



Plantation  
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# City of Plantation

## Parks & Recreation Master Plan

February 2020



Prepared by:



# Acknowledgments

The development of the City of Plantation Parks and Recreation Master Plan has been a collaborative effort between City officials, staff, and residents, and the Miller Legg team.

The project team would like to offer their deepest gratitude to those residents who participated in the public workshops and online public survey which informed this Plan. Your contributions have been an integral part of the planning process.

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# Executive Summary



## A. Introduction

The Plantation Parks and Recreation Master Plan is a tool intended to help the City of Plantation meet the current and future recreation needs of the community. This resident-driven plan serves as a source of applicable decision-making information, and establishes clear goals and actionable objectives to guide staff, advisory committees, and the City Council in their work to maintain and enhance Plantation's system of parks, recreation facilities, and programs over the next ten years.

## B. Planning Process Summary

The Parks and Recreation Master Plan (PRMP) planning process team consisted of City staff and the Miller Legg consultant team. The team guided this plan through a multifaceted process to gather and analyze quantitative and qualitative data on issues impacting the condition of City parks and recreation facilities and programs in Plantation.

The PRMP process consisted of the following phases:

- Community Engagement
- Demographic and Trend Analysis
- Existing Parks, Facilities, and Programs Inventory & Analysis
- Level of Service Analysis (LOS)
- Needs Assessment

## C. Key Issues and Recurring Themes Summary

Residents of Plantation have a lot to celebrate about their parks and recreation system. Throughout the community there are

diverse opportunities to participate in sports and fitness activities, enjoy the great outdoors, or attend a special event or program. The lands, infrastructure, programs, and services Plantation dedicates to recreation directly contribute to community well-being and help make the City an attractive place to live, work, and play.

While the existing parks and recreation system is generally meeting the recreation needs of the community, the Parks & Recreation master planning process identified key areas for strengthening current service delivery and preparing Plantation to continue to meet the recreation needs of its growing population, including:

- Enhancing Communication
- Improving Awareness of Parks, Facilities, and Programs
- Continuing to Enhance Opportunities for Recreation
- Continuing to Improve Facilities to Current Standards
- Creating Connections

## D. Inventory Assessment Summary

The Inventory Assessment phase involved multifaceted processes to gather and analyze quantitative and qualitative data on issues impacting the condition of City parks and recreation facilities and programs in Plantation. The following are items that were reviewed during this phase:

### Facility Inventory:

The inventory of existing amenities identifies current City-owned or operated parks, open space areas, and recreation facilities.

### Level of Service Analysis:

Existing individual parks and outdoor recreation amenities throughout Plantation's system of public parks and recreation





areas were evaluated for their condition, functionality, and ambiance. The distribution of assets throughout the community was also evaluated, and gaps in service were identified.

**Needs Assessment:**

Input collected throughout the Information Gathering phase along with comparison to National Recreation Parks Association (NRPA) standards and Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP) standards helped identify key facility, program, and service needs to target for improvement and enhancement.

## E. Recommendations

The City of Plantation Parks and Recreation Department has great facilities, offers high-quality programs and annual events, and provides a set of valuable services that contribute to the City residents' high quality of life. These recommendations primarily focus on addressing existing challenges and leveraging opportunities identified through the Parks & Recreation master planning process. Plantation is well positioned to build upon current successes to ensure that its public parks and recreation opportunities meet the needs of the growing community over the next ten years. Goals developed through the master planning process focus on:

- **Goal 1: Continue to Improve Department Organizational Efficiencies** - Improve aspects of the municipal organizational structure that supports the provision and stewardship of the Plantation's parks, recreation facilities, programs, and activities.
- **Goal 2: Increase Financial Opportunities** - Continue to find

new and innovative means to fund additional recreation opportunities for Plantation residents.

- **Goal 3: Continue to Improve Programs and Service Delivery** - Increase awareness of Plantation's existing public recreation opportunities and enhance program offerings to meet existing and future community needs.
- **Goal 4: Improve Facilities and Amenities** - Improve existing park amenities and recreation facilities to create more and higher quality user experiences, increase the utilization of parks, and elevate levels of satisfaction.

As this Parks & Recreation Master Plan is intended as a living document that provides a roadway to continually improve the City's system, it is recommended that the City of Plantation formally review and update this Master Plan every five (5) years. This will allow the City to respond to the community needs and current recreational trends. This will allow the City to respond to the communities needs and current recreational trends.

## F. Implementation

After conducting all phases of the planning process, an action plan was developed to assist the City in budgeting for these recommendations. Since the planning horizon for this Master Plan is ten (10) years, the action plan has been prioritized into short, medium, or long term implementations. The time-frame to complete each of these recommendations is as follows:

[Short-term \(up to 3 years\)](#) | [Mid-term \(4-6 years\)](#) | [Long-term \(7-10 years\)](#)

Key recommendations are as follows:

- Maintain and improve existing facilities and amenities.
  - Enhance existing concession stands in need of improvement
  - Renovate existing restrooms
  - Renovate existing playgrounds
  - Update field lighting

Total:	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
	\$1,875,000	\$1,775,000	\$14,100,000	\$17,750,000

- Meet current and future population demands through redesign of existing facilities.
  - Future facility expansion and redesign of multipurpose use and re-purposed spaces.

Total:	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
	\$2,400,000	\$4,000,000	\$4,440,000	\$10,840,000

- Develop new amenities at existing parks based on level of service analysis.
  - Add Additional restrooms at parks and facilities
  - Add additional shade structures in parks.
  - Add Additional LED lights
  - Create new concession stands in areas where needed
  - Provide improved signage to make it easier for users to find and use parks, facilities, and trails.

- Enhance and update existing park entry signs to incorporate the City-wide branding initiative.
- Improve connectivity by use of interior park way-finding signs.
- City roadway park signage

Total:	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
	\$3,152,000	\$3,756,000	\$2,850,000	\$9,758,000

The cost of all action plans (see Chapter 5 Recommendations and Action Plans section B. Implementation) are as follows:

Total:	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
	\$14,890,600 - \$15,110,600	\$16,756,000 - \$17,476,000	\$33,006,000 - \$33,286,000	\$64,0652,600 - \$65,872,600
	\$17,212,293 - \$17,466,594	\$20,336,967 - \$21,210,840	\$42,944,733 - \$43,309,047	\$80,493,993 - \$81,986,481

\*Total cost is escalated at 5% annual inflation rate based on 2019 cost. 10% contingency is added to short term and mid-term and a 15% contingency is added to long term.



# Chapter 1: Introduction





## A. Benefits of Parks & Recreation

City Parks, facilities, recreational programs, and open spaces are a vital part of Plantation. After all, Plantation’s slogan is “Plantation the grass is greener”. Plantation residents take pride in their lush tree canopies, numerous beautiful parks, and all the fun-filled events and programs provided by the City. The heart of Plantation is their parks; which sets the City apart.

The physical and psychological benefits of outdoor activities are well-accepted values. Access to parks leads to increased physical activity, which helps improve overall health, including reducing the risk of obesity, heart disease, and diabetes. Parks also provide opportunities to connect with nature, socialize, and participate in leisure activities, which reduces the risk of stress-related disorders.

Parks have also been shown to increase property values of adjacent property for both residential and commercial uses. Park availability can attract new residents and workforce, and park attendance can lead to increased numbers of patrons to nearby businesses.

Social benefits include an enhanced sense of community and place. Parks provide places for residents to come together at community events and programs. Park access has also been tied to crime reduction and reduced juvenile delinquency, providing safe places for youth to interact with one another.

Open space and recreational lands are recognized for more than their individual benefits. There are broad public values in the



Figure 1.1: Group of yoga class students enjoying their outdoor yoga session.



Figure 1.2: Children enjoying the benefits of City Parks.



improvement of air quality and reduction of noise, protection of habitat for animal and plant species, and visual relief from the complexity of the urban environment. This Parks and Recreation Master Plan was created to ensure that these values are met and continue to be provided to all residents of Plantation.

## B. Purpose of the Master Plan

The Parks and Recreation Master Plan (PRMP) has been prepared in response to the aspiration of the City's leaders and residents to have an exceptional program of parks and recreation facilities for current and future generations. The purpose of the PRMP is to provide a framework for decision-making over the next ten years. The PRMP serves as a guide to address present and future recreation needs for the community in reference to social, economic, demographic, and development trends within the City. The Master Plan provides recommendations for provision of facilities, programs, and services; parkland acquisition and development; maintenance and operations; as well as administration and management.

## C. Master Planning Process

The PRMP planning team consisted of City staff and the Miller Legg consultant team. The team guided this plan through a multifaceted process to gather and analyze quantitative and qualitative data on issues impacting the condition of City parks and recreation facilities and programs in Plantation. The collaborative community oriented approach balanced and complemented the consultant team's expertise with local knowledge and institutional history provided by Plantation staff and community members.

The PRMP visioning process consisted of the following:

### Community Engagement

Community members, stakeholders, and City staff provided valuable input regarding their own use and observations concerning City parks & recreation facilities. Opportunities for engagement included meetings with Council Members, Parks & Recreation staff, and Parks & Recreation Advisory Board, two public workshops, and a public survey.

### Demographic and Trend Analysis

The planning process identified the demographic profile of the City of Plantation residents through a demographic analysis by gathering information from the U.S. Census Bureau and the Bureau of Economic and Business Research. A trends analysis was conducted to evaluate demographic impacts on future parks, trails, open space, and facilities. This analysis also identified interest and participation levels for a variety of activities, assessed how services are provided through both administrative and planning trends, and evaluated how Plantation parks and facilities compare to national parks and recreation trends.

### Existing Parks, Facilities, and Programs Inventory & Analysis

The inventory and analysis of the parks system involved field visits by Miller Legg to determine the existing conditions of the facilities and to observe events and behaviors of each site. The City provided Miller Legg with the latest existing parks and recreation facilities inventory list.





### Level of Service Analysis (LOS)

Existing individual parks and outdoor recreation facilities throughout the City of Plantation were analyzed for their current condition and use. The distribution of assets throughout the community was also analyzed, and gaps in service were identified. Gaps in service represent geographic areas in Plantation where parks and recreation facilities are not present, or are not distributed in a manner that provides a close to home walkable access for residents living in the community.

### Needs Assessment

Input collected throughout the information gathering phase along with comparison to National Recreation Parks Association (NRPA) standards and Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP) standards helped identify key facility, program, and service needs to target for improvement and enhancement.

## Master Planning Process

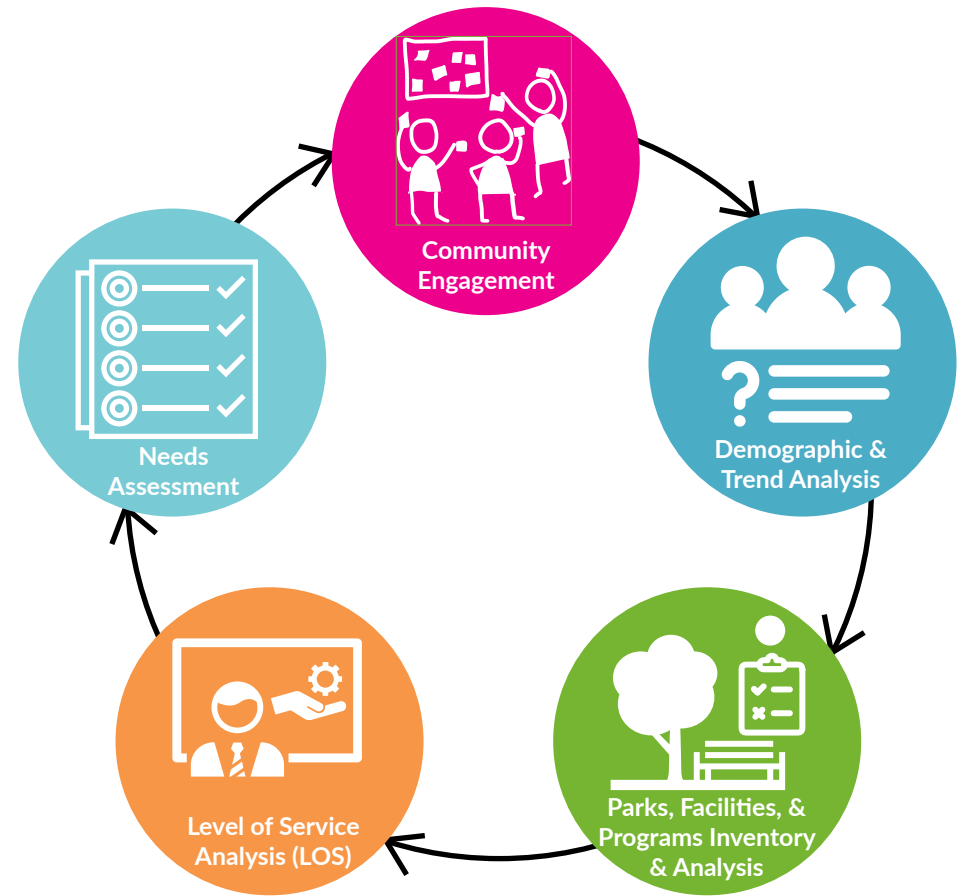


Figure 1.3: Visioning process diagram



## D. Department Overview and Structure

The Parks & Recreation Department oversees and is responsible for City parks, recreation facilities, programs and activities. There are some exceptions to what the Department oversees and is solely responsible for, the following are those exceptions:

- Helen B. Hoffman Library and Historical Museum,
- Contracted Management Facility: Plantation Preserve Golf Course & Club

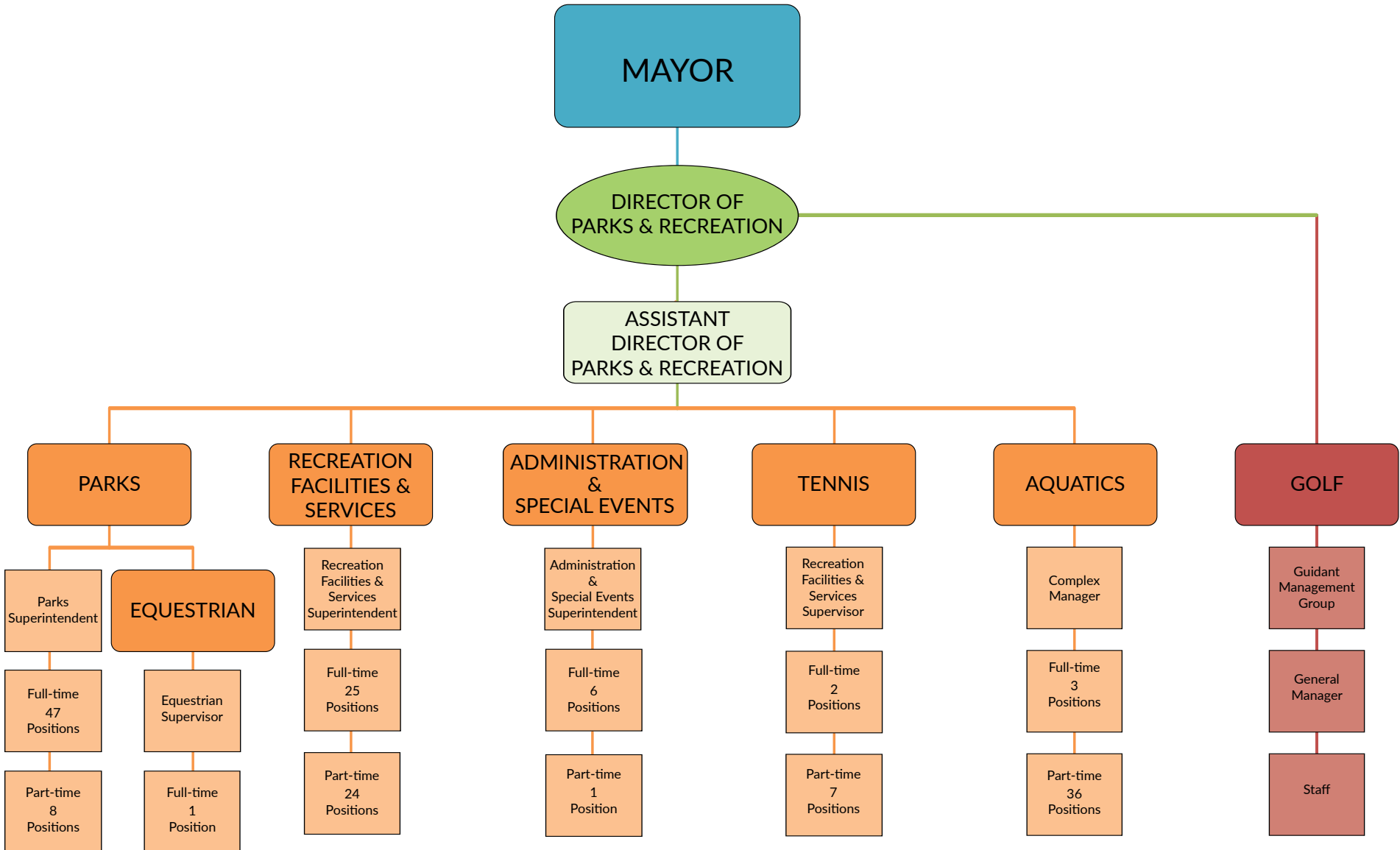


Figure 1.4: Plantation's Parks & Recreation Department Organization Chart





# E. Timeline for Completing the Master Plan

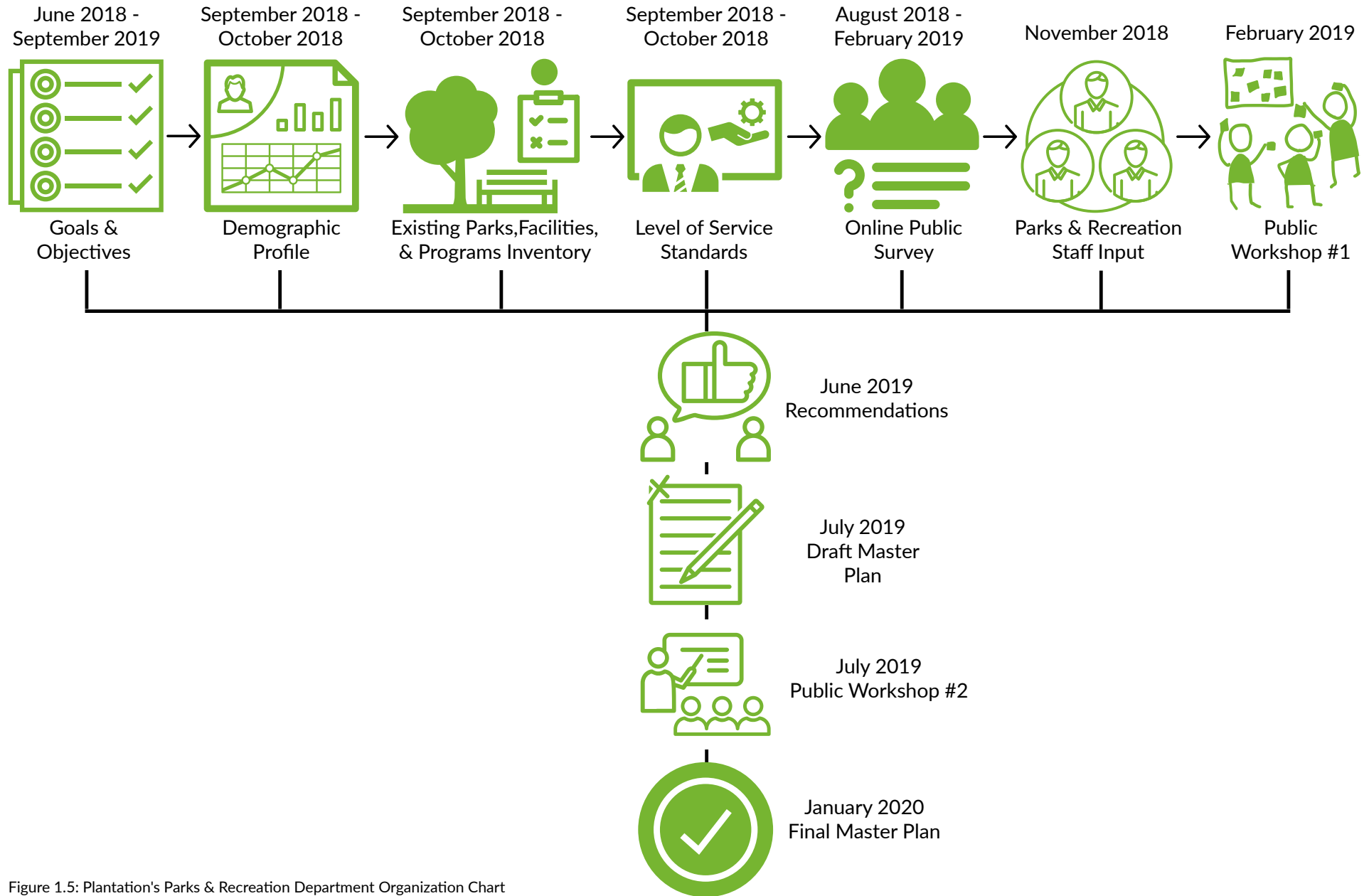
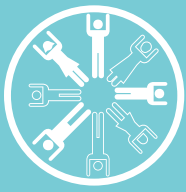


Figure 1.5: Plantation's Parks & Recreation Department Organization Chart





# Chapter 2: Community Profile and Identified Needs





## A. Plantation Profile and Demographic Study

The City of Plantation was incorporated on April 30th, 1953, twenty-two years after Frederick Peters became the area's first inhabitant. Peters, along with Russell Pancoast, an architect, created the original City plan for Peter's 10,000 acres in the area. The original plan created separate districts for commercial, industrial, and residential with distinct minimum lot sizes in order to create a tight knit community. When Plantation was first incorporated it had a population of less than 500 people, but began to grow steadily. As the population grew, so did civic services with the police, volunteer fire department, and school district being formed in the late 1950s, the Parks and Recreation Department and Plantation Athletic League in the mid 1960s, and the first community center in 1973. Eventually, Plantation began to annex land to the west in the 1970s due to rapid population growth. As the City further developed, it stuck with the original ideas of Peters and Pancoast's master plan, creating a consistent City image.



Figure 2.1: City of Plantation Limits

### City Overview

The City of Plantation is 22.8 square miles in size with an estimated population of 89,595. By 2030, the end of the planning period for this report, the population is expected to be 92,592.

Source: 1. Bureau of Economic and Business Research. (2018) Population Projection by Age for 2000-2040. University of Florida. <http://flhousingdata.shimberg.ufl.edu> Accessed 7/5/2018





An examination of existing and projected demographic conditions for the City was undertaken in development of the Master Plan. The following section details demographic characteristics by age, race and ethnicity, economics, housing, and education. This comprehensive demographic analysis was used to evaluate the need for park improvements, facilities, programs, and activities.

Parks data was gathered from field visits, information received from the City of Plantation, and the Bureau of Economic and Business Research. This chapter of the Master Plan provides information on the demographic profile of Plantation pertaining to recreational facility programming.

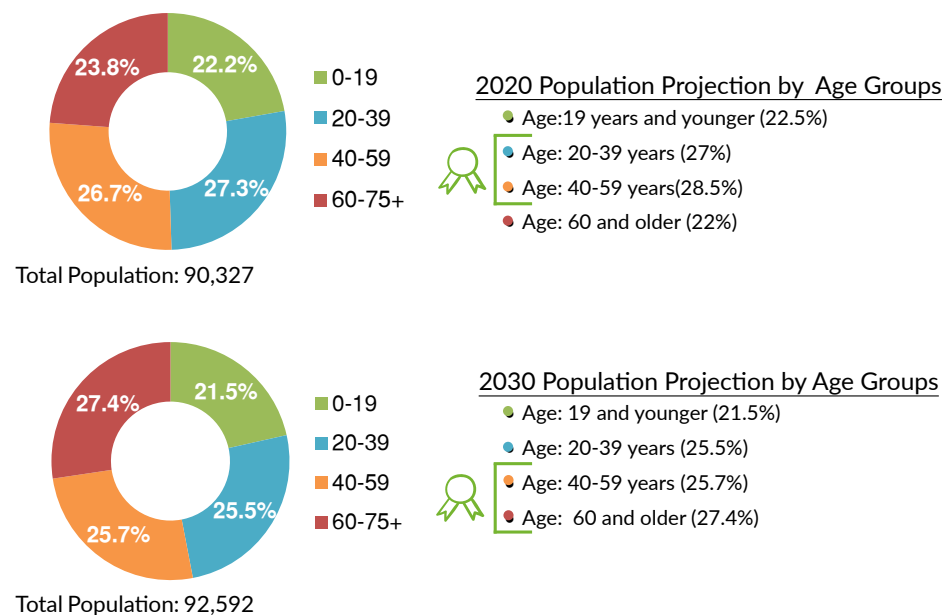


Figure 2.2: City of Plantation residents in a Parks & Recreation hosted event

## Population

Age characteristics are important as they can help determine what programs are in highest demand and have the potential to be successful. The age breakdown from the BEBR 2016 <sup>1</sup> population projection found 19,899 aged 19 years and younger (22.5%), 23,870 aged 20-39 years (27%), 25,149 aged 40-59 (28.5%), and 19,411 aged 60 and older (22%). The BEBR population projections show growth in the population aged 60 and older with a percent change of 50.5% in population. The age groups of 19 and younger and 40-59 have a minor decrease in percent of population. The population aged 20-39 show a steady decrease. These statistics show that the plan needs to focus on the continued growth of the 40+ age groups.

### Population Projections 2020-2030

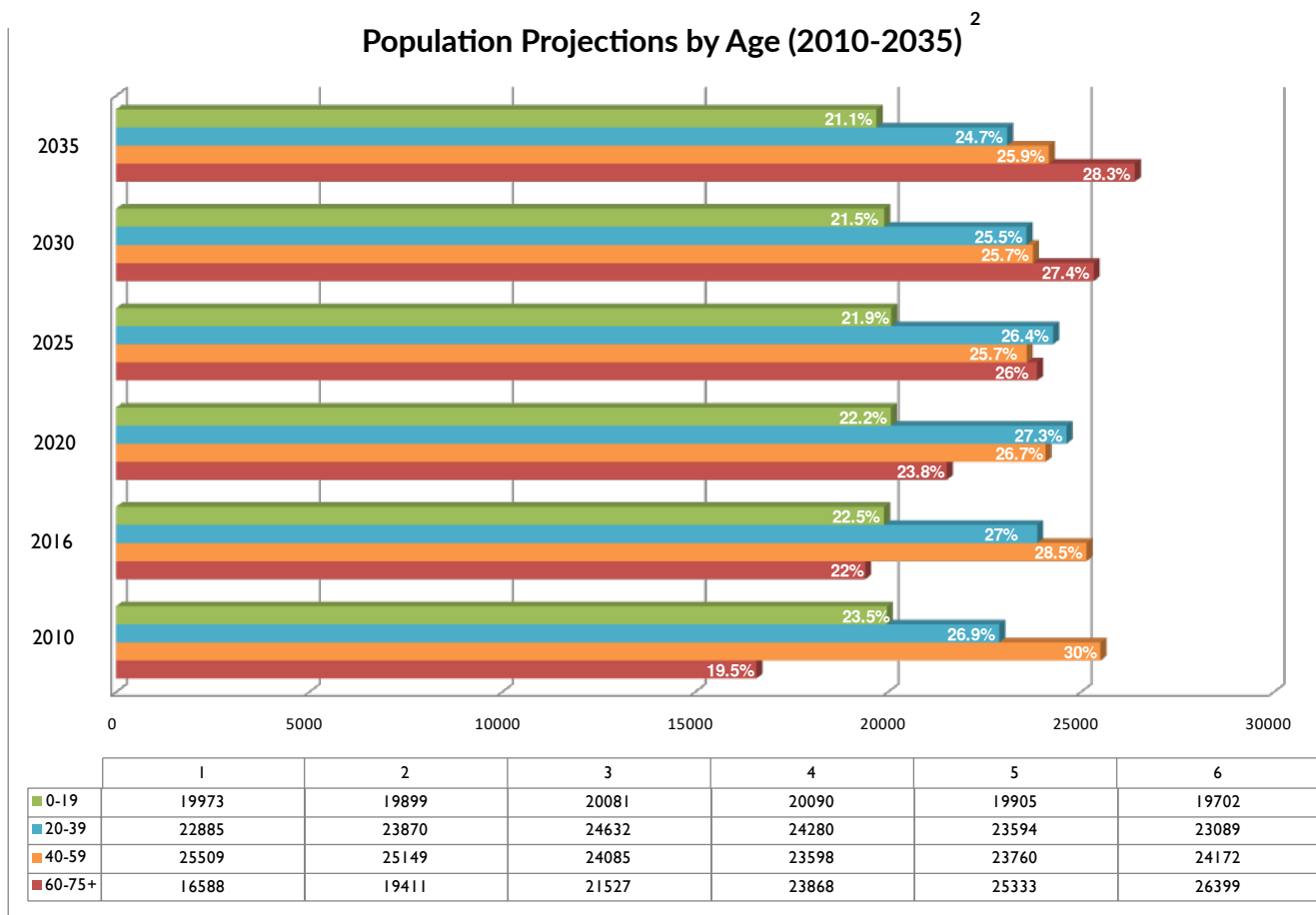


Source: 1. Bureau of Economic and Business Research. (2018) Population Projection by Age for 2000-2030. University of Florida. <http://flhousingdata.shimberg.ufl.edu> Accessed 7/5/2018  
Figure 2.3: Population Projections 2020-2030 Graphs



Population and Demographic Projections by Age Category 2010-2035 <sup>1</sup>							
	Based on Census	Estimated	Projected	Projected	Projected	Projected	Projected Estimate
Age Group	2010	2016	2020	2025	2030	2035	Percent Change
0-19	19973	19899	20081	20090	19905	19702	-1.4%
20-39	22885	23870	24632	24280	23594	23089	0.85%
40-59	25509	25149	24085	23598	23760	24172	-5.3%
60-75+	16588	19411	21527	23868	25333	26399	50.5%
<b>Total Population</b>	<b>84955</b>	<b>88329</b>	<b>90327</b>	<b>91836</b>	<b>92592</b>	<b>93362</b>	<b>9.5%</b>

Source: 1. Bureau of Economic and Business Research. (2018) Population Projection by Age for 2000-2040. University of Florida. <http://flhousingdata.shimberg.ufl.edu> Accessed 7/5/2018  
 Table 1.1: Population and Demographic Projections by Age Category 2010-2035



Source: 1. Bureau of Economic and Business Research. (2018) Population Projection by Age for 2000-2040. University of Florida. <http://flhousingdata.shimberg.ufl.edu> Accessed 7/5/2018  
 Figure 2.4: Population Projections by Age (2010-2035) Graphs

### Age/Race/Income

Race, ethnicity, and income ranges of the population each affect the success of the master plan. The racial and ethnic diversity of the population can push certain programming to the forefront of the conversation due to popularity in the culture.

Income affects the population's ability to participate in activities. Not only does income play a factor in affording activities, but it also determines a person's allotted leisure for recreational opportunities.

Source: <https://www.theatlantic.com/business/archive/2016/09/the-free-time-paradox-in-america/499826/>



## Age/Race/Income

According to the U.S. Census<sup>2</sup> 2012-2016 American Community Survey the median age within the City of Plantation is 40.2, which is below the state of Florida's median age of 41.6, and above the national median age of 37.7

The population of Plantation is comprised of 71.1% White, 21.4% Black or African American, .03% Native American, 4.6% Asian, 2.5% identify as "Some other Race", and 3.1% identify as being "Two or more Races". 25.2% identify themselves as Hispanic or Latino.

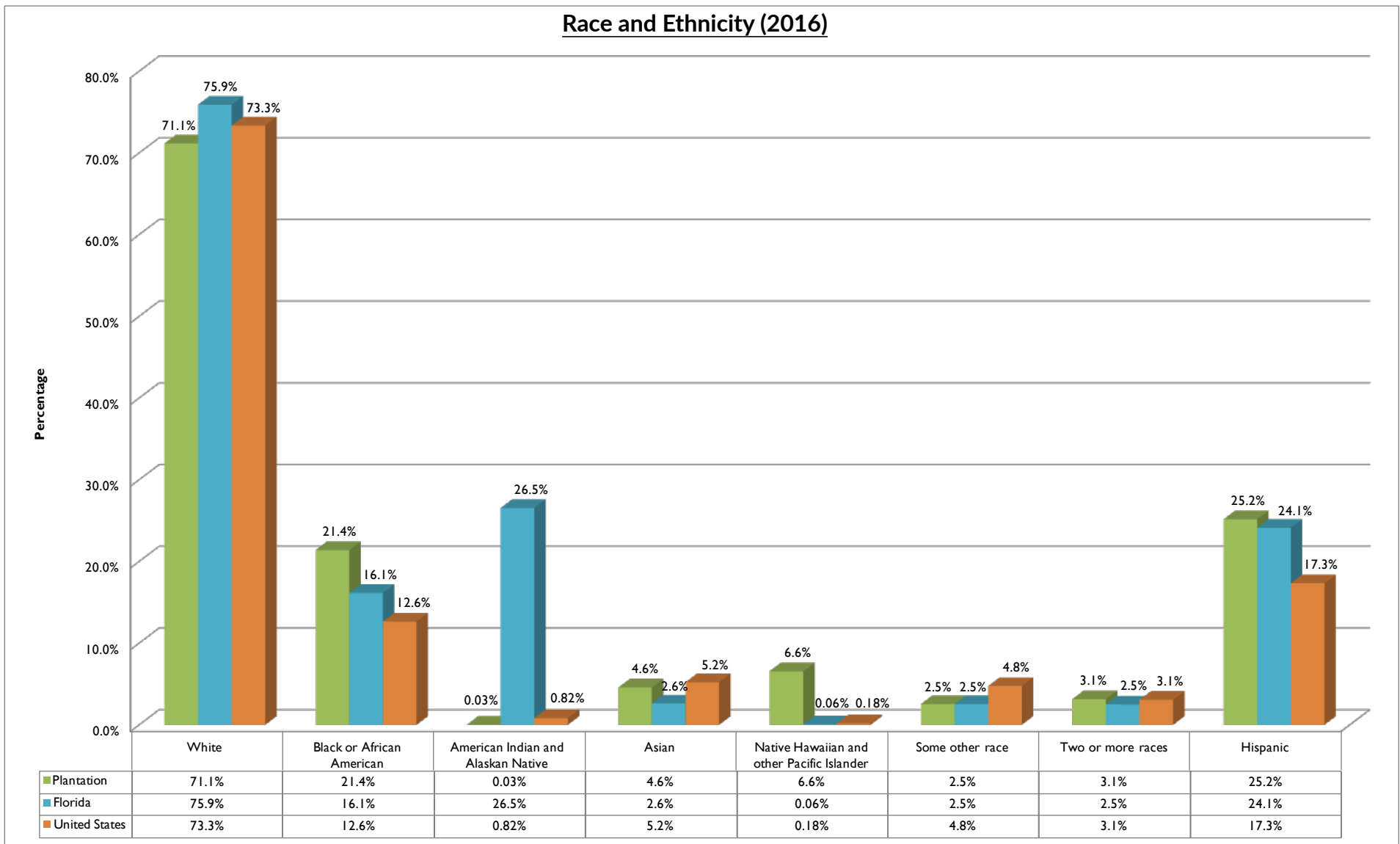
The City of Plantation's median household income is \$67,510.00, which is higher than both the state of Florida's median income and that of the national median income. Per capita income in Plantation is higher than both State and national per capita. Both the percentages of families & persons below poverty level are at a lower level than the state of Florida and National averages.

Demographic Data						
Characteristics	Plantation		Florida		United States	
	Total	Percentage	Total	Percentage	Total	Percentage
Total Population	88,329 <sup>1</sup>		19,934,451 <sup>2</sup>		318,558,162 <sup>2</sup>	
Age						
Median Age <sup>2</sup>	40.2		41.6		37.7	
Age 0-19	19,899 <sup>1</sup>	22.5% <sup>1</sup>	4,542,114 <sup>2</sup>	22.8% <sup>2</sup>	82,296,405 <sup>2</sup>	25.8% <sup>2</sup>
Age 20-39	23,870 <sup>1</sup>	27.0% <sup>1</sup>	5,006,458 <sup>2</sup>	25.1% <sup>2</sup>	86,005,684 <sup>2</sup>	27.0% <sup>2</sup>
Age 40-59	25,149 <sup>1</sup>	28.5% <sup>1</sup>	5,322,498 <sup>2</sup>	26.7% <sup>2</sup>	85,055,029 <sup>2</sup>	26.7% <sup>2</sup>
Age 60-75+	19,411 <sup>1</sup>	22.0% <sup>1</sup>	5,026,108 <sup>2</sup>	25.2% <sup>2</sup>	64,965,448 <sup>2</sup>	20.4% <sup>2</sup>
Race and Ethnicity (2016) <sup>2</sup>						
White	62,843	71.1%	15,130,748	75.9%	233,657,078	73.3%
Black or African American	18,899	21.4%	3,216,994	16.1%	40,241,818	12.6%
American Indian and Alaskan Native	26	0.03%	52,904	26.5%	2,597,817	0.82%
Asian	4,032	4.6%	521,272	2.6%	16,614,625	5.2%
Native Hawaiian and other Pacific Islander	58	6.6%	11,288	0.06%	560,021	0.18%
Some other race	2247	2.5%	505,877	2.5%	15,133,856	4.8%
Two or more races	2773	3.1%	495,368	2.5%	9,752,947	3.1%
Hispanic	22,215	25.2%	4,806,854	24.1%	55,199,107	17.3%
Income (2016) <sup>2</sup>						
Median Household Income	\$67,510.00		\$48,900.00		\$55,322	
Per Capita Income	\$35,945.00		\$27,598.00		\$29,829	
Families below poverty level		6.9%		11.7%		11.0%
Persons below poverty level		9.5%		16.1%		15.1%

Source: 1. Bureau of Economic and Business Research. (2018) Population Projection by Age for 2000-2040. University of Florida. <http://flhousingdata.shimberg.ufl.edu/> / Accessed 7/5/2018

2. Census Bureau. (2016). 2012-2016 American Community Survey 5-Year Estimates. Retrieved from <http://factfinder.Census.gov/> / Accessed 7/5/2018

Table 1.2: Demographic Data



Source: 2. Census Bureau. (2016). 2012-2016 American Community Survey 5-Year Estimates. Retrieved from <http://factfinder.Census.gov/> Accessed 7/5/2018

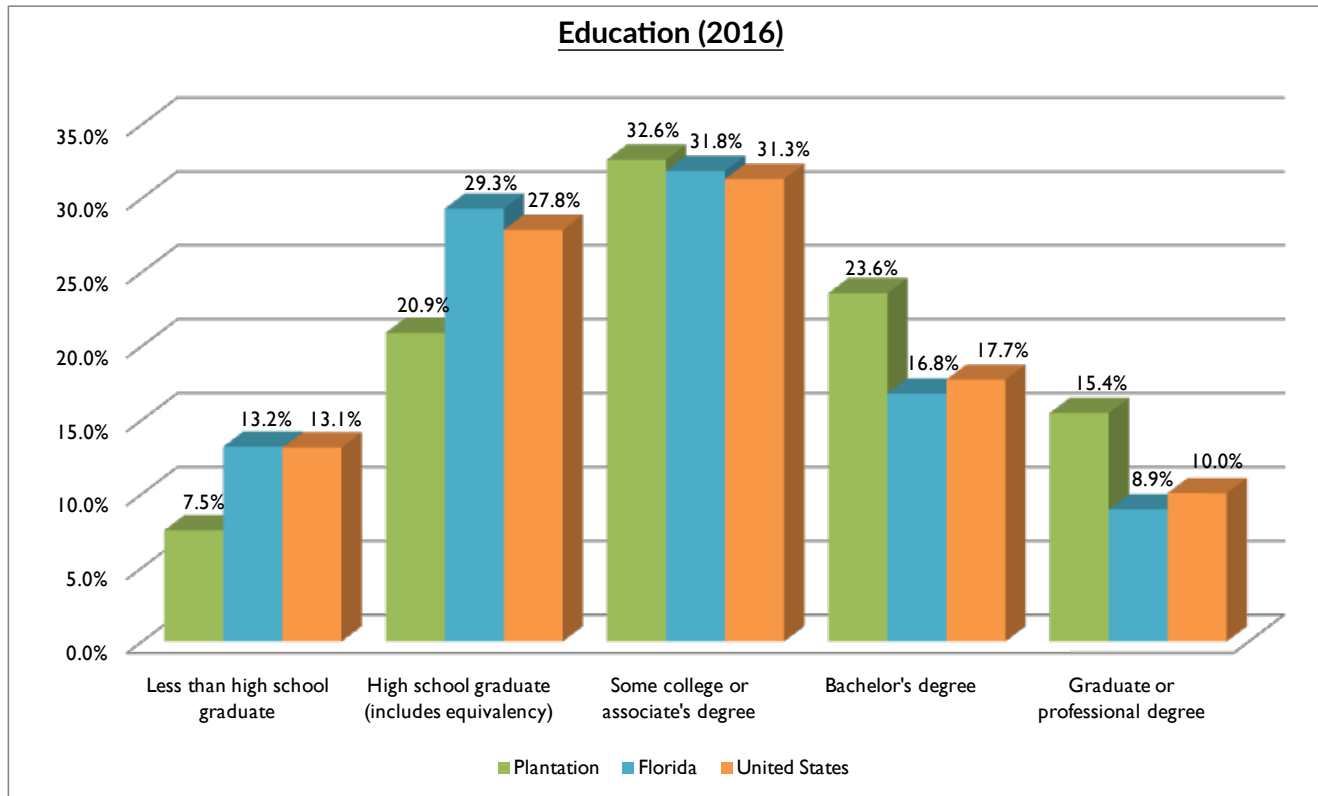
Figure 2.5: Race and Ethnicity (2016) Graph



## Highest Level of Education

	Plantation <sup>2</sup>		Florida <sup>2</sup>		United States <sup>2</sup>	
	Total	Percent	Total	Percent	Total	Percent
<b>18+ Population</b>	72,040		15,868,175		244,945,724	
Less than high school graduate	5,413	7.5%	2,091,112	13.2%	32,145,211	13.1%
High school graduate (includes equivalent)	15,041	20.9%	4,646,219	29.3%	68,210,886	27.8%
Some college or associate degree	23,484	32.6%	5,052,963	31.8%	76,640,939	31.3%
Bachelor's degree	16,972	23.6%	2,662,382	16.8%	43,370,821	17.7%
Graduate or professional degree	11,130	15.4%	1,415,499	8.9%	24,577,867	10.0%

Source: 2. Census Bureau. (2016). 2012-2016 American Community Survey 5-Year Estimates. Retrieved from <http://factfinder.Census.gov/>  
 Accessed 7/5/2018  
 Table 1.3: Level of Education Data



Source: 2. Census Bureau. (2016). 2012-2016 American Community Survey 5-Year Estimates. Retrieved from <http://factfinder.Census.gov/>  
 Accessed 7/10/2018  
 Figure 2.6: Education (2016) Graph

## Education

According to the U.S. Census<sup>2</sup> 2012-2016 American Community Survey 20.9% of persons age 18 and older are high school graduates or equivalent in Plantation. This percentage is actually lower than state and national percentages. The population over the age of 18 that have completed some college or an associates degree, bachelor's degree, or graduate or professional degree sit at 32.6%, 23.6%, and 15.4% respectively. All of which are higher than both the state and national percentage.

Education rates can depict the likelihood of success for various continuing education programs.





Housing Value <sup>2</sup>						
	Plantation		Florida		United States	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
<b>Owner-occupied units</b>	21,165	62.9%	4,787,320	64.8%	74,881,068	63.6%
<b>Less than \$50,000</b>	1,534	7.2%	471,028	9.8%	6,562,913	8.8%
<b>\$50,000 to \$99,999</b>	1,625	7.7%	843,379	17.6%	11,046,600	14.8%
<b>\$100,000 to \$149,999</b>	1,785	8.4%	769,957	16.1%	11,490,390	15.3%
<b>\$150,000 to \$199,999</b>	2,491	11.8%	759,344	15.9%	11,138,581	14.9%
<b>\$200,000 to \$299,999</b>	4,643	21.9%	903,005	18.9%	13,811,951	18.4%
<b>\$300,000 to \$499,999</b>	6,764	32.0%	666,935	13.9%	12,284,402	16.4%
<b>\$500,000 to \$999,999</b>	1,915	9%	277,054	5.8%	6,711,185	9%
<b>\$1,000,000 or more</b>	408	1.9%	96,618	2%	1,835,046	2.5%

Source: 2. Census Bureau. (2016). 2012-2016 American Community Survey 5-Year Estimates. Retrieved from <http://factfinder.Census.gov/> Accessed 7/10/2018  
Table 1.4: Housing Value Data

Housing Occupancy <sup>2</sup>						
	Plantation		Florida		United States	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
<b>Total housing units</b>	38,054		9,152,815		134,054,899	
<b>Average Household size</b>	2.74		2.66		2.65	
<b>Median Household Income</b>	\$67,510		\$48,900		\$55,322	
<b>Occupied housing units</b>	33,652	88.4%	7,393,262	80.8%	117,716,237	87.8%
<b>Vacant housing units</b>	4,402	11.6%	1,759,553	19.2%	16,338,662	12.2%
<b>Owner-occupied</b>	21,165	62.9%	4,787,320	64.8%	74,881,068	63.6%
<b>Renter-occupied</b>	12,487	37.1%	2,605,942	35.2%	42,835,169	36.4%

Source: 2. Census Bureau. (2016). 2012-2016 American Community Survey 5-Year Estimates. Retrieved from <http://factfinder.Census.gov/> Accessed 7/10/2018  
Table 1.5: Housing Occupancy Data

## Housing

Housing characteristics provide the opportunity to analyze the whether the population contains more families or single occupants as well as the amount of permanent and visiting residents. This allows for decisions to be made on which populations to focus programming on.

The 2012-2016 American Community Survey found that there were 38,054 households with an average of 2.74 persons per household. The persons per household ratio is higher in Plantation than in Florida, which sits at 2.66 persons per household. It is also higher than that of the U.S. which is 2.65 persons per household. The survey also found that owner-occupied housing units accounted for a total of 62.9% of the market, which is slightly lower than those of Florida and the U.S. The City of Plantation's median household income was indicated to be \$67,510, which is higher than the state of Florida's median household income as well as that of the United States' median household income. The survey also indicated that the largest range of home value in Plantation is from \$300,000 to \$499,999.

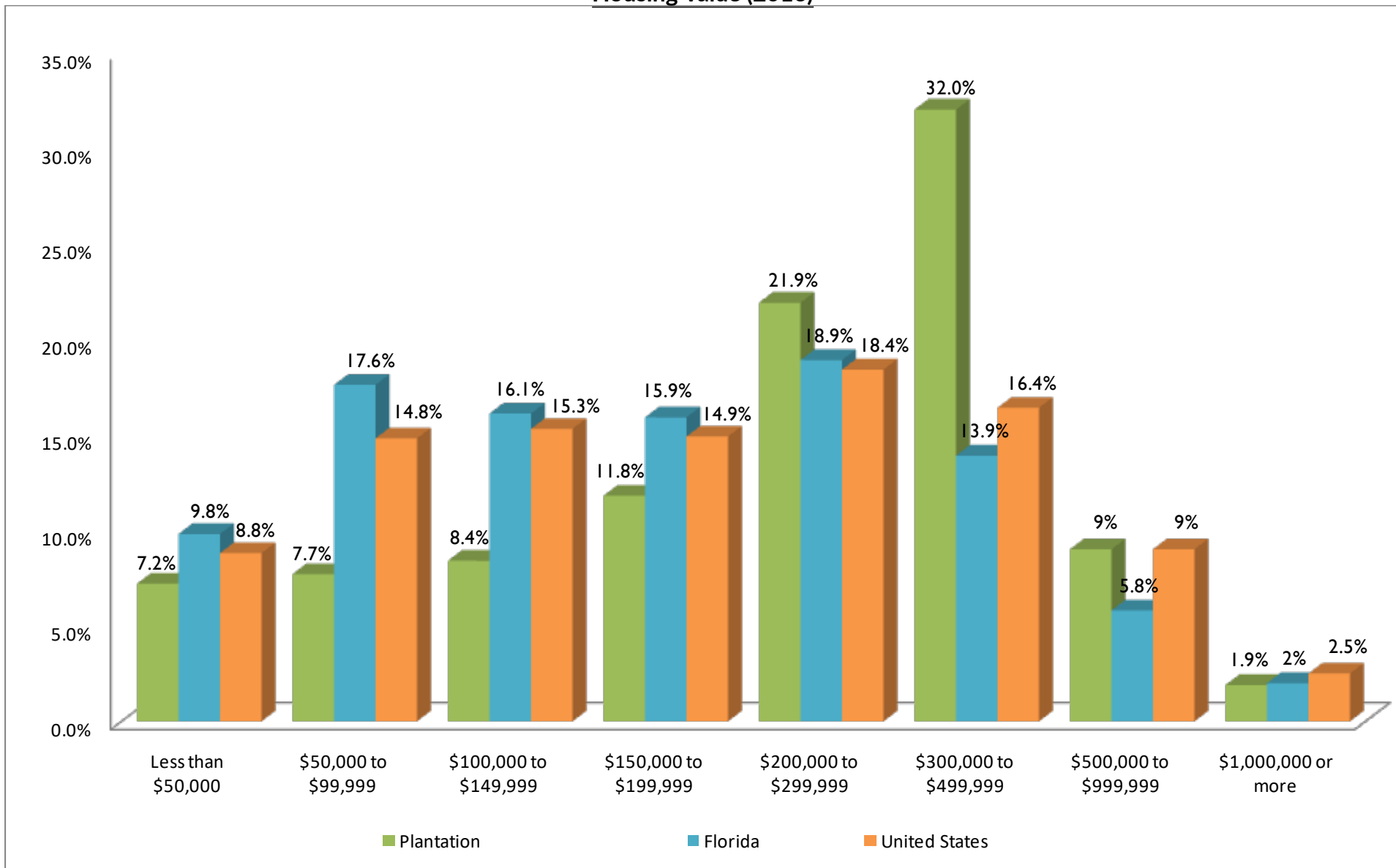
Parks and Recreational opportunities directly correlate to an increase in housing value. According to a study from The Trust for Public Land, houses within 2000ft of a park increase in value and those within 500ft conservatively grow 5% in value







### Housing Value (2016)



Source: 2. Census Bureau. (2016). 2012-2016 American Community Survey 5-Year Estimates. Retrieved from <http://factfinder.Census.gov/> Accessed 7/10/2018

Figure 2.7: Housing Value (2016) Graph





## B. Recreation Trends

When looking at the national recreation trends, it is important to analyze the population by age group. The majority of studies separate the population into four groups. These include: Generation Z, those born after 2000, Millennials, born between 1980-1999, Generation X, born 1965-1979, and the Baby Boomers, 1946-1964. While all four groups play a role in planning for recreation, two groups are more active than the rest and have much in common.

Of the four groups, the most active is the Millennial generation followed closely by the Baby Boomer generation. Generation X is typically “all or nothing” when it comes to recreation due to their family and work obligations. Almost 35% of this age group reported to be highly active while 30% claimed “completely inactive”. Generation Z is less active as well due to the pervasiveness of technology and the fact that a majority of the age group is at an age where they cannot make their own decisions. Boomers are the second most active group nationally. Various studies accredit this to the fact that the Boomer generation has maintained their activity rate since youth, has a strong desire to feel young and competitive after retirement, and out of all of the age groups has the most disposable income to seek out recreational opportunities. Millennials are the most active group as they are young enough to still have time for leisure and enough income to do so. They primarily look for group activities because socialization is as important to them as the exercise itself.

When it comes to programming, the Boomer Generation and Millennials have a lot in common. Both groups rated their top

activity preferences as fitness sports, outdoor sports, and individual sports. Their primary focus was on group activities as well. These two age groups look for local recreational opportunities. Millennials do so because it's cheaper while Boomers do so for a greater sense of community. Lastly, the two groups both deem walkability as a must. Over 50% of each age group “place a high priority on having sidewalks, hiking trails, and bike paths” nearby. While they do have certain things in common, the two groups do differ. Millennials seek out recreation that involves a high amount of physical activity due to their lack of available time. Boomers on the other hand look for a more varied activity rate, especially as they age. Lower intensity activities become more important with age as they still allow for healthy recreation but less risk of injury etc. While both groups look to recreation for its social engagement, Millennials prefer large groups while Boomers seek out smaller groups where they can make a better connection with others.

These two groups are incredibly important when deciding on what recreational programming to create. Millennials have overtaken the Boomer generation as the largest age group population. However, the Boomer Generation is the largest and most active “senior” population the U.S. has ever experienced. These statistics are important as both groups placed a high importance on staying where they currently live as they grow older in a national survey. 50% of Millennials and 70% of the Boomer Generation responded that this was either very or extremely important. Therefore, local recreation departments need to focus in on these two generations as they are growing and staying.

Source: [https://books.google.com/books?id=ZvB6DwAAQBAJ&pg=PA69&dq=programming+for+baby+boomers&source=gbs\\_toc\\_r&cad=3#v=onepage&q=programming%20for%20baby%20boomers&f=false](https://books.google.com/books?id=ZvB6DwAAQBAJ&pg=PA69&dq=programming+for+baby+boomers&source=gbs_toc_r&cad=3#v=onepage&q=programming%20for%20baby%20boomers&f=false)  
[https://planning-org-uploaded-media.s3.amazonaws.com/legacy\\_resources/policy/polls/investing/pdf/pollinvestingreport.pdf](https://planning-org-uploaded-media.s3.amazonaws.com/legacy_resources/policy/polls/investing/pdf/pollinvestingreport.pdf)





# Chapter 3: Community and Stakeholder Involvement





## A. City Provided Input

In determining the Goals and Objectives of the City of Plantation for its Parks and Recreation Master Plan, the Miller Legg team reviewed existing documents provided by the City concerning Parks & Recreation Department and conducted an initial meeting with the Department's leaders. The documents reviewed were the following:

- Parks and Recreation Department Administrative Policies and Procedures
- Cost recovery and Pricing Policy
- Parks and Recreation Department Strategic Plan for:
  - Recreation
  - Park Maintenance
  - Grants Administration
  - Facilities
  - Athletics
  - Aquatics
  - Tennis
  - Equestrian
- Comprehensive Plan Parks and Recreation Element
- Green Local Government
- Other Development and master planning documents
- Broward County Cultural Division Creative Broward 2020 Plan
- Broward MPO Long Range Comprehensive Plan
- Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)
- Southeast Florida Regional Partnership Seven50 Plan
- Southeast Florida Regional Climate Action Plan 2012
- CAPRA\* 2017 National Accreditation Standards

The following is a summary of key elements from those documents that apply to Plantation Parks & Recreation Department and repeated comments from initial Department leaders.

- Parks and Recreation Department goal is to concentrate on recreation (e.g. baseball, softball, basketball, football, soccer, tennis, jogging/walking, and community centers); a system based on the recreational needs and desires of a majority of the citizens of Plantation. However, the City shall maintain flexibility to provide special or "novelty" recreation.
- Need to outreach to businesses; the goal is to enhance financial participation and sponsorship from local businesses
- Establish sustainable practices throughout Parks and public recreational facilities.
- Improve and create an alternative transportation network of walking, bicycle, and equestrian trails to reasonably link recreational facilities.
- Incorporate public performing arts events and public art into park facilities and programs
- Obtain CAPRA (Commission for Accreditation of Park and Recreation Agencies) National Accreditation Standards





## B. Stakeholder Input

In determining the Goals and Objectives of the City of Plantation for its Parks and Recreation Master Plan, the Miller Legg Team conducted interviews with the City's Council members, and Parks & Recreation Advisory Board.

Council members:	Parks & Recreation Advisory Board:
Lynn Stoner	Phylis Lind
Ron Jacobs	Ozell White
Peter S. Tingom	Denis Foster
	Sandra Gracey
	Frank Carreras
	Jessica Koehler

The following is a summary of key recurring comments from those interviews.

- **The City's Parks & Facilities need improvement** – Most City representatives felt that the parks and facilities need renovations and improvements. Parks and facilities are well maintained but are aged and outdated. Specifically the splash pads, Jim Ward Center, Plantation Point Park, Central Park multi-purpose building, and Pop Travers field. They also believed a mechanism is needed to establish a standard to for renovations and improvements.
- **Inadequate budget for maintenance** – City representatives felt that the parks and recreation allocated maintenance budget is inadequate. Their perception is that future needed maintenance is not being considered for in the current budgeting. They also felt there is a need for the landscaping operations budget to be enhanced.

- **Residents lack awareness of City parks, programs, and events** – Interviewees agreed that residents are not aware of the City's parks, facilities, programs, and events offered. A few suggested advertising these facilities and services through Citywide signage, game scoreboards, and social media. They suggested implementing way-finding along main roadways with uniform and distinct signage.
- **Parks are important to those considering becoming a resident of the City** – Most City representatives feel that parks are a significant influence on potential resident's decision to move to Plantation, and especially for young families. The City of Plantation is well known for its lush tree canopies and its array of parks.
- **A sense of place and community is important** – Most City representatives feel that it is important to maintain the essence of Plantation with new improvements. They also feel it is important to create a sense of community through park programs and events.
- **Increase revenue from non-residents and surrounding businesses** – Most City representatives feel that there is currently a unrecognized opportunity to generate revenue from City offered programs, sports tournaments, and events; specifically from non-residents and surrounding businesses that benefit from these events. Both residents and non-resident fees need to be established at appropriate levels.
- **Parks should be multi-purpose** – The majority of the City representatives feel that there is a need for parks to be multi-purpose to promote diverse activities and increase usage. For example, a walking exercise trail around the playgrounds for moms to use while their kids play.





- **Adequate training of Parks & Recreation staff** - City representatives felt customer service training needs to be provided to Parks & Recreation staff; in particular, camp counselors. There is a high employee and personnel turnover due to low pay.
- **Need for a set schedule of programs** - City representatives feel that a set schedule for programs is needed in order to increase participation. Also, the timing of these programs should be scheduled around the typical working weekday hours; preferably after 6 P.M. but not too late in the evening.
- **Field availability & pick-up games opportunity** - Some City representatives felt there was a need to improve open field availability for the general resident. They feel fields are overly occupied by organized athletic groups and aren't consistently open.
- **Need for shade structures** - The majority of the City representatives feel that there is a big need for shade structures in the parks. They believe this would bring more residents out to the parks. With Florida weather being so hot and humid shade structures are needed to protect residents from the elements.
- **Need for an accessible park** - Some City representatives felt there was an opportunity for a dedicated special needs park. They also felt that it was important to implement ADA accessible features in the parks and facilities.
- **More family oriented events** - Most City representatives feel a need for more family-oriented events that will bring the community together and generate revenue. Events like music concerts, outdoor movies, farmer's markets, and festivals.

- Additional comments mentioned by representatives:
  - Vision: Identify Spine Road - walkability, bike lanes, benches, street signage.
  - Implement "City Bikes" programs (vendors that actually pay the City)
  - Need indoor swimming pool
  - Need amphitheater
  - More splash pads and pavilions
  - North Acre park to be considered for a special needs park
  - Development of undeveloped neighborhood parks
  - Hardly used softball field in the Jim Ward Community Center Park, bigger need for football/soccer field (Field has been converted)
  - All centers meet high standards and is a big opportunity to bring in more professional leagues
  - Sponsor programs can bring in more revenue
  - Need to create additional marketing for programs, tournaments, and events



Figure 3.1: City Council and Mayor. L to R - Erik Anderson, Denise Horland, Ron Jacobs, Mayor Lynn Stoner, Mark Hyatt, Nick Sortal





## C. Parks & Recreation Management Input

In determining the Goals and Objectives of the City of Plantation for its Parks and Recreation Master Plan, Miller Legg conducted interviews with the Parks & Recreation management staff. The following is a summary of key recurring comments from those interviews.

- Participants in Parks and Recreation events provide financial benefits to surrounding businesses, yet there is limited reciprocal financial support of the Parks and Recreation department from those businesses.
- Identify opportunities to increase revenue stream
- Update Program fees for both residents and non-residents
- Opportunity for dedicated revenue structure: Parks and Recreation revenue funds go to the City's general fund and later get dispersed by a percentage. Proposed creating a Parks & Recreation Foundation and/or distributing a percentage of revenue to capital improvements for park system needs.
- Need for increased awareness of City parks, facilities, programs, events
- Marketing/Advertisement: need for higher public outreach in all platforms
- Obtain CAPRA (Commission for Accreditation of Park and Recreation Agencies) National Accreditation Standards
- Increase a teen program initiative
- Way-finding in parks needed (assist with events)
- Pickleball courts expansion into Veltri Tennis Center to facilitate tournaments, monitoring Pickleball usage, and potential revenue opportunities.

- Opportunity for water activities: initiate with canoe or kayak vendor
- Opportunity to concentrate services and maintenance: mini parks in East Plantation, North Acre Park, and Pocket parks throughout the City are underutilized because of their location and lack of amenities. The City is required to maintain these parks. Identify ways to reduce or eliminate this maintenance effort for underutilized facilities.
- Analyze current Private Operation contract (including golf course, etc.) to evaluate the models being used with other operating models (i.e.- City employees vs. contracted services).
- 2017 Bond Projects Impacting Current Conditions:
  - Pine Island Park Renovations
    - New Amphitheater
    - Shaded Playground
    - Artificial Turf
    - New Restrooms
    - New walking path around perimeter of park
  - Central Park Multi-Purpose Building Renovations
    - Evaluations of Bond funds for the Central Park Multi-Purpose Building are ongoing and being planned.
  - Sunset Park/Central Park Lighting
    - LED Lighting
  - Pop Travers Renovations
    - Remodeled concessions, restrooms, and storage
    - New additional pavilion and restrooms
    - High impact windows





## D. Parks and Recreation Staff Input

In determining the Goals and Objectives of the City of Plantation for its Parks and Recreation Master Plan, Miller Legg conducted a workshop style meeting with the City's Parks and Recreation staff. The purpose of the workshop was to involve the staff in the Parks & Recreation Master Plan process by gathering their



Figure 3.2: Parks and Recreation Management Staff



Figure 3.3: Parks and Recreation Management Staff receiving FRPA award



Figure 3.4: Parks and Recreation Director Phil Goodrich awarding Tiera Hampton employee of the month



Figure 3.5: Parks and Recreation Staff receiving Parks Division Award



thoughts on the current conditions and future needs of parks, facilities, and programs.

The workshop began with a presentation by the consultants that covered the following topics:

- Master Plan Process
- Goals & Objectives
- Demographic Profile
- Existing Parks, Facilities, & Programs Inventory
- Level of Service Standards
- Online Public Survey

After the presentation was complete, the workshop participants formed groups of 10 individuals and participated in the following activities:

**Activity 1** - Participants were given a green, red, blue, and yellow dot and instructed to place them on a map. A green dot in their most favorite park or facility, and a red dot in their least favorite park or facility. A blue dot represented full-time employee and yellow dot represented part-time employee, they were asked to place these dots in the location of where they worked.

**Activity 2** - Participants were given a questionnaire to fill out individually and then were asked to review amongst their group and form a concise answer to the questionnaire. One person from each group was selected by random to speak on behalf of their group.

The following are the questions given in the questionnaire:

- 1) What is your opinion of the City's Parks and Recreation facilities compared to other municipalities?
- 2) What is your opinion on the City's Recreation programs in comparison



Figure 3.6: Parks & Recreation staff participating in workshop Activity 1: Most Favorite/Least Favorite



Figure 3.7: Parks & Recreation staff participating in workshop Activity 1: Most Favorite/Least Favorite





with other municipalities?

- 3) Do you feel that your current parks and recreation facilities and programs are well utilized by the residents?
- 4) Based on your experience, what percentage of the City's residents utilize the City parks and recreation facilities and/or programs regularly?
- 5) What are the strengths of your Parks and Recreation Department?
- 6) What are the weaknesses of your Parks and Recreation Department?
- 7) What are the key issues to the City's parks and recreation facilities' and programs' success?
- 8) Do you feel that the current parks and recreation budget is adequate to support the necessary operations and maintenance of your facilities and programs? Why/ Why not?
- 9) Other key issues/concerns

The result of this activities provided input of what City Parks & Recreation staff desires and needs in regards to Parks & Recreation Department. The following are the results for those activities:

#### Department Organization

- Important to further improve marketing and advertisement of City parks, facilities, programs and events. Allocate and improve funding for marketing and advertisement.
- Need to improve Department's IT and communication equipment.
- Continue to improve communication between the Department's supervisors and staff.
- Continue to improve communication between the Department and other City departments.
- Implement consistency in park and facility policies across all parks and facilities locations.
- Need to enhance employee retention rate by improving salaries, merit incentives, benefits, and educational

opportunities and consistent accountability

- Improve the safety of staff during all times (cameras where applicable).

#### Parks & Facilities

- City Parks and Recreation facilities in comparison to other municipalities are better quality and offer more amenities. However, facilities are becoming outdated and need to stay current with new trends.
- Current parks and recreation facilities and programs are well utilized by residents, but there are still opportunities to improve resident's awareness of them.
- There is a need to provide better shade in parks
- Need to improve outdated facilities, structures (playgrounds, bathrooms, etc.)
- There is a need to improve security throughout the Department facilities (inadequate lighting, cameras, security personnel, etc.)
- There is a lack of consistent signage throughout the Department facilities. (way-finding, marketing, rules, etc.)
- Need to address and improve drainage issues in parks
- Need for water bottle filling stations throughout Department facilities.
- Need to maintain and add more water play areas
- Need to improve use of fields by planning earlier for games and tournaments. Need to provide adequate time for field recovery and finding opportunities for unused



fields.

