

CITY OF PEMBROKE PINES CITYWIDE PARKS MASTER PLAN

EXECUTIVE SUMMARY

SUMMER 2023

PREPARED BY: **BA**



STATEMENT OF INTENT

The purpose of this Executive Summary is to provide a concise overview of the key findings, strategic recommendations, and proposed actions outlined in the full Pembroke Pines Citywide Parks Master Plan. It is designed to stand alone, offering a high-level understanding of the plan's content without the need to delve into the detailed report.

While this summary provides a comprehensive overview, it is a distillation of the full report. For a more in-depth understanding of the research, methodologies, and detailed plans, the complete Master Plan should be consulted. This Executive Summary is intended to serve as a valuable tool for decision-makers, stakeholders, and community members to quickly grasp the key elements of the Master Plan and understand the strategic future of Pembroke Pines' Recreation and Cultural Arts Department.

INTRODUCTION

In 2022, the City of Pembroke Pines (City) embarked on the creation of a comprehensive Citywide Parks and Recreation Master Plan (Plan) to address latent community park and recreation needs and provide the professional framework to improve public recreation and leisure facilities throughout the City.

The professional team (Team) selected to prepare the Plan was led by Bermello Ajamil & Partners (BA) as the prime consultant. Assisting BA with the development of the detailed plan was Ballard King & Associates (B*K), ETC Institute (ETC), FCS Group (FCS), and the Bosch Group (TBG). The Plan is intended to provide a road map for improving the City's park and recreation system, with particular emphasis on physical improvements to existing facilities that require updating and expansion. It places special emphasis on the identification of neighborhood-specific and Citywide recreational needs through participation and input from City residents, elected officials, administration, and recreation and cultural arts staff. Its content reflects the findings of community forums convened to gather citizen preferences and priorities for improving recreation facilities and program offerings along both short- and long-term horizons.

The Plan serves as the basis for future investments in parks and recreation facilities and programs. It supports the pursuit of recreation grant applications and provides a potential capital investment path for implementing the proposed park improvements, as varied funding sources and future bond referendums.

MASTER PLAN GOALS AND OBJECTIVES

From the onset of the planning process, the Plan set forth the following goals to guide the development of the assessment and subsequent recommendations to improve the public recreation facilities, programs, and offerings of the City. These included the following:

- Improve the Citywide system of park and recreation amenities to meet the needs of the citizens of the City of Pembroke Pines

- Provide improvements that enhance the quality of life of all citizens
- Improve the neighborhoods through investments in the City’s park system

To meet these specific goals, specific objectives were established as follows:

- Identify perceived and real community recreation needs
- Maximize to the greatest extent possible, the use of available recreation lands and facilities resources
- Provide multi-use fields and multi-use spaces in buildings to meet the cross-generational needs of the Pembroke Pines Community
- Provide for the rational and equitable distribution of recreational facilities throughout Pembroke Pines and improve accessibility to said facilities
- Plan park and recreation investments to create the most significant benefit for all citizens of Pembroke Pines while limiting duplication of high maintenance facilities

PLANNING PROCESS

The Planning Process was organized into seven principal tasks, encompassing the following:

INITIAL TARGETED COMMUNITY OUTREACH

The process began with an Initial Targeted Community Outreach campaign to present the process and the Team in a more informal venue while obtaining the initial pulse of the community. One-on-one meetings with elected officials, stakeholders, community leaders, and City-staff were conducted to understand the community in the initial stages of project development, including the major issues and opportunities to improve the park system.

INVENTORY AND ASSESSMENT

The Inventory and Assessment began with a high-level, thorough understanding of existing conditions, including the identification of issues and the opportunities that present to improve the park system. The Team evaluated park system resources, including physical park conditions, recreation programs and services, their delivery, and an assessment of existing funding sources.

NEEDS ASSESSMENT

The Needs Assessment comprehensively analyzed the existing parks and recreation system. A statistically valid community recreation survey (the Survey) was carried out to help identify recreation and open space needs, both latent and actual. The Survey identified public interests, desires, expectations, and priorities for the future, including the public’s willingness to fund

YOUR CITY, YOUR PARKS
A CITY-WIDE PARKS AND RECREATION MASTER PLAN

Join us in conversation to provide input and creative solutions, as the City of Pembroke Pines begins planning, programming and conceptual designs for the future of our parks, recreation facilities and open spaces.

MONDAY, MAY 2nd, 2022
 7:00PM - 8:30PM
 ROSE G. PRICE PARK
 COMMUNITY CENTER
 901 NW 208th Avenue
 Pembroke Pines, FL 33029

TUESDAY, MAY 3rd, 2022
 7:00PM - 8:30PM
 PEMBROKE LAKES
 CLUB 19 RESTAURANT
 10500 Taft Street
 Pembroke Pines, FL 33026

MONDAY, MAY 9th, 2022
 7:00PM - 8:30PM
 STUDIO 18 IN THE PINES
 1101 Poinciana Drive
 Pembroke Pines, FL 33025

CONTACT: CHRISTINA SORENSEN
 Director, Recreation and Cultural Arts
 CITY OF PEMBROKE PINES
 601 City Center Way
 Pembroke Pines, FL 33025
 954.392.2130 (Office) • recreation@ppines.com
 City Hall Hours: Monday to Thursday 7am to 6pm - Closed Friday

expanded programs and services. The ETC Institute, a nationally recognized firm in this field, administered the survey and evaluated its findings. One of the Survey highlights is the Priority Investment Rating (PIR), which identifies the facilities and recreation programs that residents rank as the highest priority for investment. Through a demographic analysis, the Team evaluated the community's composition and identified the distribution of parks and community access to these recreation facilities. Lastly, the Team evaluated any regulatory requirements for recreation Levels-of-Service (LOS) and their relationship to the community, including community recreation trends and preferences.

SUMMARY OF ISSUES AND OPPORTUNITIES

Upon completion of the first three principal tasks, the Team organized the findings in a Summary of Issues and Opportunities to be considered to improve the park system. The purpose was to ensure buy-in on the issues and opportunities to be addressed. At this juncture, the Team conducted the first community outreach meeting. Through discussions with the City of Pembroke Pines Parks and Cultural Arts Department, it was determined that three separate meetings would be held across different districts of the City to maximize participation.

MASTER PLAN DEVELOPMENT

The Master Plan Development Phase included formulating physical improvements, recommending new recreation programs or program changes, and other improvements identified through the analysis. The Team closely considered capital and operation costs to avoid false expectations. The Team worked intimately with the City of Pembroke Pines Recreation and Cultural Arts staff. Upon development of this task, the second community outreach meeting was conducted. In this meeting, the Team presented the proposed improvements and obtained community input. With valid community comments, and through consultations with City Officials and Staff, a consensus was arrived at for the proposed master plan improvements.

IMPLEMENTATION PLAN

Without an Implementation Plan, the master plan would be a shelve-bound document. As the master plan moves forward, the City shall establish the priorities in implementing the recommendations. For some detailed information refer to Chapter 6 for recommendations to improve the delivery of recreation programs and services. In addition, refer to Chapter 7 for the recommendations to improve each park facility and funding sources for these improvements. The full Implementation Plan is available as a standalone document to best guide the future decisions and policies in implementing this Master Plan.

MASTER PLAN DOCUMENT

A comprehensive document guides future processes and provides documentation for potential funding solicitations. Finally, once all the master plan elements were accepted, the Team prepared the Master Plan Document to record the process, findings, recommendations, formulated designs, and implementation. At the conclusion of the Master Plan report, the Team presented the complete master plan to the City Commission for adoption. This presentation concluded the master plan's long collaborative effort. The master plan is a living document that may be revised or expanded as time progresses.

COMMUNITY DRIVEN PUBLIC OUTREACH

The planning process was deliberately framed around the organized collection of community input and comments through area-specific community/neighborhood outreach campaigns, meetings, and City Commission workshops. Three major outreach efforts guided the development of the master plan.

- A statistically valid community survey performed by ETC Institute was distributed to collect a citywide perspective on community needs and preferences.

- To address the City's urban plan distribution districts, community meetings were held in three different districts of the City. These meetings were held to obtain community-specific input on recreation facilities/program needs, concerns, and aspirations.
- One-on-one meetings with City Staff and the City Commission were held to obtain elected official input. The discussion focused on Citywide topics related to the proposed park improvements.

