

# Neighborhood and Development Services

## Mission Statement

To protect the health, safety and general welfare of the citizens by enforcing the building, zoning, housing and City codes and to work with the community and various public agencies to preserve and shape safe, vital and well planned urban environments.

## Description of Operations

The essential role of the Neighborhood and Development Services Department is to provide the framework for the community to address change.

Comprehensive land use planning, required by Florida statute and practiced in Sarasota, provides a way to manage growth. It creates policies that support good jobs and affordable homes, protects natural resources and preserves historic buildings. If the City is to grow, it's important to plan those changes in beneficial ways. The City works alongside citizens to create long-range plans that will guide Sarasota's future. The Comprehensive "long range" Plan is a compilation of the City's goals for the future. This comprehensive plan is known as the Sarasota City Plan. The goals in the plan address many subject areas including land use, transportation, utilities, recreation and open space, coastal management and housing. In addition, the Future Land Use Plan identifies locations within the City designated for residential neighborhoods, offices, commercial/shopping areas, industrial areas and parks.

Sarasota's planning challenge is to reinforce and strengthen the livability of the City's neighborhoods and the central City. The City Commission's goals and strategies reflect their firm resolution to meet this challenge. The Neighborhood and Development Services departments' essential function is to prepare for, not promote nor discourage, this growth. The City has learned from the past, and by watching other communities, that inappropriate development hurts neighborhoods. If too much development occurs in the suburbs or outlying areas, the inner neighborhoods and vibrant downtown suffer.

The current planning program coordinates the review of major development and redevelopment projects to ensure they are consistent with the Sarasota City Plan and applicable development regulations. During the review of projects, planners pay particular attention to compatibility with neighborhood character and values expressed by residents throughout the planning process. Another major function is to maintain and update Sarasota's Zoning Code to ensure the development regulations contained in the code remain consistent with the Sarasota City Plan. Staff also conduct zoning reviews of building permits and apply the Federal Emergency Management Agency (FEMA) standards. Staff also review applications for City alcoholic beverage licenses.

The Downtown and Newtown Redevelopment programs are intended to coordinate and promote activities that lead to implementation of the Downtown plan and Newtown plan respectively. The Enterprise Zone program fosters redevelopment by outreaching to existing and new businesses to identify various tax incentives available through this program.

The Business Tax Office is responsible for enforcing Chapter 19 (Licenses) of the Sarasota City Code and issuing occupational licenses to all businesses located in the City.

The Code Compliance Office enforces all of the City codes with the goal of keeping all neighborhood values strong.

In addition, department staff work on a number of special projects related to housing, urban design, environmental protection, historic preservation, art in public places and other issues of concern to Sarasota.

## Department Expenditures by Cost Center

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
033631 Newtown Redevelopment Office	392,608	412,923	455,322	0	455,322
033632 Planning & Development	1,632,706	1,557,863	1,290,390	0	1,290,390
033634 Downtown Redevelopment Office	339,784	531,589	528,442	0	528,442
033654 Local Business Tax	109,050	122,809	121,296	0	121,296
033655 Code Compliance	800,523	735,329	690,013	0	690,013
Totals	\$3,274,671	\$3,360,513	\$3,085,463	\$0	\$3,085,463

## Neighborhood and Development Services

### Department Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	2,716,921	2,709,379	2,561,307	0	2,561,307
Operating Expenditures	296,519	592,334	502,442	0	502,442
Capital Expenditures	223,231	20,800	21,714	0	21,714
Transfer Expenditures	38,000	38,000	0	0	0
Totals	\$3,274,671	\$3,360,513	\$3,085,463	\$0	\$3,085,463

### Personnel Summary

Actual Positions	33.25	30.60	0.00	30.60
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### Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Other Taxes	765,547	676,850	695,000	0	695,000
Licenses & Permits	31,372	119,580	100,132	0	100,132
Intergovernmental	0	103,149	103,149	0	103,149
Charges for Services	21,805	11,650	58,100	0	58,100
Fines & Forfeitures	141,846	81,100	81,050	0	81,050
Other Miscellaneous Revenues	28	0	0	0	0
Other Licenses & Permits	5,794	2,967	3,467	0	3,467
Transfers	1,115,818	903,942	725,404	0	725,404
Intragovernmental Services	0	42,000	41,895	0	41,895
Totals	\$2,082,210	\$1,941,238	\$1,808,197	\$0	\$1,808,197

# **Neighborhood and Development Services**

## **Newtown Redevelopment Office**

### **Mission Statement**

The North Sarasota Redevelopment Division works closely with the community to successfully implement the Newtown Community Redevelopment Area (CRA) Plan. The CRA Plan requires the creation of strong partnerships between the public, private and non-profit sectors by initiating public investment, using appropriate incentives to draw private investment in the revitalization of the Newtown Community.

