



*The
Neighborhood
Chapter*

Sarasota City Plan

and

Support Document

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The Neighborhood Plan

Adopted by Ordinance #98-4061

November 10, 1998

INTENT AND PURPOSE

The purpose of the Neighborhood Chapter is contained in the City Commission's adoption of the Evaluation and Appraisal Report (EAR) in June of 1996. It directed that the City develop a neighborhood chapter for inclusion in the Sarasota City Plan update which:

- acknowledges neighborhoods' contribution to the community that is Sarasota;
- provides support to their continued existence;
- seeks to preserve the best qualities of Sarasota's distinct neighborhoods; while
- responding creatively to the pressures of change and growth.

This Chapter is founded on this expressed intent of the City Commission and upon **Sarasota's Defining Principles**.

Sarasota's Defining Principles

In 1996, under the leadership of the City Commission, a set of principles - **Sarasota's Defining Principles** - emerged from a series of public discussions and debates. These principles have been expressed in the City's "vision" and "goal" statements. The vision statement and three of the defining principles have particular relevance to the Neighborhood Plan:

"A city of urban amenities with a small town living and feeling."

Neighborhoods play a critical role in realizing this vision statement for the City. The way people feel about their neighborhoods has a lot to do with achieving "small town living and feeling". Small towns, and successful neighborhoods offer a sense of community, mutual responsibility, friendliness, visual pleasantness, ease of movement and safety from crime. The intent of this Plan is to achieve this vision.

"To be a safe place for people."

The City's ability to achieve safety in its neighborhoods, both real and perceived, is critical to maintaining healthy neighborhoods. Before people can enjoy the qualities of living in City neighborhoods they must feel secure in their homes and neighborhoods. Objectives and action strategies in the Neighborhood Plan address this defining principle.

"To have viable neighborhoods working together as a community."

Perhaps, the most important qualities of successful neighborhoods are their sense of community, and willingness to work together toward common objectives. The Neighborhood Plan intends to establish a framework that will facilitate and encourage neighborhoods working together as a community.

“To be an attractive, clean and aesthetically pleasing City.”

Attractive, clean and aesthetically pleasing neighborhoods are essential to healthy neighborhoods - to maintaining the City as a desirable place to live - and to achieving this defining principle.

It is the intent of the Neighborhood Plan to pursue actions that further Sarasota’s Defining Principles. The City’s neighborhood initiative is just beginning. Moving forward will require an on-going dialogue between the City Commission, the Planning Board, and neighborhood representatives. It will require a continued refinement of City government and neighborhood relationships in the best traditions of self government.

Florida Statutory Requirements

The Neighborhood Chapter is optional. Therefore there are no State requirements.

Organization of the Neighborhood Chapter

The Neighborhood Plan consists of a goal followed by objectives and action strategies pursuant to the goal.

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

- Objective 1. Neighborhood Identification;
- Objective 2. Neighborhood Information System;
- Objective 3. Neighborhood Planning Process;
- Objective 4. Neighborhood Compatibility;
- Objective 5. Neighborhood Safety;
- Objective 6. Neighborhood Transportation;
- Objective 7. Neighborhood Aesthetics and Identity;
- Objective 8. High Quality Education;
- Objective 9. Neighborhood Infrastructure, and;
- Objective 10. Other New Initiatives.

The Neighborhood Plan is one of the ten plans which collectively represent the Sarasota City Plan. This Plan can neither stand alone nor be interpreted independent of the others.

Implementation of the Sarasota City Plan

Implementation of the Sarasota City Plan will require actions by both the public and private sectors. In this regard many of the plan components speak to “the City” pursuing certain actions to:

promote, provide, consider, identify, enhance, create, maintain, conserve, support, reduce discourage, coordinate, and employ.

While these actions may be initiated by City government itself, City government will also be expecting applicants seeking development approvals to pursue these same type of actions as part of their applications.

GOAL, OBJECTIVES AND ACTION STRATEGIES

Goal

It shall be the goal of the City 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;
- Developing safe, aesthetically pleasing and efficient transportation networks; and,
- Preserving, protecting and enhancing neighborhood aesthetics and identity.

Objective 1 - Neighborhood Identification

The City shall encourage the formation of neighborhood organizations and identify, delineate and name all neighborhoods within the City.

Action Strategies

- 1.1 **Composition of Neighborhoods:** The City will recognize that the composition of “neighborhoods” may be residential, non-residential or both. The City will encourage planning that focuses on the relationship between residential and non-residential uses and on actions that create compatibility between these uses.
- 1.2 **Neighborhood Organizations:** The City will continue to encourage the formation of neighborhood organizations which involve residents, owners and businesses which focus on creating healthy and livable neighborhoods.

1.3 **Neighborhood Delineation:** The City will encourage existing neighborhood organizations and neighborhood residents not represented by these organizations to delineate neighborhood boundaries that consider:

- Generally agreed upon and locally recognized boundaries;
- Areas defined by strong historical, cultural, geographic, or business relationships;
- Appropriateness of the area for the planning purpose (e.g. watershed areas for addressing drainage issues);
- Natural or man-made barriers (e.g. roads, major topographic changes, rivers);
- Size of area; and,
- The opportunity for all residents of the City to participate in neighborhood organizations.

Objective 2 - Neighborhood Information System

The City will build a strong, effective “neighborhood information system” to foster collaborative relationships between Sarasota’s citizens and the City.

Action Strategies

- 2.1 **Surveys:** The City will conduct periodic surveys to determine priorities of neighborhood residents and their perception of what City programs are working and which need improvement.
- 2.2 **Newsletters:** The City will prepare periodic newsletters informing neighborhood residents, business people and neighborhoods of City neighborhood related actions and programs.
- 2.3 **Mailing List:** The City will create and maintain a frequently updated mailing list of neighborhood organizations available to all City departments via the City’s computer network.
- 2.4 **Computerized Data Base:** The City will create a computerized land use and building data base, updated on a regular basis, which would allow easy access by the public.

Objective 3 - Neighborhood Planning Process

The City will build a strong, effective “neighborhood planning process” that establishes the type and level of assistance residents and businesses need and desire for their neighborhood.

Action Strategies

- 3.1 **Initiation of Neighborhood Plans:** The City will permit either neighborhood organizations or itself to initiate neighborhood plans with City support, to the extent provided in the City’s annual budget.
- 3.2 **Scope of Planning:** The City will conduct preliminary assessments of neighborhoods to determine the scope of planning to be undertaken.
- 3.3 **Establishing Priorities:** The City will consider the following criteria in establishing priorities for allocating available neighborhood planning resources.
 - Need - including evidence of disinvestment, deteriorating building conditions, high vacancy rates, high unemployment rate, high percentage of low-income residents, need for community facilities or neighborhood improvements;
 - Interest among the residents and businesses in an area to participate in a neighborhood plan; and,
 - Opportunity to influence positive change.
- 3.4 **Standards for Plans:** The City will provide standards and guidelines for neighborhood plans that establish the content and technical analysis and which result in plans with a consistent level of quality and with sufficient information for decision-making by the City Commission.
- 3.5 **Adoption of Plans:** Upon completion of the planning process for a particular neighborhood, the City will adopt a plan by resolution that provides the foundation for improving the neighborhood in a positive manner. The neighborhood plan shall be consistent with the *Sarasota City Plan*. (Amended by Ordinance No. 02-4393, August 5, 2002)
- 3.6 **Implementation of Plans:** The City will implement adopted neighborhood plans through consideration of the recommendations during the annual budget process recognizing the City’s legal, administrative and fiscal constraints.
- 3.7 **Monitoring of Plans:** The City will monitor implementation of adopted neighborhood plans and communicate the results to the City Commission, and the general public.

