APPENDIX

A

PUBLIC WORKSHOP #1 PRESENTATION

PEMBROKE PINES

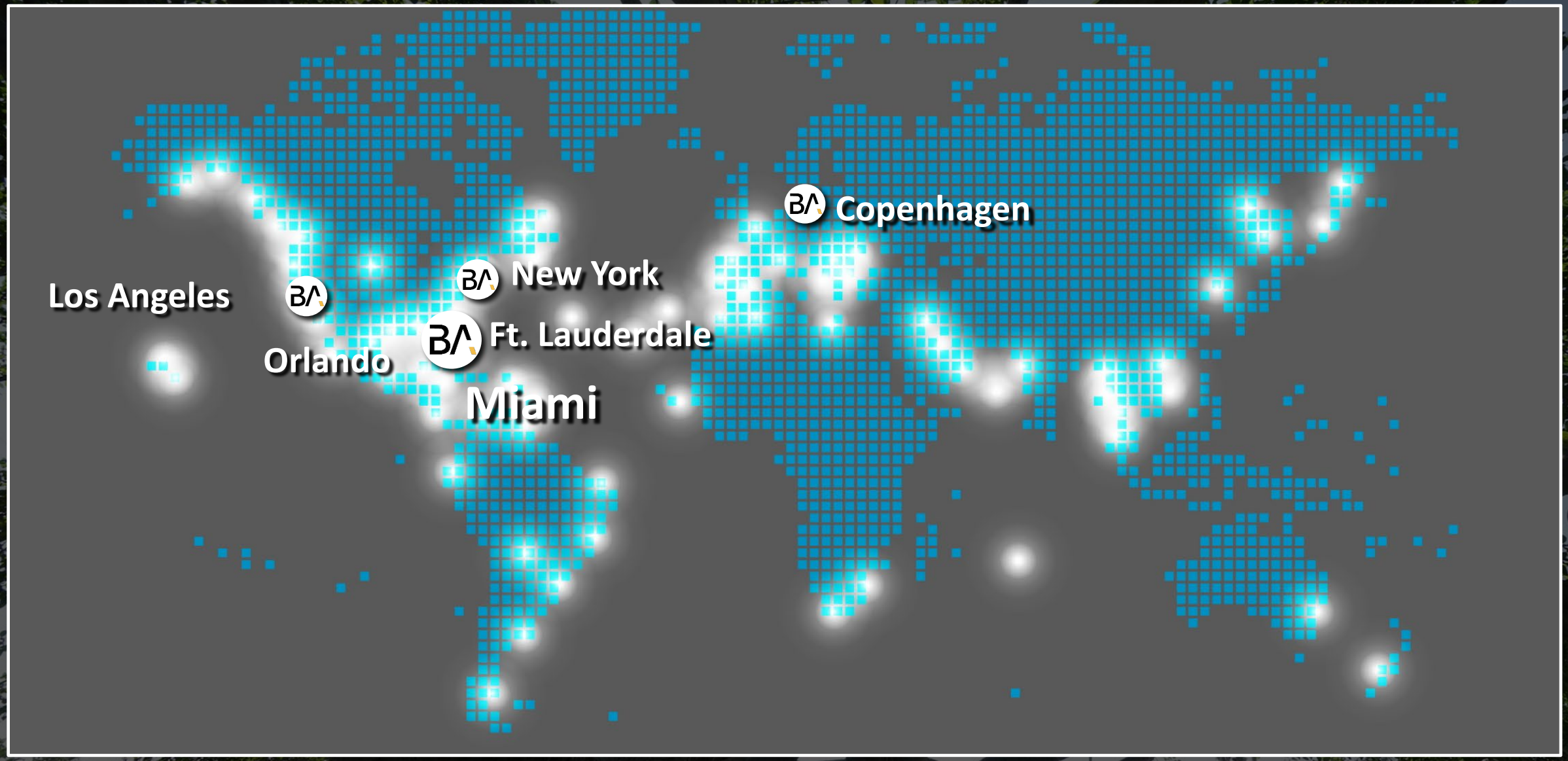
City of Pembroke Pines
A City-Wide Parks and Recreation Master Plan

Inventory and Assessment of Existing Park Conditions

Public Workshop #1 ALL PARKS

May, 2022

BA'S WORLDWIDE EXPERIENCE

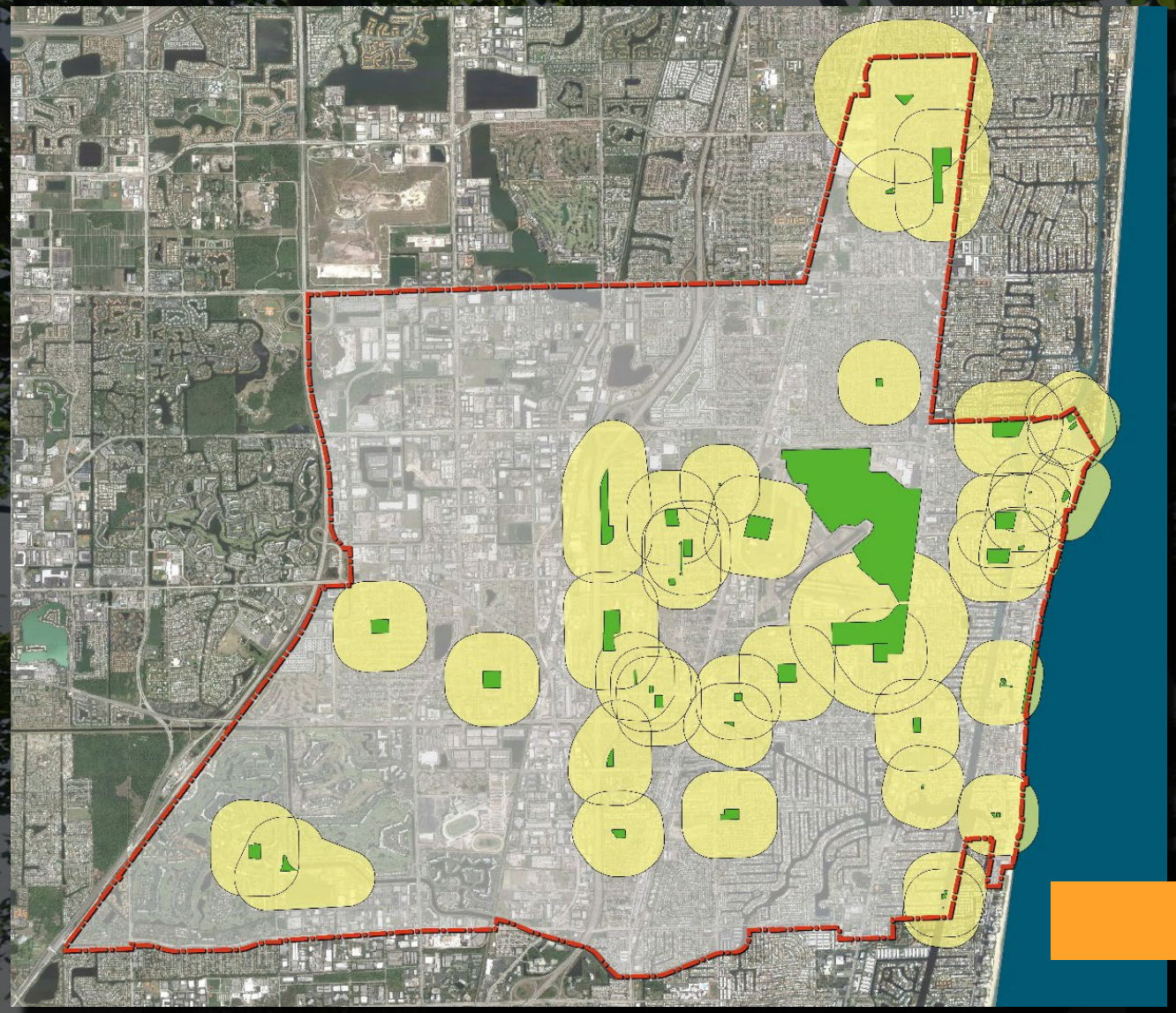


BERMELLO AJAMIL & PARTNERS, INC.

- Landscape Architecture
- Planning
- Architecture
- Civil Engineering
- Construction Services
- Interior Design
- Public Involvement

OUR TEAM EXPERIENCE

POMPANO BEACH CITY WIDE PARKS MASTER PLAN

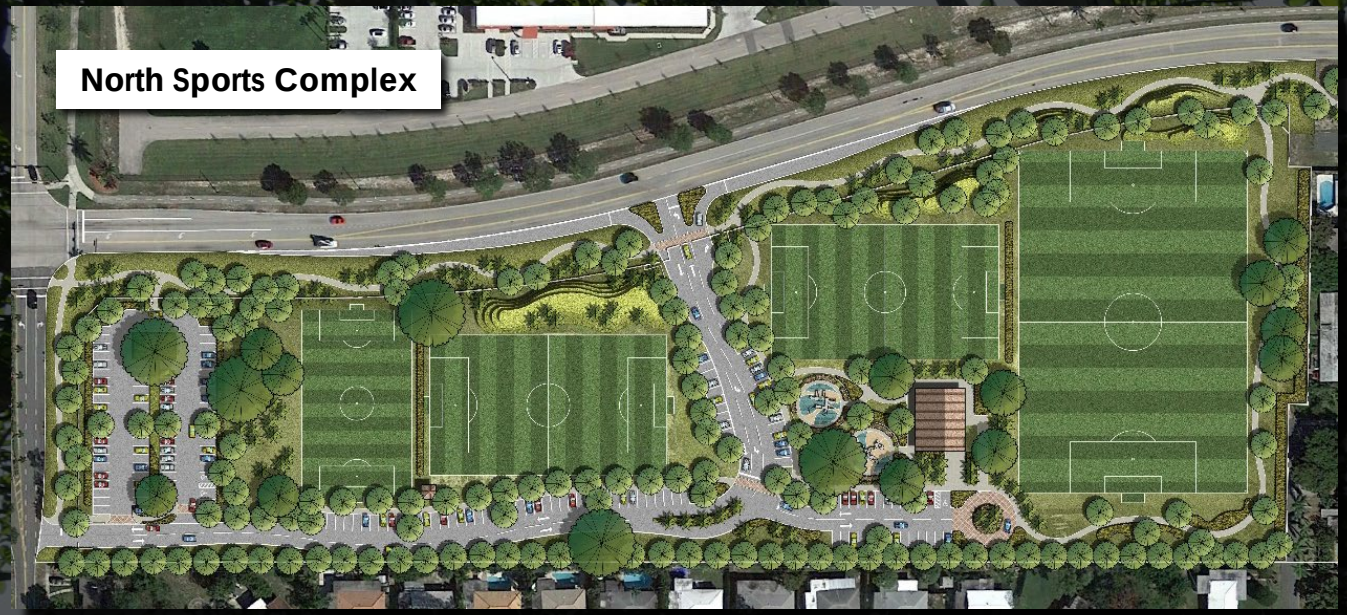


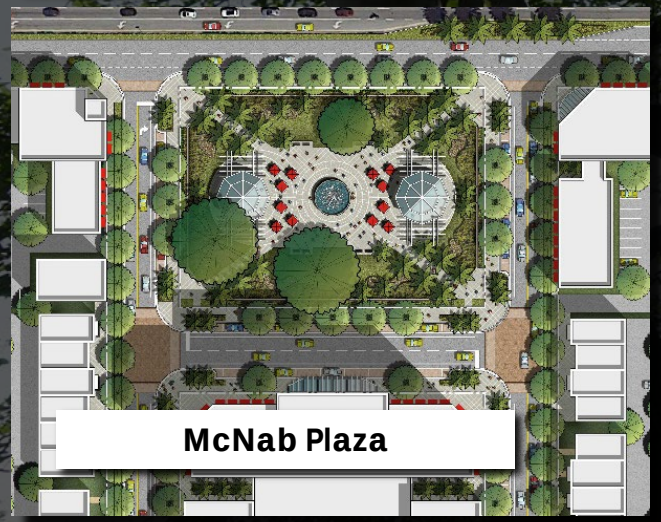
Project Scope

- Needs assessment summary
- Parks and Recreation Department Analysis
- Recreation Programs and Services Assessment
- Parks and Recreation Facilities Assessment
- Neighborhood Workshops
- Analysis of over 41 Parks
- Long-term Operations and Cost Analysis

Funding: Bond Referendum (PASSED)

POMPANO BEACH CITY WIDE PARKS MASTER PLAN





MCNAIR PARK, POMPANO BEACH

Master Plan

Recreation Center

Construction 8/20/21

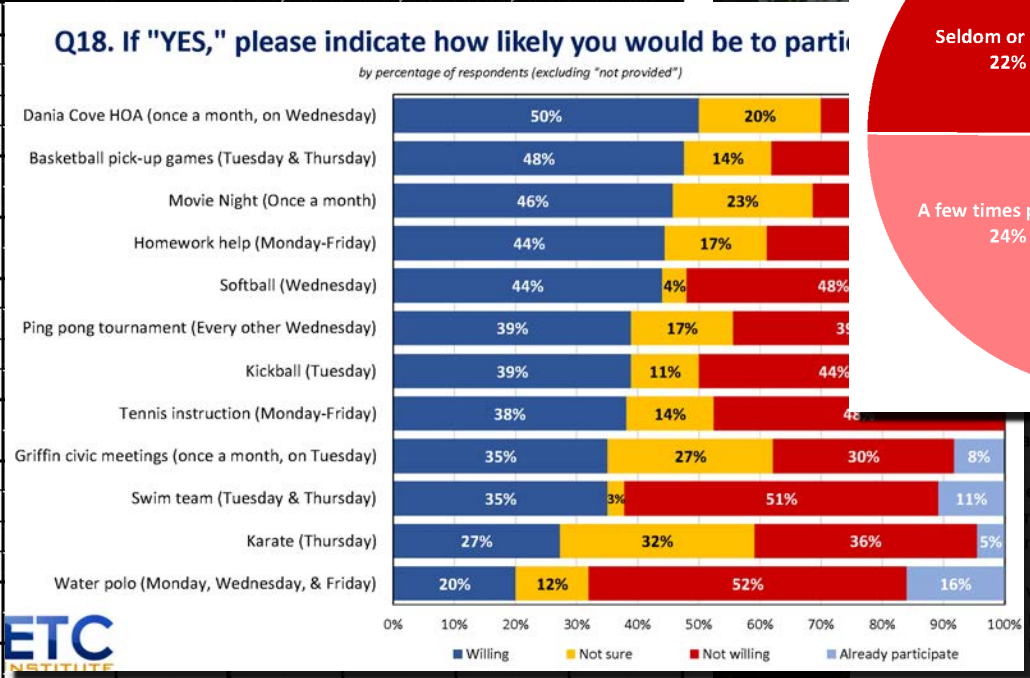
DANIA BEACH CITY WIDE PARKS AND RECREATION MASTER PLAN

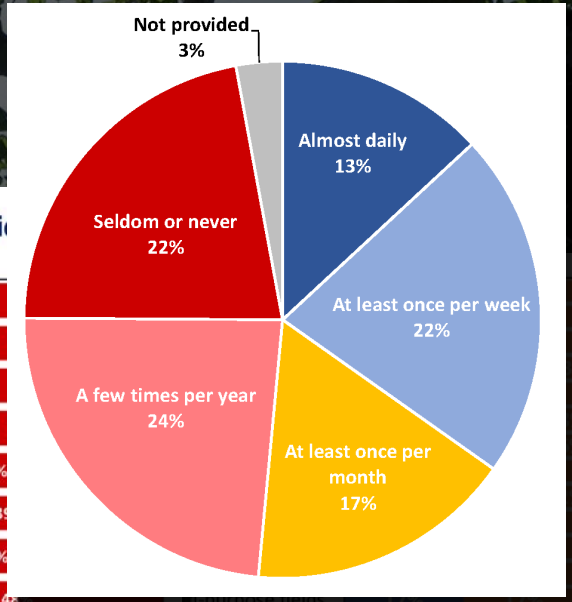
DANIA BEACH CITY WIDE PARKS AND RECREATION MASTER PLAN

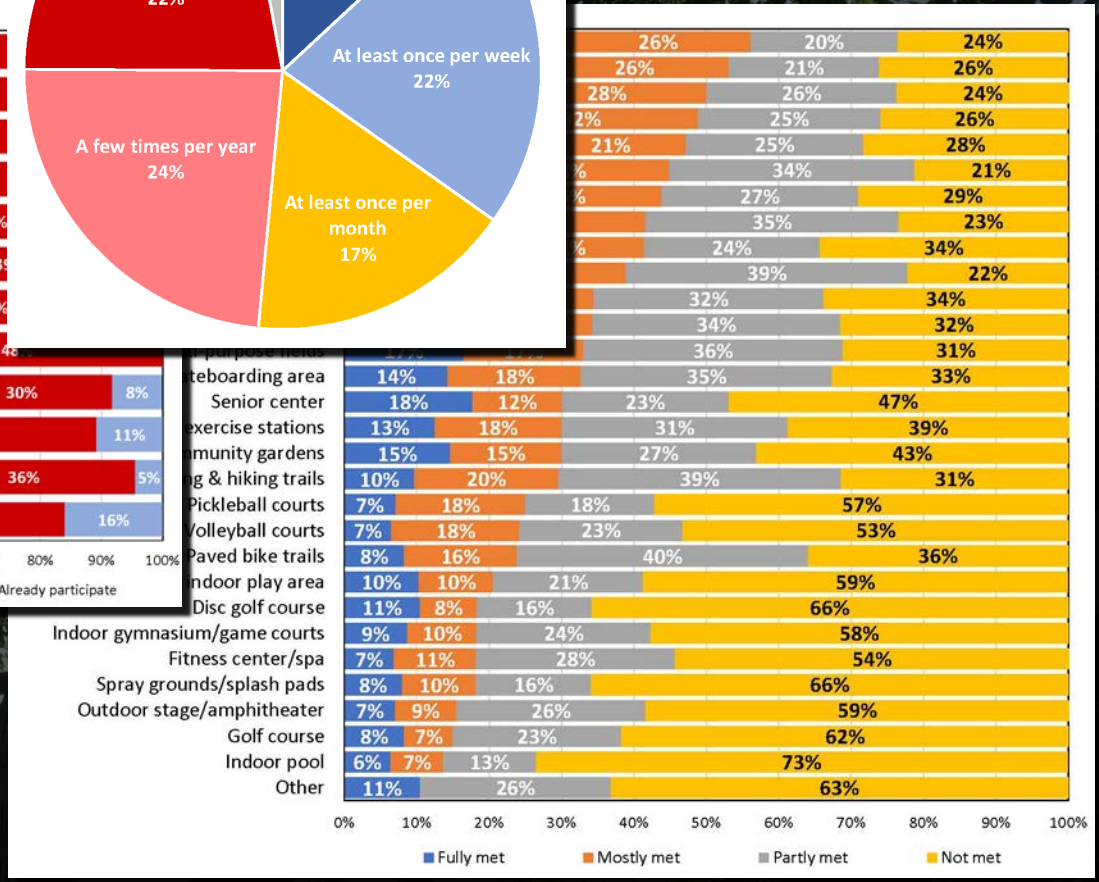
DANIA BEACH CITY WIDE PARKS AND RECREATION MASTER PLAN

12. Please indicate whether your household has a need for each of the recreation facilities/amenities listed below by circling either "Yes" or "No." If "Yes," please rate how well your needs for that facility/amenity are currently being met by Dania Beach.

	Type of Facility	Do you have a need for this facility?		If "Yes," how well are your needs currently being met? Fully Met	Mostly Met	Partly Met	Not Met
01.	Baseball/Softball fields						
02.	Dog parks						
03.	Walking and hiking trails						
04.	Paved bike trails						
05.	Natural areas/nature parks						
06.	Spray grounds/splash pads						
07.	Indoor gymnasium/game courts						
08.	Children's indoor play area						
09.	Children's playgrounds						
10.	Picnic shelters/areas						
11.	Skateboarding area						
12.	Disc golf course						
13.	Outdoor pool/aquatics						
14.	Pickleball courts						
15.	Community gardens						
16.	Community recreation center						
17.	Outdoor stage/amphitheater						
18.	Tennis courts						
19.	Outdoor basketball courts						
20.	Rental for banquets/receptions/private parties						
21.	Football fields						
22.	Soccer fields						
23.	Volleyball courts	Yes	No	4	3	2	1
24.	Multi-purpose fields	Yes	No	4	3	2	1
25.	Outdoor exercise stations	Yes	No	4	3	2	1
26.	Indoor pool	Yes	No	4	3	2	1
27.	Senior center	Yes	No	4	3	2	1
28.	Golf course	Yes	No	4	3	2	1
29.	Fitness center/spa	Yes	No	4	3	2	1
30.	Other: _____	Yes	No	4	3	2	1







DANIA BEACH CITY WIDE PARKS AND RECREATION MASTER PLAN

Frost Park

P.J. Meli Aquatic Center & Park

Olsen Park

Beach Park

Chester Bird Park

C.W. Thomas Park

DANIA BEACH CITY WIDE PARKS AND RECREATION MASTER PLAN

OUR TEAM & THE PLANNING PROCESS

THE PLANNING TEAM

- Bermello Ajamil & Partners, Inc.
- Ballard King & Associates
- ETC Institute
- FCS Group
- Bosch Group

PLANNING SUCCESSFUL "PLACES FOR PEOPLE"

KEYS TO MASTER PLANNING SUCCESS

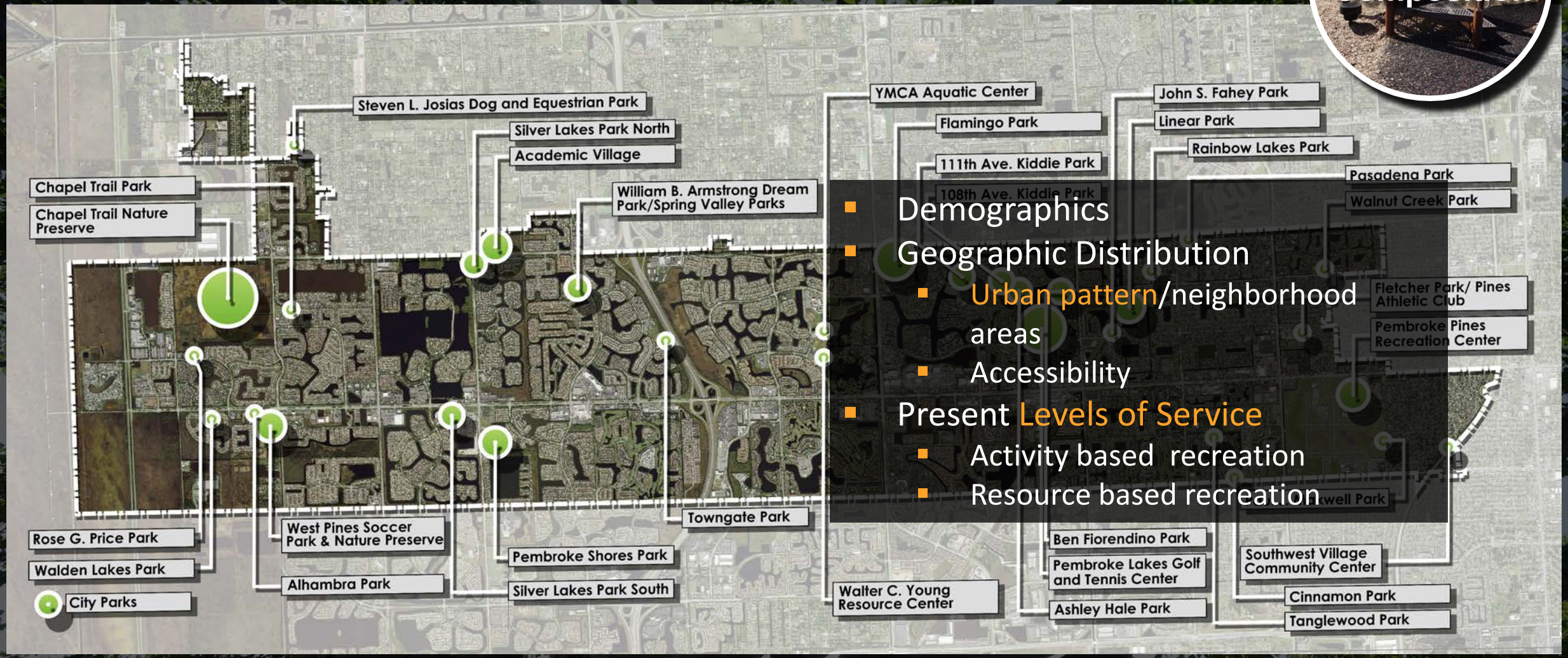
- Meet Community's desires & expectations
- Establish needs within the market realities
- Identify available resources
- Determine management and operations requirements
- Develop action plan
- Build excitement through design

NEEDS ASSESSMENT

3.

2.

NEEDS ASSESSMENT



- Demographics
- Geographic Distribution
  - Urban pattern/neighborhood areas
  - Accessibility
- Present Levels of Service
  - Activity based recreation
  - Resource based recreation

NEEDS ASSESSMENT

- Recreation Trends

Sullivan Park,
Deerfield Beach

Kate Jackson Park,
Tampa

BF James Park,
Hallandale Beach

Margaret Pace Park, Miami

Kester Park,
Pompano Beach

James Archer Smith Park, Homestead

Joseph Scavo Park,
Hallandale Beach

NEEDS ASSESSMENT

3.

NEEDS ASSESSMENT

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD	●		●		
BASKETBALL COURT	●			●	
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER	●			●	
ENTRY SIGNS	●			●	
EXERCISE EQUIPMENT	●				●
FENCING AND WALLS	●			●	
FIELD LIGHTING	●			●	
FIELD STORAGE	●			●	
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●			●	
PARKING	●		●		
PARK LIGHTING	●		●		
PARKING LOT LIGHTING	●		●		
PLAYGROUND EQUIPMENT	●				●
PLAYGROUND SURFACES	●				●
RAQUETBALL COURTS	●			●	
RESTROOMS	●			●	
SEATING AND FURNITURE	●				●
SHADE STRUCTURE	●				●
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD	●			●	
SWIMMING POOL	●			●	
TENNIS COURTS	●			●	
TREE CANOPY	●			●	
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			

- Visit & evaluate each park facility
- Generate photographic record
- Evaluate park accessibility
- Evaluate maintenance & upkeep
- Identify opportunities for improvements & efficiencies

Submit Inventory Assessment Report

NEEDS ASSESSMENT

CURRENT PROGRAMS BY CATEGORY

Programs	CORE	SECONDARY	SUPPORT
Youth Sports			
Adult Sports			
Fitness / Wellness			
Cultural Arts			
Aquatics			
Youth			
General Interest			
Education			
Special Needs			
Special Events			
Outdoor Recreation			
Seniors			
Tennis			
Self-Directed			
Social Services			

Submit Recreation Programs & Funding Analysis Assessment Report

- **Recreation Programs Analysis**
  - Review of existing program data and informatio
  - Comprehensive inventory and analysis
  - Gap analysis possible deficiencies/program stre being recognized.
  - Role of other providers
- **Funding Mechanisms Analysis**
  - Existing funding sources for parks & recreation
  - Cost recovery & affordability goals
  - Existing cost recovery levels.
  - Fee policies and plan

NEEDS ASSESSMENT

NEEDS ASSESSMENT

NEEDS ASSESSMENT

- Elected Officials
- Stakeholders

NEEDS ASSESSMENT

1. Needs Assessment/Issues & Opportunities
2. Master Plan Options/Programming
3. Final Master Plan
4. Final Adoption

NEEDS ASSESSMENT

- Master Plan Updates
- Joint Council/Workshops
- Final Adoption

NEEDS ASSESSMENT

Community Interest and Opinion Survey

Let your voice be heard today!

The City of Pembroke Pines would like your input to help determine park and recreation priorities for our community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. If you would like to complete this survey online, please go to ppinessurvey.org. We appreciate your time.

1. Please indicate if you use the following types of major recreation amenities/facilities provided by the City of Pembroke Pines by circling the YES or NO next to each. If you do use the type of amenity/facility, please rate your overall satisfaction on a scale of 4 to 1 where 4 means "Very Satisfied" and 1 means "Very Dissatisfied," or select 9 for "NA"

	Recreation Amenities/Facilities	Have you used this amenity or facility?		If "Yes," how satisfied are you with this facility or amenity?				
				Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
01.	Athletic fields	Yes	No	4	3	2	1	9
02.	Community Center	Yes	No	4	3	2	1	9
03.	Cultural Art Facilities	Yes	No	4	3	2	1	9
04.	Dog Park	Yes	No	4	3	2	1	9
05.	Fitness equipment	Yes	No	4	3	2	1	9
06.	Golf Courses	Yes	No	4	3	2	1	9
07.	Large community parks	Yes	No	4	3	2	1	9
08.	Open space or lawn	Yes	No	4	3	2	1	9
09.	Outdoor sport courts (basketball/tennis)	Yes	No	4	3	2	1	9
10.	Picnic Shelters	Yes	No	4	3	2	1	9
11.	Pools	Yes	No	4	3	2	1	9
12.	Playgrounds	Yes	No	4	3	2	1	9
13.	Restrooms	Yes	No	4	3	2	1	9
14.	Senior Cener	Yes	No	4	3	2	1	9
15.	Small neighborhood parks	Yes	No	4	3	2	1	9
16.	Spaces for hosting special events	Yes	No	4	3	2	1	9
17.	Walking paths	Yes	No	4	3	2	1	9

2. Which THREE of these parks and recreation amenities do you think should receive the MOST ATTENTION from the City of Pembroke Pines over the next TWO years? *[Write in your answers below using the numbers from the list in Question 1.]*

1st: ____ 2nd: ____ 3rd: ____

3. How would you rate the overall quality of the City of Pembroke Pines recreation amenities listed above in Question 1 that you and members of your household have used during the past 12 months?

____(1) Excellent ____(3) Fair ____(9) Don't use any City parks or recreation areas
____(2) Good ____(4) Poor

4. On average, how often do you and members of your household visit parks in the City of Pembroke Pines?

____(1) Almost daily ____(3) At least once per month ____(5) Seldom or never
____(2) At least once per week ____(4) A few times per year

- Prepare a survey specific to the Pembroke Pines Community
- Gather input from a wide cross section of the community
- Utilize survey results in Plan development

NEEDS ASSESSMENT

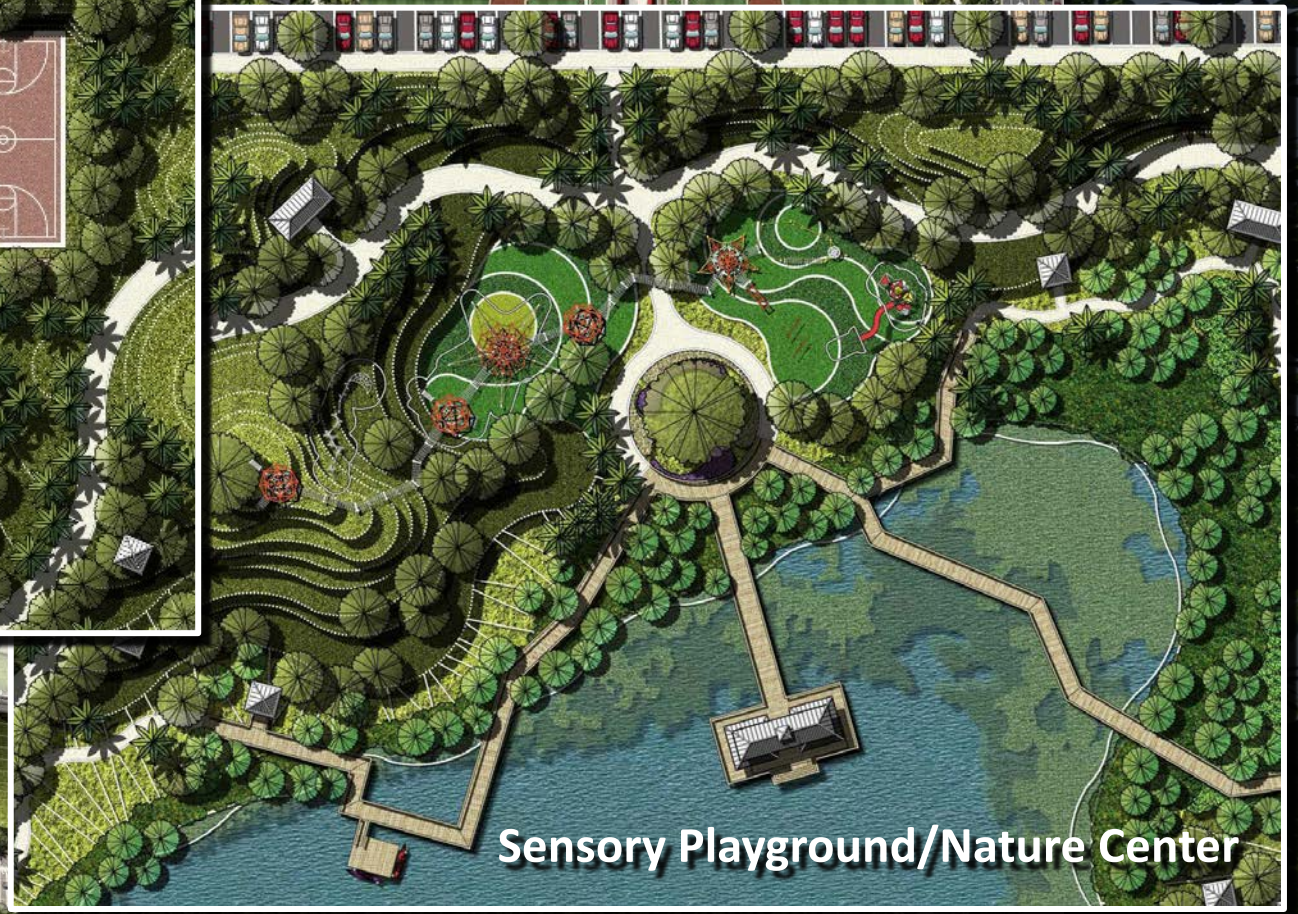
MASTER PLAN COMPONENTS

RECREATION PROGRAMMING

- Detail future programming goals
- Define areas of emphasis
- Identify required facilities
- Identify required resources future
- Identify five-year goals
- Identify Key Performance Indicators

MASTER PLAN COMPONENTS

MASTER PLAN COMPONENTS



MASTER PLAN COMPONENTS

MASTER PLAN COMPONENTS

- Prioritization:

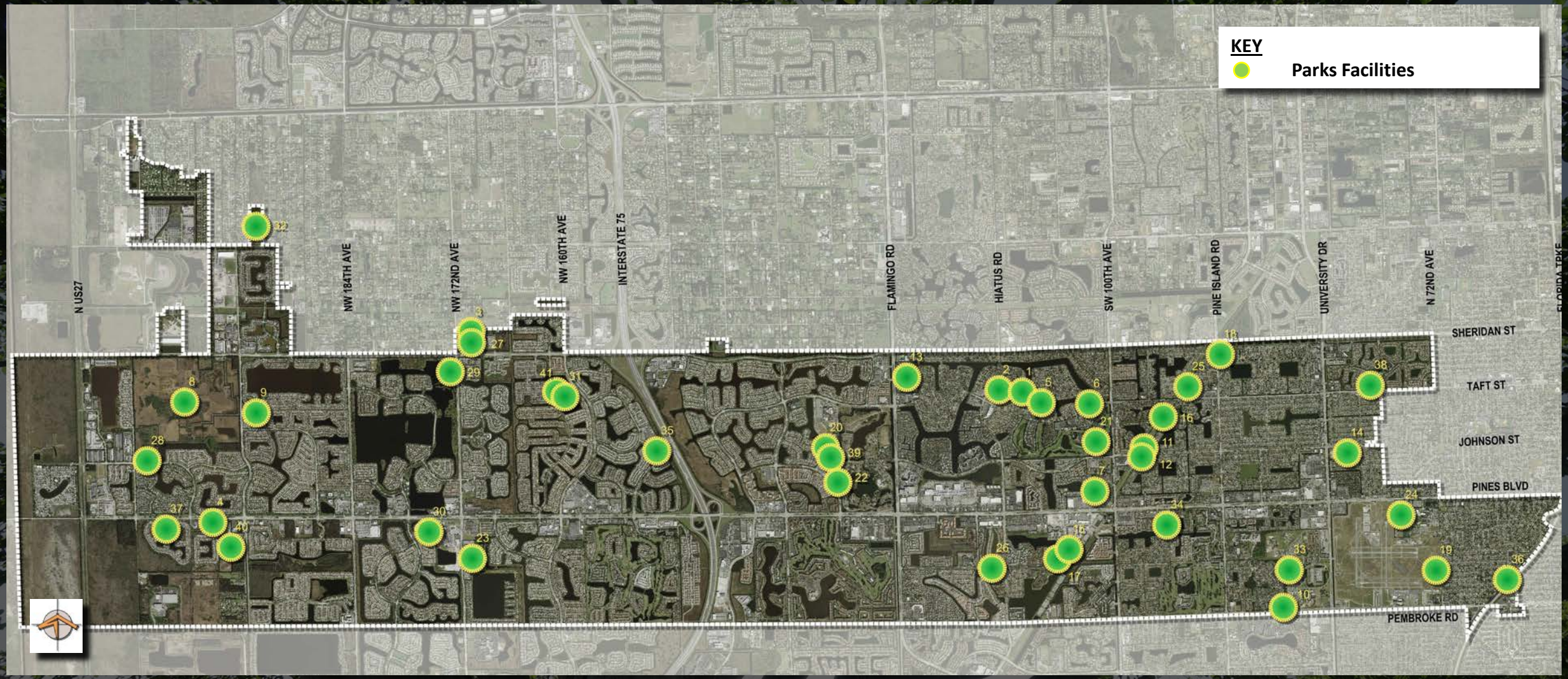
THE FINAL PLAN

THE FINAL PLAN

The City Of PEMBROKE PINES Florida

PARKS AND RECREATION MASTER PLAN

CITY PARKS DISTRIBUTION

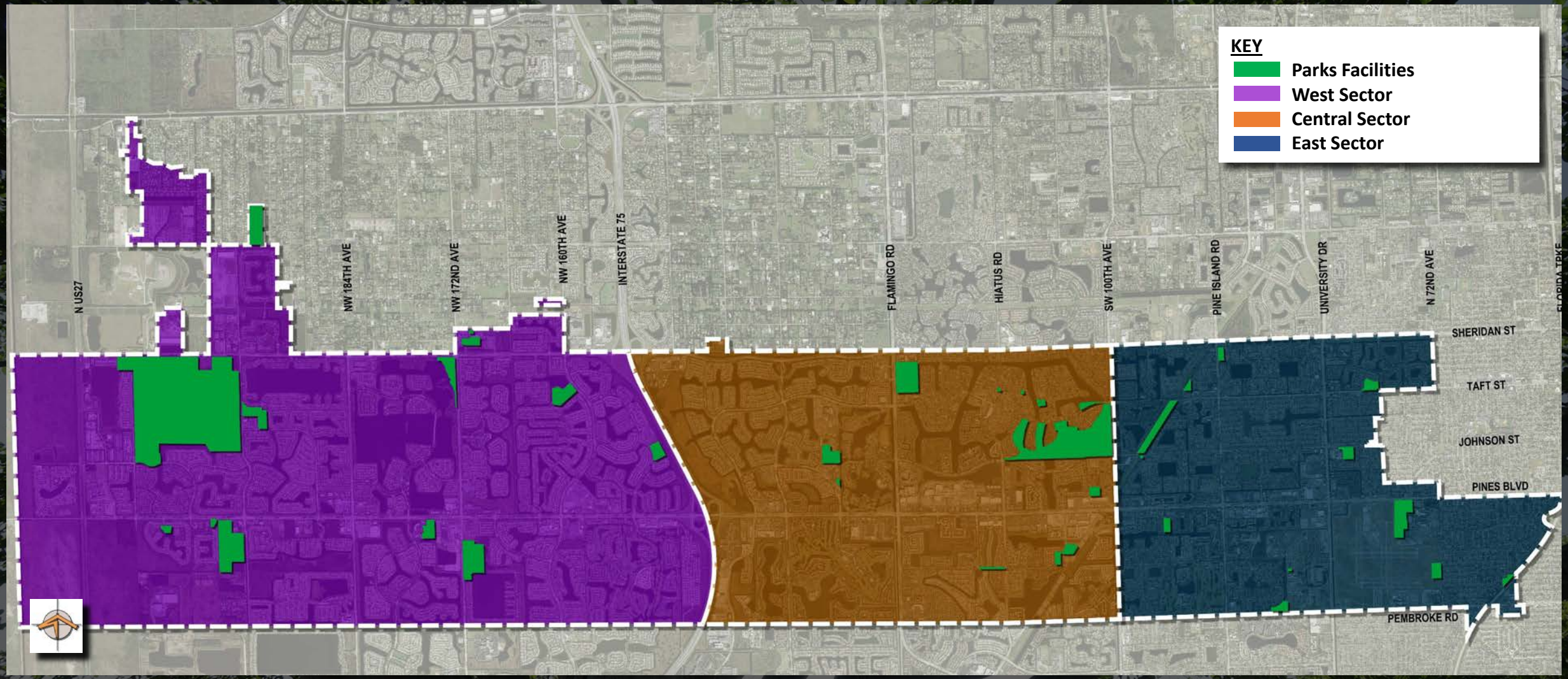


URBAN FORM

N US27
NW 184TH AVE
NW 172ND AVE
NW 160TH AVE
INTERSTATE 75
FLAMINGO RD
HIATUS RD
SW 100TH AVE
PINE ISLAND RD
UNIVERSITY DR
N 72ND AVE
TAFT ST
JOHNSON ST
PINES BLVD
PEMBROKE RD

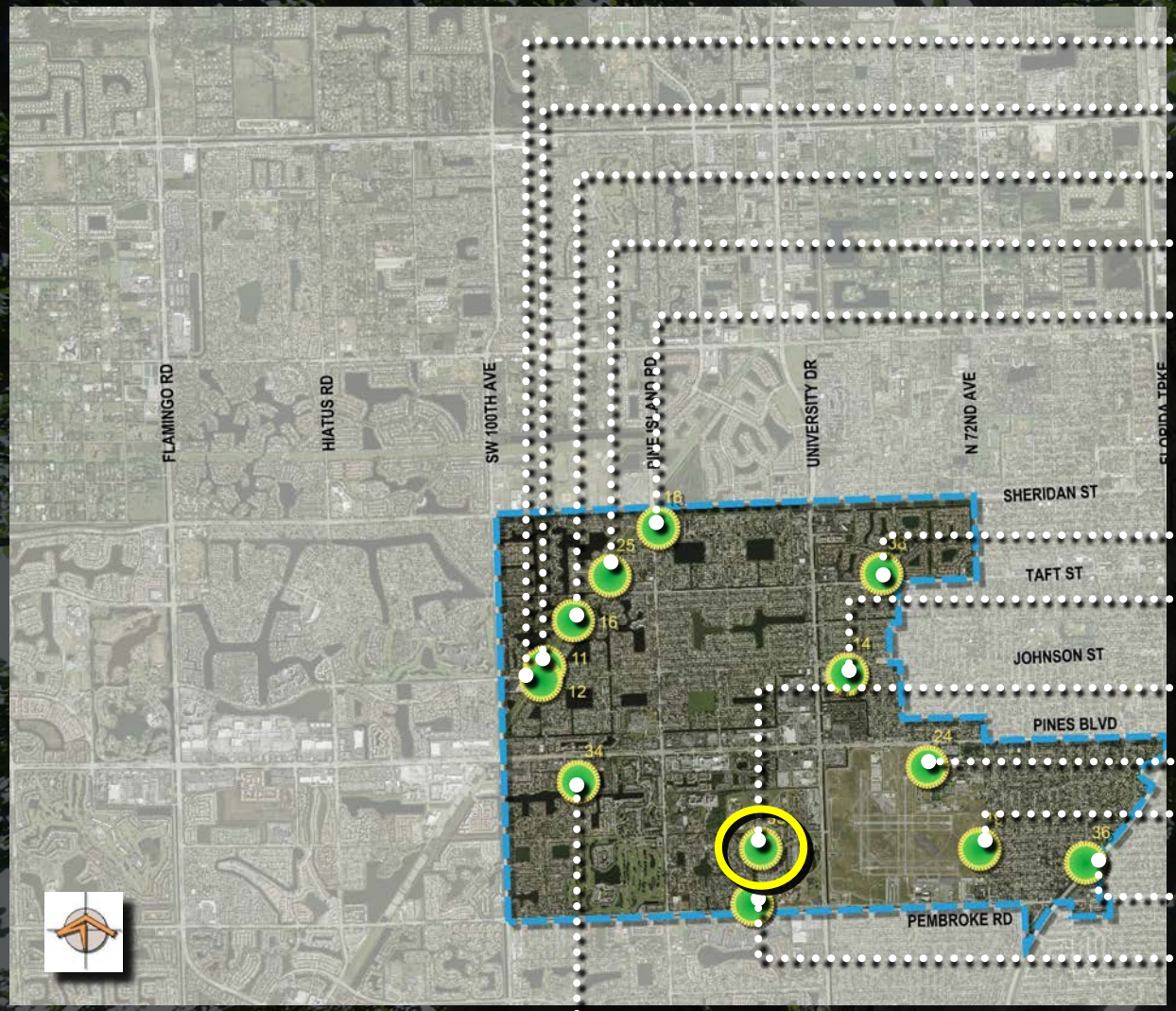
PARK SERVICE AREAS

PARKS DISTRIBUTION BY GEOGRAPHIC SECTOR



EAST SECTOR PARKS

CITY PARKS DISTRIBUTION (EAST)



- Fahey Park
- Craig Rupp K9 Dog Park
- Linear Park
- Jack McCluskey Rainbow Park
- Pasadena Park
- Walnut Creek Park
- Fletcher Park
- Studio 18 in the Pines
- Pines Recreation Center
- Paul J. Maxwell Park
- Village Community Center
- Cinnamon Place Park
- Tanglewood Park

KEY

- East Sector Limits
- Park Facilities

FAHEY PARK

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Pocket
SIZE:	1.50 acres

- Pocket park
- Neighborhood oriented
- Presence on Johnson Street
  - Area wide orientation
- On street angled parking
- Open playground area
  - Covered playground section
- Fenced park

FAHEY PARK

CRAIG RUPP K9 DOG PARK

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Special Use
SIZE:	4.00 acres

- Large dog park
- Located in FPL easement
  - FPL restrictions
- Section for small dogs
- Section for large dogs
- Large parking area, lack of tree canopy
- Linear Park path on east side of park

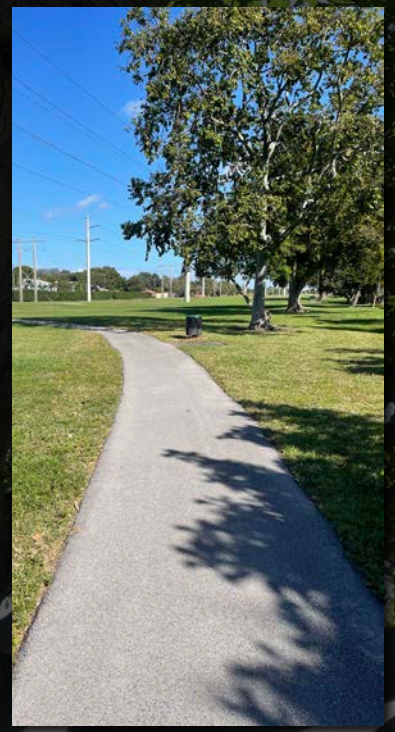
CRAIG RUPP K9 DOG PARK

LINEAR PARK

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Special Use
SIZE:	22.00 acres

- Pedestrian path in FPL easement
- FPL restrictions
- Approximately .54 miles long
- Meandering path
- Open seating areas
- Large grass area

LINEAR PARK



JACK McCLUSKEY RAINBOW PARK

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Neighborhood
SIZE:	3.00 acres

- Triangular site adjacent to FPL easement
- At end of NW 19th Street
  - Park is not highly visible
- Large bosque of mature trees
- Seating areas
- Walking path that extends into FPL easement
- Eight handball courts
- Covered playground

JACK McCLUSKEY RAINBOW PARK

PASADENA PARK

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Neighborhood
SIZE:	10.00 acres

- Large parking area located north off Sheridan Street
- Large rectangular field
- Bleachers
- Covered playground
- Restrooms
- Pavilion
- Open field

PASADENA PARK

WALNUT CREEK PARK

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Neighborhood
SIZE:	8.00 acres

- Adjacent to Walnut Creek Community
- Baseball/softball orientation
- One baseball field, two softball fields
- Central concessions building
- Bleachers, batting cages
- Large parking area

WALNUT CREEK PARK

FLETCHER PARK

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Neighborhood
SIZE:	7.00 acres

- Four baseball/softball fields
  - Lighted
- Batting cages
- Concessions building
- Pavilion
- Covered playground
- Parking area
- Storage building

FLETCHER PARK

STUDIO 18 IN THE PINES

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Special Use
SIZE:	10,000 SF

- Cultural arts facility
- Art exhibition spaces
- Resident artist studio spaces
- Approximately 10,000 s.f. building area
- Ample parking

STUDIO 18 IN THE PINES

PINES RECREATION CENTER

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Community
SIZE:	33.00 acres

- Largest park facility in East District
- Recreation Center
  - Building is closed
- Land leased
  - Broward College
  - Broward County
- Baseball and Softball diamond
- Batting cages
- Basketball courts (four)
- Football field
- Soccer field
- Pavilion
- Covered playground

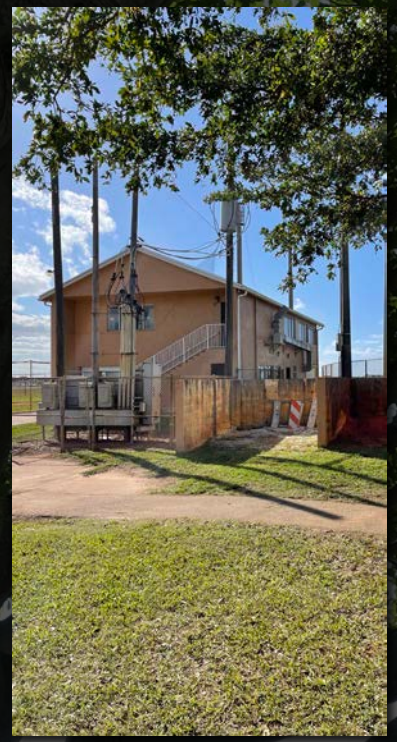
PINES RECREATION CENTER

PAUL J. MAXWELL PARK

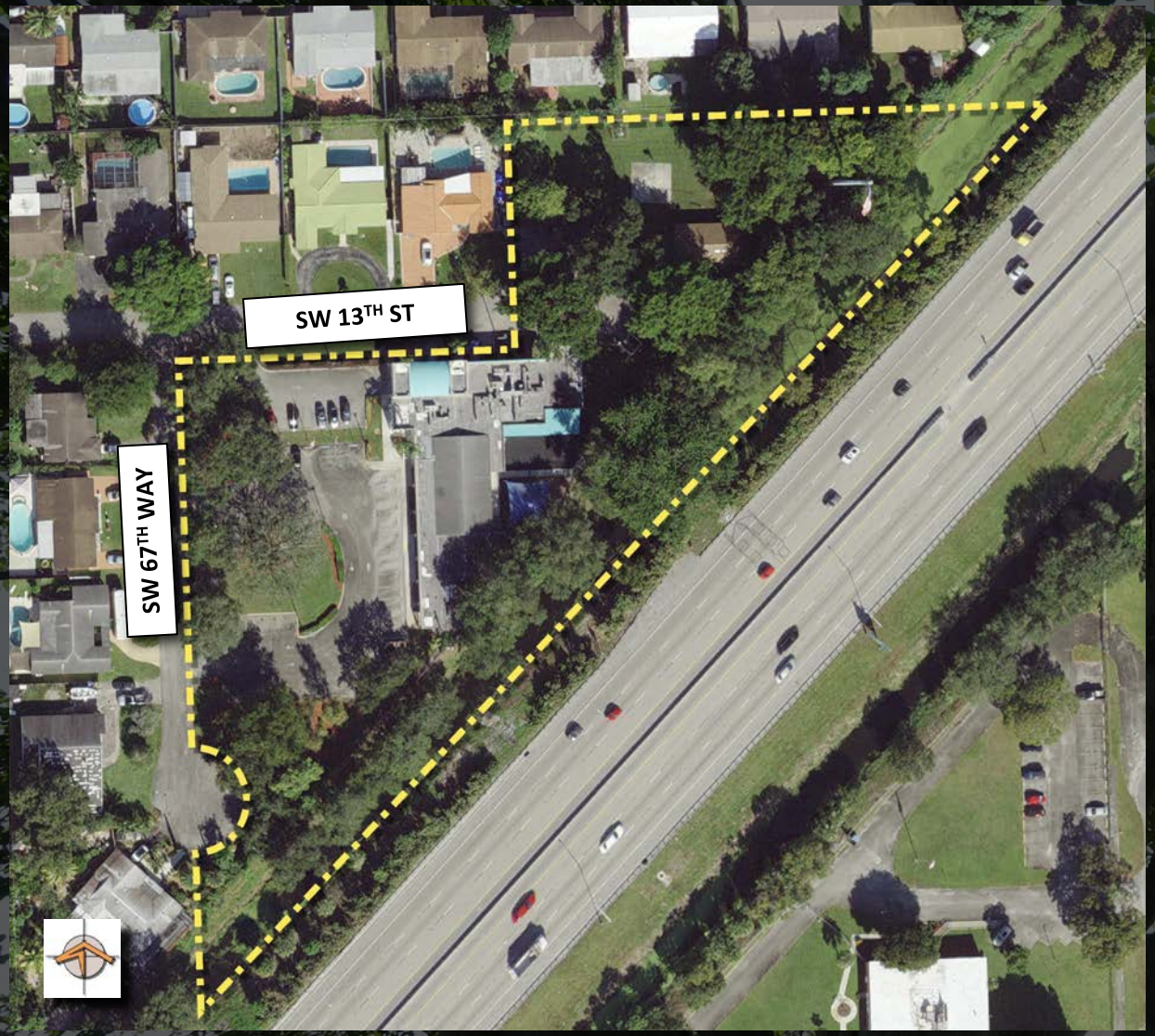
GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Community
SIZE:	7.97 acres

- Baseball/softball diamonds
- Batting cages
- Pavilion
- Playground
- Handball courts
- Eight tennis courts
- Parking area
- Restrooms
- Activity building
- Land leased
  - Broward County

PAUL J. MAXWELL PARK



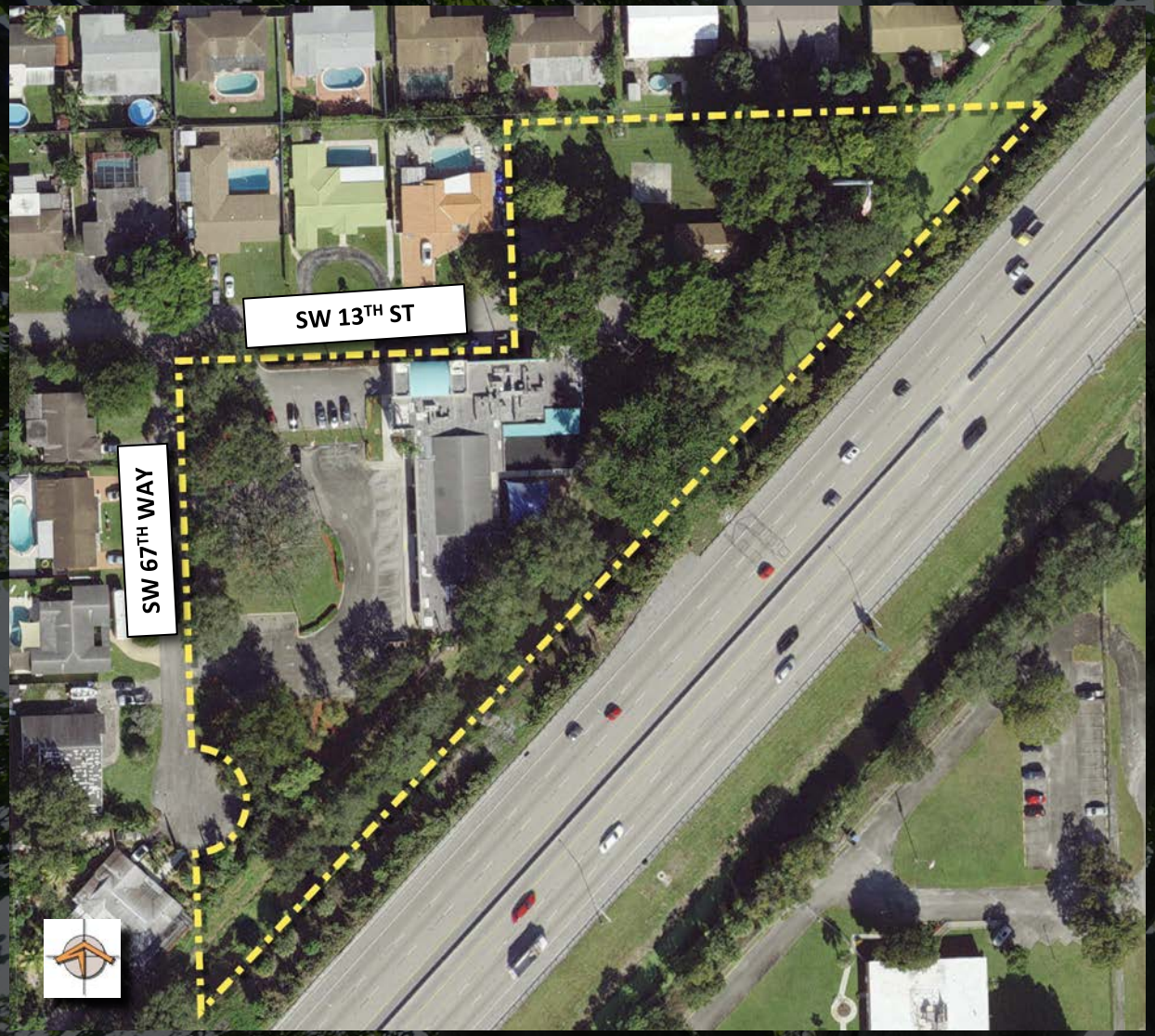
VILLAGE COMMUNITY CENTER



GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Special Use
SIZE:	--

- Building and park nestled in residential neighborhood, rear of site to I-95,
- Surrounded by single family homes
- Attractive site, with mature trees
- Old City Hall Building
- Building not fully occupied
- Park isolated in corner
  - Pavilion
- Parking area

