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CITY MANAGER | Application Deadline Extended  
Apply ASAP but no later than Sep. 1, 2021

## Welcome to the City of Sanibel Island, Florida

Located off Southwest Florida's Gulf Coast in Lee County, Sanibel Island is world renowned as a uniquely beautiful island community committed to balancing nature with all who live, work, and play here. It is truly a rare jewel. To understand the Island, one needs to realize the City's history. The City of Sanibel was formed in 1974, after a dedicated group of individuals saw the vast development taking place in other parts of Southwest Florida and saw incorporation as a way to protect and preserve the area's character as a laid-back, environmentally friendly island community, with a small-town feel. The Sanibel Plan was developed which outlined its path to the future. The City remains committed to that Plan today. A key part of its vision states, "Sanibel is and shall remain a barrier island sanctuary, one in which a diverse population lives in



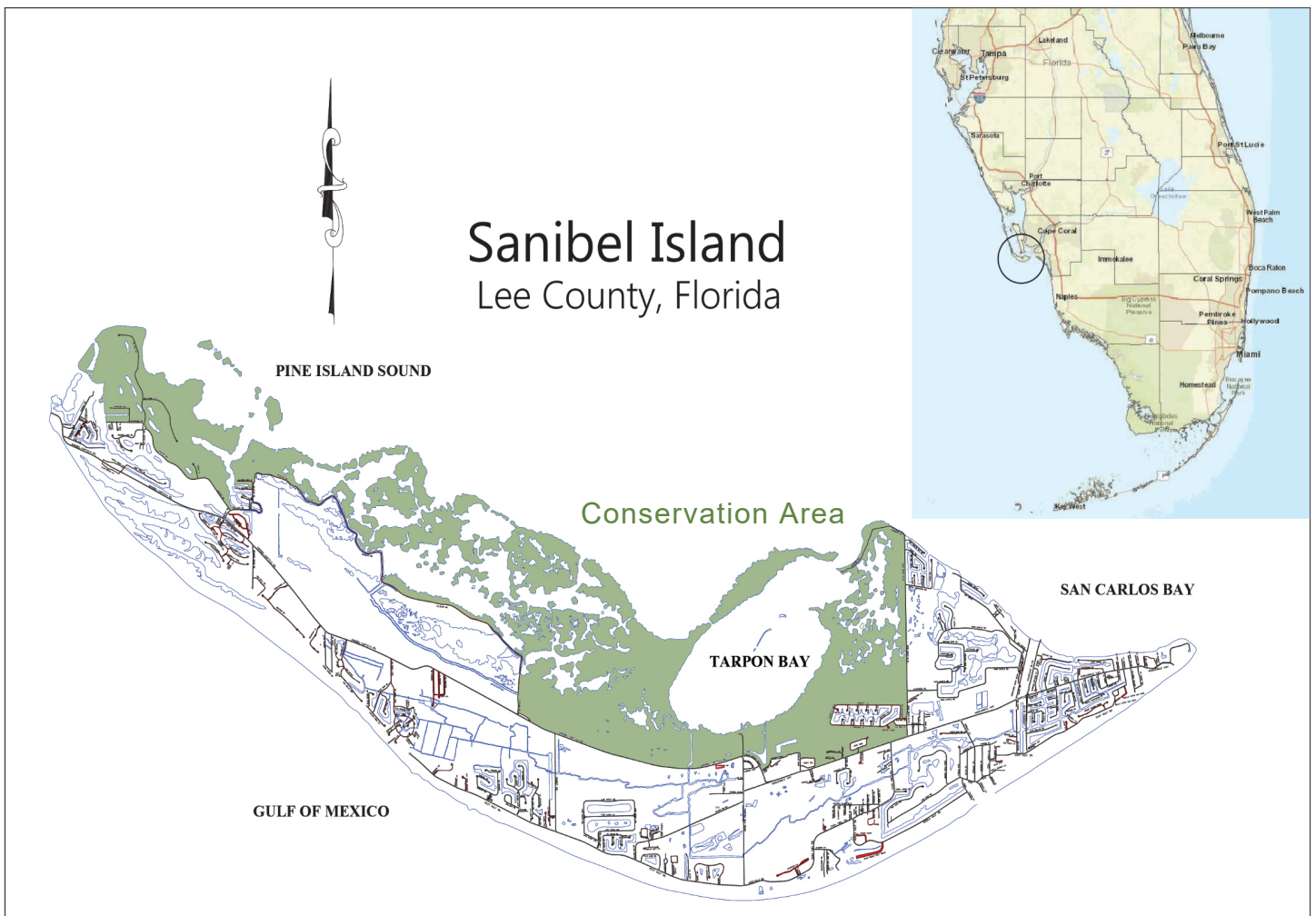
harmony with the Island's wildlife and natural habitats....[It] will resist pressures to accommodate increased development and redevelopment that are inconsistent with the Sanibel Plan....The City of Sanibel will guard against and, where advisable, oppose human activities in other jurisdictions that might harm the Island's sensitive habitats, including the Island's surrounding aquatic ecosystems.”

