



CITY OF SARASOTA

PARKS + RECREATION MASTER PLAN



A Parks and Recreation System Strategy that contributes to the City's economic, social, and environmental sustainability

Final Report
May 2019

ACKNOWLEDGMENTS

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A scenic view of a waterfront park. In the foreground, there are several tall palm trees with dense fronds. A wooden bench with metal armrests is positioned on a gravel path near the water's edge. The water is a deep blue, and in the background, a city skyline with several high-rise buildings is visible under a clear sky. The overall atmosphere is peaceful and tropical.

1

**EXISTING
CONDITIONS
ANALYSIS**



The Existing Conditions Analysis focused on two primary elements:

1. Assessing the City's "readiness" to eventually implement the long-range vision, recommendations, and implementation strategy generated from the Parks and Public Realm Master Plan.
2. Assessing both the community and the parks and recreation system.

Assessing the "readiness" to implement the long range vision included reviewing the City's public realm mission, vision, and role(s); the interlocal agreement with Sarasota County; estimated ("ballpark") costs to implement the public realm vision; preliminary funding projections; and cost recovery goals and other performance metrics.

The community analysis focused on understanding the context of the parks and recreation system within the community's history, vision, values, demographics, land-use patterns, and standards. The parks and recreation system analysis focused on assessing the physical structure and management of the City's existing parks through park site evaluations and existing operations and maintenance assessment.

1.1

INTRODUCTION, PROJECT OBJECTIVES

Sarasota's natural beauty, thriving arts scene, and reinvigorated downtown have been getting noticed: within the past year, it has ranked near the top of the list of the "Best Small Cities in America"¹; one of the "Top 100 Best Places to Live 2018"²; among "The South's Best Cities," and one of its "Prettiest Cities"³.

The City's mild climate, plentiful recreation opportunities and overall high quality of life – not to mention low taxes – attract a generous number of retirees and celebrities to stay and legions of tourists to linger.

However, the City is also facing challenging issues such as traffic congestion, homelessness, preservation of green space, climate change and rising sea levels, and growing income inequity.

While a Parks and Recreation Master Plan is not a panacea for all these issues, it can help create a "framework" for a more livable, sustainable, and resilient community. A comprehensive parks and recreation system can include the City's "public realm", its publicly accessible system of streets, sidewalks, parks, civic spaces, historic and cultural areas, natural areas, trails, stormwater treatment ponds, utility corridors and/or other lands owned and managed by city, county, regional, state or federal agencies.

Yale University's Alexander Garvin notes that the public realm is simply "our common property... the fundamental element in any community – the framework around which everything grows." Improvement of these elements of the public realm has been shown to make streets safer, encourage healthier lifestyles, and contribute to social equity. Through a number of initiatives, the Parks and Recreation Master Plan has the potential to achieve a degree of societal change, as well as improve the quality of everyday life for Sarasota's residents.

1. www.WalletHub.com
2. www.Livability.com
3. Southern Living

Project Objectives

The stated objectives for the P&PRMP include:

- 1 Create a proactive **framework for the design and management of the City's parks and recreation system** within the context of the overall public realm, including streets, trails, and storm water facilities
- 2 Make **recommendations to protect and enhance the City's urban tree canopy**
- 3 **Create parks and open space classifications**
- 4 Make **recommendations for the Parks and Recreation Department organizational structure**, including the Department's golf course and rental space enterprise funds
- 5 Make **recommendations to upgrade existing parks**, including estimated costs of deferred maintenance, repair and replacement of facilities
- 6 **Identify recreation trends, residents' needs and priorities** for additional improvements to existing parks
- 7 **Recommend locations for new pocket parks and neighborhood parks**, including the potential use of City-owned properties
- 8 **Recommend safe routes to parks and schools to create a connected bicycle/pedestrian system**, including the identification of missing segments and alternatives
- 9 **Develop conceptual site design plans** for top priority park improvements
- 10 **Estimate increased capital, Operations and Maintenance costs** for proposed improvements
- 11 **Develop prioritization criteria for capital improvements**
- 12 **Identify benchmarks** of similar parks systems
- 13 **Develop an implementation strategy** for top priority improvements, including a phasing plan based on anticipated revenues
- 14 **Establish an implementation framework** for proposed improvements, including construction delivery methods and required staffing (e.g. Construction Manager, Design-Build-Bid, Design-Build, etc.)

Planning Process

The master planning process consisted of four parts:

1. Existing Conditions Analysis,
2. Needs and Priorities Assessment,
3. Visioning, and
4. Implementation Strategy.

Each phase of the process built on the findings and conclusions from the previous phase(s).

The purpose of Part 1- the **Existing Conditions Analysis** was two-fold, assess the City's "readiness" to eventually implement the long-range vision, recommendations, and implementation strategy generated from the P&PRMP and assess both the community and the parks and recreation system.

Assessing the "readiness" to implement the long range vision included reviewing the City's public realm mission, vision, and role(s); the interlocal agreement with Sarasota County; estimated ("ballpark") costs to implement the public realm vision; preliminary funding projections; and cost recovery goals and other performance metrics.

The community analysis focused on understanding the context of the parks and recreation system within the community's history, vision, values, demographics, land-use patterns, and standards. Findings from the Existing Conditions Analysis are summarized in Part 1 of this report, including project objectives; community-wide issues and related planning documents; demographic analysis and trends; existing parks system

inventory and evaluations; existing operations and maintenance assessment; and a summary of existing conditions.

The purpose of Part 2 - the **Needs and Priorities Assessment**, was to determine the gaps between existing and desired conditions. Communities typically use a "triangulated" approach to identify needs, including various types of qualitative and quantitative techniques to determine top priorities from different perspectives. Qualitative techniques used to determine the needs and priorities of the City of Sarasota residents included public workshops and stakeholder interviews. Quantitative techniques included a statistically-representative survey, recreational lifestyle analysis, and the Level of Service (LOS) analysis. It is important to note that benchmarking and LOS analyses were processes undertaken to recognize the uniqueness of the City of Sarasota. This ultimately yielded standards more attuned to the community's specific needs, replacing more generic state and national guidelines for open space and amenity provision.

Part 3 outlines the Long-Range **Vision** for the City of Sarasota Parks and Public Realm System, based on findings from the first two parts of the process; best planning practices and principles; and the unique desires and aspirations of the community. The vision includes a description of the parks and recreation "subsystems," service-delivery models, classifications, and level-of-service metrics. Part 3 also includes an estimate of costs to construct and

maintain the capital improvements and programs identified in the vision.

Part 4 - the **Implementation Strategy**, defines a "Decision-Making Framework" for implementation of the vision, including service delivery models and classifications; organizational structure and staffing plan interlocal agreements and partnerships; the proposed role(s) of the City, County, private community developers, and other partners; level-of-service and performance metrics; and recommendations for public realm policies, including the City's Comprehensive Plan and land development regulations.

Part 4 also includes a summary of revenue projections; a phasing/funding plan to implement top priorities based on available and projected funding; and proposed partnerships and policies.

PLANNING PROCESS OVERVIEW

1 EXISTING CONDITIONS ANALYSIS

- Review of City's "readiness" to eventually implement the long-range vision
- Review planning documents
- Demographic analysis and trends
- Existing park system site evaluations and assessment of operations and management

2 NEEDS AND PRIORITIES ASSESSMENT

- Observational Analysis Methods
- Qualitative Analysis Methods
- Quantitative Analysis Methods

4 IMPLEMENTATION STRATEGY

- "Decision Making Framework" for implementation
- Phasing and funding plan
- Identify roles of City, County, and other stakeholders
- Public realm policy recommendations

3 VISION

- Description of the Parks & Recreation "subsystems"
- Service-delivery models
- Classifications
- Level-of-Service metrics
- Cost estimates

1.2

COMMUNITY-WIDE ISSUES AND RELATED PLANNING DOCUMENTS

Barth Associates reviewed existing City documents to develop a baseline understanding of community concerns and to cull implications for the P&PRMP. Of particular interest were plans and documents related to community-wide issues, and visionary plans for elements of the public realm - including streets, sidewalks, bikeways, trails, parks, transit, greenways, conservation lands, civic spaces, and storm water facilities – that could help form the framework for livability, resiliency and sustainability. Documents that were reviewed include:

1. City of Sarasota Comprehensive Plan – Recreation and Open Space Element (2008)
2. Comprehensive Plan—Neighborhood Plan (2008)
3. 2017- 2021 Capital Improvements Plan
4. 2017 – 2020 Strategic Plan
5. 2002 Parks and Connectivity Master Plan
6. Sarasota County Interlocal Agreement
7. Climate Adaptation Plan, including Vulnerability Report and Summary re: Parks and Public Lands
8. Special Event Department Description, Auditoriums Department Description, Municipal Auditoriums Fund, and Special Events Office Budget
9. Draft Sidewalk Connection Plan
10. Bobby Jones Golf Club (BJGC) Master Plan, and other BJGC Documents and Studies
11. Waterfront Corridor Beautification Strategic Plan
12. Rosemary District Grassroots Planning Initiative
13. Pocket Parks in Rosemary District
14. Sarasota Avenue Greenway
15. SCOPE Sarasota County Community Plan for Children and Youth
16. Sarasota Avenue Greenway
17. Whittaker Gateway Park Concepts
18. Focus of the City of Sarasota Planning Department

Comprehensive Plan—Recreation and Open Space Plan (2008)

The Recreation and Open Space Element of the Comprehensive Plan, adopted in December 2008, establishes a City-wide goal, six objectives, and 32 action strategies with implications for the Parks and Recreation Master Plan.

The stated goal is *“to provide and maintain a high quality and environmentally sensitive system of open spaces, and recreation facilities which meet the needs of the community.”*

The six objectives to achieve the goal – which still appear relevant – include:

Objective 1 - A System Consistent with the Needs of the Population

The City shall continue to plan, acquire, develop and maintain a system of open spaces and recreation facilities, consistent with the needs of the population as

determined by the level-of-service standards.

Objective 2 - Accessibility and Safety

The City shall continue to ensure public accessibility and public safety of open spaces, recreation facilities, beaches and shores.

Objective 3 - Efficient and Environmentally Sensitive Facilities

The City shall continue to provide for the acquisition, development, and maintenance of open spaces and recreation facilities, consistent with the adopted level-of-service and the Sarasota City Plan, in an economically efficient and environmentally sensitive manner.

Objective 4 - Coordination with Public Agencies and the Private Sector

The City shall continue to

coordinate with other public agencies and the private sector in the acquisition and development of open spaces and recreation facilities with the Future Land Use Chapter.

Objective 5 - Festivals and Cultural Celebrations

The City shall continue to encourage festivals and other cultural celebrations as part of the City's annual budget process.

Objective 6 - Parks + Connectivity Master Plan

The City shall continue to develop, maintain, and improve upon its recreational system of parks, trails, and open spaces by implementing the Parks + Connectivity Master Plan when cost feasible.

The 32 action strategies will be re-evaluated during the Comprehensive Plan.



Comprehensive Plan—Neighborhood Plan (2008)

The Neighborhood Plan, also adopted in December 2008, establishes the goal to “achieve healthy and livable neighborhoods” by:

- Maximizing opportunities for all citizens to have meaningful involvement in the decisions that affect their neighborhood;
- Maximizing compatibility between residential and non-residential uses;
- Ensuring neighborhood safety and quality of life;
- Developing safe, aesthetically pleasing and efficient transportation networks;

- Preserving, protecting and enhancing neighborhood aesthetics, identity, and natural and historic resources; and

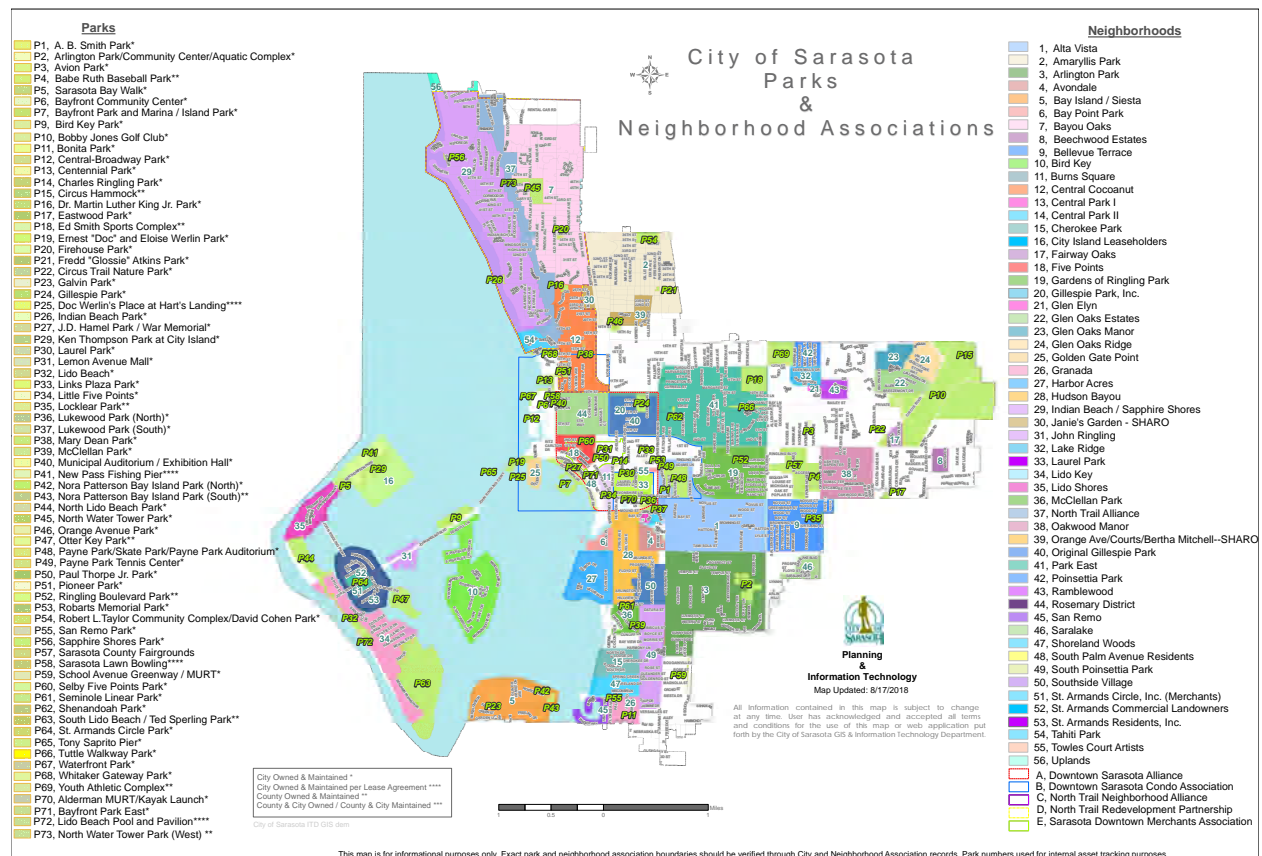
- Embracing an Asset-Based Community Development (ABCD) philosophy by focusing on the capacities and assets of associations and citizens.

The Neighborhood Plan is organized around objectives addressing the following topics:

1. Neighborhood Identification;
2. Neighborhood Information System;

3. Neighborhood Planning Process;
4. Neighborhood Compatibility;
5. Neighborhood Safety;
6. Neighborhood Transportation;
7. Neighborhood Aesthetics and Identity;
8. School Board Cooperation;
9. Neighborhood Infrastructure; and
10. Other New Initiatives.

Action strategies that are particularly relevant to the P&PRMP include:



Parks and Neighborhood Associations Plan for City of Sarasota | August 2018

3.8 Neighborhood Preservation and Enhancement Program:

The City will explore the feasibility and interest in developing and implementing a Neighborhood Preservation and Enhancement Program to address neighborhood issues and assist neighborhoods in improving and maintaining their intrinsic characteristics and values.

6.4 Sidewalks: The City will continue to identify, construct and maintain sidewalks where they are needed to improve pedestrian safety and encourage walking. Private funding will be used whenever possible.

6.5 Bicycle Paths: The City will continue to design and construct paths for with links to Citywide bicycle systems. Private funding will be used whenever possible.

6.6 Sarasota County Area Transit (SCAT): The City will request SCAT to design comfortable and aesthetically pleasing improvements in the transit system to interface with neighborhood walkway systems. Bus stop shelters and their subsequent maintenance should be a priority.

7.4 Open Space: The City will, where appropriate and feasible, create open spaces that facilitate neighborhood gatherings and contribute to neighborhood identity. The City will also study the issue of creating an open space fund (similar to affordable housing and public art funds) for developers to contribute to for the purpose of acquiring additional open space areas.

7.5 Public Art: The City will continue to consider the use of public art to enhance other public improvements and to create

neighborhood identity. The City will create a public art database for the public to access. The database will include, at a minimum, descriptions of public art and locations, as well as potential sites for consideration. The City will also increase programs and incentives for neighborhoods to install public art and market such programs accordingly.

7.6 Signage: The City, where appropriate and feasible, will design and implement signage that contributes to neighborhood aesthetics and identity, and will increase opportunities for signage at neighborhood entrances, parks and trails. The City will consider attaching neighborhood signs to MURT signs.

7.7 Unique Features: The City will continue to identify, preserve, and enhance unique features, such as natural features or institutions, that contribute to neighborhood identity, and consider creating a database of such features. The City will consider installing signage at unique features as part of an identification process.

Specific neighborhood strategies were developed for eight neighborhoods between 2000 and 2007, including Poinsettia Park, Alta Vista, Arlington Park, Central Cocanut, Bayou Oaks, Rosemary District, Gillespie Park, and Park East.

The City of Sarasota recognizes the important relationship between local parks and strong neighborhoods. Small neighborhood parks provide gathering spaces that promote socialization; provide close-to-home opportunities for recreation, education, fitness, and

socialization; and provide opportunities for neighborhood events such as holiday celebrations, birthday parties, and pot-luck dinners.

The Parks and Neighborhood Associations Map identifies the boundaries of 56 neighborhoods and the locations of 69 parks. The map will be helpful in planning improvements to existing parks, and locating potential new parks to serve neighborhood needs.

2017- 2021 Capital Improvement Program

The City's Capital Improvement Program (CIP) includes six types of projects: Economic Development and Growth, Critical Infrastructure Items, Quality of Life, City Owned Facilities, Water & Sewer Administration Potable Water, and Sanitary Sewer. Parks and Recreation projects are included in the "Quality of Life" and "City-Owned Facilities" categories. Sidewalk and bikeway projects, which are often high recreation priorities for residents, are included in the "Critical Infrastructure" category.

The CIP states that "Capital improvement projects having a useful life greater than five (5) years and meeting one (1) of the following criteria shall be included in the CIP process:

1. Level of Service Project as required by the 1985 Growth Management Act.
2. Real property acquisition.
3. Construction of new facilities or additions to existing facilities costing a minimum of fifty thousand dollars (\$50,000).
4. Remodeling/repair of the interior/exterior of any facility exceeding fifty thousand dollars (\$50,000).
5. New infrastructure project (defined as road, bridge, traffic signal system, street lighting system, information technology system, water distribution system, storm drainage system, or sewer system), costing a minimum of fifty thousand dollars (\$50,000).
6. Repair to existing infrastructure costing a minimum of fifty thousand dollars (\$50,000).
7. New vehicles and equipment having a singular cost in excess of fifty thousand dollars (\$50,000).

Funding sources for the CIP include Tax Increment Financing, Penny Sales Tax, Impact Fees, Utilities, Grants, Gas Tax, and Local Option Fuel Tax. CIP projects and funding sources should be incorporated into the implementation, phasing, and funding strategy for the P&-PRMP

2017 – 2020 Strategic Plan

The City's 2017-2020 Strategic Plan establishes the following Mission, Vision, and Values for the City:

Vision: A world-class community and treasured destination, with enduring beauty, charm, and diversity.

Mission: High-quality services to our residents, businesses, and visitors, while safeguarding our natural resources and building a prosperous community.

Values of Excellence:

- **Integrity** - "We are ethical and trustworthy. We perform our duties with honesty and transparency in our interactions and our communications."
- **Accountability** - "We accept responsibility for our actions and decisions. We hold each other accountable to be professional, well-informed, and dedicated to fulfilling the City's Mission."
- **Teamwork** - "We work together in a supportive and cooperative manner to achieve our goals. Our community is a partner in our process."
- **Respect** - "We are committed to encouraging diversity in all its forms; we respect differences in thoughts and opinions, to differences in race and culture. We believe that a diverse organization reflects the community we serve."

The plan also lists eight Commission Priorities and includes key actions items for each priority for fiscal years 2018, 2019, and 2020. Proposed improvements, programs, and recommendations from the P&PRMP should be consistent with the Commission's priorities and actions and contribute to the City-wide Mission and Vision.



Sarasota County Interlocal Agreement (2017)

Sarasota County recently announced their intent to focus on regional park facilities and to no longer maintain smaller parks within the City. As a result, the City and the County are currently discussing a new interlocal agreement.

Climate Adaptation Plan, including Vulnerability Report and Summary re: Parks and Public Lands (2017)

The City's Interim Vulnerability Report states that "the City of Sarasota recognizes the implications of climate change and is acutely aware of how SLR [sea level rise], storm surge, extreme heat, and extreme precipitation can impact public assets, including transportation, water supply, wastewater, and stormwater management systems, as well as public lands, shorelines, the environment, and public safety."



The City completed a six-step process to evaluate infrastructure vulnerabilities and develop climate adaption strategies, including:

1. Research, Analyze, and Present Local Climate Impacts
2. Inventory Infrastructure & Identify At-Risk Municipal Systems
3. Conduct a Vulnerability Assessment of Affected Systems
4. Prioritize Vulnerabilities
5. Develop Adaptation Strategies to Reduce Vulnerability
6. Create and Present the Adaptation Plan

The figure to the right shows that, by the year 2050, the City anticipates a 3.6 – 21 inch increase in sea levels; an additional 50 – 60 days per year of 95°F temperatures; an increase of 1.3 – 5°F in water temperatures; a 5% increase in average precipitation; and greater potential for storm surge and coastal, bay, and creek flooding.

The vulnerability assessment included public buildings and public lands, concluding that “most evaluated buildings were not deemed highly vulnerable, as the locations of many emergency services and operation centers have been carefully sited with resiliency in mind. However, infrastructure assets supporting these critical buildings, such as roads and stormwater management systems, will need to be managed to enable safe access.” Also, “the acreage along the Bayfront on city-owned land is the focus of the Bayfront 20:20 planning effort and, although the future of the buildings is unknown, the site was prioritized as vulnerable to climate impacts which will need to be a consideration during future revitalization efforts.”

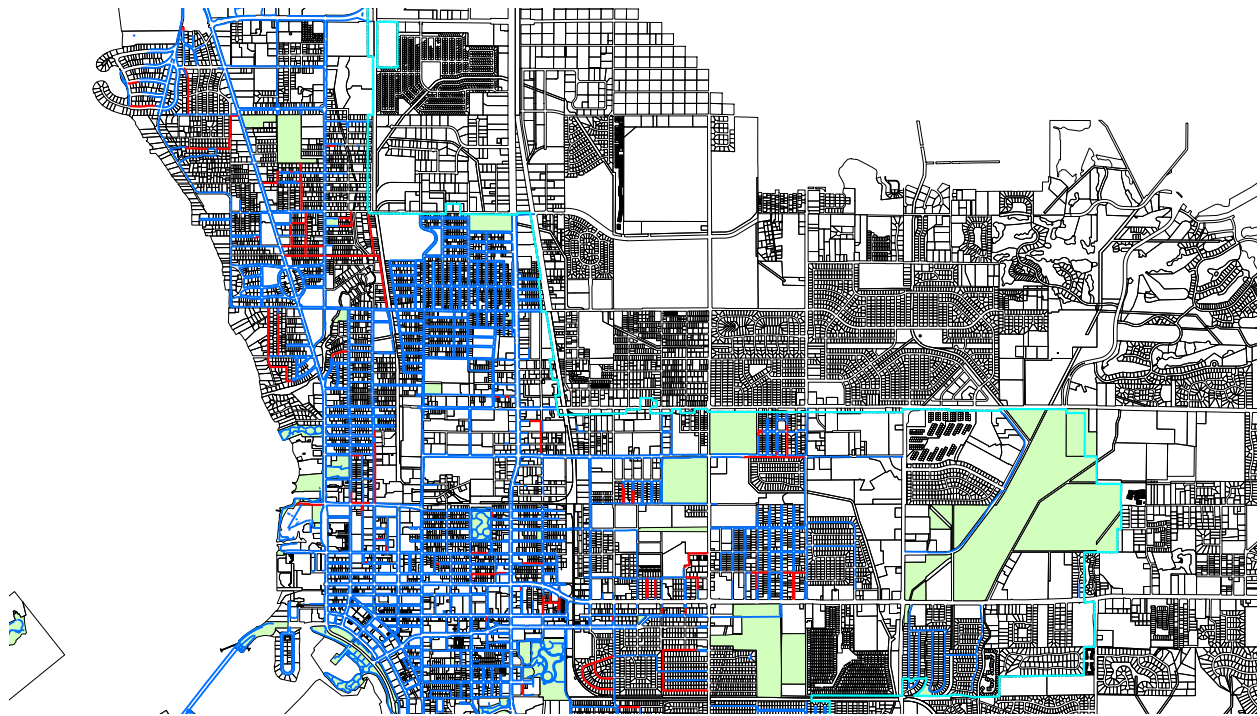
Although not considered highly vulnerable, “two (2) additional public lands were advanced to the adaptation planning stage due to benefits related to stormwater. For example, Bobby Jones and Bayfront Park both provide benefits for water quality and flooding relief.”

Climate Variable		GLOBAL		SARASOTA	
		Trend	2050 Projections	Trend	2050 Projections
	Sea Level Change by 2050	↑	9.8 in to 32.3 in	↑	3.6 in to 21.0 in
	HIGH air Temperature	↑	3.6 °F – 5.4 °F	↑	50 to 60 additional days over 95°F per year
	LOW air Temperature	↑	3.6 °F – 7.2 °F	↑	3.6 °F – 5.4 °F (increases with urbanization)
	Water Temperature	↑	Varies regionally	↑	1.3 – 5°F
	AVERAGE Precipitation	↑	5%	↑	Expected 5% increase, but with greater variability
	EXTREME Precipitation	↑	10%	↑	5% to 10%
W A T E R	EXTREME Drought	↑	Greater Potential	↓	Same Potential
	Hurricanes	↑↓	Fewer, but more intense	↑↓	Not Known
	Storm Surge	↑	Greater Potential	↑	Greater Potential
	Coastal, Bay & Creek Flooding	↑	Greater Potential	↑	Greater Potential
Literature Source: SLR (IPCC AR5 / NOAA National Center for Environmental Information) Surge (National Climate Assessment) Temperature (NOAA NCDC / GISS) Precipitation (IPCC AR5 / National Climate Assessment) Flooding (IPCC AR5 / National Climate Assessment)					

Projections of Regional Climate Scenarios for 2050 Compared to Current Conditions

Draft Sidewalk Connection Plan

The City of Sarasota has completed an inventory of all the sidewalks that currently exist in the City. Based on this inventory, the City has identified proposed sidewalk locations. It will be important for the P&RMP to consider these locations during the Visioning Phase of the project.



City of Sarasota Sidewalk Connection Plan

Special Events Office and Municipal Auditoriums Description

The Special Events Office “processes permit applications for outdoor events including demonstrations, film shoots, public park events, events with amplified sound, weddings, marathons, parades, street festivals, and other events affecting public spaces that require compliance with established City Ordinances, Rules and Regulations. Permit processing can include coordinating multi-department/agency approvals and other logistical issues (including the City Manager, City Attorney, Building and Code Compliance, City Engineer, Risk Management, Parks and Recreation (City and County), Public Works, Sarasota Police Department, and Sarasota County Fire Rescue), as well as preparing estimates and invoices, and overseeing payment collections from permittees and

account reimbursement for City service providers. During events, one Special Event monitor is present to ensure compliance with the event permit.” The Municipal Auditoriums Fund states that the City’s two historically designated locations provide the community with “affordable and attractive rental venues for events ranging from private occasions to political rallies and everything in-between.”

The Bayfront Community Center (BCC) has multiple community programs which take place in the facility weekly: folk dancing, Scottish Country dancing, and spiritual services. Staff oversees the operation of the facilities and participates in marketing of facilities, event logistics, scheduling, set-up, break-down,

event monitoring, and operating the Auditorium’s concession stand during events.

The Payne Park Auditorium “has experienced declining utilization and the City is currently receiving community input and assessing future options for the structure. Staff continues to work to rent the facility as an event venue in the interim; revenues are primarily generated by one annual lease holder, but are supplemented by periodic requests for community group meeting spaces. The facility also accommodates City departments’ requests to hold community meetings/workshops and/or City events at the building; each year the Auditorium hosts City neighborhood design workshops, employee trainings, celebrations, and other events.

Bobby Jones Golf Club (BJGC) Master Plan, and other BJGC Documents and Studies

The City has commissioned numerous studies for the Bobby Jones Golf Club over the past nine years, including:

- National Golf Foundation (NGF) Operational Review and Recommendations, 2008
- Bridge Condition Assessment and Recommendation Report, 2014
- USGA On-Site Visit Report, 2014
- NGF Review and Recommendations, 2014
- Golfer Survey, 2015
- Golf Club Study Committee Recommendations, 2015
- Golf Club Renovation Business Plan Report, 2017

The 2015 Golfer Survey noted that the top three reasons that keep respondents from playing more rounds at Bobby Jones Golf Club are “a variety of golf courses to choose from in the area, course conditions, and distance/location from Bobby Jones.” Respondents ranked “course conditions, greens, and practice facilities” as the top three improvements that need to happen.

The Golf Club Renovation Business Plan Report, prepared by Richard Mandell Golf Architecture (RMGA) in 2017, summarizes previous and current recommendations for the club. The RMGA Report notes that:

“the infrastructure has slowly waned over multiple decades. As the golf course deteriorated, golfer rounds steadily declined in direct response to falling playing conditions... Many locals feel that changes made to the layouts over the years have somewhat tarnished its reputation along with a decline in the playing conditions and the overall facility. People feel the course has lost its identity and is out of touch with its history. There is a desire to restore that identity as a point of pride but also so people from outside the community are compelled to visit. That local following wants to see the club return to the days when it had a strong sense of community as well.

Public perception of Bobby Jones Golf Club is of an old and tired rundown muni with terrible conditions compared to surrounding semi-private courses. Bobby Jones has a location advantage over the others yet conditioning keeps it from rising to the top. Poor drainage and other infrastructure problems continue to take a toll on the golf course features and turf at Bobby Jones with primary issues golfers cite being wet conditions and a lack of quality playing turf. The majority of golfers at Bobby Jones want the course to be properly maintained, for fairways to be improved, and to have a pleasant place to play without overly difficult holes. Quality golf at Bobby Jones means quality greens with interesting and fun holes.”

In addition to recommendations for golf improvements, the RMGA Report also notes the existing and potential role of the Bobby Jones Golf Club as a significant City open space:

“Beyond golf, Bobby Jones Golf Club is an accessible open space in the middle of the City of Sarasota. Accessibility isn’t just to the golfer but also as a key property that benefits non-golfing residents as well. Originally the property was a sawgrass marsh which was drained in the 1920’s as part of a real estate package tied to oceanfront sales. The land is a primary floodplain that collects runoff from the northern end along 17th Street and distributes that runoff as well as additional water through an outlet south into a culvert along Beneva Road. Numerous canals traverse the property as conduits for this runoff.

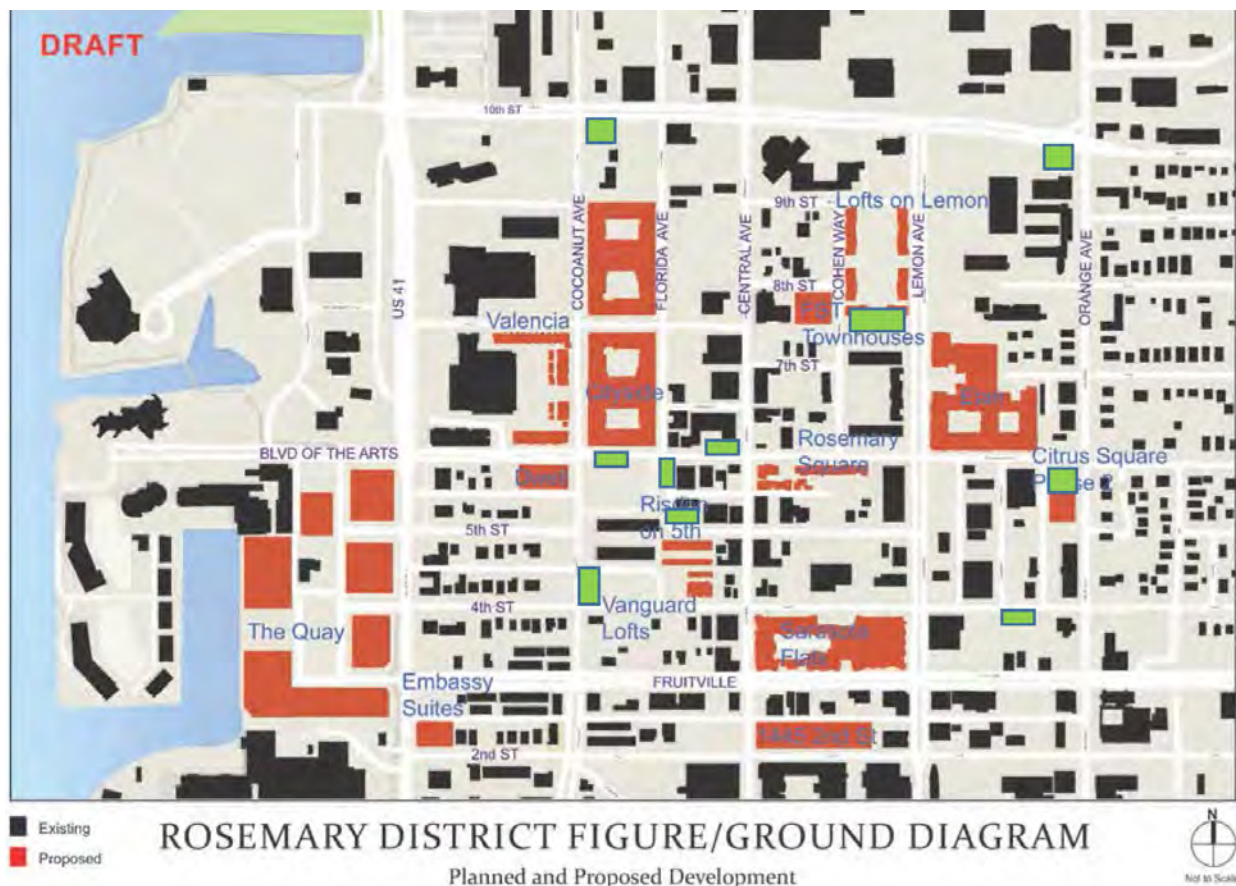
Bobby Jones provides the perfect opportunity to do its part in flood control and water quality improvement for the community at large. Infrastructure work should not be just limited to the golf course, but canal expansions, the creation of detention areas for runoff, littoral shelves to increase the flora and wildlife, fish ladders to promote the spawn of snook and other fish, park areas, and walkways. These are all features of the property that can be developed for Sarasota residents as part of a revitalization of the property beyond golf. Sarasota citizens will benefit from increased flood control and cleaner water exiting the golf course. In addition, natural areas which allow animals to safely travel from one end of the property to the other can increase species and provide a safe haven. The property bordered by 17th Street, Circus Boulevard, Beneva Road, and Fruitville Road is the perfect

confluence to further develop a symbiotic relationship between golf and the environment. Despite BJGC's popularity among the locals, strong sense of history, and a national following, a revitalization of BJGC is clearly needed, primarily addressing the infrastructure of drainage, irrigation, and golf course features. Public perception needs to be changed at BJGC that will only come with wide-spread improvements. There is hope among locals and golfers for a return to the conditions of the past. Conditioning is the first element which requires a comprehensive overhaul of the golf course infrastructure, most of which has not been touched since 1987.

The second element is a return to its past. BJGC is a clear candidate to take its place among the true destination municipal golf courses of America such as Bethpage Black on Long Island, Harding Park in San Francisco, and George Wright Golf Course in Boston. A Donald Ross course that is not only playable for the locals but an icon due to its historic significance. One of the few names on par with Donald Ross happens to be the great Bobby Jones. The combination of the two goes a long way in allowing Sarasota to cement its position as the true cradle of American golf."

Pocket Parks in Rosemary District

The Downtown Sarasota Condo Association (DSCA) developed a project proposal for pocket parks in the Rosemary District. The study identifies 10 potential sites - on both public and private properties - that could be potentially developed as small pocket parks to help meet residents' recreation and social needs. It is notable that the City's current land development code does not mandate the development of new parks concurrent with new residential development.



Plan for pocket parks in Rosemary District in Downtown Sarasota

Rosemary District Grassroots Planning Initiative

The Rosemary District Association initiated a Grassroots Planning Initiative in 2017 to “help guide growth in the Rosemary District for the next 5-10 years. The Rosemary District is experiencing an unprecedented wave of growth, with more than 1,100 apartments and condominiums in the pipeline, as well as hotels and other commercial development. Yet there is no strategic plan in place to provide direction for the future, ensuring that this growth will result in the vibrant neighborhood we all desire.” The Planning Initiative includes a Vision Statement, Guiding Principles, Goals, and Recommendations. The majority of recommendations are for parks, open spaces, streets, and landscaping.

Waterfront Corridor Beautification Strategic Plan

A citizen’s group developed the Waterfront Corridor Beautification Strategic Plan to improve the appearance of the “crown jewel waterfront corridor including the six abutting parks from Selby Gardens to Lido Key.” Recommendations from the Strategic Plan include improving the maintenance Level of Service (LOS) to a “gold standard”; creating a dedicated funding source; and creating design standards or codes to improve water vistas, eliminate unnecessary signs, and improve landscaping to create a “wow” factor. The group desires for the City to prepare, fund, and implement a Master Plan for the corridor.

Sarasota Avenue Greenway

The City of Sarasota hired PBSJ (now Atkins) in 2010 to evaluate the City’s Sarasota Avenue Greenway corridor between 45th and 47th Streets on Sarasota Avenue. The study includes an evaluation of the trail alignment, trail section and design, pedestrian access and wayfinding, setbacks, stormwater management, landscape, lighting, and costs.

SCOPE Sarasota County Community Plan for Children and Youth

The non-profit organization Sarasota County Openly Plans for Excellence (SCOPE) conducted a needs assessment survey for children and youth in Sarasota County.

According to the assessment, the greatest areas of unmet needs for each age group in the County include:

- Prenatal-Age 5: Available, affordable, and quality childcare; affordable and available housing; and affordable/accessible healthcare services
- Children ages 6-12: Available, affordable, and quality educational summer programs; available, affordable, and quality educational afterschool summer programs; and affordable/accessible healthcare services
- Youth ages 13-18: Internships, career awareness, and workforce readiness; available, affordable, and quality educational afterschool summer programs; and available, affordable, and quality college preparation programs
- Young adults ages 19-21: Employment opportunities; affordable and available housing; and career awareness and workforce readiness programs
- Parents/guardians of children and youth ages 0-21: Affordable and available housing; financial literacy for parents/guardians; workforce training for parents/guardians.

Whittaker Bayou Concepts

Local residents have developed alternative design concepts for the revitalization of Whittaker Bayou illustrated below.



Whittaker Bayou Conceptual Plan

Focus of the City of Sarasota Planning Department

The City of Sarasota has a strategic goal (in the City's Strategic Implementation Plan) to manage growth and development so residents, visitors, and businesses are assured that the City's special character will be sustained and that the natural beauty, neighborhood quality, historic charms, urban vibrancy, and other features of Sarasota's high quality of life will be preserved throughout its future. To meet this goal, the City reestablished the Planning Department in 2017. The department is focused on the implementation of a renewed Zoning Code, establishing robust mobility networks, and working to support the creation of needed housing inventory. The Planning Department manages future development within the City of Sarasota. Matters pertaining to the Comprehensive Plan, land use and multimodal transportation planning, neighborhood sustainability, historic preservation, public art, development plans, intergovernmental coordination on planning and development matters, and special studies as assigned all fall within the purview of the Planning Department. These responsibilities ensure that development in Sarasota occurs in a logical, safe, attractive, and appropriate manner. By developing and administering codes and long-range plans that identify how the built environment is to be constructed, maintained, and preserved, the Planning Department helps to further sustain quality residential and non-residential neighborhoods throughout the City.

Parks + Connectivity Master Plan

The Parks + Connectivity Master Plan, prepared in 2002, "provides a summary of existing conditions as well as recommendations for future development of Sarasota's parks and connectivity system." Recommendations include parks and recreation facilities; trails, blueways and greenways; and parkways and highways.

Summary of Implications

These previous plans and studies clearly indicate the City's commitment to the public realm as a framework for livability, resiliency and sustainability; and many of the ideas and concepts from these documents can be incorporated into the Parks and Public Realm Master Plan. Furthermore, the P&PRMP can build on these documents to build a unified vision or an integrated public realm that transcends individual City departments and agencies.

For example, the City's Comprehensive Plan and Strategic Plan establish Citywide goals, objectives, and actions for the public realm; the Climate Adaptation Plan establishes Citywide strategies to address vulnerabilities; the Parks + Connectivity Master Plan and the Sidewalk Connection plan focus on multi-modal interconnectivity; and the CIP, Waterfront Beautification Plan, BJGC Master Plan, and individual park and greenways concepts suggest specific City-wide improvements. Other studies such as the Rosemary District Grassroots Planning Initiative identify gaps in the Citywide framework that need to be addressed in the P&PRMP. Collectively, these plans and studies provide a good foundation for planning an integrated public realm.

1.3 DEMOGRAPHICS ANALYSIS

The demographics of the City of Sarasota can provide important clues related to the potential role that the P&PRMP can play in improving the quality of life of residents. Following is an overview of the key findings from the analysis of specific demographic attributes - Population Growth, Population Density, Age Distribution, Race and Ethnicity, Educational Attainment, and Income and Poverty.

Population Growth

Figure 1.3A suggests that the population growth in the City of Sarasota has been relatively low over the last 17 years; especially when compared to Sarasota County and the State of Florida.

Between the years 2000 and 2017, the City grew by 5.9 percent. Sarasota County on the other hand, grew by 16.4 percent and the State of Florida grew by 17.5 percent.

Over the next decade, the City is projected to continue to grow at its historically low growth rate. By the year 2022, the City is projected to add 3,000 residents and another 3,800 residents by the year 2030, to reach a population of 62,500.

While low, this population growth rate still suggest an additional 6,800 residents living in Sarasota by the year 2030. This may suggest a need for additional park acreage, facilities, amenities, programs, and resources to maintain the quality of life that residents in the City currently enjoy.

Year	City of Sarasota	Percentage Growth Rate	Sarasota County	Percentage Growth Rate	Florida	Percentage Growth Rate
2000 ¹	52,501	-	325,957	-	15,982,378	-
2010 ¹	52,083	(0.8%)	379,448	16.4%	18,801,310	17.7%
2017 ²	55,611	6.8%	407,000	7.3%	20,980,000	11.6%
2022 ²	58,789	5.7%	-	-	-	-
2030 ³	62,535	6.4%	538,702	-	-	-

1 US Census

2 Environmental Systems Research Institute (ESRI)

3 South West Florida Water Management District - Medium Projection (SWFWMD)

FIGURE 1.3A

Population growth and projections comparisons

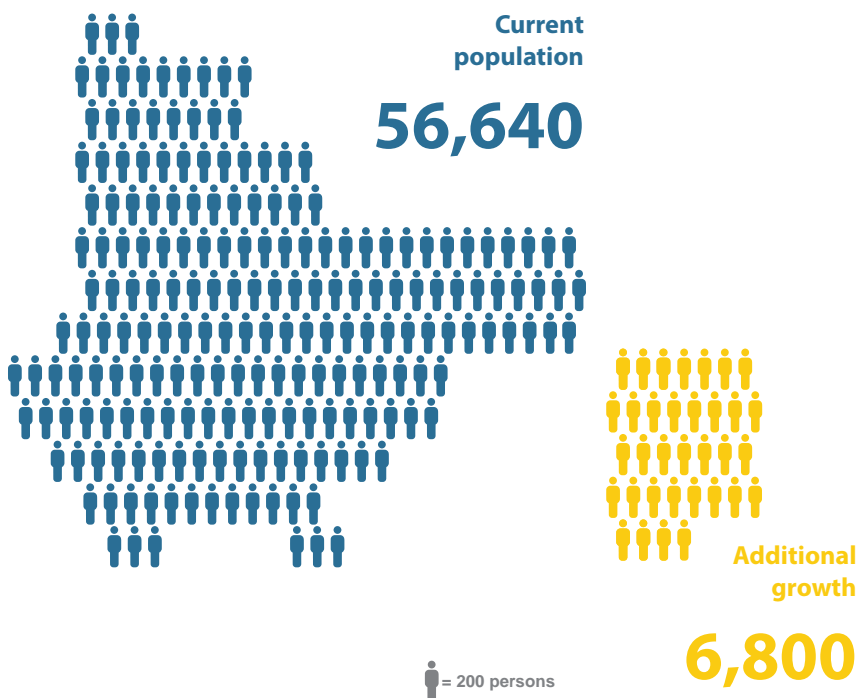


FIGURE 1.3B

Population growth trends for City of Sarasota

Population Density

Population density impacts lifestyles and the manner by which residents enjoy parks and recreation services. For example, cities with high population densities may have more residents living in a smaller area. This may create a larger demand on and for parks, green spaces, recreation facilities, and programs within a given area.

The City of Sarasota's population densities vary throughout the city. Areas towards the water have population densities that range between 0.3 to 1.4 persons per acre while areas towards the center and east of the City have population densities that range between 2.4 to 9.6 persons per acre. Some of these densities are comparable to those of major U.S. cities such as Pittsburgh, Pennsylvania; Atlanta, Georgia; Denver, Colorado; and Austin, Texas.

Areas in the City with increased density may have less access to green space. These areas may rely more heavily on public open spaces than other areas with less density that may have access to more private green spaces. If the City's population density continues to grow, so too will the role of public open spaces. Due to the range of density in the City, there may be a need for providing parks and recreation services at different levels of service.

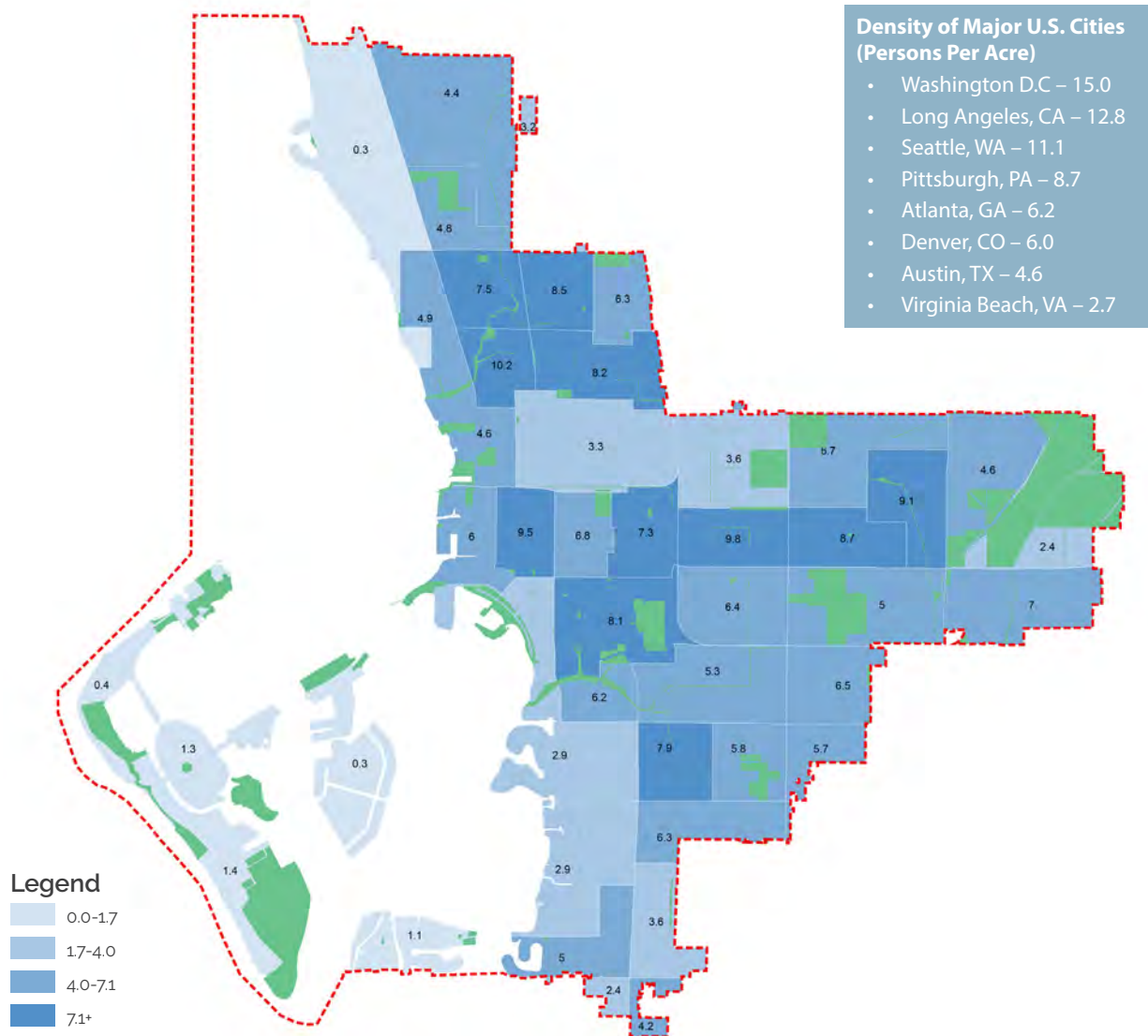


FIGURE 1.3C
Population Density(Persons per Acre)

Source: 2011-2015 American Community Survey 5-Year Estimates

The type of programs and recreation facilities that a city provides its residents is directly related to the age distribution of the city's population. Cities with a high concentration of population ages 0-9 and 10 –19 for example, may offer more before school or after school care programs and youth athletics, and therefore, may require more playgrounds, athletic field, and stronger joint-use agreements with schools; whereas cities with a high concentration of population ages 65 and older, may require more senior programs, senior center space, and transportation services to transport seniors from activity to activity.

Percent Age Cohort	2017	2022
65+	25.8%	28.2%
45-64	26.1%	24.1%
25-44	22.4%	22.4%
18-24	9.7%	9.3%
0-17	16.0%	16.0%

Year

over 45 years of age and the population appears to be getting older. The median age is projected to increase from 46.7 in the year 2017 to 47.7 in the year 2022. The largest shift is projected to occur in the 65 age and older cohort, which will grow by 2.4 percent.



This data suggests that while offering programs and facilities for youth may be important, the focus should be on young professionals, adults, and seniors.

Figures 1.3D-1.3H map the age distribution in the City of Sarasota and illustrate the percentage of residents per Census Block Group that are within the five age cohorts analyzed. This analysis suggests that while residents of all ages appear to live throughout the city, certain areas of the city contain a higher concentration of these age groups than others. This suggests an opportunity for the City to have a parks system that addresses the needs of a wide range of ages with a geographical emphasis on programs and facilities that may be important for a particular age cohort.

For example, Figure 1.3D identifies areas in the city with a high concentration of youth under the age of 17. This may be an opportunity for the City to provide competitive, adventure/extreme sports, fitness and wellness, cultural arts, aquatics, and environmental education programs and facilities in these areas. There may also be an opportunity to integrate these recreation services with education, nutrition, and character building activities.

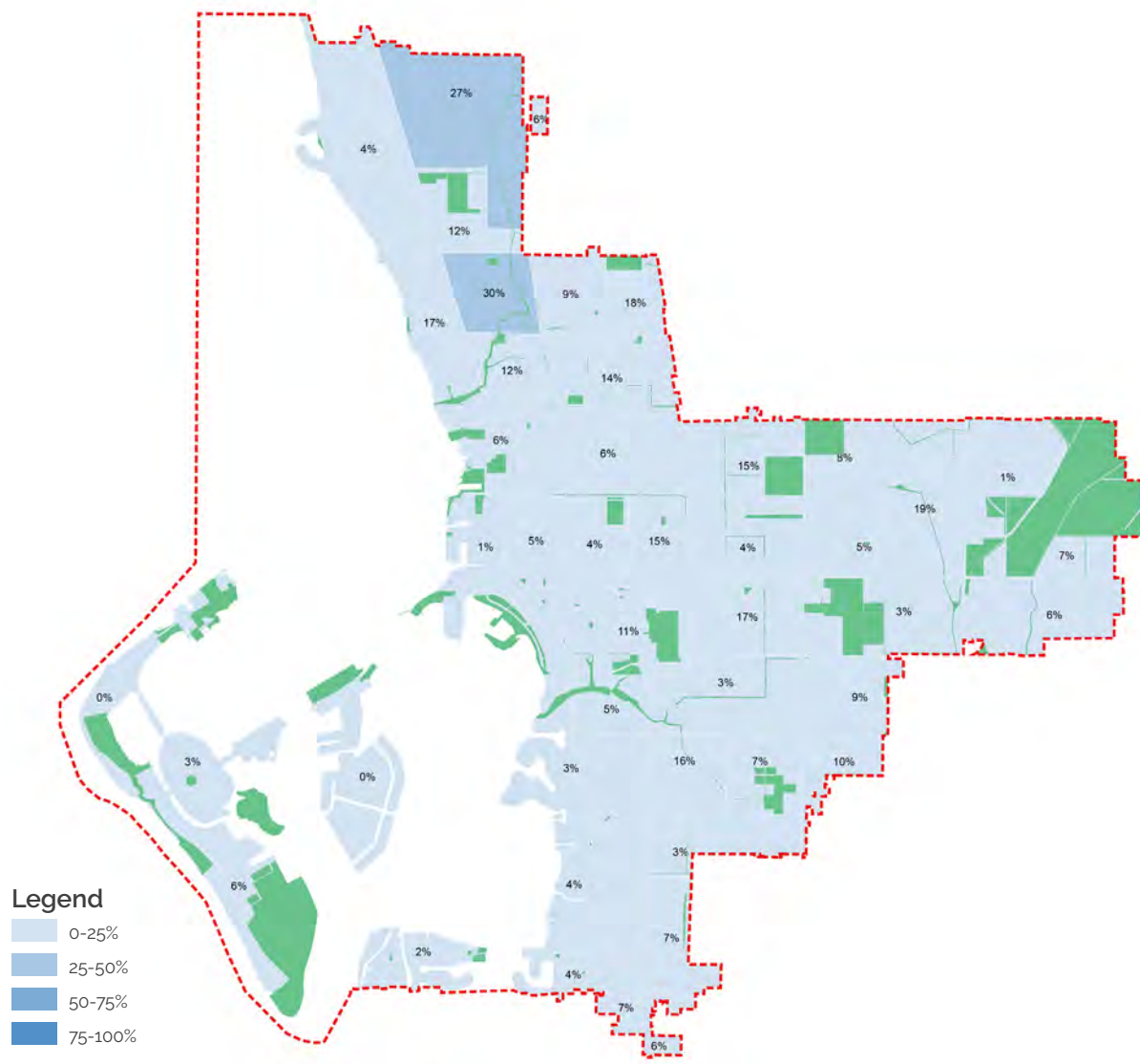


FIGURE 1.3E
Percentage of population between the ages of 18-24 years in City of Sarasota

Source: 2011-2015 American Community Survey 5-Year Estimates

For areas in the city with a high concentration of adults, the City may consider providing adult sports, arts and culture, health and wellness, and leisure programs and facilities. For seniors, transportation services to these programs may be important to consider.

The City may find that planning and designing parks that are flexible and provide a variety of parks and recreation programs and activities for residents of various ages may be important. Additionally, it may be important to locate parks and certain recreational facilities equitably throughout the community to address the needs and priorities of residents of various age cohorts. However, it may also be important to increase the number of specific recreational facilities or programs in certain parts of the City due to the high number of residents of certain age groups living in specific areas. These and other potential implications will be further explored in the needs assessment phase of P&PRMP.

