

2022 MASTER PLAN

BROWARD COUNTY
FLORIDA
PARKS AND RECREATION



Miramar Pineland



The Broward County Parks and Recreation Division, established by the Broward County Board of County Commissioners in February 1956, cordially invites you to peruse and enjoy our agency's first system-wide Master Plan.

Thank you to the many citizens, staff, and community groups who helped make this accomplishment possible!

Acknowledgements

Broward County Commissioners

Mayor Lamar P. Fisher, District 4
Vice-Mayor Nan H. Rich, District 1
Mark D. Bogen, District 2
Michael Udine, District 3
Steve Geller, District 5
Beam Furr, District 6
Tim Ryan, District 7
Robert McKinzie, District 8
Hazelle P. Rogers, District 9

Broward County Administration

Monica Cepero, County Administrator
Kimm Campbell, Deputy County Administrator
Kevin Kelleher and Michael W. Ruiz, Assistant County Administrators
Bertha Henry, Former County Administrator

Broward County Parks & Recreation Division

Dan West, Director
Erik Westberg, CPRP, Assistant Director
Mary Noe, Administrative Manager
Chris Deal, CPRP, Superintendent
Trevor Fell, CPRP, Superintendent*
Tim Waln, CPRP, CPM, Superintendent
Gayle Preston, Former Assistant Director
Adrian Anghel, Information Systems Manager
Cyndy Baker, Manager, Public Communications and Outreach
Linda Briggs, Environmental Program Manager
Mehrdad Fayyaz, Capital Program Administrator
George Gregory, Human Resources Officer
Cathy Hagen, Administrative Officer, Senior
Kelton Harvey, Budget and Contracts Manager
Meoshi Jackson, Administrative Officer**
Nicolas Ortiz, CPRP, Parks Manager**
Edgar Ruiz, Operations Manager
Jay Sanford, Program/Project Coordinator, Senior

* Project Team Lead

** Project Team

Acknowledgements

Parks & Recreation Advisory Board

Arthur L. McNeil, Chair

Terry Danger, Vice-Chair

Michelle Brown • Joseph Carter • Christina Clifford • Monroe D. Kiar • Lawrence Martin

Howard Garson • Bill Gilmartin • Javier Lasaga • Dan Mulieri • Howard Nelson

Kristen Reineke • Derek Silver

Marine Advisory Committee

John Fiore, Chair

Barry S. Webber, Vice-Chair

Douglas G. Beals • Clifford Berry II • Suzanne Cutrone • Penny Cutt

Mark Ercolin • Peter G. Grady • Kelvin Haynes • James M. Mathie • Clive E. Taylor

Urban Wilderness Advisory Board

Roberto Fernández III, Chair

Ken Evans, Vice-Chair

Marcey Carabelli • Diana Guidry • F. David Markward

Parks Foundation of Broward County

Teri Goldsmith, Chair

Sheila N. Rose, Vice-Chair

Alex Lazowick, Secretary

Dirk D. DeJong, Treasurer

Timothy Bryant • Carlton Gillespie • Laurie Rich Levinson

Charlotte Mather-Taylor • Thomas D. Oates • Sen. Eleanor Sobel

Roy Rogers, Chair Emeritus

Acknowledgements

Consulting Team

PROS Consulting Inc.

Neelay Bhatt, Vice-President and Principal Consultant

Phil Parnin, Associate Principal

Brayton McClure, Senior Project Manager

Chen Moore

Cristóbal Betancourt, Vice-President

Jennifer Cook, Landscape Designer

Barth Associates

Dr. David Barth, President (Deceased)

Carlos Perez, Principal Consultant

Adams Consulting

Pamela Adams, President

Davicka Thompson, Vice-President

ETC Institute

Chris Tatham, CEO

Table of Contents

Chapter One Executive Summary	1
1.1. Introduction	1
1.2. Strategic Plan Objectives	1
1.3. Planning Process	2
1.4. Vision, Mission, Values, & Big Moves	3
1.5. Key Findings	5
Chapter Two Community Profile & Needs Assessment	15
2.1. Demographic & Recreation Trends Analysis	15
2.2. Community Needs Assessment	32
2.3. Statistically Valid Needs Analysis Survey	43
2.4. Electronic Community Survey	69
2.5. Website Analytics	72
Chapter Three Evaluation of Division Infrastructure & Greenways Program	74
3.1. Evaluation of Division Infrastructure	74
Chapter Four Inventory & Level of Service Standards	157
4.1. Level of Service	157
4.2. Equity Mapping	159
Chapter Five Environmental Education Program and Services Assessment	183
5.1. Introduction	183
5.2. Framework	183
5.3. Nature Center Overview	184
5.4. Division Nature Center Comparison	185
5.5. Nature Centers' Ancillary Services	187
5.6. Nature Center Partners	201
5.7. Conclusion	202
Chapter Six Program Assessment	204
6.1. Program Assessment Overview	204
6.2. Recreation Programs & Services Assessment	230
Chapter Seven Capital Development Study	236
7.1. Facility & Program Priority Rankings	236
7.2. Capital Improvement Plan	238

Chapter Eight Operational Review and Funding & Revenue Strategies	241
8.1. Operational Review	241
8.2. Funding & Revenue Strategies	245
Chapter Nine Action Plan & Parks and Recreation System Master Plan Development	255
9.1. Vision	255
9.2. Mission	255
9.3. Core Values	256
9.4. Big Moves	256
Chapter Ten Conclusion	258
10.1. Actionable Recommendations	258
Chapter Eleven Appendices	264
11.1. Appendix A – Social Vulnerability Index	265
11.2. Appendix B – National Sport and Fitness Participatory Trends	268
11.3. Appendix C – Core vs. Casual Participation Trends	277
11.4. Appendix D – National and Regional Programming Trends	283
11.5. Appendix E – Non-Participant Interest by Age Segment	286
11.6. Appendix F – Public Input Meeting Results	287
11.7. Appendix G – Statistically Valid Survey Demographics	305
11.8. Appendix H – Electronic Community Survey Results	309
11.9. Appendix I – Signature Park Series	338



Chapter One Executive Summary

1.1. Introduction

In Broward County (“County”), “SUNsational Service” is as plentiful as sunshine. The Parks and Recreation Division (“Division”) embodies the County’s world-class customer service philosophy, and for good reasons. The Division is responsible for preserving one of the most diverse ecosystems, parks system, and world-class facilities while balancing the use by residents and international visitors. Residents and visitors are fortunate to have access to a recreational smorgasbord of programs, athletics, and nature education experiences across the County.

During the Parks and Recreation System Master Plan (“Plan” or “Master Plan”) process, the United States had to take precautions against the spread of COVID-19, later to become the COVID pandemic. The Division’s ability to pivot in the early stages of the pandemic was swift and beneficial to many residents. Preparing parks to become testing and vaccination locations was instrumental to public health. Equally impressive was the Division’s dynamic approach to reopening parks and services under COVID protocols while managing fluctuating staffing levels. This dedication to ensuring that essential services and parks were available for physical, social, and emotional well-being demonstrates a commitment to the quality of life, even under the most difficult circumstances.

This is the first-ever systemwide Master Plan developed for the Division and is intended to be a dynamic and forward-thinking road map to help fulfill the vision of Better Parks, Better Broward.



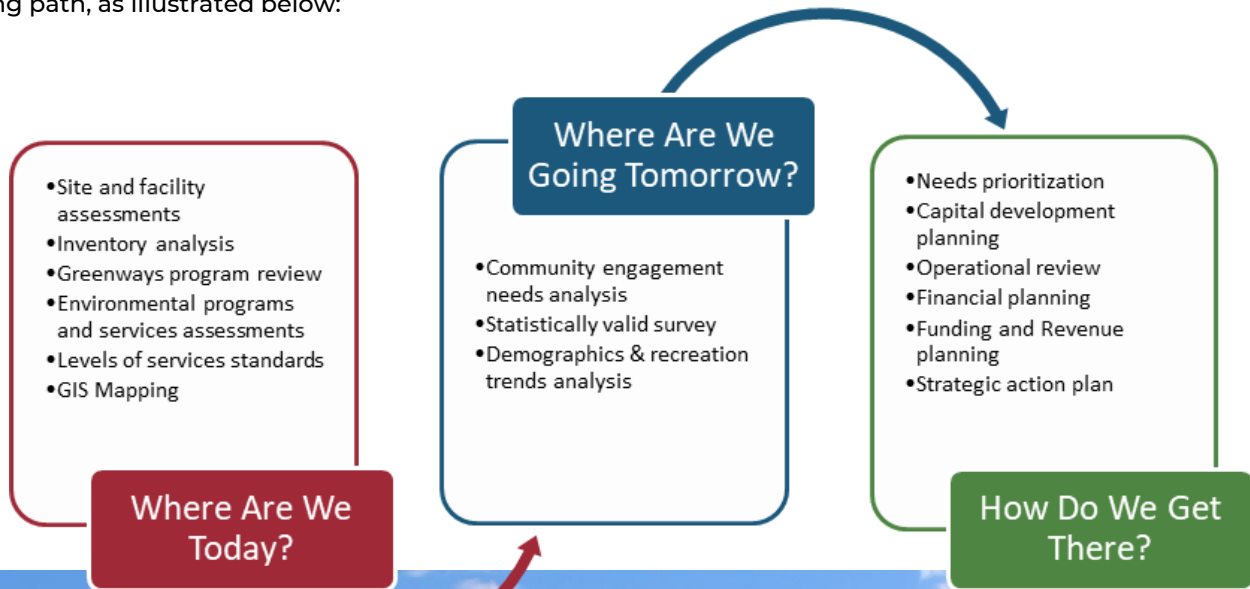
1.2. Strategic Plan Objectives

The County and the Division selected PROS Consulting Inc. to assist in completing a 10-year Master Plan. The primary purpose of this Plan is to help determine the future of parks and recreation offerings for a fast-growing and highly diverse population that calls Broward County home as well as the many more who visit the South Florida area. The following goals were identified as key to achieving the outcomes of this planning process:

- ✧ Engage the diverse Broward County community, leadership, and stakeholders through an innovative public-outreach process to build a shared vision for parks, facilities, and recreation services for the next 10 years.
- ✧ Utilize a wide variety of data sources and best practices, including a statistically valid survey to predict trends and patterns of use and how to address unmet needs in Broward County.
- ✧ Shape financial and operational preparedness through innovative and “next” practices to achieve the strategic objectives, performance measures, and recommended actions.
- ✧ Determine unique action steps for the County to ensure reliable and sustainable operations, and capital management for parks and amenities in Broward County.
- ✧ Develop a dynamic and realistic strategic plan that creates a road map to ensure long-term success and financial sustainability for Division parks, recreation programs, and facilities, as well as action steps to support the family-oriented community and businesses in the surrounding areas.

1.3. Planning Process

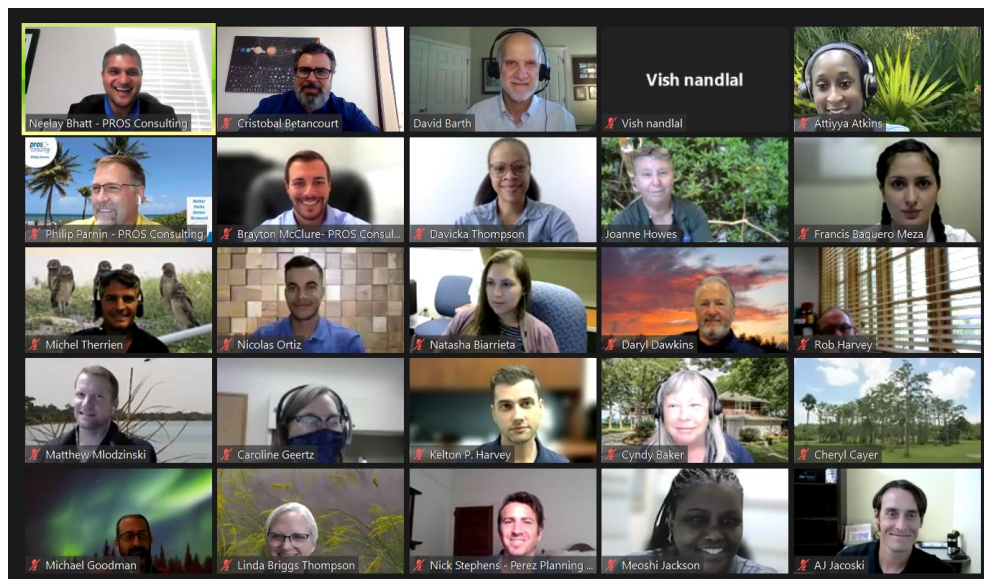
The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:



1.4. Vision, Mission, Values, & Big Moves

The Division focuses on the three pillars from its Mission: “Recreation. Preservation. Education.” Through a workshop, staff leveraged these pillars, community input, demographic data, current recreational trends, and the system analysis to establish core values for the Division’s future parks, trails, programs, facilities, and operations.

With participation from 141 Division employees from diverse backgrounds and across all areas of operations, the workshop resulted in the creation of Core Values and Big Moves, aligned with the existing Mission and Vision statements.



1.4.1. Mission

Recreation. Preservation. Education.

The Parks and Recreation Division is dedicated to providing a countywide park system with diverse facilities and recreation opportunities, along with natural area conservation and research-based educational outreach, to enhance the well-being of all residents, businesses, and visitors.

1.4.2. Vision

The Broward County Parks and Recreation Division envisions:

- ✧ Opportunities for Recreation through programs, events, and facilities that provide a sense of community and enhance the quality of life
- ✧ Preservation of our natural resources, open spaces, and environment through responsible management and stewardship
- ✧ Innovative programming to promote Education through learning experiences for all segments

1.4.3. Core Values

- ✧ Community Development
- ✧ Customer Service Excellence
- ✧ Diversity, Equity, and Inclusion
- ✧ Enrichment
- ✧ Environmental Sustainability/Resilience

1.4.4. Big Moves

The following Big Moves are the key outcomes that can help shape the legacy of this Master Plan as one looks back 10 years from now:

1. Create a world-class and truly inclusive guest experience.
 - a. Centralize onboarding staff (similar to Disney's traditions), establish standards (consistent onboarding and training process), and simplify processes.
 - b. Ensure adequate staffing levels and training to deliver great service.
2. Develop specialty parks and signature elements unique to Broward County.
3. Ensure long-term financial sustainability with dedicated funding.
 - a. Prepare for a potential bond measure, reinvest earned income, develop ecotourism services, fees and charges increase with enterprise system potential, and cost containment measures.
4. Incorporate green initiatives, resilience, and environmental sustainability in all aspects of operations, especially return on investments.
5. Pursue National (re)Accreditation and second Gold Medal Award.



1.5. Key Findings

Based on the assessment of the County's parks and recreation system, key findings were identified to support the implementation of the Plan. These key findings help guide decision-making for the next 10 years.

1.5.1. Demographics & Trends

DEMOGRAPHICS SUMMARY

Population:

- ✧ 1,907,040 people live in Broward County
- ✧ The County is expected to grow to an estimated 2,220,894 residents by 2034

Race & Ethnicity:

- ✧ 58% of the population is White Alone
- ✧ 29% of the population is Black Alone
- ✧ 31% of the population is of Hispanic/Latino origin



Age:

- ✧ Median age: 41.2 years
- ✧ By 2034, the 55+ age segment will encompass 38% of the population

Income:

- ✧ Median household income: \$57,848
- ✧ Median household income is higher than the state average but lower than the national average

LOCAL RECREATION TRENDS SUMMARY

Overall, the County's residents demonstrate participation trends that have above-average potential index numbers in three of the four categories analyzed (general sports, fitness, and commercial recreation) plus outdoor fitness. Recreation of particular interest includes:

- ✧ Participation in sports such as tennis, soccer, and baseball.
- ✧ Outdoor fitness equipment and fitness-related programming in Zumba, yoga, and aerobics classes.
- ✧ Money spent on attending live theater as well as visiting art galleries and theme parks. The County could capture people participating in commercial recreation while blending nature and art into design components, such as with a sculpture park.

Moving forward, the Division should continue offering these recreational opportunities for its residents and/or partner with other organizations that can ensure resident needs continue to be met.



1.5.2. Community Engagement

In order to ensure this was a collaborative and representative initiative, the consulting team and Division worked through multiple avenues including public forums, online and mail-in surveys, and open comments on www.BetterParksBetterBroward.com to capture valuable insights from residents to drive the development of the Plan.

NEARLY 7000 PARTICIPANTS

Nearly
20,000
Page Views



5
PUBLIC
FORUMS

11
KEY LEADER
MEETINGS

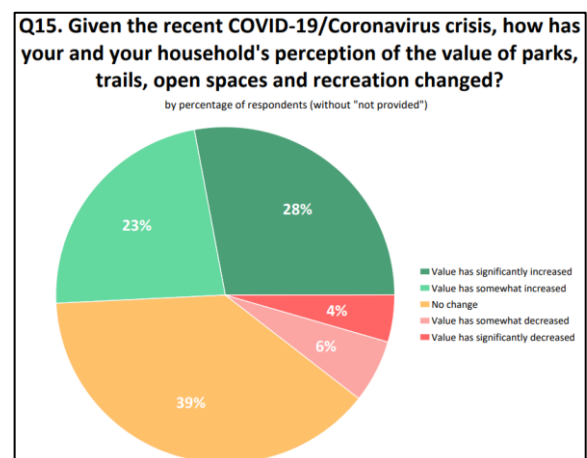
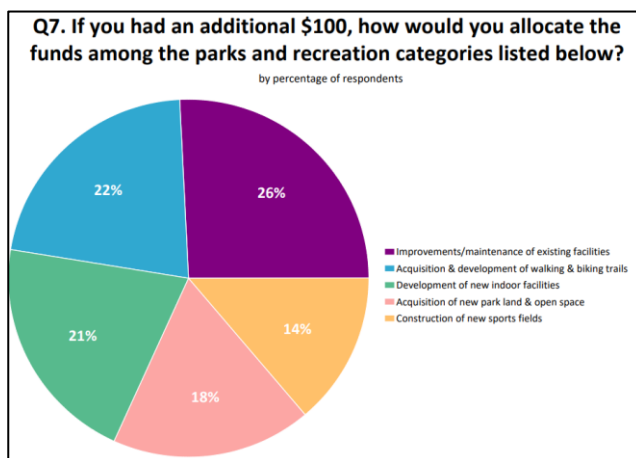
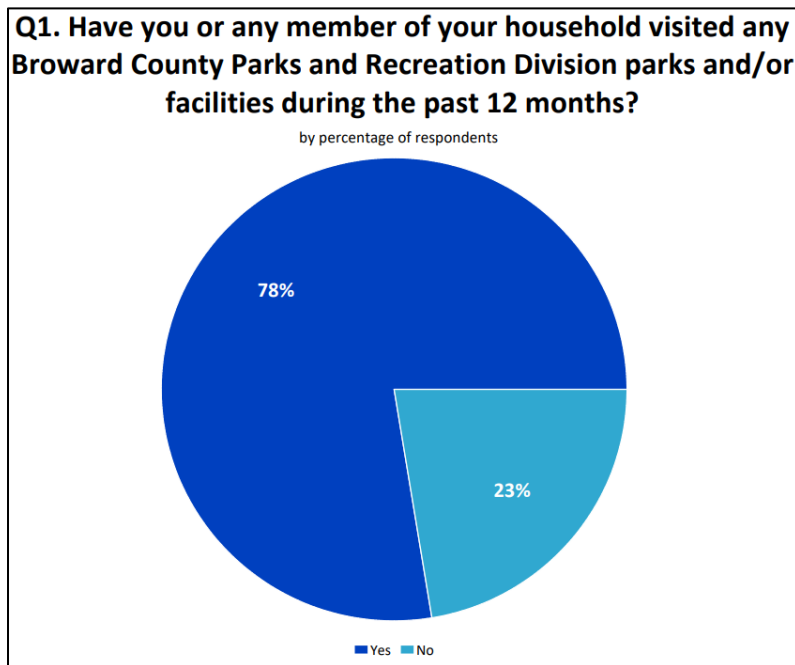
652
STATISTICALLY-VALID SURVEY
RESPONDENTS

5,677
ONLINE SURVEY RESPONDENTS

6
FOCUS
GROUP
MEETINGS

1.5.3. Statistically Valid Survey

ETC Institute conducted a statistically valid survey via mail, phone, and online for Broward residents. The goal was to obtain 600 completed surveys, which was exceeded with a total of 652 completed surveys. The overall results have an accuracy of at least $\pm 3.8\%$ at the 95% level of confidence.



1.5.4. Park Assessment

The consultant team conducted in-person site assessments of 47+ County properties with a range of unique and diverse assets. This assessment established a baseline understanding and “snapshot” of the system’s existing conditions and amenities and is used with other technical research reports to develop recommendations and action strategies.

The consultant team used a standard site assessment form to document observations. One form was completed for each park within the system and a questionnaire was sent to each park manager to incorporate their expertise and vision.

OPPORTUNITIES FOR PARK SYSTEM

- ✧ Develop site plans for parks dating from the 1990s that have amenities that are approaching the completion of their life cycles and incorporate new trends in recreation during the design phase for successful outcomes.
- ✧ Work with federal, state, and local public/private partnerships to use wetland mitigation opportunities to restore wetlands and leverage funding for expanding accessible nature trails and passive recreation. Shared project opportunities exist for the Division to coordinate with other County agencies, such as the Engineering Division, Resiliency Division, and Water Management Division.
- ✧ Refresh site furnishings to accommodate the ways people are using the parks today with technology that will enhance the customer experience.
 - A few examples would be water bottle filling stations, bicycle repair stations along greenways, interpretive signage, and benches.
- ✧ Connect the interior of parks and nature center properties via trails to enhance access and walkability. The County is currently providing connectivity with more than 80 miles of equestrian, nature, and paved trails.
- ✧ Assess parks for Americans with Disabilities Act compliance and address deficiencies.
- ✧ Conduct more in-depth analysis of existing parks for compliance with Crime Prevention Through Environmental Design standards (CPTED).
- ✧ Increase tree canopy for shade and aesthetics, and increase wildflower and native plantings for conservation efforts.
- ✧ Establish a digital transformation strategy to incorporate Wi-Fi access, solar power charging stations, educational opportunities, asset management, gaming integration, and trail tracking.





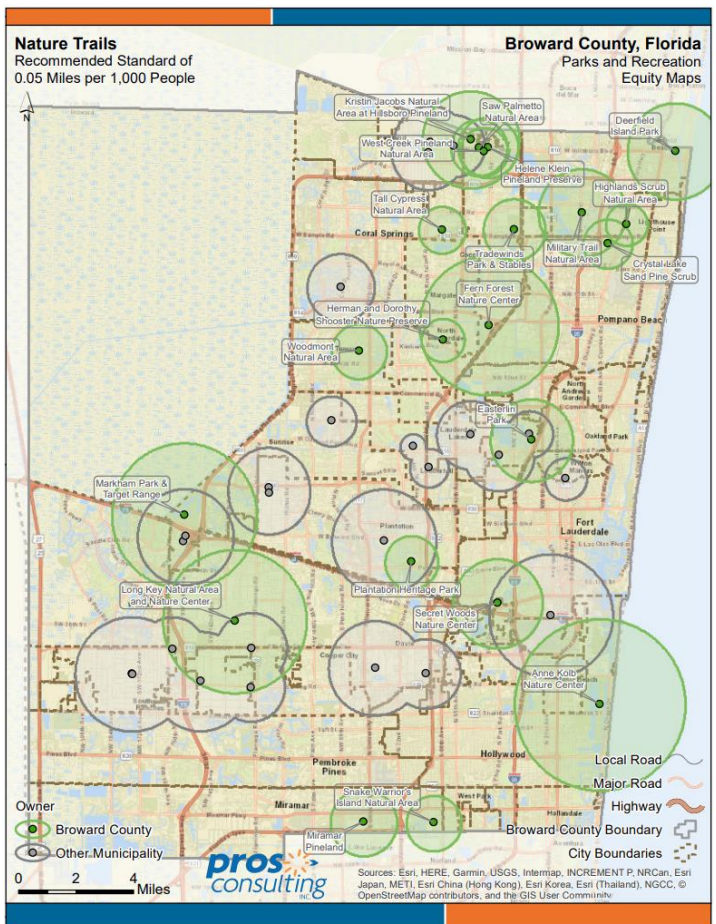
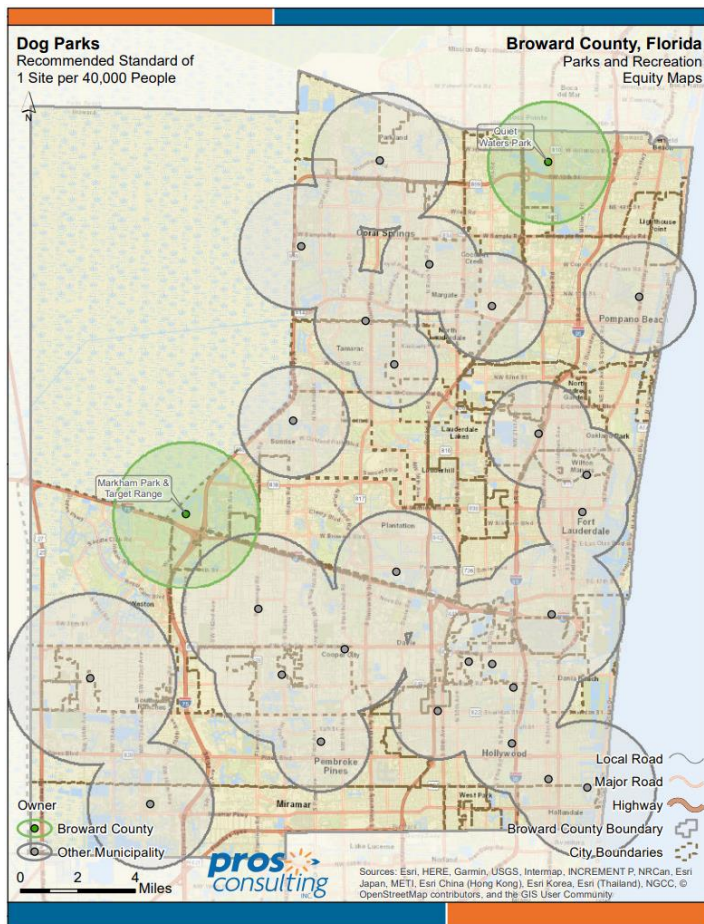
LESSONS FROM THE COVID-19 PANDEMIC

- ✧ The community has turned to parks and recreation areas for healthy outdoor physical activity and relief from the worries and pressures of the pandemic.
- ✧ National surveys have shown an increase in visitation, trail usage, and perceived value of local park systems.
- ✧ More users desire hands-free experiences to limit the spread of germs.
- ✧ Hand-washing stations connected to bottle-refill stations outside restrooms would be of value.
- ✧ Include more natural play areas and be mindful of “small footprint, high occupancy” play equipment.
- ✧ Develop regular cleaning schedules for park equipment, site furnishings, and play areas.
- ✧ Test a model for self-cleaning restrooms and add sanitizing stations to outdoor exercise areas.

1.5.5. Equity Mapping

Level of Service Inventories assist staff and leadership to assess where services are offered, how equitable the service distribution and delivery is countywide, and identify gaps in service provided by the County and its municipalities. These maps allow the Division to assess where amenities/facilities are needed, or where an area is oversaturated. Based on this information, leadership can make appropriate capital improvement decisions and identify partnership opportunities with cities within the County to address these needs.

The source for the population is from the demographic data provided by Environmental Systems Research Institute Inc. (ESRI). The shaded areas in the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity). The size of the circles varies by the quantity of a given amenity (or acre type) located at one site and the surrounding population density. Additionally, circles may be shaded differently to represent the “owner” of that particular amenity or park type. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park type.



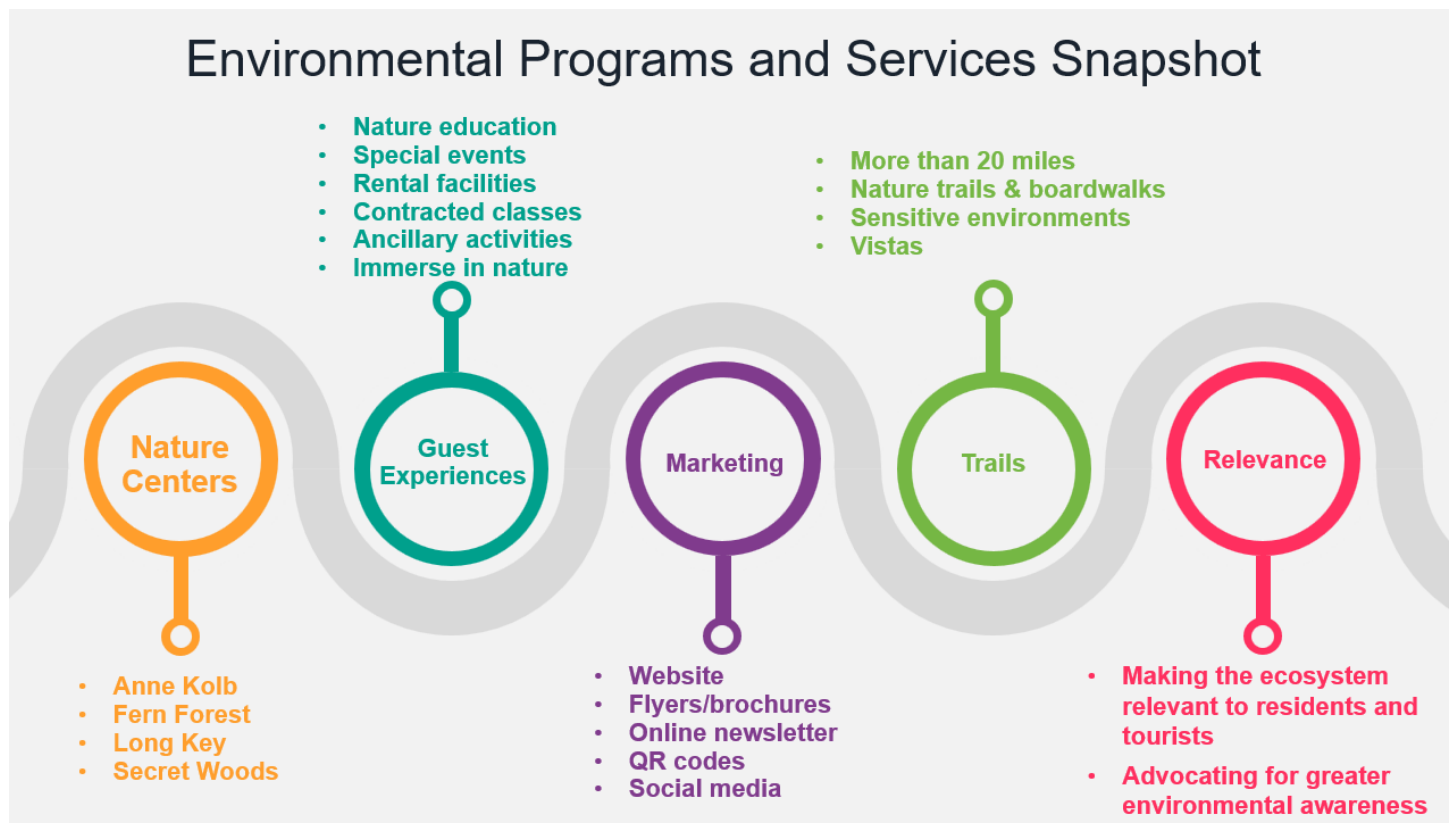
1.5.6. Environmental Programs & Service Assessment

The County has wisely seized the opportunity to not only educate residents, but to educate visitors through its hospitality. “SUNsational” service is the County’s commitment to create value for all customers. This is at the core of all services and more so, the ancillary services provided at each of the County’s nature centers.

Anne Kolb, Fern Forest, Long Key, and Secret Woods are beautiful environments that give visitors an escape from the city. Whether one has half an hour or half a day, there is plenty to experience at each site.

The large number of programs, environmental education opportunities, and experiences within the nature centers and the properties where they are located is astounding. While there are special moments created at the nature centers and the parks, it is the special care by staff and volunteers that preserves and keeps these properties accessible during challenging circumstances. At various times any one of these unique properties or all of them can be impacted by an unexpected event, be it weather-related or people-related. Best practice protocols are in place for responses, and staff are well established in pivoting under these circumstances to change priorities based on needs.

The Environmental Programs & Services Assessment (“Assessment”) offers an in-depth perspective of program and service identifying core programs, program gaps within the community, key systemwide issues, areas of improvement, and future programs and services for residents and visitors.



1.5.7. Facility & Program Investment Ratings (PIR)

The purpose of these ratings is to provide a prioritized list of facility/amenity and recreation program needs for the County service area.

The PIR was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The PIR equally weighs (1) the importance that residents place on facilities/programs, and (2) how many residents have unmet needs for facilities/programs. Based on the PIR, the following five facilities were rated as high priorities for investment:

- ✧ Accessible parks/walking trails (PIR=184)
- ✧ Multiuse paved and unpaved trails (PIR=169)
- ✧ Shaded picnic areas and shelters (PIR=114)
- ✧ Dog parks (PIR=106)
- ✧ Community centers (PIR=105)

Based on the PIR, the following three programs were rated as “high priorities” for investment:

- ✧ Adult fitness & wellness programs (PIR=200)
- ✧ Exercise classes (PIR=129)
- ✧ Senior programs (PIR=111)



1.5.8. Conclusion

Broward County continues to draw a diverse population who want to live, work, play, and enjoy year-round sunshine, beautiful beaches and parks, and no state income tax. Even as the cost of living increases, parks offer a wide range of free and low-cost programs, amenities, and facilities to engage visitors, and a passionate staff who want to provide a positive guest experience. COVID-19 highlighted the increased value of parks and recreation offerings. To support the community during the pandemic, the Division offered socially distanced programming and virtual offerings as well as COVID testing, vaccinations, and monoclonal treatment sites. By expanding training and skills of staff, they have become an essential agency that provides public safety and emergency services.

To demonstrate the ability to exceed high standards in the field of parks and recreation, the Division aspires to be the best system in the nation as a CAPRA-accredited agency and a Gold Medal recipient. To achieve this, the Division needs to continue focusing on green initiatives and climate change, building a connected system, creating equity of access, and designing world-class tourist destinations and inclusive guest experiences which can all be tremendous legacies from this Plan.

To do that, it will take a dedicated investment in the park system and more personnel to help address existing needs and plan for a world-class future emphasizing the County's rare ecosystems, culture, and history. Input from a wide range of stakeholders was gathered in the development of this Plan, which highlights the need for significant further investment, including initiatives such as a bond referendum, additional capital allocations, and other creative funding options. At the time of this assessment, basic improvements and reconstruction/replacement of parks and facilities were estimated to cost at least \$185 million and \$543 million, respectively, as detailed in Chapter 3.1 Evaluation of Division Infrastructure and in Chapter 7.2 Capital Improvement Plan.

The Division's greatest strength is its staff. They are committed and passionate about making a difference in people's lives. They are instrumental in making Broward County the destination of choice, from sawgrass to seagrass, for residents and visitors alike.



Chapter Two Community Profile & Needs Assessment

2.1. Demographic & Recreation Trends Analysis

2.1.1. Introduction

A key component of the Plan process is a Demographic & Recreation Trends Analysis. This analysis helps provide a thorough understanding of the demographic makeup of residents within the County, health outcomes, and physical environmental factors, as well as national and local recreational trends. One key factor throughout the Plan process was the impact of the COVID-19 pandemic, which may have many lasting effects that are not yet fully understood.

METHODOLOGY

Demographic data used for the analysis was obtained from the U.S. Census Bureau and from Environmental Systems Research Institute Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in February 2020 and reflects actual numbers as reported in the 2010 Census.

ESRI then estimated the current population (2019) as well as a five-year projection (2024). PROS used straight-line linear regression to forecast demographic characteristics for 2029 and 2034. The County boundaries shown below were used for the Demographic Analysis. (See Figure 1)

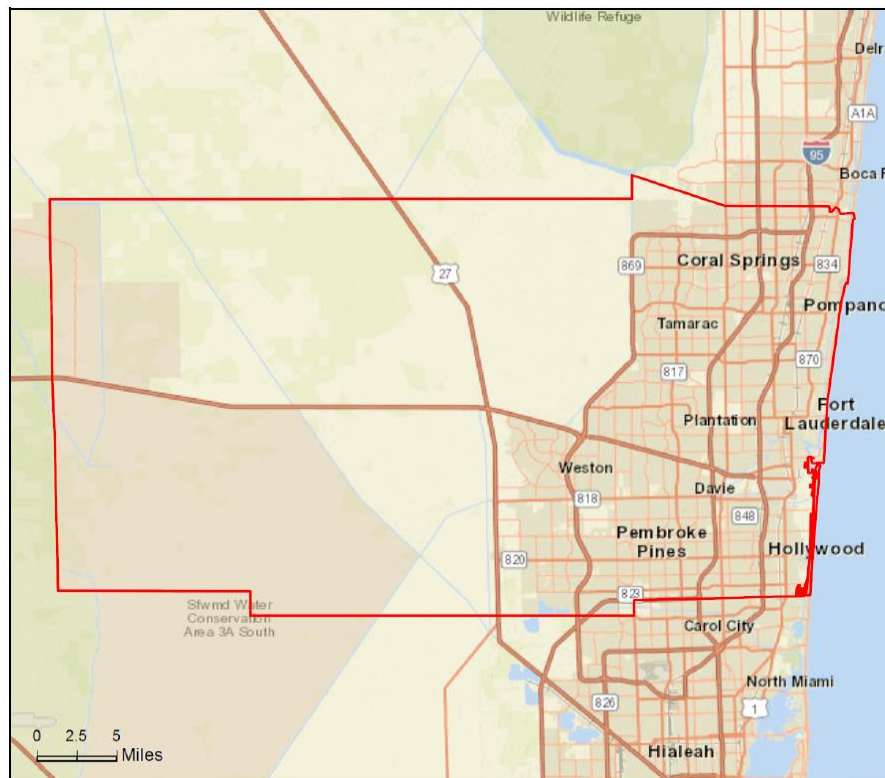


Figure 1: County Boundaries

RACE AND ETHNICITY DEFINITIONS

The minimum number of categories for data on race and ethnicity for federal statistics, program administrative reporting, and civil rights compliance reporting are as defined as below. The latest (2010 Census) definitions and nomenclature are used within this analysis.

- ✧ American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- ✧ Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- ✧ Black Alone – This includes a person having origins in any of the Black racial groups of Africa.
- ✧ Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- ✧ White Alone – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- ✧ Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the federal government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Please note: The Census Bureau defines race as a person's self-identification with one or more of the following social groups: White, Black or African-American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic/Latino origin. For this reason, the Hispanic/Latino ethnicity is viewed separate from race throughout this demographic analysis.

2.1.2. Demographic Analysis

The Demographic Analysis describes the population within the County. This assessment is reflective of the County's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns. Unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

DEMOGRAPHIC OVERVIEW (2019-2034)

Based on reported U.S. Census Bureau and ESRI data (per methodology outlined on the previous page), below are some key demographic points and how the County is expected to grow through 2034.

Population:

- ✧ 1,907,040 people live in Broward County
- ✧ The County is expected to grow to an estimated 2,220,894 residents by 2034

Race & Ethnicity:

- ✧ 58% of the population is White Alone
- ✧ 29% of the population is Black Alone
- ✧ 31% of the population is of Hispanic/Latino origin



Age:

- ✧ Median age: 41.2 years
- ✧ By 2034, the 55+ age segment will encompass 38% of the population

Income:

- ✧ Median household income: \$57,848
- ✧ Median household income is higher than the state average but lower than the national average

2.1.3. Broward County Populace
POPULATION

The County's population has experienced a notable growing trend in recent years, increasing 9.09% from 2010 to 2019 (1.01% per year). This is well above the national annual growth rate of 0.85% (from 2010 to 2019). Similar to the population, the total number of households also experienced an increase in recent years (7.73% since 2010).

Currently, the population is estimated at 1,907,040 individuals living within 739,056 households. The total population and total number of households are both expected to continue growing at an above-average rate over the next 15 years. Based on 2034 predictions, the County's population is expected to be 2,220,894 residents living within 845,328 households. (See Figures 2 & 3)

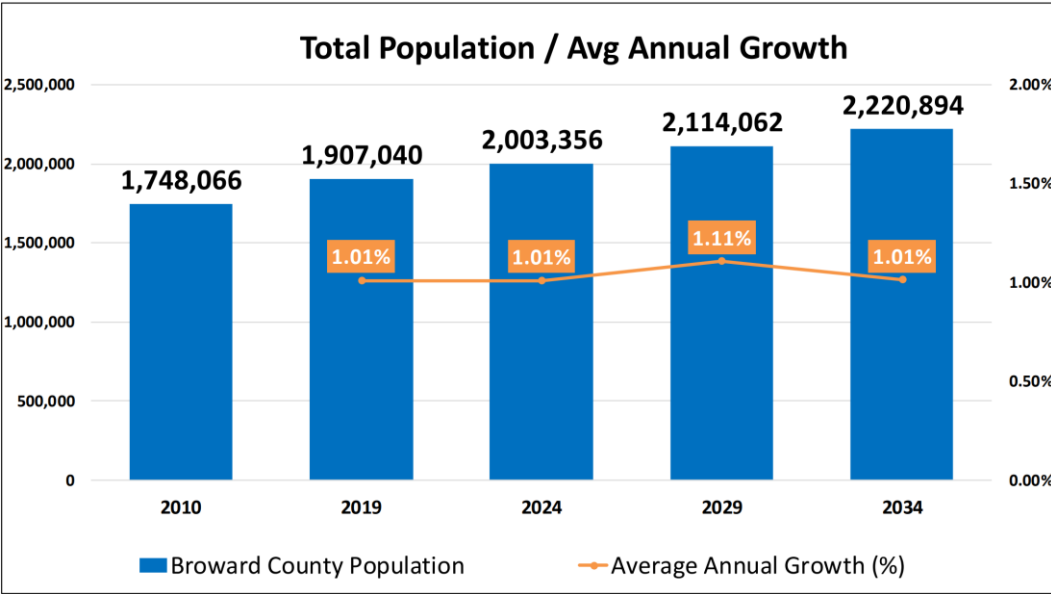


Figure 2: Total Population Projections

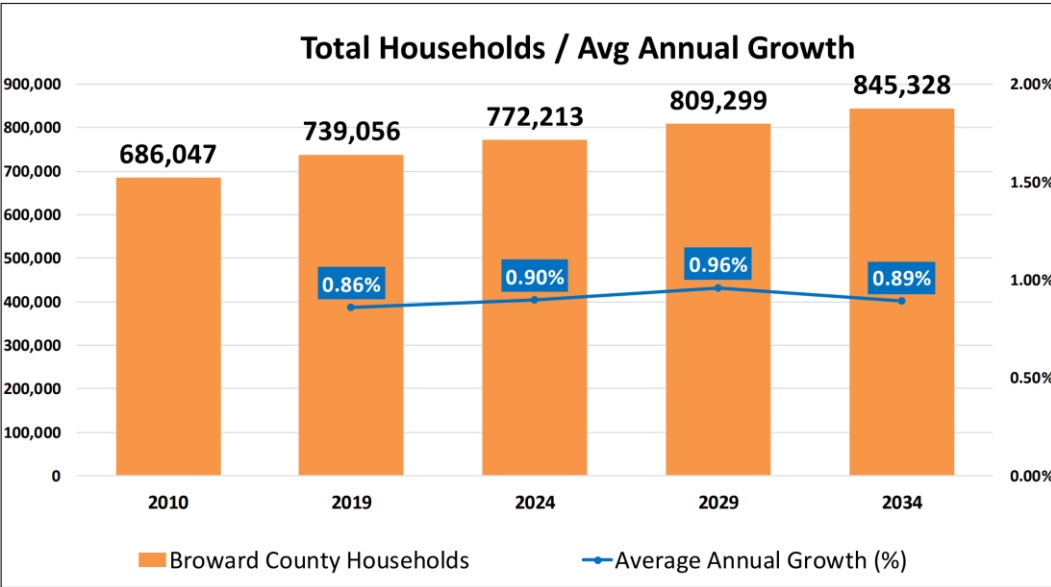


Figure 3: Total Household Projections

AGE SEGMENT

An evaluation of the County's total population by age segments is shown in Figure 4 which exhibits an aging trend, with approximately 32% of its residents being older than 55. The population has a median age of 41.2 years, which is significantly older than the U.S. median age of 38.5 years. Assessing the population as a whole, the County is projected to continue aging for the foreseeable future. Over the next 15 years, the 55+ population is expected to grow an additional 6%, totaling 38% of the County's population. This is largely due to the increase in life expectancy coinciding with the remainder of the baby-boomer generation shifting into the senior age groups. Adding to that is a trend of retirees from the north moving to warmer climates in Florida, Arizona, etc.

Due to the sustained growth of the older age segments, it is useful to further segment the senior population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may suffer from rheumatoid arthritis and need different recreational opportunities from a healthy 65-year-old who is an active tennis player competing in senior tournaments. Therefore, it may be more useful to divide this age segment into Active, Low-Impact, and/or Social Seniors.

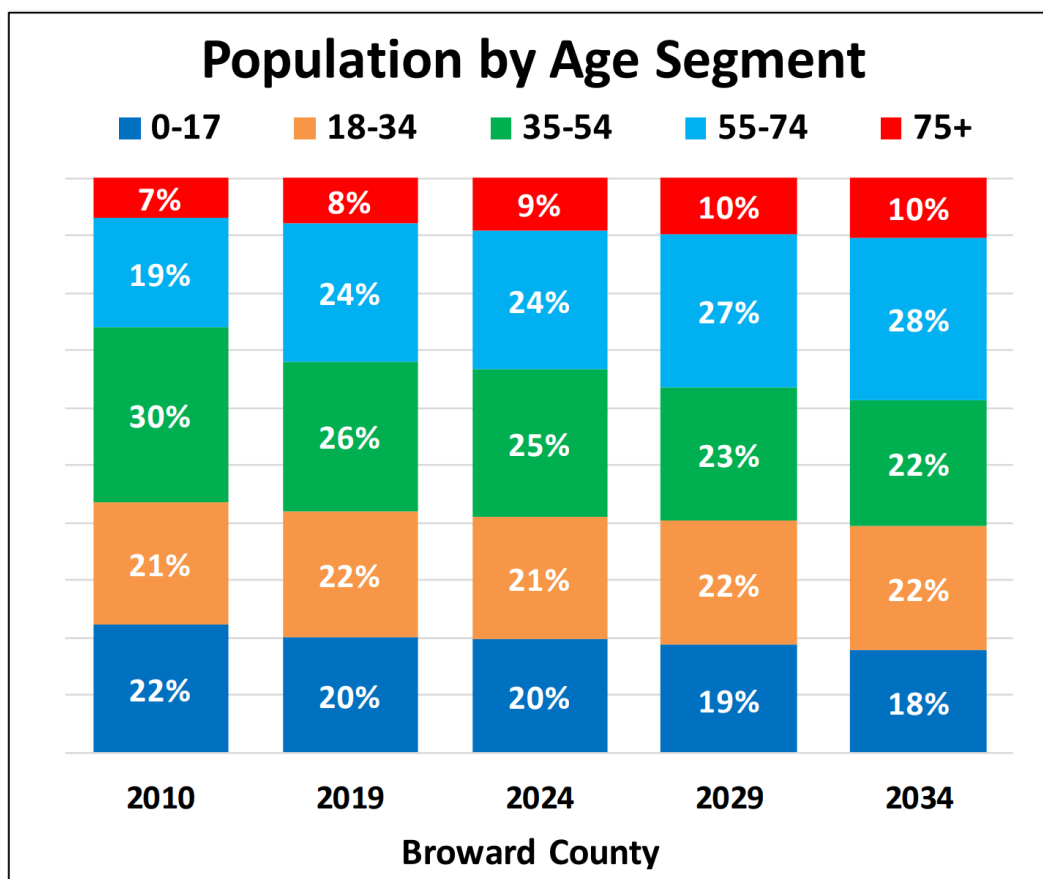


Figure 2: Population by Age Segments

RACE

Analyzing race, as shown in Figure 5, the County’s current population is predominantly reported as White Alone. The 2019 estimate shows that 58% of the population falls into the White Alone category, with Black Alone at 29%, representing the largest minority. The racial diversification of the County is significantly more diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The forecasted 2034 population is expected to continue diversifying with the White Alone population decreasing, accompanied by increases in all other race categories.

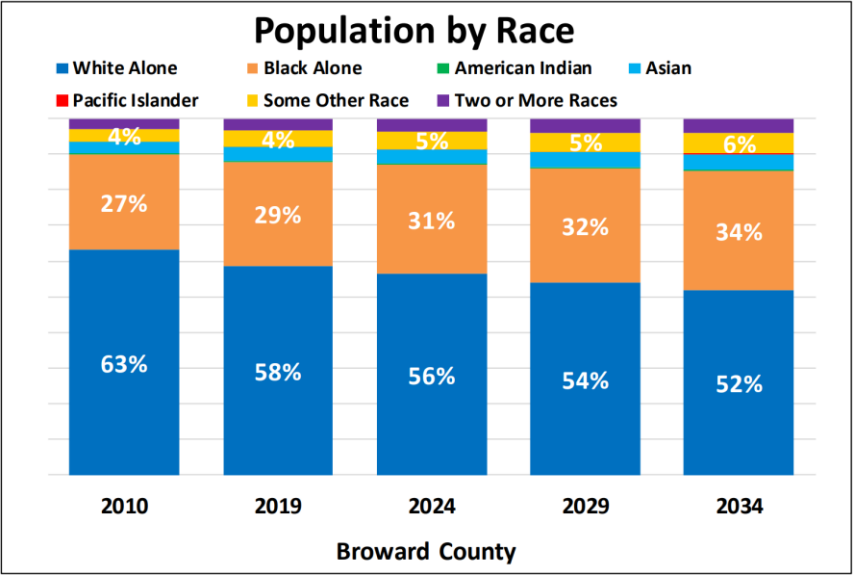


Figure 3: Population by Race

ETHNICITY

The County’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from Figure 5.

Based on the 2010 Census and as shown in Figure 6, those of Hispanic/ Latino origin represent approximately 31% of the County’s current population, which is more than one and a half times the national average (19% Hispanic/Latino). The Hispanic/Latino population is expected to continue growing over the next 15 years, increasing to 41% of the County’s total population by 2034.

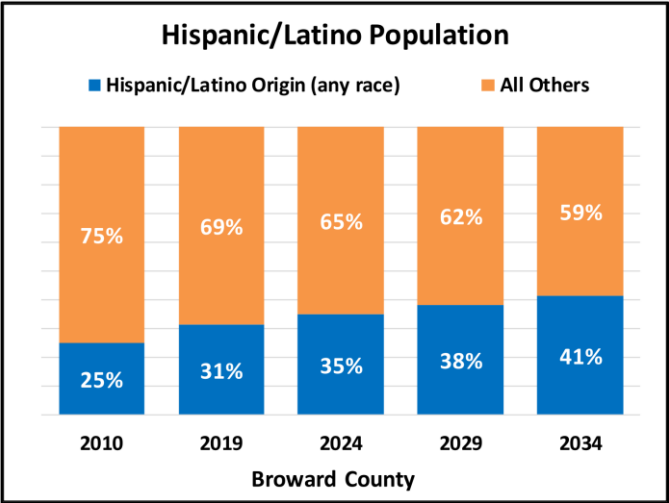


Figure 4: Population by Ethnicity

HOUSEHOLD INCOME

As seen in Figure 7, the County's income characteristics (\$32,925 and \$57,848) are slightly above the state averages (\$30,703 and \$54,238). By contrast, the County's per capita and median household incomes are both below the national averages (\$33,028 and \$60,548).

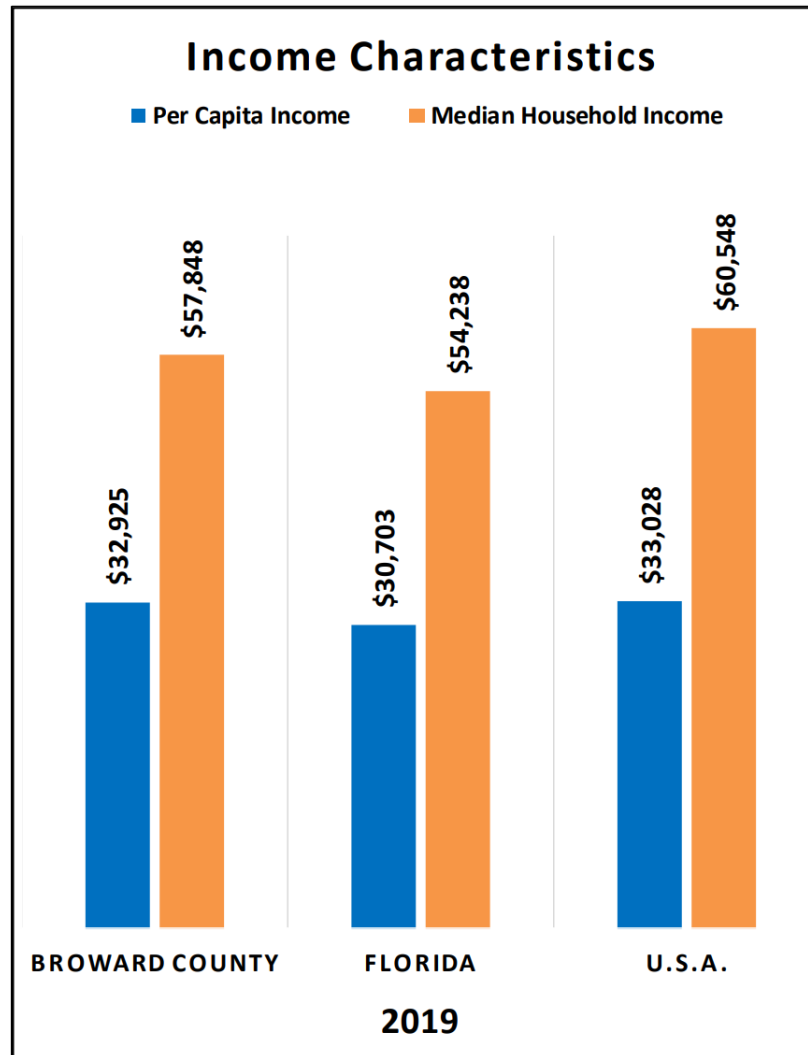




Figure 5: Income Characteristics

2.1.4. Demographic Comparative Summary

The table below is a summary of the County's demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows the County to see how its population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the County and the national population.

 = Significantly higher than the national average

 = Significantly lower than the national average


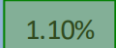
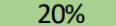
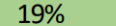
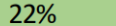
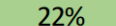
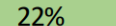
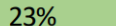
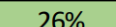
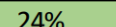
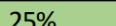
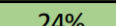
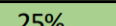
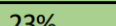
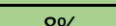
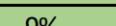
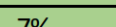
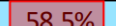
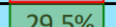
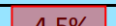
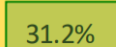

2019 Demographic Comparison		Broward County	Florida	U.S.A.
Population	Annual Growth Rate (2010-2019)	 1.01%	1.44%	0.85%
	Projected Annual Growth Rate (2019-2034)	 1.10%	1.52%	0.90%
Households	Annual Growth Rate (2010-2019)	0.86%	1.32%	0.80%
	Average Household Size	2.20	2.51	2.59
Age Segment Distribution	Ages 0-17	 20%	 19%	 22%
	Ages 18-34	 22%	 22%	 23%
	Ages 35-54	 26%	 24%	 25%
	Ages 55-74	 24%	 25%	 23%
	Ages 75+	 8%	 9%	 7%
Race Distribution	White Alone	 58.5%	72.7%	69.6%
	Black Alone	 29.5%	16.5%	12.9%
	American Indian	0.3%	0.4%	1.0%
	Asian	3.7%	2.9%	5.8%
	Pacific Islander	0.1%	0.1%	0.2%
	Some other Race	 4.5%	4.5%	7.0%
	Two or More Races	3.5%	3.1%	3.5%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	 31.2%	26.6%	18.6%
	All Others	 68.8%	73.4%	81.4%
Income Characteristics	Per Capita Income	\$32,925	\$30,703	\$33,028
	Median Household Income	\$57,848	\$54,238	\$60,548

Figure 6: Demographic Comparative Summary Table

DEMOGRAPHIC SUMMARY

- ✧ The County's recent population annual growth rate (1.01%) is significantly higher than the U.S. (0.85%) growth rate.
- ✧ The County's household annual growth rate (0.86%) is slightly higher than the national (0.80%) average.
- ✧ When assessing age segments, the County exhibits an older population than the national age segment distribution.
- ✧ The County's racial distribution has a significantly higher Black Alone population and lower White Alone and Some Other Race populations, when compared to national percentage distribution.
- ✧ Broward County's percentage of Hispanic/Latino population (31.2%) is well above the national average (18.6%).
- ✧ The County's per capita income (\$32,925) and median house income (\$57,848) are both slightly below average, when compared to the U.S.'s income characteristics (\$33,028 & \$60,548).



2.1.5. Demographic Implications

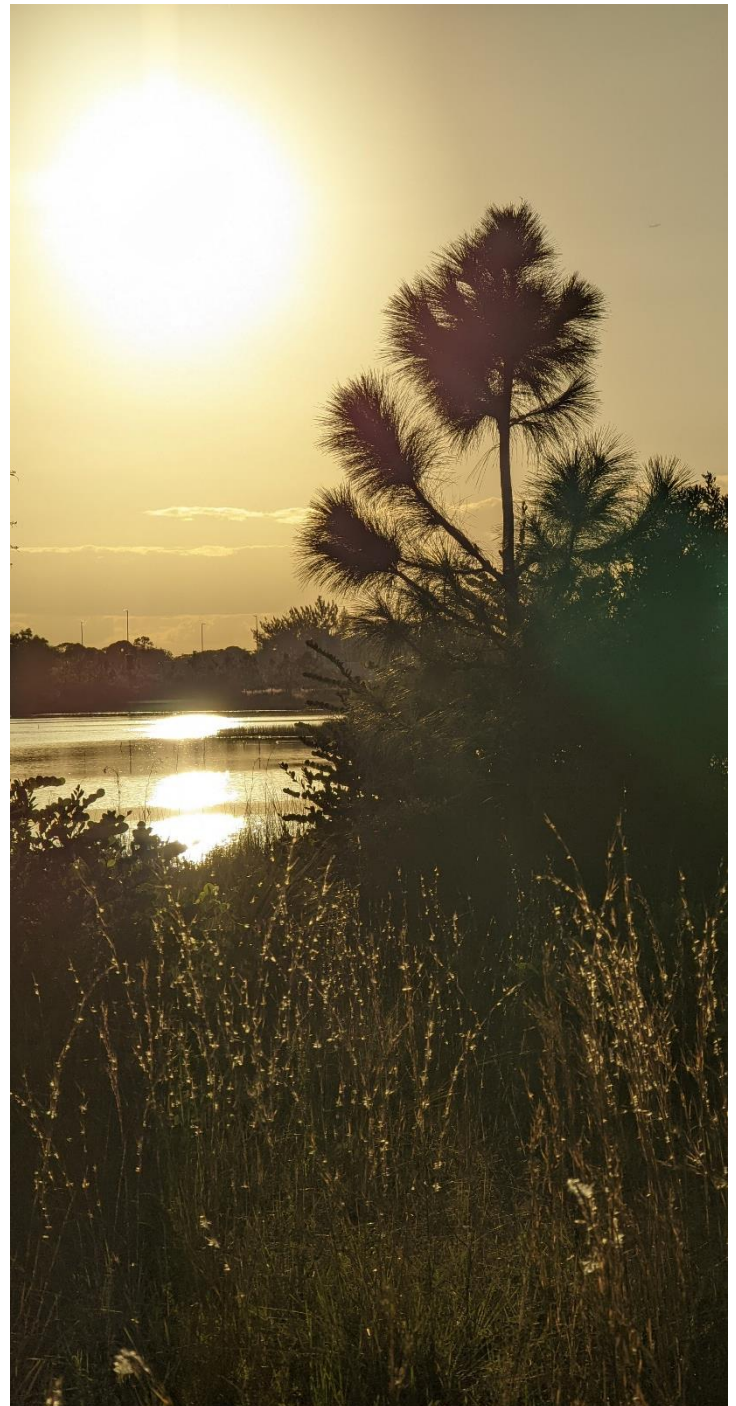
While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the County.

First, with the population expecting significant growth for the foreseeable future, it is suggested that the County ensure the upkeep of existing facilities. In addition, the County should plan to expand facility space and program offerings in order to accommodate the growing population. Rather than eliminating services or facilities that are deemed outdated or currently underutilized, consider repurposing these spaces to meet the needs of its users.

Second, the County's aging trend may indicate the need to provide more programs and services for the 55+ population. Such a focus could attract more seasonal tourists and residents from Canada and northern states, as well as baby-boomer retirees. However, it will also be important to continue providing services for the 68% of residents who are currently under 55 years old.

Third, the County's below national average income characteristics suggest the likelihood of limited disposable income. Given the geographical size of the County and the population, there are economically challenged areas within the County where fees should be minimal or free to increase access. The Division should be mindful of this when pricing programs, facility rentals, admissions, and events.

Finally, the County should ensure growing minority races and ethnicities are being reflected in marketing and communications outreach, program participation figures, and response rates when surveying the community. This will help ensure all community needs are being met.



2.1.6. Health Outcomes & Physical Environmental Factors

In addition to demographic characteristics, PROS utilized the County Health Rankings and the Agency for Toxic Substances and Disease Registry (ATSDR) to explore various public health outcomes of Broward County residents.

COUNTY HEALTH RANKINGS

The County Health Rankings & Roadmaps Model provides an understanding of what influences the health of residents and expected life spans, at the County level and across the U.S. The overall health of a County is measured through two key health metrics – *Health Outcomes* and *Health Factors*. Health Outcomes are end results caused by an individual's health; while Health Factors are circumstances that affect one's health. Both core areas are comprised of several subcategories that are weighted to comprise the overall County rankings.

The following sections provide tables that detail the health metrics for Broward County, for both Health Outcomes and Health Factors, and provide rankings for the County relative to the 67 counties within Florida. Then, the County is further compared to the state of Florida as a whole, and to the top 10th percentile of all U.S. counties. Assessing Health Outcomes, where first is the County with the best Health Outcomes and 67th is the County with the worst, Broward County ranks 14th out of 67 counties in Florida. Similarly, the County ranks 17th out of 67 for Health Factors.

Health trend data was sourced from the 2020 County Health Rankings & Roadmaps, which is conducted by the University of Wisconsin Population Health Institute in collaboration with the Robert Wood Johnson Foundation. For more information, visit www.countyhealthrankings.org.

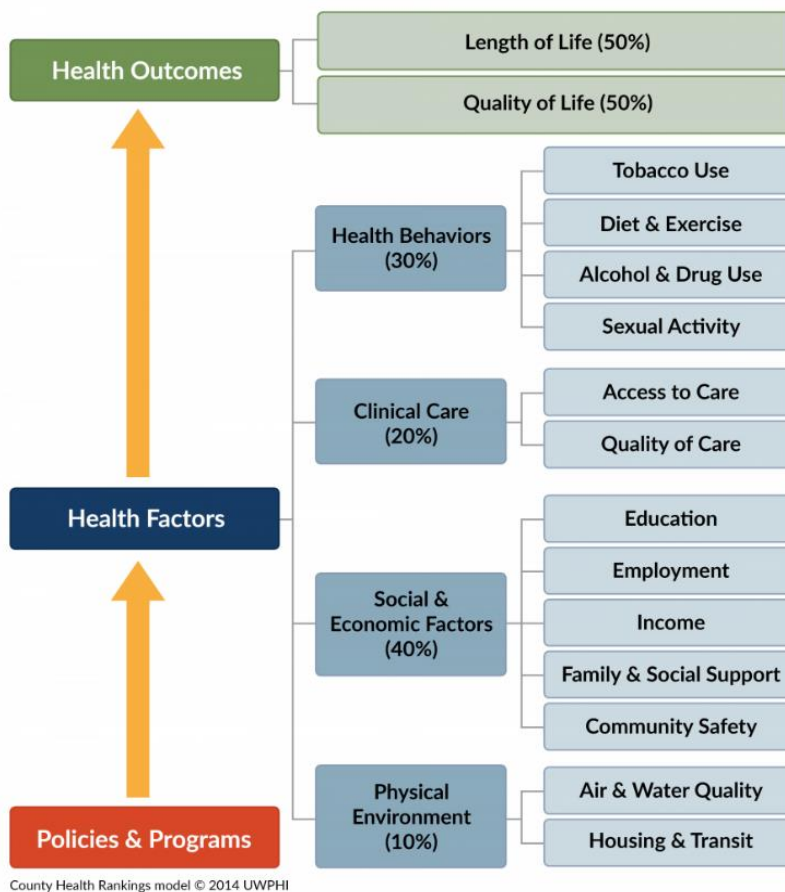


Figure 7: County Health Rankings Model

HEALTH OUTCOMES

The County ranked 14th among Florida counties for Health Outcomes. Analyzing sub-categories for Health Outcomes, reveals that the County ranks eighth for *Length of Life* and 27th for *Quality of Life*. Individual metrics from the study related to Health Outcomes have remained fairly consistent for the County; however, *Premature Death* was identified as an area of improvement for the County.

The County should focus efforts on spreading awareness of parks and facilities and how these amenities can have a positive impact on the physical and mental well-being of residents. If the broader population is made aware of the benefits of a daily walk in the park, many of these measured outcomes may improve over time.

Health Outcomes (ranked 14 out of 67 counties)			
Health Metric	Broward County	Florida	Top 10th Percentile US
Length of Life (ranked 8 out of 67 counties)			
Premature death	6,300	7,200	5,400
Quality of Life (ranked 27 out of 67 counties)			
Poor or fair health	16%	19%	12%
Poor physical health days	3.7	3.8	3.0
Poor mental health days	3.9	3.8	3.1
Low birthweight	9%	9%	6%

Source: County Health Rankings & Roadmaps, www.countyhealthrankings.org

Figure 8: Health Outcome Rankings for Broward County

HEALTH FACTORS

The County ranks 17th among 67 counties for Health Factors. This ranking was based on the following sub-categories and ranks: *Health Behaviors* (eighth), *Clinical Care* (30th), *Social & Economic Factors* (14th), and *Physical Environment* (59th). The table below, Figure 11, highlights the health behaviors that have a strong correlation to parks and recreation including: *Adult Obesity*, *Food Environment Index*, *Physical Inactivity*, and *Access to Exercise Opportunities*.

When compared to the Top 10th Percentile of U.S. Counties, *Adult Obesity* and *Access to Exercise Opportunities* were identified as strengths of the County. Indicators that were highlighted as opportunities for the County to improve upon include *Food Environment Index* and *Physical Inactivity* when compared to the Top 10th Percentile of U.S. Counties. Note: Food Environment Index measures access for County residents to healthy foods by considering the distance an individual lives from a grocery store or supermarket, locations for health food purchases in most communities, and the inability to access healthy food because of cost barriers.

Although parks are a small component of where and what a person might eat, they should be able to reinforce a healthy lifestyle. The County should implement healthy alternatives, where possible, throughout concession operations (whether directly or with concessionaires) and vending machines offered at their facilities. As an added measure, participants in other active recreation programs could be offered discounts or bundles with lower pricing on healthy food options.

Health Factors (ranked 17 out of 67 counties)			
Health Metric	Broward County	Florida	Top 10th Percentile US
Health Behaviors (ranked 8 out of 67 counties)			
Adult obesity	25%	27%	26%
Food environment index	7.9	6.9	8.7
Physical inactivity	23%	25%	19%
Access to exercise opportunities	96%	88%	91%

Source: County Health Rankings & Roadmaps, www.countyhealthrankings.org

Figure 9: Health Factor Rankings for Broward County

2.1.7. Recreational Trends Analysis

The Trends Analysis provides an understanding of national and local recreational trends. Trend data used for this analysis was obtained from Sports & Fitness Industry Association (SFIA), National Recreation and Park Association (NRPA), and ESRI. All trend data is based on current and/or historical participation rates or statistically valid survey results. A full National Recreational Trends Analysis can be found in Appendix B.

NATIONAL TRENDS IN RECREATION

METHODOLOGY

The SFIA's *Sports, Fitness & Recreational Activities Topline Participation Report 2020* was utilized in evaluating the following trends:

- ✧ National Recreation Participatory Trends
- ✧ Core vs. Casual Participation Trends



The study is based on findings from surveys conducted in 2019 by the Physical Activity Council, resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of 5% has a confidence interval of plus or minus 0.32 percentage points at a 95% confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people, ages six and older.

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In each activity, core participants are more committed than casual participants. They tend to be less likely to switch to other activities or become inactive (engage in no physical activity). This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.



2.1.8. Local Sport & Leisure Market Potential

MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for Broward County, as provided by ESRI. MPI measures the probable demand for a product or service within the defined service areas. MPI shows the likelihood that an adult resident living within the County will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four categories: general sports, fitness, outdoor activity, and commercial recreation.

Note: MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.

Overall, when analyzing the County's MPIs, the data demonstrates slightly above average MPI numbers. This is particularly noticeable when analyzing the fitness market potential chart that shows only one activity, swimming, scoring below 100. This can potentially be due to a variety of factors including lower swimming rates traditionally among people of color as well as access to personal pools in people's backyards, rendering the need to visit a public pool as unnecessary or less needed. When assessing the general sports, outdoor activity, and commercial recreation MPI charts, there is a solid range of activities scoring above and below the national average. The overall above average MPI scores show that County residents have a strong participation presence when it comes to recreational offerings, especially pertaining to fitness activities. When the Division considers implementing new programs or building new facilities, this data will become significant and provide for a powerful tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the County. The activities are listed in descending order, from highest to lowest MPI score.

GENERAL SPORTS MARKET POTENTIAL

The general sports MPI chart reveals that, overall, the County's residents are most likely to participate when it comes to tennis, soccer, and baseball when compared to the national average.

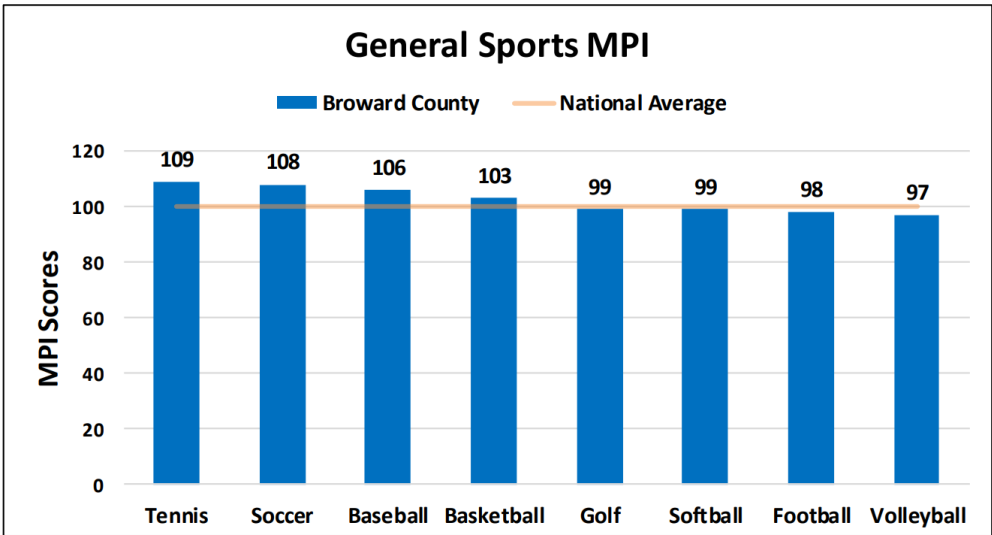


Figure 10: Broward County General Sports Participation Trends

FITNESS MARKET POTENTIAL

Overall, the fitness MPI chart reflects the highest collective MPI scores amongst the four assessed categories, with Zumba, yoga, and aerobics all scoring well above the national average.

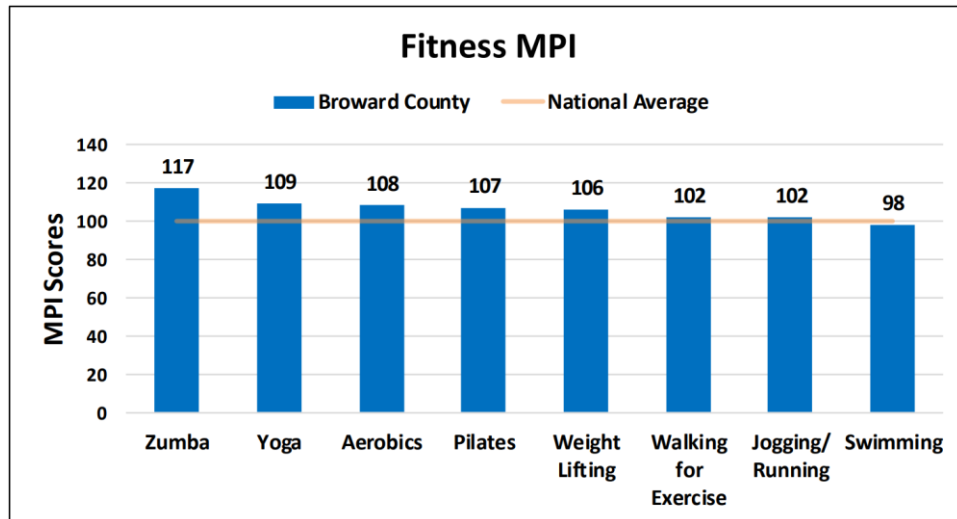


Figure 11: Broward County Fitness Participation Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing Figure 14, saltwater fishing, road bicycling, and mountain biking scored the highest amongst all outdoor activities. While boating and freshwater fishing rounded out the least participated in activities, both significantly below the national average.

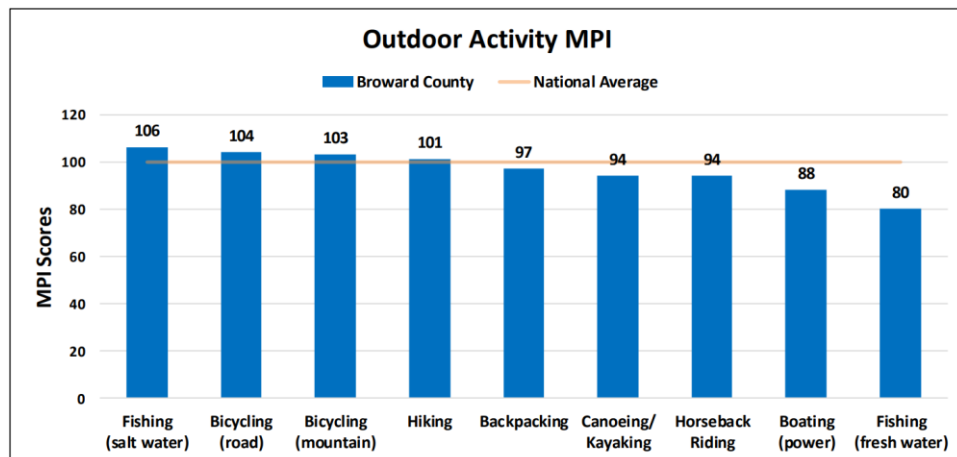


Figure 12: Broward County Outdoor Activity Participation Trends

COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows that attending live theater, art galleries, and theme parks are the top three activities among County residents when compared with the national average.

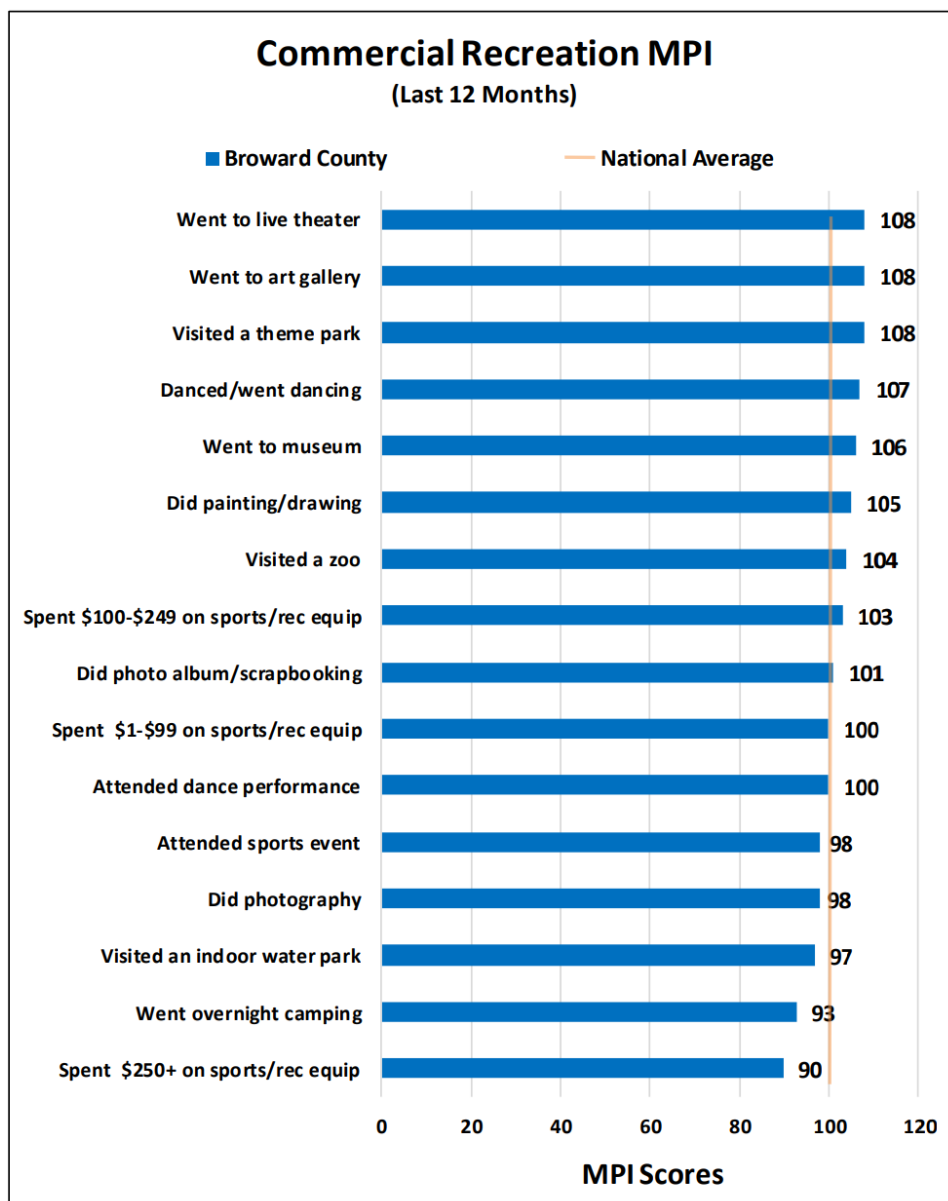


Figure 13: Broward County Commercial Recreation Participation Trends



LOCAL RECREATION TRENDS SUMMARY

Overall, the County's residents demonstrate participation trends that have above-average MPI numbers in three of the four categories analyzed (general sports, fitness, and commercial recreation). Recreation of particular interest includes:

- ✧ Participation in sports such as tennis, soccer, and baseball.
- ✧ Outdoor fitness equipment and fitness-related programming in Zumba, yoga, and aerobics classes.
- ✧ Money spent on attending live theater as well as visiting art galleries and theme parks. The County could capture people participating in commercial recreation while blending nature and art into design components, such as with a sculpture park.

The County has already established programs or partnerships for a variety of the sports and has been seeing a surge in the number of registered recreational instructors offering fitness-related programming as well. It will be important for the Division to continue offering these recreational opportunities for its residents and/or foster partnerships to ensure resident needs are being met. The above-average activities of the commercial recreation segment may seem to be outside the scope of a parks and recreation agency, but creative partnerships with local artists or an expansion of the Parks Foundation of Broward County's Park Fest live music events could be considered within the commercial recreation segment.

2.2. Community Needs Assessment

2.2.1. Public Input Summary

In order to establish a better understanding of the current state of the Division and to help determine the needs and priorities for the future, the planning process incorporated a variety of input from Broward County residents. This included a series of key stakeholder interviews, focus group discussions, five public forums, a statistically valid survey, an online survey, community pop-up outreach, and the crowdsourcing website. The following sections summarize and highlight the key findings from each stage of the extensive public input process.



2.2.2. Key Stakeholder & Focus Groups Summary

A fundamental part of the Parks and Recreation System Master Plan process included conducting a robust outreach effort to solicit critical input from key stakeholders and focus groups. Over the course of three days in March 2020, the consulting team convened with these groups to better assess the needs of constituents across the County. The purpose of these meetings was to gain insight into the current strengths, opportunities, and priorities for the park system, and to better understand future recreational needs of the County. Representatives from the following groups provided input:

Stakeholders and User Groups	
Broward County Board of County Commissioners	Broward County Parks Senior Managers
Broward County Administrators	Broward County Parks Managers
Broward County Directors	Broward County Parks Associate Managers & Supervisors
Broward County Marine Advisory Committee	Broward County Parks First-Line Staff
Quad-County Park Directors	Municipal Park Directors in Broward County
Broward County Parks Advisory Board	Parks Foundation of Broward County
Broward County Urban Wilderness Advisory Board	



STRENGTHS

Based on feedback from key stakeholder interviews, common themes arose in many conversations. These themes included preservation of natural habitats, diverse/multigenerational programming, staff growth and development, an active volunteer base, collaborative community partnerships, and facilities.

NATURAL AREAS & OPEN SPACES

Many stakeholders communicated that the Division's park system provides an abundance of natural resources, pristine beauty, and educational opportunities. The nature offerings provide residents with an opportunity to connect with nature and an unparalleled educational experience. Stakeholders agree that the variety of nature programming is a great strength of the Division's park system. Comments regarding the Division's natural resources and nature programming included:

- ✧ Abundance of greenway trails
- ✧ Commitment to environmental education and conservation
- ✧ Excellent naturalist programming
- ✧ Family access to learning about nature in the park
- ✧ Focus on natural area preservation
- ✧ Great nature areas, open spaces
- ✧ Maintenance of greenspaces
- ✧ Natural resources, including greenway trails and canal banks
- ✧ Quality of 4H programs
- ✧ Variety of natural ecosystems

ADMINISTRATION & STAFF

Stakeholders noted that the knowledge and expertise of park staff contribute greatly to providing an exceptional experience for visitors. Division staff stay abreast of industry trends and work to incorporate innovative best practices into park programming. Several stakeholders highlighted the resourcefulness of staff and administration to provide exemplary service, even when funding challenges are present. Many stated that quality leadership played a key role in high employee morale, noting a high rate of employee retention. Sentiments shared regarding the strengths of the Division's administration and staff include:

- ✧ Career-minded employees who are easy to retain
- ✧ Collaborative teamwork
- ✧ Dedicated and skilled staff
- ✧ Great team of administrative support
- ✧ Good focus on staff development and training
- ✧ Innovative, diverse, knowledgeable, flexible staff
- ✧ Improved relations with the Division's Human Resources
- ✧ Top-notch leadership team, responsive to constituents
- ✧ Reliable systems that help staff efficiency, i.e., RecTrac software
- ✧ Robust use of part-time seasonal workers and interns
- ✧ Skilled set of maintenance workers
- ✧ Supportive upper management
- ✧ Staff has a "SUNsational" attitude

PROGRAMMING AND ACTIVITIES

The Division provides a plethora of diverse activities and programs at their park locations. Offerings cater to the young and old, creating a great opportunity for visits with the whole family, and appeal to a wide variety of users. From sports to arts and crafts to special events and naturalist programming, the diversity of programming is a great benefit. Many programs and activities are free or low-cost affording access to residents with marginal income. Recreation centers also provide many community services like tax preparation, access to computers, and out-of-school care to help meet residents' needs.

Stakeholders praised the Division for their ingenuity and innovation in diverse programming. Highlights of their comments include:

- ✧ Diverse activities for health & wellness, i.e., mountain biking, walking/jogging paths, exercise equipment
- ✧ Dog parks, campgrounds, water parks, and marinas appeal to vast demographic
- ✧ Excellent aquatics programming, drowning prevention
- ✧ Free after-school & summer recreation programs
- ✧ The internal Parks Futures program, which is designed to help with employee advancement, is noteworthy
- ✧ Great focus on programming for age segments and special populations
- ✧ Stellar educational programs, i.e., science learning (such as STEAM) and nature education

VOLUNTEER NETWORK

Stakeholders identified strong participation from the Division's volunteer base, Parks Foundation of Broward County, and friends groups as a productive resource to capitalize on generating awareness for the Division and its needs in the community. They work diligently to help preserve park habitats, to raise funds, and to educate the community about park offerings.

COLLABORATIVE PARTNERSHIPS

The Division has been successful in developing and sustaining partnerships that benefit the community and increase visibility. The Division collaborates with other County divisions, neighboring counties, the school district, the city park systems, Nova Southeastern University, University of Florida/Institute of Food and Agricultural Sciences, and other programs to leverage and create opportunities to cross promote and to share resources. Stakeholders agree that existing partnerships must continue to be nurtured, while also seeking new opportunities for synergy.

While there are many opportunities to increase partnerships and sponsorships, stakeholders noted that the Division adequately made use of current collaborations:

- ✧ Good intergovernmental relationships and cooperation
- ✧ Good internal and external community partners
- ✧ Law enforcement
- ✧ Partnerships with Memorial Healthcare System, friends groups, Parks Foundation of Broward County, the Marine Advisory Committee, Equine-Assisted Therapies of South Florida, STEAM education, Urban Wilderness Advisory Board, and Parks Advisory Board



FACILITIES

The Division offers an array of recreation facilities with programming for children, youth, adults, and seniors. Users currently enjoy a variety of amenities at 51 parks across the County. Many see these facilities as an equitable and inclusive resource that reflects a sense of community for both internal and external users.

Stakeholders are generally supportive of facilities and offered the following comments about what makes the Division's facilities distinctive:

- ✧ Affordability
- ✧ Best in state
- ✧ Clean and well maintained
- ✧ Diversity and quality of facilities
- ✧ Safety and security
- ✧ Well-staffed
- ✧ Year-round accessibility

OPPORTUNITIES

A primary goal for the Division is to have a sustainable and accessible system of facilities with programs reflective of all it serves. Suggestions for opportunities to bolster the Parks and Recreation Division include infrastructure improvements, unique programming, and enhanced marketing, administration, and funding.

Stakeholders shared a number of perspectives for the future of the Division. However, all stakeholders voiced concerns with the facilities and aging infrastructure of the system, and how to responsibly fund necessary improvements to enhance the overall experience for parkgoers.

INFRASTRUCTURE IMPROVEMENTS

Infrastructure improvements, from paved roads and better lighting to renovated facilities and equipment, were constant themes throughout discussions. Stakeholders would like more indoor sports fields/courts, aquatics, adventure amenities, biking, event space, and parks/facilities that accommodate the growing population of the County.

As provided by stakeholders, recommendations to improve and maintain existing recreation facilities include:

- ✧ Add signage in parks identifying flora, fauna, native species
- ✧ Add additional water amenities such as splash pads and aquatics areas throughout the County
- ✧ Address current aging facilities, equipment, and infrastructure
- ✧ Continue to prepare for climate resiliency
- ✧ Connect countywide trail plan to master plan
- ✧ Create pedestrian and bicycle access to parks
- ✧ Enhance sports fields with artificial turf and LED lighting
- ✧ Establish more Americans with Disabilities Act (ADA) access to all park facilities and amenities

- ✧ Establish more dog parks, especially in southeast area of the County
- ✧ Identify solutions to address the issues associated with homelessness at park facilities
- ✧ Improve connectivity between parks and communities with trails, greenways, walkways, etc.
- ✧ Improve traffic congestion at large parks and coordinate transit access
- ✧ Improve Wi-Fi connectivity throughout the park/campground areas
- ✧ Introduce energy efficiencies in park facilities through use of solar panels
- ✧ Invest in maintenance/removal of exotic plants and animal species
- ✧ Need for indoor facilities, fields, and courts to drive youth sports and sports tourism
- ✧ Pave roads, pathways, and bike trails
- ✧ Perform wetland mitigation at park properties
- ✧ Provide better connectivity of whiteways (walking corridors with lighting and gardens), greenways (multiuse corridors with vegetation or trees), and blueways (water trails/routes)
- ✧ Upgrade playgrounds, dog parks, aquatic areas, and campgrounds



PROGRAMS AND SERVICES

Although unique programming and activities were consistently identified as a strength of the County, many stakeholders believe opportunities exist in the growth of trending recreation programs. Many believe new ideas can focus on nontraditional opportunities for teens and senior populations to better attract, engage, and serve these segments in new ways. There was a call for more educational programs focused on the naturalist enthusiast, e-sports, branded special events, and tailored programs for specific needs in various parts of the County. The Division should also expand their Special Populations Section to develop additional offerings and provide adequate inclusive programs for their participants.

Suggestions to enhance and improve the Division's offerings included:

- ✧ Accommodate for increase in population, especially preschool and school-age children
- ✧ Astro tourism at the Fox Observatory in Markham Park
- ✧ Develop and implement health, mental, and physical wellness programs across all ability levels and age groups
- ✧ Consider neighborhood parks to house more social service programs
- ✧ Create more branded special events
- ✧ Create a variety of offerings for residents, more than traditional park amenities
- ✧ Develop a dedicated e-sports space
- ✧ Develop curriculum for scouting badges
- ✧ Expand SWIM Central to other models, i.e., Teen Central
- ✧ Extend marketing outreach through both long- and short-form video series
- ✧ Host nature camps at nature centers
- ✧ Include technology in programming and throughout park areas – QR codes, scavenger hunts, mobile gaming, geocaching
- ✧ Increase senior activities
- ✧ Increase organized teen, young adult, and young professional activities
- ✧ Increase sports programs
- ✧ Increase services designed to benefit community, i.e., out-of-school-time programs, computer lab learning
- ✧ Indoor facilities such as gyms and courts
- ✧ Partner with Transit to offer discounted rides to parks
- ✧ Residents in the Municipal Services District require more services and believe the level of services is inferior to that of regional parks



MARKETING

The County currently advertises internally through Port Everglades, VISIT Lauderdale, Libraries, and Cultural, as well as additional external digital and print publications. However, the general consensus among stakeholders is that the Division needs to improve its outreach and awareness campaigns. These campaigns are intended to tell the story of the Division and its efforts to provide consistent access to services. Many attendees value the system and want others to be aware of and support the Division's efforts. Several offered the following ideas to increase visibility of the Division's parks and facilities resources through a strategic marketing and public relations effort:

- ✧ Create behind-the-scenes video documentary on park maintenance
- ✧ Educate elected officials and leadership on the needs of nature centers
- ✧ Expand marketing outreach to diverse communities, especially those with neighborhood parks
- ✧ Increase focus on social media outreach, including new media such as TikTok to link social media accounts with other city and County divisions to share park content
- ✧ More outreach to non-English-speaking populations with multilingual communications and signage
- ✧ Simplified process for marketing and promotions
- ✧ Stand-alone public relations effort, without adhering to restrictive oversight and regulations
- ✧ Stronger tie-in and co-branding with tourism/VISIT Lauderdale marketing efforts
- ✧ User-friendly website with updated features including park maps, virtual tours, etc.
- ✧ Work more closely with County's Office of Public Communications to have a better understanding of the needs of the Division and its users to improve marketing and outreach

FUNDING

Interviews with Division administration focused on investing in a sound strategic and fiscal plan to address staffing, training, employee retention, and more efficient operations. Limited funding is an issue that will continue to present a challenge for the Division. Stakeholders agree that ongoing financial sustainability is paramount, and many are interested in what dedicated funding resources are available, i.e., bonds, grants, private funding. This funding could help offset the cost of infrastructure needs, further development of the system, and additional programming opportunities.

The most common funding concerns and opportunities identified by stakeholders were:

- ✧ Access to additional funding for the Municipal Services District
- ✧ Consider public/private partnership land development and acquisition
- ✧ Equitable fee structures applicable to all facilities and programs
- ✧ Explore capital funding and bond issue
- ✧ Explore opportunities to become fiscally sustainable, i.e., capital improvement programs, bond issues, GO Bonds
- ✧ Financial aid, grants, sponsorships, and bonds for more youth programming
- ✧ Identify more efficient operating procedures
- ✧ Evaluate impact fees and consider increasing
- ✧ Implement direct impact fees to build capital and maintenance funds for fee-supported offerings
- ✧ Review budget allocation process with the County
- ✧ Revisit economies of scale with increase of P-Card spending limits
- ✧ Streamline purchasing processes

OPERATIONS

The Division's executive team and staff are highly praised for their efforts to maximize opportunities in the midst of funding shortfalls, for their commitment to collaboration with fellow parks staff, and for their dedication to providing exemplary customer service.

Many concerns centered around additional staff support, streamlining processes for more efficiency, and implementing policies that will ensure success at every level:

- ✧ Add dedicated staff for Public Communications and social media, IT, Maintenance, Tree Crew, Grant Writer, Data & Analytics, GIS, Volunteer Coordinator
- ✧ Allocate staff more efficiently to understaffed parks; seasonal rotations of staff
- ✧ Database management training
- ✧ Employee incentive program
- ✧ Expand successful pilot programs such as app-based scheduling of staff throughout the Division
- ✧ Fully fund part-time (19 hours per week) positions across the agency
- ✧ Increase funding for employee training and development
- ✧ Increase management and supervisory staff at some parks
- ✧ Organize and update policies & procedures
- ✧ Promote cross-training, the Parks Futures development program, and a mentoring program



TOP PRIORITY

Stakeholders shared many priorities to enhance the Division's parks and recreation system. The future of the Division is contingent upon identifying a funding source(s) to address shortcomings related to aging infrastructure, staffing operations, improved visibility, and unique programming. This initial phase of the Master Plan process helps clearly identify the recreational needs of the community and the desire to work collaboratively to create a world-class parks and recreation system.

