



2025 CENTENNIAL

Parks, Recreation & Cultural Arts Department System Master Plan



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Executive Summary



David Park Tennis Center
(Source: <https://aceingautism.org/aceing-autism-launches-david-park-tennis-center-clinic-hollywood-fl/>)



EXECUTIVE SUMMARY

INTRODUCTION

When Joseph Young founded the City of Hollywood in 1925, his vision was to create *"A city for everyone - from the opulent at the top of the industrial and social ladder to the most humble of working people."* A half-century earlier, Frederik Law Olmsted, father of America's parks movement, noted that parks provided the places where both the humble and the opulent could interact: *"A park exercises a very different and much greater influence upon the progress of a city in its general structure than any other ordinary public work...where people of different backgrounds could encounter each other without the wariness and suspicion that arises in congested urban environment, serving as a meeting ground for a democratic society."*

As we approach the City's centennial birthday in 2025 - in the midst of a pandemic and social unrest, both of which are shining a light on social inequity in the United States – it is fitting that the City of Hollywood revisit the principles of Young and Olmsted through this Parks and Recreation Master Plan that focuses on equal opportunity and access to the City's "public realm" for all residents.



ArtsPark at Young Circle

(Source: <https://www.hollywoodfl.org/65/ArtsPark-at-Young-Circle>)

IN THIS SECTION:

- Introduction
- Existing Conditions
- Needs & Priorities
- Vision
- Implementation



Hollywood Beach

(Source: https://www.tripadvisor.com/Tourism-g34296-Hollywood_Broward_County_Florida-Vacations.html)

The City of Hollywood hired Barth Associates to develop a comprehensive Parks, Recreation & Cultural Arts Department System Master Plan (PRSMP) to help guide the development and maintenance of parks and recreation facilities, programs, and services for the next five to 10 years. As stated in the City's Request for Proposal (RFP), the purpose of the plan is to:

Perform a detailed analysis of the parks system identifying opportunities to maximize utilization through a mixture of compatible uses that both activates and celebrates the park system. This process will involve stakeholder and public input evaluating and making recommendations and opportunities. The plan should make specific and logical recommendations for the development of recreational uses on parcels and/or areas with a recommended timeline.

Parks, open space, and recreation facilities contribute to the health of community's residents, enhance the integrity and quality of the natural environment and attract visitors to the community contributing to local tourism and economic development. To optimize existing parks and recreation resources and assets, as well as strategically plan for the future, the Comprehensive Parks and Recreation Open Space Master Plan is vital. This planning process should be designed to ensure parks and open spaces will continue into the future identifying community resources dedicated to programs and facilities that are desired and utilized by citizens.

This PRSMP was developed over a two-year period, from the spring of 2019 to spring 2021, with input from over 800 residents and stakeholders. The process included a Preliminary Implementation Framework, Existing Conditions Analysis, Needs and Priorities Assessment, Visioning, and the development of an Implementation Strategy and Final Master Plan. Following are highlights from the planning process.

EXISTING CONDITIONS

The existing conditions analysis is presented in the Introduction & Background and Context sections of this plan. The analysis includes an overview of the existing parks and recreation system, including the PRCA'S mission and role; a review of related planning documents that may be relevant to the PRSMP; community demographics and trends; recreation and leisure trends analysis; an evaluation of the existing parks system; and an assessment of existing operations and maintenance. Key implications for the PRSMP include the following.

Need to Upgrade City Parks

Site evaluations of existing parks rated the overall condition of the City's parks systems as 2.9 (needing improvement), on a scale of 1 (needs improvement) to 5 (exceeds expectations). While certain parks met or exceeded expectations (including ArtsPark at Young Circle and Rose's Garden Park, used as benchmarks for the rest of the parks system), the majority of parks were in need of upgrades in some form. Findings include:

- Visibility into parks was lacking;
- Connections to parks could be improved via continuous sidewalk systems and increased links to transit. The number of shade trees along existing corridors could also be augmented;
- Most of the City's parks contain amenities, facilities, hardscape, and landscapes that are outdated, damaged, and in need of repair and replacement. Sixty percent (60%) of parks evaluated were identified as not meeting expectations;
- Maintenance was inadequate at most parks, and much of the equipment was outdated equipment and/or in need of repair;
- Branding was inconsistent;
- Amenities and activities for users of all ages and abilities should be added in parks; and
- Many park buildings were in need of aesthetic and furnishings upgrades.



Bench, fencing, and play surface in Joe DiMaggio Park

60% of parks evaluated contain amenities, facilities, hardscape, and landscapes that are outdated, damaged, and in need of repair and replacement.



Playground cover in Jefferson Park

Demographic Trends

Demographic trends point to the need for:

- Upkeep and potential re-purposing of underutilized facilities;
- Marketing spaces and services to large or growing segments of the population; and
- Pricing programs in line with the population's ability to pay.



Fred Lippman Multi-Purpose Center for adults and seniors
(Source: https://amusements-parks.com/Florida/Hollywood/Fred_Lippman_MultiPurpose_Center)



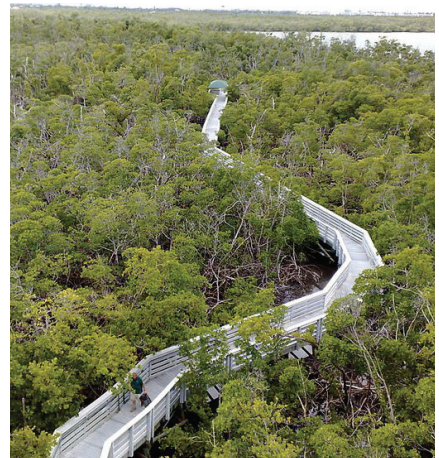
(Source: <https://www.guidestar.org/profile/59-2230272>)

NEEDS & PRIORITIES

A mixed-methods, triangulated approach – incorporating quantitative, qualitative, and secondary research techniques – was used to determine residents’ parks and recreation needs and priorities. Specific techniques included a statistically-representative mail survey, an on-line survey, an existing level-of-service (LOS) analysis, site evaluations, public workshops, and interviews and focus group meetings with government officials and a variety of stakeholders - engaging over 800 people. Based on a review of the findings from all of the needs assessment techniques, top priorities appear to include:

Amenity Priorities

- **GREENWAYS, TRAILS**
- **PASSIVE/NATURE PARKS, OPEN SPACE**
- **KAYAK, CANOE RENTALS**
- **OFF-ROAD BIKE PATHS, TRAILS**
- **BUTTERFLY GARDENS**
- **FISHING AREAS, DOCKS**
- **ROADSIDE BIKE PATHS, LANES**
- **DOG PARKS**
- **COMMUNITY GARDENS**
- **ADVENTURE COURSE**
- **OUTDOOR FITNESS EQUIPMENT**
- **IMPROVE EXISTING PARKS, MAINTENANCE**
- **TEEN CENTER**



Anne Kolb Nature Center

(Source: https://commons.wikimedia.org/wiki/File:Anne_Kolb_Nature_Center_observation_tower_boardwalk_view_-_panoramio.jpg)

Program Priorities

- **FARMERS MARKET**
- **CONCERTS IN THE PARK**
- **SENIOR (50+ YEARS OLD) PROGRAMS**



Yellow Green Farmers Market

(Source: <https://www.beachdeals.com/2016/11/10/6-hidden-attractions-in-hollywood-beach-florida/>)

VISION

The City's long-range Parks and Recreation Vision responds to residents' needs and priorities; strives to provide more equitable access to recreation and social opportunities; anticipates the needs of future residents; and aligns with the City's Strategic Plan vision, mission, values, and strategic focus areas. The vision also integrates parks and open spaces with other elements of the city's public realm, including streets, bikeways and trails, civic spaces, and stormwater treatment facilities. Elements of the vision include a department mission statement, reaffirming the purpose and role of the parks and recreation department; trends and guiding principles that shape the vision; subsystem service-delivery models and facility classifications that define how the City delivers parks and recreation services to its residents; and proposed classifications and recommendations for each subsystem, including land acquisition, capital improvements, recreation programs, and others.

First, the Vision supports the City's Strategic Plan mission - "A Thriving Community Where Quality Living is Available to All" - and the mission of the PRCA, to "Strengthen our community by offering diverse and accessible recreation opportunities, providing safe, well-maintained parks and conducting outstanding events while delivering exceptional customer service." This means that each park, recreation, and cultural arts facility and program should be planned, designed, and maintained to provide a high-quality experience for every visitor and participant.

The Parks and Recreation Vision is founded on the principles of equity and quality.

The Parks and Recreation Vision also responds to the vision presented in the City's Strategic Plan, to become "South Florida's Top City to Live, Learn, Work, Invest, And Play." The City's vision is to gradually improve the design, construction, maintenance, programming, and operations of its system to achieve "top-quality" status.

Second, the Vision is comprised of the City's eight existing service areas, or subsystems (Parks, Recreation, Athletics, Aquatics, Golf and Tennis, ArtsPark at Young Circle, Special Events, and Marina), plus the recommended addition of the following subsystems:

- Greenways, Blueways, and Trails;
- Kayak, Paddleboard, and Fishing Access; and
- Integration of Parks and Stormwater Treatment Facilities.

The Vision focuses largely on improving the maintenance and programming of existing parks. General recommendations across the City's park system include:

- 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 signage 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; and
- Update old and damaged landscaping with native, low-maintenance landscaping.

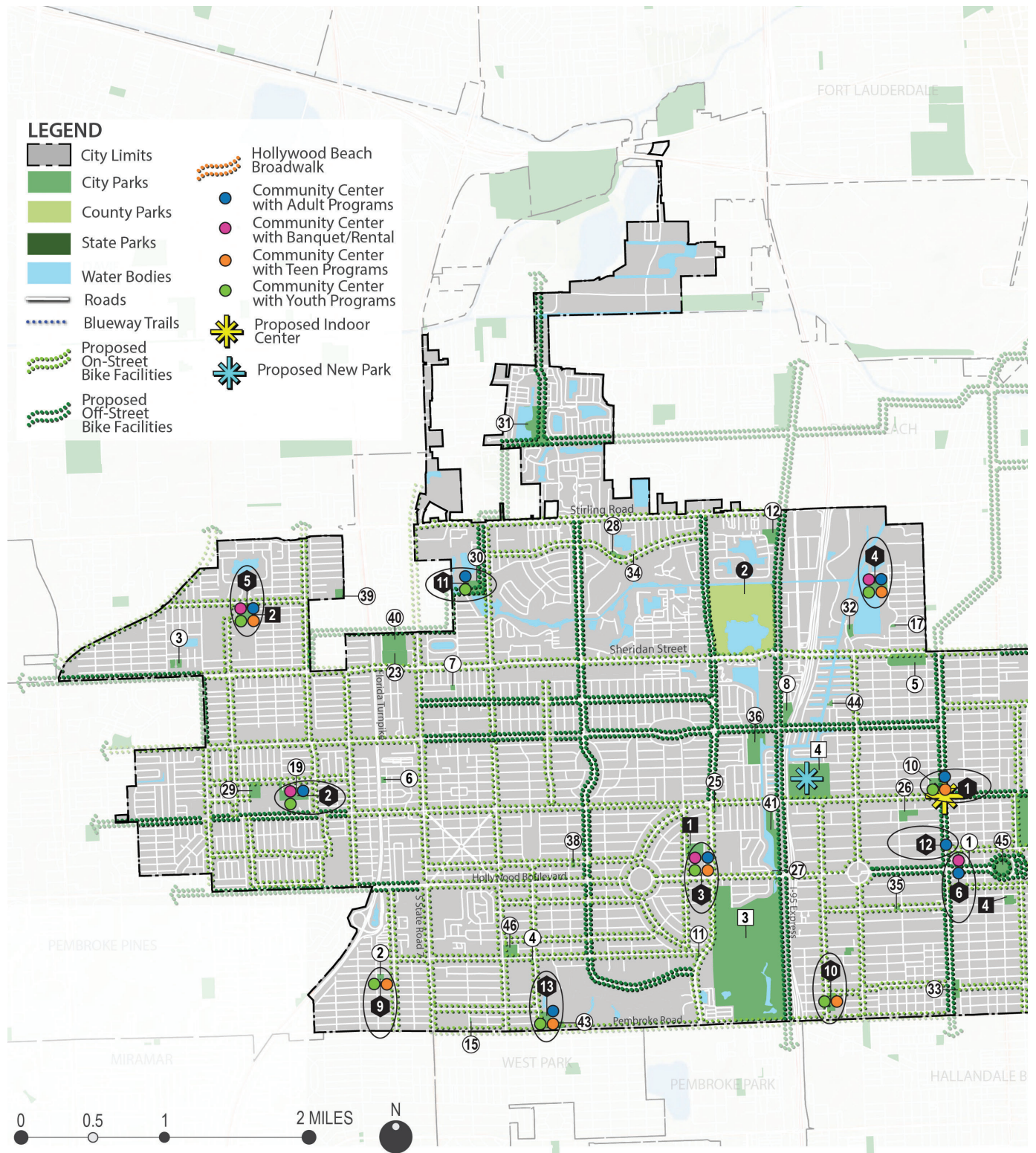


Rose's Garden Park

(Source: <https://www.mapquest.com/us/florida/roses-garden-345844192>)

Figure i illustrates the overall, long-range, city-wide parks, recreation, and open space vision.

FIGURE i | OVERALL LONG-RANGE VISION





IMPLEMENTATION

Implementing the Vision is estimated to cost over \$50 million, in addition to funds from the City's 2019 General Obligation (GO) Bond initiative.

An incremental approach to implementation is proposed, rather than another ambitious initiative such as the 2019 GO Bond. 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.

3- Year Strategic Action Plan

STRATEGY 1

BECOME RE-ACCREDITED
(Section 3.1)

STRATEGY 2

ADOPT & INTERNALIZE GUIDING PRINCIPLES
(Section 3.2)

STRATEGY 3

IMPROVE CUSTOMER EXPERIENCES & COMMUNICATIONS
(Section 3.4)

STRATEGY 4

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

STRATEGY 5

INCREASE MARKETING & REVENUE-GENERATION
(Section 3.4)

STRATEGY
6 **PROVIDE EQUITABLE ACCESS TO INDOOR PROGRAMS FOR TEENS & SENIORS**
(Section 3.4)

STRATEGY
7 **EXPAND SPECIAL/CULTURAL EVENTS**
(Section 3.4)

STRATEGY
8 **IMPROVE MAINTENANCE OF EXISTING FACILITIES**
(Section 3.4)

STRATEGY
9 **MAKE IMPROVEMENTS TO EXISTING PARKS AS FUNDING ALLOWS**
(Section 3.4)

STRATEGY
10 **ADVOCATE AND SUPPORT THE DEVELOPMENT OF AN INTERCONNECTED GREENWAYS & TRAILS SYSTEM**
(Section 3.4)

STRATEGY
11 **PROVIDE ADDITIONAL PASSIVE/ NATURE PARKS AND OPEN SPACES**
(Section 3.4)

STRATEGY
12 **PREPARE FOR THE NEXT "ROUND" OF CAPITAL IMPROVEMENTS BY 2024**

Introduction & Background



ArtsPark at Young Circle



INTRODUCTION & BACKGROUND

INTRODUCTION

When Joseph Young founded the City of Hollywood in 1925, his vision was to create *“A city for everyone - from the opulent at the top of the industrial and social ladder to the most humble of working people.”* A half-century earlier, Frederik Law Olmsted, father of America’s parks movement, noted that parks provided the places where both the humble and the opulent could interact: *“A park exercises a very different and much greater influence upon the progress of a city in its general structure than any other ordinary public work...where people of different backgrounds could encounter each other without the wariness and suspicion that arises in congested urban environment, serving as a meeting ground for a democratic society.”*

As we approach the City’s centennial birthday in 2025 - in the midst of a pandemic and social unrest, both of which are shining a light on social inequity in the United States – it is fitting that the City of Hollywood revisit the principles of Young and Olmsted through this Parks and Recreation Master Plan that focuses on equal opportunity and access to the City’s “public realm” for all residents.

The City of Hollywood hired Barth Associates to develop a Comprehensive Parks, Recreation, and Open Space Master Plan in late 2019. The purpose of the plan, as stated in the City’s Request for Proposal (RFP), is to:

Perform a detailed analysis of the parks system identifying opportunities to maximize utilization through a mixture of compatible uses that both activates and celebrates the park system. This process will involve stakeholder and public input evaluating and making recommendations and opportunities. The plan should make specific and logical recommendations for the development of recreational uses on parcels and/or areas with a recommended timeline.

Parks, open space, and recreation facilities contribute to the health of community’s residents, enhance the integrity and quality of the natural environment and attract visitors to the community contributing to local tourism and economic development. To optimize existing parks and

IN THIS SECTION:

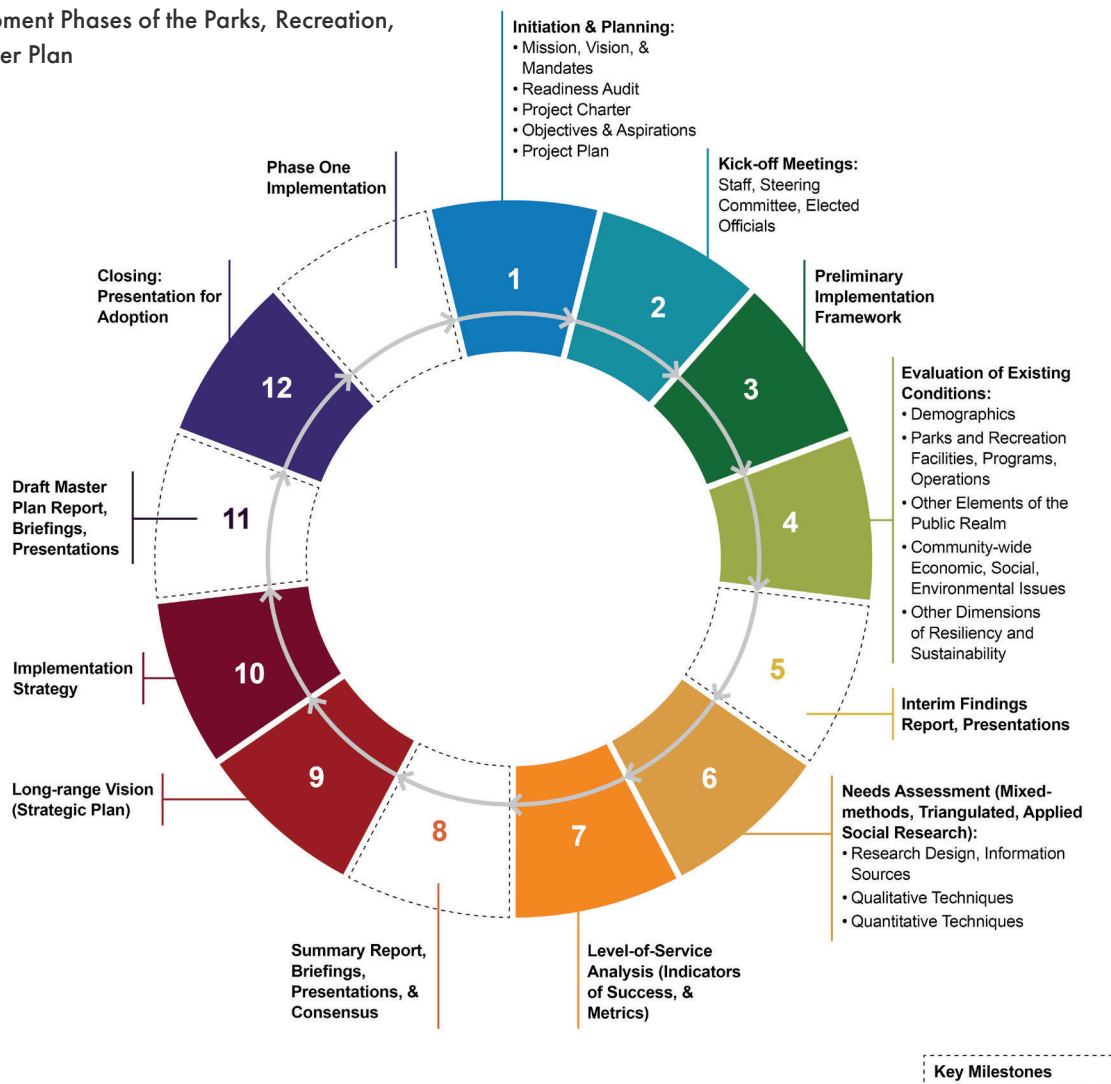
- Introduction
- “Hollywood’s Challenge”
- Community-wide Issues
- PRCA Mission & City Vision

recreation resources and assets, as well as strategically plan for the future, the Comprehensive Parks and Recreation Open Space Master Plan is vital. This planning process should be designed to ensure parks and open spaces will continue into the future identifying community resources dedicated to programs and facilities that are desired and utilized by citizens.

The scope of work for the Master Plan (**Appendix A**) includes five phases:

- Preliminary Implementation Framework;
- Existing Conditions Analysis;
- Needs & Priorities Assessment;
- Visioning; and
- Implementation Strategy & Final Master Plan.

FIGURE 0.1 | Development Phases of the Parks, Recreation, and Open Space Master Plan



Over 800 residents, City staff, and other stakeholders participated in the planning process through public workshops, surveys, interviews, and focus group meetings.

This Master Plan reflects the findings and recommendations from each phase of the project. First, the **Executive Summary** outlines key findings from each phase of work, and a proposed implementation strategy and action plan.

Section 1 - Context describes existing conditions, including the findings from site visits; review of planning documents; demographics analysis; trends and issues analysis; research into community-wide issues; park visits and evaluations; and assessment of operations and maintenance practices, programming, and staffing.

Section 2 - Needs & Priorities summarizes the findings from quantitative and qualitative needs assessment techniques including public workshops, interviews, focus group meetings, an interactive website, demographics and recreational lifestyle analysis, a statistically-valid mail/telephone survey, an on-line survey, benchmarking, and level-of-service analysis.

Section 3 – Vision proposes long-range recommendations in response to existing conditions and needs, including capital improvements; programming; organizational structure and staffing; maintenance and operations; integration with other elements of the public realm; service-delivery models and classifications; potential partnerships; levels-of-service and other performance metrics; maintenance standards; and cost recovery goals.

Finally, **Section 4** outlines a proposed, phased **Implementation** strategy and action plan – in accordance with the purpose outlined in the RFP - based on estimated costs; available and projected funding; top priority needs; and preliminary prioritization criteria.



Hollywood Boulevard Historic Business District
(Source: https://en.wikipedia.org/wiki/Hollywood_Boulevard_Historic_Business_District)

BACKGROUND

The 2001 Citywide Master Plan does a terrific job of describing “Hollywood’s Challenge”:

The City of Hollywood is characterized as a mature built-out city. Over 95% of the land in the City is developed, with the remaining 5% consisting mainly of small infill lots. With a limited amount of



Flooding in Hollywood
(Source: <https://www.hollywoodfl.org/692/Flood-Safety>)

vacant land and an aging housing stock and infrastructure system, Hollywood is faced with the challenge of finding ways to stimulate new development, redevelopment and implementing methods and programs to improve its citizens' way of life.

As vacant land for development becomes scarce, the City faces the reality of developing means to increase its tax base. Redevelopment becomes the most important element in increasing the City's tax base and improving its economic health. The City also faces the challenge of competing with other cities within Broward County to attract new businesses and find ways to retain existing businesses. Another economic challenge is how to maintain and improve tourism as Hollywood's main economic engine. The main tourist attraction in Hollywood is the beach and the City is currently working to obtain funding for beach re-nourishment to enhance the area.

As Hollywood continues to age, so does its housing stock. To ensure improved viability of the housing stock, the City must provide housing programs that will encourage both rehabilitation and new construction. Preservation of existing housing stock will also require protecting neighborhoods. Hollywood must provide improved code enforcement, neighborhood planning programs, improved public safety programs and neighborhood traffic calming methods. As a way of enhancing neighborhood and residents' quality of life, Hollywood must also address the challenge of maintaining aging public facilities and infrastructure and providing for on-going infrastructure needs such as stormwater drainage and sidewalks. With the ever-changing growth of South Florida, the City must continue to find creative ways of attracting new residents through improved recreational facilities, cultural facilities, cultural events and other amenities that advance the quality of life.
(Source: 2001 Citywide Master Plan)

COMMUNITY-WIDE ISSUES

The Community Foundation of Broward identified the following "10 issues that matter to all Broward County residents":

- **Animal Welfare** - Because it is believed that the character of the community is reflected in the way animals are treated, an environment

is desired where domesticated and wild animals can live free from harm, abuse, and neglect. Sick, injured and homeless animals deserve proper treatment, protection, and care.

- **Art of Community** - The arts can be a strong catalyst to improve the health and vitality of our community as we evolve, yet the art and culture scene of Broward is not keeping pace with demand for accessible and affordable opportunities; leadership needs to grow; arts need to permeate every neighborhood; and State and Local budget cuts threaten the arts.
- **BFit** - The prevalence of chronic diseases linked to the obesity epidemic, such as diabetes, heart disease, high blood pressure, stroke and cancer, has increased sharply and is the highest among Broward women as well as our low-income and minority residents. The Community Foundation's BFit program helps to empower adults to take control of their health to prevent and reverse serious lifestyle-related illnesses.
- **Broward Pride** - Broward has more same-sex couples, or households than any other county in Florida; inclusion and acceptance are key issues facing the community. To unite our diverse community to ensure equality, justice and inclusion of our LGBT neighbors throughout Broward.
- **Cancel Cancer** - Broward has the second highest rate of new cancer diagnoses in Florida. Goals include advancing local, breakthrough cancer research that makes lifesaving clinical trials accessible to all Broward residents and to help patients and their families face cancer with support services that reduce levels of stress and anxiety.
- **Dignity in Aging** - Although Broward is widely considered a paradise for retirees, many seniors struggle to live the good life. They need help with everyday activities like driving, cooking, finances, and personal care. Current services for seniors are fragmented making them hard to find and inaccessible. The wait lists are long. Seniors will continue to outlive their retirement income and need help that currently is not available. With a strengthened caregiver network, reduced senior isolation, improved transportation, creative housing options, and reduced waiting lists for critical services will create a stress-free life for Broward's elders 80+.
- **ECO Broward** - Broward is nestled between two of the most wondrous and fragile ecosystems, the Everglades and the Atlantic Ocean. Both of these natural areas are economic engines that drive our tourism economy and are vital to the health of our region. It is important to protect these important natural resources for immediate and future generations. The threat of climate change throughout Broward could be devastating if pollution is not curbed and the community is not made more resilient. Effects will be extreme health risks, such as heat stroke and respiratory disease increase (especially for elderly and low-income populations); relocations for housing and jobs; and diminishing native species and natural habitats.
- **Economic Independence** - More than half (54%) of Broward workers are employed in low-wage service sector occupations with hourly wages and live paycheck to paycheck. By supporting individuals and families from spiraling into economic despair, we stand a stronger chance to break the cycle of poverty for the next generation. Federal, state and local research tells us that when we reduce the number of residents living in poverty, crime rates go down, education levels increase, residents are healthier and future generations are more likely to be financially independent.



Hollywood Village affordable housing
(Source: http://www.hollywoodhousingauthority.com/bldg_hollywood_village.html)

- **School is Cool** - Only 53% of young people in America's 50 largest cities graduate from high school on time. Twenty-five U.S. school districts produce 1/5 of all U.S. dropouts. Broward is one of them. When struggling middle schoolers become high school dropouts, they can expect higher unemployment and lower earnings; higher rates of illness and disability; and increased incarceration. This program aims to increase high school graduation rates to 90% by focusing on middle school success.
- **Youth WORK** - Based on data from CareerSource Broward, the county's youth unemployment rate remains consistently higher than other age groups. Employers report that young people are deficient in: problem solving, critical thinking, dependability, oral and written communications and professionalism/work ethic. Initiatives should help young people gain skills through hands-on employment opportunities to develop the skills necessary for future career success.

Additionally, the City of Hollywood has identified the following issues:

- Increased **affordable housing** and related support services are community needs. According to the *City of Hollywood Affordable Housing Advisory Committee Annual Report (2018)*, primary challenges are that nearly half of the city's population is low- or moderate income and 29% of homeowners and 57% of renters are cost-burdened. Top priorities to assist vulnerable populations include purchase assistance, single family housing repair, funding activities that increase the supply of affordable housing for homeownership, senior services, and rental assistance.
- An Executive Summary produced by the Community Development Advisory Board (CDAB), produced for HUD for FY2019/2020 to 2023/2024, focuses also on housing issues. The report highlights many of the same issues conveyed in the AHAC Annual Report described above, and includes recommendations additionally for **economic development activities** to help in-need populations, such as job training, job placement, financial literacy, small business assistance, and industry recruitment. General **public service activity** recommendations include education services for children and youth and healthcare for substance abuse and mental health treatment. In summary, the report finds that the cost burden of low and moderate income families is affecting the condition of housing and as a result must be addressed by both the reduction of the cost of housing and the increase of earning power of low and moderate income families.

PRCA MISSION & CITY VISION

The mission of the Hollywood Parks, Recreation, & Cultural Arts (PRCA) Department is to **“Strengthen our community by offering diverse and accessible recreation opportunities, providing safe, well-maintained parks and conducting outstanding events while delivering exceptional customer service.”** This is done by acquiring, developing, programming and maintaining City park facilities as well as coordinating a multitude of recreation services and events.

The 2001 Citywide Master Plan also establishes an overall vision for the City:

Joseph W. Young’s visionary plan for the City of Hollywood was based on a community originating from a principle spine and landmark urban circles. At the time of the City’s inception, US 1 defined the major north-south community development and the urban circles provided east-west activity landmarks. Today, the City contains several development spines and the urban circles (Young Circle, City Hall Circle and Presidential Circle) remain major urban activity nodes.

The City-Wide Master Plan Vision is based on understanding the historical development of the City of Hollywood and a thorough analysis of existing conditions. The Vision builds on the City’s natural and man-made assets to enhance and sustain existing quality environments while refocusing interests and efforts in areas that offer potential for City growth and development. The potential efforts include creating urban

The vision for the City seeks to balance growth and preservation, building on natural and man-made assets while focusing efforts in areas that offer potential for change.



Hollywood Beach

(Source: <https://www.hollywoodfl.org/1049/Hollywood-Beach>)



ArtsPark at Young Circle

(Source: <https://www.hollywoodfl.org/65/ArtsPark-at-Young-Circle>)



Hollywood North Broadwalk

(Source: <https://www.beachdeals.com/2016/11/10/6-hidden-attractions-in-hollywood-beach-florida/>)

lifestyle options, improving mobility and increasing the economic well-being of the City as a whole. In summary, the City-Wide Master Plan Vision builds upon Hollywood's historic development pattern to preserve single-family residential areas, strengthen existing multi-family areas and promote intense development in existing commercial and mixed-use corridors.

Any city is akin to a living organism. Growth and replenishment are essential to its wellbeing. For example, no growth or replenishment stunts and nullifies, and uncontrolled growth becomes a terrible illness. We must strike a balance. The City must grow rationally to replenish and reinvent itself. The City-Wide Master Plan attempts to strike a balance between areas that, because of their location and role in the city scheme, can undertake growth and become engines for community renewal. Furthermore, community renewal can create excitement and pride while emphasizing, preserving and enhancing existing use areas that are the foundation of the City of Hollywood's identity and well-being.

Now, in the new millennium, growth patterns return east from the continual push west to a City comprised of mostly stable neighborhoods, developing commercial corridors, business districts and exceptional natural areas. The City-Wide Master Plan emphasizes Hollywood's major corridors and incorporates other planning documents in a manner that establishes balance between growth and preservation.

The City-Wide Master Plan asserts the need for the public sector's intervention to generate, control and guide private energies in the process of city building. Public sector actions can and should guide individual desires for wealth and well-being into a common good that will benefit both the individual and the City as a whole. The City-Wide Master Plan envisions the proactive role of the public sector in creating conditions necessary to make the City-Wide Master Plan recommendations a reality.

To ensure the common good of the City, a number of general principles were utilized in the development of the City-Wide Master Plan. These are:

- Create and maintain a safe environment and eliminate the perception of crime.
- Attract and retain businesses that will increase economic opportunities for the City while enhancing the quality of life for residents.
- Promote development that will preserve and enhance natural resources.
- Promote the highest and best use of land in each sector of the City without compromising the goals of the surrounding community.
- Preserve stable single-family neighborhoods while providing alternative housing options that will meet the needs of all residents in the City of Hollywood.
- Provide pedestrian, vehicular and public transportation linkages locally and regionally.
- Preserve and emphasize historic resources and Joseph W. Young's original vision for the City of Hollywood.
- Preserve, protect and enhance existing open space and recreation facilities both public and private.
- Increase participation and promote the expansion of cultural and educational programs.
- Promote the equitable distribution of public improvements that will eliminate disparities between neighborhoods and guarantee the health, safety and welfare of all residents of the City.

Providing pedestrian and public transportation linkages and preserving and enhancing open space and recreation facilities are two guiding principles of the Citywide Master Plan.

The City-Wide Master Plan is a guiding document more than a picture in time. It is based on a series of guiding principles, selected policies and specific recommendations that reflect community preferences and sound planning criteria. (Source: 2001 Citywide Master Plan)

A large, bold, orange letter 'T' is centered vertically on a white background. A horizontal band of light blue color spans the width of the image, passing behind the letter 'T'. The word 'Context' is written in a bold, blue, sans-serif font, positioned horizontally across the middle of the image, overlapping the light blue band and the vertical stem of the 'T'.

Context



Charles Vollman Park



1.1 REVIEW OF PLANNING DOCUMENTS

PLANS REVIEWED

Barth Associates reviewed numerous existing documents to identify potential implications for the Parks and Recreation System Master Plan. These included:

- 2019 Citywide Accomplishments
- 2020 Strategic Plan
- 2001 City-wide Master Plan, Volume 2
- 2001 City of Hollywood Comprehensive Plan
- 2018 Business Evaluation of Proposed Redevelopment of Orangebrook Golf & Country Club
- 2016 Hollywood Sustainability Plan
- 2020 Citywide Vulnerability Assessment and Adaptation Plan
- 2007 & 2011 Community Redevelopment Area Master Plans
- 2014 Marine Waterway Master Plan
- Broward County Bicycle Suitability App
- 2019 Recreation and Open Space Element of the Broward County Comprehensive Plan
- 2011 Stormwater Master Plan Update

IN THIS SECTION:

- Plans Reviewed
- Significant Findings



ArtsPark at Young Circle

SIGNIFICANT FINDINGS

Following are brief descriptions of the plans and the most significant findings from the review.

2019 Citywide Accomplishments

This document, prepared by the Office of the City Manager, details myriad accomplishments of City departments over FY2019, and presents aims for the upcoming year. The report states that over the past five years, the tax base has grown 43% to an all-time high of more than \$17.4 billion. Voters approved General Obligation Bond referenda to result in significant capital improvement program, including improvements to open space and recreation. In addition to securing this funding, notable Parks, Recreation and Cultural Arts Department achievements during FY2019 included:

- Receipt of \$232,000 funding from Community Development Block Grant (CDBG) program to purchase new pool equipment, park amenities and gymnasium upgrades and \$582,977 from Broward County Children's Services Council for the FY19-20 afterschool programming at Kay Gaither and McNicol Community Centers and summer camp programming at Kay Gaither, McNicol, Dr. Martin Luther King Jr., and Washington Park Community Centers serving over 400 community youth.
- Partnering with the CRA and Rhythm Foundation for a multi-year contract bringing international concerts (4x year) to the ArtsPark at Young Circle. Through this agreement, ArtsPark at Young Circle hosted a minimum of 5,000 attendees for each concert the Rhythm Foundation scheduled.

Further, goals for 2020 which specifically relate to parks and recreation planning efforts include:

- Develop a program to maintain and improve existing dune features and construct new dunes/vegetation on Hollywood Beach.
- Conduct a study to develop impact fees for Mobility and Transportation.
- Re-writing of the Comprehensive Plan in conformance to Broward County's new Comprehensive Plan and Hollywood's vision.
- Draft a request for proposal for the completion of a Marina Master Plan.
- Launch and complete the CAPRA reaccreditation process.
- Implement signature paid concert(s) in ArtsPark at Young Circle.
- Develop project schedule/select consultants/vendors for construction projects for \$70M GOB Phase 1 and non-GOB funded Capital Improvement Projects.
- Develop a "Right of Way Urban Design Guideline" for the City's CRA and RAC areas; a "Bike Lane Master Plan"; and a "Citywide Traffic Calming Program."

2020 Strategic Plan

The Strategic Plan, adopted January 15, 2020, describes the City's Vision (to become South Florida's top city to live, learn, work, invest, and play), Mission (to provide a thriving community where quality living is available to all), Core Values (how the City conducts itself with integrity and professionalism, and with a spirit of innovation, teamwork, and pride), and Strategic Focus Areas for growth. The parks and recreation planning effort should be informed by the following City goals, established in the Strategic Plan. Eventually, improved parks and recreation offerings could also help progress the accomplishment of these goals:

- Assist with Communications and Civic Engagement through the promotion of Hollywood as a vibrant, sustainable place to live, learn, work, play, and invest.
- Spur Economic Vitality through the establishment and maintenance of welcoming, aesthetically, attractive, and commercially viable corridors and activity centers; helping to encourage the growth of high-wage industries and high-wage jobs (through becoming an attractive place to do business/increasing local quality of life); growing the City's tax base by redeveloping properties; and expanding opportunities to increase tourism.
- Help improve Infrastructure and Facilities through the development of better transportation infrastructure to support commerce and mobility.
- Strengthen Quality of Life and Strong Neighborhood aims, such as through providing programs to foster health and wellbeing of residents and allocating resources to improve public rights-of-way and other City property.
- Increase Resiliency and Sustainability through improving City infrastructure, open spaces, and natural environments.