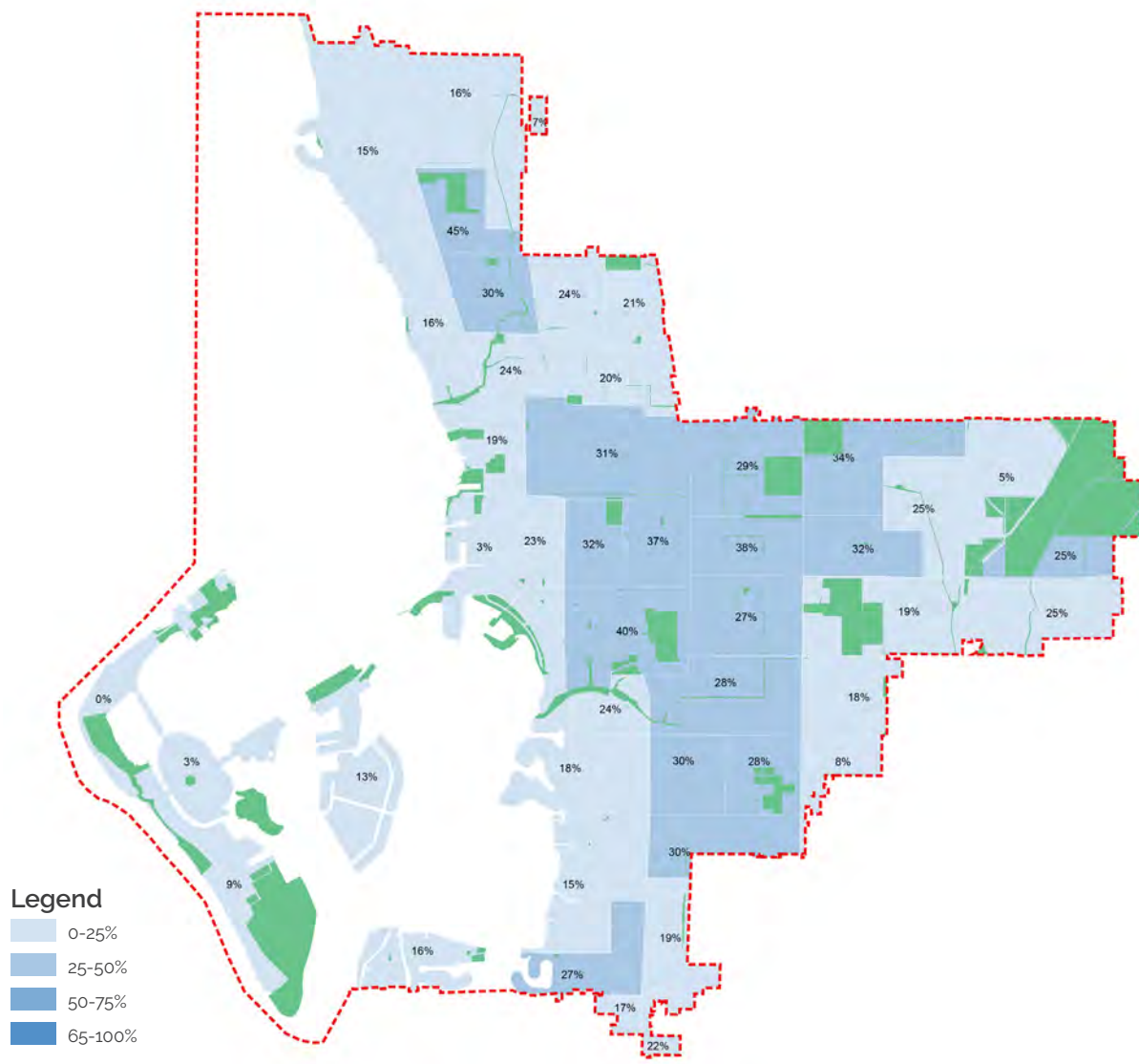


FIGURE 1.3F
Percentage of population between the ages of 25-44 years in City of Sarasota

Source: 2011-2015 American Community Survey 5-Year Estimates

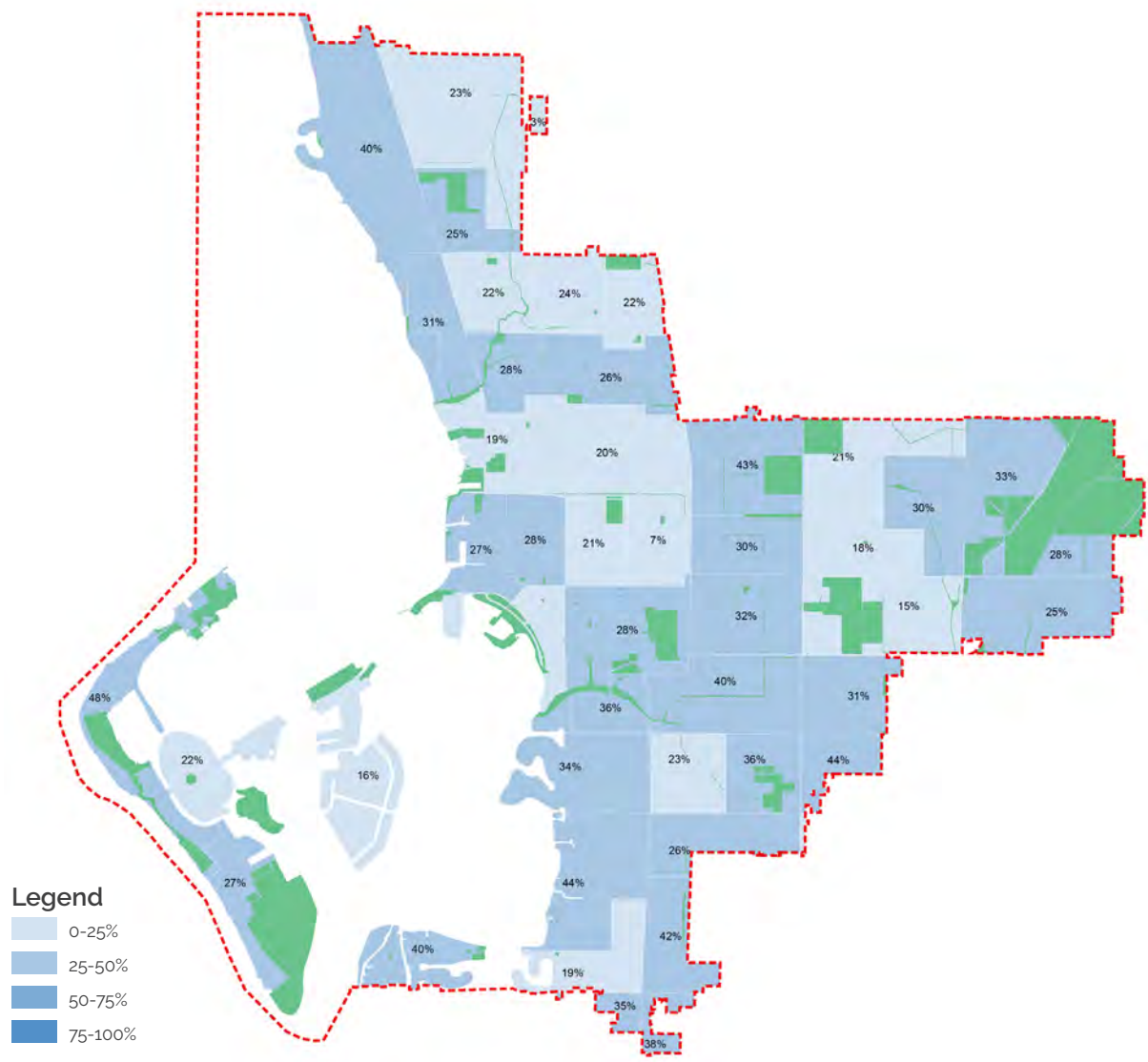


FIGURE 1.3G
Percentage of population between the ages of 45-64 years in City of Sarasota

Source: 2011-2015 American Community Survey 5-Year Estimates

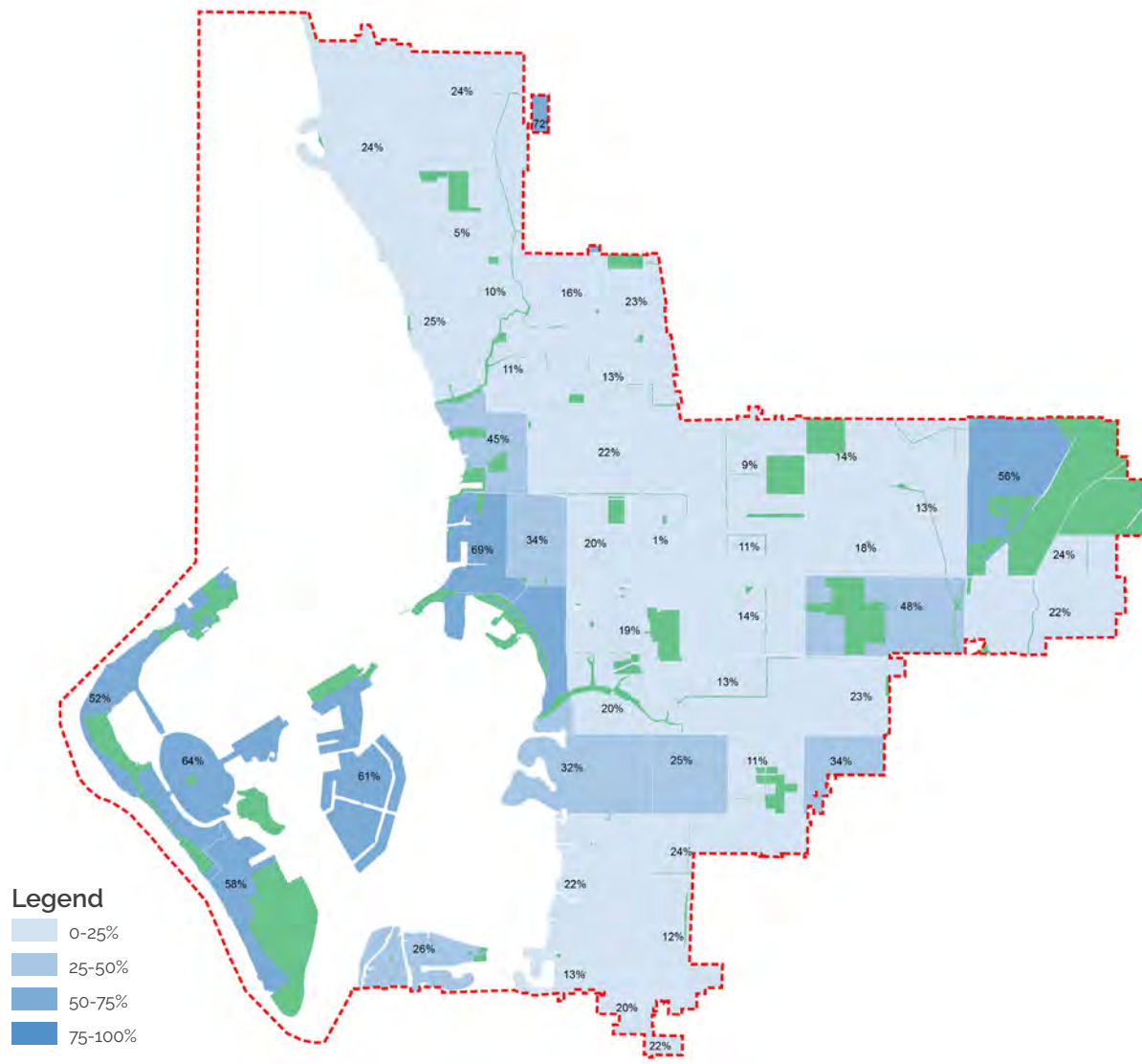


FIGURE 1.3H
Percentage of population between the ages of 65 years or older in City of Sarasota

Source: 2011-2015 American Community Survey 5-Year Estimates

Race and Ethnicity

Race and ethnicity can be an interesting indicator of recreation program and facility needs and desires. Various academic studies have shown that certain races tend to show preferences towards specific park settings, activities, or amenities. For example, one study used surveys to study the preferences of 900 park users in a major City in the United States. The study reported that Asians showed a strong preference for scenic beauty, Whites expressed a stronger preference for trees and vegetation, and African-Americans expressed a preference for cultural facilities and maintenance³. Another study found that African-Americans and Hispanics participated more in sports, but less in activities that took place in remote areas or undeveloped facilities than Whites⁴.

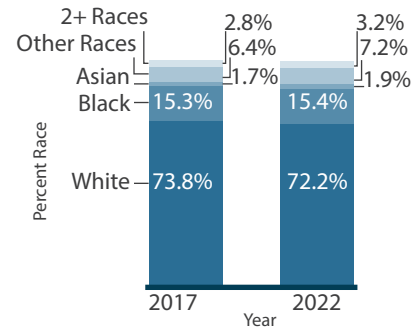


FIGURE 1.3I
Racial Diversity

Figure 1.3I illustrates the racial diversity of the City of Sarasota during the years 2017 and 2022. The data reveals that while overall, the City of Sarasota is predominantly White, it is projected to experience a slight decrease in White residents and increase in Minority residents.

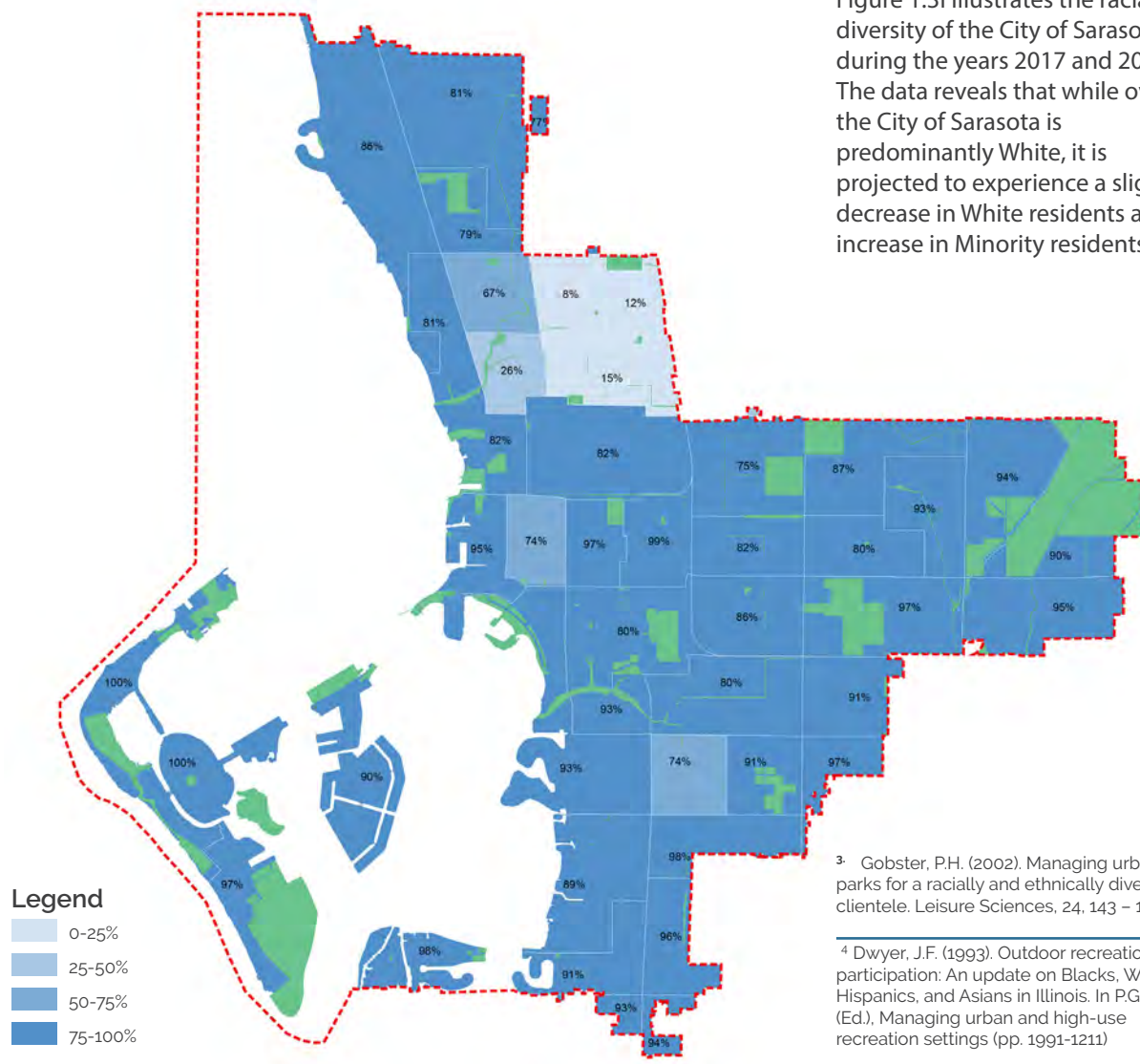


FIGURE 1.3J
Percent White Residents

Source: 2011-2015 American Community Survey 5-Year Estimates

³ Gobster, P.H. (2002). Managing urban parks for a racially and ethnically diverse clientele. *Leisure Sciences*, 24, 143 – 159.

⁴ Dwyer, J.F. (1993). Outdoor recreation participation: An update on Blacks, Whites, Hispanics, and Asians in Illinois. In P.Gobster (Ed.), *Managing urban and high-use recreation settings* (pp. 1991-1211)

Figures 1.3J and 1.3K map the racial diversity in the City of Sarasota. Figure 1.3J illustrates the percentage of residents per Census Block Group that are White while Figure 1.3K illustrates the percentage of residents throughout the City that are Minority (e.g. Black, Asian, Some Other Race, and Two or More Races).

This analysis reveals that while overall, the City has a racially integrated population, there are areas in the City with high concentrations of White residents and pockets with high concentrations of Minority residents. For example, areas along the water and in the east of the City are predominantly White while a pocket in the northeast corner of the City is predominantly comprised of Minority residents.

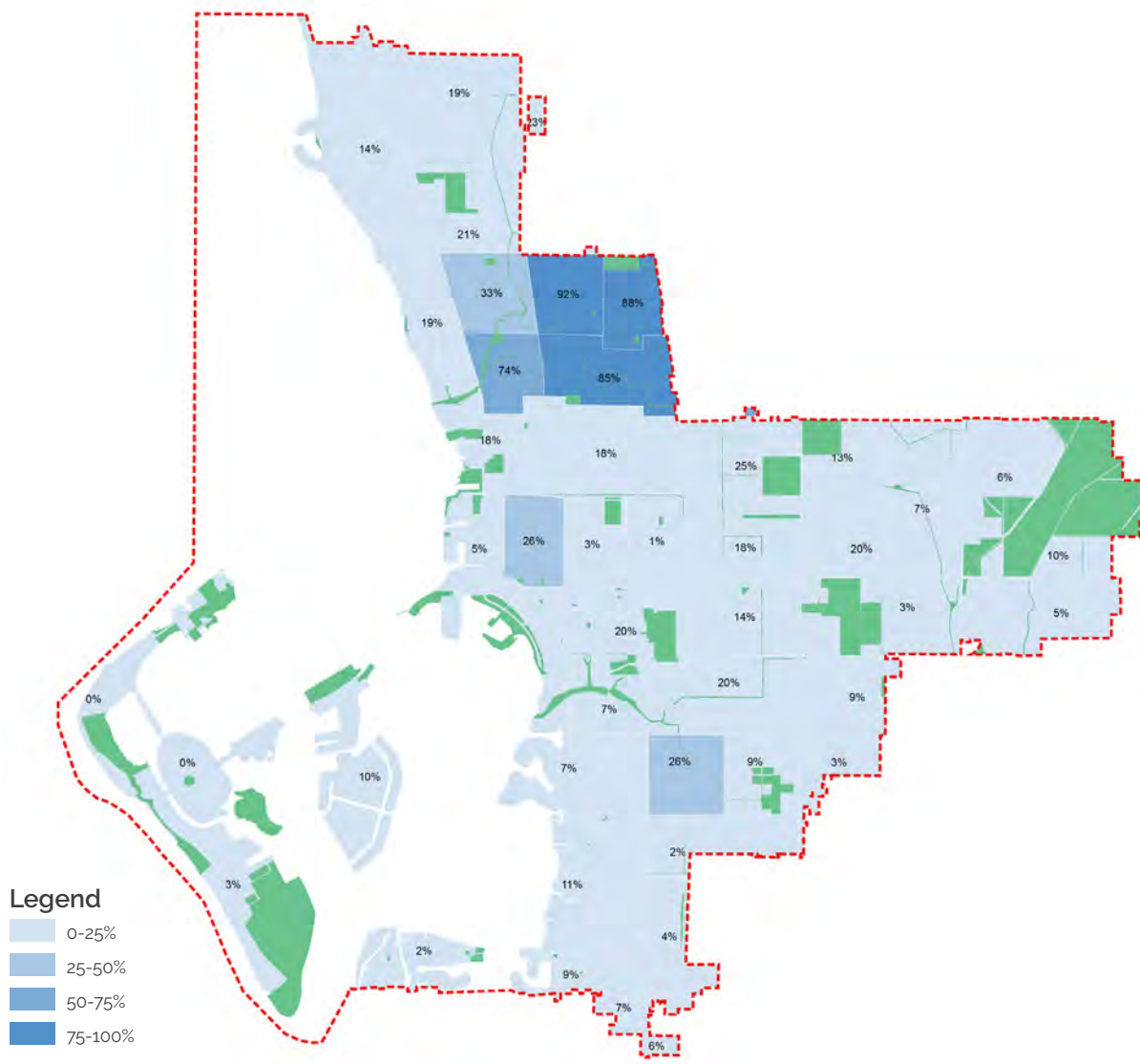


FIGURE 1.3K
Percent Minority Residents

Source: 2011-2015 American Community Survey 5-Year Estimates

Figure 1.3L illustrates the ethnic diversity of the City of Sarasota during the years 2017 and 2022. The data reveals that while overall, the City of Sarasota is predominantly Non-Hispanic/Latino, it is projected to experience an increase in Hispanic/Latino residents.

Figure 1.3M maps the ethnic diversity in the City. This analysis reveals that while the City overall has an ethnically integrated population, there are areas in the City with high concentrations of Hispanic/Latino residents; particularly, the central portion of the City.

The racial and ethnic make-up of the City may suggest a need for a parks and recreation system that addresses a diverse range of social, environmental, and economic needs and priorities. Effective communication with diverse communities will be important to understand these needs. Planning and programming for parks and

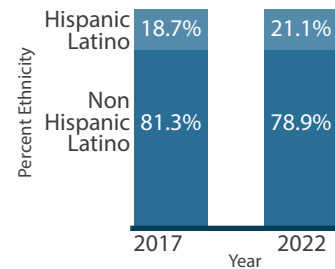


FIGURE 1.3L
Ethnic Diversity

facilities that are flexible and provide variety in terms of recreation programs and activities for a range of races and ethnicities may be important. It may also be important to organize a series of special events throughout the year to continue to educate, celebrate, foster, and strengthen the diversity of the community.

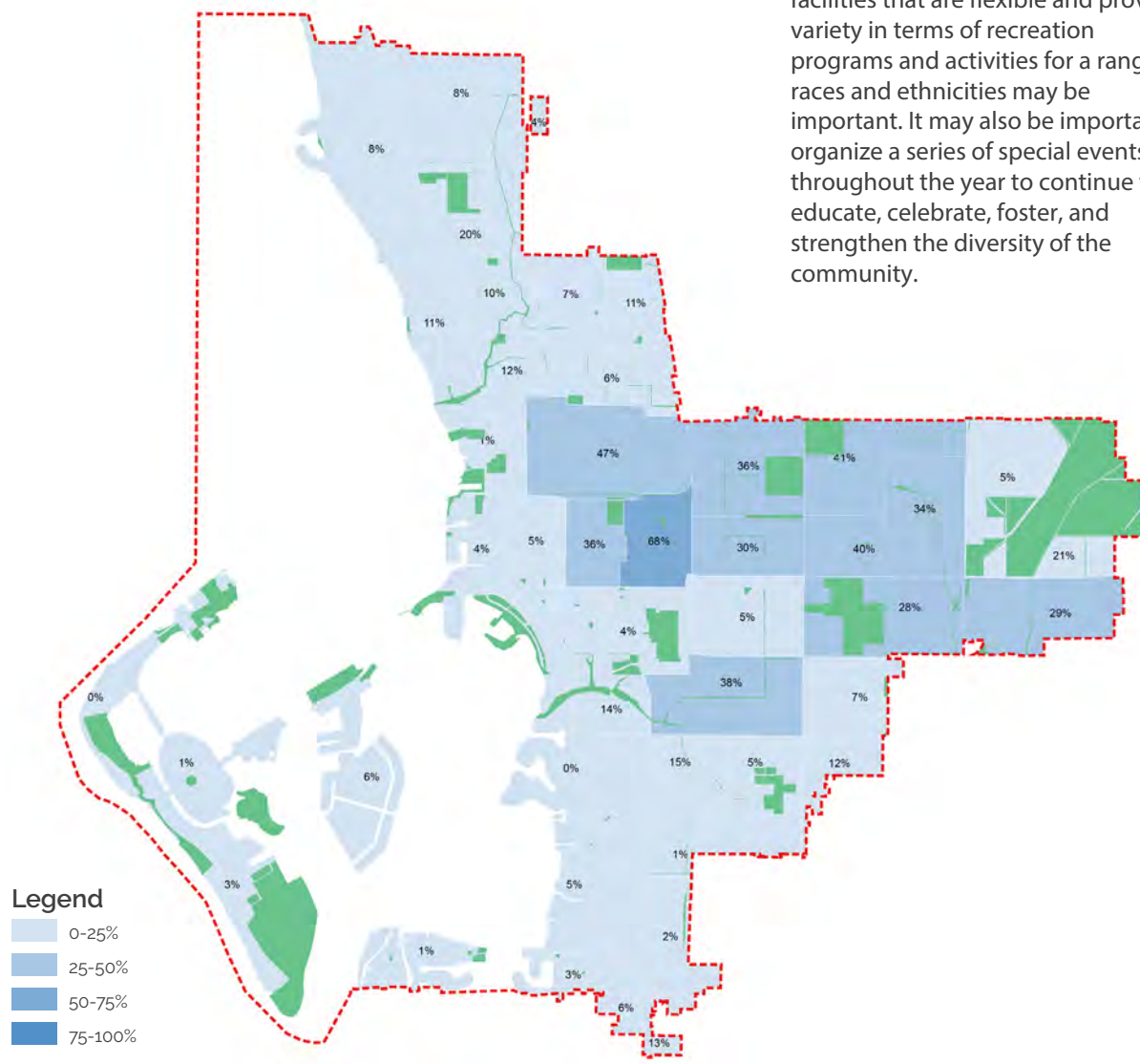


FIGURE 1.3M
Percent Hispanic/Latino Residents

Source: 2011-2015 American Community Survey 5-Year Estimates

Educational Attainment

Educational attainment is an important factor when considering the economic health of a community. Studies have shown that higher levels of educational attainment tend to be associated with higher wages. Higher wages may lead to more disposable income, which may facilitate spending in leisure activities.

Lower levels of education attainment on the other hand, tend to be associated with lower wages. Additionally, those without a college degree or higher education have the highest unemployment rates over time, and the unemployment rate increases as educational attainment decreases. This may suggest limited funds to spend in leisure activities and in some instances, a need for affordable and/or free parks, recreation, social programs and services.

Figures 1.3N and 1.3O map educational attainment in the City. Figure 1.3N illustrates the percentage of the population that has an Associate's degree or higher while Figure 1.3O illustrates the percentage of the population that at most, has a General Education Diploma (GED).

This analysis suggests that there are areas in the City with high educational attainment, particularly the areas near the water, to the south, and to the east. This may suggest the possibility of increased spending in certain organized sports and leisure activities. Specific sports may include lacrosse, golf, tennis, swimming, and soccer. Specific leisure activities may include cultural and performing art programs and events, cooking classes, and dining out.

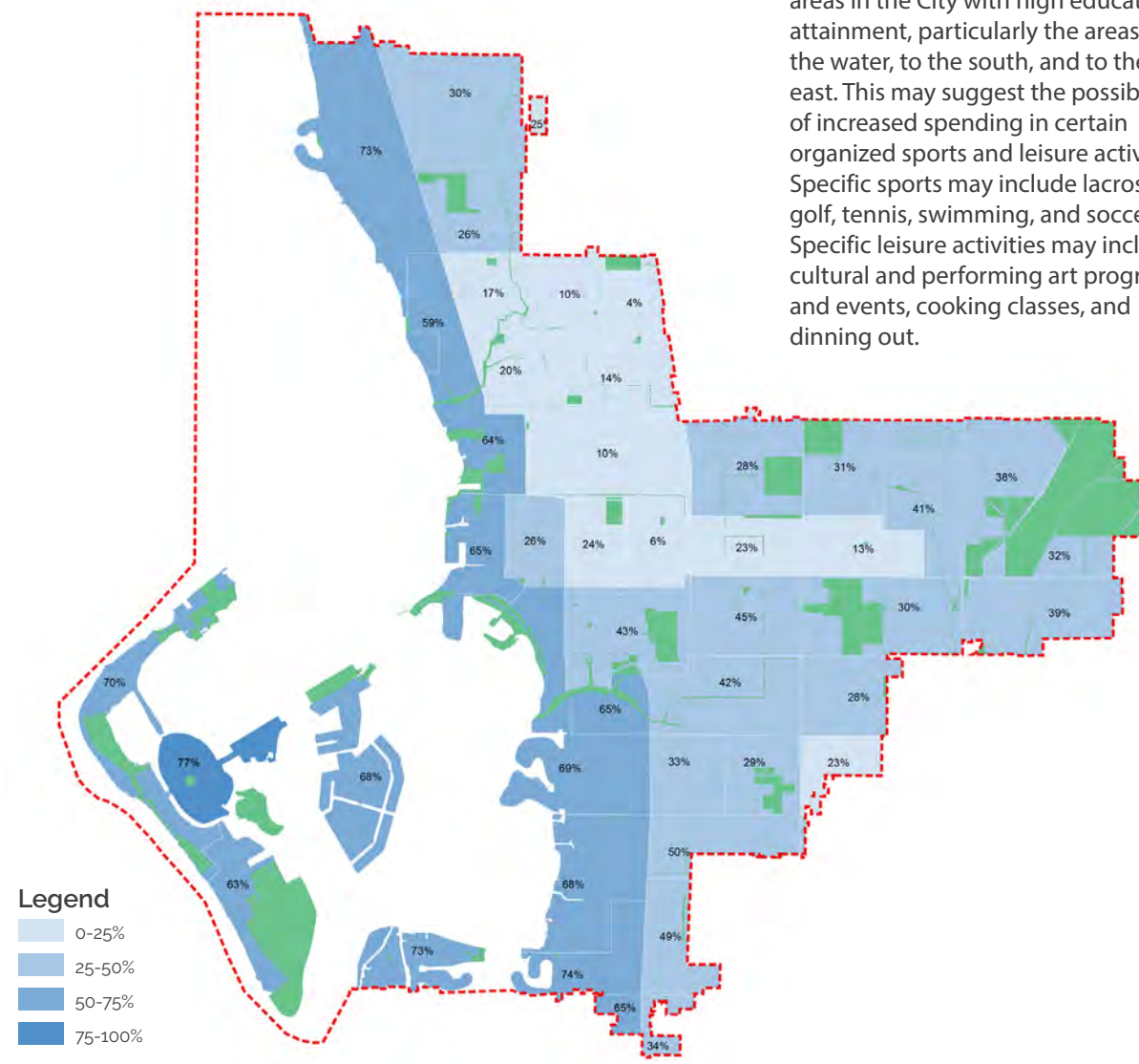


FIGURE 1.3N
Percentage Population with an Associate's Degree and More Educational Attainment *Source: 2011-2015 American Community Survey 5-Year Estimates*

However, Figure 1.30 suggests that there are some areas in the city that have low educational attainment, specifically the central area. This low educational attainment may suggest that certain residents may have a need for tools that further their education in order to improve their employment potential and overall quality of life. The City may be able to offer programs to assist these residents with adult continuing education opportunities for degree/trade certification or evening college preparatory courses.

Youth programs can also help supplement education for grade-school students who may be at-risk, and provide services that promote the attainment of a high school diploma and advanced education opportunities. These and other potential implications will be further explored in the needs assessment phase of the P&PRMP.

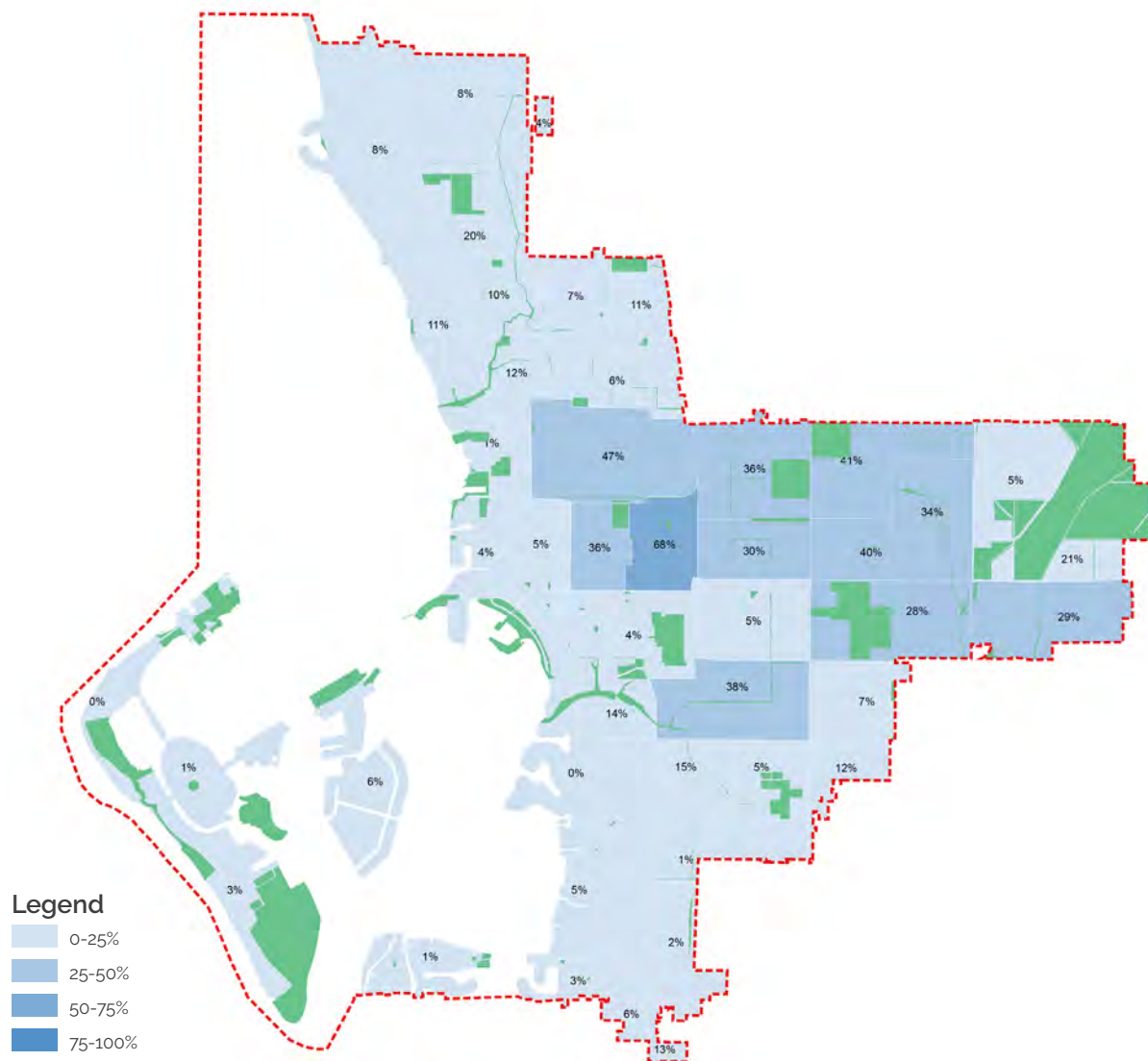


FIGURE 1.30
Percentage Population with a High School Diploma/GED or Less Educational Attainment

Source: 2011-2015 American Community Survey 5-Year Estimates

Income and Poverty

Similar to educational attainment, income levels provide a glimpse of the purchasing power of city residents. Simply stated, the higher the household income, the greater the potential that residents have disposable income to spend on paid leisure programs and activities. The lower the household income, the more residents may rely on affordable and/or free parks, recreation, and social programs and services. This is particularly true for families living under the poverty threshold.

Figure 1.3P illustrates the percentage distribution of income ranges in the City of Sarasota and the Median Household Incomes during the years 2017 and 2022. This data reveals that the City of Sarasota's population is relatively well stratified throughout the six income brackets and becoming slightly wealthier with most households making more than the Median Household Income. Between the years 2017 and 2022, the percentage of the City's population making under \$49,999 is projected to decrease by 4.6 percent while the percentage of the population making over \$50,000 is projected to increase by 4.7 percent. This may suggest access to more disposable income to spend on paid leisure activities and programs.

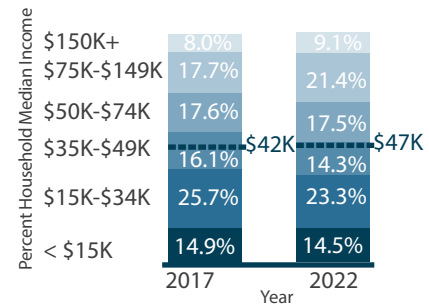


FIGURE 1.3P
Percent Household Median Income

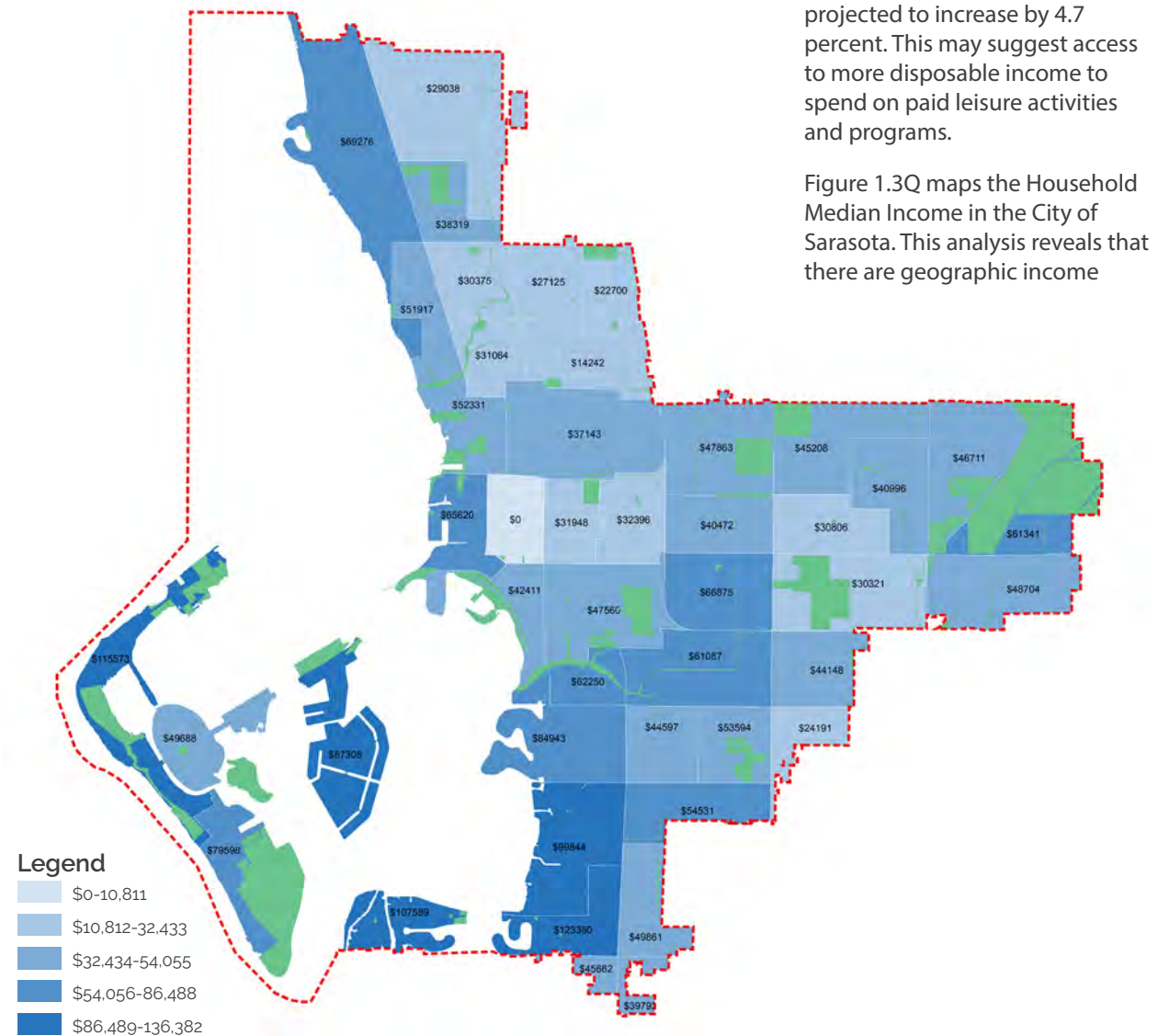


FIGURE 1.3Q
Median Income
Source: 2011-2015 American Community Survey 5-Year Estimates

disparities in the city. While there are many areas throughout the city where households make considerably more than the Median Household Income, there are various pockets throughout the city where households make less than the Median Household Income. Figure 1.3R explores this further by mapping the geographic distribution of families living in poverty in the City of Sarasota. Similar to educational attainment, the data reveals that certain areas in the central and northwest portion of the city have a high concentration of families living in poverty.

The City's range of incomes may suggest a need to provide a variety of services that cater to a diverse range of household incomes. Residents in the higher income brackets may have a need for certain types of sports activities such as lacrosse, golf, tennis, swimming, and soccer, and leisure activities such as cultural and performing art programs and events, cooking classes, and dining out. On the other hand, many of the residents and families with lower household incomes, specifically those living under the poverty line, may rely more heavily on reduced cost/free services, such as youth development, after school activities, adult continuing education opportunities, and other social, recreational, cultural, or educational needs. These and other potential implications will be further explored in the needs assessment phase of the P&PRMP.

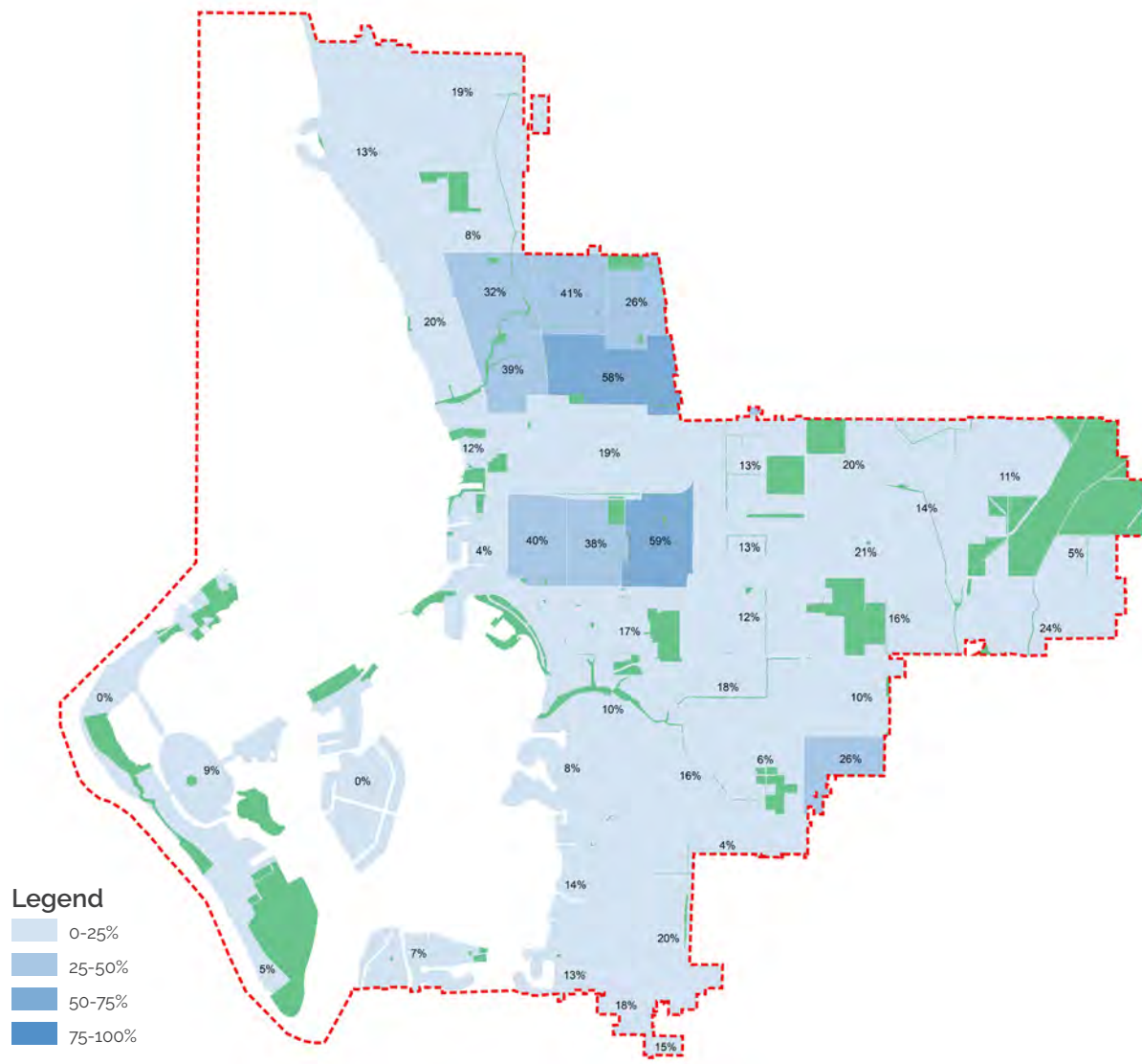


FIGURE 1.3R
Percentage Population Living In Poverty

Source: 2011-2015 American Community Survey 5-Year Estimates

1.4 EXISTING PARKS SYSTEM

The City of Sarasota Parks and Public Realm System is comprised of six main elements - parks, cemeteries, government buildings, roadways, multi-use recreation trails (MURTS), and miscellaneous city owned lands. The Parks and Public Realm Master Plan focused on the core component of the system - its parks.

The City has 59 parks. Including 61 acres of non park areas and 12.5 acres of cemeteries which the Parks and Recreation Department maintains, the Department manages 698 acres of land organized into the following seven land types:

- **Community Parks**
- **Neighborhood Parks**
- **Special Purpose Parks**
- **Passive Parks**
- **Nature Preserves**
- **Non Park Areas**
- **Cemeteries**

The City of Sarasota's Parks and Public Realm System also includes two outdoor pools, an auditorium center, a golf club, tennis center, children's fountain, skateboard park, lawn bowling, and seven indoor facilities that provide residents with approximately 78,500 square feet of indoor leisure space. These spaces provide residents with a range of indoor activities. Robert L. Taylor Community Complex, for example, provides residents with a gym, fitness center, and community rooms, while the Municipal Auditorium provides residents and visitors with cultural, exhibition, and performance space.

Other public and private recreational resources are located in the City of Sarasota. These

include facilities provided by Sarasota County School District, Sarasota County, YMCA, Boys & Girls Club, private apartment complexes, and homeowner associations.

During the P&PRMP process, the City of Sarasota received notice from Sarasota County that the County would no longer be maintaining five of the City's parks - Arlington Park, Centennial Park, Ken Thompson Park, North Water Tower Park, and Payne Park Tennis Center. Moving forward, the P&PRMP process will now assume that these parks will be managed and operated by the City.

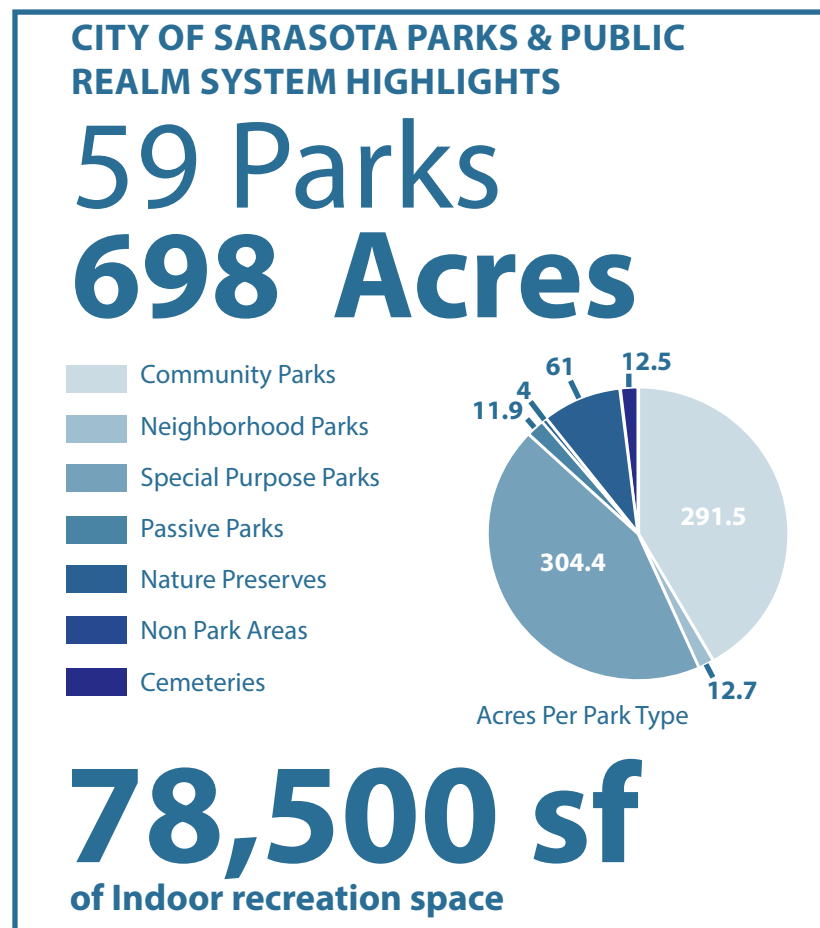
The Sarasota County School District operates seven schools

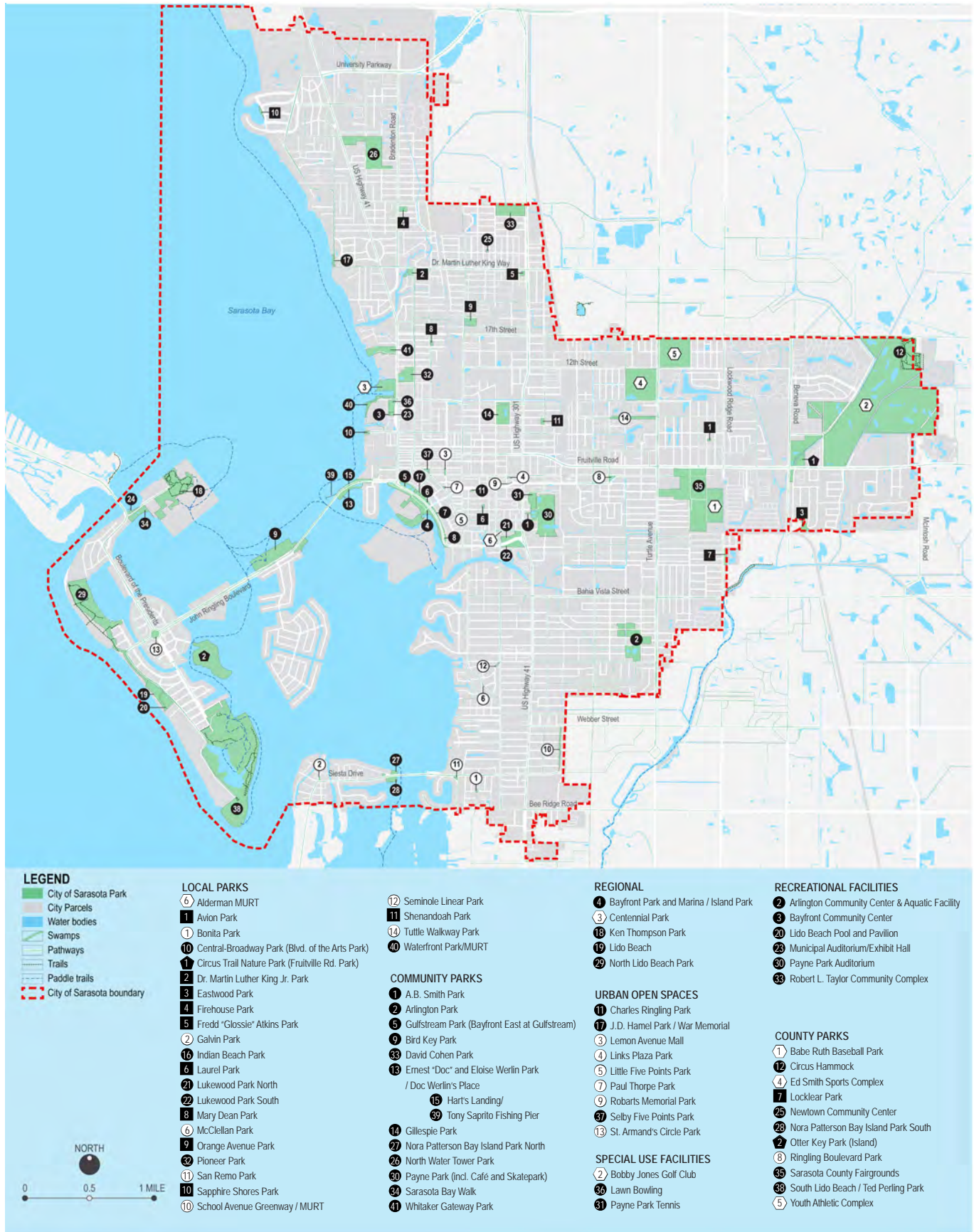
with parks and recreation facilities within the City of Sarasota.

Various apartment complexes and homeowner associations within the City of Sarasota also provide their residents with access to private recreational facilities. Typical facilities include swimming pools, tennis courts, and playgrounds.

While these facilities may address some specialized recreation needs, they typically do not address the community's larger recreational needs such as multipurpose trails, natural areas, dog parks, and sports fields.

Figure 1.4A maps the City's parks and public realm system.





Park and Facility Evaluations

Research by park experts have shown that all successful parks and public spaces share common qualities:

- They are easily accessible
- They are comfortable and have an attractive image
- They allow users of all ages to engage in a variety of activities and allow people to gather and meet one another
- They are sustainable – meaning that they help meet existing needs while not compromising the needs of future generations

Considering these qualities, the City of Sarasota's parks were evaluated based on 5 categories and 34 sub-categories. Parks were evaluated collaboratively by City staff and the consultant using a five-point scale:

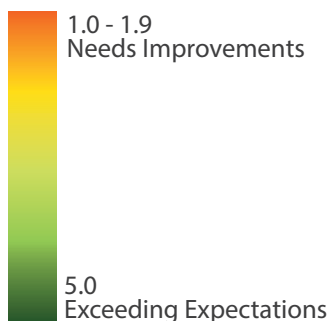


Figure 1.4B illustrates the results of this analysis and Figure 1.4C maps the results.



ACCESS Proximity, Access, and Linkages

- **Visibility from a distance**
Can one easily see into the park?
- **Ease of walking to the park**
Can someone walk directly into the park safely and easily?
- **Transit Access**
Is there a transit stop within a 1/4 mile from the park?
- **Clarity of information/signage**
Is there signage that identifies the park, and/or signage that provides additional information for users to enjoy the park?
- **ADA Compliance**
Does the site generally appear to comply with the Americans with Disabilities Act (ADA) laws for accessibility?
- **Lighting**
Is the park lighted appropriately, be it for use at night or for surveillance? (if applicable)



COMFORT Comfort and Image

- **First impression/overall attractiveness**
Is the park attractive at first glance?
- **Feeling of safety**
Does the park feel safe at the time of the visit?
- **Cleanliness/overall quality of maintenance (Exterior/Interior)**
Is the park clean and free of litter?
- **Comfort of places to sit**
Are there comfortable places to sit?
- **Protection from bad weather**
Is there shelter in case of bad weather?
- **Evidence of management/stewardship (Exterior/Interior)**
Is there visual evidence of site management?
- **Ability to easily supervise and manage the park or facility (interior)**
How difficult it is to supervise the park and its facilities?
- **Condition and effectiveness of any equipment or operation systems**
Is the equipment and/or operating system in good condition?



USE

Uses, Activities, and Sociability

- **Mix of uses/things to do**
Is there a variety of things to do given the type of park?
- **Level of activity**
How active is the park with visitors?
- **Sense of pride/ownership**
Is there evidence of community pride in the park?
- **Programming flexibility**
How flexible is the park in accommodating multiple uses?
- **Ability of facility to effectively support current organized programming**
Is the site meeting the needs of organized programs?
- **Marketing or promotional efforts for the facility**
Is the site being marketed effectively?



