



# Town of Belleair

901 Ponce de Leon Blvd.  
Belleair, FL 33756

## Meeting Agenda Planning & Zoning Board

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Monday, November 18, 2019

5:30 PM

Town Hall

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**Welcome. We are glad to have you join us. If you wish to speak, please wait to be recognized, then step to the podium and state your name and address. We also ask that you please turn-off all cell phones.**

### ROLL CALL

### CITIZENS COMMENTS

*(Discussion of items not on the agenda. Each speaker will be allowed 3 minutes to speak.)*

### APPROVAL OF MINUTES

[19-0329](#) Approval of July 8, 2019 Meeting Minutes

Attachments: [P & Z Minutes 07-08-2019](#)

### GENERAL AGENDA

[19-0328](#) Election of Officers

[19-0324](#) Discussion of Action Items for the Strategic Plan

Attachments: [Executive Summary](#)  
[Planning & Zoning Board Items](#)  
[Strategic Plan Themes, Goals & Objectives](#)

### OTHER BUSINESS

### COMMISSION ADVISOR REPORT

### ADJOURNMENT

ANY PERSON WITH A DISABILITY REQUIRING REASONABLE ACCOMMODATIONS IN ORDER TO PARTICIPATE IN THIS MEETING, SHOULD CALL (727) 588-3769 OR FAX A WRITTEN REQUEST TO (727) 588-3767.



## Legislation Details (With Text)

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**File #:** 19-0329      **Version:** 1      **Name:**

**Type:** Minutes      **Status:** Minutes Approval

**File created:** 11/13/2019      **In control:** Planning & Zoning Board

**On agenda:** 11/18/2019      **Final action:**

**Title:** Approval of July 8, 2019 Meeting Minutes

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [P & Z Minutes 07-08-2019](#)

Date	Ver.	Action By	Action	Result
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# Town of Belleair

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## Meeting Minutes Planning & Zoning Board

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Monday, July 8, 2019

5:30 PM

Town Hall

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**Welcome. We are glad to have you join us. If you wish to speak, please wait to be recognized, then step to the podium and state your name and address. We also ask that you please turn-off all cell phones.**

Meeting was called to order at 5:36 PM with Vice Chairman Millspaugh presiding.

### ROLL CALL

Others present: Commissioner Wilkinson and Deputy Mayor Resttstatt

**Present** 4 - Vice Chairman Jim Millspaugh, Marc Mariano, Brand Shank, and Pam Kern

**Absent** 2 - Chairman Bonnie-Sue Brandvik, and Jerome Ciliento

### SCHEDULED PUBLIC HEARING

Persons are advised that, if they decide to appeal any decision made at this meeting/hearing, they will need a record of the proceedings, and, for such purposes, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

Mr. Murphy stated the board would be acting as the Local Planning Authority and the Planning and Zoning board; explained the meeting procedures.

Those wishing to speak were sworn in by the Town Clerk.

No exparte communications were expressed.

#### [19-0163](#)

Local Planning Agency Item - Presentation of Pelican Golf Phase 4 Development Plan

Chris Brimo-Calvin Giordano & Associates, Town Planner-Presented staff report of applicant's proposal; discussed expansions from previously approved phase III. Applicant is seeking: amendment to the Town of Belleair Future Land Use Map, rezoning of 1.88 acres of property adjacent to the Pelican Golf Course from Residential Low (RL to Recreation/Open Space (ROS); rezoning of approximately 1.90 acres of property adjacent to Pelican Golf Course from Single Family Residential(R-1) to Golf Course District (GC); variance for fence/wall within 5ft. setback along Indian Rocks Rd.; variance for fence/wall within 5ft. front yard setback along Golf View Dr.; amending number of sleeping rooms for accessory uses; addition of 3rd 12 room cottage; approval of a right-of-way use agreements (multiple); amendments to previously approved amendment.

Discussed a few scribner's errors in the items; corrected.

Mr. Millspaugh questioned parking area; Mr. Brimo stated it is for overflow and special event.

Mr. Shank questioned Indian Rocks Road fence previously approved; Mr. Brimo and Murphy discussed location of proposed fence; discussed cul-de-sac.