The result is a wonderful combination of beauty, peace, and harmony. Approximately 70% of the Island’s land is dedicated to conservation—some 12,000 acres. See Figure 1 for more details. Most notable is the J. N. “Ding” Darling National Wildlife Refuge covering approximately 6,600 acres. It is a

birder’s paradise with sightings of over 300 species (from ospreys, egrets, many types of herons, pelicans, terns, and red-shouldered hawks to rare species such as roseate spoonbills). 50-plus species of reptiles and amphibians, and more than 30 types of mammals call the Refuge home. You can walk, cycle, or drive through the grounds along the four-mile Wildlife Road or take a guided tour in an open-sided tram. In addition, three major hiking trails lead through a diversity of eco-systems. Alternatively, the shallow bay waters can be explored on a guided kayak, canoe, or stand-up paddleboard excursion.

For those who love the water, the natural state of Sanibel’s beaches is world renown. Unlike many

Figure 1: Location of the City of Sanibel, FL





places, the City does not rake or otherwise alter its beaches. Hence, nature roams freely, and an abundance of shorebirds and other wildlife, shoreline vegetation, and small creatures inhabit them. The Island's east-west geography acts like a shovel scooping up seashells that travel currents from the Caribbean Sea into the Gulf of Mexico and dropping them on the beach. Thus, Sanibel is recognized for some of the world's best shelling. In fact, the stance one takes when bending over to retrieve a seashell has been dubbed the "Sanibel Stoop." Boating and fishing the surrounding waters of Sanibel and Southwest Florida is a huge draw to residents and visitors alike. Tarpon, Snook, Sea Trout, and Redfish are a few of the fish varieties which make the area's waters a popular destination. Boaters enjoy the local destinations of neighboring Captiva and Upper Captiva, Fort Myers Beach, Pine Island, Cabbage Key, Useppa Island, Cayo Costa, and Boca Grande.

For those who prefer land-based activities, Sanibel has won numerous awards and recognitions for its 22 miles of shared use paths leading residents and visitors to the Island's shops, restaurants, points of interest, parks, wildlife centers, nature walks, and hiking trails. For golfing enthusiasts, the Island sports three courses (two public and one private). Tennis is available on public and private courts. The Sanibel Historical Museum and Village, Sanibel Lighthouse, and Shell Museum are a sample of the fascinating places to visit. Other attractions are the Bailey-Matthews National Shell Museum, the Clinic for the Rehabilitation of Wildlife (CROW), and Sanibel Moorings Botanical Gardens. Local nightlife includes many fine restaurants and a variety of other establishments where you can enjoy anything from a homemade ice cream cone to a crafted cocktail. BIG ARTS is a non-profit organization providing an array of quality entertainment, arts and educational programs that enrich and nurture the lives of all who live and visit Sanibel. Adjacent to the BIG ARTS

campus, "The Sanibel Farmer's Market" opens its offerings to the community every Sunday morning from November through May.

As one would expect, Sanibel has not gone unnoticed. Just the past two years, Southern Living Magazine named it as the Best Beach Town; Travel Magazine recognized Sanibel as one of "The 30 Most Charming Beach Towns in the USA"; and CEOWorld Magazine listed it as the fifth best "Family Friendly Beach Vacation in the United States"

Real Estate values on Sanibel vary widely depending on location. The current market is hot, resulting in a limited inventory for both single family homes and condominiums at this time. Over the past 12 months, the average selling price for a condominium is in the mid \$700,000 range, with single-family homes approaching \$1,000,000 and Gulf and Bayfront properties being multi-million dollar purchases.