Following is a list of meetings with elected officials, community meetings, and public workshops held during the project process:

- **City Commission One-On-One Meetings (Various):** One-on-one meetings were held between the Team and various City-staff and other stakeholders. The purpose of these meetings served to provide a check in on the process, gain focused input and provide updates.
- **Community Workshop Meeting No. 1:** The first meeting occurred after the summary of issues and opportunities task. The Team presented and obtained input on the research and the issues and opportunities identified for individual parks within the overall park system.
 - West Sector (05/02/2022)
 - Central Sector (05/03/2022)
 - East Sector (05/09/2022)
- **Community Workshop Meeting No. 2 (2/07/2023):** The second meeting occurred once the master plan development options were fully conceived and vetted with staff. The primary intent of the meeting was to obtain buy-in on the preferred concept plans at this meeting.
- **City Commission Presentation Meeting No. 3:** The third meeting occurred at the conclusion of the master plan process. At this meeting, the Team presented the final master plan to the City's elected officials. The master plan process will conclude with a final presentation to elected officials for adoption.

These events, including the community workshops, were duly advertised to the public for maximum participation. Community-driven public engagement outreach shall not end at the Plan's adoption. This coordination shall continue as individual parks are contemplated for design and implementation. Before any significant milestone updates, community participation shall be solicited to confirm that the final venue reflects the needs and aspirations of the immediate community and the residents of the City.



SCOPE OF WORK

PROFESSIONAL ASSESSMENTS

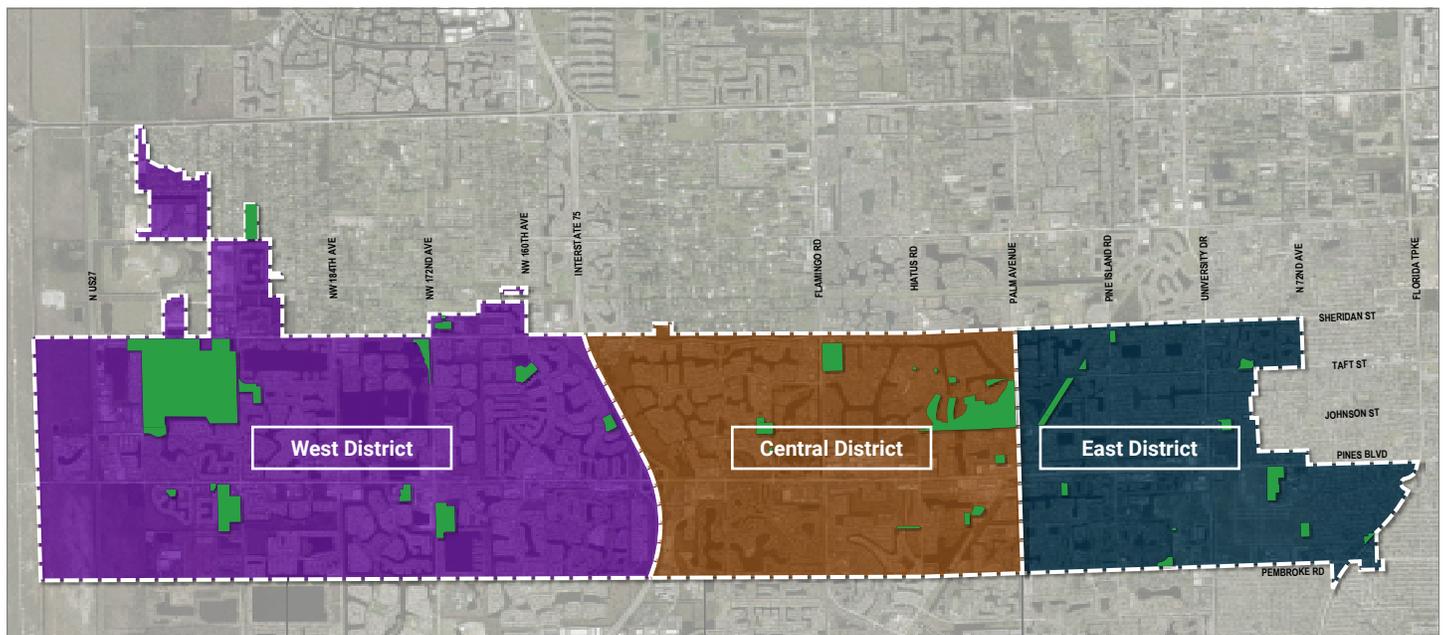
URBAN CONTEXT: The Plan examines the urban context and form determinants that shape the City of Pembroke Pines and its park and recreation system. It encompasses the physical characteristics that define the City, including its regional location, land area, and distribution of roadways/greenways. These determinants have influenced the development of distinct districts within the City over time. These districts: the East, Central, and West, serve as the organizational outline for assessing the City's park facilities.

The City of Pembroke Pines, centrally located within Broward County and the South Florida Metropolitan area, is interconnected with surrounding urban areas through major north-south expressways, namely the Florida Turnpike and I-75. The City spans 13.4 miles from east to west and 2.4 miles from north to south, with its major roadway grid pattern defining different districts.

Its urban form and development patterns have shaped the City's park and recreation system. An understanding of the City's historical development allows for identifying distinct districts, their recreational offerings, and the specific needs of each district. Homeowner's associations (HOAs) play a significant role in the City's residential fabric, providing limited recreational areas within their communities, albeit without sports fields.

Understanding the City of Pembroke Pines' urban context and form determinants is crucial for identifying appropriate community outreach strategies, recognizing the characteristics of different districts, and improving the park and recreation system. By considering the City's historical development and the impact of urban form, recommended actions can be formulated to enhance the recreational offerings and meet the diverse needs of the residents throughout the City.

Form Determinants - The major east-west thoroughfares define the north and south boundaries of the city. These significant thoroughfares traverse other municipalities running from US 1 and the beaches to the Florida Turnpike, the eastern limit of the city, all the way to the west boundary of US 27.



Urban Patterns and the Master Plan Districts - Over time, the City’s development has occurred in differing urban patterns, with traditional grids and others that reflect patterns of large land parcels and planned developments. When overlaid upon the roadway system, the City is clearly divided into separate districts reflecting the development pattern of their separate times. The Plan is divided into the City’s three districts: East, Central, and West.

- **East District** - Districts of the City east of Palm Avenue to the City-limits have a land development pattern based on a grid system distributed between the major quarter section lines defined by the major roads. This district contains the North Perry General Aviation Airport and the Broward College South Campus.
- **Central District** - The areas west of Palm Avenue reflect a different urban development pattern, mainly large land parcels developed as planned unit developments. The residential areas are mostly organized around central lakes designed for drainage. These central lakes often serve as visual expansion and sometimes private recreation attractions for the communities. The quarter section lines still define the major roads north-south and east-west. This residential development pattern type is intensified west of South Flamingo Road to the I-75 Expressway.
- **West District** - West of the I-75 Expressway, the development pattern is almost solely based on large Planned Unit Developments. Environmental preservation of lands and creation of lakes and canals to address drainage are significant district elements. Over 1,200 acres of land are dedicated to preservation and lakes. The north-south roads, planned on the Quarter Section principle, one mile across, define areas of the West District. Each quarter section area contains a major City Park facility. The substantial number of parks in the West District provide major sports fields not presently provided by the Homeowners Associations (HOAs) that occupy most of the land.

EXISTING PARK CONDITIONS: The Master Plan includes an inventory of existing park resources and their urban context, conditions, and issues identified by the Team over the course of numerous site visits to each of the forty-two park facilities in the City.

A recreation facility conditions checklist was developed to document the physical program of each park, including detailed observational analysis and photographic documentation. This assessment was intended to address various aspects of each park’s physical conditions, including park perimeter evaluation; parking at both on-street and off-street locations; existing shelters; active recreational facilities/sports fields; existing buildings and their condition; present level of landscaping and general overall condition of the landscape; urban context and proposed City improvements and investments; and the overall aesthetic conditions of each of the parks.

The recreation lands and facilities inventory provide a basis for identifying necessary improvements and additional activities and structures within the City’s existing park system. This inventory, along with the other assessments form the basis for the development of alternative concept designs for selected parks, as well as the basis for the



proposed redistribution of sports facilities and uses within the City's park system. The recreation lands and facilities inventory includes a summary of the Team's findings, illustrated with photos and aerial photographs of the existing recreation facilities.

NEEDS ASSESSMENT: The Needs Assessment is a series of analysis designed and administered to engage the community on behalf of the City. In planning, it is critically important to get residents and stakeholder feedback to inform future policies and actions to improve the City's parks, recreation and cultural arts programs and facilities. Information received during the administration of the Needs Assessment elements is intended to inform future decisions regarding agency staffing, recreation offerings, and many other factors that affect the agency's strategic planning.

