



Introduction

This report is intended to be a briefing document for the members of the city commission about the Key West strategic planning process that was begun earlier this year. It is a synopsis of what was learned during the stakeholder engagement process, including the commission workshops that were held in May of 2024. This document is not a final draft or meant to be a public-facing plan.

This document also includes a draft of proposed priority areas and the goals, objectives, and activities that fall under those priority areas. These were informed by the stakeholder process as well as with one-on-one meetings with department and division heads within City government.

While much of this work was conducted under prior city management and the prior city commission, our stakeholder engagement process included interviews with those that are now sitting on the new city commission. Now that the full Commission has been seated, this document should be used to guide discussion about the direction of this strategic plan as well as future strategic planning efforts. Based on this direction, we can then refine the strategic plan goals, objectives, and activities.



Strategic Planning Process Overview

The strategic planning process began the week of March 25th, 2024 under the direction of the previous city manager. It was requested that we accelerate our stakeholder engagement schedule in order to have material ready for city commission workshops on May 2nd and 3rd.

The first step was key stakeholder interviews. We began with interviewing the members of the city commission and the mayor. It was the commission that would be “driving the bus,” according to the city manager.

We were able to interview five of the six commissioners and the mayor (we were able to speak with Commissioner Wardlow only *after* the workshops). Each commissioner/mayor gave us the names of two individuals or organizations to interview. In addition, we reached out to each declared candidate for office and interviewed five of the candidates. (Mayor-elect Henriquez was interviewed after the commission workshops.) The list of interview subjects is below.

<p><u>Commissioners:</u></p> <ol style="list-style-type: none"> 1. Mayor Johnston 2. Commissioner Carey 3. Commissioner Hoover 4. Commissioner Kaufman 5. Commissioner Lopez 6. Commissioner Weekley 	<p><u>Other stakeholders:</u></p> <ol style="list-style-type: none"> 1. Scott Pridgen – AH Monroe 2. Tiffany Pellicier – Key West Parks and Recreation Board 3. Kerry Baker and Jim Wilson – Key West Chamber of Commerce 4. Mill McLeary – Reef Relief 5. Mary Lou Lane, Collen Hough, and Steve King – residents of Garrison Bight 6. Derek Epperly – Key West Association of Realtors 7. A focus group of the Key West Ploggers 8. Rob Dougherty – Key West Business Guild 9. Roger McVeigh – Last Stand 10. Randy Sterling – Key West Housing Authority 11. Gerry Ward – private resident
<p><u>Candidates:</u></p> <ol style="list-style-type: none"> 1. Mayor-elect Danise Henriquez 2. Aaron Castillo 3. Thaddeus Cohen 4. Monica Haskell 5. Donnie Lee 	

Stakeholders were asked their opinions and insights about the City’s progress towards the prior strategic plan, about the priority areas of the prior plan, unmet community needs, capital projects, and the potential bond referendum under consideration for the Fall.

As we conducted interviews, we developed a staff survey to gauge City staff’s impressions of how well the City has progressed towards the priority areas, whether priority areas remain important today, the relative priority of different capital projects, unmet community needs, and

the needs of City departments. The survey was distributed via email by the city manager. We received 58 responses to the staff survey.

Finally, we analyzed data about the demographic, economic, and social trends, as well as some data about the City's budget.

The above sources provided background and context for discussion at the strategic planning workshops, which were held on May 2 from 1pm to 5pm and May 3 from 9am to 5pm. City commissioners and the mayor were invited to attend, and city staff including the city manager, city attorney, department heads, and other staff were asked to attend. The workshops were open to the public. The workshops were facilitated by a consultant from Public Works LLC.

The goals of the workshop were:

- Establish Goals and Priorities in anticipation of department budget requests.
- Establish realistic expectations about what departments can accomplish, given budget and human resources limitations by:
 - Identifying ways to strengthen departments.
 - Discussing how revenue affects department's ability to make progress towards goals.
 - Gaining consensus on what should be prioritized in the budget.

On May 10, a draft summary of stakeholder engagement findings, including the workshops, was sent to the city manager for review and comment. We received our initial feedback from the city manager on May 25th, and after some revisions, the "Interim Report" was sent to the members of the commission on June 10th. We then reached back out to the commissioners for feedback on the Interim Report, and meetings or conversations were held with five of the seven commissioners, as well as the mayor-elect.

