

City of Sanibel, Florida
Planning Department Narrative

Department: Planning
Fund: General Fund

Mission Statement: Provide **Proactive Planning and Code Enforcement** services that: **Preserve** Sanibel's unique environment; **Manage** sustainable growth and redevelopment consistent with the Sanibel Plan; Provide **Education** and **Compliance** necessary to administer the Land Development Code; Enable Timely **Communication** and Citizen **Participation**; **Conserve and Restore** natural and historic resources; Increase utilization of **Alternative** Forms of **Transportation** to reduce vehicular congestion; Incorporate **Hazard Mitigation** strategies; and, most importantly, provide the **Highest Level of Public Service**.

Operational Responsibilities:

- Responsibility 1 – Maintain, update and implement the Sanibel Plan.
- Responsibility 2 – Administer the Land Development Code through consistent and effective education and enforcement.
- Responsibility 3 – Review and act on development and land use permit applications in an efficient, timely, uniform and thorough manner.
- Responsibility 4 - Provide professional and proactive planning services to City Council, the Planning Commission, appointed committees, the City Manager, City Departments and the community.
- Responsibility 5 – Manage the City's redevelopment planning program consistent with goals established by City Council.
- Responsibility 6 – Provide short and long range transportation planning services that emphasize alternative forms of travel and congestion mitigation.
- Responsibility 7 – Manage public records, consistent with the Florida State Statutes, the Sanibel Code and the City's policies and procedures.
- Responsibility 8 – Facilitate timely and accurate public notice, open communication, transparent planning and regulatory processes and procedures, effective citizen participation and innovation in service delivery.
- Responsibility 9 – Provide planning and related services to support and retain local island serving businesses and to sustain an environmentally based economy.

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- Responsibility 10 – Provide natural hazard mitigation planning services and, in the event of an emergency, provide administrative, permitting, inspection and support services.

Trend Analysis:

The enclosed Charts 1, 2, 3 and 4 provide a comparative summary of permitting trends for FY '05-'06 and FY '06-'07.

Chart 1 – Comparison of Permit Activity for First Quarter FY '05-'06 to First Quarter FY '06-'07.

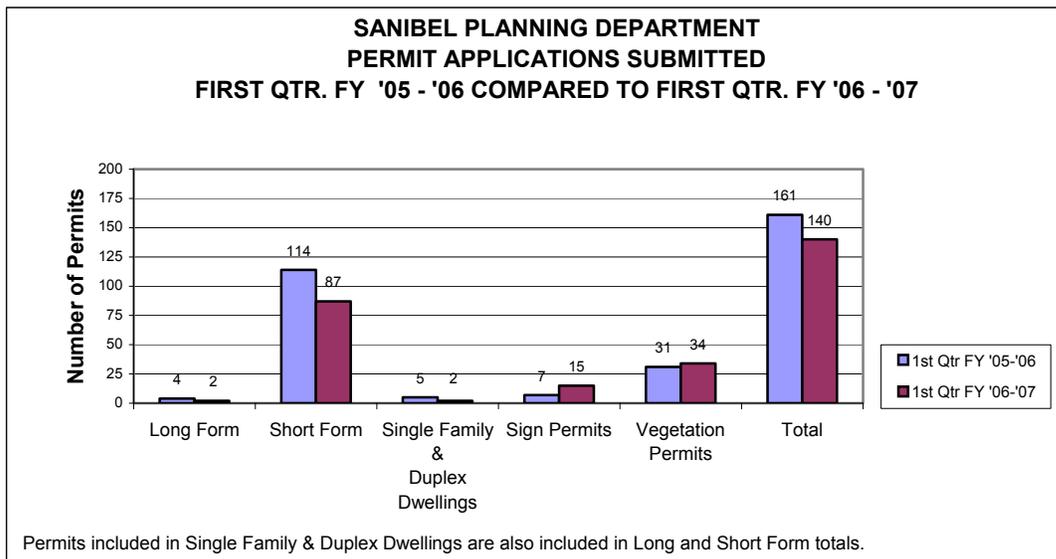
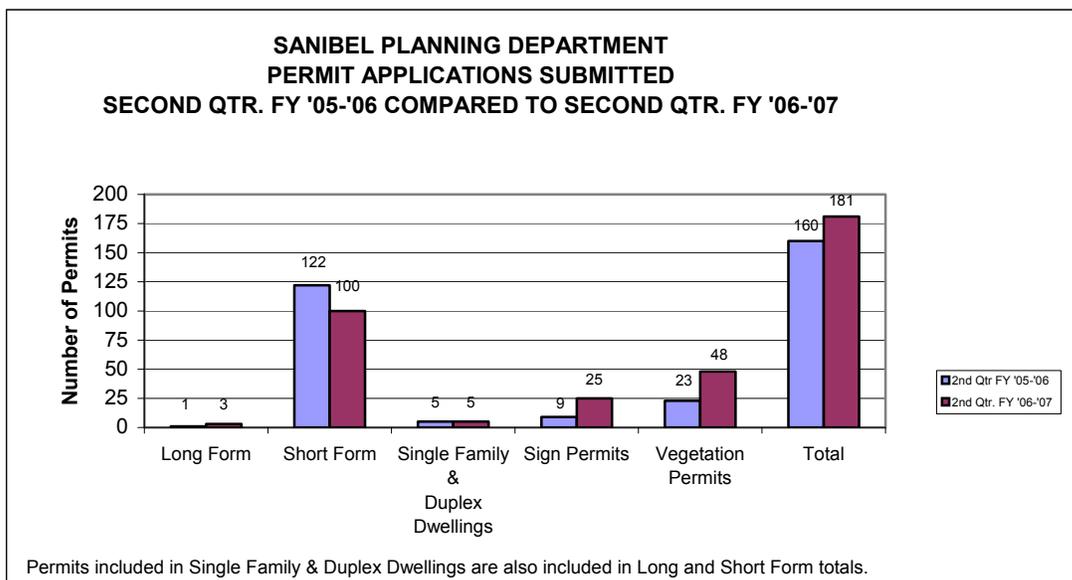