Tom Nash-MacFarlane, Ferguson, McMullen, Attorney for applicant-Discussed prior actions; summarized each individual request; provided revised date of total completion being April of 2020.

Mr. Murphy discussed rolling certificates of occupancies; mitigation final numbers will be available for commission meeting.

Mr. Mariano questioned fire access; Mr. Murphy addressed entry points; parking areas; fencing.

Mr. Murphy stated that each item would be individually addressed.

[19-0159](#)

Local Planning Agency Item - Consideration of Elements of Ordinance 524; Amending Comprehensive Land Use Plan Future Land Use Map Amendment of LOTS 6 & 7, 28-31, ALL OF LOTS 8, 9, 26 & 27 & THE N'LY 43FT OF LOTS 10 & 25, LOT 11 & THE SW'LY 6 FT OF LOT 10 & THE NE'LY 28 FT OF LOT 12, BLOCK 32, BELLEAIR ESTATES SUBDIVISION FROM RESIDENTIAL LOW (RL) TO RECREATION/OPEN SPACE (R/OS)

Mr. Brimo stated this item relates to the Future Land Use Map amendment; request relates to R-Low parcels to go to Recreation open space (ROS); would be for 1614 Golfview Drive, 1616 Golfview Drive, 1609 Indian Rocks Road, 1611 Indian Rocks Road, and 1617 Indian Rocks Road; consistent with the Belleair Comprehensive Plan; Plan policy 1.1.4 Recreation Open Space element, 1.3.2 consistent; amending ordinance; sent to all state agencies for their review; once approved, the Town can adopt on second reading.

Mr. Millspaugh opened floor for public comment.

John Trippelo-Resident-(standing) commented on parking, cottage grade, drainage, views to neighbors.

Discussion ensued regarding parking, grade drainage, and streetscapes and views.

John Trippoli - resident - also questioned intent for landscaping between cottages and Indian Rocks Road; expressed his concerns regarding the project.

Susan Klinker-500 Althea Rd.-resident- (standing) spoke on unsatisfactory experiences during construction; regarding safety; spoke in opposition.

Tom Olson- 450 Althea - resident- (standing) Questioned clarification on zoning; spoke in opposition of the cottages.

David Ottinger- stated cottages are not to be hotels; only to be available to guests of golf course.

Mr. Murphy stated The Town Commission previously approved by ordinance in April of 2018 allowing the accessory use of the cottages in to the golf course zone; the current request is for an additional cottages; explained the zone amendment requests.

Mr. Tom Olson-asked additional questions related to zoning and prior approvals; commented on on cottage uses and zoning issues.

John Troppoli - resident- made further comments regarding accessory use and intensity.

Susan Klinker - 500 Althea Rd. - resident - questioned minimum night stay in cottages.

Dan Hartshorne- 511 Osceola Rd. - resident- (standing) questioned town attorneys comments; Mr. Ottinger stated he was explaining ordinance previously adopted.

Resident-Golfview Dr.-commented on cottage housing and regulation.

Mr. Milspaugh explained previous board action regarding the cottages.

Mr. Murphy stated ordinance provides regulations and protections regarding cottages; not to be offered to the public at large and to be only for members of the golf club.

Tony Policandriotes- representing his mother, 1621 Golfview Drive - resident-questioned number of total rooms; landscape buffer; entrances; against additional cottage.

Mr. Murphy addressed questions; stated there were 28 rooms; spoke regarding the safety issues of having resident walk-way.

Bob Rider-1730 Golfview-resident-Questioned number of members; against additional cottage.

Tom Olson - Resident (standing)- Inquired about the zoning maximum for Multi-family housing for recreational areas; Mr. Murphy addressed question; stated currently set for 16 units total for golf course zone; the countywide map may have some restrictions.

Estelle DeMuesy-605 Osceola Rd. resident (non standing)-questioned occupancy.

Mr. Murphy explain maximum use for cottages and process to request additional cottage; zoning amendment requests.

Board discussions regarding usage and accessory structures; site specific approvals must be done.

Mr Murphy reiterated process for approving items.