On July 1st, a meeting was held with the newly-appointed interim city manager to discuss the status of the strategic plan and next steps. The Interim Report was sent by the interim city manager to department heads and directors, who were instructed to review the document and provide feedback. No feedback was received.

We then held meetings with individual department heads, directors, and other key staff during the second half of August, and goals, objectives, and activities were drafted and refined over the next two weeks.

In this time, two new city commissioners and a new mayor were seated on the commission. Because of this, the interim city manager paused the strategic planning process in order to allow for the new commission the opportunity to weigh in on the future

of the strategic plan. This document is intended to brief the city commission on the process and to provide a summary of findings.

Stakeholder Analysis – Overarching themes

Stakeholders exhibit a difference in opinion about key matters, such as the size, scope, and purpose of city government.

Some contend that Key West's needs are larger than the capacity of City government to address these needs. They point to environmental degradation, poor near-shore water quality, sunny-day flooding, rough roads, deteriorating infrastructure, and an affordable housing crunch.

Others contend that the City should focus on core functions and keep taxes as low as possible in order to reduce the financial impact on households and businesses, which already face high costs. They note that the City has sometimes taken up issues that are not directly under City control, that are the responsibility of other entities, or beyond the scope of municipal government.

The City Commission has been able to minimize increases in property taxes over the past several years, and millage rates are lower in Key West than in other localities in the Florida Keys. Still, property taxes are increasing for many property owners because of increased property values. Key West residents and businesses are also faced with increases in the millage rate from Monroe County and other taxing jurisdictions, as well as increases in property insurance premiums. Homestead tax exemptions shield homeowners from tax increases, relative to non-homesteaded and commercial properties, and property tax increases have the biggest relative impact on large commercial property owners. Property tax increases also affect the affordability of rental properties, as they are not homesteaded and bear the full brunt of increases in value and millage rates.

The prior strategic plan identified a list of capital projects that are beneficial or necessary to the City, its residents, and businesses. However, the annual capital budget is limited—last year it was \$12.6 million—and cannot fully fund the identified capital projects. For example, the reconstruction of Fire House #3, a long-deferred project, could cost \$42 million or more. On election day, Key West voters approved three ballot referenda that authorizes the city commission to issue bonds for infrastructure projects. Now that the referenda have passed, it is up to the discretion of the commission if and when to issue bonds.

City staff and leadership report that relatively low salaries make it difficult to attract and retain City workers. They report that a recent study of City salaries did not take into

account the cost of living in Key West. Some departments report that they are understaffed, and approximate comparisons with staffing levels in other jurisdictions relative to population provide some support for this idea.

There is deep pride in the City's history and cultural heritage. Many stakeholders express apprehension that the City is changing and the characteristics that make the island special are disappearing. There is a sense that many long-time Conch families have moved away, and that the neighborhood feel of some areas has disappeared. This sometimes leads to a "newcomer versus native" dynamic that permeates its way into many of the issues discussed here and in the rest of the strategic plan.

The City of Key West's strengths include its desirable location, low crime, financial stability, its history and culture, its uniqueness and sense of identity, and the strength of the community—including a strong sense of volunteerism and a diverse non-profit ecosystem.

Key West's weaknesses include difficulty in attracting and retaining a qualified workforce, internal divisions, a lack of trust of City government among the public, state preemption, and difficulty in addressing long-standing capital needs and in completing redevelopment projects.

Priority Areas

During interviews, stakeholders generally agreed that the priority areas from the prior strategic plan were still relevant today (with the recognition that much progress had been made towards "Cleanliness"), and because of the shortened engagement timeframe, we used the prior priority areas to form the framework of our analysis.

During the workshops, some suggestions for changes to the priority areas were made:

- Changing "Affordable Housing" to "Housing", to reflect that the housing crunch goes further than the provision of affordable housing programs.
- Taking "Cleanliness" off the list, as the City has made progress towards this goal and is currently on the right track.
- Changing "Sea Level Rise" to "Climate Adaptation", since there are other effects of climate change such as more intense storms and more intense heat.
- Combining "Streets and Sidewalks" with "Traffic and Pedestrian Friendliness", as they both have to do with transportation.
- Adding "Economic Development" to the priority list.

After analyzing all the information gathered during the process, the consultant team proposed another priority area, "Arts and Culture", because of the importance

stakeholders have placed the cultural heritage of Key West. This priority area could potentially be placed within Economic Development, as promoting arts and culture is one way to boost economic development.