Objective 4 - Neighborhood Compatibility

The City will promote compatibility of new and re-development projects within neighborhoods.

Action Strategies

- 4.1 **Involve Neighborhood Organizations:** The City will continue to involve impacted neighborhood organizations in the review of private and public development projects which require review by the Planning Board.
- 4.2 **Design and Compatibility Guidelines:** The City will explore the feasibility and interest of creating “Design and Compatibility Guidelines” to:
 - Build awareness of design principles with developers and the general public;
 - Evaluate new development and re-development projects; and,
 - Guide future modifications to the City’s Land Development Regulations.
- 4.3 **Land Development Regulations:** The City will include measures that enhance neighborhood compatibility in the Land Development Regulations.

Objective 5 - Neighborhood Safety

The City will promote neighborhood safety and cohesiveness by encouraging resident and neighborhood involvement in crime prevention and elimination.

Action Strategies

- 5.1 **Neighborhood and Business Watch:** The City, in conjunction with the Sarasota City Police Department, will continue to encourage the formation of “Neighborhood and Business Watch” groups and encourage existing groups to remain active.
- 5.2 **“Weed and Seed Program”:** The City, in conjunction with the Sarasota City Police Department, will continue to support the neighborhood-based, comprehensive, multi-agency “Weed and Seed Program” to combat crime in neighborhoods that wish to participate.

Objective 6 - Neighborhood Transportation

The City will provide safe, efficient and aesthetically pleasing neighborhood transportation networks for pedestrians, cyclists, motorists and mass transit.

Action Strategies

- 6.1 **Truck Traffic:** The City will continue to develop and implement strategies to discourage through truck traffic on residential streets.
- 6.2 **Through Automobile Traffic:** The City will continue to develop and implement strategies to discourage through automobile traffic on residential streets within neighborhoods.
- 6.3 **Automobile Speed:** The City will continue to develop and implement strategies to manage the speed of automobile traffic within residential neighborhoods so the street environment is inviting to pedestrians and bicyclists.
- 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 **Bike Paths:** The City will continue to design and construct paths for biking with links to City-wide bike systems. Private funding will be used whenever possible.
- 6.6 **Sarasota County Area Transit (SCAT):** The City will encourage Sarasota County Area Transit to design comfortable and aesthetically pleasing improvements in the transit system to interface with neighborhood walkway systems.
- 6.7 **Aesthetic Improvements:** The City will continue to incorporate landscaping and other appropriate aesthetic improvements into all neighborhood transportation projects in order to enhance neighborhood aesthetic quality and identity.
- 6.8 **Traffic Safety:** The City will continue to encourage residents to promptly report traffic safety problems, including such items as potholes, blocked or damaged signage, malfunctioning traffic controls, and visual obstructions. The City will respond appropriately and in a timely manner.
- 6.9 **Studies:** The City in conjunction with other public and private agencies will conduct studies of intersections and roads with noted problems to identify when additional traffic controls and improvements are warranted to ensure traffic safety.

Objective 7 - Neighborhood Aesthetics and Identity

The City will enhance the unique aesthetic identity of individual neighborhoods.

Action Strategies

- 7.1 **Historic Resources:** The City will continue to identify, designate and encourage the preservation of historic structures and districts within neighborhoods.
- 7.2 **Unique Architecture:** The City will continue to encourage the preservation of architecture that contributes to the unique quality of neighborhoods.
- 7.3 **Landscape:** The City, where appropriate and feasible, will make landscape improvements that contribute to neighborhood identity and to a pedestrian friendly environment.
- 7.4 **Open Space:** The City will, where appropriate and feasible, create open spaces that facilitate neighborhood gatherings and contribute to neighborhood identity.
- 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.
- 7.6 **Signage:** The City, where appropriate and feasible, will design and implement signage that contributes to neighborhood aesthetics and identity.
- 7.7 **Unique Features:** The City will continue to preserve and enhance unique features, such as natural features or neighborhood institutions, that contribute to neighborhood identity.
- 7.8 **Urban Design:** The City will, where appropriate and feasible, use urban design to create a cohesive whole from improvements in transportation, architecture, landscape, open space, and public art.
- 7.9 **Sarasota County Keep Sarasota Beautiful:** The City, in conjunction with “Sarasota County Keep Sarasota Beautiful”, will continue to encourage such programs as: “Adopt-a-Street”, “Adopt-a-Park” or “Adopt-a-Beach” to maintain and beautify neighborhoods.

Objective 8 - High Quality Education

The City will cooperate with the School Board of Sarasota County to help achieve its objective of providing a high quality education for children of City residents.

Objective 9 - Neighborhood Infrastructure

The City will develop infrastructure through its Capital Improvements Program that enhances Neighborhood Quality.

Objective 10 - Other New Initiatives

The City will investigate innovative plans, programs and initiatives associated with neighborhoods in transition.

Action Strategies

- 10.1 **Landlord Training Program:** The City will implement the Police Department's "Landlord Training Program" to educate existing and prospective landlords about their rights and responsibilities.
- 10.2 **Neighborhood Self-Help Fund:** The City will explore the feasibility and interest in creating a "Neighborhood Self-Help Fund" to fund neighborhood projects on an annual basis. The self-help fund could be used for planning, technical assistance, and small-scale projects. The fund would be set at a level that would allow a reasonable number of "ranked" projects to be funded each year.
- 10.3 **Neighborhood Coordinating Committee:** The City will explore the feasibility and interest in creating an interdepartmental "Neighborhood Coordinating Committee, made up of both planning and operating agencies/departments that deliver services to neighborhoods. The Committee's functions could include:
 - Coordinating departmental responses to neighborhoods;
 - Keeping the City informed about neighborhood issues;
 - Monitoring commitments made by the City to neighborhoods; and,
 - Evaluating and identifying ways the City could be more responsive to neighborhoods.

10.4 **Neighborhood Maintenance Program:** The City will explore the feasibility and interest in initiating a “Neighborhood Maintenance Program”, for use in targeted neighborhoods. The program would be designed to coordinate the resources of various City departments toward addressing deteriorating conditions within neighborhoods. Items for study should include but not be limited to:

- Neighborhood Maintenance Education Program alternatives;
- Code Enforcement alternatives;
- Rental Inspection Programs, as an alternative, for neighborhoods that desire it;
- Relationship and coordination of City departments; and,
- Cost, benefits and relationship to the City budget.