Mr. Policandriotes commented questioned occupancy clarification; Mr. Nash said single beds, couples could stay.

Floor closed to public comment on this item.

Discussion ensued regarding the additional cottage.

**Mr. Mariano moved to approve the application to amend the future land use designation from Residential Low to Recreation Open Space. Seconded by Mr. Shank.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

[19-0160](#)

Local Planning Agency Item - Consideration of Elements of Ordinance 525- Text Amendment; Accessory Uses for Golf Course

Mr. Murphy provided the introduction for item.

Mr Brimo stated this was a request for amendments for Town of Belleair Code of Ordinances Section 74- 82 - Amending the number of sleeping rooms to allow additional cottage; provide overview of past amendments; additional amendment increase maximum number of rooms to allow a third cottage; revisions of the development; any changes to the development code would have to come before the commission for approval.

Mr. Millspaugh inquired about where the applicant could request an additional cottage; Mr. Murphy commented on ordinance requirements and zoning.

Mr. Nash commented on elimination of current houses; cottages not hotel use; no outside use.

Mr. Millspaugh spoke about previous vacant lots; trends of other golf courses.

Tom Olson- resident with standing-commented on removal of homes.

Estelle DeMuesy - resident(non-standing)-commented on visual effect; what's best for the Town as a residential community.

Ms. Klinker -resident with standing-commented on size of cottage.

Mr. Rider questioned location of buildings if approval doesn't occur.

Ralph Strauss-resident-commented on landscaping; would like clarification to residents regarding landscaping and views.

Mr. Murphy stated 6ft green vinyl fence with vegetative buffer on both sides; conforms to code.

Closed to public comment.

Ms. Kern questioned landscaping and if type can be shown; suggests adding landscape condition.

Mr. Murphy clarified landscaping more appropriate under variance item; elevations conditions could be added for commission approval; board authority limited to land use not interior design elements.

Tom Olson -resident with standing- questioned why additional units.

Mr. Nash stated addition of land would like to add additional cottage, same conditions apply as before.

Mr. Murphy stated that the applicant could provide additional changes to the elevations as conditions to be made available to the public.

Mr. Strauss questioned if elevation is changing; Mr. Nash stated grade would not be built up.

No further public comments.

No further comments from applicant.

Discussion:

Mr. Mariano commented on addition of acreage; mass of units per acre is decreasing; feels buffering/open space is increased.

Ms. Kern commented on location and position of the cottage.

**Mr. Mariano moved to approve the text amendment for accessory use for golf course from the existing 16 units total to 28 units total. Seconded by Ms. Kern.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

[19-0164](#)

Local Planning Agency Item - Consideration of Elements of Ordinance 525-Amending Zoning Map Amendment; of Lots 6 & 7, 28 thru 31, all of Lots 8, 9, 26 & 27 & the N'ly 43ft of Lots 10 & 25, Lot 11 & the SW'ly 6 ft of lot 10 & the NE'ly 28 ft of Lot 12, Block 32, Belleair Estates Subdivision

Mr. Murphy stated to keep zoning items together; Item 19-0164 - Local Planning Agency Item - Consideration of Elements of Ordinance 525-Amending Zoning Map Amendment; of Lots 6; 7, 28 thru 31, all of Lots 8, 9, 26, 27 the N'ly 43ft of Lots 10, 25, Lot 11 and the SW'ly 6 ft of lot 10 and the NE'ly 28 ft of Lot 12, Block 32, Belleair Estates Subdivision; the applicant is requesting the amendment of the Town zoning map from R-1 to GC (Golf Course)

Mr Brimo reiterated request; to amend the Town's official zoning map from R-1 single family to the GC district; consistent with previous request; recreation land use with golf course zoning; contingent upon plan amendment becoming effective; Zoning map amendment in conjunction with the Future Land Use amendment.

No comments from either party regarding zoning change.

No public comments to be heard.

**Mr. Mariano moved to approve amending the zoning map for the aforementioned lots from R-1 to GC. Seconded by Mr. Shank.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

[19-0166](#)

Consideration of Elements of Ordinance 525- Amended Development Plan.

