



AGENDA
CITY OF ORMOND BEACH, FLORIDA
CITY COMMISSION WORKSHOP
March 22, 2022
5:30 PM

Mayor Bill Partington

Zone 1 – Commissioner Dwight Selby

Zone 3 – Commissioner Susan Persis

Zone 2 – Commissioner Troy Kent

Zone 4 – Commissioner Rob Littleton

CITY COMMISSION CONFERENCE ROOM

22 S. Beach Street, Ormond Beach, FL 32174

Phone: 386-677-0311

Web: www.ormondbeach.org

1. CALL TO ORDER

2. DISCUSSION ITEMS

A. PARKS & RECREATION MASTER PLAN UPDATE: PARK VISION AND IMPLEMENTATION

Staff Contact: *Robert Carolin, Leisure Services Director*
(386-676-3279)

3. ADJOURNMENT

Website Address – www.ormondbeach.org

NOTICE – Pursuant to Section 286.0105 of the Florida Statutes, if any person decides to appeal any decision made by the City Commission with respect to any matter considered at this public meeting, such person will need a record of the proceedings and for such purpose, such person may need to ensure that a verbatim record of the proceedings is made, including the testimony and evidence upon which the appeal is to be based.



For special accommodations, please notify the City Clerk's Office at least 72 hours in advance.
Phone: 386-677-0311



Help for the hearing impaired is available through the Assistive Listening System. Receivers can be obtained from the City Clerk's Office.

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CITY OF ORMOND BEACH

City Manager • 22 S. Beach Street • Ormond Beach • Florida • 32174 • (386) 676-3200 • Fax (386) 676-3384

CITY MANAGER MEMORANDUM

To: The Honorable Mayor Partington and City Commissioners

Through: Joyce A. Shanahan, City Manager

From: Robert Carolin, Leisure Services Director

Date: March 22, 2022

Subject: Parks & Recreation Master Plan Update: Park Vision and Implementation

Commission Goal: Community Development - Other

Introduction

This is a workshop item to review the long-range vision (Section 3) and implementation plan (Section 4) findings of the Parks & Recreation master plan update. On August 17, 2021, the City Commission reviewed the first two sections of the master plan update, the planning context (Section 1) and needs assessment (Section 2).

The purpose of the workshop is to discuss and gather input on these two sections in order to provide the Parks and Recreation Master Plan Update to the City Commission for consideration of adoption.

Background

On August 2, 2020, the City issued a Request for Proposals (RFP) to update the 2005 Parks & Recreation Master Plan. The company selected to perform the Master Plan update was Barth Associates (through Resolution No. 2020-159). The Master Plan update is intended to help meet the needs of current and future residents by positioning the City of Ormond Beach to build on the community's unique parks and recreation assets and identify new opportunities. This effort will also prioritize future improvements to align the desired needs of citizens and be utilized as a steering component for the future of the provision of parks and recreation. The project goals are:

1. Position the City of Ormond Beach to build on the community's unique parks and recreation assets.
2. Identify new opportunities.
3. Prioritize future improvements to align with the desired needs of citizens.
4. Steer the future of the Leisure Services Department.

The planning process for the master plan update has been divided into phases as follows:

1. Planning context (existing conditions analysis).
2. Needs assessment.
3. Long range vision.
4. Implementation plan.

Section 1: Planning context (presented at 8/17/2021 workshop):

The master plan update states, “Weaving together elements related to the City’s physical framework and its people is critical to understanding the essence of the City of Ormond Beach and establishing a strong foundation for the development of this Master Plan”. This section reviewed the adopted City policy documents including the Comprehensive Plan, Land Development Code, Capital Improvement Plan, the existing Master Plan. The section reviewed the City’s demographics including growth, density, age distribution and race & ethnicity. Finally, the section provided a community park and facilities inventory and individual evaluations of each park facility.

Section 2: Needs assessment (presented at 8/17/2021 workshop):

The consultant used a triangulated mixed-methods approach to identifying needs and priorities as follows:

1. Quantitative techniques that included: (a) statistically valid survey, (b) on-line survey, (c) existing level of service analysis, and (d) benchmarking.
2. Qualitative techniques that included: (a) public meeting, (b) one-on-one interviews; and (c) focus group meetings.
3. Anecdotal analysis methods that included: (a) site evaluations and (b) demographic analysis.

On August 17, 2021, Barth Associates conducted a joint meeting with the Leisure Service Advisory and Quality of Life Advisory Boards, and a workshop with the City Commission that reviewed and discussed the existing conditions and needs assessment findings of the master plan update. The needs assessment conclusions were as follows:

Top Priority Actions

- Provide safe bicycle and pedestrian facilities in the City;
- Upgrade existing parks;
- Acquire land for preservation of greenspace and natural areas;
- Continue renovation and improvements of historic centers;
- Provide additional beachfront parking;
- Acquire beachfront park land; and
- Continue renovation and improvements of Performing Arts & Cultural Centers.

Top Priority Facilities/Amenities

- Unpaved walking and hiking trails;
- Off-beach parking;
- Beachfront parks;
- Natural areas/nature parks;
- Paved multi-purpose paths;

- Public wi-fi;
- Outdoor stage/amphitheater; and
- Dog park.

Top Priority Actions

- Summer concerts;
- Adult fitness/wellness;
- Community events;
- Nature programs; and
- Performing arts program.

Section 3: Parks Vision

The master plan states, “The City’s long-range Parks and Recreation Vision responds to residents’ needs and priorities; anticipates the needs of future residents, and aligns with the City’s mission and strategic focus area. The vision also seeks to integrate parks and opens spaces with other elements of the City’s public realm, including streets, bikeways, and trails, civic spaces, and stormwater treatment facilities.” Based upon the guiding principles and trends discussed in the study, the following areas were identified:

1. Natural areas, nature trails, and blueways;
2. Off beach parking and new beachfront access points;
3. Paved multi-purpose trails;
4. Indoor recreation centers;
5. Improvements to existing parks;
6. New neighborhood parks;
7. Sport facilities and programs;
8. Aquatics facilities;
9. Community events, summer concerts, and programs; and
10. Golf courses.

Each area is discussed with recommendations provided.

Section 4: Implementation

The master plan update states, “Implementation comes in many forms, including new capital improvements, additional staffing, new programs, and increased maintenance. Other forms of implementation include updates to the comprehensive plan or land development regulations; partnerships with other agencies, businesses, or nonprofit organizations; refocused delivery of programs and services in response to the agency’s mission or resident’s priorities; and changes to maintenance and operations procedures.” This section includes discussion and recommendations on:

1. Amendments to the City’s Comprehensive Plan;
2. Amendments to the Land Development Code’
3. Funding scenarios considering a variety of sources;
4. Capital Improvement plan and staff actions; and
5. Phasing of implementation.

Conclusion

The planning context and needs analysis were discussed by the City Commission at a workshop on August 17, 2021. The focus of this workshop is the long-range vision and implementation plan. The master plan update has been developed in conjunction with meetings with the Quality of Life and Leisure Service Advisory Boards. Public outreach has included a statistically valid survey (402 participants), on-line surveys (977 participants), public meetings (100+ participants), and interviews/focus groups (43 participants).

Attachments:

- PPT Parks and Recreation Workshop (PDF)
- Sections 3 & 4, DRAFT_OrmondBeach_PRMP_Final Report_031522(PDF)

REVIEWED BY:

APPROVED BY:


Joyce A. Shanahan, City Manager 3/16/2022



Parks and Recreation Master Plan

DRAFT Vision + Implementation Strategy

City Commission Presentation

March 22, 2022

Why Are We Here?

- **Share Proposed Vision + Implementation Strategy**
- **Ask the Commission to provide input on the Vision + Implementation Strategy of the Plan**

- Introduction
- Review of Project Goals
- Review of Planning Process + Schedule
- Review of Proposed Vision
- Review Proposed Implementation Strategy
- Discussion

Project Goals



Position the City of Ormond Beach to build on the community's unique parks and recreation assets



Identifying new opportunities



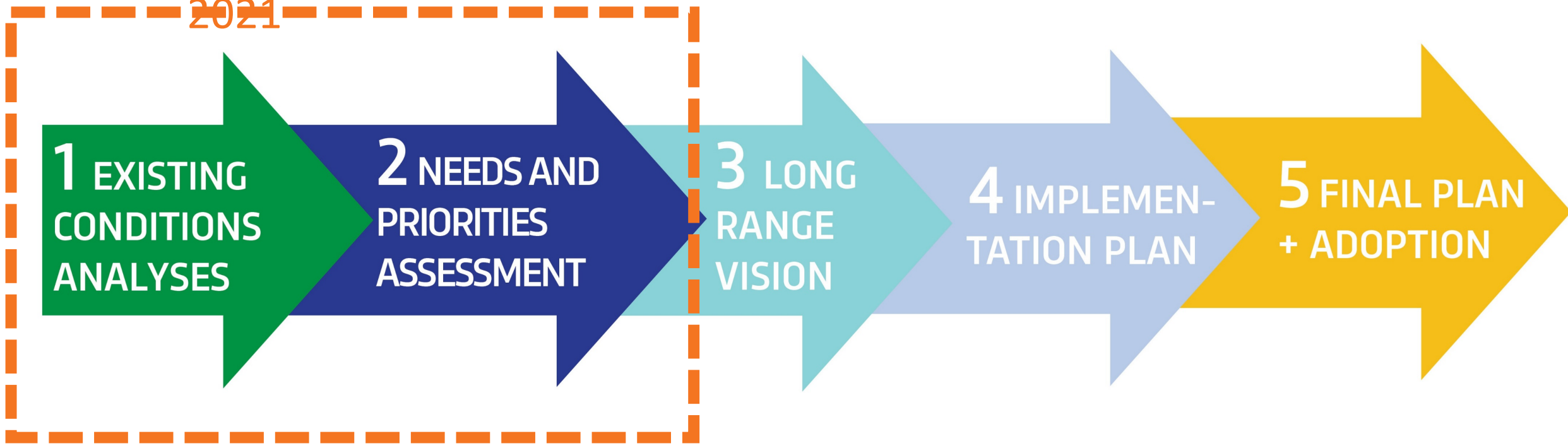
Prioritizing future improvements to align with the desired needs of citizens



Steer the future of the Leisure Services Department

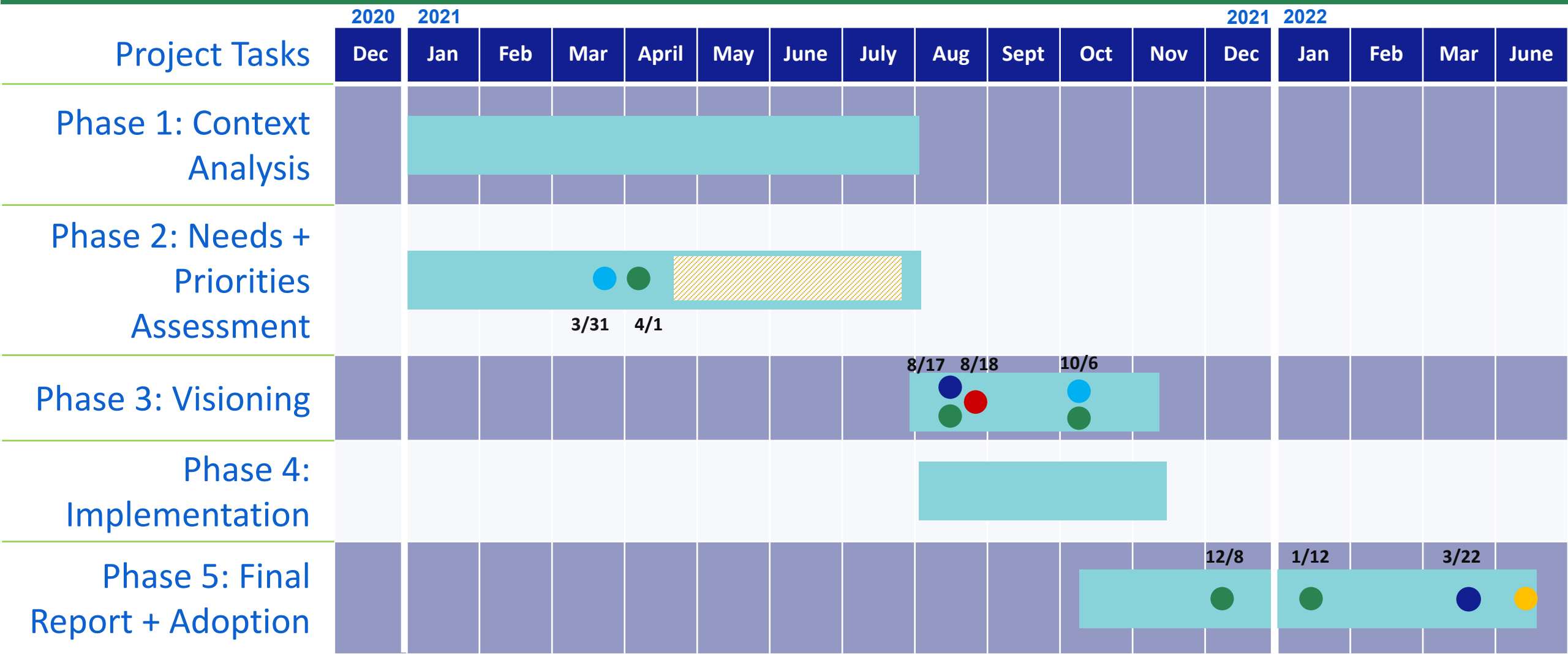
Parks + Recreation Master Planning Process

August 17,
2021



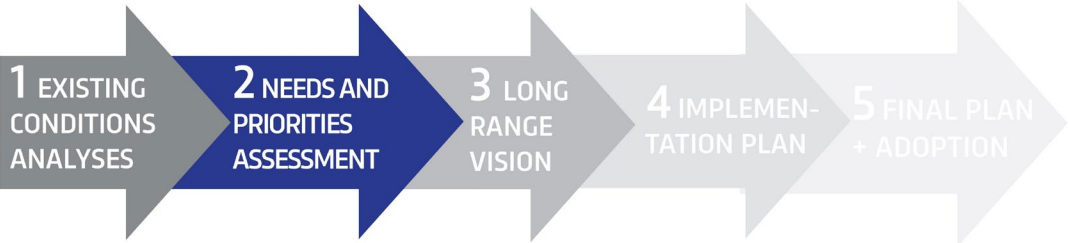
City of Ormond Beach

Parks and Recreation Master Plan



Legend

- Task Period
- Surveys
- Public Meetings
- Joint Advisory Board Meetings
- City Commission Workshops
- Staff/Stakeholder Visioning Workshops
- Adoption



Qualitative Techniques

- Advisory Committee Meetings
- Elected Official Interviews
- Virtual Public Meetings
- Focus Group Interviews
- Online Survey



Observational Techniques

- Park Site Evaluations | Population + Demographic Overview

Quantitative Techniques

- Statistically-Valid Survey
- Acreage Level-Of Service
- Access Level of Service
- Capacity Level of Services
- Quality Level of Services
- Benchmarking

Public Engagement Highlights

1,500+ Participants

- Statistically Valid Survey – 402
- On-line Surveys – 977
- Public Meetings – 100+
- Joint Advisory Boards – 22
- Interviews/Focus Groups - 43



- Introduction
- Review of Project Goals
- Review of Planning Process + Schedule
- Review of Proposed Vision
- Review Proposed Implementation Strategy
- Discussion

City of Ormond Beach Mission

“To ensure Ormond Beach is one of the most attractive, stimulating and innovative communities in Florida, while protecting our rich history and maintaining our unique charm. Boasting an environment where our children can thrive, with a prosperously diverse and balanced economy, within a fiscally strong community. All the while, delivering exceptionally responsive service to our citizens and cultivating the highest quality of life.”

City of Ormond Beach Strategic Plan Goals

- Community Development
- Economic Development
- Governance
- Quality of Life
- Transportation



Ormond Beach Leisure Services Department

Mission

2.A.a

“Provide the citizens of Ormond Beach with quality services in a responsive, courteous, and cost-effective manner.”



Guiding Principles

- Parks as an Intricate Network
- High Performance Public Spaces (HPPS)
- Excellent Park System Principles
- Placemaking
- 10-Minute Walk



Long-Range Vision Subsystems

1. Natural Areas and Nature Trails
2. Off-Beach Parking and New Beach Access Points
3. Paved Multi-purpose Trails
4. Indoor Recreation Centers
5. Improvements to Existing Parks

6. New Neighborhood Parks
7. Sports Facilities and Programs
8. Aquatics-Splash Facilities
9. Community Events, Summer
10. Concerts, and Programs

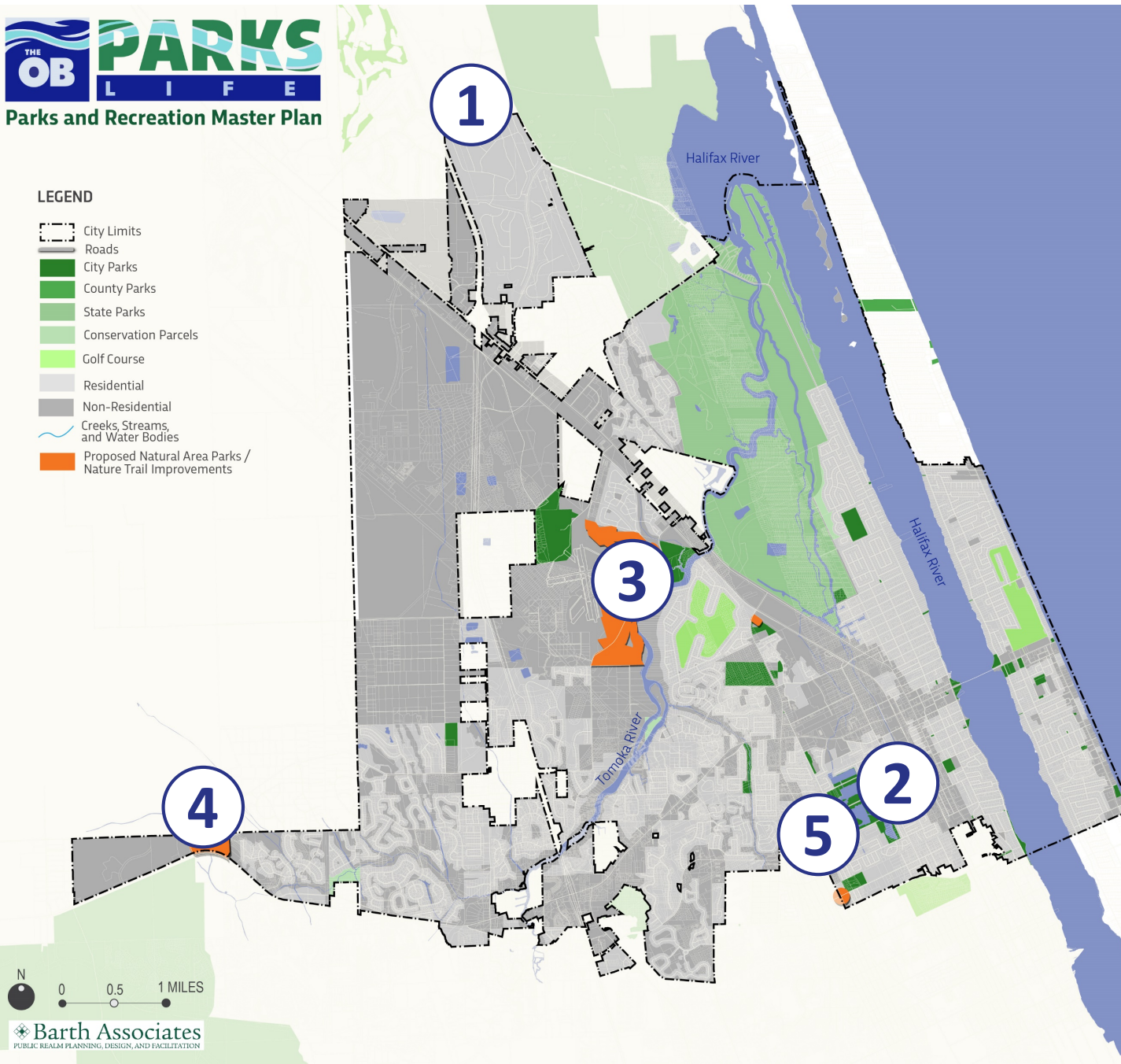
1. Natural Areas + Nature Trails Vision

2.A.a



LEGEND

- City Limits
- Roads
- City Parks
- County Parks
- State Parks
- Conservation Parcels
- Golf Course
- Residential
- Non-Residential
- Creeks, Streams, and Water Bodies
- Proposed Natural Area Parks / Nature Trail Improvements



1. Volusia County (Plantation Oaks Boulevard) and State Park
2. Division Avenue to Environmental Discovery Center
3. Former Riverbend golf course property
4. West Ormond Wetland Park
5. Stormwater/reuse pond walking path
 - Division Avenue and Old Kings Road
 - North Nova Lakes
 - Arroyo Parkway and Nova Road

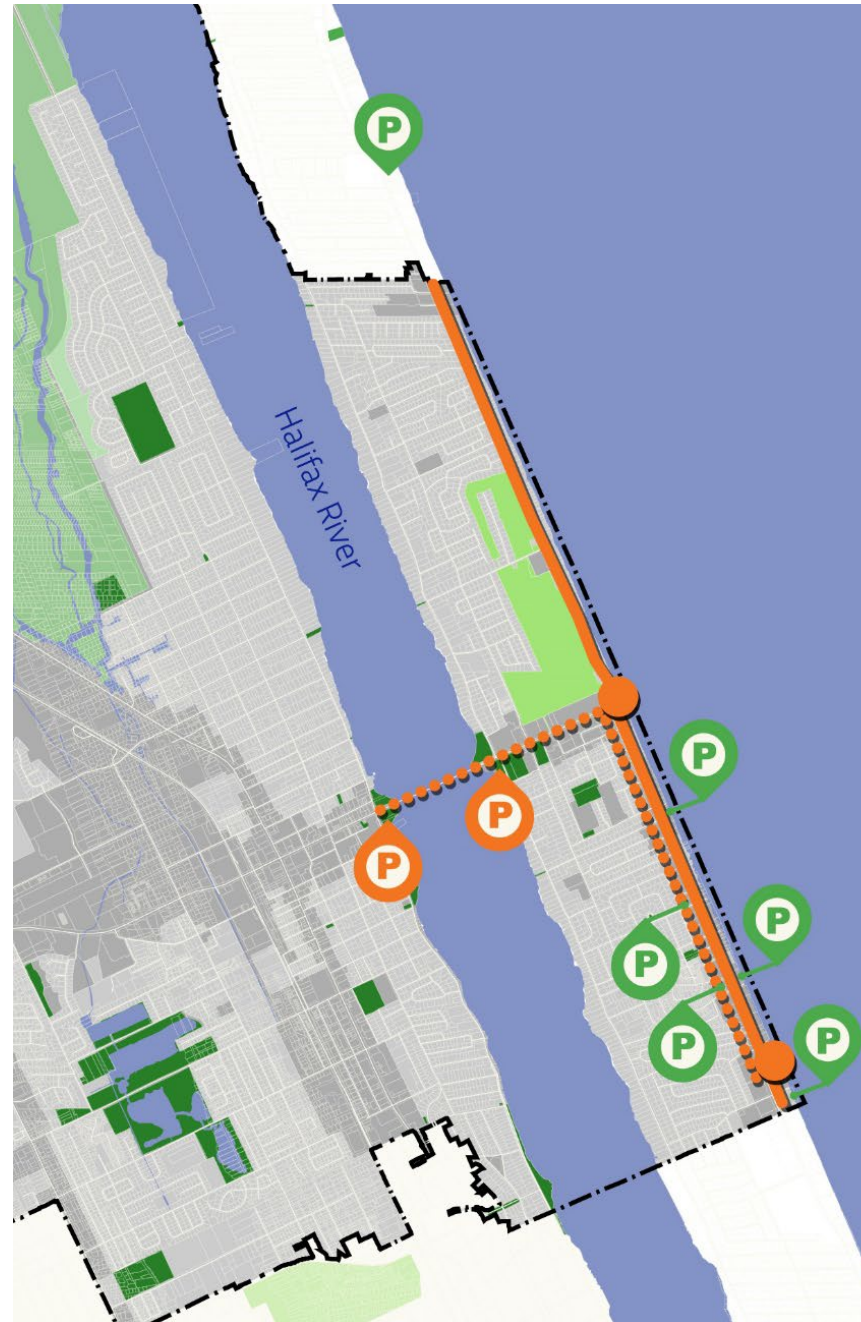
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2. Off-Beach Parking and New Beach Point Access Vision

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LEGEND

-  City Limits
-  Roads
-  City Parks
-  County Parks
-  State Parks
-  Conservation Parcels
-  Golf Course
-  Residential
-  Non-Residential
-  Creeks, Streams, and Water Bodies
-  Volusia County Existing Off Beach Parking Location
-  City of Ormond Beach Beach Front Park
-  City of Ormond Beach Proposed Shuttle Parking Area
-  City of Ormond Beach Proposed Shuttle Route
-  Pedestrian Access Management and On-Street Parking where Possible Along A1A



- Enhance Pedestrian Access Along A1A and to the Beach
- Expand beach-parking opportunities
- Explore the use of shuttle buses
- Integrate smart parking technology
- Explore the use of parking fees