The Neighborhood Support Document

The inventory and analysis in the Support Document provide the foundation for the Plan portion of this Chapter.

The Support Document is not adopted.

INVENTORY AND ANALYSIS

CONTEXT

Basic Issues

City neighborhoods have many strengths. They include:

- the allure of small town feeling and living;
- a sense of history from older buildings;
- diversity of people;
- architectural diversity;
- easy access to urban amenities; and,
- a sense of community and belonging.

The attraction of these qualities is evident from both those who chose to live in urban neighborhoods and from the many attempts to imitate these qualities in other settings. These positive qualities, however, have not been sufficient to keep many from choosing other places to live. There is benefit in discussing the possible reasons for their choice to live elsewhere. The list of these reasons may include:

- fear of crime (based on real or perceived dangers);
- uncertainty about the quality of city schools (for families with school age children);
- unease in living near people of different racial or cultural backgrounds; or,
- the attraction of nature and wide open spaces.

The City's programs to address issues of safety, both real and perceived, are basic and critical to maintaining healthy neighborhoods. Before people can enjoy the qualities of living in City neighborhoods they must feel secure in their homes and neighborhoods.

Likewise, maintaining the high quality of the City schools is essential for attracting and keeping families with school age children. In addition to the high academic standards, the City's schools offer unparalleled opportunities for cross cultural experiences that will be invaluable for living and working in an increasingly global and culturally diverse world. These high educational standards and opportunities must be maintained and improved for City neighborhoods to flourish.

Achieving racial and cultural harmony is a national as well as local - and governmental as well as private issue. It is paramount to our ability to survive and thrive as a culture. The alternative of not achieving this objective is simply not acceptable. Our ability as a society to achieve this goal will affect neighborhoods as it will all aspects of our lives.

Alongside the feeling for small towns is the American attraction for nature and wide open spaces. The result has been urban sprawl and an ironic degradation of the natural setting in which people wished to live. Increased environmental awareness and less space have limited, to a degree, the ability to expand into rural land. However, options for living in suburban or semi-rural settings will continue to be available.

As the City and residents work together on the details of achieving healthy and livable neighborhoods, these basic issues should not be forgotten.

Scale and Housing Density

Though strong neighborhoods can be found in small towns or large cities, scale and density have an impact on achieving “small town feeling” and on neighborhood services. In Sarasota, the absence of large scaled infrastructure (such as freeway overpasses) or very tall buildings are important in maintaining a more human scale or “small town feeling”.

Residential densities in Sarasota range between 2 and 50 dwelling units per acre. The highest densities occur on only a few sites near downtown. Outside the central City, housing densities range between 2 and 18 units per acre. Projected housing growth through 2010 will not significantly change these densities. For comparison, many larger cities have areas with residential densities well over 100 units per acre. Sarasota has chosen to have housing densities and building heights, that are, for the most part, closer to the small town than the large city.

The trade-off for these lower densities and “small town feeling” is a broader geographic dispersion of neighborhood services. Supermarkets, for example, must be far enough apart to attract spending from a sufficient number of households to profit and survive. The resultant spacing precludes easy access by walking for most people. Except for neighborhoods near the downtown, automobiles, bicycles or buses become the primary means of access to services.

It is generally accepted that good neighborhoods are pedestrian and bicycle friendly. People on foot or on bikes have opportunities to meet their neighbors and build community. Though automobiles within neighborhoods are necessary, the careful planning and management of traffic (pedestrian, bicycles, autos and mass transit) is critical to the achievement of healthy and livable neighborhoods.

Housing Age and Condition

Housing construction within Sarasota accelerated steadily from 1940 through 1980. It peaked in the decade of the 1970s. Thereafter, housing construction declined, due to the dwindling availability of large tracts of vacant land.

By 2010 the majority of the housing stock is projected to be over forty years old - the age when housing units generally begin to experience major structural problems.

Housing age does not correlate directly to housing condition. The City has many homes that have received continued maintenance over the years and have remained in excellent condition. When well maintained, these older structures create architecturally distinct, quality neighborhoods that are significant assets to the City. However, when adequate maintenance is lacking, age takes its toll and negatively affects housing condition.

Maintenance of the housing stock to standards accepted by the community requires both motivation and the ability of owners. Motivation is usually provided through pride, peer pressure, return on investment, and good citizenship. Owners must also have the knowledge and ability to do their own maintenance or the ability to pay others. In some cases, however, motivation and/or ability is lacking and properties deteriorate in condition. Deteriorated housing can affect the motivation of others, starting a downward spiral in neighborhood perception and quality.

The City's Code Enforcement Program and the Nuisance Abatement Board currently address this issue. The Code Enforcement Program includes an inspection, from the public right-of-way, of all residential properties at least once a year with enforcement of identified code violations. The program also addresses properties on a complaint basis. The Nuisance Abatement Board addresses problems of drugs, prostitution and gangs. Though both of these programs are effective, they are limited by their means of identifying problems.

Reliable data on housing condition, that is useful in analyzing the issue of housing condition in the City, is limited. Analysis of the 1990 U.S. Census data indicates that 1,070 housing units have basic deficiencies with respect to condition (lacking; complete plumbing, complete kitchen or central heat) or overcrowding. Better information would be useful in considering and designing programs to assure that the City's aging housing stock is well maintained.

Criteria for City government programs to assure reinvestment in and maintenance of the City's housing stock need to include:

- availability of the type of information that is useful in decision making;
- cost effectiveness;
- the City's budget constraints;
- examination of the root cause of problems;
- respect for the rights of property owners; and,
- care that an undue burden will not be placed on the majority of property owners that maintain their properties in good condition.

The City should explore new methods for monitoring housing condition and maintaining the housing stock using these criteria as a general guide.

Housing Tenure

It is generally accepted that home owners, in comparison to renters, have a greater stake in their homes and neighborhoods and thereby assume a greater responsibility for their maintenance.

In 1990, U.S. Census data indicates that 57% of occupied housing in the City were owner occupied. This compares to 60% in 1980 and 66% in 1970. In 1990, 82% of the dwelling units in the unincorporated area of Sarasota County were owner occupied.

Programs or actions that increase home ownership will have a positive impact on neighborhood livability.

See the *Sarasota City Plan*, Housing Chapter for a more detailed discussion of housing type, age, condition, and tenure.

Small Town Living and Neighborhood Design Principles

There has been a significant amount of study nationwide on the common qualities of successful urban neighborhoods. The bibliography of this Chapter contains a sample of these sources. The literature includes a variety of perspectives - some have focused on the similarity between small towns and neighborhoods - most include some form of proposed design principles.

Small Town Living and Feeling

While few Americans today live in small towns with healthy central business districts, many Americans still cherish that image and way of life either openly or somewhere in the back of their minds. People feel the small town offers a sense of community, mutual responsibility, friendliness, visual pleasantness, ease and convenience of movement, and safety from crime. The small town is not generally regarded as offering much in the way of diversity, either of people or of opportunities, but even on this score the small town has its advantages. While the town of thirty-five hundred to five thousand people can't approach the variety of a big city, the classic form of the small town typically embraces greater economic, racial, and functional diversity within its perceptually unified, continuously walkable or bikable space than does the typical suburban area with a comparable population.