VILLAGE COMMUNITY CENTER



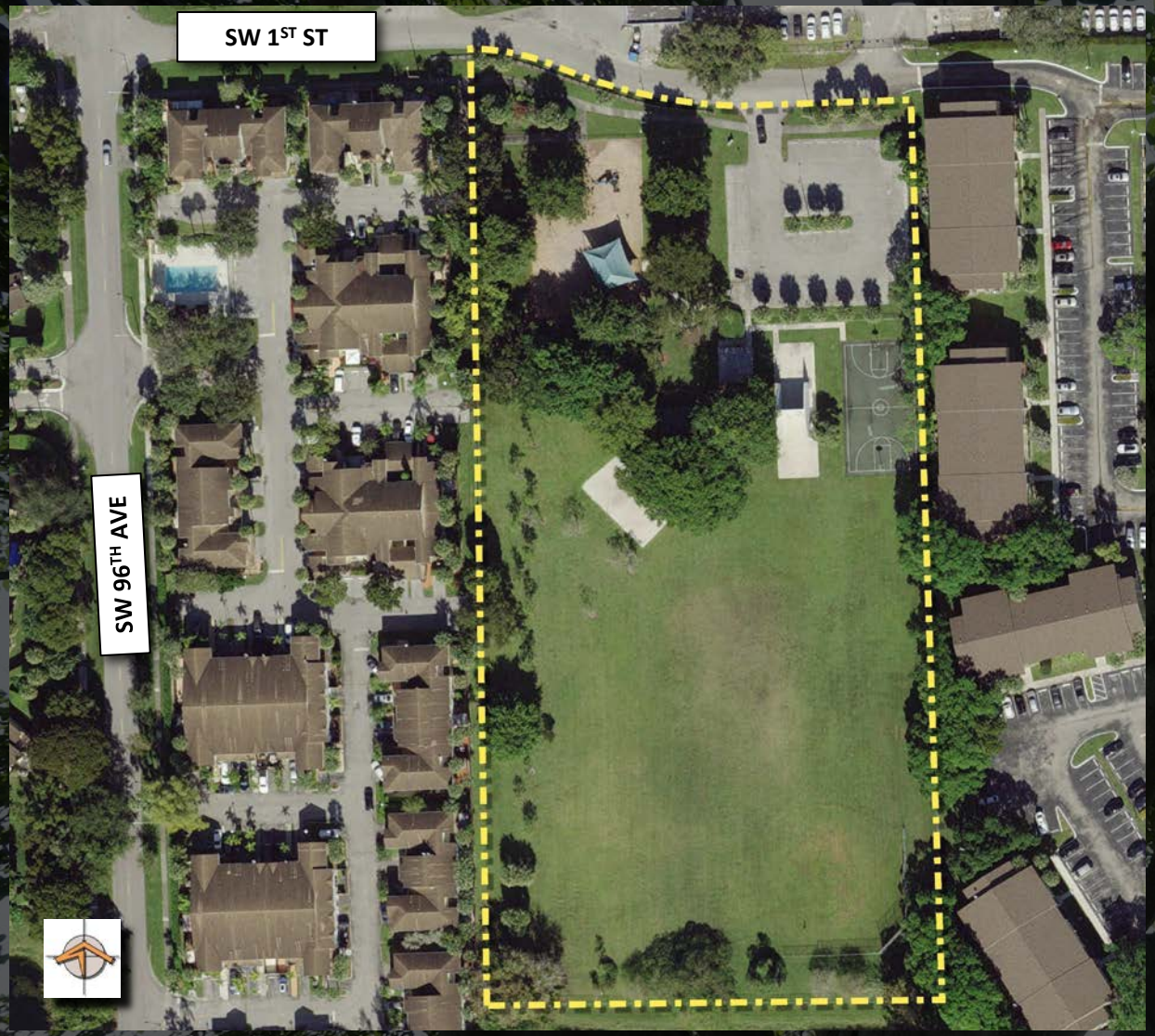
CINNAMON PLACE PARK

GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Neighborhood
SIZE:	6.00 acres

- Large passive park
- Restroom building
- Covered playground
- Walking trail
- Accessed from residential neighborhood
- Parking area access from residential neighborhood
- Located on major east-west road

CINNAMON PLACE PARK

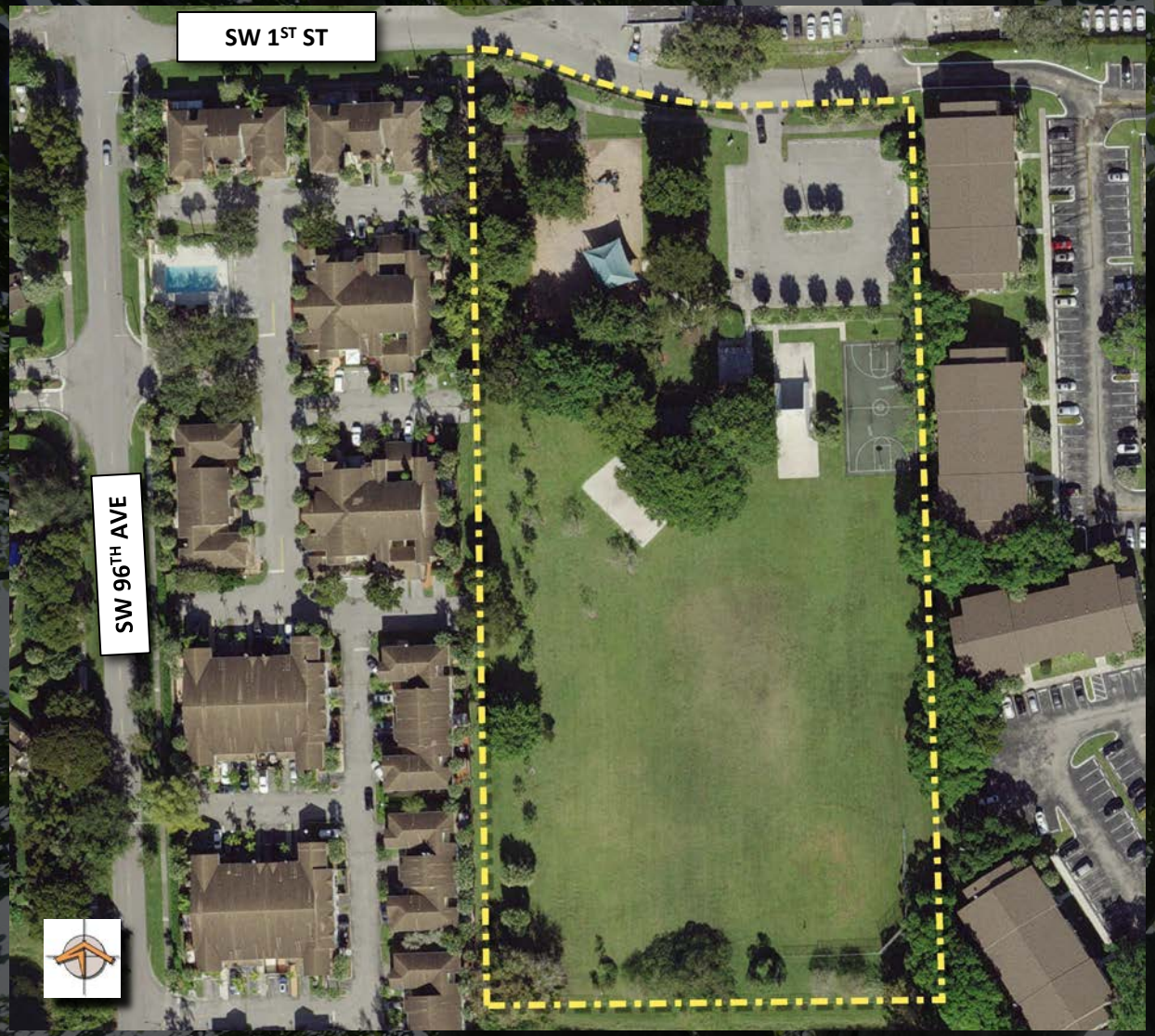
TANGLEWOOD PARK



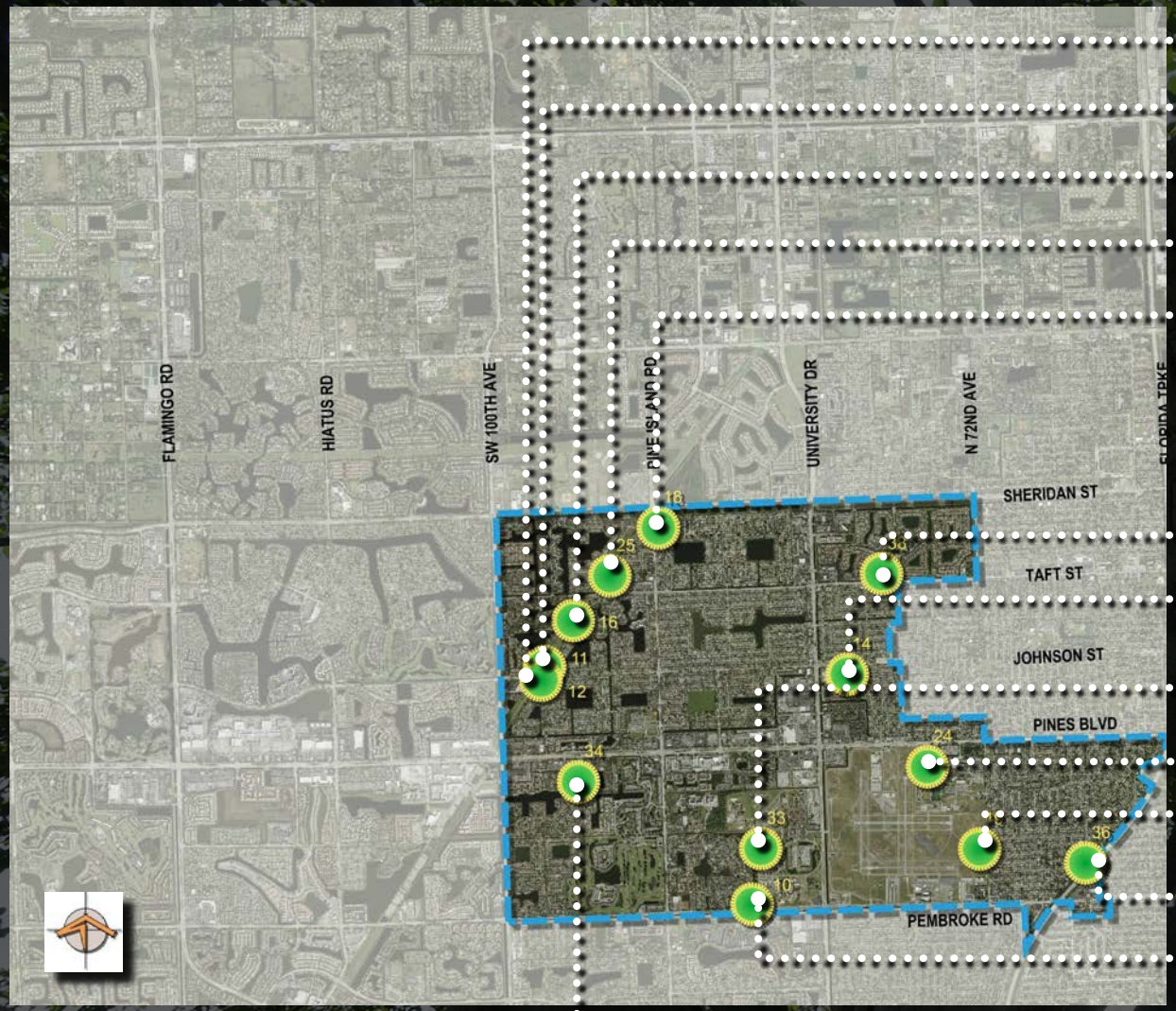
GEOGRAPHIC SECTOR:	East
CLASSIFICATION:	Neighborhood
SIZE:	7.00 acres

- Locate south of City Police Department
- Surrounded by multi-family residential
  - Canal in rear
- Easily accessible from Pines Boulevard
- Open field
- Covered playground
- Restroom building
- Two handball courts
- Basketball court
- Parking area

TANGLEWOOD PARK



CITY PARKS DISTRIBUTION (EAST)



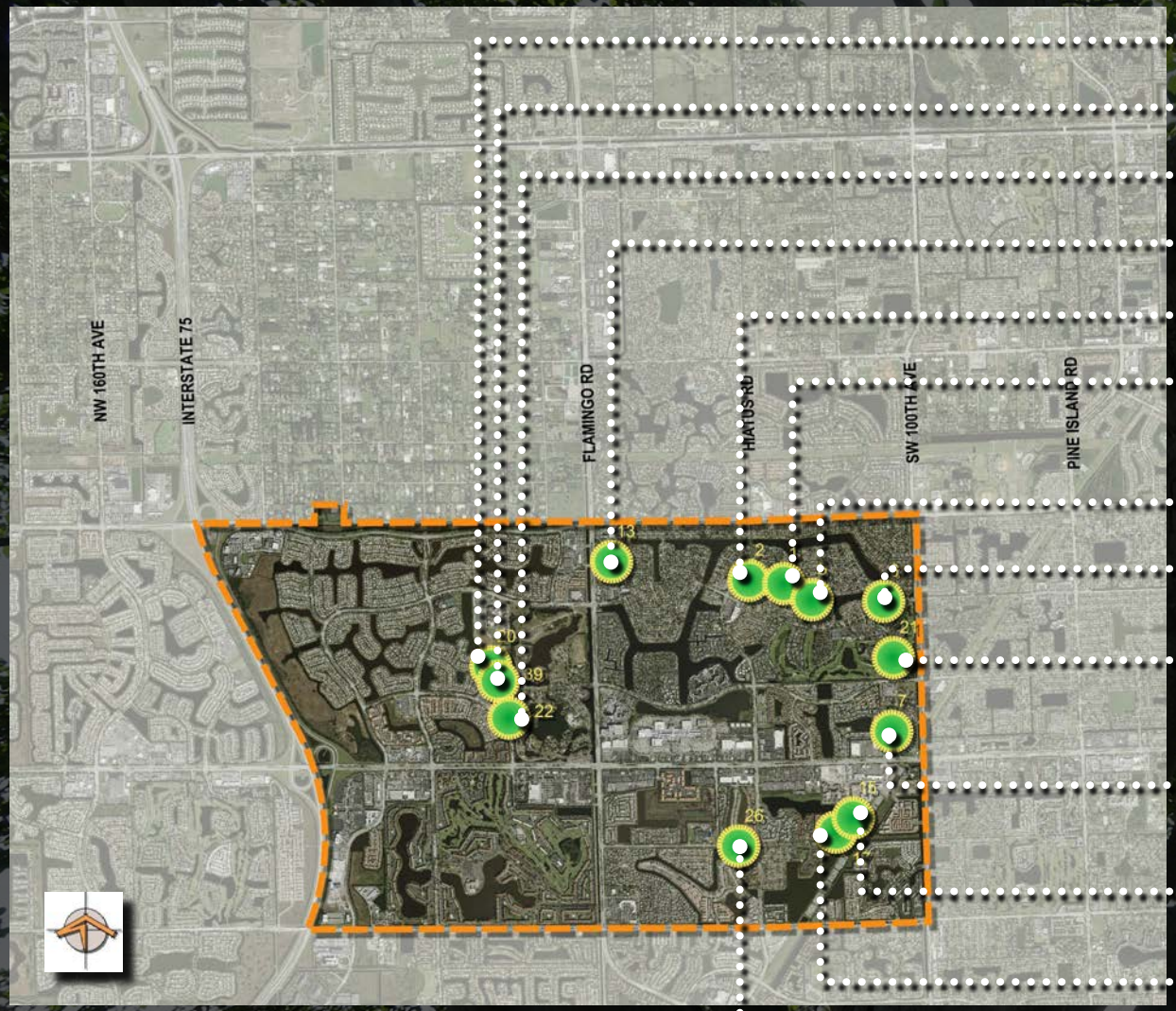
- Fahey Park
- Craig Rupp K9 Dog Park
- Linear Park
- Jack McCluskey Rainbow Park
- Pasadena Park
- Walnut Creek Park
- Fletcher Park
- Studio 18 in the Pines
- Pines Recreation Center
- Paul J. Maxwell Park
- Village Community Center
- Cinnamon Place Park
- Tanglewood Park

KEY

- East Sector Limits
- Park Facilities

CENTRAL SECTOR PARKS

CITY PARKS DISTRIBUTION (CENTRAL)



- Pembroke Falls Aquatic Center
- Walter C. Young Field and Gymnasium
- Pembroke Pines Art and Cultural Center
- Flamingo Park
- 111th Avenue Kiddie Park
- 108th Avenue Kiddie Park
- Ashley W. Hale Park
- Ben Fiorendino Park
- Pembroke Lakes Golf and Tennis Center
- Carl Schechter SW Focal Point Comm. Center
- Frank C. Ortis Art Gallery and Exhibit Hall
  Charles F. Dodge City Center
- Memorial Park
- Raintree Park

KEY

- Central Sector Limits
- Park Facilities

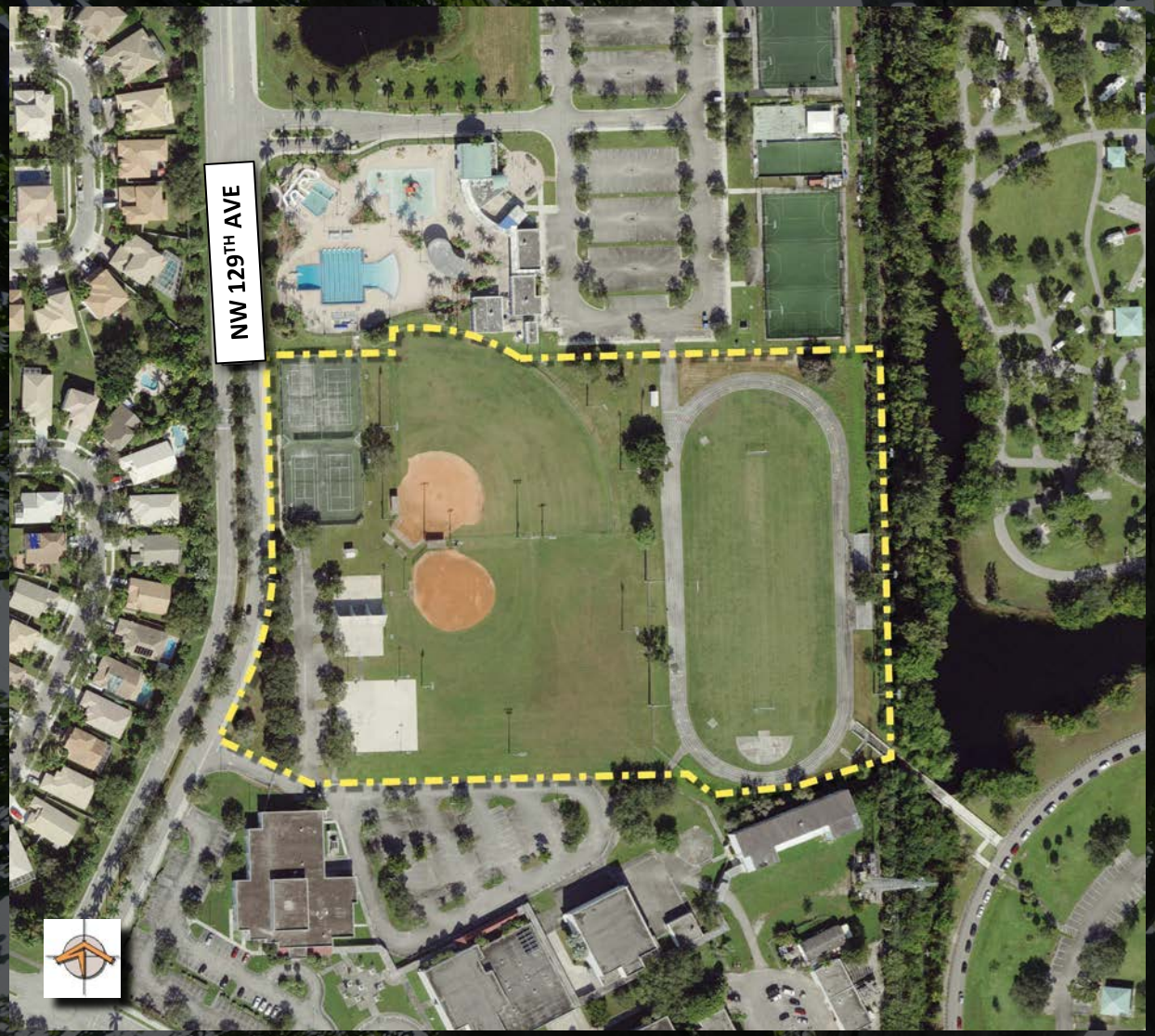
PEMBROKE FALLS AQUATIC CENTER

GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Special Use
SIZE:	3.30 acres

- Large water park facility
- Variety of water attractions
  - Competition swimming pool
  - Diving pool
  - Pool with Slides
  - Wading pool/kids
- Facility appears to have ample parking

PEMBROKE FALLS AQUATIC CENTER

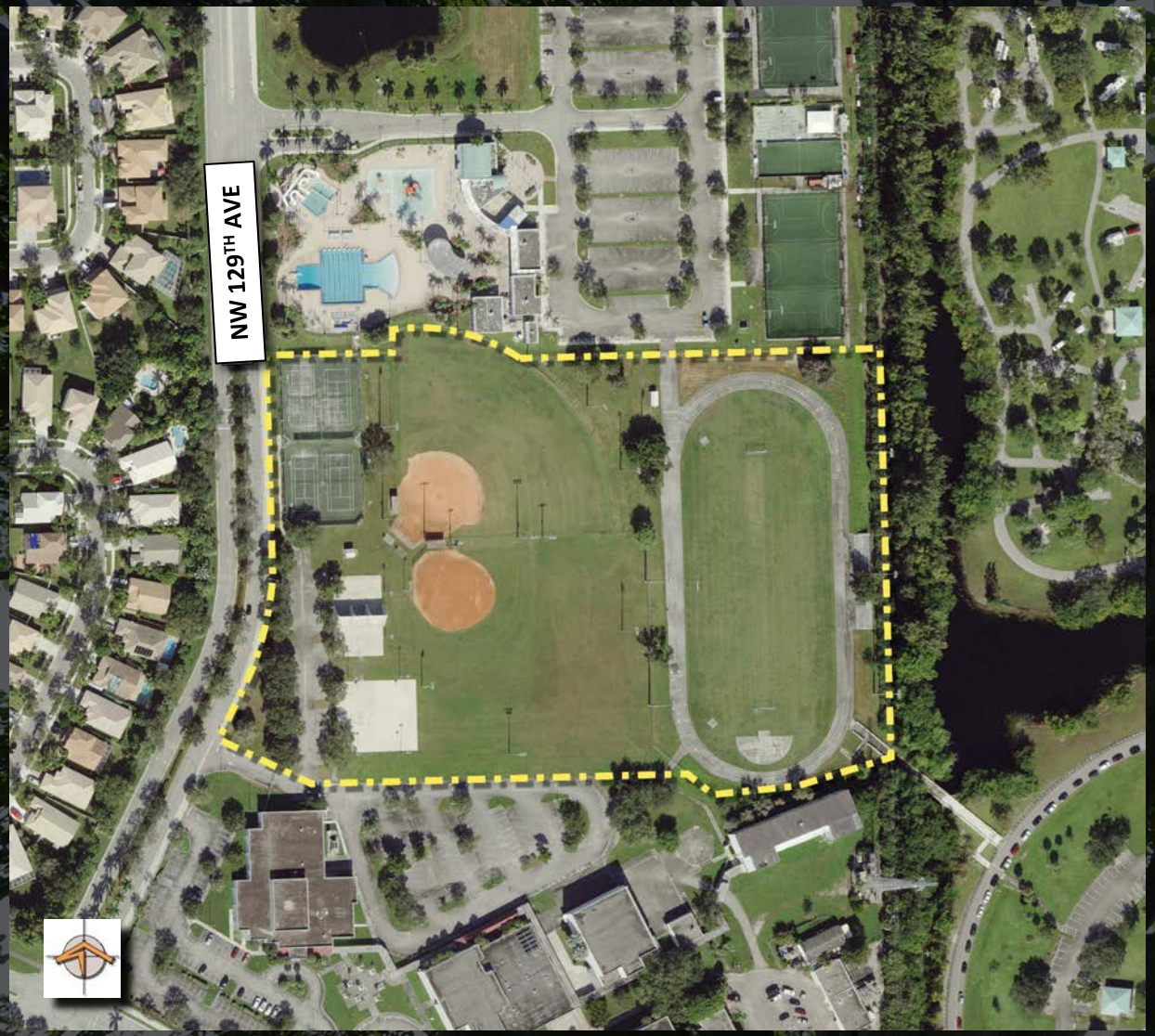
WALTER C. YOUNG FIELD AND GYMNASIUM



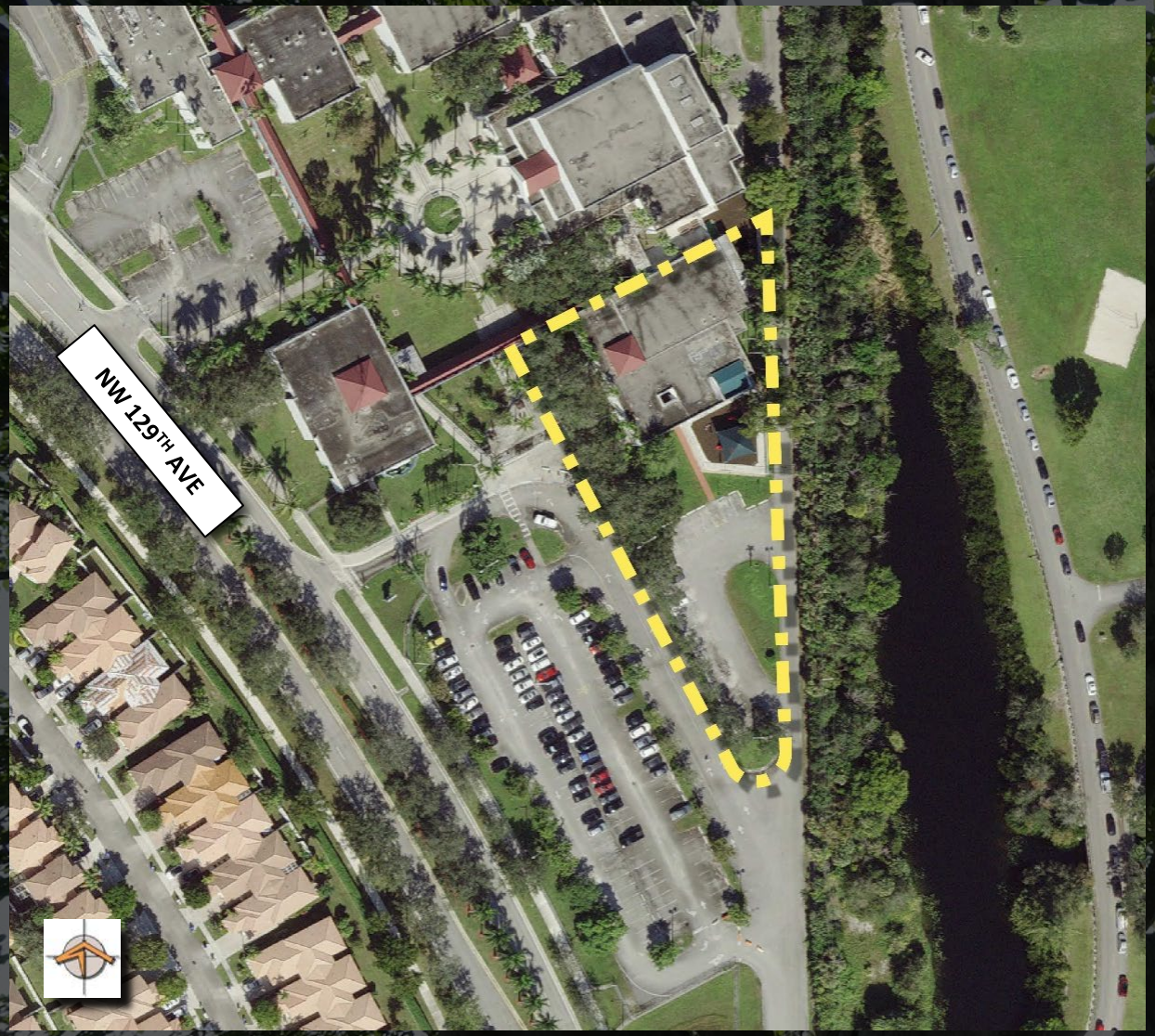
GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Neighborhood
SIZE:	9.00 acres

- Running track
- Rectangular field
  - Bleachers
- Softball and baseball fields
- Handball courts (four)
- Tennis courts (four)

WALTER C. YOUNG FIELD AND GYMNASIUM



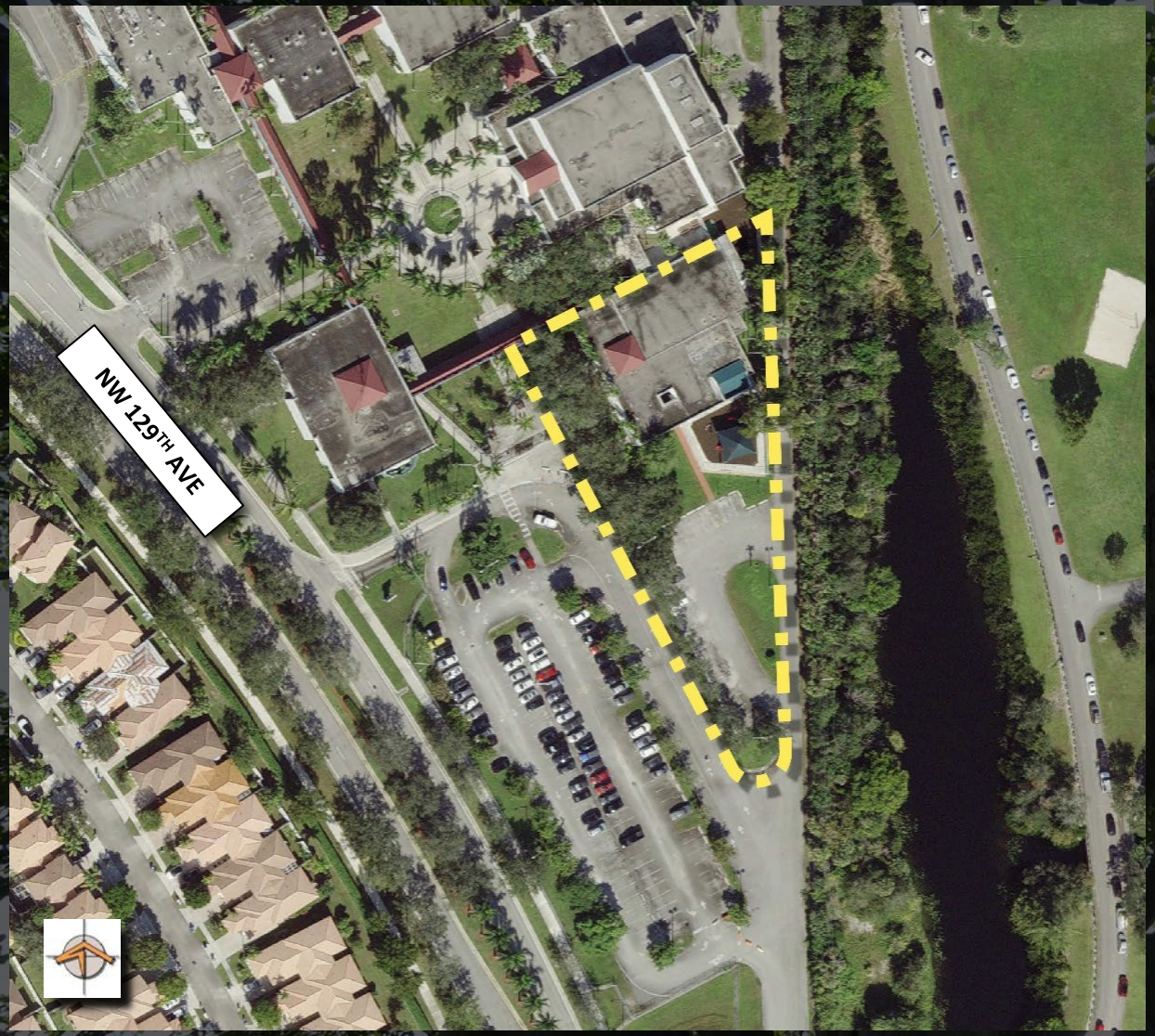
PEMBROKE PINES ART AND CULTURAL CENTER

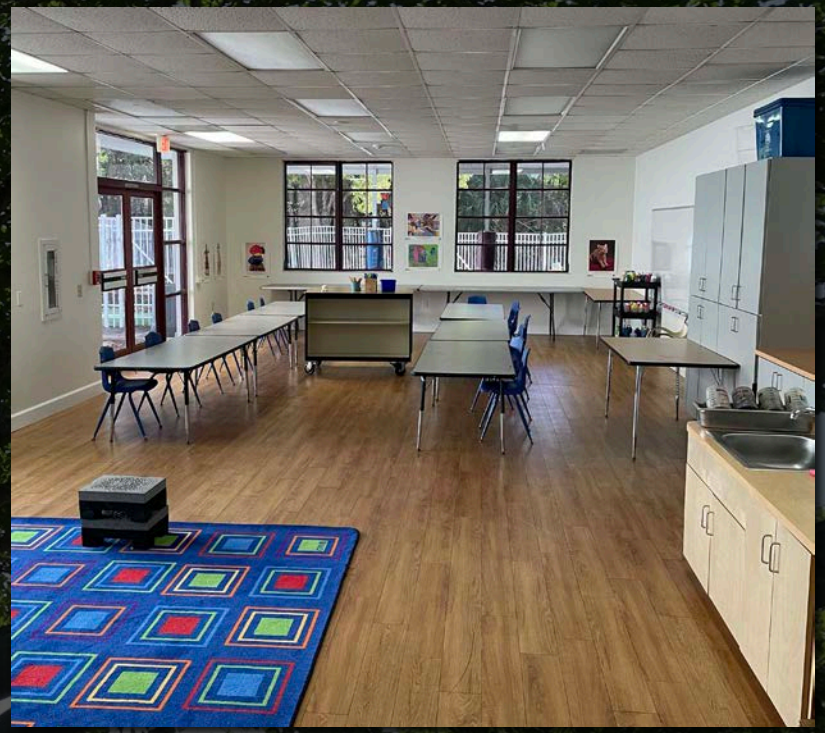


GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Special Use
SIZE:	1.35 acres

- Facility oriented to community art classes and activities
- Building area approx. 13,400 s. f.
- Occupies triangular site next to middle school
- Covered playground
- Various activity rooms
- Parking area
- Next to Walter C. Young Middle School

PEMBROKE PINES ART AND CULTURAL CENTER





FLAMINGO PARK

GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Community
SIZE:	35.00 acres

- Eleven lighted baseball/softball fields
- Four batting cages
- Two shaded playgrounds
- Two pavilions
- Large parking area
- Serves Pembroke Pines Charter Middle School

FLAMINGO PARK

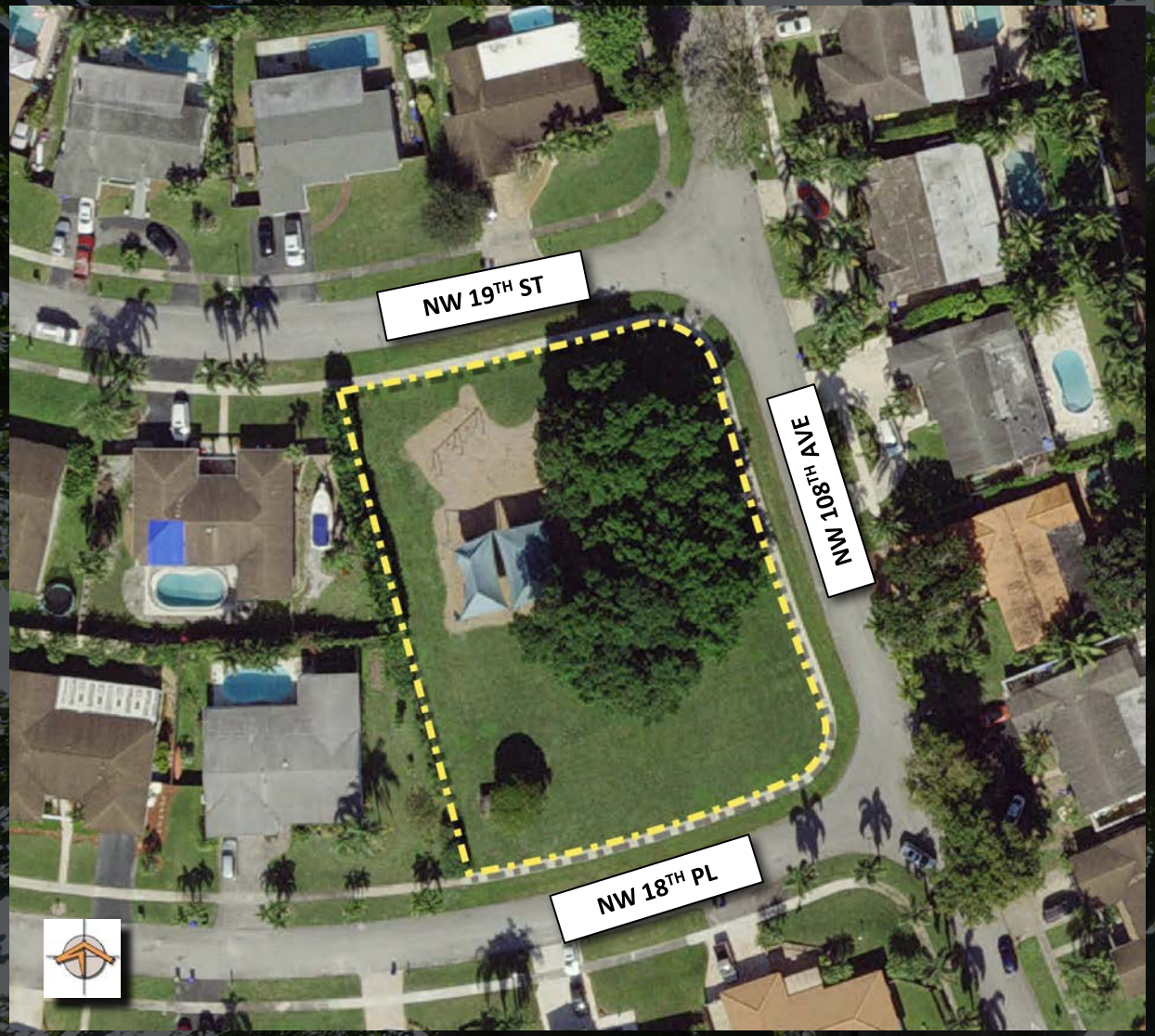
111TH AVENUE KIDDIE PARK

GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Pocket
SIZE:	.69 acres

- Pocket park in center of neighborhood
- Covered playground
- Open fields
- On-street parking

111TH AVENUE KIDDIE PARK

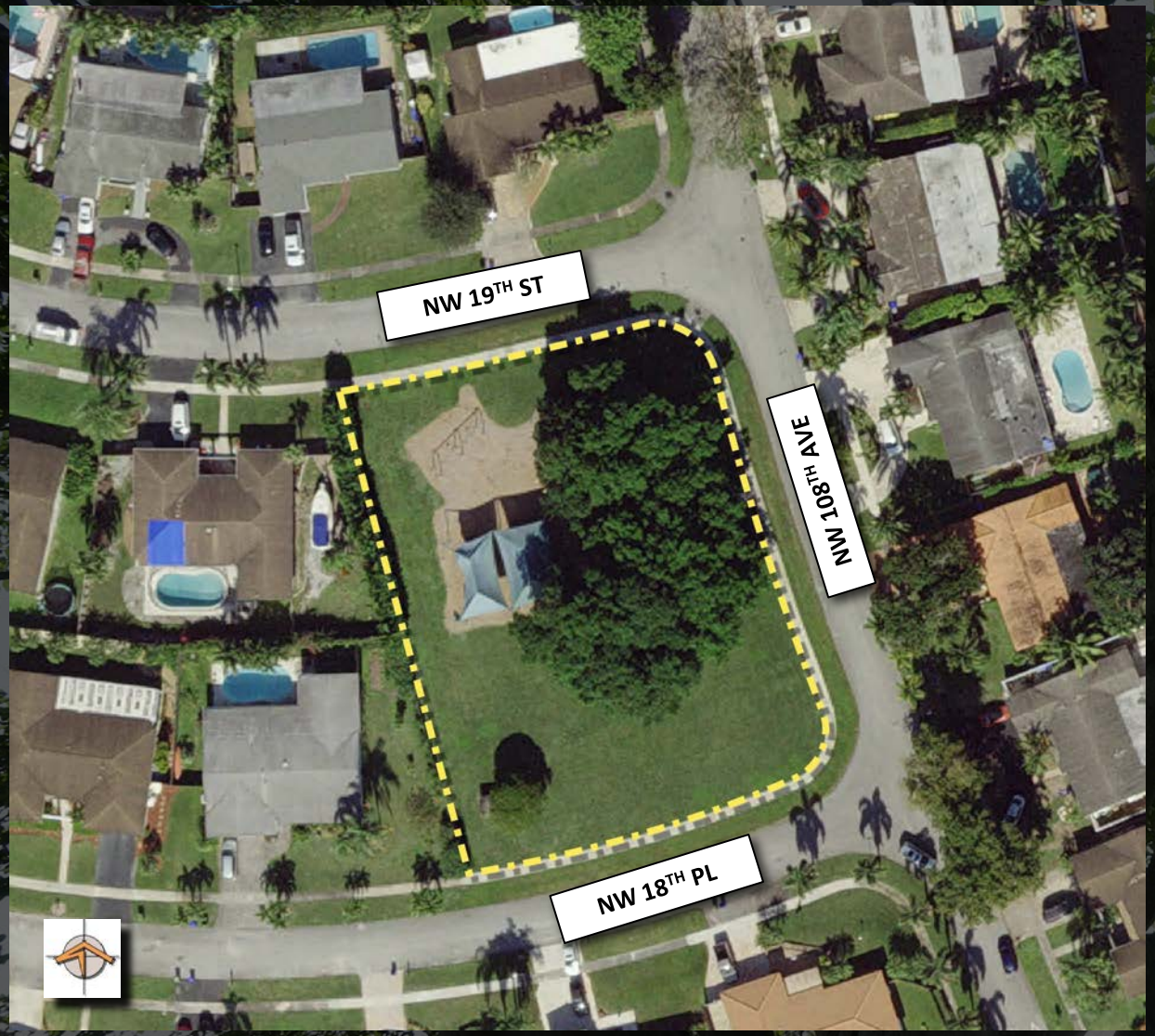
108TH AVENUE KIDDIE PARK



GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Pocket
SIZE:	.76 acres

- Pocket park in center of neighborhood
- Strategic corner
- Covered playground
- Open fields
- Limited to on-street parking

108TH AVENUE KIDDIE PARK



ASHLEY W. HALE PARK

GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Neighborhood
SIZE:	3.00 acres

- Serves surrounding neighborhood
  - Peninsula surrounded by canals/lakes
- Provided with parking
- Open fields
- Various mature trees
- Covered playground
- Basketball court
- Views of lake

ASHLEY W. HALE PARK

BEN FIORENDINO PARK

GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Pocket
SIZE:	5.00 acres

- Passive park
- Substantial mature tree cover
- Beautiful views of lake
- Extensive lake front
- Walking path
- Extended Taft Street frontage
- Parking area

BEN FIORENDINO PARK

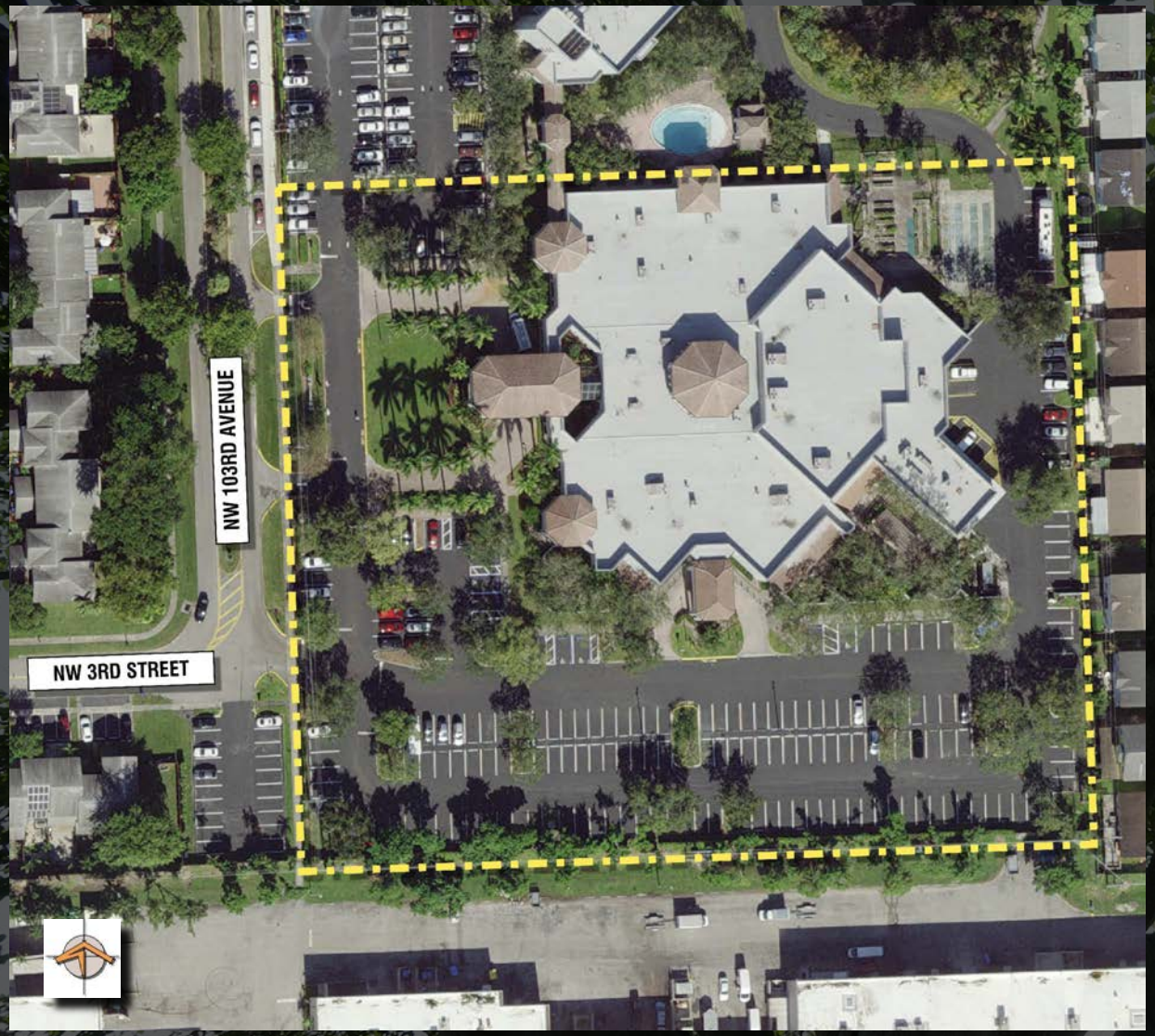
PEMBROKE LAKES GOLF AND TENNIS CENTER

GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Special Use
SIZE:	118.18 acres

- John Sanford designed 18 Hole golf course
- Driving range
- Pro Shop
- Golf cart rental
- Large club house
- Tennis center
  - Fourteen courts
    - Nine hard
    - Five clay
- Swimming pool
- Large parking area

PEMBROKE LAKES GOLF AND TENNIS CENTER

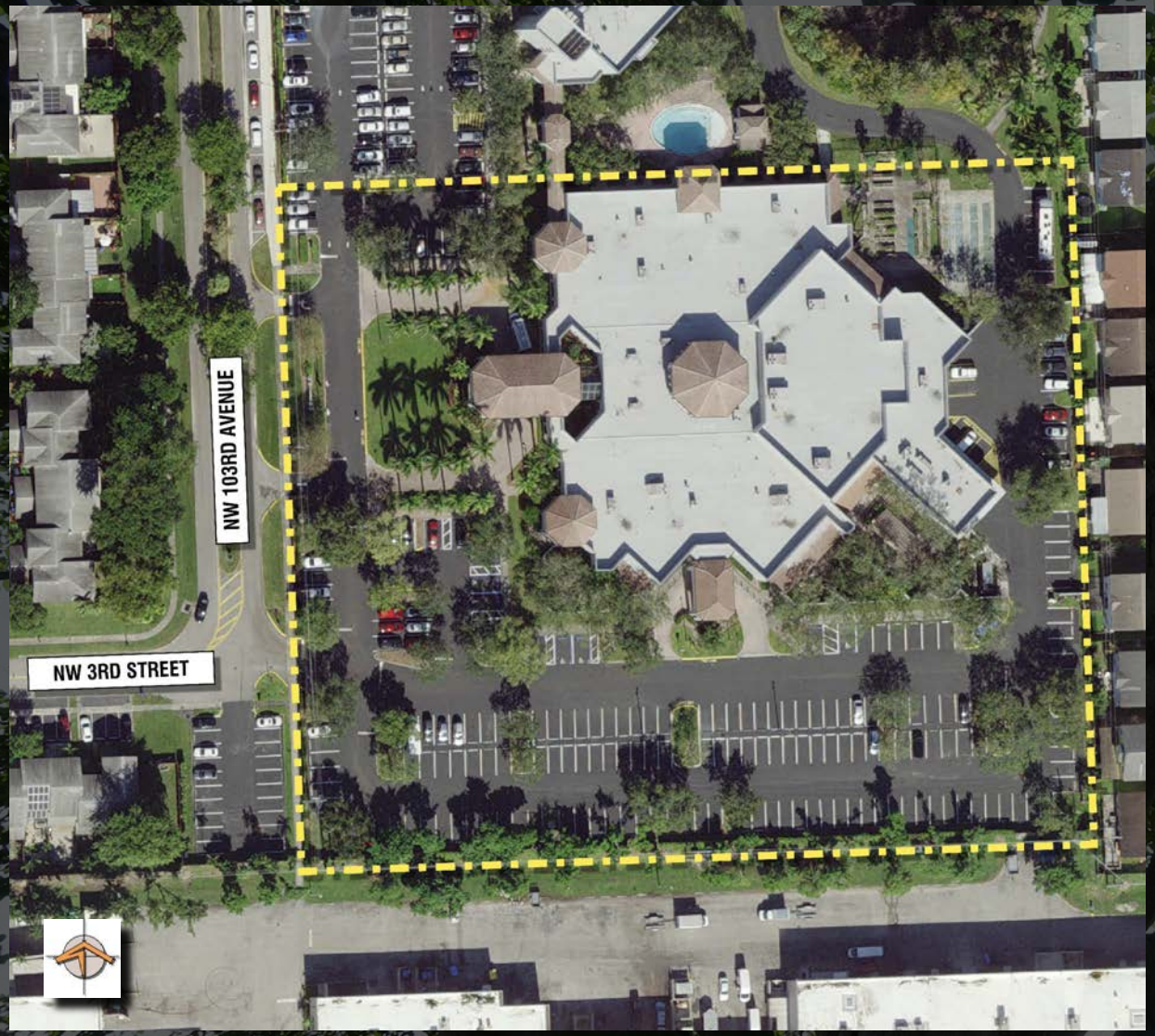
CARL SCHECHTER SW FOCAL POINT COMMUNITY CENTER



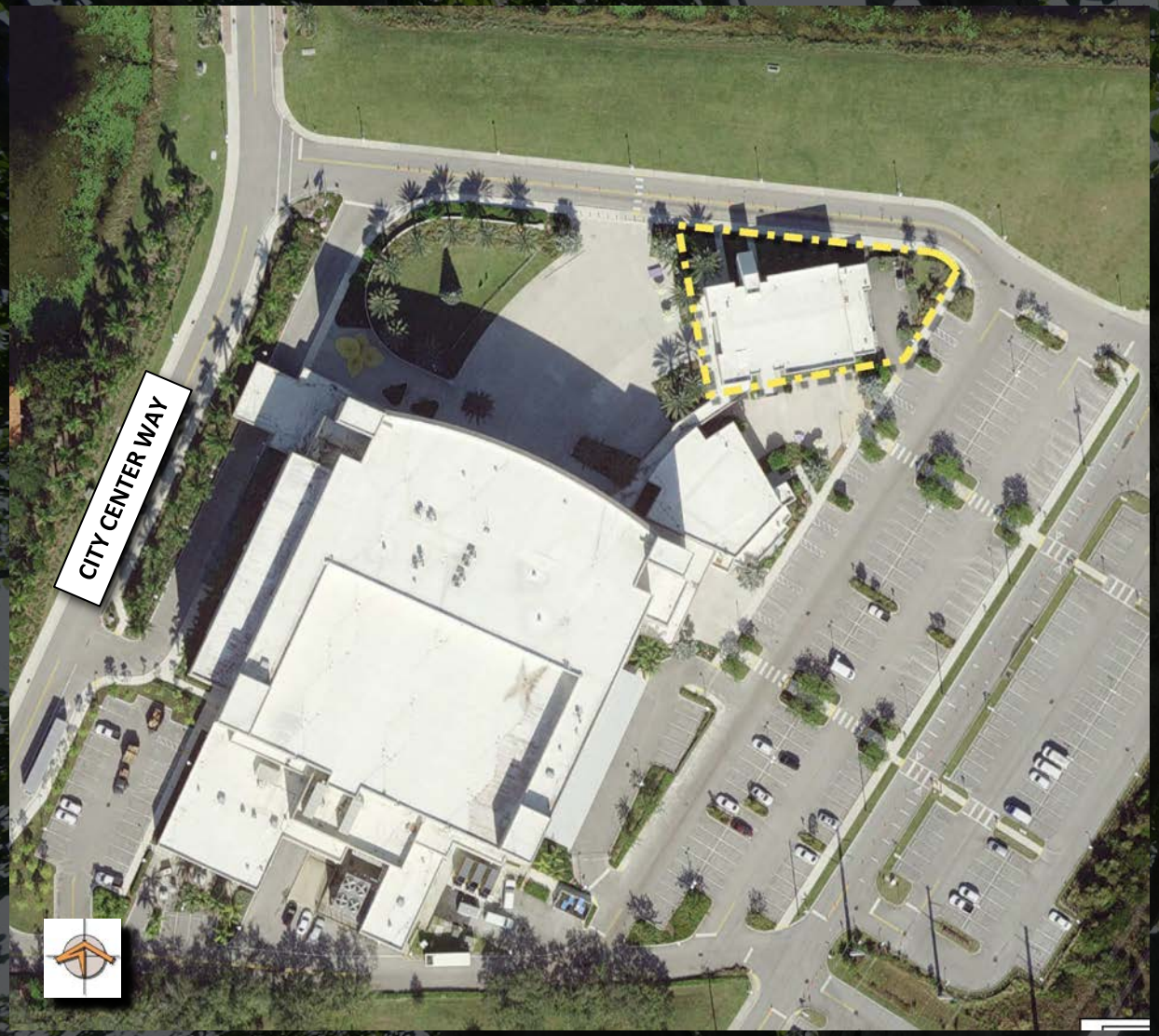
GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Special Use
SIZE:	53,000 SF

- Community Center Senior Center facility
- Facility in excellent condition
- Numerous activity rooms
  - Services to seniors
    - Adult day care
    - Day and evening classes
    - Recreational training program
- Site for City events
  - Flea markets, antique shows, arts & craft shows, tea parties

CARL SCHECHTER SW FOCAL POINT COMMUNITY CENTER



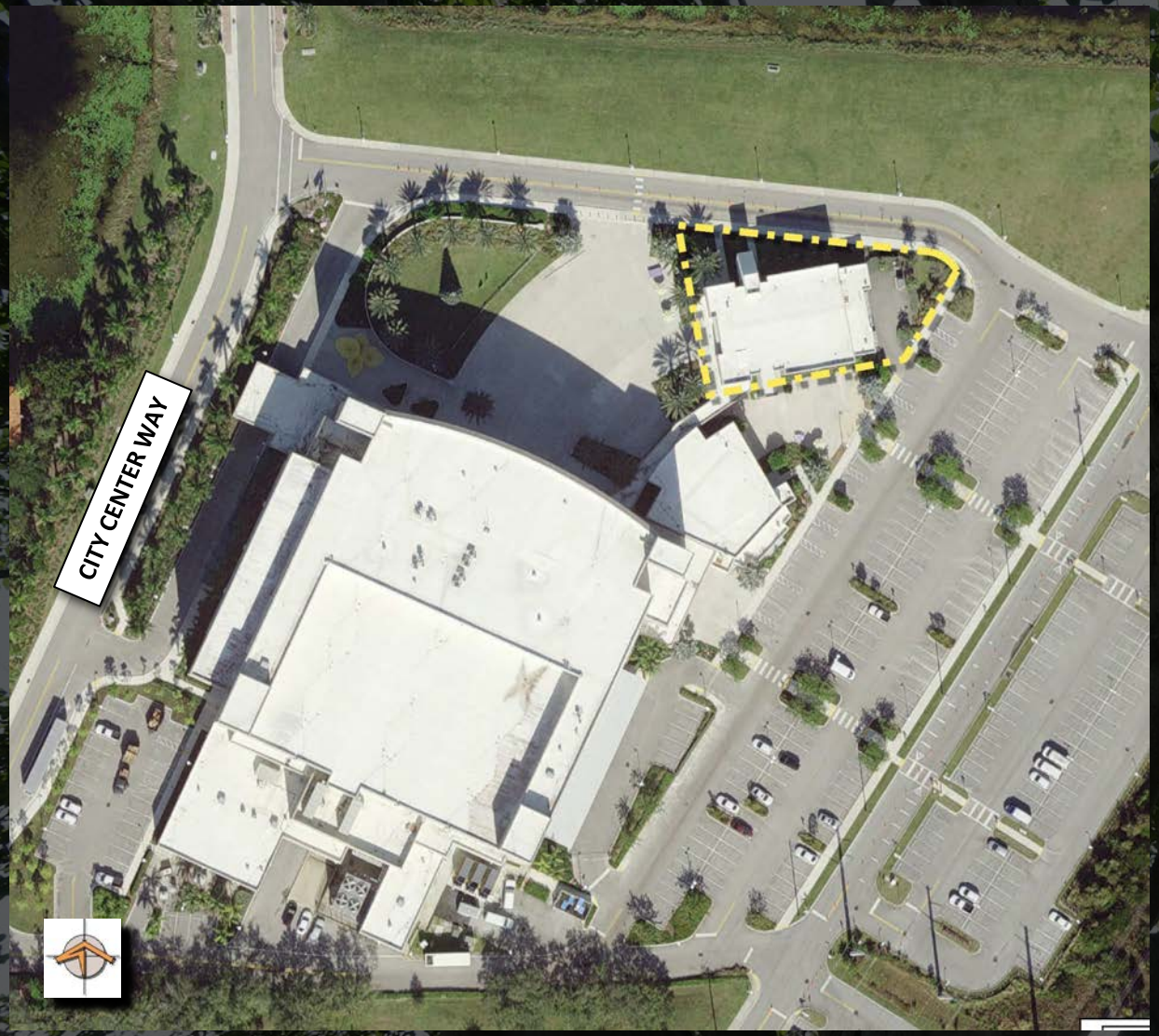
FRANK C. ORTIS ART GALLERY AND EXHIBIT HALL



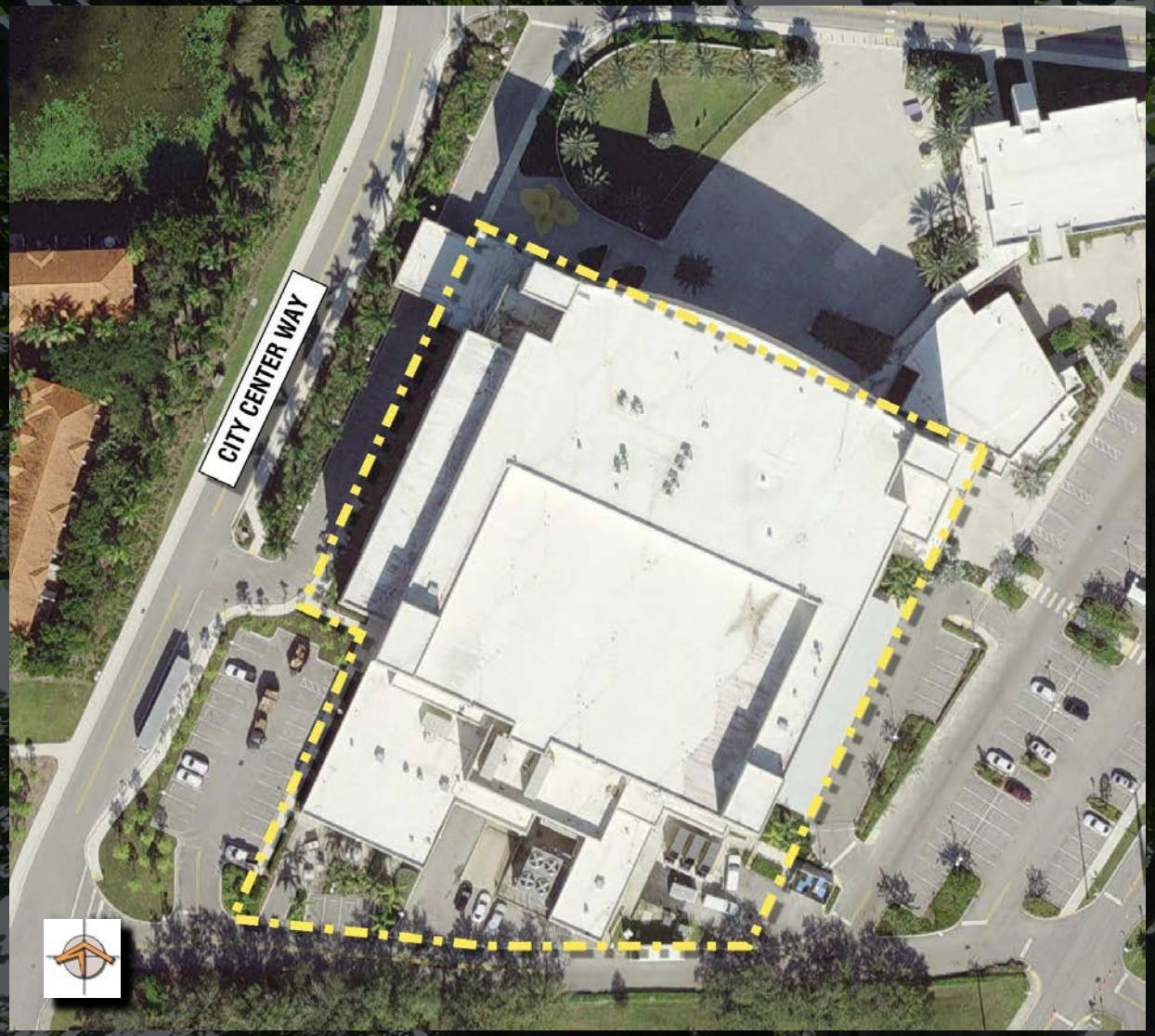
GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Special Use
SIZE:	10,000 s.f.

