



**TO:** Mayor and City Commissioners  
Julio Avel, City Manager

**FROM:** Nancy Klingener, Chair  
Key West Resident/Visitor Planning Committee

**DATE:** November 29, 2004

**SUBJECT:** Executive Summary for Key West Resident/Visitor Plan

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The Key West Resident-Visitor Committee, its members appointed by the City Commission, met for eight months throughout 2004. Despite travel schedules, holidays and hurricanes, Committee meetings generally had excellent attendance and frequently were also attended by members of various business and civic groups and the general public.

Committee members were not appointed to represent any specific interest groups in the community, but the membership covered a diverse range of background, experience and perspectives. The committee did an excellent job in finding the common ground that is essential for us to co-exist harmoniously on our small island city. We hope these efforts are helpful to the City Commission and that as a community we continue to search for the common ground that exists between businesses, residents and visitors that all play vital roles in our economy and our quality of life.

The Committee hopes the City Commission and the community at large recognize that that a healthy tourism based economy and a good quality of life should not be viewed as opposing values. The same things that make Key West a wonderful place to visit also make it a wonderful place to live. This is evident in the very make-up of our city, where residential and commercial uses are inextricably intertwined. The neo-traditional and "new urban" planning that is popular in many new communities is based on the mixed uses and close proximity that have traditionally existed in Key West.

The City of Key West faces many challenges in the years ahead. One serious challenge that we face is the very high turnover in our population. This affects businesses in staffing and costs and it affects the civic fabric of our community in countless ways. And it means that we are constantly receiving new residents who are unaware of local ordinances and community standards. This is a problem that the city government, in itself, can do little to control. But the city government should acknowledge the high

turnover as a fact that affects our community and constantly be on the lookout for ways to help keep residents here and inform newcomers about the island.

The committee conducted many research sessions, informed by helpful, knowledgeable and dedicated members of the city staff. We found that solutions for most of our problems are available within current ordinances and policies. But implementing these solutions requires enforcement and persistence – the staff responsible for actually carrying out enforcement measures naturally grow discouraged when faced with the same problems time and again. We encourage public support of these enforcement efforts, starting at the City Commission level, so our police, code enforcement officers and other staff realize that their efforts are important and effective.

The committee feels that enforcement efforts should be aimed toward achieving compliance, so that first time and inadvertent offenders are not unduly punished. Penalties should escalate for intentional scofflaws who are simply gambling that it makes more sense to ignore codes and ordinances. Paying fines should not just be “a cost of doing business” and the incentive should be to do the right thing.

The committee deferred many elements regarding transportation and traffic to the city Planning Department’s multi-modal planning effort. The committee would, however, like to emphasize that Key West is an ideal location for public mass transportation and such efforts should be encouraged by the Commission, city staff and the general public as much as possible.

Regarding the marketing and image of Key West, the Committee recognizes that this is an area over which the City Commission and city government have little direct control. But Committee members are concerned that certain areas and events are providing a majority of our visitors with an experience of Key West that is vulgar and in many ways offensive. Many residents have simply “written off” some parts of the island. But we should realize that even if we choose to avoid or ignore these aspects of our city, they are providing the image of the island that gets taken back by visitors and reported via word of mouth. This image is very different from the Key West that we spend millions of dollars selling to visitors through TDC and private marketing efforts. Visitors spend a lot of money to stay here and deserve to get a product that bears some relationship to the one we offer them.

The committee feels it is vital for the Commission, working with the larger community, to articulate a positive vision for the Key West that we want. Key West is in many ways a successful, attractive place to live, work and visit. Our goal should be to strive to make it better.

It has been an honor to serve the City Commission and examine so many issues that are important to our community. We look forward to meeting with the Commission soon in workshop session to discuss our recommendations.