### Programs and Activities

- City's Recreation programs in comparison to other municipalities are better and offer more diverse affordable programs. However, there is room for improvement in terms of consistency between programming at different Department facilities. There is a need for more programs targeted for teens, ages 3 and under, adults, and after care programs.
- There is a need for a senior and teen center



Figure 3.9: Parks & Recreation staff participating in workshop Activity 2: Questionnaire



Figure 3.8: Parks & Recreation staff having a group open discussion



Figure 3.10: Parks & Recreation staff checking to see who from their group was selected to speak





## E. Online Public Survey Input

In determining the Goals and Objectives of the City of Plantation for its Parks and Recreation Master Plan, Miller Legg conducted an online public survey. The survey was publicized on the City website, on social media platforms, and with fliers at various facilities. The survey was left open for 6 months from August 13, 2018 through February 4, 2019 in order to obtain at least 1% of the population. The survey had a total of 869 respondents, which comprised of approx. of 1% of the residents. The survey is considered statistically insignificant. Nonetheless, the responses have still been considered in this study. The following are the results from the survey:

- **Parks and Facilities:**
  - Most Important Park Issues:
    - Personal Safety
    - Maintenance
    - Resident awareness of programs, and Facilities
    - Pricing / User Fees
    - Enhancements / Renovations
  - City's parks & recreation facilities in most need of improvement:
    - Bathrooms
    - Shade Structures
    - Security
    - Playgrounds
    - Tree coverage
- Most Desired Recreational Facilities/Amenities:
  - Shade Structures
  - Community Gardens
  - Nature Trail
  - Amphitheaters
  - Indoor Fitness and Exercise Facilities
- Lowest Rated Parks:
  - Seminole Park
  - Pop Travers Field
  - Central Park Multi-Purpose Building
  - Fig Tree Park
  - Jacaranda Lakes Park
- **Programs and Activities:**
  - Most Desired Recreational Programs/Activities:
    - Arts/Music
    - Cultural Events
    - Performing Arts
    - Aerobic or Exercise Classes
    - Art in Public Spaces
  - Most Desired City Events to Attend :
    - Farmer's Market
    - Festivals
    - Arts in the Park
    - Music Concerts
    - Holiday Celebrations



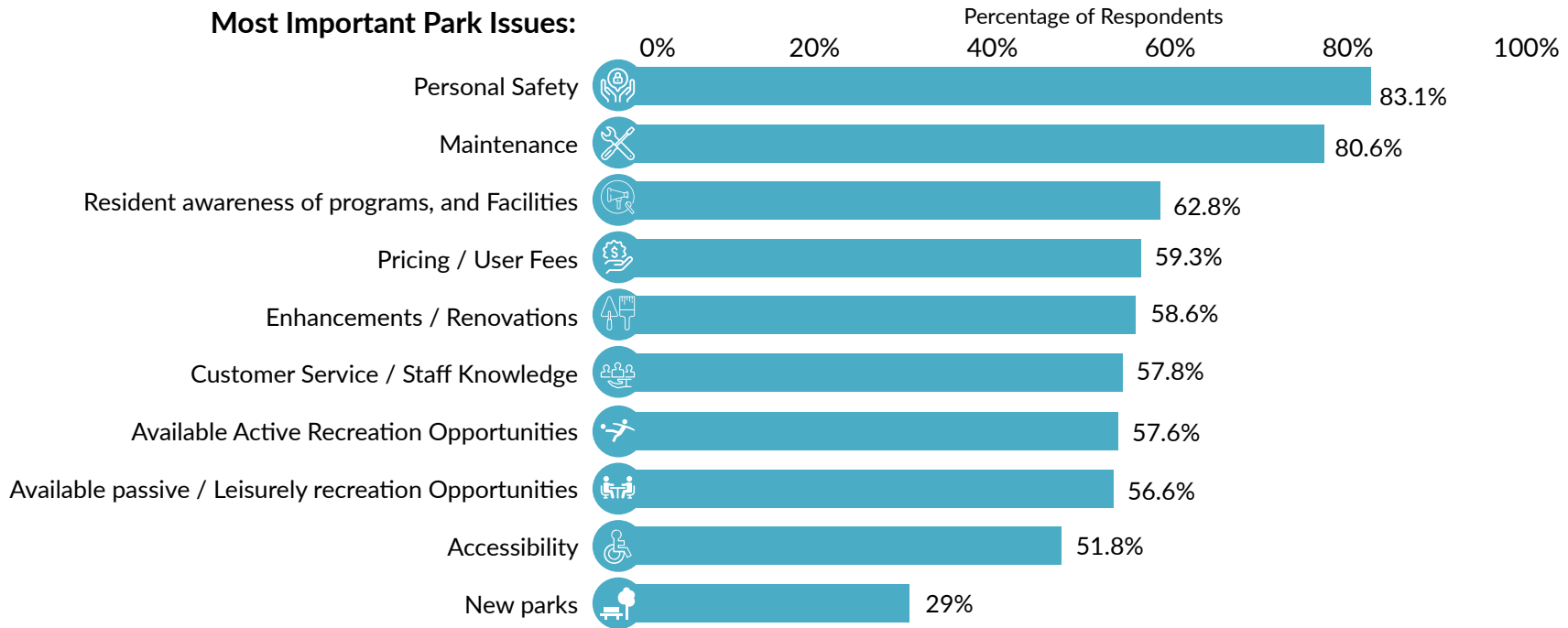


Figure 3.11: Most important park issues Graph

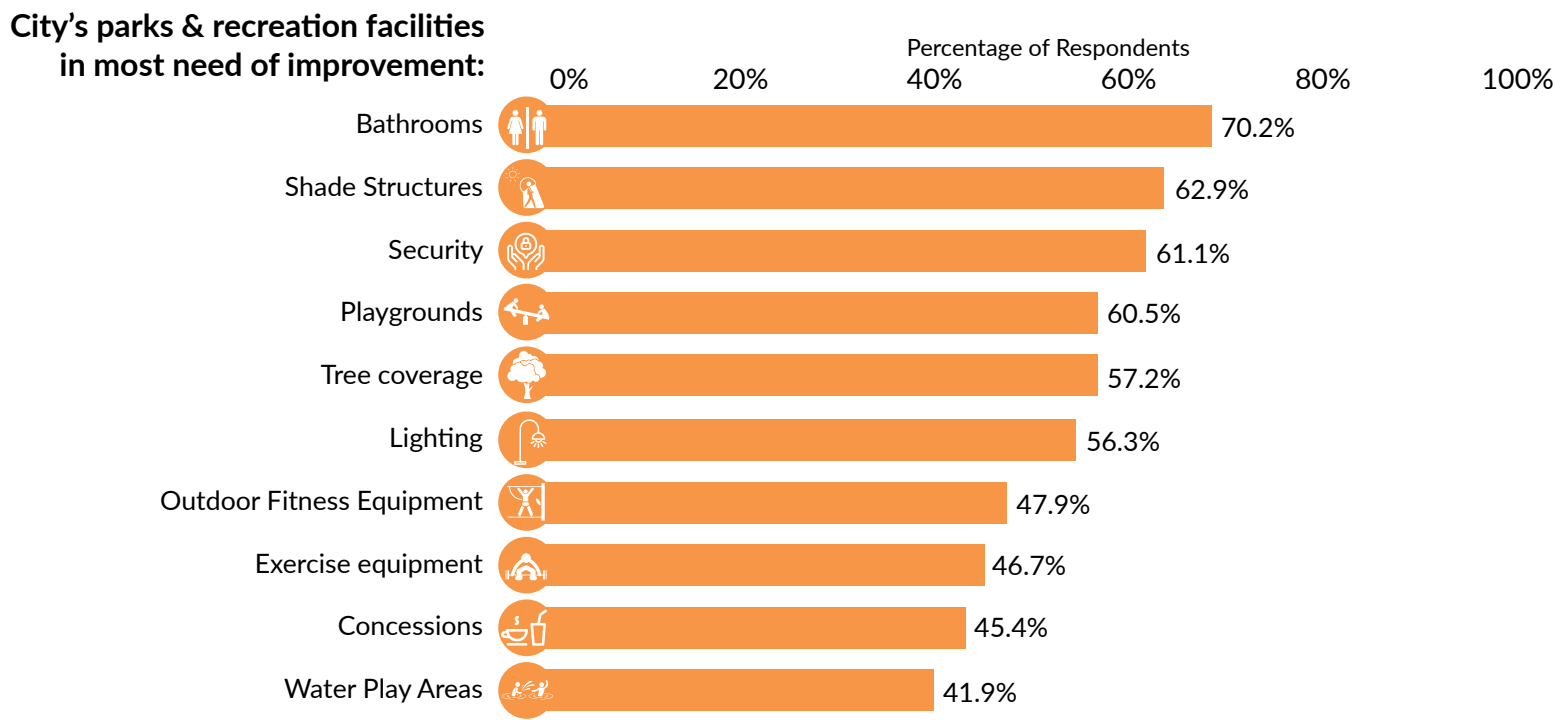


Figure 3.12: City's parks & recreation facilities in most need of improvement Graph





### City's parks & recreation facilities best rated condition:

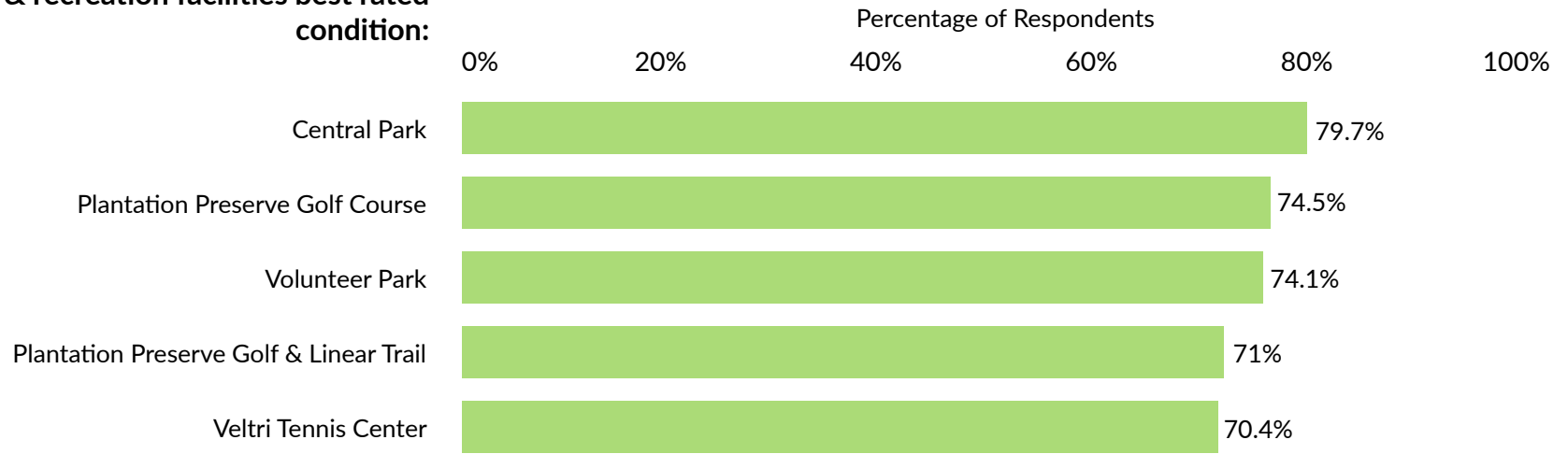


Figure 3.13: City's parks & recreation facilities best rated condition Graph

### City's parks & recreation facilities lowest rated condition:

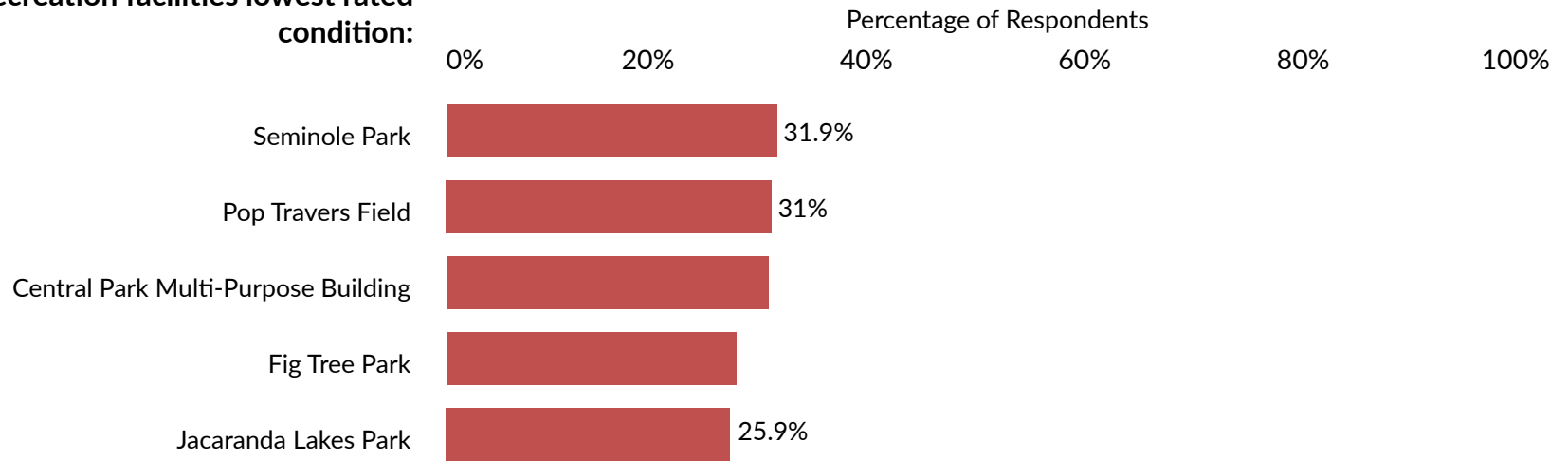


Figure 3.14: City's parks & recreation facilities lowest rated condition Graph

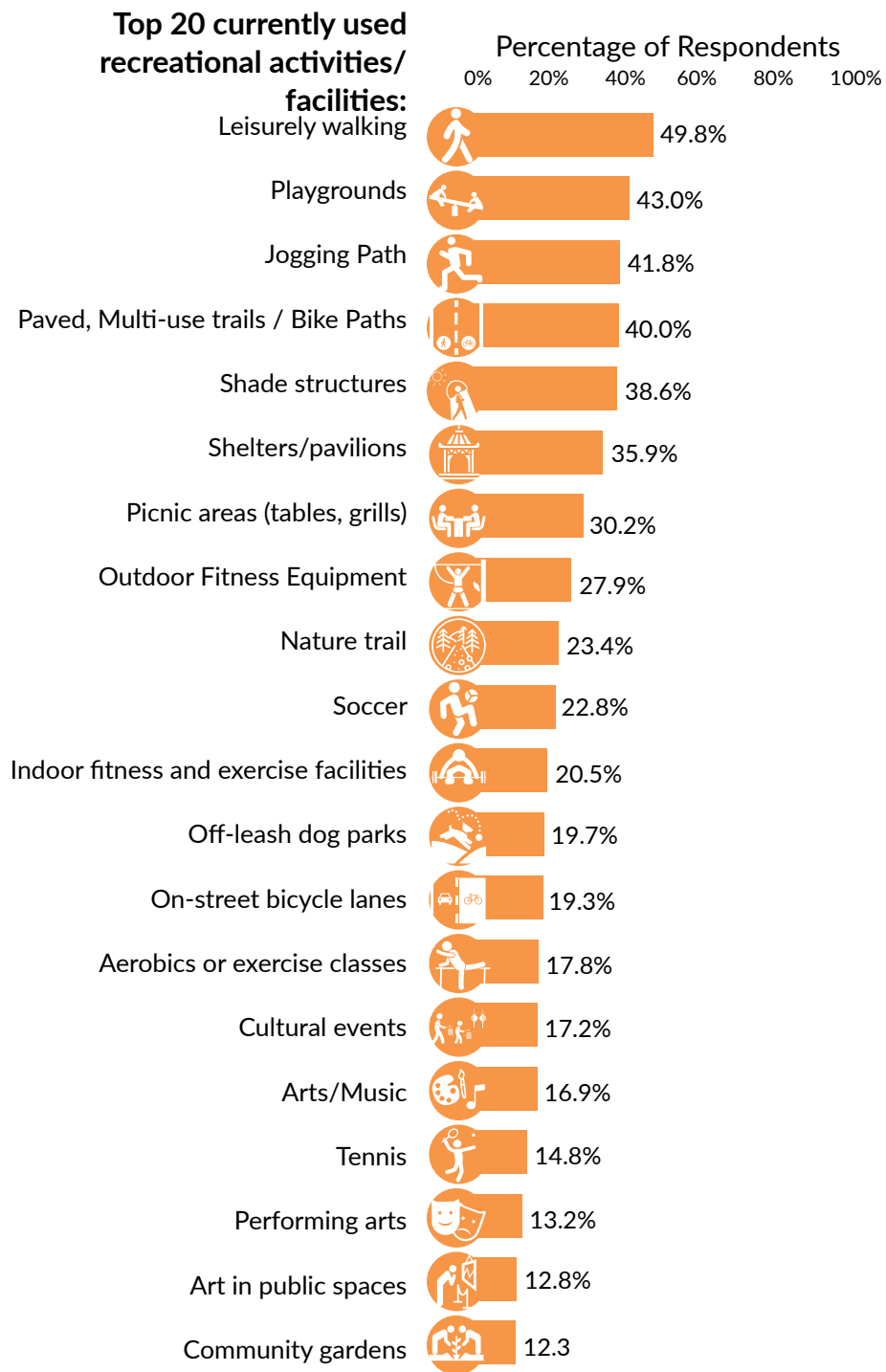


Figure 3.15: Top 20 currently used recreational activities Graph

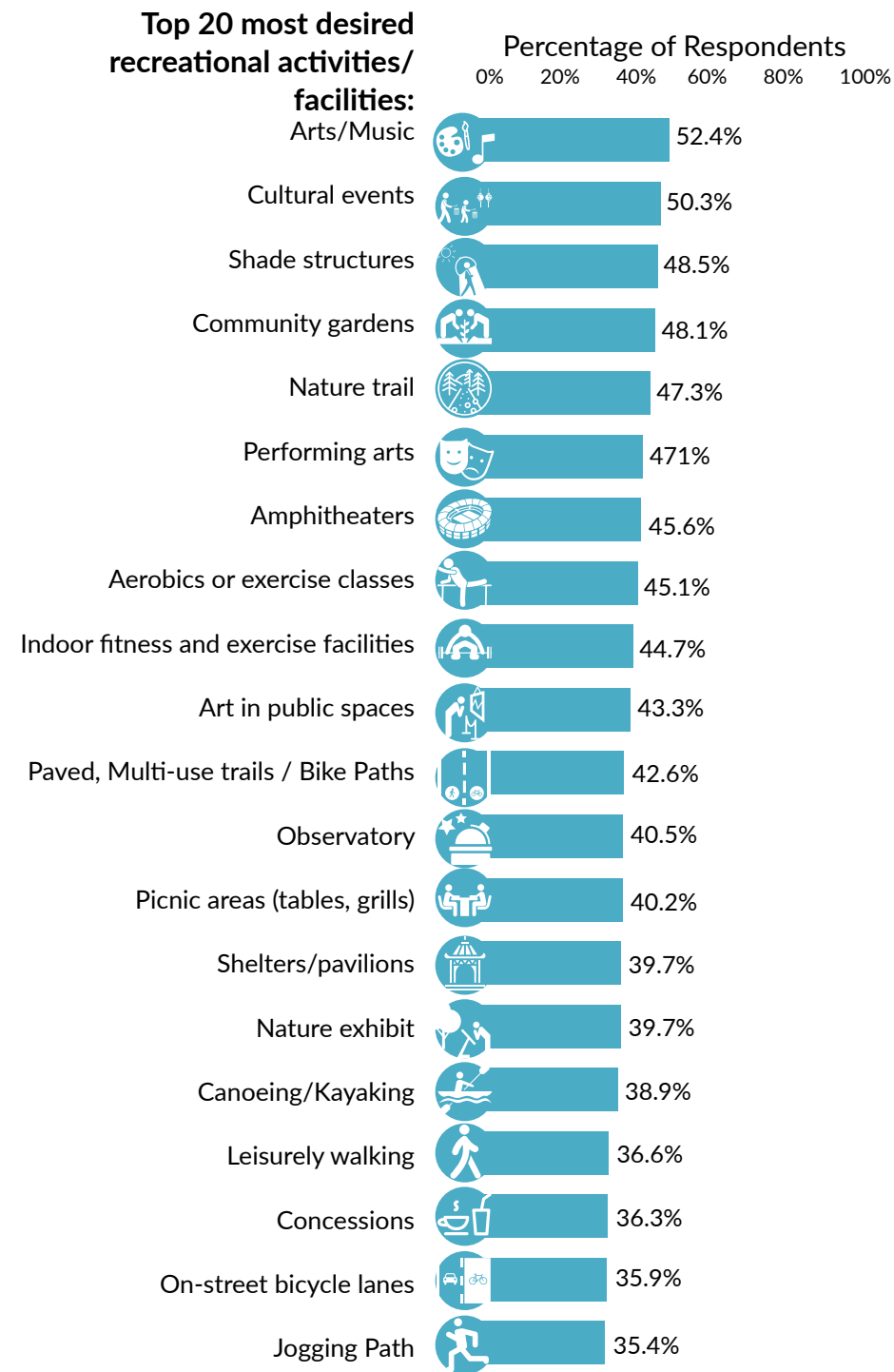


Figure 3.16: Top 20 most desired recreational activities Graph



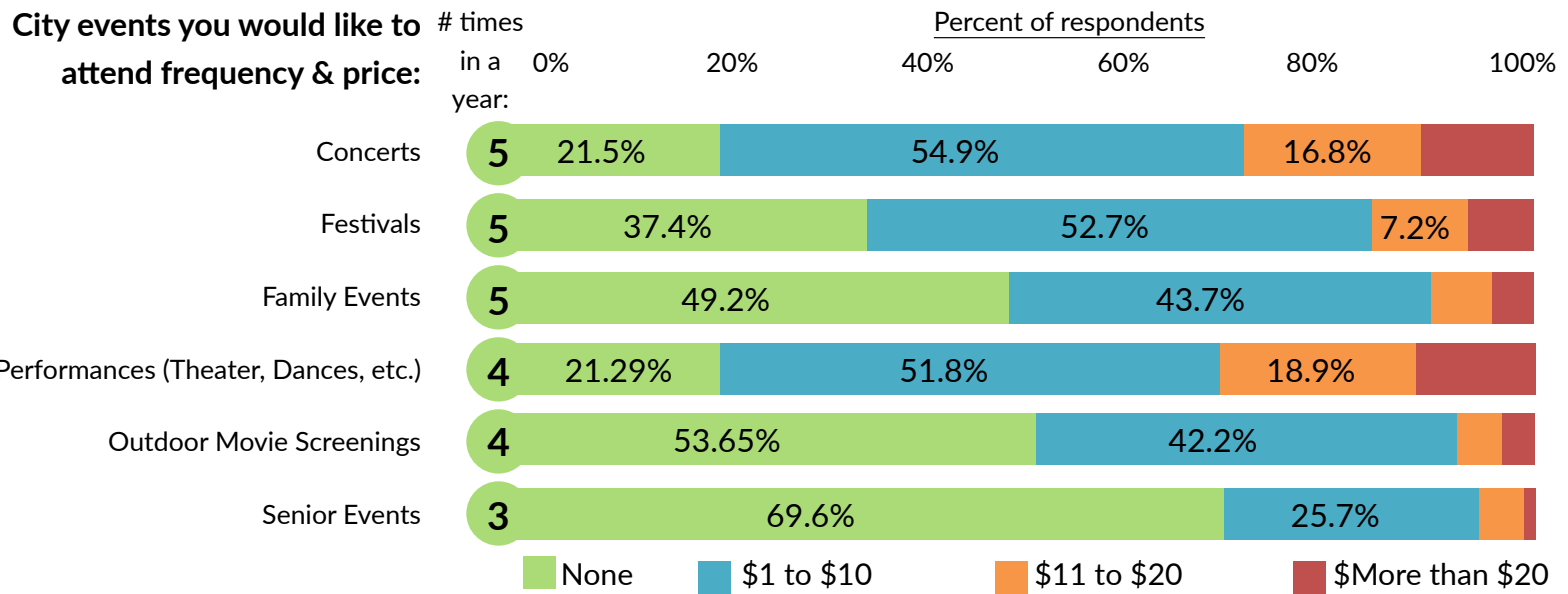


Figure 3.17: City events you would like to attend frequency & price Graph

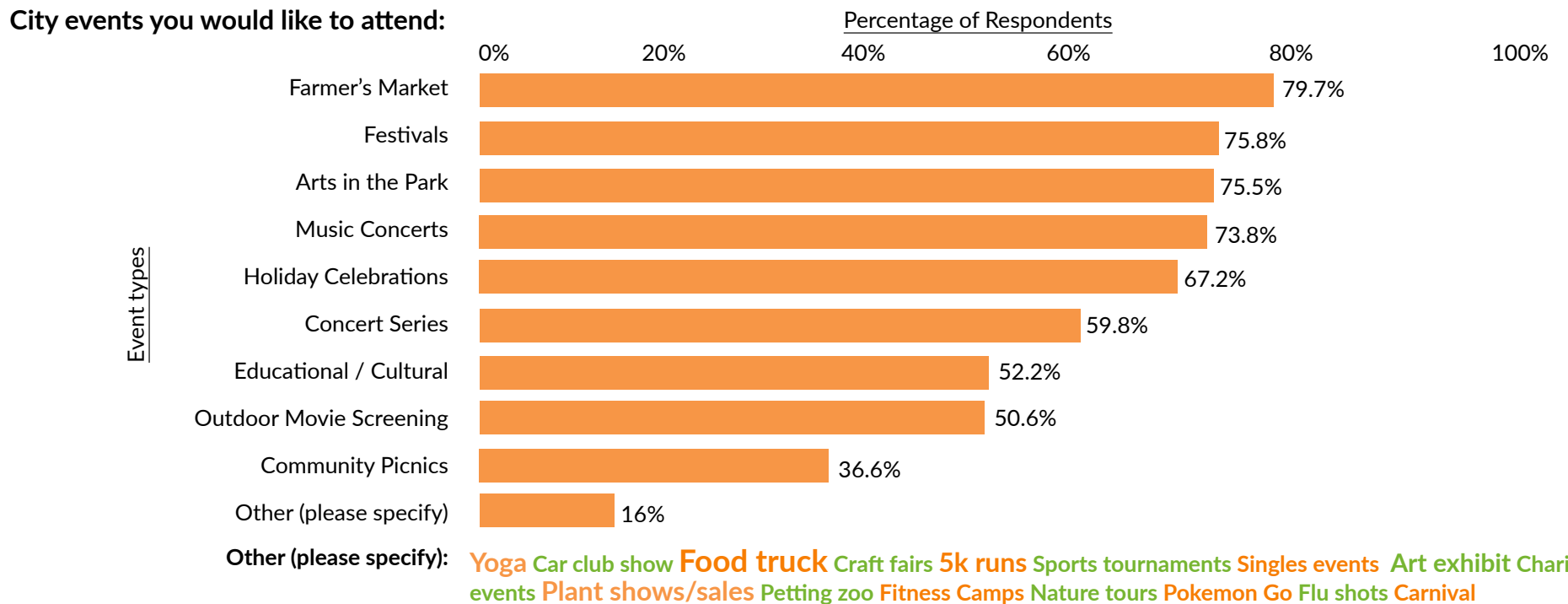


Figure 3.18: City events you would like to attend Graph



## F. Public Workshop #1 Input

The purpose of the workshop was to involve the residents of Plantation in the Parks & Recreation Master Plan process by gathering their thoughts on the current conditions and future needs of parks, facilities, and programs.

The workshop was conducted at City of Plantation Central Park Gymnasium. The workshop was open to all Plantation and advertised on the City's Parks & Recreation Department's social media platforms, as well as flyers and bulletins across parks and facilities. Workshop participants were greeted with a mural wall where they were encouraged to write comments on what their vision for Plantation Parks & Recreation was.

The workshop began with a presentation by the consultants that covered the following topics:

- Master Plan Process
- Goals & Objectives
- Demographic Profile
- Existing Parks, Facilities, & Programs Inventory
- Level of Service Standards
- Online Public Survey

After the presentation was complete, the consulting team asked workshop participants to participate in the following activities:

**Activity 1.a Visual Preference** - Participants selected eight (8) images that they felt best represented the current image of Plantation Parks & Recreation.



Figure 3.19: Residents writing on the My Vision for Plantation Parks & Recreation is mural



Figure 3.20: Parks & Recreation Master Plan Consultants (Miller Legg) presenting to City residents





**Activity 1.b Visual Preference** - Participants selected eight (8) images that they felt most desirous for the future of Plantation Parks & Recreation.

**Activity 2 Conditions Preference-** Participants placed color coded dots on a City map to identify their favorite park or facility, their least favorite park or facility, and where they believe a new park or facility should be located. They indicated the type of facility they wished from the following categories:  
1.Passive Park/Use (walking, picnic, playground), 2.Active Park/Use (sports, fields), 3.Dog Park, 4.Green Connector, 5.Community Center

**Activity 3 Desired Programs & Facilities** - Participants were given 15 pebbles per person and instructed to place 5 pebbles per category. The 5 pebbles were to be placed in their top 5 choices. The following were the categories and topic provided for participant choice:

**Activities**

Soccer, Softball/Baseball, Tennis, Football, Basketball, Volleyball, Lacrosse, Leisurely walking, Racquetball/handball, Pickleball, Disc Golf, Canoeing/Kayaking, Swimming, Golf, and Equestrian

**Programs**

Aerobics/Exercise Classes, Arts/Music Classes, Cultural Events, Performing Arts, Senior Classes, Teen Programs, After School, Languages, Educational Classes, Summer Camp, Mommy & Me Programs, Dance Classes, Martial Arts Classes, STEAM Programs, and Game Night

**Facilities**

Multi-Use Fields, Playgrounds ,Outdoor Fitness Equipment, Indoor fitness /Gym facilities, Shelters/Pavilions, Shade structures, Off-Leash Dog Parks, Picnic areas (tables, grills), Bank /Pier-fishing, Nature trail, Paved Multi-Use Trails Paths, Skate Park, Community garden, Amphitheater, and Concession Stand



Figure 3.21: City residents participating in workshop Activity 2: Most Favorite/Least Favorite



Figure 3.22: City residents participating in workshop Activity 2: Most Favorite/Least Favorite



The result of these activities provided input of what City residents desire for Parks & Recreation. The following are the results for those activities:

Parks and Facilities:

- City's parks & recreation facilities in most need of improvement:
  - Bathrooms
  - Shade Structures
  - Security
  - Playgrounds
  - Tree coverage
- Lowest Rated Parks:
  - Pine Island Park
  - Rae Carole Armstrong Liberty Tree Park
  - Seminole Park
  - Deicke Auditorium & Hoffman Park
  - Fig Tree Park
- Preferred facilities/amenities:
  - Nature Trail
  - Off-leash Dog Parks
  - Amphitheater
  - Outdoor Fitness Equipment
  - Indoor Fitness/ Gym Facilities

Programs and Activities:

- Preferred top 10 future desired programs / activities:
  - Live Concerts
  - Movie Nights
  - Art Festivals
  - Walking Paths
  - Aquatics
  - Multi-use Fields
  - Bike Paths
  - Canoeing / Kayaking
  - Golf
  - Dog Park
- Preferred Programs:
  - Senior Classes
  - Cultural Events
  - Summer Camp
  - Performing Arts
  - After School
- Preferred Activities:
  - Pickleball
  - Softball / Baseball
  - Volleyball
  - Swimming
  - Soccer



Figure 3.23: City residents participating in workshop Activity 3: Top Choices



Figure 3.24: City residents participating in workshop Activity 3: Top Choices



## G. Public Workshop #2 Input

The purpose of this workshop was to update the residents of Plantation on the progress of the Plantation Parks and Recreation Master Plan and gain their input on the recommendations involved.

The workshop was conducted at City of Plantation Deicke Auditorium Recreation Center. The workshop was open to all Plantation and advertised on the City's Parks & Recreation Department's social media platforms, as well as flyers and bulletins across parks and facilities.

The workshop began with a presentation by the consultants that covered the following topics:

- Master Plan Process
- Summary of Goals & Objectives
- Demographic Profile
- Existing Parks, Facilities, and Programs Inventory
- Level of Service Standards
  - Walkability
  - NRPA Standards / Benchmarks
  - SCORP Standards / Benchmarks
- Results of the Online Public Survey
- Results of the Parks and Recreation Staff Survey
- Results of the First Public Workshop
- Recommended Goals and Objectives
- Implementation / Preliminary Budget



Figure 3.25: City residents reading recommendation boards



Figure 3.26: City residents discussing recommendation boards



After the presentation was complete, the consulting team asked workshop participants to participate in the following activities:

**Activity 1 Recommendation Preference** - Participants placed color coded dots on a recommendation boards to indicate which recommendation was most important to them or which they felt was unimportant, unfavorable, or in need of improvement.

**Activity 2 Speaker Cards / Comment Cards** - Participants were asked to give comments on their thoughts about City of Plantation Parks & Recreation. Each participant was given three (3) minutes to speak.



Figure 3.28: City residents participating in workshop #2 Activity 1

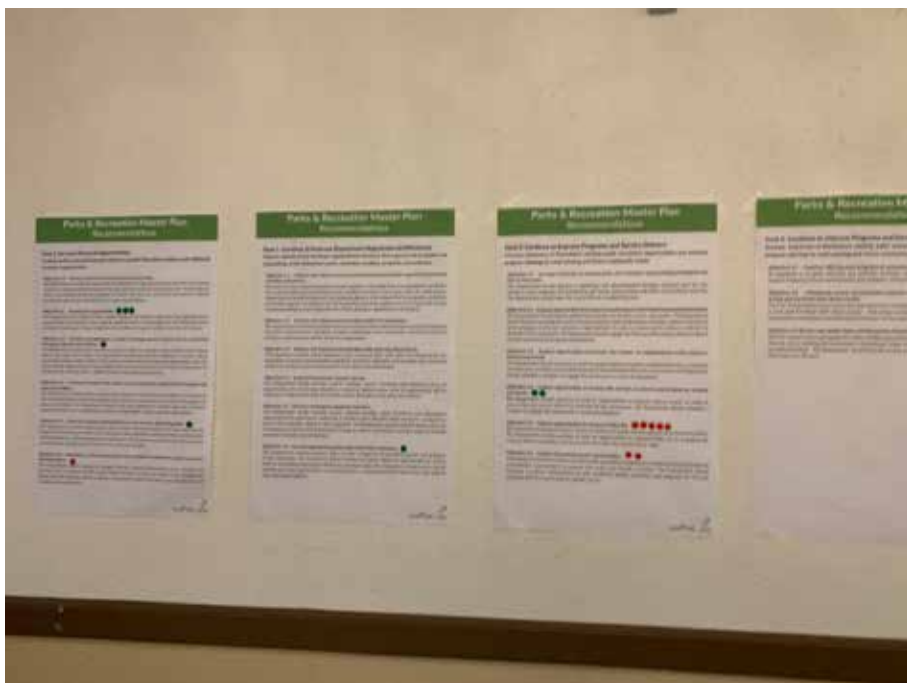


Figure 3.28\7: Activity 1 Recommendation boards



Figure 3.29: City residents participating in workshop #2 Activity 1



The result of these activities provided input of what City residents desire for Parks & Recreation. The following are the results for those activities:

### **Parks and Recreation Master Plan Recommendations**

- The consolidation of parks will make the city lose land, which is an asset that can not be obtained back
- Alternative planting, green space, and minor interventions at these underutilized sites can bring new life to these spaces
- Need for greater connectivity throughout the city
- Need to account for construction escalation in the budget
- Need to differentiate between staff and personnel or contractor for construction in the budget
- Recommend expanding staff size and hiring more workers
- Focus on park renovations to create consistency between sites
- Recommend turf field should be for athletic use only and fenced in

### **Department Organization**

- Need Meetings / workshops for neighborhoods regarding park consolidation
- Need a plan on how to get public art and how to find out what the community appreciates
- Need to advertise more on website
- Need to have separate web pages for each park and their amenities, linked to the main site, rather than a long list.
- Need more involvement / communication from Parks and Recreation with P.A.L.
- Need to add a seat on the Parks and Recreation Advisory Board for a P.A.L. representative

- The Plantation Acres HOA and others are concerned with where the bond issue money is going
- More transparency when spending city money / revenue from HOAs

### **Parks & Facilities**

- Need for additional water fountains along trails and in neighborhood parks
- Need to expand nature trails, preserves, and paths
- New bathrooms
- Need a Recreation Center at Volunteer Park or out West
- More green space
- Continue to renovate old community centers and amenities
- Keep facilities open later. Meetings cannot be held due to citizen work schedules etc and the early closing times.
- Community centers should have designated game rooms where people can bring cards, chess sets, mahjong, etc.
- No new buildings or condos, keep existing structures
- Construct more sand volleyball courts, specifically one in Central Park

### **Programs & Activities**

- Need for public art education
- More activities for seniors
- More variety on day trips
- Needs a technology / video gaming / computer center
- Expand on classes for children about technology, video games, etc
- Green space can be sponsored by private groups (orchid society etc)
- Form leagues for sand volleyball





# Chapter 4: Inventory and Level of Service Analysis





## A. Inventory

Plantation contains 42 City owned Parks and facilities throughout the City, totaling approximately 652.3 acres of park land. The sites include:

- 16 Exercise Trails/Walkways
- 25 Baseball/Softball Fields
- 4 T-ball Fields
- 18 Soccer/Football Fields
- 18 Basketball Courts
- 45 Tennis Courts
- 31 Tot Lots/Playgrounds
- 2 Multi-Purpose Fields
- Computer Lab
- Resource Center
- Benches
- Historical Archives
- Flowering Trees
- Picnic Tables
- Benches
- Butterfly Garden
- 2 Pools
- 2 Water Play Areas
- 1 Running Track
- 3 Cardio/Fitness Rooms
- 2 Sand Volleyball
- 5 Community Centers
- 1 Restaurant
- 1 Full Kitchen (Volunteer Park)
- 2 Warming Kitchens (Community Center/Deicke Auditorium)
- 2 Gazebos
- 1 Dog Park – Happy Tails Dog Park
- 2 Tennis Walls
- 7 Pickleball Courts
- 9 Concessions

Park areas are frequently divided for analysis purposes into the categories of resource-based areas and activity or user-based areas. "Activity-based" provide space for one or more active sports activities. "Resource-based" areas are centered on a unique land, water or natural resource. Parks are also sometimes classified according to their development as predominantly "active" or "passive" in character.

**The City of Plantation utilizes the following classifications for its parks:**

### Premier Facility Parks:

A large park or facility that provides unique amenities or services to the City and the local regional communities.

Source: Plantation Parks and Recreation Department, 2017

### Regional Park:

A medium to large sized park (15-107 acres) which is designated to serve a city or two or more neighboring communities.

### Community Park:

A small to medium sized park (2-23 acres) located near major roadways, and designed to serve the needs of more than one neighborhood.

### Neighborhood Park:

A small park (.50-7 acres) which serves the population of a neighborhood and is generally accessible by bicycle or pedestrian ways.

### Mini-Park:

A park or recreation area primarily for passive recreation use which is half an acre or less in size.

Source: Plantation Parks and Recreation Department, 2016

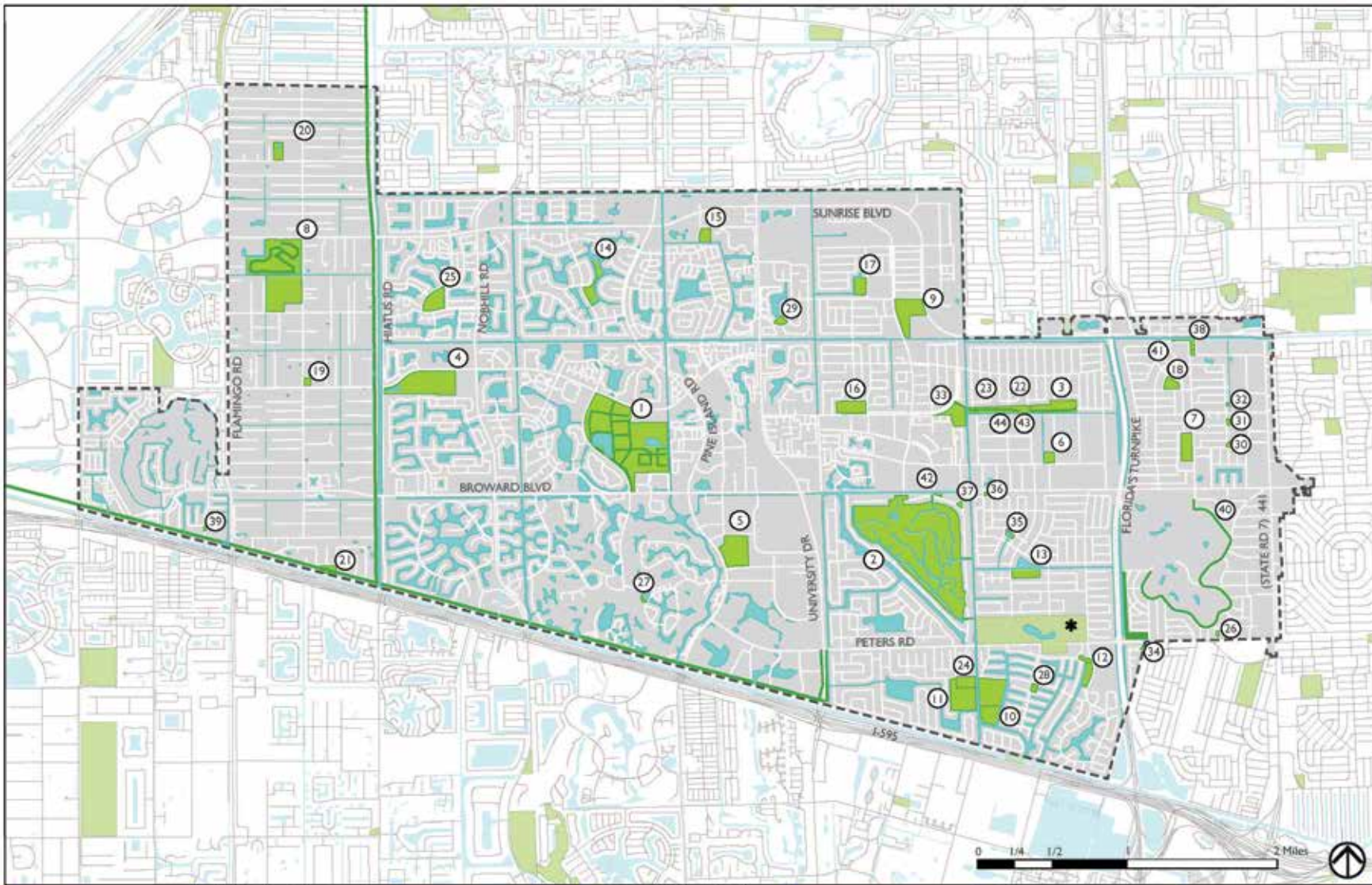


Figure 4.1: Volunteer Park Community Center





# Existing Parks & Facilities



Premier Parks	Community Parks	Neighborhood Parks	Cultural Facilities
<ul style="list-style-type: none"> <li>1 Central Park</li> <li>2 Plantation Preserve Golf Course &amp; Club</li> </ul>	<ul style="list-style-type: none"> <li>12 Jack Carter/ Harmony Park</li> <li>13 Fig Tree Park</li> <li>14 Jacaranda Lakes Park</li> <li>15 Veterans Park</li> <li>16 Rae Carole Armstrong Liberty Tree Park</li> <li>17 Mirror Lake Park</li> <li>18 Park East Park</li> </ul>	<ul style="list-style-type: none"> <li>27 Cocoplum Park</li> <li>28 Fumpston Park</li> <li>29 Marciano Estates Park</li> <li>30 Mini Park #1 (South)</li> <li>31 Multi Cultural Gardens Park</li> <li>32 Mini Park #3 (North)</li> <li>33 Plantation Botanical Gardens (Plot 3)</li> </ul>	<ul style="list-style-type: none"> <li>43 Helen B. Hoffman Library</li> <li>44 Historical Museum</li> </ul>
<ul style="list-style-type: none"> <li>3 Community Center / Plantation Woods Park</li> <li>4 Sunset Park</li> <li>5 Pine Island Park</li> </ul>	<ul style="list-style-type: none"> <li>19 Middle Acres Park</li> <li>20 North Acres Park</li> <li>21 South Acres Park (Tara Park)</li> <li>22 Plantation Botanical Gardens (Plot 1)</li> <li>23 Plantation Botanical Gardens (Plot 2)</li> <li>24 Seminole Park/ Happy Tails Dog Park</li> <li>25 Deicke Park</li> <li>26 Country Club Park</li> </ul>	<ul style="list-style-type: none"> <li>34 Plantation Point Park</li> <li>35 South Bel Air Park</li> <li>36 Thrower Park</li> <li>37 Woodbury Park</li> <li>38 Plantation Business Park</li> <li>39 Melaleuca Park</li> <li>40 Country Club Circle Linear Park</li> <li>41 Park East Trail Head</li> <li>42 East Tropical Way Park (Two Lots)</li> </ul>	<ul style="list-style-type: none"> <li>* Plantation Heritage Park Broward County Park</li> </ul>
<ul style="list-style-type: none"> <li>6 Deicke Auditorium &amp; Hoffman Park</li> <li>7 Jim Ward Community Center</li> <li>8 Volunteer Park/ Camp Everglades/ Equestrian Center</li> <li>9 P.A.L. Field &amp; Roy Salmon Stadium</li> <li>10 Pop Travers Field</li> <li>11 Seminole Middle School</li> </ul>			

Figure 4.2: Existing Parks and Facilities



### Resource-Based Open Space

Resource-based open space is often classified into three categories: pastoral, utilitarian, and corridor. Plantation's open space of this kind is shown in Table 2.2 and defined below.

**Pastoral Open Space:** These areas are generally large areas used for resource-based and/or user-oriented recreation such as the golf course in Plantation.

**Utilitarian Open Space:** Another principal class of open space, utilitarian open space, includes the right's-of-way of major canals which are part of the South Florida Water Management District System (11.4 linear miles) and the narrower canals which are part of the Old Plantation Water Control District Drainage System.

**Corridor Open Space:** Consists principally of major transportation and utility corridors. Bikeways are a specialized corridor open space.

**Bikeways:** The City Bikeways Plan proposes the development of Class A bikeways (separated from other vehicular traffic within the City) including the existing bikeway along the North New River Canal and a bikeway extending north from this Canal along the east side of University Drive to just south of West Broward Boulevard. The plan also provides for a six-foot sidewalk, primarily for pedestrians and less experienced bike riders, along all streets designated in the plan as "primary bikeways" and the provision for a 14 foot curbed lane for recreational biking on new or widened streets. It recommends six-foot walkways where eight-foot wide bikeways could not be constructed due to narrow rights-of-way.

**Other Private Open Space:** In addition to the above classes of

Source: Plantation Parks and Recreation Department, 2017

open space, the City for a number of years has required as a part of its planned unit development zoning provisions that a minimum of 30 percent of each site be reserved as usable open space. A maximum of 40 percent of this requirement may be lake areas.

Though an important part of the landscape character of Plantation, these areas are not listed in the tables of recreation and open space, with the exception of those which have been specifically dedicated or designated in approved unified control documents. Guidelines have been used to specify on-site active recreation to be provided by developers as a part of the 30 percent space; the standard is 137 square feet per person of estimated future population.

Through offering the possibility of density designations up to 25 units per acre, this results in a low intensity, open space character throughout the majority of the City.



Figure 4.3: Central Park



Open Space: Public Or Deed Restricted		
	Acreage	Length in Miles
<b>Pastoral Open Space</b>		
Ft. Lauderdale Country Club (Private)	287.0	N/A
Jacaranda Country Club (Public)	269.0	N/A
Lago Mar Country Club (Private)	164.0	N/A
<b>TOTAL:</b>	<b>720.0</b>	
<b>Utilitarian Open Space</b>		
South Florida Water Management District Canals	321.5	11.4
Old Plantation Water Control District Canals	333.4	30.0
<b>TOTAL:</b>	<b>654.9</b>	<b>41.4</b>
<b>Corridor Open Space</b>		
Florida's Turnpike (Sunshine Parkway)	98.5	2.7
University Drive	85.6	3.5
FP&L Rights-of-Way	29.9	2.4
<b>TOTAL:</b>	<b>214.0</b>	<b>8.6</b>
<b>Specialized Corridor Open Space</b>		
Class A Bikeways	N/A	7.7
<b>OVERALL TOTAL:</b>	<b>1,588.90</b>	<b>57.7</b>

Source: Plantation Parks and Recreation Department, 2016  
 Table 2.1: Open Space: Public or Deed Restricted



Existing Premier Facility Parks			
Park / Facility	Amenities		
<b>Central Park</b> 9151 N.W. 2nd Street 107.7 acres owned	<ul style="list-style-type: none"> <li>• Baseball/softball (8)</li> <li>• Soccer/football (7)</li> <li>• Pickleball Courts (6)</li> <li>• Roller Hockey (2)</li> <li>• Batting Cages</li> </ul>	<ul style="list-style-type: none"> <li>• Playgrounds/Tot Lots (2)</li> <li>• 440' Running Track</li> <li>• Exercise Trails/walkways (2.5 mile)</li> <li>• Concession stands (2)</li> <li>• Restrooms &amp; grills</li> </ul>	<ul style="list-style-type: none"> <li>• Mitigation area</li> <li>• Pavilions (2)</li> <li>• Corporate pavilion w/restrooms &amp; grill</li> <li>• 10-acre lake</li> </ul>
<b>Central Park Multi-Purpose Building</b> 9151 N.W. 2nd Street 26,560 square foot	<ul style="list-style-type: none"> <li>• Basketball court</li> <li>• Gymnasium</li> <li>• Gameroom</li> </ul>	<ul style="list-style-type: none"> <li>• Fitness center</li> <li>• Locker and shower facilities</li> <li>• 5 classrooms</li> </ul>	<ul style="list-style-type: none"> <li>• Parks &amp; Recreation Administration offices</li> </ul>
<b>Veltri Tennis Center</b> 9101 NW 2nd Street	<ul style="list-style-type: none"> <li>• Hard tennis courts (2)</li> <li>• Clay tennis courts (26)</li> </ul>	<ul style="list-style-type: none"> <li>• Tennis wall</li> </ul>	<ul style="list-style-type: none"> <li>• Pro shop</li> </ul>
<b>Plantation Aquatic Complex</b> 9151 N.W. 2nd Street	<ul style="list-style-type: none"> <li>• Olympic Pools (2)</li> <li>• Diving Boards-1,3,5 meter</li> </ul>	<ul style="list-style-type: none"> <li>• Water Play Area</li> <li>• Locker rooms</li> </ul>	<ul style="list-style-type: none"> <li>• Bath house facility</li> </ul>
<b>Plantation Community Center</b> 5555 Palm Tree Road 11,000 square foot	<ul style="list-style-type: none"> <li>• Cardio/Fitness center</li> <li>• Aerobic/dance room</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting rooms (3)</li> <li>• Warming kitchen</li> </ul>	
<b>Plantation Preserve Golf Course</b> 7050 W. Broward Boulevard 213 acres owned	<ul style="list-style-type: none"> <li>• 18-hole Championship golf course</li> <li>• Exercise Trails/walkways (1.5 mile)</li> <li>• Clubhouse</li> </ul>	<ul style="list-style-type: none"> <li>• Restaurant</li> <li>• Restrooms (2)</li> <li>• Benches</li> </ul>	<ul style="list-style-type: none"> <li>• Picnic tables</li> <li>• Archaeological site</li> </ul>
<b>Deicke Auditorium</b> 5701 Cypress Road 8,345 square foot	<ul style="list-style-type: none"> <li>• Rental rooms (4)</li> <li>• Kitchen</li> </ul>		
<b>Jim Ward Community Center</b> 301 N.W. 46th Avenue 16,000 square foot	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.22 mile)</li> <li>• Baseball/softball fields (1)</li> <li>• Basketball courts (3)</li> <li>• Tennis courts (2)</li> <li>• Playgrounds/Tot Lots (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Large meeting rooms (4)</li> <li>• Cardio/fitness room</li> <li>• Aerobic/dance room</li> <li>• Technology center</li> <li>• Prep kitchen</li> </ul>	<ul style="list-style-type: none"> <li>• Water Play Area</li> <li>• Pavilion</li> <li>• Barbecue grills (2)</li> </ul>
<b>Volunteer Park Community Center</b> 12050 W. Sunrise Boulevard 8,345 square foot	<ul style="list-style-type: none"> <li>• Large reception hall</li> <li>• Conference rooms (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial kitchen</li> <li>• Raised stage &amp; dressing rooms</li> </ul>	
<b>Plantation Equestrian Center</b> 1451 NW 118th Avenue	<ul style="list-style-type: none"> <li>• 2 Stables (ea 96 stalls w/wash rack)</li> <li>• 1 lighted main ring</li> <li>• 2 addition show rings</li> </ul>	<ul style="list-style-type: none"> <li>• Two practice rings (one lighted)</li> <li>• Turn-out paddock areas</li> <li>• Bleachers (approx. 300 capacity)</li> </ul>	<ul style="list-style-type: none"> <li>• Ancillary building: concession area, restrooms, announcer booth w/PA system, and office space</li> </ul>

Table 2.2: Existing Premier Facility Parks





Existing Regional Parks			
Park / Facility	Amenities		
<b>Plantation Woods Park</b> 5555 Palm Tree Road 37.6 acres owned	<ul style="list-style-type: none"> <li>• Tennis courts (8)</li> <li>• Tennis wall</li> <li>• Racquetball</li> </ul>	<ul style="list-style-type: none"> <li>• Playgrounds/Tot Lots (3)</li> <li>• Water play area</li> <li>• Portable Basketball Hoop (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilions (4)</li> <li>• Picnic tables</li> <li>• Restrooms</li> </ul>
<b>Sunset Park</b> 10600 Cleary Boulevard 107.7 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.25 mile)</li> <li>• Baseball/softball fields (7)</li> <li>• T-ball fields (4)</li> <li>• Playgrounds/Tot Lots (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Batting Cages (3)</li> <li>• Press Box</li> <li>• Concession stands (2)</li> <li>• Pavilion</li> </ul>	<ul style="list-style-type: none"> <li>• Picnic Tables</li> <li>• Restrooms</li> <li>• Lake</li> </ul>
<b>Pine Island Park</b> 320 S. Pine Island Road 21.23 acres owned	<ul style="list-style-type: none"> <li>• Soccer/football fields (7)</li> <li>• Playgrounds/Tot Lots (1)</li> <li>• Concession stand</li> </ul>	<ul style="list-style-type: none"> <li>• Restrooms</li> <li>• ADA restrooms</li> </ul>	<ul style="list-style-type: none"> <li>• Picnic Tables</li> <li>• Pavilion</li> </ul>
<b>Hoffman Park</b> 5701 Cypress Road 3.36 acres owned	<ul style="list-style-type: none"> <li>• Baseball/softball fields (1)</li> <li>• Half basketball court</li> <li>• Playgrounds/Tot Lots (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting rooms</li> <li>• Ball Room</li> <li>• Picnic area</li> </ul>	<ul style="list-style-type: none"> <li>• Warming kitchen</li> <li>• Gazebo</li> </ul>
<b>Camp Everglades at Volunteer Park</b> 12050 W. Sunrise Boulevard 83.57 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.25 mile)</li> <li>• Basketball courts (2)</li> <li>• Tennis courts (2)</li> <li>• Playgrounds/Tot Lots (4)</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Pavilion w/restrooms</li> <li>• Pavilions (2)</li> <li>• Concession stand</li> </ul>	<ul style="list-style-type: none"> <li>• Barbecue grill</li> <li>• Mitigation area</li> <li>• Open Play areas</li> </ul>
<b>P.A.L. Field &amp; Roy Salmon Stadium</b> 1000 N.W. 70 Avenue 16.5 acres leased	<ul style="list-style-type: none"> <li>• Soccer/football fields (4)</li> <li>• Multi-purpose practice fields *</li> <li>• Stadium seating: 3,300</li> </ul>	<ul style="list-style-type: none"> <li>• Stadium field</li> <li>• Concession stands (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Board rooms</li> <li>• Restrooms</li> </ul>
<b>Pop Travers Field</b> 6250 S.W. 16 Street 9.57 acres owned	<ul style="list-style-type: none"> <li>• Baseball/softball fields (4)</li> <li>• Batting cages</li> <li>• Pitching areas</li> </ul>	<ul style="list-style-type: none"> <li>• Field house</li> <li>• Concession stand</li> <li>• Pavilion</li> </ul>	<ul style="list-style-type: none"> <li>• Picnic tables</li> <li>• Restrooms</li> <li>• ADA restrooms</li> </ul>
<b>Seminole Middle School</b> 6200 S.W. 16 Street 5.7 acres owned	<ul style="list-style-type: none"> <li>• Multi-use fields (2)</li> </ul>		

Table 2.3: Existing Regional Parks



## Existing Community Parks

Park / Facility	Amenities		
<b>Jack Carter/ Harmony Park</b> 1301 S.W. 54th Avenue 6.45 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.50 mile)</li> <li>• Exercise stations</li> <li>• Lighted trail</li> </ul>	<ul style="list-style-type: none"> <li>• Playgrounds/Tot Lots (1)</li> <li>• Stop spot</li> </ul>	<ul style="list-style-type: none"> <li>• Benches</li> <li>• Shelter (2)</li> </ul>
<b>Fig Tree Park</b> 620 S. Fig Tree Lane 6.83 acres owned	<ul style="list-style-type: none"> <li>• Half basketball court</li> <li>• Playgrounds/Tot Lots (1)</li> <li>• Practice field</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilion</li> <li>• Restrooms</li> <li>• Picnic tables</li> </ul>	<ul style="list-style-type: none"> <li>• Benches</li> <li>• Grills</li> </ul>
<b>Jacaranda Lakes Park</b> 1200 N.W. 94th Avenue 7.97 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.50 mile)</li> <li>• Exercise stations</li> <li>• Playgrounds/Tot Lots (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Tennis court (1)</li> <li>• Half basketball court</li> <li>• Pickleball Court</li> </ul>	<ul style="list-style-type: none"> <li>• Shade Structure (2)</li> <li>• Restrooms</li> <li>• Picnic tables</li> </ul>
<b>Veterans Park</b> 1776 Lauderdale West Drive 5.0 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.25 mile)</li> <li>• Exercise stations for the disable/elderly</li> </ul>	<ul style="list-style-type: none"> <li>• Memorial wall</li> <li>• Picnic tables</li> </ul>	<ul style="list-style-type: none"> <li>• Benches</li> </ul>
<b>Rae Carole Armstrong Liberty Tree Park</b> 7421 N.W. 5th Street 9.28 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.50 mile)</li> <li>• Exercise stations</li> <li>• Playgrounds/Tot Lots (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilion</li> <li>• Gazebo</li> <li>• Reading room area</li> </ul>	<ul style="list-style-type: none"> <li>• Restrooms</li> <li>• Picnic tables</li> <li>• Benches</li> </ul>
<b>Mirror Lake Park</b> 1241 N.W. 72nd Avenue 5.50 acres owned	<ul style="list-style-type: none"> <li>• Baseball/softball fields (2)</li> <li>• Playgrounds/Tot Lots (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Picnic Tables</li> </ul>	<ul style="list-style-type: none"> <li>• Benches</li> </ul>
<b>Park East Park</b> 4701 N.W 6th Court 2.97 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.25 mile)</li> <li>• Exercise stations</li> </ul>	<ul style="list-style-type: none"> <li>• Playgrounds/Tot Lots (1)</li> <li>• Picnic Tables</li> </ul>	<ul style="list-style-type: none"> <li>• Benches</li> </ul>
<b>Middle Acres Park</b> 800 N.W. 118th Avenue 5.0 acres owned	Undeveloped		
<b>North Acres Park</b> 12001 N.W. 21st Court 15.0 acres owned	<ul style="list-style-type: none"> <li>• Playgrounds/Tot Lots (1)</li> <li>• Picnic Tables</li> </ul>	<ul style="list-style-type: none"> <li>• Benches</li> <li>• Open play area</li> </ul>	<ul style="list-style-type: none"> <li>• Small pond</li> </ul>
<b>South Acres Park</b> 11600 Tara Drive 3.73 acres owned	<ul style="list-style-type: none"> <li>• Playgrounds/Tot Lots (1)</li> <li>• Picnic Tables</li> </ul>	<ul style="list-style-type: none"> <li>• Benches</li> </ul>	<ul style="list-style-type: none"> <li>• Small pond</li> </ul>
<b>Botanical Gardens (Plot 1)</b> 501 N. Fig Tree Lane 2.27 acres owned	<ul style="list-style-type: none"> <li>• Flowering trees</li> <li>• Butterfly garden</li> </ul>	<ul style="list-style-type: none"> <li>• Historic Museum &amp; Library</li> <li>• Exercise Trails/walkways</li> </ul>	<ul style="list-style-type: none"> <li>• Exercise stations</li> <li>• Benches</li> </ul>
<b>Botanical Gardens (Plot 2)</b> 501 N. Bel Aire Drive 4.01 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (1/3 mile)</li> <li>• Exercise stations</li> <li>• Playgrounds/Tot Lots (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Fruit trees</li> <li>• Benches</li> </ul>	<ul style="list-style-type: none"> <li>• Picnic table</li> <li>• Wind Harp</li> </ul>
<b>Seminole Park/Happy Tails Dog Park</b> 6600 S.W. 16th Street 22.63 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.50 mile)</li> <li>• Exercise stations</li> <li>• Tennis courts (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Playgrounds/Tot Lots (1)</li> <li>• Dog park area</li> <li>• Sand volleyball</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilion</li> <li>• Grill</li> <li>• Restrooms</li> <li>• Picnic tables</li> </ul>
<b>Deicke Park</b> 1200 N.W. 106th Avenue 10 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.50 mile)</li> <li>• Exercise stations</li> <li>• Basketball courts (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Tennis courts (2)</li> <li>• Playgrounds/Tot Lots (1)</li> <li>• Sand volleyball</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilion</li> <li>• Picnic tables</li> <li>• Restrooms</li> </ul>
<b>Country Club Park</b> 1150 S.W. 45th Avenue 2.89 acres owned	<ul style="list-style-type: none"> <li>• Exercise Trails/walkways (.23 mile)</li> <li>• Exercise stations</li> </ul>	<ul style="list-style-type: none"> <li>• Open field area</li> <li>• Playgrounds/Tot Lots (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilion</li> <li>• Picnic tables</li> <li>• Benches</li> </ul>

Table 2.4: Existing Community Parks



Existing Neighborhood Parks			
Park / Facility	Amenities		
<b>Cocoplum Park</b> 781 S.W. 90th Avenue 1.50 acres owned	• Playgrounds/Tot Lots (1)	• Picnic tables	• Bench
<b>Fumpston Park</b> 1600 S.W. 59th Avenue 1.26 acres owned	• Benches w/seating shelter		
<b>Marcano Estates Park</b> 7851 S. Marcano Boulevard 2.0 acres owned	• Playgrounds/Tot Lots (1)	• Picnic tables	• Benches
<b>Mini Park #1 (South)</b> 4291 N.W. 3rd Court .31 acres owned	• Undeveloped		
<b>Multi Cultural Gardens Park</b> 460 & 470 N.W. 43rd Avenue .50 acres owned	• Playgrounds/Tot Lots (1) • Multi-cultural global garden	• Picnic tables	• Benches
<b>Mini Park #3 (North)</b> 540 N.W. 43rd Avenue .30 acres owned	• Walking Trail/Connecting Greenway	• Benches	
<b>Botanical Gardens (Plot 3)</b> 501 N. Holly Lane .85 acres owned	• Benches		
<b>Plantation Point Park</b> 1200 S.W. 51st Avenue .19 acres owned	• Half basketball court • Playgrounds/Tot Lots (1)	• Picnic tables	• Benches
<b>South Bel Aire Park</b> 310 S. Bel Aire Drive .85 acres owned	• Benches		
<b>Thrower Park</b> 20 S.W. 63rd Avenue .30 acres owned	• Historic Marker	• Benches	
<b>Woodbury Park</b> 1301 S.W. 54th Avenue 6.45 acres owned	Undeveloped		
<b>Plantation Business Park</b> 4651 N.W. 9th Court 1.0 acres owned	• Exercise Trails/walkways (.16 mile)	• Linear Park	• Benches
<b>Melaleuca Park</b> 1301 S.W. 54th Avenue 6.45 acres owned	• Swing set	• Picnic table	
<b>Country Club Circle Linear Park</b> 1150 S.W. 45th Avenue 7.0 acres owned	• Exercise Trails/walkways (1.85 mile) • Trail-heads (2)	• Recreational trail • LED Lighted pathway	• Benches • Stop spot
<b>Park East Trail Head</b> 4680 N.W. 9th Court .57 acres owned	• Playgrounds/Tot Lots (1) • Trail-head	• Benches	• Seating Shelter
<b>East Tropical Way Park (Two Lots Park)</b> E. Tropical Way 1.92 acres owned	• Undeveloped	• Access to south entrance of Plantation Preserve	• Linear Trail

Table 2.5: Existing Neighborhood Parks





Existing Cultural Facilities		
Park / Facility	Amenities	
<b>Helen B. Hoffman Library</b> 501 N Fig Tree Lane	<ul style="list-style-type: none"><li>• Computer Lab</li></ul>	<ul style="list-style-type: none"><li>• Resource Center</li><li>• Benches</li></ul>
<b>Historical Museum</b> 511 N Fig Tree Lane	<ul style="list-style-type: none"><li>• Historical Archives</li><li>• Flowering Trees</li></ul>	<ul style="list-style-type: none"><li>• Picnic Tables</li><li>• Benches</li><li>• Butterfly Garden</li></ul>

Table 2.6: Existing Cultural Facilities



Figure 4.4: Helen B. Hoffman Library



Figure 4.5: Historical Museum



## Existing Programs



### Adult Athletics

- Tuesday Night Softball
- Flag Football
- Basketball
- Broward County Schools Soccer League
- Plantation Major Soccer League
- Sunday Morning Softball
- The Best Soccer League
- Plantation Women's Soccer Club
- Monday Night Coed Softball
- Coed Kickball
- Pickleball



### Youth Athletics

- MVP Basketball Clinics / Lessons
- P.A.L. Little League Baseball
- P.A.L. Softball
- P.A.L. Winter Baseball
- P.A.L. 10' Basketball
- P.A.L. Tackle Football
- P.A.L. Flag Football
- P.A.L. Soccer
- P.A.L. Lacrosse
- P.A.L. Summer Basketball
- P.A.L. Fall Basketball
- P.A.L. Cheerleading
- P.A.L. Dynamite program
- Tennis Junior Training



### Adult Classes

- Yoga
- Zumba
- G2O Fitness Class
- VanGoGo Arts Painting Lessons
- Learn French
- Spanish Lessons
- ESOL- English for Speakers of Other Languages
- Walking Club
- Adult Cardio Tennis
- Wheelchair Tennis



### Youth Classes

- Gymnastics
- Dance
- Bright & Smart Robotics
- Guitar Lessons for Children
- Martial Arts
- Ballet & Jazz
- Hip Hop
- Goju Karate
- MMA/Kickboxing
- Snapology
- Kid's Day Off
- Kidtastic Corner
- KidoKinetics
- Karate-Do-Shotokan
- Taekwondo/Karate
- Summer Camps
- Tennis Day Camp and Pool
- STEAM
- C.A.R.E. (Cooking, Art, Reading Enrichment)
- Art Academy
- Learn French
- Spanish Lessons
- VanGoGo Arts Painting Lessons
- Mommy & Me Dance
- Learn Piano



### Seniors 55 & Over Programs

- VanGoGo Arts Painting Lessons
- Senior Gentle Aerobics
- Senior Chair Exercise
- Senior Functional Fitness
- Dance Fit
- Movies
- Bingo
- Heath Lectures
- Dances
- Line Dancing
- Tai Chi
- Matter of Balance
- Mah Jonng
- Central Park Breakfast Club



### Aquatic Programs

- Water Aerobics
- Triathlete Training & U.S. Masters Swim Team
- Swim & Dive
- Springboard Diving Lessons
- Parent/Tot I-II Swim Lessons
- Beginner I-IV Swim Lessons
- Level I-IV Swim Lessons
- Adult Swim Lessons
- Junior Lifeguard
- Lifeguard Training Course
- SCUBA Diving Lessons with Diver's Cove
- Special Needs Private Swim Lesson



### Equestrian & Golf Programs

- Summer Pony Camp
- Share a Pony
- Group Riding Lessons
- Golf Lessons



## B. Level of Service Analysis

### County and City Standards

There are two overall park and recreation statutory standards which govern the City of Plantation: the County's requirement for three (3) acres of recreational use per thousand population to satisfy the requirements of the Broward County Land Use Plan, and the City's requirement of four (4) acres of recreational use per thousand population to satisfy its adopted 2017 Recreation and Open Space Element standards.

County: Based upon the City's current (2016) estimated population of 88,328 the County park standard requires 264.9 acres of recreational use. The City's current park inventory of 652.3 acres exceeds the County requirement by 387.4 acres. City: Based upon the City's current (2016) estimated population of 88,328, the City park standard requires 353.3 acres of recreational use. The City's current park inventory of 652.3 acres exceeds the City requirement by 299.0 acres. Existing Parks and Recreation Facilities will continue to meet the 2017 Recreation and Open Space Element requirements through 2030 (estimated 92,592 population) with 652.3 acres; having a surplus of 281.9 acres.

Parks are well distributed throughout Plantation. A Park walkability Study was conducted to assess each park's 1/4 mile (5min walking time) coverage of the city (Parkshed). The goal is to have all residents with a five minute walk from a park or recreational facility. After conducting the Park Walkability (5 min Parkshed) study, the results indicated that the majority of Plantation residents live within a 5 minute walk from a park or trail. Many of the residents who are not within a 5 min walk from a City park or trail live within gated communities which provide private parks and amenities.