Top priorities for the Division that were most frequently mentioned include:

- ✧ Improve existing facilities, infrastructure, and equipment
- ✧ Consistent capital improvements program and dedicated funding source
- ✧ Explore all available funding sources
- ✧ Increase marketing to communicate parks' unique offerings and increase visibility
- ✧ Increase outreach to garner more international visitors
- ✧ Focus on innovative programming for diverse segments of users
- ✧ Improve collaboration with other County agencies and city park systems to expand programming and activities for users, such as the Libraries Division, Cultural Division, Transit, VISIT Lauderdale, and the 31 municipalities
- ✧ Continued intergovernmental support
- ✧ Partner with schools, libraries for shared use of facilities/co-programming
- ✧ Create more public transportation access, network of non-automotive (multimodal) connections regionally
- ✧ Better use of data to plan programming and activities
- ✧ Develop emergency management/security budget
- ✧ Streamline purchasing process, policy, and procedures
- ✧ Provide recreational opportunities and facilities meet the needs of every phase of a patron's life
- ✧ More outdoor offerings, including those amenities/programs that currently exist as well as new amenities/programs based on recreational trends as identified by SFIA (Appendix B) and by the PIR (Chapter 7.1)
- ✧ Well-defined master plans for each facility
- ✧ Division should serve as a best practices model for other park systems
- ✧ Consider future technology implications – computerization
- ✧ Greater autonomy as an agency



2.2.3. Public Input Meetings

In tandem with the stakeholder and focus group interviews, the consulting team also hosted five public input meetings designed to further engage residents of the County. The public input meetings spanned three days and provided attendees with a presentation of the project, process, initial demographic findings, as well as an opportunity for residents to offer feedback on the parks system through live polling devices. The meetings were held at various Division parks and facilities across the County:

- ✧ Anne Kolb Nature Center at West Lake Park
- ✧ Central Broward Park & Broward County Stadium
- ✧ Fern Forest Nature Center
- ✧ Long Key Natural Area & Nature Center
- ✧ Roosevelt Gardens Park

Following the presentations, attendees were able to ask questions and to identify the strengths, opportunities, and top priorities they see and envision for the Division. Close to 70 participants, representing a variety of interests, were present at the public forums.

LIVE POLLING

One key approach for soliciting feedback from attendees of the public forum was through live polling of the audience. Using the responses to focus group and key leadership interview questions, the consulting team developed questions within a PowerPoint presentation to gain an understanding of County needs.

Attendees were able to respond anonymously to these questions and view responses in real time using a polling device to answer a series of questions related to usage and need for parks, trails, facilities, and programs.



Broward County Parks and Recreation

2020 Master Plan Public Input Meetings


YOU'RE INVITED

Tuesday, March 3rd	Wednesday, March 4th	Thursday, March 5th
Anne Kolb Nature Center 751 Sheridan Street Hollywood 33019 5:45PM	Fern Forest Nature Center 201 Lyons Road South Coconut Creek 33063 5:45PM	Roosevelt Gardens Park 2841 N.W. 11th Street Ft. Lauderdale 33311 7:00PM <small>Park Advisory Board Public Forum</small>
Long Key Nature Center 3501 S.W. 130th Avenue Davie 33330 7:30PM	Central Broward Park & Broward County Stadium 3700 N.W. 11th Place Lauderhill 33311 7:30PM	

BROWARD COUNTY
FLORIDA
PARKS AND RECREATION

pros consulting

For information, call 954-357-8100 or visit betterparksbetterbroward.com



Broward County Parks and Recreation

Plan Maestro 2020 Reunion de Opinion Publica

ESTAS INVITADO

Martes, 3 de Marzo	Miercoles, 4 de Marzo	Jueves, 5 de Marzo
Anne Kolb Nature Center 751 Sheridan Street Hollywood 33019 5:45PM	Fern Forest Nature Center 201 Lyons Road South Coconut Creek 33063 5:45PM	Roosevelt Gardens Park 2841 N.W. 11th Street Ft. Lauderdale 33311 7:00PM <small>Park Advisory Board Public Forum</small>
Long Key Nature Center 3501 S.W. 130th Avenue Davie 33330 7:30PM	Central Broward Park & Broward County Stadium 3700 N.W. 11th Place Lauderhill 33311 7:30PM	

BROWARD COUNTY
FLORIDA
PARKS AND RECREATION

pros consulting

Para informacion, llama 954-357-8100 o visita betterparksbetterbroward.com

2.3. Statistically Valid Needs Analysis Survey

ETC Institute (ETC) administered a parks and recreation needs assessment in spring of 2020 for Broward County. This assessment was administered as part of the County's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the County.

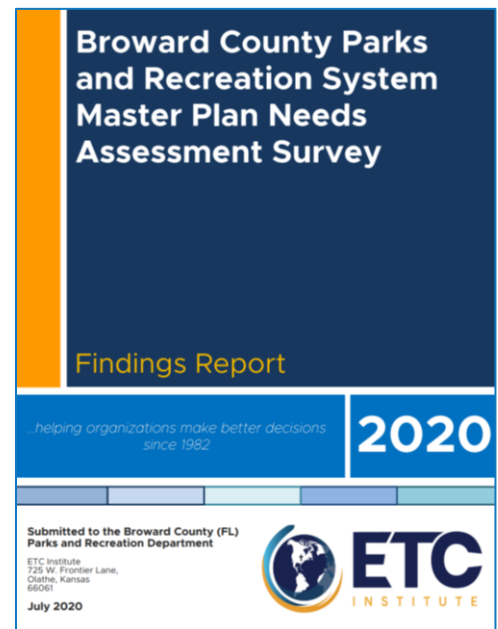
The results of the survey will aid the County in taking a resident-driven approach to making decisions that will enrich the future of the community and positively affect the lives of residents.

2.3.1. Methodology

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

Ten days after the surveys were mailed, ETC sent emails to the households that received the surveys to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the County from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

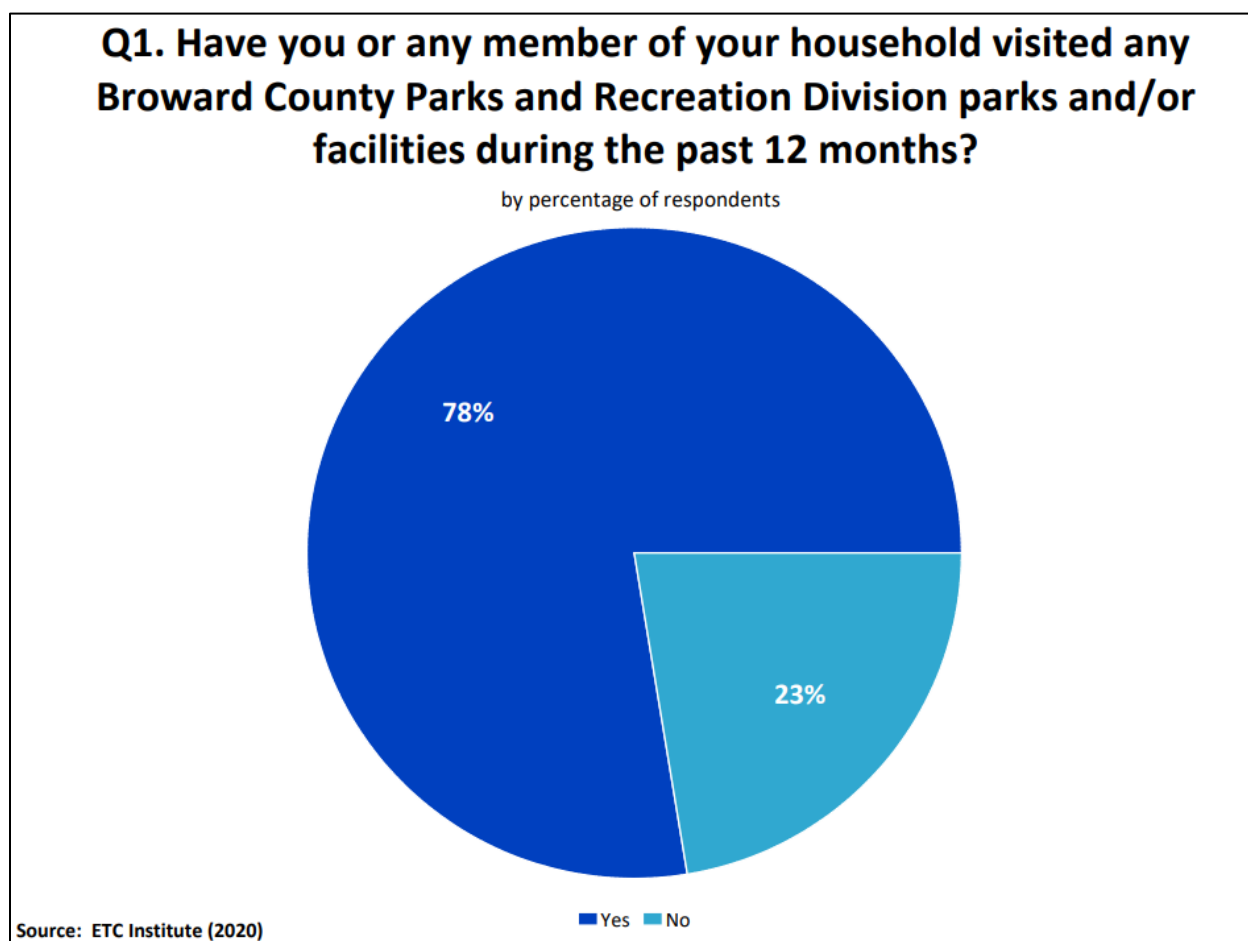
The goal was to obtain completed surveys from at least 600 residents. The goal was exceeded with a total of 652 residents completing the survey. The overall results for the sample of 652 households have a precision of at least +/- 3.8% at the 95% level of confidence. The detailed report can be found in section 3.4.2. The major findings of the survey are summarized on the following page.



2.3.2. Statistically Valid Survey Results

Question: 1

78% of respondent households have visited parks and/or facilities in the past year, which is aligned with the national average (82% visitation).

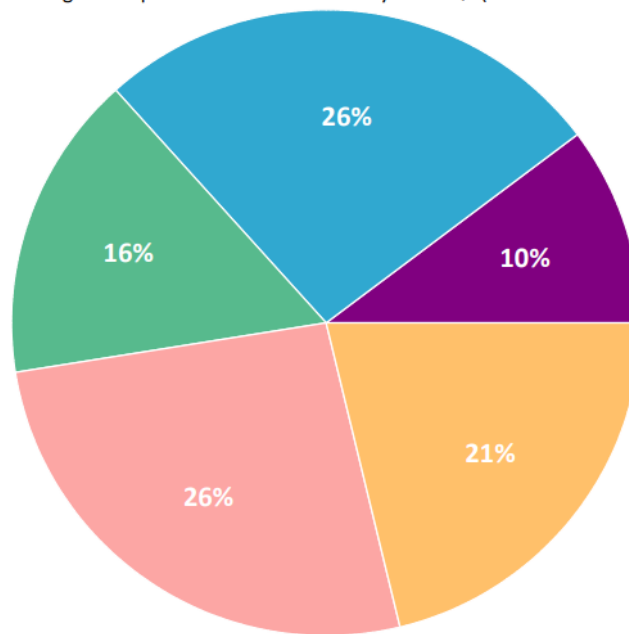


Question: 1b

The survey indicated that 52% of the households have visited a park at least once a week to more than five times a week.

Q1b. How often have you visited Broward County Parks and Recreation Division parks and/or facilities during the past 12 months?

by percentage of respondents who answered "yes" to Q1 (without "don't know")



■ 5+ times a week ■ 2-4 times a week ■ Once a week ■ 1-3 times a month ■ Less than once a month

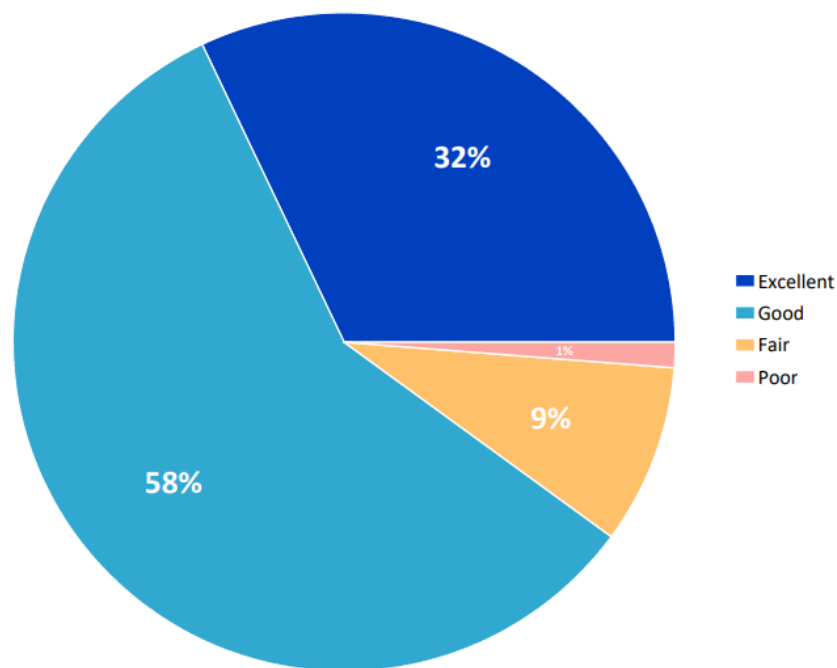
Source: ETC Institute (2020)

Question: 1c

As a result of combining ratings of Excellent and Good, 90% of respondents indicated they are satisfied with the conditions of the parks and facilities. Only 1% of all respondents rated the condition as poor, which speaks highly to the quality of park maintenance in Broward County.

Q1c. Overall, how would you rate the physical condition of ALL the Broward County Parks and Recreation Division parks and facilities you have visited?

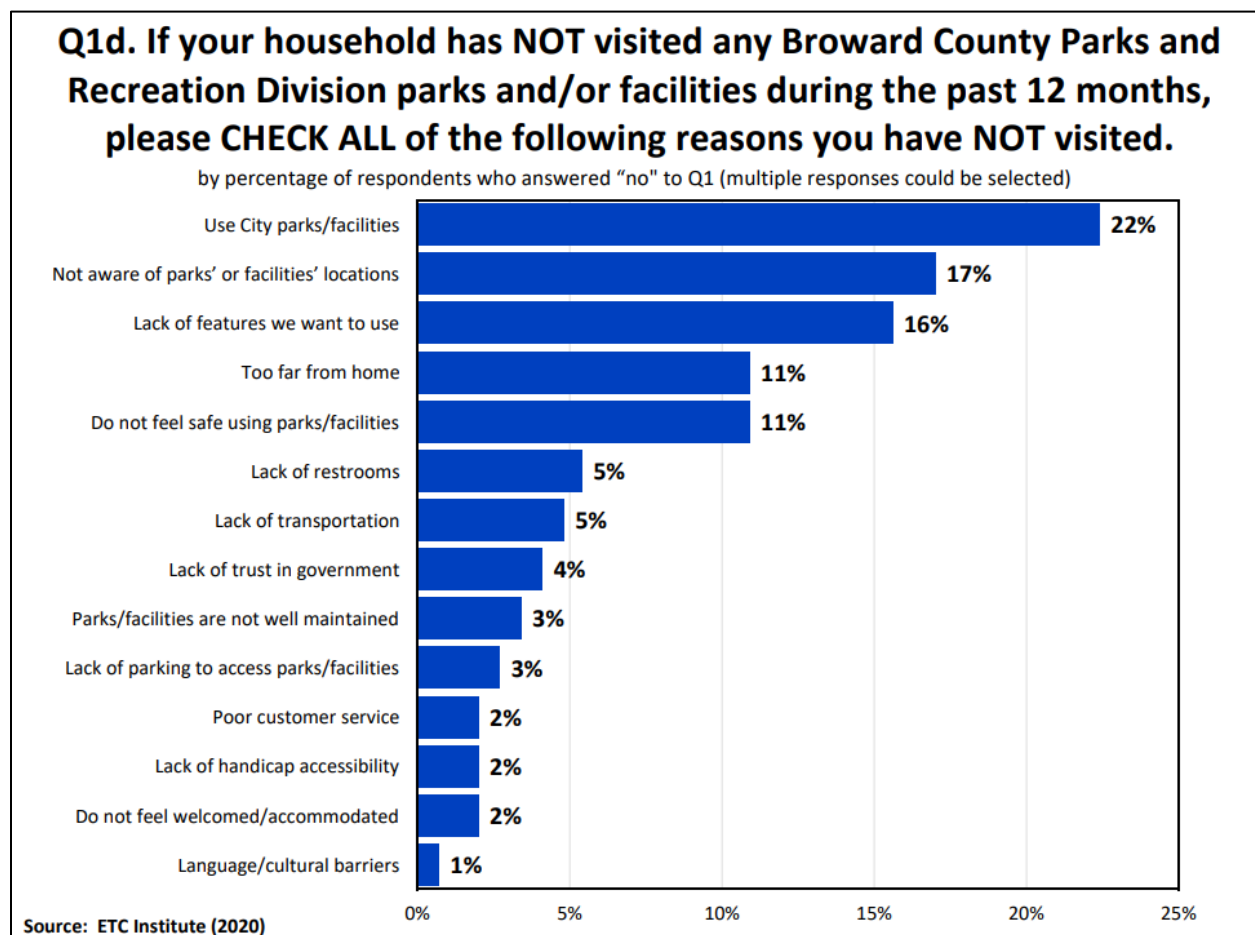
by percentage of respondents who answered "yes" to Q1 (without "not provided")



Source: ETC Institute (2020)

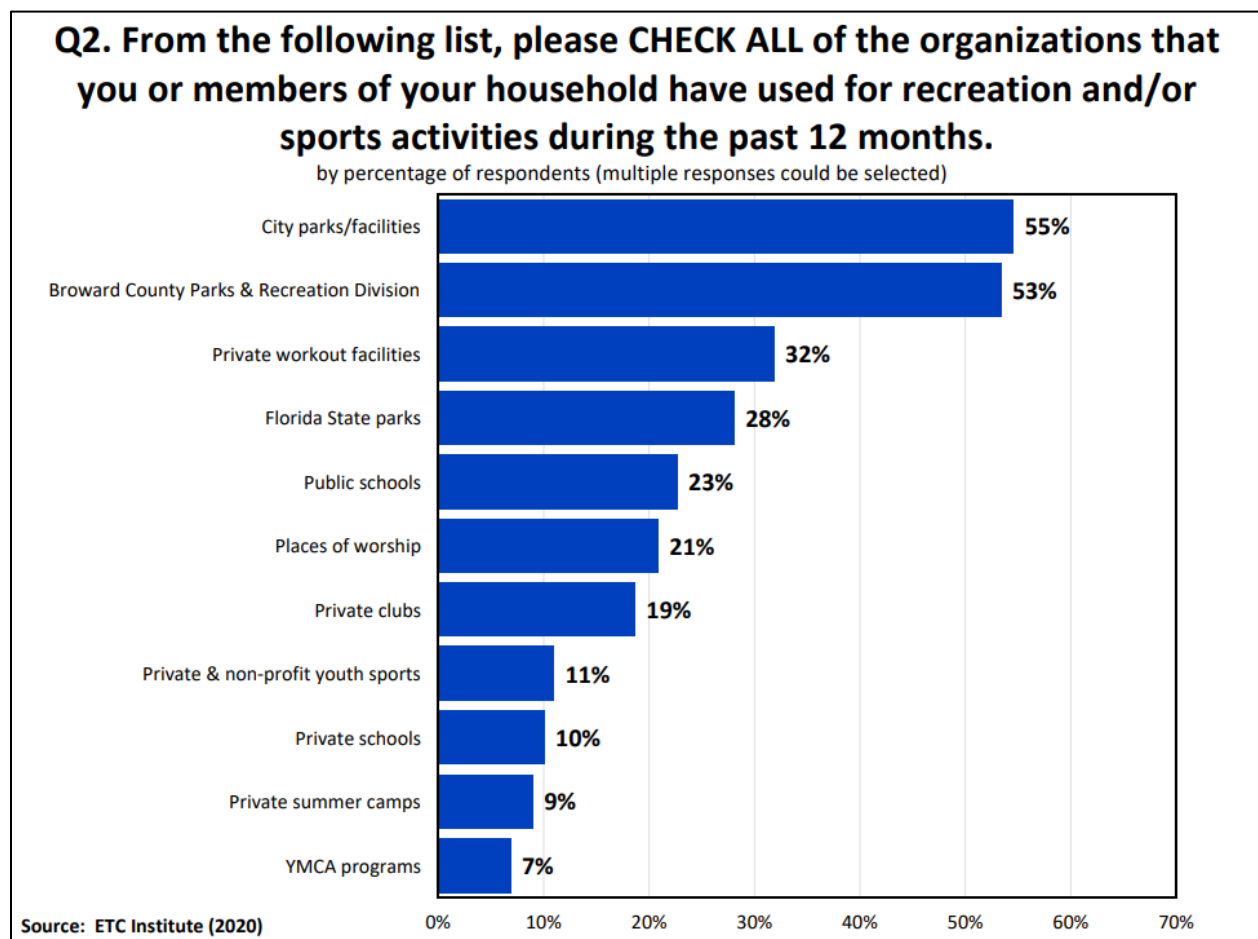
Question: 1d

Of the households that answered “No” to question 1, the top three reasons that prevent use of the County parks/facilities include Use City parks/facilities (22%), Not aware of parks’ or facilities’ locations (17%), and Lack of features we want to use (16%).



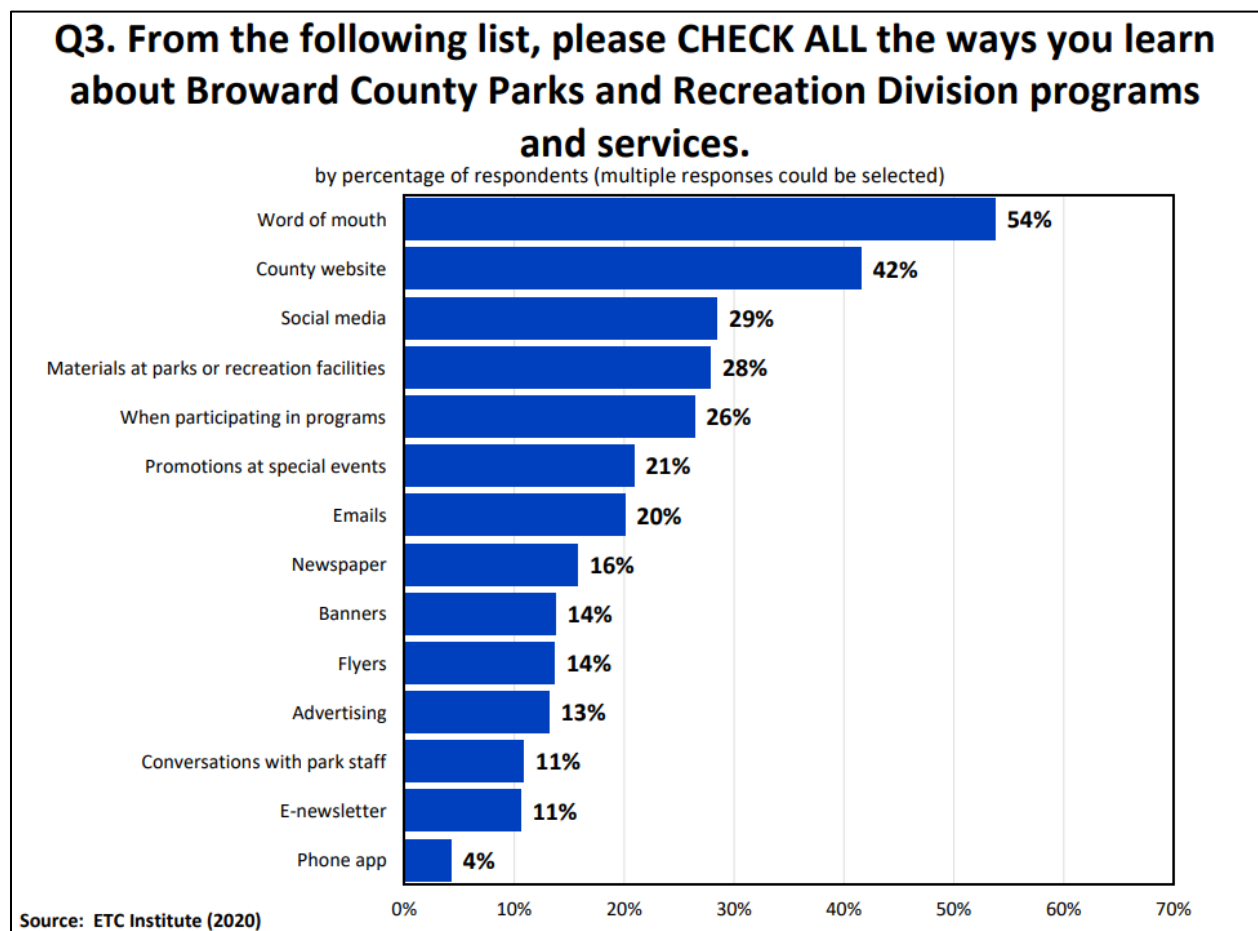
Question: 2

The chart below reveals that 53% of the respondents use County parks/facilities, 55% use City parks/facilities, and 32% use Private workout facilities.



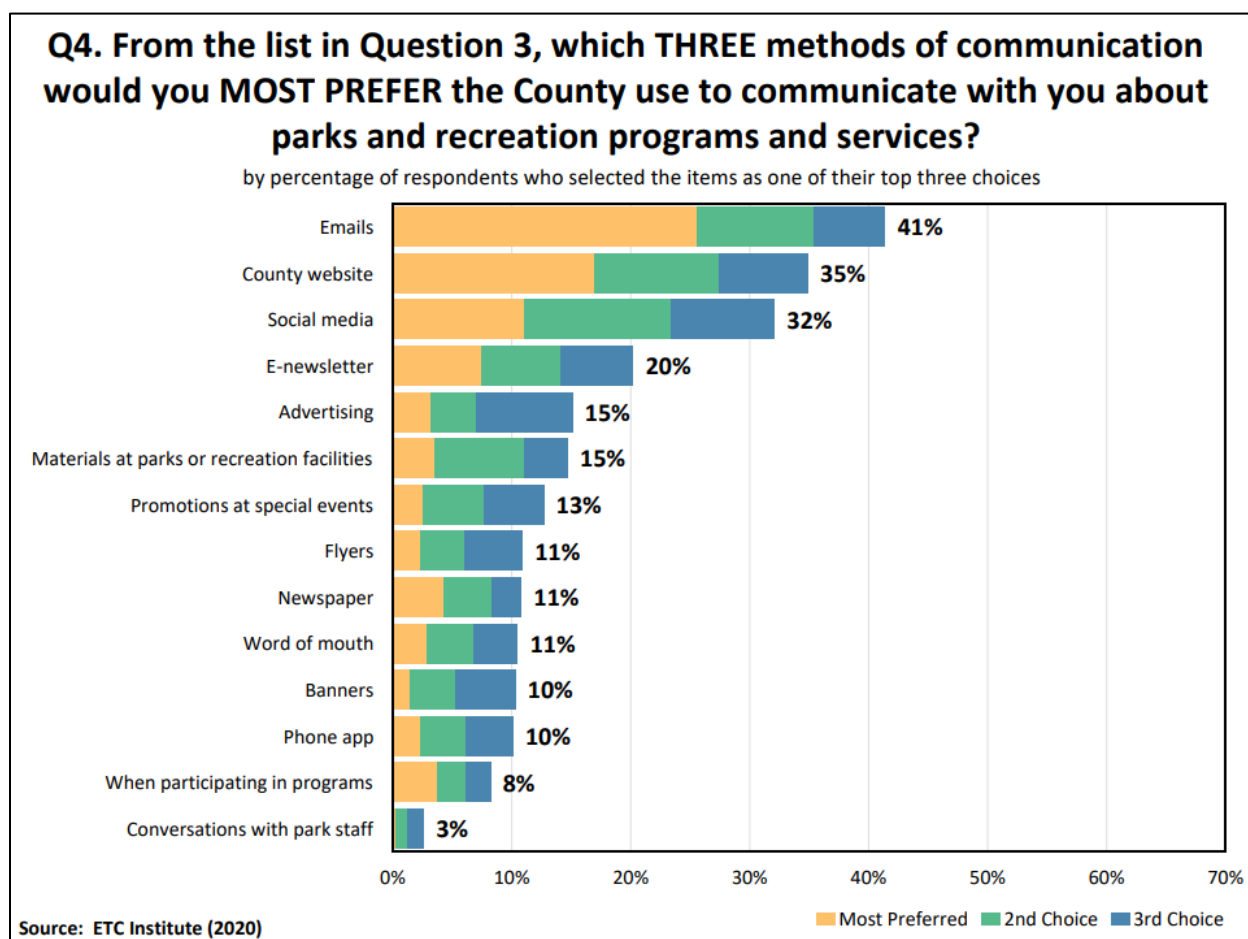
Question: 3

The chart below reveals Word of mouth (54%) as the most common way residents learn about programs and services. This is consistent with what the PROS Consulting team observed nationwide. The County Website (42%) and Social media (29%) were the next most popular ways residents are learning about the Division's programs and services.



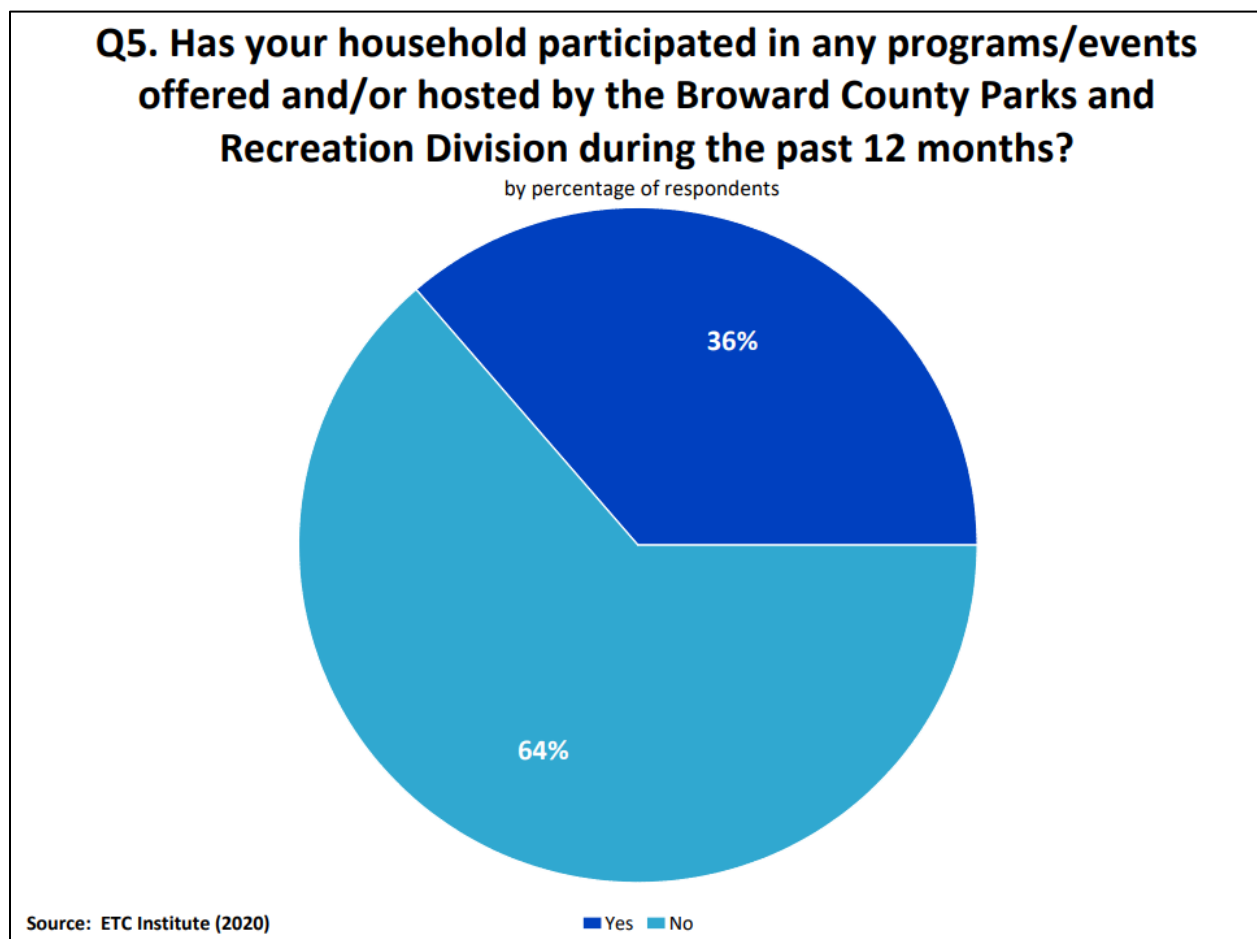
Question: 4

In addition to selecting the ways residents are currently learning about Broward County Parks and Recreation Division, respondents were asked to select their top three preferred ways to learn. The most popular choices, when combining all three, were Emails (41%), County Website (35%), and Social media (32%).



Question: 5

The survey indicated that 36% of the respondents have participated in programs in the past 12 months. In terms of participation levels, this is encouraging despite the ongoing pandemic. At the same time, it also offers an opportunity for future growth.

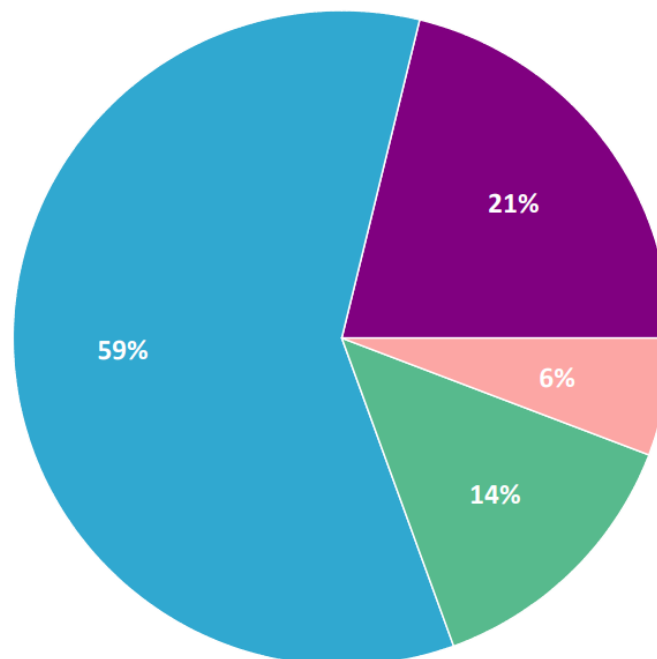


Question: 5a

From the 36% of respondents who participated in programs, the majority have participated in two to three programs per year (59%), followed by one program per year (21%). Ultimately, 79% of respondents who have participated in programs in the past year are repeat customers.

Q5a. How many programs/events offered and/or hosted by the Broward County Parks and Recreation Division have you or members of your household participated in during the past 12 months?

by percentage of respondents who answered "yes" to Q5 (without "not provided")



Source: ETC Institute (2020)

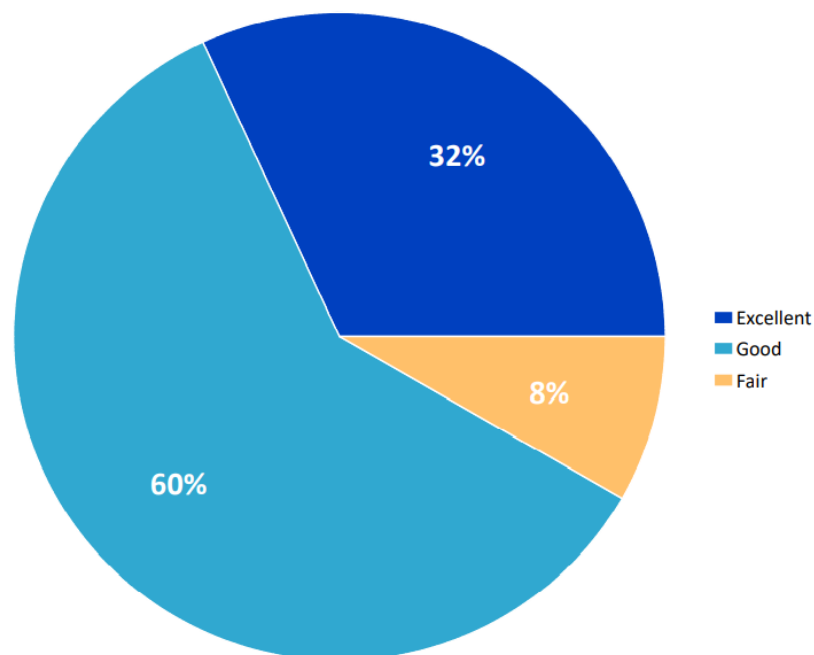
One Two to Three Four to Six Seven or More

Question: 5b

An overwhelming majority of respondents are satisfied with the overall quality of programs and events: 92% rate the programs and events as either excellent or good. Of the remaining respondents, 8% believe the program quality is fair, while 0% believes the programs are poor.

Q5b. How would you rate the overall quality of the Broward County Parks and Recreation Division programs/events in which your household has participated?

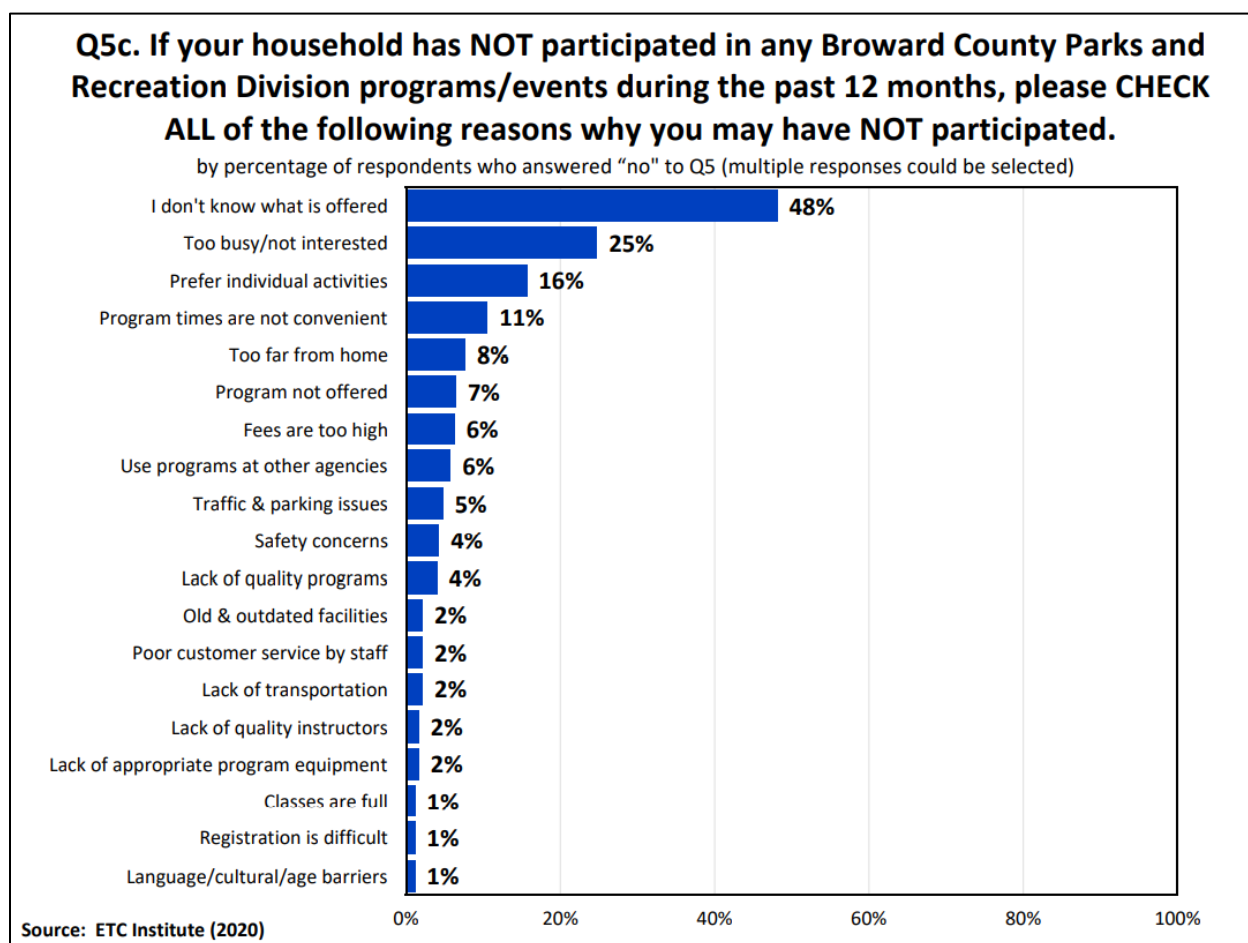
by percentage of respondents who answered "yes" to Q5 (without "not provided")



Source: ETC Institute (2020)

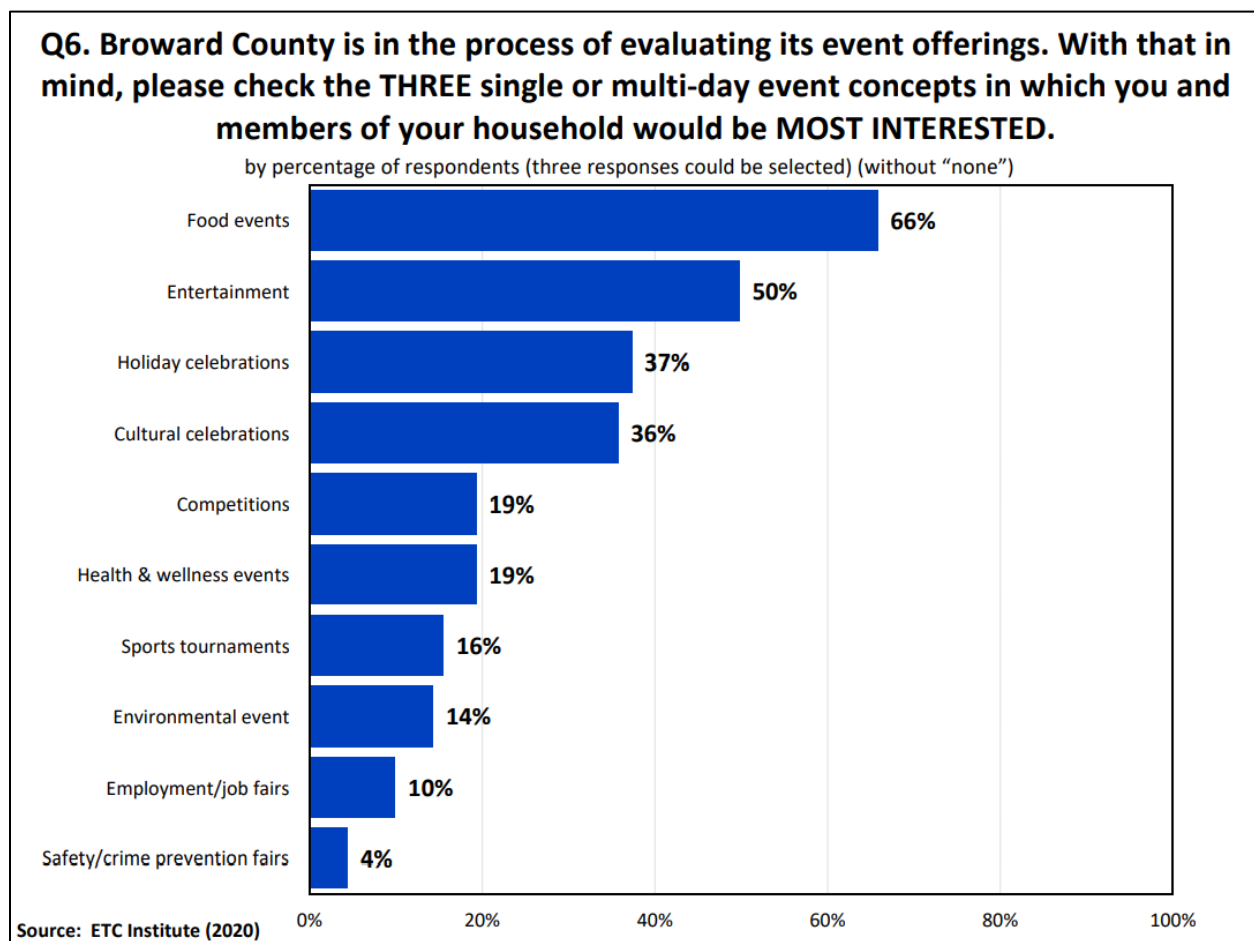
Question: 5c

The largest reason for not participating in programs was I don't know what is offered (48%). This is a challenge that the Division is working on strategically reducing and thus improve participation. The next most mentioned barriers were Too busy/not interested (25%) and Prefer individual activities (16%).



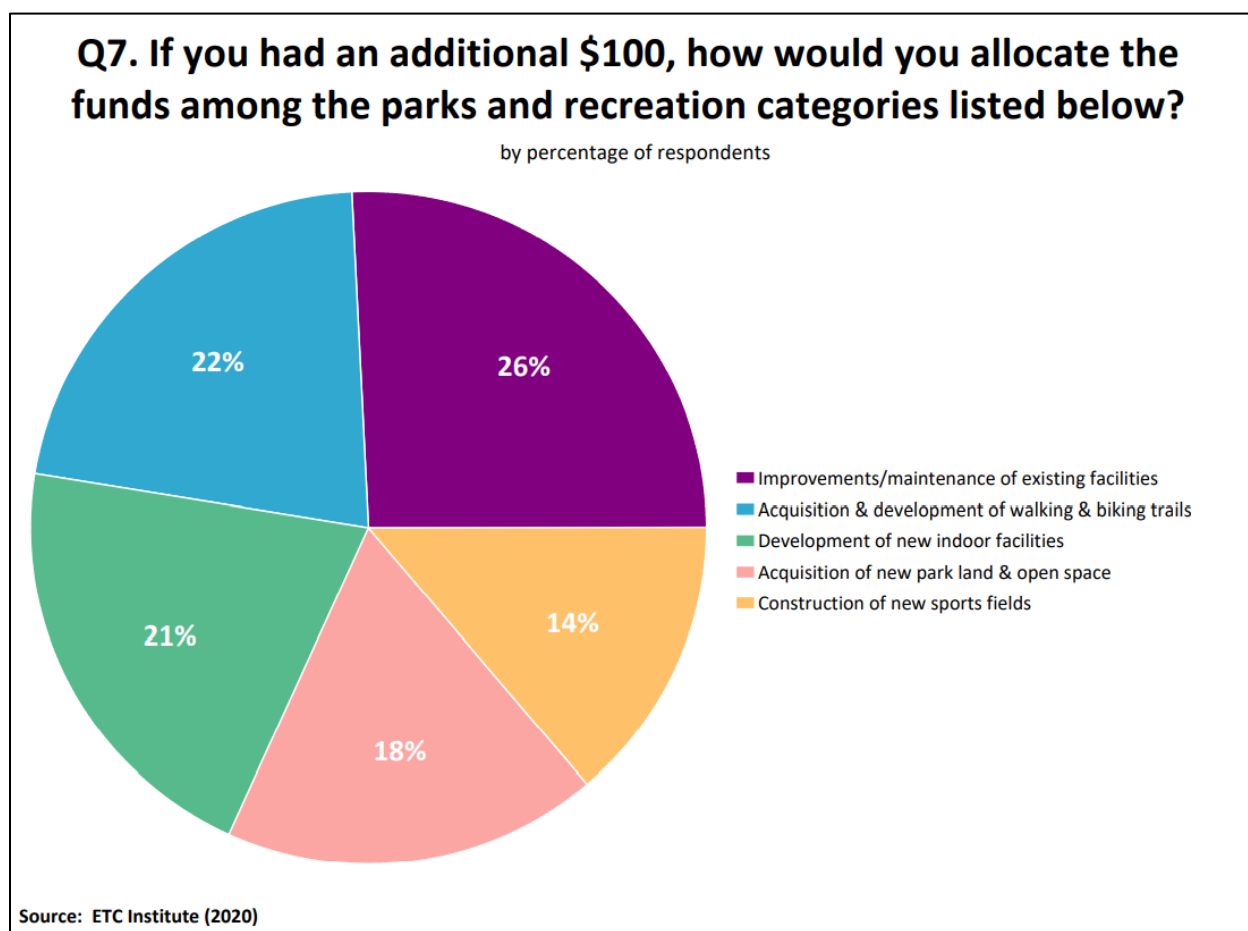
Question: 6

In regard to single-day or multi-day events, respondents are most interested in Food events (66%) and Entertainment (50%) as their top preferences. These two interests can be combined with any of the second-tier responses, creating a wider segment appeal. The second-tier concepts are Holiday celebrations (37%), Cultural celebrations (36%), Competitions (19%), and Health & wellness events (19%).



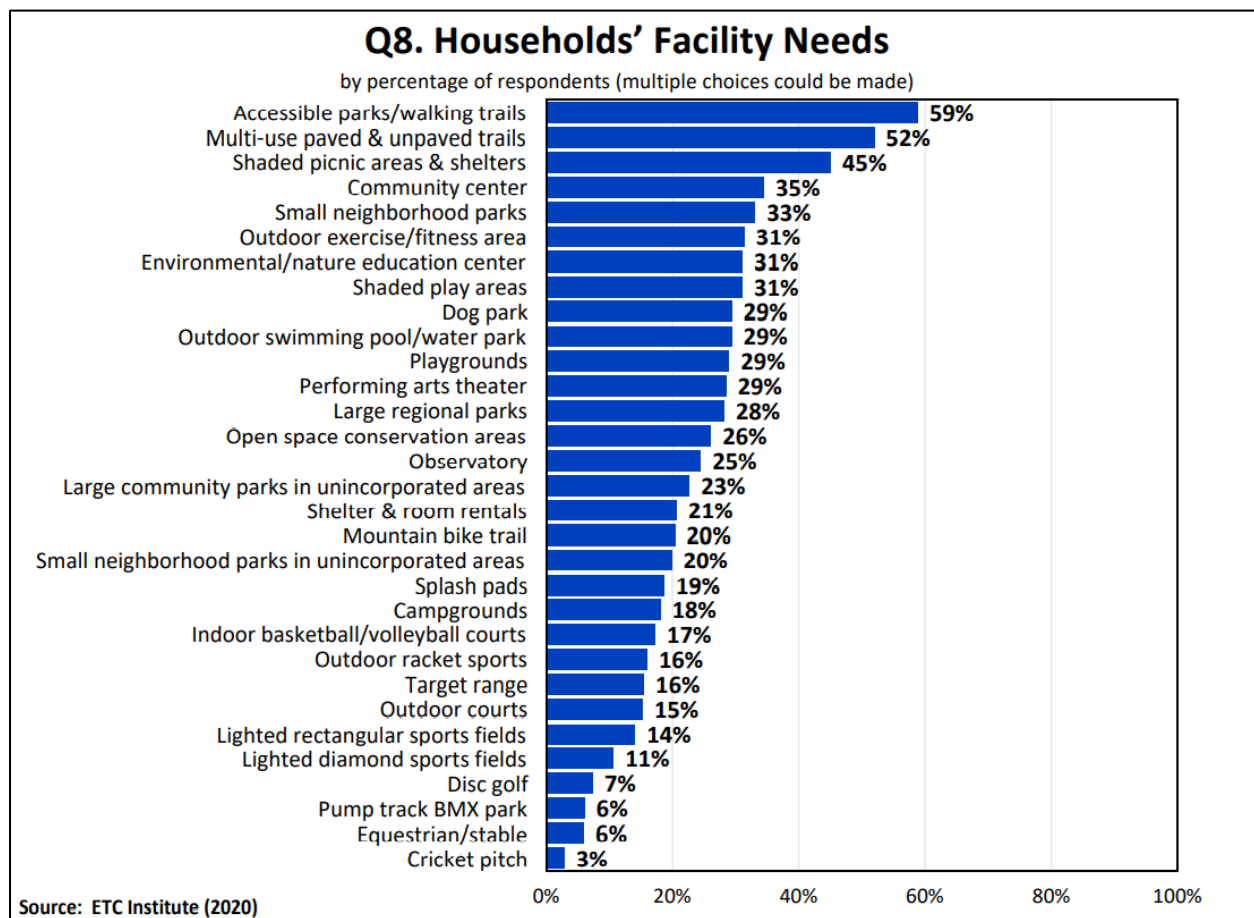
Question: 7

The most allocated dollars to fund projects within the County were for Improvements/maintenance of existing facilities (26%), followed by Acquisition and development of walking and biking trails (22%). The responses help the Division prioritize these categories in order of importance to the County.



Question: 8

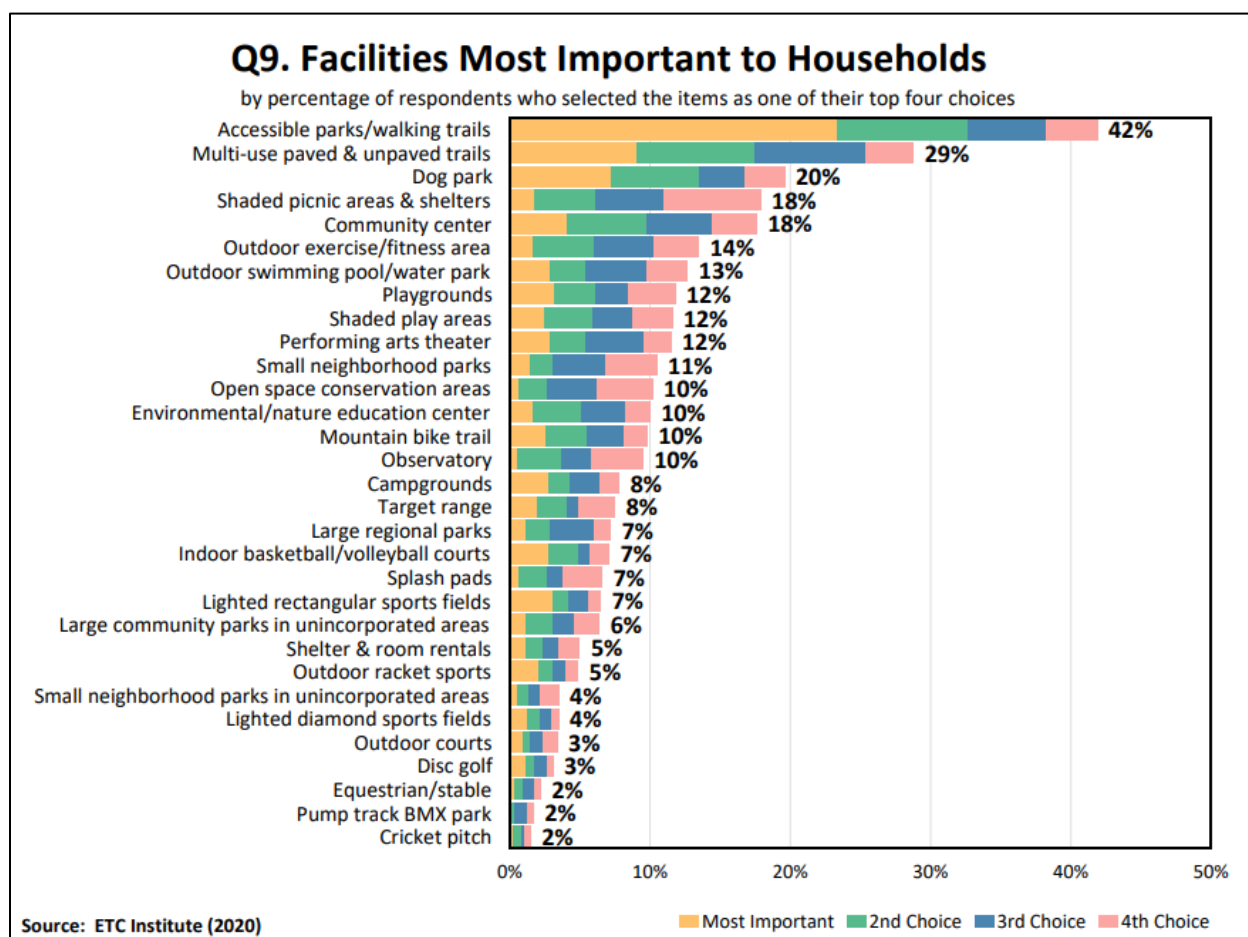
The graph below describes respondents' needs for facilities and amenities within the County. Accessible parks/walking trails (59%) were identified as the greatest need, followed by Multiuse paved & unpaved trails (52%), Shaded picnic areas & shelters (45%), Community center (35%), and Small neighborhood parks (33%).



Question: 9

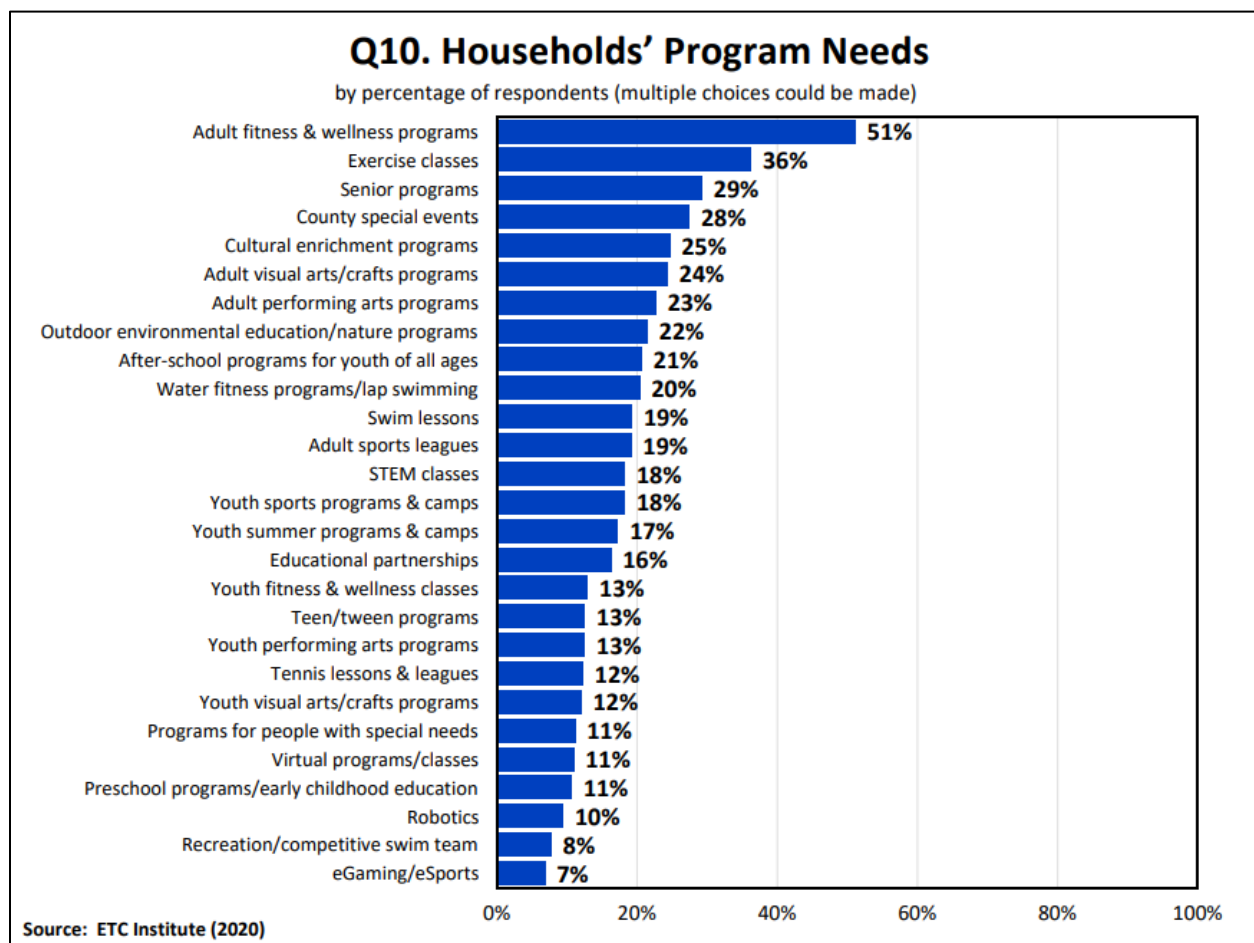
Of the unmet needs selected in the last question, the five most important facilities and amenities selected by respondents were Accessible parks/walking trails (42%), Multiuse paved & unpaved trails (29%), Dog park (20%), Shaded picnic areas & shelters (18%), and Community center (18%). When looking at the lowest number of responses to this question, it is important to understand that in many instances these are facilities that are important, but are already being provided, so there is not as much of a need.

It can also be that these are facilities and amenities that County residents may not be looking to the Division to provide as they are provided by local cities and towns within their parks and recreation departments.



Question: 10

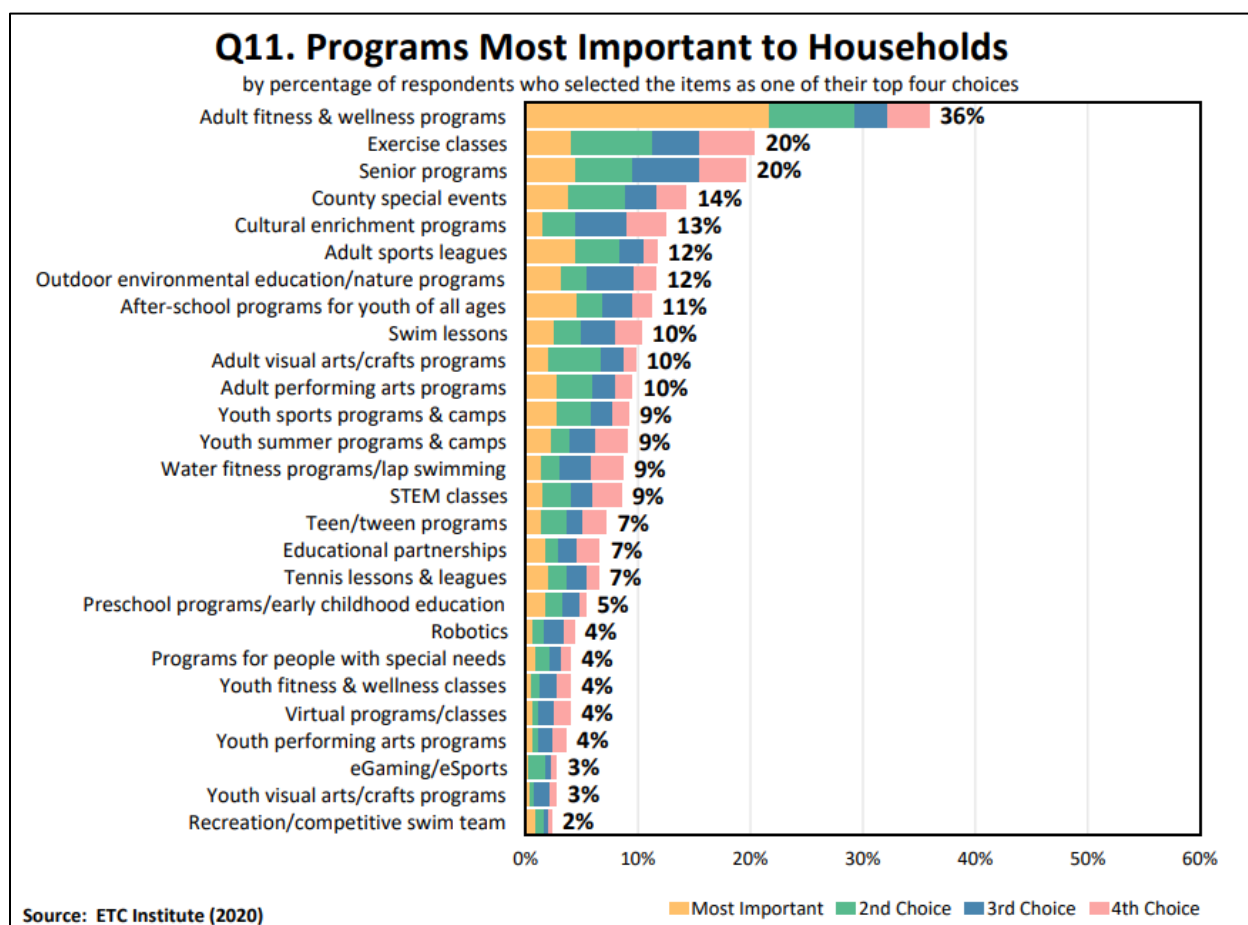
The graph below describes respondents' needs for programs within the County. Adult fitness and wellness programs (51%), Exercise classes (36%), Senior programs (29%), and County special events (28%) were selected as the top four highest unmet needs.



Question: 11

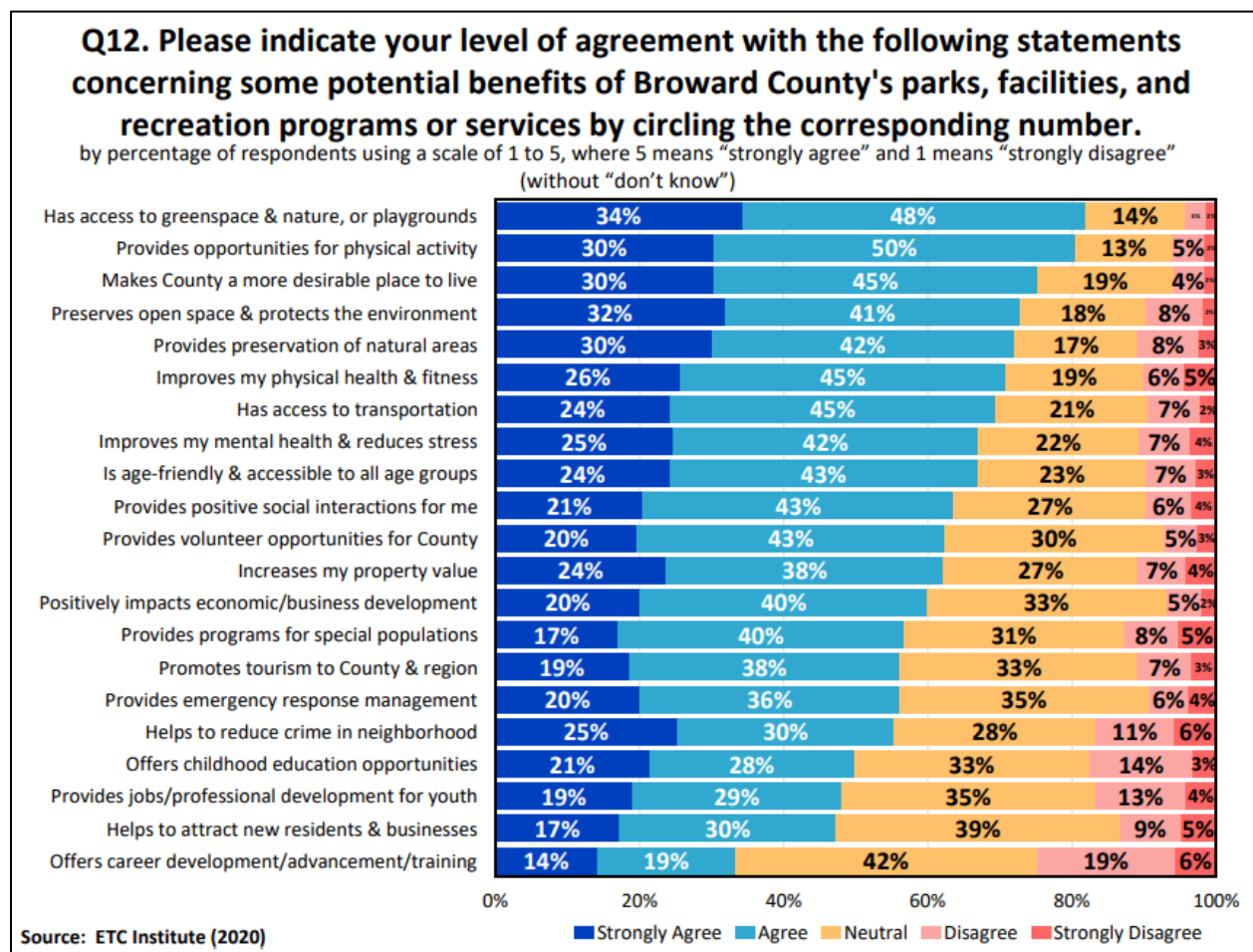
Of the unmet needs selected in the last question, the four most important programs selected by respondents were Adult fitness and wellness programs (36%), Exercise classes (20%), Senior programs (20%), and County special events (14%).

As noted in Question 9, County residents may not be looking to the Division to provide these programs as they are provided by local organizations in the cities through their local parks and recreation departments.



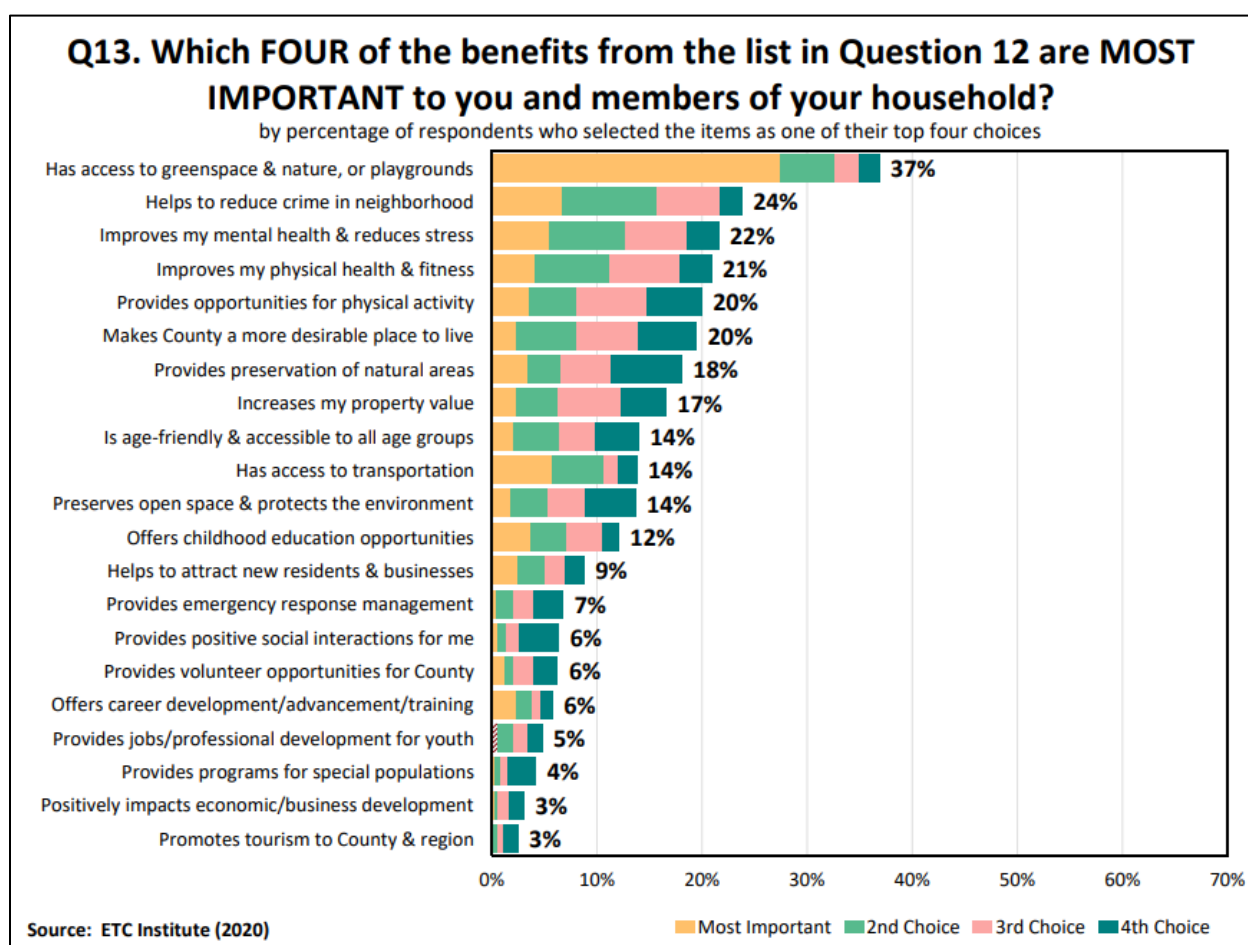
Question: 12

When combining Strongly Agree and Agree in the graph below, the top three supported benefits the County brings to the public include Has access to greenspace and nature, or playgrounds (82%), Provides opportunities for physical activity (80%), and Makes County a more desirable place to live (75%).



Question: 13

Respondents were asked to identify which four from the previous question are most important to their household. The most important benefits include Has access to greenspace & nature, or playgrounds (37%), Helps to reduce crime in neighborhoods (24%), Improves my mental health and reduces stress (22%), and Improves my physical health & fitness (21%).



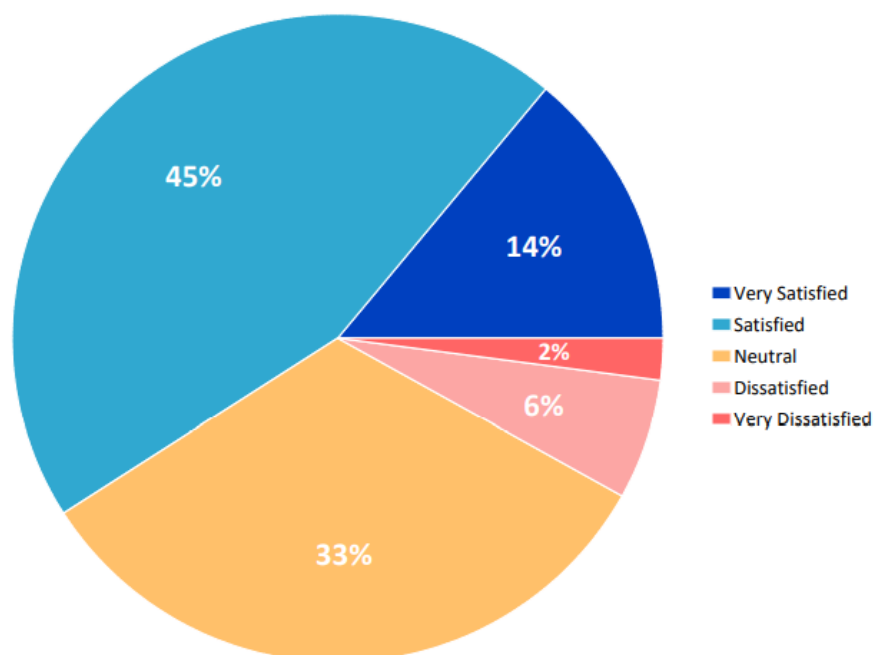
Question: 14

When combining Very Satisfied with Satisfied, respondents' overall satisfaction with the County Parks and Recreation Division is 59%. Only 8% of the respondents identified as Dissatisfied or Very Dissatisfied, which speaks highly to the perceived value that households receive from the Division's offerings.

The local responses to this question are on a par with what the consulting team observed during the planning process. It is worth noting that Broward County is a major tourist destination. For this reason, it is extremely important that the County continue the decades of work to build a world-class park system. This contributes significantly to the County generating additional revenue to help offset general-fund program expenses. Some noteworthy examples are: overnight camping, golfing, aquatics facilities, adventure parks, endangered native habitats, educational and cultural activities, museums, and hospitality halls that create unique locations for weddings.

Q14. Please rate your level of satisfaction with the overall value that your household receives from the Broward County Parks and Recreation Division.

by percentage of respondents (without "don't know")

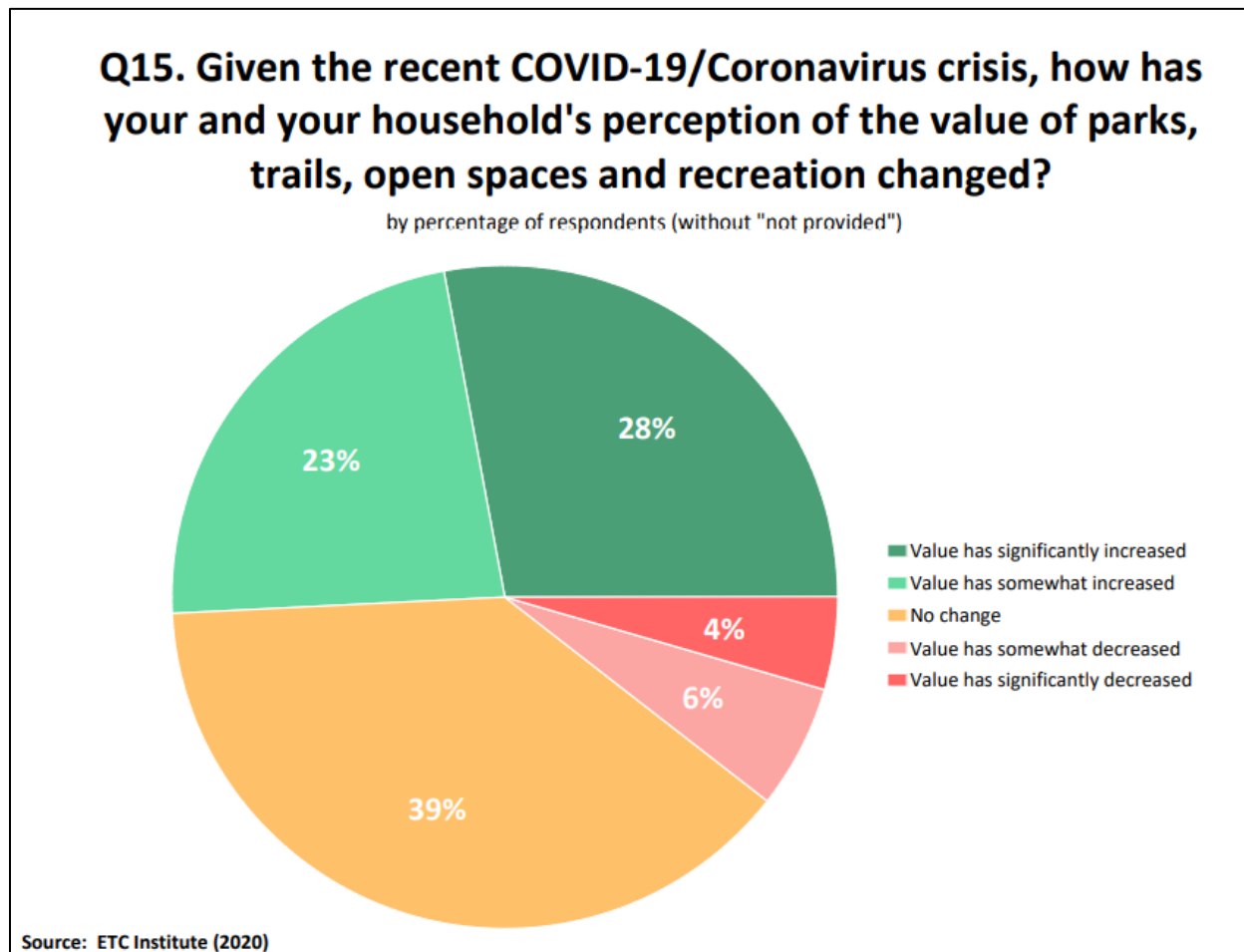


Source: ETC Institute (2020)

Question: 15

The Division has been adjusting to the County's needs as the COVID-19 pandemic has evolved. In many instances the Division serves as an integral part of the emergency responses in the County. During the stay-at-home orders, parks and recreation facilities that were open air were able to open with protocols in place, thus providing the community with much-needed access to outdoor spaces.

Based on the responses, the perceived value of parks, trails, open space, and recreation has increased for more than half of all respondents (51%). This is a very encouraging sign for the Division. If this trend continues, it will help create greater advocacy and support for the Division and its offerings going forward.

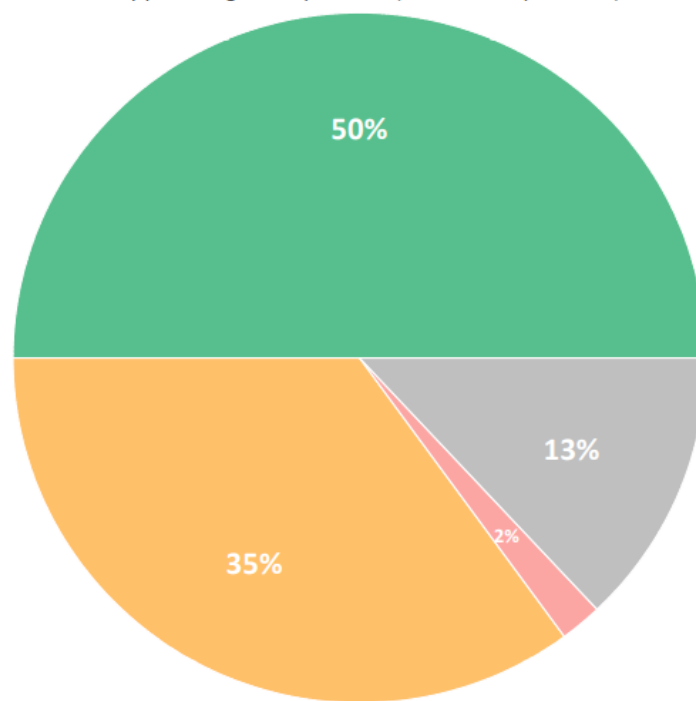


Question: 16

From the respondents who have stated that their perceived value of the Division's offerings has changed positively, 50% would support an increase in funding while only 2% would consider reducing funding for the Division. With an increase in perceived value of parks, recreation, trails, and open space, it is likely to lead to a desire to increase funding, which is also a very encouraging sign for the Division's long-term growth prospects.

Q16. Based on your perception of value, how would you want the County to fund future parks, recreation, trails and open space needs?

by percentage of respondents (without "not provided")

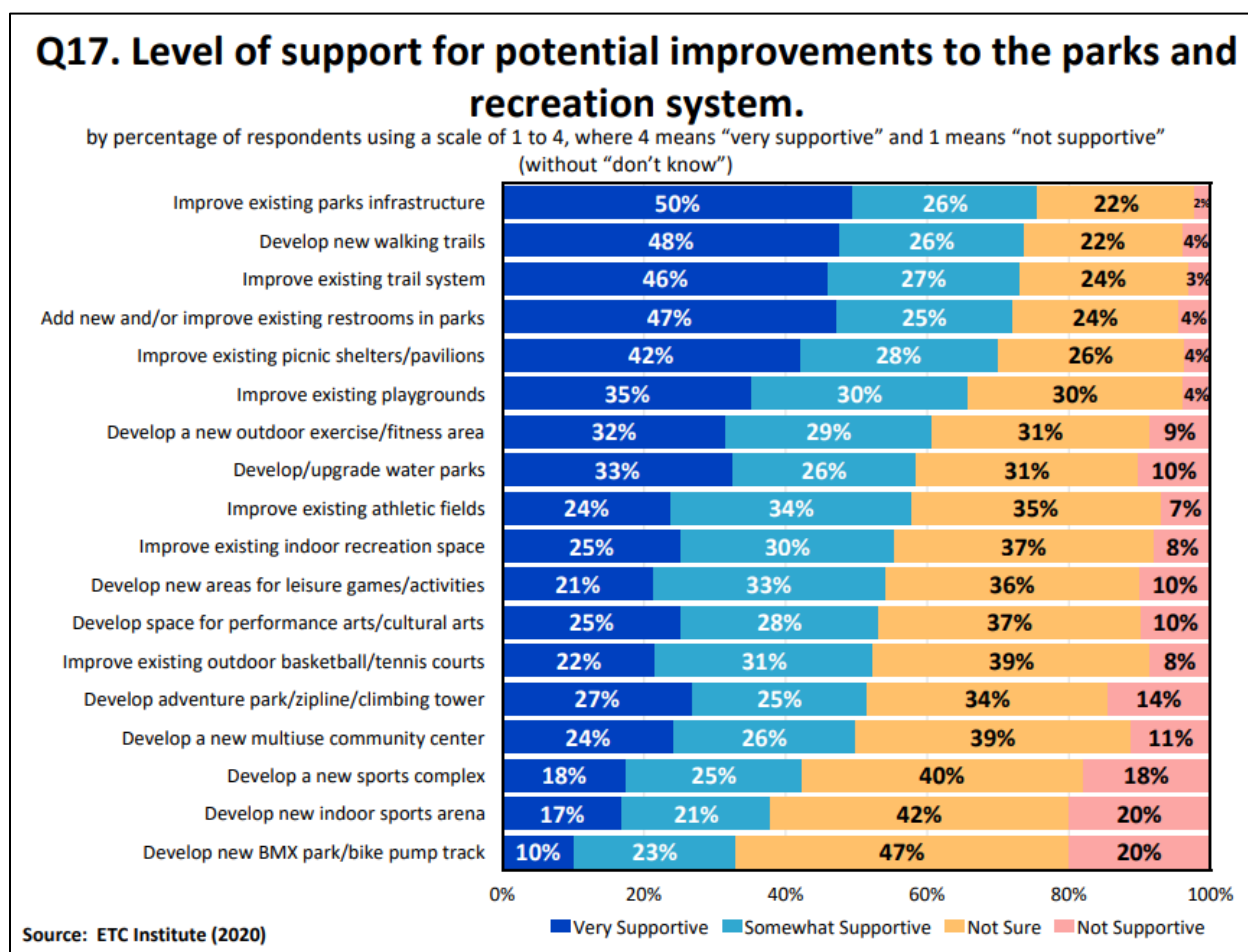


Source: ETC Institute (2020)

■ Increase funding ■ Maintain existing funding levels ■ Reduce funding ■ Not sure

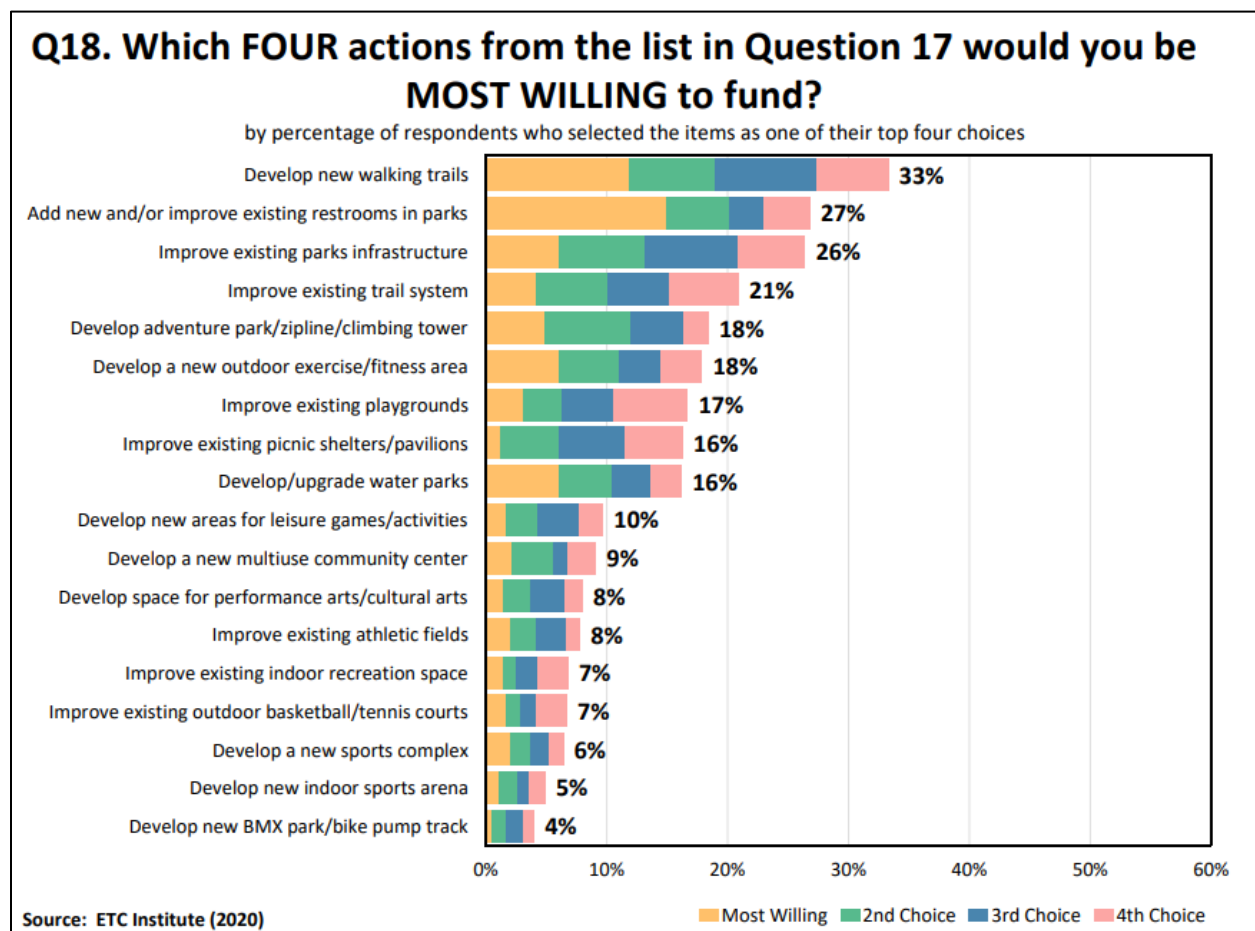
Question: 17

The dark-blue and light-blue bars in the graph below identify with respondent's choice of Strongly Agree and Agree. The top three supported actions are Improve existing park infrastructure (76%), Develop new walking trails (74%), and Improve existing trail system (73%). It should be noted that five of the top six actions are to improve existing facilities and amenities.



Question: 18

Of the actions from the previous question, the top four actions survey participants are most willing to fund include Develop new walking trails (33%), Add new and/or improve existing restrooms in parks (27%), Improve existing parks infrastructure (26%), and Improve existing trail system (21%).



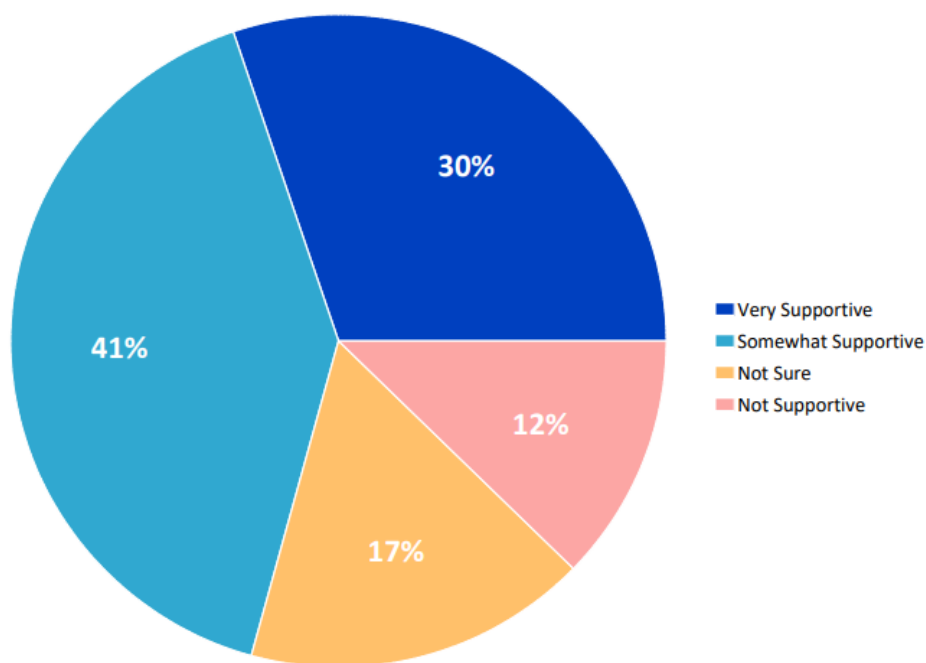
Question: 19

When combining results from respondents stating they are Very Supportive and Somewhat Supportive of a bond referendum, nearly three out of four (71%) respondents support the bond. Only 12% of the respondents do not support the bond. This is a strong representation and is most likely driven by the vast majority of respondents being users and appreciating the existing facilities and amenities.

The survey also asked respondents for opinions on what major investments the Division should consider, as well as how they would prefer to allocate the funding for these projects. Those responses and the response to this question demonstrate that respondents value parks and recreation enough to contribute financially to their desired outcome.

Q19. How supportive are you of a bond referendum to fund the types of parks and improvements that you indicated in Question 18 are most important to you and your household?

by percentage of respondents (without "don't know")



Source: ETC Institute (2020)

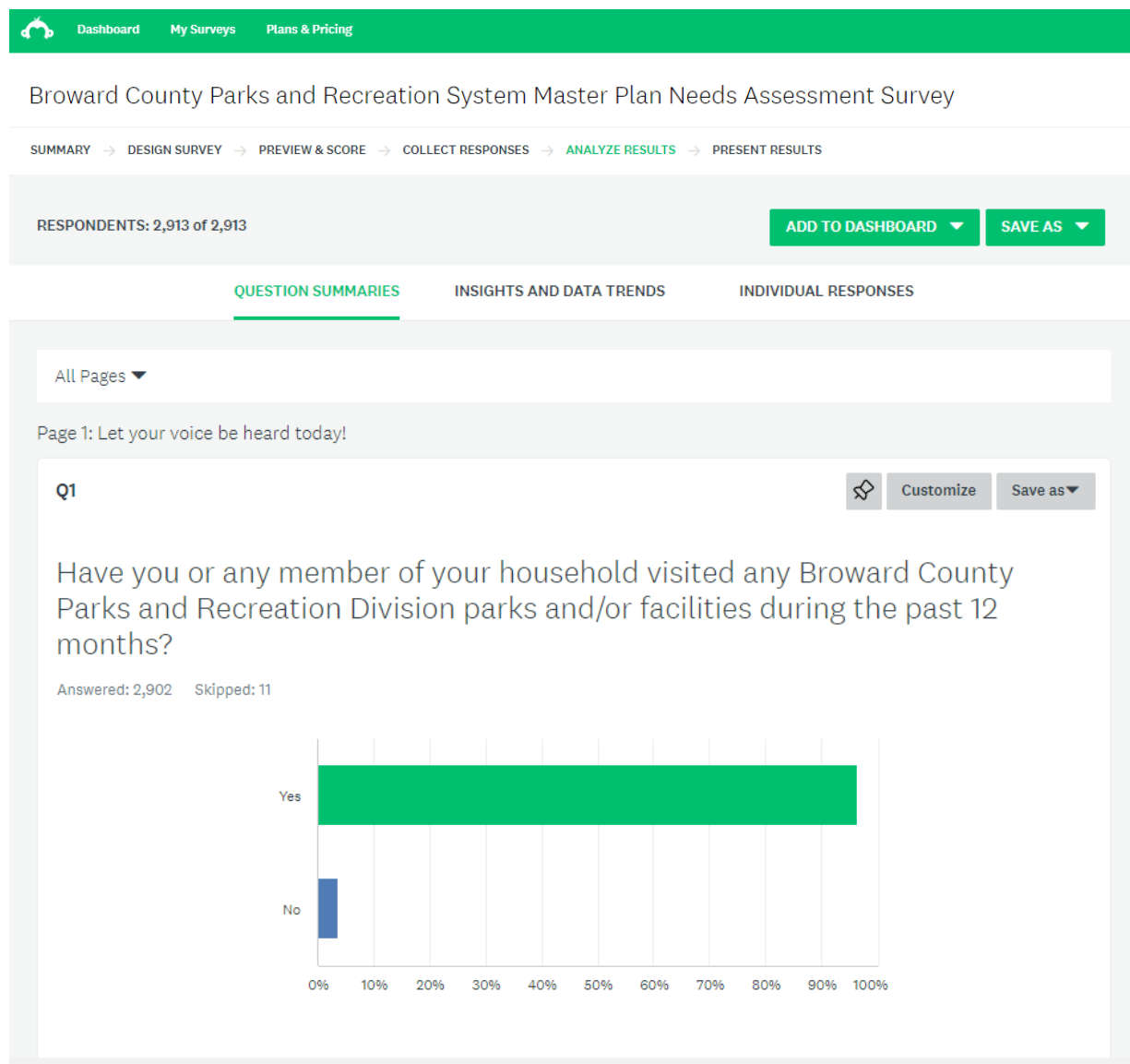
2.4. Electronic Community Survey

2.4.1. Methodology

In addition to the statistically valid survey, the Division conducted an electronic survey powered by SurveyMonkey. The purpose was for a better understanding of the characteristics, preferences, and satisfaction levels of residents, and especially existing parkgoers. The survey was available from May 26, 2020, through September 10, 2020, and received a total of 2,913 responses.