# **CITY OF KEY WEST RESIDENT/VISITOR PLAN**

November 29, 2004

Created by the Key West Resident/Visitor Planning  
Committee



As an introduction, we feel it is important to review the foundation principals that will guide the Resident/Visitor Planning Committee's efforts:

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*The Five Common Beliefs upon which to build the Resident/Visitor Comprehensive Plan:*

- Our residential neighborhoods are important to us.
  - Tourism is our principal economic base now and in the foreseeable future; Passive income (i.e. pensions, social security, investments, etc) is a significant secondary component to our economic base.
  - Visitors and residents equally value our temperate climate, water, environment, history, diverse population, and lifestyle.
  - A healthy marine environment is important to residents and visitors alike.
  - Our history and historic buildings are part of our legacy and should be preserved for residents and visitors.
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*Mission Statement for the Plan-*

To craft a plan which will meet the goals set out in a manner that achieves consensus within our diverse community.

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*Goals of the Plan*

1. Preserve and enhance the uniqueness of Key West as a place for residents to live and visitors to enjoy.
2. Assure a sustainable environment for our tourism-based economy.

The Key West Resident/Visitor Planning Committee has set forth to address the issues outlined in the “Roadmap to Creating a Comprehensive Resident/Visitor Plan” as directed by the Key West City Commission.

**The physical environment** – We seek the preservation, maintenance, and when possible enhancement of the physical environment of Key West and its nearshore waters.

Topics to be included in this discussion:

- Noise Pollution
- Air Pollution
- Water Quality
- Land Preservation
- Parks
- Beaches
- Visual Environment of Key West
- City Cleanliness
- Historic Preservation and Enforcement of Codes
- Visual Clutter
- Vending Machines
- Our Island Canopy
- Sidewalks and Bike Paths

### **Noise Pollution**

Local surveys have identified noise as a major issue for our residents, visitors, and businesses. Strong enforcement efforts by the Police and Code Enforcement Departments are needed, but these complaints lack priority status due to a heavy volume of complaints, and more serious violations that may be occurring at any given time. To help better manage noise issues, the Committee has asked the City Attorney’s office to draft an ordinance or resolution based on the following recommendations:

- That a Noise Abatement Committee consisting of members appointed by the City Commission be established to provide a forum to help resolve noise complaints.
- The Committee would assume the City Manager’s role in overseeing entertainment license suspension hearings.
- The Committee could try to create a map outlining the current noise contours of the city similar to what has been done around the airport.
- The Committee would be generally modeled after HARC.
- The Committee would provide mediation to resolve noise disputes
- The Committee would look at all types of noise (whether created by businesses or individuals) such as motor vehicle, power equipment, construction, noise from illegal transient rentals, and that from entertainment establishments.
- The Committee would provide outreach services to educate the community and visitors on our noise ordinance requirements and noise abatement strategies/technologies.
- There would be no intent of eliminating open air music, but we should make sure that music generated is intended for customers, not the street or neighboring residences.

## *Air Pollution*

No recommendations on this issue have been made at this time.

## *Water Quality*

The Committee was very supportive of the city's recent and ongoing efforts to improve nearshore water quality. The sewer project and lateral testing programs are wrapping up their work, and the stormwater projects have been designed, and are awaiting local, state and federal funding assistance. The sewer lateral testing program proved very effective, and although beach closures are still occurring, our water quality has improved significantly since the initiation of the sewer project and the construction of the new Advanced Wastewater Treatment Facility. The City performs regular comprehensive water quality testing at all public beaches to determine the nature of contaminants. This can effectively help the City identify the source of a beach closure.

It is critical that the city continue its work in this area, as clean nearshore waters are essential for the enjoyment of both residents and visitors. The City should initiate a public relations campaign to help educate our residents and visitors on how the wastewater and stormwater construction has had a very positive impact on our local water quality. Additionally, this campaign should inform everyone of the direct negative impacts of waste or toxins entering our storm drains, which in turn can go unfiltered through outfalls straight into the ocean. This can be a major contributor in beach closures.

## *Land Preservation*

The State of Florida through regulation has helped curb development potential on some locations on the island, and the City has effectively used funds to purchase property for preservation purposes. Examples of this include the Botanical Gardens, Kitsos and Berg properties along the Rest Beach area, and other properties around the Salt Ponds.

There are many different governmental and private entities that own property in the salt pond natural habitats. The City should help bring all of these parties together to create a uniform management plan for its natural habitat properties to ensure that they are properly and consistently maintained and preserved. It would also be beneficial for a non-profit entity with environmental expertise to assist the city in overseeing its public habitat property. This strategy has proven effective in other locales such as Sanibel.