### **Description of Operations**

The City of Sarasota has established a priority for redevelopment and the North Sarasota Redevelopment Division will take an active role in managing the development and implementation of the Newtown (CRA) Plan.

The implementation strategy involves the following:

1. Implement Newtown Community Redevelopment Area Plan.
2. Develop comprehensive socio-economic programs to address social and economic issues hampering the redevelopment efforts.
3. Work with the Newtown Community Redevelopment Area Advisory Board to implement the Newtown CRA Plan.
4. Establish an aggressive MBE/WBE Business Development Program that includes financial and technical assistance to encourage private sector investment
5. Provide market data to support needed services and identify business opportunities.
6. Provide the design framework for new construction.
7. Identify strategic business cluster locations for development.
8. Make Newtown a destination in Sarasota County.
9. Reorient Dr. Martin Luther King, Jr. Way corridor from primarily non-profit service providers to community retail and commercial utilizing the Main Street concept.
10. Support Sarasota Housing Authority initiatives to revitalize all housing authority properties to provide adequate and alternative housing options to current housing authority and greater Newtown residents.
11. Use various electronic media and technology, i.e. website, to keep the community informed and market the Newtown community for new business and residential development.

The Newtown CRA Plan has identified specific deficiencies along Dr. Martin Luther King, Jr. Way, the commercial corridor that bisects Newtown and the surrounding unincorporated Newtown area. The CRA Plan also includes recommendations for specific strategies for attracting new businesses to the Newtown area, as well as recommendations to improve housing options and other educational, cultural, and quality of life issues.

The City of Sarasota has the lead responsibility for the Sarasota County/City of Sarasota Enterprise Zone. This includes reporting requirements to the Florida Governor's Office of Tourism, Trade and Economic Development to ensure that the Enterprise Zone remains a viable option for commercial and industrial business development in depressed areas like Newtown.

Enterprise Zone activities are established by a 13 member Enterprise Zone Development Agency (EZDA) Advisory Board, in its Strategic Master Plan that details specific goals and objectives that must be implemented by specific times and entities with specific measurable outcomes. An important tool in the implementation is outreach to the residential and business communities. This will be accomplished using a newsletter, public educational seminars, public-speaking engagements, advertising media, various websites and other creative methods to reach the community participants.

The Newtown area has received designations from numerous programs, i.e. Florida Enterprise Zone, Historically Underutilized Business Zone (HUBZone), Urban Infill and Redevelopment, Community Redevelopment Area, and Florida Front Porch Community, to stimulate revitalization in and around Newtown. Additionally Newtown has also been designated as a Narcotics Exclusion Zone to assist in elimination of narcotics sales in North Sarasota.

The Newtown community (census tracts 2 and 3) was the area used by the City and County of Sarasota to justify designation as Entitlement Communities by the Department of Housing and Urban Development (HUD). The department will work closely with the Office of Housing and Community Development (OHCD) to obtain a portion of the Community Development Block Grant (CDBG) funds to establish economic development programs intended to encourage and stimulate private sector investment. As Entitlement Communities, federal and state funds are allocated, on an annual basis, for housing and economic development activities that will serve to eliminate the pervasive conditions of poverty, blight and neglect that have fostered communities such as Newtown.

# **Neighborhood and Development Services**

## **Newtown Redevelopment Office**

Staff will work with the Newtown Community Redevelopment Area Advisory Board to update the Newtown Redevelopment Plan and make recommendations to the City Commission regarding budget priorities for the Newtown area.

### **CITYWIDE PRIORITIES**

#### **PRIORITY - ECONOMIC DEVELOPMENT AND RECOVERY**

##### **Strategy**

To support new growth, sustain existing enterprises, and prepare the City for economic recovery.

##### **Objective**

- Commence construction of the new Robert Taylor Center utilizing local labor force.
- Encourage opportunities for intergovernmental cooperation in the Greater Newtown Area (including Sarasota School Board, Sarasota County and the Sarasota Housing Authority).
- Develop methods similar to the East Tampa CRA to advance leadership/ownership in greater Newtown area.
- Develop a small business incubator program to support and strengthen the small business initiatives in the Greater Newtown Community. The incubator will work in conjunction with the existing Community Entrepreneur Opportunity (CEO) program and Newtown Business and Merchant Association.
- Complete a Brownfield Site Rehabilitation Agreement (BSRA) and remediation plan with the Florida Department of Environmental Protection (FDEP) to commence an environmental cleanup of the site (extent of cleanup depends on future anticipated use).
- Develop a written process with timelines for the development of the Marion Anderson Site that include an appreciation of current market conditions and economic challenges.

