

## 4. SENIOR PROGRAMS, HEALTH & WELLNESS

Residents indicated that Senior Programs for residents age 50+ are the third top programming priority. Currently, the City partners with several organizations to provide senior programs to residents at three community centers: Boulevard Heights, Hollywood Beach, and Fred Lippman.

The City partners with Memorial Healthcare System to offer “Memorial Senior Partners,” a social and wellness senior health care program in both east and west Hollywood. Senior activities include:

- Exercise and dance classes;
- Lectures and special events;
- Health screenings;
- Travel and luncheon trips;
- Bingo and card games;
- Arts and crafts;
- Yoga;
- Taichi; and
- Line dancing, ballroom dancing, belly dancing.



Senior dancing event offered through the City of Hollywood  
(Source: <https://www.hollywoodfl.org/1010/Adults-Seniors>)

In addition, senior healthcare benefits include:

- Monthly calendars;
- Activity & trip flyers;
- Use of fax service and photocopier (five copy limit); and
- Physician referral service.

The Area Agency on Aging of Broward County also provides programs such as food assistance, health and wellness classes, transportation services, and senior centers. While the City receives grants from the agency, none of the County's senior centers and day care centers are located in the City of Hollywood. Other senior program providers include the YMCA, the Broward County Hispanic Unity, and Barry University.

Because of the number of senior programs currently being provided throughout the City and the County, the City's response to the perceived need for additional programs is to:

- Increase marketing and promotion of existing programs, similar to the approach to special events. The City's website, for example, only includes limited information regarding senior programs;
- Offer programs at days and times that are more convenient for working seniors, such as early weekday mornings or late evenings;
- Improve real-time communications with program users regarding changes in program scheduling;
- Conduct annual in-person user surveys at the three community centers that offer senior programs, asking participants about their specific program and scheduling needs, perhaps based on age groups and abilities;
- Conduct annual on-line user surveys; and
- Improve transportation services for seniors who no longer drive, perhaps through the Council on Aging or grants from other agencies.

***As with special events, increased marketing and promotion of existing senior programs will be a priority.***

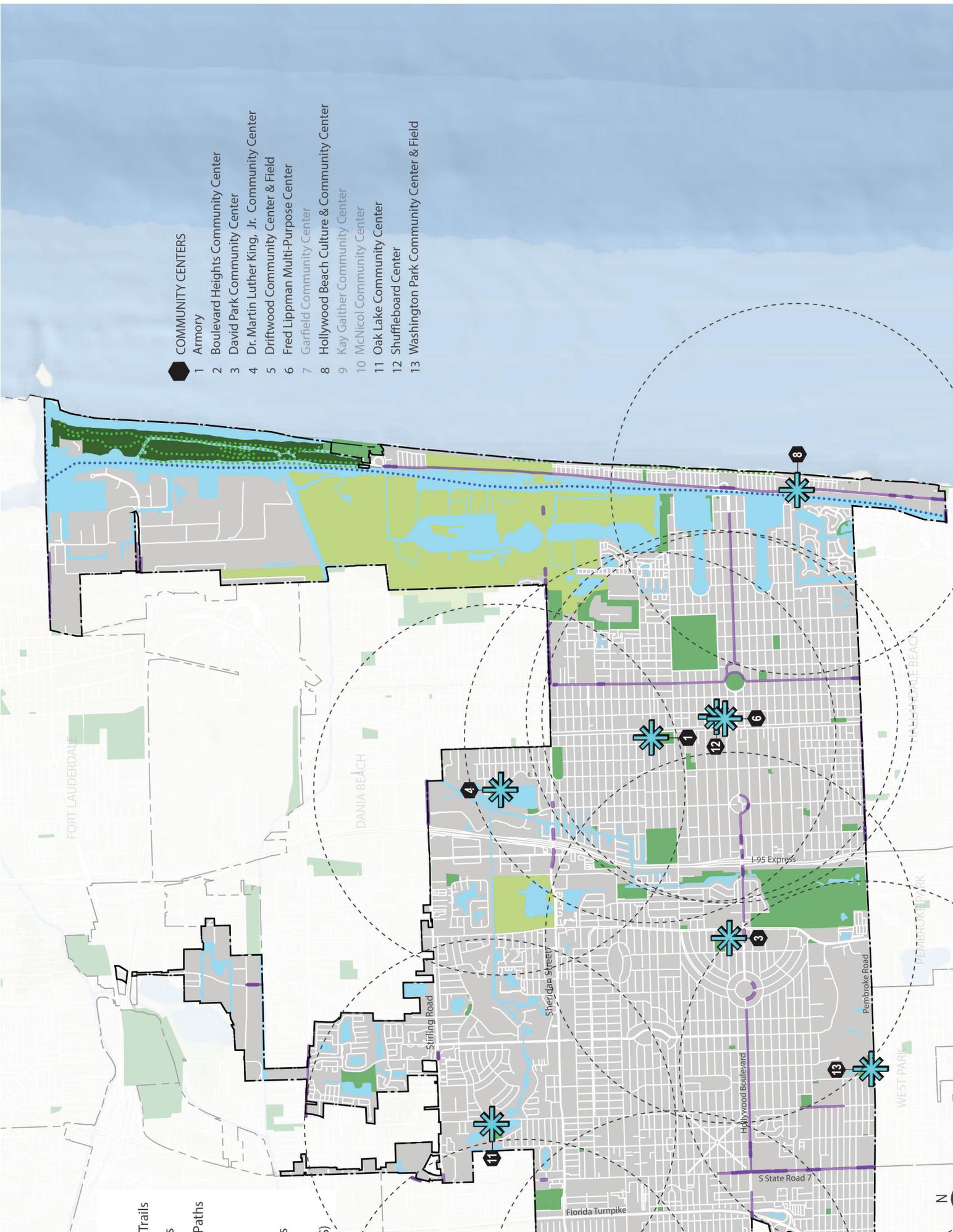
**Figure 3.21 Adult Community Centers** shows the locations of City facilities where senior programs are being offered.

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ways + Trails  
y Trails  
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Limits  
Limits  
(e LOS)

- COMMUNITY CENTERS**
- 1 Armory
  - 2 Boulevard Heights Community Center
  - 3 David Park Community Center
  - 4 Dr. Martin Luther King, Jr. Community Center
  - 5 Driftwood Community Center & Field
  - 6 Fred Lippman Multi-Purpose Center
  - 7 Garfield Community Center
  - 8 Hollywood Beach Culture & Community Center
  - 9 Kay Gaither Community Center
  - 10 McNicol Community Center
  - 11 Oak Lake Community Center
  - 12 Shuffleboard Center
  - 13 Washington Park Community Center & Field





## 5. IMPROVED MAINTENANCE

Barth Associates' site evaluations indicated that many of the City's parks need significant improvement, or are below expectations (see **Figure 3.22 on page 161**). There is general agreement that the City's first priority should be to improve the maintenance of existing parks in order to provide a better recreation experience for residents; prolong the useful life of existing assets; and improve aesthetics. Specific maintenance issues include:

- Outdated, worn, or damaged amenities, facilities, hardscape or landscape (60% of parks);
- Comparatively low levels of maintenance staffing;
- Lack of management and maintenance plans;
- Lack of an equipment replacement schedule;
- A "re-active" rather than a "pro-active" approach to maintenance;
- Lack of facility life cycle plans; and
- Lack of maintenance cost-tracking as a basis for decision-making (e.g. the decision to use in-house vs. contract maintenance).

Currently, the City's public works department contracts for parks maintenance through "Landscape Contracts," which include mowing, irrigation, mulching, and tree trimming. These contracts, which will expire in July 2021, are currently being evaluated by the Public Works and Parks departments to determine any changes that need to be made in order to achieve a higher level of maintenance. For example, the frequency of mowing could be increased to create a neater, more attractive appearance.

The City currently contracts with five landscape maintenance companies, maintaining 300 locations throughout the City every two weeks. However, the City only employs a single Contract Compliance Coordinator to monitor the contractors' performance.

The City's vision is to improve the maintenance of existing parks, using the site evaluations in this report as a baseline. For example, several of the City's parks were rated as a "4" out of "5," including Mara Berman Giulianti Park, Henry Graham Park, and Rose's Garden Park. The City's goal is to eventually improve all of the other parks to the same level of quality as these three. Following are specific recommendations for improving operations and maintenance practices.

**Increased, coordinated maintenance will help improve the quality of the majority of City parks to levels comparable to Mara Berman Giulianti Park, Henry Graham Park, and Rose's Garden Park.**



Beach clean-up  
 (Source: <https://www.hollywoodfl.org/1059/Public-Works>)

## Operations & Maintenance Practices

Based on the assessment of maintenance practices and operations for the Department of Parks, Recreation and Cultural Arts and city-wide (via Public Works), the following are key recommendations.

### *1. Move Parks Maintenance from Public Works back to PRCA*

Best practice agencies typically have park maintenance within the Department in order to ensure a dedicated focus on the Department’s offerings and consequently, higher level of maintenance quality. It is recommended that the City considers separating the parks maintenance from the streets and median maintenance (which can remain with the Public Works Department) to align with national best practices. For PRCA to be effective at sustaining and raising the level of responsiveness to the community’s park maintenance needs, it will be essential to grow the level of support resources, staffing, and funding provided to PRCA by the City.

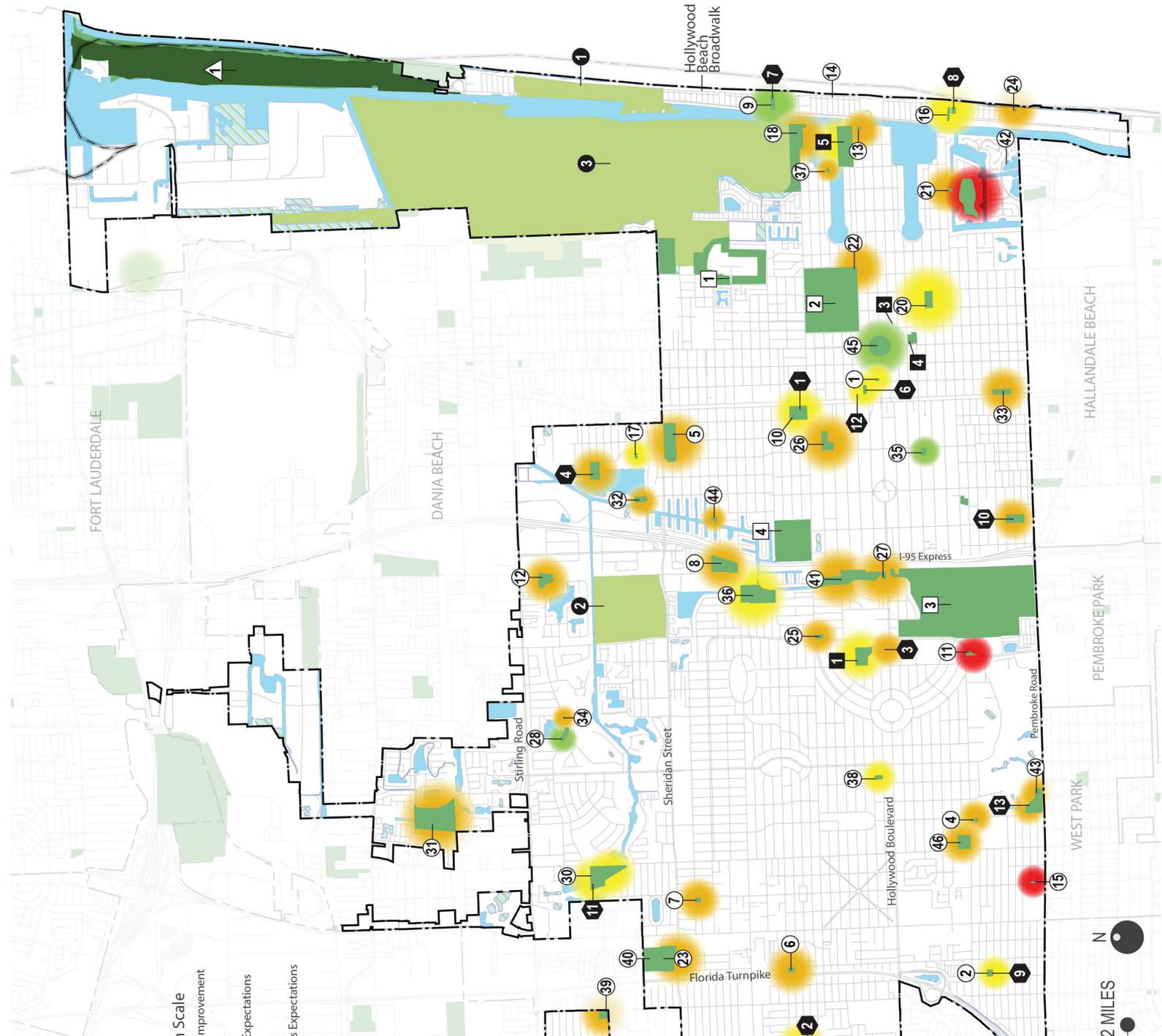
### *2. Improve Contract Management of Maintenance Providers/Add Compliance Coordinators*

The current maintenance contracts include several vendors who are not all performing their work at the highest or a consistently high level. Because Public Works has just one Contract Compliance Coordinator to check on the contractors’ performance and assess for quality control and adherence to contract stipulations, this results in inconsistent and sub-par quality of work from the contractors.

The Barth Associates team recommends that Public Works raises standards for contracts workers’ performance; if contractors do not measure up, the City should find alternate providers. Contracts need to be short-term and evaluated regularly to ensure a competitive pressure and avoid complacency among existing ones.

In order to measure this work, Public Works (or PRCA, if maintenance contracts are moved as recommended) needs at least two additional FTEs support the existing Compliance Coordinator. This can be new positions created for existing staff or external hires. The presence of inspectors would instantly elevate the quality level of maintenance of the parks. An option is also to emulate the City of Weston’s model where they have contracted out all maintenance inspection to design firms and private inspectors.

Additionally, as landscape contracts expire at the end of July 2021, contracts to be managed by Public Works can be restructured to increase the level of



- STATE PARKS**
- 1 Von D. Mizell-Eula Johnson State Park
- GOLF COURSES**
- 1 Eco Golf Club
  - 2 Hollywood Beach Golf & Country Club
  - 3 Orangebrook Golf & Country Club
  - 4 Sunset Golf Course Site
- COMMUNITY CENTERS**
- 1 Armory
  - 2 Boulevard Heights Community Center
  - 3 David Park Community Center
  - 4 Dr. Martin Luther King, Jr. Community Center
  - 5 Driftwood Community Center & Field
  - 6 Fred Lippman Multi-Purpose Center
  - 7 Garfield Community Center
  - 8 Hollywood Beach Culture & Community Center
  - 9 Kay Gaither Community Center
  - 10 McNicol Community Center
  - 11 Oak Lake Community Center
  - 12 Shuffleboard Center
  - 13 Washington Park Community Center & Field
- COUNTY PARKS**
- 1 Hollywood North Beach
  - 2 TY Park
  - 3 West Lake Park / Anne Kolb Nature Center

Scale improvement Expectations Expectations

**CITY PARKS**

- 1 Anniversary Park
- 2 Beverly Park
- 3 Bicentennial Park
- 4 Bob Butterworth Park
- 5 Boggs Field
- 6 Carlton Montayne Park
- 7 Cathy & Bob Anderson Park
- 8 Charles Vollman Park
- 9 Charnow Park
- 10 Dowdy Field
- 11 Earl Crofford Park
- 12 Emerald Hills Lakes Park
- 13 Eppleman Park
- 14 Fillmore Street Playground
- 15 Fletcher Street Park
- 16 Harry Berry Park
- 17 Henry Graham Park
- 18 Holland Park
- 19 Hollywood West Field
- 20 Jefferson Park
- 21 Joe DiMaggio Park
- 22 John B Kooser Memorial Park
- 23 John Williams Park
- 24 Keating Park
- 25 Kiwanis Park
- 26 Lincoln Park
- 27 Lions Park
- 28 Mara Bertram Giulianti Park
- 29 Montella Park
- 30 Oak Lake Park
- 31 Oakridge Park
- 32 Oakwood Hills Park
- 33 Poinciana Park
- 34 Rainbow Tot Lot
- 35 Rose's Garden Park
- 36 Rotary Park
- 37 Sailors Point
- 38 Sal Oliveri Veterans Park
- 39 Seminole Park
- 40 Sheridan Oak Forest
- 41 Stan Goldman Memorial Park
- 42 Three Islands Park
- 43 Washington Park
- 44 Waterview Park
- 45 Young Circle Arts Park
- 46 Zinkil Park

**OTHER FACILITIES**

- 1 David Park & Tennis Center
- 2 Driftwood Pool
- 3 Hollywood Art & Culture Center
- 4 Hollywood Central Performing Arts Center
- 5 Hollywood Marina

2 MILES N



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services to include mulching, plant replacement, tree trimming, irrigation, and maintenance services by packaging them into an all-inclusive bid for high-use areas.

### *3. Develop a Maintenance Management Plan and Basic Maintenance Standards*

The City of Hollywood's Public Works Department is working on a Maintenance Plan to develop standard operating procedures for park maintenance. **Appendix G** provides basic maintenance standards for turf, horticulture, and trails to ensure a consistent approach to levels of maintenance and, consequently, a better customer experience.

### *4. Increase Maintenance Frequency by Designated Zones*

Current maintenance cycles are mostly bi-monthly, which is insufficient to maintain a high-quality experience, even more so in light of increased usage during the pandemic. Many park systems designate spaces within parks for higher maintenance frequency based on usage. An example is shown in **Figure 3.23**.

PRCA should designate parks such as Jefferson Park, Lincoln Park, or Joe DiMaggio Park for maintenance zones as shown in **Figure 3.23**, with Zone 1 (Level 1) having the highest frequency maintenance cycles i.e., weekly as needed, and Zone 3 (Level 3) having the lowest frequency cycles (bi-monthly). See **Appendix G** for maintenance frequency recommendations.

### *5. Benchmark Against Other Agencies for Comparable Best Practices*

It is important for PRCA to continue benchmarking their standards and practices against comparable South Florida agencies on an ongoing basis. Some benchmarks could be Doral, Coconut Creek, Broward County, and/or Coral Springs to assess maintenance practices and levels of service per capita and per area (acres/square feet) maintained.

### *6. Budget for Facility Depreciation*

As new assets are introduced and asset lifecycle replacement plans are developed, it's often a challenge to provide for a lump sum cost at the end of a 8-, 10-, or 15-year lifecycle of a playground, artificial turf, etc. The City of Coral Springs sets aside an annual amount amortized to meet the asset's lifecycle replacement cost for any item larger than \$100,000. For example, PRCA could put aside \$60,000 annually to budget for a \$550,000 - \$600,000 artificial turf replacement after 10 years.

FIGURE 3.23 | WILLIAMS PARK MAINTENANCE ZONES



*7. Initiate a Department Succession Plan for Each Level of Staff*

To allow for sustained staff growth and development and to encourage retention, PRCA should develop a succession plan and chart clear progressions to provide staff with pathways to growth and upward mobility. In light of limited financial incentives and lower comparable pay scales, this would be one way for PRCA to showcase its emphasis on staff development and attract and retain quality employees.

*8. Focus on Customer Experience*

PRCA staff must focus on customer experience as the top priority going forward. With the increasing number of choices for users, the one thing that creates loyal customers and repeat visitation is a welcoming, inclusive, and world-class guest experience. In the post-pandemic world, there will be a greater emphasis on touchless/contactless experiences and digital engagement.

*9. Provide Dedicated Resources for Marketing and Communications*

The top barrier to increased visitation to parks, recreation facilities, and trails is lack of awareness. Twenty-two percent (22%) of all respondents stated “I do not know where parks are located” as the number one reason why they



*Emerald Hills Lake Dog Park*

(Source: <https://www.petjunction411.com/listing/emerald-hills-lakes-park/>)

didn't participate. This is consistently one of the top three barriers in surveys nationwide. In order to increase awareness, and consequently, participation, PRCA must invest in dedicated staffing support for marketing and social media communications. Most high-quality agencies have at least one, if not more, full time staff dedicated to marketing and communications with additional part-time support for social media.

### *10. Invest in Technology Software and Staffing*

Staff should evaluate a new recreation registration software (e.g. RecTrac or Active) to enhance the online registration and digital payment offerings for users. In addition, more agencies are investing in a dedicated analyst position to help track and analyze the data to help the agency make better decisions and tell its story. The Barth Associates team recommends one dedicated FTE as a management analyst to help PRCA better leverage its data to drive innovation and change.

## Key Performance Indicators

The following KPIs are important measures for PRCA to track over time to demonstrate progress:

- **Work Order Management**
  - Work order completion (and on time) vs. open rate;
  - Number of maintenance activities added or converted to planned (vs. reactive work orders);

- Total cost by park classification, asset/facility type, and maintenance activity craft;
- Percentage of overall work captured (generated) and tracked (actuals);
- Productivity of personnel time vs. contracted services;
- Other Contractor Management metrics, as appropriate;
- **Cost of Service**
  - Track unit costs for mowing, cleaning, inspections, trash removal, repairs, etc.;
  - Track crews' drive time from one place to another (Public Works Department);
- **Customer Satisfaction**
  - General user satisfaction;
  - Response time to closing work orders generated by general public complaints/comments; and
  - Reduction of lack of awareness as a barrier to participation.

## Summary of Maintenance Recommendations

Initial actions to improve maintenance include:

- Develop a master maintenance plan for City parks, establishing expectations for a higher level of maintenance that will achieve an evaluation score of 4.0 or greater;
- Refine the specifications within the Landscape Contracts to achieve the expectations establish in the maintenance plan;
- Add or reassign two additional Contract Compliance Coordinators (as employees or contractors) to ensure compliance with the more stringent specifications;
- Develop an equipment replacement schedule;
- Develop facility life-cycle plans to anticipate and budget for future repair and replacement costs; and
- Initiate a maintenance cost tracking system.

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## 6. IMPROVEMENTS TO EXISTING PARKS

In addition to the need for increased maintenance, the findings from the site evaluations included:

- Many parks are outdated; and have worn or damaged amenities, facilities, hardscape, or landscape (60% of parks);
- There is a need for additional activities, programs, or amenities;
- There is a need to upgrade buildings and furnishings;
- There is poor visibility into parks;
- There is a lack of pedestrian/ bicycle connectivity to - and between - parks;
- There is a lack of shade; and
- Park themes and “branding” are inconsistent.

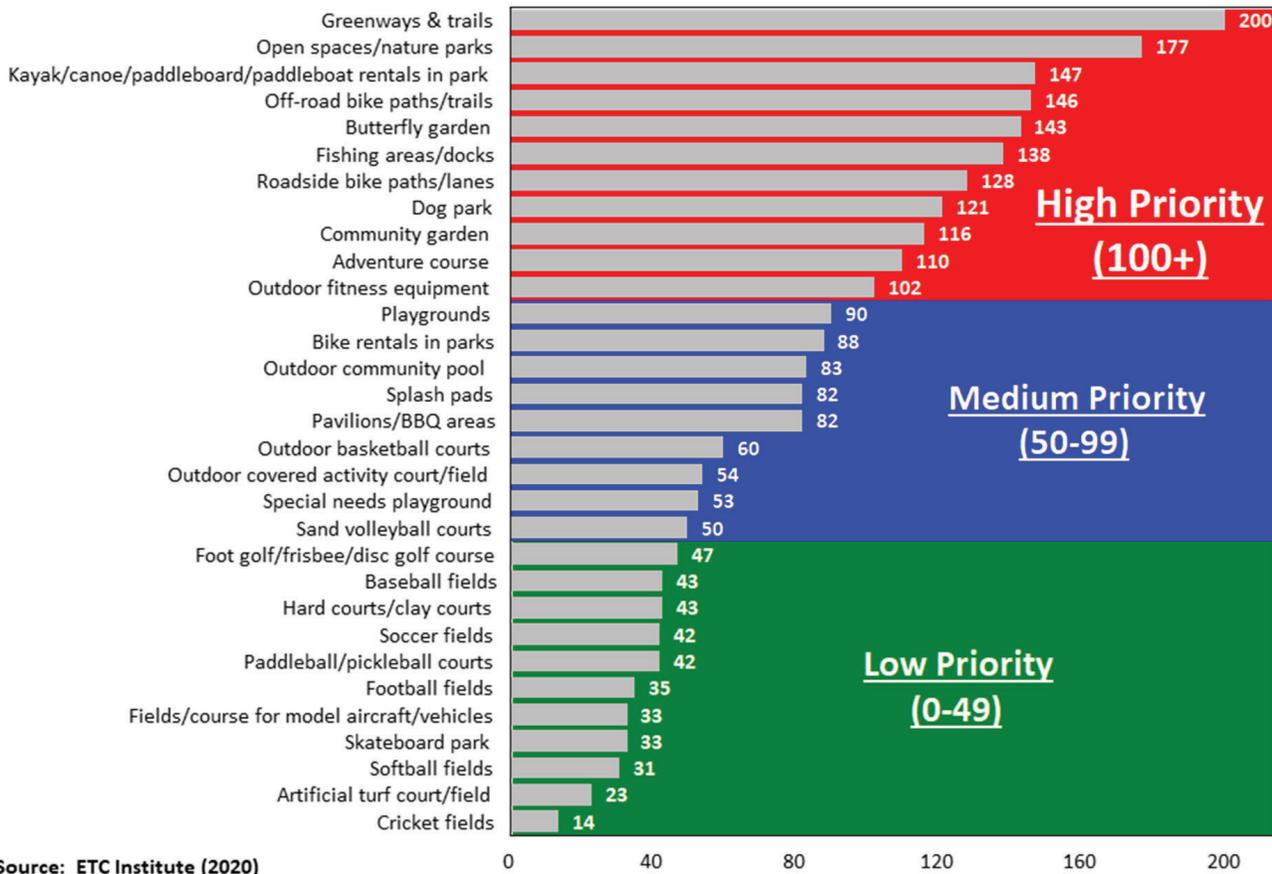
Additionally, the needs assessment found that residents’ priorities include many facilities and amenities that could be added to existing parks. These include bike paths and trails, open spaces, kayak and paddleboard rentals, butterfly gardens, fishing areas and docks, dog parks, community gardens, an adventure course, outdoor fitness equipment, and a teen center. Medium priority needs include playgrounds, bike rentals, an outdoor community pool, splash pads, pavilions and BBQ areas, outdoor basketball courts, covered activity courts and fields, special needs playgrounds, and sand volleyball courts (see **Figure 3.24**).

The City’s long-range vision for improving existing parks is multi-faceted, including the following steps:

1. Adopt the guiding principles outlined in **Section 3.2 - Guiding Principles & Trends** of this report, including Parks as Plexus, High-Performance Public Spaces, Placemaking and Activation, and the 10-Minute Walk.
2. Develop conceptual Master Plans for each park that incorporate the guiding principles, and also respond to residents’ top priority needs. Engage residents in the planning process for those parks that will be implemented within the next two to three years.

FIGURE 3.24 | PRIORITIES FOR AMENITY INVESTMENT

**Top Priorities for Investment for Amenities Based on the Priority Investment Rating**



Source: ETC Institute (2020)

3. Develop design standards for the most common improvements such as multipurpose walks, playgrounds (including surface materials and edging), picnic shelters, site furnishings (table, chairs, picnic tables, trash and recycling containers).
4. Determine the desired construction delivery method(s) for each park – depending on the size and complexity of proposed improvements – including design-build, design-bid-build, and construction manager at-risk.
5. Establish a phasing strategy for improvements, based on available funding and Commission/residents’ priorities.

## Recommended Park Improvements

The City of Hollywood’s parks and recreation system provides a variety of activities and experiences for users of all ages to enjoy. Some parks and recreation facilities are in great condition and provide residents with high-quality experiences. Many, however, are approaching or past their lifecycle and require improvements or replacements. The following ideas for park improvements consider evolving parks and recreation trends and needed updates based on Barth Associates’ observations during the site visits. These improvements could be potentially added to existing parks and should be confirmed with surrounding residents and park users before they are implemented.

Many improvements have already been funded through the City’s 2019 General Obligation (G.O.) Bond (see **Appendix H**), including:

• Hollywood Beach Golf Course	\$12.8M
• Sunset Park Acquisition	\$12M
• Orangebrook Golf and Country Club	\$24.8M
• Dowdy Sports Fields	\$2.5M
• Former Armory at Dowdy Sports Field	\$2.4M
• Arts & Culture Center Multidisciplinary Arts Education Center	\$2.5M
• Holland Park/Sailors Point	\$700k
• Rotary Park Sports Fields	\$900k
• Zinkil Park	\$600k
• Playground and Park Equipment Replacement and Upgrades at 10 Parks (Bicentennial, Joe DiMaggio, Montella, Washington, Cathy & Bob Anderson, Jefferson, John B. Kooser, John Williams, Poinciana, Veterans/Sol Oliver)	\$2.6M

### *General Comments*

- Wi-Fi should be installed at all parks;
- Traditional drinking fountains should be replaced with water bottle fillers;
- Adequate places to sit, including chairs and tables, should be provided;
- Replace and add consistent site and clear wayfinding with site and contextual system information;
- Replace existing furnishings with consistent site furnishings including trash/recycling receptacles;
- Remove tall chain link fencing where possible;
- Replace chain-link fence where feasible with decorative fencing;
- Update old and damaged landscaping with native, low-maintenance landscaping; and
- Incorporate rain gardens and other green infrastructure to help store and treat storm water.

## ARMORY

- Renovate into an indoor center
  - Provide space for youth and teen programs and activities, including e-sports lounge
  - Provide space for adult programs and activities
  - Provide space for banquet/rental

## ANNIVERSARY PARK

- Add a covered pavilion
- Add contextual park signage and wayfinding

## ANDERSON PARK

- Remove park fencing
- Add contextual park signage and update wayfinding
- Repair and resurface parking lot
- Add seating under picnic pavilion
- Incorporate additional tree canopy



(Source: <https://hollywoodfl.org/gallery.aspx?PID=858>)

## ARTSPARK AT YOUNG CIRCLE

- Add contextual park signage and wayfinding
- Add a covered group pavilion
- Add a food and beverage kiosk with restrooms at the highest point of the park. Vendor can serve as daily management of the park.
- Provide seating near kiosk
- Consider adding a skatepark or other urban use to activate the park on a more frequent basis
- Consider reconfiguring the standalone amphitheater for multi-use purposes
- Add additional native tree canopy
- Create more opportunities to sit along central spine
- Consider adding a small dog park

## BICENTENNIAL PARK

- More attractive entrance to the park for vehicles and pedestrians
- Landscape along street could be improved
- Add contextual park signage and update wayfinding
- Flexible seating area near restrooms overlooking the park
- Replace and repair basketball court
- Consider adding Pickleball
- Replace existing site furnishings and fitness equipment
- Resurface and re-stripe parking
- Improve walking trail surface and add distance markers
- Add covered pavilions
- Add community garden
- Explore opportunities to create a trail or viewing point along the eastern canal

## BOB BUTTERWORTH PARK

- Add covered pavilion
- Add multi-generational play area with shade structure
- Add drinking water
- Improve intersections with crosswalks for safer access to park



(Source: <https://www.facebook.com/CityOfHollywoodFL/posts/update-on-the-progress-of-the-temporary-park-closure-at-bob-butterworth-park-520/1101393723395526/>)

## BOGGS FIELD

- Add contextual park signage and update wayfinding
- Replace turf fields where appropriate, or replace with synthetic field
- Add perimeter trail around the fields
- Add fitness equipment
- Replace and relocate playground
- Replace field lights with LED lights
- Expand indoor space for leagues and add storage

## BOULEVARD HEIGHTS COMMUNITY CENTER

- Needs master planning, excluding sports fields
- Add contextual park signage and wayfinding
- Update parking lot circulation
- Improvements to stage area in western portion of site. Create multi-use space under tree canopy. More design of areas immediately outside of community center.
- Update playgrounds with multi-generational play area
- Resurface and re-stripe parking
- Improve landscape
- Provide sufficient space for programming, including space for youth programs and activities, including e-sports lounge

## CARLTON MONTAYNE

- Needs a master plan
- Create landscape buffer along western edge to screen highway
- Redesign playground layout to provide opportunities for other uses
- Add covered pavilions, grills, picnic tables
- Replace site furnishings
- Community garden
- Add walking trails
- Add lighting

## CHARLES VOLLMAN PARK

- Add contextual park signage and wayfinding
- Add natural/adventure play area
- Add covered pavilions, grills, picnic tables
- Add fitness equipment coral



(Source: <https://www.mapquest.com/us/florida/charles-f-vollman-park-424531832>)

## CHARNOW PARK

- Add contextual park signage and wayfinding
- Replace playground and add shade structure
- Replace lighting with LED lighting

## GARFIELD PADDLE BALL COURTS

- Replace court lights with LED lights



(Source: <https://www.youtube.com/watch?v=64MDEDIwSFQ>)

## DAVID PARK COMMUNITY CENTER

- Add contextual park signage and wayfinding
- Renovate existing community center to bring to more current standards by providing space for youth and teen programs and activities, including e-sports lounge
- Replace basketball court surface
- Replace chain link fencing with lower decorative fencing

## DAVID PARK TENNIS CENTER

- Renovate existing tennis center to bring to more current standards and add more storage
- Construct maintenance shelter for storage

## DOWDY FIELD

- Add contextual park signage and wayfinding
- Replace turf fields where appropriate, or replace with synthetic field
- Add perimeter trail around the fields
- Add fitness equipment
- Replace field lights with LED lights
- Add covered pavilion



(Source: <https://m.facebook.com/profile.php?id=145659968796150>)

## DRIFTWOOD COMMUNITY CENTER, PARK, AND DRIFTWOOD POOL

- Explore shared use agreement with Driftwood Elementary School
- Create more signature entrance to baseball fields
- Update fencing on fields
- Update shades over bleachers
- Replace paving at concession stand
- Renovate existing community center to bring to more current standard by providing space for youth and teen programs and activities, including e-sports lounge



(Source: <https://www.browardpalmbeach.com/best-of/2016/sports-and-recreation/best-pool-7830771>)

## EARL CROFFORD PARK

- Provide walking trail with distance markers
- Add contextual park signage and update wayfinding
- Add community garden
- Additional outdoor seating
- Add fenced in playground
- Add fitness coral

## EMERALD HILLS LAKES PARK

- Update fencing
- Add more tree canopy along trail
- Add more places to sit along trail
- Update site furnishings

## FLETCHER STREET TOT LOT

- Add seating, consider tables for game playing, eating
- Add bottle filling station
- Upgrade play equipment and playground surface
- Update wayfinding



(Source: <https://www.hollywoodfl.org/316/Parks>)

## HARRY BERRY PARK

- Update park monument sign, add contextual park signage and wayfinding
- Install multi-generational play equipment and replace safety surface



(Source: <https://www.hollywoodfl.org/316/Parks>)

## HENRY L. GRAHAM PARK

- Add shade structure to existing playground
- Replace 6' chain link fence with lower decorative fence

## HOLLAND PARK

- Add contextual park signage and update wayfinding
- Improve broken and deteriorating hardscaping
- Replace lighting with LED lighting
- Remove exotic and invasive species and replace with native plantings
- Remove fencing along Johnson Street; remove understory to facilitate views into the park
- Add pedestrian access points from Johnston Street to natural areas

## HOLLYWOOD BEACH CULTURE & COMMUNITY CENTER

- Renovate existing community center to bring to more current standards
  - Provide space for adult programs and activities
  - Provide space for banquet/rental, including kitchen
- Improve landscaping, add canopy trees in parking area

## HOLLYWOOD WEST ATHLETIC COMPLEX

- Replace field lighting with LED lighting
- Replace turf where needed or replace with multi-purpose synthetic field

## JEFFERSON PARK

- Update park monument sign and wayfinding, add contextual park system signage
- Renovate bathroom building
- Add fitness equipment coral
- Replace field lights with LED lights
- Add covered pavilion
- Replace playground shade structure
- Replace bocce courts
- Resurface basketball court
- Improve turf and landscaping
- Add pickleball court(s)

## JOE DIMAGGIO PARK

- Update park monument sign and wayfinding, add contextual park system signage
- Replace playground with multigeneration play area with safety surface and decorative fence
- Repair damaged hardscaping
- Add fitness station coral
- Add covered pavilions, grills, picnic tables
- Add swing benches around lakes
- Add paddle boats in lakes
- Replace lighting with LED lighting
- Consider adding alternative energy cells to power lighting



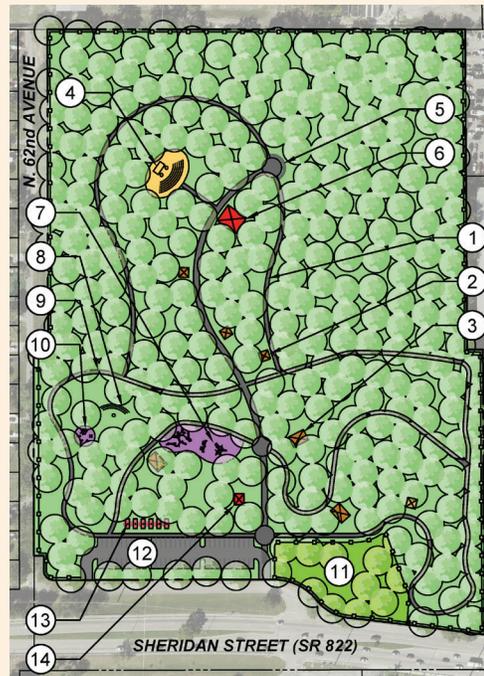
(Source: <http://fl-hollywood.civicplus.com/745/Get-Walking>)

## JOHN B. KOOSER MEMORIAL PARK

- Replace playground with multi-generational play area with shade structure
- Add fitness stations around play area

## JOHN WILLIAMS PARK

See Conceptual Park Plan, **page 183**



## KAY GAITHER COMMUNITY CENTER

- Replace nets and backboards
- Provide additional outdoor seating
- Replace perimeter fence with decorative fencing
- Make pedestrian access points more attractive
- Replace site lighting with LED lighting
- Resurface and restripe existing parking
- Open lawn areas offer opportunities for lawn games and/or free play area or fitness area
- Provide indoor space for youth and teen programs and activities, including e-sports lounge

## KEATING PARK

- Update park monument sign, add contextual park system signage
- Renovate restroom
- Add beach showers
- Add swing benches facing the beach
- Add permanent ADA access to beach
- Resurface parking area
- Add shade trees to parking area



(Source: <https://www.hollywoodfl.org/316/Parks>)

## LINCOLN PARK

- Replace playground fence
- Update park monument sign, add contextual park system signage
- Update old and damaged landscaping with native, low-maintenance landscaping that allows views into the park

## KIWANIS PARK

See Conceptual Park Plan, **page 181**



## LIONS PARK

- Update park monument sign and wayfinding, add contextual park system signage
- Add interactive public art along Hollywood Boulevard open space
- Add LED lighting
- Selectively clear plantings to open view into water body
- Update old and damaged landscaping with native, low-maintenance landscaping
- Remove exotic and invasive species and replace with native plantings
- Integrate park with transit station

### **MARA BERMAN GUILIANTI PARK**

*(site is currently being master planned)*

- Add LED lighting
- Update park monument sign, add contextual park system signage
- Replace fencing with decorative fencing
- Add fitness stations around playground

### **MCNICOL COMMUNITY CENTER**

- Renovate existing community center to bring to more current standards and add storage
  - Provide space for youth and teen programs and activities, including e-sports lounge

### **MLK COMMUNITY CENTER**

- Update park monument sign, add contextual park system signage
- Add energy and water conservation systems
- Resurface basketball court
- Update pavilion
- Update playground safety surface
- Resurface and re-stripe parking lot
- Provide indoor space for youth and teen programs and activities, including e-sports lounge