Improved parks and recreation offerings can advance many of the City's 2020 strategic goals, primarily by helping to increase vibrancy, economic vitality, quality of life, transportation options, resiliency, and sustainability.

City-wide Master Plan, Volume 2 (2001)

The City's Master Plan establishes a direction for future development. The analysis of the existing conditions and proposed recommendations for the future are presented as Volume I. Volume 2 (summarized here) presents the City's policies. Included in the Guiding Principles of the plan are the promotion of development that will preserve and enhance natural resources; the provision of pedestrian, vehicular and public transportation linkages locally and regionally; the preservation and emphasis of historic resources and Joseph Young's original vision for the City of Hollywood; the preservation, protection, and enhancement of existing open spaces and recreation facilities, both public and private; increasing participation and expansion of cultural and educational programs; and the promotion of the equitable distribution of public improvements that will eliminate disparities between neighborhoods and guarantee the health, safety and welfare of all residents of the City of Hollywood. In addition to City-wide recommendations, the plan provides more specific guidance for eight geographical sub-areas. Helping to support this plan are individual plans and improvement budgets which underpin Community Redevelopment Areas (CRA). Many neighborhoods also have master plans which guide their development; however, the most recent was completed in 2001 and was not adopted. A City-wide Infrastructure Improvements Plan and Transportation Master Plan are proposed.

All Parks, Recreation, Facilities, Cultural Arts, and Open Spaces policies (as well as those relating to Transportation) can be found in Appendix B. These policies could be used as a "check list" during the next phase of work to understand what's been accomplished, and the priorities for what remains to be done.

The complete list of city-wide policies relating to **Parks, Recreation Facilities, Cultural Arts, and Open Spaces** is included in **Appendix B**.

The following are highlights relating to capital improvements, programming, operations, and funding:

- Policies that relate to **capital improvements**:
 - Create a new regional park in the City;
 - Create a Cultural Arts District as part of Young Circle redevelopment;
 - Continue upgrading parks and recreation facilities as identified in the City's five-year CIP;
 - Identify appropriate locations and, where practical, construct additional recreation facilities along the Hollywood Beach such as outdoor basketball courts, interactive water play features, and beach volleyball courts;
 - Identify areas of deficiency in provision of parks and recreation facilities and plan to address those;

- Utilize existing school sports facilities wherever possible to provide additional outdoor sports fields for youth organizations;
- Work with Broward County School Board to establish comprehensive community sports complexes at Driftwood Park and at Apollo and Attucks Middle Schools;
- Address the transportation needs of youths, elderly and low-income neighborhoods.
- Policies that relate to **programming**:
 - Establish recreation programs and activities for senior citizens in the north and south central neighborhoods;
 - Establish new recreation programs and services as identified by community surveys and input received from neighborhood civic and homeowner associations.
- Policy that relates to **operations**: the creation of 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.
- Policies that relate to **funding**:
 - Continue to apply for grants to support the City's CIP, including via the Florida Recreation Development Assistance Program (FRDAP), Land Water Conservation Fund (LWCF) and Urban Parks and Recreation Recovery (UPARR);
 - Identify areas where Broward County Bond funds could be utilized;
 - 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.

Other City-wide policies relating to transportation and the environment also play a role in shaping the parks and recreation plan, as briefly described below:

- **Multi-modal Transportation and Public Safety** - Many policies encourage the development of alternative transportation modes, including bicycle, pedestrian, and waterways (blueways). The resulting system of paths should link residential areas with businesses, recreational facilities/parks/open spaces, and neighborhoods.
- **Environmental/Conservation** - Policies emphasize the need to restore and maintain Hollywood's beaches/dune system. The need for public education about these resources is also highlighted. The importance of protecting existing wildlife habitat – including seagrass beds for manatees – is noted, as is the need for the identification of areas that frequently flood and to determine preventative methods. Sustainability measures are promoted, such as working to reduce auto travel and increase air quality and enhancing and preserving the City's tree canopy (with a focus on pedestrian thoroughfares).

Specific parks and recreation guidance per sub-area is also provided, except for Sub-Area 5 (Port Everglades).

Significant undertakings include:

- **Sub-Area 1 (US 441/SR 7 Corridor)** - Cooperate with FDOT during the parcel condemnation process to create meaningful open public spaces.

- **Sub-Area 2 (East Hollywood and Downtown Hollywood)** - Promote cultural arts and events in the Downtown/Young Circle area and redesign ArtsPark at Young Circle to be an attraction, potential arts park, and activity center for local South Florida residents as well as tourists (in accordance with a ULI Study).
- **Sub-Area 3 (East-Central Hollywood)** - Investigate park and recreation opportunities in Liberia/Oakwood Plaza (including the potential acquisition of sites); preserve the Sunset Golf Course as open space; explore creation of a greenway on Hollywood Boulevard from Dixie Highway to City Hall.
- **Sub-Area 4 (Hollywood Beach)** - Encourage new waterfront recreational activities such as boat rentals along the Intracoastal Waterway and selected beachfront areas; continue walkways along the Intracoastal Waterway; implement recommendations from the Hollywood Beach Master Plan; create a public plaza on Johnson Street, utilizing the band shell/amphitheater as the focal point.
- **Sub-Area 6 (West-Central Hollywood)** - Preserve area golf courses as golf courses unless changed by referendum and create a continuous landscape plan on Hollywood Boulevard oriented toward the pedestrian environment.
- **Sub-Area 7 (North Hollywood)** - Develop Oak Lake Park into a neighborhood park and consider including a 7,000 to 10,000 square feet community center.
- **Sub-Area 8 (West Hollywood)** - Utilize open space under FPL power lines on Sheridan Street as linear park/greenway.

City of Hollywood Comprehensive Plan

According to the City's Comprehensive Plan, Low Use Residential comprises the primary land use, totaling nearly 32% of the land area. Parks and Open Spaces make up 12%, and Conservation areas cover nearly 10%. The most significant vacant areas are on SR7/441 - two aeras near Griffin and Sterling Road near the Seminole Tribe/Hard Rock casino. **Figure 1.1** lists acreages and percent land area for all land uses; **Figure 1.2** illustrates existing land uses.

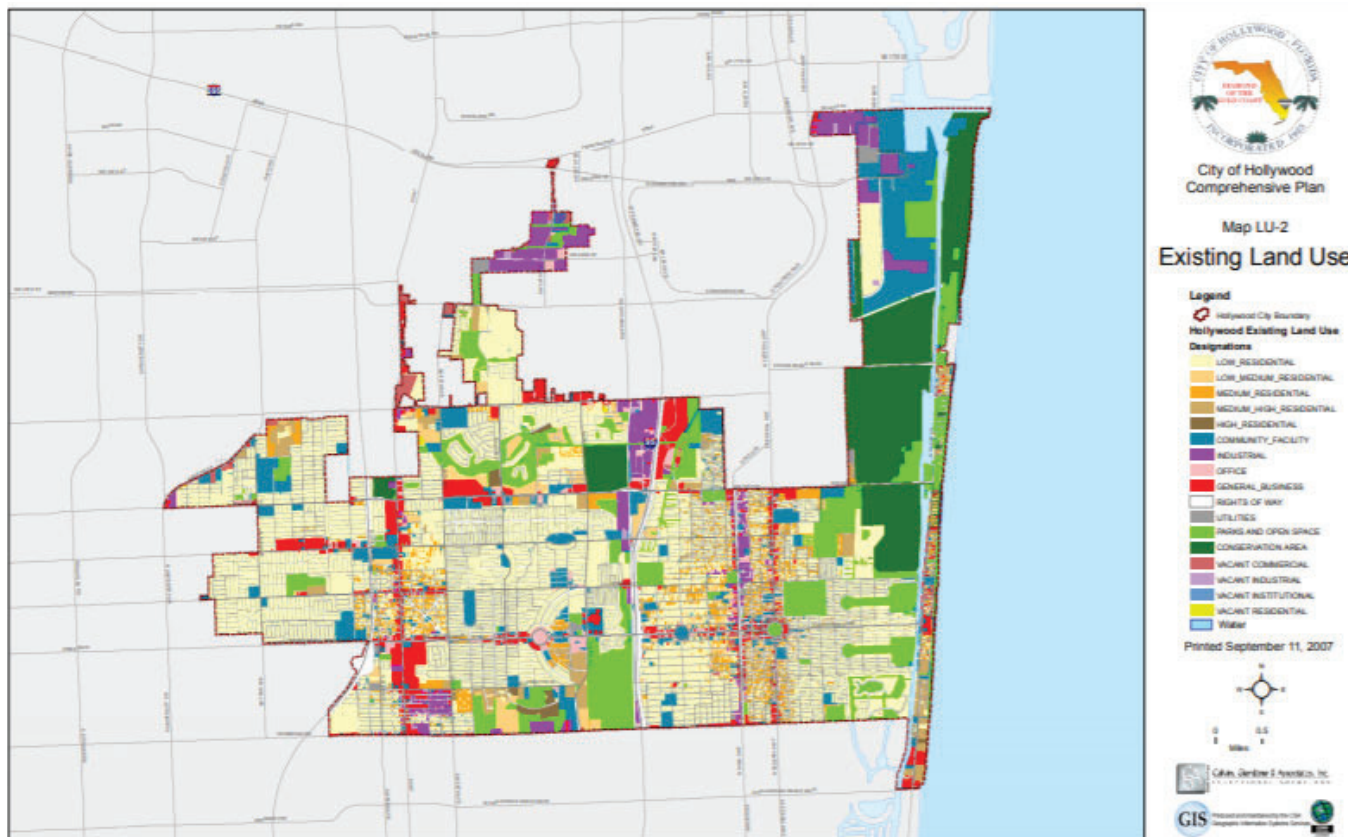
FIGURE 1.1 | HOLLYWOOD TOTAL EXISTING LAND USE

LAND USE	ACRES	% OF TOTAL AREA
Low Residential (5)	6,021.11	31.68%
Low Medium Residential (5-10)	618.17	3.25%
Medium Residential (10-16)	607.90	3.20%
Medium High Residential (16-25)	504.62	2.66%
High Residential (25-50)	71.35	0.38%
Community Facility	1,620.18	8.52%
Industrial	703.10	3.70%
Office	208.03	1.09%

LAND USE	ACRES	% OF TOTAL AREA
General Business	847.55	4.46%
Rights of Way	3,422.19	18.11%
Parks and Open Space	2,304.70	12.13%
Conservation Area	1,890.79	9.95%
Utilities	90.56	0.48%
Vacant Commercial	119.61	0.63%
Vacant Industrial	38.80	0.20%
Vacant Institutional	1.14	0.01%
Vacant Residential	5.35	0.03%
TOTAL	19,095.15	100.47%

Source: City of Hollywood, Broward County Property Appraiser, Calvin, Giordano and Associates

FIGURE 1.2 | HOLLYWOOD EXISTING LAND USE MAP





Hollywood Beach Boardwalk
(Source: [https://commons.wikimedia.org/wiki/File:Hollywood_Beach_Boardwalk_\(3\).jpg](https://commons.wikimedia.org/wiki/File:Hollywood_Beach_Boardwalk_(3).jpg))

Most elements of the City's Comprehensive Plan have implications for the Park Master Plan, including Land Use, Transportation, Coastal, Conservation, Drainage, Intergovernmental Coordination, Capital Improvements, and Historic Preservation. The **Recreation and Open Space Element** in particular states that:

The following Goals, Objectives, and Policies are hereby provided to steer the City of Hollywood toward a future of successful and adequate recreation and open space opportunities by protecting existing recreation and open space inventories; accommodating the needs of existing and future residents; and maintaining ambitious level of service standards.

GOAL: PROVIDE AND MAINTAIN A COMPLETE RANGE OF RECREATIONAL FACILITIES AND SERVICES AS WELL AS OPEN SPACE SITES TO FULFILL THE RECREATION NEEDS OF RESIDENTS AND VISITORS OF ALL AGES, INCLUDING SPECIAL GROUPS SUCH AS THE ELDERLY, THE DEVELOPMENTALLY IMPAIRED, AND PRESCHOOL AGE CHILDREN TO BE CONSISTENT WITH ENVIRONMENTAL RESOURCES.

Objective 1: Satisfy the recreation and open space needs of residents and visitors of all ages by the adequate and efficient provision of both facilities and programs through the coordination of both private and public development and the utilization of private and public resources.

Policy 1.1: Expand the relationship between the City of Hollywood and the School District to improve and coordinate schools' indoor and outdoor recreation facilities and programs.

Policy 1.2: The activity-based recreational facilities will be maintained year round.

Policy 1.3: Seasonal sports will be offered year round in which residents and visitors of all ages will be able to participate.

Policy 1.4: Special programs for single parents and their children will be offered through classes and recreational activities.

Policy 1.5: Continue to require the provision of recreation and open space sufficient to meet established level of service requirement through

the development review process by the enforcement of land dedication or impact fee requirements set out in the platting regulations.

Policy 1.6: The level of service for the City's Parks and Open Space standard of 3 acres per 1,000 population shall be maintained and utilized to assess adequacy of service.

Policy 1.7: Annually, the City shall assess whether there are sufficient parks, recreation facilities, and open space for the needs and interests of the residents of Hollywood.

Policy 1.8: Review existing land development regulations to ensure that they include appropriate definitions and standards pertaining to parks, recreation, and open space, and revise the regulations as necessary.

Policy 1.9: The Office of Planning in cooperation with the Department of Parks, Recreation & Cultural Arts will conduct a park facilities conditions inventory which addresses the age of equipment and date of maintenance of the facilities and equipment at each park. The needs identified will be addressed in the annual capital improvements budget.

Policy 1.10: Evaluate lighting and Crime Prevention through Environmental Design (CPTED) principles at existing parks and design new parks with safety as a major focus. (CWMP Policy CW.93)

Policy 1.11: Continue the City's partnership with Broward County School Board to analyze needs and provide programs at various School Board Sites. (CWMP Policy CW.98)

Policy 1.12: Expand the Beach Ranger program by continuing to work with the Beach Community Redevelopment Agency.

Policy 1.13: Enhance City events and programming through corporate and community sponsorships and effective marketing strategies.

Policy 1.14: Consider corporate name replacements for certain park facilities and venues in exchange for financial sponsorship and underwriting.

Objective 1 Effectiveness Measurement: Amount of open space and recreational facilities provided.

"Policy 1.6: The level of service for the City's Parks and Open Space standard of 3 acres per 1,000 population shall be maintained and utilized to assess adequacy of service."

Objective 2: Fulfill the recreation needs of special groups such as the elderly, the developmentally impaired, and pre-school age children.

Policy 2.1: Recreational programs shall be provided for seniors at appropriate City-owned recreational facilities.

Policy 2.2: Transportation shall be provided for disabled seniors and the developmentally impaired to and from the recreational program and facility.

Policy 2.3: Offer recreational programs designed expressly for the developmentally impaired.

Policy 2.4: 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. (CWMP Policy CW.107)

Policy 2.5: Increase programs that promote senior and youth fitness, health, and overall wellness.

Policy 2.6: Enhance current programming by offering new programs, trips, special events, and classes for the senior citizens of Hollywood.

Objective 2 Effectiveness Measurement: Recreational programs and facilities provided for special groups.

Objective 3: Implement a park and recreation program that will conform to local needs.

Policy 3.1: The number of after-school programs offered at 6 out of 7 sites will be increased at City-owned recreational facilities and school facilities when possible.

Policy 3.2: Maintain a "Days Off Program" for school age children that will offer recreational programs during school holidays.

Policy 3.3: Offer diverse athletic programs throughout Hollywood.

Policy 3.4: 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. (CWMP Policy CW.104)

Policy 3.5: Develop programs to encourage local vendors to participate in local events. (CWMP Policy 2.49)

Policy 3.6: Develop youth and adult athletic programs and leagues based on community interest.

Policy 3.7: Coordinate the use of City sports fields with customers and established youth sport organizations throughout the community.

Objective 3 Effectiveness Measurement: Provision of a Park and Recreation Program.

Objective 4: Facilitate accessibility of recreational facilities and services to all City residents.

Policy 4.1: Adequate public access to public beaches will continue to be provided and upgraded in the City of Hollywood in accordance with recommendations set forth by the Beach Redevelopment Plan.

Policy 4.2: Explore all opportunities to improve public access to the beach area including increased transit connectivity between beach and mainland.

Policy 4.3: The City will provide buses and/or vans equipped and staffed to handle disabled seniors and the developmentally impaired to transport to and from recreational programs and facilities.

Policy 4.4: Coordinate the City and County transportation resources for disabled seniors and the physically and mentally impaired.

Policy 4.5: Coordinate the transportation to and from recreational facilities in the central part of the City.

Policy 4.6: Coordinate with Broward County and other agencies to improve access to Park and Recreational facilities which are not in the jurisdiction of the City of Hollywood.

Policy 4.7: Consider and evaluate the establishment of a cooperative interlocal agreement with neighboring municipalities to increase recreation and open space opportunities for Hollywood residents.

Policy 4.8: To the extent possible, all existing and future parks and recreation facilities shall comply with provisions of the Americans with Disabilities Act.

Policy 4.9: Consider vehicle and pedestrian access points to new parks when constituting with the Neighborhood and/or City-Wide Master Plans.

Objective 4 Effectiveness Measurement: Increase in Recreational Facility Visits.

Objective 5: Provide a complete range of recreational facilities and services to be consistent with environmental resources.

Policy 5.1: Expand and improve maintenance policies for open space and park areas within the Parks, Recreation and Cultural Arts Department and Public Works through contract maintenance.

Policy 5.2: Maintain the "Adopt-a-Park" coordinated through the Public Works Department.

Policy 5.3: Maintain an "Adopt-a-Median" Program in the "Adopt-a-Park" Program coordinated through the Public Works Department.

Policy 5.4: Maintain professional and technical assistance in park designing on a contract basis to a Landscape Architect trained in park design.

Policy 5.5: Use native natural resources for purchase and replacement of recreational facilities where appropriate, consistent with the City's environmental concerns.

Policy 5.6: Continue to improve the landscape/open space features on Hollywood Boulevard. (CWMP Policy 3.44)

Objective 5 Effectiveness Measurement: Number of services provided.



Orangebrook Golf & Country Club
(Source: <https://www.golfadvisor.com/courses/2103-west-at-orangebrook-country-club>)

2018 Business Evaluation of Proposed Redevelopment of Orangebrook Golf & Country Club

This report, prepared by National Golf Foundation (NGF) Consulting, analyzes the potential full-scale renovation of the City-owned property, containing two golf courses, to a higher-market facility to address deferred maintenance and capital needs. The following is the report summary statement from the authors:

"NGF views the 'cost of doing nothing' at Orangebrook – i.e., not addressing even the identified mission-critical deferred capital needs – as substantial, as demand for rounds of golf at the facility will continue to decrease, while maintenance conditions and net operating income (losses) continue to worsen. Spending the ±\$6 million it will take to address the highest priority capital needs will allow Orangebrook to continue operating at its current market position, significantly improve maintenance efficiencies, and perhaps stem the downward trend in financial performance but perhaps not improve net operating income in a meaningful way. Addressing both the highest priority needs and other likely short-term capital investment requirements together would result in a significantly improved product and should allow Orangebrook to compete more effectively for market share, raise green fees, and perhaps even approach break-even or operational profitability. Finally, the full facility redevelopment should be transformative for the operation in terms of quality, golfer experience, market position and net operating income."

2016 Hollywood Sustainability Action Plan

The City of Hollywood Sustainability Action Plan compiles input from multiple departments (including Public Affairs, Public Works, Public Utilities, Parks and Recreation, Development Services, and the Community Redevelopment Agency) into a series of 99 actions intended to make the City greener. The

plan is particularly needed to help address tidal flooding, which can damage properties as well as cause salt water intrusion into aquifers used to derive drinking water, requiring well fields to move farther and farther west thereby increasing the cost of water treatment by requiring desalination.

Included in the plan are the following goals:

- **Increased park acreage.** The 2016 baseline was reported at 633.5 acres in the City, whereas the 2025 goal is 913.5 acres. The vision is to have 5 acres of parkland per 1,000 residents.
- **100% of the City within a half-mile of a park by 2025.**
- **Increased proportion of land are covered by vegetation** by 10% in 2025, up to 40%.
- **Designate Adaptation Action Areas.** Based on vulnerability assessments conducted by the county, and the priority planning areas highlighted in the County comprehensive plan, designate areas at greatest risk for flooding, and prioritize funding for infrastructure and resiliency projects to these areas.
- **Expand green infrastructure.** Enhance flood and storm water storage through design and green infrastructure. Develop guidelines for the City on the types and designs of green infrastructure and create incentives and requirements on inclusion of green infrastructure in new developments and major renovations. Require that all City projects include an element of green infrastructure and evaluate the storage possibilities of City owned lands and vacant lots.
- **Develop habitat and wildlife corridors.** Utilizing City properties and right of ways, including swales, medians, facilities, and vacant lands, plant native species and reconstruct habitats where feasible.
- **Enhance the use of the Marine waterways for mobility.** Enact the mobility related plans found in the Marine Master Plan. Promote the linear park being constructed along the intracoastal waterway. Expand water taxi stops in the City.
- **Improve the City's bike infrastructure.** Create a bike master plan. Increase the miles of dedicated and protected bike lanes. Design bike routes to connect areas of activity and density.
- **Encourage road sharing and bike and pedestrian safety.** Assess the results of the Complete Street strategy and consider expanding implementation to other areas of the City incorporating lessons learned from the initial projects. Conduct community outreach

Overarching goals of the Sustainability Action Plan are to increase LOS to 5 acres of parkland per 1,000 residents, as well as have 100% of the City within a half-mile of a park by 2025.

regarding bike and pedestrian safety targeted both to drivers and the bikers/pedestrians themselves. Host City sponsored events to encourage walking and biking such as a walking school bus program, bike to work competitions, and green commute challenges.

- **Enhance walkability Citywide.** Install sidewalks and improve existing sidewalks City wide. Identify opportunities to install more linear parks along heavily travelled roadways. Increase tree canopy along sidewalks.
- **Improve neighborhood appearances through creative use of public space, vacant lots, and blighted areas.** Investigate opportunities to use public art to connect neighbors and beautify neighborhoods. Utilize vacant lots for creative temporary purposes, such as gardens, parks, and gathering spaces. Engage the neighborhood in determining the use of vacant lots and solutions to blighted spaces.

Citywide Vulnerability Assessment and Adaptation Plan

This plan, authored by Hazen in January 2020, is intended to be an initial step to assist the City of Hollywood in developing a consistent approach to addressing and mitigating potential long-term climate change impacts. The document addresses sea level rise, storm surge, extreme participation, and extreme heat. The report notes that the Hollywood's location in southeast Florida is considered one of the most vulnerable geographic locations in respect to sea level rise and storm surge, so the city's planning needs to be well-informed and its infrastructure well-protected. Major findings include:

- **Sea level rise (SLR)** is not expected to have a significant impact to City assets until 2075. By the year 2100, most areas east of Federal Highway and adjacent to canals will be subject to SLR inundation. (See **Figure 1.3.**)
- **Storm surge** has more significant impact to the City than the SLR. Fortunately, the city is at a relatively high elevation, but it is estimated that by 2035, after a Category 3 Hurricane hits the shoreline, flooding may cover all areas from the coast to Federal Highway, and from Pembroke Road to Sheridan Street. By 2050, the elevation at Federal Highway contains the prevents the flood to advance, but canals conduct the inundation to the City lower lands. By the year 2100, a deeper storm surge inundation will basically remain at the same locations. (See **Figure 1.4**)
- **Extreme heat** can occur where tree canopy is sparse, creating urban heat islands; sensitive populations (the poor and the elderly) may be particularly threatened as the need to constantly run their HVAC systems to cope could cause acute financial stress. Power outages due to extreme weather events could also impact these sensitive populations who rely on elevators to access their homes. This poses a challenge as a large percentage of the population is elderly and/or disabled (see **Figure 1.5**). Attendees at a workshop conducted for the report noted that the City does not have latitude to make landscape requirement for trees; however, increasing the tree canopy/creating urban forestry is recommended as a method for combating extreme heat. Installing and promoting splash pads in targeted areas is also recommended, as is ensuring shaded, safe biking and walking connections in socially vulnerable areas.
- The main impact of **increased storm event rainfall depth (Figure 1.6)** may be that flood zone areas will have to be re-evaluated due to greater geographic impacts.

FIGURE 1.3 | SLR INUNDATION: AFFECTED SYSTEM

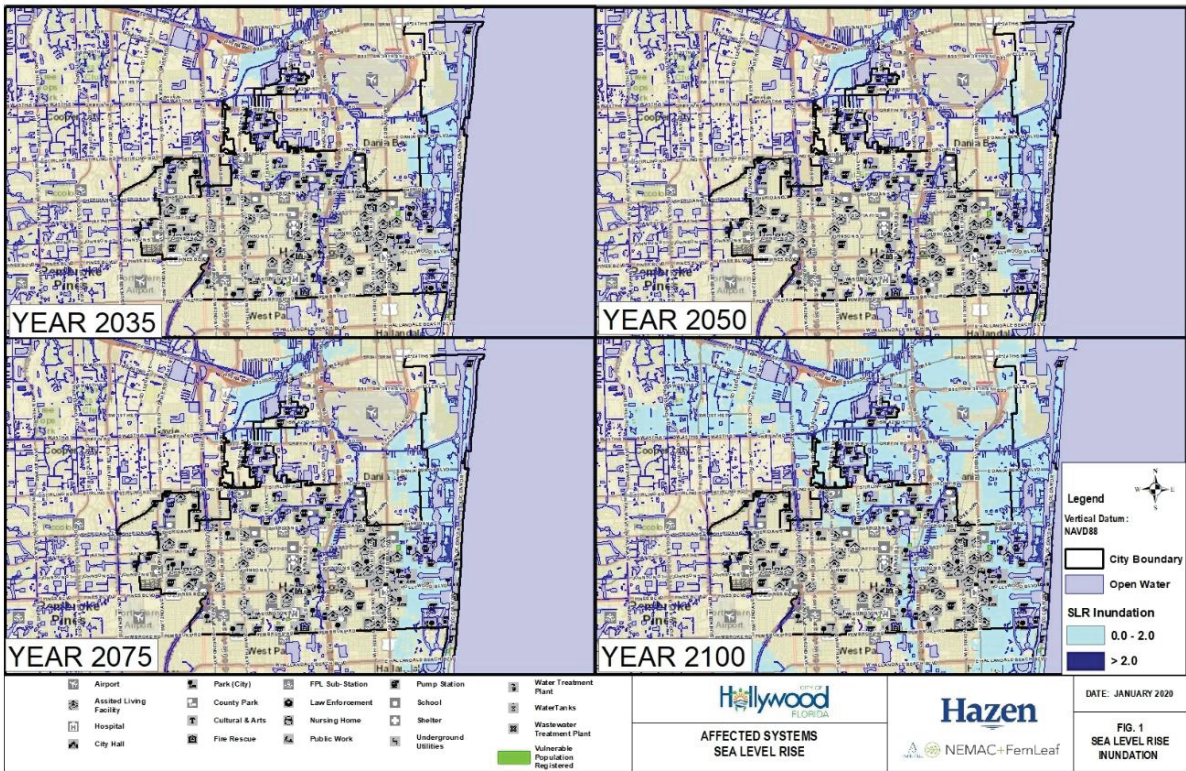


FIGURE 1.4 | CAT 3 HURRICANE STORM SURGE INUNDATION: AFFECTED SYSTEMS

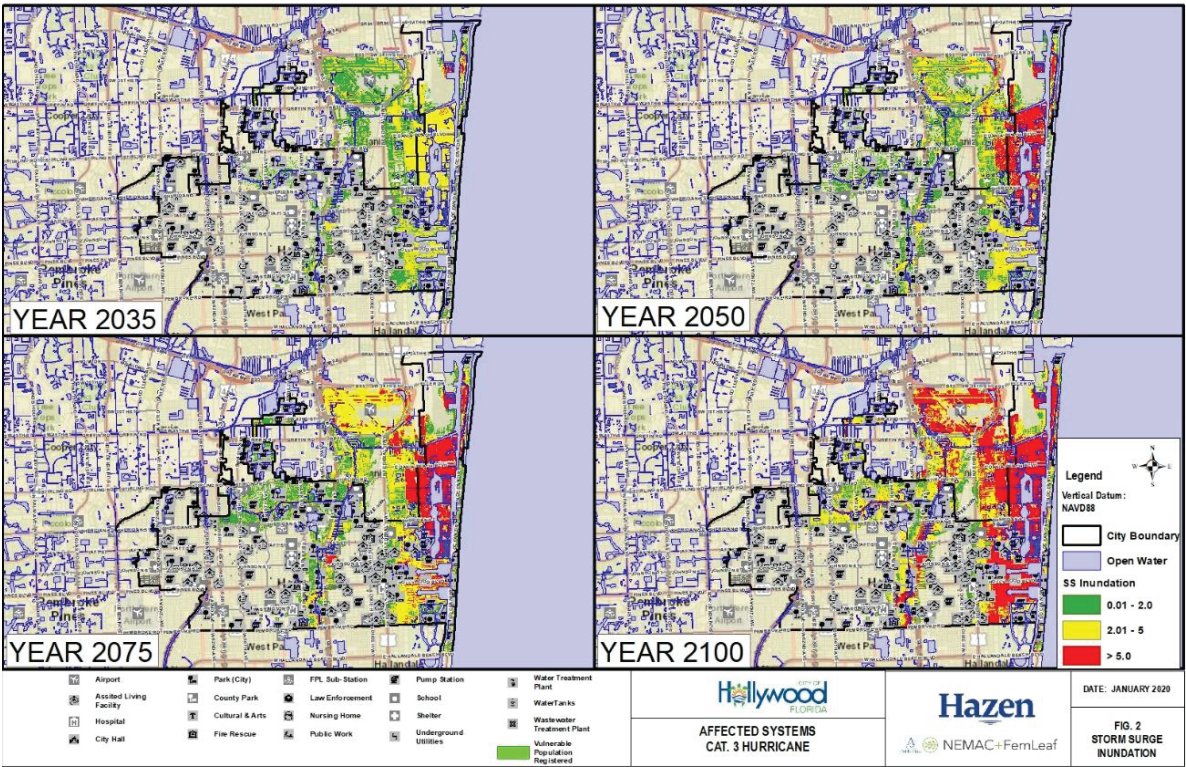


FIGURE 1.5 - SENSITIVE POPULATION AND URBAN HEAT ISLANDS

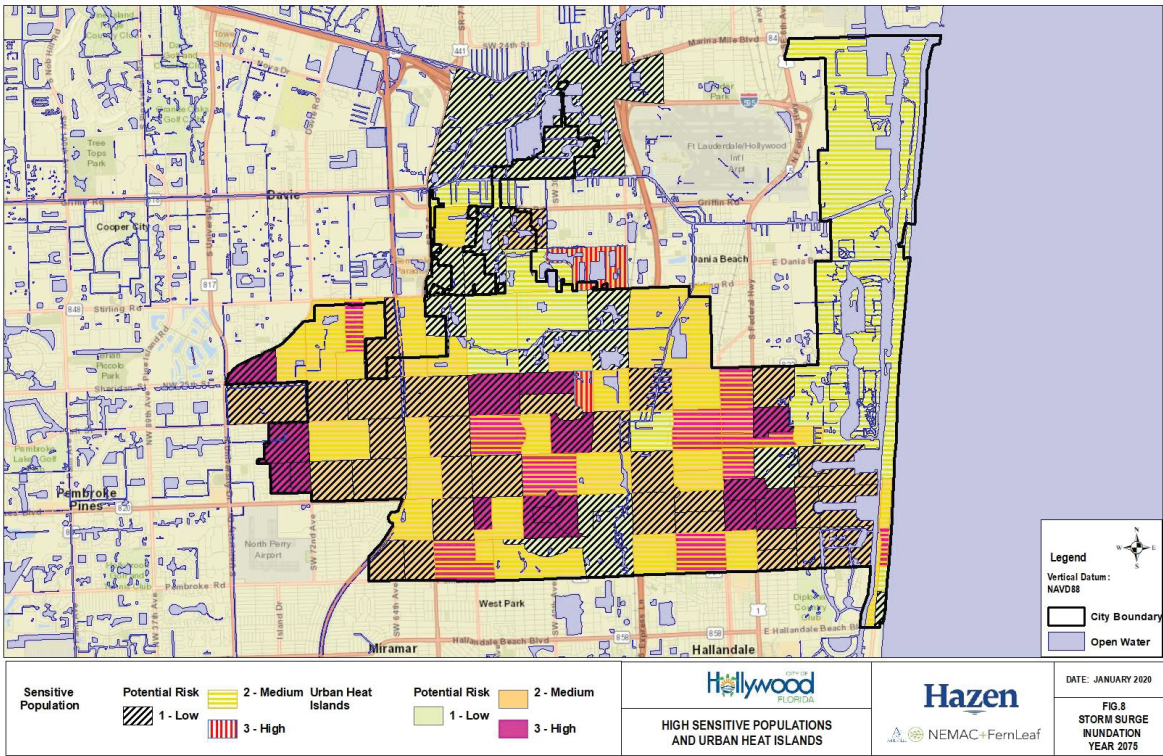
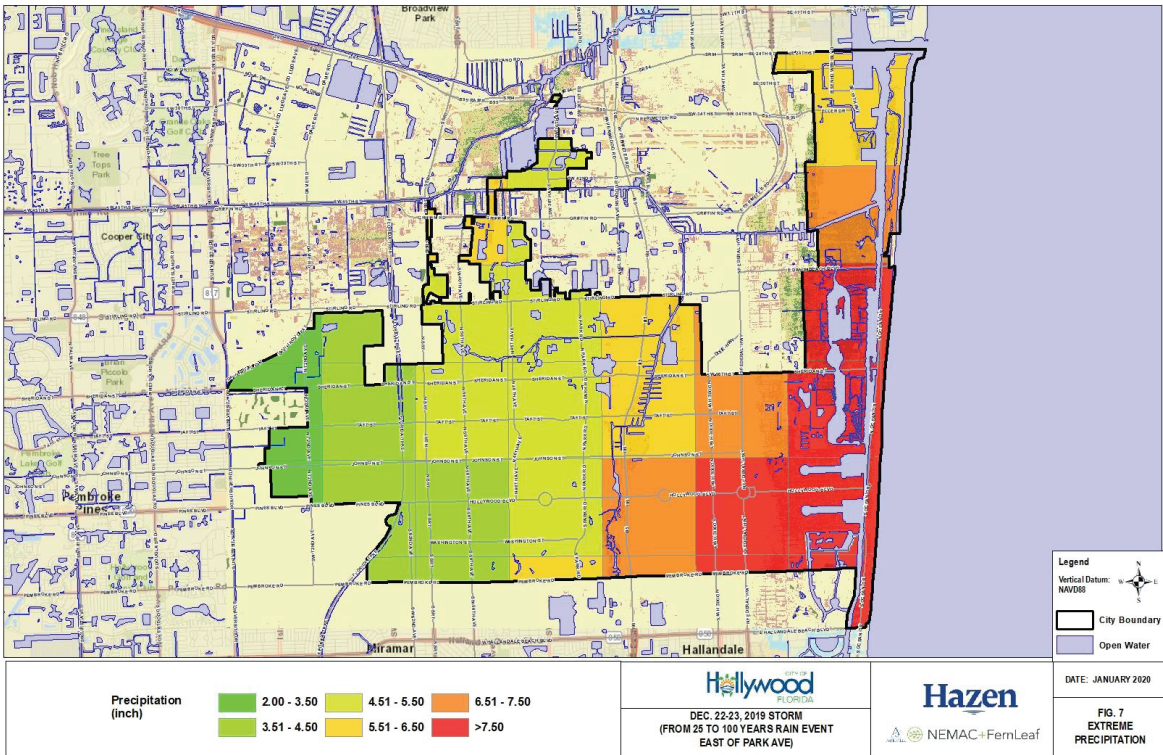


FIGURE 1.6 - EXTREME PRECIPITATION



- **Specific interventions** are recommended for the following: Re-establish canopy at John B Kooser Memorial Park, Eppelman Park, Sailor’s Point, Harry Berry Park, ArtsPark at Young Circle, Stan Goldman Memorial Park. Hardening/water-tightening is recommended at nearly 20 locations. It is also recommended that public cooling shelters be designated for extreme heat events at such locations as libraries and community centers.

