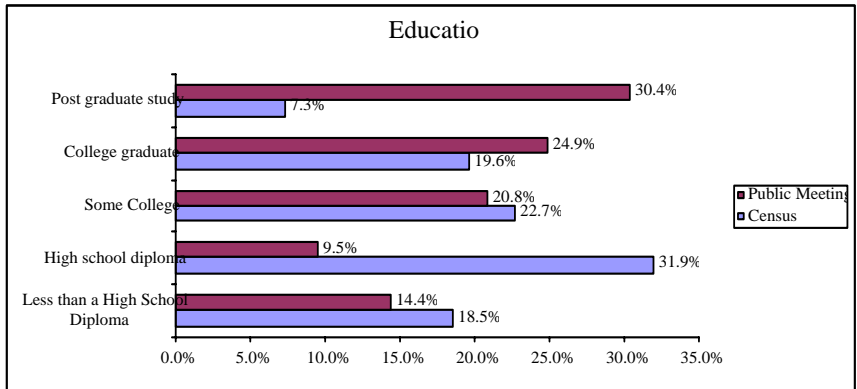
Income

Overall, the participants at the meetings were more affluent than the general population. In fact, the ratio of participants earning more than and less than \$50,000 annually was the reverse of Census data for those income groups. At the meetings, 64 percent earned more and 36 percent earned less than \$50,000 while in the general population 37 percent earn more and 63 percent earn less than \$50,000. The chart on the following page presents the income of the meeting participants.



Education

The participants at the meetings were also better educated than the general population. Participants with post-graduate degrees accounted for the largest share at 31 percent, which is larger than their share of the general population of 7 percent. Participants with a high school diploma were the smallest group (9 percent) while they were the largest group in the Census (32 percent).



Length of Residence in Manatee County

There was a relatively equal distribution for all length of residence categories, ranging from a low of 16 percent for life-long residents to a tie for the highest share of participation by those in the county 20 years or longer and those in the County zero to four years at 23 percent each. See the residence table on the following page.

County of Employment

Those survey respondents who are employed indicated in which county they work. Although Manatee County may serve as a bedroom community for those who work in surrounding counties, the large majority – 75 percent of respondents – works in Manatee County. See the employment table illustrating the location of participants’ jobs below..

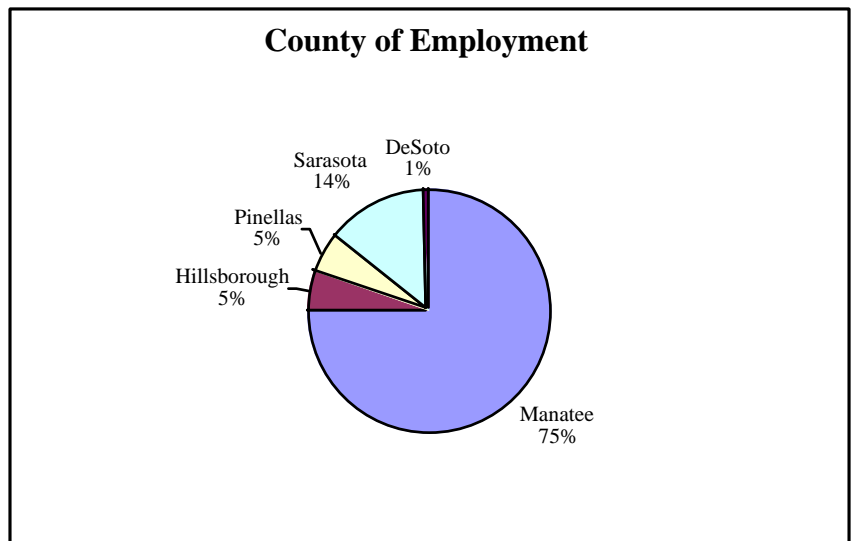
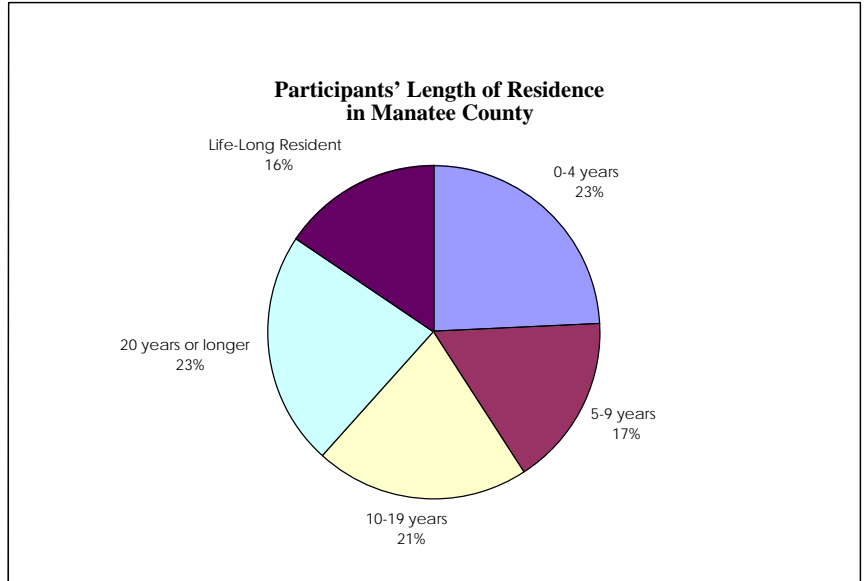


Exhibit A



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.