Source: Plantation Parks and Recreation Department, 2017

County Park Standard Conformance For Build-out Population	
	Acres
Park Requirement (3 acres per 1,000 pop.)	264.9
Existing Parks	652.3
Surplus	387.4

Source: Plantation Parks and Recreation Department, 2017  
Table 2.7: County Park Standard Conformance for Build-out Population

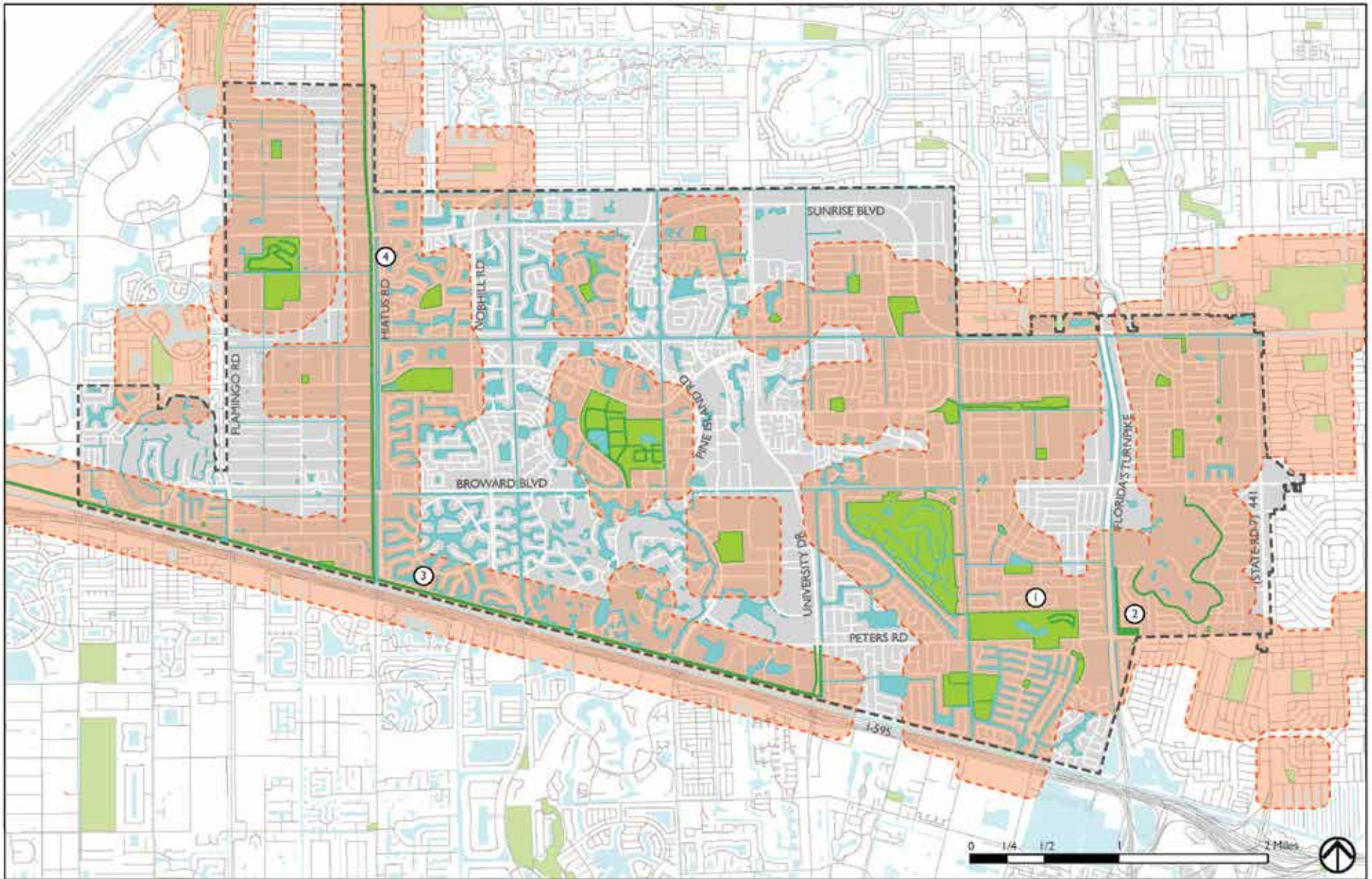
City Park Standard Conformance for Build-out Population	
	Acres
Park Requirement (4 acres per 1,000 pop.)	353.5
Existing Parks	652.3
Surplus	299.0

Source: Plantation Parks and Recreation Department, 2017  
Table 2.8: City Park Standard Conformance for Build-out Population

Required Park Land Acres by Phase (4 acres per 1,000 persons)		
Year	(Projected) <sup>1</sup> Population	Required Acres
2020	90327	361.31
2025	91836	367.34
2030	92592	370.37

Source: 1. Bureau of Economic and Business Research. (2018) Population Projection by Age for 2000-2040. University of Florida. <http://flhousingdata.shimberg.ufl.edu> Accessed 7/5/2018  
Table 2.9: Required Park Land Acres by Phase (4 acres per 1,000 persons)

## Park Walkability (5 min Parkshed)



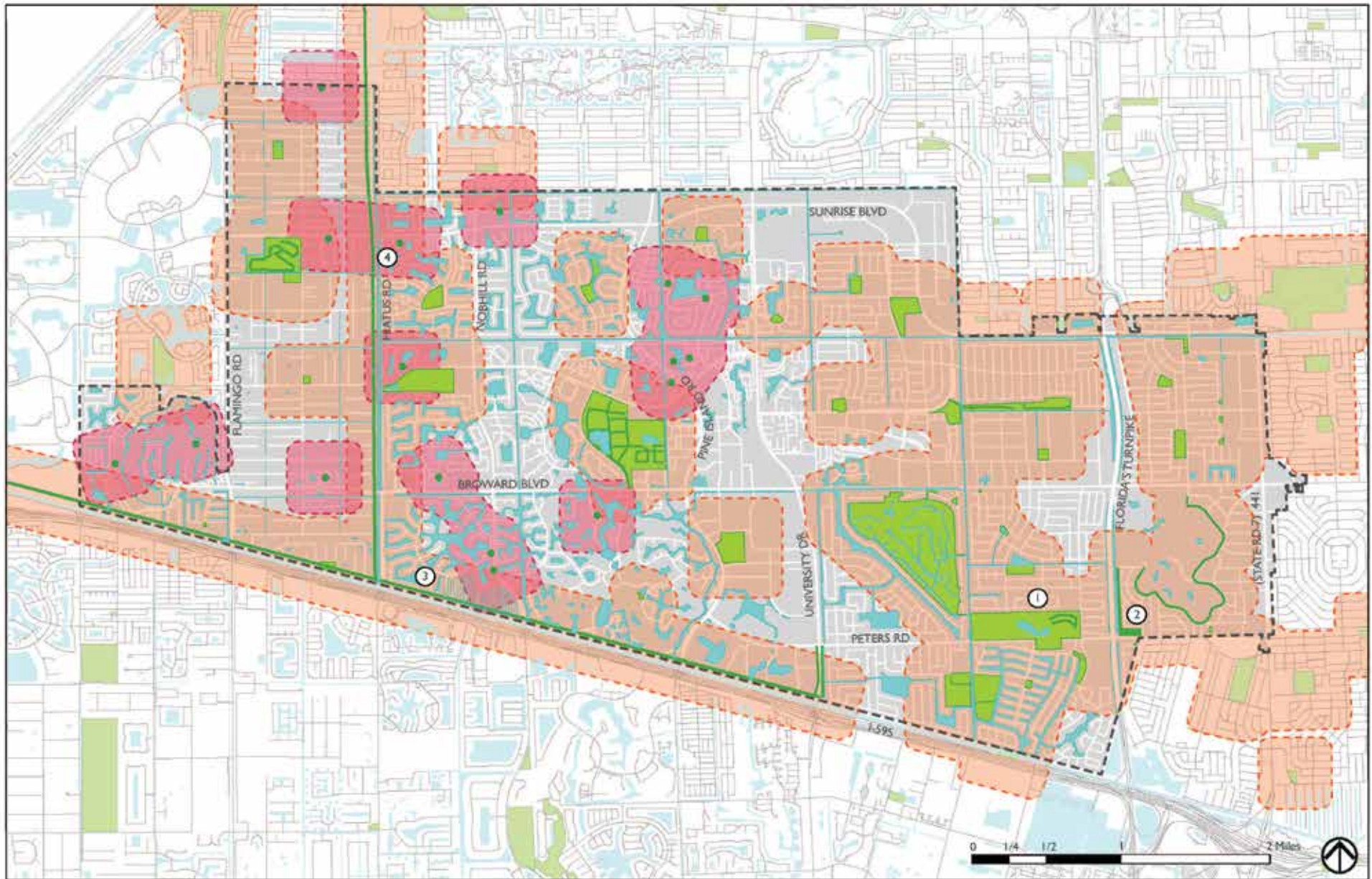
### Legend

- |   |                        |                     |   |
|---|------------------------|---------------------|---|
| ① Plantation Heritage Park<br>Broward County Park | ③ New River Greenway   | Existing City Parks | City Limits                             |
| ② Country Club Estates<br>Trail                   | ④ Hiatus Road Greenway | Existing Parks      | Park Coverage 5-min<br>walking distance |
|   |                        | Existing Trails     |   |

Figure 4.6: Park Walkability (5 min Parkshed)



Private Amenity (Facility/Court) Walkability (5 min Parkshed)



- Legend**
- ① Plantation Heritage Park  
Broward County Park
  - ③ New River Greenway
  - ④ Hiatus Road Greenway
  - City Park Coverage  
5-minute walking distance
  - Existing Parks
  - Private Amenity Coverage  
5-minute walking distance
  - Existing Trails
  - Private Amenity (Facility/Court)
  - City limits

Figure 4.7: Private Amenity (Facility/Court) Walkability (5 min Parkshed)



- Legend**
- ① Dottie Mancini Park (Fort Lauderdale)
  - ② Boundless Playground at Willie L. Web, Sr. Park (Lauderdale Lakes)
  - ③ Flamingo Gardens (Davie)
  - ④ Caitlyn's Corral Playground (Davie)
  - Plantation ADA Accessible Playgrounds
  - ADA Barrier Free Accessible Playgrounds
  - ▭ City of Plantation Limits

Figure 4.8: ADA Accessible Amenities

There are ADA accessible amenities throughout City parks and facilities; however, there is room for improvement to enhance such amenities. An analysis was conducted indicating locations of playgrounds that are designated to have inclusive and accessible features aside from the standard ADA requirements. The locations of the playgrounds were obtained from Let Kids Play Project database. After conducting this analysis for the surrounding area of Broward County the results indicate that Plantation does not have a currently designated inclusive and barrier free accessible playground per the Let Kids Play Project definition.



Figure 4.9: ADA Accessibility in South Acres Park

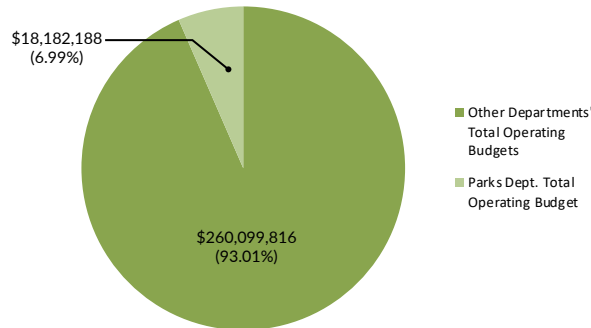
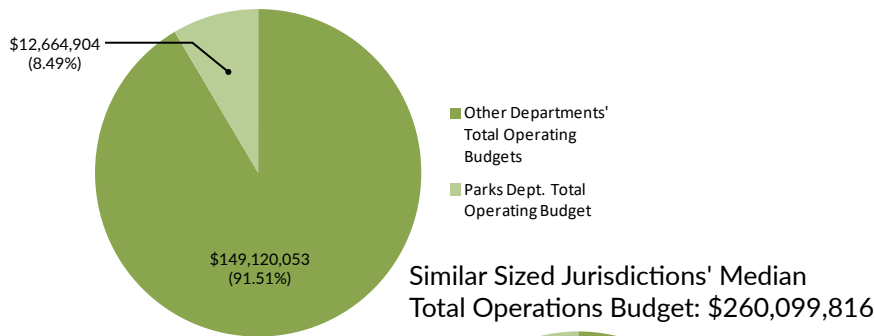


## National Recreation and Parks Association (NRPA) Benchmarks

The City wants to ensure that adequate recreational facilities and programs are provided for residents. To determine minimum standards for budgeting, maintaining, staffing, facilities, and programs, the Plan has used national benchmarks set by the National Recreation and Park Association (NRPA) through a process that compares the City to jurisdictions with similar characteristics.

The National Recreation and Park Association (NRPA) reports various standards and benchmarks in their Park Metrics Agency Performance Report for parks and recreational programs. The City of Plantation fits into the group designated with a population between 80,000 and 100,000 and an area of 20-40 square miles.

City of Plantation Total Operations Budget: \$ 149,120,053



The major benchmarks that will be assessed in this Master Plan to analyze the success of the current system in place are based on the Department's budget, staffing, number of existing recreational programs and their usage rates. The NRPA benchmark comparisons shown in this section will help guide the City in determining parks and recreation needs for its residents.

## NRPA Agency Budget Benchmarks

The City of Plantation's Parks and Recreation Department operating budget is lower than the national median. However, the proportion of the Parks & Recreation Department's operating budget as a percentage of the City operating budget is 8.49%, which is higher than the national median. Subsequently, this benchmark indicates that Plantation's Parks & Recreation Department's operating budget meets the average median and therefore is acceptable.

City of Plantation Parks Department Budget

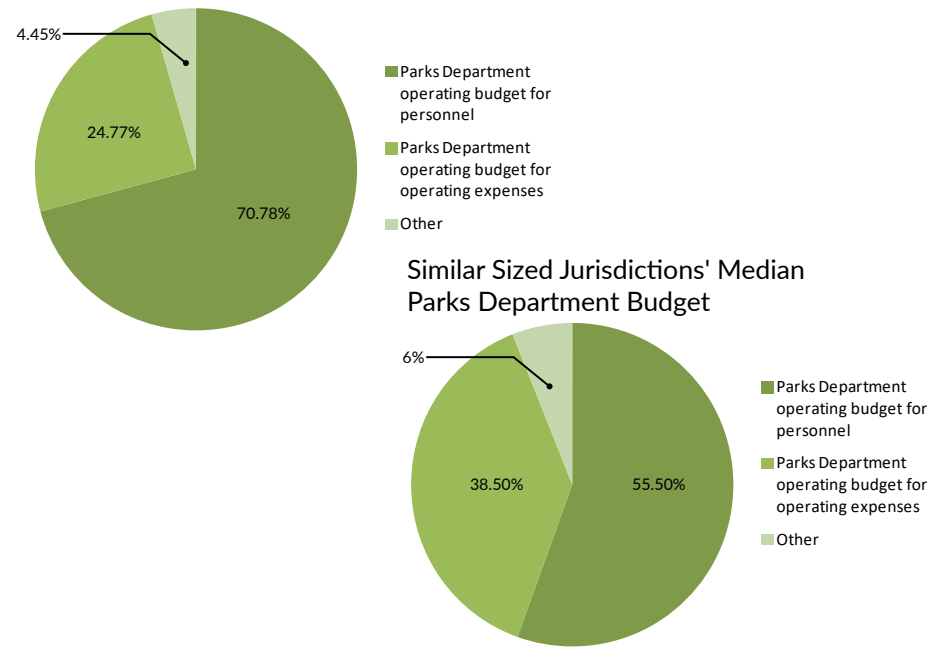


Figure 4.10:NRPA Recreation Program Budget Benchmarks



## NRPA Staffing Benchmarks

Analysis of the current staffing rate of Plantation’s Parks and Recreation Department is critical. If the staff of the Department is lacking, the entire system slows and the citizens may not receive the programs they need. The City of Plantation currently employs 92 full-time employees and 154 non full-time employees. Plantation’s rate of employment is well over the NRPA staffing benchmarks for a City of its size. The median benchmark for this size City is 51 full time employees and 113 non full-time employees. The City of Plantation almost doubles the amount of full time employees and has almost 25% more than the NRPA benchmark of non-full time employees in the Department.

NRPA Staffing Benchmarks by Phase		
Staffing	City of Plantation	“Median for Jurisdictions between 80,000 and 100,000”
Full-time Employees	92	51
Non Full-time Employees	154	113

Source: NRPA (National Recreation and Park Association) Park Metrics  
Table 2.10: NRPA Staffing Benchmarks by Phase

## NRPA Recreation Program Benchmarks

The NRPA also has benchmarks for the availability of recreational programs. It is important for the City to analyze these benchmarks as they measure the accessibility of services to the people. If the benchmarks are not met, the residents may be underserved. The City of Plantation exceeds the minimum benchmarks for recreational programming for a City of this size. It offers 664 different programs while the benchmark is 587. The City also serves 258,884 people with these programs, which is nearly fifteen times the NRPA benchmark of 18,165 people served. This significant difference is due to the participation in Plantation's programs but also outstanding attendance at tournaments and special events. that draw in people from outside of the City.

NRPA Recreation Program Benchmarks		
Programs	City of Plantation	Median for Jurisdictions between 80,000 and 100,000
Number of programs offered	664	587
Total program users	258,884	18,165

Source: NRPA (National Recreation and Park Association) Park Metrics  
Table 2.11: NRPA Recreation Program Benchmarks





Plantation Facilities Required to Meet NRPA Benchmarks by Phase				
Facilities	Existing	NRPA Benchmark Ph 1: 2018-20	NRPA Benchmark Ph 2: 2020-25	NRPA Benchmark Ph3: 2025-30
Playgrounds/Tot-lots*	35	31	32	32
Basketball courts	19	17	17	17
Tennis courts (outdoor only)	46	15	16	16
Baseball Fields	25	29	30	30
Rectangular fields: multi-purpose / Soccer / Football	18	16	16	16
Dog park	1	1	1	1
Swimming pools (outdoor only)	2	2	2	2
Community gardens	0	2	2	2
Diamond fields: tee-ball	6	5	5	5
Skate park	0	1	1	1
Recreation centers	2	2	2	2
Gym	2	1	1	1
Community centers	3	2	2	2
Senior centers	0	1	1	1
Fitness center	1	1	1	1
Performance amphitheater	0	1	1	1
Nature centers	0	1	1	1
Stadiums	1	1	1	1
Indoor track	0	1	1	1
Teen centers	0	1	1	1

\* Camp Everglades at Volunteer Park and Plantation Woods playgrounds are counted multiple times due to the large amount of playground equipment present.

Source: NRPA (National Recreation and Park Association) Park Metrics  
Table 2.12: Plantation Facilities Required to Meet NRPA Benchmarks by Phase

Meets NRPA Benchmarks  
 Below NRPA Benchmarks





## NRPA Facilities Benchmarks

Supplying adequate facilities to meet demands for specific facilities within a City is crucial to the success of parks. By providing the equipment or specific facilities needed for programmed uses like sports or fitness trails, parks also provide and enable activities at the parks.

In comparison to the NRPA benchmark for facilities, the quantity of recreational facilities within the City is adequate for most active uses such as sports fields and courts. The City, however, is below the median with passive uses such as playgrounds, community gardens, skate parks, senior centers, performance amphitheater, nature center, indoor track, and teen center.

Some of these below benchmark facilities are being satisfied or will be satisfied in the near future. Playgrounds/Tot-lots are measured by number of facilities but size of the playground is not considered. Plantation has numerous large playgrounds that meet the capacity requirements of multiple smaller playgrounds. Also, the size of these playgrounds satisfies the need of the residents. Part of the 2017 Bond projects are modifications and renovations to Central Park and Pine Island Park. These modifications/renovations include renovating the Central Park multi-purpose center (lower floor) into a potential senior recreational center; therefore satisfying the benchmark for senior centers. Pine Island Park renovations will include an artificial field that will also serve as an amphitheater, subsequently satisfying the benchmark for amphitheater.

The following facilities are below the NRPA benchmark and will not be satisfied unless addressed.

- Below NRPA Benchmarks and indicate need from public input
  - Community Gardens
  - Nature Center
  - Indoor Track
  - Teen Center
- Below NRPA Benchmarks
  - Baseball Fields
  - Skate Park



Figure 4.11: Parks & Recreation Event Movie Night



## State Comprehensive Outdoor Recreation Plan (SCORP) Benchmarks

Another widely used source of data regarding quantity and type of recreation facilities comes from Florida's Statewide Comprehensive Outdoor Recreation Plan "SCORP". This guideline provides level of service ranges based on the number of recreation facilities present in a region and the number of users/participants annually. The participation quantity selected for use in Plantation was determined from Department inventory, community input received during workshops, and from a public survey. The level of service is based on the number of facilities, length, or holes, in the case of golf, for each activity per 1,000 participants. Therefore the formula is:

$$\text{\#of facilities} / (\text{\# of participants} / 1000)$$

Plantation is providing an above average quantity of facilities in comparison to the level of service averages for the State. The SCORP activities involved in this study include: fitness walking and jogging, swimming in an outdoor pool, tennis, football, baseball and softball, basketball, soccer, equestrian, and golf. In all but two categories, the City of Plantation scored higher than the state regional averages.

Tennis has a level of service rating of .485 while the state regional average is double at .96. There are four golf courses in the City of Plantation but the only one that is City-owned is Plantation Preserve, therefore the participant numbers only reflect this course. Because of this the level of service for golf is well below the state regional average at .46 compared to 1.3. If participant numbers were counted from the three privately owned golf courses, the level of service rating would meet the standard.

The activities that show the highest level of service are basketball, football, soccer, and baseball and softball. Each of these categories is exponentially greater than the state regional averages. These fields and courts have the potential for other uses as they greatly exceed the actual user needs.



Figure 4.12: Aquatic Center



Figure 4.13: Veltri Tennis Center



### SCORP Population Guidelines for Outdoor Recreation Activities

Activity	Facility Type	Current Number of Facilities	Participants Annually	Level of Service	SCORP Level of Service
Fitness Walking/ Jogging	Trail	9.41 miles	89,595	0.105	0.034
Swimming Outdoor Pool	Pool	2	2,068	0.967	0.048
Tennis*	Field	46	94,931	0.485	0.96
Football/rugby	Field	18	620	29.032	0.35
Baseball/ Softball	Field	31	1,943	15.950	0.91
Basketball	Court	19	370	51.351	0.92
Soccer	Field	18	1,211	14.864	0.15
Equestrian	Land	1 mile trail	473	2	0.51
Golf (Plantation Preserve)*	Course	18 holes	39,057	0.460	1.3

\* Although Tennis and Golf vary from the standard, There are enough facilities in the area to serve local public usage including high participation rates during tournaments and special events.

Source: 2019 Statewide Comprehensive Outdoor Recreation Plan  
Table 2.13: SCORP Population Guidelines for Outdoor Recreation Activities

Meets SCORP Benchmarks

Below SCORP Benchmarks



Figure 4.14: Central Park Baseball Fields



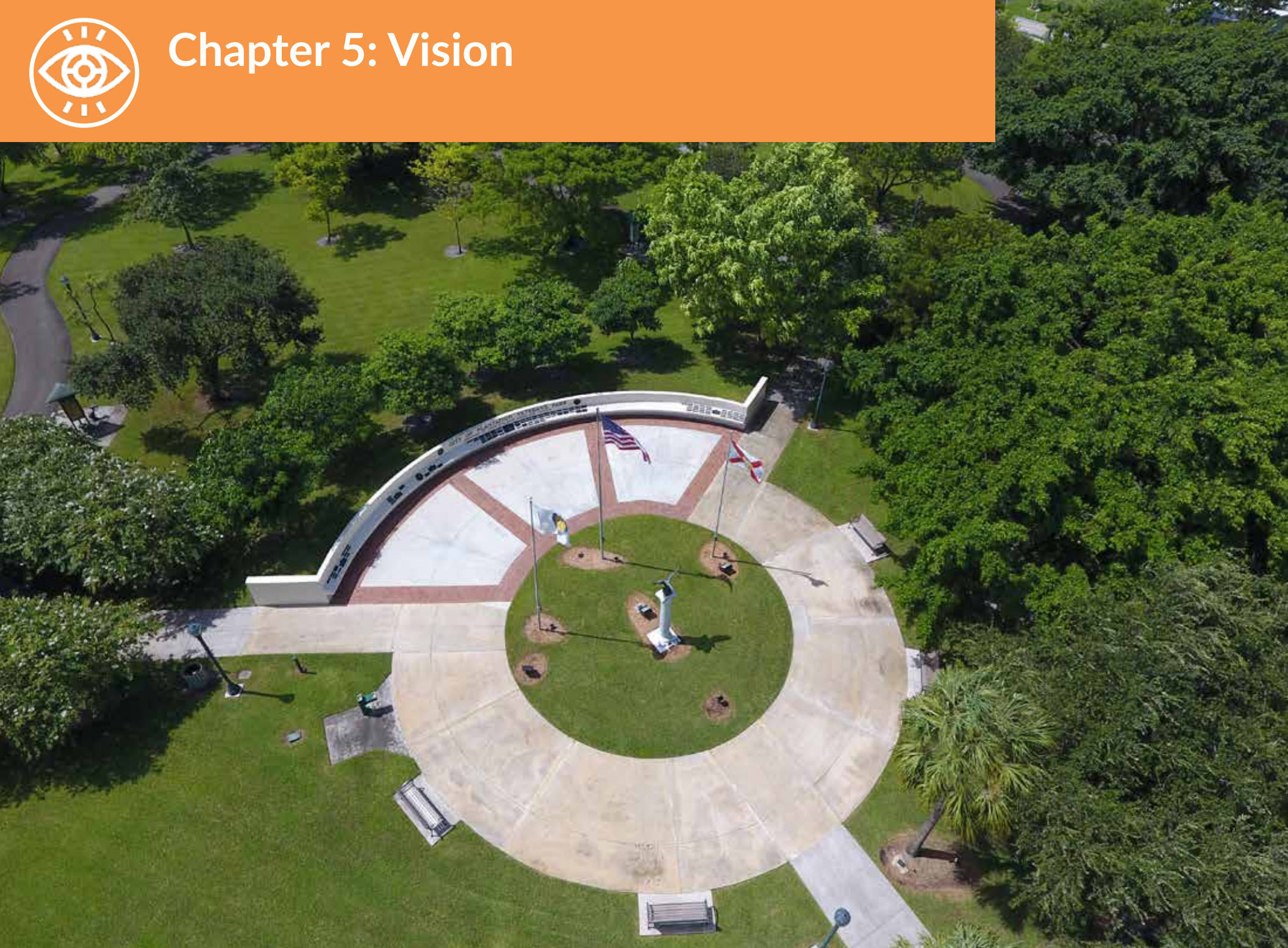
Figure 4.15: Happy Tails Dog Park

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# Chapter 5: Vision





## A. Vision

The Parks and Recreation Master Plan (PRMP) planning process gathered and analyzed quantitative and qualitative data on issues impacting the condition of City parks and recreation facilities and programs in Plantation.

The PRMP process consisted of the following phases:

- Community Engagement
- Demographic and Trend Analysis
- Existing Parks, Facilities, and Programs Inventory & Analysis
- Level of Service Analysis (LOS)
- Needs Assessment

Parks & Recreation master planning process identified key areas for strengthening current service delivery and preparing Plantation to continue to meet the recreation needs of its growing population, including:

- Enhancing Communication
- Improving Awareness of Parks, Facilities, and Programs
- Continuing to Enhance Opportunities for Recreation
- Continuing to Improve Facilities to Current Standards
- Creating Connections

Through this planning phase the Parks and Recreation Department was able to base their mission and vision as well.

## Agency Mission, Vision, Core Values

### Mission Statement

Plantation Parks and Recreation Department is a public agency of well-trained professional staff, community partners and volunteers working to preserve, protect, improve and enhance its parkland and recreational opportunities for current and future generations. We strive to provide places and recreational opportunities for all people to gather, celebrate and engage in activities that promote both physical and mental health, a sense of community and the environment.

### Vision Statement

Plantation Parks and Recreation Department's vision is to become a premier destination park system that welcomes and engages residents and visitors. Through parks and recreation services, we seek to enhance the quality of life and nurture the health and well-being of our community, our environment and our economy. The Department will create a quality park system by engaging the community, meeting national and state standards and by providing excellent customer service as well as diverse amenities and programs.

### Core Values :

The Parks and Recreation Department has adopted the following core values:

- **Parks & Facilities**
  - Equity and Access
  - Continued Enhancement





- **Recreation & Athletics**
  - Access to Recreate
  - Capacity
- **Community Health**
  - Promote community health and wellness
  - Help build healthy lifestyles and encourage a reduction in obesity
  - Safety
- **Environmental Responsibility**
  - Promote natural resource management
  - Promote sustainability initiatives
  - Sustainability at each park
  - A resilient system
- **Community Enrichment**
  - Promote cultural diversity and creativity
  - Promote community involvement
  - Economic Development
- **Community Relations**
  - Promote open and free communication with City Residents and visitors
  - Market parks, facilities, programs, and events
- **Art in Public Places**
  - Promote diversity of Public Art
  - Promote the integration of Art into the Community

- **Connectivity**
  - Promote connectivity of recreational paths or trails
  - Provide accessible parks, facilities and programs

## Supplemental Plans

As a result of the previously discussed efforts, supplemental plans to the Parks and Recreation Master Plan were created. The following is a list and description of those supplemental plans:

### ADA Transition Plan

The ADA Transition Plan fulfills the requirements set forth in Title II of the Americans with Disabilities Act (ADA). This plan is limited to the City of Plantation Parks and Recreation Department programs and services as well as properties comprised of facilities, parks, and trails. Approximately 9 facilities, 42 parks, and 16 exercise trails/walkways were examined.

### Recreation Programming Plan

The Recreation Programming Plan includes all elements and services of the Parks and Recreation Department's functions, including activity selection, type and scope of programs, outreach initiatives, etc. The plan expands upon the Parks and Recreation Master Plan and Strategic Plan, supporting the goals and initiatives outlined within those plans. They include both short-term and long-term community goals to enhance





recreation programming based on community priorities.

### **Community Relations and Marketing Plan**

The purpose of the Parks and Recreation Department's marketing and communication efforts are to provide transparent, accurate, and timely information to the Plantation community through the delivery of integrated marketing and community relations activities that promote high-quality programs and services.

### **Community Health Plan**

The Parks and Recreation Community Health Plan establishes recommendations to establish and expand on policies, procedures, or programs that educate and promote health and wellness in the community.

### **Environmental Responsibility Plan**

The Environmental Responsibility Plan establishes recommended policies on environmental sustainability that states the Department's position on energy and resource conservation.

### **Art in Public Places Plan**

Plantation's Art in Public Places Plan is lead by the Parks and Recreation Department in collaboration with the City of Plantation and other civic groups and private entities. The goals of the plan are the following:

- Produce a planning document created with broad public and civic input to guide the Art in Public Places Program and enhance the unique identity of Plantation.
- Assess available sources of funding.

- Develop a near-term implementation plan.
- Outline a long-term and sustainable program to promote public art in Plantation.







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# Chapter 6: Strategic Plan





## A. Strategic Plan

This section contains the Strategic Plan for the Parks and Recreation Department. The focus of the Strategic Plan is to implement the Mission and Vision of the Department through recommendations and action items. The recommendations action plan serves to enhance the level of service (LOS) provided by Parks and Recreation through the improvement of existing sites, future development of new facilities, organizational enhancements, financial improvements, improved programs, facilities, and amenities. Additionally the Strategic Plan incorporates elements from the following supplemental plans associated with this Master Plan:

- ADA Transition Plan
- Recreation Programming Plan
- Community Relations and Marketing Plan
- Community Health Plan
- Environmental Responsibility Plan
- Art in Public Places Plan

### Overall Recommendations:

The City of Plantation Parks and Recreation Department has great facilities, offers high-quality programs and annual events, and provides a set of valuable services that contribute to residents' high quality of life. These recommendations primarily focus on addressing existing challenges and leveraging opportunities identified through the master planning process. Plantation is well positioned to build upon current successes to best ensure that its public parks and recreation opportunities meet the needs of the growing community over the next ten years.

### General Recommendations:

- Maintain and improve existing facilities.
- Develop and implement a program for site specific park master planning that enhances or replaces aged facilities, and creates new recreation opportunities. Improve or replace existing aged facilities and outdated amenities that do not function well.
- Improve/enhance access to underutilized facilities and open spaces within parks.
- Provide universal access to all parks/facilities. Adopt, implement and maintain a system wide ADA Transition Plan that covers accessibility to and within parks, and specific ADA accessible recreational elements in the parks, facilities, and programs.
- Provide and improve comfort features (restrooms, lighting, shade, and seating).
- Implement standardized Citywide way-finding program.
- Integrate parks and recreational facilities into an interconnected open space system of parklands, greenways, and trails where reasonable.
- Consolidate recreational facilities to facilitate higher quality and better maintained facilities while providing necessary recreational needs. "Quality vs. Quantity"
- Develop a funding plan to develop, renovate, and maintain parks, facilities, and programs as an ongoing foundation.





## **Goal 1: Continue to Improve Department Organizational Efficiencies**

Improve aspects of the municipal organizational structure that supports the provision and stewardship of the Plantation's parks, recreation facilities, programs, and activities.

### **Objective 1.1 - Enhance and improve internal and external communication regarding Department activities and services.**

The Parks and Recreation Department should adopt and implement the Community Relations and Marketing Plan which establishes a guideline for communicating and promoting its parks, facilities, programs, and events. The adoption and implementation of the Community Relations and Marketing Plan should be completed within six months of the acceptance of the Parks and Recreation Master Plan (PRMP). This will create greater awareness and should include all of the recommendations in the Master Plan for programs, amenities, and facility upgrades. In addition, the Community Relations and Marketing Plan should be updated every five years and include marketing strategies that incorporate the efforts of partner departments and projects. This objective should be supervised by the Superintendent of Administration and Special Events, starting with a team of at least one person dedicated to Community Relations and Marketing (see objective 3.1).

### **Objective 1.2 - Enhance and improve communication within the Department.**

The Department should always implement open communication within all levels of staff. An evaluation of current communication standards should be addressed, and an action plan should be created to enhance communication efforts within the

Department. Departmental staff meetings, at all staff levels, should be held quarterly to promote communication within the Department.

### **Objective 1.3 - Enhance and improve communication with other City Departments.**

The Department should always implement open communication with other City departments. An evaluation of current communication standards should be addressed, and an action plan should be created to enhance communication efforts with other City departments. Interdepartmental meetings should be held semi-annually with relevant departments and their mid level management staff.

### **Objective 1.4 - Improve Department customer service.**

The Department should evaluate current customer service standards and determine areas of opportunities. An action plan should be created to address those areas of opportunities and to implement a high-quality level of customer service throughout City parks and facilities. This action plan should be completed within a year of the acceptance of the PRMP. Should the Department option for a consultant to prepare the action plan and implement a cohesive Department-wide training program, the consultant needs to be contracted within six months of the acceptance of the PRMP. The customer service action plan should include customer service surveys to be handed out at the completion of Departmental programs to participants, as well as general customer service survey available at each Parks and Recreation Facility.





**Objective 1.5 – Enhance and improve employee retention.**

The Department should evaluate current salaries, benefits, merit incentives, and educational opportunities for Department employees. The Department shall coordinate with relevant City Departments (i.e. Human Resources) to conduct a Relative Salary Benefits Study should be conducted as part of this evaluation. Based on this evaluation, the Department should establish metrics that are continuously measured and implement a strategy to improve the metrics scoring in order to increase employee retention and satisfaction. The evaluation should take place every two years, under the supervision of the Department Director and Assistant Director. The Department should achieve a retention rate of 90% or above by 2022.

**Objective 1.6 – Increase appropriate partnerships within the community.**

The Department currently partners with a number of agencies to provide programs and activities to the community. The Department should continue to explore additional opportunities as well as build on its existing partnerships. Where not already in place, the Department should ensure that all existing and future partnerships are memorialized in a signed partnership agreement with defined roles and responsibilities. The Department shall implement strategies from the Community Relations and Marketing Plan that address the outreach of community partnerships. The Department holds an average of 135 partnerships. It is recommended that the Department increase partnership revenue by 10% within two years of the acceptance of the PRMP.

**Goal 2: Increase Financial Opportunities**

Continue to find new and innovative means to provide Plantation residents with additional recreation opportunities.

**Objective 2.1 – Increase special event and activities sponsorships.**

The Department currently has sponsorship arrangements for special events and activities, and it should continue to explore additional sponsorship opportunities and build on existing ones. All existing and future sponsorships should be evaluated to ensure that they are accurately portrayed in a signed sponsorship agreement with defined roles and responsibilities. The Department currently holds an average of 55 sponsorships and it is recommended that they increase the amount in order to have 10% of programs supported by sponsors by 2021. To achieve this goal, it is also recommended that the Department consider hiring internally within the Department a full time fundraiser, within a year of the acceptance of the Master Plan, under the Superintendent of Administration and Special Events. This FTE equivalent position will also cover objectives 1.6 and 2.2.

**Objective 2.2 – Pursue grant opportunities.**

The Department/City Administration should continue and improve upon pursuing applicable grant opportunities at the federal, state, regional, and local levels. To accomplish this, the Department may consider contracting or hiring a dedicated grant writer to research, submit, and track such grants. It is recommended that the Department considers hiring internally within the Department a full time grant writer under the Superintendent of Administration and Special Events within a year of the acceptance of the Master Plan. This FTE position is





the same position referenced in Objective 2.1.

**Objective 2.3 – Develop and implement a system to manage private outdoor lessons conducted throughout all parks and facilities.**

Various third party entities, conduct their private lessons or classes within the park system. The Department currently does not have a sufficient system in place to regulate these private outdoor lessons. Due to this lack of regulation, the Department can be held liable for personal injury or property damage. The Department should develop and implement a process where any private outdoor lesson held in a City park or facility should be registered and charged a fee. The changes to the registration process should be implemented within three months. By implementing regulations for private outdoor lessons held on City parks and facilities the Department will benefit by reducing safety / liability concerns and improving revenues. This objective falls under the supervision of the Superintendent of Recreation Facilities and Services, as well as the Superintendent of Parks. The Superintendent of Recreation Facilities and Services will be responsible for the registration process. The Superintendent of Parks will be responsible for enforcement. Additional staff may be necessary in order to enforce the registration at local parks.

**Objective 2.4 – Continue to improve and create new concessionaire opportunities throughout all parks and facilities.**

The Department currently offers concessionaire options in some parks and facilities. It is important that the Department continues to improve and create new concessionaire locations

throughout parks and facilities in order to meet revenue and level of service standards. The Department should evaluate opportunities for new concessionaire locations and identify those in need of improvement. This evaluation should be initially completed within six months of the acceptance of the PRMP and revised semi-annually, under the supervision of the Superintendent of Recreational Facilities and Services.

**Objective 2.5 – Continue to improve and implement a cost recovery and pricing policy.**

The Department currently implements a cost recovery and pricing policy. It is important that the Department continues to enhance cost recovery to reflect equitable user fees for Parks and Recreation activities based on a value received by the participant. The Department should create and implement a methodology strategy plan for cost recovery and pricing policy. The Strategy Plan should include an analysis of comparable municipalities. This analysis shall investigate various metrics including, but not limited to: fee schedules, percentage of operating costs coverage, participation rates, and a comparison of resident and non-resident fees. The strategy plan should be updated every five years, along with the PRMP, under the supervision of the Superintendent of Recreational Facilities and Services.

**Objective 2.6 – Implement a cost recovery policy that establishes a dedicated revenue source for the Department.**

The Department should evaluate the revenues created by Department parks, facilities, and programs fees, as well as identify opportunities for those revenues to remain in the Department to fund required facilities and programs. These revenues could be utilized to address Department capital



renovations, new development and maintenance requirements. An evaluation of potential revenue opportunities should be held annually. Within six (6) months of acceptance of the PRMP, the Department shall present a formal proposal to City Leadership outlining their evaluation and need for retained revenues produced

### **Goal 3: Continue to Improve Programs and Service Delivery**

Increase awareness of Plantation's existing public recreation opportunities and enhance program offerings to meet existing and future community needs.

#### **Objective 3.1 - Increase awareness of existing parks and recreation opportunities provided by the City of Plantation.**

The Department should maintain the Community Relations and Marketing Plan (adopted in Objective 1.1). Implementation of advertisement strategies to communicate with City residents about programs and events through social media outlets and other conventional methods should follow the Community Relations and Marketing Plan. The Department should hire internally within the Department a full-time Publicity Coordinator to implement and maintain the plan. This Publicity Coordinator is the same hire as referenced in Objective 1.1. The Department should have the cost of this as a budget line item.

#### **Objective 3.2 - Explore opportunities to increase recreational activities based on demand and trends.**

The Department should adopt, implement, and maintain the Recreation Programming Plan. The adoption and implementation of the Recreation Programming Plan should be completed within six months of the acceptance of the Parks and Recreation Master Plan (PRMP). The Department should provide additional programs for families, teens, and seniors. The Department should develop new programs that recognize expanding fitness/wellness, cultural, and special needs programs which are currently in high demand. An evaluation of expanding program opportunities should be done annually







and based on demand, trends, NRPA standards and SCORP standards. The responsibility of such evaluation should fall under the Superintendent of Recreation Facilities & Services. In order to ensure the Department's programs and facilities reflect the diversity of the community, the Department should formally engage the Parks and Recreation Advisory Board and community stakeholders (i.e. P.A.L.) in program development on a semi-annual basis.

**Objective 3.3 – Explore opportunities to increase the number of neighborhood events based on demand and trends.**

The Department should continually look for opportunities to expand neighborhood and community special events. Conduct quarterly meetings. The responsibility of such ongoing evaluation should fall under the Superintendent of Administration & Special Events. The Department should hire internally within the Department a full-time staff personnel to support the evaluation and expansion of neighborhood events.

**Objective 3.4 – Explore opportunities to increase the number of cultural events based on demand and trends.**

The Department should continually look for opportunities to expand cultural events. Conduct semi-annual meetings. The responsibility of such ongoing evaluation should fall under the Superintendent of Administration & Special Events. The Department should hire internally within the Department one FTE staff personnel (to be the same hire as Objective 3.3) to support the evaluation and expansion of cultural events.

**Objective 3.5 – Explore opportunities to increase Public Art.**

The Department should adopt, implement, and maintain the

Art in Public Places Plan developed as a system to implement Public Art throughout all parks and facilities in the following six months after the acceptance of the PRMP. The Department should develop a portion of their website dedicated to updates on Public Art projects. The Department should evaluate program options in the Art in Public Places Plan and determine which option best fits the Department to begin Public Art program implementation. If the Department chooses option 1 - 3; the Department should hire internally within the Department or within City staff personnel a Public Art Coordinator.

**Objective 3.6 – Explore increasing aquatic opportunities.**

The Department should evaluate current aquatic amenities (the Aquatic Center, splash pads, and programs) and establish opportunities to expand and create new aquatic amenities. This evaluation should analyze participation, existing revenue, potential for revenue, and operating costs. The aquatic opportunities evaluation plan should be executed in the following six (6) months after the acceptance of the PRMP and should follow the Recreation Programming Plan. The Department should continue to explore opportunities to add additional aquatic amenities and programs by formally engaging with the community on aquatic issues on an annual basis.

**Objective 3.7 – Continue offering more programs at convenient times for residents.**

As popularity in program offerings and activities increases, continue to look for opportunities to expand programs around working hours and residents' commuting schedules on a semi-annual basis. Implement post program customer service survey (see objective 1.4) and conduct a resident public satisfaction survey semi-annually.





### **Objective 3.8 – Periodically review concessionaire agreement for Plantation Preserve Golf Course & Club**

Every five years, the City should review the concessionaire contract for Plantation Preserve Golf Course. This review should address metrics that evaluate the operation, maintenance, and financial performance of the concessionaire.

### **Objective 3.9 Review and update Parks and Recreation Master Plan**

The City should review and update the Parks and Recreation Master Plan every five (5) years to ensure that the City is meeting the Community’s recreational needs and proactively responding to current recreational trends. The Department should formally review and prepare and update to the Master Plan every five (5) years.

## **Goal 4: Improve Facilities and Amenities**

Improve existing park amenities and recreation facilities to create better user experiences, increase the usage of parks, and elevate levels of satisfaction.

### **Objective 4.1 – Maintain and improve existing facilities and amenities.**

The Department should prioritize the continued improvement and upgrading of existing facilities and amenities through an annual evaluation of current conditions. The evaluation shall utilize formal criteria and checklist to ensure constant maintenance reviews. (See Appendix) and ADA standards. The initial formal evaluation should be executed in the following six (6) months after the acceptance of the PRMP.

### **Objective 4.2 – Expand greenways and trails connectivity.**

The Parks and Recreation Department should adopt, implement and maintain the Community Health Plan and the Environmental Responsibility Plan which establishes goals and strategies for a healthy community and environment. The adoption and implementation of the Community Health Plan and the Environmental Responsibility Plan should be completed within six months of the acceptance of the Parks and Recreation Master Plan (PRMP). The Department should continue to develop greenways to better connect neighborhoods and parks. As new and existing greenways and trails are designed and renovated, the Department should consider adding fitness stations and family fun stations in appropriate locations along the trails. In order to support the goals and strategies established in the Community Health Plan and the Environmental Responsibility Plan, an inventory and analysis should be done in six (6)



months to prioritize the potential of existing areas to become greenways and trails. The inventory and analysis should include an inventory of land ownership, proximity to parks, and right-of-way issues. An evaluation of current greenways and trails and future opportunities should be conducted annually.

**Objective 4.3 – Meet current and future population demands through redesign of current facilities.**

Based on recommendations from the Parks and Recreation Master Plan, the Recreation Programming Plan, and increased demand, the Department should explore opportunities for appropriate future facility expansion and redesign that includes multipurpose uses and re-purposed spaces. An evaluation of current facilities and future population demands should be conducted; following the PRMP, the ADA Transition Plan, the Recreation Programming Plan, and based on population and needs based assessments.

**Objective 4.4 – Develop new amenities at existing parks based on level of service analysis.**

Demand for usage of Plantation parks and athletic facilities continues to grow, and the Department should look for opportunities to add new amenities to enhance the experience for users on an annual basis. Some enhancements identified through the PRMP public process were new or improved restrooms at parks, new shade structures, and the addition of lights at parks and athletic fields. A formal phasing strategy, based on the cost breakdown in Appendix F Objective 4.4, should be implemented within three months of the acceptance of the PRMP.

**Objective 4.5 – Provide improved signage to make it easier for users to find and use parks, facilities, and trails.**

A consistent city wide Park way-finding program should be established and budgeted for implementation. The Parks and Recreation Department should improve way-finding signage to City parks, facilities, and trails. Way-finding within parks should also be improved throughout the City. Additionally, the Department should enhance and update existing park signs (create signage that is versatile and adaptive to different events and activities). The responsibility of such evaluation should fall under the Superintendent of Recreation Facilities & Services and the Superintendent of Parks. This evaluation should be completed within six (6) months of the acceptance of the PRMP. After completion of the evaluation, a formal phasing and hierarchy strategy, based on the cost breakdown in Appendix F Objective 4.5, should be created within the next year to meet the community's needs. Improved way-finding signage will contribute to greater connectivity of parks and facilities.

**Objective 4.6 – Continue to improve ADA accessibility at all facilities**

The Parks and Recreation Department should adopt, implement and maintain the ADA Transition Plan which establishes priorities, goals, and standards. The adoption and implementation of the ADA Transition Plan should be completed within six months of the acceptance of the Parks and Recreation Master Plan (PRMP). The Department should address identified park, facilities, and trails ADA modifications findings from the self-assessment survey in order to provide required access to all facilities. The ADA Transition Plan should be re-evaluated at least every five years internally





or by an independent consultant which is familiar with the 1991 Americans with Disabilities Act Accessibility Guidelines (ADAAG), the 2010 Standards for Accessible Design (2010 SAD), the Architectural Barriers Act Standards for Outdoor Developed Areas (ABA), the 2017 Florida Accessibility Code for Building Construction (2017 FACBC) and have an architectural or engineering background.

**Objective 4.7 – Evaluate expanding Veltri Tennis facility to accommodate Pickleball courts.**

The Department should evaluate expanding the Veltri Tennis facility to accommodate the current high demand for Pickleball courts. Currently, the Department does not have an established registration process for using Pickleball courts. By expanding the Veltri Tennis Facility to host Pickleball this will provide the opportunity for organized tournaments and a higher standard of facilities and operations. This could also improve the Department financially and fulfill a resident demand need.

**Objective 4.8 – Develop and implement a system to evaluate the consolidation of recreational facilities.**

There appears to be some underutilized parks in the City. These parks provide resources to achieve the five minute park walkability goal; however they place a strain on required maintenance resources and staff. These parks are typically neighborhood parks with limited programs and size. The Department should create a system to evaluate all City parks and facilities and determine if consolidation of the underutilized park within another park would improve the quality of the City’s recreational system. The evaluation plan for consolidating recreational facilities should be conducted in the

following year after the acceptance of the Parks & Recreation Master Plan and re-evaluated along with the PRMP five (5) year update. The City shall engage the public in the recreational facilities consolidation process. The goal of consolidation of recreational facilities is to facilitate higher quality and better maintained facilities while providing necessary recreational needs. Consolidation is based on the theory of “quality vs. quantity” meaning it is better to have less of higher quality than to have more of lesser quality. A consolidation approach can reduce operational costs while still providing equal or better recreational amenities.

**Objective 4.9 – Develop Individual Park Master Plans.**

Based on the Inventory and Level of Service recommendations in the Parks and Recreation Master Plan, develop individual park master plans to address needed improvements to achieve the PRMP’s Goals and Objectives, respond to denied community needs, and identify under performing facilities and programs for better usage. Each Plan should include evaluation of the Park’s City-run vs. contracted operation and opportunities for user fees.

**Objective 4.10 – Add destination park amenities**

As resident interest grows, and demand for new and different amenities at parks are identified, the Department should explore opportunities to add destination amenities at existing parks (i.e. splash pads, dog parks, outdoor gym stations, etc.). An evaluation of destination amenities based on demand should be done annually and follow the Recreation Program Plan goals, objectives, and strategies. The responsibility of such evaluation should fall under the Superintendent of Recreation



**Objective 4.11 – Develop and implement a method to evaluate potential acquisition and expansion of recreation amenities.**

Although the acreage of parkland within the city meets all required standards, the Department should establish a method to evaluate opportunities for potential expansion of recreation amenities. Acquisition of parcels with unique natural resources or historical significance may be ways to diversify the recreational opportunities. The Department should continually evaluate properties adjacent to existing parks and facilities for potential acquisition to expand recreational opportunities. An evaluation of potential acquisition and expansion of recreational amenities should be conducted in the following year after the acceptance of the Parks & Recreation Master Plan and re-evaluated along with the PRMP five (5) year update.

## B. Implementation and Action Plans

The following Objectives and Actions for the recommendations were determined from information gathered during the master planning process. The information gathered consists of recreation trends, inventory, level of service analysis, and community and stakeholder involvement.

The planning horizon for this Master Plan is ten (10) years. In order to allow the City to evaluate and budget for the proposed recommendations and improvements, each has been prioritized as a short, medium, or long term implementation. The time-frame to complete each of these recommendations is:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)





## Goal 1: Continue to Improve Department Organizational Efficiencies

OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>Objective 1.1:</b> Enhance and improve internal and external communication regarding Department activities and services.				
Actions				
1.1.a Implement Community Relations & Marketing Plan.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.1.b Update the Marketing Plan every 5 years.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.1.c Implement a system that better represents the city and tells the Departments story.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.1.d Explore increased resident engagement to create advocacy in the community following the goals and objectives from the Community Relations and Marketing Plan.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.1.e Internal FTE dedicated to marketing (see objective 3.1)	See Objective 3.1.a	See Objective 3.1.a	See Objective 3.1.a	N/A
<b>Objective 1.2:</b> Enhance and improve communication within the Department.				
Actions				
1.2.a Implement open communication at all times within all levels of employees and personnel.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.2.b Set quarterly departmental staff meetings with all levels of staff	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 1.3:</b> Enhance and improve communication with other City Departments.				
Actions				
1.3.a Implement open communication at all times within all departments	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.3.b Hold interdepartmental staff meetings semi-annually	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 1.4:</b> Improve Department customer service.				
Actions				
1.4.a Develop a strategy to evaluate current customer service standards and determine areas of opportunities	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.4.b Continual evaluation of current customer service standards and determine areas of opportunities	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.4.c Establish standardized training to all employees, personnel, and volunteers. (Consultant @ \$10,000 annually)	\$30,000	\$30,000	\$40,000	\$100,000
1.4.d Implement customer service surveys (Annual survey @ \$10,000 each)	\$30,000	\$30,000	\$40,000	\$100,000
<b>Objective 1.5:</b> Enhance and improve employee retention.				
Actions				
1.5.a Evaluate employee's current salaries, benefits, merit incentives, and educational benefits.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.5.b Create and implement a strategy to increase employee retention and satisfaction.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.5.c Every two years, evaluate employee's salaries, benefits, merit incentives, and educational benefits to update employee retention strategy	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A

Table 3.1: Action Plan





Objective 1.6: Increase appropriate partnerships within the				
OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
1.6.a Explore additional partnership opportunities as well as build on existing partnerships.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.6.b Ensure all existing and future partnerships are memorialized in a signed partnership agreement	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.6.c Implement strategies from the Community Relations & Marketing Plan that address the outreach of community partnerships	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
1.6.d Internal FTE hire shared with Objectives 2.1 - 2.2	See Objective 2.1.a	See Objective 2.1.a	See Objective 2.1.a	N/A

Table 3.1: Action Plan





## Goal 2: Increase Financial Opportunities

OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>Objective 2.1:</b> Increase special event and activities sponsorships.				
Actions				
<b>2.1.a</b> Explore additional sponsorship opportunities and build on existing sponsorships with an internal FTE Fundraiser hire @ \$55,000 annually	\$165,000	\$165,000	\$220,000	\$550,000
<b>2.1.b</b> Ensure all existing and future sponsorships are memorialized in a signed sponsorship agreement	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 2.2:</b> Pursue grant opportunities.				
Actions				
<b>2.2.a</b> Develop a grant application process	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>2.2.b</b> Continue to pursue grant opportunities	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>2.2.c</b> Continue using existing grant writing services and hire a dedicated grant writer to research, submit, and track federal, state, and local grants (Same FTE as objective 1.6.c and 2.1.a)	See Objective 2.1.a	See Objective 2.1.a	See Objective 2.1.a	N/A
<b>Objective 2.3:</b> Develop and implement a system to manage private lessons conducted throughout all parks and facilities.				
Actions				
<b>2.3.a</b> Develop a system to manage private outdoor lessons	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>2.3.b</b> Implement policy by managing and collecting fees from private outdoor lessons.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>2.3.c</b> Additional staff for enforcement (1 FTE Ranger @ \$40,000 / year)	\$120,000	\$120,000	\$160,000	\$400,000
<b>Objective 2.4:</b> Continue to improve and create new concessionaire opportunities throughout all parks and facilities.				
Actions				
<b>2.4.a</b> Develop a strategic plan to evaluate opportunities for new concessionaire locations and identifies those in need of improvement. (Update every five years)	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>2.4.b</b> Enhance existing concession stands in need of improvement	See Objective 4.1.f	See Objective 4.1.f	See Objective 4.1.f	N/A
<b>2.4.c</b> Create new concession stand in areas where needed	See Objective 4.4d	See Objective 4.4d	See Objective 4.4d	N/A

Table 3.1: Action Plan





OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>Objective 2.5:</b> Continue to improve and implement a cost recovery and pricing policy.				
Actions				
<b>2.5.a</b> Develop a standardized method for pricing programs and services that reflects value received by the participant.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>2.5.b</b> Periodically evaluate fees for parks, facilities, and programs	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 2.6:</b> Implement a cost recovery policy that establishes a dedicated revenue source for the Department.				
Actions				
<b>2.6.a</b> Develop a method where a portion of the Departments revenue is designated to an area of opportunity within the Department.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>2.6.b</b> Annually evaluate potential opportunities to allocate a portion of the Department's revenue	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A

Table 3.1: Action Plan





### Goal 3: Continue to Improve Programs and Service Delivery

OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>Objective 3.1:</b> Increase awareness of existing parks and recreation opportunities provided by the City of Plantation.				
<b>Actions</b>				
<b>3.1.a</b> Hire internally a full-time Publicity Coordinator, to implement a marketing and advertisement strategy to target all residents of Plantation and neighboring communities. (Same FTE as Objective 1.1.e @ \$50,000 / year)	\$150,000	\$150,000	\$200,000	\$500,000
<b>3.1.b</b> Update the marketing and advertisement strategy annually	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.1.c</b> Adapt to new communication methods i.e. social media, next-door, etc.				
Printing, advertisement, etc @ \$10,000 / year	\$30,000	\$30,000	\$40,000	\$100,000
<b>Objective 3.2:</b> Explore opportunities to increase recreational activities based on demand and trends.				
<b>Actions</b>				
<b>3.2.a</b> Implement Recreation Programming Plan.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.2.b</b> Expand program opportunities for teens, families, and seniors in all locations (annually)	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.2.c</b> Expand wellness/fitness, cultural, and special needs programming opportunities. (unique equipment @ \$125,000 / year)	\$375,000	\$375,000	\$500,000	\$1,250,000
<b>3.2.d</b> Continue to engage the Advisory board and community in program development and delivery to ensure service delivery reflects to diversity of the community	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 3.3:</b> Explore opportunities to increase the number of neighborhood events based on demand and trends.				
<b>Actions</b>				
<b>3.3.a</b> Continue to look for opportunities to expand neighborhood and community special events through partnerships with existing community organizations. (Publicity Coordinator, same as FTE in Objectives 1.1.e 3.1.a and 3.4.b)	see 3.1.a	see 3.1.a	see 3.1.a	N/A
<b>3.3.b</b> Hold quarterly meetings with neighborhood representatives, HOAs, etc	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 3.4:</b> Explore opportunities to increase the number of cultural events based on demand and trends.				
<b>Actions</b>				
<b>3.4.a</b> Continue to look for opportunities to expand cultural events through partnerships with existing community organizations				

Table 3.1: Action Plan



OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
Portable Stage, lighting, sound equipment, etc:	\$50,000	\$0	\$0	\$50,000
Maintenance, upkeep, new equipment @ \$10,000 per year:	\$20,000	\$30,000	\$40,000	\$90,000
<b>TOTAL:</b>	<b>\$70,000</b>	<b>\$30,000</b>	<b>\$40,000</b>	<b>\$140,000</b>
<b>3.4.b</b> Same internal FTE Publicity Coordinator as Objectives 1.1.e 3.1.a and 3.3.a	see 3.1.a	see 3.1.a	see 3.1.a	N/A
<b>Objective 3.5: Explore opportunities to increase Public Art.</b>				
<b>Actions</b>				
<b>3.5.a</b> Implement Art in Public Places Plan	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.5.b</b> Implement a Program Option from the Art in Public Places Plan				
Option 1: 1 FTE (\$40,000 / year), signature art project (\$40,000 / term), marketing materials and a maintenance plan (\$20,000 / year)	\$220,000	\$220,000	\$280,000	\$720,000
Option 2: 1 PTE (\$20,000 / year), signature art project (\$40,000 / term), marketing materials and a maintenance plan (\$20,000 / year)	\$160,000	\$160,000	\$200,000	\$520,000
Option 3: 1 PTE (\$20,000 / year), and marketing materials (\$10,000 / year)	\$90,000	\$90,000	\$120,000	\$300,000
Option 4: Use Public Art Committee members to implement Plan goals	Ongoing Public Art Committee Time	Ongoing Public Art Committee Time	Ongoing Public Art Committee Time	N/A
<b>3.5.c</b> Implement goals and strategies from the Art in Public Places Plan to increase Public Art	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.5.d</b> Create a website / link on the Parks and Recreation site for calls for artistic submissions	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.5.e</b> Continue to evaluate opportunities to implement new Public Art	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.5.f</b> Invite artist to donate or have a temporary exhibit of their Public Art	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.5.g</b> Conduct additional art and cultural events (Art Fair, Art auctions, Art Exhibits, etc.)(4 events @ \$20,000 / year)	\$240,000	\$240,000	\$320,000	\$800,000
<b>3.5.h</b> Prioritize and Inventory Public Art site opportunities recommendation from the Art in Public Places Plan.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 3.6: Explore increasing aquatic opportunities.</b>				
<b>Actions</b>				
<b>3.6.a</b> Develop a plan to evaluate existing aquatic amenities and find new opportunities based on demand and trends.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>3.6.b</b> Renovate existing aquatic amenities and construct new facilities				
One (1) new splash pad per term	\$150,000	\$150,000	\$150,000	\$450,000
Upgrade one (1) new splash pad per term	\$100,000	\$100,000	\$100,000	\$300,000
Aquatic Center Pool Upgrade	\$0	\$200,000	\$200,000	\$400,000
<b>TOTAL:</b>	<b>\$250,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$1,150,000</b>

Table 3.1: Action Plan





OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>3.6.c</b> Contract kayak/canoe vendor for a set period to determine community demand.				
Kayak launch facility	\$200,000	\$0	\$0	\$200,000
Maintenance / upkeep	\$0	\$50,000	\$50,000	\$100,000
<b>TOTAL:</b>	\$200,000	\$50,000	\$50,000	\$300,000
<b>Actions</b>				
<b>3.7.a</b> Continue to look for opportunities to expand programs around working hours and commuting residents.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 3.8:</b> Review Periodically concessionaire contract for Plantation Preserve Golf Course				
<b>Actions</b>				
<b>3.8.a</b> Review concessionaire contract for Plantation Preserve Golf Course every 5 years	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 3.9:</b> Review and update Parks and Recreation Master Plan				
<b>3.9.a</b> Review and update the Parks and Recreation Master Plan every five (5) years to proactively meet community needs and recreation trends (Consultant @ \$100,000)	\$0	\$100,000	\$0	\$100,000

Table 3.1: Action Plan



## Goal 4: Improve Facilities and Amenities

OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>Objective 4.1:</b> Maintain and improve existing facilities and amenities.				
<b>Actions</b>				
<b>4.1.a</b> Develop a process to evaluate current facilities	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.1 b</b> Continual evaluation of current facilities	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>* 4.1.c</b> Continue to implement existing bond projects, and preventative maintenance to address underperforming amenities. (*2017 Bond not included in total cost)				
Pine Island Park renovations	\$6,000,000	\$0	\$0	\$6,000,000
Central Park building renovations	\$5,000,000	\$0	\$0	\$5,000,000
Sunset Park / Central Park lighting	\$3,700,000	\$0	\$0	\$3,700,000
Pop Travers Ball Field renovations	\$1,200,000	\$0	\$0	\$1,200,000
MURT Trail construction	\$650,000	\$0	\$0	\$650,000
North Acres Park	\$500,000	\$0	\$0	\$500,000
<b>TOTAL:</b>	<b>*17,050,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,050,000</b>
<b>4.1.d</b> Continue to evaluate, upgrade, and replace community centers				
New Community Center SE Quadrant (10,000 sq-ft @ \$400 / SF + \$2,000,000 for site improvements)	\$0	\$0	\$6,000,000	\$6,000,000
New Community Center West (10,000 sq-ft @ \$400 / SF + \$2,000,000 for site improvements)	\$0	\$0	\$6,000,000	\$6,000,000
<b>TOTAL:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000,000</b>	<b>\$12,000,000</b>
<b>4.1.e</b> Enhance security features by adding additional adequate lighting, cameras, etc. on areas of opportunities.				
Premiere Park @ \$100,000 ea.	\$100,000	\$0	\$0	\$100,000
Regional Park @ \$50,000 each	\$150,000	\$150,000	\$100,000	\$400,000
Community Park @ \$50,000 ea	\$250,000	\$250,000	\$250,000	\$750,000
Neighborhood Park @ \$25,000 each	\$75,000	\$75,000	\$50,000	\$200,000
<b>TOTAL:</b>	<b>\$575,000</b>	<b>\$475,000</b>	<b>\$400,000</b>	<b>\$1,450,000</b>
<b>4.1.f</b> Enhance existing concession stands in need of improvement				
Renovate two (2) existing 2,000 sq-ft concession stands per term @ \$150/sq-ft (2019)	\$300,000	\$300,000	\$300,000	\$900,000
Replace one (1) existing concession stand per term @ \$300/sq-ft (2019)	\$600,000	\$600,000	\$600,000	\$1,800,000
<b>TOTAL:</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$2,700,000</b>

Table 3.1: Action Plan





OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>4.1.g</b> Renovate existing restrooms (1,000 SF @ \$150/SF)	\$1,050,000	\$1,050,000	\$0	\$2,100,000
<b>4.1.h</b> Renovate existing playgrounds (\$200,000 each)	\$1,800,000	\$1,800,000	\$2,400,000	\$6,000,000
<b>4.1.i</b> Update field lighting @ Pop Travers Park and P.A.L. Field and Roy Salmon Stadium				
4 Multi Purpose fields at P.A.L Field and Roy Salmon @ \$170,000 / field	\$170,000	\$170,000	\$340,000	\$680,000
4 Baseball fields at Pop Travers Park @ \$230,000 / field	\$230,000	\$230,000	\$460,000	\$920,000
<b>TOTAL:</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$800,000</b>	<b>\$1,600,000</b>
<b>Objective 4.2: Expand greenways and trails connectivity.</b>				
<b>Actions</b>				
<b>4.2.a</b> Implement Community Health Plan and Environmental Responsibility Plan.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.2.b</b> Annually develop greenways and expand to connect neighborhoods and parks. (1/4mile per year @ \$300,000)	\$900,000	\$900,000	\$1,200,000	\$3,000,000
<b>4.2.c</b> Consider adding fitness stations and family fun stations in appropriate locations on trails in parks.				
Premiere Parks @ \$150,000 per park (15 stations per park)	\$150,000	\$0	\$0	\$150,000
Regional Parks @ \$75,000 per park (7 stations per park)	\$225,000	\$225,000	\$150,000	\$600,000
Community Parks @ \$50,000 per park (5 stations per park)	\$250,000	\$250,000	\$250,000	\$750,000
<b>TOTAL:</b>	<b>\$625,000</b>	<b>\$475,000</b>	<b>\$400,000</b>	<b>\$1,500,000</b>
<b>Objective 4.3: Meet current and future population demands through redesign of existing facilities.</b>				
<b>Actions</b>				
<b>4.3.a</b> Implement a process to evaluate current facilities and future population demands based on the Recreation Programming Plan Objectives.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.3 b</b> Continual evaluation of current facilities and future population demands.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.3.c</b> Future facility expansion and redesign of multipurpose use and re-purposed spaces.				
Deicke Community Center Renovation (8,000 SF @ \$300 / SF)	\$2,400,000	\$0	\$0	\$2,400,000
Jim Ward Community Center Renovation (16,000 SF @ \$250 / SF)	\$0	\$4,000,000	\$0	\$4,000,000
Volunteer Park Community Center Renovation (11,200 SF @ \$200 / SF)	\$0	\$0	\$2,240,000	\$2,240,000
Plantation Community Center Renovation (11,000SF @ \$200/SF)	\$0	\$0	\$2,200,000	\$2,200,000
<b>TOTAL:</b>	<b>\$2,400,000</b>	<b>\$4,000,000</b>	<b>\$4,440,000</b>	<b>\$10,840,000</b>

Table 3.1: Action Plan



OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>Objective 4.4:</b> Develop new amenities at existing parks based on level of service analysis.				
<b>Actions</b>				
<b>4.4.a</b> Add Additional restrooms at parks and facilities (1,000 SF @ \$250/SF)				
Regional Parks: 2 restrooms per park (1,000SF @ \$250/SF)	\$500,000	\$500,000	\$1,000,000	\$2,000,000
Community Parks: 1 restroom per park (1,000SF @ \$250/SF)	\$750,000	\$750,000	\$750,000	\$2,250,000
<b>TOTAL:</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$1,750,000</b>	<b>\$4,250,000</b>
<b>4.4 b</b> Add additional shade structures in parks.				
Regional Parks (25,750 SF @ \$40/SF)	\$1,030,000			
Community Parks (34,650 SF @ \$40/SF)	\$372,000	\$1,014,000		
Neighborhood (9,800 SF @ \$40/SF)		\$392,000		
<b>TOTAL:</b>	<b>\$1,402,000</b>	<b>\$1,406,000</b>		
<b>4.4.c</b> Add Additional LED lights (5 Parks per Term @ \$100,000 each)	\$500,000	\$500,000	\$500,000	\$1,500,000
<b>4.4.d</b> Create new concession stand in areas where needed				
Build two (2) new 2,000 SF concession stands per term @ \$300/SF (2019)	\$0	\$600,000	\$600,000	\$1,200,000
<b>Objective 4.5:</b> Provide improved signage to make it easier for users to find and use parks, facilities, and trails.				
<b>Actions</b>				
<b>4.5.a</b> Evaluate way-finding signage to facilities on roadways, trails, and within parks.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.5.b</b> Enhance and update existing park entry signs to incorporate the city-wide branding initiative.				
Premiere + Regional Park Entry Sign (Large) @ \$20,000 each	\$0	\$160,000	\$180,000	\$340,000
Community Park Entry Sign (Medium) @ \$10,000 each	\$0	\$60,000	\$90,000	\$150,000
Neighborhood Entry Sign (Small) @ \$5,000 ea.	\$0	\$25,000	\$55,000	\$80,000
Entry Sign (with electronic ticker) @ \$50,000 each	\$200,000	\$0	\$0	\$200,000
<b>TOTAL:</b>	<b>\$200,000</b>	<b>\$245,000</b>	<b>\$325,000</b>	<b>\$770,000</b>
<b>4.5.c</b> Improve connectivity by use of interior park way-finding signs.				
Premier + Regional Parks: 20 signs per Park @ \$2000 per sign	\$240,000	\$160,000	\$0	\$400,000
Community Parks: 10 signs per Park @ \$2000 per sign	\$120,000	\$40,000	\$0	\$160,000
Neighborhood Parks: 5 signs per Park @ \$2000 per sign	\$50,000	\$50,000	\$50,000	\$150,000
<b>TOTAL:</b>	<b>\$410,000</b>	<b>\$250,000</b>	<b>\$50,000</b>	<b>\$710,000</b>

Table 3.1: Action Plan





OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>4.5.d</b> City roadway park signage (\$1,000 / sign, 20 signs / term)	\$20,000	\$20,000	\$20,000	\$60,000
<b>Objective 4.6:</b> Continue to improve ADA accessibility at all facilities				
Actions				
<b>4.6.a</b> Implement ADA Transition Plan	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.6.b</b> Contract a consultant to update the ADA Transition Plan every five years.	\$0	\$0	\$50,000	\$50,000
<b>4.6.c</b> Address non-compliant elements within City-owned recreational facilities, parks, and trails based on the ADA Transition Plan.	\$1,313,600			\$1,313,600
<b>4.6.d</b> Ongoing ADA improvements with renovations and new facilities (Objectives 4.1 and 4.4)	See Objectives 4.1 and 4.4	See Objectives 4.1 and 4.4	See Objectives 4.1 and 4.4	N/A
<b>4.6.e</b> New centrally located Barrier Free playground becoming an inclusive and accessible ADA specialized park.	\$0	\$500,000 - \$1,000,000	\$0	
<b>Objective 4.7:</b> Evaluate expanding Veltri Tennis facility to accommodate Pickleball courts.				
Actions				
<b>4.7.a</b> Expand Veltri Tennis facility to add pickleball courts.				
Twelve (12) new courts @ \$50,000 each	\$0	\$600,000	\$0	\$600,000
<b>Objective 4.8:</b> Develop and implement a system to consolidate recreational facilities.				
Actions				
<b>4.8.a</b> Create system to evaluate parks and facilities and determine if consolidation would improve there quality.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.8.b</b> Continue to evaluate parks and facilities to determine if consolidation would improve there quality.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.8.c</b> Evaluate to benefits of selling Mini Park #1 (South) and Mini Park #3 (North)				
Legal Consultant / Staff Time	\$20,000	\$0	\$0	\$20,000
<b>Objective 4.9:</b> Develop Individual Park Master Plans.				
Actions				
<b>4.9.a</b> Based on the Inventory and LOS recommendations, develop individual park master plans to address low scoring components and re-purpose spaces for better usage.				
Premiere Parks (Central Park & Jim Ward) @ \$15,000	\$15,000	\$15,000	\$0	\$30,000
Regional Parks @ \$15,000	\$30,000	\$30,000	\$45,000	\$105,000
Community Parks @ \$10,000	\$40,000	\$40,000	\$60,000	\$140,000
Neighborhood Parks @ \$1,000	\$5,000	\$5,000	\$6,000	\$16,000
<b>TOTAL:</b>	\$90,000	\$90,000	\$111,000	\$291,000

Table 3.1: Action Plan





OBJECTIVES	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>Objective 4.10:</b> Add destination park amenities				
Actions				
<b>4.10.a</b> Evaluate opportunities for destination amenities based on demand	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.10.b</b> Continue to engage the Advisory board and community in amenities development.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>Objective 4.11:</b> Develop and implement a method to evaluate potential acquisition and expansion of recreation amenities.				
Actions				
<b>4.11.a</b> Develop a process to evaluate potential acquisition and expansion of recreation amenities.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A
<b>4.11 b</b> Implement acquisition and recreation amenities expansion opportunities				
New land for South Eastern Community Center at \$500,000 per acre	\$0	\$0	\$2,500,000	\$2,500,000
New land for Western Community Center at \$500,000 per acre	\$0	\$0	\$2,500,000	\$2,500,000
<b>TOTAL:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>
<b>4.11 c</b> Continual evaluation of potential acquisition and expansion of recreation amenities.	Ongoing In House Staff Time	Ongoing In House Staff Time	Ongoing In House Staff Time	N/A

	SHORT TERM (1-3YRS)	MID-TERM (4-6YRS)	LONG TERM (7-10YRS)	TEN YEAR TOTAL
<b>Total:</b>	\$14,890,600 - \$15,110,600	\$16,756,000 - \$17,476,000	\$33,006,000 - \$33,286,000	\$64,062,600 - \$65,872,600
<b>*Total:</b>	\$17,212,293 - \$17,466,594	\$20,336,967 - \$21,210,840	\$42,944,733 - \$43,309,047	\$80,493,993 - \$81,986,481

\*Total cost is escalated at 5% annual inflation rate based on 2019 cost. 10% contingency is added to short term and mid-term and a 15% contingency is added to long term.