#### **PRIORITY - TRANSPORTATION AND MOBILITY**

##### **Strategy**

To improve all modes of City wide mobility, including pedestrian, bicycle, vehicular and shared public transit.

##### **Objective**

- Continue to coordinate the realignment of Orange Avenue with the Booker High School campus working with the residential neighborhoods and the School District.

#### **PRIORITY - QUALITY OF LIFE**

##### **Strategy**

To preserve and promote the parts of our City that makes us a unique and desirable community to live in.

##### **Objective**

- Develop an allocation plan for allocating a percentage of TIF and Police seized funds for "social infrastructure" activities in the Greater Newtown Community.
- Continue to provide support for youth empowerment/job programs such as Yelda, Man-Up and the Greatness Beyond Measure Teen Summit.
- Spearhead or support initiatives for the educational and employment advancement of adults in the Newtown community.

#### **PRIORITY - OPERATIONAL FOCUS**

##### **Strategy**

Pursue programs that enhance the social and economic features of Newtown.

# Neighborhood and Development Services

## Newtown Redevelopment Office

**Objective**

- Maintain the Newtown Community Redevelopment Agency Advisory Board, establish goals for the Board and provide staff support.
- Conduct an Annual Youth Summit in Newtown.
- Maintain and promote the Enterprise Zone Incentives in Newtown.

**PERFORMANCE MEASURES**

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
<b>Output Measure</b>					
Maintain Newtown CRA Advisory Board	Number	1	1	1	1
Annual Youth Summit	Number	1	1	1	1
Enterprise Incentives	Yes/No	Yes	Yes	Yes	Yes

**Expenditures By Category**

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	355,258	374,581	411,605	0	411,605
Operating Expenditures	37,350	38,342	43,717	0	43,717
Totals	\$392,608	\$412,923	\$455,322	\$0	\$455,322

**Personnel Summary**

Actual Positions	4.50	4.50	0.00	4.50
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**Revenue Summary**

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Transfers	350,803	412,923	455,613	0	455,613
Totals	\$350,803	\$412,923	\$455,613	\$0	\$455,613

# Neighborhood and Development Services

## Planning & Development

### Mission Statement

To work with the community and various public agencies to preserve and shape a safe, vital, and well-planned urban environment.

### Description of Operations

Planning and Development staff has nine major responsibilities. They are:

#### 1. Development Review

Planning staff coordinates the review and processing of development applications. Many developments embrace multiple petitions, i.e. a rezone accompanied by a site plan and/or a street vacation or conditional use. Current Planning staff supports, as well as chairs, the Development Review Committee which meets twice per month. Staff also prepares a written analysis of development applications and presents the analysis at Planning Board and City Commission public hearings as these boards review and act upon them.

The development review program expanded with the evolution of the new Downtown Code. Administrative procedures were prepared to address such matters as Zoning Code confirmation and interpretation requests as well as adjustments to development standards under the Downtown Code. This program includes a review of building permits for properties within the Downtown that alter or create new exterior structures and surfaces.

Other applications include adjustments, annexations, extension of previously approved site plans, off-site and shared parking agreements, pre-applications, Zoning Code confirmations and interpretations, and "G" zone waivers.

#### 2. Zoning Code Maintenance:

During Fiscal Year 2009, the City processed 28 zoning text amendments. These amendments are necessary to maintain the currency of the zoning code. The Development Review Committee and the Planning Board review these changes before they are acted upon by the City Commission.

#### 3. Comprehensive Plan Maintenance:

Each year, the Division coordinates the review and processing of public & private sector proposals to amend the City's comprehensive plan. In undertaking this task, the Division works with the Development Review Committee and formulates recommendations to both the Planning Board and the City Commission. Coordination with the Department of Community Affairs also occurs for all "large scale" amendments which historically represent the majority of those amendments requested.

#### 4. Comprehensive Plan Update

The last major comprehensive plan update was adopted in December 2008. The next Evaluation and Appraisal Report (EAR) should be due in November 2012.

#### 5. Intergovernmental/Interagency Coordination and Special Studies:

The Division is involved in a wide variety of tasks that oftentimes involves other City, County, regional and state agencies. Recent tasks include:

- Ongoing support to the City's capital improvement program development,
- Cultural District Master Plan support,
- Support of the US 41 scenic highway designation,
- Membership on the Metropolitan Planning Organization's Technical Advisory Committee,
- Membership on the School Board's school siting and planning committees.
- Review and analyze pre-annexation and annexation proposals,
- Support attainable housing initiative,
- Strategic plan support
- Analysis of City's interlocal agreements in accordance with State mandate,
- Support the development of the state mandated "Interlocal Agreement for Public School Facilities Planning", and
- Settlements to comprehensive plan challenges.