Mr. Brimo stated amendment to previously approved site plan with additions of phase 4.

Mr. Murphy restated total overall parking spaces had not been reduced; additional pervious parking on site; two driveways on Poinsettia.

Resident questioned conservation easement and footprint; Mr Murphy clarified area, new properties not included.

Discussion ensued regarding conservation easement; impervious surfaces; stormwater drainage.

**Mr. Mariano moved approval of the amended site plan as discussed and the improvements as detailed in the new Phase 4 expansion. Seconded by Mr. Shank.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

[19-0167](#)

Consideration of Elements of Ordinance 525- Development and Right of Way Use Agreement

Mr. Murphy introduced item; development agreement and right-of-way agreement; provided high level overview of agreements; requesting to place a security gate at cart path; Golfview Drive fence in right-of-way.

Discussion ensued regarding area at cul-de-sac.

No comments from applicant.

No public comments to be heard.

Mr. Murphy clarified cul-de-sac area; no structures in right-of-way; Tee boxes; encroaches into public land; right-of-way use agreement.

Discussion ensued regarding the right-of-way use agreement.

**Marc Mariano moved to accept the right-of-way use agreement as proposed. Seconded by Pam Kern.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

[19-0161](#)

Variance Request - 1501 Indian Rocks Rd Fence - Indian Rocks Road Frontage

Mr. Murphy introduced variance request.

Mr. Brimo detailed variance request and previous actions.

Mr. Shank commented on alternative to large landscaping fence buffer.

Mr. Mariano commented on vegetation as well; stated there could be conditions set.

Mr. Murphy commented on current fence code requirements; cannot design but can recommend changes.

Mr. Nash provided comments; Mr. Millspaugh suggests softening view for public.

Mr. Strauss - resident - commented on alternative to just a wall of vegetation.

Mr. Murphy reiterated cannot design, but can suggest redesign.

Closed to public comments.



Mr. Ottinger clarified setback and location of buffer.

Mr. Murphy stated inclusive of buffer in setback, Mr. Nash in agreement.

Discussion ensued regarding position and type of landscaping buffer.

Murphy stated could add a proposed landscaping to be approved by commission.

**Mr. Mariano moved to approve variance to allow a 20 foot encroachment into the required 25 foot front yard setback along Indian Rocks Road to allow a fence with the required fence wall shield 5 feet from the right-of-way line. Seconded by Mr. Shank.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

#### 19-0162

Variance Request - 1501 Indian Rocks Rd - Golf View Road Frontage

Mr. Murphy introduced the next item. Stated this request was the same as on Indian Rocks Road, but on the Golfview side; suggest it be inclusive of the shielding.

Mr. Nash had no comments.

No public comment.

**Mr. Mariano moved to approve the variance to allow a 20-foot encroachment into the required 25-foot front yard setback along Golfview Drive to allow a fence with the required fence wall shield within 5 feet from the right-of-way with conditions to provide a landscape buffer and elevation to be presented at the city council hearing. Seconded by Ms. Kern.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

### **CITIZENS COMMENTS**

No additional comments.

### **APPROVAL OF MINUTES**

#### 19-0155

Approval of May 13, 2019 Meeting Minutes

**Mr. Mariano moved approval of the minutes of May 13. Seconded by Mr. Shank.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

### **GENERAL AGENDA**

#### 19-0158

Election of Officers

**Mr. Mariano moved to table the election of officers until the next meeting. Seconded by Mr. Shank.**

**Aye:** 4 - Vice Chairman Millspaugh, Mariano, Shank, and Kern

**Absent:** 2 - Chairman Brandvik, and Ciliento

**OTHER BUSINESS**

No other business

**COMMISSION ADVISOR REPORT**

No reports given

**ADJOURNMENT**

Meeting adjourned in due form at 8:37 PM.