Table 3.1: Action Plan



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# APPENDICES:

## Supplemental Plans & Additional Documentation

### Supplemental Plans:

- Appendix A. ADA Transition Plan
- Appendix B. Recreation Programming Plan
- Appendix C. Community Relations and Marketing Plan
- Appendix D. Community Health Plan
- Appendix E. Environmental Responsibility Plan
- Appendix F. Art in Public Places Plan

### Additional Documentation:

- Appendix G. Population Studies Methodology by the Bureau of Economic and Business Research (BEBR)
- Appendix H. Example Maintenance Checklist
- Appendix I. Images of Parks
- Appendix J. Online Public Survey
- Appendix K. Workshop #1 Results
- Appendix L. Workshop #2 Results
- Appendix M. Action Plan Cost Estimate Breakdown



## Appendix A. ADA Transition Plan

The establishment of this ADA Transition Plan meets the requirements outlined in the Americans with Disabilities Act (ADA) Title II. This plan is specific to the City of Plantation Parks and Recreation Department programs and services as well as amenities comprised of facilities, parks, and trails. Nine (9) facilities, forty-two (42) parks, and sixteen (16) exercise trails/walkways were examined.

Title II of the ADA requires that a public entity must reasonably modify its policies, practices, or procedures to avoid discrimination against people with disabilities. The plan shall assist Plantation Parks and Recreation Department in defining existing accessibility practices and physical barriers when they apply to City-owned facilities. The plan will also help develop strategies and policies for overcoming challenges and working towards compliance with ADA.

The technical standards used by this document are:

- The 1991 Americans with Disabilities Act Accessibility Guidelines (ADAAG)
- The 2010 Standards for Accessible Design (2010 SAD)
- The Architectural Barriers Act Standards for Outdoor Developed Areas (ABA)
- The 2017 Florida Accessibility Code for Building Construction (2017 FACBC)

The ADAAG and the 2010 SAD are federal requirements while the ABA and the 2017 FACBC are Florida-specific requirements.

The information presented in this plan is based on the field

work conducted from July 2019 through November 2019. The information was gathered by a three person team. Data was collected via traditional paper and pen method using ADA checklist for Existing Facilities and Recreational Checklist provided by the ADA National Network. All data as of the examination time is valid. Conditions can vary as planned improvements continue to progress, and routine maintenance continues.

### Plan Background

The ADA is a Civil Rights law with a wide scope that impacts millions of Americans. The ADA establishes and enforces equal opportunity in the areas of employment, state and local government services, public accommodations, and telecommunications. On July 26, 1990 the ADA was enacted and on January 26, 1992 Title II becoming established. Title II was further revised on March 15, 2012. The main purpose of the establishment of the ADA is to prevent the discrimination of a person based on a disability. A Transition Plan that implements strategies to remove barriers is required by Title II.

State and local governments are obliged to perform a self-assessment of their facilities, programs and services, in compliance with the ADA. Agencies must then develop a Transition Plan to overcome certain obstacles found in self-assessment by offering suggested solutions, cost analyzes, and timelines for eliminating such barriers. In essence, an ADA Transition Plan is a plan that outlines how government entities are progressing in a specific timeframe toward compliance with the ADA. While the ADA mandates that the services, operations, procedures, and programs of a facility be available in the most comprehensive way possible, it does not mandate that organizations make substantive changes

to existing facilities if enforcement can be accomplished by alternative means.

## Legal Requirements

As mentioned in the Introduction, ADA is a federal civil rights statute designed to prevent discrimination against disabled persons. The legislation contains the following five titles:

- **Title I: (Employment)** Equal Employment Opportunity for Individuals with Disabilities - Designed to help people with disabilities access the same employment opportunities and benefits available to people without disabilities.
- **Title II: (State and Local Government)** Nondiscrimination on the Basis of Disability in State and Local Government Services - Prohibits discrimination against qualified individuals with disabilities in all programs, activities, and services of public entities.
- **Title III: (Public Accommodations)** Nondiscrimination on the Basis of Disability by Public Accommodations and in Commercial Facilities - Prohibits private places of public accommodation from discriminating against individuals with disabilities.
- **Title IV: (Telecommunications)** - Requires telephone and Internet companies to provide a nationwide system of interstate and intrastate telecommunications relay services that allows individuals with hearing and speech disabilities to communicate over the telephone.
- **Title V: (Miscellaneous)** - variety of provisions relating to the ADA as a whole, including its relationship to other laws, state immunity, its impact on insurance providers and benefits, prohibition against retaliation and coercion, illegal use of

drugs, and attorney's fees.

Titles II and III are applied to the body of this plan. Title II of the ADA forbids discrimination on the basis of disability by public entities by making programs, facilities, and events available to disabled persons. To achieve this, the Department of Justice established regulations requiring cities to perform a self-assessment of the accessibility of their programs and services to decide if accessibility problems could be resolved by changing the way in which those programs and services are provided. The Department of Parks and Recreation is obligated to eliminate physical barriers to accessibility when improvements to the system can not guarantee access to services, programs and events in existing facilities. Title III applies because some City-owned buildings are leased to concessionary third-party companies that provide programs and services.

As mentioned earlier, ADA Title II was amended March, 15 2012 and was used as part of this report. The amended requirements are found in Federal Register 28 Code of Federal Regulations (CFR) Part 35. Highlights of the Title II requirements applicable to Parks and Recreation Department as part of this scope of work include, but are not limited to:

- Section §35.105 Self-evaluation
- Section §35.107 Designation of responsible employee and adoption of grievance procedures
- Section §35.130 General prohibitions against discrimination
- Section §35.133 Maintenance of accessible features
- Section §35.150 Existing facilities
- Section §35.151 New Construction and alterations
- Section §35.163 Information and signage



The Department of Justice Regulations allows for the creation of a Transition Plan to implement the changes over time, with the expectation that the structural changes will take time and money. Federal Register 28 CFR Part 35 specifies that in the event that substantive changes are made to facilities to achieve service accessibility a public body employing 50 or more individuals shall create a Transition Plan setting out the steps necessary to complete those changes.

The ADA requires that the Transition Plan contain the following, at a minimum:

- Identify and list physical barriers in the facilities of the public entity which restrict the accessibility of its programs or activities to people with disabilities.
- Describe the methods for removing the barriers and making the facilities accessible.
- Describe the methods for removing the barriers and making the facilities accessible.
- Identify the official in charge of conducting the Program.

#### ADA Title II Program Access:

Title II provides guidance on how enforcement may be accomplished by a government entity such as the Parks and Recreation Department. Under 28 CFR 35.150(a), a public body is expected to provide programs and services to be readily accessible and usable by persons with disabilities, when presented in their entirety. The key phrase is "when presented in full" To put it another way, not every single service or facility should be made available. The key phrase is "when presented in full" To put it another way, not every single service or facility should be made available. Alternatively, the overall infrastructure and facilities network needs to be made available. For example, where a non-

compliant facility offers one service, the same service may be duplicated or transferred to an accessible facility.

Title II does not mandate a public entity to make each of its existing facilities accessible to take any action that would harm or damage the historical significance of a historic property, or to take any action where it can show that would result in a fundamental alteration in the quality of the operation or trigger an undue financial and administrative burden. The requirements provide further guidance on the process of determining the undue administrative and financial burden: In those situations where public agency personnel conclude that the proposed action would fundamentally alter the service, program or operation or result in excessive financial and administrative burdens, a public entity shall have the burden of proving that compliance with § 35.150(a) of that section will result in such alterations or burdens. The judgment that compliance would result in such alterations or burdens must be taken by the head of a public entity or its appoint after evaluation of all available resources for use in the financing and execution of the service, program or activity, and must be followed by a written statement of the reasons for reaching that conclusion.

In accordance with the property self-assessments in making guidelines, the program access evaluation was applied to the programs and services provided by the Parks and Recreation Department. Briefly, the program access analysis looks at programs and services being provided in their entirety and seeks access and enforcement within the overall system context. While the Parks and Recreation Department's ultimate goal may be to achieve full compliance, the recommendations in this report would seek to satisfy the access requirement for the system.

## Transition Plan Process

The Parks and Recreation Department will complete a full evaluation of the Department's properties as well as programs and services as part of an ADA Transition Plan. The assessments were specific to City-owned properties for the purposes of this examination which comprised of facilities, parks, and trails. A total of nine (9) facilities, forty-two (42) parks, and sixteen (16) exercise trails/walkways were evaluated.

Facilities included locations such as recreation centers, community centers, golf course, tennis center, and aquatic center. Parks were further broken down into subcategories such as premium parks, regional parks, community parks, and neighborhood parks.

### Review of Existing Non-Discrimination & ADA Policies:

The ADA was adopted to forbid discrimination and ensure equal treatment in employment, state and local government programs, public accommodation, commercial facilities, and transportation for people with disabilities. In addition, ADA Title II forbids government entities from excluding persons with disabilities from involvement or restricting the benefits of the agency's facilities, programs, or events to persons with disabilities.

The City of Plantation has several anti-discrimination ordinances that reaffirms the City's policies and commitment to comply with the ADA. The City of Plantation has an Equal Employment Opportunity Policy that includes protection of persons with a disability:

“The City of Plantation complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color,

national origin, age, disability, or sex. The City of Plantation does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.”

As a complaint process has been established, any Parks and Recreation Department accessibility specific complaints should follow the established protocols. A proposed Parks and Recreation Department specific grievance procedure is included as part of the Transition Plan.

### Review of Programs and Services

The Parks and Recreation Department staff provided listings with descriptions of City provided programs and services and the property that hosts each program. The facilities holding these programs and services were analyzed as part of this report. A list of the programs and services is provided in the Master Plan.

Approximately over 100 individual programs and services are provided by the Parks and Recreation Department. The individual program may be distributed at a single location or duplicated at multiple locations. The programs and services at a single location should be delivered at an accessible property to achieve system accessibility. If a particular program or service is not available at an accessible property, the program or service should be transferred to an accessible property or duplicated there. The duplicated programs and services should be given on a minimum of one accessible property. Another attribute should be to geographic distribution.

The programs and services have been grouped into categories based on the description of the programs. A total of ten (10) categories were created. The following are the ten (10) categories



with the number of individual programs within each category:

Categories (Core Programs and Service Areas)	# of Programs and/ or services
Adult Athletics	11
Youth Athletics	13
Adult Classes	10
Youth Classes	25
Seniors 55 & Over Programs	14
Aquatic Programs	11
Equestrian	3
Tennis	4
Golf Programs	1
Special Events & Tournaments	32

There are nine (9) facilities and twenty-three (23) parks that host programs and services. Trails and trail heads were reported to not host any program or service. Overall, facilities host approximately 53% of programs and services while parks host approximately 47% of programs and services. While a facility may host a program, the program itself could be located within a park or a trail.

### Public Engagement

The process of public engagement is crucial for getting input from the community and for the eventual implementation of any program. Although the participation of stakeholders in the process is a federal requirement, the Department has opted to reach out to the community to gain feedback on prioritizing property and

elements within assets, prioritizing programs and services, and assisting in finding opportunities to improve existing policies. The public engagement process undertaken by the Parks and Recreation Master Plan had several components. The following are components of the public engagement process:

- City-Provided Input - review of existing City and Department documents
- Stakeholder Input - interviewed City Council members and Parks and Recreation Advisory Board
- Parks & Recreation Management Input - interviewed Parks and Recreation management staff
- Parks & Recreation Staff Input - conducted workshop style meeting with the City's Parks and Recreation staff
- Online Public Survey Input - conducted an online public survey
- Two (2) Public Workshops Input - conducted two workshops for City residents

### Prioritization

The combining three resources has established the prioritization of elements within a facility or park. The public input gathered from the public involvement process as well as requirements established by the Parks and Recreation Department were also used to produce a priority list. Prioritization is required to understand both the community's needs for accessibility and the Parks and Recreation Department's objectives on achieving compliance. The prioritized lists served as the basis for the final recommendations of this report regarding potential changes to the design and helped to develop a related implementation plan.





While the ADA does not identify bathrooms as a top priority, it is clear from the public input phase that restrooms in facilities and parks have been a high priority. Therefore, restrooms were all ranked as a top priority.

These priority categories are used in reporting on the infrastructure and parks. That facility and park will have a report detailing non-compliant elements, a budget estimate for getting the item into compliance and a priority rating. Below is a review of the Facilities and Parks priority elements:

Facilities	
Priority 1:	Provide access into the facility along with restrooms. These elements include parking, exterior routes, entrances, and restrooms.
Priority 2:	Provide access within the facility. These elements included interior routes, interior doors, and drinking fountains.
Priority 3:	Elements such as meetings rooms, auditoriums, and offices.

Parks	
Priority 1:	Provide access into the park and restrooms. These elements include parking, exterior routes, and restrooms.
Priority 2:	Provide access to the park amenities. These elements include playscapes, sport courts, and drinking fountains.
Priority 3:	Elements such as grills, tables, and pet waste dispensers

### Field Work Methodology

A self-assessment review of current Parks and Recreation Parks and Recreation Master Plan

Department properties was to be conducted as part of the Transition Plan. As mentioned earlier, the properties had been divided into three groups. Facilities, parks, and trails were categories. Each section describes the technical standards used to assess compliance with accessibility, as well as the different methodologies used per facility category for field surveys.

### Technical Standards

A total of four specific accessibility criteria and guidelines were used to assess compliance within the built environment with both the federal ADA specifications and the Florida requirements. The technical standards and directives used in this report are as follows:

- The 1991 Americans with Disabilities Act Accessibility Guidelines (ADAAG)
- The 2010 Standards for Accessible Design (2010 SAD)
- The Architectural Barriers Act Standards for Outdoor Developed Areas (ABA)
- The 2017 Florida Accessibility Code for Building Construction (2017 FACBC)

In 2012, both federal and state requirements changed. For both criteria the effective date was 15 March 2012. In Florida, properties constructed or permitted before the effective date have to comply with the ADAAG. Properties designed or updated after the effective date must meet 2010 SAD and 2012 FACBC. Elements built before the effective date are safe harbored or "grandfathered" from compliance with the new standards if the constructed elements completely complied with the ADAAG specifications. If those elements did not meet the previous

requirements, then those elements must now meet the new criteria.

Identifying the construction and alteration dates of the Parks and Recreation Department properties was key, in order to apply the appropriate standards. Department of Parks and Recreation given these dates for most properties. Where no definite dates could be identified, the ADAAG was assumed to be.

Many elements which were not previously covered by the ADAAG now have technical requirements within the 2010 SAD, ABA and 2017 FACBC. Such elements are not safe harbored by the ADA and must conform with the current requirements at the moment, while the 2017 FACBC only allows compliance with these elements at the time of new construction or modification. The non-safe harbored features include dwelling units and recreational facilities such as playscapes / play areas, pools, amusement rides, boating facilities, fishing piers, gold and miniature golf, and equipment for exercise.

### Field Survey Methodology

On-site assessments were coordinated with the Parks and Recreation Department staff. The Parks and Recreation Department Assistant Director notified staff at the facilities and parks to ensure that access was provided to all elements that needed to be assessed. The trail system was inspected with no need for Parks and Recreation Department staff to provide access.

Non-exhaustive cursory review:

A two-person field team was assigned to perform a review of the facilities, parks, and trails in the project scope. The team consisted of two professional staff that are familiar with the ADA,

ABA, FACBC. The team used tape measurements and digital levels as instruments of measurement. The field team established non-compliant elements and potential solutions, and produced a corresponding approximate modification budget. A report was generated per site containing the list of non-compliant items, related enforcement guidelines and a cost estimate for the proposed alteration.



Figure 5.1: ADA assessment team using smart-level to measure ramp slope.

### Self-Assessment Report Methodology

The recommended actions provide a general solution to address the non-compliant element and should be used for planning purposes. Some of the suggested measures are of a general nature and may require additional steps to reach compliance with accessibility. The recommended actions should not be viewed

as the means of achieving enforcement or as a replacement for construction documents.

A licensed design professional should be consulted to develop the final solution for each identified deficiency. The design professional(s) should formally document deficiencies and develop the required construction documents to ensure compliance with all applicable code requirements.

#### Budget:

The estimated budgets should only be used for planning purposes, and are not projections of the building. The budgets are general in nature and are meant only to provide an approximation of the planned budget numbers to bring in non-compliant elements into compliance.

### ADA Transition Plan

As previously mentioned, Title II of the ADA mandates that a Transition Plan be established for public entities having responsibility or jurisdiction over buildings, streets, highways, sidewalks and/or other areas intended for public use. The Transition Plan is designed to enable public entities to over time transition existing facilities into compliance with the ADA criteria. The Transition Plan is designed to enable public entities to over time transition existing facilities into compliance with the ADA requirements.

This Transition Plan is specific to the facilities, parks, and trails overseen by the Parks and Recreation Department. This report serves to establish a Parks and Recreation Department ADA Transition Plan. This section discusses the results of the self-assessment study, the strategies of eliminating obstacles, a suggested implementation schedule, and the individual

responsible for implementing and reviewing the program.

### Findings from the Self-Assessment Surveys

This section includes a review of the general results for Facilities, Parks, and Trails self-assessment reports.

**The self-assessment surveys were performed to determine elements that were not compliant. For each facility or park each report lists the identified non-compliant elements. The reports provide a list of elements which do not meet the required technical requirements for accessibility. However, the Parks and Recreation Department is not required to bring every single element into compliance. The self-assessment surveys were conducted to determine uncompliant elements. That report shall list the reported non-compliant elements for each facility or park. The reports provide a list of elements that fail to meet the required technical accessibility requirements.**

### Third-Party Vendors

One of the Department's property (Plantation Preserve Golf Club) is owned by the City of Plantation but is operated by a third-party vendor. Lease agreements have been reported to be in place. The arrangements specify the owner's and tenant / vendor's roles and responsibilities regarding the property's compliance with accessibility, as well as the programs or services offered. It is recommended that these agreements, and any future agreements, be reviewed by the Parks and Recreation Department to ensure that the properties as well as programs and services are compliant with the accessibility requirements.



## Facilities

The facilities review results show a pattern that is based on the facility's age and any related changes. In general, pre-1990 built facilities tend to have more non-compliant elements. When improvements have arisen in these systems, certain particular elements have usually been brought into compliance while non-altered elements remain non-compliant. The findings were predicted when the ADAAG pre-dates those facilities.

The estimated budget for facilities tied to the listed non-compliant elements is \$139,000. The ADA Title II does not require corrections to all those non-compliant items. Alternatively, the ADA requires program access, which can be accomplished by bringing chosen facilities strategically into line with the technical standards of accessibility. These selected facilities should provide the same duplicate types of programs, services, experiences, and opportunities that are provided at any of Plantation's non-accessible facilities. A list of findings for each individual facility is given at the end of this section, outlining the non-compliant elements.

## Parks

Parks tend to follow the same trend for services in general. Older parks tend to have more infringements, whereas newer or more recently changed parks tend to have less. As predicted, violations usually occur throughout the park in restrooms drinking fountains, playgrounds / tot-lots and accessible routes. Excessive slopes and protruding objects are common threats of paths. Tree roots protruding into concrete circulation paths are a recurring occurrence. A visually impaired person can potentially collide into these elevated concrete root paths. The tree roots can potentially

compromise local code requirements with ADA requirements, making this a concern that Parks and Recreation should further examine.



Figure 5.2: Central Park playground near roller hockey rinks.

Playscapes were one feature which was anticipated to have more non-compliant elements. The ADAAG only required an accessible route to the edge of the playscape. Furthermore, the 2010 SAD has specific access requirements for the playscapes, as well as the elements and surface material associated with the play area. In the existing codes, specifications were introduced for a range of play elements to be on an accessible route including elevated play elements. Since playscapes are not safe harbored items, this study performed inspections according to the SAD guidelines for 2010.

The estimated budget relating to the reported non-compliant park elements is \$903,000. Instead, the ADA requires program access that can be accomplished through the proactive implementation of selected parks in accordance with technical standards for accessibility. These selected parks should provide the same duplicate types of programs, services, experiences, and opportunities that are provided at any of Plantation's non-accessible parks.

A list of findings for each individual facility is given at the end of this section, outlining the non-compliant elements.

#### **Trails:**

Trails must be maintained to the accessibility standards. The bulk of the violations include trees and other plants that serve as protruding objects, degraded surface conditions, and excessive cross-slopes.

At the end of this section a summary report of the evaluated trail system will be provided.

A summary report of the assessed trail system is provided at the end of this section.

The estimated budget is \$271,000 for trails associated with the listed non-compliant elements. The ADA Title II does not mandate that all trails comply entirely with the technical standards and exclude any specific non-compliant products. Alternatively, the ADA requires program access that can be accomplished by strategically bringing selected trails into accordance with the technical standards of accessibility. These selected trails should provide the same duplicate types of programs, services,

experiences, and opportunities that are provided at any of Plantation's non-accessible trails.

With these results, the Department of Parks and Recreation will manage accessibility requirements for the city-wide trail system. The planning process will prioritize and decide which trails are to be brought into action while meeting the requirements for access to the system.

#### **Summary of Estimated Budgets:**

Below is a list of the costs budgeted to comply with the technical standards of accessibility for each type of property. Such numbers should only be used for planning purposes, and are not estimates for the construction. As of the date of this report the numbers below reflect budgets. The figures do not account for inflation, as certain changes are unlikely to occur within one year of this survey.

The following is a summary of the detailed element for facilities, parks, and trails:



Facilities			
Facility	ADA Non-Compliant Issue	Solution	Cost
<b>Central Park Multi-Purpose Building</b>	<ul style="list-style-type: none"> <li>• Front entrance curb ramp has a non-compliant slope and cross slope</li> <li>• Back entrance door ramp has a non-compliant slope</li> <li>• No van accessible signage</li> <li>• Benches, trash cans, furniture are protruding more than 4" into hall path by the back door</li> <li>• Adjust heights on signs (lowest character is at least 48" above the floor and the baseline of the highest character is no more than 60" above floor)</li> <li>• Adjust door closers to at least last 5 seconds to close on all doors</li> </ul>	<ul style="list-style-type: none"> <li>• Regrade to 1:12 maximum slope and 1:48 cross slope</li> <li>• Regrade to 1:20 maximum slope</li> <li>• Install van accessible signage</li> <li>• Remove objects</li> <li>• If constructed before 3/15/2012 and mounted no higher than 60" to the centerline of the sign, relocation not required</li> <li>• Adjust closers</li> </ul>	\$10,750.00
<b>Plantation Community Center</b>	<ul style="list-style-type: none"> <li>• Adjust heights on signs (lowest character is at least 48" above the floor and the baseline of the highest character is no more than 60" above floor)</li> <li>• Adjust door closers to at least last 5 seconds to close on all doors</li> </ul>	<ul style="list-style-type: none"> <li>• If constructed before 3/15/2012 and mounted no higher than 60" to the centerline of the sign, relocation not required</li> <li>• Adjust closers</li> </ul>	N/A
<b>Deicke Auditorium Recreation Center</b>	<ul style="list-style-type: none"> <li>• Internal building signs is needed</li> <li>• Internal building double doors are not 36" minimum wide</li> <li>• Furniture are protruding more than 4" into hall path by the back door</li> <li>• No internal rooms signs</li> </ul>	<ul style="list-style-type: none"> <li>• Provide signs that have raised letters, Grade II Braille, and that meet all other requirements</li> <li>• Replace internal double doors</li> <li>• Remove objects</li> <li>• Install internal rooms identification signs</li> </ul>	\$2,500.00
<b>Jim Ward Community Center</b>	<ul style="list-style-type: none"> <li>• Main entrance counter forward ledge is non-compliant</li> <li>• No accessible restroom sign</li> <li>• Interior benches protruding into pathways more than 4"</li> <li>• Entrance to tennis court non-compliant (width less than 36")</li> <li>• Drinking fountain by exterior restroom non-compliant (no deeper than 20" and no higher than 44")</li> <li>• Playground: no accessible route within the play area connecting ground level play components to elevated play components</li> <li>• Playground: artificial turf needs to be resurfaced</li> </ul>	<ul style="list-style-type: none"> <li>• Reconfigure to provide knee clearance (no less than 17" and no greater than 25")</li> <li>• Install sign</li> <li>• Relocate to other area</li> <li>• Replace entrance gate fence</li> <li>• Adjust drinking fountain</li> <li>• Resurface artificial turf</li> </ul>	\$101,750.00
<b>Volunteer Park Community Center</b>	<ul style="list-style-type: none"> <li>• Interior room sign is covered by flag</li> <li>• Adjust door closers to at least last 5 seconds to close on all doors</li> </ul>	<ul style="list-style-type: none"> <li>• Relocate flag to prevent signage coverage</li> <li>• Adjust closers</li> </ul>	N/A
<b>Veltri Tennis Center</b>	<ul style="list-style-type: none"> <li>• No braille text on sign</li> <li>• South ramp is non-compliant (greater than 1:20 slope and made of uneven pavers)</li> <li>• Locker room benches are non-compliant (20-24" depth, 42" length min., &amp; 17-19" height)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide signs that have raised letters, Grade II Braille, and that meet all other requirements</li> <li>• Regrade to 1:20 maximum slope and repave with concrete</li> <li>• Replace with compliant benches</li> </ul>	\$5,750.00

Facilities			
Facility	ADA Non-Compliant Issue	Solution	Cost
<b>Plantation Aquatic Complex</b>	<ul style="list-style-type: none"> <li>Pool sloped entry handrails do not extend at least 12” beyond the top of the sloped entry</li> <li>Pool sloped entry handrails width is greater than 38”</li> </ul>	<ul style="list-style-type: none"> <li>Add extension</li> <li>Adjust handrails width</li> </ul>	\$750.00
<b>Plantation Equestrian Center</b>	<ul style="list-style-type: none"> <li>Accessible restroom sign obstructed</li> <li>Concession window counter ledge non-compliant</li> <li>Bleachers concrete pad not attached to paved pathway</li> <li>Gap between concrete pad and pathway on large bleachers</li> </ul>	<ul style="list-style-type: none"> <li>Remove obstruction from accessible restroom sign</li> <li>Reconfigure to provide knee clearance (no less than 17” and no greater than 25”)</li> <li>Pave gap between concrete pad and paved pathway</li> <li>Resurface pavement gap</li> </ul>	\$2,500.00
<b>Plantation Preserve Golf Course</b>	<ul style="list-style-type: none"> <li>Trail around playground needs resurfacing</li> <li>Playground needs to be remulched (gap between trail and mulch playground)</li> <li>No ground level play components</li> <li>No accessible route within the play area connecting ground level play components to elevated play components</li> </ul>	<ul style="list-style-type: none"> <li>Resurface trail</li> <li>Remulch playground</li> </ul>	\$15,000.00
<b>Total:</b>			<b>\$139,000.00</b>

Parks			
Park	ADA Non-Compliant Issue	Solution	Cost
<b>Central Park</b>	<ul style="list-style-type: none"> <li>No ground level play components</li> <li>No accessible route within the play area connecting ground level play components to elevated play components</li> <li>Swing set is not accessible</li> <li>Four square play area is not accessible</li> <li>Basketball court entrance needs resurfacing</li> <li>Benches in Baseball field should be paved</li> </ul>	<ul style="list-style-type: none"> <li>Add paved path to four square play area</li> <li>Resurface basketball court entrance</li> <li>Add concrete pad under benches</li> </ul>	\$52,500.00
<b>Plantation Woods Park</b>	<ul style="list-style-type: none"> <li>No accessible route to toddler playground</li> <li>Playground: artificial turf needs to be resurfaced</li> <li>Playground: no accessible route within the play area connecting ground level play components to elevated play components</li> <li>Swing set is not accessible or useable</li> <li>Pavers by exterior restrooms need to be repaved</li> </ul>	<ul style="list-style-type: none"> <li>Resurface artificial turf</li> <li>Repave area outside bathrooms</li> </ul>	\$84,000.00
<b>Sunset Park</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Pine Island Park</b>	<ul style="list-style-type: none"> <li>Under renovations</li> </ul>		N/A
<b>Hoffman Park</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Volunteer Park / Camp Everglades</b>	<ul style="list-style-type: none"> <li>No direct path to exterior restroom</li> <li>Playground: larger playground entrance cross slope is non-compliant</li> <li>Playground: no accessible route within the play area connecting ground level play components to elevated play components</li> <li>Drinking fountain by exterior restroom non-compliant</li> </ul>	<ul style="list-style-type: none"> <li>Pave a direct accessible path to restrooms</li> <li>Regrade to 1:50 maximum cross slope</li> <li>Replace drinking fountain</li> </ul>	\$14,000.00
<b>P.A.L. Field &amp; Roy Salmon Stadium</b>	<ul style="list-style-type: none"> <li>Ramp from parking lot has a non-compliant slope</li> <li>No accessible seating on smaller north fields</li> <li>Concession stand counter is non-compliant</li> <li>Main restrooms require signage to indicate where location of accessible restrooms are</li> </ul>	<ul style="list-style-type: none"> <li>Regrade to 1:12 maximum slope</li> <li>Provide two accessible seating areas (paved and ADA compliant bench)</li> <li>Reconfigure to provide knee clearance (no less than 17" and no greater than 25")</li> <li>Install signage</li> </ul>	\$9,250.00
<b>Pop Travers Field</b>	<ul style="list-style-type: none"> <li>Swing set area needs to be remulched</li> <li>Main restrooms require signage to indicate where location of accessible restrooms are</li> <li>Accessible restrooms need signage and signage height needs to be adjusted</li> <li>Concession stand counter ledge is non-compliant</li> </ul>	<ul style="list-style-type: none"> <li>Remulch swing set area</li> <li>Install signage</li> <li>Install signage and adjust height</li> <li>Reconfigure to provide knee clearance (no less than 17" and no greater than 25")</li> </ul>	\$2000.00



Parks			
Park	ADA Non-Compliant Issue	Solution	Cost
<b>Seminole Middle School</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Jack Carter / Harmony Park</b>	<ul style="list-style-type: none"> <li>Non-compliant cross slope on pathway</li> </ul>	<ul style="list-style-type: none"> <li>Regrade to 1:50 cross slope</li> </ul>	\$150,000.00
<b>Fig Tree Park</b>	<ul style="list-style-type: none"> <li>No ground level play components</li> <li>No accessible route within the play area connecting ground level play components to elevated play components</li> <li>Accessible restroom no signage</li> <li>No accessible route to restroom (ramp is needed)</li> </ul>	<ul style="list-style-type: none"> <li>Install signage</li> <li>Add accessible ramp</li> </ul>	\$3,250.00
<b>Jacaranda Lakes Park</b>	<ul style="list-style-type: none"> <li>Restrooms are non-compliant</li> </ul>	<ul style="list-style-type: none"> <li>Remodel existing restroom to be ADA complaint</li> </ul>	\$150,000.00
<b>Veterans Park</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Rae Carole Armstrong Liberty Tree Park</b>	<ul style="list-style-type: none"> <li>No parking</li> <li>Restroom door hard to open and closer needs adjustment</li> </ul>	<ul style="list-style-type: none"> <li>Add accessible parking lot</li> <li>Adjust door and closer</li> </ul>	\$75,000.00
<b>Mirror Lake Park</b>	<ul style="list-style-type: none"> <li>No accessible paved path</li> </ul>	<ul style="list-style-type: none"> <li>Construct accessible path from the parking lot</li> </ul>	\$30,000.00
<b>Park East Park</b>	<ul style="list-style-type: none"> <li>No ground level play components</li> <li>No accessible route within the play area connecting ground level play components to elevated play components</li> <li>Playground ground surface lower than pathway</li> <li>No parking</li> <li>Circular pathway is non-complaint</li> <li>No accessible entrance to basketball court</li> </ul>	<ul style="list-style-type: none"> <li>Resurface playground</li> <li>Add accessible parking</li> <li>Repave circular pathway to be compliant</li> <li>Add pathway to basketball court</li> </ul>	\$91,000.00
<b>North Acres Park</b>	<ul style="list-style-type: none"> <li>No paved pathway to playground</li> </ul>	<ul style="list-style-type: none"> <li>Add accessible paved path</li> </ul>	\$8,000.00
<b>South Acres Park</b>	<ul style="list-style-type: none"> <li>No paved pathway to playground</li> </ul>	<ul style="list-style-type: none"> <li>Add accessible paved path</li> </ul>	\$6,000.00
<b>Botanical Gardens</b>	<ul style="list-style-type: none"> <li>Playground has no access</li> <li>Benches are not connected to path</li> </ul>	<ul style="list-style-type: none"> <li>Add playground entrance path</li> <li>Add 4 concrete pads to connect benches to pathway</li> </ul>	\$4,000.00



Parks			
Park	ADA Non-Compliant Issue	Solution	Cost
<b>Seminole Park / Happy Tails Dog Park</b>	<ul style="list-style-type: none"> <li>No pathway to volley ball court</li> <li>Playground needs resurfacing</li> <li>Exercise trail non complaint slope and cross slope</li> </ul>	<ul style="list-style-type: none"> <li>Add paved path to volleyball court</li> <li>Resurface playground</li> <li>Repave Trail with compliant slope and cross slope</li> </ul>	\$212,000.00
<b>Deicke Park</b>	<ul style="list-style-type: none"> <li>No ground level play components</li> <li>No accessible route within the play area connecting ground level play components to elevated play</li> <li>Restroom entrance cross slope is non compliant</li> </ul>	<ul style="list-style-type: none"> <li>Repave restroom entrance</li> </ul>	\$500.00
<b>Country Club Park</b>	<ul style="list-style-type: none"> <li>No ground level play components</li> <li>No accessible route within the play area connecting ground level play components to elevated play</li> <li>Playground: artificial turf needs to be resurfaced</li> </ul>	<ul style="list-style-type: none"> <li>Resurface artificial turf</li> </ul>	\$8,000.00
<b>Cocoplum Park</b>	<ul style="list-style-type: none"> <li>No paved pathway to playground</li> </ul>	<ul style="list-style-type: none"> <li>Add accessible paved path</li> </ul>	\$2,500.00
<b>Fumpston Park</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Marcano Estates Park</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Multi Cultural Gardens Park</b>	<ul style="list-style-type: none"> <li>No parking</li> </ul>		N/A
<b>Mini Park #3 (North)</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Plantation Point Park</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>South Bel Aire Park</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Thower Park</b>	<ul style="list-style-type: none"> <li>No observed issues</li> </ul>		N/A
<b>Melaleuca Park</b>	<ul style="list-style-type: none"> <li>Sand swing set non-complaint</li> </ul>		N/A
<b>Park East Trail Head</b>	<ul style="list-style-type: none"> <li>Playground needs to be remulch</li> </ul>	<ul style="list-style-type: none"> <li>Remulch playground</li> </ul>	\$1,000.00
<b>Total:</b>			<b>\$903,000.00</b>

Trails			
Trail	ADA Non-Compliant Issue	Solution	Cost
<b>Central Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$66,000.00
<b>Plantation Preserve Golf Course</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$39,600.00
<b>Jim Ward Community Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$5,800.00
<b>Sunset Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$6,600.00
<b>Camp Everglades at Volunteer Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$6,600.00
<b>Jack Carter / Harmony Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$13,200.00
<b>Jacaranda Lakes Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$13,200.00
<b>Veterans Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$6,600.00
<b>Rae Carole Armstrong Liberty Tree Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$13,200.00
<b>Park East Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$6,600.00
<b>Botanical Gardens</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$8,700.00
<b>Seminole Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$13,200.00
<b>Deicke Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$13,200.00
<b>Country Club Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$6,100.00
<b>Plantation Business Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$4,200.00
<b>Country Club Circle Linear Park</b>	<ul style="list-style-type: none"> <li>• ADA compliant slope and cross slope</li> <li>• Maintenance: resurface deteriorating spots</li> </ul>	• Resurface deteriorating spots	\$48,800.00
<b>Total:</b>			<b>\$271,600.00</b>



### Person Responsible for Plan Implementation

The person responsible for the plan implementation is the Superintendent of Recreation Facilities and Services for the Parks and Recreation Department.

Superintendent of Recreation Facilities and Services  
 Central Park Multi-Purpose Building  
 9151 NW 2nd Street  
 Plantation, FL 33324  
 (954) 452-2517

### Proposed Schedule for Compliance

Per Section §35.150(c) ADA Title II Federal Register 28 Code of Federal Regulations (CFR) Part 35 Existing facilities:

Where structural changes in facilities are required to fulfill the obligations set out in this section, such changes shall be made as expeditiously as possible within three years from the effective date of this section.

Since it has been more than three years since the §35.150(c) amendment passed, the effective date has expired. It is recommended that corrective actions take place expeditiously and continue with a goal for completion within three years from the date of this report.

To achieve system transparency and provide a geographic distribution of open resources as well as programs and services, initiatives should be prioritized. The first year should focus on high priority elements that can be categorized as maintenance items or alterations that can be performed by the City's staff. In accordance with this, high-priority projects involving a design professional should be started to allow completion of construction in years two

and three. Changes should be completed through the traditional design and construction phase by hiring a skilled contractor. The reports contained in this document are not intended to act as plans or construction documents.

While the Parks and Recreation Department has current plans for city-wide maintenance, a new ADA Maintenance Plan should be established and added to the existing plan as well.

Annual updates to this program shall be provided by the Parks and Recreation Department, which shall show the progress made that year with a list of projects performed, completed projects and expenses in an effort to achieve compliance. When improvements are made, the self-assessment reports should be revised for both facilities and parks. Parks and Recreation Department appointed person responsible for the execution of the program will check that the changes have been made in compliance with the relevant accessibility requirements before any data in this plan has been changed.

As required by the ADA, this Transition Plan for the Parks and Recreation Department should be available for viewing by the general public for the duration of the modification period and at least three years after implementation of the plan.

### Methods for Barrier Removal

Recommended barrier removal method involves multiple resources being leveraged to promote enforcement.

1. The Department of Parks and Recreation must decide which properties to tackle and comply with accessibility standards depending on the programs and services that are provided at those

properties. It is recommended that a minimum of ten (10) parks and a minimum of five (5) facilities be selected for alterations. Based on the identified issues, the necessary programs and services should be distributed within those properties to help ensure program accessibility.

2. The Parks and Recreation Department staff can determine which elements within each property can be addressed internally as maintenance items. For elements that require a designed solution, the City's Engineering and Building Departments or a licensed professional designer should be contracted to develop a fully compliant design. A design professional such as a licensed architect, engineer, or landscape architect should be consulted to design the final solution. The design should comply with all applicable accessibility and building code requirements.

3. An ADA Consultant will review the construction documents for compliance with the ADA Title II requirements for accessibility. Once construction has been completed; an ADA Consultant should inspect the project to determine accessibility compliance. To update the plan the person responsible for implementing the ADA Transition Plan should be informed of completed projects.

### **Proposed Grievance Procedure**

The Department of Parks and Recreation is required by the ADA to follow and publish grievance procedures allowing for timely and fair settlement of complaints or grievances involving any conduct that would be prohibited by Title II of the ADA. Although a City-wide ADA grievance protocol has been established, there is no unique grievance procedure for property or services within the Parks and Recreation Department. The grievance procedure

recommended by the Department for Parks and Recreation is described below.

A grievance or complaint may be filed by any person with a disability or by any parent or guardian representing a minor person with a disability who claims they have been the victim of disability-related discrimination on the basis of denial of access to facilities, programs or services.

#### **Grievance Procedures and Instructions:**

- **Step 1: File an ADA Grievance Form**  
The applicant will fill out an ADA Grievance Form, including all of the requested information. The ADA Grievance Form should be made publicly available in a variety of formats. The ADA Grievance Form should be filed with the Human Resources Director at the City of Plantation within 60 days of the reported discrimination in relation to disability. Reasonable accommodations will be offered upon request while completing the form, or alternate formatting will be provided.
- **Step 2: An Investigation is Conducted**  
A notice of receipt shall be sent by registered mail to the plaintiff within five days of receipt of the complaint or grievance, and an inquiry into the validity of the complaint shall be conducted within 60 days by the Human Resources Director or another approved representative. If necessary, the Human Resources Director or another authorized representative may contact the complainant directly to obtain additional facts or documentation relevant to the grievance. If the plaintiff alleges Human Resources Director wrongdoing, the Mayor or Chief Administrative Officer (CAO) may appoint



another appointed official to conduct the investigation if the allegations can be substantiated. After the grievance has been issued, the complaint will be put before the Director of the Parks and Recreation Department and the person responsible for the execution of the program in the Parks and Recreation Department. A meeting with the complainant, the City's Human Resources Director the Parks and Recreation Department Director and Parks and Recreation Department person responsible for plan implementation may be scheduled, if desired, to discuss the merits of the complaint.

- **Step 3: A Written Decision is Prepared and Forwarded to the Complainant**

The Human Resources Director shall prepare a written decision, after full consideration of the grievance merits, no later than 75 days following the receipt of the grievance. If the complaint alleges misconduct on the part of the Human Resources Director, another authorized representative may be appointed by the Mayor or CAO to prepare the written decision if the allegations can be substantiated. A meeting will be held with the complainant to review the results of the inquiry and the provisions which will be made available. The meeting will include the appropriate Parks and Recreation Department Director and the Superintendent of Recreation Facilities & Services. A copy of the written decision shall be sent by registered mail to the complainant no later than five days after the written decision has been prepared and/or the meeting in person.

- **Step 4: A Complainant May Appeal the Decision**  
If the complainant is dissatisfied with the written decision,

the complainant may file with the Mayor or CAO a written appeal no later than 30 days from the date the decision was mailed. The appeal must contain a statement of the reasons why the complainant is dissatisfied with the written decision, and must be signed by the complainant, or by someone authorized to sign on the complainant's behalf. A notice of receipt shall be mailed to the complainant by registered mail within five days of the receipt of the appeal.

- The appeal reviewers, consisting of the Human Resources Director, the Mayor or CAO, the Director of the Department of Parks and Recreation, shall act upon the appeal no later than 60 days after receipt, and a copy of the written opinion of the appeal reviewers shall be sent to the complainant by registered mail no later than five days after the decision is made. The decision of the appeal reviewer shall be final.
- The Human Resources Director, the Mayor or CAO, and other staff members of the Parks and Recreation Department shall retain the confidentiality of all files and records of grievance submitted, unless the disclosure is approved or required by law. Any retribution, bullying, intimidation, violence, intrusion or abuse for filing a grievance, or use to prevent a complainant from filing, is forbidden and should be reported to the Human Resources Director, Mayor or CAO immediately, depending on the situation.

#### **Recommendation for the Removal of Architectural Barriers**

It is recommended that properties for host programs and services be brought into full compliance with the ADA standards in order to achieve program accessibility over 3 years. Approximately one



third of the trail network should also be optimized to comply with this requirement. The programmed trail system should be chosen to provide similar experiences for users throughout the trail system as a whole.

The estimated budget for the ADA Transition is approximately \$1,313,600. Recommendation from this report is to concentrate on assets that hold the most programs and services thus attaining geographic distribution.

## Resources

The US Department of Justice and the US Access Board provide ADA related documents that can be downloaded through their respective websites. The Florida Department of Business & Professional Regulation also provides related documents that can be downloaded or viewed through their website.

### U.S. Access Board Publications:

The full texts of federal laws and regulations that provide the guidelines for the design of accessible facilities and programs are available from the U.S. Access Board. Single copies of publications are available at no cost and can be downloaded or ordered by completing a form available on the Access Board's website ( <http://www.access-board.gov> ). In addition to regular print, publications are available in: large print, disk, audiocassette, and Braille.

### U.S. Department of Justice:

The U.S. Department of Justice provides many free ADA materials including the Americans with Disability Act (ADA) text. Printed materials may be ordered by calling the ADA Information Line [(800) 514-0301 (Voice) or (800) 514-0383 (TTY)]. Publications

are available in standard print as well as large print, audiotape, Braille, and computer disk for people with disabilities. Documents, including the following publications, can also be downloaded from the Department of Justice website ( <http://www.ada.gov> ).

### Department of Business & Professional Regulation:

The 2017 Florida Building Code – Accessibility document can be viewed through the Florida. The full texts of state requirements that provide the technical standards for the design of building facilities can be purchased or viewed Florida DBPR's website (<https://floridabuilding.org/c/default.aspx>).



## Appendix B. Recreation Programming Plan

### Plan Overview

The Recreation Program Plan covers all of the aspects of the Parks and Recreation Department's components and programs, including variety of events, program type and scope, outreach efforts, etc. The Plan expands upon the Parks and Recreation Master Plan and Strategic Plan, supporting the goals and initiatives outlined within those plans. They include both short-term and long-term community goals to enhance recreation programming based on community priorities.

### Demographic Overview

The following demographic information was gathered from the 2019 Plantation Parks and Recreation Master Plan.

The City of Plantation has an estimated population of 94,288. Current age group breakdown is evenly dispersed with a slightly higher concentration in age group 40-59 years. According to the Bureau of Economic and Business Research, the age breakdown is reflective of a 10-year shift with each group moving primarily one bracket higher. Age group projections for 2030 will be evenly dispersed but this time with a slightly higher concentration in age group 60 and older. Senior population will be the fastest-growing group; the 60 and older year age bracket will have the biggest percentage difference from any other age group. This growth further demonstrates an increased need for senior-oriented facilities, as well as additional recreation / open space areas which offer opportunities for senior-oriented programs and activities.

### Recreation Trends Analysis Overview

When looking at the national recreation trends, it is important to analyze the population by age group. The majority of studies separate the population into four groups. These include: Generation Z, those born after 2000, Millennials, born between 1980-1999, Generation X, born 1965-1979, and the Baby Boomers, 1946-1964. While all four groups play a role in planning for recreation, two groups are more active than the rest and have much in common.

Of the four groups, the most active is the Millennial generation followed closely by the Baby Boomer generation. Generation X is typically “all or nothing” when it comes to recreation due to their family and work obligations. Almost 35% of this age group reported to be highly active while 30% claimed “completely inactive”. Generation Z is less active as well due to the pervasiveness of technology and the fact that a majority of the age group is at an age where they cannot make their own decisions. Boomers are the second most active group nationally. Various studies credit this to the fact that the Boomer generation has maintained their activity rate since youth, has a strong desire to feel young and competitive after retirement, and out of all of the age groups has the most disposable income to seek out recreational opportunities. Millennials are the most active group as they are young enough to still have time for leisure and enough income to do so. They primarily look for group activities because socialization is as important to them as the exercise itself.

When it comes to programming, the Boomer Generation and Millennials have a lot in common. Both groups rated their top activity preferences as fitness sports, outdoors sports, and individual sports. Their primary focus was on group activities as well.



These two age groups look for local recreational opportunities. Millennials do so because it's typically lower cost than individual activities while Boomers do so for a greater sense of community. Lastly, the two groups both deem walkability as a must. Over 50% of each age group "place a high priority on having sidewalks, hiking trails, and bike paths" nearby. While they do have certain things in common, the two groups do differ. Millennials seek out recreation that involves a high amount of physical activity due to their lack of available time. Boomers on the other hand look for a more varied activity rate, especially as they age. Lower intensity activities become more important with age as they still allow for healthy recreation but less risk of injury etc. While both groups look to recreation for its social engagement, Millennials prefer large groups while Boomers seek out smaller groups where they can make a better connection with others.



Figure 5.3: City Trail with users.

These two groups are incredibly important when deciding on what recreational programming to create. Millennials have overtaken the Boomer generation as the largest age group population. However, the Boomer Generation is the largest and most active "senior" population the U.S. has ever experienced. These statistics are important as both groups placed a high importance on staying where they currently live as they grow older in a national survey. 50% of Millennials and 70% of the Boomer Generation responded that this was either very or extremely important. Therefore, Plantation needs to focus in on these two generations as they typically are growing and staying.

Source: [https://books.google.com/books?id=ZvB6DwAAQBAJ&pg=PA69&dq=programming+for+baby+boomers&source=gbs\\_toc\\_r&cad=3#v=onepage&q=programming%20for%20baby%20boomers&f=false](https://books.google.com/books?id=ZvB6DwAAQBAJ&pg=PA69&dq=programming+for+baby+boomers&source=gbs_toc_r&cad=3#v=onepage&q=programming%20for%20baby%20boomers&f=false)  
[https://planning-org-uploaded-media.s3.amazonaws.com/legacy\\_resources/policy/polls/investing/pdf/pollinvestingreport.pdf](https://planning-org-uploaded-media.s3.amazonaws.com/legacy_resources/policy/polls/investing/pdf/pollinvestingreport.pdf)

## Programming Overview

The Parks and Recreation Department offers over 100 programs, classes, and activities. These are categorized into groups consisting of adult athletics, youth athletics, adult classes, youth classes, seniors 55 & over programs, aquatic programs, equestrian programs, tennis programs, and golf programs. This does not include tournaments and City events that the Department holds. Approximately the Department hosts 32 main events annually ranging from Holiday Parades to Doggie Palooza.

Although Plantation Parks & Recreation Department offers an array of programs and classes, the feedback from the community involvement process was that many residents weren't aware of these programs or classes. In 2018 adult and youth athletics comprised of approximately 10,023 participants. Program users were approximate 258,884; this is including programs, classes,



tournaments, and special events. While participation rates seem high, the truth is when you analyze the numbers there seems to be a decline in youth athletics. According to the public survey conducted in August 2018 through February 2019 less than 30% of survey participants participated in any adult athletic programs or adult classes, less than 30% participated in any youth athletic programs or youth classes, less than 20% participated in any aquatic, equestrian, or golf programs, and less than 20% participated in any seniors 55 & over programs. Per Department statistics, youth athletic participation rates have dropped continuously since 2009.



Figure 5.4: Aquatics class

## Planning Process

During the planning process a number of forms of outreach were used to ensure that all decisions were focused on community preferences, as well as the ability of residents to pay for improved leisure facilities. Stakeholder interviews, advisory committee meetings, public workshops, and an online survey were conducted to identify community recreation needs, goals and desired service levels for recreation programs and events. The entire process was carried out with the guidance of Parks and Recreation Department staff. Approximately 1,000 people participated in this planning process.

## Program and Service Determinants

Plantation Parks and Recreation Department programs and services shall be based on:

- **Conceptual Foundations of Play, Recreation and Leisure**
- **Community Needs**
- **Community Opportunities**
- **Agency Mission, Vision, Goals and Core Values**
- **Experiences Desirable for users**

The Plantation Parks and Recreation Department makes every effort to provide programs and services that meet community needs for recreation. The services and programs provided by the Department have been developed to support the mission, vision and core values.

Planning, community research, outreach to targeted groups, benchmarking, evaluations and other methods of customer

feedback ensure that the programs offered reflect community needs and support the Department's mission.

### Conceptual Foundations of Play, Recreation and Leisure

Quality recreation programs and services provide participants with a wide range of benefits that are linked to physical, mental, social and well-being. They give individuals the opportunity to play, learn, grow and socialize. Among the positive benefits attached to these types of programs are better overall health both physically and mentally, improved fitness, reduced stress, a sense of social belonging and balance between work and play.

The Parks and Recreation Department provides a wide range of recreation opportunities. Department staff coordinates a number of initiatives and programs which are available to all participants, regardless of age, ability, ethnicity or financial means. In addition to providing programs, staff coordinates the use of Department resources through the issuance of permits for athletic fields and facilities used by a variety of individuals, community groups, and athletic organizations. Programs offered by the Parks and Recreation Department fall within the following Core Program and Service Areas. They include:

- Adult Athletics
- Youth Athletics
- Adult Classes
- Youth Classes
- Seniors 55 & Over Programs
- Aquatic Programs
- Equestrian Programs
- Tennis Programs
- Golf Programs
- Special Events & Tournaments

### Community Needs

Having full knowledge of the community's needs, interests and behaviors is essential for program development. Needs of the community are determined through community surveys, program evaluations, Recreation staff meetings, trend identification and participant input (both formal and informal).

#### Recreation Programming Plan Action:

Community needs shall be considered during development of programs. The feedback received will be used to enhance existing programs and develop new offerings. Feedback also will be utilized to confirm/modify standards for program and facility development.

#### Frequency:

- Program & Service Evaluations – Quarterly
- Committees, Open Houses, Focus Groups – On-going
- Community Interest & Opinion Survey – Annually



Figure 5.5: Workshop 1



## Community Opportunities

The City of Plantation offers many excellent recreational amenities throughout the community. When planning activities and making decisions about program and facility priorities, one of the essential planning functions is to review the 2020 Parks and Recreation Master Plan and the Strategic Plan, which includes an inventory of amenities and Department objectives for open space and amenities. The Department utilizes internal recreational resources, as well as those made available through collaboration with partnerships and sponsorships in an effort to meet community needs for recreation programs and services. In addition to making programs and facilities accessible geographically throughout the community, the Department provides opportunities for individuals with special needs.

### Recreation Programming Plan Action:

When possible, the Department will continue to collaborate with partners and sponsors in an effort to meet community needs for recreation programs and services. Consideration will be given to program and service accessibility during the development process. Programs and services will continue to be made available geographically throughout Plantation, to the extent that adequate facilities and resources are available. Programs and services will continue to be made available to individuals with special needs.

### Frequency:

- Geographic Review of Programs – Annually
- Review Accessibility of Programs – On-going

## Agency Mission, Vision, Goals and Core Values

The Parks and Recreation Department makes every effort to provide the community with quality programs that support our

mission, vision, goals and core values. The services and programs provided by the Department have been developed to support these areas. Determining what programs and services are provided is done in a systematic manner, evaluating not only community needs, but program objectives and outcomes against the mission and core values. The Parks and Recreation Department has adopted the following core values:



### Parks & Facilities

- Equity and Access
- Continued Enhancement



### Recreation & Athletics

- Access to Recreate
- Capacity



### Community Health

- Promote community health and wellness
- Help build healthy lifestyles and encourage a reduction in obesity
- Safety



### Environmental Responsibility

- Promote natural resource management
- Promote sustainability initiatives
- Sustainability at each park
- A resilient system



### Community Enrichment

- Promote cultural diversity and creativity
- Promote community involvement
- Economic Development



### Community Relations

- Promote open and free communication with City Residents and visitors
- Market parks, facilities, programs, and events



### Art in Public Places

- Promote diversity of Public Art
- Promote the integration of Art into the Community



### Connectivity

- Promote connectivity of recreational paths or trails
- Provide accessible parks, facilities and programs

The basic premise supporting recreation program planning is to provide equitable service to all segments of the community through leader-directed and self-directed programs consistent with the Department's core values. Leader-directed programs and services are defined as recreation opportunities where participant involvement is directed by a leader. Examples include skill instruction classes and youth sports. Self-directed programs and services are defined as recreation opportunities where participant involvement does not require leadership or occurs with only general supervision. Examples include picnic facilities, tennis courts, biking trails, self-guided nature trails, garden plots and playgrounds.

The Parks and Recreation Department has identified the following community segments served by the Department's recreation programs. Assessing core program offerings by groups helps to identify existing gaps in programming. Existing groups served by the Department include early childhood, youth, teens, young adults, adults, active older adults, seniors, families, and persons with special needs. The Department is able to determine

recreation programming considering each group's representation in census data, school enrollment data, and Department data on current participants. Core Recreation Programs are defined as those programs, which over time, will meet the Department's core values and address the conceptual foundations of play, games, recreation, tourism, and sports. Leader-directed programs should be offered in accordance with the interest and needs of each cohort and evaluated over time on quality of life outcome-based performance measurements.

#### Recreation Programming Plan Action:

Recreational experiences developed and offered by the Department will be consistent with its Mission, Vision, Goals and Core Values. Programs and services will be evaluated against the mission of the Department. Leader-directed programs also will be evaluated against core values, and in most cases must meet a minimum of 3 core value areas to remain a viable Department offering. Programs that do not meet a minimum of 3 core values will either be restructured or eliminated/not offered. Existing programs will be measured against cohorts to determine gaps in programming. Consideration should be given to community demographics and past age segment participant data.

#### Frequency:

- Evaluation of Recreational programs to Mission and Vision – Annually
- Evaluation of Leader-directed Programs against Core Values – Annually
- Evaluation of Programs to demographics - Annually



### Experiences Desirable for Users

Diversity in programs and services is essential in order to meet the recreational needs and desires of the community. Age, interests, costs, locations and special needs are taken into consideration when planning programs.

#### Recreation Programming Plan Action:

Program planning will consider age, interests, costs, locations and special needs.

#### Frequency:

- On-going

### Recreation Department Personnel

The Parks and Recreation Department consists of six divisions, including Parks, Recreation Facilities & Services, Administration & Special Events, Tennis, Aquatics, and Golf. The Recreation Facilities & Services Division is directly responsible for the coordination and management of the Department's recreation, facilities, community events, and programs. The Administration & Special Events Division is responsible for special events. The Recreation Facilities & Services Division consists of five (5) core program and service areas: Adult Athletics, Youth Athletics, Adult Classes, Youth Classes, Seniors 55 & Over Programs, and Special Events & Tournaments. Four other Divisions are responsible for overseeing their own programs and services: Aquatics, Golf, Equestrian, and Tennis. The Superintendent of Recreation Facilities & Services has overall responsibility for the Recreation Programming Division and oversees all City-owned community centers (3 Recreation Services Supervisors, 7 Recreation Services Managers, 24 part-time staff, and 15 full-time staff). The Recreation Services

Supervisors are responsible for managing programs and services within each of the core program and service areas.

#### Recreation Facilities & Services Division Staff:

(FTE = Full Time / PTE = Part Time)

- 1 FTE – Recreation Facilities & Services Superintendent
- 25 FTE – Staff
- 24 PTE – Staff

#### Administration & Special Events Staff:

(FTE = Full Time / PTE = Part Time)

- 1 FTE – Administration & Special Events Superintendent
- 6 FTE – Staff
- 1 PTE – Staff



Figure 5.6: Parks & Recreation Staff

#### Recreation Programming Plan Action:

Staffing levels within each Division will be evaluated during development of the annual budget. Any recommendations for staffing changes will be based on projected program and

service growth/decline and the completion of strategic goals and objectives.

Frequency:

- Annually

## Programs and Services

The Parks and Recreation Department is comprised of 42 parks with over 650 acres of park land, 16 exercise trails/walkways, 25 baseball/softball fields, 4 T-ball fields, 18 soccer/football fields, 18 basketball courts, 45 tennis courts, 31 tot lots/playgrounds, 5 community centers, 1 outdoor aquatics facility, and an 18-hole championship golf course. These amenities provide recreational opportunities for participants of all ages and abilities.

Programs are made available based on participant interests, market trends, recreation fundamentals and available resources. It is the goal of the Recreation Facilities & Services Division to provide high quality programs that meet the needs of the community and maximize resources. The Recreation Facilities & Services Division's mission, goals and objectives are listed below.

## Mission, Goal and Objectives

### Department Mission

Plantation Parks and Recreation Department is a public agency of well-trained professional staff, community partners and volunteers working to preserve, protect, improve and enhance its parkland and recreational opportunities for current and future generations. We strive to provide places and recreational opportunities for all people to gather, celebrate and engage in activities that promote

both physical and mental health, a sense of community and the environment.

### Recreation Facilities & Services Division Mission

To create, manage and facilitate recreation experiences for all ages that promote our core values and enrich the quality of life for our community.

### Goal

To provide quality programs that meet the needs of the community, maximize resources, promote our core values and provide the community a variety of opportunities to participate in both self-directed and leader-directed activities.

### Division Objectives

The Recreation Facilities & Services Division has set the following division objectives based upon the Department's core values and strategic objectives. These objectives are in addition to, and in some cases overlap, objectives included within the strategic plan.

Participant:

1. Encourage socialization and personal growth through participation.
2. Provide recreation activities that improve health and wellness and build life-long skills.
3. Provide programs that are accessible.
4. Increase and/or maintain annual participation levels.
5. Expand, restructure or eliminate existing programs based on community demand.
6. Develop new programs based on new trends and/or community demand.



**Community Collaboration, Involvement & Communication:**

1. Identify key projects and initiatives that may be advanced through partnerships and pursue opportunities for collaboration.
2. Improve outreach efforts by fostering strategic targeting of promotional efforts, effective joint promotional efforts and effective distribution of public information materials.
3. Utilize constituent feedback (residents, participants, park users, interest groups) in setting priorities for planning, development, programming, use of facilities and other recreation related matters.

**Resources (facilities, staff, volunteers):**

1. Evaluate existing facilities for opportunities to increase revenue potential.
2. Maintain high quality programs.
3. Maintain/encourage cooperative facility arrangements and joint use agreements.
4. Provide skills training and development programs to improve and expand staff skills and capabilities.
5. Maintain and build a high volunteer base.
6. Improve the use and effectiveness of volunteers by maintaining a diverse pool of skilled volunteers; an effective system for matching volunteers with specific tasks based on skills required, time commitment and other factors; and adequate training and supervision.
7. Consistently reward and recognize staff and volunteers for their contributions to the Department.

**Evaluation:**

1. Data collection, coordination and analysis capabilities will provide adequate information for planning, evaluation and management.
2. Continue to evaluate and review existing facilities, programs

and services on an on-going basis to measure use and demand and determine value to constituents.

3. Measure community satisfaction and needs and adapt program offerings accordingly.

**Core Program and Service Area Primary Objectives**

The Recreation Facilities & Services Division has established the following Core Program and Service Area Primary Objectives. The primary objectives of each program area are intended to support the Core Values adopted by the Department. The Department should establish Individual program objectives, which should be updated and reviewed annually. Program objectives are intended to support the Core Program and Service area Primary Objectives outlined below.

- Participants will increase socialization & personal growth
- Participants will improve their health & wellness
- Participants will build life-long skills
- Programs offered will be accessible to varying demographics and abilities
- Programs offered will support new trends or community demand

**Recreation Programming Plan Action:**

To its fullest extent, the Parks and Recreation Department will collaborate with partners and sponsors on the provision of recreation programs and services when it is believed that such cooperative efforts will better serve Plantation residents while making the best utilization of Department resources. The department will proactively create resource sharing and cost





savings opportunities for City recreational facilities through community partnerships. In addition, the Parks and Recreation Department will maintain an inventory of other program and service providers to understand recreational offerings available to the community. Information included within the inventory will be utilized in planning efforts to understand gaps in services and identify opportunities for potential partnerships.

Frequency:  
On-going

## Review of the Recreation Programming Plan

The review and update of any plan is an essential phase of the overall planning process. Updates to the Recreation Programming Plan will coincide with updates to the Master Plan and Strategic Plan in order to maintain continuity among the Department's planning documents. Plan updates will consider changes with community demographics, industry and local trends, resource availability, and feedback from program participants. Participant feedback provides important information for improving program and service offerings. The Parks and Recreation Department shall gather participant information related to programming in the following ways:

- **Program, Membership and Facility Rental Evaluations** - conducted at the end of a program session or facility rental. Evaluations are conducted using the Program Evaluation Procedure. Results for each program survey are compiled and shared with the Superintendent of Recreation Facilities & Services and the Community Center Managers responsible for the activity. Evaluations are completed quarterly.

- **Customer Comments** - included on the program and rental evaluations.
- **Attendance Numbers** - compiled from daily attendance at drop-in facilities. Attendance numbers are tracked annually.
- **Participation numbers** - should be tracked electronically. Comparison reports are generated to evaluate participant data from prior seasons. Participation numbers are tracked quarterly.
- **Program and Service Statistics** - appropriate program and service statistics are monitored and evaluated. References to statistics are used in making decisions for programs, program improvements, and assisting with meeting target measurements and strategic objectives.
- **Implementation of the Public Participation Process** - includes community meetings, open houses, review teams and focus groups. Meeting notes are collected and considered during program and project planning. Implementation of the process occurs in conjunction with capital projects or events.
- **Community Interest & Opinion Surveys** - includes the completion of a statistically valid survey of the community. Community surveys are conducted every 3 to 5 years. Local program and service trends are identified through survey results and assist in the development of agency goals and objectives.

### Recreation Programming Plan Action:

The Recreation Department will gather participant feedback using the means outlined above. Updates to the Recreation Programming Plan shall be completed in conjunction with Master Plan and Strategic Plan updates, or when significant changes are anticipated with community demographics, industry and local



trends, resource availability, or results from participant feedback. Plan revisions shall be reviewed and discussed by the Parks and Recreation Department leaders prior to implementation. Results will be tracked through program and service evaluations and plan updates.