- The Frank
- Located on City Hall Plaza
  - Visually frames east side of plaza
- Art gallery
  - Unique state-of-the-art facility
  - Professional staff
  - Numerous art exhibitions and events
  - Children educational rooms and programs

FRANK C. ORTIS ART GALLERY AND EXHIBIT HALL



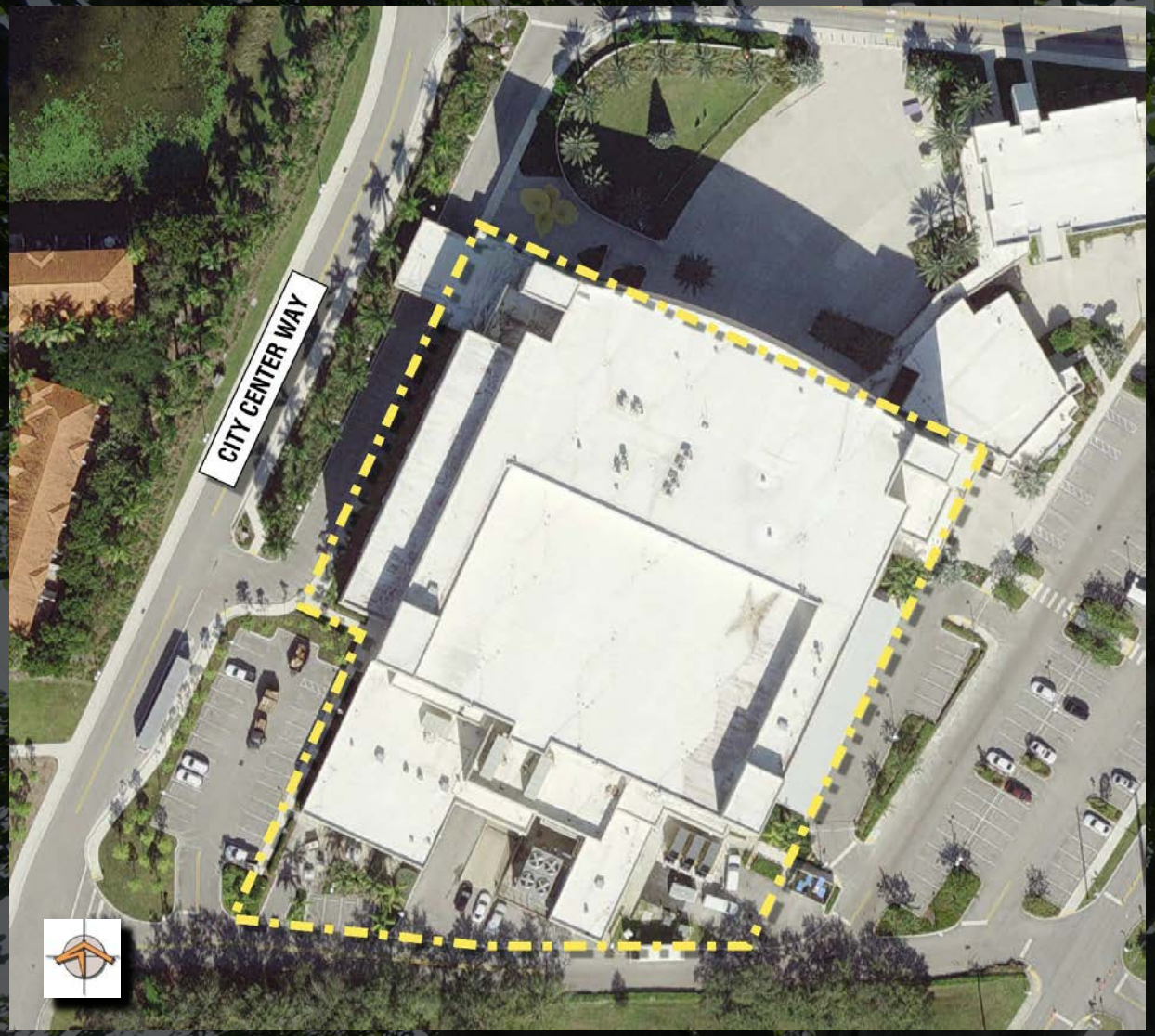
CHARLES F. DODGE CITY CENTER



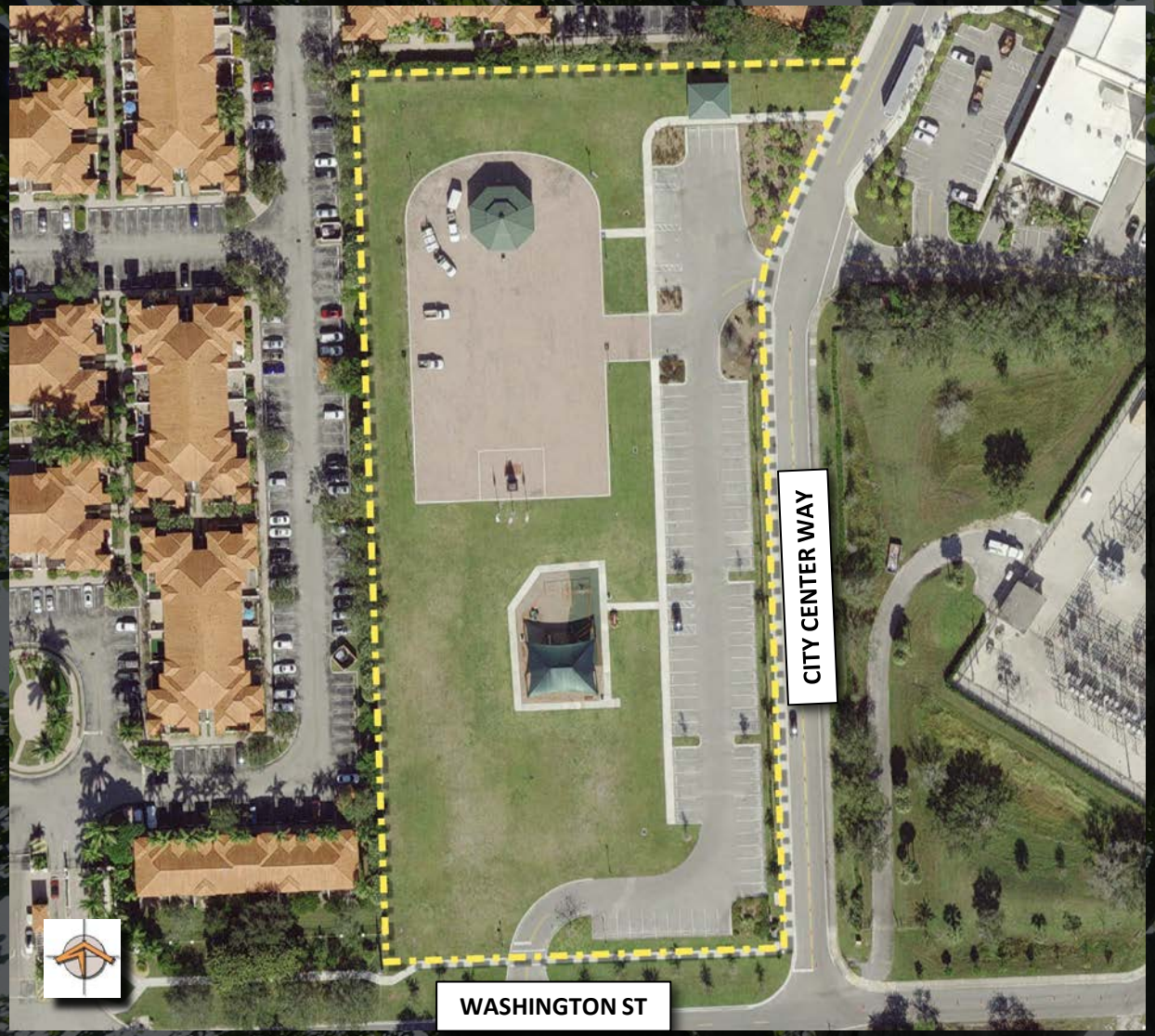
GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Special Use
SIZE:	3,200 SEATS

- **Located on City Hall Plaza**
- **Multi Use facility on ground floor**

CHARLES F. DODGE CITY CENTER



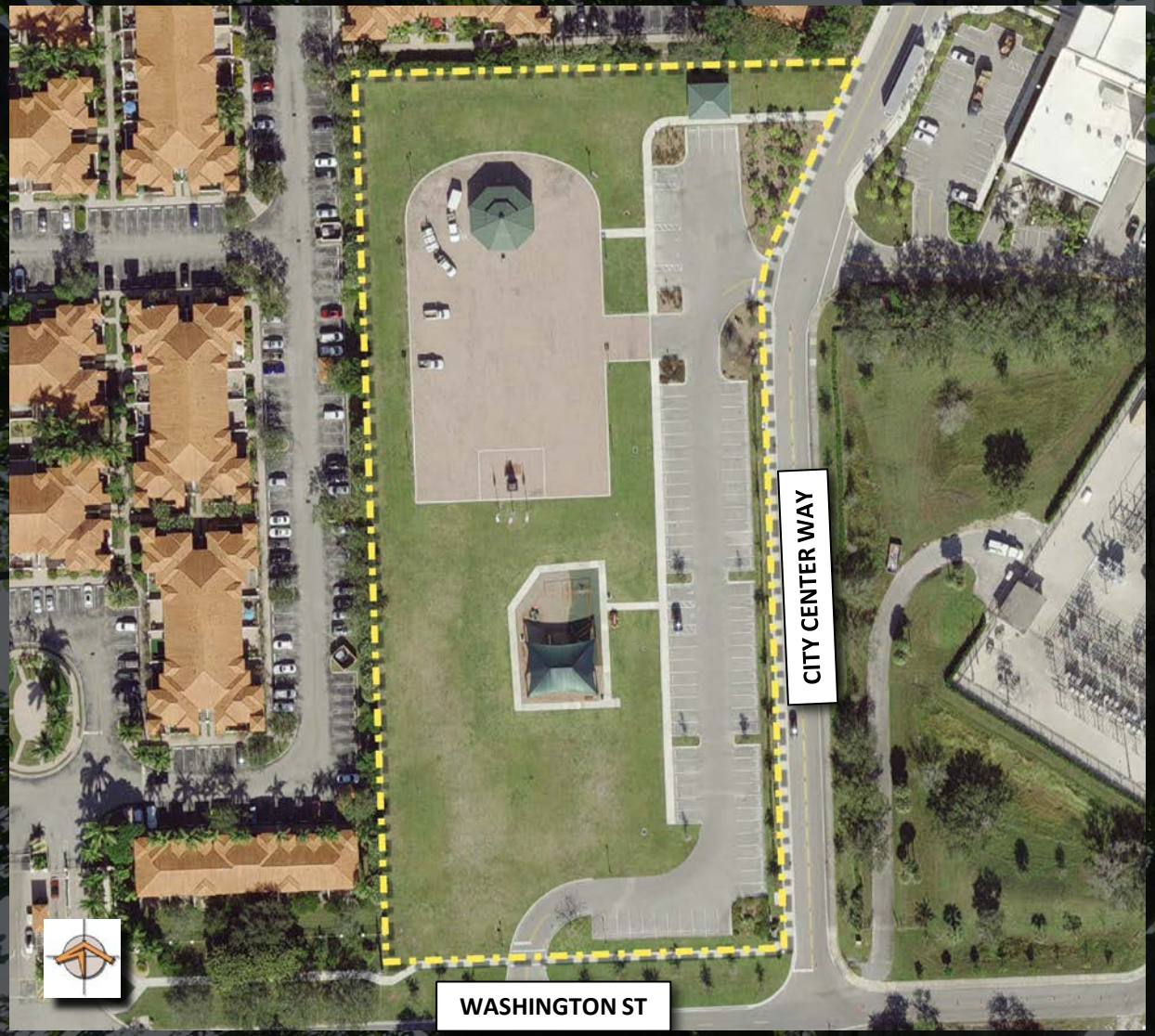
MEMORIAL PARK



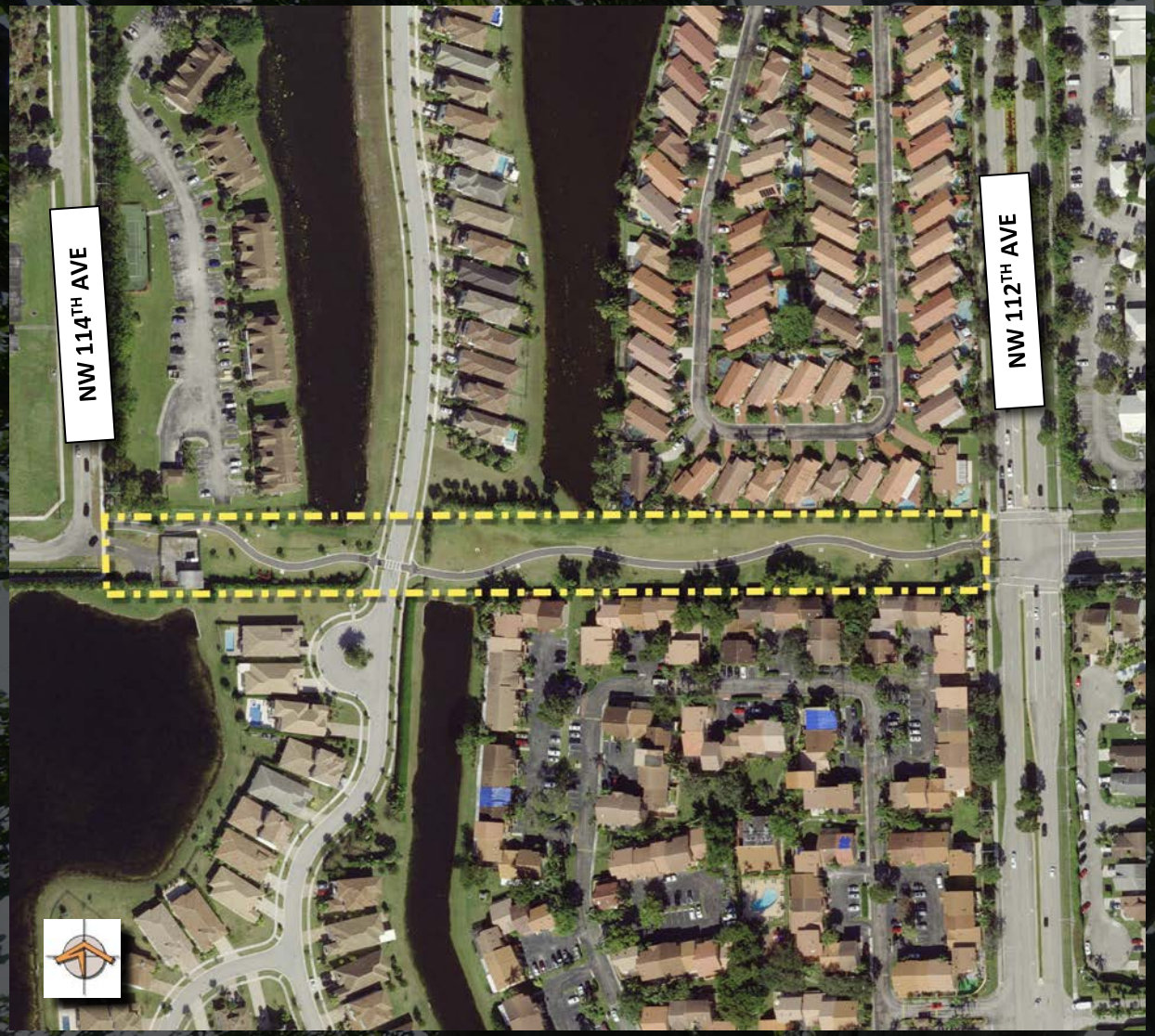
GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Special Use
SIZE:	4.20 acres

- Ceremonial Park
- 911 Memorial Structure & Sculpture (s)
- Veterans' Memorial
- Large paved plaza
- Bathroom building
- Covered playground
  - Highly utilized
- Large open field
- Substantial number of parking spaces
- Adjacent to City Hall Complex
  - Terminus of Washington Street

MEMORIAL PARK



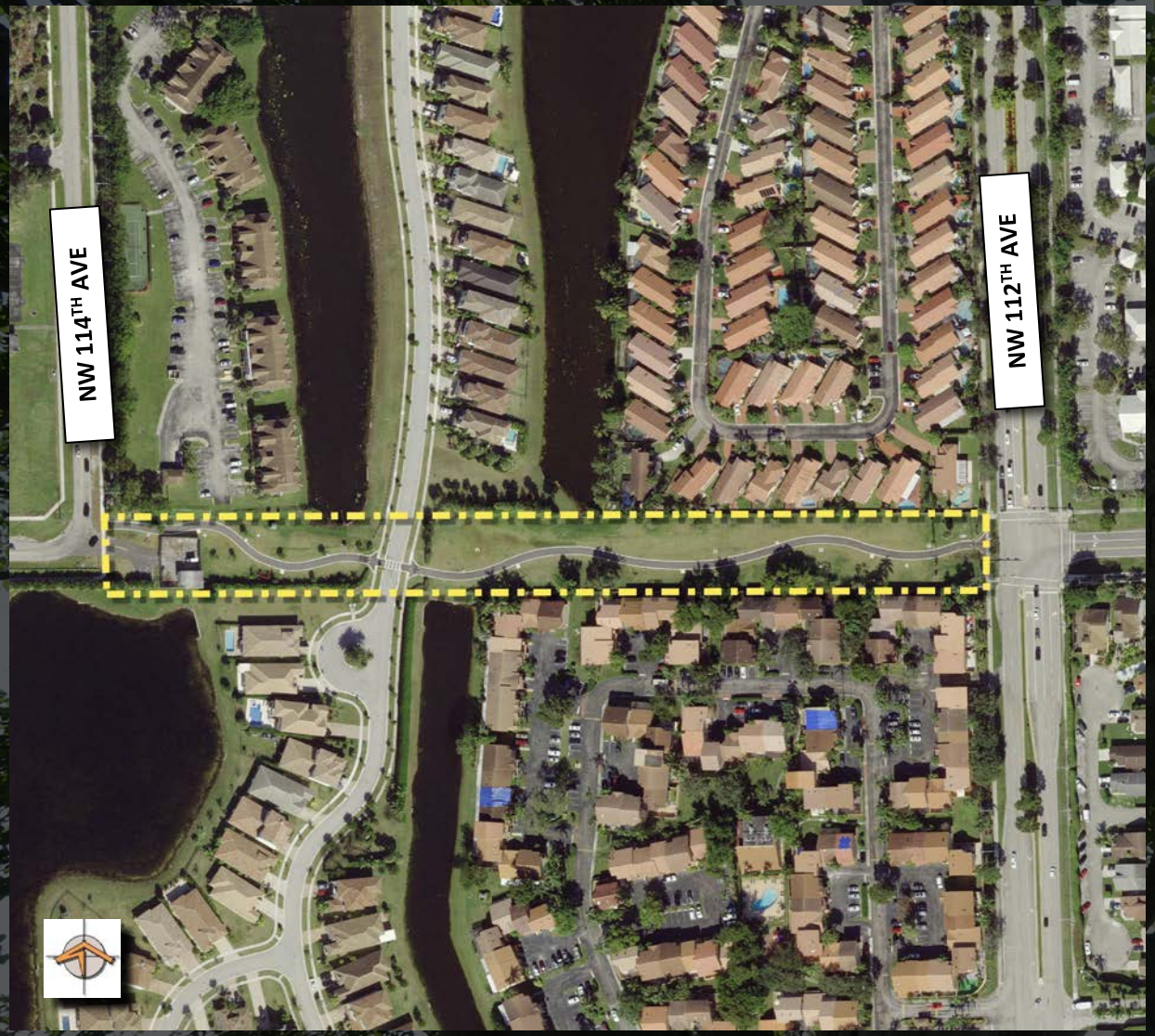
RAINTREE PARK



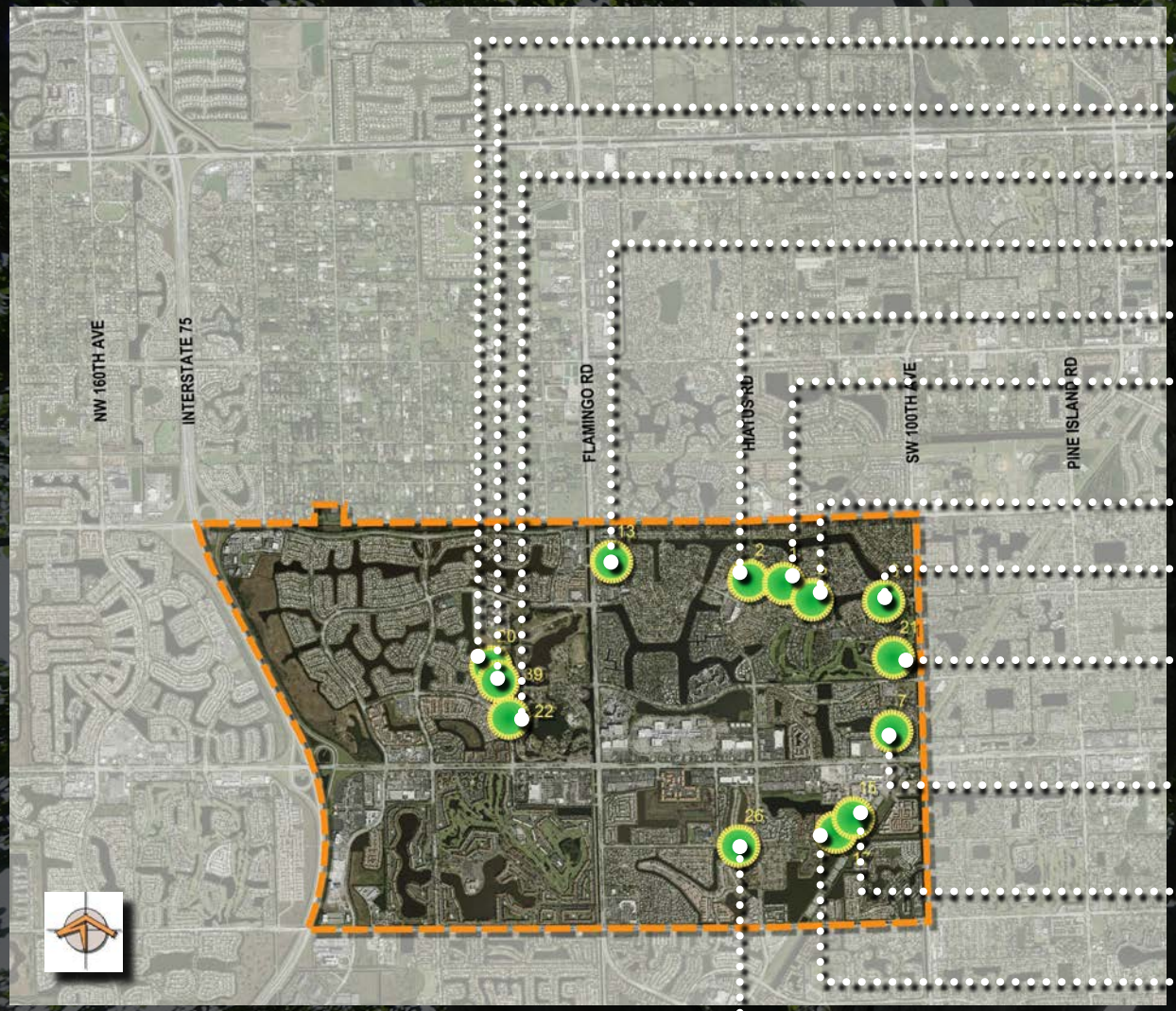
GEOGRAPHIC SECTOR:	Central
CLASSIFICATION:	Community
SIZE:	20.00 acres

- Linear park
- Attractive walk
- Follows Washington Street alignment
- Extends from NW 112th Ave. to NW 114th Ave.
- Views of lake and canals

RAINTREE PARK



CITY PARKS DISTRIBUTION (CENTRAL)



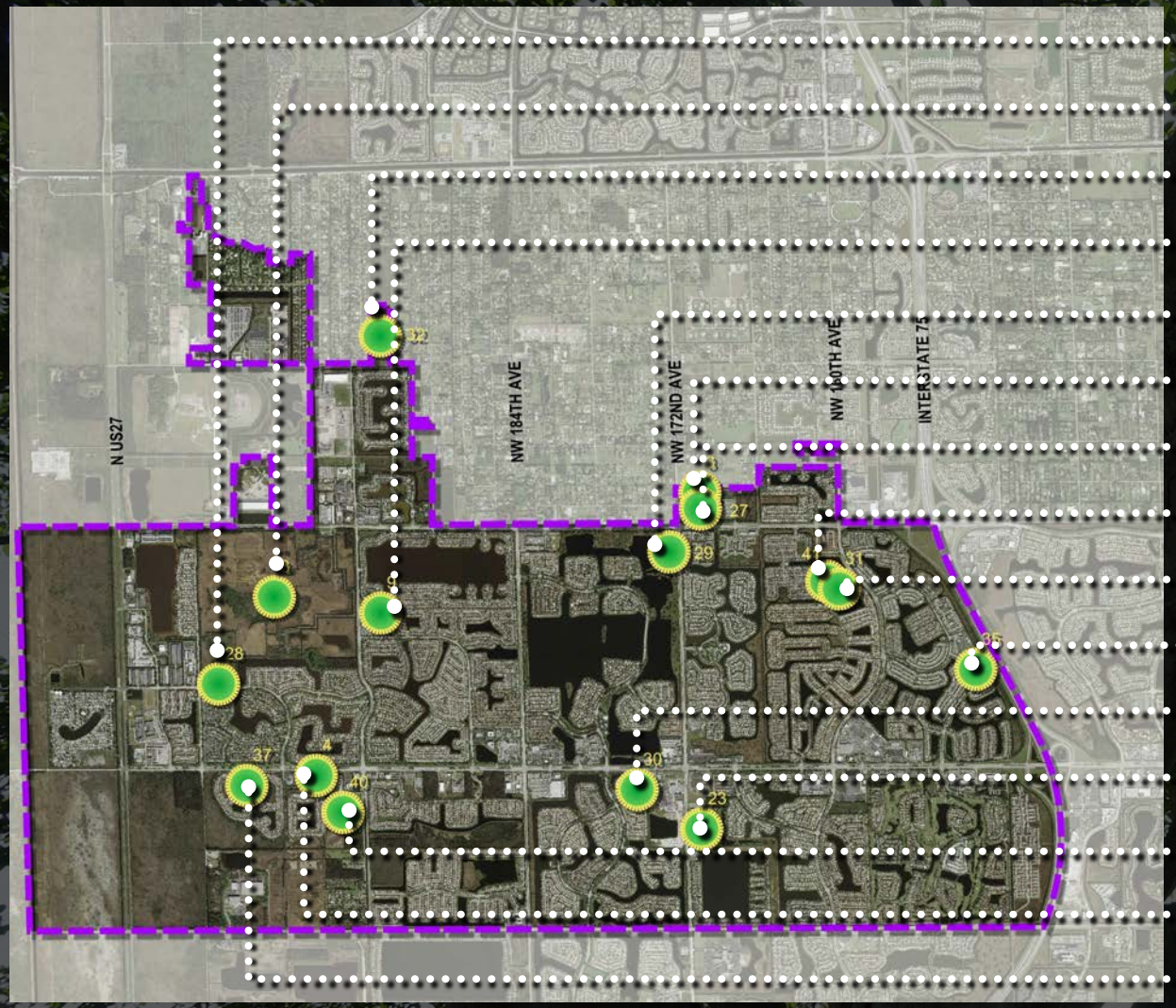
- Pembroke Falls Aquatic Center
- Walter C. Young Field and Gymnasium
- Pembroke Pines Art and Cultural Center
- Flamingo Park
- 111th Avenue Kiddie Park
- 108th Avenue Kiddie Park
- Ashley W. Hale Park
- Ben Fiorendino Park
- Pembroke Lakes Golf and Tennis Center
- Carl Schechter SW Focal Point Comm. Center
- Frank C. Ortis Art Gallery and Exhibit Hall
  Charles F. Dodge City Center
- Memorial Park
- Raintree Park

KEY

- Central Sector Limits
- Park Facilities

WEST SECTOR PARKS

CITY PARKS DISTRIBUTION (WEST)

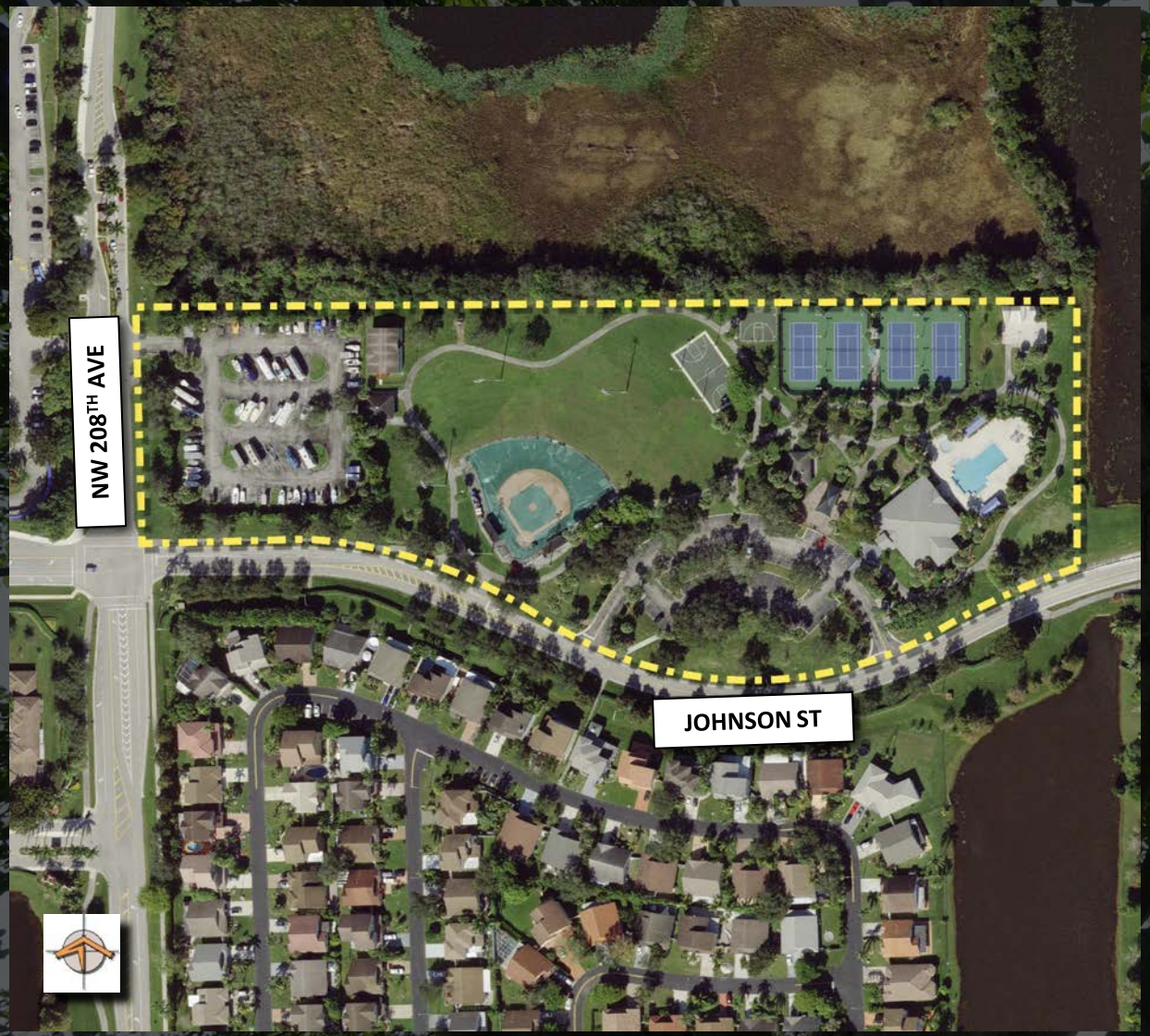


- Rose G. Price Park
- Chapel Trail Nature Preserve
- Steven L. Josias Dog and Equestrian Park
- Chapel Trail Park
- Silver Lakes North Park
- Academic Village Swimming Pool
- Susan B. Katz River of Grass Theater
- William B. Armstrong Dream Park
- Spring Valley Park
- Towngate Park
- Silver Lakes South Park
- Pembroke Shores Park
- West Pines Soccer Park and Nature Preserve
- Alhambra Park
- Walden Lakes Park

KEY

- West Sector Limits
- Park Facilities

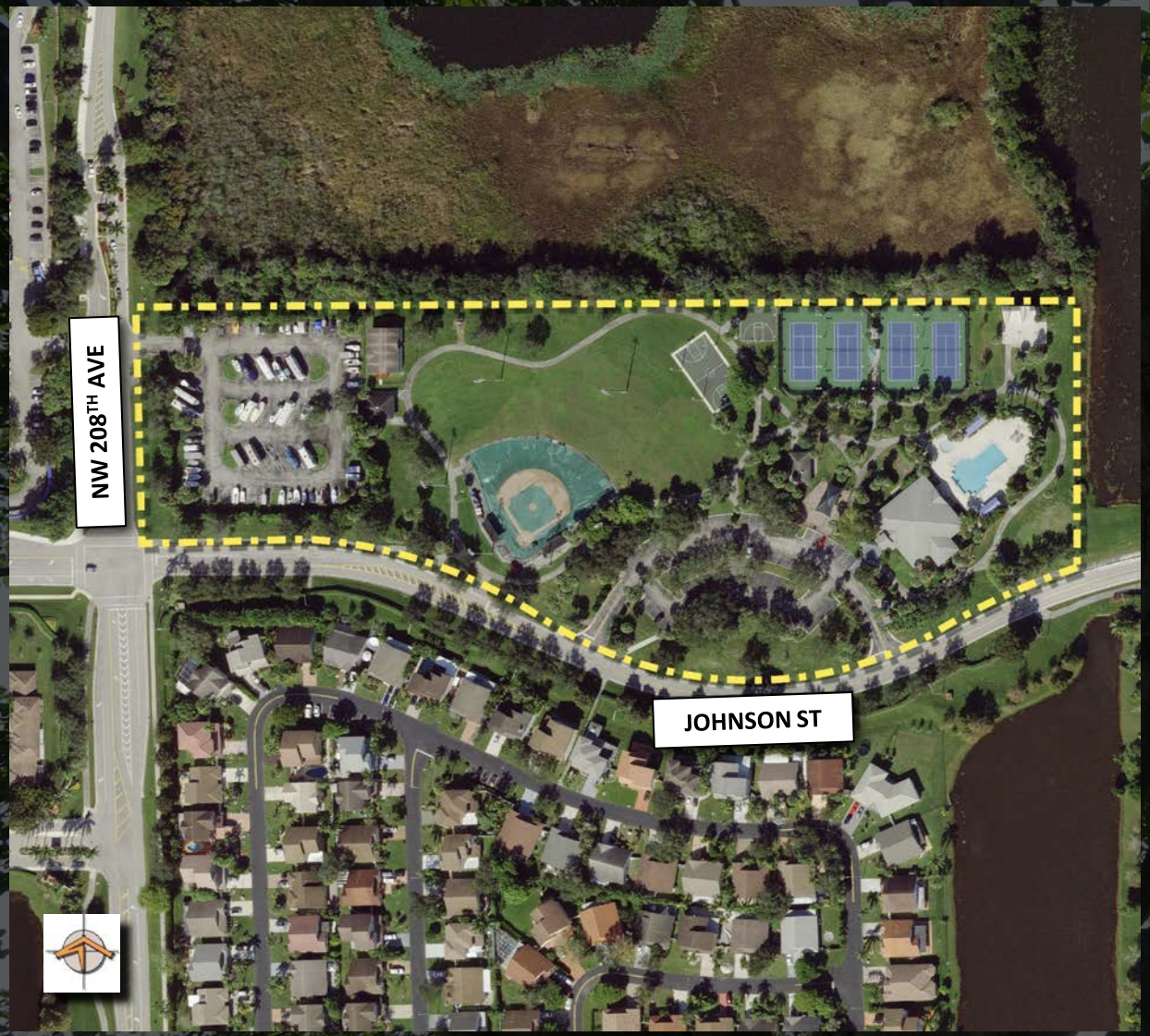
ROSE G. PRICE PARK



GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	12.00 acres

- Community facility building
  - Event/meeting room
  - Recreational pool
- City's only Miracle League baseball field
- Other sports venues
  - Four tennis courts
  - Two handball courts
  - Basketball court
- Walking path
- Covered children playground
- Central parking area

ROSE G. PRICE PARK



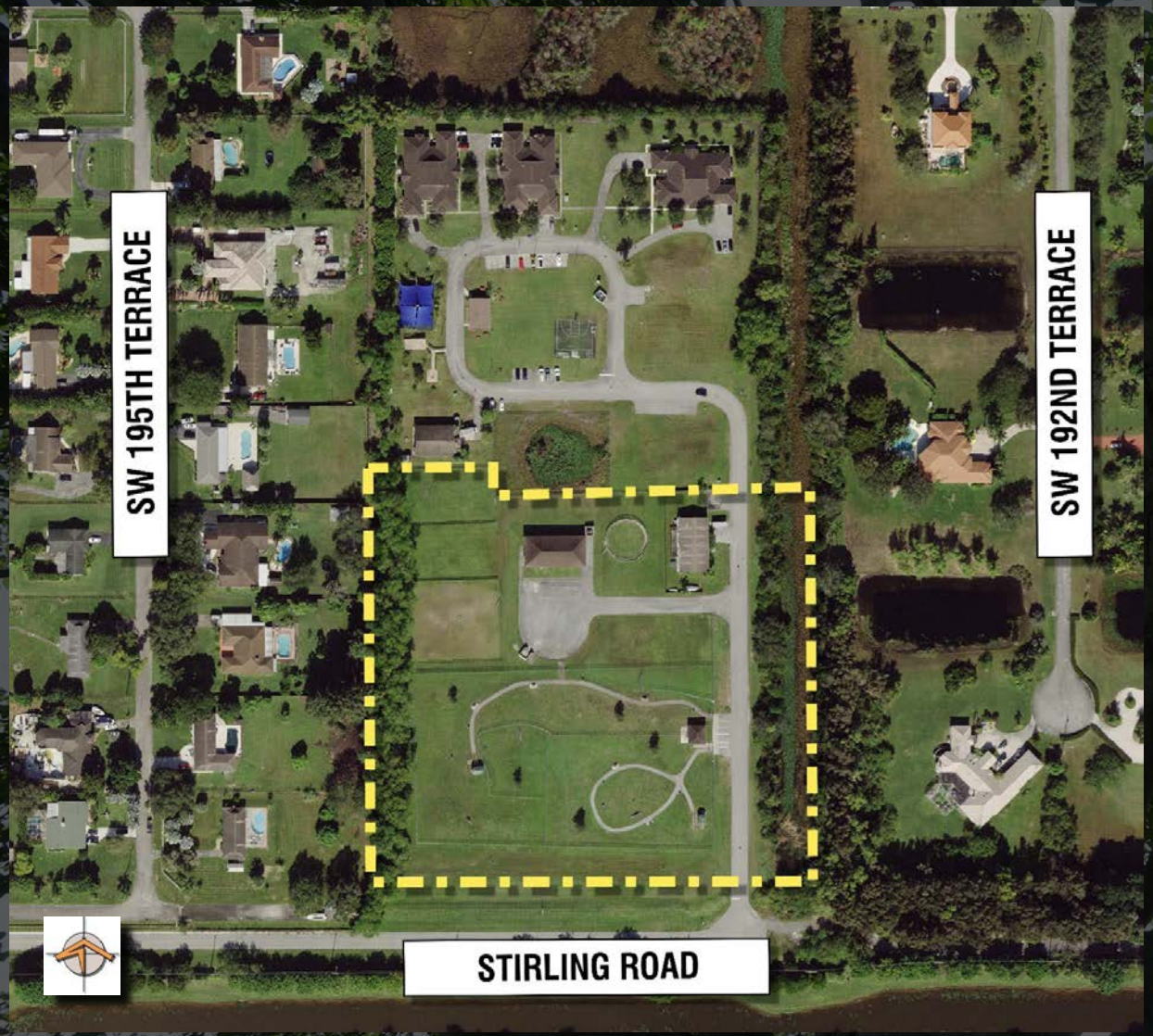
CHAPEL TRAIL NATURE PRESERVE

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Natural Preserve
SIZE:	496.45 acres

- Natural area in urban context
  - Educational and ecological value
- Access from Sheridan Street
  - Parking available
  - Restroom facilities and small building
- Elevated walkway into Preserve
- Canoe storage at walkway area

CHAPEL TRAIL NATURE PRESERVE

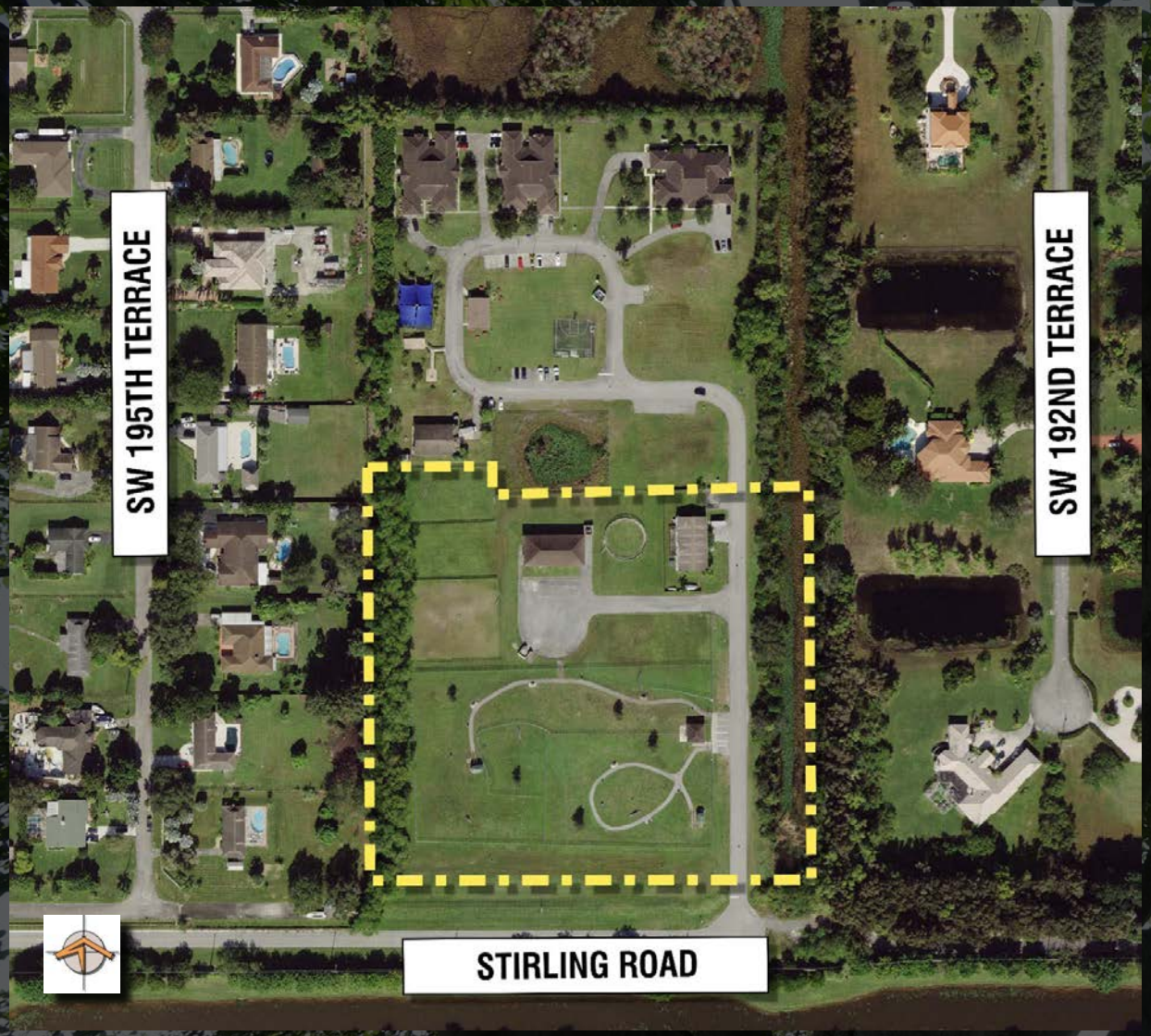
STEVEN L. JOSIAS DOG AND EQUESTRIAN PARK



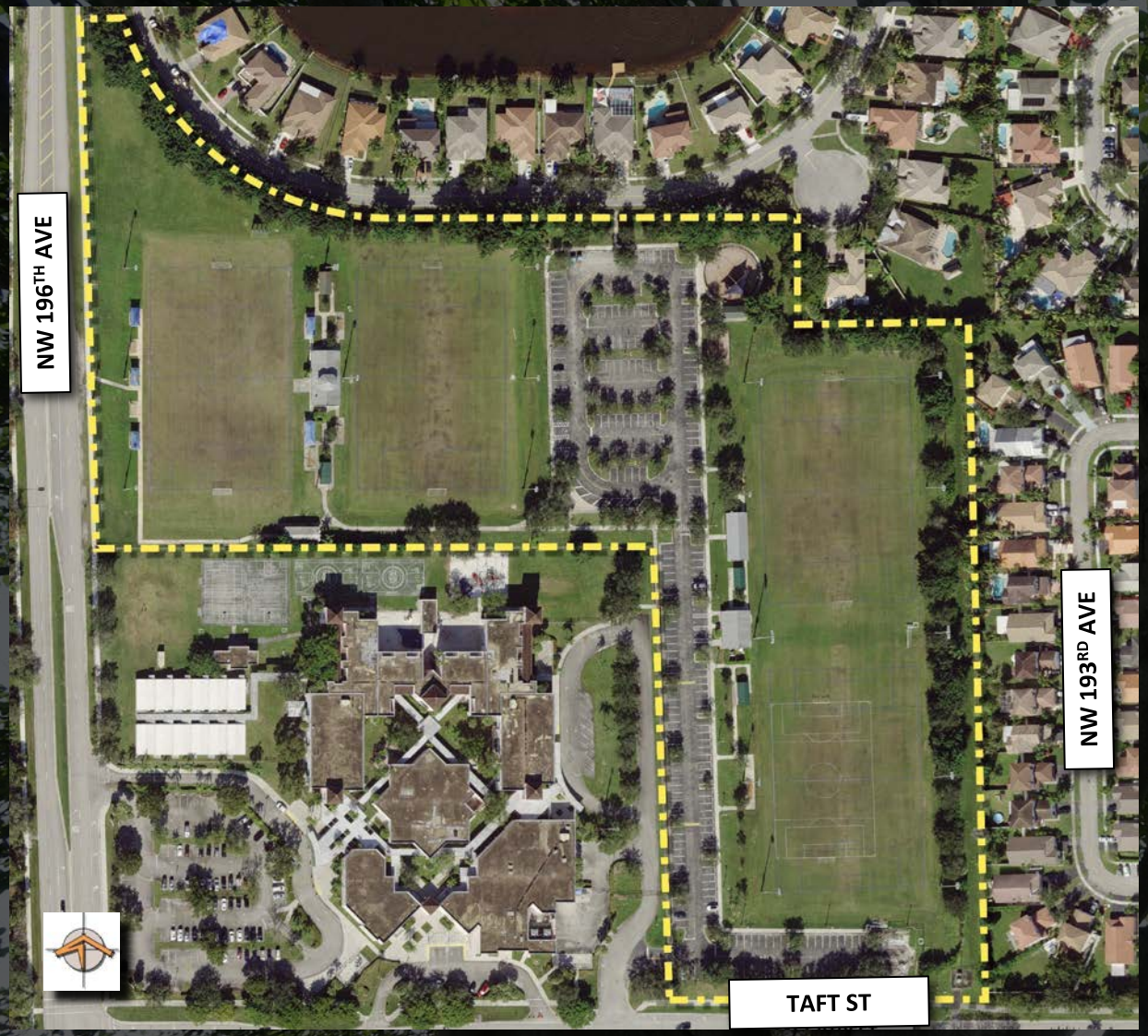
GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Special Use
SIZE:	29.42 acres

- Dog Park with large open area
  - Small dog area
  - Restroom building
  - On- street parking
- Limited shade and tree cover
- Proposed renovations, site is under construction

STEVEN L. JOSIAS DOG AND EQUESTRIAN PARK



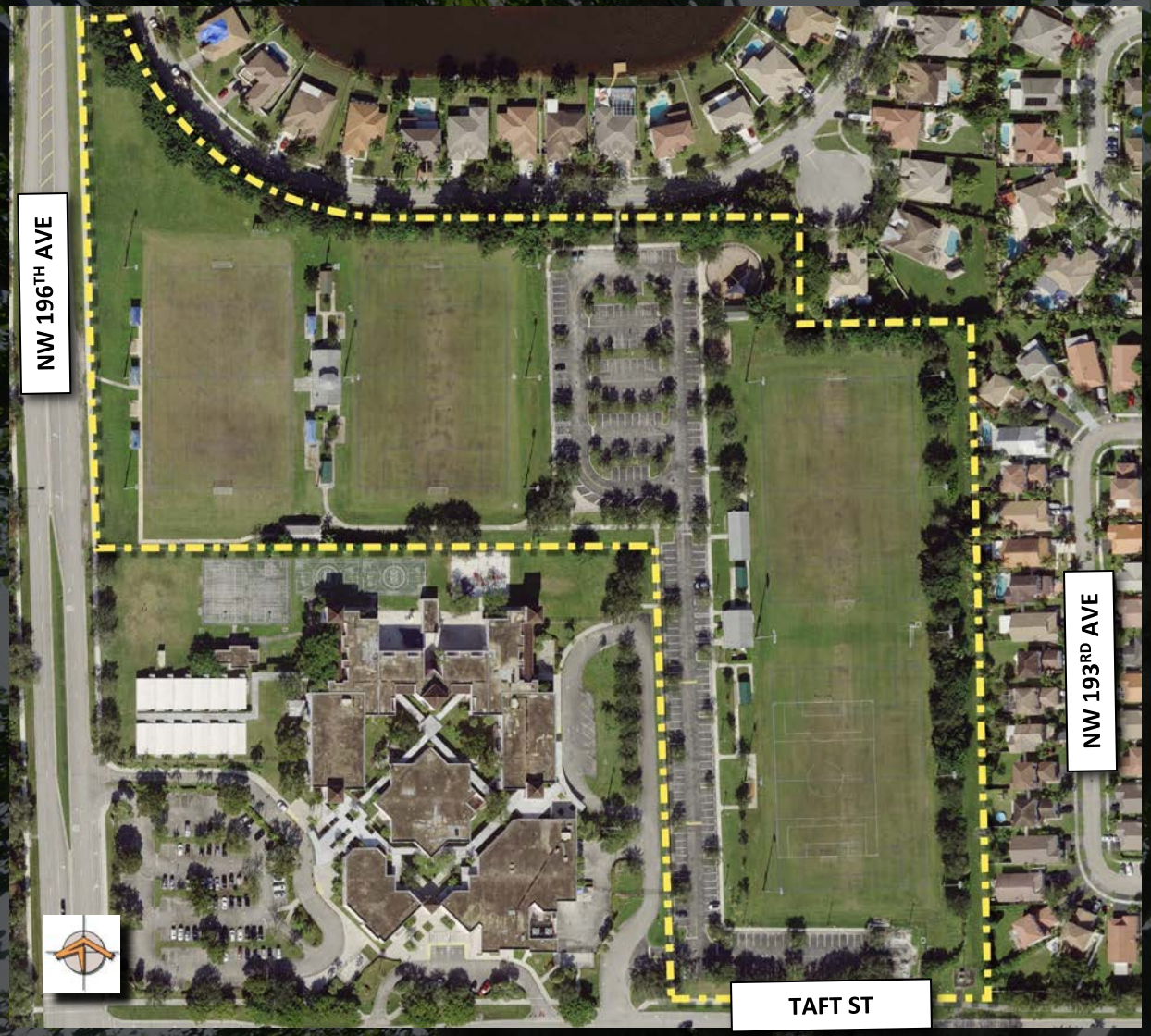
CHAPEL TRAIL PARK



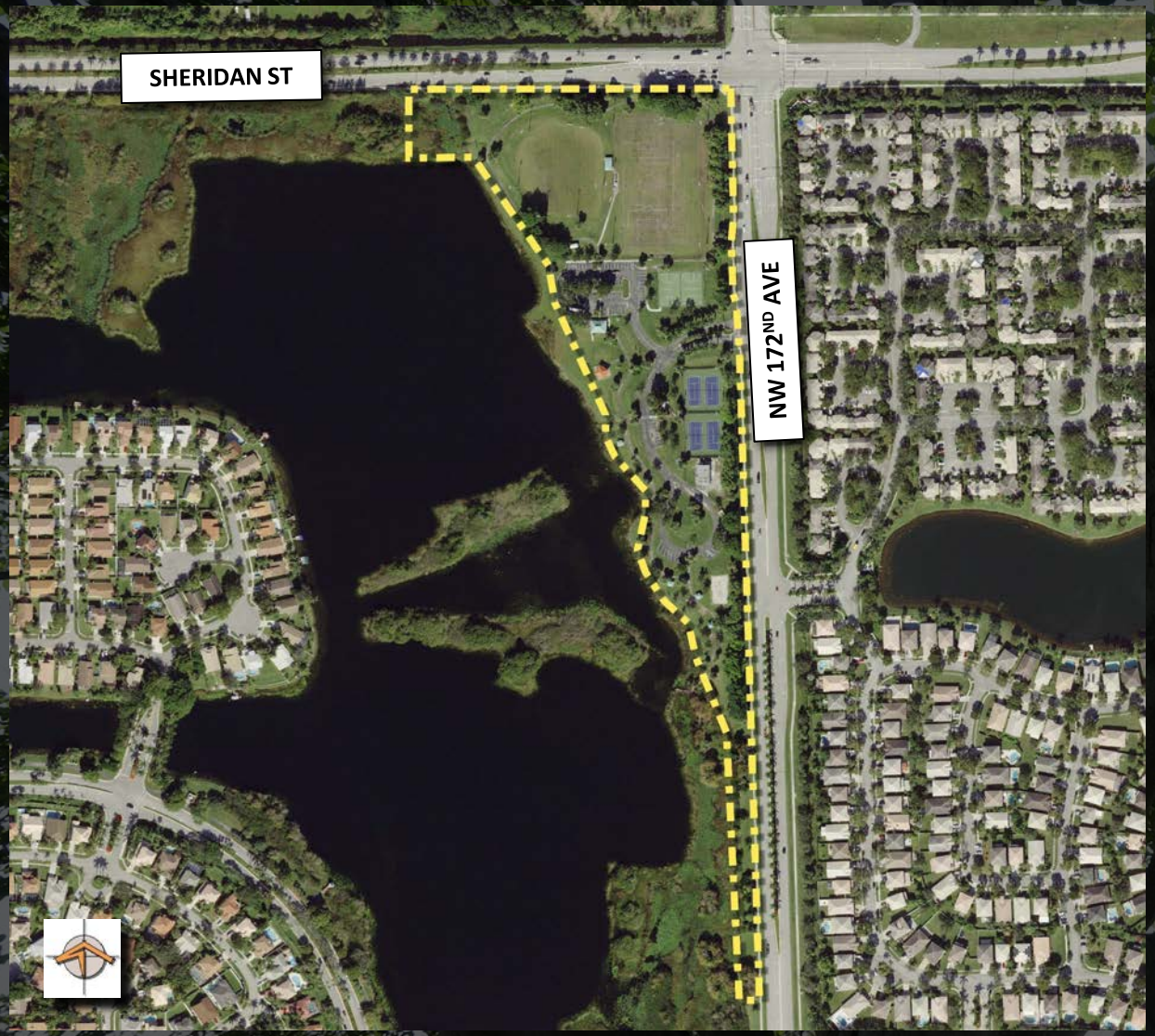
GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	19.00 acres