Key Informant Interviews

What We Heard – Future of Key West

- Some say we “are full” and can’t grow.
- Not sure we can handle more tourists.
- Concerned that we’re becoming a city full of empty vacation homes.
- Generational Conchs vs. Newcomers culture remains.
- Want to remain a diverse and inclusive community
- “Keep Key West, Key West”
- We’re losing our Bahamian and Cuban heritage.

Other Themes

Some stakeholders expressed the need or desire to take an inward look at city operations. There were suggestions for taking a department-by-department approach and developing strategies to strengthen the capacity of city departments. This is different from the thematic approach that was taken during this strategic planning process, but it is worth considering for future planning efforts whether this alternate approach would be beneficial.

Some external stakeholders expressed distrust of City government, or described frustration about the City’s communication efforts.

One key stakeholder—then Mayor-elect Henriquez—expressed her priorities for the City over next year: transparency, communication, and trust.

Priority Areas

Affordable Housing

Vision: Key West is a Livable Community in which 1) there is enough affordable housing to support workforce needs, and 2) those that currently live here can afford to stay.

Key Challenges:

1. Businesses state that high housing costs make it difficult to find qualified workers. This is true of workers at all income levels, including lower-income service occupations and higher-income workers in fields like healthcare.
2. Limited supply and high demand. Key West is a desirable community and there is a lot of interest in real estate from investors and high-net worth individuals. The number of vacation rentals has grown in recent years, taking units off the long-term market. There is little developable land, and new development is limited by state law. Key West is expected to exhaust its supply of BPAS units by 2026, unless action by the state and county makes more units available.
3. Rising costs are squeezing renters and owners. Rising property values and escalating property insurance costs are pushing the cost of housing higher.
4. Limited staff capacity to develop and implement housing policy and programs. The desire from the community for the City of Key West to take more action on affordable housing has existed for decades, and yet the City only recently hired a housing director. However, the director is also fulfilling the Community Development Office role, leaving little time to develop and manage new approaches to housing affordability.

Opportunities

1. Development opportunities. Although land for development is limited, there are nonetheless opportunities for redevelopment and the acquisition of properties for affordable housing. The Live Local Act provides more opportunities to redevelop land as affordable housing. The commercial plazas along North Roosevelt may represent housing development opportunities, along with parking lots and vacant/underutilized buildings.
2. Partnerships, particularly with the Key West Housing Authority. The Lofts 3.2 is a good example of housing partnerships. There is recognition that KWA is being proactive about redevelopment opportunities.
 - a. Another potential partnership includes the U.S. Navy, which holds land and owns residential properties on base.

3. The short-term rental market is softening, and the growth in vacation rentals may be slowing. Some short-term rental licenses are about to expire.
4. Revision of state law that allows the TDC to use funds for affordable housing.
5. Voter-approved referendum that allows for the city to acquire land for affordable housing purposes without placing the issue on the ballot.

Goals and Objectives

Goal 1: Better understand housing needs, by income, family size, and other demographic factors.

Objective	Complete a housing needs study with an emphasis on community outreach and engagement. This study can be achieved in partnership with KWHA.
Rationale	In order to thoughtfully develop policy responses to the issue of affordable housing, the City needs to have better data that illustrates housing need, including which populations are most affected.
Objective	Create a mechanism to obtain regular community feedback about needs and strategies.
Rationale	Creation of a housing advisory board would allow for deeper discussion about housing issues and input from a diverse group of stakeholders, as well as discussion about best practices from other jurisdictions and potential opportunities for partnerships and funding.

Goal 2: Enhance effectiveness and reach of housing programs.

Objective	Increase participation in housing programs.
Rationale	Funds have been made available for housing programs, but staff report that participation rates have been low for both the down payment assistance program and move-in assistance program.
Objective	Increase capacity for providing housing programs.
Rationale	The Housing Office is staffed by just one person, the director, and therefore the capacity for administering programs, including outreach and facilitation, is limited. Many Cities partner with non-profit organizations that are certified by the federal Department of Housing and Urban Development as a HUD Housing Participating Counseling Agency who can then administer HUD counseling programs.
Objective	Allow for more flexibility with Affordable Housing Trust Funds.
Rationale	The use of these funds is restricted by City ordinance to a limited number of purposes, some of which are not as relevant today as when

	the ordinance was drafted. Greater flexibility would allow for the development of new programs as new needs arise.
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Goal 3: Preserve existing housing as affordable.