The electronic survey emulated the statistically valid survey questions distributed by ETC. This allowed all residents the opportunity to be part of the public input process in a comparable manner. It must be kept in mind that the results of this survey are not a statistically valid data set since they were not randomized. Electronic community survey results can be found in Appendix H.



2.4.2. Conclusion

The PROS Consulting team recognizes that the survey was completed by a majority of individuals (96%) who are users of the parks/facilities in varying age segment representation. Of the respondents, 81% were White/Caucasian and 65% were female. These characteristics do not fully reflect the County's demographic. As a result, the responses are skewed to some degree based on a greater than average population of park users, those with access to digital mediums, and with less diversity than the overall County population.

It is important to compare and contrast the online survey findings with those of the statistically valid survey, which is scientific in nature. It is equally important to know that these surveys were launched at separate times. The following represents additional key takeaways based on the electronic survey results:

Parks, Facilities, and Amenities

- ✧ Thirty of the parks/facilities are used by less than 1% of the population.
- ✧ Of the park users, 47% visit a park at least one to five times a week and a majority rate parks' physical conditions as a combination of Excellent and Good (89%).
- ✧ Low attendance numbers are mostly attributed to restrictions and apprehension during COVID-19.
- ✧ The facilities and amenities in high demand include Multiuse paved and unpaved trails (45%), Open space conservation areas (37%), Small neighborhood parks (36%), and Observatory (36%). However, when asked which facilities or amenities are the most important, respondents chose Accessible parks/walking trails (38%), Multi-use paved and unpaved trails (33%), Mountain bike trails (20%), and Playgrounds (18%).

Communication

- ✧ Current programs and park services are primarily learned of through Word of Mouth (85%), County Website (57%), and Social media (43%). However, respondents would prefer Social media (54%), County Website (49%), and Emails (47%) going forward. It is important to remember that digital media influences Word of Mouth. In social settings, residents are sharing what they have received and read from the County.

Programs

- ✧ In the past 12 months, 41% of the respondents have Participated in programs. Of those respondents, 21% Participate once per year, 59% Participate two to three times per year, 14% Participate four to six times per year, and 6% Participate seven or more times per year.
- ✧ Combining ratings of Excellent and Good, respondents indicated they are Extremely satisfied with program quality (92%).
- ✧ Top three barriers for program participation include I don't know what is being offered (48%), Too busy/not interested (25%), and Prefer individual activities (16%).
- ✧ Respondents have a high interest in Food events (66%), Entertainment (50%), and Holiday celebrations (37%).
- ✧ The top four program needs include Adult fitness & wellness programs (51%), Exercise classes (36%), Senior programs (29%), and County special events (28%).

- ✧ Reflecting on the most important programs selected, Adult fitness & wellness programs (36%), Exercise classes and Senior programs (20% each), County special events (14%), and Cultural enrichment programs (13%) were the top priorities.

Funding

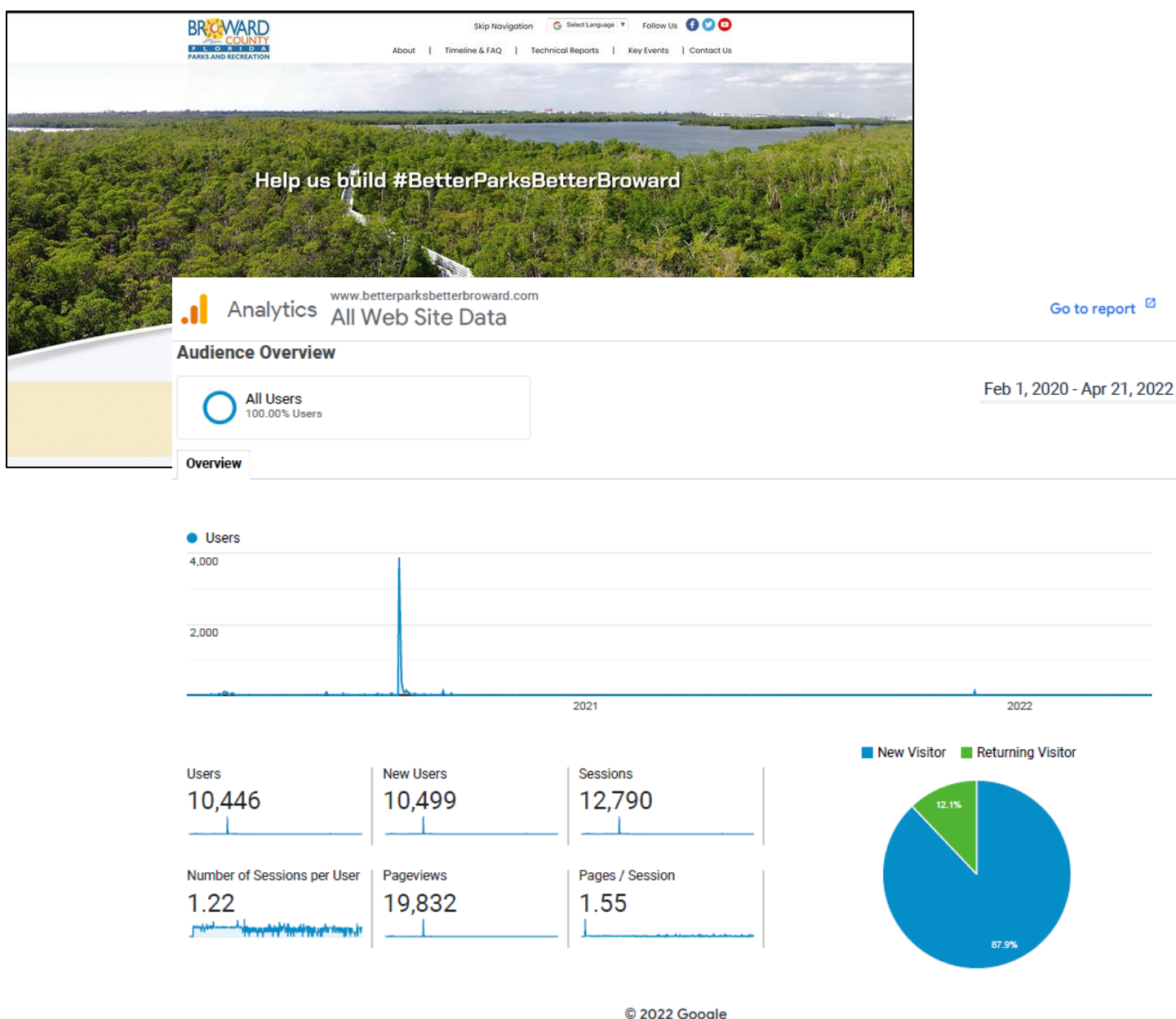
- ✧ Respondents support Improvements/maintenance of existing parks, pools, and recreation facilities (\$26 average from \$100), and Acquisition & development of walking and biking trails (\$22 average from \$100).
- ✧ COVID-19 has increased the perception of the value of parks, trail, open spaces, and recreation significantly for more than half of the respondents (51%).
- ✧ Due to the perception of value, 50% of the respondents support an increase in funding for the County.
- ✧ The top three supported actions include Improve existing parks infrastructure (76%), Develop new walking trails (74%), and Improve existing trail system (73%).
- ✧ Actions most willing to fund include Develop new walking trails (33%), Add new and/or improve existing restrooms in parks (27%), Improve existing park infrastructure (26%), Improve existing trail system (21%), Develop adventure park/zipline/climbing tower and Develop a new outdoor exercise/fitness area (18% each).
- ✧ Respondents are supportive of a bond referendum (71%) to fund the types of parks and amenity improvements that are most important to them.



2.5. Website Analytics

To ensure the general public was informed of the Master Plan and could stay updated on the latest public input meetings or technical report releases, a dedicated website was released at www.BetterParksBetterBroward.com. This platform was fully ADA accessible and made to work well using any method a person might prefer, whether that was laptop, cell phone, tablet, or desktop computer.

Promotion was done with banners were created and placed strategically for maximum visibility throughout Division parks as well as using social media and email blasts. If someone missed the in person or virtual public input meetings, they could provide comments using a private contact box on the website which was directed to the consulting team.





Chapter Three Evaluation of Division Infrastructure & Greenways Program

3.1. Evaluation of Division Infrastructure

3.1.1. Park Inventory & Assessment

The consultant team conducted in-person site assessments of 47+ County properties. These assessments established a baseline understanding and summarization of the system’s existing conditions and amenities at the time of the visit. These assessments, technical research reports using input from data sources such as ESRI and Trends data shared in Chapter 2, the community recommendations, and action strategies are all used to assist with this Master Plan.

METHODOLOGY

The consultant team used a site assessment form to document observations. One form was completed for 47 parks within the Broward County Parks and Recreation system. A questionnaire was also sent to each park’s lead manager to incorporate their knowledge and vision. The site assessment form includes:

- ✧ General description
 - ✧ Park classification and observed use
 - ✧ First impressions
 - ✧ Access and visibility
 - ✧ Site structures and amenities
 - ✧ Site/amenity conditions
 - ✧ Site furnishing conditions
- ✧ General landscape/hardscape
 - ✧ Signage
 - ✧ National Recreation and Park Association (“NRPA”) 3 Pillars: Health and Wellness, Conservation, and Social Equity
 - ✧ Any identified corrective actions needed
 - ✧ Planned capital improvements
 - ✧ Strengths, challenges, and opportunities

Park conditions were rated using a differential scale of excellent, fair, or poor with a grading component. The table below provides the condition descriptions utilized in this analysis.

Rating	General Description
Excellent Score: 3	Facilities/amenities are in excellent condition with little to no maintenance issues noted. Facilities do not feature any major design issues that contribute to diminished use or maintenance.
Fair Score: 2	Facilities/amenities are in good condition and feature only minor maintenance issues. Generally, most maintenance issues appear to be the result of age and/or heavy use. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e., drainage, structural, utilities, etc.).
Poor Score: 1	Facilities/amenities are in poor condition and indicate ongoing maintenance issues that may ultimately result in suspended use for repair/replacement. Maintenance issues with these facilities are the result of age and heavy use. These issues are compounding over time due to deferred maintenance resulting from budget and/or resource limitations. Facilities may feature major design issues that contribute to diminished use or maintenance (i.e., drainage, structural, utilities, etc.).

GENERAL COMMENTS FOR PARK SYSTEM

- ✧ In some cases, a detailed master plan for the entire site is necessary to meet the County's needs.
- ✧ General maintenance is required throughout parks. Continue to implement the Asset Management Program (AIM) to achieve better results.
- ✧ Most site furnishings and equipment require cleaning, upgrading, or servicing. Update existing interpretive signage, benches, bike racks, and waste receptacles. Convert drinking fountains to bottle-fill stations and add bike fix-it stations to accommodate and encourage cyclists on the County greenways.
- ✧ Develop park-specific deferred maintenance plans to address the backlog of current maintenance issues.
- ✧ Continue to assess parks for ADA compliance and address deficiencies.
- ✧ Conduct an in-depth analysis of existing parks for compliance with Crime Prevention Through Environmental Design (CPTED) standards.
- ✧ Increase native tree canopy for shade and aesthetics; and to benefit wildlife, lower CO2 levels, reduce greenhouse gases, carbon monoxide, ozone, and more.
- ✧ Identify mowed areas throughout the parks system that could be converted into locally native wildflower and native plantings to improve conservation efforts.
- ✧ Coordinate with municipal engineering departments and the Surface Water Management Program for shared project opportunities.
- ✧ Establish a digital transformation strategy throughout the park system to incorporate Wi-Fi access, solar-power charging stations, educational opportunities, asset management, gaming integration, and trail tracking. Technology improvements should include security monitoring, lighting, and energy efficiency.
- ✧ For all outside basketball courts, move to covered and lighted basketball courts throughout the park system. Look at existing partnerships to assist with installing solar.
- ✧ Potential for revenue, rent out an entire nature center for special events, more than just the hospitality halls.
- ✧ Where parking is a big issue, evaluate parking fees and/or combining technology to collect entrance fees and promote intermodal transportation with walking and biking to parks.

LESSONS & RECOMMENDATIONS FROM THE COVID-19 PANDEMIC

- ✧ The community has turned to parks and recreation areas for healthy outdoor physical activity and relief from the worries and pressures of the pandemic on them and their families. Openness and availability of these areas has shown to be critical to the health and well-being of residents.
- ✧ National surveys have shown a sustained increase in visitation, trail usage, and the value of local park systems.
- ✧ Expand the footprint of Broward County Parks with additional dog parks, splash pads in larger parks without pools, and outdoor fitness equipment to regional parks and natural areas, if appropriate.
- ✧ In 2019, the Division took steps to reinstate the Parks Ranger Program to ensure a safe and enjoyable experience for park visitors. Four Parks Rangers were hired in 2020 to assist parks' employees with compliance and enforcement of County ordinances and rules, service management, special-event management, and general

park operations. This service was crucial during the pandemic to help mitigate increased user conflicts. The Division should continue to build upon the current Parks Ranger Program, as funding permits.

- ✧ Replace outdated drinking fountains with hands-free bottle-filling stations.
- ✧ Consider adding hand-washing stations outside of restrooms, perhaps connected to the water bottle-filling stations.
- ✧ Include additional natural play areas and be mindful of “small footprint, high occupancy” play equipment.
- ✧ Develop regular cleaning schedule for park equipment, site furnishings, and play areas.
- ✧ Transition to self-cleaning restrooms.
- ✧ Add sanitizing stations to outdoor exercise areas.

ENVIRONMENTAL PROTECTION, ECOSYSTEM RESTORATION, & RESILIENCE

- ✧ Urban Broward County (defined as the land east of the Water Conservation Areas, i.e., “the Everglades”) is 97% developed and contains only 3% of the original natural areas. The majority of the remaining natural areas are protected conservation areas within parks. This is due to the Division’s leadership in environmental management and education. The challenge is to make conservation areas accessible on the west side of the County without disturbing the natural areas. The Division should work to include pedestrian trails, access points, boat ramps, environmental education programs, and recreational amenities, where appropriate.
- ✧ Manage the Parks’ natural areas, including invasive species management, use of prescribed burns, endangered species management, and wetland rehydration for the long-term viability and resilience of these ecosystems, and the plants and animals that depend on them.
- ✧ Prioritize invasive species management and reduce invasive plant species to less than 5% coverage, which is essential to protect the ecosystems within all parks. Consistent funding sources for this work must be identified and secured.
- ✧ Preparing the parks infrastructure for a changing climate is essential for long-term resilience and adaptability.
- ✧ Enlist federal, state, and local public/private partnerships to use mitigation credits. Shared project opportunities exist for the Division to coordinate with other County agencies, such as the Engineering Division, Resiliency Division, and Water and Wastewater Division.
- ✧ Address several current sea level rise/flooding issues in planned capital improvements:
 - Easterlin Park’s western weir and seawall project
 - Anne Kolb, West Lake, and Hollywood North Beach Pocket Parks’ shoreline hardening projects
 - T.Y. Park flooding
 - Secret Woods boardwalk flooding
- ✧ Implement a program of local and site appropriate native landscaping to enhance resiliency and habitat.

- ✧ Host programs so participants can learn about the use of native plants in their home landscaping projects. Additional programs can be added to help identify exotic species, explain the damage they can cause, and recommend native alternatives.

SITE EVALUATIONS SUMMARY MATRIX

- ✧ The following sites were not included in the scoring summary because they are not open to the public and have no structures or amenities:
 - Crescent Trail Natural Area
 - Pond Apple Slough
 - Coconut Creek Maple Swamp



2

ANNE KOLB NATURE CENTER

Location: 751 Sheridan St., Hollywood
 Size: 1,501 acres
 Type: Nature Center
 Basic Improvements Estimate: \$3,809,150
 Reconstruction Estimate: \$20,414,550



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	FAIR	FAIR

Anne Kolb Nature Center/West Lake Park is the largest park in the Division's system and features approximately three miles of trails through mangrove communities along the Intracoastal Waterway. This park is less than one mile from the famous Hollywood Beach Boardwalk and two County regional parks, so it doesn't need to expand its variety of amenities and services. However, its existing facilities and trails do need major renovations and updates to improve both the safety and aesthetics of the site. This park features a nature center that is the main draw. The structures on this property are of similar vintage and styles. The observation tower has recently been renovated. The other buildings require similar upgrades to bring the entire property up to the same level. This park has significant signage on the street. It is open and inviting and offers vistas of the water and adjacent mangroves. The Friends of Anne Kolb is a local volunteer group that assists with programming, invasive plant removal, native planting, litter collection, and fundraising.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Amphitheater	FAIR	Nature Trails/Boardwalks	FAIR
Boat Dock and Tours	FAIR	Observation Tower (Renovated 2019)	EXCELLENT
Boardwalk	FAIR	Pavilions	FAIR
Event Rental Space	FAIR	Picnic Areas	FAIR
Exhibit Hall	FAIR	Restrooms	FAIR
Fishing Dock/Pier	FAIR		

ANNE KOLB NATURE CENTER

CONTINUED

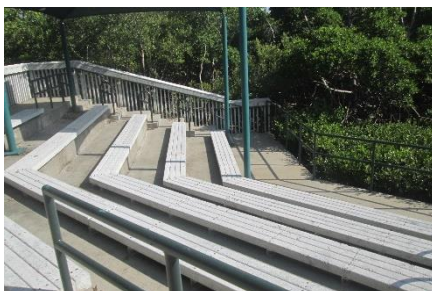
Current, Planned, and/or Potential Projects:

- ✧ Installation of ADA-compliant viewing telescopes at the top of the Observation Tower and on the Lake Observation Trail (Completed)
- ✧ Replacement of streetlights (Completed)
- ✧ Replacement of large aquarium and related displays in Exhibit Hall
- ✧ Production of a new educational video for theater in Exhibit Hall
- ✧ Replacement of cabinets in Exhibit Hall
- ✧ Upgrade Mangrove Hall A/V system
- ✧ Replacement of carpet in Exhibit Hall along with Bride and Groom Changing Rooms and Kitchen upgrades (in Planning)
- ✧ Removal of storm shutters and installation of impact windows in Exhibit Hall
- ✧ Replacement of exterior doors at exhibit hall, visitor center, and Mangrove Hall
- ✧ Repair of concrete and asphalt pathways
- ✧ Replacement of old boardwalks



Deficiencies and Recommendations:

- ✧ Redesign entrance to include ADA-compliant multimodal path and address flooding/drainage
- ✧ Replace boardwalk trails throughout park
- ✧ Develop South Trail to add additional trail miles
- ✧ Renovate amphitheater seating; include additional sail shade
- ✧ Upgrade existing site furnishings throughout park
- ✧ Modernize visitor center; include infotainment in lobby
- ✧ Repair and upgrade exhibit hall aquarium
- ✧ Repair paved walkways and trails throughout park
- ✧ General maintenance required for most buildings
- ✧ Mangrove Hall restrooms are not ADA compliant



2

BOATERS PARK

Location: 2450 Ravenswood Rd., Dania Beach
 Size: 7.5 acres
 Type: Regional Park
 Basic Improvements Estimate: \$174,000
 Reconstruction Estimate: \$3,042,128



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	EXCELLENT	FAIR	POOR

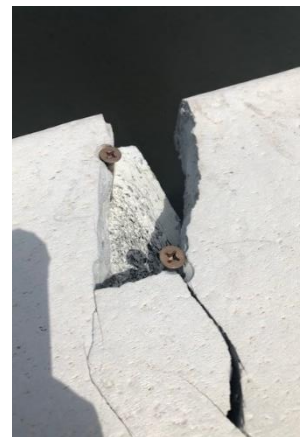
Until recently, this park was accessible only by boat. A new parking lot was completed to allow car and pedestrian access. The site features fishing and picnic areas, with 1,200+ feet of dock accommodating 35 to 40 boats under 30 feet in length. A couple of the docks will be converted into fishing piers.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Boat Docks	FAIR	Picnic Areas	EXCELLENT
Pavilions	EXCELLENT	Restrooms	FAIR

Current, Planned, and/or Potential Projects:

- ✧ New parking lot with 57 spaces (Completed)
- ✧ Dock for canoe/kayak launch
- ✧ Replacing trash receptacles and picnic tables (Completed)
- ✧ Repair existing asphalt walkways (Completed)
- ✧ Replacing perimeter fencing
- ✧ Convert (two) docks into fishing piers
- ✧ Will need to reimburse Broward Boaters Improvement Program (BBIP) for fishing pier costs



Deficiencies and Recommendations:

- ✧ Vegetation management needed to increase native species and remove invasive species
- ✧ Replace/repair paved sidewalks and address ADA deficiencies (Completed)
- ✧ Add pedestrian bridge across canal to connect with the west side of the park



1

BOULEVARD GARDENS COMMUNITY CENTER

Location: 2870 N.W. Fourth St., Fort Lauderdale

Size: 1.5 acres

Type: Neighborhood Park

Basic Improvements Estimate: \$293,480

Reconstruction Estimate: \$2,320,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	POOR	POOR	FAIR	FAIR

Boulevard Gardens Community Center is a pet-friendly neighborhood park located within the Broward Municipal Services District. The community center offers free programs to community members of all ages. The site features a basketball court, playground, biking/jogging/walking paths, picnic areas, and facility rentals. Major renovations and reconstruction are necessary to reach this park's potential and support the neighborhood's needs. This park is in a suburban setting. The entrance is signed, similar to most parks, and with sufficient parking. The main building on this property is a well-maintained modular structure scheduled to be replaced by a recently acquired adjacent residential building. The other structures on the property are open-shade structures in adequate repair.

Existing Structures and Amenities:

Type	Condition
Basketball Court	POOR
Pavilions	FAIR
Playground	FAIR

Current, Planned, and/or Potential Projects:

- ✧ Remodeling of recently purchased house to make a new community center (Completed)
- ✧ New basketball court is under construction
- ✧ Landscaping, patio shade, and shelter upgrades (in Planning)



BOULEVARD GARDENS COMMUNITY CENTER

CONTINUED

Deficiencies and Recommendations:

- ✧ Create a master plan for the entire site to enhance services and experience and establish a deferred maintenance plan to address the backlog of current maintenance issues.
- ✧ Develop site on west side of park, across N.W. 28th Way. This could be an outdoor exercise area or a dog park.
- ✧ Playground and pavilions will need upgrading in five to 10 years.
- ✧ More in-depth analysis of existing parks for compliance with Crime Prevention Through Environmental Design Standards.
- ✧ Upgrade existing fencing, benches, bike racks, trash receptacles, and convert drinking fountains to bottle-fill stations.
- ✧ Increase native tree canopy for shade and aesthetics.
- ✧ Renovate parking lot and expand availability.
- ✧ Develop volunteer group in local neighborhood, which may help increase awareness of park programs and amenities.
- ✧ Add dog-waste stations.
- ✧ Basketball court/hoop in west parking lot is in conflict with traffic and poses a safety risk for visitors. Once the community center is relocated, add a new basketball court to that area.



1

BRIAN PICCOLO SPORTS PARK & VELODROME

Location: 9501 Sheridan St., Cooper City
Size: 175.2 acres
Type: Regional Park
Basic Improvements Estimate: \$13,302,250
Reconstruction Estimate: \$36,006,400



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	FAIR	POOR	FAIR	FAIR

Brian Piccolo Sports Park prides itself as one of Broward County Parks' primary centers for athletic activity. The park's velodrome is one of three in the southeastern U.S. and the only one in Florida. Surprisingly for such a busy park, it is also a site on the Great Florida Birding and Wildlife Trail. While it offers many different amenities and programs, the park is outdated and needs major updates to enhance the aesthetics and provide a more enjoyable experience for its visitors.

Existing Structures and Amenities:

Type	Condition
Baseball/Softball Complex	POOR
Basketball Court	EXCELLENT
Disc Golf	FAIR
Velodrome	POOR
Event Venue	POOR
Fitness Facility	FAIR
Football/Soccer Fields	FAIR
Playground	FAIR
Road Course	POOR
Tennis Center	FAIR



BRIAN PICCOLO SPORTS PARK & VELODROME

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Soccer 5 (Completed)

Deficiencies and Recommendations:

GENERAL

- ✧ Add pedestrian ingress at main entrance and from adjacent neighborhood for safety and convenient access for local community.
- ✧ Upgrade existing benches, bike racks, trash receptacles, and convert drinking fountains to bottle-fill stations.
- ✧ Add cricket field, natural pitches, and update with artificial turf fields.
- ✧ Upgrade signage/wayfinding and entire lighting throughout the park to efficient LED.
- ✧ Significant repairs are needed for the gatehouse.
- ✧ Increase tree canopy and native landscaping to provide more shade and improve aesthetics.
- ✧ Improve current parking surfaces and expand parking availability.
- ✧ Further coordinate Stormwater and Parks Master Plan for shared facilities opportunities.
- ✧ Further coordinate with the County's Resilient Environment Department regarding the tidal flooding issue.
- ✧ More in-depth analysis of existing park for compliance with CPTED.

BASEBALL/SOFTBALL COMPLEX

- ✧ Replace fencing, seating, shade structures, and nets

BASKETBALL COURTS

- ✧ No Action – Recently reconstructed

PLAYGROUND

- ✧ Repave sidewalks; improve shade, seating, furnishings, and play equipment

RESTROOMS

- ✧ Upgrade fixtures, furnishings, paint, and lighting

TENNIS/RACQUETBALL COURTS

- ✧ Consider renovating to include pickleball courts
- ✧ Educational component is needed

VELODROME/ROAD COURSE

- ✧ Fully renovate; refer to the Dick Lane Velodrome in Atlanta for inspiration



2

C.B. SMITH PARK

Location: 900 N. Flamingo Rd., Pembroke Pines

Size: 296.2 acres

Type: Regional Park

Basic Improvements Estimate: \$24,265,750

Reconstruction Estimate: \$83,077,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

C.B. Smith Park is a regional park responding to the diverse needs of the southwest portion of the County. The site appears to be well used, offering a water park, campground, family golfing center, tennis complex, water-skiing and wakeboard lessons, and a large special event area with a capacity of up to 22,500. This park has well-defined signage on the approach. The gated entrance is in need of maintenance. Most buildings on this property are in need of maintenance or replacement. They are of mixed construction and styles. C.B. Smith served as one of the benchmark parks for the systemwide site assessment. As one of the County's key parks, this site should be a top priority in the planning process. It hosts an annual concert that draws up to 22,000 patrons, and attendance approaches 1.1 million visitors per year. Investing in the campground, water park, and Concert Green will increase revenue, which reached more than \$4 million in 2019.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Amphitheater	POOR	Pickleball Courts	EXCELLENT
Basketball Court	FAIR	Playgrounds	FAIR
Batting Cages	FAIR	Racquetball Courts	FAIR
Boat Ramp	POOR	Restrooms	FAIR
Campground	FAIR	Safety Town	FAIR
Fishing Dock/Pier	FAIR	Tennis Courts	EXCELLENT
Golf Facility	FAIR	Volleyball Courts	FAIR
Outdoor Fitness Facility	FAIR	Water Park	FAIR
Pavilions	FAIR		

C.B. SMITH PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Main office flooring replacement
- ✧ Playground replacement
- ✧ Gatehouse renovations
- ✧ Tennis clubhouse interior renovations
- ✧ Lagoon water playground installation
- ✧ Concert Green fencing
- ✧ Re-asphalting walking paths
- ✧ Removal of marina
- ✧ Replace lifeguard breakroom

Deficiencies and Recommendations:

GENERAL

- ✧ Redesign queue at main entrance to alleviate traffic and increase entry flow
- ✧ Install pedestrian entrance for safer access to the park
- ✧ Second entrance on Pines Boulevard used only during weekdays; consider using as secondary weekend entrance to assist with traffic flow
- ✧ Replace park maintenance building and renovate, and replace park office
- ✧ Improve and upgrade wayfinding throughout the park
- ✧ Upgrade existing street lighting, benches, trash receptacles, and drinking water/bottle-fill stations in three to five years
- ✧ Increase native tree canopy for shade and aesthetics
- ✧ Improve current parking surfaces and expand parking availability
- ✧ Address flooding and/or drainage issues at shelter #2, campsites #25-28, and Funbrella sites #8-9

AMPHITHEATER

- ✧ Upgrade exterior façade, electrical infrastructure, lighting, and stage (Completed)
- ✧ Replace fencing (Completed)
- ✧ Repair asphalt walkway (Completed)

BASKETBALL COURT

- ✧ Provide additional seating opportunities/benches
- ✧ Increase tree canopy and provide shade surrounding the court



C.B. SMITH PARK

(CONTINUED)

BOAT RAMP

- ✧ Consider expanding water-ski/tubing service
- ✧ Upgrade boat ramp and provide vendor with electric, storage, and signage
- ✧ Current vendor willing to assist with expense of upgrades/additional storage

CAMPGROUND

- ✧ Expand campground to increase park revenue

FISHING DOCK/PIER

- ✧ Building structure is primarily wood timber construction
- ✧ Deck, dock, and piers are wood and in need of repairs
- ✧ Some of the planks and piles need repairs

GOLF FACILITY

- ✧ Maintain leasing relationship and extend agreement to continue offering the AllGolf services, but with more recent trends in golf, such as tracer balls, food service, targets, etc.

OUTDOOR FITNESS FACILITY

- ✧ Repair/replace equipment with apparent rust
- ✧ Provide additional shade sail

PAVILIONS

- ✧ Three types of pavilions: 1. All-wood structure with wood-truss roof; 2. All-wood structure with timber-framed roof; 3. Concrete-framed structure with wood roof.
- ✧ Wood roof decking is covered with painted metal. Some of the metal roofs are standing seam and others are ribbed. Some wood-truss structures have been repaired with plywood.
- ✧ There are signs of decay of the sheathing on the underside of the roofs.

PICKLEBALL/TENNIS COURTS

- ✧ Increase number of water bottle-refill stations in surrounding area
- ✧ Consider adding shade sails to two courts to allow play during rain or hotter days
- ✧ Surface will require painting in the next five years



PLAYGROUNDS

- ✧ Upgrade play equipment and surfaces
- ✧ Repair sidewalks leading to the play area
- ✧ Increase native tree canopy for shade and aesthetics

RESTROOMS

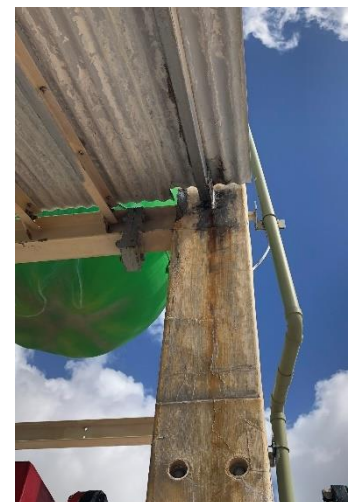
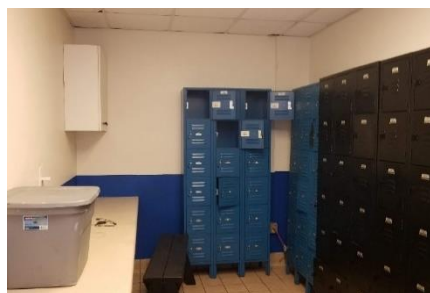
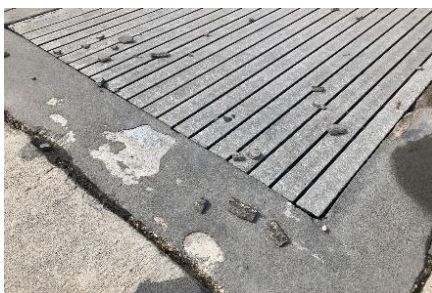
- ✧ Upgrade fixtures and accessories, i.e., paper and soap dispensers

SAFETY TOWN

- ✧ Replace pergola structures
- ✧ Bolt down benches

WATER PARK

- ✧ Master plan improvements and determine if continued use or replacement is more beneficial
- ✧ Renovate splash pad structures
- ✧ Repair main waterslides
- ✧ Expand lazy river and enhance landscaping
- ✧ Larger breakroom and additional training space needed for employees.
 - Current breakroom, pictured below, is not adequate for the 60+ employees using it on any given day
- ✧ One to two additional time clocks needed for employees
- ✧ Consider expanding to the north (at the current marina)
- ✧ Update/upgrade the attractions
 - Each water playground structure is past its expected lifecycle
- ✧ Repair concrete walkways and surface damage



2

CENTRAL BROWARD PARK & BROWARD COUNTY STADIUM

Location: 3700 N.W. 11th Place, Lauderdale
 Size: 109.4 acres
 Type: Regional Park
 Basic Improvements Estimate: \$16,717,050
 Reconstruction Estimate: \$23,316,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

Serving one of the most culturally diverse areas of the County, this park offers a wide variety of amenities including an internationally recognized cricket stadium. The stadium allows for large events and the fields are well maintained, but more shade is needed for patrons and the Bermuda grass should be upgraded to artificial turf. This park has well-defined signage and a fenced entrance. Most buildings on this property are well maintained but of mixed construction and styles. With the planned and recommended renovations implemented, this park could continue to grow international tourism in the County, while providing the community with a prestigious regional park.

With the West Indies and the United States being awarded the hosting right for the first T-20 Cricket World Cup in the region (in Summer 2024), it is critical to invest in this venue at the earliest in order to ensure it can continue to play host to the world's greatest cricket players as well as share the Broward County story with the global tourism and media markets. Additionally, it also projects this venue as an annual host for Major League Cricket set to be launched in 2023.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Courts	FAIR	Pavilions	FAIR
Boat Ramp	FAIR	Playgrounds	POOR
Canoe/Kayak Launch	POOR	Restrooms	POOR
Cricket Field	FAIR	Soccer/Football Fields	FAIR
Fishing Dock	POOR	Tennis/Pickleball/Netball Courts	FAIR
Fishing Dock/Pier	POOR	Water Park	FAIR



CENTRAL BROWARD PARK & BROWARD COUNTY STADIUM

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Parking lot paving: stadium, aquatics, west side of park
- ✧ Cricket pitch upgrades
- ✧ Pool equipment and system upgrades
- ✧ Fieldhouse A/C upgrades
- ✧ Scoreboard improvements
- ✧ Grandstands expansion
- ✧ Locker room and Officials' room renovations and expansion



Deficiencies and Recommendations:

- ✧ Upgrade wayfinding and signage. Consider addition of a marquee sign.
- ✧ Determine the feasibility of a parking garage on site or partner with a local provider (possibly the city) in close proximity.
- ✧ Update lighting throughout the park to efficient LED
- ✧ Upgrade existing site furnishings and technology.
- ✧ Increase native tree canopy for shade, aesthetics, outside of the natural areas and away from active burrowing owl nests, and to improve conservation efforts.
- ✧ Improve current parking surfaces and expand parking availability.
- ✧ Renovate closed bridge connecting to West Ken Lark Park.
- ✧ Upgrade and repair restroom furnishings.
- ✧ Add outdoor fitness area.
- ✧ Repave sidewalks and trails.
- ✧ Resurface basketball courts and replace hoops.
- ✧ Upgrade Bermuda fields to artificial turf.
- ✧ Replace playground equipment.
- ✧ Update slides and play features at water park.



3

COCONUT CREEK MAPLE SWAMP

Location: 3700 N.W. 59th Place, Coconut Creek
 Size: 9.7 acres
 Type: Natural Area
 Basic Improvements Estimate: -
 Reconstruction Estimate: \$50,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	N/A	N/A	EXCELLENT	N/A

The Coconut Creek Maple Swamp is closed to the public and serves as an aesthetic enhancement to the surrounding neighborhood. The main priority for this site is to manage the vegetation and exotic species.

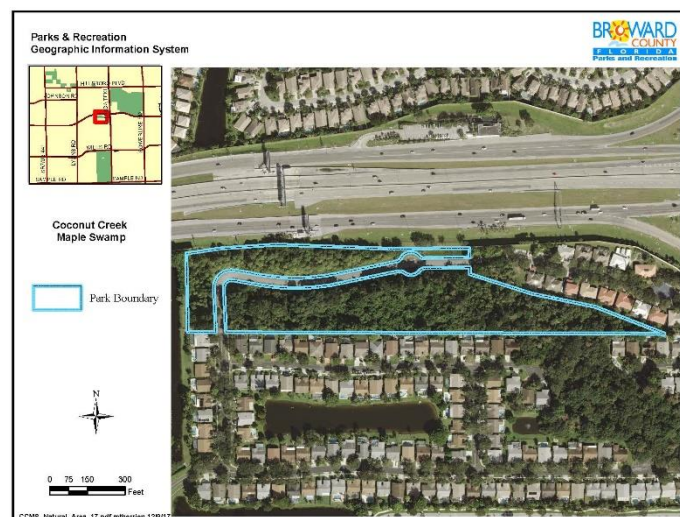
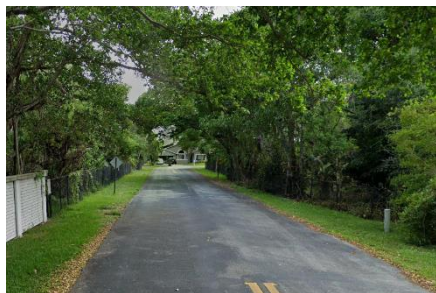
Existing Structures and Amenities:

Type	Condition
N/A	N/A

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✧ Consider adding basic trail system and site furnishings to provide neighborhood access.



3

CRESCENT TRAIL (SITE 39)

Location: 3901 W. Hillsboro Blvd., Coconut Creek

Size: 7.1 acres

Type: Natural Area

Basic Improvements Estimate: -

Reconstruction Estimate: \$50,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	N/A	N/A	EXCELLENT	N/A

The Crescent Trail Natural Area is accessible to the adjacent neighborhood only and closed to the public. The main priority for this site is to manage the vegetation and exotic species. Local residents complain about the homeless presence in the park, so gates are kept locked.

Existing Structures and Amenities:

Type	Condition
N/A	N/A

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✧ Consider ways to allow access to neighborhood without opening park to homeless and general public. If the County had a key fob system for residents to gain access to its parks systemwide, this could speed up entry at larger parks and allow for security at smaller sites. If a trail system is installed and maintained here at Crescent Trail, residents might be willing to pay a small fee for access.



2

CRYSTAL LAKE SAND PINE SCRUB

Location: 3299 N.E. Third Ave., Pompano Beach

Size: 24.26 acres

Type: Natural Area

Basic Improvements Estimate: \$182,700

Reconstruction Estimate: \$2,972,500



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	FAIR	POOR	FAIR	FAIR

Existing Structures and Amenities:

Type	Condition
Trails	FAIR

Current, Planned, and/or Potential Projects:

- ✧ Exotic plant removal/vegetation management
- ✧ New fencing
- ✧ Naturalist-led programming

Deficiencies and Recommendations:

- ✧ Address the low-hanging wires in the park
- ✧ Resurface parking lot
- ✧ Upgrade interpretive and wayfinding signage
- ✧ Lengthen trail and add picnic areas in regions without rare plant populations
- ✧ Replace site furnishings and add drinking water/bottle-fill station





DEERFIELD HIGHLANDS NATURE PRESERVE

Location: 701 N.E. 41st St., Deerfield Beach
Size: 10 acres
Type: Natural Area
Basic Improvements Estimate: \$2,885,500
Reconstruction Estimate: \$3,538,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	POOR	FAIR	POOR	POOR

The Deerfield Highlands Nature Preserve is a sandy scrub area with a playground and picnic area. ATV damage is present. Secure perimeter with a better fence to avoid trespassing and improve security. This park is in a suburban setting. The entry is signed, gated, and has adequate parking. The open shade structures on this property are well maintained. A nature trail with wayfinding could provide an opportunity for visitors to better explore the preserve.

Existing Structures and Amenities:

Type	Condition
Picnic Area	POOR
Playground	POOR
Trails	POOR



Current, Planned, and/or Potential Projects:

- ✧ Exotic plant removal/vegetation management
- ✧ Naturalist-led programming

Deficiencies and Recommendations:

- ✧ Enhance entrance/exit, repair gate, and improve signage
- ✧ Repair current parking surfaces and regrade sidewalks to be even with ground edges
- ✧ Improve landscaping; create a trail
- ✧ Replace turf at playground and add another sail shade
- ✧ Replace site furnishings



2

DEERFIELD ISLAND PARK

Location: 1720 Deerfield Island Park, Deerfield Beach

Size: 53.3 acres

Type: Specialty Park

Basic Improvements Estimate: \$350,000

Reconstruction Estimate: \$6,800,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	POOR

This island park is open Friday through Sunday and accessible only by boat. It features a marina, hiking trails, and an outdoor classroom for environmental education. The trail system includes overlooks along the Intracoastal Waterway, a pollinator garden, and a natural play area. Local volunteers maintain the pollinator garden and are currently planning a fossil dig site. Improvements are needed at this site, but the logistics create an expensive and complicated process, mostly with getting materials to the island.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Boat Dock	FAIR	Pavilion/Outdoor Classroom	EXCELLENT
Marina	FAIR	Picnic Areas	FAIR
Natural Play Area	POOR	Pollinator Garden	FAIR
Nature Trails	FAIR	Restrooms	EXCELLENT



DEERFIELD ISLAND PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Replace Mangrove Boardwalk (Completed)
- ✧ Installation of ADA-compliant path from dock to building and pathways to connect all existing boardwalks and paths (in Planning)
- ✧ Convert caretaker house to a nature center (in Planning)

Deficiencies and Recommendations:

- ✧ Vegetation management needed. Hire a full-time natural resource manager to maintain and remove invasive species.
- ✧ Add interpretive signage and improve wayfinding throughout the park.
- ✧ Replace picnic tables and grills.
- ✧ Rainfall is collecting in one area of the island, causing flooding at the information shelter and marina paths; hire a drainage expert to address flooding.
- ✧ Replace docks and marina to address ADA deficiencies.
- ✧ Develop ADA-accessible trail system and pathway to the nature center. Replace old boardwalk and add compacted gravel path.
- ✧ Improve natural play area since the island does not offer a typical playground.



3

DILLARD GREEN SPACE

Location: 2699 W. Sunrise Blvd., Fort Lauderdale
 Size: 3.93 acres
 Type: Specialty Park
 Basic Improvements Estimate: \$398,750
 Reconstruction Estimate: \$616,250



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	EXCELLENT	EXCELLENT	FAIR	FAIR

On a busy street corner between a public high school and suburban neighborhoods, this public green space enhances the aesthetics of an area that gets heavy foot traffic. It serves its purpose well and needs minor improvements at this time.

Existing Structures and Amenities:

Type	Condition
Walking Paths	EXCELLENT

Current, Planned, and/or Potential Projects:

- ✧ Electronic marquee (Completed)

Deficiencies and Recommendations:

- ✧ Improve sod and landscaping; add native wildflower plantings, taking care around existing pines
- ✧ Over-mowing and watering can kill large slash pines
- ✧ Add fence or plant screening between park and northeast neighborhoods
- ✧ Add park benches (Completed)



1

EASTERLIN PARK

Location: 1000 N.W. 38th St., Oakland Park

Size: 46.6 acres

Type: Regional Park

Basic Improvements Estimate: \$2,472,250

Reconstruction Estimate: \$19,981,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	FAIR	FAIR

Easterlin Park offers a variety of activities and services, the most popular being its disc golf course and campground. It has a signed, heavily wooded natural entrance. The campground is currently undergoing a renovation with plans to replace both restrooms and add electricity, water, and sewer to all sites. Most structures on this property are of similar vintage and style, and well maintained. This park is one of the County's oldest regional parks, with cypress trees more than 250 years old. It is important to protect the wilderness as this site is developed.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Court	POOR	Picnic Areas	FAIR
Campground	POOR	Playground	FAIR
Disc Golf	FAIR	Restrooms	FAIR
Horseshoes	POOR	Shuffleboard	POOR
Nature Trails	POOR	Volleyball Court	POOR
Pavilions	FAIR		



EASTERLIN PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Campground utility upgrades (Phase 1 Completed, Phase 2 in Planning)
- ✧ Restroom, shower, and laundry facility at campground is under construction
- ✧ Install water, sewer, and electricity at all campground sites
- ✧ Install four water shut-off valves, one for each campground road
- ✧ Construct new restroom, shower, and laundry facility at campground
- ✧ New playground



Deficiencies and Recommendations:

- ✧ Add pedestrian path to entrance/exit of park
- ✧ Repave roads and sidewalks and some parking areas
- ✧ Create boardwalk trail through park
- ✧ Reconstruct new basketball court
- ✧ Renovate volleyball court
- ✧ Add new playground



3

EVERGLADES HOLIDAY PARK

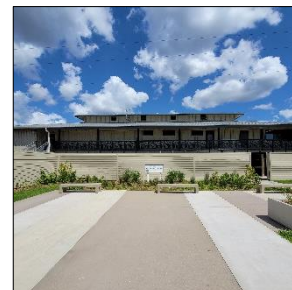
Location: 21940 Griffin Rd., Fort Lauderdale

Size: 39 acres

Type: Specialty Park

Basic Improvements Estimate: \$2,135,850

Reconstruction Estimate: \$7,947,812



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT

Everglades Holiday Park sits on the westernmost border of Broward County, at the edge of the Florida Everglades. It has recently transformed undergoing a major renovation (\$15.8 million) that included the parking lot, boat ramps, restrooms, a corporate shelter, and various other improvements. The site is a unique tourist destination.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Airboat Rides	EXCELLENT	Fishing Docks	EXCELLENT
Boat Ramp	EXCELLENT	Gator Show Enclosure	EXCELLENT
Campground	EXCELLENT	Marina	EXCELLENT
Concession Stand	EXCELLENT	Picnic Areas	EXCELLENT

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✧ Replace the 1960 Visitors Center structure
- ✧ Incorporate greenway trails and construct observation tower
- ✧ Seek partnership on 13- and 23-mile trails
- ✧ Consider incorporating overnight accommodations into the park experience. For example, campground, overnight EcoCabins, remote camping area

EVERGLADES HOLIDAY PARK

(CONTINUED)



EVERGLADES HOLIDAY PARK

(CONTINUED)



2

FERN FOREST NATURE CENTER

Location: 201 Lyons Rd. South, Coconut Creek

Size: 247.01 acres

Type: Nature Center

Basic Improvements Estimate: \$3,495,950

Reconstruction Estimate: \$8,098,250



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	FAIR	FAIR

Fern Forest offers a system of boardwalks, hiking, rental space, public art, and educational facilities. This large nature center is home to three-plus miles of trails through 10 different plant communities. Most of them are ground trails, but an ADA-accessible quarter-mile boardwalk trail is also available. The Cypress Creek Greenway, which runs from the Everglades to the Atlantic Ocean in Pompano Beach, leads to but does not connect into the park. Plant resource management and exotic plant removal are maintained by Fern Allies Inc. along with the Florida Trail Association and the Broward Chapter of the Sierra Club. This park has a rustic, heavily wooded natural entrance. All structures on this property are of similar vintage and style. The roof covering and wood siding help to identify and immerse the visitor in a natural environment.

Existing Structures and Amenities:

Type	Condition
Amphitheater	FAIR
Exhibit Hall	FAIR
Nature Trails	FAIR
Pavilions	FAIR
Restrooms	EXCELLENT



FERN FOREST NATURE CENTER

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Replacement of the entrance/exit gates (Completed)
- ✧ Replacement of four A/C units
 - Two complete units on the roof have been replaced and two partial units (air handlers located downstairs) need to be replaced
- ✧ Updating nature center displays
- ✧ Road extension to create ADA-accessible path from boardwalk trail to butterfly bridge (Completed)
- ✧ Conservation of the public art piece (Completed)
- ✧ Upgrade Hall A/V system
- ✧ Installation of water fountain/bottle filler at nature center (Completed)
- ✧ Lift Station replacement and upgrade (in progress)
- ✧ Service Road improvement project



Deficiencies and Recommendations:

- ✧ Add pedestrian-only entrance for safety and an easy connection to/from the Cypress Creek Greenway
- ✧ Improve accessibility of trails and boardwalks - paved connections from the center to all the trails/boardwalks
- ✧ Redesign picnic areas in the parking lot
- ✧ Renovate and expand parking lot (currently 48,000+ square feet)
- ✧ Improve security by adding cameras to the parking lot (Completed)
- ✧ Upgrade signage and wayfinding throughout the park, especially amongst ground trails (in progress)
- ✧ Upgrade existing seating, trash receptacles, and add drinking water/bottle-fill stations
- ✧ Replace 3,000 feet of boardwalk trails
- ✧ Address flooding and drainage issues on the south side of the parking lot
- ✧ Assess park for ADA compliance and address deficiencies



2

FRANKLIN PARK

Location: 2501 Franklin Dr., Fort Lauderdale
 Size: 2.9 acres
 Type: Neighborhood
 Basic Improvements Estimate: \$2,238,500
 Reconstruction Estimate: \$4,917,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	EXCELLENT	FAIR	FAIR	FAIR

Franklin Park includes a variety of amenities and also offers free programming to the community. It features a community center with an indoor fitness center and recreation room with ping pong, a billiard table, and audio-visual equipment. The basketball courts are covered by a large steel structure and include lighting. This park is in a suburban setting. The entry is signed, similar to most parks, with adequate parking. The main building on this property requires additional maintenance. All other structures on the property share the same style and paint palette.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Courts	EXCELLENT	Pavilions	EXCELLENT
Bike Fix-It Station	POOR	Playgrounds	FAIR
Community Building	EXCELLENT		

Current, Planned, and/or Potential Projects:

- ✱ Basketball courts resurfacing and backboards and rims replacement (Completed)
- ✱ New fencing for perimeter
- ✱ Remodel and enhance fitness center

Deficiencies and Recommendations:

- ✱ Repair current parking surfaces
- ✱ Upgrade existing bike rack, benches, grills, water fountains, and trash receptacles
- ✱ Increase native tree canopy and native plantings
- ✱ Add more picnic areas or community garden to open space in northwest corner
- ✱ Replace hoops and nets at basketball courts



HELENE KLEIN PINELAND PRESERVE

Location: 4701 W. Hillsboro Blvd., Coconut Creek
Size: 12.97 acres
Type: Natural Area
Basic Improvements Estimate: \$179,800
Reconstruction Estimate: \$777,200



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

This small but diverse natural area features informative interpretive signage, a nature trail, gazebo overlook, and picnic area. The trail comprises a quarter-mile paved path through a combination of cypress swamp and two small marl prairies. The park has a signed and gated entry. It appears to be well maintained. The open structures on this property are of similar vintage and style. The painted metal roof helps to identify the property.

Existing Structures and Amenities:

Type	Condition
Gazebo Outlook	FAIR
Nature Trail/Boardwalk	FAIR
Picnic Area	POOR

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✧ Clean and/or upgrade existing gazebo, benches, bike racks, trash receptacles, and signage
- ✧ Add water bottle-fill stations and hand-washing stations
- ✧ Expand entrance, parking lot, and picnic area to accommodate more guests
- ✧ Improve neighborhood entrance and consider adding security cameras at entrances



HELENE KLEIN PINELAND PRESERVE

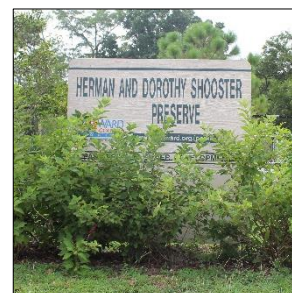
(CONTINUED)



3

HERMAN & DOROTHY SHOOSTER PRESERVE

Location: 740 S.W. 64th Terrace, Margate
Size: 19.8 acres
Type: Natural Area
Basic Improvements Estimate: \$725,000
Reconstruction Estimate: \$1,450,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	EXCELLENT	N/A	EXCELLENT	FAIR

Herman & Dorothy Shooster Preserve is a newly developed site opened to the public in Fall 2020. This park is less than one mile from the Cypress Creek Greenway. Trails could detour off the greenway to nearby natural areas like this one. Site furnishings were not yet installed at the time of the evaluation but were scheduled for installation. The park is signed, fenced, and gated. The architectural team did not visit this park.

Existing Structures and Amenities:

Type	Condition
Boardwalk	FAIR
Gazebo	EXCELLENT
Trails	EXCELLENT

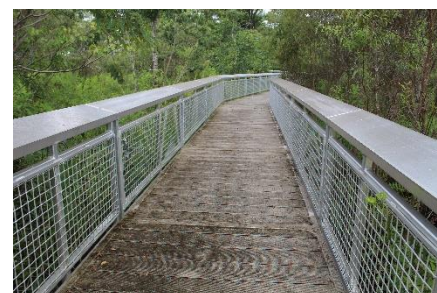
Current, Planned, and/or Potential Projects:

- ✧ Native vegetation restoration and tree planting
- ✧ Wetland rehydration through improving pump system installed onsite
- ✧ Exotic plant removal/vegetation management
- ✧ Naturalist-led programming
- ✧ Installation of interpretive signs and site furnishings



Deficiencies and Recommendations:

- ✧ Include historical information about the Shooster family with the interpretive signage
- ✧ The boardwalk and gazebo are structurally sound but need pressure washing



2

HIGHLANDS SCRUB NATURAL AREA

Location: 4050 N. Dixie Hwy., Pompano Beach
 Size: 34.33 acres
 Type: Natural Area
 Basic Improvements Estimate: \$371,200
 Reconstruction Estimate: \$1,494,950



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	FAIR	FAIR	FAIR	FAIR

Because of its central location and close proximity to I-95, Highlands Scrub provides quick access to a rare Florida sand pine scrub community. It features a short trail and small picnic area. This park has a signed, gated, and fenced entrance. The buildings on this property are similar in style to other parks. The painted metal roofs help to identify and make the property cohesive.

Existing Structures and Amenities:

Type	Condition
Trails	FAIR
Pavilions	FAIR

Current, Planned, and/or Potential Projects:

- ✧ Exotic plant removal/vegetation management
- ✧ Naturalist-led programming

Deficiencies and Recommendations:

- ✧ Upgrade the fencing
- ✧ Renovate parking lot
- ✧ Update interpretive signage and site furnishings
- ✧ Lengthen and repave trail sidewalk
- ✧ Add security cameras to prevent crime or vandalism



1

HOLLYWOOD NORTH BEACH PARK

Including pocket parks (five) and Carpenter House

Location: 3601 N. Ocean Dr., Hollywood

Size: 69.54 acres

Type: Specialty

Basic Improvements Estimate: \$5,121,000

Reconstruction Estimate: \$21,352,500



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	FAIR	POOR	POOR	POOR

Hollywood North Beach Park along with the Carpenter House and pocket parks noted below provide access to the Atlantic Ocean on the east side and the Intracoastal Waterway on the west side. The various sites have high activity and are in need of full redevelopment to better accommodate the current demand. The existing features include biking/jogging/walking paths, fishing, picnic areas, shelter and room rentals, and an observation tower. The historic Carpenter House serves as a marine environmental education center and is available to rent for small private events. The outlook tower at Hollywood North Beach Park was recently demolished.

Pocket parks included in this evaluation:

- ✱ Green Park
- ✱ Hawksbill Park
- ✱ Kemp's Ridley Park
- ✱ Leatherback Park
- ✱ Loggerhead Park

Existing Structures and Amenities:

Type	Condition	Type	Condition
Concession Area	POOR	Pavilions	POOR
Fishing Dock/Pier	POOR	Picnic Areas	POOR
Mooring Field	POOR	Restrooms	POOR
Observation Tower	POOR	Trails	POOR



HOLLYWOOD NORTH BEACH PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Mooring field at Loggerhead (in Design)
- ✧ Hawksbill flooding management (in Design)
- ✧ Remodeling of concession and restrooms (in progress)
- ✧ HVAC replacement and mold remediation at Carpenter House (Completed)
- ✧ Parking Management Agreement (being drafted)
- ✧ Pocket Park restroom upgrades (in Planning)

Deficiencies and Recommendations (for all sites):

- ✧ Renovate main entrance/exit and main parking lot
- ✧ Main park and all pocket parks need complete redevelopment
- ✧ Address flooding and/or drainage issues specifically in the main parking lot and tidal flood zones
- ✧ Improve signage, branding, trails, landscape, and furnishings
- ✧ Upgrade existing benches, grills, trash receptacles, and drinking water/bottle-fill stations (ongoing)
- ✧ Increase tree canopy for shade, aesthetics, and erosion control
- ✧ Improve current parking surfaces and expand parking availability
- ✧ Add kayak/canoe launch to one of the pocket parks
- ✧ Replace fishing bridges connecting pocket parks





KRISTIN JACOBS NATURAL AREA AT HILLSBORO PINELAND

Location: 5591 N.W. 74th Place, Coconut Creek
Size: 56.34 acres
Type: Natural Area
Basic Improvements Estimate: \$275,500
Reconstruction Estimate: \$2,189,500



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

Kristin Jacobs Natural Area at Hillsboro Pineland was formerly Hillsboro Pineland Natural Area. The property offers two short and ADA-accessible trails through pine flatwoods and wet prairie. The Long Pine North Greenway runs adjacent to the site and could be connected or extended into the park for bike and foot traffic. This park has a signed, gated, and fenced entrance. The building on this property is similar in style to other parks. The painted metal roof and stucco help to identify and make the property cohesive.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Nature Trails	FAIR	Picnic Areas	FAIR
Pavilions	EXCELLENT	Restrooms	FAIR

Current, Planned, and/or Potential Projects:

- ✧ Exotic plant removal and vegetation management
- ✧ Naturalist-led programming
- ✧ Update interpretive signs
- ✧ Installation of rehydration pump in Hillsboro Pineland addition (Pujara)



Deficiencies and Recommendations:

- ✧ Renovate boardwalk trails
- ✧ Upgrade site furnishings



2

LAFAYETTE HART PARK

Location: 2851 N.W. Eighth Rd., Fort Lauderdale
 Size: 1.75 acres
 Type: Neighborhood Park
 Basic Improvements Estimate: \$755,450
 Reconstruction Estimate: \$3,635,875



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

Lafayette Hart is a neighborhood park located within the Broward Municipal Services District. It features a basketball, tennis, and racquetball court; a playground; a one-mile jogging/walking path; picnic areas; and facility rentals. The community center provides a variety of free programming for all ages, as well as a free summer recreation program. A private trail offers access from the neighborhood and an adjacent property has recently been acquired to include additional parking and a dog park. This park is in a suburban setting. The entry is signed, similar to most parks, with adequate parking. The main building on this property is a well-maintained modular structure. All other structures on the property share the same style and paint palette.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Court	POOR	Playground	FAIR
Community Center	FAIR	Racquetball Court	POOR
Pavilions	FAIR	Tennis Court	POOR

LAFAYETTE HART PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Irrigation installation (Completed)
- ✧ New parking lot on recently acquired property

Deficiencies and Recommendations:

- ✧ Repurpose tennis and racquetball court
- ✧ Convert drinking fountains to bottle-fill stations
- ✧ Clean and/or upgrade existing site furnishings
- ✧ Consider adding outdoor exercise area to expand services
- ✧ Increase native tree canopy for shade and aesthetics
- ✧ Enhance park security and technology
- ✧ Develop newly acquired site to include more parking, an outdoor exercise area, or dog park
- ✧ Resurface basketball court and address drainage/flooding on the court
- ✧ Renovate racquetball court or replace with outdoor exercise area
- ✧ Develop volunteer group in local neighborhood to help increase awareness of park programs and amenities



2

LEWIS-CHISOM PARK

Location: 2620 N.W. Eighth St., Fort Lauderdale
 Size: 0.55 acres
 Type: Specialty Park
 Basic Improvements Estimate: \$68,628
 Reconstruction Estimate: \$103,675



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	FAIR	FAIR

Lewis-Chisom is a passive park along the New River Canal, with little room for development. The site is one of many pocket parks in the neighborhood, providing green space to walk, rest, and picnic.

Existing Structures and Amenities:

Type	Condition
Picnic Areas	POOR
Walking Paths	POOR

Current, Planned, and/or Potential Projects:

- ✧ Lighting project is under construction (Completed)
- ✧ Add a dog-waste station (Completed)

Deficiencies and Recommendations:

- ✧ Update furnishings and walking paths
- ✧ Add more seating and a free Little Library
- ✧ Consider adding exercise equipment to offer another amenity to the community





LONG KEY NATURAL AREA & NATURE CENTER

Including newly acquired Aitken property

Location: 3501 S.W. 130th Ave., Davie
Size: 170.39 acres
Type: Nature Center and Historical Site
Basic Improvements Estimate: \$5,997,635
Reconstruction Estimate: \$24,704,375



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	FAIR	FAIR	EXCELLENT	FAIR

This natural area offers indoor and outdoor event or educational space, along with hiking and equestrian trails. An existing Friends of Long Key group is organized to assist with small projects at the park. While the trails are in good shape, the furnishings and public art area need to be updated. This park is in a suburban setting. The main building on this property is well maintained. Other structures on the property have recently been acquired by the County and require extensive refurbishment or demolition. The acquisition of the additional structures has also created the opportunity to develop 20+ acres of land.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Assembly Hall/Nature Center	EXCELLENT	Trails	EXCELLENT
Bird Viewing Hut	FAIR	Aitken Home	POOR
Island Garden/Public Art	POOR	Aitken Stables	FAIR
Pavilions	FAIR	Baez Home	FAIR

Current, Planned, and/or Potential Projects:

- ✂ Wetland construction at old Pioneer City site
- ✂ Roof shrink wrapping (temporary fix to leaking)
- ✂ Conversion of Baez Home to living museum
- ✂ Upgrade Hall A/V system



LONG KEY NATURAL AREA & NATURE CENTER

(CONTINUED)

Observations and Recommendations:

GENERAL

- ✧ Upgrade some of the existing site furnishings and signage
- ✧ Add water bottle-fill stations and more picnic areas
- ✧ Renovate island garden and update public art
- ✧ Improve bird viewing area and bird feeders
- ✧ Increase full-time and part-time staff as Aitken site is developed
- ✧ Design and build wetland overlook/viewing dock with ADA accessible trail



AITKEN HOUSE AND STABLES

- ✧ Renovate home furnishings, bathrooms, and kitchen
- ✧ Bring space up to code to comply with ADA compliance and hurricane standards
- ✧ Fill in 65,000-gallon pool and hot tub for event space
- ✧ Replace roof of main house and caretaker's apartment
- ✧ Convert caretaker's apartment into a science lab for youth education
- ✧ Demolish and remove abandoned buildings and debris piles (3 – 5 buildings seem unsafe)
- ✧ Install parking lot (+/- 50 spaces)
- ✧ Convert stables to environmental education classrooms/exhibits
- ✧ Fill in stable courtyard with concrete and cover with pavilion for youth education/gathering space
- ✧ Enclose stables and add air conditioning



BAEZ HOUSE

- ✧ Build connecting boardwalk trail to/from nature center
- ✧ Install parking lot (+/- 25 spaces shared with nature play areas)
- ✧ Address termite damage and replace deteriorated screens

FORMER PASTURELAND/FUTURE PLAY AREAS

- ✧ Design and build series of small, connected, nature inspired play areas
- ✧ Design and build new restroom facility for play areas
- ✧ Include nature trail surrounding the play areas
- ✧ Address flooding in redesign of large fields



2

MARKHAM PARK & TARGET RANGE

Location: 16001 W. State Rd. 84, Sunrise
 Size: 669 acres
 Type: Regional Park
 Basic Improvements Estimate: \$16,329,900
 Reconstruction Estimate: \$44,613,600



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

Markham Park & Target Range is a regional park with potential to be an elite state tourist destination. Perched at the edge of the Everglades, this large, diverse park features a huge campground and dog park, the Fox Observatory, a model airplane field, mountain bike trails, and one of the premier outdoor public shooting ranges in South Florida. Markham also served as one of the benchmark parks for the systemwide site assessment.

As one of the County's key parks, this site should be a top priority in the planning process. Investments in the infrastructure, campground, and pool area will increase revenue substantially. This park has a well-landscaped, gated, and fenced entrance. Most buildings on this property are well maintained but of mixed construction and styles. This park offers several major functions the community uses extensively. The structures on this property would benefit from additional maintenance.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Airfield	FAIR	Outdoor Fitness Area	FAIR
Boat Ramp	POOR	Pavilions	FAIR
Butterfly/Bird Garden	EXCELLENT	Playgrounds	FAIR
Campground	FAIR	Pool/Safari Island	POOR
Disc Golf	FAIR	R/C Crawler Course	EXCELLENT
Dog Park	EXCELLENT	Restrooms	FAIR
Fishing Dock/Pier	POOR	Target Range	FAIR
Fox Observatory	EXCELLENT	Tennis Courts	EXCELLENT
Mountain Bike Trails	EXCELLENT	Volleyball Courts	POOR

MARKHAM PARK & TARGET RANGE

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Shelter 5 restroom renovation
- ✧ Paving of campground sites and upgrade utilities
- ✧ Addition of tennis and pickleball courts

Deficiencies and Recommendations:

GENERAL

- ✧ Traffic study and renovation at main entrance to alleviate traffic and improve flow
- ✧ Improve and upgrade wayfinding throughout the park, specifically at northeast end of campground and southeast side of park
- ✧ Upgrade existing street lighting, benches, trash receptacles, and drinking water/bottle-fill stations in one to three years
- ✧ Increase tree canopy for shade and aesthetics
- ✧ Improve the picnic table layout throughout the park; picnic areas not in the shade are not being used
- ✧ Improve current parking surfaces and expand parking availability, specifically at the office, dog park, and south playground
- ✧ Address flooding and/or drainage issues at Target Range parking lot, corporate shelter parking lot, and within the campground area
- ✧ Renovate volleyball courts



AIRFIELD & REMOTE CONTROL (R/C) TRACKS

- ✧ Improve buffer between road and airfield
- ✧ Develop R/C racetrack at southeast corner of the park
- ✧ Increase tree canopy for shaded seating
- ✧ Replace missing fire extinguisher at airfield shelter

BIKE LANES/ROADS

- ✧ New paving and striping needed for bike lanes, sidewalks, and roads

BOAT RAMPS

- ✧ Personal watercraft area appears unused; renovate and promote or repurpose area
- ✧ Add kayak launch to separate area of the park
- ✧ Main boat ramp on south side of park cuts into New River Greenway, creating a safety hazard for bikers. Redirect greenway north into the park to avoid the boat parking lot

CAMPGROUND

- ✧ Expand main campground to increase park revenue
- ✧ Increase tree canopy to provide shade and enhance aesthetics



MARKHAM PARK & TARGET RANGE

(CONTINUED)

DOG PARK

- ✧ Improve irrigation for sod health and fill in ground around perimeter fencing
- ✧ Add dog-waste stations to the outside of the fence for use as patrons arrive/depart
- ✧ Add emergency contact sign to clarify who patrons call in the case of an emergency
- ✧ Expand and restripe parking area



FISHING DOCKS/PIER

- ✧ Replace and expand current fishing dock
- ✧ Consider relocating further from the boat ramp and bike path



HERON PRESERVE

- ✧ Redesign site to be a more elite private event/retreat area to increase use and park revenue

OUTDOOR FITNESS AREA

- ✧ Replace equipment with apparent rust
- ✧ Add shade sail



PAVILIONS

- ✧ Roofs need repairs as well as general maintenance and cleaning
- ✧ Add clearer signage to the buildings
- ✧ Restroom of older pavilions are not ADA compliant
- ✧ Transition to LED lighting

PLAYGROUNDS

- ✧ Upgrade play equipment and surfaces
- ✧ Repair sidewalks and surfaces
- ✧ Increase native tree canopy and shaded seating areas

OASIS POOL AREA/SAFARI ISLAND

- ✧ Demolish and redesign both

TARGET RANGE

- ✧ Renovations will be needed in three to five years for the long-range structures

TRAILS/GREENWAY

- ✧ Increase native tree canopy along greenway to provide shade at all times of the day
- ✧ Add shaded seating and water fountains to trailheads at southwest corner of the park
- ✧ Redesign and renovate main bike trail entrance



1

MILITARY TRAIL NATURAL AREA

Location: 4600 N. Military Trail, Deerfield Beach

Size: 19.92 acres

Type: Natural Area

Basic Improvements Estimate: \$275,500

Reconstruction Estimate: \$833,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	N/A	POOR	POOR	POOR

Military Trail Natural Area provides a half-mile trail through Florida scrubland. The trail offers little shade and seating, and poorly maintained pathways. The site has no available parking. The entrance is on a major road, difficult to find, and dangerous to park in front of. The park is signed and gated. The architectural team did not visit this park.

Existing Structures and Amenities:

Type	Condition
Trails	FAIR

Current, Planned, and/or Potential Projects:

- ✧ Exotic plant removal/vegetation management
- ✧ Naturalist-led programming

Deficiencies and Recommendations:

- ✧ Enhance entrance, improve safety, and consider moving to different area of the park
- ✧ Maintain trails; pave portion or add boardwalk
- ✧ Replace site furnishings
- ✧ Address ADA deficiencies



3

MIRAMAR PINELAND

Location: 3600 S. University Dr., Miramar
 Size: 158.68 acres
 Type: Regional Park
 Basic Improvements Estimate: \$587,250
 Reconstruction Estimate: \$2,182,250



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT	FAIR

This location features well-maintained nature trails, a large playground, small splash pad, and stormwater park. It sits adjacent to Florida's Turnpike, a community high school, and a special-needs school. There is room to expand, but it is important to ensure the environmental integrity of the site.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Gazebo	EXCELLENT	Picnic Areas	EXCELLENT
Nature Trails	EXCELLENT	Playground	EXCELLENT
Nature Center	EXCELLENT	Splash Pad	EXCELLENT
Pavilions	EXCELLENT		

Current, Planned, and/or Potential Projects:

- ✧ Nature center (Completed)

Deficiencies and Recommendations:

- ✧ Restripe parking lots and upgrade some site furnishings, i.e., swings, water fountains, smoking receptacle, and grills.
- ✧ Consider adding pedestrian entrance to northwest corner at the end of Newport Road, providing access for the adjacent neighborhood and schools. Residents currently travel 1.5 to 2 miles out of their neighborhood and onto a major road to access the main entrance.



3

PLANTATION HERITAGE PARK

Location: 1100 S. Fig Tree Lane, Plantation
 Size: 88.39 acres
 Type: Regional Park
 Basic Improvements Estimate: \$10,283,400
 Reconstruction Estimate: \$30,094,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	EXCELLENT	EXCELLENT	FAIR	FAIR

Plantation Heritage Park is in a suburban setting, located in the central portion of the County. Its close proximity to Florida's Turnpike and I-595 make it a top choice for regional festivals and events. This site has the space, aesthetics, and amenities to appeal to the diverse interests of the County's residents. The west portion of the park is still undeveloped, providing the opportunity to expand and offer more recreational activities for the community. The entry is signed similar to most parks with adequate parking throughout the park. The main building on this property is well maintained. All other structures on the property share the same style and paint palette. The park features the Fountain Room and several pavilions for the community's use.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Disc Golf	EXCELLENT	Playgrounds	EXCELLENT
Fishing Docks	EXCELLENT	Pavilions	EXCELLENT
Gazebo	EXCELLENT	Restrooms	FAIR
Nature Trails	FAIR	Tropical Fruit Grove	FAIR
Picnic Areas	EXCELLENT		

Current, Planned, and/or Potential Projects:

- ✧ Install outdoor fitness zone (Completed)
- ✧ Replace maintenance building
- ✧ Renovate public restrooms
- ✧ Replace north playground surfacing (Completed)
- ✧ Rehabilitate pump station
- ✧ Upgrade Fountain Room (Completed)
- ✧ Replace roof on Duck Pond Gazebo
- ✧ Renovate Rec Center Complex



PLANTATION HERITAGE PARK

(CONTINUED)

Deficiencies and Recommendations:

- ✧ Develop west portion of the park; include hard courts, splash pad, and other recreational activities
- ✧ Repave main walking pathway through the park
- ✧ Repair sail shade on northeast playground (Completed)
- ✧ Lengthen trail system and extend pathways through the tropical fruit grove
- ✧ Develop the fruit grove into a food forest and create a permaculture volunteer group to maintain it and provide garden education
- ✧ Include an outdoor classroom setting for additional programming opportunities.
- ✧ Increase parking availability
- ✧ Expand conservation efforts; increase native tree canopy and native plantings



2

QUIET WATERS PARK

Location: 401 S. Powerline Rd., Deerfield Beach
 Size: 425 acres
 Type: Regional Park
 Basic Improvements Estimate: \$8,849,350
 Reconstruction Estimate: \$20,315,950



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	POOR	FAIR

Quiet Waters Park is the fourth largest in the system, serving the northern end of the County. The site offers a wide variety of amenities and is home to the famous Florida Renaissance Festival every spring. The multitude of activities ensures there is something to do for everyone, but to make the park more inviting and enjoyable, outdated furnishings and ADA deficiencies need to be addressed, as do conservation efforts. This park has an insignificant entrance with minimal signage. The park is gated and fenced. The structures on this property are of varied vintage styles. They are all well maintained and being utilized to their designed functions. This park has open areas and is divided into “rooms.”

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Courts	FAIR	Extra Small Shelter	EXCELLENT
Boat Ramp	FAIR	Gatehouse	EXCELLENT
Campground	EXCELLENT	Lifeguard Office	EXCELLENT
Canoe/Kayak Launch	EXCELLENT	Maintenance Building	EXCELLENT
Disc Golf	FAIR	New Medium Shelter	EXCELLENT
Fishing Dock/Pier	FAIR	Office Building	FAIR
Mountain Bike Trails (5.5 miles)	FAIR	Old Maintenance Building	FAIR
Playgrounds	FAIR	Pool Complex Restroom Building	EXCELLENT
Splash Pad/Spray Park	FAIR	Restroom 1 (2)	FAIR
Volleyball Courts	POOR	Restroom 2	FAIR
Ski Rixen Building	N/A	Restroom 3	FAIR
Basketball Restroom	FAIR	Restroom 4	EXCELLENT
Corporate Shelter	EXCELLENT	Small Shelter (1)	EXCELLENT
Dog Park & Marina	EXCELLENT	Small Shelter (2)	EXCELLENT
Empty Building-Old Bike Building & Concession	EXCELLENT	Water Park Concession Building	EXCELLENT
Extra Large Shelter	FAIR		

QUIET WATERS PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Restroom renovations
- ✧ New mountain bike entrance gate
- ✧ New cabin construction at the campground
- ✧ Corporate shelter roof replacement
- ✧ New A/C in marina, lifeguard office, gatehouse, and old bike building
- ✧ 42" reclaimed water pipe being installed through the park (Completed)
- ✧ Renovation of bike building to park office (not funded)
- ✧ Feasibility study for expansion of water park (funded)

Deficiencies and Recommendations:

GENERAL

- ✧ Address flooding and/or drainage issues specifically at the dog park and splash pad
- ✧ Increase native tree canopy and native plant landscaping
- ✧ Improve current parking surfaces and expand availability
- ✧ Upgrade signage, wayfinding, and streetlights throughout the park
- ✧ Upgrade existing benches, grills, trash receptacles, and add water bottle-fill stations
- ✧ Pressure washing is needed for most amenities and site furnishings

BASKETBALL COURT

- ✧ Provide additional seating opportunities/benches
- ✧ Increase shade surrounding the court
- ✧ Repair hoop nets

BOAT RAMP

- ✧ Upgrade lighting and picnic areas around marina

CAMPGROUND

- ✧ Expand campground to include RV camping

PLAYGROUND

- ✧ There is currently one playground; another large playground is needed in the south or west section
- ✧ Repair/repave sidewalks leading to the current play area
- ✧ Increase native tree canopy for shade and aesthetics

VOLLEYBALL COURTS

- ✧ Reconstruct courts (5)



1

REVEREND SAMUEL DELEVOE MEMORIAL PARK

Location: 2520 N.W. Sixth St., Fort Lauderdale

Size: 33.50 acres

Type: Neighborhood Park

Basic Improvements Estimate: \$2,981,925

Reconstruction Estimate: \$6,916,500



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	POOR	FAIR

This active park shares property with the Urban League of Broward County and the African American Research Library and Cultural Center. It is centrally located in a historical neighborhood that is known to many as “The Heart and Soul of the City.” It features a multitude of recreational activities and programs for the community, as well as easy access to mass transportation and the New River Canal. This park’s entry is on the periphery of the urban core. The gated and fenced entry is signed similar to most parks with adequate parking. The main building on this property is well maintained with a gymnasium and community rooms available to the public. All other structures on the property share the same style and paint palette.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Courts	FAIR	Pavilions	FAIR
Bike Fix-It Station	POOR	Playground	POOR
Canoe/Kayak Launch	FAIR	Restrooms	FAIR
Fishing Dock	POOR	Trails	POOR
Outdoor Fitness Area	POOR		



REVEREND SAMUEL DELEVOE MEMORIAL PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Installation of solar cover over outdoor fitness area (Completed)
- ✧ Installation of lighting around lake (in Planning)
- ✧ Construction of new maintenance building (in Planning)
- ✧ Resurface basketball court with new backboards and rims (Completed)
- ✧ New restrooms (in Planning)
- ✧ Replace wooden fishing docks and address flooding (Completed)
- ✧ Replace play equipment (in Purchasing)



Deficiencies and Recommendations:

GENERAL

- ✧ Upgrade signage and wayfinding throughout the park
- ✧ Address flooding and/or drainage issues specifically around the lake and along the canal side
- ✧ Replace Bike Fix-It Station
- ✧ Increase native tree canopy for shade and aesthetics, especially around playground
- ✧ Upgrade existing benches, grills, trash receptacles, and drinking water/bottle-fill stations
- ✧ Improve current parking surfaces and expand parking availability
- ✧ Consider adding a new community center, splash pad or water feature
- ✧ Repave sidewalks and lake trail
- ✧ Address ADA-compliance deficiencies



BOAT RAMP/CANOE LAUNCH

- ✧ Enhance current ramp and clean lakeside trash
- ✧ Outdoor Fitness Area
- ✧ Demolish older fitness area
- ✧ Replace equipment at newer fitness area and add shade

PLAYGROUND

- ✧ Include additional shade and seating with renovation



VOLLEYBALL COURT

- ✧ Could not locate on the site; reconstruct one volleyball court or remove from the list of amenities (Removed)

3

ROOSEVELT GARDENS

Location: 2841 N.W. 11th St., Fort Lauderdale
 Size: 5.42 acres
 Type: Neighborhood Park
 Basic Improvements Estimate: \$1,312,250
 Reconstruction Estimate: \$9,419,200

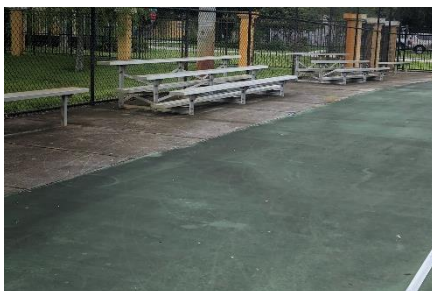


First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	EXCELLENT	EXCELLENT	FAIR	FAIR

Roosevelt Gardens offers a park, community center, and free programming to the surrounding neighborhood. This park is a good example for other neighborhood parks in the system. Along with the outdoor amenities, this site features a meeting room (rental facility), game room, computer lab, and office space. By purchasing the open lots to the north, you could expand to include a splash pad and fitness area. This park is in a suburban setting. The entry is signed similar to most parks and has adequate parking. The main building on this property is well maintained. All other structures on the property share the same style and paint palette. The park features basketball courts and open fields.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Court	FAIR	Playgrounds	FAIR
Bike Fix-it Station	POOR	Recreation Center	EXCELLENT
Pavilions	EXCELLENT	Walking Paths	FAIR



ROOSEVELT GARDENS

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Basketball courts resurfacing and backboards and rims replacement (Completed)
- ✧ Replace artificial turf in playground areas

Deficiencies and Recommendations:

- ✧ Purchase lots to the north and expand park services to include an outdoor or indoor fitness area and splash pad
- ✧ Increase native tree canopy and native plantings for both aesthetics and conservation efforts
- ✧ Renovate northwest parking lot
- ✧ Add shade sails to basketball bleachers
- ✧ Replace swings and play equipment on medium-sized play area
- ✧ Replace Bike Fix-it Station
- ✧ Repave and regrade sidewalks through park



3

SAW PALMETTO NATURAL AREA

Location: 4950 N.W. 71st Place, Coconut Creek

Size: 11.06 acres

Type: Natural Area

Basic Improvements Estimate: \$340,750

Reconstruction Estimate: \$1,558,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	EXCELLENT	FAIR	EXCELLENT	FAIR

The Saw Palmetto Natural Area is one of many in the City of Coconut Creek. The city is motivated to provide its residents with more access to green space and walking/biking trails. This site currently offers two covered picnic tables and a short trail through pine flatwoods but has plans to expand its offerings by connecting to a greenway and adding a play feature. The city is helping to fund both projects. This park has a signed and gated entry. It appears to be well maintained. All structures on this property are of similar vintage and style. The painted metal roof helps to identify the property. There is paved parking and trail.

Existing Structures and Amenities:

Type	Condition
Pavilions	EXCELLENT
Trails	EXCELLENT
Gazebo	EXCELLENT

Current, Planned, and/or Potential Projects:

- ✧ Nature-themed play feature (\$100K funding assistance from the City of Coconut Creek)
- ✧ Greenway walkway (funded by City of Coconut Creek)
- ✧ Exotic plant removal/vegetation management
- ✧ Naturalist-led programming
- ✧ Installation of directional sign in kiosk



Deficiencies and Recommendations:

- ✧ Beautify entrance and parking area to make more inviting and improve picnic experience
- ✧ Site furnishings and hardscape need pressure washing
- ✧ Replace some dated site furnishings and upgrade water fountain to bottle-fill station
- ✧ Add wayfinding and directional signage on the trail



2

SECRET WOODS NATURE CENTER

Location: 2701 W. State Rd. 84, Dania Beach

Size: 56.95 acres

Type: Nature Center

Basic Improvements Estimate: \$1,667,500

Reconstruction Estimate: \$8,924,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	EXCELLENT	POOR	FAIR	POOR

Secret Woods Nature Center is a place for learning about and appreciating nature. The park features a nature trail system with natural play area, small classroom, and rental hall for special events. The manatee observation deck is currently being renovated. The Friends of Secret Woods volunteer group assists with invasive vegetation removal and educational endeavors. The New River Greenway runs adjacent to the park; there should certainly be a bicycle/pedestrian path into the park. This park has a rustic and natural entrance. All buildings on this property are of similar vintage and style. The painted metal roof and siding help to identify and provide cohesion to the property.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Amphitheater	FAIR	Pollinator Path	FAIR
Monarch Interpretive Center	EXCELLENT	Rental Hall	EXCELLENT
Natural Play Area	FAIR		
Nature Trails	FAIR		



SECRET WOODS NATURE CENTER

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Building exteriors replace/refinish (Completed)
- ✧ Decking replacement near building is under construction
- ✧ Manatee observation deck to replace existing river overlook
- ✧ Upgrade Hall A/V system

Deficiencies and Recommendations:

- ✧ Enhance entrance and add bike/pedestrian lane into the park from the New River Greenway
- ✧ Coordinate with transportation organizations to lengthen the turn lane into the park from Marina Mile Boulevard
- ✧ Update site furnishings and interpretive signage
- ✧ Expand and enhance the natural play area
- ✧ Add small play structure, e.g., crab- or manatee-themed climbing dome
- ✧ Address the areas with sinking deck at the nature center
- ✧ Replace boardwalk and seating throughout the New River Trail
- ✧ It mostly consists of recycled plastic lumber, but portions have been replaced with wood and are slippery when wet.





SEWELL LOCK

Location: 6521 State Rd. 84, Davie
Size: 3.4 acres
Type: Specialty Park
Basic Improvements Estimate: \$385,700
Reconstruction Estimate: \$833,025



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	POOR	POOR	POOR	POOR

Sewell Lock is a designated historical site due to it being the County’s oldest water control structure. It includes a small picnic area, fishing permission, and connection to the New River Greenway Trail. The space needs major improvements to attract patrons or be useful. The County Website promotes this site as a “rest area for bikers” because of its connection to the NRG Trail, but does not provide a bike rack, water fountain, fix-it station, or restroom. The entry is insignificant and difficult to see from the road.

Existing Structures and Amenities:

Type	Condition
Fishing Dock	POOR
Picnic Area	POOR



SEWELL LOCK

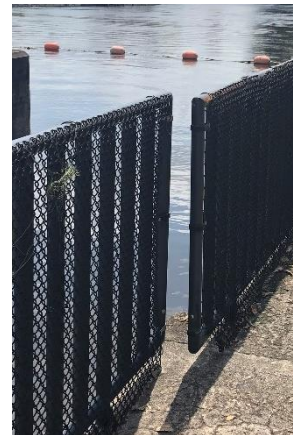
(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Repair bollards and replace missing links of large chain
- ✧ Renovation of seawall
- ✧ Addition of concrete along seawall with spacers
- ✧ Addition of interpretive kiosk with information about lock, canal, and greenway

Deficiencies and Recommendations:

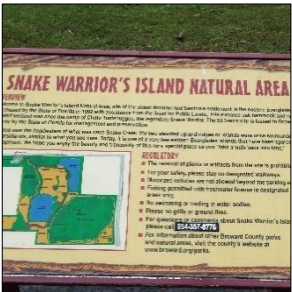
- ✧ Enhance entrance/exit and improve signage
- ✧ Because of the high speed on State Road 84, the turn into the park is quick and sharp; consider lengthening the turn lane or adding speed bumps
- ✧ Add a bike fix-it station, bike rack, and drinking water/bottle-fill station to accommodate cyclists
- ✧ Repair current parking surfaces and regrade sidewalks to be even with sod edges
- ✧ Improve landscaping; add native landscaping including native wildflower plantings
- ✧ Repair or replace fence along seawall
- ✧ Add more picnic areas and a designated fishing spot; it is not clear whether fishing is allowed



2

SNAKE WARRIOR'S ISLAND NATURAL AREA

Location: 3600 S.W. 62nd Ave., Miramar
 Size: 54.40 acres
 Type: Natural Area
 Basic Improvements Estimate: \$761,250
 Reconstruction Estimate: \$5,568,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

This natural area sits on the border between Broward and Miami-Dade counties, in the center of a residential area. While it offers relaxing ecological scenery for walking and picnicking, it could draw more patrons by improving its fishing dock, exercise equipment, and play equipment. The site has plans for development of a welcome center and restroom; the project is under construction.

Existing Structures and Amenities:

Type	Condition
Nature Trails	FAIR
Picnic Areas	FAIR
Restroom	N/A
Welcome Center	N/A



SNAKE WARRIOR'S ISLAND NATURAL AREA

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ New restroom building
- ✧ Development of welcome center

Deficiencies and Recommendations:

- ✧ Beautify entrance; expand and restripe parking lot
- ✧ Replace bike rack and add water bottle-fill station
- ✧ Add more picnic tables to the oak hammock area
- ✧ Remove fitness equipment and develop shaded fitness area with new equipment
- ✧ Add a small playground
- ✧ Re-slope edges of sidewalk to grade with grass
- ✧ Rocks along fence base need to be re-laid
- ✧ Replace current interpretive signage and add information about wildlife and Great Florida Birding Trail
- ✧ Replace fishing bridge and walking bridge



1

SOUTH FORK CANOE LAUNCH

Location: 4490 S. State Rd. 7, Davie
 Size: 0.28 acres
 Type: Specialty Park
 Basic Improvements Estimate: \$226,490
 Reconstruction Estimate: \$535,050



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	POOR	POOR	POOR	POOR

This small area on the New River Canal should be completely redesigned to create an enjoyable park space. The site is damaged, dirty, outdated, and lacking in safety. Although the space is limited, it serves as an access point for other local recreation. The south end of the nine-mile Linear Park Trail is located here, connecting this park to at least three other County parks. The kayak launch allows exploration throughout the entire County from the Everglades to the ocean. This park has no structures. It does have an entry and parking with a paved trail to the water's edge. The architectural team did not visit this park.

Existing Structures and Amenities:

Type	Condition
Boat Launch	POOR
Walking Paths	POOR

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✧ Renovate entrance, parking lot, paths, picnic area, and boat launch
- ✧ Consider roundabout drop-off for watercrafts
- ✧ Add bike rack, drinking water/bottle-fill stations, dog-waste stations, benches, tables, and canopy shade



2

SUNVIEW PARK

Location: 1500 S.W. 42nd Ave., Fort Lauderdale

Size: 21.50 acres

Type: Neighborhood Park

Basic Improvements Estimate: \$2,549,100

Reconstruction Estimate: \$4,893,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	FAIR	FAIR

Although Sunview Park is categorized as a neighborhood park, it offers a variety of recreation opportunities as well as free programming for children. The site features hard courts, a baseball/softball complex, soccer fields, a dog park, and a computer lab. This park is in a suburban setting. The entry is insignificant, and the signage is of the same as most neighborhood parks. The main building on this property was recently rebuilt and has an unfortunate roof leak. All significant buildings on this property share the same style and paint palette. The older utility buildings on the property are dated and need major renovations. There is a drainage issue on this property, leaving the soccer field under water and unusable during rainy periods.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Baseball/Softball Complex	POOR	Horseshoes	N/A
Basketball Courts	FAIR	Playgrounds	EXCELLENT
Community Center	EXCELLENT	Restrooms	EXCELLENT
Dog Recreational Area	FAIR	Volleyball Courts	N/A
Football/Soccer Fields	FAIR		



SUNVIEW PARK

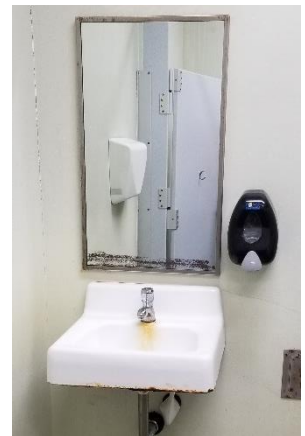
(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Update drainage pump in south parking lot
- ✧ Pave south parking lot
- ✧ Upgrade site furnishings and add water bottle-fill stations (Completed)
- ✧ Replace restroom furnishings (Completed)

Deficiencies and Recommendations:

- ✧ Replace the irrigation system and field lighting throughout the park
- ✧ Construct a new maintenance building
- ✧ Remove the invasive Australian pine trees
- ✧ Add more seating and picnic areas
- ✧ Add community-supplied dog-waste station
- ✧ Increase native tree canopy for shade and aesthetics
- ✧ Improve current parking surfaces and expand parking availability
- ✧ Update existing sports fields and consider the addition of an outdoor gym area
- ✧ Add sail shades over the bleachers
- ✧ Renovate batting cage/bullpen
- ✧ Resurface basketball court
- ✧ The County Website states that the park has volleyball and horseshoes, but those were not accessible; either replace or remove the site features from the Website



2

TALL CYPRESS NATURAL AREA

Location: 3700 Turtle Run Blvd., Coral Springs

Size: 66.50 acres

Type: Natural Area

Basic Improvements Estimate: \$2,566,500

Reconstruction Estimate: \$9,787,500



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

Tall Cypress Natural Area features a few picnic tables, an outdoor teaching area for nature education, and a half-mile boardwalk trail through dense cypress swampland. It allows for quick access to the wilderness for the local community. This park has a rustic and visibly gated entry, which is well maintained. The buildings on this property are adequately maintained and sufficient.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Amphitheater	EXCELLENT	Pavilions	EXCELLENT
Gazebo	FAIR	Picnic Areas	FAIR
Nature Trails	FAIR	Restroom	EXCELLENT

Current, Planned, and/or Potential Projects:

- ✧ Exotic plant removal and vegetation management
- ✧ Naturalist-led programming

Deficiencies and Recommendations:

- ✧ Renovate boardwalk trails and extend or add second trail in south portion of the park
- ✧ Replace site furnishings and interpretive signage
- ✧ Resurface parking lot



2

T.Y. (TOPEEKEEGEE YUGNEE) PARK

Location: 3300 N. Park Rd., Hollywood
 Size: 150 acres
 Type: Regional Park
 Basic Improvements Estimate: \$11,864,200
 Reconstruction Estimate: \$22,454,300



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	FAIR	FAIR	EXCELLENT	EXCELLENT

T.Y. Park is a key regional park in the southeast portion of the County. It features amenities for all ages and abilities, including but not limited to a campground, water park, and outdoor fitness area. Its proximity to I-95 makes urban green space easily accessible for both locals and out-of-towners. The Friends of T.Y. volunteer group has assisted in purchasing fixtures and hosting special events for the community. While the park is in good condition, it still needs a few major improvements to increase its safety and integrity. This park has a significant sign at the confluence of Park Road and Sheridan Street. The signage at the gated and heavily treed entry is unique to this park. The aquatic component is one of the main draws. The second is a camping component. The structures on this property are of varied vintage and styles. They are being used to their designed functions. The structures that are older could use some additional maintenance.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Courts	EXCELLENT	Restrooms	EXCELLENT
Marina	FAIR	Safety Town	FAIR
Campground	EXCELLENT	Tennis Courts	FAIR
Fishing Dock/Pier	FAIR	Volleyball Courts	POOR
Outdoor Fitness Area	FAIR	Water Park and Pool	EXCELLENT
Pavilions	EXCELLENT	Wedding Gazebo	FAIR
Playgrounds	EXCELLENT		



T.Y. (TOPEEKEEGEE YUGNEE) PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Conference room renovation and restroom renovations (Completed)
- ✧ Pathway repairs (Completed)
- ✧ Pool equipment repairs
- ✧ Installation of re-use irrigation
- ✧ Replacement of shade sail canopies at concession
- ✧ Installation of security gate for campground
- ✧ Compactor replacement
- ✧ Pavilion upgrades/replacements

Deficiencies and Recommendations:

- ✧ Renovate entrance to alleviate traffic leading into the park
- ✧ Update equipment at the outdoor fitness area
- ✧ Replace volleyball courts throughout the park
- ✧ Address flooding and/or drainage issues specifically at the park office and eastern side of the park
- ✧ Upgrade existing benches, grills, trash receptacles, and drinking water/bottle-fill stations
- ✧ Improve current parking surfaces and expand parking availability, without impacting canopy coverage
- ✧ Park traffic includes large RVs and buses, but some roads are very narrow and lack sidewalks
- ✧ Renovate the narrow roadways and include sidewalks to increase safety
- ✧ Maintenance buildings have damage from water intrusion and a roof leak
- ✧ Some structures need painting and fixtures replaced



1

TRADEWINDS PARK & STABLES

Location: 3600 W. Sample Rd., Coconut Creek

Size: 638.5 acres

Type: Regional Park

Basic Improvements Estimate: \$14,768,250

Reconstruction Estimate: \$34,356,200



First
Impression

POOR

Structures +
Amenities

FAIR

Site
Furnishings

POOR

Landscape +
Hardscape

FAIR

NRPA
3 Pillars

FAIR

Tradewinds Park & Stables is one of the largest and most diverse parks in the County system. This park is divided into two distinctive functions physically by West Sample Road: the equestrian component is accessible from the north side of the road and the athletic fields are accessible from the south side. The equestrian entry is wooded and rustic. The property has a mixture of building types and styles. Most all of the wooden structures appear to require the most maintenance. The maintenance building is the newest concrete block structure and is overflowing at the seams. The athletic field side entrance is more manicured and open with a visible perimeter fence. The buildings on this side of the property are more cohesive and integrated.