*(Source: <https://www.hollywoodfl.org/317/Community-Centers>)*

### **MONTELLA PARK**

- Add seating – chairs and tables
- Update wayfinding
- Update playground equipment and shade structure
- Update picnic pavilion roofs
- Add distance markers along trail
- Add additional tree canopy



*(Source: <https://www.hollywoodfl.org/316/Parks>)*

### **OAK LAKE COMMUNITY CENTER AND PARK**

- New master plan – park has many facilities, but all are gathered at the entrance. Redistribution could enhance the park experience and add facilities
- Resurface and re-stripe parking lot
- Add LED lighting
- Add tree canopy to create more intimate spaces in seating areas
- Add fitness equipment
- Provide indoor space for youth programs and activities, including e-sports lounge

## OAKRIDGE PARK

- Needs a master plan
- Opportunity to improve dog parks
- Coordinate layout of playgrounds
- Create improved parking area
- Improve on trail system
- Add seating – chairs and tables
- Add covered pavilions
- Add restrooms
- Add tree canopy where possible based on FPL transmission lines
- Opportunity for sports fields or multi-use fields
- Add access point to water for kayaks/fishing

## POINCIANA PARK

- Replace the playground
- Resurface basketball courts
- Add dog park equipment
- Add fitness equipment



(Source: <https://www.bringfido.com/attraction/3265>)

## OAKWOOD HILLS PARK

- Update park monument sign, add contextual park system signage
- Replace playground with multi-generational play area with shade structure and safety surface
- Replace lighting with LED lighting
- Add exercise fitness coral
- Update hardscape
- Remove fencing along lake edge, and add pier and canoe/kayak launch and/or paddle boats



(Source: <https://www.hollywoodfl.org/316/Parks>)

## RAINBOW TOT LOT

- Needs new play equipment and surfacing
- Add new seating – benches, chairs, and tables
- Upgrade site furnishings
- Upgrade fencing
- Keep quirky character



(Source: <https://www.hollywoodfl.org/316/Parks>)

### ROSE'S GARDEN PARK

- Add contextual park system signage
- Add covered pavilions, grills, picnic tables

### ROTARY PARK

- Add contextual park system signage
- Add LED lighting and security cameras

### SAILORS POINT

- Add shelter for boat storage
- Add covered pavilion
- Update pier



(Source: <https://www.hollywoodfl.org/316/Parks>)

### SAL OLIVERI PARK

- Replace fencing with decorative fencing
- Update park monument sign, add contextual park system signage

### SHUFFLEBOARD COURT CENTER

- Renovate existing center to bring to more current standards and add more storage
  - Provide space for adult programs and activities

### STAN GOLDMAN MEMORIAL PARK

- Master plan park in conjunction with Lions Park
- Add contextual park system signage and wayfinding
- Acquire parcel along Johnson Street, outparcel in between park, and storage facility site as they become available, to expand park and create frontage along the street Johnson Street
- Selectively clear landscaping to open up view into water
- Add LED lighting
- Add LED lighting security cameras



(Source: <https://www.hollywoodfl.org/316/Parks>)

### SEMINOLE PARK

- Maintain and protect existing tree canopy
- Upgrade play equipment and surfacing

### THREE ISLANDS PARK

- Master plan park
- Replace fencing with lower decorative fence
- Add paved perimeter path
- Add fitness coral
- Add covered pavilions, grills, picnic tables
- Add seating and bench swings around lake

## WATERVIEW PARK

- Add small pier with seating area
- Add multigeneration play area with shelter
- Add covered pavilions, grills, picnic tables

## WASHINGTON PARK COMMUNITY CENTER AND FIELD

- Develop updated master plan to incorporate better pedestrian circulation and reorganize outdoor facilities
- Community Center needs to be modernized for better interior flow and accommodation of more current standards by providing space for youth and teen programs and activities, including e-sports lounge
- Improve playgrounds with new equipment and shade structures
- Improve athletic fields
- Add trail system with seating and fitness opportunities
- Resurface and re-stripe parking facilities
- Add community garden/butterfly garden – other passive uses
- Improve pedestrian connection to neighborhood with crosswalks



(Source: <https://www.hollywoodfl.org/317/Community-Centers>)

## ZINKIL PARK

- Needs a new master plan – an improved layout would accommodate all current uses and incorporate new uses as well
- The existing uses are appropriate, but the equipment and facilities are outdated
- Improved circulation plan
- Add contextual park system signage and improve wayfinding
- Replace lighting with LED lighting
- Add additional seating opportunities – chairs and tables
- Good site for incorporating more tree canopy
- Improve the playground areas
- Add covered pavilions



(Source: <http://fl-hollywood.civicplus.com/745/Get-Walking>)

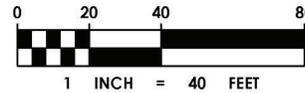
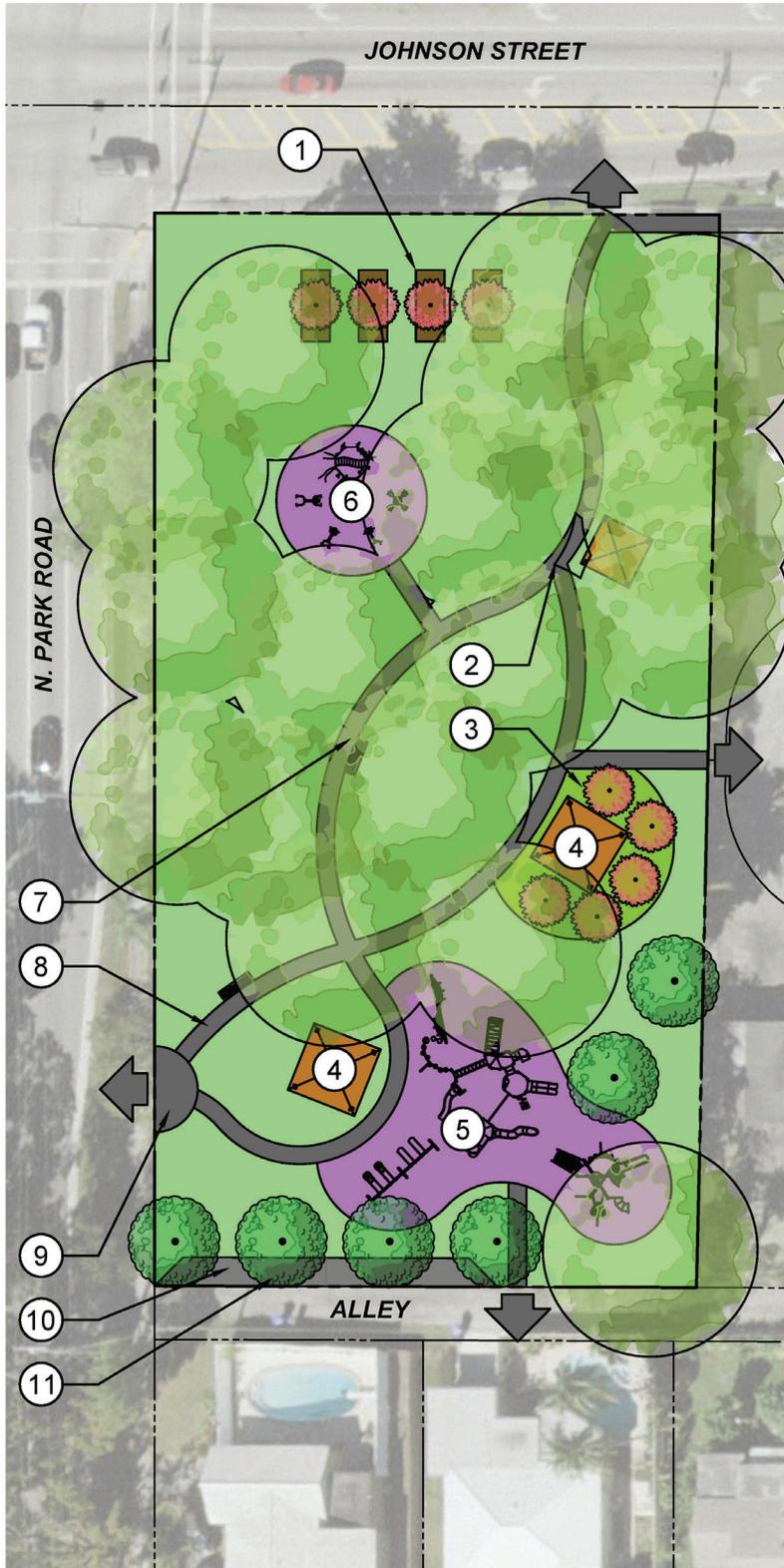
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The following sketches illustrate potential improvements to three of the City's parks, incorporating the principles, facilities, and amenities illustrated above.

## Prototype Parks

Kiwanis Park, Poinciana Park, and John Williams park have been selected as prototype parks for the City of Hollywood Parks and Recreation Master Plan by City parks staff. Chen Moore and Associates developed concept plans for each park based on aerial photography and site visits to the parks without the benefit of a survey prepared by a professional surveyor. The facility locations and walkway routings should be taken as general in nature, requiring more study and design prior to implementation. The developed concepts are based on typical general activities and uses found in other parks of similar sizes and conditions in Southeast Florida. We recommend that the final design for each park receive its own public engagement and thorough study that includes the use of a survey, geotechnical studies, permitting due diligence, and reviewed design through regulatory agencies with jurisdiction.

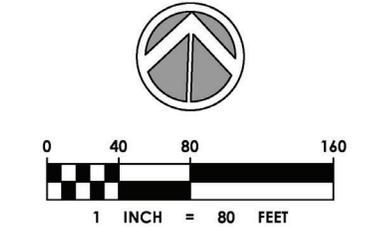
## Kiwanis Park



- ① Community Gardens
- ② Walking Trail with Wayfinding and Site Lighting
- ③ Butterfly Gardens
- ④ Picnic Pavilion
- ⑤ Expanded Neighborhood Playground with Toddler Area and Fencing
- ⑥ Exercise Area
- ⑦ Seating Areas
- ⑧ Improved Site Circulation and Neighborhood Connectivity
- ⑨ Bicycle Parking
- ⑩ On-Street Parallel Parking
- ⑪ Increased Tree Canopy

Kiwanis Park is a neighborhood park serving the community within a walkable distance. The park’s greatest asset is the existing tree canopy. The concept plan for Kiwanis Park includes removing the existing fence; improving pedestrian circulation; incorporating a new playground; adding a fitness area; adding space for a community garden; and adding covered shelters to provide shade and rain protection.

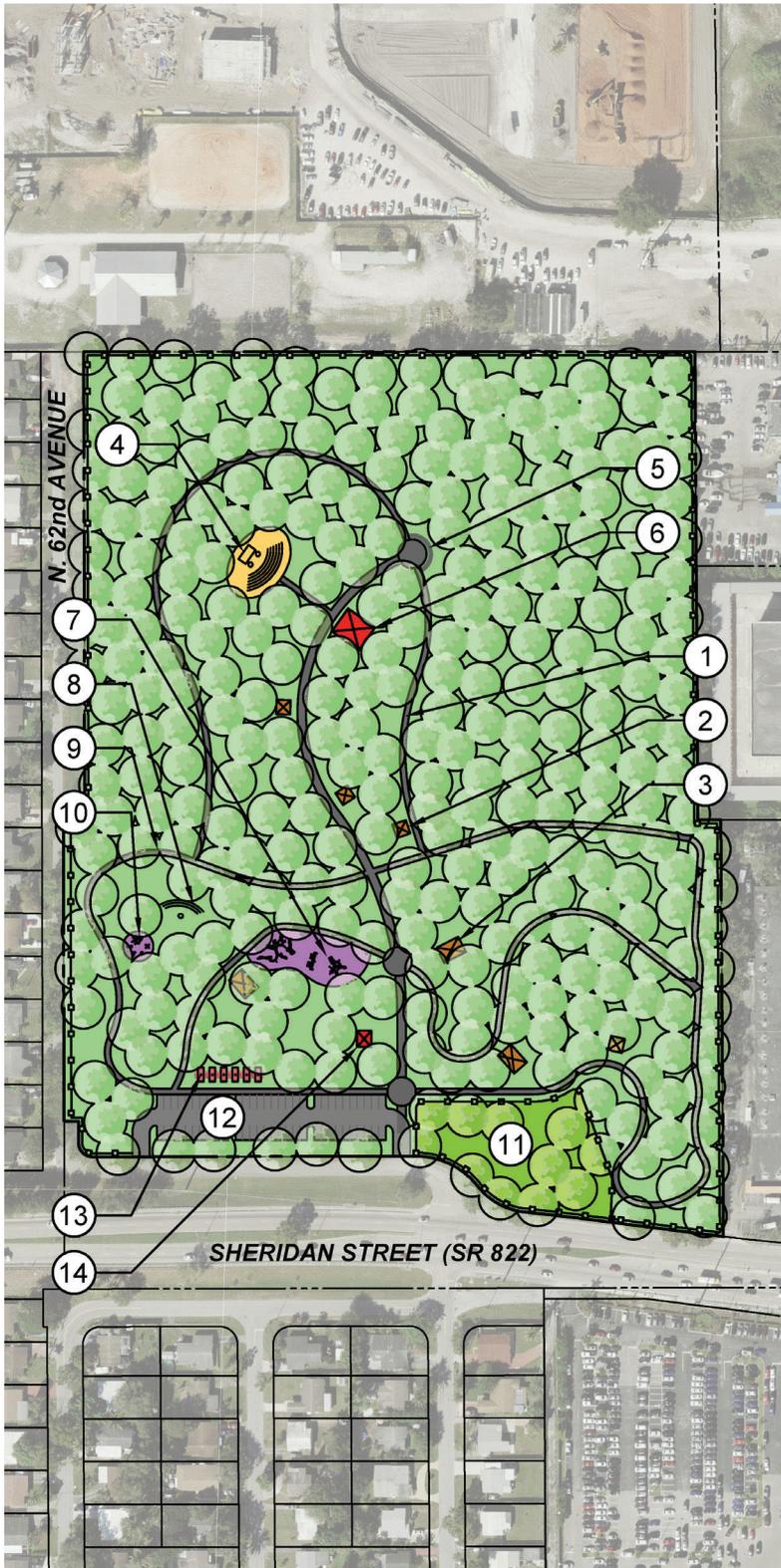
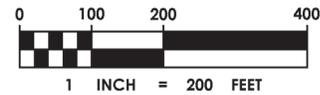
# Poinciana Park



- ① Expanded Neighborhood Playground with Toddler Area and Fencing
- ② Existing Picnic Pavilion
- ③ Group Pavilion
- ④ Walking Trail with Wayfinding and Site Lighting
- ⑤ Seating Area
- ⑥ Bicycle Parking
- ⑦ Picnic Pavilion
- ⑧ Restroom Facilities
- ⑨ Resurfaced Multi-purpose Athletic Courts
- ⑩ Community Gardens
- ⑪ Removed Perimeter Fencing
- ⑫ Improved Site Circulation
- ⑬ Large Dog Park
- ⑭ Small Dog Park
- ⑮ Increased Tree Canopy
- ⑯ On-Street Parking

The proposed concept site plan provides improved site circulation and eliminates the existing perimeter fencing to create a more inviting atmosphere. Fencing around the playground helps to keep children contained in the play area, with close access to restrooms and new community activity areas. The dog park has been reconfigured with separate entrances for small and large dogs.

## John Williams Park



- ① Hiking and Nature Trail
- ② Picnic Pavilion
- ③ Group Pavilion
- ④ Natural Themed Amphitheater with Stage and Fire Pit, 240 Capacity
- ⑤ Seating Area with Shade Pergola
- ⑥ Restroom Facilities and Storage
- ⑦ Expanded Neighborhood Playground with Toddler Area
- ⑧ Existing Fire Pit with Improved Seating
- ⑨ Existing Fitness Circuit Trail
- ⑩ Fitness Area
- ⑪ Expanded Dog Park
- ⑫ Expanded Parking Lot
- ⑬ Community Gardens
- ⑭ Existing Restroom Facilities

The proposed concept site plan attempts to preserve the significant tree canopy located throughout John Williams Park. Existing hiking and fitness trails throughout the property take advantage of shade and beauty of the natural tree canopy and are expanded to the northern half of the site. The main pathway through the center of the site has been reconfigured for better circulation. A nature themed amphitheater with a stage and fire pit is proposed for use by groups for outdoor education and gatherings. An expanded playground, functional fitness area, and gardens provide additional activities for the community. The dog park has been expanded and reconfigured with separate entrances for small and large dogs. A survey will be necessary to finalize the layout of pathways and location of proposed park amenities.

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## 7. GREENWAYS, TRAILS, BLUEWAYS & CONNECTIVITY

Two of residents' top priorities are greenways and trails, and kayak/canoe/paddleboard access and rentals. Although these could include both paved and unpaved trails as well as linear natural areas, the most popular trails across the United States are wide (10' – 14'), paved, off-road, multi-purpose trails. The City's vision for greenways, trails, and connectivity is to create an interconnected network of sidewalks, bikeways, trails, blueways, and greenways that provide safe and comfortable access to all the City's parks and waterways, as well as neighborhoods, downtown Hollywood, schools, the beach, and employment centers.

A great deal of planning for greenways, trails, and blueways has been completed over the past 20 years. First, the Broward County Greenways Master Plan was completed in 2002 (see **Figure 3.25** on the following page). Priority corridors that pass through – or are adjacent to – the City of Hollywood include the New River Greenway, Dixie Highway Greenway, Intracoastal Waterway, and Barrier Islands Greenway. **Figure 3.26** illustrates the Dixie Highway Greenway.

More recently, the City of Hollywood has been working on its Bicycle Mobility Plan, expected to be completed and adopted in the spring of 2021. The project fact sheet states:

The City of Hollywood is preparing a citywide Bicycle Mobility Plan. The goal of the multi-faceted plan is to:

- Identify and prioritize specific bicycle mobility projects throughout the City;
- Advance Complete Streets principles in key commercial corridors to enhance safety and convenience for bicyclists; and
- Maximize funding opportunities available for urban mobility improvements.

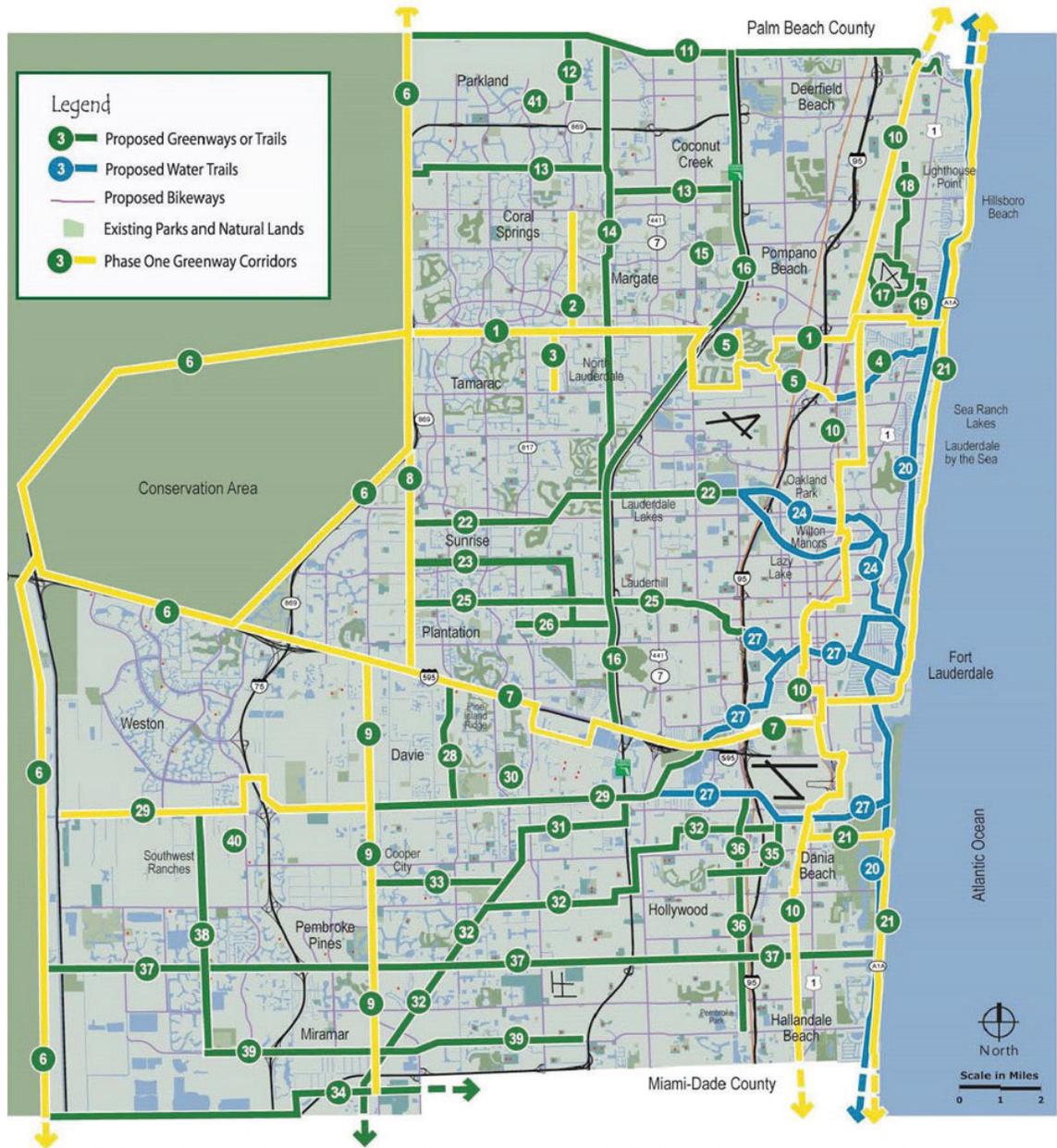
The City of Hollywood has a strong foundation for bicycle mobility. The City has a network of local streets that surround a vibrant, historic downtown, a successful Complete Streets project along Hollywood Boulevard in the expanded urban core, a Comprehensive Citywide Master Plan that supports bicycle mobility, and a world-famous oceanfront promenade, the Hollywood Beach Broadwalk, that is a favorite destination for bicyclists of all levels. The City's Bicycle Mobility Plan will build on these strengths to create a connected network of safe bicycle facilities to provide mobility and recreation opportunities for both residents and visitors alike.

The fact sheet states that the Bicycle Mobility Plan includes several types of greenway and trail corridors, including:

- **Multi-purpose Path** - Dedicated spaces where most forms of non-motorized transport share the same lane. Open space or a physical barrier separate these paths from vehicular lanes.
- **Separated Bike Lane** - Also known as "Protected Bike Lanes," separated bike lanes offer a vertical barrier that physically separates the bicycle lane from the motor vehicle travel lane. These facilities may be found on the roadway or raised at the sidewalk level.

FIGURE 3.25 | BROWARD GREENWAYS MASTER PLAN

# Broward Greenways Master Plan



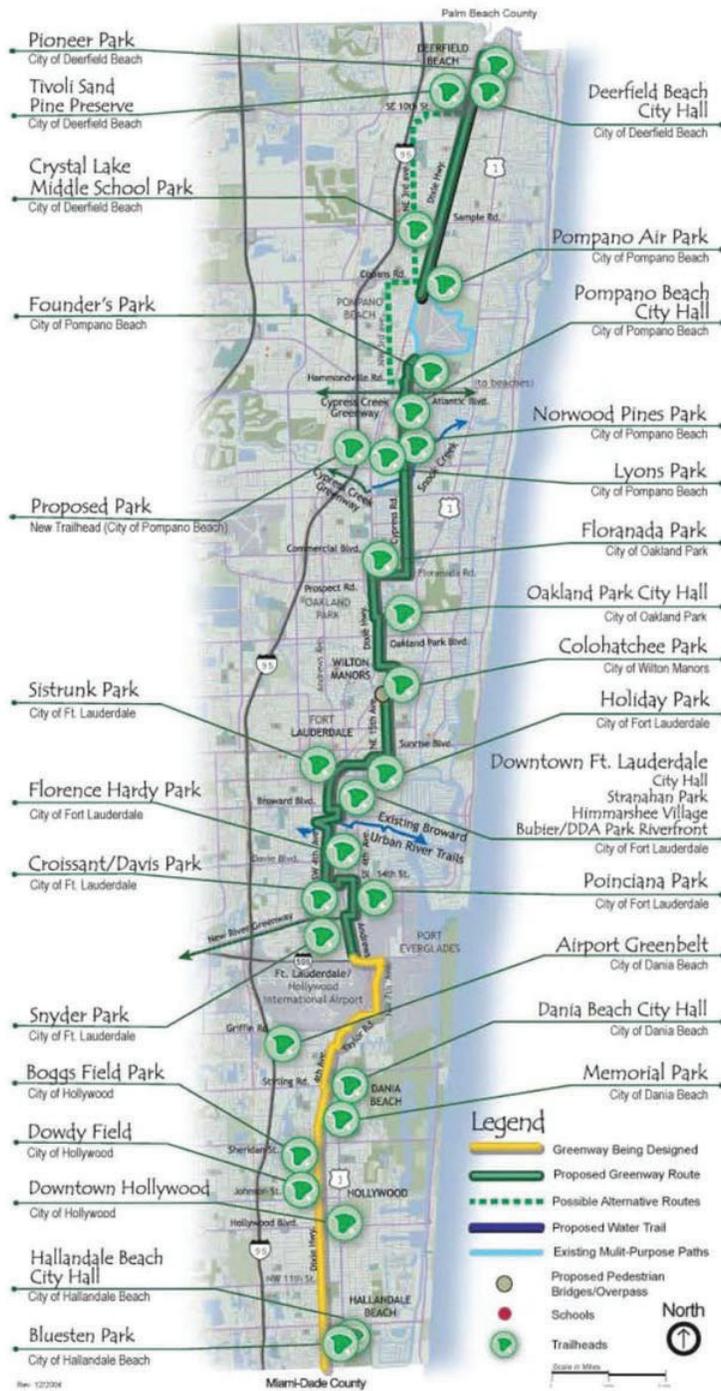
Note: The Broward County Greenways Master Plan map was produced in 2002 and therefore does not include "The Wedge", which has since been added as part of Broward County via agreement with Palm Beach County.

16 Broward County Complete Streets

Source: 2014 Broward County Complete Streets and Greenways Integration Study

FIGURE 3.26 | DIXIE HIGHWAY/FLORIDA EAST COAST RAILROAD TRAIL

# Dixie Highway/Florida East Coast Railroad Trail

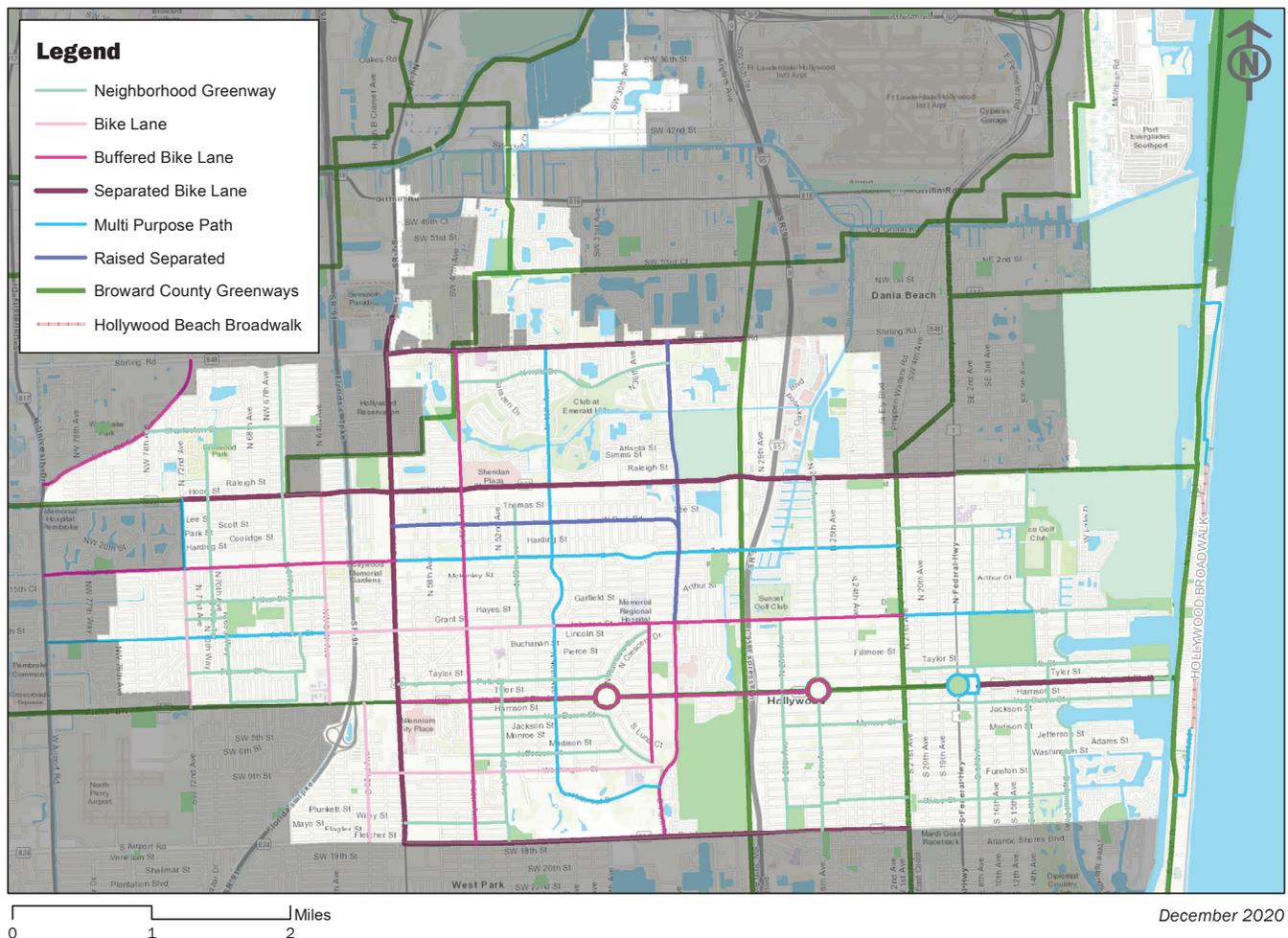


Source: 2014 Broward County Complete Streets and Greenways Integration Study

- **Buffered Bike Lane** - Similar to conventional bike lanes, buffered bike lanes include a stripe or painted buffer that increases separation between bicyclists and motorists.
- **Conventional Bike Lane** - Consists of a striped lane at the edge of the vehicle lanes and is the most basic form of a dedicated bicycle facility. Green color pavement markings can be provided to enhance bicycle lanes. Typically implemented on streets with low motorized traffic volumes and speeds. Street design elements such as signage, pavement markings, and speed management techniques reinforce the priority of bicycle travel along these corridors.
- **Neighborhood Greenway** - Typically implemented on streets with low motorized traffic volumes and speeds. Street design elements such as signage, pavement markings, and speed management techniques reinforce the priority of bicycle travel along these corridors.

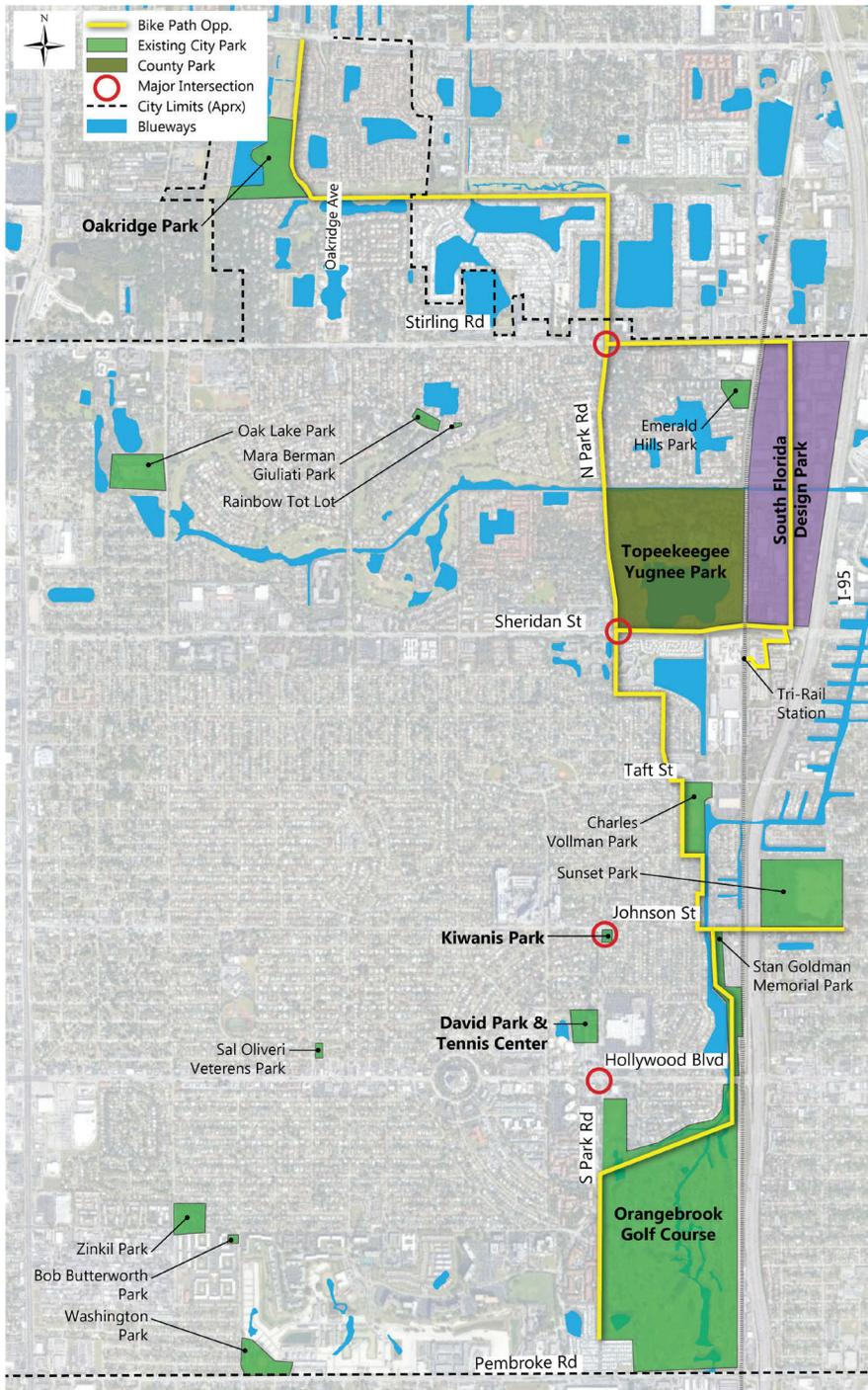
**Figure 3.27** illustrates the long-range vision for the City’s network, which is expected to be implemented incrementally by the City’s Engineering, Transportation, and Mobility Division.

FIGURE 3.27 | TRANSIT VISION



Finally, the City's vision also includes a potential new greenway along I-95 in west Hollywood (see **Figure 3.28**). Dubbed the "Hollywood Greenway," the corridor is envisioned as an urban, walkable, transit-oriented development that would connect the commercial/industrial complex along I-95 with the County's TY Park, the Yellow Green farmers market, the Tri-Rail station, several City parks, and the City's recently-acquired Sunset Golf Course property. The greenway could also offer access to several of the City's waterways and canals (blueways).

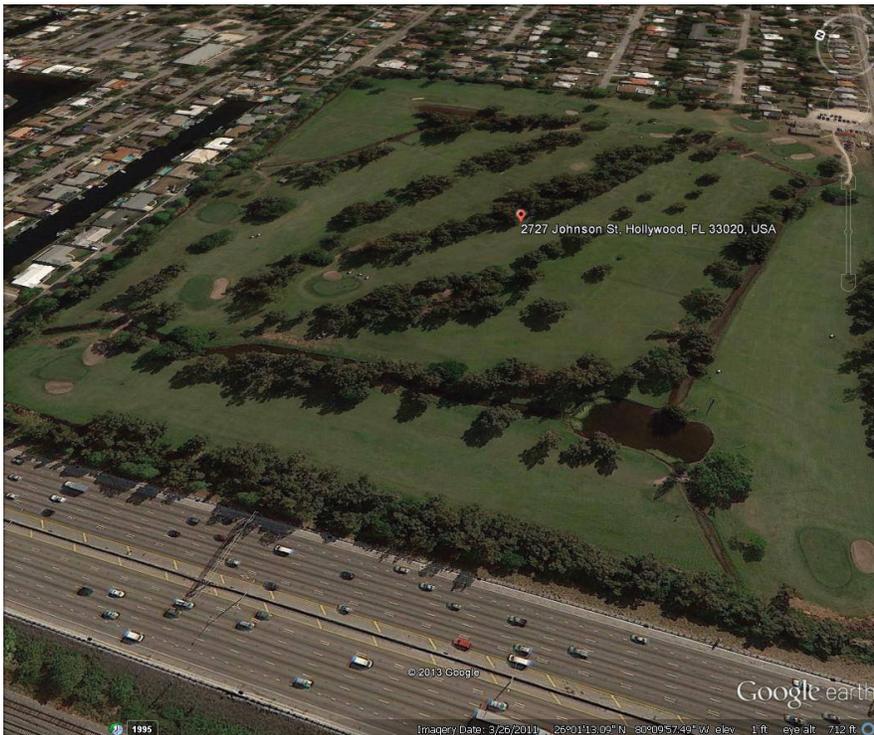
**FIGURE 3.28 | PROPOSED HOLLYWOOD GREENWAY**



## 8. PASSIVE/NATURE PARKS, OPEN SPACE

Residents’ second top priority is for additional open spaces and nature parks. Fortunately, the City recently closed on the former 45-acre Sunset Golf Course, which could meet many of residents’ top priority needs. While no feasibility studies or conceptual master plans have been developed for the site, conceivably it could many residents’ needs including bike paths and trails, open spaces, kayak and paddleboard rentals, butterfly gardens, fishing areas and docks, community gardens, outdoor fitness equipment, pavilions and BBQ areas, and sand volleyball courts. A master planning process - including significant, city-wide public engagement – will help build consensus regarding the proposed uses of the property.

