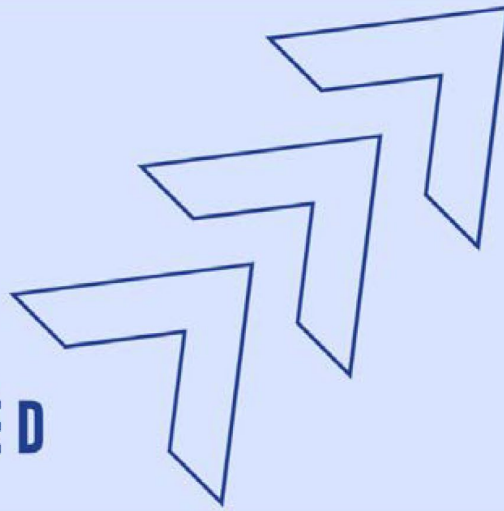


SANIBEL FIT4LIFE

RECREATION...REIMAGINED



Sanibel Recreation Comprehensive Assessment

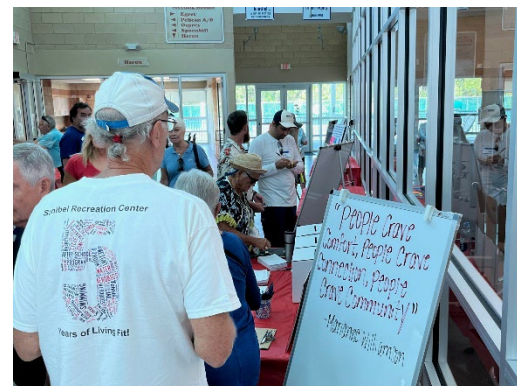
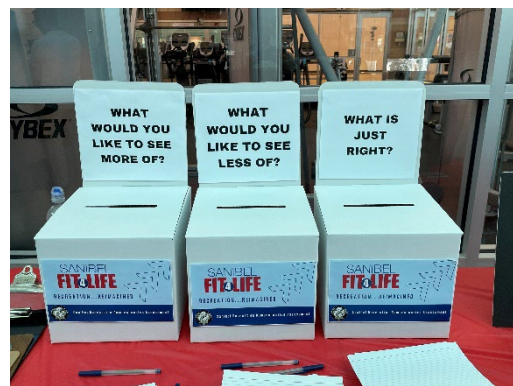
City of Sanibel, FL

City Council – Final Presentation

Tuesday, February 7, 2023; 9am

Elsa Fischer, Project Manager

Lisa Paradis, Engagement Manager



Agenda

- Review of Process
- Overview of Final Recommendations
- Additional Recommendations post Ian
- Next Steps



Hurricane Ian

- The BerryDunn team was nearly 70% done with our work when Hurricane Ian hit Sanibel on September 28, 2022.
- On October 3, 2022, the BerryDunn team was directed to finish writing the report as if the catastrophic storm had not occurred.
- The final report reflects information and data available prior to September 28.
- Many of the recommendations in the final report are appropriate as the City rebuilds.
- The Recreation Department staff has been critical in the Ian response.
- The Recreation Center opened as soon as possible to provide programs and services to the community.



Process



Engagement Update

We listened live ...

Staff meetings

Meetings with City Council

Key stakeholder meetings (7)

- Island Seniors
- Recreation Center volunteers
- Sanibel Bike Club
- Sanibel School
- Sanibel Youth Sports
- Rec Center & Weight Room users

Focus Groups (4)

- Families
- Nonprofit representatives
- Recreation Center Users
- Seniors

Community Events

- Open House
- Farmers Market

We listened online ...

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Total Visits	Unique Users	Avg Time (min)	Unique Stakeholders	Comments	Survey Responses	Document Downloads



Overview of Final Recommendations

- **Final Recommendations are divided up into the following categories**
 - ✓ Policy Recommendations for City Council Action
 - ✓ Programming and Facilities Recommendations related to the Sanibel Senior Population
 - ✓ Recreation Programming Recommendations for City Manager and Staff



Overview of Final Recommendations

- **Additional Recommendations made regarding:**
 - ✓ Marketing and Communications
 - ✓ Financial/Fees and Charges
 - ✓ Technology
 - ✓ Facilities
 - ✓ Operations
 - ✓ Training and Development



Policy Recommendations for City Council Action

- ✓ **Eliminate** the Council-appointed Financial Assistance Committee
- ✓ **Create** a new Parks and Recreation Advisory Committee



- ✓ **Create** a pricing policy and procedure
- ✓ **Develop** cost recovery guidelines/policy
- ✓ **Evaluate** the relationship with Sanibel Sports, Inc.
- ✓ **Review and update** the agreements with the School District and Lee County

Programming and Facilities Recommendations related to the Sanibel Senior Population

- ✓ **Assume** responsibility of senior recreation programming, processing all revenue and expenses through City finance system
- ✓ **Manage** the Recreation Center spaces for maximum community use and flexibility