3. Paved Multi-Purpose Trails Vision

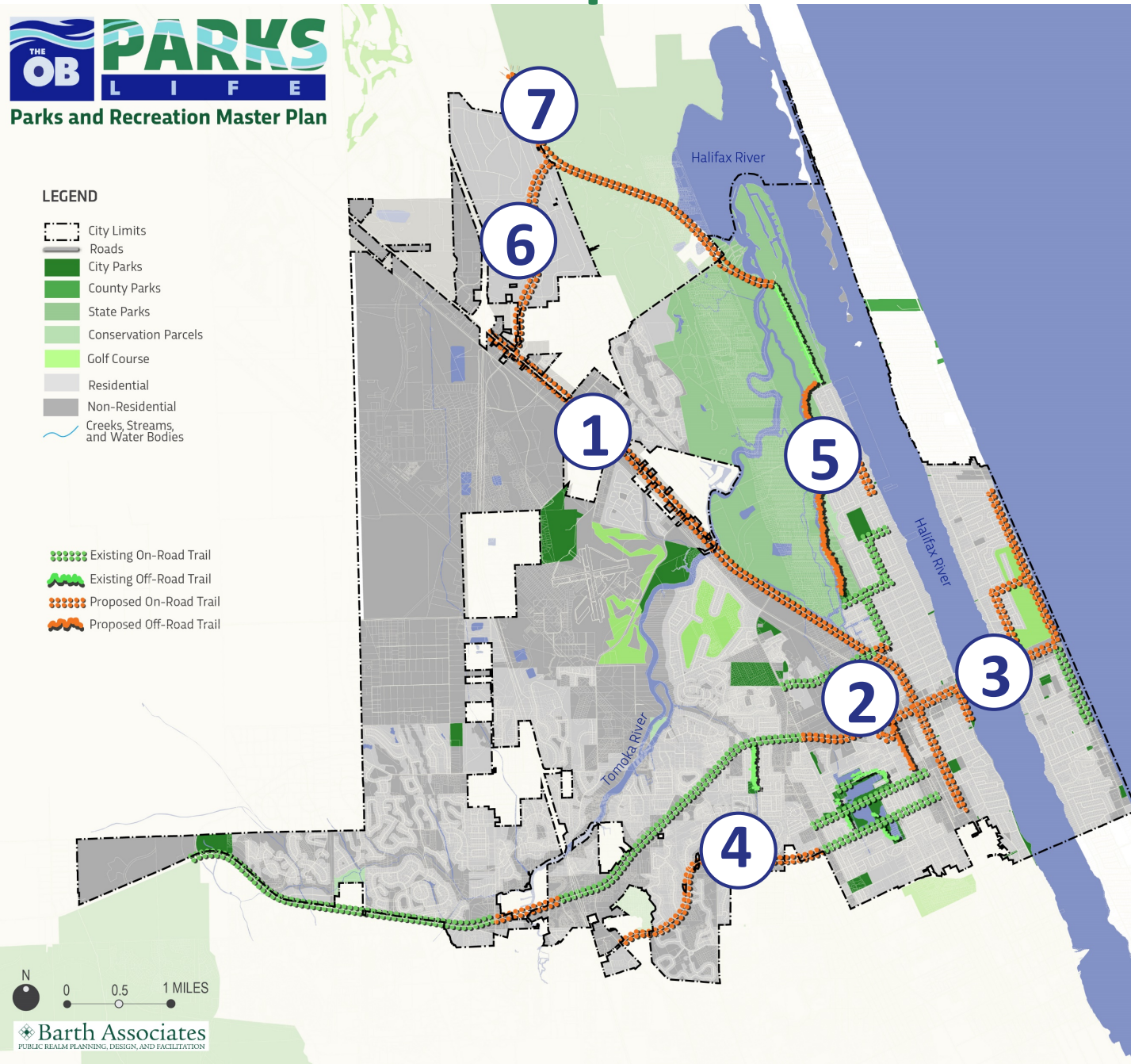
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LEGEND

- City Limits
- Roads
- City Parks
- County Parks
- State Parks
- Conservation Parcels
- Golf Course
- Residential
- Non-Residential
- Creeks, Streams, and Water Bodies

- Existing On-Road Trail
- Existing Off-Road Trail
- Proposed On-Road Trail
- Proposed Off-Road Trail



1. US1 Shared Multi-Use Path
2. Thompson Creek Multi-Use Path
3. East Coast Greenway Trail
4. Hand Avenue Multi-Use Path
5. Tomoka State Park Shared Use Path Phase 2
6. Broadway Multi-Use Path
7. Kings Highway Heritage Multi-Use Path

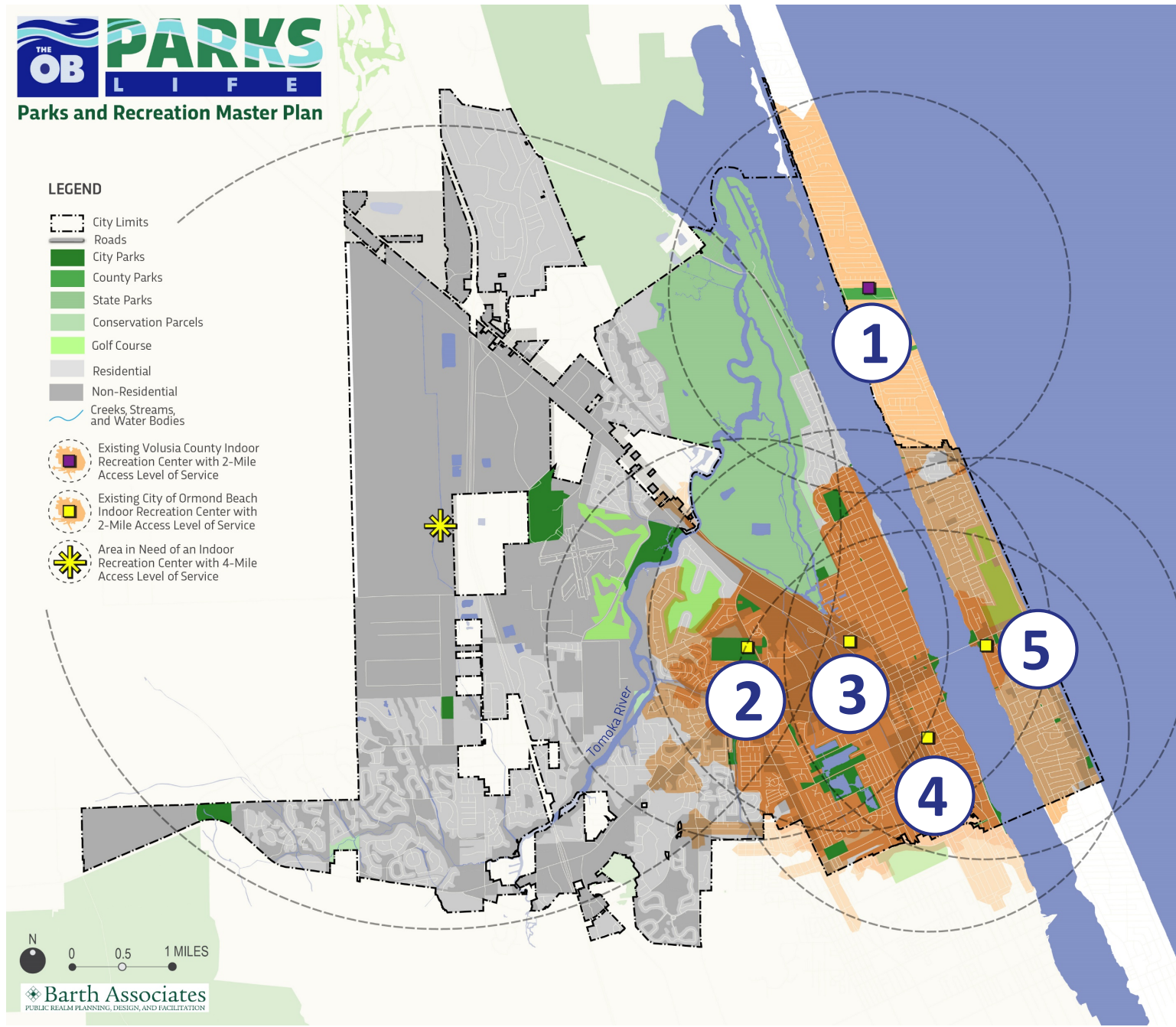
4. Indoor Recreation Center Vision

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LEGEND

- City Limits
- Roads
- City Parks
- County Parks
- State Parks
- Conservation Parcels
- Golf Course
- Residential
- Non-Residential
- Creeks, Streams, and Water Bodies
- Existing Volusia County Indoor Recreation Center with 2-Mile Access Level of Service
- Existing City of Ormond Beach Indoor Recreation Center with 2-Mile Access Level of Service
- Area in Need of an Indoor Recreation Center with 4-Mile Access Level of Service



1. Michael Crotty
Bicentennial Park

2. Nova Community Park

3. Ormond Beach Senior
Center

4. South Ormond
Neighborhood Center &
Park

5. The Casements

5. Improvement to Existing Parks



LEGEND

City Limits

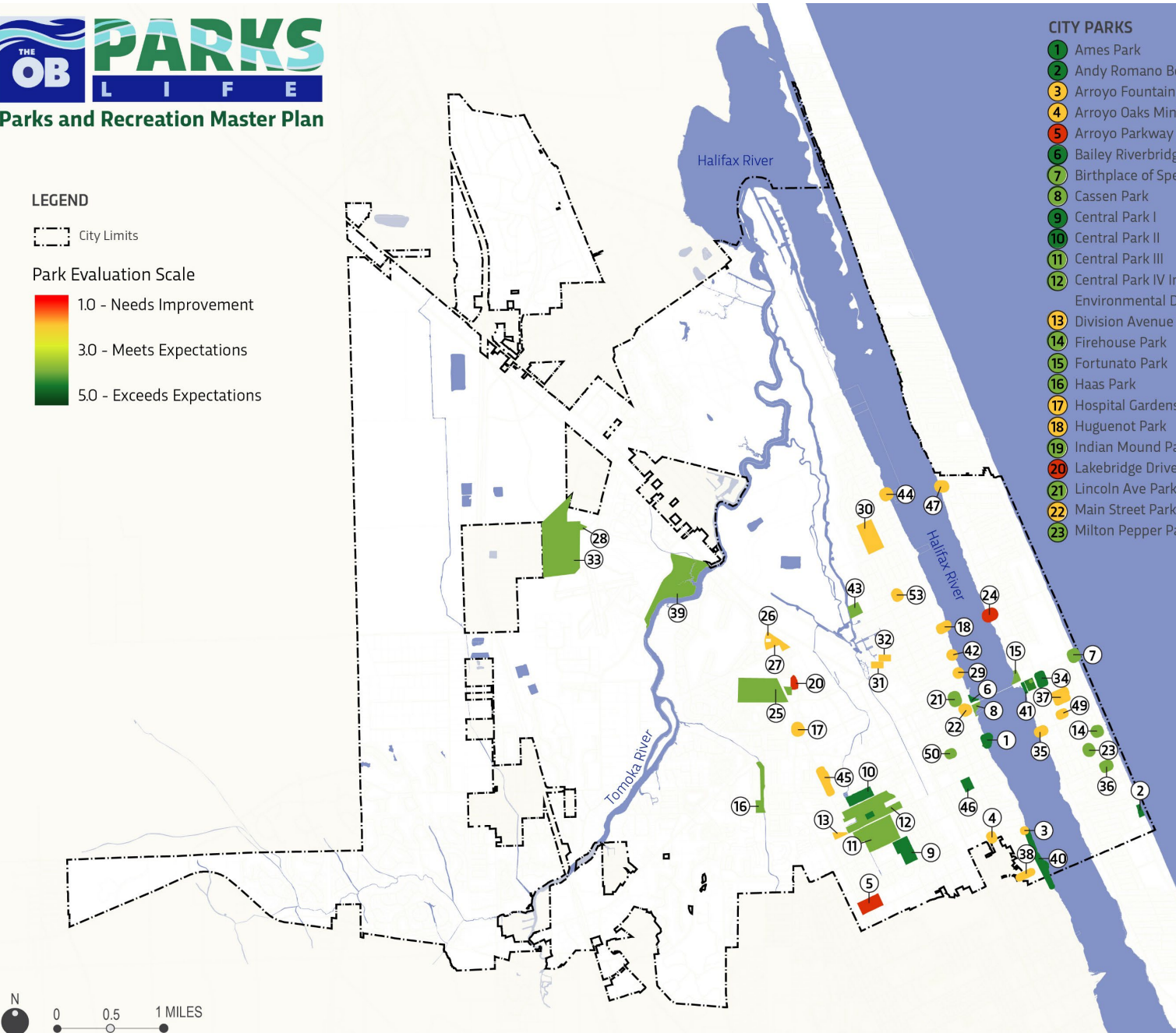
Park Evaluation Scale

1.0 - Needs Improvement

3.0 - Meets Expectations

5.0 - Exceeds Expectations

- CITY PARKS**
- 1 Ames Park
 - 2 Andy Romano Beachfront Park
 - 3 Arroyo Fountain Park
 - 4 Arroyo Oaks Mini Park
 - 5 Arroyo Parkway Passive Park
 - 6 Bailey Riverbridge Gardens
 - 7 Birthplace of Speed Park
 - 8 Cassen Park
 - 9 Central Park I
 - 10 Central Park II
 - 11 Central Park III
 - 12 Central Park IV Including Environmental Discovery Center
 - 13 Division Avenue Passive Park
 - 14 Firehouse Park
 - 15 Fortunato Park
 - 16 Haas Park
 - 17 Hospital Gardens Mini Park
 - 18 Huguenot Park
 - 19 Indian Mound Park
 - 20 Lakebridge Drive Passive Park
 - 21 Lincoln Ave Park
 - 22 Main Street Park
 - 23 Milton Pepper Park
 - 24 Neptune Park
 - 25 Nova Community Park
 - 26 Nova Road Passive Park - North
 - 27 Nova Road Passive Park - South
 - 28 Optimist Park
 - 29 Ormond Beach Lions Park
 - 30 Ormond Beach Middle School Park
 - 31 Ormond Beach Performing Arts Center
 - 32 Ormond Beach Senior Center
 - 33 Ormond Beach Sports Complex
 - 34 Ormond Memorial Art Museum & Gardens
 - 35 Ormond Parkway Park
 - 36 Ormond Shores Park
 - 37 Osceola Elementary School Park
 - 38 Plaza Grande Park
 - 39 Riverbend Nature Park
 - 40 Riviera Park
 - 41 Rockefeller Gardens
 - 42 Rosewood Avenue Mini-Park
 - 43 Sanchez Park
 - 44 Santa Lucia Park
 - 45 South Old Kings Road Passive Park
 - 46 South Ormond Neighborhood Center & Park
 - 47 Ted Porter Park
 - 48 The Casements
 - 49 Vander Park
 - 50 Waldo O. Berry Senior Heritage Park
 - 51 West Ormond Community Park
 - 52 West Ormond Wetlands Park
 - 53 Woodmere Park



6. New Parks Vision



Parks and Recreation Master Plan

LEGEND

- City Limits
- City Parks
- County Parks
- State Parks
- Conservation Parcels
- Golf Course
- Residential
- Non-Residential
- Creeks, Streams, and Water Bodies
- Existing Mini Parks with $\frac{1}{4}$ Mile Access Level of Service
- Existing Parks with $\frac{1}{2}$ Mile Access Level of Service
- Existing Private Parks with $\frac{1}{2}$ Mile Access Level of Service
- Area in Need of a Park with $\frac{1}{2}$ Mile Access Level of Service

CITY PARKS

- 1 Ames Park
- 2 Andy Romano Beachfront Park
- 3 Arroyo Fountain Park
- 4 Arroyo Oaks Mini Park
- 5 Arroyo Parkway Passive Park
- 6 Bailey Riverbridge Gardens
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- 52 West Ormond Wetlands Park
- 53 Woodmere Park

7. Sports Facilities and Programs Vision

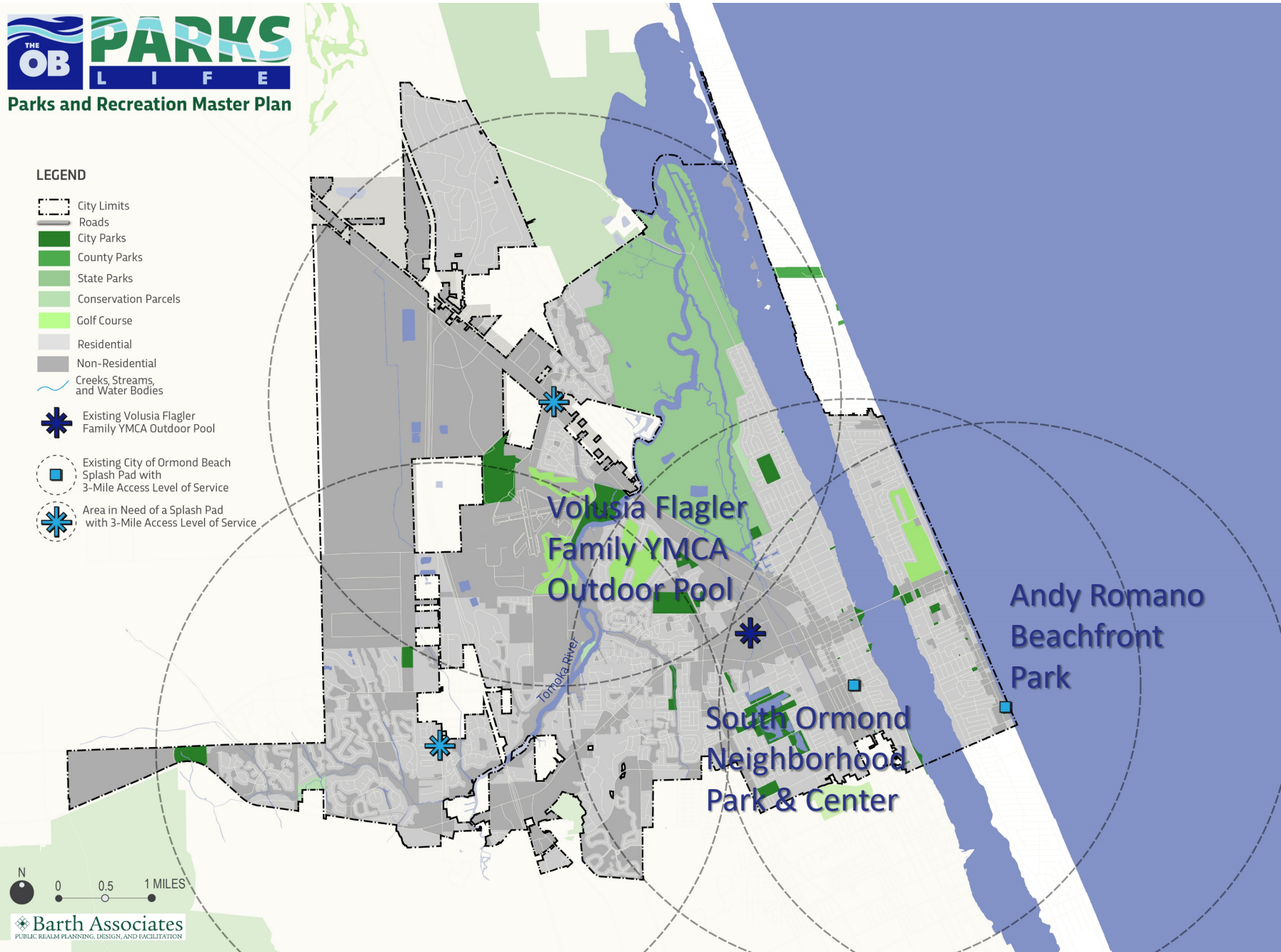
2.A.a

- Develop the Conceptual Master Plan for a new West Ormond Indoor Recreation Center and park.
- Upgrade fields and amenities at the Ormond Beach Sports Complex and Nova Community Park.
- Complete the build-out of the Nova Community Park master plan to provide additional multi-purpose fields.
- Construct additional outdoor basketball courts.
- Evaluate opportunities for the use of the former Gymnastics Center at Nova Recreation Center.



8. Aquatics-Splash Pads Vision

2.A.a



9. Community Events, Summer Concerts, and Programs Vision

- Experiment with offering events and programs in non-traditional locations.
- Work with neighborhood HOAs to offer events in smaller venues.
- Survey attendees at programs to develop a better customer profile
- Continue to partner with other providers such as Destination Daytona, the Bandshell, and others to provide concerts and special events.
- Provide more programs to neighborhoods with young families.
- Coordinate with Destination Daytona, Chamber, Main Street and other providers to advertise and promote events through the monthly cultural events calendar.
- Experiments with mini-bus or trolley service from hotels to downtown for special events.
- Add amenities to accommodate special events at smaller local parks, such as electric service, portable stage areas, etc.
- Conduct Cyclovia events that close certain streets to cars for the day.

10. Golf Course

- Continue promoting opportunities for golf courses and programs within the community:
 - Learn-to-golf programs, links on the City's website, and special events.
 - Explore discounts for residents to play at nearby, publicly-owned golf course.



Riviera Golf Course and Country Club



Halifax Plantation Golf Course and Country Club

- Introduction
- Review of Project Goals
- Review of Planning Process + Schedule
- Review of Proposed Vision
- Review Proposed Implementation Strategy
- Discussion

Implementation Strategy

1. Revisions to Comprehensive Plan
2. Revisions to Land Development Code
3. Staff Actions
4. Existing Capital Improvement Projects
5. Funding Scenarios
6. Tier 2 Project Recommendations

Revisions to Comprehensive Plan

- Park Acreage Level of Service (LOS) Goal of 13 acres per 1,000 population
- Recreation land and facilities in lieu of fee
- Credit towards Goal

Recommendation:

- Clarify and specify what types of park land or improvements the City will accept in lieu of impact fees.
- Add other LOS metrics such as Access, Quality, or Capacity.
- Update Recreation and Open Space Element Policies

Revisions to Land Development Code

- Land Development Code Recreation Facilities Minimum Criteria

Recommendation:

- Expand the land area required for the dedication of private subdivision recreation areas.
- Clarify the private subdivision recreation areas would not qualify for impact fee credits.
- Establish criteria for land or facility requirements that would qualify for impact fees.
- Consider establish minimum recreation requirements for developments, such as multi-family projects, that do not require a planned development approval.

Staff Actions

- Coordinate with partners to advocate and facilitate projects.
- Complete conceptual, feasibility, and small area studies/plans to advance recommendations.
- Implement programming and event recommendations.



Funding Option 1 | Pay-as-You Go (Existing)

FUNDING SOURCE	ESTIMATED ANNUAL FUNDING	10-YEAR PROJECTION
TPO, State and Federal Grants for Trails		TBD
Impact Fees	+/- \$196,800	\$2 MM
General Capital Improvements	+/- \$200,000	\$2 MM
Volusia County ECHO Grants	+/- \$200,000	\$2 MM
Other Parks and Recreation Grants*	+/- \$350,000	\$3.5 MM
CDBG Grants	+/- \$50,000	\$500 K
CRA	Lump sum	\$1 MM
TOTAL PROJECTED FUNDING FY 2022 -2031		\$11 MM

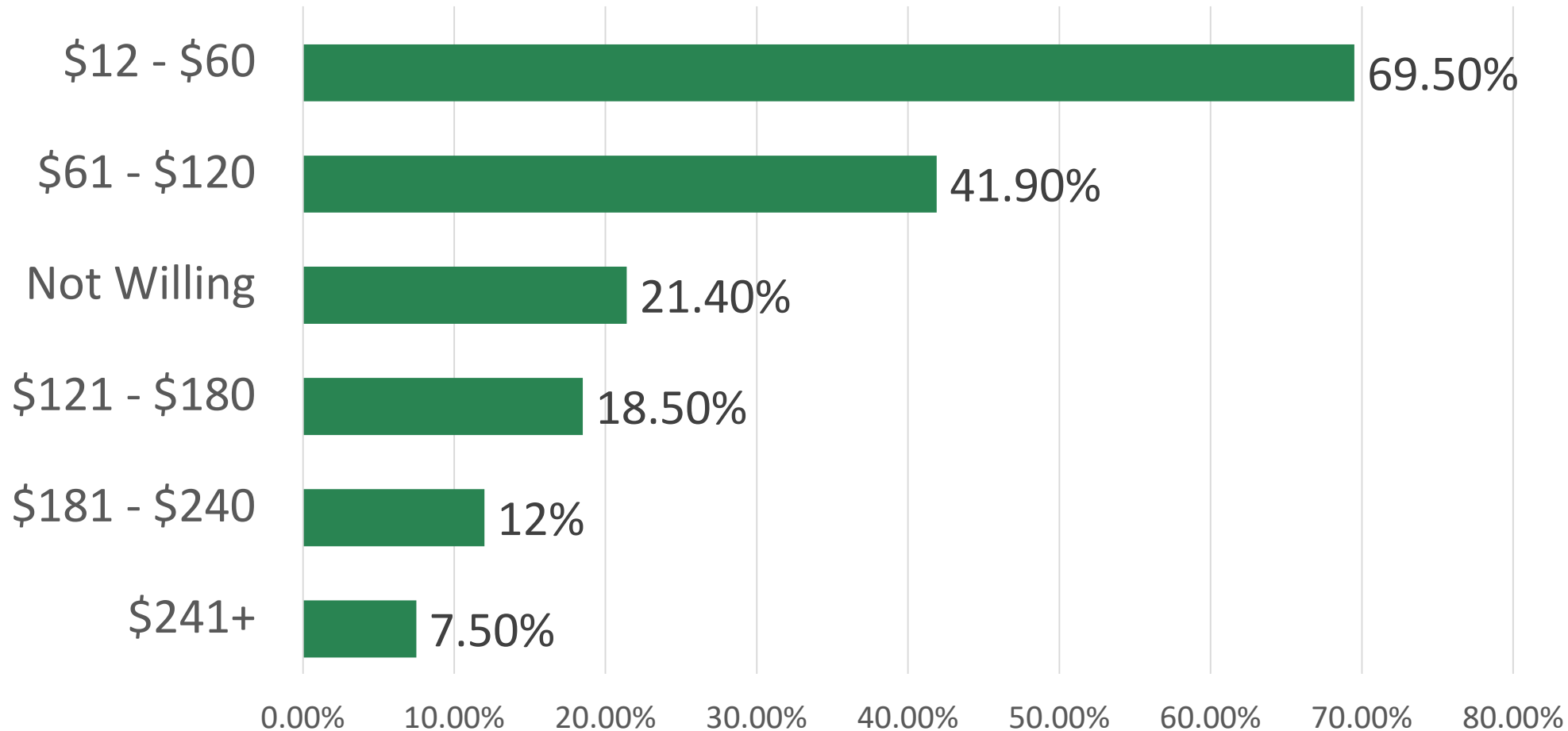
Funding Option 2 | Pay-as-You Go

FUNDING SOURCE	ESTIMATED ANNUAL FUNDING	10-YEAR PROJECTION
TPO, State and Federal Grants for Trails		TBD
Impact Fees	+/- \$196,800	\$2 MM
General Capital Improvements	+/- \$200,000	\$2 MM
Volusia County ECHO Grants	+/- \$400,000	\$4 MM
Other Parks and Recreation Grants*	+/- \$350,000	\$3.5 MM
CDBG Grants	+/- \$50,000	\$500 K
CRA	Lump sum	\$1 MM
Dedicated Millage for Parks and Recreation Projects	+/- \$400,000	\$4 MM
TOTAL PROJECTED FUNDING FY 2022 -2031		\$17 MM

Funding Option 3 | Pay-as-You Go + Bonding

FUNDING SOURCE	ESTIMATED ANNUAL FUNDING	10-YEAR PROJECTION
TPO, State and Federal Grants for Trails		TBD
Impact Fees	+/- \$196,800	\$2 MM
General Capital Improvements	+/- \$200,000	\$2 MM
Volusia County ECHO Grants	+/- \$400,000	\$4 MM
Other Parks and Recreation Grants*	+/- \$350,000	\$3.5 MM
CDBG Grants	+/- \$50,000	\$500 K
CRA	Lump sum	\$1 MM
Bonding Dedicated Millage for Parks and Recreation Projects (20-Year Pay Back)	+/- \$400,000	\$ 5.5 MM
TOTAL PROJECTED FUNDING FY 2022 -2031		\$18.5 MM

Q24. What amount would you be willing to pay yearly to fund the types of parks, recreation facilities, and programs that are most important to you and your household?