- Four rectangular fields
  - Soccer
  - Football
- Significant surface parking areas
- Activity building (small)
  - Bleachers
- Shade could be improved

CHAPEL TRAIL PARK



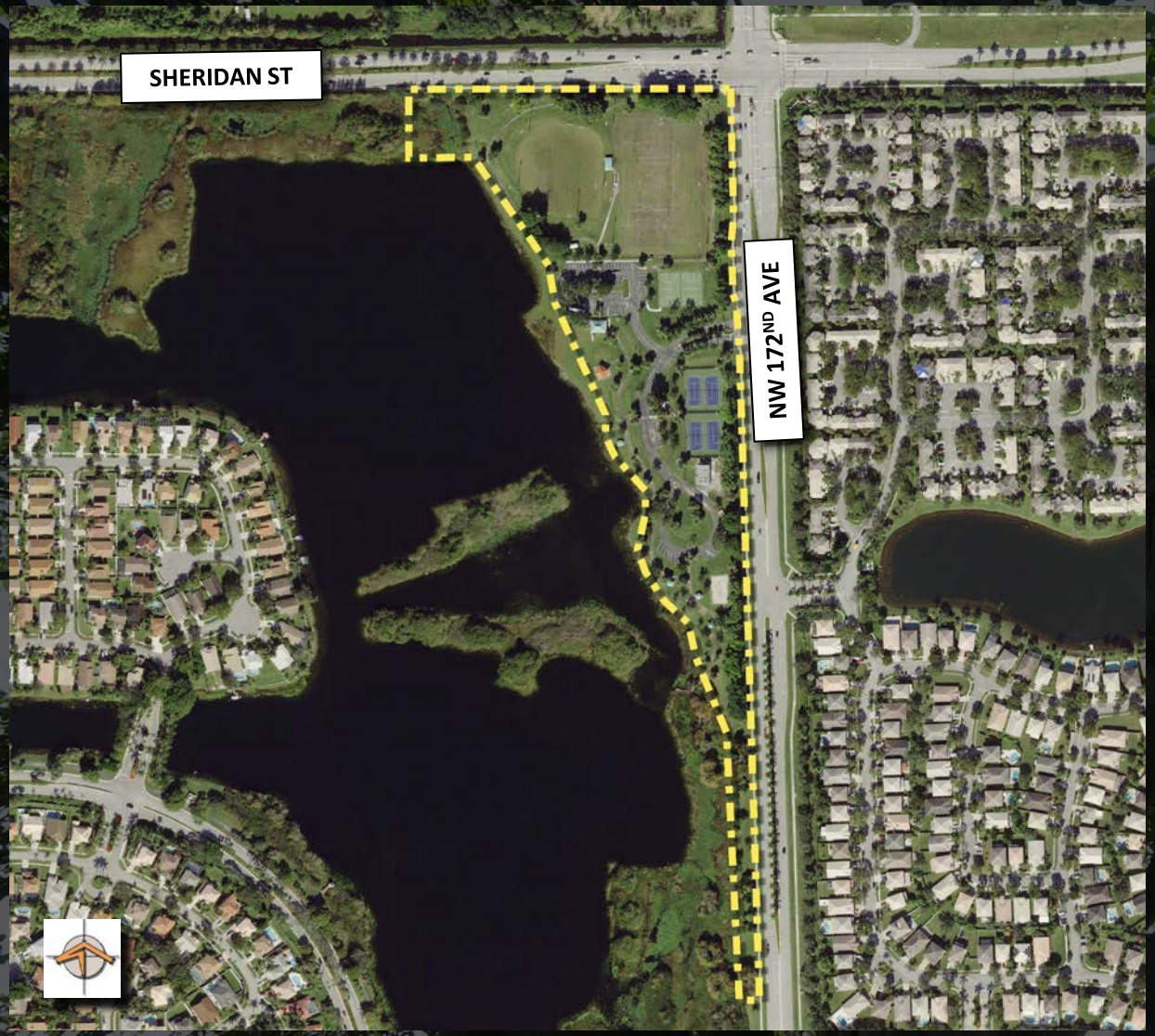
SILVER LAKES NORTH PARK



GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	20.57 acres

- Attractive park on lakefront
- Located at intersection of major roadways
  - NW 172nd Avenue and Sheridan Street
- Serves active recreation needs of community
  - Rectangular field with bleachers
  - Multi use field
  - Four tennis courts and tennis trailer
  - Restroom facility
  - Open field
  - Parking
  - Nature trail and viewing area

SILVER LAKES NORTH PARK



ACADEMIC VILLAGE SWIMMING POOL

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	17.00 acres

- Part of Academic Village site
- City-wide facility
  - City's only competition level swimming facility
- Recently renovated (pool)
- Highly used

ACADEMIC VILLAGE SWIMMING POOL

SUSAN B. KATZ RIVER OF GRASS THEATER

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	--
SIZE:	--

- Theater space adjacent to the school.
- Focal point adjacent to courtyard space

SUSAN B. KATZ RIVER OF GRASS THEATER

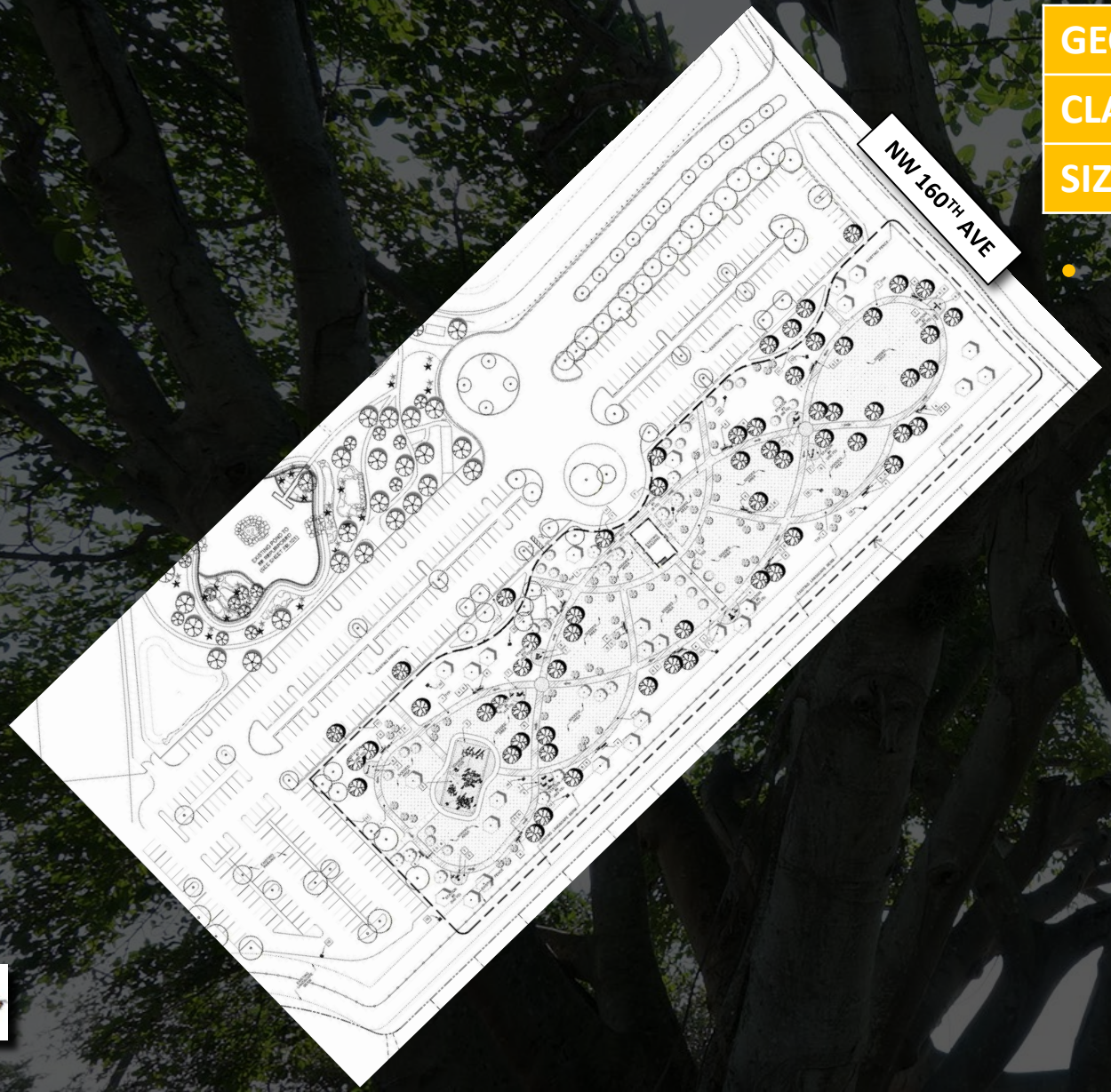
SPRING VALLEY PARK

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	30.00 acres

- Large land parcel
- Substantial parking available
- Closed facility
- Existing activity building
- Proposed conversion to passive park

SPRING VALLEY PARK

SPRING VALLEY PARK PROPOSED IMPROVEMENTS



GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	30.00 acres

- **Conversion of present hockey fields and bleachers to passive park**
  - **Walking paths**
  - **Covered Playground**
  - **New tree cover and landscaping**
  - **Retain present parking layout.**

WILLIAM B. ARMSTRONG DREAM PARK

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	6.00 acres

- Adjacent to Spring Valley Park
- Attractive passive park
  - Open to lake views
  - internal walking paths
  - Potential for new activity
- Proposed Improvement project
  - Restoration of Pond
  - New community activity building
  - Removal of dock

WILLIAM B. ARMSTRONG DREAM PARK

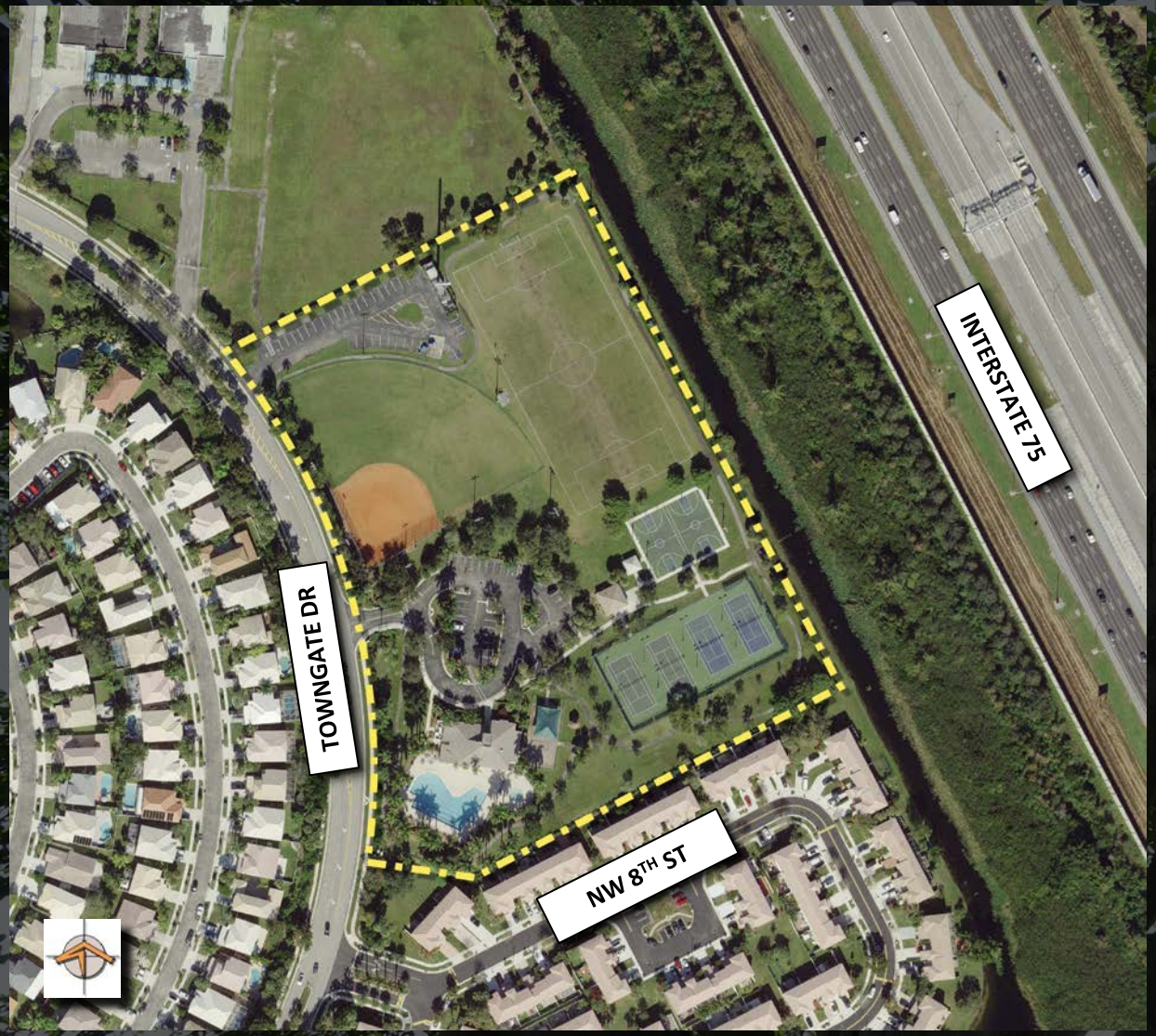
WILLIAM B. ARMSTRONG DREAM PARK PROPOSED IMPROVEMENTS

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	6.00 acres

Proposed new community facility
- **Located on promontory**
- **Activity/Meeting rooms**
- **Covered terrace**

- **Pond restoration**
  - **New lining**
  - **New Pumps**
  - **Viewing area**
- **Bring users to park**

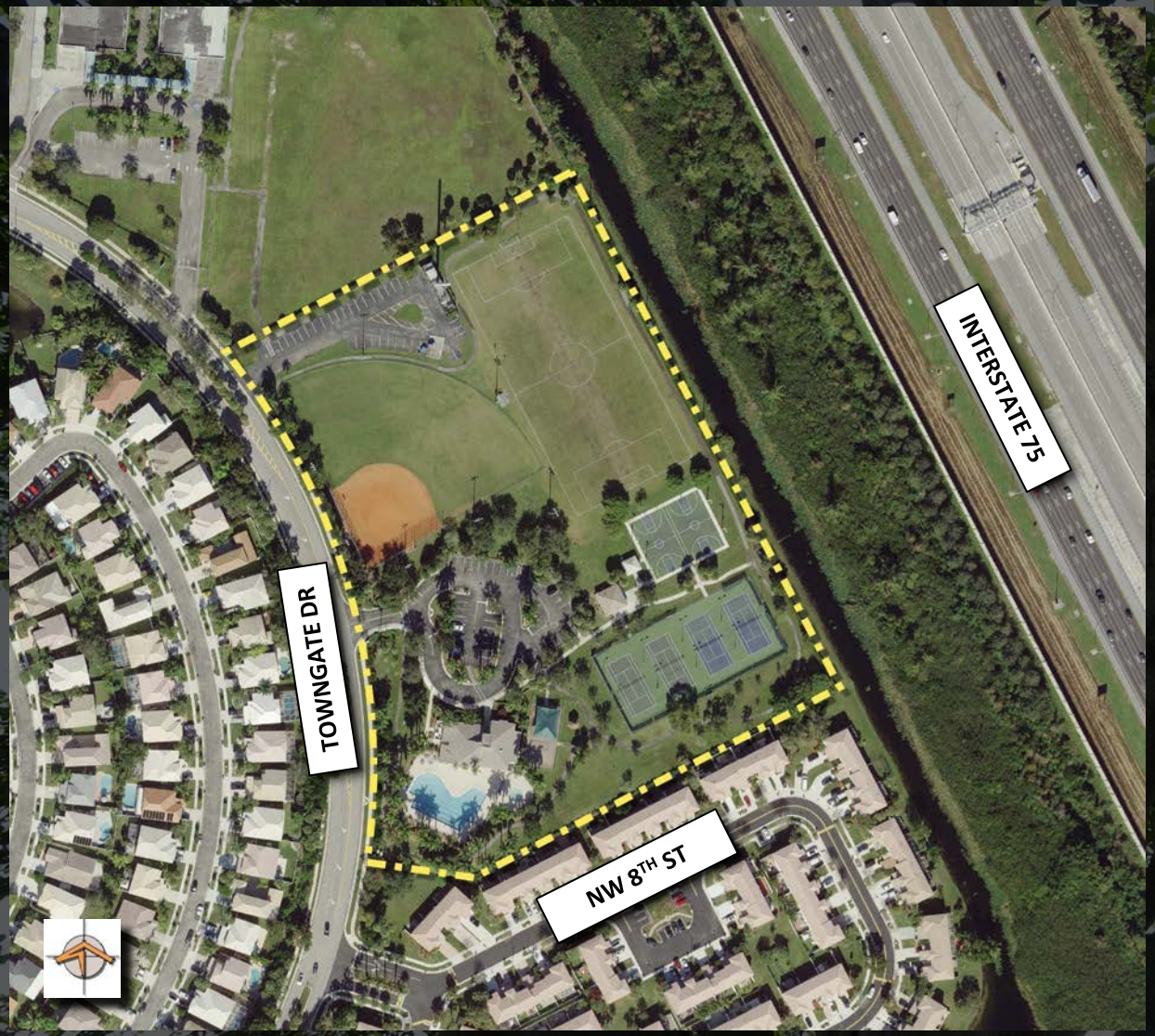
TOWNGATE PARK



GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Neighborhood
SIZE:	10.00 acres

- Serves active recreation needs of area
  - Baseball field
  - Rectangular field
  - Two basketball courts
  - Small tennis pavilion
    - Four tennis courts
- Two parking areas
  - Central and north for field access
- Covered Playground Community building
  - Activity room
  - Gym
  - Swimming Pool

TOWNGATE PARK



SILVER LAKES SOUTH PARK

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	11.53 acres

- Off Pines Boulevard and NW 178th Avenue
- Serves active recreation needs
  - Three softball fields
  - Activity building
  - Swimming pool
  - Pavilion
  - Six tennis courts
  - Basketball court
  - Covered Playground
- Parking area

SILVER LAKES SOUTH PARK

PEMBROKE SHORES PARK

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	41.00 acres

- Located on major north-south road
  - SW 172nd Street
- Gym facility operated by YMCA
  - Only operable indoor gym in City
- Heavy baseball orientation
  - Eight baseball fields
  - Organized around concession buildings
- Large well distributed parking area

PEMBROKE SHORES PARK

WEST PINES SOCCER PARK AND PRESERVE

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Community
SIZE:	56.33 acres

- Major soccer park
  - Six fields
  - Activity buildings
  - Pavilions
- Nature preserve area
  - Boardwalk
- East fields being reconstructed

WEST PINES SOCCER PARK AND PRESERVE

ALHAMBRA PARK

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Pocket
SIZE:	2.00 acres

- Located behind Fire Station on Pines Boulevard
- Difficult to identify and access (Review team could not access park)
- Oriented to Alhambra HOA
  - Main access from HOA gate

ALHAMBRA PARK

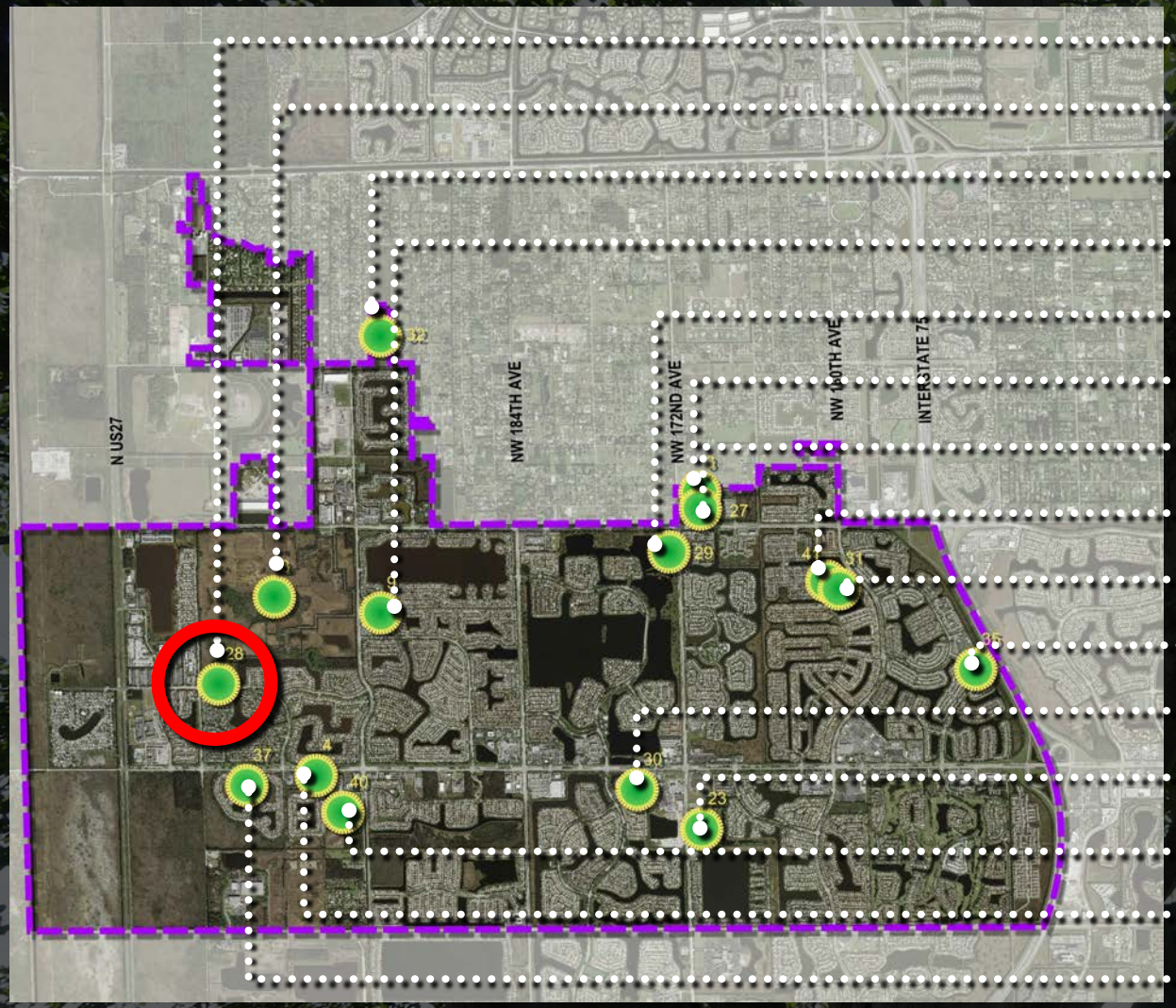
WALDEN LAKES PARK

GEOGRAPHIC SECTOR:	West
CLASSIFICATION:	Pocket
SIZE:	3.83 acres

- Located within Walden Lakes HOA core
- Attractive park oriented to immediate community use
  - Pool
  - Covered playground
  - Open pavilion
  - Two tennis courts
- Large open space area, open to lake

WALDEN LAKES PARK

CITY PARKS DISTRIBUTION (WEST)



- Rose G. Price Park
- Chapel Trail Nature Preserve
- Steven L. Josias Dog and Equestrian Park
- Chapel Trail Park
- Silver Lakes North Park
- Academic Village Swimming Pool
- Susan B. Katz River of Grass Theater
- William B. Armstrong Dream Park
- Spring Valley Park
- Towngate Park
- Silver Lakes South Park
- Pembroke Shores Park
- West Pines Soccer Park and Nature Preserve
- Alhambra Park
- Walden Lakes Park

KEY

- West Sector
- Parks Facilities

NEXT STEPS IN THE NEAR-TERM

- Evaluate/compile workshop input from stakeholders
- Administer survey
- Prioritize improvements to parks, based on survey results
- Generate design concepts and improvements to park facilities
- Community Workshop #2

THANK YOU FOR YOUR PARTICIPATION

Inventory and Assessment of Existing Park Conditions

Public Workshop #1 ALL PARKS

May , 2022

B

PUBLIC WORKSHOP #2 PRESENTATION

City of Pembroke Pines
City-Wide Parks and Recreation Master Plan

Public Workshop – The Charles F. Dodge City Center

February 7th, 2023

BERMELLO AJAMIL & PARTNERS, INC.

- Landscape Architecture
- Planning
- Architecture
- Civil Engineering
- Construction Services
- Interior Design
- Public Involvement

BERMELLO AJAMIL & PARTNERS, INC.

Randy P. Hollingworth

Alfredo C. Sanchez
AIA, AICP

Joshua J. Rak

Ken Ballard

slido

HAVE YOU VISITED A PEMBROKE PINES' PARK, RECREATION- OR CULTURAL ARTS-FACILITY IN THE LAST SIX MONTHS?

ⓘ Start presenting to display the poll results on this slide.

THE PLANNING TEAM

- Bermello Ajamil & Partners, Inc.
- Ballard King & Associates
- ETC Institute
- FCS Group
- The Bosch Group

CITY OF PEMBROKE PINES PARKS AND RECREATION MASTER PLAN

Outreach/ Survey

Implementation/ Funding

Inventory Assessment

Park Plans

Community Composition

Recreation Programming

PARKS AND RECREATION MASTER PLAN

WORKSHOP ORGANIZATION

NEEDS ASSESSMENT

GEOGRAPHIC DISTRIBUTION
DEMOGRAPHICS
LEVELS OF SERVICE
EXISTING CONDITIONS

COMMUNITY MEETING INPUT
PARKS DIRECTOR INPUT
COMMUNITY SURVEY
COMMUNITY PRIORITIES

NEEDS ASSESSMENT (BA/Ballard King)

COMMUNITY PRIORITY INVESTMENTS

RECREATION & CULTURAL ARTS PROGRAMS

RECREATION & CULTURAL ARTS AMENITIES

PARK PROGRAMMING (Ballard King)

PARK SPECIFIC MASTER PLANS

CINNAMON PLACE PARK
FLETCHER PARK
PASADENA PARK
MEMORIAL PARK
CHARLES F. DODGE CITY CENTER
ROSE G. PRICE PARK
CHAPEL TRAIL NATURE PRESERVE

PROPOSED PARK CONCEPTS (BA)

SUMMARY/QUESTIONS/DISCUSSION

NOT ALL ISSUES AND QUESTIONS WILL BE RESOLVED TODAY

PARKS AND RECREATION MASTER PLAN

1 COMMUNITY WORKSHOPS

2 COMMUNITY INTEREST AND OPINION SURVEY

3 RECREATION & CULTURAL ARTS STAFF INPUT

4 CONSULTANT'S ANALYSIS/ RECOMMENDATIONS

1 COMMUNITY WORKSHOPS

COMMUNITY INPUT

COMMUNITY INPUT

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

2 | COMMUNITY INTEREST AND OPINION SURVEY

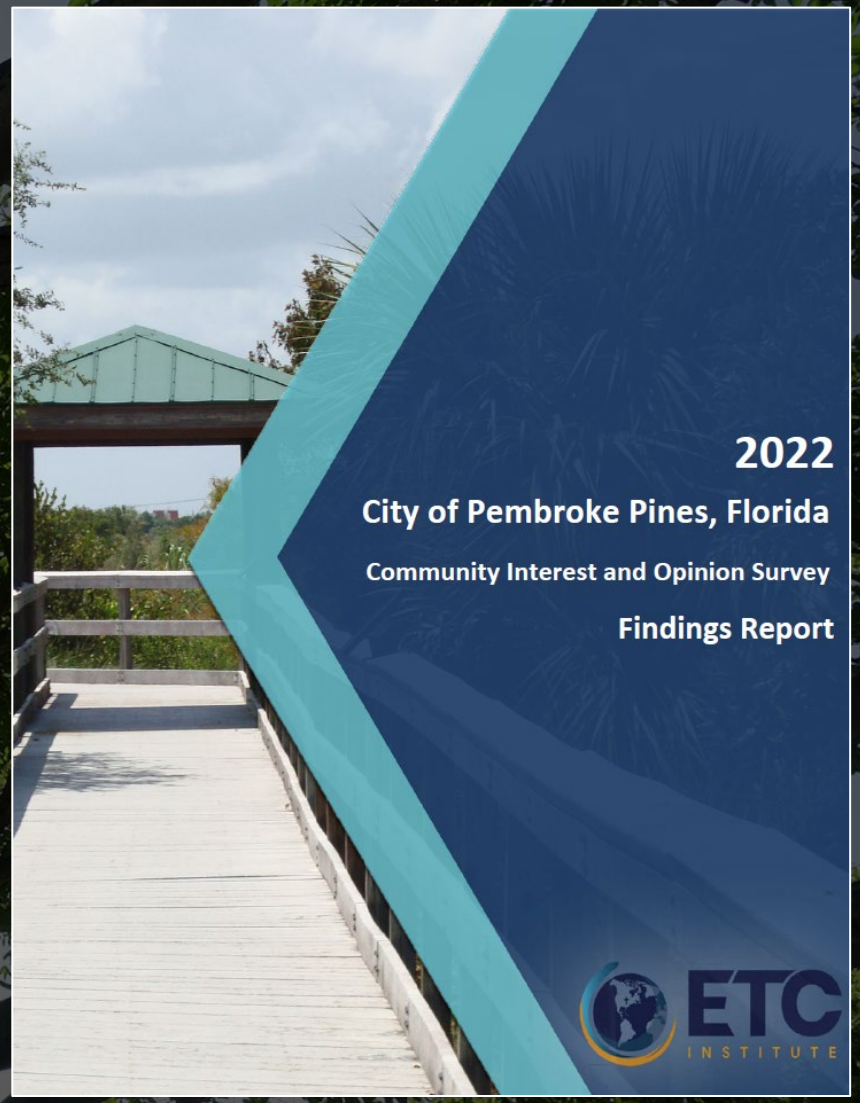
SURVEY OVERVIEW

Statistically valid community survey

- Performed by ETC Institute

Random sample of households

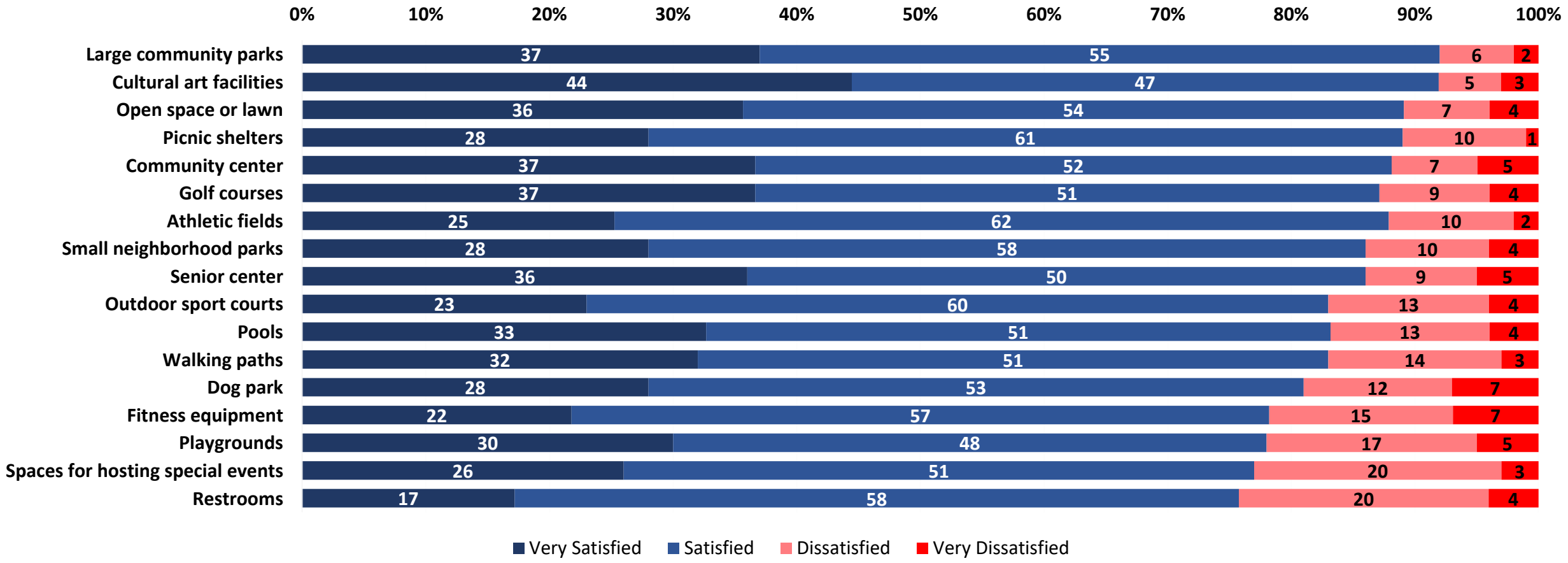
- 2,000 surveys mailed at random
- Limited to City of Pembroke Pines- residents only
- Received over 409 survey responses (Goal 400)
- Confidence Level = 95%



LEVEL OF SATISFACTION W/ FACILITIES & AMENITIES

Q1. Level of Satisfaction with Facilities and Amenities

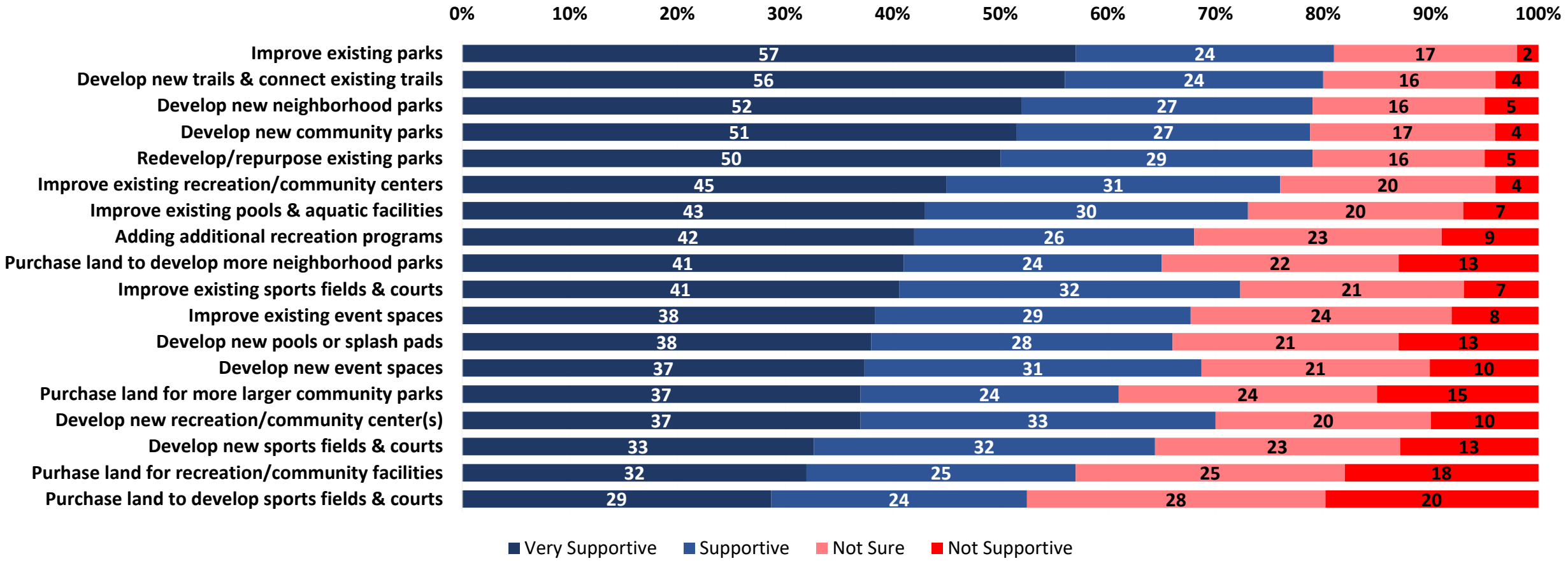
(by percentage of respondents who responded "yes" to Q1 (excluding "not provided")



LEVEL OF SUPPORT FOR ACTIONS TO IMPROVE PARKS & REC

Q2. Level of Support for Potential Improvements

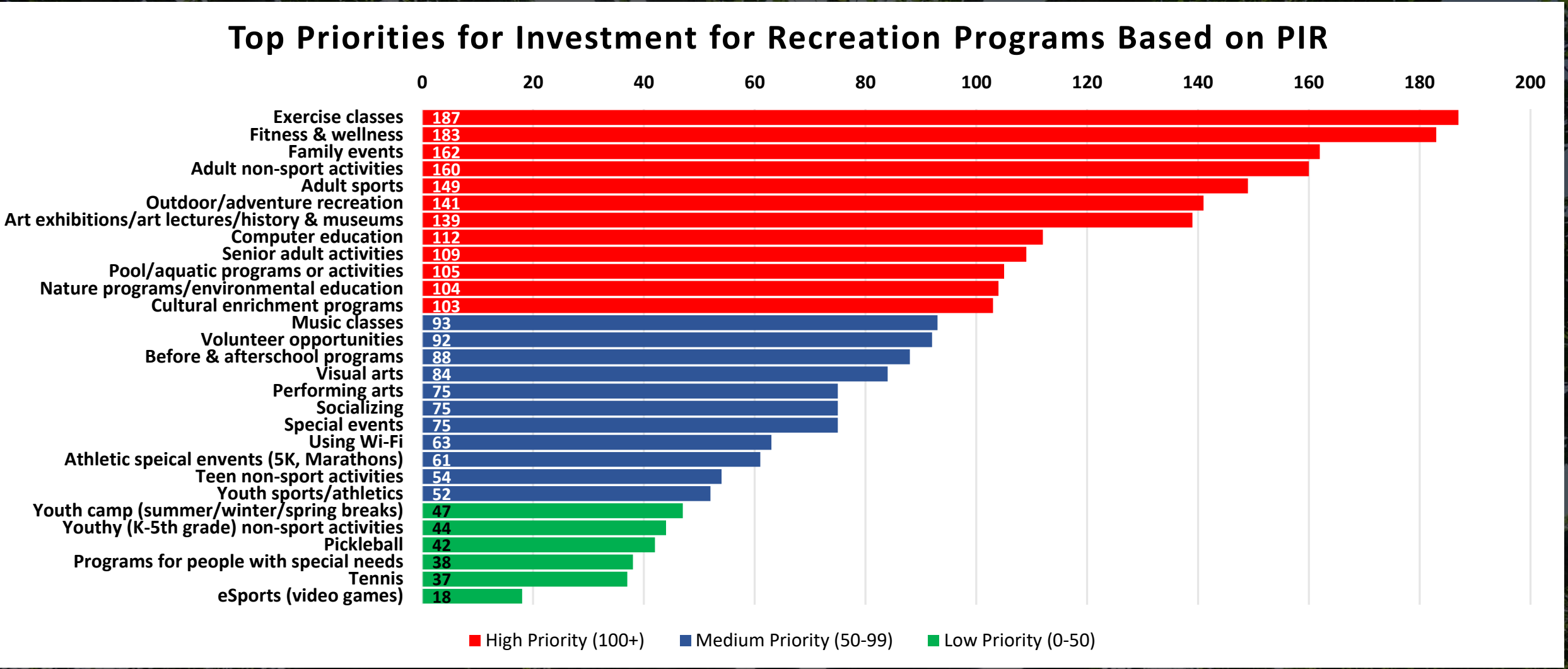
(by percentage of respondents)



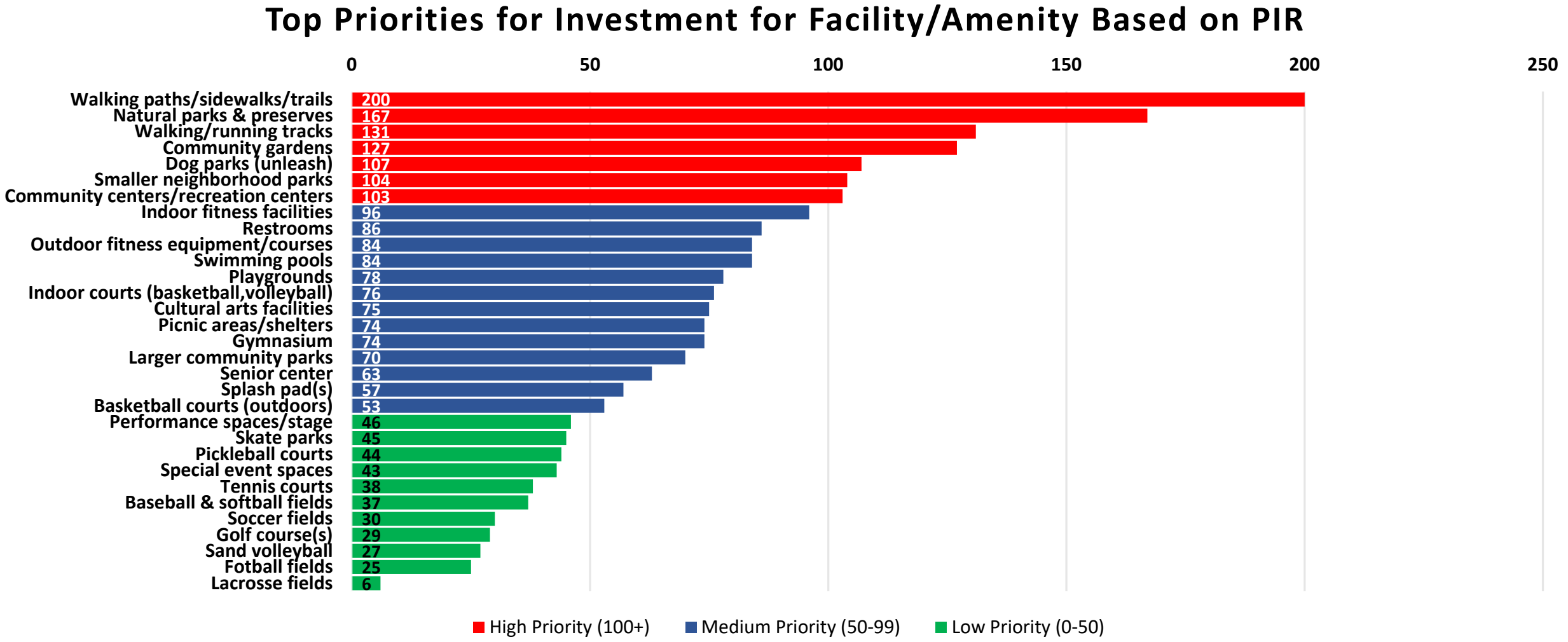
PRIORITY INVESTMENT RATING (PIR)

- Objective tool for evaluating the priority that should be placed on recreation and park investments
  - Rates the importance that residents place on:
    - Amenities/facilities
    - Recreation programs
  - How many residents have unmet needs

PRIORITIES FOR INVESTMENT FOR RECREATION PROGRAMS



PRIORITIES FOR INVESTMENT FOR FACILITY/AMENITIES



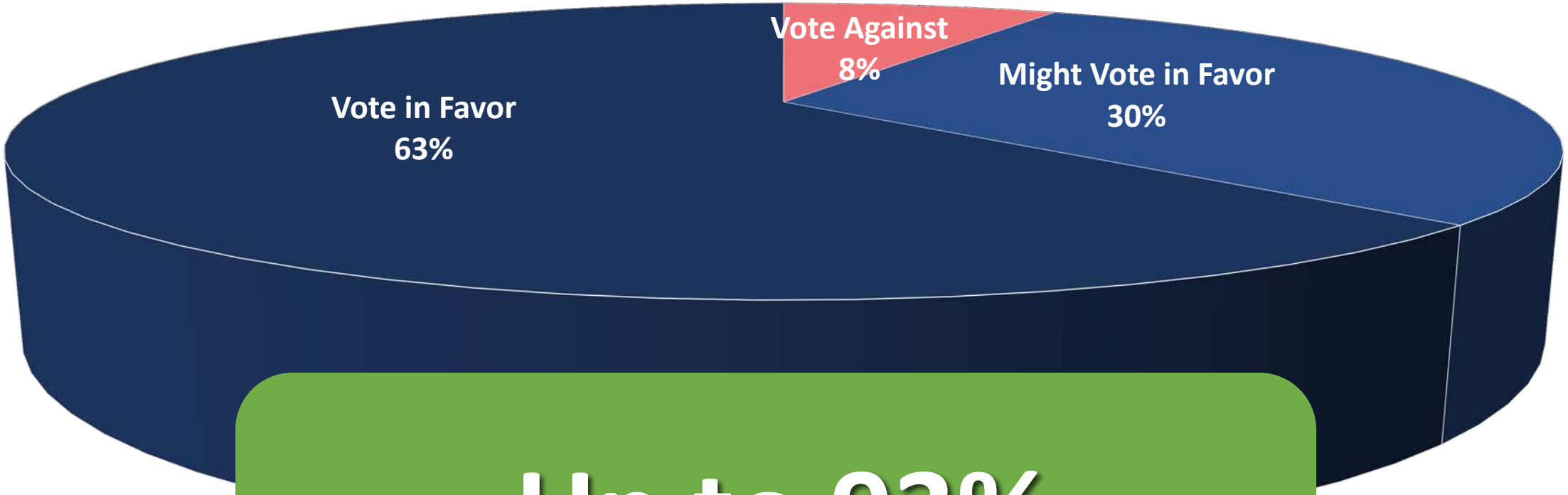
COMMUNITY OPINION SURVEY SUMMARY

- Respondents are generally satisfied with facilities and amenities
- However, there is substantial support for MORE!
  - Walking paths/sidewalks (PIR = 200)
  - Natural parks and preserves (PIR = 167)
  - Smaller neighborhood parks (PIR = 104)
  - Community centers/recreation centers (PIR = 103)
- And they are willing to support a referendum!

HOW RESPONDENTS WOULD VOTE IN A REFERENDUM

Q18. How Respondents Would Vote in a Referendum

by percentage of respondents (excluding “not provided”)



Up to 93%

Would vote favorably!

3 | RECREATION & CULTURAL ARTS DEPARMENT INPUT

SUMMARY OF EFFORTS

- **Visited and assessed every park with the Recreation & Cultural Arts Dept. Director**
  - Numerous meetings with Director
  - Director meetings with staff
- **One-on-One meetings with Elected Officials**
- **Salient Comments Community Workshop No. 1**
  - **East District**
    - More aquatics/splash pads
    - Aging park facilities need update
    - Activate linear park
    - Additional passive recreation areas
    - New basketball facilities
  - **Central District**
    - More pocket parks
    - Improved Wi-Fi accessibility
    - Outdoor wellness, like yoga
    - Increased walking paths
    - New seating/benches

- **West District**
  - Re-establish football program
  - Increased swimming times at pools
  - Programming for children
  - Modernized playgrounds
  - Better running tracks
  - Increased shade
  - Splashpads

4 | CONSULTANT'S ANALYSIS/ RECOMMENDATIONS

PARKS AND RECREATION MASTER PLAN

1 COMMUNITY WORKSHOPS

2 COMMUNITY INTEREST AND OPINION SURVEY

3 RECREATION & CULTURAL ARTS STAFF INPUT

4 CONSULTANT'S ANALYSIS/ RECOMMENDATIONS

REDEVELOP PARKS, PROGRAMS AND FACILITIES

IMPROVE AND MAINTAIN EXISTING SYSTEM

RECREATION PROGRAMMING

- Current Assessment
  - Recreation and Cultural Arts
  - Community Services (Senior Programs)
- Community Needs
- Future Recommendations

CURRENT ASSESSMENT

- Recreation
- Cultural Arts
- Community Services
  - (Senior Programs)
- Contract Providers (YMCA/Youth Sports Organizations)

Program Areas	Recreation	Cultural Arts	Community Services	Contract
Sports (youth and adult)				
Fitness/Wellness				
Cultural Arts				
Aquatics				
Youth (camps)				
Education				
General				
Special Needs				
Special Events				
Outdoor Recreation (organized)				
Seniors				
Teens				
Self-Directed (open-use)				
Social Services				

CURRENT ASSESSMENT: MAGNITUDE OF PROGRAMS OFFERED

Program Areas	High	Moderate	Low
Sports (youth and adult)	●		
Fitness/Wellness		●	
Cultural Arts	●		
Aquatics	●		
Youth (camps)			●
Education			●
General Interest		●	
Special Needs			●
Special Events	●		
Outdoor Recreation (organized)			●
Seniors	●		
Teens			●
Self-Directed (open-use)	●		
Social Services		●	

CURRENT ASSESSMENT: PROGRAMS OFFERED BY AGE

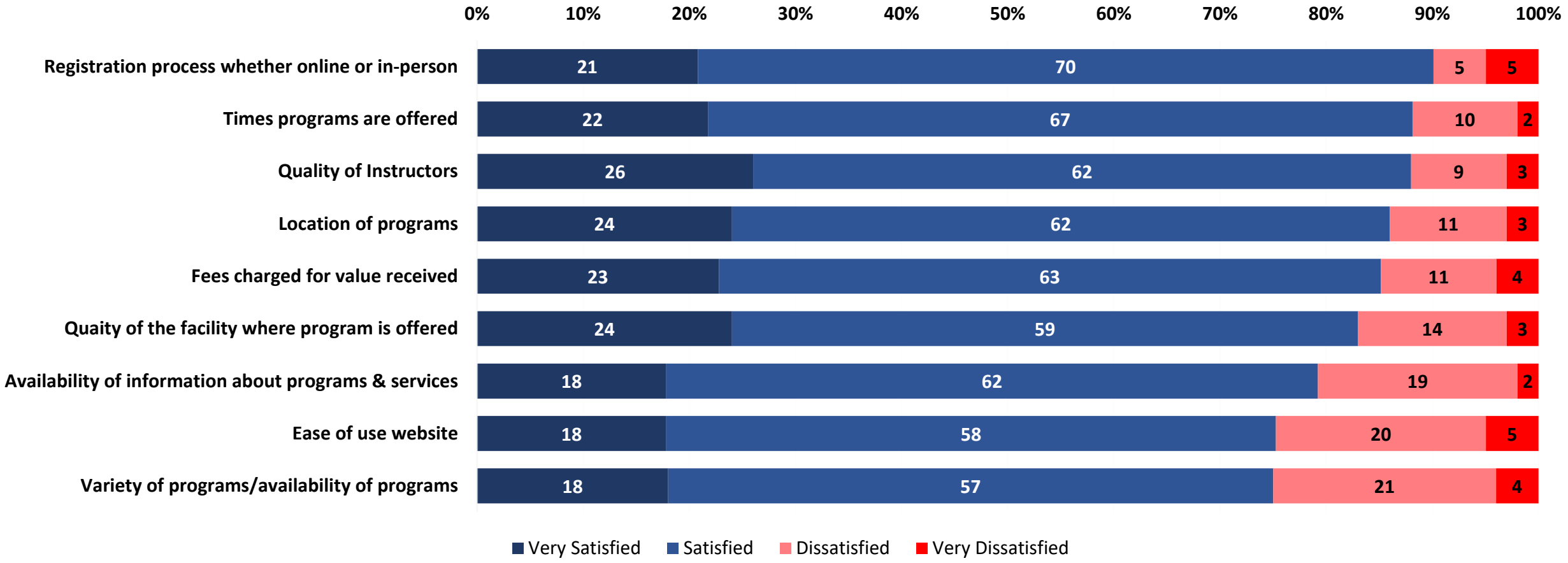
Program Category	Preschool	Youth	Teen	Adults	Senior
Sports (youth and adult)		●	●		
Fitness				●	●
Cultural Arts	●	●	●	●	●
Aquatics	●	●	●	●	●
Education				●	●
General Interest				●	●
Special Needs		●	●		●
Special Events	●	●	●	●	●
Outdoor Recreation (organized)					
Self-Directed (open-use)	●	●	●	●	●
Social Services					●

CURRENT ASSESSMENT

- **Program Strengths**
  - Cultural arts
  - Senior Services
  - Aquatics
  - Special Events
  - Youth sports – offered by others
- **Program Weaknesses**
  - General programs
  - Outdoor recreation
  - Special needs
  - Adult sports
  - Youth (non-sports)
  - Teens

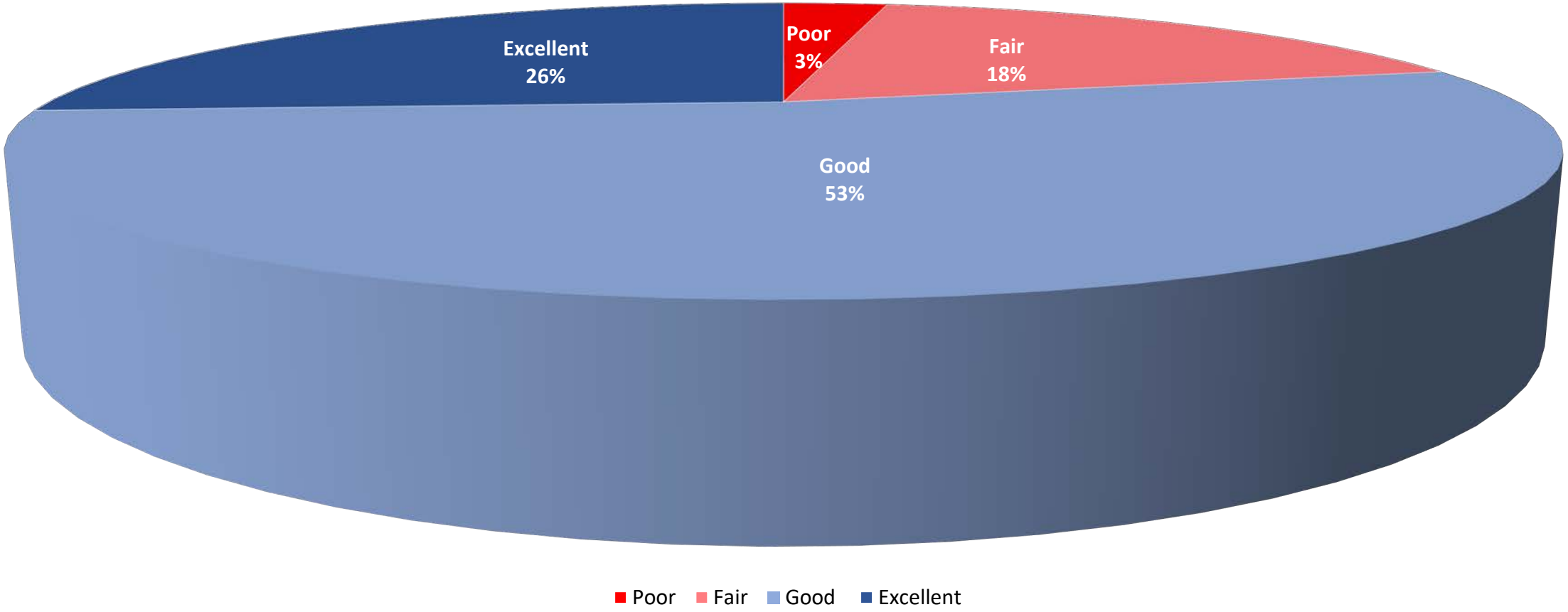
Q8c. Level of Satisfaction with Program Services

(by percentage of respondents (excluding "N/A")