Objective	Increase funds available for the acquisition of housing to be preserved as affordable.
Rationale	Opportunities for new affordable housing construction are limited. If the City is to grow the stock of affordable housing, then acquiring existing housing may provide the most opportunity. However, the City may not otherwise have the funds available to acquire property in a timely fashion, if a suitable property were to be put on the market.
Objective	Develop a "preservation playbook" with strategies processes to acquire existing housing.
Rationale	Acquisition of property or deed restrictions will require coordination among departments and may include complicated legal issues. In addition, a playbook can provide strategies for identifying potentially suitable properties and mechanisms for acquisition and preservation.

Goal 4: Support new affordable housing developments.

Objective	Create a mechanism for regular strategy meetings among key government and non profit stakeholders.
Rationale	Some recent affordable housing developments have been the result of multi-stakeholder collaboration, and there is no coordinating body among the entities involved in affordable housing in Key West and Monroe County. Therefore, there is no mechanism or forum for regular discussion, information-sharing, and strategy development among key stakeholders.
Objective	Increase local affordable housing development capacity.
Rationale	Federal regulations state that at least 15 percent of HOME Investment Partnerships Program (HOME) funds must be set aside for specific activities to be undertaken by a special type of nonprofit called a Community Housing Development Organization (CHDO). However, no CHDO exists in the Lower Keys.
Objective	Grow the Affordable Housing Trust Fund.
Rationale	A well-funded trust fund will allow the City to move quickly when development opportunities arise.

Goal 5: Lower housing costs for current residents through home repair, weatherization, home hardening, and energy efficiency improvements.

Objective	Increase participation in local, state, and federal programs.
Rationale	Programs and funds for local needs exist, but not everyone is aware of them. In addition, eligibility criteria for these programs can be restrictive and not aligned with real estate prices and incomes.

Goal 6: Increase staff capacity and resources for housing initiatives.

Objective	Fund a support staff position in the housing office.
Rationale	Despite affordable housing being a community priority for decades, there is only one staff person in the Housing and Community Development Office. The City acquired the duties of the Community Development Office from the Key West Housing Authority last year, and the housing director absorbed those duties.
Objective	Increase funds available for housing programs and projects.
Rationale	Designated funds are necessary for the City to proactively lead toward the creation of more affordable housing units.

Climate Adaptation

Vision: The City is prepared for rising sea levels, more intense rainfall, and more intense and sustained high temperatures.

Key Challenges

1. Rising sea levels are leading to more sunny day flooding, and intense rainstorms overwhelm the stormwater system and lead to more flooding. Seas are expected to continue to rise.
2. The limitation of existing technologies: “We can’t pump out the ocean.”
3. The high cost of hardening structures and infrastructure. Installing a new pump station costs \$15 million or more.
4. Property owners are limited by how much they can raise their homes, and accessing financial assistance programs is difficult for most.
5. The sustainability office is staffed by only one person.

Opportunities

1. The climate adaptation study is ongoing and will provide strategic direction.
2. Passage of the bond referenda that provides the opportunity to issue \$64 million for climate adaptation projects.
3. Federal and state funds are available for hardening and resiliency projects.
4. The City could try to help with the soft costs associated with raising homes (engineering, architectural services) and coach homeowners about the process.
5. The City could issue revenue bonds for stormwater system improvements.
6. Incorporating climate adaptation strategies in capital projects. For example, the Duval Street Revitalization project would include stormwater mitigation strategies.
7. Enhanced maintenance of the stormwater system could improve performance.

Goal 1: Protect critical infrastructure from flooding and wind hazards.

Objective	Identify priority projects, approximate cost, and potential funding sources.
Rationale	The climate adaptation needs of Key West are great, and priorities must be set. A climate adaptation 10-year plan will allow for the City to tackle the most critical projects and identify funding opportunities and gaps.

Goal 2: Mitigate against localized flooding.

Objective	Improve stormwater system performance.
Rationale	Optimum performance is necessary to prevent stormwater flooding to the greatest extent possible. There is a perception that the stormwater system could be better maintained,
Objective	Install new pump stations, wells, and one-way valves.
Rationale	New infrastructure will be required to handle an increased volume of water.
Objective	Develop "shovel-ready" projects that align with future grant opportunities.
Rationale	To increase the City's chances of winning grant opportunities, the City should bring some projects to design, either in-house or by a contractor.