The small town's strength is its ability to assimilate whatever diversity it has into a socially cohesive and functionally integrated whole¹. This ability derives, at least in part, from the type and degree of specialization of the town's spatial organization. The land use map of such a town is specialized in the sense that it has a clear center, the primary focus of commercial, governmental, and social activity, with primarily residential and institutional uses radiating out from the center. However, the street grid pattern on which these land uses are located is continuous and non-specialized, establishing no rigid geographic boundaries between land uses or economic classes. The specialization is in use, not in form².

In the way they function and in their spatial organization, successful urban neighborhoods are very similar to successful small towns. Good neighborhoods can be economically privileged or modest, ethnically mixed or homogeneous. What they all have in common is an active, magnetic, mixed-use, pedestrian-oriented center intimately linked by the street-and-sidewalk grid to the surrounding residential areas.³

Throughout this century, the neighborhood has been a major focus of attention among those concerned with urban affairs.⁴ This focus on neighborhoods stems from the belief that they represent the building blocks of a city. The health of a city is largely dependent on the vitality of its individual neighborhoods. And, the physical and social conditions in neighborhoods to a large degree define the quality of life for urban residents. They affect individual decisions to stay or to seek more desirable living conditions in suburban or rural locations. Those decisions, in turn, can affect the local tax base and the overall viability of the City.

Neighborhood Design Principles

The following list is an attempt to identify a consensus of principles for good neighborhoods. It is intended to be used as a general check-list to stimulate discussion. Each neighborhood is unique and is encouraged to develop their own specific list as part of their planning process. Appendix 1 of this report provides a more detailed description of these principles.

- The neighborhood is designed with human scale foremost.
- Neighborhood design fosters communication.
- There is a sense of ownership and responsibility.
- The identity of the neighborhood is important.
- Variety and diversity are encouraged in the neighborhood.
- Land planning supports neighborhood character.
- The neighborhood has a central place.
- The components of the neighborhood are interconnected.
- The neighborhood is linked with its larger context.

- The layout of blocks and streets encourages walking and bicycling.
- Transit is an integral part of the neighborhood.
- Cars have their appropriate place in the neighborhood.
- Housing arrangement fosters neighborliness.
- There are different scales of space.
- Streets belong to people.
- Neighborhood design which responds to natural, cultural, and historic context.

PROCESS

Organization

Neighborhoods and their Organizations

The City has a list of 54 neighborhood organizations within the City. They range between condominium associations, of which there are several, to organizations representing sizable portions of the City. Some are very active - some are not. Some neighborhoods have formed joint task forces to address common concerns. Twenty five (25) of the City's existing neighborhood organizations are members of the umbrella group: Coalition of City Neighborhood Associations (CCNA). Existing organizations were all formed out of common interests - in some cases as simple as ownership in a condominium. There are significant portions of the City where no organizations exist. Illustration N-1, Existing Neighborhood Organization Areas, shows the CCNA neighborhood areas.

For purposes of public information, the City serves all of these organizations as it does all City residents. However, when the City begins to expend scarce resources to provide additional services to neighborhood organizations, issues of priority, equity, need and efficiency arise:

- How should neighborhoods be prioritized for receiving City services that are unavailable on a City-wide basis?
- What is the most efficient way to deliver various City services and how does this relate to the pattern of neighborhoods and their organizations?
- Should there be guidelines or standards for the delineation of neighborhoods?
- How should the City relate to areas that are not within a self delineated neighborhood?
- How will the City monitor progress in achieving neighborhood livability?

Since neighborhood organizations benefit neighborhoods it makes sense for the City to encourage their formation. If, after this encouragement, there are areas of the City with no neighborhood organizations, the City should explore measures to keep unrepresented areas informed about the City's neighborhood programs.

It also seems logical to attempt, through a dialogue between the City and existing neighborhood organizations, to delineate neighborhoods that together comprise the entire City. General criteria for discussing boundaries might include:

- generally agreed upon and locally recognized neighborhood boundaries;
- areas defined by strong historical, cultural, geographic or business relationships;
- appropriateness for the planning purpose (e.g. watershed areas for addressing drainage issues);
- natural, or man-made barriers (e.g. roads, major topographic changes and rivers); and,
- Size of area.

City Government

The options available for organizing City government related to neighborhoods range from the status quo to creating a large neighborhood department. In 1997 the City Manager and the City Commission endorsed the creation of a Department of Neighborhoods and Redevelopment. This department will need to coordinate activities of other City Departments. Because City government is organized by type of service provided (e.g. police, water, streets) there is a tendency to focus on issues related to that organization.

A new Neighborhood Coordinating Committee could be formed modeled after the City's existing Development Review Committee. This staff committee has been effective in coordinating the many complex development review issues facing the City. The Neighborhood Coordinating Committee's function might include:

- Coordinating departmental responses to neighborhoods;
- Keeping the City informed about neighborhood issues;
- Monitoring commitments made by the City to Neighborhoods; and
- Evaluating and identifying ways the City could be more responsive to neighborhoods.

One of the key functions of the Department of Neighborhoods and Redevelopment will be to provide effective communications between the City and neighborhoods. Among the tools that may be helpful in this task are:

- Surveys - conducted periodically to determine the priorities of City residents and their perception of what City programs are working and which need improvement;
- Newsletters - to inform the public on City actions and programs available to residents, business people and neighborhoods;
- Mailing lists - of neighborhood and business groups, updated frequently, available to all City departments via the City's computer network; and
- A computerized data base - including land use and building data, updated on a regular basis, that would allow easy access to neighborhoods for planning and monitoring their improvements.

Neighborhood Plans

Quality neighborhood planning will increase the chances of achieving livable neighborhoods. Appendix 2 of this report outlines a neighborhood based planning process. The process includes the classical planning steps of:

- Getting organized;
- Collecting information;
- Identifying issues;
- Developing a vision, goals and objectives;
- Reviewing alternatives and determining action strategies; and,
- Implementation.

The outlined process is comprehensive and will require considerable staff support. The magnitude of supporting this scale of planning for every neighborhood in the City and the widely differing needs of neighborhoods raise several issues:

- What is the need for planning in each neighborhood?
- How should priorities for planning be established?
- What is the link between planning and implementation?
- What are the available resources?

Appropriate planning should take place prior to any implementation. However, it is wasteful to do planning for planning's sake. Some neighborhoods could clearly benefit from a comprehensive planning process while others may have relatively small, narrowly defined issues. There may be benefit in conducting an abbreviated "scoping" process prior to initiating

comprehensive neighborhood planning. The scoping process would be done by each neighborhood with the City's assistance. It would include a preliminary general assessment of the neighborhood in order to determine an appropriate scope of issues to pursue with more detailed planning. Following the scoping process, criteria for determining planning priorities might include:

- Need - including evidence of disinvestment, deteriorating building conditions, high vacancy rates, high unemployment rate, high percentage of low-income residents, need for community facilities or neighborhood improvements;
- Interest among the residents and businesses in an area to participate in the neighborhood planning process; and,
- Opportunity to influence positive change.