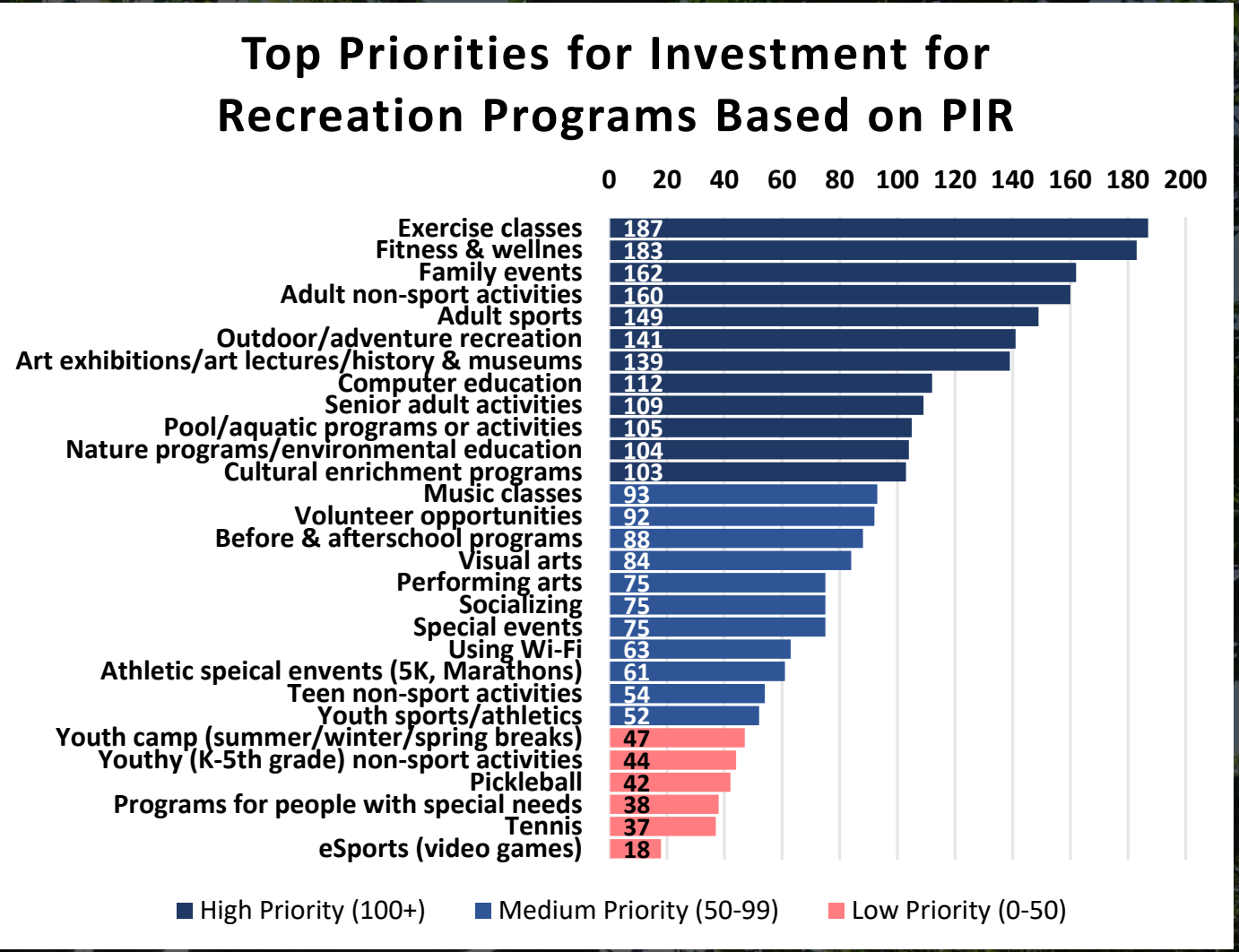
Q8c. Level of Satisfaction with Program Services

by percentage of respondents (excluding "N/A")



COMMUNITY NEEDS

- **Survey Findings – Highest Priority**
  - Exercise Classes
  - Fitness & Wellness
  - Family Events
  - Adult Non-Sports
  - Adult Sports
  - Outdoor Recreation
  - Art Exhibitions/Lectures



FUTURE RECOMMENDATIONS

Build on the existing approach to providing services

- **City's role will continue to be focused on :**
  - Cultural Arts
  - Seniors
  - Special Events
  - Aquatics
- **Continue to rely on key partners and contract providers for:**
  - Youth Sports
  - Fitness/Wellness
  - Special Needs

FUTURE RECOMMENDATIONS

City adds programming for:

- Outdoor/Environmental Recreation

Focus on finding additional providers for:

- Fitness/Wellness
- Adult Sports
- General Programs

Emphasize programs for:

- Families
- Youth (non-sports)
- Teens
- Adults (non-sports)

FUTURE RECOMMENDATIONS

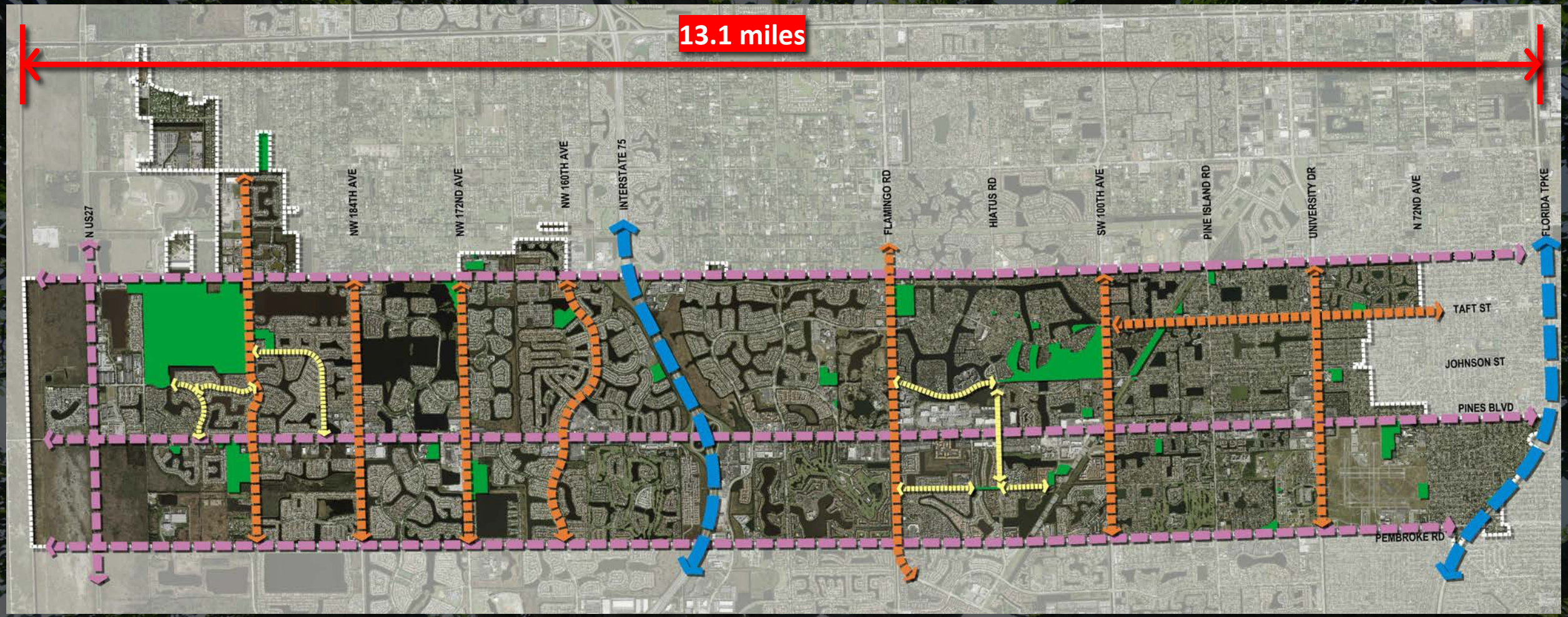
Challenges for City to overcome:

- Limited staff
- Lack of facilities
  - Indoor recreation
  - Athletic fields (to support adults)
  - Fitness/wellness
  - Outdoor recreation
- Need for additional funding

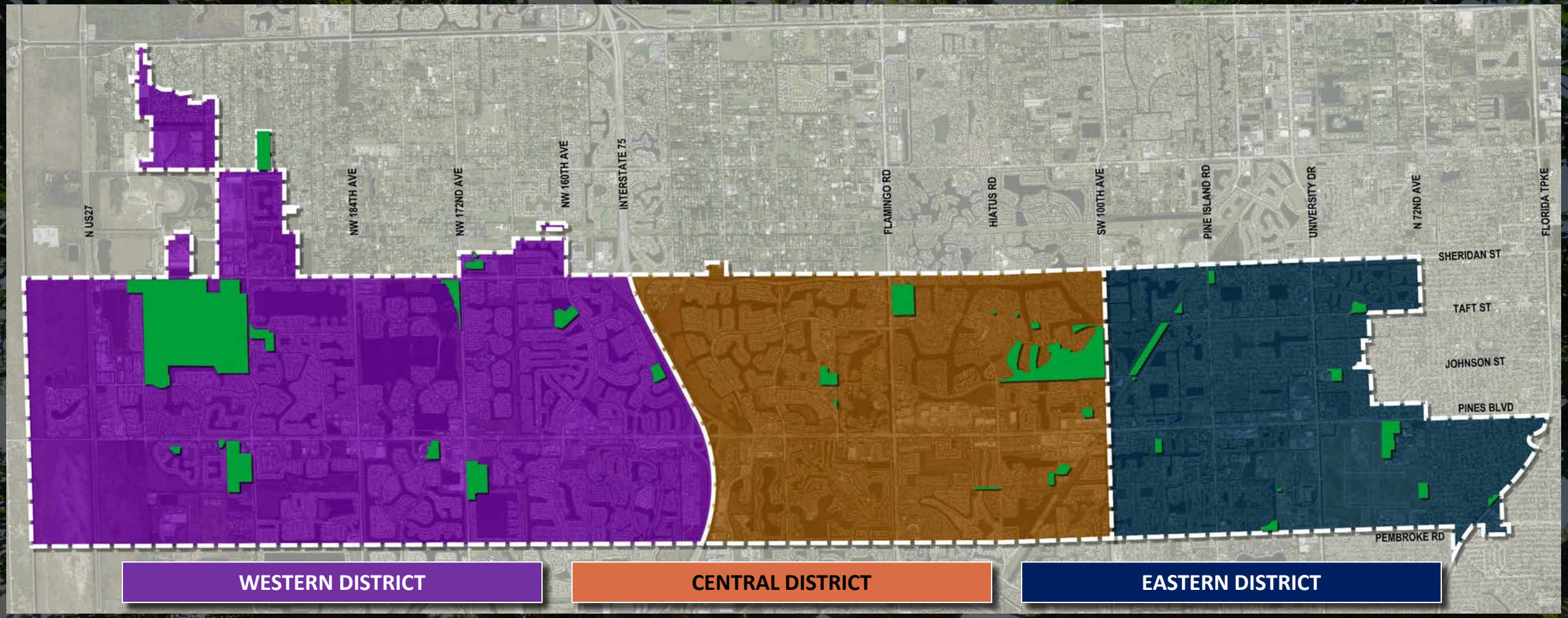
Develop the following to support program growth:

- Establish a program plan
- Develop additional partnerships
- Increase the resources that are available

URBAN FORM OF THE CITY

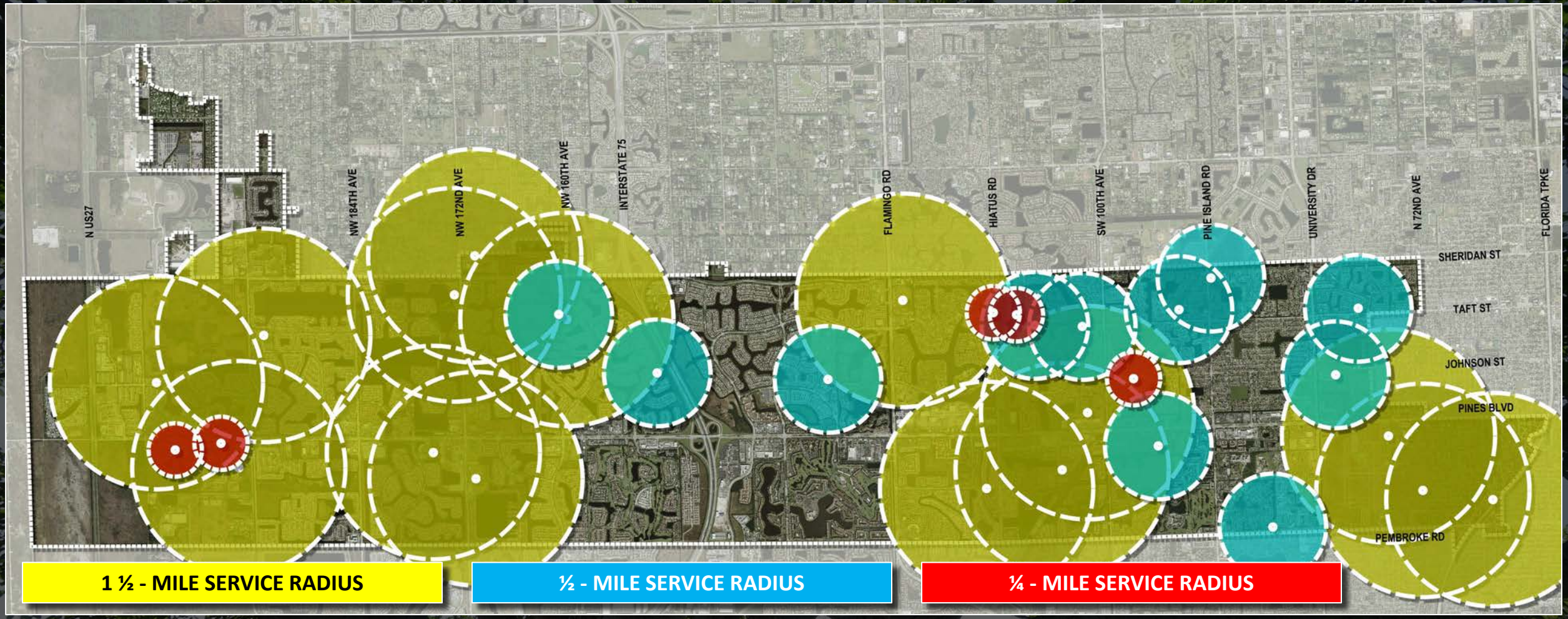


GEOGRAPHIC DISTRIBUTION OF PARKS



PARK DISTRIBUTION ACROSS THE CITY

PARK SERVICE AREAS ACROSS THE CITY



GENERAL IMPROVEMENTS TO PARKS (CITY-WIDE)

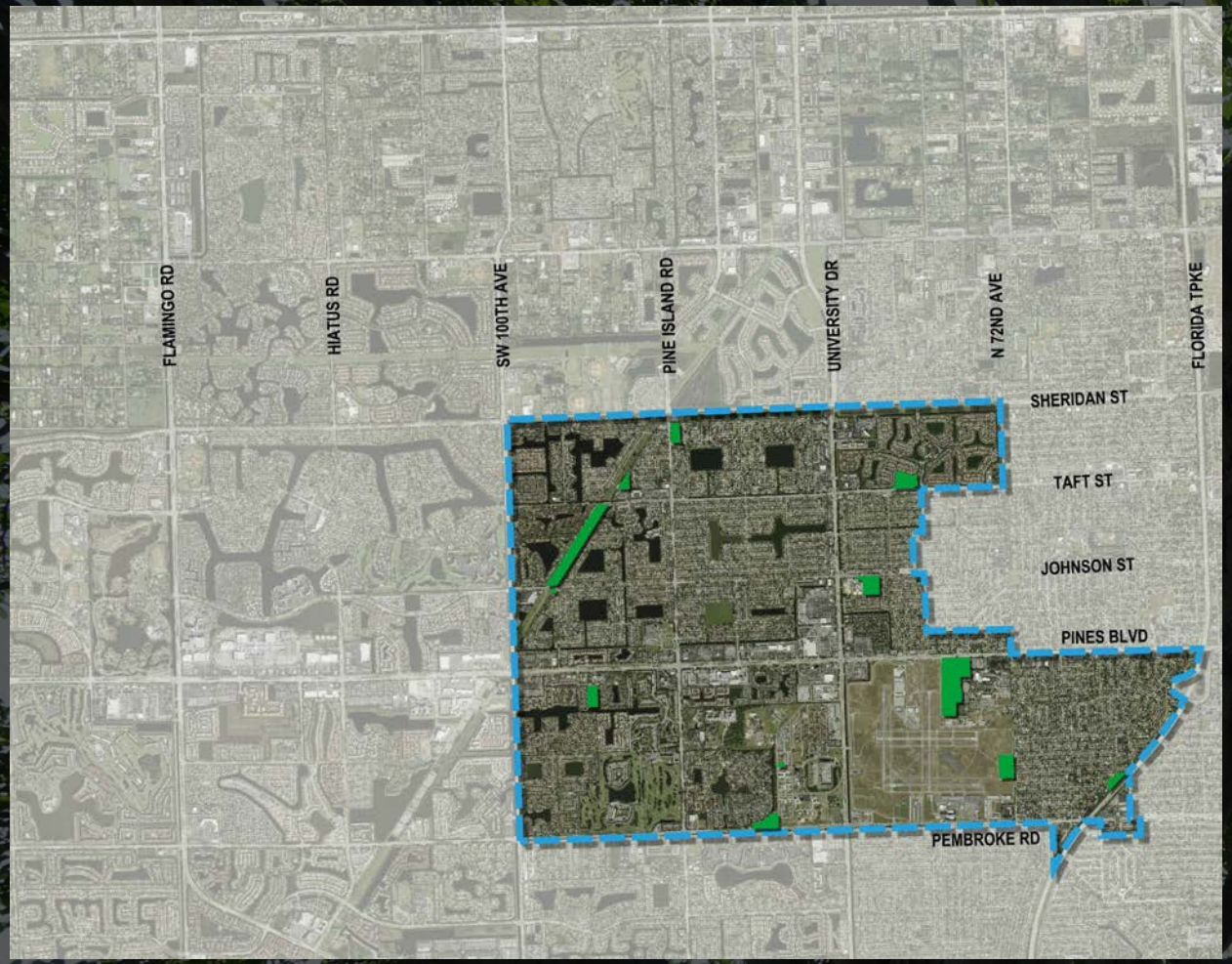
- All parks within the system should receive general improvements, such as:
  - Modernized playgrounds
  - Updated furnishings
  - Improved landscaping and shade
  - Updated paving/jogging and network of pedestrian paths
  - Wayfinding/signage
  - Improved parking lots, surfaces and landscaping

slido

RANK YOUR TOP 3 GENERAL IMPROVEMENTS TO OUR PARKS...

ⓘ Start presenting to display the poll results on this slide.

EAST SECTOR - OBSERVATIONS



- **East Sector is the most densely populated area of the City**
  - Housing density 2.5 X higher in the East than West
  - East District - surrounded by higher-density municipalities
- **Currently, no indoor basketball court serving the East Sector**
- **Vast majority of soccer fields concentrated in the West**
  - Lack of synthetic turf fields within East Sector (City overall)

FLETCHER PARK (EAST)

FLETCHER PARK (EAST)

1 - NEW COMM. CENTER GYMNASIUM

2 - RELOCATED VETERAN MEMORIAL

3 - AIRNASIUM/COVERED BASKETBALL

4 - SOCCER FIELDS

5 - PLAYGROUND/OBSTACLE COURSE

6 - VEHICULAR DROPOFF FEATURE

7 - PAVILION STRUCTURE

8 - EXPANDED PARKING LOT

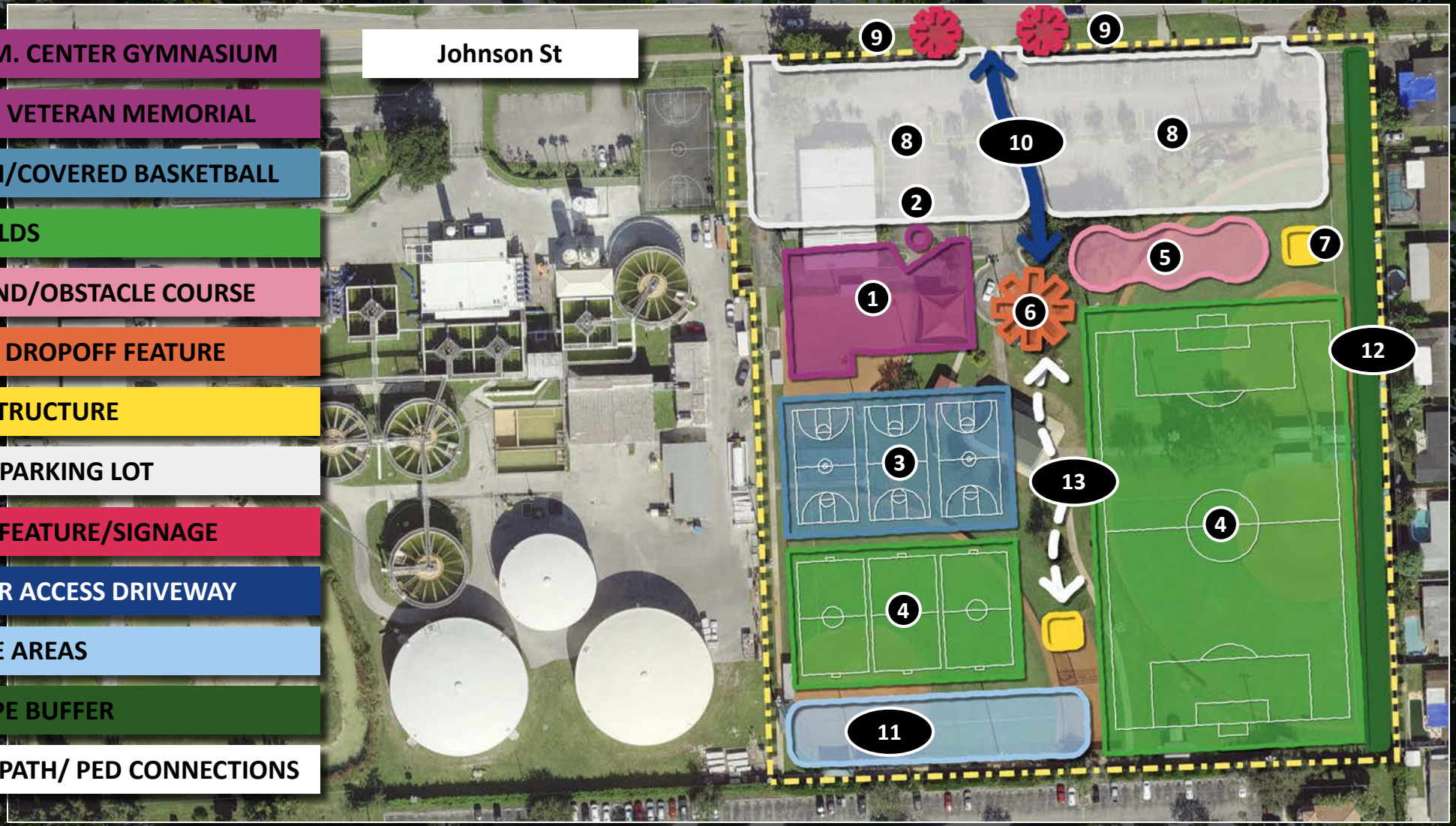
9 - ENTRANCE FEATURE/SIGNAGE

10 - VEHICULAR ACCESS DRIVEWAY

11 - DRAINAGE AREAS

12 - LANDSCAPE BUFFER

13 - WALKING PATH/ PED CONNECTIONS



slido

RANK YOUR TOP 3 IMPROVEMENTS TO FLETCHER PARK...

ⓘ Start presenting to display the poll results on this slide.

PASADENA PARK (EAST) – EXISTING SITE

PASADENA PARK (EAST) – PROPOSED CONCEPT

1 - COMMUNITY FACILITY

2 - CONCESSIONS/FIELD STORAGE

3 - BLEACHERS

4 - PLAYGROUND

5 - FLEX-USE OPEN SPACE FIELD

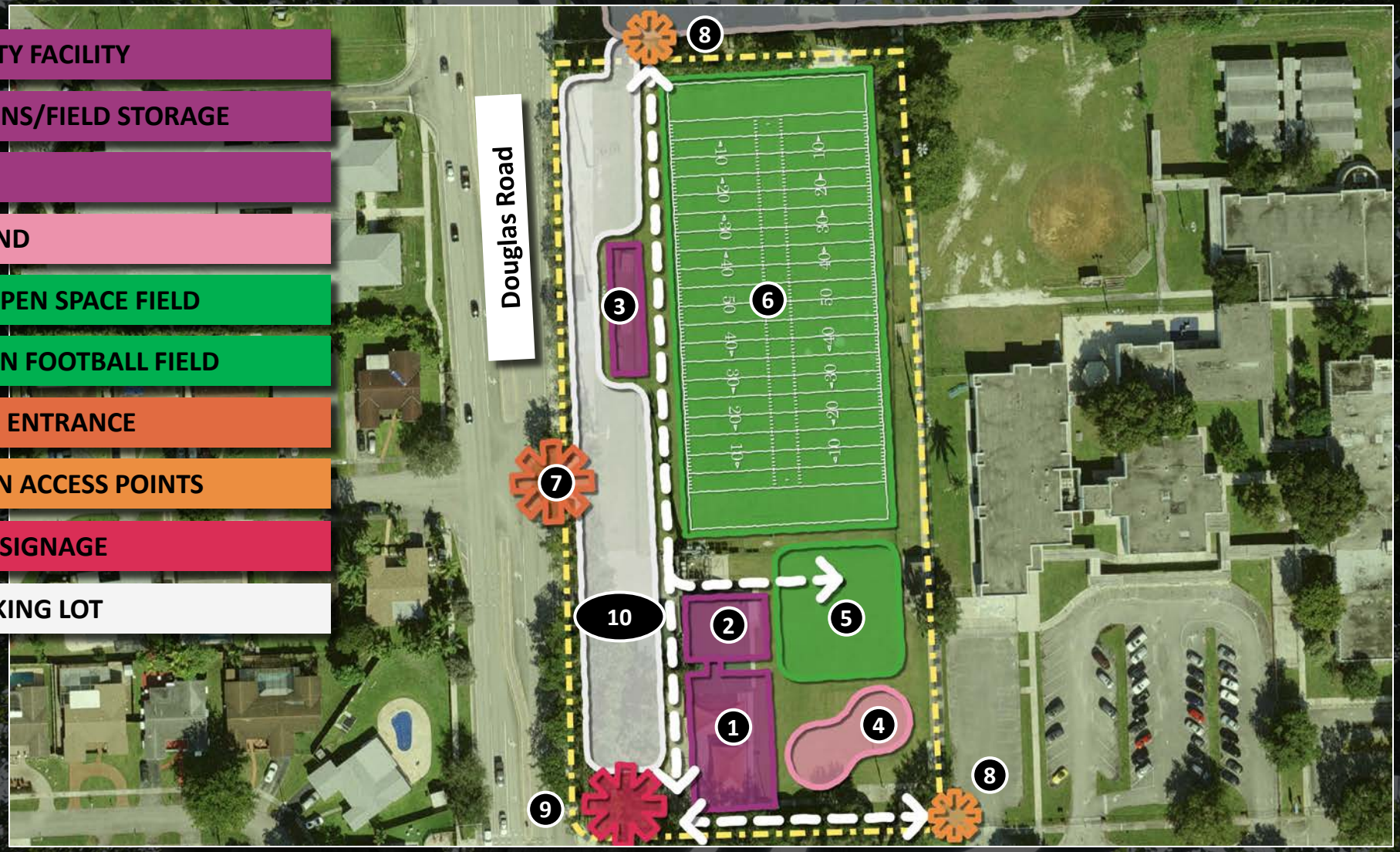
6 - REGULATION FOOTBALL FIELD

7 - VEHICULAR ENTRANCE

8 - PEDESTRIAN ACCESS POINTS

9 - ENTRANCE SIGNAGE

10 - NEW PARKING LOT

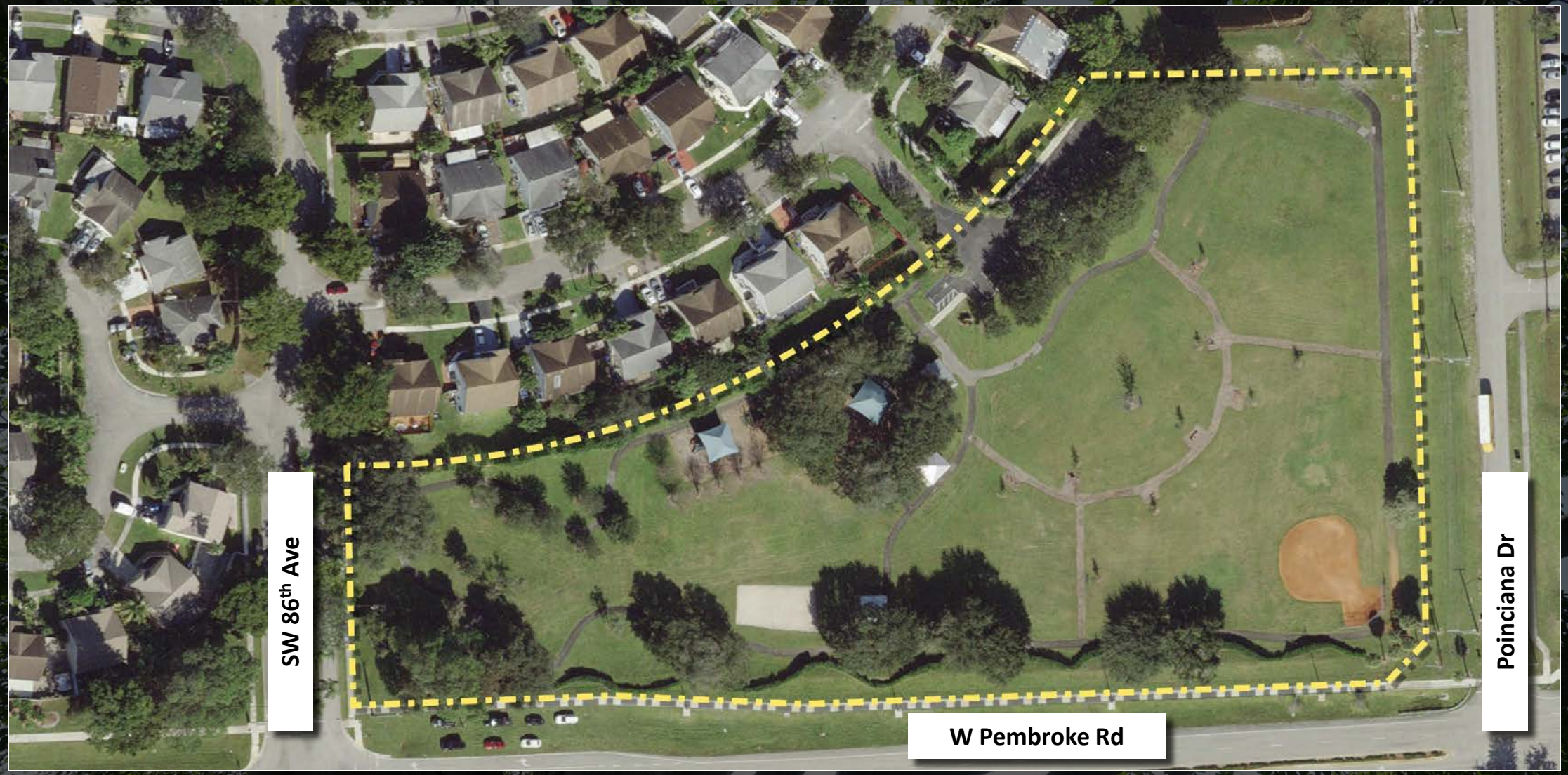


slido

RANK YOUR TOP 3 IMPROVEMENTS TO PASADENA PARK...

ⓘ Start presenting to display the poll results on this slide.

CINNAMON PLACE PARK (EAST)



CINNAMON PLACE PARK (EAST)

1 - NEW VEHICULAR ACCESS POINTS

2 - MAINTAIN ACCESS POINT FOR NEIGHBORHOOD RESIDENTS

3 - ENTRY SIGNAGE

4 - NEW, EXPANDED PARKING LOT

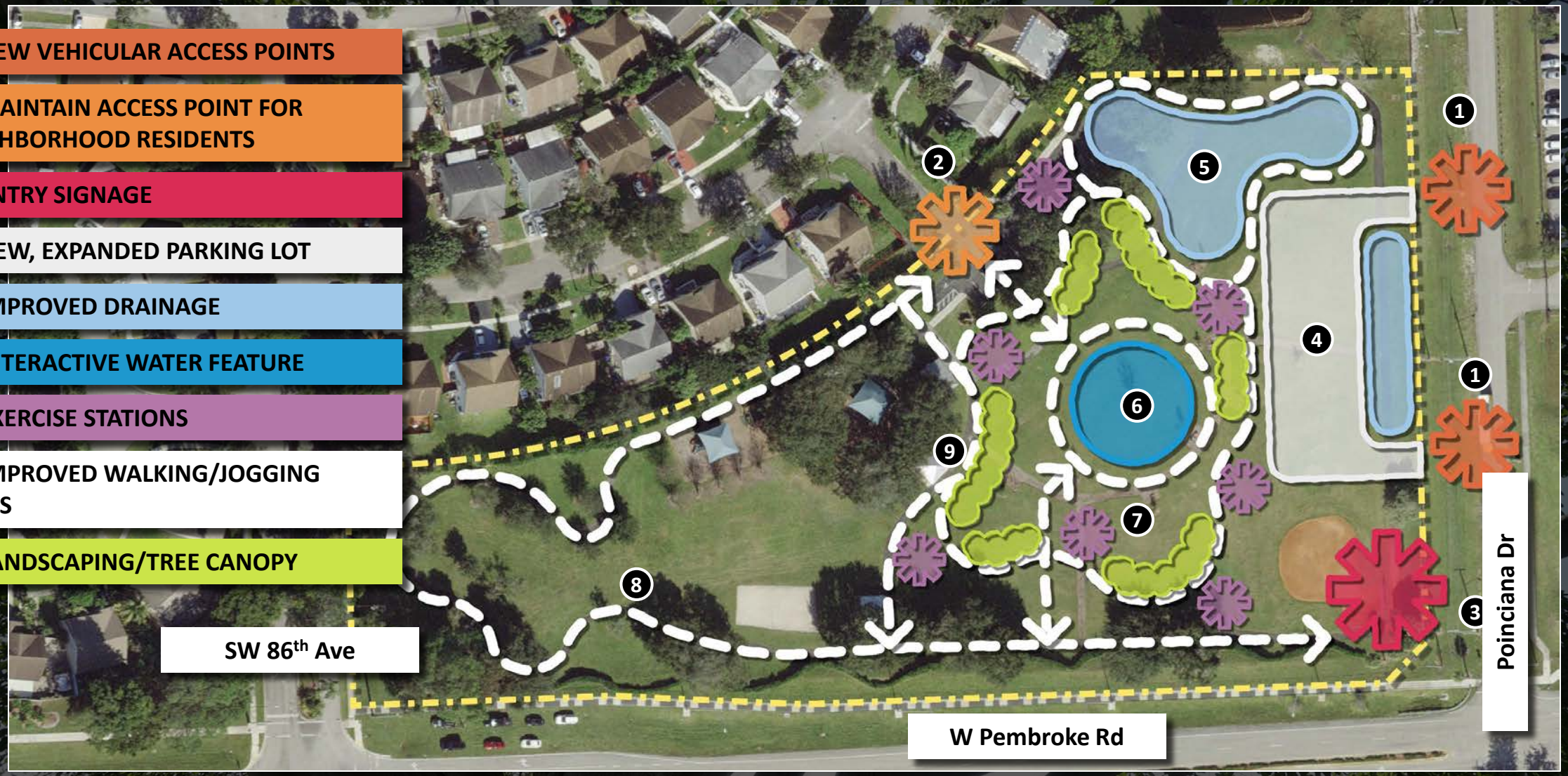
5 - IMPROVED DRAINAGE

6 - INTERACTIVE WATER FEATURE

7 - EXERCISE STATIONS

8 - IMPROVED WALKING/JOGGING PATHS

9 - LANDSCAPING/TREE CANOPY



slido

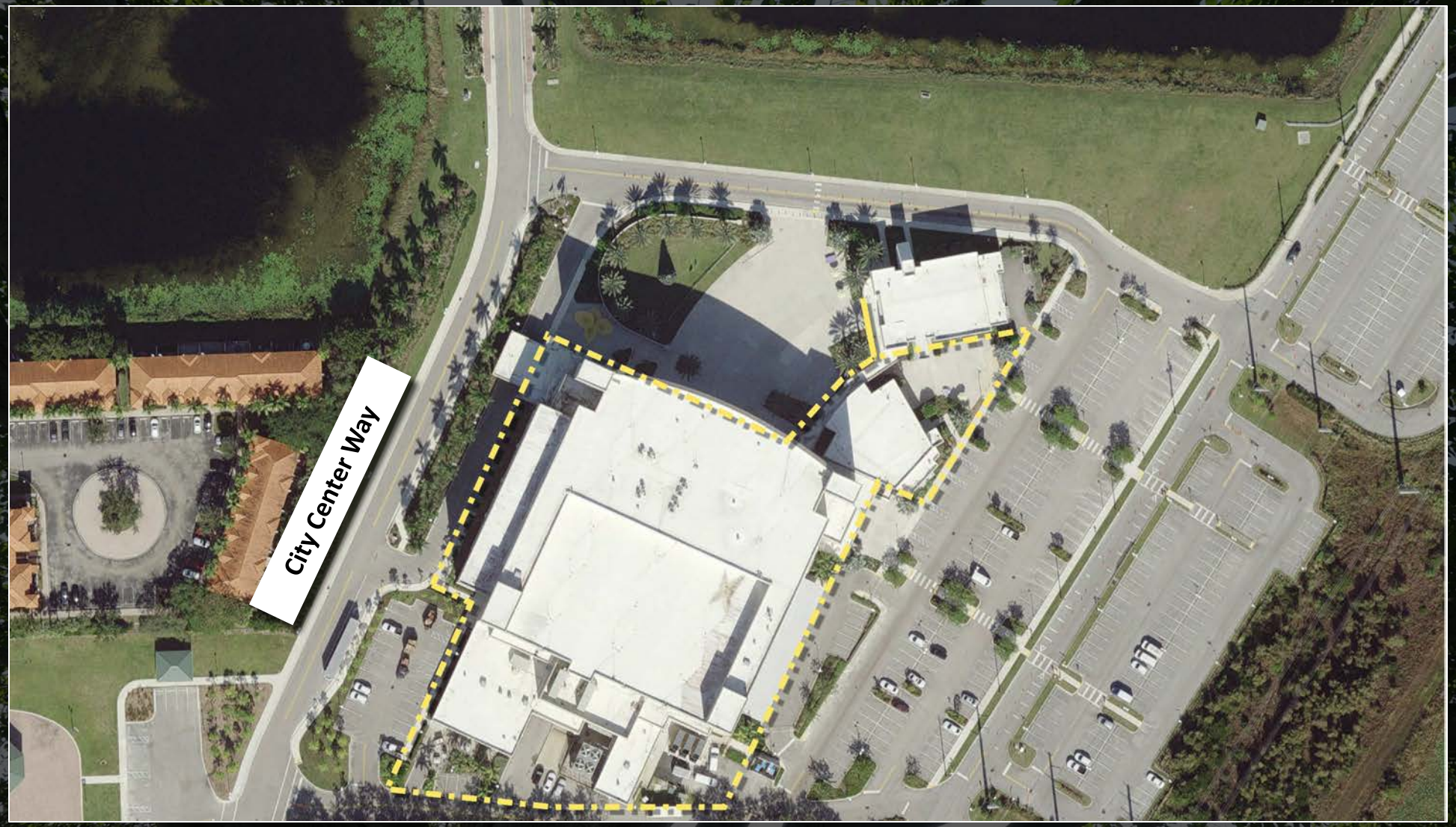
RANK YOUR TOP 3 IMPROVEMENTS TO CINNAMON PLACE PARK...

ⓘ Start presenting to display the poll results on this slide.

CENTRAL SECTOR - OBSERVATIONS

- **Central Sector is highlighted as the civic/cultural heart of the City**
- **Charles F. Dodge City Center and Plaza**
  - Plaza hosts special community events
  - Currently, there is a disconnect between the plaza and vacant land area to the north
- **Memorial Park**
  - Considered under-programmed for substantial land area
  - Prominence is understated, given significant meaning

CHARLES F. DODGE CITY CENTER (CENTRAL) – EXISTING SITE



CHARLES F. DODGE CITY CENTER (CENTRAL) – PROPOSED CONCEPT

1 - NEW ROAD CONFIGURATION

2 - NEW DROPOFF CONFIGURATION

3 - GATEWAY FEATURE/SIGNAGE

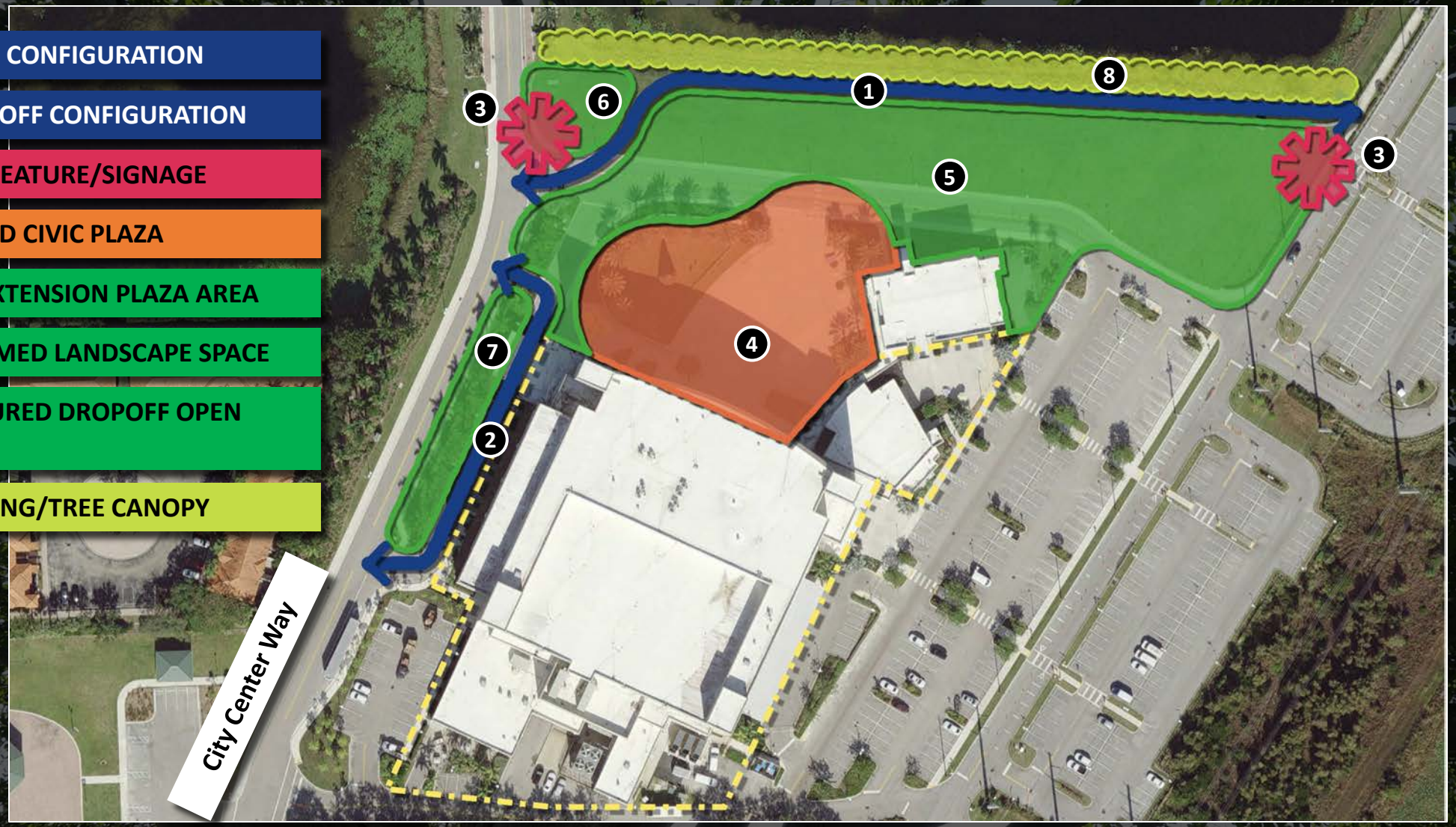
4 - REDESIGNED CIVIC PLAZA

5 - FLEXIBLE EXTENSION PLAZA AREA

6 - PROGRAMMED LANDSCAPE SPACE

7 - RECONFIGURED DROPOFF OPEN SPACE

8 - LANDSCAPING/TREE CANOPY



slido

RANK YOUR TOP 3 IMPROVEMENTS TO CHARLES F. DODGE CITY CENTER...

ⓘ Start presenting to display the poll results on this slide.

MEMORIAL PARK (CENTRAL) – EXISTING SITE

MEMORIAL PARK (CENTRAL) – PROPOSED CONCEPT

1 - PEDESTRIAN ACCESS POINT

2 - ENTRY SIGNAGE

3 - IMPROVE PARKING LOT & LANDSCAPE

4 - REDUCED PAVING FOOTPRINT

5 - RELOCATE STATUE & FLAG

6 - GRAND LAWN (ARTIFICIAL)

7 - FLEX USE GREENSPACE/FIELDS

8 - INTERACTIVE WATER FEATURE

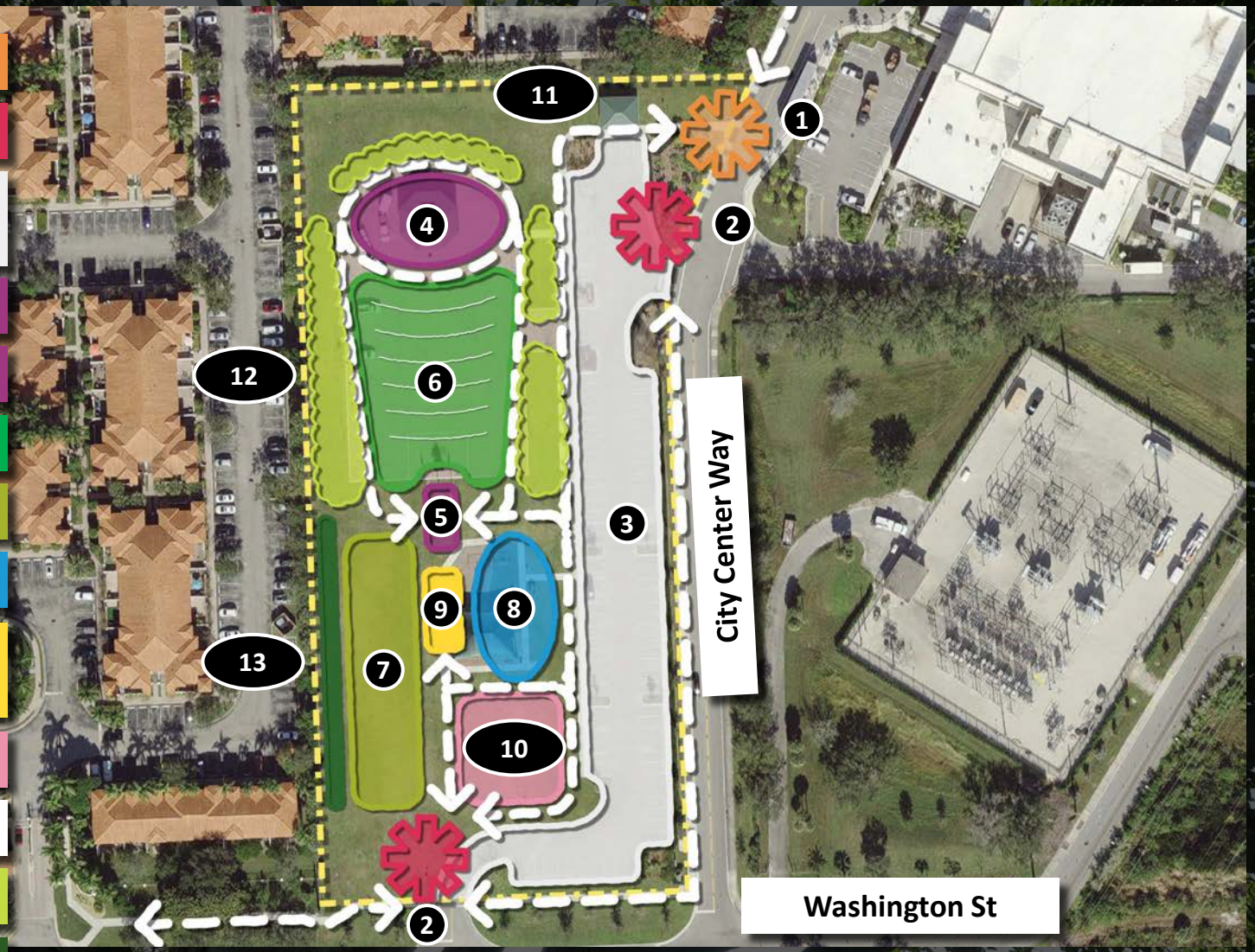
9 - NEW BATHROOM BUILDING/PAVILION

10 - RELOCATE/EXPAND PLAYGROUND

11 - IMPROVED PEDESTRIAN PATHS

12 - LANDSCAPE/TREE CANOPY

13 - LANDSCAPE BUFFER

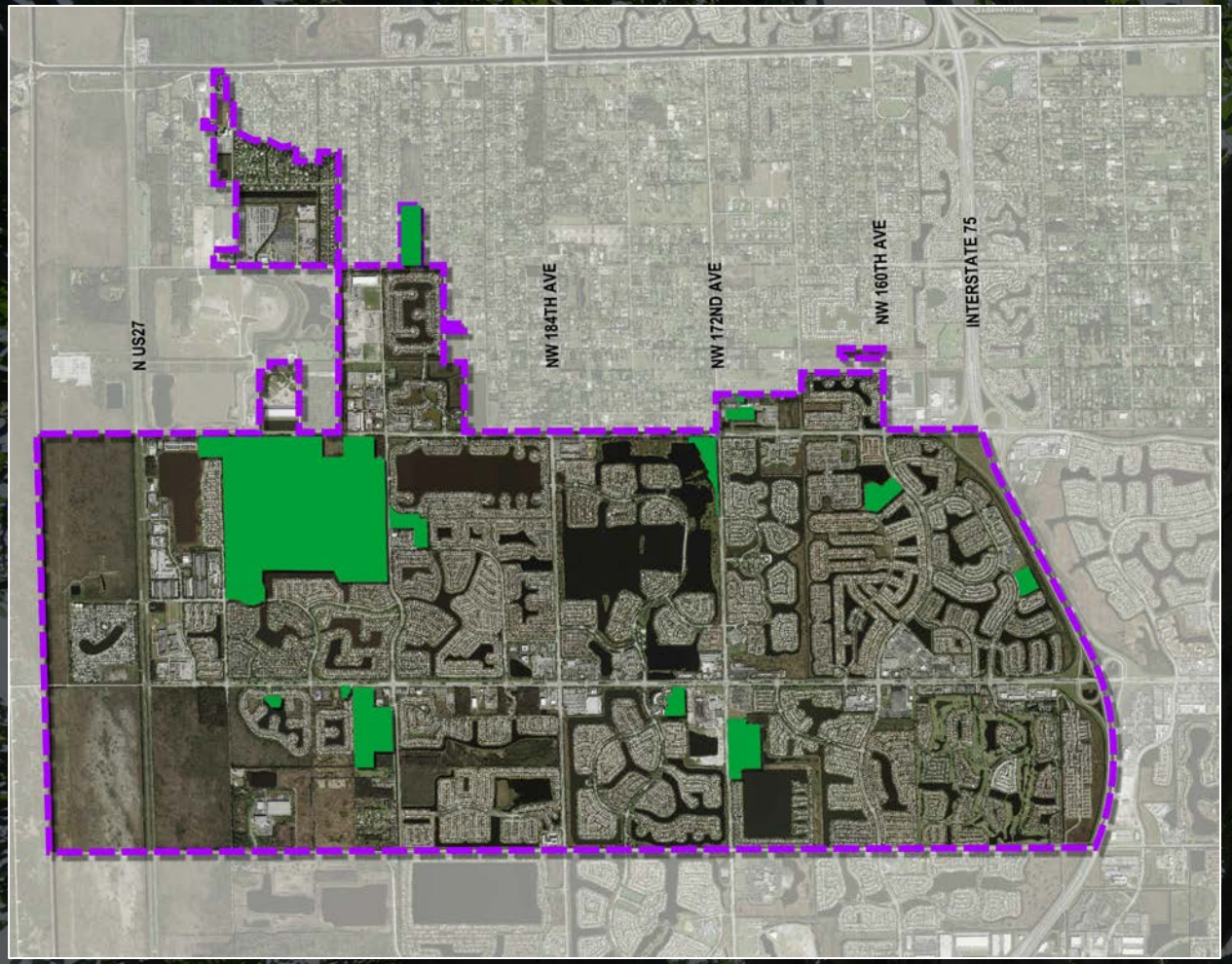


slido

RANK YOUR TOP 3 IMPROVEMENTS TO MEMORIAL PARK...

ⓘ Start presenting to display the poll results on this slide.

WEST SECTOR - OBSERVATIONS



Chapel Trail Nature Preserve (460 acres)

- 2nd largest natural preserve in S. Florida (Anne Kolb, first) (5 in Broward County)
- Underutilized natural asset that may:
  - Meet need for community facility (west)
  - Provide educational opportunities
  - Generate revenue for City
- Ranks highly in PIR

Rose G. Price Park

- Support expansion of special needs population recreation and programming
- Address demand for emerging recreation uses (pickleball)

CHAPEL TRAIL NATURE PRESERVE (WEST) – EXISTING SITE

CHAPEL TRAIL NATURE PRESERVE (WEST) – PROPOSED CONCEPT

1 - NATURE THEMED COMMUNITY FACILITY

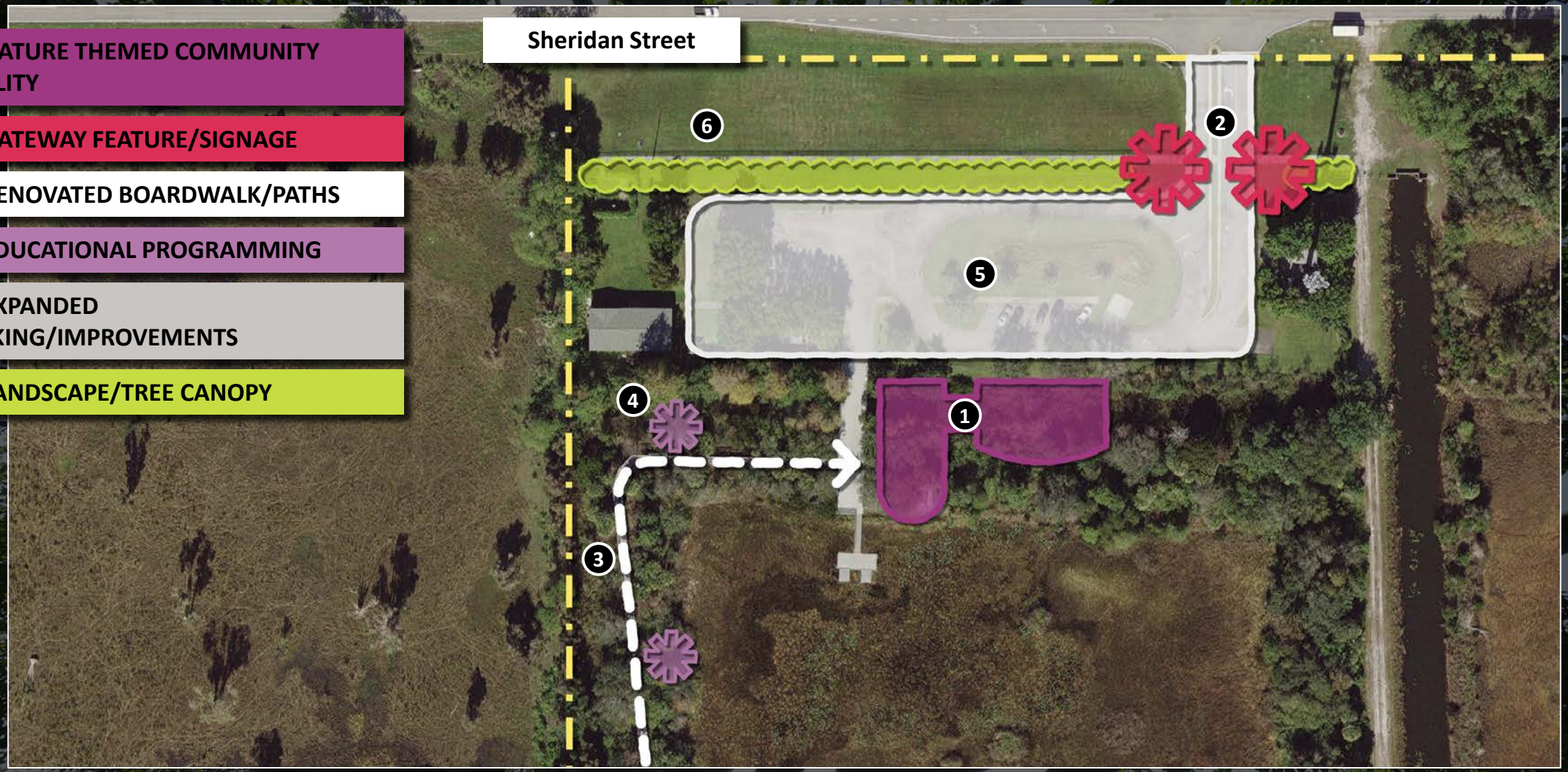
2 - GATEWAY FEATURE/SIGNAGE

3 - RENOVATED BOARDWALK/PATHS

4 - EDUCATIONAL PROGRAMMING

5 - EXPANDED PARKING/IMPROVEMENTS

6 - LANDSCAPE/TREE CANOPY



slido

RANK YOUR TOP 3 IMPROVEMENTS TO THE CHAPEL TRAIL NATURE PRESERVE...

ⓘ Start presenting to display the poll results on this slide.

ROSE G. PRICE PARK (WEST) – EXISTING SITE

ROSE G. PRICE PARK (WEST) – PROPOSED CONCEPT

1 - COMMUNITY HALL RENOVATION

2 - BATHROOM RENOVATION

3 - GATEWAY FEATURE/SIGNAGE

4 - PICKLEBALL COURTS

5 - 50-YARD SPECIAL POPULATION FIELD

6 - PAVILION STRUCTURE

7 - EXERCISE STATIONS

8 - IMPROVED WALKING/JOGGING PATHS

9 - PARKING LOT IMPROVEMENTS

10 - LANDSCAPING/TREE CANOPY

slido

RANK YOUR TOP 3 IMPROVEMENTS TO ROSE G. PRICE PARK...

ⓘ Start presenting to display the poll results on this slide.