The National Recreation and Parks Association (NRPA) states the importance of Needs Assessments' results that can give a sense of how the community currently engages with the agency, provides data on residents' satisfaction with the park and recreation agency offerings, and identifies community needs and priorities.

Community Interest and Opinion Survey - In the Spring of 2022, the ETC Institute conducted a Community Interest and Opinion Survey to assist the City of Pembroke Pines plan future recreational programs and facilities that align with the community's needs and preferences.

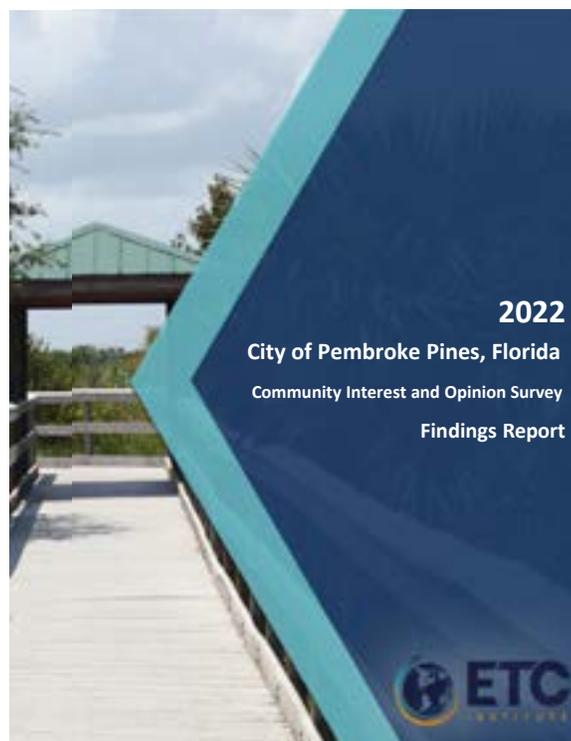
The methodology involved mailing a survey packet to a random selection of households in the City. This packet included a cover letter, the survey, and a pre-paid return envelope. Recipients had the option to either mail back the completed survey or fill it out online at PPinesSurvey.org.

After the surveys were mailed, the ETC Institute sent follow-up text messages and postcards containing a link to the online survey to boost participation for those who had not responded. To ensure only Pembroke Pines residents participated, those who completed the survey online were required to enter their home address before submission. The ETC Institute then cross-checked these addresses with the ones initially selected for the random sample. If an address from an online survey didn't match one from the sample, that survey was excluded from the final database.

The City of Pembroke Pines has a population of 172,000. Statistical Analysis is a mathematical analysis that establishes the needed random population, the Target Population, and the Sample Size, the total number of complete responses received during the survey process. The Target Population was 2,500 surveys sent out. The sample size goal was 400 survey responses, and 409 were received. This provides a Confidence Level (95%) that the responses are representative of the overall community and that the Margin of Error, a variation in this case 4.8% to any response, is established.

The key findings from the survey provide insight into several focus areas, including the City's Parks/Recreation Facilities and Program Use, Parks/Recreation Improvements and Funding, Facilities/Amenities Needs and Improvements, and Recreation Activity Needs and Priorities.

- **Parks/Recreation Facilities and Program Use** - The findings indicate what facilities and amenities are being used within the City, and their frequency of use. Additionally, respondents indicated their participation levels in the City's different programs and special events, including barriers to their use. Lastly, the results provide insight into how respondents learned about different City recreational and cultural programs and activities. These findings provide



valuable insights into the usage, satisfaction, and needs related to parks and recreation facilities and programs in Pembroke Pines and shall be used to guide future planning and improvement initiatives.

- Parks/Recreation Improvements and Funding -** These findings suggest a clear willingness to fund improvements to parks and recreation facilities and a focus on improving and re-purposing existing parks and developing new trails rather than the wholesale creation of new facilities. On a referendum to increase taxation, most respondents (63%) said they would likely vote in favor, 30% might vote in favor, and 8% would vote against.

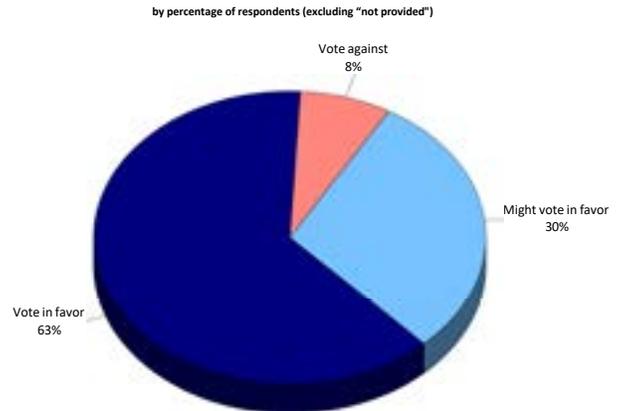
This information shall guide decisions about future improvements and funding allocations for parks and recreation in the City.

- Facilities/Amenities Needs and Priorities -** The findings provide insight into what facility/amenity is needed within the City and the facilities/amenities with unmet needs. Based on the City's 60,210 households, results indicate a breakdown of the estimated number of households with specific needs and the most important facility/amenity to household respondents. The results suggest a significant need and preference for walking paths, parks, and walking/running tracks.

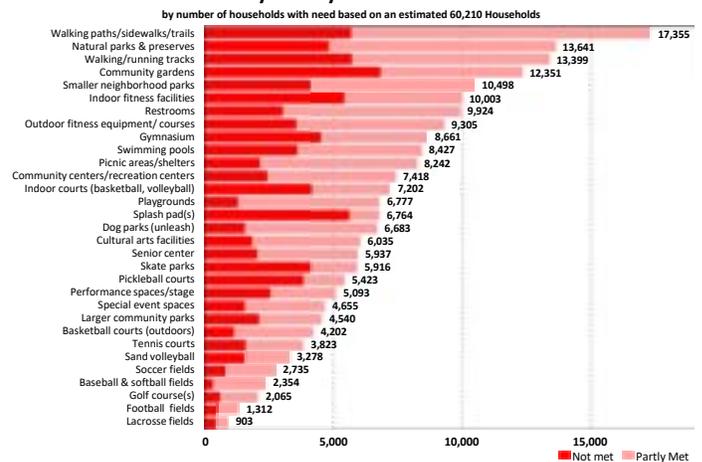
- Recreation Activity Needs and Priorities -** Respondents identified if their households needed twenty-eight surveyed recreation activities and how well their needs for each were being met by the City. Based on the results, the household demand for each recreation activity was projected, including an estimate of the number of households with unmet recreation activity needs. The respondents' results indicate that exercise, fitness and wellness and event areas are a priority.

Demographic Profile - The demographic analysis of Pembroke Pines, Florida, offers an in-depth look into the community's characteristics, which are crucial for future planning and decision-making for parks and recreation. The analysis includes a variety of maps/statistics indicating the

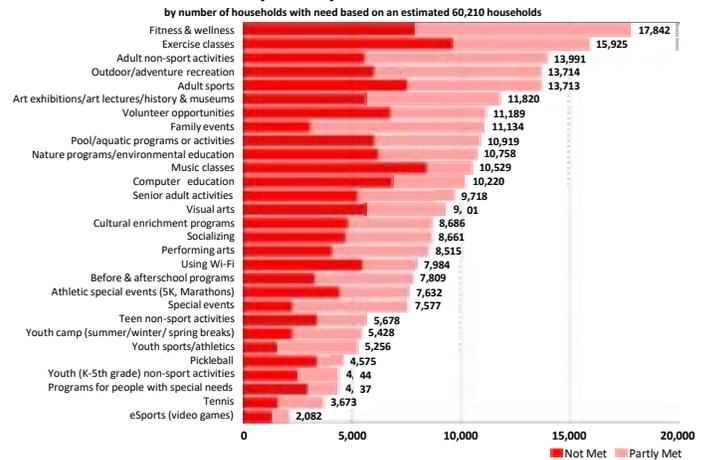
Q18. How Respondents Would Vote in a Referendum



Q9c. Estimated Number of Households Whose Facility/Amenity Needs are Only "Partly Met" or "Not Met"



Q12c. Estimated Number of Households Whose Recreation Activity Needs Are Only "Partly Met" or "Not Met"



employment, age/income, households with children, median household income, household budget expenditures, recreation expenditures spending potential index, population distribution by age, and a labor profile.

These findings provide a comprehensive understanding of the community’s demographic characteristics, which can be used to guide planning and decision-making for parks and recreation in the City.