Appendix G



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

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Revise local development codes (LDCs) to encourage traditional neighborhood development (TND) boosting affordable housing by design.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Offer tax incentives or impact fee credits to buildings and investors.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	CBO	PVT	CTZ	SB	LE
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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
	❖				

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.

STRATEGY #4	IMPLEMENTATION ENTITY						
	CO	MUN	CBO	PVT	CTZ	SB	LE
Develop inclusionary zoning.	❖	❖	❖	❖	❖		

COMMENT

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

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
		❖			

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

- ❖ 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						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Local elected officials encourage developments consistent with the goal.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Establish rules and regulations that facilitate the incremental development of the goal in all construction, development, and redevelopment or schedule infrastructure improvements/repairs.	❖	❖	❖	❖		❖	

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.	❖	❖	❖	❖		❖	

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						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Establish transit lines that are dense and frequent throughout the county.	❖		❖				

COMMENT

- ❖ 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.

IMPLEMENTATION TIMEFRAME				
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						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Add sidewalks and bicycle paths on all major roads and around schools.	❖	❖	❖	❖		❖	

COMMENT

- ❖ 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.

IMPLEMENTATION TIMEFRAME				
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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Coordinate with all regional public transportation systems seeking advice and suggestions.	❖		❖				

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
❖				

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			❖

ACTION

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

STRATEGY #3

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

IMPLEMENTATION ENTITY						
CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				❖

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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			

❖ 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.

STRATEGY #4

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

IMPLEMENTATION ENTITY						
CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
❖				❖

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.

STRATEGY #5

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

IMPLEMENTATION ENTITY						
CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖	❖				

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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			❖

ACTION

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

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

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

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
		❖		

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.

IMPLEMENTATION ENTITY						
CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

COMMENT

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

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			

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.

STRATEGY #2

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

IMPLEMENTATION ENTITY						
CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			

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.

STRATEGY #3

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

IMPLEMENTATION ENTITY						
CO	MUN	MPO	PVT	CTZ	SB	LE
❖	❖					❖

COMMENT

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
		❖		

ACTION

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

STRATEGY #4	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Coordinate County and city governments' efforts with Florida Power & Light (FP&L) to provide streetlights in all communities of the County.	❖	❖		❖	❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Policy makers should come together to focus on countywide needs.	❖	❖		❖	❖	❖	❖

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

- ❖ 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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			

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

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

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖	❖		

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

- ❖ See comments under Strategy #1 above.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
		❖		

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						
	CO	MUN	CBO	PVT	CTZ	SB	LE
Strengthen the existing Arts Council, which will publish an annual calendar of arts, cultural and historical events, and maintain a website.	❖	❖	❖	❖	❖	❖	

COMMENT

- ❖ 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.

IMPLEMENTATION TIMEFRAME				
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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Develop neighborhood plans through citizen input.	❖	❖		❖	❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Establish neighborhood groups to identify service deficiencies and health and safety needs.	❖	❖			❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Create a master plan for each downtown area.		❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Create mixed use development plans offering residential, retail, offices, and cultural and entertainment facilities that encourage day and night year round activity.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Maximize river and waterfront potential.	❖	❖		❖	❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Develop economic incentives for each downtown's redevelopment.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Develop infrastructure and parking that are both people and vehicle-friendly.	❖	❖		❖			

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.	❖						

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Coordinate education and training necessary to attract and maintain a viable workforce and promote Manatee County as a learning community.	❖	❖		❖		❖	

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Develop effective, targeted marketing to promote the County as a business-friendly destination with supportive resources and incentives.	❖	❖		❖			

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Enhance public services that support recreation and tourism activities in downtown areas.	❖	❖		❖			

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						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Emphasize the importance of the Manatee River as a recreational playground involving all ages in water activities from kayaking to yachting.	❖	❖		❖			

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Establish neighborhood schools prior to building a new community.	❖			❖	❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	CBO	PVT	CTZ	SB	LE
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.			❖	❖	❖	❖	

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Advance the schedule of reconstruction or remodeling of older schools to bring them up to standards of newer schools.						❖	

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Initiate a program to fund acquisition and management of environmentally sensitive lands.	❖	❖			❖		

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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
❖	❖			

- ❖ 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.

ACTION

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

STRATEGY #2	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Rewrite the comprehensive plans to reflect the goal.	❖	❖					

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

❖ 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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
		❖		

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

❖ 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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Establish a growth plan east of I-75 to address low-density, preserve farming and ranching, and preservation of open space.	❖	❖					

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
	❖	❖	❖		

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.