Tradewinds Park is a tourist destination and a heavily used recreational area. Partnerships with contracted vendors and nonprofit organizations allow the park to accommodate Butterfly World, Equine-Assisted Therapies of South Florida, and an annual Holiday Fantasy of Lights show. Tradewinds Farm Hands Inc. provides volunteers and financial support for the horse stables and educational farm. While the park has much to offer, the infrastructure and furnishings need updating. Currently, a \$13 million renovation project is being realized on the north side of the park. A master plan is needed to develop the newly acquired Vinkemulder portion of the park. The south side may not need a complete reconstruction plan but does need significant improvements to the infrastructure and trails, as well as to the boardwalk, which is currently closed to the public.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Baseball/Softball Complex	FAIR	Fishing Dock/Pier	POOR
Boat Ramp	POOR	Pavilions	POOR
Butterfly World	FAIR	Playgrounds	FAIR
Canoe/Kayak Launch	POOR	Restrooms	POOR
Cricket Field	POOR	Soccer Fields	FAIR
Disc Golf	FAIR	Train Ride	FAIR
Equestrian Center/Trails	FAIR	Volleyball Courts	POOR
Farm Complex	POOR		

TRADEWINDS PARK & STABLES

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Renovations to the stables, farm, barn, and garden areas on the north side (in progress)
- ✧ Roof replacement on Fritillary shelter (Completed)
- ✧ Replacement of a rehydration discharge pipe in the wetlands area at the south end
- ✧ Renovations to the infrastructure, roadways, and parking lots on the north side
- ✧ Additional shelter roof replacements, fence and gate replacements, and additional renovations on the north side
- ✧ Construction of the Soccer 5 Inc. mini soccer fields



Deficiencies and Recommendations:

GENERAL

- ✧ Renovate north entrance
- ✧ Restripe bike lanes and improve bike entrance/exit
- ✧ Upgrade signage and wayfinding throughout the park
- ✧ Address flooding and/or drainage issues specifically at the athletic fields, south side trails, and disc golf course
- ✧ Upgrade existing benches, grills, trash receptacles, and drinking water/bottle-fill stations
- ✧ Increase native tree canopy for shade and aesthetics
- ✧ Update existing sports fields and consider the addition of an outdoor gym and hard courts, e.g., basketball, pickleball
- ✧ Repave sidewalks and trails throughout the park



BOAT RAMP

- ✧ Enhance current ramp and clean lakeside trash
- ✧ Canoe/Kayak Launch and Fishing Dock
- ✧ Repair and clean launch site
- ✧ Replace wooden fishing dock



TRAILS

- ✧ Replace boardwalk trail through the wetlands on the south side

VOLLEYBALL COURTS

- ✧ Replace courts (four)



2

TREE TOPS PARK & PINE ISLAND RIDGE NATURAL AREA

Location: 3900 S.W. 100th Ave., Davie
 Size: 348.80 acres
 Type: Regional Park
 Basic Improvements Estimate: \$10,777,850
 Reconstruction Estimate: \$21,684,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	POOR	FAIR

These two adjacent parks offer access to the public as well as private access for residents living along the Pine Island Ridge. The main features of both sites are their nature trails for hikers and equestrians. The County has an updated conservation management plan for Pine Island Ridge and could benefit from improving the outdated infrastructure and adding hard courts, a disc golf course, or more challenging activities. This park has a rustic and visibly gated entrance. Most buildings on this property are well maintained but of mixed construction and styles. This park is wooded and is divided into “rooms” for a variety of visitor uses. The park offers a reception center available to the public. Most structures on this property would benefit from additional maintenance as well as the roadways/parking lot, which are in need of repaving.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Boat Rentals/Marina	FAIR	Playgrounds	FAIR
Boardwalk	POOR	Reception Hall	FAIR
Equestrian Trails/Stalls	FAIR	Restrooms	POOR
Fishing Dock/Pier	FAIR	Safety Town	FAIR
Outdoor Fitness Area	POOR	Viewing Tower	FAIR
Pavilions	FAIR	Volleyball Courts	POOR



TREE TOPS PARK & PINE ISLAND RIDGE NATURAL AREA

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Demolition and construction of new prototype restroom on south side of park (Completed)
- ✧ Exotic/invasive vegetation removal
- ✧ Replace wire perimeter fencing at Pine Island Ridge

Deficiencies and Recommendations:

GENERAL

- ✧ Add pedestrian/bike path to entrance/exit of Tree Tops
- ✧ Address drainage issues in fields and picnic areas with stormwater BMPs
- ✧ Upgrade signage and wayfinding throughout the park
- ✧ Upgrade existing benches, grills, trash receptacles, and drinking water/bottle-fill stations
- ✧ Improve current parking surfaces and expand parking availability, specifically at the parking lot nearest the Lakeside Cottage and Viewing Tower
- ✧ Increase trail maintenance and exotic/invasive species removal in Pine Island Ridge Natural Area
- ✧ Renovate boardwalk trails and viewing shelters
- ✧ Renovate bridge to lakeside picnic areas
- ✧ Replace outdoor stage and firepit to accommodate outdoor education groups
- ✧ Relocate the park office to front of park



EQUESTRIAN TRAILS/STABLES

- ✧ Renovate stables and add shade for horses

OUTDOOR FITNESS AREA

- ✧ Replace equipment that has apparent rust

PLAYGROUNDS

- ✧ Upgrade play equipment and surfaces
- ✧ Repair sidewalks around play areas

VOLLEYBALL COURT

- ✧ Replace courts (four)



2

VISTA VIEW PARK

Location: 4001 S.W. 142nd Ave., Davie
 Size: 271.50 acres
 Type: Regional Park
 Basic Improvements Estimate: \$8,781,200
 Reconstruction Estimate: \$23,342,100



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	FAIR	FAIR

Sitting on an old landfill, Vista View Park features the highest man-made elevation in Broward County and offers a wide variety of services and amenities. The site has a high level of activity throughout the day and plenty of space to increase programming and improve sustainability efforts. Developing the north hill would almost double the size of the park, allowing for the addition of a disc golf course, tennis/pickleball courts, water attractions, and much more. This park has a rustic and natural entrance, which is well maintained. All buildings on this property are of similar vintage and style. The painted metal roof, stone plinth, and stucco help to identify and cohere the property.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Airfield/Paragliding Field	POOR	Mountain Bike Trails	FAIR
Basketball Courts	POOR	Outdoor Fitness Area	FAIR
Boat Ramp	FAIR	Pavilions	FAIR
Campground (Primitive)	POOR	Playgrounds	FAIR
Canoe/Kayak Launch	FAIR	R/C Track	POOR
Equestrian Trails	FAIR	Restroom	FAIR
Fire Pit	FAIR	Soccer Field	POOR
Fishing Dock/Pier	FAIR		

Current, Planned, and/or Potential Projects:

- ✧ Splash pad is under construction
- ✧ Restroom renovations (\$60K unfunded capital project)
- ✧ New front doors at park office (half of \$8K funded)
- ✧ North hill – development of roads, parking, and paths (unfunded capital project)

VISTA VIEW PARK

(CONTINUED)

Deficiencies and Recommendations:

GENERAL

- ✧ Develop north hill to increase park size
- ✧ Address drainage issues in fields with stormwater BMPs
- ✧ Upgrade signage and furnishings throughout the park
- ✧ Increase native tree canopy and native plantings; decrease sod maintenance
- ✧ Add workout equipment and fitness benches throughout park; exercise seems to be the main activity of the patrons
- ✧ Improve current parking surfaces and expand parking availability
- ✧ Add community-supplied dog-waste stations and drinking water/bottle-refill stations



AIRFIELD/PARAGLIDING FIELD

- ✧ Upgrade furnishings, pathways, and seating

BASKETBALL COURTS

- ✧ Renovate basketball courts (two), hoops, and perimeter fencing
- ✧ Provide additional seating opportunities/benches
- ✧ Increase native tree canopy and shade surrounding the court
- ✧ Add bottle-refill stations and trash cans/recycling outside of fence

CAMPGROUND (PRIMITIVE)

- ✧ Expand campground and consider adding sites with water and electric hookups
- ✧ Increase native tree canopy to provide shade and enhance aesthetics

EQUINE TRAILS/WASH STATIONS

- ✧ Upgrade furnishings
- ✧ Increase both shade and trailer parking



PLAYGROUNDS

- ✧ Upgrade play equipment and surfaces
- ✧ Repair sidewalks leading to the play area
- ✧ Increase native tree canopy for shade and aesthetics

R/C TRACK

- ✧ Reconstruct; current track is out of service and not safe for use



3

WASHBURN PARK

Location: 1955 S.W. 50th Ave., Fort Lauderdale
 Size: 0.64 acres
 Type: Specialty Park
 Basic Improvements Estimate: \$105,603
 Reconstruction Estimate: \$202,275



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT	FAIR

Washburn is a passive neighborhood park providing green space for the Broadview Park community to walk, rest, and picnic. It has only a few parking spots and no play equipment.

Existing Structures and Amenities:

Type	Condition
Seating Areas	EXCELLENT
Paths	EXCELLENT

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✱ The tree beds need a native ground-cover planting
- ✱ Upgrade water fountain to bottle-fill station
- ✱ Add picnic tables, sail shades, and a free Little Library
- ✱ Consider adding dome climbing structure or small play equipment



3

WEST CREEK PINELAND NATURAL AREA

Location: 4800 W. Hillsboro Blvd., Coconut Creek

Size: 7.43 acres

Type: Natural Area

Basic Improvements Estimate: \$47,125

Reconstruction Estimate: \$97,875



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
EXCELLENT	EXCELLENT	FAIR	EXCELLENT	FAIR

West Creek Pineland Natural Area sits adjacent to two other natural areas in the County's park system. It offers a well-lit nature trail, gazebo, seating areas, and interpretive signage along the multimodal paths. The main trail connects to nearby neighborhoods and shopping plazas.

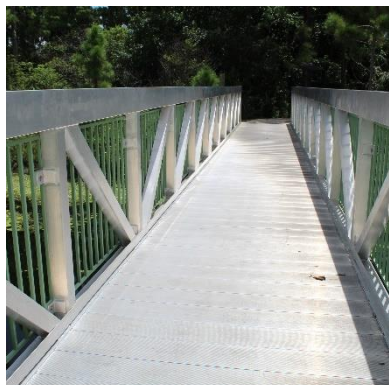
Existing Structures and Amenities:

Type	Condition
Gazebo	EXCELLENT
Walking Bridge	EXCELLENT
Trails	EXCELLENT

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✧ Clean and/or upgrade some of the existing benches, bike racks, and trash receptacles
- ✧ Add drinking water/bottle-fill stations and dog-waste stations (community-supplied example below)
- ✧ Improve wayfinding and signage



2

WEST LAKE PARK

Location: 1200 Sheridan St., Hollywood

Size: 65.04 acres

Type: Regional Park

Basic Improvements Estimate: \$2,715,850

Reconstruction Estimate: \$8,062,000



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	POOR	POOR	FAIR

West Lake Park services the southeast portion of the County and offers a variety of recreational activities. Equipment upgrades and landscape enhancements are needed to make this site more inviting and enjoyable. The Friends of Anne Kolb volunteer group helps with maintenance in the park such as gathering litter and invasive plant removal. Although this park features many activities, it also contains an array of wildlife. According to the park manager this is one of the few sites, if not the only one, that is home to the American crocodile. This park has a significant entry feature. The gatehouse, entry, and all other buildings on the property are of the same vintage. Most structures are well maintained. The metal roofs tie all the buildings together.

Existing Structures and Amenities:

Type	Condition	Type	Condition
Basketball Courts	FAIR	Tennis Courts	FAIR
Boat Ramp/Marina	POOR	Fishing Dock/Pier	FAIR
Nature Trails	FAIR	Pavilions	FAIR
Canoe/Kayak Launch	FAIR	Playgrounds	POOR
Picnic Area	FAIR	Restrooms	FAIR
Racquetball	POOR	Volleyball Courts	POOR



WEST LAKE PARK

(CONTINUED)

Current, Planned, and/or Potential Projects:

- ✧ Renovation of west restroom building (Completed)
- ✧ Repair of public boat launch and addition of sandy launch beach (Completed)
- ✧ Replacement of main playground and water feature
- ✧ Conversion of racquetball courts to pickleball courts
- ✧ Repair of park pathways



Deficiencies and Recommendations:

GENERAL

- ✧ Highlighting the natural wildlife and upgrade the existing amenities
- ✧ Add interpretive signage and improve wayfinding throughout the park
- ✧ Address flooding and/or drainage issues specifically at southwest portion of the park
- ✧ Add shaded seating and rest area between tennis and basketball courts
- ✧ Replace fencing around basketball courts
- ✧ Add outdoor fitness area
- ✧ Repair paved walkways throughout park
- ✧ Increase the native tree canopy and native plantings throughout the park to improve conservation efforts and aesthetics
- ✧ Replace volleyball courts
- ✧ Resurface parking lots
- ✧ Replace boardwalk pier and gazebo
- ✧ Renovate boat marina docks



STRUCTURAL

- ✧ Some building exterior and interior walls require painting
- ✧ Some fixtures and equipment need to be replaced
- ✧ Some concrete floors and exterior walls need to be cleaned
- ✧ Some signage needs to be cleaned or replaced





WILLIAM J. KELLEY ROOKERY

Location: 5150 N.W. 31st Ave., Fort Lauderdale
Size: 16.7 acres
Type: Natural Area
Basic Improvements Estimate: \$91,350
Reconstruction Estimate: \$217,500



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
POOR	POOR	POOR	POOR	POOR

This small viewing deck is a quick connection to nature for the surrounding neighborhoods. A short, paved path leads to a 25-square-foot deck overlooking a natural rookery. The site is uninviting and needs a complete renovation. The path was not clear as well as being dirty and damaged.

Existing Structures and Amenities:

Type	Condition
Walking Path	POOR
Viewing Deck	POOR

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✧ Repair entrance gate, improve signage, and add bike rack
- ✧ Repave trail and improve native landscape along path
- ✧ Renovate viewing deck and add sail shade
- ✧ Include interpretive signage about local flora and fauna, along with the purpose of the rookery



2

WOODMONT NATURAL AREA

Location: 7250 N.W. 80th Ave., Tamarac
 Size: 21.06 acres
 Type: Natural Area
 Basic Improvements Estimate: \$340,750
 Reconstruction Estimate: \$2,515,750



First Impression	Structures + Amenities	Site Furnishings	Landscape + Hardscape	NRPA 3 Pillars
FAIR	FAIR	FAIR	EXCELLENT	FAIR

Woodmont Natural Area is the largest remaining natural habitat in the City of Tamarac. The site offers a paved trail through pine flatwoods and a boardwalk trail through a natural wetland, which extends connections to the surrounding neighborhoods. There is ample space for additional amenities and development. This park has no structures. It does have an entry and parking with a paved trail. The architectural team did not visit this park.

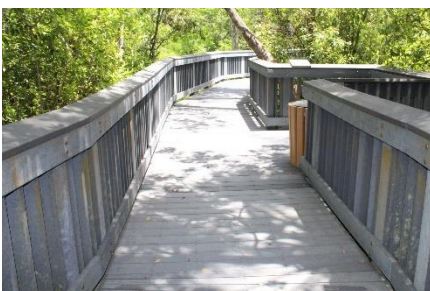
Existing Structures and Amenities:

Type	Condition
Trails	FAIR

Current, Planned, and/or Potential Projects: N/A

Deficiencies and Recommendations:

- ✧ Beautify entrance and renovate parking lot
- ✧ Replace interpretive signage along the trails
- ✧ Lengthen boardwalk trail system
- ✧ Replace site furnishings; add a water bottle-fill station
- ✧ Offer more amenities; the site has space for a small playground and picnic area
- ✧ Consider adding a small restroom if development includes a playground





Chapter Four Inventory & Level of Service Standards

4.1. Level of Service

The Level of Service (LOS) standards are a measurement of public amenities available within the geographic boundary of the County, including those provided by local municipalities. Identifying inventory totals in relation to Broward's population totals helps understand the current levels of service of parks, facilities, and amenities available to the residents of the County and supports investment decisions. The LOS can and will evolve over time as the program life cycles and community demographics change.

The recommended standards were evaluated using a combination of resources. These include National Recreation and Park Association (NRPA) guidelines; recreation activity participation rates reported by Sports & Fitness Industry Association (SFIA) 2020 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in Broward County; community and stakeholder input; statistically valid survey results; and findings from the prioritized needs assessment report and general observations. This combination of information allowed standards to be customized for the Division.

The LOS standards should be used as a guide for future planning and decision making, coupled with conventional wisdom and judgment related to the situation and needs of the community. By applying these facility standards to the service area, gaps and surpluses in park and facility/amenity types are identified. The standards that follow are based upon estimated population figures for 2021 and 2026. A snapshot overview is shown in Figure 16.



PARKS:										2021 Inventory - Developed Facilities			2021 Level of Service Standards		2026 Level of Service Standards	
Park Type	Broward County	Other Municipalities	Total Inventory	Current Service Level based upon population		Recommended Service Levels; Revised for Local Service Area		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed					
Pocket Parks	-	59.69	59.69	acres per	1,000	n/a	1,000	N/A	-	N/A	-	Acres(s)	N/A	Acres(s)		
Neighborhood Parks	68.02	1,670.40	1,738.42	0.92	acres per 1,000	n/a	acres per 1,000	N/A	Acres(s)	N/A	Acres(s)	Acres(s)	N/A	Acres(s)		
Community Parks	-	2,387.00	2,387.00	1.26	acres per 1,000	1.25	acres per 1,000	Meets Standard	-	Meets Standard	-	Acres(s)	Meets Standard	-		
Regional Parks	3,181.94	1,393.72	4,575.66	2.41	acres per 1,000	2.25	acres per 1,000	Meets Standard	-	Meets Standard	-	Acres(s)	Meets Standard	-		
Total Developed Park Acres	3,249.96	5,510.81	8,760.77	4.61	acres per 1,000	3.50	acres per 1,000	Meets Standard	-	Meets Standard	-	Acres(s)	Meets Standard	-		
Specialty Parks / Natural Areas	2,997.66	2,343.29	5,340.95	2.81	acres per 1,000	2.75	acres per 1,000	Meets Standard	-	Meets Standard	-	Acres(s)	Need Exists	106		
Natural Areas	850.36	-	850.36	0.45	acres per 1,000	0.30	acres per 1,000	Meets Standard	-	Meets Standard	-	Acres(s)	Meets Standard	-		
Nature Centers	1,978.13	-	1,978.13	1.04	acres per 1,000	N/A	acres per 1,000	N/A	N/A	N/A	N/A	N/A	N/A	Acres(s)		
Total Park Acres	6,247.62	7,854.10	14,101.72	7.43	acres per 1,000	6.55	acres per 1,000	Meets Standard	-	Meets Standard	-	Acres(s)	Meets Standard	Acres(s)		
TRAILS:																
Equestrian Trails	22.50	75.65	98.15	0.05	miles per 1,000	0.05	miles per 1,000	Meets Standard	-	Meets Standard	-	Mile(s)	Need Exists	0.89		
Nature Trail	20.72	16.41	37.13	0.02	miles per 1,000	0.05	miles per 1,000	Need Exists	57.82	Need Exists	57.82	Mile(s)	Need Exists	61.91		
Walk/Run/Jog/Bike Path/Fitness Trails	37.62	238.77	293.24	0.15	miles per 1,000	0.20	miles per 1,000	Need Exists	86.54	Need Exists	86.54	Mile(s)	Need Exists	102.92		
OUTDOOR AMENITIES:																
Park Picnic Shelters/Pavilions	138.00	504.20	642.20	1.00	site per 2,957	1.00	site per 2,750	Need Exists	48	Need Exists	48	Sites(s)	Need Exists	78.1		
Playgrounds	30.00	400.00	430.00	1.00	site per 4,416	1.00	site per 4,250	Need Exists	17	Need Exists	17	Sites(s)	Need Exists	36		
Baseball/Softball Fields	14.00	290.00	304.00	1.00	field per 6,246	1.00	field per 7,000	Meets Standard	-	Meets Standard	-	Field(s)	Meets Standard	-		
Multi-Purpose Rectangular Fields	12.00	267.00	279.00	1.00	field per 6,806	1.00	field per 6,000	Need Exists	37	Need Exists	37	Field(s)	Need Exists	51		
Basketball Courts	23.00	315.50	338.50	1.00	court per 5,610	1.00	court per 6,000	Meets Standard	-	Meets Standard	-	Court(s)	Meets Standard	-		
Tennis Courts	33.00	445.00	478.00	1.00	court per 3,973	1.00	court per 5,000	Meets Standard	-	Meets Standard	-	Court(s)	Meets Standard	-		
Pickleball Courts	10.00	96.00	106.00	1.00	court per 17,914	1.00	court per 12,500	Need Exists	46	Need Exists	46	Court(s)	Need Exists	52		
Outdoor Pools	1.00	45.00	46.00	1.00	site per 41,281	1.00	site per 40,000	Need Exists	1	Need Exists	1	Site(s)	Need Exists	4		
Regional Water Parks	4.00	5.00	9.00	1.00	site per 210,990	1.00	site per 180,000	Need Exists	2	Need Exists	2	Site(s)	Need Exists	2		
Splash Pads	3.00	29.00	32.00	1.00	site per 59,341	1.00	site per 40,000	Need Exists	15	Need Exists	15	Site(s)	Need Exists	18		
Skate Parks	-	7.00	7.00	1.00	site per 271,273	1.00	site per 300,000	Meets Standard	-	Meets Standard	-	Site(s)	Meets Standard	-		
Dog Parks	2.00	28.00	30.00	1.00	site per 63,297	1.00	site per 40,000	Need Exists	17	Need Exists	17	Site(s)	Need Exists	20		
INDOOR AMENITIES:																
Indoor Recreation Space (Square Feet)	69,460	911,565.00	981,025.00	0.52	SF per person	1.00	SF per person	Need Exists	917,886	Need Exists	917,886	Square Feet	Need Exists	999,784		
Special Use Facilities (Square Feet)	-	135,208.00	135,208.00	0.07	SF per person	0.05	SF per person	Meets Standard	-	Meets Standard	-	Square Feet	Meets Standard	-		
2021 Estimated Population	1,898,911	-	-	-	-	-	-	-	-	-	-	-	-	-		
2026 Estimated Population	1,980,809	-	-	-	-	-	-	-	-	-	-	-	-	-		

Figure 14: Snapshot Overview of Level of Service

4.2. Equity Mapping

Service area maps and LOS standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Broward County's service area, and how effective the service is as it compares to the demographic densities. In addition, reviewing per-capita guidelines enables the Division to assess gaps or overlaps in its services, where amenities/ facilities are needed, or where an area is oversaturated.

Based on this, the Division's leadership can make appropriate capital improvement decisions that meet systemwide needs while assessing the ramifications of the decision on a specific area.

The following list shows the Equity Maps that were developed for each of the major parks, facilities, and amenities:

Parkland

- ✧ Pocket Parks
- ✧ Neighborhood Parks
- ✧ Community Parks
- ✧ Regional Parks
- ✧ Specialty Parks/Natural Areas

Trails

- ✧ Equestrian Trails
- ✧ Nature Trails
- ✧ Walk/Run/Jog/Bike Path/Fitness Trails

Indoor Facilities

- ✧ Indoor Recreation Space
- ✧ Special-Use Facilities

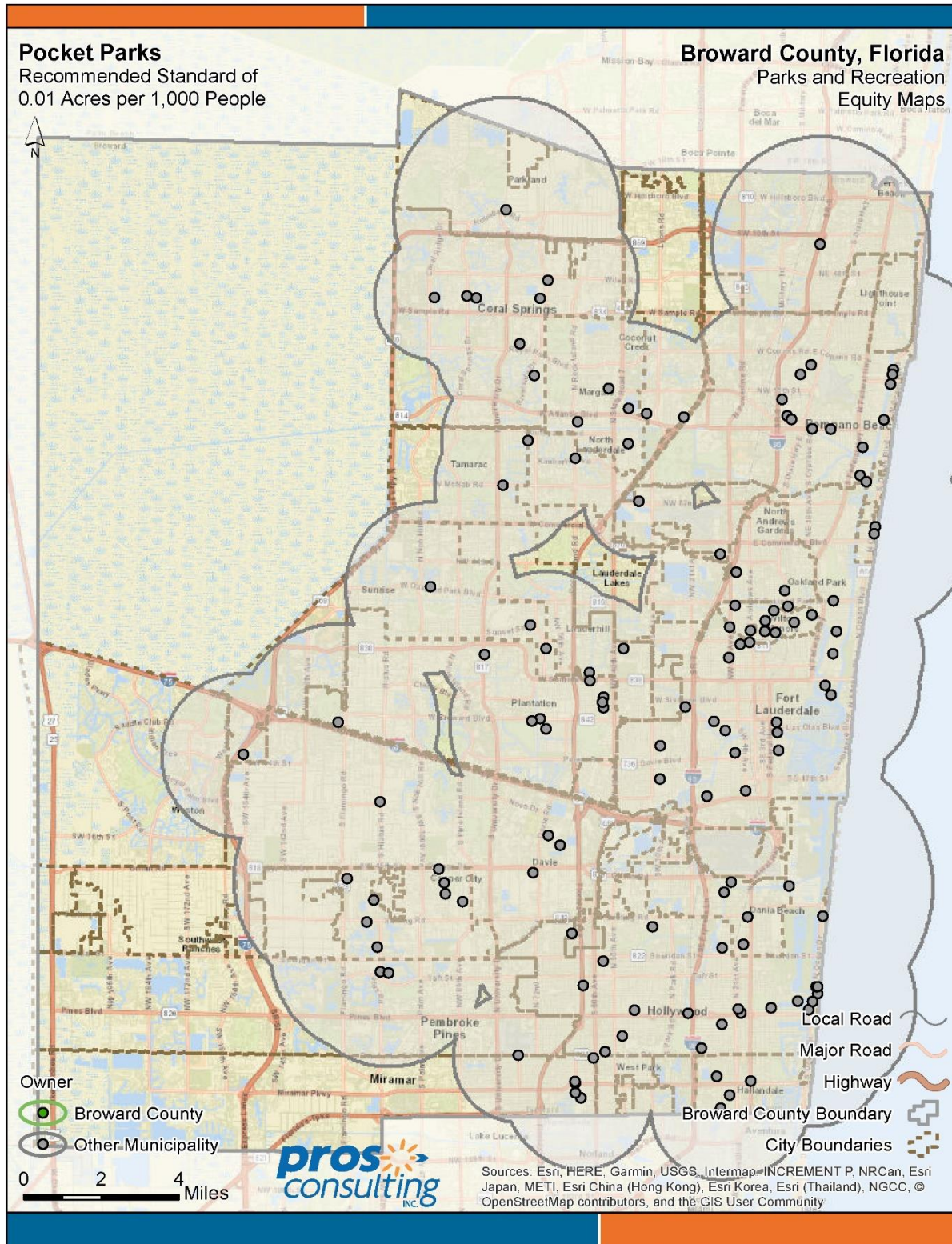
Outdoor Amenities

- ✧ Baseball/Softball Fields
- ✧ Basketball Courts
- ✧ Dog Parks
- ✧ Multi-Purpose Fields
- ✧ Outdoor Pools
- ✧ Pickleball Courts
- ✧ Picnic Shelter/Pavilions
- ✧ Playgrounds
- ✧ Regional Water Parks
- ✧ Skate Parks
- ✧ Splash Pads
- ✧ Tennis Courts

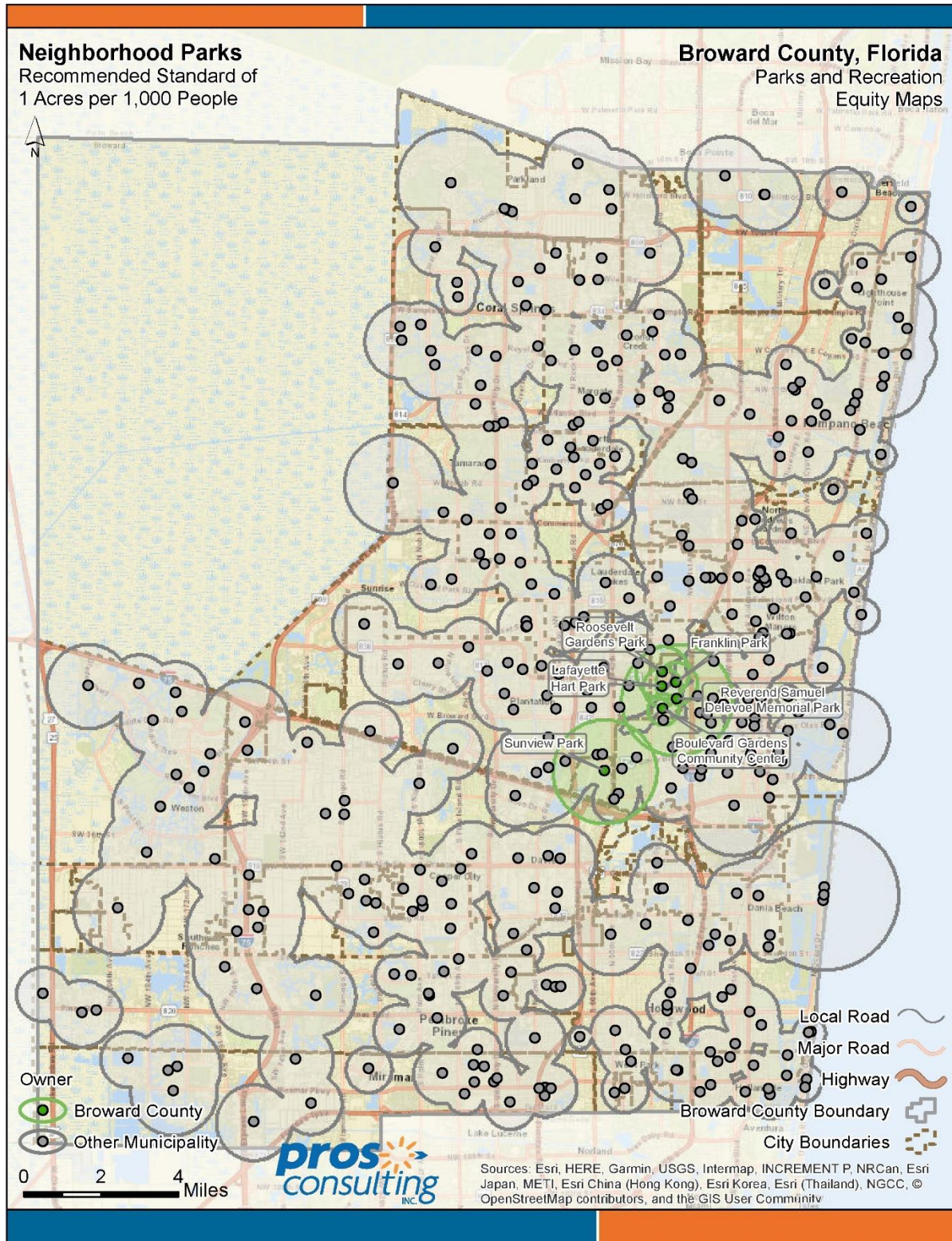
The source for the population totals used for LOS standard development is the estimated 2021 population as reported by ESRI. The shaded circular areas in the Equity Maps below indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. The shaded areas vary in size and are dependent upon the quantity of a given amenity (or acre type) at each site and the service levels available to the surrounding population. The larger the circle, the more people a given amenity or park acre serves and vice versa. Additionally, circles may be shaded a different color representing the "owner" of that particular amenity or acre type.

There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.

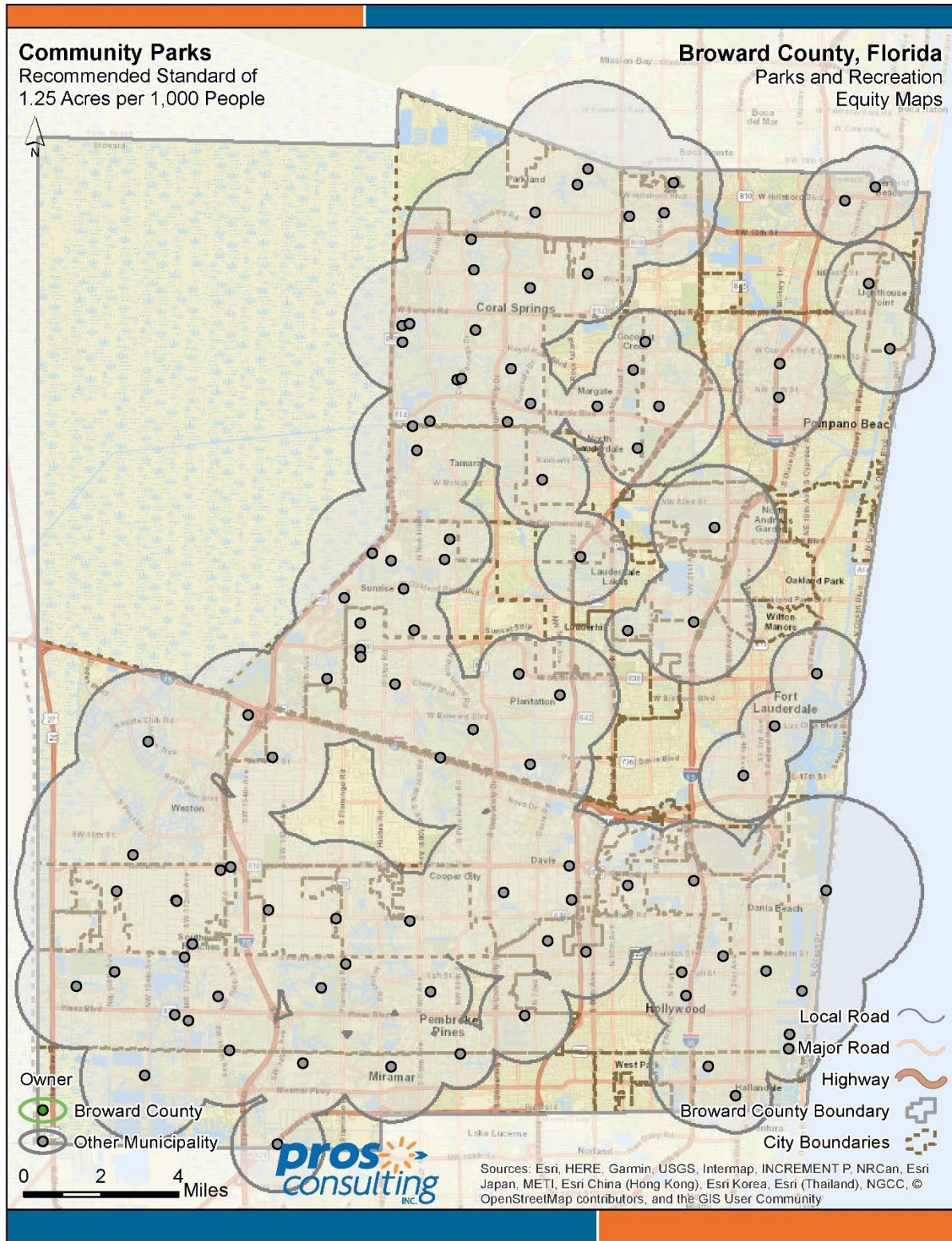
4.2.1. Pocket Parks



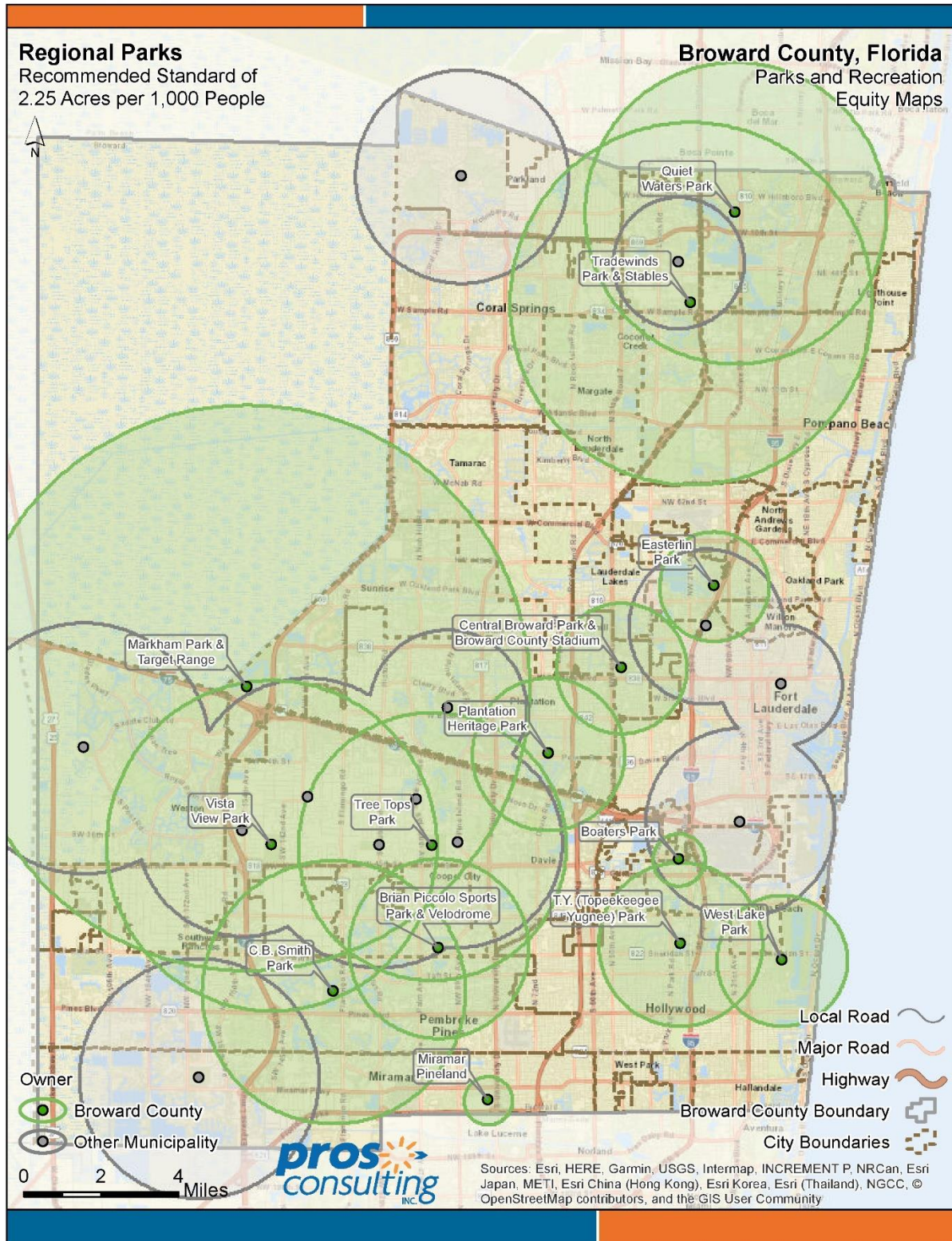
4.2.2. Neighborhood Parks



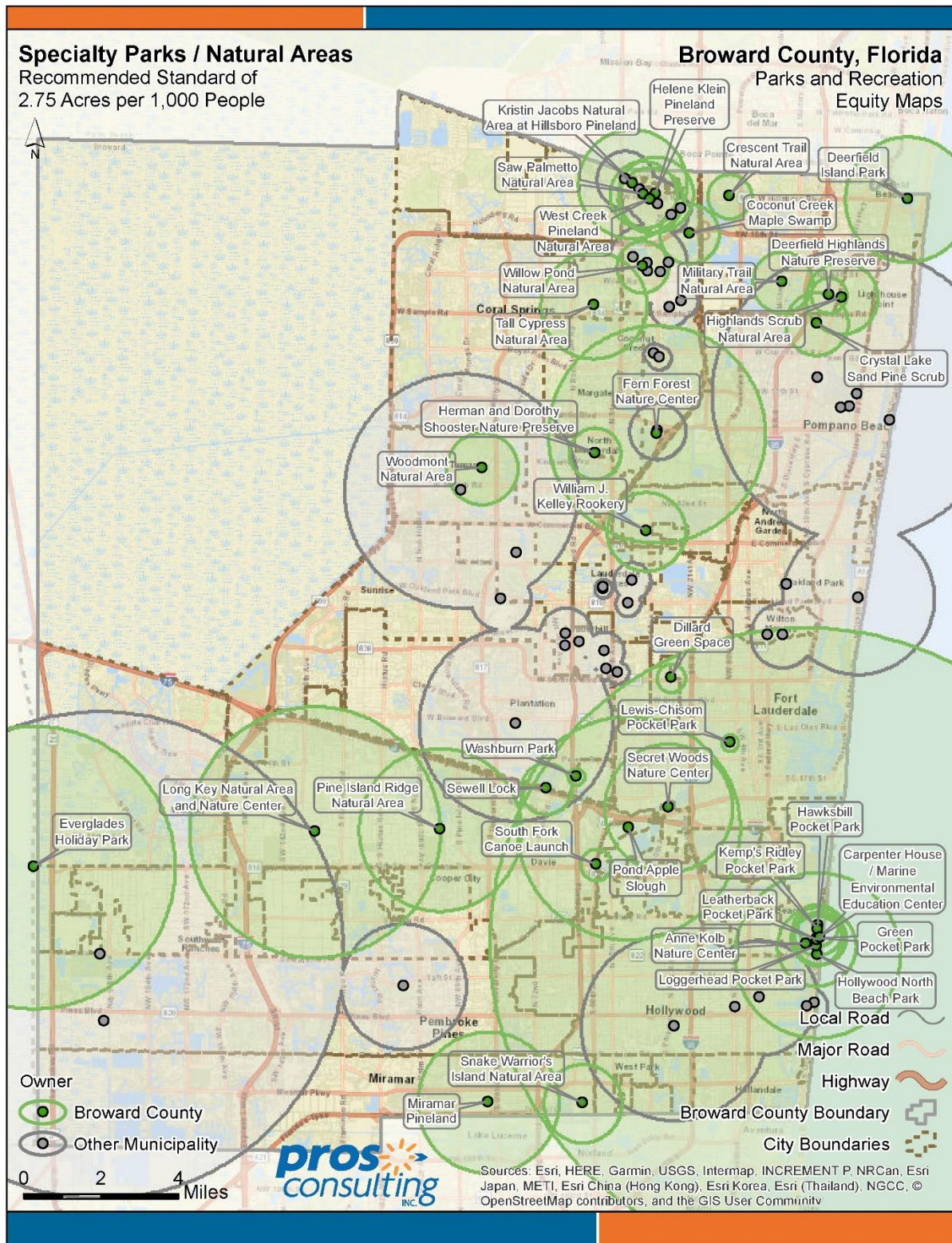
4.2.3. Community Parks



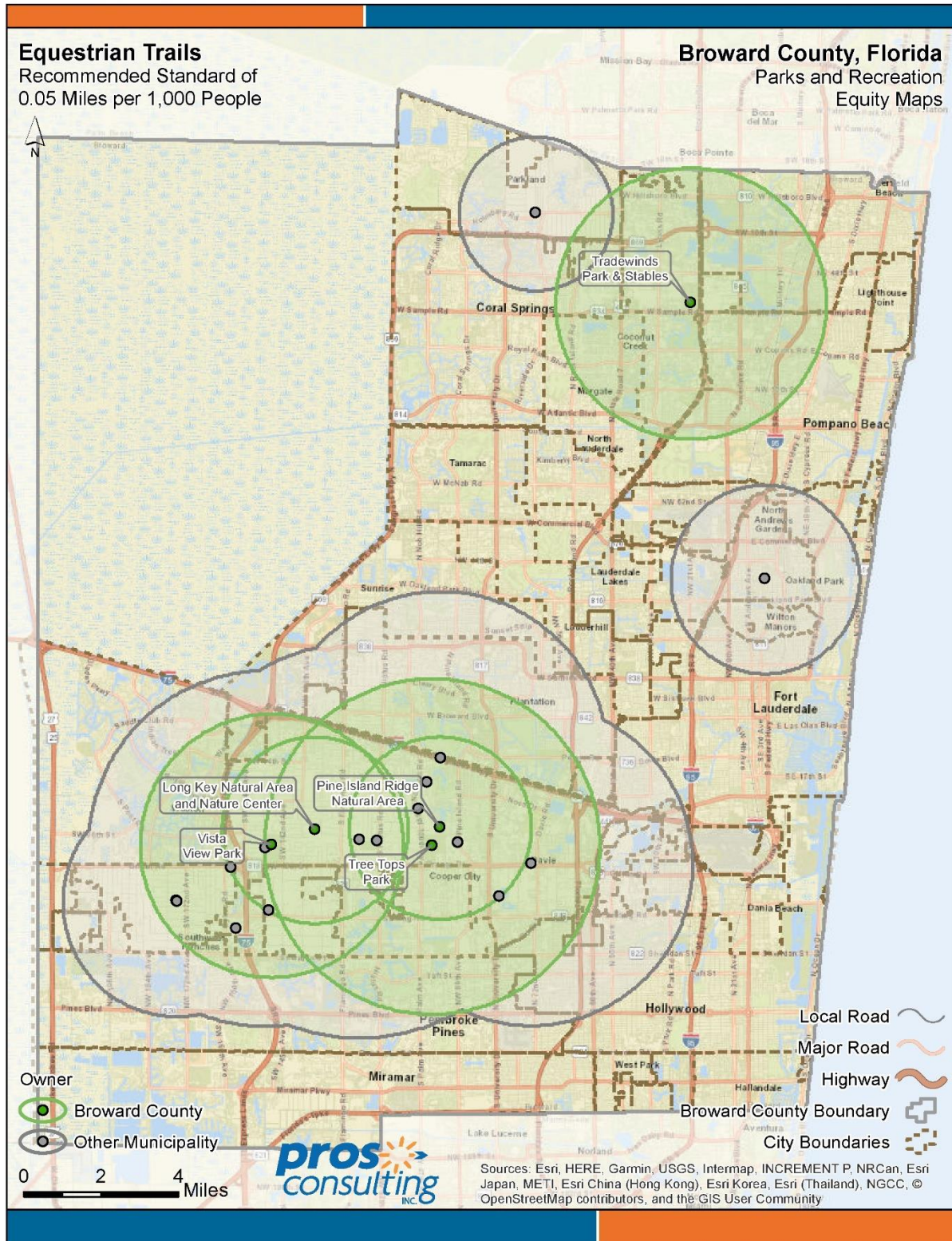
4.2.4. Regional Parks



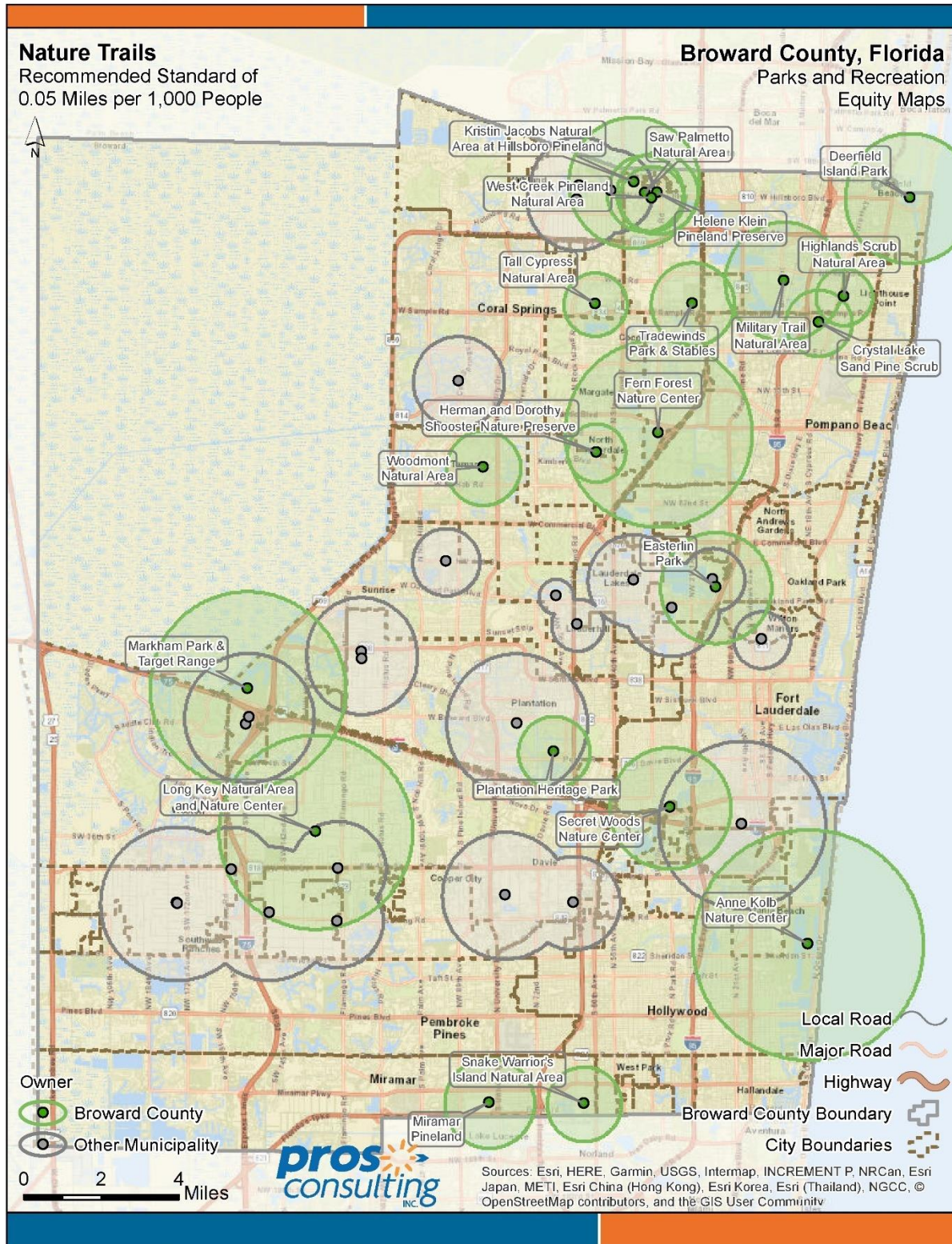
4.2.5. Specialty Parks/Natural Areas



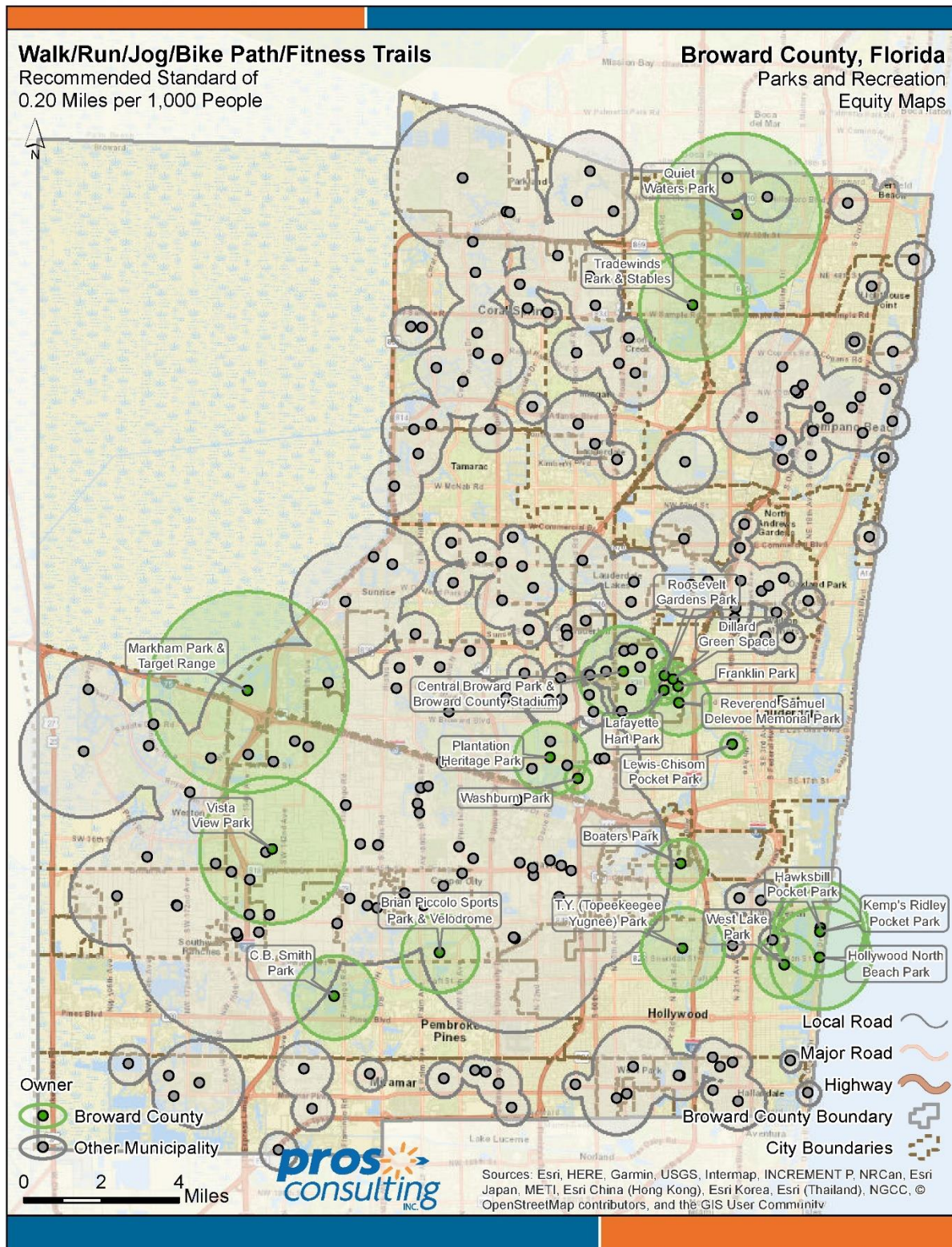
4.2.6. Equestrian Trails



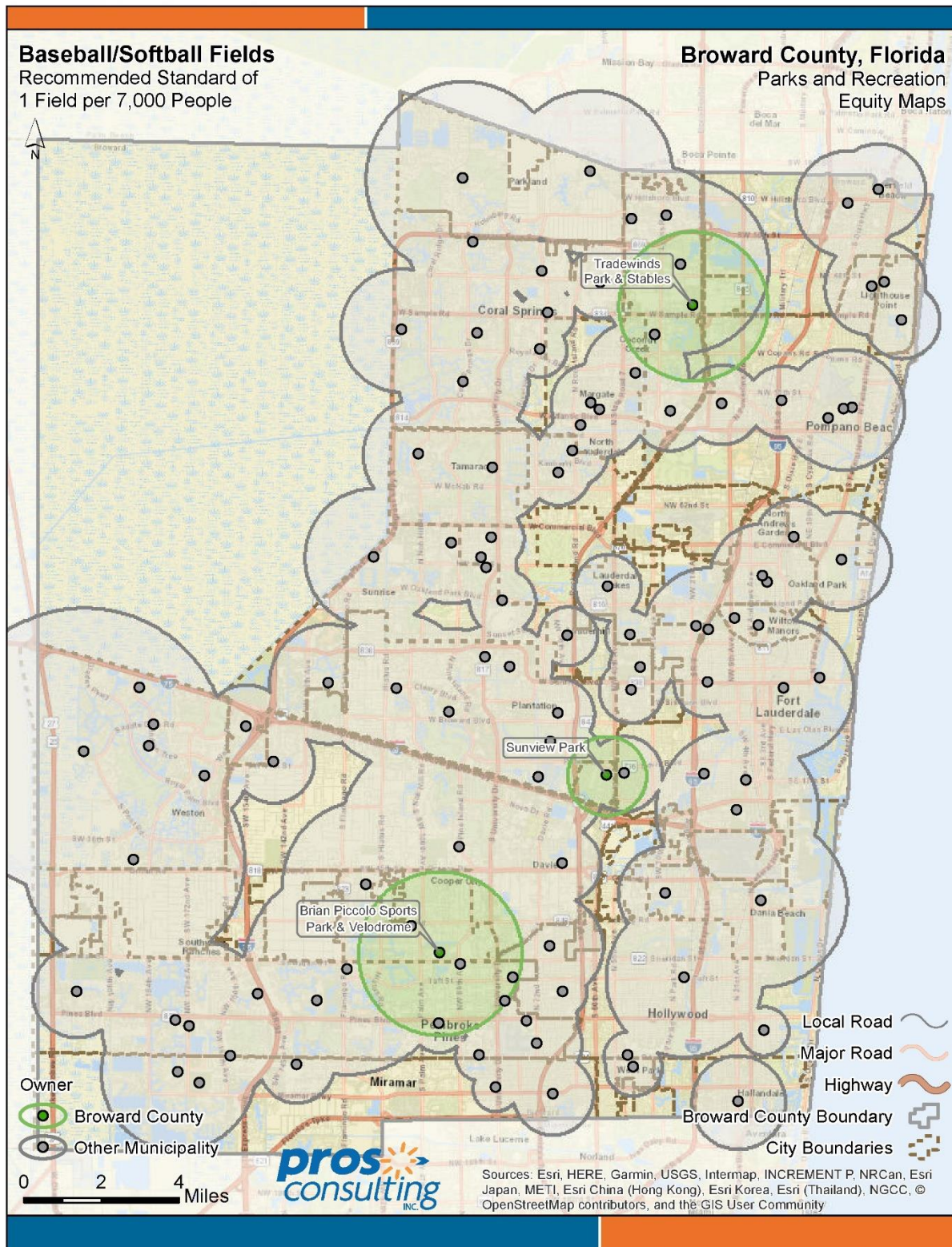
4.2.7. Nature Trails



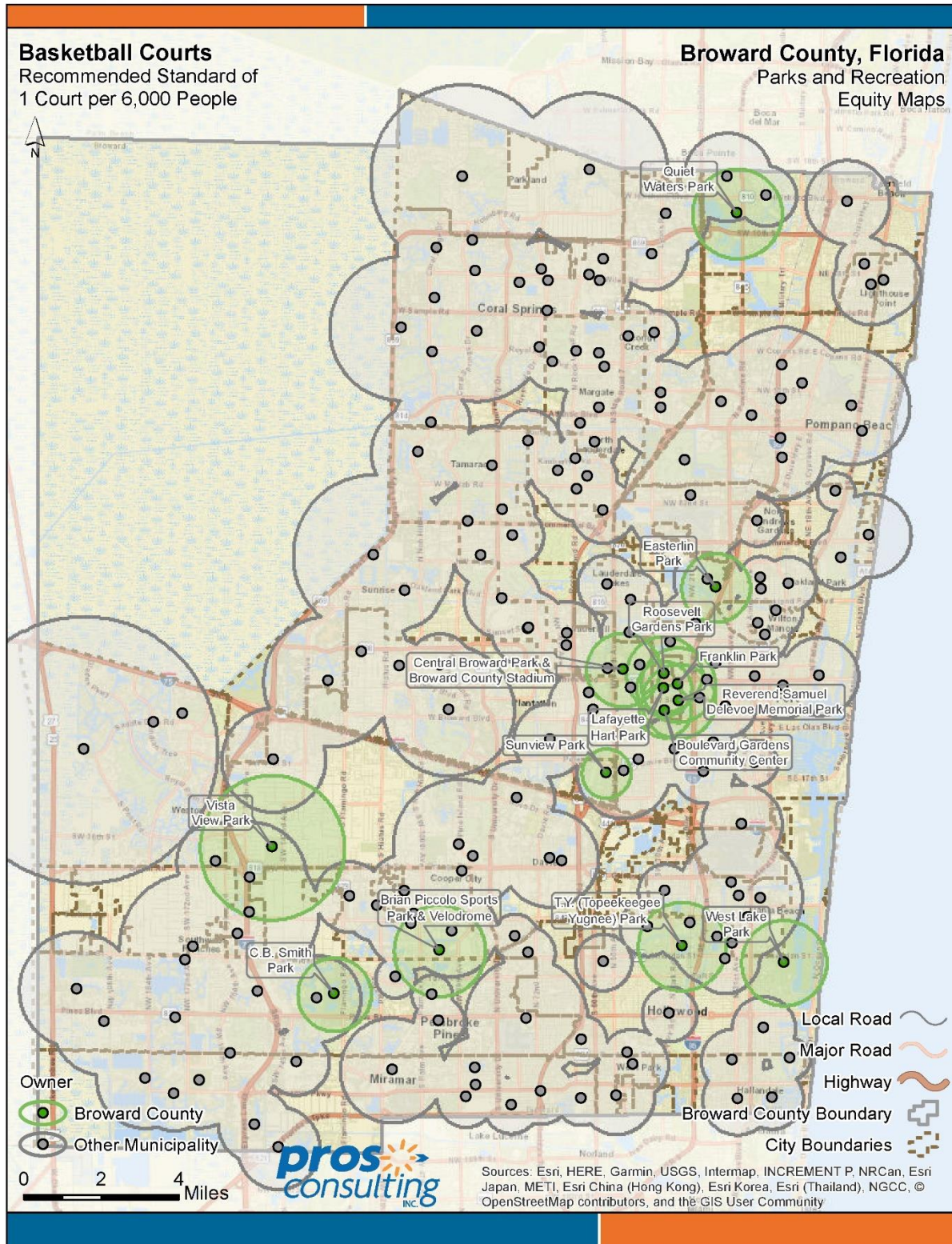
4.2.8. Walk/Run/Jog/Bike Path/Fitness Trails



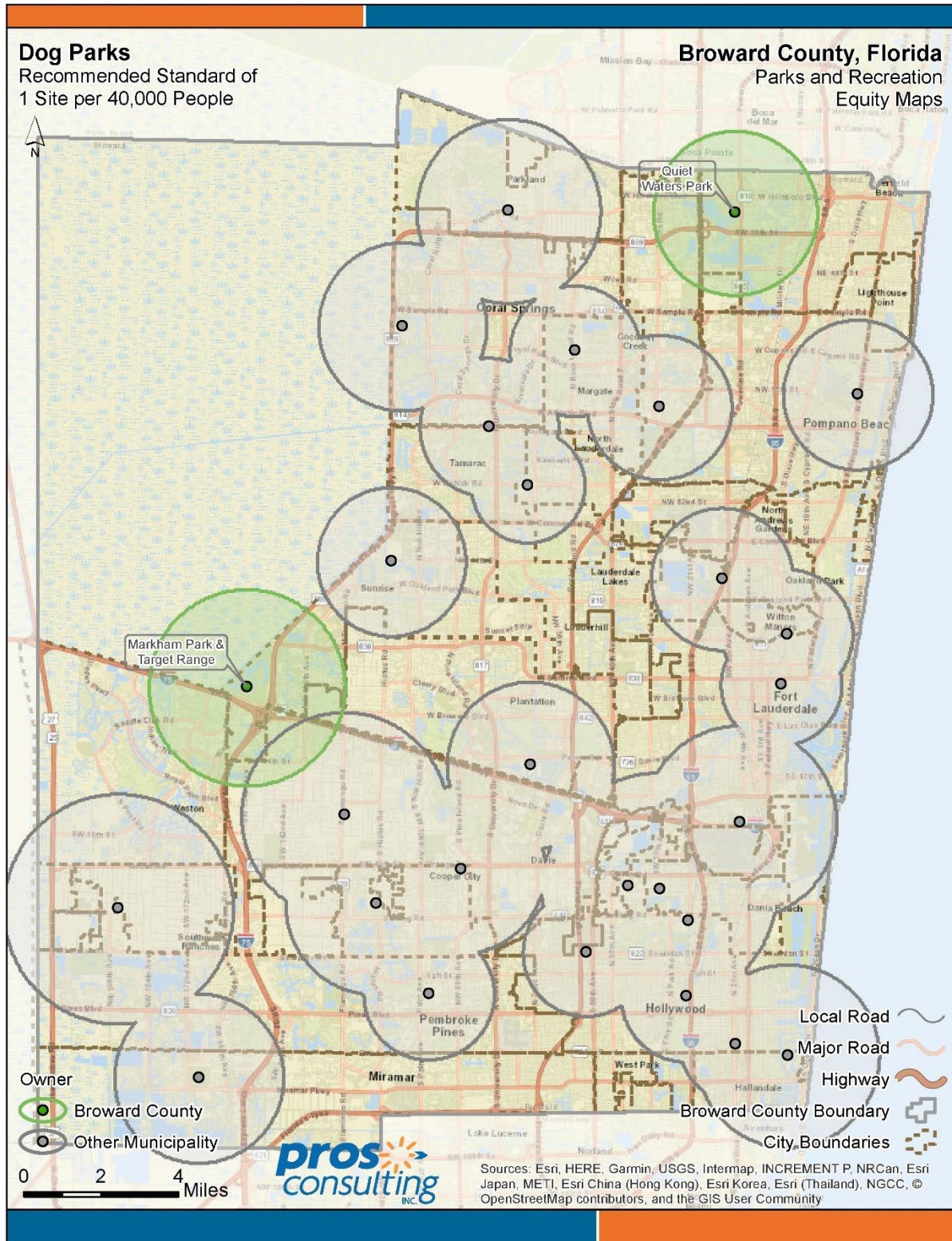
4.2.9. Baseball/Softball Fields



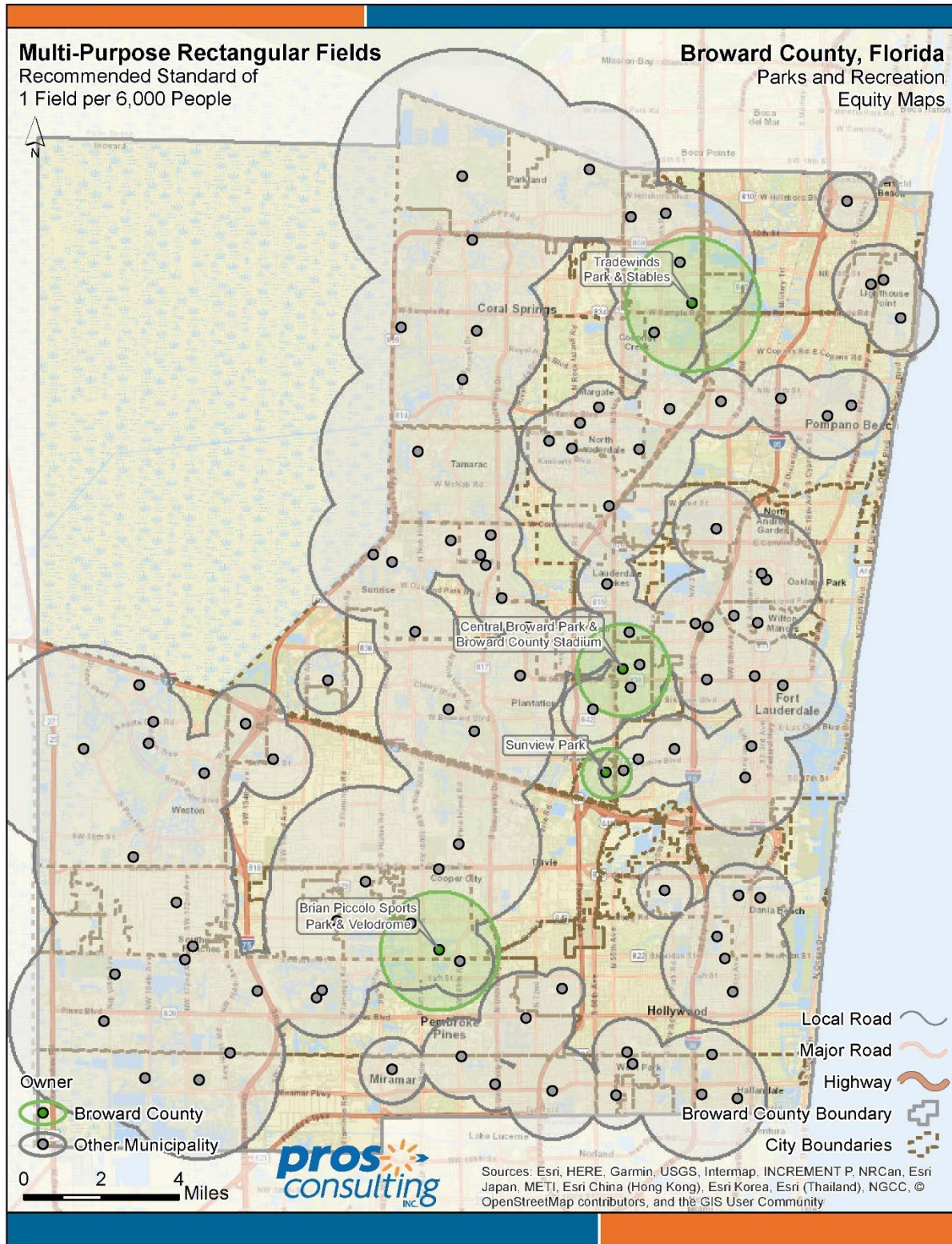
4.2.10. Basketball Courts



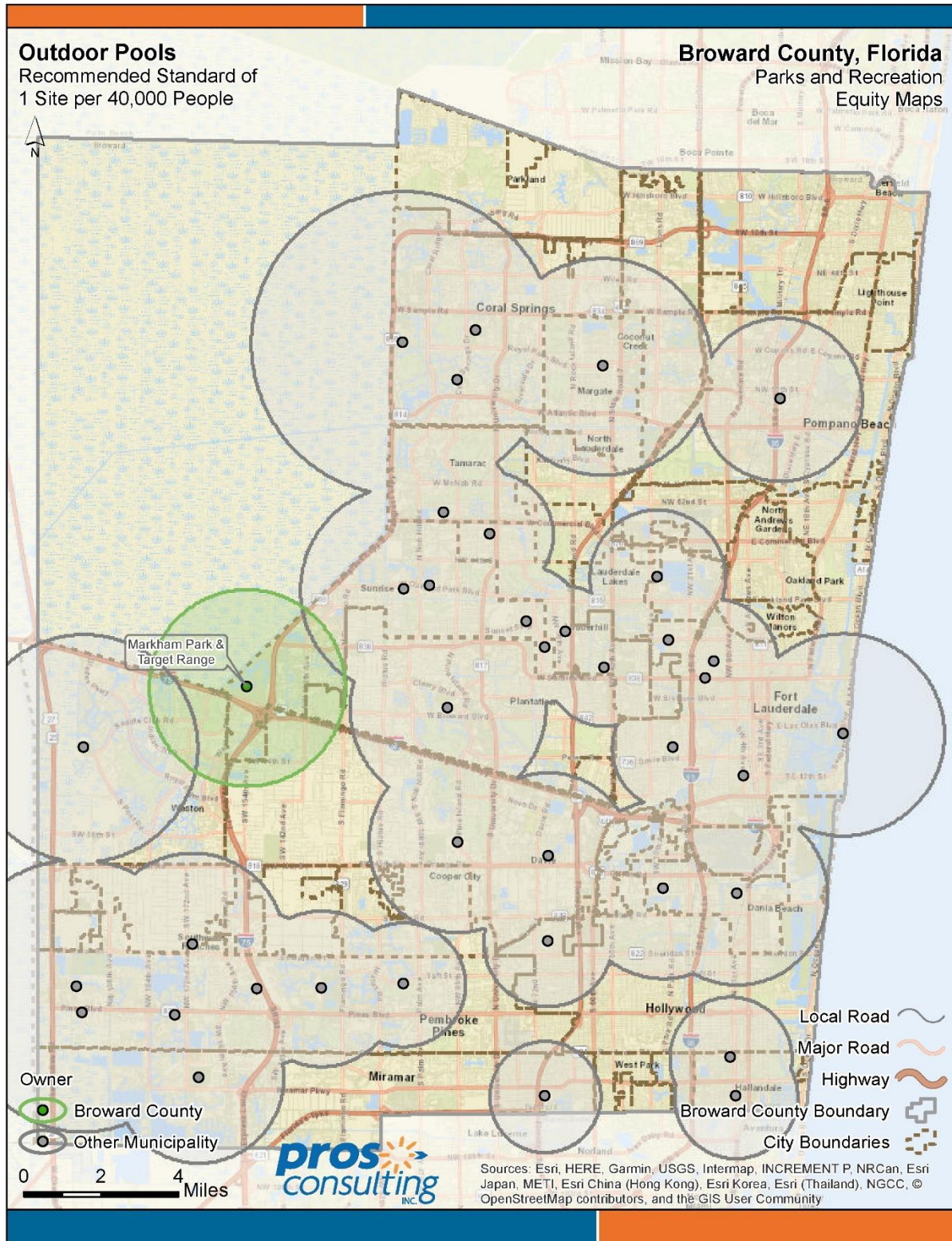
4.2.11. Dog Parks



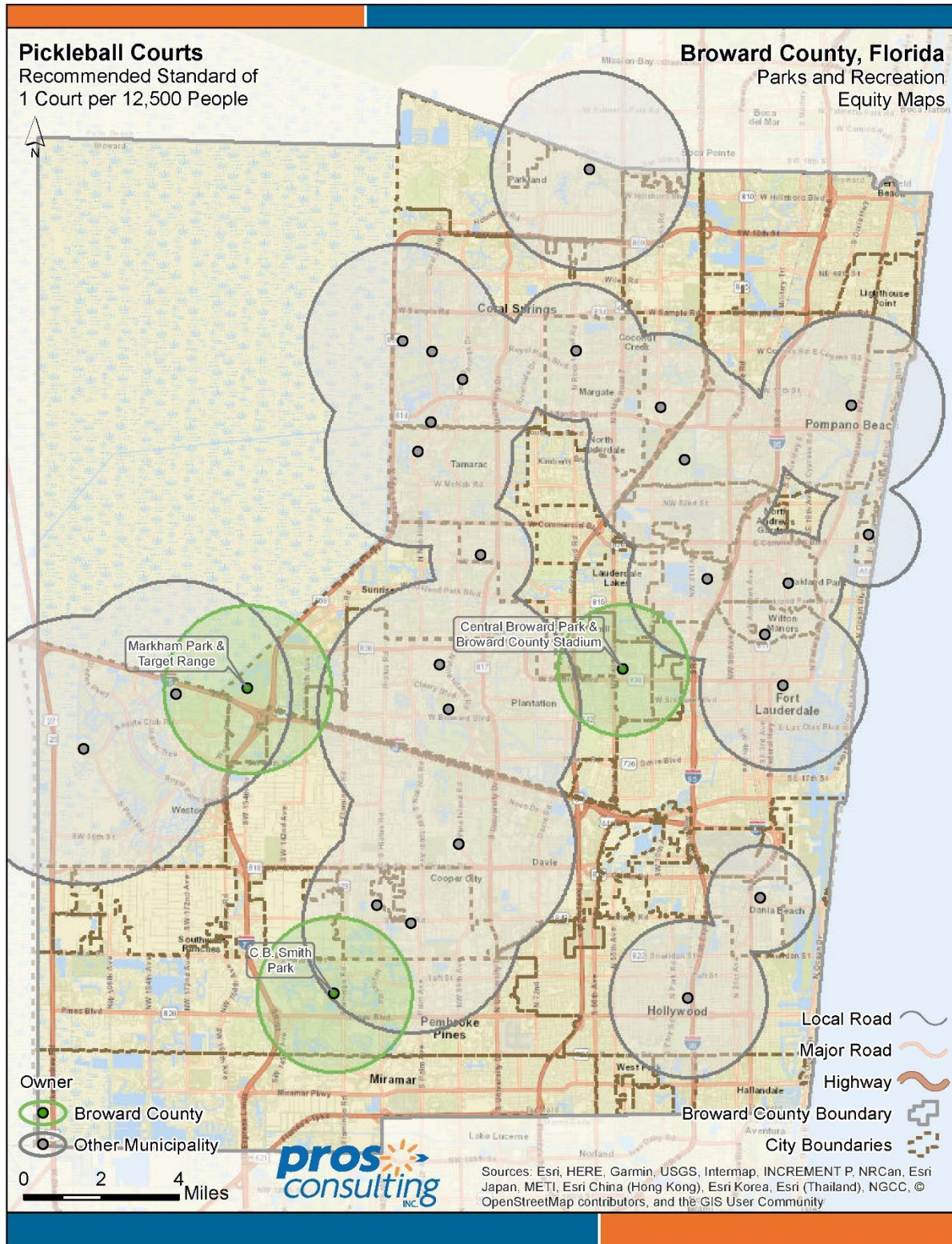
4.2.12. Multi-Purpose Fields



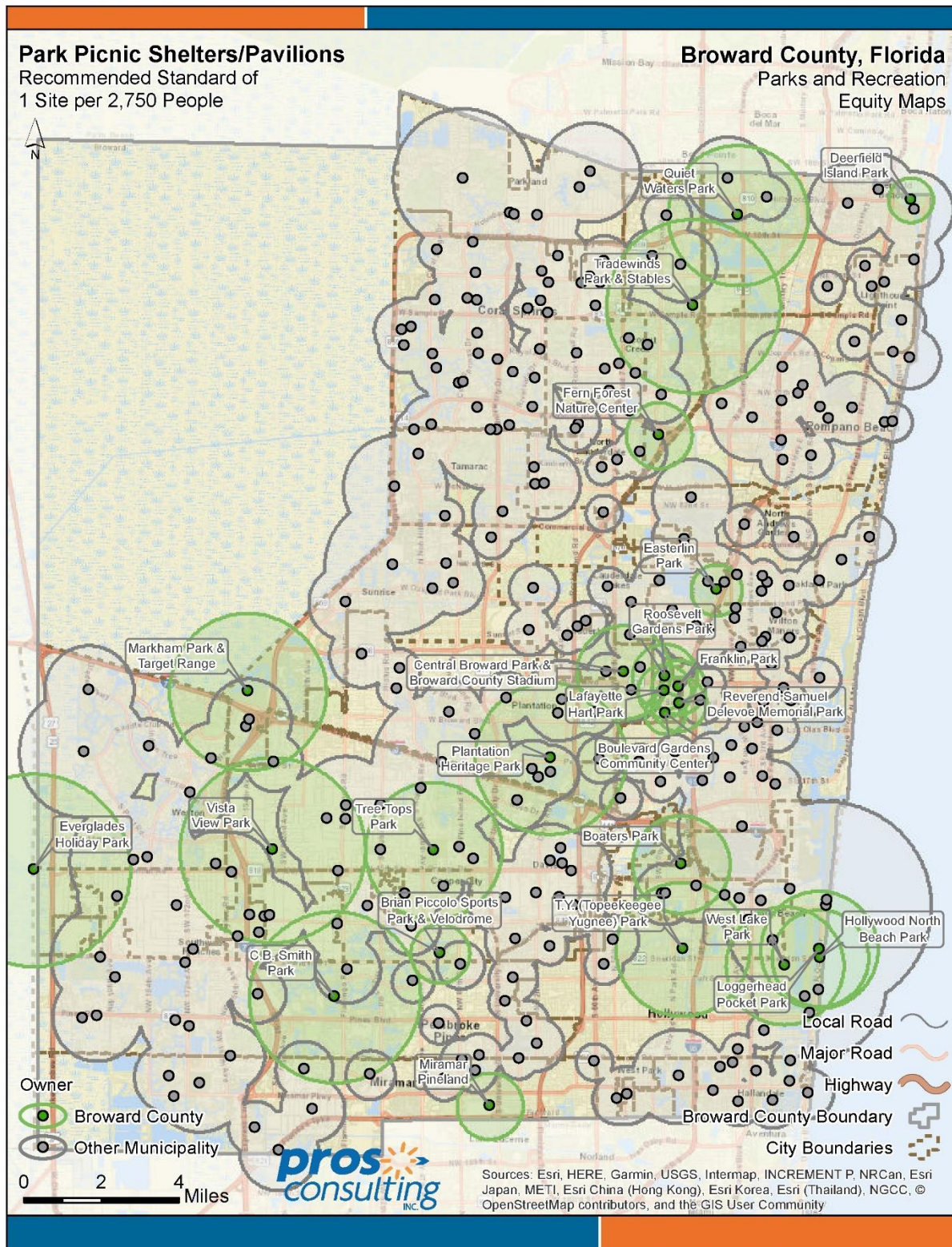
4.2.13. Outdoor Pools



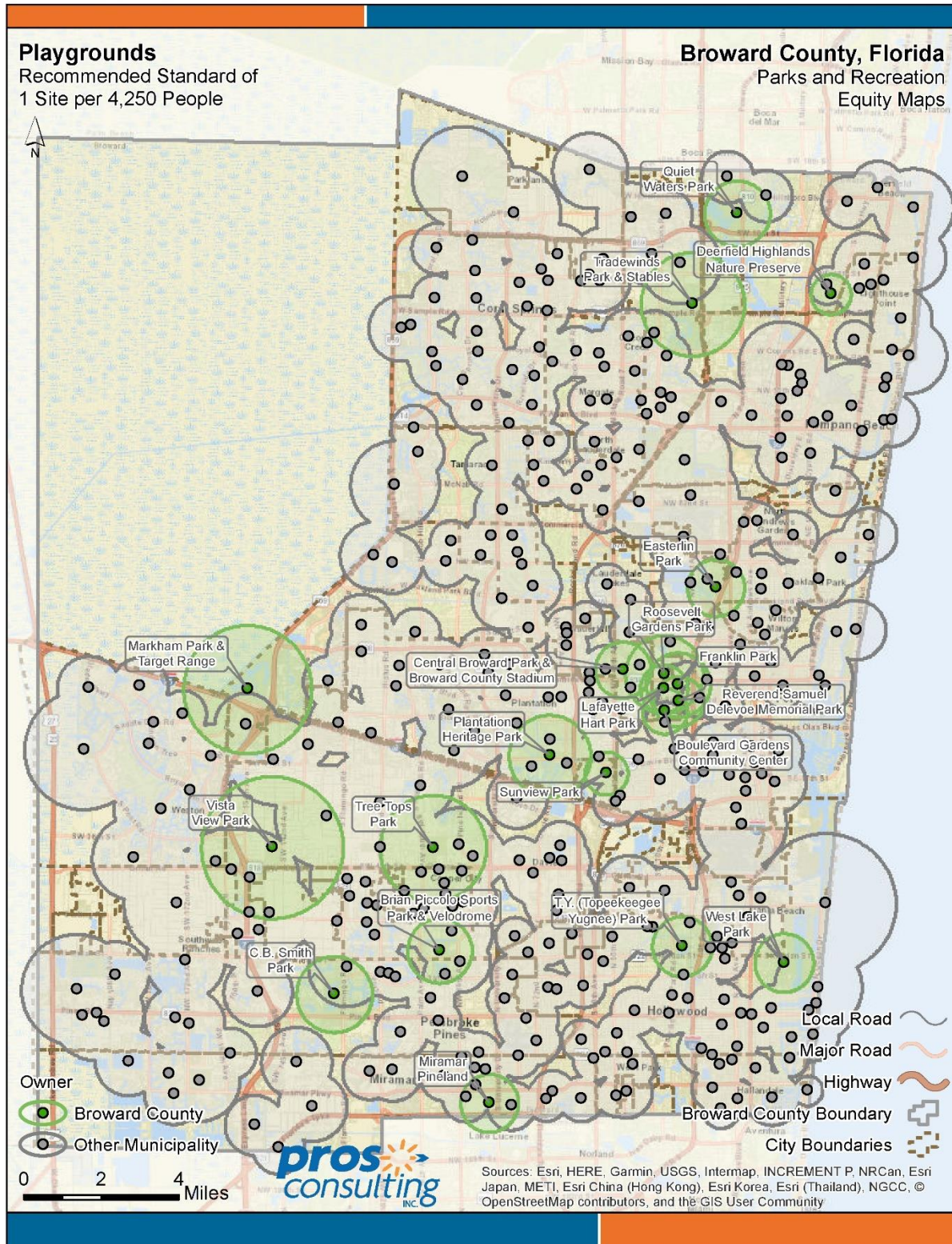
4.2.14. Pickleball Courts



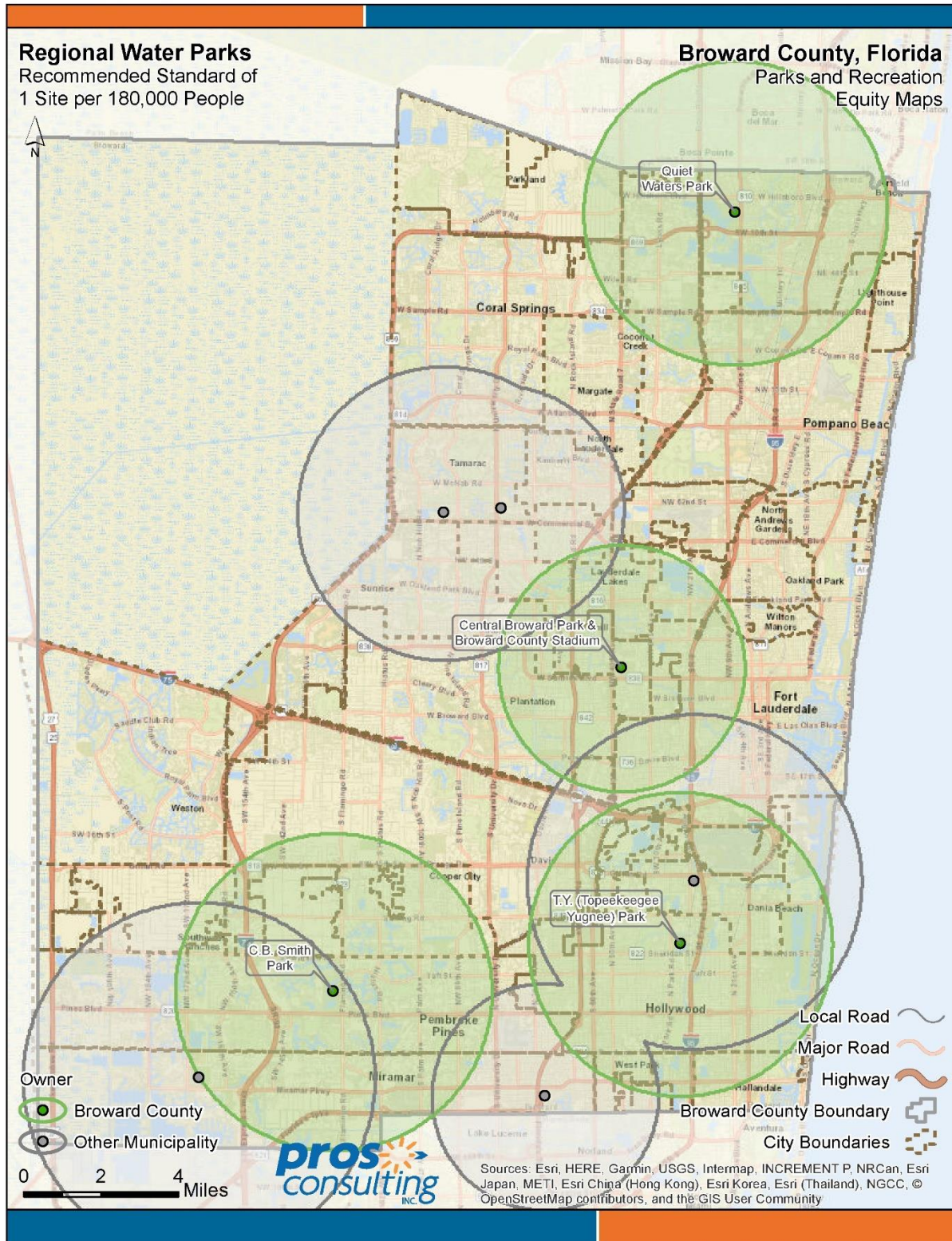
4.2.15. Picnic Shelter/Pavilions



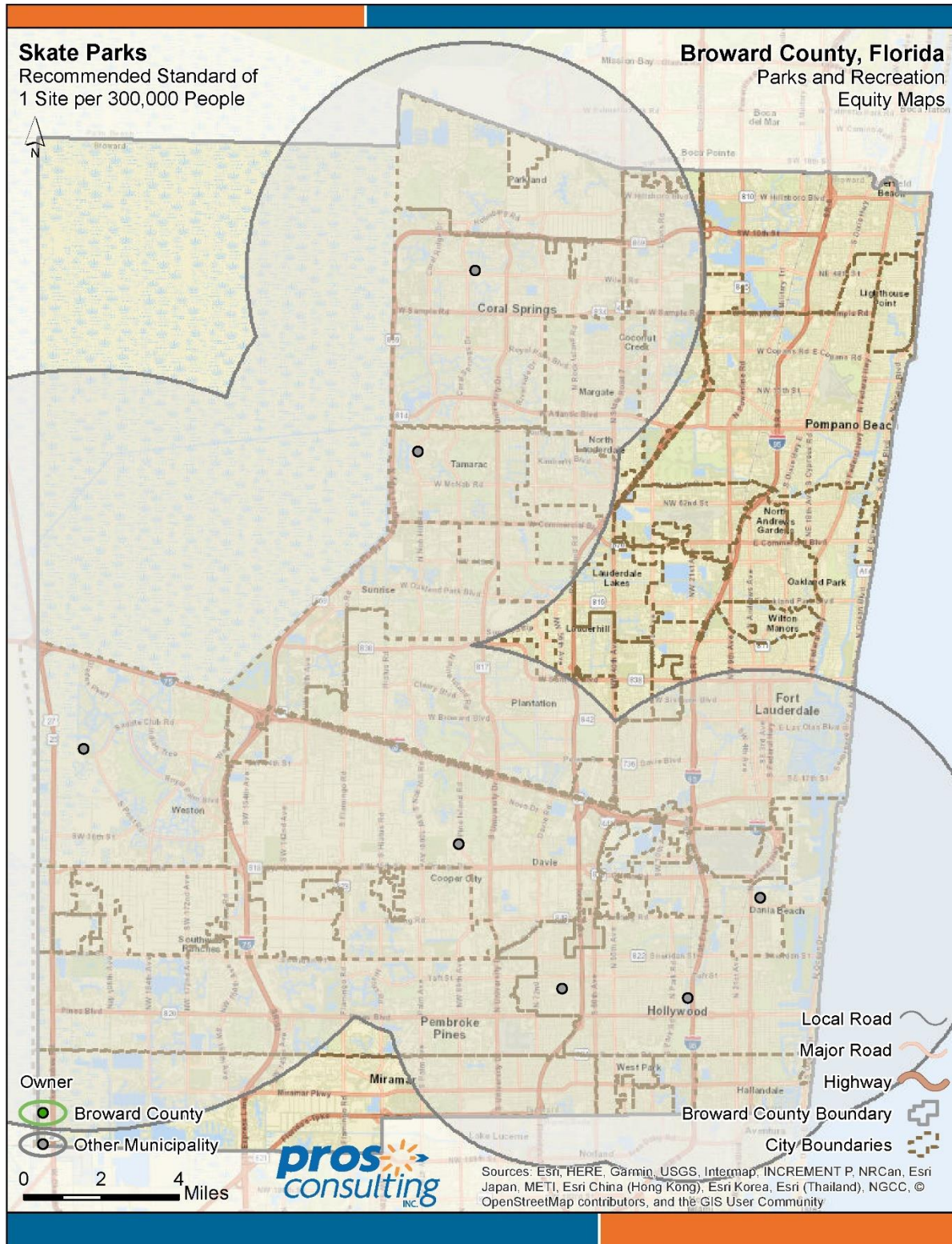
4.2.16. Playgrounds



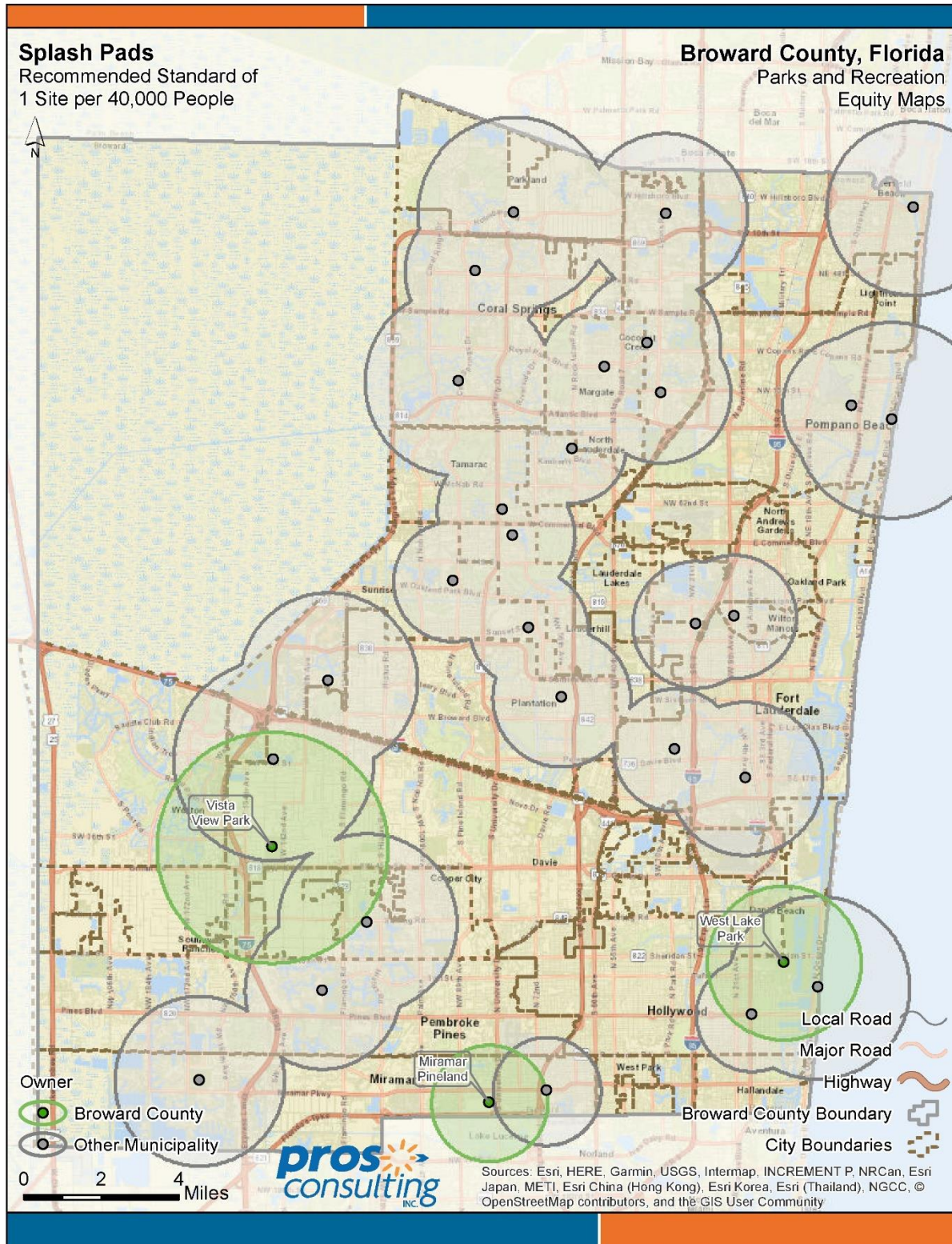
4.2.17. Regional Water Parks



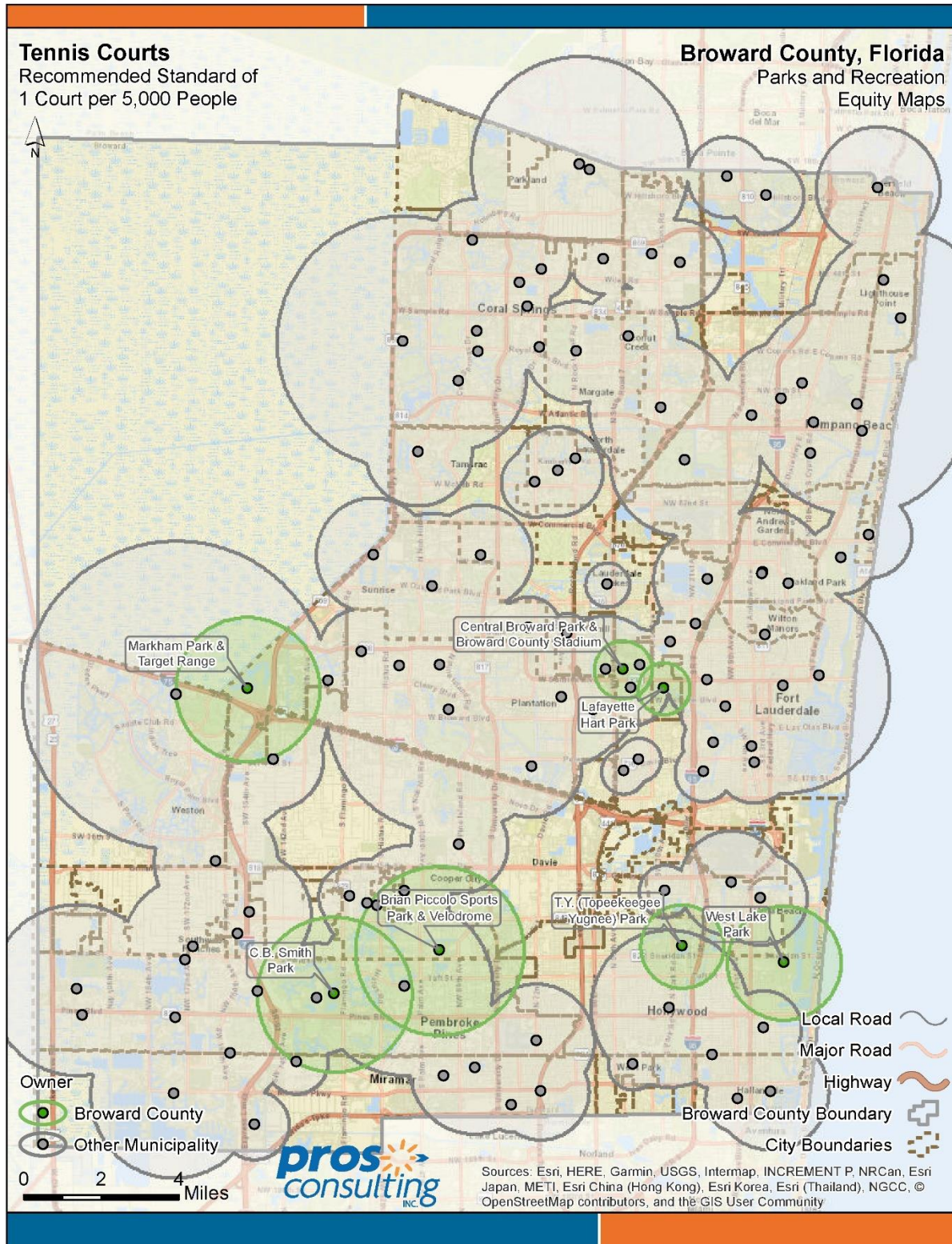
4.2.18. Skate Parks



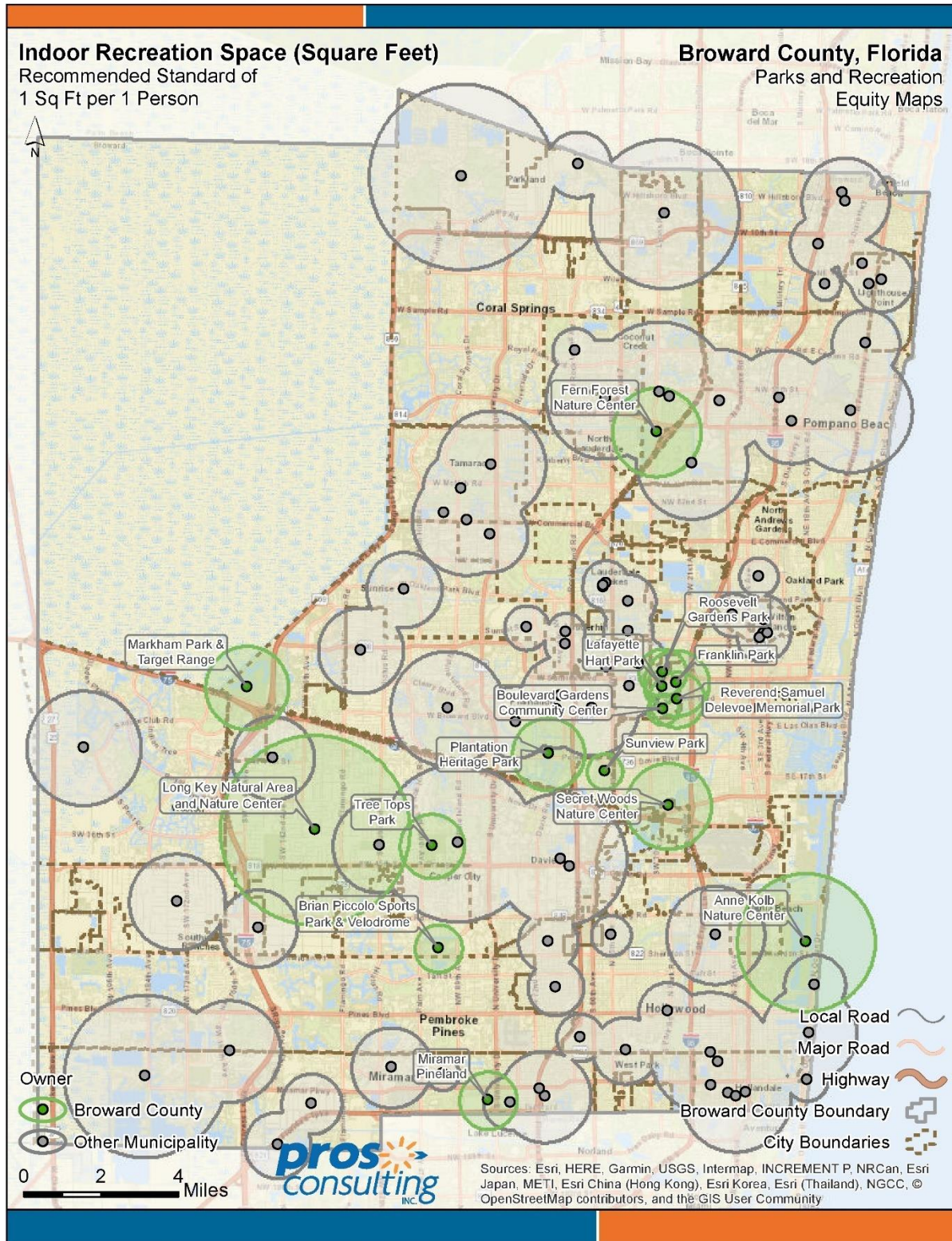
4.2.19. Splash Pads



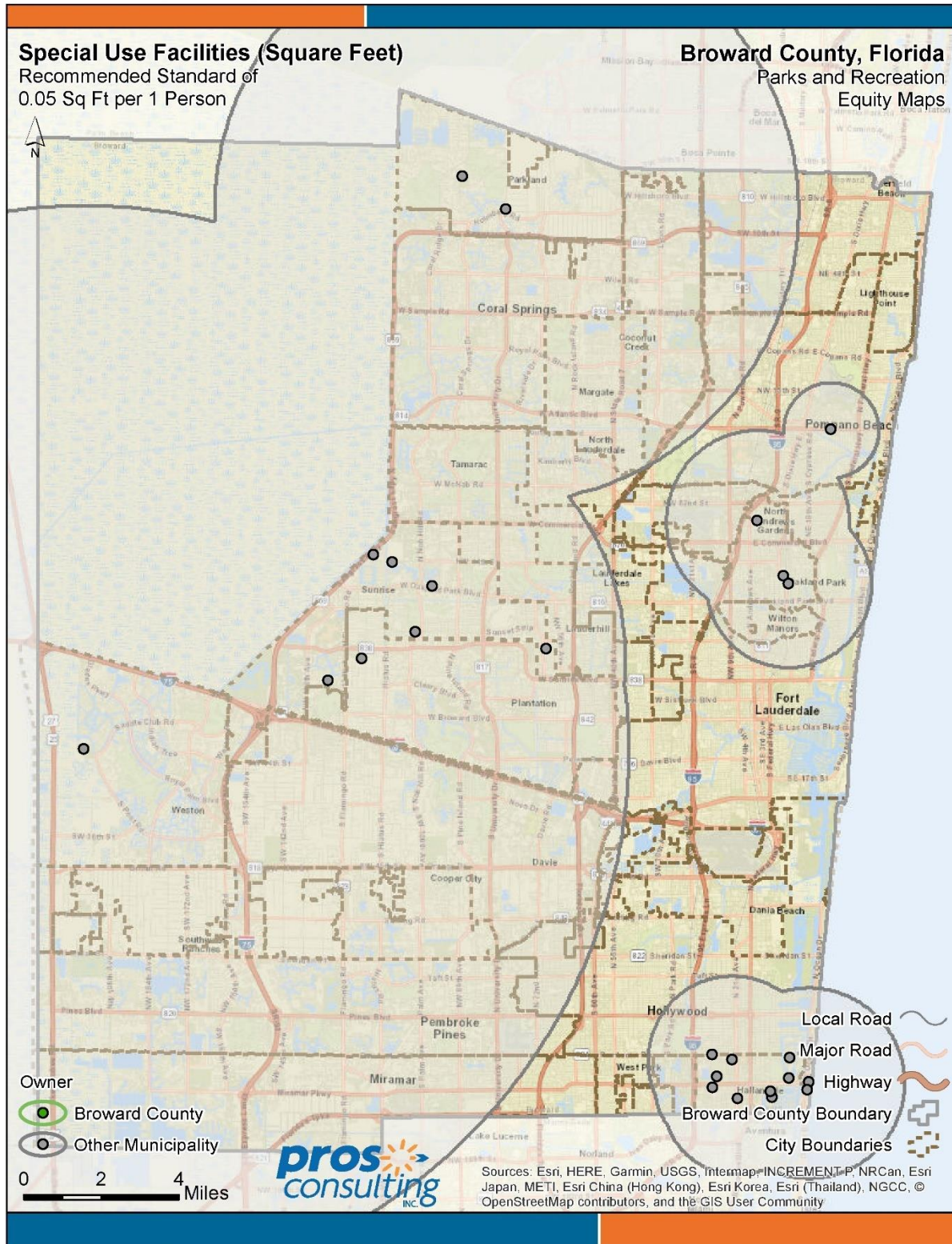
4.2.20. Tennis Courts



4.2.21. Indoor Recreation Space



4.2.22. Special Use Facilities





Chapter Five Environmental Education Program and Services Assessment

5.1. Introduction

As part of the Plan, PROS Consulting Inc. performed an Environmental Education Programs and Service Assessment (“Environmental Assessment”) of the County’s nature centers. The Environmental Assessment offers an in-depth perspective of program and service offerings provided by the various nature centers and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas for improvement, and future programs and services for residents and visitors.