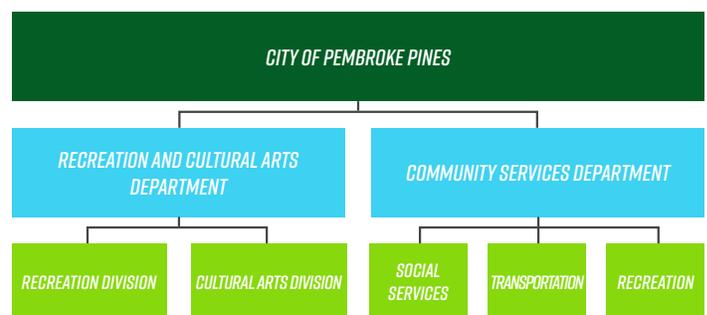
Community Guidance - An exhaustive public outreach campaign to actively engage Elected Officials, City staff and residents was held throughout the planning process. These outreach events were meant to provide a forum for the City’s stakeholders to have their voices heard and input received to guide the formulation of the professional recommendations in this report.

The public outreach campaign was broken down into a series of different workshops that were structured around a program that offered both formal and informal opportunities to discuss the project with the participants and elected officials. All meetings were held in the early evening and in different locations throughout the City to attract maximum participation. From meeting to meeting, participants raised concerns and offered input as “local experts” in their community, and a consensus began to form. The most salient comments provided by the community focused on the following:

- Emphasize new park programs for different ages.
- Include more water recreation opportunities, like splash pads and not just pools.
- Introduce exciting playground equipment.
- Expand the walking/jogging path network.
- Provide pocket parks for small children and the elderly population.
- Develop a signature park for the City of Pembroke Pines.

RECREATION SERVICES AND MANAGEMENT: The City of Pembroke Pines operates two departments that deliver recreation programs and services to the community, Recreation and Cultural Arts, and Community Services Departments.

The Recreation and Cultural Arts Department is responsible for providing services through separate divisions, Recreation, and Cultural Arts. The Recreation Division focuses much of its in-house programming on Special Events, Aquatics, Youth Soccer, Youth Summer Programs and Tennis. Most of these programs were offered by staff. Other programs that include youth sports, special needs, fitness and wellness are offered or managed by contractors. The Cultural Arts Division emphasizes a variety of programs centered around the arts. Most of these programs are programmed by in-house instructors.



The assessment focuses on the delivery of programming and services at the City’s facilities. It includes documentation on recreation performance measures for the primary facilities, including the site amenities, programs offered by City Staff, and participation numbers for each sports program and provider organization.

When analyzing the recreation services that are offered in the City (both Recreation and Cultural Arts Department and

Community Services Department), in addition to the services that the City contracts with outside providers, only a few of the general program areas (Outdoor Recreation and Teens) are not being offered. Considering the overall magnitude of programs being offered in the areas, Sports, Cultural Arts, Aquatics, Special Events, Seniors and Self-Directed (open use) are considered on the high end. Whereas, Education, Special Needs, Outdoor Recreation (organized) and Teens are offered less.

When separated into age groups, several of the program categories have programs that serve all the major groups. This includes Cultural Arts, Aquatics, Special Events, and Self-Directed. However, there are also several categories where little to no services are available for age groups including Outdoor Recreation, Social Services, Education, and General Interest. Preschool, Youth and Teens have fewer programs than Adults and Seniors. It is important to note that the preschool, youth, and teen-age categories cover a smaller age range compared to adults and seniors, which are broad age categories and cover a large portion of the population.

PROFESSIONAL RECOMMENDATIONS

RECREATION PROGRAMS AND SERVICES: The Master Plan provides a strategic plan for the future of recreation programming in the City of Pembroke Pines. The Plan emphasizes the Recreation and Cultural Arts Department and Community Services need to develop a programming philosophy that aligns with the City’s mission and goals, and supports the principles of play, recreation, and leisure as defined by the National Recreation and Park Association (NRPA).

Recommendations include continued coordination and partnership with other providers, rather than trying to be the primary provider of all recreation services and underscores the importance of gathering community input regularly to inform programming decisions.

Once a formal programming philosophy has been established, the City shall develop a program plan that builds on this philosophy, and continues focusing programming across all ages and demographics, in various times/ locations to attract participants. Performance measures should be enhanced to track the effectiveness of recreation programming and ensure that the City is prepared to respond

| PROGRAM AREAS | RECREATION | CULTURAL ARTS | COMMUNITY SERVICES | CONTRACT |
|---------------------------|------------|---------------|--------------------|----------|
| SPORTS (YOUTH AND ADULT) | YES | -- | -- | YES |
| FITNESS/WELLNESS | -- | -- | YES | YES |
| CULTURAL ARTS | YES | YES | YES | YES |
| AQUATICS | YES | -- | YES | YES |
| YOUTH (CAMPS) | YES | YES | -- | YES |
| EDUCATION | -- | -- | YES | -- |
| GENERAL | -- | -- | YES | -- |
| SPECIAL NEEDS | -- | -- | YES | YES |
| SPECIAL EVENTS | YES | YES | YES | -- |
| OUTDOOR RECREATION (ORG.) | -- | -- | -- | -- |
| SENIORS | YES | -- | YES | -- |
| TEENS | -- | YES | -- | -- |
| SELF-DIRECTED (OPEN USE) | YES | YES | YES | YES |
| SOCIAL SERVICES | -- | -- | YES | -- |

REG SERVICES BY PROGRAM CATEGORIES

| PROGRAM AREAS | HIGH | MODERATE | LOW |
|---------------------------|------|----------|-----|
| SPORTS (YOUTH AND ADULT) | YES | -- | -- |
| FITNESS/WELLNESS | -- | YES | -- |
| CULTURAL ARTS | YES | -- | -- |
| AQUATICS | YES | -- | -- |
| YOUTH (CAMPS) | -- | YES | -- |
| EDUCATION | -- | -- | YES |
| GENERAL INTEREST | -- | YES | -- |
| SPECIAL NEEDS | -- | -- | YES |
| SPECIAL EVENTS | YES | -- | -- |
| OUTDOOR RECREATION (ORG.) | -- | -- | YES |
| SENIORS | YES | -- | -- |
| TEENS | -- | -- | YES |
| SELF-DIRECTED (OPEN USE) | YES | -- | -- |
| SOCIAL SERVICES | -- | YES | -- |

RELATIVE LEVEL OF PROGRAMMING AVAILABLE

| PROGRAM AREAS | PRESCHOOL | YOUTH | TEEN | ADULTS | SENIOR |
|---------------------------|-----------|-------|------|--------|--------|
| SPORTS (YOUTH AND ADULT) | -- | YES | YES | -- | -- |
| FITNESS/WELLNESS | -- | -- | -- | YES | YES |
| CULTURAL ARTS | YES | YES | YES | YES | YES |
| AQUATICS | YES | YES | YES | YES | YES |
| EDUCATION | -- | -- | -- | YES | YES |
| GENERAL INTEREST | -- | -- | -- | YES | YES |
| SPECIAL NEEDS | -- | YES | YES | -- | YES |
| SPECIAL EVENTS | YES | YES | YES | YES | YES |
| OUTDOOR RECREATION (ORG.) | -- | -- | -- | -- | -- |
| SELF-DIRECTED (OPEN USE) | YES | YES | YES | YES | YES |
| SOCIAL SERVICES | -- | -- | -- | -- | YES |

ASSESSMENT OF BASIC PROGRAMS AVAILABLE BY AGE GROUP

to future challenges, such as limited staff, the need for facility changes or additions, and the requirement for additional funding.

Also included in this chapter are additional recommendations for recreation facilities, organizational structure, and operational budgeting, all of which have a direct impact on the delivery of recreation programs and services. Accompanying the full master plan within Appendix E is a more detailed assessment and recommendations related to marketing.

The marketing recommendations advocate for a streamlined approach including a dedicated marketing plan, a user-friendly website, recreation-specific social media channels, and a consolidated marketing budget. Hiring specialized marketing staff is also emphasized to ensure effective communication of the City’s offerings to the public.

Where enhanced program offerings are targeted, existing recreation facilities will have an impact on their feasibility. Recommendations include changes to athletic fields, aquatics, and community facilities. If adult sports are to be added, additional field space shall be considered, or changes to the way in which fields are reserved/scheduled and fees collected. For aquatics, the need for each of the existing neighborhood pools should be studied to determine the programming need and value, and opportunities to satisfy the need for water activities may be explored through splash pads. For community centers, the Plan notes that the existing small community buildings cannot adequately serve the indoor recreation programming needs of the community, and new community centers planned shall provide additional opportunities to fill that gap.