Broward County Recreation and Open Space Element

The Recreation and Open Space Element of the Broward County Comprehensive Plan lists policies adopted by the County to maintain and further develop an interconnected system of local and regional parks, recreation areas, greenways, blueways, plazas, and waterfronts. Relevant policies and objectives include:

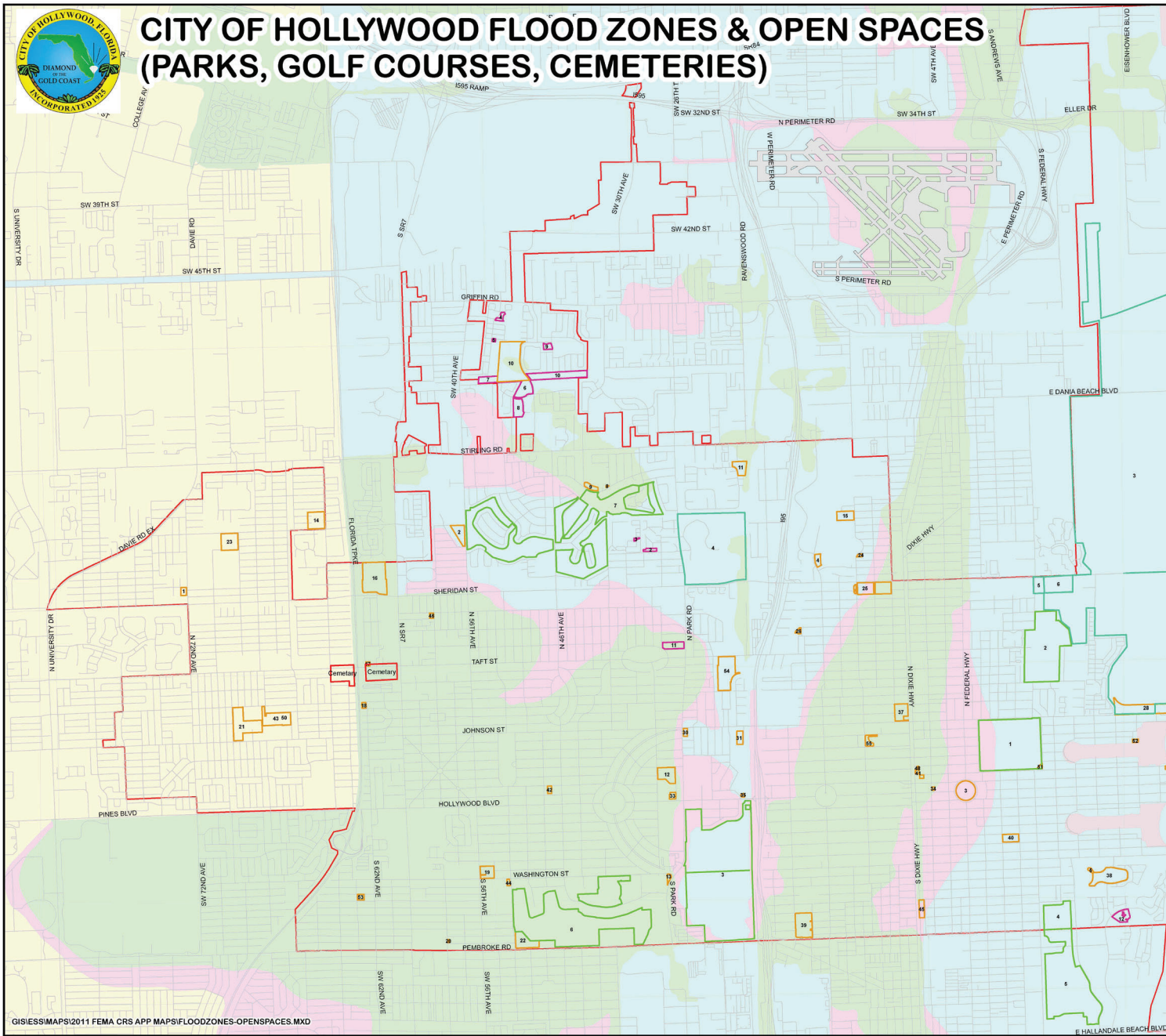
- POLICY R1.4 Broward County shall enhance access to recreation sites and open spaces through interconnectivity between greenway and blueway systems, bikeways, pedestrian paths, plazas, waterfronts, equestrian trails, and local and regional parks.
- POLICY R1.5 Broward County shall expand complete streets and greenway networks as well as trailheads to improve access and connectivity to parks. This includes improvement of public infrastructure to help create safe walking routes to and from parks and trail head parking.
- OBJECTIVE R3 – Level of Service Requirements Ensure that parks meet the local and regional parks level-of-service standards of three acres per thousand population.
- POLICY R3.2 Broward County shall continue to utilize the level of service (LOS) standard in Table R-1 (see Figure 2.4 in document), which was adopted by the Board of County Commissioners to assess adequacy of service and concurrency, for the County’s local and regional parks and recreation facilities.

Figure 4.1 in Section 4 of the document lists all Hollywood parks and recreation facilities that contribute to achieving this standard.

FIGURE 1.7 | BROWARD COUNTY LOS

LEVEL OF SERVICE STANDARD FOR LOCAL PARKS IN THE BMSD AND REGIONAL PARKS	
Facility Type	Level of Service Standard
Local Parks in BMSD only	Three (3) acres per 1,000 persons (minimum)
Regional Parks	Three (3) acres per 1,000 persons (minimum)

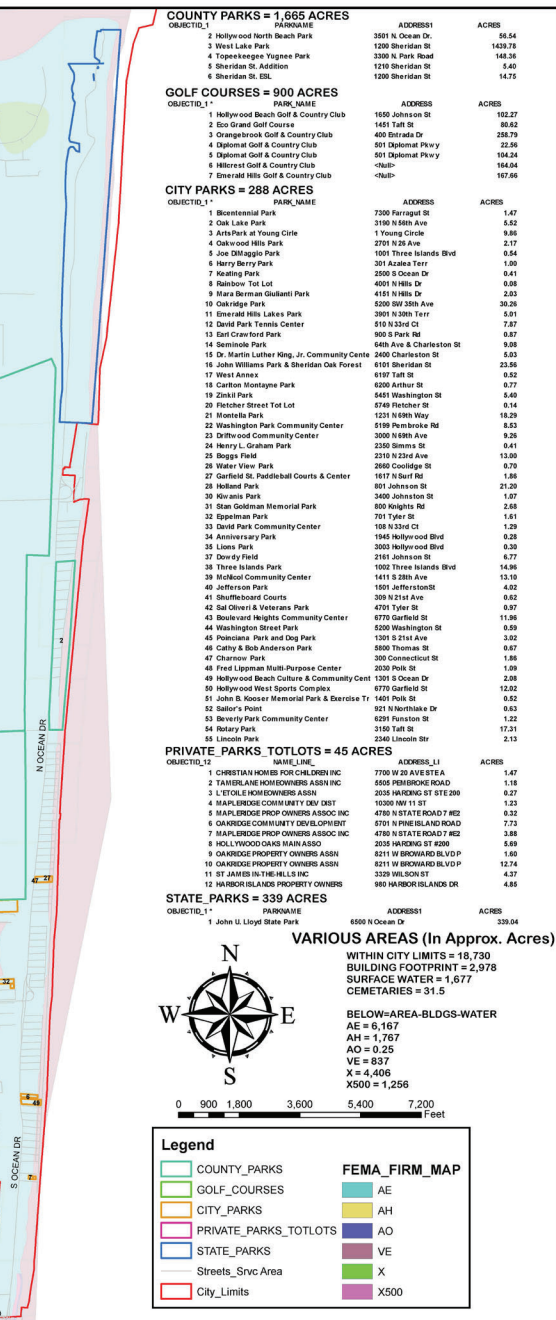
FIGURE 1.8 - FLOOD ZONES & OPEN SPACES MAP FROM THE 2011 STORMWATER MASTER PLAN UPDATE



2011 Stormwater Master Plan Update

The 2011 Stormwater Master Plan Update was developed to improve the performance of the City's stormwater management system while meeting regulatory requirements, including budgeting for priority capital improvements to the stormwater management system. The scope of work included review of the 2004 Stormwater Master Plan; update to the existing stormwater model with new topographic data and recent drainage projects; identification of deficiencies in the existing stormwater management system under various scenarios; recommendations for system improvements to address "problem areas" while meeting regulatory level of service (LOS) criteria; preparation of a budget-level cost estimate to implement the upgrades to the stormwater management system; and development of a long-range budget of stormwater system Capital Improvement Projects (CIP).

Of particular relevance to the parks and recreation master plan is the identification of potential "problem" locations which may require future stormwater improvements; and the development of local alternatives which include project specific drainage improvements to address localized flooding issues within certain areas of the City. Using this study, PRCA and the Public Utilities Department could identify locations proposed for both park improvements and stormwater improvements to determine opportunities to leverage funding, and generate multiple benefits for residents through green infrastructure projects.





1.2 DEMOGRAPHIC ANALYSIS & RECREATION TRENDS

A key component of the parks master planning process is a Market Analysis to help provide a thorough understanding of the demographic makeup of residents within the City, as well as local and national recreational trends. BA sub-consult PROS Consulting, Inc. prepared the following analysis comparing local, state, and national trends. **Appendix C** describes in detail Demographic Projections and National Recreation Trends.

IN THIS SECTION:

- Demographic Analysis
- Recreation & Leisure Trends Analysis

DEMOGRAPHIC ANALYSIS

This analysis assesses the population within the city boundaries and reflects the total population and its key characteristics such as age segment, race, ethnicity, and income level.

It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

Demographic Overview (2019-2034)



Population:

- 151,885 people live in Hollywood
- City is expected to grow to 173,872 residents by 2034



Age:

- Median age: 43.0
- By 2034, the 55+ age segment will encompass 41% of the population



Race/Ethnicity:

- 68% of the population is White Alone, while Black Alone (19%) makes up largest minority
- 40% of residents have Hispanic/Latino ethnicity



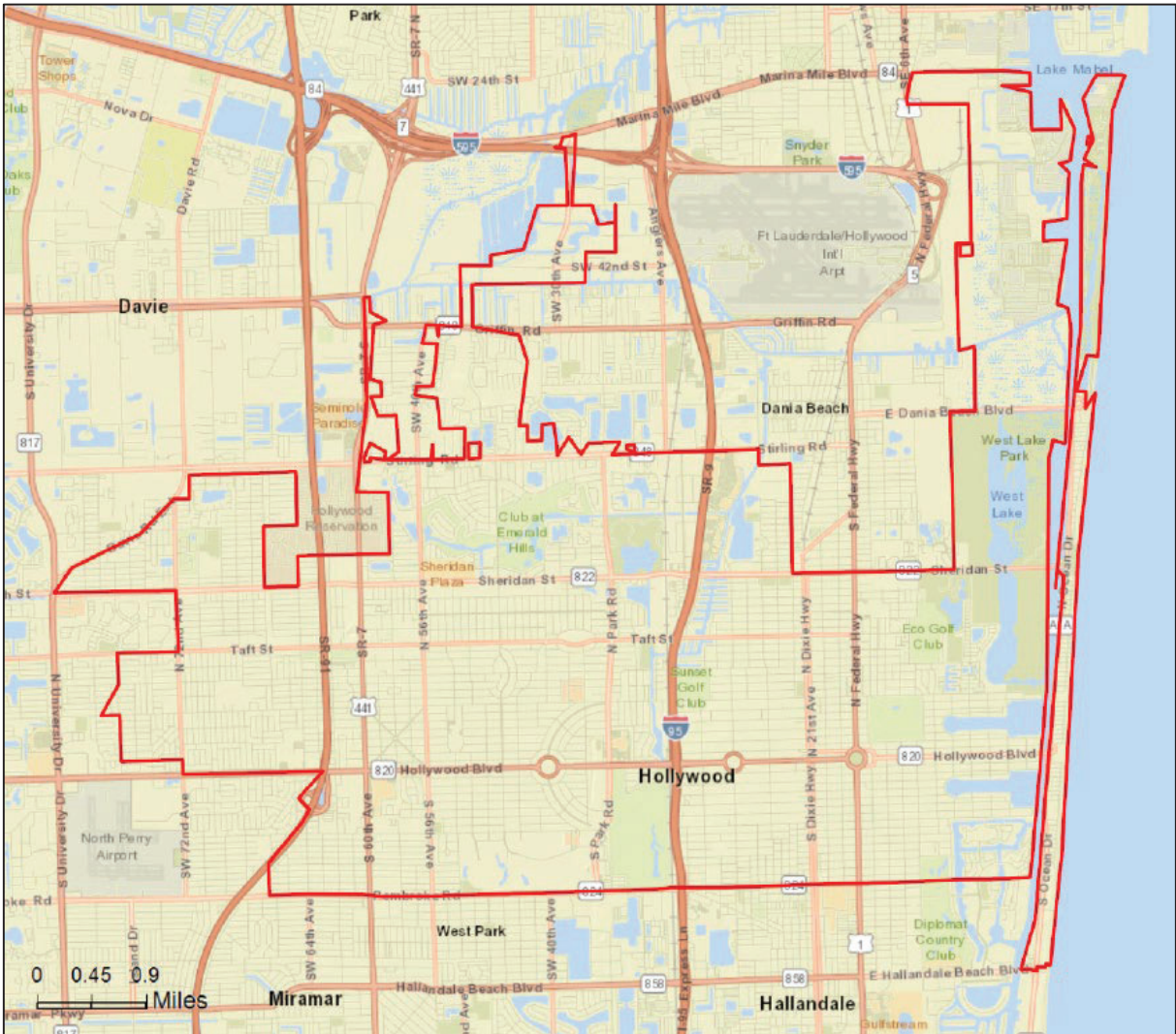
Income:

- Median household income: \$52,872
- Median household income is lower than state and national averages

Methodology

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. ("ESRI"), the largest research and development organization dedicated to Geographical Information Systems ("GIS") and specializing in population projections and market trends. All data was acquired in January 2020 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the 2019 population and a 5-year projection (2024). PROS utilized straight line linear regression to forecast demographic characteristics for 2029 and 2034. The City boundaries shown below were utilized for the demographic analysis. (See **Figure 1.9.**)



FIGURE 1.9 | CITY BOUNDARIES



Demographic Comparative Summary

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

FIGURE 1.10 | DEMOGRAPHIC COMPARATIVE SUMMARY TABLE

 = Significantly higher than the National Average
 = Significantly lower than the National Average

2019 Demographic Comparison		Hollywood	Florida	U.S.A.
Population	Annual Growth Rate (2010-2019)	0.88%	1.44%	0.85%
	Projected Annual Growth Rate (2019-2034)	0.97%	1.52%	0.90%
Households	Annual Growth Rate (2010-2019)	0.80%	1.32%	0.80%
	Average Household Size	2.41	2.51	2.59
Age Segment Distribution	Ages 0-17	19%	19%	22%
	Ages 18-34	21%	22%	23%
	Ages 35-54	26%	24%	25%
	Ages 55-74	25%	25%	23%
	Ages 75+	8%	9%	7%
Race Distribution	White Alone	68.1%	72.7%	69.6%
	Black Alone	19.1%	16.5%	12.9%
	American Indian	0.5%	0.4%	1.0%
	Asian	2.8%	2.9%	5.8%
	Pacific Islander	0.1%	0.1%	0.2%
	Some other Race	5.5%	4.5%	7.0%
	Two or More Races	3.9%	3.1%	3.5%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	40.4%	26.6%	18.6%
	All Others	59.6%	73.4%	81.4%
Income Characteristics	Per Capita Income	\$31,640	\$30,703	\$33,028
	Median Household Income	\$52,872	\$54,238	\$60,548



Hollywood Broadwalk

(Source: <https://www.sun-sentinel.com/local/broward/hollywood/fl-ne-scooter-ban-hollywood-vote-20190320-story.html>)

Demographic Summary

- The City's recent population annual growth rate (0.88%) is slightly higher than the national (0.85%) growth rate.
- The City's household annual growth rate (0.80%) mirrors that of the national average (0.80%).
- Assessing age segments, the City has a slightly younger population than the national age segment distribution.
- The City's racial distribution has a significantly higher Black Alone population and lower Asian population, when compared to national racial distribution.
- The City's percentage of Hispanic/Latino population (40.4%) is more than double the national average (18.6%).
- The City's per capita income (\$31,640) and median house income (\$52,872) are both below average, when compared to the U.S.'s income characteristics (\$33,028 & \$60,548).

Demographic Implications

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

First, the above average growth rate suggests that the City should continue maintaining its existing level of service while exploring ways to expand it, by

itself or in partnership with other jurisdictions including Broward County, in order to accommodate the needs of the growing population.

Second, the City's aging trend indicates the need to provide more programs and services for the 55+ population including targeted offerings for more active 55-74-year age group and for the 75+ population. At the same time, given the fairly consistent population percentage under the age of 35, it will be important to preserve a multigenerational approach in future offerings.

Third, the City's below average income characteristics suggest limited disposable income. The City does have a high-income disparity between the East side (beach front) and the West (rest of the city) and ensuring equity in program offerings along with pricing and scholarship offerings will be essential to maximize inclusive access to the Department's offerings.

Finally, the City should ensure that its rapidly growing Black Alone and Hispanic populations are being reflected in marketing and communications outreach including bi-lingual communications, program participation figures, and in the kinds of cultural offerings relevant to different groups.

RECREATION & LEISURE TRENDS ANALYSIS

Local Sport and Leisure Market Potential *Market Potential Index (MPI)*

A Market Potential Index ("MPI") measures the probable demand for a product or service within defined service areas. The MPI shows the likelihood that an adult resident living within the city will participate in certain activities as compared to the national average measured at 100. Numbers below 100 represent lower than average participation rates, and numbers above 100 represent higher than average participation rates.

The service area is compared to the national average in four (4) categories:

1. General sports
2. Fitness
3. Outdoor activity
4. Commercial recreation



Tennis at David Park Tennis Center
(Source: <https://www.hollywoodfl.org/92/Golf-Tennis>)



Senior fitness class offered by the City of Hollywood
(Source: <https://www.hollywoodfl.org/298/Classes-Programs-Camps>)

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

Overall, when analyzing MPIs, the city’s market potential index (MPI) numbers are comparable to the national average. This is particularly noticeable when analyzing the general sports and fitness market potential charts which both have a steady distribution of activities above and below the national average.

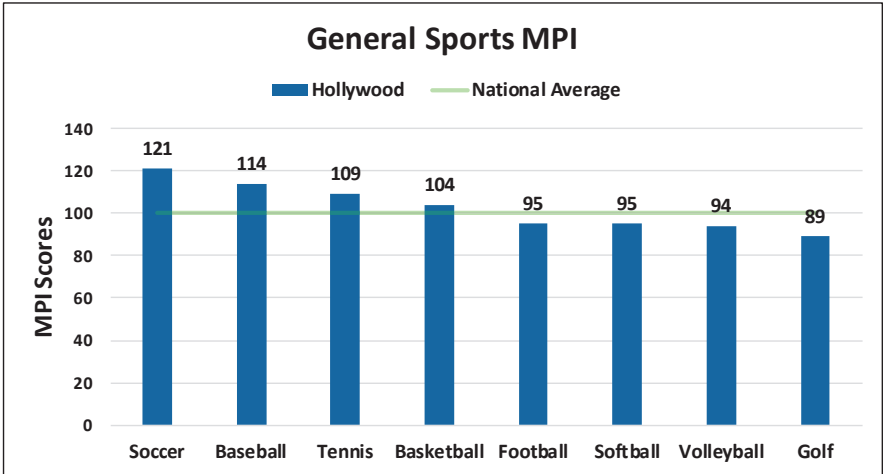
These overall average MPI scores show that the City residents have a steady participation trend when it comes to General Sports and Fitness Activities but is lower than average for Outdoor Activities. This could help influence future decision-making for the kinds of program and facility offerings that the City could evaluate providing based on the community’s likelihood of participating in that activity.

The charts below display activities in descending order, from highest to lowest MPI score. As mentioned earlier, high index numbers (100+) are significant because they demonstrate that there is a greater potential that individuals within the service areas will actively participate in offerings.

General Sports Market Potential

The general sports MPI chart in **Figure 1.11** reveals that the City’s residents participate in Soccer (121 MPI), Baseball (114 MPI), Tennis (109 MPI) and Basketball (104) at rates higher than the national average.

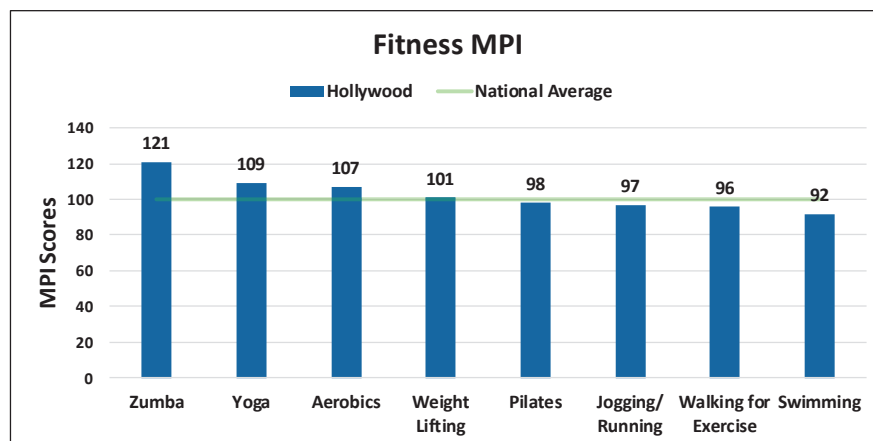
FIGURE 1.11 | HOLLYWOOD GENERAL SPORTS PARTICIPATION TRENDS



Fitness Market Potential

Figure 1.12 shows that Zumba (121 MPI), Yoga (109 MPI), and Aerobics (107 MPI) scored the highest amongst all fitness activities. Swimming (92 MPI), Walking for Exercise (96 MPI), and Jogging/Running (97 MPI) were the least participated-in activities.

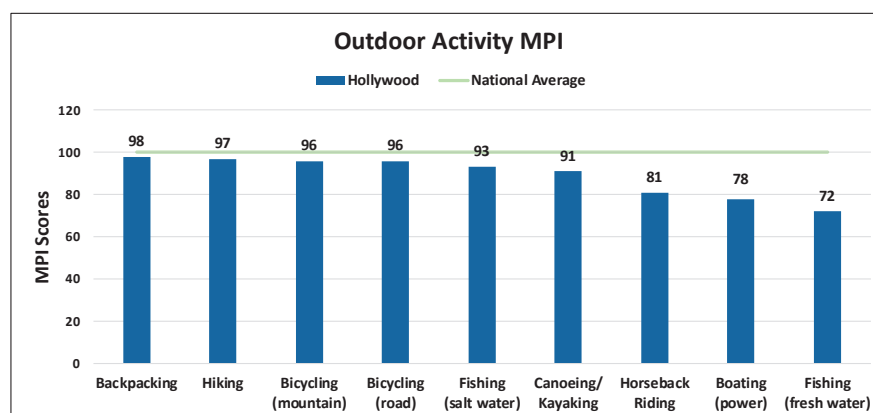
FIGURE 1.12 | HOLLYWOOD FITNESS PARTICIPATION TRENDS



Outdoor Activity Market Potential

Overall, the outdoor activity MPI chart in **Figure 1.13** reflects the lowest collective MPI scores amongst the four assessed categories, with Fresh Water Fishing (72 MPI), Power Boating (78 MPI), and Horseback Riding (81 MPI) all scoring well below 90 MPI and thus significantly below national averages.

FIGURE 1.13 | HOLLYWOOD OUTDOOR ACTIVITY PARTICIPATION TRENDS

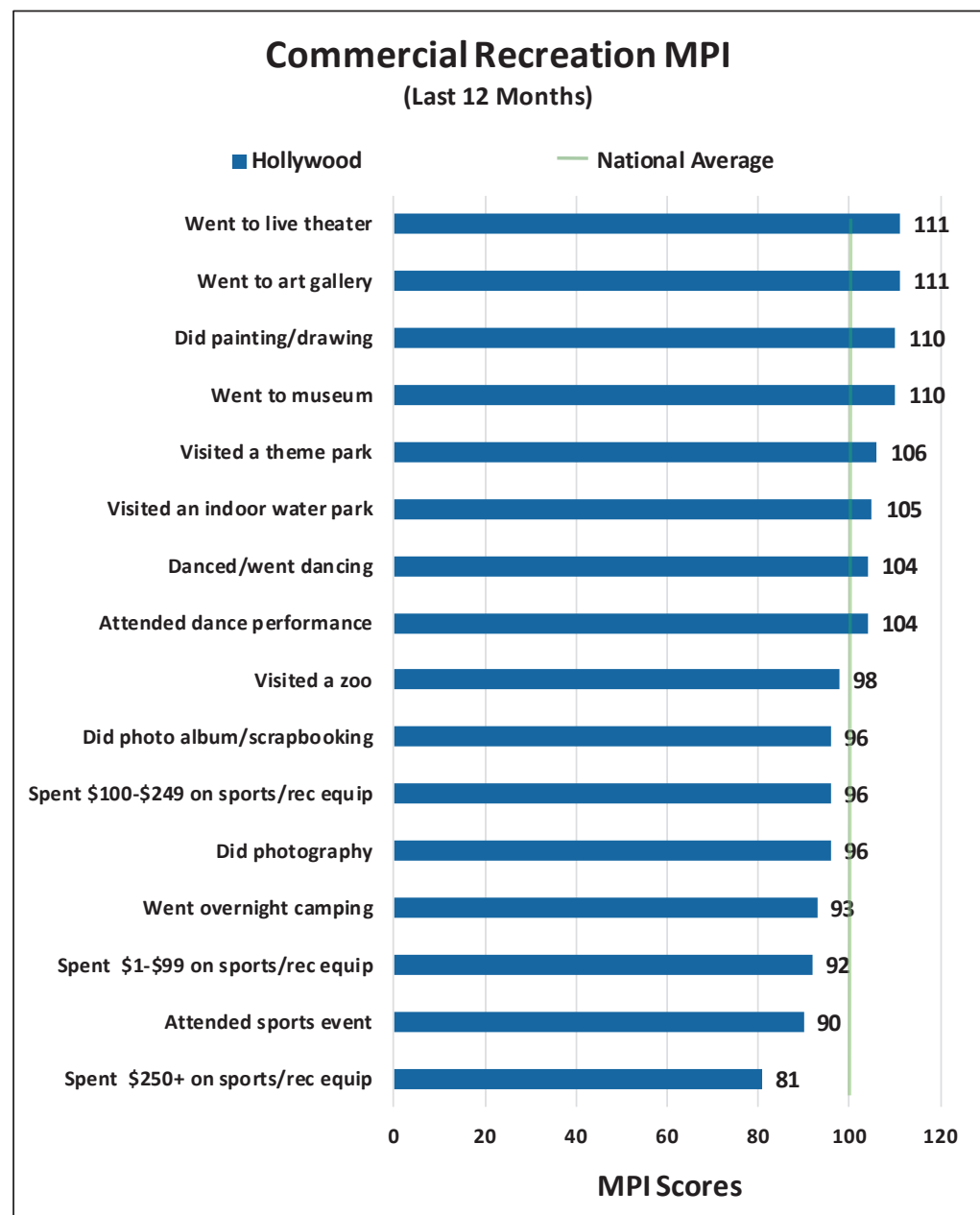


Soccer in the City of Hollywood
(Source: <https://www.hollywoodfl.org/703/Athletics>)

Commercial Recreation Market Potential

The commercial recreation MPI chart shows “Went to live theater” (111 MPI), “Went to art gallery” (111 MPI), “Did painting/drawing” (110 MPI), and “Went to museum” (110 MPI) as the top four activities among City residents when compared to the national average.

FIGURE 1.14 | HOLLYWOOD COMMERCIAL RECREATION PARTICIPATION TRENDS



Local Recreation Trends Summary

Overall, the city's residents demonstrate participation trends that have slightly higher than average potential index numbers in three of the four categories analyzed (general sports, fitness, and commercial recreation). Activities of particular interest include:

- Participation in sports such as soccer, baseball, and tennis;
- Fitness related programming in Zumba, yoga, and aerobic classes; and
- Money spent on attending live theater, visiting art galleries and museums, and painting/drawing.

Moving forward, it will be important for the Department to continue offering these recreational opportunities for its residents and/or partner with other organizations who can to ensure resident needs are being met.



Baseball at Rotary Park

(Source: <https://hollywoodhillsbaseballsoftball.teamsnapshots.com/>)

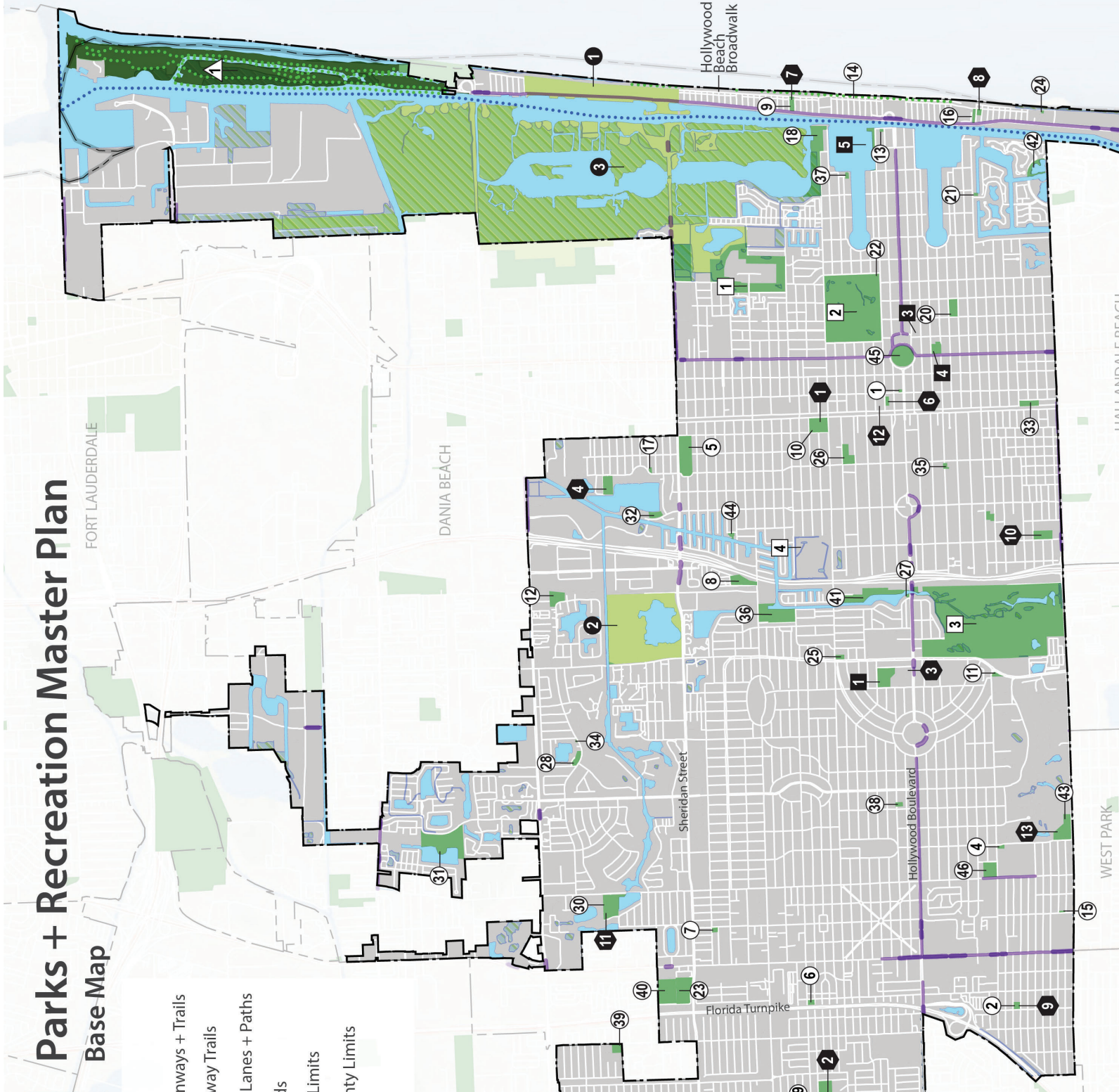


Recreation Center/Community Center Square Footage	Park Type/Classification	Recreation Center	Community Center	Senior Center	Performance amphitheater	Multi-Purpose Room	Aerobics Room	Arts + Craft Room	Computer Lab	Gymnasium	Amphitheater	Basketball Courts	Boat Ramps - Fresh Water	Boat Ramps - Salt Water	Community gardens	Shelter/Pavilion	Diamond fields: baseball - adult	Diamond fields: baseball - youth	Diamond fields: softball	Diamond fields: softball fields - adult	Diamond fields: softball fields - youth	Lighted Fields	Dog park	Golf Course (18-Holes)	Ice rink (outdoor only)	Multipurpose synthetic field	Multituse courts -basketball, volleyball	Paddleball Courts	Playgrounds	Rectangular fields: football field	Rectangular fields: multi-purpose	Rectangular fields: soccer field - adult	Rectangular fields: soccer field - youth
115,770	Passive	1	8	3	2	41	1	1	2	2	1	14	1	8	3	13	0	13	0	2	25	5	3.5	0	2	0	12	42	4	1	0	6	
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Parks + Recreation Master Plan

Base Map

Highways + Trails
Bike Lanes + Paths
County Limits



- STATE PARKS

1

Von D. Mizell-Eula Johnson State Park

2

TY Park

3

West Lake Park / Anne Kolb Nature
- 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
- 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 Giu

29

Montella Park

30

Oak Lake Park

31

Oakridge Park

32

Oakwood Hills Pa

33

Poinciana Park

34

Rainbow Tot Lot

35

Rose's Garden Pa

36

Rotary Park

37

Sailors Point

38

Sal Oliveri Vetera

39

Seminole Park

40

Sheridan Oak For

41

Stan Goldman Me

42

Three Islands Park

43

Washington Park

44

Waterview Park

45

Young Circle Arts

46

Zinkil Park
- OTHER FACILITIES

1

David Park & Tennis Center

2

B...

PARK EVALUATIONS

Research by park experts has shown that all successful parks and public spaces share common qualities:

- They are easily accessible;
- They are comfortable and have an attractive image;
- They allow users of all ages to engage in a variety of activities and allow people to gather and meet one another; and
- They are sustainable – meaning that they help meet existing needs while not compromising the needs of future generations.

Considering these qualities, the City of Hollywood’s parks were evaluated based on four categories and 30 sub-categories. The City’s best maintained and developed parks – ArtsPark at Young Circle and Rose’s Garden Park - were used as benchmarks for the rest of the park system. These categories included:

1 PROXIMITY, ACCESS, AND LINKAGES

Visibility from a distance

Can one easily see into the park?

Ease of walking to the park

Can someone walk directly into the park safely and easily?

Transit access

Is there a high-quality transit stop near the park?

Clarity of information/signage

Is there signage that identifies the park, and/or signage that provides additional information for users?

ADA Compliance

Does the site generally appear to comply with the Americans with Disabilities Act (ADA) laws for accessibility?

Lighting

Is the park lighted appropriately for use at night? (if applicable)

2 COMFORT AND IMAGE

First impression/overall attractiveness

Is the park attractive at first glance?

Feeling of safety

Does the park feel safe at the time of the visit?

Cleanliness/overall quality of maintenance (exterior/interior)

Is the park clean and free of litter?

Comfort of places to sit

Are there comfortable places to sit?

Protection from bad weather

Is there shelter in case of bad weather?

Evidence of management/stewardship (exterior/interior)

Is there visual evidence of site management?

Ability to easily supervise and manage the park or facility (interior)

How difficult is it to supervise the park and its facilities?

Condition and effectiveness of any equipment or operation systems

Is the equipment and/or operating system in good condition?

Branding

Is the park consistently well-branded?

3 USES, ACTIVITIES & SOCIABILITY

Mix of uses/things to do

Is there a variety of things to do given the type of park?

Level of activity

How active is the park with visitors?

Sense of pride/ownership

Is there evidence of community pride in the park?

Programming flexibility

How flexible is the park in accommodating multiple uses?

Ability of facility to effectively support current organized programming

Is the site meeting the needs of organized programs?

Marketing or promotional efforts for the facility

Is the site being marketed effectively?

4 BUILDINGS/ARCHITECTURE

Image and aesthetics

Is the building attractive?

Clarity of entry and connections to the park

Is the building integrated into its surroundings?

Interior layout

Is the layout functional?

Interior finishes, furniture, and equipment

Are the furnishings and equipment inside the building of good condition and quality?

Functioning dimensions of spaces

Does the organization of space support the building's intended function?

Structural integrity

Is there any obvious need for repairs to the structural framework of the building?

Building enclosure

Is there any obvious need for repairs to the building shell?