## Parks

While not discussed in detail, the Resident/Visitor Planning Committee felt that regular maintenance is important for our parks, and that they not be allowed to become homeless safe zones, which occurred in recent months. Signs describing appropriate behavior should be installed in all of our parks, and the act of laying down on benches or tables should not be tolerated.

It is important for our residents and visitors to be able to enjoy and feel comfortable in our treasured public spaces on our island.

## Beaches

The Resident/Visitor Committee has expressed great concern over the condition of our beaches. Smathers Beach in particular has experienced major problems in terms of the amount of seaweed that collects on shore, and the amount of garbage that is entangled within that seaweed. It is also noted that the contract for beach maintenance (funded by the Monroe County Tourist Development Council) has not been effective, and the city has not properly made sure that the contractor follows the terms of its contract.

The Committee believes it is vitally important to implement a program for beach maintenance that would clean the beach and neighboring rock jetties at a satisfactory level. The City needs to adequately monitor the project, with advisory recommendations provided by the Clean Key West Task Force citizen group. The Monroe County Tourist Development Council also needs to continue its assistance by funding its beach maintenance program at the maximum levels allowed by state statute.

## Visual Environment of Key West

The Committee was supportive of the Historic Architectural Review Commission (HARC) efforts to preserve the historic look of Old Town Key West. Many components of “visual environment” are described in other sections of this document. (Cleanliness, Island Canopy, Vending Machines, Visual Clutter, etc.)

The Committee felt that the City should seek HARC approval before placing bus shelters, trashcans, streetlights, or other permanent structures on the public right of way of the historic district. Property owners should also be required to properly maintain vacant lots and buildings so that they don't negatively impact neighboring commercial and residential communities.

The Committee thought that the work of the city's Art in Public Places Board should be greatly encouraged to showcase the wonderful talent of our local artists to our residents and the world. A permanent funding mechanism for this board would help get more art into the public realm.

The R-V Committee envisioned that the following should be the procedure for street performers:

- Street performers interested in obtaining a street performing license should audition to the Art in Public Places Board to ensure that they have talent, and are not trying to circumvent the no-panhandling ordinance.
- Assuming 10 licenses are given, the City Commission needs to decide whether the top 10 performers after the audition automatically obtain the street performer license, or whether all qualified performers were put in a lottery to determine who would be granted licenses.
- Those granted a license would pay a deposit. If a licensee leaves town, they can return their license, get their deposit back, and that permit is available for someone else.
- No locations for performances are specified, but performers cannot obstruct the sidewalks.
- Licensees are given an ID to ease enforcement efforts.
- Licenses have an expiration date
- If licensees violate the terms of their license, they are fined and/or their license can be revoked.

The Committee has voted unanimously to support the legalization of alcohol in biodegradable paper cups (perhaps with a logo promoting city cleanliness) in all areas of the city, with a sunset provision. Committee members felt this would allow the city to create a pilot program of changing alcohol enforcement and would not discriminate against bars and other establishments serving alcohol outside of the Duval Street corridor. Laws prohibiting alcohol in parks would still apply.

The Committee also discussed the idea of turning certain blocks of Duval St. into a pedestrian mall for certain periods of the day or week. This would help resolve problems with narrow sidewalks, and vehicles cruising Duval while playing loud music. The committee did not want to see mobile vendors in the closed streets, and wanted to make sure that a closure would not result in a greater level of ambient noise for surrounding neighborhoods. The Committee thought that a traffic flow and parking study would be essential prerequisites to such a plan, which should be completed prior to their offering a final recommendation. The Planning Department's Multimodal Transportation Plan will also be looking into this issue.

### City Cleanliness

The Resident/Visitor Committee was supportive of the volunteer efforts of the Clean Key West Task Force to help clean the city. However, it will take more than the efforts of a few volunteers to ensure the cleanliness of Key West.

The Committee met with Greg Sullivan of Waste Management regarding our local trash collection operations. They were supportive of strong code enforcement action to

eliminate illegal dumping of trash and debris on public right of ways. It also favored increased efforts to ensure that residents and businesses had accurate solid waste accounts on record, and that all businesses had sufficient trash containers on property to eliminate overflow. The Committee proposed dedicating a percentage of fines collected from solid waste violations towards city cleanliness efforts by the city or volunteer organizations.