Delivery of Services

The City provides many services that impact on neighborhoods. A partial list follows:

- Code Enforcement;
- Historic Preservation;
- Housing and Community Development;
- Sarasota County Keep Sarasota Beautiful;
- Municipal Sidewalk Project;
- Nuisance Abatement Board;
- Parks, Recreation and Environmental Protection;
- Planning;
- Police;
- Public Art;
- Sarasota Bay National Estuary Program;
- Street Tree Program; and
- Traffic Abatement Program.

The objective of each of these programs is the efficient delivery of their particular service. The desire to tailor the delivery of services to each neighborhood may create some tension with objectives for City-wide efficiency. It may also raise issues of equity between neighborhoods. It will be important for the City and the neighborhoods to carefully assess both the benefits and costs of proposed service customizing.

In addition to sorting out which services may make sense to customize, the process should also involve a search for creative and symbiotic ways of delivering City services in order to meet neighborhood objectives.

Capital Budgeting

The City's capital budgeting process includes an evaluation each year by the Capital Improvement Committee. The Committee is made up of representatives from major departments within the City. Following the Committee's evaluation the City Manager prepares and submits a recommendation to the City Commission (including neighborhood projects resulting from approved plans). The City Commission reviews the City Manager's recommendations and approves the annual capital budget based on the City's available resources.

APPENDIX 1

Neighborhood Design Principles

Quality of life issues have become an increasing concern in the City and across the country. Citizens and policy makers have begun to reconsider the way cities, neighborhoods and transportation systems are, and have been, built. The questions are posed: how are existing models deficient in creating a sense of community; and how can they be improved?

Throughout the country many neighborhoods have been constructed over the past fifty years where the perceived demands of the automobile dominated their design. Current regulations tend to reinforce this pattern of development. There has been a vast amount of study done of the issues and elements of alternative neighborhood patterns.

This Appendix is an attempt to identify a consensus of principles for good neighborhoods and to create alternatives in urban neighborhood development.

Fundamental Principles

1. **The neighborhood is designed with human scale foremost.**

In good neighborhoods, the neighborhood pattern, layout and design emphasizes human scale. A major element is the design of streets which are livable, which are intimate in scale in residential areas, which encourage slow traffic, and which encourage walking and bicycling.

There are many effects of an emphasis on the auto in neighborhood planning. For example, streets are designed to inappropriately wide standards. This excessive width enables motorists to speed through residential areas and disallows planting for a shaded canopy over the street. Other design standards have impacted the scale of roadways. The turning requirements for large emergency vehicles results in street corners which double the pedestrian's walking distance across an intersection. Utility easements in the area between the street and the sidewalk prevent tree plantings. These are among numerous factors contributing to the inhuman scale of many neighborhoods.

2. **Neighborhood design fosters communication.**

In good neighborhoods, neighborliness and communication are facilitated. Among ways that can bring this about is to ensure a balance between public space and private space by creating places to meet, by designing the street as a public living room, and by establishing a hierarchy of focal points in the public realm.

Where people live behind walls, possibilities for communication on which “community” is built are limited. Where the house fronts are blank facades with only car storage in view, informal activity on the street becomes less desirable. Where there is no place to visit with neighbors, there is limited opportunity for neighborliness. Where there is no central place to come together, or informal places to meet, there is limited coming together as a community.

3. **There is a sense of ownership and responsibility.**

In good neighborhoods, the emphasis is on creating a sense of ownership and responsibility for the neighborhood by the residents. This is facilitated by ensuring that each neighborhood has its own identity and character. It is enhanced by having the parts of the neighborhood interconnect internally and to the surroundings. It occurs where areas are not walled off into separate enclaves. It happens when there are other uses in a neighborhood which support the residential character and which can be identified as “mine” - my school, my church, my grocery, my day care center. It happens when an individual can meet lifetime housing needs - single, newly married, family, empty nest, and retirement - in the same neighborhood.

4. **The identity of the neighborhood is important.**

Each neighborhood is identifiable and distinctive. There is creativity in the layout and detail, and there is less of the cookie-cutter approach. The boundaries of the neighborhood are discernible. There are edges to the neighborhood which help create a sense of identity. This can be accomplished by: encouraging design compatibility of components within the neighborhood, using special layout and design treatments of streets and public spaces, encouraging gateways at major entrances, and the use of natural features to enhance identity.

5. **Variety and diversity are encouraged in the neighborhood.**

There is variety in housing types, age groups, and in income. This diversity adds interest and richness, and provides connections to people of all types. All of the life cycle needs can be met in the same locale, offering continuity and a sense of ownership and belonging. Different family configurations and needs are accommodated - there is day care, elderly care, and home-based work. Where there is a mix of age groups, the neighborhood is inhabited on a twenty-four hour basis. This enhances neighborhood safety.

6. **Land planning supports neighborhood character.**

The design of the neighborhood and its components responds to the surroundings to create a unified place. Neighborhood components are arranged to complement each other. Conflicts between the intended uses are minimized. This can be accomplished in many ways, such as: encouraging compatible land use relationships, incorporating open space planning into neighborhood design, encouraging active uses facing parks and public spaces, allow school sites to be used as neighborhood parks, and coordinating neighborhood-wide utilities planning.

7. **The neighborhood has a central place.**

This central space might be a well landscaped central street, a park, a playground, or some civic use. It might be an appropriately scaled commercial and service center. It is the symbolic focus of the neighborhood. It is easy to get to, safe, and pleasant. Neighbors can use it both formally - for civic meetings and other functions - and informally.

8. **The components of the neighborhood are interconnected.**

Things are not separated from one another. There is easy access between housing types, and between housing and other uses. Uses are not walled off into separate enclaves. Good neighborhoods thrive on accessibility and communication between neighbors. Walled off enclaves may appear to create safety within, but they also make the public space more dangerous. Where there are walls, the streets outside the walls are owned by no one, and they can become no man's land. Good neighborhoods can be created by limiting the use of walls, and by providing more attractive forms of buffering, such as street trees and landscaping. In instances where walls and other buffering are used to separate incompatible uses, they may block logical pedestrian or vehicular access. Walls and buffers which are designed to allow for cross access can provide the needed buffering while not impeding movement in the neighborhood.

9. **The neighborhood is linked with its larger context.**

There are links to surrounding neighborhoods and to the larger community. These are provided by interconnecting streets and a network of open space.

10. **The layout of blocks and streets encourages walking and bicycling.**

Walkable blocks have sidewalks, and where appropriate, the sidewalks are shaded. They are laid out in a regular pattern that is understandable. People using the streets pass by things which are interesting - especially things that have activities. Streets are safe, both in fact and perception. The passerby is not threatened by speeding cars. Street intersections are safe for pedestrian use. Pedestrians and bicyclists have ample room to maneuver safely.