Future Funding Option For An Exceptional Project

General Obligation Bond
(20-Year Bond)

\$15 per household = \$10 MM
\$30 per household = \$20 MM
\$45 per household = \$30 MM
\$60 per household = \$40 MM
\$75 per household = \$50 MM

Existing Capital Improvement Projects

FY 2021-2026	Funded	Unfunded
Thompson Creek, Phase 1	\$666,500	
Cassen Park (carryover)	\$865,000	
Performing Arts Center	\$607,000	
OBSC Access & Drainage	\$484,950	
EDC Trail System Connection		\$455,000
Nova LED Baseball Lighting		\$1,800,000
Nova Parking & Fitness Stations		\$901,300
OBSC Parking		\$632,000
PAL House		\$350,000
Sport Complex Challenge Course		\$315,000
Doug Thomas Way	\$792,000	
Tomoka Elementary Connector Sidewalk	\$252,000	
Pineland Trail Roadway Improvements		\$925,566
US 1 North Sidewalks		\$1,995,300
Overall totals	\$3,667,450	\$7,374,166

\$11,041,616

Prioritized Projects Through Master Planning Process

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Trails

- US-1 Shared Multi-Use Path
- Thompson Creek Multi-Use Path
- East Coast Greenway
- Hands Avenue Multi-Use Path
- Tomoka State Park Shared Use Path Phase 2
- Division Avenue to Environmental Discovery Center Trail
- Division Avenue/ Old Kings Road Multi-Use Path and Amenities

Outdoor Recreation

- Upgrade fields and amenities at Ormond Beach Sports Complex and Nova Community Park
- Complete build-out of Nova Community Park
- Former Riverbend Golf Course Property Evaluation
- Riverbend Nature Park Improvements
- West Ormond Wetland Park Development
- Sanchez Park Improvements
- Nova Road Passive Park North Development
- Arroyo Parkway Development

Indoor Recreation Facilities

- Development of Indoor Recreation Center and outdoor amenities in West Ormond

\$50.8 MM

Parks and Recreation Vision Project

Prioritization Criteria

The Prioritization Criteria was developed through the Master Planning Process based on input from the Commission, Public Input, and Industry Best Practices. These criteria and priorities should be reviewed every year.

- Implements Commission Objectives in Strategic Plan (Insert Year)
- Leverages Existing Resources (Staff Time/ Physical Asset)
- Protects Existing Asset(s)
- Meets Priority Needs (Statistically Valid Survey)
- City Funding is Available
- Leverages Funds from Other Sources
- Provides Unique Environmental, Economic, and Social Benefits

Parks and Recreation Vision Projects

Trails

- US-1 Shared Multi-Use Path
- Thompson Creek Multi-Use Path
- East Coast Greenway
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Outdoor Recreation

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- Riverbend Nature Park Improvements
- West Ormond Wetland Park Development
- Sanchez Park Improvements
- Nova Road Passive Park North Development
- Arroyo Parkway Development

Indoor Recreation Facilities

- Development of Indoor Recreation Center and outdoor amenities in West Ormond

- Introduction
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- Review of Proposed Vision
- Review Proposed Implementation Strategy
- Discussion



Parks and Recreation Master Plan

DRAFT Vision + Implementation Strategy
City Commission Presentation

March 22, 2022

Parks Vision

3

3.1 Introduction

The City's long-range Parks and Recreation Vision responds to residents' needs and priorities; anticipates the needs of future residents; and aligns with the City's mission and strategic focus areas.

The vision also seeks to integrate parks and open spaces with other elements of the city's public realm, including streets, bikeways, and trails, civic spaces, and stormwater treatment facilities. Elements of the vision include a department mission statement, reaffirming the purpose and role of the parks and recreation department; trends and guiding principles that shape the vision; subsystem service-delivery models that define how the City delivers parks and recreation services to its residents; and proposed recommendations for each subsystem, including land acquisition, capital improvements, and recreation programs.



FIGURE 3.1a: Elements of a Long-Range Vision

MISSION STATEMENT

The City of Ormond Beach's mission is:

"To ensure Ormond Beach is one of the most attractive, stimulating and innovative communities in Florida, while protecting our rich history and maintaining our unique charm. Boasting an environment where our children can thrive, with a prosperously diverse and balanced economy, within a fiscally strong community. All the while, delivering exceptionally responsive service to our citizens and cultivating the highest quality of life."

Consistent with the City's mission, the Ormond Beach Leisure Services Department's mission is to:

"Provide the citizens of Ormond Beach with quality services in a responsive, courteous, and cost-effective manner."

This means that each parks and recreation facility and program should be planned, designed, and maintained to provide a quality, cost-effective experience for every visitor and participant.

In addition to its mission, the Ormond Beach Leisure Services Department also believes that the City's parks and recreation system could contribute to 14 of the City's Strategic Plan objectives:

Community Development

- Annexation – develop policy, growth potential
- Address Impacts of development on the south side SR40 beyond I-95

Economic Development

- Continue bringing high wage jobs and businesses to the city

Governance

- Better engagement with social media and public information
- Address ADA accessibility compliance for website



FIGURE 3.1b: Special Event at The Casements

Quality of Life

- Update Parks & Recreation Master Plan
- Plan to replace old lighting with LED at sports facilities
- Create linear parks between Lincoln and Division, Mizner's Creek – Granada to Hand
- Increase the size of Central Park
- Make upgrades to Cassen Park – floating pier, bait shop, bathrooms, parking
- Increase activities at the Environmental Discovery Center
- Determine redevelopment of the church property
- Bring back Santa Land

Transportation

- Develop additional bike paths according to plan

3.2 Guiding Principles & Trends

Guiding principles and trends are also an important component of a long-range vision, replacing standards as a basis for decision-making.

While the mission and vision statement define the *raison d'être* of the Ormond Beach Leisure Services Department, the guiding principles and trends provide high-level guidance for implementing a compelling vision for the parks and recreation system. The following guiding principles have helped shape the City's vision.

PARKS AS PLEXUS

First, the principle of "parks as plexus" is to view the parks and recreation system as an integrated system, transcending individual departmental or organizational silos through collaboration.

For example, parks could be thought of as stormwater treatment areas within a larger stormwater and flood control system; as trailheads and training areas within a bicycle and pedestrian network; as exercise and fitness facilities within a community-wide wellness initiative; as wildlife habitat and tree canopy within a larger ecological system; as neighborhood stabilizers, job creators, and property value enhancers within a greater economic development initiative; as indoor and outdoor classrooms within the community's education and job training systems; as unique visitor destinations, with exceptional dining and recreation experiences, within a greater tourism development initiative; or as exhibition sites within the community's system of museums and botanical gardens. The City's vision is to collaborate with as many other departments and agencies as possible to generate multiple benefits for residents while leveraging City resources.

IN THIS SECTION:

- Parks as Plexus
- High-Performance Public Spaces (HPPS)
- The Excellent City Park System
- Placemaking
- 10-Minute Walk Campaign
- Other Principles & Trends



FIGURE 3.2a: Integrated Public Realm

HIGH-PERFORMANCE PUBLIC SPACES (HPPS)

The concept of HPPS (Barth, 2015) —public spaces that generate multiple social, environmental, and economic benefits that contribute to a more sustainable and resilient community—is another innovative principle that has guided the development of the long-range vision.

Each of the 25 HPPS criteria (Figure 3.2b) can be used as an aspirational goal for every existing and proposed park, trail, natural area, sports complex, and civic space in the system. Meeting the criteria often requires collaboration with other public realm providers. For example, meeting the first criterion — “the space creates and facilitates revenue-generating opportunities for the public sector, the private sector, or both”—may require a public-private partnership working in conjunction with numerous other agencies or businesses.

ECONOMIC CRITERIA

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

SOCIAL CRITERIA

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

ENVIRONMENTAL CRITERIA

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

FIGURE 3.2b: 25 HPPS Criteria (Source: Barth, 2015)

THE EXCELLENT CITY PARK SYSTEM

Peter Harnik provides additional guiding principles in **The Excellent City Park System**, which states that there are seven measures of an excellent system:

- A clear expression of purpose;
- Ongoing planning and community involvement;
- Sufficient assets in land, staffing, and equipment to meet the system's goals;
- Equitable access;
- User satisfaction;
- Safety from physical hazards and crime; and
- Benefits for the city beyond the boundaries of the parks.

Each of these measures could provide guidance for the development of a long-range vision.

PLACEMAKING

The Project for Public Spaces (PPS) defines the guiding principle of placemaking as “both a process and a philosophy.” First, “it is centered around observing, listening to, and asking questions of the people who live, work, and play in a particular space in order to understand their needs and aspirations for that space and for their community as a whole. With this knowledge, we can come together to create a common vision for that place.” Second, “placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community... More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution” (PPS).



Rockefeller Gardens

182 Ormond Beach Parks Vision

One of PPS's tools for placemaking is the Power of 10+, the idea that "places thrive when users have a range of reasons (10+) to be there. These might include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities will be unique to that particular place, reflecting the culture and history of the surrounding community. Further, when cities contain at least 10 of these destinations or districts, their public perception begins to shift amongst both locals and tourists, and urban centers can become better equipped for generating resilience and innovation" (PPS). Therefore, the Power of 10+ can be used as the guiding principle for an entire city or region, the public realm, a parks and recreation system, or an individual park or place, as illustrated in Figure 3.2c.

POWER OF 10+

HOW CITIES TRANSFORM THROUGH PLACEMAKING

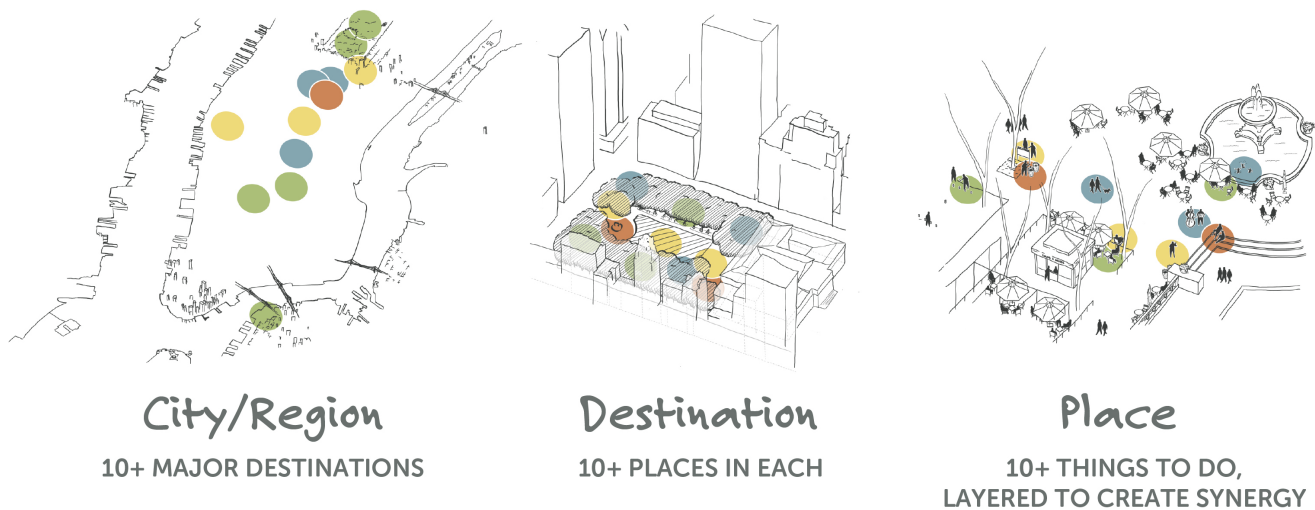


FIGURE 3.2c: Power of 10+

10-MINUTE WALK CAMPAIGN

Another guiding principle applicable to the City's system is the 10-minute walk. The 10-Minute Walk Campaign (<https://10minutewalk.org/>) is promoted by the Trust for Public Land in partnership with the National Recreation and Park Association and the Urban Land Institute to ensure that "there's a great park within a 10-minute walk of every person, in every neighborhood, in every city across America." This principle can also be adopted as a Level-of-Service metric ("Access LOS") that can be incorporated into the City's Recreation and Open Space Element of the Comprehensive Plan - and Land Development Codes - requiring new development to provide a small neighborhood park within 10 minutes of every resident. Figure 3.2d illustrates a prototype of a small neighborhood park.

FIGURE 3.2d:
Prototype for a
Neighborhood
Park



Example Park Amenities

- Pavilion + concession + restrooms
- Playground + shade structure
- Chess + checker table games
- Outdoor foosball table
- Outdoor ping-pong table
- Multi-purpose open space
- Basketball/Tennis/Pickleball/ Multi-purpose court
- Pavilion
- Park zone traffic calming
- Crosswalk
- On-street parking
- Sidewalk + tree zone/buffer
- Picnic table(s)

OTHER PRINCIPLES & TRENDS

Figure 3.2e below lists seven other guiding principles that are relevant to the City's parks and recreation vision.

Dimension	Principle	Source
Bicycle and pedestrian access	All streets should be designed, built, and operated to enable safe use by everyone, regardless of age, ability, or mode of transportation.	Michelle Lieberman, "Complete Streets Policies + Bicycle + Pedestrian Plans: Key Tools for Supporting Healthy Communities," November 2018, https://www.saferoutespartnership.org/sites/default/files/resource_files/completestreets-bicyclepedplans.pdf .
Social equity	Residents of all races, economic means, and abilities are welcome and equipped to participate in all aspects of community life.	Mid-America Regional Council, "Creating Sustainable Places: Guiding Principles," https://www.marc.org/Regional-Planning/Creating-Sustainable-Places/Creating-Sustainable-Places/Guiding-Principles .
Stormwater treatment to protect natural streams	Post development balance of evapotranspiration, streamflow, and infiltration should mimic the predevelopment balance, which typically requires keeping significant runoff volume from reaching the stream.	Christopher J. Walsh et al., "Principles for Urban Stormwater Management to Protect Stream Ecosystems," <i>Freshwater Science</i> 35, no. 1 (March 2016): 398–411, https://www.journals.uchicago.edu/doi/10.1086/685284 .
Green infrastructure	Green infrastructure should include an interconnected network of a wide range of landscape elements that support native species, maintain natural ecological processes, sustain air and water resources, and contribute to the health and quality of life for communities and people.	Green Infrastructure Center, "Green Infrastructure Principles and Planning Tools," http://www.gicinc.org/PDFs/Richmond_Regional_Workshop_Show_mini_workshop.pdf .

FIGURE 3.2e: Additional Guiding Principles

Dimension	Principle	Source
Health and wellness	Healthy communities decrease dependence on the automobile by building homes, businesses, schools, churches, and parks closer to one another so that people can more easily walk or bike between them; provide opportunities for people to be physically active and socially engaged as part of their daily routine; and allow persons, if they choose, to age in place and remain all their lives in a community that reflects their changing lifestyles and changing physical capabilities.	Centers for Disease Control and Prevention, National Center for Environmental Health, Division of Emergency and Environmental Health Services, "Healthy Community Design," fact sheet, June 2018, https://www.cdc.gov/healthyplaces/docs/Healthy_Community_Design.pdf .
Economic development	Economic development should focus on strengthening assets that enable distinctive industries to flourish and grow from within rather than rely primarily on marketing to recruit individual firms from elsewhere.	Fred Drews, "5 Principles for Remaking Economic Development to Generate Growth, Prosperity, and Inclusion," Brookings Institution, March 23, 2016, https://www.brookings.edu/blog/brookings-now/2016/03/23/5-principles-for-remaking-economic-development-to-generate-growth-prosperity-and-inclusion/ .
Climate change adaptation	Responses should be sensitive to the wider context in which climate change is experienced, including multiple stressors.	Siri Eriksen et al., "When Not Every Response to Climate Change Is a Good One: Identifying Principles for Sustainable Adaptation," Climate and Development 3 (2011): 7–20, https://www.cakex.org/sites/default/files/sustainable.pdf .

3.3 Subsystems

INTRODUCTION

Parks and recreation systems are made up of numerous “subsystems,” reflecting the values and resources of the community.

Following are proposed subsystems for the City of Ormond Beach’s long-range vision developed in response to residents’ needs and priorities. They are:

- Natural Areas, Nature Trails, and Blueways
- Off-Beach Parking and New Beachfront Access Points
- Paved Multi-purpose Trails
- Indoor Recreation Centers
- Improvements to Existing Parks
- New Neighborhood Parks
- Sports Facilities and Programs
- Aquatics Facilities
- Community Events, Summer Concerts, and Programs
- Golf Courses

IN THIS SECTION:

- Introduction
- Service-Delivery Models

SERVICE-DELIVERY MODELS

Each subsystem has its own unique constituents, facilities, programs, amenities, and issues; therefore, services may be delivered differently between subsystems. Also, each subsystem provides different opportunities to help meet the City's Strategic Plan goals. For example, parks may provide the greatest opportunity for stormwater treatment, while greenways and trails provide opportunities to increase fitness and multimodal connectivity.

Five common, alternative Service-Delivery Models (SDM) have been developed by Barth Associates to help define a community's long-range parks and recreation vision: Centralized, Decentralized (Equity), Hub & Spoke, Venues, and Activities models. These models can apply not only to parks and recreation programs and facilities, but also to the distribution of social services, economic development initiatives, and conservation land programs.

CENTRALIZED SDM

First, the Centralized SDM (FIGURE 3.3a) assumes that residents and visitors from throughout the community will drive to the central facility. This model typically applies to regional or signature facilities such as the Ormond Beach Performing Arts Center, Ormond Beach Tennis Center, and The Casements.

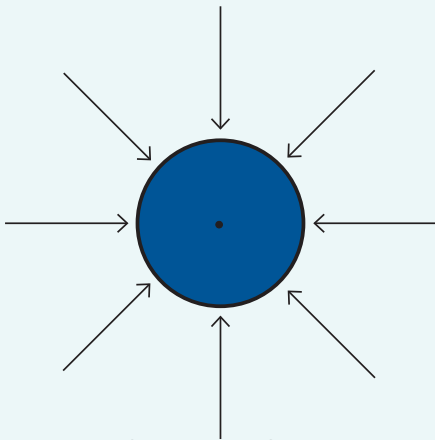


FIGURE 3.3a: Centralized SDM



Ormond Beach Performing Arts Center



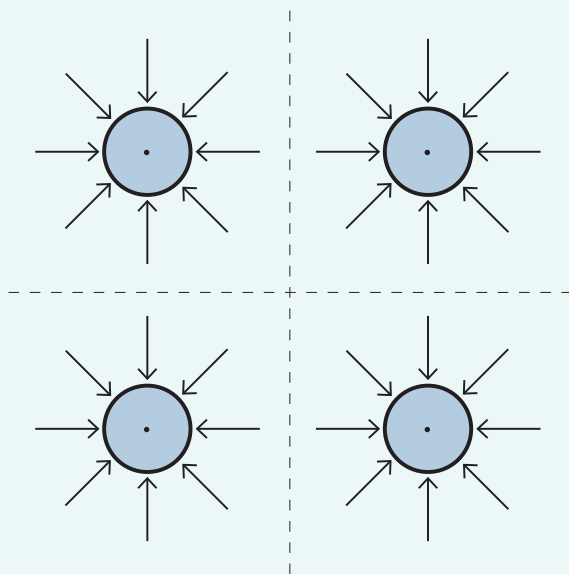
Ormond Beach Tennis Center

EQUITY SDM

A decentralized Equity SDM (Figure 3.3b), on the other hand, focuses on the equitable distribution of services, measured in terms of distance (Access LOS) or population served (Facility or Acreage LOS).

An Equity SDM assumes that facilities or parks will be distributed equitably throughout the community, as opposed to a single centralized facility. It applies to the City's parks and community center subsystems.

FIGURE 3.3b: Equity SDM



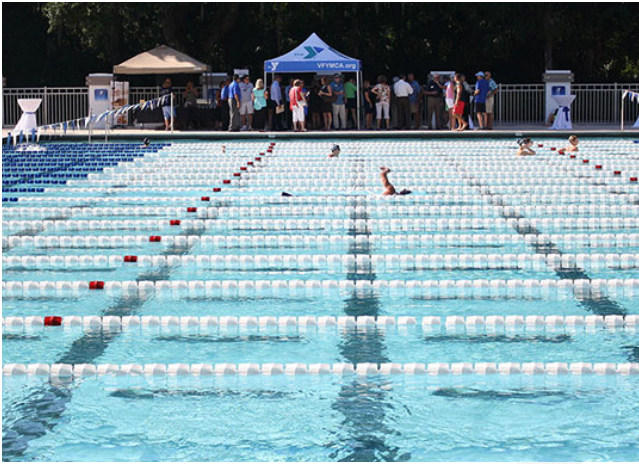
Firehouse Park



Nova Community Park



South Ormond Neighborhood Center & Park



YMCA Pool

VENUES SDM

A Venues Model (Figure 3.3c) is a variation on the Centralized model, and is common to smaller towns and cities. It assumes that the system is comprised of specialized facilities that will serve the entire community, regardless of access distance or population densities. To some degree the City of Ormond Beach's system fits the Venues Model with a single performance venue, tennis complex, and environmental center. Each venue is planned and designed to serve the needs of residents citywide.

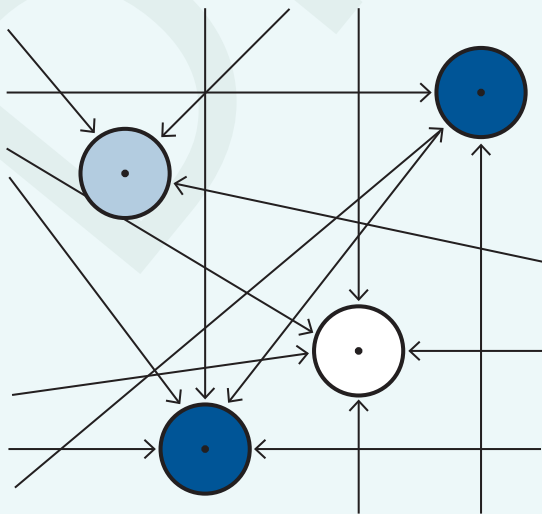


FIGURE 3.3c: VENUES SDM

HUB & SPOKE SDM

A Hub & Spoke Model (Figure 3.3d) combines the Centralized and Equity Models. A common example is a large, centralized aquatics center such as the YMCA, supplemented with splash pads throughout the City. It also applies to a centralized location for recreation programs, supplemented by satellite programs offered throughout the City.

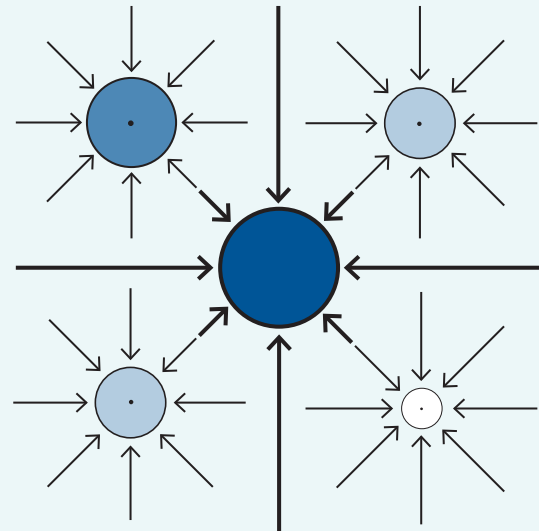


FIGURE 3.3d: Hub & Spoke SDM



ENVIRONMENTAL DISCOVERY CENTER

ACTIVITY-BASED SDM

Finally, an Activity-based Model focuses on providing desired recreation opportunities throughout the community without regard for the type of park or recreational facility (Figure 3.3e). This model is most common in large, urbanized sites where land is at a premium. A dog park or tennis courts may be located on top of a parking deck; a playground may be provided through a local church; and an athletic field may be provided through partnerships with local schools. For example, the City of Seattle built the I-5 Colonnade urban mountain bike skills park under Interstate 5; and the City of New York tows a seven-lane swimming pool barge down the East River – dubbed the “Floating Pool Lady” – to serve the residents of the Bronx each summer. The emphasis is not on park or facility types, but on providing access to recreational opportunities wherever and however they can be provided.



I-5 Colonnade Park, Seattle, Washington

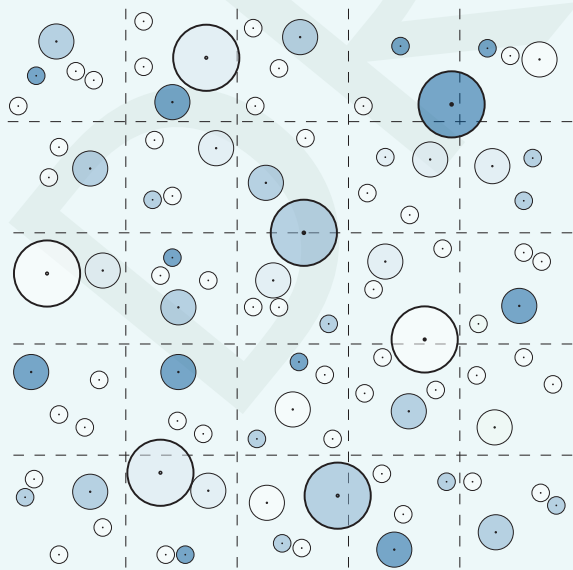


FIGURE 3.3e: Activity-Based SDM

3.4 Long-Range Vision

INTRODUCTION

Based on the previously discussed guiding principles and trends, the following section discusses the City of Ormond Beach's long-range vision comprised of the following subsystems:

1. Natural Areas, Nature Trails, and Blueways
2. Off-Beach Parking and New Beachfront Access Points
3. Paved Multi-purpose Trails
4. Indoor Recreation Centers
5. Improvements to Existing Parks
6. New Neighborhood Parks
7. Sports Facilities and Programs
8. Aquatics Facilities
9. Community Events, Summer Concerts, and Programs
10. Golf Courses

1. Natural Areas, Nature Trails, and Blueways

EXISTING CONDITIONS AND NEEDS

Existing natural areas and nature trails include Tomoka State Park, Riverbend Park, and other city, county and state sites. Existing blueways include the Halifax River Blueway, which is a 17-mile-long paddling trail along the Intracoastal Waterway that extends from Tomoka State Park south to Wilbur Boat House (in Wilbur-by-the-Sea). The statistically-representative mail survey indicated that two of residents' top priorities are "walking and hiking nature trails" (#1), and "nature areas/ nature parks" (#4); and over 75% of residents indicated that they would be supportive or very supportive of "acquiring land for preservation of green space, parks, and natural areas". These priorities may be indicative of the more passive recreation lifestyles preferred by the City's majority older population, and the desire to protect the little remaining open space in the city.