#### 6. Data Base Maintenance:

Data necessary to support the Department's development and redevelopment activities are maintained, to a large degree, by this Division. For example:

# Neighborhood and Development Services

## Planning & Development

- Census data is maintained and aggregated as necessary,
- Development is monitored to ensure that adopted area wide thresholds are not exceeded,
- GIS layers, including Future Land Use and zoning, are updated and maintained,
- Digitally manipulated maps are produced to support Department activities, and
- Web page maintenance.

### 7. Historic Preservation:

The preservation of structures, sites, and districts of historical, architectural and archaeological merit are among staff's responsibilities. A professional historic preservation planner coordinates the review and processing of FMSF Demolitions, Local Historic Designation applications, National Historic Nominations as well as Certificates of Appropriateness [COAs] for moving, remodeling, or demolition of historic structures. The Historic Preservation Board meets monthly to review COAs, Local Designations, and FMSF Demolitions to be processed in accordance with Secretary of Interior standards.

The Downtown Historic District was recently approved as a National Historic District. Also in FY 2009, Staff prepared and submitted a Small Grants application to the State of Florida to fund an update of the Phase I Survey of historic resources within the City. The update should add approximately 350 new structures to the existing 5,400 listed in the Florida Master Site File. In 2008 the City of Sarasota was designated a Preserve America Community. This will open new Federal grant funding options for the City.

### 8. Public Art:

The Division supports the Public Art Program that involves identifying opportunities and supporting the use of art in public places to enhance public and private development. The program includes: review of art works required within the Community Redevelopment Area in accordance with the zoning code; review of loaned and donated art works; selection of public art works to be acquired using the City's public art fund; implementation of the repair and maintenance program; relocation of art works as needed; and the commissioning of new art works using a call-to artists process.

### 9. Neighborhoods

The Section supports citizens in the formation and management of neighborhood associations. This division acts as a liaison between City departments and over 75 neighborhood and business associations in resolving issues and responding to requests for assistance. Active neighborhood associations cover over 80% of the City limits. Staff also manages a contact database of neighborhood and business associations that are utilized by City departments for meeting notification and communication purposes.

Staff may attend, and are often times asked to make presentations at neighborhood association/group meetings. Staff will periodically facilitate dialogue between neighborhood associations and various entities to resolve issues and reach compromise. Questions and concerns from these meetings directed to the City are also documented by staff, who will report back to the association when the question/concern has been responded to by the respective City department. The Section participates with other City departments in delivering services/programs to neighborhoods. Some examples of these inter-departmental partnerships include: Public Works - in coordinating requests for street signs, neighborhood identification signs, traffic calming, sidewalks, curb and gutter, and other neighborhood infrastructure projects; and also requests for park enhancements, tree trimming, trash receptacles, landscaping, street lights, and tree-watering commitments for the Green Canopy Program; City Auditor & Clerk/Information Technology - by maintaining the Neighborhood Calendar on the City's website and creating on-line resources and placing documents on-line.

The City established the Neighborhood Action Strategy (NAS) process in 1999 as a programmatic approach to revitalizing and investing in neighborhoods affected by blight or potential blight. Those investments range from capital improvement projects to focusing City staff resources on a specific neighborhood issue or concern. NAS plans have been adopted for eight City neighborhoods: Park East, Gillespie Park, Rosemary District, Bayou Oaks, Central Coccoanut, Arlington Park, Alta Vista and Poinsettia Park. Staff actively manages the implementation of action items from these NAS's and tracks their progress while providing results to service users and providers. There are a total of 646 individual action items for the eight NAS neighborhoods.

In FY 2008, the City Commission approved the transformation of the Neighborhood Action Strategy program to the Neighborhood Asset Strategy program. A planning program open to all neighborhoods within the City, the revised NAS process centers around an Asset-Based Community Development (ABCD) philosophy focusing on strengths of a neighborhood, rather than deficiencies. The objective is to work with residents to identify and evaluate strengths and capacities within a neighborhood area and match the resident-identified assets to a community need. The "inside-out" approach of ABCD invites residents to become increasingly engaged and mobilizes them to take ownership of their neighborhood and its future-Citizens become the producers of neighborhood well being.