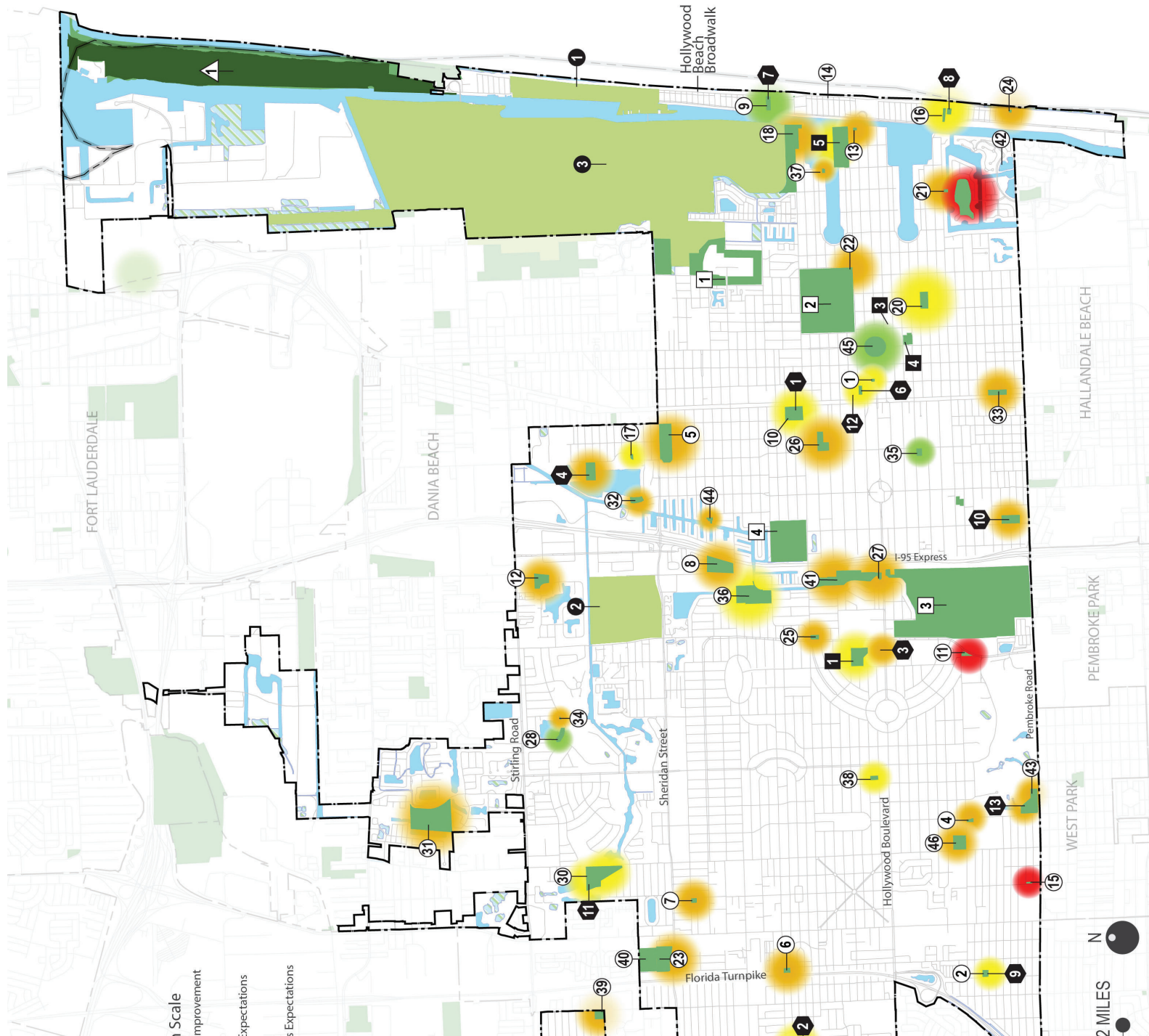
Building systems

Are all the mechanical, electrical, and plumbing systems in working order?

Energy and sustainability

Is there evidence that the building is energy efficient?

Parks were evaluated collaboratively by City staff and the Barth Associates team using a five-point scale – 1.0-1.9 Needs Improvement to 5.0 Exceeding Expectations. **Figure 1.17** illustrates the results of this analysis and **Figure 1.18** maps the results of the parks that were evaluated.



STATE PARKS

- 1 Von D. Mizell-Eula Johnson State Park
- 2 TY Park
- 3 West Lake Park / Anne Kolb Nature Center

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

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 Eppelman 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 Giuliani 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

Scale
improvement
Expectations
Expectations

Based on the evaluation of the City of Hollywood's parks and recreation system using the criteria previously described and ArtsPark at Young Circle and Rose's Garden Park as benchmarks for the parks, it appears that the City's parks and recreation system is **NOT** meeting expectations, with an overall score of 2.9. The system displayed a variety of strengths and opportunities that the City should build on and improve wherever possible.

1 Proximity, Access, and Linkages

Strengths

- Users can walk to many City parks along sidewalks, which also connect the parks to the surrounding neighborhoods. Great examples include Jefferson Park, Mara Berman Guilianti Park, and all the parks located along the Hollywood Beach Broadwalk - Hollywood Beach Theater, Charnow Park, Garfield Paddle Ball Courts, and Garfield Community Center.
- Many of the City's parks provide adequate ADA access for users.



Hollywood Beach Broadwalk along Charnow Park that connects the park to the surrounding neighborhood



Low stress street with a sidewalk that allows residents to ride their bikes on the street and walk safely to Mara Berman Guilianti Park

- Many of the City's parks are adequately lit with LED lighting to allow users opportunities to enjoy park amenities after dusk, including providing safety lights in parks where after-dusk activities are not appropriate. Great examples include ArtsPark at Young Circle, Charles Vollman Park, Dowdy Field, Henry L. Graham Park, Montella Park, and Rose's Garden Park.



Signature LED lighting at ArtsPark at Young Circle



LED Lighting in Charles Vollman Park



Lighting at Rotary Park

Opportunities

- Some of the City's parks provide adequate visibility into the park from at least two or three sides with clear site lines into the park. However, most parks do not. The ArtsPark at Young Circle, Carlton Montayne Park, Henry L. Graham Park, and Jefferson Park are four great examples of parks that have clear visibility into the park from at least two sides of the park. The City should strive to improve visibility to the interior of the City's parks wherever possible.



Sidewalks and transit stop along Lions Park along Hollywood Boulevard

- While some of the City's parks are connected to the surrounding neighborhoods with sidewalks, many are not. Additionally, many of these sidewalks do not have shade trees, which makes walking to parks during hot Florida days unpleasant. For example, while sidewalks along Hollywood Boulevard near Lions Park have a landscape buffer that separates pedestrians from vehicular traffic, they lack shade trees.
- Most of the City's parks lack connections to transit, which limit the reach of parks to the broader community. A great example of a transit connection is located in front of Lions Park along Hollywood Boulevard. The City should strive to provide similar transit connections in at least the City's larger parks.
- While some of the City's parks contain gateway and regulatory signs, they lack a hierarchy of signage options to inform and educate users. Additionally, many of the signs are aged and showing signs of disrepair. The City should consider updating park signs when possible. Additional signage opportunities in parks that the City should consider include a park system location map, park amenity location map and amenity directional signage (depending on the size and complexity of the park), amenity signs, and educational interpretive signs.

2 Comfort and Image

Strengths

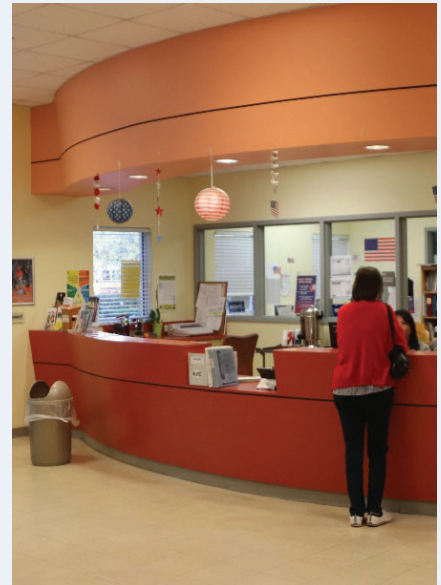
- Most of the City's parks provide users with an adequate feeling of safety due to natural surveillance, adequate access control, appropriately sized fencing, and spaces that show evidence of use. Hollywood Beach Theater and Mara Berman Guilianti Park are two great examples of parks that evoke a strong feeling of safety.
- A few of the City's parks exhibit a high degree of cleanliness and overall quality of maintenance, management, and stewardship in the interior of the park buildings. These qualities help with fostering a sense of safety and pride in the City's parks. The ArtsPark at Young Circle is the best example of an interior space that exhibits a high degree of cleanliness and overall quality of maintenance that the City should strive to achieve in the rest of the parks. Boulevard Heights Community Center, Garfield Community Center, Driftwood Community Center, Hollywood Beach Culture and Community Center, and Kay Gaither Community Center at Beverly Park also have well-maintained and managed interior spaces.



Mara Berman Guilianti Park's natural surveillance, adequate access control, and park use evoke a feeling of safety



Clean and well-maintained indoor space in ArtsPark at Young Circle



Clean and well-maintained interior space in Boulevard Heights Community Center

Opportunities

- While a few of the City's parks are in great condition, show good signs of stewardship, and provide a great overall first impression, most do not exhibit the same quality standards. Most of the City's parks contain amenities, facilities, hardscape, and landscapes that are outdated, damaged, and in need of repair and replacement. In fact, out of the 56 evaluated parks, 32, which equates to almost 60 percent of the parks, were identified as not meeting expectations. The City should strive to improve the overall quality of the parks to match the quality standard of Rose's Garden Park and ArtsPark at Young Circle.



The City should strive to match the quality of Rose's Garden Park for the rest of the park system

- Most of the parks did not exhibit the same quality of maintenance, cleanliness, and care as the identified benchmark parks – Rose's Garden Park and the ArtsPark at Young Circle. Many exhibited damaged, dirty, and unmaintained amenities, pavements, furnishings, landscapes, and hardscapes. In many instances, it appears that inadequate routine maintenance combined with overuse has worsened these issues to become costly capital improvements. The City should strive to improve the quality of maintenance and to match levels of upkeep exhibited in Rose's Garden Park and the ArtsPark at Young Circle.



Poor repainting and a dirty playground cover in Jefferson Park; damaged sod, turf, and uncollected tree limbs in Joe DiMaggio Park, Dowdy Field, and Lions Park are examples of poor maintenance and upkeep practices that are representatives of many of the parks in the City of Hollywood

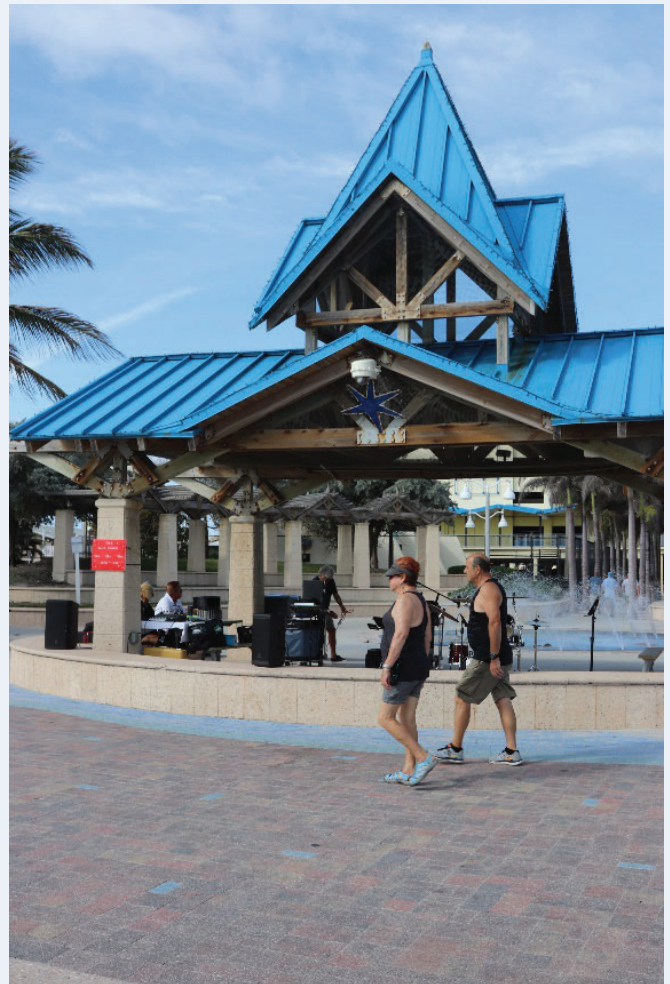
- Many of the City's parks have equipment that is outdated and in need of repair. The City should strive to update these facilities and amenities to provide users with a high-quality experience.
- Many of the City's parks include inviting and clean places to sit that are located in pleasant areas. However, most do not. Additionally, many of the parks do not contain shelters where park users can go to find refuge during Florida's inclement weather. The City should strive to incorporate a variety of seating and shelters to enhance park users' experience and comfort.
- Most of the City's parks contain inconsistent branding and design, including colors, signage, amenities, furnishings and materials used. The City should strive to establish consistent branding and design standards that are unique and indicative of the City of Hollywood.



Damaged playground at Poinciana Park; bench, fencing, and play surface in Joe DiMaggio Park; and bocce ball courts in Jefferson Park are examples of poor maintenance and upkeep practices that are representatives of many of the parks in the City of Hollywood



Varying styles and colors of furnishings throughout the park system is an example of how branding differs throughout the City's park system



Charrow Park exhibits a branding quality that could be used in other parks that consider colors, materials, furnishings, and design standards

3 Uses, Activities, and Sociability

Strengths

- Many of the City's parks are well used and enjoy a high level of activity. Parks that appear to have the highest levels of activity include the ArtsPark at Young Circle, Boggs Field, Charrow Park, Garfield Paddle Ball Courts, Garfield Community Center, Davide Park Tennis Center, Mara Berman Giuliani Park, and Rotary Park.



- A few of the City's parks exhibit an adequate level of pride and ownership through limited to no signs of litter, vandalism, misuse of facilities, lack of maintenance, and upkeep. Notable examples include ArtsPark at Young Circle, David Park Tennis Center, Henry L. Graham Park, Mara Berman Giuliani Park, and Rose's Garden Park. The City should continue to encourage the pride and ownership that is fostered in these parks.
- Many of the City's parks are adequately planned and spatially programmed to facilitate organized programming thanks to their proper size, location of facilities, and amenities. Many of the City's parks provide opportunities for flexible use due to the presence of multi-purpose outdoor and indoor spaces. Notable examples include ArtsPark at Young Circle, Charrow Park, Garfield Paddle Ball Courts, and Garfield Community Center.



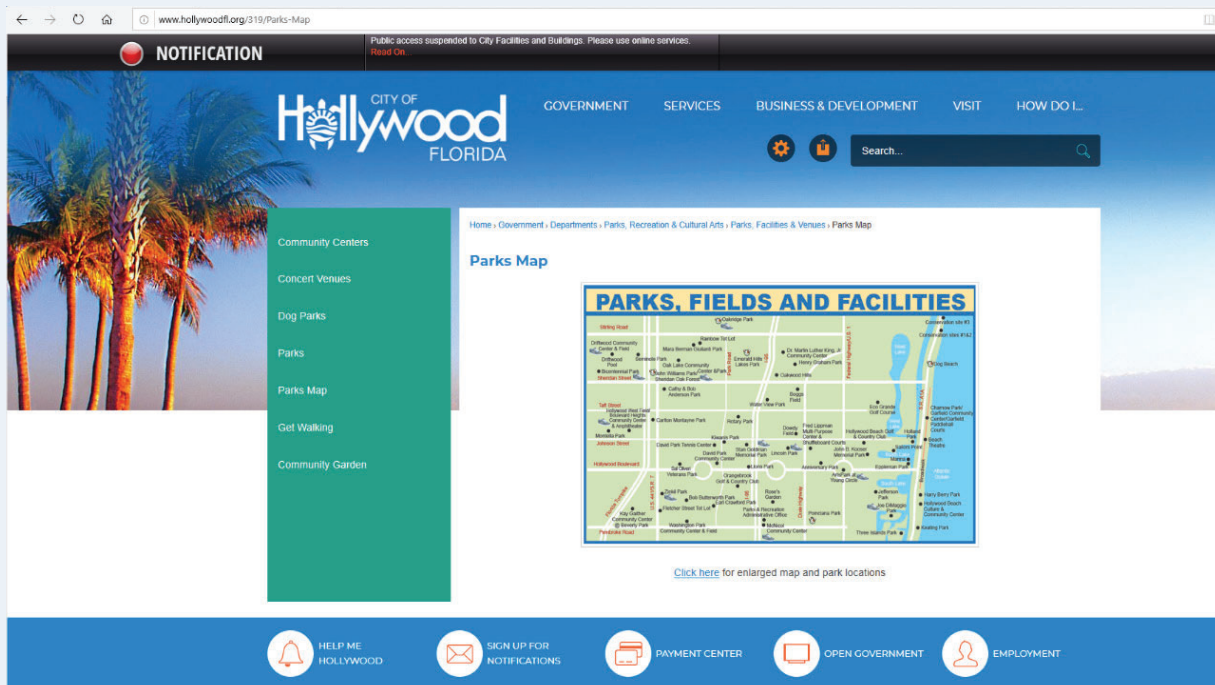
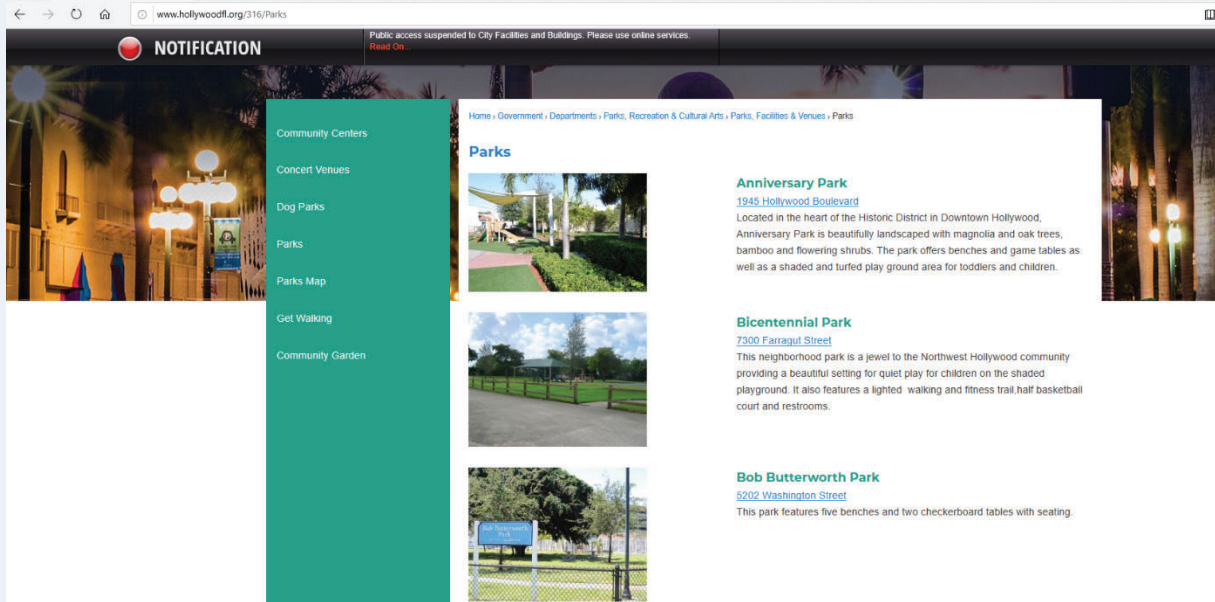
A high level of pride and ownership is evident at the ArtsPark at Young Circle that should be fostered in other parks



Flexible spaces that facilitate a variety of activities and events



- Most of the City's parks appear to be adequately marketed through various means, including the City's website. The website contains mapped locations, photos, and descriptions of each of the City's parks. Some of the larger parks, such as the ArtsPark at Young Circle, have additional promotional strategies.



City website with mapped park locations, photos, and descriptions

Opportunities

- While a few of the City's parks provide a range of amenities and activities for users of all ages, others do not. This limited range of activities in parks also inhibits the level of activity that occurs in these parks. Even parks that are well used in the evenings or the weekends remain underused in other parts of the day. The City should strive to add more activities and things to do in parks based on the community's needs and priorities.



Charles Vollman Park and Three Islands Park examples of parks with limited activities and things to do



Dowdy Field, Rotary Park, and Boggs Field are examples of parks that remain inactive for many hours of the day and could use additional things to keep them active



4 Buildings and Architecture

Strengths

- Many of the City's park buildings have well-organized, efficient, and functioning interior layouts. Additionally, finishes, furnishings, and equipment are in good working order. Notable examples include the ArtsPark at Young Circle, Boulevard Heights Community Center, and Kay Gaither Community Center at Beverly Park.
- Most of City's park buildings displayed no visible signs of structural or building enclosure weaknesses.
- Many of the City's park buildings contained systems that were in good operating condition and elements that conserved energy and promoted sustainability, such as LED light fixtures, solar powered emergency light fixtures, water conserving faucets, auto-flush toilets and urinals, etc.



Kitchen finishes and equipment in Boulevard Heights Community Center in good working condition



Water conserving faucets, auto-flush urinals and toilets, and motion activated/ auto shut-off light fixtures promote sustainability in the City's park buildings



Opportunities

- While some of the City's parks are visually appealing and contribute to the overall positive appearance of the park, many do not. Park buildings that could benefit from façade improvements include those found in Charles Vollman Park, David Park Community Center, David Park Tennis Center, Dr. Martin Luther King, Jr. Community Center, McNicol Community Center, Fred Lippman Multi-purpose Center/Shuffle Board Courts, and Washington Park Community Center & Field. Over time, the City should strive to improve the visual appeal of these buildings.
- Many of the City's park buildings that do not have clearly defined entry points and connections to outdoor spaces, making circulation confusing. Examples include Boggs Field, McNicol Community Center, Fred Lippman Multi-purpose Center/Shuffle Board Courts, and Washington Park Community Center & Field.
- Some of the City's park buildings have interior layouts, finishes, furnishing, and equipment that are outdated and in need of replacement and repair. Notable examples of buildings that need refurbishment include Boggs Field, Charles Vollman Park, David Park Community Center, David Park Tennis Center, Dr. Martin Luther King, Jr. Community Center, McNicol Community Center, Fred Lippman Multi-purpose Center/Shuffle Board Courts, and Washington Park Community Center & Field. Over time, the City should look to refurbish these buildings or rebuild them to be state of the art parks and recreation centers.



Aging interior finishes and furnishes of the park building in Shuffleboard Courts that could use refurbishment

OPERATIONS & MAINTENANCE PRACTICES ASSESSMENT

Objective

The objective of the following Maintenance Management Assessment is to evaluate how the Hollywood Parks and Recreation Department performs maintenance for parks, recreation sports fields, park plazas, boulevards, urban forestry, beaches, and indoor facilities for recreation.

Discussions with maintenance staff, who serve in the Public Works Department, formed the basis for review of internal operations.

Internal Questions

Questions were centered on the following subjects:

1. What is your approach to park and facility maintenance in the city?
2. How many acres of parks outdoor spaces do you manage?
3. What percentage of park land is in a conservation or natural state?
4. Is there a set of maintenance standards to be followed as they apply to daily park maintenance of: facilities, sports fields, trails, beaches, and routine preventative maintenance?
5. Have true costs for mowing, cleaning, inspections, trash removal, repairs, and equipment costs been evaluated and recorded?
6. How are staffing needs established for the parks' maintenance needs in the city?
7. Is there a lifecycle replacement program in place for assets and equipment replacement?
8. Do standards exist to follow and maintain new park equipment and properly care for the parks and facilities that are in place now?
9. What is the process to demonstrate capital improvement needs through your budget process?
10. What technology do you have in place now to help track work orders, capital improvements, staff time, equipment costs, and daily/weekly repairs?
11. What measurable outcomes are in place to determine the efficiency and effectiveness to supervisors?
12. What are the key problems this maintenance assessment should address as it applies to present issues?
13. What are the key outcomes this maintenance assessment plan should accomplish by addressing this part of the master plan process?

Explanation of Existing Maintenance Approach

The Public Works Department is responsible for all parks maintenance in the city. There are three divisions and two crews that perform maintenance tasks and duties. Major findings from discussions include:

The Public Works Division would prefer to have crews assigned to individual parks to increase pride and ownership.

No management plan is in place to guide maintenance, nor any standards. Crews are therefore only reactionary to citizen complaints. Equipment needs are sizable and the budget for replacement is extremely low.

- Currently, maintenance is a public works function. It is divided up into three divisions which include park maintenance, beach maintenance, and facility maintenance. The public works division also maintains over 88 buildings in the city. Most are older buildings, but they are not historic buildings. There is separate crew that takes care of ballfields for the Department. The beach crew has only half of the staff needed because funding for beach maintenance money has been reduced; only one full-time CRA Beach crew member is in place. Beach maintenance for the CRA will be cut in 2027, and this issue needs to be addressed in the future.
- The Public Works Department does not track drive time/cost of crews from one place to another. Ideally, they would prefer to have crews assigned at each park to build pride and ownership for employees and to display a positive attitude to the public. The department has a minimal number of outcomes to achieve which are correlated to the number of complaints received. It is necessary to determine how fast they respond to a complaint or issue.
- There is not a management plan in place to guide the maintenance functions of the parks and recreation department. There are no written maintenance standards for the department staff to follow; therefore, the crews are very reactionary to the needs and complaints of citizens.
- Current equipment needs are a large problem facing the Public Works Department. The beach maintenance cleaning machines are past their useful life, as are the beach gators. There is no schedule for any replacement equipment, so all of it is used until it no longer functions.
- Mechanics are not in place to take care of the beach equipment owned. There are eight mechanics to take care of the entire Public Works Department. All small equipment repairs are contracted out. The budget is \$115,000 per year for equipment replacement, which is extremely low for a park system of this size.

- Ballfield maintenance and upkeep is the biggest complaint cited by players and users. The Athletics grounds crew has not been at full staffing level since 2018 due to staff turnover and hiring freezes. The current crew consists of 11 full-time staff, a supervisor, and two vacant positions. The crew struggled to properly maintain the athletic turf at six facilities while working a four days per week, 10 hours per day work schedule. The overall quality of work suffered. Athletics grounds crew is more effective after reverting back to a five day per week, 8 hours per day work schedule in November 2019.
- Seven part-time staff monitor the six athletic facilities during games and practices in the evening and on weekends, Monday through Saturday. Part-time staff is used in an attempt to reduce the number of full time employees.
- The department also manages two synthetic turf fields which are scheduled for replacement in Summer 2021.
- Contractors maintain the common grounds surrounding the athletic turf. Contractors mow those areas twice per month, approximately every 15 – 18 days.
- Budget cuts and the lack of funding to support park maintenance needs for both indoor facilities and outdoor recreation areas is the key problem that causes the crews to react to immediate needs instead of following a maintenance schedule and plan.
- The staff is responsible for 28 acres of sports fields, six athletic facilities, 40 acres of neighborhood and community parks, 88 buildings, 11 community centers, tennis courts, concession stands, restrooms, playgrounds, picnic areas, and beaches. There are also natural areas and conservation areas to maintain within the city. The staff indicated they do have minimal conservation resource plans in place for some parks. These conservation plans are followed, primarily for the dunes they maintain.
- Trash pick-up is daily during the week, but there are no crews for the weekend. Previously there were crews working on the weekends, but they were eliminated in 2008 when the recession struck, and they haven't been reinstated. The Environmental Department was privatized in 2009 to keep it separate from the parks system.
- The staff does some of the HVAC maintenance in the department and some work is contracted out when needed, using on-call contracts to supplement their work. The staff indicated that they do have a work

Budget cuts/lack of funding underpin maintenance problems.

Costs for maintenance requirements are not tracked.

The Public Works Department desires maintenance management planning efforts to be divided amongst Park Maintenance, Beach Maintenance, and Public Works, each with separate funding sources and remits.

order system internally for contract services or repair parts to control inventory and record information.

- Likewise, there is no facility lifecycle plan in place for the buildings: HVAC, painting, electrical, and cosmetic enhancements are not done on a scheduled basis. The administrative staff does not know the asset value of the entire park system less land values to determine what percentage of their operational budget is available to care for what is owned.
- The Department does not track the unit costs for mowing, cleaning, inspections, trash removal, repairs, and general maintenance requirements in parks. This limits the staff's ability to discuss important issues with key decision makers and evaluate true costs for maintaining the park system in an acceptable manner. Currently, many of the full-time staff are performing part-time and seasonal work. This makes it unrealistic to allocate work to the right person, with the right skill set for the right pay, and achieve a successful outcome. Additionally, there is nothing in place to track the percentage of the work force present on a daily basis.
- The Forestry crews manage over 100,000 trees. The crews do not have an accurate inventory or condition assessment of the trees, and many trees are overgrown and in need of attention. There is a bi-annual focus on the coconut trees in the city to maintain their condition. They spray foliage for invasive insects four times a year. The actual funds needed for proper maintenance is not known, making it difficult to request appropriate funding. The crew manages shade overhangs in the parks, along paths and trails, including the board walk, and in the city as well.

Maintenance Management Planning

The Public Works Department would like maintenance management planning efforts to be divided among three groups: Park Maintenance, Beach Maintenance (funded separately), and Public Works (who manage City buildings and are also funded by a separate fund). Together, it is envisioned that these branches would address the following problems:

- **Safety** - the biggest focus and the priority goal for employees and the public;
- **Preventative plans** - what plans should be in place;

- **Funding the Department** - How to fund appropriately, and the correct level of funding;
- **Personnel turnover** - How should this be addressed and what plan should be implemented;
- **Hiring** - Develop an effective interview method, and a plan for employee training;
- **CEPTED Standards** - How to incorporate them into the system;
- **Level of investment** - How to approach key decision makers with information to show the value of investment in parks system maintenance; and
- **Quality of experience** - How to enhance experiences with users in parks and facilities.

Maintenance Outcomes

There are important outcomes the staff would like to see in the maintenance of parks and facilities. These are recognized and addressed as follows:

- **Level of capital** - Define the appropriate amount of capital that should be invested on a yearly basis;
- **Maintenance standards** - Determine the appropriate maintenance standards for parks, trails, sports fields, park amenities, and beaches that would be a goal to achieve on a daily, weekly, monthly, and yearly basis;
- **Staff levels** - Understand what the correct numbers for an effective staff should be based on a set of approved standards to achieve what the community expects;
- **Standards** - Learn how to correctly tie maintenance standards to the finances of the parks and people; and
- **Full-time and part-time staff** - Set standards for what the mix of staff should be based on the size of the department.

Understanding costs and required funding; defining appropriate standards; and allocating a sufficient number of staff is necessary to help improve maintenance of the system.



Needs & Priorities



Poinciana Park



2.1 NEEDS ASSESSMENT PROCESS

The needs assessment is the heart of the Parks and Recreation System Master Plan process, and is typically the catalyst for most plans. Elected officials and staff want to know, “What do our residents want or need from our parks and recreation system?”

A needs assessment is a type of applied social research that involves developing a research design, gathering and analyzing the data collected from various sources, and using the results to inform policy and program development. Barth Associates uses a mixed-methods, triangulated approach to assess needs, which compares the findings from quantitative, qualitative, and secondary research techniques and data to identify top priorities. Needs Assessment techniques for the City of Hollywood included those listed below.

PRIMARY DATA

Quantitative Techniques

- Statistically-Valid Mail Survey (435 responses, precision of at least $\pm 4.7\%$ at the 95% level of confidence)
- On-line Survey (285 responses)
- Level-of-Service Analysis and Benchmarking

Qualitative Techniques

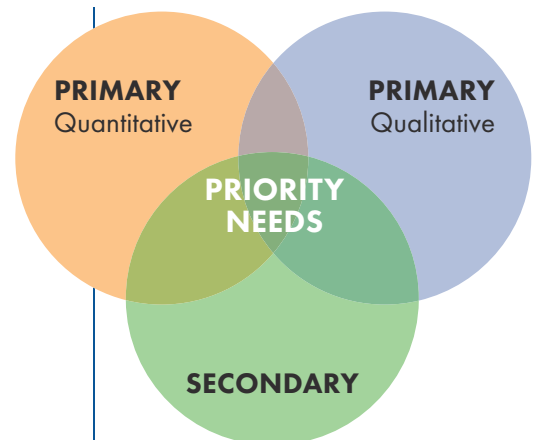
- Park Evaluations
- Workshops (Public, City, and Advisory Committee - 95 participants)
- Interviews, Focus Groups (12 participants)

SECONDARY DATA

- Demographics and Trends Assessment
- Previous Planning Documents

The following section describes findings from each of the primary Needs Assessment techniques, as well as conclusions regarding the City of Hollywood residents’ top priority needs.

FIGURE 2.1 | NEEDS ASSESSMENT APPROACH





2.2 NEEDS ASSESSMENT FINDINGS

STATISTICALLY-VALID MAIL SURVEY

Mail surveys are the most statistically-representative needs assessment technique because they are based on a random sample of the target population, in this case the residents of the City of Hollywood. Since surveying all of the residents is prohibitively expensive for most communities, a random sample is an affordable way to determine residents' needs and priorities.

Random sampling ensures that each member of the population has an equal chance of being selected for the survey, and the statistical validity of random sampling has long been established. The random sample is generated from a list of all residents' addresses, and surveys are mailed to those selected.

Methodology

Barth Associates' sub-consultant ETC Institute mailed a survey packet to a random sample of households in the City of Hollywood in the Spring of 2020. Each survey packet contained a cover letter, a copy of the survey (included as **Appendix H** under separate cover), and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.HollywoodPRDSurvey.org.

Ten (10) days after the surveys were mailed, ETC sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

IN THIS SECTION:

- Statistically-Valid Mail Survey
- On-line Survey
- Level-of-Service (LOS) Standards & Analysis
- Park Evaluations & Trends
- Public Workshops
- Interviews & Focus Groups
- Summary of Needs & Priorities

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 435 residents completing the survey. The overall results for the sample of 435 households have a precision of at least $\pm 4.7\%$ at the 95% level of confidence.

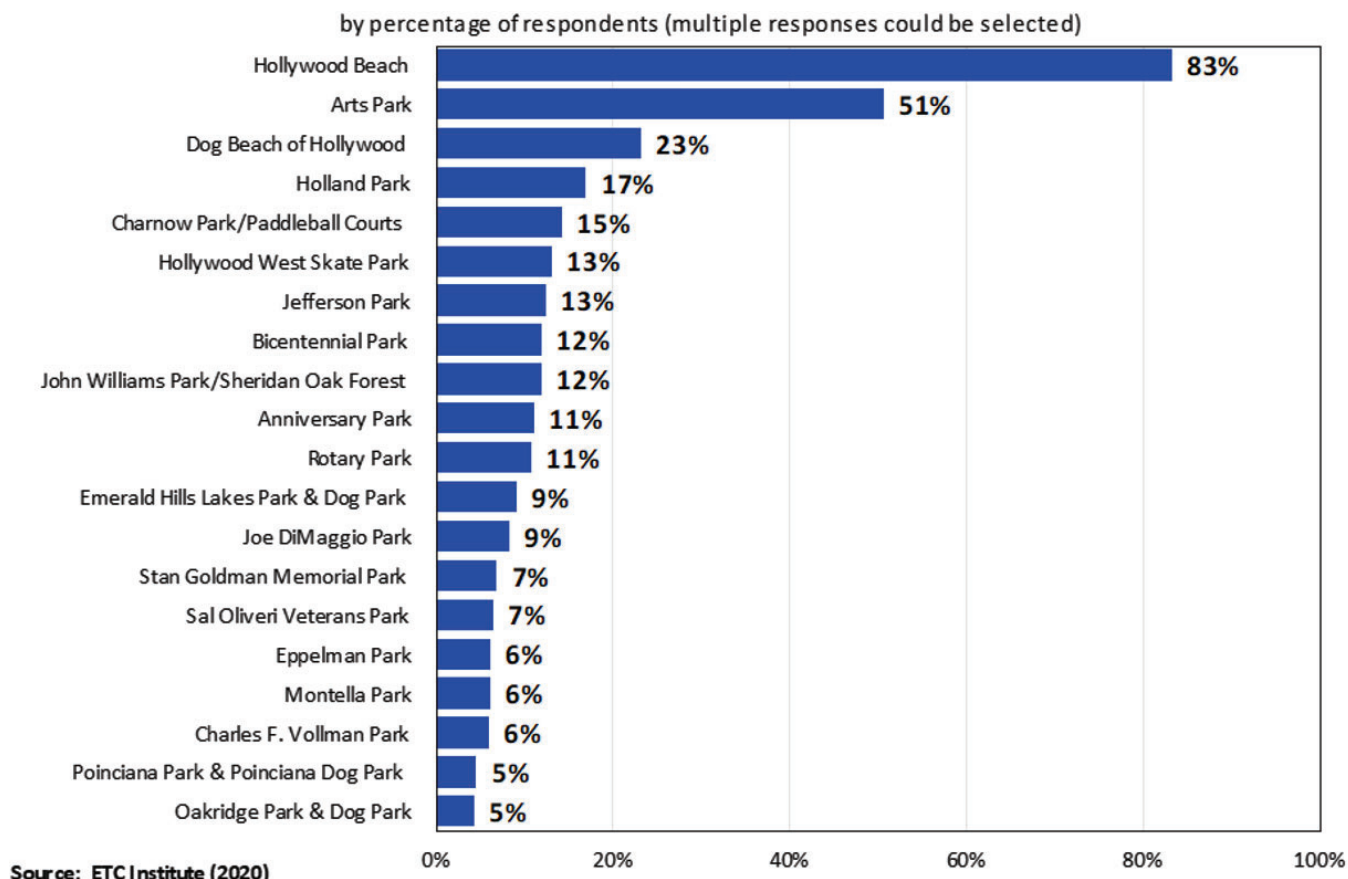
The major findings of the survey are summarized below and on the following pages.

Facility Use & Ratings

Respondents were asked to indicate if they have used 19 major recreation facilities operated by the City that they have used during the past 12 months. Hollywood Beach was by far the most-visited, followed by ArtsPark at Young Circle and Dog Beach of Hollywood, as shown in **Figure 2.2**.

FIGURE 2.2 | PARK FACILITIES VISITED DURING PAST 12 MONTHS

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.