What we've Heard

Walking and hiking trails (#1)

Nature areas/ nature parks (#4);

Over 75% of residents indicated that they would be supportive or very supportive of "acquiring land for preservation of green space, parks, and natural areas"



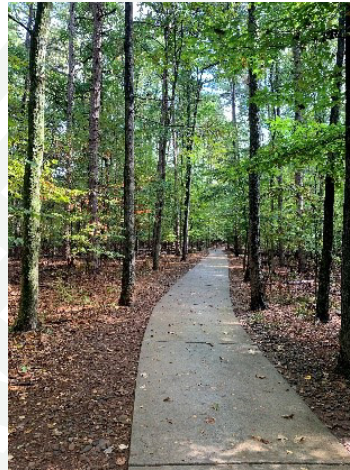
The City conducted an on-line, follow-up survey to determine the type of experience residents were seeking within a nature park. Figure 1a shows that the majority of respondents (64%) favored a paved or stabilized, multi-use trail within a wooded area.

What Does Nature Mean to You?

64.20%

respondents chose

Paved Trail



28.02%

respondents chose

Nature Trail



22.57%

respondents chose

Passive Open Space



FIGURE 1a: Vision Survey Findings for Natural Areas

VISION

The City's vision for additional natural areas, nature trails, and blueways is to 1) expand trails (including mountain bike trails where appropriate) and access to blueways within existing sites, and 2) acquire additional natural areas where possible. While there are very few undeveloped parcels remaining in Ormond Beach (see Figure 1c: Resident Vacant Lands Map and Figure 1d: Commercial/Industrial Vacant Lands Map), the City is evaluating the acquisition of the abandoned Riverbend Golf Course property and other sites. The City recently purchased the 28-acre Dunkin property at Central Park, for example, to connect trails and sidewalks from Hammock Lane to Division Avenue; and is also evaluating the potential use of the airport property to expand the trails system at Riverbend Park.

Proposed nature trails include:

Volusia County (Plantation Oaks Boulevard) and State Park

- Alignment in place
- Natural trail

Division Avenue to Environmental Discovery Center

- 420 linear feet (concrete) 670 linear feet boardwalk

Former Riverbend golf course property

- Blueways launch
- Nature trail
- Mountain bike trails

Riverbend Nature Park

- Blueways launch
- Expansion of mountain bike trails

West Ormond Wetland Park

- Boardwalk, trail, parking lot and fishing pier

Sanchez Park

- Blueways launch

Stormwater/reuse pond walking path

- Division Avenue and Old Kings Road
- North Nova Lakes
- Arroyo Parkway and Nova Road

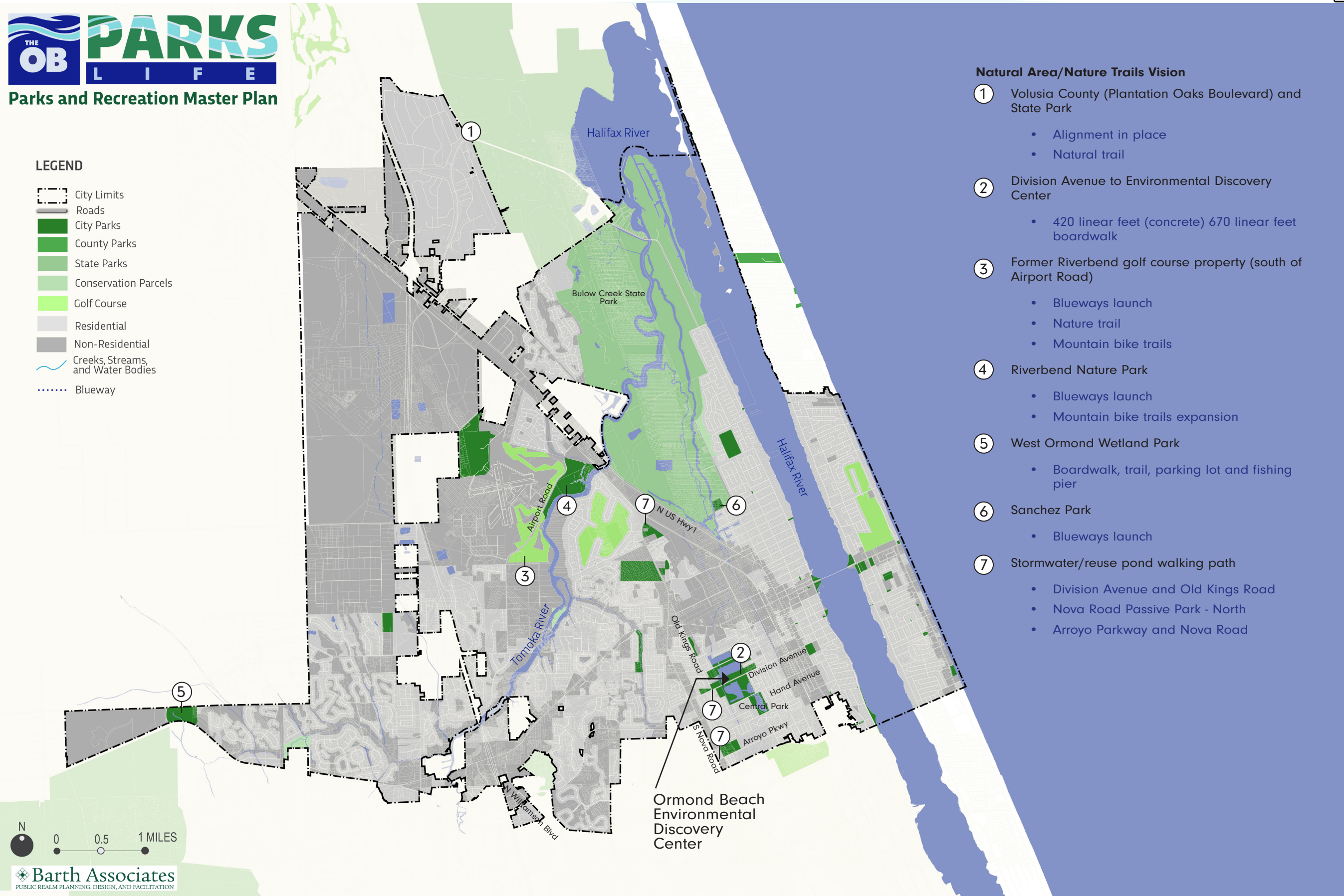


FIGURE 1b: Natural Area and Nature Trails Vision

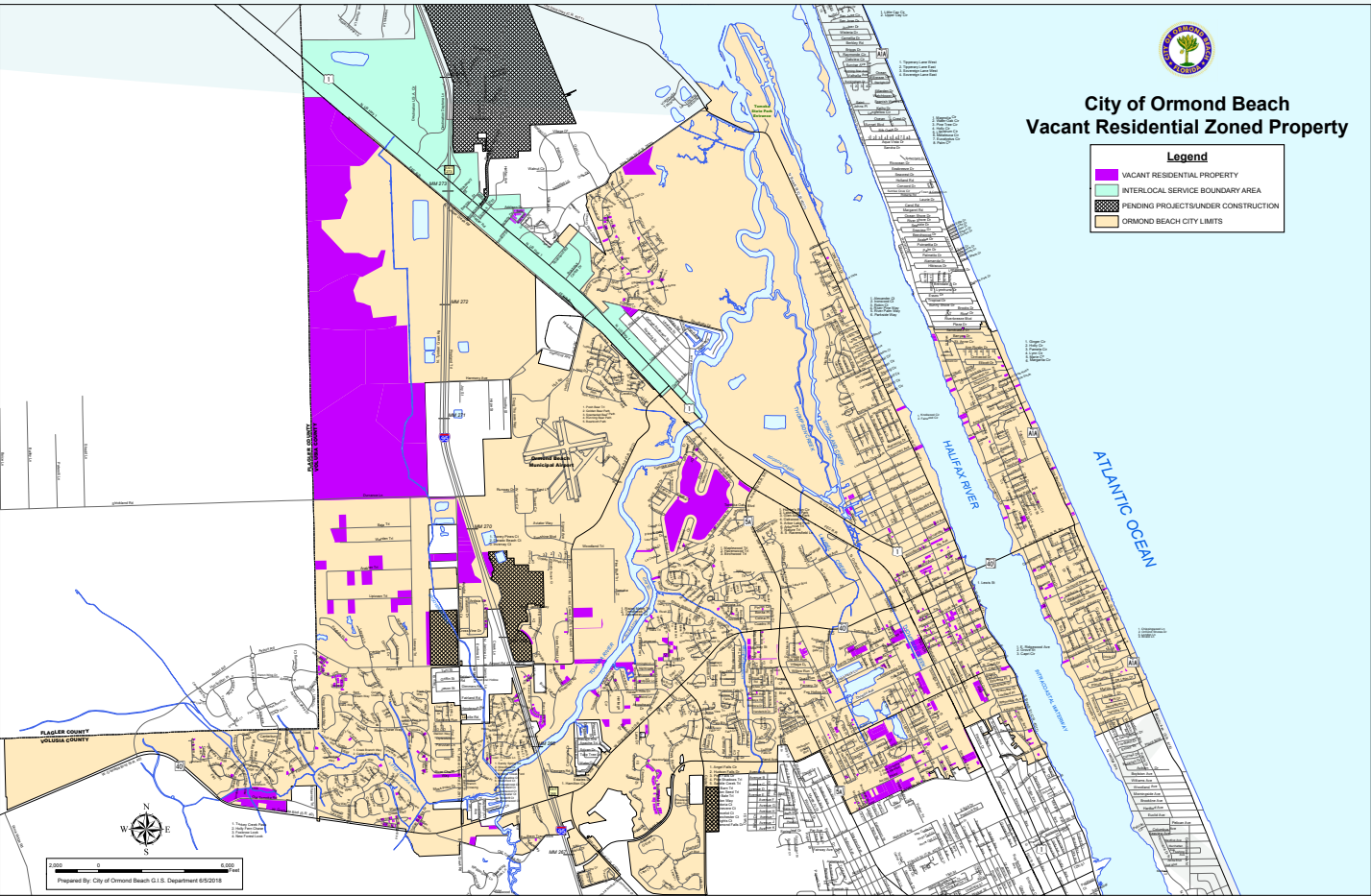


FIGURE 1c: Residential Vacant Lands Map

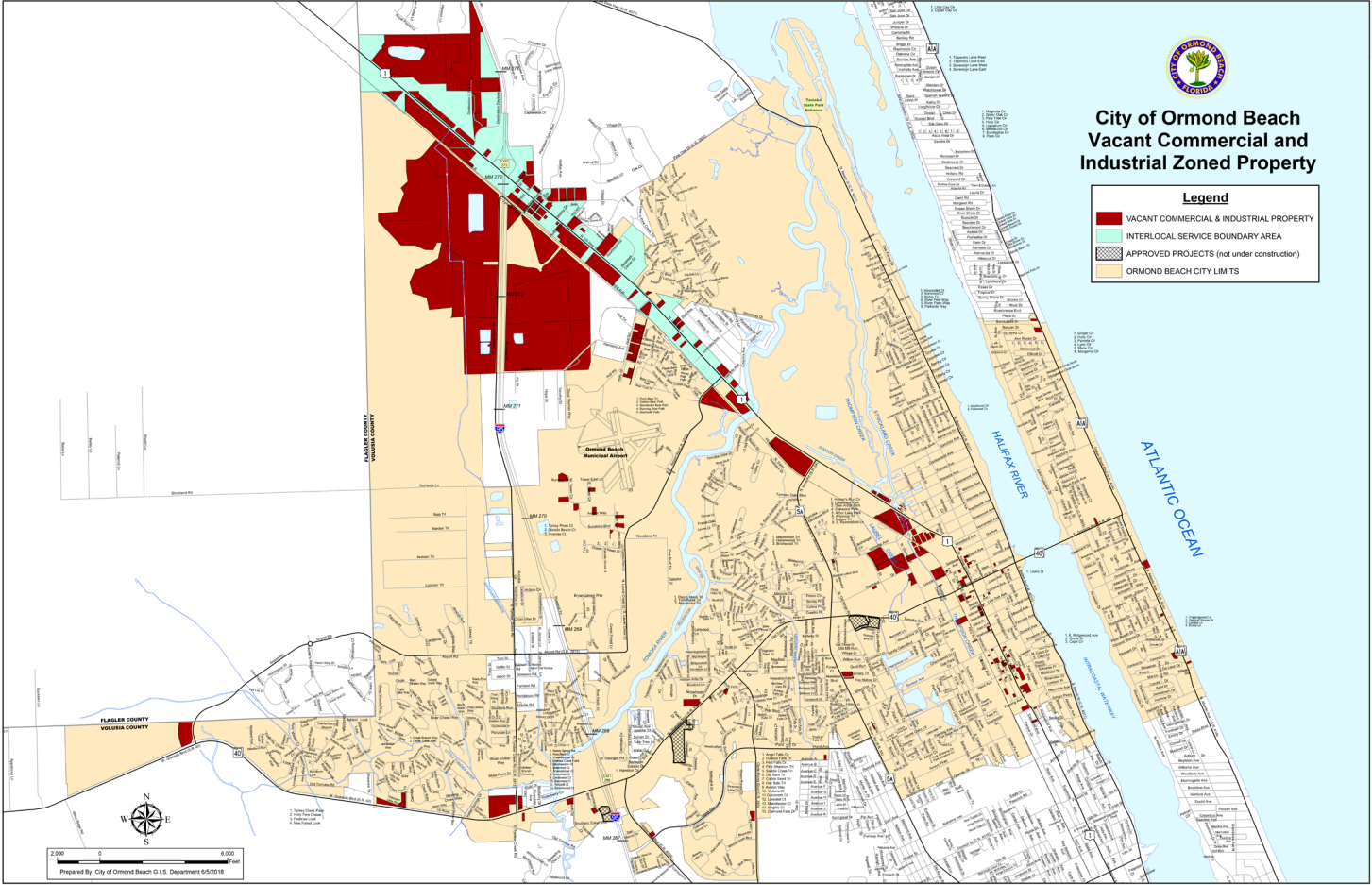
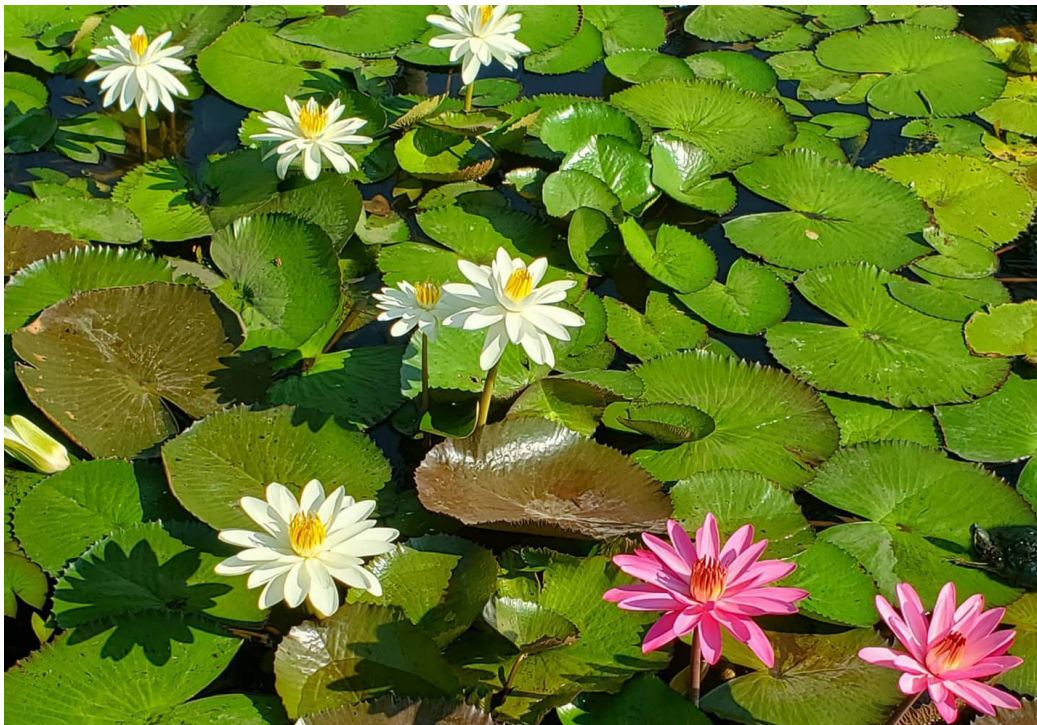


FIGURE 1d: Industrial/Commercial Vacant Lands Map

RECOMMENDATIONS

The following steps are recommended to protect and enhance the City's remaining natural areas:

- Develop a Conservation Lands Acquisition and Management plan to identify the city's most significant natural and cultural resources for conservation; identify which resources are most vulnerable to development or other threats; and identify which resources are adequately protected by existing or proposed policies, regulations, developer agreements, or other conservation tools.
- Create an advisory committee - or work with the existing Work with the Quality-of-Life Board - to develop prioritization criteria, evaluate sites, and seek options for protection.
- Determine costs for acquisition, trail and blueways development, and preservation.
- Determine available and projected funding sources and partners to assist with implementation.
- Work with a non-profit park land acquisition organization such as the Trust for Public Land or Conservation Fund to acquire the top priority sites.
- Budget adequate funds to manage lands once they have been acquired, including recreational access, trails, blueway launch sites, invasive species control, environmental restoration, and other management activities.



Water Lilies in Ames Park pond

2. Off-Beach Parking and New Beach Access Points

EXISTING CONDITIONS AND NEEDS

The City of Ormond Beach currently provides two beachfront parks with parking: Birth of Speed Park and Andy Romano Beachfront Park. Figure 2a and Figure 2b illustrate that Volusia County also provides parking at over a dozen locations along A1A. A total of approximately 550 beachfront spaces are available within the city.

Beach Parking East of A1A (beachside):

- Standish approach – 17
- Amsden approach – 10
- Neptune approach – 12
- Granada Blvd (at Birthplace of Speed Park) – 10
- Seminole approach – 15
- Cardinal approach – 2
- Milsap approach – 7
- Andy Romano Beachfront Park - 199

Beach Parking West of A1A:

- Cardinal – 134
- Grace Lutheran Church – 110
- Rockefeller Park – 34

Residents ranked off-beach parking, and a new beachfront park, as their #2 and #3 priorities respectively. Off-beach parking is consistently a top priority for residents living in Florida's coastal communities, as both seasonal and full-time populations increase.

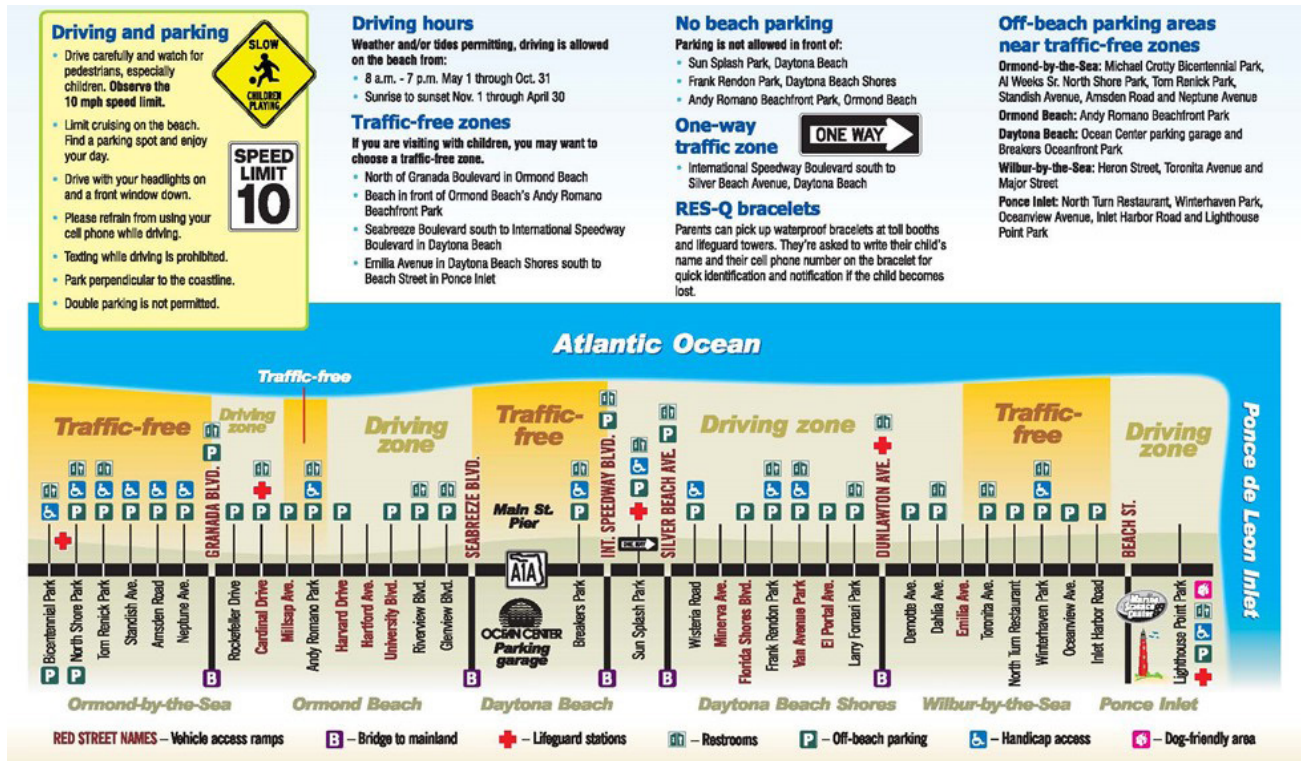


FIGURE 2a: Volusia County Beach and Off-Beach Parking Locations

VISION

The vision for beachfront parks is to continue to increase equitable access to both residents and visitors wherever possible. While the development of a new beachfront park similar to Andy Romano Park may not be possible due to limited land, the City will continue to explore opportunities to add beach access points with limited parking, amenities, and pedestrian dune walkovers to the beach, north of Granada.

The vision for beach parking is similar; to provide equitable access to the beach. The most recent improvement is the new parking along the west side of the County's Cardinal Drive beach approach. However, the County has no plans to expand any other beach parking areas within the city limits at this time, so it is not clear whether the appropriate response to the need for additional beach parking is to provide additional parking, pedestrian access points, beach shuttles, beach parks, or "all of the above." Anecdotal information indicates that beach parking areas fill up quickly on peak weekends and holidays, forcing residents or visitors to park further away from the beach or return at another time.

The City's vision is to work with the County and other partners - such as FDOT, the Trust for Public Land or Conservation Fund, the Daytona Beach Racing and Recreational District, and others - to adequately provide access to all users, including residents and visitors, able-bodied and disabled. To that end, the vision includes all available techniques to increase access, which will become more challenging as population increases. These may include:

200 Ormond Beach Parks Vision

- Traffic-calming of A1A, and the addition of crosswalks to provide safer beach access;
- Additional pedestrian dune walkovers;
- Expansion of existing beach-parking areas;
- New beach-parking areas;
- Development of off-beach parking areas within a 5-minute walk (approximately 1/4 mile) of existing and proposed beach accesses;
- Shuttle buses from large public/private parking areas further than 1/4 mile from the beach, such as office parks and schools, on peak weekends and holidays;
- Smart-phone apps to inform beach-goers of the locations of available parking spaces on peak weekends and holidays;
- Beach mats, carts, ramps, and sand-chairs to accommodate disabled users; and
- Beach parking fees – perhaps including reduced cost, annual passes for city or county residents – to generate additional revenues to meet beach parking needs.