# **Neighborhood and Development Services**

## **Planning & Development**

The Section is a required participant in the City's Development Review process and is an active member of the Development Review Committee (DRC). Prior to the City receiving an application for a rezone, major/minor conditional use, street/right-of-way vacation, or comprehensive plan amendment, the applicant is required to hold a community workshop informing stakeholders of the development proposal at the beginning of the development process. Staff is responsible for coordinating and facilitating all Community Workshops within the City.

The City of Sarasota Citizens' Academy, administered by the Neighborhoods Section is a behind-the-scenes, interactive course on the functions of City Hall. Similar to other academies throughout the nation, participants have an opportunity to learn about City operations and programs in depth. The hands-on approach utilized leaves citizens with a unique understanding of City services. The Academy is held twice each year.

The Section also administers the Neighborhood Grant Program, which was developed to assist associations in improving the quality of life in neighborhoods. The total grant funds available are approximately \$50,000, depending on previous year civil seizure collections generated by the City's Motor Vehicle Impoundment Program. There are two grant opportunities: "Neighborhood Partnership" grants are accepted bi-annually for large-scale neighborhood projects. "Community Building" grants are accepted monthly for small community building events. Associations are eligible for one Neighborhood Partnership grant and up to two Community Building grants per fiscal year.

Staff also coordinate the location and fabrication of neighborhood identification signs based on association requests. In 2005, the City Commission approved a palette of six different neighborhood sign designs from which associations may choose. Many of the existing neighborhood identification signs have been funded through neighborhood grants.

The Section houses the City's Neighborhood Resource Center which provides neighborhood leaders with access to a scanner, Xerox, and technical assistance to create newsletters, flyers, door hangers and other items to assist them in managing their associations and promoting events. Staff may produce GIS maps and databases as requested by associations throughout the year. Such work includes mapping of individual neighborhood associations and updated property owner address listings.

Staff maintains and coordinates use of a neighborhood special event trailer, available to all associations for association-related events on a first-come basis. This trailer contains coolers, tables, chairs, portable tent and other event items. The event trailer has proven beneficial to associations holding community gatherings in an effort to increase neighborhood pride and deepen a sense of community.

The Section also monitor state, federal and private sector sources for grant opportunities to fund City initiatives.

### **CITYWIDE PRIORITIES**

#### **PRIORITY - ECONOMIC DEVELOPMENT AND RECOVERY**

##### **Strategy**

To support new growth, sustain existing enterprises, and prepare the City for economic recovery.

##### **Objective**

- Create a business friendly City Hall by identifying impediments within any of the City Departments that inhibit successful and timely development and, if found, address and improve where possible.
- Explore the possibility of hiring an economic development coordinator to be jointly funded by the City, DID, Downtown Sarasota Alliance, and the Downtown Council of the Chamber of Commerce. Identify existing efforts being made by the City and County towards economic development.
- Increase administrative interactions with the following organizations: DID, Downtown Sarasota Alliance, St. Armand's BID, Coalition of City Neighborhoods and the Downtown Council of the Chamber of Commerce.
- Review the role of the Sarasota County E.D.C. in terms of measurable outcomes for the City of Sarasota.
- Prepare materials for the Commission to determine the future of public parking; determine if public parking should be sustained by user fees or Ad Valorem Taxes.
- Work with S.C.O.P.E. to encourage location of the new Institutes for the Ages within the City of Sarasota limits.
- Explore possibility of creating a Technology Park near Water Tower Park to stimulate North Trail development.

# Neighborhood and Development Services

## Planning & Development

### **PRIORITY - BUDGET AND FINANCE**

#### **Strategy**

To balance the City's budget with consideration given to citizen satisfaction, City adopted priorities and organizational health.

#### **Objective**

- Consider the adoption of an expansive 'Rate Philosophy' that provides comprehensive direction for departmental efforts to balance budgets with regards to charging for 'personal services', increasing user fees, etc.

### **PRIORITY - QUALITY OF LIFE**

#### **Strategy**

To preserve and promote the parts of our City that makes us a unique and desirable community to live in.

#### **Objective**

- Develop an inventory of public "rights of way" and City owned lands which terminate at the water's edge (Gulf, Bay and/or Bayou) and review opportunities for creating public access points to the water.

### **PRIORITY - OPERATIONAL FOCUS**

#### **Strategy**

- To assure that homes and commercial buildings for City residents and visitors meet Zoning code requirements.
- To enhance the quality-of-life for City neighborhood residents.
- To ensure all building permits issued meet the goals and intent of both the Zoning Code and the Sarasota City Comprehensive Plan and Tree Protection ordinance.