SMALLER NEIGHBORHOOD PARKS

POCKET PARKS

Identified Top Priority (Community Opinion Survey)

- Rating of 104 (Top 10)

Identified in Community Workshop Meetings

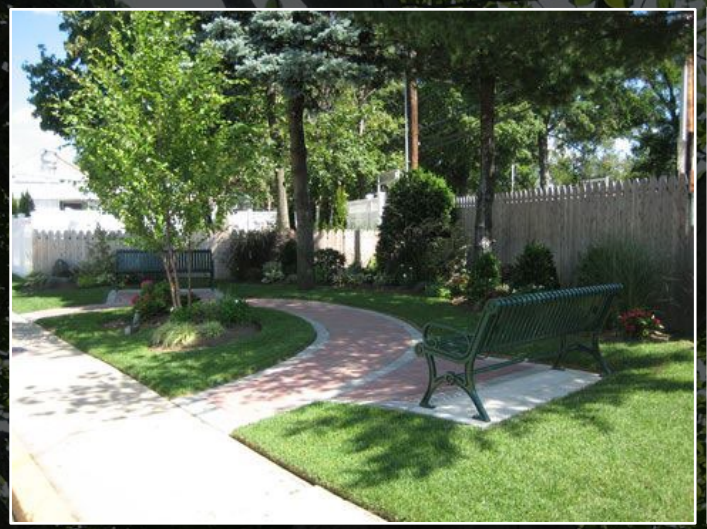
Passive Parks

- No sports activities, only small tot-lot at the most

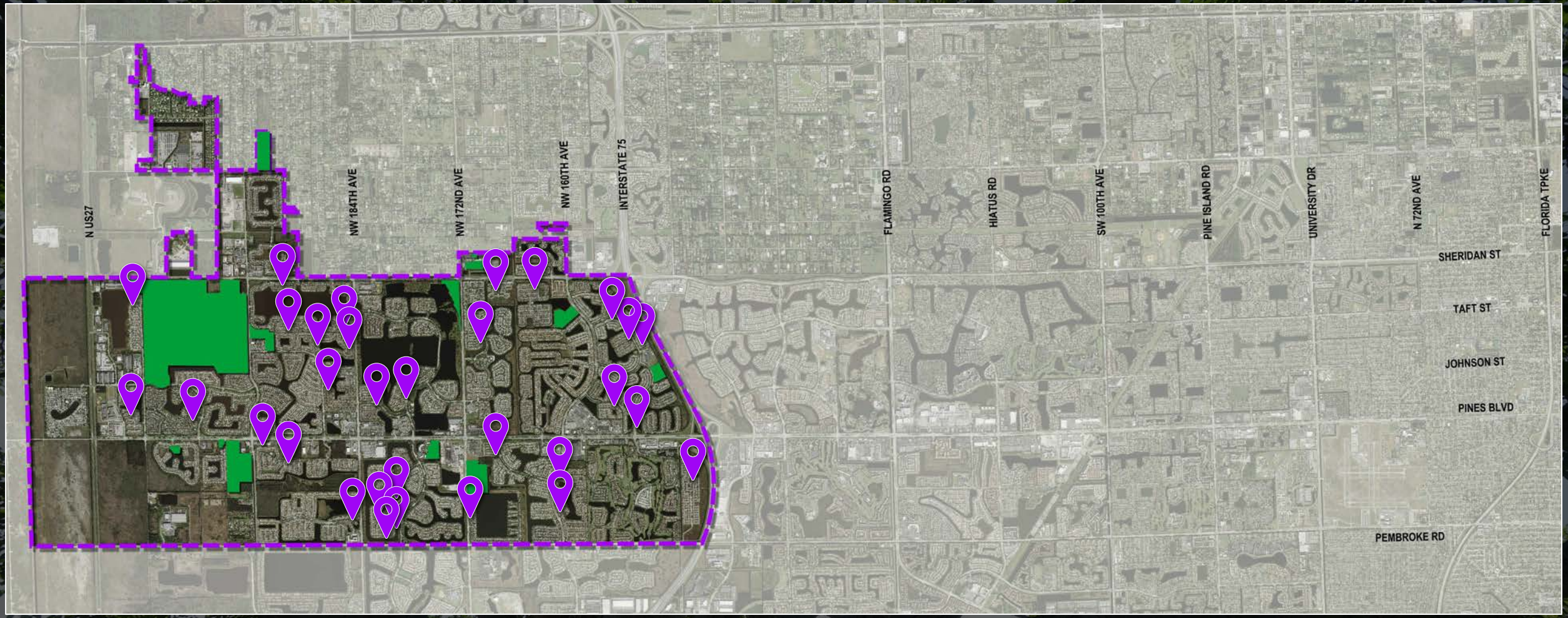
Meets immediate neighborhood needs

- Provide greenspace for the nearby residents
- Not located on heavily trafficked streets
- No on-site parking
  - Intended for pedestrian and bicycle access
- Follow Crime Prevention Through Environmental Design (CPTED) guidelines

POCKET PARKS



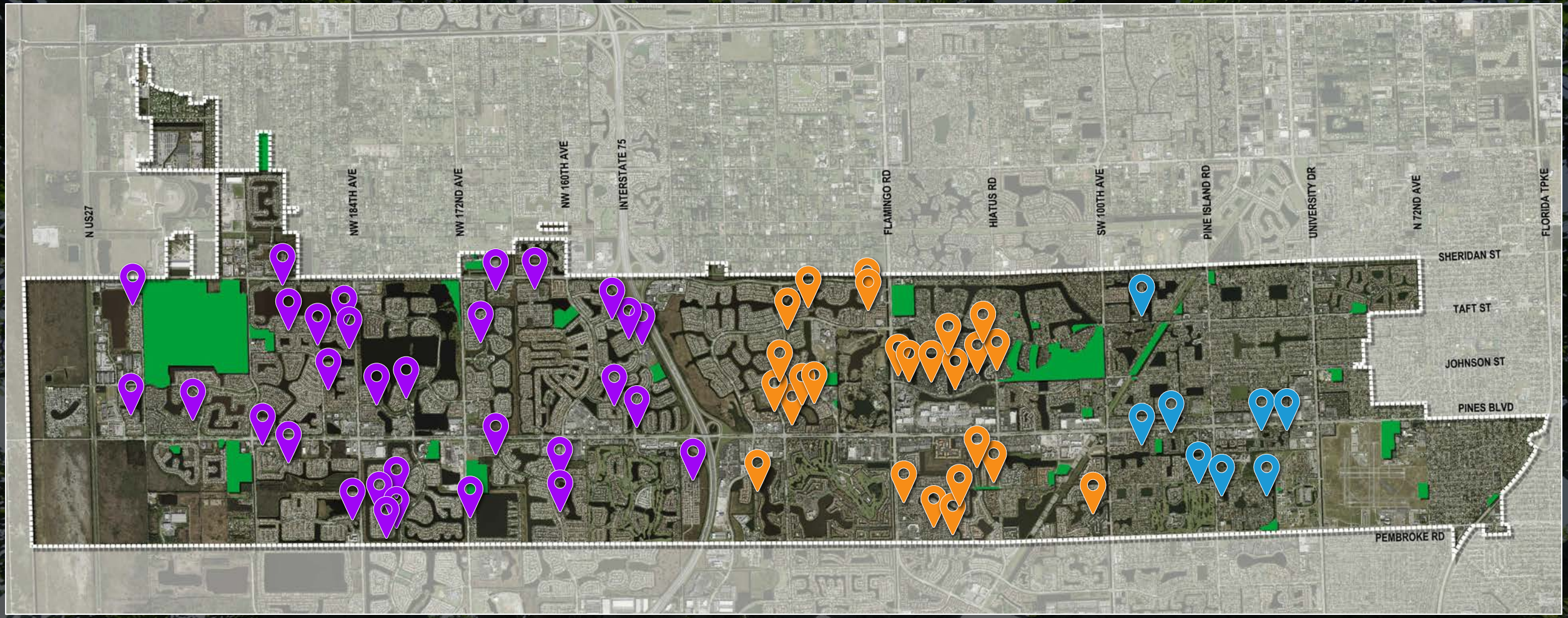
POCKET PARKS: WEST DISTRICT (PRIVATE HOA)



POCKET PARKS: CENTRAL DISTRICT (PRIVATE HOA)

POCKET PARKS: EAST DISTRICT (PRIVATE HOA)

POCKET PARKS: PRIVATE HOAs VS LONG TERM PROPERTY ACQUISITION



NEXT STEPS

NEXT STEPS

Evaluate/Incorporate 2nd Community Workshop Comments

Implementation Plan

- Development Costs
- Operations and Maintenance (selected parks)
- Funding Plan

Draft Master Plan (Report)

Presentation to Council (Draft)

Final Presentation to Council

- Adoption

slido

DO YOU THINK LIVE POLLING IS AN EFFECTIVE WAY OF ATTRACTING MORE PARTICIPATION IN PUBLIC WORKSHOPS?

ⓘ Start presenting to display the poll results on this slide.

THANK YOU!

C

COMMUNITY INTEREST AND OPINION SURVEY

2022

City of Pembroke Pines, Florida

Community Interest and Opinion Survey

Findings Report

ETC INSTITUTE

Contents

Section 1: Executive Summary..... 4

Section 2: Charts and Graphs..... 14

Section 3: Priority Investment Rating..... 51

Section 4: Tabular Data..... 59

Section 5: Open-Ended Responses..... 109

Section 6: Survey Instrument..... 112

1 Executive Summary

2022 City of Pembroke Pines Community Interest and Opinion Survey Executive Summary

Overview

ETC Institute administered a Community Interest and Opinion Survey during the months of spring 2022. The survey will help the City of Pembroke Pines plan for future recreation programs and facilities that meet the community's needs and preferences.

Methodology

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

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Pembroke Pines from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 400 completed surveys from residents. The goal was exceeded with 409 completed surveys collected. The overall results for the sample of 409 households have a precision of at least +/-4.8 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 2)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- Responses from open-ended questions (Section 5)
- A copy of the survey instrument (Section 6)

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

Parks and Recreation Facilities and Programs Use

Use of Facilities and Amenities. Respondents were asked to select all the parks and recreation facilities/amenities used by their household. Walking paths (56%), large community parks (53%), and small neighborhood parks (50%) were selected most often. Then those respondents were asked to rate their level of satisfaction with each facility. Respondents were most satisfied (rating either very satisfied or satisfied) with large community parks (92%), cultural art facilities (91%), and open/lawn space (90%). The facilities/amenities most important to households (selected as one of respondent's top three priorities) were large community parks (32%), walking paths (28%), and small neighborhood parks (22%). Overall, 53% of households rated the overall quality of amenities as either good (42%) or excellent (11%).

Use of Parks. Respondents were asked to indicate how often their household visited Pembroke Pines parks. The results were somewhat evenly split: 28% visited at least once a week, 27% at least once per month, and 24% said at least once per year. Thirty-eight percent (38%) of respondents said they were not satisfied with the number of parks in Pembroke Pines (responding either somewhat dissatisfied or very dissatisfied) and 41% said they were either somewhat or very satisfied with the number of parks.

Program Participation. Respondents were asked if they had participated in City of Pembroke Pines parks or recreation activities within the past 12 months. Thirty-one percent (31%) of respondents said someone in their household had participated. Of those participants, 51% had done 2-3 programs, and 35% had done one program. The highest number of respondents (51%) said they used park facilities or recreation programs during weekday evenings followed by weekend daytimes (43%) and weekend mornings (36%). Respondents were most satisfied the following program services (rating satisfied or very satisfied): the registration process (91%), times programs are offered (89%), and the quality of instructors (88%). Those same respondents were then asked to rate the overall quality of those programs. Most respondents (53%) rated them good followed by excellent (26%).

Special Events. Art festival (56%), 4th of July (53%), and Pines Day (35%) were the special events respondents most often attended. Of those participants, eighty-three percent (83%) rated their overall level of satisfaction as either somewhat (43%) or very satisfied (40%).

Barriers to Use. Respondents travel to recreation facilities most often through driving personal vehicles (85%) followed by walking (50%) and biking (38%). Respondents were evenly split in their responses to whether there were sufficient parks and green spaces within walking distance of their residence or not. The largest barriers to park, trail, waterway, recreation facility, or program use is not knowing what is offered (27%), facilities not being well-maintained (18%), and the lack of sidewalk or bike lane access (16%).

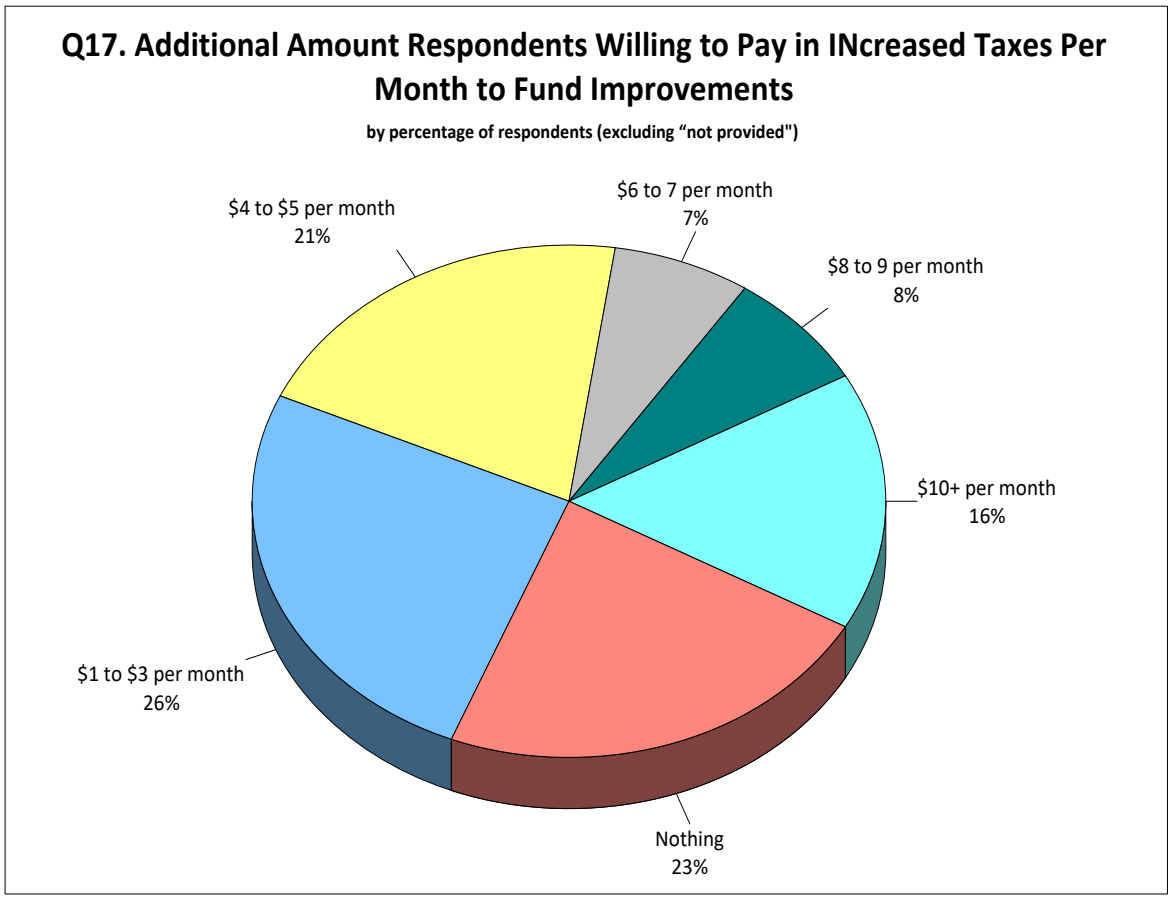
Communication Methods. Respondents most often learned about recreational and cultural programs and activities from the city magazine (38%), friends and neighbors (29%), and social media (29%).

Parks and Recreation Improvements and Funding

Taxation. Respondents were asked how much they'd be willing to pay in additional monthly tax revenue for the parks and recreation services they most value. The highest number of respondents (26%) said $1-$3 followed by 23% not willing to pay anything. 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.

Support for Improvements/ Developments. Respondents were provided a list of 18 potential actions to improve parks and recreation. Respondents were most supportive (selecting "very supportive") of improving existing parks (57%), developing new trails & connecting existing trails (56%), and developing new neighborhood parks (52%). Respondents were then asked to select the four actions they would be most willing to fund. These were the four items selected most often:

1. Improve existing parks (34%)
2. Redevelop/repurpose existing parks (32%)
3. Develop new trails and connect existing trails (26%)
4. Develop new community parks (21%)



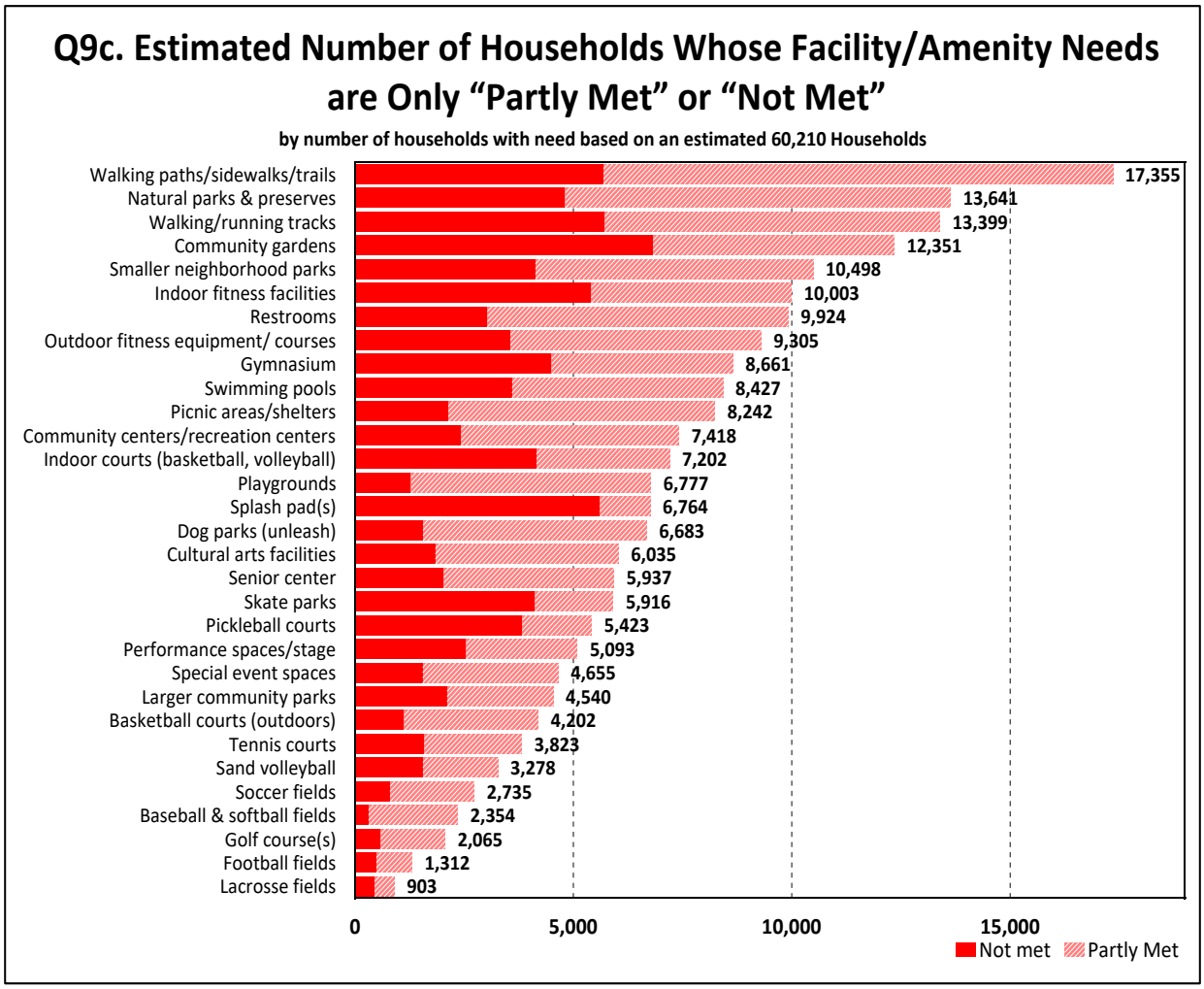
Facilities and Amenities Needs and Priorities

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

The three facilities/amenities with the highest estimated number of households that have an unmet need:

1. Walking paths/sidewalks/trails – 17,355 households
2. Natural parks and preserves – 13,641 households
3. Walking/running tracks – 13,399 households

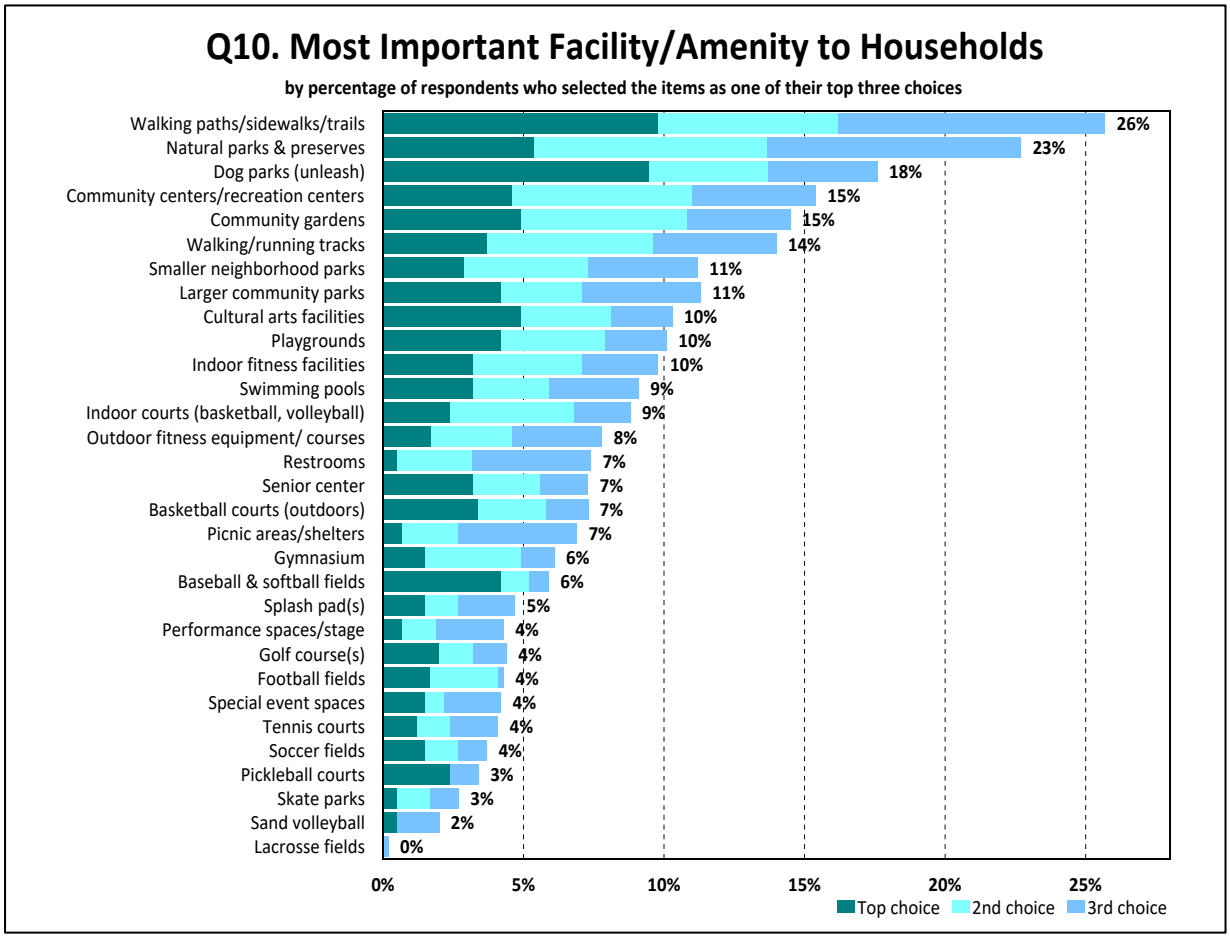
The estimated number of households that have unmet needs for each of the 31 facilities/amenities assessed is shown in the chart below.



Facilities and Amenities Importance: In addition to assessing the needs for each facility/amenity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top three choices, these were the three most important amenities to residents:

1. Walking paths/sidewalks/trails (26%)
2. Natural parks and preserves (23%)
3. Dog parks (unleashed) (18%)

The percentage of residents who selected each facility/amenity as one of their top three choices is shown in the chart below.



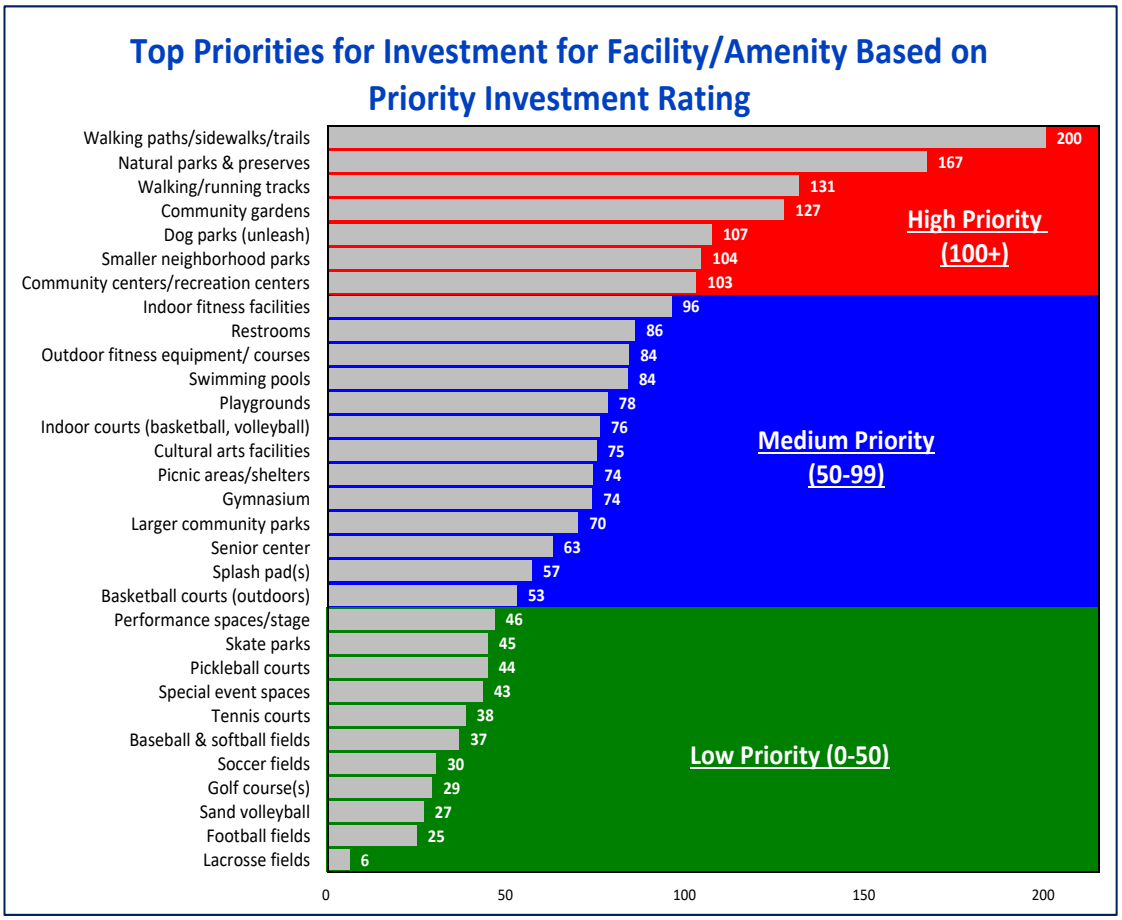
Activity Participation. Respondents were asked to select the top four facilities their household used most often. Walking paths/sidewalks/trails (34%), larger community parks (27%), natural parks and preserves (25%), dog parks (unleashed) (19%), and playgrounds (19%) were selected most often.

Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Walking paths/sidewalks (PIR=200)
- Natural parks and preserves (PIR=167)
- Walking/running tracks (PIR=131)
- Community gardens (PIR=127)
- Dog parks (unleashed) (PIR=107)
- Smaller neighborhood parks (PIR=104)
- Community centers/Recreation centers (PIR=103)

The chart below shows the Priority Investment Rating for each of the 31 facilities/amenities assessed on the survey.



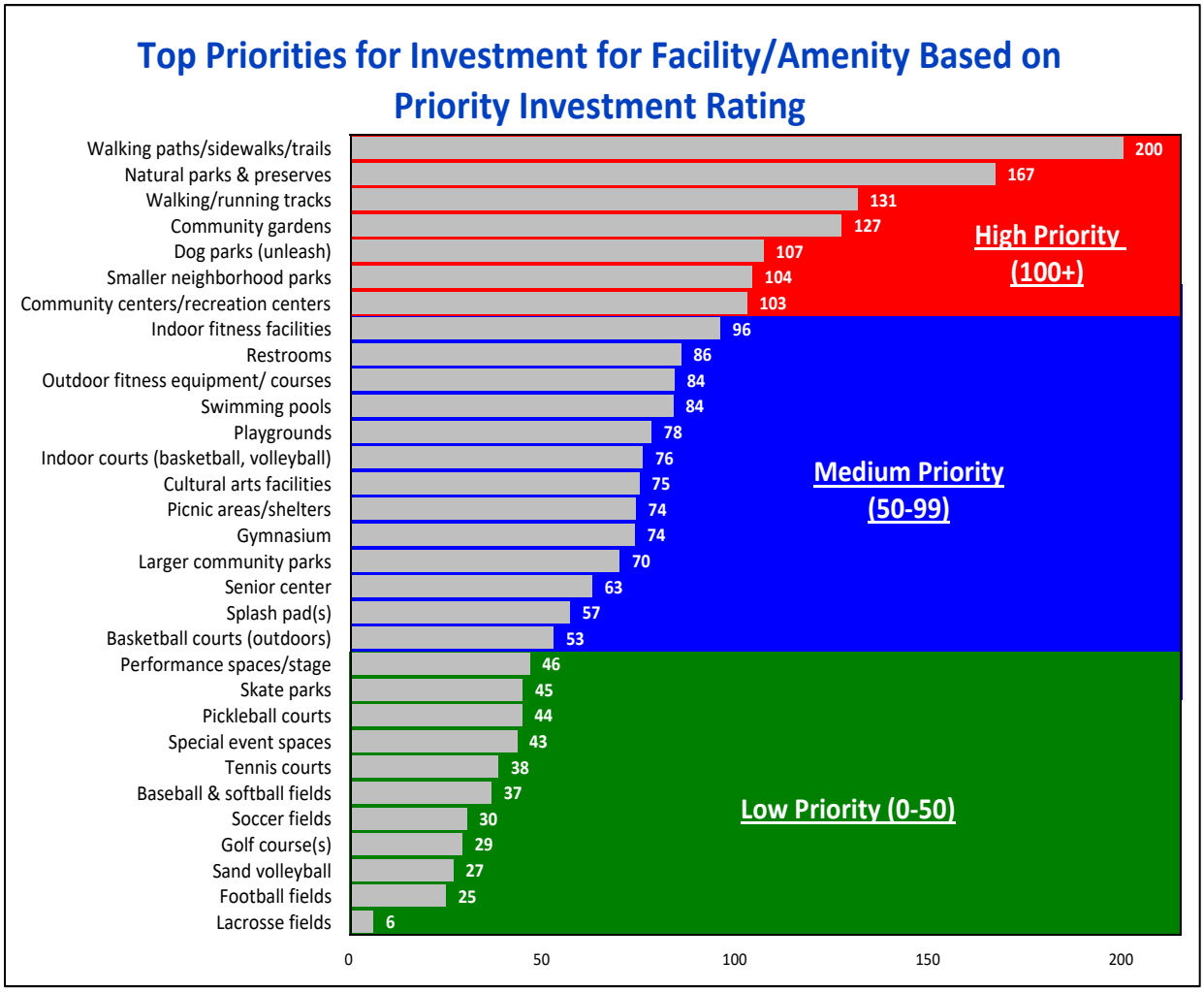
City of Pembroke Pines Recreation Activity Needs and Priorities

Activity Needs: Respondents were asked to identify if their household had a need for 28 activities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various activities.

The three activities with the highest estimated number of households that have an unmet need:

1. Fitness and Wellness – 17,843 households
2. Exercise classes – 15,925 households
3. Adult non-sport activities – 13,991 households

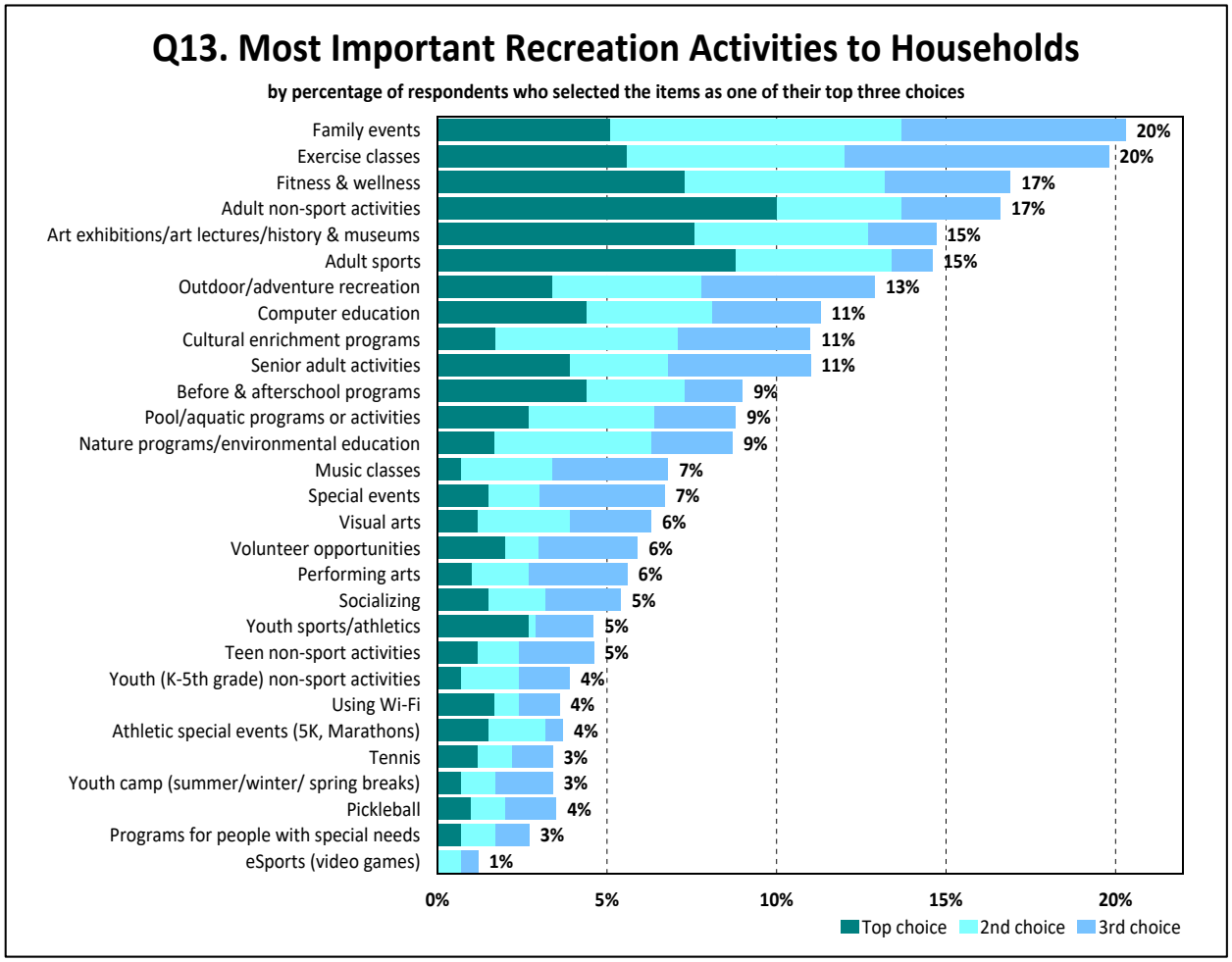
The estimated number of households that have unmet needs for each of the 29 recreation activities assessed is shown in the chart below.



Activities Importance: In addition to assessing the needs for each activity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top three choices, these are the three most important recreation activities to residents:

1. Family events (20%)
2. Exercise classes (20%)
3. Fitness and wellness (17%)
4. Adult non-sport activities (17%)

The percentage of residents who selected each activity as one of their top three choices is shown in the chart below.



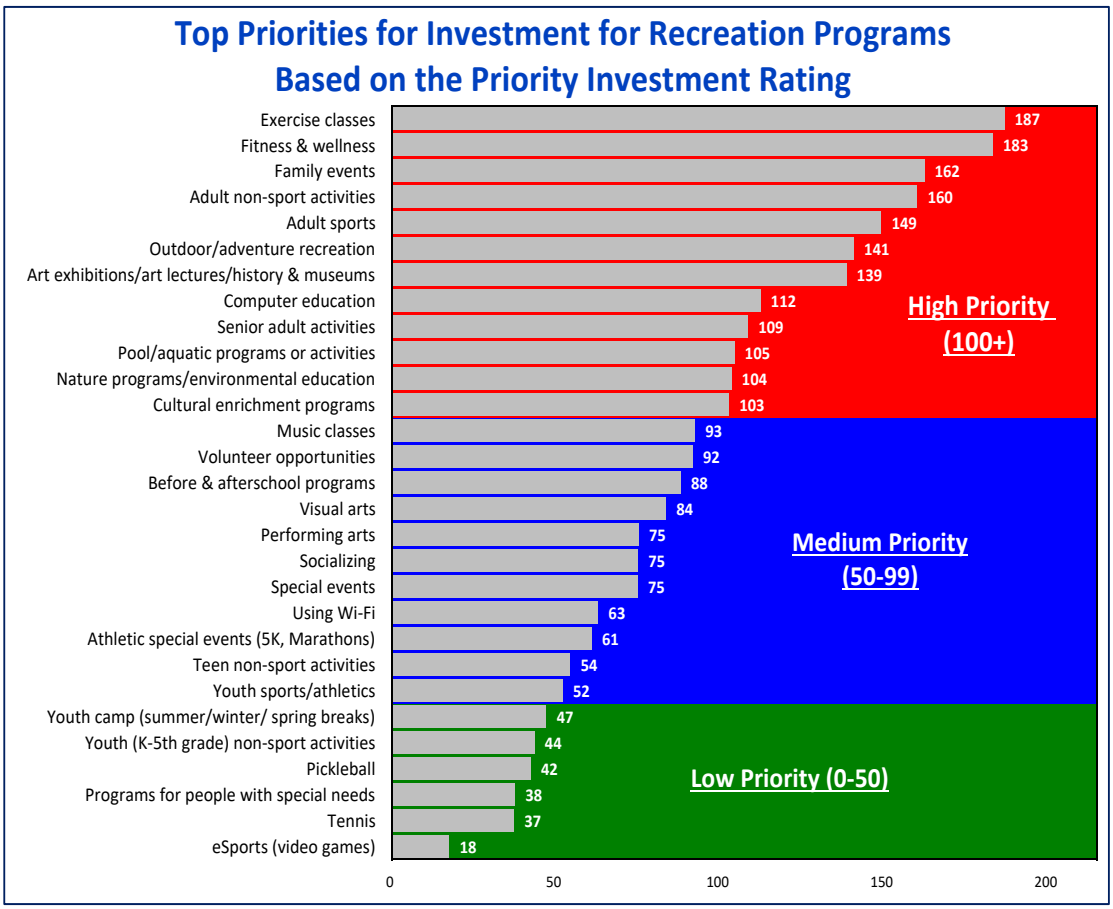
Activity Participation. Respondents were asked to select the top four programs their household participated in most often. Family events (27%), fitness and wellness (20%), outdoor/adventure recreation (20%), adult non-sport activities (15%), and exercise classes (15%) were selected most often.

Priorities for Recreation Activity Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on each activity and (2) how many residents have unmet needs for the activity. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following City of Pembroke Pines activities were rated as high priorities for investment:

- Exercise classes (PIR=187)
- Fitness and Wellness (PIR=183)
- Family Events (PIR=162)
- Adult non-sport activities (PIR=160)
- Adult sports (PIR=149)
- Outdoor/adventure recreation (PIR=141)
- Art exhibitions/art lectures/ history & museums (PIR=139)
- Computer education (PIR=112)
- Senior adult activities (PIR=109)
- Pool/aquatic programs or activities (PIR=105)
- Nature programs/environmental education (PIR=104)
- Cultural enrichment programs (PIR=103)

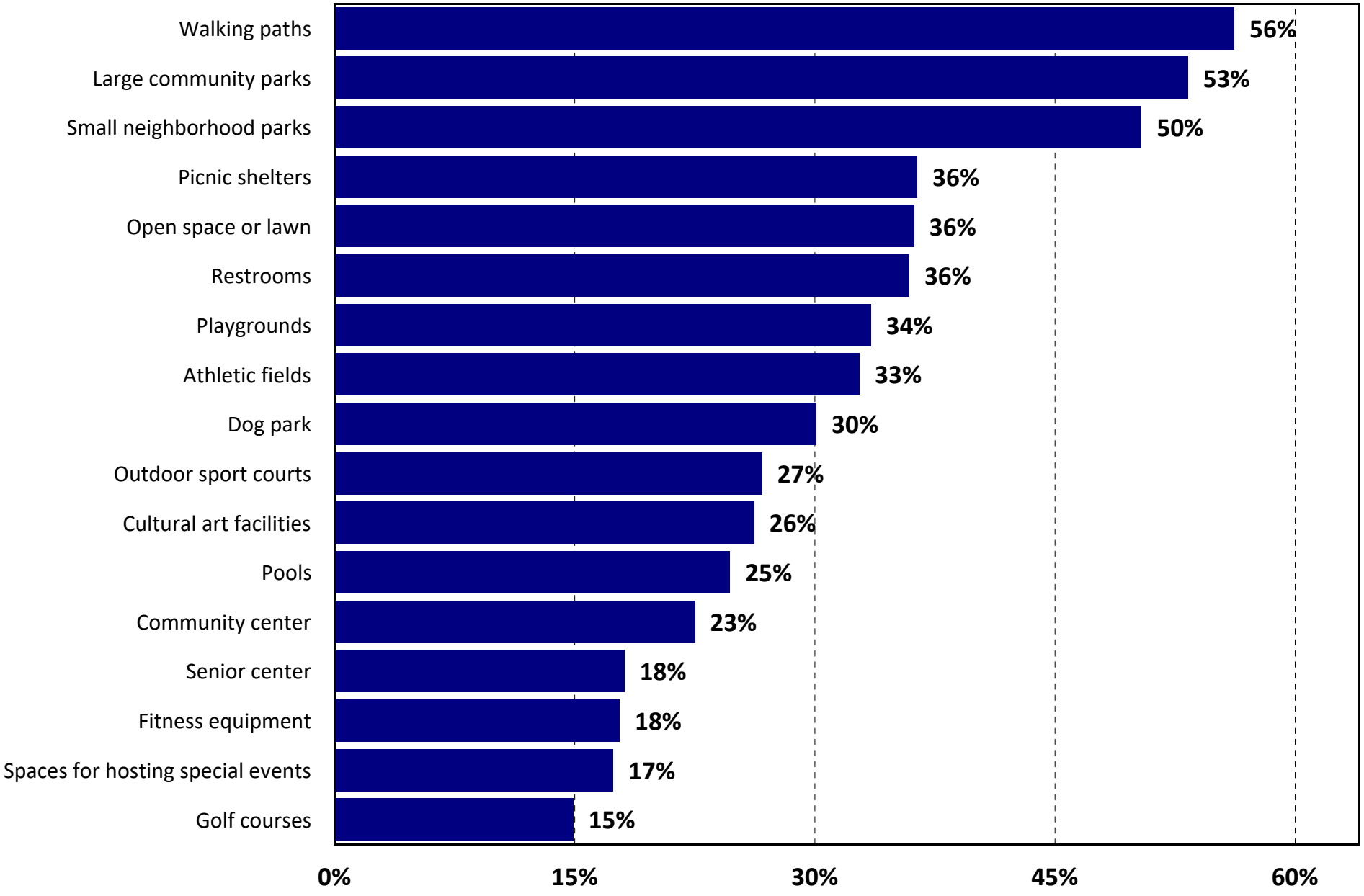
The chart below shows the Priority Investment Rating for each of the 29 activities assessed.



2 Charts and Graphs

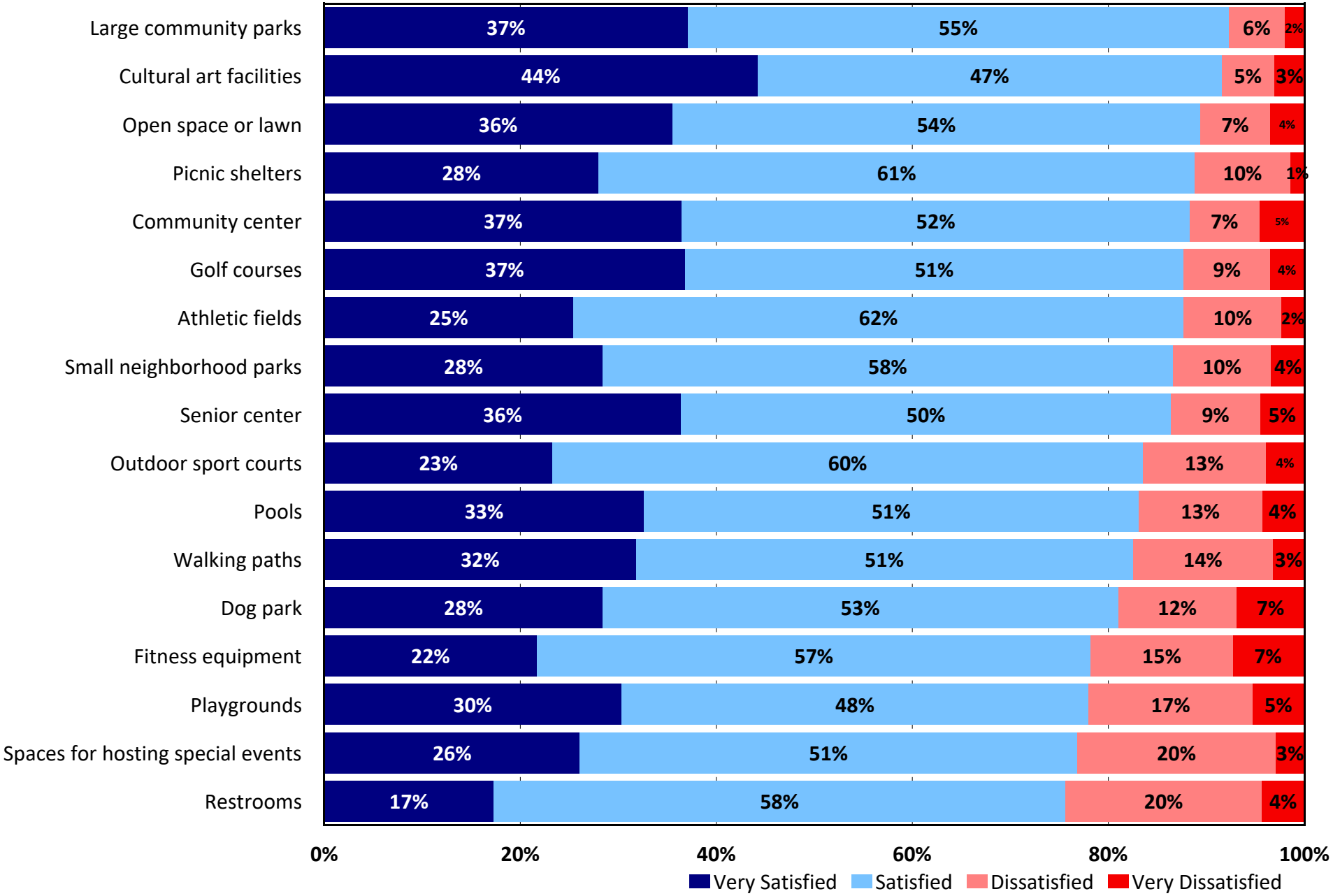
Q1. Parks and Recreation Facilities/Amenities Used by Respondents

by percentage of respondents



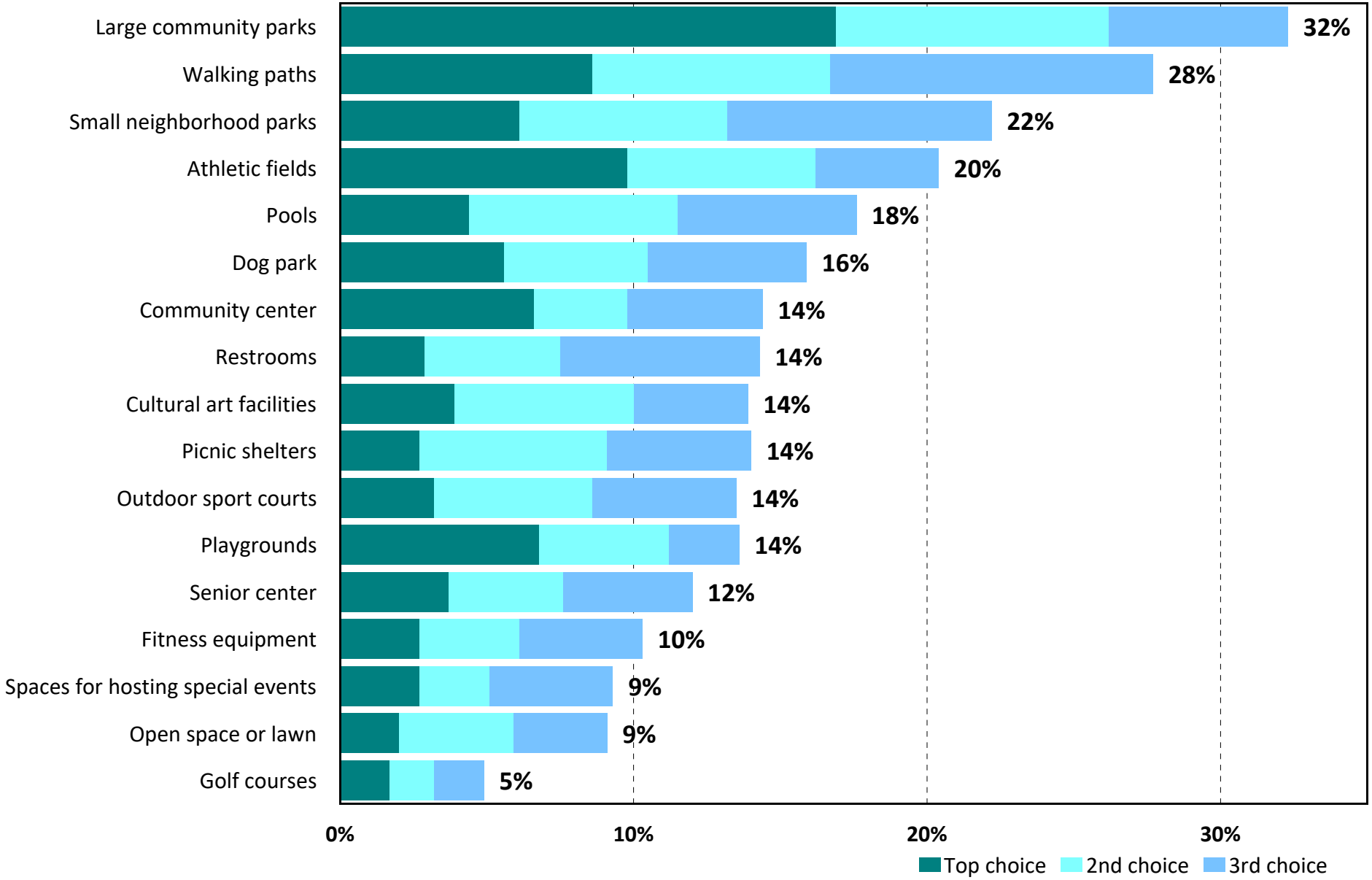
Q1. Level of Satisfaction with Facilities and Amenities

by percentage of respondents who responded "Yes" to Q1 (excluding "not provided")



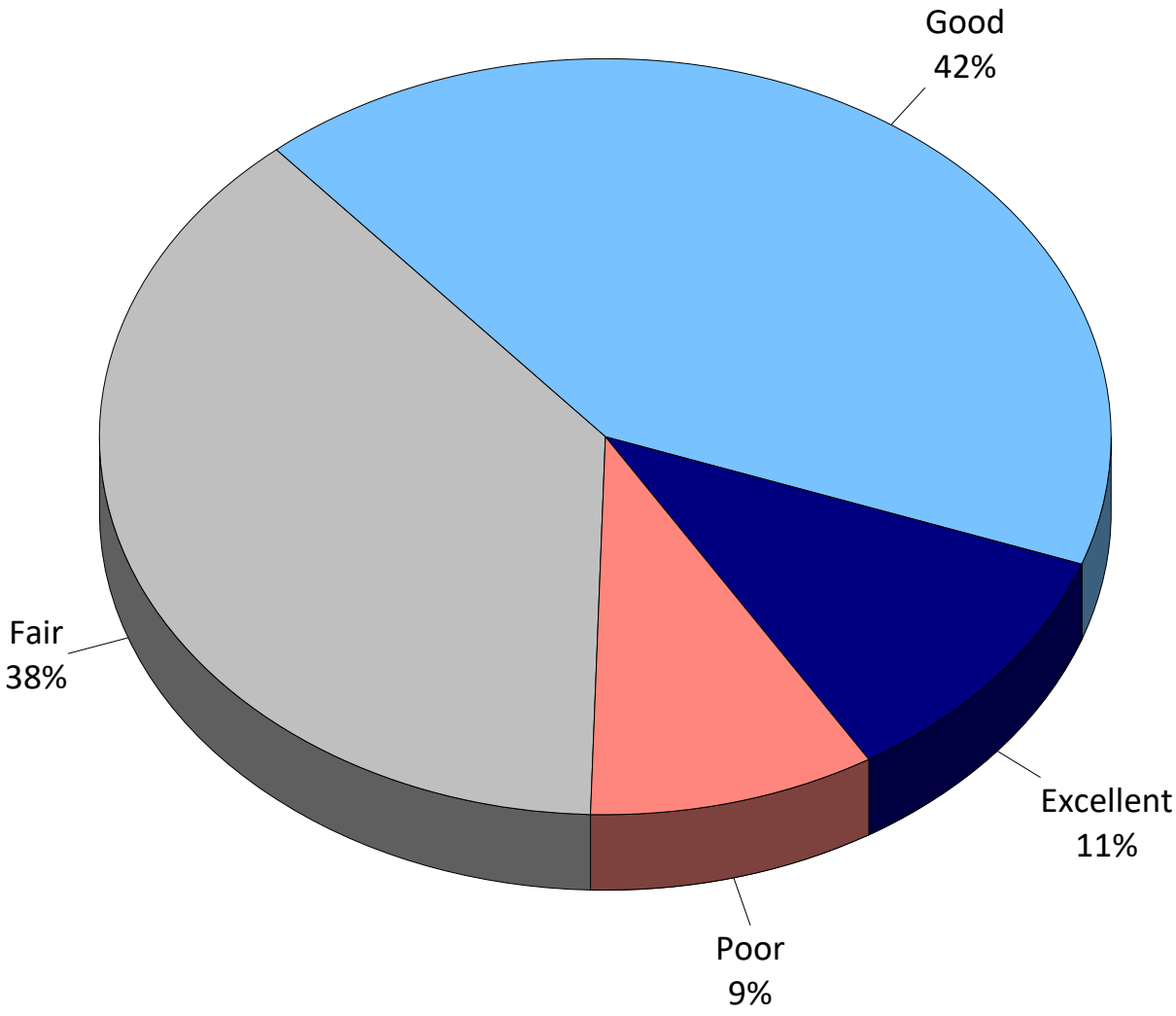
Q2. Which THREE of these parks and recreation amenities do you think should receive the MOST ATTENTION over the next TWO years?