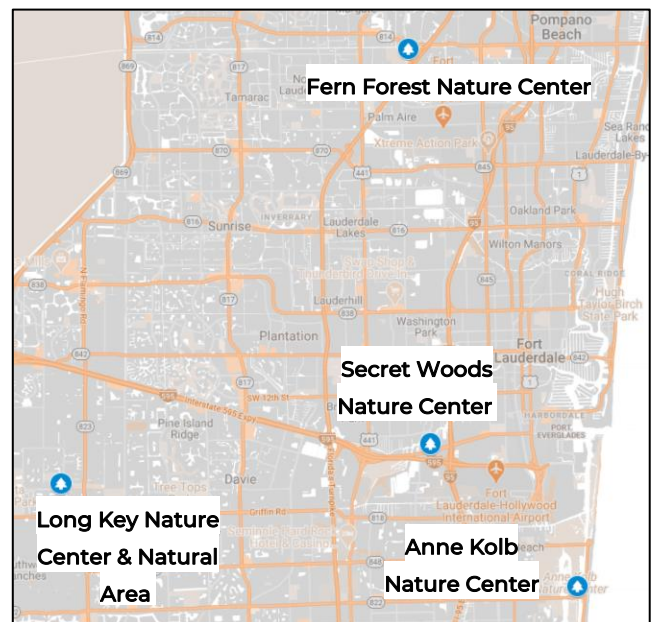
The consulting team based these findings and comments on a review of information provided by personnel from each of the nature centers including program descriptions, financial data, Website content, and discussions with staff. This report addresses the program offerings from an environmental perspective for the entire portfolio of programs offered among the nature centers.

5.2. Framework

The Division’s mission is focused on three main areas: Recreation, Preservation, and Education. Broward strives to “Provide a countywide park system with diverse facilities and recreation opportunities, along with natural area conservation and research-based educational outreach, to enhance the well-being of all residents, businesses, and visitors.”

To help in achieving this mission, the Division owns 22 natural areas, several of which offer consistent naturalist-led environmental education programming. In addition, the Division owns and operates four nature centers, which also provide a comprehensive array of environmental, recreational, and educational programs, special event space, and various rental spaces. Analysis of the following four nature centers’ services is in Section 5.2.2.

- ✧ Anne Kolb Nature Center
- ✧ Fern Forest Nature Center
- ✧ Long Key Natural Area & Nature Center
- ✧ Secret Woods Nature Center



A fifth nature center at Miramar Pineland was recently completed in 2022, after the analysis period.

5.3. Nature Center Overview

Each of the nature centers has ancillary services that support each park's active and passive programs on site. These various services add value to visiting each site and provide additional experiences that can lengthen the time or enhance the overall experience of the visit. Services vary by location, as does the overall environment being highlighted to visitors through their participation.

The County has wisely seized the opportunity to not only educate residents, but to educate visitors through their hospitality. "SUNsational" Service is the County's commitment to create value for all customers. This is at the core of all services and more so with the ancillary services provided at each of the County's nature centers.

Facility staff use each center's natural beauty to their advantage in marketing rental space for all types of gatherings. Most popular are wedding rentals. The combination of scenic destinations and beautiful interior gathering spaces play host to some of the County residents' most special moments. The emphasis placed on accommodating these important life celebrations memorializes the location to these growing families for their lifetime. It is, for many of them, the reason they bring their children back to learn of the natural environment and of where their family began, growing the future advocates, stewards, and lifelong visitors.

While there are special moments created at the nature centers and the parks, it is the exceptional care by staff and volunteers that preserves and keeps these properties accessible during challenging circumstances. At various times, any one of these unique properties or all of them can be impacted by an unexpected event, be it weather- or people-related. Best practice protocols are in place for responses and staff are well established in pivoting under these circumstances to changing priorities, based on needs. A Division comparison of all four centers has been conducted for visitation, facility rentals, and in-house programs over a three-year period. This gives the Division a snapshot side-by-side comparison in areas of similar data tracking.



5.4. Division Nature Center Comparison

From a Division perspective, the consultant team compared a handful of areas where the nature centers are similar in services, which can be used as key performance indicators moving forward.

5.4.1. Total Visitation

The nature centers track total visitation through a traffic monitoring system that counts each vehicle that enters the park. The Division then uses a multiplier to account for more than one person in vehicles, as an average. The visitation for the nature centers is a tool that can be used in conveying the importance of these unique environments and their preservation for future generations. Overall, the Division's total participation for all four centers has increased 5% over the analysis period. Each nature center contributes to the overall visitation. It is recommended that each center explore new programming and/or ancillary service ideas in efforts to continue increasing future visitation.

Nature Center Total Visitation				
Location	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Anne Kolb	232,030	260,637	255,267	10%
Fern Forest	110,431	128,587	126,129	14%
Long Key	69,722	80,397	51,123*	-26%
Secret Woods	152,496	162,260	160,688	5%
Total	564,679	631,881	542,084	-4%

**Note: Due to a nonoperational traffic monitoring system at Long Key for fiscal year 2018/2019, visitations had to be tracked using an alternative, less accurate, method. For this reason, it is believed that the Nature Center's visitation numbers were actually undercounted and should be viewed as such.*

5.4.2. Nature Center Facility Rentals

Nature center facility rentals are important to operations. These gatherings are known to bring in revenue and people that may not have visited the facility before. It is difficult to quantify the number of participants in rentals that will return and visit the parks. However, the staff view these as an opportunity to potentially reach non-visitors who are partaking in these gatherings and could become future users of the park. Rentals have slightly decreased (-7%) for the nature centers overall during the analysis period. As seen in the figures below, total revenue for facility rentals has decreased (-8%) over the analysis period. It is worth mentioning that total revenue increased from fiscal year 2016/17 to fiscal year 2017/18.

Additionally, it should be noted that some rental and programming participations may have been negatively impacted due to uncontrollable circumstances (e.g., the area was struck by hurricanes in 2017/2018 that directly affected some of the nature centers' rental and programming capabilities.) This needs to be taken into consideration when analyzing the following tables.

Nature Center Facility Rentals				
Location	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Anne Kolb	69	76	78	13%
Fern Forest	86	90	84	-2%
Long Key	220	193	168	-24%
Secret Woods	84	79	99	18%
Total	459	438	429	-7%

It should be kept in mind that facility rentals include all rentals, including those by partnering organizations that receive subsidized/sponsored rentals. This is likely the reason that even though the number of rentals went up (at Anne Kolb and Secret Woods) these nature centers are still showing a decrease in rental revenue.

Nature Center Facility Rental Revenue				
Location	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Anne Kolb	\$66,900	\$58,281	\$55,125	-18%
Fern Forest	\$46,450	\$48,591	\$40,127	-14%
Long Key	\$106,855	\$119,088	\$105,461	-1%
Secret Woods	\$50,521	\$47,104	\$49,177	-3%
Total	\$270,726	\$273,064	\$249,891	-8%

5.4.3. Nature Center In-House Programs

The nature centers offer contracted classes, various guided tours, and in-house programs over a range of environmental, natural, and cultural history topics, including plants and animals of South Florida, climate change, and resilience. This analysis is solely focused on in-house programs. The program revenues have seen an increase (16%), despite the recent decrease (-8%) in participation. It is known that capital projects, such as reconstruction of the observation tower at Anne Kolb Nature Center and weather events such as hurricanes Matthew and Dorian, have impacted operations and attendance at various times over the analysis period. It is also worth noting that participation increased with three of the nature centers as seen in the figure below.

Nature Center In-house Program Analysis				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Anne Kolb Participation	2,842	3,218	3,046	7%
Fern Forest Participation	2,287	3,111	2,458	7%
Long Key Participation	540	240	1,131	109%
Secret Woods Participation	4,414	4,016	2,684	-39%
Total Participation	10,083	10,585	9,319	-8%
Anne Kolb Revenue	\$8,088	\$16,625	\$15,270	89%
Fern Forest Revenue	\$2,195	\$2,496	\$2,828	29%
Long Key Revenue	\$3,885	\$1,941	\$2,468	-36%
Secret Woods Revenue	\$13,095	\$13,932	\$10,948	-16%
Total Revenue	\$27,263	\$34,994	\$31,514	16%

5.5. Nature Centers' Ancillary Services

The following sections identify the nature centers and their ancillary services, and analyzes these services over a three-year period, individually.

5.5.1. Anne Kolb Nature Center

This nature center opened in 1996 after several years of planning. Anne Kolb is part of the largest property in the park system with 1,501 acres. This site protects a coastal mangrove wetland, and a variety of plants and animals call this preserve home including endangered and threatened species. The location has several unique features and services including:

- ✧ Environmental Boat Tours
- ✧ Exhibit Hall & Nature Tours
- ✧ Kayak Rentals
- ✧ Merchandise
- ✧ Rentals (meeting room & wedding rentals)
- ✧ Special Events
- ✧ Volunteering



BOAT TOURS

The analysis shows that public boat tours have decreased 12% in participation and decreased 6% in revenue. It would be beneficial to look at the quality and consistency of the boat tours and ensure there are customer experience standards in place with periodic quality assurance audits. Trends show that a decrease can usually recover when the tours are refreshed with new interactions and quality improvements where possible. It should also be noted that participation in group guided tours has increased 24% over the last three years. Identifying what is different between the two and any similarities can assist staff in re-energizing the boat tours as a service.



During the site assessment, it was noted that the boat was no longer available, and the County is in the procurement process to bring in an improved tour boat. With a new boat, the County should be able to host more participants and do so more reliably. During this interim time, the staff should make plans on how to enhance the guided tours and continuously adjust the tour with new interactions.

Anne Kolb Boat Tours				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Public Boat Tour Participation	3,484	3,241	3,061	-12%
Public Boat Tour Revenue	\$21,203	\$20,823	\$20,005	-6%
Group Boat Tour Participation	1,717	2,243	2,130	24%

EXHIBIT HALL/NATURE TOURS

The exhibit hall and nature tours provide an opportunity for a better experience. These interactions broaden perspectives and develop a deeper understanding of the environment and the human population's place in it. Public visits to the exhibit hall have increased significantly (215%). This increase is largely due to discontinuing the entrance fee to the exhibit hall. The exhibit hall visitation increases interaction to educate the public about the environment at the Anne Kolb Nature Center.

The exhibit halls provide a critical method of enhancing the public's knowledge of the history of Broward County and the impact that development has over time. With different videos and exhibits, participants can learn about the importance of native species and habitats, and resiliency efforts to address climate change and the resulting problems such as sea-level rise, increasing temperatures, and ocean acidification.

Anne Kolb Exhibit Hall Visitation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Exhibit Hall Participation	7,077	16,686	22,299	215%
Guided Group Tour Participation	3,034	3,508	3,041	0%
Guided Group Nature Tour Participation	2,473	2,653	2,341	-5%

MARINA PADDLERS & RENTALS

The kayak rentals and programs are popular within the ancillary services. This up-close and intimate experience in the mangroves helps visitors feel enveloped by nature, reducing the paddlers' focus to the immediate surroundings. The experience is a powerful way for visitors to leave with a respect for the environment and love for the area being preserved. Marina programs have decreased by 20% during the past three years. However, it is important to note that participation grew more than 100% from fiscal year 2016/17 to fiscal year 2017/18. Additionally, since this is an outdoor activity, weather can play a crucial role and foul weather can make customers apprehensive to venture out. When looking at the passive use through kayak rentals, there has been a 1% increase in participation with a decrease in revenues by 10% during the analysis period. Further, paddlers can appreciate the importance of and effect of mangroves in their natural habitat, quelling the impact and rise of the ocean as they seek a shady break during their trip.

Anne Kolb (at West Lake) Marina Visitation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Marina Paddlers	55	125	44	-20%
Marina Rental Paddlers	12,956	13,633	13,081	1%
Marina Rental Revenue	\$186,110	\$179,011	\$166,891	-10%

FACILITY RENTALS

All of the nature centers track their rental types by category. As shown in Figure 17 to the right, meetings/ conferences and weddings are by far the most popular types of rentals at Anne Kolb, each averaging 32% and 22% (respectively) of the center's total annual rentals over the last three fiscal years.

Additionally, rentals are tracked by fee-based and co-sponsorship rentals (non-fee-based). Co-sponsorship rentals are uses of the spaces by partnering organizations. The organizations are made up from user groups, civic organizations, clubs with specific interests, other municipalities, and other County agencies.

Fee-based total rentals have increased 13% during the analysis period, yet revenue has decreased by 18%. Where non-fee-based rentals as a whole have increased 32%, the co-sponsorship events (non-fee-based) increased 47%. It is important to ensure that non-fee-based rentals are not occupying peak demand timeslots. Not only do co-sponsorships receive the benefit of the space, they could potentially bring a negative impact on revenue generation.

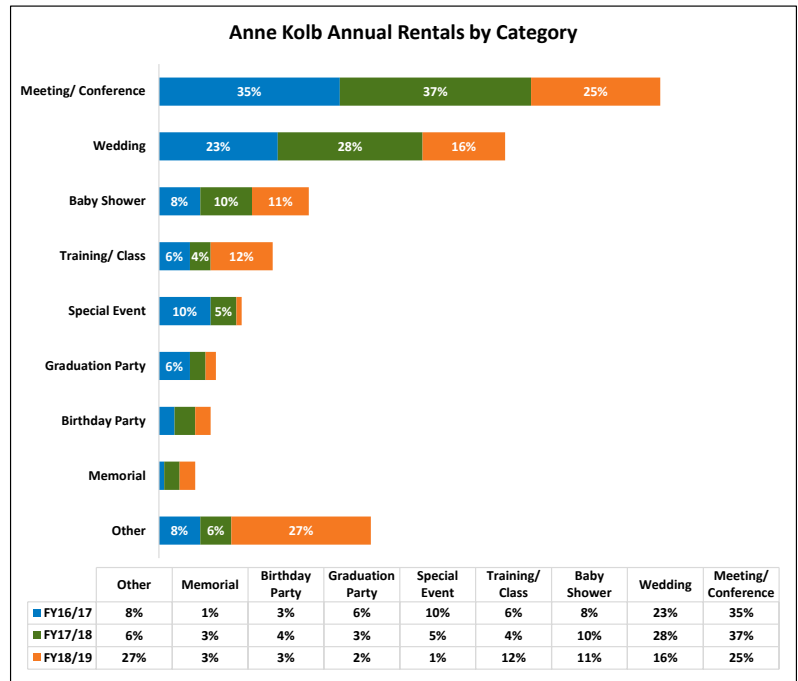


Figure 15: Anne Kolb Facility Rentals

Anne Kolb Hall Rentals				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Fee Based Rentals	69	76	78	13%
Revenue	\$66,900	\$58,281	\$55,125	-18%
Non-Fee Based Rentals	72	87	95	32%
Co-Sponsorships Events (Non-Fee Based)	19	21	28	47%

MERCHANDISE

Merchandise sales have been decreasing during the analysis period. Merchandising can contribute to more than the bottom line. Attractive merchandise can help achieve a greater reach with impressions outside of the nature center by guests exhibiting the special place they enjoyed and enticing others to visit. Land permitting, it may also be beneficial to feature a community garden with native species for visitors to see and purchase, supplementing the rotating Native Plant Sales that already occur. Not only should such an initiative benefit the local environment, but it could be used to engage volunteers and generate a self-sustaining revenue stream.

Anne Kolb Merchandise Revenue			
FY 2016/17	FY 2017/18	FY 2018/19	Growth
\$6,616	\$5,962	\$2,995	-55%

SPECIAL EVENTS & PROGRAM PARTICIPATION



Special event and program participation have increased 17% and 7% respectively. Even more interesting is the rate at which employee-taught programming increased in revenue 89%. Understanding the significant increase from fiscal year 2016/17 to fiscal year 2017/18 could help identify changes to the programs that could be beneficial outside of Anne Kolb. Nature center programs typically focus on guided nature tours, EcoAction volunteer workdays, and general nature education. To reinforce the Division's focus on resiliency and sustainability into the future, additional topics could focus on the impact each household or business may have and the efforts of the County to mitigate for the impacts of climate change.

Anne Kolb Event and Programs Participation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Special Event Participation	2,062	1,571	2,419	17%
Program Participation	2,842	3,218	3,046	7%
Program Revenue	\$8,087.50	\$16,625	\$15,270	89%

MEETINGS/CLUBS & VOLUNTEERS

Meeting space for community organizations and various clubs in the County are great ways to cross over and gain opportunities with audiences the nature center may otherwise have difficulty reaching. Clubs have the ability to contribute, and in many instances do, to the nature center's overall volunteer efforts. Total participation in meetings and clubs has increased 48%. Volunteer participation has decreased 35% during the analysis period, yet total volunteer hours have increased 5%. Volunteers are tracked on a calendar year (January 1 to December 31) and not the fiscal year (October 1 to September 30). It should be noted that "volunteer hours" is a combination of regular volunteers and workday volunteers. The noticeable fluctuation in volunteer hours is a direct cause of large groups coming out for EcoAction Days, which is rather unpredictable.

Anne Kolb Meeting/Clubs and Volunteer Participation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Meeting/Club Participation	104	116	154	48%
Volunteer Participants	447	635	289	-35%
Volunteer Hours	2,775	4,423	2,912	5%

Note: Volunteer numbers are on a calendar year basis.

TOTAL VISITATION

Total visitation has increased approximately 10% during the analysis period. Continual increased visitation will help the Division accomplish a large part of the preservation and education in its mission.

Anne Kolb Visitation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Total Visitation	232,030	260,637	255,267	10%



5.5.2. Fern Forest Nature Center

The nature center opened in 1985 and is designated as an Urban Wilderness Area. Fern Forest is 247 acres of preserved environment. With more than 10 plant communities and more than 30 varieties of ferns, this property takes you into a lush forest and wetlands. The site protects a unique environment that began decreasing in size in the early 1900s due to development and the need for dry land to build upon. It is due to the wet nature of Fern Forest that there are elevated boardwalks throughout, which also limits the property uses. The location has several unique features and services including:

- ✧ Nature Center Exhibits
- ✧ Nature Tours
- ✧ Rentals (meeting room & wedding rentals)
- ✧ Special Events
- ✧ Volunteering



NATURE TOURS

Nature tour participation numbers also include the program participation. For this reason, we have included the revenue from employee-taught classes in this analysis. Participation has increased 7%. Although revenues have decreased 14% over the period, they have also increased in the most recent fiscal year.

Fern Forest Exhibit Hall Visitation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Guided Group Nature Tour Participation	2,287	3,111	2,458	7%
Guided Group Nature Tour Revenue	\$8,920	\$7,429	\$7,693	-14%

FACILITY RENTALS

Assessing rental types by category, Fern Forest's hall and amphitheater are used primarily for weddings. As seen in Figure 18 to the right, weddings make up roughly three-quarters of all rentals over the last three fiscal years.

Hall rentals and revenues have decreased 2% and 14% respectively. More noticeably, co-sponsorship events (non-fee-based) have decreased 33%.

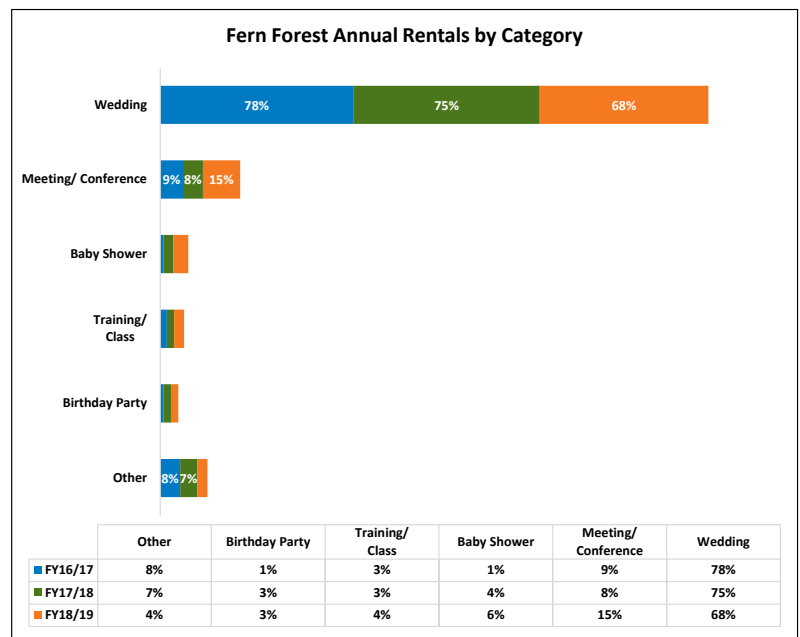


Figure 16: Fern Forest Facility Rentals

Fern Forest Hall Rentals				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Fee Based Rentals	86	90	84	-2%
Revenue	\$46,450	\$48,591	\$40,127	-14%
Co-Sponsorships Events (Non-Fee Based)	9	4	6	-33%

SPECIAL EVENTS

Special event participation has increased marginally at 2%.

Fern Forest Event Participation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Special Event Participation	1,372	1,313	1,403	2%

VOLUNTEERS

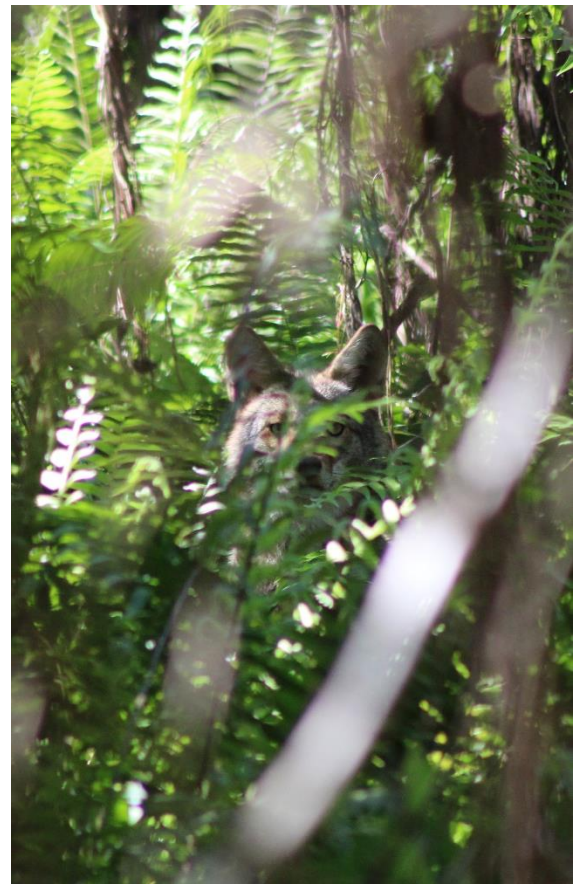
Volunteer participation has decreased by 63% during the analysis period, while the total number of hours has increased 29%. This implies that there are fewer volunteers working more hours. It is important to monitor volunteer fatigue to ensure a returning volunteer. As an example, a local teacher recently retired who used to provide additional school credits for volunteering at Fern Forest, which has impacted the participation numbers.

Fern Forest Volunteer Participation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Volunteer Participants	378	199	141	-63%
Volunteer Hours	2,195	2,496	2,828	29%

TOTAL VISITATION

Total visitation has increased 14% during the analysis period, however, it has decreased from fiscal year 2017/2018 to fiscal year 2018/2019.

Fern Forest Visitation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Total Visitation	110,431	128,587	126,129	14%



5.5.3. Long Key Natural Area & Nature Center

Long Key Natural Area is a one-of-a-kind location. It is home to the Long Key Nature Center and was purchased by the County to preserve the property and the rich heritage it has been known for from past civilizations and more modern-day uses. The park opened in 2008 and features nature and equestrian trails, an exhibit hall, a large rental facility, and an exhibit hall on 160 acres. The exhibit hall captures the archaeology, history, and ecology of the property, educating visitors as to the importance of its preservation. The exhibits are a higher standard than typically exist in nature centers and are more along the quality of a museum in order to tell the full story of the environment and past civilizations that lived there. Long Key is a popular destination for tourists including cruise ship passengers due to its rich history and prior land use. Ancillary services include:

- ✧ Exhibit Hall & Nature Tours
- ✧ Nature Tours
- ✧ Rentals (meeting room & wedding rentals)
- ✧ Partnerships



NATURE TOURS

Nature tour participation has increased significantly by 109% over the analysis period. Participation fluctuates annually and increased by nearly 900 participants from fiscal year 2017/18 to fiscal year 2018/19.

Long Key Exhibit Hall Visitation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Guided Group Nature Tour Participation	540	240	1,131	109%

PROGRAMS

Programming has not been consistent over the analysis period. This is due in part to staff shortages and other priorities including hurricane clean-up and projects. As a result, revenues from programming have decreased 36%.

Long Key Programming				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Programming Revenue	\$3,885	\$1,941	\$2,468	-36%

FACILITY RENTALS

Assessing rental types by category, Long Key's hall and room are used primarily for weddings and meetings/conferences. As seen in Figure 19 to the right, weddings and meetings/conferences make up roughly two-thirds of all rentals over the last three fiscal years.

Rentals for Long Key include the classroom and the hall, both of which have decreased 26% and 24% respectively over the last three fiscal years. Rentals, like group tours, fluctuate annually. It is the largest source of earned income from Long Key. Revenues have been slightly impacted by the decrease in rentals 1%.

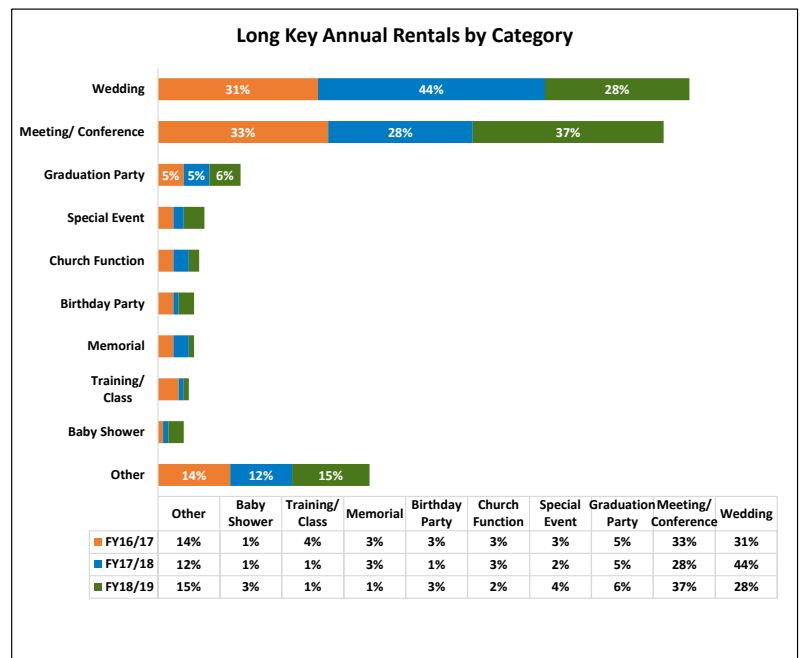


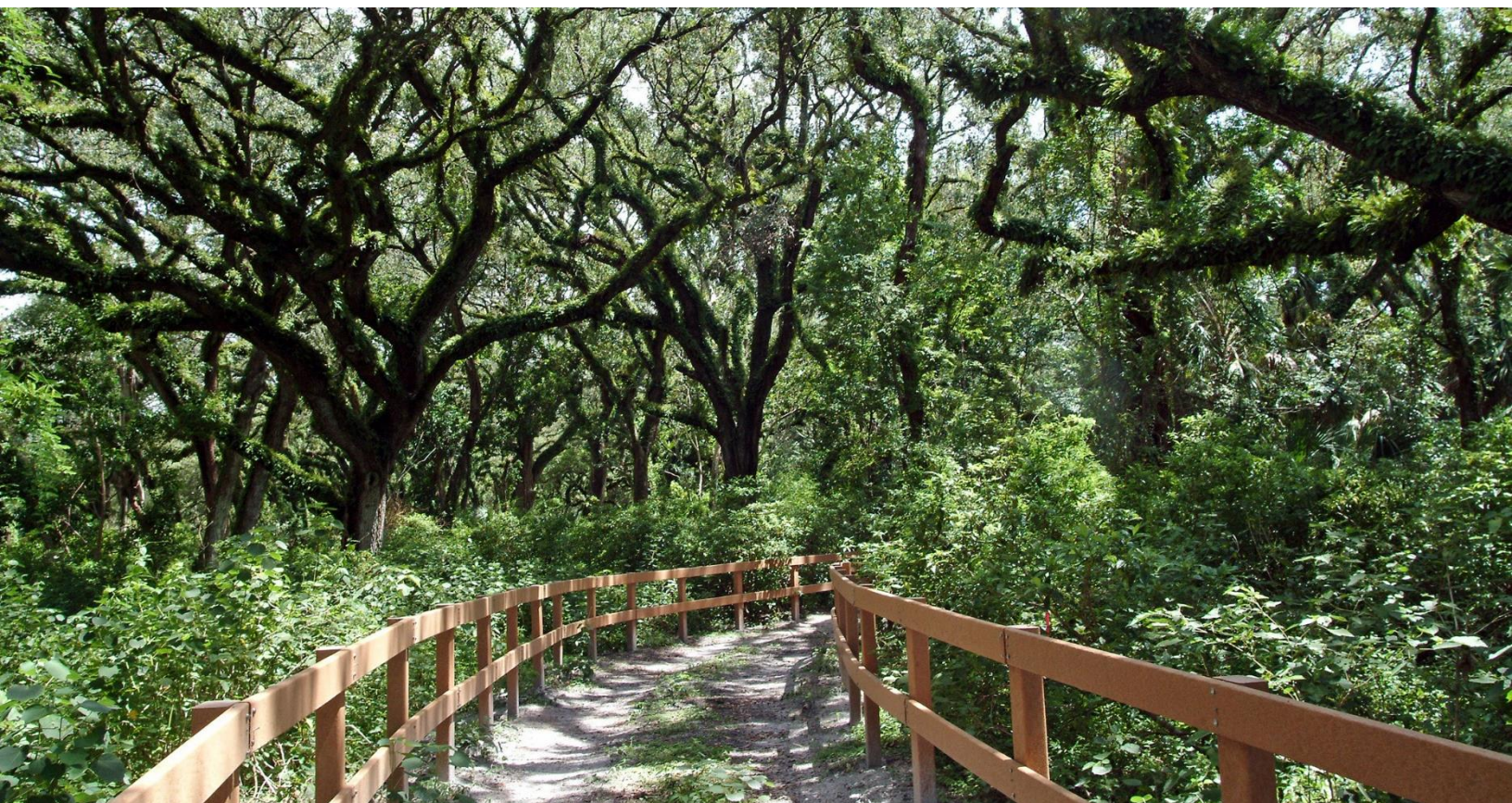
Figure 17: Long Key Facility Rentals

Long Key Facility Rentals				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Classroom Fee Based Rentals	19	15	14	-26%
Hall Fee Based Rentals	160	152	122	-24%
Total Revenue	\$106,855	\$119,088	\$105,461	-1%
Classroom Co-Sponsorship Events (Non-Fee Based)	3	5	4	33%
Hall Co-Sponsorship Events (Non-Fee Based)	18	8	10	-44%

TOTAL VISITATION

Total visitation has experienced a recent decrease during the analysis period. However, it has increased from fiscal year 2016/2017 to fiscal year 2017/2018.

Long Key Visitation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Total Visitation	69,722	80,397	51,123	-27%



5.5.4. Secret Woods Nature Center

The County's first nature center opened in 1978. Secret Woods is a perfect name for this park bordered to the north by the South Fork New River and the south by State Road 84. The visitors experience an urban oasis when walking along the trails through the thick tree canopy and areas of dense undergrowth. This first-of-its-kind, and appropriately labeled, urban wilderness places an emphasis on nature through nature trails, a nature exhibit hall, Pollinator Pathway, and nature-oriented programming. Secret Woods preserves almost 56 acres of mature tree canopy and undergrowth including cabbage palms, fig trees, laurel oaks, and red bay as examples. Ancillary services include:

- ✧ Nature Center Exhibits
- ✧ Rentals (meeting room & wedding rentals)
- ✧ Special Events & Programming
- ✧ Volunteering

FACILITY RENTALS

Secret Woods rents out its hall and butterfly garden for events and gatherings with an event breakdown as shown in Figure 20. Weddings and baby showers are by far the most popular types of rentals at Secret Woods, each making up 37% and 27%, respectively, of the center's total annual rentals.

In addition to the rental categories, the hall rentals have increased 18% while revenues have decreased 3% during the analysis period. Furthermore, co-sponsorship rentals also decreased 33% over the same time period.

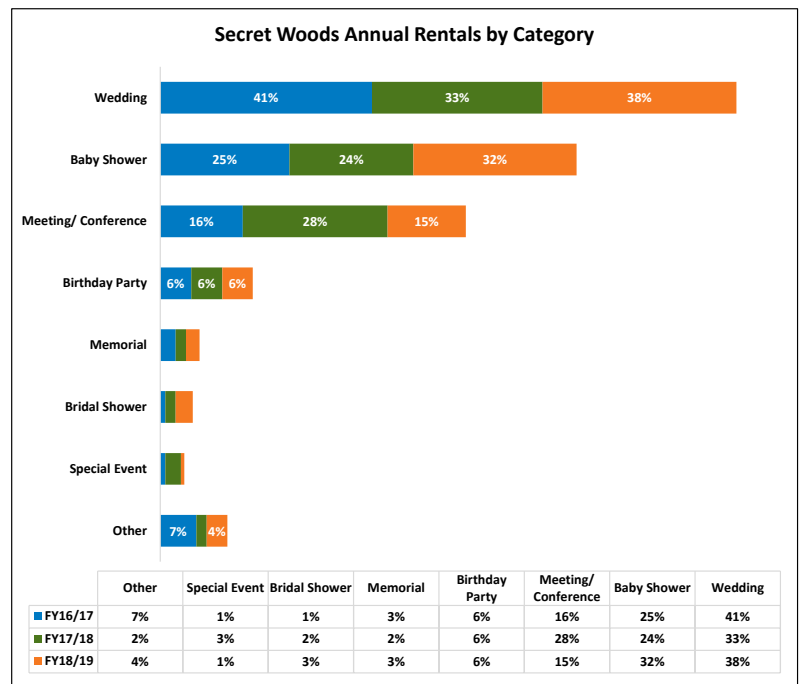


Figure 18: Secret Woods Facility Rentals

Secret Woods Hall Rentals				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Fee Based Rentals	84	79	99	18%
Revenue	\$50,521	\$47,104	\$49,177	-3%
Co-Sponsorships Events (Non-Fee Based)	15	11	10	-33%

SPECIAL EVENTS & PROGRAM PARTICIPATION

Special event participation has increased significantly by 98% over the analysis period. Naturalist programming has decreased in participation by 39% and revenue by 16%. It is important to understand that renovations and Hurricane Dorian impacted the programming from the last two fiscal years.

Secret Woods Event and Programs Participation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Special Event Participation	526	1,004	1,039	98%
Program Participation	4,414	4,016	2,684	-39%
Program Revenue	\$13,095	\$13,932	\$10,948	-16%



MEETINGS/CLUBS & VOLUNTEERS

Total participation in meetings has decreased 10%. Volunteer participation has decreased 20% over the analysis period. It is worth noting that the weather played a role in the decrease from fiscal year 2017/18 to fiscal year 2018/19.

Secret Woods Meeting/Clubs and Volunteer Participation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Meeting/Club Participation	29	35	26	-10%
Volunteer Participants	35	36	28	-20%

TOTAL VISITATION

Total visitation has increased marginally over the analysis period by 5%.

Secret Woods Visitation				
	FY 2016/17	FY 2017/18	FY 2018/19	Growth
Total Visitation	152,496	162,260	160,688	5%

5.6. Nature Center Partners

The nature centers are near and dear to many County residents. The rich histories and locations make them a magnet for visitors and residents alike. With a wide segment appeal, partners have become part of the family through their use, help with preservation through volunteers, program assistance, and donations. The following is a list of partners with the Division at the time the analysis was conducted.

Broward County Parks and Recreation Partners	
County Agency Partners	Other Partners
Aviation Department	Boy Scouts of America
Broward County Commissioners' Offices	Broward County Butterfly Chapter of the North American Butterfly Association
Broward County Schools	Broward County Crime Commission
Community Partnership's Division	Broward Victim Right's Coalition
Elderly and Veterans Services Division	Everglades Birding Festival
Environmental Engineering Division	Florida Department of Agriculture and Consumer Services
Environmental Protection and Growth Management Division	Florida Fish and Wildlife Conservation Commission
Family Success Administration	Florida Master Gardeners
Human Resources Division	Florida Master Naturalists
Human Services Department	Florida Native Plant Society
Learning and Organizational Development Section	Florida Recreation and Park Association
Nancy J Cotterman Center	Friends of Groups and the Parks Foundation of Broward County
NatureScape	Girl Scouts of America
Office of Intergovernmental Affairs	HandsOn Broward
Office of Regional Communications and Technology	Healthy Mothers Healthy Babies
Office of the County Attorney	International Dark Sky Association
Office of the County Auditor	P3 Environmental Challenge
Pollution and Prevention Division	Publix Cares Day
Purchasing Division	Sierra Club of Broward County
Supervisor of Elections	South Florida Audubon Society
Transit Division	Local Municipalities
	University of Florida Institute of Food and Agricultural Sciences Extension Education
	Urban League of Broward County
	US Department of Agriculture

5.7. Conclusion

As the Division, the nature centers, and services continue to evolve it will be crucial to ensure key metrics are being tracked consistently and monitored on an annual basis. Below are some overall observations that were identified during this analysis.

Total visitation has experienced a slight increase of 5% during the analysis period, with Anne Kolb having 255,267 visitors, the highest visitation in the most recent fiscal year. However, visitation numbers have decreased from fiscal year 2017/18 to fiscal year 2018/19 and were impacted by capital projects such as the reconstruction of the Anne Kolb observation tower and weather events, limiting access to the parks.

Facility rentals have decreased 7% overall and revenue has decreased 8%. Overall revenues increased from fiscal year 2016/17 to fiscal year 2017/18 before decreasing in fiscal year 2018/19. Facility rentals generate the largest collective amount of revenue for the nature centers.

In-house programs have decreased 8% overall in participation but have coincidentally increased in revenues by 16%. Moving forward, it will be important for nature centers to overcome one constant challenge in order to increase program participation. The Division will need to focus on finding new methods of delivering nature education and environmental resilience to younger audiences and keeping those audiences engaged over the years.

Anne Kolb and Long Key nature centers are the two most recent nature centers added to the system, while Secret Woods and Fern Forest were opened decades earlier. Differences in the exhibit halls and size of spaces can be attributed to the changes in the industry focusing on the customer experience and outcomes.

Fern Forest and Secret Woods have elevated boardwalks to allow visitors to reach locations on site that would otherwise be untraversable to most people. While it is the environment dictating the need for elevated boardwalks that take visitors to the interior of these parks, it is the same enticing beauty that limits the use of these parks as well.

As the Division completed construction of a new nature center at Miramar Pineland, it should be careful to note the key success factors for each of the other centers. Although a site-specific plan is core to long-term success, discounting the lessons already learned would be a disservice to the community.

The nature centers and natural areas are core to the mission of the County park system with preservation and education efforts. It is much greater than just being core to the Division's mission, it is ultimately important to all residents that every effort be made to preserve these sites and educate the visitors on the impacts to the environment from a local and tourism standpoint. Outdoor recreation has evolved into ecotourism. This is a great way to preserve the environment and local heritage in a sustainable manner by making it relevant to tourists, enhancing the experience, and helping to foster a greater understanding of human existence in sensitive environments.





Chapter Six Program Assessment

6.1. Program Assessment Overview

Below are some overall observations that stood out when analyzing all four program assessment sheets from each of the nature centers.

Overall, the program descriptions effectively communicate the key benefits and goals of each Core Program Area.

Age segment distribution is effective but needs to be annually monitored to ensure program distribution aligns with community demographics.

Program lifecycles: Approximately 13% of the system's current programs are categorized in the Introduction Stage, while 2% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found later in this chapter.

The County's volunteer program allows residents and organizations to easily get involved and give back to the community through various volunteer opportunities, friends groups, special events, and programs, but there are some concerns with the organization, processing, and tracking of volunteer applications and efforts. The Division is currently leading a countywide initiative to improve the volunteer onboarding and tracking process, which should better facilitate volunteer efforts in the future.

From a marketing and promotions standpoint, the staff use a variety of marketing methods when promoting their programs including printed and online program guides, the County's Website, flyers/brochures, email blasts, paid advertisements, on-hold preprogrammed phone messages, online newsletters, in-facility signage, QR codes, and various social media channels as a part of the marketing mix.

- ✧ The Division, as well as each nature center, would benefit from identifying marketing Return on Investment (ROI) for all marketing initiatives
- ✧ Opportunity to increase the number of cross-promotions

Currently, customer feedback methods are rather limited. Moving forward, it is highly recommended that each site begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Specifically, preprogram questionnaires and customer surveys can be beneficial feedback tools that should be considered moving forward.

Pricing strategies are very consistent when assessing Core Program Areas. Currently, the most frequently used approaches include market competition rates and the County Fee Schedule. With the County using a developed fee structure, the implementation of additional pricing strategies is limited.

Financial performance measures such as cost recovery goals are not currently being fully used. Moving forward, it is recommended for staff to begin tracking cost recovery for all Core Program Areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the Division's overall quest for greater fiscal sustainability.

6.1.1. Core Program Areas

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policymakers, and the public to focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories.

- ✧ The program area has been provided for a long period of time (over four to five years) and/or is expected by the community.
- ✧ The program area consumes a relatively large portion of 5% or more of the agency's overall budget.
- ✧ The program area is offered three to four seasons per year.
- ✧ The program area has wide demographic appeal.
- ✧ There is a tiered level of skill development available within the program area's offerings.
- ✧ There are full-time staff responsible for the program area.
- ✧ There are facilities designed specifically to support the program area.
- ✧ The agency controls a significant percentage of the local market at 20% or more.

EXISTING CORE PROGRAM AREAS

In consultation with the Division staff, the consultant team used the Monthly Activity Reports to identify Core Program Areas within all of the nature centers. After discussion, six Core Program Areas were agreed upon. Please note that this is not an all-encompassing list and that not all Core Program Areas are offered at all of the nature centers.



BOATING		<p>Description: A unique boating experience by personal watercraft or tour boat connects patrons to the waters, wildlife, and natural resource value of West Lake's mangrove habitat.</p> <p>Goals: To promote preservation of our unique mangrove habitat and an understanding of the flora and fauna of South Florida by offering engaging recreational boating activities and access to the resource for the general public.</p>	<ul style="list-style-type: none"> ✧ Public Guided Nature Boat Tour ✧ Full Moon Paddle ✧ Kayak Class ✧ Paddling Eco Tour ✧ Stand-Up Paddleboard Class
CONTRACT CLASS		<p>Description: Use outside talent to expand use and appreciation of amenities.</p> <p>Goals: To provide services to the community using non-staff instructional resources.</p>	<ul style="list-style-type: none"> ✧ Line Dancing ✧ Yoga
MEETINGS/CLUBS AND VOLUNTEERS		<p>Description: A gathering space for volunteers and clubs that support the core mission of education, preservation, recreation, and community support.</p> <p>Goals: To support community and nature-related meetings and clubs as a way of developing community engagement for the environment and local involvement.</p>	<ul style="list-style-type: none"> ✧ Friends of Anne Kolb/Volunteers ✧ Florida Trails Association ✧ NABA Broward Chapter ✧ Friends of Long Key

NATURALIST/ENVIRONMENTAL PROGRAMMING



Description: A variety of passive and active nature programs and activities that focus on the natural history and geological features as well as the unique flora and fauna that inhabit or visit our diverse Broward County habitats. Additionally, expose patrons to general science and nature topics that expand our view of the natural world and our impact on it.

Goals: To provide a variety of programs and activities that educate our visitors on the value of natural areas for the resilience of our planet. To promote a sense of community in support of conservation and environmental education, all while developing an understanding of the importance of natural areas and ecosystem diversity on our own health and well-being.

- ✧ Guided Exhibit Hall Tour
- ✧ Lunch-and-Learn Nature Series
- ✧ Nature Tots
- ✧ Themed Hikes
- ✧ Sea Turtles and Their Babies

RENTALS



Description: Meeting and event areas located in natural settings, offering unique and one-of-a-kind locations for public use.

Goals: To generate additional revenue.

- ✧ Royal Fern Hall
- ✧ Amphitheaters
- ✧ Shelters
- ✧ Julia Hall and Butterfly Glade

SPECIAL EVENTS



Description: A variety of events ranging from nature to art programs that appeal to a diverse audience while experiencing native Florida habitats highlighted at each site.

Goals: To provide special events that include a variety of science and arts focused topics for all ages.

- ✧ Plant Sales
- ✧ Music Club of Hollywood Concerts
- ✧ Everglades Birding Festival
- ✧ Themed Nature and Art Events

6.1.2. Core Program Area Recommendations

These existing Core Program Areas are environmentally mission driven and provide a well-rounded and diverse array of programs that can serve the community at present. Based upon the observations of the planning team, demographic data, and recreation trends information, the nature center staff should evaluate Core Program Areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community.

After reviewing the Statistically Valid Community Survey results shown in Figure 21, it is apparent that environmental education is important to the community. Out of all program areas, outdoor environmental education programs ranked in the top third in regard to households having a need for various programs. It is critical for the Division's nature centers to continue their existing program offerings while also actively seeking new program opportunities.

Additional program areas in nature centers should further explore developing a key service based on survey findings, including Adult fitness & wellness programs, Exercise classes, and Senior programs. Some of these types of programs are already being offered at certain centers but could be expanded throughout the remaining centers and possibly rotate through the regional parks as well. Furthermore, in light of the lessons learned during the pandemic, virtual programs are a great alternative that nature centers could offer to the public. Such programs could include virtual walks throughout the boardwalks or a virtual introduction to various plants/animal species that can be found at each center.

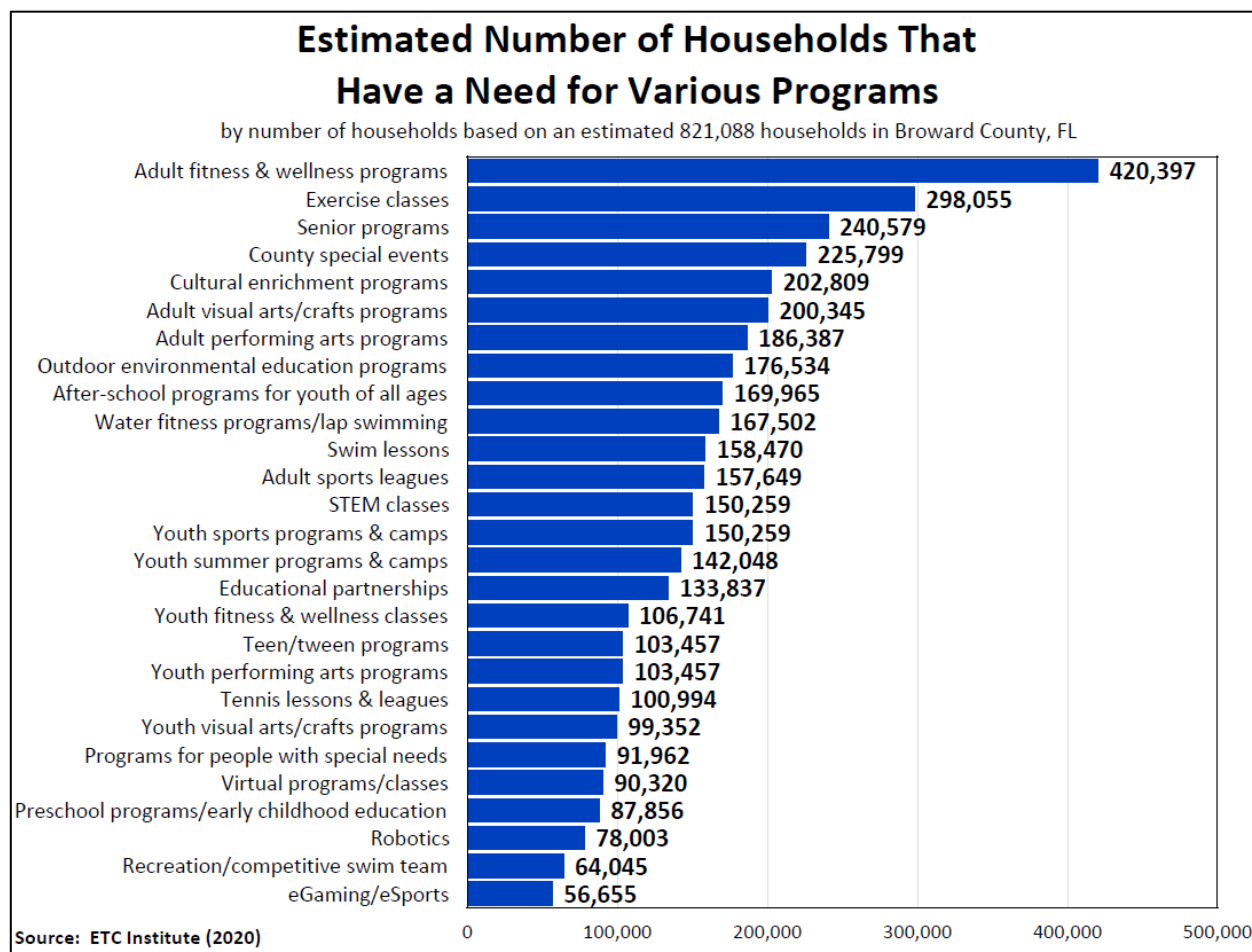


Figure 19: Household Need for Programs

6.1.3. Program Strategy Analysis

AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments it serves. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified. Primary rankings are the main target of programs within a Core Program Area, the age segment that benefits the most. Secondary is an age segment that is not the main focus of services but are also served as part of the market.

Age Segment Analysis						
Core Program Area	Preschool (2-5)	Youth (6-12)	Teens (13-17)	Adult (18-49)	Senior (50+)	All Ages Programs
Boating	S	P/S	P/S	P	P	P
Contract Classes				P	P	
Meetings/Clubs/ Volunteers		S	P/S	P	P	
Naturalist/Environmental	P/S	P/S	P/S	P/S	P/S	P
Rentals	S	S	S	P	P	
Special Events	P/S	P/S	P/S	P/S	P/S	P

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs to gain a more nuanced view of the data. Based on the age demographics of the County, current programs seem to be well aligned with the community's age profile. With roughly 50% of Broward County's population ranging between 35 and 74, it is fitting that the Adult and Senior segments are highly catered to.

The lack of primary programs dedicated to the Preschool segment is noticeable. It is recommended that the nature centers consider introducing new programs to address any unmet needs. With approximately 20% of the County's overall population falling between 0 and 17 years old, offering an adequate number of Preschool and Youth programs is essential for the Division's success. Also, getting local youth involved in conservation and preservation at a young age can lead to increased volunteerism, while potentially creating lifetime users and advocates of the system.



Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. This can be done by conducting pre-/post-user surveys for all program offerings. It would also be best practice to create a plan including what age segment to target, how to establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources toward a particular effort.

PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by each nature center to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the County’s nature center programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle	Description	Actual Distribution		Recommended Distribution
Introduction	New Programs; modest participation	13%	59%	50%-60% Total
Take-Off	Rapid participation growth	6%		
Growth	Moderate, but consistent participation growth	40%		
Mature	Slow participation growth	33%	33%	40%
Saturation	Minimal to no participation growth; extreme competition	6%	8%	0-10% Total
Decline	Declining participation	2%		

The Lifecycle Analysis depicts a rather healthy program distribution. Approximately 59% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). It is recommended to have 50 to 60% of all programs within these beginning stages because it provides the nature centers an avenue to energize their programmatic offerings. Eventually, these programs will begin to move into the Mature stage, so these categories ensure the pipeline for new programs is there. It is key to continue adding new programs in the Introduction stage as those programs are meant to progress through the lifecycle stages.

According to staff, 33% of all program offerings fall into the Mature Stage. This stage anchors a program portfolio, and it is recommended to have roughly 40% of programs within the Mature category to achieve a stable foundation.

Additionally, 8% of programs are in the Saturation or Decline Stages. It is a natural progression for programs to eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not much of a demand for the programs.

As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the nature centers should modify these programs to begin a new lifecycle with the Introductory stage or add completely new programs based upon community needs and trends.

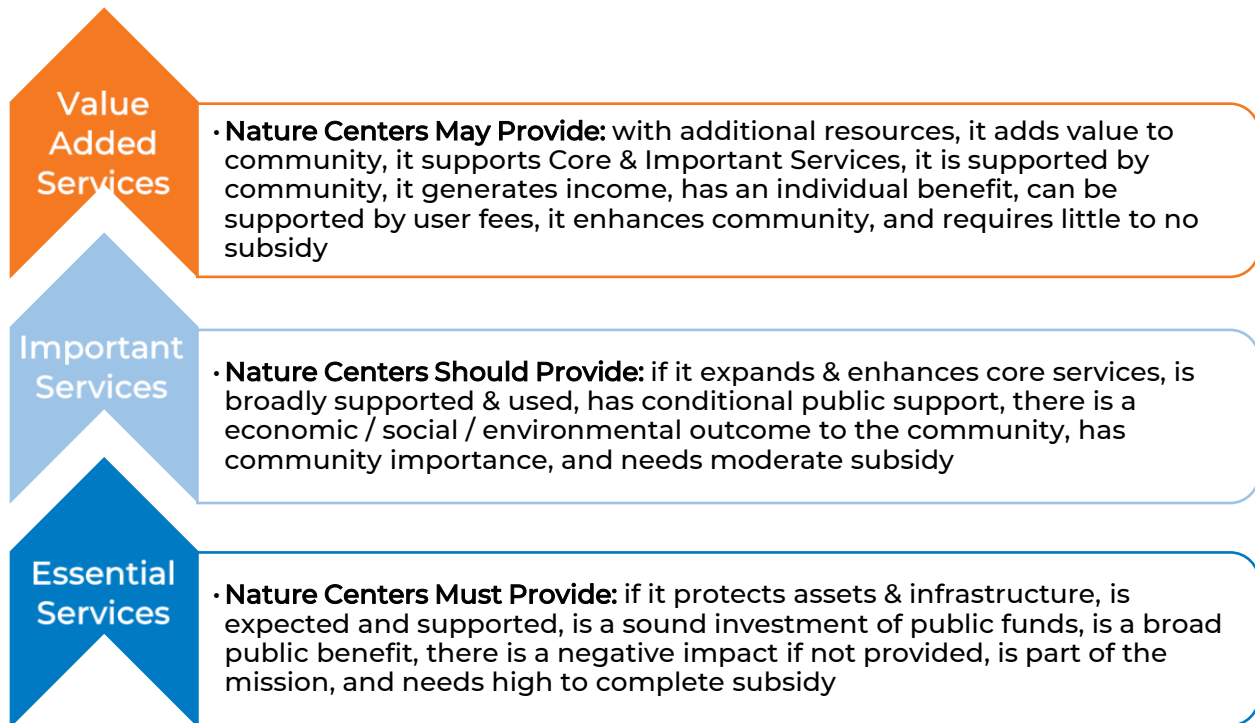
Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, each nature center should include annual performance measures for each Core Program Area to track participation growth, customer retention, and the percentage of new programs as an incentive for innovation and alignment with community trends.

PROGRAM CLASSIFICATION

Conducting a classification of services analysis shows how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded with regard to tax dollars and/or user fees and charges. Program classification can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the nature centers used a classification method based on three indicators: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.



With assistance from staff, a classification of programs and services was conducted for all recreation programs offered by the nature centers. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories.

Anne Kolb Program Classification Distribution		
Essential	Important	Value-Added
50%	23%	27%

As the Division continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted in Figure 22 below.

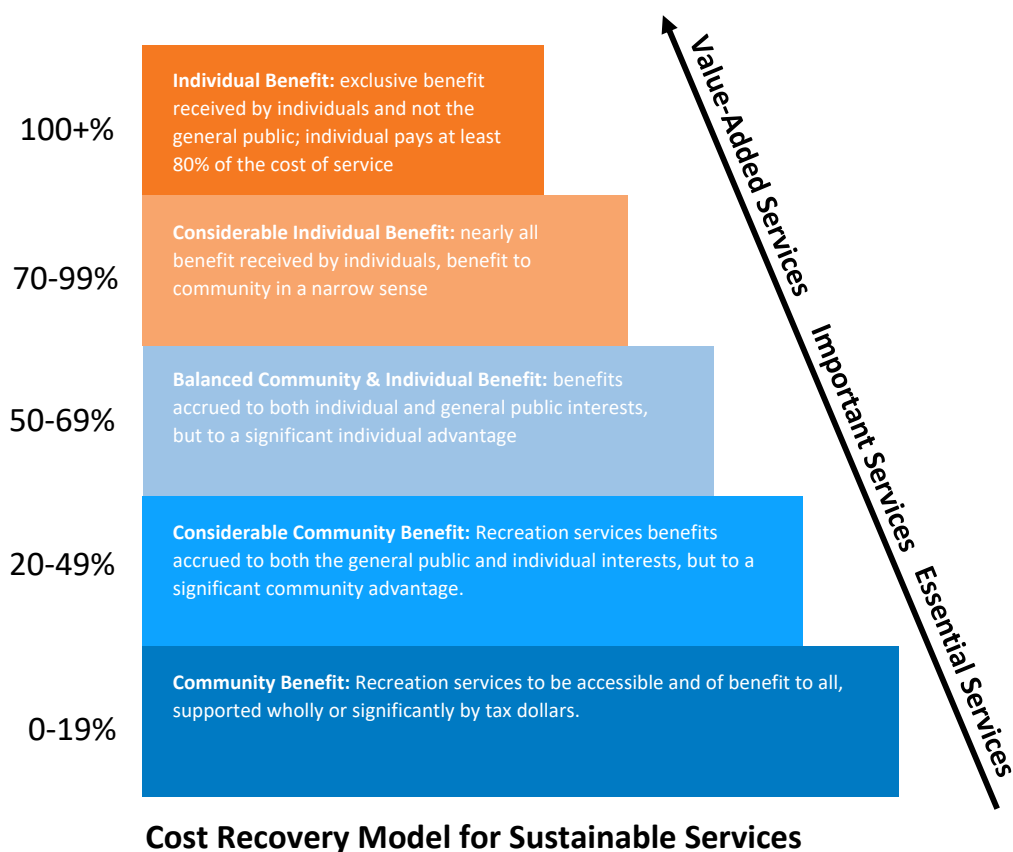


Figure 20: Cost Recovery Model

Given the broad range of cost recovery goals (i.e., 0 to 40% for Essential Services or 40 to 80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the previous Figure. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected/desired cost recovery goals based on a greater understanding of the program's goals (e.g., pure Community Benefit services versus mostly Community Benefit services or Community Benefit and Individual Benefit mix versus mostly Individual Benefit).

COST-OF-SERVICE & COST RECOVERY

Cost recovery targets should be identified for, at minimum, each Core Program Area, as well as for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics, including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through established Division standards, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following provides more detail on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the nature centers' program staff should be trained in this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) costs and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. The figure below illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.



Figure 21: Full Cost of Service

The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per-unit basis. Program or activity units may include:

- | | |
|------------------------------|----------------------------------------------|
| ✧ Number of participants | ✧ Number of service calls |
| ✧ Number of tasks performed | ✧ Number of events |
| ✧ Number of consumable units | ✧ Required time for offering program/service |

Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the nature centers between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained in the process of conducting a Cost-of-Service Analysis and the process should be undertaken on an annual basis and during the initial program development.

CURRENT COST RECOVERY

Regarding programs, services, and events, methods to measure and track cost recovery are not consistently used up to this point. It is best practice to have cost recovery goals at the Core Program Area level and, over time, evolve into implementing cost recovery goals at the individual program level as well. Setting, tracking, and reaching cost recovery goals for every Core Program Area will help each nature center justify program expense and make a case for additional offerings in the future.

Cost recovery targets can vary based on the Core Program Area, and even at the program level within a Core Program Area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification. Programs within each Core Program Area will vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities. To begin establishing goals the Division should determine the current cost recovery of each Core Program Area. With an approved cost recovery goal, annual tracking, and quality assurance cost recovery goals will improve. Use this key performance indicator and update annually to include current cost recovery goals and the actual cost recovery achieved. Each Core Program Area can be benchmarked against itself on an annual basis.

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the Division; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consultant team has developed the following definitions to help classify specific programs within program areas.

- ✧ Essential Programs category is critical to achieving the organizational mission and providing community-wide benefits and generally receive priority for tax-dollar subsidization.

- ✱ Important or Value-Added program classifications generally represent programs that receive lower priority for subsidization.
 - Important programs contribute to the organizational mission but are not essential to it; cost recovery for these programs should be high (i.e., at least 80% overall).
 - Value-Added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the nature centers use various pricing strategies is rather limited due to a fixed County Fee Schedule given to the sites. For that reason, pricing tactics are concentrated in County Fee Schedule rates and market competition rates. However, some core areas also use weekday/weekend rates and prime/non-prime time rates.

The Core Program Area with the largest variety of pricing strategies is Rentals, which uses four of the 11 options. Moving forward, the Division should consider using additional pricing strategies such as age segment pricing, family/household status, and cost recovery goals, as they are also valuable strategies when setting prices. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher-quality amenities and services. The consultant team recommends that all Core Program Areas use cost recovery as a major factor in determining pricing and look at underutilized pricing strategies to bolster participation and revenue.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to continue monitoring the pricing and offerings of competing service providers. The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to implement over time.

Pricing Strategies											
Core Program Area	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay	County Fee Schedule
Boating											X
Contract Classes								X			
Meetings/Clubs/ Volunteers								X			X
Naturalist/Environmental								X			X
Rentals				X	X			X			X
Special Events								X			X

PROGRAM STRATEGY RECOMMENDATIONS

In general, the nature center program staff should continue the cycle of evaluating programs on both individual merit as well as program mix. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, if each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (two to three pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost of Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. Community input can help staff focus on specific program areas to develop new opportunities, who to target, and what are the best marketing methods to use.

A simple, easy-to-use tool like the examples below will help compare programs and prioritize resources using multiple data points rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program that is in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the marketing methods shown in Figure 24 below.

Marketing & Promotion Methods

Program Idea (Name or Concept): _____

Marketing Methods	Content Developed	Contact Information	Start Date
Activity Guide			
Website			
Newspaper Article			
Radio			
Social Media			
Flyers - Public Places			
Newspaper Ad			
Email Notification			
Event Website			
School Flyer/Newsletter			
Television			
Digital Sign			
Friends & Neighbors Groups			
Staff Promotion @ Events			

Internal Factors

Priority Ranking: High Medium Low

Program Area: Core Non-core

Classification Essential Important Discretionary

Cost Recovery Range 0-40% 60-80% 80+%

Age Segment Primary Secondary

Sponsorship/Partnership

Potential Partnerships Monetary Volunteers Partner Skill Location/Space

Potential Sponsors Monetary Volunteers Sponsor Skill Location/Space

Market Competition

Number of Competitors _____

Competitiveness High Medium Low

Growth Potential High Low

Figure 22: Marketing Methods

PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis, along with other established criteria, the program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in Figure 25 below. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing, or nonexistent, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.

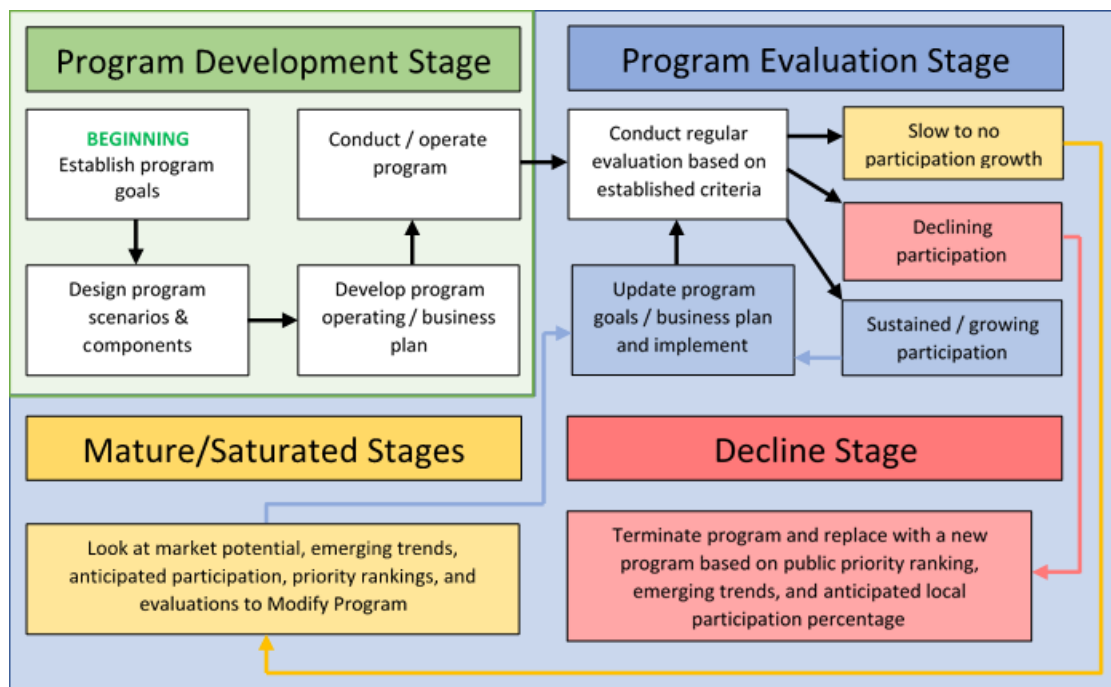


Figure 23: Program Evaluation Lifecycle

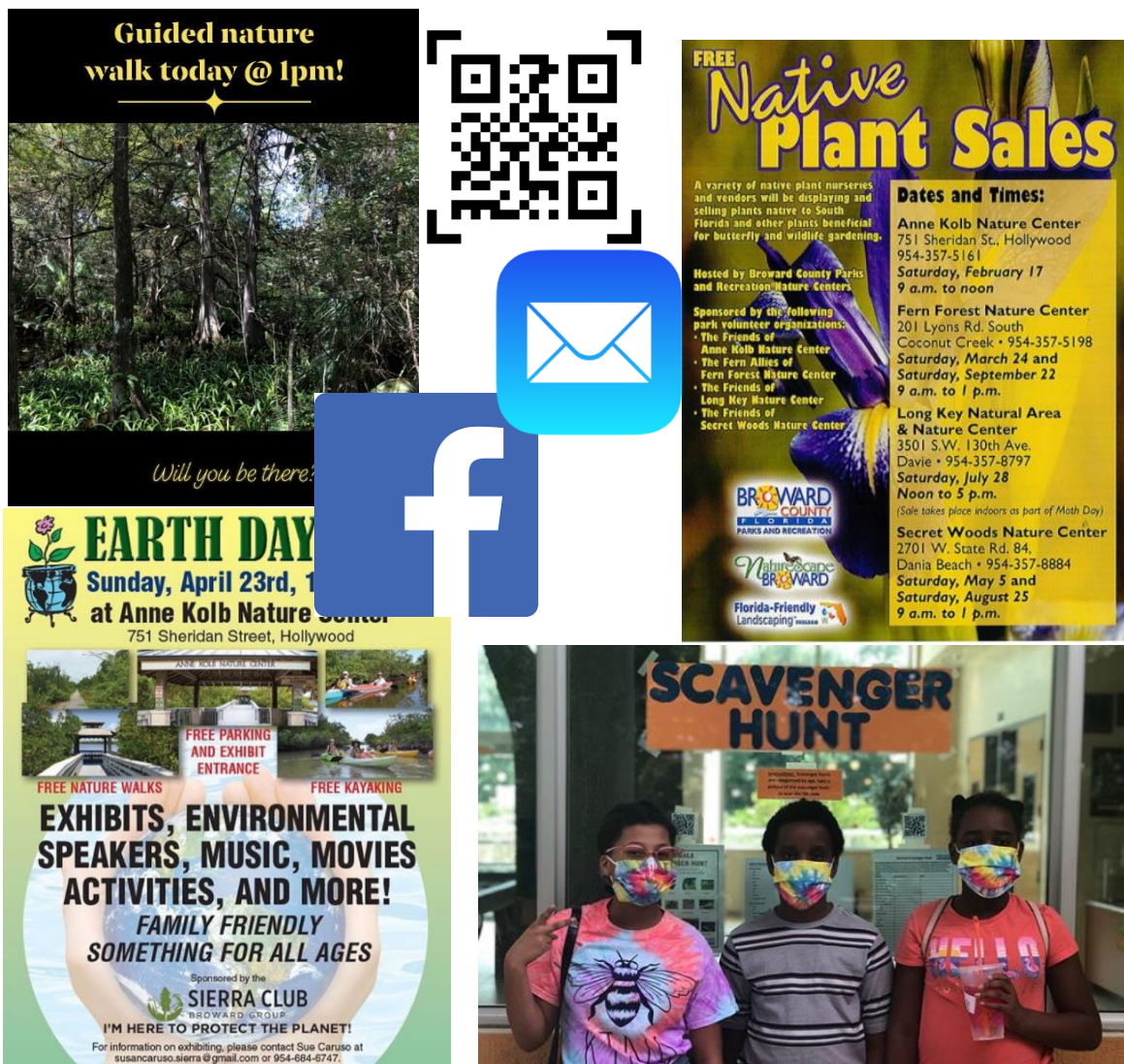
MARKETING, VOLUNTEERS, AND PARTNERSHIPS

CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Division follows a marketing plan that currently communicates with residents through printed and online program guides, the County's Website, flyers/brochures, email blasts, paid advertisements, on-hold pre-programmed phone messages, online newsletters, in-facility signage, QR codes, and various social media channels (County and site-specific accounts).

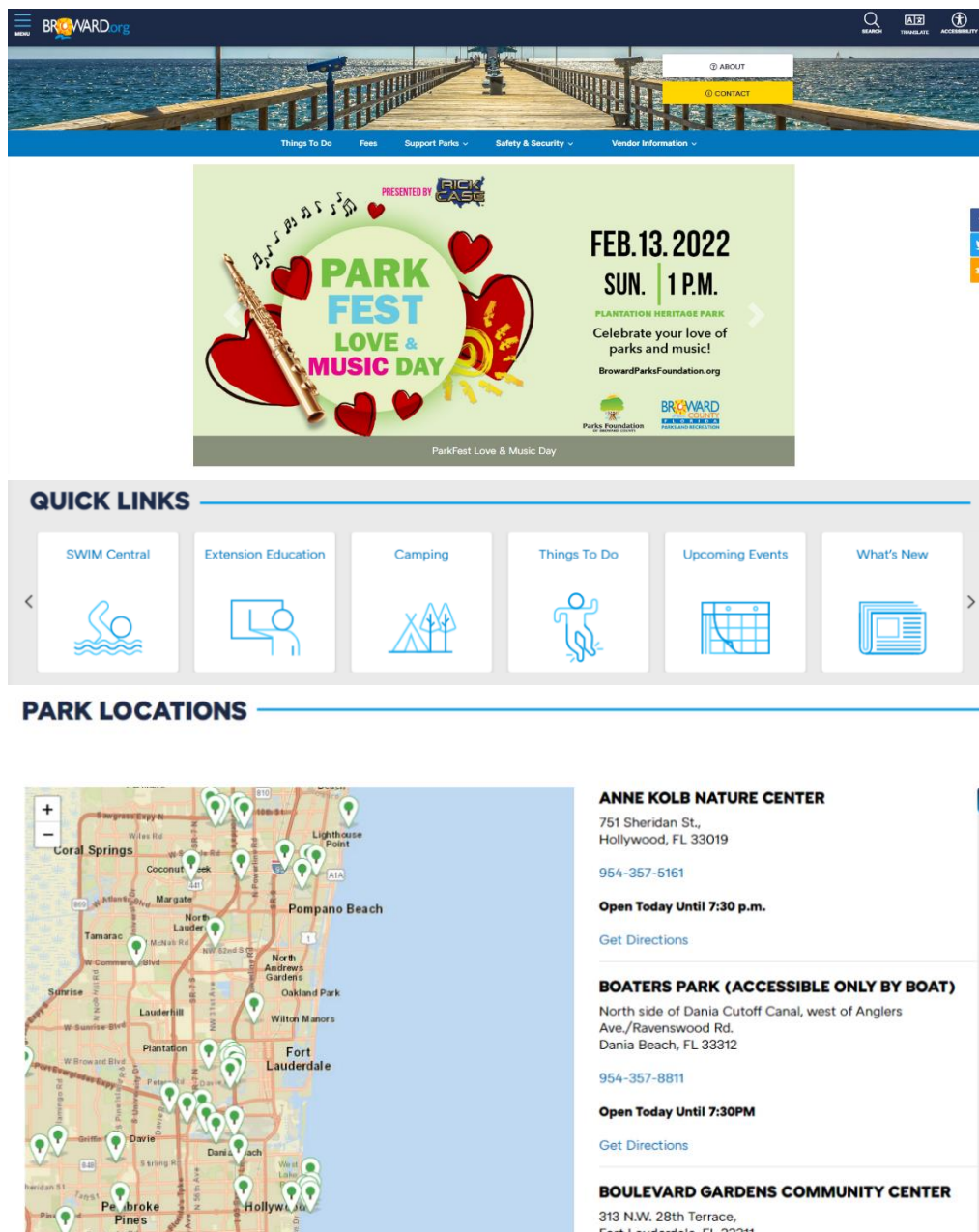
Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while using the "right" methods of delivery. The Division has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the marketing plan annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate with supporting plans and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the Division's identity and brand are to be consistently portrayed across the multiple methods and deliverables used for communication.



WEBSITE

The Division's home page has a scrolling "Quick Links" bar directing users to secondary pages with various information including Things to Do, Upcoming Events, What's New, Special Populations, and more. This allows visitors to locate and access information by what they want to do, making the Web page activity based. Fees are listed by activity and in a separate dropdown menu. A more user-friendly layout could improve user experience on the Website. Consider including ancillary service fees, site tours/videos from YouTube channel, and history of each site on the landing page for each facility. Additionally, directly below the "Quick Links" bar is "Park Locations," which allows users to find all of Broward County's various parks/facilities with ease.



SOCIAL MEDIA

The County's Parks Division uses Web 2.0 technology through Facebook, Twitter, and YouTube. The Division currently has 9.5K Facebook followers, 5,752 Twitter followers, 3.9K Instagram followers, and 588 subscribers to the YouTube Channel. The key to successful implementation of a social network is to move the participants from awareness to action and create greater user engagement. This could be done by:



- ✧ Allowing controlled “user-generated content” by encouraging users to send in their pictures from the County’s special events or programs.
- ✧ Introducing Facebook-only promotions to drive greater interest in the parks by following their page.
- ✧ Leverage the Website to obtain customer feedback for programs, parks, facilities, and customer service.
- ✧ Expand opportunities for crowdsourcing information on an ongoing basis using betterparksbetterbroward.com. Crowdsourcing is used for a callout of all types of resources such as labor, volunteers, and equipment to help accomplish your set goal.
- ✧ Some existing resources include mindmixer.com and peakdemocracy.com, which can be evaluated if the Division has the resources and can use them on an ongoing basis.
- ✧ Crowdsourcing options could include printing program guides or developing marketing materials.
- ✧ Provide opportunities for donations or crowdfunding through the Website. Other crowdfunding organizations that can be used as a callout to complete a project or meet a goal financially include:
 - kickstarter.org/indiegogo.com/razoo.com - These sites help bring small amounts of money together to create needed capital.
 - Even if the County may not be allowed to directly benefit from these types of campaigns, they could be used to bring awareness and funds to the Parks Foundation and/or other friends/volunteer groups throughout the Division.
- ✧ Maximize the Website’s revenue-generating capabilities by incorporating direct links to reserve facilities or register for programs.
- ✧ Conduct annual Website strategy workshop with the staff to identify ways and means that the Website can support the County’s social media trends.



SOCIAL MEDIA USERS

Over the last decade, social media has become one of the country's fastest-growing trends. With only 10% of the country using social media in 2008, today, an estimated 79% of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the County to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter, and LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.

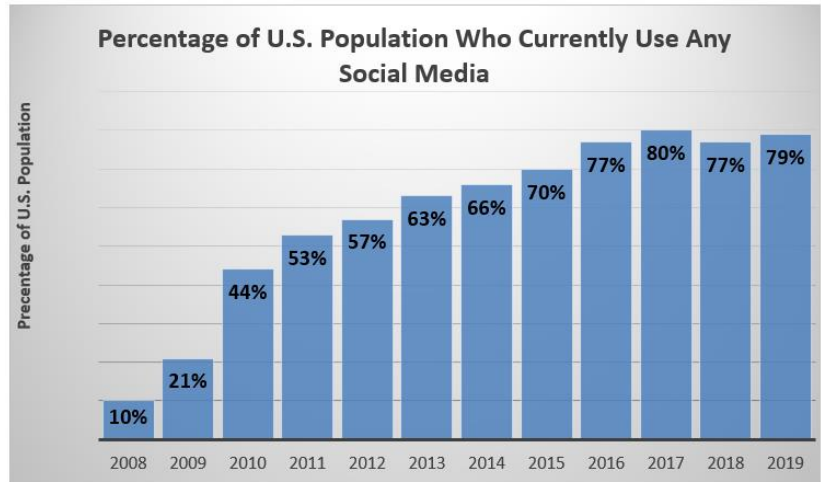


Figure 24: US Social Media Users

Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

SOCIAL MEDIA PLATFORMS

Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month. YouTube is second with 1.9 billion visitors per month. YouTube is second with 1.9 billion visitors per month.

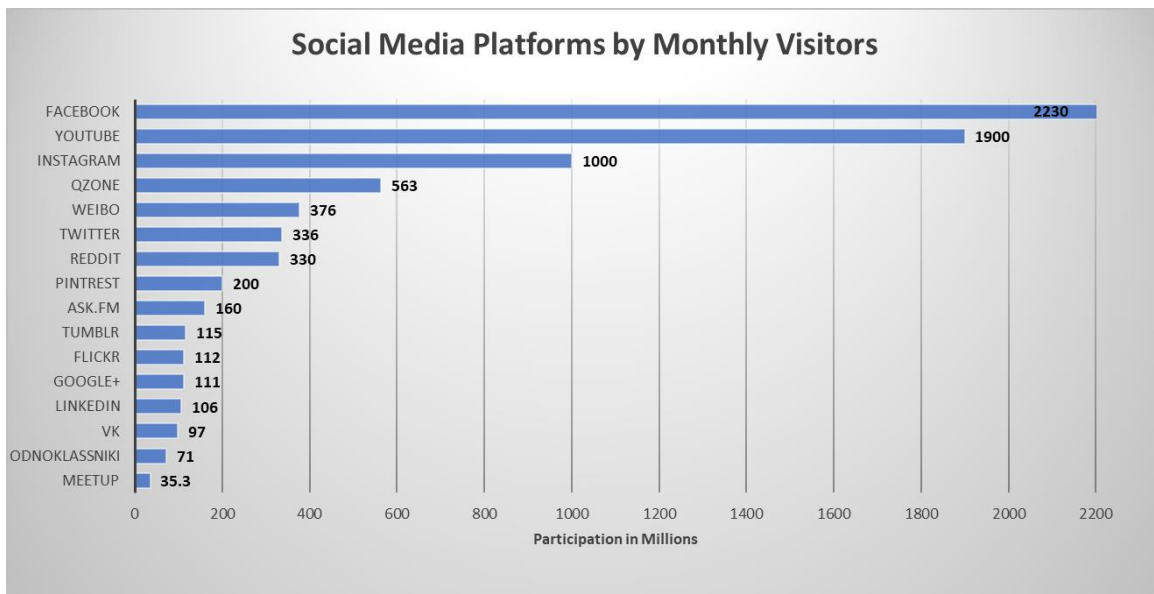


Figure 25: Most Used Social Media Platforms

Source: www.dreamgrow.com/top-15-most-popular-social-networking-sites/

MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- ✧ Ensure the marketing plan includes the components and strategies identified in this section.
- ✧ Establish priority segments to target in terms of new program/service development and communication tactics.
- ✧ Establish, and regularly review, performance measures for marketing. Performance measures can be tracked through increased use of customer surveys as well as some Web-based metrics including number of followers/subscribers, likes, views, and comments.
- ✧ Monitor Website and social media analytics to determine habits and devices of visitors and consider using that information to better address those users.
- ✧ Leverage relationships with partners to enhance marketing efforts through cross-promotions that include defined measurable outcomes.
- ✧ Encourage the use of smartphones throughout programs and facilities. The devices can be used as a method to enhance existing programs, whether it's through scannable QR codes throughout the park, unique augmented reality experiences, or just to gather feedback during and after programs. In addition, if phones are out, customers may take pictures to share with friends and family, which can encourage new visits.