**APPROVED:**

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**VICE CHAIRMAN**



## Legislation Details (With Text)

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**File #:** 19-0328      **Version:** 1      **Name:**

**Type:** Action Item      **Status:** General Agenda

**File created:** 11/13/2019      **In control:** Planning & Zoning Board

**On agenda:** 11/18/2019      **Final action:**

**Title:** Election of Officers

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:**

Date	Ver.	Action By	Action	Result
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## Legislation Details (With Text)

**File #:** 19-0324      **Version:** 1      **Name:**  
**Type:** Discussion Items      **Status:** General Agenda  
**File created:** 11/12/2019      **In control:** Planning & Zoning Board  
**On agenda:** 11/18/2019      **Final action:**  
**Title:** Discussion of Action Items for the Strategic Plan  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [Executive Summary](#)  
[Planning & Zoning Board Items](#)  
[Strategic Plan Themes, Goals & Objectives](#)

Date	Ver.	Action By	Action	Result
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### Summary

To: Planning & Zoning Board  
From: Town Staff  
Date: 11/18/2019

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#### Subject:

Discussion of Action Items for the Strategic Plan

#### Summary:

Last month, the Commission accepted Belleair's first strategic plan from the Florida Institute of Government. This plan culminated from a year of hard work by residents, employees, and elected officials, and we are excited to hit the ground running with it soon.

However, before we can do that, we need help from all of our boards to create action items for each of the objectives.

**Previous Commission Action:** The Commission has been working closely with the creation of Belleair's strategic plan since the fall of 2018, and is planning to have all action items added and polished by April of 2020.

**Background/Problem Discussion:** As the board generates action items for the strategic plan, each one should be SMART - that is, specific, measurable, attainable, relevant, and timely. There can be (and probably should be) multiple action items for each objective, and staff is available to you to help write these and answer any questions the board may have.

There are three attachments for this item to help the board complete this task:

1. "Strategic Plan Themes, Goals & Objectives" that outlines all of the items in the plan
2. "Executive Summary" that displays the key takeaways from the project

3. “Planning & Zoning Board Items” that drills down on the objectives that the Planning & Zoning Board will have specific and expert input on

**Expenditure Challenges** N/A

**Financial Implications:** N/A

**Recommendation:** N/A

**Proposed Motion** N/A - this item is for discussion and the generation of ideas only - no motion or vote is required.

# TOWN OF BELLEAIR, FLORIDA

## STRATEGIC PLAN EXECUTIVE SUMMARY

In the fall of 2018, the residents of Belleair came together to produce our town's first strategic plan. It took the whole community to assemble this plan, and we, the Commission of the Town of Belleair, can not thank you all enough for the time, dedication, and passion you have shown to our local government throughout the process.

In its essence, this plan is by, from, and for you - Belleair's residents. For over a year, we and our consultants engaged with you through interviews, community forums, surveys, and conversations that informed the outcomes of this plan.

Now, we are ready to hit the ground running with a plan that reflects our community's needs, wishes, and goals. This plan will help us make better, more informed decisions based on data and achievable goals, and will set us on a path to achieve a future that we have envisioned together. Some of the key takeaways from the plan are displayed below.

TO VIEW A DIGITAL COPY OF THE PLAN, VISIT [WWW.TOWNOFBELLEAIR.COM/STRATPLAN](http://WWW.TOWNOFBELLEAIR.COM/STRATPLAN).

### 6 MAIN THEMES



### 5 TOP OBJECTIVES



# Belleair Strategic Plan Action Item Setting

## Planning & Zoning Board

Discuss on Monday, November 18

### Community Character Goal 1: Public facilities and spaces, programs, and services that encourage Belleair residents to know each other and identify as part of the Belleair community

CC 1.5	Obj 1.5 Develop design guidelines and standards to maintain a high level of maintenance for Belleair parks within 12 months
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### Community Character Goal 4: Future land use decisions that have an emphasis on low-density development

CC 4.2	Obj 4.2. Develop land use regulations that encourage re-development of existing single-family housing stock in order to maximize property value
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CC 4.3	Obj 4.3 Consider land use regulations that maximize traditional single-family streetscapes and curb appeal?
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CC 4.4	Obj 4.4 Consistent with the low-density character of Belleair, and as opportunities arise, consider whether and where additional commercial and multi-family development may be appropriate for the purposes of economic development
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## Town of Belleair Strategic Planning Process Goals and Objectives