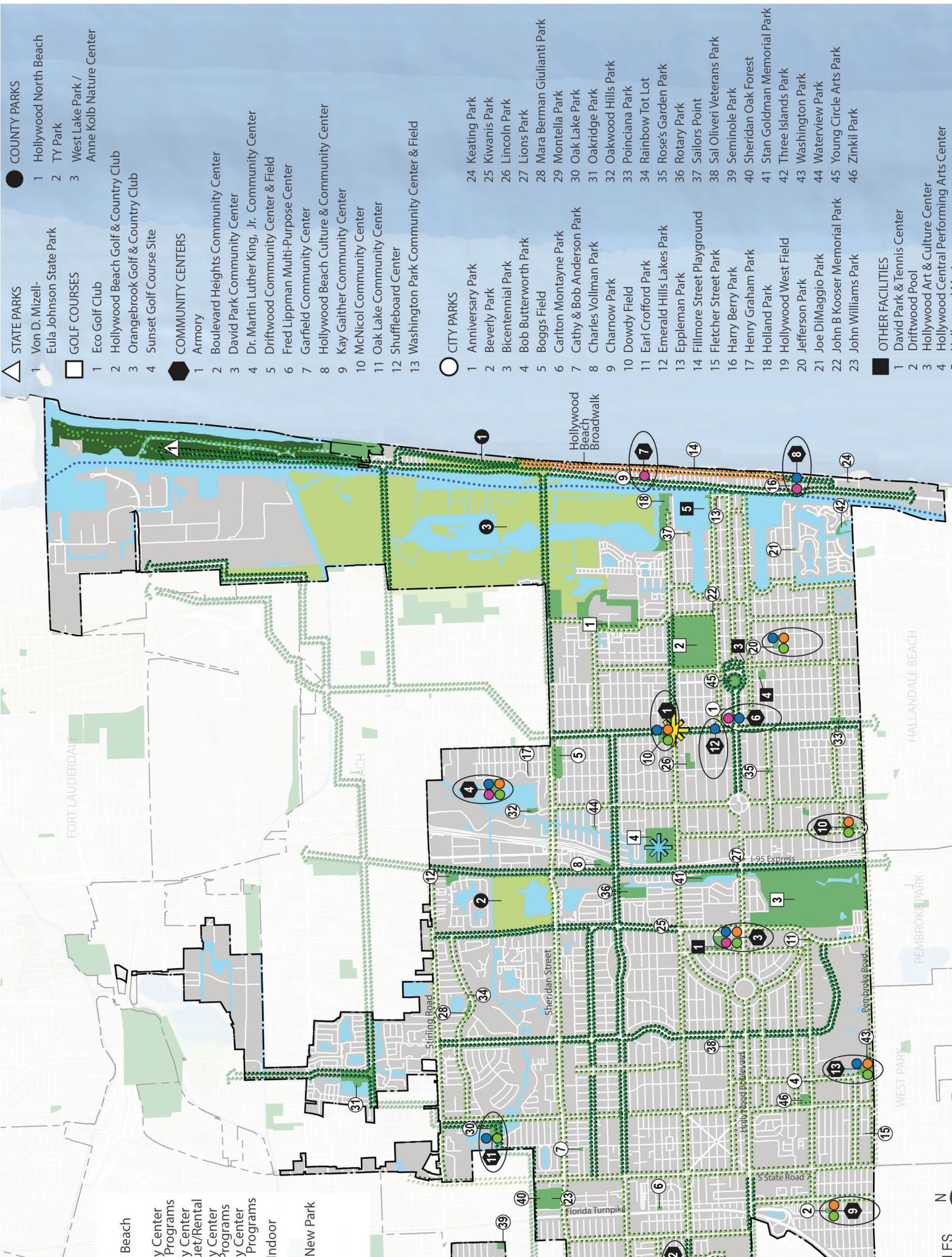
While the Sunset Golf Course property may be the last large parcel available to meet residents’ needs for passive/nature parks and open space, there may be smaller parcels available as the City matures and redevelops. Of particular interest are parcels adjacent to existing parks that could expand opportunities for community gardens, butterfly gardens, and restored natural areas.



Sunset Golf Course property  
(Source: <https://www.facebook.com/savesunsetgolf/photos/1866356110269323>)

## OVERALL LONG-RANGE VISION

**Figure 3.29** illustrates the overall, long-range, city-wide parks, recreation, and open space vision for Hollywood.



- STATE PARKS**
- 1 Von D. Mizell-Eula Johnson State Park
- GOLF COURSES**
- 1 Eco Golf Club
  - 2 Hollywood Beach Golf & Country Club
  - 3 Orangebrook Golf & Country Club
  - 4 Sunset Golf Course Site
- COMMUNITY CENTERS**
- 1 Armory
  - 2 Boulevard Heights Community Center
  - 3 David Park Community Center
  - 4 Dr. Martin Luther King, Jr. Community Center
  - 5 Driftwood Community Center & Field
  - 6 Fred Lippman Multi-Purpose Center
  - 7 Garfield Community Center
  - 8 Hollywood Beach Culture & Community Center
  - 9 Kay Gaither Community Center
  - 10 McNicol Community Center
  - 11 Oak Lake Community Center
  - 12 Shuffleboard Center
  - 13 Washington Park Community Center & Field
- COUNTY PARKS**
- 1 Hollywood North Beach
  - 2 TY Park
  - 3 West Lake Park / Anne Kolb Nature Center

- CITY PARKS**
- 1 Anniversary Park
  - 2 Beverly Park
  - 3 Bicentennial Park
  - 4 Bob Butterworth Park
  - 5 Boggs Field
  - 6 Carlton Montayne Park
  - 7 Cathy & Bob Anderson Park
  - 8 Charles Vollman Park
  - 9 Charnow Park
  - 10 Dowdy Field
  - 11 Earl Crofford Park
  - 12 Emerald Hills Lakes Park
  - 13 Eppleman Park
  - 14 Fillmore Street Playground
  - 15 Fletcher Street Park
  - 16 Harry Berry Park
  - 17 Henry Graham Park
  - 18 Holland Park
  - 19 Hollywood West Field
  - 20 Jefferson Park
  - 21 Joe DiMaggio Park
  - 22 John B Kooser Memorial Park
  - 23 John Williams Park
  - 24 Keating Park
  - 25 Kiwanis Park
  - 26 Lincoln Park
  - 27 Lions Park
  - 28 Mara Berman Giulianti Park
  - 29 Montella Park
  - 30 Oak Lake Park
  - 31 Oakridge Park
  - 32 Oakwood Hills Park
  - 33 Poinciana Park
  - 34 Rainbow Tot Lot
  - 35 Rose's Garden Park
  - 36 Rotary Park
  - 37 Sailors Point
  - 38 Sal Oliveri Veterans Park
  - 39 Seminole Park
  - 40 Sheridan Oak Forest
  - 41 Stan Goldman Memorial Park
  - 42 Three Islands Park
  - 43 Washington Park
  - 44 Waterview Park
  - 45 Young Circle Arts Park
  - 46 Zinkil Park

- OTHER FACILITIES**
- 1 David Park & Tennis Center
  - 2 Driftwood Pool
  - 3 Hollywood Art & Culture Center
  - 4 Hollywood Central Performing Arts Center
  - 5 Hollywood Marina





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# **4** **Implementation**



Hollywood Beach paddle ball courts at Garfield Street

(Source: <https://www.discoverhollywoodfl.com/hollywood-beach-paddle-ball-tournament-march-19-20%2C-2011/>)



# 4.1 IMPLEMENTATION

## STRATEGIC IMPLEMENTATION PLAN

The Vision outlined in the previous section is estimated to cost over \$50 million to implement, not including greenways, bikeways and trails, or community center redevelopment. This is in addition to the \$64M in funds from the City’s 2019 General Obligation (GO) Bond initiative. **Figure 4.1** shows the breakdown of estimated costs; all estimates should be considered as “allowances” rather than project budgets, as the City will need to conduct detailed design, engineering, or feasibility studies in order to determine actual budgets.

### IN THIS SECTION:

- Strategic Implementation Plan
- 3-Year Strategic Action Plan

FIGURE 4.1 | STRATEGIC IMPLEMENTATION PLAN

PRIORITY NEED	INITIATIVE	ESTIMATED COSTS
<b>1. Passive/ Nature Parks, Open Space</b>	Develop a Master Plan for Sunset Golf Course	\$150 - 250k
	Implement First Phase of Master Plan	\$10M
<b>2. Improvements to Existing Parks</b>	Existing 5-Year CIP for Repair and Replacement	\$17.5M
<b>3. New Facilities and Amenities at Existing Parks</b>  (kayak and canoe rentals, bike paths and trails, butterfly gardens, fishing areas and docks, dog parks, community gardens, adventure course, outdoor fitness equipment, teen center)	Upgrade +/- 40 Parks @ \$500k Average (allowance), Not Including Community Centers	\$20M
<b>4. Improved Maintenance</b>	Update Maintenance Standards (e.g., levels A, B, C) and Maintenance Contract Specifications	TBD
	Hire or Reassign 2-3 New Contract Compliance Inspectors (to increase quality control for 300 locations, 5 vendors)	TBD

PRIORITY NEED	INITIATIVE	ESTIMATED COSTS
<b>5. Generate Additional Revenues</b>	Conduct Fees and Charges Study, Establish Cost Recovery Policy (currently at approx. 9%)	\$50k
	Solicit Proposals for Public/Private Providers to Meet Residents' Program Needs (e.g., canoe and kayak rentals, farmers markets, concerts, special events)	Internal
	Solicit Proposals for ArtsPark at Young Circle Promoter	Internal
	Work with Other Departments and Organizations to Increase and Promote Special Events (e.g., concerts, food truck events, 5ks, etc.)	Internal
	Assess Opportunities to Redevelop Community Centers to Generate Revenues via Concessions, Leases, etc.	\$100k (Economic Development/Real Estate Consultant)
<b>6. Greenways, Trails, Roadside Bike Paths</b>	Complete and Implement Master Plan	TBD (Public Works)
	Develop a Master Plan for the Proposed "Hollywood Greenway" (connecting Orangebrook the Sheridan, TY Park, Tri-Rail, City parks and canals)	\$150 - 250k
<b>7. Address Climate Change, Stormwater Treatment, Sea Level Rise through Parks</b>		To be incorporated into line items 2 and 3
<b>ESTIMATED TOTAL</b> (Not including greenways, bikeways and trails or community center redevelopment)		+/- \$50M over 10 Years

**The Implementation Plan is being developed during a transitional time for the City of Hollywood's Parks, Recreation, and Cultural Arts Department.**

It is important to note, however, that this Strategic Implementation Plan is being developed during a transitional time for the City of Hollywood's Parks, Recreation, and Cultural Arts Department. First, the Department is in the midst of implementing the GO Bond projects approved by residents in 2019. Of the 21 GO Bond projects, five (5) have been completed, 10 are under construction, and six (6) are in the early stages of public engagement and design. All of the projects are expected to be completed by early 2025.

Second, the City is emerging from the year-long COVID-19 pandemic, making it difficult to project future funding for park improvements. It is not clear whether revenues from traditional, "pay-as-you-go" funding sources - such as

property (ad valorem) taxes, park impact fees, user fees, concession fees and leases, grants, and others - will be adequate to pay for the proposed park improvements.

And third, the City recently hired a new PRCA Director, who is evaluating the Department's capital improvement projects, recreation and cultural programs, staffing, and operations. Changes in leadership often provide opportunities to implement new policies, practices, and organizational structure.

These factors suggest the need for an "incremental" strategy - based on existing funding sources and resources - rather than another ambitious initiative such as the 2019 GO Bond. In addition to capital improvements, incremental implementation can come in many forms, such as changes in operations and maintenance staffing, programming, and partnerships. Re-accreditation by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) is another form of implementation.

Following is an Action Plan of incremental strategies that PRCA will implement over the next three (3) years, with the goal of providing a higher level of service, quality, and equity for all City residents by the City's bicentennial celebration in 2025. PRCA will also use this transitional period to plan and prepare for the next round of capital improvements. The strategies are not listed in order of priority; all are important, and it is assumed that many of these strategies will be implemented concurrently.

## 3-YEAR STRATEGIC ACTION PLAN

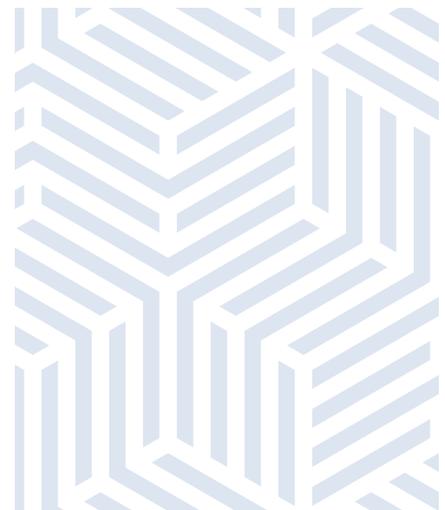
### STRATEGY

# 1

### BECOME RE-ACCREDITED (Section 3.1)

PRCA will continue preparing for re-accreditation by 2022. As part of the re-accreditation, PRCA should re-align its vision and mission with the City's Strategic Plan:

- Citywide Vision (Strategic Plan): *South Florida's Top City to Live, Learn, Work, Invest, And Play*
- Citywide Mission: *A Thriving Community Where Quality Living is Available to All*



## 3-YEAR STRATEGIC ACTION PLAN



### STRATEGY

## 2

### ADOPT & INTERNALIZE GUIDING PRINCIPLES (Section 3.2)

Adopt the following principles from this Master Plan, and integrate them into the design of new projects, programs, and operations:

- Integrated, connected PRCA system: Bikeways, trails, sidewalks, complete streets, blueways, transit
- High-Performance Public Spaces: Parks and public spaces that generate economic, social, and environmental benefits communitywide
- Placemaking: Parks that reflect the character, culture, needs of surrounding area
- Activation, Power of 10+: At least ten things to do in every park
- 10-minute Walk Initiative: A park within a ten-minute walk of every resident
- Green Infrastructure: Parks used to hold and treat stormwater, mitigate flooding
- Urban Ecology: Natural habitat restored wherever possible within the PRCA system

### STRATEGY

## 3

### IMPROVE CUSTOMER EXPERIENCES & COMMUNICATIONS (Section 3.4)

- Create a welcoming, inclusive and world-class guest experience
- Invest in dedicated staffing support for Marketing and Social Media communications
- Enhance the online registration and digital payment offerings for the users

# 3-YEAR STRATEGIC ACTION PLAN



## STRATEGY 4

### RE-EVALUATE AND CONFIRM PRCA SUBSYSTEMS, CLASSIFICATIONS & SERVICE-DELIVERY MODELS (Section 3.3)

- Determine PRCA’s role in proposed new subsystems: Greenways and Trails; Kayak, Paddleboard and Fishing Access; and Integration of Parks and Stormwater Treatment Facilities
- Identify the appropriate service-delivery model(s) and classifications for each subsystem
- Identify any implications for programming, operations, and maintenance

## STRATEGY 5

### INCREASE MARKETING & REVENUE-GENERATION (Section 3.4)

- Develop a multi-media marketing campaign, potentially including an investment in paid advertisements such as radio, newspaper, and television
- Evaluate ideas for new revenue generation
- Establish cost-recovery goals and pricing policies with the City Commission
- Contract with a grant-writing firm to apply for state, federal, and non-profit grants
- Evaluate opportunities for redevelopment of community centers through public/private partnerships

## 3-YEAR STRATEGIC ACTION PLAN



### STRATEGY

## 6

### PROVIDE EQUITABLE ACCESS TO INDOOR PROGRAMS FOR TEENS & SENIORS (Section 3.4)

- Designate which community centers will offer programs for teens and seniors
- Expand programming, hours of operation, and other accommodations to meet the needs of the users
- Increase marketing and promotion of existing programs, as outlined above
- Offer programs at days and times that are more convenient for working seniors, such as early weekday mornings or late evenings
- Improve real-time communications with program users regarding changes in program scheduling
- Conduct annual in-person user surveys at the community centers that offer senior programs, asking participants about their specific program and scheduling needs, perhaps based on age groups and abilities
- Conduct annual on-line user surveys
- Improve transportation services for seniors who no longer drive, perhaps through the Council on Aging or grants from other agencies

### STRATEGY

## 7

### EXPAND SPECIAL/CULTURAL EVENTS (Section 3.4)

- Resume pre-COVID events, such as concerts in the park and food truck events, as conditions improve
- Expand the number and types of events to meet residents' needs
- Increase promotion and marketing for the special events as outlined above

## 3-YEAR STRATEGIC ACTION PLAN



### STRATEGY

# 8

### IMPROVE MAINTENANCE OF EXISTING FACILITIES

#### (Section 3.4)

- Evaluate transferring responsibility for park maintenance from Public Works to PRCA
- Improve Contract Management of Maintenance Providers /Add Compliance Coordinators
- Develop a Maintenance Management Plan and Basic Maintenance Standards
- Increase Maintenance Frequency by Designated Zones
- Benchmark against other agencies for comparable best practices
- Budget for Facility Depreciation
- Establish and track key performance indicators

## 3-YEAR STRATEGIC ACTION PLAN



### STRATEGY

## 9

### MAKE IMPROVEMENTS TO EXISTING PARKS AS FUNDING ALLOWS

(Section 3.4)

- Develop conceptual Master Plans for other existing parks; incorporate the guiding principles in this plan, and respond to City residents' top priority needs
- Engage residents in the planning process for those parks that will be implemented within the next 2 – 3 years
- Develop design standards for the most common improvements such as multipurpose walks, playgrounds (including surface materials and edging), picnic shelters, site furnishings (table, chairs, picnic tables, trash and recycling containers)
- Determine the desired construction delivery method(s) for each park – depending on the size and complexity of proposed improvements – including design-build, design-bid-build, and construction manager at-risk
- Establish a phasing strategy for improvements, based on available funding and Commission/residents' priorities

### STRATEGY

## 10

### ADVOCATE AND SUPPORT THE DEVELOPMENT OF AN INTERCONNECTED GREENWAYS & TRAILS SYSTEM

(Section 3.4)

- Advocate for safe routes to all parks, including sidewalks, bikeways and trails
- Prepare a conceptual master plan to determine the feasibility of the "Hollywood Greenway"

# 3-YEAR STRATEGIC ACTION PLAN



## STRATEGY 11

### PROVIDE ADDITIONAL PASSIVE/NATURE PARKS AND OPEN SPACES (Section 3.4)

- Develop a Master Plan for the Sunset Golf Course property, including an estimate of construction costs and a proposed phasing plan based on available funding; incorporate the guiding principles in this plan, and respond to City residents’ top priority needs
- Identify opportunities to expand existing parks through the acquisition of adjacent parcels
- Identify opportunities to acquire, preserve and enhance other remaining open spaces throughout the City that could protect wildlife, improve aesthetics, or meet residents’ needs for passive recreation

## STRATEGY 12

### PREPARE FOR THE NEXT “ROUND” OF CAPITAL IMPROVEMENTS BY 2024

- Conduct an update of the parks and recreation needs assessment to determine resident’s new priorities
- Identify proposed new projects to meet resident’s needs
- Present the City Commission with a new 10-year capital plan (2025 – 2035) for consideration
- Develop a consistent message to clarify what the proposed initiative entails, and the reasons to support it
- Organize a campaign to promote the initiative (assuming approval by the Commission)

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# APPENDIX A

Hollywood Parks Master Plan Scope of Work



**APPENDIX A – Scope of Work**  
**City of Hollywood Parks Master Plan**  
May 14, 2019

**I. SCOPE OF WORK**

**Phase 1 – Preliminary Implementation Framework**

**1.1 Project Management Support + Coordination:** Barth Associates (BA) will coordinate our work with the City’s Project Manager. BA will monitor the project schedule relating to the scope contained herein and provide timely invoicing and reporting of project progress. BA will hold regular bi-weekly conference calls with City staff to review progress, present information, receive direction, and recommend direction for the remaining portions of the project.

**1.2 Staff Kick-Off Workshop:** BA will facilitate a ½ day kick-off-meeting with City staff at the City’s offices to review the work plan, timelines, and details for the master plan process. Representatives from the City’s planning, parks, public works, and engineering departments shall be invited to make presentations to the group, outlining current and proposed public realm projects and initiatives. The City shall coordinate all meeting logistics, including invitations, AV equipment, meeting room, and catering. BA will develop a meeting summary of the meeting and submit it to the City for review. A preliminary agenda for the workshop includes:

- Introductions, purpose of the plan
- Review project scope, schedule
- Review and discuss the scope of the parks and recreation system within the City’s public realm (figure ground map)
- Parks and Recreation Department mission/ vision
- City Department presentations, exchange of data (e.g. complete streets, trails, etc.)
- Current levels-of-service (LOS)
- Implications of tourists and non-resident workers on LOS

**1.3 Crowd-Sourcing Multilingual Project Website:** BA will build a customized project website that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community.

**1.4 PRAB/ Project Steering Committee Kick-off Meeting:** On the same day as the Staff Kick-off Meeting (Task 1.2), BA will facilitate a kick-off meeting with the City’s Parks and Recreation Advisory Board (PRAB) and/or a project Steering Committee. The Board/Committee will meet three (3) times during the process, including a kick-off meeting; review of needs assessment; and review of vision and implementation strategy.

**1.5 Review of Planning Documents:** BA will review relevant planning documents, studies, and surveys provided by the City that may influence the development of the parks master plan. BA will write a brief summary of each document and discuss their relevance to the parks master plan. At a minimum, the following documents will be reviewed:

- City-wide Comprehensive Plan (2001)
- Level of Service, Recreation and Open Space Element, Vision Plan
- 2009 City of Hollywood Parks and Open Space Master Plan
- Community Redevelopment Area Master Plan (various)
- Stan Goldman Park Design
- Marine Waterway Master Plan
- Golf Courses Study
- Capital Improvement Plan – Parks and Recreation
- Budget – Parks and Recreation
- Mobility/Bikeways Plan
- Broward County Parks and Recreation Master Plan

**1.6 Draft Implementation Framework (White Paper):** BA will prepare and submit a draft preliminary Implementation Framework for the Master Plan, based on information provided by the City and additional research. The purpose of the draft framework is to determine gaps in the City’s “readiness” to implement the Master Plan. City staff may be asked to provide information regarding the City’s role, projected costs and revenues, taxing district legislation, and/or information for the white paper. Elements of the preliminary Framework may include, but not be limited to:

- The City’s mission and vision for parks and recreation
- The role(s) of the City, County, and other recreation providers
- Interlocal agreement with the County, reflecting above
- Role, purpose, and structure of a Parks Taxing District (if applicable)
- Revenue projections for a Parks Taxing District (if applicable)
- Service delivery model(s)
- Organizational structure, including construction delivery staffing
- Deferred maintenance and capital improvements costs
- Operations and maintenance estimates for increased LOS
- Cost recovery goals, other performance metrics
- Marketing and promotion

**1.7 Review Meeting:** BA will review and discuss the preliminary Implementation Framework during one of the biweekly conference calls. BA will revise the framework as directed by the City.

*Deliverables:*

- *Preliminary Implementation Framework*
- *Revised Implementation Framework*
- *Meeting Agendas + Meeting Minutes*

## **Phase 2 - Existing Conditions Analysis**

**2.1 Demographics Analysis and Trends:** The City will provide the latest demographic projections to BA for review. BA will review and analyze the projections, as well as current state and national trends, for implications regarding potential parks and recreation needs for City residents.

**2.2 Inventory + Proposed Parks and Recreation System Improvements Base Map:** The City will provide BA with an inventory of public and private parks and recreation facilities in the City, as

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well as trails, natural areas, and other open spaces. The inventory should include the number of park and recreation facilities, park acreage, and public recreation center square footage in the City. Using the City's GIS data, the BA team will develop a GIS base map for the project.

**2.3 Park Evaluations:** The BA team will visit the City's parks and recreation facilities, scheduled for the same times as Tasks 3.1 and 3.2. BA will use our Parks Evaluation Form to analyze the City's parks and recreation facilities. Prior to beginning park evaluations, we will work with staff and/or other stakeholders to refine the Parks Evaluation Form and ensure that it meets the City's expectations. The City may wish to also involve residents, a Project Steering Committee, and/or others in the site evaluation process. BA will summarize findings from the park evaluations, including opportunities to optimize the layout and design of existing parks.

**2.4 Existing Level of Service (LOS) Analysis:** Using the data provided by the City, BA will analyze existing LOS for the following elements:

- Acreage – Measures acreage in a ratio to the community's population (acres per 1,000).
- Facilities – Measures facility capacity in a ratio to the community's population and comparing against a standard or guideline.
- Access – Measures travel distances to parks and individual facilities such as playgrounds, athletic fields, recreation centers, etc.
- Quality – Measures the quality of facilities across the community.

LOS analysis may include variations due to tourism, seasonal population, workday population, and/or other variables as discussed at the kick-off meeting. The BA team will produce a series of GIS maps and tables that illustrate this data and analysis.

**2.5 Operations + Maintenance Practices Assessment:** Based on information and data provided by the City, BA's sub-consultant PROS Consulting will complete an inventory and assessment of the City's recreation programs, operations and maintenance practices including:

*Recreation Programs*

- Inventory and assessment of recreation programs and services
- Evaluate public relations, publicity, marketing, and other promotional efforts to improve public awareness of programs and services
- Identify strengths and weaknesses
- Determine gaps in programming
- Identify other providers

*Organization and Staffing*

- Assess the current organizational structure of the City's Parks and Recreation Department

*Operations*

- Review current operations budgets
- Evaluate the City's current recreation fee philosophy and policy, cost recovery practices
- Review of current operational policies and procedures of the Department
- Review maintenance plans and procedures

**2.6 Existing Conditions Summary Document:** BA will compile all the information and data completed for Phase I and will develop a summary document of the Existing Conditions. BA will submit the summary document to the City for review and will make revisions per the City's written comments.

*Deliverables:*

- *Existing Conditions Summary Document*
- *Meeting Agendas + Meeting Minutes*

**Phase 3 – Needs + Priorities Assessment**

**3.1 Public Workshops:** During the week that BA will be conducting site visits (Task 2.3), BA will also conduct six (6) Public Workshops held in each City District. BA will work with the City’s Project Manager to determine the appropriate exercises to conduct during the neighborhood workshops. The City will be responsible for coordinating all workshop logistics, including workshop location, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary and submit to the City for review.

**3.2 Interviews and Focus Groups:** During the same times that BA will be conducting site visits and public workshops (Tasks 2.3, 3.1), BA will spend 1 - 2 consecutive days conducting one-on-one interviews with key stakeholders and focus groups in the community, potentially including the Mayor, individual City Commissioners, the City Manager, the Directors of key City Departments, the School District, and Broward County Parks and Recreation Department, and/or other stakeholders as identified by the City. These meetings will be scheduled as one-on-one interviews.

During those two days, BA will also meet with Focus Groups to address special interest group needs including but not limited to athletic leagues, seniors, teens, trails and bikeways, and/or other groups identified by the City. Interviews should be scheduled in one location in one-hour increments; 45 minutes per interview with 15 minutes between interviews.

The City will be responsible for coordinating all interview logistics, including interview locations, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary and submit to the City for review

**3.3 Statistically Valid Mail-In/Telephone/Online Survey:** The BA team will work with City staff to develop a survey questionnaire that will be used to complete a statistically valid survey. We will conduct a survey of randomly selected households by mail/online/phone for the City of Hollywood. The survey will only be administered to households within the City. We will provide a survey finding report that will include an executive summary, charts and graphs, benchmarking comparisons, priority investment rating analysis, and tabular data.

**3.4 Online Survey:** Based on the Statistically-Valid Survey, BA will develop and administer the survey using SurveyMonkey. BA will compile the findings into a summary report and include the raw survey results.

**3.5 Needs + Priorities Assessment Summary Document:** BA will compile all the information and data completed for Phase 3 and develop a needs and priorities assessment summary document. BA will submit the summary document to the City for review and will make revisions per the City’s written comments.

**3.6 Needs Assessment Presentations:** BA will present the needs assessment findings to the

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following individuals and groups over a period of two consecutive days:

- PRAB/ Project Steering committee
- City Manager
- City Commissioners (workshop)

Following the presentations, BA will revise the needs assessment summary as directed by City staff.

*Deliverables:*

- *Needs + Priorities Assessment Summary Document*
- *Commission Existing Conditions Analysis and Needs + Priorities Assessment Summary Presentation*
- *All digital files used to complete the summary document and PowerPoint Presentations.*
- *Meeting Agendas + Meeting Minutes*

#### **Phase 4 – Visioning**

**4.1 Comparative Analysis:** The BA team will begin the visioning phase by conducting a comparative analysis of levels of service and accepted facility standards to recognized national/state benchmark data. BA will work with the City early in the project to identify up to 5 comparable cities to benchmark against. Using NRPA’s Park Metrics as well as supplemental research, BA will identify LOS metrics from the selected cities to benchmark against the City’s LOS metrics. Findings from this benchmarking will serve as one source of data to recommend LOS standards for the City’s Parks and Recreation Department.

**4.2 Visioning Workshop:** The BA team will conduct a one-day Visioning Workshop with staff and invited participants to develop a long-range vision for the parks and recreation system. A tentative agenda for the Workshop may include:

- Review of top priority parks and recreation facility and program needs;
- Review of LOS benchmarking data;
- Discussion of LOS standards;
- Review the City’s existing parks system vision;
- Development of subsystem visions for various components of the parks and recreation system
- Other discussions related to the City’s objectives for the project

The City will be responsible for coordinating all interview logistics, including interview locations, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary of the meeting and submit it to the City for review.

**4.3 Operations + Maintenance Practices Future Direction and Priorities:** The BA team will provide future direction and priorities for operations and maintenance practices, including:

*Recreation Programs*

- Develop recommendations on future focus of recreation programs and services, including review of public input findings; role of other providers; and required facility enhancements or additions

*Organization and Staffing*

- Recommend changes to the possible organizational structure based on future priorities of the department.

#### *Operations*

- Make recommendations for any budget changes or enhancements
- Recommend changes to the City's recreation fee philosophy and policy, if needed
- Recommend changes to current operational policies and procedures of the Department, if needed
- Make recommendations for any needed changes to the Department's maintenance plans and procedures

**4.4 Parks Recommendations + Vision Map:** Based on the findings from Phases 1 – 3 and the Visioning Workshop, the BA team will develop recommendations for future needs including but not limited to:

- Park improvements and implementation priorities;
- Park land acquisition, renovation, and development;
- Specific program and service needs

It is envisioned that these recommendations may include a variety of tables, charts, graphs, maps, sketches, figures, and info-graphics integrated with text to effectively convey the proposed vision. A separate map will be created to illustrate the City's greenways vision.

**4.5 Order of Magnitude Statement of Probable Parks System Cost:** The BA team will prepare an order of magnitude statement of probable costs to implement each of the improvements identified on the Parks Recommendations and Vision. The statement of probable costs will include, but may not be limited to the following:

- Land acquisition (based on costs/acre provided by the City)
- Park/facility improvements, enhancement, and developments (based on figures received from the City and per comparable projects completed by BA)

The BA team will also prepare estimates for the operations and maintenance of new facilities, including:

- Order of magnitude costs (and revenues) for operating and maintaining proposed new or improved parks and recreation facilities
- Order of magnitude costs and anticipated revenues for new or improved recreation programs or services BA will submit the estimates of costs to the City for review and will revise per the City's written comments.

**4.6 Visioning Summary Document:** BA will compile all the information and data completed for Phase 4 and develop a visioning summary document. BA will submit the summary document to the City for review and will make revisions per the City's written comments.

#### *Deliverables:*

- *Visioning Summary Document*
- *Commission Visioning PowerPoint Presentation*
- *Meeting Agendas + Meeting Minutes*

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## Phase 5 - Implementation Strategy and Final Master Plan

**5.1 Implementation Workshop:** The BA team will facilitate a ½ day Implementation Workshop with City staff, including representatives from Parks and Recreation, Public Works, the City Management, and Finance and Administrative Services departments. The purpose of the workshop is to develop a draft implementation strategy based on estimated costs, residents' needs, Commission priorities, and alternative funding projections (provided by the Finance Department). BA will submit a funding worksheet to the City as a tool to estimate funding projections for 5 and 10-year planning periods.

**5.2 Refined Implementation Framework, Strategies and Recommendations:** BA will refine the draft implementation strategy developed at the workshop, including a phasing/ implementation strategy and recommendations. The strategies and recommendations shall program improvements/actions into one of the following timeframes:

- a. Items that can be accomplished within one year of the completion of the Parks Master Plan using existing City resources,
- b. Items that can be accomplished in the first five years after the completion of the Parks Master Plan, including the identification of capital improvements for inclusion in the City's 5-year Capital Improvement Program.
- c. Items that may be accomplished in the mid-term (6 to 10 years).
- d. Items that may be accomplished in the long-term (11 to 20 years).

BA will identify potential funding sources for each item in the parks and recreation action plan, based on input from the City. Potential funding sources shall include but not limited to federal, state, regional and county grants, funding from private park and recreation organizations, partnerships with local public and private entities, park impact fees, donations, etc.

**5.3 Draft Master Plan Report:** Upon completion and review of the Implementation strategy, BA will compile the summary documents from Phases 1 through 5 into a draft Master Plan document for the City's review using a template that can be updated as desired by the City. BA will submit the draft Master Plan to the City for review and will make revisions per the City's written comments. BA will also develop a separate executive summary of the Master Plan report.

**5.4 Draft Master Plan Presentations:** BA will present the draft Master Plan to the following individuals and groups over a period of two consecutive days:

- PRAB/ Project Steering committee
- City Managers
- City Commissioners

**5.5 Commission Presentation:** BA will present the draft Master Plan to the Mayor and City Commission for review and approval.

**5.6 Final Master Plan:** BA will revise the draft Master Plan as directed by City staff and submit a final Master Plan to the City for approval.

### *Deliverables:*

- Ten (10) color copies of the Draft Master Plan
- Twenty-five (25) color copies of the Final Master Plan
- Twenty-five (25) color copies of the Master Plan Executive Summary
- One (1) Electronic/digital copy of above in both InDesign, and Word (without graphics, including meeting minutes, interview notes, and other backup files)

# APPENDIX B

City of Hollywood Citywide Master Plan: Recreation & Open Space Policies & Relevant Transportation Policies

# B

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# City of Hollywood Citywide Master Plan

The City-wide Master Plan states:

The City-Wide Master Plan (CWMP) is a compilation of policy priorities and recommendations designed to improve the appearance, appeal and economic tax base of the City. The Master Plan establishes a format for future direction and vision for the City of Hollywood. In 2001, the City adopted the CWMP and asserts the need for the public sector's intervention to generate, control and guide private energies in the process of City building. A number of general principles were utilized in the development of the CWMP. These are:

- Emphasizing the qualities of the City of Hollywood's historic urban plan and built environment.
- Maintaining and improving the natural environment.
- Preserving and enhancing single-family residential areas.
- Improving and promoting mobility, both within the City of Hollywood and the surrounding region.
- Providing for continued growth potential directed to specific and adequate areas.
- Identifying areas where to channel public investments and actions to accomplish the City's sustainability and development goals.

Master Plan Guiding Principles were also developed to be utilized in assessing the goals and objectives of the plan, as outlined in the Vision.

The Plan includes individual plans for 8 Sub-Areas of the City as show on Map LU-1. Each individual sub-area plan includes the following:

1. A sectional Geographic, Zoning and Land Uses Plan - Revision of zoning and land use patterns within the City by redefining neighborhoods and development areas into larger "Planning Zones" intended to provide a clear direction for future zoning and land uses decisions
2. An Economic Development and Redevelopment Plan - Establish economic development priorities, and identify specific locations to attract and maintain, expanding commercial and industrial businesses to the City
3. A Transportation Plan - Identification of changes and improvements to the current transportation system within the City to meet the future transportation needs of residents and visitors
4. An Environmental Conservation Plan - Address the factors of natural resource protection, as related to the City's air, land, sea and local waterways, with recommendations for improved resource protection efforts and clear identification of environmentally sensitive areas to be protected
5. A Public Facility and Infrastructure Improvements Plan - Evaluate City facilities and infrastructure for condition and location, with determinations of deficiencies and viable recommendations for future improvement
6. A Parks and Recreation Facilities and Open Spaces Plan - Evaluate the existing distribution of parks and recreation facilities, and identify areas to be maintained as future open spaces

7. A Housing Plan - Develop an inventory of the current housing stock of the City and identify geographic locations where different levels of quality and affordable housing can be located in the future
8. A Capital Improvement and Budget Plan - Identification of facility and infrastructure improvements incorporated within each Individual Plan, including identification of funding sources for projects

Specific *recreation and open space* policies relevant to the Parks and Recreation System Master Plan include:

- Policy CW.92: Pursue opportunities for a new regional park in the northwest section of the City.
- Policy CW.93: Evaluate lighting and Crime Prevention Through Environmental Design (CPTED) principles at existing parks and design new parks with safety as a major concern.
- Policy CW.94: Work with local and homeowner agencies such as the Hollywood Police Department, neighborhood civic associations and community volunteers to establish a Park Watch Program with the objective of making City parks safer and more enjoyable to use.
- Policy CW.95: Create a Cultural Arts District as part of Young Circle redevelopment.
- Policy CW.96: Hold meetings with neighborhoods to discuss park needs.
- Policy CW.97: Establish recreation programs and activities for senior citizens in the north and south central neighborhoods.
- Policy CW.98: Continue the City's partnership with Broward County School Board to analyze needs and provide programs.
- Policy CW.99: Continue to apply for park and recreation grants whenever possible to support the City's CIP effort to upgrade community parks and recreation facilities. Grants include Florida Recreation Development Assistance Program (FRDAP), Land Water Conservation Fund (LWCF) and Urban Parks and Recreation Recovery (UPARR).
- Policy CW.100: Develop a multi-year Parks and Recreation Comprehensive Master Plan in connection with neighborhood plans, that would serve as a road map for the development of future parks and recreation facilities, as well as, the establishment of new recreation programs and services.
- Policy CW.101: Create a coalition with the Art and Culture Center of Hollywood and the Parks, Recreation and Cultural Arts Department to provide services west of I-95.
- Policy CW.102: Identify areas where Broward County Bond funds could be utilized.
- Policy CW.103: Identify and establish a network of bikeways and greenways throughout the City and, where possible, use this network to connect City parks.
- Policy CW.104: Continue program of upgrading parks and recreation facilities and construct new parks and recreation facilities as identified in the City's Five-year Capital Improvement Plan, where practical.
- Policy CW.105: Identify appropriate locations and, where practical, construct additional recreation facilities along the Hollywood Beach such as outdoor basketball courts, interactive water play features, shuffleboard courts and beach volleyball courts.

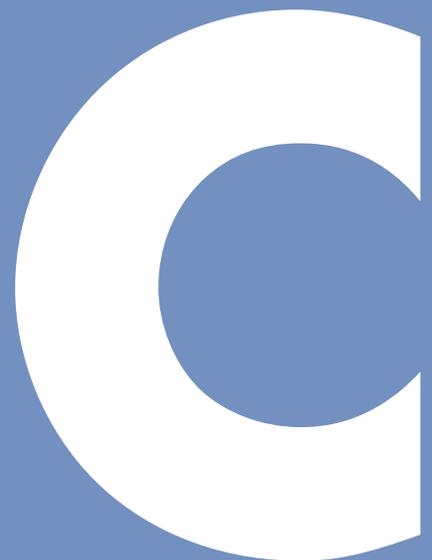
- Policy CW.106: Identify those areas of Hollywood that are deficient in parks, recreation facilities and open space and establish a plan to address those deficiencies.
- Page 20 Policy CW.107: Where possible, develop additional outdoor sports facilities for baseball, soccer and football, which can be utilized by youth sports organizations. Utilize existing school sports facilities wherever possible.
- Policy CW.108: Where possible, construct specialized recreation facilities such as a community skateboard park.
- Policy CW.109: Work with Broward County School Board to establish comprehensive community sports complexes at Driftwood Park and at Apollo and Attucks Middle Schools.
- Policy CW.110: Work with the Broward County Parks and Recreation Division on future improvements to Broward County Regional Parks that are located within the City of Hollywood.
- Policy CW.111: Establish new recreation programs and services as identified by community surveys and input received from neighborhood civic and homeowner associations.
- Policy CW.112: Address the transportation needs of youths, elderly and low-income neighborhoods.
- Policy CW.113: Give consideration to the establishment of facility components that could generate revenues to help offset annual operational expenditures, whenever new community recreation facilities are proposed.
- Policy CW.114: Continue to support neighborhood civic and homeowner associations and other non-profit groups by providing meeting space in community recreation centers and co-sponsoring appropriate neighborhood events and activities coordinated by the association.

Specific *transportation policies* relevant to the Parks and Recreation System Master Plan include:

- Policy CW.54: Provide a system of paths that link residential areas with businesses, recreational facilities and neighborhoods.
- Policy CW.62: Develop a bicycle/pedestrian connection between all open space and recreation opportunities in Hollywood, where feasible.
- Policy CW.64: Pursue opportunities to develop greenways, and partner with agencies for funding.
- Policy CW.66: Develop and implement a greenways master plan for the City based on the findings of the Broward County Greenways Master Plan.
- Policy CW.72: Provide transportation solutions that connect residents and visitors with employment, shopping, entertainment, recreation, medical, training and education, and public services venues.