VOLUNTEER & PARTNERSHIP MANAGEMENT

Today's realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategic areas for the County to meet the needs of the community in the years to come.

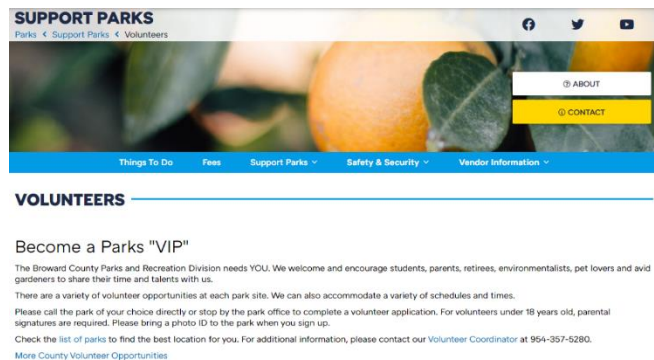


CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the County and its offerings. In 2010 the Broward County Parks and Recreation Division launched its revamped volunteer initiative, the VIP Program, short for “Volunteers Improving Parks.” The VIP Program’s primary mission is to “increase community involvement with Broward County Parks by providing a variety of volunteer opportunities for individuals, corporations, and organizations in order to assist in the beautification, maintenance, and programming of the County’s park system.”

The nature centers in particular benefit greatly from the VIP Program. These various volunteer opportunities can be easily found on the County’s Website including EcoAction Volunteer Workdays. Additionally, dedicated friends groups have been established at each of the Division’s nature centers. These friends groups assist in several areas including:

- ✧ Fundraising activities
- ✧ Visitor relations
- ✧ Administrative/general office work
- ✧ Enhancement/beautification of the center
- ✧ Recruiting volunteers



Management of volunteers includes regularly tracking individual volunteers, their skills, and hours volunteered. Tracking volunteer hours can be used in budget discussions showing how well the Division is able to leverage limited resources. The Division already does a great job of doing this and promoting it on their Website. This is a Best Practice that should be continued going forward.

The Track Record for Volunteers at Broward County Parks

As one of Broward County’s largest agencies, the Parks and Recreation Division is especially dependent on the contributions of its volunteers. While more than 700 Parks employees may report to work on an average day, that workforce may be supplemented by as many as 200 volunteers, especially on weekends.

Fiscal Year 2017

Volunteers	Volunteer Hours
3,375	35,425

BEST PRACTICES IN VOLUNTEER MANAGEMENT

The Division already has a rather robust volunteer policy in place. The following are best practices in volunteer management, some of which the Division already has implemented and others that they should be aware of going forward.

- ✧ Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Division.
- ✧ Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all sections. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- ✧ A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, discounted pricing at certain programs, rentals or events, or any other County function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- ✧ Regularly update volunteer position descriptions by including an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- ✧ Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by the type and extent of work is important.

- ✧ Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- ✧ Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- ✧ Episodic volunteers: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- ✧ Volunteer interns: Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- ✧ Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The Division should continue to encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

RECREATION PROGRAM PARTNERSHIPS

The Division currently partners with various local organizations, clubs, and corporations to support park operations. By tracking these partnerships, leadership can gain insight into the effectiveness of staff in leveraging community resources. The Division maintains a database of all current partner organizations and it is recommended that this practice be continued to aid in tracking and managing partnerships.

However, it is important to note that in many instances, partnerships can be inequitable to the public agency and not produce reasonable shared benefits between parties. Therefore, to promote fairness and equity within existing and future partnerships while also managing against potential internal and external conflicts, the Division should adopt certain partnership principles.

These principles include:

- ✧ Require a working agreement with measurable outcomes that will be evaluated on a regular basis, including annual reports on the performance and outcomes of the partnership to determine renewal potential.
- ✧ Track costs associated with the partnership investment to demonstrate the shared level of equity.
- ✧ Maintain a culture that focuses on collaborative planning, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.
- ✧ In addition, the Division can pursue and develop partnerships with other public entities such as neighboring towns/cities, colleges, state or federal agencies, nonprofit organizations, as well as with private or for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.



POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the Division should adhere to common policy requirements. These include:

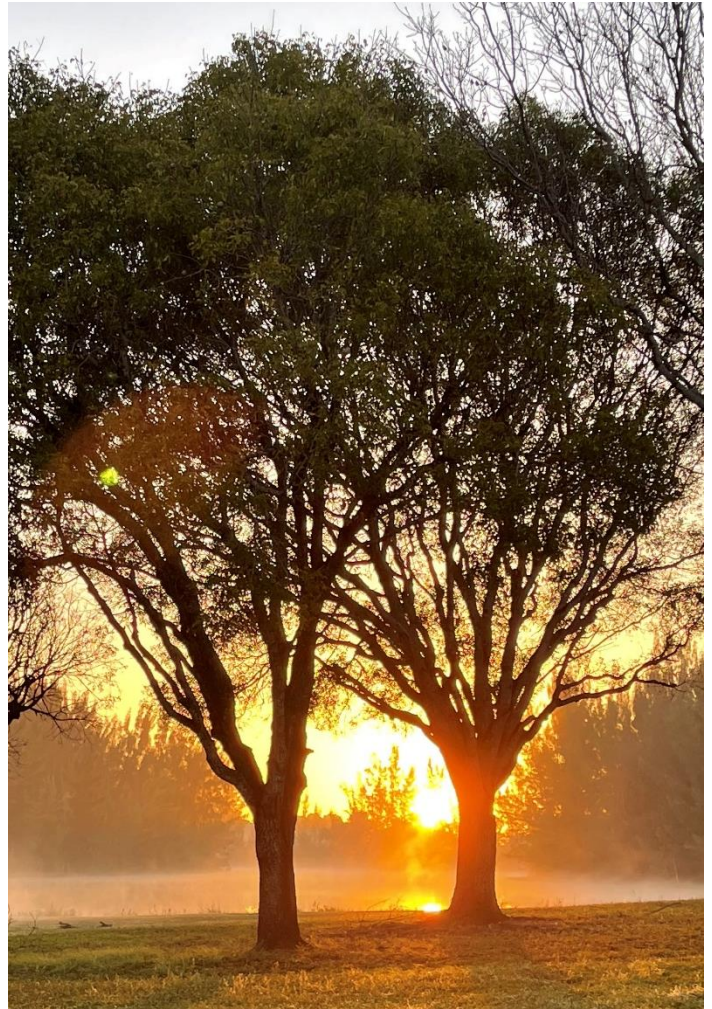
- ✧ Regular meetings or reports between Division staff and partners to plan and share activity-based costs and equity invested.
- ✧ Establishment of measurable outcomes and focus on key issues for the coming year to meet desired outcomes.
- ✧ A balance of equity agreed upon by all partners and tracking of investment costs accordingly.
- ✧ Quarterly review of measurable outcomes with adjustments made as needed.
- ✧ Development and monitoring of a working partnership agreement on a quarterly or as-needed basis.
- ✧ Assignment of a liaison for communication and planning purposes by each partner.



POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships with businesses, private groups, private associations, or individuals who desire to make a profit from use of the Division's facilities, properties, or programs are as follows:

- ✧ Upon entering into an agreement, the Division staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals, and integrity of the Division.
- ✧ The Division must receive a designated fee, which may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- ✧ The partnership must establish measurable outcomes to be achieved and a method for tracking progress. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Division for the services rendered.
- ✧ The partnership agreement can be limited to months, a year, or multiple years depending on the level of investment made by the private contractor.
- ✧ If applicable, the private contractor must provide an annual working management plan annually that they will follow to ensure the outcomes desired by the Division. The management plan can and should be negotiated if necessary. Monitoring of and adherence to the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely and in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- ✧ The private contractor cannot lobby agency advisory or governing boards for contract renewal. Any such action will be cause for termination. All negotiations must be with the Division Director or their designee.
- ✧ The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis through a bid process based on the professional level of the service to be provided.
- ✧ If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If a resolution cannot be achieved, the partnership shall be dissolved.



PARTNERSHIP OPPORTUNITIES

The Division currently has a strong network of recreation program partners. The following recommendations are an overview of existing partnership opportunities available to the Division and a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but it can be used as a reference tool for the agency to develop its own priorities in partnership development. The recommended five areas of focus for partnership development are:

1. **Operational Partners:** Entities and organizations that can support the efforts of the Division in maintaining facilities and assets, promoting amenities and park usage, supporting site needs, providing programs and events, and/or maintaining the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and contractors that can gain brand association and notoriety as a preferred vendor or supporter of the County or Division in exchange for reduced rates, services, or some other agreed-upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Division in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization that can leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed-upon strategic initiatives.

VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

To effectively manage and maintain positive relationships with volunteers and partners, it is important for the Division follows the best practices listed in the previous section and continues:

1. Tailoring policies and agreements to the specific needs of each type of volunteer or partner, such as operational partners, vendor partners, service partners, co-branding partners, and resource development partners.
2. Compiling a list or database of all partner organizations, which will aid in managing partnerships and tracking the effectiveness of staff in leveraging community resources.
3. Conducting thorough background checks for all volunteers working with all programs. This will help ensure the safety and security of both the volunteers and the individuals they are interacting with through the programs.

By following these best practices, the Division can effectively manage and maintain positive relationships with its volunteers and partners, while also ensuring the safety and security of all involved.

6.2. Recreation Programs & Services Assessment

6.2.1. Introduction

As part of the evaluation of services provided by the Division, a Recreation Programs and Services Assessment ("Assessment") was conducted to evaluate the County's regional and neighborhood parks. The Assessment identifies current program offerings and potential future programs to consider once additional staffing and funding can be secured.

6.2.2. Framework

The Division's mission is focused on three main areas: Recreation, Preservation, and Education. Broward strives to "Provide a countywide park system with diverse facilities and recreation opportunities, along with natural area conservation and research-based educational outreach, to enhance the well-being of all residents, businesses, and visitors."

To achieve this mission, the Division's variety of regional and neighborhood parks offers direct programming and collaborates with multiple outside organizations and partners. The Division provides diverse recreation opportunities through a range of programs, including sports, arts and culture, nature and environmental education, and special events. These programs are designed to meet the needs of the community and to promote healthy living and active lifestyles.

In addition, the Division works with a variety of partners, including community organizations, schools, and other government agencies, to provide additional programming and services. These partnerships allow the Division to expand its reach and impact in the community and to provide a wider range of opportunities for residents and visitors to enjoy the parks and natural areas.



6.2.3. Direct Programming

Direct Programming includes programs and services provided by Division staff using existing facilities or amenities.

Adult athletic leagues (e.g., softball, football, cricket)	Weekly Volunteer Paddling Lake and Trails Cleanup	Bird Search: Bird Watching for Beginners
Youth sports development	Geocaching	IncrEDIBLE Plants
Nature Tots	Special Populations programming	Amazing Animal Kingdom
Eco-action Days	Horse trail rides	Sunrise Paddle
Bike Safety Month Event	Horse riding lessons	Event series for Under privileged youth
Photo sessions with horses (sale of the photos)	Horse riding camp (spring, summer, winter)	Rugged/Primitive Nature Trail Exploration
Splashtacular	Pony rides	Guided Nature Hike
SWIM Central	Monthly Science Survey	Guided Seashore Hikes
Walking Club	Educational farm tours	Bird Hike
Walk and Talk programs	Paddling Eco Tour	Dog Friendly Hike
After School Program	Full Moon Paddle	Guided Butterfly Walk
Teen Program	Basic Kayak Class	Butterfly Garden Expedition
Senior Social Groups	Basic Standup Paddleboard Class	Wildlife Tour Scavenger Hunt
Older Adults Exercise classes	Sunset Paddle	Nature Talk Series
Senior Line Dance Classes	Orienteering on the Water	The Everglades and Beyond
Girls Mentoring Group	BSA Kayaking Merit Badge	From Grass to Gravel
Karate	BSA Canoeing Merit Badge	Astronomy Days
Campfire/Hayride Series	K-12 Eco Paddle Days and Activities	Hayride Series
SUP Yoga	Night Hikes	Survival Skills Workshop
Orienteering	Fishing Clinic	Crocodilians and Their Cousins
Summer Science Programs	Cubs Club (3-5 years old)	Sea Turtles and Their Babies
Summer Recreation Programs	After-School/School-Break Programs	

Existing programs should be continuously evaluated and updated based on participant feedback and actual costs. This will ensure that programs are meeting the needs of the community and that resources are being allocated effectively. By regularly assessing the effectiveness of programs, the Division can identify which programs are successful and should be continued, and which programs are no longer viable and should be discontinued or replaced.

It is important to understand when a program is no longer viable and when the demand is no longer present to justify continued investment. This is crucial to make informed decisions and to redirect resources to other programs or initiatives that may better serve the community. Regularly evaluating programs also allows the Division to identify new opportunities for program development and to respond to changes in community needs and interests.

6.2.4. Partner and Outside Organization Programming

The Division has significant potential from collaborating with outside organizations for various programs. Pursuant to appropriate legal and administrative approvals, partnerships offer a great opportunity to take advantage of outside funding for direct projects and enhancements such as the Memorial Health Fitness Zones included in several parks.

Parks has also established an instructor program that allows outside individuals to provide a variety of classes with local professionals on a flexible schedule. For larger-scale operations, contracts are in place to better allow for performance management and maintaining expectations.

Below is a list of some outside partners and programming currently in place throughout the Division:

Parks Foundation	Wakeboarding	Youth running
Friends Groups	Campfire/hayride programs	Yoga
Mountain Bike Demo Days	Fitness bootcamps	Speed skating
Coastal Cleanup Days	Golf	Track cycling
Eco-action Days	Karate club	Dog behavioral training
Concert Series	Horse trail rides	Non-Profits
Observatory	Tennis Academies	Adult and children sports leagues
Educational gardening programs (contracted with vendor)	Educational bee apiary and conservation programs (contracted with vendor)	Private and school group butterfly and bird aviary tours (through Butterfly World concessionaire)
Scout badge programs related to equine activities	Model steam train rides (contracted with vendor)	Therapeutic Equine Activities (contracted with vendor)
FCC Soccer Program		



Potential Programming Growth

As previously highlighted within Chapter Five, existing programs are generally well-rounded, diverse, and serve the mission of the Division. However, based on observations of the planning team, demographic data, and recreation trends information, individual programs should be evaluated to ensure relevance to the changing trends in the local community.

The Statistically Valid Community Survey highlighted a number of key areas that households reported a need for. The top three requested programs were adult fitness and wellness programs, exercise classes, and senior programs. These findings indicate that there is a strong demand for these types of programs within the community.

Although this section is focused on overall Division offerings, each regional park should evaluate their individual offerings and consider the more local needs of their community. When proposing new programs, it is important to take into account community support and funding and staffing availability. New programming can benefit the wider community and subsidize the related costs.

The following programming opportunities were developed with input from the park management teams and present several growth opportunities for the Division to expand their current programs and diversify from the more facility rental focused operations.

Movie nights on the lawn with food trucks	Bitesize Learning- once a month luncheon, led by a naturalist.	Bark after Dark – 4-night series, live music and food at the dog park
Outdoor art program for youth and/or adults	Barktoberfest – 2-day event, dogs get to enjoy the water park	Night Hike – guided hike held multiple times at various natural sites
Nature education programs for youth and adults	Doggie Egg Hunt – 1 day event, dogs hunt for eggs at the dog park	Interactive interpretive natural walks
Group fitness utilizing the Memorial Fitness Zone equipment and natural elements of the park	Adult informational talks (variety of topics)	Eggcitement – 1 day event, kids egg hunt in the water at Splash Adventure
Bed and Breakfast/Campfire Hayride – 4 weekend series, campfire with smores and a hayride	Splash in Space – 5-night series, theme varies but families come out for a swim at night and a movie	Summerscape Camping – 1 weekend event, camping with cookout, games and movie
eButterfly Hike - held multiple times at various natural sites; citizen science projecting learning about recording butterflies.	eBird Hike - held multiple times at various natural sites; citizen science projecting learning about recording birds.	Scrub Symbiosis – held multiple times at various natural sites; learn symbiotic interaction with ecosystem.
Eco Friendly Days	Guided Nature Walks	School Group days
Monthly drum circle	Community Clean up days	Senior pickleball game days
Geocaching - held multiple times at various natural sites; learn GPS while exploring habitats searching for geocaches.	Inclusive programming related to internships for individuals with disabilities	C.O.R.E.S. “Connecting with others recreationally educationally and socially”
Movie nights on the lawn – With food trucks	Bitesize Learning- once a month luncheon, led by a naturalist.	Bark after Dark – 4-night series, live music and food at the dog park

Implementation Recommendations

For this chapter, the focus has been on what programs and services are available and recommendations for future ideas. Many of the execution details have already been covered as part of the Nature Program Assessment in Chapter Five, such as age segment analysis, program lifecycle, full cost of service and cost recovery analysis, pricing, programming strategy recommendations, marketing, volunteers, and partnerships. These are critical to successful implementation of new programs and the details from the earlier chapter are equally relevant to regional parks as to nature centers.





Chapter Seven Capital Development Study

7.1. Facility & Program Priority Rankings

The Facility and Program Priority Rankings provides a prioritized list of facility/amenity and recreation program needs for the Broward County service area.

The Priority Investment Rating (“PIR”) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The PIR equally weighs the importance that residents place on facilities/programs and how many residents have unmet needs for the facility/program. Based on the PIR, the following five amenities were rated as the highest priorities for investment:

- ✧ Accessible parks/walking trails (PIR=184)
- ✧ Multiuse paved & unpaved trails (PIR=169)
- ✧ Shaded picnic areas & shelters (PIR=114)
- ✧ Dog park (PIR=106)
- ✧ Community center (PIR=105)

The chart to the right shows the Priority Investment Rating for each of the 31 facilities that were assessed on the statistically-valid survey. As seen below, “Accessible parks/walking trails,” “Multi-use paved & unpaved trails,” “Shaded picnic areas and shelters,” “Dog park,” and “Community center” make up the top five highest facility/amenity priorities in Broward County.



Figure 26: Top Priorities for Investment for Facilities

Based on the PIR, the following three programs were rated as “high priorities” for investment:

- ✧ Adult fitness & wellness programs (PIR=200)
- ✧ Exercise classes (PIR=129)
- ✧ Senior programs (PIR=111)

The chart below shows the PIR for each of the 27 programs that were rated. As seen below, Adult fitness & wellness programs, Exercise classes, Senior programs, Adult visual arts/crafts programs, and County special events are the top five highest program priorities in Broward County.

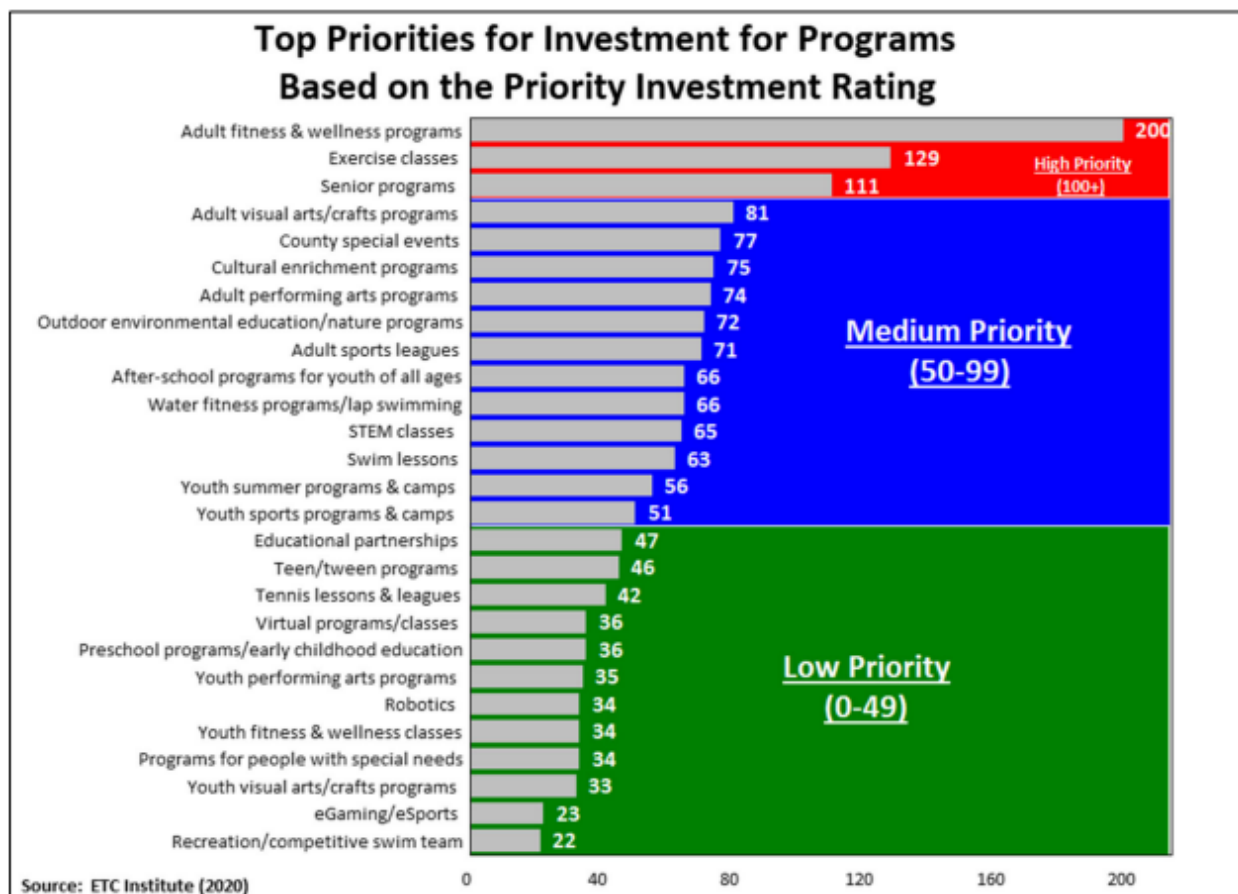


Figure 27: Top Priorities for Investment for Programs

It is important to note that community needs and preferences may change over time, so regular review and evaluation of these facilities and programs are crucial to ensure they align with community needs and are meeting the mission of the Division.

7.2. Capital Improvement Plan

This cost estimate is based upon a high-level assessment and is subject to change based on many factors including alternative design plans, labor costs, material costs, etc.

Basic improvements are those that are required to maintain the integrity of the park system. Reconstruction/Replacement costs could be phased over the life of the Master Plan to elevate the quality of the whole system.

Park	Basic Improvements	Reconstruction/Replacement	Prioritization
Anne Kolb Nature Center	\$3,809,150.00	\$20,414,550.00	HIGH
Boaters Park (accessible only by boat)	\$174,000.00	\$2,871,000.00	LOW
Boulevard Gardens Community Center	\$293,480.00	\$2,320,000.00	HIGH
Brian Piccolo Sports Park & Velodrome	\$13,202,250.00	\$36,006,400.00	HIGH
C.B. Smith Park	\$24,265,750.00	\$83,077,750.00	HIGH
Central Broward Park & Broward County Stadium	\$16,717,050.00	\$23,316,000.00	HIGH
Coconut Creek Maple Swamp	\$-	\$50,750.00	LOW
Crescent Trail Natural Area (Site 39)	\$-	\$50,750.00	LOW
Crystal Lake Sand Pine Scrub	\$182,700.00	\$2,972,500.00	LOW
Deerfield Highlands Nature Preserve	\$2,885,500.00	\$3,538,000.00	LOW
Deerfield Island Park	\$350,000.00	\$6,800,000.00	LOW
Dillard Green Space	\$398,750.00	\$616,250.00	LOW
Easterlin Park	\$2,472,250.00	\$19,981,000.00	HIGH
Everglades Holiday Park	\$2,135,850.00	\$7,947,812.00	MEDIUM
Fern Forest Nature Center	\$3,495,950.00	\$8,098,250.00	MEDIUM
Franklin Park	\$2,238,500.00	\$4,917,000.00	MEDIUM
Helene Klein Pineland Preserve	\$179,800.00	\$777,200.00	LOW
Herman and Dorothy Shooster Park	\$725,000.00	\$1,450,000.00	LOW
Highlands Scrub Natural Area	\$371,200.00	\$1,494,950.00	LOW
Hillsboro Pineland Natural Area	\$275,500.00	\$2,189,500.00	LOW
Hollywood North Beach Park + Carpenter House	\$5,121,000.00	\$21,352,500.00	HIGH
Lafayette Hart Park	\$755,450.00	\$3,635,875.00	MEDIUM
Lewis-Chisom Park	\$68,628.50	\$103,675.00	LOW
Long Key Natural Area and Nature Center	\$5,997,635.00	\$24,704,375.00	MEDIUM
Markham Park & Target Range	\$16,329,900.00	\$44,613,600.00	HIGH
Military Trail Natural Area	\$275,500.00	\$833,750.00	LOW

Park	Basic Improvements	Reconstruction/Replacement	Prioritization
Miramar Pineland	\$587,250.00	\$2,182,250.00	LOW
Plantation Heritage Park	\$10,283,400.00	\$30,094,750.00	MEDIUM
Quiet Waters Park	\$8,849,350.00	\$20,315,950.00	HIGH
Reverend Samuel Delevoe Memorial Park	\$2,981,925.00	\$6,916,500.00	HIGH
Roosevelt Gardens Park	\$1,312,250.00	\$9,419,200.00	MEDIUM
Saw Palmetto Natural Area	\$340,750.00	\$1,558,750.00	LOW
Secret Woods Nature Center	\$1,667,500.00	\$8,924,750.00	HIGH
Sewell Lock	\$385,700.00	\$833,025.00	MEDIUM
Snake Warrior's Island Natural Area	\$761,250.00	\$5,568,000.00	LOW
South Fork Canoe Launch	\$226,490.00	\$535,050.00	MEDIUM
Sunview Park	\$2,549,100.00	\$4,893,750.00	HIGH
Tall Cypress Natural Area	\$2,566,500.00	\$9,787,500.00	MEDIUM
T.Y. (Topeekeegee Yugnee) Park	\$11,864,200.00	\$22,454,300.00	HIGH
Tradewinds Park & Stables	\$14,768,250.00	\$34,359,200.00	HIGH
Tree Tops Park	\$10,777,850.00	\$21,684,750.00	MEDIUM
Vista View Park	\$8,781,200.00	\$23,342,100.00	HIGH
Washburn Park	\$105,603.50	\$202,275.00	LOW
Westcreek Pineland Natural Area	\$47,125.00	\$97,875.00	LOW
West Lake Park	\$2,715,850.00	\$8,062,000.00	HIGH
William J. Kelley Rookery	\$91,350.00	\$217,500.00	LOW
Woodmont Natural Area	\$340,750.00	\$2,515,750.00	LOW
NEW - DONATED PARCEL OFF US 27	\$750,000.00	\$5,000,000.00	LOW
Totals	\$185,474,437.00	\$543,098,662.00	



Chapter Eight Operational Review and Funding & Revenue Strategies

8.1. Operational Review

It is important to note that a SWOT analysis is a strategic planning tool that helps organizations evaluate their internal strengths and weaknesses, as well as external opportunities and threats. It is a useful tool to identify areas of improvement and potential growth opportunities.

8.1.1. Definitions

STRENGTHS (INTERNAL)

Strengths are an internal analysis of what an organization does well. It is useful to think of strengths as special capabilities or expertise that have enabled the organization to be successful to this point and how it has prepared itself to compete in the future.

WEAKNESSES (INTERNAL)

Weaknesses are also considered to be an internal analysis and provide the opportunity for an organization to identify areas of improvement. They include problems that need to be corrected, deficiencies recognized through a comparison with other agencies or best practices, and deficiencies such as lacking the resources to grow.

OPPORTUNITIES (EXTERNAL)

Once strengths and weaknesses have been identified, the SWOT analysis becomes more external in nature and involves identifying ways in which the organization can better position itself for increased success in the future.

Opportunities are external factors that can enhance or improve services the organization offers (both new and existing services), and a defined customer group at which that service is targeted (including internal and external customers).

THREATS (EXTERNAL)

Threat identification is also external in nature. Threats are external trends or forces that may be out of the agency's control but could adversely affect the organization and must be factored in to strategic planning in order to mitigate their potential negative impact.

8.1.2. Broward County Parks and Recreation Division SWOT Analysis

	Internal origin	
	Helpful to achieving the objective	Harmful to achieving the objective
	Strengths (Internal – can control)	Weaknesses (Internal –can control)
	<ul style="list-style-type: none"> * Flexibility – responsiveness to changing conditions, emergencies, and competing priorities (COVID is an example) * Extraordinary customer service * Diversified staff skilled in the services provided * Variety of activities and facilities * High levels of park acreage and preserved land * Management team expertise and experience * Focus on inclusion and equity in offerings and ADA access * Responsiveness with the level of communication within the system amidst all the changes * Volunteer, Friends Groups, and Parks Foundation support * Partnerships, earned income, and outcomes benefiting the County have improved * Collaboration with local universities * Increasing revenues to offset operational costs * Having Parks Planning and Design as a part of the Division * Security – reinstitution of ranger program and robust camera system * Knowledge, skills, and capabilities of the maintenance staff * Knowledge of various disabilities and how to accommodate and host diverse programming * Resourceful, ongoing collaborations with various groups in the community 	<ul style="list-style-type: none"> * Some processes are inefficient and bogged down by excess bureaucracy * Competing interests and goals within the agency needing the same resources * Lack of ownership and accountability for projects * Lack of awareness of Division's offerings (internal/external communication and marketing) * Website functionality (new system lacks some of the information and resources of previous Website) * Social media reach and engagement * Inconsistency in messaging of guidelines at different locations * Training is challenging currently – required certifications/expertise, system size, office locations, and current pandemic-related circumstances contribute * Reliance on status quo hinders innovation * Managing customer expectations * Commission awareness of and expectation of Division's role can be unrealistic * Staffing levels and funding for new staffing * Minimal capital dollars in budget * Heavy park use without adequate security/ranger/staff presence * Not yet fully transitioned into RecTrac, manual record keeping is inefficient and time consuming * Division doesn't have enough staff to meet growing programming demands of the community, especially with regard to special populations, including the elderly and/or individuals with mental and physical disabilities. * No dedicated facility for special populations programming, have to travel weekly to multiple County sites.

External origin	Opportunities (External –may not be able to control)	Threats (External –may not be able to control)
	<ul style="list-style-type: none"> ✧ Growing and diversifying County population ✧ People's positive perception of parks and recreation value: parks/trails are essential ✧ www.betterparksbetterbroward.com Website could become the Division site while staying connected to County Website branding ✧ Increase in virtual programs and e-sports ✧ Virtual Training – Intentional Professional Development ✧ Managing customer expectations – by prioritizing and gracefully saying “no” ✧ National focus on social equity and inclusion ✧ Remote working and technology advances ✧ Focus on activities (passive/active) that are convenient for social distancing ✧ Cross-promotion to introduce non-users of the system to all the County's offerings ✧ Partnership opportunities with healthcare providers for capital or in-kind support – i.e., outdoor fitness equipment ✧ Increased participation in outdoor self-directed activities like hiking, biking, mountain biking, nature exploration, etc. ✧ Potential grants for increased funding for supplies and services provided 	<ul style="list-style-type: none"> ✧ Budget cuts and revenue loss ✧ Reduced tourism and tax revenues ✧ Staffing levels are below requirements ✧ Resistance to change mindset ✧ Commission awareness of full system and the needs to properly preserve and provide services ✧ Security and staffing positions to enhance this important component ✧ Funding for deferred maintenance ✧ Climate change and sea level rise ✧ Capital budget for new projects ✧ Trying to be everything to everyone ✧ Natural disasters and hurricanes ✧ Philanthropic organizations may not have the continued ability to fund grant programs that have come to be relied upon ✧ Too much focus on revenue can negatively impact social equity of access ✧ The COVID-19 pandemic <ul style="list-style-type: none"> ○ Isolation due to the perception of indoor spaces – may be more of a short-term threat ○ Senior workforce reduction due to current conditions with health and safety and associated loss of institutional knowledge



- ✧ The Division has seen an increase in relevance to overall County operations as it is seen as essential to emergency management. While taking over Broward County's Emergency Management Logistics Services Branch and other services outside the normal parks and recreation responsibilities increases the general awareness of the Division, it has a severe impact on availability of parks and recreation services for the public and also stretches a thin level of staff even further.
- ✧ The Division has a good social media presence but could be improved by staying up to date with trends and platforms to attract a younger generation.
- ✧ New equipment and facilities are needed to replace aging infrastructure that has been well-maintained but is beyond service life, including vehicles, playgrounds, shelters, water parks, etc.
- ✧ The Division's website platform was updated to increase accessibility, but the choice of layouts had unintended consequences and limits the information provided and how the visitors can search and find information. Many resort to using search engines instead, but the links lead to error pages. Core information materials such as shelter maps are no longer available because they were not accessible, but customers like this information to make informed decisions.
- ✧ The Parks Maintenance Group staff works internally with Division to provide guidelines and ensure safety for equipment use.
- ✧ Revenue is important but needs to be balanced with a focus on social equity in a predominantly urbanized region.
- ✧ The Division is working to expand Special Populations program by gaining students from Florida International University with Special Needs area of study.
- ✧ The Division relaunched the Park Ranger Program to enforce policies/procedures, provide information, and provide additional park operational and security presence to aid staff and patrons.
- ✧ Increasing cost recovery or trying to maintain revenues relative to inflation, such as by increasing park admission fees, keeps people who cannot afford it out of the Division's parks. They may just use other parks, but this is not equity. The Division must address this challenge to meet the needs of the community.

8.2. Funding & Revenue Strategies

The following sources are financial options for the Division to consider in identifying funds to support the recommendations outlined in the Master Plan. Currently, the revenue generated by the Division is not retained for reinvestment into the system to encourage innovation or to add value for the customers. This requires the Division seek alternative funding, when reinvestment is an option. Some of the funding sources identified may already be in use or have been used in previous instances. Conversely, some may not have precedent in the state of Florida, but could be pursued through legislative means, should the community see the value in accessing these funding sources. Regardless, this list is intended to serve as a resource to fit a variety of project-, operational-, or partner-specific initiatives and to provide inspiration for considering other strategies beyond these suggestions.

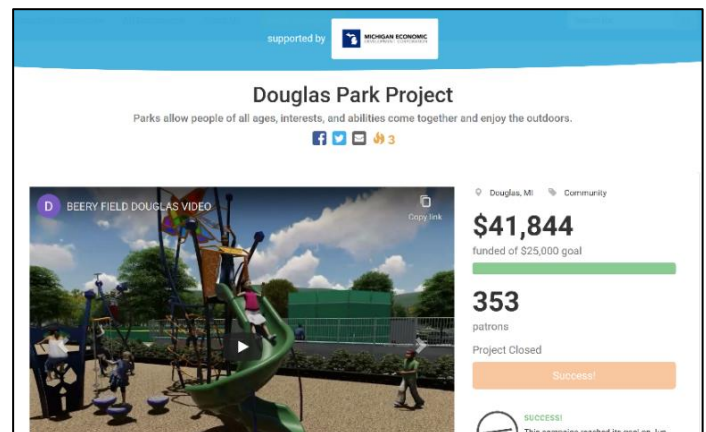
8.2.1. External Funding Sources

CORPORATE SPONSORSHIPS

Corporate sponsorships are a currently used revenue-funding source that allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events. These opportunities are already pursued by the County and are processed through Advantage Marketing along with screening for conflicts of interest.

CROWDFUNDING

Crowdfunding is a fairly new Web-based source that aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.YouHelp.com and www.patroncity.com. The Michigan Economic Development Corporation recently used crowdfunding to raise matching funds for Douglas Park in Douglas, Michigan. This is most frequently used by nonprofit educational associations and other nonprofit institutions among their members, friends, patrons, and general public to garner further support and awareness. The Parks Foundation of Broward County and the other friends groups throughout the Division could explore opportunities like this for specific sites or amenities such as Anne Kolb Nature Center or the mountain bike trails at Markham and Quiet Waters parks.



CONSERVANCIES

Conservancies are organized fundraising and operational groups that raise money for individual signature parks and/or attractions such as zoos and regional parks. There are more than 2,000 conservancies in the United States now. This is an opportunity if citizens wanted to create a conservancy with the intended purpose of fundraising and assisting with operations of a specific park within the Division's system such as Long Key Natural Area & Nature Center, Plantation Heritage Park, etc. The Bay Park Conservancy in Sarasota, Florida, is a great example of a recent initiative to help protect and conserve a valuable community asset.

theBay
PARK CONSERVANCY

FOUNDATIONS/GIFTS

Foundations and gifts are funding strategies used currently by the Division. The already established Parks Foundation is an effective, growing, and well-governed 501(c)(3) nonprofit that is registered to accept donations, hold fundraising events, accept endowments, etc. These dollars are raised from tax-exempt, nonprofit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, and generally complement operations and needs of the Division.



FRIENDS GROUPS

Friends groups are formed to raise money and contribute organized volunteer efforts typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest. Currently, there are several friends groups that contribute to the overall funding strategy. To maximize efforts and focus financial assistance, the current friends groups should consider establishing a cooperative strategy integrated with the goals of the Parks Foundation to foment program growth and increased stewardship of facilities throughout the system.

IRREVOCABLE REMAINDER TRUSTS

Irrevocable remainder trusts are set up by individuals who typically have more than a million dollars in wealth. They leave a portion of their wealth to an organization in a trust fund that allows the fund to grow over a period of time and then becomes available for the organization to use. Generally, organizations use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee. These trusts could also be set up as charitable remainder or charitable lead trusts. Both of these may be easier to set up with the Parks Foundation.

VOLUNTEERISM

Volunteerism is an indirect revenue source in that persons donate time to assist the organization in providing a product or service on an hourly basis. It is currently implemented by the Division in many different capacities and reduces the organization's cost in providing the service, plus it builds advocacy into the system. Currently, the Division has almost 3,000 volunteers. In 2020, volunteerism decreased significantly due to the pandemic. Increasing volunteerism can help the Division achieve its mission by leveraging the community's enthusiasm and resources to support recreational programs and services.

SPECIAL FUNDRAISERS

Many parks and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. These types of fundraisers are implemented by park foundations in support of agency initiatives, programs, and development.

8.2.2. Capital Fees

CAPITAL FEES

Capital fees are added to the cost of revenue-producing facilities such as golf courses, pools, recreation centers, hospitality centers, and sports complexes. These fees are used to pay for improvements and are lifted off after the improvement is paid off. The County is responsible for setting standards on the practicality, implementation, and disbursement of capital fees.

DEDICATED/DEVELOPMENT/REDEVELOPMENT FEES

(Re)development fees are assessed on the development of residential properties with the proceeds used for parks and recreation purposes such as open space acquisitions, community park site development, or regional park acquisition and development. Additionally, these fees can also be obtained from the property tax increase that comes from the development of trails, signature parks, and destination facilities (e.g., Atlanta or Charlotte). This funding source would be County administered with standards on the practicality, implementation, and disbursement of capital fees.

IMPACT FEES/RETAIL IMPACT FEES

Impact fees are additional charges on top of the set user rate for accessing facilities such as stadiums, recreation centers, and water park facilities. These fees are used to support capital improvements that benefit the user of the facility. Retail impact fees are based on retail development like shopping centers or hotels on parks system land.



8.2.3. User Fees

RECREATION SERVICE FEES

Recreation service fees are a dedicated user fee which can be established by local government procedures to support the construction and maintenance of recreation facilities. The fee can apply to all organized activities that require registration, such as adult and youth sports or special interest classes. This allows participants to contribute toward the upkeep of the facilities they are using. The Division should work with the County to evaluate the feasibility of implementing this funding source.

FEES AND CHARGES

Fees and charges are currently used by the Division as part of the overall funding strategy. When implementing fees and charges, the organization should aim for them to be market-driven and based on both public and private facilities. These fees and charges can generate significant revenue, as seen in national trends where public park and recreation agencies generate an average of 35 to 50% of their operating expenditures from such fees. This could include program fees and daily fees for access to public-owned facilities and parks.

TICKET SALES AND ADMISSIONS

Ticket sales and admissions are also currently used by the Division as a funding source. These revenue sources come from accessing facilities for self-directed activities such as pools, ice-skating rinks, ballparks, and entertainment facilities. These user fees help offset operational costs.

PERMITS (SPECIAL USE PERMITS)

The Division currently works with individuals and organizers to provide special use permits. These permits allow individuals to use specific park property for financial gain and may result in a set amount of money or a percentage of the gross revenue from the service that is being provided.

RESERVATIONS

The Division conducts reservations at many of its parks and facilities, which allows individuals to reserve specific public property for a set amount of time. These reservations may include group picnic shelters, meeting rooms for weddings, reunions, and outings, or other types of facilities for special activities. The Division sets reservation rates to generate revenue from this service.

EQUIPMENT RENTAL

The Division rents recreational equipment for the enjoyment of its parkland and waterways, such as kayaks, bicycles, and rollerblades. This is another revenue source for the Division as individuals pay for the rental of equipment that is used for recreational purposes.



8.2.4. Grants

Below are funding opportunities available through grants administered by the federal and state governments. The Division has already applied for and received funding for various projects through these grants, which are often available to apply for multiple times. In addition to the grant opportunities listed below, the Division has been provided with private foundation grant opportunities that should be considered. These grants should be evaluated based on their implementation feasibility and risk. The County views grants as one of several funding sources to meet their needs. The County has and will continue to apply for grants new grants as well as those already awarded in the past.

LAND & WATER CONSERVATION FUND (LWCF)

The LWCF is a grant administered by the Florida Department of Natural Resources, which provides up to 50% reimbursement for outdoor recreation projects. Applications are reviewed by the State of Florida and recommended projects are submitted to the National Park Service for final approval. All recommended projects must be in accordance with the priorities for outdoor recreation included in Florida's Statewide Comprehensive Outdoor Recreation Plan.



RECREATIONAL TRAILS PROGRAM

The Recreational Trails Program provides funding for the development of urban trail linkages, trailheads, and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; and environment and safety education programs related to trails.

NEXT LEVEL TRAILS

The Recreational Harbor Evaluation Program is a grant administered by the Florida Department of Natural Resources. Political subdivisions, parks, conservancy, and agencies of state government are eligible. The funds are to be used for dredging public areas on navigable waters.

PARTNERSHIP ENHANCEMENT MONETARY GRANT PROGRAM

The Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust, provides matching grants on a 50/50 cost-share basis for projects that promote public awareness and support tree planting, maintenance, management, protection, and cultivation.

FLORIDA BOATING IMPROVEMENT PROGRAM (FBIP)

Administered by the Florida Fish and Wildlife Conservation Commission, the FBIP program provides funding for boating access projects and other motorized boating-related activities on coastal and/or inland waters of Florida.

COASTAL PARTNERSHIP INITIATIVE (CPI)

The CPI promotes the protection and effective management of Florida's coastal resources at the local level, with grants supporting four program areas: resilient communities, public access, working waterfronts, and coastal stewardship. In the past, coastal paddling trail development and primitive campsite improvements such as composting toilets have been funded.

NRPA GRANT & FUNDING RESOURCES

NRPA periodically posts information about grant and fundraising opportunities that are available for park and recreation agencies. Grant opportunities are posted in areas of conservation, environmental/habitat, programming, social issue initiatives, art, and facility/amenity development. Several grants of \$30,000, others for more, have been obtained for nature playscapes, recreational equipment, etc. This may be best suited for submission by Parks Foundation on behalf of the Division. There is also a potential to fund initiatives among neighborhood parks.

FLORIDA RECREATION DEVELOPMENT ASSISTANCE PROGRAM (FRDAP)

The FRDAP is a state competitive grant program that provides financial assistance to local governments to develop and/or acquire land for public outdoor recreational purposes.

FLORIDA COMMUNITIES TRUST (FCT)

The Division currently has 10 FCT sites. The growth within the County may be limiting the ability to continue the use of this funding source, as the growth has reduced the supply of available and suitable land. The FCT assists communities in protecting important natural resources, providing recreational opportunities, and preserving Florida's traditional working waterfronts through the competitive criteria in the Parks and Open Space Florida Forever Grant Program and the Stan Mayfield Working Waterfronts Florida Forever Grant Program. These local land acquisition grant programs provide funding to local governments and eligible nonprofit organizations to acquire land for parks, open space, greenways, and projects supporting Florida's seafood harvesting and aquaculture industries. The source of funding for Florida Communities Trust comes from Florida Forever proceeds.

SHARED-USE NONMOTORIZED (SUN) TRAIL NETWORK

Managed by the Florida Department of Transportation, the SUN Trail program funds nonmotorized, paved, shared-use trails that are part of the Florida Greenways and Trails System Priority Trail Map coordinated by the Office of Greenways and Trails.



DOPPELT FAMILY TRAIL DEVELOPMENT FUND (DFTDF)

The Rails to Trails Conservancy administers the DFTDF, which awards about \$85,000 per year to support organizations and local governments that implement projects to build and improve multiuse trails.

8.2.5. Tax Support

PROPERTY TAXES

Property taxes include ad valorem taxes on real property. These are already used by the County and placed into the General Fund for allocation.

HOTEL, MOTEL AND RESTAURANT TAX

Hotel, motel, and restaurant taxes are based on gross receipts from charges and meal services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

SPECIAL IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Special improvement/benefit districts are established to provide funds for specific types of improvements that benefit a designated group of affected properties. These improvements may include landscaping, public art installations, and recreation and cultural enhancements. This funding source is already in place for the Broward Municipal Services District.



DISCRETIONARY SALES SURTAX

In addition to the state sales and use tax rate, individual Florida counties may impose a sales surtax called discretionary sales surtax, also known as a local option County sales tax. This tax is collected by merchants at the time of sale and remitted to the Florida Department of Revenue, which then distributes the funds to the applicable counties for authorized local projects. The counties then use the funds to pay for authorized local projects.

SALES AND USE TAX ON RESTAURANTS AND CATERING

Sales and use tax on restaurants and catering is often associated with convention and tourism bureaus, but parks and recreation agencies that manage tourist attractions may receive a portion of this funding source for operational or capital expenses. Food and beverage served, prepared, or sold by restaurants, hotels, and other similar businesses are subject to sales tax and discretionary sales surtax.

PUBLIC IMPROVEMENT DISTRICT (PID)

New developments can establish a PID when authorized by the local government and legally set up according to state law. PIDs provide funds specifically for the operation and maintenance of public amenities such as parks and major boulevards. This funding source is mostly applied to unincorporated land such as the Broward Municipal Services District.

8.2.6. Franchises and Licenses

CATERING PERMITS AND SERVICES

The Division offers vendor permits to allow caterers to work in the park system on a permit basis. These permits come with a set fee or a percentage of food sales that are returned to the organization. Additionally, many organizations have their own catering services and receive a percentage of revenue from the sales of their food.

POURING RIGHTS

Private soft drink companies may enter into agreements with organizations for exclusive pouring rights within facilities. A portion of the gross sales goes back to the organization. For example, the City of Westfield, Indiana, signed a 10-year, \$2 million pouring rights deal with Pepsi for their sports complex. The Division should look to amend the existing agreements with vendors when appropriate.

PRIVATE CONCESSIONAIRES

The Division uses private concessionaires for various events and locations. This funding source is a contract with a private business to provide and operate desirable recreational activities financed, constructed, and operated by the private sector, with additional compensation paid to the organization. COVID-19 exposed some challenges and risks with difficult negotiations and non-payment.



CONCESSION MANAGEMENT

Concession management involves retail sales or rentals of soft goods, hard goods, or consumable items. When outsourcing, the organization either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses. The County has contracted for this service in the past without much success. Currently, the County operates most of the concessions.

NAMING RIGHTS

The Division may implement this revenue strategy through the County's Advantage Marketing Program. Standards are in place for all known liabilities, but each opportunity can bring potential risks. Therefore, the County may place additional restrictions on these while individually vetting opportunities. Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

LAND LEASE

The Division has leases with a few properties to cities for management and operation. A land lease is a lease agreement that permits the tenant to use a piece of land owned by the landlord in exchange for rent. Land leases work very similarly to the way traditional property leases operate. In the parks and recreation industry, land leases have been entered into for restaurants in destination parks, for an organization to provide services the agency does not have the means to provide, and to complement a signature facility with recreational retail, health and wellness businesses, and hotels.

LEASEBACKS

Leasebacks are instances whereby a private individual or company builds a community center or sports complex and the revenue earned comes back to pay the development costs.

EASEMENTS

Easements are an alternative revenue or funding source available to the County when it allows utility companies, businesses, or individuals to develop above-ground or below-ground improvements on their property for a set period of time. In exchange, the County receives a recurring payment. However, in areas where there are sensitive environments, there is concern that easements may cause further damage to the remaining ecosystems.

ADVERTISING SALES

The Division currently provides opportunities for local businesses and affiliated organizations to place tasteful and appropriate advertising on park and recreation-related items, such as in the Division's print materials, on scoreboards, fences, and other visible products or services that are consumable or permanent and exposes the product or service to many people.

INTERLOCAL AGREEMENTS

The County and Division have many agreements with other publicly-funded organizations. These agreements, also known as interlocal agreements, are contractual relationships entered into between two or more local units of government and/or between a local unit of government and a nonprofit organization. These agreements allow for the joint usage and development of sports fields, regional parks, or other facilities.



Chapter Nine Action Plan & Parks and Recreation System Master Plan Development

9.1. Vision

The Broward County Parks and Recreation Division Envisions:

- ✧ Opportunities for Recreation through programs, events, and facilities that provide a sense of community and enhance the quality of life
- ✧ Preservation of our natural resources, open spaces, and environment through responsible management stewardship
- ✧ Innovative programming to promote Education through learning experiences for all segments

9.2. Mission

Recreation. Preservation. Education.

The Parks and Recreation Division is dedicated to providing a countywide park system with diverse facilities and recreation opportunities, along with natural area conservation and research-based educational outreach, to enhance the well-being of all residents, businesses, and visitors.



9.3. Core Values

- ✧ Community Development
- ✧ Customer Service Excellence
- ✧ Diversity, Equity, and Inclusion
- ✧ Enrichment
- ✧ Environmental Sustainability/Resilience

9.4. Big Moves

Big Moves are the most significant outcomes desired by stakeholders and, when achieved, will serve as the legacy fulfilling the Plan's vision. The following are the Five Big Moves that were identified through the community visioning process:

1. Create a world-class and truly inclusive guest experience.
2. Continue developing specialty parks and signature elements unique to Broward County and the Division.
3. Ensure long-term financial sustainability with dedicated funding.
4. Incorporate green initiatives, resilience, and environmental sustainability throughout.
5. Pursue National Reaccreditation and a second Gold Medal.



THE MOON

KEY WEST

FISHING
Castaway Island

MARINA

THE LAGOON

COOL OFF

GOING CRAZY

OFFICE

BOAT RENTAL

WEST

Chapter Ten Conclusion

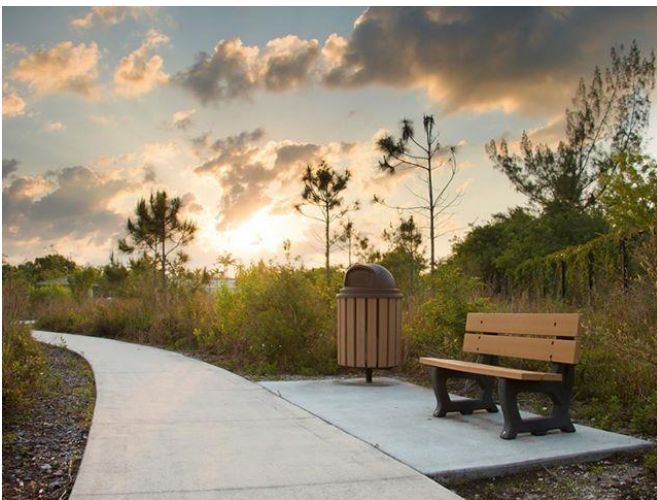
Broward County continues to be the community of choice for a growing number of people to live, work, play, and enjoy a wide range of parks and facilities provided by the Division. The coronavirus pandemic further emphasized the importance of parks and recreation offerings. The Division's talented staff have made significant efforts to support the community, from providing COVID testing and vaccinations to organizing socially distanced programs and virtual offerings. Moving forward, the Division aspires to, and has the capability to, become the best in the nation by achieving CAPRA Accreditation and winning another Gold Medal.

To achieve this goal, it will take a dedicated investment in the park system and increasing personnel to address existing needs and create a world-class future. Building a connected system, ensuring equity of access, and designing signature world-class destinations and inclusive guest experiences will be tremendous legacies from this plan.

The Division's greatest strength is its dedicated and passionate staff who are committed to making a difference in people's lives. They are instrumental in making Broward County the destination of choice, from seagrass to sawgrass, for residents and visitors alike.

10.1. Actionable Recommendations

10.1.1. Parks and Trails



Short-Term Strategies

- ✧ Develop and launch a trail/hiking program.
- ✧ Implement additional safety measures, including additional lighting and emergency stations, along trails and throughout parks.
- ✧ Increase awareness of existing amenities through strategic marketing methods.
- ✧ Introduce more pet-friendly trails.
- ✧ Update existing trail and park maps for distribution through digital and print materials.
- ✧ Utilize park visitation counters to better understand use patterns, peak visitation, and total visitation.

Mid-Term Strategies

- ✧ Consider adding splash pads to parks in underutilized areas and during lifecycle replacement of underutilized amenities.
- ✧ Focus on further trail enhancements, such as: water stations, rest areas/benches, shade coverings, bike repair stations, exercise stations, and misting stations.
- ✧ Improve wayfinding and interpretive signage throughout parks.

- ✧ Increase pedestrian and bike (non-vehicle) access to all park entrances, separate from vehicles.
- ✧ Increase ADA accessibility in trails and playgrounds.

Long-Term Strategies

- ✧ Continue lifecycle-based replacement of playgrounds.
- ✧ Increase overall connectivity through the entire system, including partnering with cities.
- ✧ Provide additional paved parking for commonly visited parks.

Ongoing Strategies

- ✧ Ensure diversity of trail types (E.g., mountain bike, equestrian, paved, natural, fitness).
- ✧ Ensure upkeep and maintenance of parks and trails, including the use of volunteers and partner organizations.
- ✧ Research and investigate the use of new materials for amenities to improve longevity, reduce environmental impact, or enhance sustainability efforts.

10.1.2. Recreation and Facilities

Short-Term Strategies

- ✧ Cultural immersion events where participants learn about different groups with a passport for visiting different parks and participating in the cultural activities within the event.
- ✧ Diversify activity and amenity offerings with more outdoor adventure opportunities. (E.g., Ropes course, rock wall, zip lining, etc.)
- ✧ Ensure offerings reflect the County's cultural diversity. (E.g., cultural festivals, holiday celebrations, cultural immersion events, etc.)
- ✧ Grow existing environmental program offerings (E.g., Environmental Night Hikes, Native Plants Education, Build a Native Environment, etc.)
- ✧ Incorporate community gardens as a program at facilities in high density areas.
- ✧ Increase partnerships to get more kids into the parks (schools, similar providers, etc.). (E.g., Nature walks, birding tours, plant/tree identification, story time at the park, etc.)
- ✧ Use of Technology Interpretive Exhibits for nature – more resources: (E.g., Bird App).

Mid-Term Strategies

- ✧ Ensure the County's athletic field and sport court needs are being met. (E.g., Additional soccer fields, pickleball courts)
- ✧ Develop strategies to enhance each park's ancillary services and infrastructure. (E.g., equipment rental, food services, secondary activities, etc.)
- ✧ Expand dedicated senior programs offered.
- ✧ Virtual Reality Outdoor Experience and for those who cannot physically access.

Long-Term Strategies

- ✧ Diversity of events facilities that are currently not adequate – Festival grounds with built in flexibility. Built in amenities to add value to the events.
- ✧ New modern facilities to host new recreational trends and meet community needs. (E.g., water park with ADA playground & lazy river, updated community centers and nature center classroom size)

Ongoing Strategies

- ✧ Diversify the types and locations of playground offerings. (E.g., Nature playgrounds, inclusive playgrounds, etc.)
- ✧ Ensure adequate access to indoor recreation space.



10.1.3. Operations and Maintenance

Short-Term Strategies

- ✧ Address staffing constraints, including full-time positions. New full-time positions (E.g., GIS specialist, grant writer, brand manager, volunteer coordinator, business data analyst, etc.).
- ✧ Create office of DEI & Innovation within the division. Develop teen and youth advisory council, accessibility advisors, and equity experts.
- ✧ Develop teams to tackle regularly occurring needs. Event Crew – assists with all aspects of events, and communication, field prep, asset preservation, and routine maintenance. Project Crew – for all neighborhood parks. Specialized maintenance crew – specific types of needs.
- ✧ Establish or document best practice standards of asset preservation and ongoing park maintenance.

- ✧ Expand support for park safety initiatives. (E.g., Increase number of park rangers, install security cameras in parking lots, bring back roving Broward Sheriff's Office, etc.)

Mid-Term Strategies

- ✧ Develop a team dedicated to process efficiencies, simplification and innovation.
- ✧ Ensure staffing salaries are aligned with market rates to increase employee retention.
- ✧ Increase volunteer use as appropriate

Long-Term Strategies

- ✧ Continue lifecycle replacement of site furnishings, infrastructure and equipment.

Ongoing Strategies

- ✧ Ensure proper equipment for maintenance personnel.
- ✧ Ensure the best preventive maintenance on all equipment and amenities.



10.1.4. Funding & Revenue

Short-Term Strategies

- ✧ Add a position dedicated to earned income. (E.g., Grant writing, sponsorship, fee study/increase, etc.)
- ✧ Develop a depreciation fund for capital assets and annually budget to build reserves for developed amenities – transfer from budget into depreciation fund annually. A percentage of annual revenue from the Division could accomplish this instead of going back into the general fund.
- ✧ Develop user fees for existing free amenities/accommodations. (E.g., Disc golf user fee, dog park registration fee, RV parking fee)
- ✧ Encourage more parks to incorporate friend groups and utilize them to help fund specific projects.
- ✧ Explore new sponsorship, naming right opportunities and additional partnership opportunities with local businesses, universities, organizations, clubs, and associations.
- ✧ Work with the County to keep and reinvest revenue the division generated to encourage innovation, add value for customers and create additional revenue generating opportunities.
- ✧ Institute a development impact fee dedicated to parks.
- ✧ Propose a new bond referendum – Educate community on needs.

Mid-Term Strategies

- ✧ Develop a business plan and incorporate working to increase philanthropy of Parks Foundation. Consider with the Foundation to include donation kiosks at key locations and attractions.

- ✧ Establish an enterprise fund for parks admissions.
- ✧ Increase the number of large, revenue generating events. (E.g., 5k race series, concerts at the park, multiple day festivals, etc.)
- ✧ Park Merchandise – enterprise fund to capture and reinvest in merchandise. Sell individual park merchandise, our patrons want to represent the park. Stickers or magnets for our campers to put on their rig.
- ✧ Review existing fees to ensure they are aligned with market rates.

Long-Term Strategies

- ✧ Standardized operations where applicable for cost containment. Consider incorporating an Adopt-a-Habitat or Natural area targeting businesses.

Ongoing Strategies

- ✧ Revisit the process of the Advantage Marketing Program.

10.1.5. Branding & Marketing

Short-Term Strategies

- ✧ Add additional dedicating marketing positions.
- ✧ Calculate and measure your marketing ROI (Return on Investment).
- ✧ Develop a new Marketing / Branding Plan

Branding – Who Are We? Environmental Stewards, Variety of programming, Open Access, Enrichment, Fun, Enhanced Quality of Life, diversity of county and cultures using park, educational, family and community components.

Taglines - We Have It All, Everything Under The Sun, Get Away from it all, Get away without going away, Get out and play (photos of nature, sports, wildlife, waterparks, boating, etc.).

- ✧ Establish points of interest in the parks (E.g., murals, natural vistas, or 3d art in which people take selfies and they post it on social media increasing reach)
- ✧ Increase the Division's marketing budget.
- ✧ Simplify website navigation for users.

Mid-Term Strategies

- ✧ Explore new marketing mediums. (E.g., TikTok)

Long-Term Strategies

- ✧ Update County park signage and incorporate branding

Ongoing Strategies

- ✧ Continue utilizing technology to increase user awareness. (E.g., Social Media, website, email blasts, interactive & multi-lingual trail maps, etc.) Create a # hashtag that park patrons could tag parks and recreation in twitter and other social media platforms. (E.g., #BetterParksBetterBroward)
- ✧ Ensure consistent branding Division wide.
- ✧ Utilize taglines and hashtags throughout branding initiative. Utilize sponsored ads on various social media platforms.



Appendices

11.1. Appendix A – Social Vulnerability Index

The social vulnerability of a community refers to its preparedness to respond to hazardous events, such as natural disasters or disease outbreak, or human-made events like chemical spills. Factors including poverty, lack of access to transportation, and inadequate housing conditions can hinder a community's ability to prevent human suffering and financial loss during and after a disaster.

To assist in understanding and measuring social vulnerability, the Agency for Toxic Substances and Disease Registry (ATSDR) and the Centers for Disease Control and Prevention (CDC), in collaborate with the U.S. Census Bureau, provide a Social Vulnerability Index (SVI) for every census tract in the US. The SVI is based on a total of 15 social factors that channel into four key themes: Socioeconomic Status, Household Composition & Disability, Minority Status & Language, and Housing & Transportation. Each census tract receives an individual score for all four themes, as well as an overall SVI ranking. The chart below depicts the relationship between the social factors, key themes, and overall SVI.

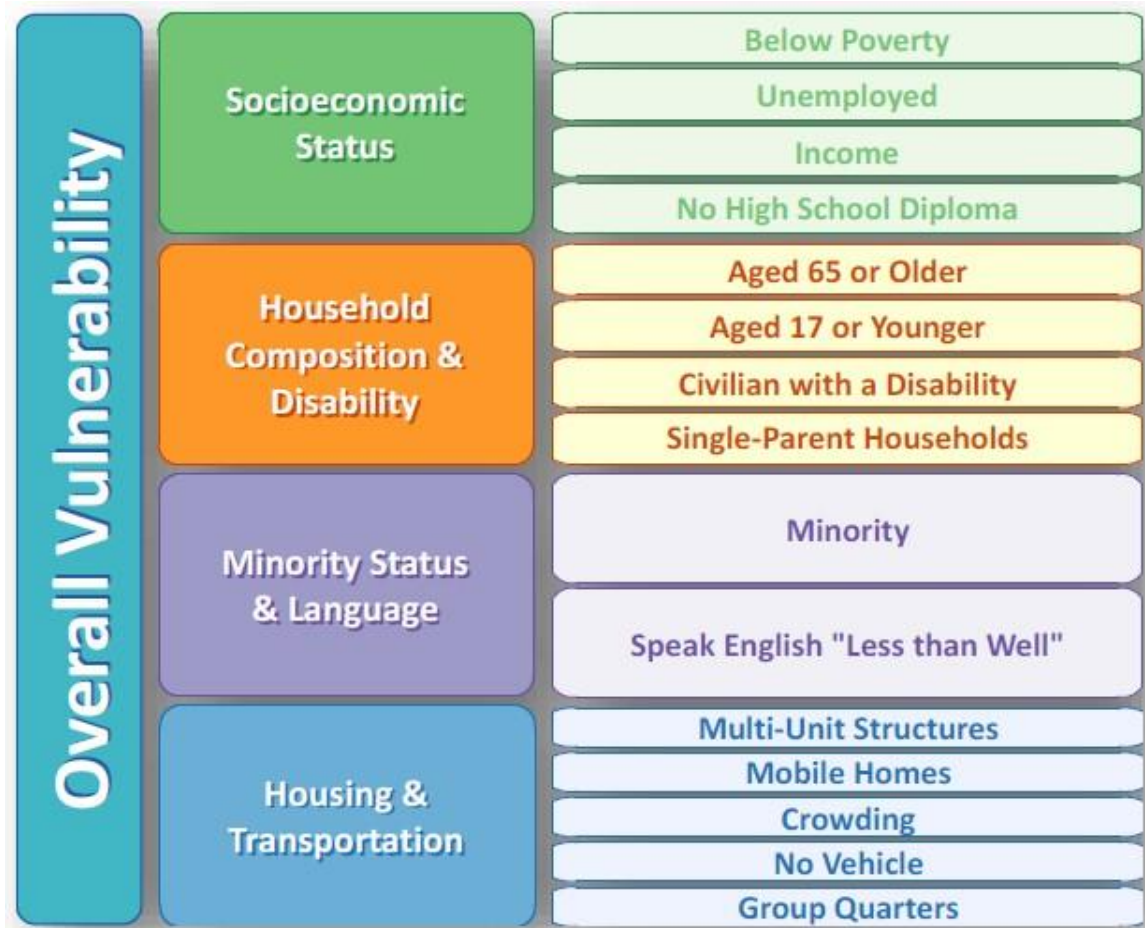


Figure 28: Social Vulnerability Factors

The following sections further detail the overall SVI rankings, as well as rankings for each of the four key themes, for the County. The SVI report for the County was sourced through ATSDR, while SVI ranking maps for the County were developed through the CDC's National Environmental Public Health Tracking Network. Data was pulled in March 2020 and includes SVI rankings from the most recent year available (2016).

The majority of the County has moderate-to-low social vulnerability in 2016, especially in the more rural areas. Higher levels of social vulnerability are present in the urban areas along I-95.



11.1.2. Broward County – SVI by Theme

The SVI can be analyzed by the four major themes to understand the vulnerability levels of different areas. In general, there are lower levels of vulnerability in rural areas and higher levels in urban cores. In the case of the County as a whole, it has relatively low vulnerability related to Housing and Transportation, while the most prominent vulnerability is associated with Race, Ethnicity, and Language.

The areas of Lauderdale Lakes and Oakland Park have the highest levels of vulnerability for Socioeconomic Status, Household Composition/Disability, and Race/Ethnicity/Language. Additionally, there is also a notably high vulnerability for Race/Ethnicity/Language present in the southern region of the County, specifically around Pembroke Pines and Miramar.

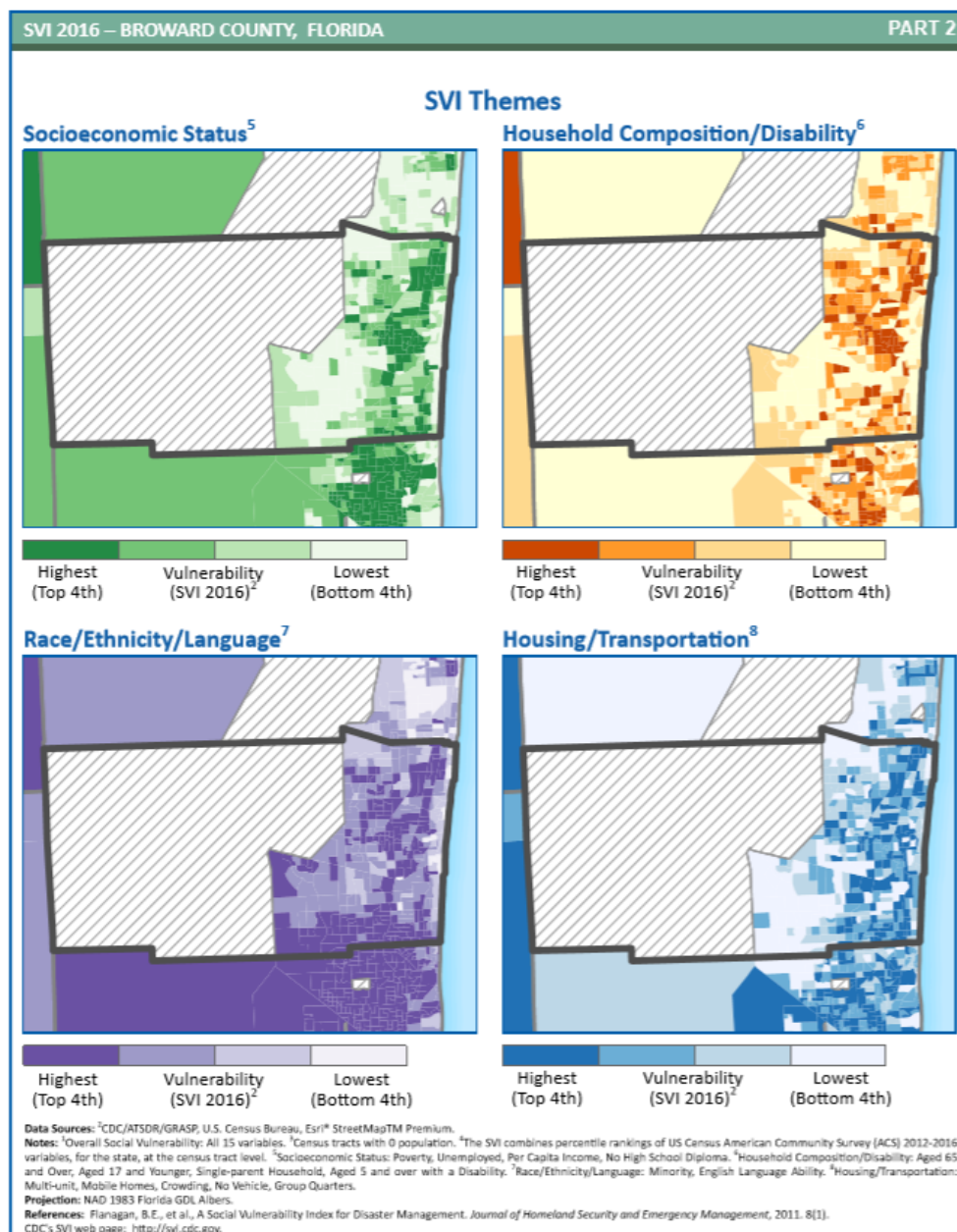


Figure 30: Broward County SVI by Theme 2016

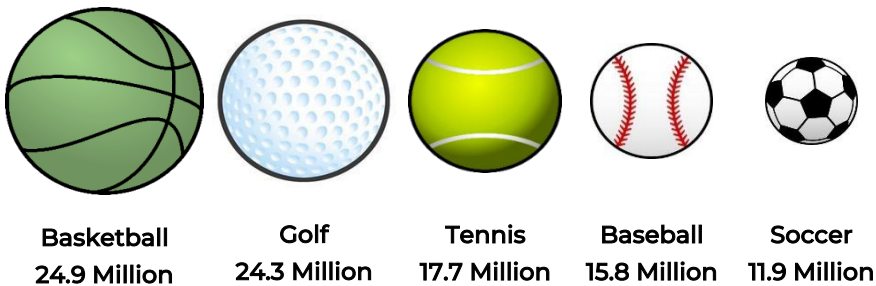
11.2. Appendix B – National Sport and Fitness Participatory Trends

11.2.1. National Trends in General Sports

PARTICIPATION LEVELS

The most heavily participated sports in the United States are Basketball (24.9 million) and Golf (24.3 million). These two sports have significantly higher participation figures than other activities within the general sports category. The next most popular sports are Tennis (17.7 million), Baseball (15.8 million), and Outdoor Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Despite a recent decrease in participation in the last five years, Golf continues to benefit from its wide age segment appeal and is considered a lifelong sport. Additionally, the emergence of Golf Entertainment Venues, such as Top Golf, has increased dramatically (84.7%) over the last five years, which has helped increase participation for golf as an activity outside of traditional golf course environments. Figure 33 on the next page shows annual participation figures for the most participated sports, as well as their one- and five-year trends.



FIVE-YEAR TREND

Since 2014, Golf Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. Similarly, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. From 2014 to 2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

ONE-YEAR TREND

In general, the most recent year (2019) follows a similar pattern to the five-year trends, with Boxing for Competition (8.2%), Golf Entertainment Venues (6.7%), and Pickleball (4.8%) showing the greatest increases in participation. However, some sports that saw rapid increases over the past five years have experienced recent decreases in participation such as Rugby (-10.8%) and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3%) have also seen a significant decrease in participation over the last year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football, (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football, (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football, (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 31: General Sports Participatory Trends

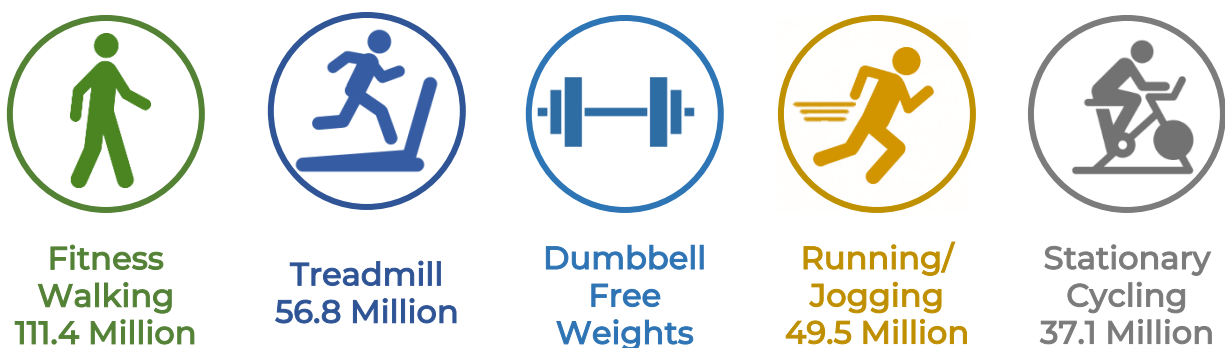
CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated sports, such as Basketball, Baseball, and Softball (Slow Pitch), have a larger core participant base (participate 13+ times per year) compared to their casual participant base sports (participate 1-12 times per year). In the past year, Ice Hockey and Softball (Fast Pitch) have seen an increase in core participation. On the other hand, less mainstream sports such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more likely to switch to other sports or fitness activities. *For a full breakdown of Core vs Casual Participation, please see Appendix C.*

11.2.2. National Trends in General Fitness

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years as shown in Figure 34. This is due to an increased interest among Americans to improve their health and enhance their quality of life through an active lifestyle. Many of these activities have become popular because they have few barriers to entry, providing a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities among the U.S. population include Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).

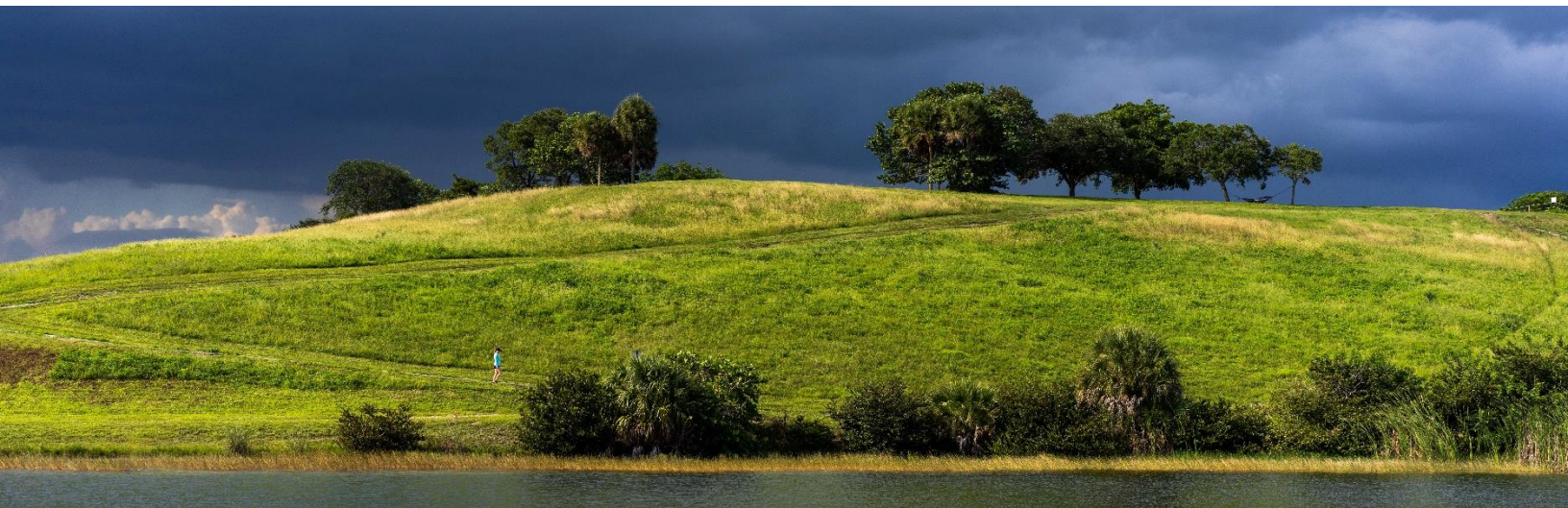


FIVE-YEAR TREND

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Group Cycling (17.5%). Over the same time frame, the activities with the biggest decline include Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%).

ONE-YEAR TREND

In the last year, the activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018 to 2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).



National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%)					

Figure 32: General Fitness National Participatory Trends

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all have a strong core user base (participating 50+ times per year). These fitness activities include Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training, all with 48% or more core participants. *For a full breakdown of Core vs Casual Participation, please see Appendix C.*

11.2.3. National Trends in Outdoor Recreation

PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category included: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).



Hiking
(Day)
49.7 Million



Bicycling
(Road)
39.4 Million



Fishing
(Freshwater)
39.2 Million



Camping
(<¼mi. of Car/Home)
28.2 Million



Camping
(Recreational Vehicle)
15.4 Million

FIVE-YEAR TREND

From 2014 to 2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fishing (Fly) (20.1%), Fishing (Saltwater) (11.6%), and Mountain Bicycling (7.2%) saw the largest increases in participation. The five-year trend also shows activities such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows that the activities that have grown the most rapidly are BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that experienced the largest decreases in participation include Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping with a Recreation Vehicle (-3.5%).



National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 33: Outdoor/Adventure Recreation Participatory Trends

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five years. Although this a positive trend, it should be noted that outdoor activity participation, except for adventure racing, consists primarily of casual users. This is likely why we see fluctuation in participation numbers, as the casual users likely found alternative activities in which to participate. *For a full breakdown of Core vs Casual Participation, please refer to Appendix C.*



11.2.4. National Trends in Aquatics

PARTICIPATION LEVELS

Swimming is considered a lifetime activity, which is likely why it continues to have such strong participation. In 2019, Fitness Swimming was the clear leader in overall participation (28.2 million) among aquatic activities, largely due to its broad, multigenerational appeal.



FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out, having increased (22.7%) from 2014 to 2019, likely due to ongoing research that demonstrates the activity's great therapeutic benefit. This is followed by Fitness Swimming (11.5%) and Competition Swimming (4.1%).

ONE-YEAR TREND

From 2018 to 2019, Competitive Swimming (-7.3%) declined in participation as both Aquatic Exercise (6.4%) and Fitness Swimming (2.3%) experienced lesser increases.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have experienced increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five years. *For a full breakdown of Core vs Casual Participation, please refer to Appendix C.*

11.2.5. NATIONAL TRENDS IN WATER SPORTS/ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports/activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It is important to note that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers that can greatly influence water activity participation.



Kayaking
11.4 Million



Canoeing
9.0 Million



Snorkeling
7.7 Million



Jet Skiing
5.1 Million



Sailing
3.6 Million



FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (29.5%) and Recreational Kayaking (28.5%) were the fastest growing water activities, followed by White Water Kayaking (9.9%) and Surfing (8.9%). From 2014 to 2019, the activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

ONE-YEAR TREND

Similar to the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) had the greatest one-year growth in participation from 2018 to 2019. Activities that experienced the largest decreases in participation in the same time frame include Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5%), and Water Skiing (-4.8%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 34: Water Sports/Activities Participatory Trends

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have a great deal more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely the reason a majority of water sports/activities have experienced decreases in participation in recent years. *For a full breakdown of Core vs Casual Participation, please refer to Appendix C.*

11.3. Appendix C – Core vs. Casual Participation Trends

11.3.1. General Sports

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	23,067	100%	24,225	100%	24,917	100%	8.0%	2.9%
Casual (1-12 times)	7,321	32%	9,335	39%	9,669	39%	32.1%	3.6%
Core(13+ times)	15,746	68%	14,890	61%	15,248	61%	-3.2%	2.4%
Golf (9 or 18-Hole Course)	24,700	100%	24,240	100%	24,271	100%	-1.7%	0.1%
Tennis	17,904	100%	17,841	100%	17,684	100%	-1.2%	-0.9%
Baseball	13,152	100%	15,877	100%	15,804	100%	20.2%	-0.5%
Casual (1-12 times)	4,295	33%	6,563	41%	6,655	42%	54.9%	1.4%
Core (13+ times)	8,857	67%	9,314	59%	9,149	58%	3.3%	-1.8%
Soccer (Outdoor)	12,592	100%	11,405	100%	11,913	100%	-5.4%	4.5%
Casual (1-25 times)	6,622	53%	6,430	56%	6,864	58%	3.7%	6.7%
Core (26+ times)	5,971	47%	4,975	44%	5,050	42%	-15.4%	1.5%
Softball (Slow Pitch)	7,077	100%	7,386	100%	7,071	100%	-0.1%	-4.3%
Casual (1-12 times)	2,825	40%	3,281	44%	3,023	43%	7.0%	-7.9%
Core(13+ times)	4,252	60%	4,105	56%	4,048	57%	-4.8%	-1.4%
Football, Flag	5,508	100%	6,572	100%	6,783	100%	23.1%	3.2%
Casual (1-12 times)	2,838	52%	3,573	54%	3,794	56%	33.7%	6.2%
Core(13+ times)	2,669	48%	2,999	46%	2,989	44%	12.0%	-0.3%
Core Age 6 to 17 (13+ times)	1,178	52%	1,578	54%	1,590	56%	35.0%	0.8%
Volleyball (Court)	6,304	100%	6,317	100%	6,487	100%	2.9%	2.7%
Casual (1-12 times)	2,759	44%	2,867	45%	2,962	46%	7.4%	3.3%
Core(13+ times)	3,545	56%	3,450	55%	3,525	54%	-0.6%	2.2%
Badminton	7,176	100%	6,337	100%	6,095	100%	-15.1%	-3.8%
Casual (1-12 times)	5,049	70%	4,555	72%	4,338	71%	-14.1%	-4.8%
Core(13+ times)	2,127	30%	1,782	28%	1,756	29%	-17.4%	-1.5%
Football, Touch	6,586	100%	5,517	100%	5,171	100%	-21.5%	-6.3%
Casual (1-12 times)	3,727	57%	3,313	60%	3,065	59%	-17.8%	-7.5%
Core(13+ times)	2,859	43%	2,204	40%	2,105	41%	-26.4%	-4.5%
Soccer (Indoor)	4,530	100%	5,233	100%	5,336	100%	17.8%	2.0%
Casual (1-12 times)	1,917	42%	2,452	47%	2,581	48%	34.6%	5.3%
Core(13+ times)	2,614	58%	2,782	53%	2,755	52%	5.4%	-1.0%
Football, Tackle	5,978	100%	5,157	100%	5,107	100%	-14.6%	-1.0%
Casual (1-25 times)	2,588	43%	2,258	44%	2,413	47%	-6.8%	6.9%
Core(26+ times)	3,390	57%	2,898	56%	2,694	53%	-20.5%	-7.0%
Core Age 6 to 17 (26+ times)	2,590	43%	2,353	44%	2,311	47%	-10.8%	-1.8%
Gymnastics	4,621	100%	4,770	100%	4,699	100%	1.7%	-1.5%
Casual (1-49 times)	2,932	63%	3,047	64%	3,004	64%	2.5%	-1.4%
Core(50+ times)	1,689	37%	1,723	36%	1,695	36%	0.4%	-1.6%
Volleyball (Sand/Beach)	4,651	100%	4,770	100%	4,400	100%	-5.4%	-7.8%
Casual (1-12 times)	3,174	68%	3,261	68%	2,907	66%	-8.4%	-10.9%
Core(13+ times)	1,477	32%	1,509	32%	1,493	34%	1.1%	-1.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

11.3.1. General Sports (continued)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
Track and Field	4,105	100%	4,143	100%	4,139	100%	0.8%	-0.1%
<i>Casual (1-25 times)</i>	1,797	44%	2,071	50%	2,069	50%	15.1%	-0.1%
<i>Core(26+ times)</i>	2,308	56%	2,072	50%	2,070	50%	-10.3%	-0.1%
Cheerleading	3,456	100%	3,841	100%	3,752	100%	8.6%	-2.3%
<i>Casual (1-25 times)</i>	1,841	53%	2,039	53%	1,934	52%	5.1%	-5.1%
<i>Core(26+ times)</i>	1,615	47%	1,802	47%	1,817	48%	12.5%	0.8%
Pickleball	2,462	100%	3,301	100%	3,460	100%	40.5%	4.8%
<i>Casual (1-12 times)</i>	1,459	59%	2,011	61%	2,185	63%	49.8%	8.7%
<i>Core(13+ times)</i>	1,003	41%	1,290	39%	1,275	37%	27.1%	-1.2%
Racquetball	3,594	100%	3,480	100%	3,453	100%	-3.9%	-0.8%
<i>Casual (1-12 times)</i>	2,435	68%	2,407	69%	2,398	69%	-1.5%	-0.4%
<i>Core(13+ times)</i>	1,159	32%	1,073	31%	1,055	31%	-9.0%	-1.7%
Ice Hockey	2,421	100%	2,447	100%	2,357	100%	-2.6%	-3.7%
<i>Casual (1-12 times)</i>	1,129	47%	1,105	45%	1,040	44%	-7.9%	-5.9%
<i>Core(13+ times)</i>	1,292	53%	1,342	55%	1,317	56%	1.9%	-1.9%
Ultimate Frisbee	4,530	100%	2,710	100%	2,290	100%	-49.4%	-15.5%
<i>Casual (1-12 times)</i>	3,448	76%	1,852	68%	1,491	65%	-56.8%	-19.5%
<i>Core(13+ times)</i>	1,082	24%	858	32%	799	35%	-26.2%	-6.9%
Softball (Fast Pitch)	2,424	100%	2,303	100%	2,242	100%	-7.5%	-2.6%
<i>Casual (1-25 times)</i>	1,158	48%	1,084	47%	993	44%	-14.2%	-8.4%
<i>Core(26+ times)</i>	1,266	52%	1,219	53%	1,250	56%	-1.3%	2.5%
Lacrosse	2,011	100%	2,098	100%	2,115	100%	5.2%	0.8%
<i>Casual (1-12 times)</i>	978	49%	1,036	49%	1,021	48%	4.4%	-1.4%
<i>Core(13+ times)</i>	1,032	51%	1,061	51%	1,094	52%	6.0%	3.1%
Wrestling	1,891	100%	1,908	100%	1,944	100%	2.8%	1.9%
<i>Casual (1-25 times)</i>	941	50%	1,160	61%	1,189	61%	26.4%	2.5%
<i>Core(26+ times)</i>	950	50%	748	39%	755	39%	-20.5%	0.9%
Roller Hockey	1,736	100%	1,734	100%	1,616	100%	-6.9%	-6.8%
<i>Casual (1-12 times)</i>	1,181	68%	1,296	75%	1,179	73%	-0.2%	-9.0%
<i>Core(13+ times)</i>	555	32%	437	25%	436	27%	-21.4%	-0.2%
Boxing for Competition	1,278	100%	1,310	100%	1,417	100%	10.9%	8.2%
<i>Casual (1-12 times)</i>	1,074	84%	1,118	85%	1,204	85%	12.1%	7.7%
<i>Core(13+ times)</i>	204	16%	192	15%	212	15%	3.9%	10.4%
Rugby	1,276	100%	1,560	100%	1,392	100%	9.1%	-10.8%
<i>Casual (1-7 times)</i>	836	66%	998	64%	835	60%	-0.1%	-16.3%
<i>Core(8+ times)</i>	440	34%	562	36%	557	40%	26.6%	-0.9%
Squash	1,596	100%	1,285	100%	1,222	100%	-23.4%	-4.9%
<i>Casual (1-7 times)</i>	1,209	76%	796	62%	747	61%	-38.2%	-6.2%
<i>Core(8+ times)</i>	388	24%	489	38%	476	39%	22.7%	-2.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

11.3.2. General Fitness

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	112,583	100%	111,001	100%	111,439	100%	-1.0%	0.4%
Casual (1-49 times)	35,694	32%	36,139	33%	36,254	33%	1.6%	0.3%
Core(50+ times)	76,889	68%	74,862	67%	75,185	67%	-2.2%	0.4%
Treadmill	50,241	100%	53,737	100%	56,823	100%	13.1%	5.7%
Casual (1-49 times)	22,525	45%	25,826	48%	28,473	50%	26.4%	10.2%
Core(50+ times)	27,716	55%	27,911	52%	28,349	50%	2.3%	1.6%
Free Weights (Dumbbells/Hand Weights)	56,124	100%	51,291	100%	51,450	100%	-8.3%	0.3%
Casual (1-49 times)	18,195	32%	18,702	36%	19,762	38%	8.6%	5.7%
Core(50+ times)	37,929	68%	32,589	64%	31,688	62%	-16.5%	-2.8%
Running/Jogging	51,127	100%	49,459	100%	50,052	100%	-2.1%	1.2%
Casual (1-49 times)	23,083	45%	24,399	49%	24,972	50%	8.2%	2.3%
Core(50+ times)	28,044	55%	25,061	51%	25,081	50%	-10.6%	0.1%
Stationary Cycling (Recumbent/Upright)	35,693	100%	36,668	100%	37,085	100%	3.9%	1.1%
Casual (1-49 times)	18,255	51%	19,282	53%	19,451	52%	6.6%	0.9%
Core(50+ times)	17,439	49%	17,387	47%	17,634	48%	1.1%	1.4%
Weight/Resistant Machines	35,841	100%	36,372	100%	36,181	100%	0.9%	-0.5%
Casual (1-49 times)	14,590	41%	14,893	41%	14,668	41%	0.5%	-1.5%
Core(50+ times)	21,250	59%	21,479	59%	21,513	59%	1.2%	0.2%
Elliptical Motion/Cross Trainer	31,826	100%	33,238	100%	33,056	100%	3.9%	-0.5%
Casual (1-49 times)	15,379	48%	16,889	51%	17,175	52%	11.7%	1.7%
Core(50+ times)	16,448	52%	16,349	49%	15,880	48%	-3.5%	-2.9%
Yoga	25,262	100%	28,745	100%	30,456	100%	20.6%	6.0%
Casual (1-49 times)	14,802	59%	17,553	61%	18,953	62%	28.0%	8.0%
Core(50+ times)	10,460	41%	11,193	39%	11,503	38%	10.0%	2.8%
Free Weights (Barbells)	25,623	100%	27,834	100%	28,379	100%	10.8%	2.0%
Casual (1-49 times)	9,641	38%	11,355	41%	11,806	42%	22.5%	4.0%
Core(50+ times)	15,981	62%	16,479	59%	16,573	58%	3.7%	0.6%
Dance, Step, Choreographed Exercise	21,455	100%	22,391	100%	23,957	100%	11.7%	7.0%
Casual (1-49 times)	13,993	65%	14,503	65%	16,047	67%	14.7%	10.6%
Core(50+ times)	7,462	35%	7,888	35%	7,910	33%	6.0%	0.3%
Bodyweight Exercise	22,390	100%	24,183	100%	23,504	100%	5.0%	-2.8%
Casual (1-49 times)	8,970	40%	9,674	40%	9,492	40%	5.8%	-1.9%
Core(50+ times)	13,420	60%	14,509	60%	14,012	60%	4.4%	-3.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

11.3.2. General Fitness (continued)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact/ Intensity Training)	19,746	100%	21,611	100%	22,044	100%	11.6%	2.0%
Casual (1-49 times)	10,242	52%	11,828	55%	12,380	56%	20.9%	4.7%
Core(50+ times)	9,504	48%	9,783	45%	9,665	44%	1.7%	-1.2%
Stair Climbing Machine	13,216	100%	15,025	100%	15,359	100%	16.2%	2.2%
Casual (1-49 times)	7,679	58%	9,643	64%	10,059	65%	31.0%	4.3%
Core(50+ times)	5,537	42%	5,382	36%	5,301	35%	-4.3%	-1.5%
Cross-Training Style Workout	11,265	100%	13,338	100%	13,542	100%	20.2%	1.5%
Casual (1-49 times)	5,686	50%	6,594	49%	7,100	52%	24.9%	7.7%
Core(50+ times)	5,579	50%	6,744	51%	6,442	48%	15.5%	-4.5%
Trail Running	7,531	100%	10,010	100%	10,997	100%	46.0%	9.9%
Stationary Cycling (Group)	8,449	100%	9,434	100%	9,930	100%	17.5%	5.3%
Casual (1-49 times)	5,353	63%	6,097	65%	6,583	66%	23.0%	8.0%
Core(50+ times)	3,097	37%	3,337	35%	3,347	34%	8.1%	0.3%
Pilates Training	8,504	100%	9,084	100%	9,243	100%	8.7%	1.8%
Casual (1-49 times)	5,131	60%	5,845	64%	6,074	66%	18.4%	3.9%
Core(50+ times)	3,373	40%	3,238	36%	3,168	34%	-6.1%	-2.2%
Cardio Kickboxing	6,747	100%	6,838	100%	7,026	100%	4.1%	2.7%
Casual (1-49 times)	4,558	68%	4,712	69%	4,990	71%	9.5%	5.9%
Core(50+ times)	2,189	32%	2,126	31%	2,037	29%	-6.9%	-4.2%
Boot Camp Style Training	6,774	100%	6,695	100%	6,830	100%	0.8%	2.0%
Casual (1-49 times)	4,430	65%	4,780	71%	4,951	72%	11.8%	3.6%
Core(50+ times)	2,344	35%	1,915	29%	1,880	28%	-19.8%	-1.8%
Martial Arts	5,364	100%	5,821	100%	6,068	100%	13.1%	4.2%
Casual (1-12 times)	1,599	30%	1,991	34%	2,178	36%	36.2%	9.4%
Core(13+ times)	3,765	70%	3,830	66%	3,890	64%	3.3%	1.6%
Boxing for Fitness	5,113	100%	5,166	100%	5,198	100%	1.7%	0.6%
Casual (1-12 times)	2,438	48%	2,714	53%	2,738	53%	12.3%	0.9%
Core(13+ times)	2,675	52%	2,452	47%	2,460	47%	-8.0%	0.3%
Tai Chi	3,446	100%	3,761	100%	3,793	100%	10.1%	0.9%
Casual (1-49 times)	2,053	60%	2,360	63%	2,379	63%	15.9%	0.8%
Core(50+ times)	1,393	40%	1,400	37%	1,414	37%	1.5%	1.0%
Barre	3,200	100%	3,532	100%	3,665	100%	14.5%	3.8%
Casual (1-49 times)	2,562	80%	2,750	78%	2,868	78%	11.9%	4.3%
Core(50+ times)	638	20%	782	22%	797	22%	24.9%	1.9%
Triathlon (Traditional/Road)	2,203	100%	2,168	100%	2,001	100%	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	100%	1,589	100%	1,472	100%	4.3%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

11.3.3. Outdoor/Adventure Recreation

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	36,222	100%	47,860	100%	49,697	100%	37.2%	3.8%
Bicycling (Road)	39,725	100%	39,041	100%	39,388	100%	-0.8%	0.9%
Casual (1-25 times)	19,269	49%	20,777	53%	20,796	53%	7.9%	0.1%
Core(26+ times)	20,456	51%	18,264	47%	18,592	47%	-9.1%	1.8%
Fishing (Freshwater)	37,821	100%	38,998	100%	39,185	100%	3.6%	0.5%
Casual (1-7 times)	19,847	52%	21,099	54%	20,857	53%	5.1%	-1.1%
Core(8+ times)	17,973	48%	17,899	46%	18,328	47%	2.0%	2.4%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	100%	27,416	100%	28,183	100%	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	100%	15,980	100%	15,426	100%	5.4%	-3.5%
Casual (1-7 times)	7,074	48%	9,103	57%	8,420	55%	19.0%	-7.5%
Core(8+ times)	7,559	52%	6,877	43%	7,006	45%	-7.3%	1.9%
Fishing (Saltwater)	11,817	100%	12,830	100%	13,193	100%	11.6%	2.8%
Casual (1-7 times)	6,999	59%	7,636	60%	7,947	60%	13.5%	4.1%
Core(8+ times)	4,819	41%	5,194	40%	5,246	40%	8.9%	1.0%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	100%	12,344	100%	12,817	100%	-2.7%	3.8%
Backpacking Overnight	10,101	100%	10,540	100%	10,660	100%	5.5%	1.1%
Bicycling (Mountain)	8,044	100%	8,690	100%	8,622	100%	7.2%	-0.8%
Casual (1-12 times)	3,707	46%	4,294	49%	4,319	50%	16.5%	0.6%
Core(13+ times)	4,336	54%	4,396	51%	4,302	50%	-0.8%	-2.1%
Archery	8,435	100%	7,654	100%	7,449	100%	-11.7%	-2.7%
Casual (1-25 times)	7,021	83%	6,514	85%	6,309	85%	-10.1%	-3.1%
Core(26+ times)	1,414	17%	1,140	15%	1,140	15%	-19.4%	0.0%
Fishing (Fly)	5,842	100%	6,939	100%	7,014	100%	20.1%	1.1%
Casual (1-7 times)	3,638	62%	4,460	64%	4,493	64%	23.5%	0.7%
Core(8+ times)	2,204	38%	2,479	36%	2,521	36%	14.4%	1.7%
Skateboarding	6,582	100%	6,500	100%	6,610	100%	0.4%	1.7%
Casual (1-25 times)	3,882	59%	3,989	61%	4,265	65%	9.9%	6.9%
Core(26+ times)	2,700	41%	2,511	39%	2,345	35%	-13.1%	-6.6%
Roller Skating (In-Line)	6,061	100%	5,040	100%	4,816	100%	-20.5%	-4.4%
Casual (1-12 times)	4,194	69%	3,680	73%	3,474	72%	-17.2%	-5.6%
Core(13+ times)	1,867	31%	1,359	27%	1,342	28%	-28.1%	-1.3%
Bicycling (BMX)	2,350	100%	3,439	100%	3,648	100%	55.2%	6.1%
Casual (1-12 times)	1,205	51%	2,052	60%	2,257	62%	87.3%	10.0%
Core(13+ times)	1,145	49%	1,387	40%	1,392	38%	21.6%	0.4%
Climbing (Traditional/Ice/Mountaineering)	2,457	100%	2,541	100%	2,400	100%	-2.3%	-5.5%
Adventure Racing	2,368	100%	2,215	100%	2,143	100%	-9.5%	-3.3%
Casual (1 times)	1,004	42%	581	26%	549	26%	-45.3%	-5.5%
Core(2+ times)	1,365	58%	1,634	74%	1,595	74%	16.8%	-2.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

11.3.4. Aquatics

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	25,304	100%	27,575	100%	28,219	100%	11.5%	2.3%
<i>Casual (1-49 times)</i>	16,459	65%	18,728	68%	19,480	69%	18.4%	4.0%
<i>Core(50+ times)</i>	8,845	35%	8,847	32%	8,739	31%	-1.2%	-1.2%
Aquatic Exercise	9,122	100%	10,518	100%	11,189	100%	22.7%	6.4%
<i>Casual (1-49 times)</i>	5,901	65%	7,391	70%	8,006	72%	35.7%	8.3%
<i>Core(50+ times)</i>	3,221	35%	3,127	30%	3,183	28%	-1.2%	1.8%
Swimming (Competition)	2,710	100%	3,045	100%	2,822	100%	4.1%	-7.3%
<i>Casual (1-49 times)</i>	1,246	46%	1,678	55%	1,529	54%	22.7%	-8.9%
<i>Core(50+ times)</i>	1,464	54%	1,367	45%	1,293	46%	-11.7%	-5.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

11.3.5. Water Sports/Activities

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	8,855	100%	11,017	100%	11,382	100%	28.5%	3.3%
Canoeing	10,044	100%	9,129	100%	8,995	100%	-10.4%	-1.5%
Snorkeling	8,752	100%	7,815	100%	7,659	100%	-12.5%	-2.0%
<i>Casual (1-7 times)</i>	6,935	79%	6,321	81%	6,192	81%	-10.7%	-2.0%
<i>Core(8+ times)</i>	1,818	21%	1,493	19%	1,468	19%	-19.3%	-1.7%
Jet Skiing	6,355	100%	5,324	100%	5,108	100%	-19.6%	-4.1%
<i>Casual (1-7 times)</i>	4,545	72%	3,900	73%	3,684	72%	-18.9%	-5.5%
<i>Core(8+ times)</i>	1,810	28%	1,425	27%	1,423	28%	-21.4%	-0.1%
Sailing	3,924	100%	3,754	100%	3,618	100%	-7.8%	-3.6%
<i>Casual (1-7 times)</i>	2,699	69%	2,596	69%	2,477	68%	-8.2%	-4.6%
<i>Core(8+ times)</i>	1,225	31%	1,159	31%	1,141	32%	-6.9%	-1.6%
Stand-Up Paddling	2,751	100%	3,453	100%	3,562	100%	29.5%	3.2%
Rafting	3,781	100%	3,404	100%	3,438	100%	-9.1%	1.0%
Water Skiing	4,007	100%	3,363	100%	3,203	100%	-20.1%	-4.8%
<i>Casual (1-7 times)</i>	2,911	73%	2,499	74%	2,355	74%	-19.1%	-5.8%
<i>Core(8+ times)</i>	1,095	27%	863	26%	847	26%	-22.6%	-1.9%
Surfing	2,721	100%	2,874	100%	2,964	100%	8.9%	3.1%
<i>Casual (1-7 times)</i>	1,645	60%	1,971	69%	2,001	68%	21.6%	1.5%
<i>Core(8+ times)</i>	1,076	40%	904	31%	962	32%	-10.6%	6.4%
Wakeboarding	3,125	100%	2,796	100%	2,729	100%	-12.7%	-2.4%
<i>Casual (1-7 times)</i>	2,199	70%	1,900	68%	1,839	67%	-16.4%	-3.2%
<i>Core(8+ times)</i>	926	30%	896	32%	890	33%	-3.9%	-0.7%
Scuba Diving	3,145	100%	2,849	100%	2,715	100%	-13.7%	-4.7%
<i>Casual (1-7 times)</i>	2,252	72%	2,133	75%	2,016	74%	-10.5%	-5.5%
<i>Core(8+ times)</i>	893	28%	716	25%	699	26%	-21.7%	-2.4%
Kayaking (Sea/Touring)	2,912	100%	2,805	100%	2,652	100%	-8.9%	-5.5%
Kayaking (White Water)	2,351	100%	2,562	100%	2,583	100%	9.9%	0.8%
Boardsailing/Windsurfing	1,562	100%	1,556	100%	1,405	100%	-10.1%	-9.7%
<i>Casual (1-7 times)</i>	1,277	82%	1,245	80%	1,112	79%	-12.9%	-10.7%
<i>Core(8+ times)</i>	285	18%	310	20%	292	21%	2.5%	-5.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

11.4. Appendix D – National and Regional Programming Trends

11.4.1. Programs Offered by Park and Recreation Agencies (Southern Region)

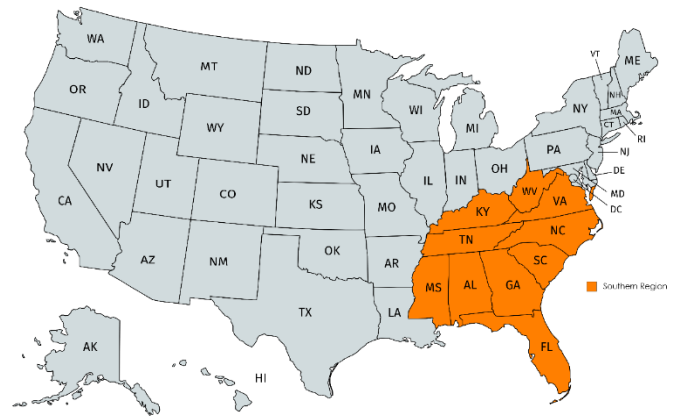
PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (SOUTHERN REGION)

NRPA's *Agency Performance Review 2019* summarizes key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,075 park and recreation agencies across the U.S. as reported between 2016 and 2018.