Themes	Goals and Objectives	Action Items
Infrastructure	<b>Road Goal 1</b> <b>A road maintenance program that delivers consistently high levels of pavement quality throughout all areas of town</b>	
	Obj 1.1 A road maintenance program that delivers a PCI of 70 or greater within 5 years	Need time frame discussion re: resource prioritization Any roadways with a PCL score of XX or under need to be addressed in X years
	Obj 1.2 Not allowing a road to fall below a PCI Score of 50 within 3 years	Revise the prioritization algorithm to give greater emphasis to pavement conditions Develop two maintenance schedules (and related algorithms), one for pavement condition and one for complete streets? other road-related infrastructure
	Obj 1.3 Conduct continuous pavement condition evaluation in order to devise a pavement management plan within 2 years with a continued evaluation to take place every 3 years	Training for staff to conduct analyses in-house
	Obj 1.4 Explore creative strategies to accelerate road maintenance projects continuously over the next 18-36 months	Annually apply for State appropriations
	<b>Traffic Goal 2: Street designs that control speed and minimize traffic volume throughout town</b>	
	Obj 2.1 Conduct a long-term traffic study to understand speed , traffic patterns and volume within 18-24 months	
	Obj 2.2 Develop a plan based on the results of the traffic study to manage speed and cut through traffic with traffic calming measures (including environmentally friendly plantings) on key roads within 12 months of completion of the traffic study.	
	Obj 2.3 Investigate alternatives ways to reducing speed to 25 mph throughout town within 6 months completion of traffic study	*Need to wordsmith
	<b>Traffic Goal 3: Provide a system of multi-modal safe (sidewalks, trails, bike lanes, crosswalks) routes throughout Town</b>	
	Obj 3.1 Conduct a connectivity study that assess the safe connection of the Town's public spaces (6-12 month process)	
	Obj 3.2 Develop a Town plan for multi-modal transportation based on the results of the connectivity study within 12-24 months of completing the study	
	Obj 3.3 Develop an accessibility transition plan and implement recommendations to accommodate needs within Town right of way within 12-24 months	
	<b>Water Goal 4: Secure and Reliable supply of high-quality potable water at a consistent and reliable cost</b>	
	Obj 4.1 Complete evaluation of the cost of retaining an updating the water plant vs the cost of transferring ownership of the water plant within 24 months	Complete RO Pilot Study Complete Rate Study Complete Injection well pilot study Update Preliminary Engineering Report Update water model
	Obj 4.2 Develop a plan based on the results of the above studies to present to commission for final decision making within 12 months of the first objective being complete	
	Obj 4.3 Actively identify and pursue state and alternative funding sources. Annually apply for State appropriations	
	<b>Underground Utilities Goal 5: Research the feasibility of undergrounding utilities that enhance the resilience and aesthetics of Belleair</b>	