The Committee encourages the city to support the use of biodegradable and recyclable materials when considering public policy, and to seek solutions to increase the level of recycling in Key West, which is currently at a very low level.

### *Historic Preservation and Enforcement of Codes*

The Resident/Visitor Planning Committee was very concerned about the enforcement of our city ordinances. The Committee learned that there is currently about \$1.3 million in outstanding code enforcement fines. Of particular alarm was the fact that until recently, there was no effective tracking method for these fines, and there was no successful collection mechanism. The Committee recommended that the City hire a collection agency to assist its fine collection efforts.

The Committee learned that the Building Department is putting new procedures in place to track fine amounts, and that fine collection efforts are going to greatly increase. These procedures have been presented to the Resident/Visitor Planning Committee, which was encouraged by the city's progress in establishing effective procedures while resolving outstanding fine cases.

The Committee strongly believes that effective Code Enforcement provides incentives for individuals or businesses to "play by the rules" and discourages those who feel they can ignore our ordinances without repercussion. Sporadic enforcement results in lower levels of compliance. Increased code enforcement action may not necessarily mean an increase in city staff numbers over the long term – since it could result in a lower number of deliberate infractions, because residents and businesses would know the city was serious about enforcement.

The Committee was supportive of HARC's efforts to preserve our historic Key West architecture. Members praised the appointed board's work, and the level of overall architectural compliance in Old Town.

### *Visual Clutter*

The City is strongly urged to take whatever measures it can to clean up the obscene T-shirt slogans that appear in numerous shops around Old Town. It gives our visitors an inaccurate vision of what the true Key West is all about. Thousands spent in marketing our image can be quickly lost when our visitors regularly see obscene materials in storefronts.

The city currently has a sign ordinance for old town businesses, vending machine legislation, a no off-premise canvassing ordinance, and other regulations in place to help address this issue.

As previously mentioned, increased code enforcement efforts could result in a greater percentage of businesses following our ordinances on the books, thereby removing some of the visual clutter.

### *Vending Machines*

The Resident/Visitor Committee supported the concept of creating limited HARC-approved multi-paper newsracks in congested areas of the city. These racks would be used to replace newsboxes currently in the vicinity, which would be removed.

The Committee did not offer an opinion on other vending machines. Current HARC code says that no vending machine can be visible from the public right of way, but newspapers are exempted from this category.

### *Our Island Canopy*

The Resident/Visitor Committee appreciates the effort of the City's appointed Tree Commission to preserve our island's canopy, which includes numerous large, historic, native trees. Efforts to help educate the public about our native trees in areas such as McCoy Indigenous Park, the West Martello Tower (managed by the Key West Garden Society) and the Key West Botanical Gardens should also be praised.

The Committee met with City Staff to discuss plantings on public right-of-way, and the difficulty of maintaining a regular trimming schedule for all of our public trees due to a lack of staffing. The City Commission should consider a staffing increase for the Landscape Department to assist with right-of-way maintenance and to better enforce the requirements of tree permits. These requirements typically include the planting and maintenance of new trees to replace larger ones that a permit applicant might seek to have removed.

### *Sidewalks and Bike Paths*

While these issues will be discussed in greater detail as the Resident/Visitor Planning Committee works with the City Planning Department on its Multimodal Transportation Study, the committee was very supportive of taking actions to encourage individuals to walk or use bicycles as a means of easing traffic congestion.

The City should consider ideas to increase the number of off-street parking spaces that are available to cars. By doing so, parking spaces along the street could be removed to allow for the creation of new bike lanes without impacting the overall number of parking spaces available. Increased efforts should also be made to promote lawful bike riding by visitors and locals alike.

The Committee also offered the following recommendations concerning bicycles parking illegally on the public right of way.