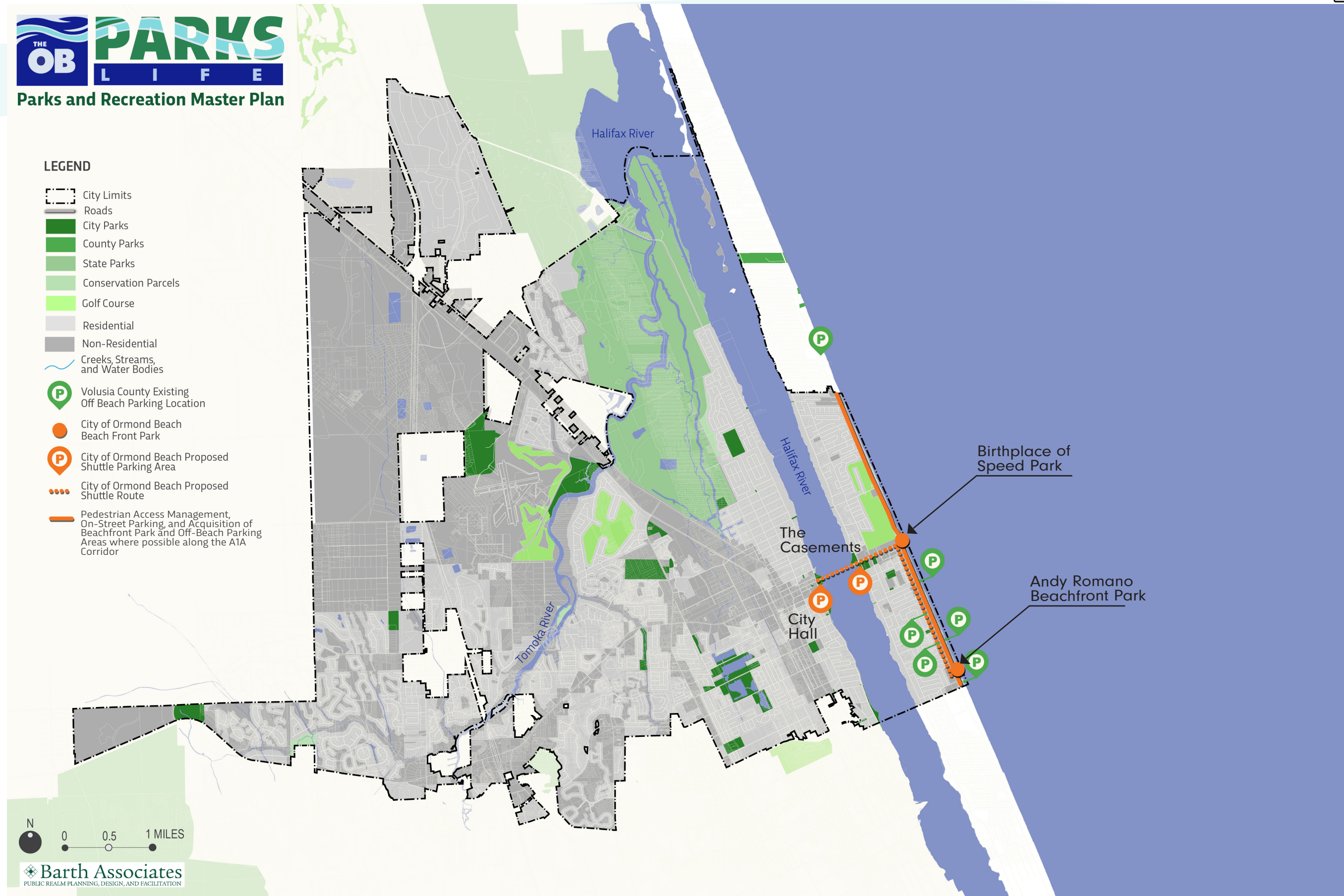


Smart Phone Beach Parking App and Free Beach Shuttle Service

THE OB PARKS LIFE
Parks and Recreation Master Plan

LEGEND

-  City Limits
-  Roads
-  City Parks
-  County Parks
-  State Parks
-  Conservation Parcels
-  Golf Course
-  Residential
-  Non-Residential
-  Creeks, Streams, and Water Bodies
-  Volusia County Existing Off Beach Parking Location
-  City of Ormond Beach Beach Front Park
-  City of Ormond Beach Proposed Shuttle Parking Area
-  City of Ormond Beach Proposed Shuttle Route
-  Pedestrian Access Management, On-Street Parking, and Acquisition of Beachfront Park and Off-Beach Parking Areas where possible along the A1A Corridor



Barth Associates
PUBLIC REALM PLANNING, DESIGN, AND FACILITATION

FIGURE 2b: City of Ormond Beach and Volusia County Beachfront Parking Location

RECOMMENDATIONS

Recommendations to implement the vision include:

- Conduct, partner, or advocate for a beach parking study to evaluate these alternative techniques, determine residents’ and visitors’ preferences, and make recommendations to the City Commission. Consider asking the county and other municipalities to jointly conduct a countrywide study.
- Identify alternative funding sources including the county’s ECHO grants program, FDOT grants, and others.
- Work with FDOT to create additional, safer crossings on A1A (See Figure 2c: SR A1A Access Management Plan).
- Evaluate potential acquisition of vacant or derelict beachfront parcels, particularly north of Granada.
- Evaluate opportunities to partner with other land owners for joint-use parking, such as churches, schools, and commercial properties that are closed during peak beach hours.
- Experiment with a beach shuttle service from City Hall or The Casements, using rented VOTRAN mini-buses. Invite food trucks, offer music, and provide kids’ programs to make it a special event.
- Consider on-street parking along A1A, where feasible, to provide additional parking while also calming traffic.

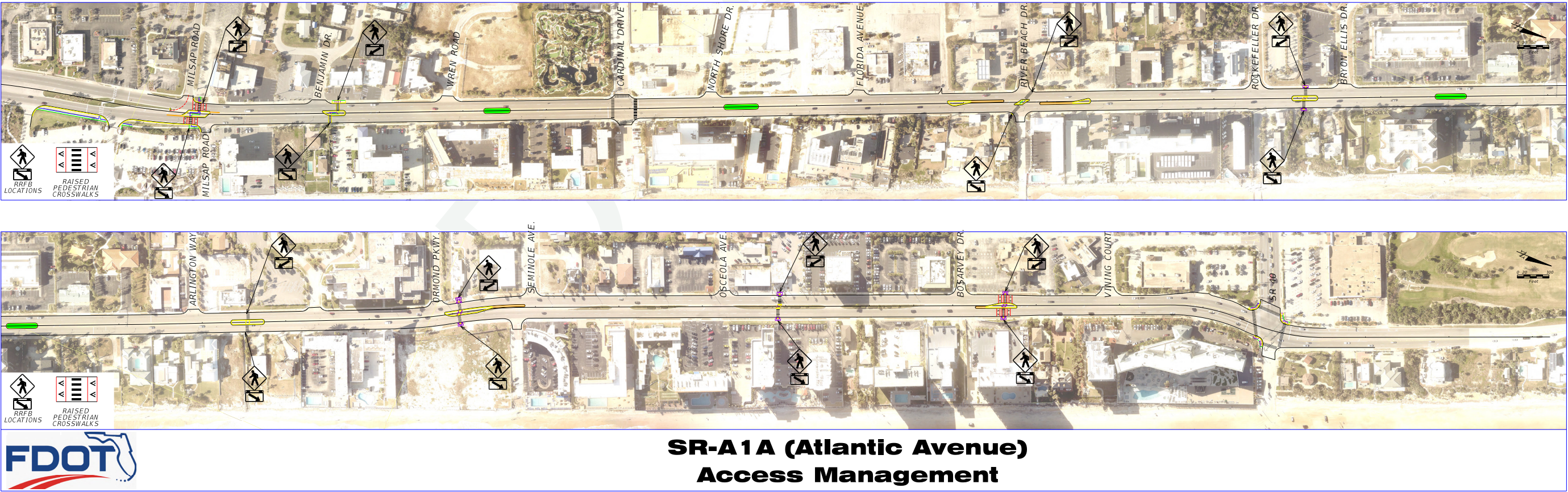


FIGURE 2c: SR A1A Access Management Plan



Enhanced Vehicular Parking, Pedestrian, and ADA Access Along the Beach

3. Paved Multi-Purpose Trails

EXISTING CONDITIONS AND NEEDS

Residents ranked paved, multi-purpose trails as their 5th highest priority in the survey, and over 80% of respondents said that they would be supportive or very supportive of “providing safe bicycle & pedestrian facilities throughout the city including multi-purpose paths & safe crosswalks”.

In an effort to meet residents’ need for safe bicycle and pedestrian circulation, the City’s Public Works Department prepared a ten-year Bicycle Master Plan in 2016. The Executive Summary of the Master Plan states:

In 2010 the City adopted a Multimodal Strategy that presented a balance between all roadway capacity improvements and all vehicle reduction strategies. A mobility fee was adopted to implement the Multimodal Strategy. The mobile fee contained three components: a road, transit and non-motorized fee component. The purposes for the non-motorized fee component are to be used to construct gaps in sidewalks between residential areas and transit stops, convert existing sidewalks by widening sidewalks from 5 feet to 8 feet for multi-use; and provide bike facilities. The proposed Bike Plan concentrates on the bicycle purposes of the non-motorized fee.

In 2015 the City Commission conducted a strategic planning exercise and from that effort a Strategic Planning Report was prepared. Seven goals along with a number of objectives were identified. One objective which is complimentary to the City Commission’s priority objective of updating the Parks/Recreation Master Plan is the development of a city-wide bicycle pedestrian plan.

In addition, the City of Ormond Beach Comprehensive Plan outlines the goals, objectives, and policies for a number of elements related to the topic of bicycle facilities. These elements include land use, transportation, parks and recreation, and capital improvements. In addition, within the Transportation Element the City’s Multimodal Strategy approved pursuant to SB 360ER contains Strategies to implement the Bicycle Vision Plan.

The bike plan identifies three levels of bike users that need to be considered in the design of bike facilities:

1. Advanced or experienced riders generally use bicycles for convenience and speed. They prefer direct access to destinations with minimum detour or

- delay. The Ormond Loop, SR 40 or US1 could be considered routes for experienced riders due to the limited pavement width and/or vehicle volume.
2. Basic or less confident adult riders prefer comfortable riding on lower vehicle volume collector streets with designated bike lanes or wider shoulder lanes on busier streets.
 3. Families and children who ride for fun and access to destinations like parks gravitate to neighborhood streets, where the speed limit is 25 mph, which are then linked to multi-use or shared use paths.

Currently, the City has about 10.65 miles of paved shoulders in the city which are 4 foot wide and two designated bike lanes totaling 17.42 miles in the city (SR 40 and US 1). In addition, there are about 2.5 miles of shared use paths (8-foot-wide sidewalk not part of the road rights of way) and 9.15 miles of multi-use paths in the City (part of the road right of way). In addition, there is a 33.98-mile Ormond Scenic Loop and Trail but this trail is considered a "shared use" with motorists. Four cross jurisdictional trails are planned that traverse Ormond Beach (Greenway Trail, SR40, Kings Highway Heritage Trail and the Tomoka State Park Trail). Finally, the City Land Development Code requires bike parking facilities for all new public and private development.

A crash analysis was conducted of all bike accidents from 2010-14. There were 90 bicycle crashes involving 1 fatality and 85 injuries. 26 injuries occurred on city roads. Most crashes occurred during the weekday between 4-6pm at major and minor

intersections and driveways. Surprisingly, Ormond Beach has a higher per capita bike crash rate than Volusia County or the State of Florida (per 10,000 populations).

The Plan proposes 15.5 miles of multi-use path that connect multiple destinations. These are not paths or trails contained only in a park. One small fixed span bridge is proposed. The total cost of the plan is estimated to be between \$4.3 million and \$5.7 million depending on routes chosen and designed. FDOT's Long Range Estimates (LRE) for bike paths was used to determine this number. These numbers will be better refined as the paths move from a planning state to a design stage. Finally, a cost benefit analysis was used. It is estimated that \$14 million in reduced injury costs and health benefit costs over the 10-year horizon of the Plan.

Making it safer to walk and bike contributes to the community health, quality of life and future independence of residents as they progress in age. What has been proposed in this plan is doable. The implementation of this plan relies on the cooperation and participation of city residents, the county, the TPO and the State. There is no better time than now to begin this effort.

Several corridors have been improved since the development of the Master Plan, including approximately 1-mile Forest Hills Connector trail, and the approximately 2-mile Plantation Oaks Boulevard trail. Other projects, however, have been thwarted by resident opposition. The City approved funding of the expansion of the Tomoka State Park Trail, for example, but the project was stopped in 2019 due to resident's objections.

VISION

The City's vision for bikeways and trails is to develop an interconnected network of trails that allows residents to walk or bike safely and comfortably throughout the city. Priority projects from the 2016 Master Plan include:

US1 Shared Multi-Use Path (Highest priority)

- North US 1 – Wilmette Avenue and Broadway Avenue
- 27,139 linear feet
- 12 feet in width

Thompson Creek Multi-Use Path

- 6,550 linear feet
- 10 feet in width
- Parallels Thompson Creek – Wilmette Avenue to Division Street
- Connect Central Park to Granada Boulevard

East Coast Greenway Trail

- Alignment unclear
- 6,388 linear feet
- 10-foot path
- Neptune to Plaza Drive

Hand Avenue Multi-use Path

- Central Park to Williamson
- Central Park to Nova exists (8 foot)
- 12,830 linear feet from Nova Road to Williamson Boulevard (10 foot wide)

Tomoka State Park Shared-Use Path

- Sanchez Park to Tomoka State Park multi-use path at Inglesa via Tomoka State Park
- 12,667 LF of 10-foot sidewalk & 700 LF of boardwalk

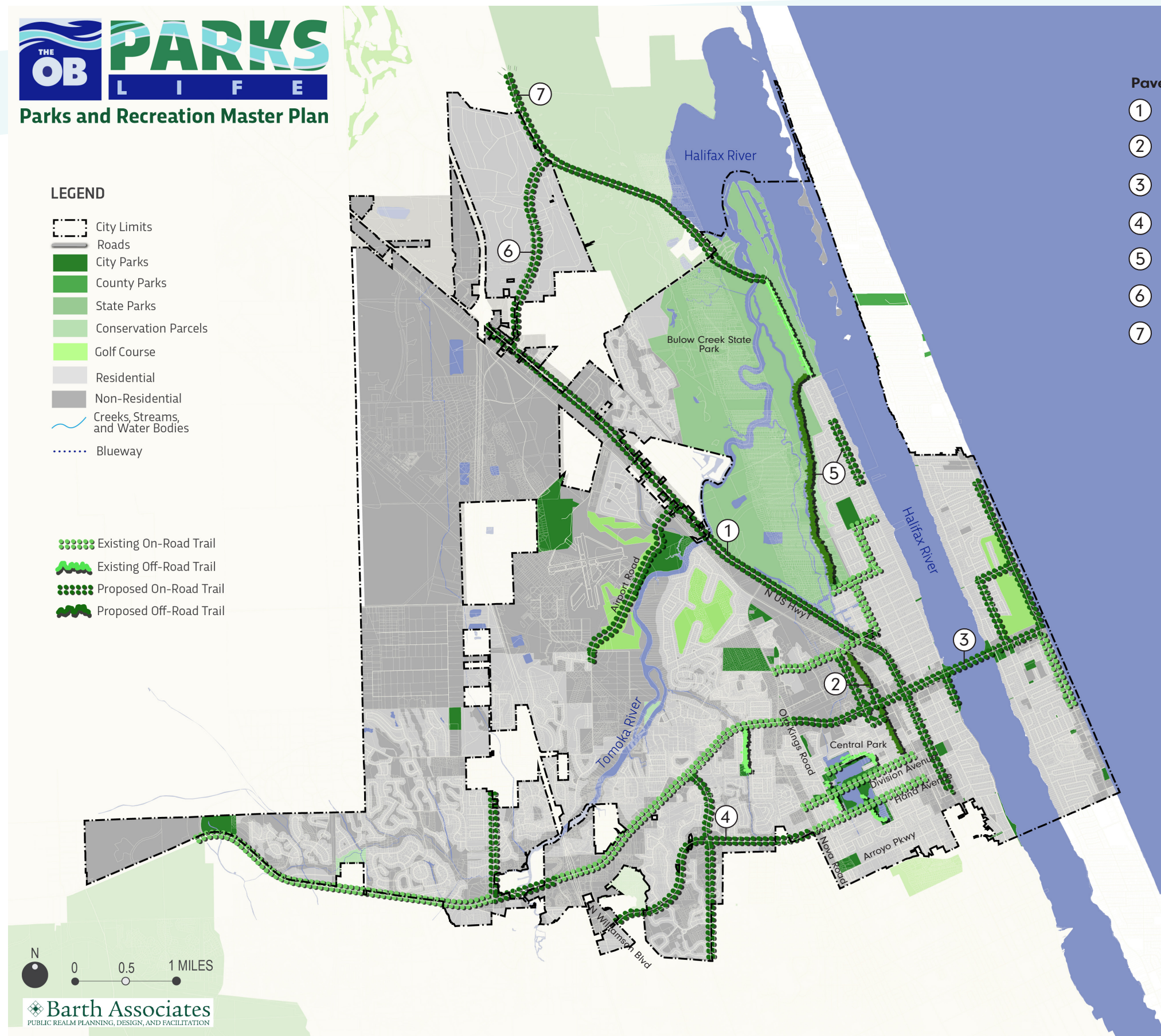
Kings Highway Heritage Shared Use Path

- Continue where the Tomoka State Park multi-use path ends and proceed up Old Dixie Highway, Walter Boardman Lane, Highbridge Road and State Road A1A

THE OB **PARKS**
L I F E
Parks and Recreation Master Plan

LEGEND

- City Limits
- Roads
- City Parks
- County Parks
- State Parks
- Conservation Parcels
- Golf Course
- Residential
- Non-Residential
- Creeks, Streams, and Water Bodies
- Blueway
- Existing On-Road Trail
- Existing Off-Road Trail
- Proposed On-Road Trail
- Proposed Off-Road Trail



Paved Multi-Purpose Trail Vision

- ① US1 Shared Multi-Use Path
- ② Thompson Creek Multi-Use Path
- ③ East Coast Greenway Trail
- ④ Hand Avenue Multi-Use Path
- ⑤ Tomoka State Park Shared Use Path Phase 2
- ⑥ Broadway Multi-Use Path
- ⑦ Kings Highway Heritage Multi-Use Path

FIGURE 3a: Paved Multi-Purpose Trails Vision

RECOMMENDATIONS

Recommendations for achieving the City’s vision include:

- Update the 2016 Master Plan, and re-establish priorities and estimated costs.
- Conduct extensive public engagement to review and comment on proposed corridors.
- Work with the MPO to develop realistic funding projections that leverage city, county, state and federal funds.
- Adopt the updated Master Plan, including a phased funding and implementation strategy with dedicated funding sources.
- Initiate “safe walk to schools” and safe walk to parks” campaigns, focused on providing safe pedestrian and bicycle access.
- Promote bikeways and trails as transportation alternatives to help reduce congestion.
- Wherever possible, widen existing trails to at least 8’ wide.
- Secure funding for the top priority improvements.

It is anticipated that the City’s Planning and Engineering Departments would lead this effort. The Ormond Beach Leisure Services Department will assist by promoting the planning process, assisting with the public engagement, and generally advocating for a safe, comfortable, interconnected network of bicycle/pedestrian trails and paths throughout the city.



Boardwalk Trail



Beach and Waterfront Multi-Purpose Trails

4. Indoor Recreation Centers

EXISTING CONDITIONS AND NEEDS

The City operates and maintains four indoor facilities that provide recreation and social programs: Nova Recreation Center, Ormond Beach Senior Center, South Ormond Neighborhood Center, and The Casements. Volusia County also operates a community building at the Michael Crotty Bicentennial Park.

Collectively, these centers provide a Level-of-Service (LOS) of approximately 1.7 square feet of indoor recreation space per resident based on the City’s projected 2030 population, well within the desired range of 1.5 – 2.0 square feet per capita (Figure 4a). However, the majority of the City’s indoor recreation space is located in the eastern or central areas of the city. An additional center is needed to provide equitable access to indoor recreation amenities and programs for residents of western Ormond Beach.

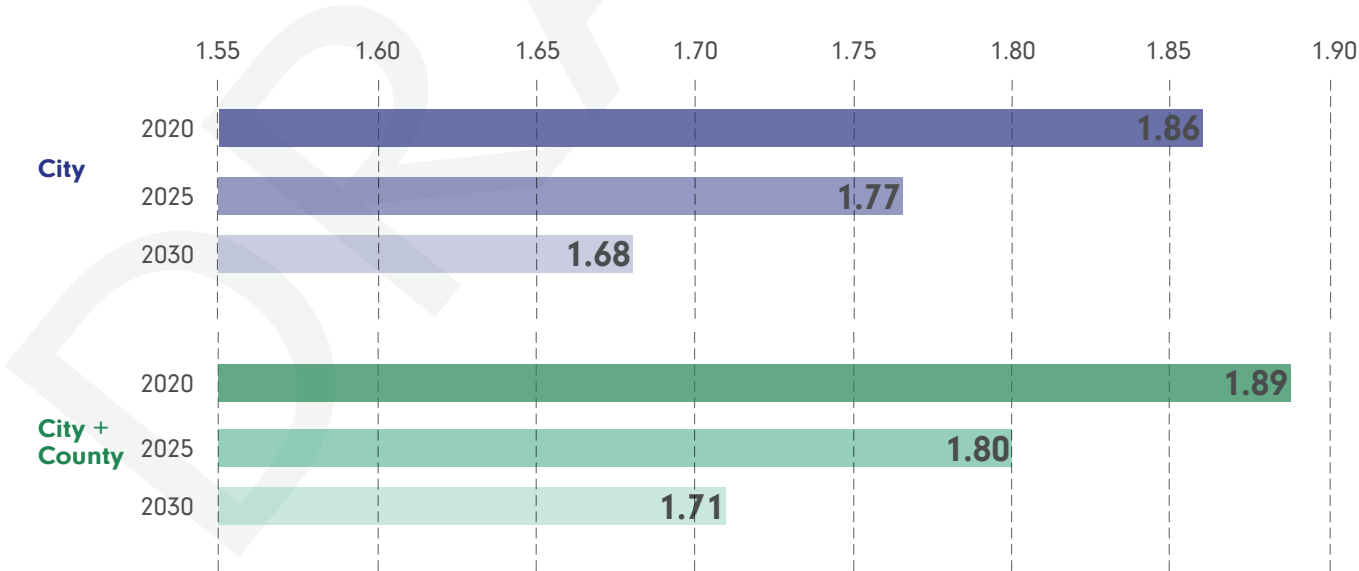


FIGURE 4a: City & County Indoor Recreation Square Footage LOS Analysis

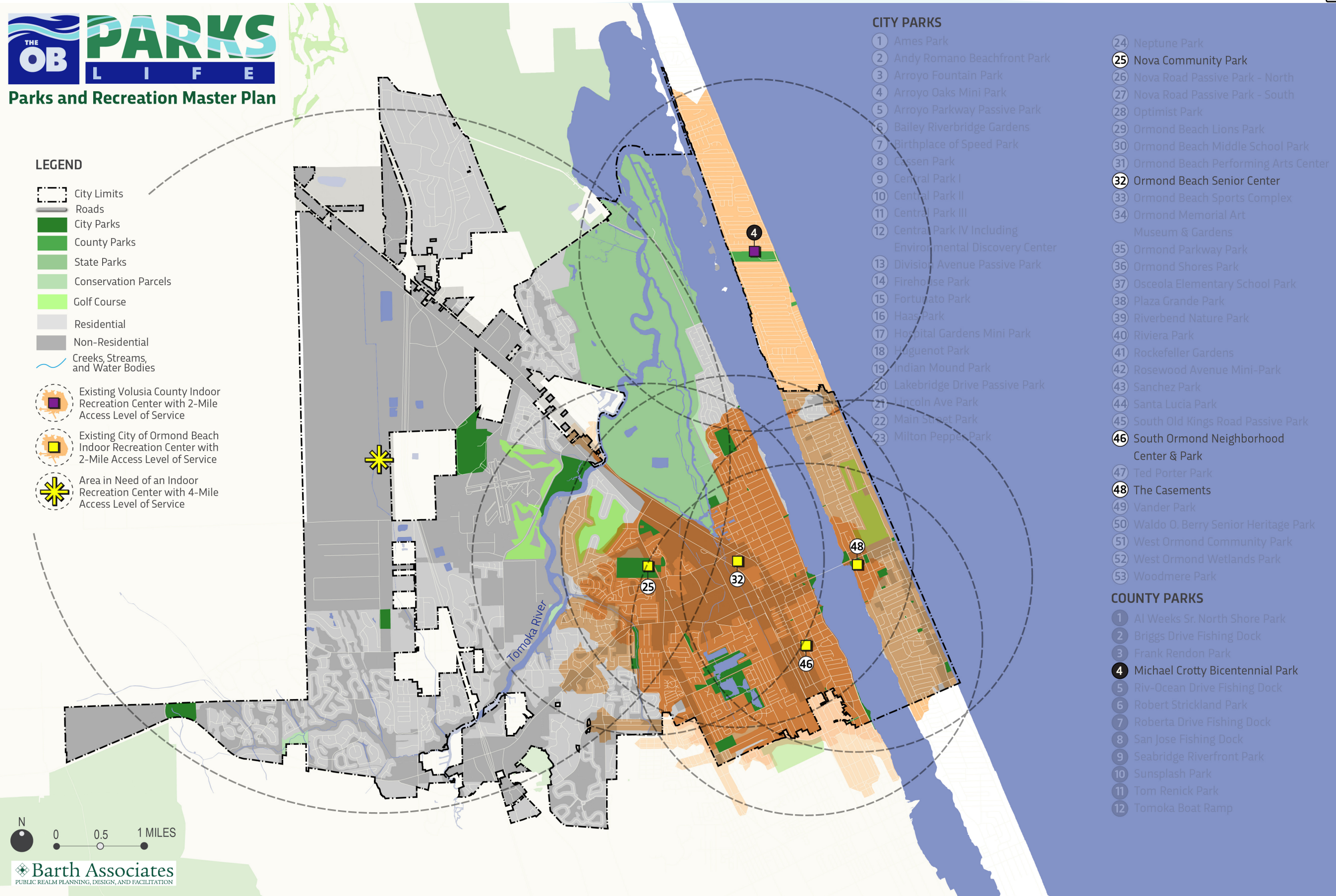


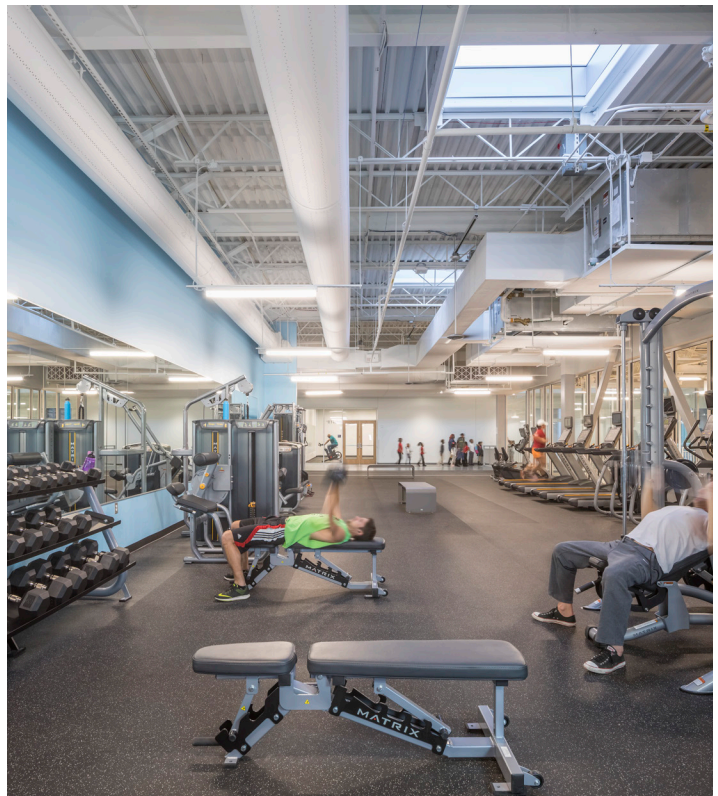
FIGURE 4b: Indoor Recreation Center Long Range Vision

VISION

The City’s vision is to provide equitable access to indoor recreation facilities and programs for all residents within 2 miles of resident’s homes in the City’s urban neighborhoods and 4 miles of resident’s homes in the City’s suburban neighborhoods as illustrated in Figure 4b.