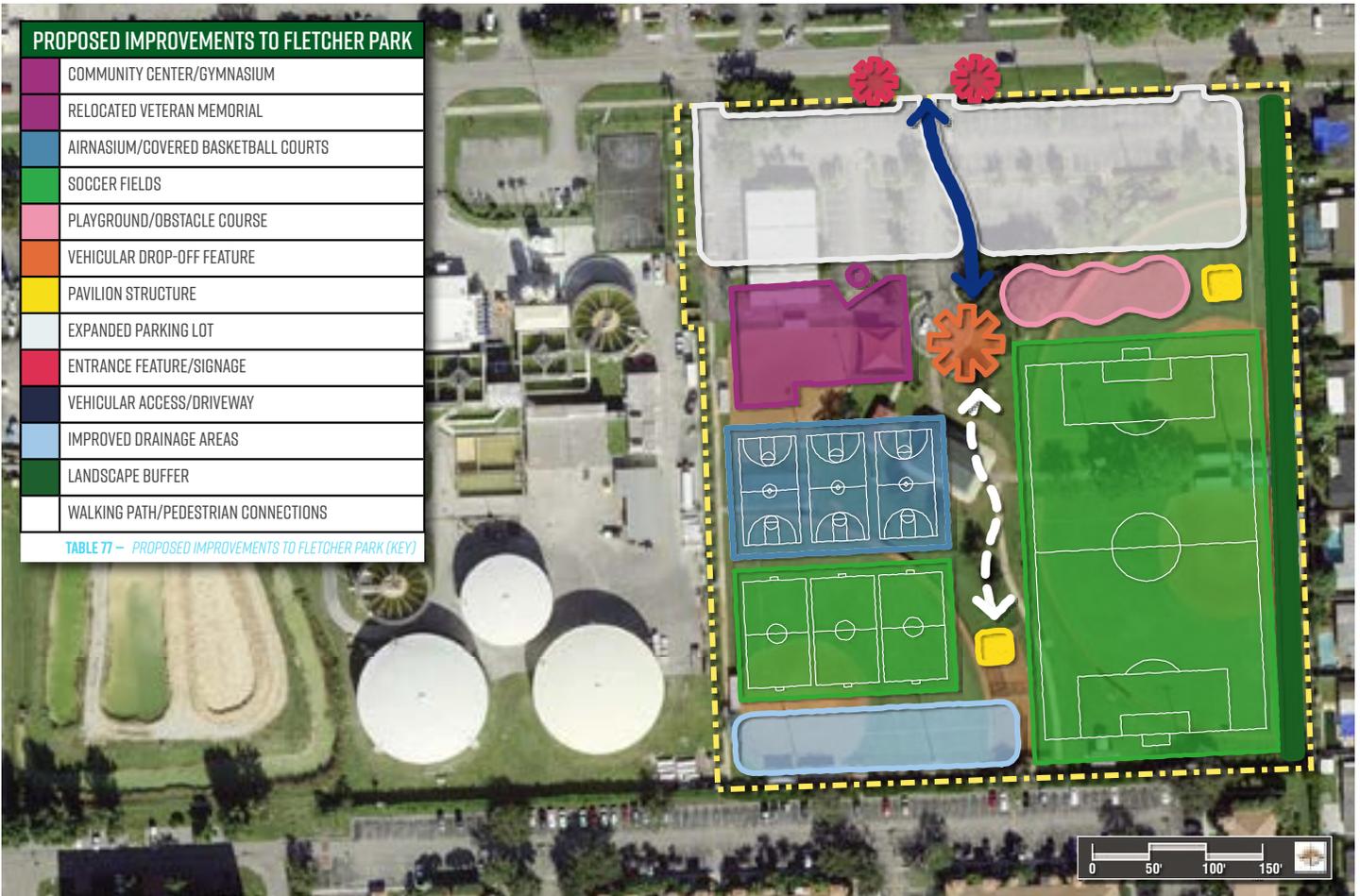
While the Cultural Arts and Parks Divisions have a reasonable organizational structure, the Recreation Division may consider reassigning a number of responsibilities to an Assistant Director. Further reorganization may be merited to divide Recreation Division into two “areas,” such as, Recreation Facilities and Aquatics and Recreation Services. Implementation of the full master plan may result in new facilities, upgrades to existing facilities, new programs and additional services to the residents of Pembroke Pines. Current staffing levels are at a maximum to meet current facilities and services. However, as implementation of the plan begins, the City shall reconsider their staffing philosophy by adding key new positions to adequately support any implemented recommendations from the Plan. This staffing philosophy shall also consider any updated organization and the development of a succession plan for key staff.

MASTER PLAN DEVELOPMENT: As identified in the full Master Plan, specific park improvements were proposed for each of the City’s parks, based on the analysis of existing conditions, needs analysis, and evaluation of previous City Boards’ work and recommendations from City Staff.

Future recommendations were considered, along with the input from public participation, professional expertise, and current parks and recreation trends, to formulate programmatic improvements to many of the City’s parks facilities. Conceptual design diagrams are provided for these facilities indicating significant redesign in some cases and in others, targeted improvements to align park offerings with the desires of the City. Accompanying each of the conceptual design diagrams is mood board imagery to convey the spirit and intent of the recommendations in the plan. Each conceptual design diagram is provided on the following pages, with a sample of the mood board imagery.

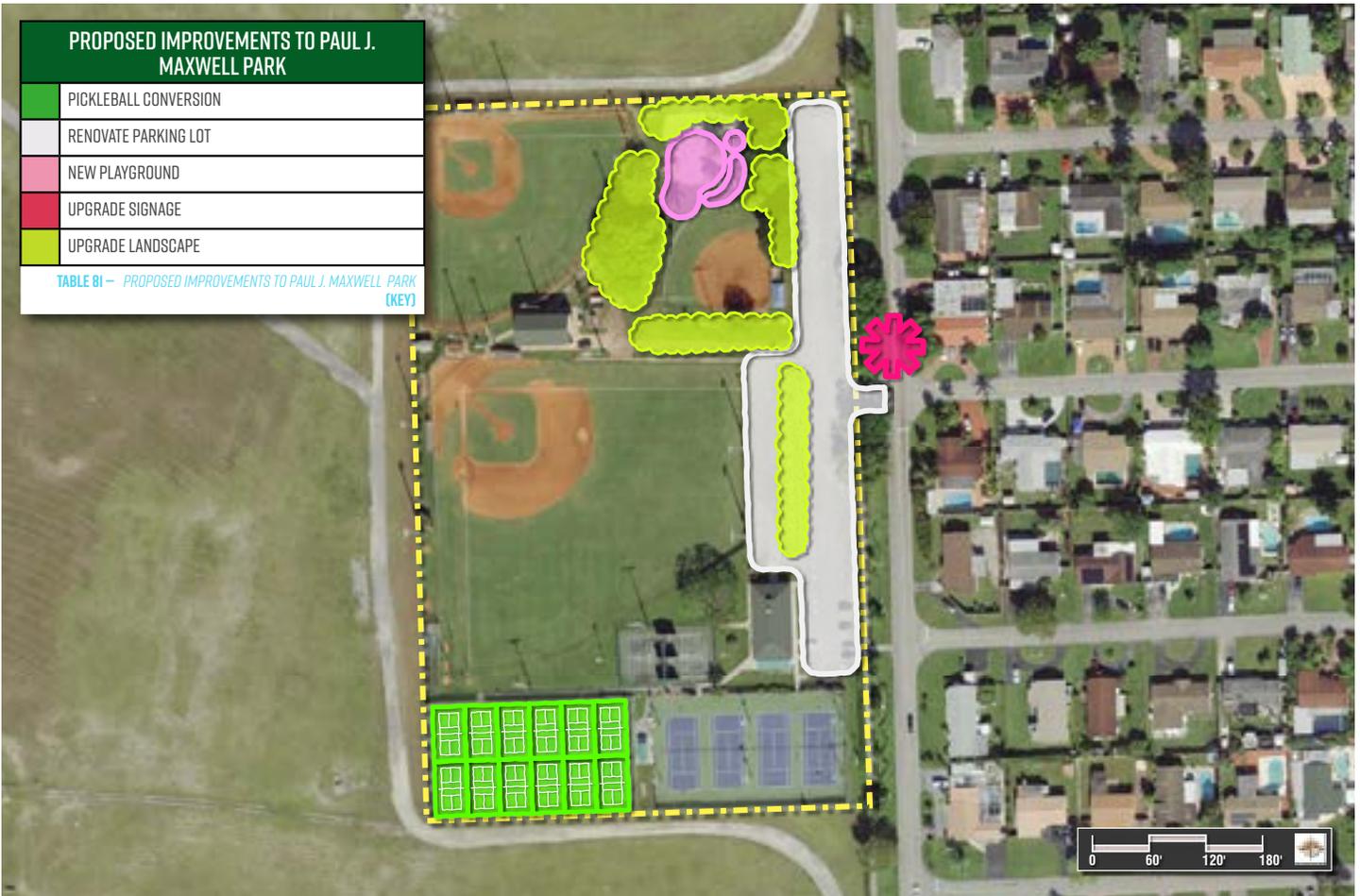
| PROGRAM AREAS | CITY EMPHASIS | CONTRACT OR OTHER PROVIDERS | FUTURE PROVIDERS OR REFERRALS |
|---------------------------|---------------|-----------------------------|-------------------------------|
| SPORTS (YOUTH AND ADULT) | -- | YES | YES |
| FITNESS/WELLNESS | -- | YES | YES |
| CULTURAL ARTS | YES | YES | -- |
| AQUATICS | YES | YES | -- |
| YOUTH (CAMPS) | YES | YES | -- |
| EDUCATION | -- | -- | YES |
| GENERAL INTEREST | -- | -- | YES |
| SPECIAL NEEDS | -- | YES | YES |
| SPECIAL EVENTS | YES | -- | -- |
| OUTDOOR RECREATION (ORG.) | YES | -- | YES |
| SENIORS | YES | -- | -- |
| TEENS | -- | -- | YES |
| SELF-DIRECTED (OPEN USE) | YES | YES | -- |
| SOCIAL SERVICES | YES | -- | YES |