Living here is just what you would expect: small town casual and relaxed with an excellent quality of life. The crime is very low—seventh lowest in the state among over 450 municipalities—and violent crime is rare. The Sanibel School is a Nationally Recognized Blue Ribbon School and offers education from kindergarten through eighth grade. It is consistently recognized as one of the best public schools in Lee County and among top K-8 schools in the state. Approximately 300 students from Sanibel and sister island Captiva attend the school with waivers provided for "off-island" children of parents working on the Island. High school students head "off-island" to attend school, where there are numerous excellent choices both within the Lee County School District and in the Private School sector.

With a population of approximately 7,300 year-round residents, Sanibel is nearly built out to the deliberately low maximum density permitted by its Land



Development Code, but Lee County, in which Sanibel lies, has a rapidly growing population of nearly 750,000. All supporting services not found on the Island are conveniently located in Lee County, just over the causeway, including state of the art medical facilities (including multiple hospitals and a specialty children's hospital through Lee Health System) and Southwest Florida International Airport (RSW), which is served by all the major airlines. If you are looking for activities outside Lee County, within a one hour drive are Naples to the south and Sarasota to the north; Tampa is two hours north; and Miami and Fort Lauderdale are approximately 2.5 hours' drive east. Orlando and its theme parks are a four-hour drive to the northeast. The area offers many cultural activities, including theater, museums, and galleries, as well as shopping and sporting attractions, including spring training for two major league baseball teams. The area is, in short, a great jumping off place to do anything or go anywhere in the world

The best part of Sanibel, however, is its residents. The sense of community here is a rarity. They are low key and welcoming. There is an understanding that the Island is a year-round destination and particularly so during "season" from January through April. There is a balance of environment, business, residents and guests. Neighbors help their neighbors and genuinely want the best for their community. They know they are



fortunate to live here and want to protect their piece of paradise. They are very giving of their time and resources. Volunteerism is strong, and foundations play a huge role in the quality of life here. Among the most well-known are the Sanibel-Captiva Conservation Foundation (SCCF), which oversees a significant portion of the protected land on the Island; F.I.S.H. of SanCap (which seeks to enrich the lives of all people in Sanibel and Captiva Islands by neighbors helping neighbors with social services, education and assistance); Community Housing Resources (CHR), providing affordable housing for families and individuals who work and serve the community; and the aforementioned BIG ARTS.

All in all, Sanibel is a great place to live, work, play, and raise a family. The bottom line is you would be hard pressed to find a better place to be the City Manager than this piece of paradise.

## HISTORY

Sanibel Island features a rich history based upon resourcefulness, persistence, hard work, and strong values. From native Americans to Spanish explorers and brave pioneers, the heritage of Sanibel is nothing short of fascinating.

The Florida Peninsular Land Company established the first modern settlement on Sanibel in 1832. It marketed Sanibel as a planned community that would become the "Garden of Florida." Following the Civil War, the federal government sent troops to the Sanibel to protect the settlers.

In 1870, the federal government designated Sanibel for a lighthouse, and in 1884, it became a reality. In 1892, with the population approaching 100, Sanibel built its first schoolhouse, which visitors can now see displayed at the Sanibel Historical Village.

Tourism began to emerge as an industry by the mid-1900's, and Sanibel became well-known as a destination for wealthy vacationers. Tourism remains the economic driver for the Island today. A causeway, replacing the ferry service linking Sanibel to the mainland was constructed in 1963 (and since replaced in 2007). That led to an explosion of growth which threatened to permanently change the Island's charm, its wild and beautiful natural environment, and its heritage. Faced with the loss of their paradise, Sanibel islanders voted to incorporate in 1974. Two years later, the new City of Sanibel adopted the Sanibel Plan. The Plan established growth limits and zoning regulations based on ecological zones to minimize harm to the natural environment and to protect the community's treasured character. Over time, the Plan has become an award-winning model for conservation-oriented city planning, and it continues to guide decision making today. See page 14-15 for the Plan's complete Vision Statement. Among notable land development restrictions are a strict height restriction that ensures there will never be any high-rises on Sanibel and prohibitions against fast food chain restaurants opening on island.

## CLIMATE

The area is known as subtropical—meaning in the summers it tends to be humid with high temperatures in the low 90's and lows in the mid-70s. The breezes from the Gulf of Mexico cool the warmest days and often bring brief afternoon showers. During the winter months, very little rain occurs, and the high temperatures are in the mid-70s with lows in the mid-50s. While the annual US average precipitation is 38 inches, Sanibel averages 54 inches. June tends to be the wettest month with an average of 9.4 inches of rain, while December is the driest month with 1.6 inches.