- *increased enforcement of our bicycle parking ordinances, with*
- *increased parking options for bicycles, and*
- *increased public awareness through warning citations prior to bicycle removal,*
- *information provided to bicycle rental establishments so that their customers can be better informed of our ordinances, and*
- *increased support for bicyclists and their parking needs from the business community.*

**Key West Residential Living** – We seek solutions to assure we maintain our neighborhoods for residential living so as to reflect our diverse population, community character, and protect and enhance our residential quality of life.

Topics to be included in this discussion:

- Traffic
- Residential Parking
- Noise
- Policing
- Affordable Housing
- Drug Dealing
- Illegal Short-Term Transient Rentals
- Chickens

### Traffic

The City of Key West Planning Department is currently undertaking a comprehensive Multimodal Transportation Plan for the entire city. This study will look at all forms of transportation, how they interrelate, and their individual and cumulative effects on our community.

The Resident/Visitor Planning Committee has chosen to let the Planning Department in consultation with a citizen advisory group address transportation-related questions because of their technical expertise in the matter.

## Residential Parking

The Multimodal Transportation Plan will be addressing this issue.

## Noise

See recommendations for the establishment of a Noise Abatement Committee from the “Physical Environment” element on page 2.

## Policing

The Resident/Visitor Planning Committee strongly recommends that the Police Department aggressively pursue complaints of aggressive panhandling, disorderly conduct, sidewalk obstruction, and panhandling in zones where this practice is illegal. This is a very common complaint heard from both residents and visitors, and it is very important for our community to support our police in this endeavor. All officers should be properly trained to address these types of complaints and work with the City Attorney and State Attorney’s office to make sure these laws are enforced consistently and effectively.

Even during special events such as Poker Run, Spring Break, and Daytona Bike Week when noise can be a primary complaint, it is critical for the police to continue consistent enforcement against illegal forms of panhandling. Individuals from out of town need to learn that this type of conduct will not be accepted here.

Local neighborhood Crime Watch programs have proven to effectively lower crime, and can help bring together local residents and businesses toward a positive common goal. The KWPD has officers that can work with neighborhoods to initiate this program. The Resident/Visitor Planning Committee strongly supports the use of Crime Watch programs within Neighborhood Associations, which are discussed in detail on page 18.

## Affordable Housing

As important as it is to find new affordable housing opportunities, it is also critical to protect those affordable units we already have. The Committee recommends the city taking action to assist our affordable housing efforts on several fronts:

- It is important for the City to better track deed restrictions on affordable housing units to ensure they remain affordable. To assist this effort, the city could send letters to the tenants of all deed-restricted affordable housing units asking if their rents are within affordability guidelines. This way, enforcement could be self-policing.
- Cooperative efforts between government entities should be encouraged to help create housing for their employees.

- The City should investigate the effects of hotel and apartment complexes converting their units to condominiums.
- The City should take a firm stand to protect our trailer parks.
- Major redevelopment projects should be required to include an affordable housing component similar to major development projects.
- The Commission should consider ways to facilitate affordable living for our residents, for instance, housing near jobs can encourage lifestyles without a car, and other ideas could minimize other cost-of-living expenses.

### Drug Dealing

Obviously, drug dealing is an activity that should not be tolerated in any of our neighborhoods. The Police should continue their efforts to crack down on this illegal activity, conducting similar practices in the future such as the recently completed successful sting that resulted in over 50 arrests.

### Illegal Short-Term Transient Rentals

The City has passed an ordinance outlawing unlicensed short-term rentals of residential properties for less than 30 days. The City should actively enforce this ordinance as written, and should be commended for its enforcement efforts to date.

### Chickens

The Resident/Visitor Planning Committee does not have a recommendation regarding the city's feral chicken population

**Key West Visitor Experience** - Recognizing that a positive visitor experience is the most effective marketing tool for a tourist-based economy, we seek solutions to ensure the visitor's stay is enjoyable and that they are introduced to the unique character of our community.

Topics to be included in this discussion:

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| <ul style="list-style-type: none"> <li>• Attractions</li> <li>• Accommodations</li> <li>• Public Infrastructure and Facilities</li> <li>• Chronic Nuisances</li> </ul> | <ul style="list-style-type: none"> <li>• Raising Visitor's Awareness of City Ordinances and Policies</li> <li>• Raising Visitor's Awareness of Our Unique Character and Culture</li> </ul> |
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### Attractions

It is difficult to envision how City Government could affect the type and number of tourism attractions in our community. However, the City should support the efforts of those entities that educate visitors on our rich history, provide family entertainment, and promote yet protect our natural and marine environment.