#### **Objective**

- Review and approve all construction plans for compliance within established time frames.
- Monitor adopted Neighborhood Action Strategy (NAS) for Park East, Gillespie Park, Rosemary District, Bayou Oaks, Central Coconut, Arlington Park, Alta Vista and Poinsettia Park to ensure Neighborhood Action Strategy tasks and projects are accomplished.
- To ensure construction and signage is in compliance with the zoning code, concurrency requirements and Federal Emergency Management Agency (FEMA) regulations. Implement any changes to flood maps as required by the FEMA.
- To identify, document, protect, preserve, and enhance all cultural historic, architectural and archaeological resources of the City.
- To further the commitment of the city to the aesthetic enrichment of the community through the private and public acquisition of works of art.
- North Tamiami Trail Redevelopment to promote economic redevelopment to provide citizens access to increased job opportunities and a stronger tax base.
- Manage public/private projects downtown that achieve CRA objectives.
- Grant Program to improve the quality of life within City neighborhoods and strengthen the neighborhood and business associations.
- Facilitate semi-annual Citizens' Academy course.

## Neighborhood and Development Services Planning & Development

### PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
<b>Output Measure</b>					
Zoning plans reviewed	Number	2,000	2,161	2,250	2,400
NAS plan items implemented as planned	Percent	70%	80%	85%	90%
Board of Adjustment petitions	Number	5	7	6	6
Alcoholic beverage licenses reviewed	Number	124	100	100	100
Walk-in customers served	Number	983	992	1,000	1,000
Monthly historic preservation meetings	Yes/No	Yes	Yes	Yes	Yes
Certificates of Appropriateness	Number	14	8	8	8
Historic designations	Number	4	6	4	4
Process Florida Master site file demos	Number	6	10	15	10
Attend quarterly public art meetings	Yes/No	Yes	Yes	Yes	Yes
Process public art proposals	Yes/No	Yes	Yes	Yes	Yes
Maintain public art	Yes/No	Yes	Yes	Yes	Yes
Grant Cycles	Number	2	2	2	2
Citizens Academy	Number	2	2	2	2
<b>Effectiveness Measure</b>					
Plans review within 10 days of initial report	Percent	95%	95%	95%	95%
Review plans for zoning compliance within 12 days	Percent	95%	95%	95%	95%
FEMA CRS rating received (1-10)	Rating	7	7	7	6
BOA petitions prepared w/i 15 days received	Percent	100%	100%	100%	100%
Tree inspections within 48 hours of request	Percent	95%	98%	98%	98%
Grant Awards	Percent	100%	100%	100%	100%
Citizens' Academy graduation rate	Percent	80%	80%	100%	100%
<b>Efficiency Measure</b>					
zoning plans reviewed per FTE/month	Number	227	166	187	200
Tree inspections per inspector/month	Number	42	37	39	42

### **Expenditures By Category**

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	1,311,047	1,243,092	1,009,943	0	1,009,943
Operating Expenditures	110,850	308,171	272,933	0	272,933
Capital Expenditures	210,809	6,600	7,514	0	7,514
<b>Totals</b>	<b>\$1,632,706</b>	<b>\$1,557,863</b>	<b>\$1,290,390</b>	<b>\$0</b>	<b>\$1,290,390</b>

### **Personnel Summary**

Actual Positions	12.65	10.85	0.00	10.85
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### **Revenue Summary**

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Other Taxes	104,653	46,850	0	0	0
Licenses & Permits	21,916	18,000	18,000	0	18,000
Charges for Services	21,805	100	47,100	0	47,100
Other Licenses & Permits	5,360	2,500	3,000	0	3,000
Intragovernmental Services	0	42,000	41,895	0	41,895
<b>Totals</b>	<b>\$153,734</b>	<b>\$109,450</b>	<b>\$109,995</b>	<b>\$0</b>	<b>\$109,995</b>

# **Neighborhood and Development Services**

## **Downtown Redevelopment Office**

### **Mission Statement**

To work with the community on downtown redevelopment programs and initiatives to address economic and revitalization efforts for the City through implementation of the adopted Downtown Master Plan 2020 (aka Community Redevelopment Plan).

### **Description of Operations**

The division focuses on implementing public/private partnerships as outlined in the policy framework noted above. Activities include: 1) preparation of Requests for Proposals ("RFP's) for the City of CRA owned properties; 2) negotiations and preparations of development agreements with developers selected through RFP processes; 3) evaluation and administration of applications for use of tax increment funds; 4) coordination of public private redevelopment projects with related public works projects and the zoning code; and assist as needed, with Development Review for projects affected by the Downtown Code.

Work products resulting from this division include: the Whole Foods Market/One Hundred Central project; Courthouse Centre; Sarasota Herald Tribune; Ringling Square, Wayfinding System; the Palm Avenue Redevelopment Project; Selby Five Points Park Conceptual Plan, Cultural Park Plan; Reconnecting the Downtown to the Bayfront Plan; and Downtown Green Space plan.