RECOMMENDATIONS

- Recommendations to provide equitable access to indoor recreation space include:
- Develop a Conceptual Master Plan for a new West Ormond Indoor Recreation Center to:
 - Determine the appropriate uses (development program) for the center – and possibly a surrounding park - considering that many western communities have private community centers and swimming pools.
 - Evaluate the suitability of potential sites to accommodate the development program for both the center and the park, such as the airport property and the Leeway Trail site.
 - Estimate both the capital and operating costs of the proposed alternatives, as well as anticipated revenues.
 - Evaluate alternatives for operations, maintenance and programming, including potential partnerships.
 - Make recommendations for a preferred alternative.
 - Discuss partnership opportunities with Flagler County, potentially including a regional park site.
 - Evaluate opportunities for e-sports programs and other alternative recreation activities.



Types of Indoor Spaces for Indoor Recreation Center

5. Improvements to Existing Parks

EXISTING CONDITIONS AND NEEDS

The City operates and maintains 53 parks totaling 603 acres. These spaces range from small pocket parks such as Firehouse Park, Vander Park, and Neptune Park to larger parks that function as neighborhood or community parks such as Ames Park, Fortunato Park, and South Ormond Neighborhood Center & Park.

Based on the site evaluations of the City's parks discussed in Section 1.4.3, it appears that the City's parks are meeting residents' expectations. While the system exhibited many strengths, there are opportunities to enhance the quality of the City's parks as well as provide more amenities, facilities, and things to do for residents of all ages and abilities.

VISION

The City's vision is to upgrade its existing parks in response to the site evaluations conducted by city staff and consultants (Section 1.4.3); residents' priority needs (Section 2.0); and the guiding principles previously outlined. It is a general goal to improve all the City's parks to the same level of quality as Andy Romano Park, The Casements, and other parks that scored a 4.0 or higher on the site evaluations (Section 1.4).

The specific facilities and amenities to be provided at existing parks should be based on residents' input, to be provided through a conceptual master planning process for each park. Typical amenities to be considered by residents might include (in alphabetical order):

- ADA Access
- Amphitheater, outdoor stage
- Bike racks
- Bioretention, rain gardens
- Bus shelter
- Butterfly gardens
- Canoe/ kayak launches and rentals
- Community garden
- Connecting sidewalks and crosswalks
- Covered picnic pavilions with grills
- Dog park, waste stations
- Drinking fountains
- Fitness equipment
- Food concessions and food trucks
- Game tables
- Landscaping
- Large group pavilion
- Lighting
- Movable tables and chairs, benches, trash receptacles
- Multi-generational, shaded playground

- Multi-purpose fields
- Multi-purpose/ tennis, youth basketball, and pickleball courts
- Natural areas
- On-street food truck parking
- Outdoor fitness equipment
- Paved walking paths and trails
- Phone charging stations, Wi-Fi
- Picnic shelters with grills
- Public art, sculpture, fountains
- Quiet seating areas
- Recreation center/ concession building
- Restrooms
- Shade trees, umbrellas, awnings, and/or covers
- Signs and exhibits
- Splash pad
- Wi-Fi

More specifically – in addition to the improvements recommended in the city staff evaluations - city commissioners and board members recommended the following improvements (In alphabetical order):

- ADA accessibility
- Additional boat launches
- Additional indoor and outdoor basketball courts
- Community gardens
- Complete the build-out of the Nova Community Park Master Plan (see Figure 3.8a)
- Convert the (city-owned) airport golf course property to a park with trails, picnic areas, playgrounds, and boating
- Engage residents in re-design of pocket parks
- Improve drainage, add restrooms and amenities, and a splashpad at the Ormond Beach Sports Complex
- Improve maintenance
- Improve under-utilized, private neighborhood parks, e.g., Hunter's Ridge and Breakaway Trails through partnerships or grants
- Multi-purpose fields
- New sports field lighting
- Repair Andy Romano beach ramp and stairs
- Spaces for food trucks
- Tennis and pickleball courts
- Update South Ormond Neighborhood Center
- Update the performing arts center
- Upgrade Nova Recreation Center
- Upgrade senior center, include pickleball courts
- Waterfront restaurant at Cassen Park

RECOMMENDATIONS

- Establish prioritization criteria, and work with the advisory boards to prioritize parks for improvement.
- Develop conceptual master plans – including extensive public involvement – for each of the top priority parks.
- Develop a standard “amenities list” and updated design standards to ensure a consistently high level of quality.



High-quality materials, colors, textures, finishes, furnishings, and design standards at Andy Romano Beachfront Park that could serve as a standard for the rest of the City's parks.

6. New Neighborhood Parks

EXISTING CONDITIONS AND NEEDS

City of Ormond Beach residents have access to 603 acres of park land. Based on the City’s projected 2030 population, this will equate to an Acreage Level-of-Service (LOS) of 13.1 acres per 1,000 population in 2030. As illustrated in Figure 6a below, this LOS is below the City’s 2020 Acreage LOS and just below the National Recreation and Park Association (NRPA) national median benchmark Acreage LOS of 13.2 and upper quartile benchmark of 27.8 per 1,000 population for cities with a similar population and density as the City of Ormond Beach. This suggests a need for additional park land in the future.

Consistently, Figure 6b shows that there are various areas in the City that do not have access to a Park with a 10-minute walk (1/2 mile). As the City continues to grow, it will be important to ensure that all residents have access to a quality park within 1/2 mile of their home.

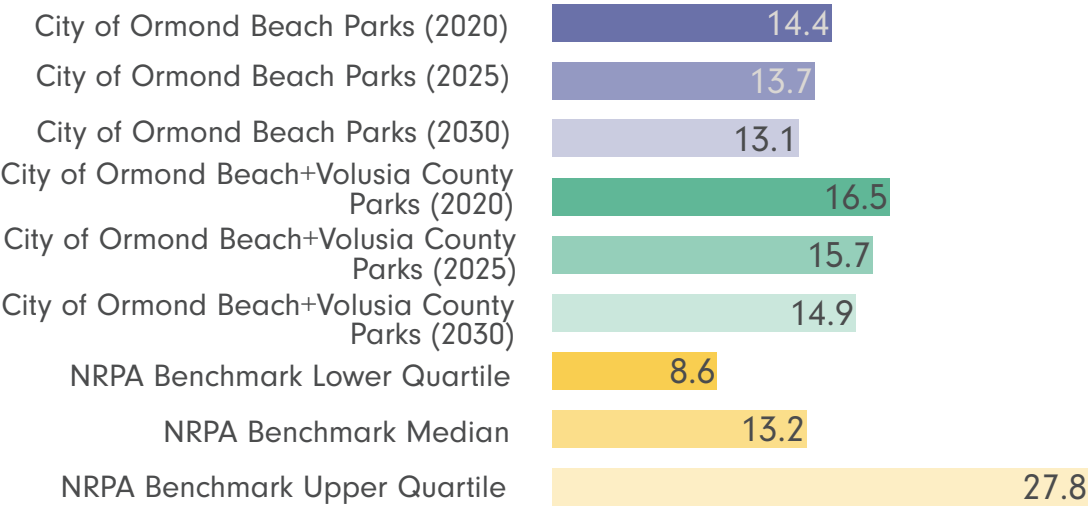


FIGURE 6a: Acreage LOS Analyses & Benchmarking

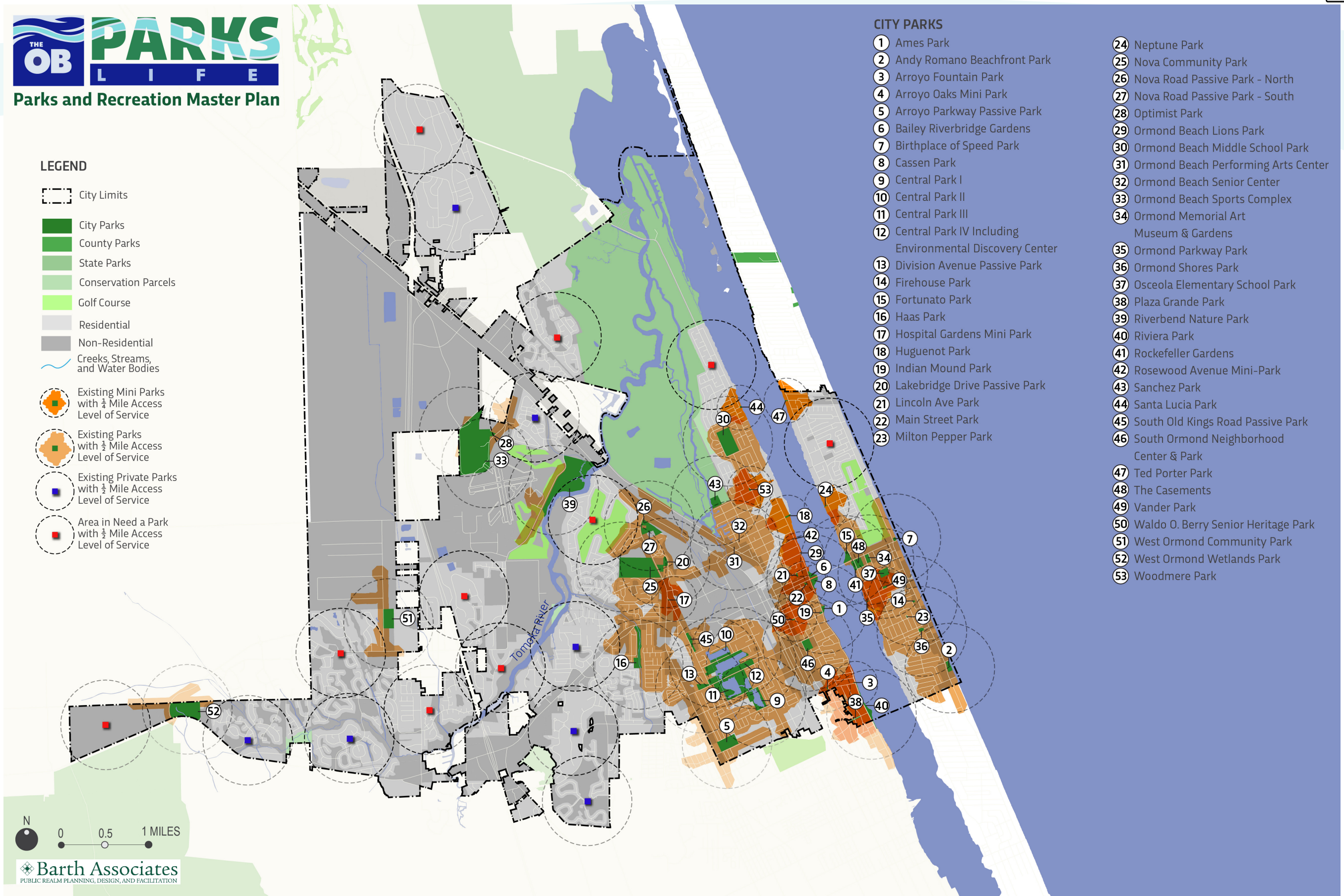


FIGURE 6b: Neighborhood Parks Vision

VISION

The City’s vision is for a neighborhood park – either public or private – to be within walking distance of every resident in the city.

RECOMMENDATIONS

- Investigate potential areas in need of a park within 1/2 mile Access LOS as illustrated in Figure 6b.
- Evaluate opportunities to fill the gaps through public and/or private investment considering the prototypical park illustrated in Figure 6c.
- Consider partnering with Homeowners Associations to improve existing, underutilized HOA parks through grants, leases, joint-use agreements, or other mechanisms.
- Consider providing portable recreation amenities and programs in underserved areas; for example, provide different “recreation packages” such as a movie-night package, adult fitness package, or playground package.

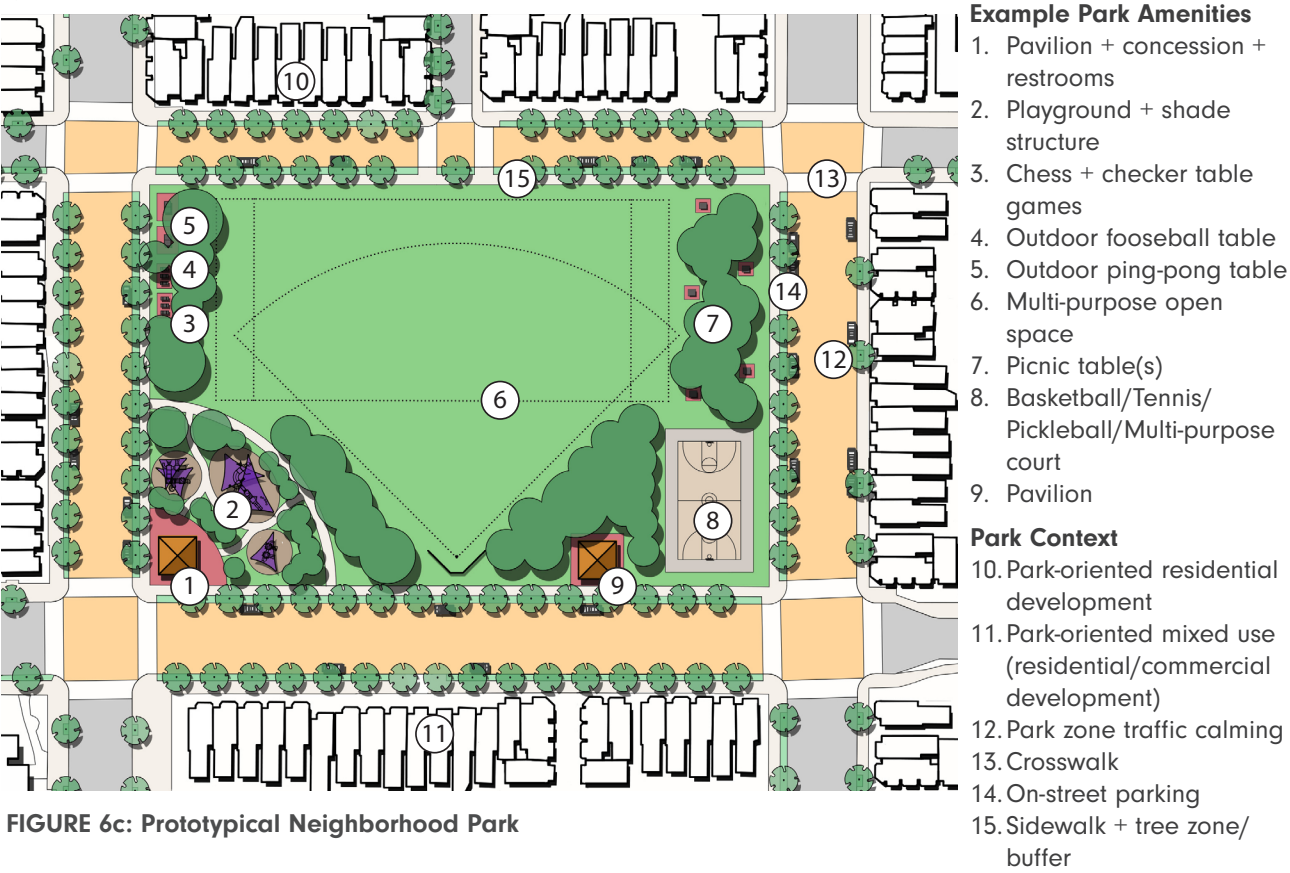


FIGURE 6c: Prototypical Neighborhood Park

PROTOTYPICAL NEIGHBORHOOD PARK DESCRIPTION

Size:

Generally, 5 to 10 acres.

Location + Context:

Residential and Mixed-Use Areas.

Access Level of Service:

Walking distance, approximately 1/2 mile

Function:

Neighborhood Parks are the core green space of the parks system and serve the basic needs of nearby, neighborhood residents for passive and active, at-will and programmed social, cultural, and recreational uses. Programmed events should be limited to neighborhood serving events focused on the surrounding neighborhood.

Neighborhood Parks can also provide opportunities to address environmental challenges such as local stormwater management issues, biological diversity, and ecological, and habitat restoration.

Design Considerations:

- Neighborhood Park design should reflect the existing or anticipated needs of neighborhood residents.
- 50% of the park should be dedicated to active uses and 50% to passive uses.
- Restrooms should be integrated with a pavilion or shelter near the playground.
- A concession stand with movable tables and chairs may be developed within parks in urban areas.
- Parking should be limited to on-street perimeter parking. No off-street parking should be provided within the neighborhood park.
- Well-marked and signed crosswalks that ensure safe access to the parks.
- Park zones that encourage motorists to reduce their speed should be incorporated on roads that surround the park.
- Development surrounding the park should face onto the park. Wide sidewalks with shade trees should extend from the park into the surrounding neighborhood.
- An indoor recreation facility may be developed in a Neighborhood Park. If developed within the park property, it should be developed on one of the corners of the property to address and frame the street and provide a public face to the park edge.

7. Sports Facilities and Programs

EXISTING CONDITIONS AND NEEDS

The City offers an extensive sports program, including youth sports, clinics, special population sports, and adult sports. Youth sports programs include:

- Basketball
- Baseball - Competitive OBYBSA
- Baseball/T-Ball - Recreational OBYBSA
- Flag Football
- Football/Cheerleading - Ormond Beach PRIDE
- Football/Cheerleading - Pop Warner - Ormond Beach Sandcrabs
- Soccer - OBSC
- Softball - Competitive OBYBSA
- Softball/T-Ball - Recreational OBYBSA
- Volleyball

Special Population sports programs offered in the Nova Community Center include:

- Gym Friends
- Challenger Basketball

Adult sports programs include:

- Coed Kickball
- Coed Flag Football
- Coed Volleyball
- Fall Coed Softball
- Spring Coed Softball

Existing sports facilities include 2 indoor basketball courts; 10 outdoor basketball courts; 21 diamond fields for T-ball, baseball, and softball; and 17 rectangle fields.

VISION

The City's vision is to continue to meet the needs for both youth and adult sports programs, with an emphasis on recreational sports including special populations.

RECOMMENDATIONS

Recommendations for sports facilities and programs include:

- Develop the Conceptual Master Plan for a new West Ormond Indoor Recreation Center and park, as discussed above. Uses may include pickleball courts, a walking track, community meeting rooms, gymnasium with basketball and volleyball courts, indoor fitness center, space for large gatherings and events (seating for more than 200 people), youth basketball, and other amenities. Include amenities for cheer and dance.
- Upgrade fields and amenities at the Ormond Beach Sports Complex and Nova Community Park, including LED lighting, drainage, restrooms, benches, walks, fencing, roadways, and parking.
- Complete the build-out of the Nova Community Park master plan to provide additional multi-purpose fields. Consider adding a Miracle Field and making improvements to the indoor center and park to enhance special populations programming.
- Construct additional outdoor basketball courts.
- Evaluate opportunities for the use of the former Gymnastics Center at Nova Recreation Center, such as a multi-purpose space for pickleball, youth basketball, cheer, e-sports, and other high-priority or emerging trend needs.



Rectangle Multi-purpose Fields at the Ormond Beach Sports Complex

8. Aquatics Facilities

EXISTING CONDITIONS AND NEEDS

The Volusia Flagler Family YMCA is the only publicly-accessible swimming pool in Ormond Beach available for lap swimming, swimming lessons, and aquatics programs. Monthly membership fees range from \$25 (youth) to \$68 (family), and the YMCA makes the pool available one day per week for lap-swimming on a daily fee basis.

Additionally, the City of Ormond Beach offers residents access to two splash pads, one in Andy Romano Beachfront Park and the other in South Ormond Neighborhood Center & Park. However, these facilities are located in the south eastern portion of the city. Additional facilities are needed to provide equitable access to splash pads for residents of western and northern Ormond Beach.

VISION

The City's vision is to continue contracting with the YMCA to provide swimming lessons, and promoting the YMCA as the primary aquatics provider through a single, centralized location. The City will also continue to offer splash pads equitable across the City. Figure 8a illustrates the City's aquatics vision.

RECOMMENDATIONS

- Promote the YMCA programs and facilities to make residents more aware of what is being offered.
- Consider partnering with the YMCA to offer additional days for public lap swimming and additional aquatics programs.
- Develop two additional splash pads in areas identified in Figure 3.11a as having a need for splash pads.

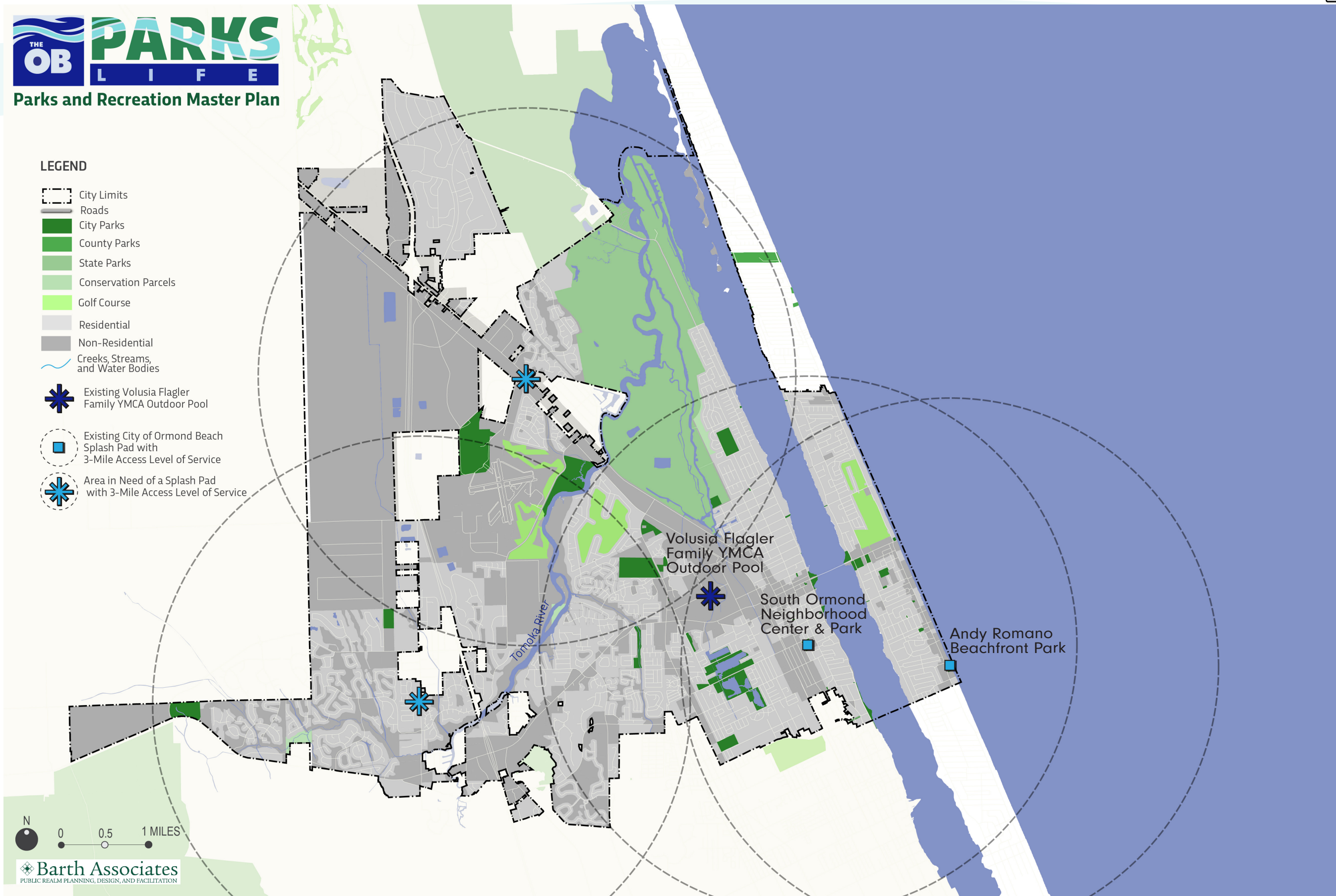


FIGURE 8a: Aquatics Vision

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9. Community Events, Summer Concerts, and Programs

EXISTING CONDITIONS AND NEEDS

According to the City's website, the Community Events Division of the Ormond Beach Leisure Services Department organizes or co-sponsors more than thirty events throughout the year, including:

- Arbor Day
- Mayor's Health & Fitness Challenge
- Native American Festival
- Starry Starry Night
- Art in the Park
- Memorial Remembrance Service
- July 4th Celebration
- Summer Sounds Concerts in Rockefeller Gardens
- Kids Fishing Tournaments
- Senior Games
- Halloween Highway: Family Friendly Drive-Thru Trunk or Treat
- Veterans Day Drive-Thru Celebration
- Home for the Holidays Parade
- Holidays at The Casements
- Breakfast with Santa
- Letters to Santa

The City also offers adults, special populations, and youths a variety of educational and fitness classes throughout the year. Adult programs include:

- Art Classes
- Cooking Classes
- Fitness Classes:
- Pilates - The Casements
- Yoga - The Casements
- Zumba Gold - The Casements (not currently offered)
- Language Classes
- Jazzercise
- Open Gym (Nova and South Ormond Neighborhood Center)
- Fitness Room (Nova and South Ormond Neighborhood Center)
- Senior Center (Council on Aging activities, classes, events, etc.)

Special Populations programs offered in the Nova Community Center include:

- Calling All Creators
- Friday Night Dances
- Lunch Bunch Club
- Special Events
- Valentine Dance
- Prom
- Shining S.T.A.R.S Pageant & Fashion Show
- Sock Hop
- Halloween Party
- Hoedown

Youth programs include:

- Children's Musical Theater Workshop, Inc.
- Dance/Acting - 2021 Flyer
- Junior Jazzercise (not currently offered)
- Play Unplugged (not currently offered)
- Tutoring Program (South Ormond Neighborhood Center)
- Learning Center (South Ormond Neighborhood Center)
- Open Gym (Nova and South Ormond Neighborhood Center)

Figure 9a below indicates that Ormond Beach residents have a much higher need for community events and recreation programs than other residents nationwide. For example, a whopping 57% of Ormond Beach residents have a need for community events, compared with just 37% in other communities.