### Accommodations

The Resident/Visitor Committee supports the City's plan to study conversions of hotel rooms to condominiums with transient rental licenses. We need a better understanding of the economic and community effects of this trend.

### Public Infrastructure and Facilities

There is a definite need for a greater number of well-maintained public restrooms to service our residents and visitors.

### Chronic Nuisances

The City needs to continue to take a strong stand to combat aggressive panhandling, disorderly conduct, street obstruction, and should consistently enforce the no-panhandling zones within our city. The conduct of chronic public nuisances has reached the point of becoming a major annoyance to both residents and visitors. The current no-panhandling zone in place should be expanded and include the entire length of Duval St.

The Keys Overnight Temporary Shelter should be supported as a shelter of last resort for our homeless. From there, individuals should enroll in existing homeless assistance programs in our community that can help get the person back on their feet, or they should leave town to rejoin family or friends. Permanent residence in the temporary shelter does not help anyone over the long-term.

Since the City is providing a temporary emergency shelter, we should aggressively enforce our existing ordinances that forbid camping or sleeping in parks, streets, the wetlands, and the Bridle Path. As mentioned previously, all police officers should be trained to address these types of complaints and work with the City Attorney and State Attorney's office to make sure these laws are enforced consistently and effectively. Additionally, police should actively ensure that the homeless, along with everyone else, are obeying our laws when they are visiting our parks. Disorderly conduct and vandalism have become serious problems there. It is essential that our families be able to enjoy and feel safe when using our park facilities.

### *Raising Visitors' Awareness of City Ordinances and Policies*

It would be helpful to place information brochures in hotel and guesthouse rooms, the airport, ferry terminal, and cruise ships to let people know what we expect from our visitors. We want our visitors to relax and have fun, but respect our local ordinances, diversity, and civic culture. The City should see if these brochures could be funded by the TDC.

The City's own website could be a very effective tool to help visitors learn more about our community. (This idea is described in greater detail under "Enhanced Website" on Page 17) The TDC website should provide a link to the City's website for those individuals wanting to learn more about our destination.

The City should also explore the possibility of broadcasting information to visitors over the radio via their own radio frequency.

### *Raising Visitors' Awareness of Our Unique Character and Culture*

The TDC should continue to promote Key West's historic and cultural heritage, as well as our unique natural setting. Continued funding for special events that are of an artistic, cultural, or historic nature should occur. Key West should strive to make the city our visitors see accurate to the images promoted in our TDC advertising campaigns.

**Key West Marketing Strategy** – Recognizing the unique attraction of Key West, we seek to market the destination in a way that maximizes the contribution visitors can make to the economy while minimizing adverse side effects to our residents.

Topics to be included in this discussion:

- Coordination with TDC/DAC-1
- Special Events
- Seasonal Advertising
- Family-Oriented Marketing
- Drive-to Destination Marketing
- Cruise Ships/Ferries
- Business Conference Marketing/Possible Convention Center
- Seasonal Events
- Increased Awareness of Private Marketing Efforts
- RV Marketing

### Coordination with TDC/DAC-1

One member of the Key West City Commission is always seated as a member of TDC/DAC-1. That representative should regularly update the rest of the City Commission on the actions and direction of the TDC. In return, the TDC-appointed Commissioner should report to TDC/DAC-1 on the thoughts and actions of the Key West City Commission, along with any concerns of City government.

The TDC actively markets the Keys through advertising and promotion, however word of mouth is a tremendously important form of marketing. This is one area where City government plays a critical role. Enforcing our codes consistently helps market our island better than any other mechanism. Visitors who have a positive experience while in Key West will share their experiences with friends and relatives. Those with a negative perception will relay the same.

### Special Events

There is strong concern that Key West is becoming recognized for some of the tawdry or sleazy elements within some of our special events. Residents of our city should be defining our special events, rather than letting our special events define us.

Fantasy Fest and its theme should encourage creativity in costumes. Organizers and businesses should help encourage creativity and originality in costume design to discourage near-naked "costumes."