Goal 3: Elevate residential structures

Objective	Increase participation in grant programs.
Rationale	Federal and County programs exist to provide financial assistance to raise homes in areas at risk of inundation. However, the need is great and the assistance programs are difficult to access.
Objective	Create mechanisms that encourage raising and elevating structures during renovation or new construction.
Rationale	Redevelopment provides the opportunity to raise structures above flood level. There are some City ordinances that encourage the raising of homes, but stakeholders expressed skepticism that homes are being raised to the greatest extent possible.

Goal 4: Increase City staff capacity for climate adaptation projects.

Objective	Increase City staff capacity for climate adaptation projects.
Rationale	The Climate Adaptation Plan will be completed by next year, and it will identify critical infrastructure projects. Many of these projects will be eligible for federal and state funds. But, to implement the plan and move projects forward, a project manager with some background in engineering will be necessary.

Streets and Sidewalks

Vision: Streets and sidewalks are well-maintained, traffic is calmer and less congested than today, and there are fewer traffic crashes that result in injury.

Key Challenges:

1. Some major roads are not under City control, but rather owned by the state or the county.
2. Outside entities dig up roadways for infrastructure work but do not repair them to a standard that is acceptable to the public.
3. The cost of road work has increased substantially over the past several years.
4. There are too many traffic crashes with fatalities or injuries.
5. Transit ridership is still lower than before the COVID-19 pandemic.

Opportunities:

1. The City is beginning a comprehensive traffic safety planning process.
2. Passage of the bond referendum that allows the commission to issue up to \$51 million in bonds for street and roadways projects.
3. The City has a dedicated revenue stream for the Transportation Alternative Fund.
4. The Pavement Quality Index provides quality data on road conditions that can allow for the prioritization of projects.
5. The City could be more aggressive in holding third parties responsible for roadway and sidewalk maintenance or repair.

Goal 1: Improve the condition of roadways in the City.

Objective	Ensure the City's streets maintain a X SCORE in the pavement quality index.
Rationale	Setting a baseline will allow the City to prioritize and plan necessary road work and repair.
Objective	Ensure streets are properly repaired after infrastructure work is performed by outside entities.
Rationale	Utility companies are required to repair streets after work is performed, but the resulting repair work is not up to acceptable standards.

Goal 2: Maximize parking revenue from tourists and visitors.

Objective	Increase the amount of parking revenue collected over last year.
Rationale	Visitors account for 85% of parking revenue. Parking revenue is used to support the general fund and other special funds, such as transit and housing.
Objective	Ensure downtown parking spots remain available to produce maximum revenue.
Rationale	The potential revenue of a parking spot at the hourly rate is significantly greater than the revenue generated by the City's parking pass programs. Every spot that is taken by a car with a parking pass means less revenue collected by the City.
Objective	Maximize special event and peak season parking revenue.
Rationale	Special event parking rates are largely absorbed by non-residents, and this strategy has been successful so far.
Objective	Begin plans to reconstruct the Grinnell Street parking garage.
Rationale	The garage is reaching the end of its useful life.
Objective	Gauge the community's support for the City to construct parking decks in high demand areas.
Rationale	There is high demand for parking downtown, and the revenue generated by building additional City parking could be significant. However, new parking decks would impact the character of their surroundings, and community engagement is necessary to understand community concerns.

Goal 3: Protect resident access to parking in Old Town residential areas.

Objective	Prevent households from obtaining an excessive number of residential permits.
Rationale	Households with multiple cars and multiple permits take up parking spaces.

Goal 4: Provide reliable and safe alternative methods of transportation.

Objective	Reduce the number of traffic crashes that cause injury.
Rationale	Traffic fatalities are tragic events. The City Commission adopted a resolution in 2019 stating that the City would target reductions in fatal car crashes, with the ultimate goal of achieving zero fatalities by the year 2035.
Objective	Maintain the City's high bicycle commuter rate.
Rationale	Fewer automobile commuters lead to less traffic congestion.
Objective	Enhance and expand upon existing transit service.

Rationale	Improved transit options will lead to fewer car trips and less traffic congestion.
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Environmental Protection

Vision: 1) The nearshore waters of Key West have a thriving and diverse marine ecosystem and are safe for swimming. 2) City policies promote sustainable environmental stewardship.

Key Challenges:

1. Much of what affects near-shore water quality is not in the City's hands.
2. The current state of environmental degradation—coral bleaching, spinning fish.
3. Lack of conclusive data about sources of pollution.
4. Skepticism about the City's recycling program.

Opportunities:

1. Water quality testing partnerships with FIU and Mote Marine Laboratory.
2. Federal funds for wastewater treatment improvements.