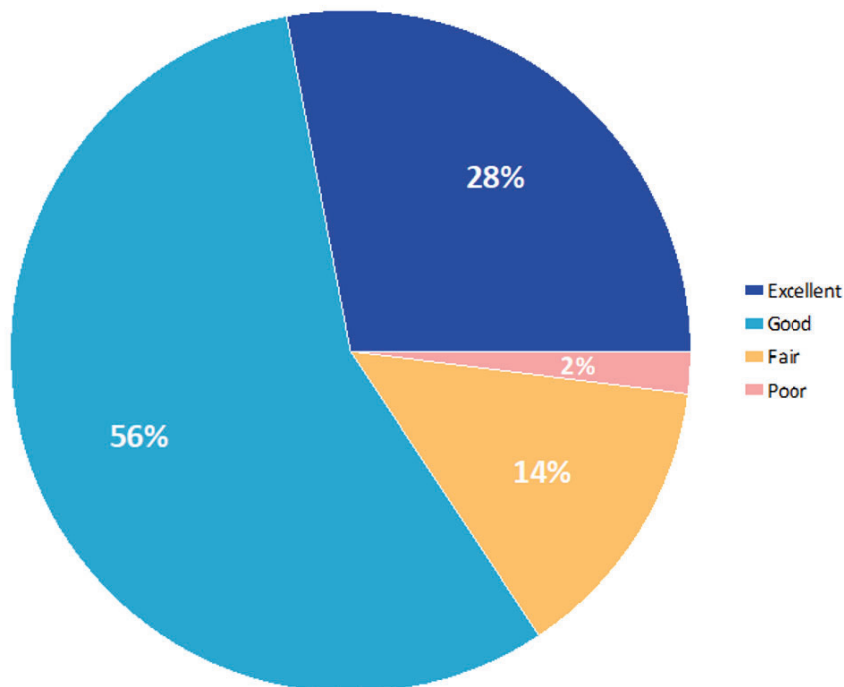
Dog Beach of Hollywood
 (Source: <https://www.hollywoodfl.org/318/Dog-Parks>)

Over half (60%) of respondents were “very satisfied” (13%) or “satisfied” (47%) overall with parks in the City. Twenty-eight percent (28%) of respondents rated the physical condition of parks in the City as “excellent” and 56% rated the physical condition as “good.”

FIGURE 2.3 | OVERALL SATISFACTION WITH PARKS

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

by percentage of respondents (without "not provided")



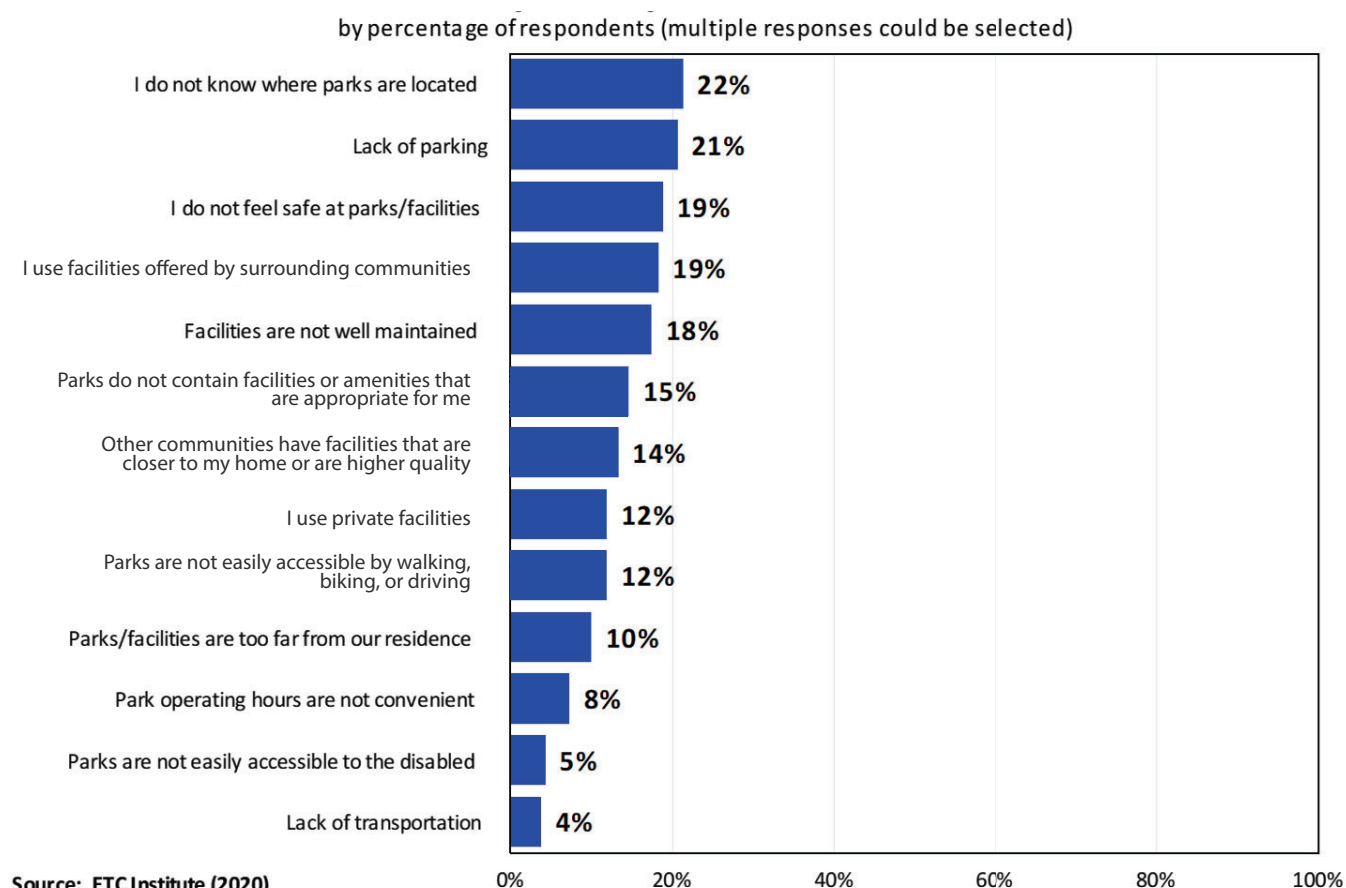
Source: ETC Institute (2020)

Barriers to Facility/Program Use & Participation

Respondents were asked to indicate the primary reasons they do not use City of Hollywood facilities or participate in programs. Top reasons were not knowing where parks are located; lack of parking; not feeling safe at parks/facilities; and that respondents used facilities offered by surrounding communities.

FIGURE 2.4 | BARRIERS TO FACILITY/PROGRAM USAGE

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.



Activity/Program Needs & Priorities

Activity/Program Needs

Respondents were asked to identify if their household had a need for 31 programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC was able to estimate the number of households in the community that had “unmet” needs for each program.

The four recreation programs with the highest percentage of households that have an unmet need are shown at right, and the estimated number of households that have unmet needs for each of the 31 programs that were assessed is shown in the graph below.

FIGURE 2.5 | TOP PROGRAM NEEDS

TOP PROGRAM NEEDS

1. **FARMERS MARKET**
26,123 households (37%)
2. **CONCERTS IN THE PARK**
22,561 households (32%)
3. **FITNESS IN THE PARKS**
16,956 households (24%)
4. **SENIOR (50+ YEARS OLD) PROGRAMS**
16,295 households (23%)

FIGURE 2.6 | ACTIVITY/PROGRAM NEEDS

Estimated Number of Households Whose Needs for Programs are Met 50% or Less

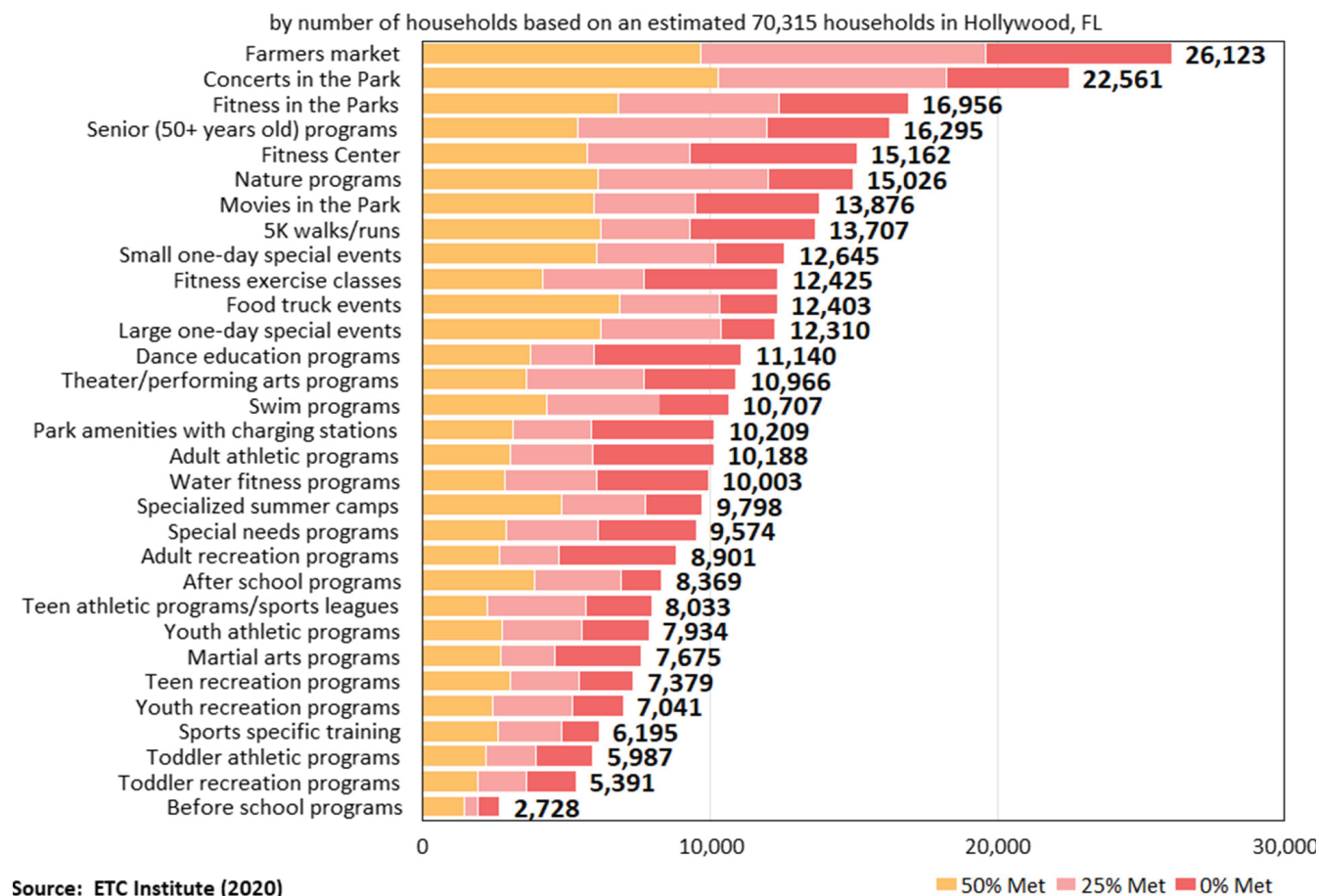


FIGURE 2.7 | MOST IMPORTANT ACTIVITIES/PROGRAMS

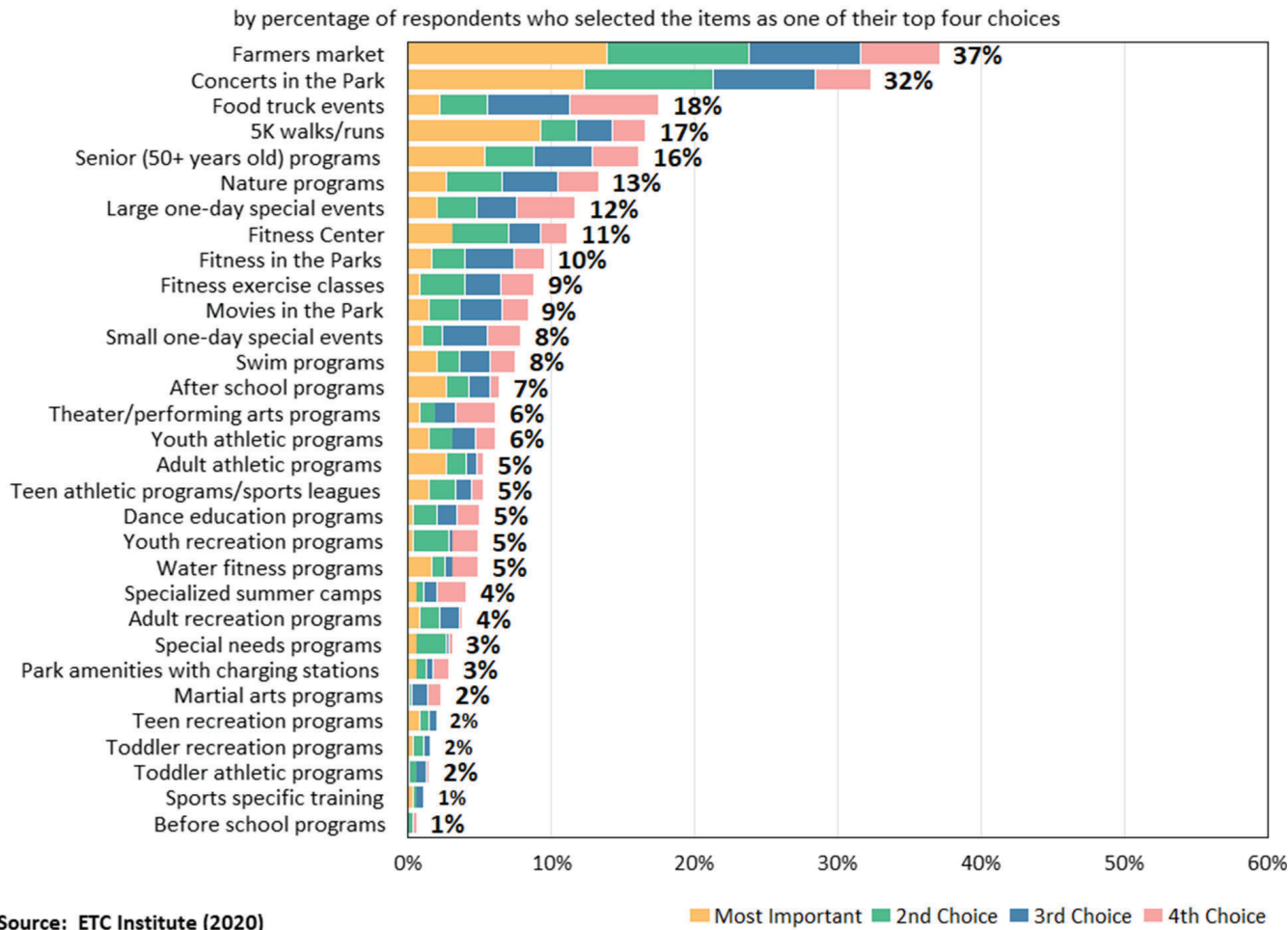
MOST IMPORTANT ACTIVITIES/PROGRAMS	
1.	FARMERS MARKET (37%)
2.	CONCERTS IN THE PARK (32%)
3.	FOOD TRUCK EVENTS (18%)
4.	5K WALKS/RUNS (17%)

Activity/Program Importance

In addition to assessing the needs for each activity/program, ETC also assessed the importance that residents placed on each activity/program. Based on the sum of respondents’ top four choices, the four most important activities/programs to residents were farmers markets, concerts in the park, food truck events, and 5k walks/runs, as shown in **Figure 2.7**. The percentage of residents who selected each program as one of their top four choices is shown in the chart below.

FIGURE 2.8 | ACTIVITY/PROGRAM IMPORTANCE

Q9. Programs Most Important to Households



Priorities for Activity/Program Investments

The **Priority Investment Rating (PIR)** was developed by ETC to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments.

The PIR equally weighs (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in Section 3 of the full survey report, provided as **Appendix G** under separate cover.]

Based on the priority investment rating (PIR), the three (3) programs were rated as “high priorities” for investment are listed in **Figure 2.9**. The chart below shows the Priority Investment Rating for each of the 31 programs that were rated.

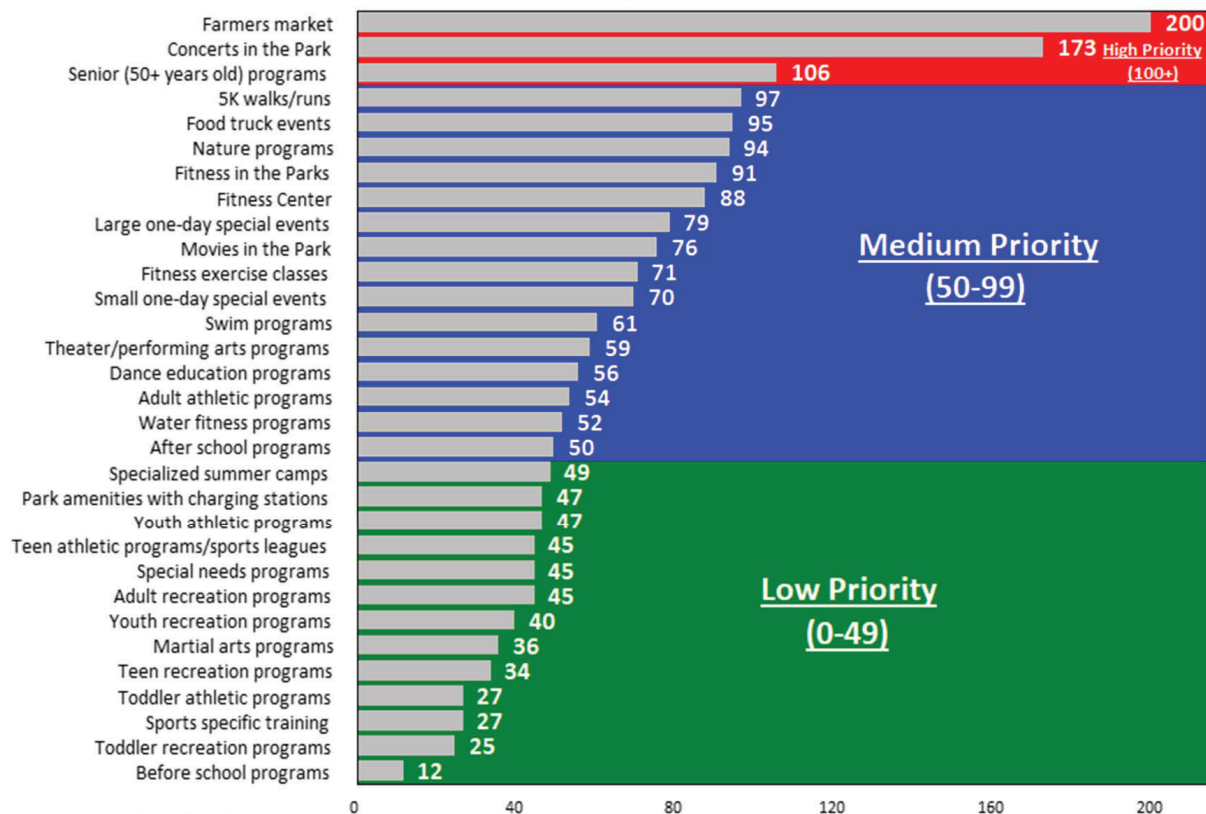
FIGURE 2.9 | HIGH PRIORITY PROGRAMS FOR INVESTMENT

HIGH PRIORITY PROGRAMS FOR INVESTMENT

1. **FARMERS MARKET**
(PIR=200)
2. **CONCERTS IN THE PARK**
(PIR=173)
3. **SENIOR (50+ YEARS OLD) PROGRAMS**
(PIR=106)

FIGURE 2.10 | PRIORITIES FOR PROGRAM INVESTMENT

Top Priorities for Investment for Programs Based on the Priority Investment Rating



Source: ETC Institute (2020)

FIGURE 2.11 | TOP AMENITY NEEDS

TOP AMENITY NEEDS	
1. GREENWAYS & TRAILS	19,000 households (27%)
2. KAYAK/CANOE/PADDLEBOARD/PADDLEBOAT RENTALS IN PARK	18,302 households (26%)
3. OPEN SPACES/NATURE PARKS	17,910 households (25%)
4. BUTTERFLY GARDEN	17,835 households (25%)

Amenity Needs & Priorities

Amenity Needs

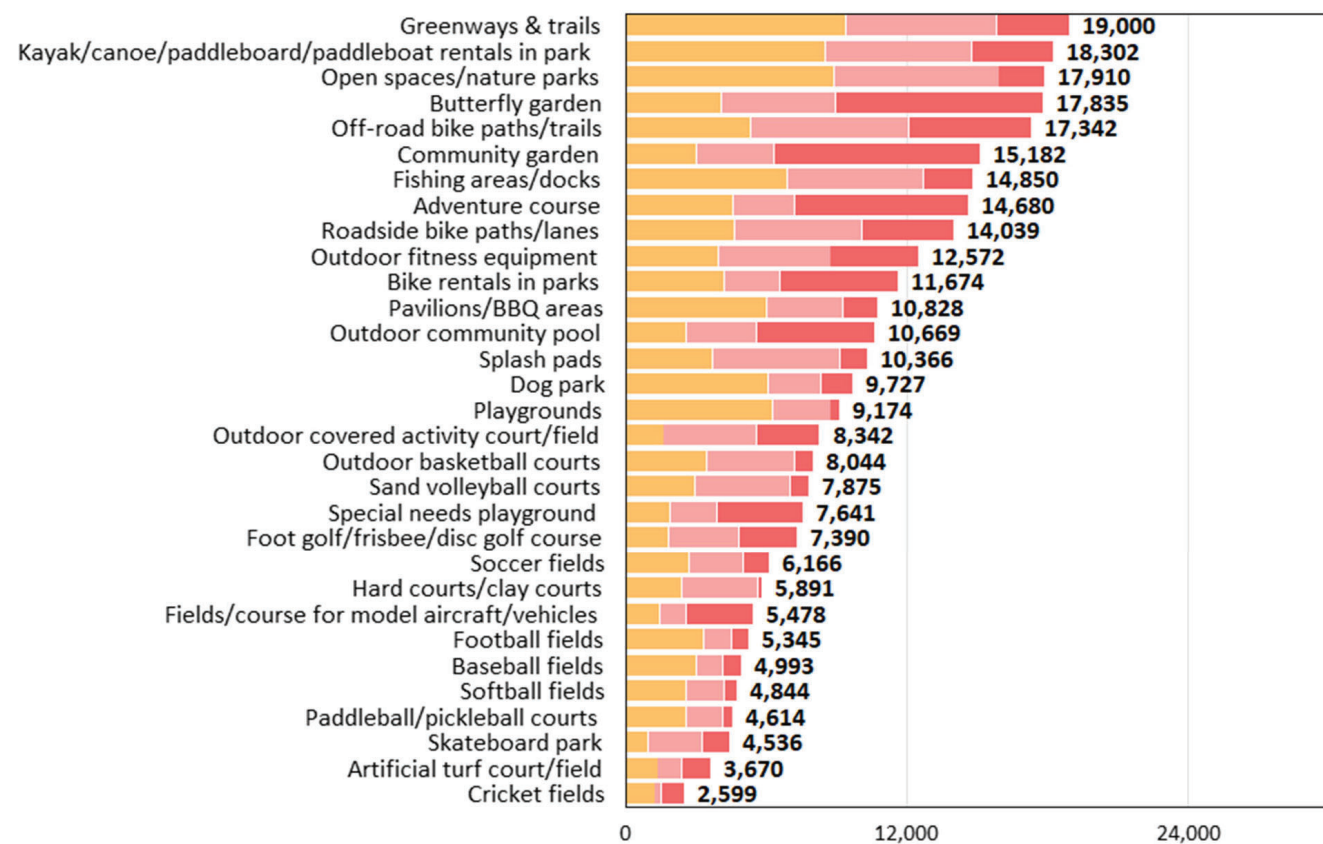
Respondents were asked to identify if their household had a need for 31 amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC was able to estimate the number of households in the community that had the greatest “unmet” need for various amenities.

The four amenities with the highest percentage of households that have an unmet need are shown in **Figure 2.11**, and the estimated number of households that have unmet needs for each of the 31 programs that were assessed is shown in the graph below.

FIGURE 2.12 | AMENITY NEEDS

Estimated Number of Households Whose Needs for Amenities are being Met 50% or Less

by number of households based on an estimated 70,315 households in Hollywood, FL



Source: ETC Institute (2020)

50% Met 25% Met 0% Met

Amenity Importance

In addition to assessing the need for each amenity, ETC also assessed the importance that residents placed on each amenity. Based on the sum of respondents' top four choices, the four most important amenities to residents were greenways and trails; open spaces/nature parks; dog parks; and fishing areas/docks (see **Figure 2.13**). The percentage of residents who selected each amenity as one of their top four choices is shown in the graph below.

FIGURE 2.13 | MOST IMPORTANT AMENITIES

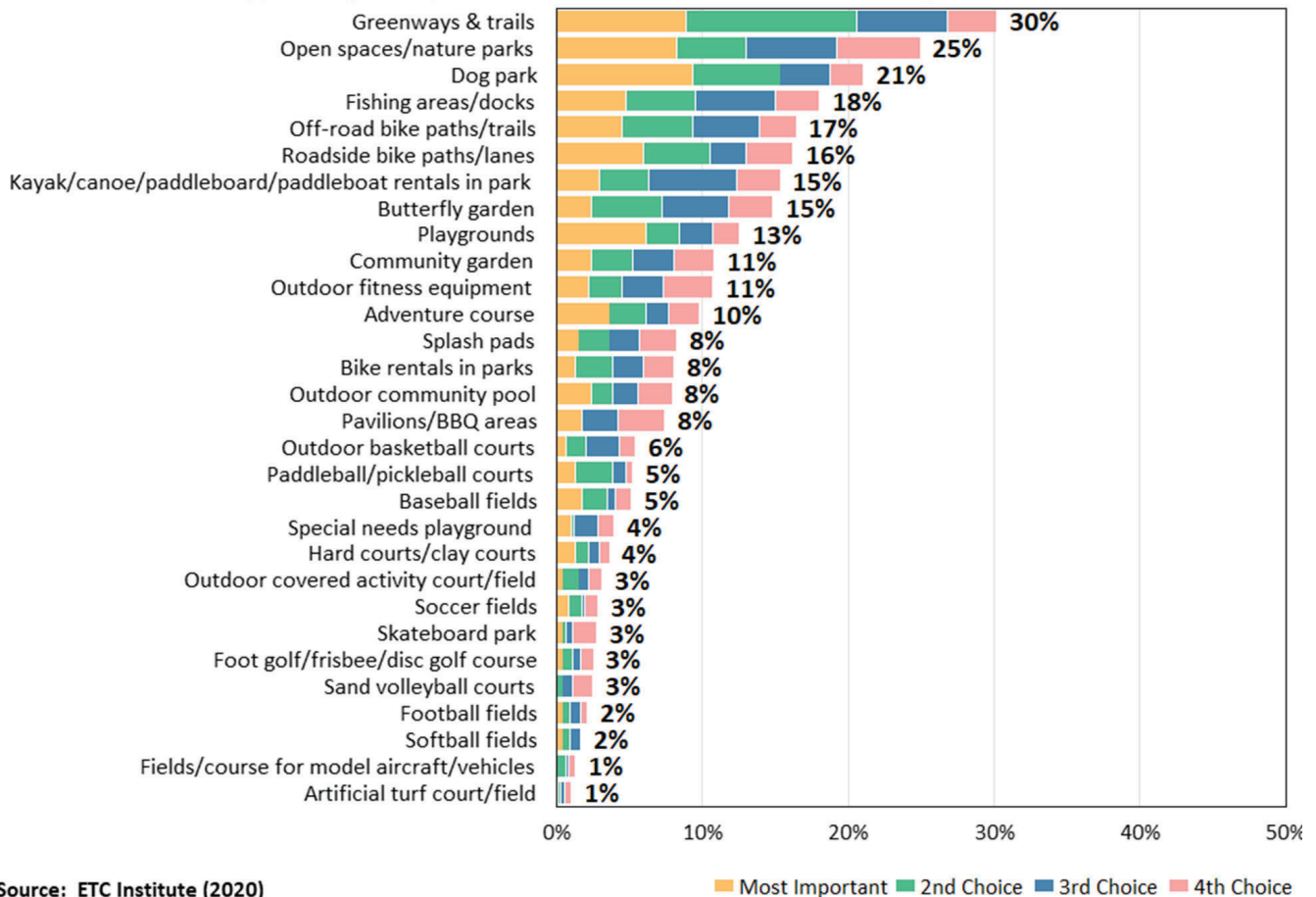
MOST IMPORTANT AMENITIES

1. **GREENWAYS AND TRAILS** (30%)
2. **OPEN SPACES/NATURE PARKS** (25%)
3. **DOG PARKS** (21%)
4. **FISHING AREAS/DOCKS** (18%)

FIGURE 2.14 | AMENITY IMPORTANCE

Q7. Amenities Most Important to Households

by percentage of respondents who selected the items as one of their top four choices



Priorities for Amenity Investments

Based on the priority investment rating (PIR), the 11 amenities listed in **Figure 2.15** were rated as “high priorities” for investment. The graph on the following page shows the Priority Investment Rating for each of the 31 amenities that were rated.

FIGURE 2.15 | HIGH PRIORITY AMENITIES FOR INVESTMENT

HIGH PRIORITY AMENITIES FOR INVESTMENT

1. **GREENWAYS AND TRAILS** (PIR=200)
2. **OPEN SPACES/NATURE PARKS** (PIR=177)
3. **KAYAK/CANOE/PADDLEBOARD/PADDLEBOAT RENTALS IN PARK** (PIR=147)
4. **OFF-ROAD BIKE PATHS/TRAILS** (PIR=146)
5. **BUTTERFLY GARDEN** (PIR=143)
6. **FISHING AREAS/DOCKS** (PIR=138)
7. **ROADSIDE BIKE PATHS/LANES** (PIR=128)
8. **DOG PARK** (PIR=121)
9. **COMMUNITY GARDEN** (PIR=116)
10. **ADVENTURE COURSE** (PIR=110)
11. **OUTDOOR FITNESS EQUIPMENT** (PIR=102)



Anne Kolb Nature Center

(Source: <http://biking.floridaoutdooradventures.info/broward-county/anne-kolb-off-road-bike-trails/>)

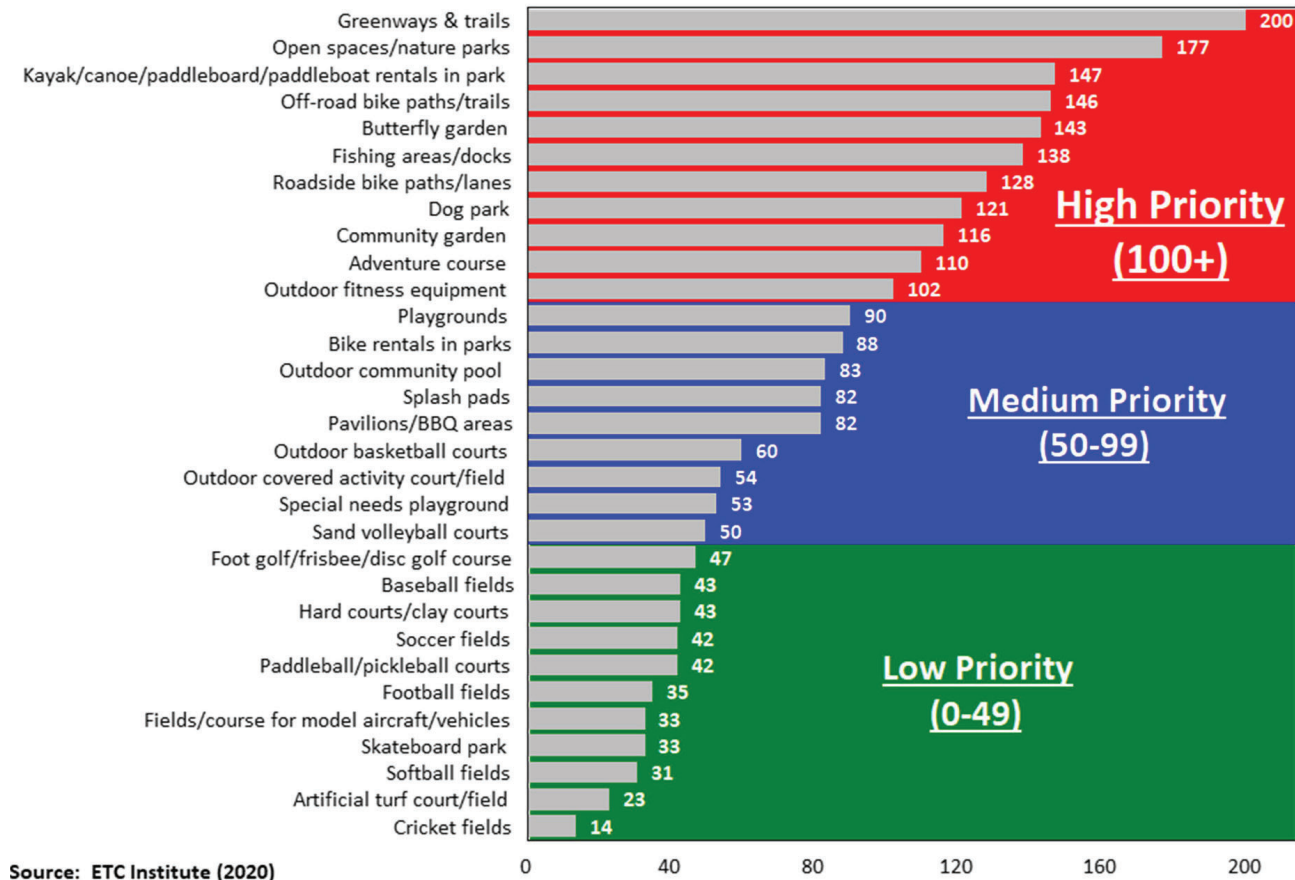


West Lake Park

(Source: <https://www.paddleflorida.net/west-lake-park-paddle.htm>)

FIGURE 2.16 | PRIORITIES FOR AMENITY INVESTMENT

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



Anne Kolb Nature Center

(Source: <https://www.afar.com/places/anne-kolb-nature-center-hollywood>)

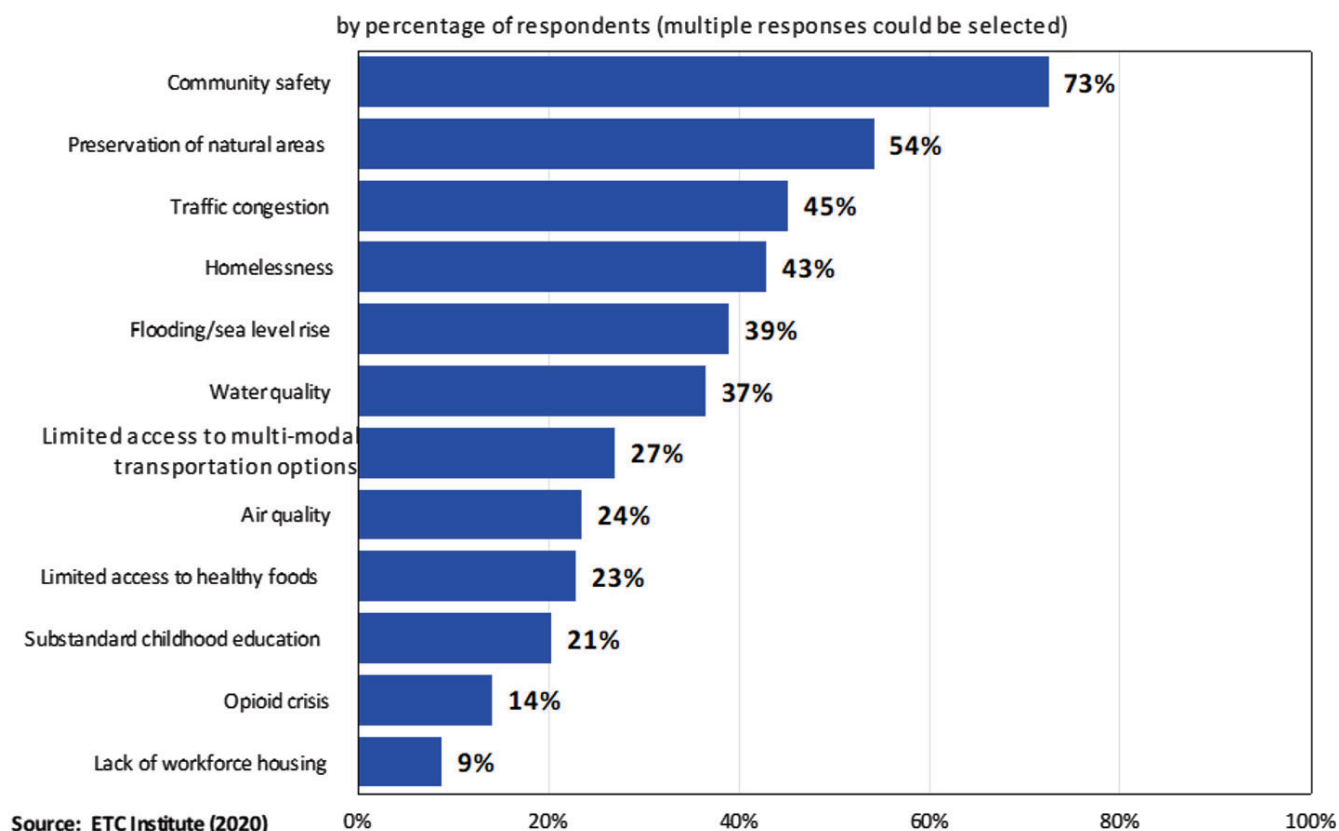
Additional Findings

Social, Economic, and Environmental Challenges

Parks and recreation systems have the potential to help address social, economic, and environmental challenges facing communities. The challenges that respondents indicated were most important to them were community safety (73%), preservation of natural areas (54%), traffic congestion (45%), and homelessness (43%).

FIGURE 2.17 | ADDRESSING SOCIAL, ECONOMIC, AND ENVIRONMENTAL CHALLENGES

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.