The division also provides staff support services to the Community Redevelopment Agency (CRA) Advisory Board that provides advice to the CRA. CRA Advisory Board activities include providing recommendations for: project priorities for tax increment funding, attainable housing initiatives, RFPs for Palm Avenue redevelopment, and ranking of developer proposals for the Palm Avenue.

## **CITYWIDE PRIORITIES**

### **PRIORITY - ECONOMIC DEVELOPMENT AND RECOVERY**

#### **Strategy**

To support new growth, sustain existing enterprises, and prepare the City for economic recovery.

#### **Objective**

- Provide the Commission with a Staff analysis of different options for successful development of the retail space component of the Palm Avenue mixed use project.
- Continue planning efforts of the North Trail Redevelopment Partnership using local resources to stimulate development of commercial nodes.
- Begin implementation of Phase 1 of the Wayfinding SRQ project.
- Provide suggested changes to the Downtown Master Plan Green Space Policy and make zoning code changes to strengthen Master Plan as needed.
- Issue an RFP for the sale of the City's remaining Palm Avenue parcel. Sale might be subject to the condition that buyer builds a mid to high-end market hotel.

### **PRIORITY - TRANSPORTATION AND MOBILITY**

#### **Strategy**

To improve all modes of City wide mobility, including pedestrian, bicycle, vehicular and shared public transit.

# Neighborhood and Development Services

## Downtown Redevelopment Office

### Objective

- Develop a plan to review the quality of the North Trail including the medians (and the possibility of adding shade/canopy trees) and calming traffic (to enhance pedestrian and bicyclist opportunities).
- Develop and implement a financially feasible 3-5 year plan to build round-a-bouts at U.S. 41 - 10th and U.S. 41 - 14th Streets.
- Undertake a feasibility study for the creation of a downtown connector. Study shall include routes, funding, integration with BRT, parking facilities and major attractions.
- Begin design and construction of an Alderman Bike/Ped ROW Trail.
- As part of the Citywide Mobility Plan preparation, use contracted transit planning services to develop planning strategies related to public transportation. Bring developed concepts to the City Commission for their endorsement and provision to the County Commission. Concepts should address:
  - Alternative route designs that acknowledge the City's comprehensive plan and long term goals for development.
  - Improved routing to reduce transfers and intra-City travel time.
  - Increased connectivity between Bradenton and South Trail.
  - 'Vehicle alternative' strategies for routing (encouraging commuters to opt for public travel, eg, an 'Express Bus') VS Vehicle replacement transportation (routing for citizens without cars).
  - Review alternative transportation fee structures to replace or refine current transportation impact fees as part of the scope of the Citywide Mobility Plan.

### PRIORITY - ENVIRONMENTAL SUSTAINABILITY

#### Strategy

To improve the Community understanding and implementation of sustainability measures be they natural, social or economic resources.

#### Objective

- Review the current green space and tree canopy policy (ordinance) covering government, private commercial and private residential lands and revise to expand the use of Florida Friendly plant material and canopy trees. New policy will address the efficacy of tree species based on location, design standards and theme.
- Improve Community's understanding of proper recycling of electronic and hazardous waste, including City's program of 'neighborhood trash days'.
- Work with County to design and implement drainage improvements at the intersection of Orange Ave and 17th Street.

### PRIORITY - OPERATIONAL FOCUS

#### Strategy

To develop and maintain a safe, convenient, and efficient transportation system.

#### Objective

- To create a multi-modal transportation plan for the next generation of workers, visitors and residents.
- Design and construct parking garage on City's Palm Avenue parcel.
- Complete Downtown to the Bayfront and Connectivity Studies and implement as approved.

### PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
<b>Output Measure</b>					
Adopt transportation regulations w/i 3 years	Yes/No	n/a	No	Yes	n/a
Construction of Palm Ave garage by fall 2010	Yes/No	n/a	n/a	Yes	n/a
Complete bayfront study within 6 months	Yes/No	No	Yes	n/a	n/a

## Neighborhood and Development Services Downtown Redevelopment Office

### Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	297,665	401,918	482,834	0	482,834
Operating Expenditures	4,119	91,671	45,608	0	45,608
Transfer Expenditures	38,000	38,000	0	0	0
Totals	\$339,784	\$531,589	\$528,442	\$0	\$528,442

### Personnel Summary

Actual Positions	5.85	5.75	0.00	5.75
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### Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Licenses & Permits	0	97,988	77,000	0	77,000
Intergovernmental	0	103,149	103,149	0	103,149
Transfers	765,015	491,019	269,791	0	269,791
Totals	\$765,015	\$692,156	\$449,940	\$0	\$449,940

# Neighborhood and Development Services

## Local Business Tax

### Mission Statement

To apply fairly the occupational license tax to all businesses located in the City of Sarasota.