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



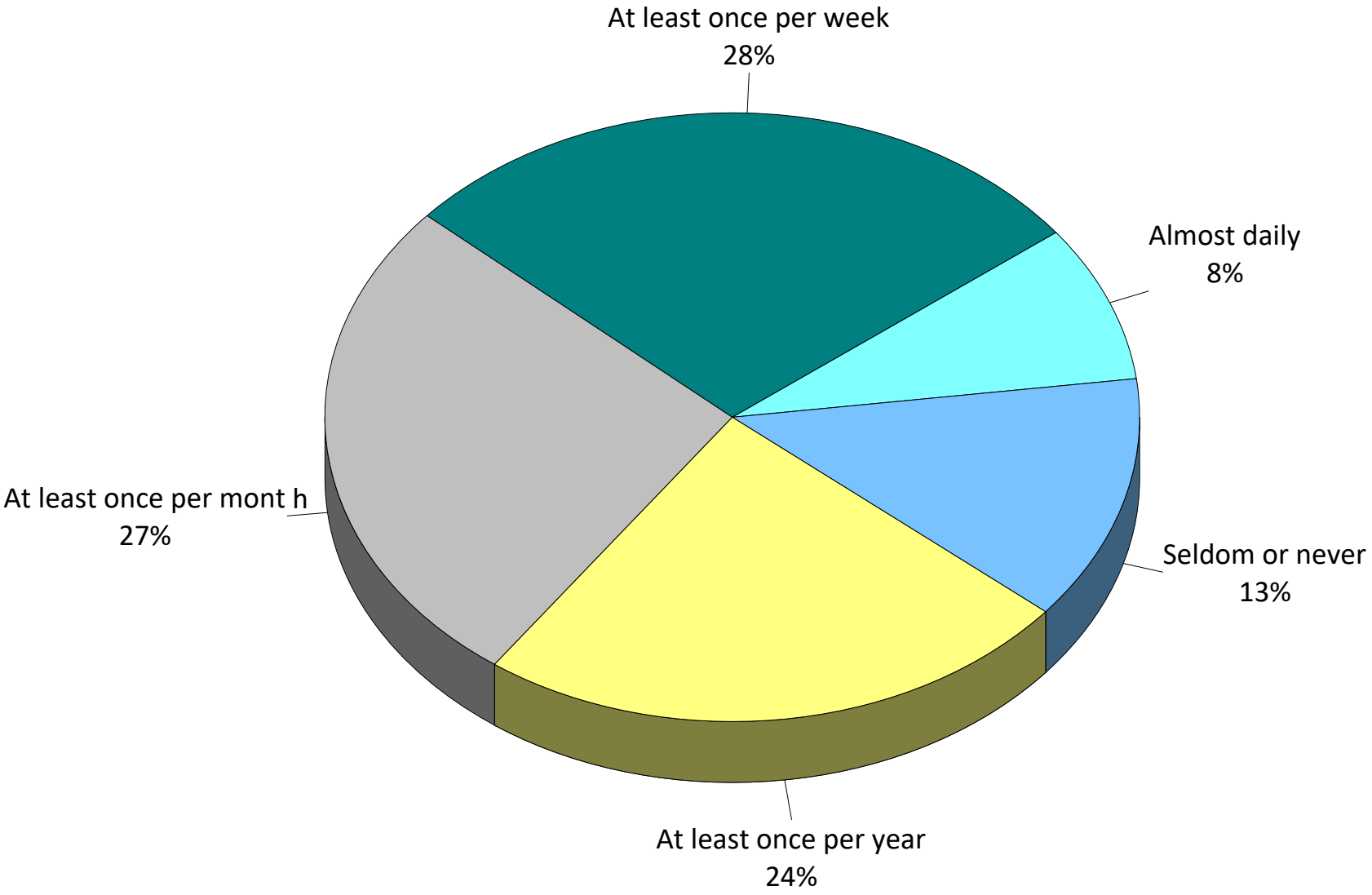
Q3. Rating Overall Quality of Amenities Households Have Used During the Past Year

by percentage of respondents (excluding "don't use City parks or recreation areas")



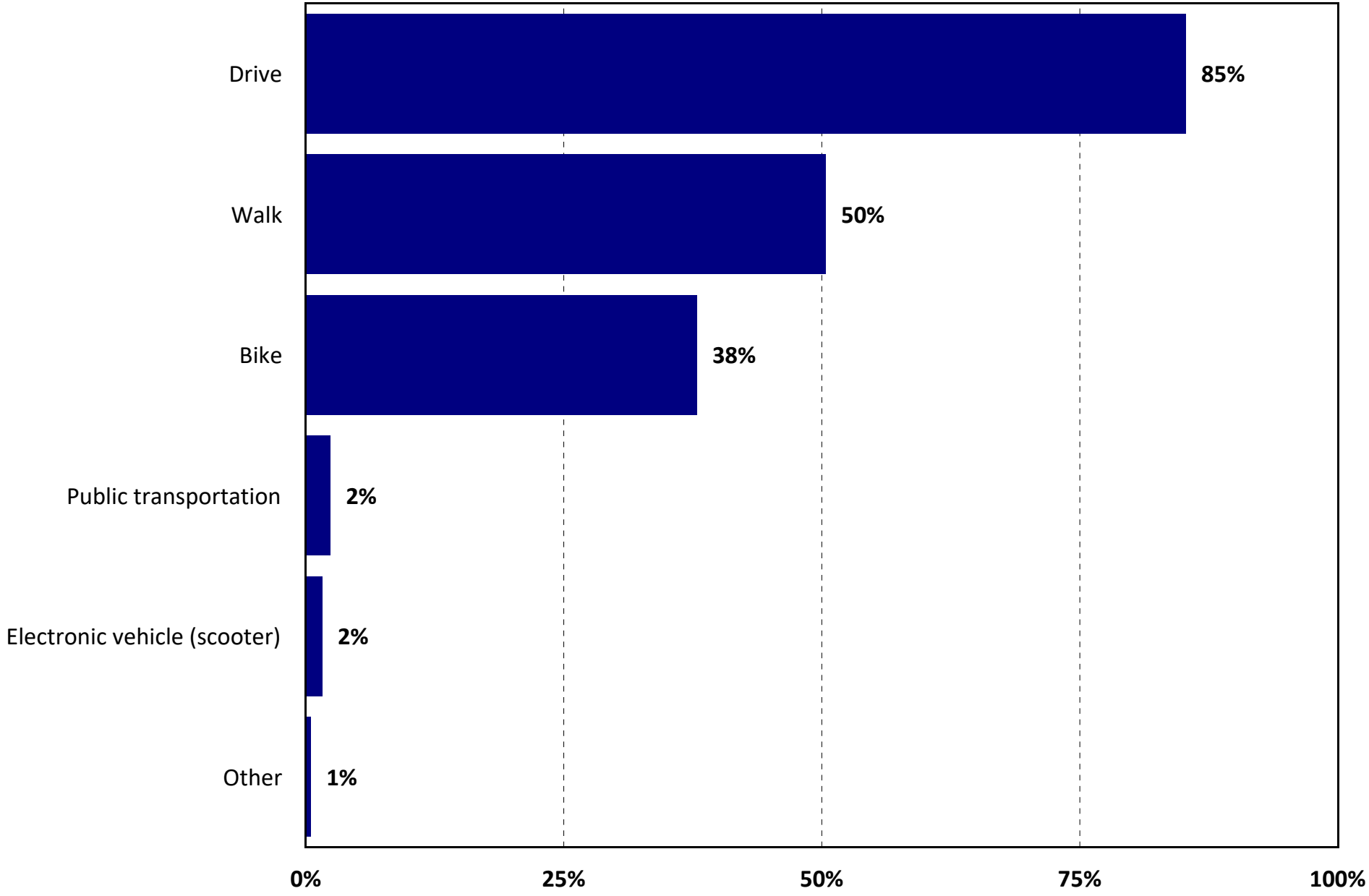
Q4. On average, how often do you and members of your household visit parks in the City of Pembroke Pines?

by percentage of respondents (excluding "not provided")



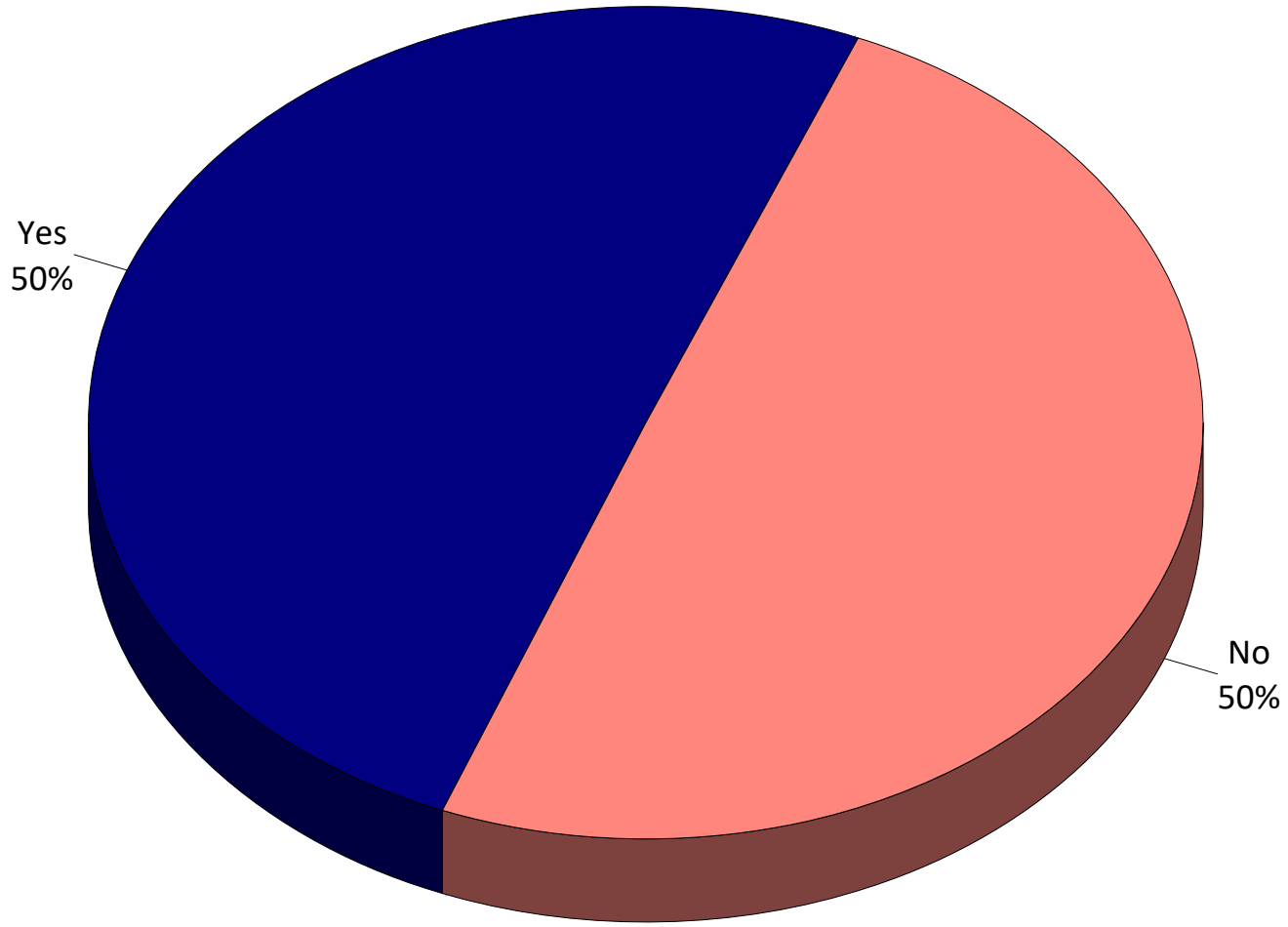
Q5. Ways Households Travel to Recreation Facilities

by percentage of respondents (multiple selections could be made)



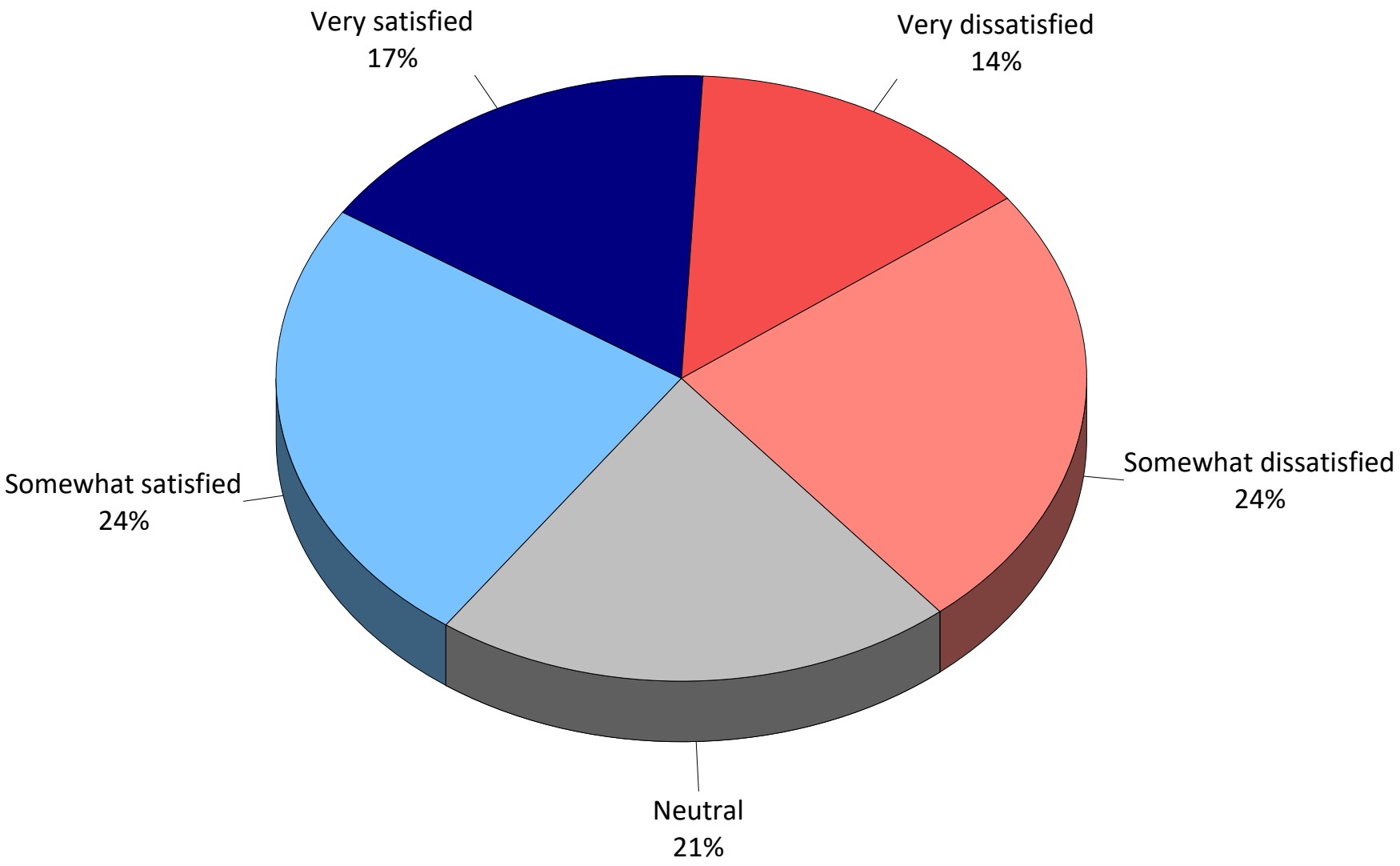
Q6. Do you feel there are sufficient parks and green space areas within walking distance of your residence?

by percentage of respondents (excluding "not provided")



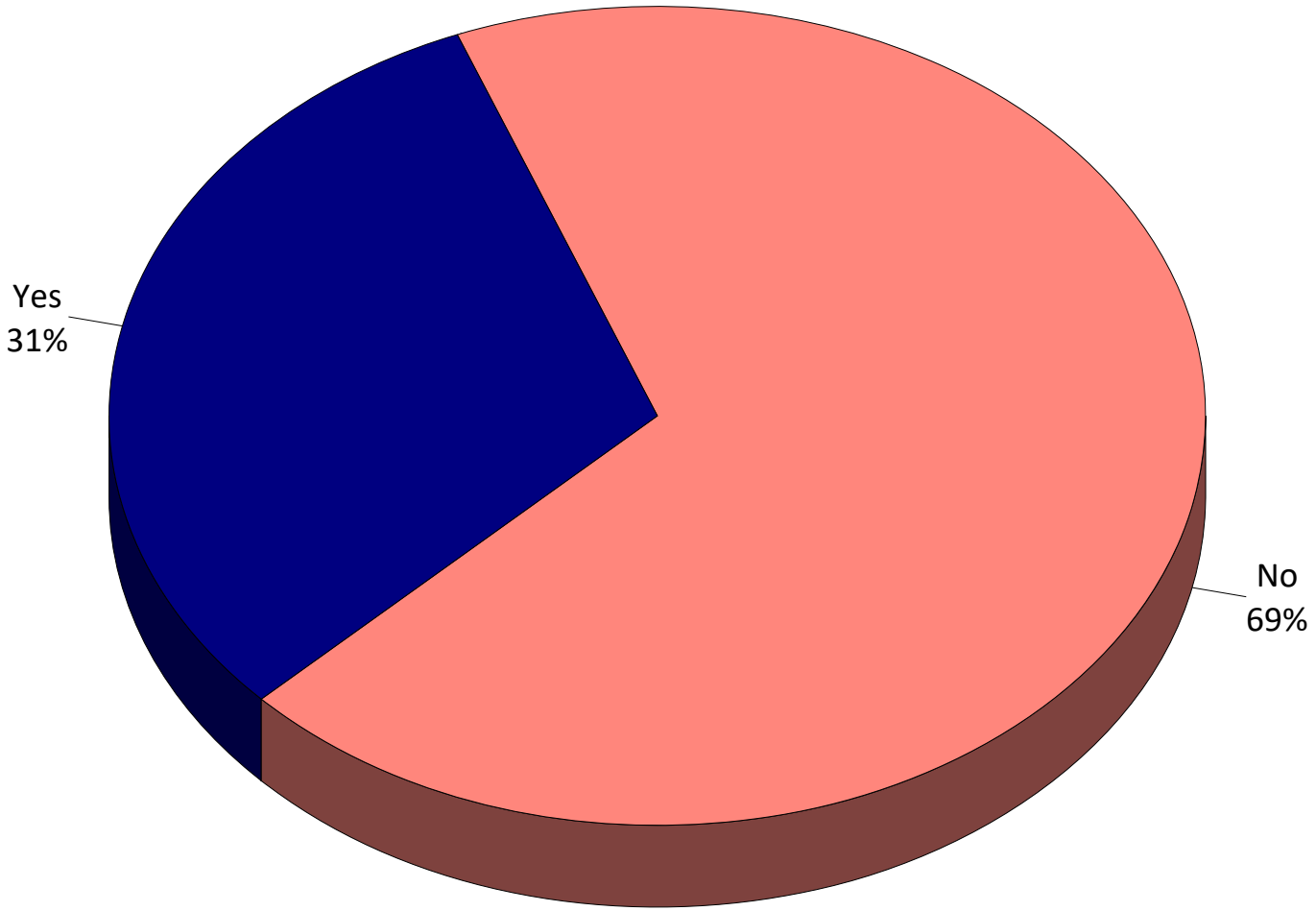
Q7. Overall, how satisfied are you with the current number of parks in Pembroke Pines?

by percentage of respondents (excluding “don’t know")



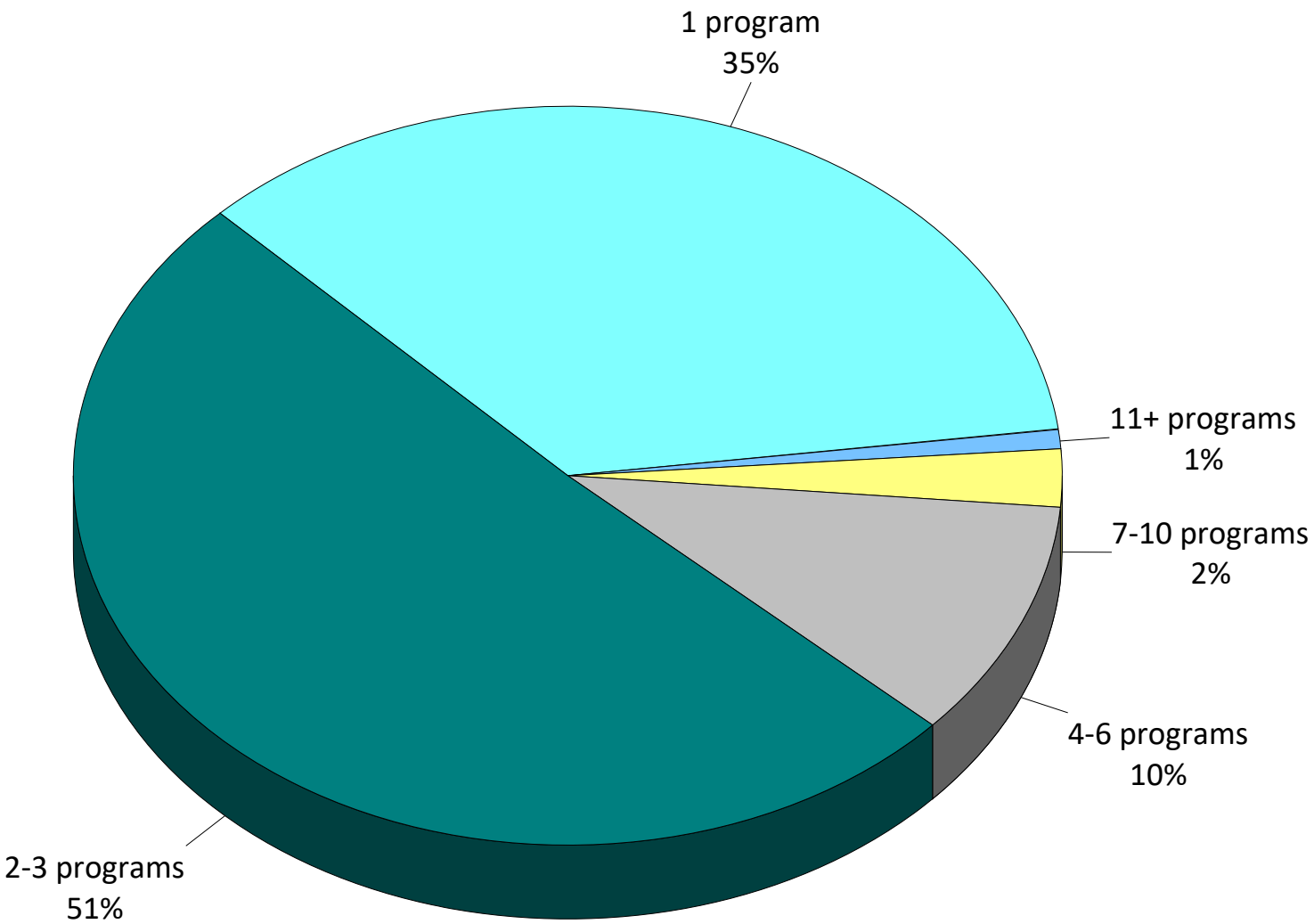
Q8. Have you or other members of your household participated in any recreation programs in the past 12 months?

by percentage of respondents



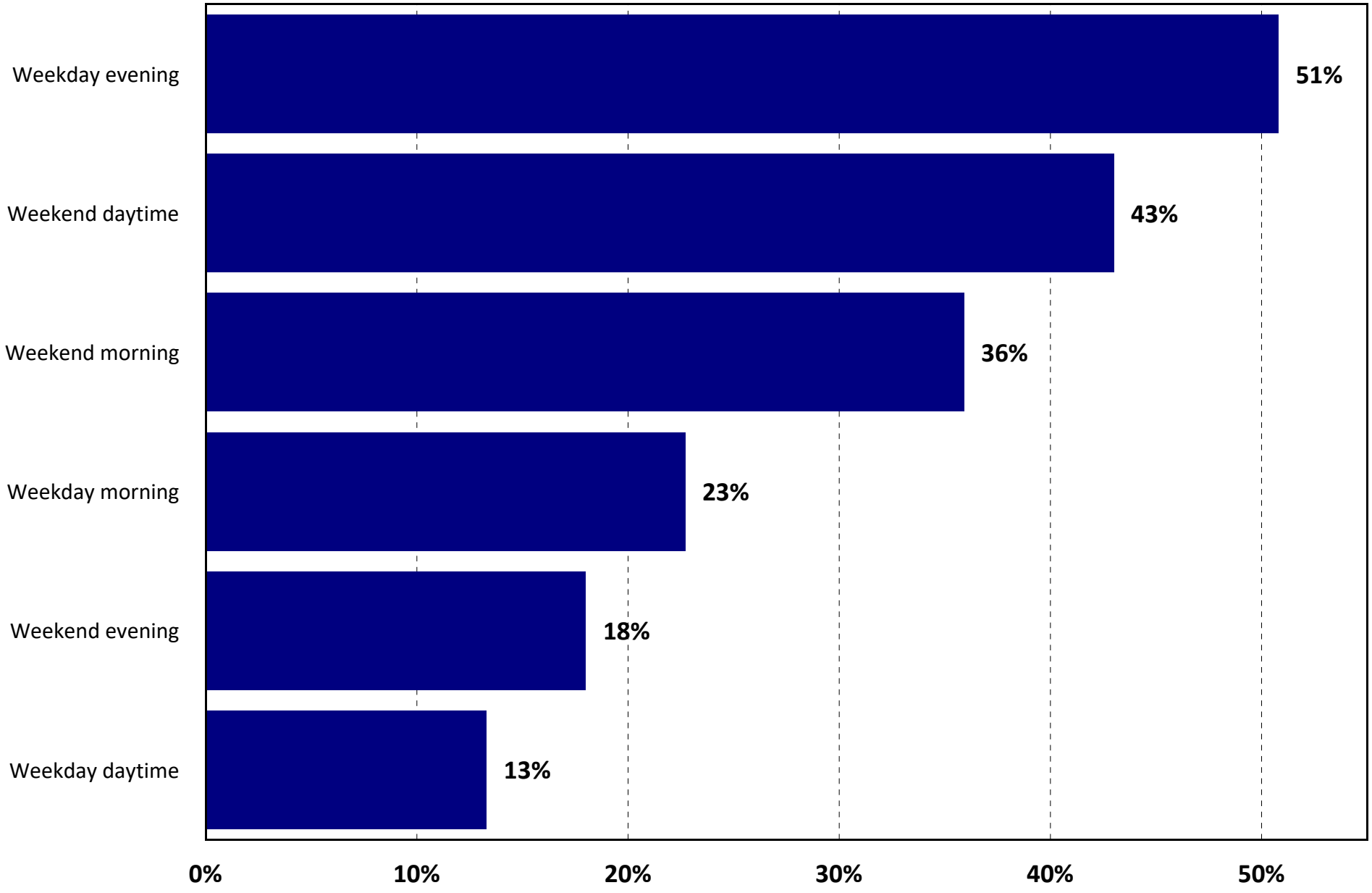
Q8a. How many recreation programs have households participated in over the past 12 months?

by percentage of respondents (excluding “not provided")



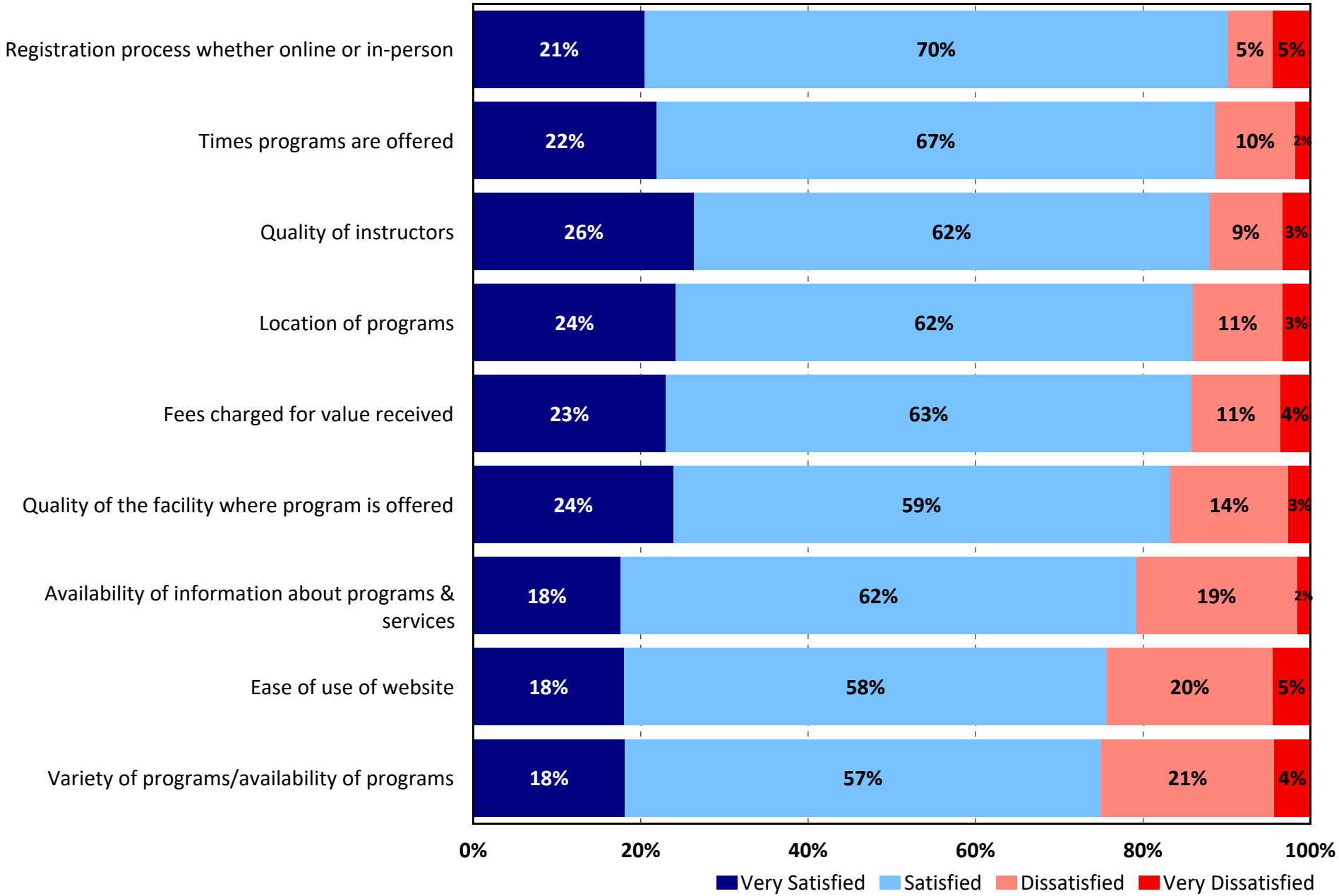
Q8b. What days and times do you most frequently use parks facilities and take recreation programs?

by percentage of respondents



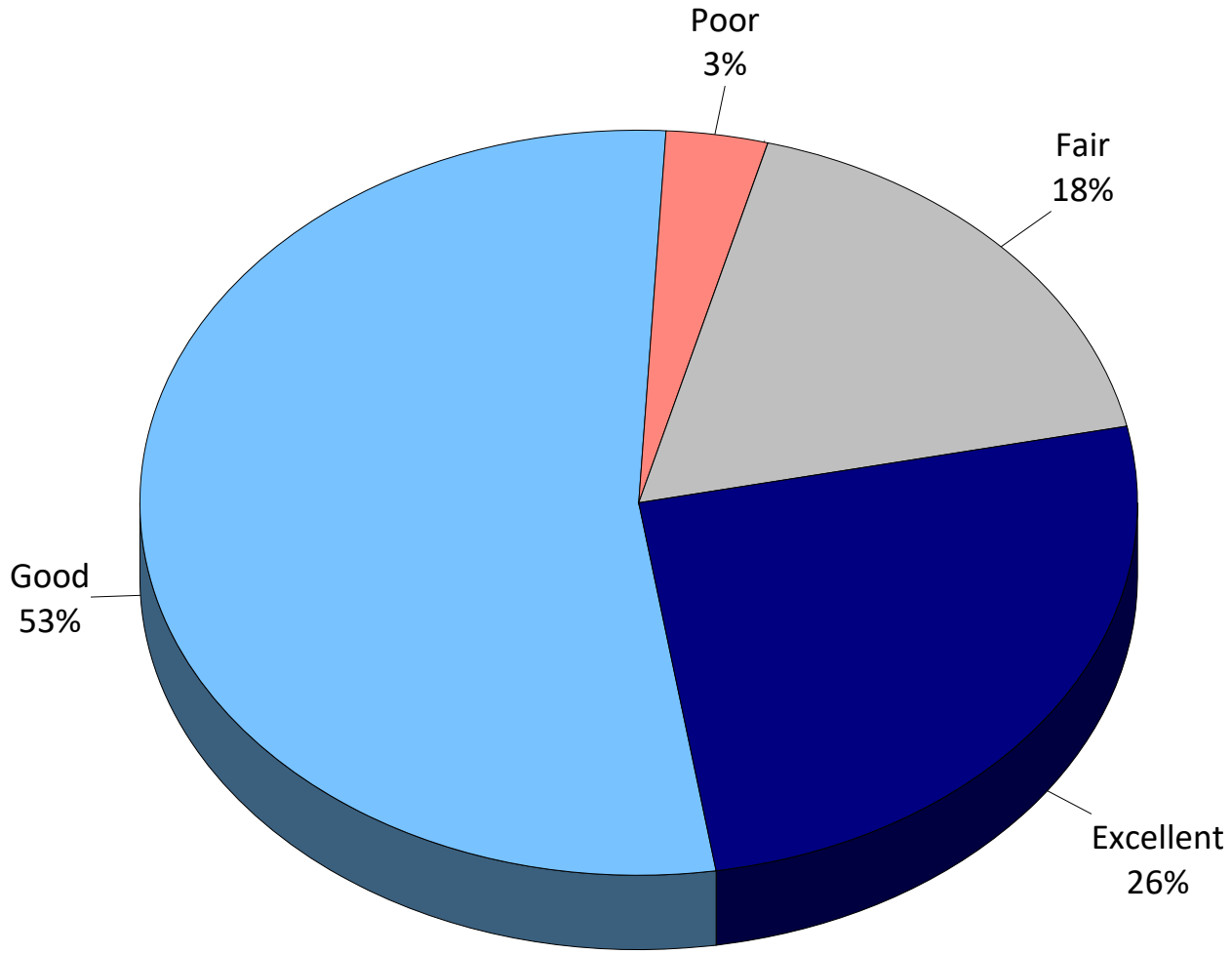
Q8c. Level of Satisfaction with Program Services

by percentage of respondents (excluding "N/A")



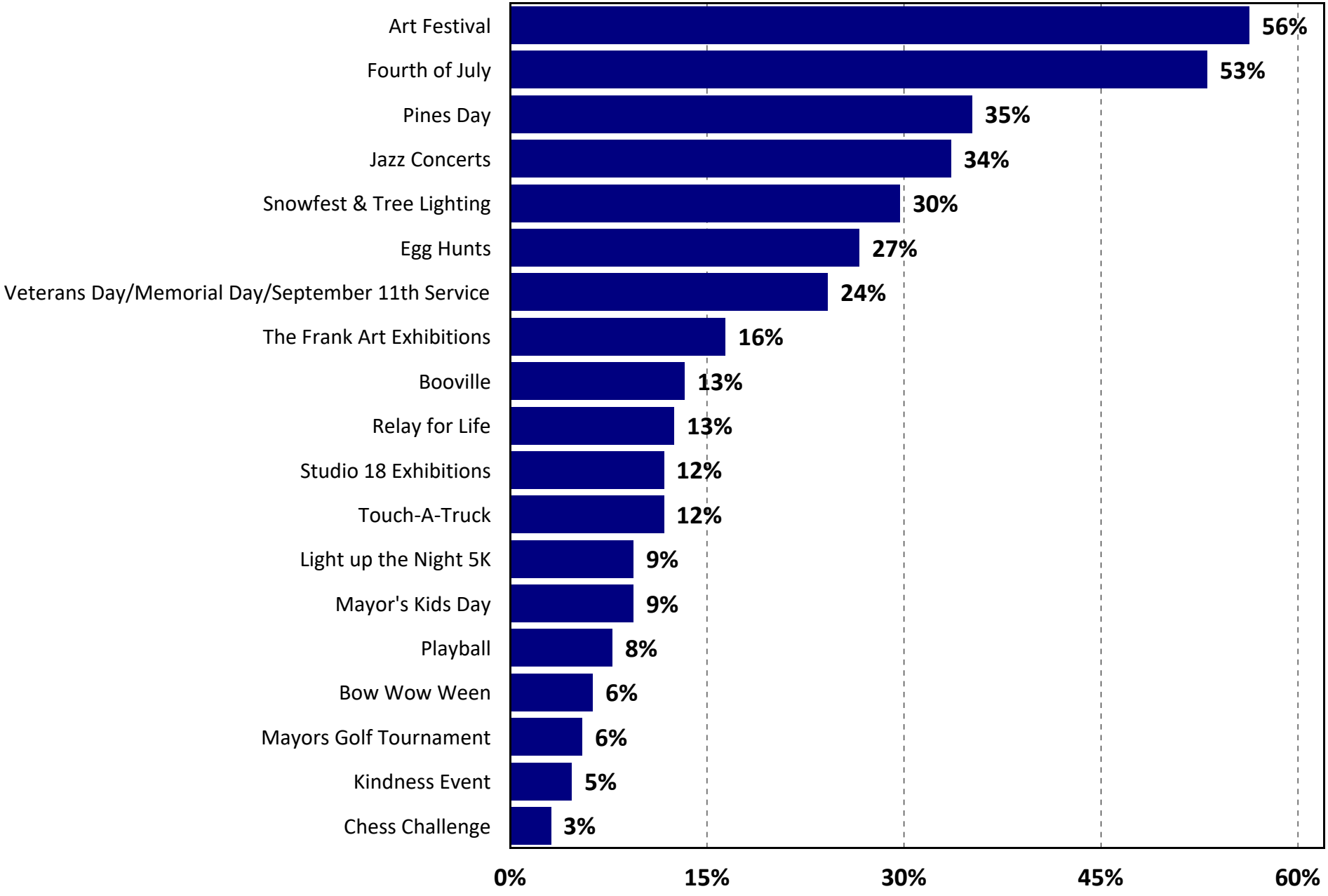
Q8d. Overall, how would you rate the quality of the programs?

by percentage of respondents (excluding “not provided")



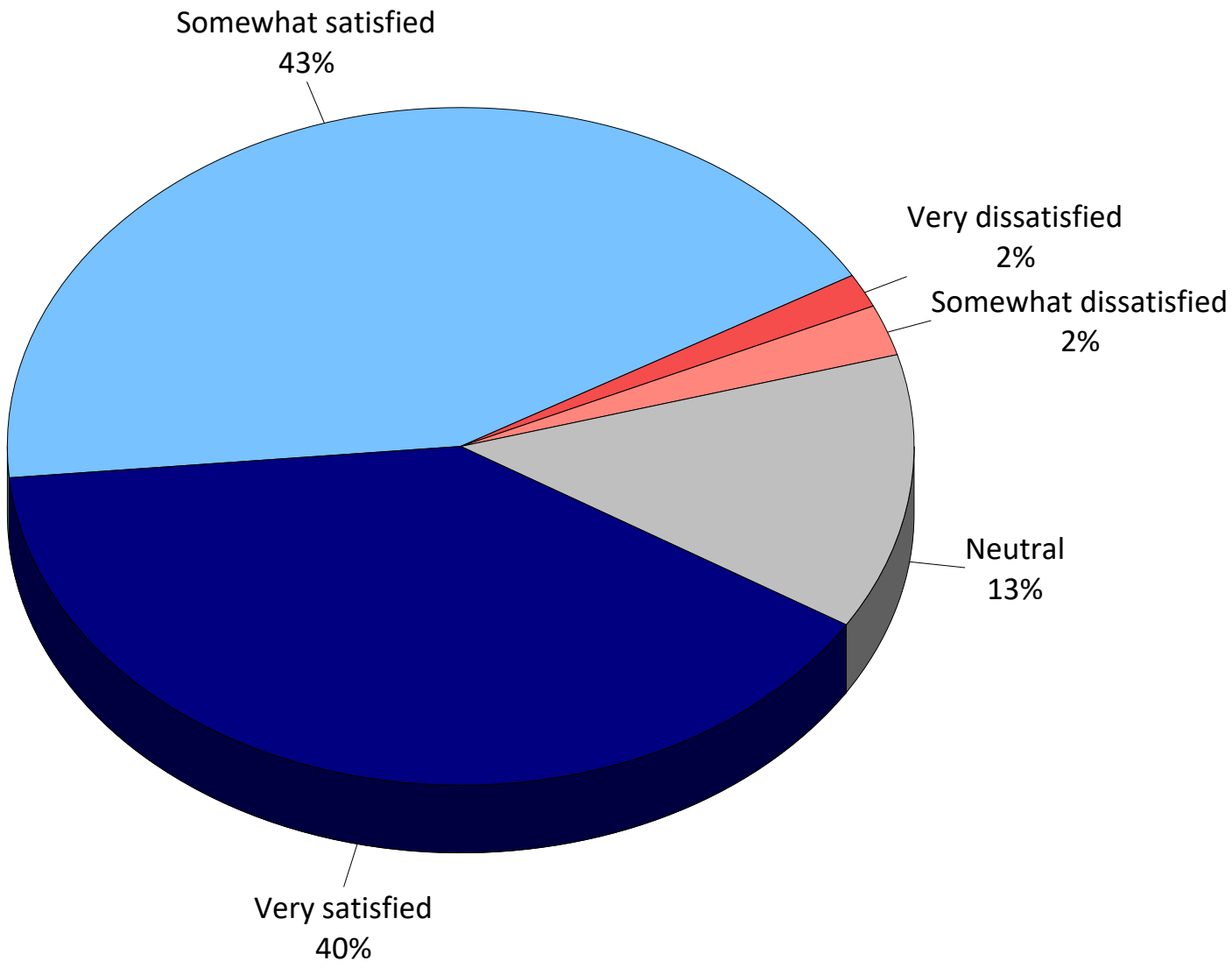
Q8e. All Special Events Households Have Attended in the Past Five Years

by percentage of respondents



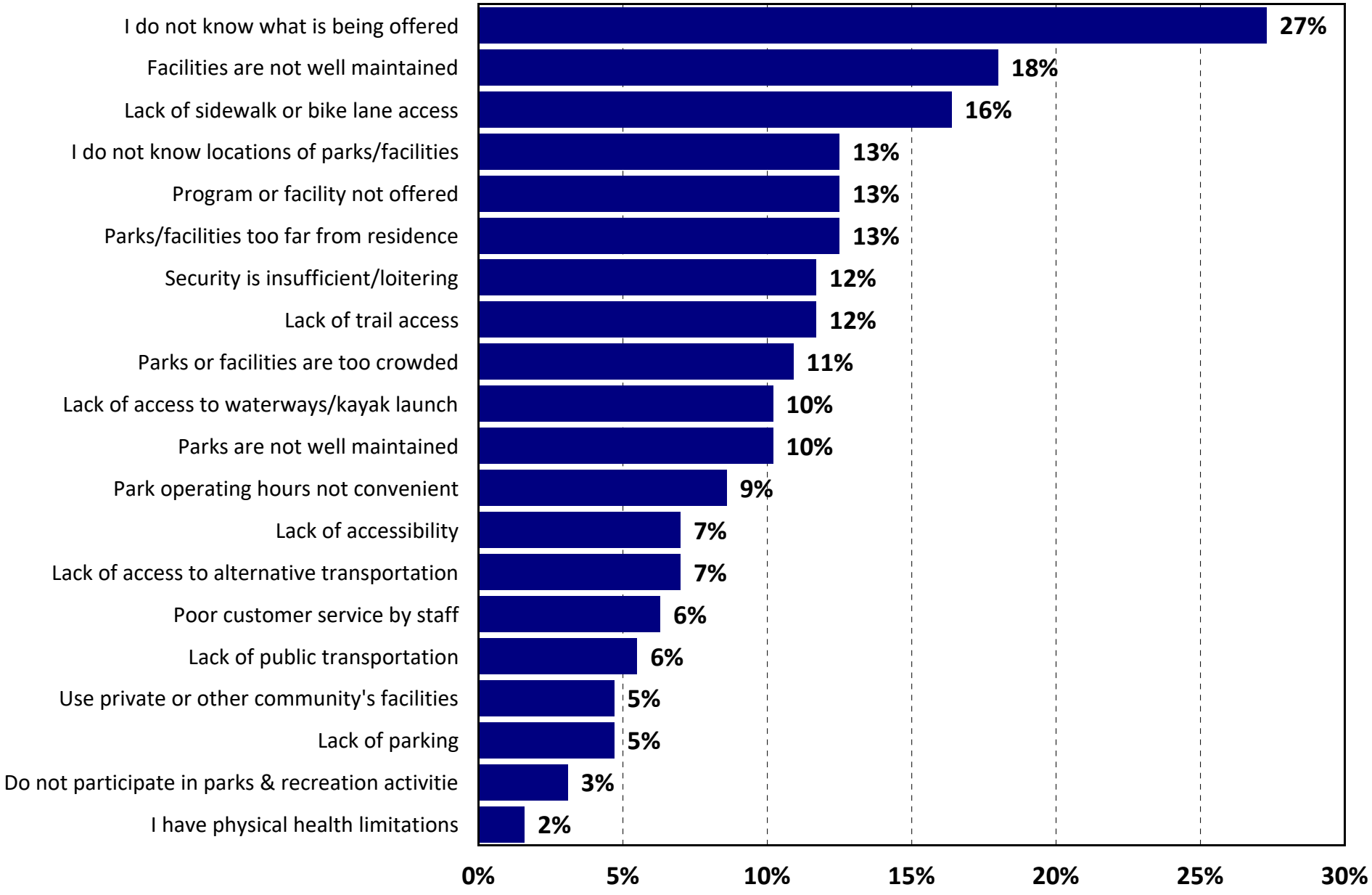
Q8F. Overall Satisfaction with Special Events

by percentage of respondents (excluding “don’t know")



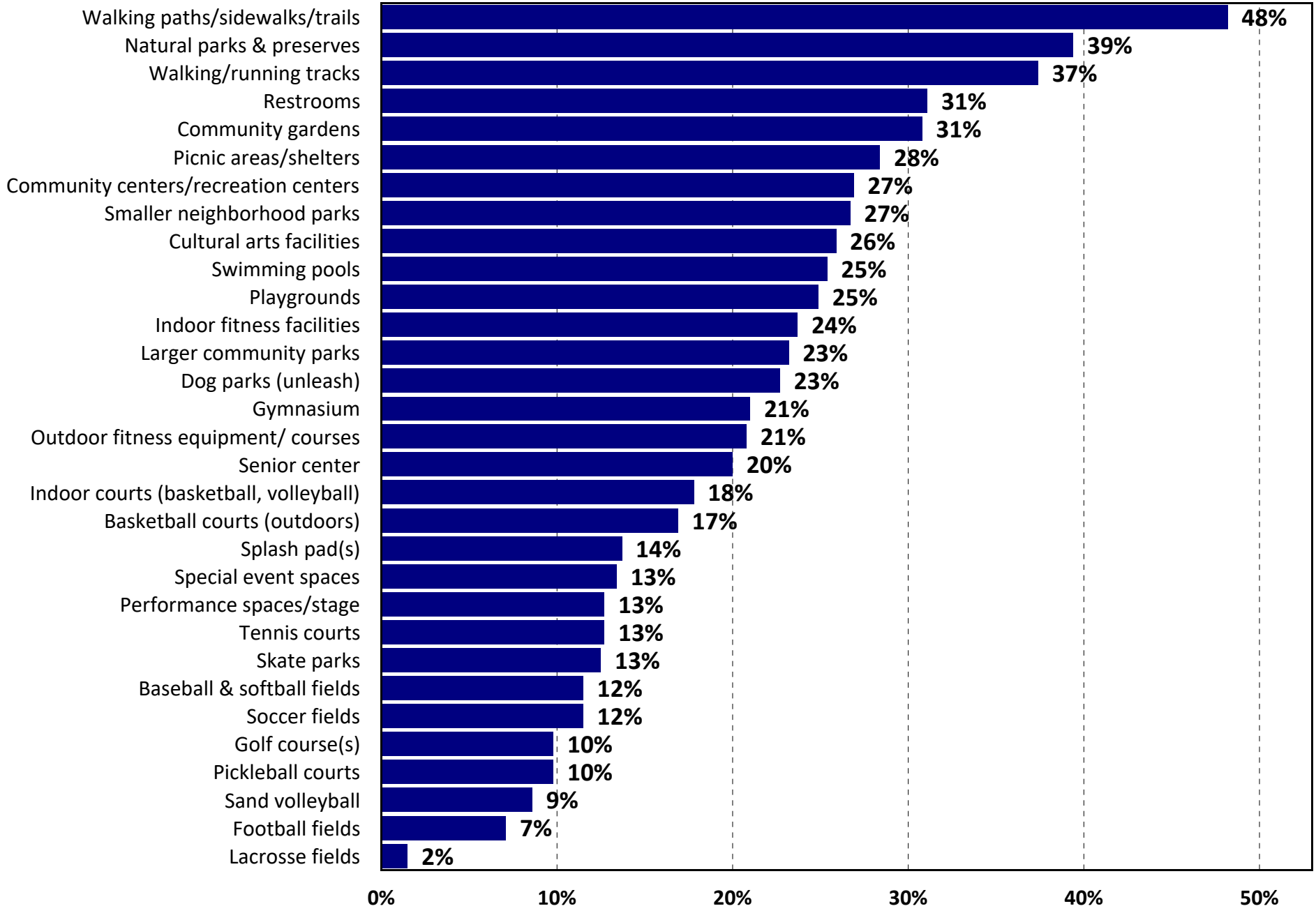
Q8G. Boundaries to Parks, Trails, Waterways, Recreation facilities, or Program Use

by percentage of respondents



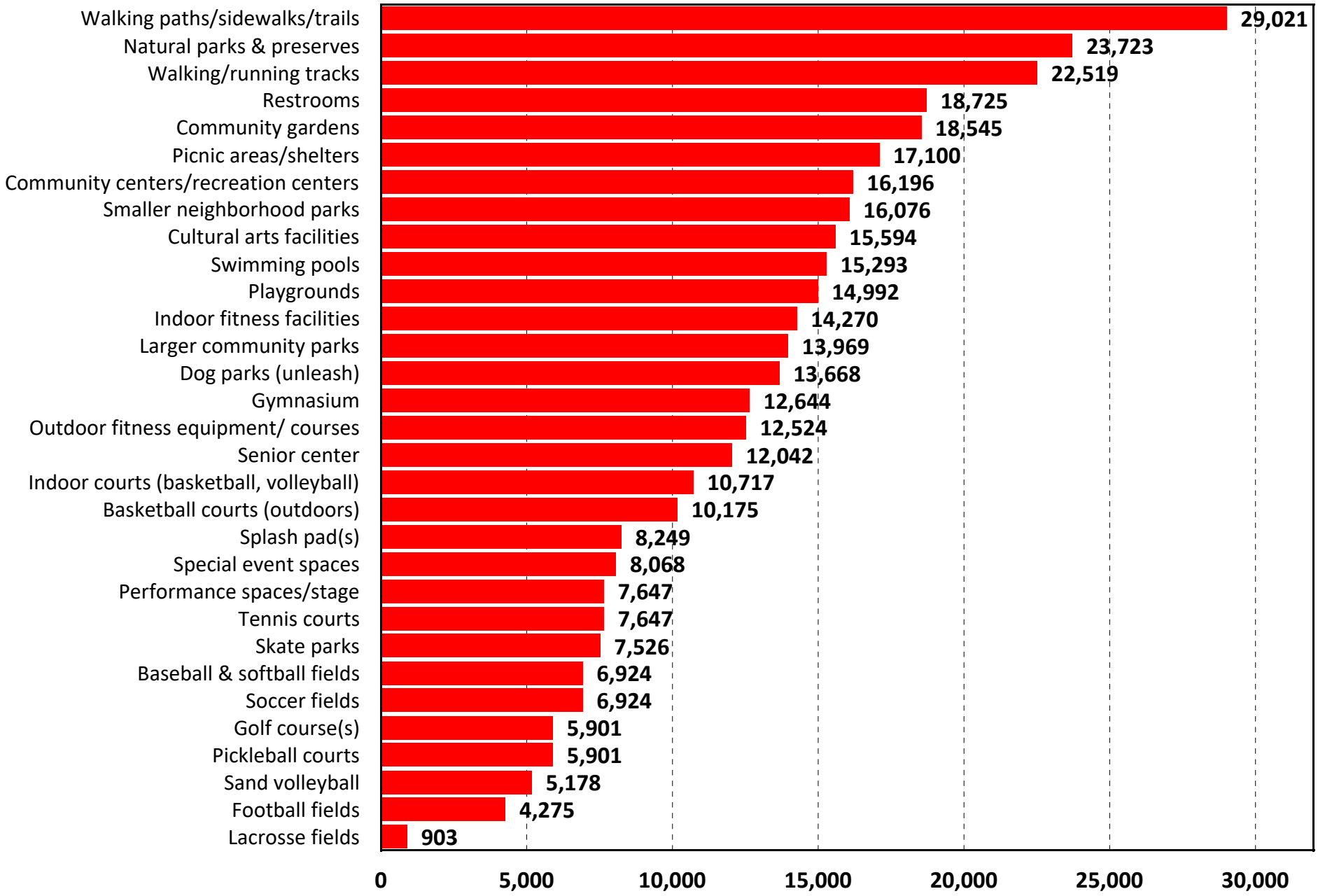
Q9. Respondents With Need for Facility or Amenity

by percentage of respondents



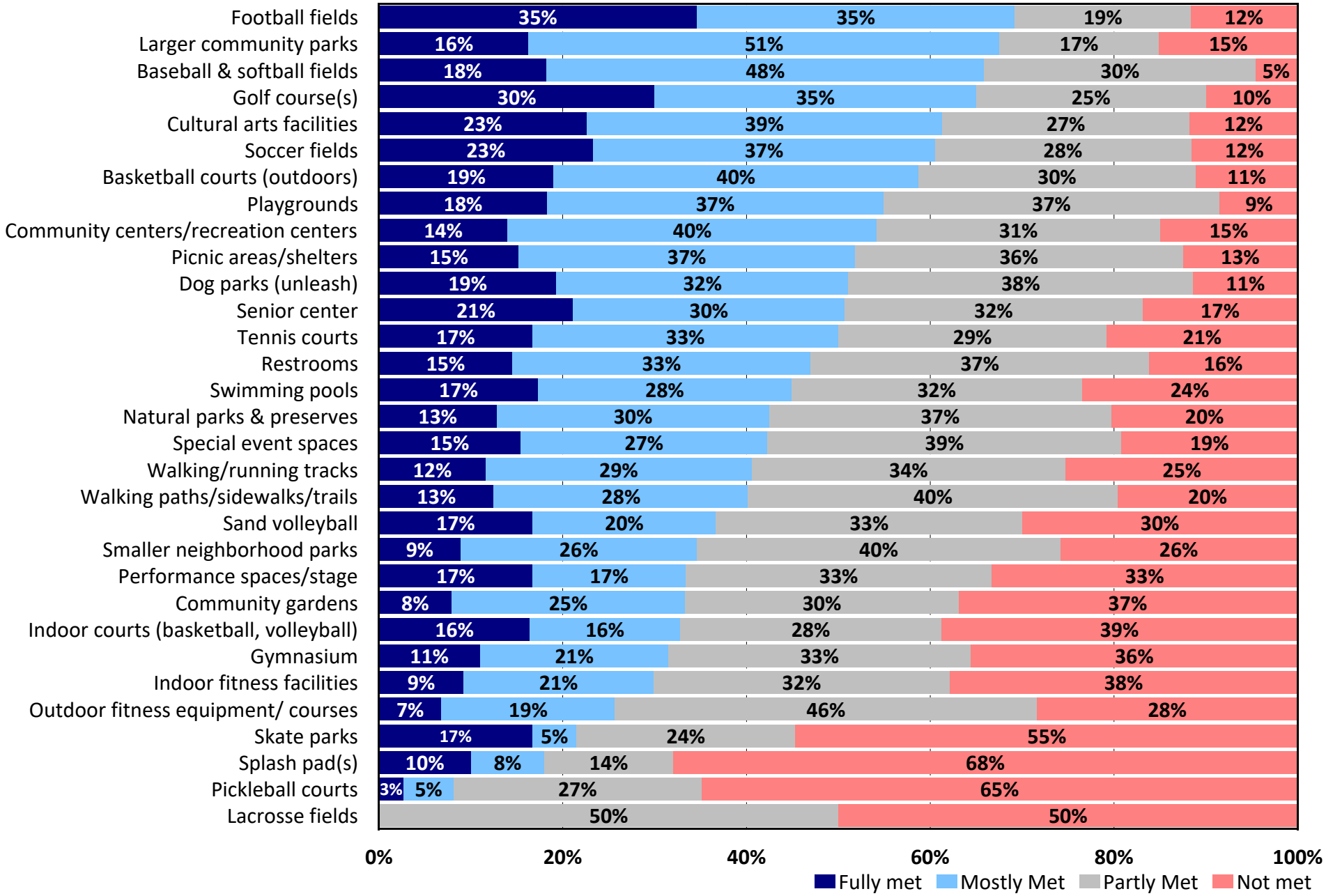
Q9a. Estimated Number of Households With Need for Facility/ Amenity

by number of households based on an estimated 60,210 households



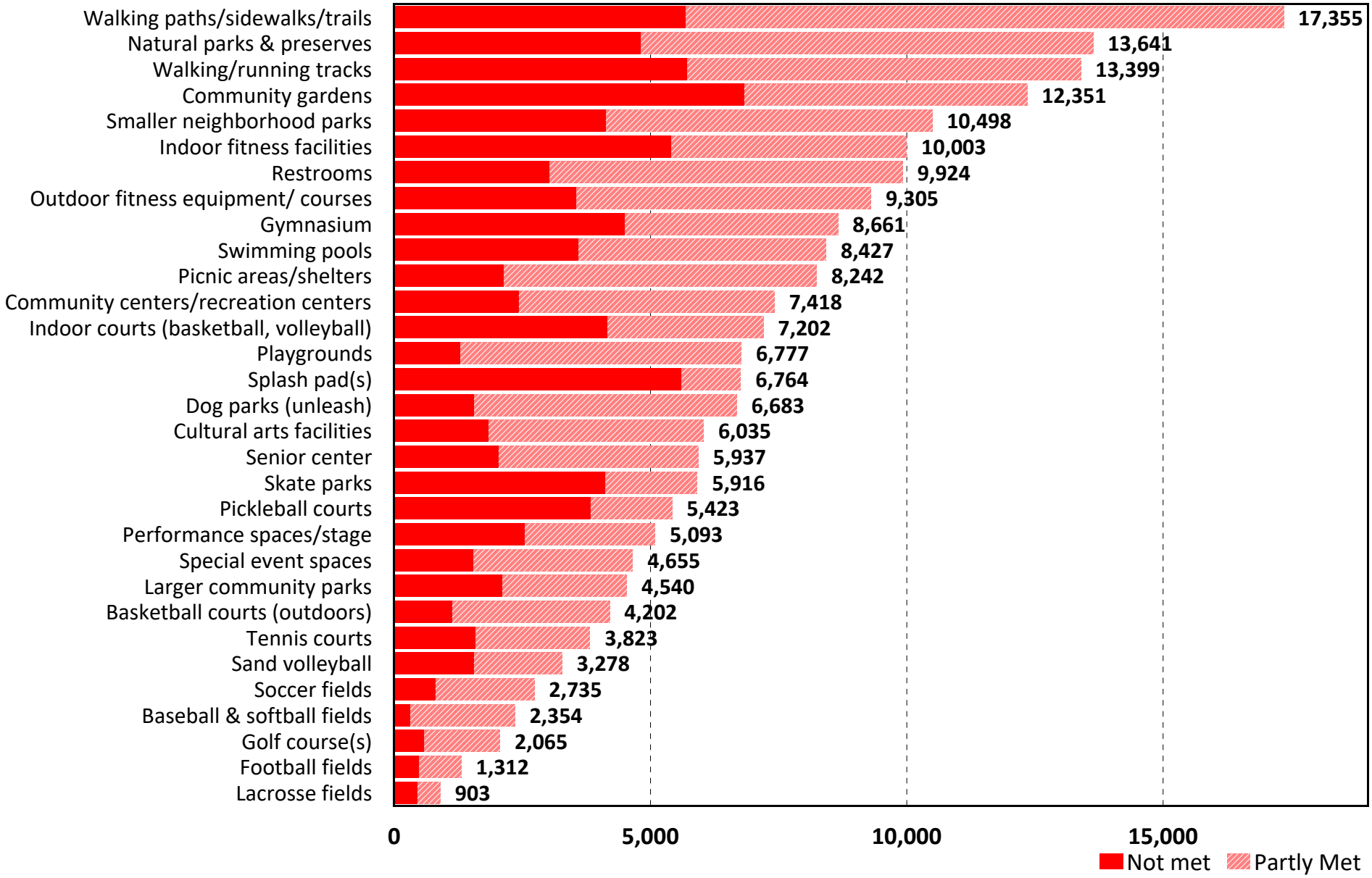
Q9b. How Well Households' Need For Facility / Amenity Is Being Met

by percentage of respondents who answered "Yes" to Q9



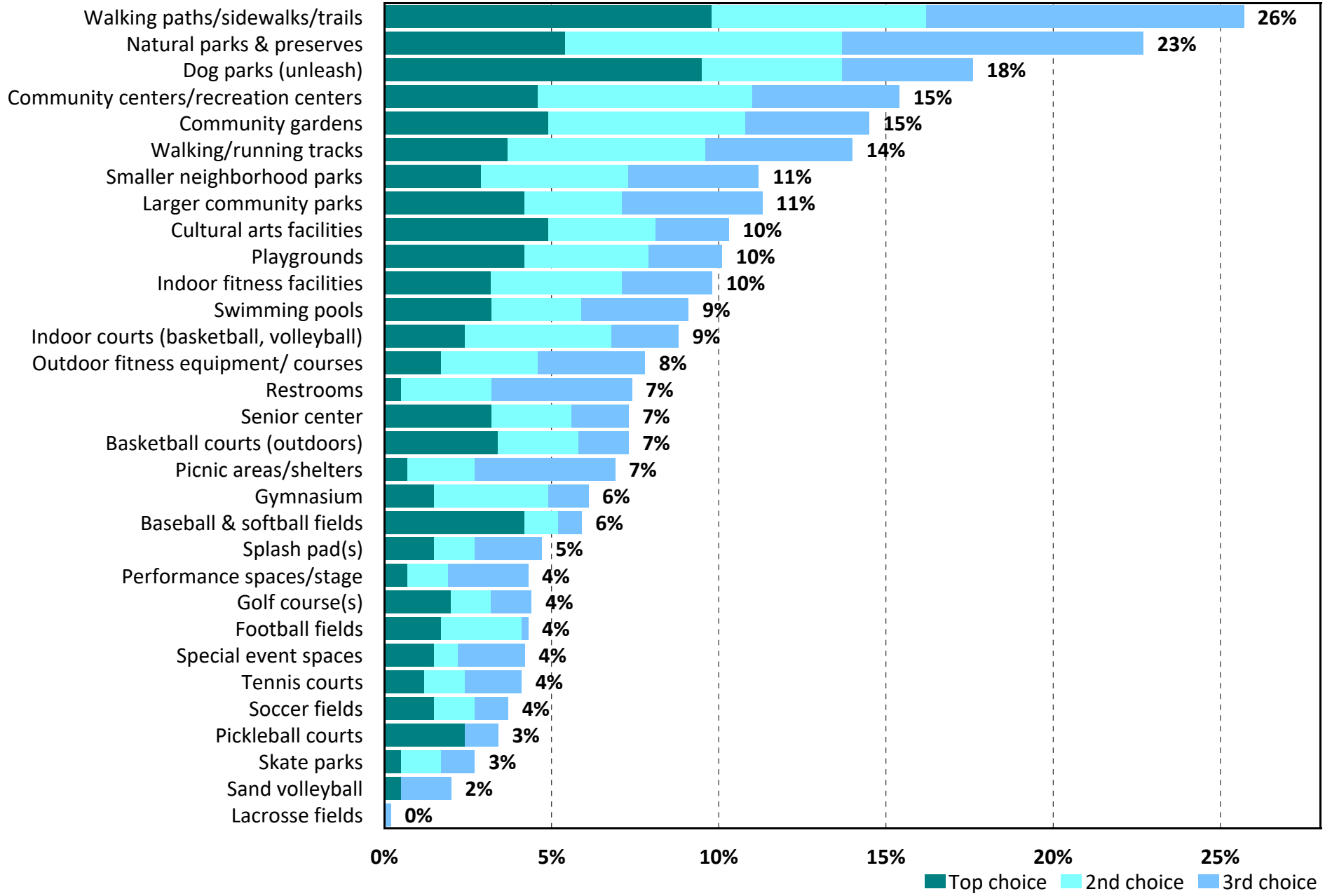
Q9c. Estimated Number of Households Whose Facility/Amenity Needs are Only "Partly Met" or "Not Met"

by number of households with need based on an estimated 60,210 Households



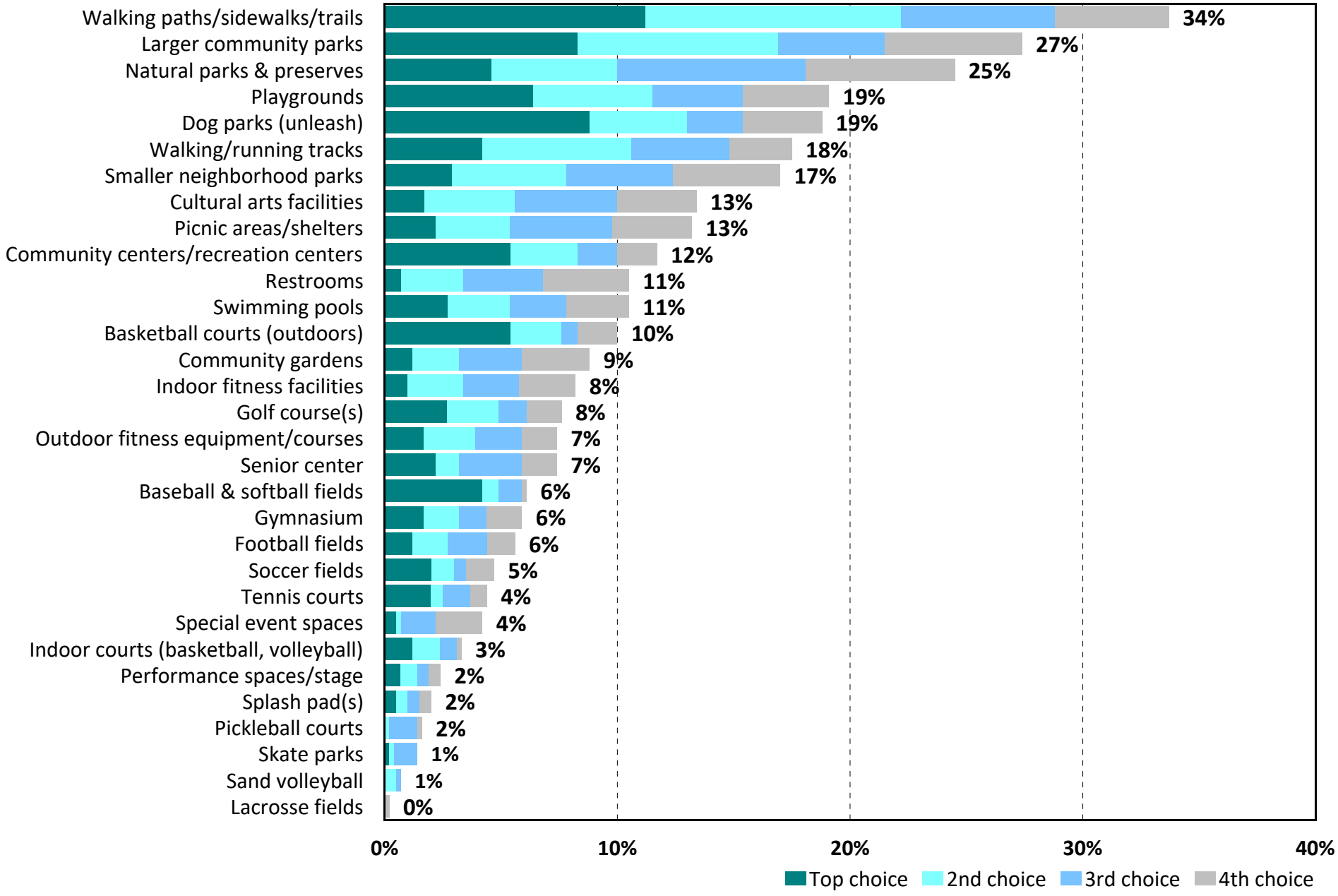
Q10. Most Important Facility/Amenity to Households