People are encouraged to walk in their neighborhood when they can walk around reasonably sized blocks. Long blocks and cul-de-sacs discourage walking. Pedestrian activity is more likely where the pattern leads to some destination, such as the neighborhood center or natural feature.

Intersections should also be designed with the pedestrian in mind. A large turning radius at an intersection, such as thirty feet, requires the pedestrian to cross more of the street. Turning radii and other design details of the transportation system need to be coordinated with the City's Engineering Department. Smaller radii, such as fifteen feet, give less street to cross, and still allow vehicles to maneuver, albeit slower. In addition, marked crosswalks alert motorists that pedestrian activity can be expected and create a more pedestrian friendly atmosphere.

Walking and bicycling is encouraged where sidewalks and bike lanes are continuous. Ensuring there are no gaps in the sidewalks and providing adequate dimensions for bike lanes help attract users.

In semi-tropical climates like ours, alternative modes of transportation (walking and bicycling) are more attractive when they are comfortable. Regularly spaced shade trees provide a continuous canopy, which can make walking, bicycling, and waiting for transit more attractive options. Extensive shade trees also lower the ambient temperature of the entire neighborhood and help define the street as a sheltered public place.

In addition, the areas of the planted shade trees form a buffer and safety zone between the sidewalk and the street. Pedestrian activity and other social use of the street is enhanced where the front yards and sidewalks feel protected from fast moving cars.

11. Transit is an integral part of the neighborhood.

The arrangement of uses supports transit, with density and destinations related to transit stops. Stops are within walking distance of most homes and the neighborhood center. Transit stops are designed to be comfortable, inviting, and safe places to wait. There is seating, shade, and weather protection.

12. Cars have their appropriate place in the neighborhood.

Motorists are encouraged to travel at safe speeds because the streets are relatively narrow and because parking is allowed on the street. Cars may be stored toward the back of the lots, with garages often accessible by alleys or shaded driveways. The street facade of the houses, previously dominated by the garage, is thus freed for social use.

13. **Housing arrangement fosters neighborliness.**

The size and features of the space between the house and street affect social interaction. Neighborliness is encouraged where houses face the street, with active uses at the front. There is a visual connection between the front yard and the street. Houses should be designed so they are friendly to the street. People tend to know their neighbors when they see them and can interact with them on a regular basis. Windows, doors and porches make it easy to see and get to know your neighbors. Allowing the house to be close to the street makes the street scene more intimate and promotes neighborliness. The garage portion of the house may then be located to the rear, so the front of the house will not be dominated by the car.

14. **There are different scales of space.**

There are large spaces for gathering and small spaces for solitude. There are public, semi-public, semi-private, and private spaces. This variety allows public communication at different levels and personal privacy.

People in neighborhoods need spaces in the public realm where they can meet and get to know one another. This happens in parks, playgrounds, at the neighborhood center, along the street, and on street corners. The front yard and porches of houses are important as transition areas between the public and private domains. Neighborhoods which meet the range of residents' needs provide spaces for both highly active outdoor uses, such as basketball courts and playgrounds, and for more passive uses, such as sitting and talking, watching the sunset, and such things as public gardening.

Some of the most successful neighborhood spaces are very small. These type spaces seem to foster spontaneous interaction between people. Allowing small spaces in the public realm can greatly benefit the neighborhood.

15. **Streets belong to people.**

Streets belong to people driving cars, riding bicycles, walking, talking, socializing, or playing. The dominant users of the street may appear to be cars, but it is always people who drive cars.

Where the street is considered primarily a conduit for cars, there is little opportunity for spontaneous and sociable meeting between neighbors. Attractive comfortable places for people to walk, skate or bicycle helps bring activity to the street. Neighbors are most likely to use the street for social purposes when there is safety for both cars and pedestrians. The principal means for achieving this desired condition is to ensure cars move at a speed which is appropriate to the residential character of the neighborhood. Reduced street widths, small turning radii, on-street parking, and planted parkways with trees are some of the ways to slow the traffic down.

16. **Neighborhood design which responds to natural, cultural, and historic context.**

When neighborhood design responds to its context, neighborhood identity and connections with the entire community are reinforced. Climate and natural features may influence the layout of streets, open space, types of vegetation, and building design. Prevalent local culture or history may inspire distinctive streetscape elements, architectural style or details, or landmarks in neighborhoods. Various things can be done to address this need, such as: the use of climate-appropriate design and materials, limiting the requirements for fill above grade, encourage development which preserves trees and natural features, encourage the use of water-wise landscaping, reduce the impact and extent of paved areas, and encouraging the design and ornamentation of buildings and open space to express local culture and history.

APPENDIX 2

Neighborhood Planning Process

The material in this appendix is offered as a general guide, or check list, to assist neighborhoods in organizing their planning processes. The process outlined below is based on general planning principles that have been successful in other communities. The general principles are the most important. Specific details should be viewed as illustrative; they should be examined and modified to fit the needs of each neighborhood.

This neighborhood planning process is a thorough, disciplined effort that the City helps the neighborhood undertake. A Planning Committee will be established in a neighborhood from a group of individuals (stakeholders) who have an interest (stake) in participating in the process. The entire process may require up to eight to ten months of intense work and dedication on the behalf of the Planning Committee with input from the neighborhood as a whole at various stages.

As a neighborhood driven and broad-based process, each neighborhood must have the flexibility to define its stakeholders and its decision-making process. In addition, the City is responsible for ensuring an inclusive process and setting guidelines and evaluation criteria for how City dollars are spent. This process is meant to demonstrate how the neighborhood planning program can set parameters that allow the greatest flexibility and provide enough structure to address the questions of who will speak for the neighborhood and how decisions shall be made.

Typically, a neighborhood planning process should follow the following ten steps:

1. **Neighborhood Submits an Assistance Request.**

The process is initiated when a Neighborhood Association submits a request to City Commission for assistance in preparing a long-range neighborhood plan. The request will be evaluated based on a demonstration of neighborhood's organized support, and a demonstration of individuals willing to participate in the planning process. The Association must identify possible issues that the neighborhood wants to address and significant assets they want to preserve. Upon review and evaluation, City Commission would then direct the Department of Planning and Development to work with the neighborhood and the Planning Committee to guide them through the steps of the plan preparation process.

2. **Getting Organized**

A neighborhood meeting will be scheduled to introduce the process and invite citizen participation in the process. The active involvement of neighborhood residents and business owners (stakeholders) is critical to the success of the strategies which are developed. This level of involvement ensures that the plan is responsive to the needs and desires of the neighborhood, and provides appropriate solutions to any identified problems.