Chart 2 – Comparison of Permit Activity for Second Quarter FY '05-'06 to Second Quarter FY '06-'07.



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Chart 3 – Comparison of Permit Activity for Third Quarter FY '05-'06 to Third Quarter FY '06-'07.

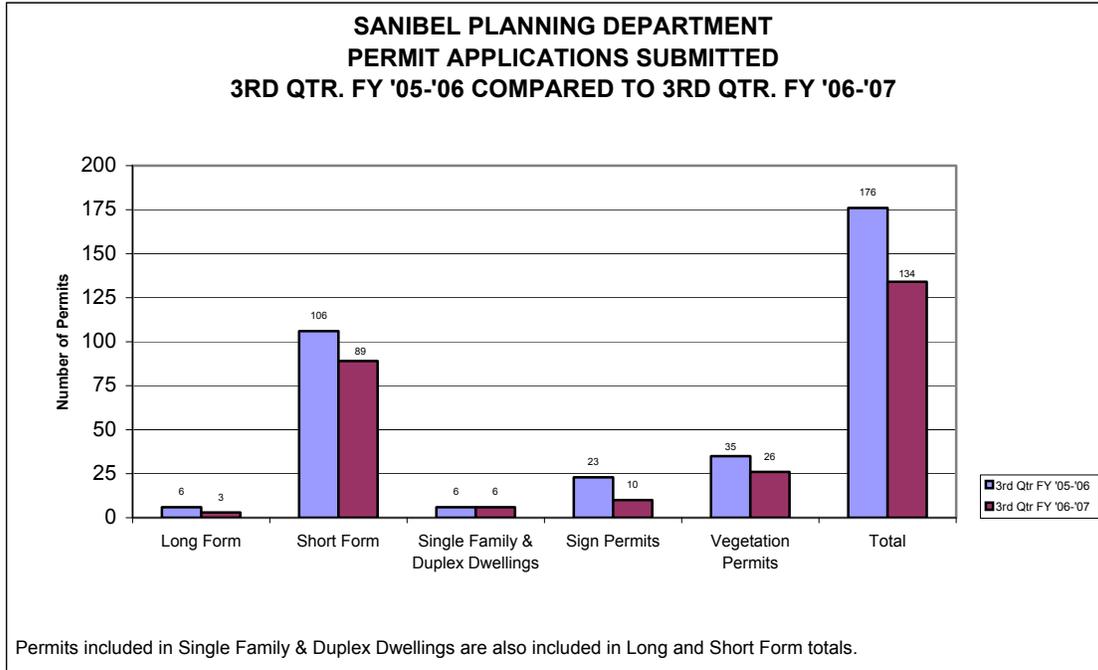
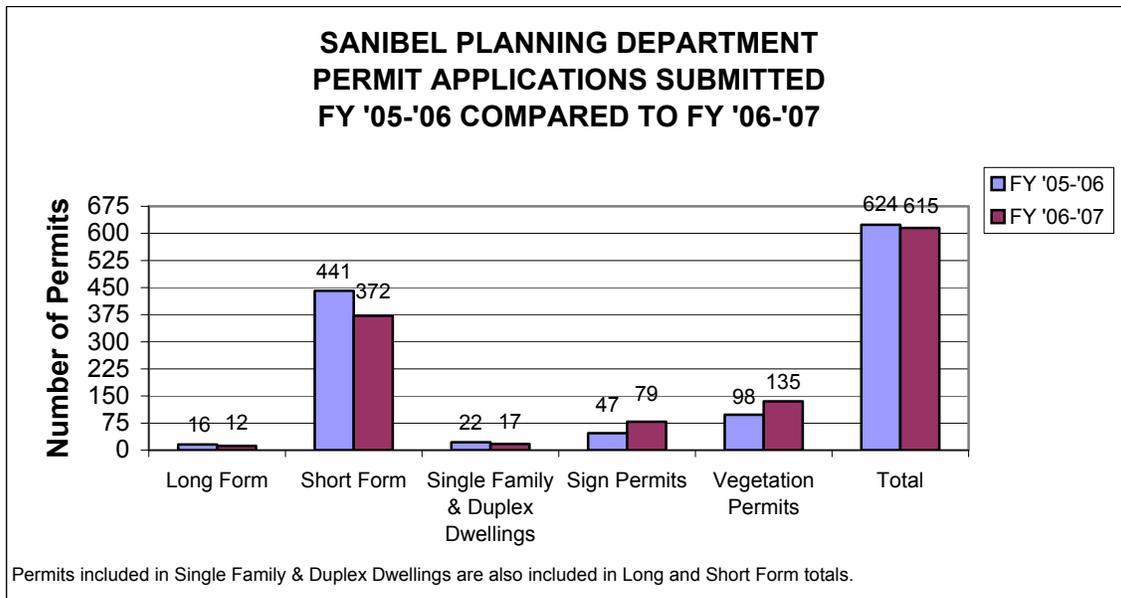