Although tropical storms occasionally pass through the area during hurricane season (June 1st to November 30th), serious damage on Sanibel is a rarity. The last significant storms with a path through Sanibel were Hurricane Charley (a category 3 storm) in 2004, and Hurricane Donna (a low category 2 storm when it struck) in 1960.

## GEOGRAPHY

Sanibel lies on the Gulf of Mexico near Fort Myers, FL. It covers 17.2 square miles of land and offers over 15 miles of beach frontage. The Island boasts over

12,000 acres of conservation land consisting of parcels owned by the J. N. "Ding" Darling National Wildlife Refuge, Sanibel/Captiva Conservation Foundation and the City of Sanibel public parks. The Island’s average elevation is three feet above sea level. It lies in Lee County, FL, and is part of the Cape Coral-Fort Myers metropolitan area. By road, Sanibel is approximately 160 miles south of Tampa, 170 miles west northwest of Miami, and 190 miles south southwest of Orlando. See Figure 1 on page 2 for more information.

## DEMOGRAPHICS

Sanibel Island has a little over 7,300 year-round residents with populations sometimes exceeding 30,000 during winter months. Approximately 2,000 properties on the Island are offered as short-term rentals. Sanibel has ordinances in place regulating the short-term rentals to protect the quality of life in the community. Notably, the minimum rental duration in residential neighborhoods (with very limited exceptions) is 28 days. There is applicable zoning for resort designated areas.

Demographic information can be found in Table I.

## COMMERCE

Commerce on Sanibel is largely limited to those with small businesses, those who can work from home and those who cater to permanent residents and tourists. Typical businesses include hotels, restaurants, shops, and those hosting outdoor activities. Tourism peaks during the months of January through April making them the busiest. That said, coming out of the pandemic, hotels are currently operating near full capacity and shops and restaurants are bustling. Periwinkle Place Shops is a popular destination as are the Village Shops and

Table 1: Sanibel Demographics

Distribution by Race		Distribution by Age	
White	97.4%	0 to 15	7.0%
Black	0.4%	15 to 25	2.5%
Asian	0.3%	25 to 45	9.2%
Additional Races	1.9%	45 to 65	24.9%
Total	100%	65 to 85	52.0%
Hispanic Ethnicity (all races)	0.8%	85 +	4.4%
Estimated Population: 7,319			

Educational Achievement (Over Age 25)	
High School or Higher	97.7%
Bachelor's Degree or Higher	61.1%

Other Statistics	
Median Age—Sanibel	66.9
Median Age—U.S.	37.8
Median Household Income—Sanibel	\$108,081
Median Household Income—U.S.	\$61,937
Poverty Rate	6.7%

Source: U.S. Census Bureau



Tahitian Gardens. Bailey's General Store is an island tradition having been founded in 1899 and is a great place for groceries, hardware, and gifts. Jerry's Foods is another popular location for groceries.

## THE GOVERNMENT

Sanibel employs the Council-Manager form of government. Its Council is composed of five, non-partisan members who serve staggered four-year terms. Elections are in March of odd numbered years. The Mayor is appointed annually from among the body. The current Mayor appointed in March of 2021 has been a member of Council since 2017. Prior to serving on Council she served on Planning Commission for nearly a decade. The Vice Mayor was elected in 2019, having also served on Planning Commission prior to Council. While members have historically served multiple terms, the most recent election brought three new Council Members. The vacancies resulted when a member declined to run for re-election (after serving 16 years), and two others sought higher office this past year (one succeeding and now serving as Chair of the Lee County Board of County Commission and representative of District 1 which includes Sanibel Island). Aside from setting policy and providing direction to the City Manager and staff, each Council member serves as a liaison to multiple Island, County, Regional and some on State entities. The City is thus ensured it is well represented when key Southwest Florida issues are addressed. The current Council Members are all bright, accomplished, and serve because they genuinely want to protect what they have in Sanibel. They operate in a collegial manner and, while they may disagree on some issues, they work hard to achieve consensus.

The Council Members recognize city staff members as talented and hold them in high regard. Over the years, the City has won numerous awards for, among other things, financial and budgeting excellence,

community partnerships, planning, and emergency management.

The City Council appoints the City Manager to implement their policies and oversee the City's day-to-day operations and a City Attorney to oversee its legal affairs. Both are hired by City Council and can be removed by a vote of a simple majority. The City Manager position has always been an employee of the City, while the City Attorney position was an employee of the City until 2018, when the City Council elected to move to an independent contractor model for City Attorney services.