RECOMMENDED PROGRAM AND PROVIDERS

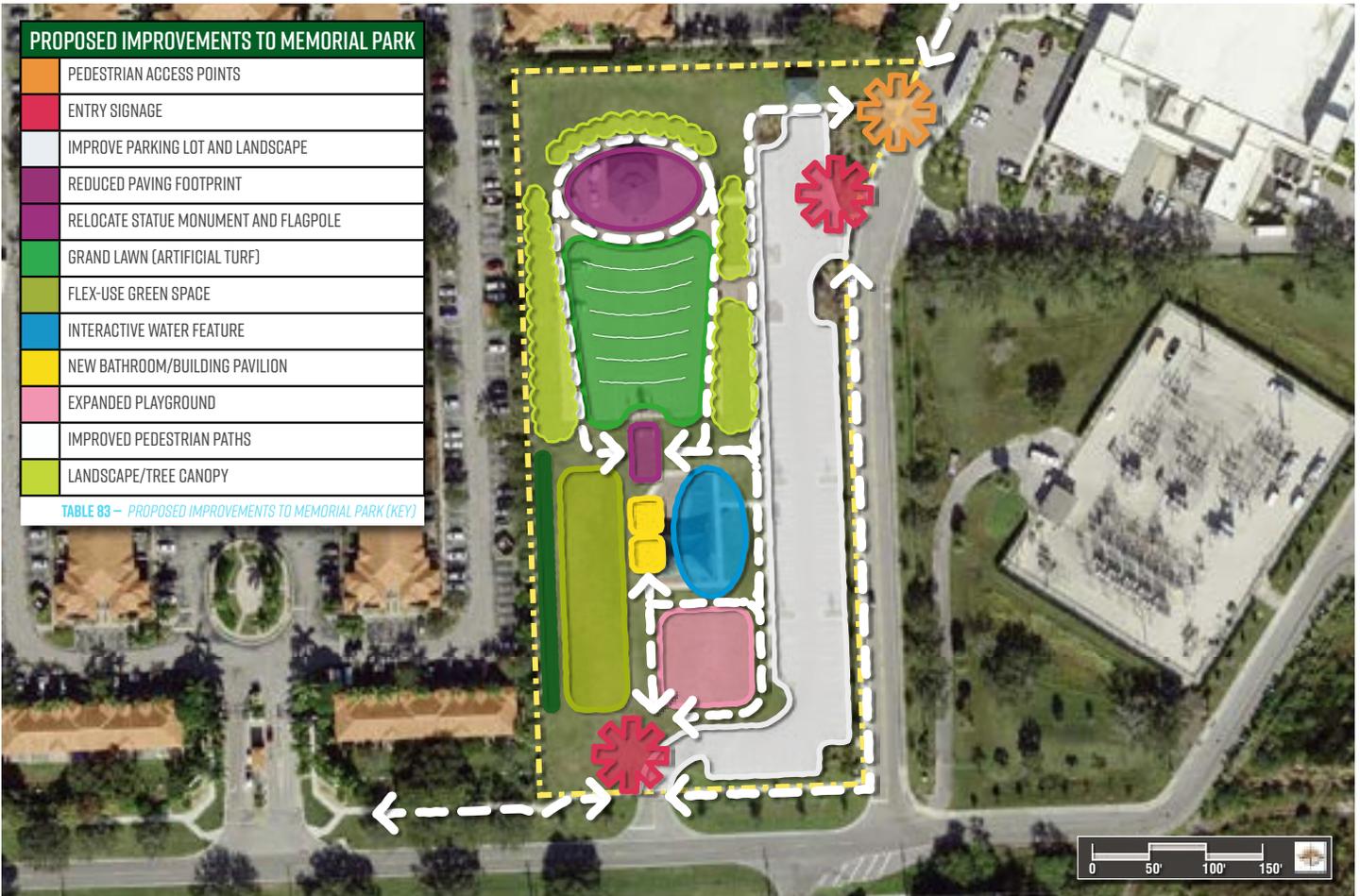










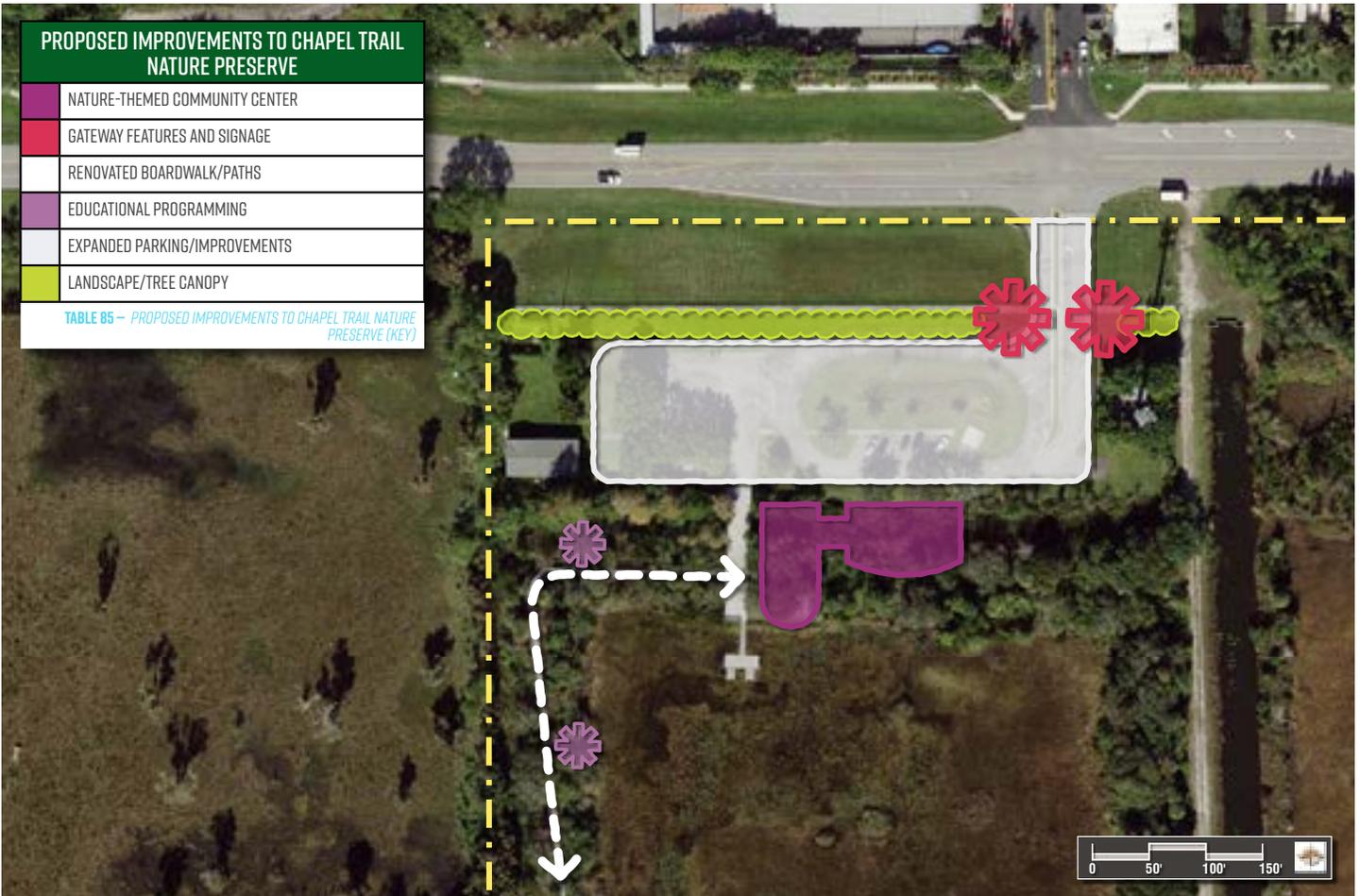


PROPOSED IMPROVEMENTS TO FLAMINGO PARK

| | |
|---|----------------------------|
|  | ARTIFICIAL TURF CONVERSION |
|  | RENOVATED CONCESSION STAND |
|  | UPDATED RESTROOMS |
|  | IMPROVED PEDESTRIAN PATHS |
|  | RENOVATED PARKING LOT |
|  | NEW PLAYGROUND |
|  | UPGRADED SIGNAGE |
|  | UPDATED LANDSCAPING |

TABLE 85 – PROPOSED IMPROVEMENTS TO FLAMINGO PARK (KEY)









Other Proposed Improvements Recommended in the Master Plan: In addition to the substantial improvements documented in the concept design diagrams, the Team proposes additional improvements to the other parks within the City.

| PROPOSED PARK IMPROVEMENTS | |
|--|--|
| EAST DISTRICT | |
| CRAIG RUPP K9 DOG PARK | |
| <ul style="list-style-type: none"> ■ Install new bathroom ■ Improve parking and drainage ■ Improve pedestrian safety by adding new walking path with blinking lights to cross Johnson Street and connect to Fahey Park ■ Add shade structures ■ Install new park furniture to accommodate dog-owners ■ Improve fencing and walls ■ Install new dog play equipment ■ Convert all exterior lighting to LED | |
| FAHEY PARK | |
| <ul style="list-style-type: none"> ■ Improve park signage ■ Resurface parking lot ■ Consider FPL solar trees ■ Improve perimeter landscaping and grass areas ■ Increase tree coverage ■ Redesign entrance to park ■ Convert all exterior lighting to LED | |
| JACK MCCLUSKEY RAINBOW PARK | |
| <ul style="list-style-type: none"> ■ Add restroom at playground ■ Incorporate furnishings overlooking areas of activity near the playground ■ Improve playground visibility with signage/wayfinding, pedestrian-scaled lighting ■ Reprogram underutilized areas of the park to attract new users ■ Convert all exterior lighting to LED | |
| LINEAR PARK | |
| <ul style="list-style-type: none"> ■ Add exercise stations ■ Add seating areas/places for relaxation ■ Increase natural shade with landscape ■ Highlight entrances to park ■ Convert all exterior lighting to LED | |
| PINES RECREATION CENTER | |
| <ul style="list-style-type: none"> ■ Renovate building as planned ■ Renovate Parking Lot ■ Reconstruct concession stand ■ Upgrade playground ■ Install digital sign ■ Increase field storage ■ Improve pedestrian connectivity/pedestrian paths ■ Include shade trees in pedestrian paths ■ Create signage program for internal movement around park ■ Convert all exterior lighting to LED | |
| TANGLEWOOD PARK | |
| <ul style="list-style-type: none"> ■ Upgrade and add more walking paths ■ Add another pavilion ■ Upgrade the existing pavilion ■ Consider a more intense park development program, given the proximity to other government facilities ■ Update restrooms ■ Convert all exterior lighting to LED | |
| WALNUT CREEK PARK | |
| <ul style="list-style-type: none"> ■ Replace playground ■ Incorporate contemporary playground equipment ■ Reclaim as much vehicular use for park space ■ Improve entrance access to the park from the parking lot, at the location of the flag pole ■ Improve new tree plantings along the walking areas at parks periphery ■ Renovate restrooms and improvements to concessions ■ Convert to softball to replace fields at Fletcher Park ■ Convert all exterior lighting to LED | |
| CHARTER CENTRAL POOL | |
| <ul style="list-style-type: none"> ■ Add bathrooms off deck for use outside of school hours ■ Convert all exterior lighting to LED | |
| CENTRAL DISTRICT | |
| 108TH AVENUE KIDDIE PARK | |
| <ul style="list-style-type: none"> ■ Install new parking lot ■ Provide street trees to preserve the grass swale area and increase shade along the sidewalks ■ Incorporate striping/textured crosswalks to increase safety for pedestrians ■ Upgrade playground equipment to provide a greater physical challenge for kids of different ages ■ Include bicycle racks for people arriving from the surrounding neighborhoods ■ Convert all exterior lighting to LED | |
| 111TH AVENUE KIDDIE PARK | |