SUSTAINABILITY

Environmental Sustainability

- **Stormwater management**
Is green infrastructure present to help manage stormwater
- **Multi-modal capacity**
Is the park accessible by many modes of transportation?
- **Facility energy efficiency**
Has the site been updated with energy efficient components?



BUILDINGS

Buildings and Architecture

- **Image and aesthetics**
Is the building attractive?
- **Clarity of entry and connection to the park**
Is the building integrated into its surroundings?
- **Interior layout**
Is the layout functional?
- **Interior finishes, furniture, and equipment**
Are the furnishings and equipment inside the building of good condition and quality?
- **Functioning dimensions of spaces**
Does the organization of space support the building's intended function?
- **Building enclosure**
Is there any obvious need for repairs to the building shell?
- **Building systems**
Are all the mechanical, electrical, and plumbing systems in working order?
- **Energy and sustainability**
Is there evidence that the building is energy efficient?

	COMMUNITY PARKS														
	Arlington Park/Aquatic Complex	Bay Walk Park at City Island	Bayfront Park and Marina/Island Park	Bird Key Park	Boulevard of the Arts Park	Charles Ringling Park	Eloise Werlin Park	Gillespie Park	Hart's Landing	Indian Beach Park	J.D. Hamel Park/War Memorial	Ken Thompson Park at City Island	Lido Beach & Pool	Lukewood Park North/ South	New Pass Fishing Pier at City Island
ACCESS: Proximity/ Access/ Linkages	3.7	1.5	2.5	3.2	2.2	2.0	2.7	3.3	3.8	2.2	3.5	2.8	3.3	2.5	2.2
Visibility from a distance	4	1	3	3	4	3	3	5	5	4	5	4	4	3	5
Ease in walking to the park	4	2	2	4	3	3	3	4	3	3	3	2	4	2	1
Transit Access	3	1	2	3	1	3	1	1	3	1	2	3	3	4	1
Clarity of information/ signage	3	2	2	2	1	1	2	2	4	2	3	2	2	2	2
ADA Compliance	4	2	3	5	3	1	5	4	4	2	4	3	4	2	2
Lighting	4	1	3	2	1	1	2	4	4	1	4	3	3	2	2
COMFORT: Comfort and Image	3.5	1.7	2.7	3.7	2.2	2.0	4.8	3.7	3.3	2.3	3.3	2.8	2.3	2.7	2.3
First Impression/overall attractiveness	4	2	3	4	3	2	5	4	4	3	4	3	2	3	2
Feeling of safety	4	2	4	5	3	3	5	3	4	4	4	4	3	3	4
Cleanliness/overall quality of maintenance (Exterior)	4	2	3	4	3	2	5	4	4	2	4	2	2	3	3
Cleanliness/overall quality of maintenance (Interior)	3	-	2	-	-	-	-	-	-	-	-	-	2	-	-
Comfort of places to sit	4	1	4	2	1	2	4	3	2	2	3	3	3	2	2
Protection from bad weather	1	1	2	3	1	1	5	4	2	1	1	3	2	2	1
Evidence of management/stewardship (Exterior Site)	4	2	3	4	2	2	5	4	4	2	4	2	2	3	2
Evidence of management/stewardship (Interior)	4	-	2	-	-	-	-	-	-	-	-	-	3	-	-
Ability to easily supervise and manage the park or facility (Interior)	3	-	2	-	-	-	-	-	-	-	-	-	2	-	-
Condition and effectiveness of any equipment or operating system	4	-	2	-	-	-	-	-	-	-	-	-	2	-	-
USE: Uses and Activities and Sociability	3.8	1.2	3.7	3.2	1.7	1.8	4.2	3.4	2.5	2.4	3.3	3.0	2.8	2.4	1.8
Mix of uses/things to do	4	1	4	2	1	2	4	4	2	1	4	2	2	2	2
Level of activity	5	1	4	5	1	2	5	3	2	4	4	4	4	2	2
Sense of pride/ownership	5	2	3	4	2	2	5	4	4	4	3	3	2	3	2
Programming flexibility	4	1	5	3	3	2	5	5	3	2	3	4	4	3	2
Ability of facility to effectively support organized programming	3	-	4	-	2	2	-	-	2	-	3	-	-	-	2
Marketing or promotional efforts for the facility or activities	2	1	2	2	1	1	2	1	2	1	3	2	2	2	1
SUSTAINABILITY: Environmental Sustainability	3.3	3.0	2.3	4.0	2.7	2.7	3.0	3.3	2.7	2.0	2.7	3.0	2.7	2.3	2.0
Stormwater management	3	4	2	3	3	3	3	5	3	1	3	3	3	3	3
Multi-modal capacity		2	3	5	3	3	4	3	3	3	3	4	3	2	2
Facility energy efficiency	3	3	2	4	2	2	2	2	2	2	2	2	2	2	1
BUILDINGS: Buildings/Architecture	3.7	-	2.6	-	-	-	-	-	-	-	-	-	1.8	-	-
Image and aesthetics	3	-	2	-	-	-	-	-	-	-	-	-	1	-	-
Clarity of entry and connections to park	4	-	2	-	-	-	-	-	-	-	-	-	3	-	-
Interior layout	4	-	3	-	-	-	-	-	-	-	-	-	3	-	-
Interior finishes and furniture and equipment	2	-	2	-	-	-	-	-	-	-	-	-	1	-	-
Functioning dimensions of spaces	4	-	3	-	-	-	-	-	-	-	-	-	2	-	-
Structural integrity	5	-	3	-	-	-	-	-	-	-	-	-	3	-	-
Building enclosure	4	-	3	-	-	-	-	-	-	-	-	-	1	-	-
Building systems	4	-	3	-	-	-	-	-	-	-	-	-	1	-	-
Energy and sustainability	3	-	2	-	-	-	-	-	-	-	-	-	1	-	-
Average Score Without Building/Architecture	3.6	1.8	2.8	3.5	2.2	2.1	3.7	3.4	3.1	2.2	3.2	2.9	2.8	2.5	2.1
Average Score with/for Building/Architecture	3.6	-	2.8	-	-	-	-	-	-	-	-	-	2.6	-	-

FIGURE 1.4B
City of Sarasota Park and Facility Evaluations

	COMMUNITY PARKS													
	Nora Patterson Bay Island Park (North)	North Lido Beach Park	North Water Tower Park	Payne Park/Skate Park/Payne Park Concession	Payne Park Auditorium	Payne Park Café	Payne Park Tennis Center	Pioneer Park	Robert L. Taylor Community Complex/David Cohen Park	Sarasota Lawn Bowling	Selby Five Points Park	Tony Saprito Pier	Waterfront Park	Whittaker Gateway Park
ACCESS: Proximity/ Access/ Linkages	2.2	2.7	2.0	3.0			3.5	3.2	3.5	2.7	4.0	2.5	3.0	4.3
Visibility from a distance	3	3	1	3	-	-	3	2	5	4	4	3	3	4
Ease in walking to the park	2	4	2	3	-	-	3	3	3	4	5	3	3	5
Transit Access	1	5	1	2	-	-	2	3	3	3	5	1	3	5
Clarity of information/ signage	2	2	2	2	-	-	4	4	3	2	3	2	2	4
ADA Compliance	3	1	3	4	-	-	4	3	4	1	3	4	3	4
Lighting	2	1	3	4	-	-	5	4	3	2	4	2	4	4
COMFORT: Comfort and Image	2.7	2.1	3.3	3.0	2.3	3.5	3.0	2.8	4.0	3.0	3.8	2.5	2.8	4.7
First Impression/overall attractiveness	3	3	4	4	-	-	4	3	3	2	4	3	3	4
Feeling of safety	3	2	2	4	-	-	4	4	3	4	4	3	4	4
Cleanliness/overall quality of maintenance (Exterior)	3	2	4	3	-	-	3	3	4	3	5	3	3	5
Cleanliness/overall quality of maintenance (Interior)	-	-	3	2	3	4	-	-	5	2	-	-	-	-
Comfort of places to sit	3	1	2	3	-	-	3	3	3	3	4	2	3	5
Protection from bad weather	1	1	4	2	-	-	2	1	4	4	1	1	1	5
Evidence of management/stewardship (Exterior Site)	3	3	4	3	-	-	3	3	4	3	5	3	3	5
Evidence of management/stewardship (Interior)	-	-	3	4	2	3	-	-	5	3	-	-	-	-
Ability to easily supervise and manage the park or facility (Interior)	-	-	3	3	2	4	-	-	5	3	-	-	-	-
Condition and effectiveness of any equipment or operating system	-	-	3	3	2	3	-	-	4	3	-	-	-	-
USE: Uses and Activities and Sociability	2.4	1.8	3.3	3.7			3.5	3.0	4.3	2.2	3.0	2.5	2.3	3.8
Mix of uses/things to do	2	1	4	3	-	-	3	3	4	1	2	2	1	3
Level of activity	2	2	4	4	-	-	4	3	5	2	3	3	3	3
Sense of pride/ownership	3	3	4	3	-	-	4	3	5	3	4	3	3	5
Programming flexibility	3	1	3	5	-	-	3	4	4	2	4	2	2	5
Ability of facility to effectively support organized programming	-	3	4	5	-	-	4	4	4	3	-	3	3	5
Marketing or promotional efforts for the facility or activities	2	1	1	2	-	-	3	1	4	2	2	2	2	2
SUSTAINABILITY: Environmental Sustainability	2.3	3.0	3.0	3.3			3.0	3.0	3.7	2.0	2.5	2.7	2.0	3.7
Stormwater management	3	5	4	3	-	-	3	3	4	1	1	3	1	4
Multi-modal capacity	2	3	3	3	-	-	3	3	3	3	4	3	3	5
Facility energy efficiency	2	1	2	4	-	-	3	3	4	2	-	2	2	2
BUILDINGS: Buildings/Architecture	-	-	3.2	3.0	2.7	3.2	-	-	4.6	2.2	-	-	-	-
Image and aesthetics	-	-	3	4	2	4	-	-	4	1	-	-	-	-
Clarity of entry and connections to park	-	-	4	4	3	4	-	-	5	2	-	-	-	-
Interior layout	-	-	4	3	3	3	-	-	5	2	-	-	-	-
Interior finishes and furniture and equipment	-	-	3	2	2	4	-	-	4	2	-	-	-	-
Functioning dimensions of spaces	-	-	4	3	3	3	-	-	5	2	-	-	-	-
Structural integrity	-	-	3	3	3	3	-	-	5	3	-	-	-	-
Building enclosure	-	-	3	3	3	3	-	-	5	3	-	-	-	-
Building systems	-	-	3	3	3	3	-	-	5	3	-	-	-	-
Energy and sustainability	-	-	2	2	2	2	-	-	3	2	-	-	-	-
Average Score Without Building/Architecture	2.4	2.4	2.9	3.3	2.3	3.5	3.3	3.0	3.9	2.5	3.3	2.5	2.5	4.1
Average Score with/for Building/Architecture	-	-	3.0	3.0	2.7	3.2	-	-	4.0	2.4	-	-	-	-

FIGURE 1.4B
City of Sarasota Park and Facility Evaluations

	NEIGHBORHOOD PARKS											
	A.B. Smith Park	Avion Park	Dr. Martin Luther King Jr. Park	Eastwood Park	Firehouse Park	Fredd "Glossie" Atkins Park	Circus Trail Nature Park	Laurel Park	Mary Dean Park	Orange Avenue Park	Sapphire Shores Park	Shenandoah Park
ACCESS: Proximity/ Access/ Linkages	1.0	2.0	2.8	3.0	2.7	3.7	1.0	2.5	2.7	2.5	3.7	2.7
Visibility from a distance	1	2	5	2	4	2	1	2	4	4	4	4
Ease in walking to the park	1	2	3	4	4	4	1	4	4	3	5	4
Transit Access	1	2	1	1	1	5	1	1	1	1	1	1
Clarity of information/ signage	1	2	2	4	2	2	1	2	2	2	3	2
ADA Compliance	1	2	3	4	2	5	1	3	2	2	4	2
Lighting	1	2	3	3	3	4	1	3	3	3	5	3
COMFORT: Comfort and Image	1.6	1.5	3.0	3.8	2.7	2.6	1.0	4.0	2.3	2.5	4.3	2.5
First Impression/overall attractiveness	3	1	3	4	2	3	1	4	2	3	5	2
Feeling of safety	1	3	2	4	4	2	1	4	3	3	5	2
Cleanliness/overall quality of maintenance (Exterior)	-	2	3	4	3	3	1	4	2	3	5	3
Cleanliness/overall quality of maintenance (Interior)	-	-	1	-	-	1	-	-	-	-	-	-
Comfort of places to sit	1	1	3	3	3	3	1	4	3	2	5	2
Protection from bad weather	1	1	4	4	1	5	1	4	2	1	1	4
Evidence of management/stewardship (Exterior Site)	2	1	3	4	3	3	1	4	2	3	5	2
Evidence of management/stewardship (Interior)	-	-	1	-	-	1	-	-	-	-	-	-
Ability to easily supervise and manage the park or facility (Interior)	-	-	-	-	-	-	-	-	-	-	-	-
Condition and effectiveness of any equipment or operating system	-	-	-	-	-	-	-	-	-	-	-	-
USE: Uses and Activities and Sociability	1.6	1.3	2.4	3.7	2.4	2.6	1.6	3.2	2.8	2.6	3.8	2.0
Mix of uses/things to do	2	1	2	5	3	2	1	3	4	3	4	2
Level of activity	2	1	2	5	2	5	1	4	4	3	4	2
Sense of pride/ownership	2	1	3	3	3	2	1	4	2	3	5	2
Programming flexibility	1	3	3	3	3	3	3	3	3	3	4	3
Ability of facility to effectively support organized programming	-	1	-	3	-	-	-	3	-	-	4	-
Marketing or promotional efforts for the facility or activities	1	1	2	3	1	1	2	2	1	1	2	1
SUSTAINABILITY: Environmental Sustainability	3.0	2.7	2.7	1.3	3.0	3.7	3.0	2.7	3.0	2.7	1.7	2.7
Stormwater management	5	3	3	2	4	5	5	3	4	3	1	3
Multi-modal capacity	1	2	3	1	3	4	1	3	3	3	3	3
Facility energy efficiency	-	3	2	1	2	2	3	2	2	2	1	2
BUILDINGS: Buildings/Architecture	-	-	2.6		-	2.7	-	-	-	-	-	-
Image and aesthetics	-	-	3		-	3	-	-	-	-	-	-
Clarity of entry and connections to park	-	-	3		-	4	-	-	-	-	-	-
Interior layout	-	-	3		-	4	-	-	-	-	-	-
Interior finishes and furniture and equipment	-	-	1		-	1	-	-	-	-	-	-
Functioning dimensions of spaces	-	-	3		-	4	-	-	-	-	-	-
Structural integrity	-	-	3		-	2	-	-	-	-	-	-
Building enclosure	-	-	3		-	2	-	-	-	-	-	-
Building systems	-	-	2		-	2	-	-	-	-	-	-
Energy and sustainability	-	-	2		-	2	-	-	-	-	-	-
Average Score Without Building/Architecture	1.8	1.9	2.7	3.0	2.7	3.1	1.7	3.1	2.7	2.5	3.4	2.5
Average Score with/for Building/Architecture	-	-	2.7		-	3.0	-	-	-	-	-	-

FIGURE 1.4B
City of Sarasota Park and Facility Evaluations

	PASSIVE AREAS PARK												
	Bonita Park	Galvin Park	Lemon Avenue Mall	Links Plaza Park	Little Five Points	McClellan Parkway Park	Paul Thorpe Park	Roberts Memorial Park	San Remo Park	School Avenue Greenway/MURT	Seminole Linear Park	St. Armands Circle Park	Tuttle Walkway Park
ACCESS: Proximity/ Access/ Linkages	3.2	2.0	3.7	3.0	3.2	1.7	3.2	2.2	2.5	2.5	3.7	4.5	2.0
Visibility from a distance	5	3	4	4	4	3	4	3	4	3	4	5	3
Ease in walking to the park	5	2	5	5	5	2	5	3	2	3	4	5	1
Transit Access	1	1	3	1	1	1	1	1	3	1	1	5	1
Clarity of information/ signage	2	2	2	2	2	2	2	2	2	1	4	2	1
ADA Compliance	4	2	4	3	3	1	3	2	2	3	4	5	3
Lighting	2	2	4	3	4	1	4	2	2	4	5	5	3
COMFORT: Comfort and Image	4.2	3.2	3.3	3.0	3.2	2.3	3.2	2.5	3.0	3.0	3.0	3.7	2.7
First Impression/overall attractiveness	5	4	5	3	4	3	3	3	4	3	3	4	3
Feeling of safety	5	4	4	4	4	3	4	3	4	3	3	5	3
Cleanliness/overall quality of maintenance (Exterior)	5	4	4	3	4	3	3	3	4	4	3	4	4
Cleanliness/overall quality of maintenance (Interior)	-	-	-	-	-	-	-	-	-	-	-	-	-
Comfort of places to sit	4	2	2	4	2	1	4	2	1	3	4	4	1
Protection from bad weather	1	1	1	1	1	1	1	1	1	2	1	1	2
Evidence of management/stewardship (Exterior Site)	5	4	4	3	4	3	4	3	4	3	4	4	3
Evidence of management/stewardship (Interior)	-	-	-	-	-	-	-	-	-	-	-	-	-
Ability to easily supervise and manage the park or facility (Interior)	-	-	-	-	-	-	-	-	-	-	-	-	-
Condition and effectiveness of any equipment or operating system	-	-	-	-	-	-	-	-	-	-	-	-	-
USE: Uses and Activities and Sociability	2.8	2.8	2.8	1.8	2.0	1.6	2.0	1.6	2.3	2.2	2.2	3.5	2.0
Mix of uses/things to do	1	2	1	1	1	1	1	1	1	2	2	2	1
Level of activity	3	3	3	2	3	1	3	1	1	3	2	5	3
Sense of pride/ownership	5	4	4	3	3	3	3	3	4	3	4	4	3
Programming flexibility	3	3	3	1	1	1	1	1	3	1	2	4	1
Ability of facility to effectively support organized programming	-	-	4	-	-	-	-	-	3	2	-	4	-
Marketing or promotional efforts for the facility or activities	2	2	2	2	2	2	2	2	2	2	1	2	2
SUSTAINABILITY: Environmental Sustainability	2.3	3.0	3.3	2.0	2.7	1.3	2.3	2.0	2.7	2.7	2.7	2.3	2.7
Stormwater management	2	3	3	1	1	2	1	1	3	3	3	3	3
Multi-modal capacity	3	3	4	3	4	1	4	3	3	3	3	2	3
Facility energy efficiency	2	3	3	2	3	1	2	2	2	2	2	2	2
BUILDINGS: Buildings/Architecture	-	-	-	-	-	-	-	-	-	-	-	-	-
Image and aesthetics	-	-	-	-	-	-	-	-	-	-	-	-	-
Clarity of entry and connections to park	-	-	-	-	-	-	-	-	-	-	-	-	-
Interior layout	-	-	-	-	-	-	-	-	-	-	-	-	-
Interior finishes and furniture and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Functioning dimensions of spaces	-	-	-	-	-	-	-	-	-	-	-	-	-
Structural integrity	-	-	-	-	-	-	-	-	-	-	-	-	-
Building enclosure	-	-	-	-	-	-	-	-	-	-	-	-	-
Building systems	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy and sustainability	-	-	-	-	-	-	-	-	-	-	-	-	-
Average Score Without Building/Architecture	3.1	2.7	3.3	2.5	2.8	1.7	2.7	2.1	2.6	2.6	2.9	3.5	2.3
Average Score with/for Building/Architecture	-	-	-	-	-	-	-	-	-	-	-	-	-

FIGURE 1.4B
City of Sarasota Park and Facility Evaluations

SPECIAL PURPOSE PARK				TOTAL: ALL PARKS
	Bobby Jones Golf Club	Centennial Park	Alderman MURT	
ACCESS: Proximity/ Access/ Linkages	2.5	3.5	4.2	3.0
Visibility from a distance	3	3	4	3.2
Ease in walking to the park	2	4	5	3.3
Transit Access	1	3	5	2.2
Clarity of information/ signage	3	4	1	2.1
ADA Compliance	3	3	5	2.7
Lighting	3	4	5	2.8
COMFORT: Comfort and Image	2.9	3.0	2.8	2.8
First Impression/overall attractiveness	3	3	4	2.9
Feeling of safety	3	4	4	3.3
Cleanliness/overall quality of maintenance (Exterior)	3	4	4	3.3
Cleanliness/overall quality of maintenance (Interior)	3	-	-	1.8
Comfort of places to sit	2	3	1	2.6
Protection from bad weather	3	1	1	1.7
Evidence of management/stewardship (Exterior Site)	3	3	3	3.2
Evidence of management/stewardship (Interior)	3	-	-	2.1
Ability to easily supervise and manage the park or facility (Interior)	3	-	-	3.0
Condition and effectiveness of any equipment or operating system	3	-	-	3.0
USE: Uses and Activities and Sociability	3.3	2.7	2.8	2.4
Mix of uses/things to do	2	1	3	2.0
Level of activity	4	3	3	2.7
Sense of pride/ownership	4	3	3	2.9
Programming flexibility	3	3	-	2.5
Ability of facility to effectively support organized programming	3	3	-	2.9
Marketing or promotional efforts for the facility or activities	4	3	2	1.8
SUSTAINABILITY: Environmental Sustainability	2.7	2.3	5.0	2.6
Stormwater management	4	1	5	2.7
Multi-modal capacity	2	3	5	2.8
Facility energy efficiency	2	3	5	2.3
BUILDINGS: Buildings/Architecture	3.0	3.2	-	2.9
Image and aesthetics	3	2	-	2.6
Clarity of entry and connections to park	3	3	-	3.3
Interior layout	3	3	-	3.3
Interior finishes and furniture and equipment	3	3	-	2.1
Functioning dimensions of spaces	3	3	-	3.2
Structural integrity	3	4	-	3.3
Building enclosure	3	4	-	3.2
Building systems	3	4	-	3.0
Energy and sustainability	3	3	-	2.4
Average Score Without Building/Architecture	2.9	2.9	3.8	-
Average Score with/for Building/Architecture	2.9	2.9	-	-
				2.7

FIGURE 1.4B
City of Sarasota Park and Facility Evaluations

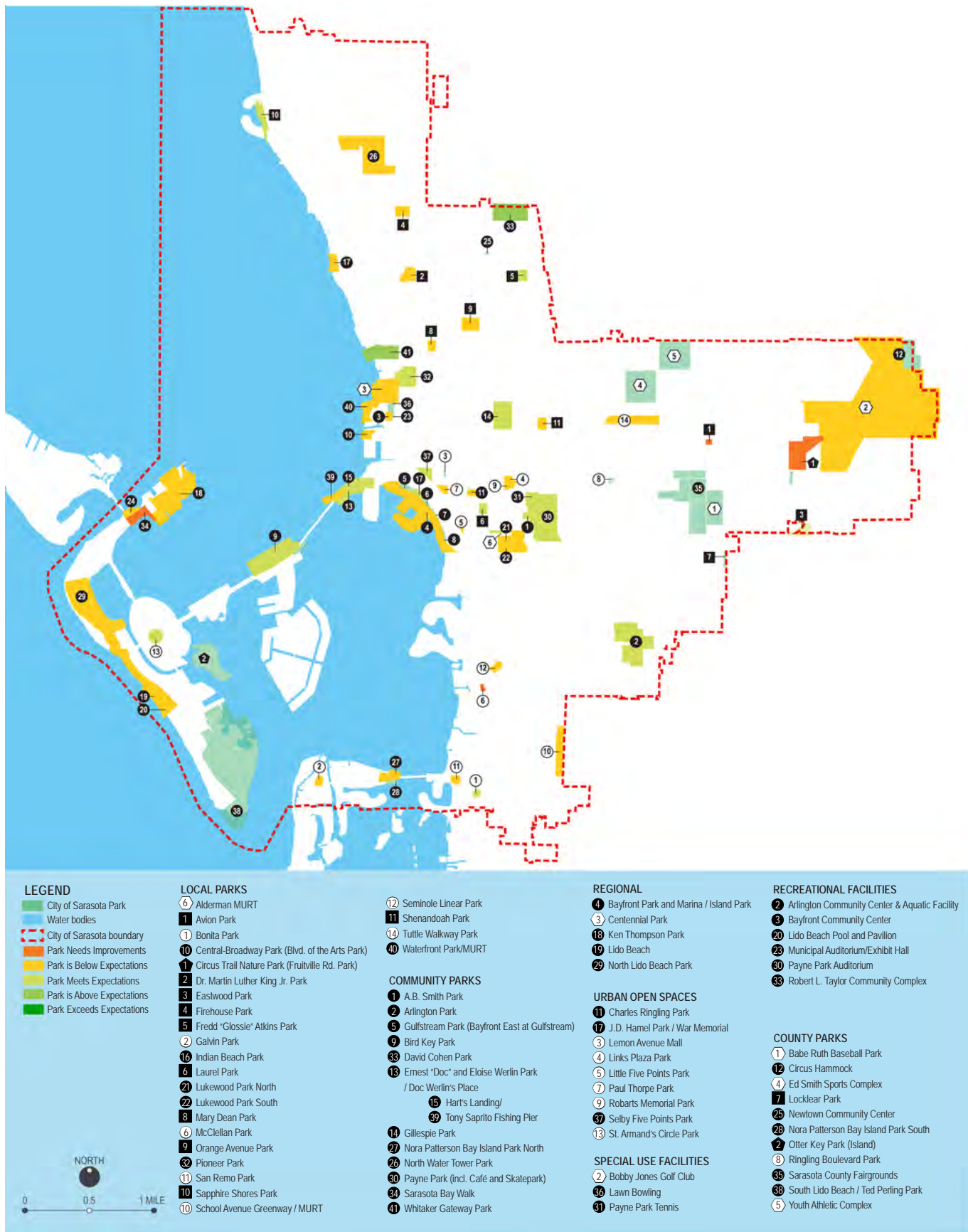


FIGURE 1.4C
City of Sarasota Park and Facility Evaluation Map

Park and Facility Evaluation Summary Findings

Based on the analysis of Sarasota's Parks and Public Realm System using the criteria previously described and Whittaker Gateway Park as the measuring stick, it appears that while Sarasota's Parks and Public Realm System has many positive qualities, it is also in need of many improvements. The highest scoring park was Whittaker Gateway Park with a score of 4.5. This park displayed various access, comfort, use, and sustainability characteristics that are exemplary and should be implemented throughout the park system.



(+) ACCESS

- Clear site lines along most of the park's edges allow unobstructed views into the park.
- An interconnected network of sidewalks that connect the park to the surrounding neighborhood encourage walkability to the park. A transit stop located right on the park extends the reach of the park to the broader community.
- Elegant pedestrian down-light fixtures throughout the park that enhance the overall appearance, experience, and safety of the park, while also providing sufficient lighting in the park and not infringing on the surrounding homes.
- Great ADA access throughout the park and into most of the park's facilities and amenities.
- The park contains a hierarchy of signs including gateway, identification, interpretative, and regulatory signs.



(+) COMFORT

- Cleanliness and overall quality of maintenance in Whittaker Gateway Park provides an overall positive first impression.
- The park exhibits good management and stewardship with clean and undamaged structures, recreational facilities, pavements, furnishings, and hardscapes.
- A large entry point as well as high-rise condos that overlook the park and provide "eyes on the park", provide a feeling of safety and security in the park.
- Pavilions with picnic tables, benches and swing benches under shade trees located throughout the park provide park users with comfortable seating areas and shelter from inclement and harsh weather.





(+) USES

- The playground, pavilions, picnic tables, walking path, and exercise stations along the perimeter of the park are actively used by “patrolling” users that appear to demonstrate a sense of pride/ownership of the park.
- Swing benches facing the water with great sunset views and a fishing pier leverages the site’s unique location.
- The park’s flat topography and layout with various multi-purpose open spaces located adjacent to pavilions with picnic tables provide users with flexibility to organize a range of programs and events.
- Various park elements and amenities such as ample parking, transit access, sidewalks connected to adjacent residential areas, a restroom building, water fountains, multi-purpose areas, and pavilions allow the park to effectively support organized programs.



(+) SUSTAINABILITY

- Stormwater water in Whittaker Gateway Park is treated through natural percolation and a swale system that is designed thoughtfully into the layout of the park in a manner that maximizes usable park space.
- Whittaker Gateway Park can easily be accessed by walking, driving, and transit.



The lowest ranking parks were McClellan Parkway Park, Bay Walk Park at City Island, Circus Trail Nature Park, and Avion Park. These parks displayed various access, comfort, use, and building characteristics that the City should try to avoid and improve as possible in all its parks.



(-) ACCESS

- Poor visibility and a lack of clear site lines into or out of the park, and a singular access point that is partially obstructed by overgrown landscaping at Bay Walk at City Island create an uninviting and isolated feeling into the Park.
- Limited sidewalks and lack of shade trees on sidewalks that connect to Bay Walk Park at City Island to the surrounding neighborhood hinder walking to the park.
- Aged, deteriorating, and limited signage; limited lighting; and poor ADA access limit understanding and access to the parks.



(-) COMFORT

- Aging and deteriorating railing and signage at Bay Walk at City Island create a poor impression and take away from the overall attractiveness of the parks.
- The presence of litter in Bay Walk Park at City Island provide a poor perception of the overall quality of maintenance and stewardship of the parks.
- Limited seating options and protection from inclement weather at McClellan Parkway Park, Bay Walk Park at City Island, and Avion Park limit comfort in the park.



(-) USES

- Limited and/or focused amenities and facilities at McClellan Parkway Park, Bay Walk Park at City Island, and Avion Park limit the things visitors can do.
- Park activity appears to be low at the parks with park use only happening during programmed events.
- Marketing and promotional efforts for the parks appear to be limited.



(-) SUSTAINABILITY

- Energy efficient light fixtures and renewable power sources are limited in the parks.

The City's parks and public system as a whole displayed a variety of strengths and opportunities that the City should build on and improve wherever possible.

+/- ACCESS



Strengths

- Many of the City's parks provide clear site lines and visibility into the park from at least two of the edges of the park.
- Many of the City's parks offer users the opportunity to walk to the park along sidewalks or neighborhood streets with low traffic that connect the park to the surrounding neighborhood.

Opportunities

- Signage in most of the City's parks is limited to gateway and regulatory signs, many of which are aging and in need of repair.
- ADA access is limited in many of the City's parks.
- Lighting is limited in many of the parks.

+/- COMFORT



Strengths

- The exterior spaces of many of the City's parks are clean and exhibit an acceptable level of maintenance and cleanliness, which evoke a feeling of safety.
- The condition of many of the park's amenities and facilities are adequate and demonstrate management and stewardship from users.

Opportunities

- First impression and overall attractiveness of the parks is not consistent. Some parks exhibit high levels of design standards and stewardship, while others are in need of improvements to increase curb appeal.
- Many of the parks have limited seating, shelters, and restroom facilities.

+/- USE



Strengths

- Various parks appear to be well used and demonstrate high levels of park pride and stewardship from users.

Opportunities

- Many of the City's parks have a limited mix of things to do, which appear to limit park activity and use.
- The spatial programming of many of the parks is limited due to size and existing location of park amenities, which limits the programmatic flexibility of the parks.
- Marketing and promotional efforts are limited.

+/- SUSTAINABILITY



Strengths

- Many of the City's parks have limited impervious surfaces, which allows water to percolate naturally into the soil and/or sheet flow into retention and detention areas.
- Some of the City's parks have integrated stormwater management into the overall design and experience of the park.

Opportunities

- Multi-modal access to many of the parks is limited.
- Energy and water efficient as well as renewable power sources are limited in the park.

+/- BUILDINGS



Strengths

- Many of the City's park buildings are well situated in the park and have clear entry and exit points that relate well to the overall layout of the park.
- The interior layout of many of the City's park buildings are efficiently and well organized.
- Many of the City's park building interior spaces are adequate in size to support park programs and activities.

Opportunities

- Design standards and the aesthetic appearance of the City's park buildings vary, with some having high quality design and architectural standards that compliment park settings and contribute to the overall experience of the park, while others do not.
- The quality and appearance of interior finished, furniture, and equipment varies between buildings and are not always adequate to effectively support park activities and programs.
- Energy efficient lights, water conserving fixtures, and renewable power sources are limited in the City's park buildings.

Ideas on how to build on and improve these characteristics will be addressed in the Visioning phase of the project.

1.5 EXISTING OPERATIONS AND MAINTENANCE

The following section provides an assessment of three key aspects of the City of Sarasota's Parks and Recreation Department's current operations: Recreation Programs, Organization and Staffing, and Operations. Information documented in this section was gathered through a series of staff interviews, facility and park tours, and a review of information and documents supplied by the Department.

Recreation Programs Assessment

The City of Sarasota currently has a limited offering of recreation programs and services for its citizens.

- Like many cities in the United States, Sarasota faces challenges in the delivery of recreation services in a cost effective and efficient manner. In the 1980's, the Department had a more broad-based offering of recreation programs and services in a variety of interest areas.
- Also, a number of facilities and parks in the city are operated and maintained by Sarasota County, including Arlington Park and the Payne Park Tennis Center. This has limited the locations for recreation programming.
- The Parks and Recreation Department focuses the majority of its programming efforts on youth, sports, and golf.
- Recreation programs and services are generally planned and delivered through the Robert L. Taylor Community Complex with few other programs taking place in other locations (with the exception of golf).
- Recreation programming is negatively impacted by the absence of any real marketing efforts, the lack of a seasonal program brochure, and the absence of on-line registration capabilities.
- The Department has very few performance measures and little record keeping regarding recreation programs.

Programming Classifications:

Figure 1.5A shows the major areas of focus for current Sarasota recreation programs and services by categories commonly found in parks and recreation agencies nationally. Program lists are based on a review of offerings for 2017-2018, that were provided by the Department.

AREA	FOCUS	PROGRAMS
Sports	Youth Sports	Basketball, Soccer, Flag Football, Volleyball, Clinics & Camps, Golf Leagues/ Tournaments/Clinics
	Adult Sports	Basketball, Volleyball, Soccer, Flag Football, Golf Leagues/Tournaments/ Clinics, Dodgeball, Kickball, Pickleball
Fitness	Youth	N/A
	Adult	Zumba, Yoga, Weight Loss Challenge
Cultural Arts	Youth	N/A
	Adult	Ballroom Dancing
Aquatics	Youth	N/A
	Adult	N/A
Youth		After School, Summer Camps, Vacation Camps
Education	Youth	Integrated as part of the After School and other youth programs
	Adult	N/A
General Interest	Youth	N/A
	Adult	N/A
Special Needs	Youth	N/A
	Adult	N/A
Special Events		Trunk or Treat, Winter Wonderland, Spring Break, Elementary School Dance, Fitness Challenge
Outdoor Recreation		N/A
Seniors		Senior Friendship Group
Teens		HARD: NOC, Teen Camp
Self Directed	Youth	Drop-in Basketball/ Volleyball, Drop-in Swimming, Golf, Tennis
	Adult	Lap/Drop-in Swimming, Fitness, Drop-in Basketball/ Volleyball, Golf, Tennis

FIGURE 1.5A
Major focus areas and programs offered

Recreation Program Statistics:

Figure 1.5B shows statistics for various recreation programs offered at Robert L. Taylor Community Complex by the Sarasota Parks and Recreation Department in 2017.

PROGRAM	PARTICIPANTS	DETAILS	FEES
Summer Camp	105	10-week summer program for youth age 6-11	\$50 per week per child
Teen Camp	15	10-week summer program for youth 12-14	\$35 per week per child
Adult Basketball League	80	4 sessions per year for 8 weeks	\$40 per 8-week session
Youth Basketball	35	Learning skills – age 5-11, 4 sessions year for 8 weeks	\$35 per 8-week session
Senior Friendship Group	35	Monday-Thursday – includes a meal, exercise, bingo, sewing, knitting, card playing and movies	No charge
After School	35	After school/homework help from 3:15-6:15pm for kids K-12	No charge
After School – Brothers and Sisters Group	35	After school/homework help from 2:30-6:00pm for kids 6-8	No charge
Adult Pickleball	25	Daily from 8am to 1pm (no summer)	\$2 per day
HARD:NOC Teen Program	16	Kids ages 12-15 meet daily for homework and community involvement	No charge
Winter Break Camp	30	2-week camp for grades K-5 during the holiday break	\$50 per week
Spring Break Camp	30	1-week camp for grades K-5 during spring break	\$50 per week
Women's Golf League	80	Weekly competitive golf league for women	Annual dues + golf fee
Men's Golf League	100	Weekly competitive golf league for men	Annual dues + golf fee
PGA Drive & Chip & Putt	200+	PGA sponsored competition for youth age 8-18.	No charge
Jr. Golf Clinics	48	3 sessions, half day in summer youth age 8-18.	\$100 per session

FIGURE 1.5B

Recreation programs offered at Robert L. Taylor Community Complex

Current Program Assessment:

The following is an overall assessment of the current level of recreation programming that is offered by the Sarasota Parks and Recreation Department.

STRENGTHS

- The Department has a strong youth programming emphasis with an after-school program during the school year and a summer camp program.
- There is a significant number of youth and adult team sports.
- The Department has a strong commitment to golf.
- The HARD: NOC teen program is also an area of focus.
- There are strong opportunities for self-directed activities especially in sports and aquatics.
- Social service and education opportunities are being integrated in with more traditional recreation services.

WEAKNESSES

- There are no aquatic programs despite the presence of two aquatic facilities in the city.
- There are no special needs programs that are offered.
- There are virtually no outdoor recreation programs.
- Teen programming is somewhat limited.
- There is a limited amount of fitness programming in place, even with a significant fitness center that is part of the Robert L. Taylor Recreation Complex.
- There is very little intergenerational programming or family-based programming available.
- There is very little senior programming available.
- Cultural arts offerings are very small in number.

Other Providers:

In addition to the recreation programs and services that are provided by the Sarasota Parks and Recreation Department, there are also a number of other organizations and facilities that provide services at Robert L. Taylor Community Complex. These include:

ORGANIZATION	SERVICES
Brothers & Sisters Doing the Right Thing	Tutoring/Homework Help
Senior Friendship Center	Senior programming including transportation, group exercise and free lunch five days per week
SRQ Commit Men:	Men's group offered weekly
NRO/CRA	Holding monthly CRA Board Meetings
CHAT-Community Health Action Team	Promoting community gardening and healthy eating programming for community members
Greater Newtown Centennial Steering Committee	Planning sessions for Newtown Centennial Celebration activities
CEO Classes	10-week free Career Entrepreneur Opportunity Introduction to Business Classes
SCTI/Susan Imperato	Graduation Ceremony for graduates of the GED course at SCTI
Safe Children's Coalition	Fostering and adoption information fair, Child Abuse Awareness Month Proclamation Ceremony
Law Enforcement/Ministerial Focus Group	Meets 1st Wednesday of each month to discuss community issues and plan community events
Caretaker's Focus Group	Meets 2nd Wednesday of each month to discuss issues of caregiving in the community.
Goodwill (Community Expo)	Annually hold a Community Health Expo in the Spring
UN Women	Held free movie nights, also hosted International Women's Day Tea
NAACP	Hosts Youth Council Breakfast and Men of Valor Breakfast
SMA (Basketball)	Hosted Boys and Girls varsity and Jr. varsity home games
United Way Suncoast Vita Program	Free Tax Preparation Service
Brotherhood of Men	Mentoring program for boys
City of Sarasota	Community Engagement with Mr. Thomas Barwin
We Are For Kids	Working with the HARD:NOC teen program
Booker High School	Speech on Underage drinking prevention
All Faiths Food Bank	Free healthy cooking classes for kids
SCF Collegiate School	Information night concerning new courses at SCF
Visible Men Academy	Free School for young men
Sarasota County Emergency Services	Hurricane Planning Media Event
SCAT-Sarasota County Area Transit	10-year Transit Development Plan/Public Forum
Eternal Bread of Life/The MacArthur's	Provide free food and Thanksgiving Dinners to the community
Florida Department of Juvenile Justice	Community Conversation
Newtown Beautification Committee	Planted Trees and flowers in the community
SRQ County Health Department	Affordable Care Act Navigators helped community access Health Care website
Asolo Repertory Theatre:	Free live presentation of Romeo and Juliet
Amaryllis Park Neighborhood Association	Community Conversation and Information Sessions
Sarasota Police Department-New Beginnings II/Partners in Blue	New Beginnings II/Partners in Blue
Newtown Historic District	Community Conversation and Information Sessions. Newtown Historic District.
League of Florida Cities	Florida League of Cities, Hosted by the City of Sarasota at Robert L. Taylor Community Complex
Big Brothers/Big Sisters	Recruiting, Meet and Greet Sessions, for Students and Mentors
Sarasota Scullers Rowing Team	Community Rowing Program at Nathan Benderson Park, teaming with the HARDNOC Teen Program

FIGURE 1.5C

List of organizations providing services at Robert L. Taylor Community Center | 2018

It should be noted that many of the partners listed above have a distinct social service focus that goes well beyond traditional recreation services.

In addition to the organizations listed above that have a presence at the Robert L. Taylor Community Complex, there is a significant number of other providers of recreation, sports, fitness and aquatics services in Sarasota. These include:

1. **Sarasota County**

The County is a major provider of recreation programs and services in the area as well as the City of Sarasota. The County operates the Payne Park Tennis Center and also provides a variety of services at indoor recreation facilities and aquatic centers in and around the city.

2. **Sarasota County Public Schools**

Although not a large provider of actual recreation services, the schools' facilities are locations for other community organizations to conduct their sports and recreation programs.

3. **Van Wezel Performing Arts Hall**

This City facility hosts a variety of cultural arts performances as well as arts education programs.

4. **Sarasota Sk8Skool**

This not-for-profit organization operates the Skate Park in Payne Park. They provide special events, birthday parties, skate classes, musical performances, fund raisers, art shows, competitions, and camps.

5. **Non-Profits**

There are a number of strong non-profit recreation providers in Sarasota, including the YMCA, Boys & Girls Club, and the Jewish Community Center. They all have facilities in the city and have robust program offerings.

6. **Youth Sports Organizations**

There are a variety of youth sports organizations in the city and county that provide sports leagues, camps, and clinics in a number of different sports.

7. **Private**

Like most larger cities, Sarasota has a vast variety of private recreation, sports and fitness providers. This includes a large number of private health clubs, dance studios, martial arts studios, and other facilities.

As indicated, there is a very large number of other recreation, sports, fitness, and cultural arts providers in Sarasota. Their role in providing these services both now and in the future must be recognized and considered when the Department establishes its program plan.

Gaps in Programming:

With very limited Sarasota Parks and Recreation Department-based recreation programming available, there are significant gaps in most all categories of recreation programming. This requires other organizations or providers in the market to fill this need. Moving forward, the City of Sarasota will need to make a determination if they want to increase the level of recreation programming that is offered or continue to rely on others for these services.

Organization and Staffing Assessment

The Sarasota Parks and Recreation Department for FY 2018 is comprised of approximately 62 full-time staff. It is important to realize that Parks and Recreation has only been a separate department since 2016. Before this date, parks and recreation was part of Public Works. Before Public Works, there was a Sports Facilities Department for the golf course, Children's Fountain, Skate Park, and Baseball Stadium. Prior to 2011, Sarasota County was the provider of most parks and recreation services for the City.

Department Organizations:

The Parks and Recreation Department is organized into four different divisions, with each having its own staff and budget.



Landscape Operations

This division is responsible for the maintenance of all parks, built facilities in parks, medians, trails, cemeteries and streetscapes. There are 38 full-time staff plus 7 part-time positions in the Division. There are five "landscape" crews, plus a Forestry/Arborist staff and a Facility Maintenance/Project Management staff. There is also a Landscape Operations Manager and a Landscape Supervisor in the management area of the Division. This is a rather traditional structure for a landscape or parks maintenance division. Before the Great Recession, Landscape had 50 plus staff and fewer areas to maintain; including fewer parks and fewer streetscapes.

- The landscape crews are responsible for the on-going maintenance of all parks, cemeteries, and medians. The five crews are divided into geographic areas of responsibility as well as by tasks.
- The Forestry/Arborist staff manage the City's trees.
- The Facility Maintenance/project Management staff are responsible for bids, contract work, project specifications, and the management of custodial contracts. They are also responsible for playground maintenance and there are two Certified Playground Safety Inspectors (CPSI) on staff.
- The majority of landscape services are conducted in-house with the exception of some mowing, and restroom cleaning.
- Vehicle maintenance is handled by Fleet Maintenance in Public Works and small engine repair is contracted.
- The Division is working to map and inventory all assets. This includes park and non-park areas in the City. It is estimated that there is another 61 acres of non-park landscaping to maintain.
- The Landscape Division utilizes a portion of the Public Works maintenance facility for their equipment and it has a very small office area that is inadequate for the level of management and supervisory staff that the Division has. The Division also has a small maintenance yard at Payne Park. The Forestry/Arborist staff works out of this location.
- There is limited full-time maintenance staff scheduled for weekends.
- The Division utilizes the Cartegraph software system to manage work orders and other functions. They also have tablets in the field to track work orders, etc.



Robert L Taylor Community Complex

This Division oversees the operation and maintenance of this facility that includes the recreation center, aquatic center and artificial turf field. There is a staff of 12 full-time staff that includes facility operations, maintenance and recreation programming. There are also a significant number of part-time staff for facility operations and recreation programs. The Division also manages the operation of the Children's Fountain in Bayfront Park and the pool/pavilion at Lido Beach. In addition, they also manage the operations contract for the Skate Park in Payne Park.

- There is very little staff dedicated to providing recreation programs and services at the complex. However, there is a goal to increase the level of programming at the complex as well as at other sites across the City. To help accomplish this, one of the existing Recreation Facilities Supervisors has been reclassified to a Programming Manager.
- All on-going custodial and maintenance responsibilities are handled in-house by staff. The complex is reasonably well maintained but the center itself needs additional care.
- There is a registration software system (CSI) in place, but this seems to be inadequate for the facility and the Department in general.
- The Children's Fountain is operated seven months a year and has part-time Recreation Attendants assigned to monitor the facility.
- The Skate Park is operated by a not-for-profit organization "Sarasota Sk8Skool". There are over 15,000 sales recorded annually.
- The Lido Beach pavilion's food concession operation is contracted to outside vendors, but the pool is managed by the City with lifeguards being provided for year-round operation.

Beyond these Divisions there are two others that operate as enterprise funds. This includes Auditoriums and Bobby Jones Golf Club.



Auditoriums

This Division includes the management, operations and maintenance of the Municipal Auditorium, Bayfront Community Center and Payne Park Auditorium. The Division is also responsible for permitting special events in the city. There is a full-time staff of 7 that includes 3 maintenance staff, as well as 2 special events staff. There are also part-time maintenance staff (event set-up) and special event staff.

- The three auditorium venues are sized from large (Municipal Auditorium), medium (Payne Park Auditorium), and small (Bayfront Community Center).
- The majority of events that are held in the auditoriums are rentals to outside groups or organizations. The Division does host internal events in the Municipal Auditorium.
- Virtually all on-going custodial and maintenance responsibilities are handled in-house by staff. The three buildings are well maintained.

- The Division does operate a small concession operation at Municipal Auditorium.
- Special Events co-sponsors or permits 100 events a year plus processes applications for another 200 demonstrations, film shoots, park usage, wedding and sound permits annually. However, they do not run any of their own events. They do have staff that monitors events and are responsible for collecting fees.
- There is very limited office space for Auditorium and Special Events staff in Municipal Auditorium.
- Van Wezel Performing Arts Hall is its own Department within the City and is not part of Parks & Recreation.



Bobby Jones Golf Club

The 45-hole, 324-acre complex includes two 18-hole championship courses and a 9-hole executive course. Other amenities include a 12-station practice range, three putting greens, a pitching area, golf shop and restaurant/bar. The course also offers lessons, leagues and tournaments. There are seven (7) full-time staff and numerous seasonal part-time staff that work as starters and attendants. There are also a considerable number of volunteers and community service workers that contribute time monthly to the course.

- The club averages nearly 115,000 golfers annually.
- Volunteers receive use of the course as a reward.
- The restaurant and bar are contract operated. The City has had difficulty keeping operators. The City holds the liquor license.
- Course maintenance is contracted as well, but there is not adequate monitoring by staff to ensure contract compliance.
- The club had a “Golf Course Renovation Business Plan Report” completed by Richard Mandell Golf Architecture in 2017 that focused on updating and renovating the facility. The USGA also completed a course condition study in 2014. This study looked at specific improvements that were needed to the greens, tees, fairways and roughs. There were also reports completed by the National Golf Foundation in 2008 and 2014. These reports identified a significant number of deferred maintenance issues and improvements to the course itself as well as the club house.
- There is an unofficial “Friends of Bobby Jones” organization that provides unsolicited input on course and operations changes.

- The course does not utilize any type of scheduling software for staff.
- There is a POS/Tee Time integrated system by EZ Links that is used at the club and they trade two foursomes a day.

General:

The following are general comments regarding the organization and staffing of the Parks and Recreation Department:

- The job descriptions for all full-time and part-time positions in the Department do not reflect the true roles and responsibilities of the positions.
- In addition to the four Divisions noted above, there are also three administrative staff, the Parks and Recreation Director, Parks and Recreation General Manager, and Administrative Supervisor.
- There is no dedicated marketing staff or the Department.
- There is very limited administrative staff dedicated to finance and tracking performance measurements.
- Indoor facility maintenance and custodial services are not centralized but are the responsibility of each Division.
- The Department does not utilize Public Works for many services or maintenance/operations support.
- The Department does not have a succession plan for senior staff. Several staff are in “the drop” and will be leaving the City in the coming years.

Parks and Recreation Department Organizational Chart:

The next page has the existing organizational chart for the Department as of Fiscal Year 2018.

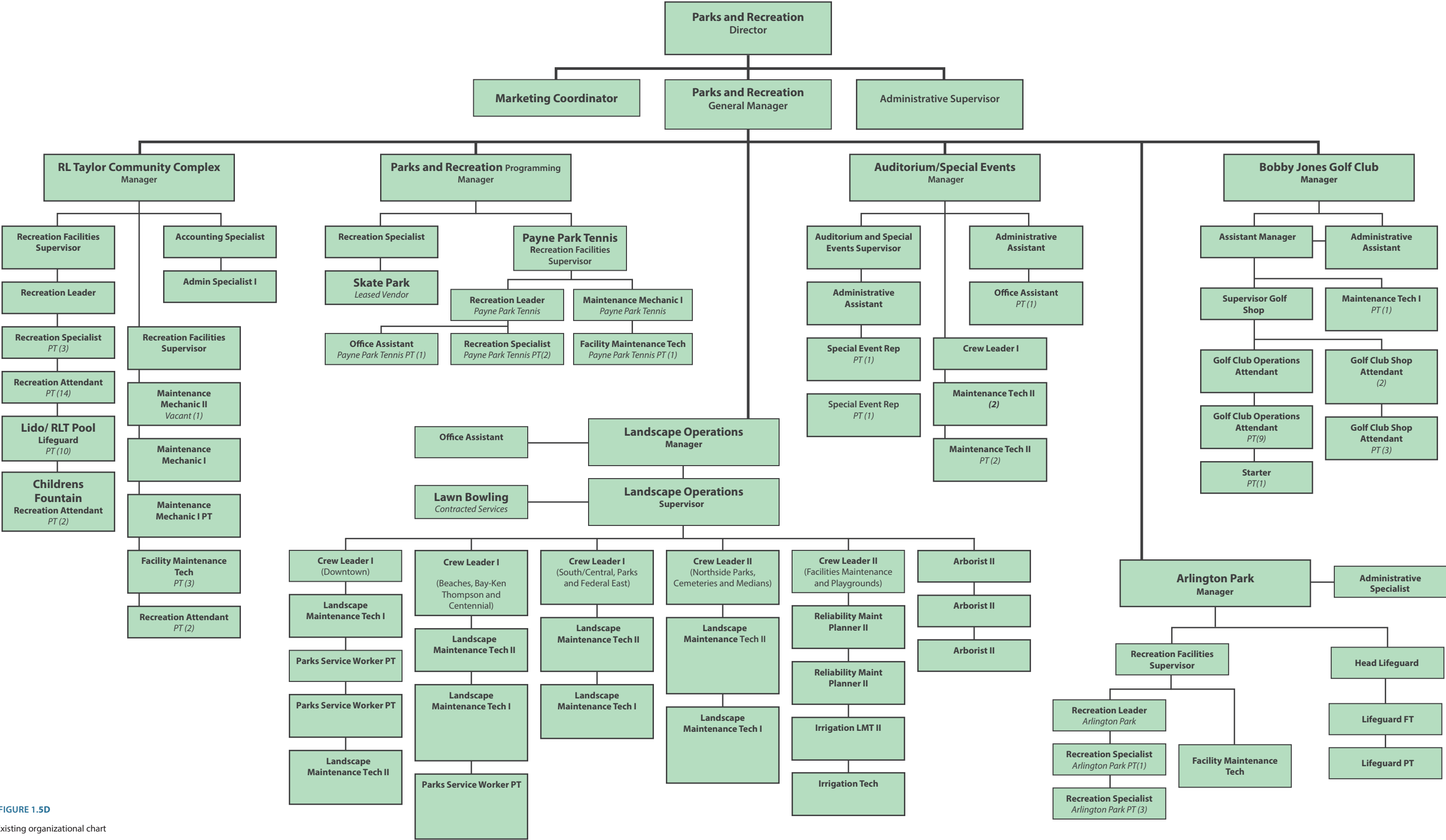


FIGURE 1.5D
Existing organizational chart

Operations

The current operation of the Parks and Recreation Department has been assessed with a focus on the operating budget for the Department, the fee philosophy and policy, operational policies and procedures, and maintenance plans and procedures.

Operational Budgets:

The Parks and Recreation Department has a significant number of budget accounts. The following budget accounts have been organized by the different Divisions in the Department and the budgets that they are responsible for.

1. Parks and Recreation (Administration)

This Division has one single budget for administration of the Parks and Recreation Department.

- This budget account consists of the administrative positions in the Department.
- The 2018 budget includes three FTE's (Parks and Recreation Director, Parks and Recreation General Manager and the Administrative Supervisor).

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$3,292	\$0	\$0
Expenditures	\$186,787	\$308,917	\$393,931

FIGURE 1.5E
Operational Budget - Parks and Recreation (Administration)

2. Landscape Maintenance Administration

This Division had three separate budgets for different aspects of Landscape Operations. This included Administration Landscape Maintenance, and Maintenance of Parks and Miscellaneous Areas. The Administration budget has since been eliminated and absorbed into the other two budgets.

Administration

- The 2018 budget includes two FTE's: Landscape Operations Manager and Landscape Operations Supervisor.
- There was \$26,264 in revenue from Transfers collected in 2016 and 2017, but this has been eliminated for 2018.
- Personnel costs make up the largest expenditure along with general operating expenditures.

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$26,265	\$26,764	\$0
Expenditures	\$439,142	\$453,742	\$297,031

FIGURE 1.5F
Landscape Operations - Administration operational budget

Non-Park Maintenance

- This is the primary budget for cemeteries, medians, streetscapes and City building landscape maintenance.
- The 2018 budget includes 28 FTE's.
- There was \$404,676 in revenue from Transfers collected in 2016 and 2017, but this has been eliminated for 2018.
- There were revenue chargebacks and other internal services of \$22,167 in 2016 and \$29,985 in 2017.
- Personnel costs make up the largest expenditure along with general operating expenditures.
- Capital expenditures are minimal.

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$426,843	\$434,661	\$106,985
Expenditures	\$2,156,429	\$2,414,180	\$2,952,892

FIGURE 1.5G
Landscape Operations - Landscape Maintenance operational budget

Parks and Miscellaneous Areas

- This is the primary budget for parks maintenance, green spaces, cemeteries and around City facilities.
- The 2018 budget includes 6 FTE's. Four of these positions are new for this year and include two Landscape Tech II's and two Irrigation Techs.
- There was \$108,517 in revenues from Transfers collected in 2016 and 2017, but this has been eliminated for 2018.
- There was revenue from chargebacks and other internal services of \$38,428 in 2016 and \$36,000 in 2017.
- Operating expenditures make up the largest expenditure and cover some contracted services. With the new positions, personnel costs have increased significantly in 2018.
- There is a small level of capital expenditures

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$146,945	\$144,517	\$36,000
Expenditures	\$898,748	\$1,189,753	\$1,304,296

FIGURE 1.5H
Landscape Operations - Maintenance of Parks and Miscellaneous Areas operational budget

3. Robert L. Taylor Community Complex

The Division has four different budget accounts including the Robert L Taylor Community Complex, Children's Fountain, Skateboard Park, and Lido Beach Pavilion and Pool.