- ✓ **4 Options for the Council to Consider** regarding future drop-in space to meet the needs of isolated seniors
 - **Continue** providing City managed Senior drop-in center in the Recreation Center
 - In the future, **provide** an on-island City-run drop-in center at a location outside of the Recreation Center
 - **Support** the Island Seniors, Inc. as a stand-alone nonprofit, as they create and fund a drop-in center
 - City Manager **convenes** summit with key island nonprofits to develop a community-wide collaborative partnership to meet the needs of the senior population

Recreation Programming Recommendations

Hiring

- ✓ Reduce obstacles to hiring new part-time staff and contractors

- ✓ Establish benefits for PT staff
- ✓ Create an effective onboarding process

Budgeting

- ✓ Create system where staff can track revenues and expense by program area

- ✓ Revisit City Council budget limit policy to allow staff flexibility in adding new programs

- ✓ Provide staff financial information monthly

Recreation Programming Recommendations

Recreation Center Memberships

- ✓ Revise and streamline the membership structure

- Resident/Nonresident
- Daily passes, 10-punch, monthly, annual
- Individual, couple, and additional family member

- ✓ When tracking, separate out the daily fees and punch cards from memberships
- ✓ Nonresident increase should be consistent across the fee structure
- ✓ Revise the fee schedule to be more cost effective for visitors to use the Recreation Center daily



Recreation Programming Recommendations

After School Program/Summer Camps

- ✓ **Create** RFP to partner with or contract this program to another organization



Aquatics

- ✓ **Create** a more balanced pool schedule addressing diverse needs of community
- ✓ **Create** a more efficient system to schedule PT staff



Recreation Programming Recommendations

Outdoor Sports

- ✓ **Make** the playground, skate park, tennis courts, and athletic fields available to residents evenings, weekends, and holidays

Indoor Sports

- ✓ **Add** specific weekly timeslots for open gym by age group and create an easy system for payment

Fitness

- ✓ **Create** a more efficient system to hire PT fitness instructors – explore hiring as employees like lifeguards

- ✓ **Continue** to add new classes based on community needs



Recreation Programming Recommendations

Youth

- ✓ **Review** the program inventory listing and direct programmers to add new programs seasonally, as facility space allows
- ✓ **Add** traditional youth programs such as art, dance, music and swim lessons
- ✓ **Streamline** the process to schedule a birthday party at the Recreation Center

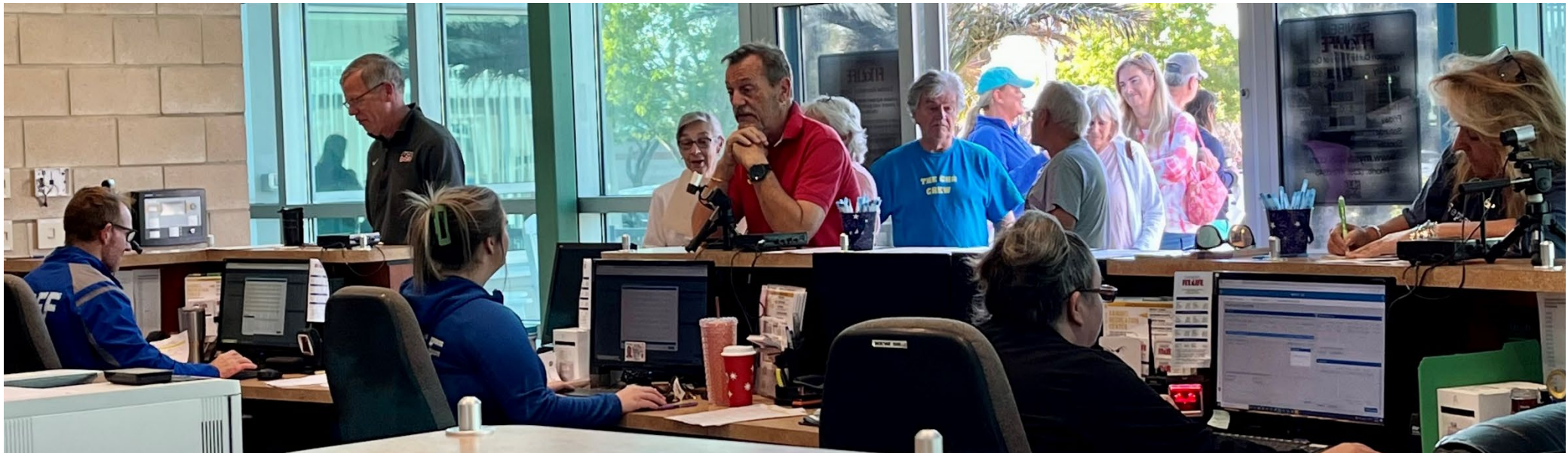
Other

- ✓ **Seek** opportunities to partner with island nonprofits and private business to provide expanded and innovative programs and services to island residents.
- ✓ **Offer** seasonal/holiday events for young families to connect
- ✓ **Fund** and plan for small family events to bring people together