Chart 4 – Comparison of Annual Permitting Activity for FY '05-'06 and FY '06-'07



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Emerging Issues:

- Issue 1 – The completion of the Sanibel Causeway and Bridge project in September 2007 coupled with regional growth and visitation trends will require renewed focus on planning to address safety, congestion, environmental impacts and island carrying capacity.
- Issue 2 – The age and condition of Sanibel’s commercial and resort building stock combined with local, regional and national trends will require that Sanibel continue to examine the state and performance of the Island’s environmentally based economy and implications for sustainable redevelopment policies and planning.
- Issue 3 – With the approaching buildout of residentially zoned vacant land for single-family construction, changes in the real estate market and the age and design of the existing residential building stock, the current floor area and dimensional regulations of the Land Development Code should be re-examined as part of the City’s redevelopment planning work program.
- Issue 4 – Growth in peak period and average daily traffic volumes will continue to generate congestion and further reduce levels of service on the Island’s roadways. Traffic will seek alternative routes through neighborhood streets resulting in greater demands for traffic calming, traffic demand management and planning for alternative forms of travel.
- Issue 5 – Trends in regional growth will require that Sanibel play an active role in regional land use and transportation planning and the review of development proposals of regional impact.
- Issue 6 – Sanibel, through the long-standing partnership with CHR, has been a regional leader in pursuing opportunities to provide Below Market Rate Housing (BMRH). Housing costs, both on and off Island, will require that Sanibel continues to address its commitment to BMRH, particularly opportunities for work force housing.

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2006-2007 Goals and Status:

Goal	Status
<p>Goal #1</p> <p>Completion of the 2006-2007 Sanibel Plan.</p>	<p>City Council adopted Transmittal Res. No. 07-036 on 3/6/07. Florida DCA review completed. Final City Council adoption hearing on September 18, 2007.</p>
<p>Goal #2</p> <p>Implementation of the Sanibel Plan.</p>	<p>Comprehensive amendments to LDC:</p> <ul style="list-style-type: none"> - Commercial Zoning District regulations adopted by City Council on 2/20/07 (Ord. 06-022) - See Goals 3, 5, 6 and 10.
<p>Goal #3</p> <p>Implementation of Redevelopment Planning Work Program</p>	<p>RFP for Periwinkle Way West District planning effort completed and reviewed by City Council on 11/21/06, 12/19/06, and 1/2/07. RFP released. Review of proposals and interviews completed on 4/27/07. City Council approved evaluation/interview committee recommendation and authorized contract negotiations on 5/15/07. City Council approved Contract on 6/5/07. First phases of work program completed in September 2007.</p> <p>RFP for Updated Sanibel Economic Analysis completed to support the Periwinkle Way West District Plan and reviewed by City Council on March 20, 2007. RFP released. Proposals reviewed. City Council approved recommendation on 6/5/07 and authorized contract negotiations. City Council approved contract on June 19, 2007. Approved phases of work program completed in September 2007.</p> <p>Updates of Single Family and Duplex Land Use Inventory completed in July and September 2007.</p> <p>Initial update of Resort Land Use Inventory completed in July and September 2007.</p> <p>Updates of Vacant Land Inventory completed in July and September 2007.</p>

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Goal	Status
<p>Goal #4</p> <p>Provide Planning Services to City Council regarding Island Carrying Capacity</p>	<p>Initial research on National and Regional Carrying Capacity Analyses and best practices initiated.</p>
<p>Goal #5</p> <p>Provide Professional, Administrative and Technical Planning Services</p>	<p><u>City Management and City Council</u> 33 reports prepared for consideration by City Council and City Manager. Provided the following planning services to the City Manager and City Departments.</p> <ul style="list-style-type: none"> - Review plan for Police boat dock/lift - Assisted/managed preparation of plans for City Weigh Station improvements and relocation. - Assisted with review of Draft Shared Use Path Master Plan Update. <p>Prepared Commercial Land Use Inventory Report. Prepared Commercial Zoning Research and Resources Report. Prepared Mixed Use Inventory and Potential Zoning Alternatives Report.</p> <p><u>Planning Commission</u> 26 staff Reports prepared for consideration by Planning Commission. 10 Resolutions for Planning Commission Action. 15 Planning Commission meeting minutes prepared and approved.</p> <p><u>Planning Services</u> 25 Public Notices prepared. 7 Planning and zoning reports provided to CHR related to potential BMRH sites and projects. 279 Consultations conducted by City Planners with property owners. 509 Customers were assisted at the permit assistance desk. 3565 Telephone calls were answered. 216 E-mail messages initiated by the Planning Department in response to citizens and property owners requesting LDC or Planning Commission information or assistance.</p>