# APPENDIX C

Detailed Demographic Projections &  
National Recreation Trends



## 1.4 APPENDIX A- DETAILED DEMOGRAPHIC PROJECTIONS

### 1.4.1 HOLLYWOOD CITY POPULACE

#### POPULATION

The City's population has experienced a growing trend in recent years, increasing 7.94% from 2010 to 2019 (0.88% per year). This is just above the national annual growth rate of 0.85% (from 2010-2019). Similar to the population, the total number of households also experienced an increase in recent years (7.22% since 2010).

Currently, the population is estimated at 151,885 individuals living within 62,611 households. Projecting ahead, the total population and total number of households are both expected to continue growing at an above average rate over the next 15 years. Based on 2034 predictions, the City's population is expected to have 173,872 residents living within 70,828 households. (See Figures 7 & 8)

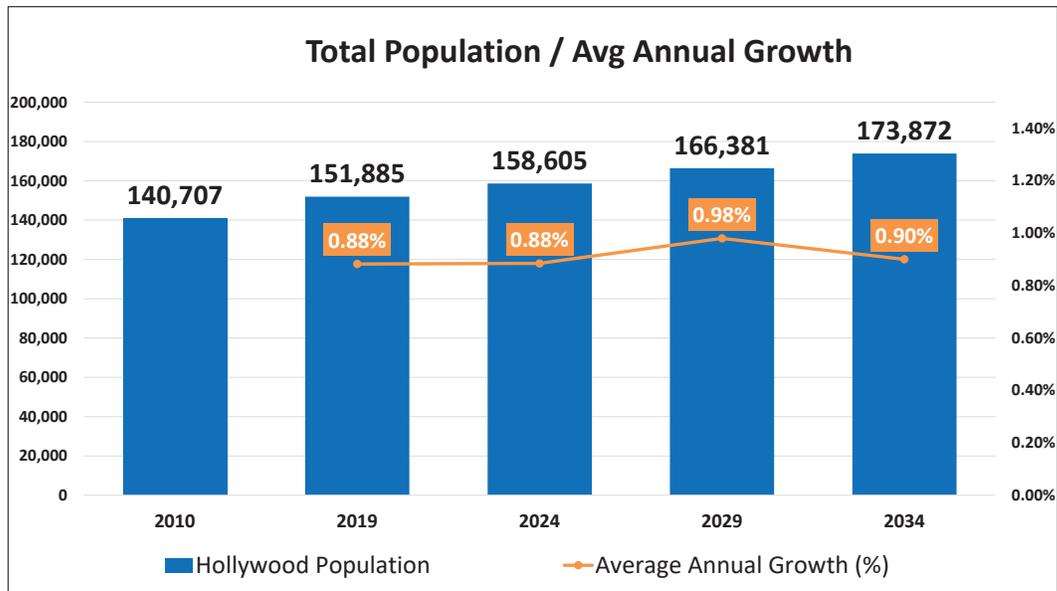


Figure 7: Total Population Projections

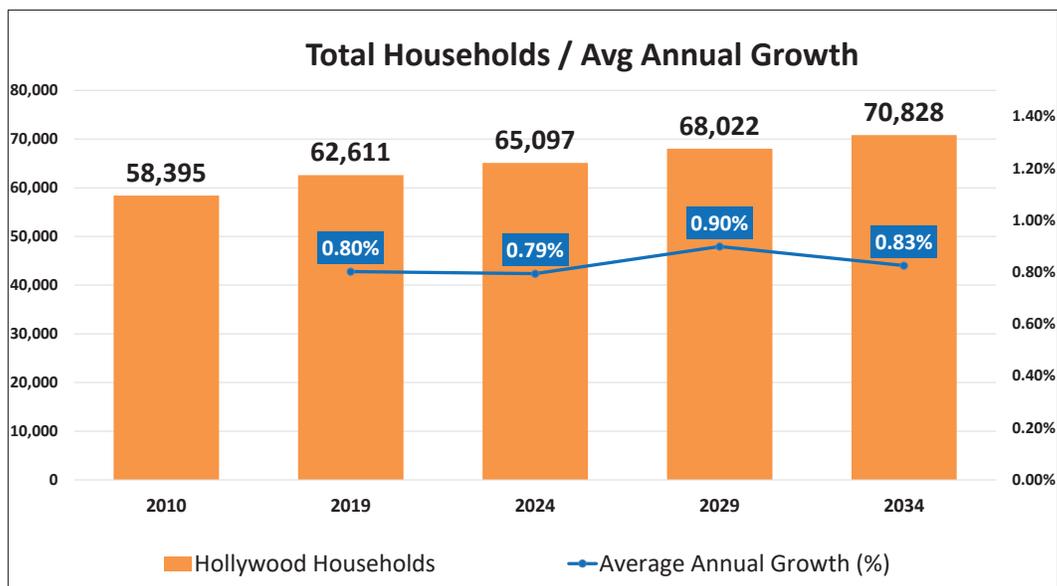


Figure 8: Total Household Projections

### AGE SEGMENT

Evaluating the City’s total population by age segments, the City exhibits a relatively aging community, with approximately 60% of its residents being over the age of 35 years old. The population has a median age of 43.0 years old which is significantly older than the U.S. median age of 38.5 years. Assessing the population as a whole, the City is projected to continue aging for the foreseeable future. Over the next 15 years, the 55+ population is expected to grow an additional 8%, totaling 41% of the City’s population. This is largely due to the increase in life expectancy coinciding with the remainder of the Baby Boomer generation shifting into the senior age groups. (See Figure 9).

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

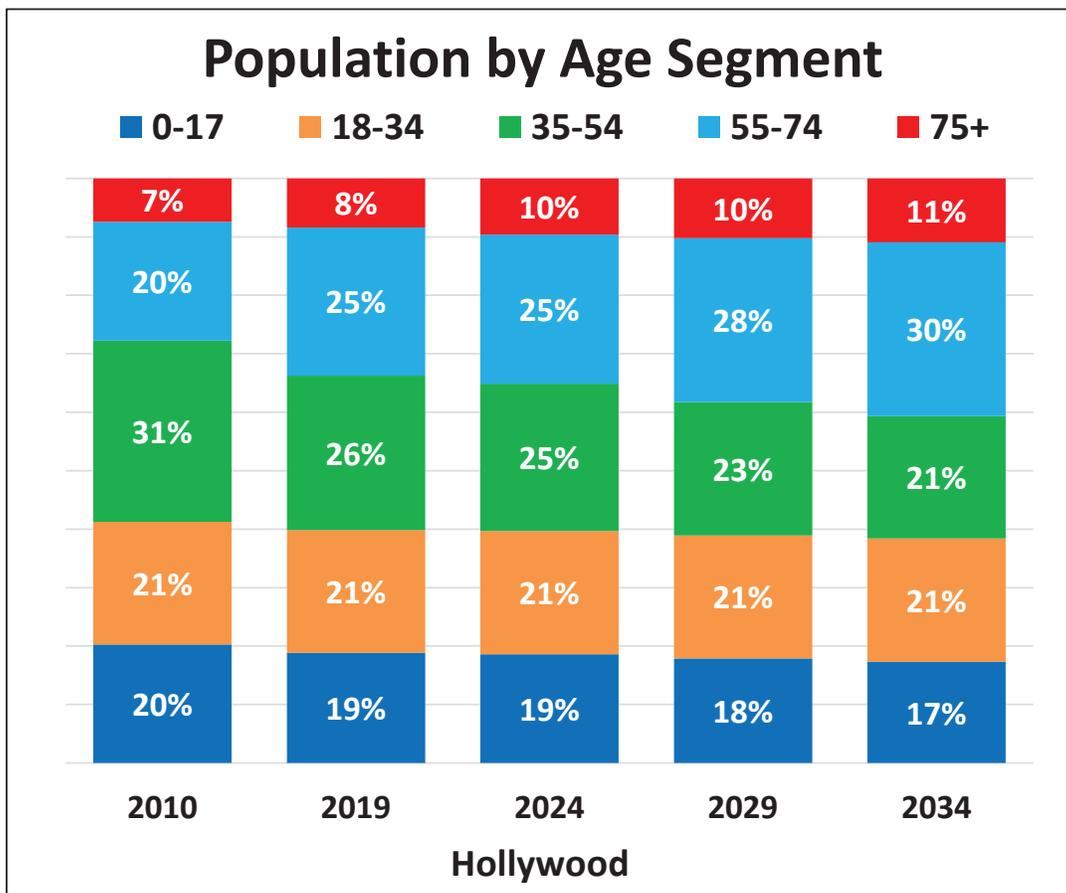


Figure 9: Population by Age Segments

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## RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

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

*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.*

### RACE

Analyzing race, the City’s current population is predominantly White Alone. The 2019 estimate shows that 68% of the population falls into the White Alone category, with Black Alone (19%) representing the largest minority. The racial diversification of the City is slightly more diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. Projection ahead through 2034, the population is expected to continue diversifying with the White Alone population decreasing 7% while all minority races experience slight increases. (Figure 10)

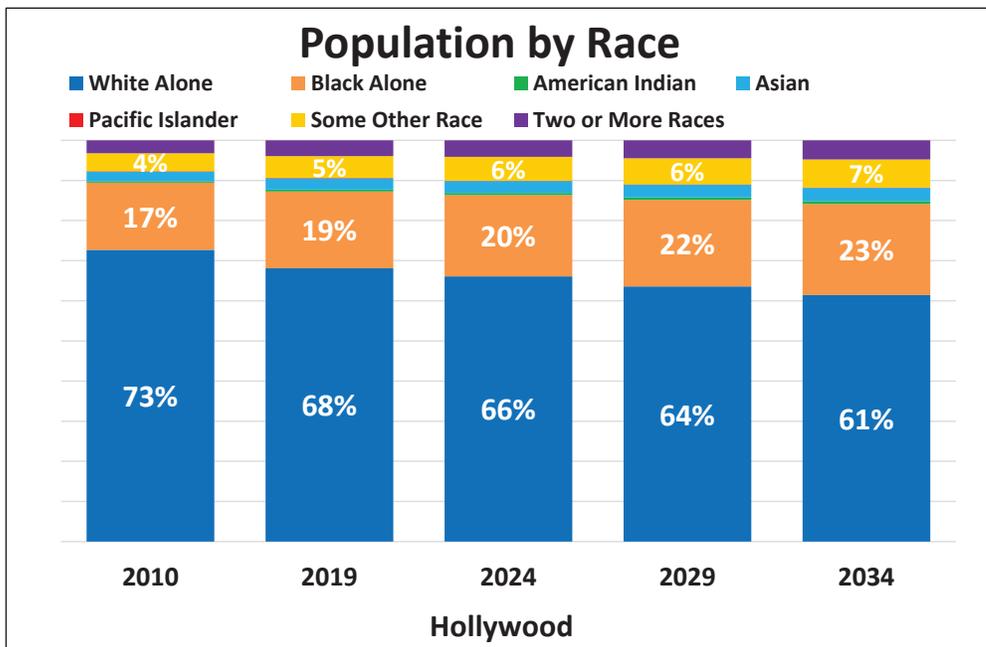


Figure 10: Population by Race

### ETHNICITY

The City’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from Figure 10. Based on the 2010 Census, those of Hispanic/Latino origin represent approximately 40% of the City’s current population, which is more than double the national average (19% Hispanic/Latino). The Hispanic/Latino population is expected to continue growing over the next 15 years, increasing to more than half (54%) of the City’s total population by 2034. (Figure 11)

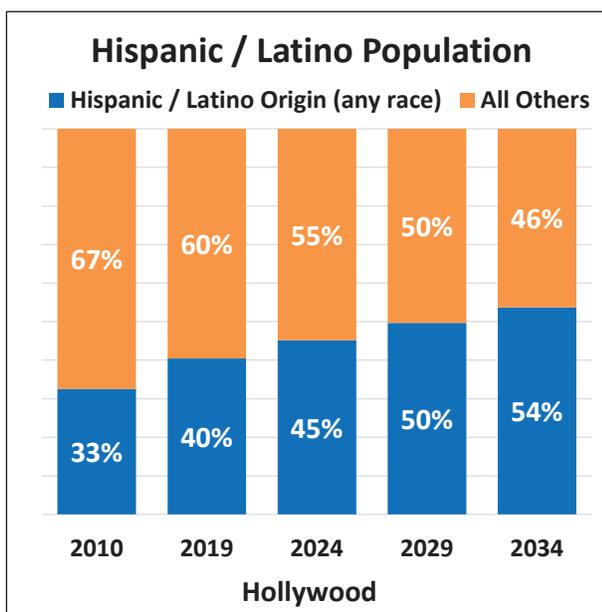


Figure 11: Population by Ethnicity

## HOUSEHOLD INCOME

As seen in **Figure 12**, the City's income characteristics are very similar when compared to the state averages. The City's per capita income (\$31,640) is just above Florida's average (\$30,703) while its median household income (\$52,872) is just below the state average (\$54,238). However, when compared to the national average, the City's income characteristics are noticeably lower.

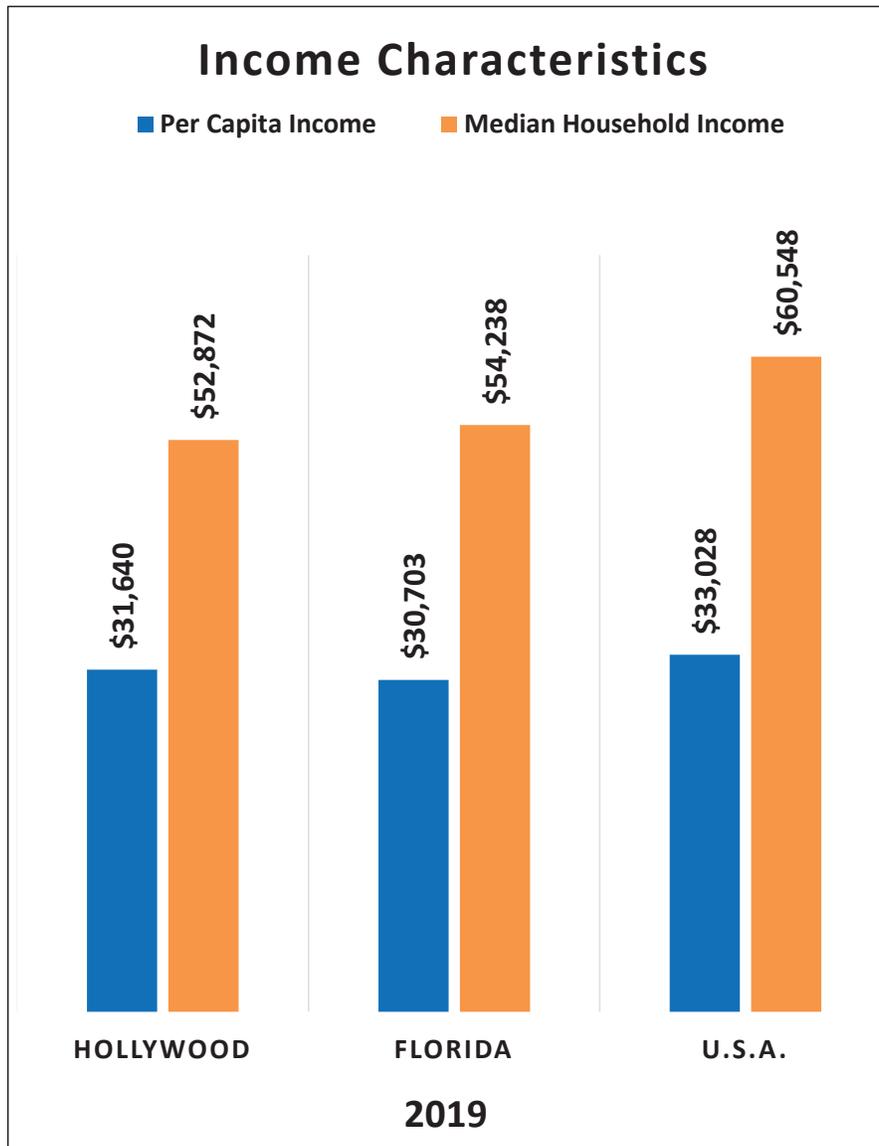


Figure 12: Income Characteristics

## 1.5 APPENDIX B- NATIONAL RECREATION TRENDS

The Trends Analysis provides an understanding of national recreational trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA). All trends data is based on current and/or historical participation rates or statistically-valid survey results.

### 1.5.1 NATIONAL TRENDS IN RECREATION

#### METHODOLOGY

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

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends
- Non-Participant Interest by Age Segment



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

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

#### CORE VS. CASUAL PARTICIPATION

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

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

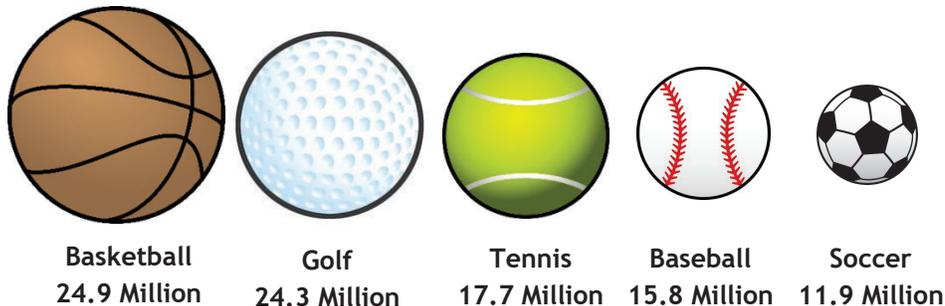
## 1.5.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

### NATIONAL TRENDS IN GENERAL SPORTS

#### PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (24.9 million) and Golf (24.3 million), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.7 million), Baseball (15.8 million), and Outdoor Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Even though Golf has experienced a recent decrease in participation in the last 5-years, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. In Addition, target type game venues or Golf Entertainment Venues have increased drastically (84.7%) as a 5-year trend. Using Golf Entertainment has a new alternative to breathe life back into the game of golf.



#### FIVE-YEAR TREND

Since 2014, Golf- Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. During the last five-years. Similarly, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the trend from 2014-2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

#### ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Boxing for Competition (8.2%), Golf- Entertainment Venues (6.7%), and Pickleball (4.8%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Rugby (-10.8%) and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3) have also seen a significant decrease in participate over the last year.

#### CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, Ice Hockey and Softball -Fast Pitch have increased core participation. While less mainstream sports, such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football, (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football, (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football, (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 13: General Sports Participatory Trends

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## NATIONAL TRENDS IN GENERAL FITNESS

### PARTICIPATION LEVELS

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Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).



**Fitness Walking**  
111.4 Million



**Treadmill**  
56.8 Million



**Dumbbell Free Weights**  
51.4 Million



**Running/Jogging**  
49.5 Million



**Stationary Cycling**  
37.1 Million

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### FIVE-YEAR TREND

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Group Cycling (17.5%). Over the same time frame, the activities that have undergone the biggest decline include: Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%)

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### ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).

---

### CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all have a strong core users base (participating 50+ times per year). These fitness activities include: Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training, all having 48% or greater core users. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 14: General Fitness National Participatory Trends

## NATIONAL TRENDS IN OUTDOOR RECREATION

### PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).



**Hiking**  
(Day)  
**49.7 Million**



**Bicycling**  
(Road)  
**39.4 Million**



**Fishing**  
(Freshwater)  
**39.2 Million**



**Camping**  
(<¼mi. of Car/Home)  
**28.2 Million**



**Camping**  
(Recreational Vehicle)  
**15.4 Million**

### FIVE-YEAR TREND

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Mountain Bicycling (7.2%) have undergone the largest increases in participation. The five-year trend also shows activities such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

### ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest decreases in participation include: Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping with a Recreation Vehicle (-3.5%).

### CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five- years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. This is likely why we see a lot of fluctuation in participation numbers, as the casual users likely found alternative activities to participate in. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 15: Outdoor / Adventure Recreation Participatory Trends

## NATIONAL TRENDS IN AQUATICS

### PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



**Swimming  
(Fitness)  
28.2 Million**



**Aquatic  
Exercise  
11.2 Million**



**Swimming  
(Competition)  
2.8 Million**

### FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Fitness Swimming (11.5%) and Competition Swimming (4.1%).

### ONE-YEAR TREND

From 2018-2019, Competitive Swimming (-7.3%) was the only aquatic activity that declined in participation. While both Aquatic Exercise (6.4%) and Fitness swimming (2.3%) experienced increases when assessing their one-year trend.

### CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 16: Aquatic Participatory Trends

## NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

### PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



**Kayaking**  
11.4 Million



**Canoeing**  
9.0 Million



**Snorkeling**  
7.7 Million



**Jet Skiing**  
5.1 Million



**Sailing**  
3.6 Million

### FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (29.5%) and Recreational Kayaking (28.5%) were the fastest growing water activity, followed by White Water Kayaking (9.9%) and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

### ONE-YEAR TREND

Similarly, to the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) also had the greatest one-year growth in participation, from 2018-2019. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5), and Water Skiing (-4.8%)

### CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 17: Water Sports / Activities Participatory Trends

## 1.6 APPENDIX C- CORE VS. CASUAL PARTICIPATION TRENDS

### 1.6.1 GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Golf (9 or 18-Hole Course)</b>	<b>24,700</b>	<b>100%</b>	<b>24,240</b>	<b>100%</b>	<b>24,271</b>	<b>100%</b>	<b>-1.7%</b>	<b>0.1%</b>
<b>Basketball</b>	<b>23,067</b>	<b>100%</b>	<b>24,225</b>	<b>100%</b>	<b>24,917</b>	<b>100%</b>	<b>8.0%</b>	<b>2.9%</b>
<i>Casual (1-12 times)</i>	7,321	32%	9,335	39%	9,669	39%	32.1%	3.6%
<i>Core(13+ times)</i>	15,746	68%	14,890	61%	15,248	61%	-3.2%	2.4%
<b>Tennis</b>	<b>17,904</b>	<b>100%</b>	<b>17,841</b>	<b>100%</b>	<b>17,684</b>	<b>100%</b>	<b>-1.2%</b>	<b>-0.9%</b>
<b>Baseball</b>	<b>13,152</b>	<b>100%</b>	<b>15,877</b>	<b>100%</b>	<b>15,804</b>	<b>100%</b>	<b>20.2%</b>	<b>-0.5%</b>
<i>Casual (1-12 times)</i>	4,295	33%	6,563	41%	6,655	42%	54.9%	1.4%
<i>Core (13+ times)</i>	8,857	67%	9,314	59%	9,149	58%	3.3%	-1.8%
<b>Soccer (Outdoor)</b>	<b>12,592</b>	<b>100%</b>	<b>11,405</b>	<b>100%</b>	<b>11,913</b>	<b>100%</b>	<b>-5.4%</b>	<b>4.5%</b>
<i>Casual (1-25 times)</i>	6,622	53%	6,430	56%	6,864	58%	3.7%	6.7%
<i>Core (26+ times)</i>	5,971	47%	4,975	44%	5,050	42%	-15.4%	1.5%
<b>Softball (Slow Pitch)</b>	<b>7,077</b>	<b>100%</b>	<b>7,386</b>	<b>100%</b>	<b>7,071</b>	<b>100%</b>	<b>-0.1%</b>	<b>-4.3%</b>
<i>Casual (1-12 times)</i>	2,825	40%	3,281	44%	3,023	43%	7.0%	-7.9%
<i>Core(13+ times)</i>	4,252	60%	4,105	56%	4,048	57%	-4.8%	-1.4%
<b>Badminton</b>	<b>7,176</b>	<b>100%</b>	<b>6,337</b>	<b>100%</b>	<b>6,095</b>	<b>100%</b>	<b>-15.1%</b>	<b>-3.8%</b>
<i>Casual (1-12 times)</i>	5,049	70%	4,555	72%	4,338	71%	-14.1%	-4.8%
<i>Core(13+ times)</i>	2,127	30%	1,782	28%	1,756	29%	-17.4%	-1.5%
<b>Volleyball (Court)</b>	<b>6,304</b>	<b>100%</b>	<b>6,317</b>	<b>100%</b>	<b>6,487</b>	<b>100%</b>	<b>2.9%</b>	<b>2.7%</b>
<i>Casual (1-12 times)</i>	2,759	44%	2,867	45%	2,962	46%	7.4%	3.3%
<i>Core(13+ times)</i>	3,545	56%	3,450	55%	3,525	54%	-0.6%	2.2%
<b>Football, Flag</b>	<b>5,508</b>	<b>100%</b>	<b>6,572</b>	<b>100%</b>	<b>6,783</b>	<b>100%</b>	<b>23.1%</b>	<b>3.2%</b>
<i>Casual (1-12 times)</i>	2,838	52%	3,573	54%	3,794	56%	33.7%	6.2%
<i>Core(13+ times)</i>	2,669	48%	2,999	46%	2,989	44%	12.0%	-0.3%
<i>Core Age 6 to 17 (13+ times)</i>	1,178	52%	1,578	54%	1,590	56%	35.0%	0.8%
<b>Football, Touch</b>	<b>6,586</b>	<b>100%</b>	<b>5,517</b>	<b>100%</b>	<b>5,171</b>	<b>100%</b>	<b>-21.5%</b>	<b>-6.3%</b>
<i>Casual (1-12 times)</i>	3,727	57%	3,313	60%	3,065	59%	-17.8%	-7.5%
<i>Core(13+ times)</i>	2,859	43%	2,204	40%	2,105	41%	-26.4%	-4.5%
<b>Volleyball (Sand/Beach)</b>	<b>4,651</b>	<b>100%</b>	<b>4,770</b>	<b>100%</b>	<b>4,400</b>	<b>100%</b>	<b>-5.4%</b>	<b>-7.8%</b>
<i>Casual (1-12 times)</i>	3,174	68%	3,261	68%	2,907	66%	-8.4%	-10.9%
<i>Core(13+ times)</i>	1,477	32%	1,509	32%	1,493	34%	1.1%	-1.1%
<b>Football, Tackle</b>	<b>5,978</b>	<b>100%</b>	<b>5,157</b>	<b>100%</b>	<b>5,107</b>	<b>100%</b>	<b>-14.6%</b>	<b>-1.0%</b>
<i>Casual (1-25 times)</i>	2,588	43%	2,258	44%	2,413	47%	-6.8%	6.9%
<i>Core(26+ times)</i>	3,390	57%	2,898	56%	2,694	53%	-20.5%	-7.0%
<i>Core Age 6 to 17 (26+ times)</i>	2,590	43%	2,353	44%	2,311	47%	-10.8%	-1.8%
<b>Gymnastics</b>	<b>4,621</b>	<b>100%</b>	<b>4,770</b>	<b>100%</b>	<b>4,699</b>	<b>100%</b>	<b>1.7%</b>	<b>-1.5%</b>
<i>Casual (1-49 times)</i>	2,932	63%	3,047	64%	3,004	64%	2.5%	-1.4%
<i>Core(50+ times)</i>	1,689	37%	1,723	36%	1,695	36%	0.4%	-1.6%
<b>Soccer (Indoor)</b>	<b>4,530</b>	<b>100%</b>	<b>5,233</b>	<b>100%</b>	<b>5,336</b>	<b>100%</b>	<b>17.8%</b>	<b>2.0%</b>
<i>Casual (1-12 times)</i>	1,917	42%	2,452	47%	2,581	48%	34.6%	5.3%
<i>Core(13+ times)</i>	2,614	58%	2,782	53%	2,755	52%	5.4%	-1.0%

NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## 1.6.2 GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
<b>Track and Field</b>	<b>4,105</b>	<b>100%</b>	<b>4,143</b>	<b>100%</b>	<b>4,139</b>	<b>100%</b>	<b>0.8%</b>	<b>-0.1%</b>
<i>Casual (1-25 times)</i>	1,797	44%	2,071	50%	2,069	50%	15.1%	-0.1%
<i>Core(26+ times)</i>	2,308	56%	2,072	50%	2,070	50%	-10.3%	-0.1%
<b>Cheerleading</b>	<b>3,456</b>	<b>100%</b>	<b>3,841</b>	<b>100%</b>	<b>3,752</b>	<b>100%</b>	<b>8.6%</b>	<b>-2.3%</b>
<i>Casual (1-25 times)</i>	1,841	53%	2,039	53%	1,934	52%	5.1%	-5.1%
<i>Core(26+ times)</i>	1,615	47%	1,802	47%	1,817	48%	12.5%	0.8%
<b>Ultimate Frisbee</b>	<b>4,530</b>	<b>100%</b>	<b>2,710</b>	<b>100%</b>	<b>2,290</b>	<b>100%</b>	<b>-49.4%</b>	<b>-15.5%</b>
<i>Casual (1-12 times)</i>	3,448	76%	1,852	68%	1,491	65%	-56.8%	-19.5%
<i>Core(13+ times)</i>	1,082	24%	858	32%	799	35%	-26.2%	-6.9%
<b>Racquetball</b>	<b>3,594</b>	<b>100%</b>	<b>3,480</b>	<b>100%</b>	<b>3,453</b>	<b>100%</b>	<b>-3.9%</b>	<b>-0.8%</b>
<i>Casual (1-12 times)</i>	2,435	68%	2,407	69%	2,398	69%	-1.5%	-0.4%
<i>Core(13+ times)</i>	1,159	32%	1,073	31%	1,055	31%	-9.0%	-1.7%
<b>Pickleball</b>	<b>2,462</b>	<b>100%</b>	<b>3,301</b>	<b>100%</b>	<b>3,460</b>	<b>100%</b>	<b>40.5%</b>	<b>4.8%</b>
<i>Casual (1-12 times)</i>	1,459	59%	2,011	61%	2,185	63%	49.8%	8.7%
<i>Core(13+ times)</i>	1,003	41%	1,290	39%	1,275	37%	27.1%	-1.2%
<b>Ice Hockey</b>	<b>2,421</b>	<b>100%</b>	<b>2,447</b>	<b>100%</b>	<b>2,357</b>	<b>100%</b>	<b>-2.6%</b>	<b>-3.7%</b>
<i>Casual (1-12 times)</i>	1,129	47%	1,105	45%	1,040	44%	-7.9%	-5.9%
<i>Core(13+ times)</i>	1,292	53%	1,342	55%	1,317	56%	1.9%	-1.9%
<b>Softball (Fast Pitch)</b>	<b>2,424</b>	<b>100%</b>	<b>2,303</b>	<b>100%</b>	<b>2,242</b>	<b>100%</b>	<b>-7.5%</b>	<b>-2.6%</b>
<i>Casual (1-25 times)</i>	1,158	48%	1,084	47%	993	44%	-14.2%	-8.4%
<i>Core(26+ times)</i>	1,266	52%	1,219	53%	1,250	56%	-1.3%	2.5%
<b>Lacrosse</b>	<b>2,011</b>	<b>100%</b>	<b>2,098</b>	<b>100%</b>	<b>2,115</b>	<b>100%</b>	<b>5.2%</b>	<b>0.8%</b>
<i>Casual (1-12 times)</i>	978	49%	1,036	49%	1,021	48%	4.4%	-1.4%
<i>Core(13+ times)</i>	1,032	51%	1,061	51%	1,094	52%	6.0%	3.1%
<b>Roller Hockey</b>	<b>1,736</b>	<b>100%</b>	<b>1,734</b>	<b>100%</b>	<b>1,616</b>	<b>100%</b>	<b>-6.9%</b>	<b>-6.8%</b>
<i>Casual (1-12 times)</i>	1,181	68%	1,296	75%	1,179	73%	-0.2%	-9.0%
<i>Core(13+ times)</i>	555	32%	437	25%	436	27%	-21.4%	-0.2%
<b>Wrestling</b>	<b>1,891</b>	<b>100%</b>	<b>1,908</b>	<b>100%</b>	<b>1,944</b>	<b>100%</b>	<b>2.8%</b>	<b>1.9%</b>
<i>Casual (1-25 times)</i>	941	50%	1,160	61%	1,189	61%	26.4%	2.5%
<i>Core(26+ times)</i>	950	50%	748	39%	755	39%	-20.5%	0.9%
<b>Rugby</b>	<b>1,276</b>	<b>100%</b>	<b>1,560</b>	<b>100%</b>	<b>1,392</b>	<b>100%</b>	<b>9.1%</b>	<b>-10.8%</b>
<i>Casual (1-7 times)</i>	836	66%	998	64%	835	60%	-0.1%	-16.3%
<i>Core(8+ times)</i>	440	34%	562	36%	557	40%	26.6%	-0.9%
<b>Squash</b>	<b>1,596</b>	<b>100%</b>	<b>1,285</b>	<b>100%</b>	<b>1,222</b>	<b>100%</b>	<b>-23.4%</b>	<b>-4.9%</b>
<i>Casual (1-7 times)</i>	1,209	76%	796	62%	747	61%	-38.2%	-6.2%
<i>Core(8+ times)</i>	388	24%	489	38%	476	39%	22.7%	-2.7%
<b>Boxing for Competition</b>	<b>1,278</b>	<b>100%</b>	<b>1,310</b>	<b>100%</b>	<b>1,417</b>	<b>100%</b>	<b>10.9%</b>	<b>8.2%</b>
<i>Casual (1-12 times)</i>	1,074	84%	1,118	85%	1,204	85%	12.1%	7.7%
<i>Core(13+ times)</i>	204	16%	192	15%	212	15%	3.9%	10.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

### 1.6.3 GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Fitness Walking</b>	<b>112,583</b>	<b>100%</b>	<b>111,001</b>	<b>100%</b>	<b>111,439</b>	<b>100%</b>	<b>-1.0%</b>	<b>0.4%</b>
<i>Casual (1-49 times)</i>	35,694	32%	36,139	33%	36,254	33%	1.6%	0.3%
<i>Core(50+ times)</i>	76,889	68%	74,862	67%	75,185	67%	-2.2%	0.4%
<b>Treadmill</b>	<b>50,241</b>	<b>100%</b>	<b>53,737</b>	<b>100%</b>	<b>56,823</b>	<b>100%</b>	<b>13.1%</b>	<b>5.7%</b>
<i>Casual (1-49 times)</i>	22,525	45%	25,826	48%	28,473	50%	26.4%	10.2%
<i>Core(50+ times)</i>	27,716	55%	27,911	52%	28,349	50%	2.3%	1.6%
<b>Free Weights (Dumbbells/Hand Weights)</b>	<b>56,124</b>	<b>100%</b>	<b>51,291</b>	<b>100%</b>	<b>51,450</b>	<b>100%</b>	<b>-8.3%</b>	<b>0.3%</b>
<i>Casual (1-49 times)</i>	18,195	32%	18,702	36%	19,762	38%	8.6%	5.7%
<i>Core(50+ times)</i>	37,929	68%	32,589	64%	31,688	62%	-16.5%	-2.8%
<b>Running/Jogging</b>	<b>51,127</b>	<b>100%</b>	<b>49,459</b>	<b>100%</b>	<b>50,052</b>	<b>100%</b>	<b>-2.1%</b>	<b>1.2%</b>
<i>Casual (1-49 times)</i>	23,083	45%	24,399	49%	24,972	50%	8.2%	2.3%
<i>Core(50+ times)</i>	28,044	55%	25,061	51%	25,081	50%	-10.6%	0.1%
<b>Stationary Cycling (Recumbent/Upright)</b>	<b>35,693</b>	<b>100%</b>	<b>36,668</b>	<b>100%</b>	<b>37,085</b>	<b>100%</b>	<b>3.9%</b>	<b>1.1%</b>
<i>Casual (1-49 times)</i>	18,255	51%	19,282	53%	19,451	52%	6.6%	0.9%
<i>Core(50+ times)</i>	17,439	49%	17,387	47%	17,634	48%	1.1%	1.4%
<b>Weight/Resistant Machines</b>	<b>35,841</b>	<b>100%</b>	<b>36,372</b>	<b>100%</b>	<b>36,181</b>	<b>100%</b>	<b>0.9%</b>	<b>-0.5%</b>
<i>Casual (1-49 times)</i>	14,590	41%	14,893	41%	14,668	41%	0.5%	-1.5%
<i>Core(50+ times)</i>	21,250	59%	21,479	59%	21,513	59%	1.2%	0.2%
<b>Elliptical Motion/Cross Trainer</b>	<b>31,826</b>	<b>100%</b>	<b>33,238</b>	<b>100%</b>	<b>33,056</b>	<b>100%</b>	<b>3.9%</b>	<b>-0.5%</b>
<i>Casual (1-49 times)</i>	15,379	48%	16,889	51%	17,175	52%	11.7%	1.7%
<i>Core(50+ times)</i>	16,448	52%	16,349	49%	15,880	48%	-3.5%	-2.9%
<b>Free Weights (Barbells)</b>	<b>25,623</b>	<b>100%</b>	<b>27,834</b>	<b>100%</b>	<b>28,379</b>	<b>100%</b>	<b>10.8%</b>	<b>2.0%</b>
<i>Casual (1-49 times)</i>	9,641	38%	11,355	41%	11,806	42%	22.5%	4.0%
<i>Core(50+ times)</i>	15,981	62%	16,479	59%	16,573	58%	3.7%	0.6%
<b>Yoga</b>	<b>25,262</b>	<b>100%</b>	<b>28,745</b>	<b>100%</b>	<b>30,456</b>	<b>100%</b>	<b>20.6%</b>	<b>6.0%</b>
<i>Casual (1-49 times)</i>	14,802	59%	17,553	61%	18,953	62%	28.0%	8.0%
<i>Core(50+ times)</i>	10,460	41%	11,193	39%	11,503	38%	10.0%	2.8%
<b>Bodyweight Exercise</b>	<b>22,390</b>	<b>100%</b>	<b>24,183</b>	<b>100%</b>	<b>23,504</b>	<b>100%</b>	<b>5.0%</b>	<b>-2.8%</b>
<i>Casual (1-49 times)</i>	8,970	40%	9,674	40%	9,492	40%	5.8%	-1.9%
<i>Core(50+ times)</i>	13,420	60%	14,509	60%	14,012	60%	4.4%	-3.4%
<b>Dance, Step, Choreographed Exercise</b>	<b>21,455</b>	<b>100%</b>	<b>22,391</b>	<b>100%</b>	<b>23,957</b>	<b>100%</b>	<b>11.7%</b>	<b>7.0%</b>
<i>Casual (1-49 times)</i>	13,993	65%	14,503	65%	16,047	67%	14.7%	10.6%
<i>Core(50+ times)</i>	7,462	35%	7,888	35%	7,910	33%	6.0%	0.3%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## 1.6.4 GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Aerobics (High Impact/ Intensity Training)</b>	<b>19,746</b>	<b>100%</b>	<b>21,611</b>	<b>100%</b>	<b>22,044</b>	<b>100%</b>	<b>11.6%</b>	<b>2.0%</b>
<i>Casual (1-49 times)</i>	10,242	52%	11,828	55%	12,380	56%	20.9%	4.7%
<i>Core(50+ times)</i>	9,504	48%	9,783	45%	9,665	44%	1.7%	-1.2%
<b>Stair Climbing Machine</b>	<b>13,216</b>	<b>100%</b>	<b>15,025</b>	<b>100%</b>	<b>15,359</b>	<b>100%</b>	<b>16.2%</b>	<b>2.2%</b>
<i>Casual (1-49 times)</i>	7,679	58%	9,643	64%	10,059	65%	31.0%	4.3%
<i>Core(50+ times)</i>	5,537	42%	5,382	36%	5,301	35%	-4.3%	-1.5%
<b>Cross-Training Style Workout</b>	<b>11,265</b>	<b>100%</b>	<b>13,338</b>	<b>100%</b>	<b>13,542</b>	<b>100%</b>	<b>20.2%</b>	<b>1.5%</b>
<i>Casual (1-49 times)</i>	5,686	50%	6,594	49%	7,100	52%	24.9%	7.7%
<i>Core(50+ times)</i>	5,579	50%	6,744	51%	6,442	48%	15.5%	-4.5%
<b>Stationary Cycling (Group)</b>	<b>8,449</b>	<b>100%</b>	<b>9,434</b>	<b>100%</b>	<b>9,930</b>	<b>100%</b>	<b>17.5%</b>	<b>5.3%</b>
<i>Casual (1-49 times)</i>	5,353	63%	6,097	65%	6,583	66%	23.0%	8.0%
<i>Core(50+ times)</i>	3,097	37%	3,337	35%	3,347	34%	8.1%	0.3%
<b>Pilates Training</b>	<b>8,504</b>	<b>100%</b>	<b>9,084</b>	<b>100%</b>	<b>9,243</b>	<b>100%</b>	<b>8.7%</b>	<b>1.8%</b>
<i>Casual (1-49 times)</i>	5,131	60%	5,845	64%	6,074	66%	18.4%	3.9%
<i>Core(50+ times)</i>	3,373	40%	3,238	36%	3,168	34%	-6.1%	-2.2%
<b>Trail Running</b>	<b>7,531</b>	<b>100%</b>	<b>10,010</b>	<b>100%</b>	<b>10,997</b>	<b>100%</b>	<b>46.0%</b>	<b>9.9%</b>
<b>Cardio Kickboxing</b>	<b>6,747</b>	<b>100%</b>	<b>6,838</b>	<b>100%</b>	<b>7,026</b>	<b>100%</b>	<b>4.1%</b>	<b>2.7%</b>
<i>Casual (1-49 times)</i>	4,558	68%	4,712	69%	4,990	71%	9.5%	5.9%
<i>Core(50+ times)</i>	2,189	32%	2,126	31%	2,037	29%	-6.9%	-4.2%
<b>Boot Camp Style Training</b>	<b>6,774</b>	<b>100%</b>	<b>6,695</b>	<b>100%</b>	<b>6,830</b>	<b>100%</b>	<b>0.8%</b>	<b>2.0%</b>
<i>Casual (1-49 times)</i>	4,430	65%	4,780	71%	4,951	72%	11.8%	3.6%
<i>Core(50+ times)</i>	2,344	35%	1,915	29%	1,880	28%	-19.8%	-1.8%
<b>Martial Arts</b>	<b>5,364</b>	<b>100%</b>	<b>5,821</b>	<b>100%</b>	<b>6,068</b>	<b>100%</b>	<b>13.1%</b>	<b>4.2%</b>
<i>Casual (1-12 times)</i>	1,599	30%	1,991	34%	2,178	36%	36.2%	9.4%
<i>Core(13+ times)</i>	3,765	70%	3,830	66%	3,890	64%	3.3%	1.6%
<b>Boxing for Fitness</b>	<b>5,113</b>	<b>100%</b>	<b>5,166</b>	<b>100%</b>	<b>5,198</b>	<b>100%</b>	<b>1.7%</b>	<b>0.6%</b>
<i>Casual (1-12 times)</i>	2,438	48%	2,714	53%	2,738	53%	12.3%	0.9%
<i>Core(13+ times)</i>	2,675	52%	2,452	47%	2,460	47%	-8.0%	0.3%
<b>Tai Chi</b>	<b>3,446</b>	<b>100%</b>	<b>3,761</b>	<b>100%</b>	<b>3,793</b>	<b>100%</b>	<b>10.1%</b>	<b>0.9%</b>
<i>Casual (1-49 times)</i>	2,053	60%	2,360	63%	2,379	63%	15.9%	0.8%
<i>Core(50+ times)</i>	1,393	40%	1,400	37%	1,414	37%	1.5%	1.0%
<b>Barre</b>	<b>3,200</b>	<b>100%</b>	<b>3,532</b>	<b>100%</b>	<b>3,665</b>	<b>100%</b>	<b>14.5%</b>	<b>3.8%</b>
<i>Casual (1-49 times)</i>	2,562	80%	2,750	78%	2,868	78%	11.9%	4.3%
<i>Core(50+ times)</i>	638	20%	782	22%	797	22%	24.9%	1.9%
<b>Triathlon (Traditional/Road)</b>	<b>2,203</b>	<b>100%</b>	<b>2,168</b>	<b>100%</b>	<b>2,001</b>	<b>100%</b>	<b>-9.2%</b>	<b>-7.7%</b>
<b>Triathlon (Non-Traditional/Off Road)</b>	<b>1,411</b>	<b>100%</b>	<b>1,589</b>	<b>100%</b>	<b>1,472</b>	<b>100%</b>	<b>4.3%</b>	<b>-7.4%</b>