| <ul style="list-style-type: none"> ■ Install new parking lot ■ Provide street trees to preserve the grass swale area and increase shade along the sidewalks ■ Incorporate striping/textured crosswalks to increase safety for pedestrians ■ Upgrade playground equipment to provide a greater physical challenge for kids of different ages ■ Include bicycle racks for people arriving from the surrounding neighborhoods ■ Convert all exterior lighting to LED | |

| |
|---|
| ASHLEY HALE PARK |
| <ul style="list-style-type: none"> Upgrade playground equipment Improve parking lot Improve the fencing along the canal Convert all exterior lighting to LED |
| BEN FIORENDINO PARK |
| <ul style="list-style-type: none"> Renovate parking lot Include bicycle racks and furnishings to encourage pedestrian access from the neighborhoods Create connectivity with walking path (to Palm Avenue) Convert all exterior lighting to LED |
| PEMBROKE FALLS/YMCA AQUATIC CENTER |
| <ul style="list-style-type: none"> Renovate locker rooms Install geothermal heating system Resurface parking lots Convert all exterior lighting to LED |
| PEMBROKE LAKES GOLF AND TENNIS CENTER PARKING LOT |
| <ul style="list-style-type: none"> Convert all exterior lighting to LED Redo landscaping Add charging stations to parking lot Renovate parking lot and all signage |
| PEMBROKE LAKES GOLF AND TENNIS CENTER-CLUBHOUSE |
| <ul style="list-style-type: none"> Replace all interior lighting fixtures Extend patio area Redo bar and snack area Renovate locker rooms Replace ceiling with more attractive option Convert all exterior lighting to LED |
| PEMBROKE LAKES GOLF AND TENNIS CENTER-GOLF COURSE |
| <ul style="list-style-type: none"> Replace split rail wood fencing with PVC Renovate parking lot and all signage Install aerator/fountains for lakes Upgrade landscaping Budget for next course renovation Widen cart path between chipping green Convert all exterior lighting to LED |
| PEMBROKE LAKES GOLF AND TENNIS CENTER-POOL |
| <ul style="list-style-type: none"> Replace pool deck lighting Renovate landscaping Convert all exterior lighting to LED |
| PEMBROKE LAKES GOLF AND TENNIS CENTER-TENNIS FACILITY |

| |
|--|
| <ul style="list-style-type: none"> Take out all hedges except around clay courts Add shelter where the fence was pushed out/pavilion Renovate/reconfigure lounge/office areas Convert court 10 & 11 to pickleball Remove/renovate stadium bleacher area Renovate restrooms/locker rooms Convert all exterior lighting to LED |
| RAINTREE PARK |
| <ul style="list-style-type: none"> Install security lighting Incorporate additional trees along the pathway to provide shade Evaluate incorporation of additional attractions along walkway, such as public art Improve pedestrian crossings at the entrances to the park Consider entrance features to highlight the unique park space Convert all exterior lighting to LED |
| SW FOCAL POINT COMMUNITY CENTER |
| <ul style="list-style-type: none"> Facility has its own development plan Convert all exterior lighting to LED |
| THE FRANK C. ORTIS GALLERY |
| <ul style="list-style-type: none"> Facility has its own development plan Convert all exterior lighting to LED |

| |
|--|
| WEST DISTRICT |
| ACADEMIC VILLAGE POOL |
| <ul style="list-style-type: none"> Add permanent bleachers Install new shed for lifeguards Enclose pump area Improve locker rooms Install new scoreboards Upgrade/update landscaping Convert all exterior lighting to LED |
| CHAPEL TRAIL PARK |
| <ul style="list-style-type: none"> Install new playground Install gazebo Renovate the club building/concession/restrooms Improve pedestrian connections around the park, including crosswalks and intersections Implement covered seating at bench areas for all fields Convert all exterior lighting to LED |
| PEMBROKE SHORES PARK |
| <ul style="list-style-type: none"> Renovate concession stands and restrooms Improve areas between fields with landscaping/shade trees Explore ways to close the loop of a pedestrian pathway system Convert all exterior lighting to LED |