Frequency:

- Plan Updates – Completed in conjunction with Master Plan & Strategic Plan updates.
- Program & Service Evaluations – Quarterly
- Attendance Numbers – Annually
- Participation Numbers – Quarterly
- Public Participation Process – On-going
- Community Interest & Opinion Survey – Every 3 to 5 Years



Figure 5.8: Recreation class



Figure 5.7: Active Park



Figure 5.9: City owned trail

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## Appendix C. Community Relations and Marketing Plan

The purpose of the Parks and Recreation Department's marketing and communications effort is to provide accurate, timely, and transparent information to the residents and visitors of Plantation through the delivery of integrated marketing and community relations activities that promote high-quality programs and services. As part of its marketing philosophy, the Parks and Recreation Department will implement key marketing strategies, which are designed to:

- Communicate the unique attributes and benefits of the City of Plantation Parks and Recreation Department.
- Educate residents about Plantation's parks, recreation facilities, programs, activities, and events
- Increase participation in programs, activities, and events
- Facilitate revenue generation
- Provide consistent messaging and visual identity
- Engage community and stakeholders in planning and ongoing collaborative dialogue

### Goals and Objectives

- Educate residents and visitors about the benefits of parks and recreation, and help them understand the value parks and recreation activities add to the quality of life in Plantation.
  - Utilize Department website, social media channels, flyers, posters, and newsletters
  - Set up information booths at local events both sponsored or not sponsored by City of Plantation
- Interact in person with residents and visitors, speaking to them about the benefits of parks and recreation, as well as departmental programs and services
- Provide accurate and timely information about parks, facilities, programs, events, and services to residents, visitors, and people working in Plantation.
  - Utilize Department's website, social media, newsletters, and flyers to communicate departmental programs.
  - Maintain an updated content-rich website, with easy to access links that provide detailed information and allows users to reserve or purchase services provided by the Parks & Recreation Department.
  - Post updates and event information on social media channels including; Department Facebook, Instagram, Twitter, and Nextdoor
  - Post upcoming events on City website and social media channels
  - Post links to leagues, tournaments, groups, etc
- Encourage people to participate in Department services and use Department facilities
  - Post on all social media channels multiple times leading up to an event
  - Post on all social media channels regularly, showcasing what Department facilities have to offer
  - Offer prizes/incentives for early registration for specific services and facilities
  - Provide online scheduling
- Utilize feedback from residents (surveys, etc.) to evaluate

## amenities and programs

- Target marketing of specific groups, based on the likelihood of using a particular service or attending a particular event
- Utilize Facebook “boosting” feature to ensure certain segments of the population see event/service promotions that best meet their needs and wants
- Survey Monkey to send electronic surveys to those who’ve attended events and/or programs - gain feedback on what they thought about the cost (if applicable), the time/date, the location and how they found out about the event
- Gather and analyze participation numbers, cost recovery, survey feedback, and verbal feedback
- **Build and maintain positive community partnerships and sponsorships with private enterprises, public agencies and civic organizations that enhance Department programs, facilities, and services**
  - Work closely with community groups to cross-promote events and services that align with the Department’s mission
  - Accept invitations to set up booths at community events
  - Invite other community organizations to set up booths at Department events
  - Provide advertisement opportunities

- Website content is approved by the Superintendent of Administration and Special Events
- Links are provided to sign up for specific events and/or activities
- On-line registration / scheduling
- Advertisement opportunities



Figure 5.10: City website

## Community Relations and Marketing Channels

### Website:

- <http://www.plantation.org/Parks-Recreation/> is managed by the City and the Parks and Recreation Department and provides valuable up-to-date information about the Department’s facilities, services, and events

### Social Media:

- Create engaging content and post multiple times per day on Facebook, Instagram, Twitter, and Nextdoor communicating information about upcoming events, activities and all things related to parks and recreation that are of general interest to social media audience
- Respond to inquiries with social media users who contact the Department through social media accounts, and reply to them in a promptly manner

- Social media posts and interactions are created and managed by the Publicity Coordinator. All posting content is approved by the Superintendent of Administration and Special Events.

#### Newsletters:

- Create printed and digital format publications (program guides, senior newsletters, etc.) to publicize upcoming events and activities
- Newsletters are generated by the Publicity Coordinator, with content from Division Superintendents or Managers, and approved by the Superintendent of Administration & Special Events.
- Publish e-newsletters to provide information on upcoming events and activities.



Figure 5.11: Recreational Quarterly Newsletter

#### Quarterly Reports:

- Publish a quarterly report to track community relations and marketing efforts of the Department
- The report will highlight the accomplishments of the Parks & Recreation Department, including but not limited to: Social media analytics, number of e-newsletter subscribers, number of partnerships and sponsorships secured, number of advertisements and number of surveys completed.

#### Flyers & Posters:

- Flyers and posters are designed and printed by the Publicity Coordinator and approved by the Parks and Recreation Superintendent of Administration and Special events.
- Flyers and posters are designed to target specific audiences for specific upcoming events and programs
- Flyers and posters are posted on the Department website, and hard copies are placed in strategic locations, such as recreation facilities, community centers, City Hall, park bulletin boards, and community partner locations
- Utilize electronic distribution of flyers and posters through the use of video monitors located in the recreation facilities' lobbies and in City Hall.



Figure 5.12: Event Poster

## Community Partnerships

- Promote other local organizations' activities through Department website and social media channels
- Set up information booths at local events sponsored and not sponsored by the Department
- Interact with residents and visitors, promoting Department programs and giving them a chance to win free trial passes to activities

## Paid Advertising

- Utilize Facebook's "boost" option to target specific demographics, depending on the event being promoting
- Place advertisements for large upcoming events in local magazines and publications
- Purchase items with the City of Plantation Parks and Recreation Department logo on them (water bottles, sunglasses, pencils, hand sanitizer, USB drives, cell phone wallets, small backpacks, etc.) to use as incentives to sign up early for events and/or hand out as free promotional items at booths/events/activities

## Video Boards:

- Display upcoming information on events and activities
- Display shall be managed by the Publicity Coordinator
- Display advertisement

## Target Market and Market Positioning

### Targeting

Based on the Community Profile in the Parks and Recreation Master Plan (PRMP), it is recommended that the proposed marketing channels target the following groups:

- Recent new residents
- Longtime Plantation residents
- Individuals over 50 interested in senior programming
- Families with young children
- Those interested in arts, music, and cultural events
- Those interested in biking, running and using local trails
- Tennis and Golf clubs or organizations that are looking for tournament sites
- Organized Sport Leagues
- Aquatic clubs or organizations that are looking for tournament sites

### Positioning

It is recommended that the best practices to reach our target population segments are by the following:

- Social Media:
  - Use specific, consistent hashtags (Instagram and Twitter)
  - Post pictures from events as soon as possible following the event
  - Tag places and people in social media posts
- Partnerships:
  - Work with local bloggers to highlight upcoming events, programs and activities



- Attend as many special interest events to pass out promotional materials (Example: Health Fairs and Outdoor Expos)
- Make connections with local businesses that will allow the Department to post promotional materials
- Work with City to promote Plantation Parks and Recreation Department as the best destination to host events and tournaments
- Collaborate with non-city organizations (HOA's, merchants, business centers) to participate in events and distribute Department informational / promotional materials

### Training Personnel

In order for the Community Relations and Marketing Plan to be effective it is crucial the Department staff is trained appropriately, and the Publicity Coordinator fits the needs of the Plan.

Basic recommendations for all staff are the following:

- Social media best practices
- Identifying good photo opportunities that showcase Department programs and events in the best way possible
- How to determine what information is most important and should be featured on any print materials

### Publicity Coordinator Role

The Publicity Coordinator shall be responsible for designing, planning, and overseeing all marketing and community relations efforts for the Parks and Recreation Department. The Publicity Coordinator shall report to the Department Director or his designee. Responsibilities should include promoting Departmental

programs, events, facilities, and other endeavors through all forms of printed materials, advertising, social media, digital media, and public relations. Additionally, the Marketing Coordinator should be responsible for planning and coordinating events for the Parks and Recreation Department.

The following are essential functions of the Publicity Coordinator role:

- Directs and implements all marketing and publicity for Parks and Recreation facilities, events, and programs. Responsible for development, implementation and maintenance of a Departmental Community Relations and Marketing Plan.
- Plans and oversees all marketing efforts for Parks and Recreation Department including but not limited to parks, recreation, programs, and events.
- Uses discretion to develop and implement advertising campaigns for facilities, events and programs. Oversees ad design, review and placement.
- Oversees and manages production of informational materials and print media including posters, flyers, brochures, catalogues, booklets, and other promotional pieces.
- Responsible for planning, developing and maintaining the Department's online presence. Oversees online media production of website, advertising and social media and updates sites when needed.
- Acts as editor of the Department's program guide. Responsible for developing written content, assisting with final editing, and managing the production, and distribution.
- Writes and distributes press releases for the Department and follows up with the media for coverage, on-air opportunities, interviews, feature stories or photo opportunities.



- Conducts research to determine target audiences for Parks and Recreation programs, events, and services. Includes developing and implementing on-site and online surveys.
- Develops and maintains strong network with regional media channels through frequent interaction and promotional requests.
- Budget oversight for marketing and advertising efforts including print media, social media contracts, websites, print media, advertising, newsletters, quarterly brochure, marketing distribution, etc.
- Obtains, prepares and submits cost estimates for inclusion in the annual budget for marketing and promotion of the Parks and Recreation Department.
- Reviews professional publications and keeps abreast of the developments in the marketing field, particularly as it applies to Parks and Recreation. Attends professional development meetings, workshops and seminars.
- Partners with Superintendent, Supervisors and Managers to conceptualize and plan marketing for facilities, programs, classes, and special events.
- Develops and maintains relationships with local schools, major employers and other community groups to encourage partnerships with the Parks and Recreation Department and participation in Department programs and events.
- Promotes and supports Department special events with marketing efforts, planning, securing sponsorships, providing community relations, and on-site assistance.
- Conducts regular Marketing meetings so that the Department can collaborate and create short- and long-range marketing

plans for programs, classes and events.

- Initiates and prepares contracts for marketing, website and print vendors. Negotiates contracts as needed.
- Conducts monthly Marketing meeting with Department Director and Assistant Director to report on current Marketing activities, 3 (three) month look ahead, and budget status
- Prepares and submits quarterly and year-end marketing analytics reports to the Department Director and City to show effectiveness of marketing and promotional efforts including evaluation methods, marketing success, and marketing trends.

### **Evaluation Process**

Monitoring and evaluating the planning activities and status of the Community Relations and Marketing Plan implementation is as important as identifying the strategic issues and goals. Monitoring and evaluation will ensure that the Department is following the direction established during planning. Evaluation can be measured in many ways which include direct measurement and indirect measurement. Evaluation should be conducted following the completion of each campaign. This ensures that successful marketing strategies are emphasized, and unsuccessful strategies are reviewed for applicability and changed as necessary.

#### Direct Measurement:

1. Program registrations
2. Attendance at events and comparison to previous events
3. Program costs
4. Revenue generated through sponsors and donations
5. Revenues generated
6. Attendance
7. Social media analytics
8. Surveys



**Indirect Measurement:**

1. Media coverage
2. Website and social media traffic (likes, comments, etc.)
3. Distribution of collateral
4. Word of mouth referrals

**Review of Plan**

The review of any plan is an essential component in the overall planning process. The Department's value of being proactive to the community's needs and planning ahead should be reflected in this Plan. Therefore, the Community Relations and Marketing Plan should be reviewed and updated as needed by the Department leadership staff and officially updated every five years.

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## Appendix D. Community Health

### Community Health Overview

Numerous recreational opportunities and community service activities improve the quality of life residents enjoy at Plantation. The Parks and Recreation Department proactively works to improve the physical and social conditions in its effort to create a "healthy community." The Department maintains a range of mini-parks, neighborhood parks, community parks, regional parks, premier facility parks, community centers, recreational facilities, and trails. These amenities provide a place for relaxation and enjoyment, physical activity, gathering, community development, and amusement. These facilities are part of the leisure network that provide access to physical activity as well as community and social networks. The Parks and Recreation Community Health Plan addresses the importance of these amenities and includes goals and policies that outline the role the Department plays in achieving the City's vision for the future.

### Purpose of the Community Health Plan

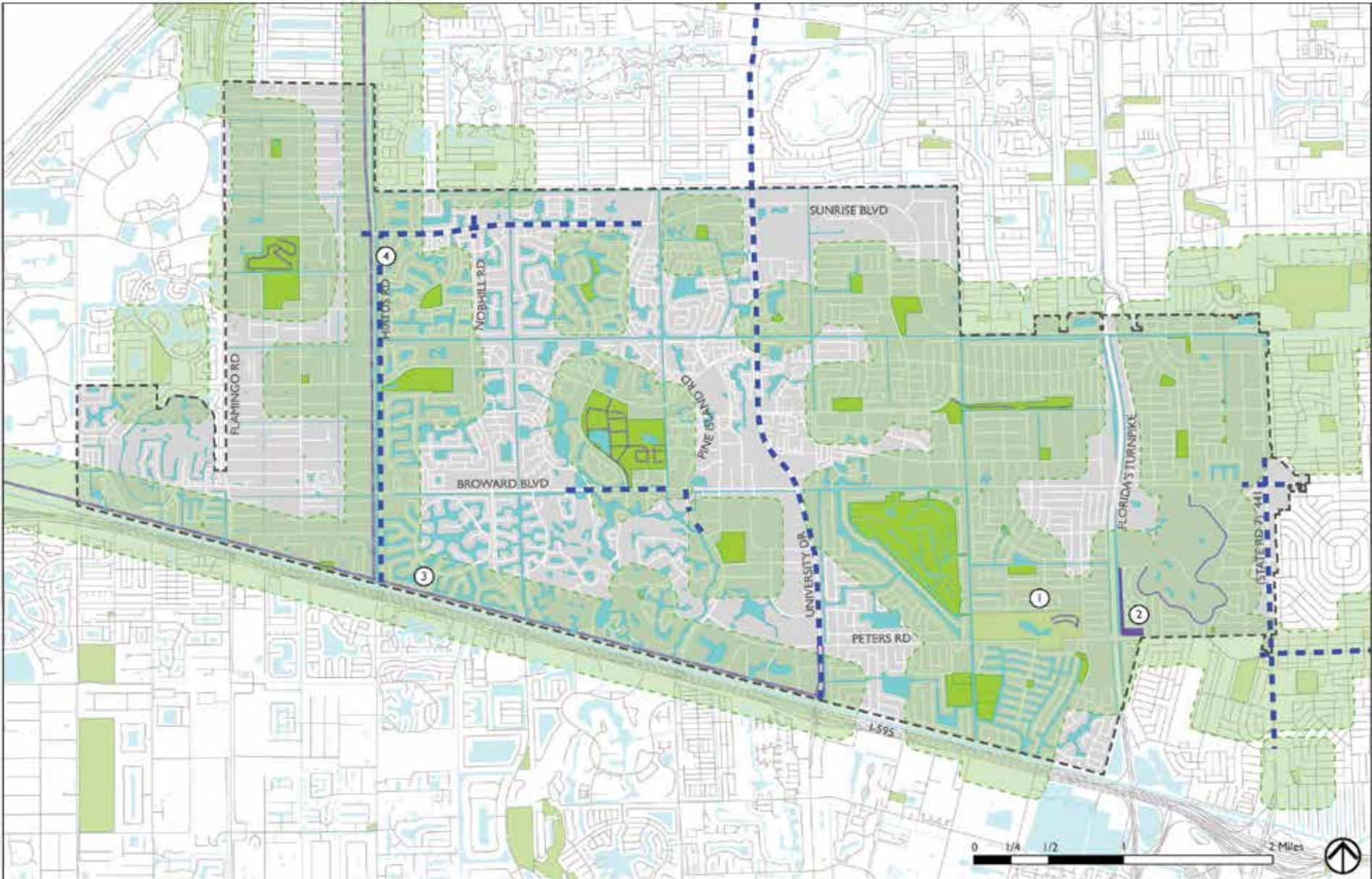
The Department aims to maintain and increase access to parks, trails, recreational facilities, and community service programs. In turn, it seeks to provide a healthy and safe environment by taking into account the health and family enrichment needs of members of the community, including seniors, minors, people with special needs and residents of all ages. Parks and recreational facilities can improve a community's health and livability, and connect people to places within the city by offering spaces for meeting and encouraging civic pride.

The Parks and Recreation Community Health Plan reviews parks, trails, and recreation facilities located in the City. It also discusses how healthy food access, medical services, and social opportunities will improve health in the community. With time, the interests and leisure needs change within a community. In addition to traditional playgrounds and picnic areas, services at parks and recreation facilities now include amenities such as lighted sports fields, water play areas, sports courts, swimming pools, and dog parks. The Department's ability to continually to provide innovative facilities and services requires a broad range of financial and programmatic support. The knowledge collected here forms the basis for goals, policies and implementation that allows for programs to offer a variety of healthy physical activities and recreational activities.



Figure 5.13: Yoga class

# Recreational Trails (Equestrian, Bicycle and Pedestrian)



- Legend**
- ① Plantation Heritage Park  
Broward County Park
  - ③ New River Greenway
  - ④ Hiatus Road Greenway
  - City limits
  - City Park Coverage  
5-minute walking distance
  - Existing Parks
  - Existing Trails
  - Existing Bicycle Lanes

Figure 5.1: Recreational Trails (Equestrian, Bicycle and Pedestrian) Map



## Department Inventory Overview

The Parks and Recreation Department oversees recreational programming and planning within City parks, trails, and recreation facilities. The Department is made up of 42 City-owned parks and facilities including approximately over 650 acres of parkland. The Department serves the entire community through activity, service, and recreational amenity programming. This scope of service includes preschool programs, youth camps, holiday celebrations, special City events, special interest classes, club programs, senior services and programs, family programs, youth and adult sports, cultural and performing arts programs, aquatics, tennis and golf programming, trail and nature activities, and park and trail planning.

## Recreational Trails and Open Space Connections

The trail system throughout Plantation provides recreational opportunities and serves as an alternative means of pedestrian and bicycle circulation. There are many benefits associated with walking, jogging, and or riding that trails provide as well . Recreation trends and input from the PRMP process also indicate higher need for trails. The Department oversees 16 trails totaling 9.4 miles. Additionally, the City is home to Country Club Estates Trail of 1.85 miles, the New River Greenway of approximately 5 miles, and the Hiatus Road Greenway of approximately 4 miles. The trail system connects residential neighborhoods, parks, schools, colleges, stores, restaurants, and other destinations within the City. Within the trail system, there are two types of trail corridors: urban trail corridors and multi-use trail corridors. Urban trails, which provide alternative circulation for bicyclists,

are located alongside roads. These trails go through the developed sections of the City's core and provide access to commercial, retail, cultural, and social activities. Multi-use trail corridors are designed to provide access within the parks and along residential corridors within the City. While they provide a means to get from one place to another as a mode of transportation, they are also designed to provide enjoyment and recreational activity.



Figure 5.14: City Trail

## Open Space

Open space areas and preserves within Plantation protect the area's natural beauty and the local ecosystem. Also, the open space areas within the community preserve habitat for a variety of plants and animals. The City contains a total of 1,588.90 acres of dedicated open space consisting of parkland, pastoral open

space, utilitarian open space, corridor open space, and specialized corridor open space. Figure 4.2 and Table 2.1 in the Parks and Recreation Master Plan shows the location and describes open space classifications in greater detail.



Figure 5.15: Volunteer Wetland Preserve

## Community Health and Family Enrichment

A healthy community is a community that constantly develops and enhances physical and social environments and extends certain community resources that allow people to support each other in carrying out all of life's functions and in growing to their maximum potential. Healthy places are designed and built to enhance the quality of life for all people living, working, learning and playing in the City.

Emerging trends in community planning are changing the quality and character of cities. In general, greater emphasis is being placed on creating more healthy places, fostering greater physical and social connectivity, and reducing environmental impacts, all of which enhance the quality of life in a community. The City has embraced many of these planning trends, which are evident in the Parks and Recreation Master Plan (PRMP), the Department's Strategic Plan, and the City's Comprehensive Plan.

These practices are still evolving and tend to overlap and reinforce other themes in the PRMP, rather than being distinctive topics. The Community Health Plan defines goals and strategies to provide more opportunities for community health and family enrichment in the City for five major topics: physical activity, safety, access to healthy foods, access to health care and medical services, and community involvement and social networks.

### Physical Activity

Plantation residents, business owners, and visitors recognize the importance of having a variety of recreation choices throughout the community to create more opportunities for physical activity. The City already provides a robust community services program where residents of all ages can engage in a broad range of activities, from swimming to Zumba lessons. Continuing these programs and expanding them to reach the entire spectrum of users ranging from children, teens, adults, and seniors is supported in the Parks and Recreation Community Health Plan and the Parks and Recreation Master Plan.



## Community Safety

Keeping park and recreation facilities safe is a key to community wellness and has a direct relationship to their usage rate. Research shows there is a direct relationship between the level of park use and the perception of security. Community safety in parks and open space is an intricate undertaking. This issue cannot be solved by one single action. Community involvement is required in order to create safer community strategies involving design, programming, and maintenance.

The Department's focus on the safety of the community is fostered through the PRMP and the Department's Strategic Plan where security features and procedures are being recommended. In addition to these recommendations, the Community Health Plan defines goals and strategies that further reinforce the safety of the community.



Figure 5.16: Kids playing in park

## Access to Healthy Foods

Access to healthy foods like fresh fruits and vegetables, whole grains, and unprocessed meals is not guaranteed for the entire community. Whether due to limited transportation options, economic hardship, or simply lack of good choices, some residents may struggle with consistent access to a wide range of healthy food options. The City recognizes the importance of expanding options for residents through providing community gardens and farmer's markets, better access to fresh foods at grocery corner and convenience stores and encouraging restaurants to provide healthy options.

There are services in place that offer access to healthy foods. There is a Farmer's Market every Saturday at Volunteer Park. The Farmer's Market offers fresh certified organic and non-organic produce, locally produced honey, homemade food items, plants, orchids, flowers, breads, cheeses, and many more items. The City's purpose is to provide the community with access to fresh and wholesome goods. Apart from offering health foods to the community, the Farmer's Market also creates a sense of community for those who attend. Recreational trails can provide connections to the Farmer's Market. By providing additional trails / pedestrian walkways the Department can offer an alternative means of transportation to healthier goods. The Department can also introduce healthier food alternatives at community events and facilities.

## Access to Health Care and Medical Services

Without access to health care and medical services, residents cannot maintain a high quality of life. The City can help provide



better access by ensuring that public transit connects to medical services and by identifying locations where new medical services are a priority. By looking for trail and pedestrian connections to health facilities, the City can build relationships with Plantation General Hospital, Westside Regional Medical Center, Baptist Health South, UHealth, and other local and regional hospitals and clinics or community organizations to ensure equitable access to medical care.

The Department should continue to include fitness and wellbeing services through their Senior Programming Division. Activities and events such as health fairs, health lectures, and fitness classes are an integral part of generating awareness of health services for the senior population. In addition the Department should continue to offer health education and wellbeing classes and programs to their Youth Programming Division.

## Community Involvement and Social Opportunities

The PRMP process has helped foster an understanding of the major challenges and opportunities faced in Plantation. From the dedicated elected officials to the workshop participants and survey participants, a diversity of opinions helped to develop the City's vision for the future. The City will continue to develop social and community organizations (e.g., Friends of the Helen B. Hoffman Library, Plantation Historical Society), youth sports groups, business groups, educational institutions, and residents to ensure support for the Parks and Recreation Master Plan implementation.



Figure 5.17: Community Event

## Goals and Strategies

A safe, secure, and healthy environment is the foundation of a successful community. The following goals and policies address quality of life in the City by supporting active lifestyles, community safety, access to nutritious foods, access to health care and medical services, and community and social connectivity.

- **Plan for, acquire, develop, and maintain a system of local parks connected through an integrated network of trails and high-quality recreational facilities.**
  - Create and Implement a Trail System to increase opportunities for physical activity (e.g., walking, biking), healthy lifestyles, and to reduce reliance on cars.
  - Promote increased access to parks and open spaces, pedestrian- and bike-oriented routes to parks and open space, greening of public rights-of-way, and a variety of active and passive uses of parks and open space.



- Provide accessible walking paths within park facilities.
- Require new development to be designed and constructed in accordance with the approved City Comprehensive Plan Recreation and Open Space Element to meet or exceed the City's parkland standard of 4 acres per 1,000 residents.
- Require new infill development to provide plazas, mini-parks, or other civic spaces, as part of their parkland requirement.
- **Become a leader in building healthy communities by supporting recreation and community service programs that promote wellness, fun, lifelong learning, skill development, personal enrichment, and positive relationships.**
  - Facilitate safe, convenient access to healthy foods through increasing access to locally grown food, fresh produce, and healthy meal options. Attract a wide range of healthy food sources such as full-service grocery stores, ethnic food markets, farm stands, community gardens, school-yard gardens, healthy restaurants, and farmer's markets.
  - Promote the public health benefits of healthy eating and lifestyle choices.
  - Promote healthy eating opportunities at City parks, facilities and events.
  - Promote park and facility design that discourages vandalism, deters crime, provides natural surveillance and creates a safe and comfortable environment.
  - Enhance relations with local health care facilities and partner with them to offer and expand health programs that the Department may not offer.
  - Create a system for conducting community safety and health audits in parks; partner with the Public Safety

Department.

- Implement Crime Prevention Through Environmental Design (CPTED) guidelines throughout the parks, facilities, and trails.



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## Appendix E. Environmental Responsibility

### Environmental Responsibility Overview

The City of Plantation recognizes that global climate change needs to be considered for near term designs and operations as well as future generations and is committed to reducing harmful greenhouse gas emissions.

The City understands that its employees, residents and businesses do have an effect on the local, regional and global environment. The City believes that successful environmental stewardship will:

- enhance local and national energy savings efforts
- lessen the City's negative impact on the environment
- protect natural resources for future generations
- result in long term cost savings

The City strives to be a leader in these environmental stewardship efforts by being a/an:

- Example to residents in the areas of energy efficiency, recycling, waste reduction, water conservation, and more.
- Educator to Plantation businesses and residents by communicating the benefits of sustainable practices.
- Influencer to Plantation development and redevelopment by updating zoning ordinances and land use plans and encouraging private development to incorporate "green" principles into their buildings and sites.

Plantation has been "...green before green was cool!" A recent survey of City departments shows that they have been doing a number of things to that positively impact the environment. City departments have been implementing sustainable practices for the past 20 years or more.



Figure 5.18: City owned Wetland Preserve

The Parks and Recreation Department is a proud advocate of the City's values on environmental responsibility and as such implements practices that support them. The Department is in the unique position to take a leadership role across a wide spectrum of environmental practices to ensure that the community it serves is provided with the tools to learn sustainable practices. It can lead by example through implementing sustainable policies, plans, and actions. The Plantation Parks and Recreation Department is committed to enhancing and protecting the quality of life and economic vibrancy of the region.

### Best Practices in Place

There are green practices already in place throughout Plantation, such as the residential recycling program, Operation Habitat, which worked to certify homes, businesses and schools through the National Wildlife Federation's Backyard Habitat program,

environmentally friendly construction and demolition debris management requirements, nearly 14 miles of multi-use recreation trails throughout the City, and the establishment of “healthy neighborhoods” such as Plantation Midtown, which makes it safer and easier for residents to navigate throughout the community without the use of a motorized vehicle.

Each of these efforts is a small part of a larger effort to find ways to sustain natural resources in order to ensure they remain available for generations to come. Here are a few more practices in place:

- Resolution 10481 which states the City of Plantation to become a “green local government” through improved environmental performance. This resolution proves the City’s commitment and set values on environmental responsibility.
- The City received Gold certification through the Florida Green Building Coalition (FGBC) “Green Local Government” certification program. It is one of only 11 cities in the state to achieve the Gold level.
  - The City’s mission statement was changed to include a “green” component and added a budget goal for sustainable practices: Mission Statement: To continually improve citizens’ quality of life through the provision of value-driven, quality public services and facilities that reflect the expectations of Plantation residents and the business community and confirm the City’s commitment to responsible environmental stewardship.
  - Sustainability Practices Goal: Support sustainable development projects that promote positive economic growth, increase social conscience, advance fair competitiveness, stimulate technological innovation and ultimately lead to improved quality of life for this and future generations.
- Plantation’s Landscape Division has been leading the way in “green” efforts for years. Arbor Day activities at Plantation

schools in March and April, the Street Tree Program, and Operation Habitat have been long standing traditions.

- Certified “Community Wildlife Habitat” through National Wildlife Federation (NWF). The City has certified at least 200 homes, 5 schools and 6 businesses.
- Farmers Market every Saturday at Volunteer Park.



Figure 5.19: Plantation Farmer's Market

- The City uses “green” cleaning products in its facilities.
- The Public Works department has replaced all City thermostats with programmable thermostats and replaced traditional lighting with T-8 alternatives. They are also working with the Purchasing department to replace many household items (cleaning products, paper goods, light bulbs, etc.) with “eco-friendlier” items.
- The Administration and Planning & Zoning departments encourage sustainable practices in all new development and redevelopment.



- Individuals within the Development Services building recycle paper, glass, plastic, binders, and magazines. They also print and copy duplex whenever possible; use ceramic mugs and plates rather than paper and plastic; shut off lights in the department when not in use; and save documents electronically rather than printing them out.
- The Building Department has attempted to go paperless and requests that all employees email or fax correspondence related to permits whenever possible, scan documents, and send links to appropriate files rather than printing them out. All department forms are available online, reports and emails are stored and viewed on computers instead of printed out, and permits will be paperless with online or electronic permit submissions.
- Through the Police department and the Helen B. Hoffman Plantation Library, volunteers from the community take cell phones to Women in Distress and other organizations. Used books are also collected and resold by Friends of the Library.
- Information Technology has implemented paperless initiatives (Council agenda, employee timesheets, online job applications and permit applications, etc.), in the City Clerk office and Departments of Human Resources and Building. IT also recycles computers by donating them to non-profit organizations.
- In 2019, Staff members in the Parks Division teamed up with 6<sup>th</sup> and 8<sup>th</sup> graders at Our Savior Lutheran School to spruce up the landscaping at Liberty Tree Park to celebrate Earth month.
- The majority of the Departments recycle toner cartridges and other end of life office supplies.
- The City makes note pads out of recycled, used, and scrap copy paper.

- Human Resources has gone paperless for job applications and employee performance reviews.

## Goals and Strategies

The Plantation Parks and Recreation Environmental Responsibility Plan is comprised of seven main goals that describe what the community and Department strives to achieve long term. The goals are described in the following pages. Each section contains:

- Why the goal is important:
- Key Recommendations:
- Tactics

### 1. Greenhouse Gas and Energy Reduction

Increase renewable energy, reduce production of greenhouse gas (GHG), and increase the savings in operating costs.

- Why the goal is important:  
Automobiles constitute an important source of air pollution. Plantation is committed to bringing down GHGs. Reducing the use of non-renewable energy and increasing the production of renewable energy decreases environmental risks associated with the reliance on fossil fuel and reduces operating costs.
- Key Recommendations:
  - Adopt Green Fleet Policy which includes:
    - Anti-idling directives
    - Purchase of higher performing vehicles
    - Use of alternative power sources
    - Retrofitting existing vehicles
    - Utilize smaller more energy efficient vehicles
- Tactic:  
The Plantation Parks and Recreation Department will



focus on reductions from the significant emissions sources including transportation, buildings, and water and sewer infrastructure.

## 2. Building Green Facilities and Reducing Energy Consumption

Lessen environmental impacts of buildings and infrastructure owned by the City.

- Why the goal is important:  
Buildings account for one third of the energy consumed in this country and two thirds of the electricity generated. Improving the performance of buildings and infrastructure in Plantation to reduce energy use, greenhouse gas emissions, operating costs, and environmental risks will help achieve this goal.
- Key Recommendations:
  - Create high performing buildings that are more energy efficient, conserve water, and use environmentally friendly products.
  - Conduct energy audits of existing buildings and utilize audit findings to prioritize upgrades and improvements.
- Tactic:  
Continuously improve City-owned buildings and promote national standards for new buildings and infrastructure to improve the effective use of existing natural and physical resources.

## 3. Healthy Environment and Natural Areas

Promote clean air, water, and soil; healthy habitats, and natural areas.

- Why the goal is important:  
Natural resources are important for both the environment and people, because they provide valuable leisure

opportunities, habitats for wildlife, minimize pollution and improve the quality of air and water.

- Key Recommendations:
  - Inventory deteriorated green spaces and create strategies for restoration
  - Protect natural resources such as trees
  - Protect our natural and drainage water bodies through storm water controls
  - Create greener neighborhood infrastructure, such as bio-swales and rain gardens
- Tactic:  
Build on recognized best management practices (BMPs), enhance management planning, and increase airshed and watershed protection.



Figure 5.20: Large canopy trees within City park



#### 4. Reducing Waste

Maximize the resource recovery by reducing, reusing, recycling while decreasing the production of waste.

- Why the goal is important:  
Reducing the waste that is going to landfills is of vital economic interest to every jurisdiction and taxpayer in Plantation. It is estimated that the more than 50% of the waste going to the landfills consists of recyclable materials. By reducing that waste stream, it will prolong the life of our landfill and improve the community's sustainability.
- Key Recommendations:
  - Develop recycling programs through city parks and facilities
  - Support the implementation of an ordinance requiring that demolition projects recycle at least 25% of the material generated
  - Reduce waste by reducing unnecessary packaging
  - Increase amount of compost produced and used at City sites
  - Educate and encourage residents and businesses on waste diversion practices
- Tactic:  
Build on successful implementation of recycling programs, and work with key partners including the Public Works Department Recycle Coach System and Broward County Recycling Programs like the Electronic Recycling Program.

#### 5. Strong Community and Livable Neighborhoods

The way our communities grow can have a significant impact on the environment.

- Why the goal is important:  
A vibrant City and community encourages active transportation, local businesses, civic pride, and tourism. Livable neighborhoods attract residents and businesses.
- Key Recommendations:
  - Examine codes and policies for land use to determine how to create walkable, bikeable communities and complete streets
  - Improve non-motorized linkages throughout the community
  - Create green spaces and improve traffic calming
- Tactic:  
Using the strength of the City's Comprehensive Plan and land development regulations, engage in community dialogue about livability, and what types of infill and redevelopment are appropriate, then apply this to planning and development regulations.

#### 6. Alternative Transportation

Efficient movement of people via transit, cycling, walking, and multi- and single-occupant vehicles.

- Why the goal is important:  
Shifting to transit and active transportation improves physical health and community connectivity. It also reduces greenhouse gases, City infrastructure costs, and household transportation costs.
- Key Recommendations:
  - Address known gaps in recreational trails network
  - Explore ways to improve and promote alternative transportation in Plantation



- **Tactic:**  
Implement Plantation Parks and Recreation Master Plan and Strategy Plan in regard to Recreational Pathways



Figure 5.21: City Trail

## 7. Educate and Engage the Community

Our responsibility is not only for our own operations, but to lead by example to encourage greater environmental stewardship by residents and local businesses.

- **Why the goal is important:**  
Engaging and educating the community fosters a greater sense of community and pride; and leads to better and more strongly supported civic decisions.
- **Key Recommendations:**
  - Reach out to stakeholders and residents to teach

the value and practice sustainable living

- Create periodic reports to the community on the City's on-going environmental responsibility.
- **Tactic:**  
The City will continue to focus on its investment of educational pieces through social media, the City website, and the Quarterly Recreation Publication with an emphasis on both parks and recreation and city initiatives.



Figure 5.22: Plantation Preserve

## Implementation of Plan

The Environmental Responsibility Plan of the Plantation Parks and Recreation Department sets clear course for the entire community but also defines strategies for the City to work towards its goals and objectives. Nevertheless, the program is long-term, it is



important in the sustainability efforts of the City and execution is crucial. Nevertheless, the plan is long-term, it is important in the sustainability efforts of the City and execution is crucial.

For the Plan to be successful, the Department must rely on its external stakeholders, its internal process and core delivery service. Implementation must require a concerted and collective effort between the community and the stakeholders.

The Department will continue to build strong internal systems to improve core service delivery and support sustainability. Improvements will follow the goals and recommendations set by this plan, the Parks and Recreation Master Plan, and the City's Comprehensive Plan Conservation Element. In addition, the Department will continue to build on the basis for efficient external cooperation.

The Parks and Recreation Department is committed to, and takes seriously, its responsibility to protect the parks and facilities that citizens and business partners in the City have entrusted to us and to become a sustainable community. All citizens play a part in working towards the goals and objectives set out in this program. The Department has a special responsibility in setting the example towards environmental responsibility.

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## Appendix F. Art in Public Places Plan

Plantation's Art in Public Places Plan is lead by the Parks and Recreation Department in collaboration with the City of Plantation and other civic groups and private entities.

The goals of the plan are the following:

- Produce a planning document created with broad public and civic input to guide the Art in Public Places Program and enhance the unique identity of Plantation.
- Assess available sources of funding.
- Develop a near-term implementation plan.
- Outline a long-term and sustainable program to promote public art in Plantation.

### Public Art and its Relationship to Plantation

Public art can serve as a gateway to fulfill current and future goals of Plantation. Memorable public places invite us to return, meet our neighbors and value our community. Places that are memorable like this enrich our experiences in parks, invigorate our neighborhoods, educate the public about the history of the place and it's formal residents, and play tribute to our ethnic and cultural diversity. Visual and emotional connections to places are created through public art. A key part of what public art does is that it improves quality and significance of the built environment, therefore creating a movement of investment that reassures residents and newcomers to respond in generous.

Public art is art in any media that has been designed and implemented with the intention of being displayed in public space or the public realm, usually outside and accessible to the public both visually and physically. Public art is often funded by

government entities and services. A large percent of public art programs have become popular in the last 20th century

### Values, Vision & Program Goals

#### Values

Fundamental values emerged through the Planning process of the Parks and Recreation Master Plan, through the feedback received from stakeholders and City residents. These values inspire the vision and goals of this plan.

- **Connection to Nature and Parks**

Connection to nature is highly valued in Plantation. Closeness to open spaces and high-quality parks are all viewed as major assets.

- **Being Authentic**

Plantation has a unique identity, not merely as a suburb City. The City's mission on preserving family-oriented values gives the city a genuine "hometown" feeling that has evolved through generations. This authenticity is valued by new residents as well as longstanding residents.

- **Strengthening Midtown and Gateway Areas**

Midtown and Gateway areas were established as Safe Neighborhood Improvement Districts in order to obtain additional state and local financial resources to address public safety and set the stage for future redevelopment of the districts. These districts are the City's core commercial areas and City centers; therefore it is crucial to take advantage of the City's initiative to improve the districts.

- **Embrace Diversity**

Population diversity is one of the major growing trends of the future and the City of Plantation does not fall short of this trend. Plantation's population includes a diversity of ranges from all age groups and ethnicities. Having a public art program that is as diverse as Plantation's population is key

to its success and will promote a holistic community.

- **Well-Managed Program that Produces Art Projects**

The goal is to design a maintainable program with the funds, vision, and staff that result in significant art projects.

## Vision

Public art is a visible expression of Plantation's values. Art animates our public spaces, provides profound and memorable community experiences, and creates connections between neighbors, old and new residents, the city and the natural environment. Investment in creating meaningful public spaces can strengthen connections between residents and the City and connections between the neighborhoods of Plantation. Public art is part of Plantation's road map and is a vital component of creating a community that future generations will be proud to call home.

## Program Goals

1. **Establish a collection of work of high artistic quality and enduring value.**

Art commissioned and donated is of high aesthetic quality, represent a range of media, and can be both permanent and temporary. The Public Art Program should be sustainable, with the resources to ensure the commissioning of quality work in a well-managed collection.

2. **Create inviting places for people to gather, connect to each other and their community.**

Plantation values its family-friendly atmosphere, a place where "neighbors, generations and cultures connect." Art should be used to enhance memorable places and destinations that draw people to engage in public life.

3. **Encourage art in all public places, in all parts of Plantation.**

Public art is indeed a free museum, making art available to everybody. Public art should be incorporated into Plantation's entire fabric, helping to create unforgettable locations in every neighborhood.

4. **Utilize art to express the unique civic identity of Plantation.**

Plantation is a unique city that offers an urban environment intermixed with a "hometown" lifestyle. The City offers rich amenities and a competitive business environment. Plantation's population is diverse, with long-established families and new residents from different age groups and ethnicities. Art shall consider the contributions made to Plantation from many viewpoints.

5. **Contribute to the efforts to strengthen Midtown and Gateway areas.**

Arts and culture will help foster sense of community, identity, and beautification of the special districts. Public art should be used to add to the city centers' beauty and tourist appeal, and should play a major role in the planning and development of these special areas.

6. **Support local artists by encouraging their participation in public art creation and selection.**

Technical assistance and mentoring opportunities for Plantation artists should be provided to develop the public art capabilities in the local arts community.

7. **Use public art as a tool to promote design excellence.**

The planning and design of the built environment will include the use of public art and artists. Early involvement of the artists in these processes may lead to truly distinctive suburban development. Public art should set the quality standard for subsequent neighbors and developers.

8. **Establish funding mechanisms**

Establish funding mechanisms that ensure effective



incorporation of public artwork into public and private development, renovation, and other civil infrastructure enhancements. The level of investment should be sufficiently significant to commission high quality artworks, preserve them properly and finance program management.

**9. Ensure the preservation and maintenance of the City's art collection.**

The plan will set guidelines and dedicated resources to preserve and sustain the artwork.

**10. Look for opportunities to expand Public Art by partnership.**

The Department should continue to look for opportunities to expand Public Art by engaging the Broward Cultural Division, Art Community, and private entities with the community at large.

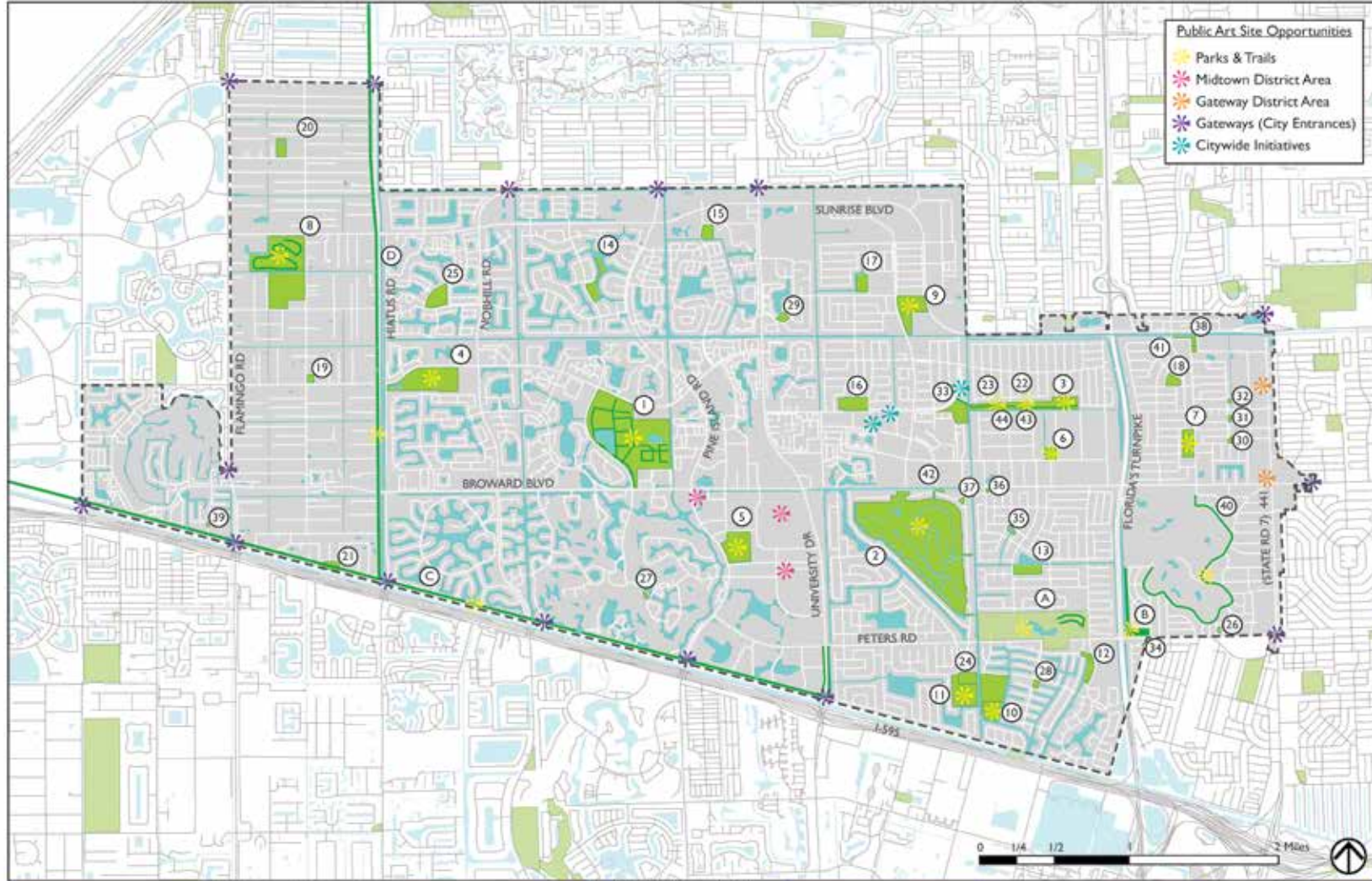
### Implementation Steps

- City Council to adopt Plan
- Adopt funding mechanisms from recommended options including:
  - Annual appropriation from City Council
  - Public percent for art ordinance
  - Plantation Community Redevelopment Agency (CRA)
  - Incentive system for public art in private development
  - Foundation (long-term mechanism)
- Other new sources of funding as they become available
- Develop City code language for funding mechanisms
- Develop staffing and work plans
- Develop specific program policies and guidelines per recommendations in Art in Public Places Plan
- Manage art projects
- Inventory existing public art collection
- Develop maintenance and conservation plan for existing public art
- Develop a Public Art Committee
- Develop a Plantation Arts and Culture Council (PACC) or outsource the public art program to Broward County Public Art Program
- Focus on Midtown development and Gateway development areas specifically through participating in current Plan process
- Develop partnership agreements with City Departments and seek opportunities for inclusion of public art
- Develop relationship with non-City of Plantation agencies and groups which may collaborate on public art services (County, Public Schools, private developers, etc.)
- Advocate for excellence in civic design with City officials, developers, architects, designers, planners
- Creation of annual work plan, in occurrence with the budget process
- Provide workshops and technical assistance for local artists
- Develop mural incentive program
- Develop education and outreach strategies and materials in support of the Public Art Program
- Develop outreach strategies and materials to encourage public art in private development
- Periodic assessment of Public Art Program



# Public Art Site Opportunities

This is a map of key Public Art Site Opportunities, indicating the primary sites for public art identified through this planning process. Opportunities may arise that are not on this map.



Premier Parks		Community Parks		Neighborhood Parks		Cultural Facilities	
1 Central Park	6 Deicke Auditorium & Hoffman Park	12 Jack Carter/ Harmony Park	19 Middle Acres Park	27 Cocoplum Park	34 Plantation Point Park	43 Helen B. Hoffman Library	
2 Plantation Preserve Golf Course & Club	7 Jim Ward Community Center	13 Fig Tree Park	20 North Acres Park	28 Fumpston Park	35 South Bel Air Park	44 Historical Museum	
<b>Regional Parks</b>		14 Jacaranda Lakes Park	21 South Acres Park (Tara Park)	29 Marciano Estates Park	36 Thrower Park	<b>City Trails</b>	
3 Community Center / Plantation Woods Park	8 Volunteer Park/ Camp Everglades/ Equestrian Center	15 Veterans Park	22 Plantation Botanical Gardens (Plot 1)	30 Mini Park #1 (South)	37 Woodbury Park	A Plantation Heritage Park	
4 Sunset Park	9 P.A.L. Field & Roy Salmon Stadium	16 Rae Carole Armstrong Liberty Tree Park	23 Plantation Botanical Gardens (Plot 2)	31 Multi Cultural Gardens Park	38 Plantation Business Park	B Country Club Estates	
5 Pine Island Park	10 Pop Travers Field	17 Mirror Lake Park	24 Seminole Park/ Happy Tails Dog Park	32 Mini Park #3 (North)	39 Melaleuca Park	C New River Greenway	
	11 Seminole Middle School	18 Park East Park	25 Deicke Park	33 Plantation Botanical Gardens (Plot 3)	40 Country Club Circle Linear Park	D Hiatus Road Greenway	
			26 Country Club Park		41 Park East Trail Head		
					42 East Tropical Way Park (Two Lots)		

Figure 5.2: Public Art Site Opportunities Map



## Public Art Examples

### Parks & Trails



Ordrupgaard, Denmark  
Jeppe Hein



Montréal, Canada



Montréal, Canada  
Montreal's Luz Studio

### Midtown District Area



Umbrella Sky Project: Águeda, Portugal



Fort Myers, FL



Silver Spring, MD

### Gateway District Area



Wayne, MI  
David Fichter



Amherst, MA



Deland, FL  
Various Artists



## Gateways (City Entrance)



Delray Beach, FL  
Michelle Newman



Los Angeles, CA  
Paul Tzanetopoulos



Old Strathcona, Alberta, Canada  
Behrends Group

## Citywide Initiatives



Clearwater, FL  
Various Artists / Community Organizations



Pompano Beach, FL  
Various Artists



Denver, CO



## Funding and Program Options

Recommended funding mechanisms for the Public Art Program of Plantation should support three key elements: program management, development and implementation of art projects, and management and maintenance of collections. It is recommended that a range of funding mechanisms achieve the goals set out in this Strategy and promote a reliable, high-quality program with annual projects. It is recommended that a range of funding mechanisms achieve the goals set out in this Plan and promote a reliable, high-quality program of annual projects.

Establish funding mechanisms that ensure effective incorporation of public artwork into public and private development, renovation, and other civil infrastructure enhancements. Investment rates should be sufficiently significant to obtain high quality artworks, preserve them properly and finance program management.

The best funding mechanisms are those that are part of the City of Plantation's broader development strategies, connect with future community growth, and maximize support from the community's current and potential arts collaborators and donors. The following are recommended funding mechanisms.

- **Annual appropriation from City Council:**  
A City expenditure is required to fund the program, to employ and retain personnel and to support art projects.
- **Percent for public art ordinance:**  
The City of Plantation should adopt a percent for public art ordinance. 2% of city capital development projects with budgets over \$25,000 should be set aside for public artwork. Funds from this source should be designated to a public art

fund so that contributions from smaller capital development projects will accumulate and can be used for more significant public art projects.

- **Plantation Community Redevelopment Agency (CRA) and/or other community development sources:**  
Midtown and Gateway district public art projects associated with the redevelopment of those areas should be funded by the Plantation Community Redevelopment Agency (CRA) and/or other community development/economic development sources.
- **Incentive allocation systems for public art in private development:**  
Incentive systems should be implemented to include public art and other amenities for private developers, perhaps in accordance with the City's provision for accessible open space in development. An example would be to have a private development allocation were 1% of any new development is contributed to the City for public art. The key to obtaining art projects is knowing what incentives are going to work at Plantation.
- **A Plantation arts & culture foundation:**  
A foundation should be used for the long-term purpose of generating funds which will sustain the public art program of Plantation.
- **Other new sources of funding as they become available:**  
The City of Plantation and the Public Art Committee should explore other mechanisms supporting public art which are not identified in this report. As the economy improves, when

new federal or state legislation is implemented, or as partner organizations seek ways to implement public art projects, these frameworks may become available.

### Program Options

Cost	Components	Tasks
<b>Option 1</b>		
\$100,000	<ul style="list-style-type: none"> <li>• 1 full-time staff: \$40,000</li> <li>• Signature art project: \$40,000</li> <li>• Marketing, materials, maintenance plan: \$20,000</li> </ul>	Establish program, funding mechanisms, policies and procedures. Begin establishing partnerships. Initiate first art project. Develop materials, marketing. Assess condition of current City artwork. Develop a foundation funding mechanism.
<b>Option 2</b>		
\$80,000	<ul style="list-style-type: none"> <li>• Part-time staff person: \$20,000</li> <li>• Signature art project: \$40,000</li> <li>• Marketing, materials, maintenance plan: \$20,000</li> </ul>	Scaled-back version of Option 1 with staff focused on program development and managing an initial art project.
<b>Option 3</b>		
\$30,000	<ul style="list-style-type: none"> <li>• Part-time staff person: \$20,000</li> <li>• Marketing, materials: \$10,000</li> </ul>	Similar to Option 2, without a City-sponsored art project. Strong focus on developing the program without managing an art project.
<b>Option 4</b>		

\$0	<ul style="list-style-type: none"> <li>• No new program dollars.</li> <li>• Use Public Art Committee members to move forward Plan goals.</li> </ul>	Limited, depending on availability of Public Art Committee staff.
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### Conclusion

The Art in Public Places Plan aims to provide both the broad vision and goals for Plantation’s Public Art Program and the practical mechanisms to accomplish these goals.



## Appendix G. Population Studies Methodology by the Bureau of Economic and Business Research (BEBR)

### CONSTRUCTING ESTIMATES OF TOTAL POPULATION FOR COUNTIES AND SUBCOUNTY AREAS IN FLORIDA

Richard Doty, Suzanne Roulston-Doty, Stefan Rayer  
and Stanley K. Smith  
Bureau of Economic and Business Research  
University of Florida  
October, 2018

The Bureau of Economic and Business Research (BEBR) makes population estimates for every county and subcounty area in Florida, with subcounty areas defined as incorporated cities, towns and villages, and the unincorporated balance of each county. County estimates are calculated as the sum of the subcounty estimates for each county and the state estimate is calculated as the sum of the county estimates. The estimates refer solely to permanent residents of Florida; they do not include seasonal or other types of temporary residents.

The estimates are produced using the housing unit method, in which changes in population are based on changes in occupied housing units (or households). This is the most commonly used method for making local population estimates in the United States because it can utilize a wide variety of data sources, can be applied at any level of geography, and can produce estimates that are at least as accurate as those produced by any other method.

The foundation of the housing units method is the fact that

almost everyone lives in some type of housing structure, whether a traditional single family unit, an apartment, a mobile home, a college dormitory, or a state prison. The population of any geographic area can be calculated as the number of occupied housing units (households) times the average number of persons per household (PPH), plus the number of persons living in group quarters such as college dormitories, military barracks, nursing homes, and prisons:

$$P_t = (H_t \times PPH_t) + GQ_t$$

where  $P_t$  is the population at time  $t$ ,  $H_t$  is the number of occupied housing units at time  $t$ ,  $PPH_t$  is the average number of persons per household at time  $t$ , and  $GQ_t$  is the group quarters population at time  $t$ . Estimates of the number of people without permanent living quarters (e.g., the homeless population) are included in estimates of the group quarters population.

This is an identity, not an estimate. If these three components were known exactly, the total population would also be known. The problem, of course, is that these components are almost never known exactly. Rather, they must be estimated from various data sources, using one or more of several possible techniques. In this report, we describe the data and techniques used to develop population estimates for Florida's counties and subcounty areas for April 1, 2018.

### HOUSEHOLDS

Census definitions require a person to be counted as an inhabitant of his/her usual place of residence, which is generally construed to mean the place where he/she lives and sleeps most of the time.

This place is not necessarily the same as one's legal or voting residence. A household is the person or group of people occupying a housing unit; by definition, the number of occupied housing units is the same as the number of households. Households refer solely to permanent residents and a housing unit is classified as vacant even when it is continuously occupied, if all the occupants are temporary residents staying only for a few days, weeks, or months.

BEBR uses three different data sources to estimate the number of households in Florida. Our primary data source is active residential electric customers. We collect these data from each of the state's 54 electric utility companies. Households can be estimated by constructing a ratio of households to active residential electric customers using data from the most recent census year (e.g., 2010) and multiplying that ratio times the number of active residential customers in some later year (e.g., 2018). This procedure assumes that no changes have occurred in electric company bookkeeping practices, in the vacancy rate of active residential electric customers, or in the proportion of those customers who are permanent residents. Although changes do occur, they are generally fairly small. In some places we adjust the household/electric customer ratio to account for changes in the vacancy rate or the proportion of housing units occupied by permanent residents.

We sometimes filter electric customer data to exclude limited use customers. Limited use customers are those using less than a specified amount of electricity during certain months of the year. We believe these customers represent seasonal or other part-time residents or vacant units, and excluding them may give a more accurate measure of permanent residents. These data are

not available for all areas of the state, but in places in which the data are available and appear to be reliable we may use them in conjunction with other data sources.

Our second data source is residential building permits, as collected and distributed by the U.S. Department of Commerce. The housing inventory in 2018 for a city or county that issues building permits can be estimated by adding permits issued since 2010 to the units counted in the 2010 census and subtracting units lost to destruction, demolition, or conversion to other uses. The time lag between the issuance of a permit and the completion of a unit is assumed to be three months for single-family units and fifteen months for multifamily units. Building permits are not issued for mobile homes, but proxies can be derived from records of shipments to mobile home dealers in Florida. Creating a housing inventory for an entire county requires complete permit data for every permitting agency within the county. Although such data are not always available, coverage is sufficient in most Florida cities and counties to provide useful information.

There are no readily available data sources providing comprehensive up-to-date information on occupancy rates that are as reliable as those produced by the latest decennial census. Accurate information can be obtained through special censuses or large sample surveys, but in most instances these methods are too expensive to be feasible. A common solution is to use the occupancy rates reported in the most recent census. This is the procedure we follow in most places, but in some places we make adjustments to account for factors reflecting changes in occupancy rates over time. These factors may include data from the U.S. Census Bureau's American Community Survey (ACS) showing upward or downward trends over time since the last decennial



census, changes in the proportion of seasonal population, etc.

The product of the inventory figure and the occupancy rate provides an estimate of the number of households. There are several potential problems with this estimate. Time lags between the issuance of permits and the completion of units may vary from place to place and from year to year. The proportion of permits resulting in completed units is usually unknown. Data on demolitions and conversions are incomplete and data on mobile homes must be estimated indirectly. Reliable estimates of changes in occupancy rates are generally unavailable. Certificate-of-occupancy data can eliminate problems related to completion rates and time lags but not those related to occupancy rates, demolitions, and conversions. Although these problems limit the usefulness of the data in some places, building permit data often provide reasonably accurate estimates of households.

Our third data source for estimates is the number of homestead exemptions by county reported by the Florida Department of Revenue. Households can be estimated by constructing a ratio of households to exemptions using data from the most recent census year (e.g., 2010) and multiplying that ratio times the number of exemptions in some later year (e.g., 2018). An important advantage of these data is that they cover only housing units occupied by permanent residents, thereby excluding the impact of seasonal and other non-permanent residents. The primary disadvantage is that the data do not include households occupied by renters or other non-homeowners, but those households often change at a similar rate to the households with homestead exemptions. Homestead exemption data is also available from each county's property appraiser at the property parcel level, which can be summarized by subcounty areas. We sometimes use these data

in places where our other primary data sources show differing trends.

Electric customer, building permit, and homestead exemption data all provide useful information regarding changes in households. Previous research on BEBR population estimates has shown that household estimates based on electric customer data are—on average—more accurate than those based on building permit and other data. However, we use our professional judgment to decide which data source(s) to use in each specific county and subcounty area. In many instances, we use averages of estimates from more than one data source. We also sometimes use GIS-based property parcel data (along with year built information and detailed land use codes from the Florida Department of Revenue) to evaluate which data source is best for a particular place.

## PERSONS PER HOUSEHOLD

The second component of the housing unit method is the average number of persons per household (PPH). Florida's PPH dropped steadily from 3.22 in 1950 to 2.46 in 1990 but then leveled off, remaining constant between 1990 and 2000 before rising to 2.48 in 2010. There is a substantial amount of variation among local areas in Florida, with values in 2010 ranging from 2.1 to 3.1 for counties and from less than 1.4 to more than 4.0 for subcounty areas. PPH values have risen over time in some cities and counties and declined in others.

For each county and subcounty area, we base our PPH estimates on the local PPH value in the most recent census (e.g., 2010) and the county-level change in PPH since that census (as measured by

the American Community Survey). In some instances, we use the local change in the mix of single-family, multifamily, and mobile home units since the last census, and/or indirect indicators of changes in PPH to adjust the estimates (e.g., changes in racial composition). Again, we use our professional judgment to decide which data sources and techniques to use in each county and subcounty area.

## GROUP QUARTERS POPULATION

The household population is calculated as the product of households and PPH. To obtain an estimate of the total population, we must add an estimate of the group quarters population. In most places, we estimate the group quarters population by assuming that it accounts for the same proportion of total population in 2018 as it did in 2010. For example, if the group quarters population accounted for 2% of the total population in 2010, we assume that it accounted for 2% in 2018. In places where there are large group quarters facilities, we collect data directly from the administrators of those facilities and add those estimates to the other group quarters population. Inmates in state and federal institutions are accounted for separately in all local areas; these data are available from the Federal Bureau of Prisons, the Florida Department of Corrections, the Florida Department of Veteran Affairs, the Florida Agency for Persons with Disabilities, the Florida Department of Health, the Florida Department of Juvenile Justice and the Florida Department of Children and Families. The total population estimate is made by adding the estimate of the group quarters population to the estimate of the household population.

## CONCLUSION

The population estimates produced by BEBR are calculated by multiplying the number of households by the average number of persons per household and adding the number of persons living in group quarters. This methodology is conceptually simple but effective. It utilizes data that are available for all local areas, its components respond rapidly to population movements, and it can be applied systematically and uniformly everywhere in the state. A comparison of population estimates with census results for 1980, 1990, 2000, and 2010 showed the BEBR estimates to be quite accurate, especially when compared to other sets of estimates. We believe the housing unit method is the most effective method for making city and county population estimates in Florida and that it produces reliable estimates that provide a solid foundation for budgeting, planning, and analysis.

## ACKNOWLEDGMENT

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## Appendix H. Example Maintenance Checklist

### Daily Park Maintenance Checklist

#### Turf

- Turf areas are free of litter and debris
- Ensure turf is free of hazardous holes or protrusions

#### Trash

- Sufficient receptacles, no overflows
- Receptacles have liners
- Receptacles are in good repair, free of hazards

#### Play surface

- Surface is clean, no litter or debris, free of hazards
- Play equipment and surface are in good repair

#### Hard-surface courts

- No litter, debris, or gravel
- Courts are in good repair, free of hazards

#### Shelter

- Clean, sanitary
- Shelter is in good repair and free of hazards

#### Buildings and Utilities

- Surfaces clean, sanitary, free of graffiti
- Building is in good repair and free of hazards
- Utilities are in good repair and free of hazards

#### Restrooms

- Toilets, urinals, & sink areas are clean and sanitary
- Mirrors, walls, & partitions are clean and sanitary
- Floors and drains are clean and sanitary
- Trash receptacles are not overflowing
- Diaper-changing table is clean and sanitary
- Soap, fresheners, & paper products are stocked
- Dispensers are clean and sanitary
- Lights and ventilation system are operational
- Restrooms are in good repair, free of hazards

#### Pool

- Pool water is clear, clean, and sanitary
- Pool is free of litter and debris
- Pool water has a balanced pH level
- Pool deck is clean, and free of litter and debris
- Pool, stairs, and ladders are in good repair, free of hazards





## Weekly Park Maintenance Checklist

### Turf

- Grass is mowed to appropriate height

### Dugouts

- Dugouts are clean, no litter or debris

### Lighting

- Functions properly, no burnt out bulbs
- Uniform coverage, no dark or blind spots

### Trash

- Bottoms of receptacles are free of litter
- Receptacle exterior is clean
- Lids in place

### Sand courts

- Free of weeds, grass, litter, and debris

### Water fountains and hose bibs

- Clean, free of debris

### Play areas

- Play equipment and surface hardware are in tact, no protrusions

### Shelter

- No graffiti
- Staples from banners, posters, and decorations have been removed

### Grills

- Used charcoal removed

### Buildings and Utilities

- Plumbing fixtures and drains are functioning properly
- HVAC, appliances, and ventilation are working properly
- Staples from banners, posters, and decorations have been removed

### Restrooms

- Toilets, sinks, dispensers, and dryers are operational
- Trash receptacles are clean and sanitary, inside and out
- Light fixtures are free of dust

### Landscape

- Plant material appears healthy and properly-pruned
- Planting beds are free of litter, weeds, and debris

### Pool

- Pool pump is functioning properly, free of debris, and not unusually noisy
- Pool filter is free of debris, runs properly
- Ladders and rails are secure and sturdy



## Monthly Park Maintenance Checklist

### Turf

- Irrigation coverage is adequate, and functions properly
- Minimal or no weeds are present
- Uniformity; no various species present
- Grass is dense, with no sparse patches
- Grade is level, no drainage issues

### Furniture

- Surface is smooth; no sharp edges, protrusions, catch points
- No graffiti

### Field accessories

- Goals, tackling sleds, and pitching screens in good repair
- Scoreboards function; exterior in good repair

### Dugouts

- Smooth seating surface; no sharp edges or protrusions, catch points
- No graffiti
- Electrical enclosures function and are secure, GFIs covered, no wires exposed

### Lighting

- Base and structure are sound and secure
- Electric boxes and conduits are secure

### Trash

- Paint is smooth; no chipping
- No rust or graffiti

### Play equipment

- No graffiti

### Play surface

- Surface is level
- Rubber surfaces are free of holes and tears, and secured to base and curbing
- Mulch is loose and free of compaction

### Fences/Netting/Screens

- Free of holes
- Safety caps on fences surrounding play areas
- Gates and hardware are functional
- Basketball rims are straight and secured to backboards with no visible defects
- 

### Sand courts

- Sand is loose
- Court endlines and sidelines are properly secured

### Water fountains and hose bibs

- Operational, no leaks

### Shelter

- Electric panels, plugs, and lights have safety covers, and are operational
- 
- Water systems, and any other utilities are operational in good repair

### Grills

- Operational, minimal rust and deterioration
- Grill racks are operational, and secured to main body

### Buildings and Utilities

- Doors, windows, screens, and locks are operational
- Electrical panels, plugs, and lights have covers, and are operational
- Fire extinguishers are mounted in proper location, and with current inspection tag
- 

### Restrooms

- No graffiti
- Hand dryers are operational
- Stalls are secure and sturdy
- Hardware is in place, secure, and works correctly

### Parking lots and walking paths

- Drainage grates are free of debris, and basins are clean
- Overhanging branches are pruned to acceptable height
- Pavement is free of weeds and grass growing in cracks and expansion joints
- 

### Landscape

- Mulch is consistent in appearance and distribution
- Plants mulched to appropriate depth
- No mounding evident at Crown of the plant

### Irrigation

- Irrigation pressure provides optimal flow of water
- Nozzles are clear and spray or drip evenly
- No gaps in irrigation coverage are apparent
- Components have no leaks or breaks



# Annual Park Maintenance Checklist

## Furniture

- Hardware and bracing is intact, in place, and flush with surface
- Paint is smooth; no chipping
- Handrails secure; surface is smooth
- No rotten wood or rusted metal

## Dugouts

- Structure and roof is sound with no leaks

## Signage

- Sign is legible, not faded
- Emergency signs are highly visible and secure

## Play equipment

- Play equipment meets ASTM and National Playground Safety Institute standards
- Age-appropriate signage is present

## Fences/Netting/Screens

- Properly tied to upright supports
- Posts are secure and straight
- Crossbars properly secured to upright supports
- Hardware is in place
- Tennis nets have center straps installed at regulated height, and are anchored to the court
- 

## Hard-surface courts

- Smooth and level
- Well-drained, no signs of pooling
- No large cracks, holes, or trip hazards
- Painted and striped per court specifications

## Sand courts

- Surface is smooth, level, and well-drained

## Shelter

- Concrete has a smooth surface and no large cracks or holes
- Roof is clear of debris, intact, and has no leaking

## Grills

- Minimal grease buildup
- Foundations are intact, secure, and sturdy

## Buildings and Utilities

- Paint is in good condition
- No rotten lumber or rust
- Concrete is smooth, with no large cracks or holes
- Roof is free of debris, intact, and has no leaks or holes

## Parking lots and walking paths

- Uniform surface, level, and with no trip hazards
- No standing water
- Paint markings are easily visible and bright
- Handicapped stalls are marked clearly and correctly

## Landscape

- Bed edges are neatly trimmed grass borders or other installed edging that is in good repair



# Appendix I. Images of Parks

## PREMIERE PARKS & FACILITIES

### Central Park



### Central Park Multi-Purpose Building



# Veltri Tennis Center



# Plantation Aquatic Complex



# Plantation Community Center



# Plantation Preserve Golf Course



# Deicke Auditorium Recreation Center



# Jim Ward Community Center



# Volunteer Park Community Center



# Plantation Equestrian Center





# REGIONAL PARKS

## Plantation Woods Park



## Sunset Park



# Pine Island Park



# Hoffman Park



# Camp Everglades at Volunteer Park



# P.A.L. Field & Roy Salmon Stadium



# Pop Travers Field



# Seminole Middle School Park



# COMMUNITY PARKS

## Jack Carter / Harmony Park



## Fig Tree Park



## Jacaranda Lakes Park



## Veterans Park



### Rae Carole Armstrong Liberty Tree Park



### Mirror Lake Park



### Park East Park



### Middle Acres Park



## North Acres Park



## South Acres Park



## Botanical Gardens



## Happy Tails Dog Park



### Deicke Park



### Country Club Park





# NEIGHBORHOOD PARKS

## Cocoplum Park



## Fumpston Park



## Marcano Estates Park



## Mini Park #1 (South)



### Multi Cultural Gardens Park



### Mini Park #3 (North)



### Plantation Point Park



### South Bel Aire Park



## Thrower Park



## Woodbury Park



## Plantation Business Park



## Melaleuca Park



### Country Club Circle Linear Park



### Park East Trail Head



### East Tropical Way Park (Two Lots Park)



# CULTURAL FACILITIES

## Helen B. Hoffman Library



## Historical Museum

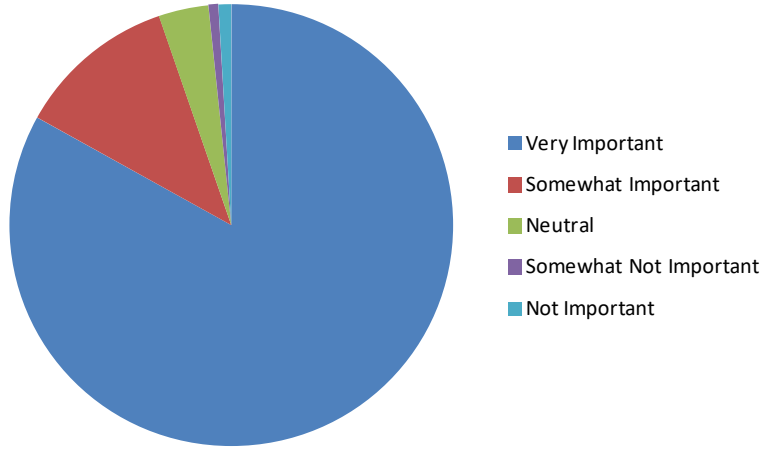


# Appendix J. Online Public Survey

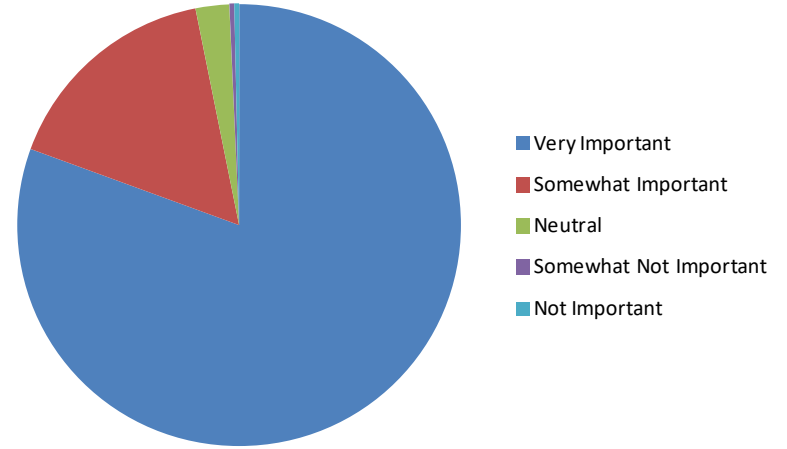
## Question 1:

How Important are the following park topics to you and your household?