Marketing and Communications Recommendations

- ✓ **Enhance** marketing of programs and services with a stronger social media presence

- ✓ **Create** a seasonal program guide and mail to all households
- ✓ **Cross-promote** programs and services through the Department
- ✓ **Hold** a membership drive, following the adoption of the Recreation Reimagined Plan



Marketing and Communications Recommendations

- ✓ **Establish** meaningful relationships with island service clubs, nonprofits, chamber, realtor associations, and homeowner's associations to keep them informed

- ✓ **Enhance** the Department's website presence highlighting current offerings, facility hours, rental opportunities, open positions, and a current staff listing

- ✓ **Allow** residents to “opt-in” for information they would like to receive
- ✓ **Allow** for online registration for all programs and services
- ✓ **Post** the Interlocal Agreements on the City website



Financial Recommendations

✓ **Simplify** the Recreation Center membership structure

✓ **Determine** an appropriate nonresident fee (20% or 25% more than resident fees) and be consistent with all fees

- ✓ **Develop** a financial system to track revenue and expenses by program area
- ✓ **Determine** what participation and financial metrics will be tracked and shared and create a schedule for sharing – some metrics to consider:
 - Number of programs offered
 - Number of programs by age segment
 - Number of new programs offered
 - Total number of participants in each course
 - Total number of nonresidents enrolled in all courses
 - Total number of cancelled courses
 - Participant satisfaction levels

Financial Recommendations

- ✓ **Prepare** an annual cost recovery and fiscal review to be presented to staff, stakeholders, City leadership, and City Council
- ✓ **Continue** to forecast revenues based on prior year actuals (as opposed to past budget figures) and plan for new programs annually

- ✓ **Establish** a policy regarding fund balance targets
- ✓ **Monitor** targeted ranges of cost recovery annually and adjust fees accordingly
- ✓ **Undertake** a thorough fee review every two to five years
- ✓ **Consider** implementing alternative pricing strategies to assist with the development of new activities and services

Technology Recommendations

- ✓ **Improve** the Wi-Fi at the Recreation Center



- ✓ **Provide** staff with the technology to attend virtual meetings and trainings (cameras)
- ✓ **Investigate** purchasing technology for virtual programming
- ✓ **Compile** full list of RecTrac needs—determine if the software can provide what is needed

Facility Recommendations

Recreation Center

- ✓ **Evaluate** the attendance at all the events where the Department permits space to outside groups to determine if this is the best use of the space



- ✓ **Create** a more open and inviting lobby area by removing the signage that is unwelcoming
- ✓ **Continue** to evaluate the usage of the athletic fields
- ✓ **Seek** out options for additional parking either through a new partnership or by reconfiguring the existing lot

- **Pickleball**

- ✓ **Evaluate** the possibility of adding outdoor pickleball courts on the island

Recommendations for Operations

- ✓ **Write** a Recreation Center operations manual and make it available to all staff electronically



- ✓ **Review** all registration forms and processes and seek efficiencies
- ✓ **Create** a preventive maintenance and replacement plan for all facility equipment
- ✓ **Streamline** the payroll process so that staff are entering time once

Recommendations for Operations

✓ **Coordinate** with the City Human Resources Department so that Recreation staff can lead recruiting efforts

✓ **Create** a robust volunteer program and recruit volunteers

- ✓ **Explore** the possibility of hiring fitness instructors as employees
- ✓ **Consider** a new process or location for the selling of beach parking passes and dog licenses
- ✓ **Create** an evaluation process



Recommendations for Training and Development

- ✓ **Utilize** state and national associations for low-cost online learning, schools, networking, skill development, and conference attendance in preparation for Department CAPRA accreditation

- ✓ **Designate** one staff person to oversee the Department training and development program
- ✓ **Include** funds in the annual budget and plan for a variety of training and development opportunities
- ✓ **Invest** in national certifications such as the Certified Park and Recreation Professional (CPRP), Certified Park and Recreation Executive (CPRE), and those for job-specific skills.

Additional Recommendations Post Ian

- ✓ As people return to the island, **create** a system to gather feedback on community needs
- ✓ **Prioritize** connections with the community to rebuild programming and services
- ✓ **Partner** with City departments, island nonprofits, and the Sanibel School to understand emergent demographics of the City
- ✓ **Commit** to implementing all the recommendations in this plan over time



Next Steps



- ✓ **Confirm** priority recommendations with staff based on Council direction
- ✓ **Develop** an action plan (matrix) of all recommendations assigning priority, timeline and ownership
- ✓ Annually, **evaluate** outstanding recommendations and determine which will be funded and implemented in the next fiscal year



Thank you

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