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

### 1.6.5 OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	36,222	100%	47,860	100%	49,697	100%	37.2%	3.8%
Bicycling (Road)	39,725	100%	39,041	100%	39,388	100%	-0.8%	0.9%
<i>Casual (1-25 times)</i>	19,269	49%	20,777	53%	20,796	53%	7.9%	0.1%
<i>Core(26+ times)</i>	20,456	51%	18,264	47%	18,592	47%	-9.1%	1.8%
Fishing (Freshwater)	37,821	100%	38,998	100%	39,185	100%	3.6%	0.5%
<i>Casual (1-7 times)</i>	19,847	52%	21,099	54%	20,857	53%	5.1%	-1.1%
<i>Core(8+ times)</i>	17,973	48%	17,899	46%	18,328	47%	2.0%	2.4%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	100%	27,416	100%	28,183	100%	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	100%	15,980	100%	15,426	100%	5.4%	-3.5%
<i>Casual (1-7 times)</i>	7,074	48%	9,103	57%	8,420	55%	19.0%	-7.5%
<i>Core(8+ times)</i>	7,559	52%	6,877	43%	7,006	45%	-7.3%	1.9%
Fishing (Saltwater)	11,817	100%	12,830	100%	13,193	100%	11.6%	2.8%
<i>Casual (1-7 times)</i>	6,999	59%	7,636	60%	7,947	60%	13.5%	4.1%
<i>Core(8+ times)</i>	4,819	41%	5,194	40%	5,246	40%	8.9%	1.0%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	100%	12,344	100%	12,817	100%	-2.7%	3.8%
Backpacking Overnight	10,101	100%	10,540	100%	10,660	100%	5.5%	1.1%
Bicycling (Mountain)	8,044	100%	8,690	100%	8,622	100%	7.2%	-0.8%
<i>Casual (1-12 times)</i>	3,707	46%	4,294	49%	4,319	50%	16.5%	0.6%
<i>Core(13+ times)</i>	4,336	54%	4,396	51%	4,302	50%	-0.8%	-2.1%
Archery	8,435	100%	7,654	100%	7,449	100%	-11.7%	-2.7%
<i>Casual (1-25 times)</i>	7,021	83%	6,514	85%	6,309	85%	-10.1%	-3.1%
<i>Core(26+ times)</i>	1,414	17%	1,140	15%	1,140	15%	-19.4%	0.0%
Fishing (Fly)	5,842	100%	6,939	100%	7,014	100%	20.1%	1.1%
<i>Casual (1-7 times)</i>	3,638	62%	4,460	64%	4,493	64%	23.5%	0.7%
<i>Core(8+ times)</i>	2,204	38%	2,479	36%	2,521	36%	14.4%	1.7%
Skateboarding	6,582	100%	6,500	100%	6,610	100%	0.4%	1.7%
<i>Casual (1-25 times)</i>	3,882	59%	3,989	61%	4,265	65%	9.9%	6.9%
<i>Core(26+ times)</i>	2,700	41%	2,511	39%	2,345	35%	-13.1%	-6.6%
Roller Skating (In-Line)	6,061	100%	5,040	100%	4,816	100%	-20.5%	-4.4%
<i>Casual (1-12 times)</i>	4,194	69%	3,680	73%	3,474	72%	-17.2%	-5.6%
<i>Core(13+ times)</i>	1,867	31%	1,359	27%	1,342	28%	-28.1%	-1.3%
Bicycling (BMX)	2,350	100%	3,439	100%	3,648	100%	55.2%	6.1%
<i>Casual (1-12 times)</i>	1,205	51%	2,052	60%	2,257	62%	87.3%	10.0%
<i>Core(13+ times)</i>	1,145	49%	1,387	40%	1,392	38%	21.6%	0.4%
Adventure Racing	2,368	100%	2,215	100%	2,143	100%	-9.5%	-3.3%
<i>Casual (1 times)</i>	1,004	42%	581	26%	549	26%	-45.3%	-5.5%
<i>Core(2+ times)</i>	1,365	58%	1,634	74%	1,595	74%	16.8%	-2.4%
Climbing (Traditional/Ice/Mountaineering)	2,457	100%	2,541	100%	2,400	100%	-2.3%	-5.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## 1.6.6 AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Swimming (Fitness)</b>	<b>25,304</b>	<b>100%</b>	<b>27,575</b>	<b>100%</b>	<b>28,219</b>	<b>100%</b>	<b>11.5%</b>	<b>2.3%</b>
<i>Casual (1-49 times)</i>	16,459	65%	18,728	68%	19,480	69%	18.4%	4.0%
<i>Core(50+ times)</i>	8,845	35%	8,847	32%	8,739	31%	-1.2%	-1.2%
<b>Aquatic Exercise</b>	<b>9,122</b>	<b>100%</b>	<b>10,518</b>	<b>100%</b>	<b>11,189</b>	<b>100%</b>	<b>22.7%</b>	<b>6.4%</b>
<i>Casual (1-49 times)</i>	5,901	65%	7,391	70%	8,006	72%	35.7%	8.3%
<i>Core(50+ times)</i>	3,221	35%	3,127	30%	3,183	28%	-1.2%	1.8%
<b>Swimming (Competition)</b>	<b>2,710</b>	<b>100%</b>	<b>3,045</b>	<b>100%</b>	<b>2,822</b>	<b>100%</b>	<b>4.1%</b>	<b>-7.3%</b>
<i>Casual (1-49 times)</i>	1,246	46%	1,678	55%	1,529	54%	22.7%	-8.9%
<i>Core(50+ times)</i>	1,464	54%	1,367	45%	1,293	46%	-11.7%	-5.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## 1.6.7 WATER SPORTS/ACTIVITIES

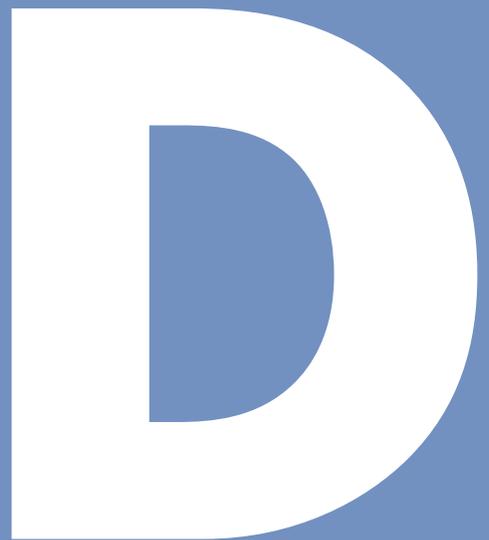
National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Canoeing</b>	<b>10,044</b>	<b>100%</b>	<b>9,129</b>	<b>100%</b>	<b>8,995</b>	<b>100%</b>	<b>-10.4%</b>	<b>-1.5%</b>
<b>Kayaking (Recreational)</b>	<b>8,855</b>	<b>100%</b>	<b>11,017</b>	<b>100%</b>	<b>11,382</b>	<b>100%</b>	<b>28.5%</b>	<b>3.3%</b>
<b>Snorkeling</b>	<b>8,752</b>	<b>100%</b>	<b>7,815</b>	<b>100%</b>	<b>7,659</b>	<b>100%</b>	<b>-12.5%</b>	<b>-2.0%</b>
<i>Casual (1-7 times)</i>	6,935	79%	6,321	81%	6,192	81%	-10.7%	-2.0%
<i>Core(8+ times)</i>	1,818	21%	1,493	19%	1,468	19%	-19.3%	-1.7%
<b>Jet Skiing</b>	<b>6,355</b>	<b>100%</b>	<b>5,324</b>	<b>100%</b>	<b>5,108</b>	<b>100%</b>	<b>-19.6%</b>	<b>-4.1%</b>
<i>Casual (1-7 times)</i>	4,545	72%	3,900	73%	3,684	72%	-18.9%	-5.5%
<i>Core(8+ times)</i>	1,810	28%	1,425	27%	1,423	28%	-21.4%	-0.1%
<b>Sailing</b>	<b>3,924</b>	<b>100%</b>	<b>3,754</b>	<b>100%</b>	<b>3,618</b>	<b>100%</b>	<b>-7.8%</b>	<b>-3.6%</b>
<i>Casual (1-7 times)</i>	2,699	69%	2,596	69%	2,477	68%	-8.2%	-4.6%
<i>Core(8+ times)</i>	1,225	31%	1,159	31%	1,141	32%	-6.9%	-1.6%
<b>Water Skiing</b>	<b>4,007</b>	<b>100%</b>	<b>3,363</b>	<b>100%</b>	<b>3,203</b>	<b>100%</b>	<b>-20.1%</b>	<b>-4.8%</b>
<i>Casual (1-7 times)</i>	2,911	73%	2,499	74%	2,355	74%	-19.1%	-5.8%
<i>Core(8+ times)</i>	1,095	27%	863	26%	847	26%	-22.6%	-1.9%
<b>Rafting</b>	<b>3,781</b>	<b>100%</b>	<b>3,404</b>	<b>100%</b>	<b>3,438</b>	<b>100%</b>	<b>-9.1%</b>	<b>1.0%</b>
<b>Stand-Up Paddling</b>	<b>2,751</b>	<b>100%</b>	<b>3,453</b>	<b>100%</b>	<b>3,562</b>	<b>100%</b>	<b>29.5%</b>	<b>3.2%</b>
<b>Kayaking (Sea/Touring)</b>	<b>2,912</b>	<b>100%</b>	<b>2,805</b>	<b>100%</b>	<b>2,652</b>	<b>100%</b>	<b>-8.9%</b>	<b>-5.5%</b>
<b>Scuba Diving</b>	<b>3,145</b>	<b>100%</b>	<b>2,849</b>	<b>100%</b>	<b>2,715</b>	<b>100%</b>	<b>-13.7%</b>	<b>-4.7%</b>
<i>Casual (1-7 times)</i>	2,252	72%	2,133	75%	2,016	74%	-10.5%	-5.5%
<i>Core(8+ times)</i>	893	28%	716	25%	699	26%	-21.7%	-2.4%
<b>Wakeboarding</b>	<b>3,125</b>	<b>100%</b>	<b>2,796</b>	<b>100%</b>	<b>2,729</b>	<b>100%</b>	<b>-12.7%</b>	<b>-2.4%</b>
<i>Casual (1-7 times)</i>	2,199	70%	1,900	68%	1,839	67%	-16.4%	-3.2%
<i>Core(8+ times)</i>	926	30%	896	32%	890	33%	-3.9%	-0.7%
<b>Surfing</b>	<b>2,721</b>	<b>100%</b>	<b>2,874</b>	<b>100%</b>	<b>2,964</b>	<b>100%</b>	<b>8.9%</b>	<b>3.1%</b>
<i>Casual (1-7 times)</i>	1,645	60%	1,971	69%	2,001	68%	21.6%	1.5%
<i>Core(8+ times)</i>	1,076	40%	904	31%	962	32%	-10.6%	6.4%
<b>Kayaking (White Water)</b>	<b>2,351</b>	<b>100%</b>	<b>2,562</b>	<b>100%</b>	<b>2,583</b>	<b>100%</b>	<b>9.9%</b>	<b>0.8%</b>
<b>Boardsailing/Windsurfing</b>	<b>1,562</b>	<b>100%</b>	<b>1,556</b>	<b>100%</b>	<b>1,405</b>	<b>100%</b>	<b>-10.1%</b>	<b>-9.7%</b>
<i>Casual (1-7 times)</i>	1,277	82%	1,245	80%	1,112	79%	-12.9%	-10.7%
<i>Core(8+ times)</i>	285	18%	310	20%	292	21%	2.5%	-5.8%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

# APPENDIX D

Exhibits from City Comprehensive Plan and Vulnerability Plans for Reference



As noted earlier, Broward County and the State of Florida offer recreational opportunities within the City of Hollywood. The following table inventories these facilities.

**Table 2. INVENTORY OF COUNTY AND STATE-OPERATED RECREATION AND OPEN SPACE FACILITIES IN HOLLYWOOD**

ID #	USE	PARK / RECREATION FACILITY	ACREAGE	DESCRIPTION
58	P	Hollywood North Beach	61.30	[Broward County jurisdiction] Beach, volleyball, grills, picnic tables, concession, and restrooms.
		N/A		
59	P	John U. Lloyd Beach State Park	339.09	[State of Florida jurisdiction] Beaches, picnic tables, grills, fishing, jetties, and boat launch.
		N/A		
60	A	Topeskegee Yungoe (TY) Park	148.36	[Broward County jurisdiction] RV campground, tennis courts, basketball courts, biking / jogging path, volleyball areas, gazebo, water playground, pools, rental boats, picnic area, and restrooms.
		3300 N. Park Rd.		
61	P	West Lake Park	1,490.00	[Broward County jurisdiction] Picnic areas, biking/jogging path, tennis and racquetball courts, volleyball areas, playground, boat rentals, marina, restrooms and parking lot. Includes Anne Kolb Nature Center with observation tower, fishing pier, nature trails, outdoor amphitheater, exhibit hall, aquarium, and meeting facility.
		751 Sheridan St.		
		<b>TOTAL:</b>	<b>2,038.75</b>	

The City's own park system is exemplary, and with the inclusion of these recreational lands, the amount of public park and open space in Hollywood increases to over 2,800 acres, as the following table indicates.

**Table 3. PUBLIC RECREATION AND OPEN SPACE ACREAGE IN HOLLYWOOD**

OWNERSHIP	ACREAGE
City of Hollywood	784.9
Broward County	1,099.7
State of Florida	339.1
<b>TOTAL:</b>	<b>2,223.7</b>

City of Hollywood  
Citywide Vulnerability and Criticality Study - Adaptation Toolbox - DRAFT

Threat	Asset	Area	Strategy	Option	Cost Information	Units
Extreme Heat	Residents - Assisted Living	Citywide	Policy	Review Code Requirements for AC/Generator/Elevator Provide financial assistance (i.e. voucher programs) for low-income residents to help with power bills, energy upgrades to homes and apartments, and support services (i.e. Air conditioning units) during extended periods of high temperature	1-3%	of Project - Electrical/Mechanical
Extreme Heat	Residents - Low Income/At-Risk	Citywide	Support sensitive populations Increase canopy coverage	Increase the urban tree canopy and target areas with urban heat island impacts.	NA	per tree
Extreme Heat	Natural Areas, Parks, and Greenways	Citywide	Public Outreach/Facilities	Designate public cooling shelters for extreme heat events (library, community centers) within City facilities, with partners (i.e. non-profits)	\$200	
Extreme Heat	Residents	Citywide	Public Outreach/Facilities	Create outreach program about cooling centers to public to promote where to go and decide when to do it	NA	
Extreme Heat	Public Services and People	Citywide	Preserve/Restore Natural System		??	
Extreme Heat	Natural Areas, Parks, and Greenways	Citywide	Public Outreach/Facilities	Find ongoing funds to replant established canopy after events Install and promote splash pads in targeted areas, investigate if there's a best practice to know if we have enough	\$200	per tree
Extreme Heat	Government-Owned Property	Citywide	Public Outreach/Facilities	Look at reducing heat absorbing materials (parking lots, parks) (i.e. Grassy), partner with Engineering, Design	\$1,000	Per Location
Extreme Heat	Multiple Assets	Citywide	Reduce Impact	Incorporate resilience assessment in scoring and evaluation of new projects (metrics)	NA	
Extreme Heat	Multiple Assets	Citywide	Policy	Create an urban forestry position to address tree canopy sustainability under urban forest tree management plan	NA	
Extreme Heat	Natural Areas, Parks, and Greenways	Citywide	Increase canopy coverage	Make sure there is shade, safe biking and walking connections in socially vulnerable areas	\$100,000	Study/Plan
Extreme Heat	Multiple Assets	Citywide	Increase canopy coverage	Determine what the thresholds are to indicate when a heat and humidity (heat index) alert may be triggered		
Extreme Heat	Public Services and People	Citywide	Public Outreach/Facilities	During strategic planning install landscaping and build structures to leverage sea winds and investigate what other coastal cities have done	\$100,000	Study/Plan
Extreme Heat	Multiple Assets	Citywide	Reduce Impact	Determine what impacts of parks/tree canopy/wind flow is on surrounding areas (urban tree canopy analysis)	\$100,000	Study/Plan
Extreme Heat	Multiple Assets	Citywide	Study		\$100,000	Study/Plan

While Hollywood has an impressive park system, it has a relatively modest level of service standard of 3 acres of parks and open space per 1,000 population. Although this is consistent with the standards set forth in the Broward County Land Use Plan, many cities in Broward have elected to increase their level of service. For example, Coral Springs, Weston, and Parkland respectively have an LOS standard of 4, 6, and 10 acres of parks per 1,000 population. To be sure, these other communities are younger than Hollywood and had more available open land when the service levels were established.

The previous section inventoried a total of 2,824 acres of public recreation and open space in the City of Hollywood. However, the Broward County Land Use Plan provides certain criteria regarding calculation of park space for determining a city's level of service standard. For example, acreage of recreational facilities at public schools may be used to meet the requirement if the facilities are available for use by the general public. Ten percent (10%) of other non-city owned public recreation facilities located in Hollywood may be counted, with a maximum of 10 acres per park.

The Broward County Land Use Plan also allows public and private golf courses to be used to satisfy the parks requirement subject to certain conditions. Golf courses are limited to 50 percent of the golf course acreage, and only if they are protected through zoning and other legal restrictions. Golf course acreage may not count for more than 15 percent of the total parks requirement for a municipality. The following table summarizes actual acreage versus "allowable" acreage with regard to meeting the County's LOS requirement.

**Table 5. PARK ACREAGE – ACTUAL VS. LEVEL OF SERVICE ANALYSIS**

<b>GOVERNMENT / FACILITY</b>	<b>ACREAGE (ACTUAL)</b>	<b>ACREAGE (FOR LEVEL OF SERVICE ANALYSIS)</b>
City Parks & Beaches (not including golf courses)	380.9	380.9
County and State Parks & Beaches	2,038.8	36.1
Golf Courses (public and private)	639.9	124.4
Broward County School Board	92.1	92.1
<b>TOTAL</b>	<b>3,151.7</b>	<b>633.5</b>

Applying the County's 2006 population estimate for Hollywood with the 633.5 acres that may be included in the LOS analysis, the City has approximately 4.4 acres of recreation and open space per 1,000 residents. A total of 433 acres of park lands are needed to maintain the 3 acre/1,000 population level of service. Thus, there is currently a 201 acre surplus of park land. Table 6 charts Hollywood's projected park needs through 2030 using the LOS standard of 3 acres per 1,000 population.

**Table 6. PROJECTED PARK NEEDS FOR CITY OF HOLLYWOOD**

Year	Population (Projected)*	Park Acreage Demand (amount needed to maintain LOS of 3 acres / 1,000 population)**	Surplus (+) / Deficit (-) Acreage**
2006	144,431	433	+ 201
2010	151,098	453	+ 181
2015	159,974	480	+ 154
2020	169,943	510	+ 124
2025	182,616	548	+ 86
2030	191,481	574	+ 60

\* Source: Broward County Planning Services, March 2007

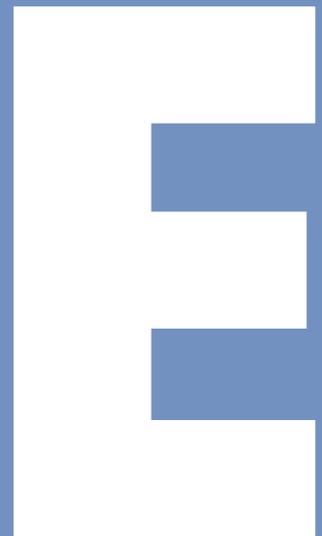
\*\* Based on the 634 acres that may be used to meet LOS requirement per Broward County Land Use Plan



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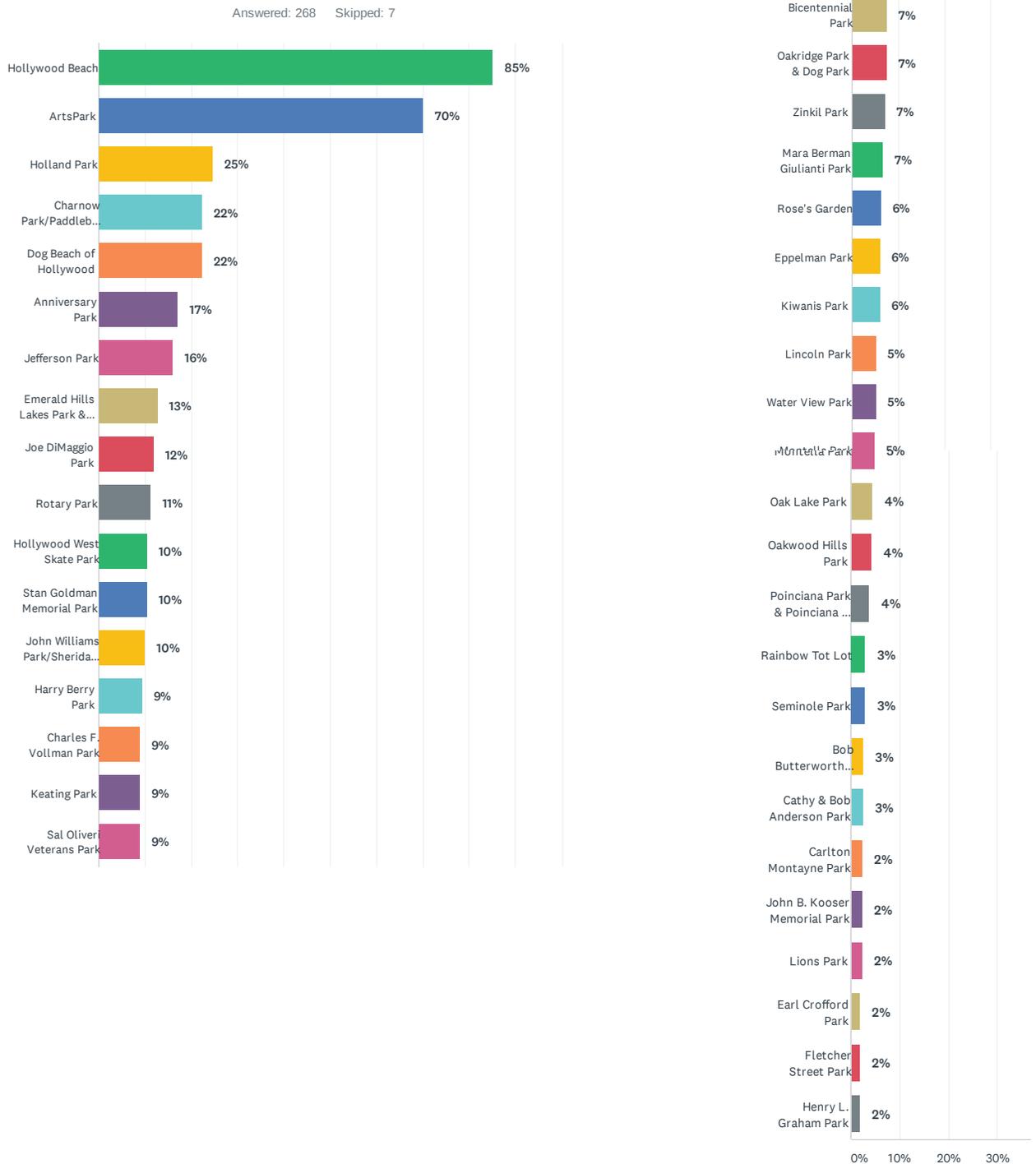
# APPENDIX E

On-line Survey Results



## Hollywood Parks & Recreation Community Interest and Opinion Survey

Q1 Please CHECK ALL of the facilities, parks, or greenways listed below that you or members of your household have visited during the past 12 months.



ANSWER CHOICES	RESPONSES	
Hollywood Beach	85%	228
ArtsPark	70%	188
Holland Park	25%	66
Charnow Park/Paddleball Courts	22%	60
Dog Beach of Hollywood	22%	60
Anniversary Park	17%	46
Jefferson Park	16%	43
Emerald Hills Lakes Park & Dog Park	13%	34
Joe DiMaggio Park	12%	32
Rotary Park	11%	30
Hollywood West Skate Park	10%	28
Stan Goldman Memorial Park	10%	28
John Williams Park/Sheridan Oak Forest	10%	27
Harry Berry Park	9%	25
Charles F. Vollman Park	9%	24
Keating Park	9%	24
Sal Oliveri Veterans Park	9%	24
Bicentennial Park	7%	20
Oakridge Park & Dog Park	7%	20
Zinkil Park	7%	19
Mara Berman Giulianti Park	7%	18
Rose's Garden	6%	17
Eppelman Park	6%	16
Kiwanis Park	6%	16
Lincoln Park	5%	14
Water View Park	5%	14
Montella Park	5%	13
Oak Lake Park	4%	12
Oakwood Hills Park	4%	11
Poinciana Park & Poinciana Dog Park	4%	10
Rainbow Tot Lot	3%	8
Seminole Park	3%	8
Bob Butterworth Park	3%	7
Cathy & Bob Anderson Park	3%	7
Carlton Montayne Park	2%	6
John B. Kooser Memorial Park	2%	6
Lions Park	2%	6
Earl Crofford Park	2%	5
Fletcher Street Park	2%	5
Henry L. Graham Park	2%	5
Total Respondents: 268		

## Q2 Which FOUR (4) facilities/parks from the list do you and the other members of your household use most frequently?

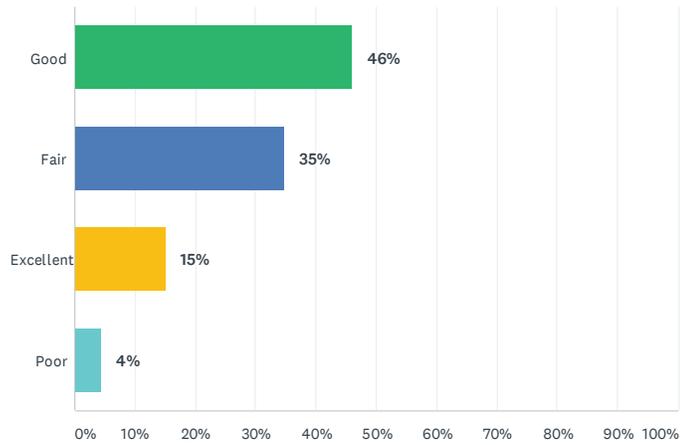
Answered: 211 Skipped: 64

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Hollywood Beach	57% 104	27% 50	9% 17	3% 6	1% 1	1% 1	1% 2	1% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	1% 1	0% 0	0% 0
ArtsPark	21% 30	34% 48	23% 33	13% 18	4% 5	3% 4	1% 2	1% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Dog Beach of Hollywood	9% 4	33% 15	26% 12	11% 5	13% 6	2% 1	4% 2	0% 0	2% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Holland Park	20% 9	20% 9	22% 10	22% 10	7% 3	0% 0	2% 1	4% 2	0% 0	0% 0	0% 0	2% 1	0% 0	0% 0	0% 0	2% 1	0% 0	0% 0	0% 0
Chamow Park/Paddleball Courts	2% 1	20% 9	24% 11	18% 8	18% 8	7% 3	4% 2	7% 3	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Jefferson Park	15% 5	15% 5	21% 7	15% 5	9% 3	6% 2	9% 3	0% 0	6% 2	0% 0	0% 0	0% 0	3% 1	0% 0	0% 0	0% 0	0% 0	0% 0	3% 1
Anniversary Park	13% 4	0% 0	10% 3	30% 9	23% 7	17% 5	3% 1	3% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Emerald Hills Lakes Park & Dog Park	15% 4	22% 6	15% 4	19% 5	7% 2	4% 1	4% 1	7% 2	0% 0	4% 1	4% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Joe DiMaggio Park	0% 0	14% 3	23% 5	18% 4	5% 1	9% 2	9% 2	5% 1	5% 1	5% 1	0% 0	0% 0	0% 0	5% 1	0% 0	0% 0	0% 0	0% 0	0% 0
John Williams Park/Sheridan Oak Forest	29% 6	19% 4	10% 2	14% 3	5% 1	5% 1	5% 1	0% 0	5% 1	0% 0	0% 0	0% 0	0% 0	0% 0	5% 1	0% 0	0% 0	0% 0	0% 0
Rotary Park	11% 2	21% 4	16% 3	21% 4	5% 1	0% 0	0% 0	5% 1	0% 0	5% 1	5% 1	0% 0	0% 0	0% 0	0% 0	0% 0	5% 1	0% 0	0% 0
Harry Berry Park	6% 1	31% 5	19% 3	13% 2	0% 0	13% 2	0% 0	6% 1	6% 1	0% 0	0% 0	0% 0	0% 0	6% 1	0% 0	0% 0	0% 0	0% 0	0% 0
Hollywood West Skate Park	13% 2	0% 0	25% 4	25% 4	6% 1	13% 2	6% 1	0% 0	6% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	6% 1	0% 0
Sal Oliveri Veterans Park	25% 4	25% 4	13% 2	19% 3	0% 0	0% 0	6% 1	0% 0	0% 0	0% 0	6% 1	0% 0	0% 0	0% 0	0% 0	6% 1	0% 0	0% 0	0% 0
Stan Goldman Memorial Park	25% 4	13% 2	0% 0	31% 5	0% 0	6% 1	6% 1	6% 1	0% 0	6% 1	0% 0	6% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Charles F. Vollman Park	20% 3	13% 2	27% 4	7% 1	7% 1	7% 1	7% 1	0% 0	13% 2	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Keating Park	20% 3	13% 2	33% 5	7% 1	0% 0	7% 1	13% 2	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Mara Berman Giulianti Park	40% 6	7% 1	20% 3	7% 1	0% 0	7% 1	0% 0	7% 1	0% 0	7% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Oakridge Park & Dog Park	15% 2	15% 2	0% 0	23% 3	0% 0	23% 3	8% 1	0% 0	0% 0	0% 0	8% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Eppelman Park	18% 2	0% 0	18% 2	0% 0	18% 2	36% 4	0% 0	0% 0	0% 0	0% 0	0% 0	9% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Rose's Garden	10% 1	0% 0	20% 2	10% 1	30% 3	10% 1	0% 0	0% 0	0% 0	10% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Water View Park	0% 0	0% 0	20% 2	30% 3	0% 0	10% 1	0% 0	10% 1	0% 0	10% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	10% 1	0% 0
Zinkil Park	30% 3	10% 1	20% 2	10% 1	10% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	10% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Bicentennial Park	33% 3	0% 0	0% 0	33% 3	33% 3	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0

Kiwanis Park	11% 1	0% 0	0% 0	33% 3	11% 1	0% 0	11% 1	0% 0	11% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	11% 1	0% 0	0% 0
Montella Park	11% 1	22% 2	22% 2	0% 0	0% 0	0% 0	11% 1	11% 1	0% 0	11% 1	0% 0	11% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Poinciana Park & Poinciana Dog Park	0% 0	14% 1	14% 1	0% 0	14% 1	14% 1	0% 0	14% 1	0% 0	0% 0	0% 0	14% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Lincoln Park	0% 0	17% 1	50% 3	0% 0	0% 0	17% 1	0% 0	0% 0	0% 0	0% 0									
Oakwood Hills Park	0% 0	20% 1	0% 0	0% 0	20% 1	0% 0	20% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	20% 1	0% 0	0% 0	0% 0
Seminole Park	0% 0	20% 1	0% 0	0% 0	40% 2	20% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0						
Oak Lake Park	0% 0	0% 0	0% 0	25% 1	50% 2	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0							
Bob Butterworth Park	0% 0	0% 0	0% 0	33% 1	33% 1	0% 0	33% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Cathy & Bob Anderson Park	0% 0	0% 0	0% 0	0% 0	0% 0	67% 2	33% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
John B. Kooser Memorial Park	33% 1	0% 0	33% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0									
Carlton Montayne Park	0% 0	0% 0	0% 0	0% 0	50% 1	50% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0						
Earl Crofford Park	0% 0	0% 0	50% 1	0% 0	50% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0						
Henry L. Graham Park	0% 0	50% 1	0% 0	0% 0	0% 0	50% 1	0% 0	0% 0	0% 0	0% 0									
Lions Park	0% 0	50% 1	0% 0	0% 0	0% 0	0% 0	0% 0												
Rainbow Tot Lot	0% 0	50% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0						
Fletcher Street Park	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0											

Q3 Overall, how would you rate the physical condition of ALL the Hollywood Parks, Recreation and Cultural Arts Department parks you have visited?

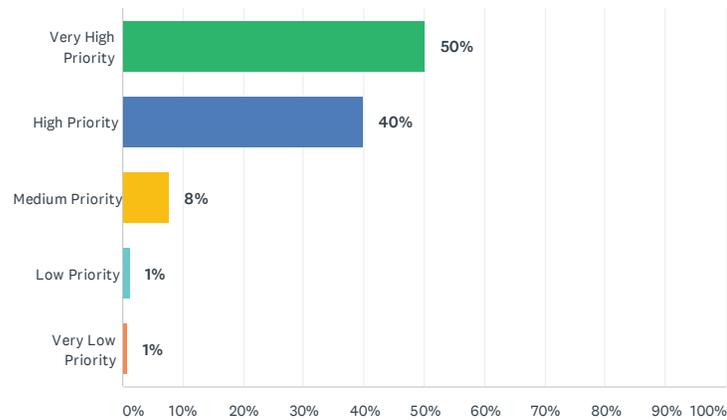
Answered: 233 Skipped: 42



ANSWER CHOICES	RESPONSES	
Good	46%	107
Fair	35%	81
Excellent	15%	35
Poor	4%	10
<b>TOTAL</b>		<b>233</b>

Q4 From the following options, how high of a priority do you feel officials should place on maintaining the conditions of parks, trails, and recreation facilities in the Hollywood Parks, Recreation and Cultural Arts Department system?

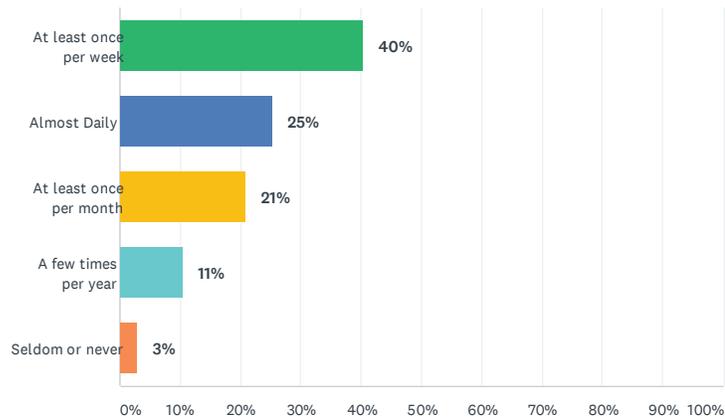
Answered: 235 Skipped: 40



ANSWER CHOICES	RESPONSES	
Very High Priority	50%	118
High Priority	40%	94
Medium Priority	8%	18
Low Priority	1%	3
Very Low Priority	1%	2
TOTAL		235

Q5 On average, how often do you and members of your household visit parks that are owned or maintained by the Hollywood Parks, Recreation and Cultural Arts Department?