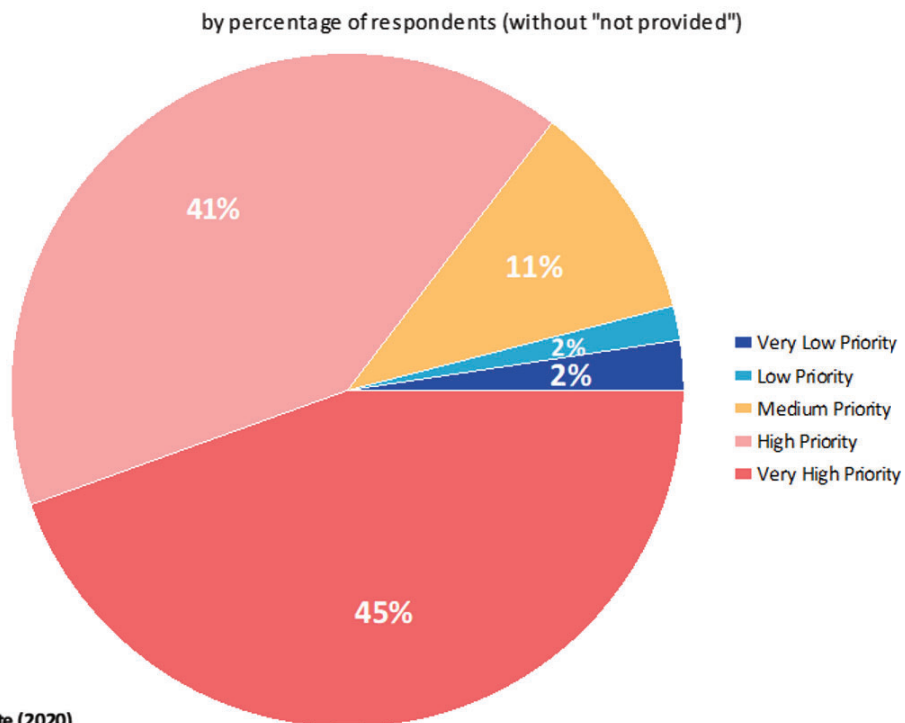


Priority of Park Maintenance

Respondents were asked their opinion on the level of priority that officials should place on maintaining the conditions of parks, trails, and recreation facilities. Eighty-six percent (86%) of respondents feel officials should place maintaining conditions of parks as a very high priority (45%) and high priority (41%).

FIGURE 2.18 | PRIORITY OF PARK MAINTENANCE

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?



Source: ETCInstitute (2020)

Potential Improvements

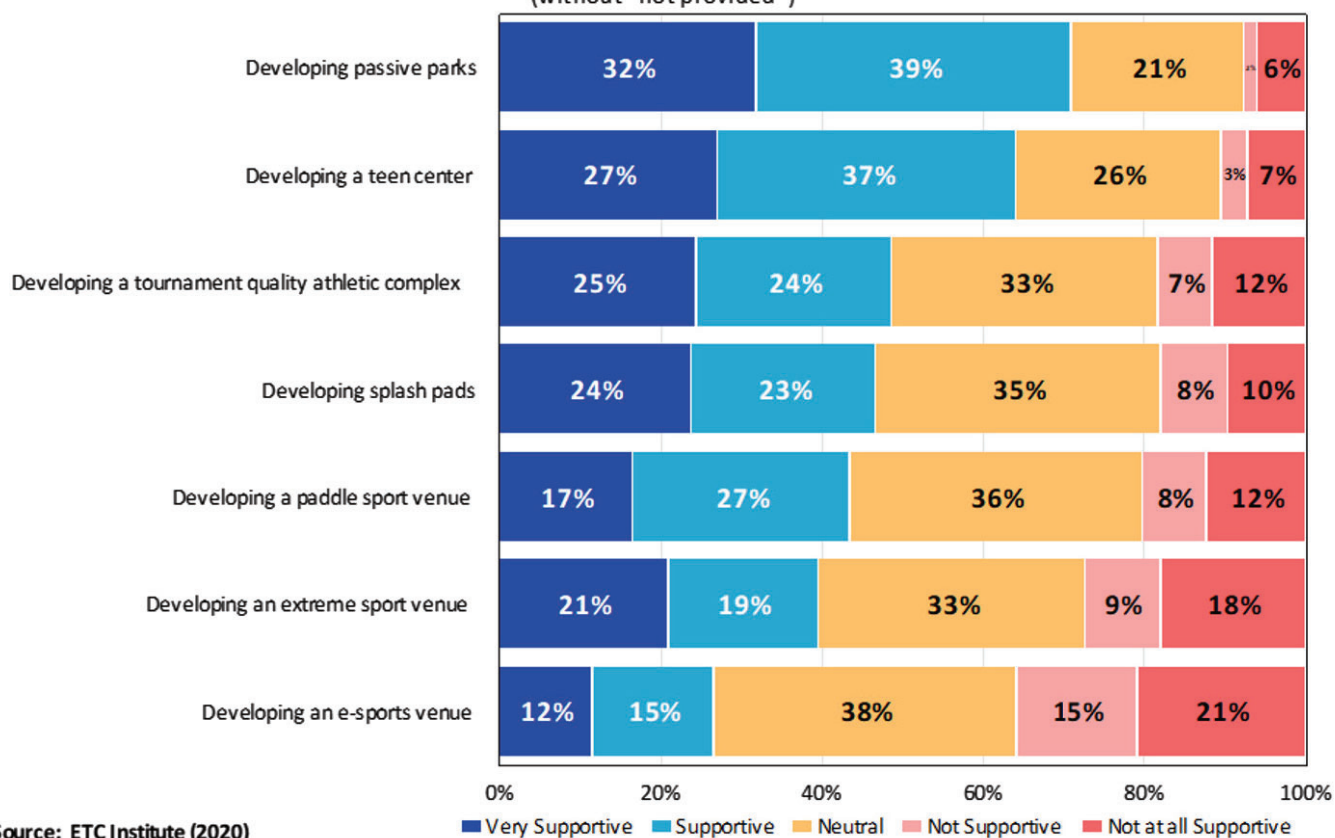
The highest level of support for items to improve the types of amenities offered to residents, based on the sum of “very supportive” and “supportive” responses among residents *who had an opinion*, were: developing passive parks (72%), developing a teen center (64%), and developing a tournament quality athletic complex (49%).

The actions that respondents households indicated they would be most willing to support with tax dollars, based on the sum of respondents’ top two choices, were: developing a teen center (35%), developing passive parks (29%), and developing a tournament quality athletic complex (23%).

FIGURE 2.19 | SUPPORT FOR POTENTIAL IMPROVEMENTS

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

by percentage of respondents using a scale of 1 to 5, where 5 means “very supportive” and 1 means “not at all supportive” (without “not provided”)



Methods of Learning

Responding households were asked to indicate all of the ways they learn about City programs, activities, and events.

- 57% of respondents indicated they learn by word of mouth
- 43% of respondents indicated they learn through the website
- 42% of respondents indicated they learn through the newsletter

Organizations Used to Provide Programs and Facilities

The organizations most used, by respondents households, to provide recreation programs and facilities were: Broward County (75%), Hollywood Parks, Recreation, and Cultural Arts Department (75%), and State of Florida (43%).

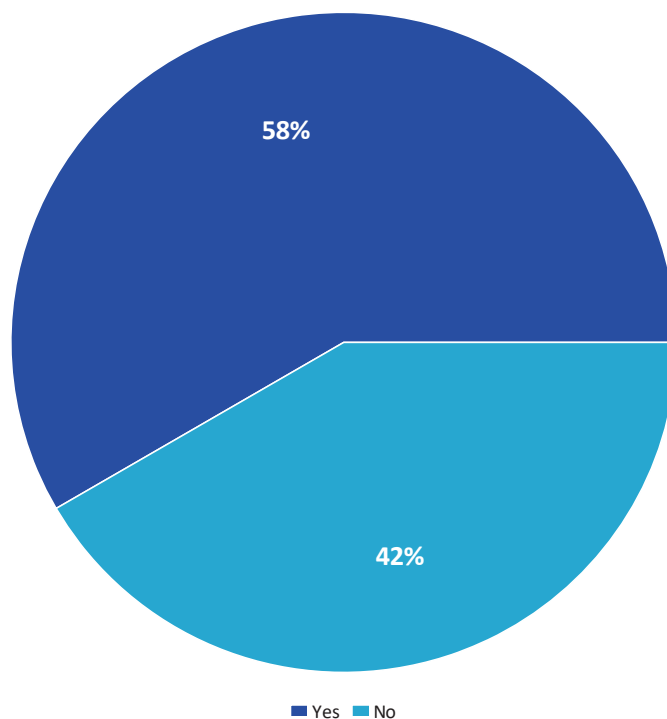
Walking/Biking to City Parks

Fifty-eight percent (58%) of respondents walk or bike to City parks.

FIGURE 2.20 | RESPONDENTS WALKING/BIKING TO CITY PARKS

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

by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

ON-LINE SURVEY

The City conducted an on-line survey from early July to early August 2020, completed by 285 respondents. Unlike the mail survey, the on-line survey is not based on a random sample of residents, and may not be statistically-representative. Also, some respondents may be non-City residents.

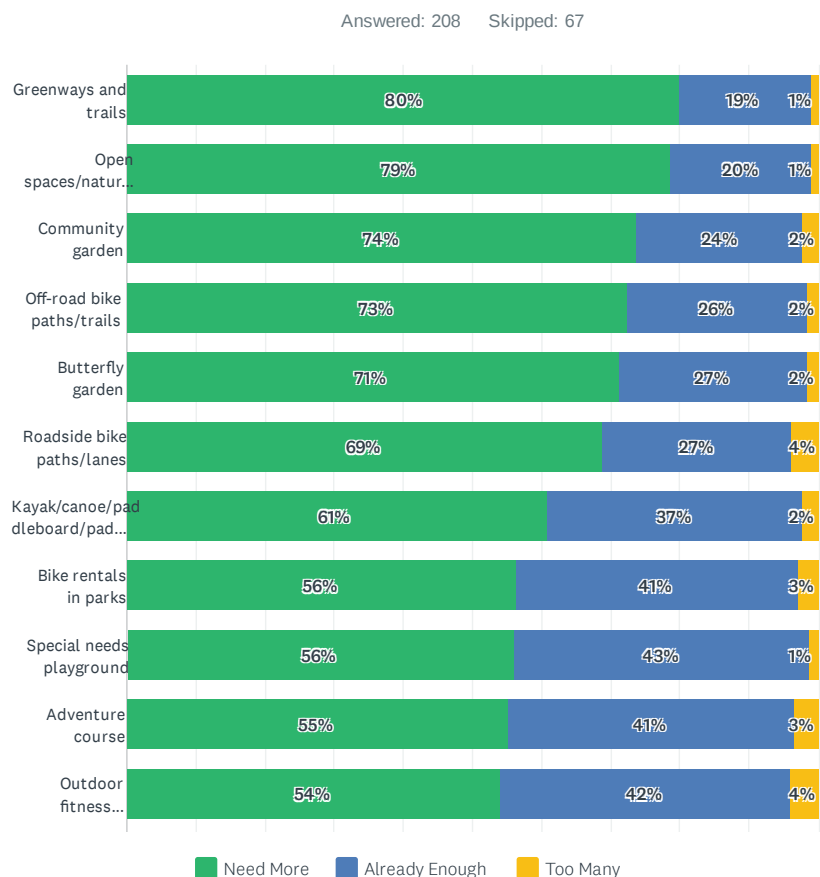
Findings from the on-line survey are included in **Appendix E**. Following are highlights of the survey findings.

Facility Needs

The top five facilities on-line survey respondents reported they need more of were Greenways and trails (80%); Open spaces/nature parks (without fields/courts) (79%); Community gardens (74%); Off-road bike paths/trails (73%); and Butterfly gardens (71%).

FIGURE 2.21 | SUPPORT FOR POTENTIAL IMPROVEMENTS

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.

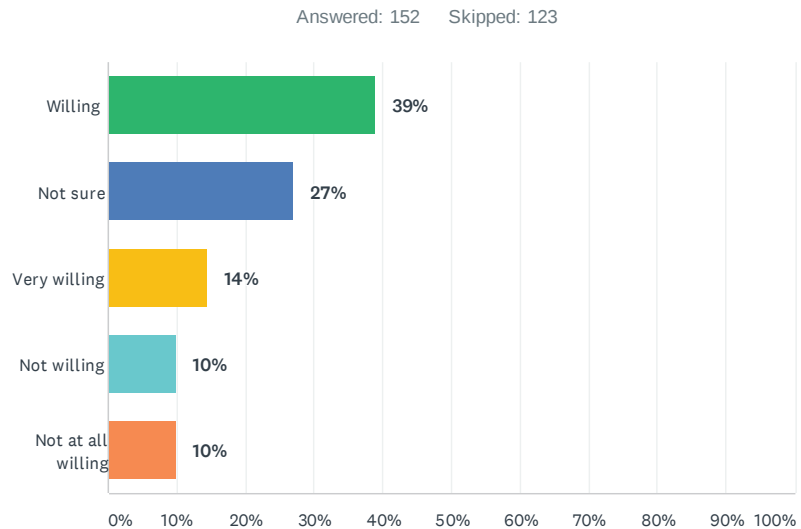


Willingness to Pay for Facilities/Programs

Over half (53%) of respondents indicated that they were willing to pay additional fees to use facilities and programs important to members of their households (14% being “very willing” and 39% being “willing”). Twenty percent (20%) were not willing to pay.

FIGURE 2.22 | WILLINGNESS TO PAY FOR FACILITIES/PROGRAMS

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?

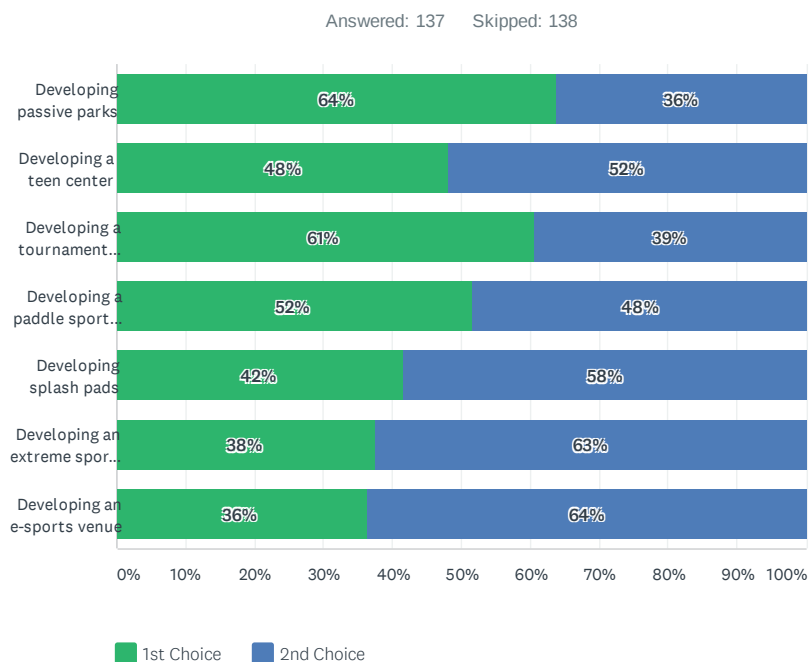


Expenditure of Tax Dollars

Respondents were given the opportunity to choose which actions they would be most willing to support with their tax dollars. Top selections were Developing passive parks (64%); Developing a tournament-quality athletic complex (61%); and Developing a paddle sport venue (52%).

FIGURE 2.23 | WILLINGNESS TO SUPPORT WITH TAX DOLLARS

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



LEVEL-OF-SERVICE (LOS) STANDARDS & ANALYSIS

Using the inventory provided by the City, BA analyzed 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;
- **Indoor Recreation Center Square Footage** – Measures the quantity of indoor recreation space in a ratio to the community’s population; and
- **Access** – Measures travel distances to parks and individual facilities such as playgrounds, athletic fields, recreation centers, etc.

The Acreage and Facilities LOS were benchmarked against three comparable cities, National Recreation Parks Association (NRPA) Park Metrics data, and State of Florida Comprehensive Outdoor Recreation Plan (SCORP). The three comparable cities were Fort Lauderdale, Coral Springs, and Coconut Creek.

Acreage LOS

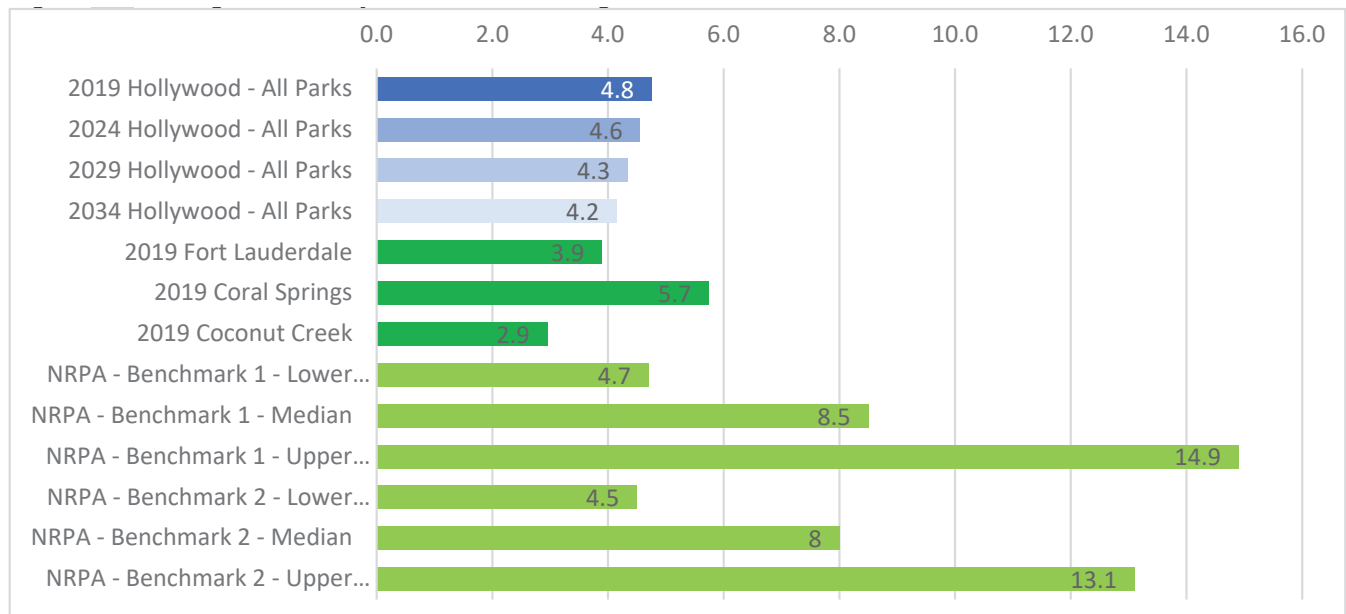
Acreage LOS is measured by dividing the number of park acreage by 1,000 population. Park Acreage LOS was analyzed using the population estimates for the years 2019, 2024, 2029, and 2034 included in **Section 1.2 - Demographic Analysis & Recreation Trends** and acreage provided by the City.

- **2019 Acreage LOS: 4.8 acres/1,000 population**
- **Acreage LOS by build-out (pop. 215,000): 4.2 acres/1,000**

Figure 2.24 illustrates the findings from this analysis. Based on this assessment, the City of Hollywood’s Acreage LOS in 2019 was 4.8 acres per 1,000 population, including the recently-acquired 45-acre Sunset Golf Course property. The acreage LOS would decrease to 4.2 Acres per 1,000 population by the year 2034 if no additional park acreage is added to the park system.

Figure 2.24 also compares these findings to NRPA Benchmarks – cities with a similar population to the City of Hollywood (NRPA Benchmark 1) and cities with a similar population density (NRPA Benchmark 2) – and the three comparable cities. This comparison shows that the City of Hollywood’s Acreage LOS ranks within the middle of all the benchmarks. As the City continues to grow, it will continue to rank in the middle. This suggests that the City of Hollywood may have a need to purchase additional park land in the coming years.

FIGURE 2.24 | ACREAGE LOS ANALYSIS & BENCHMARKING



Facilities LOS

Facilities LOS is measured by dividing the number of residents by the number of parks and recreation facilities. The higher the number, the fewer facilities there are per resident, and the more of a need there may be for that particular recreation facility. The lower the number, the more facilities there are per resident, and the less of a need there may be for that particular recreation facility.

Park Facilities LOS were analyzed using the population estimate for the year 2019 included in **Section 1.2 - Demographic Analysis & Recreation Trends** and acreage provided by the City. When City of Hollywood recreation facilities had higher LOS than two benchmarks (comparable cities and/or NRPA standards) or an available benchmark, this suggests that there may be a need for those recreation facilities in the City. **Figure 2.25** on the following page shows the findings from this analysis and highlights the facilities for which there may be a need.

This analysis suggests that, compared to the benchmarks, the City of Hollywood may have a need for the following facilities:

- Recreation centers;
- Multipurpose synthetic field;
- Swimming pools (outdoor only);
- Gymnasiums;
- Multi-use courts – basketball, volleyball;
- Tennis courts (outdoor only); and
- Amphitheaters;
- Rectangular fields: multi-purpose;
- Walking path/trail/track.
- Basketball courts;
- Rectangular fields: soccer field – youth;
- Diamond field: baseball fields – youth;

FIGURE 2.25 | FACILITIES LOS ANALYSIS & BENCHMARKING

City of Hollywood Facilities		LOS		Benchmark Cities			NRPA Park Metrics	
		City of Hollywood		Fort Lauderdale, FL	Coral Springs, FL	Coconut Creek, FL	Benchmark 1	Benchmark 2
		Inventory	2019 LOS	2019 LOS	2019 LOS	2019 LOS	Median	Median
Indoor Facilities	Recreation Centers	1	151,885	15,236	32,189	-	47,705	27,865
	Community Centers	8	18,986	13,059	-	-	39,598	22,800
	Senior Centers	3	50,628	182,827	128,757	-	179,139	51,848
	Performance Amphitheaters	2	75,943	182,827	-	-	92,264	103,695
	Nature Centers	0	-	-	-	-	183,200	103,695
	Stadiums	0	-	-	42,919	-	171,751	205,158
	Teen Centers	0	-	-	-	-	187,274	145,706
	Arenas	0	-	-	-	-	189,916	-
	Gymnasiums	2	75,943	-	-	-	47,930	22,382
Outdoor Facilities	Amphitheaters	1	151,885	-	-	-	-	103,695
	Basketball Courts	14	10,849	5,540	4,024	11,669	6,317	9,432
	Boat Ramps - Salt Water	1	151,885	-	-	-	-	-
	Boat Ramps - Fresh Water	8	18,986	-	-	-	-	-
	Community gardens	3	50,628	-	128,757	-	50,582	27,865
	Shelter/Pavilion	13	11,683	-	-	-	-	-
	Diamond fields: baseball - youth	13	11,683	6,304	-	58,344	19,857	6,304
	Diamond fields: softball fields - youth	2	75,943	91,414	-	16,670	32,999	7,600
	Lighted Fields	25	6,075	-	-	-	-	-
	Dog park	5	30,377	182,827	128,757	58,344	80,134	66,701
	Golf Course (18-Holes)	3.5	43,396	-	-	-	162,103	85,304
	Multipurpose synthetic field	2	75,943	-	42,919	-	112,592	33,750
	Multiuse courts -basketball, volleyball	0	0	7,313	7,153	-	22,066	10,795
	Paddleball Courts	12	12,657	-	-	-	-	-
	Playgrounds	42	3,616	4,155	3,787	3,432	4,714	3,840
	Rectangular fields: football field	4	37,971	182,827	-	-	56,477	51,104
	Rectangular fields: multi-purpose	1	151,885	7,032	-	14,586	12,170	7,316
	Rectangular fields: soccer field - youth	6	25,314	-	-	-	15,230	7,337
	Skate park	2	75,943	-	128,757	-	171,751	68,401
	Splash Pad / Water Feature	7	21,698	-	-	-	-	-
	Swimming pools (outdoor only)	1	151,885	13,059	21,460	-	77,500	59,000
	Tennis courts (outdoor only)	16	9,493	3,657	5,853	8,335	4,921	4,318
	Pickleball courts (outdoor only)	5	30,377	-	-	-	-	-
	Walking Path/Trail/Track. 1 Mile	6.72	22,602	-	-	4,167	-	-

Figure 2.26 below benchmarks the City’s outdoor facilities to available Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP) Facilities LOS for agencies in Florida’s Southeast Region.

FIGURE 2.26 | FACILITIES LOS ANALYSIS BENCHMARKED TO SCORP

Outdoor Facility Type	Southeast Region Resident Participation	Southeast Region LOS X/1,000 Participants	Number of City of Hollywood Facilities	Need Based on Participants in Southeast Region				Need / Surplus to meet Southeast Region LOS			
				2019	2024	2029	2034	2019	2024	2029	2034
Boat Ramps	22%	0.06	9	2.00	2.09	2.20	2.30	7.00	6.91	6.80	6.70
Baseball/Softball Fields	21%	0.49	15	15.63	16.32	17.12	17.89	(0.63)	(1.32)	(2.12)	(2.89)
Outdoor Basketball Courts	14%	0.63	14	13.40	13.99	14.67	15.34	0.60	0.01	(0.67)	(1.34)
Football Fields	21%	0.2	4	6.38	6.66	6.99	7.30	(2.38)	(2.66)	(2.99)	(3.30)
Golf (Holes)	22%	1.23	63	41.10	42.92	45.02	47.05	21.90	20.08	17.98	15.95
Tennis Courts	23%	0.78	16	27.25	28.45	29.85	31.19	(11.25)	(12.45)	(13.85)	(15.19)
Soccer Fields	23%	0.07	6	2.45	2.55	2.68	2.80	3.55	3.45	3.32	3.20
Outdoor Swimming Pools	43%	0.045	1	2.94	3.07	3.22	3.36	(1.94)	(2.07)	(2.22)	(2.36)
Picnicking (Tables)	49%	1.38	-	102.70	107.25	112.51	117.57	-	-	-	-
Paved Trails (Miles)	47%	0.031	6.72	2.21	2.31	2.42	2.53	4.51	4.41	4.30	4.19

This analysis suggests that compared to SCORP Benchmarks, the City of Hollywood may be in need of the following facilities:

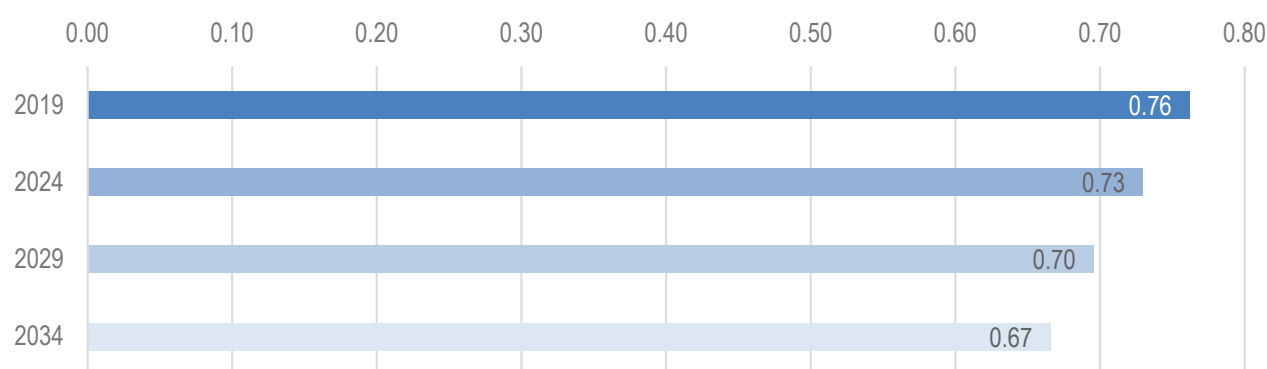
- Baseball/softball fields;
- Outdoor basketball courts;
- Football fields;
- Golf;
- Tennis courts; and
- Outdoor swimming pools.

Indoor Recreation Square Footage LOS

Indoor Recreation Center Space LOS is measured by dividing the amount of indoor and community recreation center space available to residents by the number of residents in the City. Industry guidelines suggest that communities with high quality indoor recreation services provide approximately 2.0 square foot of interior recreation and community center space per resident.

Figure 2.27 illustrates the findings from this analysis considering the City of Hollywood's 2019, 2024, 2029, and 2034 population projections.

FIGURE 2.27 | INDOOR RECREATION SQUARE FOOTAGE LOS ANALYSIS



Indoor Recreation Center Space LOS ranges from 0.76 sf per resident in 2019 to a projected 0.67 sf per resident in 2034. This is considerably lower than the industry standard of 2.0 sf recommended.

The City of Hollywood currently has approximately 115,771 square feet of indoor recreation and community center space. This equates to approximately 0.76 square feet of indoor space per resident in 2019, 0.73 in 2024, 0.70 in 2029, and 0.67 in 2034. Based on this analysis, it appears that the City may be in need of additional indoor recreation and community center space. Reaching the industry target of 2.0 square feet of indoor recreation and community center space per resident would require expanding the City's indoor facilities by approximately 231,973 square feet by the year 2034.

Access LOS

Access LOS measures the distance residents have to travel to access parks and recreation facilities. It is used to understand how park access varies between different neighborhoods in a city. The distance used in the calculation of LOS is important; for example, should a City aim for all residents to have a park within 1 mile of their homes, within ½ mile, or even less?

Informed by industry best practices, the following distances were used to analyze Access LOS for the City's park system and key recreation facilities that were identified as high priorities in the Statistically-Valid Survey.

- **All City Parks + Community Centers** – ¼ mile, ½ mile, ¾ mile, 1 mile
- **Community Centers** – 1 mile, 2 miles, 3 miles
- **Diamond Fields** – 1 mile, 2 miles, 3 miles
- **Rectangle Fields** – 1 mile, 2 miles, 3 miles

While the City may have a need for additional parks, the degree of need may be less based on the Access LOS Analysis distance desired by the City.

Figure 2.28 provides a summary of these findings. Specifically, this summary suggests that while overall the City may have a need for additional parks, the degree of need may be less based on the Access LOS Analysis distance used.

FIGURE 2.28 | ACCESS LOS SUMMARY

Park Type Analyzed	¼ Mile	½ Mile	¾ Mile	1 Mile	2 Miles	3 Miles
All City Parks + Community Centers	0	0	0	0	-	-
Community Centers	-	-	-	0	0	+
Diamond Fields	-	-	-	0	0	+
Rectangle Fields	-	-	-	0	0	0

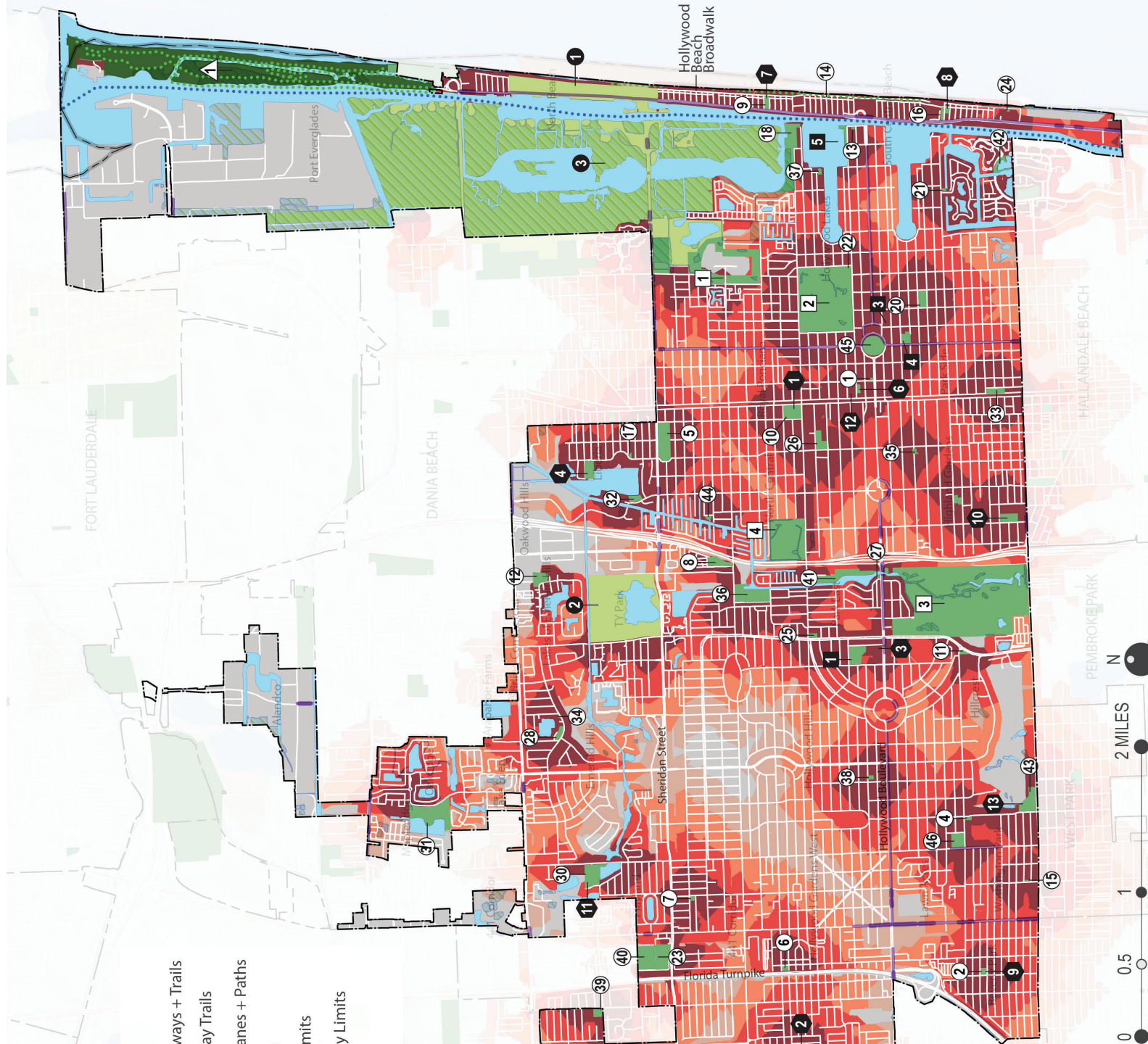
0 Partial Access

+ Full Access

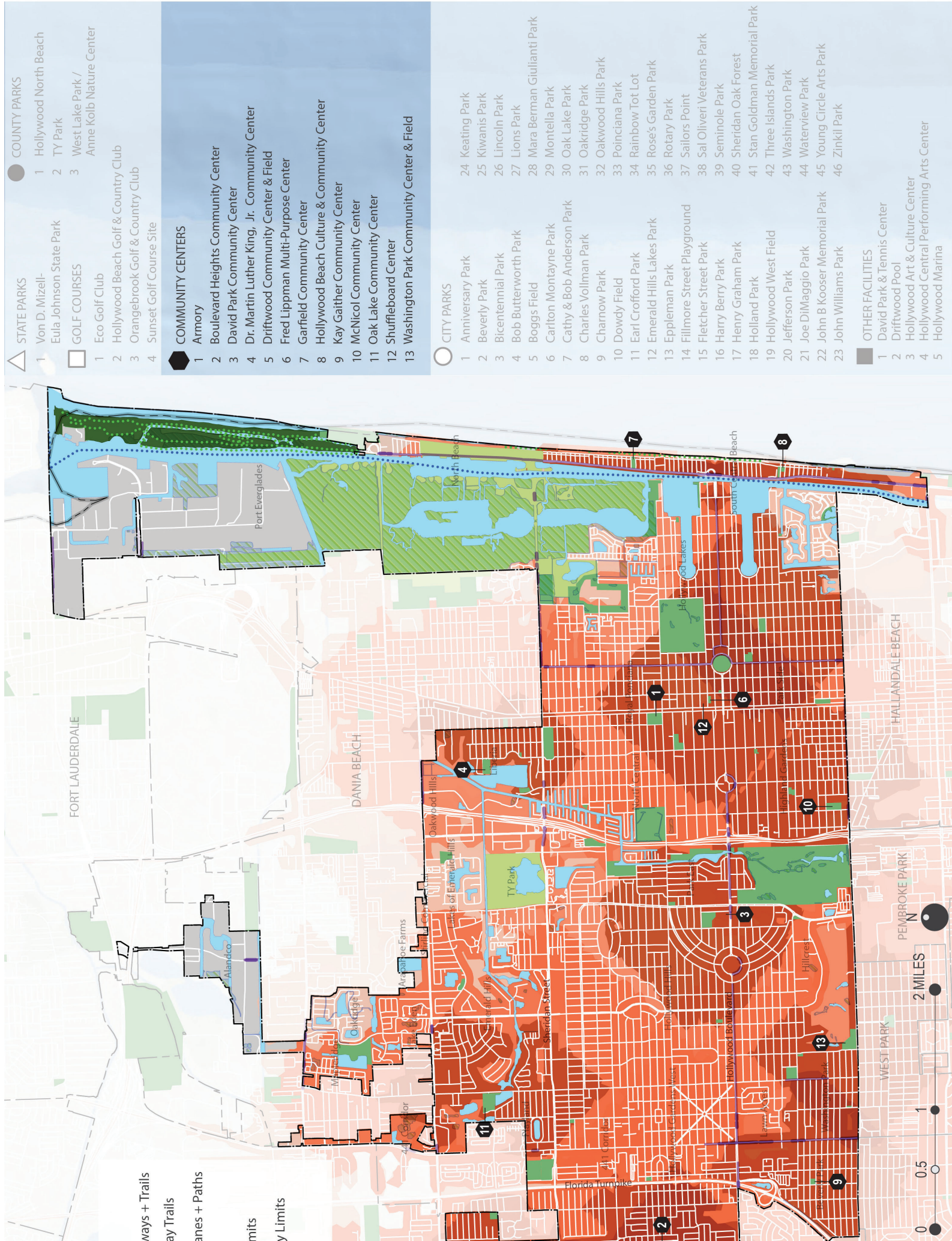
Figures 2.29-2.32 map the results of the Access LOS analysis.