Robert L Taylor Community Complex

- The 2018 budget includes 10 FTE's.
- There was \$320,000 in revenues for "Intergovernmental Services" collected in 2016, but this has been eliminated for 2017 and beyond.
- Other revenues include fees for center/complex use.
- Personnel costs make up the largest expenditure along with operating supplies and other operations costs (utilities).
- There is limited funding for expanding recreation programming at the complex and across the city. However, one of the existing Recreation Facilities Supervisor has been reclassified to Programming Manager for 2018.
- The new stadium field is tasked with generating \$80,000 in revenue (primarily through rentals) to off-set the most of maintenance and operations.

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$537,597	\$278,700	\$213,600
Expenditures	\$1,231,813	\$1,571,788	\$1,650,301

FIGURE 1.5I
Budget - Robert L. Taylor Community Complex

Children's Fountain

- The 2018 budget includes .20 FTE's.
- The primary expenditure is for seasonal Recreation Attendants to monitor the fountain.
- No fees are collected for use.

	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$92	\$100	\$0
Expenditures	\$81,414	\$90,432	\$86,768

FIGURE 1.5J
Budget - Children's Fountain

Skateboard Park

- The 2018 budget includes no FTE's.
- The facility is operated by the not-for-profit "Sarasota Sk8skool".
- Revenues are charges for services performed by the Sarasota Sk8skool and paid to the City.
- Expenditures are primarily for operating supplies and any capital.

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$1,301	\$1,200	\$1,200
Expenditures	\$3,734	\$18,498	\$3,498

FIGURE 1.5K
Budget - Skateboard Park

Lido Beach Pavilion and Pool

- The 2018 budget includes no FTE's.
- The concession operation is contracted to outside vendors who pay a portion of revenues to the City.
- Other revenues are from fees for use of the pool.
- Expenditures are primarily for lifeguards and pool operating supplies.

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$150,378	\$163,500	\$161,500
Expenditures	\$145,479	\$197,338	\$201,379

FIGURE 1.5L
Budget - Lido Beach Pavilion and Pool

4. Auditoriums

The Auditorium Division is an enterprise fund that has separate budget accounts for Municipal Auditorium/ Bayfront Community Center and the Payne Park Auditorium. In addition, there is also a budget account for Special Events that is not part of the enterprise fund.

Municipal Auditorium/Bayfront Community Center

- The 2018 budget includes four FTE's.
- Revenues include rental fees for the Auditorium and Community Center.
- Revenues also include a transfer of \$100,000 annually.
- Personnel costs make up the largest expenditure along with operating supplies and other operations costs (utilities).

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$362,777	\$356,816	\$1,186,619
Expenditures	\$469,896	\$494,696	\$1,233,172
General Fund	(107,119)	(137,878)	(46,553)

FIGURE 1.5M
Budget - Municipal Auditorium/Bayfront Community Center

Payne Park Auditorium

- The 2018 budget includes .7 FTE's.
- Revenues include rental fees for the Payne Park Auditorium.
- Revenues also include a transfer of \$30,000 annually.
- Personnel costs make up the largest expenditure along with operating supplies and other operations costs (utilities).

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$96,549	\$63,811	\$57,796
Expenditures	\$101,454	\$92,510	\$103,635

FIGURE 1.5N
Budget -Payne Park Auditorium

Special Events

- The 2018 budget includes 2.3 FTE's.
- Revenues include permit and use fees for events.
- Personnel costs make up the largest expenditure.

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$94,141	\$108,235	\$115,626
Expenditures	\$164,537	\$129,933	\$171,153

FIGURE 1.5O
Budget -Special Events

5. Bobby Jones Golf Club

This Division is an enterprise fund that has one single budget account for operations and maintenance.

- The 2018 budget includes 6.80 FTE's.
- The budget deficit in 2016 and 2017 is off-set by the golf club fund balance and by the City's general fund in 2018.
- The Bobby Jones Golf Club receives 20% of the revenue generated from private lessons taught by the golf pro.
- The course maintenance contract is for \$1.3 million a year based on a 5-year contract.

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues	\$2,377,697	\$2,315,869	\$1,962,838
Expenditures	\$2,834,520	\$2,820,553	\$2,613,980
Fund Balance/ *General Fund	(\$456,822)	(\$504,684)	(\$651,142)*

FIGURE 1.5P

Budget -Bobby Jones Golf Club

- Food & beverage services is a concession license use agreement with an outside vendor. The City holds the Liquor License..

General:

The following are general comments regarding the operating budgets of the Parks and Recreation Department.

- The Department has broken down its operating budget into a series of cost centers that help to isolate out expenses and revenues by facility and type of service. However, further breakdown will likely be needed in the future to expand this concept.
- Budgets list both expenses and revenues on the same page making comparisons much easier.
- Despite the fact that Auditoriums and Bobby Jones Golf Club operate as enterprise funds, neither are able to generate sufficient revenue to offset their cost of operation. These budgets do have internal charge backs for other City services.
- The Landscape Operations Division has seen a significant increase in staffing and operating costs in the last several budget years in an effort to increase the level of maintenance of parks, medians, right of ways, cemeteries and other facilities.
- The Department's operating budgets include minor capital expenditures but do not contain equipment replacement schedules. There is a separate Department-wide CIP budget in place.
- Consideration is being given to establishing a parks and recreation district within the City to act as a dedicated funding source for the Department's budget.
- There are relatively few budget performance measures in place that quantify the benefits that are derived for the public.

Fee Philosophy and Policy

Essential to the successful operation of a parks and recreation department is having a well-defined fee philosophy to guide fee setting policies.

- While the Department has a detailed schedule of fees and charges for programs, services, and rentals, there is no actual formal fee philosophy or policy in place.
- Despite the lack of a formal fee philosophy, affordability for the general public and especially youth is a primary goal.
- With an emphasis on affordability, there is very little emphasis on a fee for service concept for most programs and services.
- Rental rates are more aggressive and are designed to generate stronger revenues. This is particularly true for Municipal Auditorium.
- The Bobby Jones Golf Club, as an enterprise fund, also has more aggressive rates for golf. However, the rates are still affordable compared to some other courses in the area.

Operational Policies and Procedures

Parks and Recreation best practices call for departments to have comprehensive operational policies in place that are updated on a regular basis. These procedures deal with everything from staff/supervisor policies, financial transactions, customer service, safety and security, to emergency action plans.

- The Department is deficient in general operating policies and procedures and many of the individual divisions do not have specific plans as a result. Robert L. Taylor Community Complex has recently developed basic preliminary procedures and Landscape Operations recognizes the need for this work to be completed as soon as possible.
- The After-School program has a policies and procedures manual in place as does the Summer Camp program.
- A key aspect of operational policies and procedures is a comprehensive emergency action plan. At this point the Department does not have such a plan in place.

Maintenance Plans and Procedures

To effectively maintain parks and recreation facilities, it is critical that a department has detailed maintenance plans and procedures in place.

- Despite the fact that the Department's parks and facilities are reasonably well maintained, they do not have actual maintenance plans in place for parks, trails, cemeteries, streetscapes, medians, or indoor facilities.
- The Landscape Division, with its lack of staff, is behind in its on-going maintenance and is in more of a reactionary mode. They realize the importance of developing a maintenance plan for the Division that outlines different levels of service.
- The Bobby Jones Golf Club is maintained by a private course maintenance contractor but there is no indication that the contractor has a formal, specific maintenance plan for the course (beyond the requirements outlined in the contract).

A photograph of an outdoor community event, likely a farmers market or festival, held on a paved plaza. Several white pop-up tents are set up, with people walking around and browsing. In the foreground, a table covered with a red cloth holds various potted plants. A large white number '2' is overlaid on the left side of the image. In the background, there are trees, a 'SPEED LIMIT' sign, and a building with a sign that reads 'The Zenith'.

2

NEEDS & PRIORITIES ASSESSMENT



The purpose of a Needs and Priorities Assessment is to determine the gaps between existing and desired conditions. Public agencies use needs assessments and Level-of-Service (LOS) standards to plan and monitor the quality of services provided to their constituents. Unlike other elements of the public realm, there are no nationally accepted standards for identifying residents' needs and determining ideal levels of service for parks, indoor recreation centers, athletic fields, trails, and other recreation facilities.

Each city or county must determine the appropriate needs assessment techniques and LOS standards required to identify and meet the specific needs of its residents. Communities typically use a "triangulated" approach to identifying needs, including various types of qualitative and quantitative techniques to determine top priorities from different perspectives.

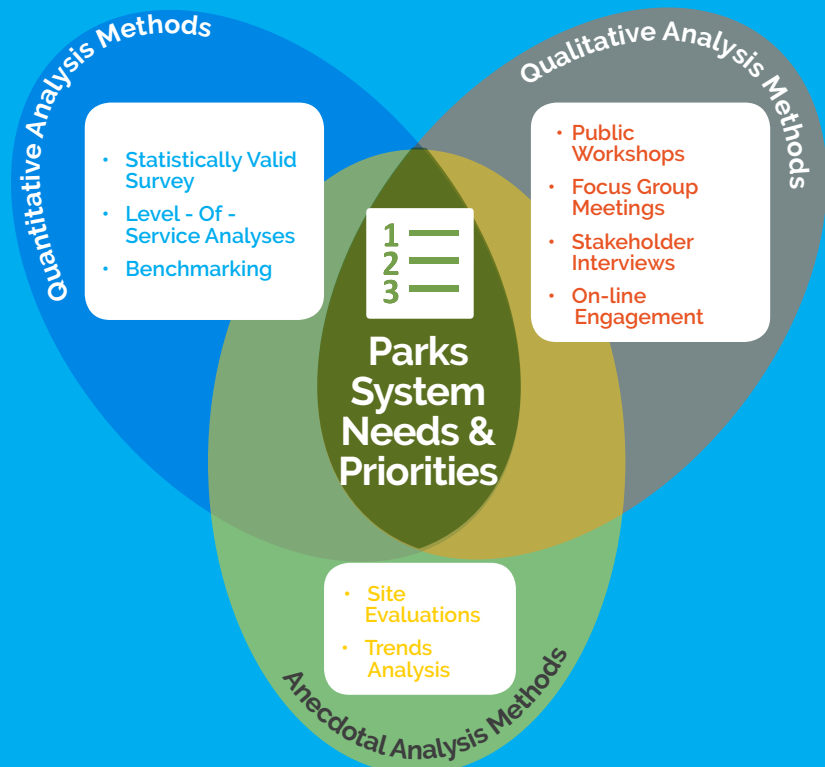
Along with reviewing quantitative techniques used for the Sarasota needs assessment included:

1. Statistically-representative survey,
2. LOS analyses, and
3. Benchmarking

Qualitative techniques included

1. Public workshops,
2. Focus group meetings,
3. Stakeholder interviews,
4. On-line engagement, and

National trends and standards were also reviewed for comparative purposes.



2.1

STATISTICALLY VALID MAIL-IN/TELEPHONE/ONLINE SURVEY

Overview

Barth Associates sub-consultant ETC Institute administered a needs assessment survey for the City of Sarasota during February and March of 2018. The survey and its results will help the City of Sarasota gain a better understanding of resident priorities for parks, trails, and sports facilities as well as recreational, social, and cultural programs and services within the community. The survey will also help the City to take a resident-driven approach to decision making that will enrich the future of the community and positively affect the lives of residents.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the City of Sarasota. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.SarasotaSurvey.org.

Ten days after the surveys were mailed, ETC sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Sarasota from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted. The goal was to obtain completed surveys from at least 500 residents.

The goal was accomplished with a total of 501 residents completing the survey. The overall results for the sample of 501 households have a precision of at least +/-4.4% at the 95% level of confident. The major findings of the survey are summarized below and on the following pages.

Overall Use of City of Sarasota Parks

Respondents were asked to indicate all the City of Sarasota parks that their household has visited during the past 12 months. The **MOST USED** parks include:

1. **Bayfront Park and Marina/Island Park (63%);**
2. **St. Armands Circle Park (52%);** and
3. Lido Beach Pavilion, Pool, & MURT (48%).
4. Payne Park (47%),
5. Ernest "Doc" and Eloise Werlin Park, formerly John Ringling Causeway Park (46%), and

ONE PERCENT (1%) OR LESS of respondents indicated their household has used the following parks: Mary Dean Park, Avion Park, Firehouse Park, Lukewood Park (North and South), Eastwood Park, Seminole Linear Park, Shenandoah Park, Bonita Park, and Galvin Park.

Benefits of Parks, Recreation, and Open Spaces

Respondents were given a list of 13 potential benefits provided by parks, recreation, and open spaces. They were then asked to select the top five benefits that are most important to their household. Based on the sum of

respondents' top five choices, the following four benefits are **MOST IMPORTANT** to respondent households:

1. **Conservation of natural areas (62%),**
2. Community character (55%)
3. Neighborhood/community open space for social interactions and play (53%), and
4. Community safety (47%).

Barriers to Park, Facility, and Program Usage

Respondents were asked from a list of 13 potential reasons to identify what prevents them from using parks, greenway trails, and recreation facilities offered by the City of Sarasota more often. The **TOP FOUR** reasons selected were:

1. **I do not know where parks are located (24%)**
2. **Not feeling safe at parks/facilities (20%)**
3. Household uses private facilities (17%), and
4. Lack of parking (18%)

Challenges Facing the Community

Respondents were informed that parks and recreation systems have the potential to help address some of the complex social, economic, and environmental challenges that face communities. They were then given a list of 15 challenges and were asked to indicate the five challenges that are most important to their household. Based

on the sum of respondents' top five choices, the following challenges are **MOST IMPORTANT** to households:

1. **Traffic congestion (58%),**
2. **Homelessness (55%),**
3. Community safety (54%), and
4. Preservation of natural areas (52%)

Amenity Needs and Priorities

Amenity Needs:

Respondents were asked to identify if their household had a need for 38 recreation amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various amenities. The estimated number of households that have unmet needs for each of the 38 amenities that were assessed is shown in Figure 2.1A below.

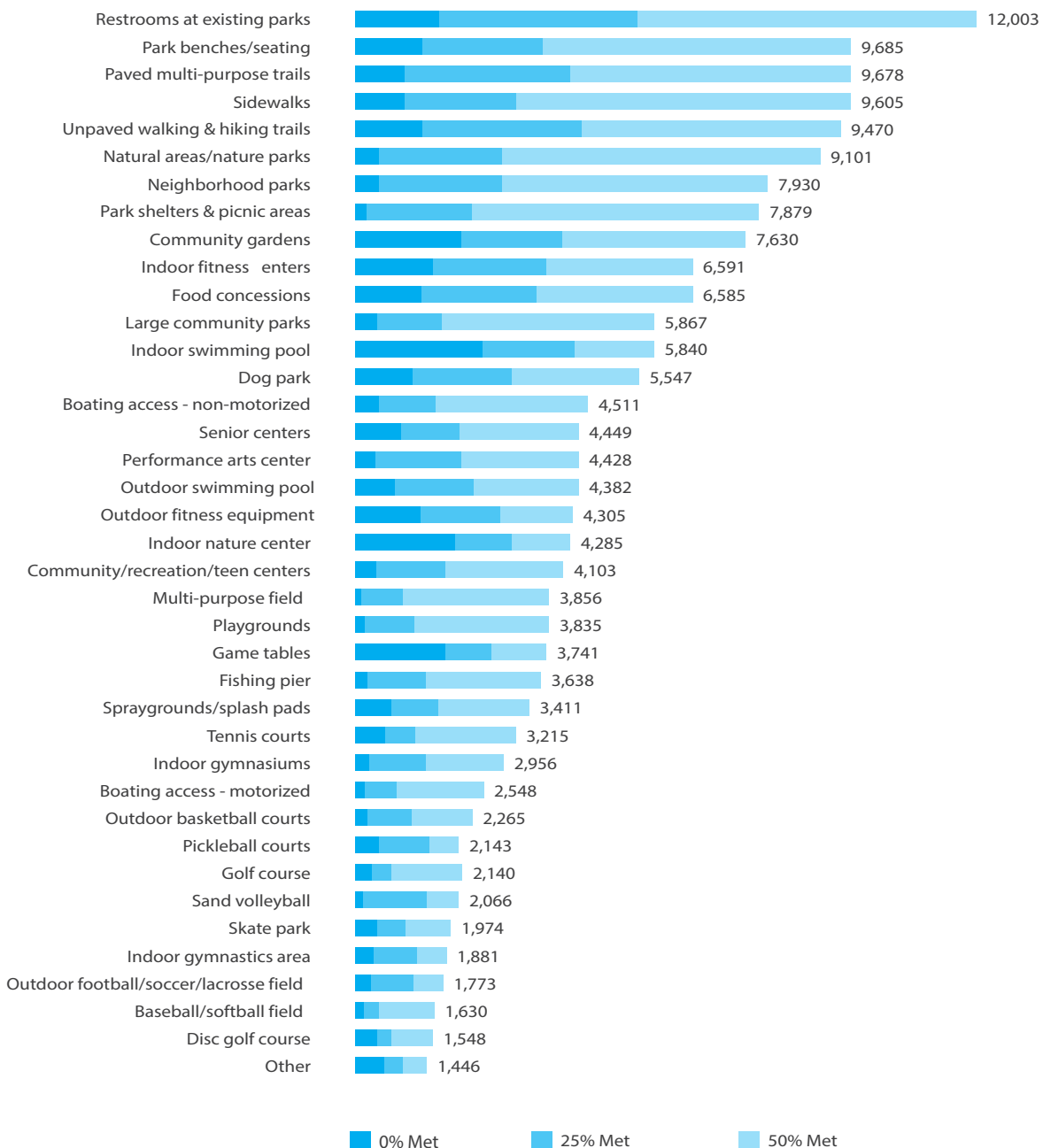


FIGURE 2.1A
Estimated number of households whose needs for amenities are being met 50% or less

The three recreation amenities with the highest percentage of households that indicated a need for the amenity were:

1. Restrooms at existing parks (70%),
2. Neighborhood parks (66%), and
3. Park benches/seating (65%).

When ETC Institute analyzed the needs in the community, only one amenity, restrooms at existing facility, had a need that affected more than 20,000 households. ETC Institute estimates a total of 12,003 of the 29,674 households in the City of Sarasota have unmet needs for restrooms at existing parks.

Amenity Importance:

In addition to assessing the needs for each amenity, ETC Institute also assessed the importance that residents placed on each amenity. Based on the sum of respondents' top four choices, the four most important amenities to residents were:

1. Natural areas/nature parks (30%),
2. Neighborhood parks (22%),
3. Restrooms at existing parks (20%), and
4. Paved multi-purpose trails (20%).

The percentage of residents who selected each facility as one of their top four choices is shown in Figure 2.1B below.

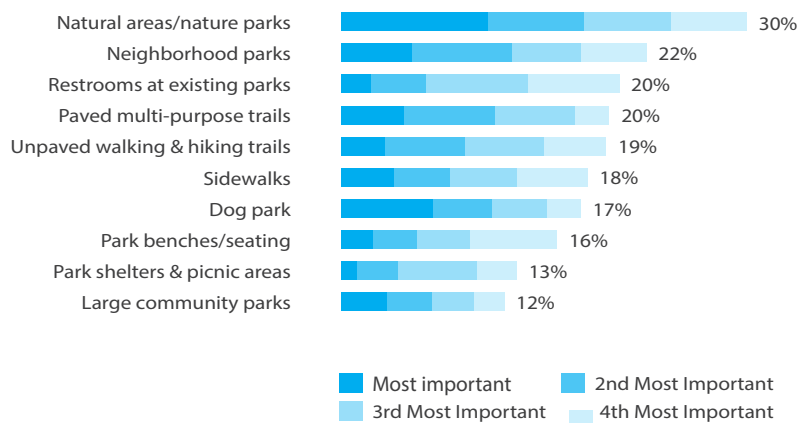


FIGURE 2.1B

Top 10 amenities that are most important to households

Priorities for Amenity Investments:

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The PIR equally weights :

1. The importance that residents place on amenities and
2. How many residents have unmet needs for the amenity.

Details regarding the methodology for this analysis are provided in the survey report. Based the PIR, nine amenities were rated as high priorities for investment as shown in Figure 2.1C below with PIR for each of the 38 facilities/amenities that were assessed on the survey.

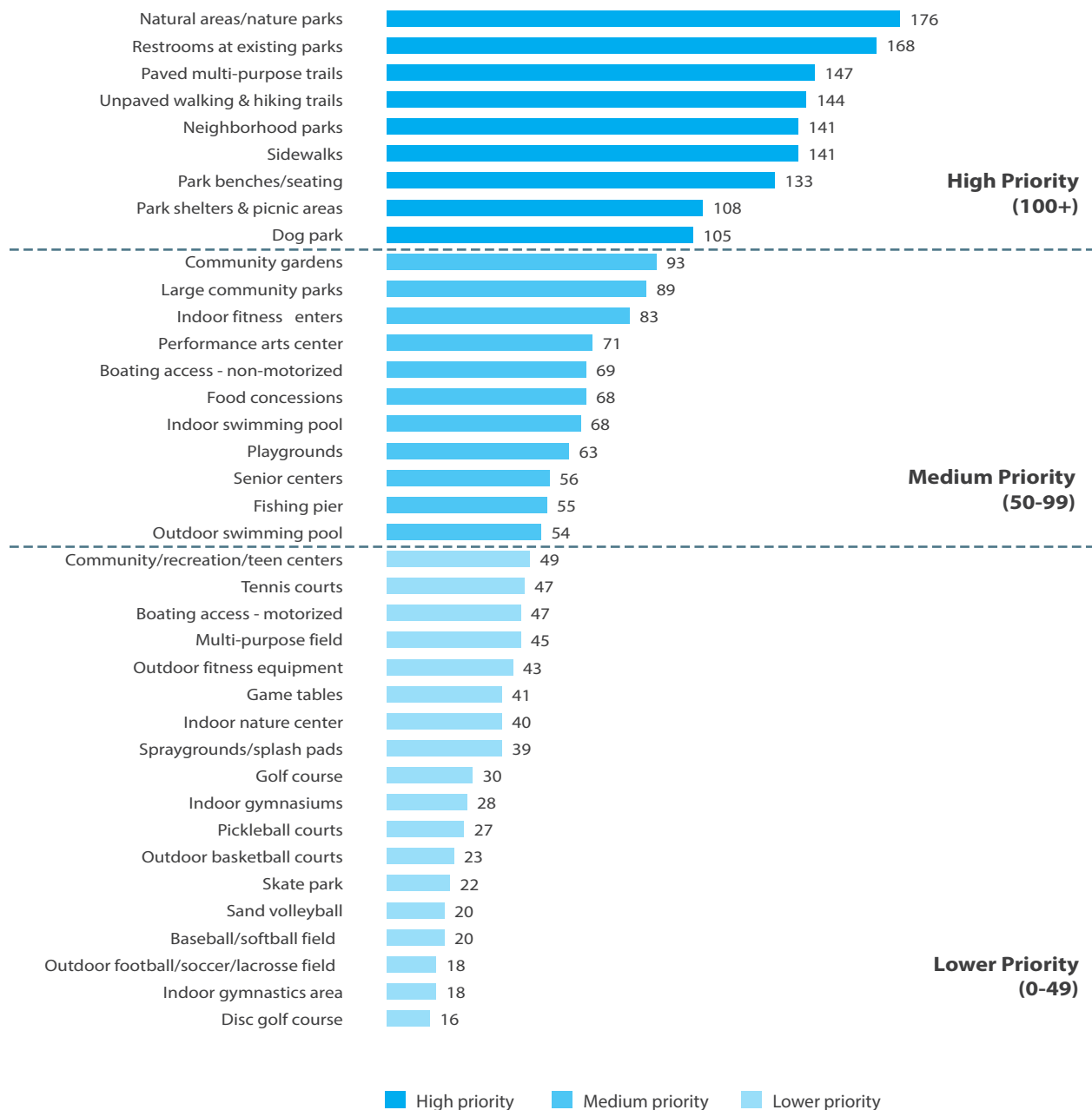


FIGURE 2.1C

Top priorities for investment for recreation amenities based on the priority investment rating.

Programming Needs and Priorities

Programming Needs

Respondents were also asked to identify if their household had a need for 37 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program. The estimated number of households that have unmet needs for each of the 37 programs that were assessed is shown in the Figure 2.1D below.

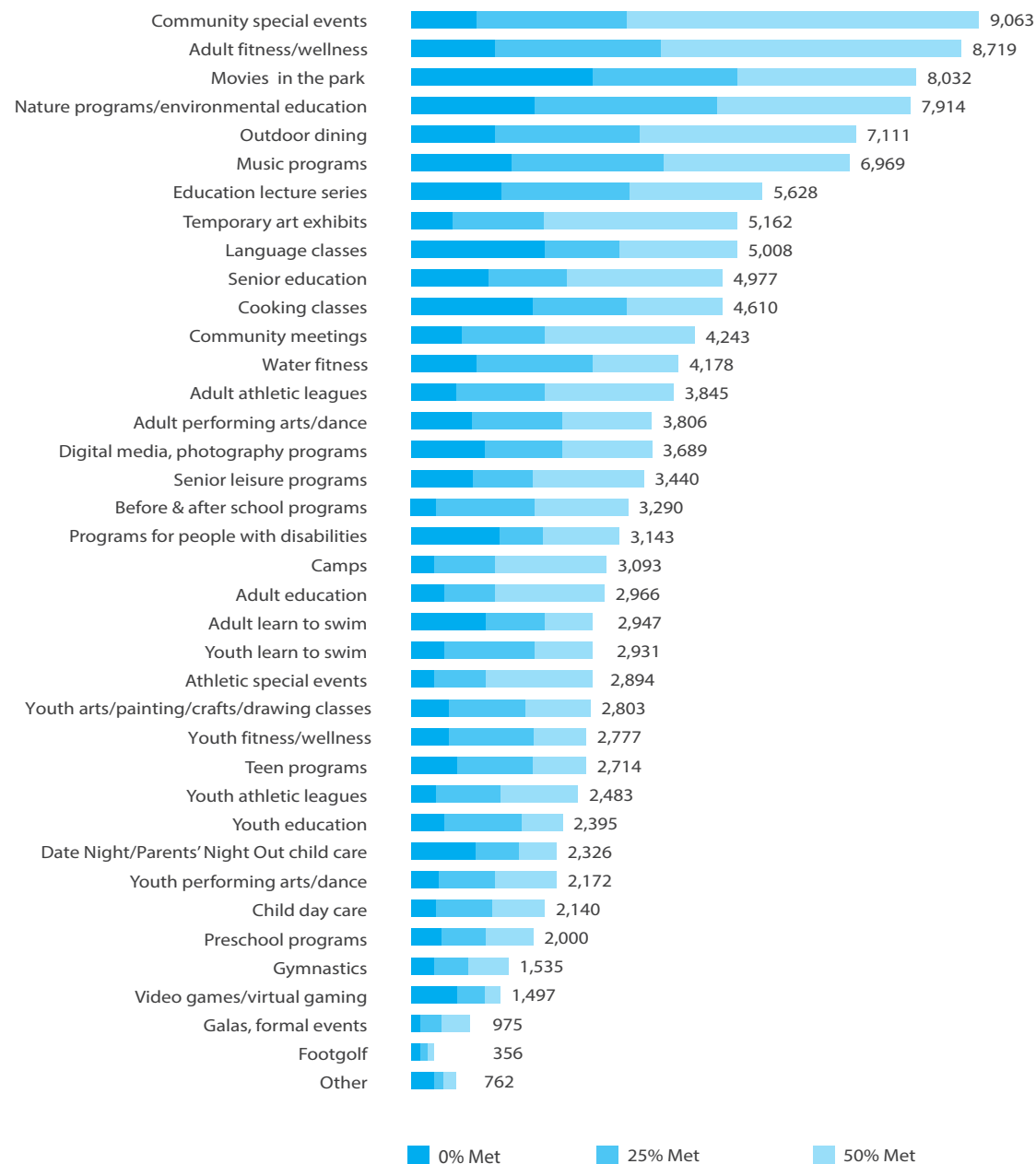


FIGURE 2.1D
Estimated number of households whose needs for activities/ programs are being met 50% or less

The four programs with the highest percentage of households that had needs were:

1. community special events (61%),
2. adult fitness/wellness (48%),
3. nature programs/environmental education (38%),
and
4. outdoor dining (38%).

In addition to having the highest total need, community special events had the highest unmet need among the 37 programming-related areas that were assessed. ETC Institute estimates a total of 9,061 households have unmet needs for community special events.

Program Importance

In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents were:

1. community special events (34%),
2. adult fitness/wellness (21%), and
3. nature programs/environmental education (16%).

The percentage of residents who selected each program as one of their top four choices is shown in Figure 2.1E.

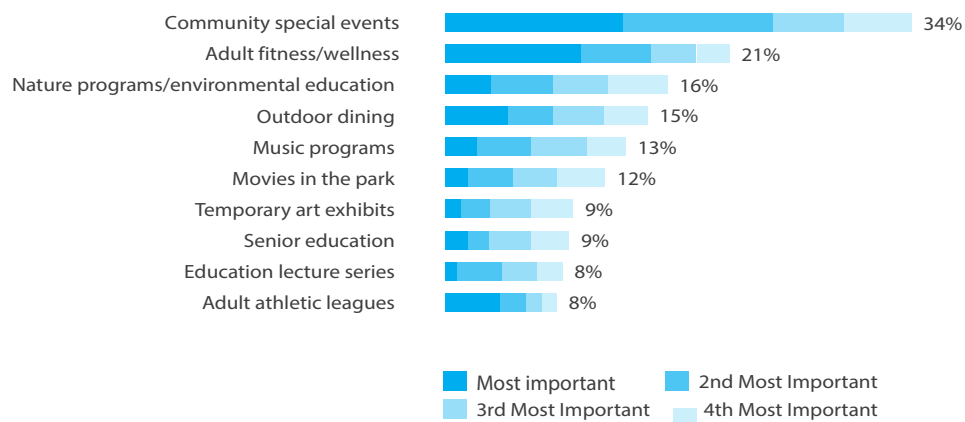


FIGURE 2.1E

Top 10 activities/programs that are most important to households

Priorities for Programming Investments

Based on the PIR, six programs were rated as “high priorities” for investment, as shown in Figure 2.6 below showing PIR for each of the 37 programs that were rated.

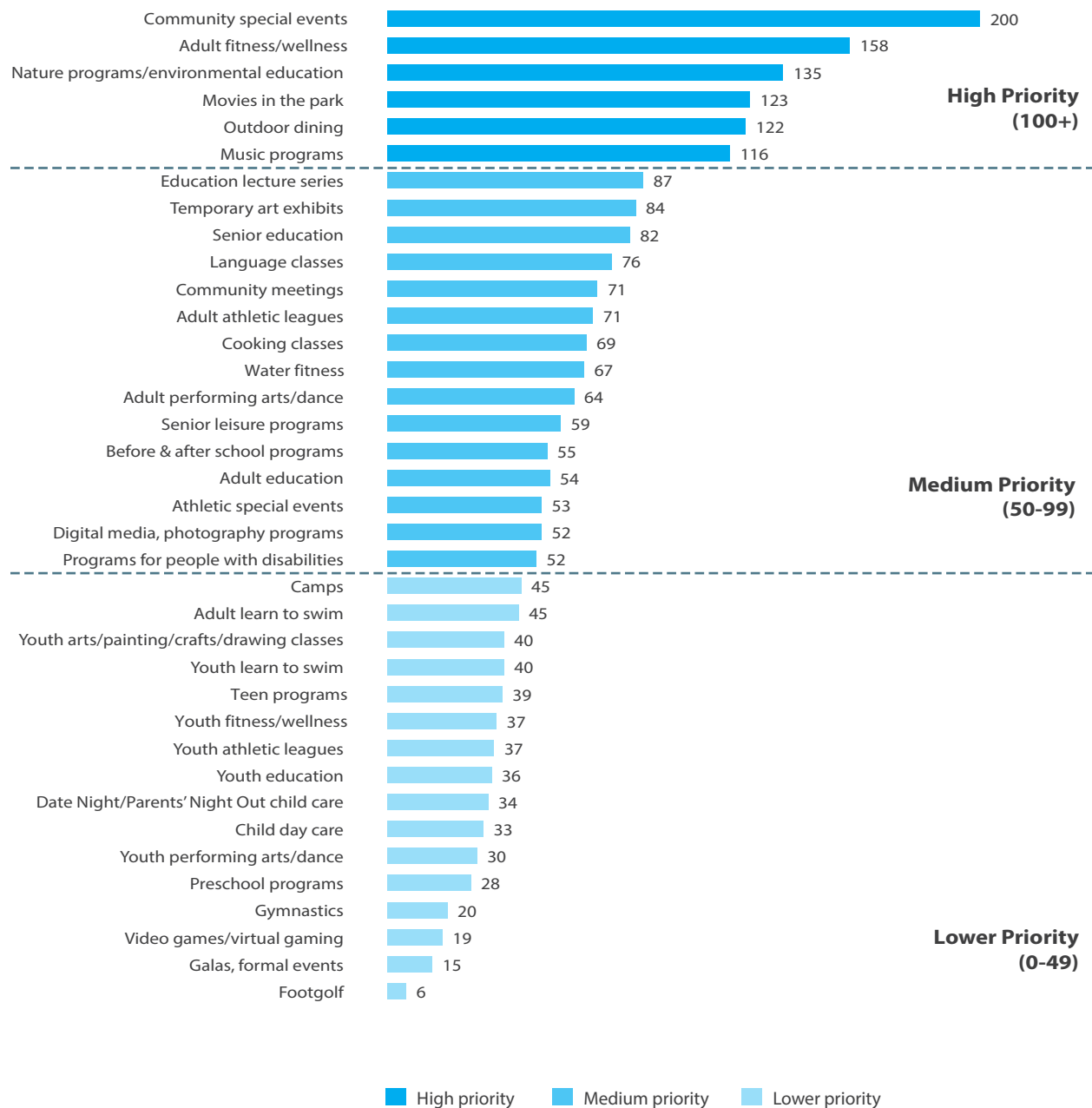


FIGURE 2.1F

Top priorities for investment for recreation programs based on the priority investment rating.

Support for Actions the City of Sarasota Could Take

Respondents were given a list of 18 potential actions the City of Sarasota could take to improve the Parks and Recreation system. The actions that received the highest levels of support based on the sum of “very supportive” and “somewhat supportive” responses were:

1. Acquiring land to preserve greenspace, tree canopy, and provide access to natural areas (88%);
2. Develop new greenways trails, high quality bicycle facilities, and shaded sidewalks that enhance connectivity (86%);
3. Acquiring land to develop more greenways and trails (84%);
4. Renovating and making improvements to existing parks and recreation facilities to meet resident needs and priorities (81%); and
5. Acquiring land for developing parks and recreation facilities (81%).

Respondents were then asked to indicate which of the potential actions are most important to their household. Based on the sum of respondents’ top four choices, the following items are most important to households:

1. Acquiring land to preserve greenspace, tree canopy, and provide access to natural areas (41%),
2. Develop new greenways trails, high quality bicycle facilities, and shaded sidewalks that enhance connectivity (34%), and
3. Acquiring land to develop more greenways and trails (29%).

Conclusions

To ensure that the City of Sarasota continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustains and/or improves the performance in areas that were identified as “high priorities” by the PIR. The amenities and programs with the highest PIR ratings are listed below.

Amenity Priorities

1. Natural areas/nature parks
2. Restrooms at existing parks
3. Paved multi-purpose trails
4. Unpaved walking and hiking trails
5. Neighborhood parks
6. Sidewalks
7. Park benches/seating
8. Park shelters and picnic areas
9. Dog parks

Programming Priorities

1. Community special events
2. Adult fitness/wellness
3. Nature programs/ environmental education
4. Movies in the park
5. Outdoor dining
6. Music programs

2.2 ONLINE SURVEY

The City conducted an online survey from January 22 to February 23, 2018. Approximately 567 people responded, including 190 people (approximately 36%) who live outside of City limits. Racial composition of all respondents is:

- 92% “White/Caucasian”
- 4% “African American/Black”, and
- 4% “Other,” “Asian/Pacific Islander,” or “American Indian and Alaska Native.”

Approximately 5% of respondents indicated that they – or members of their household – were from Hispanic, Latino, or Spanish ancestry.

Following is a summary of key responses:

QUESTION 1

Parks, recreation, and open spaces provide a multitude of benefits. From the following list, please select the top FIVE benefits that are MOST IMPORTANT to you and your household.

The **FIVE** benefits selected the most were:

- 1. Conservation of natural areas;**
- 2. Neighborhood/community open space for social interactions and play;**
- 3.** Recreation and athletics;
- 4.** Community character; and
- 5.** Community safety.

QUESTION 2

Please CHECK ALL of the following City of Sarasota parks and facilities that you or members of your household have visited during the past 12 months.

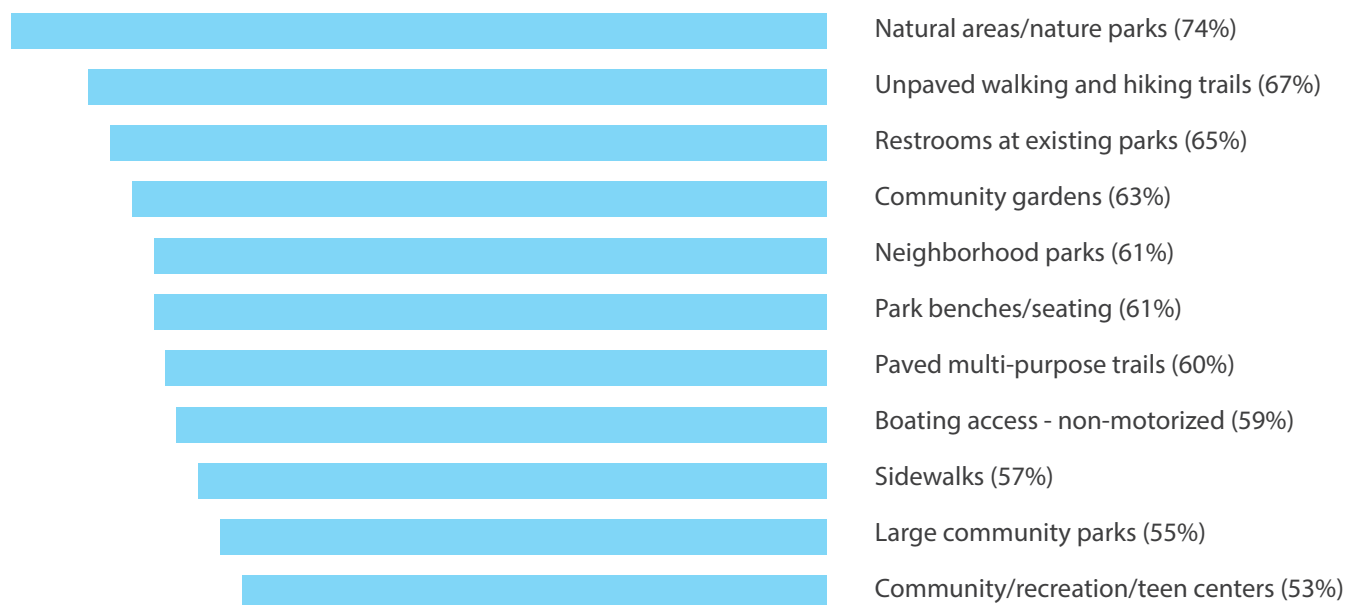
The **THREE** most visited parks and facilities – visited by over 50% of respondents – are:

- 1. Bayfront Park and Marina/Island Park (70%);**
- 2. St. Armands Circle Park (59%);** and
- 3.** Lido Beach Pavilion, Pool, & MURT (55%).

QUESTION 3

Below please find a list of Parks and Recreation amenities. Please indicate if you or any member of your household NEED MORE, if there are ALREADY ENOUGH, or if there are TOO MANY of the type of recreation facilities listed below.

Over 50% of respondents indicated a need for more of the following amenities:

**QUESTION 4**

Which FOUR amenities, listed below, are MOST IMPORTANT to your household?

The **TOP TEN** amenities that are most important to households are

- 1. Natural areas/ nature parks,**
- 2. Neighborhood parks,**
- 3. Golf course,**
- 4. Pickleball courts,**
- 5. Unpaved walking and biking trails,**
- 6. Dog park,**
- 7. Paved multipurpose trails,**
- 8. Community gardens,**
- 9. Large community parks, and**
- 10. Non-motorized (canoe, kayak, etc.) boating access.**

QUESTION 5

Below please find a list of Parks and Recreation programs and activities. Please indicate if you or any member of your household NEED MORE, if there are ALREADY ENOUGH, or if there are TOO MANY of the type of recreation programs and activities listed below.

Over 50% of respondents indicated a need for more of the following programs and activities:



QUESTION 6

Which FOUR activities/programs listed below, are MOST IMPORTANT to your household?

The **TOP TEN** activities/programs that are most important to households are:

1. Community special events,
2. Nature programs/environmental education,
3. Adult fitness/wellness,
4. Outdoor dining,
5. Movies in the park,
6. Education lecture series,
7. Adult athletic leagues,
8. Senior leisure programs,
9. Music programs, and
10. Temporary art exhibits.

QUESTION 7

Please CHECK ALL of the following reasons that prevent you or other members of your household from using the parks, greenway trails, and recreation facilities of the City of Sarasota.

The **TOP FIVE** reasons that prevent participants from using City parks, greenways, trails, or recreation facilities include:

- 1. I do not know where parks are located (24%)**
- 2. Lack of parking (20%)**
- 3. Facilities are not well maintained (19%)**
 - I do not feel safe at parks/facilities (19%)
 - I use private facilities (19%)
 - Parks are not easily accessible by walking, biking, or driving (19%)
- 4. Parks/facilities are too far from our residence (18%)**
- 5. I use facilities offered by surrounding communities (17%)**

QUESTION 8

Please indicate how supportive you would be of each of the following actions that the City of Sarasota could take to improve the Parks and Recreation system.

Over 50% of respondents indicated that they would be Very Supportive of the following actions:

- Acquiring land to preserve greenspace, tree canopy, and provide access to natural areas (73%)
- Developing new greenways trails, high quality bicycle facilities, and shaded sidewalks that enhance connectivity (69%)
- Acquiring land for developing parks and recreation facilities (68%)
- Acquiring land to develop more greenways and trails (68%)
- Increasing funding for improving, renovating, and expanding existing parks and recreation facilities (60%)
- Renovating and making improvements to existing parks and recreation facilities to meet resident needs and priorities (59%)
- Expanding park resources to improve facility maintenance (53%)
- Developing new parks and recreation facilities to meet resident needs and priorities (51%)

QUESTION 9

Which FOUR of the items, listed below, are MOST IMPORTANT to your household?

The **TOP FIVE** items that are most important to households are:

- 1. Acquiring land to preserve greenspace, tree canopy, and provide access to natural areas;**
- 2. Developing new greenways trails, high quality bicycle facilities, and shaded sidewalks that enhance connectivity;**
- 3.** Acquiring land to develop more greenways and trails;
- 4.** Acquiring land for developing parks and recreation facilities; and
- 5.** Renovating and making improvements to existing parks and recreation facilities to meet resident needs and priorities.

QUESTION 10

Parks and Recreation systems have the potential to help address some of the complex social, economic, and environmental challenges facing communities. From the following list below, please select the top FIVE challenges that are MOST IMPORTANT to your household.

The **TOP FIVE** challenges that are most important to households include:

- 1. Traffic congestion,**
- 2. Preservation of natural areas,**
- 3.** Community safety,
- 4.** Homelessness, and
- 5.** Limited access to multi-modal transportation options (e.g. sidewalks, bikeways, trails, transit).

2.3

PUBLIC WORKSHOPS

The City conducted two public workshops on November 2 and 4, 2017 to solicit residents' input regarding needs and priorities. A total of 60 people completed the sign-in sheets at the meetings. The City also conducted an open house with the Coalition of City Neighborhood Associations (CCNA) on January 6, 2018, attended by 32 residents.

Participants were asked to indicate their priorities for parks and public realm facilities and programs; indicate the greatest benefits of parks, recreation, and open spaces; list City- wide social, economic, and environmental challenges/issues; and recommend improvements to individual City parks. Following is a summary of findings from all three meetings. The top ten amenities that are most important to households are natural areas/ nature parks, neighborhood parks, golf course, pickleball courts, unpaved walking and biking trails, dog park, paved multipurpose trails, community gardens, large community parks, and non-motorized (canoe, kayak, etc.) boating access.

Facilities Priorities

Residents were asked to place a "dot" by facilities that were important to them, but not adequately provided in the City of Sarasota. The top priority facilities from each workshop included:

PUBLIC WORKSHOP #1 (8 Participants)



PUBLIC WORKSHOP #2 (42 Participants)



CCNA (32 Participants)





Public Workshop #1 - November 2, 2017



Public Workshop #2 - November 4, 2017



Coalition of City Neighborhood Associations (CCNA) Meeting - January 6, 2018

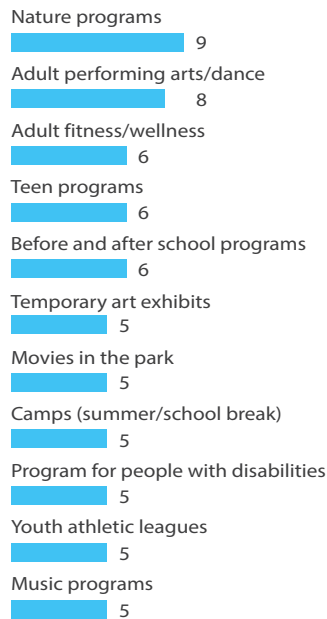
Program Priorities

Residents were asked to place a “dot” by programs that were important to them, but not adequately provided in the City of Sarasota. The top priority programs from each workshop included:

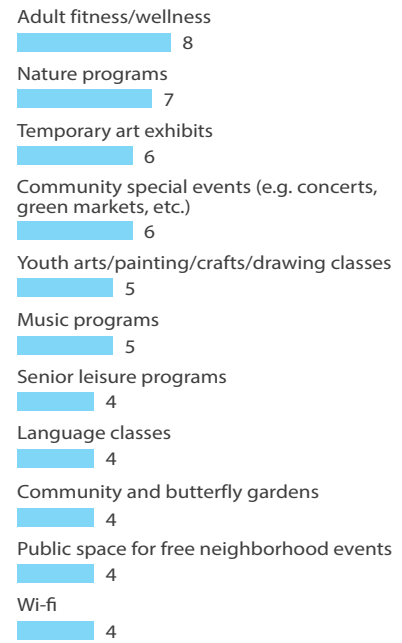
PUBLIC WORKSHOP #1 (18 Participants)



PUBLIC WORKSHOP #2 (42 Participants)



CCNA (32 Participants)



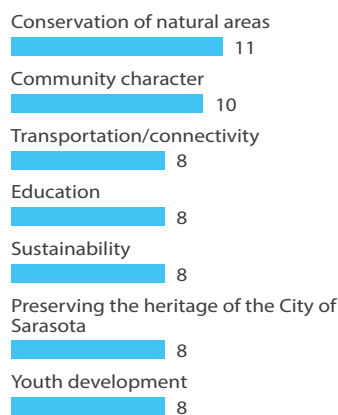
Benefits of Parks, Recreation, and Open Spaces

Participants were asked to place a “dot” next to the benefits of parks, recreation, and open spaces that were most important to their household. Top priority benefits included

PUBLIC WORKSHOP #1 (18 Participants)



PUBLIC WORKSHOP #2 (42 Participants)



CCNA (32 Participants)



City-wide Complex Social, Economic, and Environmental Challenges/Issues

Participants were asked to list the social, economic, and environmental challenges or issues facing the City of Sarasota that concerned them the most. Frequently-mentioned issues include those related to lower-income residents such as homelessness, affordable housing, and program affordability; infrastructure related issues such as flooding, traffic congestion, pedestrian and bike connectivity, and the impacts of new development and construction; and social issues such as drug use, learning difficulties and high drop-out rate for non-English speakers, and food deserts without supermarkets. The role of parks and the public realm in addressing these, and other issues, are explored in the next part of the P&PRMP.

2.4 INTERVIEWS

Barth Associates interviewed the Mayor and Vice Mayor, City Commissioners, the City Manager, City staff, and members of various stakeholder groups regarding parks and public realm needs and priorities. Interview topics included the project scope and schedule; needs and priorities; broader City needs; benchmark communities; funding and implementation priorities; and a proposed parks district.

For the purposes of this needs assessment, below is a summary of the findings from the interviews with members of the City Commission.

1. Priority Parks and Recreation Needs

The five Commissioners (including the Mayor and Vice-Mayor) were asked to list their top priority parks and recreation needs. Top priorities mentioned by more than one Commissioner include:

1. Improved maintenance and upgrades to existing parks, particularly in lower income/working class neighborhoods (3);
2. Additional small neighborhood and pocket parks within ¼- ½ mile walking distance of every resident (3);
3. Safety and better lighting (3);
4. Walking trails (2); and
5. Shade (2).

2. Broader City Needs

Top priority social, economic, and environmental needs of the community mentioned by Commissioners included:

1. Jobs, job training, and economic development (3);
2. Homelessness (2); and
3. Flooding and sea level rise (2).

3. Funding

Most Commissioners are willing to consider all types of funding sources to implement the P&PRMP, although tax increases, special assessments, and user fees are not favored by some.

2.5

LEVEL-OF-SERVICE (LOS) ANALYSIS + BENCHMARKING

There is no industry standard or regulation regarding how a community should establish Levels of Service (LOS) for parks and recreation services. The National Recreation and Parks Association (NRPA) does not publish traditional population-based LOS standards such as park acres and facilities per 1,000 residents. Instead, cities are encouraged to conduct community-wide needs assessments and benchmark themselves against other similar communities to establish their own LOS standards. The National Recreation and Parks Association has developed its benchmarking website NRPA Park Metrics, “the most comprehensive source of data standards and insights for park and recreation agencies” to help cities develop LOS metrics.

Five different LOS methods were used to determine how well the City of Sarasota’s parks and recreation system is meeting residents’ needs:

1. **Funding LOS:** Comprised of three different metrics:
 - **Operations and Maintenance Spending Per Capita** - Measures the amount of operations and maintenance dollars spent on parks and recreation services per resident
 - **Capital Spending Per Capita** - Measure the amount of capital dollars spent on parks and recreation services per resident
 - **Total Parks and Recreation Spending per Capita** - Measure the amount of operations, maintenance, and capital dollars spent on parks and recreation services per resident
2. **Acreage LOS:** Measures the quantity of parkland acreage that is available per 1,000 residents.
3. **Indoor Recreation Center Square Footage LOS:** Measures the quantity of indoor recreation space available per resident.
4. **Facilities LOS:** Measures the number of recreation facilities available per capita.
5. **Access LOS:** Measures the geographic areas served by parks or recreation facilities.

It is important to note that these LOS Analyses are just one tool for determining the community’s needs. The findings alone may not be indicative of residents’ needs and priorities. LOS analyses are based on the gross population of a community, not preferences or priorities based on unique community demographics, lifestyles, or values. The findings from the LOS analyses must be compared to the findings from the other needs assessment techniques to verify parks and recreation needs and priorities.

These LOS findings have been compared to comparable cities selected by the consultant team in discussion with City of Sarasota. These benchmark cities are:

1. Boca Raton FL,
2. Clearwater FL,
3. Hollywood FL,
4. Jupiter FL,
5. Naples FL, and
6. Palm Beach Gardens FL.

Additionally, these findings were compared to National Recreation and Parks Association (NRPA) Benchmarks:

1. **NRPA Benchmark 1:** 2018 NRPA benchmarks for cities like City of Sarasota with a population between 50,000 and 99,999 residents.
2. **NRPA Benchmark 2:** 2018 NRPA benchmarks for cities like City of Sarasota with a population density over 2,500 residents per square mile.

Funding LOS

The LOS metrics used to gauge whether a community is adequately funded to manage their parks and recreation system include:

Operations and Maintenance Spending Per Capita - the amount of operations and maintenance dollars spent on parks and recreation services per resident

Capital Spending Per Capita - the amount of capital dollars spent on parks and recreation services per resident

Total Parks and Recreation Spending per Capita - the amount of operations, maintenance, and capital dollars spent on parks and recreation services per resident

Funding LOS analysis were completed for the years FY2013-14 to FY 2017-18. Figure 2.5A shows that the City's per capita spending on parks and recreation operations and maintenance ranged between \$58.05 to \$77.03 between 2014 to 2018. This is slightly lower than the NRPA benchmarks and substantially lower than the comparable cities.

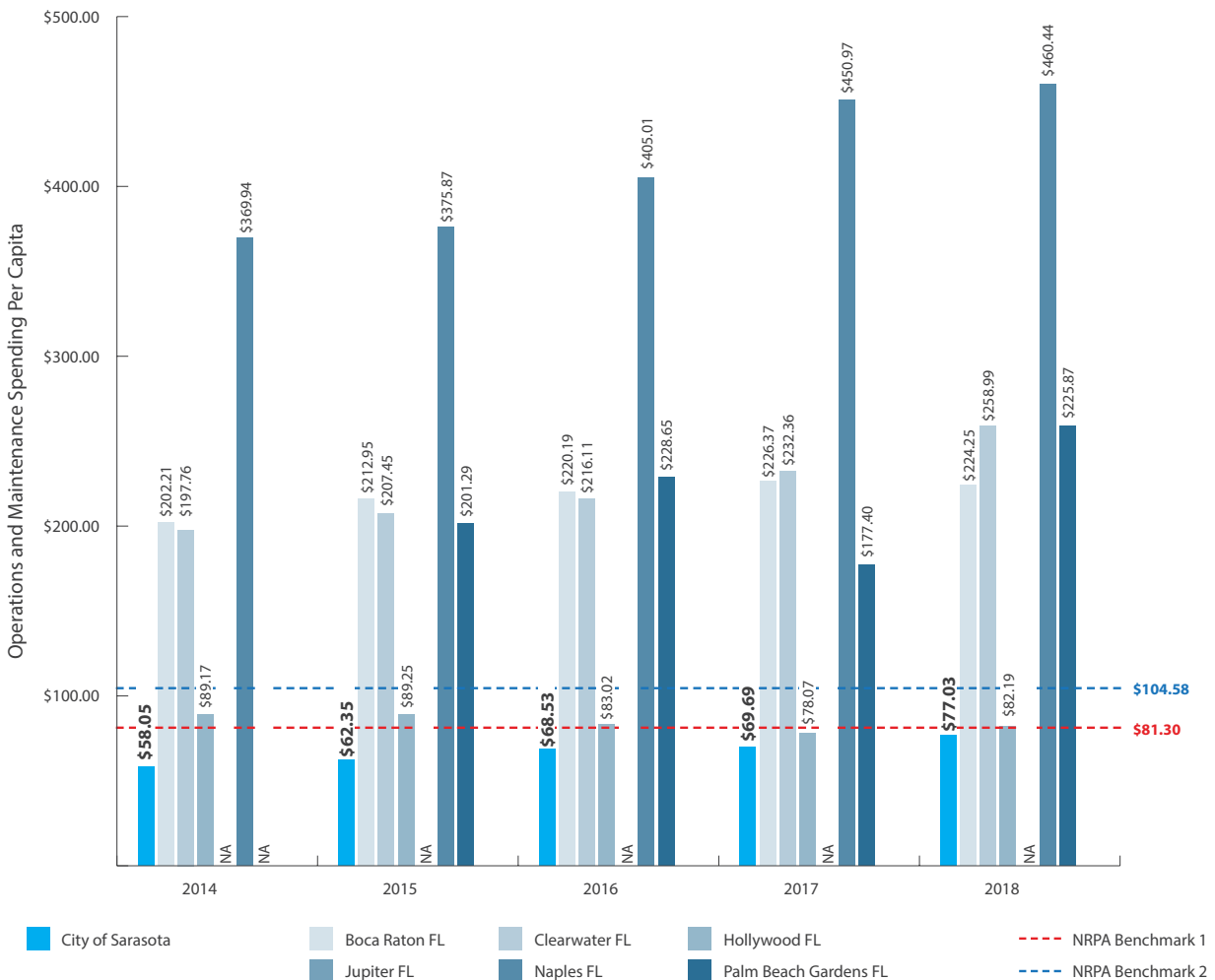


FIGURE 2.5A
Operations and maintenance spending per capita benchmarking

Figure 2.5B shows that between 2014 and 2018 the City's per capita capital spending on parks and recreation has fluctuated between \$28.51 (in 2015) to \$119.20 (in 2017). While not the highest, the City's per capita capital spending has been one of the highest amongst comparable cities over the analyzed five years.