STRATEGY #6	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Develop assessment procedure to rank wetland quality to protect significant wetlands and allow improvement of degraded systems.	❖	❖					

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
		❖			

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.

STRATEGY #7	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Pass a local option sales tax funding for construction of stormwater management systems in existing urban areas to improve water quality.	❖	❖			❖		

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
	❖				

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.

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Ban phosphate mining.	❖			❖			

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Support more environmental education opportunities for children and adults using existing resources.	❖					❖	

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Encourage governmental units and private entities to hold forums with citizens, brainstorm ideas, and form partnerships to achieve the goal.	❖	❖	❖	❖		❖	❖

COMMENT

❖ None.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
	❖				

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.

STRATEGY #2	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
	❖				

ACTION

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

STRATEGY #3	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.	❖				❖		

Acting On Implementation

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						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Establish a committee of citizens representing the community to meet with Commissioners and to state problems/needs quarterly at convenient times and places.	❖				❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Revise zoning codes to achieve the goal in an open forum.	❖	❖	❖	❖	❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Develop a funding source for land preservation.	❖	❖			❖		

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						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Implement stiff penalties and enforcement of codes.	❖	❖					❖

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						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Investigate ecological limits of growth.	❖	❖		❖			

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						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Provide a mechanism to purchase development rights to protect agricultural and natural areas.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Uniform code enforcement.	❖	❖					❖

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Add neighborhood planning boards.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Offer neighborhood incentives for builder/owner.	❖	❖		❖			

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

- ❖ 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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
	❖				

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Develop a parks and trails master plan.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Identify funding sources.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Seek and maintain the cooperation of landowners with the awareness of the special needs of agriculture.	❖	❖			❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Maximize use of public land.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Provide for public access to all publicly owned lands and facilities.	❖	❖				❖	

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Embrace technology to relocate to the County.	❖	❖		❖			

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Implement recommendations of the County's Blue Ribbon Transportation Report.	❖	❖	❖				

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Establish an Environmental Preservation Department.	❖						

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Develop a mandatory environmental education program in County schools.	❖				❖	❖	

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.	❖	❖		❖	❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Create a group with authority to study needs and implement the goal.	❖	❖			❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.	❖	❖			❖		

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Enforce goals and laws to preserve and protect the environment and all natural resources through more patrols.	❖	❖					❖

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Change zoning codes to include the preservation of old-growth trees, native vegetation, and the use of native plants in landscaping.	❖	❖					

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	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
	❖				

ACTION

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

STRATEGY #2	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
		❖			

ACTION

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

STRATEGY #3	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
Establish a public awareness campaign for the transportation programs and its system.	❖	❖	❖				

COMMENT

- ❖ There is an existing promotional campaign for MCAT.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
❖					

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.

STRATEGY #4	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
❖		❖			

ACTION

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

STRATEGY #5	IMPLEMENTATION ENTITY						
	CO	MUN	MPO	PVT	CTZ	SB	LE
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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
		❖		❖	

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.

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	IMPLEMENTATION ENTITY						
	CO	MUN	CBO	PVT	CTZ	SB	LE
Establish programs that set goals for implementing comprehensive services and inform the community concerning their progress.	❖			❖	❖		❖

COMMENT

- ❖ 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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
		❖			

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	IMPLEMENTATION ENTITY						
	CO	MUN	CBO	PVT	CTZ	SB	LE
Establish a comprehensive web-based information and referral system for first call help.	❖	❖		❖	❖		❖

COMMENT

- ❖ 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.

IMPLEMENTATION TIMEFRAME					
CUR	SR	MR	LR	ON	
	❖				

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

- ❖ 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.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			

ACTION

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

STRATEGY #5

Establish neighborhood outreach programs to better educate the community.

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

COMMENT

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
		❖		

ACTION

- ❖ (CO / MUN) Develop web-based neighborhood bulletin boards that highlight government-related events,
- ❖ (CO / MUN) In the course of conducting community-based planning projects, promote livable communities principles for their role in creating high quality environments for children and seniors.
- ❖ (CO / CBO) Provide neighborhood leaders with the materials needed to educate their community on community services topics.

STRATEGY #6

Require high school students to take a course that teaches them to acknowledge the need and purpose of specific comprehensive services.

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

COMMENT

- ❖ There is a need to teach prevention to our children and arm them with knowledge and information to ensure self-sufficiency.

IMPLEMENTATION TIMEFRAME				
CUR	SR	MR	LR	ON
	❖			

ACTION

- ❖ (SB / CO) Provide educational tools to students that allow them to gain a better understanding of the needs of society and the programs available.
- ❖ (SB / CO / MUN) Encourage these students to assume positions in neighborhood and community based organizations to pass on what they have learned and to develop a culture of civic involvement.
- ❖ (SB) Promote other proactive methods to increase involvement between students and service providers.