The staff Neighborhood Planner (Project Manager) will assist the Neighborhood Association in identifying stakeholders. Stakeholders will be different for all neighborhoods and should reflect the diversity and unique character of each area. It is especially important to remember that people of all ages, ethnicities, races, income levels and interests be included. The list should be broad and inclusive and may be narrowed later as issues become more defined. A stakeholder analysis will likely include the following:

- residents, property owners and tenants
- business owners
- other property owners
- community organizations such as community councils
- social service providers and their clients
- workers
- business organizations such as chambers of commerce
- fraternal and trade associations
- schools and their students
- major institutions such as universities and hospitals
- youth and seniors
- religious institutions
- developers

A Planning Committee consisting of stakeholders will be nominated for appointment to the committee by the City Commission. The size of the Planning Committee is dependent on the number of individuals who want to participate in the process. Ideally, the Planning Committee will range from seven to eleven members who are demographically and geographically representative of the neighborhood. A chairperson or co-chairpersons should be selected by the Planning Board. The chairperson or persons will guide the planning effort and eventually present the document to the neighborhood, Planning Board and City Commission for approval.

The effectiveness of the Planning Committee is dependent on the identification and selection of its members. Strength and credibility comes from the process of inclusion and striving for a balanced group. The purpose is not only to avoid homogeneity, but also to take full advantage of the benefits of collaboration and participation. Organization

is critical to the success of the neighborhood planning process. The Planning Committee must be a determined and dedicated group of neighbors who drive the planning effort. Special skills or knowledge, while beneficial to the process, is not necessary. Planning Committee members need to believe that their involvement in this process will make a long-term difference in their neighborhood. Their specific responsibilities include: attending meetings of the Planning Committee and the Neighborhood Association, accurately communicating the actions of the Planning Committee and Neighborhood Association to both groups, and accurately representing the view of the Association at Planning Committee meetings.

The role of the Project Manager is primarily to facilitate and organize the meetings of the Planning Committee, and act as a technical advisor and resource person to the group. The very nature of a neighborhood plan demands interdepartmental cooperation. Coworkers from other City departments will be asked to actively participate in the process if an issue of concern arises that affects their department, or requires their expertise and informational resources.

3. **Collecting Information**

Background information regarding the historical development and existing conditions is gathered through survey, research and observation. A neighborhood profile is created based on socio-economic, demographic, employment, cultural, public safety statistics, infrastructure inventory, and housing data. Meeting and talking with residents and businesses yield insights regarding their attitudes toward the neighborhood and changes they feel would make the area a better place to live and work. Current land use maps will be developed to illustrate conditions that exist in the neighborhood.

The role of the Planning Committee at this stage is to evaluate the data and assess the implications for the neighborhood. Their discussion of issues raised by the neighborhood will lead to the formulation of goals and objectives to address the neighborhood's concerns. The Planning Committee could also be involved with the collection of data through survey or interviews with residents and businesses in the neighborhood.

The Project Manager will be responsible for most of the data collection and information dissemination with assistance from Committee members. Other City departments will be called on to provide information and to perform support tasks such as mapping, graphics, and data collection and analysis.

4. **Identifying Issues**

As noted earlier, part of the Neighborhood Association's organizational process, residents met, brainstormed, and prioritized a list of their concerns. One of the Planning Committee's first tasks will be to revisit and verify these concerns as being truly reflective of the current situation. A neighborhood meeting should be held at this stage to

check in with the residents and business interests to make sure these issues are still valid, and identify any others that are appropriate. This step in the process provides a clear understanding of the neighborhood's current position and the value and importance residents and business interests attach to issues that impact their neighborhood. In essence, at this stage they are taking the pulse of the neighborhood by asking the question, "Where are we now?" Additional information gathered from surveys helps to identify the issues that might be addressed in the plan.

The Planning Committee will discuss the strengths and weaknesses, as well as the perceived opportunities and threats that exist in the neighborhood. The Planning Committee is responsible for sorting through and making sense of the information collected in the previous stage of the process. The Planning Committee will have to use some judgment in pinpointing what the main issues are on which the plan should focus.

5. **Developing a Vision, Goals and Objectives**

After determining where the neighborhood is, the next question to ask is, "Where do we want to be ten to fifteen years from now?" Using facilitation techniques such as brainstorming, prioritization exercises, and breakout groups, the Planning Committee will envision a preferred future based on ideas and concerns that are raised by the neighborhood during the issue identification stage. The intent of this portion of the planning process is to develop a realistic, commonly accepted vision of the neighborhood, which takes into account the strengths and weaknesses and identifies what the neighborhood can and should become in the future. Maps and graphics are also included in the plan to illustrate the vision the plan is designed to achieve.

Developing goals derived from the neighborhood's vision serves as the foundation for the neighborhood plan. Goals state what the neighborhood means to do about the issues. Objectives address how the goal will be achieved and should be measurable. The goals and objectives statements are based on issues previously identified by the neighborhood.

6. **Reviewing Alternatives and Determining Action Strategies**

The primary focus of this stage is the development of plan recommendations by expanding upon the goals set previously in the process. The Planning Committee will spend time brainstorming and discussing alternative approaches for each goal. Any recommendations and strategies proposed in the neighborhood plan that are inconsistent with the current *Sarasota City Plan* must be so noted, so that these inconsistencies can be addressed and resolved by the City. Resolution may take the form of an amendment to the *Sarasota City Plan*. The Committee will outline specific implementation strategies with cost projections and the agencies responsible for carrying out each implementation strategy.

Because the plan's recommendations are based on information systematically collected, they offer good support for positions that the neighborhood may wish to take on specific changes. After the strategy development stage of the process, the Planning Committee will report its progress to the neighborhood, Planning Board and City Commission.

To the greatest extent possible, the neighborhood plan should attempt to identify funding options and resources.

7. **Producing the Planning Document**

The neighborhood plan will include written recommendations of actions that should be taken to protect and/or improve the neighborhood. The plan becomes the basis for developing and implementing actions, services, ordinances, programs, etc., which may be carried out by the Neighborhood Association, the City, or other agencies and organizations. Drafting of the document is the responsibility of the Neighborhood Planner with input from other City departments and the Planning Committee.

8. **Approving and Adopting the Plan as Public Policy**

The Neighborhood Plan will be presented for approval to the neighborhood and the Planning Board prior to being officially adopted by City Commission. A final draft will be presented by the Planning Committee to the neighborhood for resolution of outstanding issues and endorsement. Next, the Planning Committee will present the neighborhood's recommended plan to the Planning Board for their recommendation to the City Commission. Finally, a plan for the neighborhood will be presented to the City Commission for review and adoption. The approved neighborhood plan will act as a supplement to the Sarasota City Plan.

9. **Implementation**

In order for the neighborhood plan to be realized, it is crucial that all previously identified stakeholders also actively participate in the implementation of the plan. The Neighborhood Association, the City, property owners, residents, private developers, nonprofit groups and many other entities will likely be involved in implementing the strategies.

Each goal and recommendation will have a time frame for carrying out that specific portion of the plan. The primary parties responsible for implementing the recommendation will be identified. To the greatest extent possible, the costs associated with the action will be projected. There are instances where factors such as market value or redevelopment timing maybe difficult to predict. Nevertheless, most of the plan recommendations should be scheduled for implementation within five to seven years of the effective date of the Plan.