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Goal	Status
<p>Goal #6</p> <p>Administration and Enforcement of the Land Development Code</p>	<p>Processed 276 Short Form Development Permits.</p> <p>Processed 8 Long Form Development Permits.</p> <p>Prepared and distributed the following LDC guides:</p> <ul style="list-style-type: none"> - Resort Accessory Uses - Commercial Dumpster Regulations - Brazilian Pepper Eradication - Real Estate and Open House Signs - Outdoor Dining - Commercial District Regulations <p>Produced 12 monthly Code Enforcement case tracking and management reports.</p> <p>670 Code Enforcement cases opened.</p> <p>390 Code Enforcement cases resolved.</p> <p>250 Notices of Violation issued.</p> <p>190 Code Enforcement case hearings scheduled.</p> <p>1 Stipulation report prepared following hearings.</p> <p>60 Hrs. of evening and weekend inspections completed.</p>
<p>Goal #7</p> <p>Improve Development Permitting Processes, Procedures, Coordination and Communication.</p>	<p>Upgraded specific application forms based on City Council adoption of LDC amendments.</p> <p>Prepared an internal review and report outlining current short and long form permit review processes and procedures as part of HTE upgrade.</p> <p>Initiated joint Planning and Building Department review of applications for residential additions to nonconforming FIRM structures.</p>

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Goals	Status
<p>Goal #7 (Cont'd.)</p> <p>Improvement Development Permitting Processes, Procedures, Coordination and Communication.</p>	<p>In conjunction with MIS, revised the Planning Commission/Planning Department web page to centralize access to information and include electronic scheduling of meetings with Planners.</p>
<p>Goal #8</p> <p>Update or conversion of HTE Permit Management System</p>	<p>Assisted HTE with completion of assessment of current development and building permit review processes and procedures.</p> <p>In conjunction with HTE and MIS initiated process and schedule to review permitting procedures and to establish a centralized permit application tracking and management upgrade.</p>
<p>Goal #9</p> <p>Expand Application of Geographic Information System (GIS)</p>	<p>Participated in a needs assessment and schedule for expanding City's current GIS.</p> <p>Prepared GIS maps for:</p> <ol style="list-style-type: none"> 1. Periwinkle Way Commercial District Planning Project. 2. Commercial District Zoning Amendments. 3. FDOT Transportation Planning Grant. <p>Converted 29 Sanibel Plan maps to GIS format.</p>
<p>Goal #10</p> <p>Provide Transportation Planning Services and Focus on Alternative Modes of Travel</p>	<p>Represented the City at 8 MPO/TAC meetings.</p> <p>Completed review of draft Shared Use Path Master Plan update report and participated in meetings with Sprinkle Consulting and the Sanibel Bicycle Club.</p>

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Goals	Status
<p>Goal #10 (Cont'd.)</p> <p>Provide Transportation Planning Services and Focus on Alternative Modes of Travel</p>	<p>Provided assistance to DPW and consultant team during the preparation of Shared Use Path surveys and planning workshops.</p> <p>Completed research and initiated preparation of proposals to Lee County and MPO for financial assistance to improve Shared Use Path System.</p> <p>Prepared position paper for Lee County VCTP Study for City Council approval in February 2007.</p> <p>Assisted with preparation of draft Interlocal Agreement between Lee County, J. N. "Ding" Darling National Wildlife Refuge and City of Sanibel. The agreement was finalized and signed on May 22, 2007. A draft Request for Proposals was approved by City Council on August 21, 2007.</p> <p>Met with Lee County and the J. N. "Ding" Darling National Wildlife Refuge for a kick-off meeting on the Alternative Transportation in Parks and Public Lands Grant.</p> <p>Met with Lee County, federal partners and the consultants for a kick-off meeting on the Value Toll pricing for the Sanibel Causeway project.</p> <p>Developed preliminary conceptual alternatives upon Council's direction to improve the safety and accessibility along Causeway Boulevard between the bridge and Periwinkle Way. Contract with Kittelson & Associates amended for evaluation of preliminary engineering alternatives.</p>

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Goals	Status
<p>Goal #10 (Cont'd.)</p> <p>Provide Transportation Planning Services and Focus on Alternative Modes of Travel</p>	<p>Prepared Transportation Planning Update Reports as part of interdepartmental transportation planning.</p> <p>Met with DPW and Police Department to consider traffic mitigation measures for Donax Road and surrounding neighborhood. Initiated study of potential traffic management strategies.</p>
<p>Goal #11</p> <p>Provide Emergency Management and Hazard Mitigation Planning Services</p>	<p>Completed NIMS and CPR training course as part of Sanibel EMS.</p> <p>Updated Department's Hurricane Preparedness Plan.</p>
<p>Goal #12</p> <p>Provide Planning Services to Facilitate Implementation of Phase 2 of the Periwinkle Restoration Master Plan</p>	<p>Prepared draft Scope of Work for Phase 2 Design Services.</p> <p>Facilitated Landscape Grant Program and Agreement between Lee County and Sanibel Beautification, Inc.</p> <p>Coordinated Phase 1 and Phase 2 planting effort with commercial property owners.</p>
<p>Goal #13</p> <p>Complete Implementation of the Department's Records Management Plan</p>	<p>Completed record retention for 1500 Planning Department and Planning Commission files.</p>
<p>Goal #14</p> <p>Improve Communication of Planning Programs and Projects</p>	<p>Prepared 8 quarterly and monthly Planning Update reports for distribution to the Sanibel community.</p> <p>Published Planning Update, Development Permitting and Code Enforcement Activity Reports on the City's website.</p> <p>Prepared 12 monthly Development Permit Activity Reports.</p> <p>Prepared 12 monthly Code Enforcement Activity Reports.</p>