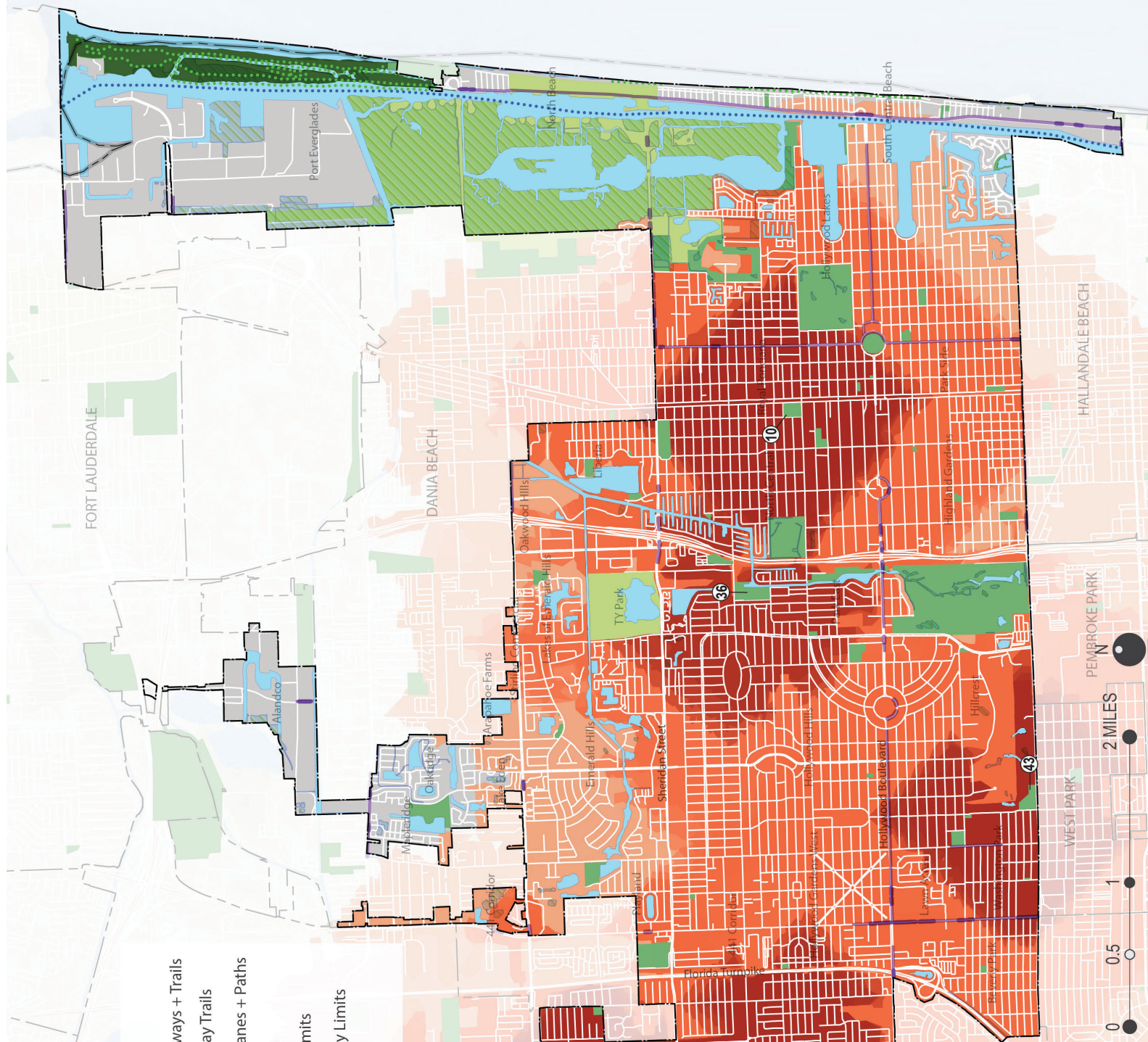
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MUNITY CENTERS - ¼ MILE, ½ MILE, ¾ MILE, 1 MILE

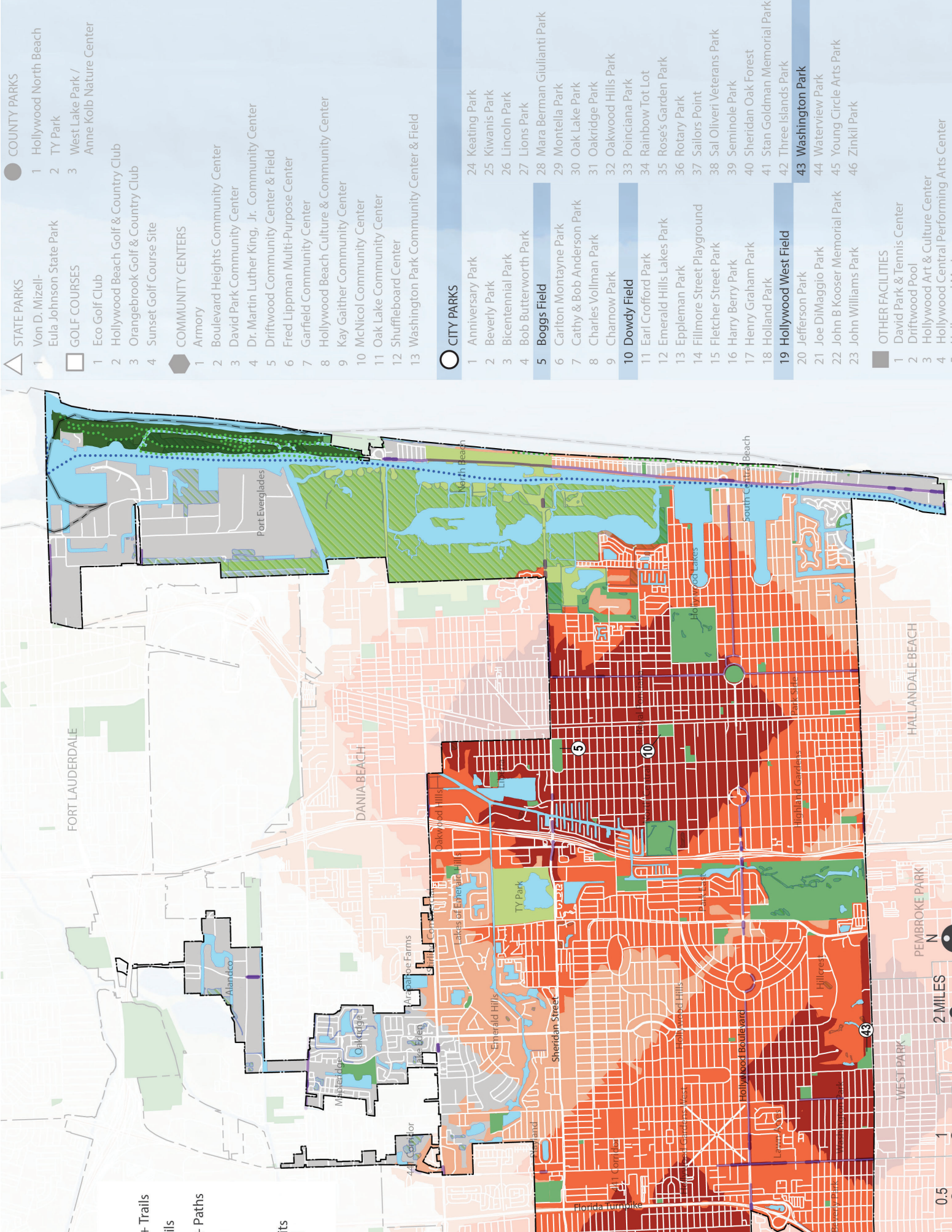


ways + Trails
ay Trails
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- STATE PARKS**
- 1 Von D. Mizell-Eula Johnson State Park
 - 2 TY Park
 - 3 West Lake Park / Anne Kolb Nature Center
- GOLF COURSES**
- 1 Eco Golf Club
 - 2 Hollywood Beach Golf & Country Club
 - 3 Orangebrook Golf & Country 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
- 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 Eppelman 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



TRENDS

Increasing Demand

The demographics analysis indicated that the City's recent population annual growth rate (0.88%) is slightly higher than the U.S.'s (0.85%) growth rate; the City exhibits a slightly younger population than the national age segment distribution; has a significantly higher Black Alone population and lower Asian population, when compared to national racial distribution; has a higher percentage of Hispanic/Latino population (40.4%), which is more than double the national average (18.6%); and the City's per capita income (\$31,640) and median house income (\$52,872) are both below average, when compared to the U.S.'s income characteristics (\$33,028 and \$60,548). While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications.

First, the above average growth rate suggests that the City should continue the upkeep of existing facilities in addition to possibly expanding facility space in order to accommodate the growing population. Rather than eliminating services or facilities that are deemed outdated or currently underutilized, consider re-purposing these spaces to meet the needs of its users.

Second, the City's aging trend may indicate the need to provide more programs and services for the 55+ population. Such a focus could also potentially attract baby boomers to retire in Hollywood. However, it will also be important to continue providing services for the 66% of residents who are currently under 55 years old.

Third, the City's below average income characteristics suggest limited disposable income. The Parks, Recreation and Cultural Arts Department should be mindful of this when pricing out programs and events.

Finally, the City should ensure that its rapidly growing Black Alone and Hispanic populations are being reflected in marketing and communications outreach, program participation figures, and response rates when surveying the community.



City of Hollywood camp
(Source: <https://www.hollywoodfl.org/298/Classes-Programs-Camps>)

Increasing Vulnerability

The recent draft *Citywide Vulnerability Assessment and Adaptation Plan* suggests that the City should make numerous improvements to parks and the public realm to mitigate the impacts of climate change. These include increasing the urban tree canopy; designating public cooling shelters for extreme heat events, such as libraries and community centers; installing and promoting splash pads in targeted areas; reducing heat absorbing materials in parking lots and parks; and making sure there are shade, safe biking, and walking connections in socially vulnerable areas.



Charnow Park

(Source: <https://madoverexploring.com/hollywood-florida-budget-chill-day.html>)

PUBLIC WORKSHOPS

Ten (10) workshops were held over two days (February 4-6, 2020) to solicit opinions from residents and key stakeholders regarding needs and priorities for the park system. Eight of the workshops gathered input from the public, taking place at Fred Lippman MPC, Boulevard Heights, Driftwood Community Center, Hollywood Beach Community Center, Kay Gaither Community Center, Martin Luther King Community Center, PRCA Administration, and Washington Park Community Center. Two other workshops sought feedback from City of Hollywood Staff and the project's Advisory Board. In all, 95 participants shared their insights. After a brief presentation, attendees participated in three needs assessment exercises and were asked to provide general comments. Following are the findings from the workshops.



Sidewalk in Hollywood Lakes
(Source: <https://www.flickr.com/photos/rongunzburger/3425436904/>)

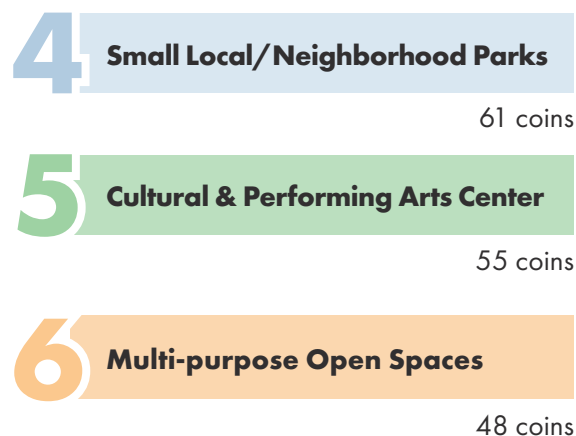
Spending Priorities

Participants were asked to distribute a “budget” of 10 coins between various **spending priorities**. The top priorities for workshop attendees are shown below.

Top 3 Priorities



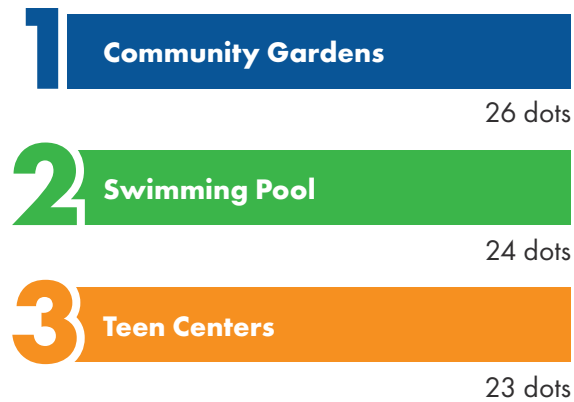
Next 3 Priorities



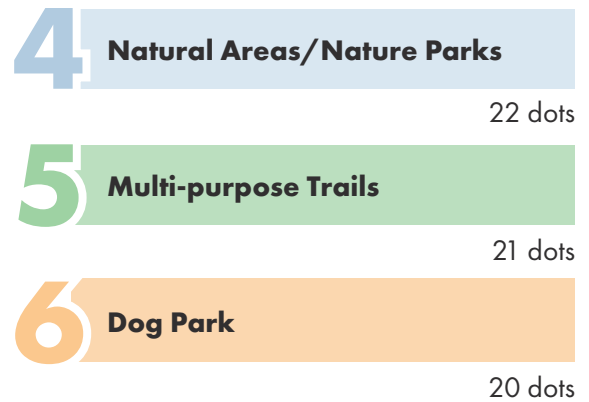
Facility and Amenity Needs

Participants were asked to place a “dot” by **facilities and amenities** that were important to them, but not adequately provided in the City of Hollywood. The top priority facilities are shown below.

Top 3 Priorities



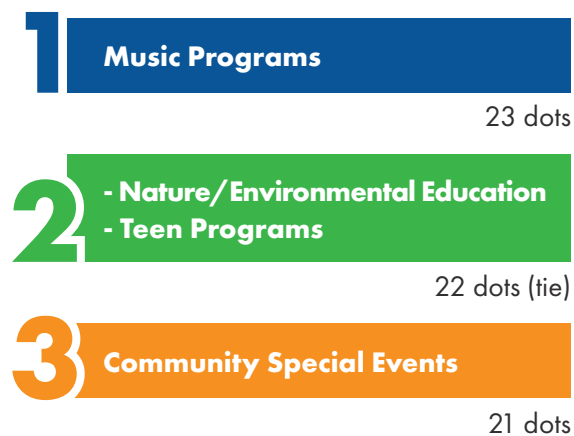
Next 3 Priorities



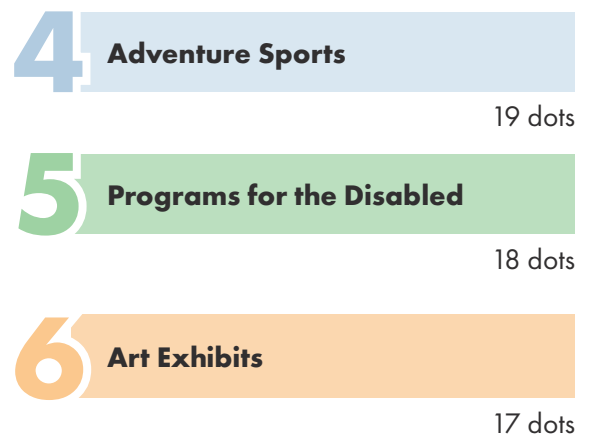
Program Needs

Participants were asked to place a “dot” by **recreation programs** that were important to them, but not adequately provided in the City of Hollywood. Top priority programs are shown below.

Top 3 Priorities



Next 3 Priorities



INTERVIEWS & FOCUS GROUPS

Barth Associates conducted interviews and/or focus group meetings with City Commissioners, economic development leaders, and youth groups to discuss priority needs. Interview questions included:

- 1. Review of Scope/Schedule:** Do you have any questions about the project scope/methodology?
- 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)?
- 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?
- 5. Benchmark Communities:** As we analyze and plan City of Hollywood's parks and recreation system, are there any communities we should try to emulate?
- 6. Funding/Implementation:** Assuming that the PRSMP will identify hundreds of millions of dollars in desired/needed improvements, what funding source(s) would you support?
- 7. Other:** Is there anything else you would like to discuss?

The full interview and focus group notes are included in **Appendix F**. Listed below in **Figure 2.33** are the parks and recreation needs that were brought up as priorities by stakeholders.



Mara Berman Guilianti Park

FIGURE 2.33 | PRIORITIES FROM INTERVIEW & FOCUS GROUP MEETINGS

- Monetize parks, create revenue streams
- Marketing, research target audiences
- Higher participation rates
- Improved, on-going maintenance program, cleanliness
- Improvements to existing parks
- Re-use armory
- Reciprocal agreements with School District (e.g. track at McNichol)
- Landscape improvements (e.g. dog park)
- Trees (e.g. PAL/ Boggs Field)
- Additional staff, park rangers
- Capital improvements in CIP
- Activation of existing parks
- Hollywood Greenway connecting TY Park, Transit station, City parks, commercial areas
- Water bottle fillers
- Invest in maintenance equipment
- Bike paths, connectivity
- Modernization of system
- Re-design of Mara Berman Giuliani Park
- General cleanup of parks in Lake of Emerald Hills
- Marina improvements
- Improve pocket parks as neighborhood parks
- Soccer fields
- Centrally located teen center
- Additional staff
- Improvements to Washington Park
- More youth programs at Beverly Park



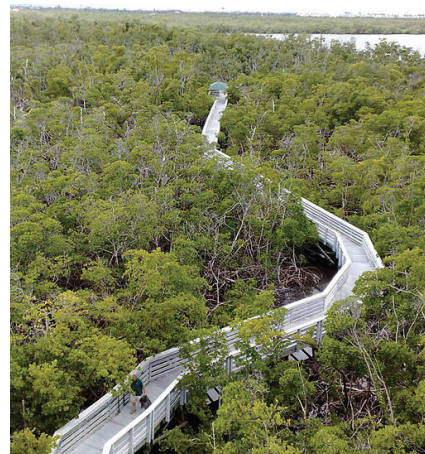
Boggs Field
(Source: <https://www.yelp.com/biz/boggs-field-hollywood>)

SUMMARY OF NEEDS

Figures 2.34 and 2.35, Needs Assessment Summary Charts (on the following pages), compare the findings from the Statistically-Representative Survey conducted by ETC Institute (column 1) to the findings from the other needs assessment techniques described in this section. The “dots” in each column indicate the priority needs identified from each technique. Based on a review of the findings from all of the needs assessment techniques, residents’ top priorities appear to include the following.

Amenity Priorities

- **GREENWAYS, TRAILS**
- **PASSIVE/NATURE PARKS, OPEN SPACE**
- **KAYAK, CANOE RENTALS**
- **OFF-ROAD BIKE PATHS, TRAILS**
- **BUTTERFLY GARDENS**
- **FISHING AREAS, DOCKS**
- **ROADSIDE BIKE PATHS, LANES**
- **DOG PARKS**
- **COMMUNITY GARDENS**
- **ADVENTURE COURSE**
- **OUTDOOR FITNESS EQUIPMENT**
- **IMPROVE EXISTING PARKS, MAINTENANCE**
- **TEEN CENTER**



Anne Kolb Nature Center
(Source: https://commons.wikimedia.org/wiki/File:Anne_Kolb_Nature_Center_observation_tower_boardwalk_view_-_panoramio.jpg)

Program Priorities

- **FARMERS MARKET**
- **CONCERTS IN THE PARK**
- **SENIOR (50+ YEARS OLD) PROGRAMS**



Yellow Green Farmers Market
(Source: <https://www.beachdeals.com/2016/11/10/6-hidden-attractions-in-hollywood-beach-florida/>)

FIGURE 2.34 | NEEDS ASSESSMENT SUMMARY CHART, RECREATION FACILITIES

Items in RED are considered HIGH PRIORITY needs in the Statistically-Valid Survey	Statistically-Valid Mail Survey (435)	On-line Survey (top 11, over 50% response) (285)	LOS Analysis, Bench-marking	Site Visits, Trends	Workshops - Public, City Staff, Advisory (95)	Interviews & Focus Group Meetings
RECREATION FACILITIES						
1. Greenways, trails	●	●	NA	●	●	●
2. Passive/nature parks, open space	●	●	NA		●	
3. Kayak, canoe rentals	●	●	NA	●		
4. Off-road bike paths, trails	●	●	NA	●	●	●
5. Butterfly gardens	●	●	NA			
6. Fishing areas, docks	●		NA	●		
7. Roadside bike paths, lanes	●	●	NA	●	●	●
8. Dog parks	●				●	
9. Community gardens	●	●	●		●	
10. Adventure course	●	●				
11. Outdoor fitness equipment	●	●		●		
Improve existing parks, maintenance	●	●	NA	●	●	●
Teen center	●	●	●		●	●
Swimming pool	●		●		●	
Small local parks			●		●	●

FIGURE 2.35 | NEEDS ASSESSMENT SUMMARY CHART, PROGRAMS

Items in RED are considered HIGH PRIORITY needs in the Statistically-Valid Survey	Statistically-Valid Mail Survey (435)	On-line Survey (top 11, over 50% response) (285)	LOS Analysis, Bench-marking	Site Visits, Trends	Workshops - Public, City Staff, Advisory (95)	Interviews & Focus Group Meetings
PROGRAMS						
1. Farmers market	●					
2. Concerts in the park	●					
3. Senior (50+ years old) programs	●					
Music programs					●	
Nature/environmental education					●	
Teen programs					●	
Community special events					●	
Adventure sports					●	
Programs for the disabled					●	
Art exhibits					●	
Youth programs						●





Charnow Park
(Source: [https://commons.m.wikimedia.org/wiki/File:Charnow_Park_\(Hollywood_Beach\).jpg](https://commons.m.wikimedia.org/wiki/File:Charnow_Park_(Hollywood_Beach).jpg))



3.1 FOUNDATIONS OF THE VISION

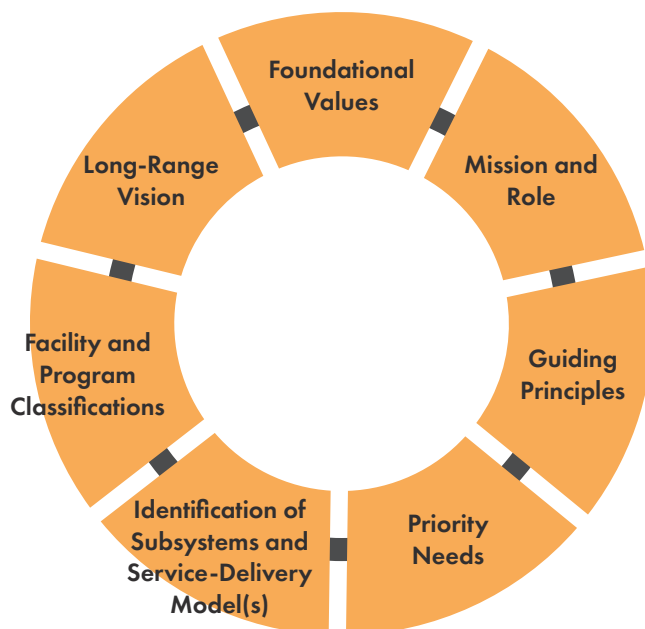
INTRODUCTION

The City's long-range Parks and Recreation Vision responds to residents' needs and priorities; anticipates the needs of future residents; and aligns with the City's Strategic Plan vision, mission, values, and strategic focus areas. The vision also integrates parks and open spaces with other elements of the city's public realm, including streets, bikeways and trails, civic spaces, and stormwater treatment facilities. Elements of the vision include a department mission statement, reaffirming the purpose and role of the parks and recreation department; trends and guiding principles that shape the vision; subsystem service-delivery models and facility classifications that define how the City delivers parks and recreation services to its residents; and proposed classifications and recommendations for each subsystem, including land acquisition, capital improvements, recreation programs, and others.

IN THIS SECTION:

- Introduction
- Mission Statement
- Vision Statement

FIGURE 3.1 | ELEMENTS OF A LONG-RANGE VISION



MISSION STATEMENT

The City's Strategic Plan mission is to provide

*"A Thriving Community Where
Quality Living is Available to All."*

Consistent with the Strategic Plan, the Parks, Recreation and Cultural Arts Department's mission is to

"Strengthen our community by offering diverse and accessible recreation opportunities, providing safe, well-maintained parks and conducting outstanding events while delivering exceptional customer service."

This means that each park, recreation, and cultural arts facility and program should be planned, designed, and maintained to provide a high-quality experience for every visitor and participant.

In addition to its core mission, the PRCA Department also believes that the City's parks and recreation system could contribute significantly to 24 of the City's 30 Strategic Plan goals:

Communications and Civic Engagement

- Provide effective communication and civic engagement activities focused on vital city services, programs, and projects to increase public involvement and awareness.
- Promote Hollywood as a vibrant, sustainable place to live, learn, work, play, and invest.

Economic Vitality

- Establish and maintain welcoming, aesthetically attractive, and commercially viable corridors and activity centers, including CRA Districts that support a diverse mix of office, retail, and entertainment.
- Grow the City's tax base by facilitating investment and redevelopment of properties.
- Expand opportunities to increase tourism.

Infrastructure and Facilities

- Facilitate investment in public infrastructure through implementation of Hollywood's capital improvement programs.
- Improve transportation infrastructure to support commerce and public mobility.

Public Safety

- Increase community preparedness for emergencies and disasters.



Food trucks at ArtsPark at Young Circle

(Source: <https://grillgirl.com/2011/09/miami-food-trucks-come-to-hollywood-fl-plus-the-food-truck-tracker-app/>)

Employee Development and Empowerment

- Provide training and development opportunities for employees to foster continual improvement of service-delivery.
- Improve inter-departmental communication and cooperation.
- Recruit and maintain a qualified and engaged workforce.
- Promote the safety, security, and health of City employees.

Financial Management and Administration

- Maintain a sustainable City budget.
- Maximize opportunities for revenue generation.
- Enhance transparency and access to public information.
- Maximize use of technology to improve internal processes and ensure an efficient use of resources.
- Provide leadership and professional administration of City services.

Quality of Life, Strong Neighborhoods

- Encourage and facilitate private investment in the City's existing housing stock.
- Provide programs to foster the health and wellbeing of residents.
- Allocate resources to improve public rights of way and other City property.

Resilience and Sustainability

- Increase the sustainability and resilience of City infrastructure, open spaces, and natural environments.
- Improve operational efficiency to conserve resources and reduce costs.

VISION STATEMENT

The Strategic Plan notes that the City of Hollywood aspires to be

*“South Florida’s Top City to Live,
Learn, Work, Invest, And Play.”*

The City’s vision is to gradually improve the design, construction, maintenance, programming, and operations of its system to achieve “top-quality” status.

One measure of quality accreditation by the National Recreation and Park Association’s Commission for Accreditation of Park and Recreation Agencies (CAPRA), which “provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States by providing agencies with a management system of best practices. CAPRA is the only national accreditation of park and recreation agencies and provides a valuable measure of an agency’s overall quality of operation, management, and service to the community. Achieving CAPRA accreditation is the best way to demonstrate that your agency and your staff provide your community with the highest level of service” (<https://www.nrpa.org/certification/accreditation/CAPRA/>). The City was first accredited in 2010, re-accredited in 2015, and is currently in the process of its second re-accreditation for 2022. Agencies must repeat this process every five years to stay in compliance with CAPRA’s guidelines.

Another measure of quality is citizen satisfaction, which can be measured through an updated needs assessment process every five years. For example, the statistically-representative mail survey conducted for the 2020 needs assessment indicated that only 28% of residents rated the existing parks as “excellent,” 54% rated them as “good.” The City’s goal is to receive an “excellent” rating by at least 50% of residents in the 2025 survey.



Rose’s Garden Park

(Source: <https://www.mapquest.com/us/florida/roses-garden-345844192>)





3.2 GUIDING PRINCIPLES & TRENDS

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

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

PARKS AS PLEXUS

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

IN THIS SECTION:

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

FIGURE 3.2 | INTEGRATED PUBLIC REALM



HIGH-PERFORMANCE PUBLIC SPACES (HPPS)

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

Each of the 25 HPPS criteria (**Figure 3.3**) can be used as an aspirational goal for every existing and proposed park, trail, natural area, sports complex, and civic space in the system. Meeting the criteria often requires collaboration with other public realm providers. For example, meeting the first criterion — “the space creates and facilitates revenue-generating opportunities for the public sector, the private sector, or both”—may require a public-private partnership working in conjunction with numerous other agencies or businesses.

FIGURE 3.3 | 25 HPPS CRITERIA

ECONOMIC CRITERIA

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

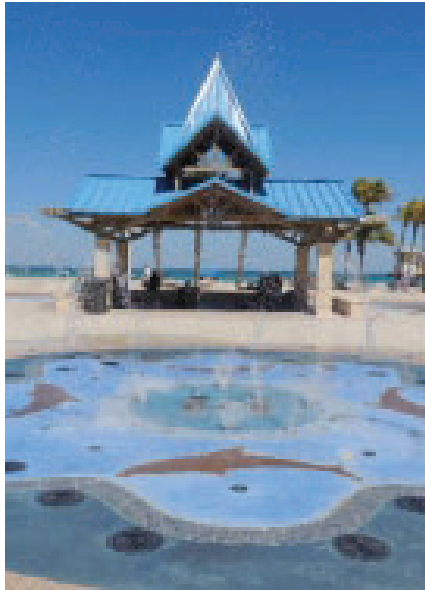
SOCIAL CRITERIA

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

ENVIRONMENTAL CRITERIA

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

(Source: Barth, 2015)



Charnow Park

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

THE EXCELLENT CITY PARK SYSTEM

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

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

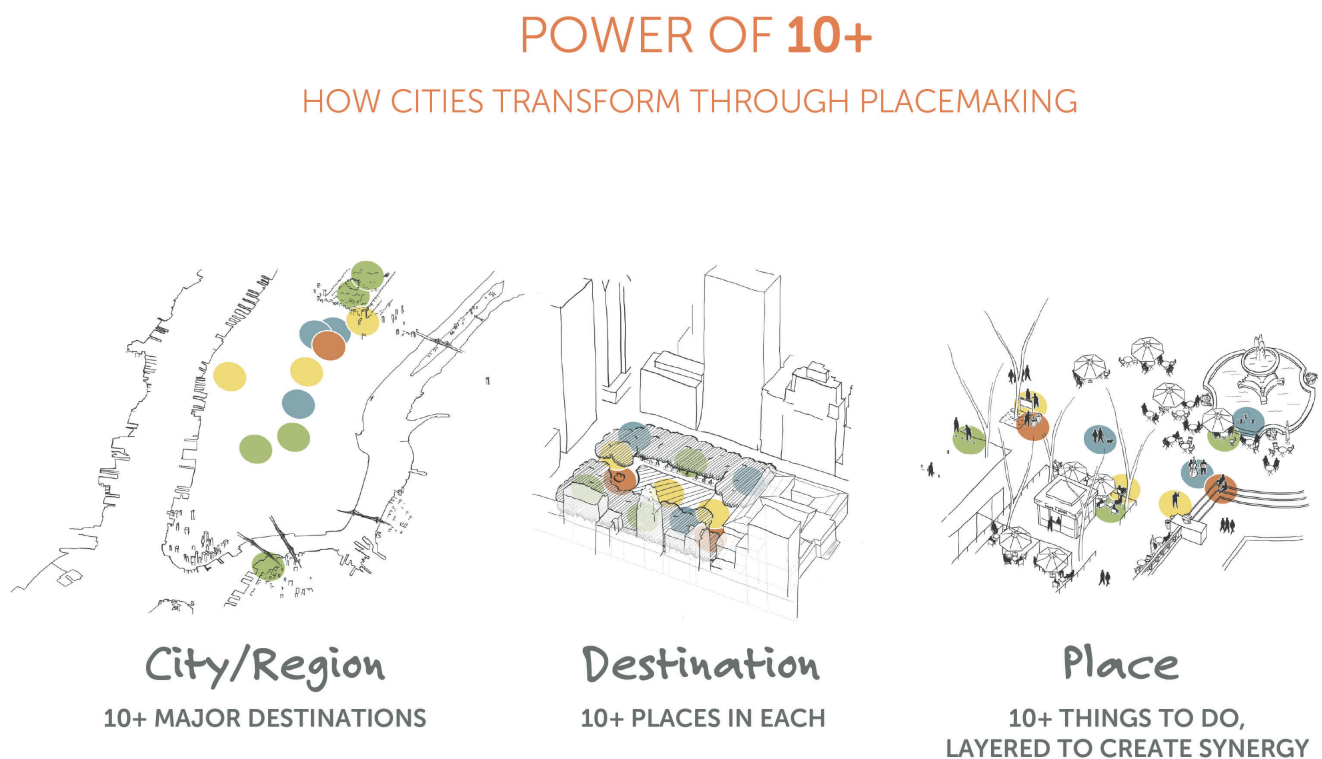
Each of these measures could provide guidance for the development of a long-range vision.

PLACEMAKING

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

One of PPS's tools for placemaking is the Power of 10+, the idea that "places thrive when users have a range of reasons (10+) to be there. These might include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities will be unique to that particular place, reflecting the culture and history of the surrounding community. Further, when cities contain at least 10 of these destinations or districts, their public perception begins to shift amongst both locals and tourists, and urban centers can become better equipped for generating resilience and innovation" (PPS). Therefore, the Power of 10+ can be used as the guiding principle for an entire city or region, the public realm, a parks and recreation system, or an individual park or place, as illustrated in **Figure 3.4**.

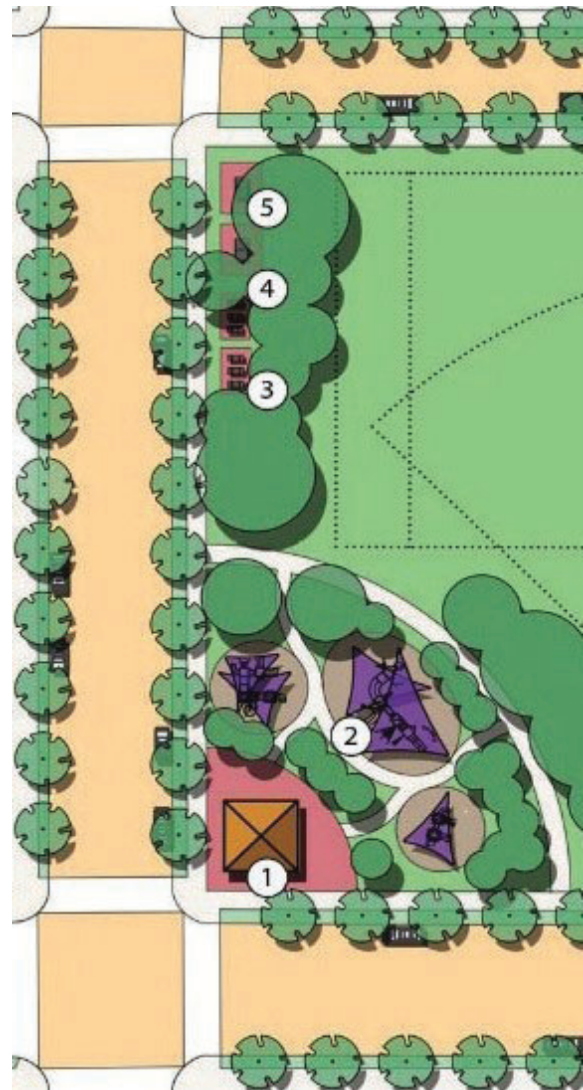
FIGURE 3.4 | POWER OF 10+



10-MINUTE WALK CAMPAIGN

Another guiding principle applicable to the City's system is the 10-minute walk. The 10-Minute Walk Campaign (<https://10minutewalk.org/>) is promoted by the Trust for Public Land in partnership with the National Recreation and Park Association and the Urban Land Institute to ensure that "there's a great park within a 10-minute walk of every person, in every neighborhood, in every city across America." This principle can also be adopted as a level-of-service metric ("Access LOS") that can be incorporated into the City's Recreation and Open Space Element of the Comprehensive Plan - and Land Development Codes – requiring new development to provide a small local park within 10 minutes of every resident. **Figure 3.5** illustrates a prototype of a small local park.

FIGURE 3.5 | PROTOTYPE FOR A SMALL LOCAL PARK





Example Park Amenities

1. Pavilion + concession + restrooms
2. Playground + shade structure
3. Chess + checker table games
4. Outdoor foosball table
5. Outdoor ping-pong table
6. Multi-purpose open space
7. Picnic table(s)
8. Basketball/Tennis/Pickleball/Multi-purpose court
9. Pavilion
10. Park zone traffic calming
11. Crosswalk
12. On-street parking
13. Sidewalk + tree zone/buffer

OTHER PRINCIPLES & TRENDS

Figure 3.6 below lists seven other guiding principles that are relevant to the City's parks, recreation, and cultural arts vision.