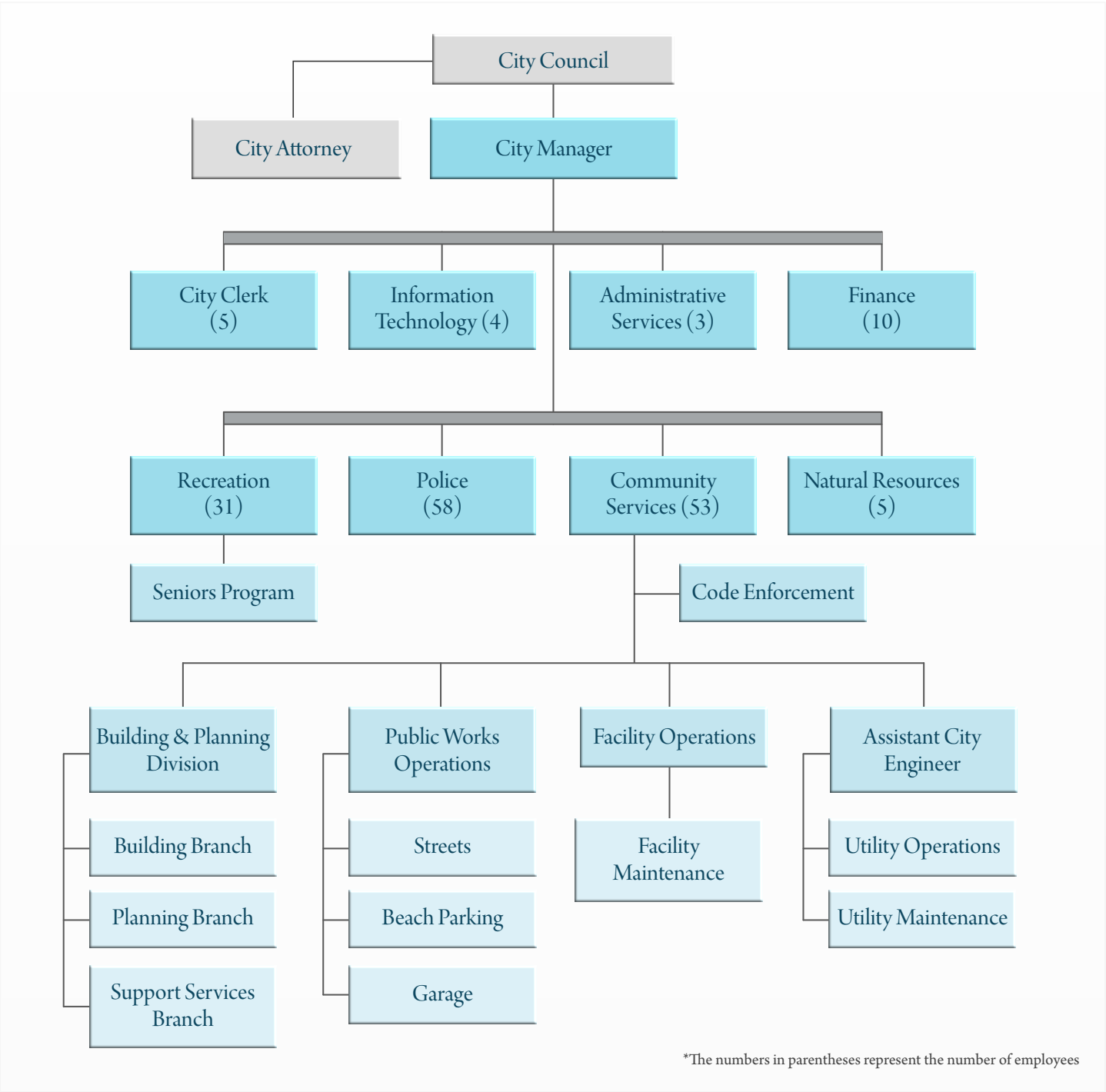
Sanibel currently employs approximately 140 employees. There are 174 full time and part time positions authorized. The General Fund Budget for FY 2021 is \$26,144,730 with a Total Budget of \$67,193,994.