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Summary of FY '06 – '07 Planning Department Accomplishments

<p>1. Adoption of EAR Based Update of the Sanibel Plan</p>	<p>Completed Evaluation and Appraisal Report (EAR) based update of the 17 elements of the Sanibel Plan. Facilitated 13 public hearings with the Planning Commission. Prepared comprehensive update of the Sanibel Plan for report and recommendation by the Planning Commission. Planning Commission submission of EAR based update of Sanibel Plan for action by City Council. City Council conducted 4 public hearings. Plan transmitted to DCA. DCA comments received and final Plan amendment completed. City Council public hearing and adoption on September 18, 2007. Adopted plan forwarded to DCA.</p>
<p>2. Preparation of Land Development Code Amendments</p>	<p>Completed the following amendments to the Land Development Code and Sanibel Code for report and recommendation by the Planning Commission and action by City Council.</p> <ul style="list-style-type: none"> • Formula Retail and Commercial District Amendments
<p>3. Prepared Public Notices for Planning Board Meetings, Subcommittee Meetings and Public Hearings</p>	<p>Prepared 29 notices for Planning Board meetings and public hearings.</p>
<p>4. Prepared Planning Board Agendas, Subcommittee Agendas, Staff Reports</p>	<p>Prepared 21 agendas and 24 staff reports for consideration by the Planning Commission, applicants and the public.</p>
<p>5. Prepared Planning Board and Subcommittee Minutes</p>	<p>Prepared minutes for 21 Planning Commission and 8 Subcommittee meetings.</p>
<p>6. Initiated Periwinkle Way West District Planning Process</p>	<p>Pursuant to City Council's goals and the Redevelopment Planning Work Program approved by City Council in consultation with the Planning Commission, the following initial efforts were undertaken to begin the Town Center District Planning Process:</p> <ol style="list-style-type: none"> 1. Defined district planning objectives. 2. Prepared RFP, secured consulting service and initiated planning process.

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<p>6. Initiated Periwinkle Way West District Planning Process (Cont'd.)</p>	<p>3. Completed GIS based survey and mapping of existing district conditions. 4. Conducted initial community participation efforts. 5. Completed initial phases of the work program.</p>
<p>7. Initiated Update of Sanibel Plan Economic Analyses as Part of the Periwinkle Way West District Planning Effort</p>	<p>Defined preliminary scope of work to update the 1981 and 1997 economic analyses associated with the Periwinkle Way West District Planning effort.</p> <p>Issued RFP and selected consultant.</p> <p>Initiated work program.</p>
<p>8. Initiated Single-Family Residential Land Use Survey</p>	<p>As part of the Redevelopment Planning Work Program and the conversion of Sanibel Plan Maps to GIS format, initiated a survey of existing single-family land use, construction trends and vacant land to support Accomplishment 7.</p>
<p>9. Supported Local Business Initiative And Business Roundtables</p>	<p>Assisted with the following efforts associated with City Council's Local Business Initiative:</p> <ul style="list-style-type: none"> • Completed a survey and report on existing commercial land uses, buildings and businesses. • Organized and facilitated three business roundtables to identify and address the issues facing local businesses. • In conjunction with the City's Redevelopment Work Plan: <ul style="list-style-type: none"> - Objectives and Request for Proposals for Periwinkle Way commercial district planning services approved and released, proposals received and evaluated, and consultant team selected. - Objectives and Request for Proposals for update of Sanibel Plan's economic and land use analysis, as associated with the Periwinkle Way West District Planning effort, initiated.