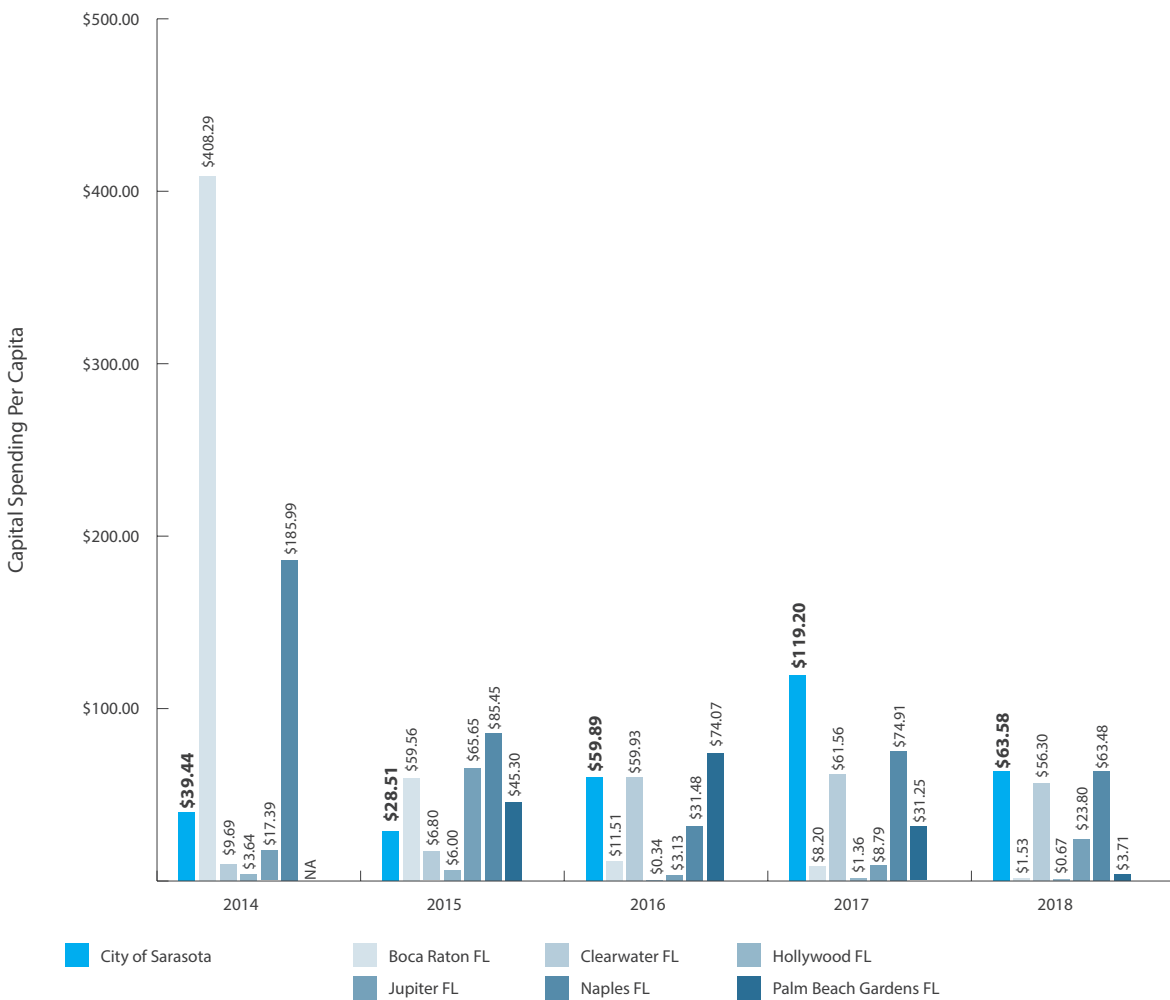


FIGURE 2.5A
Capital spending per capita benchmarking

Similarly, the City's total per capita spending on parks and recreation services is lower than most of the comparable cities and varies between \$58.49 to \$155.53 as shown in Figure 2.5C below.

These Funding LOS analyses suggest that the City of Sarasota has spent less on parks and recreation operations and maintenance services than comparable cities, including the NRPA benchmarks.

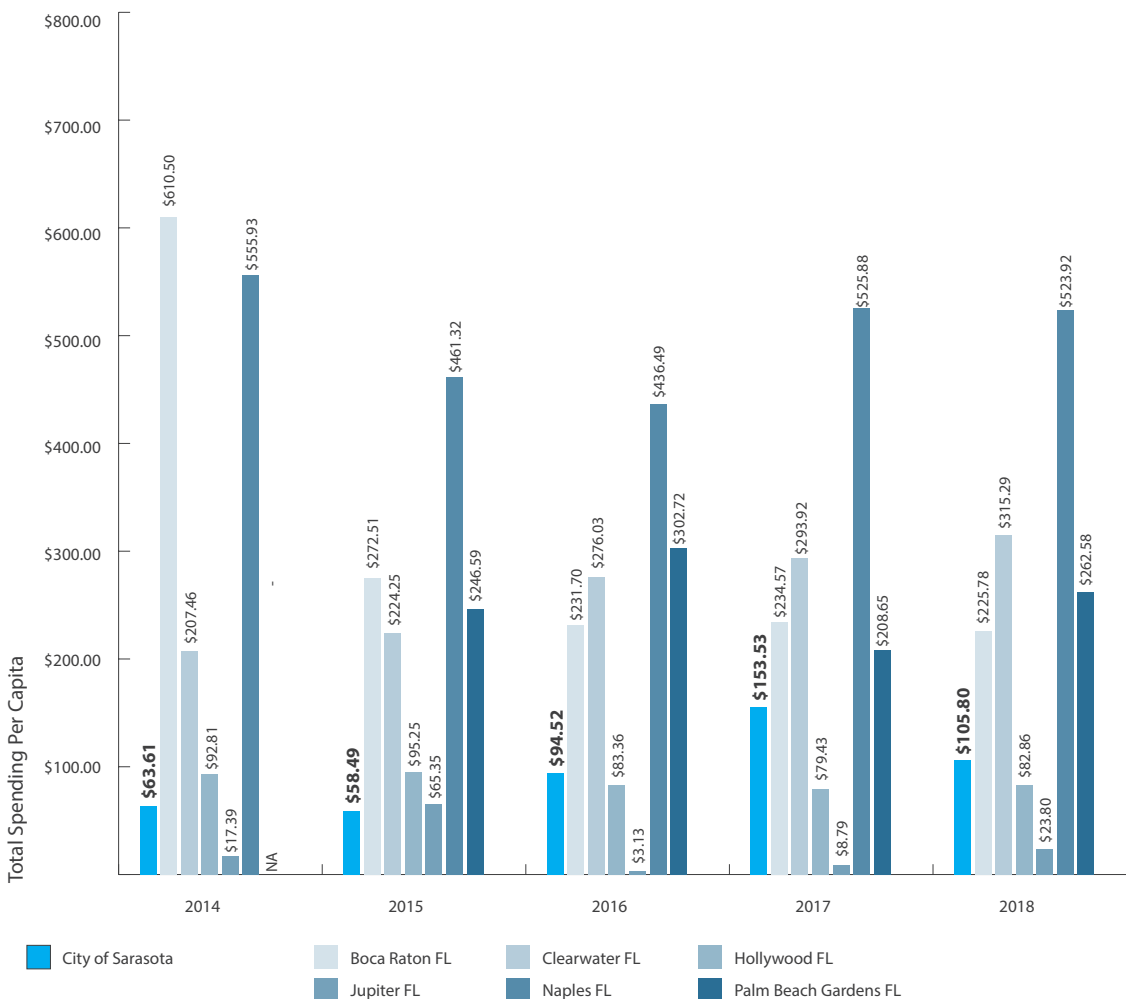


FIGURE 2.5C
Total spending per capita benchmarking

Acreage LOS

Acreage LOS is measured by dividing the number of park acreage by 1,000 population. For the analysis for City of Sarasota, Park Acreage LOS was analyzed using the population estimates for the years 2015, 2017, 2022, and 2030 using the following park land acreages:

- **Total City Parks Acreage** – City of Sarasota park land acreage, including golf course
- **Total City + County Parks Acreage** – City of Sarasota park land acreage and park land acreage of County Parks located within City of Sarasota limits
- **Total City + County + School Parks Acreage** – City of Sarasota park and County Parks land acreage and park land acreage found in Sarasota County Schools located within City of Sarasota limits.

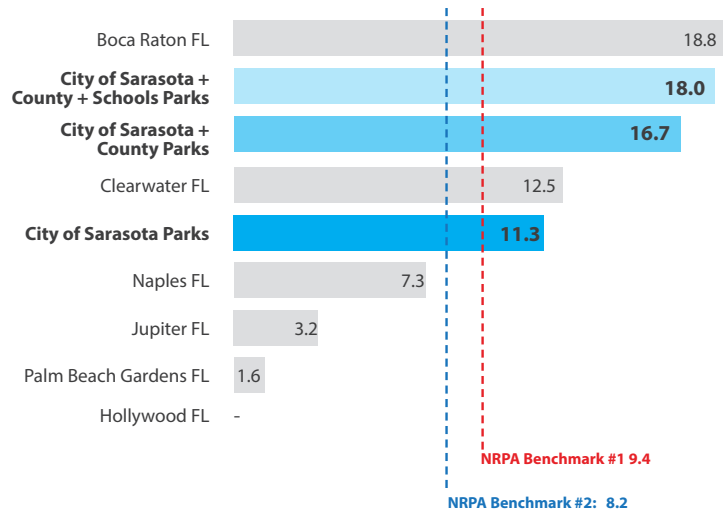


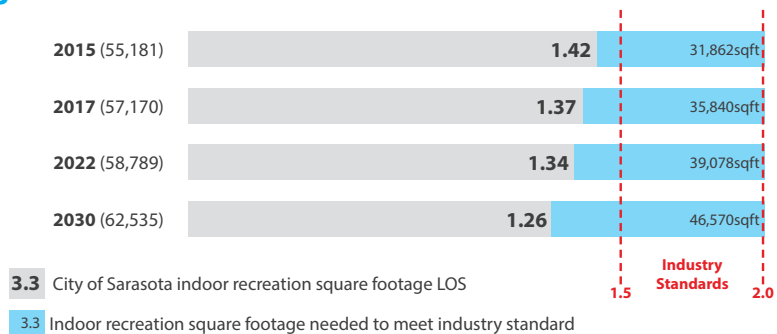
FIGURE 2.5D

Acreage LOS target comparisons with other benchmarks

Figure 2.5D illustrates the findings from this analysis. Based on this analysis, the City of Sarasota's acreage LOS in 2017 was 11.3 acres per 1,000 population. A cumulative of City and County parks acreage LOS is 16.7. If the school parks acreage is added, the Acreage LOS goes up to 18.0. These findings were compared to NRPA benchmarks and other benchmark cities. Based on this analysis, it appears that the City of Sarasota's Acreage LOS is higher than the NRPA Benchmarks and ranks 3rd among comparable Cities. This suggests that the City may have sufficient park acreage and may not need additional park acreage. However, if the golf course acreage is removed, the City's Acreage LOS goes down to 6.1, which may suggest a need for additional park land.

Indoor Recreation Square Footage LOS

Indoor Recreation Center Space LOS is measured by dividing the amount of indoor and community recreation center space available to residents by the number of residents in the City. Industry guidelines suggest that communities with high quality indoor recreation services should have around 2.0 square foot of interior recreation and community center space per resident.



3.3 City of Sarasota indoor recreation square footage LOS

3.3 Indoor recreation square footage needed to meet industry standard

FIGURE 2.5E

Indoor recreation space LOS, and industry targets

The City of Sarasota currently has approximately 78,500 square feet of indoor recreation and community center space. Figure 2.5E illustrates the findings from this analysis considering the City of Sarasota's 2015, 2017, 2022, and 2030 population estimates. Based on this analysis, it appears the City may need additional indoor recreation and community center space.

Reaching the industry target of 2.0 square feet of indoor recreation and community center space per resident would require expanding the City's indoor facilities by about 39,078 square feet by the year 2022. Comparable cities of Jupiter, FL and Naples, FL have set their indoor facility square footage LOS at 1.5 sq. ft. per person. Based on this target, the City would need approximately an additional 9,684 sq. ft. of indoor facilities by year 2022.

Facilities LOS

Facilities LOS is measured by dividing the number of residents by the number of parks and recreation facilities. The higher the number, the less facilities there are per resident, and the more of a need there may be for that particular recreation facility. Similarly, the lower the number, the more facilities there are per resident, and the less of a need there may be for that particular recreation facility.

		City of Sarasota		City of Sarasota + County		City of Sarasota + County + Schools		NRPA Benchmarks		Benchmark Cities					
		Inventory	2017 LOS	Inventory	2017 LOS	Inventory	2017 LOS	NRPA Benchmark 1 Median	NRPA Benchmark 2 Median	Boca Raton	Clearwater	Hollywood	Jupiter	Naples	Palm Beach Garden
Fields	Playground	31	1,844	33	1,732	39	1,466	3,746	3,572	5,000	4,185	-	-	25,000	4,084
	Multi-purpose Fields	1	57,170	3	19,057	10	5,717	14,417	9,547	8,000	5,650	-	-	-	8,168
	Multipurpose Synthetic Fields	-	-	-	-	-	-	46,469	54,161	-	113,000	-	-	-	-
Rectangular fields	Soccer Fields	1	57,170	1	57,170	4	14,293	14,478	15,746	-	-	-	5,000	-	-
	Football Fields	0	-	1	57,170	3	19,057	34,500	35,453	-	-	-	12,000	5,000	-
	Cricket Field	-	-	-	-	-	-	54,832	108,575	-	-	-	-	-	-
	Field Hockey Field	-	-	-	-	-	-	n/a	22,500	-	-	-	-	-	-
Diamond Fields	Lacrosse Field	-	-	-	-	-	-	27,332	29,924	-	-	-	12,000	-	-
	Baseball Fields (Youth)	0	-	9	6,352	11	5,197	7,500	7,770	7,500	10,272	-	-	-	-
	Baseball Fields (Adult)	0	-	7	8,167	7	8,167	23,522	25,179	60,000	11,300	-	-	-	-
	Baseball Fields (Total)	0	-	16	3,573	18	3,176	-	-	-	-	-	6,000	5,000	-
	Softball Fields (Youth)	0	-	2	28,585	6	9,528	13,526	12,121	40,000	-	-	-	-	-
	Softball Fields (Adult)	0	-	0	-	0	-	14,912	14,725	30,000	8,071	-	-	-	-
	Softball Fields (Total)	0	-	2	28,585	6	9,528	-	-	-	-	-	12,000	-	-
Courts	Tee Ball	-	-	-	-	-	-	18,482	18,557	7,500	-	-	-	-	4,084
	Tennis Court	37	1,545	41	1,394	47	1,216	-	-	10,000	2,306	-	4,000	2,000	628
	Basketball Court	8	7,146	8	7,146	12	4,764	8,333	7,350	8,000	8,071	-	4,000	5,000	8,168
	Volleyball Court	2	28,585	2	28,585	2	28,585	-	-	-	-	-	8,000	4,000	-
	Racquetball Court	1	57,170	1	57,170	1	57,170	-	-	-	-	-	7,500	-	-
	Multi-use courts	-	-	-	-	-	-	20,000	18,557	60,000	8,071	-	-	-	-
Other Recreations	Running tracks	0	-	0	-	3	19,057	-	-	-	-	-	-	-	-
	Swimming Pool	4	14,293	4	14,293	4	14,293	48,657	40,218	60,000	28,250	-	65,000	25,000	-
	Splash Pad/Play Area	1	57,170	1	57,170	1	57,170	-	-	-	-	-	-	-	-
	Skate Parks	0	-	-	-	-	-	-	-	113,000	-	60,000	-	-	-
	Indoor recreation	1	57,170	1	57,170	1	57,170	-	-	-	22,600	-	1.5 sqft per person	1.5 sqft per person	8,168
Other Community facilities	Performance Amphitheater	1	57,170	1	57,170	1	57,170	-	-	-	-	-	-	-	-
	Community Garden	3	19,057	3	19,057	3	19,057	47,500	27,042	120,000	-	-	-	-	-
	Dog Park	1	57,170	1	57,170	1	57,170	58,000	49,665	120,000	56,500	-	-	-	-
	"Walking Trails (Hardscape)"	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	"Walking Trails (LF or Miles)"	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Community centers	1	57,170	1	57,170	1	57,170	-	-	40,000	-	-	1.5 sqft per person	-	-


 Potential facility need

FIGURE 2.5F
Facilities LOS Benchmark analysis

The City's Facilities LOS have been calculated based on the population estimates for the years 2015, 2017, 2022, and 2030 using the following quantities of parks facilities:

- **Total City Parks Facilities** – City of Sarasota park facilities.
- **Total City + County Parks Facilities**– City of Sarasota park facilities and park facilities of County Parks located within City of Sarasota limits.
- **Total City + County + School Parks Facilities**– City of Sarasota park facilities, County park facilities, and park facilities found in Sarasota County Schools located within City of Sarasota limits.

The City's Facilities LOS numbers for year the 2017 were compared to NRPA benchmarks and to the Facilities LOS of the comparable cities. City facilities that had a higher Facilities LOS number, suggest that there may be a need for those recreation facilities.

Based on these analyses, it appears that the City may have a need for the following facilities typically found in parks and recreation systems as highlighted in Figure 2.5F.

- Multi-purpose field
- Soccer field
- Football field
- Baseball field
- Softball field
- Basketball courts
- Volleyball courts
- Racquetball courts
- Skate park

However, if the facilities available

in Sarasota County parks and Sarasota schools are taken into consideration, the need for most of the facilities except volleyball, racquetball, and skate park are met. It will be important to discuss the role that County parks and recreation facilities in County schools may play in the Visioning phase of the City of Sarasota P&PRMP.

Access LOS

Access LOS measures the distance residents have to travel to get to parks and recreation facilities. It is used to understand how parks are distributed throughout the city. The distance used in the calculation of LOS is important; for example, should a city aim for all residents to have a park within 1 mile of their homes, within ½ mile, or even less?

Informed by industry best practices, the following distances were used to analyze Access LOS for the City's parks and public realm system and key recreation facilities that were identified has high priority needs in the Statistically Valid Survey:

Parks:

1. All City Parks – ½ mile, ¾ mile, 1 mile
2. Neighborhood Parks – ½ mile, ¾ mile, 1 mile
3. Community Parks – 2 miles, 3 miles, 5 miles
4. Passive use Parks – 2 miles, 3 miles, 5 miles
5. Special Area Parks – 2 miles, 3 miles, 5 miles
6. Nature Preserve – 2 miles, 3 miles, 5 miles

School systems

1. Elementary Schools – ½ mile, ¾ mile, 1 mile
2. Middle + High Schools – 2 miles, 3 miles, 5 miles

Sports facilities

1. Playgrounds – ½ mile, 1 mile, 2 miles
2. Multi-purpose fields – ½ mile, 1 mile, 2 miles
3. Basketball courts – ½ mile, 1 mile, 2 miles
4. Tennis Courts – ½ mile, 1 mile, 2 miles

Park Facilities

1. Park shelters – ½ mile, ¾ mile, 1 mile
2. Picnic areas – ½ mile, ¾ mile, 1 mile

Figures 2.5G-T illustrate where the gaps appear to be in the City based on the analysis.

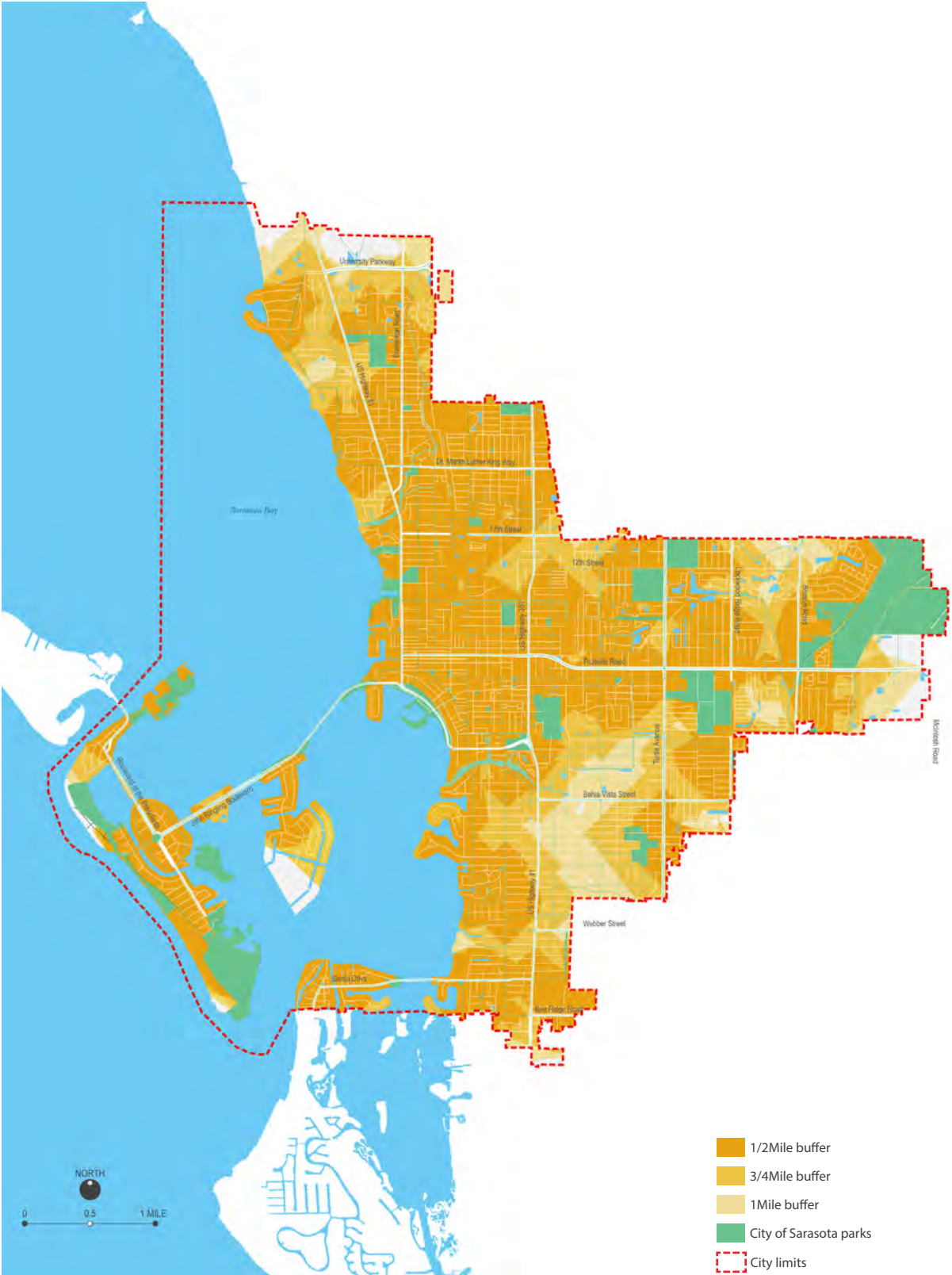


FIGURE 2.5G
Access LOS for All Parks

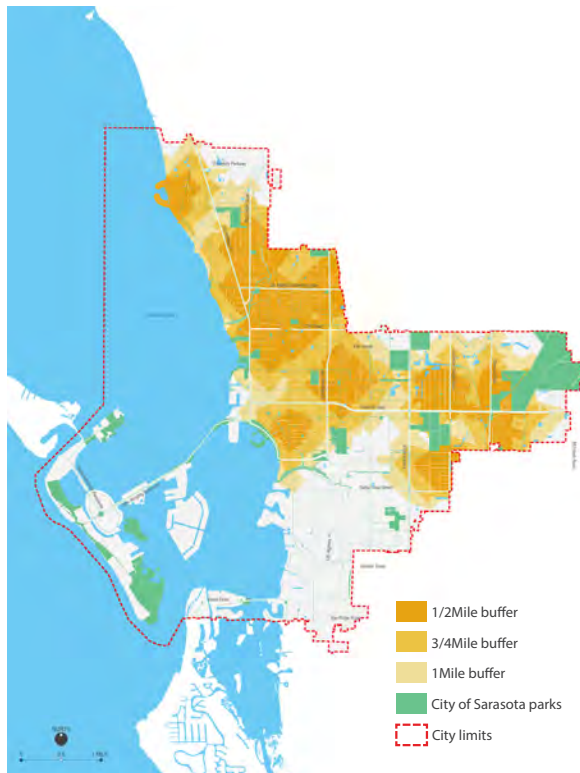


FIGURE 2.5H
Access LOS for Neighborhood Parks

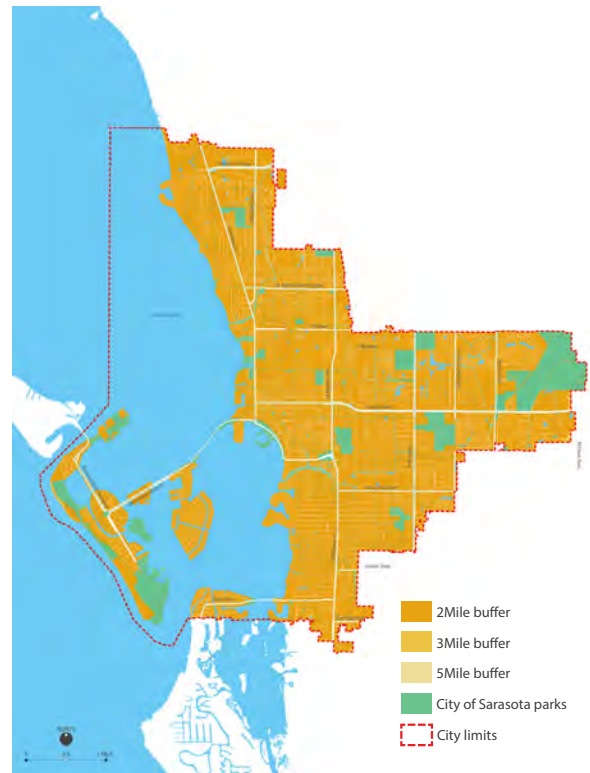


FIGURE 2.5I
Access LOS for Community Parks

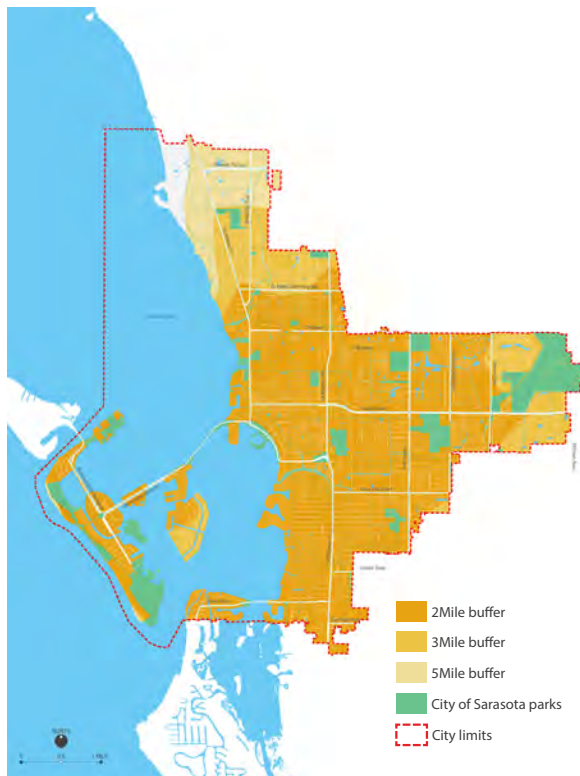


FIGURE 2.5J
Access LOS for Passive use Parks

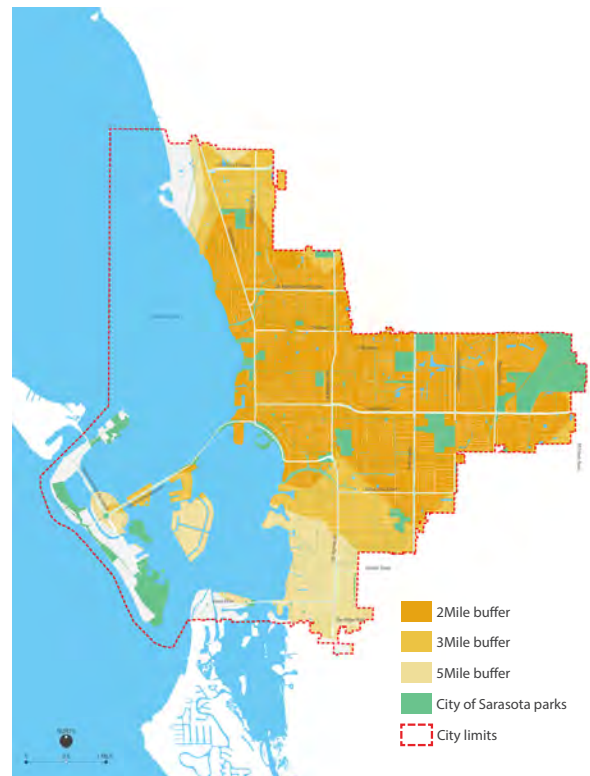


FIGURE 2.5K
Access LOS for Special area Parks

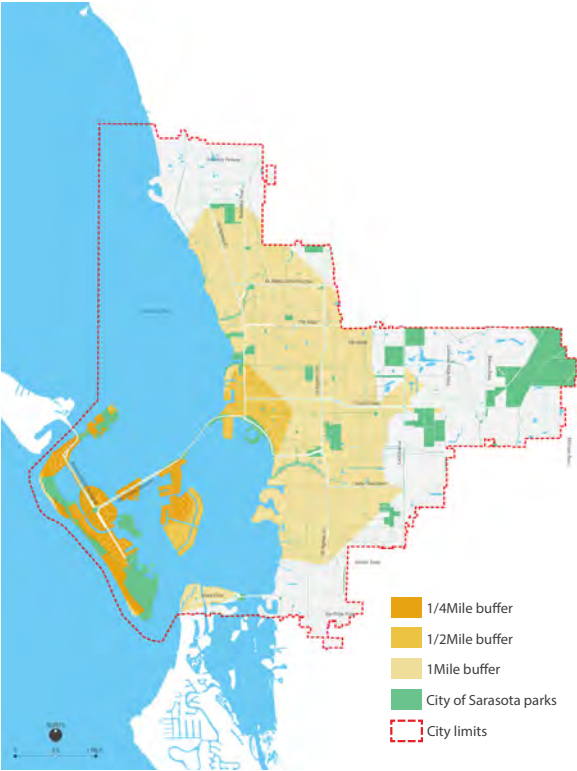


FIGURE 2.5L
Access LOS for Nature Preserves

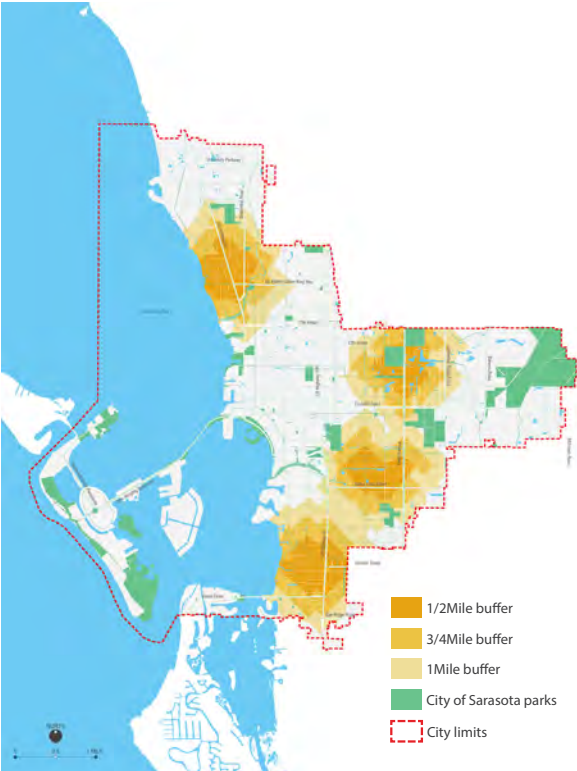


FIGURE 2.5M
Access LOS for Elementary Schools

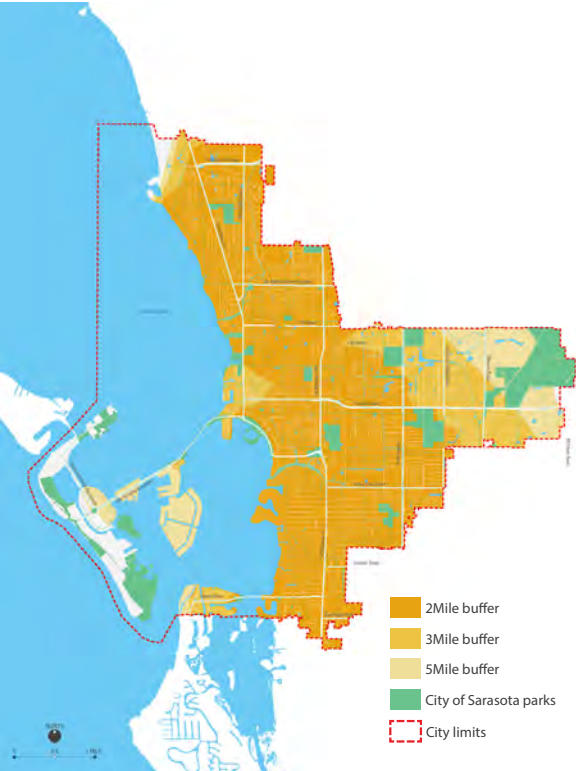


FIGURE 2.5N
Access LOS for Middle and High Schools

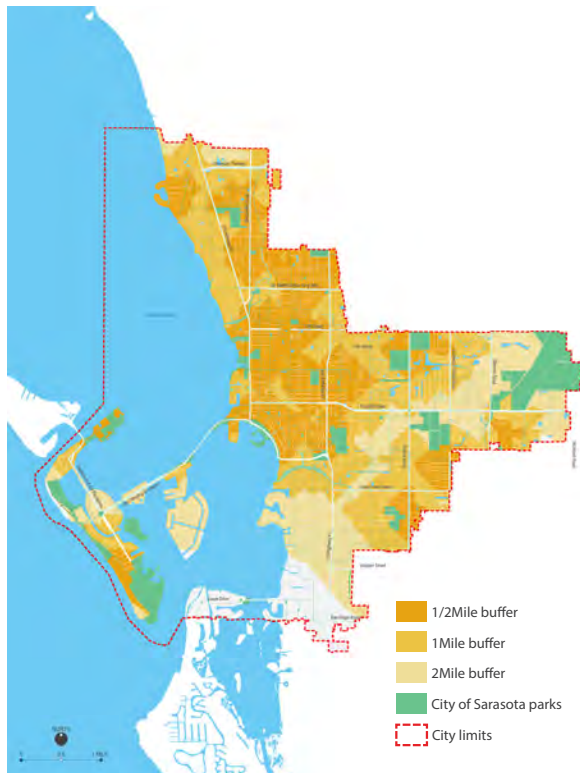


FIGURE 2.5O
Access LOS for all Playgrounds

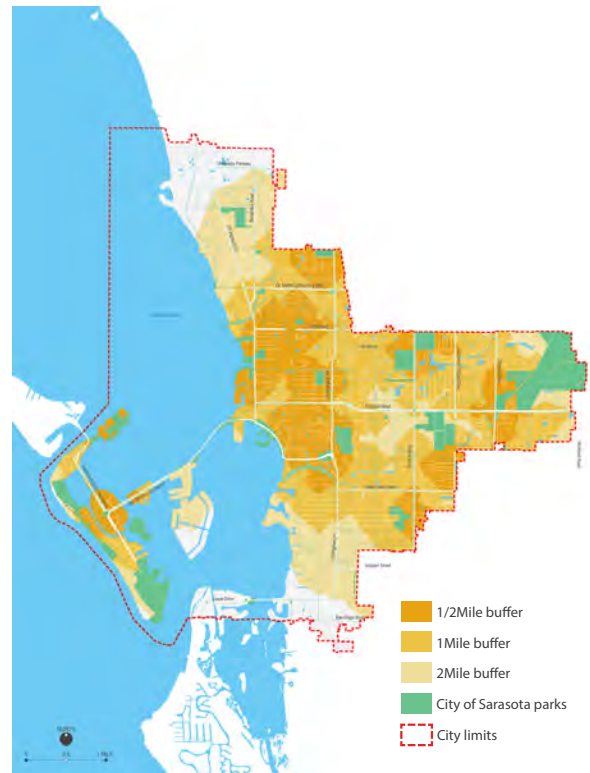


FIGURE 2.5P
Access LOS for Multi-purpose Fields

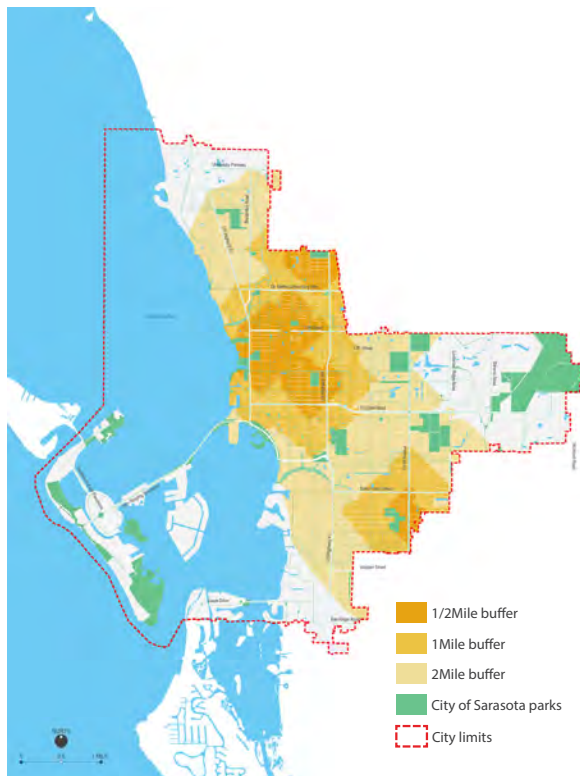


FIGURE 2.5Q
Access LOS for Basketball Courts

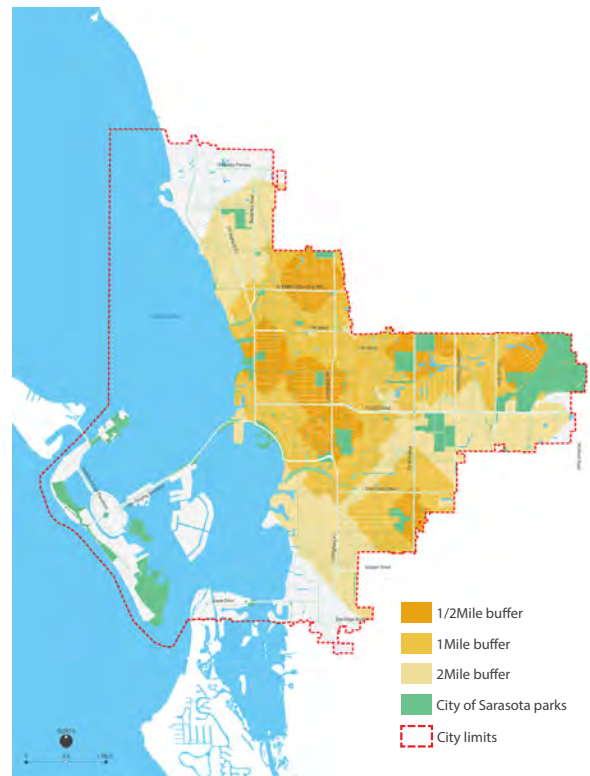


FIGURE 2.5R
Access LOS for Tennis Courts

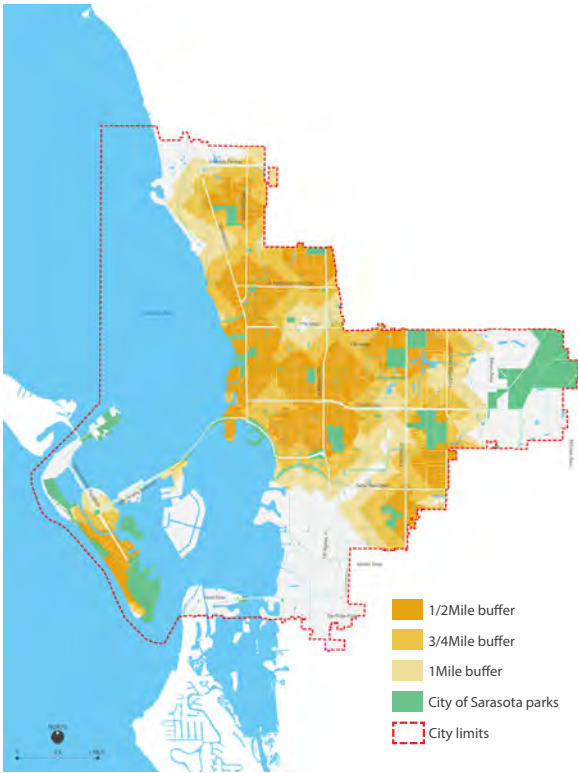


FIGURE 2.5S
Access LOS for Park Shelters

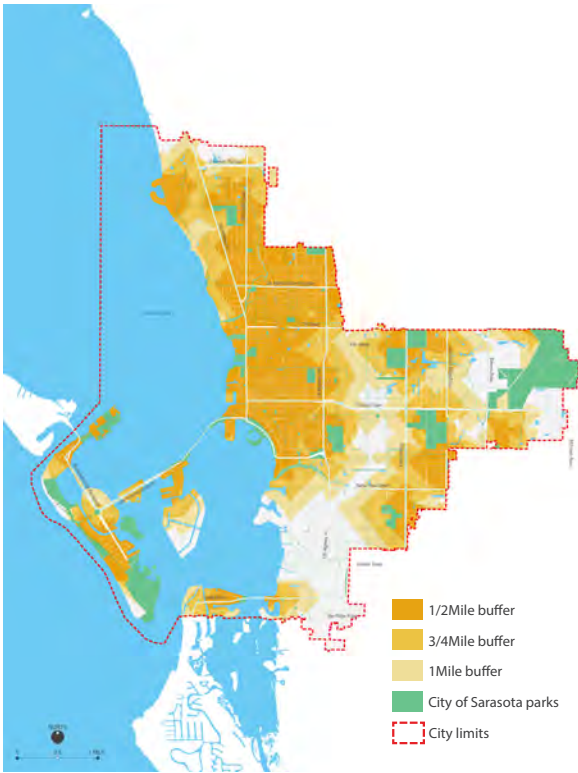


FIGURE 2.5T
Access LOS for Picnic Areas

Figure 2.5U provides a summary of these findings. Specifically, this summary suggests that while the City overall may have a need for additional parks, the degree of need may be less based on the Access LOS Analysis distance used. The appropriate Access LOS distance that the City should establish will be further discussed in the Visioning phase of the project.

	½ Mile	¾ Mile	1 Mile	2 Miles	3 Miles	5 Miles
All City Parks	○	○	○			
Neighborhood Parks	○	○	○			
Community Parks				●	●	●
Passive use Parks				○	○	○
Special area Parks				○	○	○
Nature Preserve				○	○	○
Elementary Schools	○	○	○			
Middle + High Schools				○	○	○
Playgrounds	○		○	○		
Multi-purpose fields	○		○	○		
Basketball Courts	○		○	○		
Tennis Courts	○		○	○		
Park Shelters	○	○	○			
Picnic Areas	○	○	○			

○ Partial Access ● Full Access

FIGURE 2.5U
Access LOS summary

2.6

SUMMARY

Figure 2.6A compares the findings from the Statistically-Representative Survey conducted by ETC Institute (Column 1) to the findings from the other needs assessment techniques. The “dots” in each column indicate the priority needs identified from each technique. Based on a review of the findings from all of the needs assessment techniques,

Residents’ top AMENITY priorities are:

- Natural areas/nature parks
- Restrooms at existing parks
- Paved multi-purpose trails
- Unpaved walking and hiking trails
- Neighborhood parks
- Sidewalks
- Park benches/seating
- Park shelters and picnic areas

Residents’ top PROGRAM AND ACTIVITY priorities are:

- Community special events
- Adult fitness/wellness
- Nature programs/
environmental education
- Movies in the park
- Outdoor dining
- Music programs

The primary barriers to usage are:

- Not knowing where parks are located
- Not feeling safe at parks/
facilities
- Household uses private facilities
- Lack of parking

The primary community-wide challenges identified are:

- Traffic congestion
- Homelessness
- Community safety
- Preservation of natural areas
- Jobs and job training,
economic development
- Flooding and sea level rise
- Limited access to multi-modal transportation

To summarize, Sarasota residents are most interested in preserving natural areas; enhancing existing parks with amenities such as restrooms, site furnishings, nature trails, and shelters; providing new neighborhood parks; and improving bicycle and pedestrian connectivity through paved trails. Similar to other urbanizing communities in Florida and throughout the United States, Sarasota residents also desire to gather for movies in the park, music programs, and other community special events; attend adult fitness/wellness and nature/environmental education programs; and dine outdoors.

	Mail/ Telephone Survey	Online Survey (50%+ "need more")	Public/ CCNA Workshops (20% or more participants)	Commission Interviews	Level-of- Service Analysis	Site Evaluations
Amenity Priorities:						
Natural areas/nature parks	●	●	-	-	●	●
Restrooms at existing parks	●	●	●	●	-	●
Paved multi-purpose trails	●	●	●	●	-	-
Unpaved walking and hiking trails	●	●	●	●	-	-
Neighborhood parks	●	●	●	●	●	-
Sidewalks	●	●	-	-	-	-
Park benches/seating	●	●	-	●	-	●
Park shelters and picnic areas	●	-	●	●	●	●
Dog parks	-	-	-	-	-	-
Community gardens	-	●	-	-	-	-
Large community parks	-	●	-	-	-	-
Water access (non-motorized)	-	●	●	-	-	-
Community/ recreation/ teen centers	-	●	-	-	●	●
Improved maintenance	-	-	-	●	-	●
Safety, better lighting	-	-	-	●	-	●
Shade	-	-	-	●	-	●
Programming Priorities:						
Community special events	●	●	-	-	-	-
Adult fitness/wellness	●	●	●	-	-	-
Nature programs/environmental education	●	●	●	-	-	-
Movies in the park	●	●	-	-	-	-
Outdoor dining	●	●	-	-	-	-
Music programs	●	●	-	-	-	-
Barriers to Usage (top five):						
Not knowing where parks are located	●	●	-	-	-	●
Not feeling safe at parks/facilities	●	●	-	-	-	-
Household uses private facilities	●	●	-	-	-	-
Lack of parking	●	●	-	-	-	-
Facilities are not well- maintained	-	●	-	-	-	●
Community-wide Challenges (top five):						
Traffic congestion	●	●	●	-	-	-
Homelessness	●	●	●	●	-	●
Community safety	●	●	●	-	-	-
Preservation of natural areas	●	●	-	-	-	-
Jobs and job training, economic development	-	-	●	●	-	-
Flooding and sea level rise	-	-	●	●	-	-
Limited access to multi-modal transportation	-	●	●	-	-	●

FIGURE 2.6A
Needs Assessment Summary

A large, bold, white number '3' is positioned on the left side of the image, partially overlapping the trees and the walkway. The background is a photograph of a tree-lined walkway with a brick path, greenery, and a building in the distance. The number '3' is the central focus of the page.

3

**LONG-RANGE
VISION**



As mentioned in the previous section, there are no state or national standards to guide the development of a community's parks and recreation system, and each community must develop its own vision based on local values, needs, and resources. The following long-range vision for the City of Sarasota Parks and Public Realm system includes:

1. A Mission Statement for the Parks and Recreation Department;
2. Guiding Principles for the City's parks and public realm;
3. Attributes of the vision;
4. Opportunities to address broader, City-wide issues through parks and the public realm;
5. Recommendations to reduce barriers to public participation in parks and recreation programs;
6. Improvements to existing parks, including illustrations of concepts;
7. Recommendations for additional parkland; and
8. An estimate of probable capital costs.

3.1

MISSION STATEMENT

As a new District, the Parks and Recreation District will have significant latitude regarding where to focus its resources. Residents, City Commissioners, and District staff all value youth development, safety, equity, economic opportunity, and environmental sustainability. The City also values the integration of the parks and recreation system with other elements of the public realm, including streets and sidewalks, trails, and storm-water facilities. Therefore, the Parks and Recreation Department's proposed Mission Statement is:

"To provide recreational opportunities for residents and visitors, help young people realize their potential, and contribute to the City's economic, social, and environmental sustainability."

3.2

GUIDING PRINCIPLES

Several guiding principles form the foundation for a parks and recreation system that will accomplish the Parks and Recreation Mission. First, Peter Harnik of the Trust for Public Realm stated that there are seven measures of an excellent city park system:

1. A clear expression of purpose
2. Ongoing planning and community involvement
3. Sufficient assets in land, staffing, and equipment to meet the system's goals
4. Equitable access
5. User satisfaction
6. Safety from physical hazards and crime
7. Benefits for the city beyond the boundaries of the parks (http://cloud.tpl.org/pubs/ccpe_excellentcityparks_2006.pdf)

Second, as mentioned above, the parks system should be planned within the context of the larger public realm, rather than as stand-alone sites. The public realm generally refers to a community's system of streets and sidewalks, parks and civic spaces, historic and cultural areas, and natural areas and trails. It also includes public infrastructure such as drainage swales, stormwater treatment ponds, utility corridors and/or other lands owned and managed by city, county, regional, state, and federal agencies. Yale University's Alexander Garvin notes that "the public realm is our common property. It is the fundamental element in any community – the framework around which everything grows." To the right is a schematic diagram illustrating a typical community public realm system.



The Public Realm

Third, every public space within the parks and recreation system should be planned and designed as a “High Performance Public Space” (HPPS) that generates multiple benefits for the community. Dr. Barth’s research at the University of Florida identified 25 criteria for a HPPS:

Economic Criteria

- The space creates and facilitates revenue-generating opportunities for the public and/or the private sectors
- The space creates meaningful and desirable employment
- The space indirectly creates or sustains good, living wage jobs
- The space sustains or increases property values
- The space catalyzes infill development and/or the re-use of obsolete or under-used buildings or spaces
- The space attracts new residents
- The space attracts new businesses
- The space generates increased business and tax revenues
- The space optimizes operations and maintenance costs (compared to other similar spaces)

Environmental Criteria

- The space uses energy, water, and material resources efficiently
- The space improves water quality of both surface and ground water
- The space serves as a net carbon sink
- The space enhances, preserves, promotes, or contributes to biological diversity
- Hardscape materials are selected based on longevity of service, social/cultural/ historical sustainability, regional availability, low carbon footprint, and/or other related criteria
- The space provides opportunities to enhance environmental awareness and knowledge
- The space serves as an interconnected node within larger scale ecological corridors and natural habitat

Social Criteria

- The space improves the neighborhood
- The space improves social and physical mobility through multi-modal connectivity – auto, transit, bike, pedestrian
- The space encourages the health and fitness of residents and visitors
- The space provides relief from urban congestion and stressors such as social confrontation, noise pollution, and air pollution
- The space provides places for formal and informal social gathering, art, performances, and community or civic events
- The space provides opportunities for individual, group, passive, and active recreation
- The space facilitates shared experiences among different groups of people
- The space attracts diverse populations
- The space promotes creative and constructive social interaction (Barth, 2015)

Finally, parks should be designed and programmed to provide visitors with at least 10 things to do, consistent with the Project for Public Spaces (PPS) "Power of 10+":

The idea behind this concept is that places thrive when users have a range of reasons (10+) to be there. These might include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities will be unique to that particular place, reflecting the culture and history of the surrounding community. Local residents who use this space most regularly will be the best source of ideas for which uses will work best. Further, when cities contain at least 10 of these destinations or districts, their public perception begins to shift amongst both locals and tourists, and urban centers can become better equipped for generating resilience and innovation. (<https://www.pps.org/article/the-power-of-10>)

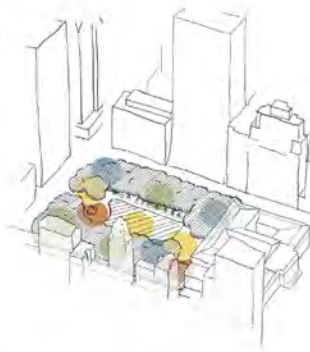
POWER OF 10+

HOW CITIES TRANSFORM THROUGH PLACEMAKING



City/Region

10+ MAJOR DESTINATIONS



Destination

10+ PLACES IN EACH



Place

10+ THINGS TO DO,
LAYERED TO CREATE SYNERGY



The Power of Ten+ (Source: The Project for Public Spaces)

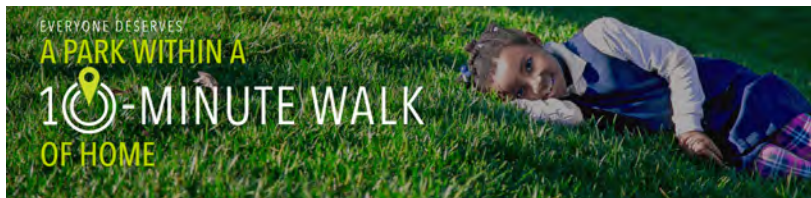
3.3

ATTRIBUTES OF THE VISION

Consistent with these guiding principles, the City's vision for its parks and recreation system includes the following attributes:

1. A 10 Minute Walk to Small Local Parks

The City embraces the nationwide movement led by The Trust for Public Land, in partnership with the National Recreation and Park Association and the Urban Land Institute, to ensure "there's a great park within a 10-minute walk of every person, in every neighborhood, in every city across America." Local Parks are "those that serve mainly local needs and can be replicated in small and easily accessible units in every part of the Region" (Hise & Deverell). Typical facilities include a multi-purpose lawn/play field, walking path, playground, play courts, picnic shelters, restrooms, splashpad, and limited parking. The City will accomplish this goal by developing new small, local parks to "fill the gap" within the existing City limits – including "Urban Open Spaces" in urban areas such as the Rosemary District - and by updating land development regulations to require developers of new residential communities to also meet the 10-minute walk goal.



TPL, NRPA, ULI 10-Minute Walk Campaign
(Source: <https://www.10minutewalk.org/>)

2. Equitable Access to Larger Community Parks, Recreation Centers, and Aquatics Facilities

The City also envisions that every resident will have access to a large, multi-use community park, recreation center, and aquatics center within three miles of their home. Typical community park facilities may include athletics fields, a dog park, large playground, and tennis and pickleball courts.



Robert L. Taylor Community Complex
(Source: <https://www.sarasotanewsleader.com/>)

Ideally, the recreation center and aquatics center would be located within the same park, but some may be "stand-alone" facilities depending on site capacity. Recreation centers and aquatics facilities will be provided based on a "hub and spoke model," made up of centralized facilities (hubs) such as the Robert L. Taylor Community Complex, and smaller facilities such as the center at Payne Park. Smaller centers may be strategically located in disadvantaged areas of the City to offer youth development, job training, and/or other social and economic programs. For example, a new center could be located at MLK Park and programmed in partnership with the adjacent Ringling College of Art and Design.

3. Central Gathering Spaces Throughout the Community

The City recognizes that every great neighborhood, community, and city needs a central gathering space for residents to come together for special events, festivals, celebrations, and memorials. Therefore, the vision includes central gathering spaces such as Payne Park and Ken Thompson Park for city-wide events and activities, and smaller gathering spaces (such as open, multi-purpose fields) within both neighborhood and community parks.