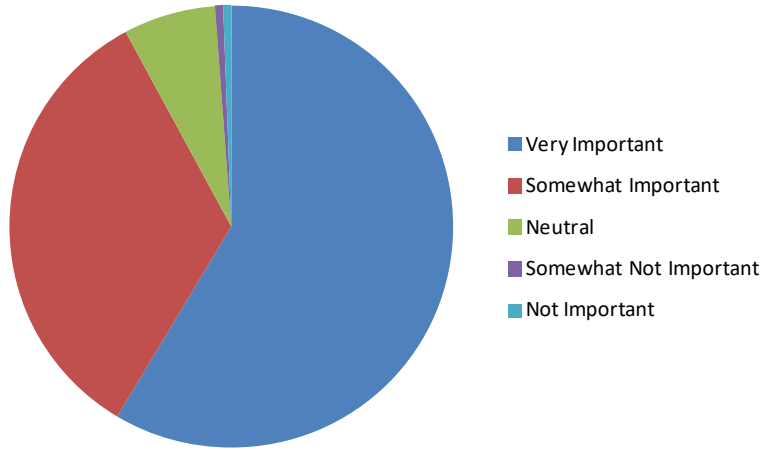
Personal Safety



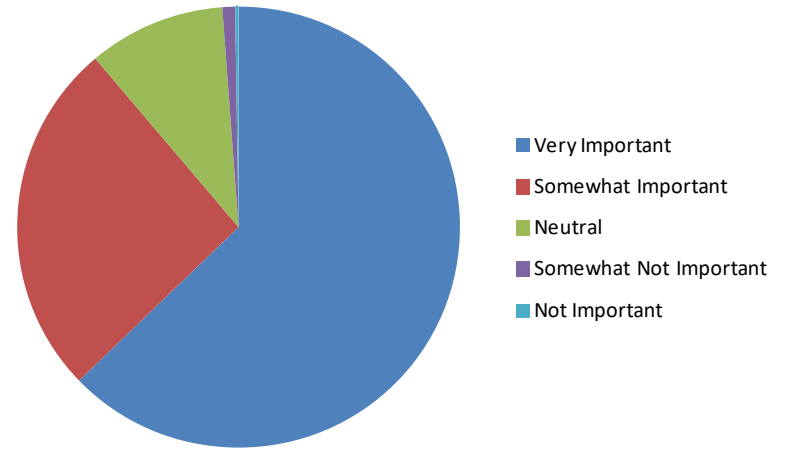
Maintenace



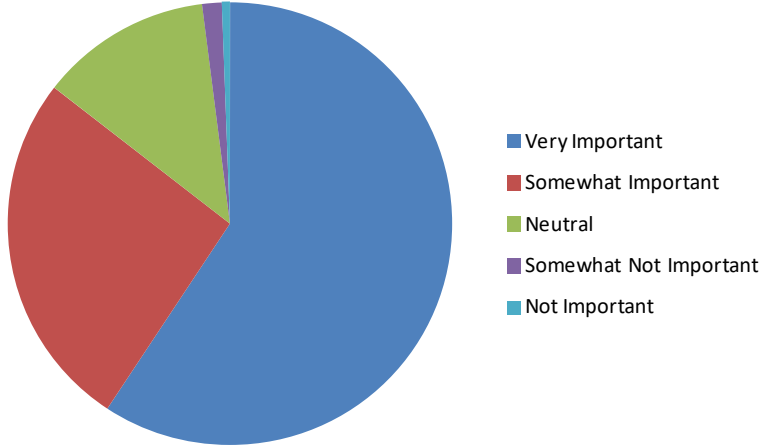
Enhancements / renovations



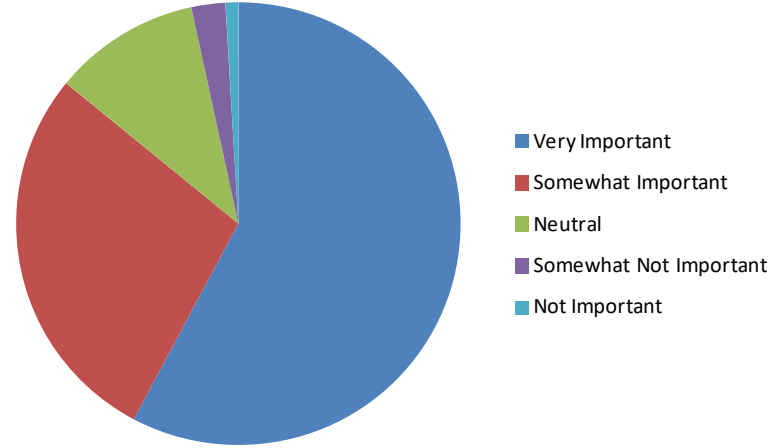
Resident Awareness of Programs, parks, and Facilities



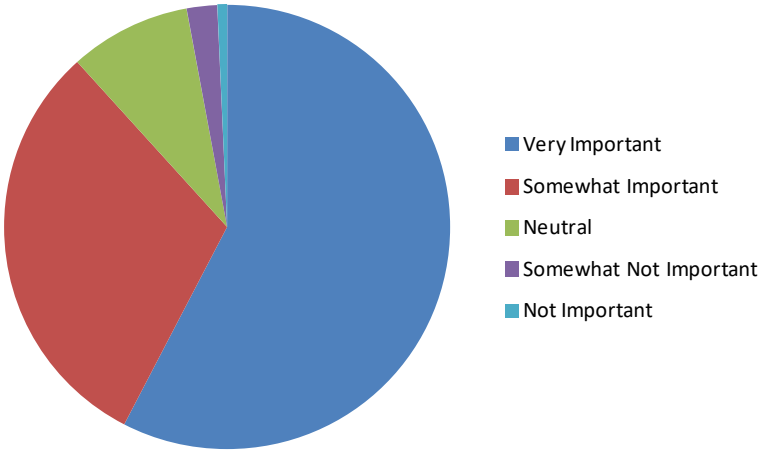
Pricing / User Fees



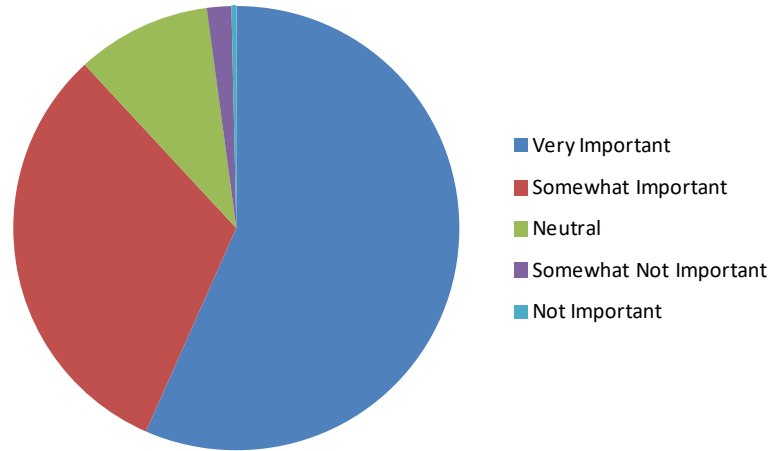
Customer Service / Staff Knowledge



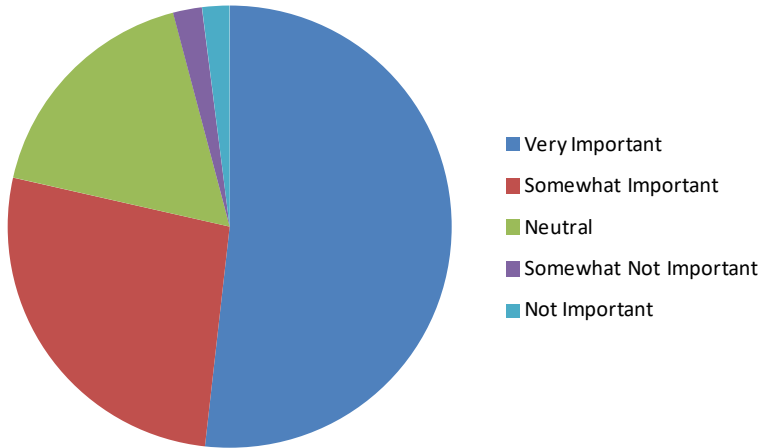
Available Active Recreation Opportunities



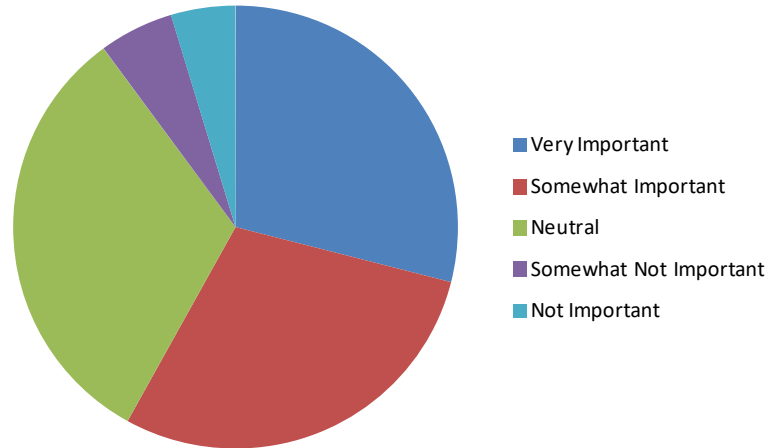
Available Passive Recreation Opportunities



Accessibility

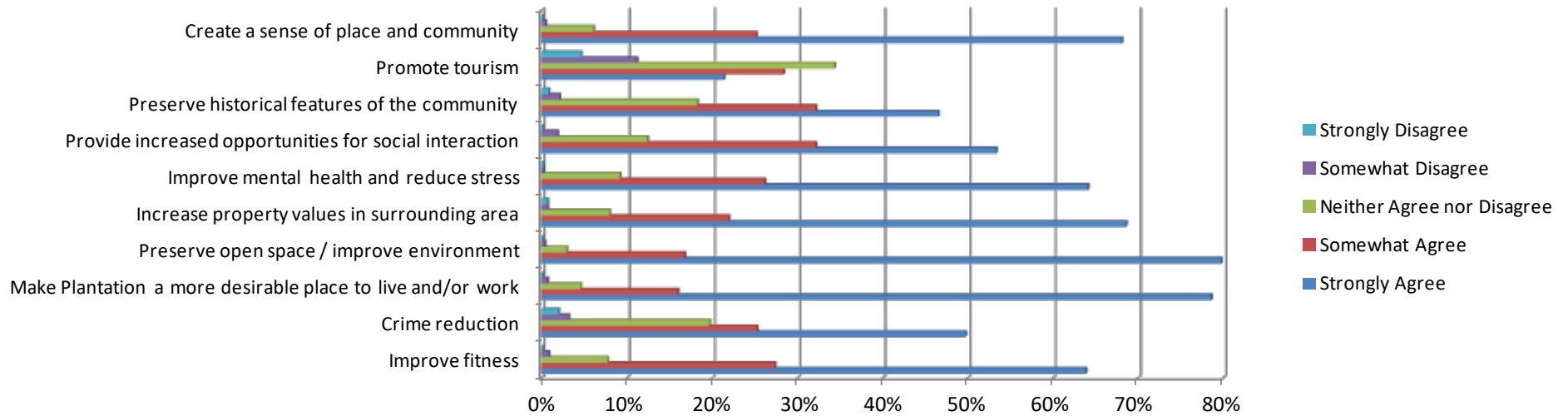


New Parks



**Question 2:**

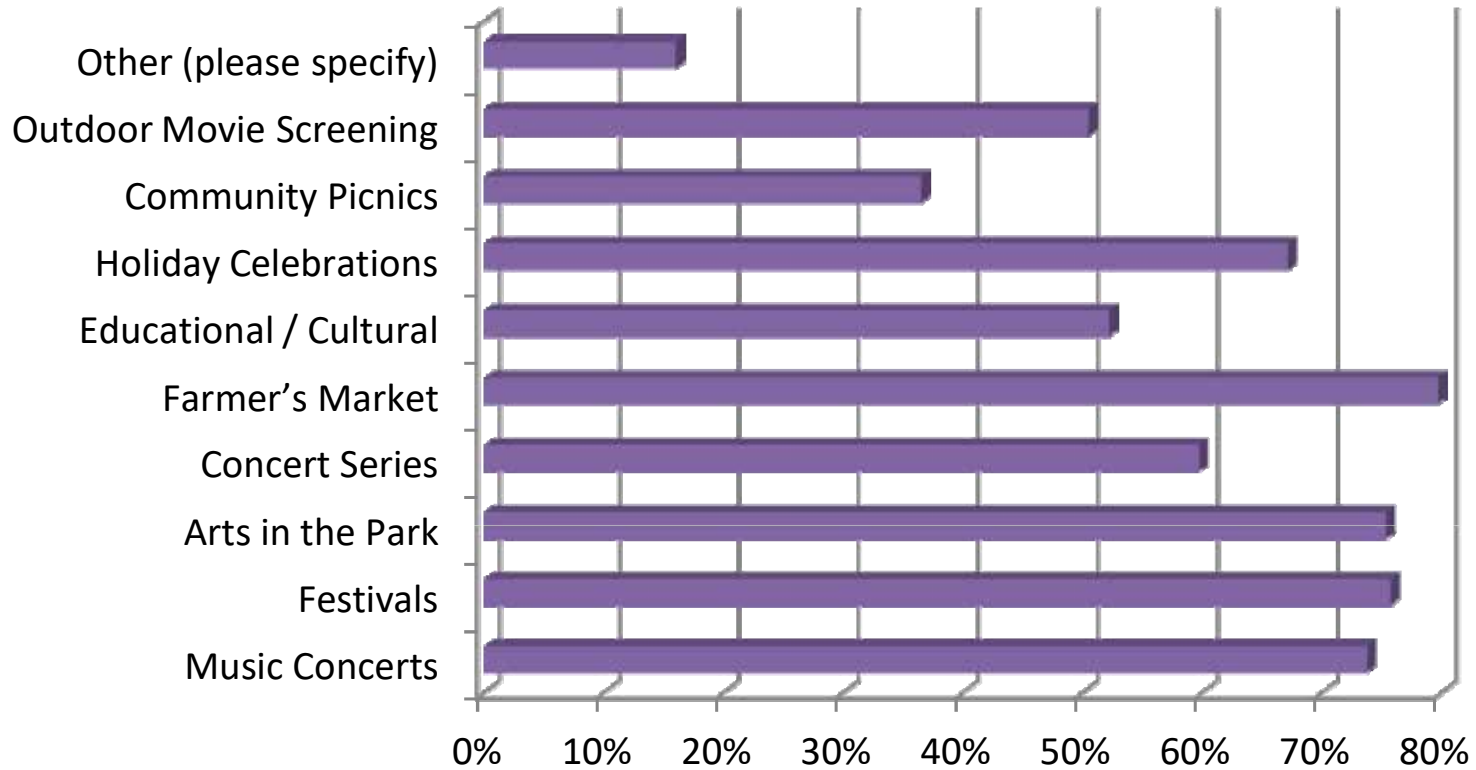
**Below is a list of benefits that can be received from parks, recreation facilities, and programs. How much do you or members of your household agree that these features provide the following benefits?**





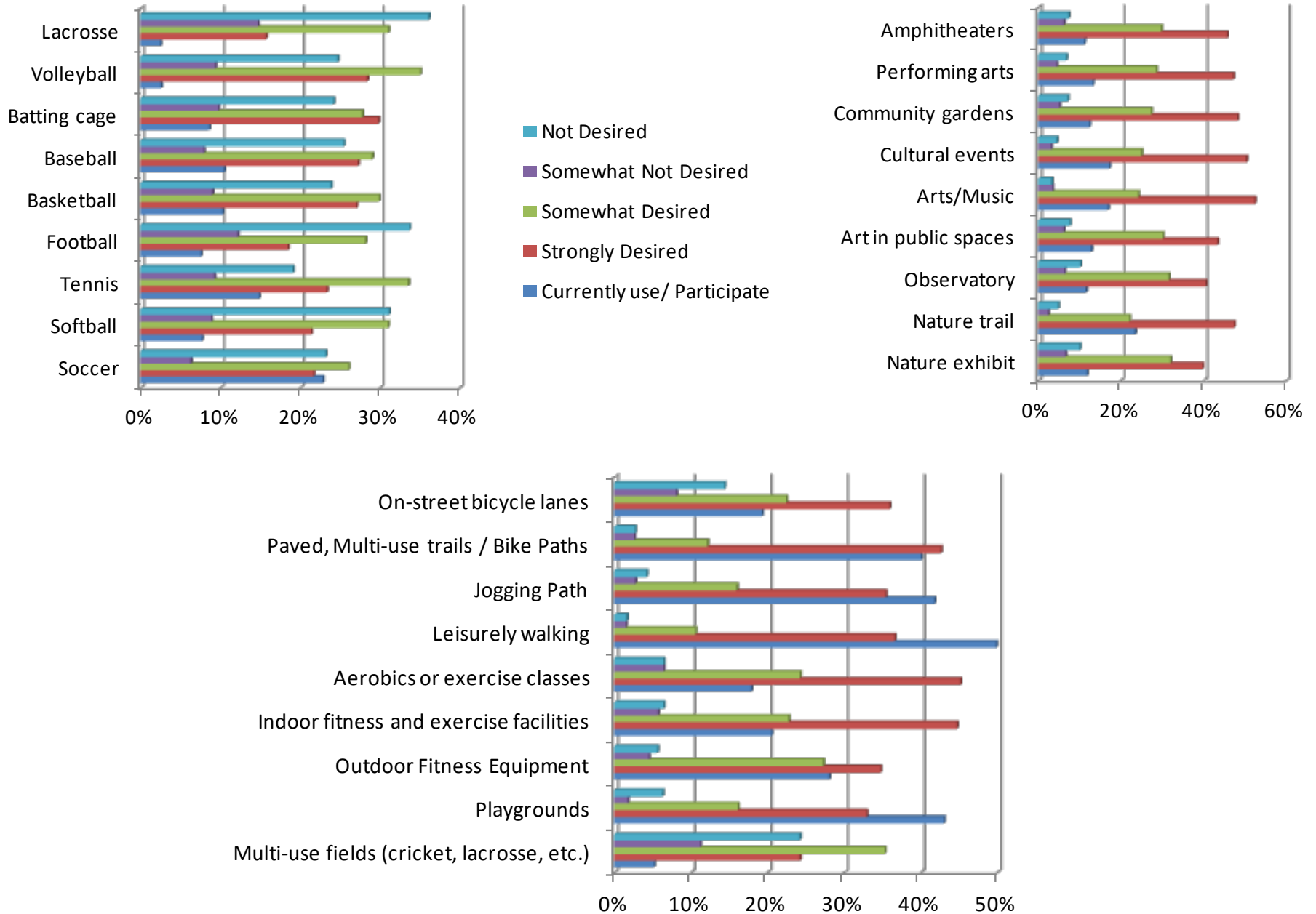
**Question 3:**

**What kind of events would you or other members of your household attend at City parks? (CHECK ALL THAT APPLY)**



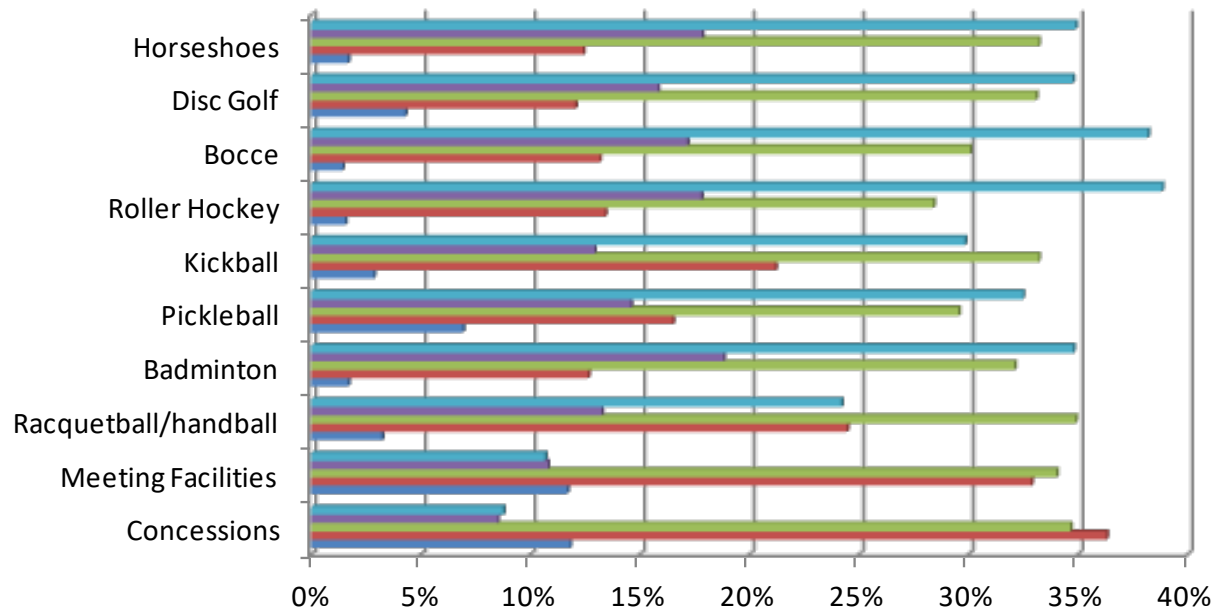
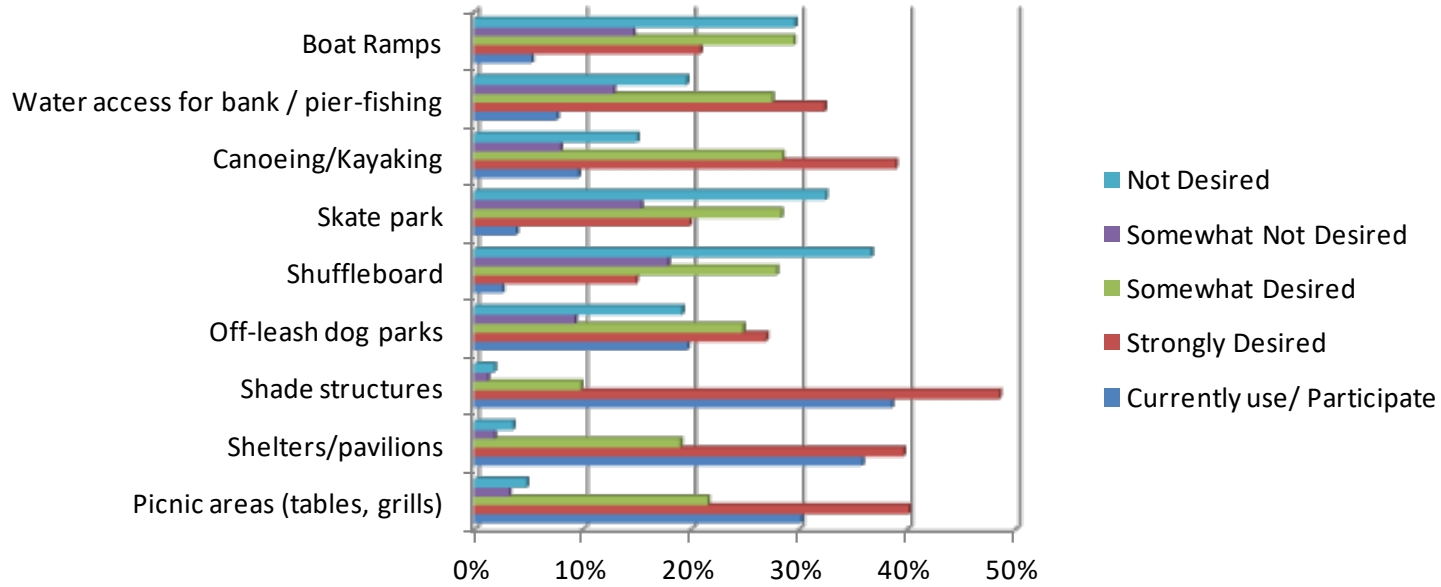
Question 4:

How would you or your household members rate your desire for these recreational activities/facilities?



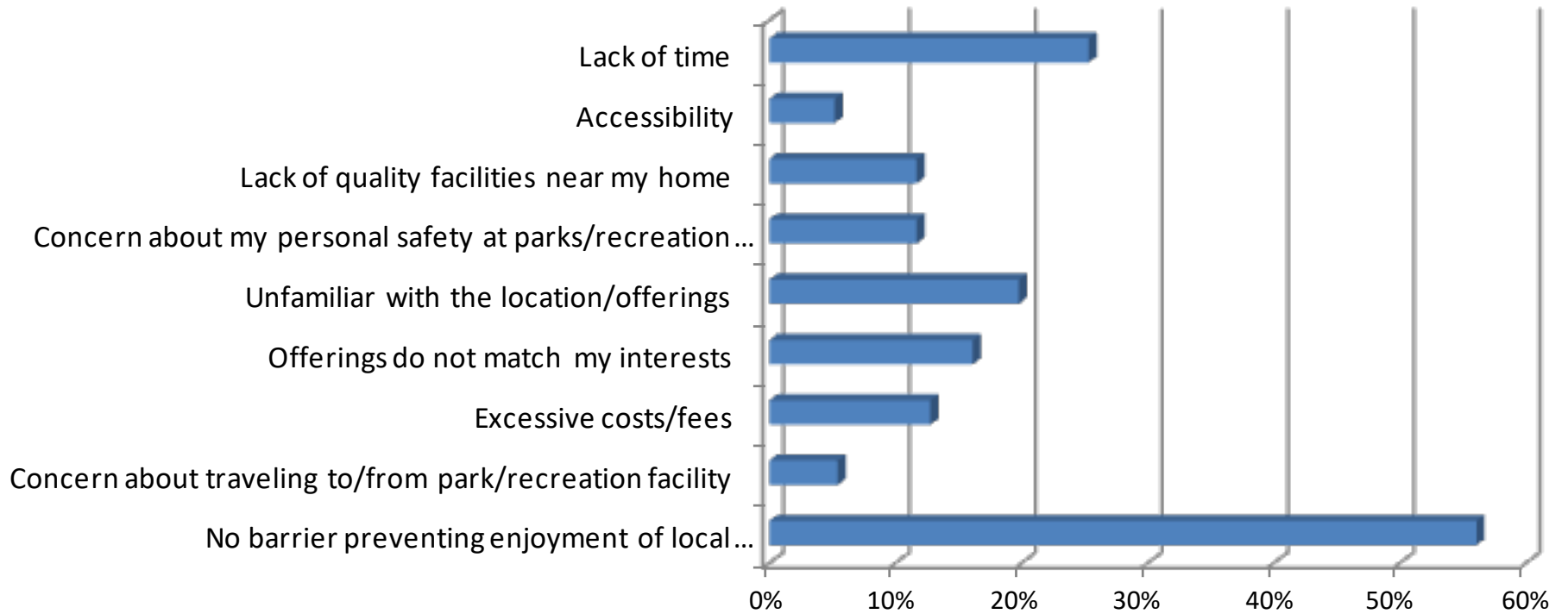
### Question 4:

How would you or your household members rate your desire for these recreational activities/facilities?



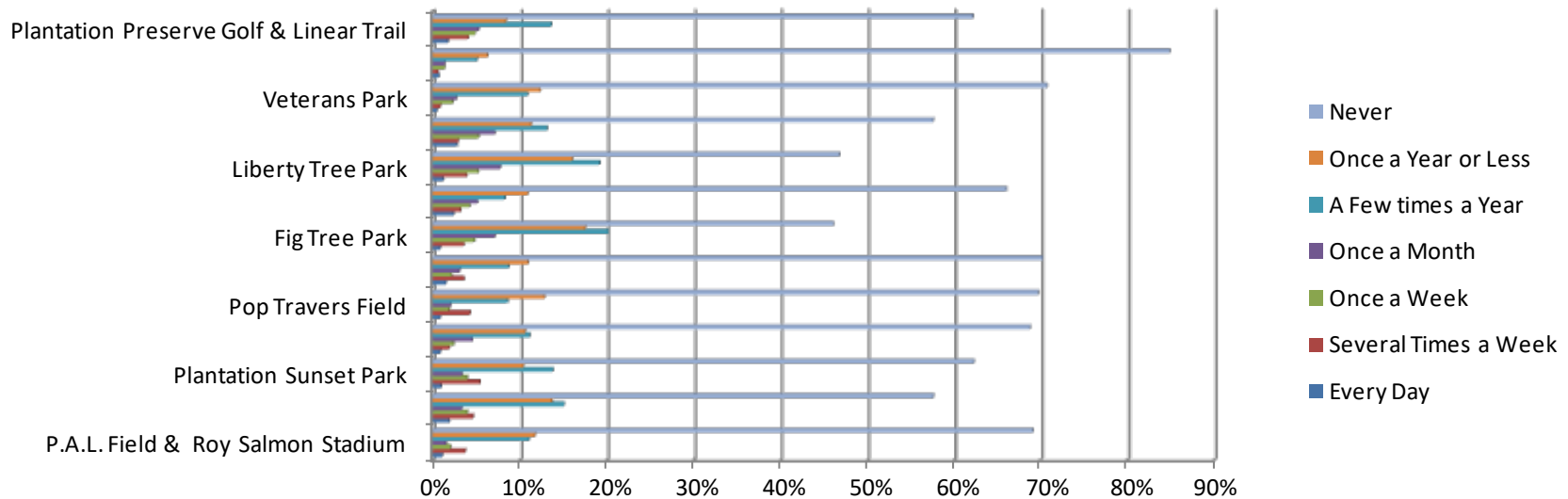
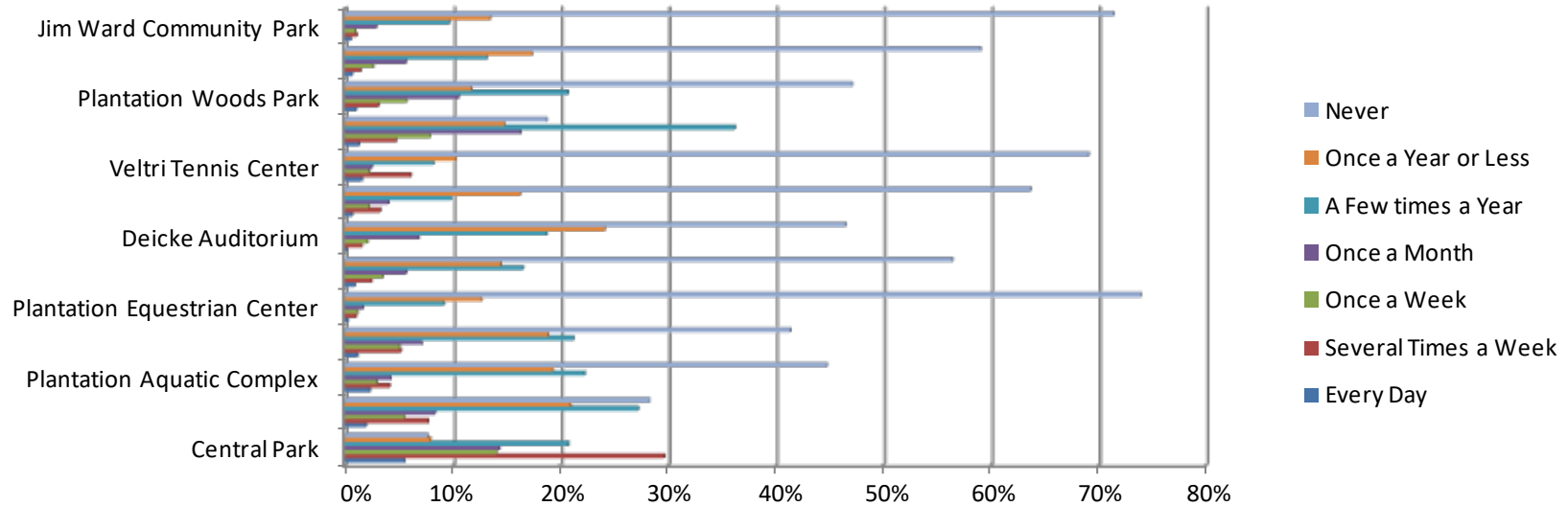
**Question 5:**

**What kind of barriers prevent you or other members of your household from enjoying Plantation Parks & Facilities? (CHECK ALL THAT APPLY)**



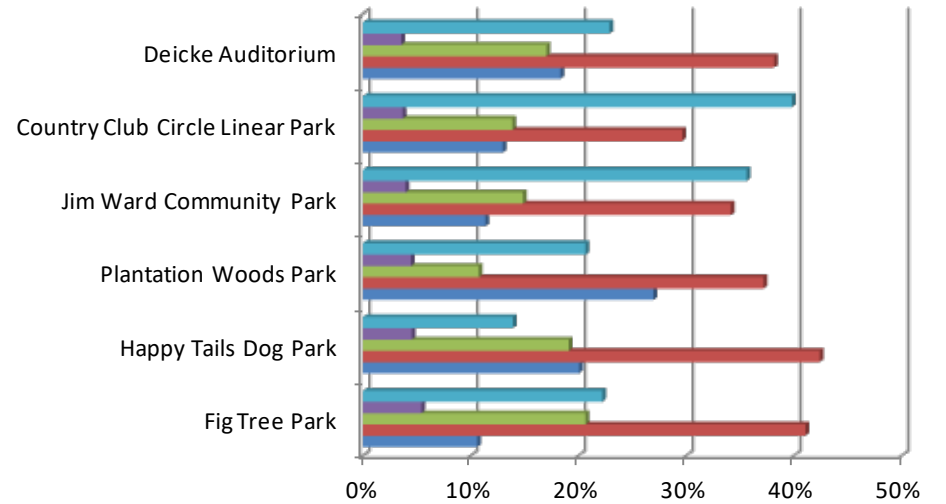
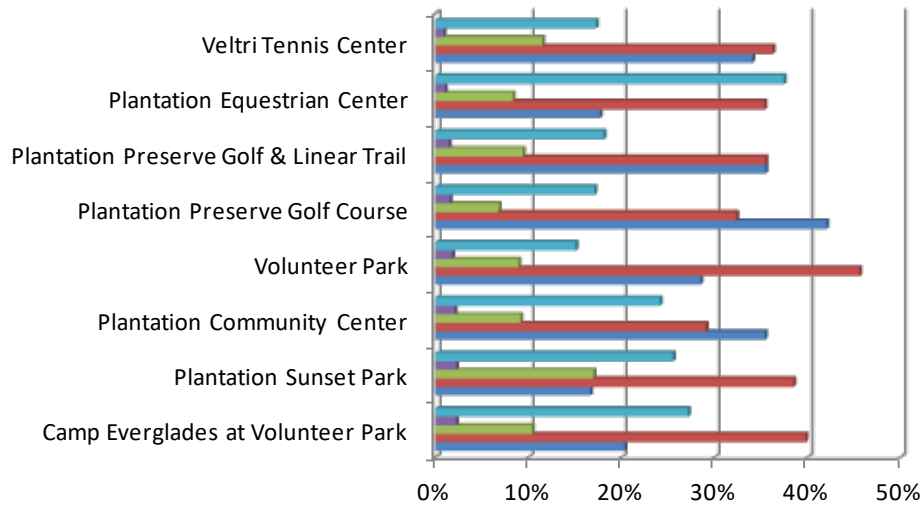
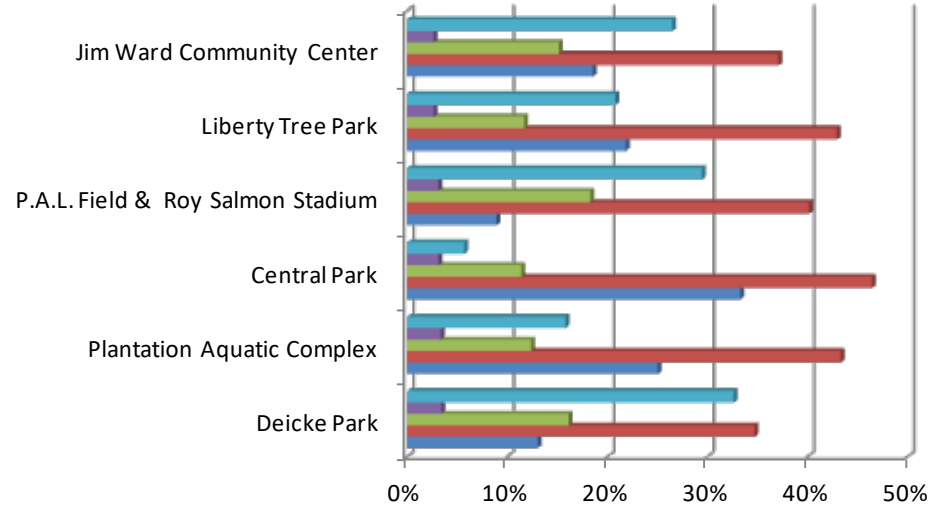
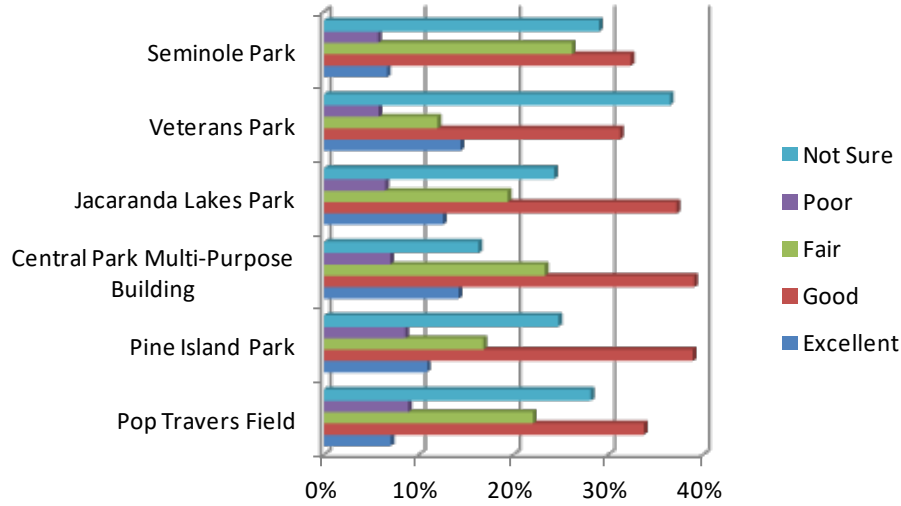
## Question 6:

How often do you or other members of your household visit the City's parks and recreation facilities?



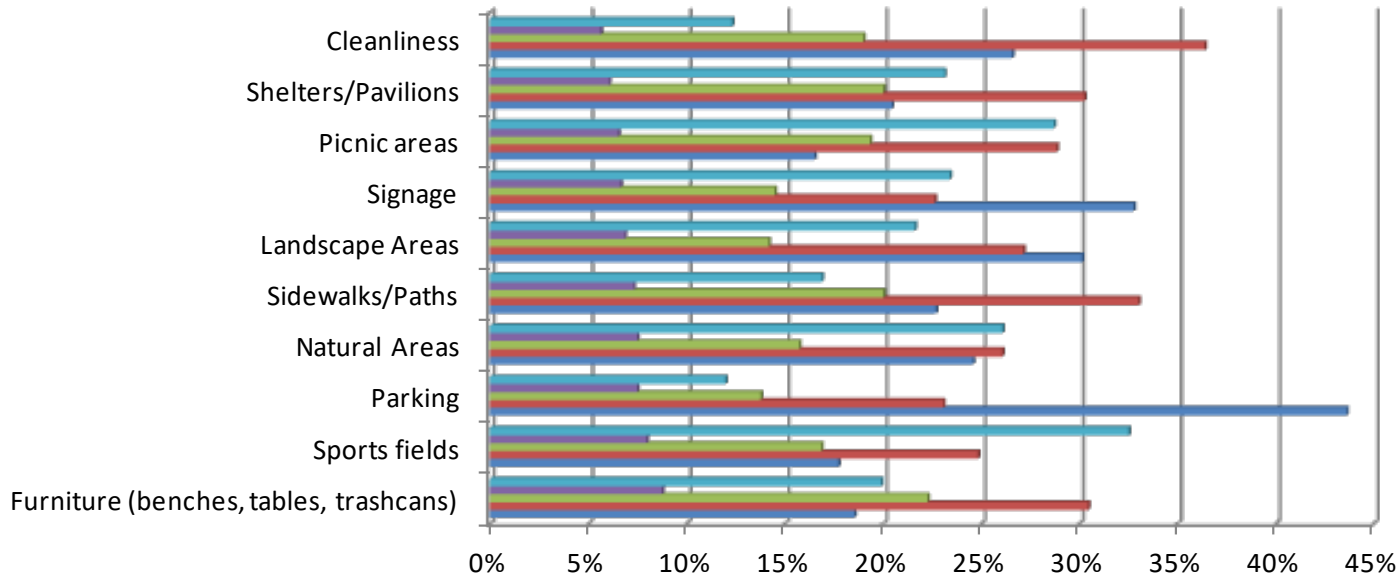
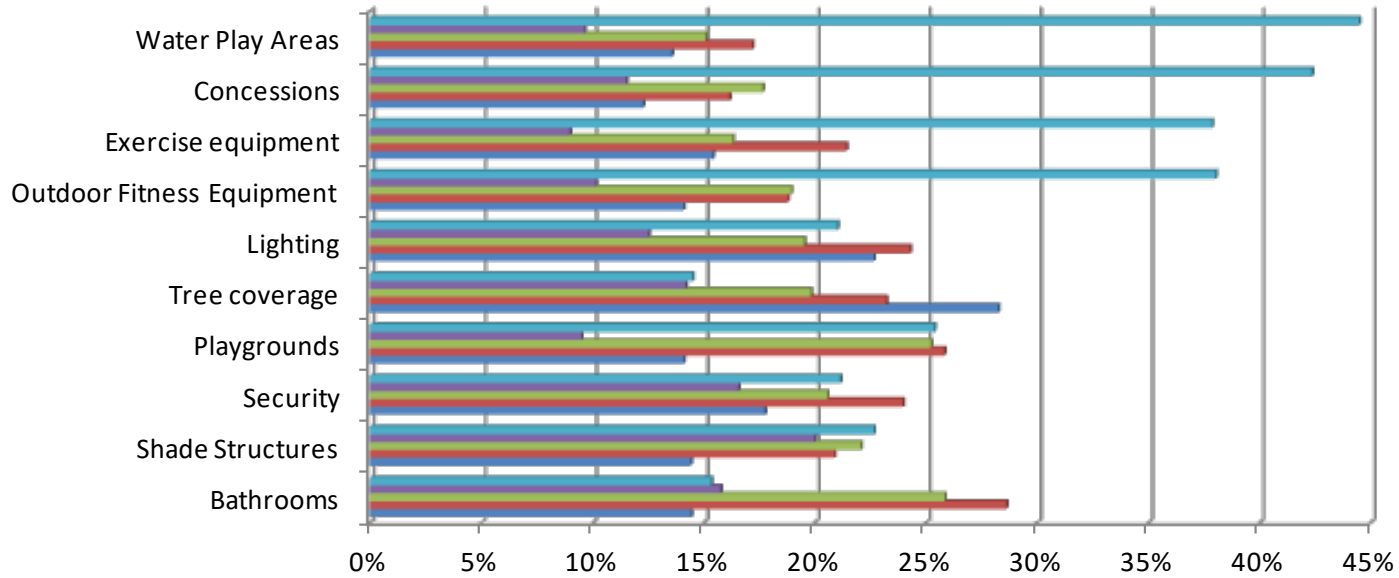
### Question 7:

How would you or other members of your household rate the condition of the City's parks and recreation facilities?



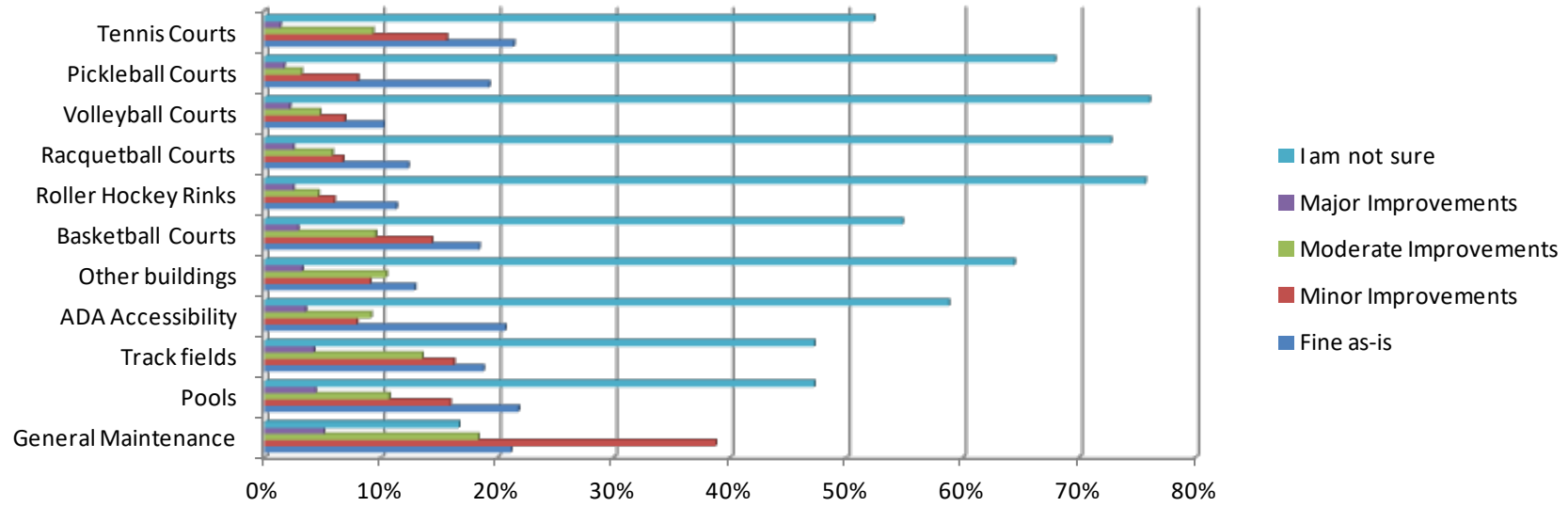
### Question 8:

What do you or other members of your household feel needs improvement at the City's parks and recreation facilities?



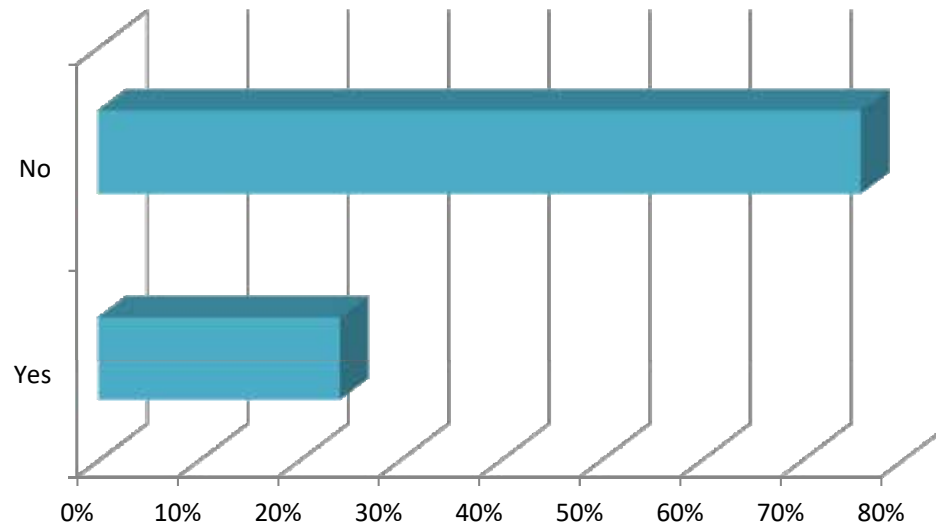
**Question 8:**

**What do you or other members of your household feel needs improvement at the City's parks and recreation facilities?**



**Question 9:**

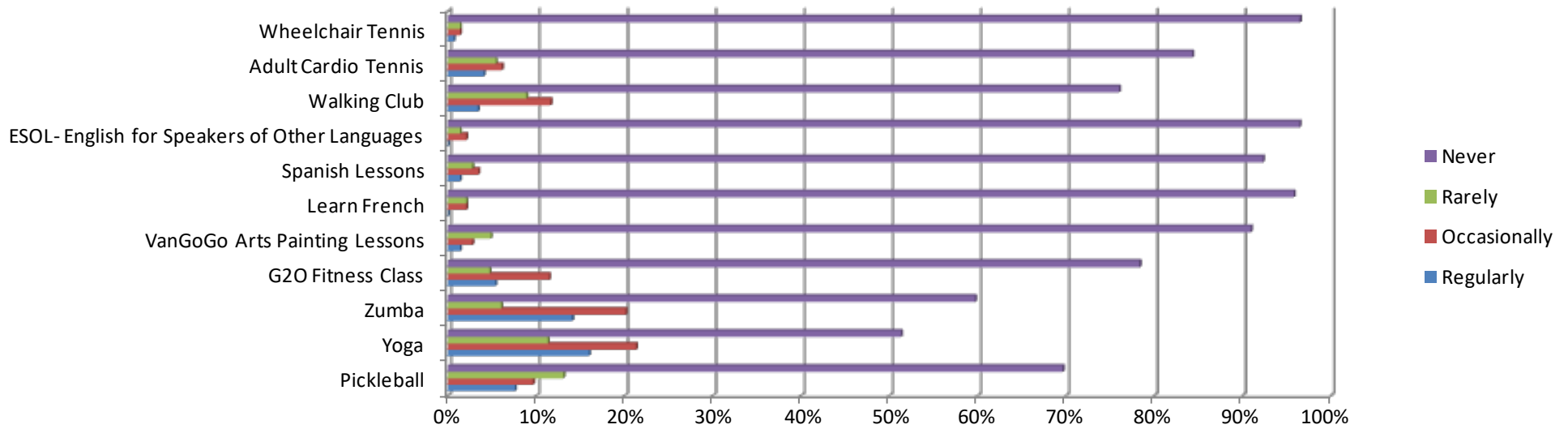
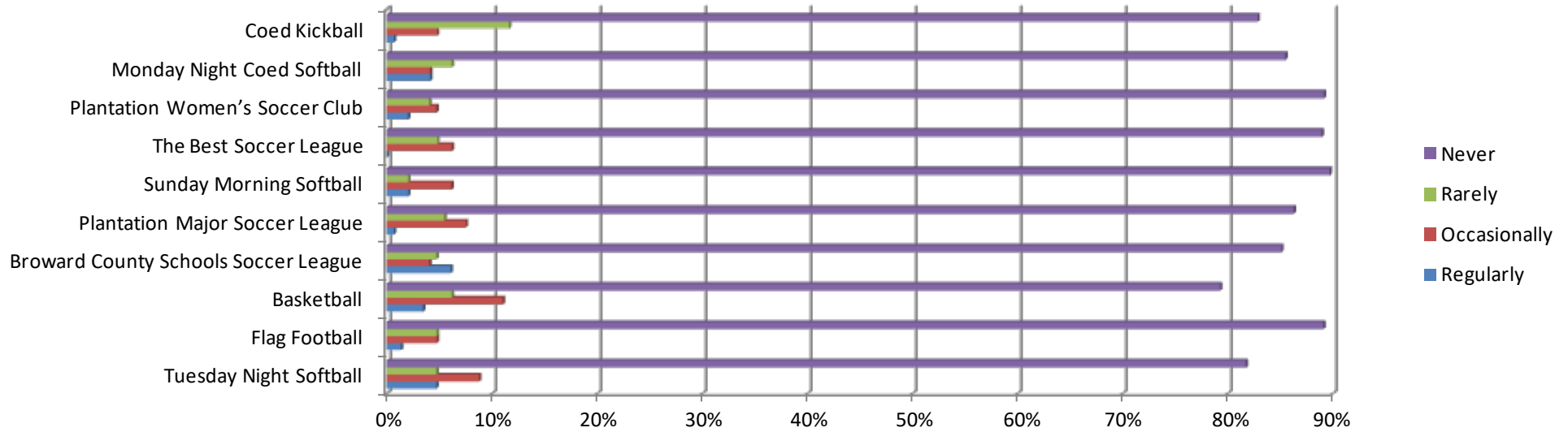
**Do you or other members of your household participate in any Adult Athletic programs or any Adult classes offered by the Parks and Recreation Department?**





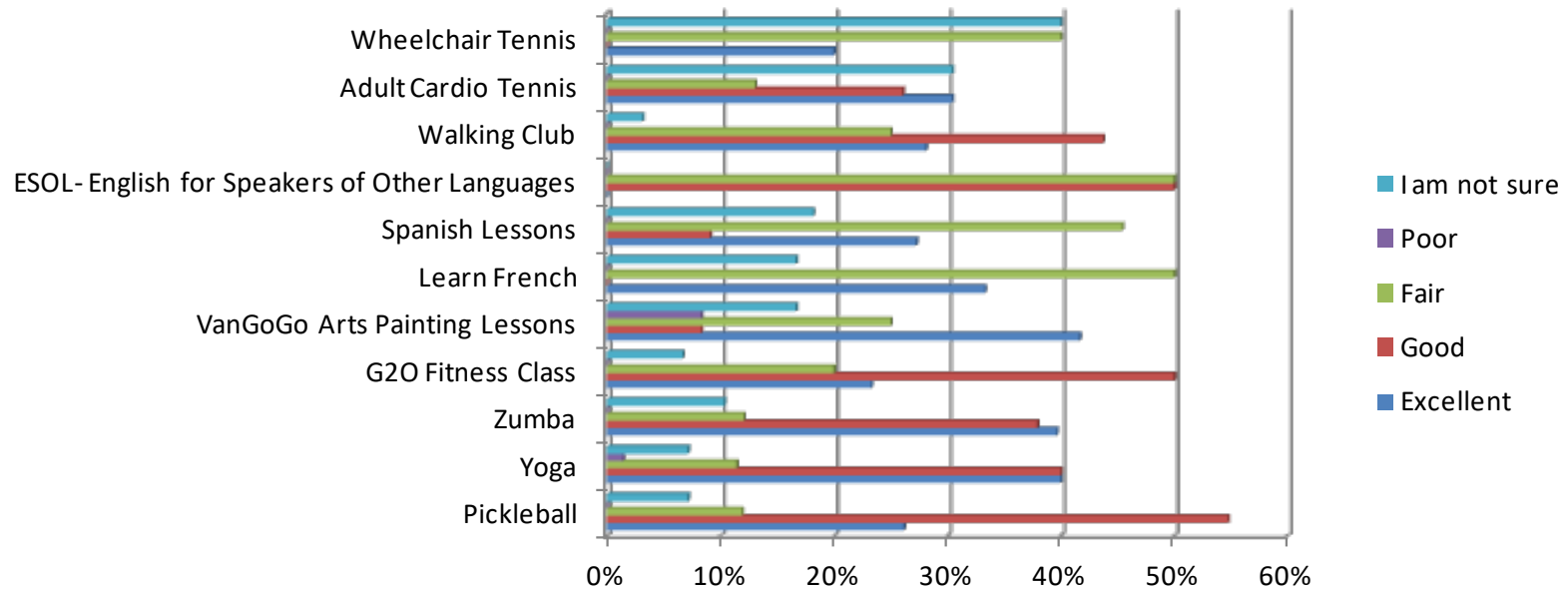
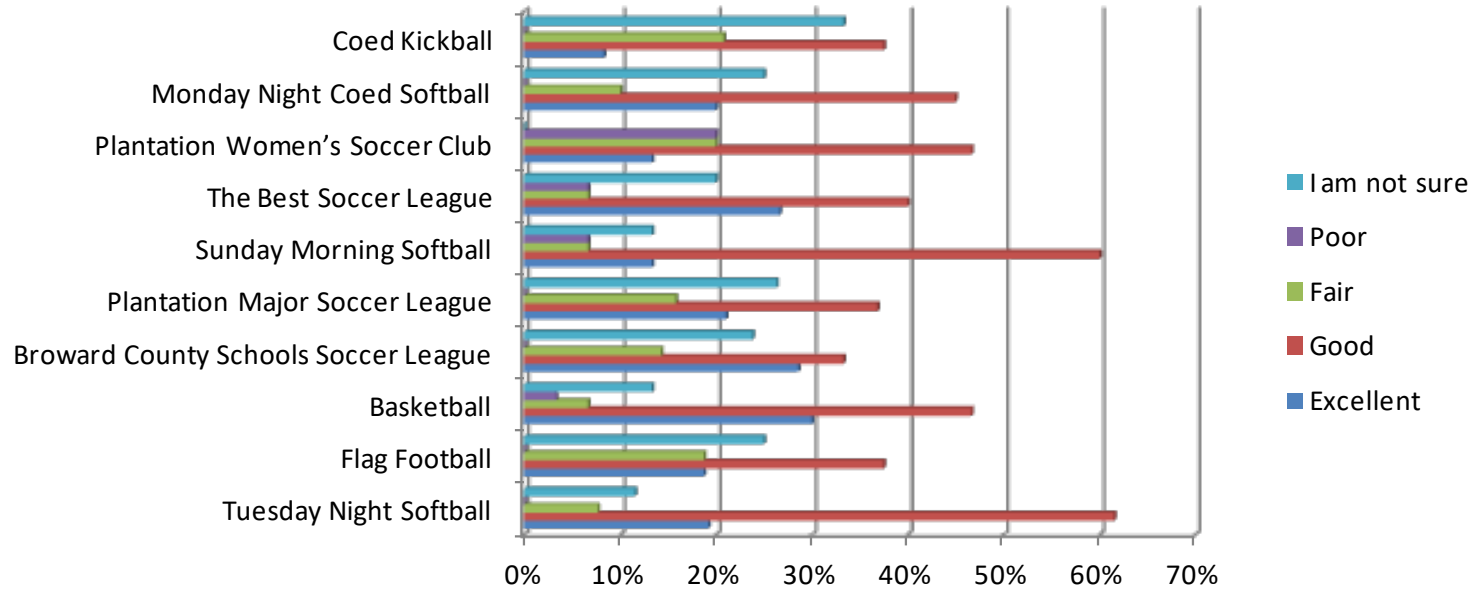
### Question 10:

How often do you or other members of your household participate in the following Adult Athletic programs or Adult classes offered by the Parks and Recreation Department? (Check all that apply)



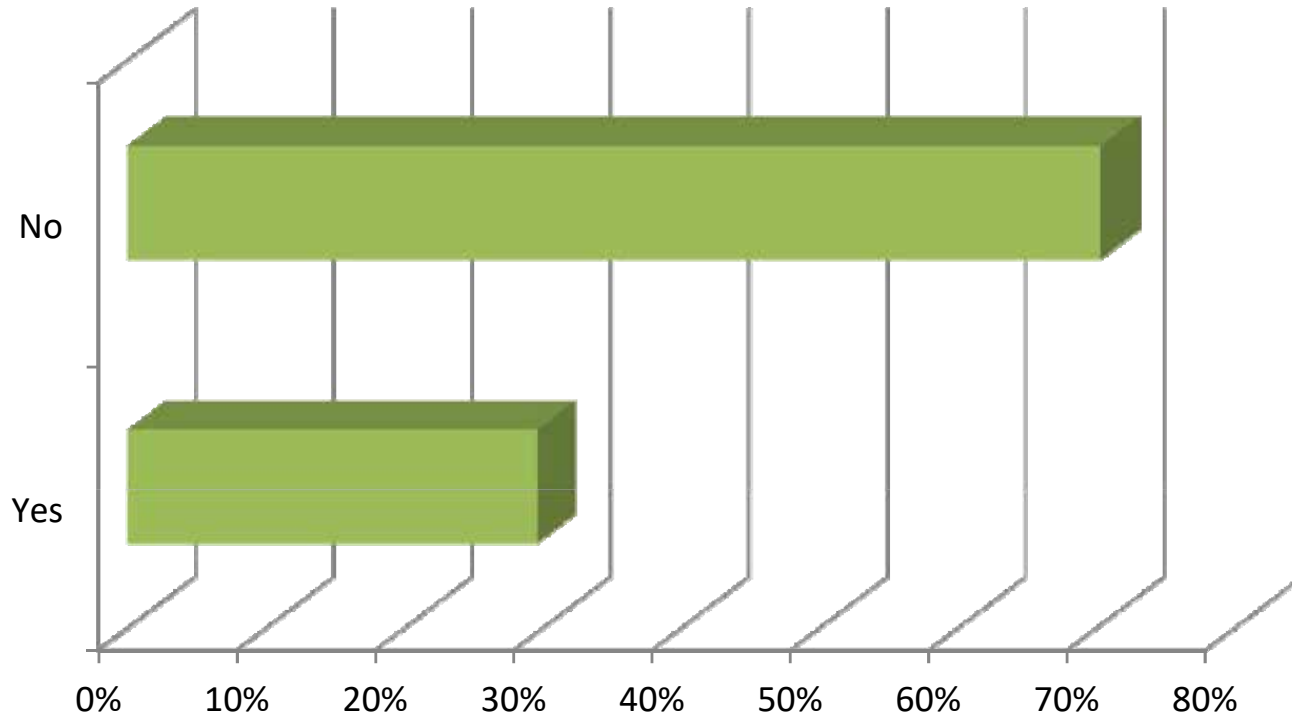
**Question 11:**

**How would you or other members of your household rate the quality of the following Adult Athletic programs or Adult classes?**



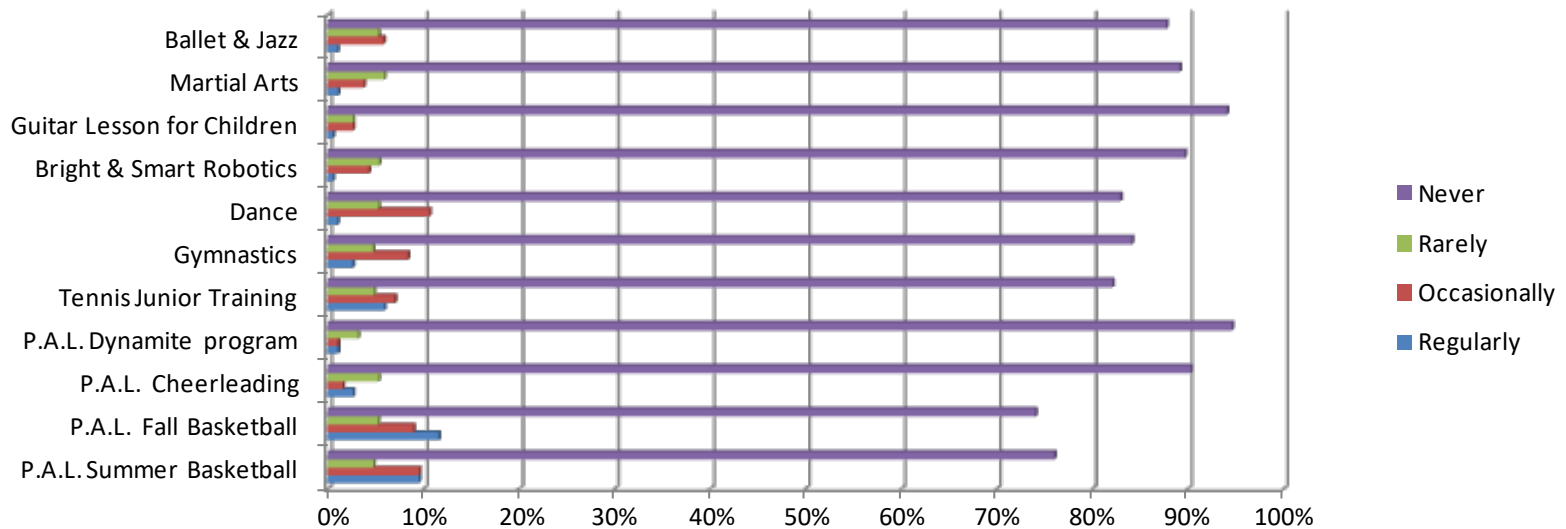
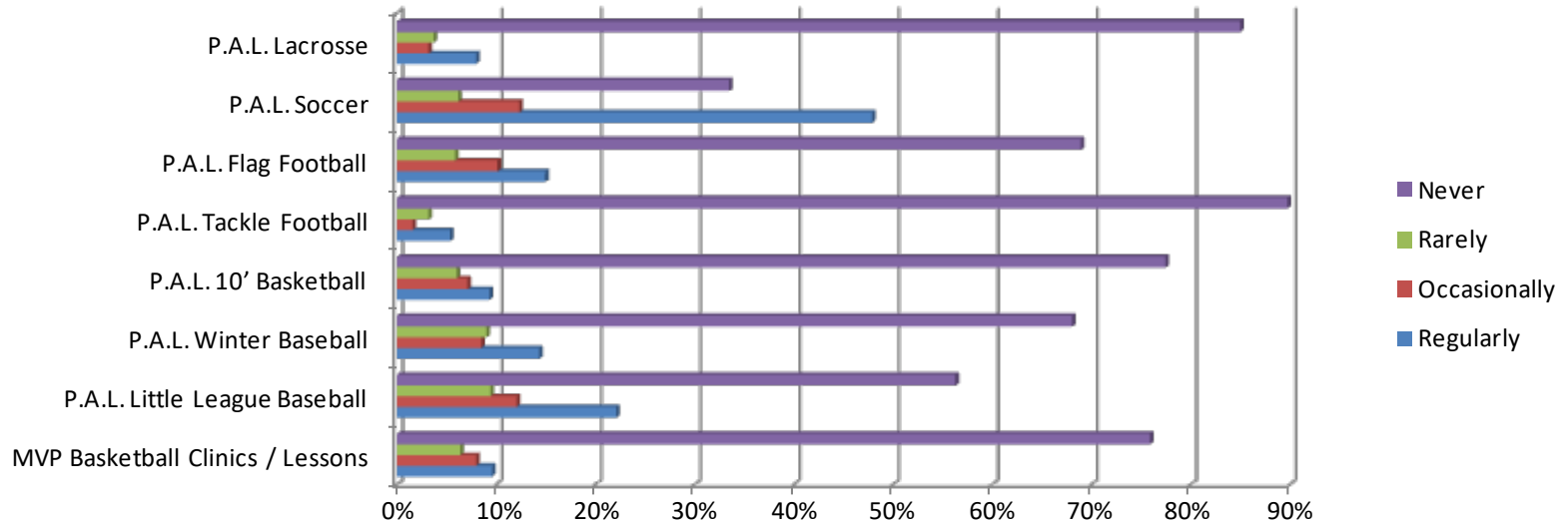
**Question 12:**

**Do you or other members of your household participate in any Youth Athletic programs or any Youth classes offered by the Parks and Recreation Department?**