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<p>9. Supported Local Business Initiative And Business Roundtables (Cont'd.)</p>	<ul style="list-style-type: none">- Comprehensive inventory of commercial uses and structures completed and approved.• City Council adopted Ordinance 06-022 on February 20, 2007 revising commercial district zoning regulations pertaining to Formula Retail use and commercial unit, building and store-front size and design. The Ordinance supports island serving businesses through modifications to the on-site parking, floor area and commercial unit size regulations.• City Council adopted Ordinance No. 06-009 amending the Land Development Code to permit Outdoor Dining. To date six (6) restaurants have provided outdoor dining to serve Sanibel residents.• City Council adopted Resolution No 06-471 that revised sign permit fees.• The City's MIS, Planning, Building and Finance Departments have initiated a major upgrade of the HTE permitting management system to improve service and integrate all permit applications, reviews, inspections and related processes and procedures.• In November, the Planning Department initiated new services to improve access, communication, timeliness and consistency during the development permit application and review process. New office and web based procedures have expanded scheduling and improved responsiveness to requests for permit consultations, meetings and information.• Access to all Planning Commission, Planning Department and Code Enforcement activities, documents, permitting and information has been centralized as part of an improvement to the City's web site.
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<p>9. Supported Local Business Initiative and Business Roundtables (Cont'd.)</p>	<ul style="list-style-type: none"> • Weekly and monthly activity reports are produced by the Planning Department to coordinate and manage development permitting and code enforcement to ensure consistency and improved performance. • Revisions to the Vegetation Permit inspection process have been initiated to improve communications between inspectors, contractors, homeowners and City staff. • The City Manager convened an interdepartmental task force to review and revise Chapter 110 of the Sanibel Code to improve Special Event permitting procedures. City Council approved revisions to the Land Development Code in November.
<p>10. Completed Mapping and Analysis of FEMA Proposed Amendments to FIRM</p>	<p>Submitted two phased report and analysis to City Council regarding FEMA's preliminary amendments to Sanibel's Flood Insurance Rate Maps (FIRM). Conducted public work groups in conjunction with FEMA. Submitted City appeal to FEMA.</p>
<p>11. Conducted Meetings with Citizens, Property Owners, Business Owners and Development Permit Applicants</p>	<p>Conducted 520 meetings and consultations with citizens, property owners, business owners and development permit applicants.</p>
<p>12. Responded to front counter, telephone and e-mail requests for information.</p>	<p>Responded to approximately 684 front counter inquiries, 6000 telephone calls and e-mail requests for information regarding the Sanibel Plan, Land Development Code and City of Sanibel and Planning Department activities.</p>
<p>13. Processed Applications for Land Development Permits</p>	<p>Processed 572 short form and 15 long form applications for Development Permits.</p>
<p>14. Resolution of Code Enforcement Cases</p>	<p>Initiated 659 Code Enforcement cases based on inspections and citizen contacts and resolved 308 cases through education and mediation. Scheduled 56 cases for action by hearing examiner.</p>
<p>15. Conducted Seasonal, Weekend and Evening Code Enforcement</p>	<p>Scheduled 6 weekend and evening code enforcement assignments during the peak season to both educate citizens and property owners and address code violations.</p>

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16. Conducted Outreach Program with Resort Hotels and Inns regarding Beach Management Regulations	Through correspondence and on-site meetings completed an outreach program with 6 resort owners and managers regarding beach equipment rental and storage.
17. Initiated Final Property Owner Notification of Zone 3 and 4 Brazilian Pepper Eradication Requirements	In conjunction with the Department of Natural Resources, notified 299 property owners regarding violations in Zone 3 and 4 of the Brazilian Pepper Eradication program. 38 Notices of Hearings were sent for Zone 3.
18. Processed Sign Permit Applications	Processed 51 applications for sign permits.
19. Reviewed Occupational and Alcoholic Beverage Licenses for Consistency with Land Development Code	Assisted the Finance Department with the review of 300 new applications and renewals of occupational licenses and 20 applications for alcoholic beverage service licenses.
20. Processed Applications for Street Addresses	Processed 50 applications by property owners seeking clarification or a new street address.
21. Periwinkle Restoration Master Plan	Facilitated the efforts by DNR, DPW and Vanasse Daylor to complete the Phase 1 and Phase 2 comprehensive native vegetation restoration master plan for the Periwinkle Corridor.
22. Transportation Planner Recruitment	In conjunction with the Human Resources Director completed local, regional and national recruitment process. Retained Transportation Planner.
23. Supported Shared Use Path Master Plan Update	Provided staff services as part of the intercept survey and open house.
24. Served as City's Representative to the MPO's Technical Coordinating Committee	Attended 8 TCC meetings as the City's representative.
25. Served as Sanibel's Representative to the Value Pricing Study Committee	Represented the City of Sanibel on Lee County's Value/Congestion Toll Pricing Study for the Sanibel Causeway and Bridge.
26. Established Planning Department and Code Enforcement Access Website	With assistance from MIS, improved the Planning Department and Code Enforcement website to assist with scheduling and provide timely services.
27. US DOT FTA Grant	In association with the J. N. "Ding" Darling National Wildlife Refuge and Lee Tran initiated a plan to evaluate the feasibility of alternative transportation modes to serve the Refuge and Sanibel.

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<p>28. Initiated Modifications of Planning Department's Web Site</p>	<p>In conjunction with MIS, completed modifications to the Planning Department's website to provide direct links to:</p> <ul style="list-style-type: none"> - Scheduling Meetings with Planning Staff - Planning Commission Meeting Schedules, Notices, Agendas, Staff Reports and Minutes - Planning Department Contacts - Land Development Code Access - Development Permit Application Forms - Guide to Land Development Code - Sanibel Planning Updates (Monthly or Quarterly Reports). - Sanibel Plan Access - Spreadsheet for Status Report on Permit Applications
<p>29. Conversion of Sanibel Plan Maps to GIS format</p>	<p>Continued conversions, through GIS consultant, of Sanibel Plan Maps.</p>
<p>30. Initiated Assessment of HTE Permit Management System</p>	<p>Initiated upgrade of HTE permit management system.</p>
<p>31. Records Management</p>	<p>Implemented a record's management plan consistent with City policies and procedures and Florida Statutes.</p>
<p>32. Updated Department's Emergency Response Plan</p>	<p>Updated the Department's FY '05-'06 Emergency Response Plan defining the Department's mission and responsibilities.</p>
<p>33. Supported Efforts by CHR to Create Below market Rate Housing Opportunities</p>	<p>Provided planning and related services to support CHR with the retention and creation of BMRH to serve Sanibel.</p>