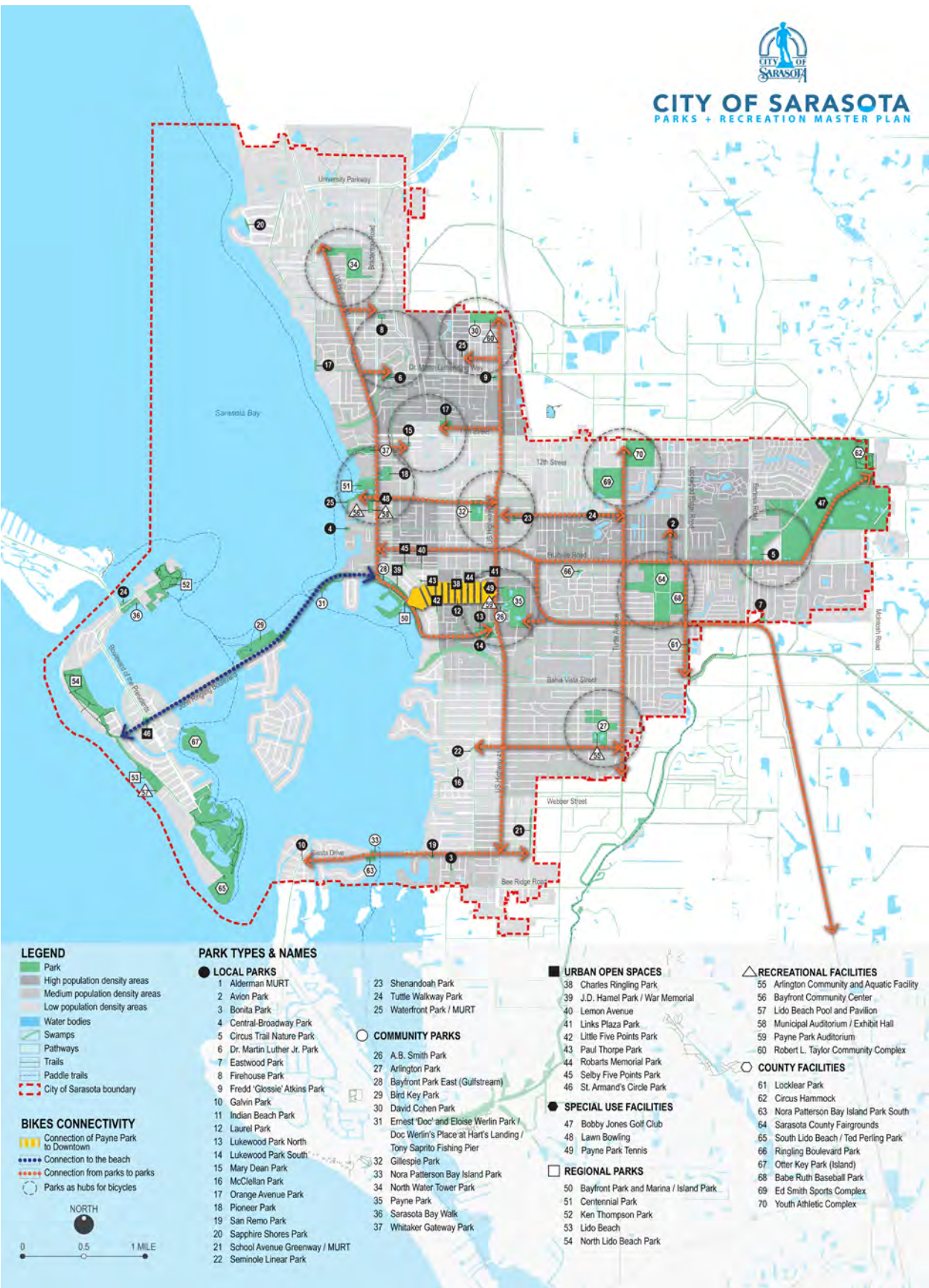
Pumpkin Festival at Payne Park (Source: <https://allevents.in/sarasota/20county/yoga-at-gillespie-park/1965518797101754>)

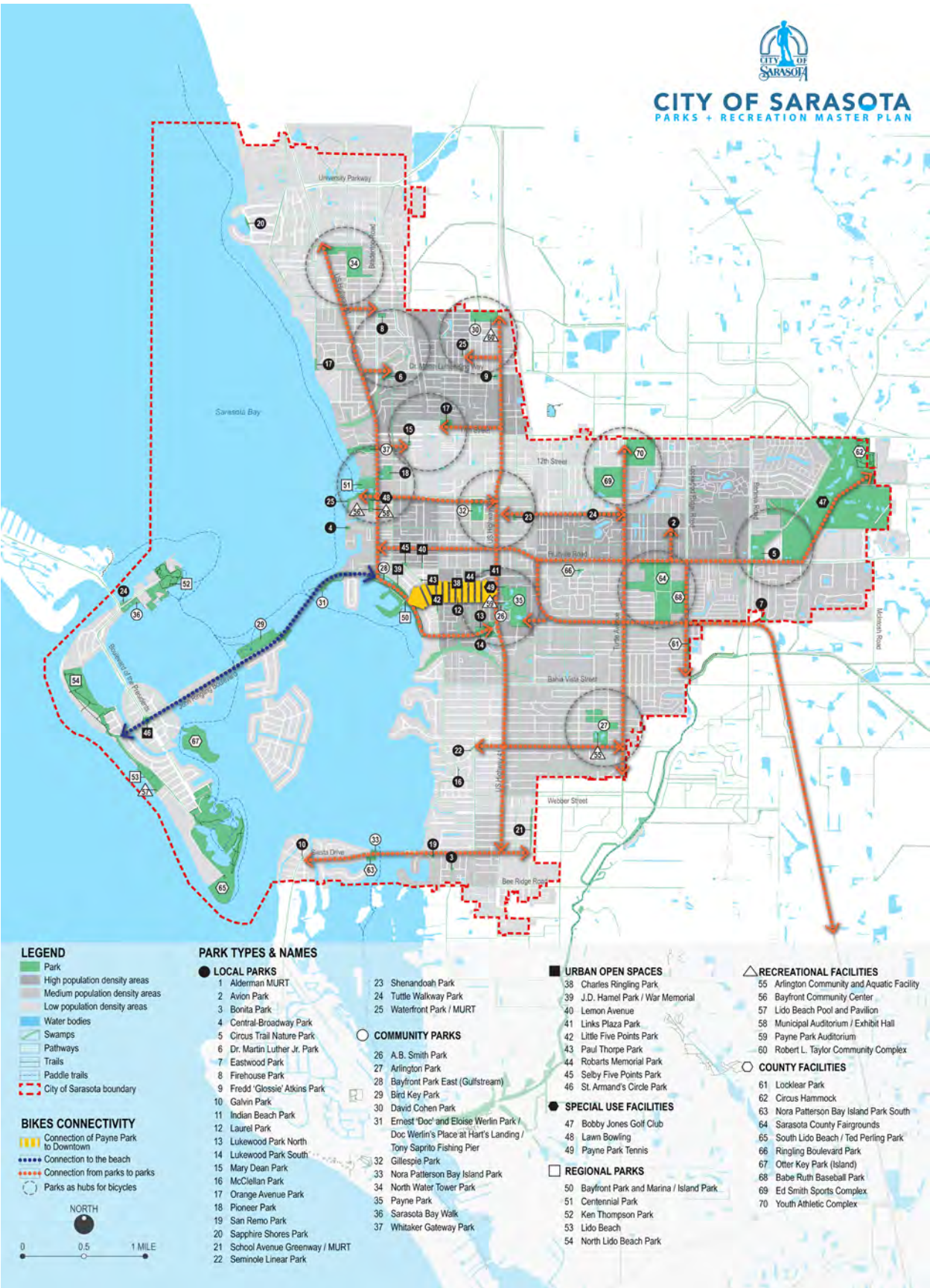
4. Interconnected Sidewalks, Trails, and Streets Network

Residents indicated a need for increased connectivity through paved and unpaved trails and sidewalks. This is a common priority for communities across the United States, particularly in high growth areas with worsening traffic congestion. The City's vision is to create 1) an interconnected network of safe, complete streets with bike lanes, wide sidewalks, street trees, and lighting; 2) a connected network of paved and unpaved, off road trails; and 3) integration of other modes of transportation including rapid transit, trolleys, water taxis, and bike sharing stations. Together these networks will provide safe routes to parks, schools, downtown, beaches, and employment centers for all residents.

The City is currently developing a long-range Comprehensive Transportation Plan (CTP) that will map and illustrate the proposed vision. One of the City's biggest challenges is to accomplish the vision on street rights-of-way owned and operated by other agencies such as Sarasota County and the Florida Department of Transportation (FDOT). For example, FDOT owns and operates John Ringling Boulevard, one of the City's most congested corridors. In addition to establishing a vision for the street network, the CTP will also illustrate a vision for the off-road trails network, including connection of Legacy Trail to Payne Park and the islands.

Parks can play a key role in developing the vision. Community Parks throughout the city should function as trailheads for the network, providing parking, restrooms, bike racks, water, bike and scooter share stations, and other related amenities. The adjacent map illustrates the City's current vision for increased connectivity between streets, trails, and parks.





5. Stormwater Treatment Facilities Designed as Parks

Wherever possible, stormwater facilities such as retention and detention ponds will be designed as rain gardens and/or other community amenities, providing even more opportunities for passive recreation, exercise, and wildlife viewing. For example, gentle side slopes will provide opportunities for perimeter walking paths and picnic areas, and native vegetation will enhance aesthetics, water quality, and wildlife habitat.



Rain Garden, City of Kissimmee Lakefront Park Source: City of Kissimmee

6. Protected and Enhanced Natural Areas

The City's parks and recreation vision includes protection of the natural areas that are crucial to maintaining the city's character, aesthetics, wildlife habitat, water quality, and quality of life. Tree canopies within parks will be maintained and enhanced and could possibly be used as mitigation sites for new development. Native plant materials will be used wherever possible to create, restore, and/or enhance wildlife habitat.

7. Maintenance of Existing Acreage Level-of-Service

The most livable communities in the United States maintain a robust level-of-service (LOS) for parks and open space. The City's existing LOS for park acreage is only 6.1 acres per 1,000 residents - not including the Bobby Jones Golf Club - which is significantly lower than Boca Raton's LOS of 18.8 acres/1,000, Clearwater's LOS of 12.5 acres/1,000, and Naples' 7.3 acres/1,000. The City's vision is to increase its LOS by acquiring new park land where possible and requiring new development to provide adequate parkland to meet the needs of new residents.

8. Recreation, Fitness, and Educational Programs Offered Throughout the City

Community parks will be "activated" through recreation programs and activities, consistent with the Power of 10+ discussed previously. Residents' top priority program needs include special events, adult fitness/wellness programs, nature programs/environmental education, movies in the park, outdoor dining, and music programs. Youth development programs are also a priority for the Parks and Recreation Department. Programs may be offered by the City, County, homeowners' associations, youth athletic leagues, non-profits, and/or other public or private providers.



Yoga in the park

9. Leveraged Partnerships

The parks and recreation vision will not be accomplished by the City alone, but through partnerships with public, private, and/or non-profit agencies. For example, recreation centers and/or aquatics centers may be implemented through partnerships with the County, Sarasota County Public Schools, non-profit to organizations, and/or other providers. Environmental lands protections may be accomplished in concert with the County, the State, and/or non-profit conservation organizations such as the Trust for Public Land or the Nature Conservancy.

3.4

OPPORTUNITIES TO ADDRESS BROADER CITY ISSUES

The Parks and Recreation Department's Mission Statement includes contributing "to the City's economic, social, and environmental sustainability." Residents indicated that the most important challenges to the community are traffic congestion, homelessness, community safety, and preservation of natural areas.

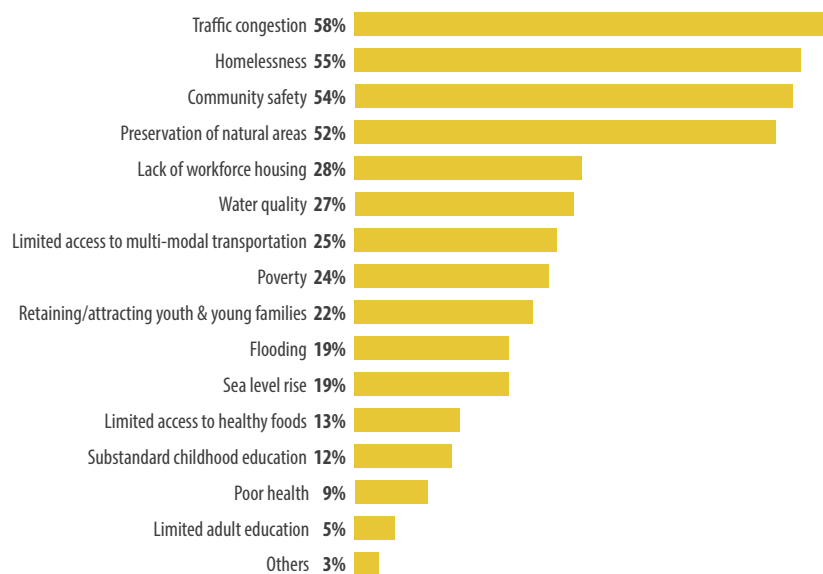


FIGURE 3.4A

Responses to Survey Question re: Most Important Challenges Source: ETC Institute (2018)

1. Traffic Congestion

The Department can help address traffic congestion by promoting alternative modes of transportation such as bicycling, walking, public transit, and water taxis. A “bicycle culture” can be created by adding facilities and amenities to existing and proposed parks, as discussed previously. Multi-purpose trails could also be constructed in larger parks, and the Department could offer “learn to ride” and bicycle safety programs in the parks for youth and families.

2. Homelessness

Over 20% of the respondents to the statistically-representative survey said that they do not use the City’s parks and recreation facilities more often because they “do not feel safe at parks”; and over 50% of the respondents listed “homelessness” (55%) and “community safety” (54%) as two of the top three issues facing the City, exceeded only by traffic congestion. City parks staff report that large groups of homeless, sometimes exceeding twenty people, are particularly intimidating to residents. These large groups also leave behind drug paraphernalia, feces, trash and food waste. While the Department will not be able to provide housing for the homeless, it can support the Sarasota Police Department’s Homeless Outreach Team (HOT) to reduce undesirable behaviors in the City’s parks and help the homeless to access public services.

The HOT program provides outreach services to the homeless population and bridges the gap between outside agencies and potential clients. Parks and Recreation staff should be trained as liaisons to the Police Department, learning how to help with agency referrals and services. The Department could also host educational programs and public service videos (both live and on the Department’s website) to better educate staff and residents about homeless issues. The Department could also work to reduce undesirable behavior in parks by clearly stating rules of conduct, playground age limits, and other regulations. In addition, the Department could follow Crime Prevention Through Environmental Design (CPTED) principles to open up sight lines, eliminate dark or hidden spots, and make sure that all park areas are as open and observable as possible.

3. Community Safety

According to the website Neighborhood Scout, “with a crime rate of 45 per one thousand residents, Sarasota has one of the highest crime rates in America compared to all communities of all sizes - from the smallest towns to the very largest cities” (<https://www.neighborhoodscout.com/fl/sarasota/crime>). In addition to following CPTED design principles mentioned above, the Parks and Recreation Department could work to improve safety in parks by improving lighting, increasing the use of park ambassadors and volunteers, and activating parks with more amenities and programs. The Department could also conduct a “safe parks” campaign, in partnership with the Police Department, to teach safer behaviors and encourage park visitors to be more aware of their surroundings. The Department should also re-evaluate the hours of operations for parks throughout the city based on context (urban, suburban), activities, lighting, security, and other factors.

4. Preservation of Natural Areas

Residents expressed concerns over the preservation of natural areas – and the continuing loss of open space to new development – in surveys, public workshops, and meetings. Public sentiment appears to support the acquisition of remaining open space for parks and preserves.

The Parks and Recreation Department could help preserve and enhance natural areas by acquiring open spaces adjacent to existing parks; restoring natural habitats and tree canopies in existing parks; promoting the exchange of density bonuses for green space preservation; and ensuring that new development provides adequate parkland and open space as discussed above.

3.5

REDUCING BARRIERS TO THE USE OF FACILITIES AND PROGRAMS

The long-range vision includes efforts to reduce or eliminate barriers to participation in the City's existing parks. The community survey found that the top two reasons why households do not use the City's parks, trails, and recreation facilities are "I do not know where parks are located," and "I do not feel safe at parks/facilities" (see the responses to survey Question 7, to the right).

Ideas for increasing residents' awareness of park locations include the current initiative to create a searchable database on the City's website of park locations, facilities, programs, and events; construction of a new signage and wayfinding system to clearly indicate directions to City parks; creation of parks system kiosks at each park to show the locations of other parks and trails; and the development of a multi-media marketing plan, including bilingual materials. Ideas to improve safety are outlined previously. The City should continue to survey residents to measure progress in the reduction of these barriers.

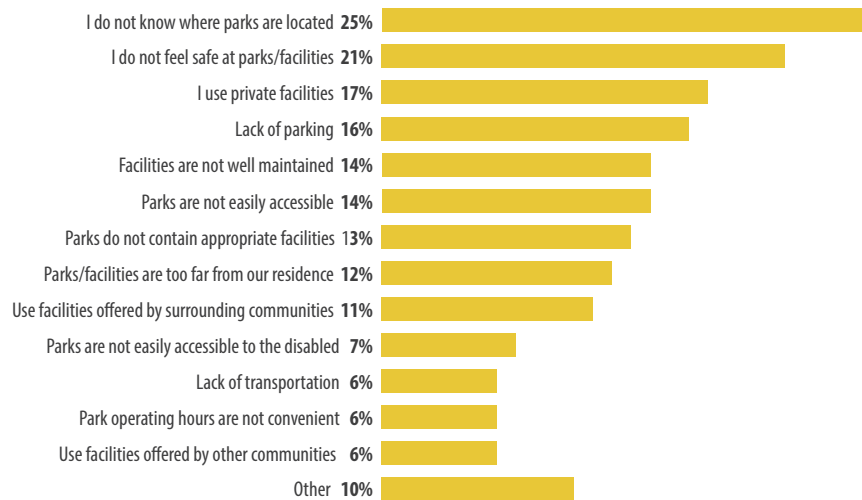


FIGURE 3.5A

Responses to Survey Question re: Reasons for Lack of Participation Source: ETC Institute (2018)

3.6

IMPROVEMENTS TO EXISTING PARKS

Figure 3.6B shows that the City's existing parks system re-categorized based on the following six types of parks - Local Parks, Urban Open Spaces, Community Parks, Special Use Facilities, Regional Parks, and Recreational Facilities.

1. Improvements to Local Parks

Local Parks are "those that serve mainly local needs and can be replicated in small and easily accessible units in every part of the Region" (Hise & Deverell). Wherever possible, Local Parks (approx. 6 – 10 acres each) should be provided to serve the needs of residents within a 10-minute walk (+/- ½ mile radius).

Residents' needs for local parks have changed dramatically over the past 20 years. Traditionally, all that was required was a swing set, slide, basketball court, and picnic tables. Consistent with the "Power of 10+," today's residents desire many more things to do at their Local Park. Typical desired facilities include a multi-purpose lawn/play field, walking path, playground, play courts, picnic shelters, restrooms, splashpad, Wi-Fi, and limited parking. Below is an illustration of a prototypical Local Park.

It is recommended that the City upgrade and revitalize its existing Local Parks in accordance with the prototype. For example, Figure 3.6D on page 116 shows an idea for the potential revitalization of the City's Shenandoah Park. Although it is much smaller than the prototype, many of the desired facilities can be incorporated into the renovation.



FIGURE 3.6A
Prototype of a 6 – 10 Acre Local Park

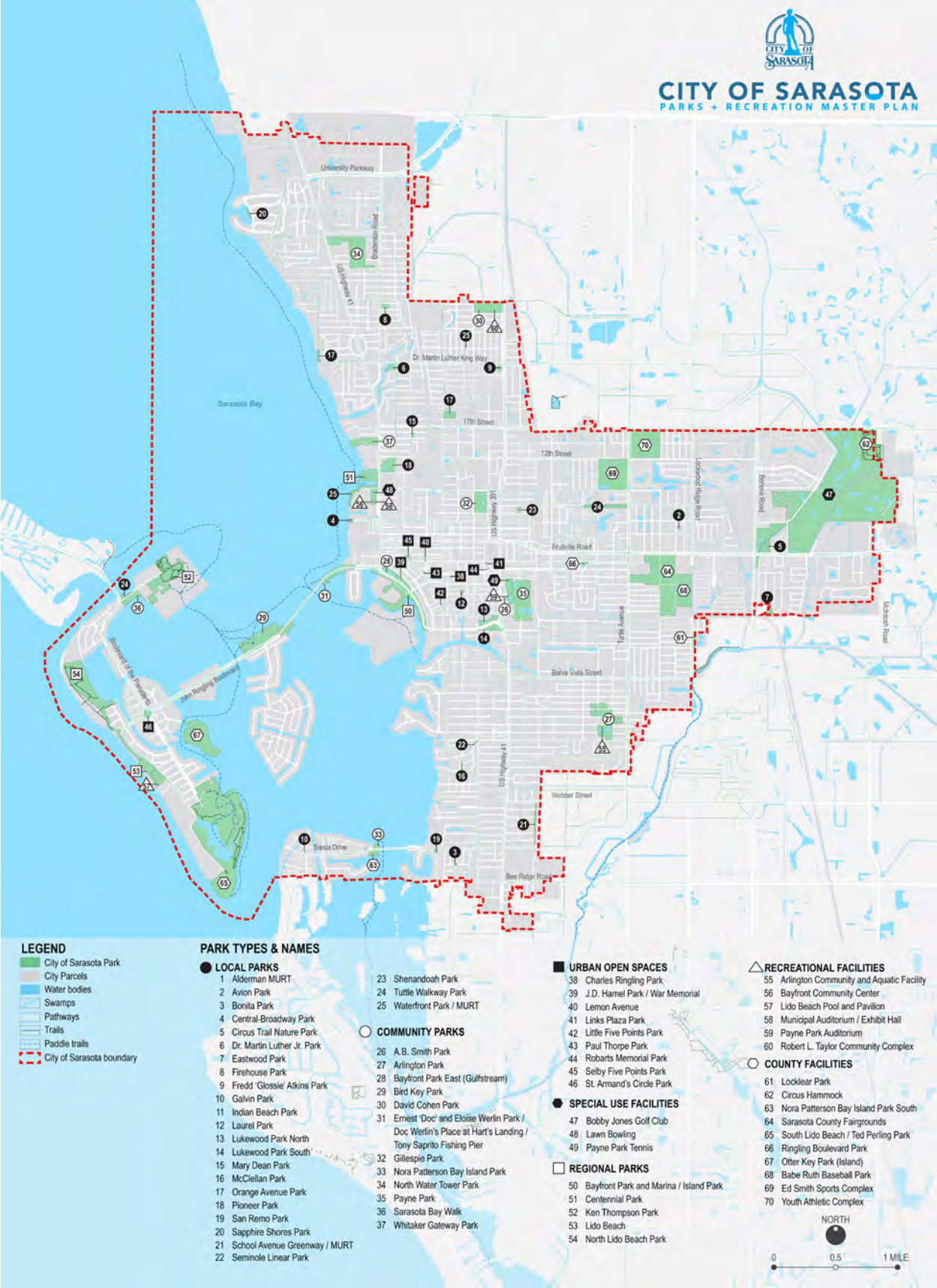


FIGURE 3.6B
Existing City of Sarasota Parks and Recreation System

The “before” photo (Figure 3.6C) shows that Shenandoah is under-used and somewhat neglected, with little to do. Amenities such as picnic tables have been removed from the site. The park’s assets include the beautiful canopy of oaks; open views from the street on three sides; and the character-enhancing archways and fencing.

The “after” photo (Figure 3.6D) demonstrates opportunities to revitalize the park in accordance with the Local prototype above, although Shenandoah is only 1+ acres in size. Potential amenities (including those not shown) could include an improved multipurpose open lawn, paved multi-purpose trail with outdoor fitness equipment, a variety of seating types, picnic shelters, a multi-generational playground, public art, a multi-purpose play court,

electric power outlets for special events and cell phone re-charging, space for food trucks, and restored habitat and natural areas with environmental education exhibits. Areas of the site could also be depressed to hold and treat stormwater.

It is important to note that a master plan should be developed for each of the City’s Local Parks - working in concert with the surrounding residents – before any improvements are constructed.



FIGURE 3.6C
Existing Shenandoah Park



FIGURE 3.6D
Revitalization
Opportunities
for Shenandoah
Park

Park Improvements

- | | | | |
|---|---|--|-----------------------------------|
| 1. Partnership with adjacent church for the activation of the parking lot during non-church use hours | granite/gravel pavement for stormwater infiltration | 5. Multi-purpose path | 8. Multi-purpose play court |
| 2. Pervious decomposed | 3. Movable tables and chairs | 6. Multi-purpose turf lawn | 9. Outdoor fitness equipment |
| | 4. Removal of fence to facilitate access | 7. Picnic shelter with table games and movable tables and chairs | 10. Multi-generational playground |

2. Improvements to Urban Open Spaces

Urban Open Spaces are small spaces primarily serving nearby residents and/or commercial areas. When surrounded by streets with low traffic volumes, Urban Open Spaces typically accommodate activities such as sitting and socializing or people-watching, playing board games such as chess or checkers, playing table tennis or other table games, playing on a small playground, and/or special events such as a small band concert or crafts fair. They can also be used to beautify roadway corridors or provide settings for public art and historical monuments. Urban Open Spaces also provide limited opportunities to improve stormwater treatment, biological diversity, and the city's tree canopy. Below is an illustration of a prototypical Open Space (Figure 3.6E).

Similar to Local Parks, the City should strive to provide at least 10 things to do in each of its Urban Open Spaces. For example, Figure 3.6G (page 118) shows an idea for the potential revitalization of Links Plaza, located at the corner of Main Street and Links Avenue.



Example Park Amenities

1. Picnic table
2. Movable tables + chairs
3. Chess + checker table games
4. Outdoor ping-pong table
5. Low ornamental fence
6. Street capture bioretention

Park Context

7. Park-oriented residential development
8. Park zone traffic calmi
9. Crosswalk
10. On-street parking
11. Sidewalk + Tree zone/ Buffer

FIGURE 3.6E
Prototype of an Urban/Pocket Park

The “before” photo (Figure 3.6F) shows that the plaza is aesthetically pleasing and well maintained, but offers only a few things to do and has little relationship with the surrounding commercial uses. Existing facilities include a spray fountain, planters, and a sculpture of a golfer and plaque noting that the plaza is on the site of an historic golf course built in 1905. The site is bordered by a two-story office/commercial building with a vacant restaurant, planned for reopening in the near future.

The “after” image (Figure 3.6G) envisions the renovated plaza as an extension of the new restaurant, with movable tables and chairs, as well as other amenities (including those not shown) such as reclining chairs with umbrellas, a bike share station, an enhanced splash pad, a

cushioned surface area for exercise classes, and a sculptural play element. Some of the pervious surface has been removed and replaced with porous gravel to reduce stormwater runoff, and a bosque of trees provides shade for diners

as well as habitat for songbirds.

It is assumed that the actual design for Links Plaza, and other Urban/Pocket Parks, would be developed in collaboration with surrounding merchants, residents, and property owners.



FIGURE 3.6F
Existing Links Plaza



FIGURE 3.6G
Revitalization
Opportunities
for Links Plaza

Park Improvements

1. Restaurant with patio seating extending into the park
2. Tree bosque
3. Movable tables and chairs
4. Central promenade
5. Sculptural lawn play area with moguls
6. Pervious decomposed granite/gravel pavement
7. Cushioned surface area for programs and events for rainwater infiltration

3. Community Parks

Community Parks are “those that serve mainly regional needs, which people can reasonably be expected to travel to reach, and which cannot be reduplicated locally” (Hise & Deverell). Typical facilities include athletics field, dog parks, large playground, tennis and pickleball courts, and performance/special events lawns. Community Parks may also include swimming pools and indoor recreation centers, which could be developed within parks (e.g. Arlington Park), or as stand-alone facilities. Figure 3.6H shows an illustration of a prototypical Community Park.

As discussed previously, improvements should be made to all of the City’s Community Parks to provide more things to do (Power of 10+); improve safety; serve as bicycle/pedestrian system trailheads; preserve and enhance the city’s tree canopy and natural environment; and function as High Performance Public Spaces.

For example, Figure 3.6J (page 120) shows ideas for potential improvements to Gillespie Park to serve the needs of the broader community. This concept focuses on expanding the southwest corner of the site – including the existing +/- 1,000 square foot (s.f.) police substation building – into the “heart” of the park and the surrounding neighborhood.

The “before” photo (Figure 3.6I - page 120) shows that the park and the building are aesthetically pleasing, but there’s not much to do, and the building is surrounded by unused open space.

The “after” photo (Figure 3.6J - page 120) envisions replacing the building with a new 5 - 10,000 sf community center that will house the police substation as well as a fitness enter, a teen lounge with Virtual Reality



FIGURE 3.6H
Prototype of a Community Park

Example Park Amenities

1. Table games
2. Picnic area + picnic tables
3. Basketball court
4. Tennis/Pickleball courts
5. Multi-purpose plaza/ Stage area
6. Multi-purpose open space/Sports field
7. Community garden
8. Multi-purpose path
9. Concession building
10. Plaza with movable tables+chairs
11. Slash pad
12. Group pavilion
13. Small pavilion
14. Playground
15. Dog park

Park Context

16. Park-oriented residential development
17. Park-oriented mixed use (Residential/ commercial) development
18. Park zone traffic calmi
19. Crosswalk
20. On-street parking
21. Sidewalk + Tree zone/ Buffer

gaming capabilities, small catering kitchen, and multi-purpose rooms for recreation, art, education, and fitness classes. Such a “satellite” center is envisioned at other community parks as well in existing public buildings as illustrated in Figure 3.6K (page 121), to supplement the programs and services offered at the Robert L. Taylor Community Complex.

A large, new multi-purpose turf lawn is proposed behind the building – extending to the existing lake – to provide opportunities for practice and pick-up games, informal recreation, and local community events and festivals. A covered dock and swings are proposed to overlook the lake at the far end of the field. A 10-12' wide multi-purpose path is proposed to

surround the field – lined with small shade pavilions, fitness equipment, seating areas, and shade trees – and connect to the existing walkways. Additionally, improvements are proposed in the City’s three aquatics facilities as identified in Figure 3.6L.

A master plan should be developed for Gillespie Park and each of the City’s other Community Parks and aquatics facilities – working in concert with surrounding residents – before any improvements are constructed.



FIGURE 3.6I
Existing Gillespie Park

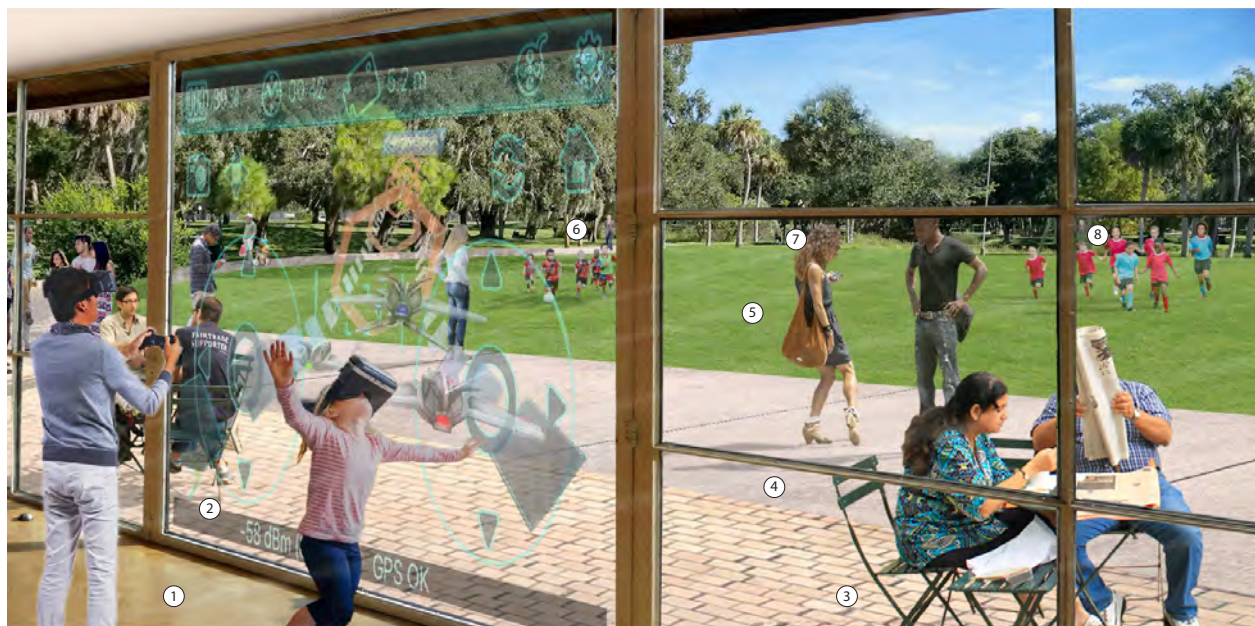


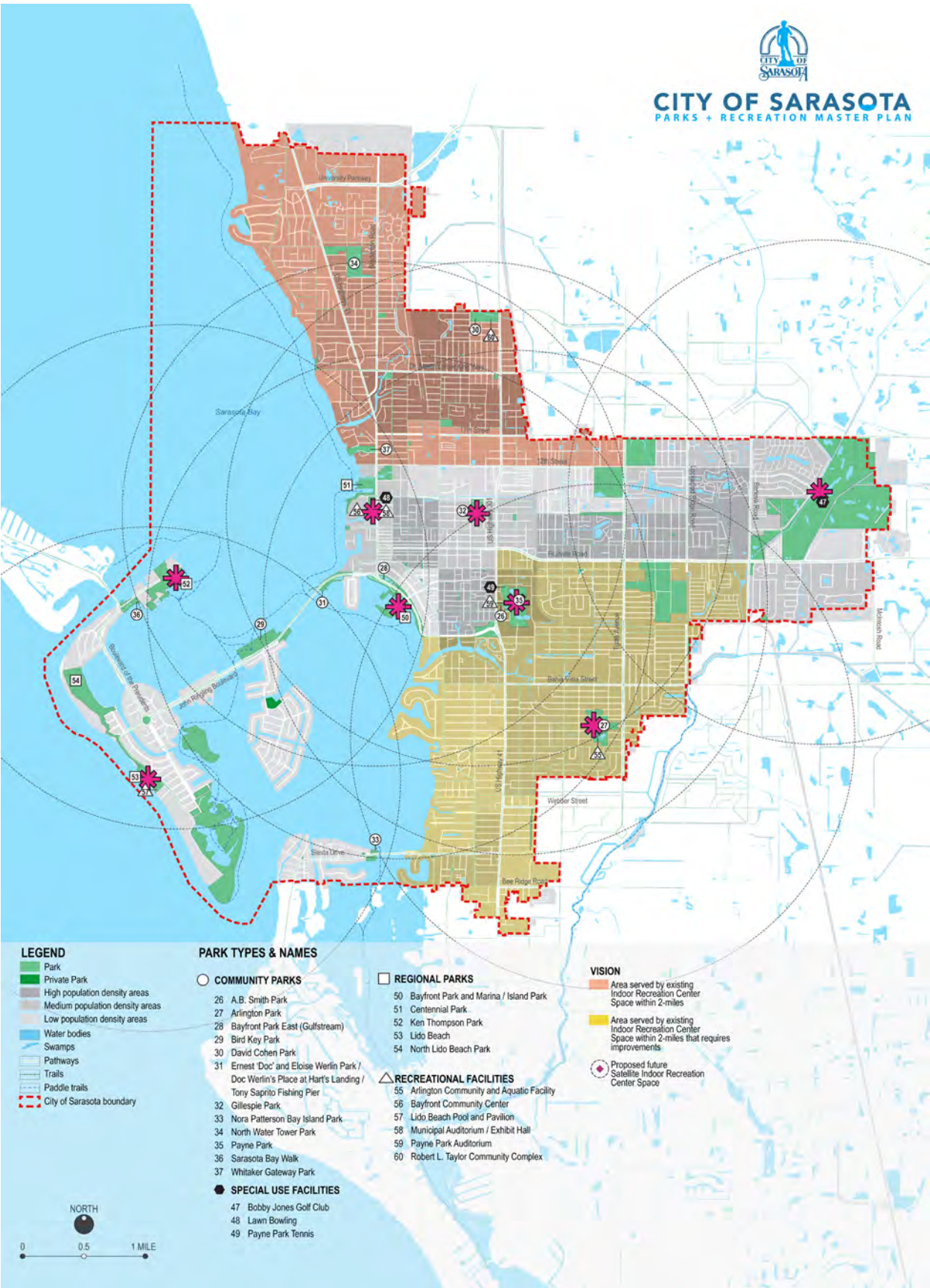
FIGURE 3.6J
Revitalization Opportunities for Gillespie Park

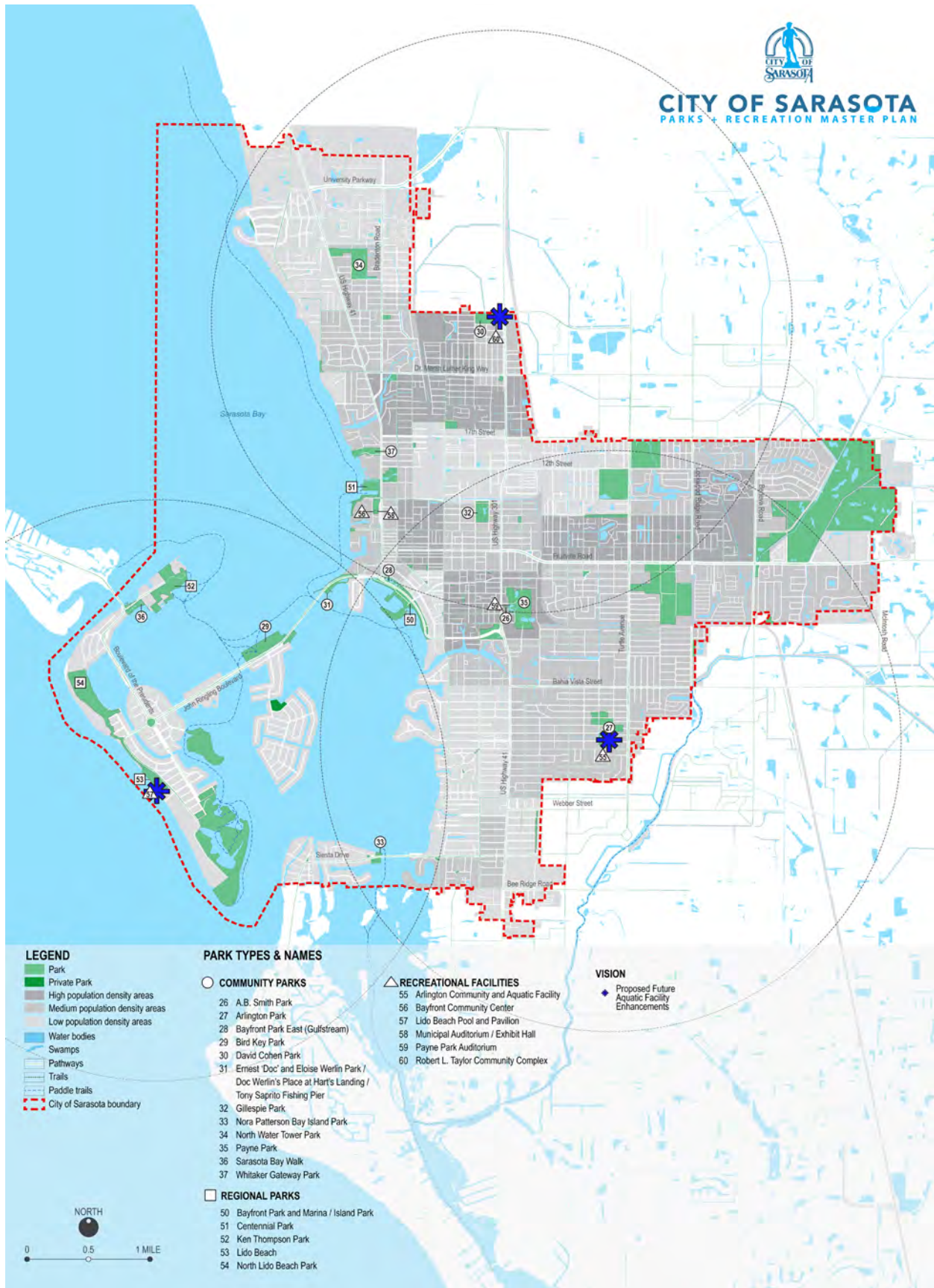
Park Improvements

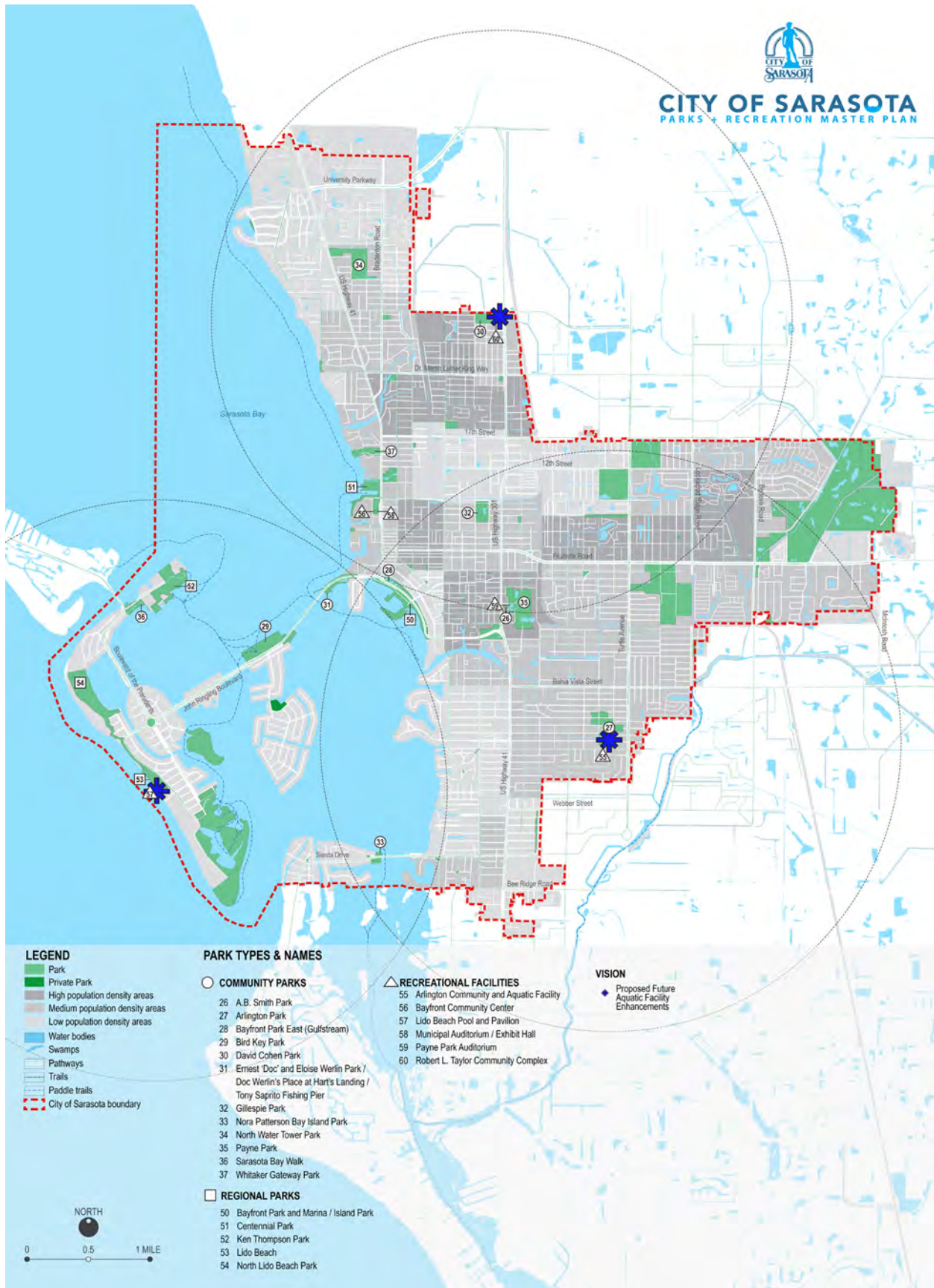
1. Community Center with police substation, fitness center, teen lounge, small catering kitchen, and multi-purpose rooms for

- recreation, art, education, and fitness classes
2. Teen lounge with Virtual Reality gaming capabilities
3. Covered patio with movable tables and chairs

4. Multi-purpose path
5. Multi-purpose turf lawn
6. Shade pavilion
7. Shaded exercise station
8. Dock with swings







4. Special Purpose/ Regional Facilities

Special Purpose/Regional Facilities are sites that serve a specific use – as opposed to general recreation – such as the Bobby Jones Golf Club, Municipal Auditorium, Bayfront Community Center, and The Bay. They often serve a population beyond Sarasota’s City limits, including residents of Sarasota County and bordering counties, and visitors from around the United States and the world.

Each Special Purpose/Regional Facility should be master planned and programmed to offer diverse recreation, education, social, and entertainment opportunities for residents and visitors. For example, the Municipal Auditorium and Bayfront Community Center could be programmed for indoor activities such as health and fitness classes, yoga, and pickleball.

Figure 3.6M shows a concept plan for the Bay, a proposed new privately funded – but publicly accessible – Special Purpose/Regional Facility.



theBay
SARASOTA

OUR MASTER PLAN

SASAKI

FIGURE 3.6M
Concept plan for the Bay.

3.7 ADDITIONAL PARKLAND

In addition to improving existing parks, the City can improve its Level-of-Service for park acreage and access - and ensure more equitable access to local parks - by acquiring new parkland wherever possible. Priority should be given to sites that expand existing parks, or fill voids in residents' access to Urban Open Spaces within a 5-minute walk in underserved high-density areas and Local Parks within a 10-minute walk in underserved areas.

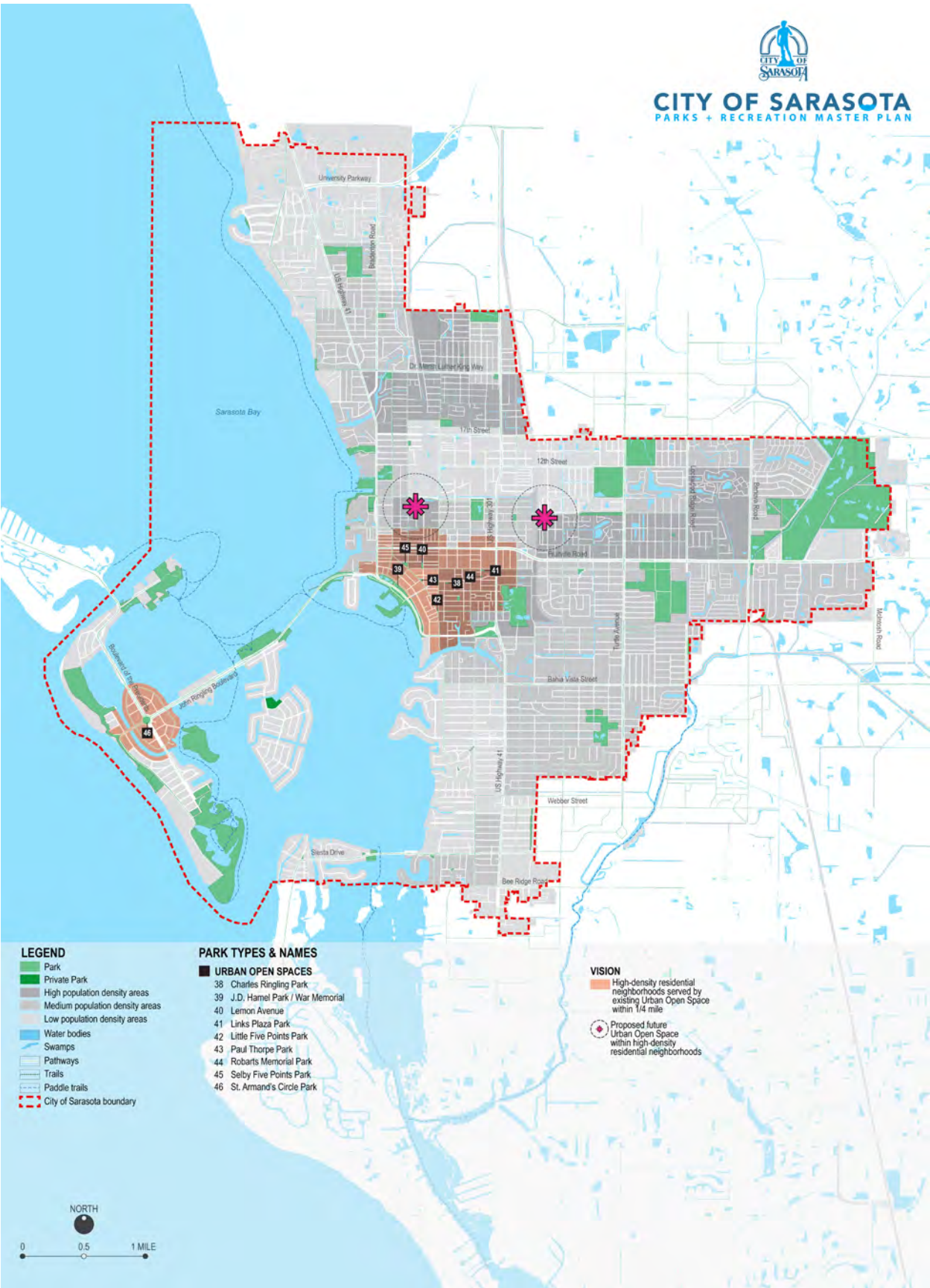
Figure 3.7A shows a map developed by the Downtown Sarasota Condo Association (DSCA), showing potential sites for pocket parks (in green) in the Rosemary District.

Figure 3.7B (page 125) shows the locations of other potential areas for Urban Open Spaces in high-density areas; and Figure 3.7C (page 126) shows potential locations for Local Parks, contingent on the availability of parkland. Opportunities for additional parkland include street ends, lift station sites, derelict residential or commercial sites, and vacant properties. The City could also acquire properties adjacent to existing parks when they become available.

Additional parkland can also be acquired or funded through the development review process. The City should review and update its land development regulations, if necessary, to ensure that new residential developments are providing adequate neighborhood parks and open spaces to meet the needs of new residents.



FIGURE 3.7A
Potential Locations of New Urban/Pocket Parks in the Rosemary District (in Green) Source: DSCA



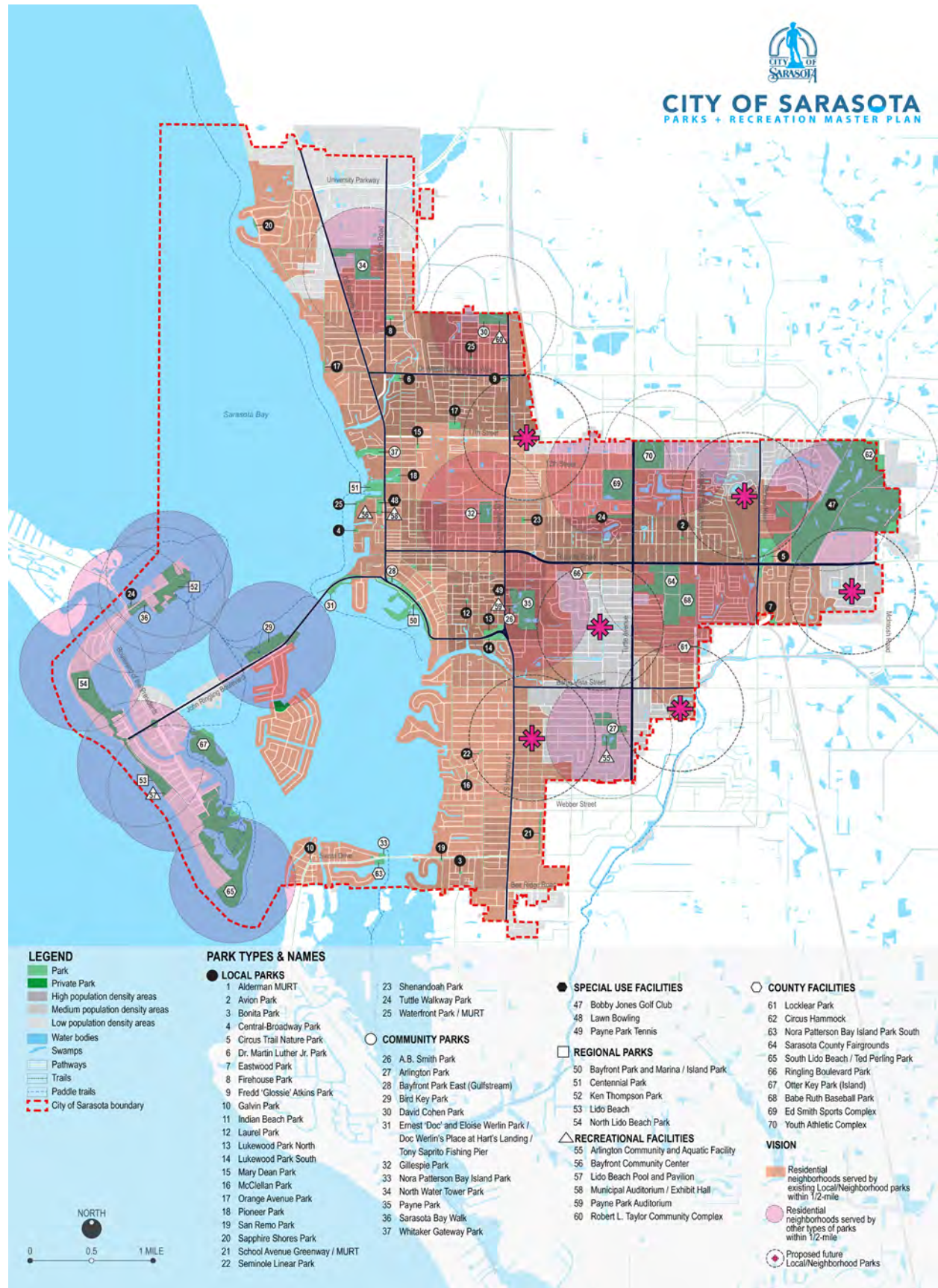


FIGURE 3.7C
Potential Locations of New Local Parks

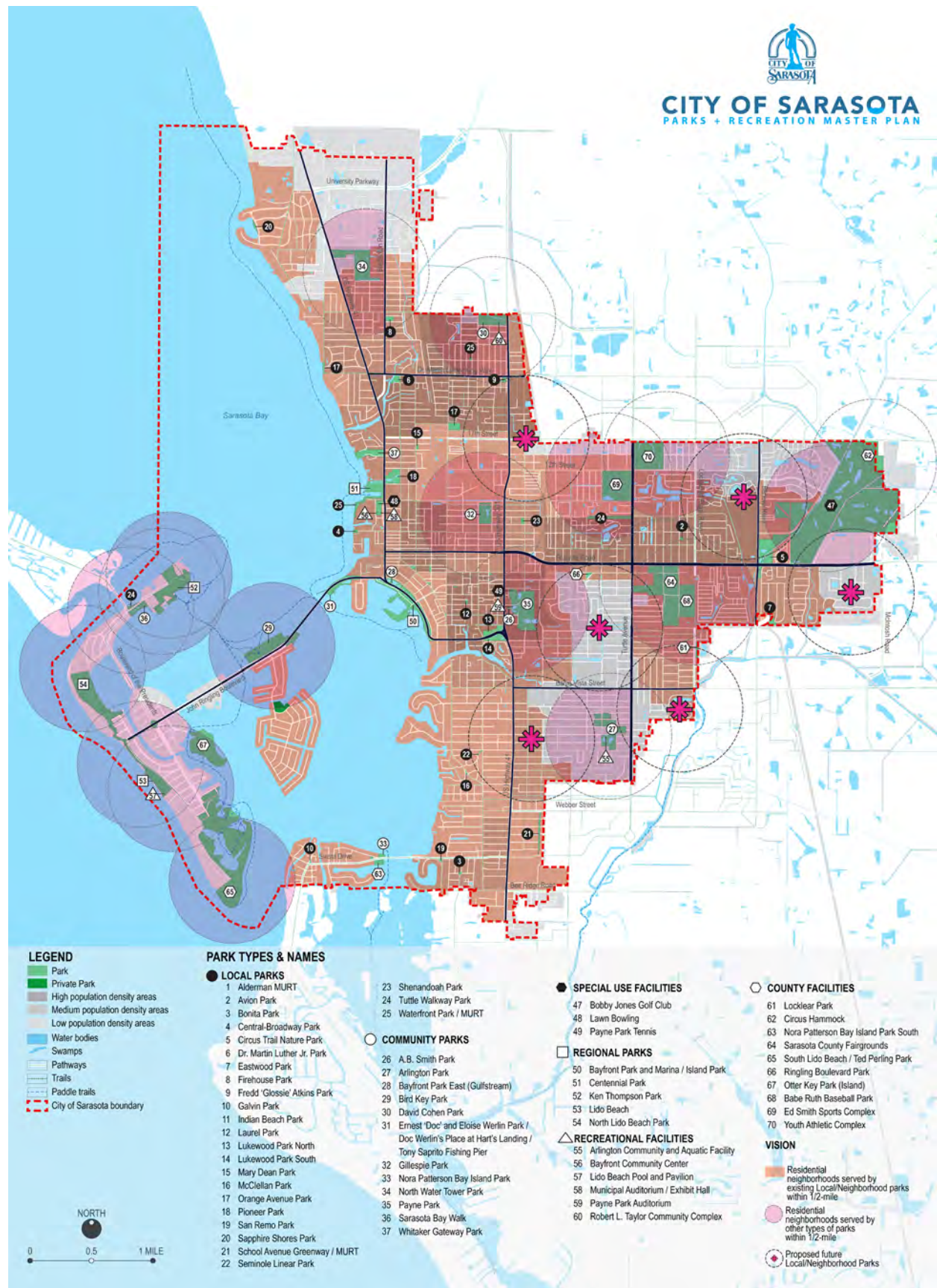
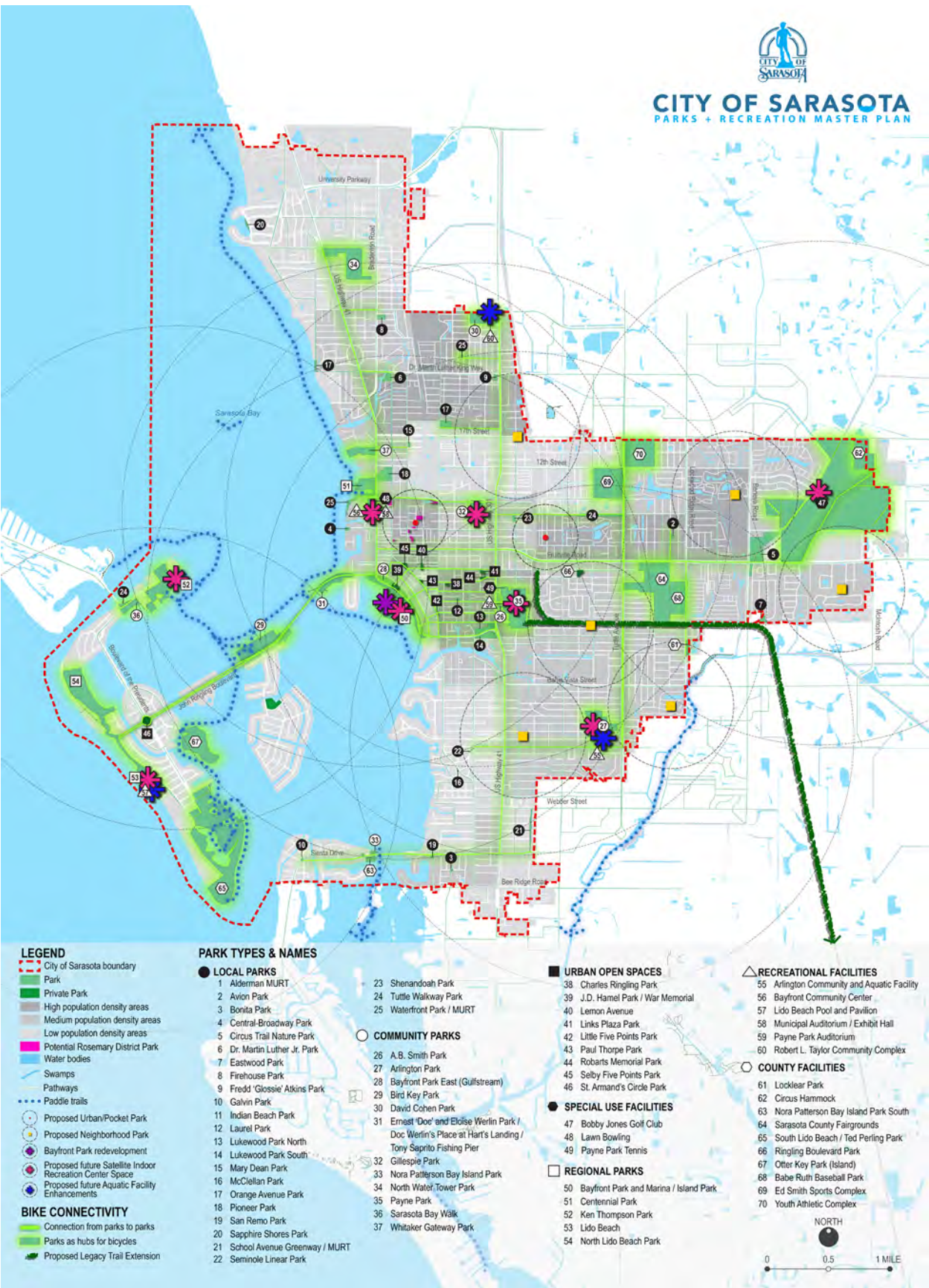


FIGURE 3.7C
Potential Locations of New Local Parks



3.8

ESTIMATE OF PROBABLE COSTS

Following are estimated costs to acquire and develop the parks and recreation vision outlined above. It is important to note that:

1. Costs are “order-of-magnitude, planning level” costs based on comparable facilities, available data, and general assumptions. The City will need to conduct detailed, preliminary design and engineering studies for proposed improvements prior to establishing specific project budgets.
2. It is not assumed that the City will incur these costs unilaterally. As discussed in the next section, it is anticipated that implementation of the long-range parks and recreation vision will also be the responsibility of developers, County and State agencies, non-profit to organizations, and other partners.