### Description of Operations

The local business tax office issues business tax receipts to all businesses located within the City and ensures they are properly zoned. The local business tax office accounts for all fees and ensures all fees are assessed and collected.

### CITYWIDE PRIORITIES

#### PRIORITY - OPERATIONAL FOCUS

##### Strategy

To collect local business tax fees and conduct inspections.

##### Objective

- To review and issue requested licenses and conduct inspections within required time frames.

### PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
<b>Output Measure</b>					
Occupational licenses issued	Number	5,665	5,626	5,576	5,576
Occ. license inspections conducted	Number	250	132	100	100
Walk-in customers served	Number	455	630	575	575
<b>Effectiveness Measure</b>					
Occ. lic. issued w/i 3 days of app	Percent	95%	95%	95%	95%

### Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	98,931	94,052	93,375	0	93,375
Operating Expenditures	10,119	26,557	25,721	0	25,721
Capital Expenditures	0	2,200	2,200	0	2,200
<b>Totals</b>	<b>\$109,050</b>	<b>\$122,809</b>	<b>\$121,296</b>	<b>\$0</b>	<b>\$121,296</b>

### Personnel Summary

Actual Positions	1.40	1.65	0.00	1.65
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### Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Other Taxes	660,894	630,000	695,000	0	695,000
Licenses & Permits	730	100	100	0	100
Charges for Services	0	11,550	11,000	0	11,000
Other Miscellaneous Revenues	25	0	0	0	0
Other Licenses & Permits	434	467	467	0	467
<b>Totals</b>	<b>\$662,083</b>	<b>\$642,117</b>	<b>\$706,567</b>	<b>\$0</b>	<b>\$706,567</b>

# Neighborhood and Development Services

## Code Compliance

### Mission Statement

To preserve, improve and stabilize all City neighborhoods.

### Description of Operations

The code compliance office ensures compliance with the housing, unsafe building abatement, commercial maintenance and City codes by utilizing target area inspections as well as being responsible for a zone coverage area. The office compels compliance by issuing orders to comply and by prosecuting cases before the Code Compliance Magistrate. All code compliance inspectors are certified by the Florida Association of Code Enforcement and participate in continuing education requirements.

### CITYWIDE PRIORITIES

#### PRIORITY - OPERATIONAL FOCUS

##### Strategy

- To work with the Newtown community to accomplish the goals set forth in the "New Beginning for Newtown" initiative.
- To enforce compliance with housing codes, commercial maintenance codes, City codes and lot mowing.

##### Objective

- To conduct regular code compliance inspections in the Newtown community and attend neighborhood meetings related to the "New Beginning for Newtown" initiative.
- To conduct inspections and achieve compliance within established time frames and to impose fines and record liens as needed.

### PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
<b>Input Measure</b>					
Code compliance inspections conducted	Number	n/a	2,442	2,025	2,025
<b>Output Measure</b>					
Inspections conducted	Number	8,000	6,478	5,550	5,550
Lots mowed by City contractor	Number	21	41	51	51
Notices and citations issued	Number	2,547	1,382	1,200	1,200
Demolitions by City contractor	Number	1	5	3	3
Complaints responded to	Number	1,320	1,359	1,500	1,550
Walk-in customers served	Number	247	376	300	300
Special Magistrate cases heard	Number	1,131	1,118	1,120	1,120
<b>Effectiveness Measure</b>					
Staff certifications	Percent	95%	100%	100%	100%
Initial complaint investigated in 3 days	Percent	90%	90%	90%	90%
<b>Efficiency Measure</b>					
Code inspections per inspector/month	Number	129	108	90	90

### Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	654,020	595,736	563,550	0	563,550
Operating Expenditures	134,081	127,593	114,463	0	114,463
Capital Expenditures	12,422	12,000	12,000	0	12,000
<b>Totals</b>	<b>\$800,523</b>	<b>\$735,329</b>	<b>\$690,013</b>	<b>\$0</b>	<b>\$690,013</b>

## Neighborhood and Development Services Code Compliance

### Personnel Summary

Actual Positions	8.85	7.85	0.00	7.85
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### Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Licenses & Permits	8,726	3,492	5,032	0	5,032
Fines & Forfeitures	141,846	81,100	81,050	0	81,050
Other Miscellaneous Revenues	3	0	0	0	0
Totals	\$150,575	\$84,592	\$86,082	\$0	\$86,082