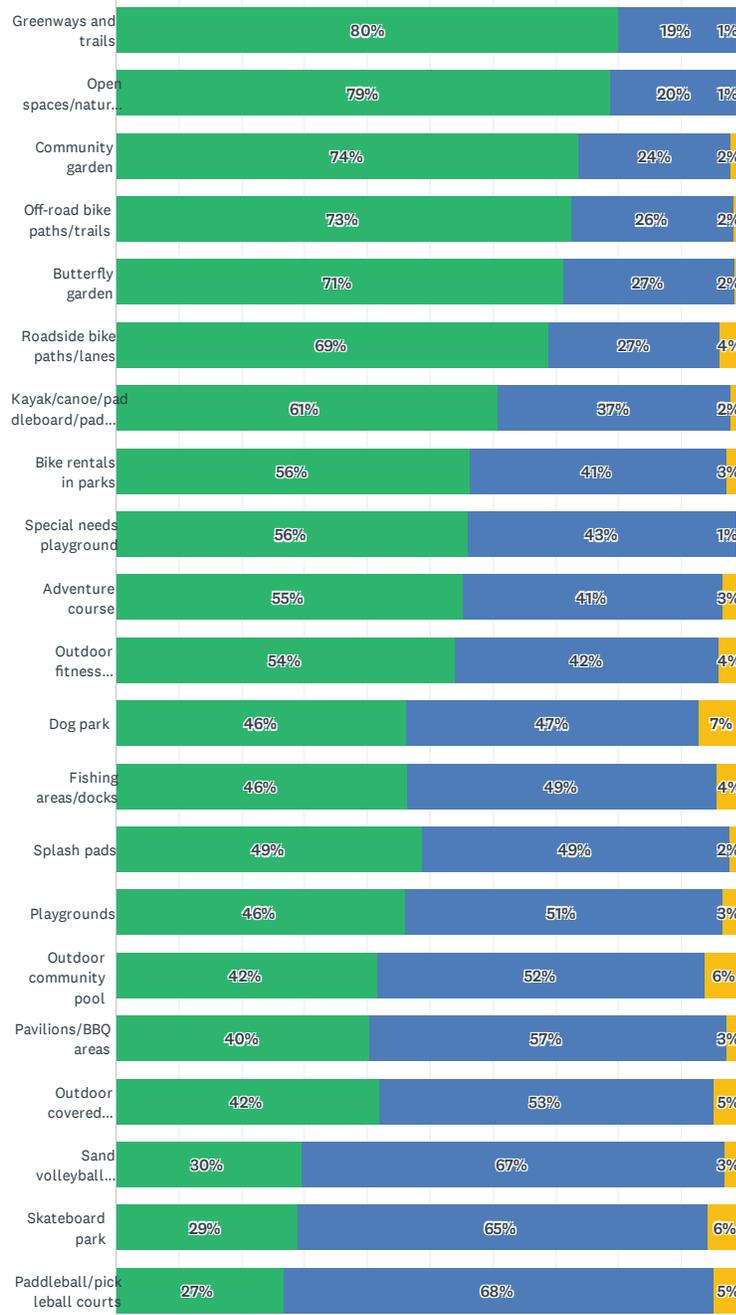
Answered: 238 Skipped: 37

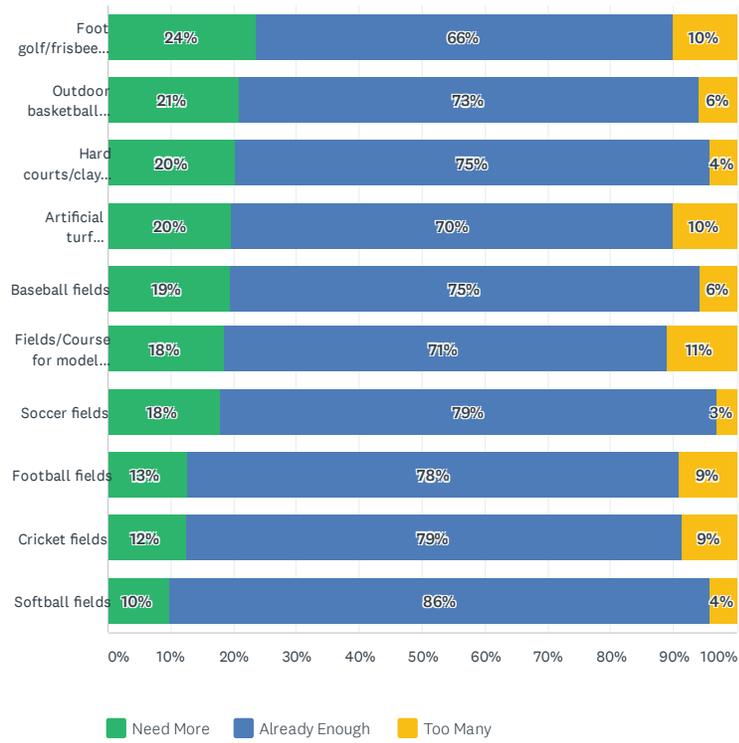


ANSWER CHOICES	RESPONSES	
At least once per week	40%	96
Almost Daily	25%	60
At least once per month	21%	50
A few times per year	11%	25
Seldom or never	3%	7
<b>TOTAL</b>		<b>238</b>

Q6 Below please find a list of Parks and Recreation facilities and amenities. Please indicate if you or any member of your household NEED MORE, if there are ALREADY ENOUGH, or if there are TOO MANY of the type of Parks and Recreation amenities listed below.

Answered: 208 Skipped: 67





	NEED MORE	ALREADY ENOUGH	TOO MANY	TOTAL
Greenways and trails	80% 156	19% 37	1% 2	195
Open spaces/nature parks (without fields/courts)	79% 152	20% 39	1% 2	193
Community garden	74% 134	24% 44	2% 4	182
Off-road bike paths/trails	73% 132	26% 47	2% 3	182
Butterfly garden	71% 129	27% 49	2% 3	181
Roadside bike paths/lanes	69% 124	27% 49	4% 7	180
Kayak/canoe/paddleboard/paddleboat rentals in parks	61% 113	37% 69	2% 4	186
Bike rentals in parks	56% 101	41% 73	3% 5	179
Special needs playground	56% 98	43% 75	1% 2	175
Adventure course	55% 96	41% 72	3% 6	174
Outdoor fitness equipment	54% 95	42% 74	4% 7	176
Dog park	46% 84	47% 85	7% 13	182
Fishing areas/docks	46% 83	49% 88	4% 8	179
Splash pads	49% 82	49% 82	2% 4	168
Playgrounds	46% 80	51% 88	3% 6	174
Outdoor community pool	42% 74	52% 93	6% 11	178
Pavilions/BBQ areas	40% 72	57% 101	3% 5	178
Outdoor covered activity court/field	42% 70	53% 89	5% 8	167
Sand volleyball courts	30% 49	67% 112	3% 5	166
Skateboard park	29% 49	65% 110	6% 10	169
Paddleball/pickleball courts	27% 45	68% 115	5% 8	168
Foot golf/frisbee/disc golf course	24% 40	66% 113	10% 17	170
Outdoor basketball courts	21% 35	73% 122	6% 10	167
Hard courts/clay courts	20% 34	75% 126	4% 7	167
Artificial turf court/field	20% 33	70% 118	10% 17	168
Baseball fields	19% 33	75% 127	6% 10	170
Fields/Course for model aircraft/vehicles	18% 30	71% 115	11% 18	163
Soccer fields	18% 30	79% 133	3% 5	168
Football fields	13% 21	78% 130	9% 15	166
Cricket fields	12% 20	79% 127	9% 14	161
Softball fields	10% 16	86% 141	4% 7	164

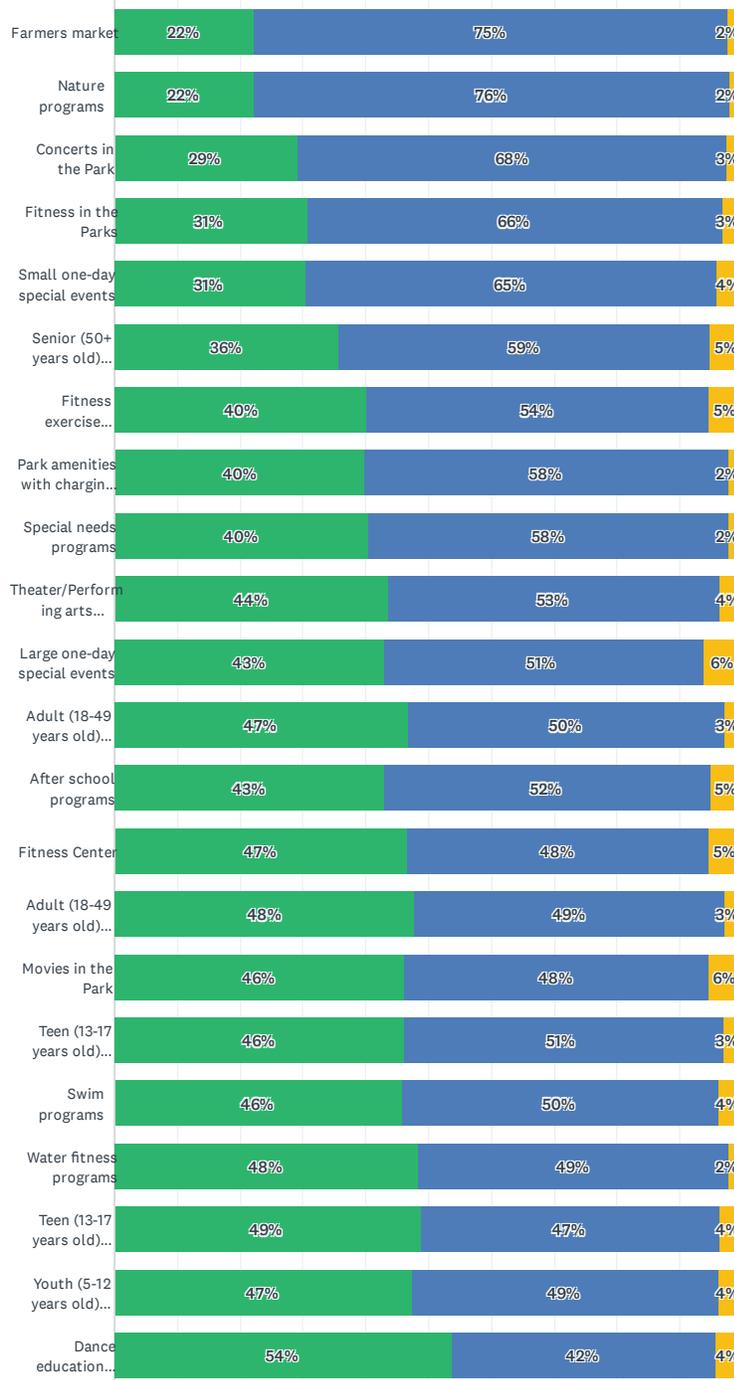
## Q7 Which FOUR (4) amenities from the list in Question 6 are MOST IMPORTANT to you and members of your household?

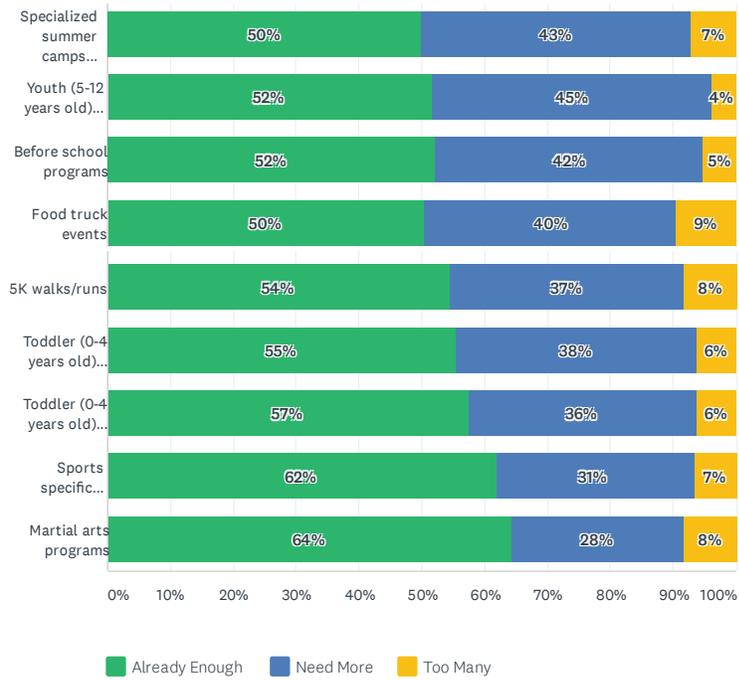
Answered: 171 Skipped: 104

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Greenways and trails	16% 20	24% 29	7% 9	15% 18	8% 10	8% 10	7% 8	6% 7	5% 6	2% 3	0% 0	0% 0	0% 0	0% 0	1% 1	1% 1
Open spaces/nature parks (without fields/courts)	21% 24	21% 25	10% 12	9% 11	6% 7	4% 5	5% 6	6% 7	5% 6	4% 5	2% 2	3% 4	0% 0	1% 1	0% 0	0% 0
Roadside bike paths/lanes	18% 18	8% 8	11% 11	4% 4	8% 8	4% 4	2% 2	4% 4	5% 5	4% 4	1% 1	9% 9	4% 4	4% 4	5% 5	2% 2
Off-road bike paths/trails	8% 8	9% 9	16% 16	9% 9	3% 3	2% 2	12% 12	6% 6	12% 12	6% 6	5% 5	2% 2	2% 2	0% 0	1% 1	0% 0
Community garden	7% 7	6% 6	18% 17	19% 18	10% 10	9% 9	8% 8	8% 8	6% 6	3% 3	2% 2	1% 1	1% 1	0% 0	0% 0	0% 0
Butterfly garden	12% 11	12% 11	16% 15	18% 17	14% 13	8% 7	8% 7	8% 7	1% 1	1% 1	0% 0	1% 1	1% 1	0% 0	0% 0	0% 0
Kayak/canoe/paddleboard/paddleboat rentals in parks	14% 12	11% 9	16% 13	11% 9	6% 5	12% 10	7% 6	2% 2	5% 4	6% 5	2% 2	1% 1	0% 0	4% 3	0% 0	0% 0
Special needs playground	3% 2	4% 3	7% 5	6% 4	3% 2	0% 0	1% 1	4% 3	6% 4	9% 6	7% 5	3% 2	7% 5	6% 4	6% 4	4% 3
Bike rentals in parks	6% 4	13% 9	10% 7	7% 5	13% 9	9% 6	13% 9	10% 7	1% 1	3% 2	4% 3	3% 2	1% 1	1% 1	0% 0	0% 0
Outdoor fitness equipment	6% 4	4% 3	9% 6	4% 3	4% 3	3% 2	4% 3	10% 7	6% 4	9% 6	10% 7	6% 4	7% 5	7% 5	4% 3	0% 0
Splash pads	8% 5	12% 8	5% 3	8% 5	5% 3	6% 4	2% 1	6% 4	5% 3	3% 2	5% 3	5% 3	0% 0	8% 5	3% 2	5% 3
Adventure course	13% 8	6% 4	9% 6	8% 5	9% 6	16% 10	6% 4	5% 3	8% 5	6% 4	5% 3	2% 1	3% 2	0% 0	0% 0	5% 3
Playgrounds	8% 5	15% 9	5% 3	8% 5	8% 5	2% 1	2% 1	3% 2	5% 3	3% 2	11% 7	7% 4	7% 4	2% 1	2% 1	5% 3
Dog park	20% 12	13% 8	10% 6	8% 5	10% 6	7% 4	5% 3	12% 7	7% 4	3% 2	3% 2	0% 0	0% 0	0% 0	2% 1	0% 0
Fishing areas/docks	7% 4	9% 5	9% 5	17% 10	7% 4	10% 6	12% 7	12% 7	5% 3	5% 3	3% 2	2% 1	0% 0	2% 1	0% 0	0% 0
Pavilions/BBQ areas	6% 3	2% 1	2% 1	8% 4	6% 3	6% 3	12% 6	2% 1	2% 1	4% 2	8% 4	8% 4	10% 5	4% 2	10% 5	6% 3
Outdoor community pool	16% 8	6% 3	6% 3	8% 4	6% 3	2% 1	2% 1	4% 2	12% 6	0% 0	14% 7	8% 4	4% 2	0% 0	2% 1	2% 1
Outdoor covered activity court/field	4% 2	6% 3	8% 4	10% 5	2% 1	0% 0	0% 0	4% 2	4% 2	15% 7	6% 3	8% 4	10% 5	10% 5	4% 2	2% 1
Sand volleyball courts	3% 1	0% 0	0% 0	3% 1	5% 2	0% 0	0% 0	5% 2	8% 3	10% 4	3% 1	5% 2	8% 3	13% 5	10% 4	8% 3
Skateboard park	0% 0	0% 0	6% 2	0% 0	0% 0	9% 3	3% 1	3% 1	6% 2	6% 2	3% 1	6% 2	9% 3	6% 2	9% 3	6% 2
Paddleball/pickleball courts	7% 2	0% 0	3% 1	21% 6	0% 0	7% 2	7% 2	0% 0	0% 0	10% 3	7% 2	10% 3	3% 1	10% 3	3% 1	0% 0
Foot golf/frisbee/disc golf course	0% 0	4% 1	17% 4	8% 2	8% 2	13% 3	4% 1	4% 1	4% 1	0% 0	8% 2	8% 2	13% 3	8% 2	0% 0	0% 0
Baseball fields	5% 1	14% 3	9% 2	5% 1	0% 0	18% 4	18% 4	5% 1	9% 2	9% 2	5% 1	5% 1	0% 0	0% 0	0% 0	0% 0
Outdoor basketball courts	5% 1	5% 1	14% 3	0% 0	0% 0	5% 1	0% 0	0% 0	19% 4	19% 4	10% 2	5% 1	5% 1	5% 1	0% 0	0% 0
Artificial turf court/field	0% 0	15% 3	15% 3	0% 0	10% 2	15% 3	20% 4	5% 1	5% 1	5% 1	0% 0	0% 0	5% 1	0% 0	0% 0	0% 0
Soccer fields	26% 5	5% 1	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	5% 1	0% 0	5% 1	5% 1	0% 0	11% 2
Fields/Course for model aircraft/vehicles	0% 0	0% 0	0% 0	25% 4	6% 1	0% 0	6% 1	19% 3	0% 0	6% 1	6% 1	13% 2	6% 1	6% 1	0% 0	0% 0
Hard courts/clay courts	13% 2	13% 2	6% 1	0% 0	13% 2	6% 1	0% 0	13% 2	0% 0	13% 2	6% 1	6% 1	0% 0	0% 0	0% 0	6% 1
Cricket fields	0% 0	0% 0	0% 0	0% 0	0% 0	8% 1	8% 1	8% 1	25% 3	8% 1	8% 1	8% 1	8% 1	0% 0	0% 0	0% 0
Football fields	0% 0	0% 0	0% 0	0% 0	9% 1	18% 2	9% 1	9% 1	9% 1	9% 1	9% 1	0% 0	9% 1	9% 1	9% 1	0% 0
Softball fields	0% 0	0% 0	0% 0	20% 2	0% 0	0% 0	0% 0	0% 0	0% 0	10% 1	10% 1	10% 1	0% 0	0% 0	0% 0	10% 1

Q8 Below please find a list of Parks and Recreation activities/programs. Please indicate if you or any member of your household NEED MORE, if there are ALREADY ENOUGH, or if there are TOO MANY of the type of Parks and Recreation amenities listed below.

Answered: 173 Skipped: 102





	ALREADY ENOUGH	NEED MORE	TOO MANY	TOTAL
Farmers market	22% 36	75% 121	2% 4	161
Nature programs	22% 34	76% 116	2% 3	153
Concerts in the Park	29% 44	68% 103	3% 4	151
Fitness in the Parks	31% 47	66% 101	3% 5	153
Small one-day special events	31% 44	65% 94	4% 6	144
Senior (50+ years old) programs	36% 54	59% 89	5% 8	151
Fitness exercise classes	40% 59	54% 80	5% 8	147
Park amenities with charging stations	40% 55	58% 80	2% 3	138
Special needs programs	40% 56	58% 80	2% 3	139
Theater/Performing arts programs	44% 62	53% 75	4% 5	142
Large one-day special events	43% 62	51% 73	6% 9	144
Adult (18-49 years old) recreation programs	47% 66	50% 71	3% 4	141
After school programs	43% 59	52% 71	5% 7	137
Fitness Center	47% 69	48% 71	5% 8	148
Adult (18-49 years old) athletic programs	48% 68	49% 70	3% 4	142
Movies in the Park	46% 67	48% 70	6% 8	145
Teen (13-17 years old) recreation programs	46% 62	51% 68	3% 4	134
Swim programs	46% 61	50% 67	4% 5	133
Water fitness programs	48% 64	49% 65	2% 3	132
Teen (13-17 years old) athletic programs/sports leagues	49% 66	47% 64	4% 5	135
Youth (5-12 years old) recreation programs	47% 62	49% 64	4% 5	131
Dance education programs	54% 77	42% 60	4% 6	143
Specialized summer camps (e.g. sports camps, enrichment camps, educational camps)	50% 70	43% 60	7% 10	140
Youth (5-12 years old) athletic programs	52% 67	45% 58	4% 5	130
Before school programs	52% 69	42% 56	5% 7	132
Food truck events	50% 70	40% 56	9% 13	139
5K walks/runs	54% 79	37% 54	8% 12	145
Toddler (0-4 years old) recreation programs	55% 71	38% 49	6% 8	128
Toddler (0-4 years old) athletic programs	57% 73	36% 46	6% 8	127
Sports specific training	62% 83	31% 42	7% 9	134
Martial arts programs	64% 86	28% 37	8% 11	134

## Q9 Which FOUR services/programs from the list in Question 8 are MOST IMPORTANT to you and members of your household?

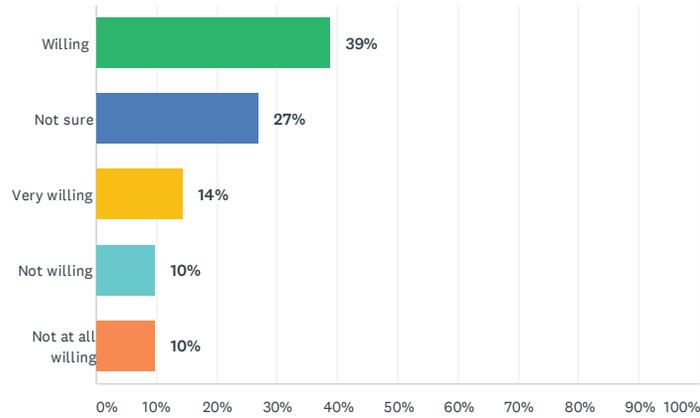
Answered: 149 Skipped: 126

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
Farmers market	21% 21	22% 22	15% 15	16% 16	6% 6	2% 2	4% 4	1% 1	5% 5	0% 0	2% 2	0% 0	0% 0	1% 1	0% 0	1% 1	0% 0	0% 0	0% 0	1
Nature programs	17% 16	16% 15	8% 7	9% 8	1% 1	2% 2	5% 5	4% 4	4% 4	5% 5	3% 3	11% 10	2% 2	3% 3	2% 2	5% 5	1% 1	0% 0	0% 0	0
Concerts in the Park	28% 22	13% 10	18% 14	6% 5	10% 8	3% 2	10% 8	5% 4	3% 2	0% 0	3% 2	0% 0	0% 0	1% 1	1% 1	0% 0	0% 0	0% 0	0% 0	0
Fitness in the Parks	9% 7	9% 7	11% 9	9% 7	8% 6	6% 5	6% 5	6% 5	9% 7	6% 5	4% 3	5% 4	5% 4	6% 5	0% 0	0% 0	0% 0	0% 0	0% 0	0
Senior (50+ years old) programs	19% 14	9% 7	8% 6	7% 5	3% 2	4% 3	3% 2	3% 2	0% 0	7% 5	3% 2	3% 2	5% 4	5% 4	5% 4	5% 4	3% 2	3% 2	3% 2	3
Small one-day special events	0% 0	0% 0	9% 6	14% 9	3% 2	8% 5	2% 1	5% 3	6% 4	6% 4	5% 3	5% 3	6% 4	6% 4	6% 4	5% 3	8% 5	2% 1	2% 1	2
Fitness exercise classes	0% 0	12% 7	16% 9	4% 2	7% 4	4% 2	12% 7	7% 4	5% 3	9% 5	4% 2	9% 5	4% 2	2% 1	4% 2	2% 1	0% 0	0% 0	0% 0	0
Large one-day special events	5% 3	5% 3	11% 6	4% 2	11% 6	9% 5	5% 3	9% 5	11% 6	7% 4	9% 5	4% 2	5% 3	2% 1	4% 2	2% 1	0% 0	0% 0	0% 0	0
Theater/Performing arts programs	9% 5	5% 3	2% 1	5% 3	2% 1	7% 4	2% 1	2% 1	5% 3	2% 1	2% 1	5% 3	5% 3	2% 1	4% 2	5% 3	4% 2	5% 3	5% 3	5
Adult (18-49 years old) athletic programs	9% 5	8% 4	13% 7	13% 7	17% 9	9% 5	8% 4	11% 6	2% 1	0% 0	0% 0	0% 0	0% 0	2% 1	4% 2	0% 0	2% 1	0% 0	0% 0	0
Adult (18-49 years old) recreation programs	9% 5	2% 1	8% 4	11% 6	23% 12	11% 6	6% 3	11% 6	4% 2	4% 2	6% 3	0% 0	0% 0	0% 0	0% 0	2% 1	2% 1	2% 1	2% 1	0
Park amenities with charging stations	2% 1	4% 2	9% 5	9% 5	4% 2	4% 2	4% 2	8% 4	9% 5	8% 4	8% 4	8% 4	8% 4	6% 3	2% 1	2% 1	2% 1	2% 1	4% 2	2
Special needs programs	0% 0	8% 4	0% 0	0% 0	2% 1	2% 1	4% 2	10% 5	4% 2	2% 1	13% 7	10% 5	6% 3	4% 2	4% 2	2% 1	10% 5	10% 5	10% 5	8
Movies in the Park	4% 2	6% 3	14% 7	8% 4	0% 0	8% 4	4% 2	10% 5	2% 1	10% 5	4% 2	4% 2	10% 5	6% 3	8% 4	0% 0	2% 1	0% 0	0% 0	0
Swim programs	10% 5	8% 4	12% 6	12% 6	0% 0	0% 0	0% 0	0% 0	2% 1	2% 1	6% 3	2% 1	10% 5	0% 0	2% 1	6% 3	4% 2	2% 1	2% 1	0
Fitness Center	12% 6	8% 4	0% 0	6% 3	8% 4	12% 6	16% 8	8% 4	4% 2	4% 2	6% 3	6% 3	4% 2	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0
Teen (13-17 years old) recreation programs	4% 2	4% 2	4% 2	4% 2	2% 1	6% 3	4% 2	2% 1	2% 1	4% 2	2% 1	4% 2	2% 1	6% 3	6% 3	2% 1	8% 4	6% 3	6% 3	2
After school programs	13% 6	8% 4	4% 2	6% 3	15% 7	13% 6	4% 2	6% 3	6% 3	6% 3	6% 3	2% 1	4% 2	2% 1	0% 0	0% 0	2% 1	0% 0	0% 0	0
Water fitness programs	0% 0	11% 5	4% 2	4% 2	4% 2	2% 1	2% 1	2% 1	2% 1	0% 0	2% 1	4% 2	2% 1	2% 1	2% 1	2% 1	4% 2	9% 4	9% 4	2
Youth (5-12 years old) recreation programs	2% 1	11% 5	0% 0	6% 3	2% 1	4% 2	0% 0	2% 1	2% 1	6% 3	4% 2	0% 0	0% 0	0% 0	4% 2	2% 1	0% 0	2% 1	2% 1	2
5K walks/runs	24% 11	20% 9	11% 5	13% 6	4% 2	2% 1	4% 2	0% 0	4% 2	0% 0	0% 0	0% 0	2% 1	2% 1	0% 0	4% 2	2% 1	0% 0	0% 0	0

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Specialized summer camps (e.g. sports camps, enrichment camps, educational camps)	2% 1	9% 4	9% 4	5% 2	0% 0	2% 1	0% 0	5% 2	5% 2	2% 1	7% 3	7% 3	5% 2	5% 2	9% 4	7% 3	0% 0	11% 5	9
Teen (13-17 years old) athletic programs/sports leagues	5% 2	7% 3	5% 2	0% 0	7% 3	7% 3	0% 0	0% 0	9% 4	2% 1	2% 1	2% 1	0% 0	7% 3	2% 1	5% 2	5% 2	9% 4	5
Youth (5-12 years old) athletic programs	11% 5	0% 0	7% 3	2% 1	2% 1	0% 0	7% 3	2% 1	5% 2	5% 2	0% 0	0% 0	5% 2	5% 2	5% 2	0% 0	2% 1	0% 0	7
Dance education programs	5% 2	5% 2	5% 2	14% 6	7% 3	16% 7	9% 4	9% 4	5% 2	9% 4	9% 4	0% 0	2% 1	0% 0	0% 0	0% 0	2% 1	0% 0	0
Food truck events	0% 0	11% 4	13% 5	18% 7	8% 3	3% 1	8% 3	5% 2	5% 2	11% 4	5% 2	5% 2	3% 1	3% 1	3% 1	0% 0	0% 0	0% 0	0
Before school programs	5% 2	5% 2	8% 3	5% 2	5% 2	16% 6	19% 7	8% 3	8% 3	5% 2	0% 0	0% 0	3% 1	0% 0	5% 2	3% 1	0% 0	0% 0	0
Sports specific training	0% 0	0% 0	3% 1	14% 5	0% 0	0% 0	9% 3	0% 0	0% 0	6% 2	3% 1	3% 1	3% 1	11% 4	6% 2	9% 3	9% 3	3% 1	9
Toddler (0-4 years old) recreation programs	3% 1	6% 2	3% 1	15% 5	3% 1	0% 0	0% 0	3% 1	0% 0	0% 0	3% 1	3% 1	3% 1	3% 1	0% 0	0% 0	9% 3	0% 0	15
Toddler (0-4 years old) athletic programs	6% 2	6% 2	9% 3	6% 2	3% 1	0% 0	3% 1	0% 0	0% 0	6% 2	3% 1	3% 1	0% 0	0% 0	3% 1	6% 2	6% 2	6% 2	0
Martial arts programs	4% 1	4% 1	4% 1	4% 1	0% 0	4% 1	0% 0	0% 0	11% 3	7% 2	14% 4	11% 3	7% 2	11% 3	4% 1	11% 3	0% 0	0% 0	0

Q10 How willing would you be to pay additional fees to use the facilities/programs that you indicated were most important to you and the members of your household in Questions 7 and 9?

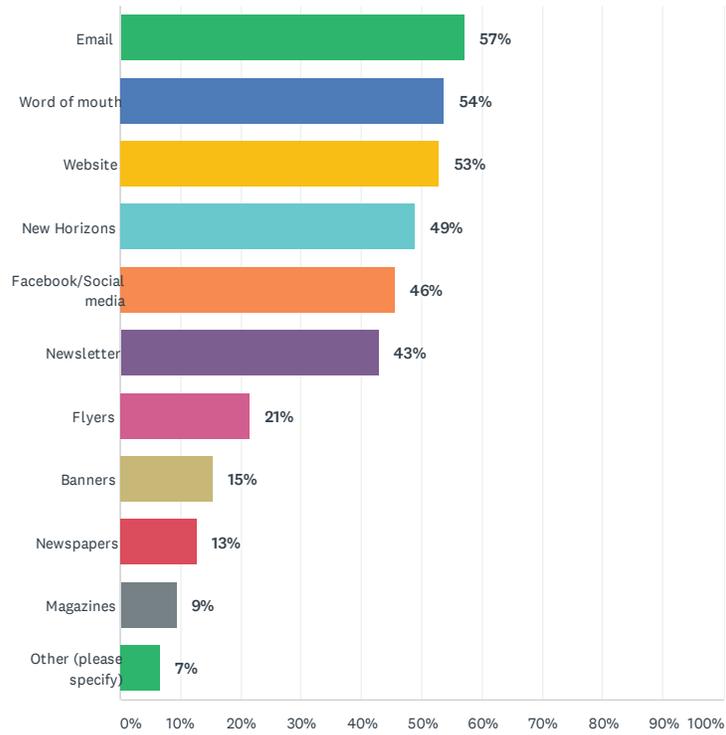
Answered: 152 Skipped: 123



ANSWER CHOICES	RESPONSES	
Willing	39%	59
Not sure	27%	41
Very willing	14%	22
Not willing	10%	15
Not at all willing	10%	15
TOTAL		152

Q11 Please CHECK ALL of the following ways you learn about City of Hollywood programs, activities, and events.

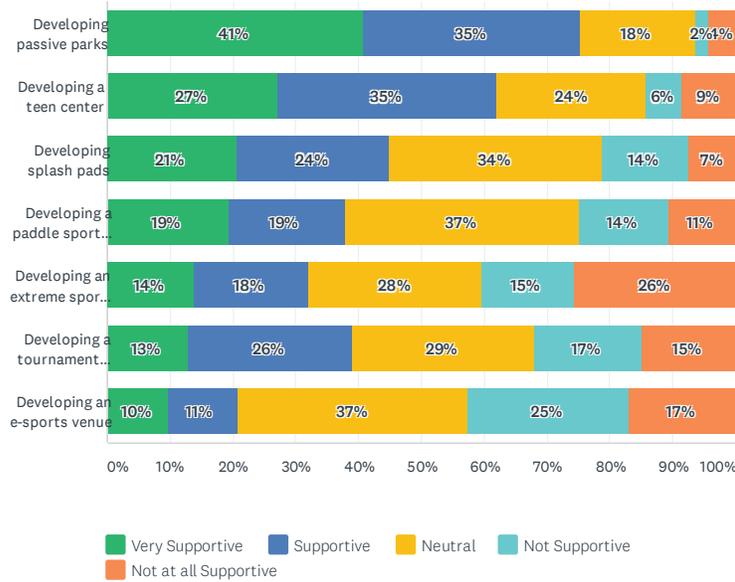
Answered: 149 Skipped: 126



ANSWER CHOICES	RESPONSES	
Email	57%	85
Word of mouth	54%	80
Website	53%	79
New Horizons	49%	73
Facebook/Social media	46%	68
Newsletter	43%	64
Flyers	21%	32
Banners	15%	23
Newspapers	13%	19
Magazines	9%	14
Other (please specify)	7%	10
Total Respondents: 149		

Q12 Please rate how supportive you would be of the Hollywood Parks, Recreation, and Cultural Arts Department developing each of the following items to improve the types of amenities offered to residents.

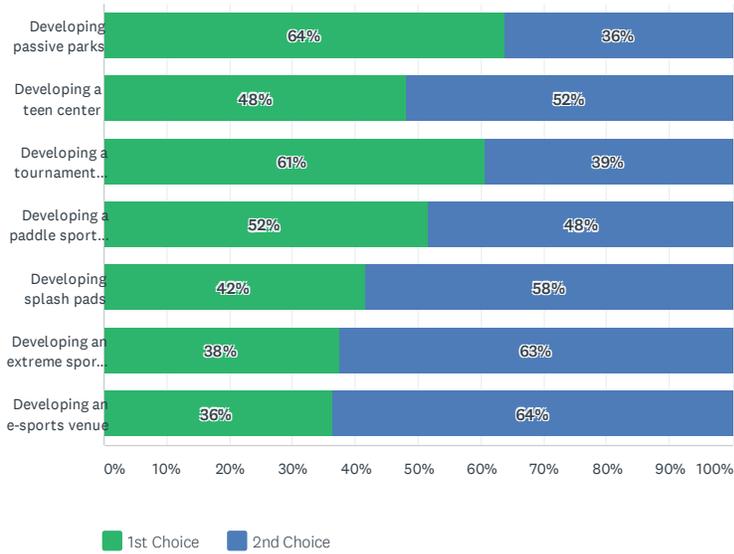
Answered: 146 Skipped: 129



	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL	NOT SUPPORTIVE	NOT AT ALL SUPPORTIVE	TOTAL
Developing passive parks	41% 58	35% 49	18% 26	2% 3	4% 6	142
Developing a teen center	27% 38	35% 49	24% 33	6% 8	9% 12	140
Developing splash pads	21% 28	24% 33	34% 46	14% 19	7% 10	136
Developing a paddle sport venue	19% 27	19% 26	37% 52	14% 20	11% 15	140
Developing an extreme sport venue	14% 20	18% 26	28% 40	15% 21	26% 37	144
Developing a tournament quality athletic complex	13% 18	26% 37	29% 41	17% 24	15% 21	141
Developing an e-sports venue	10% 13	11% 15	37% 49	25% 34	17% 23	134

Q13 Which TWO of the actions from the list in Question 12 would you be MOST WILLING to support with your tax dollars?

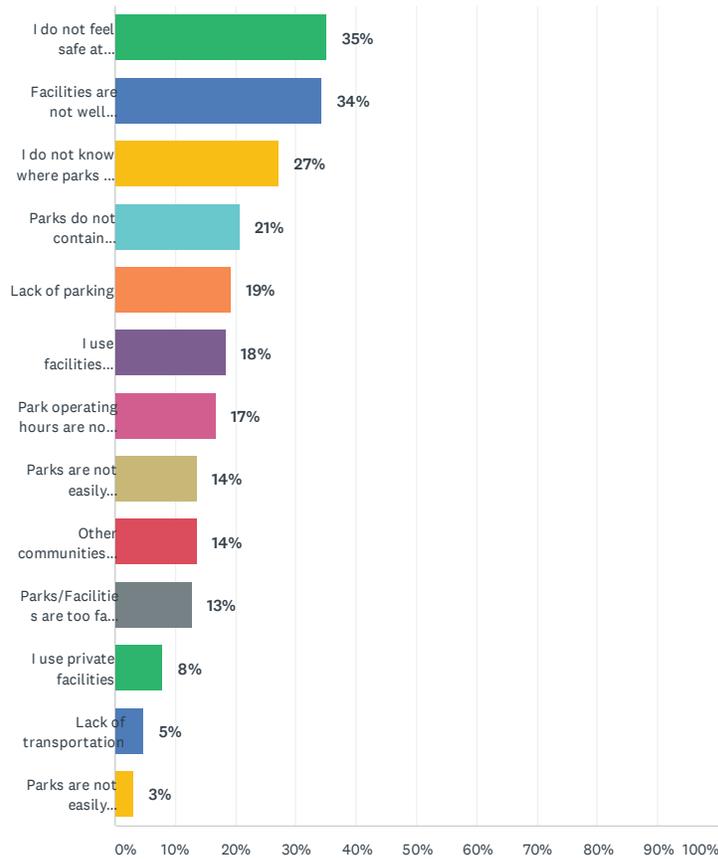
Answered: 137 Skipped: 138



	1ST CHOICE	2ND CHOICE	TOTAL	WEIGHTED AVERAGE
Developing passive parks	64% 53	36% 30	83	1.36
Developing a teen center	48% 28	52% 30	58	1.52
Developing a tournament quality athletic complex	61% 17	39% 11	28	1.39
Developing a paddle sport venue	52% 16	48% 15	31	1.48
Developing splash pads	42% 10	58% 14	24	1.58
Developing an extreme sport venue	38% 9	63% 15	24	1.63
Developing an e-sports venue	36% 4	64% 7	11	1.64

**Q14 Please CHECK ALL of the following reasons that prevent you or members of your household from using the parks, greenway trails, and recreation facilities of the City of Hollywood MORE OFTEN.**

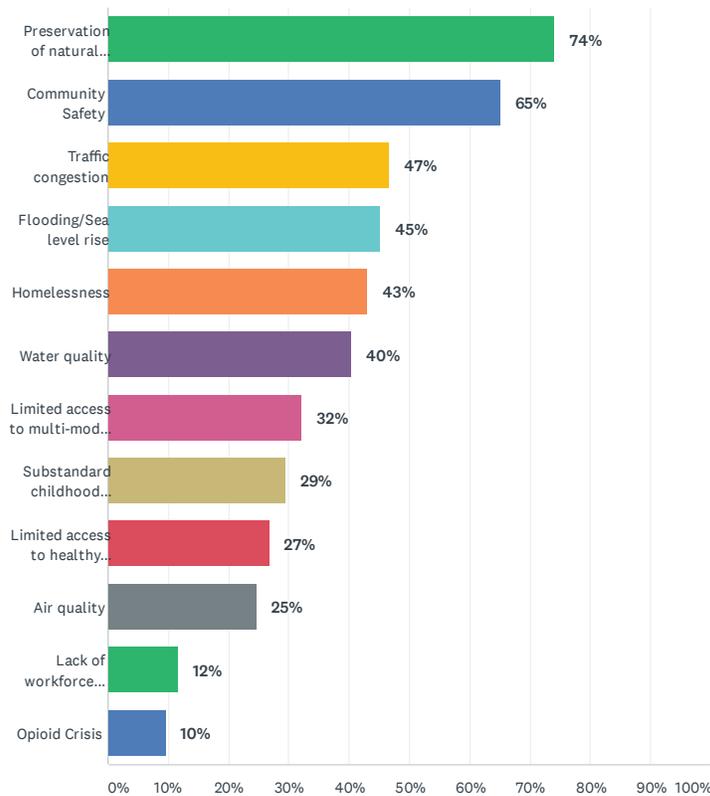
Answered: 125 Skipped: 150



ANSWER CHOICES	RESPONSES
I do not feel safe at parks/facilities	35% 44
Facilities are not well maintained	34% 43
I do not know where parks are located	27% 34
Parks do not contain facilities or amenities that are appropriate for my family and me	21% 26
Lack of parking	19% 24
I use facilities offered by surrounding communities	18% 23
Park operating hours are not convenient	17% 21
Parks are not easily accessible by walking, biking, or driving	14% 17
Other communities offer recreation facilities that are closer to my home or are higher quality	14% 17
Parks/Facilities are too far from our residence	13% 16
I use private facilities	8% 10
Lack of transportation	5% 6
Parks are not easily accessible to the disabled	3% 4
Total Respondents: 125	

Q15 Parks and Recreation systems have the potential to help address some of the complex social, economic, and environmental challenges facing communities. From the list below, please select the top FIVE challenges that are MOST IMPORTANT to your household.