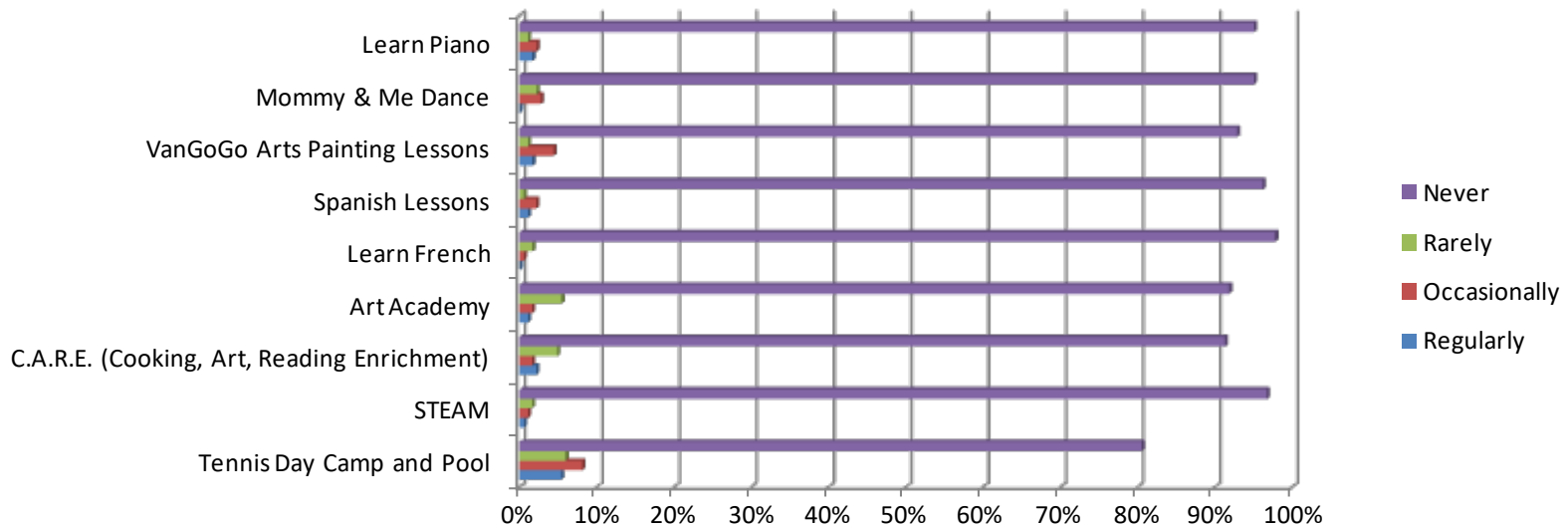
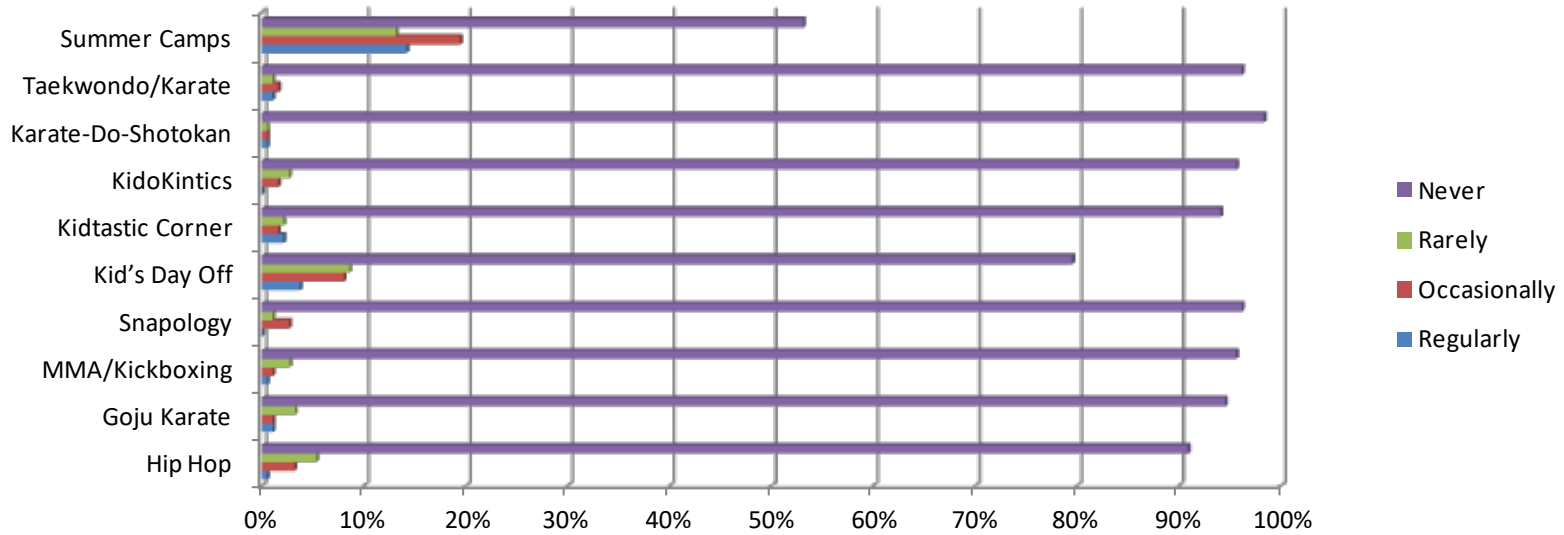
**Question 13:**

**How often do you or other members of your household participate in the following Youth Athletic programs or Youth classes offered by the Parks and Recreation Department? (Check all that apply)**



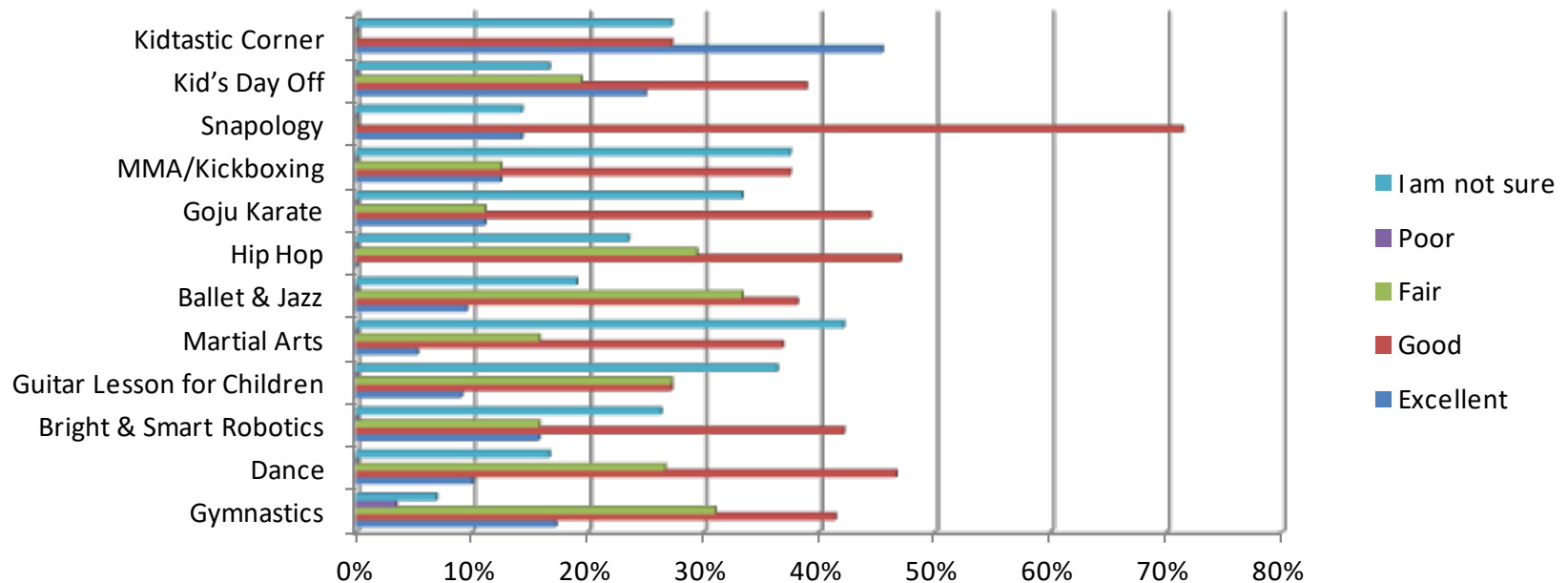
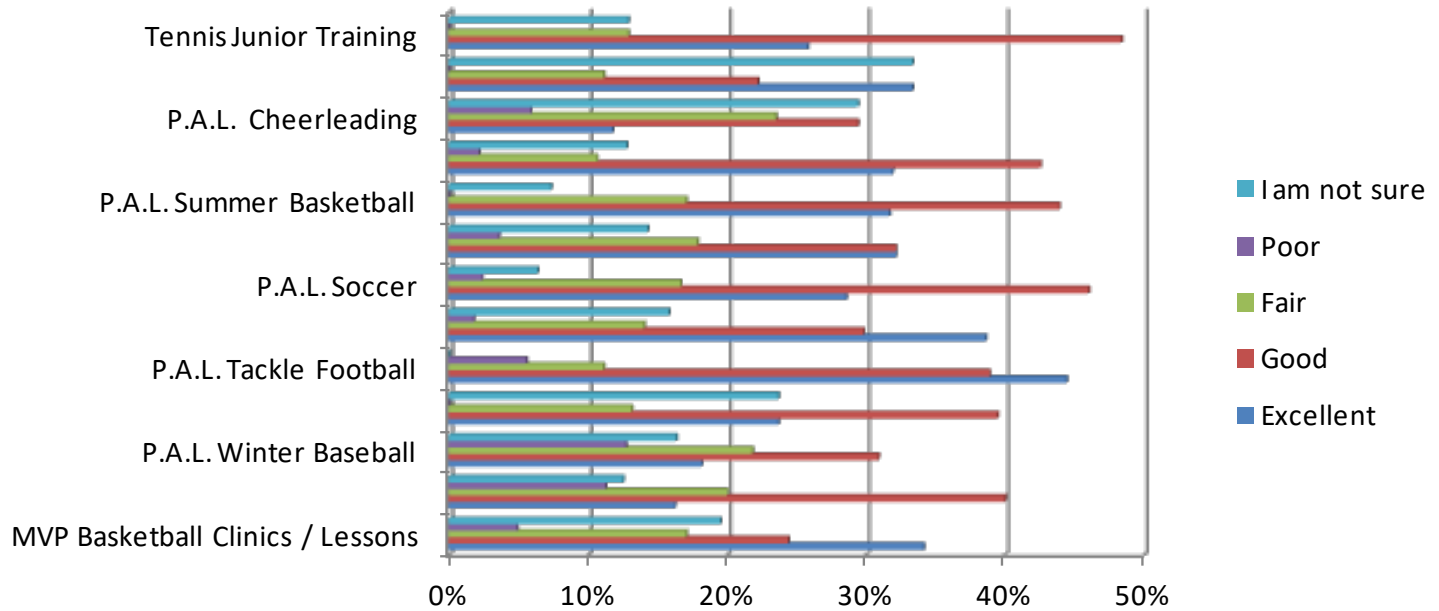
### Question 13:

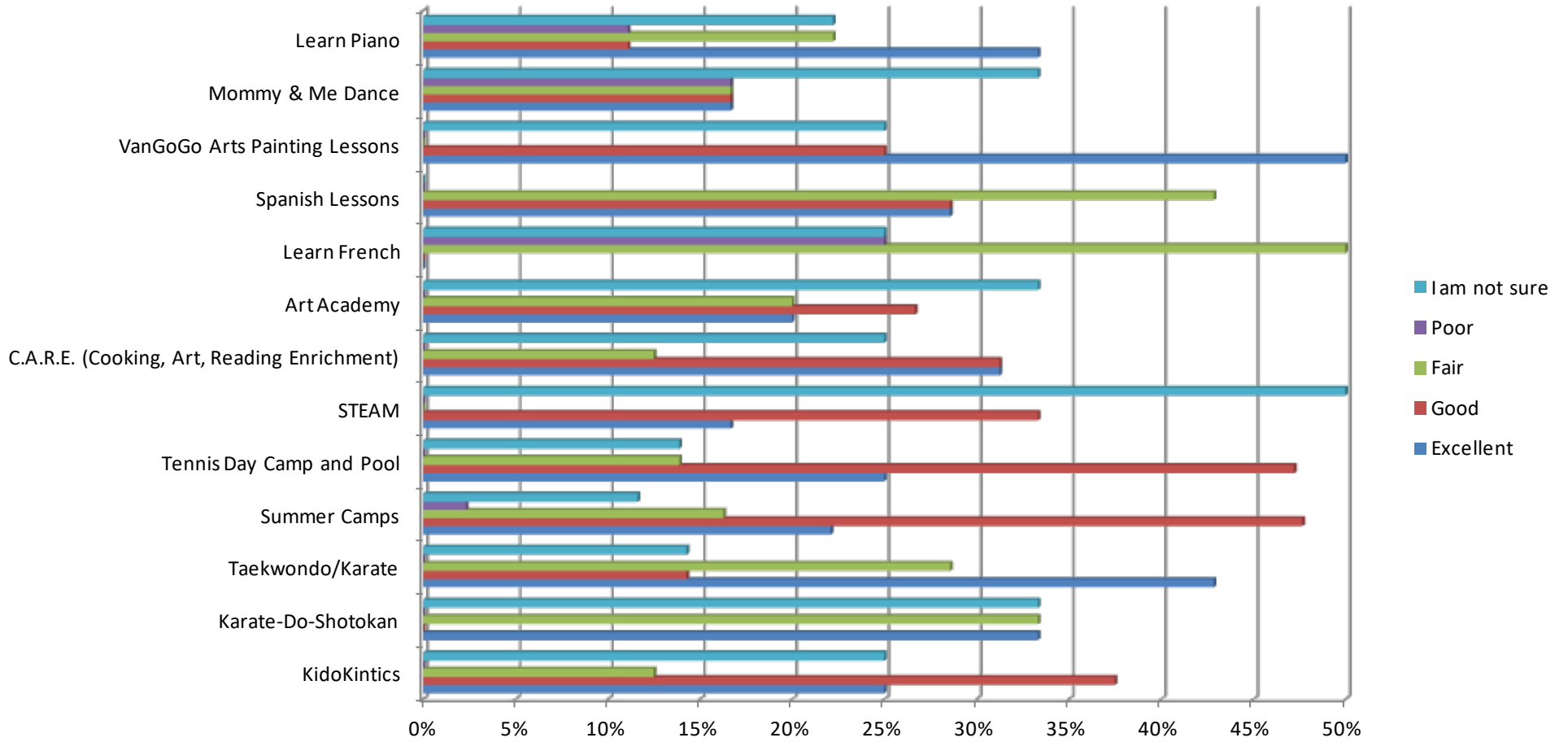
How often do you or other members of your household participate in the following Youth Athletic programs or Youth classes offered by the Parks and Recreation Department? (Check all that apply)



Question 14:

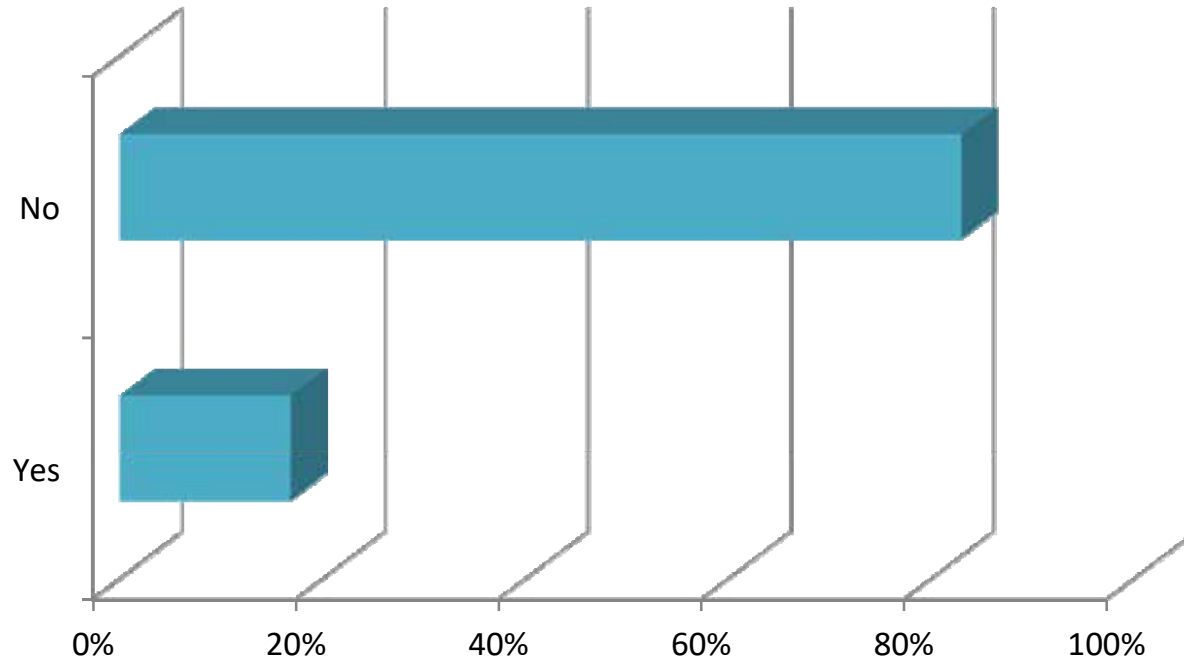
How would you or other members of your household rate the quality of the following Youth Athletic programs or Youth classes?





Question 15:

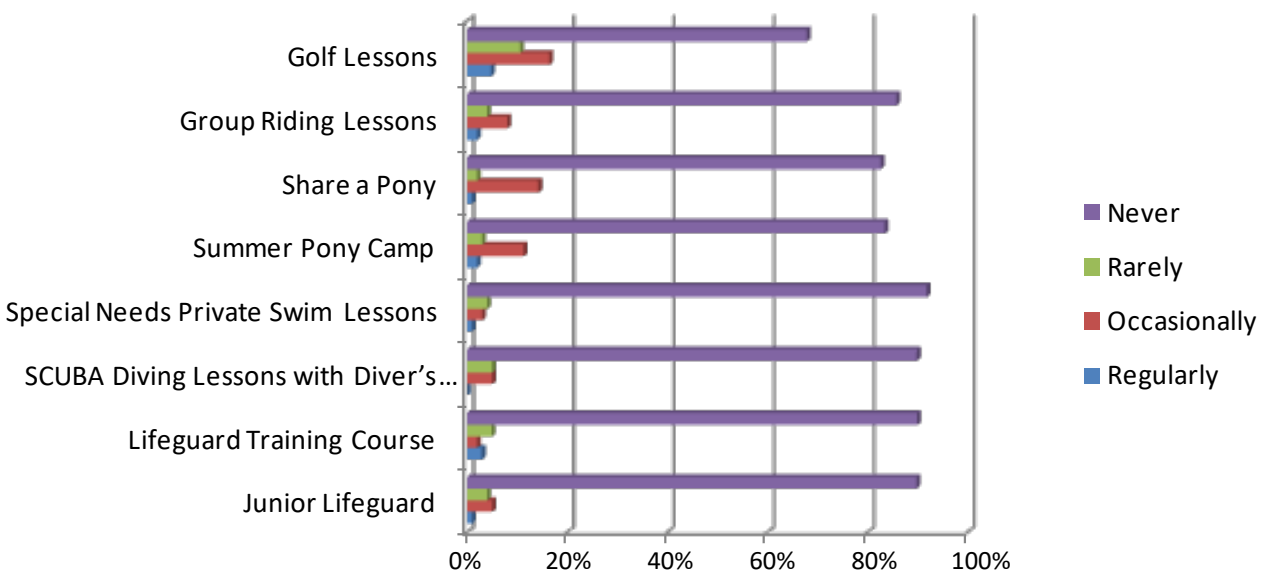
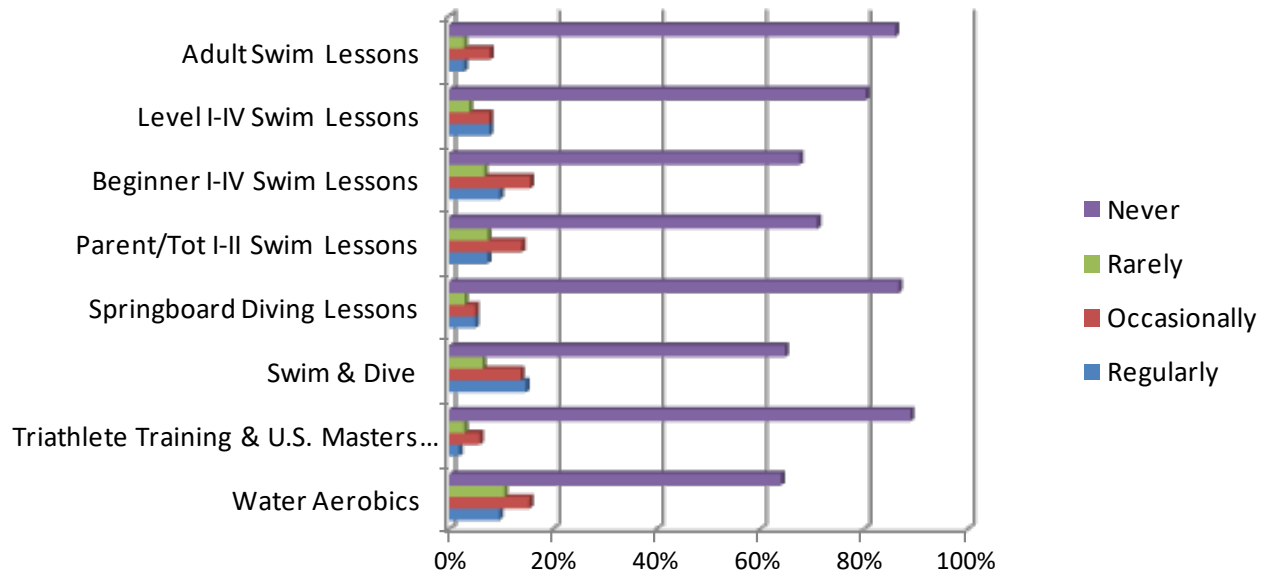
Do you or other members of your household participate in any Aquatic, Equestrian, or Golf programs offered by the Parks and Recreation Department?





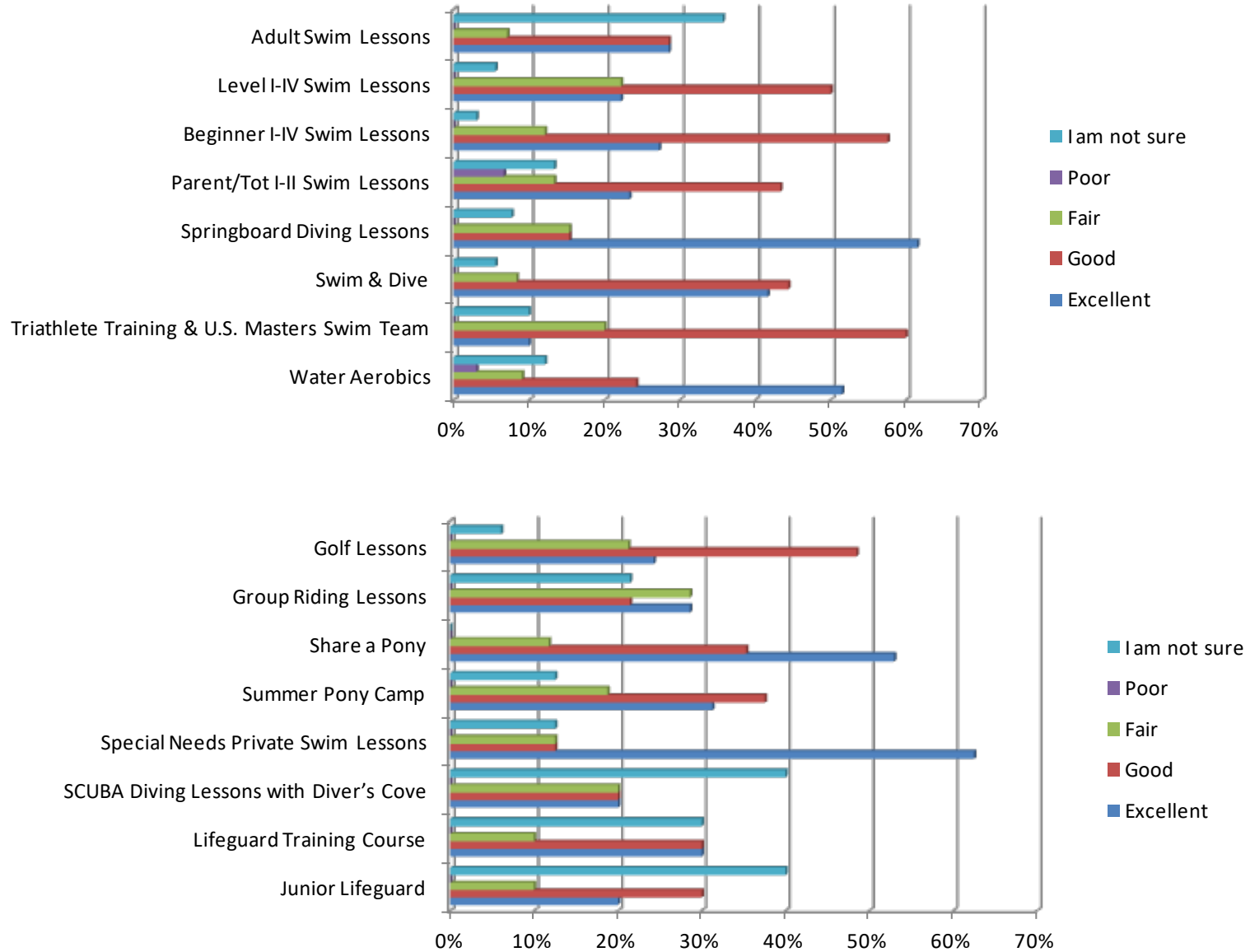
Question 16:

How often do you or other members of your household participate in the following Aquatic, Equestrian, or Golf programs offered by the Parks and Recreation Department?



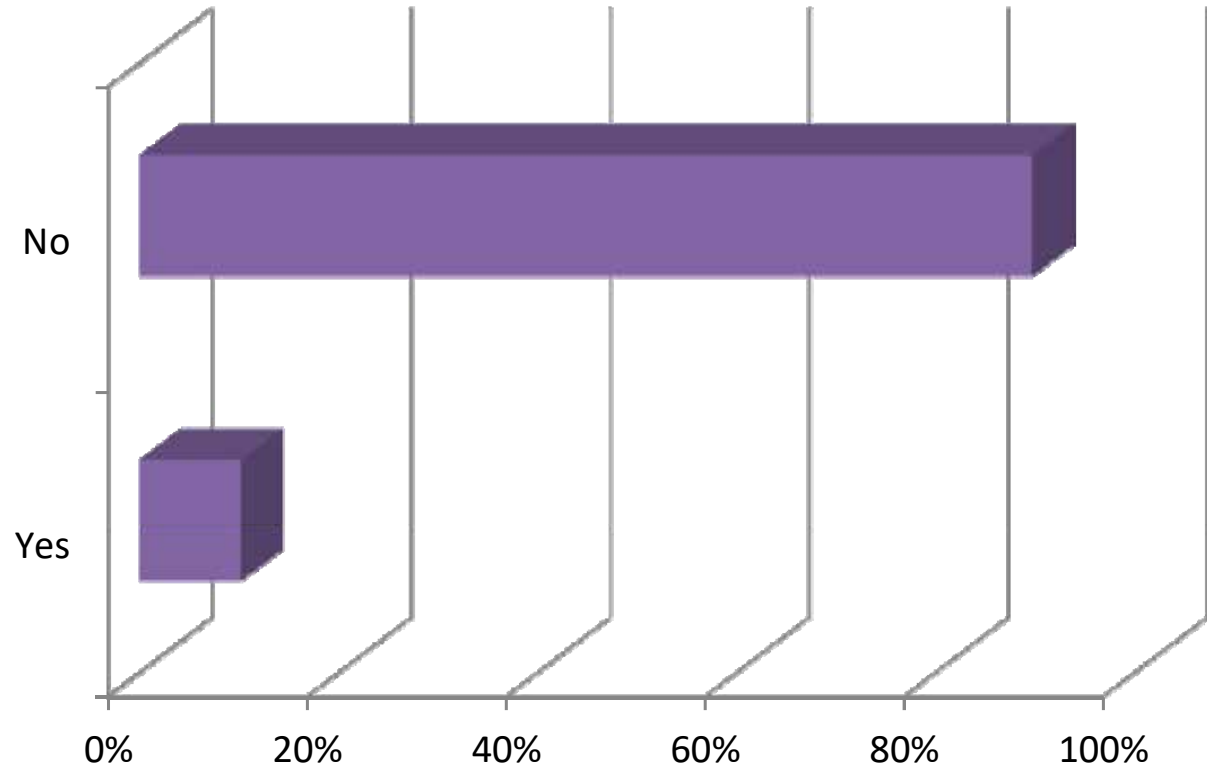
Question 17:

How would you or other members of your household rate the quality of the following Aquatic, Equestrian, or Golf programs?



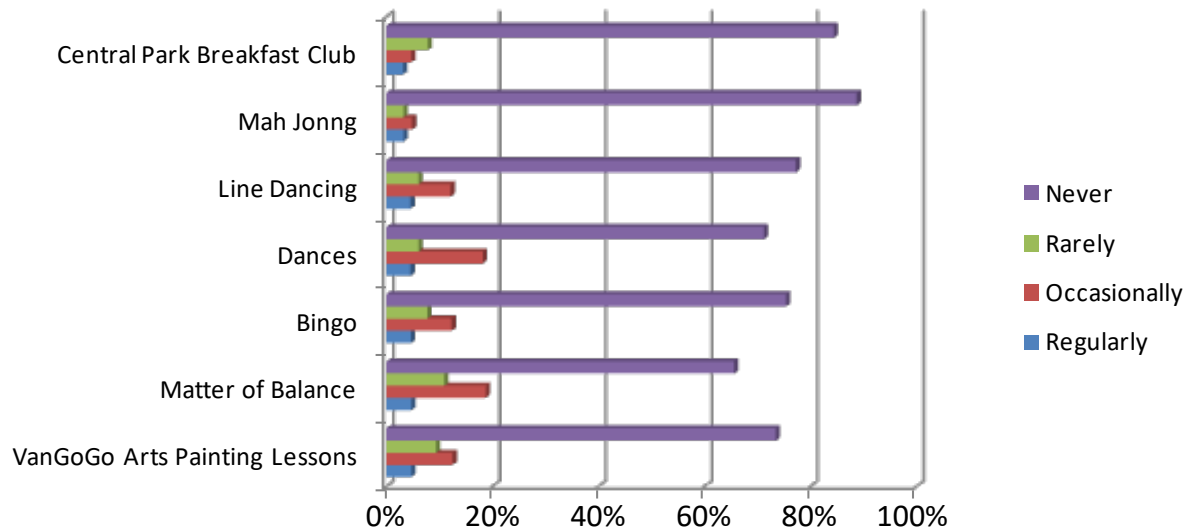
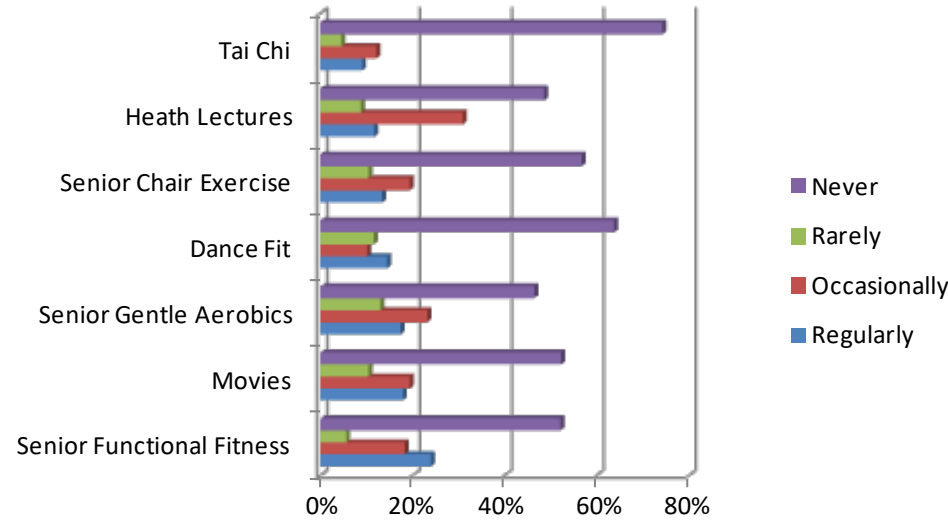
**Question 18:**

**Do you or other members of your household participate in any Seniors 55 & Over programs offered by the Parks and Recreation Department?**



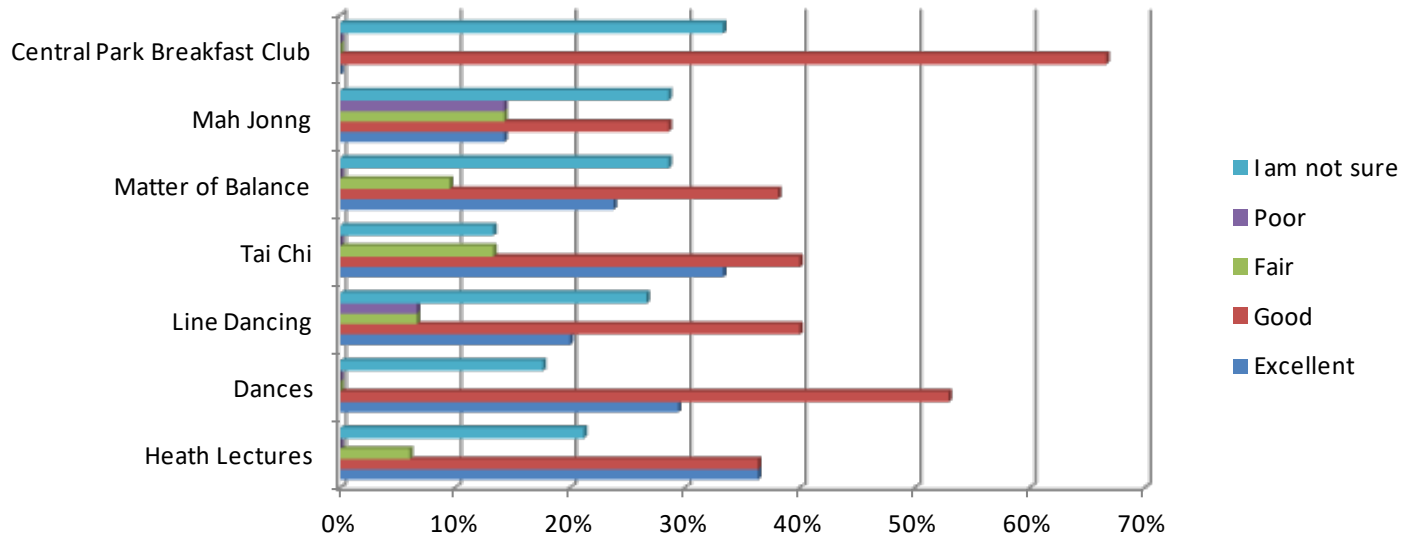
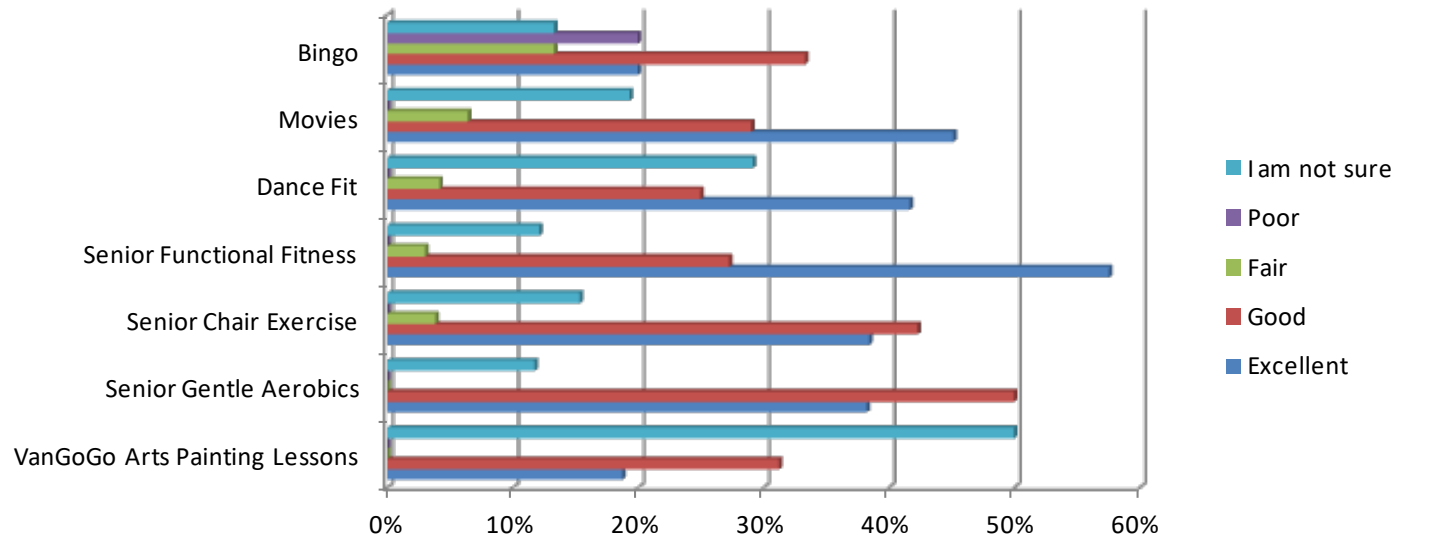
Question 19:

How often do you or other members of your household participate in the following Seniors 55 & Over programs offered by the Parks and Recreation Department? (Check all that apply)



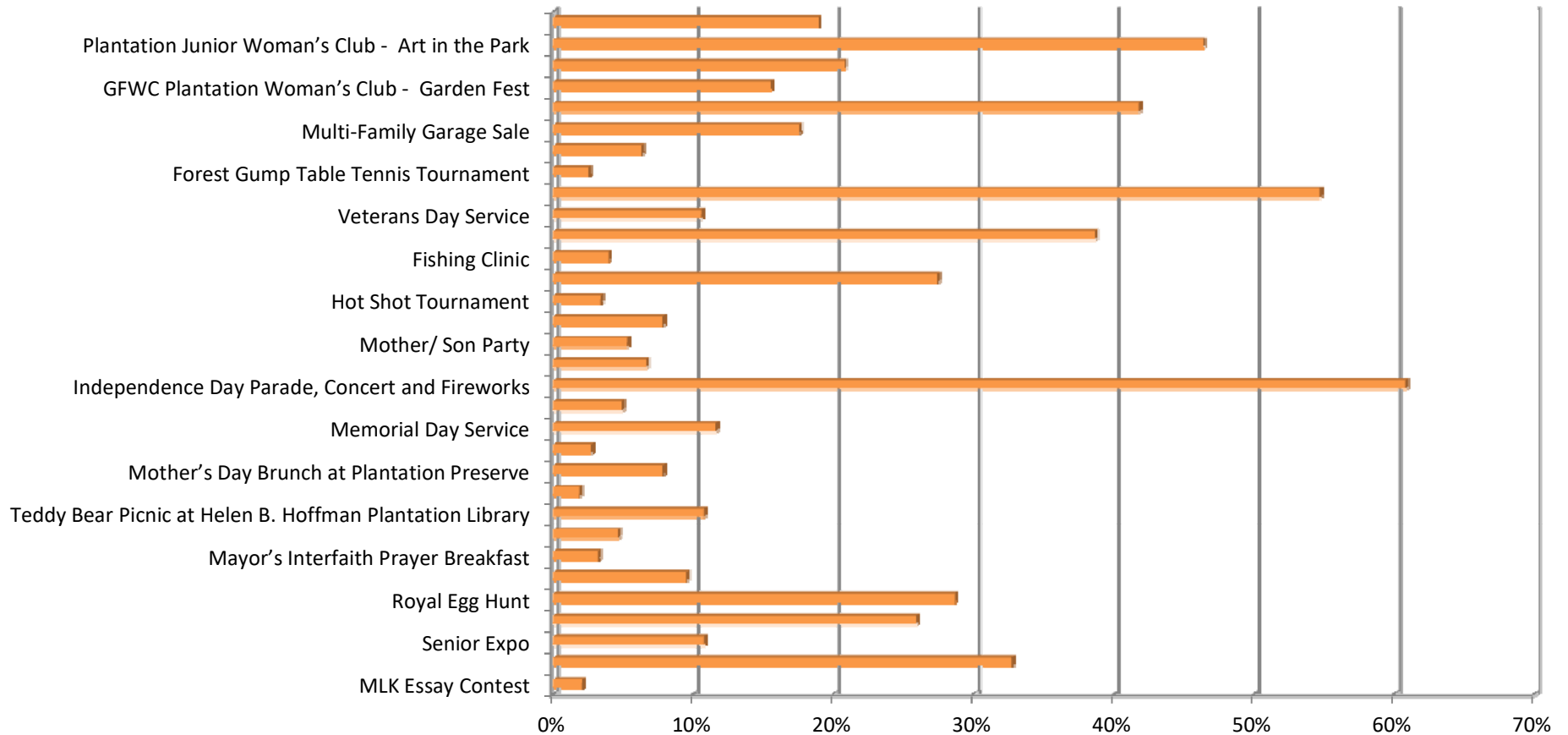
**Question 20:**

**How would you or other members of your household rate the quality of the following Seniors 55 & Over programs?**



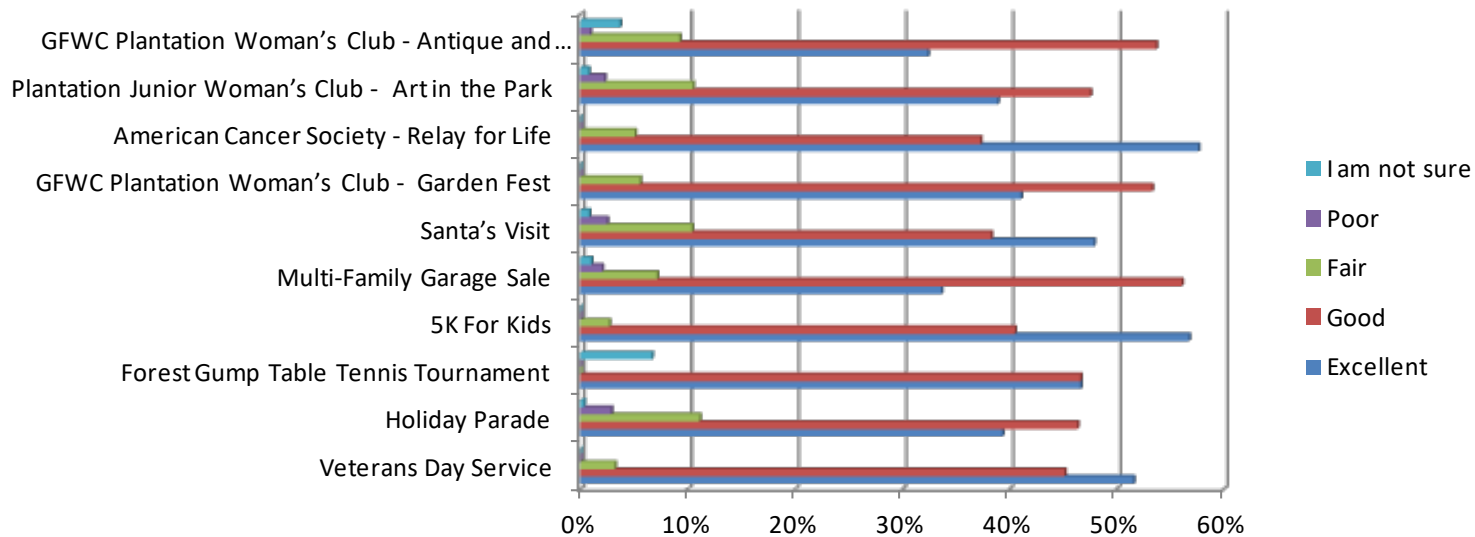
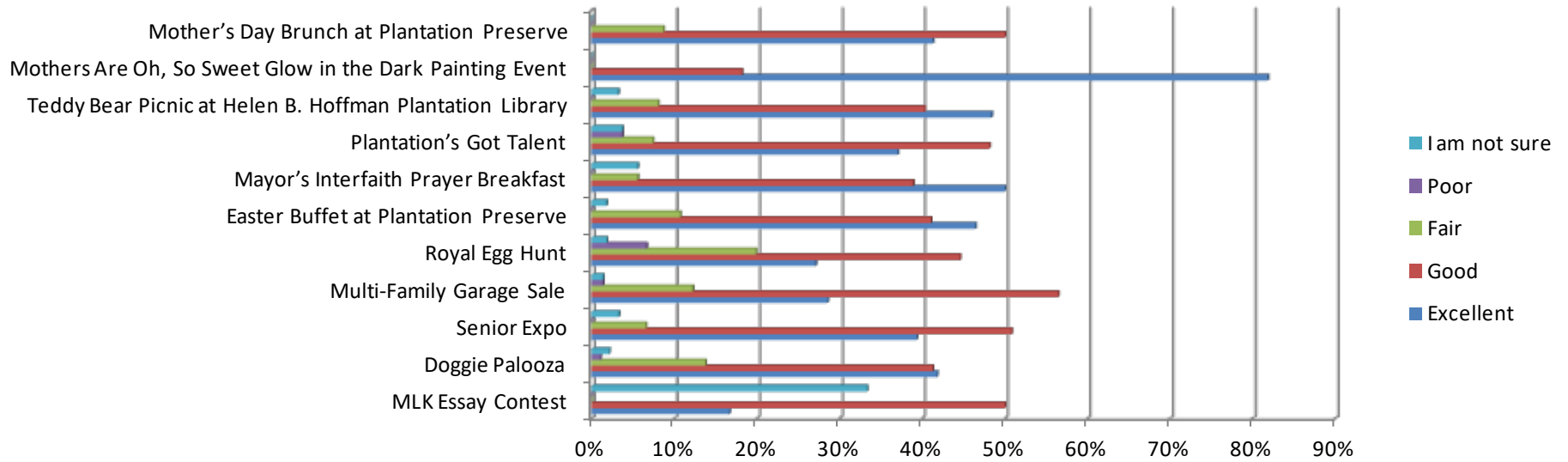
### Question 21:

Have you or other members of your household attended any of the following City of Plantation events? (CHECK ALL THAT APPLY)



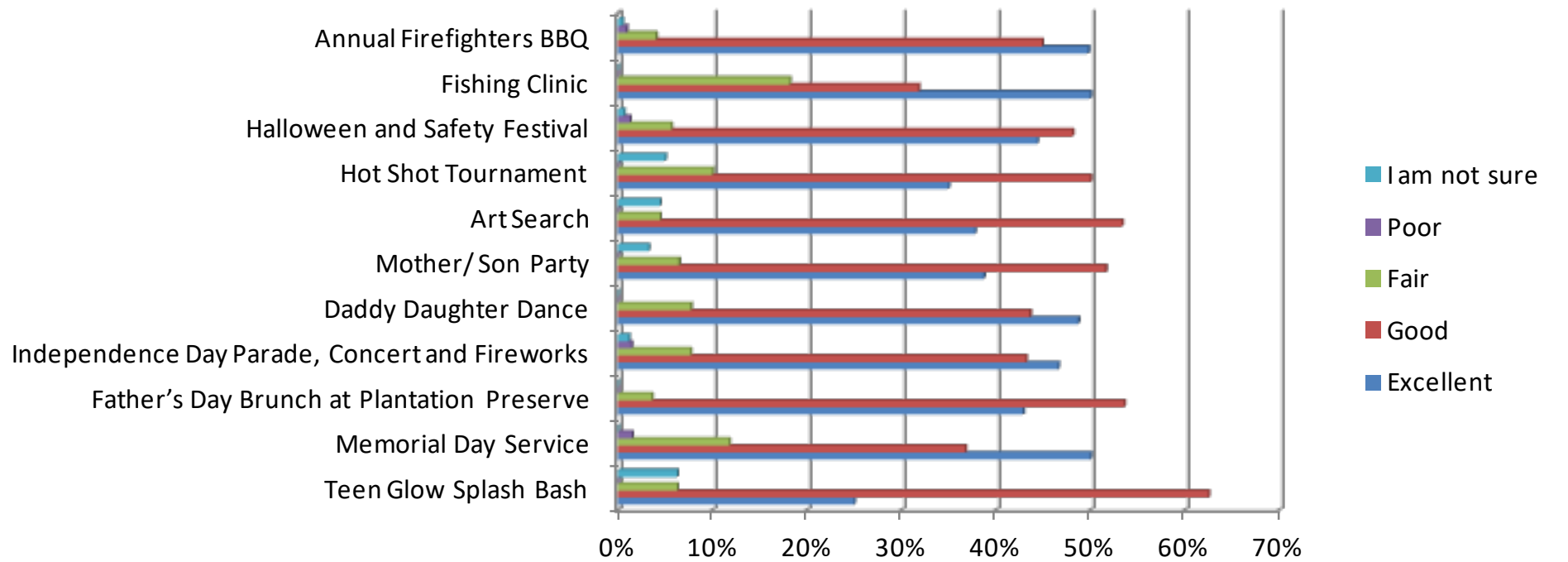
## Question 22:

How would you or other members of your household rate the condition of the following City of Plantation events?



Question 22:

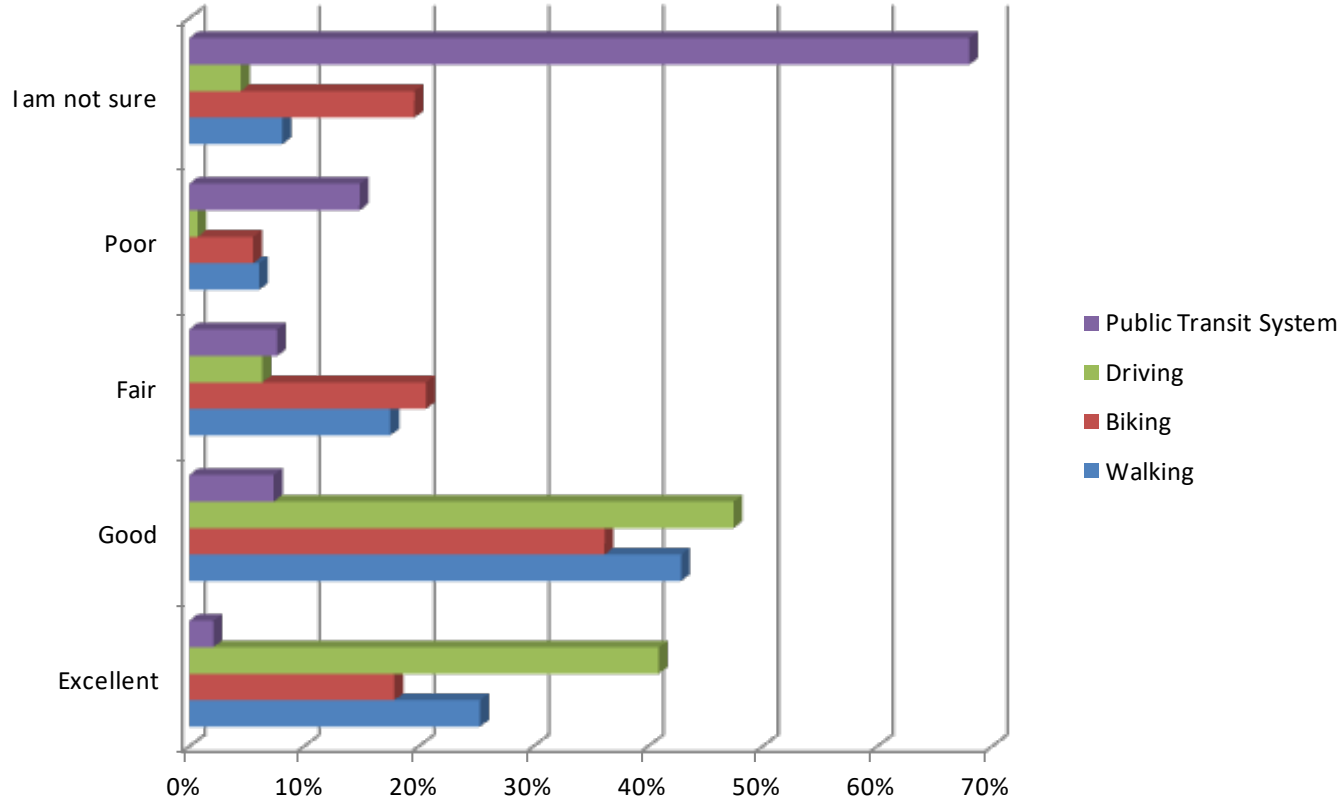
How would you or other members of your household rate the condition of the following City of Plantation events?

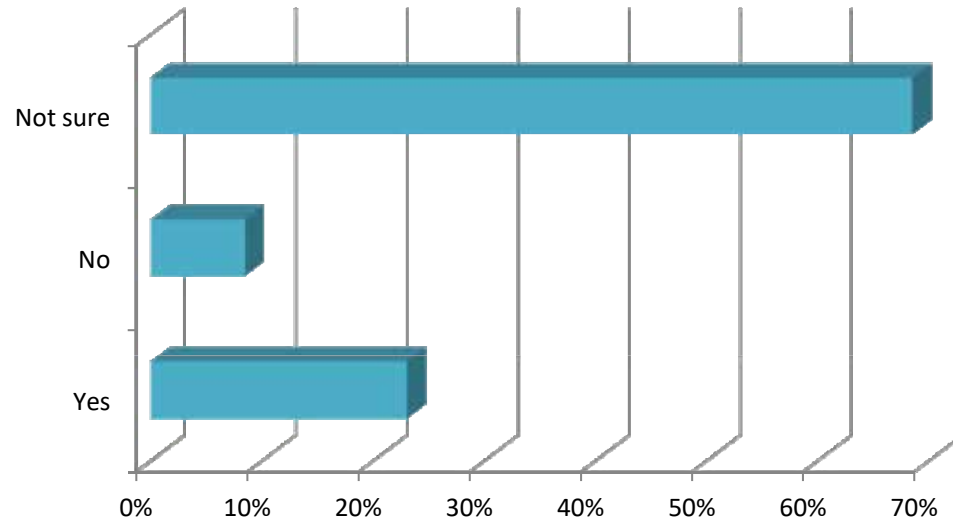
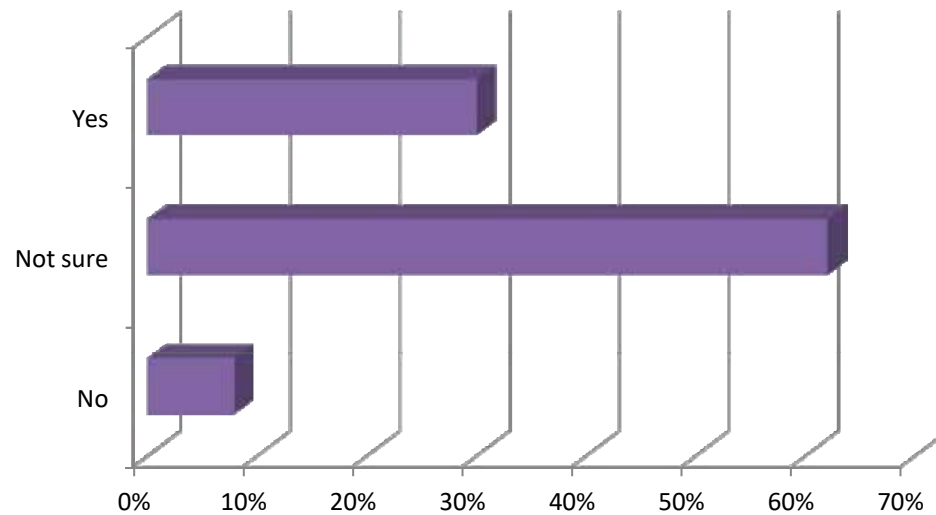




### Question 23:

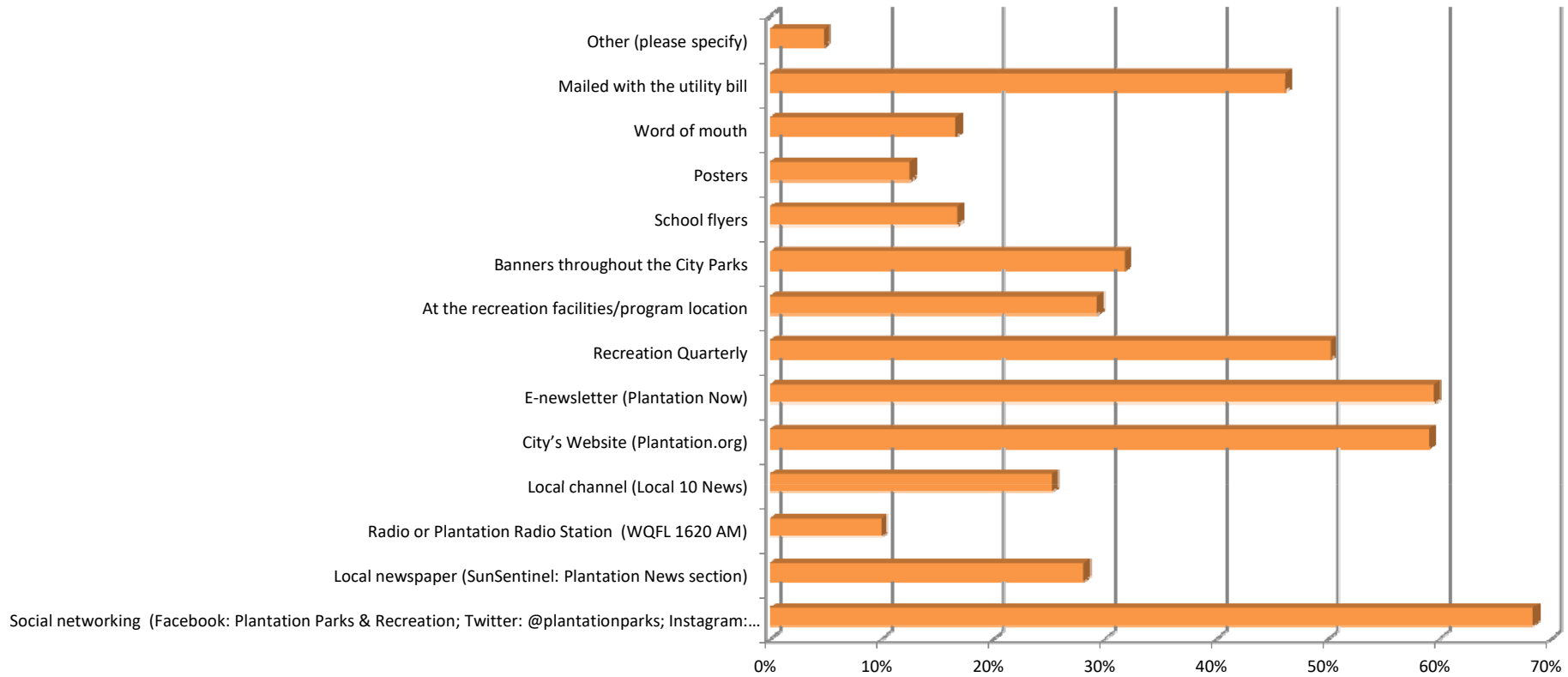
How would you or other members of your household rate the following modes of travel for ease of access to Plantation parks, recreation facilities, and programs?



**Question 24:****Do existing parks & facilities provide adequate access & ease of use for people with disabilities?****Question 25:****Do existing parks & facilities have sufficient handicap parking?**

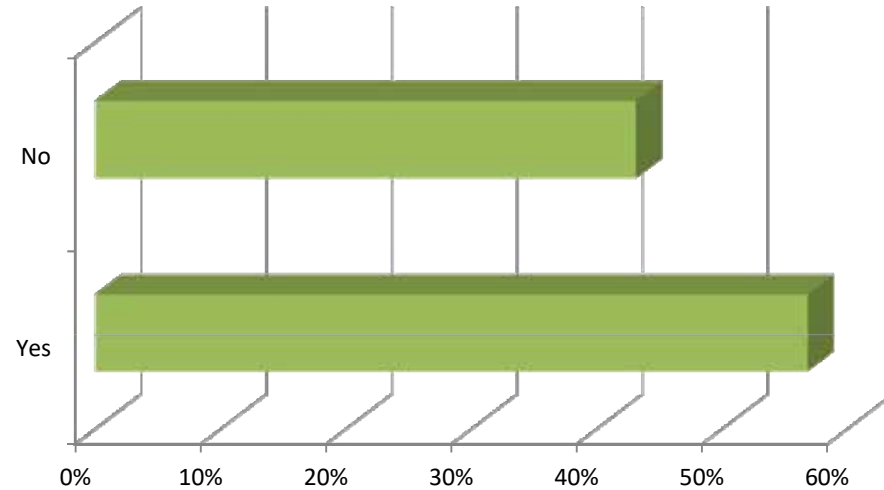
### Question 26:

How would you or other members of your household like to receive information on parks & recreation facilities, services, and programs? (CHECK ALL THAT APPLY)

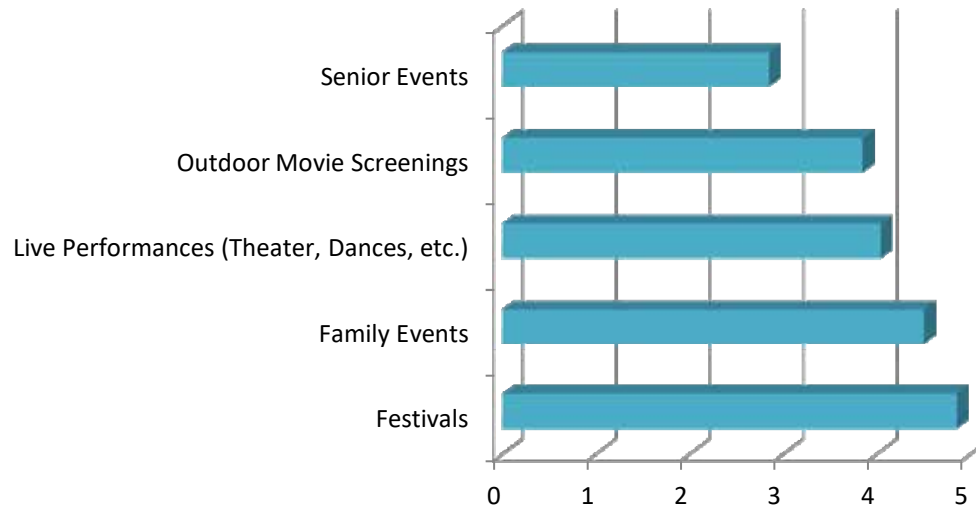


**Question 27:**

Would you or other members of your household be willing to pay a small fee for enhanced or additional recreational services?

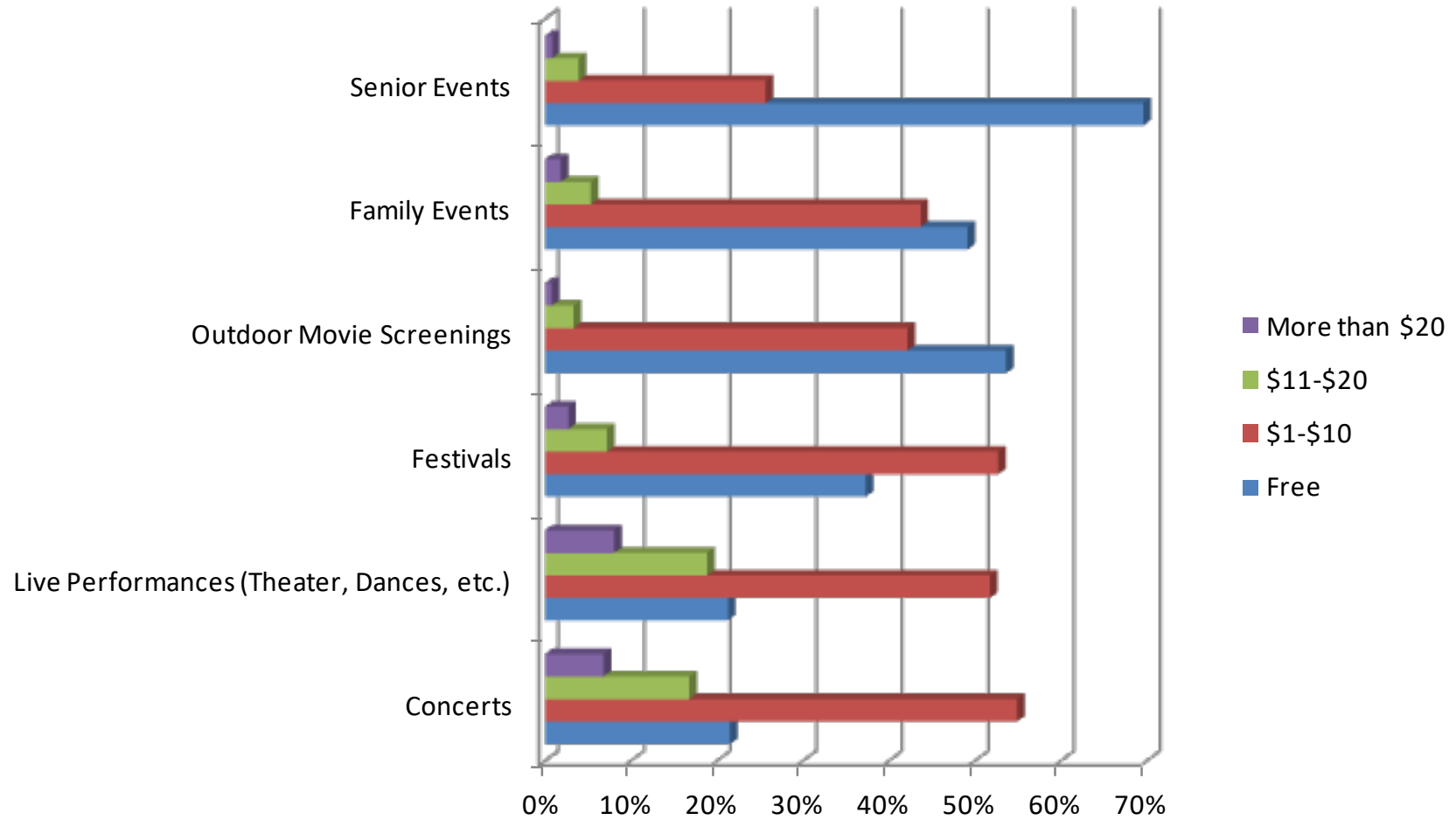
**Question 28:**

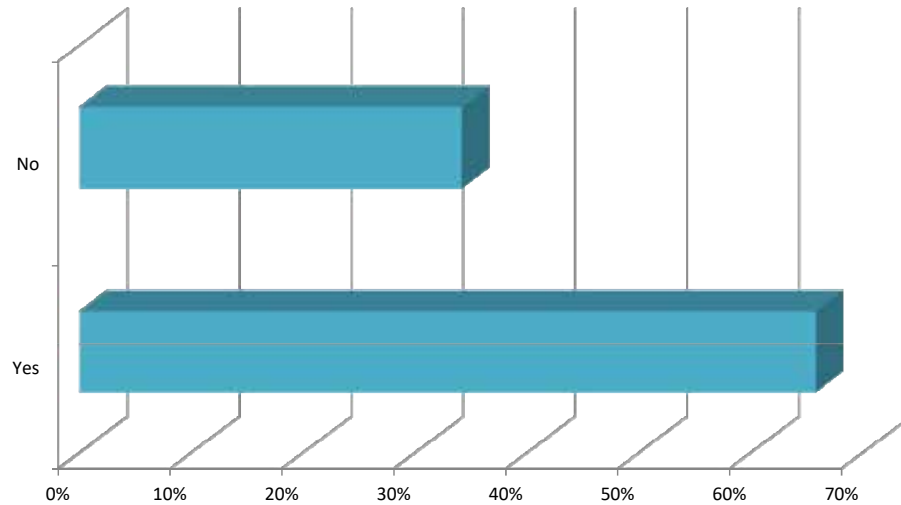
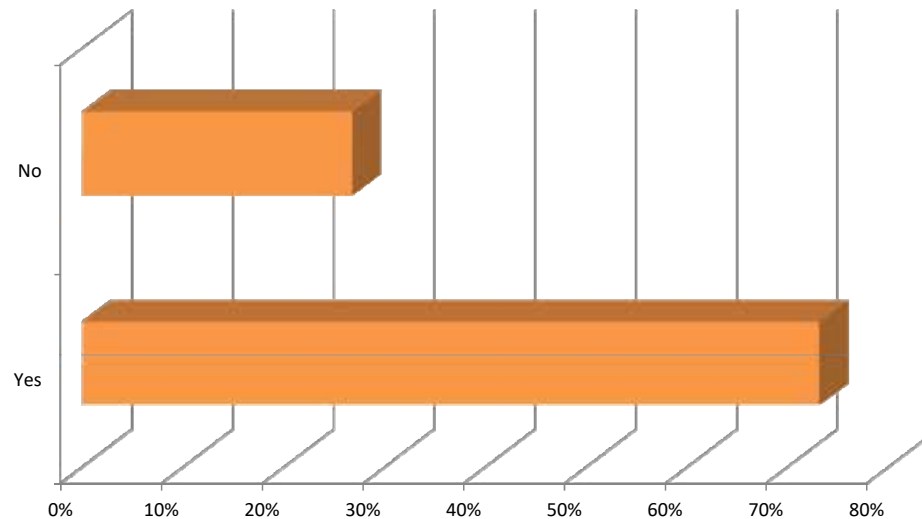
Please indicate how many times within a 12-month period you or other members of your household would attend the following programs or events?