| |
|--|
| SILVER LAKES NORTH |
| <ul style="list-style-type: none"> ■ Redevelop/expand the pavilions ■ Add public art in roundabout ■ Renovate storage area ■ Improve field conditions within the soccer and multi-use field ■ Include covered/shaded seating areas for spectators at the fields ■ Incorporate additional landscaping and increase tree canopy ■ Replace new shade structure at playground and new benches ■ Update playground equipment to be more challenging for all age groups ■ Convert two tennis courts for pickleball ■ Renovate restrooms |
| SILVER LAKES SOUTH |
| <ul style="list-style-type: none"> ■ Convert pool area to splash pad ■ Renovate restrooms/concession stand ■ Add double batting cage between parking and field 1 ■ Add hitting/pitching stations with concrete instead of clay in all areas ■ Upgrade walking path update with exercise stations ■ Improve hardscape around common areas near softball fields ■ Increase tree canopy near gathering areas and high pedestrian traffic walkways ■ Install more attractive landscaping around the administration building ■ Resurface basketball court ■ Update playground ■ Convert all exterior lighting to LED |
| SPRING VALLEY PARK/WILLIAM B. ARMSTRONG DREAM PARK |
| <ul style="list-style-type: none"> ■ Implement proposed master plan/community center ■ Convert all exterior lighting to LED |
| STEVEN JOSIAS DOG PARK |
| <ul style="list-style-type: none"> ■ Improve landscape plantings and tree canopy to reduce sun/heat in the park ■ Convert all exterior lighting to LED |
| TOWNGATE PARK |
| <ul style="list-style-type: none"> ■ Update pool deck drainage ■ Install new playground ■ Renovate restrooms ■ Increase tree canopy ■ Provide more comfortable/shaded field seating areas ■ Convert all exterior lighting to LED |
| WALDEN LAKES PARK |
| <ul style="list-style-type: none"> ■ Remove pool and add fitness trail and stations ■ Update pavilion similar ■ Convert all exterior lighting to LED |



FUNDING STRATEGY: Funding information for the City of Pembroke Pines’ parks operations, maintenance, and capital expansion projects, as well as its Community Services recreational programs and offerings for seniors are included in the Plan. The City operates its Parks and Cultural Arts Department and the Community Services Department, employing 20 full-time and 101.5 part-time staff, and hires approximately 85-90 contract workers for various services. The annual operations and maintenance cost for parks, recreation, and cultural arts has fluctuated between \$16.4 million and \$21.4 million over the past three years. The City’s parks department revenues primarily come from ad valorem tax revenues, user fees, and program grant revenue.

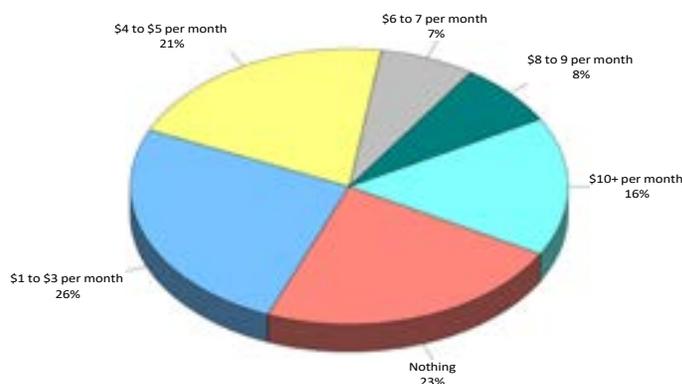
Historically, the City of Pembroke Pines has successfully funded parks capital construction through voter-approved General Obligation (GO) bonds, annual budget appropriations, and state grant programs. Most notably, in 2005, Pembroke Pines voters approved a referendum for the issuance of up to \$100 million in public improvement bonds targeted for additions and improvements to the City’s Parks and Recreational amenities and major improvements to several strategic roadways throughout the City.

The Florida peer city research identified several approaches to generate local funding for parks and recreational facilities. This research also identified state and federal programs, and non-profit organizations that match local funding with grants. In addition to funds from the City’s local sources, the primary funding techniques utilized by Florida peer cities include various sources from Broward County, the State of Florida, and private recreation foundations.

Given the limited potential for net new residential development in the City of Pembroke Pines, the potential for development impact fees to generate significant revenues for parks capital funding is dubious. However, considering the past success with voter-approved public improvement bonds, a more likely source of parks capital funding in the future could entail a new voter-approved bond resolution.

The Plan provides a sensitivity analysis of the relative cost a parks bond of various levels of funding. In consideration, if approved by local voters, the issuance of potential \$100 million in GO bonds would likely require an annual payment of approximately \$58 per year for a homeowner of a median-priced home in the City. This possibility is supported by the results of the statistically valid community survey.

Q17. Additional Amount Respondents Willing to Pay in INcreased Taxes Month to Fund Improvements
by percentage of respondents (excluding “not provided”)



DESIGN PRINCIPLES: Regarding future implementation, the Plan prescribes the guiding framework for the design and development of the City's parks. These design principles are intended to guide future park design decision-making and serve as a reference for the evaluation of parks designs. The Plan focuses on several critical areas to consider as new designs are conceptualized. These focuses include the following:

Sustainability - New construction and rehabilitation of City of Pembroke Pines Parks will be based on accepted sustainable design and sustainable construction practices focusing on the following principles: Protection, enhancement, and sustenance of the natural environmental resources of existing and new parks; Rational Use of Water Resources; Reducing Urban Heat Island Effect; Park Energy Efficiency.

Best Park Landscape Practices - Landscapes within the City of Pembroke Pines' parks be of the highest quality and provide users with a healthy, enjoyable, and sustainable environment. Landscape design will reflect and incorporate practices that conserve water, reduce nutrient loading, minimize costs, and sustain plant life.

Accessibility - The City shall focus efforts through planning to maximize accessibility to park facilities by ensuring that parks are physically, visually and universally accessible for all ages and physical abilities. They shall be provided in centrally located spaces and welcome use through comfortable design through the inclusion of substantial natural shade and protection from the elements in high-utilized spaces.

Signage - Signage on all City of Pembroke Pines parks shall be uniform in design and appearance and meet specific signage typologies for Identification, Wayfinding, Regulation, and Information.

Safety - The designs of all City of Pembroke Pines parks shall adhere to the principles of Crime Prevention Through Environmental Design (CPTED) and provide for the five basic elements of CPTED: Natural Surveillance, Natural Access Control, Territorial Reinforcement, Activity Support, and Maintenance.



Design Excellence - The City shall strive to provide park designs that incorporate the highest standards to meet user needs and have functional, creative and aesthetically pleasing designs that provide for enhanced public image and identity of the City of Pembroke Pines recreational lands through the adequate linkage to surrounding urban fabric.

The Plan is a design-driven document oriented to the enhancement and expansion of the City's parks. The City of Pembroke Pines Commission, in its proactive participation in the development of the Citywide Parks Master Plan, promoted the inclusion of descriptive concepts and actions to enhance not only the functionality of parks, but their aesthetics and relationship to the Pembroke Pines community.

The community survey carried out as part of the Plan identified a number of community priority investments in future City park improvements and design. These priority items were:

- Walking paths/sidewalks/trails
- Natural parks and preserves
- Dog parks
- Smaller neighborhood parks
- Community centers/recreation centers
- Indoor fitness facilities
- Outdoor fitness equipment/courses
- Playground facilities

The identified priorities highlight the need to create cross-generational, include multi-use spaces and areas to expand the reach of the park system and provide a day-long utilization of the City's Park resources: seniors in the working hours, children in the afternoons, young adults in the evenings.

CONCLUSION

The Pembroke Pines Citywide Parks Master Plan presents a comprehensive and strategic vision for the future of the City's parks, recreation and cultural arts. It emphasizes the importance of community engagement, inclusivity, sustainability, and adaptability to future challenges. The Plan's implementation will not only enhance the City's parks, recreation and cultural arts' services, but also contribute to the overall quality of life for all residents. As the City forges on, it is essential to remember that the successful realization of this Plan will require ongoing commitment, collaboration, and investment from all stakeholders. This Master Plan is a testament to City of Pembroke Pines' dedication to fostering a vibrant, active, and inclusive community.