The City has made progress on addressing noise concerns relating to the Poker Run. Similar preparations might help during the Daytona Bike Week and Spring Break. A Noise Abatement Committee, as proposed in this document, could help the City address the noise from these and other special events.

Special events should be encouraged to use public areas such as Mallory Square or the Truman Waterfront as an alternative to closing the street. If a street closure is deemed necessary, the City should reconsider the wisdom of exempting major festivals from its special events ordinance that regulates placement of mobile vendors, due to the adverse impact such exemptions have on year-round taxpaying retail business operations.

Having an adequate number of porta-potties at major festivals is critical. Temporary placement of these during major festivals in neighborhoods immediately surrounding the event has helped mitigate some negative festival side effects for residents.

Additionally, during special events, more consideration needs to be made on how street closures impact neighboring businesses, residents, and traffic flow.

### Seasonal Advertising

Key West should be primarily marketed to attract visitors during our non-busiest times of the year. This practice is currently being done by the TDC. City government does not spend money in marketing Key West as a visitor destination.

### Family-Oriented Marketing

The Resident/Visitor Planning Committee did not choose to offer a recommendation in this area.

### Drive-To Destination Marketing

Individuals will always seek Key West as a drive-to destination; therefore we should seek ways of educating our visitors about our city prior to their arrival here. Efforts should be made to ensure that visitor centers throughout the Keys have brochures about our parking and transportation options along with other important city information. In addition, information could be broadcast over a radio frequency. (mentioned on page 11)  
Expanded information on our city and TDC websites could also assist our visitors arriving by car.

The Key West Chamber of Commerce is a valuable informational resource for visitors driving to Key West. The Chamber operates a phone information service that can give visitors detailed and timely information about lodging, parking, transportation, etc. Visitors should be encouraged through brochures, radio, billboards, or other media to phone the Chamber on their cell phones as they drive down US-1 to help better plan their visit and learn about our destination.

### Cruise Ships/Ferries

The Multimodal Transportation Plan will be addressing this issue in greater detail.

It is very important for those visitors arriving on our island at the Key West Bight Ferry Terminal to be well informed about their transportation, lodging, and attraction options at the facility. The Ferry Terminal should serve is an important, connected link in our overall transportation picture.

The City should use the Ferry Terminal as an opportunity to welcome and educate our visitors, to help make our destination convenient and user friendly.

### *Business Conference Marketing/Possible Convention Center*

Key West has a very limited ability to attract large business conferences or conventions. Marketing to these events is very difficult because there is no one facility in town that can accommodate more than approximately 325 people.

If a larger convention facility were to be constructed, state growth restrictions would prohibit additional hotel rooms to be built for this new demographic.

Traditionally, many travelers attending conventions arrive at their destination via air travel. The size of Key West International Airport, and the limitations on the size of aircraft that can land here are serious obstacles to successfully accommodating a large conference or convention.

Basically Key West is a boutique conference market that has limited expansion capability. Weddings, literary seminars, small conferences, and limited-size sports events are the types of functions our city can successfully accommodate.

The TDC does market to the conference demographic in a creative way. It urges those attending larger mainland Florida conventions to extend their stay with a trip to Key West.

Locals should continue efforts to attract smaller conferences and special events to our city. (For example the Fire Chief's Convention, Little League State Baseball Tournament, Key West Literary Seminar, etc.) Individuals in our community are urged to work with the Key West Chamber of Commerce to help attract these types of events, and help plan for the needs of our visitors.

### *Seasonal Events*

It is important that our special events be effectively spread out over much of the year to prevent overcrowding at any one time. During our busiest times of the year, it may be difficult or impossible to effectively accommodate larger special events. The TDC should continue its practice of supporting those events that occur during our traditionally slower time periods.

### *Increased Awareness of Private Marketing Efforts*

The marketing effort most easily recognizable for the Florida Keys and Key West is the Tourist Development Council's. It is acknowledged that the market segments targeted are among the highest household income range.

Businesses that comprise the Key West tourism/hospitality industry cater to a diverse range of economic levels and interests. For example, land-based properties range from four-star resorts to campground facilities.