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Planning Department FY 2007-2008 Goals and Objectives

Mission Statement: Provide **Proactive Planning and Code Enforcement** services that: **Preserve** Sanibel’s unique environment; **Manage** sustainable growth and redevelopment consistent with the Sanibel Plan; Provide **Education** and **Compliance** necessary to administer the Land Development Code; Enable Timely **Communication** and Citizen **Participation**; **Conserve and Restore** natural and historic resources; Increase utilization of **Alternative** Forms of **Transportation** to reduce vehicular congestion; Incorporate **Hazard Mitigation** strategies; and, most importantly, provide the **Highest Level of Public Service**.

The Planning Department’s FY 2007-2008 Goals and Objectives focus on the following:

- Pursue improvements and innovations in service delivery and communication to citizens, property owners, applicants, businesses and visitors.
- Implementation of the 2006-2007 Sanibel Plan.
- Administration and enforcement of the Land Development Code.
- Undertake the Redevelopment Planning Work Program and goals established by City Council.
- Provide professional and proactive planning services to City Council, Planning Commission, Historic Preservation Committee, appointed committees, City Departments and the Sanibel Community.
- Protect Sanibel’s environment through research, analysis and planning to address the carrying capacity goal established by City Council.
- Provide transportation planning services to: support completion and implementation of the Shared Use Path Master Plan update; facilitate intergovernmental transportation planning necessary to support alternative forms of travel to reduce vehicular trips and mitigate congestion.

Goals	Productivity Measurement
1. Implementation of the 2006-2007 Sanibel Plan	1.1 Implementation of Redevelopment Planning Work Program and City Council goals.
2. Implementation of Redevelopment Planning Work Program	2.1 Complete Periwinkle Way District Plan, Land Development Code Amendments, Design Guidelines and implement an Action Plan.

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Goals	Productivity Measurement
2. Implementation of Redevelopment Planning Work Program (Cont'd.)	2.2 Complete analysis of nonconforming residential, resort and commercial conditions and trends to assist City Council with the formation of redevelopment policies.
3. Conduct Research and Develop Measures and Strategies to Sustain Sanibel's Carrying Capacity	3.1 Provide planning service to formulate policies and strategies to mitigate congestion.
4. Provide Professional, Administrative and Technical Planning Services	4.1 Provide Planning services to City Council, Planning Commission and the Sanibel Community. 4.2 Prepare and publish notices for Planning Commission and Historic Preservation Committee meetings. 4.3 Prepare staff reports to the Planning Commission and Historic Preservation Committee. 4.4 Prepare Planning Commission and Historic Preservation Committee minutes. 4.5 Provide planning services to the City Manager and City Departments. 4.6 Provide planning services to CHR.
5. Administration and Enforcement of the Land Development Code	4.1 Expand publication of Citizen Guides to the Land Development Code. 5.2 Obtain Code compliance through: <ul style="list-style-type: none"> - Ongoing outreach and education - Timely response and follow-up to citizen complaints - Provide assistance to achieve compliance - Issue Notices of Violation - Prepare complete case reports - Assist City Attorney with case preparation - Presentation of cases to Hearing Examiner - Enforcement of Hearing Examiner decisions and stipulations 5.3 Conduct daily, evening and seasonal Code related inspections.

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Goals	Productivity Measurement
6. Improve Development Permitting Processes, Procedures, Coordination and Communication	<p>6.1 Examine current application forms, processes and procedures.</p> <p>6.2 Define and introduce specific service delivery improvements.</p> <p>6.3 In conjunction with Goal 7, implement new permit management processes and procedures to improve service delivery.</p> <p>6.4 Schedule and implement priority HTE permit management software improvements.</p>
7. Update HTE Permit Management System	7.1 Implement scheduled HTE software upgrades.
8. Expand Application of Geographic Information System (GIS)	<p>8.1 Continue to convert Sanibel Plan maps to GIS format.</p> <p>8.2 Assist with implementation of GIS needs assessment and recommendations.</p>
9. Provide Transportation Planning Services and Focus on Alternative Modes of Travel and Congestion Mitigation	<p>9.1 Represent the City on the MPO's TAC.</p> <p>9.2 Assist DPW and consultant team with completion of updated Shared Use Master Plan.</p> <p>9.3 Pursue funding for improvements to the Shared Use Path System.</p> <p>9.4 Participate in Lee County's Value-Congestion Toll Pricing Study</p> <p>9.5 Participate in US DOT FTA analysis of alternative forms of Island transportation.</p> <p>9.6 Conduct research and analysis to support City Council's Carrying Capacity goal.</p>
10. Provide Emergency Management and Hazard Mitigation Planning Services	<p>10.1 In conjunction with City and County EMS officials, provide planning services.</p> <p>10.2 Update the Department's Emergency Response Mission and Responsibilities.</p> <p>10.3 Continue to plan for hazard mitigation.</p>
11. Provide Planning Services to Facilitate Implementation of Phase 2 of the Periwinkle Restoration Master Plan	11.1 Assist the DNR, DPW and the Periwinkle Partnership with the design and implementation of the intersection and native planting area phase of the restoration plan.