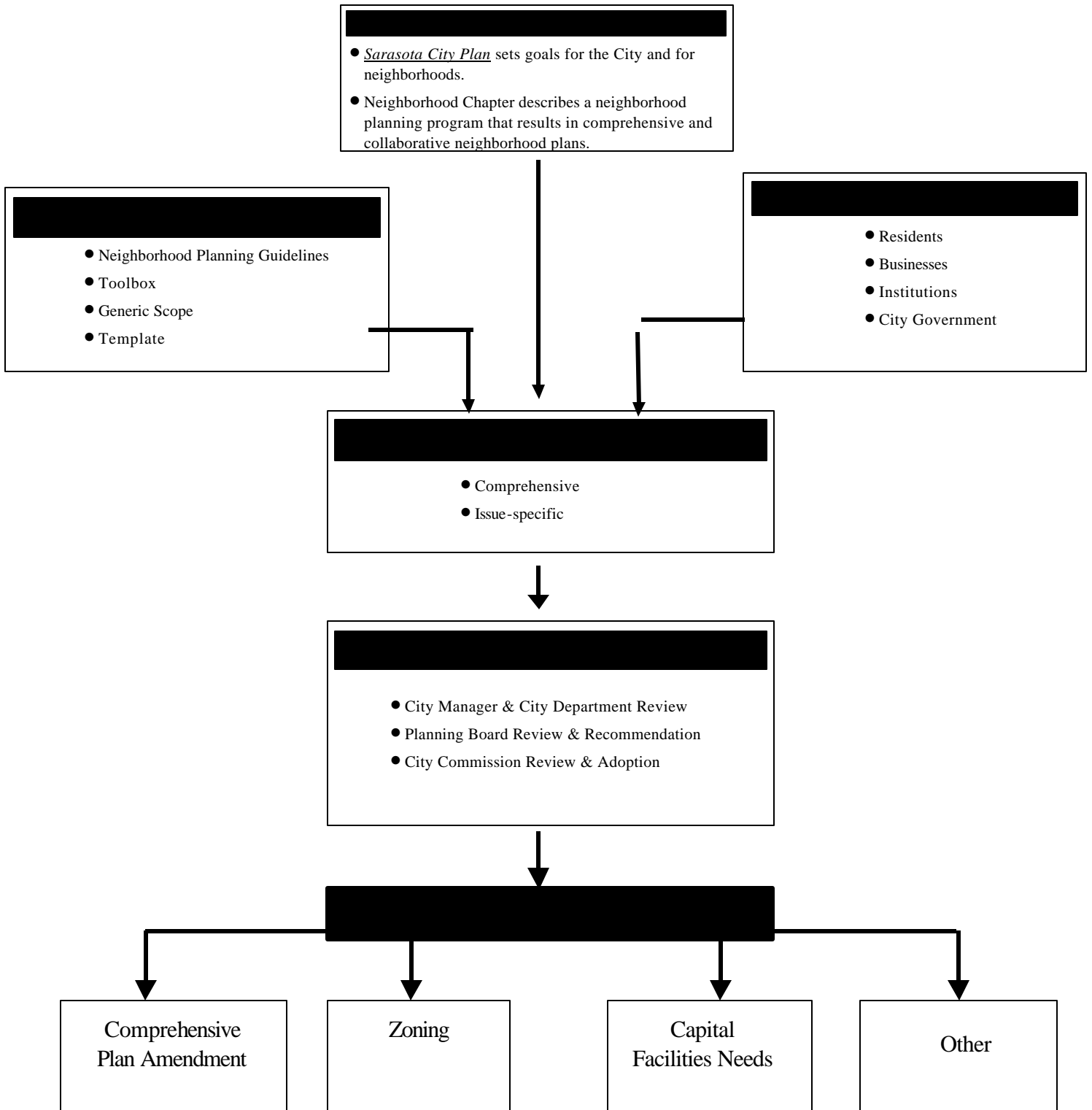
Some of the recommendations are likely to require capital improvements which influence the City's budgeting process and the work plans of various City departments. The appropriate City departments and their resources should be accessed as needed. However, this is the main reason it is critical to have all appropriate City agencies be involved, as necessary, during formulation of the Neighborhood Plan.

Neighborhood plans get implemented only if residents, with assistance from their neighborhood planner, systematically work to get the plan's recommendations acted on by the appropriate parties. Cooperation and collaboration throughout the process are the keys to the successful adoption and implementation of the neighborhood plan.

10. **Monitoring, Evaluating and Updating the Plan**

Neighborhood plans should not be viewed as static documents, but as parts of an ongoing process in which citizens should remain vigilant about conditions in their neighborhood and continually work to improve them. The neighborhood, in conjunction with the City's Department of Planning and Development staff and other city staff, will periodically assess the progress in implementing the plan. Since conditions within the neighborhood could alter the premise for the various recommendations, it is important to revise the plan periodically. Revisions of the plan should be conducted in five year increments from the effective date of the Plan.

Illustration N-2: Neighborhood Planning Process



APPENDIX 3

9J-5 Requirements Index

This is an optional Chapter. There are no requirements.

APPENDIX 4

Evaluation and Appraisal Report (EAR) Index

This is a new Chapter. There are no amendments.

As a result, the Evaluation and Appraisal Report (EAR) adopted in June, 1996 directed that the City should:

“Develop a neighborhood Chapter for inclusion in the Sarasota City Plan update which acknowledges their contribution to the community that is Sarasota, provide support to their continued existence and seeks to preserve the best qualities of Sarasota’s distinct neighborhoods while responding positively and creatively to the pressures of change and growth.”

APPENDIX 5

Sarasota's Defining Principles Index

In 1996, under the leadership of the City Commission, a consensus emerged from a series of public discussion and debate on a set of principles - **Sarasota's Defining Principles**. These principles have been expressed in the City's "vision" and "goal" statements. They are the foundation upon which the Sarasota City Plan is based. This appendix references objectives and action strategies in the Sarasota City Plan that implement these defining principles.

Our Vision

A City of urban amenities with small town living and feeling.

The Goals of the City of Sarasota

1. **To be a safe place for people.**

Applicable Action Strategies: 5.1, 5.2

2. **To have viable neighborhoods working together as a community.**

Applicable Action Strategies: 1.1-1.3, 2.1-2.4, 3.1-3.7, 4.1, 4.2, 4.3, 5.1, 5.2, 6.1-6.9, 7.1-7.9, 8.1-8.4

3. **To be an attractive and clean city that is aesthetically pleasing.**

Applicable Action Strategies: 4.2, 4.3, 6.7, 7.1-7.9, 8.4

4. **To be a financially responsible government providing high quality services and infrastructure**

Applicable Action Strategies: 2.1-2.4, 3.1-3.7, 6.1-6.9, 8.1-8.4

5. **To achieve economic viability through healthy businesses and quality job opportunities.**

Applicable Action Strategies: 1.1

APPENDIX 6

End Notes and Bibliography

END NOTES

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