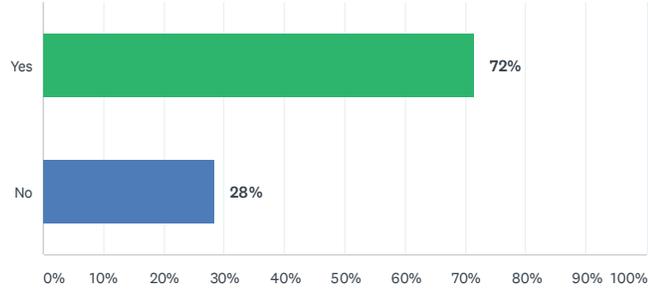
Answered: 146 Skipped: 129



ANSWER CHOICES	RESPONSES	
Preservation of natural areas	74%	108
Community Safety	65%	95
Traffic congestion	47%	68
Flooding/Sea level rise	45%	66
Homelessness	43%	63
Water quality	40%	59
Limited access to multi-modal transportation options (e.g. sidewalks, bikeways, trails, transit)	32%	47
Substandard childhood education	29%	43
Limited access to healthy foods such as fresh fruits, vegetables, and whole foods	27%	39
Air quality	25%	36
Lack of workforce housing	12%	17
Opioid Crisis	10%	14
Total Respondents: 146		

### Q16 Do you walk or bike to the City parks?

Answered: 148 Skipped: 127



ANSWER CHOICES	RESPONSES	
Yes	72%	106
No	28%	42
TOTAL		148

## Q17 What would make you consider walking or biking to parks?

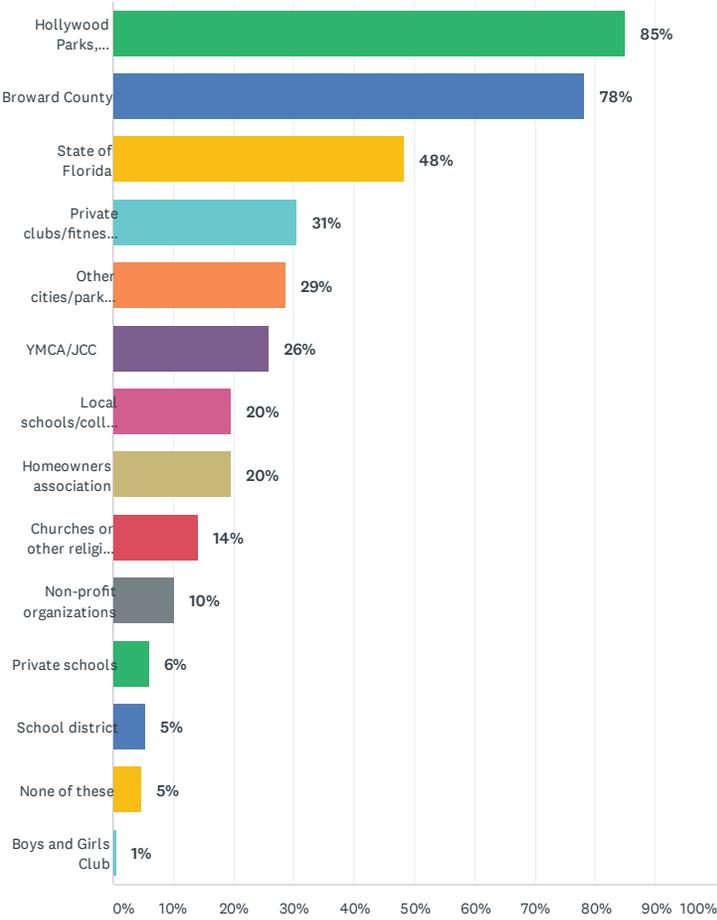
Answered: 33 Skipped: 242

The following Word Cloud was generated from the 33 responses collected for this question. The prominence of each response is correlated with its frequency, i.e. the more frequent the response, the bigger the word or phrase appears.



**Q18 Please CHECK ALL of the following organizations that provide recreation programs and facilities that are used by you or members of your household.**

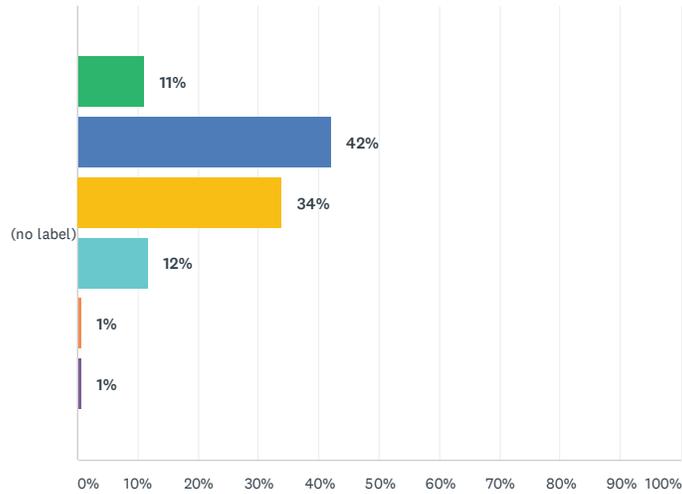
Answered: 147 Skipped: 128



ANSWER CHOICES	RESPONSES	
Hollywood Parks, Recreation and Cultural Arts Department	85%	125
Broward County	78%	115
State of Florida	48%	71
Private clubs/fitness centers	31%	45
Other cities/park districts	29%	42
YMCA/JCC	26%	38
Local schools/colleges/universities	20%	29
Homeowners association	20%	29
Churches or other religious organizations	14%	21
Non-profit organizations	10%	15
Private schools	6%	9
School district	5%	8
None of these	5%	7
Boys and Girls Club	1%	1
<b>Total Respondents: 147</b>		

Q19 Please rate your satisfaction from “Very Satisfied” to “Very Dissatisfied” with the overall value your household receives from the Hollywood Parks, Recreation and Cultural Arts Department.

Answered: 145 Skipped: 130

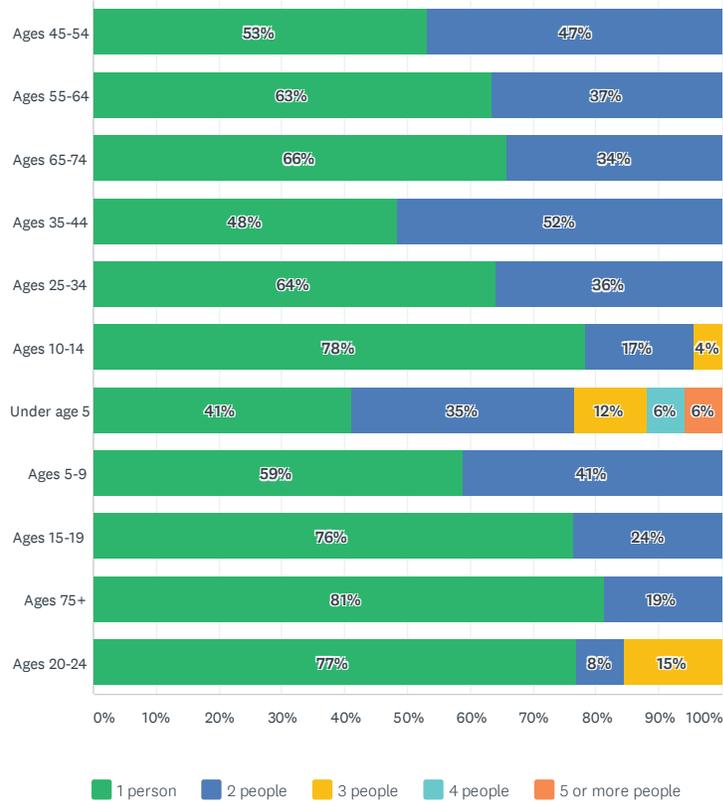


■ Very satisfied   
 ■ Satisfied   
 ■ Neutral   
 ■ Dissatisfied  
■ Very Dissatisfied   
 ■ Don't know

	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	11% 16	42% 61	34% 49	12% 17	1% 1	1% 1	145	2.53

## Q20 Including yourself, how many people in your household are...

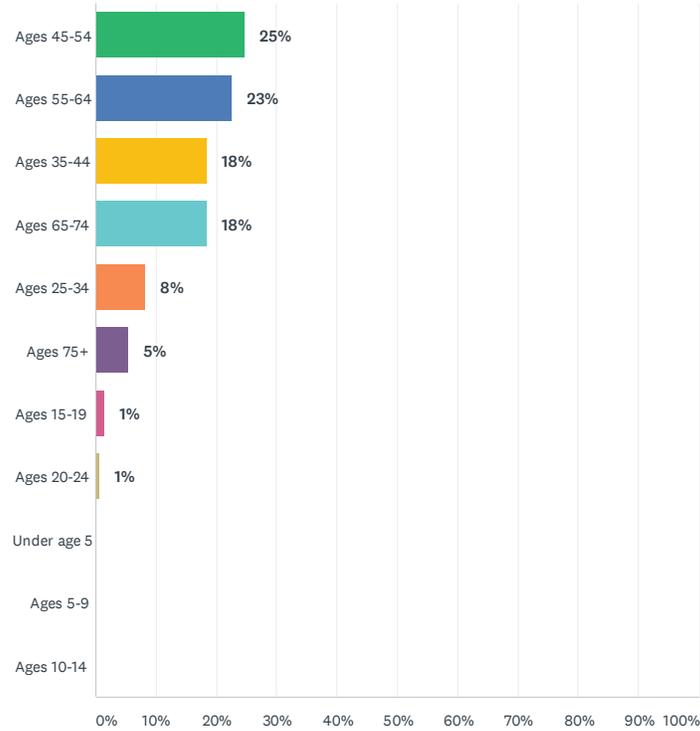
Answered: 148 Skipped: 127



	1 PERSON	2 PEOPLE	3 PEOPLE	4 PEOPLE	5 OR MORE PEOPLE	TOTAL
Ages 45-54	53% 25	47% 22	0% 0	0% 0	0% 0	47
Ages 55-64	63% 26	37% 15	0% 0	0% 0	0% 0	41
Ages 65-74	66% 25	34% 13	0% 0	0% 0	0% 0	38
Ages 35-44	48% 16	52% 17	0% 0	0% 0	0% 0	33
Ages 25-34	64% 16	36% 9	0% 0	0% 0	0% 0	25
Ages 10-14	78% 18	17% 4	4% 1	0% 0	0% 0	23
Under age 5	41% 7	35% 6	12% 2	6% 1	6% 1	17
Ages 5-9	59% 10	41% 7	0% 0	0% 0	0% 0	17
Ages 15-19	76% 13	24% 4	0% 0	0% 0	0% 0	17
Ages 75+	81% 13	19% 3	0% 0	0% 0	0% 0	16
Ages 20-24	77% 10	8% 1	15% 2	0% 0	0% 0	13

### Q21 What is your age?

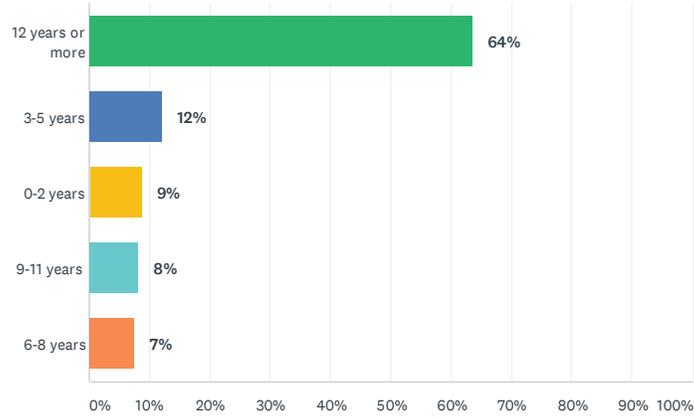
Answered: 146 Skipped: 129



ANSWER CHOICES	RESPONSES	
Ages 45-54	25%	36
Ages 55-64	23%	33
Ages 35-44	18%	27
Ages 65-74	18%	27
Ages 25-34	8%	12
Ages 75+	5%	8
Ages 15-19	1%	2
Ages 20-24	1%	1
Under age 5	0%	0
Ages 5-9	0%	0
Ages 10-14	0%	0
<b>TOTAL</b>		<b>146</b>

## Q22 How many years have you lived in Hollywood?

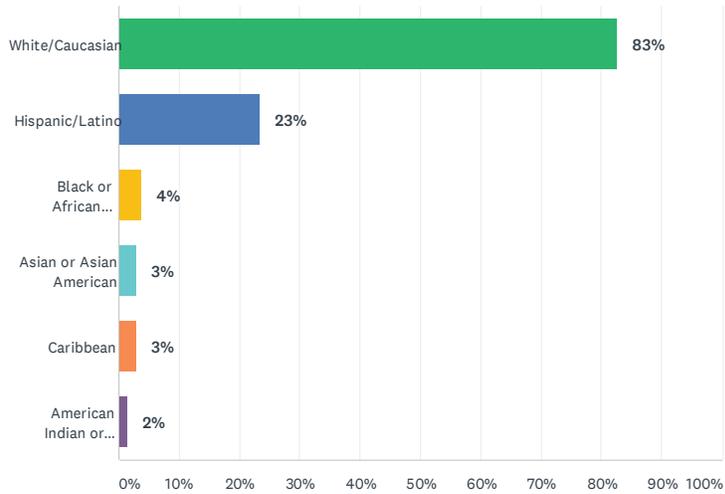
Answered: 148 Skipped: 127



ANSWER CHOICES	RESPONSES	
12 years or more	64%	94
3-5 years	12%	18
0-2 years	9%	13
9-11 years	8%	12
6-8 years	7%	11
<b>TOTAL</b>		<b>148</b>

### Q23 Which of the following best describes your race/ethnicity? [Check all that apply.]

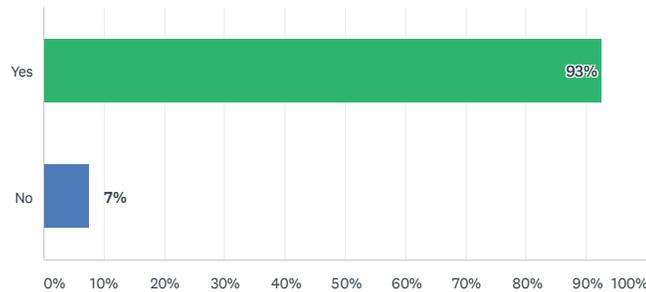
Answered: 132 Skipped: 143



ANSWER CHOICES	RESPONSES	
White/Caucasian	83%	109
Hispanic/Latino	23%	31
Black or African American	4%	5
Asian or Asian American	3%	4
Caribbean	3%	4
American Indian or Native American	2%	2
Total Respondents: 132		

### Q24 Are you a registered voter?

Answered: 147 Skipped: 128



ANSWER CHOICES	RESPONSES	
Yes	93%	136
No	7%	11
TOTAL		147

Q25 Please share any additional comments that could assist the City of Hollywood in improving parks, trails, open space, or recreational facilities and programs. %MCEPASTEBIN%

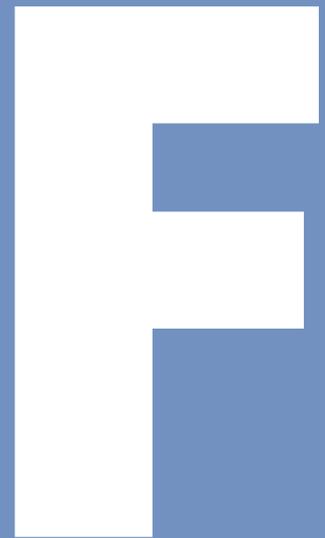
Answered: 70 Skipped: 205

The following Word Cloud was generated from the 70 responses collected for this question. The prominence of each response is correlated with its frequency, i.e. the more frequent the response, the bigger the word or phrase appears.



# APPENDIX F

Interview/Focus Group Meeting Notes



# City of Hollywood Parks and Recreation Master Plan Stakeholder Interview Notes

## Stakeholder 1

### 1. **Review of Scope/ Schedule:** Do you have any questions about the project scope/ methodology?

No, except we've made an effort to get resident feedback. Use the list of registered voters. Hyperlocal kinds of issues; we could "go gorilla," ask questions based on each neighborhood park, use social media, put money behind pushing survey by zip code; use Facebook, segment by age group, etc. Also contact parents engaged with schools, PTOs or PTAs, use on-line surveys. Between now and May, engage kids and teachers in schools. City has a list of all the principals.

### 2. **Needs:** Based on what you know, see and hear about the City of Hollywood, what do you believe are the top priority parks and recreation needs (i.e. facilities and/or programs that are important, but not being provided adequately)? (see reference list that follows)

- Disappointing that when you drive past parks, no one's there
- Need opportunities for activities; why would parent take child to park, need things to do?
- Shade
- Seating areas
- Love Anniversary Park; something to do for everyone
- Installing new, nice playground equipment, features of the park
- Are there parks that are non-contributing?
- Total 38 +/- parks; do we want to do something different? Does every one of them make sense how it was desired
- Need to identify and target messaging, marketing, communications: for example, market kids through schools, PTAs, etc.
- Specific parks and rec presence on Facebook, Instagram, social media; coordinate with Ray Lynn
- Opportunities to show nature, happiness, beauty, good feelings, coming events, Hollywood minute, personalize
- A lot of people probably don't know all the parks that we have
- A lot of people in Hollywood own dogs; do we have enough parks for them? Posters at every pet store letting people know where dog parks are?

- Can target people on social media based on their “likes,” interests
- Contests, post photos of “favorite trees,” etc.
- Need to monetize some of these assets, e.g. lease spaces to attract people, create activities, create revenue stream from new 40-acre park, rent Art Park amphitheater more frequently; Mike has 20 years of experience with promoters
- Need to talk to promoters re: why they don’t rent out amphitheater, what improvements need to be made; or do we go with a third party
- Marina expansion: RFQ closed last week
- Enough of an enterprise within parks system to generate \$ for parks
- Sponsorship opportunities, raise revenue, participation of local businesses; e.g. July 4th, different levels of partnership
- Could run parks system like an enterprise fund without setting up enterprise fund: marina, amphitheater, sunset parks could fund other elements of the parks system
- Playhouse building on US1; what if we did an RFP for a Young Museum, or Museum of Art and Science

**3. Priorities:** Of the needs listed above, what are your top 3 priorities?

- Monetize, create revenue streams
- Marketing, reaching target audiences more precisely, more participation and excitement
- Maintenance, improvements

**4. Broader City/County Needs:** Parks, trails, roads, and other elements of the public realm can often generate community-wide benefits beyond recreation. Thinking more broadly about your community and constituents, what do you believe are the top priority social, economic, and environmental needs of the community?

**5. Benchmark Communities:** As we analyze and plan the City’s parks and recreation system, are there any communities we should try to emulate? Locally? Nationally?

**6. Funding/ Implementation:** Assuming that the Parks and Recreation Master Plan will identify hundreds of millions of dollars in desired/needed improvements, what funding source(s) would you support?

Pay as You Go:

- General Fund/ CIP
- SPLOST
- Park Impact Fees
- Grants
- User Fees
- Special Assessments
- Others (pls specify)

Borrowing:

- General Obligation Bonds
- Revenue Bonds
- Others (pls specify)

Not afraid of borrowing, providing we have a plan, and a way to pay it back. We just borrowed a lot of money, may be able to tweak some projects; need to be conservative, step 1 monetize what we have, target marketing, then invest/ borrow more money. Need to prioritize, get house in order, market, increase participation. Not so easy to finance and pay for another \$100 million over what we're currently borrowing. Don't expect that we will be able to borrow big dollars again immediately. Let's prove that marina, amphitheater, Sunset can generate money first.

Also need to coordinate with Broward County parks, take into account what those parks offer, how do we not duplicate what they have, leverage County funds to do things for City residents. Regard County parks as part of City system.

**7. Other:** Is there anything else you would like to discuss?

If we do what we have talked about over the past hour, we have a lot of work to do. Bicycle Master Plan should be tied into what we're doing. Should be able to connect to every park with restrooms, drinking fountains.

## Stakeholder 2

### 1. **Review of Scope/ Schedule:** Do you have any questions about the project scope/ methodology?

No, familiar with 10-year range, more frequent review

### 2. **Needs:** Based on what you know, see and hear about the City of Hollywood, what do you believe are the top priority parks and recreation needs (i.e. facilities and/or programs that are important, but not being provided adequately)? (see reference list that follows)

- Would like to see armory put in action; have some money from bond, doing RFP (Dowdy Park)
- Also, a conversation re: reciprocal program with School District re: track at McNichol – not prioritized due to high costs
- Landscape concerns re: dog park off of 21 st
- Need trees at PAL/ Boggs Field
- What's going to happen with Hollywood Beach, Golf Course on Johnson Street?
- Some of my colleagues believe that parks do not generate economic development, need to increase tax base; but research indicates that parks increase economic value; challenge will be able to convince commission
- Need to prioritize

### 3. **Priorities:** Of the needs listed above, what are your top 3 priorities?

### 4. **Broader City/County Needs:** Parks, trails, roads, and other elements of the public realm can often generate community-wide benefits beyond recreation. Thinking more broadly about your community and constituents, what do you believe are the top priority social, economic, and environmental needs of the community?

- Need smarter development, infill development, already on residential/ commercial land
- Higher density, smarter plan
- Traffic, including signaling, is not synchronized (County); just passed for 1 cent sales tax infrastructure for buses, etc. but squandering money
- Flooding, stormwater issues particularly in coastal area; residents don't want to pay for sanitary sewer to replace septic tanks
- If underground utilities help with flooding, would help parks system; could also use grey water
- Need to do more with what we have

**5. Benchmark Communities:** As we analyze and plan the City's parks and recreation system, are there any communities we should try to emulate? Locally? Nationally?

- Loaded question; people tout low tax base
- Would like to maintain quaint feeling, how do we maintain it
- Hollywood used to have growth management department; have strayed away from that; we are jewel of the area; under pressure from developers

**6. Funding/ Implementation:** Assuming that the Parks and Recreation Master Plan will identify hundreds of millions of dollars in desired/needed improvements, what funding source(s) would you support?

Pay as You Go:

- General Fund/ CIP
- SPLOST
- Park Impact Fees
- Grants
- User Fees
- Special Assessments
- Others (pls specify)

Borrowing:

- General Obligation Bonds
- Revenue Bonds
- Others (pls specify)

- Have opportunities for billboards on City-owned lands along Orangebrook on I-95, could generate revenues
- Just approved GO Bonds
- Don't have a problem with creating revenues where opportunities exist, could bond revenues
- Developers are not building single-family homes; focusing on multi-family
- Cory: currently reviewing impact fee ordinance
- Planners may not be exacting as much park space as needed
- No requirements for parks and open space in development codes

**7. Other:** Is there anything else you would like to discuss?

### Stakeholder 3

**1. Review of Scope/ Schedule:** Do you have any questions about the project scope/ methodology?

No

**2. Needs:** Based on what you know, see and hear about the City of Hollywood, what do you believe are the top priority parks and recreation needs (i.e. facilities and/or programs that are important, but not being provided adequately)? (see reference list that follows)

- Have a good program
- Need more staff, park rangers, kept tidy, aren't abusing facilities
- Very happy with what we have
- Some of the Capital improvements, GO Bonds are spot on
- Look at previous parks master plan

**3. Priorities:** Of the needs listed above, what are your top 3 priorities?

**4. Broader City/County Needs:** Parks, trails, roads, and other elements of the public realm can often generate community-wide benefits beyond recreation. Thinking more broadly about your community and constituents, what do you believe are the top priority social, economic, and environmental needs of the community?

- Improve economic development; balance the impact on residential, not just businesses
- Need to use impact fees – parks, safety, etc. – can't just keep asking public to keep footing the bill
- Need to have parks to also address stormwater; historically, haven't allowed developers to put playgrounds in retention areas

**5. Benchmark Communities:** As we analyze and plan the City's parks and recreation system, are there any communities we should try to emulate? Locally? Nationally?

- Hollywood is the best, not envious of any other city; only thing wrong with Hollywood is how to lower tax rate without lowering services

**6. Funding/ Implementation:** Assuming that the Parks and Recreation Master Plan will identify hundreds of millions of dollars in desired/needed improvements, what funding source(s) would you support?

Pay as You Go:

- General Fund/ CIP
- SPLOST
- Park Impact Fees
- Grants
- User Fees
- Special Assessments
- Others (pls specify)

Borrowing:

- General Obligation Bonds
- Revenue Bonds
- Others (pls specify)

- Would not approve bonds unless current GO Bonds (2) are paid off; everything else is on the table
- Marina should be considered part of recreation, and an enterprise fund
- Should look at revenue stream for parks facilities; need to revisit the opportunity for naming rights; Parks, Recreation and Cultural Arts Department

**7. Other:** Is there anything else you would like to discuss?

## Stakeholder 4

**1. Review of Scope/ Schedule:** Do you have any questions about the project scope/ methodology?

No

**2. Needs:** Based on what you know, see and hear about the City of Hollywood, what do you believe are the top priority parks and recreation needs (i.e. facilities and/or programs that are important, but not being provided adequately)? (see reference list that follows)

- Water bottle fillers in every park
- Good on-going maintenance program
- In the past the City would invest in equipment, not maintain it so well
- Bike paths
- Keeping a good thing going
- Modernization of system

**3. Priorities:** Of the needs listed above, what are your top 3 priorities?

**4. Broader City/County Needs:** Parks, trails, roads, and other elements of the public realm can often generate community-wide benefits beyond recreation. Thinking more broadly about your community and constituents, what do you believe are the top priority social, economic, and environmental needs of the community?

- Everything is so out of whack right now
- Is this the best use of resources right now?
- Will be confronted with spending from pandemic

**5. Benchmark Communities:** As we analyze and plan the City's parks and recreation system, are there any communities we should try to emulate? Locally? Nationally?

- Hollywood is at a disadvantage, older city – wouldn't compare to a Weston
- County does

**6. Funding/ Implementation:** Assuming that the Parks and Recreation Master Plan will identify hundreds of millions of dollars in desired/needed improvements, what funding source(s) would you support?

Pay as You Go:

- General Fund/ CIP
- SPLOST
- Park Impact Fees
- Grants
- User Fees
- Special Assessments
- Others (pls specify)

Borrowing:

- General Obligation Bonds
- Revenue Bonds
- Others (pls specify)

- Fine that everything's on the table for now, but will have to take into account new economic situation

**7. Other:** Is there anything else you would like to discuss?

- Make sure that beach, boardwalk, improvements are included in inventory

## Stakeholder 5

**1. Review of Scope/ Schedule:** Do you have any questions about the project scope/ methodology?

No

**2. Needs:** Based on what you know, see and hear about the City of Hollywood, what do you believe are the top priority parks and recreation needs (i.e. facilities and/or programs that are important, but not being provided adequately)? (see reference list that follows)

- GO Bond addressed many of the needs, but did not include a single parks project in Commissioner's District
- Re-design of Mara Berman Giulianti Park, has gotten old
- General; clean up of park in Lakes of Emerald Hills
- Marina boat slips are too short, shore power not adequate, need a restaurant, potential additional slips, needs to be updated
- Have a lot of pocket parks that could become more of a neighborhood asset
- Need bike connection between every one of our parks
- Donna Beiderman may have neighborhood map
- Don't have enough soccer fields; just don't have enough room

**3. Priorities:** Of the needs listed above, what are your top 3 priorities?

**4. Broader City/County Needs:** Parks, trails, roads, and other elements of the public realm can often generate community-wide benefits beyond recreation. Thinking more broadly about your community and constituents, what do you believe are the top priority social, economic, and environmental needs of the community?

- Inequities: prestigious neighborhoods vs. those in disrepair
- Code enforcement and property improvement; don't seem to have the heart to bring properties up to code; have asked for more code enforcement officers, but don't have the money
- Some neighborhoods are falling apart, small investments could make a difference
- Legislature fully funded Sadowski which could help improve neighborhoods
- 5-6,000 homes in City pay no taxes
- West of 441 used to be part of Broward, few requirements, houses are too close together, 1960s era

**5. Benchmark Communities:** As we analyze and plan the City’s parks and recreation system, are there any communities we should try to emulate? Locally? Nationally?

- We do not have a central park; we’re land-locked
- Orangebrook Country Club is a 36-hole golf course; could free up more of that land for soccer fields, other recreation. Portion of property could be converted to a central park. Only about 65% of users are residents
- Plantation’s central park is a jewel
- How do we make these parks more community-oriented
- Commissioner Beiderman bringing concert series to western community

**6. Funding/ Implementation:** Assuming that the Parks and Recreation Master Plan will identify hundreds of millions of dollars in desired/needed improvements, what funding source(s) would you support?

Pay as You Go:

- General Fund/ CIP
- SPLOST
- Park Impact Fees
- Grants
- User Fees
- Special Assessments
- Others (pls specify)

Borrowing:

- General Obligation Bonds
- Revenue Bonds
- Others (pls specify)

- \$25 M in GO Bond for Orangebrook improvements; best done by private sector, could use money for other activities
- Currently negotiating with private operators for 36-hole golf course
- 1st GO Bond (2004) expires in 2024, could possibly do a second referendum

**7. Other:** Is there anything else you would like to discuss?

## Stakeholder 6

**1. Review of Scope/ Schedule:** Do you have any questions about the project scope/ methodology?

No

**2. Needs:** Based on what you know, see and hear about the City of Hollywood, what do you believe are the top priority parks and recreation needs (i.e. facilities and/or programs that are important, but not being provided adequately)? (see reference list that follows)

- In my District, cleanliness and upkeep; otherwise District is pretty well-rounded
- Having staff around if need be
- A centrally located teen center

**3. Priorities:** Of the needs listed above, what are your top 3 priorities?

**4. Broader City/County Needs:** Parks, trails, roads, and other elements of the public realm can often generate community-wide benefits beyond recreation. Thinking more broadly about your community and constituents, what do you believe are the top priority social, economic, and environmental needs of the community?

- Maintenance
- Education and involvement – city function, class
- Finance

**5. Benchmark Communities:** As we analyze and plan the City's parks and recreation system, are there any communities we should try to emulate? Locally? Nationally?

- No cities come to mind. We have something unique, need to build on what we have

**6. Funding/ Implementation:** Assuming that the Parks and Recreation Master Plan will identify hundreds of millions of dollars in desired/needed improvements, what funding source(s) would you support?

Pay as You Go:

- General Fund/ CIP
- SPLOST
- Park Impact Fees
- Grants
- User Fees
- Special Assessments
- Others (pls specify)

Borrowing:

- General Obligation Bonds
- Revenue Bonds
- Others (pls specify)

- All funding methods are on the table
- Current GO Bond funding sidewalks, capital improvements
- Should also pursue grants to be able to meet residents' needs

**7. Other:** Is there anything else you would like to discuss?

- We really have to focus on engagement
- Have to keep people engaged after pandemic

## Stakeholder 7

### 1. **Review of Scope/ Schedule:** Do you have any questions about the project scope/ methodology?

- Concerned about low attendance at workshops
- Do something similar to “Commissioners in the Community”; notify Commissioner Sherwood, contact social media, promote the meeting, offer food
- Food starts at 6 pm, say pizza and salad
- Offer child care, recreation programs
- Could also do it as a barbecue at a park
- Could do Commissioner in the Community as a way to vet needs assessment findings
- Ask Commissioners to help promote on-line survey

### 2. **Needs:** Based on what you know, see and hear about the City of Hollywood, what do you believe are the top priority parks and recreation needs (i.e. facilities and/or programs that are important, but not being provided adequately)? (see reference list that follows)

- Driftwood Middle School has a track where mothers and kids, could walk, ride bikes, etc. while other kids playing sports; have enough room at Washington Park to do something similar
- Would like to make it easier to access building in back of park for seniors
- Engage entire community, need to engage teenagers, e.g. keep kids out of trouble at Beverly Park
- Need more multi-purpose walks like at Driftwood Park
- Need to think of improvements to each area, e.g. drainage at Washington Park
- Need to be aware of each individual park, what the problems are
- Need to make recommendations for larger parks, e.g. Zinkil Park

### 3. **Priorities:** Of the needs listed above, what are your top 3 priorities?

### 4. **Broader City/County Needs:** Parks, trails, roads, and other elements of the public realm can often generate community-wide benefits beyond recreation. Thinking more broadly about your community and constituents, what do you believe are the top priority social, economic, and environmental needs of the community?

- Majority of District is low income, and +/- 60% are condos
- A lot of older people without transportation, looking for City to provide shuttle buses to get around

- Low income areas always trying to find things for kids to do
- Need employment for everyone
- A lot of crime is coming to 441 corridor: shoplifting, robberies, breaking windows
- Have trouble paying water bills
- Affordable housing
- Large percentage of renters; unless the landlord/ owner takes care of houses, area goes down in value
- Need more people in code enforcement, only +/- 14 officers for 32,000 homes
- Low income residents are suffering

**5. Benchmark Communities:** As we analyze and plan the City's parks and recreation system, are there any communities we should try to emulate? Locally? Nationally?

- Every park should be as well-maintained as Mara Berman Giulianti Park
- Family water park in Pembroke Pines, don't have to go the beach, can have birthday parties, etc.

**6. Funding/ Implementation:** Assuming that the Parks and Recreation Master Plan will identify hundreds of millions of dollars in desired/needed improvements, what funding source(s) would you support?

Pay as You Go:

- General Fund/ CIP
- SPLOST
- Park Impact Fees
- Grants
- User Fees
- Special Assessments
- Others (pls specify)

Borrowing:

- General Obligation Bonds
- Revenue Bonds
- Others (pls specify)

- Open to considering all sources
- Would like to NOT spend \$25M for Orangebrook; currently entertaining proposals for P3. Not one in pipeline for Orangebrook, but do have one for Hollywood Beach CC
- We could save a lot of money on Orangebrook and Hollywood Beach golf courses
- Not sure if – after pandemic – people will be in favor of another bond issue
- Anticipated loss to date is \$4M, which will have to come out of general fund

**7. Other:** Is there anything else you would like to discuss?

## NEEDS REFERENCE LIST (QUESTION 2.)

### Facilities:

- |   |   |   |
|---|---|---|
| 01. Baseball/Softball Fields                                  | 11. Indoor Fitness Centers                        | 22. Playgrounds                               |
| 02. Basketball Courts   | 12. Indoor Gymnasiums<br>(basketball, volleyball) | 23. Restrooms at Existing Parks               |
| 03. Boating Access - Motorized                                | 13. Indoor Nature Center                          | 24. Sand Volleyball                           |
| 04. Boating Access - Non-<br>Motorized (e.g. canoe,<br>kayak) | 14. Large Community Parks                         | 25. Senior Centers                            |
| 05. Community Gardens   | 15. Multi-Purpose Lawns/Fields                    | 26. Shade features at parks and<br>facilities |
| 06. Community/Recreation/<br>Teen Centers                     | 16. Multi-Purpose Trails                          | 27. Skate Park                                |
| 07. Community Spaces for<br>Rentals and Special Events        | 17. Natural Areas/Nature Parks                    | 28. Spray Grounds/Splash Pads                 |
| 08. Disc Golf Course  | 18. Park Benches/Seating                          | 29. Swimming Pool                             |
| 09. Dog Park  | 19. Park Shelters and Picnic<br>Areas             | 30. Tennis Courts                             |
| 10. Fishing Pier  | 20. Performance Arts Center                       | 31. Other: _____                              |
|   | 21. Pickleball Courts                             |   |

### Programs:

- |  |   |   |
|--|---|---|
| 01. Art exhibits   | 11. Date Night/Parent's Night<br>Out Child Care                                       | 22. Movies in the park                          |
| 02. Arts/painting/crafts/<br>drawing classes                                 | 12. Digital media, photography<br>programs  | 23. Music Programs                              |
| 03. Athletic leagues   | 13. Education (e.g. GED, degree,<br>trade, computer, programing,<br>special interest) | 24. Nature programs/<br>environmental education |
| 04. Athletic special events (e.g.<br>5k, marathons)                          | 14. Education lecture series  | 25. Preschool programs                          |
| 05. Before and after school<br>programs                                      | 15. Facilitated activities between<br>gated communities                               | 26. Programs for people with<br>disabilities    |
| 06. Camps (e.g. summer/school<br>break)                                      | 16. Fitness/wellness  | 27. Summer camps                                |
| 07. Child day care   | 17. Footgolf  | 28. Teen programs                               |
| 08. Community meetings   | 18. Galas, formal events  | 29. Water fitness                               |
| 09. Community performing arts/<br>dance                                      | 19. Gymnastics  | 30. Before and after school<br>programs         |
| 10. Community special events<br>(e.g. concerts, green markets,<br>festivals) | 20. Language classes  | 31. Other: _____                                |
|  | 21. Learn to swim   |   |



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# APPENDIX G

Best Practice Maintenance Standards



## 2.1 HORTICULTURE

The following are best practice standards for maintenance activities involving:

- Visual inspections
- Weed removal
- Flower/shrub planting and pruning
- Fertilization
- Pre-emergence
- Edging
- Irrigation
- Mulch installation and grooming

### Maintenance Standards

The following standards are developed for *Horticulture* and include frequency (the number of times an activity will occur), unit (how often the frequency will occur), number of units per year (total number of days, weeks, months, or years the task will be performed annually), and staffing information presented in the form of number of bodies, estimated total hours spent for the activity annually, and associated FTE (one full time equivalent is equal to 2,080).