Goal 1: Improve near-shore water quality.

Objective	Keep trash and litter from entering waterways.
Rationale	Trash and litter that enters the ecosystem harms animal life.
Objective	Identify sources and types of pollution.
Rationale	Identifying these sources is the first step towards remediating them.
Objective	Identify and repair areas of saltwater intrusion in the wastewater system.
Rationale	Saltwater intrusion increases the amount of wastewater that must be treated and is harmful to the machinery and structures of the wastewater treatment facility. Saltwater intrusion also means that wastewater is potentially leaking out of the system.

Goal 2: Reduce the amount of solid waste sent to landfills.

Objective	Increase recycling rates and compliance.
Rationale	This would promote sustainable environmental stewardship.
Objective	Develop a composting program.
Rationale	Organic waste introduced into landfills emits methane, a concentrated greenhouse gas, into the atmosphere. Compost can be repurposed for useful means.

Goal 3: Reduce greenhouse gas emissions.

Objective	Increase utilization of electric vehicles.
Rationale	Rising sea levels are attributable to greenhouse gas emissions. Internal combustion engines emit greenhouse gases.
Objective	Improve energy efficiency of public and private buildings and facilities.
Rationale	The cooling of buildings in Key West is responsible for a large portion of the energy consumed, and much of the energy consumed comes from fossil fuels. Many buildings in Key West are relatively old, and less energy efficient than modern buildings.

Arts, History, and Culture

Vision: Key West is a place that celebrates its culture and history, and the Conch Republic's contribution to arts and culture are nationally recognized.

Key Challenges:

1. There are no City institutions or plans to support a vital part of Key West's economy, community, and identity – arts and culture.
2. Stakeholders express fear that certain elements of Key West's heritage – Bahamian culture, Cuban culture, gay and lesbian culture – are fading.
3. Funds to support tourism development are controlled by a county entity.

Opportunities:

1. Passage of the bond referenda for parks and recreation could free up funds for the rehabilitation of cultural and historical assets.

Goal 1: Build upon Key West's reputation as one of the best cities for live music in the U.S.

Objective	Build upon Key West's reputation as one of the best cities for live music in the U.S..
Rationale	The establishment of Key West as a place to see national acts will bolster the local music scene.

Goal 2: Preserve and promote Key West's cultural heritage.

Objective	Preserve historic structures and places.
Rationale	In contrast to many communities in Florida, Key West has a long and storied history. Buildings are embodiments of that history.
Objective	Maintain that important elements of Key West's heritage remain part of its identity.
Rationale	Stakeholders express the high importance of heritage to them, and there is no strategy to promote and celebrate that heritage.
Objective	Build upon Key West's reputation as a place for writers.
Rationale	Key West has historical and contemporary connections to important and loved writers, which is an asset to the community.

Economic Development

Vision: Key West is a place that supports businesses and uses its assets to promote the Key West economy.

Challenges:

1. Communication between City government and businesses.
2. An economy heavily dependent on a single sector – tourism.
3. The high cost of housing and its effect on the labor market.
4. The degradation of the marine ecosystem.
5. Flooding.
6. Underperforming assets, such as historic structures or places like Mallory Square.

Opportunities:

1. Redevelopment initiatives such as Revitalize Duval Street and the Mallory Square Master Plan.
2. It is a time of transition at the Tourist Development Council.

Goal 1: Revitalize Duval Street and Petronia Street, and Mallory Square.

Objective	Finalize Duval Revitalization plan.
Rationale	Finalizing the plan will allow the City to plan for the cost of the component projects and begin to identify funding sources.
Objective	Finalize Mallory Square Master Plan.
Rationale	Mallory Square is an underutilized asset. The Master Plan is the first step towards creating a space that is activated throughout the day, rather than solely during sunset.
Objective	Enhance and diversify the shopping experience along Duval Street.
Rationale	Some stakeholders expressed disdain for what the Duval Street experience is like to them or their guests.
Objective	Provide public bathrooms.
Rationale	Public bathrooms would be a beneficial amenity.

Goal 2: Support local businesses and entrepreneurs.

Objective	Improve communication with local businesses about plans, projects, and City initiatives.
Rationale	Stakeholders expressed that they lacked trust in their communications with City government.

Objective	Promote tourism in Key West, as a distinct entity from "the Florida Keys".
Rationale	The Tourist Development Council is a County entity and it makes decisions about promotion and advertising based on County priorities.