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Goals	Productivity Measurement
12. Complete Implementation of the Department's Records Management Plan	12.1 Assist the City Clerk with completion of the Department's Records Management Program consistent with City and State regulations.
13. Improve Communication of Planning Programs and Projects	13.1 Produce quarterly Update Planning reports, both in print and electronic formats, for reporting the City's planning initiatives and Planning Commission activity.
14. Improve Communication of Planning Programs and Projects	14.1 Refine format and content of Planning Update reports, both in print and electronic formats, for reporting the City's planning initiatives and Planning Commission activity. 14.2 Initiate monthly or quarterly reporting.

Challenges Facing the Department

Necessity of integrating and simplifying the development, building, environmental and related permitting processes and procedures to insure compliance with the Sanibel Plan and Land Development Code.

Providing permitting processes and procedures in the most efficient, timely, uniform, transparent and service related manner.

The evolution and accelerated application of electronic based means of producing and transmitting plans and information associated with development permitting processes and procedures.

Demand for timely, cost effective and secure records retention and retrieval.

Short and long term evolution of permitting activity due to an aging commercial and residential building stock.

Implementation of the Sanibel Plan due to approaching build-out and as residential, commercial and resort redevelopment demands evolve and increase.

Retaining and supporting unique island serving business.

Importance of coordinated local and regional land use and transportation planning to insure sustainability and growth management.

Congestion mitigation and management and the implementation of viable and compatible alternative forms of mobility.

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Planning, managing and sustaining the carrying capacity of the island's beaches, transportation infrastructure, community facilities, economy and natural systems.

Planning and implementation of strategies to mitigate the potential impacts that may result from flooding, storms and other natural hazards.

Recommended Efficiencies

Integrate the development and building permitting processes, procedures and responsibilities in order to: efficiently and cost effectively deploy and coordinate staff resources; respond to applicants in a more timely, efficient and consistent manner; insure timely and accurate communication; and insure unified and uniform code administration and compliance.

Reduce permit and records retrieval time, delays and costs by developing and implementing manual and technological procedures that will maintain all primary permitting and related documents in an electronic format.

Convert, create and manage all City, Sanibel Plan and related maps and geographical based information into a Geographic Information System in order to: reduce duplicate, inefficient, costly and stand alone geographic information compilation, maintenance and applications; improve communication and accessibility; support emergency management planning and responsiveness; reduce reliance on professional service contracts; and improve City management, decision making and service delivery.

Improve the capacity and capabilities of the City's web site and electronic government based functions to: enable greater citizen reliance on electronic based transactions with City departments; reduce personnel and related costs associated with document and notice compilation and distribution; improved accessibility to City government resources; and increases in responsiveness to citizen requests for assistance and information.

Pursue an accelerated plan to either upgrade the HTE permit management and tracking software capacity and functions through a demonstrated commitment by HTE to the City of Sanibel or acquire a state of the art software system that will fully address the performance objectives previously developed jointly by the Planning and Building Departments. The software system upgrade or transition should address many of the above efficiency measures.

Potential Revenue Sources

Identify and actively pursue the widest range of public and private sources of funding to:

- Support the improvement and expansion of the City's Shared Use Paths consistent with the Update of the Sanibel Shared Use Path Master Plan.
- Support ongoing planning efforts necessary to implement the Sanibel Plan and support implementation of the City's redevelopment policies.

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Potential Revenue Sources (Cont'd.)

- Support planning and management efforts necessary to conduct research and define, evaluate and implement strategies to sustain the island's carrying capacity.
- Support planning efforts to support and advance alternative modes of transportation and strategies to mitigate congestion.

Service Improvements

Process and approve complete short form development permitting applications involving accessory structures and improvements at the point of application or within 24 hours.

Establish a unified development and building permit application process for the remodeling, alteration and construction of additions to pre-FIRM residential units.

Proceed with further improvements to the Planning Department's web page to enable: greater access to permit and related Planning Department and Planning Commission information and activities; and on-line submissions and approvals of complete short form development permit applications.

Produce electronic and print versions of a guidebook to assist with the preparation and submission of development permit applications.

Prepare an illustrative set of guidelines to support the administration and implementation of the Sanibel Plan and the recently adopted commercial district design, site planning and land use standards.

Assign a single master permit number to facilitate the joint application, processing, management, monitoring and retrieval of development and building permits and associated documents.

Create an electronic based permitting file system that will link all permit applications, plans, approvals, correspondence, resolutions, minutes, inspection reports and other relevant information to reduce off-island records storage costs, improve permit document retrieval and access times and fully coordinate interdepartmental permit review and management.

Establish an interdepartmental permit technical review team to facilitate and coordinate permit review, processing and approvals.

Complete the conversion of all Sanibel Plan and related maps into a Geographic Information System (GIS) format to facilitate public access and expanded applications.