While each business has to make a determination of which market level at which it can best compete, there should be an increased awareness of the potential overall effect (both positive and negative) on the city's image. The City should encourage the industry to present an image that is indicative of our pride in our community.

### *RV Marketing*

Since there are no RV facilities in the City of Key West, there should be no marketing efforts by anyone to encourage RV traffic to enter the city. In fact, our prospective visitors should be forewarned that our narrow streets and parking limitations should preclude a visit by RV.

Additional recommendations on recreational vehicles can be found on page 17.

<p><b><u>Key West Transportation</u></b>- As a small and densely developed island, we seek solutions that recognize the needs to move people and goods, but minimize adverse side effects.</p>
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The City of Key West Planning Department is currently undertaking a comprehensive Multimodal Transportation Plan for the entire city. This study will look at all forms of transportation, how they interrelate, and their individual and cumulative effects on our community.

The Resident/Visitor Planning Committee has chosen to let the Planning Department in consultation with a citizen advisory group address transportation-related questions because of their technical expertise in the matter.

**Other Topics** - The Resident/Visitor Planning Committee feels that there are other areas for the City Commission to address that are not mentioned in the original “Roadmap for Creating a Comprehensive Resident/Visitor Plan” document. These recommendations are listed below:

**Wireless Internet**

The City should immediately move towards hiring a firm to enable the creation of wireless Internet service to be available for the entire island of Key West. This could help attract high-technology visitors to our city that could work while on vacation, and could be an extremely useful service for our residents. It could also be a significant revenue source for the City.

**Recreational Vehicles**

The City should strictly enforce ordinances prohibiting illegal RV parking or camping on the Bridle Path, parks, and mall parking lots. The Resident/Visitor Committee supports the ban on RV parking on residential streets. Unlawfully camped RVs often illegally pump out their waste tanks, which negatively contribute to our nearshore water quality.

With no public RV parks within the city limits of Key West, strict enforcement of our codes will discourage RVs from visiting in future years. Outside of non-public Navy property that has the facilities to effectively manage its own RV visitors, it should be recognized that Key West is not an RV destination.

**Enhanced Website**

The City has a very informative website at [www.keywestcity.com](http://www.keywestcity.com). It could be further enhanced by creating a Frequently Asked Questions (FAQ) section that could explain some of our ordinances to the public in easy to understand language. Many people don't understand our ordinances due to the high residential turnover in our community

The website could also include information on occupational license applications that could impact some of our neighborhoods. Getting the facts out early could help dispel negative rumors about a new business or project.

It would also be very helpful for residents and visitors if they could pay utility bills, licensing fees, parking tickets, and all other payments to the City through its website.

Our website can be a very valuable tool for the marketing of our destination to prospective visitors. It also allows us the opportunity to educate our guests about our

city's unique character and culture. Providing recommendations on how to spend a 10-day vacation in Key West might help persuade our visitors to consider a longer stay.

The TDC Website ([www.fla-keys.com](http://www.fla-keys.com)), since it is a publicly funded government entity, should be expanded to provide free links to local businesses. A comprehensive list in a wide variety of areas (restaurants, lodging, attractions, services, etc.) could help a visitor better plan an upcoming trip and learn more about our destination. Participating businesses should in turn be required to provide a return link to the TDC website.

### *Neighborhood Associations/Crime Watch*

The City should facilitate the development of neighborhood associations in our city that could be based on the City Commission district boundaries as a starting point. It could be a proactive solution to bring neighbors together to discuss issues of mutual concern.

The city should work with the Florida Department of Community Affairs to assist in finding funding opportunities for neighborhood associations, and should help nurture them in their growth. These associations could also help develop Crime Watch programs to enhance public safety.

### *Commission Review*

Members of the Resident/Visitor Committee feel that a workshop is necessary with the City Commission to review this document. If the Commission approves of the concepts within this document, they could direct staff to create a timeline and goal-oriented tasks to help achieve these objectives.

Additionally, the City Commission should appoint a panel each year that would review the City's progress on the recommendations listed in the Resident/Visitor Plan. The City should continue to engage our residents and businesses in the planning process of city operations to discuss issues of importance to our community.

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