FIGURE 3.6 | ADDITIONAL GUIDING PRINCIPLES

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

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



3.3 SUBSYSTEMS

INTRODUCTION

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

According to the City’s website, the Parks, Recreation, and Cultural Arts system includes eight major service areas or subsystems:

- **Parks** - Concert venues, dog parks, pavilion rentals, park map, and walking trails;
- **Recreation** - Community centers, room rentals, auditoriums, gymnasiums, classes, and programs;
- **Athletics** - Youth and adult sports, background screenings, and field rentals;
- **Aquatics** - Swim lessons, Hollywood Swim Team, certifications, and open swim;
- **Golf and Tennis** - Eco Grande Golf Course, Hollywood Beach Golf and Country Club, Orangebrook Golf and Country Club, and David Park Tennis Center;
- **ArtsPark at Young Circle** - 10-acre park, open air amphitheater, concerts, food trucks, art exhibits, glass blowing, room rentals, classes, and programs;
- **Special Events** - Parades, festivals and celebrations, beach weddings, concerts, 5K races, and event/vendor applications; and
- **Marina** - Docking, slip rentals, fuel sales, and weather underground.

Based on the findings from the city-wide needs assessment, the City may wish to add the following three subsystems:

- **Greenways, Trails, and Blueways;**
- **Kayak, Paddleboard, and Fishing Access; and**
- **Integration of Parks and Stormwater Treatment Facilities.**

IN THIS SECTION:

- Introduction
- Service-Delivery Models

SERVICE-DELIVERY MODELS

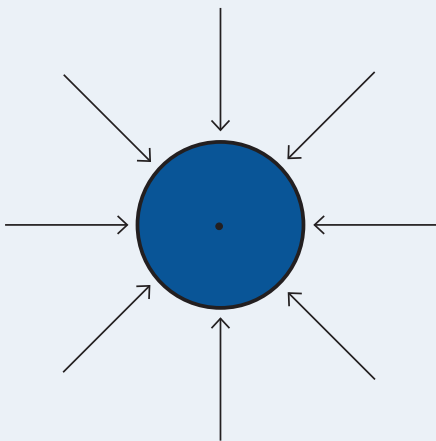
Each subsystem has its own unique constituents, facilities, programs, amenities, and issues; therefore, services may be delivered differently between subsystems. Also, each subsystem provides different opportunities to help meet the City's Strategic Plan goals. For example, parks may provide the greatest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

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

Centralized SDM

First, the Centralized SDM (**Figure 3.7**) assumes that residents and visitors from throughout the community will drive to the central facility. This model typically applies to regional or signature facilities such as the ArtsPark at Young Circle, Marina, Broadwalk, and the David Park Tennis Center.

FIGURE 3.7 | CENTRALIZED SDM



Hollywood Marina

(Source: <https://www.hollywoodfl.org/420/Hollywood-Marina>)



Hollywood Broadwalk

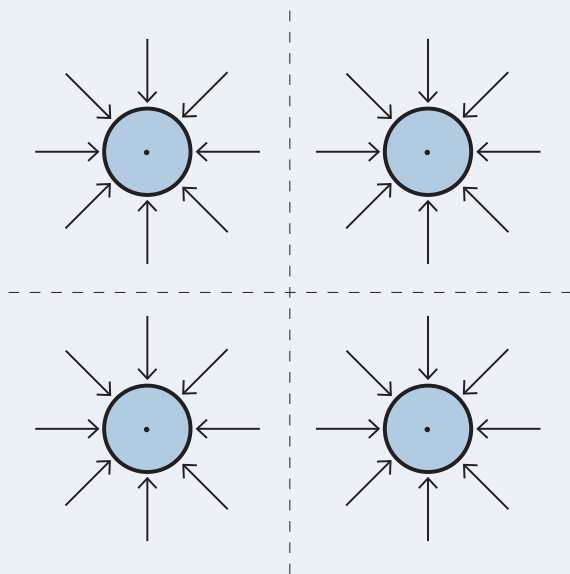
(Source: <https://www.planning.org/greatplaces/spaces/2013/broadwalk.htm>)

Equity SDM

A decentralized Equity SDM (**Figure 3.8**), on the other hand, focuses on the equitable distribution of services, measured in terms of distance (Access LOS) or population served (Facility or Acreage LOS).

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

FIGURE 3.8 | EQUITY SDM



John Williams Park

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



Joe DiMaggio Park

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



Kay Gaither Community Center

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

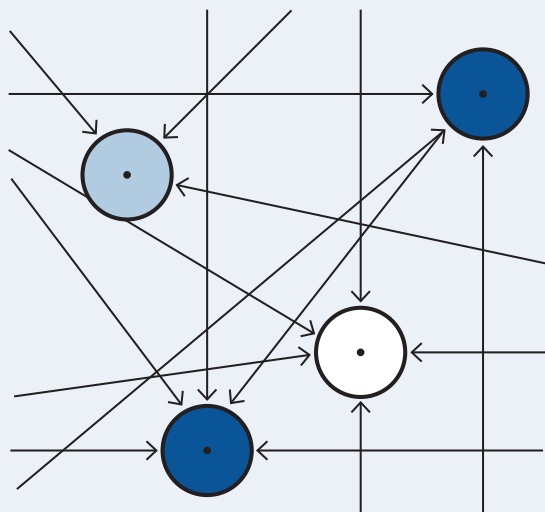


Driftwood Community Pool
(Source: <https://www.hollywoodfl.org/303/Aquatics>)

Venues SDM

A Venues Model (**Figure 3.10**) is a variation on the Centralized model, and is common to smaller towns and cities. It assumes that the system is comprised of specialized facilities that will serve the entire community, regardless of access distance or population densities. To some degree Hollywood's system fits the Venues Model with a single marina, performance venue, tennis complex, and beachfront promenade. Each venue is planned and designed to serve the needs of residents citywide.

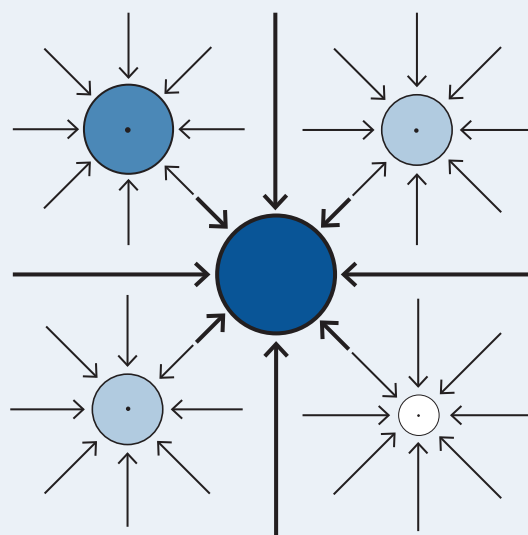
FIGURE 3.10 | VENUES SDM



Hub & Spoke SDM

A Hub & Spoke Model (**Figure 3.9**) combines the Centralized and Equity Models. A common example is a large, centralized aquatics center such as Driftwood Community Pool, supplemented with splash pads throughout the City. It also applies to a centralized location for recreation programs, supplemented by satellite programs offered throughout the City.

FIGURE 3.9 | HUB & SPOKE SDM

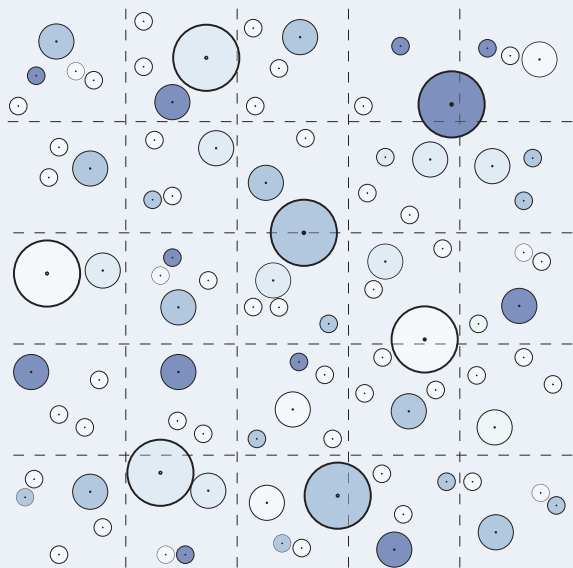


David Park Tennis Center
(Source: <https://aceingautism.org/aceing-autism-launches-david-park-tennis-center-clinic-hollywood-fl/>)

Activity-Based SDM

Finally, an Activity-based Model focuses on providing desired recreation opportunities throughout the community without regard for the type of park or recreational facility (**Figure 3.11**). This model is most common in large, urbanized sites where land is at a premium. A dog park or tennis courts may be located on top of a parking deck; a playground may be provided through a local church; and an athletic field may be provided through partnerships with local schools. For example, the City of Seattle built the I-5 Colonnade urban mountain bike skills park under Interstate 5; and the City of New York tows a seven-lane swimming pool barge down the East River – dubbed the “Floating Pool Lady” – to serve the residents of the Bronx each summer. The emphasis is not on park or facility types, but on providing access to recreational opportunities wherever and however they can be provided.

FIGURE 3.11 | ACTIVITY-BASED SDM



Floating Pool Lady, Bronx, NY
(Source: <http://www.floatingpool.org/>)



3.4 RECOMMENDATIONS

INTRODUCTION

The needs assessment (**Section 2.2**) found that residents' top priority needs included the following.

Amenity Priorities

- **GREENWAYS, TRAILS**
- **PASSIVE/NATURE PARKS, OPEN SPACE**
- **KAYAK, CANOE RENTALS**
- **OFF-ROAD BIKE PATHS, TRAILS**
- **BUTTERFLY GARDENS**
- **FISHING AREAS, DOCKS**
- **ROADSIDE BIKE PATHS, LANES**
- **DOG PARKS**
- **COMMUNITY GARDENS**
- **ADVENTURE COURSE**
- **OUTDOOR FITNESS EQUIPMENT**
- **IMPROVE EXISTING PARKS, MAINTENANCE**
- **TEEN CENTER**

Program Priorities

- **FARMERS MARKET**
- **CONCERTS IN THE PARK**
- **SENIOR (50+ YEARS OLD) PROGRAMS**

IN THIS SECTION:

- Introduction
- 1. Marketing & Revenue Generation
- 2. Teen Center, Youth Programs
- 3. Special/Cultural Events
- 4. Senior Programs, Health & Wellness
- 5. Improved Maintenance
- 6. Improvements to Existing Parks
- 7. Greenways, Trails, Connectivity
- 8. Passive/Nature Parks, Open Space
- Overall Long-Range Vision

Barth Associates facilitated a series of “Visioning Workshops” to determine the “most appropriate response” to residents’ needs. Workshop topics included:

PROGRAMMING

1. Marketing, Revenue Generation
2. Teen Center, Youth Programs
3. Special/Cultural Events
4. Senior Programs, Health & Wellness

INFRASTRUCTURE

5. Improved Maintenance
6. Improvements to Existing Parks
7. Greenways, Trails, Connectivity
8. Passive/Nature Parks, Open Space

Recommendations for the parks, recreation, and cultural arts system respond to residents’ needs and are based on discussions from a series of Visioning Workshops.

Following are recommendations for responding to residents’ needs – and improving the existing parks, recreation and cultural arts system – based on the visioning discussions.

1. MARKETING & REVENUE GENERATION

The City currently uses several techniques to make residents more aware of PRCA programs and events – including social media, quarterly brochures, newsletters, flyers, and the City’s website – but the needs assessment indicated a desire to increase participation and revenues. Marketing and revenue-generation strategies to increase participation could include paid advertisements; new revenue opportunities; cost-recovery goals; pricing policy; additional grants; and redevelopment of existing community centers.

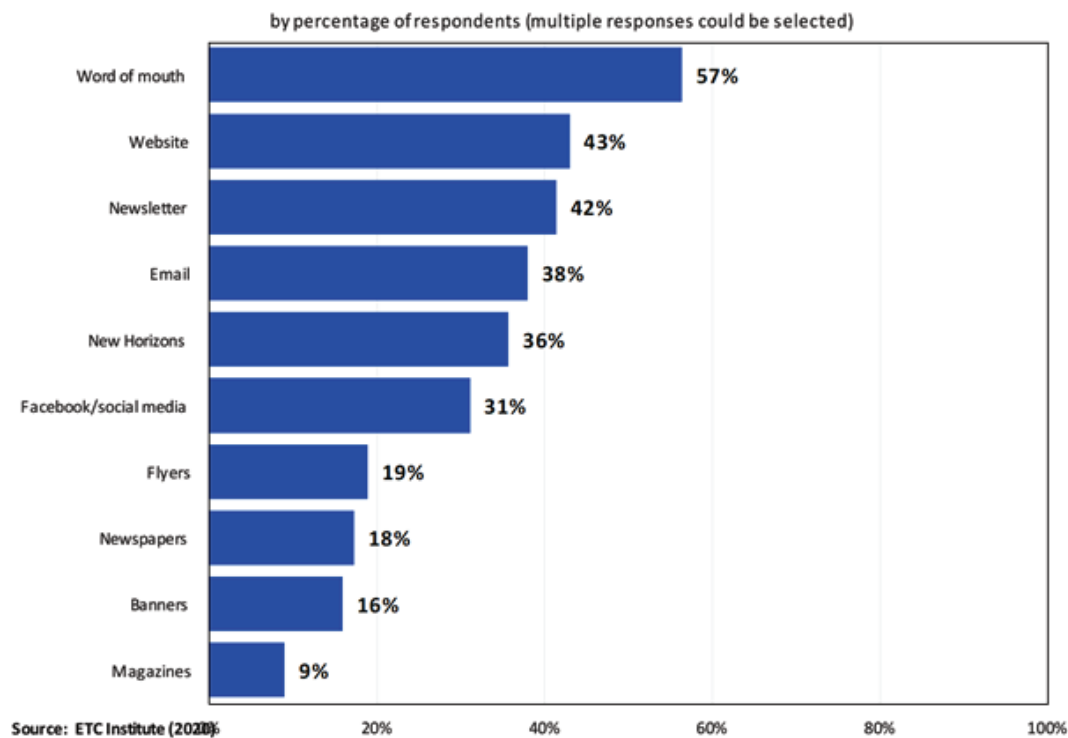
Multi-Media Campaign

First, the needs assessment indicated that the majority of residents (57%) learn about City programs, activities and events primarily from “word of mouth,” followed by the City’s website (43%), newsletter (42%), and e-mail (38%).

If the City wishes to increase participation, it may require a more concerted, multi-media marketing campaign, including an investment in paid advertisements such as radio, newspaper, and television.

FIGURE 3.12 | STATISTICALLY-VALID SURVEY RESULTS

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



New Revenue-Generation Opportunities

Opportunities for revenue-generation include:

- Equipment rentals (e.g., bikes, kayaks, chairs, lawn games);
- Commercial filming rights (e.g. TV programs, movies);
- Space rentals and leases (e.g., boat slips, meeting rooms, program spaces);
- Pavilion and cabana rentals (e.g. corporate events, social events, birthday parties, reunions);
- Specialized facility fees (e.g., golf courses, pools, tennis courts);

- Special privileges (e.g., tennis court lighting);
- User/materials fees (e.g., classes, programs);
- Vendor fees (e.g., food carts, kayak outfitters);
- Concessions contracts (e.g., food, equipment);
- Exclusive facility uses (e.g., parties, special events);
- High-level instruction (e.g., competitive tennis, golf, swimming);
- Youth sports organization fees, field rental fees, non-resident fees;
- Technology (e.g., crowd-funding, ad banners);
- Commercial promoter of special venues (e.g. ArtsPark at Young Circle, marina);
- Boat ramp and trailer fees;
- Interdepartmental revenue sharing;
- Sponsorships; and
- Admission fees.



Anne Kolb Nature Center

(Source: <https://www.southfloridafinds.com/park/fl/broward/hollywood/anne-kolb-nature-center-west-lake-park.html>)

While PRCA currently employs many of these techniques, the City may wish to re-evaluate existing parks and venues to determine if there are additional opportunities for revenue generation. For example, there may be an opportunity to generate revenues through a watercraft rental concession at Holland Park. The City may also wish to hire a consultant that specializes in evaluating the revenue-generating potential of various sites and programs, such as those listed above.

Cost Recovery Goals

Some cities establish cost-recovery policies (the percentage of costs recovered through fees and charges) for parks, recreation, and cultural arts programs. It is recommended that PRCA establish preliminary cost recovery goals for programs and services (including goals for adult, youth, or senior programs), followed by a workshop with the City Commission to establish cost-recovery policies. For example, the Commission may desire to subsidize the costs of youth and senior programs, while charging full cost for adult programs. Similarly, the Commission may wish to charge market rate for special privileges such as tennis court lighting, or the exclusive use of facilities for parties or special events. Overall, the City may wish to increase its current cost recovery to an aspirational goal of 25 – 30% over the next five years.

A case-in point is youth sports. Currently, participation is free for City residents, and non-residents pay only \$20 for the season. The City partners with six nonprofit youth sports organizations to provide programs, and provides them with fields, staff, and maintenance at no charge. In return, the associations organize, coordinate, and run the youth sports programs. A youth sports cost-recovery policy would help PRCA to establish appropriate fees for residents and non-residents alike.

Another example is special events, which are typically free to most residents. While free events do not generate revenues from ticket sales, they cost much less to produce. The additional costs of ticketed events include fencing, security, printing and management of tickets, promotion, and other expenses. As stated by a City staff person, charging fees for special events “is never a zero-sum game.”

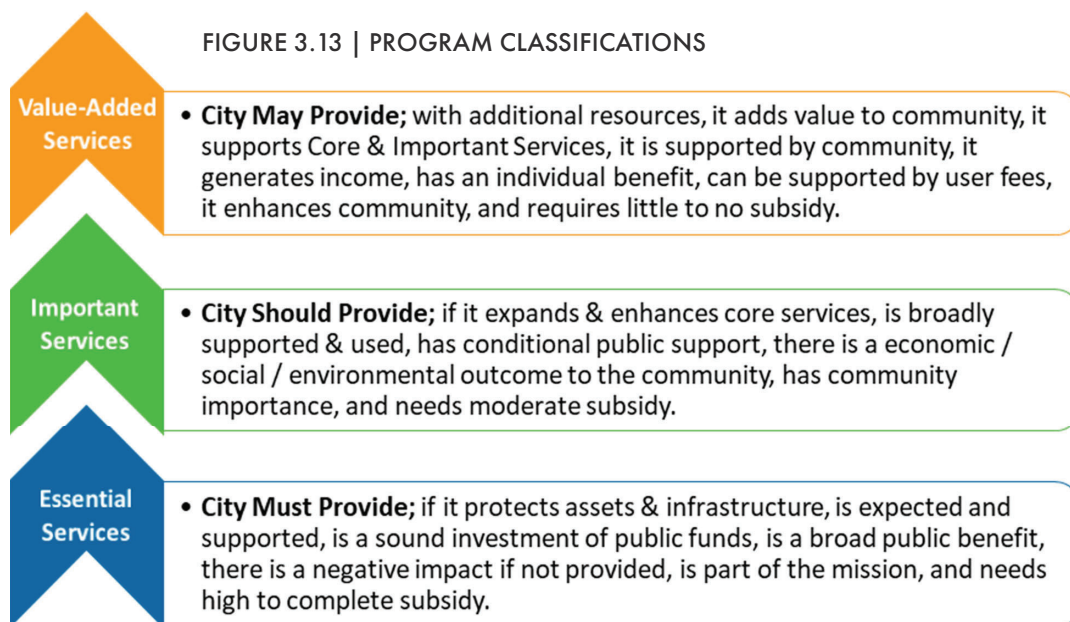
Pricing Philosophy

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals and objectives of each core program area, and how the program should be funded and how it should price its offerings.

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

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

FIGURE 3.13 | PROGRAM CLASSIFICATIONS



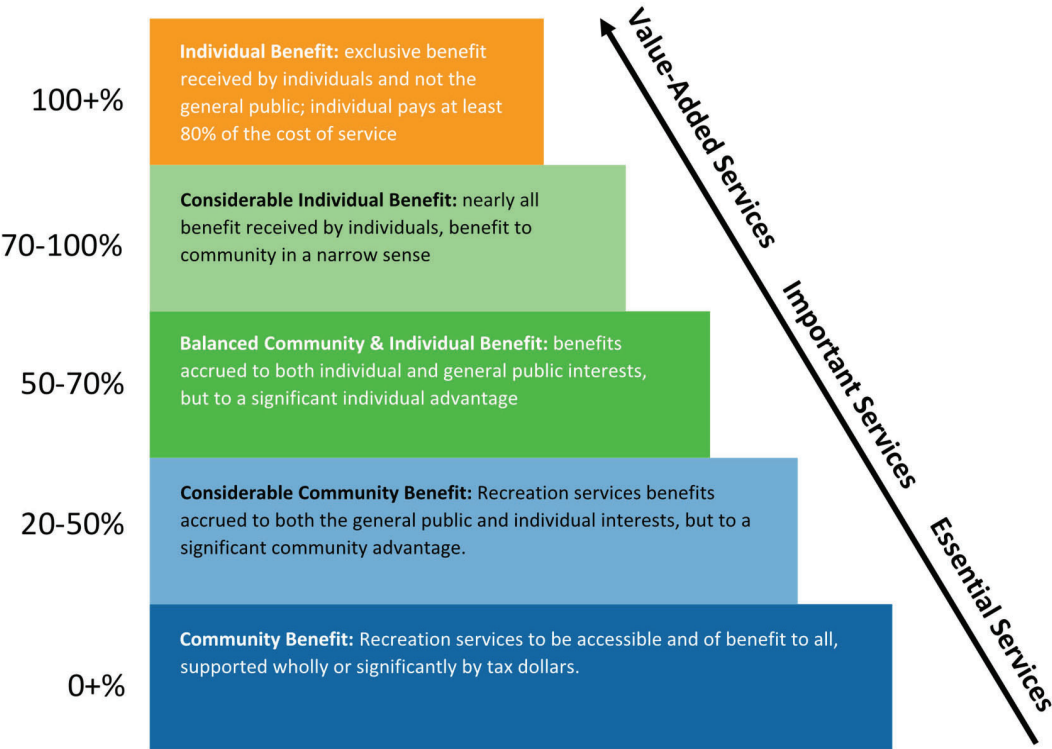
With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the Department. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned cost recovery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

FIGURE 3.14 | HOLLYWOOD PROGRAM CLASSIFICATION DISTRIBUTION

ESSENTIAL	IMPORTANT	VALUE-ADDED
21%	21%	58%

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

FIGURE 3.15 | COST RECOVERY MODEL FOR SUSTAINABLE SERVICES



Grants

Currently, PRCA generates approximately \$800,000-\$900,000 in grants per year. Securing additional grants typically requires a full-time or consulting grants writer that is well-versed in parks, recreation, and cultural arts grants. Since the City's grants writer position has been frozen for the next fiscal year, PRCA may wish to contract with a consulting grants writer for the foreseeable future.

Redevelopment of Existing Community Centers

Many of the City's community centers are outdated and/or located on prime urban real estate that permits higher density development. The City should evaluate which centers have the potential to be redeveloped through public/private partnerships to continue meeting residents' recreation, education, and social needs - while also providing opportunities for coffee shops, cafes, office space, and other revenue-generating commercial uses. Ideally, revenues from such ventures would be returned directly to PRCA to offset the costs of programs and services at the center. It may also be useful to engage the services of a redevelopment consulting firm to conduct preliminary feasibility studies for potential redevelopment projects.

2. TEEN CENTER, YOUTH PROGRAMS

While the statistically-representative survey indicated that residents believe that teen programs are a relatively low priority, 64% of respondents were either very supportive or supportive of developing a teen center. "Developing a teen center" was also the top-ranked action that residents would be most willing to support with their tax dollars (**Figure 3.16**).

There are very few programs or centers dedicated to teens, who make up less than 12% of City households. In comparison, 38% of residents are over the age of 55 (**Figure 3.17**). While the Police Athletic League (PAL) offers a wide variety of athletic programs such as tackle football, flag football, basketball, boxing, and cheerleading, very few programs are oriented towards those not interested in athletics, especially during the warmest months in south Florida. The Greater Hollywood YMCA Family Center also offers teen recreation programs to members.

FIGURE 3.16 | STATISTICALLY-VALID SURVEY RESULTS

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

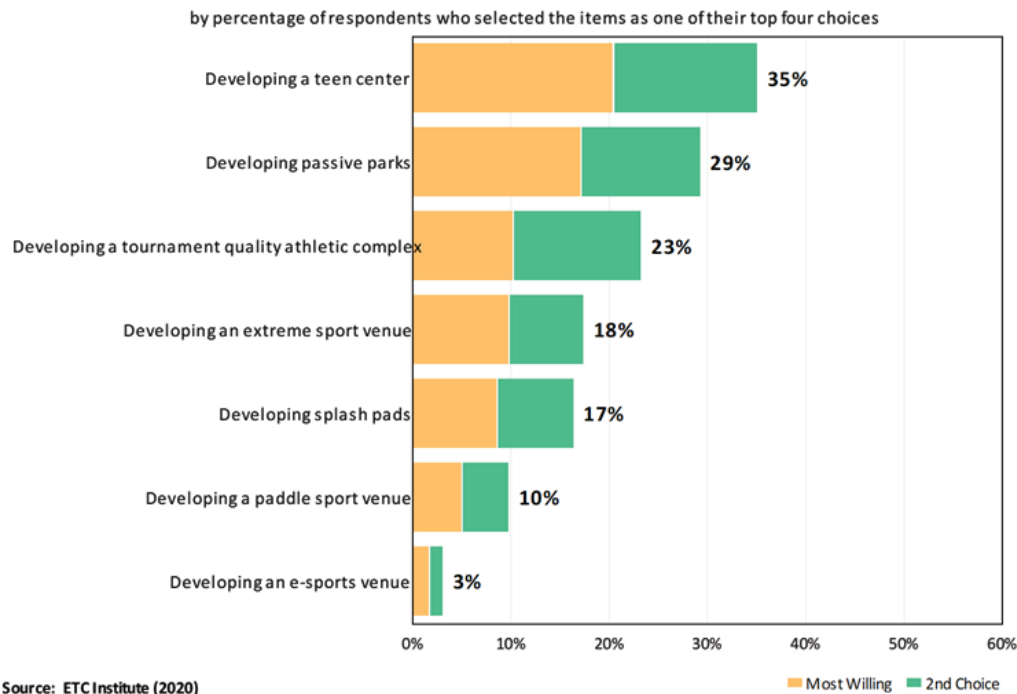
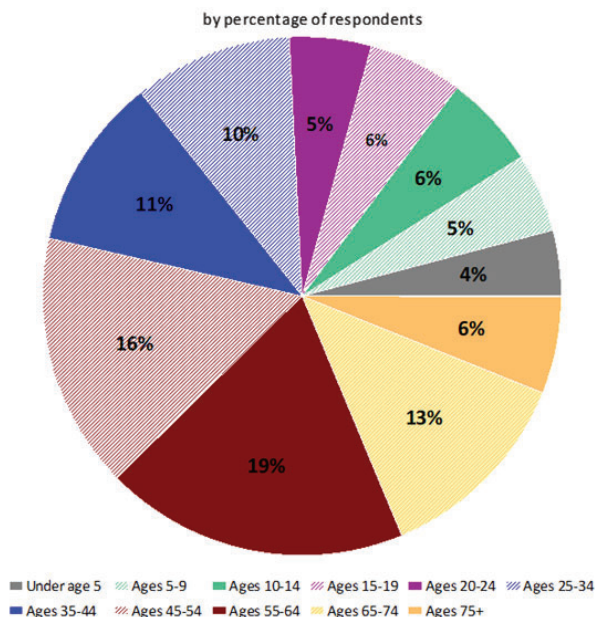


FIGURE 3.17 | STATISTICALLY-VALID SURVEY RESULTS

Q19. Demographics: Including yourself, how many people in your household are...



ETC Institute 2020

The City of Hollywood's vision for providing teen programs is to use one or more existing community centers or other buildings, rather than to construct a new center. Currently, many of the City's existing Community Centers are classified as either Senior Centers or After-School Centers, which inherently restricts use by teens. The vision is to provide services via a Hub & Spoke model. For example, approximately \$2.5 M has been budgeted to renovate the existing Armory building into an indoor sports facility including basketball/batting cages/soccer goals. Perhaps the building could also be designed to serve as the City's central teen center ("hub"), to be supplemented by satellite centers such as the Driftwood Community Center & Field, Washington Park Community Center & Field, and Dr. Martin Luther King, Jr. Community Center (see **Figure 3.18**).

The Teen Zone at OB Johnson Park, in nearby Hallandale Beach, is considered a good example of the type of center desired for the City of Hollywood. The facility, opened in 2016, includes a computer lab, recording studio, gymnasium, fitness room, and other amenities, and offers a wide variety of teen programs. While many Hollywood residents use the facilities at OB Johnson, residents indicated that they would like to see a similar facility offered closer to home. In the future, perhaps a similar new teen/community center could be constructed in a central location such as the Hollywood Hills area (see **Figure 3.18**).



Teen Zone gymnasium at OB Johnson Park
(Source: <https://www.hallandalebeachpal.com/facilities>)

ways + Trails
Trails
es + Paths

its

Limits

(LOS)

ILES

N

- 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

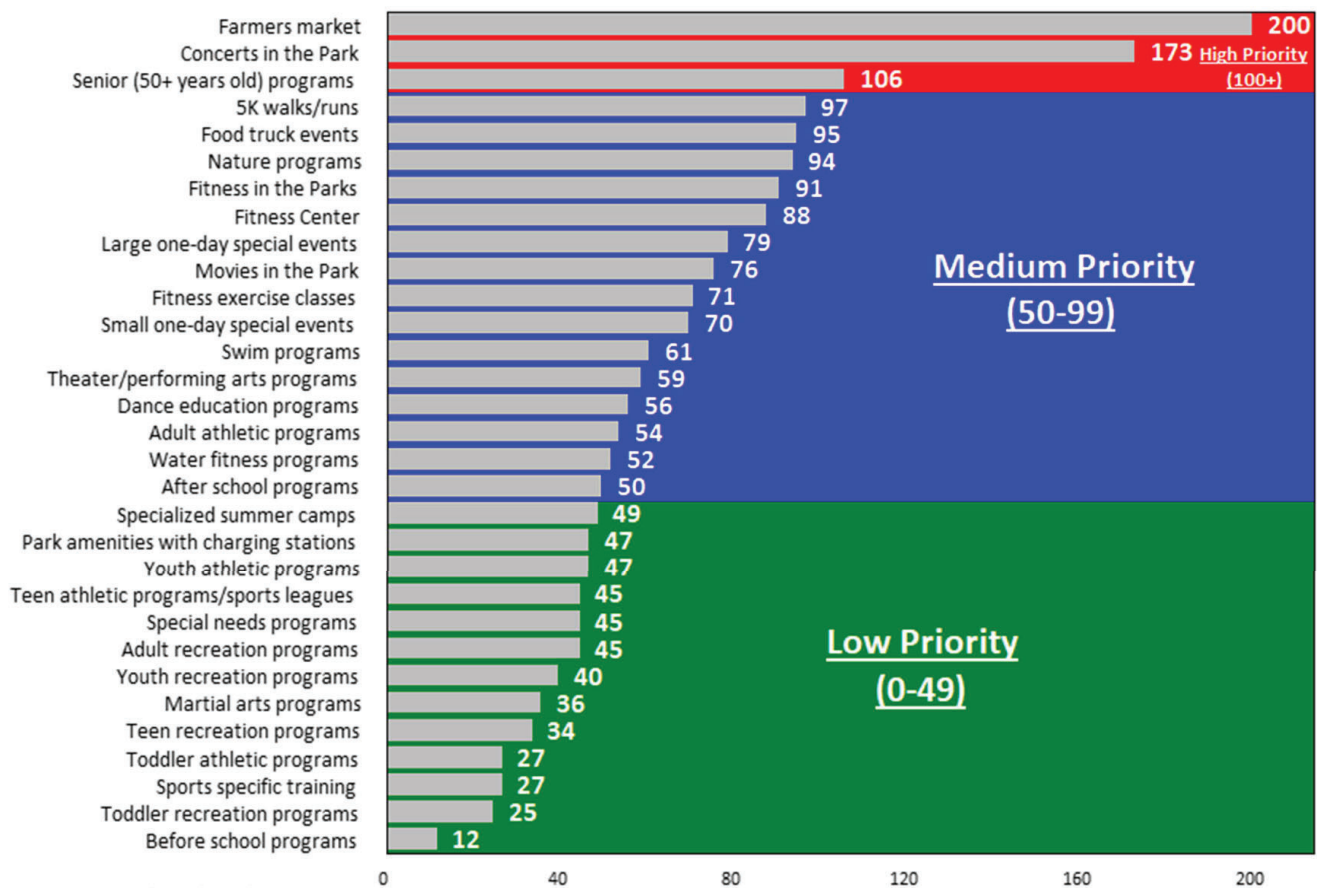


3.SPECIAL/CULTURAL EVENTS

Figure 3.19 shows that four of the five top-ranked program priorities for residents are actually special events: farmers market, concerts in the park, 5k walks and runs, and food truck events. Other events desired by residents include both large and small one-day events, and movies in the park.

FIGURE 3.19 | STATISTICALLY-VALID SURVEY RESULTS

Top Priorities for Investment for Programs Based on the Priority Investment Rating



Source: ETC Institute (2020)

Historically, the PRCA Department has provided numerous special events including the St. Patrick's Day Parade & Festival, Marshmallow Drop, Trick or Treat Drive Thru, Cardboard Boat Race, Salute to the Fallen, and others. The City does not have a specific philosophy or cost-recovery goal for special events, other than the goal to serve as many residents as possible with popular, family-oriented events that are free and open to the public. The City also coordinates with the Community Redevelopment Agency (CRA) and event promoters to meet residents' needs. Following is the City's vision for responding to residents' need for additional events.

Farmer's Market

While the City does not operate a farmers market, Hollywood is home to the Yellow Green Farmers Market near Sheridan Street and I-95, south Florida's largest farmers market with over 300 booths in a 100,000 square-foot facility. Another local market is the Brothers Farmers Market of Hollywood. Therefore, it is not clear why residents indicated a need for another market. The Yellow Green market is temporarily closed due to COVID-19, which may explain residents' needs; or perhaps there's a demand for a weekday market since the Yellow Green market is only open on weekends. There may also be a desire for a more traditional public, outdoor farmers market. The City may wish to conduct on-line or in-person surveys to identify residents' specific needs.

Concerts in the Park

PRCA owns and operates several concert venues, including the Hollywood Beach Theatre, located on the Boardwalk at Johnson Street with programming provided by the Margaritaville Hollywood Beach Resort; the Boulevard Heights Amphitheater at the Boulevard Heights Community Center; and the ArtsPark Amphitheater at Young Circle in downtown. Other nearby private and public venues in Broward County include the Seminole Hard Rock Hotel and Casino, the BB&T Center, the Broward Center for the Performing Arts, and others.

The City's vision is to return to – and expand – the concert programs that were offered in 2018 and 2019, pre-COVID. This would include monthly or bimonthly ticketed events at the ArtsPark at Young Circle (in collaboration with the CRA) that has historically attracted 3-5,000 attendees for each show, plus a free weekly series of concerts in the parks that attracted 500 – 1,500 attendees each in the past. The City will coordinate the smaller events internally, and collaborate with the CRA or a promoter to provide the



Hollywood Beach Theater

(Source: <https://www.dasaudio.com/en/press/hollywood-beach-theatre-das/>)

larger ticketed events. The City also hopes to offer broadcasts of the New World Symphony or other orchestras in the parks as well. The City will focus on offering a more eclectic series of international and indie artists, including reggae, blues, jam bands, and others that appeal to the City's diverse population.

5k Walks and Runs

Numerous 5k walks and runs are currently offered in Hollywood by private groups such as the Founder's Week Virtual Walk/Run/Stroll, the Chris Hixon Memorial Run/Walk, and the Beer Run Hollywood Brewing Company. The organizers of each event usually notify potential participants and promote the event; the City's role is typically limited to permitting and policing as needed.

The City's vision is to continue to provide logistical support for these events, and to also help promote the events through the City's website. The City does not anticipate the need to offer additional City-sponsored 5k events.

Food Trucks

Prior to the COVID pandemic, the City hosted a successful food truck event at the ArtsPark at Young Circle every Monday night for several years. However, the City's contract with the food truck promoter expired in March of 2020. Post COVID, the City intends to evaluate whether to resume - and possibly relocate - the event.

Promotion

The City's vision for special events also includes a more comprehensive promotional strategy to increase residents' awareness of the events already being offered by the City, the CRA, and other providers. It's quite possible that the need for additional events could be met, at least in part, by greater awareness of what's already being provided.

Currently, the City, CRA, and other special event providers promote their own events. PRCA partners with the City's Communications, Marketing, and



Food trucks at ArtsPark at Young Circle

(Source: <https://grillgirl.com/2011/09/miami-food-trucks-come-to-hollywood-fl-plus-the-food-truck-tracker-app/>)

Economic Development department, for example, while the CRA sends out a monthly calendar of City, CRA, and private events to its own database of approximately 12,000 downtown and beach patrons.

Ideally, the City would promote all upcoming special events in the City through its website, social media, brochures, and newsletters. However, there are some liability concerns regarding whether the City can post other providers' events. Regardless of the limitations, the City needs to develop a more comprehensive and robust marketing, advertising, and promotions plan to increase residents' awareness of special events. The city-wide survey indicated that over half of all residents (57%) learn about City of Hollywood programs, activities, and events through "word of mouth," so there is plenty of room for improvement (**Figure 3.20**).

FIGURE 3.20 | STATISTICALLY-VALID SURVEY RESULTS

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