Based on this report, the typical agency (i.e., those at the median values) offers 175 programs annually, with roughly 63% of those programs being fee-based activities and events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (Figure 35). A complete comparison of regional and national programs offered by agencies can be found in Figure 38.

When comparing Southern Region agencies to the U.S. average, team sports, social recreation events, themed special events, health & wellness education, and fitness enhancement classes were all identified in top five most commonly provided program areas offered regionally and nationally.



Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Southern Region (percent of agencies offering)	U.S. (percent of agencies offering)
Team Sports (88%)	Themed Special Events (87%)
Social Recreation Events (87%)	Team Sports (87%)
Themed Special Events (87%)	Social Recreation Events (86%)
Health & Wellness Education (80%)	Health & Wellness Education (79%)
Fitness Enhancement Class (79%)	Fitness Enhancement Class (77%)

Figure 35: Top 5 Core Program Areas

Overall, Southern Region parks and recreation agencies are very similar to the U.S. average for program offerings. However, agencies in the Southern Region currently offer Safety Training, Aquatics, Performing Arts, and Golf programs at a rate less than the national average, +/- 5%.

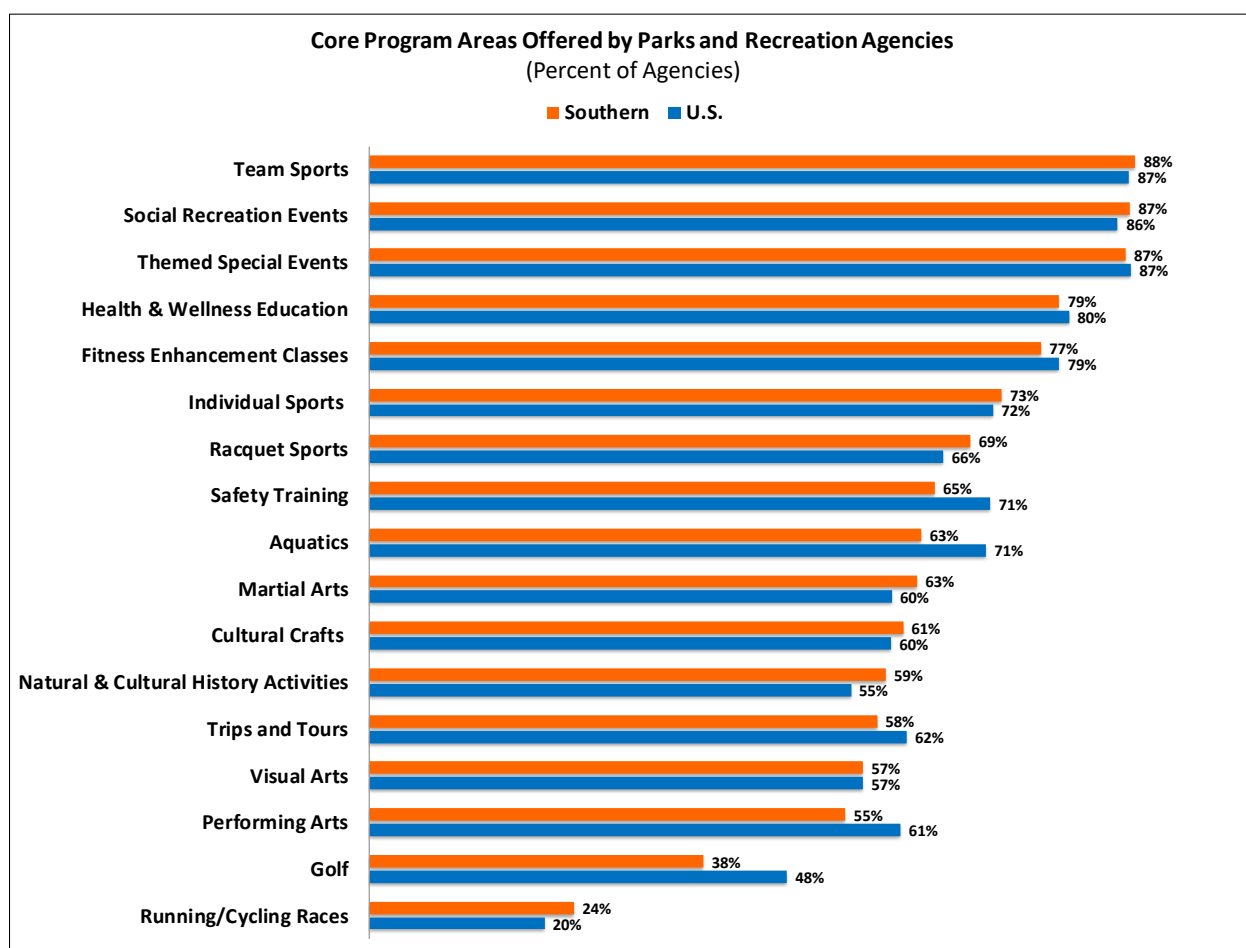


Figure 36: Programs Offered by Parks and Recreation Agencies

TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on this information, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below (Figure 29). A complete comparison of regional and national targeted program offerings can be found in Figure 30.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Southern Region (percent of agencies offering)	U.S. (percent of agencies offering)
Summer Camp (86%)	Summer Camp (82%)
Senior Programs (80%)	Senior Programs (78%)
Disability Programs (66%)	Disability Programs (77%)

Figure 37: Top 3 Core Target Program Areas

Agencies in the Southern Region tend to offer targeted programs at a lower rate than the national average. Southern agencies are currently offering After School Programs, Preschool Programs, and Before School Programs at a significantly lower rate than the national average (Figure 27).

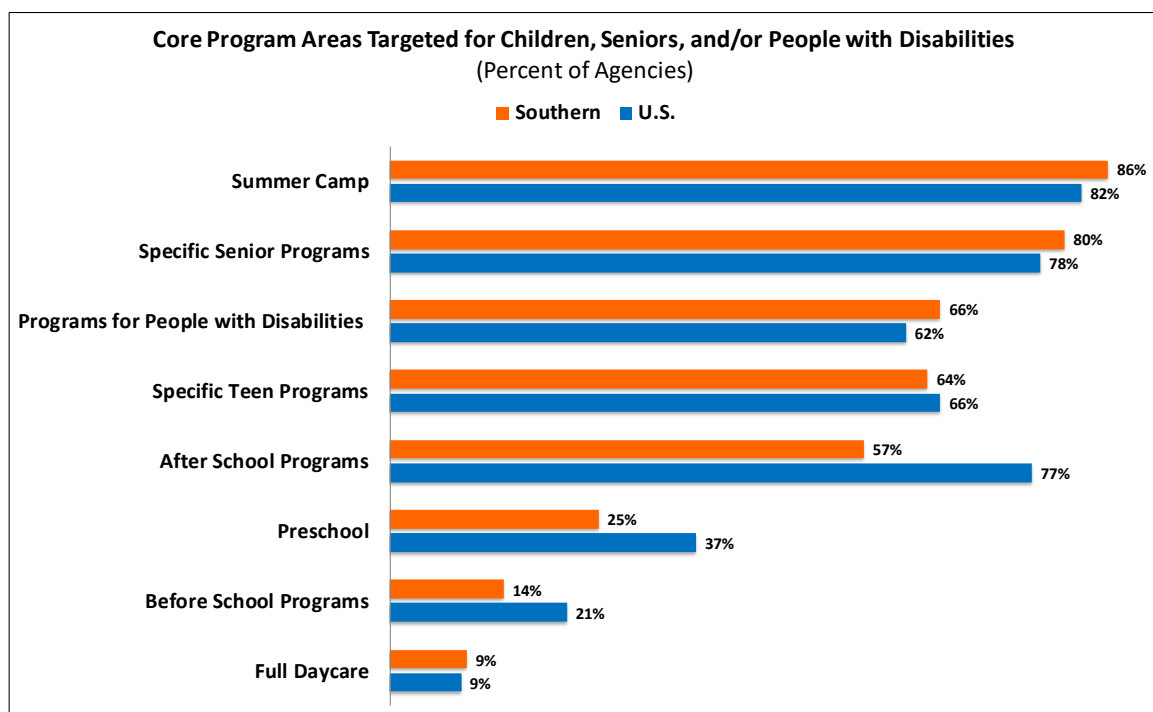


Figure 38: Targeted Programs for Children, Seniors, and/or People with Disabilities

11.5. Appendix E – Non-Participant Interest by Age Segment

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but remains interested in participating in. Below are the top five activities that each age segment would be most likely to partake in if they were readily available.

Overall, the most prevalent activities, across all age segments, include Camping, Bicycling, Fishing, and Swimming for Fitness. Each of these are low-impact activities, making them possible for any age segment to enjoy.



11.6. Appendix F – Public Input Meeting Results

11.6.1. Results by Location



Anne Kolb Nature Center Public Meeting #1

11

Residents Participated in Live Polling
(Top 3 Results for each question are below)

Want the County To Provide More...

25%

**Natural / Open Space /
Nature Centers**

22%

Trails Natural/Mountain

11%

Campgrounds, Equestrian Facilities &
Playgrounds

Want the County To Provide New...

23%

**Rec Center & Zipline /
Adventure Course**

19%

Indoor Gym / Fitness Center &
Performing Arts Theater

10%

Playgrounds

Programs Attendees Participate in...

27%

Nature Programs

15%

Arts & Enrichment & Outdoor Sporting /
Adventure / Equestrian

12%

Special Events

Programs Attendees Want More of...

26%

Nature Programs

19%

Outdoor Sporting / Adventure /
Equestrian

16%

Arts & Enrichment Programs

Innovative Offerings Want County to
Provide...

39%

Zipline / Adventure Course

17%

Pickleball & Universally Accessible
Playground

11%

WiFi Access in Parks

Preferred Means of Communication...

21%

**Broward County Website
& Email**

17%

Social Media

14%

App & Signage in Parks

Top Three Barriers
to Participation...

23%

I don't know what's offered

19%

No Time

15%

Poor Location / Too Far



STRENGTHS

- Fee structure for access to parks
- Geographical locations
- Nature Center is an asset
- AKNC friend's group
- Knowledgeable, responsive staff
- Last remaining green spaces
- Well maintained facilities & trails
- User friendly website

OPPORTUNITIES

- Increase awareness of offerings
- Cross promote with partners
- Share programming / rotate exhibits
- Connectivity between City/County assets
- Mobile exhibits /outreach programs
- More kid-friendly programming Jr Ranger program
- Utilize apps like geo-tagging
- More programs-young professionals
- Develop promotion video of offerings
- Marina more boats, clean restrooms
- Paved bike trails more accessible
- Position information kiosks in park
- Better security: lights, cameras, signs
- Park employees use campgrounds to assess needs

TOP PRIORITY

- Market offerings to seniors
- Highlight volunteer opportunities
- Fix safety hazards
- Fulltime staff for nature programs
- Pave south trail
- Increase awareness and outreach
- Conserve/preserve eco-systems in parks
- Collaborate with school programs
- Expand trail systems – rough or smooth surfaces
- Develop roadmap for priority setting
- Remove exotic animals & plants
- Consider solar panels



Long Key Nature Center Public Meeting #2

17

Residents Participated in Live Polling
(Top 3 Results for each question are below)

Want the County To Provide More...

25%

**Natural / Open Space /
Nature Centers**

21%

Trails Natural/Mountain

16%

Equestrian Facilities

Want the County To Provide New...

17%

Community Rec Center

15%

Picnic Shelters & Zipline / Adventure
Course

13%

Performing Arts Theater & Sports Fields

Programs Attendees Participate in...

28%

**Outdoor Sporting /
Adventure / Equestrian**

17%

Special Events

15%

Nature Programs

Programs Attendees Want More of...

26%

**Outdoor Sporting /
Adventure / Equestrian**

19%

Nature Programs

13%

Performing Arts Theater & Special Events

Innovative Offerings Want County to
Provide...

25%

WiFi Access in Parks

13%

Zipline / Adventure Course

11%

Universally Accessible Playgrounds

Preferred Means of Communication...

20%

Email

18%

Signage in Parks & Social Media

16%

Broward County Website

**Top Three Barriers
to Participation...**

28%

I don't know what's offered

21%

Lack of Facilities

14%

No Time



STRENGTHS

- Access to the equestrian trails
- Volunteer programs –access other opportunities
- Well maintained – camping
- Freedom in park, i.e., Markham Park
- The observatory
- Shooting range
- New outlets – drones, R.C. airfield
- Top notch dog parks
- Great response from staff
- Connection of equestrian trails
- Affordable summer camps

OPPORTUNITIES

- Equestrian camping
- Chain fencing / less restrictions / egress
- Better communication with vendors
- Access to parks for camping at night
- Identify findings and schedule for conflicting activities, i.e., equestrian and drones
- Access to equestrian trails in the evenings with low lighting
- Unused golf courses to be used as water access points
- Don't miss the data regarding educational – specifically what is already in the parks
- A motorized park – because bikes are banned
- Encourage more local residents to use the parks – lots of people coming from other counties

TOP PRIORITY

- Focus on children and aftercare needs
- Heroes Park
- Mitigation of pollution (two attendees made this comment)
- Same or more parks for equestrians to play together
- More equestrian trains/access
- More safety – equestrian trails
- Expansion of trails – of all kinds (two attendees made this comment)
- To cohabitate effectively with each other
- Equestrian at night



Fern Forest Nature Center Public Meeting #3

8

Residents Participated in Live Polling
(Top 3 Results for each question are below)

Want the County To Provide More...

36%

Trails Natural/Mountain

29%

Natural / Open Space / Nature Centers

14%

Campgrounds

Want the County To Provide New...

26%

**Rec Center & Zipline /
Adventure Course**

22%

BMX / Bike Park

13%

Performing Arts & Picnic Tables

Programs Attendees Participate in...

30%

**Nature Programs & Outdoor
Sporting / Adventure /
Equestrian**

13%

Arts & Enrichment & Special Events

9%

Fitness Programs

Programs Attendees Want More of...

30%

**Nature Programs & Outdoor
Sporting / Adventure /
Equestrian**

15%

Fitness Programs

10%

Volunteer Programs / Opportunities

Innovative Offerings Want County to
Provide...

42%

Zipline / Adventure Course

26%

WiFi Access in Parks

16%

Universally Accessible Playgrounds

Preferred Means of Communication...

30%

Broward County Website

17%

Email

13%

App, Signage in Parks & Social Media

**Top Three Barriers
to Participation...**

32%

Poor Location / Too Far

26%

I don't know what's
offered

16%

Lack of Facilities / No Time



STRENGTHS

- Nature trails and boardwalks
- Innovative
- Great parks
- Volunteer programs
- Diverse offerings
- Dedicated naturalists
- Maintenance of invasive species

OPPORTUNITIES

- Equestrian trails
- Provide naturalist interpretation
- Nature walks
- Kiosk information
- Better connection w/facilities/collaboration on east side
- Customer service – access to person/information (telephone)
- Traveling art exhibits – local history
- Skate park
- Sharing environmental expertise
- Outreach about volunteer opportunities (students)
- Updating infrastructure – roadways, buildings
- Signage (QR codes with information on trees, etc.)
- Paddle boarding, kayaking
- Highlight local teams at parks
- Lack of greenways
- Updated modes of outreach, communication – digital
- Lack of connectivity for bicycles

TOP PRIORITY

- Community appreciation for Deerfield Island Park
- Greater recognition of available resources by community
- Better coordination of City and County Departments
- Preservation/protection of existing mountain bike trails
- Plan to rebuild mountain bike trails at Quiet Waters
- Expanding youth programs to all parks – technology, school system
- Get kids outside
- Add more mountain bike trails to other parks
- Maintain and improve wildlife habitat
- Recreational access to fishing, wildlife



Central Broward Park & Broward County Stadium Public Meeting #4

11

Residents Participated in Live Polling
(Top 3 Results for each question are below)

Want the County To Provide More...

24%

Natural / Open Space / Nature Centers, Playgrounds & Sports Field / Courts / Stadiums

12%

Trails Natural/Mountain

6%

Campgrounds, Indoor Meeting / Reception Spaces & Trails (paved)

Want the County To Provide New...

23%

Indoor Gym / Fitness Center

14%

Sports Fields, Virtual Gaming / eSports Arena & Zipline / Adventure Course

9%

Community Rec Center & BMX / Bike Park

Programs Attendees Participate in...

37%

Special Events

26%

Sport Leagues / Tournaments

10%

Arts & Enrichment & Special Population Programs

Programs Attendees Want More of...

25%

Special Events

17%

Sport Leagues / Tournaments

13%

Nature Programs & Volunteer Programs

Innovative Offerings Want County to Provide...

35%

WiFi Access in Parks

18%

eSports Arena / Virtual Gaming

12%

Drone Racing, Universally Accessible Playground & Zipline / Adventure Course

Preferred Means of Communication...

19%

App, Broward County Website Social Media & Text / Call

14%

Email

5%

Banners / Flyers & Printed Material

Top Three Barriers to Participation...

27%

I don't know what's offered & No Time

13%

No Time

7%

Cultural Program / Language Barrier, Lack of Facilities, Poor Location / Too Far, Too Expensive & Use other Providers



STRENGTHS

- Diversity of parks in terms of size, scope, locations
- More international offerings, diversity of programs
- Access to parks
- Good natural parks, i.e., Anne Kolb, Secret Woods

OPPORTUNITIES

- Better communication with city park system
- Communicate to elected officials that parks are important
- Promote adult sports leagues
- Improve staffing/restroom maintenance
- Importance of funding parks
- Consider summer programming series: music, concerts, food trucks, movies, festivals
- Improve field conditions
- Improve stadium infrastructure
- Esports at stadium
- Open air space for drone racing
- Invest in maintenance of parks

TOP PRIORITY

- Stadium improvements
- Larger special events
- Benchmarking existing funding per population to make case for future funding
- Showcase regional park offerings, specifically at Central Broward Park
- Ensure safe place for recreational offerings
- Clean parks
- Branding of specific offerings
- Communicate information about parks accurately
- Create a sense of community while promoting health, wellness, social cohesion



Roosevelt Garden Park Public Meeting #5

20

Residents Participated in Live Polling
(Top 3 Results for each question are below)

Want the County To Provide More...

24%

**Natural / Open Space / Nature
Centers, Playgrounds & Sports
Field / Courts / Stadiums**

12%

Trails Natural/Mountain

6%

Campgrounds, Indoor Meeting /
Reception Spaces & Trails (paved)

Want the County To Provide New...

23%

**Indoor Gym / Fitness
Center**

14%

Sports Fields, Virtual Gaming / eSports
Arena & Zipline / Adventure Course

9%

Community Rec Center & BMX / Bike
Park

Programs Attendees Participate in...

37%

Special Events

26%

Sport Leagues / Tournaments

10%

Arts & Enrichment & Special Population
Programs

Programs Attendees Want More of...

25%

Special Events

17%

Sport Leagues / Tournaments

13%

Nature Programs & Volunteer Programs

Innovative Offerings Want County to
Provide...

35%

WiFi Access in Parks

18%

eSports Arena / Virtual Gaming

12%

Drone Racing, Universally Accessible
Playground & Zipline / Adventure Course

Preferred Means of Communication...

19%

**App, Broward County Website
Social Media & Text / Call**

14%

Email

5%

Banners / Flyers & Printed Material

**Top Three Barriers
to Participation...**

27%

I don't know
what's offered
& No Time

13%

No Time

7%

Cultural Program / Language Barrier, Lack of
Facilities, Poor Location / Too Far, Too
Expensive & Use other Providers



STRENGTHS

- After-school program
- Senior programs
- Natural parks
- Affordable offerings
- Music and events
- Field trips
- Diversity of programs
- Sports programs for skill development

OPPORTUNITIES

- Organize more offerings for youth sports/activities at facilities
- Safety, after parks are closed and specifically at Easterlin Park
- Funding for conservation of species in natural areas
- No swimming pools in Broward Municipal Services District zones
- Expand pickleball offerings
- Coordination across agencies, i.e., YMCA
- Knowledgeable staff
- Identify specific needs of diverse and special needs communities
- Install speed bumps and better lightning on roads near parks
- Add educational information and signage along trails
- Increase funding for parks
- Access to social programs within walking distance
- Expand content and information on website
- More playground and health & fitness equipment

TOP PRIORITY

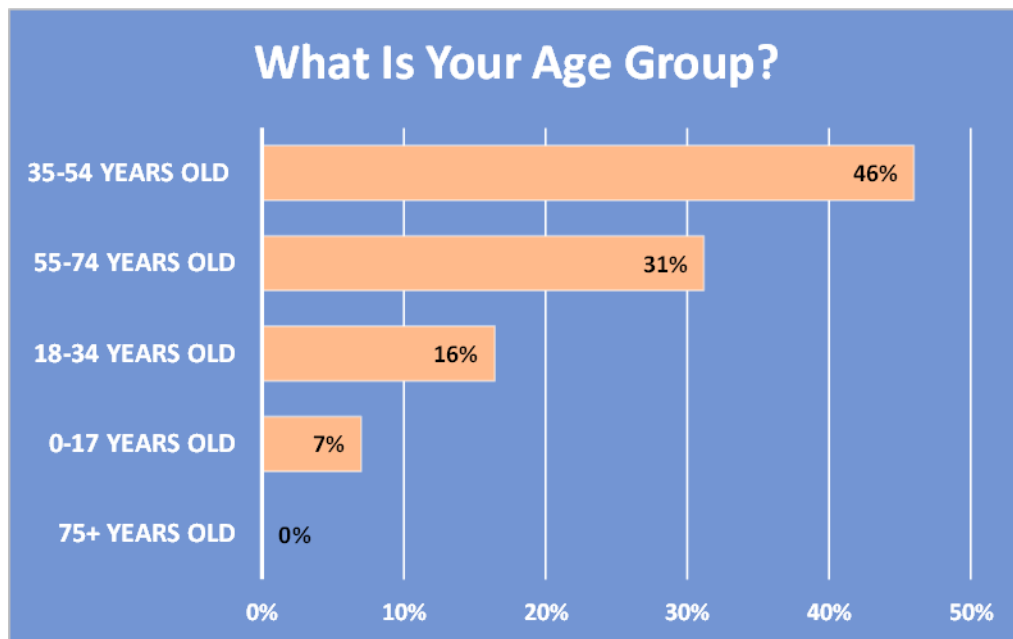
- Save and enhance parks and resources
- Protect species in urban areas/increase awareness
- More pickleball
- More activities for youth, create safe space for youth
- Make sure staff fully vetted
- Caring staff
- Swimming pools
- More family night activities
- Provide more educational tools like computers
- Funding and safety
- Keep equestrian trails safe and useable
- Make sure Master Plan is implemented

11.6.2. Live Polling Results

This exercise was facilitated using live polling software that allowed for attendees to anonymously share their input in real-time using clickers as polling devices. These results were then displayed to the attendees immediately after all the respondents had provided their input. The following pages depict the cumulative results of the public meetings.

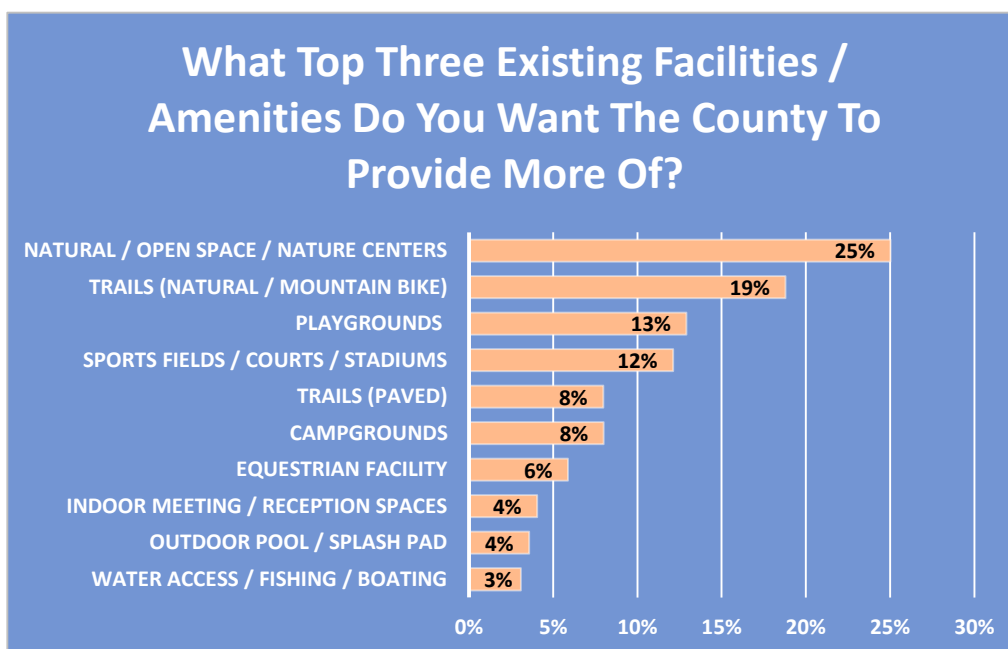
WHAT IS YOUR AGE GROUP?

The attendees of all public input meetings make up the age groups of 35-54 years (46%), 55-74 years (31%), 18-34 years (16%), and 0-17 years (7%).



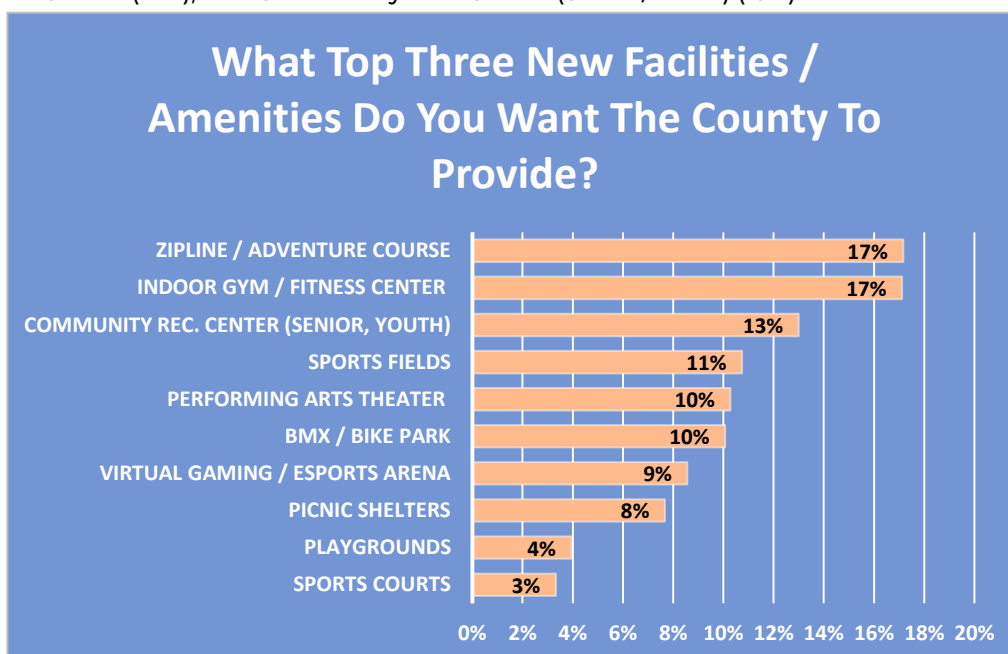
WHAT TOP THREE EXISTING FACILITIES/AMENITIES DO YOU WANT THE COUNTY TO PROVIDE MORE OF?

The top three combined responses for existing facilities and amenities that attendees want the County to provide more of were Natural/Open Space/Nature Centers (25%), Trails (Natural/Mountain Bike) (19%), and Playgrounds (13%).



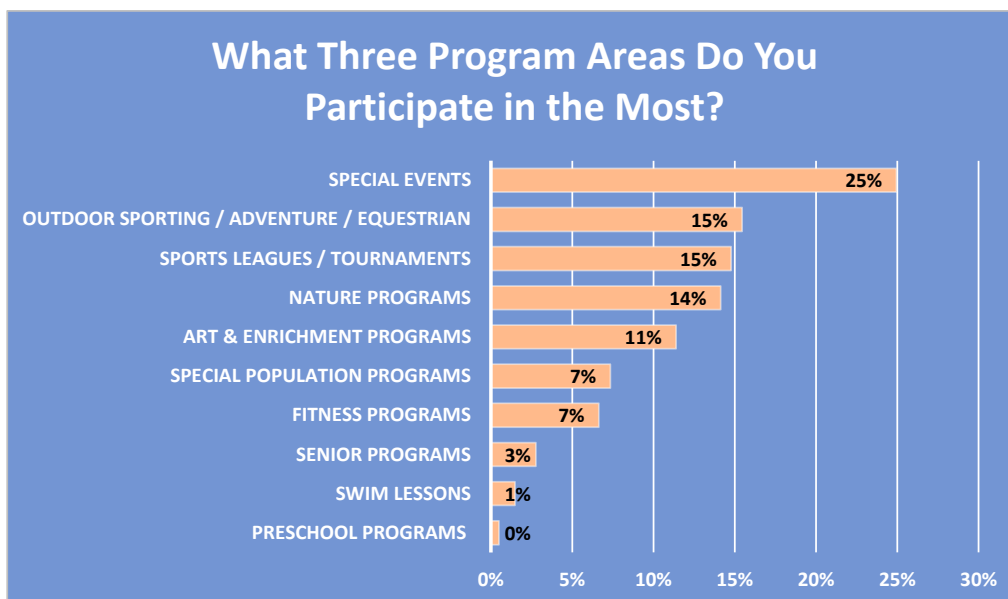
WHAT TOP THREE NEW FACILITIES/AMENITIES DO YOU WANT THE COUNTY TO PROVIDE?

The top three new facilities and amenities that attendees want the County to provide were Zipline/ Adventure Course, Indoor Gym/Fitness Center (17%), and Community Rec. Center (Senior/Teens) (13%).



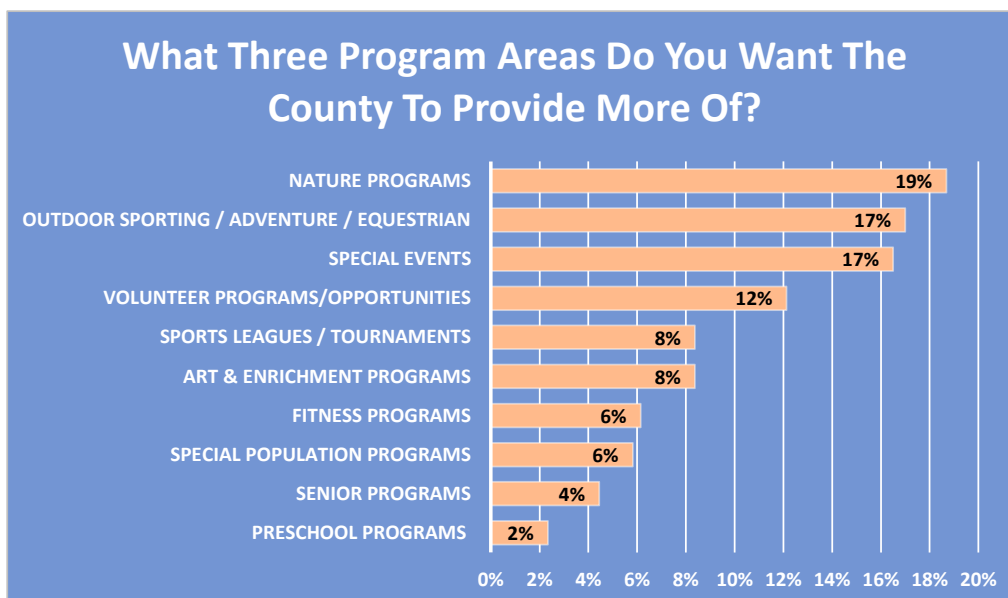
WHAT THREE PROGRAM AREAS DO YOU PARTICIPATE IN THE MOST?

The top three current program areas that attendees participate in the most were Special Events (25%), Outdoor Sporting/Adventure/Equestrian (15%), and Sport Leagues/Tournaments (15%).



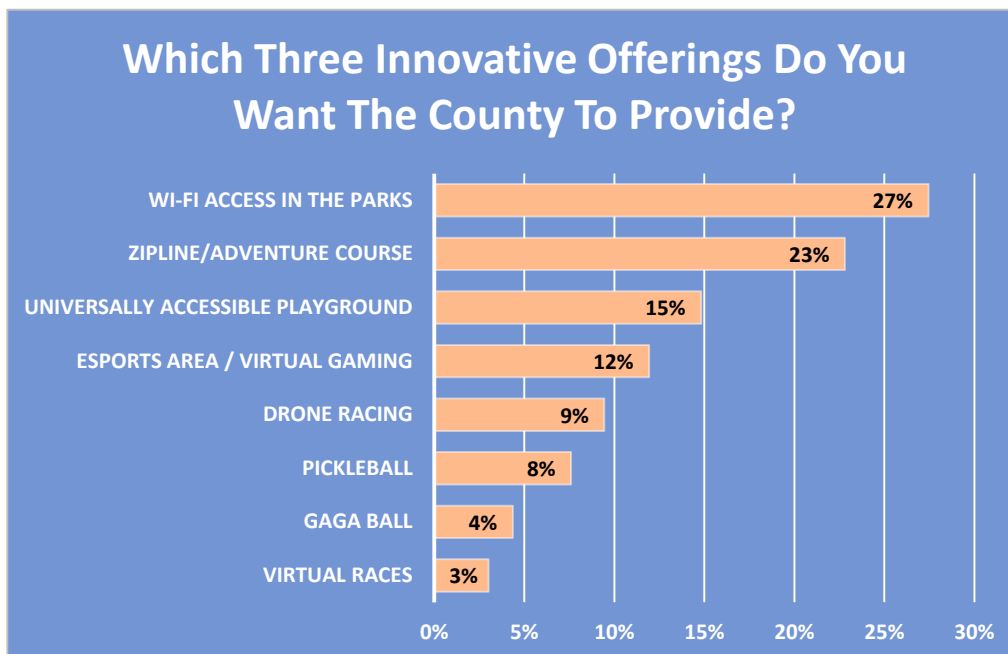
WHAT THREE PROGRAM AREAS DO YOU WANT THE COUNTY TO PROVIDE MORE OF?

The top three new program areas that attendees want the County to provide are Nature Programs (19%), Outdoor Sporting/Adventure/Equestrian (17%), and Special Events (17%).



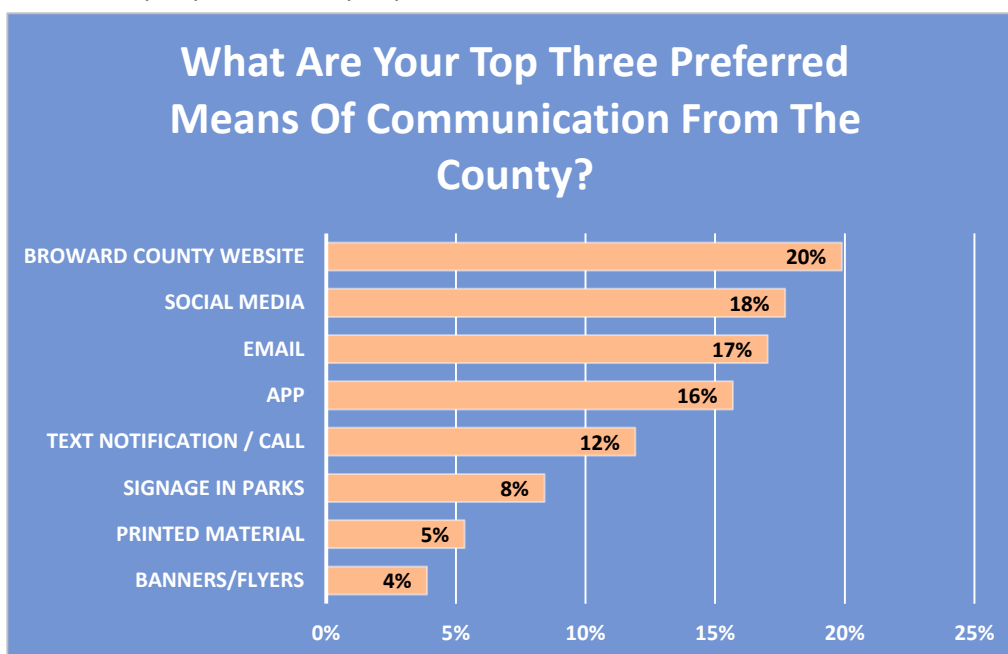
WHICH THREE INNOVATIVE OFFERINGS DO YOU WANT THE COUNTY TO PROVIDE?

The top three new innovative offerings that attendees want the County to provide are Wi-Fi Access in the Parks (27%), Zipline/Adventure Course (23%), and Universally Accessible Playground (15%).



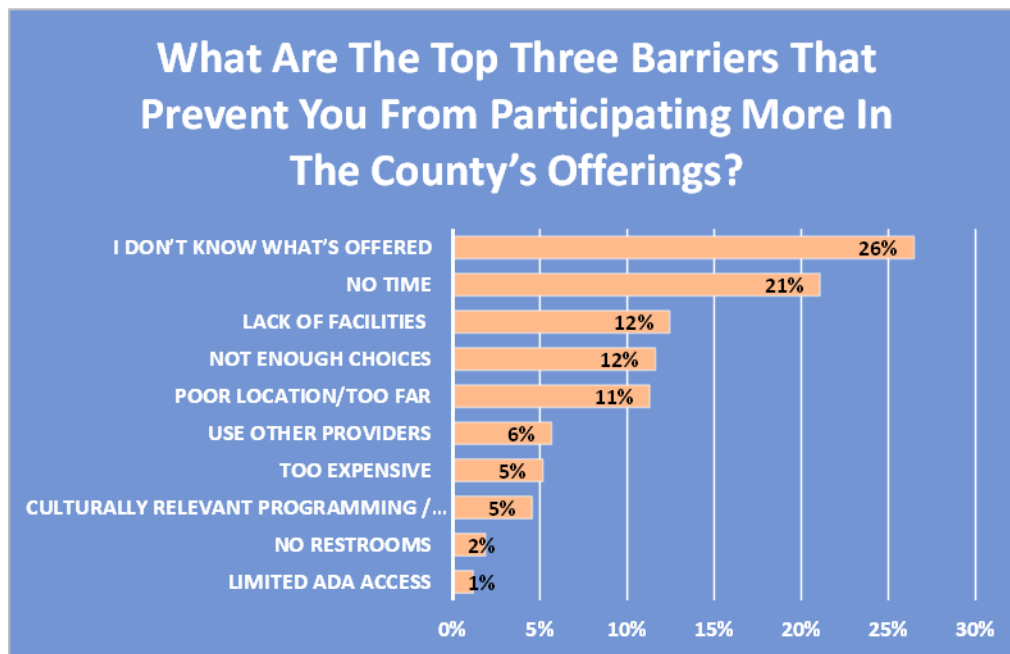
WHAT ARE YOUR TOP THREE PREFERRED MEANS OF COMMUNICATION FROM THE COUNTY?

The top three preferred means of communication from the County that attendees identified are Broward County Website (20%), Social Media (18%), and Email (17%).



WHAT ARE THE TOP THREE BARRIERS THAT PREVENT YOU FROM PARTICIPATING MORE IN THE COUNTY'S OFFERINGS?

The top three barriers that prevent participants from participating more in the County's offerings are I Don't Know What's Offered (26%), No Time (21%), and Lack of Facilities and Not Enough Choices, tied for third (12%).



11.6.3. Public Input Meetings Open Discussion

The open discussion that followed the live polling centered around the strengths, opportunities, and priorities of the system as seen by participants of the public forum. The following is a summary of the notes captured during these facilitated discussions with the audience.

Strengths

Operations & Staff

- ✧ Staff are very responsive, knowledgeable, innovative & dedicated
- ✧ Friends' groups
- ✧ Diversity of offerings
- ✧ Efforts to address invasive species
- ✧ Fee structure supports access to parks

Maintenance

- ✧ Campgrounds – well maintained
- ✧ Well maintained facilities & trails

Programs & Events

- ✧ Volunteer programs – access other opportunities
- ✧ Affordable summer camps
- ✧ More international offerings, diversity of programs
- ✧ Senior programs
- ✧ After School programs
- ✧ Sports programs – skill development
- ✧ Music and events

Parks, Facilities, Trails & Amenities

- ✧ Geographical locations – spread out
- ✧ Nature Centers are valuable assets
- ✧ Access to & connection of equestrian trails
- ✧ The Observatory
- ✧ Target ranges
- ✧ New outlets – Drones, RC airfield
- ✧ Top notch dog parks
- ✧ Last remaining green spaces in County
- ✧ Nature trails & boardwalks
- ✧ Diversity of parks in terms of size, scope, locations

Opportunities

Operations

- ✧ Utilize apps like geo-tagging
- ✧ Better communication with vendors
- ✧ Identify findings and schedule for conflicting activities, i.e., equestrian and drones
- ✧ Customer service – access to person/information (telephone)
- ✧ Sharing environmental expertise
- ✧ Identify specific needs of diverse and special needs communities

Maintenance

- ✧ Improve staffing and restroom maintenance
- ✧ Expand Website content

System Funding

- ✧ Communicate the importance of appropriately funding parks
- ✧ Funding for conservation of species in natural areas

Parks, Facilities & Amenities

- ✧ Connectivity between City/County assets
- ✧ Equestrian camping
- ✧ Chain fencing/less restrictions/ egress
- ✧ Access to equestrian trails in the evenings with low lighting
- ✧ Better connection w/facilities/collaboration on east side
- ✧ Safety, after parks are closed
- ✧ Swimming pools in Broward Municipal Services District zones
- ✧ Expand pickleball offerings
- ✧ Marina more boats, clean restrooms
- ✧ Paved bike trails more accessible
- ✧ Position information kiosks in parks
- ✧ Better security: light, cameras, signs
- ✧ Updating infrastructure – roadways, buildings
- ✧ Signage (QR codes with information on trees, etc.)
- ✧ Paddle boarding, kayaking
- ✧ Develop more greenways
- ✧ Improve field conditions
- ✧ Improve stadium infrastructure
- ✧ Esports at stadium
- ✧ Open air space for drone racing
- ✧ Install speed bumps and better lightning on roads near parks
- ✧ Access to social programs by walking

Opportunities (continued)

Programs & Events

- ✧ Share programming/rotate exhibits
- ✧ Mobile exhibits/outreach programs
- ✧ More kid-friendly programming - Jr Ranger Program
- ✧ Traveling art exhibits – local history
- ✧ Organize more offerings for youth sports/activities at facilities
- ✧ More programs-young professionals
- ✧ Consider summer programming series: music, concerts, food trucks, movies, festivals

Marketing & Communications

- ✧ Increase awareness of offerings
- ✧ Cross promote with partners
- ✧ Communicate to elected officials that parks are important
- ✧ Promote adult sports leagues
- ✧ Develop promotion video of offerings
- ✧ Encourage more local residents to use the parks – lots of people coming from other counties
- ✧ Outreach about volunteer opportunities (students)
- ✧ Highlight local teams at parks
- ✧ Updated modes of outreach, communication – digital

Top Priorities

Marketing & Communications

- ✧ Greater recognition of the value of parks resources by community
- ✧ Increase awareness and outreach
- ✧ Better coordination of City and County Departments

Parks, Facilities, Trails & Amenities

- ✧ Expand trail systems – More equestrian/mountain bike
- ✧ Protect species in urban areas/increase awareness - Remove exotic animals & plants
- ✧ Maintain and improve wildlife habitat

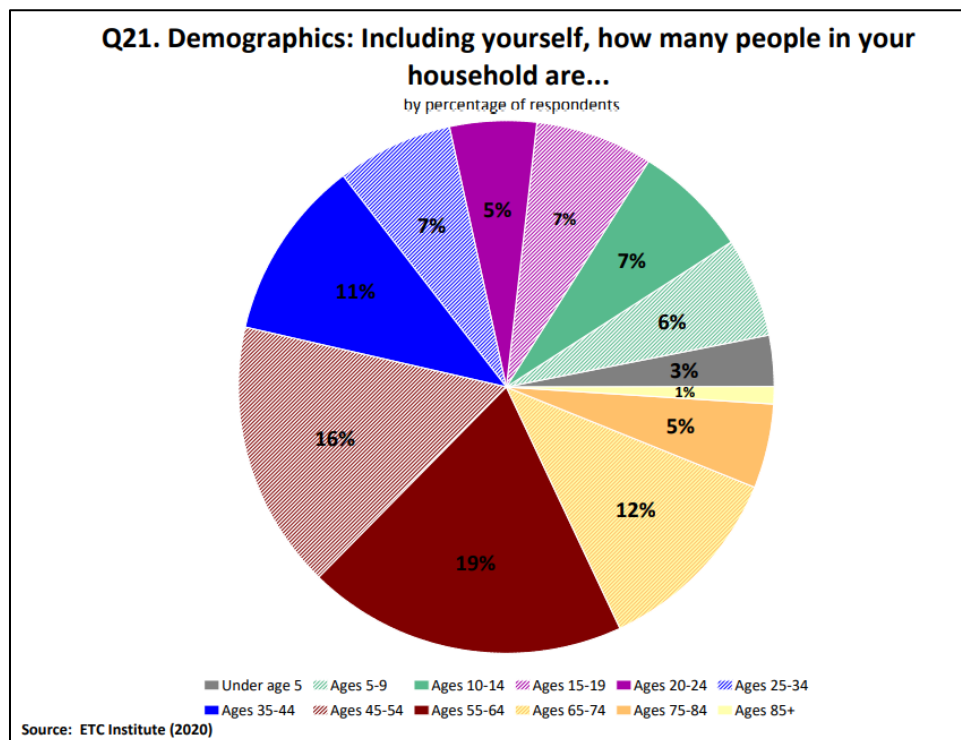
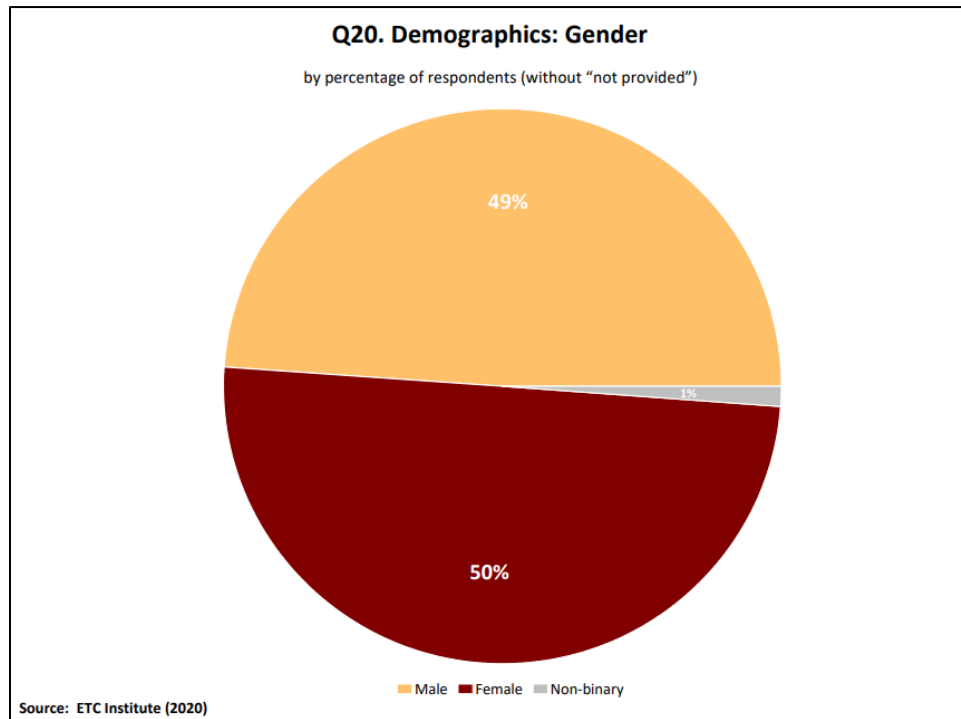
Programs & Events

- ✧ Ensure safe place for recreational offerings
- ✧ Expanding youth programs to all parks
- ✧ Larger special events

Operations

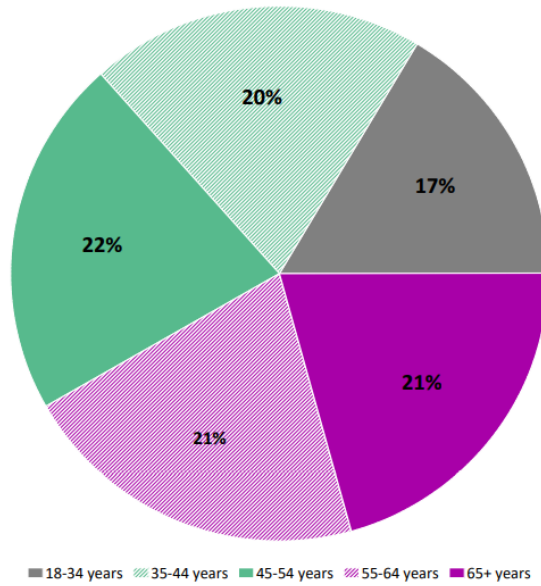
- ✧ Conserve/preserve ecosystems in parks
- ✧ Mitigation of pollution
- ✧ Develop roadmap for priority setting

11.7. Appendix G – Statistically Valid Survey Demographics



Q22. Demographics: Age

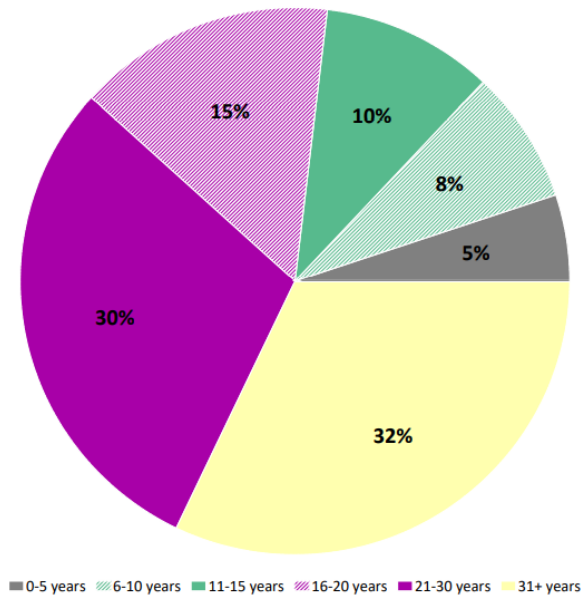
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

Q23. Demographics: Years lived in Broward County

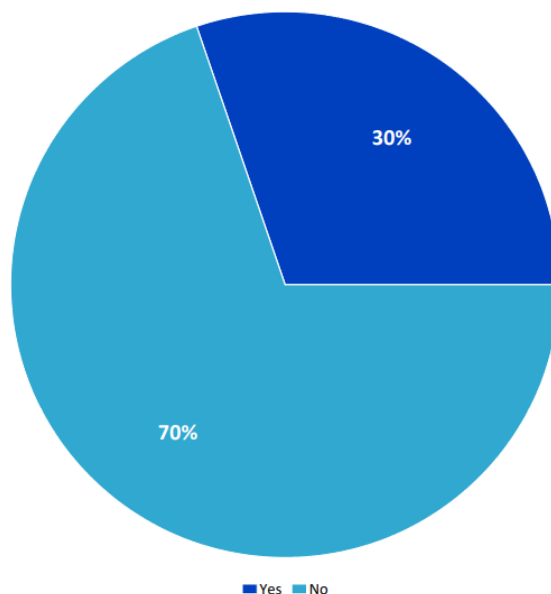
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

Q24. Demographics: Are you or other members of your household of Hispanic, Latino, or Spanish ancestry?

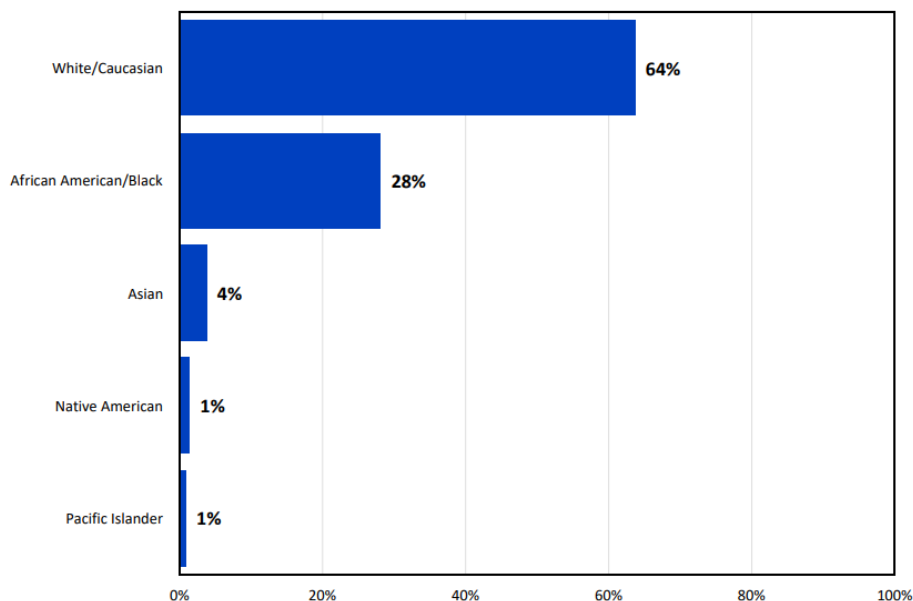
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

Q25. Demographics: Race

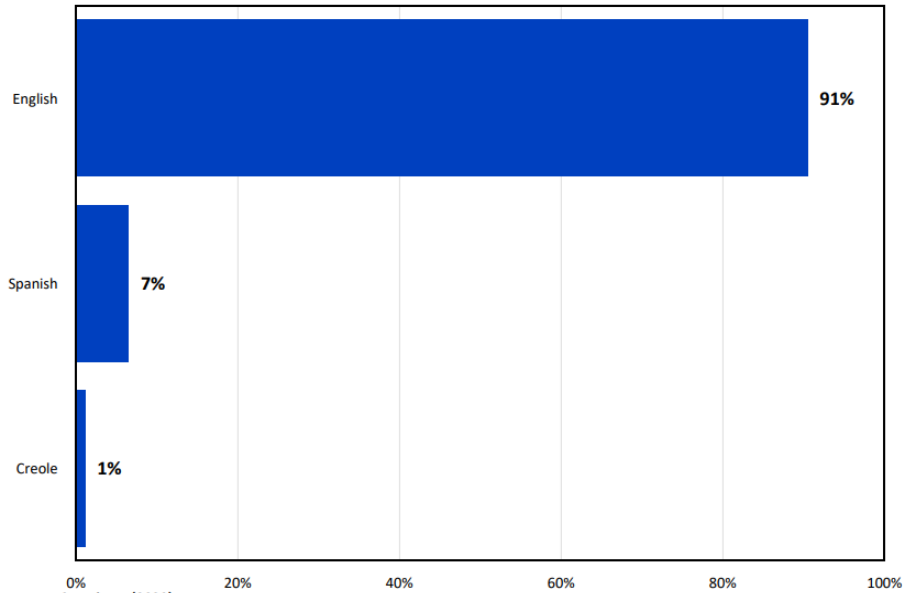
by percentage of respondents (multiple choices could be selected)



Source: ETC Institute (2020)

Q26. Demographics: Primary Language Spoken at Home

by percentage of respondents (multiple choices could be selected)



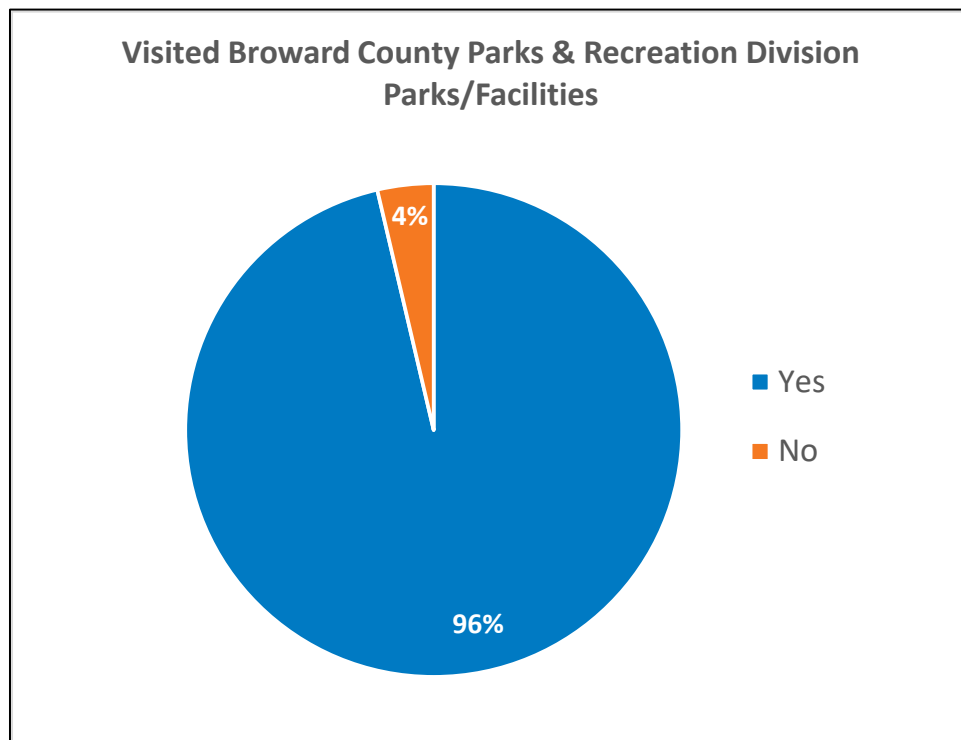
Source: ETC Institute (2020)

11.8. Appendix H – Electronic Community Survey Results

11.8.1. Electronic Survey Results

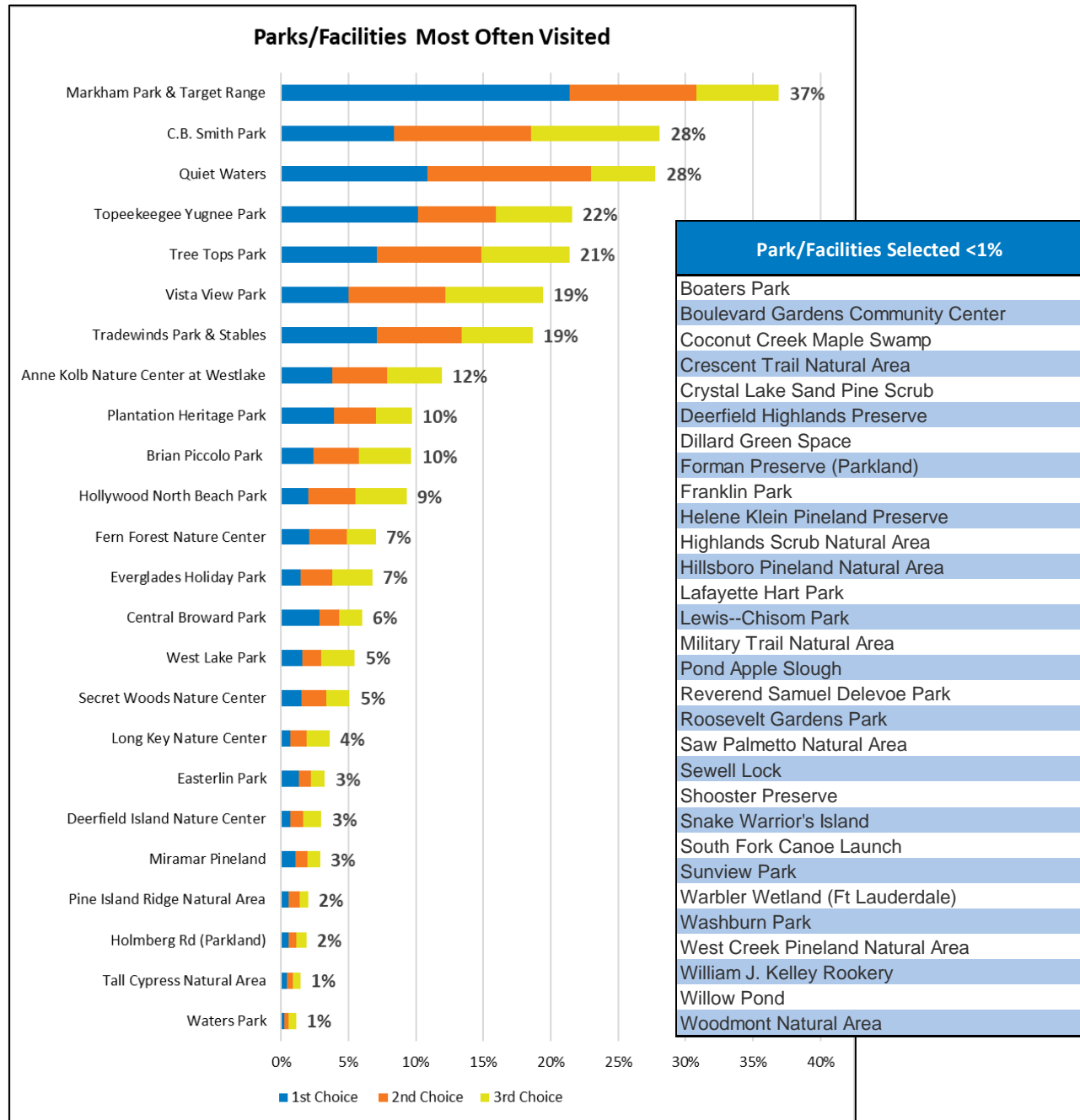
HAVE YOU OR ANY MEMBER OF YOUR HOUSEHOLD VISITED ANY BROWARD COUNTY PARKS AND RECREATION DIVISION PARKS AND/OR FACILITIES DURING THE PAST 12 MONTHS?

Of the respondents, 96% have visited parks and/or facilities. Only 4% of the respondents answered “No” they have not visited a park and/or facility.



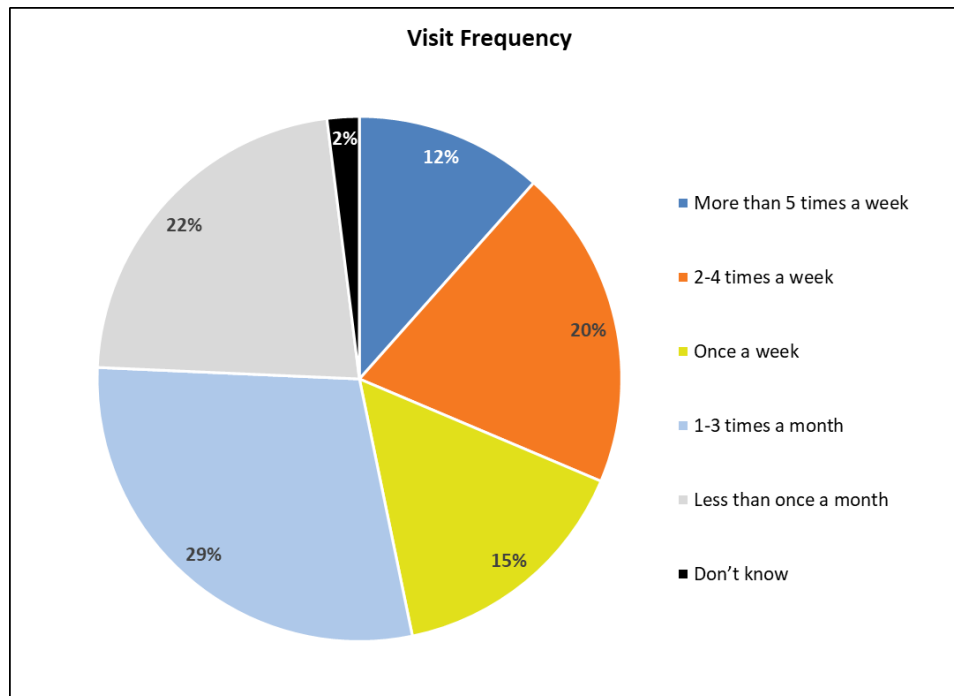
WHICH THREE PARKS/FACILITIES DO YOU VISIT MOST OFTEN?

The top three parks and facilities most visited by respondents included Markham Park & Target Range (37%), C.B. Smith Park (28%), and Quiet Waters Park (28%). The table listing parks and facilities that were visited by less than 1% of the respondents is also below.



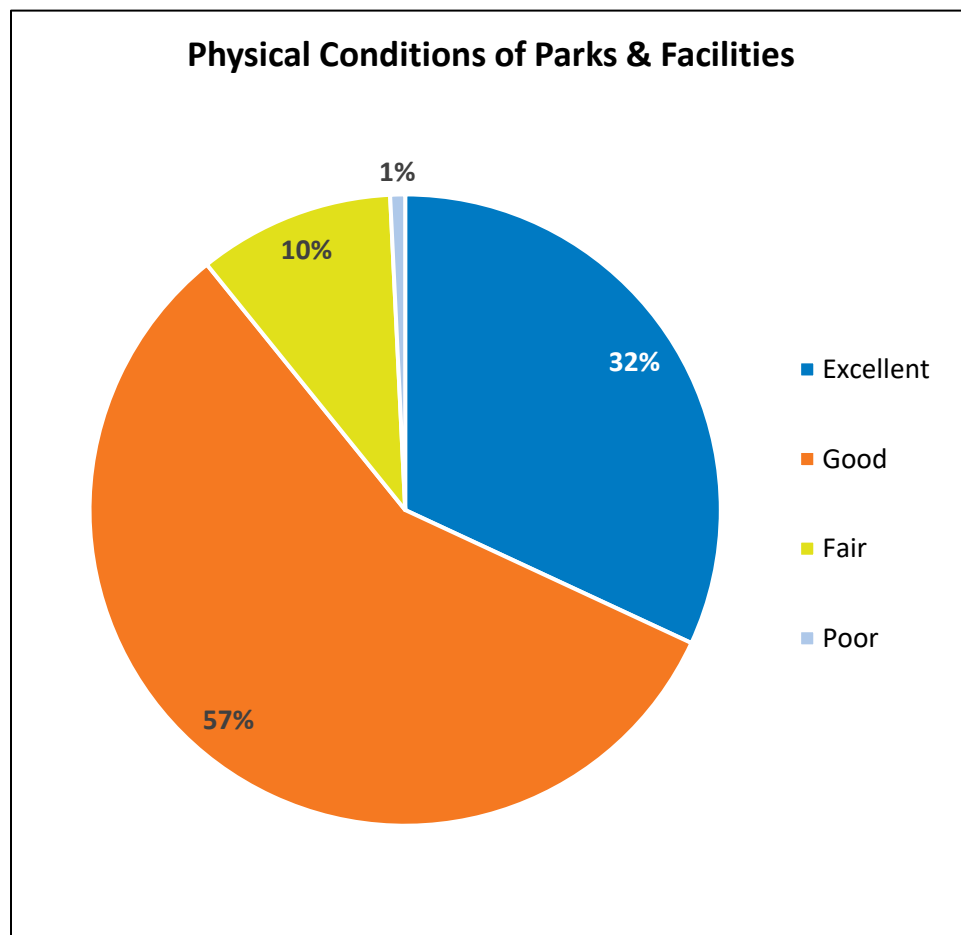
HOW OFTEN HAVE YOU VISITED BROWARD COUNTY PARKS AND RECREATION DIVISION PARKS AND/OR FACILITIES DURING THE PAST 12 MONTHS?

The survey demonstrated high visitation to County parks with almost half of the respondents (47%) visiting County parks at least once a week. Of the remaining responses, 29% visit 1-3 times a month and 22% less than once a month.



OVERALL, HOW WOULD YOU RATE THE PHYSICAL CONDITION OF ALL THE BROWARD COUNTY PARKS AND RECREATION DIVISION PARKS AND FACILITIES YOU HAVE VISITED?

Participants that visited a park/facility in the past 12 months were asked to rate the condition of the parks/facilities they used. In combining ratings of Excellent and Good, respondents indicated 89% are satisfied with the physical conditions of parks and facilities. This is very positive feedback and speaks to the quality of maintenance and upkeep staff have been able to do with their limited resources.

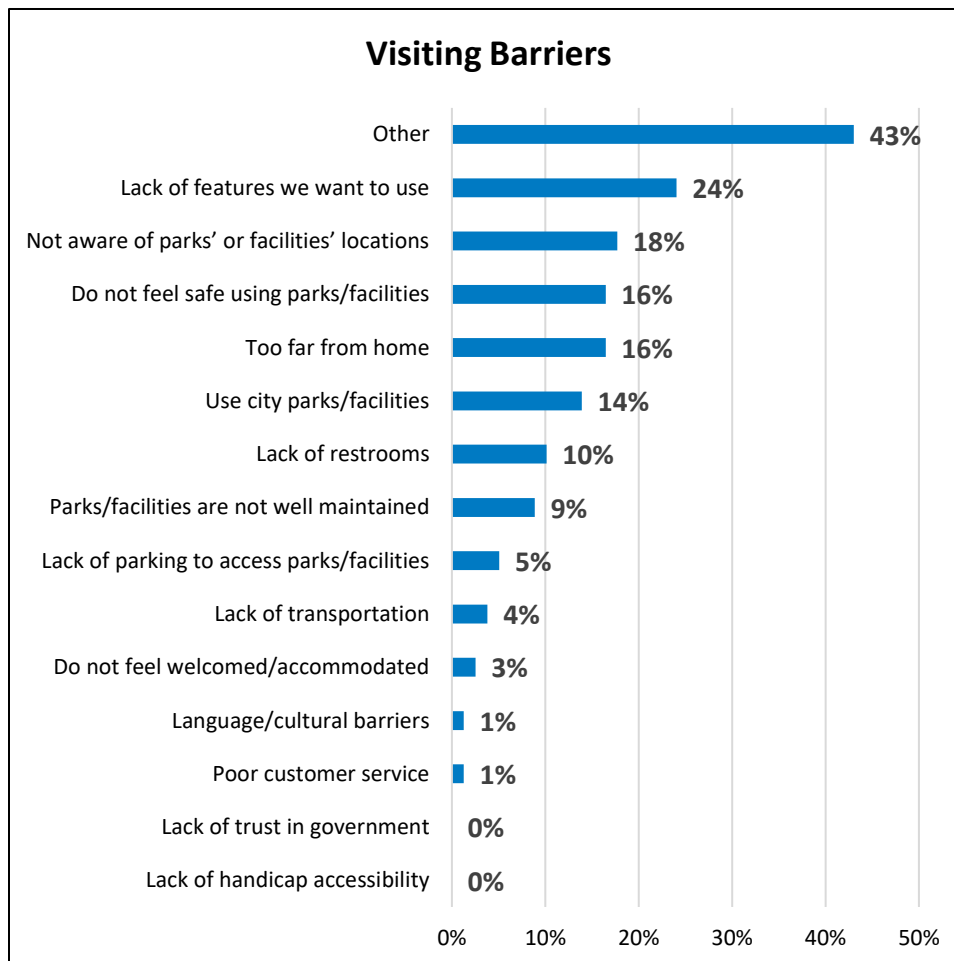


IF YOUR HOUSEHOLD HAS NOT VISITED ANY BROWARD COUNTY PARKS AND RECREATION DIVISION PARKS AND/OR FACILITIES DURING THE PAST 12 MONTHS, PLEASE CHECK ALL OF THE FOLLOWING REASONS YOU HAVE NOT VISITED.

This question is a follow up to question number one. Only 4% of the respondents (116 households) answered that they have not visited any of the parks and/or facilities in the past 12 months. The top response (43%) was Other as a reason not to visit parks and/or facilities. The most reoccurring themes of “Other” comments include:

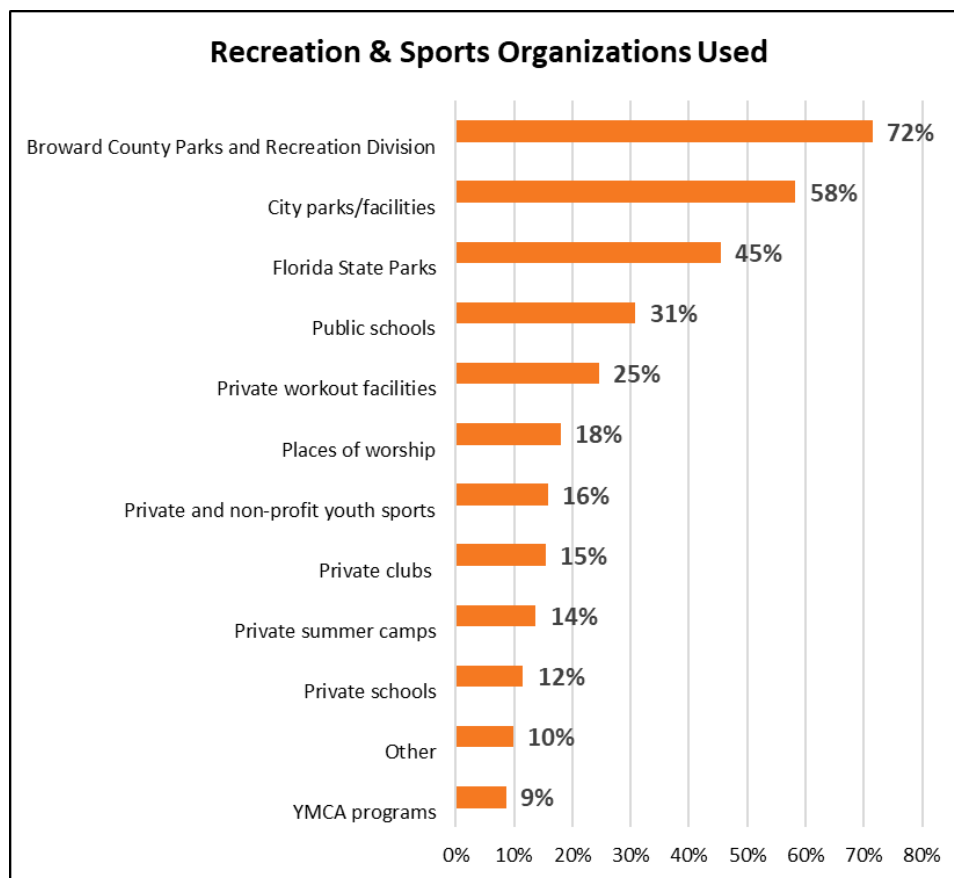
- ✱ We were too busy
- ✱ COVID-19
- ✱ Parks were closed
- ✱ RV Park was full
- ✱ No reasons to visit
- ✱ Distance to drive
- ✱ Fees to enter

The remaining top three reasons that are preventing use of the County parks/facilities include Lack of features we want to use (24%), Not aware of parks’ or facilities’ location (18%), and Do not feel safe using parks/facilities (16%).



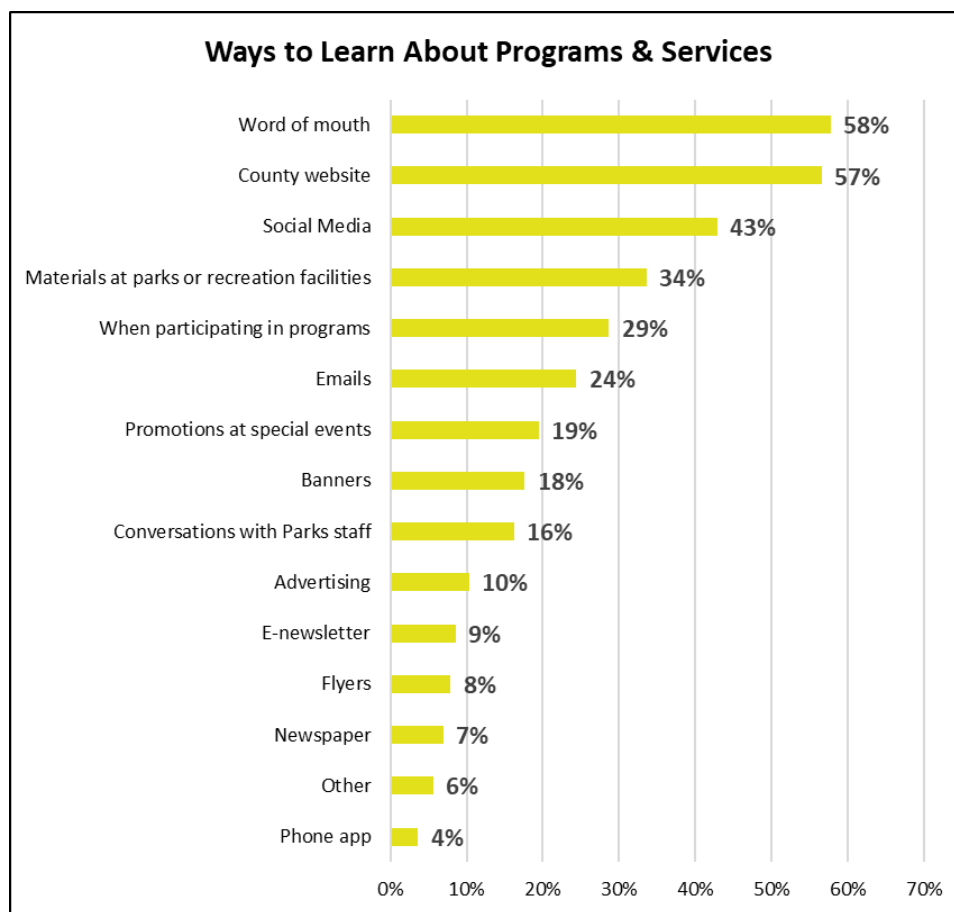
PLEASE CHECK ALL OF THE ORGANIZATIONS THAT YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE USED FOR RECREATION AND/OR SPORTS ACTIVITIES DURING THE LAST 12 MONTHS.

The chart below reveals that 72% of the respondents use Broward County Parks and Recreation Division, 58% use City parks/facilities, and 45% use Florida State Parks. The most reoccurring themes of Other comments include specific park names, non-profit names, and mountain bike trails.



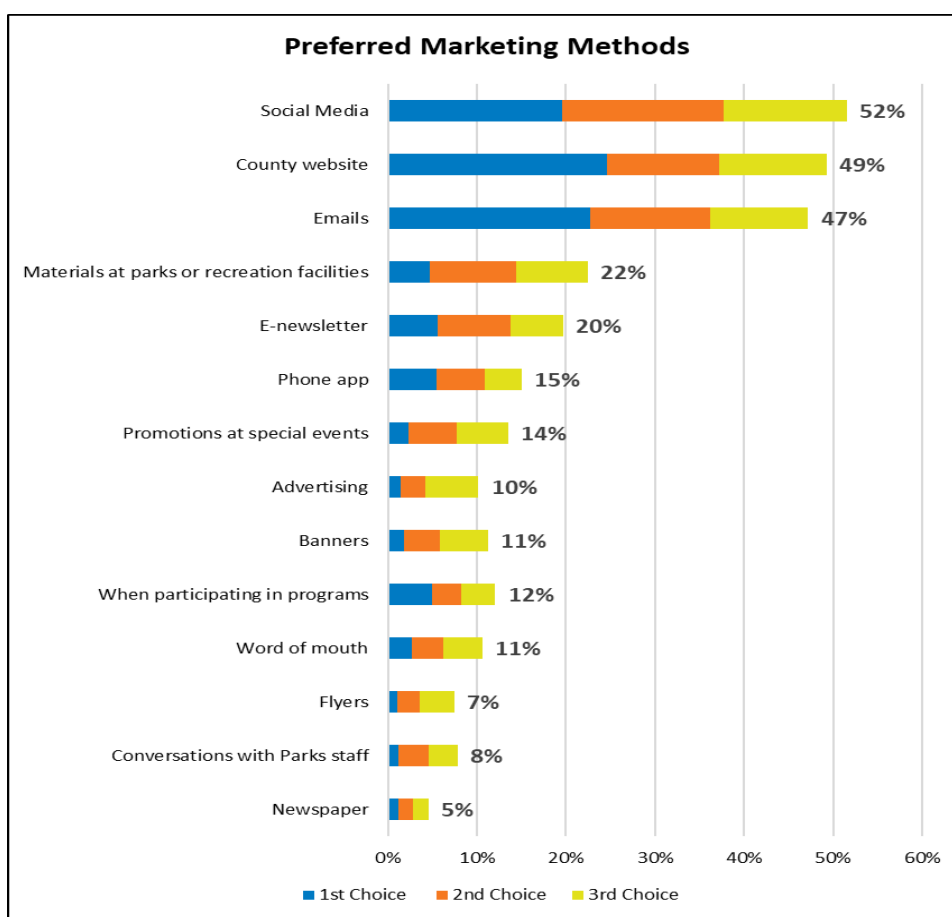
PLEASE CHECK ALL THE WAYS YOU LEARN ABOUT BROWARD COUNTY PARKS AND RECREATION DIVISION PROGRAMS AND SERVICES.

The chart below illustrates that Word of mouth (58%) is the most frequent way residents learn about programs and services offered by the Division. County website (57%) and Social Media (43%) are the next most popular ways, which aligns with what the PROS Consulting team observes nationwide.



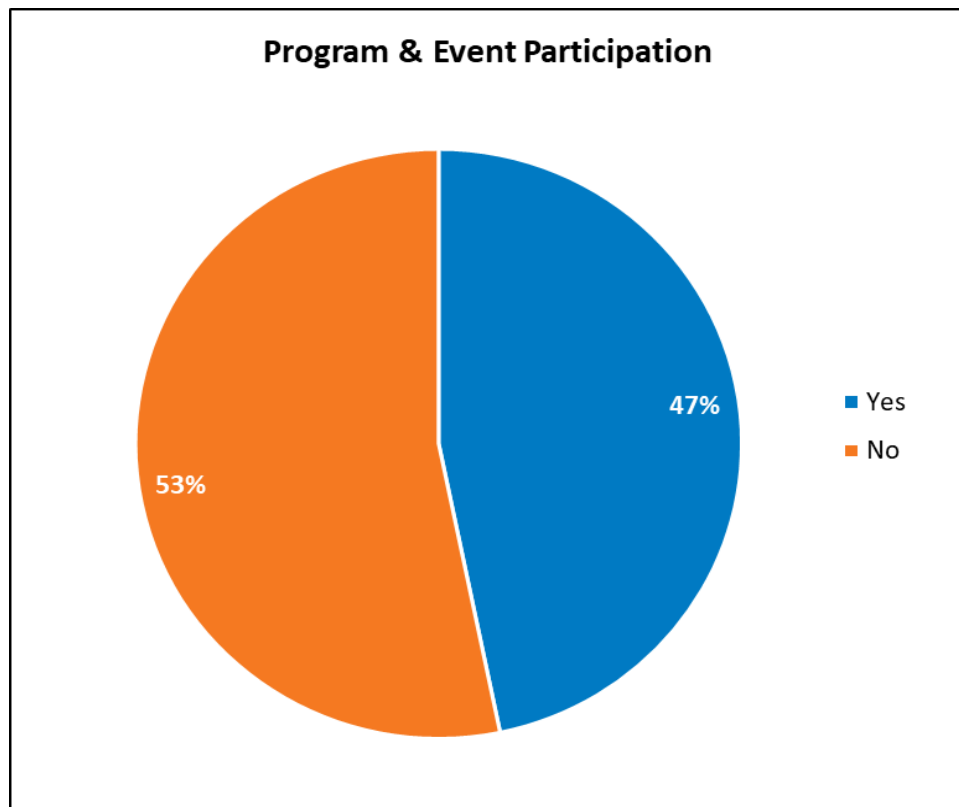
WHICH THREE METHODS OF COMMUNICATION WOULD YOU MOST PREFER THE COUNTY USE TO COMMUNICATE WITH YOU ABOUT PARKS AND RECREATION PROGRAMS AND SERVICES?

Additionally, respondents were asked to select their top three preferred ways to learn about Broward County Parks and Recreation Division happenings. The most popular choices were Social Media (52%), County website (49%), and Emails (47%), based on a combination of first, second, and third choices. The top first choice was County website (25%), followed by Emails (23%). Digital mediums were the most preferred marketing methods for the respondents, but this may be biased as the responses were collected through an online survey, likely from an audience that is comfortable and able to access online tools.