Proposed Improvement	Quantity	Unit Cost	Subtotal	Notes
1. Deferred Maintenance, Repairs, Replacements				
Local Parks	27	varies	\$7.4 M	City staff estimate
Community Parks	15	varies	\$13.7 M	City staff estimate
Urban Open Spaces	9	varies	\$1.5 M	City staff estimate
2. Local Parks				
Develop Conceptual Master Plans for Existing Parks, including Neighborhood Engagement	+/-20	\$25,000 average	\$500,000	
Upgrade Existing Local Parks per Prototype	+/-20	\$1,000,000 average	\$20 M	Walking trails, sports courts, pavilions, restrooms, playgrounds, shade trees, site furnishings, multi-purpose open lawns, etc.
Acquire and develop new parks to fill gaps to meet 10-minute walk goal	+/- 5	\$2,500,000 average including land acquisition	\$12.5 M	5-10 acres each
3. Community Parks, Recreation Centers, Aquatics				
Develop Conceptual Master Plans for Existing Parks, incl Public Engagement	15	\$100,000 average	\$1.5 M	
Upgrade Existing Parks per Prototype	15	\$2,000,000 average	\$30 M	Walking trails, sports courts, pavilions, restrooms, playgrounds, shade trees, site furnishings, athletic fields, central gathering spaces, etc. plus new facilities required to meet residents' needs
New Indoor Recreation Space	50,000 sf	\$300	\$15M	Location, size TBD. Could be a single multi-purpose center, or multiple satellite facilities
New Pool and/or Splashpads	TBD		\$15M	Allowance
4. Urban Open Spaces				
Urban Open Spaces in Rosemary District	TBD		\$5M	Allowance for acquisition, joint use, leases, and/or improvements
Other Urban Open Spaces in Downtown	TBD		\$5M	Allowance for acquisition, joint use, leases, and/or improvements
5. Natural Areas				
Acquisition of Vacant Land Adjacent to Existing Parks	25 – 50 Acres	\$1M/ acre average	\$25 - 50M	To increase park acreage LOS
Natural Communities and Habitat Restoration	TBD		\$10M	Allowance throughout the parks system
6. Special Use Facilities				
Bayfront Community Center, Lido Beach Pool and Pavilion, Municipal Auditorium/ Exhibition Hall, Payne Park Auditorium, Bobby Jones Golf Club, Payne Park Tennis Center	TBD		\$20M	Allowance
TOTAL			\$182 – 207M	

FIGURE 3.8A

Estimated costs to acquire and develop the parks and recreation vision

3.9

ESTIMATED OPERATIONS AND MANAGEMENT COSTS

In addition to the estimated capital costs, following are estimated annual operations and management costs.

Proposed Improvement	Quantity	Unit Cost	Subtotal	Notes
1. Deferred Maintenance, Repairs, Replacements				
				No increased costs anticipated: improvements may actually lower costs
2. Local Neighborhood Parks				
Upgrade Existing Local Parks per Prototype	+/-20	\$30,000 average	\$600,000	Maintenance staffing, repair and operations
Acquire and develop new parks to fill gaps to meet 10-minute walk goal	+/- 5	\$200,000 average	\$1 M	Maintenance staffing, repair and operations
3. Community Parks, Recreation Centers, Aquatics				
Upgrade Existing Parks per Prototype	15	\$60,000 average	\$900,000	Maintenance staffing, repair and operations
New Indoor Recreation Space	50,000 sf	\$1.5 M net cost	\$1.5 M	Location, size, a single multi-purpose center, or multiple satellite facilities will impact costs
New Pool and/or splashpads	TBD	\$500,000 pool \$150,000 splashpad	\$500,000	Net costs will depend on the size and type of pools/splashpads and the number of each
4. Urban Open Spaces				
Urban Open Spaces in Rosemary District	TBD	\$50,000 average	\$250,000	Allowance for maintenance staffing, repair and operations
Other Urban Open Spaces in downtown	TBD	\$50,000 average	\$250,000	Allowance for maintenance staffing, repair and operations
5. Natural Areas				
Acquisition of Vacant Land Adjacent to Existing Parks	25 – 50 Acres	\$1,000/ acre average	\$50,000	Allowance for basic maintenance
Natural Communities and Habitat Restoration	TBD	\$100,000 Allowance	\$100,000	Allowance throughout the parks system
6. Special Use Facilities				
Bayfront Community Center, Lido Beach Pool and Pavilion, Municipal Auditorium/ Exhibition Hall, Payne Park Auditorium, Bobby Jones Golf Club, Payne Park Tennis Center	TBD	\$500,000 to \$1 M	\$1 M	Allowance
TOTAL			+/- \$6.15 M	Annual Cost

FIGURE 3.9A

Estimated annual parks and recreation operations and management costs

A large white number 4 is positioned on the left side of the image, partially overlapping a tree trunk and a path. The background is a photograph of a park with several trees, a paved path, and a grassy area with red mulch.

4

**PROGRAMMING
AND MANAGEMENT
RECOMMENDATIONS**



As mentioned in the previous section, there are no state or national standards to guide the development of a community's parks and recreation system, and each community must develop its own vision based on local values, needs, and resources. The following long-range vision for the City of Sarasota Parks and Public Realm system includes:

1. A Mission Statement for the Parks and Recreation Department;
2. Guiding Principles for the City's parks and public realm;
3. Attributes of the vision;
4. Opportunities to address broader, City-wide issues through parks and the public realm;
5. Recommendations to reduce barriers to public participation in parks and recreation programs;
6. Improvements to existing parks, including illustrations of concepts;
7. Recommendations for additional parkland; and
8. An estimate of probable capital costs.

4.1

OPERATIONS + MAINTENANCE PRACTICES FUTURE DIRECTIONS

This section provides recommendations for future directions and priorities for three key aspects of the City of Sarasota's Parks and Recreation Department's current operations, which will become a Parks and Recreation District in the near future. These recommendations were based on community input gathered through the master plan process, staff interviews, and parks and recreation industry best practices.

Recreation Programs Future Recommendations

Public Input Summary

As a part of the overall master plan, a number of public input mechanisms were utilized to gain input from the community regarding parks and recreation needs. Key public input findings regarding recreation programs included:

Program/Activity Priorities

- Special Events
- Adult Fitness
- Nature Based Programs
- Movies in the Park
- Music

Future Recreation Program Directions

Based on the analysis of existing programs, and the input received from the public, the following are basic recommendations for future recreation programs and services.

1. Establish a Programming Philosophy

The Parks and Recreation Department should develop an overall basic programming philosophy with the following objectives:

- Provide recreation program and service opportunities to all ages, incomes, abilities, and ethnic groups.
- Provide recreation program and service opportunities in areas of interest that are identified as a need in the community.
- Partner with other providers to bring a full spectrum of recreation programs and services to the community.
- Recreation program and service offerings will be delivered on a city-wide and neighborhood level where

appropriate.

- Recreation and program service offerings will respond to identified community needs in a cost effective and efficient manner.

2. Develop a Program Plan

A program plan for the Department that includes the general direction of recreation programming for the next five plus years should be developed. This would include the following areas of programming focus:

- Priorities for general programming, to include:
 - Fitness/Wellness
 - Cultural Arts – Music and Movies
 - Aquatics
 - Sports – Adult and Youth

- Outdoor Recreation
- Special Events

- Priorities for demographic-specific programming, to include:
 - Youth – Programs that serve a variety of interest areas beyond just sports, after-school and camps.
 - Teens – Activities designed specifically for teens that are both organized and drop-in in nature.
 - Seniors – Programs and services that serve a wide range of ages and also have an appeal to the younger, more active senior.
 - Intergenerational/ Multigenerational – Programs and services that have an appeal to multiple generations or across generations.

- Ethnic Based –Programs and services that are appropriate for the cultural orientation of the area.
- To accomplish these priorities, the following program areas will need continued focus:
 - Youth
 - Sports – Youth and Adult
 - Golf
 - Social Services
 - Self-Directed
- The following program areas will need an increase in focus:
 - Fitness/Wellness
 - Outdoor Recreation
 - Cultural Arts
 - Special Events
 - Aquatics
 - Seniors
 - Teens

3. Develop a Program Classification Hierarchy

The following chart identifies and summarizes **proposed** core programs, secondary programs, and support program areas for the Sarasota Parks and Recreation Department. The placement of programs into these three categories does not indicate the overall importance of these activities in the community but rather the role of the Department in providing these programs. The categories are defined as follows:

- **Core Programs** – are those programs that are a primary responsibility of the Parks and Recreation Department to provide as City-based activities.
- **Secondary Programs** – are those programs that are a lower priority to be provided directly by the Parks and Recreation Department but may be offered by other

organizations through contract with the City.

- **Support Programs** – are programs that are not a priority for the Parks and Recreation Department to be provided directly to the community but where the City may provide support through facilities and promotion of activities for other organizations.

The Sarasota Parks and Recreation Department will need to approach the major program areas in the following manner.

Core

- **Youth Sports** – Currently the City provides programs for a number of team sports as well as limited programs for individual sports. There may also be opportunities to offer youth sports camps and clinics to support sports run by other organizations. This program scenario should continue into the future.
- **Adult Sports** – The City is also a provider of adult sports leagues, primarily in basketball, volleyball, flag football, pickleball, and soccer as well as individual sports such as tennis and golf. Tennis will need to be a major programming focus in the future with the acquisition of the Payne Park Tennis Center from the County. Much of the programming in this area is expected to continue to be provided by Parks and Recreation.
- **Fitness/Wellness** – This area will need special emphasis and needs to include more than just fitness classes. There will need to be a strong focus

Programs	Core	Secondary	Support
Youth Sports	●		
Adult Sports	●		
Fitness/Wellness	●		
Cultural Arts		●	
Aquatics		●	
Youth	●		
General Interest			●
Education			●
Special Needs			●
Special Events		●	
Outdoor Recreation		●	
Seniors	●		
Teens		●	
Self-Directed	●		
Social Services		●	

FIGURE 4.1A

Proposed core programs, secondary programs, and support program areas for the Sarasota Parks and Recreation Department

on wellness and healthy living activities and events. This effort should focus on adult and senior fitness and wellness activities.

Developing partnerships with prominent healthcare providers in the market will provide important expertise and credibility to this effort.

- **Youth** – With the Department's after school and summer camp program, youth programming is a primary area of emphasis for recreation, and it is anticipated that this will remain so well into the future. The ability to continue to integrate education, social services, and even fitness/wellness into these programs will be critical in the future.
- **Seniors** – The Parks and Recreation Department has a very limited number of programs and services that are focused on seniors. Most of these are

based out of the community center buildings. However, in the future there needs to be a greater focus on the more active, younger senior (the Baby Boomers). This is a significant market segment that is not being adequately served at this time. There will need to be a marked increase in programming for this age group in the next few years.

- **Self-Directed** – Even though these types of activities are not formal programs, they do require that the Department provide the opportunities and time in facilities for this to occur. With community centers, pools, tennis centers, and other facilities, self-directed activities will remain a significant program area.

Secondary

- **Cultural Arts** – Currently the Department has a very limited level of programming in this area, and most of it is integrated into youth or senior programs or activities. Adding programming in the area of music and movies in parks is being requested by the public. Other community groups have existing programs in cultural arts and these organizations should be major contributors to programming of this type.
- **Aquatics** – With the existing pools at Robert L Taylor Community Complex and the Lido Beach Pool as well as the recent acquisition of the Arlington Pool, this will need to be an area of emphasis for the Department in the coming years. Learn to swim, lap swim, and water exercise classes should be top priorities for aquatics. The pools operation and programming could be contracted to other organizations.
- **Special Events** – Currently the Department offers virtually no community-wide special events, yet the desire for these types of activities has been identified as an important programming area for residents. The primary responsibility for providing special events on a City-wide basis should reside with other organizations and entities in the future, but the Department will need to assist with the identification of the types of events that would meet community needs. The Parks and Recreation Department should identify one to two community-wide special events that they will host annually.
- **Outdoor Recreation** – This program area has been identified by the community as a new area of focus. Providing a variety of programs in the areas of outdoor education, outdoor adventure, and conservation are recommended. Many of these activities are likely to be provided by organizations that have a strong background in outdoor type programs.
- **Teens** – There are relatively few programs offered in this area. In the future, additional services and programs will likely need to be targeted to this age group. It is anticipated that these will be offered by both the City and other providers with experience with this age group.

- **Social Services** – Some social service functions are being integrated into most program areas on a regular basis. The incorporation of social services with on-going recreation programs should continue in the future.

Support

- **General Interest** – There are no programs in this category and it is not anticipated that there will be much of an emphasis by the Department in the future.
- **Education** – Currently the Department's educational focus is primarily in the area of youth and some senior programming. More formal types of programming in this area is often being provided by local school districts, specialized non-profits, or private providers. It is expected that this will continue.
- **Special Needs** – The Department is not providing programming in this area at the present time. It is often difficult for Cities on their own to take on this type of service due to the facility and staffing requirements. As a result, there is often a regional consortium of agencies that work together to provide special needs services or there are partnerships formed with other community agencies that specialize in this area. Consequently, the City is not seen as being a direct provider of special needs services moving forward.

4. Establish Programming Responsibilities

The City will adopt a two-pronged approach to providing recreation programming in the future. This will involve direct program responsibilities for the Department on a city-wide level and neighborhood programming being provided by local groups and organizations with some assistance from the Department.

City-Wide Programming Responsibilities

The development and administration of recreation programming will be provided by the City on a city-wide basis. A specific city-wide program plan should be established, whereby:

- Programming is planned and delivered by the Parks and Recreation Department.
- Core programming will be primarily provided in-house by Parks and Recreation Staff or contractual staff under Department supervision.
- Other programming will be provided by contract staff or other organizations and entities.

Administrative support for city-wide programming should include:

- Program administration on a city-wide level.
- Program budget support:
 - Funding;
 - Staffing;
 - Cost recovery expectations; and
 - Fee setting guidelines.
- Identification of required program performance metrics.
- Marketing of recreation programs and services on a city-wide basis.

Neighborhood Based Programming

The Department identifies specific neighborhood locations where programming will be delivered by local organizations and entities under the guidance of Department staff. The Department identifies local organizations and entities that are capable of providing recreation services for the neighborhood and signs program delivery contracts with these organizations. The Department and local organizations then develop a detailed and specific program plan for their neighborhood. The local organizations are held accountable for its implementation and evaluation on an annual basis.

- The Department provides:
 - Administrative and financial support;
 - Program funding assistance;
 - Program equipment and supplies assistance;
 - Program delivery training;
 - Facility operations and maintenance;
 - Policies and procedures requirements;
 - Basic marketing assistance;
 - Safety and security policies; and
 - Staff background checks.
- The local organizations are responsible for:
 - Implementation of the individual park/center program plan;
 - Conducting the park/center site programs;
 - Staffing for the programs;
 - Consumable program supplies;
 - Policies and procedures implementation;
 - Safety and security procedures and protocols implementation;

- Collecting and reporting program performance metrics on a seasonal basis; and
- Evaluation of all programs and services on an annual basis.

5. Define the Role(s) of Other Providers

Sarasota Parks and Recreation has realized that they do not have to be the actual provider of all recreation programs and services even on a city-wide level. This has resulted in a great deal of programming now being conducted by volunteer youth sports organizations, adult sports associations, non-profit groups and other social service organizations, as well as the private sector. This has reduced the financial obligations of the Department for programming.

With limited resources, the City of Sarasota will need to continue to rely on other groups and organizations to provide recreation programs and services for the community. The Department will need to be a “clearinghouse” for recreation programs and services provided by others. This should involve promotion of their activities, coordination of some programs, and scheduling of facilities. However, the Parks and Recreation Department will still need to be a provider of many of the facilities (especially centers, pools, parks and athletic fields) for other organizations to use.

Partnerships with other organizations and entities will continue to be necessary to develop and expand recreation programs. All partnerships should be backed up by a memorandum

of understanding or contract to formalize the relationship. This should clearly identify specific roles and expectations as well as limits to facility scheduling, fees, and operations. Partnerships with organizations should reflect the needs and culture of the specific markets they will be providing the services for.

For partnerships to be effective, the following must occur:

- Must actively pursue and sell the benefits of the partnership.
 - Weigh the benefits vs. the cost of the partnership.
 - Do not compromise on the original vision and mission of the Parks & Recreation Department.
 - Establish a shared partnership vision.
 - Expect compromises to meet different needs and expectations.
 - Clearly define development and operations requirements.
- Before determining which programs and services to contract or have provided by others, an assessment of the specific pros and cons of such a move needs to be completed. A major aspect of this analysis should be to determine the financial impacts and quality of the services that will be provided. Key questions to be asked include:
- Will this be the most cost-effective method to obtain the program, service, or function?
 - Does the Department have the knowledge and equipment to provide the program, service, or function?
 - Will the quality of the program, service, or function suffer if it is contracted to other organizations?

- Are there other more qualified organizations that should provide the program, service, or function?
- Is the service, program, or function only available from a contract provider?
- Are the safety and liability risks too high to provide the program or service in-house?

Other organizations that could or should provide recreation activities include:

- **Youth Sports Organizations** – Should continue to be responsible for providing some team sports for youth. However, the Department will still need to provide most if not all the facilities for these activities. It is highly recommended that the Department establish a youth athletics council that meets monthly. This council would work to coordinate programs and activities, prioritize athletic facility usage, and promote coaches' training.
- **Sarasota County** – Continuing to work with the County to integrate recreation program and service offerings will be important for the future. There is also the realization that the role of the County in City parks and recreation facilities is changing, and this will require a re-establishment of roles and expectations.
- **Sarasota County Public Schools** – Coordination with the school district to provide some youth-based programs and services, education classes for youth (and even adults), as well as youth sports (location for practices and games), will need to be enhanced. Some recreation

programming should take place at the school's facilities. Having an up-to-date Intergovernmental Agreement (IGA) between the City and schools will ensure some use in the future.

- **Other Government Organizations** – There needs to continue to be strong efforts to partner with other governmental agencies in the area to develop programs and services. This is most likely to occur with neighboring communities. Program areas that could be provided by other organizations through a partnership include special events, outdoor recreation, special needs, and cultural arts activities.
- **Non-Profit Providers** – Coordinating with a variety of non-profit providers to deliver recreation services needs to continue to be pursued. Organizations such as the Boys & Girls Club, YMCA, Jewish Community Center, sports groups, cultural arts groups, etc. should be encouraged to continue to provide programs in Sarasota, and there may be opportunities to partner on new facilities or the renovation of existing.
- **Private Providers** – Since there are a considerable number of private recreation, sports and fitness providers located in Sarasota (health clubs, dance, martial studios, and arts studios), these entities should be counted on to provide more specialized activities that are not easy for the public sector to conduct.
- **Faith-Based Organizations** – With a significant number of

churches and other faith-based institutions in the community, they often provide some recreation services for their congregation and community. These organizations should be seen as possible providers of some basic community-based recreation services and facilities as well.

- **Colleges and Universities** – There are a number of colleges and universities in the Sarasota area that could be potential program partners. It is often more difficult to develop direct programs with these institutions, but the possibilities should still be pursued. At minimum, students could be possible volunteers, interns, and even paid program staff and instructors.
- **Medical Providers** – As has been previously mentioned, if the Department is going to truly focus on fitness and wellness in the future, then an expanded partnership with one or more medical providers will be essential.
- **Social Service Agencies** – There is a definite trend with parks and recreation departments in Florida and throughout the country to integrate social services with recreation services. This is particularly true for youth, teen, and senior activities. To expand social services, there should be a renewed effort to grow partnerships with other agencies in the area.
- **Community Organizations** – Developing working relationships with community organizations and service clubs could provide much needed

support for programs as well as facilities. They could also be sponsors.

- **Business and Corporate Community** – It is important to approach the corporate community with a variety of sponsorship opportunities to enhance the revenue prospects of the Department's programs and facilities.

6. Future Programming Challenges

The future challenges to improving and increasing the delivery of parks and recreation programs and services in the City of Sarasota are:

- **Funding** – There will need to be a commitment to increasing operational funding to expand recreation programming.
- **Staffing** – There will need to be a commitment from staff to implement and manage the program plan for it to be successful. There will also need to be adequate staffing on the administrative, supervisory, and delivery levels to implement the plan. Staff will also need to be trained and held accountable for increasing overall program and service growth.
- **Facilities** – In order to increase programming in the areas noted above, the following types of spaces are needed:
 - **Fitness Amenities** – Beyond what is available at Robert L Taylor, there will need to be group exercise space as well as fitness equipment areas. Other support spaces could include classroom space

(wellness education) and teaching kitchens.

- **Sports Facilities** – From outdoor athletic fields, sports courts (tennis, pickleball, etc.), and indoor gym space, there will need to be adequate space to support youth and adult sports programs.
- **Cultural Arts** – The real focus is providing space for music which will require multi-purpose rooms, music studios, and amphitheaters. Outdoor lawn space for movies is also needed.
- **Outdoor Recreation** – Much of the programming in this area does not require any special facilities. However, having a small nature center or at least an outdoor education classroom would help.
- **Special Events** – Most city-wide special events require an outdoor festival/event area.
- **Aquatics** – Utilization of teaching and therapy pools as well as recreation pools.
- **Seniors** – A variety of spaces are needed to support senior services. This includes passive use spaces such as multi-purpose rooms, classrooms, computer rooms, kitchens, and social spaces. Active use areas can include fitness areas, gyms, tracks, and even therapy pools.
- **Teens** – Areas that have teen social/activities space, video/music production studios, multi-purpose rooms, gyms, and café or food service area.
- **Facilities Maintenance** – Besides having the necessary facilities in place to support programs and services, they must also be maintained at a

high level to attract program users. This requires a well-defined maintenance plan for the Department as a whole and for each individual park or facility.

- **Performance Measures**

- There needs to be a concerted effort to implement program performance metrics in the Department. These will need to be updated on a seasonal basis with comparisons to prior years. Performance measures should include:

- Rates of fill for programs and activities (capacity vs. actual numbers).
- Participation numbers and comparisons to past years/seasons.
- Rate of program cancellations (should be between 15% and 20%).
- Financial performance including cost per participant.
- Evaluations from participants.
- Annual report for recreation programs and services that utilizes the same format and reporting methods for all program areas.

- **Marketing** – To maximize the program offerings by the Parks and Recreation Department, as well as other providers in the community, there needs to be a strong marketing effort to inform and promote the recreation programs and services that are available. This can best be accomplished by having a Department marketing plan for recreation programs and services. This document needs to be a simple, easy to implement document that serves as a guideline for specific marketing efforts. There should be a more

visionary five-year plan as well as a very specific yearly plan that outlines areas of focus, specific marketing tools and tasks, as well as the responsible staff member for implementation, financial resources that are required, and a thorough evaluation process. The marketing plan should focus on the following areas:

- Website enhancement to better promote programs and services.
- The development of a program catalog published two to three times each year.
- Promotion of program registration options and starting on-line registration options.
- Program options available city-wide and in each neighborhood.
- Programs and services offered by other providers.

- **Support Issues** – Other important issues that can support and enhance recreation program offerings include:

- **Registration Software** – It is imperative that the Department utilizes its current registration software program to handle all program and service registrations, allow for on-line registration, point of sale, and remote on-site use. All programs (regardless if a fee is collected or not) should have all participants registered for the activity.
- **Fee Policy** – A document that outlines how fees are established for facility use, programs and services, as well as facility rentals. This should include the establishment of a

scholarship program for those that do not have the financial means to take programs or use facilities.

- **Policies and Procedures**

- Having comprehensive policies in place that provide a framework for program administration, development, and implementation is an important management tool. Some examples of policies could include:

- The need for every new program or service to develop a program proposal form to determine the direct cost of offering the activity as well as the minimum number of registrants needed to conduct the program. This proposal form should also evaluate the need for the program, its market focus, and the ability to support the program plan and priorities of the Department.
- Follow-up when each program or service is completed, with a program report that itemizes the exact cost (and possible revenues) that were generated by the program and the number of individuals served. This will determine if the program or service met its financial goals and also its service goals.
- All in-house programs should have strict minimum numbers of registrants that ensure enrollment, budget, and revenues are adequate and there is the best use of space and time at

Department facilities.

- A lifecycle analysis of the Department's recreation programs and services needs to be undertaken where program registrations by interest area are tracked and reviewed on a seasonal basis. Programs should be slotted into the following categories:
 - New – programs in the start-up phase that are just starting to build in popularity.
 - Mature – programs that have consistent high levels of registrations and are still growing in popularity.
 - Old – programs that are seeing a decline in popularity.

Program offerings should be reasonably distributed among the three areas noted to have a healthy and vibrant programming focus. Programs that are in the old category should ultimately be changed, updated or discontinued.

- **Safety and Security** –Critical to growing recreation programs and services, is the assurance that participants safety and security is being addressed on an on-going basis.
- **Evaluation and Adjustments** – One of the keys to having a dynamic program plan for recreation programs and services is having an internal and external evaluation process in place. The evaluation of the overall plan on a city-wide basis as well as by neighborhood must be

outcome-based. The process will need to integrate staff assessments with those of the users and the general community. The results of the evaluation process need to be utilized to adjust the programming process as well as individual programs themselves.

- **Trends Analysis** - The Department should track program trends on a regional and national basis to ensure that program offerings are current and reflect the opportunities that are available.

4.2

ORGANIZATION AND STAFFING RECOMMENDATIONS

In order for the City of Sarasota's Parks and Recreation Department to support the mission of the organization and the vision that has been outlined as part of this master plan, there will need to be a dynamic organizational structure that can meet the needs of the community in an effective and efficient manner. The following organizational and staffing recommendations are based on the October 1, 2018 organizational chart for the existing Department.

1. Sarasota Organizational Structure Goals

- The organizational structure must have the ability to grow with the Department.
- The structure is based on the formation of a special district and the District functioning as an enterprise fund within the city.
- Auditoriums and Bobby Jones Golf Club are individual enterprise funds.
- The addition of a significant number of new parks (County parks returning to the City and newly developed parks) that have to be maintained by the Department.
- An increase in the number of recreation programs and services that are offered, with a focus on the following program areas:
 - Youth
 - Fitness/Wellness
 - Special Events
 - Outdoor Recreation
 - Sports
 - Cultural Arts

2. Organizational Changes

The following are recommended changes to the organizational structure. This is based on having a number of separate divisions in the Department as well as identified sections of interest within each division.

It is recommended that three main divisions in the Department be established:

- Administration
- Recreation Services
- Parks and Facilities

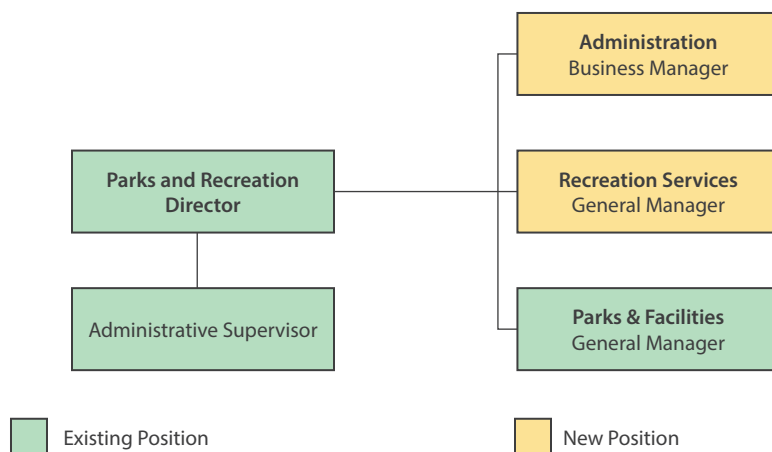


FIGURE 4.2A
Overall Department Organizational changes

Administration

This division is responsible for overall department administrative functions. The following are recommended:

- Establish a Business Services section (as a result of new enterprise fund designation). This section will be responsible for budgeting, charge backs for services, human resources, contracts and ordinances, marketing and sponsorships, and volunteers. Special Events Permitting moves to this section.

Make the following staffing changes:

- Business Manager is hired and reports to the Parks and Recreation Director. Responsible for management of the Business Services section. Marketing Coordinator moves to this section.
- Parks & Recreation General Manager changes to Parks & Facilities General Manager and reports to the Parks and Recreation Director. Responsible for management of the Parks & Facilities Division.
- Recreation Services General Manager (new) - reports to the Parks and Recreation Director. Responsible for the management of the Recreation Services Division.

Add new positions in the future (under Business Manager)

- Budget/HR Coordinator to oversee budget development and monitoring, staff recruitment and hiring, and staff training and management.
- Volunteer Coordinator to oversee park ambassadors, community service projects, and interns.

The roles of the Volunteer Coordinator and the Park Ambassadors, mentioned in the previous paragraph, can be particularly important in making residents feel safer and more welcome in the City's larger community parks. For example, the City of Gainesville's ambassador program in its signature Depot Park has been credited with much of the park's enormous popularity and success. The City's job description for the Ambassador position includes the responsibilities to "enhance the Depot Park guest experience through friendly engagements; provide high quality public assistance to guests; be able share the details of the story of Depot Park; enforce park rules, regulations and procedures with a smile; and ensure clean and sanitary conditions in Depot Park at all times."

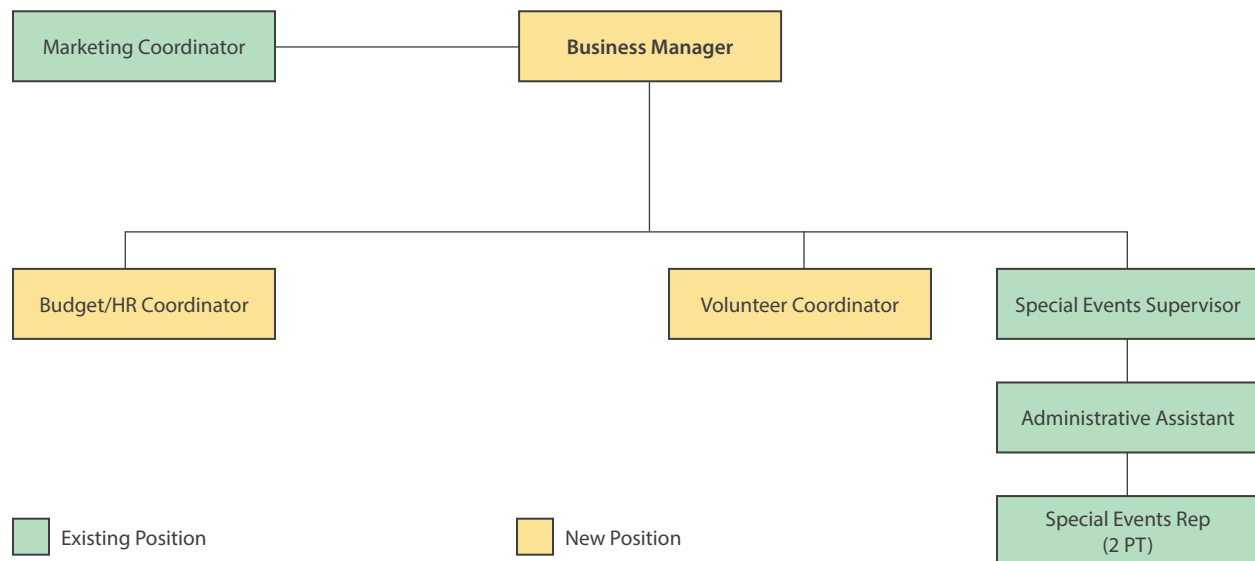


FIGURE 4.2B
Administration Organizational changes

Recreation Services

General changes to the Division include:

- Golf moves to this division
- Special Events Permitting moves to Administration
- Aquatics becomes its own section
- Recreation programming grows significantly in the areas of Youth, Fitness/Wellness, Special Events, and Outdoor Recreation

Staffing changes include:

- Aquatic Coordinator (starts as Lifeguard II) under the Arlington Park Manager to oversee the:
 - Arlington Park Pool
 - Robert L Taylor Pool
 - Bayfront Park Children's Fountain
 - Lido Beach Pool (if not contract managed)
- Maintenance Mechanic II added for maintenance of Arlington Park facilities
- Golf Club Assistant Manager is changed to Superintendent in part to manage contracts/agreements including golf course maintenance.
- Golf Club Operations Attendant is upgraded to a Crew Leader I to oversee all outdoor golf operations (cart barn, starters, cart maintenance).
- Auditoriums Crew Leader changes to Supervisor Facilities Maintenance
- Office Assistant (Part-time) position is eliminated in Auditoriums when new Administrative Supervisor is hired

Future new positions (under Recreation Programming Manager) in the Department should be:

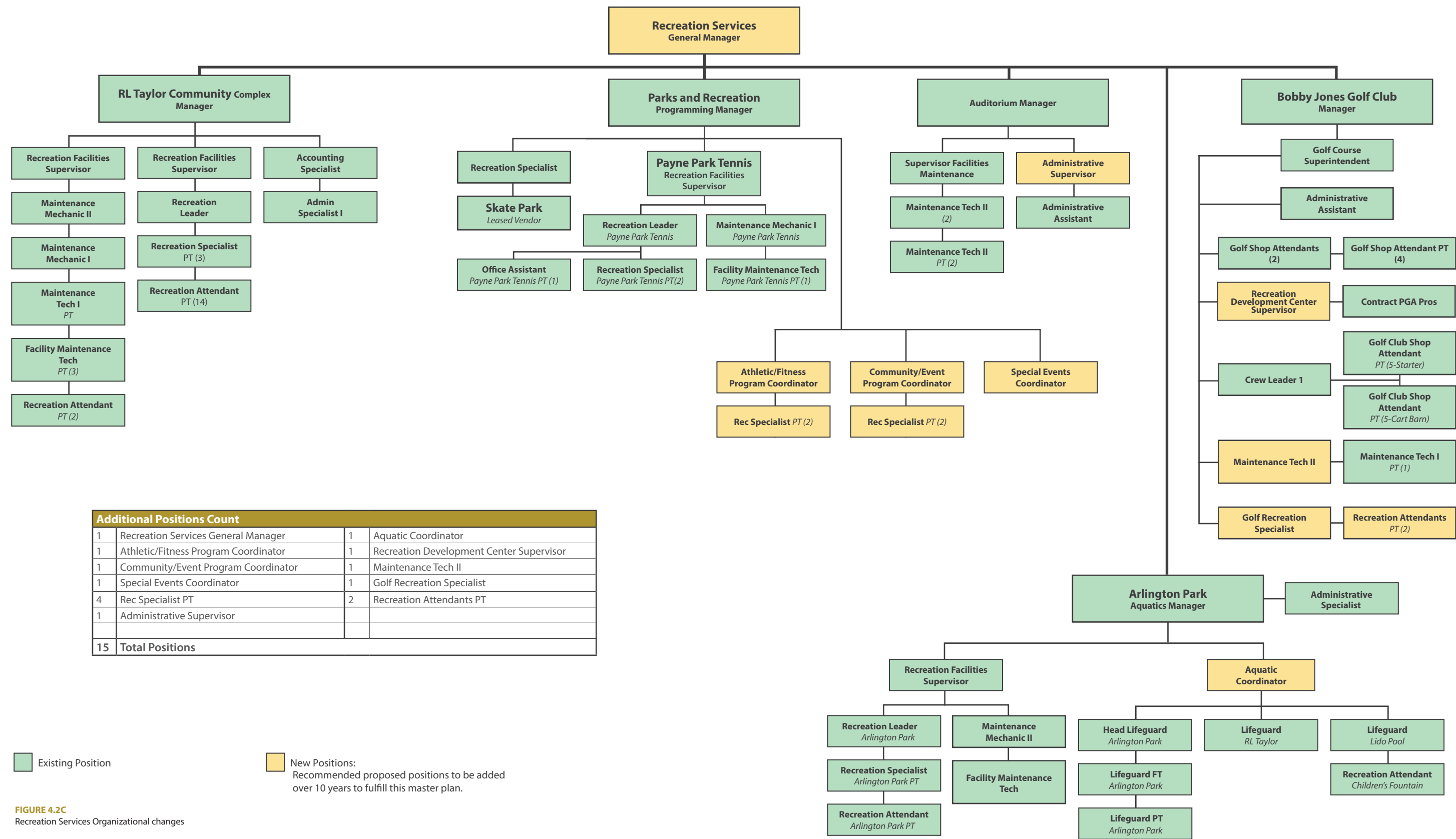
- Athletic and Fitness Programs Coordinator
- Community & Event Program Coordinator
- Special Events Coordinator – actual in-house events
- Recreation Specialist (Part-time) – two are added under each recreation specialist position (4 total)

Future new positions under Bobby Jones Golf Club Manager in the Department should be:

- Maintenance Tech II
- Golf Recreation Specialist
- Recreation Development Center Supervisor
- Recreation Attendant (Part-time) – two positions

Future new positions under Auditoriums Manager in the Division should be:

- Administrative Supervisor



Additional Positions Count			
1	Recreation Services General Manager	1	Aquatic Coordinator
1	Athletic/Fitness Program Coordinator	1	Recreation Development Center Supervisor
1	Community/Event Program Coordinator	1	Maintenance Tech II
1	Special Events Coordinator	1	Golf Recreation Specialist
4	Rec Specialist PT	2	Recreation Attendants PT
1	Administrative Supervisor		
15	Total Positions		

Existing Position

New Positions:
Recommended proposed positions to be added over 10 years to fulfill this master plan.

FIGURE 4.2C
Recreation Services Organizational changes

Parks & Facilities

General

- Two sections are established:
 - Parks
 - Landscape Operations (non-parks)
- Administrative positions are added – report to Parks & Facilities General Manager
 - Add Administrative Specialist
 - Add Accounting Specialist
- Projects positions are added – report to Parks & Facilities General Manager
 - Add Park Planner
 - Add Projects Coordinator
 - Add Engineering Inspector
- A Park Ambassador position is added – report to Landscape Crew Leaders
 - Add Park Ambassadors (1)

Parks – “True” Parks

- Add Parks Operations Manager
- Existing crews only have responsibility for true parks maintenance
 - Add Landscape Maintenance Tech II – (4 positions)
 - Add Landscape Maintenance Tech I – (7 positions)
- A new section is created Parks Facilities Maintenance
 - Add Facilities Maintenance Supervisor
 - Irrigation – becomes its own area
 - Add Crew Leader
 - Create Irrigation Tech II Career Ladder – (2 positions)
 - Add Irrigation Tech I - (This position to be created as a career ladder from Irrigation Tech I to Landscape Tech II - Irrigation)
 - Facilities Maintenance – becomes its own area
 - Add Maintenance Tech II – (2 positions)

Landscape Operations (non-parks)

Medians, ROW, vacant land, streetscapes, building landscapes, cemeteries

- Add Landscape Operations Manager
- Add Crew Leader – (2 positions)
- Add Landscape Maintenance Tech II – (2 positions)
- Add Landscape Maintenance Tech I (6 positions)
- Urban Forestry- becomes its own section
 - Add Forestry Crew Leader
 - Add Arborist I – (2 positions)
 - Add Landscape Maintenance Tech II – (2 positions)
- Golf – Moves to Recreation- no other changes

Note: The City should consider developing a staffing standard for each 8-10 acres of park, landscape or other areas maintained. The Goal of the department is to establish a way to calculate staff by acreage.

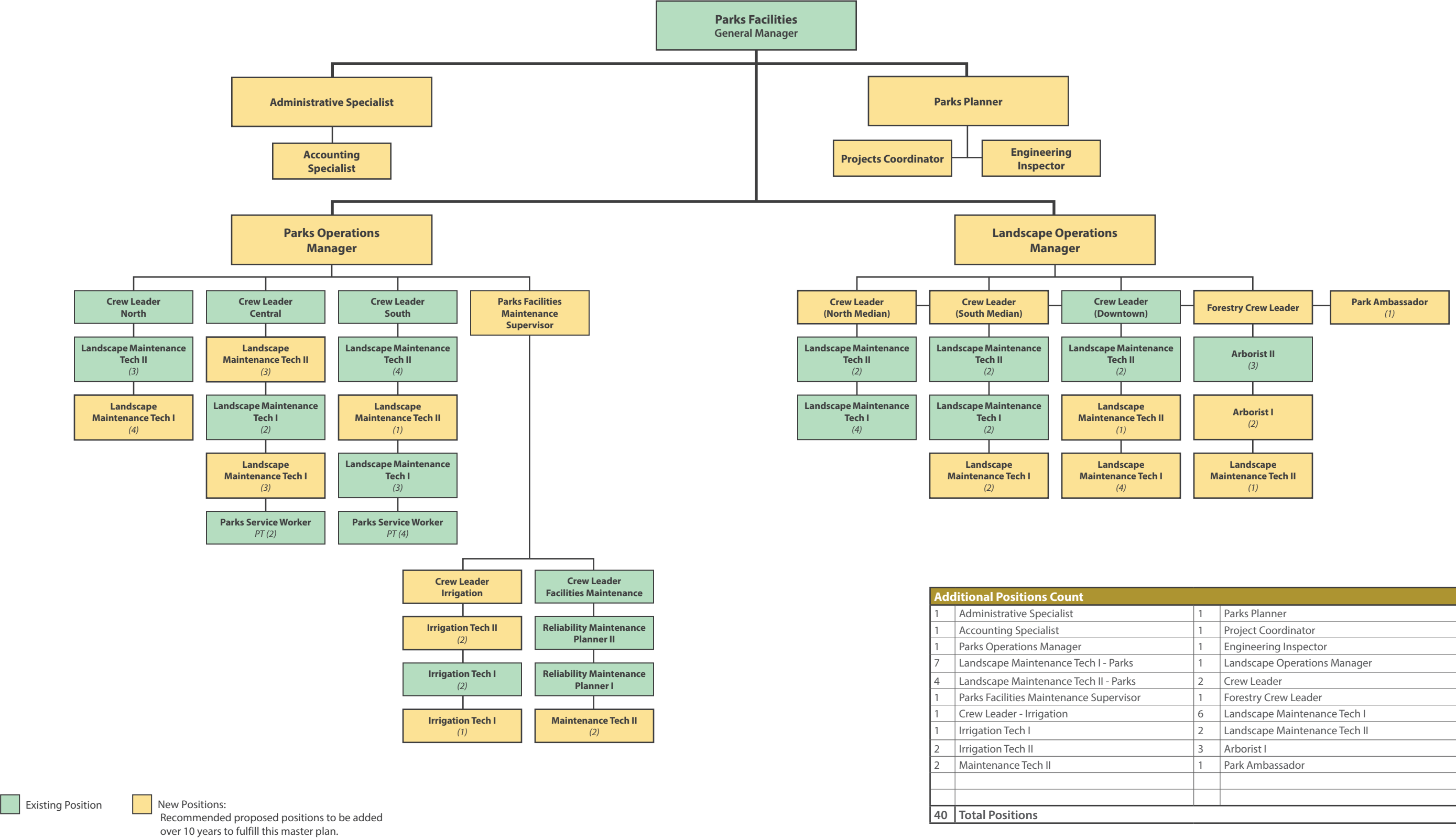


FIGURE 4.2D
Parks & Facilities Organizational changes

3. Overall Priorities

Next 1 to 2 Years

General

Three divisions are established in the Department.

1. Administration

- Establish Business Services section
- Special Events Permitting is moved under Business Services

2. Recreation Services

- Aquatics becomes its own section
- Recreation programming grows substantially

3. Parks & Facilities

- Two sections, Parks and Landscape Operations are established

Staff Changes

1. Administration

- Business Manager is hired
- Marketing Coordinator moves to Business Services section
- Budget/HR Coordinator is hired

2. Recreation Services

- Lifeguard II serves as the supervisor of all aquatic facilities
- Recreation Specialist is hired
- Golf Club Assistant Manager is changed to Superintendent
- Golf Club Operations Attendant is upgraded to a Crew Leader I
- Maintenance Tech II – Golf is hired
- Recreation Development Center Supervisor – Golf is hired
- Auditoriums Crew Leader is upgraded to Supervisor Facilities Maintenance
- Auditoriums Administrative Supervisor is hired (Office Assistant-Part-time position is eliminated)

3. Parks & Facilities

- Landscape Maintenance Tech II is hired for Urban Forestry
- Landscape Maintenance Tech II is hired for Landscape
- Landscape Maintenance Tech I (3) is hired for Landscape
- Landscape Maintenance Tech II (2) is hired for Parks
- Landscape Maintenance Tech I (5) is hired for Parks
- Parks Planner is hired
- Projects Coordinator is hired
- Irrigation Crew Leader is hired
- Facility Maintenance Supervisor is hired
- Facilities Maintenance Tech II is hired

Staffing Costs

Figure 4.2E (page 147) shows the general estimates of staffing costs for new full-time positions associated with the first 1-2 years. Rates are based on 2018 rates of pay.

New Full-Time Positions	Salary	#	Total
Recreation Services General Manager	\$75,000	1	\$75,000
Landscape Maintenance Tech I	\$42,000	4	\$168,000
Landscape Maintenance Tech II	\$45,000	2	\$90,000
Lifeguard II	\$45,000	1	\$45,000
Parks Operations Manager - Increase Only	\$19,000	1	\$19,000
Recreation Specialist	\$45,000	1	\$45,000
Golf Club Superintendent (increase only)	\$5,000	1	\$5,000
Business Manager	\$75,000	1	\$75,000
Projects Coordinator	\$55,000	1	\$55,000
Facility Maintenance Tech II	\$45,000	1	\$45,000
Administrative Specialist Increase Only	\$6,000	1	\$6,000
Year 1 Subtotal		15	\$628,000
Park Planner	\$65,000	1	\$65,000
Crew Leader I - Golf (increase only)	\$3,000	1	\$3,000
Maintenance Tech II - Golf	\$45,000	1	\$45,000
Administrative Supervisor - Auditoriums	\$50,000	1	\$50,000
Budget/HR Coordinator	\$55,000	1	\$55,000
Recreation Development Center Supervisor - Golf	\$59,000	1	\$59,000
Landscape Maintenance Tech II	\$45,000	2	\$90,000
Landscape Maintenance Tech I	\$42,000	4	\$168,000
Crew Leader - Irrigation	\$48,000	1	\$48,000
Facilities Maintenance Supervisor	\$59,000	1	\$59,000
Year 2 Subtotal		14	\$642,000
Sub-Total year 1 and 2		29	\$1,270,000
Benefits (Estimated at 40%)			\$508,000
Grand Total			\$1,778,000

FIGURE 4.2E
Estimated staffing costs

Future 3 to 4 Years

General

1. Administration

- N/A

2. Recreation Services

- Golf moves to this Division

3. Parks & Facilities

- Projects becomes its own area
- Forestry becomes its own area
- Park Ambassador Program started

3. Parks & Facilities

- Irrigation Tech II (2) is hired
- Irrigation Tech I is hired
- Forestry Crew Leader is hired
- Arborist I (2) is hired for Urban Forestry
- Crew Leader (2) is hired for Landscape
- Landscape Maintenance Tech I (3) is hired for Landscape
- Landscape Maintenance Tech I is hired for Parks
- Landscape Maintenance Tech II (2) is hired for Parks
- Engineering Inspector is hired
- Accounting Specialist is hired
- Parks Ambassador is hired

Staff Changes

1. Administration

- N/A

2. Recreation Services

- Lifeguard II is upgraded to Aquatics Coordinator
- Recreation Specialist is hired
- Recreation Specialist-Golf is hired

Staffing Costs

Figure 4.2F shows the general estimates of staffing costs for new full-time positions associated with the years 3-4. Rates are based on 2018 rates of pay.

New Positions	Salary	#	Total
Aquatics Coordinator (increase from Lifeguard II)	\$10,000	1	\$10,000
Engineering Inspector	\$45,000	1	\$45,000
Recreation Specialist	\$45,000	1	\$45,000
Recreation Specialist-Golf	\$45,000	1	\$45,000
Accounting Specialist	\$46,000	1	\$46,000
Arborist I	\$42,000	2	\$84,000
Park Ambassador	\$42,000	1	\$42,000
Facilities Maintenance Tech II	\$45,000	2	\$90,000
Forestry Crew Leader	\$48,000	1	\$48,000
Irrigation Tech II	\$45,000	2	\$90,000
Irrigation Tech I	\$42,000	1	\$42,000
Landscape Maintenance Tech II	\$45,000	2	\$90,000
Landscape Maintenance Tech I	\$42,000	4	\$168,000
Crew Leader - Landscape	\$45,000	2	\$90,000
Sub-Total		22	\$935,000
Benefits (Estimated at 40%)			\$374,000
Grand Total			\$1,309,000

FIGURE 4.2F
Estimated staffing costs for new additional positions associated with 3-4 years

Future 5+ Years

General

1. **Administration**
 - N/A
2. **Recreation Services**
 - Community & Event Programs Coordinator is hired
 - Athletic and Fitness Programs Coordinator is hired
 - Recreation Specialists are hired (2)
3. **Parks & Facilities**
 - Projects becomes its own area.

Staffing Costs

Figure 4.2G shows the general estimates of staffing costs for new full-time positions associated with the years 5+. Rates are based on 2018 rates of pay.

Staff Changes

1. **Administration**
 - Volunteer Coordinator is hired
2. **Recreation Services**
 - N/A
3. **Parks & Facilities**
 - Landscape Maintenance Tech I is hired for Parks

New Positions	Salary	#	Total
Volunteer Coordinator	\$55,000	1	\$55,000
Community & Event Programs Coordinator	\$55,000	1	\$55,000
Athletic and Fitness Programs Coordinator	\$55,000	1	\$55,000
Recreation Specialist	\$45,000	2	\$90,000
Landscape Maintenance Tech I	\$42,000	1	\$42,000
Sub-Total		6	\$297,000
Benefits (Estimated at 40%)			\$118,000
Grand Total			\$415,800

FIGURE 4.2G
Estimated staffing costs for new additional positions associated with 5+ years

4.3

OPERATIONS RECOMMENDATIONS

The following are operational recommendations for the Parks and Recreation Department regarding the operating budget for the Department, the fee philosophy and policy, operational policies and procedures, and maintenance plans and procedures.

1. Operational Budget

- If possible, move forward with establishing a parks and recreation district within the City to act as a funding source for the District's budget.
- The Department will need to modify its budget categories and cost centers to match the organizational changes as well as the addition of new parks and other amenities.
- Budgets should reflect actual cost centers that are present for both parks/facilities and programs.
- The Landscape Operations Division will need to continue to see an increase in operations funding to cover the parks and other facilities that are returning from the County. Staff has already identified the following budget requirements for FY 2019 for interlocal properties.
- Plan for significant growth in the recreation programming accounts over the next five years to reflect the expansion of programs and services.
- It must be recognized that recreation is a discretionary use of an individual's time and money and as a result there needs to be an adequate budget and staff commitment to marketing and promotions on an annual basis.
- Sound financial practices require good budget monitoring procedures and strong record keeping. The operational budgets need to continue to be monitored on at least a monthly basis with any possible deviations or modifications noted at that time.
- Deferred maintenance items need to be prioritized on a five and ten-year plan for funding and ultimate completion. The list should be updated and re-prioritized on a yearly basis.
- Continue to develop a five-year a Department-wide CIP budget with breakdowns for major park and facility areas.
- Increase the number of budget performance measures and develop five-year budget comparisons.
- Complete an annual report for all aspects of the Department's operation. Each division should complete an annual report that succinctly summarizes yearly financial statistics and utilization rates and compares them with previous years. Each division should utilize the same format and the information should be available in a single document for the Department.