The City has the following operating departments: Community Services (which includes planning, building, and public works), Emergency Management, Natural Resources (evidence of the importance the community places on preserving the environment), Police, and Recreation. Support departments and offices include the City Manager's Office, Administrative Services/Human Resources, City Clerk, Finance and Information Technology. See Figure 3 on page 8 for more information.

The City's general employees are represented by the American Federation of State, County and Municipal Employees (AFSCME). The Fraternal Order of Police (FOP) represents police department employees with two bargaining units. The first represents the Police Officers and Dispatchers while the second represents Police Sergeants.

Fire / Rescue Services are provided by an independent special district, the Sanibel Fire & Rescue District. An

Figure 3: City of Sanibel Organization Chart



independent non-profit, Island Water Association, provides potable water.

THE CHALLENGES AND OPPORTUNITIES

Sanibel does not face many of the problems other cities face. For example, jobs and economic development are not a concern. The primary reason is

the City decided what it wanted to be nearly 50 years ago, developed a plan, and stayed with it. That said, while the specter of over-development has diminished, external factors threaten the Island’s quality of life. To paraphrase John Donne, Sanibel is not an island, entire to itself. Rather Sanibel’s quality of life depends on the actions and inactions of others.



While Sanibel is nearly built out, the population of Florida is growing rapidly, and the Island sits near the mouth of the Caloosahatchee River. Anything happening in the river's watershed impacts Sanibel. Lake Okeechobee, well-known for its agricultural pollution, drains in part into the river. As a result, Sanibel must constantly monitor its environment and work diligently to protect its surrounding waters.

With Sanibel's commitment to water quality, the Island has nearly converted all septic systems to sewer. The final phase IV (19 properties) is slated for completion in the Fiscal Year 2022. Sanibel is in the final stages of completion of an over \$20,000,000 wastewater treatment plant renovation and expansion. The City is having discussions with the County and leaders on Captiva Island (to the north) concerning the possibility of connecting to the nearly complete renovated plant. The properties on Captiva are presently mostly on private septic systems. Captiva is part of unincorporated Lee County; and, if consensus is reached, an inter local agreement will need to be negotiated to formalize the arrangement. This opportunity is in the very early stages, but the City Council is committed to work with Captiva and Lee County to explore the possibilities, as conversion of Captiva's septic systems to sewer would have a positive impact on water quality in our surrounding waters.

As the population grows throughout Lee County and tourism increases, the Island's beaches and refuge areas are sometimes stressed. Recently, with the pandemic receding and many overseas destinations closed, tourism has surged in Sanibel. Unfortunately, some of those currently coming to enjoy our beaches are less sensitive of the environment and less respectful of protecting what makes Sanibel unique.

The current City Manager has been with the city for nearly 20 years and is widely respected for her

commitment to the citizens of Sanibel and especially The Sanibel Plan. The next City Manager is expected to have the same level of commitment while dealing with some current challenges including:

- A comprehensive review of city operations to determine where improvements can be made for staffing. The City has not conducted a salary and compensation/job description study in approximately 15 years, leaving it vulnerable to many open positions on city staff that may not be competitive in the marketplace.
- A full review of city facilities to include a decision to either renovate or build a new police department facility, which is a pressing issue.
- Overseeing the Center for Life (Island Seniors Activities center). A purchase of an additional building was made in 2019 specifically for the Island's seniors activities center project. Funds were loaned in the amount of \$5,000,000 for the building and the renovation of the space, which has been delayed due to the COVID pandemic.
- A review of the entire Recreational Department organizational structure which includes the Recreation Center and the Center for Life (senior center above).
- An overhaul and update to the City Website which is dated and needs a complete makeover.
- Continued stability in financial planning and budgeting processes when faced with minimal taxable base growth (expenditures supported by revenue).
- Continue developing strategies that will support equitable allocation of City resources in a manner which most cost effectively accomplishes the City's mission.



These are all great opportunities, and we welcome fresh ideas as we move forward with all these issues.

The Council has been diligent with fiscal responsibility. In 2007 the City was in poor financial standing. Council reduced debt by approximately \$81,000,000 over 14 years. Sanibel's finances are now very healthy because of hard work between staff and Council. While financial concerns are not a current issue, the City has gone to the rollback tax rate for the last 10 years. While no one wants to pay higher taxes, that approach may not be perpetually sustainable. Further, the fact that 70% of the Island is in conservation means increases in the tax rate would provide limited increases in revenues. The make up of the homesteaded properties versus non homesteaded is approximately 31% to 69% due to the second home and investor owned blend. Any new, external sources of funding will be appreciated.