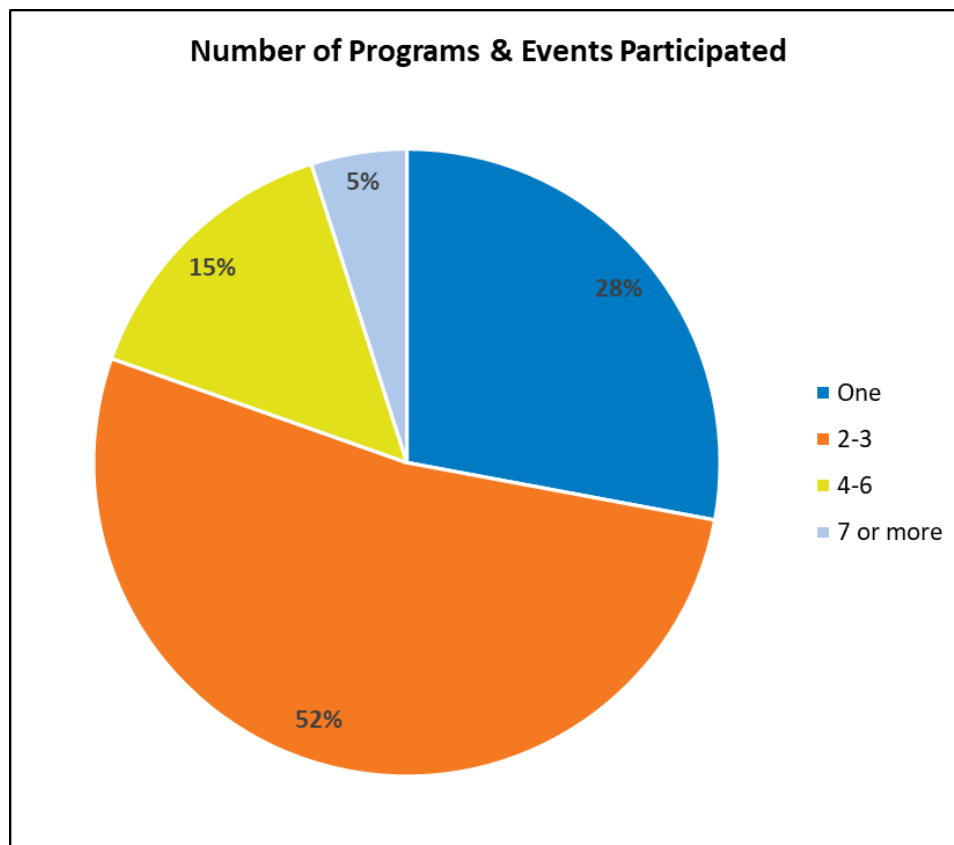
HAS YOUR HOUSEHOLD PARTICIPATED IN ANY PROGRAMS/EVENTS OFFERED AND/OR HOSTED BY THE BROWARD COUNTY PARKS AND RECREATION DIVISION DURING THE PAST 12 MONTHS?

The survey indicated that 47% of the respondents have participated in programs in the past 12 months, which is encouraging in terms of participation levels and presents an opportunity for future growth.



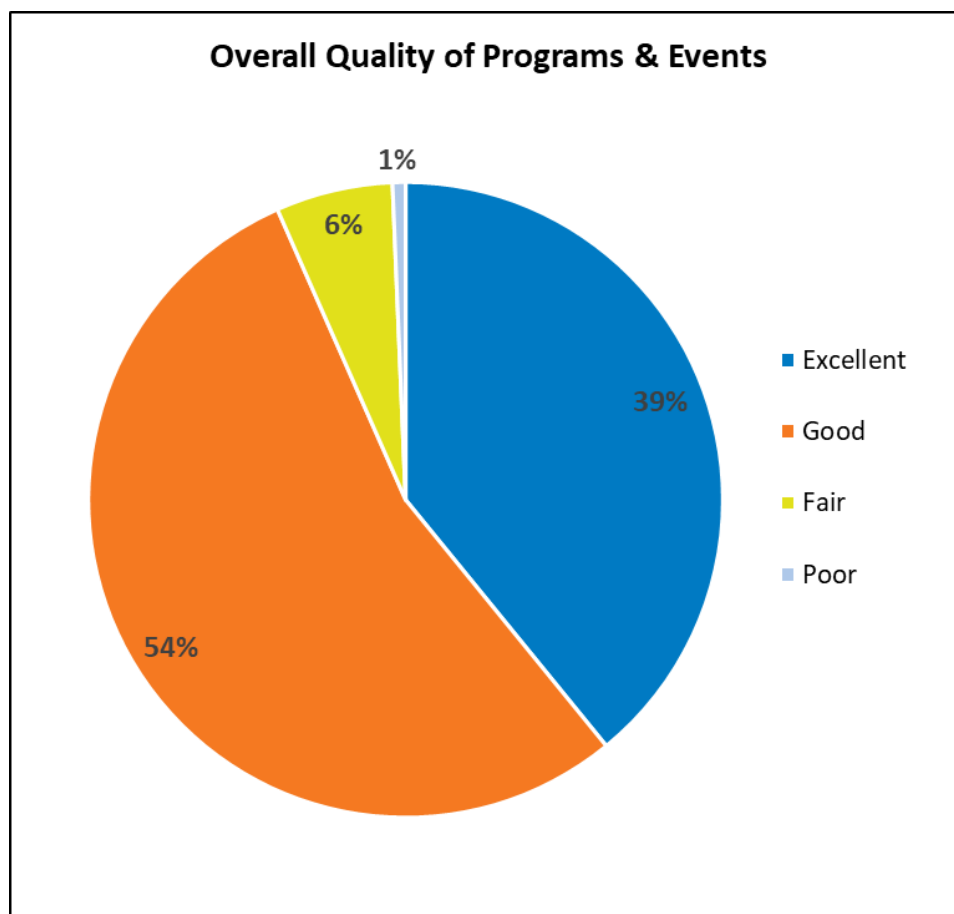
HOW MANY PROGRAMS/EVENTS OFFERED AND/OR HOSTED BY THE BROWARD COUNTY PARKS AND RECREATION DIVISION HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN DURING THE PAST 12 MONTHS?

Of the 47% of respondents who participated in programs, the majority (52%) have participated in 2 to 3 programs per year, followed by those who participated in one program per year (28%). Overall, 72% of respondents who have participated in programs in the past year are repeat customers.



HOW WOULD YOU RATE THE OVERALL QUALITY OF THE BROWARD COUNTY PARKS AND RECREATION DIVISION PROGRAMS/EVENTS IN WHICH YOUR HOUSEHOLD HAS PARTICIPATED?

A vast majority of respondents expressed satisfaction with the overall quality of programs and events; 93% rate the programs and events as excellent or good. The remaining responses include 6% who rated the program quality as fair, and 1% who rated it as poor.

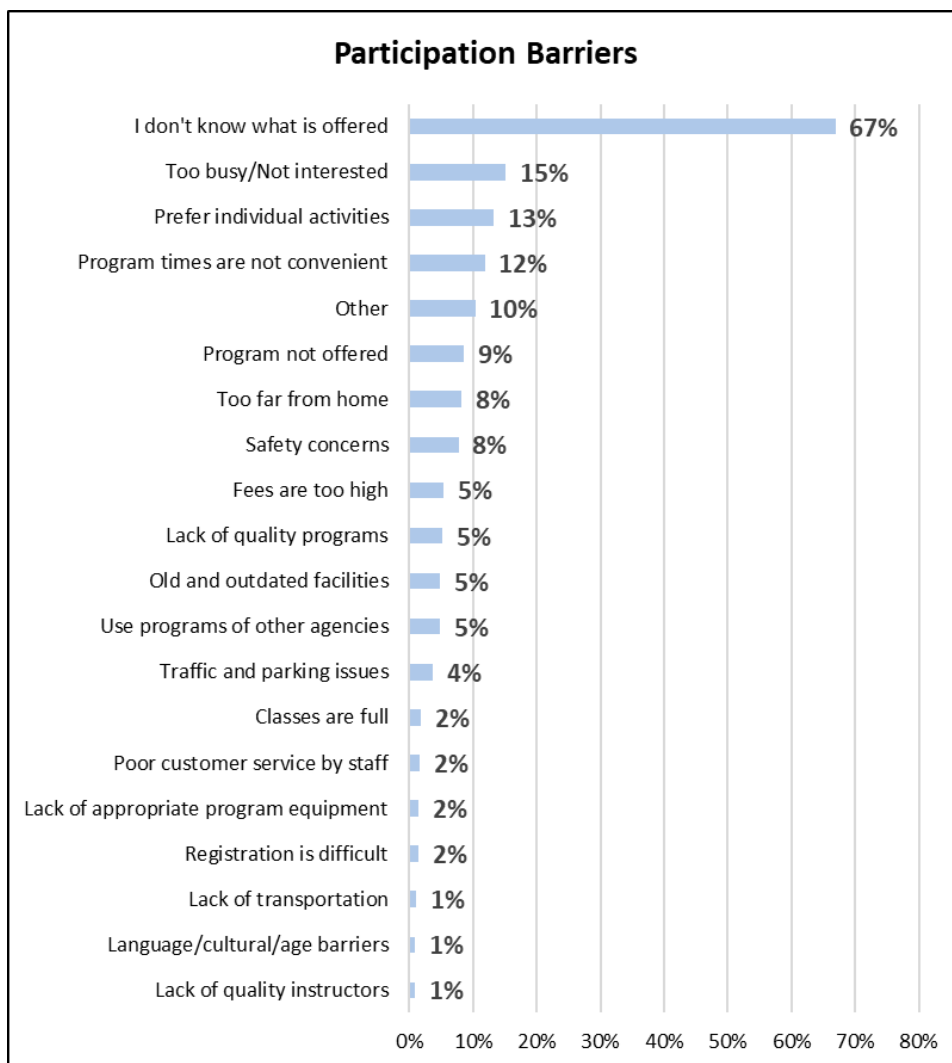


IF YOUR HOUSEHOLD HAS NOT PARTICIPATED IN ANY BROWARD COUNTY PARKS AND RECREATION DIVISION PROGRAMS/EVENTS DURING THE PAST 12 MONTHS, PLEASE CHECK ALL OF THE FOLLOWING REASONS WHY YOU MAY HAVE NOT PARTICIPATED.

The main reason reported for not participating in programs was I don't know what is offered (67%). This is a barrier that the Division can address by improving communication and outreach. The next two reasons, Too busy/Not interested (15%) and Prefer individual activities (13%), are not barriers that the Divisions can easily control.

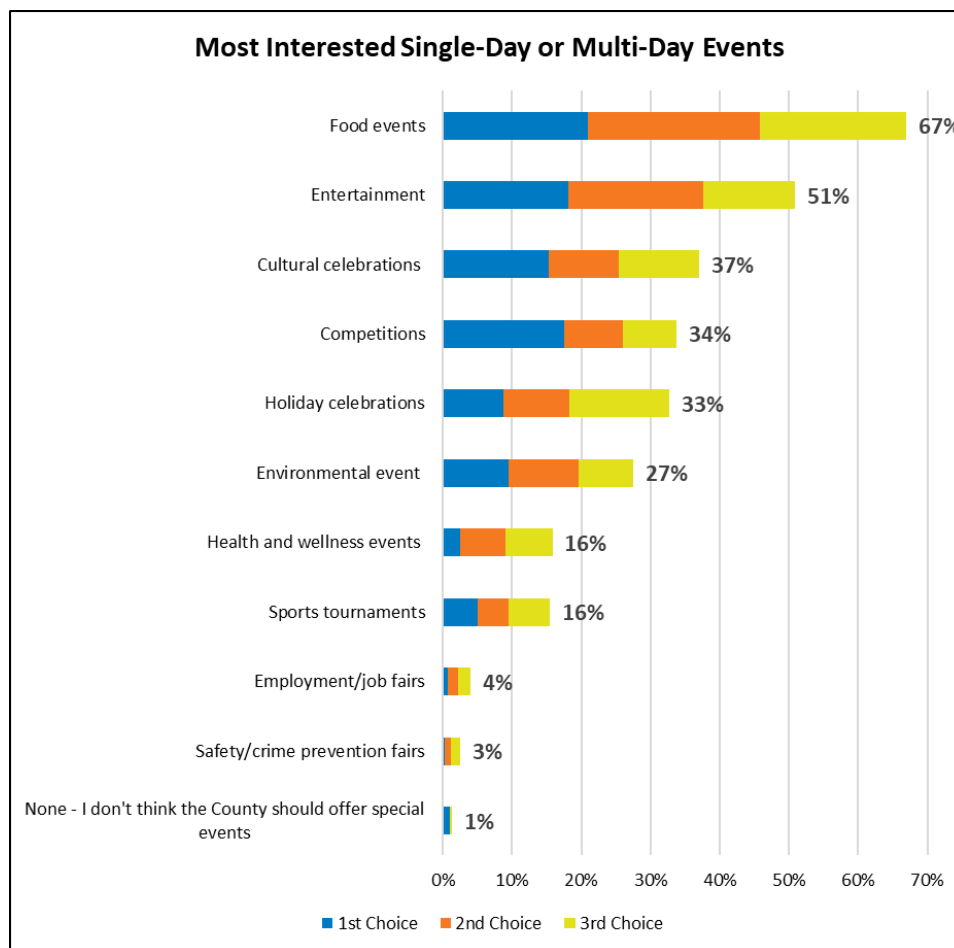
In addition, the "Other" category included reasons such as:

- ✧ COVID-19
- ✧ Snowbird or out of state
- ✧ Park Closures
- ✧ Programs not related to age segment
- ✧ Weather (too hot)



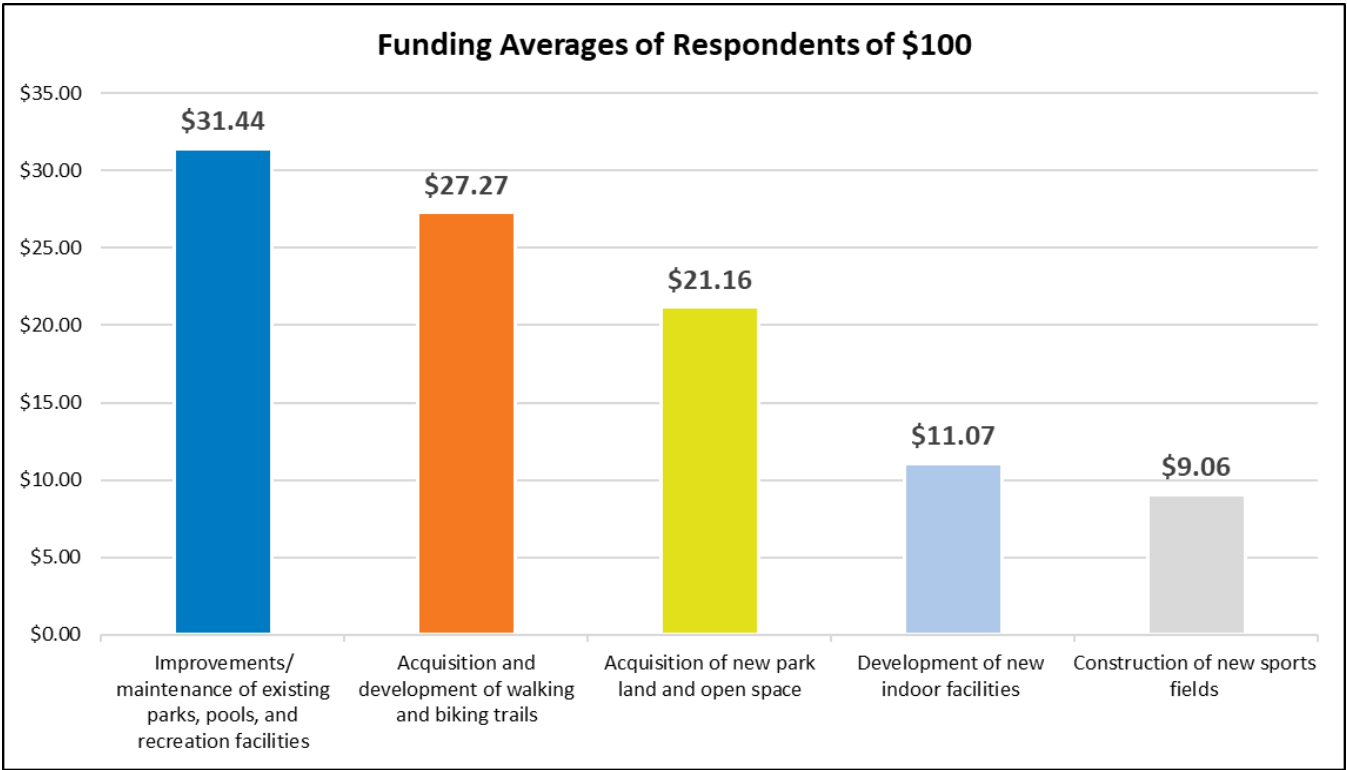
BROWARD COUNTY IS IN THE PROCESS OF EVALUATING ITS EVENT OFFERINGS. WITH THAT IN MIND, PLEASE CHECK THE THREE SINGLE OR MULTI-DAY EVENT CONCEPTS IN WHICH YOU AND MEMBERS OF YOUR HOUSEHOLD WOULD BE MOST INTERESTED.

The respondents who are most interested in single-day or multi-day events expressed a preference for events that include Food events (67%) and Entertainment (51%) as the top preferences. These two interests can be combined with other second-tier responses to appeal to a wider audience. The second-tier concepts include Cultural celebrations (37%), Competitions (34%), Holiday celebrations (33%), and Environmental event (27%).



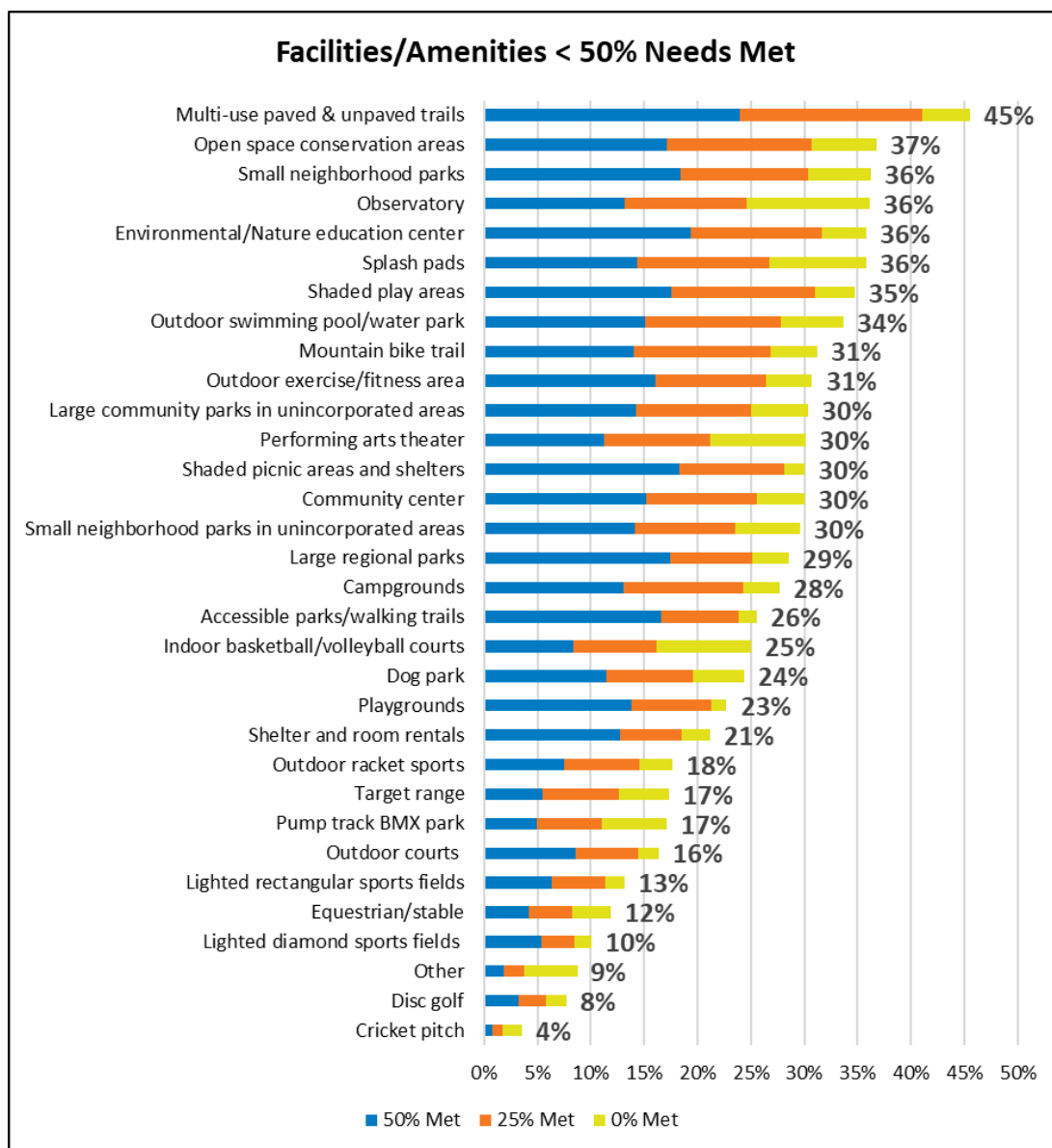
IF YOU HAD AN ADDITIONAL \$100, HOW WOULD YOU ALLOCATE THE FUNDS AMONG THE PARKS AND RECREATION CATEGORIES LISTED BELOW?

The highest amount of funds allocated for projects within the County were for Improvements/maintenance of existing parks, pools, and recreation facilities (\$31.44), followed by Acquisition and development of walking and biking trails (\$27.27). These responses will help the Division prioritize these categories based on the importance to the County's population.



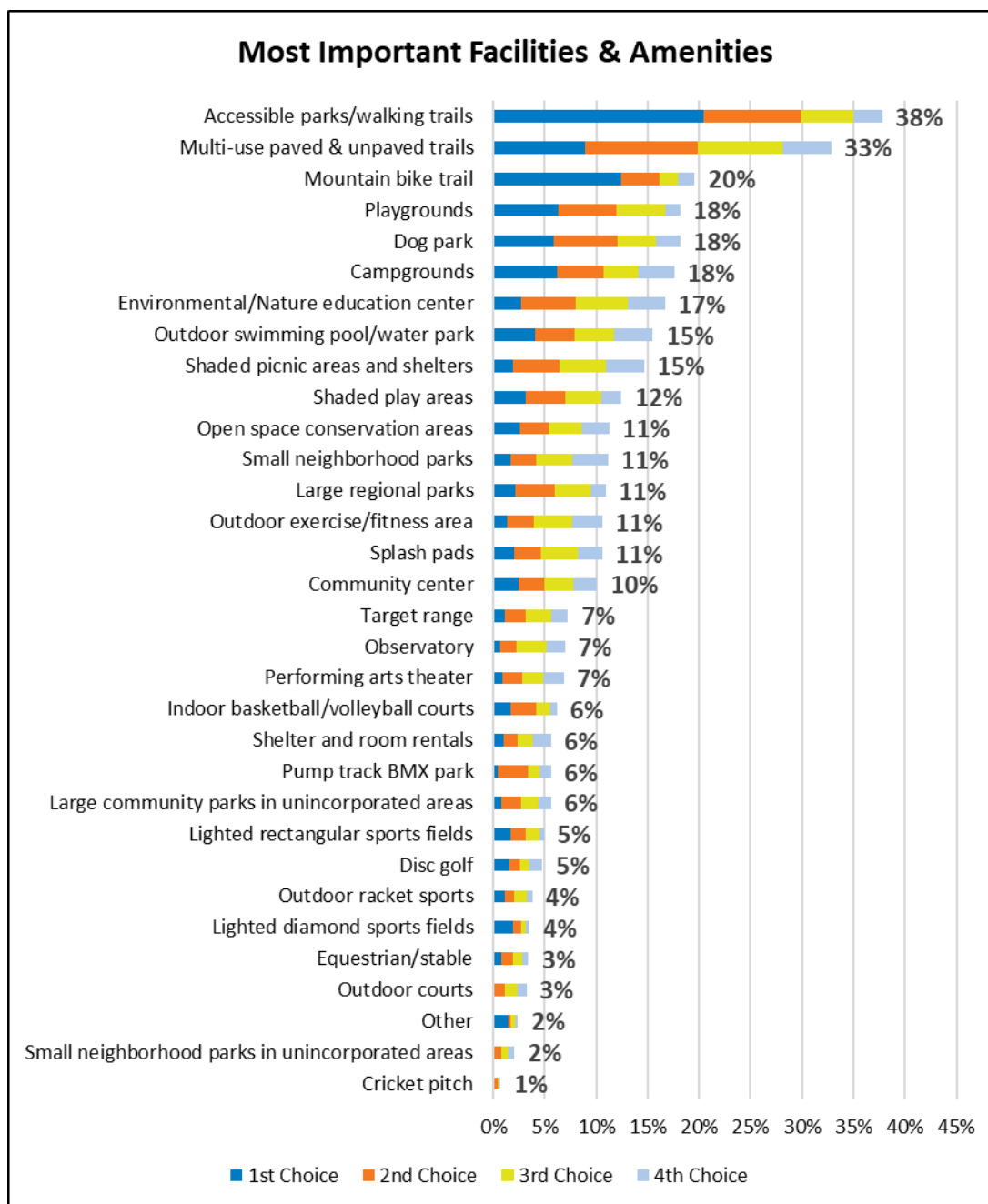
PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE PARKS AND RECREATION FACILITIES/AMENITIES IN BROWARD COUNTY LISTED BELOW. IF "YES," PLEASE LET US KNOW THE DEGREE IN WHICH YOUR NEEDS ARE MET FOR ALL OF THE FACILITIES/AMENITIES IN BROWARD COUNTY. IF "NO," CLICK ON THE FIRST RESPONSE.

The graph below illustrates respondents' unmet needs as 50% or less for facilities and amenities within the County. The greatest unmet need was for Multi-use paved & unpaved trails (45%), followed by Open space conservation areas (37%). Small neighborhood parks, Observatory, Environmental/Nature education center, and Splash pads (36%) tied as the third most unmet need.



WHICH FOUR FACILITIES/AMENITIES FROM THE LIST IN QUESTION 8 ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

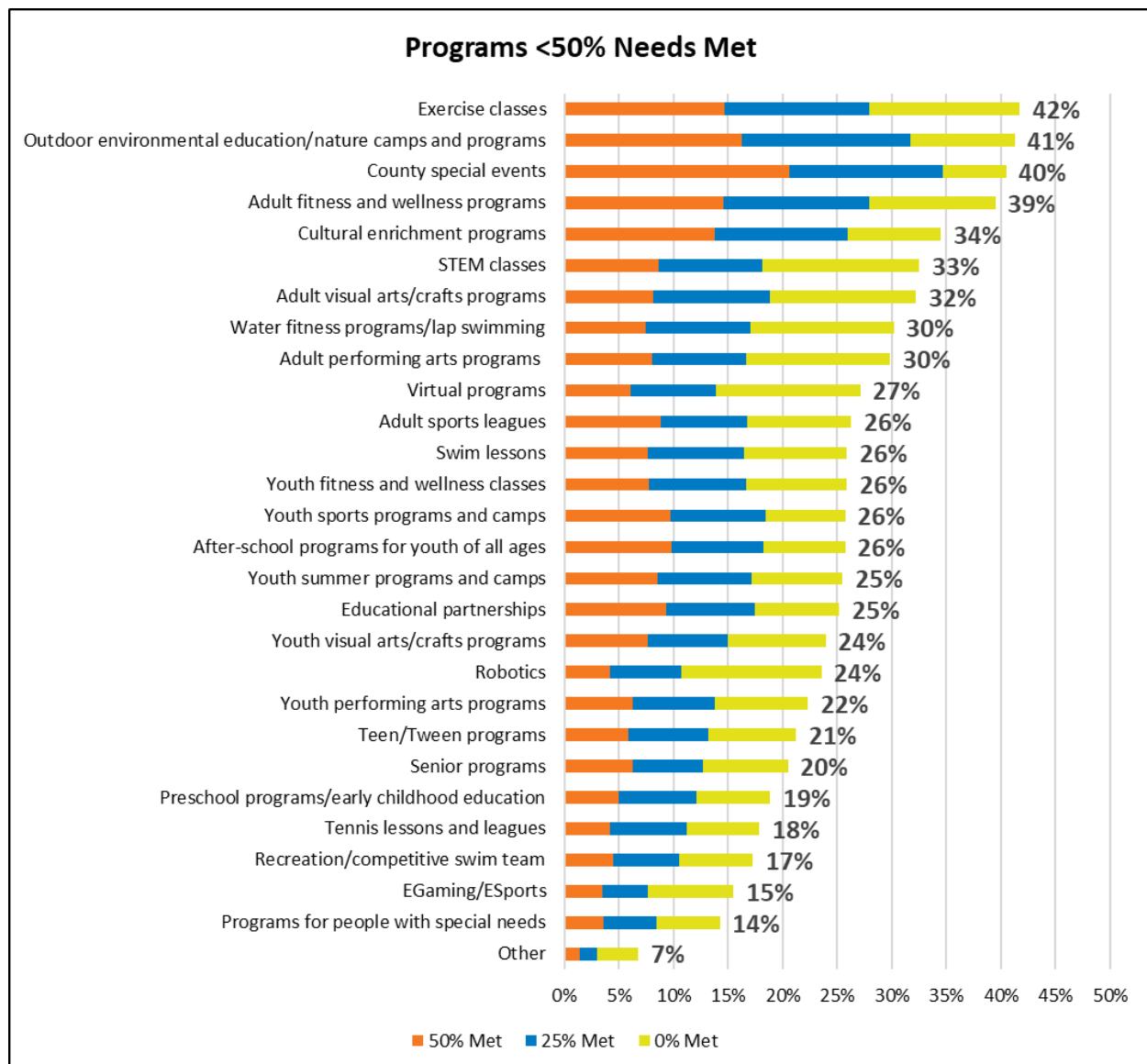
Of the unmet needs selected in the last question, the four most important facilities and amenities chosen by respondents were Accessible parks/walking trails (38%), Multi-use paved & unpaved trails (33%), Mountain bike trail (20%), and Playgrounds (18%). When considering the lowest responses to this question, it is important to understand that in many instances these are facilities that are important, but are already being provided, so there is not a demonstrated need. Additionally, these facilities and amenities may be provided by local cities and towns within their parks and recreation departments, rather than being expected to be provided by the Division.



PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE PROGRAMS IN BROWARD COUNTY LISTED BELOW. IF "YES," PLEASE LET US KNOW THE DEGREE IN WHICH YOUR NEEDS ARE MET FOR ALL OF THE PROGRAMS IN BROWARD COUNTY. IF "NO," CLICK THE FIRST RESPONSE.

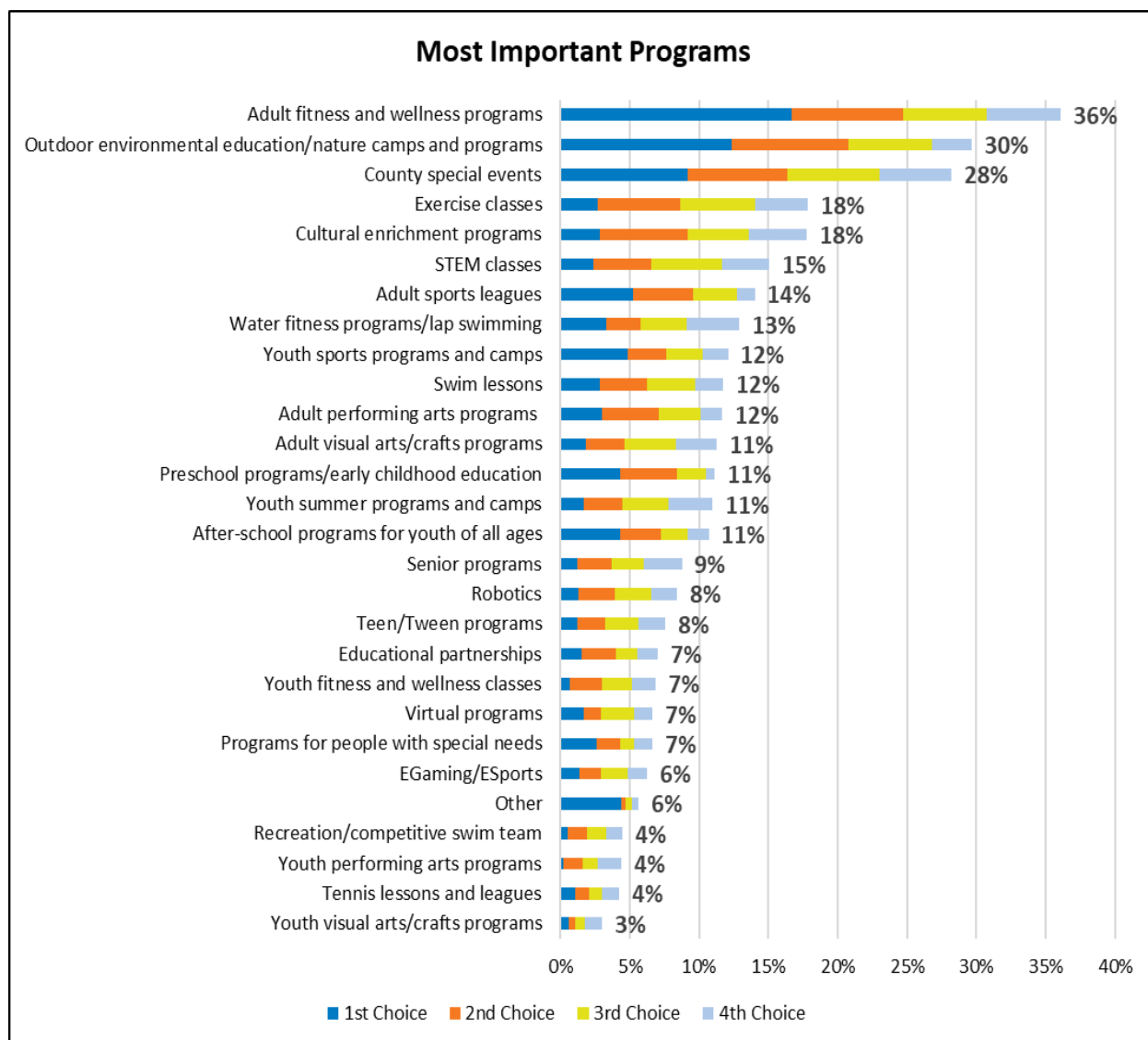
The graph below illustrates that respondents identified unmet needs at 50% or less for programs within the County. The top four highest unmet needs were Exercise classes (42%), Outdoor environmental education/nature camps and programs (41%), County special events (40%), and Adult fitness and wellness programs (39%).

Here too County residents may not be looking to the Division to provide these programs as they are already provided by the Division, local organizations in the cities, or through city parks and recreation departments.



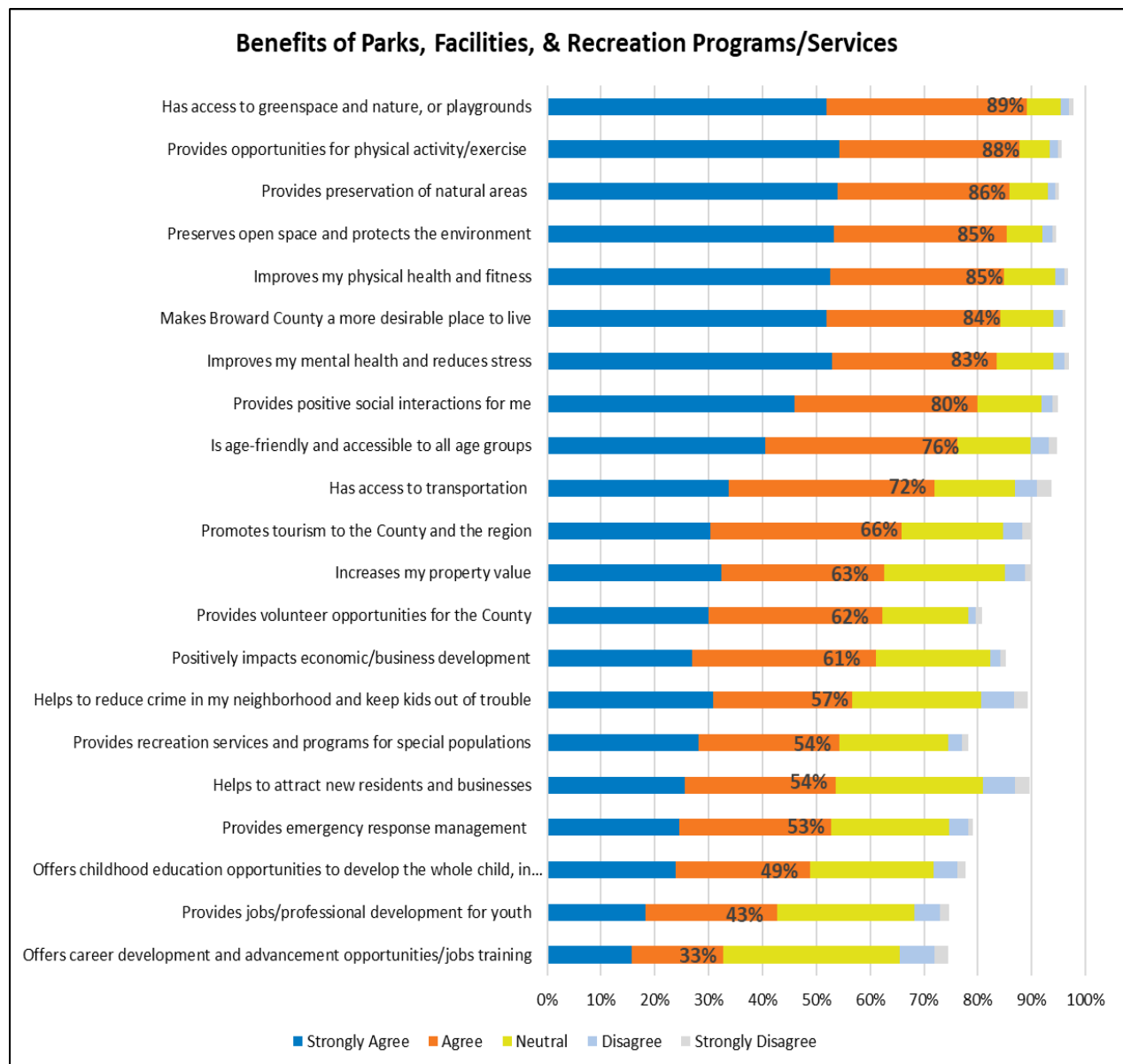
WHICH FOUR PROGRAMS ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

Of the unmet needs selected in the previous question, the four most important programs chosen by respondents were Adult fitness and wellness programs (36%), Outdoor environmental education/nature camps and programs (30%), County special events (28%), and Exercise classes (18%).



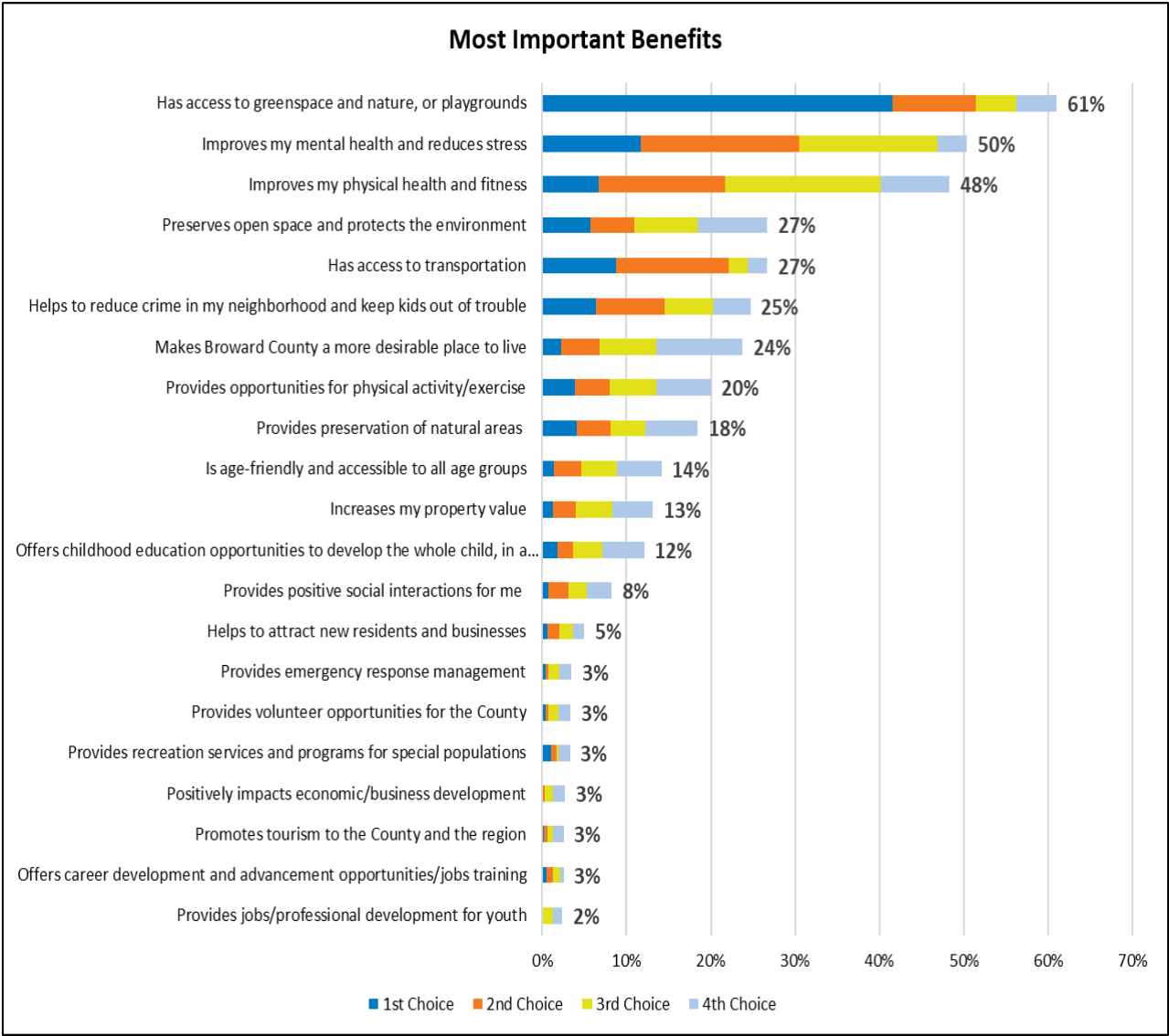
PLEASE INDICATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS CONCERNING SOME POTENTIAL BENEFITS OF BROWARD COUNTY'S PARKS, FACILITIES, AND RECREATION PROGRAMS OR SERVICES.

When combining Strongly Agree (blue) and Agree (orange) in the graph below, the top three benefits respondents associated with the County include Has access to greenspace and nature, or playgrounds (89%), Provides opportunities for physical activity/exercise (88%), and Provides preservation of natural areas (86%).



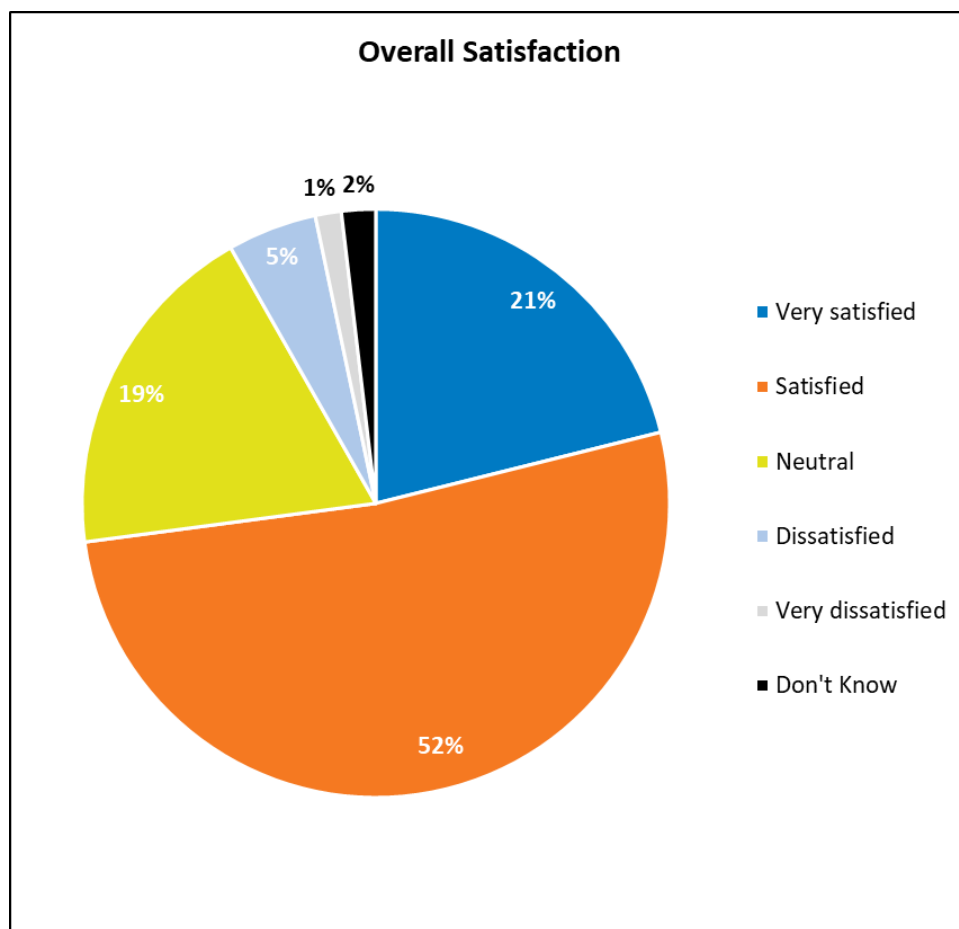
WHICH FOUR OF THE BENEFITS ARE MOST IMPORTANT TO YOU AND MEMBERS OF YOUR HOUSEHOLD?

Respondents were asked to identify the four most important benefits to their household from the previous question. The most important benefits identified were Has access to greenspace and nature, or playgrounds (61%), Improves my mental health and reduces stress (50%), Improves my physical health and fitness (48%), and Preserves open space and protects the environment (27%).



PLEASE RATE YOUR LEVEL OF SATISFACTION WITH THE OVERALL VALUE THAT YOUR HOUSEHOLD RECEIVES FROM THE BROWARD COUNTY PARKS AND RECREATION DIVISION.

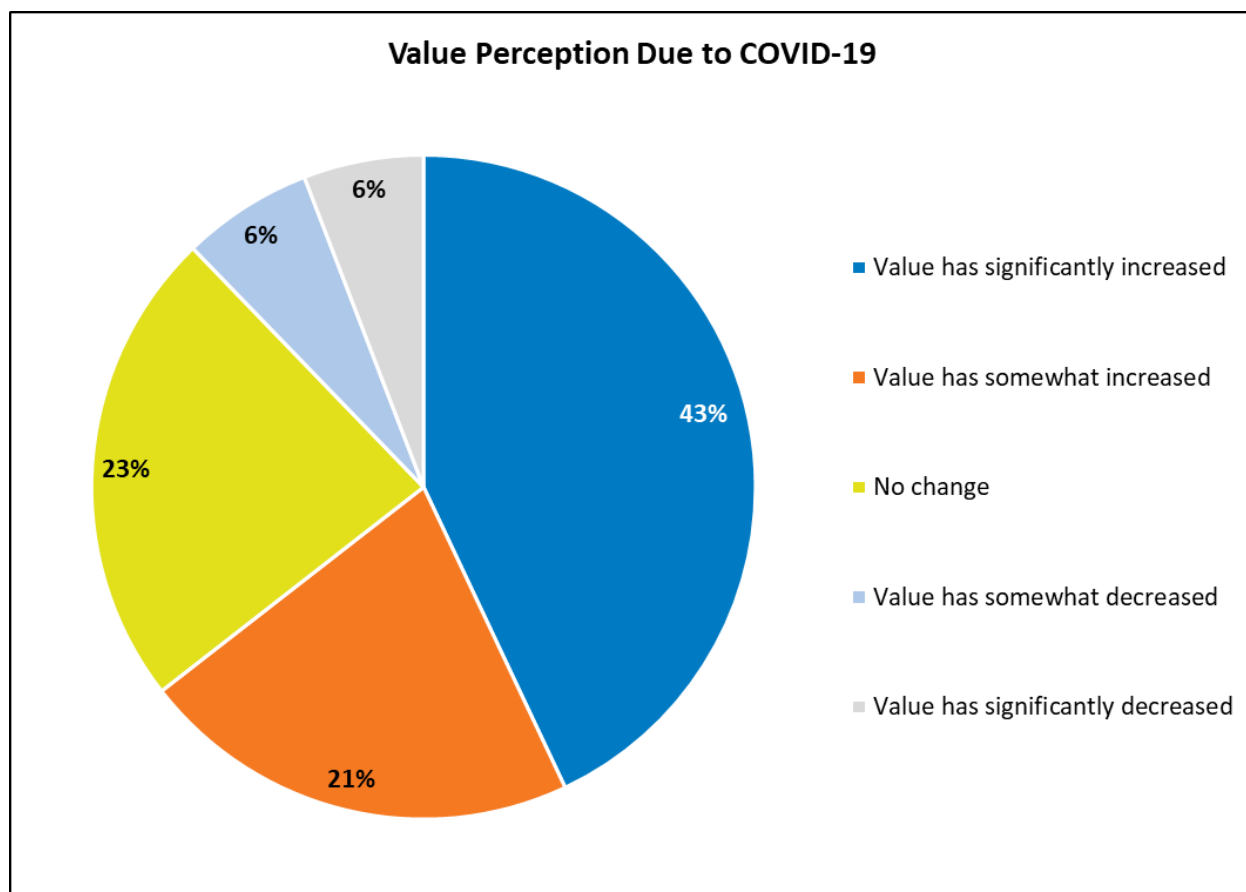
Combining Very satisfied and Satisfied, respondents' overall satisfaction with the value provided by the Division is 73%. Only 6% of the respondents are dissatisfied or very dissatisfied, indicating a high perceived value of the Division's offerings to households.



GIVEN THE RECENT COVID-19/CORONAVIRUS CRISIS, HOW HAS YOUR AND YOUR HOUSEHOLD'S PERCEPTION OF THE VALUE OF PARKS, TRAILS, OPEN SPACES AND RECREATION CHANGED?

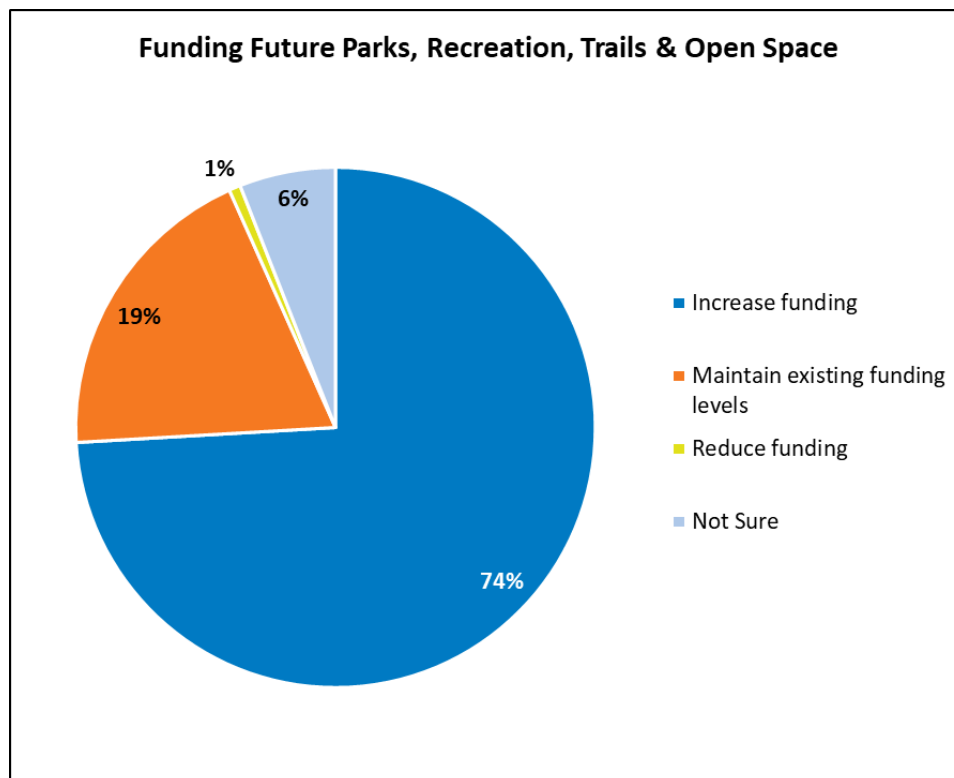
The Division adapted to the County's needs throughout the COVID-19 pandemic, often serving as an essential part of emergency responses in the County. During stay-at-home orders, open-air parks and recreation facilities were able to open with protocols in place, providing the community with much-needed access to outdoor spaces.

Based on the responses, the perceived value of parks, trails, open spaces and recreation has increased for nearly two-thirds of all respondents (64%). This is a positive sign for the Division and if this trend continues, it will foster greater advocacy and support for the Division and its offerings in the future.



BASED ON YOUR PERCEPTION OF VALUE, HOW WOULD YOU WANT THE COUNTY TO FUND FUTURE PARKS, RECREATION, TRAILS AND OPEN SPACE NEEDS?

Of the respondents who reported that their perceived value of the Division's offerings has increased, 74% would support an increase in funding, while only 1% would consider reducing funding for the Division. With a positive change in the perceived value of parks, recreation, trails and open space, it is likely to lead to a desire to increase funding, which is also a very encouraging sign for the Division's long-term growth prospects. These results align with responses throughout the process, which identified increased funding as a top priority.



PLEASE INDICATE YOUR SUPPORT FOR EACH POTENTIAL ACTION BY CIRCLING THE CORRESPONDING NUMBER TO THE RIGHT.

The blue and orange bars in the graph below illustrate respondent's choice of Strongly Agree and Agree. The top three supported actions are Improve existing park infrastructure (88%), Develop new walking trails (87%), and Improve existing walking trails (87%). Five of the top six actions are focused on improving existing facilities and amenities.



WHICH FOUR ACTIONS WOULD YOU BE MOST WILLING TO FUND?

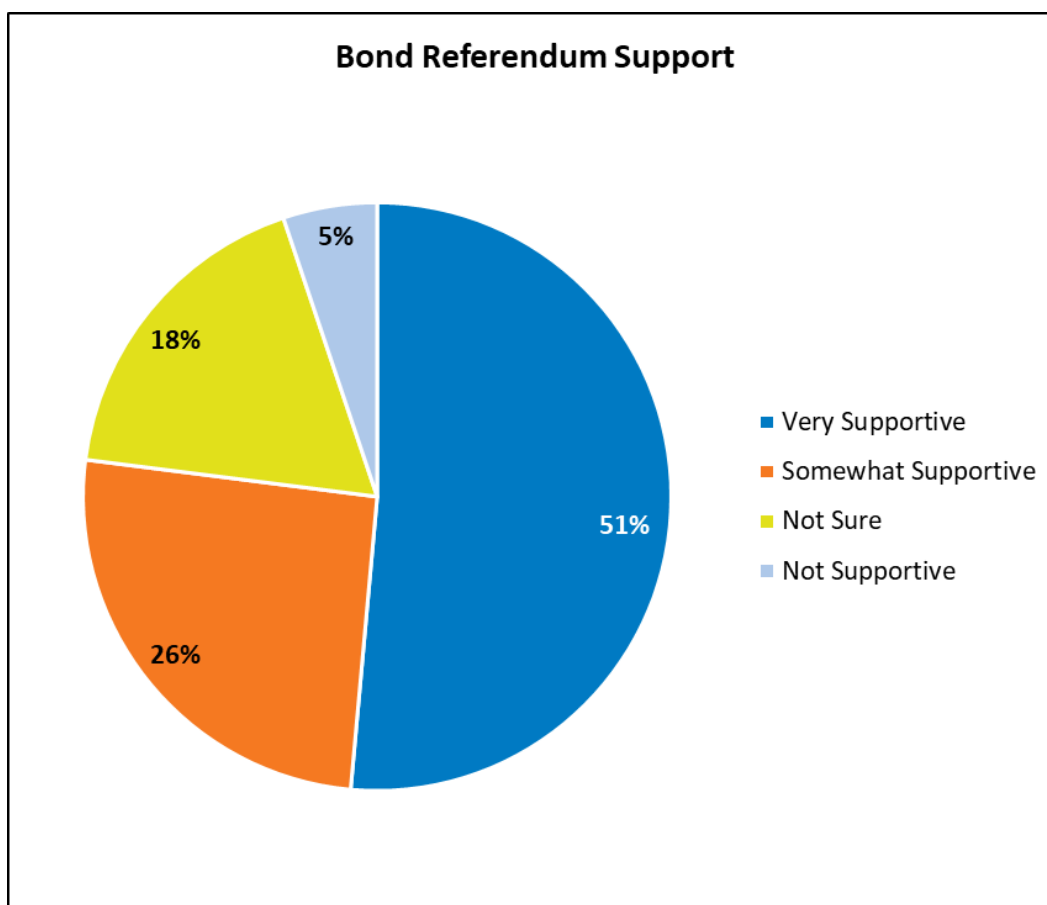
Of the supported actions from the previous question, the initiatives respondents were most willing to fund include Improve existing park infrastructure (43%), Develop adventure park/zipline/climbing tower (39%), Develop new walking trails (39%), and Add new and/or improve existing restrooms in parks (35%). Five of the top seven actions are specific to existing facilities and amenities.



HOW SUPPORTIVE ARE YOU OF A BOND REFERENDUM TO FUND THE TYPES OF PARKS AND IMPROVEMENTS THAT YOU INDICATED ABOVE ARE MOST IMPORTANT TO YOU AND YOUR HOUSEHOLD?

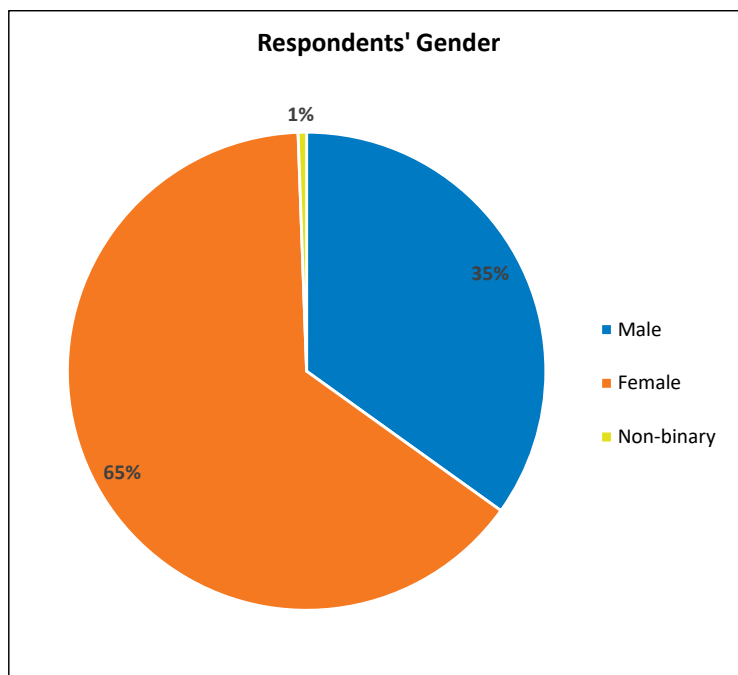
When combining results from respondents stating they are very supportive and somewhat supportive of a bond referendum, over three quarters (77%) respondents support a bond. Only 5% of respondents do not support a bond. This strong representation is most likely due to the majority of respondents being users and appreciating the existing facilities and amenities.

Several questions in this survey asked about major actions and how people would allocate funds. Those responses and the response to this question demonstrate that respondents value parks and recreation enough to financially contribute to their desired outcome.

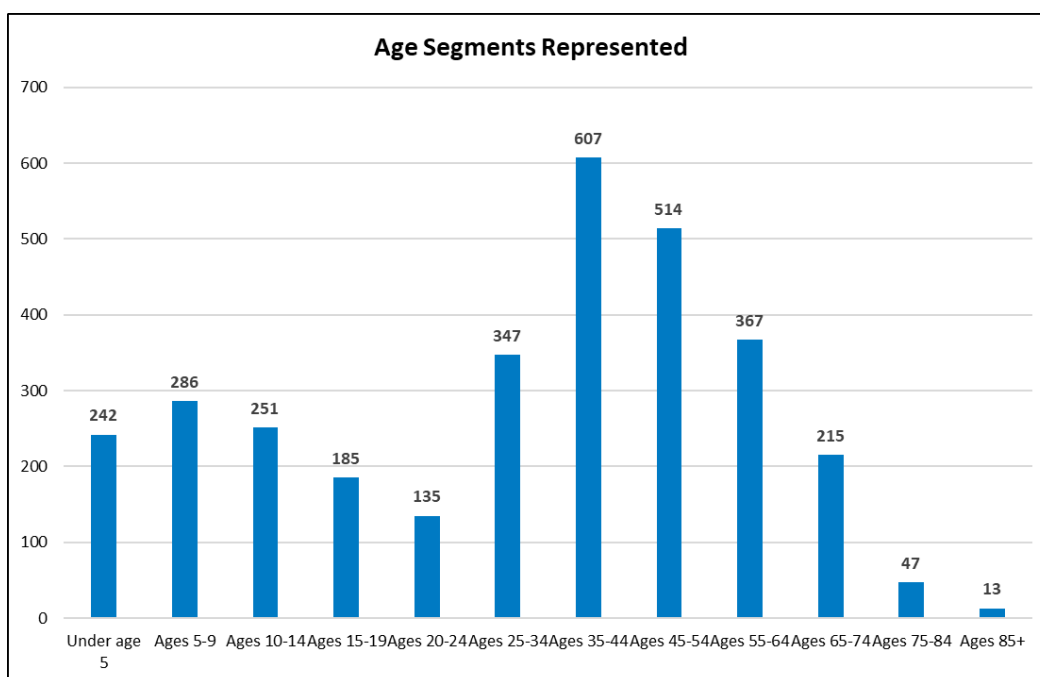


11.8.2. Electronic Survey Demographics

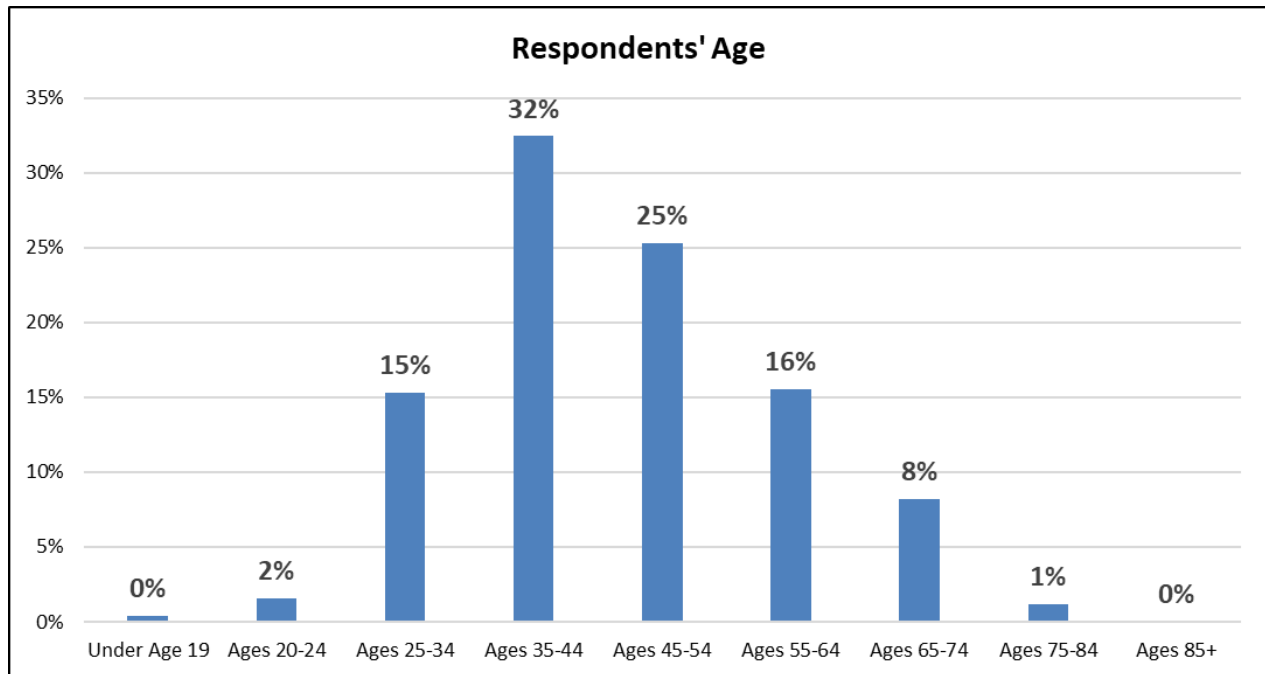
GENDER



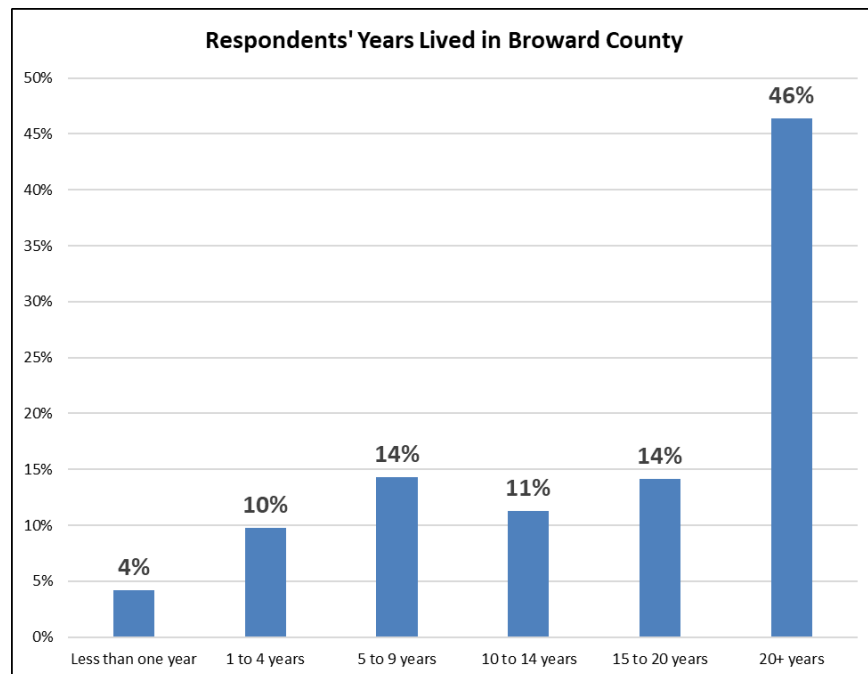
INCLUDING YOURSELF, HOW MANY PEOPLE IN YOUR HOUSEHOLD ARE...



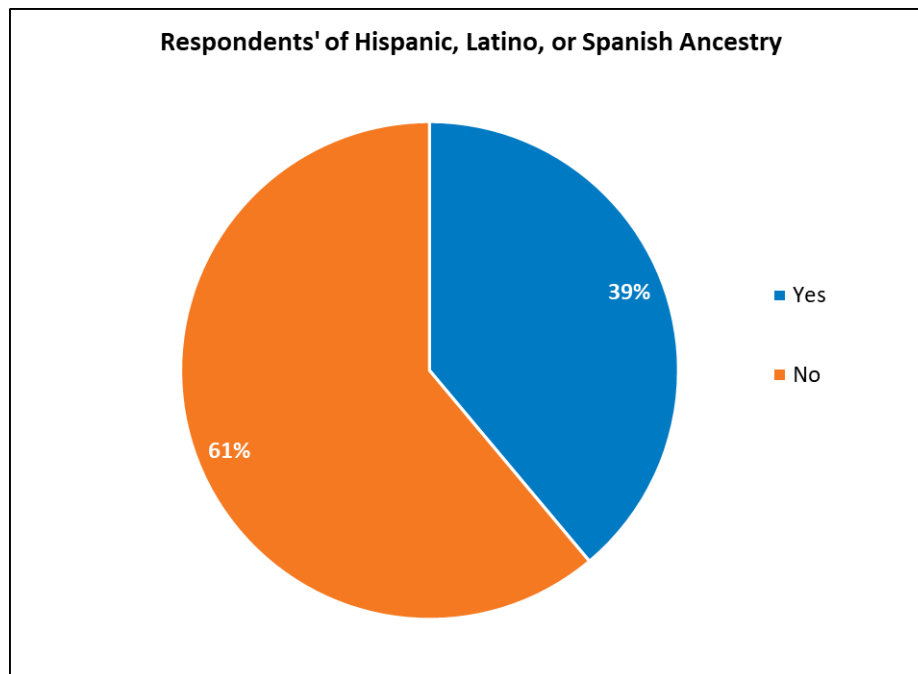
WHAT IS YOUR AGE?



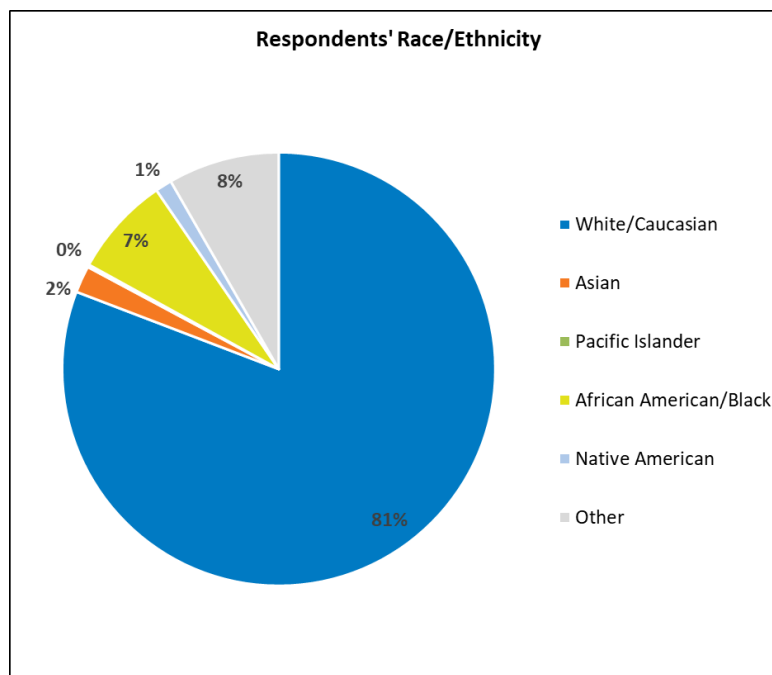
HOW MANY YEARS HAVE YOU LIVED IN BROWARD COUNTY?



ARE YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD OF HISPANIC, LATINO, OR SPANISH ANCESTRY?



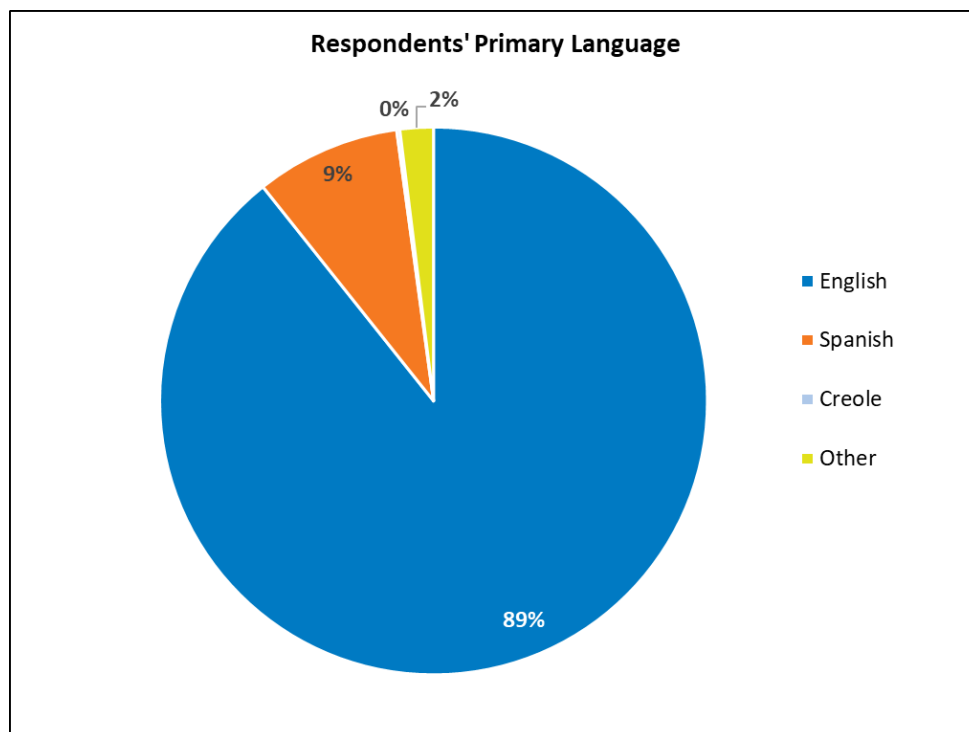
WHICH OF FOLLOWING BEST DESCRIBES YOUR RACE/ETHNICITY?



WHAT IS THE PRIMARY LANGUAGE SPOKEN IN YOUR HOME?

Other responses included:

- ✧ Portuguese (5)
- ✧ French (3)
- ✧ Hebrew (1)
- ✧ Romainian (1)
- ✧ Polish (2)
- ✧ Japanese (1)
- ✧ Tamil (1)
- ✧ Lithuanian (1)
- ✧ Russian (1)
- ✧ Czech (1)





11.9. Appendix I – Signature Park Series

As part of the Master Plan process and to support long-term visioning, a Signature Park Series concept was developed. This concept was applied to each of the Division's regional parks, nature centers, neighborhood parks, and natural areas to identify key features, events, and statistics about each location. Each brochure takes a visionary approach to enhance what already makes the park special.

As each series brochure is completed, it should be made available to the public and used to promote the parks and demonstrate the Division's potential with adequate funding and staffing resources. The Signature Park Series may be critical in laying the foundation of a future bond referendum and building consensus with the public users to complete transformative initiatives across the park system, similar to the work started at Everglades Holiday Park.



Signature Amenities



TENNIS



SHELTER & ROOM
RENTALS



PARADISE COVE
WATER PARK



CAMPGROUNDS



BATTING CAGES



ALL GOLF



Follow Us



@BrowardParks



Broward.org/Parks



C.B. Smith Park

900 N. Flamingo Rd., Pembroke Pines, FL 33028

Address

Acreage: 299 acres

System Acreage Rank: Fourth largest

Opened: 1982

Employees: 25 FT / 151 PT

Operating Budget: \$3,774,430

Commission District: District 1 / Nan H. Rich

Attendance History:

FY19: 1,548,923 **FY18:** 1,643,310 **FY17:** 1,588,829

History

The County's most popular park has a long and complicated history. After previous private owners fell behind on their taxes, the County took ownership of the land, then sold it to the federal government for use as a Navy firing range during World War II. Afterward, the County bought back the roughly 299 acres of present-day park land. It was known locally as Snake Creek Park until 1967, when it was renamed after Charlie Barney (C.B.) Smith, a former Broward County and City of Hollywood commissioner who had championed public land for parks. In 1982, the park opened to the public through the South Broward Park District. After that agency went defunct in 1988, Broward County Parks and Recreation Division absorbed the property and made it a regional park within the County system.

Signature Events

ANNUAL KISS COUNTRY CHILI COOK OFF



The Annual KISS County Chili Cook Off has seen country western artists such as Luke Bryan, Willie Nelson, Brooks and Dunn, Luke Combs, Garth Brooks and Taylor Swift perform over the years.

5Ks

BIKE RACES
CHARITY RACES
FISHING DERBIES
MUSICAL FESTIVALS
TRIATHLONS

Additional Amenities

Basketball Court
Biking/Jogging
Concert Green Amphitheater
Fishing Piers
Fitness Zone
Horseshoes
Pickleball
Playground
Racquetball
Safety Town
Special Event Field
Volleyball



Future Vision

As one of the oldest and most popular parks in the system, there is a need for some major renovations to the infrastructure and amenities at the park. Included are renovations and additions to the water park, construction of an amphitheater at the Concert Green, a new office and maintenance facility, reconfiguration of the park entry, and a new playground.

WATER PARK ENHANCEMENTS



With the current features now exceeding their recommended lifespan, and to provide an enhanced experience for our guests, additional amenities will need to be added to replace those attractions.

AMPHITHEATER IMPROVEMENTS



The current stage in the concert green will be replaced to attract additional community-based cultural events. The new addition will be ADA accessible and be able to host full orchestras, and have small green rooms and restrooms for performers and attendees.

PARK OFFICE AND MAINTENANCE FACILITY



The 35-year-old park office and maintenance complex are two facilities that should be considered for replacement. As park activities and events increase, there is need for a larger office, conference room, staff breakroom, and a larger maintenance facility to handle increasing requests.

PARK ENTRY AND EGRESS



With more than 1.5 million guests in FY19, and as new and renovated amenities are added, the ingress and egress to the park will need to be reconfigured to alleviate traffic congestion. It currently can exceed 30 minutes to enter the park during peak water park season. The traffic bottleneck also impedes campers who come and go throughout the day.

NEW PLAYGROUND



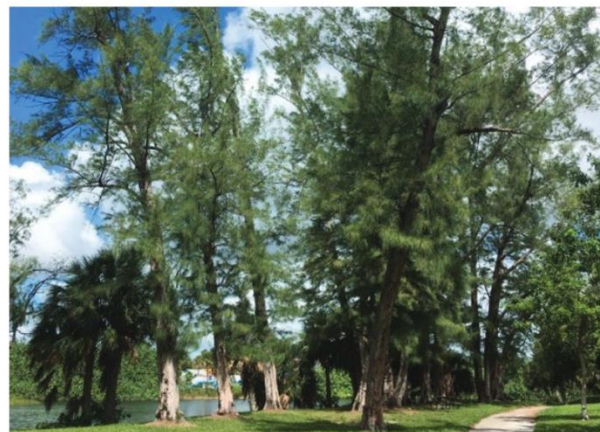
Using monies from the Memorial Hospital Funding account, we plan to remove, replace, and relocate the playground located near Shelter #2.

AQUATICS STAFF BREAKROOM



This new facility will house the aquatics supervisory staff offices and provide a breakroom for the nearly 50 on-duty lifeguards. The facility will also serve as a training center for the aquatics staff and provide employees shelter during storms.

AUSTRALIAN PINE TREE REMOVAL



There are numerous non-native Australian pine trees that need removal for the safety of our guests, employees, and amenities/facilities as the trees cannot withstand South Floridas hurricanes and other wind events.

Individuals with disabilities requiring accommodations in order to participate in County programs, services, and activities must contact the Special Populations Section at 954-357-8170 or TTY 954-537-2844 at least 5 business days prior to the scheduled meeting or event to request an accommodation.

ATHLETIC FIELDS,
COURTS, AND CAGES



STADIUM MAIN EVENT FIELD



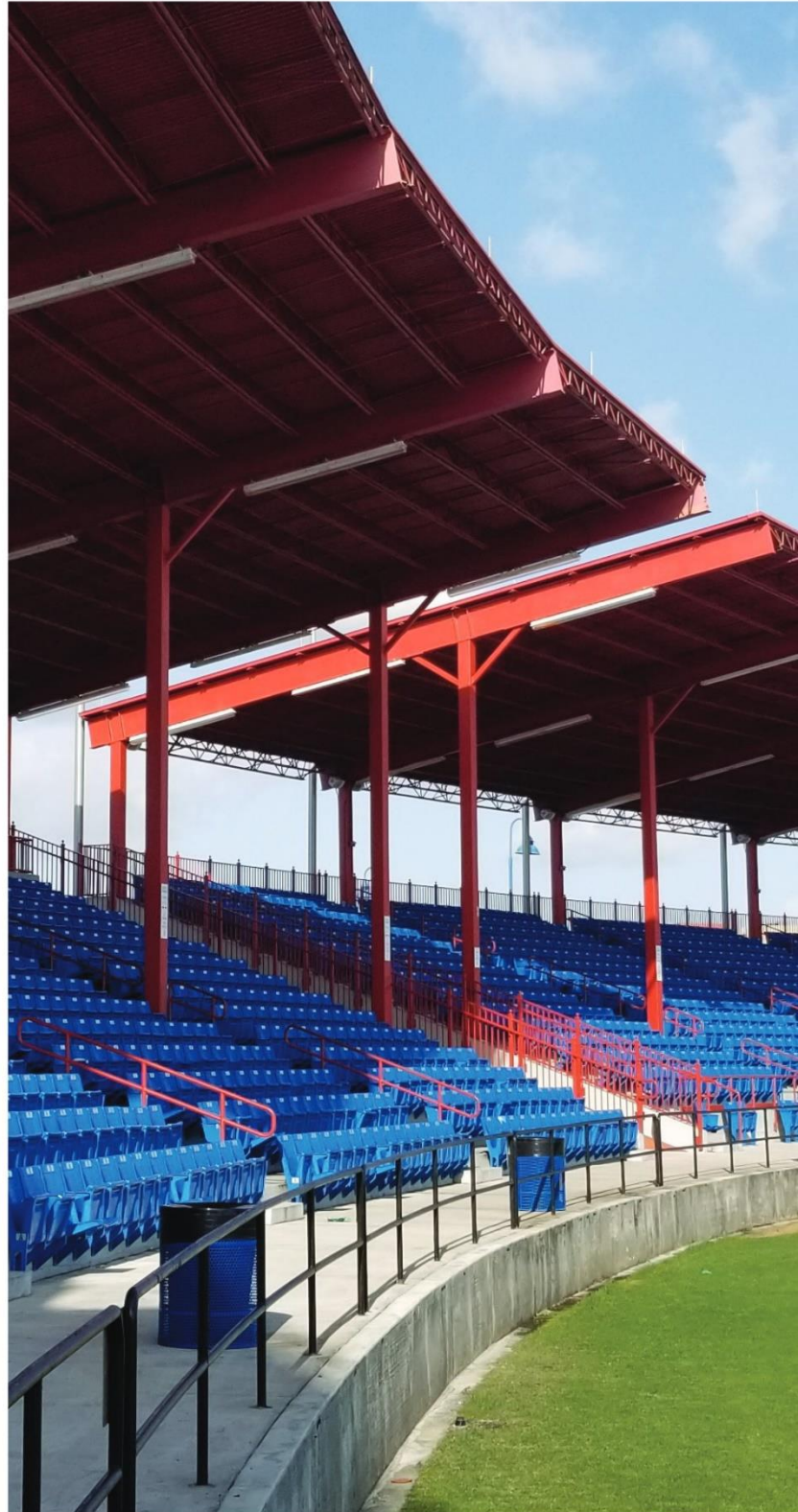
TROPICAL SPLASH WATER PARK



Follow Us



@BrowardParks





Broward.org/Parks



Central Broward Park & Broward County Stadium

3700 N.W. 11th Place, Lauderdale, FL 33311

Address

Acreage: 109.4 acres

System Acreage Rank: 15th largest

Opened: November 2007

Employees: 22 FT / 48 PT

Operating Budget: \$2,854,410

Commission District: : District 9 / Hazelle P. Rogers

Attendance History:

FY19: 484,130 **FY18:** 597,283 **FY17:** 504,251

History

The 110-acre multipurpose facility was the first Broward County regional park acquired and developed through the Broward County Commission's 2000 Safe Parks and Land Preservation Bond Program. The site, most of which was formerly owned by AT&T, was also funded from other grants including one for \$5 million from Florida Forever. The park is one of the largest in central Broward County and serves the communities of Lauderdale, Fort Lauderdale, Lauderdale Lakes, Oakland Park, Plantation, Sunrise, and Wilton Manors. It is best known for its circular lighted multipurpose main event field and stadium with 5,000 covered seats. The stadium is the only International Cricket Council (ICC) certified pitch in the United States.

Signature Events

CULTURAL FESTIVALS



Future Vision

To continue to draw sporting matches, special events, and concerts, and to enhance natural area experiences in the park, these items need to be incorporated in this centrally located park.

Additional Amenities

Biking/Jogging/Walking paths
Burrowing owl colony
Corporate shelter
Field house
Fishing
Nature trail
Public Art & Design
Rental shelters



5Ks

AND CHARITY RACES

- GOLDSON SPINE BACK-TO-SCHOOL GIVEAWAY
- PARIS SAINT-GERMAIN ACADEMY
- SUNSHINE CUP FLAG FOOTBALL

WORLDWIDE SPORTS



ARTIFICIAL TURF



Replace natural grass in athletic fields for lower maintenance costs, increased playability, fewer injuries, and efficient water use.

BUTTERFLY GARDEN



Enhance the natural areas of this urban park and provide more educational nature programming.

OUTDOOR FITNESS ZONE



Augment the recreational and fitness offerings to our patrons to participate in free exercise.

SPECIAL EVENT AND CONCERT GROUND



Build a special event and concert ground on the north side of the stadium for groups of 3,000 to 5,000 persons. Infrastructure will accommodate sound, lighting, and restrooms, in a fenced-in area to control entrance.

STADIUM UPGRADE



Stadium upgrades to meet the needs of more national and international games including scoreboard, modular media viewing/backscreen structures, a modular hospitality structure, separate umpire and scorer locker rooms, and dugouts for teams.

Individuals with disabilities requiring accommodations in order to participate in County programs, services, and activities must contact the Special Populations Section at 954-357-8170 or TTY 954-537-2844 at least 5 business days prior to the scheduled meeting or event to request an accommodation.

Signature Amenities



TARGET RANGE



CAMPGROUNDS



BARKHAM AT MARKHAM
DOG PARK



ADAPTIVE / MOUNTAIN
BIKE TRAILS



Follow Us



@BrowardParks



Broward.org/Parks



Markham Park & Target Range

16001 W. State Rd. 84, Sunrise, FL 33326

Address

Acreage: 669 acres

System Acreage Rank: Second largest

Opened: May 1973

Employees: 30 FT / 45 PT

Operating Budget: \$3,361,360

Commission District: District 5 / Steve Geller

Attendance History:

FY20:1,300,000 **FY19:**1,288,531 **FY18:**1,366,659

History

The initial 542 acres of this park were used as a grazing site until 1965 when the State of Florida Trustees Internal Improvement Fund turned the property over to Broward County. The park opened in 1973, named after the late C. Robert Markham, who was briefly the County's property appraiser until his death in 1966 (his son, William, became property appraiser in 1968). Many changes have occurred since opening the park including having a five-acre zoo at one time that had as many as 155 animals. A current feature at the park is the Fox Observatory for stargazing through a retractable roof. It opened in 1976 and is operated by the South Florida Amateur Astronomers Association. The park is best known for its outdoor Target Range and mountain bike trails, which attract users from across the state seeking an experience unlike any other.

Additional Amenities and Rentals

Biking/jogging/walking paths
Boat ramp
Butterfly garden
Disc golf
Fishing
Model plane airfield
Nature trails
Observatory
Outdoor fitness zone
Personal watercraft lake
Picnic areas
Racquetball
R/C crawler course
Shelter/room rentals
Special event area
Tennis/pickleball



Signature Events

TOY RUN



A motorcycle ride and concert started in 1987 to raise money for Joe DiMaggio Childrens Hospital and collect toys for families in need. This event has attracted nearly 30,000 motorcyclists and concertgoers.

5Ks

AND CHARITY RACES

A variety of nonprofit organizations utilize Markham to host 5Ks, bike races, and other agility-based competitions throughout the year. Some events have attracted more than 1,000 racers and include entertainment.

SCOUTMASTERS CAMPOREE



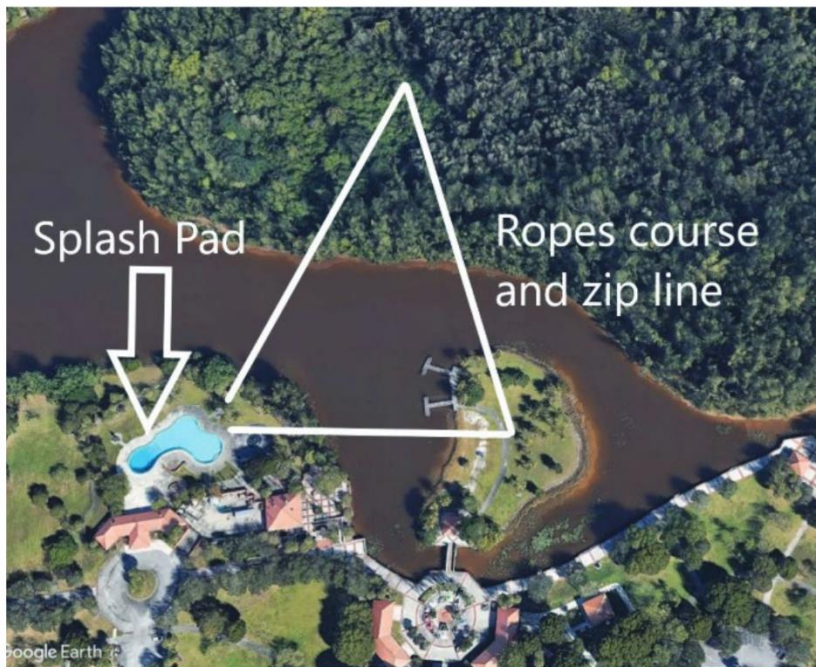
Since 1994, the South Florida Council of the Boy Scouts of America continue to host a weekend-long camping trip at Markham. Each year the Council chooses a new theme and has a variety of competitions that bring more than 2,000 scouts from across South Florida.

Future Vision

To continue to provide diverse amenities, Markham Park is exploring adding a splash pad so visitors can find relief from South Floridas hot summer days. The splash pad, with interactive activities, would be designed with inclusion in mind and provide entertainment for kids will all levels of ability. As the Markham Park pool complex has been closed to the public for more than 10 years, this feature would repurpose the nearly two-acre space.



Keeping with the parks variety of thrill-seeker amenities, a ropes course with a zip line would make a great addition to the proposed revitalization of the pool complex. The ropes course and zip line would start near the splash pad and incorporate the island behind shelter six as well as the densely wooded area known as Deer Island to provide users with an experience thats unlike any other in South Florida.



Individuals with disabilities requiring accommodations in order to participate in County programs, services, and activities must contact the Special Populations Section at 954-357-8170 or TTY 954-537-2844 at least five business days prior to the scheduled meeting or event to request an accommodation.

Signature Amenities



ATHLETIC FIELDS



BUTTERFLY WORLD



DISC GOLF COURSES
AND PRO SHOP



EDUCATIONAL FARM
AND GARDENS



EQUINE-ASSISTED
THERAPIES OF
SOUTH FLORIDA



MODEL STEAM
TRAIN RIDES

Follow Us



@BrowardParks





Broward.org/Parks



Tradewinds Park & Stables

3600 W. Sample Rd., Coconut Creek, FL 33073

Address

Acreage: 626.7 acres

System Acreage Rank: Third largest

Opened: North Side (90 acres) opened in 1977.
South Side opened in 1985.

Funding Sources for Subsequent Land Purchases:

1978 Parks bond issue and 1989 Environmentally Sensitive Lands Program.

Employees: 22 FT / 35 PT

Operating Budget: \$2,582,782

Commission District: District 2 / Mark D. Bogen

Attendance History:

FY19: 908,931 **FY18:** 875,416 **FY17:** 758,643

History

The parks equestrian roots run deep. From 1944 to 1975, Tradewinds Farm was a horse-breeding and boarding business owned and operated by William K. Margueritte C. Mclean. Their original farmhouse still stands and now houses static displays of period furnishings and artifacts. The widowed Mrs. McLean later sold the entire property to Broward County, although she returned a portion of the purchase to the County for the development of a park with an emphasis on equestrian activities.

Signature Events

HOLIDAY FANTASY OF LIGHTS



Annual drive-through holiday light extravaganza that runs from November through January.

5Ks AND CHARITY RACES

A variety of nonprofit organizations utilize Tradewinds to host 5Ks, bike races, and other agility-based competitions throughout the year. Some events have attracted more than 1,000 racers and include entertainment.

Additional Amenities

Biking/jogging/walking paths
Boat launch area
Educational micro-apirary
Fishing
Historic homestead and museum
Nature trail
Picnic areas/ Shelter rentals
Playgrounds
Pony and trail rides
Special event area
Volleyball courts

and Rentals

FALL FESTIVAL



Annual family event, which raises funds for the retired horses that reside at Tradewinds Park, includes fall-themed carnival games and crafts, hayrides, pony rides, farm and garden tours, a pumpkin patch, and live entertainment.



- | | | |
|-----------------------------------------|-------------------------------------------|-----------------------------------------|
| ① GATE HOUSE | ⑮ DUMPSTER | ⑳ MCLEAN HOUSE |
| ② OPEN VENUE BUILDING | ⑯ DROP-OFF | ㉑ RELOCATED GENERAL STORE |
| ③ SERVICE ACCESS | ⑰ SHADED ENTRANCE | ㉒ RAISED PAVILION / STAGE |
| ④ MODIFIED PARKING LOT | ⑱ SPLASH PAD | ㉓ SHADED SEATING |
| ⑤ OVERLOOK STRUCTURE | ㉑ ENTRY PLAZA / FARMERS MARKET / ART FAIR | ㉔ TREE PITS |
| ⑥ EXHIBITION GARDENS | ㉒ MCLEAN HOUSE | ㉕ WINDING PATHWAY (WATER THEME) |
| ⑦ WEDDING GAZEBO | ㉓ RELOCATED GENERAL STORE | ㉖ SHADED PLAYGROUND |
| ⑧ GARDEN PAVILION | ㉔ RAISED PAVILION / STAGE | ㉗ OUTDOOR GAMES (CORN-HOLE / HORSESHOE) |
| ⑨ AMPHITHEATER | ㉕ SHADED SEATING | |
| ⑩ RAIN GARDEN | ㉖ TREE PITS | |
| ⑪ DECORATIVE ARBORS | ㉗ WINDING PATHWAY (WATER THEME) | |
| ⑫ WELCOME ARCHWAY STRUCTURE | ㉘ SHADED PLAYGROUND | |
| ⑬ FOCAL POINT (RECONSTRUCTED WIND MILL) | ㉙ OUTDOOR GAMES (CORN-HOLE / HORSESHOE) | |
| ⑭ WELCOME CENTER | | |

- ⑳ PI
㉑ PA
㉒ PA
㉓ BA
㉔ OV
㉕ EX
㉖ MI
(5)
㉗ EX
㉘ BA
㉙ PO
㉚ LU

* Ren

Future Vision

Tradewinds Park is in the design phase of a complete renovation to the Educational Farm and Gardens. The redesigned layout and new amenities such as a welcome center, updated barnyard, new playgrounds, and outdoor rental spaces will tie together the entire 26-acre area to be a themed destination attraction within the park.



To add to the destination attraction aspect of the new Educational Farm and Gardens, a campground that would offer both RV camp sites as well as cabins, located in the County-owned property just to the north of the Educational Farm area, would enhance the equestrian and farm-themed experiences.



- ICONIC SHELTERS
- ADDOCK
- ASTURE
- ARN & EDUCATIONAL AREA
- VERLOOK TO LAKE
- KISTING STABLES
- MULTIPURPOSE FIELD (100 X 100 ICE RINK)
- KISTING ARCHWAY STRUCTURE
- ARN AMPHITHEATER
- ONLY RING
- JNGE

ndering subject to change

Individuals with disabilities requiring accommodations in order to participate in County programs, services, and activities must contact the Special Populations Section at 954-357-8170 or TTY 954-537-2844 at least 5 business days prior to the scheduled meeting or event to request an accommodation.