	Obj 5.1 Host a presentation by Duke Energy on the possible costs of undergrounding Town utilities within 6 - 12 months.	
	Obj 5.2 Based on information from Duke Energy, consider conducting a feasibility study for the undergrounding of Town utilities within 18-24 months from the presentation from Duke Energy	Involve an EOR to further assess
	Obj 5.3 For all upcoming capital projects, evaluate costs to underground utilities within project scope	
	<b>Drainage Goal 6: Stormwater system that provides protection of roadways, persons and property, and public health</b>	
	Obj 6.1 Develop stormwater management design standards to preclude street flooding to meet the requirements of a 10-year storm event within 6 - 12 months	
	Obj 6.2 Identify areas within Town that do not meet the management design standards and prioritize these roadway segments based on traffic volume within 18 - 24 months	
	Obj 6.3 Evaluate the cost of a stormwater utility over the next 24 months to determine if fee increases are necessary	
	<b>Drainage Goal 7: Proactive system of stormwater treatment that meets or exceeds federal water quality standards to promote environmental sustainability</b>	
	Obj 7.1. Annually create an action plan based on Pinellas County's annual water quality report recommendations in order to improve water quality and reduce nutrient runoff each year	Intergovernmental cooperation for the rehabilitation of rattlesnake creek Best management practices for Harold's Lake
	Obj 7.2 Develop construction standards to avoid/mitigate nutrient runoff consistent with the stormwater management design standards to be developed under Objective 6.1. (Timeframe?)	
	Obj 7.3 Develop a maintenance plan for all major stormwater outfalls within 12 months.	Propose levels of service for treatment of stormwater
	Obj 7.4. Issue communication and education pieces to residents on doing their part to reduce stormwater nutrient runoff annually	
	<b>Smart City Goal 8: Develop Smart City infrastructure</b>	
	Obj 8.1 Inventory and evaluate smart city tools already available to the Town	Robust training plan-we have a lot of resources we need to learn how to
	<b>Smart City Goal 9: Utilizing technological advances to improve Town services</b>	
	Obj 9.1 Public safety, , cameras, license plate readers,	*modify and define
	Obj 9.2 Blue tooth beaconing	
	<b>Community Character Goal 1: Public facilities and spaces, programs, and services that encourage Belleair residents to know each other and identify as part of the Belleair community</b>	
	Obj 1.1 Conduct a citizen satisfaction survey within 12 months (and at least every two years)	
	Obj 1.2 Use the results of the citizen satisfaction survey to develop new programs, improve existing services and develop and implement best practices	
	Obj 1.3 Annually evaluate opportunities to preserve existing green spaces in order to encourage community use and promote community gathering	
	Obj 1.4 Design or renovate public spaces to accommodate community-building activities as opportunities arise and/or as infrastructure improvements are made in adjacent locations	
	Obj 1.5 Develop design guidelines and standards to maintain a high level of maintenance for Belleair parks within 12 months	
	<b>Community Character Goal 2: Preservation and protection of the Bluff and natural resources</b>	

Community Character	Obj 2.1 Cooperative with the Southwest Florida Water Management District, conduct a feasibility study of the bluff to see what repair solutions are permittable within 24 months	
	Obj 2.2 Implement findings of the feasibility study to mitigate further erosion of the bluff	Apply for cooperative funding
	Obj 2.3 Protect trees and the urban canopy within 12 months	Revisit tree protection ordinances that further protect trees and urban canopy Enact "grand tree" ordinance
	<b>Community Character Goal 3: Optimize aesthetics, planning and development with an emphasis maintain an attractive park-like atmosphere. Maintaining a natural/native green appearance throughout the Town of Belleair</b>	
	Obj 3.1 Consider developing residential landscape standards	* Need clarification
	Obj 3.2 Develop a landscape master plan for parks within 12 months.	Includes a unifying design pallet for Belleair parks and public green spaces, high standards for maintenance, and resident-centered design
	<b>Community Character Goal 4: Future land use decisions that have an emphasis on low-density development</b>	
	Obj 4.1 Annually review and monitor legislation to minimize use of short-term rentals in Belleair	
	Obj 4.2. Develop land use regulations that encourage re-development of existing single-family housing stock in order to maximize property value	
	Obj 4.3 Consider land use regulations that maximize traditional single-family streetscapes and curb appeal?	
	Obj 4.4 Consistent with the low-density character of Belleair, and as opportunities arise, consider whether and where additional commercial and multi-family development may be appropriate for the purposes of economic development	*reword around single-family
	<b>Goal 5: Historical Preservation</b>	ACTION NEEDED
Town Services	<b>Public Safety Goal 1: Community-oriented proactive police services</b>	
	Obj 1.1 Adopt Town charter amendment within 12 months	
	Obj 1.2 The Commission should develop level-of-service standards within 9 months following the citizen satisfaction survey that sets expectations for a community-oriented Police Department; these standards should include specific deliverables such as house checks, a visible presence, code enforcement, etc.	Education piece
	<b>Public Safety Goal 2: Maximize intergovernmental relationships</b>	
	clarify emergency management	**
	<b>Public Safety Goal 3: Continue provision of Fire/EMS services with a contracted entity for a consistently low response time and excellent fire prevention services</b>	
	Obj 3.1 Maintain response time of under 5 minutes	
	Obj 3.2 The Commission should develop level-of-service standards within 9 months following the citizen satisfaction survey that sets expectations for fire/EMS services	
	Obj 3.3 Review any fire/EMS contracts every 6 months to ensure that desired levels of service continue	
	<b>Trash Collection Goal 1: Continue concierge level service delivery</b>	
	Obj 4.1 continue 2x week residential pickup	
	Obj 4.2 Increase education and marketing around side year pick-up, including multi-modal messaging at least once per year	
	Obj 4.3 evaluate recycling disposal alternatives with the next 18 months	
	Obj 4.4. The Commission should develop level-of-service standards within 9 months following the citizen satisfaction survey that sets expectations for trash collection	
	<b>Events Goal 5: Town-wide events that foster a sense of community in Belleair</b>	
	Obj 5.1 Increase resident participation in events	-Seek better messaging for events--providing opportunities for residents to engage through events. -Gather data on resident participation