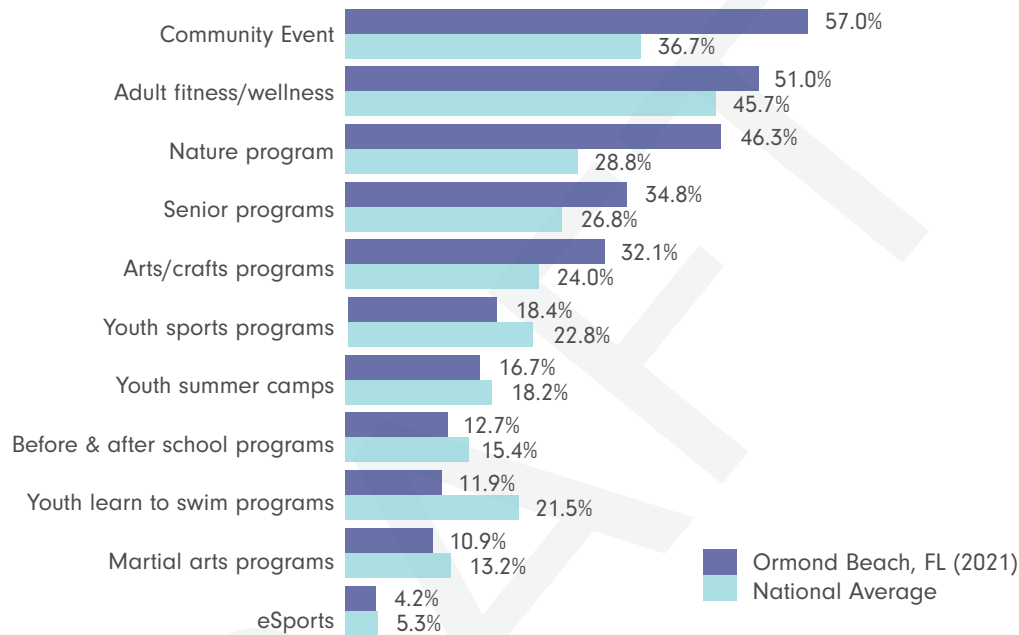


FIGURE 9a: City of Ormond Beach vs. National Benchmarks: Percent of Households with Needs for Recreation Programs

Specifically, residents ranked the following special events and programs as top priorities:

- Summer concerts
- Adult fitness and wellness programs
- Community events
- Nature programs
- Performing arts programs

VISION

The City's vision is to continue providing residents and visitors with the types of high-quality, affordable events and programs that make Ormond Beach such a great place to live and visit.

RECOMMENDATIONS

Residents indicated that they prefer special events to be provided in small or medium parks, rather than large county-wide parks. Small, neighborhood events generally draw 300 or fewer attendees, and include events such as Movies on the Halifax, Once Upon a Storytime, Reel in the Fun Kids' Fishing Tournament, and the Mayor's Health and Fitness Challenge. Medium, city-wide events generally draw 300-750 people, and examples include the Senior Games, Jewish Heritage Festival, Taste of Ormond, Summer Sounds/Swing into Spring Concert Series, and India Day. The preference for smaller events and venues may be due in part to increasing traffic congestion, long travel times to larger destinations, difficulties in finding parking and navigating large crowds, and the desire for more activities and events closer to home (see Figure 9b, below).

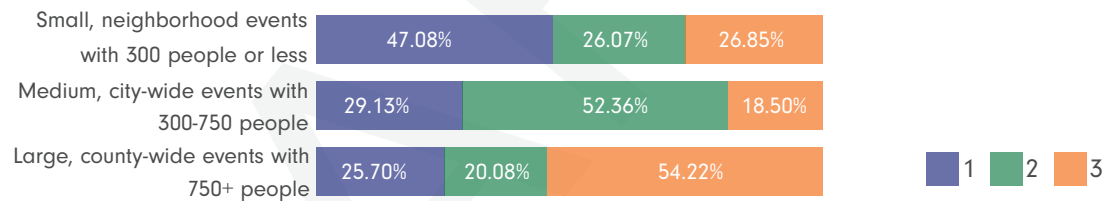


FIGURE 9b: Types of Special Events Residents would like to see more In the City

Specific recommendations include:

- Experiment with offering events and programs in non-traditional locations, particularly in western Ormond.
- Work with neighborhood HOAs to offer events in smaller neighborhood and community venues; it is estimated that 60% of residents live in HOAs.
- Survey attendees at programs to develop a better customer profile, including the area in which they live, how they traveled to the event, needs for specific types of programs, etc.
- Continue to partner with other providers such as Destination Daytona, the Bandshell, and others to provide concerts and special events.
- Provide more programs to neighborhoods with young families.
- Inform residents of programs offered by both the city and other partners; for example, attendance at the Summer Sounds concerts doubled after city promotion.
- Coordinate with Destination Daytona, Chamber, Main Street and other providers to advertise and promote events through the monthly cultural events calendar.
- Experiments with mini-bus or trolley service from hotels to downtown for special events.
- Add amenities to accommodate special events at smaller local parks, such as electric service, portable stage areas, etc.
- Offer incentives to encourage residents to ride bikes to parks and special events.
- Conduct Cycloviva events that close certain streets to cars for the day.

10. Golf Courses

EXISTING CONDITIONS AND NEEDS

While not considered a high priority for investment in the statistically-representative survey, “golf course” ranked as residents’ 10th priority (see Figure 10a below). Part of the reason for the demand may be that 2 of the city’s 3 courses closed within the past four years. First, the Tomoka Oaks Golf and Country Club closed in early 2018, and then the Riverbend Golf Course closed in late 2020, leaving only the private Oceanside Country Club within the city limits. Still, public courses remain nearby, including the Riviera Golf Course and Country Club to the south of the city in Holly Hill, and the Halifax Plantation Golf Course and Country Club to the north, both of whom list an Ormond Beach mailing address.

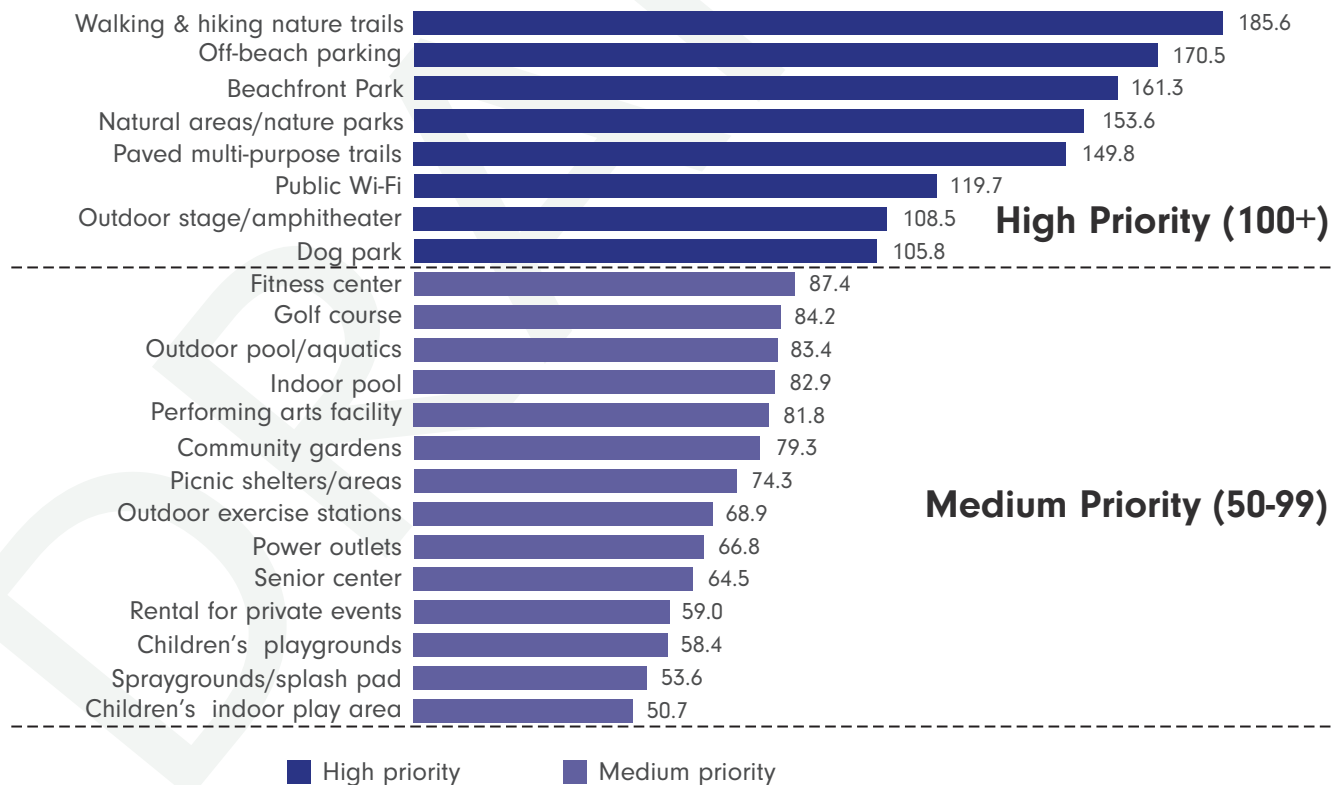


FIGURE 10a: Top Priorities for Investment for Recreation Facilities Based on the Priority Invest Rating (PIR)

VISION AND RECOMMENDATIONS

The City’s vision is to continue promoting opportunities for golf courses and programs within the community, including learn-to-golf programs, links on the city’s website, and special events. The city may also wish to arrange for discounts for residents to play at nearby, publicly-owned golf courses.

Implementation Strategy

DRY
4

4.1 Introduction

Implementation comes in many forms, including new capital improvements, additional staffing, new programs, and increased maintenance. Other forms of implementation include updates to the comprehensive plan or land development regulations; partnerships with other agencies, businesses, or nonprofit organizations; refocused delivery of programs and services in response to the agency's mission or residents' priorities; and changes to maintenance and operations procedures.

The following sections include recommendations for:

CITY'S COMPREHENSIVE PLAN

Recreation and Open Space Element and Capital Improvement Element



CITY'S LAND DEVELOPMENT CODE

Section 2-35 related to Recreation Facilities



FUNDING

Four scenarios considering a variety of sources and amounts.



CAPITAL IMPROVEMENT PLAN (CIP) AND STAFF ACTIONS



PHASING OF IMPLEMENTATION

Recreation and Open Space Element and Capital Improvement Element



4.2 Revisions to Comprehensive Plan

Recreation and Open Space Element, Capital Improvement Element

It is recommended that the following items be reviewed in relation to the City's parks level-of-service (LOS) standards, which are mentioned in the Recreation and Open Space Element and included in the Capital Improvements Element:

1. Existing Capital Improvement Element Policy 1.3.2.:

Item (b) states:

Parks (acres per population): 13 acres per 1,000 population A capital facilities recovery fee to develop lands dedicated by developers to meet the acreage level of service standards shall be pursued. The recovery fee may be either assessed to the developer of the subdivision or the builder of the home in the form of an impact fee. Subdivisions which provide private recreation lands and facilities shall be provided a credit against the land dedication and capital facilities recovery fee.

The City may wish to amend the LOS standards as follows:

- Clarify and specify what types of park land or improvements the City will accept in lieu of impact fees. Prescriptive prototypes, illustrations, and text could be included in either the comprehensive plan or the land development codes.
- Add other LOS metrics to assure that residents' needs are being met. These may include metrics related to access, quality, capacity, equity, sustainability, resiliency, and other desired future conditions.

2. Modify Policy 1.1.6 of the Recreation and Open Space Element:

The City's facility needs and program planning shall be determined through a continuous assessment of facility capacities and community needs, thorough surveys, citizen responses, civic interaction, and population growth. Surveys shall be completed by April of each year by the Leisure Services and Planning Departments. The following criteria shall be applied in implementation of this policy:

- a. Coordination with other City departments and civic groups of studios (e.g., continuing education) programs, special events and referral services. Such programs shall be available for all ages and not limited to any level of proficiency.
- b. Coordination of or liaison to the development of other community enhancement projects (e.g., Santaland Art in the Park, and Easter Egg Hunt).
- c. Develop an outreach strategy that provides recreation activities and programs on a neighborhood basis.
- d. Determine the need for additional multi-diversified leisure facilities to better accommodate existing and future needs.
- e. Survey of the use of recreation facilities by developmentally disabled and physically handicapped people. The plan shall further contain specific recommendations for correcting existing deficiencies and meeting future needs.
- f. Assess the special population needs and provide structured activities for youth and adults that would interface with mainstream youth programs.

3. Modify Policy 1.1.6 of the Recreation and Open Space Element:

By 2025, the City shall continue to develop programs and activities a facility at Central Park to support after school programs and other activities.

4. Modify the text within Objective 1.9 of the Recreation and Open Space Element:

Objective 1.9 - Public recreation facilities shall both accommodate and integrate ~~handicapped~~ special populations and persons with disabilities consistent with Federal and State standards.

Policy 1.9.1 - The City shall provide physical programs for the ~~handicapped~~ special populations and persons with disabilities of all ages, based upon demand.

Policy 1.9.2 - Recreation facility construction or renovation shall be designed to accommodate and integrate the ~~handicapped~~ special populations and persons with disabilities consistent with Federal and State ADA standards.

Policy 1.9.3 - When possible, ~~handicap~~ special populations' and persons with disabilities' access to the beach shall be improved by the process of ~~handicap~~ accessible parking spaces and pedestrian beach ~~access~~ ramps.

Policy 1.9.4 - Playgrounds shall include ~~handicap~~ special populations and disability accessible and usable facilities, to integrate ~~handicapped~~ special populations' children into the mainstream.

Policy 1.9.5 - The City shall construct playgrounds oriented towards ~~handicapped~~ special populations children.

5. **Include an Objective and Policies that implement the recommendations of the 2022 Park and Recreation Master Plan update.**

4.3 Revisions to Section 2-35 of Land Development Code

The City is currently performing an Impact Fee update that includes Park and Recreation impact fees. The park and recreation impact fees should be amended based on the impact fee consultant recommendation in order to maintain the current service level of parks and recreation.

Under Planned Residential Development:

Paragraph "(h) Recreational facilities", of Section 2-35 of the City's Land Development Regulations, includes numerous LOS requirements. These should be reviewed to determine if they are meeting the City's recreation goals and objectives, as expressed in the comprehensive plan. Potential revisions include:

- 1) Expand the land area required for the dedication of private subdivision recreation areas.
- 2) Clarify that private subdivision recreation areas would not qualify for impact fee credits.
- 3) Establish criteria of land or facility requirements that would qualify for impact fee credits.

Residential Development outside a Planned Residential Development

There are no recreation requirements for developments outside of the Planned Residential Development process. Consideration should be given to establishing minimum recreation requirements for developments, such as multifamily projects, that do not require a planned development approval.

4.4 Funding

The ability to implement the City's long-range Parks and Recreation Vision is based on the amount of funding that will be available over the next 10-years.

Barth and Associates representatives met with City staff to discuss realistic funding strategies for the implementation of parks and recreation capital improvements. Figure 4.4a below provides a summary of the three different 10-year funding projection options that were developed for the City Commission's consideration. These options ranged from the existing, Pay-As-You-Go funding strategy that the City has historically used to fund parks and recreation capital projects, to options that consider extra ordinary funding sources. The following pages provide a detailed description of each of these funding options.

Funding Source	10-Year Projections		
	Funding Option 1 (City's Existing Funding Strategy)	Funding Option 2	Funding Option 3
TPO, State and Federal Grants for Trails	TBD	TBD	TBD
Impact Fees	\$2 MM	\$2 MM	\$2 MM
General Capital Improvements	\$2 MM	\$2 MM	\$2 MM
Volusia County ECHO Grants	\$2 MM	\$4 MM	\$4 MM
Volusia County ECHO Grants (Exceptional Grant)	-	-	-
Other Parks and Recreation Grants*	\$3.5 MM	\$3.5 MM	\$3.5 MM
CDBG Grants	\$500 k	\$500 k	\$500 k
CRA	\$1 MM	\$1 MM	\$1 MM
Dedicated Millage for Parks and Recreation Projects	-	\$ 4 MM	-
Bonding Dedicated Millage for Parks and Recreation Projects (20-Year Pay Back)	-	-	\$ 5.5 MM
General Obligation Bond (20-Year Bond) (Considers \$50 per household annually)	-	-	-
Total Projected Funding FY 2022-2031	\$11 MM	\$17 MM	\$18.5 MM

*Recommend hiring or contracting for a dedicated parks and recreation grants coordinator (e.g., RMPK Funding)

FIGURE 4.4a - Funding Options Summary

Funding Option 1 (City's Existing Funding Strategy)

Funding Option 1 is the most conservative funding strategy. It is based on the City's existing funding strategy for parks and recreation projects, which uses Pay-As-You-Go funding sources. Based on the amount that the City has historically used to fund parks and recreation projects and services, Figure 4.4b below illustrates what this strategy has the potential to generate over the next ten years. This amounts to approximately \$11,000,000.

Funding Source	Estimated Annual Funding	Notes	10-Year Projection
TPO, State and Federal Grants for Trails		Trails implementation led by other departments and agencies	TBD
Impact Fees	+/- \$196,800	\$1,312.24 current impact fee times 150 single-family homes per year. Note that this impact fee is currently being reviewed.	\$2 MM
General Capital Improvements	+/- \$200,000	A portion of the general CIP dedicated millage.	\$2 MM
Volusia County ECHO Grants	+/- \$200k	Maximum amount allowed is \$600,000. ECHO allows one exceptional grant request of \$2.5 million through the life of the ECHO program.	\$2 MM
Other Parks and Recreation Grants*	+/- \$350k	50-year average, includes FRDAP, FIND, LWCF, DB Racing District, FDOT, FDCA, Ponce DeLeon Inlet & Port District;	\$3.5 MM
CDBG Grants	+/- \$50k		\$500 k
CRA	Lump sum	Based on 10-year average	\$1 MM
Total Projected Funding FY 2022-2031			\$11 MM

*Recommend hiring or contracting for a dedicated parks and recreation grants coordinator (e.g., RMPK Funding)

FIGURE 4.4b - Funding Option 1 (City's Existing Funding Strategy)

Funding Option 2

Funding Option 2 considers allocating a dedicated millage for parks and recreation projects. A dedicated millage provides consistent and ongoing property tax funding for a specific purpose. The City of Ormond Beach currently has five dedicated millages:

- General Capital Improvements
- Facilities Renewal & Replacement
- Transportation
- General Vehicle Replacement, and
- Public Safety Vehicle & Equipment Fund.

The annual amount provided through a dedicated millage can be set as a fixed dollar amount or as a specific millage rate. The dedicated millage is part of the overall general operating millage. Therefore, it is not subject to voter approval. Instead, the rate is set annually by the City Commission.

A dedicated a millage could provide additional funding for parks and recreation projects and would help leverage additional grants such as Volusia County's ECHO Grants, State, Federal, and specific parks and recreation grants that require local matches. Illustrated in Figure 4.4c, this scenario has the potential to generate approximately \$17,000,000 over the next ten years.

Funding Source	Estimated Annual Funding	Notes	10-Year Projection
TPO, State and Federal Grants for Trails		Trails implementation led by other departments and agencies	TBD
Impact Fees	+/- \$196,800	\$1,312.24 current impact fee times 150 single-family homes per year. Note that this impact fee is currently being reviewed.	\$2 MM
General Capital Improvements	+/- \$200,000	A portion of the general CIP dedicated millage.	\$2 MM
Volusia County ECHO Grants	+/- \$400k	Maximum amount allowed is \$600,000. ECHO allows one exceptional grant request of \$2.5 million through the life of the ECHO program.	\$4 MM
Other Parks and Recreation Grants*	+/- \$350k	50-year average, includes FRDAP, FIND, LWCF, DB Racing District, FDOT, FDCA, Ponce DeLeon Inlet & Port District;	\$3.5 MM
CDBG Grants	+/- \$50k		\$500 k
CRA	Lump sum	Based on 10-year average	\$1 MM
Dedicated Millage for Parks and Recreation Projects	+/- \$400,000	A portion of collected revenue dedicated specifically for parks and recreation projects.	\$ 4 MM
Total Projected Funding FY 2022-2031			\$17 MM

*Recommend hiring or contracting for a dedicated parks and recreation grants coordinator (e.g., RMPK Funding)

FIGURE 4.4c - Funding Option 2

Funding Option 3

Funding Option 3 considers allocating a dedicated millage for parks and recreation projects and then bonding that amount to generate additional revenue. Similar to Funding Option 2, since the dedicated millage is part of the overall general operating millage, bonding the amount would not be subject to voter approval.

Similar to Funding Option 2, a dedicated millage that is in turn bonded, could provide additional funding for parks and recreation projects and would help leverage additional grants such as Volusia County's ECHO Grants, State, Federal, and specific parks and recreation grants that require local matches. Illustrated in Figure 4.4d, this option has the potential to generate approximately \$18,500,000 over the next ten years.

Funding Source	Estimated Annual Funding	Notes	10-Year Projection
TPO, State and Federal Grants for Trails		Trails implementation led by other departments and agencies	TBD
Impact Fees	+/- \$196,800	\$1,312.24 current impact fee times 150 single-family homes per year. Note that this impact fee is currently being reviewed.	\$2 MM
General Capital Improvements	+/- \$200,000	A portion of the general CIP dedicated millage.	\$2 MM
Volusia County ECHO Grants	+/- \$400k	Maximum amount allowed is \$600,000. ECHO allows one exceptional grant request of \$2.5 million through the life of the ECHO program.	\$4 MM
Other Parks and Recreation Grants*	+/- \$350k	50-year average, includes FRDAP, FIND, LWCF, DB Racing District, FDOT, FDCA, Ponce DeLeon Inlet & Port District;	\$3.5 MM
CDBG Grants	+/- \$50k		\$500 k
CRA	Lump sum	Based on 10-year average	\$1 MM
Bonding Dedicated Millage for Parks and Recreation Projects (20-Year Pay Back)	+/- \$400,000	A dedicated millage of \$400,000 per year would pay for a bond of \$5.5 million with a 20-year payback.	\$ 5.5 MM
Total Projected Funding FY 2022-2031			\$18.5 MM

*Recommend hiring or contracting for a dedicated parks and recreation grants coordinator (e.g., RMPK Funding)

FIGURE 4.4d - Funding Option 3

Extra-ordinary Funding Source

Another option for the City to consider is the use of an extra-ordinary funding source, such as a 20-year Obligation Bond. The inclusion of this extra-ordinary funding source is based on the responses from the Statistically Valid Survey (SVS) where 69.5% of respondents expressed a willingness to pay \$12-\$60 annually to fund the types of parks, recreation facilities, and programs that are most important to their household.

Figure 4.4e below illustrates the range of bond revenue that would be generated based on a range of annual household contributions. This increased amount would further help leverage additional grants such as Volusia County's ECHO Grants, State, Federal, and other parks and recreation grants that require local matches, including a one-time, \$2,500,000 grant from Volusia County's ECHO Grants. The inclusion of the extra-ordinary funding source could also reduce the use of Pay-As-You-Go funding sources to pay for parks and recreation projects.

Funding Source	Estimated Annual Funding	Notes
General Obligation Bond (20-Year Bond)	N/A	\$15 per household = \$10 MM \$30 per household = \$20 MM \$45 per household = \$30 MM \$60 per household = \$40 MM \$75 per household = \$50 MM

FIGURE 4.4e - Extra-ordinary Funding Source

A challenge with Option 4 is that the City would have to spend the bond revenue within a three-year time frame. Unless the City increased its staff or procured the services of a Program Management firm to help administer the bond and plan, design, and oversee the implementation of proposed projects, spending the bond revenue within the required time frame may not be possible with the City's existing staff.

4.5 Capital Improvement Plan and Staff Actions

The Capital Improvement Plan (CIP) is comprised of projects previously identified for completion and Capital Improvement Projects and Staff Actions proposed in Chapter 3: Vision. Projects previously identified for completion are listed in Figure 4.5a below. These projects should be implemented first followed by Capital Improvement Projects proposed in the Parks and Recreation Vision. Previously identified projects total \$11,041,616; \$3,667,450 of which are currently funded and \$7,374,166 of which are currently not funded.

Projects	Funded	Unfunded
Thompson Creek, Phase 1	\$666,500	
Cassen Park (Carryover)	\$865,000	
Performing Arts Center	\$607,000	
Ormond Beach Sports Complex Access & Drainage	\$484,950	
Environmental Discovery Center Trail System Connection		\$455,000
Nova LED Baseball Lighting		\$1,800,000
Nova Parking & Fitness Stations		\$901,300
Ormond Beach Sports Complex Parking		\$632,000
PAL House		\$350,000
Sport Complex Challenge Course		\$315,000
Doug Thomas Way	\$792,000	
Tomoka Elementary Connector Sidewalk	\$252,000	
Pineland Trail Roadway Improvements (Sidewalk)		\$925,566
US 1 North Sidewalks		\$1,995,300
Overall Totals	\$3,667,450	\$7,374,166
Grand Total	\$11,041,616	

FIGURE 4.5a - Existing Capital Improvement Projects

Parks and Recreation Vision Projects and Staff Actions

Figure 4.5b below identifies proposed Parks and Recreation Vision Projects and Staff Actions discussed in Chapter 3: Vision. Projects identified in the Parks and Recreation Vision should be implemented as funds become available considering the Prioritization Strategy included in Section 4.6 - Proposed Prioritization and Phasing Strategy. These are organized in the order of the subsystems and the subsystem recommendations presented in Chapter 3: Vision. Proposed Parks and Recreation Vision projects include estimated, order of magnitude, planning level costs for implementation of each “sub-system” of the long-range vision; estimated park operating and maintenance costs; and potential administrative staff time for Staff Actions.

It is important to note that all estimated capital and operating costs are approximate and should not be used for individual project budgets. Detailed site analyses, master plans, design/permitting/ construction documents, and cost estimates will need to be prepared in order to establish actual construction budgets.

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
1. Natural Areas, Nature Trails, and Blueways	1.1. Develop a Conservation Lands Acquisition and Management Plan	\$50,000 (Consultant)		Natural Resource Management Plans should be created for each natural area to manage against non-native species in and on natural lands.
	1.2. Create an Advisory Committee to review and prioritize lands	Staff and Commission	Administrative staff time may be 12 meetings a year plus prep and follow-up time of at least 3 hours per meeting- Total of 36 hours a year, minimum.	
	1.3. Determine costs for acquisition, trail development, and preservation	Included in Recommendation 1.1		
	1.4. Determine available and projected funding sources	Included in Recommendation 1.1		State funding for conservation grants for purchasing of land and for the development of natural trails and trail head sites. Most will require at least a 20% match from the city.