Defending municipalities right to home rule is a big concern. The Florida legislature continues to chip away at the City's ability to protect what makes it special by passing preemption bills during session. Longer term issues facing Sanibel and other coastal communities are storm resiliency and vulnerability in terms of sea level rise. With an average elevation of three feet, any increase in the ocean's level is problematic. Both issues will require attention in the foreseeable future.



## THE IDEAL CANDIDATE

Sanibel is an exceptional place, and it is looking for an exceptional leader and City Manager—someone with a track record of achievement in local government. The individual will be a true professional—proactive and visionary with a passion for quality. One of the unique aspects of the Island is its desire to live in harmony with the environment. As such, the next City Manager will need to embrace the Sanibel Plan and be committed to environmental protection for the long term.

The ideal candidate will partner with the City Council as a supporter and a trusted advisor. It does not want a “yes” person, but someone who is comfortable providing his/her opinion diplomatically and in the right place at the right time. The ability to build consensus will be important both on and off Island. The individual will realize giving the credit to others is often the best way to get things done. Being completely honest, having the utmost integrity, and believing strongly in transparency will be critical to the City Manager’s success. The City Manager will understand politics but not be involved in them.

The next City Manager will be open and approachable with excellent people skills. The individual will be an outstanding communicator—both verbally and in writing. He/she will be able to translate complex matters into understandable components and communicate with people from all walks of life. The individual will also recognize listening is often the most important aspect of communication—truly hearing what others have to say and letting people know their views are understood, appreciated and respected.

Sanibel is a small town, and the community is accustomed to a responsive and involved City Manager. As such, the ideal candidate will be out and

about, at community events and meeting residents, business people and local groups. Customer service will not be just a catch phrase but a core principle and a way of life. Residents have high expectations, and the City should deliver nothing less than first class service. The City Manager will lead by example and diligently work with businesses and citizens to resolve issues.

While respecting process, the best candidate will always ask, “Do we have the right people in the right places doing the right things in the best possible way?” The current processes may well be the best way, but that should not be accepted at face value. The Council expects the City Manager to take his/her time to evaluate the organization and assimilate into the community before making any dramatic changes.

Personally, the City Manager will be intelligent, bold, upbeat, friendly, outgoing, organized, and positive—someone with a “can do” attitude. He/she will also be practical, strong, flexible, consistent, cheerfully persistent, high energy, values-driven, and a leader. A sense of humor will be a plus.

The ideal candidate will lead with confidence, be a team-builder, and delegate responsibly—someone who inspires an environment where creativity will flourish and collaboration is encouraged. The individual will have a sixth sense for determining who the right person is for a job. The best candidate will give assignments, set broad performance parameters, and manage staff expecting accountability and positive results. The City Manager will not hesitate to make tough decisions when warranted. Remaining calm and low key in difficult situations will be very important.

The ability to anticipate/resolve issues before they become problems is critical. Good judgment and common sense are essential. Other important

qualifications include experience managing during challenging economic times, and the ability to work with all types of media.

The selected candidate will be expected to make a commitment to Sanibel. This position should not be viewed as a steppingstone but as a destination. The City hopes the next manager will honor the prior manager's passion for the City and stay a long time.

## QUALIFICATIONS

Bachelor's or Master's Degree in Business Administration or Public Administration or another area related to city management is required. The best candidates will have a minimum of ten years' of progressively responsible management experience as a department director or five years as a city manager, assistant or deputy city manager; however, an equivalent combination of education, training and experience may be considered.

Expertise is required in local government management, planning, finance, environmental matters, negotiation, intergovernmental relations and working with local businesses and non-profits. Working collaboratively with many actors to solve problems will be critical. Experience in Florida and with emergency management experience is a plus, as is experience living in a community that blends coastal resort living with owner-occupied homes.

## COMPENSATION

The starting salary is expected to be a minimum base of \$190,000 annually with the actual salary depending on the experience and qualifications of the selected individual. The Mayor and Council are committed to a starting salary that will be market competitive.

In addition, the City will provide an outstanding benefit package to the successful candidate, including; medical and life insurance, dental and vision plans, retirement plan, generous annual leave—paid time off, automobile and cell phone allowance. Florida does not have a state income tax.

## INTERNAL CANDIDATES

While it is expected that an internal candidate will apply, the City Council wants to assure all potential applicants that it does not have a preferred favorite. Every candidate will be evaluated against the same yardstick and the best candidate will be selected.