### Question 29:

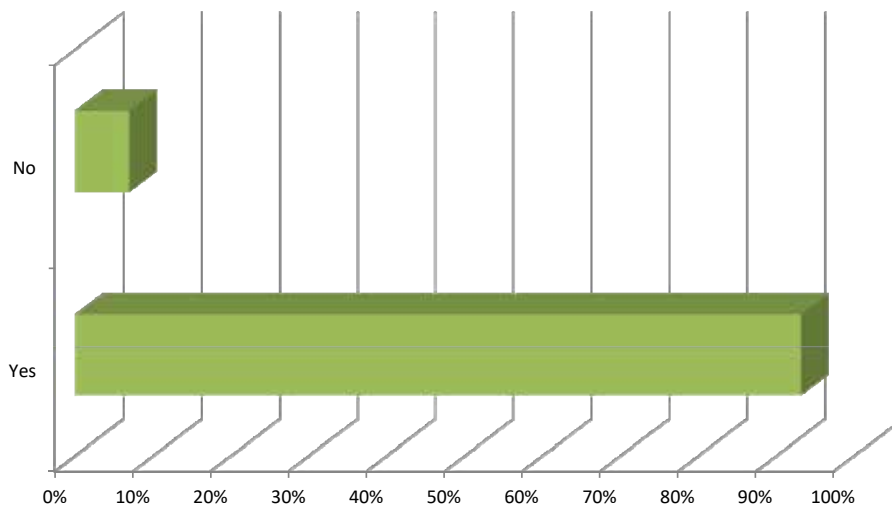
How much would you or other members of your household be willing to pay to attend each of these types of events?



**Question 30:****Would you or other members of your household like to see more Public Art at Plantation Parks & Facilities?****Question 31:****Do you or other members of your household visit Plantation Parks & Facilities as part of your exercise or health and fitness routine?**

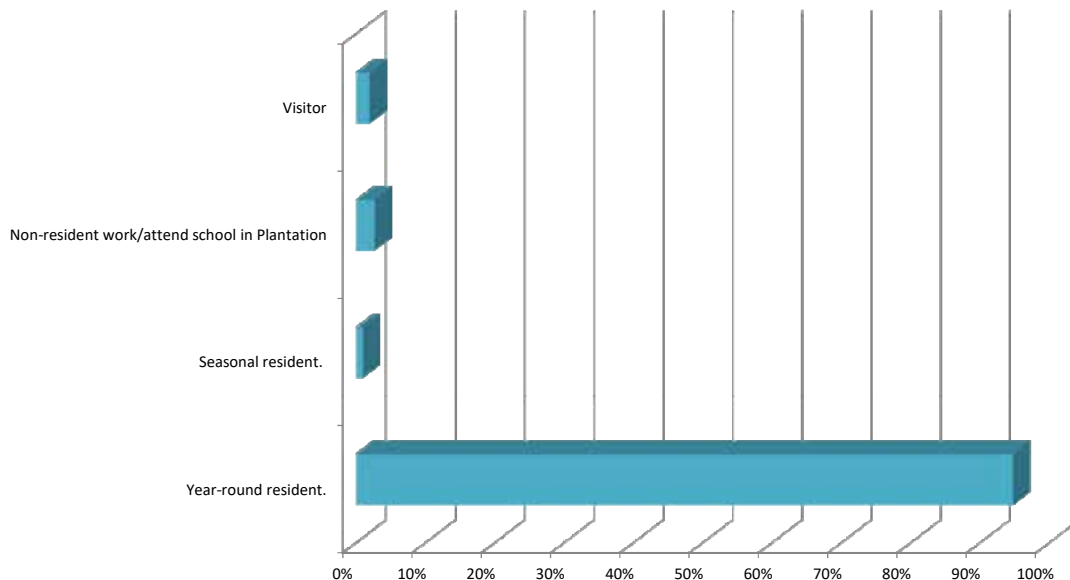
**Question 32:**

**Do you or other members of your household believe it is important for Plantation Parks & Facilities to use environmentally sustainable practices?**



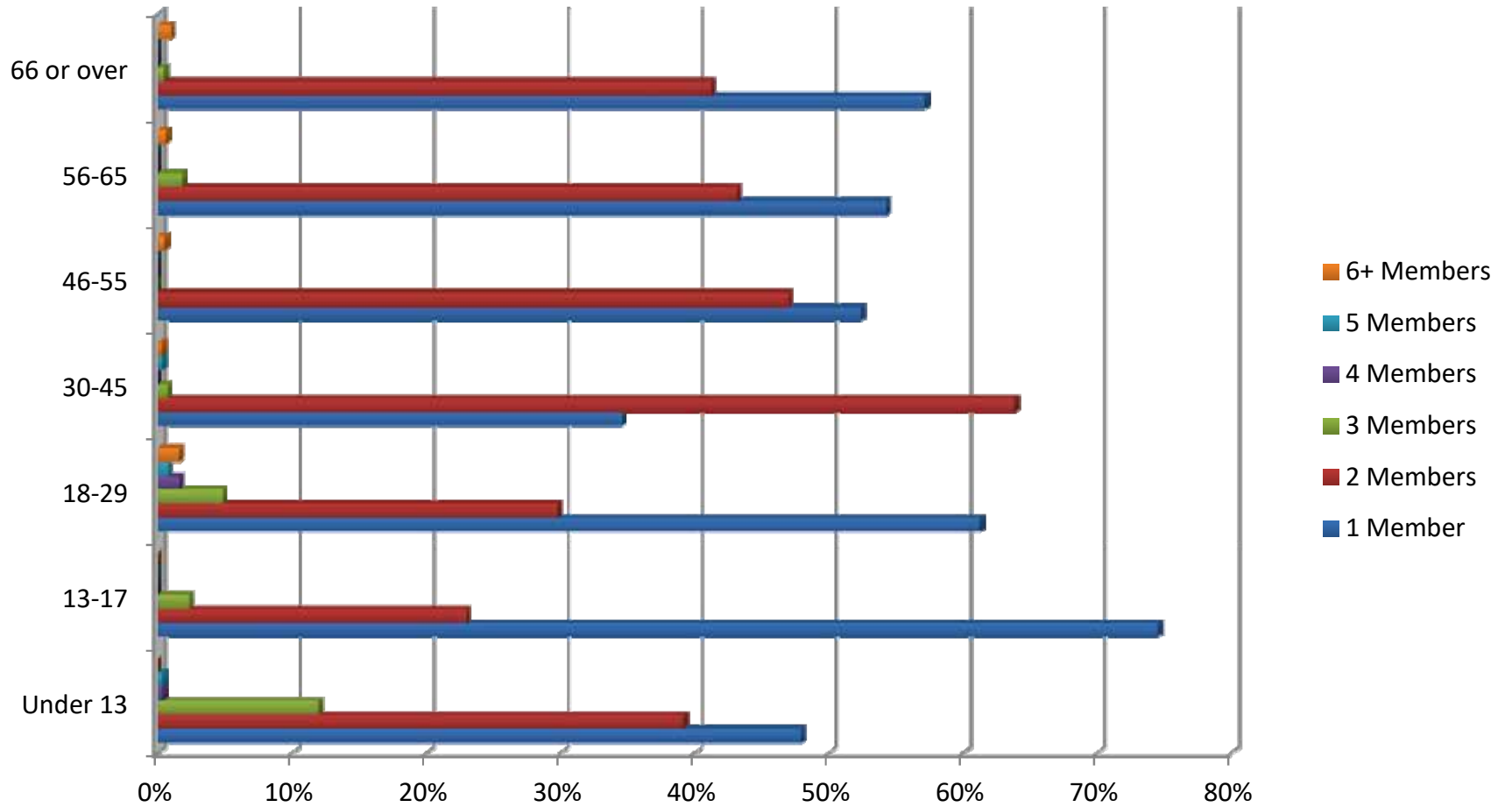
**Question 33:**

**Do you and household members live, work, go to school, or visit Plantation?**



Question 34:

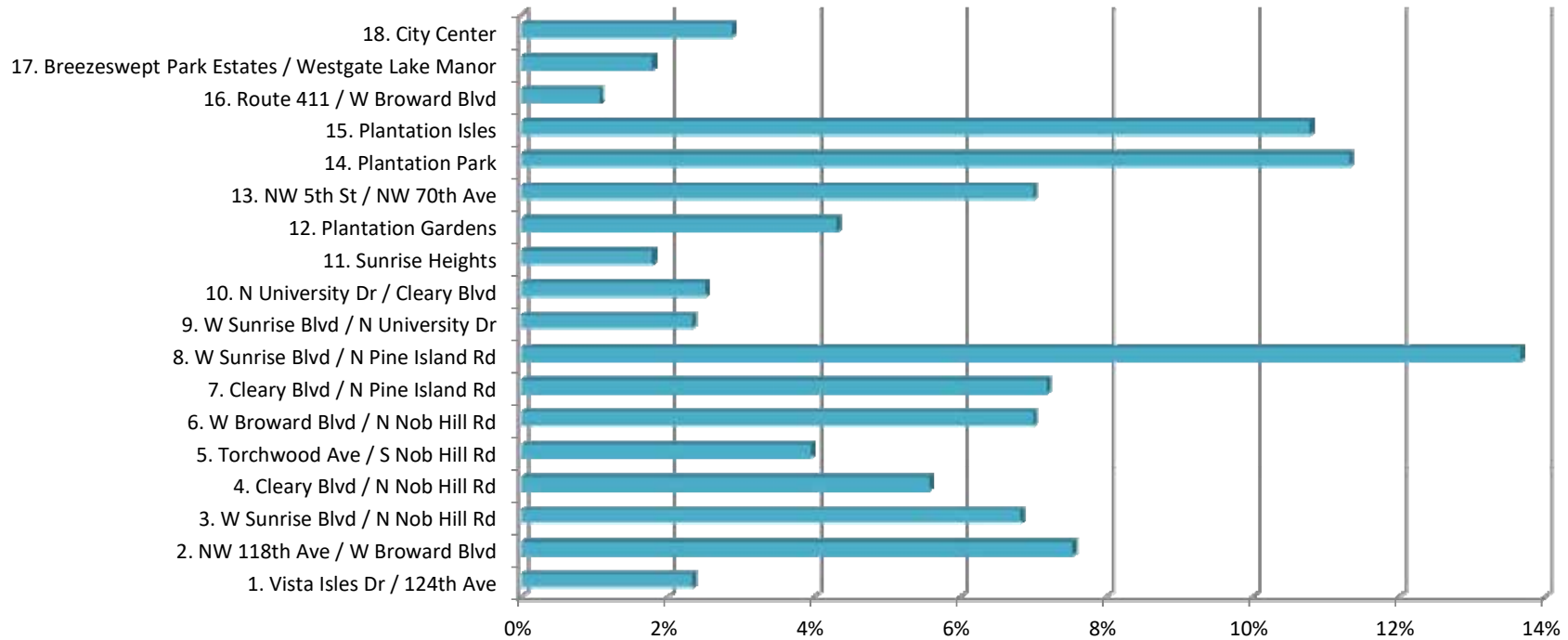
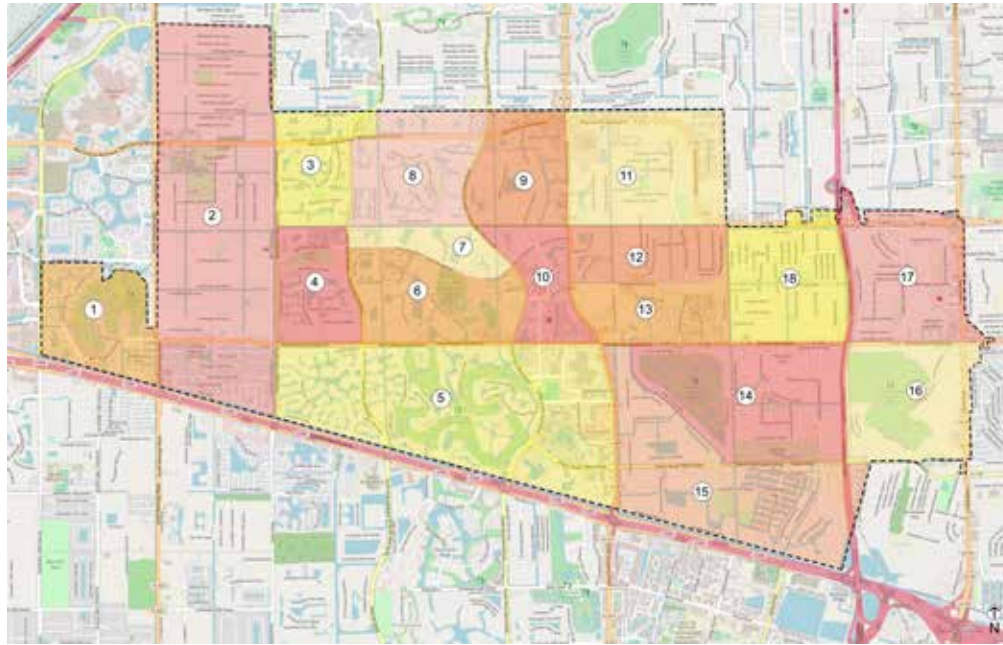
Including yourself, how many household members do you have in each age group?





**Question 35:**

**if you are a resident, please select the neighborhood where you and your household members live**



## Question 36: Additional Comments

1. It's ridiculous not to allow pets on leashes in parks. Especially when kids smoking pot are not bothered in the same parks.
2. Many of the park bathrooms need to be remodeled to accommodate families with young children and senior members of the community. We need updated handicapped bathrooms. Take a look at Pine Island Field's bathroom. It's too cramped, dirty and the sinks are too small. We also need more lighting near the bathroom. It is scary going to the bathroom in the evenings because it's too dark or poorly lit. This also goes for the playgrounds especially at Pine Island Park. The park's playground is dark with lots of tree foliage and the light poles that are too far away to give adequate light. Furthermore, it's too close to the parking lot. It's not secure!
3. Parks need major improvements including updated equipment and shade.
4. Please make the parks more inclusive for handicap. Wheelchair accessible play structures, swings, etc. Add WAY more sensory driven play
5. You need to invest in the older facilities in order to maintain the values and quality of social structure otherwise City hall area will deteriorate! It should be your priority for a cultural center.
6. Please build some volleyball courts there at none in the area
7. I live near Central Park and frequent the parks near the Plantation Library & Historical Museum. I love that they are clean, quiet, safe and family friendly. My only wish is to see the all-weather surface track re-installed at Central Park with proper lane lines!
8. Would love to see the playground at Deicke park updated with a water feature for kids to play in!
9. I would like more dedicated bike lanes
10. More places for kids to play
11. To make plantation Pickleball unique is not more courts. A roof over the courts where residents can play in the sun or rain will be much better. This way the court is used almost all day and everyday. This is an outdoor roof and places like Cherry Hill, NJ has one and residents love it. It gives all a place to go to exercise in rain or snow.
12. I love being outdoors, riding my bike, and other activities. Our parks are essential to our health and wellness!
13. Please ban blue trash bags or make trash bins and recycling bins for residents.
14. Better water fountains Better lighting Safer parking lots
15. Please replace the burnt out lights on the path around the lake at Central Park. Thank you :)
16. We need some local mountain bike trails, even if they are novice/easy! Maybe build them in the empty lot across from Heritage Park!
17. I would like if you had a yoga option for the residents who live in east Plantation during the M-F week. In the summer you do at Diekie, but during the school year, it is only on Saturdays. The yoga room at PCC is awesome! I won't go to CP yoga anymore because it's dirty, run down/broken, and too much noise from the other rooms during our practice and meditation.
18. The walking areas and fan seating around the baseball fields



are awful. No pathways, many trip hazards, terrible lighting getting to the field, zero lighting in the parking lot, no shade for parents/fans. Cooper City and Parkland make Plantation fields in Central Park look like a very poor community.

19. Better lighting needs to be added to the parking lots of Central Park & Sunset Park. There needs to be a better walking path from the Central Park parking lot to the Baseball Fields 3 & 4 (along Central Park Place/Way (whatever it is)). The Commissioner for Little League is horrible and needs to be replaced!

20. I moved to Plantation from Davie because my family loves all the parks and activities and how easy it is to walk and bike

21. waterplay area at Plantation Woods Park needs total renovation. Lighting at tennis courts needs improvement on half of the courts

22. I would like one of the pools at Central Park be kept with long lanes (long course) permanently.

23. Need more picnic tables at Seminole Park. After school, moms like to take their kids there from Tropical. It is a social gathering. To watch the kids, you need to sit at the only one table near the swings. Also, in front of signage for Seminole Park, never maintained since due to parents parking for Tropical Elem. Looks terrible.

24. We are very discouraged with the City of plantation and spending or lack of spending for Plantation Park... My elderly neighbor next to us, broke arm from falling due to dangerously-cracked sidewalks...a month later, still not fixed. These sidewalks are slippery and cracked everywhere. My other neighbor's guest sprained her arm and cracked a tooth last year from another cracked sidewalk. Both cracks to this day have NOT been

repaired. There is ZERO funding or spending in Plantation Park and the lighting is 50 + years old... old poles, eye sores, no LED lights, crime is up, etc... We are most likely moving when our son finishes high school. I spend \$5k/year for real estate taxes, yet where is our \$\$\$ being spent on our neighborhood, lighting, distressed sidewalks, lack of upgrades/lighting and a very RUN DOWN Heritage Park after the storm last year... very disappointed.

25. Rubberized asphalt running paths and shadecovered outdoor gyms would do wonders.

26. The Parks are fine and should be maintained as they currently exist.

27. Plantation has overall lacked major communication with its City. Central Park is one of the problems with the communication aspect because no one in the building ever communicates or returns phone calls about up and coming events. The staff is non trained and is not up to date about any of the information that is going on with the City. We need to spend more time training the staff to become more knowledgeable about the new events going on in the City especially when it is events that portrays to the safety of our children.

28. Overall we are satisfied with parks and programs. My concerns are with publiCity and expansion of Pickleball program. The signage to locate the courts is poor. Rarely is pickleball publicized in the Plantation quarterly. I am thankful for the progress that has been made to establish the program but more needs to be done to accommodate the growing number of players.

29. Bocce Ball. In xpensive to install very popular

30. Many residents are on the Nextdoor HOA site. It would be great to have you advertise events there.



31. I would like to see more dog friendly parks. I would visit many more parks if I could walk with her on her leash.
32. I visit playgrounds frequently with my 3 year old twins and I really wish more Plantation playgrounds had fences and shade. We often go to Sunrise or Tamarac instead for shaded, fenced playgrounds.
33. There are times when I would like to use a baseball field as a City resident, but the fields are by permit use only. It limits where I can hit a baseball without causing damage or losing my equipment.
34. The pool locker rooms are a disgrace. Hard to tell if they ever are cleaned and in major need of an upgrade. Water temp is always changing. Swim team always takes priority for cold water. it freezes the rest of us out. The lifeguards are nice and helpful.
35. Every playground needs a shade. It's too hot and open and the sun is damaging to our little babies skin. It makes the playgrounds useless if there is no shade. No one in my neighborhood is using the new park (I talk to many parents) bc there is no shade (Jacaranda Lakes). Sunrise has an amazing food truck and concert series in the winter months, once a month. It's so much fun and we go every month. Plantation should do the same! Margate has a similar event. Everyone loves Food Trucks, and on a Friday/ Saturday night it's a great family event. Free kid events are always a winner. Food, bounce houses, etc.
36. Parks need more man made shade
37. I exercise at Sunrise Senior Center Facility because there I pay an annual fee and most classes are free.
38. I've run many miles regularly throughout Broward County, and

I love having so many great parks in Plantation (especially with functioning water fountain, which are vital in the south Florida heat). I also appreciate that Plantation does a better job than most of the neighboring cities when it comes to park upkeep and that it has invested so much in our parks to begin with.

39. Jacaranda Lakes Park needs sun protection in the beautiful new tot lot.
40. More dog parks Let is know thing that going in Plantation Better people work in parks and recreation dept
41. Love plant shows
42. It was such a disappointment that the Running Track at Central Park was paved! So it is not a running track anymore! Bring it back!
43. We have enjoyed all the pal sports and parks for all the years we have lived in plantation. We have enjoyed many great years being members of veltri tennis center. Lowell Cauffman has done an excellent job of running the tennis center and making everyone feel welcome and the facilities are the best in broward county!
44. STOP letting other cities come before programs for our residents and start putting our residents FIRST. Fix field issues at all parks.  
Advertise youth athletics more.
45. Would just lime more activities which are more secure to take my grandchildren. Splash pads and fence around playgrounds
46. plantation gardens really needs to be cleaned up! It's looking very dumpy, bringing in garbage and I'm afraid its bringing my home value down!
47. I have to travel to Sunrise or Tamarac to seek programs that

are of interest to seniors such as discussion groups, book clubs, appropriate exercise, and other activities. If I don't, I will be isolated in Plantation and will seriously consider moving because Plantation doesn't seem to care about the senior population.

48. The park at SEC of SW 59th Ave and SW 16th Street needs better lighting, more benches, and upgraded the station facility there because this park stinks.

49. Please place more recycling cans in Plantation Woods Park and reinstall name plates on the trees in the Arbor Tree Park behind the Library on the way to the fire station on 65th Ave.

50. There should always be someone that a City resident can call in case of emergencies or problems after hours and holidays that police and fire dept don't handle. It's Yom Kippur holiday today Wednesday September 19, 2018 and the City offices are closed and all the City parks were not open until close to 3pm and there were many park patrons at all the various parks, upset and frustrated because there's no one to call to report a problem that day. The police department doesn't handle such calls and are of no help to locate a City employee to open up the parks. It would be very helpful to have a manned telephone that City residents can call during holidays and after hours!

51. I wish Plantation had more water activities (parks) for children. The park near my home adjacent Pop Travers need much improvement. There is so much land there to make it a wonderful park for the neighborhood. There is nothing covering the play area making the play equipment to hot for the children to play on a good part of the day.

52. We need more dog parks.

53. Very concerned about automobile robberies in various parking

lots. Would like to see a small section of Happy Tails gated off for individual use at 10 or 15 minute intervals to allow people to exercise their pets on a private (or personal group) basis.

54. The Plantation Equestrian Center is in need of some repairs. Several stall doors are broken and have been for years. More shade trees need to be planted.

55. We LOVE CENTRAL PARK for PICKLEBALL and wouldn't mind paying to go for Plantation residents. BUT WE NEED MORE COURTS!

56. All playgrounds must have shade structures or tree covering. Hot playgrounds can cause burns. Without some shade playgrounds are useless 90% if the time

57. Need soccer fields with lighting for evening leagues. Need bike/ skating trails

58. More activities are needed for adult athletics.

59. Deicke Auditorium used to provide storage locker for clubs that have monthly meetings there. Why is it no longer doing this?

60. We use Seminole Park quite a lot and it would be nice if that playground got upgraded. It's very basic and it's such a nice park with so much space, we love it!

61. I would just like to see some sort of inclusion of special needs into your sports programs (tennis, bike riding, kickball, whatever sport) I get to see everyone else's kids participate but mine can't or gets strange stares.

62. Please make some of the language classes and children over 5 activities after school time. You have great offerings, but a language class for children 4 and over at 12pm won't get anyone registered if they go to school.



63. We have a lot of very nice parks. Some are underused, perhaps due to lack of a covered pavilion, charcoal grills, or a little shade area next to playgrounds where parents and grandparents can sit and watch their children play.

64. I didn't see mention of Heritage Park. We often go to the food truck/movie nights there.

65. Would love to get a swing @ Mirror Lake Park. Thanks

66. The cheerleading program through PAL is run horribly and funds are either being misappropriated or mishandled. I will never put my kids in PAL cheerleading again. We have had a horrible experience so far. The cheer coaches are awesome and care for the girls but the "commissioner" has no idea what she is doing. I paid for a uniform for my child with registration back in June and we are in September and have been cheering every weekend in shorts and a T-shirt! When you ask about uniforms you're told "you'll be notified when you will receive it."

67. We need a place for people to paddleboard, canoe and kayak.

68. Need more social and passive recreational activities for Seniors. Also need better advertising and transportation (shuttle, etc) for senior activities.

69. PAC has been poorly maintained and the overall attention to detail regarding cleanliness has deteriorated over the last year. I would like to see the facility return to the pristineness it had in the past.

70. I would love to see more native plants being used and less chemicals. The lights need to stay on for teenagers and young adults to play basketball until 9. Please bring more public art, but keep it local. Water Polo is an Olympic sport, Bring it to Central

Park.

71. You need to install some type of cover/shelter over the bleachers at the baseball fields at Central and Sunset Parks.

72. Would like to see more ADA accessible and shaded playgrounds. And ease of information (events/classes/programs) at each park site. Plantation website is not user friendly, maybe a parks and rec app.

73. I would like to see improvement in the multipurpose bldg upstairs classrooms at Central Park. I participate in Zumba classes & typically we find a/c not functioning adequately which creates a unhealthy exercise environment. Also cleanliness is a issue as wood floors often are dirty - in need of more regular cleaning

74. Additional pickle ball courts would be nice

75. Please do something about the flag football league. Now in our 4th season the leadership is the same. It is the same circle of men who commission/direct with some even having their own team. The teams are not balanced and the commissioner stands on the field yelling at coaches and intimidating the kids. One director continues to have the same kids every season. This is obviously a clear example that the combine and draft are really just a paper exercise. There are so many kids out there who just want to have fun and it is so disappointing to see this every year which will no prevent my son from playing again in Plantation. I know this is all volunteer but someone in the City has to supervise how things are run. Hopefully one day something positive will happen.

76. All bleachers in Plantation parks should have a canopy over them. It's too hot here to not have that type of coverage.

77. For years- And I have complained to the mayor and those at parks and recreation - the parks are empty mostly unused

except for rec play -throwing kids and adults off fields because they don't have a permit is WRONG!! Why is rec baseball short on players over the years - they can't play at any park either over the summer/ weekends for the last 20 years they get chased off for NO PERMIT?? What 10 year is going to get a permit? And cough up 20-\$30? And where do you get the permit and the office is closed anyway on a weekend =only available weekdays 9-5 in an office no kid is going to find, As for an adult - getting thrown off for weekend soccer games- well i gave up years ago after the 20 x times with no permit for simple weekend pick up games -And i own and pay property taxes on 3 properties and i have to pay to play weekend games ??!>I gave up - go to coral springs or other cities to play pick up games.I used to get the permit but got sick and tired of the stupid "games" to get a permit .Was told so many times "sorry no fields available" only to go to central or pine island to see one or two fields in use.the other 4 fields emptyYou can only use the excuse of "maintenance so many times So you can have all the pretty fields you want and the next time on a weekend and you see empty fields on weekends- not talking about rec /travel -dont include that . .NO KIDS NO Adults NO GROUPS MORE THAN 3 ALLOWED TO PLAY- CONSIDERED ORGANIZED games -GET A PERMIT- absurdYOU WANT PLANTATION TO LOOK FAMILY

FRIENDLY? Get rid of permits. No kid should be required under 18 to have a permit. Those over pay \$2.00 to the park attendant. You force people to look for some STUPID CLOSED OFFICE on a weekend they leave - which is what happens now and has been since 1985 as long as i lived here

78. Youth sports programs should not be a direct pipeline to Travel Programs that are dominated by Private School Interests! Need to create more playing fields next to Heritage Park. IDs need to be

presented to use open spaces and courts. Our taxes pay for these facilities but folks from outside our City come in and prevent our kids and families from using them.

79. I am a white middle class mom, and it makes me very sad to see that Jim Ward splash pad seems very neglected. It gives me the impression that our black residents are not given the same attention as those of of in the more white or middle class parts of town. I will be remembering this when voting and hope to see more minority representation on the council soon.

80. Dog parks are great. Do more to keep dogs out of all other parks!!!! Do more to keep drones, remote-controlled cars, kids electric cars, kids motor bikes out of all parks!

81. I would love to hear about an open house for the facilities at Central Park. We have not visited there and really don't feel like we have been welcomed. I would love to see more instructional art classes for seniors (painting, crafts, hands on art projects). I have just retired and would love to get a mail out of times to visit and go on a guided tour. Thanks!

82. The Santa visit was a terrible disappointment for my 3 yr old last year. I don't think he ever came down our street. It would be nice to have his route with times so we can know where he will be.

83. Pine Island Park needs a lot of maintenance. It is almost always closed due to rain. The fields are in terrible shape

84. Please make the Dynamites a bigger issue. Would love to have more younger kids get involved. Go to the schools and pass out flyers, no one knows about the program!!!!

85. The Parks and Events have been Great for the Last 5 years we have Lived in Plantation and has been getting better. I have had



multiple involvement with the Parks Dept. for Reserving Athletic Fields and Shelters for Events and it has been easy to work with. From a strictly Athletic Field Stand Point is the Need for Several Artificial Turf Fields as the Maintenance is ongoing and many fields are out of commission while this happens.

86. I would like to see more concerts and outdoor movies offered on Saturday night or Sundays as they are all only offered on Friday nights which we cannot attend.

87. This City is incredible but can be even better. Invest in our parks and recreation, the return is priceless.

88. I would like to see paid commissioner positions for youth athletics so there is more accountability. It is too much work for a volunteer and so it isn't done well and there is no recourse for that. Participants are leaving in droves for travel leagues because of it which is gutting the rec leagues.

90. Baseball fields and spectator facilities are among worst in Broward and Palm Beach counties, esp. Central Park.

91. I had no idea these activities even existed! We need better information communicated.

92. Plantation Woods playground is in a dangerous state. Who is failing to maintain the splash pad? The water features barley spray water as they did several years ago, are they clogged? The last time I brought my 6 & 4 year old's they said "this is lame, can we go home and play in the sprinklers"?

93. I would prefer larger parks with nature areas and trails instead of several small community parks.

94. I can't find any useable landmark on that map. Doesn't matter. I live east of University and the powers that be don't consider us

of any importance.

95. The parks need to be updated. The field light program was a must and now being done. The recreational sports programs can use updating from cages with roof coverings since heat stroke is an emphasis in high schools programs. The track needs updating. Lacrosse facilities don't exist. Softball complex needs updating for youth and adult. Multipurpose fields ie. turf fields will save money over time. Better parking at Pine Island Park is a must with better lighting. Walking to parks for kids does not exist unless you live near one. The City in general has good facilities but keeping them current is a must to keep the residents here to use. Most go to other parks that offer such. Spend some time running sporting events to bring money back to the recreation program and it will extend back into the community businesses.

96. The City of Plantation should use social media, like Nextdoor!

97. Would love a carnival. We have so many spaces to hold it. Would be good City revenue.

98. I recently attended the June PAL sports board meeting. Several residents requested the board post the budget for each sports league. Since the meeting two months ago, the minutes from the meeting and any budgets still have not been posted to the PAL sports website. I feel there needs to be more transparency. There is much room for improvement for PAL rec baseball and softball, but it doesn't seem that anyone from the City seems to be putting any attention to it. Are youth sports important to the City and its elected officials?

99. Charge non-residents more to use Plantation's facilities. Make the aquatic center at least a breakeven facility. If it is not now.

100. Coordinate events with Pokemon GO Community Days to



draw fans to a specific park where food/music could be setup. Advertise on Discord and Pokemon Go Facebook pages. These events are typically at Vol or Liberty Tree park one day each month for 4 hours. 500-1000 people go during these monthly events. JUST FYI

101. Fields at parks for sports need enhancements/upgrades. There should be sport equality within the City. I work with Plantation Lacrosse and we always have such a difficult time getting quality fields where other sports have top notch facilities. Also, allowing programs from other cities to come into Plantation and use our fields should be stopped. There are always complaints about our fields and rest required, these programs come in and use our fields and when it is time for the City program to use the fields they are in poor shape.

102. More shade and/or mist areas to beat the heat at the playgrounds.

103. One of the things that we are most unhappy with in our local parks is the no dogs allowed policy. As a professional dog trainer, I am not a fan of off leash dog parks, but would very much like to enjoy other parks with my dog on leash.

104. Need more shades at the parks. Children's playgrounds next to the exercise equipment. Shade over the seating to watch The Children Play The Sports. Moore Splash Pad areas for the children to play in.

105. More affordable swimming and exercise classes would be great

106. We need a serious update of our playgrounds. See Tamarac's Sunset Park as an example. We travel there with our grandchildren weekly. (They also live in plantation)

107. I would like to see the City sell all the useless parks that cost its residents money to maintain like middle acre north acer and all the others that know one knows about and dont use they just be come trash dumps for people

108. plantation has very busy roads already and it's just going to worsen in the years to come. We need more bike paths! Very few people will use the bike lanes as drivers are reckless and bicycle users are not safe.

109. Would love to see dogs allowed at City parks on leash (at least a few of them). Would also utilize a good beginners disc golf course. Markham and Heritage have fairly punishing courses for those who are less experienced.

110. The installation of new LED lighting at Central Park is resulting in the removal of a lot of old trees. Will they be replaced as the shade they provided and good looks is now gone...

111. We need trees replaced that were destroyed from hurricanes! More benches and shade and parking lot lighting at the dog park.

112. Plantation woods park needs some shade over the swings and playground. The equipment gets too hot for the kids to play on.

113. Do not utilize all facilities/programs b/c many are outdated. Sometimes cannot attend kids weekly programs due to times offered. 2 working parents and not back in plantation until after 6pm.

114. More sustainability implemented, public art



# Appendix K. Workshop #1 Results

## Activity 1.a

Please select eight (8) that you feel best represent the **CURRENT** image of Plantation Parks & Recreation:

Result:

Please select eight (8) that you feel best represent the **CURRENT** image of Plantation Parks & Recreation: Page 1












Best represent the **CURRENT** image of Plantation Parks & Recreation: Page 2

Current	
Golf	36
Tennis	33
Aquatic	32
Multi-use fields	29
Art Festival	23
Equestrian	23
Aerobic Classes	21
Picnic Area	18
Dog Park	18
Farmer's Market	14
Vandalized/Graffiti Park	13
Bike Paths	13
Pickellball	8
Nature Trail	7
Outdoor fitness	6
5k Run	5
Art in Park	5
Yoga Outdoor	5
Movie night	4
Shade Structure	4
Live Concert	2
Canoeing/Kayaking	1
Bad people in parks	0
Community Garden	0
Family Event/Carnival	0













## Activity 1.b

Please select eight (8) that you feel are most desirable for the **FUTURE** of Plantation Parks & Recreation:

Please select eight (8) that you feel are most desirable for the **FUTURE** of Plantation Parks & Recreation: Page 1

			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Most desirable for the **FUTURE** of Plantation Parks & Recreation: Page 2

			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Result:

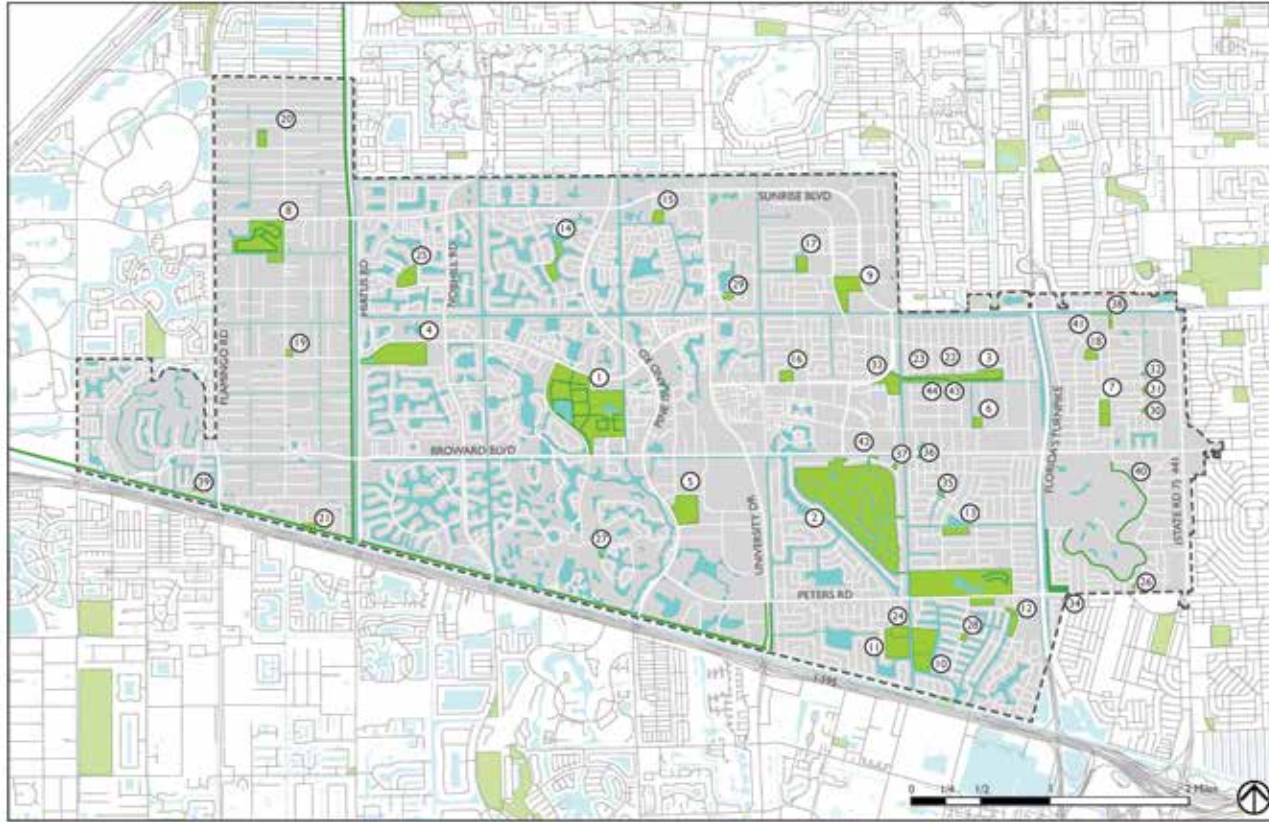
Future	
Live Concert	20
Movie night	20
Art Festival	19
Walking Path	19
Aquatic	18
Multi-use fields	18
Bike Paths	17
Canoeing/Kayaking	16
Golf	15
Dog Park	15
Nature Trail	14
Farmer's Market	14
Tennis	13
Pickellball	12
Community Garden	12
Aerobic Classes	12
Shade Structure	12
Art in Park	11
Outdoor fitness	10
Equestrian	8
Yoga Outdoor	7
5k Run	6
Picnic Area	6
Family Event/Carnival	3
Food Trucks	3



Activity 2

# City of Plantation: Existing Parks & Facilities

## Existing Parks & Facilities



- Premier Parks**
  - ① Central Park
  - ② Plantation Preserve Golf Course & Club
- Regional Parks**
  - ③ Community Center / Plantation Woods Park
  - ④ Sunset Park
  - ⑤ Pine Island Park
  - ⑥ Deicke Auditorium & Hoffman Park
  - ⑦ Jim Ward Community Center
  - ⑧ Volunteer Park/ Camp Everglades/ Equestrian Center
  - ⑨ P.A.L. Field & Roy Salmon Stadium
  - ⑩ Pop Travers Field
  - ⑪ Seminole Middle School
- Community Parks**
  - ⑫ Jack Carter/ Harmony Park
  - ⑬ Fig Tree Park
  - ⑭ Jacaranda Lakes Park
  - ⑮ Veterans Park
  - ⑯ Rae Carole Armstrong Liberty Tree Park
  - ⑰ Mirror Lake Park
  - ⑱ Park East Park
  - ⑲ Middle Acres Park
  - ⑳ North Acres Park
  - ㉑ South Acres Park (Tara Park)
  - ㉒ Plantation Botanical Gardens (Plot 1)
  - ㉓ Plantation Botanical Gardens (Plot 2)
  - ㉔ Seminole Park/ Happy Tails Dog Park
  - ㉕ Deicke Park
  - ㉖ Country Club Park
- Neighborhood Parks**
  - ㉗ Cocoplum Park
  - ㉘ Fumpston Park
  - ㉙ Marcano Estates Park
  - ㉚ Mini Park #1 (South)
  - ㉛ Multi Cultural Gardens Park
  - ㉜ Mini Park #3 (North)
  - ㉝ Plantation Botanical Gardens (Plot 3)
  - ㉞ Plantation Point Park
  - ㉟ South Bel Air Park
  - ㊱ Thrower Park
  - ㊲ Woodbury Park
  - ㊳ Plantation Business Park
  - ㊴ Melaleuca Park
  - ㊵ Country Club Circle Linear Park
  - ㊶ Park East Trail Head
  - ㊷ East Tropical Way Park (Two Lots)
- Cultural Facilities**
  - ㊸ Helen B. Hoffman Library
  - ㊹ Historical Museum

- Premier Parks**
  - ① Central Park
  - ② Plantation Preserve Golf Course & Club
- Regional Parks**
  - ③ Volunteer Park/ Camp Everglades/ Equestrian Center
- Community Parks**
  - ④ Deicke Auditorium & Hoffman Park
  - ⑦ Jim Ward Community Center
  - ⑮ Veterans Park
- Neighborhood Parks**
  - ⑲ Middle Acres Park
  - ⑳ North Acres Park
  - ㉑ South Acres Park (Tara Park)
  - ㉒ Plantation Botanical Gardens (Plot 1)
  - ㉓ Plantation Botanical Gardens (Plot 2)
  - ㉔ Multi Cultural
- Neighbourhood Parks**
  - ㉗ Cocoplum Park
  - ㉘ Fumpston Park
  - ㉙ Marcano Estates Park
  - ㉚ Mini Park #1 (South)
  - ㉛ Multi Cultural
- Cultural Facilities**
  - ㊸ Helen B. Hoffman Library
  - ㊹ Historical Museum

Please place a:

**Green Dot: Favorite**

**Red Dot: Least Favorite**

**Yellow Dot: New Facility**

1. Passive Park (walking, picnic, playground)
2. Active Park / Use (sports fields)
3. Dog Park
4. Green Connector
5. Community Center

Result:

Most Favorite	# of votes
Central Park	17
Plantation Preserve Golf Course & Club	5
Volunteer Park/ Camp Everglades/ Equestrian Center	3
Pop Travers Field	3
Rae Carole Armstrong Liberty Tree Park	3
Park East Trail Head	1
Seminole Middle School	1
Deicke Auditorium & Hoffman Park	1
Country Club Circle Linear Park	1
Country Club Park	1

Least Favorite	# of votes
Pine Island Park	6
Rae Carole Armstrong Liberty Tree Park	3
Seminole Middle School	3
Deicke Auditorium & Hoffman Park	3
Fig Tree Park	3
North Acres Park	2
Pop Travers Field	1
Community Center / Plantation Woods Park	1
Park East Park	1
Jim Ward Community Center	1
Mini Park #1 (South)	1
South Acres Park (Tara Park)	1
P.A.L. Field & Roy Salmon Stadium	1
Plantation Preserve Golf Course & Club	1
Helen B. Hoffman Library	1
Jim Ward Community Center	1
Plantation Point Park	1

New Facility	Type	# of votes
Central Park	Active Park/Use (sports, fields)	3
Central Park	Green Connector	2
Central Park	Dog Park	1
Rae Carole Armstrong Liberty Tree Park	Active Park/Use (sports, fields)	2
Rae Carole Armstrong Liberty Tree Park	Community Center	2
Community Center/ Plantation Woods Park	Green Connector	2
Volunteer Park/ Camp Everglades/ Equestrian Center	Community Center	2
Pine Island Park	Active Park/Use (sports, fields)	1
Pine Island Park	Soccer Stadium	1
Pine Island Park	Community Center	1
Deicke Auditorium & Hoffman Park	Senior Activities	1
Deicke Auditorium & Hoffman Park	Passive Park/Use (walking,picnic,playground)	1
Seminole Park/ Happy Tails Dog Park	Active Park/Use (sports, fields)	1
Plantation Botanical Gardens (Plot 3)	Community Center	1
Country Club Park	Active Park/Use (sports, fields)	1
Sunset Park	Dog Park	1
New River Greenway & Nob Hill Rd	Green Connector	1
University & Broward Blvd	Green Connector	1
Pine Island Rd & Broward County West Regional Complex	Green Connector	1
Lago Mar Neighborhood	Dog Park	1
Jacaranda Country Club Neighborhood	Community Center	1



### Activity 3

Please place your pebbles in the jars with your desired need.

Rules:

15 pebbles per person

Allowed to place 5 pebbles per category

Activities

Programs

Facilities

# Result:

Activities		Programs		Facilities	
Pickleball	61	Senior Classes	25	Nature trail	19
Softball/Baseball	21	Cultural Events	20	Off-Leash Dog Parks	17
Volleyball	16	Summer Camp	17	Amphitheater	15
Swimming	16	Performing Arts	13	Outdoor Fitness Equipment	14
Soccer	14	After School	10	Indoor fitness /Gym facilities	14
Lacrosse	13	Arts/Music Classes	8	Community garden	13
Equestrian	12	Aerobics/Exercise Classes	8	Multi-Use Fields	12
Tennis	11	Game Night	7	Shade structures	12
Canoeing/Kayaking	11	Dance Classes	6	Concession Stand	6
Leisurely walking	11	Mommy & Me Programs	5	Skate Park	5
Golf	9	Educational Classes	5	Paved Multi-Use Trails Paths	4
Basketball	7	Teen Programs	4	Bank /Pier-fishing	4
Disc Golf	6	Languages	4	Playgrounds	3
Football	5	Martial Arts Classes	3	Picnic areas (tables, grills)	3
Racquetball/handball	1	STEAM Programs	3	Shelters/Pavilions	2

1. Pickleball	61	16. Community garden	13	31. Concession Stand	6
2. Senior Classes	25	17. Equestrian	12	32. Football	5
3. Softball/Baseball	21	18. Multi-Use Fields	12	33. Mommy & Me Programs	5
4. Cultural Events	20	19. Shade structures	12	34. Educational Classes	5
5. Nature trail	19	20. Tennis	11	35. Skate Park	5
6. Summer Camp	17	21. Canoeing/Kayaking	11	36. Teen Programs	4
7. Off-Leash Dog Parks	17	22. Leisurely walking	11	37. Languages	4
8. Volleyball	16	23. After School	10	38. Paved Multi-Use Trails Paths	4
9. Swimming	16	24. Golf	9	39. Bank /Pier-fishing	4
10. Amphitheater	15	25. Arts/Music Classes	8	40. Martial Arts Classes	3
11. Soccer	14	26. Aerobics/Exercise Classes	8	41. STEAM Programs	3
12. Outdoor Fitness Equipment	14	27. Basketball	7	42. Playgrounds	3
13. Indoor fitness /Gym facilities	14	28. Game Night	7	43. Picnic areas (tables, grills)	3
14. Lacrosse	13	29. Disc Golf	6	44. Shelters/Pavilions	2
15. Performing Arts	13	30. Dance Classes	6	45. Racquetball/handball	1



## Activity 3.1

ActivitiesProgramsFacilities

Any additional desired needs leave a comment in the **IDEA BOX....**

IDEA



## Result:

### Activities

- Football
- Mini Golf
- Soccer
- Rec Volleyball
- Pickleball league

### Programs

- Domino Game
- Ceramics for Kids & Adults
- Movies in the Lawn

### Facilities

- non-slippery splash pad
- Water Park
- Senior Center
- Multi-purpose turf
- Lacrosse fields (2)
- Soccer fields for tournaments
- Community Center w/ gym
- Art Center
- Restrooms near pickle ball courts
- Outdoor pool w/ more recreational use

### General Comments

- Clean up Pine Island facilities
- Autisim friendly
- Serious education for parks & rec personnel
- Adequate pay of personnel
- More publicity of pickleball
- Increase awareness of events, activities, etc



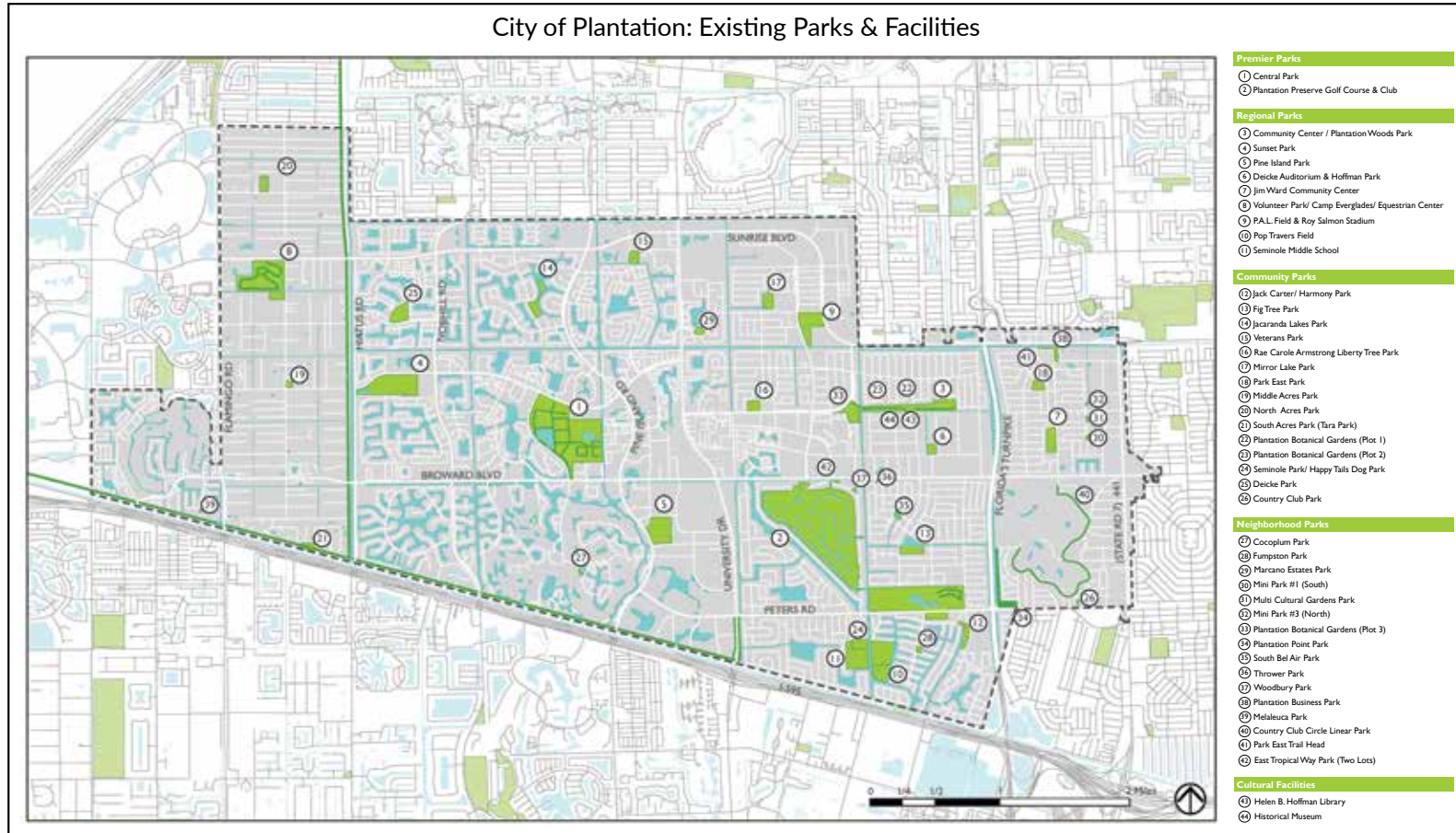
### Activity 4

### What is a Green Connector?



## Activity 4

Please place tape where you believe a green connection is needed:



### Rules:

- 1: One piece of tape per person
- 2: You may break it into pieces
- 3: Piece of tape is equivalent to 1 mile



## Result:

Green Corridor Location	# of votes
Plantation Botanical Gardens to Rae Carole Armstrong Liberty Tree Park	4
Plantation Botanical Gardens to Plantation Preserve Golf Course & Club	3
Plantation Preserve Golf Course & Club to Seminole Park/Seminole Middle School/Pop Travers Field to New River Greenway	3
University Dr between Broward Blvd & Peters Rd	3
New River Greenway between University Dr & Seminole Park/Seminole Middle School/Pop Travers	2
Plantation Point Park to Country Club Circle Linear Park	2
Central Park to Pine Island Park	1
Central Park to Sunset Park	1
Central Park to Plantation Preserve Golf Course & Club	1
Central Park to Pine Island Park to Plantation Preserve Golf Course & Club	1
Along Plantation Preserve Golf Course & Club to Woodbury Park	1
Plantation Preserve Golf Course & Club to Country State Heritage Park	1
Alongside Pine Island Park between Peters Rd & Cleary Rd	1
Pine Island Park to University Dr.	1
Peter Rd from University Dr to SW 80th Terrace	1
South Acres Park (Tara Park) across 595 to SW 117th Ave	1
Deicke Auditorium & Hoffman Park to Community Center / Plantation Woods Park and further to Pine Terrace	1
Plantation Point Park to Country State Heritage Park	1
Jacaranda Lakes Park along NW 94th Ave to Canal	1

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## Appendix L. Workshop #2 Results

### Activity 1 Recommendation Preference

Please place a:



**Green Dot:**  
**Important**



**Red Dot:**  
**Unimportant,**  
**unfavorable, or in need of**  
**improvement**

Result:

OBJECTIVE	RED DOT	GREEN DOT
1.4	1	0
1.6	2	1
Goal 2 (overall)	0	1
2.2	0	3
2.3	1	2
2.5	0	1
2.6	1	0
3.4	0	2
3.5	5	1
3.6	2	1
3.7	1	3
4.1	0	2
4.2	0	4
4.4	0	2
4.8	5	0
4.7	1	0
4.9	0	1
4.1	0	1

## Activity 2 Speaker Cards / Comment Cards

Fill out speaker cards to speak publicly or place a comment card in the comment box:

### Participant 1:

I represent the plantation homeowners association. Overheard consolidation of parks, are you planning on having workshops with the smaller neighborhood park communities.

As an artist I believe it is fundamental to development, innovation. People don't like public art need education on public art, what the people want, and how to go about doing it.

### Participant 2:

Member of jacaranda lakes HOA: want more water fountains and maintain existing more. More water fountains in smaller neighborhood parks. Love to see expansion of nature trails, nature preserves, and walking paths. Obviously need to focus on sports but I would like to see more preservation

### Participant 3:

It would be nice to see more activities for seniors, the existing trips etc are good but would like more variety. I go to the Davie community center because of the higher rate of variety.

### Participant 4:

Live in Jacaranda lakes, everyone loves the existing park but would like water fountain and new bathrooms. More publicity, the website needs something more intuitive than a list of park sites. Love volunteer park but when I want to do fitness activities, I have to go out to Jim Ward. Would like more fitness opportunities out West.

### Participant 5:

Representing computer animation world, would like a facility for kids to come play games. Have classes to teach about technology, the impact it has, and how things like websites, games, etc are made. (STEM Opportunity)

### Participant 6:

Underutilized parks and selling will make us lose the property, but these underutilized spaces provide an opportunity to make the area more recognizable (identifiable) through green space and other minor interventions.

### Participant 7:

The budget needs to make sure it is padded for construction inflation etc with bond money. Security improvements as an example may need to be hire. Make recommendations for staffing recommendations, due to our massive participation rates. Look at staffing at all levels. Plan should include who will be doing the construction etc, contractor vs city. Need to put major focus on renovating the existing parks with a consistency between all

### Participant 8:

Pal Soccer Commissioner. PAL provides all the youth sports in Plantation with 1000s of children enrolled. Its a major part of the growth of children. Would like to see more involvement from ML and Park Advisory Board in conjunction with the PAL board. Add a seat on the board for a PAL member. Amphitheater with turf field doesn't make sense, very bad idea. Turf will be destroyed, need to find a new location. Have more people come into PAL for advice

### Participant 9:

Thanks to everyone involved and everyone coming out. I missed the first one, President of HOA and ? Revenue sharing takes a lot of money and Plantation Acres HOA are concerned with where the bond issue money is going.

### Participant 10:

President of Plantation Orchid Society. Thanks everyone for the interest. Good to see green space interest. Organization caters to seniors etc and meets on Thursday at Deicke. Love the renovations, and would like to keep it going. Want to see groups do green spaces in the park. Want the meetings to stay here, but may need more availability (deicke and other facilities close too early). Need to accommodate working people more with facilities.



## Appendix M. Action Plan Cost Estimate Breakdown

1.4.c Establish standardized training to all employees, personnel, and volunteers.					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Consultant @ \$10,000 / year	\$30,000	\$30,000	\$40,000	\$100,000

1.4.d Implement customer service surveys					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Annual survey @\$5,000 / year	\$15,000	\$15,000	\$20,000	\$50,000

2.1.a Explore additional sponsorship opportunities and build on existing sponsorships with new FTE Fundraiser hire @ \$55,000 annually (Shared with Objective 1.6.c and 2.2.c)					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	New Hire Salary @ \$55,000 / Year	\$165,000	\$165,000	\$220,000	\$550,000

2.3.c Additional staff for enforcement					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	New FTE Ranger @ \$40,000/ year	\$120,000	\$120,000	\$160,000	\$400,000

3.1.a Update the marketing and advertisement strategy periodically (Annually).					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	FTE Marketing Coordinator @ \$50,000 / Year	\$150,000	\$150,000	\$200,000	\$500,000

3.1.c Adapt to new communication methods (social media, next-door, etc.)					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Printing, advertisement, etc @ \$10,000 / year	\$30,000	\$30,000	\$40,000	\$100,000



**3.2.b Expand wellness/fitness, cultural, and special needs programming opportunities**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Unique equipment @ \$125,00/year	\$375,000	\$375,000	\$500,000	\$1,250,000

**3.4.a Continue to look for opportunities to expand cultural events through partnerships with existing community organizations**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Portable Stage, lighting, sound equipment, etc.	\$50,000	\$0	\$0	\$50,000
	Maintenance, upkeep, new equipment @ \$10,000 per year	\$20,000	\$30,000	\$40,000	\$90,000
Total:		\$70,000	\$30,000	\$40,000	\$140,000

**3.5.e Create art cultural events (Art Fair, Art auctions, Art Exhibits, etc.)**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	4 events per year @ \$20,000 ea.	\$240,000	\$240,000	\$320,000	\$800,000

**3.6.b Continue to evaluate existing aquatic amenities and implement new opportunities.**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	One (1) new splash pad per term	\$150,000	\$150,000	\$150,000	\$450,000
	Upgrade one (1) new splash pad per term	\$100,000	\$100,000	\$100,000	\$300,000
	Aquatic Center Pool Upgrade	\$0	\$200,000	\$200,000	\$400,000
Total:		\$250,000	\$450,000	\$450,000	\$1,150,000

**3.6.c Contract kayak/canoe vendor for a set period to determine community demand.**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Kayak launch facility	\$200,000	\$0	\$0	\$200,000
	Maintenance / upkeep	\$0	\$50,000	\$50,000	\$100,000
Total:		\$200,000	\$50,000	\$50,000	\$300,000



## 4.1.c Continue to implement existing bond projects, and preventative maintenance to address underperforming amenities.

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Pine Island Park renovations	\$6,000,000	\$0	\$0	\$6,000,000
	Central Park building renovations	\$5,000,000	\$0	\$0	\$5,000,000
	Sunset Park / Central Park lighting	\$3,700,000	\$0	\$0	\$3,700,000
	Pop Travers Ball Field renovations	\$1,200,000	\$0	\$0	\$1,200,000
	MURT Trail construction	\$650,000	\$0	\$0	\$650,000
	North Acres Park	\$500,000	\$0	\$0	\$500,000
	<b>Total:</b>	<b>\$17,050,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,050,000</b>

## 4.1.d Continue to evaluate, upgrade, and replace community centers

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	New Community Center SE Quadrant (10,000 SF @ \$400 / SF + \$2,000,000 for site improvements)	\$0	\$0	\$6,000,000	\$6,000,000
	New Community Center West (10,000 SF @ \$400 / SF + \$2,000,000 for site improvements)	\$0	\$0	\$6,000,000	\$6,000,000
	<b>Total:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000,000</b>	<b>\$12,000,000</b>

**4.1.e Enhance security features by adding additional adequate lighting, cameras, etc. on areas of opportunities.**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Premiere Park @ \$100,000 ea.	\$100,000	\$0	\$0	\$100,000
	Regional Park @ \$50,000 ea.	\$150,000	\$150,000	\$100,000	\$400,000
	Community Park @ \$50,000 ea.	\$250,000	\$250,000	\$250,000	\$750,000
	Neighborhood Park @ \$25,000 ea.	\$75,000	\$75,000	\$50,000	\$200,000
Total:		\$575,000	\$475,000	\$400,000	\$1,450,000

**4.1.f Enhance existing concession stands in need of improvement**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Renovate two (2) existing 2,000 SF concession stands per term @ \$150/SF (2019)	\$300,000	\$300,000	\$300,000	\$900,000
	Replace one (1) existing concession stand per term @ \$300/SF (2019)	\$600,000	\$600,000	\$600,000	\$1,800,000
Total:		\$900,000	\$900,000	\$900,000	\$2,700,000

**4.1.g Renovate existing restrooms**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Renovate existing restrooms, 7 per term (1,000 SF @ \$150/SF each)	\$1,050,000	\$1,050,000	\$0	\$2,100,000

**4.1.h Renovate existing playgrounds**

	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Renovate Existing Playgrounds 3 per year @ \$200,000 each	\$1,800,000	\$1,800,000	\$2,400,000	\$6,000,000



4.1.i Update field lighting @ Pop Travers and P.A.L. Field and Roy Salmon Stadium					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	4 Multi Purpose fields at P.A.L. Field and Roy Salmon @ \$170,000 / field	\$170,000	\$170,000	\$340,000	\$680,000
	4 Baseball fields at Pop Travers Park @ \$230,000 / field	\$230,000	\$230,000	\$460,000	\$920,000
Total:		\$400,000	\$400,000	\$800,000	\$1,600,000

4.2.a Continue to develop greenways and expand to connect neighborhoods & parks					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Greenway expansion @ 1/4 mile per year @ \$300,000	\$900,000	\$900,000	\$1,200,000	\$3,000,000

4.2.b Add fitness stations and family fun stations in appropriate locations on trails in parks.					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Premiere Parks @ \$150,000 per park (15 stations per park)	\$150,000	\$0	\$0	\$150,000
	Regional Parks @ \$75,000 per park (7 stations per park)	\$225,000	\$225,000	\$150,000	\$600,000
	Community Parks @ \$50,000 per park (5 stations per park)	\$250,000	\$250,000	\$250,000	\$750,000
Total:		\$625,000	\$475,000	\$400,000	\$1,500,000

4.3.c Future facility expansion and redesign of multipurpose and re-purposed spaces.					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Deicke Community Center Renovation (8,000 SF @ \$300 / SF)	\$2,400,000	\$0	\$0	\$2,400,000
	Jim Ward Community Center Renovation (16,000 SF @ \$250 / SF)	\$0	\$4,000,000	\$0	\$4,000,000
	Volunteer Park Community Center Renovation (11,200 SF @ \$200 / SF)	\$0	\$0	\$2,240,000	\$2,240,000
	Plantation Community Center Renovation (11,000SF @ \$200/ SF)	\$0	\$0	\$2,200,000	\$2,200,000
	<b>Total:</b>	<b>\$2,400,000</b>	<b>\$4,000,000</b>	<b>\$4,440,000</b>	<b>\$10,840,000</b>

4.4.a Add additional restrooms at parks and facilities					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Regional Parks: 2 restrooms per park (1,000SF @ \$250/SF)	\$500,000	\$500,000	\$1,000,000	\$2,000,000
	Community Parks: 1 restroom per park (1,000SF @ \$250/SF)	\$750,000	\$750,000	\$750,000	\$2,250,000
	<b>Total:</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$1,750,000</b>	<b>\$4,250,000</b>



4.4.b Add additional shade structures in parks @ \$40 /Sf					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
Regional Parks	Jim Ward Community Center: 4,050 SF	\$162,000	\$0	\$0	\$162,000
	Sunset Park: 6,200 SF	\$248,000	\$0	\$0	\$248,000
	Camp Everglades: 13,600 SF	\$544,000	\$0	\$0	\$544,000
	Pop Travers Field: 1,900 SF	\$76,000	\$0	\$0	\$76,000
Community Parks	Jack Carter / Harmony Park: 4,200 SF	\$168,000	\$0	\$0	\$168,000
	Fig Tree Park: 3,300 SF	\$132,000	\$0	\$0	\$132,000
	Botanical Gardens (Plot 2): 1800 SF	\$72,000	\$0	\$0	\$72,000
	Rae Carole Armstrong Liberty Tree Park: 10750 SF	\$0	\$430,000	\$0	\$430,000
	Park East Park: 2,250 SF	\$0	\$90,000	\$0	\$90,000
	North Acres Park: 1,250 SF	\$0	\$50,000	\$0	\$50,000
	South Acres Park: 3,750 SF	\$0	\$150,000	\$0	\$150,000
	Country Club Park: 2,850 SF	\$0	\$114,000	\$0	\$114,000
Neighborhood Parks	Marcano Estates Park: 4,500 SF	\$0	\$180,000	\$0	\$180,000
	Cocoplum Park: 1,100 SF	\$0	\$44,000	\$0	\$44,000
	Mini Park I: 1,150 SF	\$0	\$46,000	\$0	\$46,000
	Multi Cultural Gardens Park: 3,350 SF	\$0	\$134,000	\$0	\$134,000
	Plantation Point Park: 1,750 SF	\$0	\$70,000	\$0	\$70,000
	Malaleuca Park: 1,250 SF	\$0	\$50,000	\$0	\$50,000
	Park East Trail Head: 1,200 SF	\$0	\$48,000	\$0	\$48,000
<b>Total:</b>		<b>\$1,402,000</b>	<b>\$1,406,000</b>	<b>\$0</b>	<b>\$2,808,000</b>

4.4.c Look for opportunities to add additional LED lights to athletic fields.					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Additional LED lights @ \$100,000 per park	\$500,000	\$500,000	\$500,000	\$1,500,000

4.4.d Create new concession stands in areas where needed					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Build two (2) new 2,000 SF concession stands per term @ \$300/ SF (2019)	\$0	\$600,000	\$600,000	\$1,200,000

4.5.b Enhance and update existing park entry signs to incorporate the city-wide branding initiative.					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Premiere + Regional Park Entry Sign (Large) @ \$20,000 each	\$0	\$160,000	\$180,000	\$340,000
	Community Park Entry Sign (Medium) @ \$10,000 each	\$0	\$60,000	\$90,000	\$150,000
	Neighborhood Entry Sign (Small) @ \$5,000 ea.	\$0	\$25,000	\$55,000	\$80,000
	Entry Sign (with electronic ticker) @ \$50,000 each	\$200,000	\$0	\$0	\$200,000
Total:		\$200,000	\$245,000	\$325,000	\$770,000

4.5.c Interior park way-finding signage					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Premier + Regional Parks: 20 signs per Park @ \$2000 per sign	\$240,000	\$160,000	\$0	\$400,000
	Community Parks: 10 signs per Park @ \$2000 per sign	\$120,000	\$40,000	\$0	\$160,000
	Neighborhood Parks: 5 signs per Park @ \$2000 per sign	\$50,000	\$50,000	\$50,000	\$150,000
Total:		\$410,000	\$250,000	\$50,000	\$710,000



4.5.d City roadway park signage					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	New roadway park signage @ \$1,000 / sign, 20 signs per term)	\$20,000	\$20,000	\$20,000	\$60,000

4.7.a Expand Veltri Tennis facility to add pickleball courts.					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Twelve (12) new courts @ \$50,000 each	\$0	\$600,000	\$0	\$600,000

4.8.c Evaluate to benefits of selling Mini Park #1 (South) and Mini Park #3 (North)					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	Legal Consultant Fee	\$20,000	\$0	\$0	\$20,000

4.9.a Based on the Inventory and LOS recommendations, develop individual park master plans to address low scoring components and re-purpose spaces for better usage					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term	Ten Year Total
	Premiere Parks (Central Park & Jim Ward) @ \$15,000	\$15,000	\$15,000	\$0	\$30,000
	Regional Parks @ \$15,000	\$30,000	\$30,000	\$45,000	\$105,000
	Community Parks @ \$10,000	\$40,000	\$40,000	\$60,000	\$140,000
	Neighborhood Parks @ \$1,000	\$5,000	\$5,000	\$6,000	\$16,000
Total:		\$90,000	\$90,000	\$111,000	\$291,000

4.11 b Implement acquisition and recreation amenities expansion opportunities					
	Item	Short Term (1-3 Years)	Mid-Term (4-6 Years)	Long Term (7-10 Years)	Ten Year Total
	New land for South Eastern Community Center at \$500,000 per acre	\$0	\$0	\$2,500,000	\$2,500,000
	New land for Western Community Center at \$500,000 per acre	\$0	\$0	\$2,500,000	\$2,500,000
Total:		\$0	\$0	\$5,000,000	\$5,000,000



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