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
1. Natural Areas, Nature Trails, and Blueways (Cont.)	1.5. Work with a non-profit organization to acquire the top priority sites	TBD		
	1.6. Budget adequate funds to manage lands once they have been acquired	Staff	Natural Land Management costs are approximately \$400 to \$500 per acre annually.	
Volusia County (Plantation Oaks Boulevard, and State Park)	1.7. Advocate for Volusia County and State Parks to implement nature trails.	Staff	Schedule monthly or quarterly meetings with County and State Park representatives to discuss potential projects, monitor progress, and support where possible. May require administrative staff time for 4 – 12 meetings per year, 3 hours per meeting including preparation and follow-up time- Total of 12 – 36 hours annually, minimum.	
Division Avenue to Environmental Discovery Center Trail	1.8. Develop 420 linear feet of concrete and 670 linear feet of boardwalk (10' wide)	\$3,998,304	\$1,300 annually	Capital: \$400 SF for boardwalk; \$230 LF for trail; + 20% Contingency; + 20% Permitting & Engineering (P&E). Operations & Maintenance (O&M) Costs: \$6,000 per mil, per year.
Former Riverbend Golf Course Property	1.9. Evaluate opportunity and cost to acquire property	Staff	Meet with airport representatives to explore and evaluate opportunities. Administrative staff time will vary based on length of process.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
Riverbend Nature Park	1.10. Construct floating dock and 1-mile mountain bike trail expansion	\$930,000		Capital: \$750,000 floating dock; \$25,000 for mountain bike trail; + 20% contingency.
West Ormond Wetland Park	1.11. Boardwalk, trail, parking lot, and fishing pier	\$4,320,000	\$150,000 annually	Capital: 30 acres @ \$100,000 per acre; +20% Contingency; + 20% P&E. O&M Costs: \$5,000 per acre, annually.
Sanchez Park Boat Launch	1.12. Floating dock	\$750,000		Capital: \$750,000 floating dock.
Division Avenue and Old Kings Road	1.13. Parking area, multi-purpose trail, exercise equipment, fishing piers, lighting, furnishings, landscaping	\$778,000	\$18,000 annually	Capital: 1.8 Acres @ \$300,000 per acre; +20% Contingency; + 20% P&E. O&M Costs: \$10,000 per acre annually.
Nova Road Passive Park - North	1.14. Parking area, multi-purpose trail, exercise equipment, fishing piers, lighting, furnishings, landscaping	\$1,300,000	\$30,000 annually	Capital: 3 acres of developable area \$300,000 per acre; +20% Contingency; +20% P&E. O&M Costs: \$10,000 per acre annually.
Arroyo Parkway	1.15. Parking area, multi-purpose trail, exercise equipment, fishing piers, lighting, furnishings, landscaping	\$1,300,000	\$30,000 annually	Capital: 3 acres of developable area \$300,000 per acre; +20% Contingency; +20% P&E. O&M Costs: \$10,000 per acre annually.
SUBTOTAL: Natural Areas, Nature Trails, and Blueways Vision		\$13,376,304	Annual Park O&M Costs: \$229,300 Administrative Staff Time: Minimum 48 hours, annually.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
2. Off-Beach Parking and New Beachfront Park	2.1. Conduct, partner, or advocate for a beach parking study to evaluate alternative techniques, determine residents' and visitors' preferences, and make recommendations to the City Commission. Consider asking the county and other municipalities to jointly conduct a countrywide study.	Staff	Schedule monthly or quarterly meetings with County and adjacent municipalities to complete and participate in a regional off-beach parking study. May require administrative staff time for 4 – 12 meetings per year-Total of 12 – 36 hours annually including preparation and follow-up time.	
	2.2 Identify alternative funding sources including the county's ECHO grants program, FDOT grants, and others.	Staff or Contract Grants Writer	Hire or contract for a grants writer to assist with pursuing grants for parks.	
	2.3 Work with FDOT to create additional, safer crossings on A1A	Staff	Schedule monthly or quarterly meetings with FDOT project manager to review progress, assist with public relations and communication, and support where possible. May require administrative staff time for 4 – 12 meetings per year- Total of 12 – 36 hours annually including preparation and follow-up time.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
	2.4 Evaluate potential acquisition of vacant or derelict beachfront parcels, particularly north of Granada.	Staff	Review property listings weekly to identify potential land sale opportunities. Organize a Park Land Acquisition Review Team to meet monthly and include staff from Leisure Services, Planning, Finance and the City Manager's office to review potential land to acquire. May require administrative staff time for research (4 hours weekly, for 48 weeks per year) and 12 meetings per year (3 hours per meeting including preparation, execution, and follow-up)- Total of 228 hours annually, minimum.	
	2.5. Evaluate opportunities to partner with other land owners for joint-use parking, such as churches, schools, and commercial properties that are closed during peak beach hours.	Staff	Meet with potential land owners to discuss and identify suitable opportunities, identify necessary R.O.W improvements, establish Memorandums of Understandings (MOU), and monitor program. Staff time may vary based on opportunities.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
	2.6. Experiment with a beach shuttle service from City Hall or The Casements, using rented VOTRAN mini-buses. Invite food trucks, offer music, and provide kids' programs to make it a special event.	Staff	Meet with shuttle rental providers, food truck vendors, and other program providers to establish schedules, develop necessary contracts, and support where possible. Solicit volunteers to assist where possible. May require administrative staff time of at least 80 hours of preparation, execution, and follow-up time per special event -Total of 240 annually, minimum.	Shuttle Rental Costs: \$1,500 - \$2,000 per day for major holidays (Memorial Day, 4th of July, Labor Day).
SUBTOTAL: Off-Beach Parking and New Beachfront Park		\$6,000	Annual Park O&M Costs: TBD Administrative Staff Time: Minimum 492 hours, annually.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
3. Paved Multi-purpose Trails	3.1. Update the 2016 Master Plan, and re-establish priorities and estimated costs.	\$200,000 for Consultant		
	- Conduct extensive public engagement to review and comment on proposed corridors.	Covered in Recommendation 3.1.		
	- Work with the MPO to develop realistic funding projections that leverage city, county, state and federal funds.	Covered in Recommendation 3.1.		
	- Adopt the updated Master Plan, including a phased funding and implementation strategy with dedicated funding sources.	Covered in Recommendation 3.1.		
	3.2. Initiate "safe walk to schools" and safe walk to parks" campaigns, focused on providing safe pedestrian and bicycle access.	Staff	May require administrative staff time of at least 40 - 80 hours per month – Total of 480 - 960 hours annually, minimum.	
	3.3. Promote bikeways and trails as transportation alternatives to help reduce congestion.	Staff	Staff time included in Recommendation 3.5.	
	3.4. Wherever possible, widen existing trails to at least 8' wide.	Staff	Meet monthly with Public Works to discuss opportunities, monitor progress, and support where possible. May require administrative staff time for 12 meetings per year, 3 hours per meeting including preparation and follow-up time – Total of 36 hours annually, minimum.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
	3.5. Secure funding for the top priority improvements.	Covered in Recommendation 3.1.		
US1 Shared Use Path	3.6. Develop 5.1 miles of 12'-wide concrete multi-use path	\$8,812,800	\$30,600 annually	Capital Costs: \$1,200,000 per mile; +20% Contingency; +20% P&E. O&M Costs: \$6,000 per mile annually.
Thompson Creek Multi-Use Path	3.7. Develop 1.2 miles of 10'-wide concrete multi-use path	\$2,073,600	\$7,200 annually	Capital Costs: \$1,200,000 per mile; +20% Contingency; +20% P&E. O&M Costs: \$6,000 per mile annually.
East Coast Greenway	3.8. Develop 1.2 miles of 10'-wide concrete multi-use path	\$2,073,600	\$7,200 annually	Capital Costs: \$1,200,000 per mile; +20% Contingency; +20% P&E. O&M Costs: \$6,000 per mile annually.
Hand Avenue Multi-Use Path	3.9. Develop 2.4 miles of 10'-wide concrete multi-use path	\$4,147,200	\$14,400 annually	Capital Costs: \$1,200,000 per mile; +20% Contingency; +20% P&E. O&M Costs: \$6,000 per mile annually.
Tomoka State Park Shared Use Path Phase 2	3.10. Develop 2.4 miles of 10'-wide concrete multi-use path	\$4,147,200	\$14,400 annually	Capital Costs: \$1,200,000 per mile; +20% Contingency; +20% P&E. O&M Costs: \$6,000 per mile annually.
Kings Highway Heritage Shared Use Path	3.11. Complete Concept Study that identifies preferred route, costs, funding sources, and implementation strategy.	\$150,000 for Consultant		
SUBTOTAL: Paved Shared Use Trails Vision		\$21,604,400	Annual Park O&M Costs: \$73,800 Administrative Staff Time: Minimum 516 hours, annually.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
4. Indoor Recreation Centers	2.4 4.1. Develop Feasibility Study and Conceptual Master Plan for new West Ormond Indoor Recreation Center: - Determine the appropriate uses (development program) for the center – and possibly a surrounding park - considering that many western communities have private community centers and swimming pools. Evaluate the suitability of potential sites to accommodate the development program for both the center and the park, such as the airport property and the Leeway Trail site. Estimate both the capital and operating costs of the proposed alternatives, as well as anticipated revenues. Evaluate alternatives for operations, maintenance and programming, including potential partnerships. Make recommendations for a preferred alternative.	\$150,000 for Consultant	Administrative staff time may vary based on the length of the project.	
	4.2. Discuss partnership opportunities with Flagler County, potentially including a regional park site.	Staff	Meet with Flagler County to discuss opportunity. Administrative staff time may vary based on partnership potential.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
	4.3. Evaluate opportunities for e-sports programs and other alternative recreation activities.	\$25,000 Consultant	Administrative staff time may vary based on length of project.	
	4.4. Develop 30,000 SF Indoor Recreation Center	\$13,824,000	\$1,200,000	Capital Costs: \$320 SF for Indoor Recreation Center; +20% Contingency; +20% P&E. O&M Costs: \$1,200,000 a year to operate 360 days a year for 16 hours a day. At least 80% of the cost should be cost recoverable at a minimum if designed and managed correctly.
SUBTOTAL: Indoor Recreation Center Vision Costs		\$13,999,000	Annual Park O&M Costs: \$1,200,000 Administrative Staff Time: TBD, annually.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
5. Improvements to Existing Parks	5.1. Establish prioritization criteria, and work with the advisory boards to prioritize parks for improvement.	Staff	Meet with Boards over at least 3 meetings to develop prioritization criteria, rank parks, and present findings. May require administrative staff time of at least 160 hours of preparation, execution, and follow-up time -Total of 160 hours of non-recurring task specific time.	
	5.2. Develop conceptual master plans – including extensive public involvement – for each of the top priority parks.	\$15,000 for Mini Parks for Consultant \$25,000 for Neighborhood Parks for Consultant \$45,000 for Community Parks for Consultant	Administrative staff time may vary based on number and length of project.	
	5.3. Develop a standard “amenities list” and updated design standards to ensure a consistently high level of quality.	\$50,000 for Consultant		
SUBTOTAL: Improvements to Existing Parks Vision Costs		TBD	Annual Park O&M Costs: TBD Administrative Staff Time: 160 hours of non-recurring task specific time.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
6. New Neighborhood Parks	6.1. Investigate potential areas in need of a park within 1/2 mile Access LOS as illustrated in Figure 3.9b page 221 of report.	Staff	May require administrative staff time of at least 80 hours of re-search, meetings, and development of recommendations -Total of 80 hours of non-recurring task specific time.	
	6.2. Evaluate opportunities to fill the gaps through public and/or private investment considering the prototypical park illustrated in Figure 3.9c page 221 of report.	Staff	May require administrative staff time of at least 160 hours of re-search, meetings, and development of recommendations -Total of 160 hours of non-recurring task specific time.	
	6.3. Consider partnering with Home-owners Associations to improve existing, underutilized HOA parks through grants, leases, joint-use agreements, or other mechanisms.	Staff	May require administrative staff time of at least 80 hours of re-search, meetings, and development of recommendations -Total of 80 hours of non-recurring task specific time.	
	6.4. Consider providing portable recreation amenities and programs in underserved areas; for example, provide different "recreation packages" such as a movie-night package, adult fitness package, or playground pack-age.	Staff	May require administrative staff time of at least 80 hours of re-search, meetings, and development of recommendations -Total of 80 hours of non-recurring task specific time.	
SUBTOTAL: New Neighborhood Park Vision Costs		TBD	Administrative Staff Time: 320 hours, non- recurring, task time.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
7. Sports Facilities and Programs	7.1. Develop a Conceptual Master Plan for a new West Ormond Indoor Recreation Center and park, as discussed above. Uses may include pickleball courts, a walking track, community meeting rooms, gymnasium with basketball and volleyball courts, indoor fitness center, space for large gatherings and events (seating for more than 200 people), youth basketball, and other amenities. Include amenities for cheer and dance.	Included in Indoor Recreation Center Vision Costs in Recommendation 4.1.		
	7.2. Upgrade fields and amenities at the Ormond Beach Sports Complex and Nova Community Park, including LED lighting, drainage, restrooms, benches, walks, fencing, roadways, and parking.	Included in City RR Costs		
	7.3. Complete the build-out of the Nova Community Park master plan to provide additional multi-purpose fields. Consider adding a Miracle Field and making improvements to the indoor center and park to enhance special populations programming.	\$3,865,000	\$120,000 per year	Capital Costs: Park Master Plan \$3,864,800 in 2012 x 15.47% inflation. O&M Costs: \$18,000 per field annually at Level 1; \$10,000 per acre annually.

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
	7.4. Construct additional outdoor basketball courts.	Included in Nova Community Park costs (7.3)		
	7.5. Evaluate opportunities for the use of the former Gymnastics Center at Nova Recreation Center, such as a multi-purpose space for pickleball, youth basketball, cheer, e-sports, and other high-priority or emerging trend needs.	\$25,000 for Consultant		
SUBTOTAL: Sports Facilities Vision Costs		\$3,875,000	Annual Park O&M Costs: \$120,000 Administrative Staff Time: TBD	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
8. Aquatics Facilities	8.1. Promote the YMCA programs and facilities to make residents more aware of what is being offered.	Staff	Meet with YMCA monthly to discuss opportunities to promote programs and facilities and support where possible including promoting programs and facilities in City's website, social media site, and cross-promotion during City programs. May require administrative staff time for 12 meetings annually, at least 9 hours per meeting including preparation, execution, and follow-up time- Total of 108 hours annually, minimum.	
	8.2. Consider partnering with the YMCA to offer additional days for public lap swimming and additional aquatics programs.	Included in Recommendation 8.1.		
	8.3. Develop two additional splash pads in areas identified in Figure 3.11a page 227 as having a need for splash pads.	See Recommendations 8.4-8.5.		
Splash Pad in North Central Ormond	8.4. Explore opportunity to build splash pad in Ormond Beach Sports Complex.	\$720,000	\$15,000 per year	Capital Costs: \$500,000 for Splash Pad; +20% Contingency; +20% P&E. O&M Costs: \$15,000 annually.

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
Splash Pad in West Ormond	8.5. Explore opportunity to build splash pad in West Ormond Community Park site or West Ormond Wet-lands Park site, or future new park site.	\$1,152,000 or included in Project 1.11 costs.	\$15,000 per year or included in Project 1.11	Capital Costs: \$500,000 for Splash Pad; \$300,000 for infrastructure, parking area, pavilion, restroom, and furnishings; +20% Contingency; +20% P&E. O&M Costs: \$10,000 per acre annually.
SUBTOTAL: Aquatics Facilities Vision Costs		\$1,872,000	Annual Park O&M Costs: \$30,000 Administrative Staff Time: 108 hours annually.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
9. Community Events, Sum-mer Concerts, and Programs	9.1. Experiment with offering events and programs in non-traditional locations, particularly in western Ormond.	Staff	Based on Recommendation 6.4. provide at least 2 new programs per year.	
	9.2. Work with neighborhood HOAs to offer events in smaller neighborhood and community venues; it is estimated that 60% of residents live in HOAs.	Staff	Attend at least 4 HOA's meetings monthly to discuss opportunities to offer events in smaller neighborhoods based on Recommendation 6.4. May require administrative staff time for 48 meetings annually, at least 8 hours per meeting including time preparation, execution, and development of recommendations and action plans- Total of 480 hours annually, minimum.	
	9.3. Survey attendees at programs, including performing art center to develop a better customer profile, including the area in which they live, how they traveled to the event, needs for specific types of programs, etc.	Staff	Develop brief Survey Monkey or similar survey, review findings, and provide recommendations. May require administrative staff time of 4 hours per week including time for preparation, execution, and development of recommendations and action plans- Total of 192 hours annually, minimum.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
	9.4. Continue to partner with other providers such as Destination Daytona, the Bandshell, and others to provide concerts and special events.	Staff	Meet monthly with partners to discuss opportunities, monitor progress, and support where possible. May require administrative staff time for 12 meetings annually, at least 3 hours per meeting including time for preparation, execution, and development of recommendations and action plans – Total of 36 hours annually, minimum.	
	9.5. Provide more programs to neighborhoods with young families.	Staff	Based on Recommendations 6.4. and 9.1, provide at least 2 new programs per year.	
	9.6. Inform residents of programs offered by both the city and other partners; for example, attendance at the Summer Sounds concerts doubled after city promotion.	Staff	Collect city and partner programming information and develop promotional materials. May require administrative staff time of 24 hours per month to collect and develop relevant materials – Total 288 annually, minimum.	
	9.7. Coordinate with Destination Daytona, Chamber, Main Street and other providers to advertise and promote events through the monthly cultural events calendar.	Included in Recommendation 9.4.		

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
	9.8. Experiments with mini-bus or trolley service from hotels to downtown for special events.	Included in Recommendation 2.5.		
	9.9. Add amenities to accommodate special events at smaller local parks, such as electric service, portable stage areas, etc.	Coordinate with Recommendations 5.2 and 5.3.		
	9.10. Offer incentives to encourage residents to ride bikes to parks and special events.	Included in Recommendation 3.1.		
	9.11. Conduct Cyclovia events that close certain streets to cars for the day.	Included in Recommendation 3.1.		
SUBTOTAL: Community Events, Summer Concerts, and Programs Vision Costs			Administrative Staff Time: 996 hours annually.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

SUBSYSTEM	RECOMMENDATIONS/ PROJECTS (As discussed in Section 3: Vision)	EST. CAPITAL COSTS	EST. ADDITIONAL OPERATING COSTS	NOTES
10. Golf Courses	10.1. Continue promoting opportunities for golf courses and programs within the community, including learn-to-golf programs, links on the city's website, and special events.	Staff	May require administrative staff time of at least 16 hours per month including meeting with partners and development of pro-motional materials - Total of 192 hours annually, minimum.	
	10.2. Explore potential to arrange for discounts for residents to play at nearby, publicly-owned golf courses.	Staff	Meet with nearby golf courses bi-annually to discuss opportunities, develop potential strategies, and promotional materials. Staff time may be 2 meetings per year plus prep and follow-up time of at least 16 hours per meeting - Total of 32 hours annually, minimum.	
SUBTOTAL: Golf Course Vision Costs		\$54,732,704	Annual Park O&M Costs: \$1,731,900 Administrative Staff Time: 2,384 hours annually. 460 hours of non- recurring, task time.	

FIGURE 4.5b - Proposed CIP and Staff Actions (cont.)

4.6 Proposed Prioritization and Phasing Strategy

In collaboration with City staff, Barth Associates developed a prioritization strategy to identify which projects should be implemented first as funding becomes available. Figure 4.6a below identifies the seven (7) prioritization criteria, criteria source/ consideration, and criteria scale and application that were used to prioritize projects.

Prioritization Criteria	Criteria Source/ Consideration	Criteria Scale and Application
Implements Commission Objectives	City of Ormond Beach Strategic Plan	1 = No, the project does not implement a specific project or objective identified in the City of Ormond Beach Strategic Plan. 3 = Yes, the project indirectly helps implement a project or objective identified in the City of Ormond Beach Strategic Plan. 5 = Yes, the project implements a project or objective identified in the City of Ormond Beach Strategic Plan.
Leverage Existing Resources	Staff Time/ Physical Asset	1 = No, the project does not leverage staff time or a physical asset. 3 = Yes, the project leverages staff time or a physical asset.
Protects Existing Assets	Existing Physical Asset	1 = No, the project does not relate to a specific and existing physical asset. 3 = Yes, the project relates to a specific and existing physical asset.
Meets Priority Needs	Parks and Recreation Statistically Valid Survey	1 = Low Priority - The project is identified as a Low-Priority in the Statistically Valid Survey Priority Investment Rating. 3 = Medium Priority - The project is identified as a Medium-Priority in the Statistically Valid Survey Priority Investment Rating. 5 = High Priority - The project is identified as a High-Priority in the Statistically Valid Survey Priority Investment Rating.
Funding is Available	City Budget	1 = No, funds are not currently allocated for the project in the City's budget. 3 = Yes, funds are currently allocated for the project in the City's budget.
Leverages Funds from Other Sources	Alternative Funding Sources/ Grants	1 = No, the project does not have the potential to leverage alternative funding sources or grants. 3 = Yes, the project does have the potential to leverage alternative funding sources or grants.
Provides Unique Environmental, Economic, and Social Benefits	Experiential	1 = Low - The project is not unique in that similar experiences can be experienced elsewhere or it does not improve an existing experience. 3 = Medium - The project improves an existing experience or advances the potential for the provision of a unique experience. 5 = High - The project provides or increases access to an experience that is unique.

FIGURE 4.6a - Prioritization Criteria and Scale

Using this prioritization strategy, Figure 4.6b (next two pages) illustrates the scoring and prioritization of proposed Parks and Recreation Vision Projects. Projects identified with an Asterisk (*) are projects that were identified by the Quality-of-Life Advisory Board (QOLAB) as high priority projects. Projects identified with an arrow (^) are projects that were identified by the Leisure Services Advisory Board (LSAB) as high-priority projects.

Criteria	Prioritization Criteria									
	Order of Magnitude Planning Level Costs	Implements Commission Goals	Leverages Existing Resources (Staff Time/ Physical Asset)	Protects Existing Assets	Meets Priority Needs (Statistically Valid Survey)	City Funding is Available	Leverages Funds from Other Sources	Provides <u>Unique</u> Environmental, Economic, and Social Benefits	Total Score	Ranking
Criteria Scale		1 = No 3 = Yes, Indirectly 5 = Yes, Directly	1 = No 3 = Yes	1 = No 3 = Yes	1 = Low Priority 3 = Medium Priority 5 = High Priority	1 = No 3 = Yes	1 = No 3 = Yes	1 = Low 3 = Medium 5 = High	Low Score = 7 High Score = 25	
Recommendations										
1. Natural Areas, Nature Trails, and Blueways										
1.3. Division Avenue to Environmental Discovery Center Trail - Develop 420 linear feet of concrete and 670 linear feet of boardwalk (10' wide).	\$3,998,304	5	3	1	5	3	1	3	21.0	3
1.4.*^ Former Riverbend Golf Course Property - Evaluate opportunity and cost to acquire property.	TBD	1	3	3	5	1	1	5	19.0	4
1.5.* Riverbend Nature Park - Construct floating dock and 1-mile mountain bike trail expansion.	\$930,000	1	3	1	5	1	3	3	17.0	4
1.6.* West Ormond Wetland Park - Boardwalk, trail, parking lot, and fishing pier.	\$4,320,000	1	3	1	5	1	1	5	17.0	5
1.7.* Sanchez Park Boat Launch - Floating dock.	\$750,000	1	3	1	5	1	1	5	17.0	5
1.8. Division Avenue Old Kings Road - Parking area, multi-purpose trail, exercise equipment, fishing piers, lighting, furnishings, landscaping.	\$778,000	5	3	1	5	1	1	3	19.0	4
1.9.* Nova Road Passive Park North - Parking area, multi-purpose trail, exercise equipment, fishing piers, lighting, furnishings, landscaping.	\$1,300,000	5	3	1	5	1	1	5	21.0	3
1.10. Arroyo Parkway - Parking area, multi-purpose trail, exercise equipment, fishing piers, lighting, furnishings, landscaping.	\$1,300,000	5	3	1	5	1	1	5	21.0	3
3. Paved Multi-Purpose Trails										
3.4. Wherever possible, widen existing trails to at least 8' wide.	TBD	1	3	1	5	1	3	5	19.0	4
3.6. US-1 Shared Multi-Use Path - Develop 5.1 miles of 12'-wide concrete multi-use path.	\$8,812,800	5	3	1	5	1	3	5	23.0	2
3.7. Thompson Creek Multi-Use Path - Develop 1.2 miles of 10'-wide concrete multi-use path.	\$2,073,600	5	3	1	5	3	3	5	25.0	1
3.8. East Coast Greenway - Develop 1.2 miles of 10'-wide concrete multi-use path.	\$2,073,600	5	3	1	5	1	3	5	23.0	2
3.9. Hands Avenue Multi-Use Path - Develop 2.4 miles of 10'-wide concrete multi-use path.	\$4,147,200	5	3	1	5	1	3	5	23.0	2
3.10.* Tomoka State Park Shared Use Path Phase 2 - Develop 2.4 miles of 10'-wide concrete multi-use path.	\$4,147,200	5	3	1	5	1	3	5	23.0	2

FIGURE 4.6b - Scoring and Prioritization of Parks and Recreation Vision Projects

Criteria	Prioritization Criteria									
	Order of Magnitude Planning Level Costs	Implements Commission Goals	Leverages Existing Resources (Staff Time/ Physical Asset)	Protects Existing Assets	Meets Priority Needs (Statistically Valid Survey)	City Funding is Available	Leverages Funds from Other Sources	Provides Unique Environmental, Economic, and Social Benefits	Total Score	Ranking
Criteria Scale		1 = No 3 = Yes, Indirectly 5 = Yes, Directly	1 = No 3 = Yes	1 = No 3 = Yes	1 = Low Priority 3 = Medium Priority 5 = High Priority	1 = No 3 = Yes	1 = No 3 = Yes	1 = Low 3 = Medium 5 = High	Low Score = 7 High Score = 25	
Recommendations										
4. Indoor Recreation Centers										
4.4.^ Develop 30,000 SF Indoor Recreation Center.	\$13,824,000	5	1	1	1	1	3	3	15.0	6
7. Sports Facilities and Programs										
7.2.*^ Upgrade fields and amenities at the Ormond Beach Sports Complex and Nova Community Park, including LED lighting, drainage, restrooms, benches, walks, fencing, roadways, and parking.	TBD	1	3	3	5	1	1	3	17.0	5
7.3.*^ Improve/complete the build-out of the Nova Community Park master plan to provide additional multi-purpose fields. Consider adding a Miracle Field and making improvements to the indoor center and park to enhance special populations programming.	\$3,864,885	1	3	3	5	1	1	3	17.0	5
7.4. Construct additional outdoor basketball courts.	TBD	1	3	1	1	1	1	3	11.0	9

FIGURE 4.6b (cont.) - Scoring and Prioritization of Parks and Recreation Vision Projects

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