	Obj 5.2 Understanding the types of events your residents would attend (from citizen satisfaction survey)	
	Obj 5.3 Evaluate the cost-benefit of events	
	Obj 5.4 Develop a strategy that defines the objectives of Town events	support community orgs -Develop a range of Town events that engages residents and showcases the community
Partnering and Intergovernmental Collaboration	<b>Partnering Goal 1 maintain mutually beneficial relations with surrounding agencies</b>	
	Obj 1.1 Seek out capital improvement projects that engage multiple agencies or entities to leverage resources	
	Obj 1.2 Seek out and prioritize shared purchasing approaches resources with neighbors	
	Obj 1.3 Explore opportunities to join with neighboring communities to take advantage of economies of scales for operational maintenance	
	Obj 1.4 Proactively identify projects that are good candidates for State funding every year	
	Obj 1.5	
Communication	<b>Goal 1: Expanding communication to foster a connected and engaged community</b>	
	Obj 1.1: Proactively maintain an array of communication modalities	
	Obj 1.2: Review analytics from Town communications tools annually and report to the commission	
	Obj 1.3: Use survey or qualitative tools to assess how residents want to communicate annually	
	Obj 1.4: Ensure communications are accessible	
	<b>Goal 2: A Town commission and staff that is accessible and responsive to communication from residents</b>	
	Obj 2.1 Develop strategies that combine online and in person opportunities for residents to explore their preferences and offer their input on high priority issues	
	Obj 2.2 Consider unusual approaches to soliciting public input on a decision	
	Obj 2.3	
	<b>Goal 3:</b>	
	<b>Goal 1: Utilizing a data-driven approach to make better decisions</b>	*management and workplace issues or leadership management and workforce Include leadership section for goals and objectives
	obj. 1.1 consider a system that connects various data points	<b>* COME BACK TO THIS</b>
	obj. 1.2 In all policy decisions the Town should collect data to inform decision-making processes	
	obj. 1.3 Where appropriate, the Town should share data and be transparent when appropriate	
	<b>Goal 2: Engage, train, and retain a high quality workforce</b>	
	obj. 2.1 research employee healthcare costs	Circle back **
	obj. 2.2 develop a competitive healthcare plan to retain employees	
	obj. 2.3 conduct a salary survey to evaluate the market and make adjustments as necessary triannually	

Leadership and Management	obj. 2.4 Seek and develop for cross training employees	
	obj. 2.5 develop a diverse program of incentive and promotion that encourages employee growth and development. Career path	
	obj. 2.6 Develop a program of continual and consistent training. ACTION: Stay current with technology	
	obj. 2.7 Develop succession plans	
	<b>Goal 3: Consistently deliver high quality public services</b>	
	obj. 3.1	
	<b>Goal 4: Strong financial reserves to meet unforeseeable issues</b>	
	obj. 4.1 Annual conduct strategic financial forecast	
	obj. 4.2 Consider developing emergency management fund	
	<b>Goal 5: Maintain a strong and stable financial position</b>	
	obj. 5.1 Not Operate in a deficit	
	obj. 5.2 Develop and maintain a diverse portfolio of funding sources	
	obj. 5.3 increase consideration and use of creative funding opportunities	ACTION P3, bequests, borrowing...
	<b>Goal 6: Ensuring your Town has adequate financial reserves</b>	