Item	FY 2019
Landscaping: Medians/Other	
Revenues	\$ (109,338.00)
Expenditures	\$ 2,047,395.68
Total	\$ 1,938,057.68
Landscaping: Parks Maintenance	
Revenue	\$ (36,000.00)
Expenditures	\$ 2,565,967.60
Total	\$ 2,529,967.60
Arlington Park Aquatic Facility	
Transitional Funding from County (1-3 Years)	\$ (618,965.00)
Revenues-Pool/Use Fees	\$ (143,000.00)
Expenditures	\$ 1,271,811.77
Total	\$ 509,846.77
Payne Park Tennis Center	
Transitional Funding from County (1-3 Years)	\$ (157,626.00)
Revenue for Usage Fees	\$ (180,000.00)
Expenditures	\$ 437,460.00
Total	\$ 99,834.00
Centennial Boat Ramp	
Transitional Funding from County (1-3 Years)	\$ (44,037.00)
Expenditures	\$ 98,790.00
Total	\$ 54,753.00
Ken Thompson Park	
Transitional Funding from County (1-3 Years)	\$ (61,054.00)
Expenditures	\$ 234,819.00
Total	\$ 173,765.00

FIGURE 4.3A
Existing Budget estimate for FY2019

2. Fee Philosophy and Policy

- It is essential that the Department establish a formal, overall, fee philosophy that will guide the actual policy. This needs to emphasize affordability for the general public and especially youth as a primary goal. However, there should be a greater emphasis on a fee for service concept for those activities and facilities that command a high value in the community. The philosophy needs to cover not only programs and services but also facility use fees, rentals, and other fee transactions.
- With the fee philosophy as the guide, it will be important to develop a comprehensive fee policy that clearly outlines all aspects of establishing fees. This includes establishing general cost recovery goals for the Department, developing more precise fee setting criteria for specific services, and establishing differential pricing methodology.
- The ability to reduce or waive fees for people with financial hardship should be an important aspect of the fee policy with the methodology for determining the extent of the reduction fully defined. This should be labeled as a scholarship program that is administered through the Department.
- The fee policy should be reviewed every five years and a benchmark study conducted every two years.

3. Operational Policies and Procedures

- The Department needs to make a commitment to updating the basic policies and procedures of the organization, including staff/supervisor policies, financial transactions, customer service, safety and security, and emergency action plans.
- While several areas of the Department have specific policies and procedures to govern their operations, there needs to be overarching Department-wide policies and procedures developed that form the backbone for the individual division and section policies.
- There should be a comprehensive staff and operations manual for the Department based on general operations requirements of the City in general.
- One of the key areas of focus must be on policies and procedures that deal specifically with safety and security of parks, facilities, and programs. As a subset to this, there also needs to be a comprehensive emergency action plan for the Department as a whole as well as for individual facilities in the city.
- Specific staff policies and procedures (full- and part-time) need to be covered through a staff manual that is established for the Department as well as individual staff procedures for certain sections.
- All job descriptions for full-time and part-time staff should be updated to adequately reflect the actual duties of each position. These

job descriptions should clearly delineate job tasks and functions as well as required education, work experience, and skills necessary for the position.

4. Maintenance Plans and Procedures

- The Landscape Operations Division needs to develop a comprehensive maintenance management plan for parks and facilities as a whole. This needs to include specific maintenance functions that need to occur, their frequency, method(s) for delivery, required resources, and tracking of work and budget. This plan should also have a specific focus on preventative maintenance and should include not only the growing environment but also buildings and structures as well. Ideally each major park, trail, streetscape, or recreation facility should have its own maintenance plan that is specific to that location. This plan should be based on a minimum of three distinct levels of service for parks and facilities:
 - The highest level would be for parks/facilities that are highly visible, receive extensive public use, and have active use amenities, and for all indoor facilities.
 - The second level would be a lower level of service for more passive use parks, trails, and park areas.
 - The third would be for open space, rights-of-way, and areas that are not highly used or may not be even visible to the public.

- Serious consideration should be given to adopting the NRPA's six levels of maintenance categories which is a more detailed approach.
- The maintenance management plan needs to continue to take into consideration the different zones within the city for maintenance functions. There will need to be the realization that with additional future parks and facilities it may be necessary to add more zones.
- Once the maintenance management plan is in place, the process needs to continue to develop to the next level where actual time and resource allocations are utilized to validate the planning numbers that have been used. This could take several years until enough real-world numbers are available to adjust the existing standards. From this, specific benchmark standards can be determined (cost per acre, per square foot, etc.).
- Continue with the asset inventory within the City with provisions for a yearly update.
- Consider the establishment of life cycle cost estimates for all major capital assets in the Division.
- Formal park/facility inspections need to continue to be completed on at least a weekly basis. These inspections should cover maintenance issues, equipment inspections and documentation, safety and operational issues.
- Staff schedules, maintenance plans, tracking of inventories, facility inspections, and actual maintenance time and materials records need to be fully automated with the ability to make entries from the field on tablets or other hand-held devices. This effort is currently in process.
- Staff should strongly consider developing additional sub-budget areas within the existing overall Landscape Operations budget based on either geographic areas within the community or by types of parks and recreation facilities (athletic fields, regional parks, etc.). This will make it easier to identify and track budget expenditures more accurately and should ultimately lead to the tracking of maintenance costs by individual parks and facilities.
- All memorandums of understanding and intergovernmental agreements need to be reviewed at least every three years to assess the maintenance impacts of the agreements.
- Plan to either expand the existing footprint within the Public Works maintenance yard or develop an independent Landscape Operations maintenance yard elsewhere. There should also be long range plans to either expand the Payne Park yard or add another yard in the community to support the additional parks and facilities that will be brought on board in the future.
- Landscape Operations staff should continue to conduct a cost/benefit analysis of what additional services would be better to contract out rather than conduct in-house.
- The number of Certified Playground Safety Inspectors (CPSIs) on staff should be increased to match the number of playgrounds that are being maintained.
- Critical to the long-term success in parks maintenance is a renewed commitment to staff training and certification. Developing a formal annual training program is essential.



5

**IMPLEMENTATION
STRATEGY**



Implementation of the long-range vision is expected to cost approximately \$200 million in capital costs (see Section 3.8), including:

1. Deferred Maintenance, Repairs, and Replacements	\$23 M
2. New and/or Upgraded Small Local Parks	\$33 M
3. Upgraded Large Community Parks	\$32 M
4. Indoor Recreation Centers, New Pool, or Splashpads	\$30 M
5. Urban/Pocket Parks	\$10 M
6. Acquisition and/or Restoration of Natural Areas	\$25 – 60 M
7. Upgraded Special Use Facilities	\$20 M

This does not include the costs for trails and sidewalks to improve connectivity, which will be funded through the City's public works programs.

Additionally, annual operations and maintenance costs are estimated to increase by approximately \$6.15 million per year once all the improvements are made, as outlined in Section 3.9.

5.1 POTENTIAL FUNDING SOURCES

Typical funding sources for parks and recreation land acquisition and improvements include:

Pay as You Go:

- Property Taxes (General Fund/ CIP)
- Sales Tax
- Park Impact Fees
- Grants
- User Fees
- Special Assessments
- Others

Borrowing:

- General Obligation Bonds
- Revenue Bonds
- Others

City of Sarasota parks and recreation improvements have mostly been funded through impact fees and sales tax revenues. Based on recent funding, it is estimated that the following resources will be available for parks and recreation improvements over the next ten years:

	Annual Projection	Estimated 10 – Year Total
General Fund	\$200,000	\$4 M (\$2M plus existing \$2 M balance)
Impact Fees (including existing \$2 M balance)	\$600,000	\$6 M
Penny 2,3 Sales Tax	\$800,000	\$8 M
Total	\$3.4 M	\$18 M

FIGURE 5.1A
Projected funding for Park and Recreation improvements

In addition to these funding sources, millions of dollars are available in parks and recreation-related grants each year. Therefore, it is recommended that the City hire a full-time parks and recreation grants writer coordinator, and/or hire a consulting firm such to apply for and administer grants. Typical grants for the various types of proposed park improvements outlined in the City's vision may include:

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
Community Parks				
Land and Water Conservation Grant	\$200,000	100%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, lighting, and landscaping.	February
Florida Recreation Development Assistance Program(FRDAP)	\$200,000	100%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, lighting, and landscaping.	October
Florida Recreational Development Assistance Program – Children's Program	\$250,000	100%	Playgrounds and other facilities that support Children under the age of 12.	August
Cultural Facilities Grant Program	\$500,000	200%	Educational, amphitheater nature, art elements	June
American Academy of Dermatology (AAD)	\$8,000	0%	Shade Structures	November
Recreational Trail Program (RTP)	\$200,000	25%	Trails, trailside, trailhead facilities	November
Urban Forestry Grant Program (UFC)	\$30,000	100%	Tree plans/programs and planting	November
USTA Public Facilities Grant	\$50,000	80%	Renovation and/or construction of public tennis facilities.	Rolling
Public Art Challenge	1,000,000	25%	Art in public spaces	December
Our Town Grant	\$200,000	100%	Innovative public art projects	December
U.S. Soccer Foundation Grants	\$50,000	100%	Field turf, lighting, irrigation and program equip.	October, February, June

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
Park Land Acquisition				
Land and Water Conservation Grant	\$200,000	100%	Land Acquisition of passive and active recreational facilities	February
Florida Communities Trust (FCT)	\$5,000,000	25%	Land Acquisition of passive and active recreational facilities	September
Florida Recreational Development Assistance Program	\$200,000	100%	Land Acquisition of passive and active recreational facilities	September
OGT – Land Acquisition	\$1,000,000	0%	Acquisition of trail corridor property	October
Greenways and Trails				
Transportation Alternative Program (TEP)	\$1,000,000	20%	Pedestrian & Bicycle Trails Facilities	February
Safe Routes to Schools (SRTS)	\$250,000	0%	Trails, Sidewalks	December
Recreational Trails Program	\$200,000	20%	Construction of trails and support facilities.	November
Urban Waters Grant	\$60,000	5%	Signage, Innovative Water Quality Projects	January
Pre-Disaster Mitigation	\$3,000,000	25%	Stormwater including open space and trails	January
Section 319(h) Grants	\$750,000	40%	Stormwater/water quality projects	November
Land and Water Conservation Grant	\$200,000	100%	Trails, Parking, Landscaping and other support fac.	February
American Academy of Dermatology (AAD)	\$8,000	0%	Shade Structures	October
Regional Parks				
Land and Water Conservation Grant	\$200,000	100%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, lighting, and landscaping.	February
Florida Recreation Development Assistance Program	\$200,000	100%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, lighting, and landscaping.	October
Florida Recreational Development Assistance Program – Children’s Program	\$250,000	100%	Playgrounds and other facilities that support Children under the age of 12.	August
Cultural Facilities Grant Program	\$500,000	200%	Educational, amphitheater nature, art elements	June
American Academy of Dermatology (AAD)	\$8,000	0%	Shade Structures	November
Recreational Trail Program (RTP)	\$200,000	25%	Trails, trailside, trailhead facilities	November
Urban Forestry Grant Program (UFC)	\$30,000	100%	Tree plans/programs and planting	November
Public Art Challenge	1,000,000	25%	Art in public spaces	December
Our Town Grant	\$200,000	100%	Innovative public art projects	December
Pre-Disaster Mitigation	\$3,000,000	25%	Stormwater including open space and trails.	November
Urban Waters Grant	\$60,000	5%	Signage, Innovative Water Quality Projects	January
Section 319(h) Grants	\$750,000	40%	Stormwater/water quality projects	November
USTA Public Facilities Grant	\$50,000	80%	Renovation and/or construction of public tennis facilities.	Rolling
U.S. Soccer Foundation Grants	\$50,000	100%	Field turf, lighting, irrigation	October, February, June
Nature/Interpretive Centers				
Environmental Education Grants	\$100,000	25%	Educational Elements	March
Cultural Facilities Grant Program	\$500,000	200%	Educational, nature, art elements	June
Urban Waters Grant	\$60,000	5%	Signage, Public Education, Innovative Water Quality Projects	January
Section 319(h) Grants	\$750,000	40%	Stormwater, water quality, education projects	November
National Leadership Grants for Museums	\$500,000	100%	Nature Centers, Museums, botanical gardens, children museums	December
Land and Water Conservation Grant	\$200,000	100%	Outdoor Classroom, Restrooms, Trails, Support Facilities	February

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
Boat and Water Access				
Land and Water Conservation Grant (LWCF)	\$200,000	100%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Outdoor Classroom, Restrooms, Shade Structures, lighting, and landscaping.	February
Florida Recreation Development Assistance Program (FRDAP)	\$200,000	100%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, lighting, and landscaping.	October
Florida Boating Improvement Program (FBIP)	\$200,000	5%	Boating ramps, day docks, other boat facilities	April
Boating Infrastructure Program (BIGP)	\$1,500,000	25%	Boat Facilities for vessels larger than 26 ft.	August
Recreational Trail Program (RTP)	\$200,000	25%	Waterway Trails, kayak/canoe trailhead facilities	November
Coastal Partnership Initiative (CPI)	\$30,000	100%	Kayak/Canoe facilities, vegetation removal, signage	October
Recreation/Community Centers				
Cultural Facilities Grant Program	\$500,000	200%	Educational, nature, art elements	June
Pre-Disaster Mitigation Grant Program	\$3,000,000	25%	Structure Hardening	November
National Leadership Grants for Museums	\$500,000	100%	Nature Centers, Museums, botanical gardens, children museums	December
Land and Water Conservation Grant	\$200,000	100%	Outdoor Classroom, Restrooms, Trails, Support Facilities such as parking and lighting	February
Arts, History, Culture Facilities				
Land and Water Conservation Grant (LWCF)	\$200,000	100%	Historic/Cultural Facilities, Outdoor Classroom, Signage, Trails, Restrooms, Shade Structures, lighting, and landscaping, parking	February
Cultural Facilities Grant Program	\$500,000	200%	Educational, amphitheater nature, art elements	June
Public Art Challenge	\$1,000,000	25%	Art in public spaces	December
Our Town Grant	\$200,000	100%	Innovative public projects including heritage trails	December
Florida Small Matching Grant Program	\$50,000	100%	Restoration of historic structures, education facilities	June
Florida Special Category Grant Program	\$350,000	100%	Acquisition and Development of historic structures	December
Stormwater/Emergency Management *				
Pre-Disaster Mitigation	\$3,000,000	25%	Stormwater including open space, Hardening	November
Section 319(h) Grants	\$750,000	40%	Stormwater, water quality, education projects	November
Urban Waters Grant	\$60,000	5%	Signage, Public Education, Innovative Water Quality Projects	January

**The integration of stormwater and other emergency management features into projects such as a recreation center or recreation trail can significantly increase the grant funding opportunities available. Examples of design features that would introduce additional grant opportunities would include the construction of parking areas to act as drainage basins for severe weather events, stormwater retention ponds that alleviate localized flooding as part of park or trail project and the hardening of an indoor facility such as a recreation center to act as a shelter and/or public outreach center before and after a disaster.*

FIGURE 5.1B

Potential parks and recreation grants for various types of improvements

Assuming an average \$1 M in grants per year, the 10-year funding total would increase to approximately \$20 million as follows:

Funding Source	Annual Projection	Estimated 10 – Year Total
Impact Fees	\$200,000	\$4 M (including existing \$2 M balance)
Penny 3 Sales Tax	\$600,000	\$6 M
Grants	\$1 M	\$10 M
Total	\$1.8 M	\$20 M

FIGURE 5.1C
Projected funding including grants

Even with a successful grants program, however, the 10-year total falls far short of the estimated \$200 M costs in needed parkland acquisition and improvements. Alternative funding strategies include a reduction in the scope of proposed improvements; an extension of the time frame; and/or the use of additional funding sources. One alternative being discussed is a dedicated millage to help fill the gap.

5.2 DEDICATED MILLAGE

The City's Finance Department estimates that, based on Tax Year 2018 assessed values, the following additional annual revenues could be generated by dedicating new or existing millage to parks and recreation improvements:

Dedicated Millage	Annual Projection	Estimated 10-Year Total
Value of 1 Mill	\$10,116,419	\$101,164,190
Value of ½ Mill	\$5,058,210	\$50,582,100
Value of ¼ Mill	\$2,529,105	\$25,291,050

FIGURE 5.2A
Alternative millage values

For example, if the City dedicates ½ Mill for parks and recreation improvements, the total funding available for a 10-Year first phase could increase to approximately \$70 M, as follows:

Funding Source	Annual Projection	Estimated 10 – Year Total
Impact Fees	\$200,000	\$4 M (including existing \$2 M balance)
Penny 3 Sales Tax	\$600,000	\$6 M
Grants	\$1 M	\$10 M
Dedicated ½ Mill	\$5.06 M	\$50.6
Total	\$6.86 M	\$70.6 M

FIGURE 5.2B
Estimated funds available with annual 1/2 Mill for Parks and Recreation improvements

5.3

POTENTIAL 10-YEAR, +/- \$ 70 M FIRST PHASE

Residents' top priorities (as identified in the needs assessment) include improvements to existing parks; additional neighborhood parks; and additional indoor recreation space. Another top priority is "increased connectivity", being implemented by the City's Public Works Department. Based on these priorities, a potential 10-year, +/- \$70 M first phase of improvements might include:

Proposed Improvement	Quantity	Unit Cost	Subtotal	Notes
1. Deferred Maintenance, Repairs, Replacements			\$22.6M	
Small Local Parks	27	varies	\$7.4 M	City staff estimate
Large Community Parks	15	varies	\$13.7 M	City staff estimate
Urban Open Spaces	9	varies	\$1.5 M	City staff estimate
2. Small Local Parks			\$20.25M	
Develop Conceptual Master Plans for Existing Parks, incl Neighborhood Engagement	+/-10	\$25,000 average	\$250,000	
Upgrade Existing Local Parks per Prototype	+/-10	\$1,000,000 average	\$10 M	Walking trails, sports courts, pavilions, restrooms playgrounds, shade trees, site furnishings, multi-purpose open lawns, etc.
Acquire and develop new parks to fill gaps to meet 10-minute walk goal	+/- 5	\$2,000,000 average including land acquisition	\$10 M	5-10 acres each
3. Large Community Parks, Recreation Centers, Aquatics			\$17M	
Develop Conceptual Master Plans for Existing Parks, incl Public Engagement	10	\$100,000 average	\$1 M	
Upgrade Existing Parks per Prototype	5	\$2,000,000 average	\$10 M	Walking trails, sports courts, pavilions, restrooms, playgrounds, shade trees, site furnishings, athletic fields, central gathering spaces, etc. plus new facilities required to meet residents' needs
New Indoor Recreation Space	20,000 sf	\$300	\$6 M	Location, size TBD. Could be a single multi-purpose center, or multiple satellite facilities
4. Urban Open Spaces			\$5M	
Urban Open Spaces in Rosemary District	TBD			Allowance for acquisition, joint use, leases, and/or improvements
5. Natural Areas			\$5M	
Acquisition of Vacant Land Adjacent to Existing Parks	5 Acres	\$1M/ acre average	\$5M	To increase park acreage LOS
TOTAL			\$69.85M	

FIGURE 5.3A

Potential first phase of improvements based on residents' priorities

It is important to note that additional feasibility and design studies will be required to refine and estimate the exact scope of proposed Phase One improvements, and additional financial analysis will be required to more precisely estimate revenues from various funding sources. However, it appears that a 10-Year, +/- \$70 M Phase One Improvement Program could be a realistic implementation strategy.

5.4

PROJECT PRIORITIZATION

Developed to move the implementation of the City of Sarasota's Parks and Public Realm Master Plan forward, the Parks Prioritization is intended to provide a clear path to improve quality of life by delivering the type of parks and recreational opportunities desired by our residents. The Prioritization Assessment score ranks the parks – both existing and proposed – to allow for budgeting and staffing of those parks in a planned and reasonably paced span of control, over the next ten years. Each of the seven scoring criteria in the score sheet is drawn directly from the Master Plan's Existing Conditions Analysis, Needs and Priorities Assessments, and the Long-Range Vision chapters, including citizens survey results and National Parks and Recreation (NRPA) standard benchmark analysis.

Prioritization ranking values were based on the highest possible score out of a total of 90 points based on seven factors:

1. **Asset Stability:** This factor suggests the need to improve or replace existing park elements, such as trash cans, bike racks, and benches. A maximum of ten assets can be identified in this category for a total score of 50.
2. **Existing Conditions Analysis:** This factor rates parks out of a scale of 10 where 2.5 and below flags a priority within the next three years. The evaluation form, provided in the City of Sarasota Park and Recreation Master Plan, Chapter 1 – Existing Conditions Analysis (Park Evaluation Form), determines deficiencies within established park standards and requests corrections throughout the entire parks system.
3. **Priority Needs:** This factor considers citizen priorities as identified in the Priority Needs Assessment. Scores are based on the number of top-ranking citizen priorities identified in the project scope with the greatest ranked priorities (out of a score of 5) to be met over the next ten years.
4. **Environmental:** This factor considers how projects improve environmental sustainability or address sea level rise through suggested improvements to: water quality; decreased heat island effect; wildlife habitat; flood control energy costs/usage; or other environmental benefits.
5. **Social Equity Assessment:** This factor provides a ranking based on park location within, or to a population meeting a percentage in poverty range. Proposed project/improvements provide more equitable opportunities and/or experiences for underserved or disadvantaged residents throughout the City of Sarasota.
6. **Accessibility Assessment:** This factor suggests improvements to connectivity, additional safety features, and/or park access opportunities based on ranked needs for: (1) Improved wayfinding; (2) Additional parking; (3) Increased park safety through lighting, CPTED, or other; (4) Multi-modal connectivity between parks (5) ADA accessibility; (6) Other park accessibility improvement.
7. **Level of Service (LOS):** This factor is based on the Level of Service (LOS) as identified in the Parks Master Plan. The LOS analysis considers the potential acquisition of park land within ½ mile of existing parks.

Parks	Prioritization Score	Total Park Priority Funding Needs (est. cost \$)	Park Type	Asset Stability (est. cost \$)	Park Improvements (est. cost \$)
LOCAL PARKS (NEIGHBORHOOD)					
Mary Dean Park	59	\$170,000	Local	\$102,000	\$68,000
McClellan Park	22	\$63,000	Local	\$15,000	\$48,000
Orange Avenue Park	58	\$696,000	Local	\$150,000	\$546,000
Pioneer Park	49	\$821,000	Local	\$273,000	\$548,000
San Remo Park	9	\$47,000	Local	-	\$47,000
Sapphire Shores Park	31	\$287,000	Local	\$242,000	\$45,000
School Avenue Greenway/ MURT	41	\$86,000	Local	\$76,000	\$10,000
Seminole Linear Park	31	\$48,000	Local	\$48,000	-
Shenandoah Park	40	\$202,000	Local	\$110,000	\$92,000
Tuttle Walkway Park	42	\$96,000	Local	\$61,000	\$35,000
Waterfront Park/ MURT	0	Not Included in assesment. Part of The Bay Phase I.	Local	-	-
LOCAL PARKS SUBTOTAL		\$ 5,283,500		\$1,902,000	\$3,381,500

FIGURE 5.4A
Prioritization of Local Neighborhood Parks

Parks	Prioritization Score	Total Park Priority Funding Needs (est. cost \$)	Park Type	Asset Stability (est. cost \$)	Park Improvements (est. cost \$)
COMMUNITY PARKS					
A.B. Smith Park	53	\$335,000	Community (with Payne)	\$65,000	\$270,000
Arlington Park	81	\$2,927,000	Community	\$342,000	\$2,585,000
Gulfstream Park (Bayfront East at Gulfstream)	31	\$485,000	Community (open space for events)	\$105,000	\$380,000
Bird Key Park	36	\$132,000	Community	\$132,000	-
David Cohen Park	47	\$470,000	Community (with RL Taylor)	\$385,000	\$85,000
Ernest "Doc" Eloise Werlin Park/ Doc Werlin's Place at Hart's Landing/ Tony Saprito Fishing Pier	38	\$1,195,000	Community	\$1,060,000	\$135,000
Gillespie Park	50	\$854,000	Community	\$80,000	\$774,000
Nora Patterson Bay Island Park North	28	\$115,000	Community (fishing)	\$61,000	\$54,000
North Water Tower Park	72	\$561,500	Community	\$368,500	\$193,000
Payne Park (incl. Cafe)	78	\$6,398,000	Community	\$693,000	\$5,705,000
Payne Skate Park	78	\$998,000	Community	\$673,000	\$325,000
Sarasota Bay Walk	20	\$80,000	Community (but no useable land and single purpose)	\$40,000	\$40,000
Whitaker Gateway Park	63	\$902,000	Community	\$421,000	\$481,000
COMMUNITY PARKS SUBTOTAL		\$15,452,500		\$4,425,500	\$11,027,000

FIGURE 5.4B
Prioritization of Community Parks

Parks	Prioritization Score	Total Park Priority Funding Needs (est. cost \$)	Park Type	Asset Stability (est. cost \$)	Park Improvements (est. cost \$)
URBAN OPEN SPACES					
Charles Ringling Park	27	\$85,000	Urban	\$5,000	\$80,000
J.D. Hamel Park / War Memorial	45	\$315,000	Urban	\$155,000	\$160,000
Lemon Avenue Mall	26	\$406,000	Urban	\$403,000	\$3,000
Links Plaza Park	37	\$41,000	Urban	\$39,000	\$2,000
Little Five Points Park	27	\$12,000	Urban	\$12,000	\$-
Paul Thorpe Park	0	Not Included in assessment. Part of Lemon Avenue Streetscape Project to be completed 12/2019	Urban		\$-
Robarts Memorial Park	36	\$42,000	Urban	\$20,000	\$22,000
Selby Five Points Park	33	\$377,000	Urban	\$84,000	\$293,000
St. Armand's Circle Park	19	\$175,000	Urban (most activity occurs from shopping and events)	\$32,000	\$143,000
URBAN OPEN SPACES SUBTOTAL		\$1,453,000		\$750,000	\$703,000

FIGURE 5.4C
Prioritization of Urban Open Spaces

Parks	Prioritization Score	Total Park Priority Funding Needs (est. cost \$)	Park Type	Asset Stability (est. cost \$)	Park Improvements (est. cost \$)
SPECIAL USE FACILITIES					
Bobby Jones Golf Club	77	\$16,700,000 (funded)	Regional	\$-	\$-
Lawn Bowling	14	\$80,000	Community	\$-	\$80,000
Payne Park Tennis	69	\$3,260,000	Community	\$1,095,000	\$2,165,000
SPECIAL USE PARKS SUBTOTAL		\$3,340,000		\$1,095,000	\$2,245,000

FIGURE 5.4D
Prioritization of Special Use Facilities

Parks	Prioritization Score	Total Park Priority Funding Needs (est. cost \$)	Park Type	Asset Stability (est. cost \$)	Park Improvements (est. cost \$)
REGIONAL PARKS					
Bayfront Park and Marina / Island Park	76	\$1,710,000	Regional	\$1,690,000	\$20,000
Children's Fountain	70	\$989,000		\$974,000	\$15,000
Centennial Park	0	Not Included in assessment. Part of The Bay future phase	Regional	\$-	\$-
Ken Thompson Park	68	\$3,720,000	Regional	\$1,085,000	\$2,635,000
Lido Beach	11	\$70,000	Regional (by County)	\$70,000	\$-
North Lido Beach Park	40	\$736,000	Regional (by County)	\$76,000	\$660,000
REGIONAL PARKS SUBTOTAL		\$7,225,000		\$3,895,000	\$3,330,000

FIGURE 5.4E
Prioritization of Regional Parks

Parks	Prioritization Score	Total Park Priority Funding Needs (est. cost \$)	Park Type	Asset Stability (est. cost \$)	Park Improvements (est. cost \$)
RECREATIONAL FACILITIES					
Arlington Community Center and Aquatic Facility	78	\$3,703,000	Regional	\$2,559,000	\$1,144,000
Bayfront Community Center	0	Included in Municipal Auditorium	Community	\$-	\$-
Lido Beach Pool and Pavilion	75	\$2,876,000	Regional	\$2,101,000	\$775,000
Municipal Auditorium/Exhibit Hall	34	\$2,200,000	Community	\$500,000	\$1,700,000
Payne Park Auditorium	42	\$300,000	Local/Community	\$-	\$300,000
Robert L. Taylor Community Complex	64	\$1,225,000	Community/Regional	\$605,000	\$620,000
RECREATIONAL FACILITIES SUBTOTAL		\$10,304,000		\$5,765,000	\$4,539,000

FIGURE 5.4F
Prioritization of Recreational Facilities

Parks	Prioritization Score	Total Park Priority Funding Needs (est. cost \$)	Park Type	Asset Stability (est. cost \$)	Park Improvements (est. cost \$)
PROPERTY ACQUISITIONS					
N1 approx. 10 acres	28	\$1,000,000	Neighborhood		\$1,000,000
N2 approx. 10 acres	19	\$1,000,000	Neighborhood		\$1,000,000
N3 approx. 10 acres	19	\$1,000,000	Neighborhood		\$1,000,000
N4 approx. 10 acres	19	\$1,000,000	Neighborhood		\$1,000,000
N5 approx. 10 acres	20	\$1,000,000	Neighborhood		\$1,000,000
N6 approx. 10 acres	19	\$1,000,000	Neighborhood		\$1,000,000
U1 approx 0.25 acres	17	\$650,000	Urban Pocket		\$650,000
U2 approx. 0.25 acres	26	\$262,500	Urban Pocket		\$262,500
PROPERTY ACQUISITIONS SUBTOTAL		\$6,912,500			\$6,912,500

FIGURE 5.4G
Prioritization of Property Acquisitions

TOTAL ASSET STABILITY NEEDS	\$17,832,500
TOTAL PARK/RECREATION FACILITY IMPROVEMENTS NEEDED	\$32,138,000
TOTAL PARK PRIORITY FUNDING NEEDS	\$49,970,500

FIGURE 5.4H
Prioritization Funding Needs

Planned Expenses by Park by Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Park Assets	Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10
Alderman MURT			\$15,000							
Avion Park		\$10,000								
Bonita Park				\$10,000						
Central-Broadway Park (Blvd. of the Arts Park)										
Circus Trail Nature Park (Fruitville Rd. Park)			\$100,000							
Dr. Martin Luther King Jr. Park	\$225,000									
Eastwood Park										
Firehouse Park		\$36,000								
Fredd "Glossie" Atkins Park			\$21,000							
Galvin Park					\$5,000					
Indian Beach Park			\$3,000							
Laurel Park		\$225,000								
Luke Wood Park North		\$75,000								
Luke Wood Park South			\$100,000							
Mary Dean Park	\$102,000									
McClellan Park					\$15,000					
Orange Avenue Park		\$150,000								
Pioneer Park	\$273,000									
San Remo Park										
Sapphire Shores Park			\$242,000							
School Avenue Greenway / MURT			\$76,000							
Seminole Linear Park		\$48,000								
Shenandoah Park		\$110,000								
Tuttle Walkway Park			\$61,000							
Waterfront Park/MURT										
A.B. Smith Park		\$65,000								
Arlington Park	\$150,000	\$192,000								
Gulfstream Park (Bayfront East at Gulfstream)			\$105,000							
Bird Key Park			\$132,000							
David Cohen Park		\$385,000								
Ernest "Doc" and Eloise Werlin Park/ Doc Werlin's Place at Hart's Landing/ Tony Saprito Fishing Pier		\$1,060,000								
Gillespie Park		\$80,000								
Nora Patterson Bay Island Park North			\$61,000							
North Water Tower Park	\$243,500		\$125,000							
Payne Park (incl. Café)	\$350,000	\$343,000								
Sarasota Bay Walk			\$40,000							
Whitaker Gateway Park	\$421,000									
Charles Ringling Park					\$5,000					
J.D. Hamel Park / War Memorial							\$155,000			
Lemon Avenue Mall					\$403,000					
Links Plaza Park				\$39,000						

FIGURE 5.4I

Planned Expenses by Park by Year

Planned Expenses by Park by Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Park Assets	Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10
Little Five Points Park					\$12,000					
Paul Thorpe Park										
Robarts Memorial Park				\$20,000						
Selby Five Points Park				\$84,000						
St. Armand's Circle Park				\$32,000						
Bayfront Park and Marina / Island Park	\$1,690,000									
Centennial Park										
Ken Thompson Park	\$1,085,000									
Lido Beach					\$70,000					
North Lido Beach Park					\$76,000					
Subtotal	\$4,539,500	\$2,779,000	\$1,081,000	\$185,000	\$586,000	\$-	\$155,000	\$-	\$-	\$-

FIGURE 5.4I (Continued)
Planned Expenses by Park by Year

Park Improvements	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Alderman MURT				\$15,000						
Avion Park		\$185,000		\$3,500						
Bonita Park										
Central-Broadway Park (Blvd. of the Arts Park)										
Circus Trail Nature Park (Fruitville Rd. Park)			\$775,000							
Dr. Martin Luther King Jr. Park	\$148,000			\$140,000						
Eastwood Park										
Firehouse Park			\$58,000							
Fredd "Glossie" Atkins Park				\$92,000	\$19,000					
Galvin Park										
Indian Beach Park			\$47,000							
Laurel Park		\$10,000								
Luke Wood Park North			\$300,000							
Luke Wood Park South			\$150,000							
Mary Dean Park					\$68,000					
McClellan Park					\$48,000					
Orange Avenue Park		\$546,000								
Pioneer Park				\$548,000						
San Remo Park				\$47,000						
Sapphire Shores Park				\$45,000						
School Avenue Greenway / MURT					\$10,000					
Seminole Linear Park										
Shenandoah Park		\$92,000	\$35,000							
Tuttle Walkway Park										
Waterfront Park/MURT										
A.B. Smith Park		\$270,000								
Arlington Park					\$2,585,000		\$380,000			
Gulfstream Park (Bayfront East at Gulfstream)										
Bird Key Park			\$85,000							
David Cohen Park										
Ernest "Doc" and Eloise Werlin Park/ Doc Werlin's Place at Hart's Landing/ Tony Saprito Fishing Pier		\$135,000								
Gillespie Park				\$774,000			\$54,000			
Nora Patterson Bay Island Park North										
North Water Tower Park		\$193,000				\$3,205,000	\$2,500,000			
Payne Park (incl. Café)							\$40,000			
Sarasota Bay Walk										
Whitaker Gateway Park		\$481,000								
Charles Ringling Park								\$80,000		
J.D. Hamel Park / War Memorial							\$160,000			
Lemon Avenue Mall							\$3,000			
Links Plaza Park								\$2,000		
Little Five Points Park										
Paul Thorpe Park									\$22,000	
Roberts Memorial Park								\$293,000		
Selby Five Points Park									\$143,000	
St. Armand's Circle Park								\$20,000		
Bayfront Park and Marina / Island Park										
Centennial Park							\$1,635,000	\$1,000,000		
Ken Thompson Park										
Lido Beach								\$660,000		
North Lido Beach Park										
Subtotal	\$148,000	\$1,912,000	\$1,450,000	\$890,500	\$3,426,000	\$3,273,000	\$2,282,000	\$4,473,000	\$247,000	\$-

FIGURE 5.4J Park Improvements

New Parks	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
N1 approx. 10 acres				\$1,000,000						
N2 approx. 10 acres							\$1,000,000	\$1,000,000		
N3 approx. 10 acres										
N4 approx. 10 acres					\$1,000,000					
N5 approx. 10 acres										\$1,000,000
N6 approx. 10 acres						\$1,000,000				
U1 approx 0.25 acres									\$650,000	
U2 approx. 0.25 acres				\$262,500						
Subtotal	\$-	\$-	\$-	\$1,262,500	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$650,000	\$1,000,000

FIGURE 5.4K
New Parks

Recreation and Special Purpose Asset	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Arlington Community Center and Aquatic Facility		\$1,000,000	\$1,559,000							
Bayfront Community Center										
Lido Beach Pool and Pavilion	\$1,100,000	\$1,001,000								
Municipal Auditorium/Exhibit Hall				\$500,000						
Payne Park Auditorium										
Robert L. Taylor Community Complex					\$605,000					
Children's Fountain at Bayfront			\$989,000							
Skate Park at Payne Park				\$673,000						
Bobby Jones Golf Club	\$16,700,000*									
Lawn Bowling										
Payne Park Tennis	\$500,000		\$595,000							
Subtotal	\$1,600,000	\$2,001,000	\$3,143,000	\$1,173,000	\$605,000	\$-	\$-	\$-	\$-	\$-

FIGURE 5.4L
Recreation and Special Purpose Asset

Recreation and Special Purpose Improvement	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Arlington Community Center and Aquatic Facility						\$1,144,000				
Bayfront Community Center										
Lido Beach Pool and Pavilion			\$775,000							
Municipal Auditorium/Exhibit Hall							\$1,700,000			
Payne Park Auditorium						\$300,000				
Robert L. Taylor Community Complex							\$620,000			
Children's Fountain at Bayfront										
Skate Park at Payne Park				\$325,000						
Bobby Jones Golf Club										
Lawn Bowling							\$80,000			
Payne Park Tennis				\$2,165,000						
Subtotal	\$-	\$-	\$775,000	\$2,490,000	\$-	\$1,444,000	\$2,400,000	\$-	\$-	\$-

FIGURE 5.4M

Recreation and Special Purpose Improvement

TOTAL PLANNED EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Annual Planned Park Expenses	\$4,687,500	\$4,691,000	\$2,531,000	\$2,338,000	\$5,012,000	\$4,273,000	\$3,437,000	\$5,473,000	\$897,000	\$1,000,000
Annual Planned Recreation Facility Expenses	\$1,600,000	\$2,001,000	\$3,918,000	\$3,663,000	\$605,000	\$1,444,000	\$2,400,000	\$-	\$-	\$15,631,000
TOTAL Planned Expenses	\$6,287,500	\$6,692,000	\$6,449,000	\$6,001,000	\$5,617,000	\$5,717,000	\$5,837,000	\$5,473,000	\$897,000	\$1,000,000
* Funded and not included in analysis										\$-

FIGURE 5.4N

Total Planned Expenses

5.5

PREPARATION FOR IMPLEMENTATION

Once this Master Plan has been approved and adopted, a great deal of work will need to be done to prepare for implementation. Close to 100 projects were identified through the master planning process, as outlined in Section 3.8 Estimate of Probable Costs; and additional staff positions were also identified, as outlined in Section 4. Preparatory actions to be completed by the City within the next 1 - 2 years include:

1. Update the City's Comprehensive Plan and Land Development Regulations to codify the guiding principles and level-of-service standards (e.g. access, acreage) included in the Master Plan
2. Prioritize projects based on available/ projected funding
3. Refine the scope of each project
4. Issue a Request for Qualifications (RFQ) for multiple Design Teams – preferably led by licensed Landscape Architects – including architects, structural engineers, civil engineers, electrical/ mechanical engineers, ecologists, and other design and permitting professionals with park design experience
5. Issue a Request for Qualifications (RFQ) for a Construction Manager-at-Risk to help manage, plan, and implement the capital improvements program
6. Develop a Project Phasing Plan based on available funding, and prioritized projects
7. Negotiate scopes of work and agreements with Design Teams to begin designing the top priority projects
8. Kick off the design process for the top priority projects
9. Hire additional staff with park design experience needed to implement the Master Plan; and maintain, operate, and program proposed improvements

The following Scoping/ Kick-off checklist can be used as a guide to refine the scope for each project: negotiate with the Design Team; and kick-off the design process:

City of Sarasota Parks and Recreation Project Scoping/Kick-off Checklist

Project Name: _____

Date: _____

Project Design, Construction Budget: \$ _____

Scheduled Date for Substantial Completion: _____

1. Specific Project Objectives (e.g. repair, replacement, comfort, safety, recreation, etc.):

2. Opportunities for Higher Performance:

- ***Economic Opportunities:***

- ☐ Create/facilitate revenue-generating opportunities for the public and/or the private sectors
- ☐ Create meaningful and desirable employment
- ☐ Indirectly create or sustain good, living wage jobs
- ☐ Sustains or increase adjacent property values
- ☐ Catalyze infill development and/or the re-use of obsolete or under-used buildings or spaces
- ☐ Attract new residents
- ☐ Attract new businesses
- ☐ Generate increased business and tax revenues
- ☐ Optimize operations and maintenance costs (compared to other similar spaces)

- ***Environmental Opportunities:***

- ☐ Use energy, water, and material resources efficiently
- ☐ Improve water quality of both surface and ground water
- ☐ Serve as a net carbon sink
- ☐ Enhance, preserve, promote, or contribute to biological diversity
- ☐ Select hardscape materials based on longevity of service, social/ cultural/ historical sustainability, regional availability, low carbon footprint and/or other related criteria
- ☐ Provide opportunities to enhance environmental awareness and knowledge
- ☐ Serve as an interconnected node within larger scale ecological corridors and natural habitat

- ***Social Opportunities:***

- ☐ Improve the surrounding neighborhood
- ☐ Improve social and physical mobility through multi-modal connectivity – auto, transit, bike, pedestrian
- ☐ Encourages the health and fitness of residents and visitors
- ☐ Provide relief from urban congestion and stressors such as social confrontation, noise pollution, and air pollution
- ☐ Provide places for formal and informal social gathering, art, performances, and community or civic events
- ☐ Provide opportunities for individual, group, passive and active recreation
- ☐ Facilitate shared experiences among different groups of people
- ☐ Attract diverse populations
- ☐ Promote creative and constructive social interaction
- ☐ Acknowledge and/or inform visitors about unique cultural or historical assets or events

3. Design Team, Process, and Stakeholders

- ***Base information – what is available for the project site?***

- ☐ Recent (last two years) boundary, topographic, and tree survey for complete site development area
- ☐ Not so recent boundary, topographic, and tree survey for complete site development area
- ☐ Partial survey or survey for partial site development area
- ☐ No existing base information available

- ***Level of public involvement– which of the below are wanted for this project?***

- ☐ Stakeholder interviews to discuss programming and design issues – How many stakeholders to meet with (no. of meetings)? Known stakeholders at this time?
- ☐ On-line survey of area residents to determine needs
- ☐ GIS-based spatial analysis of gaps in levels of service for proposed program elements
- ☐ Stakeholder interviews following development of initial conceptual plan and prior to public meeting – How many stakeholders to meet with (no. of meetings)? Known stakeholders at this time?
- ☐ Public meeting/open house – to review initial conceptual plan and provide input
- ☐ Stakeholder interviews following development of initial conceptual plan and prior to public meeting
- ☐ Commission presentation?
- ☐ Other meetings/ presentations?

- ***Preparation of concept plan -***

- ☐ Develop preliminary concept plan for initial discussions with stakeholders, etc. from above
- ☐ Revise preliminary concept plan into final based on input
- ☐ Anticipate a second round of revisions/input?

- ***Preparation of construction documents & permitting following approval of final concept plan***
 - ☐ What is the construction delivery method?
 - Hard bid/public bid
 - CM at risk
 - Design Build
 - ☐ Which is the desired submittal schedule for construction documents, following approval of final concept plan?
 - 60% Review, 90% Review, FOR BID
 - 60% Review, 90% Review, 100% Review, FOR BID
 - Other?
 - ☐ Is City or County permitting required?
 - Proposed improvements for most of the existing site or of a significant size/impact – permitting likely required
 - Minor improvements/minor renovations – permitting may not be required but will likely need a pre-application meeting to confirm
 - ☐ Is Water Management District permitting required?
 - 10/2 General Permit = activities in uplands having less than 10 acres of total land area and less than two acres of impervious surface
 - EPR Permit = larger site or more impervious than above, or other special conditions
 - ☐ Wetland mitigation required?
 - Boat ramps or dock construction?
 - =
- ***Design team professionals required:***
 - ☐ Architect
 - ☐ Landscape Architect
 - ☐ Civil Engineer
 - ☐ Survey
 - ☐ Structures or site walls or amenities – structural engineer and geotechnical engineer
 - ☐ Building systems – MEP
 - ☐ Site lighting and electrical – electrical
 - ☐ Environmental assessment? (Phase 1 existing issues or endangered species likely?)
 - ☐ Specialty professionals for design and engineering for such items as sports fields re sports lighting, synthetic turf fields, wayfinding/sign design, pools/aquatics engineering, docks and boat ramps, etc.

A

APPENDICES

APPENDIX 1

RESIDENTS' SUGGESTIONS FOR PARK IMPROVEMENTS

1. Sapphire Shores Park

- Don't touch it – beautiful and functional as is
- Beautiful park
- An area along the waterfront that is neglected should be improved
- Electricity
- Outlet
- Wi-Fi
- Book box/free book sharing box/book drop off
- No smoking signs
- Open signs
- Grass
- Playground equipment for older children (6 and up)
- Expand and improve kids' playground – only 1 slide that is huge currently
- Add equipment for kids 2 & up
- More benches on the water and picnic tables
- Create a dog park right of way by Leeta Lane
- Stage/viewing area
- Canopy
- Music performance
- Gate/fence play area to protect kids.

2. San Remo Park

- Picnic tables and grills
- Better signs for the park

3. Bobby Jones Golf Club

- Make exercise trail around perimeter
- Preserve the special historical nature of the course – keep this a golf club
- Player development
- Nature area/nature trail along East side
- Find a way to connect to Circus Park Trail Park
- Implement as much of master plan as possible, as soon as possible
- Extend Circus Trail to MURT along Circus Blvd by golf course
- Use north and south borders for dedicated bike trails
- Keep up support
- Do not sell or lease
- Keep BJ City owned – only public club we have
- Free golf classes on weekends
- Preserve aquifer (water recharge)
- Preserve Hammock
- Tennis courts
- Rebuild club house and improve food quality

- Build beautiful new clubhouse – 1st class design – offer for weddings, parties, etc.
- Gift shop should be 1st class too – layout, offerings, merchandising, etc.
- Rebuild golf shop as community center
- Add more golf classes; especially for youth

4. Orange Avenue Park

- Parking can be a problem
- Love the community garden
- Sidewalk access from Orange Ave
- Walking trail around perimeter, new benches/tables/perimeter lighting/signage
- Frisbee/golf
- Water park for kids
- Placement of grills etc. for neighborhood parks

5. Paul Thorpe Park

- No change necessary
- It's a concrete plaza – not a park - got rid of too many pavers – too much hardscape – add more greenspace
- More grass and trees
- Professionally redesign this park NOW
- Keep it – don't allow restaurants to encroach
- Basketball
- Water fountain
- Splash pad
- No liner building
- Add seating and/or picnic tables
- Change the name

6. North Tower Park

- Roundabout
- Park entrance
- Bus stop
- Add outdoor exercise stations
- Add street and sidewalk to connect to park
- Street trees, sidewalk/bike lane around park
- Add skate park
- Complete the grid so the park feels looked over and safe
- Implement CPTED strategies
- Bike rentals, bike lanes connecting thru park to city streets
- Add concession kiosk
- Outdoor amphitheater for outdoor concerts, movie nights and event rentals
- Shaded pavilions

- Create small zoological park
- Motorized toy sailboat rental e.g. Central Park
- Improve visibility and safety
- Add entrance and better signage from US 41
- Clean/maintain Frisbee Golf Course
- Change land use so adjacent residential structures look into the park
- Clean and improve walking paths throughout park
- Add Wi-Fi and concession stand
- Add kids' merry-go-round
- Add pony rides
- Create huge kids play area with equipment and swings 0 and up. Make handicap accessible

7. Mary Dean Park

- Dog walkers use this as do kids
- Love the place, it's much used
- Paint fences – colorful landscape- repair shelter – damage to roof
- This park has problems with trash
- Canvas cover is torn by kids

8. Bayfront Park

- Great park
- Keep all water front accessible to all residents
- Better pedestrian crossing over US 41
- Safe dedicated bike lane/bike sleeve along 41
- Would love to see more landscape art in the park
- Parking
- Add entertainment activities for children (e.g. Merry-go-round)
- Great playground – beautiful setting
- Swings
- Children's Area suggestions:
 - Swings for babies
 - Gate to close to contain children in play area
 - Splash pad
- Boardwalks and foot bridges over water connectors – Whitaker Park to Bayfront
- Weekend Farmers Market
- No Farmers Market here
- Add outdoor exercise stations
- Affordable eating options for families
- No convention center
- Affordable eating options for families
- Upkeep of infrastructures
- Benches, entry lights, Memorial Plaques if allowed
- Wide sidewalks to allow walkers, runners and bikes

- Tree canopy, pavilions, canoe launch, concessions/restaurants, amphitheater
- Move parking
- Garage parking
- See the waterfront parks in Lakeland and Tavares for inspiration and what to aspire to.
- Locate all buildings near 41 and leave waterfront for public activity.
- Freedom for dogs
- Expand moorings – nor more hard seawalls
- Keep this for the community no convention center – Taxpayers and Citizens firsts
- Interactive greenspace that people would look forward to me
- You cannot see beautiful water while attending event inside Ian Wesel – more areas for community to enjoy our beautiful scenery

9. Fred Atkins Park

- Love improvements underway
- Private security guard
- The Urban Design Studio produced a beautiful plan. It was gorgeous. That plan had it looking like a piazza.

10. Robert L. Taylor Community Complex David Cohen Park

- Access improvement
- Myrtle is a death trap – no access particularly from west that is accessible by bike or foot
- Tennis courts – our kids need exposure to all sports
- Great facility and programs
- Reinstate Yoga

11. Whitaker Gateway Park

- Lots of families come for parties and picnics
- Boat access
- Tennis court
- Repair pier – correctly, every storm has destroyed it since history of park
- Succession planting for trees – diversity plant retention area for filtering water
- Many of trees are in decline
- Connectivity to Centennial Park
- Dog Park
- Poop Bags
- Move playground to waterfront area
- Move playground together with Big Pavilion. Adults leave children unattended at playground while they park at pavilion and water

- Even more playground equipment
- Add more playground equipment for kids 2+
- Trees Bushes Landscaping Noise Buffers along 41
- More shade and seating
- Floating dock to replace damaged pier
- Kayak storage and launch
- Marine based exploratory area
- Water park for kids
- Paddle boat rentals

12. Ringling Boulevard Park

- Bench
- Odd location for a park – hard for pedestrians to access – no place to park
- A gazebo

13. Pioneer Park

- Beautiful Park
- Love this park
- More maintenance
- Light tennis courts and add additional courts
- Streetlamps – Street side along Cocanut and 12th streets
- Add benches and tables
- Succession planting for trees – losing canopy
- Plant diversity
- Better signs advertisement of parks (events like Riverwalk)
- Improved landscaping with natives
- More picnic tables and visibility
- Bocce ball court with concessions
- More coordination with Historical Society

14. Payne Park

- Replace torn roof coverings in tennis club (from hurricane damage)
- Bike trail to connect with Legacy Trail
- More tree canopy – more diversity in trees
- Add more shaded picnic tables that can be used for birthday parties
- More parking for tennis club
- More tennis
- More pickleball
- Pedestrian/bicycle access from south (East Ave.) from Pearlee again
- Community garden
- Soccer field
- Bike rack
- Bathrooms nearby
- Mini petting zoo
- Tie the park to Washington Beach – use the city

- owned property
- Handicapped activities and accessibility
- Handicap ramps at drop off by café
- Amphitheater
- Dog park
- Add shade cover to small kids play area – it's too hot in the afternoons
- Baby swings
- Add merry-go-round
- Picnic tables
- Cold water fountain in playground area

15. Lemon Avenue Park

- Benches
- Add canopy trees
- Add bushes and tables
- Add benches
- Bollards to protect Farmer's Market

16. Lido Beach and Pool

- Beach re-nourishment
- Sand restoration
- Provide more shaded area
- Promote surfing as a nature and recreational activity for all ages
- Increase foliage prevent erosion
- Parking must remain accessible to public
- Make sure new restaurant doesn't get parking spaces the public needs to use the Beach – it's our beach
- Add outdoor exercise equipment stations
- Add outdoor showers along the beaches/beach access areas
- Add shaded playground equipment
- Add beach chair rental
- Restaurants and concession stands
- Improve offering of concession stand
- Splash pad for toddlers
- Tennis courts
- No commercialization of public facilities
- Ramp or roll area to get chairs and coolers to beach over sand
- Really make the park a public place and keep the charm of the building – love liquor but – enough without Tiki
- Activities/involvement for families and children – not just retired/visitor population
- Stop the shameless give away of pavilion to private vendor/no 300-seat restaurant

17. Circus Trail Nature Park

- Provide parking
- Build a bridge from parking on Circus to park
- Pedestrian walkway over canal
- Provide sign with new name
- Educational signage
- Parking, Bridge, Signage, Exercise equipment stations
- Seating
- Name on both Beneva Rd and Fruitville Rd
- Extend Circus Trail (MURT) from corner of Beneva/Fruitville Rd to 17th Street
- Advertise, promote, parking
- Sign to ID park, Bridge from Circus Trail over canal to Fruitville Rd park (new Circus Trail Nature Park)
- Natural walking path through the park – ADA accessible
- well as ski areas and bird rescue
- Make dog friendly and have water there
- Great space for playground – drinking fountain benches
- Info about the sailing club next door

18. Galvin Park

- Street light – lights out for a year
- Guard rail
- Need trees for noise, Bamboo, barrier and visual barrier from cars
- Traffic control signs show no outlet
- Bike lane, sidewalk in park
- Extend park to prevent cars running into each other – 2 wrecks a week

19. Gillespie Park

- Soccer field
- Add exercise stations along trail
- Maintenance
- Something interactive so the public would see the sculpture also some way for homeless to congregate so the neighbors could feel safe with their children

20. Ken Thompson Park

- Add trees for shade on walking trails
- Shade on trails
- Everett's concerts, shade structures
- Add outdoor exercise stations
- Add public restrooms
- Add outdoor structures
- Add shaded play areas
- Kayak Rentals
- Improve parking
- Tables and shade along the water
- Picnic tables
- Raise rent on Mote Marine
- Maintain and preserve mangroves
- Keep Mote Marine rent low – we need them as

APPENDIX 2

RECOMMENDATIONS FOR ROSEMARY DISTRICT POTENTIAL OPEN SPACE

	Location	Property Owner	Area Sqft (estimate)	Assessed Tax Value (2017)	Features	Actions
North West Quadrant						
1a	1371 BLVD OF THE ARTS, SARASOTA, FL 34236	Marianne Menchinger	2,027	\$52,087	Storm water retention area on East side of parking lot with some trees	Phase 1) consider temporarily reconfiguring current storm retention area on SE portion of property to mini-park with decking over water retention area.
1b	1371 BLVD OF THE ARTS, SARASOTA, FL 34236	Marianne Menchinger	29,883	\$767,900	Creation of 'Central Square' pocket park.	Phase 2) consider purchase eastern-most lot; and remove Renaissance storage portion of site (the NE portion of site) and create a larger, true pocket park when combined with the phase 1 element.
2a	1370 BLVD OF THE ARTS, SARASOTA, FL 34236	Marianne Menchinger	3,000	\$190,000	Storm water retention area on west side of parking lot on corner of BLVD of the Arts and Florida.	Phase 1) reconfigure current storm retention area on SW portion of property to mini-park with decking over water retention area.
2b	1370 BLVD OF THE ARTS, SARASOTA, FL 34236	Marianne Menchinger	15,750	\$599,400	South west corner of BLVD of the Arts and Florida.	Phase 2) acquire whole property and redevelop into a park
3	930 N TAMIAMI TRAIL, SARASOTA, FL 34236	Jefferson Center Inc.	178,510	\$4,595,000	Much green space that is being under utilized.	Longer-term....Consider cooperation with Jefferson Center owners in creation of a public park at this location.
South West Quadrant						
1	4TH STREET, SARASOTA, FL 34236 ...at Coconut	"Fourth Street Sarasota LLC PO Bo 2249, Cumming, GA 30028 DRAPAC, MICHAEL 1123 Zonolite Road NE, Suite 30 Atlanta, GA 30306"	5,521	\$347,823	Acquire a portion of this site from owner. Concept would preserves multiple mature Banyan Trees!	RDA to ask the City to require developer, not utilizing the current site plan, of property to gift land to the City. (Note, Currently a Preliminary Site approval has been granted for this area under which the trees would be removed and no open space provided)
North East Quadrant						
1	"851 LEMON AVE, SARASOTA, FL 34236"	Sarasota Housing Authority Affordable Housing Project	43,750		Approx 1 acre on this 3 acre site to be allocated as public park	P&R and RDA-OSC fully engage with Sarasota Housing Authority on planning for this park
2	"1500 10TH STREET, SARASOTA, FL 34236"	City of Sarasota	50,815		Storm water retention area	Concept to build platform over east edge of the retention area and add trees. Possible 'Welcome to the Rosemary District' signage

	Location	Property Owner	Area Sqft (estimate)	Assessed Tax Value (2017)	Features	Actions
South East Quadrant						
2a	"1420 5TH STREET, SARASOTA, FL 34236"	John & Deborah Dart,	5,750	\$575,000	Single family home currently For Sale. Property is directly north of City owned vacant City owned property W side of Fire Station parking lot on 4th Ave.	City to budget for acquisition of this property to be combined with City owned site immediately south. Combination of two properties would create a pocket park bridging between 4th and 5th
2b	"1445 4TH STREET, SARASOTA, FL 34236"	County Fire House	11,760	Not available	Utilize vacant space at SW corner of Fire House property.	If Dart property (2a) acquired by City P&R, then engage County Fire Department officials in further discussion regarding easement for combination of Fire House property with 1420 5th site to establish a pocket park.

FIGURE A.2A
Recommendations for Rosemary District Potential Open Space