## RESIDENCY

The Council's preference would be to have the City Manager reside on the Island.

## HOW TO APPLY

E-mail your resume to [Recruit43@cb-asso.com](mailto:Recruit43@cb-asso.com) by September 1st. Applications will be screened as they arrive so please apply as soon as possible. Faxed and mailed resumes will not be considered. Questions should be directed to or Rick Connor at (915) 227-7002, or Colin Baenziger at (561) 707-3537.

## CONFIDENTIALITY

Under Florida's public records act, once an application is submitted, it is deemed a public record. As a practical matter, we generally do not expect media coverage until after the semi-finalists are named.



## THE PROCESS

Finalists are scheduled to be selected on September 17th. A reception and interviews will be held on September 28th and 29th. A selection will be made shortly thereafter.

## OTHER IMPORTANT INFORMATION

The City of Sanibel is an Equal Opportunity Employer and encourages women, minorities, and veterans to apply. A veteran's preference will be awarded per Florida law.

## ADDITIONAL INFORMATION

For additional information about the city, visit:

[mysanibel.com](http://mysanibel.com)

[sanibel-captiva.org](http://sanibel-captiva.org)

[sccf.org](http://sccf.org)

[bigarts.org](http://bigarts.org)

[fishofsancap.org](http://fishofsancap.org)

[fws.gov/refuge/JN\\_Ding\\_Darling/plan\\_your\\_visit/hours.html](http://fws.gov/refuge/JN_Ding_Darling/plan_your_visit/hours.html)



## SANIBEL PLAN–VISION STATEMENT

Background: To provide a sense of direction for the future, this Vision Statement is a confirmation of the community's shared values and goals, to guide future decisions.

Sanctuary: Sanibel is and shall remain a barrier island sanctuary, one in which a diverse population lives in harmony with the island's wildlife and natural habitats. The Sanibel community must be vigilant in the protection and enhancement of its sanctuary characteristics.

The City of Sanibel will resist pressures to accommodate increased development and redevelopment that is inconsistent with the Sanibel Plan, including this Vision Statement.

The City of Sanibel will guard against and, where advisable, oppose human activities in other jurisdictions that might harm the island's sensitive habitats, including the island's surrounding aquatic ecosystems.

Community: Sanibel is and shall remain a small town community whose members choose to live in harmony with one another and with nature; creating a human settlement distinguished by its diversity, beauty, uniqueness, character and stewardship.

Diversity: The City of Sanibel cherishes its cultural, social ecological, and economic diversity, and will endeavor to maintain it.

Beauty: The City of Sanibel will foster quality, harmony and beauty in all forms of human alteration of the environment. The community aesthetic is defined as a casual style; one which is adapted to a relaxed island quality of life and respectful of local history, weather, culture and natural systems.

Uniqueness: The City of Sanibel chooses to remain unique through a development pattern which reflects the predominance of natural conditions and characteristics over human intrusions. All forms of development and redevelopment will preserve the community's unique small town identity.

Character: The City of Sanibel chooses to preserve its rural character in its setting within an urbanizing county. "Auto-urban" development influences will be avoided. The commercialization of natural resources will be limited and strictly controlled.

Stewardship: In keeping with the foregoing principles, the City of Sanibel affirms a land ethic that recognizes landholding-both public and private-as a form of stewardship, involving responsibilities to the human and natural communities of the island and its surroundings, and to future generations.

Attraction: The Sanibel Community recognizes that its attractiveness to visitors is due to the island's quality as sanctuary and as community. The City of Sanibel will welcome visitors who are drawn by, and are respectful of, these qualities; it will resist pressures to accommodate visitor attractions and activities that compromise these qualities.

Hierarchy of Values: This three-part statement of the community's vision of its future is hierarchy; one in which the dominant principle is Sanibel's sanctuary quality. Sanibel shall be developed as a community only to the extent to which it retains and embraces this quality of sanctuary. Sanibel will serve as attraction only to the extent to which it retains its desired qualities as sanctuary and community.

For more information about the Sanibel plan please visit:

[mysanibel.com/Departments/Community-Services-Department/Planning-and-Code-Enforcement/The-Sanibel-Plan-Volumes-1-and-2](https://mysanibel.com/Departments/Community-Services-Department/Planning-and-Code-Enforcement/The-Sanibel-Plan-Volumes-1-and-2)