Maintenance Activity Information			Level 1					Level 2					Level 3							
Work Program	Core	Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE
Preventative	Horticulture	Inspection	2	Monthly	6	2	24	0.01	1	Monthly	6	2	12	0.01	3	Yearly	1	2	6	0.00
Routine/Scheduled	Horticulture	Weed Removal	1	Weekly	29	2	58	0.03	2	Monthly	8	2	32	0.02	1	Monthly	8	2	16	0.01
Routine/Scheduled	Horticulture	Flower/Shrub Planting	1	Yearly	1	8	8	0.00	1	Yearly	1	8	8	0.00	0	Yearly	0	8	0	0.00
Routine/Scheduled	Horticulture	Flower/Shrub Pruning	3	Yearly	1	12	36	0.02	1	Yearly	1	12	12	0.01	0	Yearly	0	12	0	0.00
Routine/Scheduled	Horticulture	Fertilization	1	Monthly	6	8	48	0.02	4	Yearly	1	8	32	0.02	2	Yearly	1	8	16	0.01
Routine/Scheduled	Horticulture	Pre-Emergence	2	Yearly	1	2	4	0.00	1	Yearly	1	2	2	0.00	0	Yearly	0	2	0	0.00
Routine/Scheduled	Horticulture	Edging	1	Monthly	12	8	96	0.05	1	Monthly	8	8	64	0.03	2	Yearly	1	8	16	0.01
Routine/Scheduled	Horticulture	Irrigation	2	Weekly	29	12	696	0.33	1	Weekly	29	12	348	0.17	2	Monthly	8	12	192	0.09
Routine/Scheduled	Horticulture	Mulch Grooming	1	Weekly	52	3	156	0.08	2	Monthly	12	3	72	0.03	1	Monthly	12	3	36	0.02
Routine/Scheduled	Horticulture	Mulch Installation	1	Yearly	1	12	12	0.01	1	Yearly	1	12	12	0.01	0	Yearly	0	12	0	0.00
Routine/Scheduled	Horticulture	Contract Supervision/Audit	1	Weekly	29	2	58	0.03	1	Weekly	29	2	58	0.03	1	Weekly	29	2	58	0.03

\*\*0" denotes As Needed

### WEEKLY LINEUP

As part of the work tracking effort, a *Weekly Lineup* can be created that will include a base set of "Preventative" and "Routine/Scheduled" tasks along with some built-in "flex" time for impending work orders. Staff can complete a weekly activities sheet at the end of their work week that will record hours associated with the performed tasks along with the tasks that were not performed, or *deferred* (for whatever reason).

### Maintenance activity processes

The following are best practices and the process in which maintenance activities should be conducted:

### INSPECTION

- Inspection consists of visually examining horticulture areas for any damage due to trampling, disease, natural hazards, or other means.
- All identified horticulture deformities should be recorded and translated into a Work Order.

**Tools and Equipment:** N/A

#### WEED REMOVAL

---

- Weeding consists of hand pulling foreign vegetation within horticulture beds and surrounding areas.
- Weed infestation should be no greater than 3% for Zone 1 areas and 8% for Zone 2 areas.

**Tools and Equipment:** *Gator/golf cart, hand tools*

#### FLOWER/SHRUB PLANTING AND PRUNING

---

- Flower/shrub planting should be seasonal and efforts should be made to plant vegetation according to the planting description provided for each type of flower/shrub.
- Pruning consists of “deadheading” spent flower heads and preparing shrubs for the winter season. Pruning will occur multiple times throughout the year and is dependent upon weather conditions and when vegetation blooms.

**Tools and Equipment:** *Gator/golf cart, hand tools, yard rake, tiller*

#### FERTILIZATION

---

- Fertilization should occur once per month for Zone 1 areas, once per every six weeks for Zone 2 areas, and twice for Zone 3 areas during the six-month growing season.
- All efforts should be made to not fertilize after a hard rain or 24-hours before a known weather system in the area.

**Tools and Equipment:** *JD tractor/gator with sprayer/spreader*

#### PRE-EMERGENCE

---

- Pre-emergence is critical for both aesthetic and turf management reasons. All Zone 1 areas should receive treatment twice each year and Zone 2 areas should receive treatment at least once. Zone 3 areas are not subject for treatment.

**Tools and Equipment:** *JD tractor/gator with sprayer/spreader*

#### EDGING

---

- Edging is critical to ensure hardscapes and softscapes are not impeded. Edging should occur at all turf perimeters.
- Edging should occur at least once per month for Zone 1 areas, once every six weeks for Zone 2, and twice per year for Zone 3 areas.

**Tools and Equipment:** *Gator, mechanic edger, hand edger*

#### IRRIGATION

---

- Irrigation is helpful to provide vibrant flowers and shrubs throughout the year.
- Irrigation should be utilized as to allow a consistent soil moisture (i.e., not too wet or not too dry). Hand watering is required as needed. Irrigation should be done at least two times per week during the growing season for Zone 1 areas, monthly for Zone 2 areas, and at least twice per year for Zone 3 areas if rainfall is not adequate.

**Tools and Equipment:** *Gator with sprayer, water cans*

**CONTRACT SUPERVISION/AUDIT**

- It is imperative that visual inspections are made by PRCA consistently to ensure contract objectives are met.

**Tools and Equipment:** *N/A*

**2.2 TURF MAINTENANCE**

Standards for *Turf Maintenance* include all maintenance activities involving:

- Visual inspections
- String trimming
- Sidewalk edging
- Mowing
- Turf management (e.g., fertilization, irrigation, seeding, spraying for weeds, etc.)
- Turf restoration

**2.2.1 MAINTENANCE STANDARDS**

The following standards are developed for *Turf Maintenance* and include frequency (the number of times an activity will occur), unit (how often the frequency will occur), number of units per year (total number of days, weeks, months, or years the task will be performed annually), and staffing information presented in the form of number of bodies, estimated total hours spent for the activity annually, and associated FTE (one full time equivalent is equal to 2,080).

Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit/Employee	Number of Employees	Total Hours	Total FTE
Visual Inspection	1	Weekly	35	1	3	105	0.05
String Trimming - Main Areas	1	Weekly	32	8	3	768	0.37
Topdressing	1	Yearly	1	48	2	96	0.05
Aeration	1	Monthly	6	40	2	480	0.23
Fertilization	4	Yearly	1	40	2	320	0.15
Irrigation	1	Monthly	4	4	2	32	0.02
Seeding	2	Yearly	1	40	2	160	0.08
Weed Control	2	Yearly	1	40	2	160	0.08

**WEEKLY LINEUP**

As part of the work tracking effort, a *Weekly Lineup* can be created that will include a base set of “Preventative” and “Routine/Scheduled” tasks along with some built-in “flex” time for impending work orders. Staff can complete a weekly activities sheet at the end of their work week that will record hours associated with the performed tasks along with the tasks that were not performed, or *deferred* (for whatever reason).

*Maintenance Activity Processes*

The following are best practices and the process in which maintenance activities should be conducted.

**VISUAL INSPECTION**

- General turf inspection will be accomplished weekly by the mowing crew leaders, based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.

### STRING TRIMMING

- String trimming of turf will be scheduled based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.
- String trimming will be completed on weekly basis, if needed, and at least 2x/month.
- String trimming will be completed around structures, along sidewalks, fences, curbs, and other areas as needed.

#### General Tools and Equipment:

- Cutting tool
- PPE's
- String
- String trimmer
- Two-cycle fuel

### SIDEWALK EDGING

- Sidewalk edging will be scheduled based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.
- Sidewalk edging will be completed on weekly basis, if needed, and at least 2x/month.

#### General Tools and equipment:

- Edger
- PPE's
- Two-cycle fuel.

### MOWING

- Mowing will be scheduled based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.

#### General Tools and equipment:

- Mower
- PPE's
- Safety cones

### TRIM MOWING

- Trim mowing will be completed weekly or as needed based on seasonal weather conditions.
- Trim mowing will mow around structures, along sidewalks, fences, curbs, and other areas as needed where large field mowers are not permitted.
- Trim mowing height will be set at 3 ½"

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## LARGE FIELD MOWING

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- Large field mowing will be completed weekly or as needed based on seasonal weather conditions.
- Large field mowing will mow “open” areas are not permitted near any structure.
- Large field mowing height will be set at 3 ½”

## ATHLETICS

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- Mowing of athletic fields will be completed 2-3x weekly or as needed based on seasonal weather conditions.
- Grass height of athletic fields will be set at no higher than 3” (if possible).

## TOPDRESSING

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- Turf topdressing will be scheduled based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.
- Topdressing of turf should be completed after the fall athletic season is complete.
- Topdressing material should consist of a leaf/manure compost mix and should be applied generously to over-stressed and worn turf areas as well as to help establish immature turf.

### General Tools and Equipment:

- Blower
- Pitchfork
- PPE's
- Push broom
- Shovel
- Top dresser
- Topdressing material
- Tractor

## AERATION

---

- Turf aeration will be scheduled based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.
- Aeration should be done at least two times per year.
- Solid tine aeration should be completed during athletics seasons and core aeration should be completed pre- and post-athletic seasons.

### General Tools and Equipment:

- Aerator
- PPE's
- Tractor

## FERTILIZATION

---

- Turf fertilization will be scheduled based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.
- The fertilization schedule will vary depending on previous year's athletic season.
- Soil samples should be completed at least every 3 years.

General Tools and Equipment:

- Fertilizer
- Fertilizer spreader (hopper)
- PPE's
- Push broom
- Tractor

**SEEDING**

---

- Turf seeding and re-seeding will be scheduled based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.
- Seeding windows to be best determined based on weather patterns in South Florida (e.g., March 15<sup>th</sup>-May 15<sup>th</sup> and/or August 15<sup>th</sup>-October 15<sup>th</sup>.)
  - If seeding is completed at other times of the year, irrigation most likely will be required.
- Seeding can broadcast via a seed spreader(hopper), walk-behind spreader, seedavator, aeravator, or by hand

General Tools and Equipment:

- Aeravator
- Push broom
- Seed
- Seedavator
- Seed spreader (hopper)
- Tractor
- Walk-behind spreader

**WEED CONTROL**

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- The following areas should be inspected for the presence of weeds:
  - Mulch beds
  - General grounds
  - Athletic fields

General Tools and equipment:

- Gator
- Loppers
- Pesticide book
- PPE's
- Rake
- Shovel
- Small trailer
- Spray tank with pesticide

**TURF RESTORATION**

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- Turf restoration will be scheduled based on visual observation, seasonal weather patterns, scheduled field use, and available operating budget.
- Turf restoration will consist of re-seeding or sodding of grass, irrigation, fertilization, top-dressing, and aeration.

General Tools and Equipment:

- Fertilizer
- PPE's
- Seed or sod
- Seed/fertilizer spreader (hopper)
- Tractor
- Turf aerator
- Turf top-dresser
- Water or irrigation system

## 2.3 TRAILS

The following are best practices for maintenance and inspection to be conducted:

### TRAIL INSPECTION AND MAINTENANCE

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- Designated trails will be inspected monthly.
- A visual inspection looking for hazards and general maintenance and repair items will be conducted. Photo documentation of all issues should accompany the inspection process.
- All identified hazards should be corrected immediately, or scheduled for repair in an expedited manner. Additional inspections should follow significant weather events that can lead to unsafe conditions.
- Trails will be closed or re-routed, as needed, to ensure visitor safety. Known hazards will be communicated on site and by electronic notification.

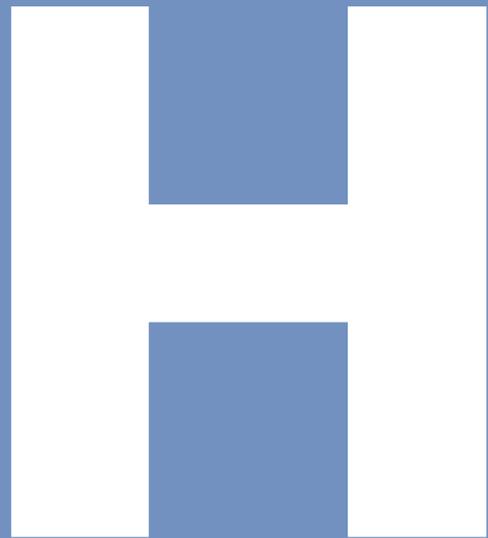
### TRAIL IMPROVEMENTS

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- Trail improvements will be evaluated and completed as time, budget, and staffing allow.
- Trail improvements identified by monthly inspections will be completed using the Work Order system.
- Major improvements will be contracted or completed by staff as time and budget allow.
- Emergency trail improvements may be required due to storm damage, vandalism, or normal wear.
- Photo documentation of all improvements will be kept on record.

# APPENDIX H

Department of Design & Construction Management General  
Obligation Bond (G.O.B.) Project List





# Design & Construction Management

2021

## DEPARTMENT OF DESIGN & CONSTRUCTION MANAGEMENT GENERAL OBLIGATION BOND (G.O.B.) PROJECT LIST

PROJECT MANAGER	DISTRICT	FUNDING SOURCE	TOTAL PROJECT COST	PROJECT DESCRIPTION	PROJECT STATUS
Heather Guenot	3	G.O.B.	\$72,551,950	New headquarters estimated at 120,000 SF including a 350 to 450 space parking garage.	Currently this project is in the programming phase. The Program Consultant submitted Initial Block and Stack Concepts. The Design Consultant has completed the program verification and conceptual site planning. Once a Block and Stack concept is approved, Design Consultant will begin working on Concept Designs.
Chief Poli	Citywide	G.O.B.	\$5,103,937	Replacement of 4 ALS Rescue Units, 2 Engines, 1 Hazmat Truck, 1 Battalion Command Vehicle, Aerial Platform Vehicle.	<p>1) Two (2) Fire Engines: The engines have been received and placed "In Service" ready to emergency incidents.</p> <p>2) Four (4) Rescue Units: Two (2) units have been put "In Service". On September 2020, the City Commission approved the purchase of the next (2) Rescue Units.</p> <p>3) Aerial Platform Vehicle: The vehicle has been ordered. The Fire Department started conducting a mid-build inspection in July. The final inspection and the delivery of the apparatus anticipated by September.</p> <p>4) Battalion Chief Vehicle: The vehicle has been placed "In Service" responding to emergency incidents.</p> <p>5) Hazardous Materials Units: This project is still in the design phase.</p>
Alex Iglesias	1	G.O.B.	\$12,798,726	New Clubhouse/Community Center on SW corner to include pro shop, dining area, meeting space, cart barn, staging area, signage and parking. Renovate 18 holes with re-alignment for relocated clubhouse. New irrigation, cart paths, landscaping and course restrooms. New curbing and fencing along 17th Ave.	<p>The scope of work and Request for Qualifications (RFQ) to select the design consultant for the project are underway. The City retained National Golf Foundation (NGF) consulting services to support in the development of the RFQ scopes, RFQ submittals evaluation and the contracts development.</p> <p>The Architectural/Engineering Consulting Services Notice of Intent to Rank was approved in January 20th Commission agenda. DCM will request a proposal from the Consultant to begin the negotiation process.</p>
Zindy Agredo	3	G.O.B.	\$12,000,000	Purchase of the privately owned approx. 45 acre former Sunset Golf Course site for nature preserve and new passive public park space to include nature trails, landscaping, and fencing. (Additional grant funding may be needed for park construction based on final).	Purchase of the Former Sunset Golf Course was approved by the City Commission on October 23, 2020.

# Design & Construction Management

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Zindy Agredo	6	G.O.B.	\$24,789,613	New 15,000 sq. ft. multi-use clubhouse, ADA accessible nature preserve path within course designed with wildlife habitat/biodiversity for walking, jogging, biking, improved course drainage and water retention capacity, renovate 36 holes of golf to include an 18 hole championship course and an 18 hole Par 3 course, enhance putting/chipping area and driving range, new 10,000 sq. ft. cart barn, new 12,000 sq. ft. maintenance building, course restrooms and starter shack, new cart paths, illuminate 9 holes for evening play, parking lot and entryway signage.	The scope of work and Request for Qualifications (RFQ) to select this project are underway. The City has retained the National G services to support in the development of the RFQ scopes, RFQ, the scope and design contracts development.
Alex Iglesias	2	G.O.B.	\$2,500,254	Replace artificial turf field 130 x 100 yds., install new artificial turf field and drainage 130 x 60 yds., re-lamp with LED sports lighting, remove baseball netting, poles, dugout, resurface parking.	The Consultant is expected to provide a revised proposal to DCN approve.
Alex Iglesias	2	G.O.B.	\$2,411,274	Renovate building to create an indoor sports facility including basketball/batting cages/soccer goals. ADA compliant restrooms, office space, meeting room, storage area. Exterior landscaping and connect building to Dowdy field.	Same as Dowdy, being pursued as one project.
Alex Iglesias	1	G.O.B.	\$2,500,000	City contribution to construction of multi-disciplinary arts-education spaces and expansion/renovation of visual arts galleries. Multipurpose dance/drama room, visual arts and music classrooms, distance learning broadcast studio, mixed-use studio theater, interactive contemporary gallery and meeting/reception room.	The Consultant presented to Final Technical Advisory Committee was approved pending two comments. The Consultant is expected comments from the FTAC and continue to work towards the His Review scheduled in April 2021. The CMAR Phase I agreement is the City.
Frank J. Leon	5	G.O.B.	1,111,320	Replace artificial turf; replace floratam with Bermuda, main field fencing, new bleachers and ancillary park equipment.	The turf replacement project is in the procurement phase. Parks Arts will coordinate with Driftwood Youth Sports Club to minimize
Karyn Sashi	1	G.O.B.	\$697,619	Refurbish pavilions and restrooms, resurface parking lot, replace floating docks, install shade system, refurbish observation tower. Improve walk ways and sea wall cap.	Design and Construction Management with working with the Design Development drawings for Holland Park Restroom renovation Sailor's Point has completed installation of roof shadesport and
Frank J. Leon	3	G.O.B.	\$910,972	Add sports field underdrain to Pell, Whitlock, Rotary 1 and Shull fields to improve drainage to reduce field downtime. Address run-off from plaza and drainage in alleyway.	An Agenda item for the Consultant was approved on January 20 meeting. An ATP will be routed throughout the City for approval
Alex Iglesias	1	G.O.B.	\$496,019	Install artistic fence to secure Amphitheatre area during ticketed events. Replace playground pieces and safety surface.	Project will be done with a CSA (Continuous Services Agreement) under negotiations.
Frank J. Leon	5	G.O.B.	\$294,118	Replace playground equipment, safety surfacing, shade system, replace entry gate, replace exercise equipment, resurface walking path and replace ancillary park equipment. This park is located at 7300 Farragut St, northeast of Sheridan and NW 74th.	Parks Recreation and Cultural Arts scheduled the installation of end court repair. PRCA to purchase fitness equipment.

# Design & Construction Management

27, 2021

Frank J. Leon	1	G.O.B.	\$318,199	Replace playground equipment, safety surfacing, shade system, exercise pieces and replace ancillary park equipment. This park is located on the Southeast corner of Washington St and Three Islands Blvd.	Playground permit close out in progress. OMB is installing a concrete walkway and playground area and finishing sod work.
Frank J. Leon	5	G.O.B.	\$324,019	Replace playground equipment, safety surfacing, shade cover and ancillary park equipment. This park is located on the South east corner of Arthur St and N 69th Way.	Parks, Recreation, and Cultural Arts is coordinating with contractor Building Department for issuance of permit for installation of playground equipment.
Frank J. Leon	6	G.O.B.	\$286,927	Upgrade fields to Bermuda grass, replace field fencing, remodel press box, resurface basketball court, remove baseball field and fence and replace ancillary park equipment. This park is located on the Northeast corner of Pembroke Rd and S 52nd Ave.	Mullings Engineering continues preparation for installation of playground equipment. Installation is being finalized.
Frank J. Leon	4	G.O.B.	\$255,897	Replace playground equipment, safety surface, shade system; resurface sport court, walkway and parking lot; and replace ancillary park equipment. This well used neighborhood facility is located at 5800 Thomas St just east of US 441.	Parks, Recreation, and Cultural Arts is planning a public meeting with community members and park users.
Frank J. Leon	1	G.O.B.	\$225,966	Replace playground equipment, safety surfacing, shade cover and upgrade basketball posts and goals. This park is located North of Jefferson St between S 16th Ave and S 15th Ave.	Parks, Recreation, and Cultural Arts is planning a public meeting with community members and park users.
Frank J. Leon	1	G.O.B.	\$79,841	Replace playground equipment, safety surfacing and ancillary park equipment. This park is located on the Northwest corner of Polk St and N 14th Ave.	This project will commence when Hollywood Beach Golf Course is completed.
Frank J. Leon	5	G.O.B.	\$360,868	Replace playground equipment, safety surfacing, resurface walking path and ancillary park equipment. This park is on Sheridan between US 441 and the Florida Turnpike.	This project is in the early planning phases. Parks, Recreation, and Cultural Arts is planning an onsite public meeting Winter 2020 to get input from community members and park users.
Frank J. Leon	2	G.O.B.	\$261,793	Replace playground equipment, safety surfacing, shade cover, resurface basketball court, replace ancillary park equipment and upgrade dog park. This park is located South of Plunkett St between S 21st Ave and S 20th Ct.	Parks, Recreation, and Cultural Arts is planning a public meeting with community members and park users.
Frank J. Leon	3	G.O.B.	\$149,948	Replace playground equipment, replace safety surfacing, shade cover, and ancillary park equipment. This park is located on Tyler St between N 48th Ave and N 46th Ave.	This project is in the early planning phases. Parks, Recreation, and Cultural Arts is planning an onsite public meeting Winter 2020 to get input from community members and park users.
Frank J. Leon	6	G.O.B.	\$604,688	Replace playground equipment safety surfacing, shade covers, swing set/turf and replace ancillary park equipment. This park is located North of Washington St between S 56th Ave and S 54th Ave.	Parks, Recreation, and Cultural Arts is planning a public meeting with community members and park users.
Frank J. Leon	2	G.O.B.	\$1,859,660	Provide fencing and landscaping along the FEC corridor to enhance safety and appearance. This project is being coordinated with Broward Metropolitan Planning Organization (MPO) Complete Streets Masterplan.	An Agenda item for the CSA Consultant was approved at January meeting. An ATP will be routed throughout the City for approval.
Karyn Sashi	Citywide	G.O.B.	\$897,450	Improvements to 64 gateway and neighborhood monument signs throughout the City.	Existing sign locations/conditions being mapped and evaluated to determine if they meet current standards. A meeting will be scheduled between DCM and CRA to discuss the project.



# Design & Construction Management

7, 2021

							work. Design & Construction Management (DCM) and Communications, Marketing Economic Development to commence community outreach efforts by the end of 2020.
Rudy Damas	4 & 5	G.O.B.	\$1,011,448	Reconstructing deteriorated neighborhood sound walls along Hollywood Boulevard and North 46th Avenue.			Survey work has been completed. The Preliminary design from the CTA expected submitted by February.
Frank J. Leon	Citywide	G.O.B.	\$2,189,118	Traffic Improvements including pedestrian safety, signage & swale enhancements.			The first phase of the project involves doing traffic counts for 75 locations throughout the city. The project has been planned to address all the existing documented conditions in the first phase. The contract Traffic Calming Master Plan is underway.
Juan Figueroa	1	G.O.B.	\$14,091,065	Phase I of Tidal Flooding mitigation where no current shoreline protection exists, Phase II of Tidal Flooding Mitigation with improvements of existing shoreline protection. (Additional funding to cover complete project costs to be sought from the 1% local option surtax).			Data collection of the project has begun which includes soil borings, seagrass studies installed the tidal gauges which measure magnitude and frequencies of tides.
Juan Figueroa	1	G.O.B.	\$2,711,229	Hardening of utilities for barrier island north beach area outside of the CRA to include residential streets east of A1A to the ocean. Includes pavement restoration, road resurfacing and replacement of street lights.			Negotiations have started for design services for the necessary roadway modifications to accommodate the equipment as well as hardscape, landscaping and lighting improvements. A survey contract was awarded to Calvin Giordano and Associates. The survey will be used by the Civil Engineering firm and the utility providers. The project is being managed concurrently with the Utilities Department's Watermain Replacement Project at North Beach. (Project No.10-5106/18-7098).



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# APPENDIX I

## Inventory of Community Facilities





# APPENDIX J

Inventory of Community Programming



ADULT Program	HOLLYWOOD	YMCA	Boys & Girls Club	Seminole Tribe Recreation Complex	Memorial Senior Hospital	Hispanic Unity	Ann Kolb Nature (County Park)	TY Park (County Park)	Miramar	Pembroke Pines	Pembroke Park	West Park	Hallandale	Dania	Cooper City
AARP - Safe Driving	√				√				√				√	√	
Adult trips and tours	√				√	√			√	√	√	√	√	√	√
Amateur Radio Club															
Antiques and Collectibles	√					√			√		√		√		
Art Guild	√														
Ballroom Dance	√	√							√						√
Belly Dancing		√							√						
Bonnet Contest	√														
Bridge Play	√								√	√		√	√	√	√
Canasta															
Ceramics										√					√
Choursupondents	√									√					
Coin Club	√														
Computer Classes for 50+	√								√	√	√	√	√	√	√
CPR		√			√				√	√	√	√	√	√	√
Crafts Exchange	√								√	√	√	√	√	√	√
Dances - Themed	√														
Dog Obedience Classes															
Dominoes									√	√	√	√	√	√	√
Duplicate Bridge	√												√		
Film Flam (Movies)	√														√
Floral Arrangements															
Glassblowing (ArtsPark)	√														
Garden Club	√								√			√			√
Holiday Luncheon	√				√				√	√	√	√	√	√	√
Investment Club	√														
Indoor Flea Market	√								√						
Italian Classes	√														
Jewelry Making									√	√	√	√	√	√	√
Karate	√									√					
Kayaking - Moonlight	√														
Latin Dance (ArtsPark)	√														
Line Dancing										√			√		√
Mah Jongg															
Manners and More	√														
Modeling	√														
Oil Painting									√	√	√	√	√	√	√
Ojima Reiki	√														
Pinochle	√								√		√				√
Pottery									√			√			
Progressive Bridge	√												√		
Quilting	√								√		√				
Salsa Classes		√							√	√					√
Scrabble	√								√	√					
Sculpture									√						√
Senior Games	√								√	√	√				
Shuffleboard	√														
Signn Language															
Spanish - Beginners	√								√	√	√	√	√	√	√
Spanish - Intermed/Advanced	√								√	√	√	√	√	√	√
Square Dancing	√									√					
Standard First Aid		√							√	√	√	√	√	√	√
Steppin' Advanced	√	√													
Steppin' Beginners	√														
Swing Dance lesson	√								√						√
Tax Seminars	√								√	√	√	√	√	√	√
Thanksgiving Luncheon	√								√		√	√	√		
Theather Workshops	√														
Trapeze class	√														
Treasuere Finders	√														
WatercolorClass	√									√					
Yoga	√	√							√	√	√	√	√	√	√

ADULT Program	HOLLYWOOD	YMCA	Boys & Girls Club	Seminole Tribe Recreation Complex	Memorial Senior Hospital	Hispanic Unity	Ann Kolb Nature (County Park)	TY Park (County Park)	Miramar	Pembroke Pines	Pembroke Park	West Park	Hallandale	Dania	Cooper City
Zumba		✓		✓					✓	✓	✓	✓	✓	✓	✓
Narcotics Anon	✓								✓	✓	✓	✓	✓	✓	✓
Alcohol Anon	✓								✓	✓		✓	✓	✓	✓
Overeaters Anon	✓								✓	✓			✓		✓
Diabetes Support Group	✓								✓						
Stamp Club	✓								✓		✓				
Hollywood Rowing Club	✓														
Democratic Club	✓								✓	✓	✓	✓	✓	✓	✓
Republican Club	✓								✓	✓	✓	✓	✓	✓	✓
Gulfstream Sailors Club	✓														
New Millenium (seniors)	✓								✓	✓	✓	✓	✓	✓	✓
Gold Coast Aquarium Club	✓														
Local Civic Assoc.	✓								✓	✓	✓	✓	✓	✓	✓
Crime Watch & Nat'l Night Out	✓								✓	✓	✓	✓	✓	✓	✓
Washington Park Homeowners	✓														
Piano classes										✓					
Bowling										✓					
Water Fitness	✓	✓							✓	✓	✓	✓	✓	✓	✓
Group exercise		✓							✓	✓	✓	✓	✓	✓	✓
Chair yoga		✓							✓	✓	✓	✓	✓	✓	✓
Pilates		✓													
Nutrition		✓							✓	✓	✓	✓	✓	✓	✓
Jazzercise									✓	✓	✓	✓	✓	✓	✓
Adult Volleyball										✓					✓
Walking Club										✓					
After Dark Adult Acting Class										✓					
Tennis	✓								✓	✓	✓	✓	✓	✓	✓
Paintball									✓	✓	✓	✓	✓	✓	✓
Golf	✓								✓	✓	✓	✓	✓	✓	✓
TaiChi	✓								✓	✓	✓	✓	✓	✓	✓
Trips & Tours	✓									✓	✓	✓	✓	✓	✓
Chair Exercise									✓	✓	✓	✓	✓	✓	✓
Bunko Social															✓
Knitting, Crocheting									✓		✓				✓
Meals on Wheels									✓	✓	✓	✓	✓	✓	✓
SHINE															✓
Freedom from Smoking															✓
Senior Aerobics	✓								✓				✓		✓
Orchid Club									✓						
Women's Club	✓								✓						

Table	
1 Hollywood	13 Hispanic Unity
2 YMCA	14 First Presbyterian
3 Boys & Girls Club	15 Brasseur Maimonides
4 Miramar	16 21st Century
5 Pembroke Pines	17 For Kids Academy
6 Pembroke Park	18 KiM Learning Center
8 Hallandale	19 Gunzburger Washington Park Child Care Center
9 Dania	20 Orangethrough Elementary
10 Ann Kolb Nature	21 Youthline Academy
11 TV Park	22 After School Program @ Driftwood
12 Cooper City	23 Early Learning Center
	24 Early Education Center

YOUTH	Pre-school	grades K-2 ages 5-7	grades 3-5 ages 8 - 10	grades 6-8 ages 11-13	grades 9-12 ages 14-18
Afterschool	19, 23, 24	1,2,3,4,5,7,8,9,13-24	1,2-5,7-9,13-24	1,2-5,7-9,13-24	3
Art and Craft classes		1-3,4-9, 12	1-3,4-9, 12	1-3,4-9, 12	4-9, 12
Baby Sitter Training					1, 4, 12
Baton		1	1, 4-8, 12	1, 4-8, 12	
Cheerleading, Pom Poms		12	2,5,12	2,5,12	
Cooking and Nutrition			1, 4-9, 12	1, 4-9, 12	
Dance - Ballet	12	1,2,12	1,2,12	1,2,12	
Dance - Hip Hop		1	2	2	2
Dance - Jazz	12	1,2,12	1,2,12		
Dance - Liturgical		1			
Dance - Modern		1			
Dance - Tap	12	1,2,12	1,12	1,12	
Drama Class		1	1,5	1,5	
Etiquette Classes		5			
Fitness/Weightlifting					1-3
Geocaching					
Golf Lessons			1	1	1,5
Gymnastics	12	2,5,12	2,5,12	2,5,12	2,5
Intramural sports					
Karate		1,2	1,2	1,2	
Kayaking Lessons			1	1	1
Kidokinetics	1,9	1,9	1,9		
Kindergym - preschool	23-24				
Latin Dance				1	
Little League		1	1		
Music Lessons - Piano			5	5	5
Music Lessons - String instruments			1,5,8	1,5,8	1,5,8
Parents Night Out		1,12	1,12	1,12	
Preschool Mom & Tot	23-24				
Preschool Pre K - 3	5, 23-24				
Preschool VPK or 5 years old	5, 23-24	2			
Science, Education and Adventure Camp (S.E.A. Camp)		1	1	1	
School Off Days	5, 23-24	1,2,3,4,5,7,8,9,13-24	1,2-5,7-9,13-24	1,2-5,7-9,13-24	1, 3
Spring Camp	5, 23-24	1-9, 12	1-9, 12	1-9, 12	
Summer Camp	5, 23-24	1-24	1-24	1-24	
Teen Program/Club				1,4-9, 12	1,4-9, 12
Tennis Lessons		1,4-9, 12	1,4-9, 12	1,4-9, 12	1,4-9, 12
Trapeze Class					1
Tumbling		2	2	2	2

YOUTH	Pre-school	grades K-2 ages 5-7	grades 3-5 ages 8 - 10	grades 6-8 ages 11-13	grades 9 - 12 ages 14-18
Tutoring		1,4-9, 12	1,4-9, 12	1,4-9, 12	1,4-9, 12
Winter Camp		1-9, 12	1-9, 12	1-9, 12	1
Guitar			5	5	5
Bowling		8	8	8	8
P.A.L.			5	5	5
Little Gym	5	5			
Football		1,4-9, 12	1,4-9, 12	1,4-9, 12	1,4-9, 12
Adventure Guides		2	2	2	
Tot Time	12				
Young Adventurers		12			
Food Fun		12	12		
Fun with Science		12	12		
Youth Acting Classes	12	12	12		
Krafty Kids		1, 4-12	1, 4-12	1, 4-12	
Ceramics				1, 12	1, 12
Game room		1-9, 12	1-9, 12	1-9, 12	1-9, 12
Boy Scouts	1,8	1,4-9, 12	1,4-9, 12	1,4-9, 12	
Girl Scouts		1,4-9, 12	1,4-9, 12	1,4-9, 12	

**Table**

- 1 Hollywood
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- 3 Boys & Girls Club
- 4 Miramar
- 5 Pembroke Pines
- 7 West Park
- 8 Hollandale
- 9 Dania
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- 11 TY Park

ATHLETICS	pre-school	grades K-2 ages 5-7	grades 3-5 ages 8 - 10	grades 6-8 ages 11-13	grades 9-12 ages 14-18	Adults	ages 55-69	ages 70+
Baseball - Adult	12	12	12	1,5,8	1,5,8			
Baseball -youth		1,12	1,12	1,5,8	1,5,8	1,5,8		
Basketball -youth		1,2,12	1,12	1,5,8	1,5,8			
Baseball - Adult								
Cheerleading			1,8,12	1,5,8,12	1,5,8			
Football - Flag		2	2	1,2	1,5	1, 5		
Football - Youth		12	5	5	5			
Football Tournaments								
Golf Lessons - Youth		1	1	1, 5	5	5		
Golf Lessons - Adult					1,5,12	1,5,12	1,5,12	
Jr.Olympic Skills Competition								
Lacrosse		5	5	5				
MidNight Madness Basketball			2	2				
Punt Pass and Kick		1	1	1				
Roller Hockey		1,5,12	1,5,12	1,5,12	1,5,12			
Soccer	5,12	2,5	5,8	5,8	5,8			
Softball - Adult					5			
Softball -Youth		5,12	5	5	5			
Sports Camp		1	1	1	1			
Start Smart Development Class Ages 3 -5		5						
Tennis Lessons		1,5,12	1,5,8,12	1,5,8,12	1,5,8,9,12	1,5,8,9,12		
Tennis Lessons - Youth		1,5,12	1,5,12	1,5,12,	1,5,12			
Track and Field - Adult					8	8		
Volleyball Tournaments					5,12	5,12		
Cycling				4,5,9,10,11	4,5,9,10,11	4,5,9,10,11		
gymnastics	5	2,5	2,5	2,5	2,5			
Motocross		5						
PAINTBALL			5	5	5			
Tae Kwon Do		8	8	8	8			
Intramural Sports	1							
Wrestling				12	12			
ChiRunning & ChiWalking						12	12	
Batting Cage			6,8	6,8	6,8			
Gymnasium			1,2,3	1,2,3	1,2,3	1,2,3		
Track & Field				8	8			

YOUTH	Pre-school	grades K-2 ages 5-7	grades 3-5 ages 8 - 10	grades 6-8 ages 11-13	grades 9 - 12 ages 14-18
Tutoring		1,4-9, 12	1,4-9, 12	1,4-9, 12	1,4-9, 12
Winter Camp		1-9, 12	1-9, 12	1-9, 12	1
Guitar			5	5	5
Bowling		8	8	8	8
P.A.L.			5	5	5
Little Gym	5	5			
Football		1,4-9, 12	1,4-9, 12	1,4-9, 12	1,4-9, 12
Adventure Guides		2	2	2	
Tot Time	12				
Young Adventurers		12			
Food Fun		12	12		
Fun with Science		12	12		
Youth Acting Classes	12	12	12		
Krafty Kids		1, 4-12	1, 4-12	1, 4-12	
Ceramics				1, 12	1, 12
Game room		1-9, 12	1-9, 12	1-9, 12	1-9, 12
Boy Scouts	1,8	1,4-9, 12	1,4-9, 12	1,4-9, 12	
Girl Scouts		1,4-9, 12	1,4-9, 12	1,4-9, 12	

**Table**

- 1 Hollywood
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<b>AQUATICS</b>	pre-school	grades K - 2 ages 5-7	grades 3-5 ages 8 - 10	grades 6-8 ages 11-13	grades 9 - 12 ages 14 - 18	ages 19- 30	Adults
<b>Adaptive Aquatics</b>							
<b>Arthritis class</b>							2
<b>Body-mind aquatic exercise</b>							
<b>CPR</b>							1,2,3,4, 5,6,7,8,
<b>Jr. Lifeguard Program</b>				1,9	1,9		
<b>Lifeguard Class</b>					1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12
<b>Lap Swim</b>				1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12
<b>Open swim</b>	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12
<b>Safe Start Survival Swim Program ( 1 -</b>	2						
<b>Scuba</b>							
<b>Standard First Aid</b>							1,2,4- 12
<b>Swim Lessons - Adult</b>					1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12
<b>Swim Lessons - Youth</b>	1,8,12	1,8,12	1,8,12	1,8,12,	1,8,12	1,8,12	
<b>Swim Team</b>	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12		
<b>Synchronized Swimming</b>							

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<b>Water polo</b>		1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12	1,2, 4-9 ,11-12		
<b>Water Walking</b>		1,2, 4-9 ,11-12					
<b>Water Fitness</b>							
<b>Beach - Ocean</b>	1,8,9	1,8,9	1,8,9	1,8,9	1,8,9	1,8,9	1,8,9
<b>Boat Ramps</b>						1,9,10, 11	
<b>Water Aerobics</b>						5	5

Special Event	HOLLYWOOD	Seminole Hard Rock Casino	Ann Kolb Nature (County Park)	TY Park (County Park)	YMCA	Boys & Girls Club	Miramar	Pembroke Pines	Pembroke Park	West Park	Hallandale	Dania	Cooper City
Antiques & Collectibles Outdoor Market	√						√		√				√
Artwalk	√							√					
Back To School Events	√				√	√							
Battle of the Bands							√	√	√	√	√	√	√
Canadafest	√												
Candy Cane Parade	√												
Concerts	√	√					√	√	√	√	√	√	√
Dr. Martin Luther King Jr. Day	√										√	√	
Dream Car Classic	√	√						√					
Fashion Show	√												
Fourth of July	√	√					√	√	√	√	√	√	√
Gospel in the Park	√												
Halloween Events	√	√		√	√			√					
Holiday Luncheon	√												
Holiday Toy Give-a-way	√						√	√	√	√	√	√	√
Howl-o-ween for Dogs	√												
Kawanzaa Celebrations in Park	√												
LatinFest	√						√	√					
Mardi Gras	√	√											
Marshmallow Drop	√												
Moonlight Movies	√							√					
Ocean Dance	√												
St. Patty's Parade and Festival	√												
Turkey Throw									√		√		
Turkey Trot	√				√								√
Veteran's Day	√						√	√	√	√	√	√	√
Vintage South Florida	√												
Teen Dance						√		√		√			
Storybook Festival			√					√					
Lighting Ceremony	√							√			√		
Santa's Workshop								√					
Parent's night out	√						√				√		
Egg Hunt	√						√	√	√	√	√	√	√
Relay for Life	√						√	√	√	√	√	√	√
Art Festival in the park	√						√	√	√	√	√	√	√
Masquerade Munch (seniors)								√					
Garden show (Arbor day Tree giveaway)	√						√	√	√	√	√	√	√
Holiday Dances for Adults	√												√
Monthly Brunch & Lecture							√	√		√			√
Trips & Tours	√						√	√	√	√	√	√	√
Mother & Daughter Tea													√
Father Daughter Dance	√									√		√	
Mother & Son Dance	√									√		√	
Juneteenth Event	√						√			√			
Founder's Day								√					√