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

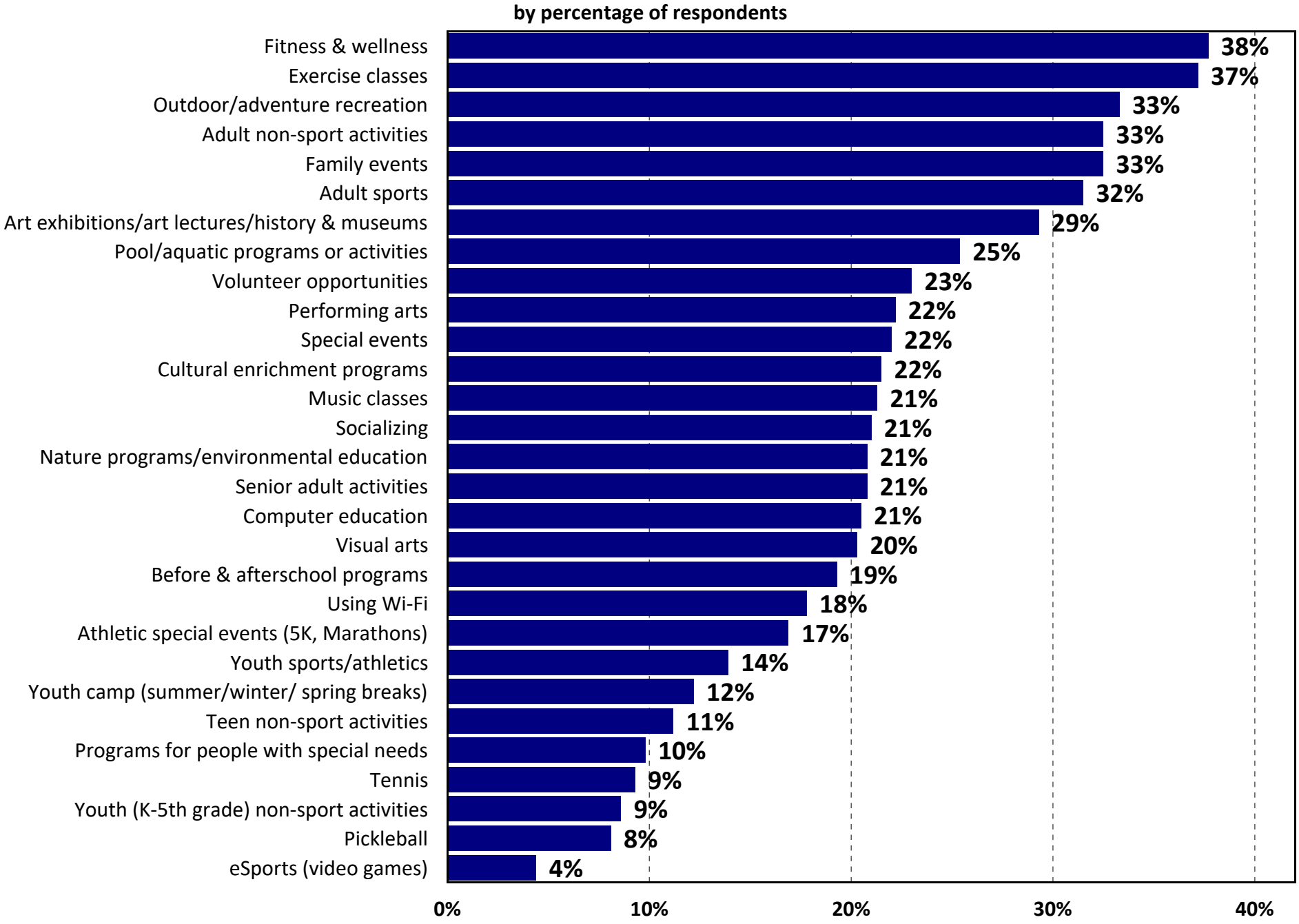


Q11. Recreation Facilities Used Most Often

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

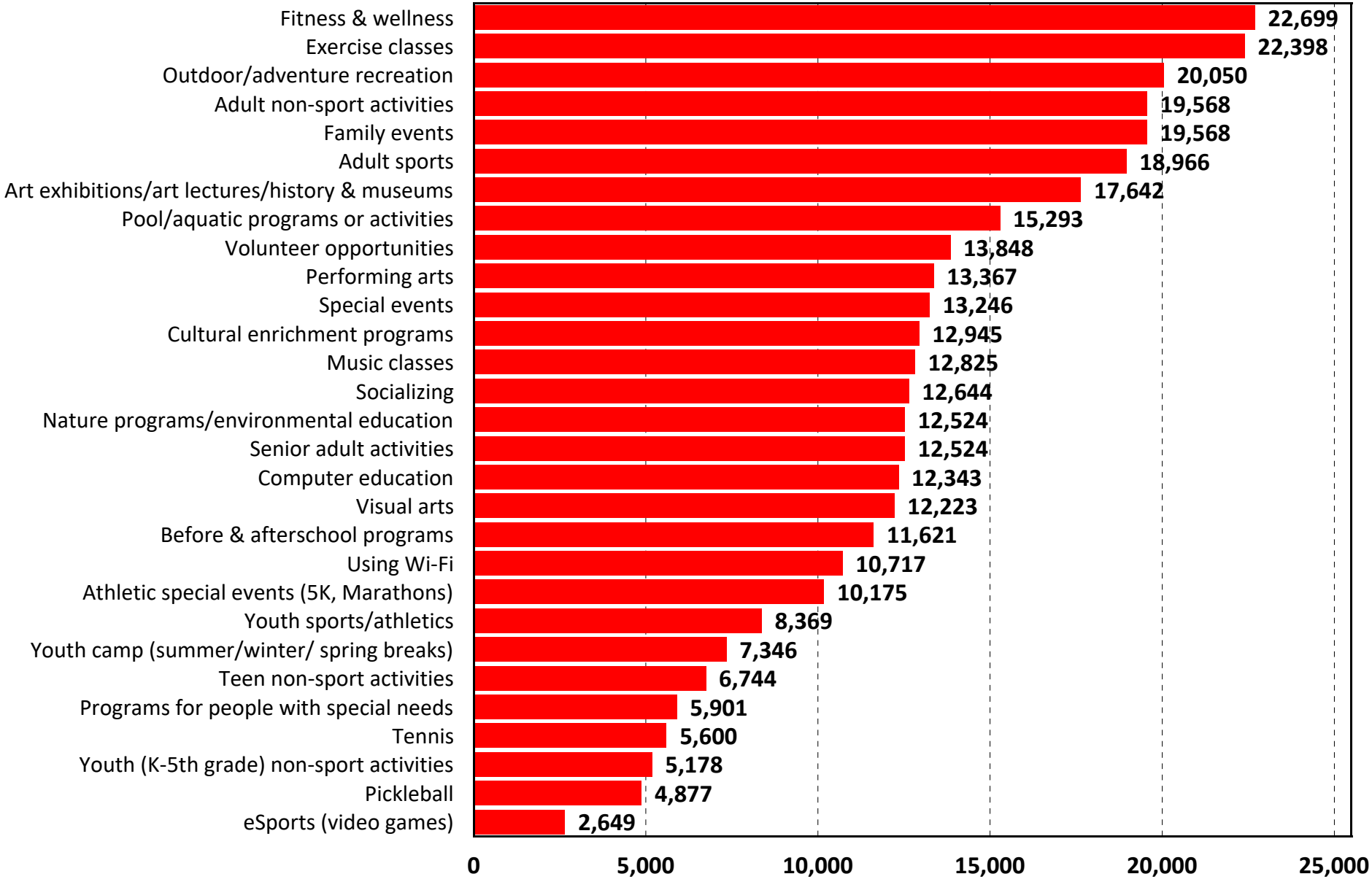


Q12. Respondents With Need for Recreation Activity



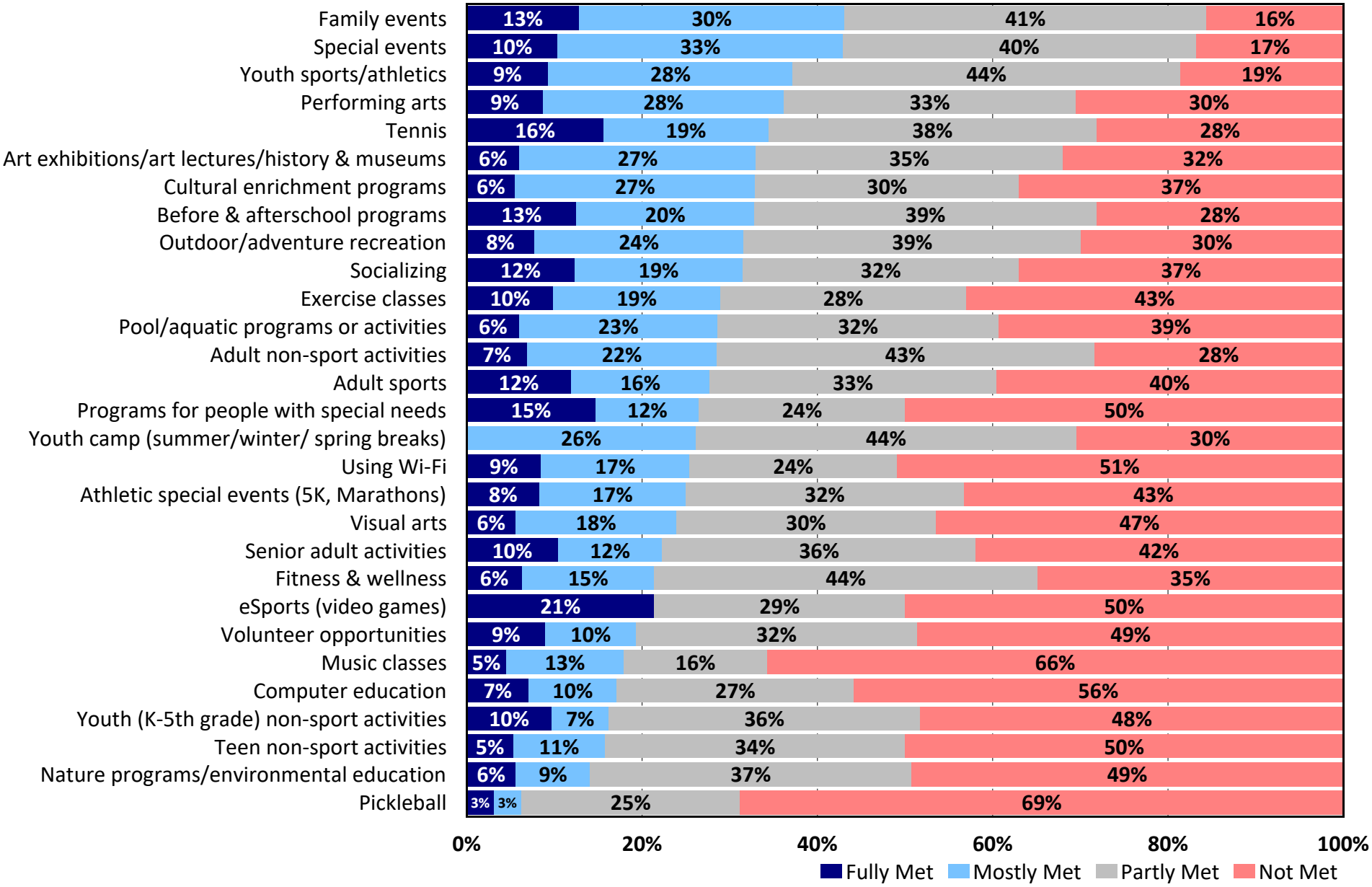
Q12a. Estimated Number of Households Who Have a Need for Recreation Activity

by number of households based on an estimated 60,210 households



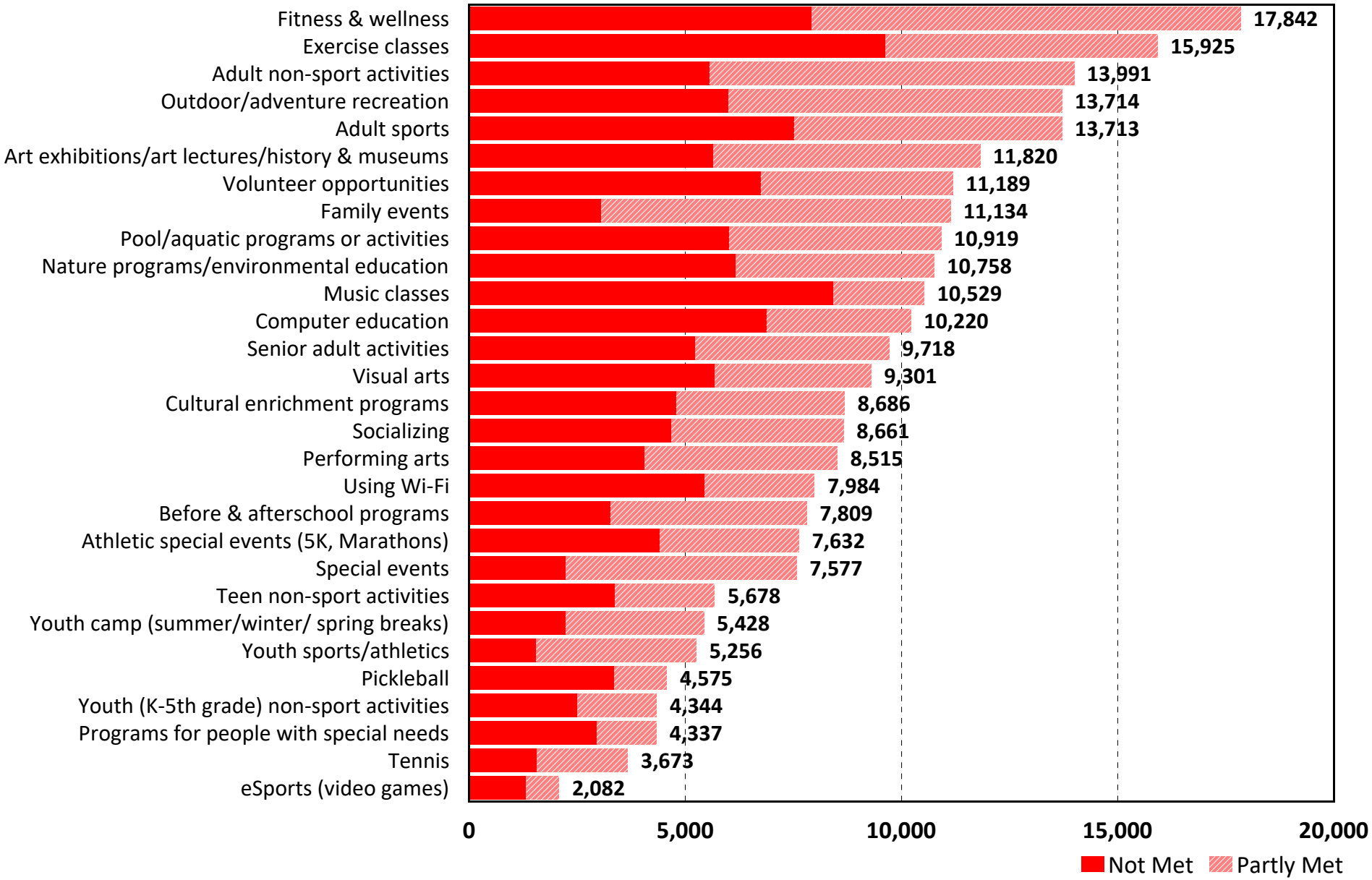
Q12b. How Well Households' Need For Recreation Activity Is Currently Being Met

by percentage of respondents who answered "Yes" to Q12



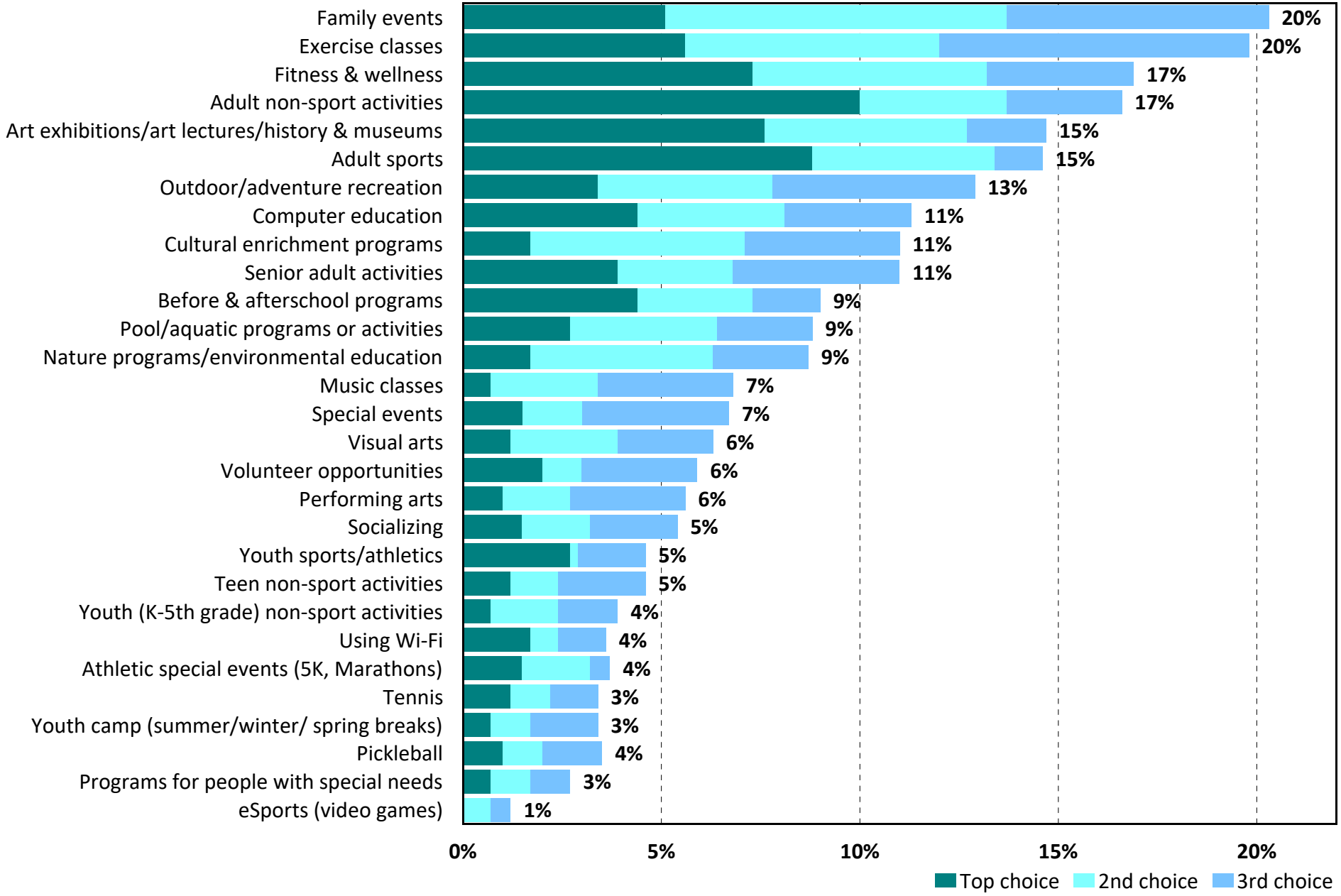
Q12c. Estimated Number of Households Whose Recreation Activity Needs Are Only "Partly Met" or "Not Met"

by number of households with need based on an estimated 60,210 households



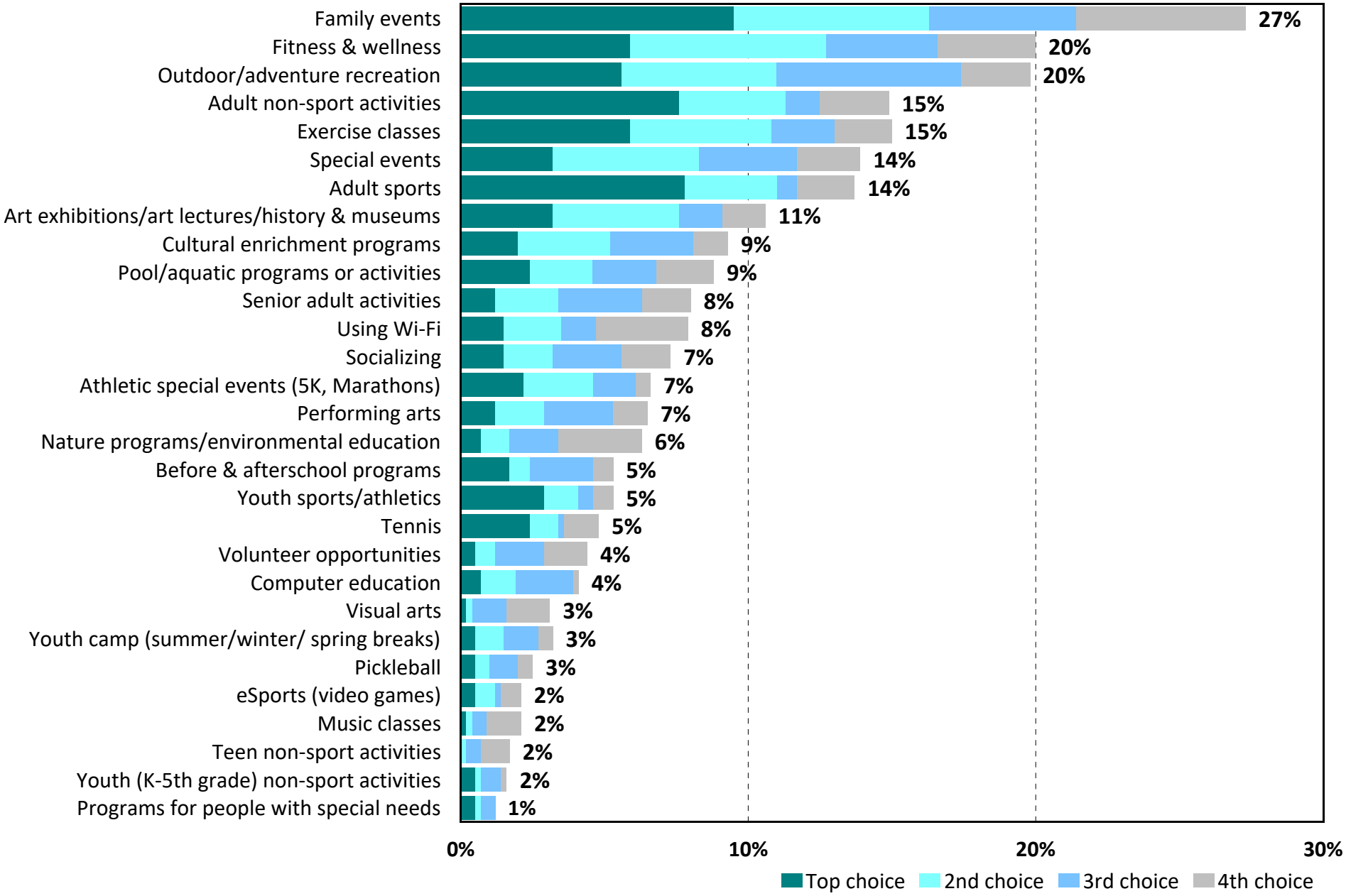
Q13. Most Important Recreation Activities to Households

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



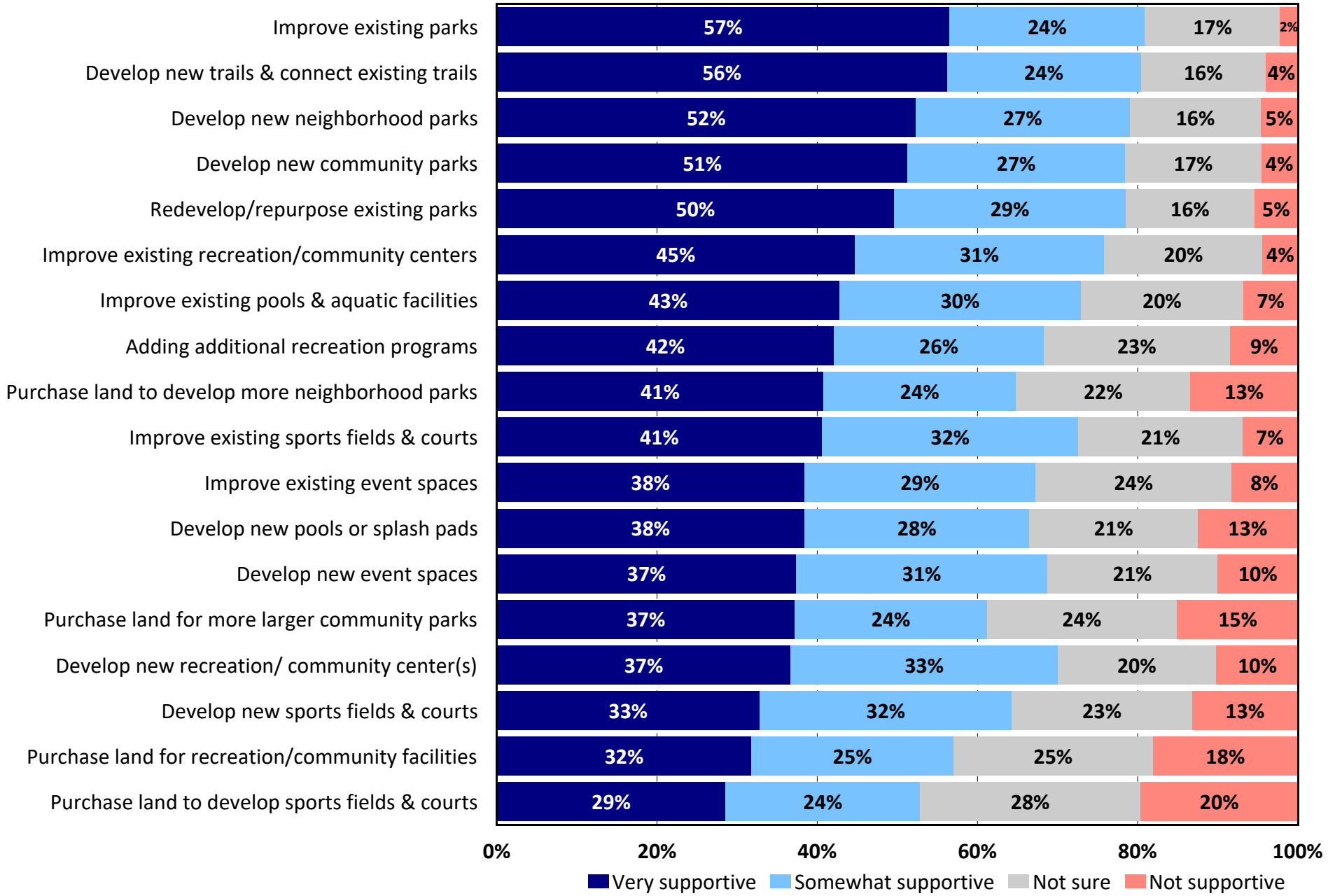
Q14. Recreation Activities Participated In Most Often

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



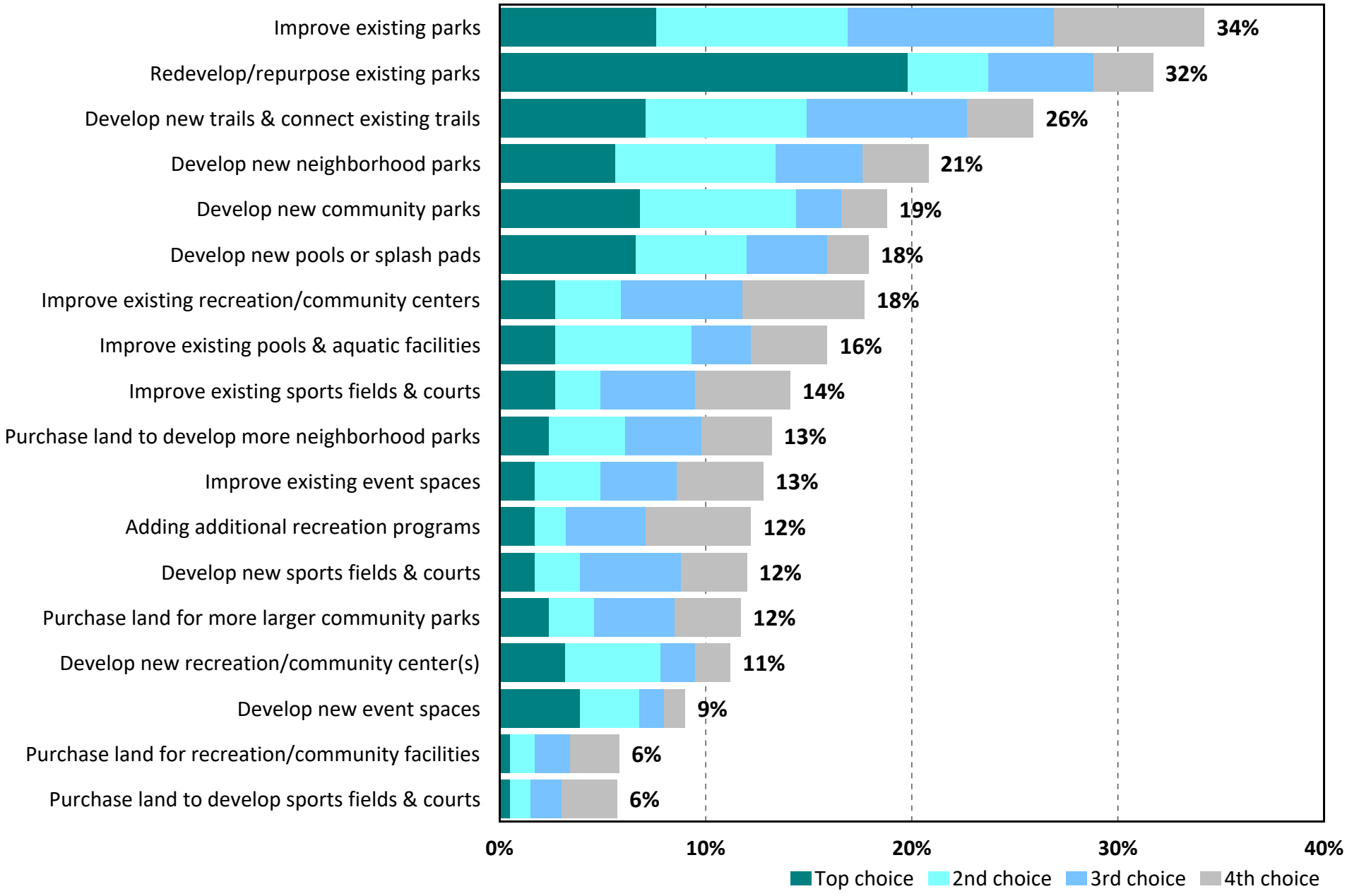
Q15. Level of Support for Potential Improvements

by percentage of respondents



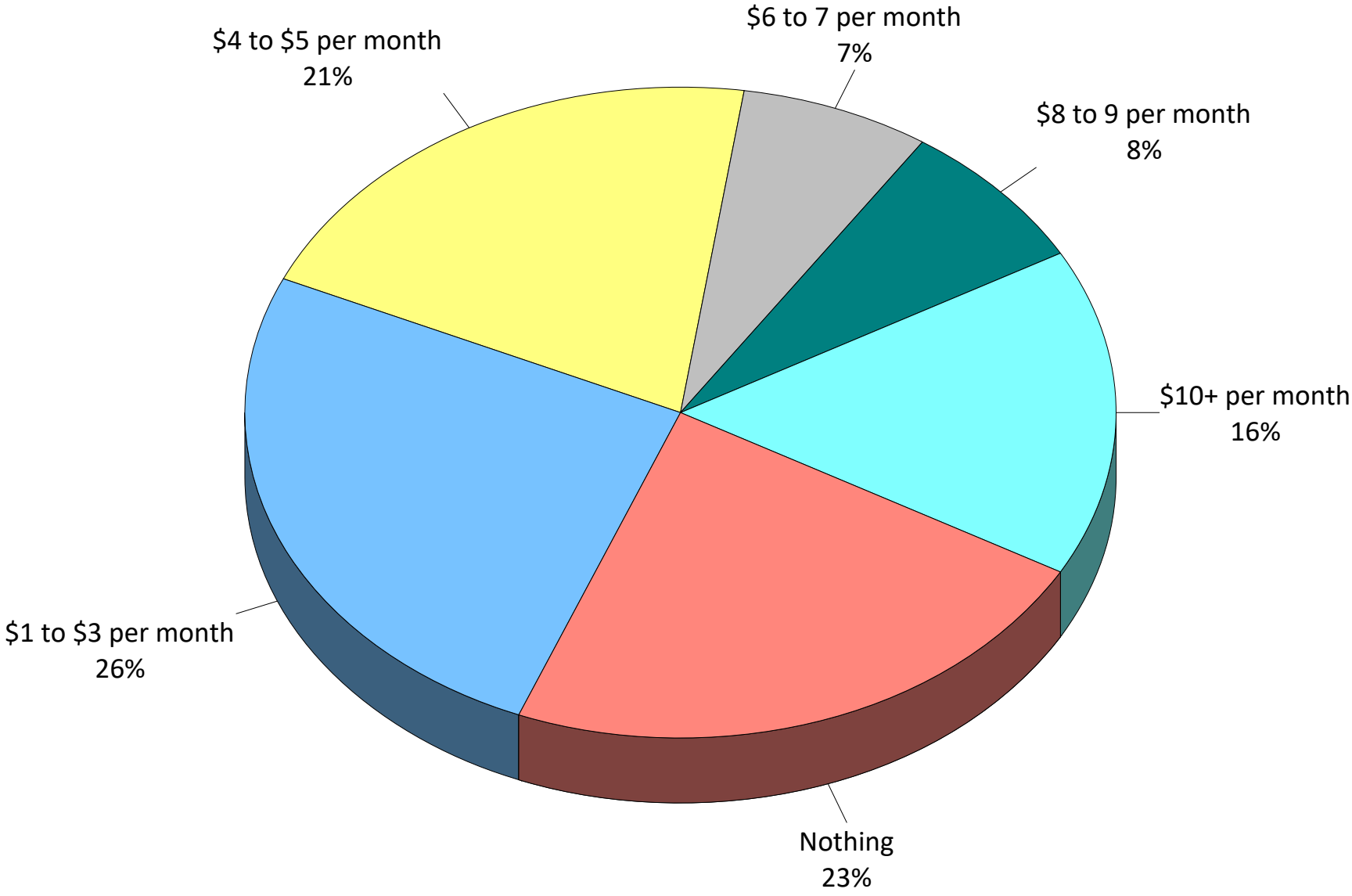
Q16. Potential Improvements Respondents Would be Most Willing to Fund

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



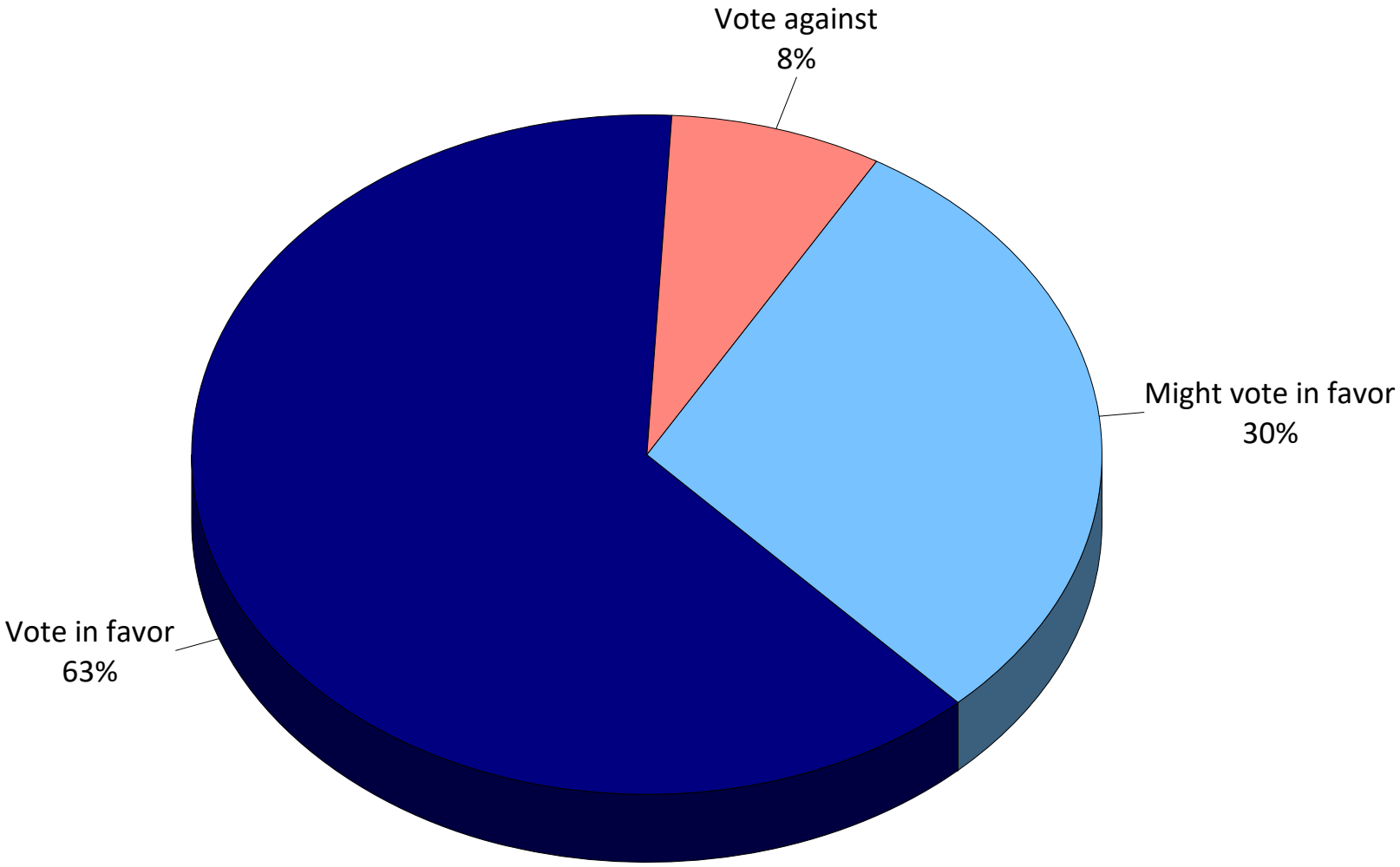
Q17. Additional Amount Respondents Willing to Pay in INcreased Taxes Per Month to Fund Improvements

by percentage of respondents (excluding "not provided")



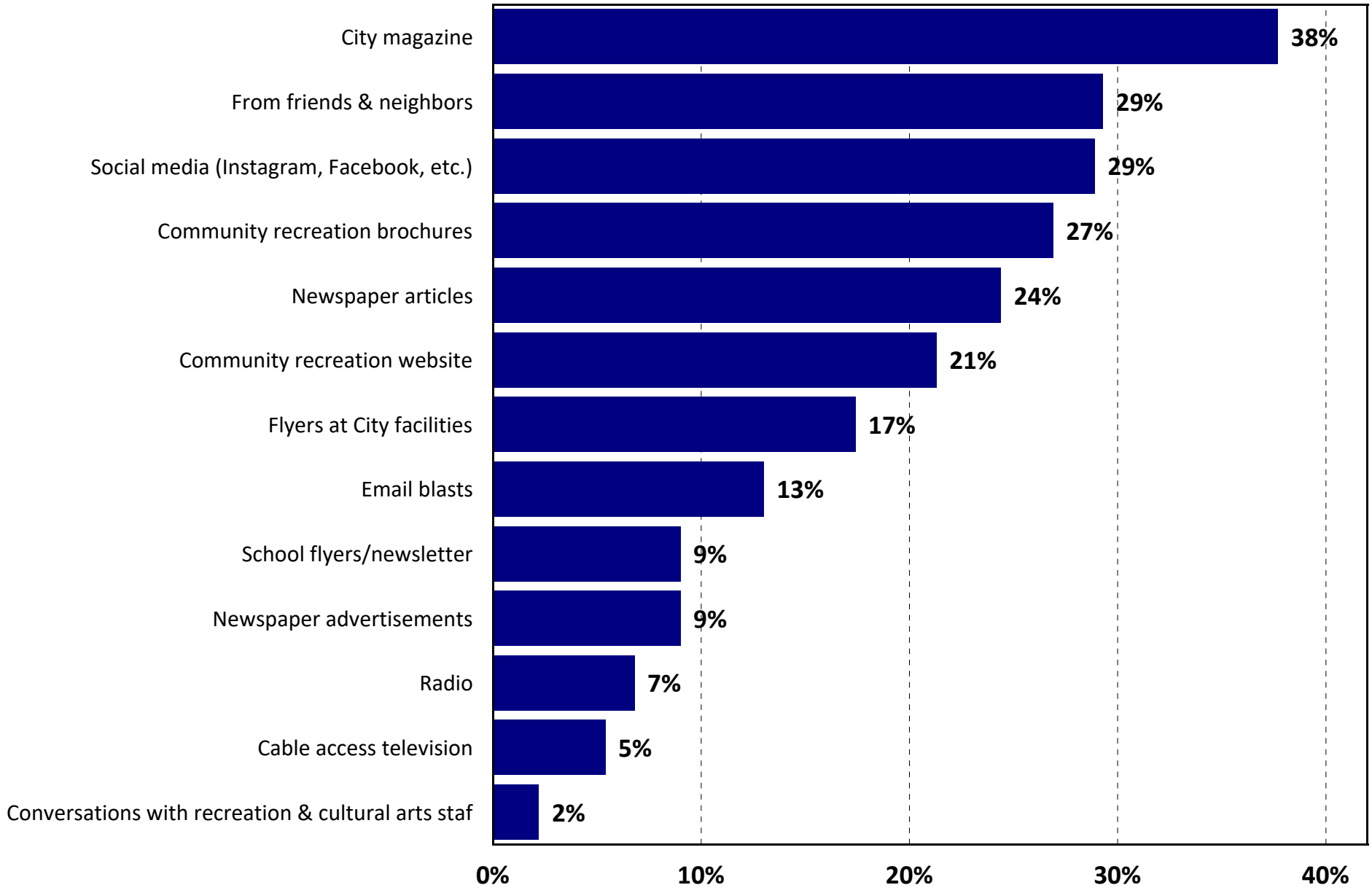
Q18. How Respondents Would Vote in a Referendum

by percentage of respondents (excluding “not provided")



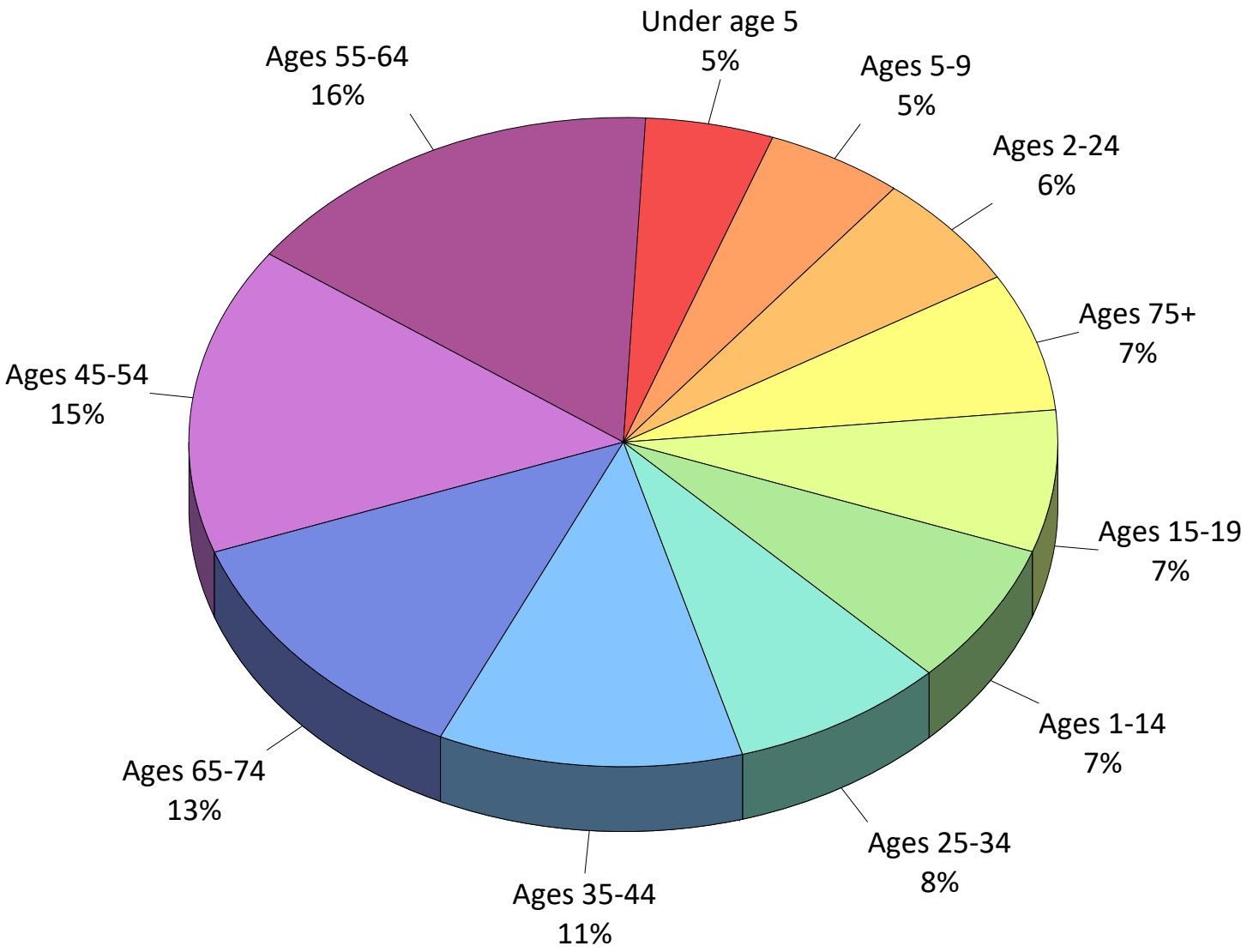
Q19. Ways Respondents Learn About City Recreational and Cultural Programs and Activities

by percentage of respondents (multiple selections could be made)



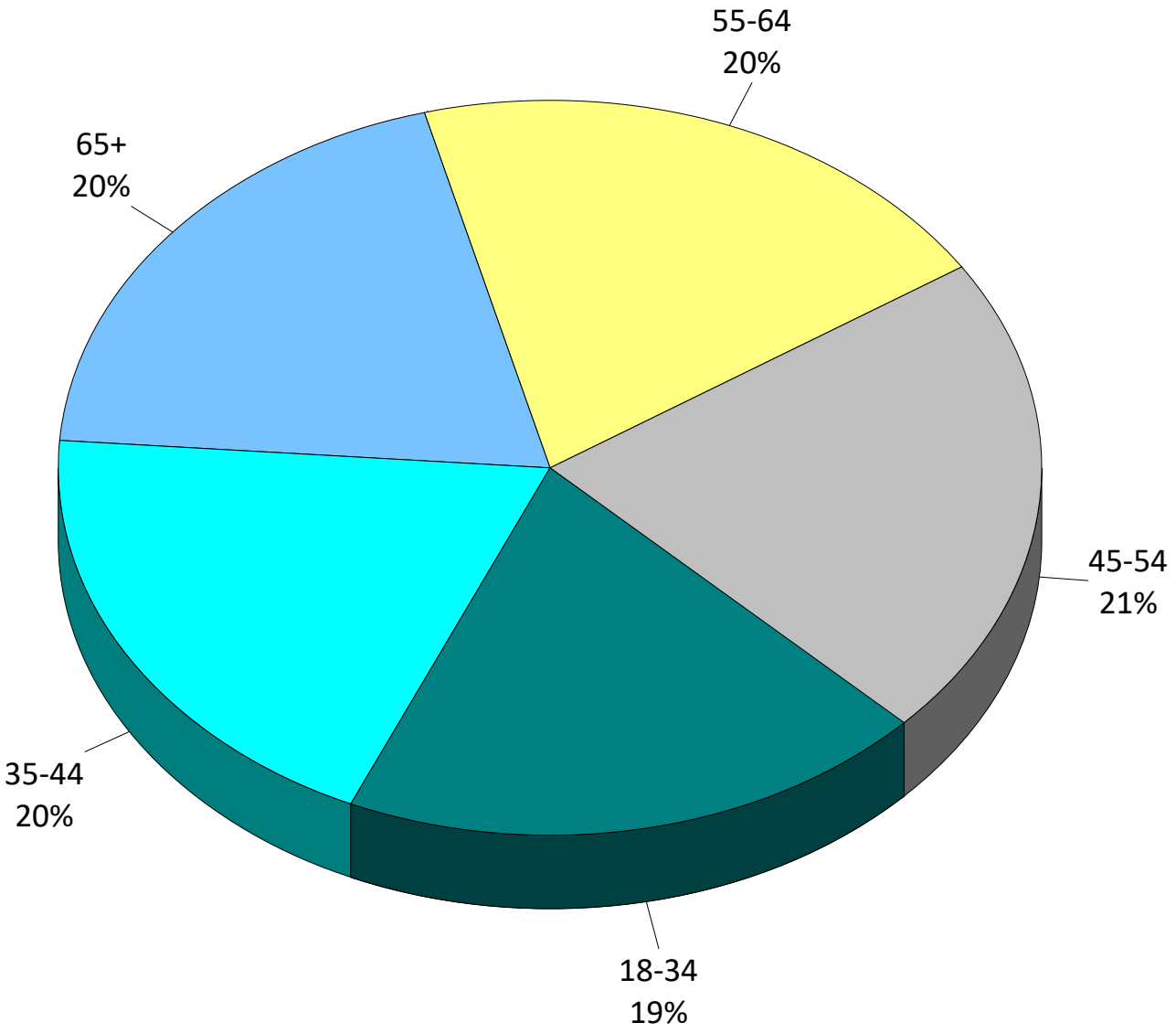
Q20. Counting yourself, how many people in your household are in the following age groups?

by percentage of persons in household



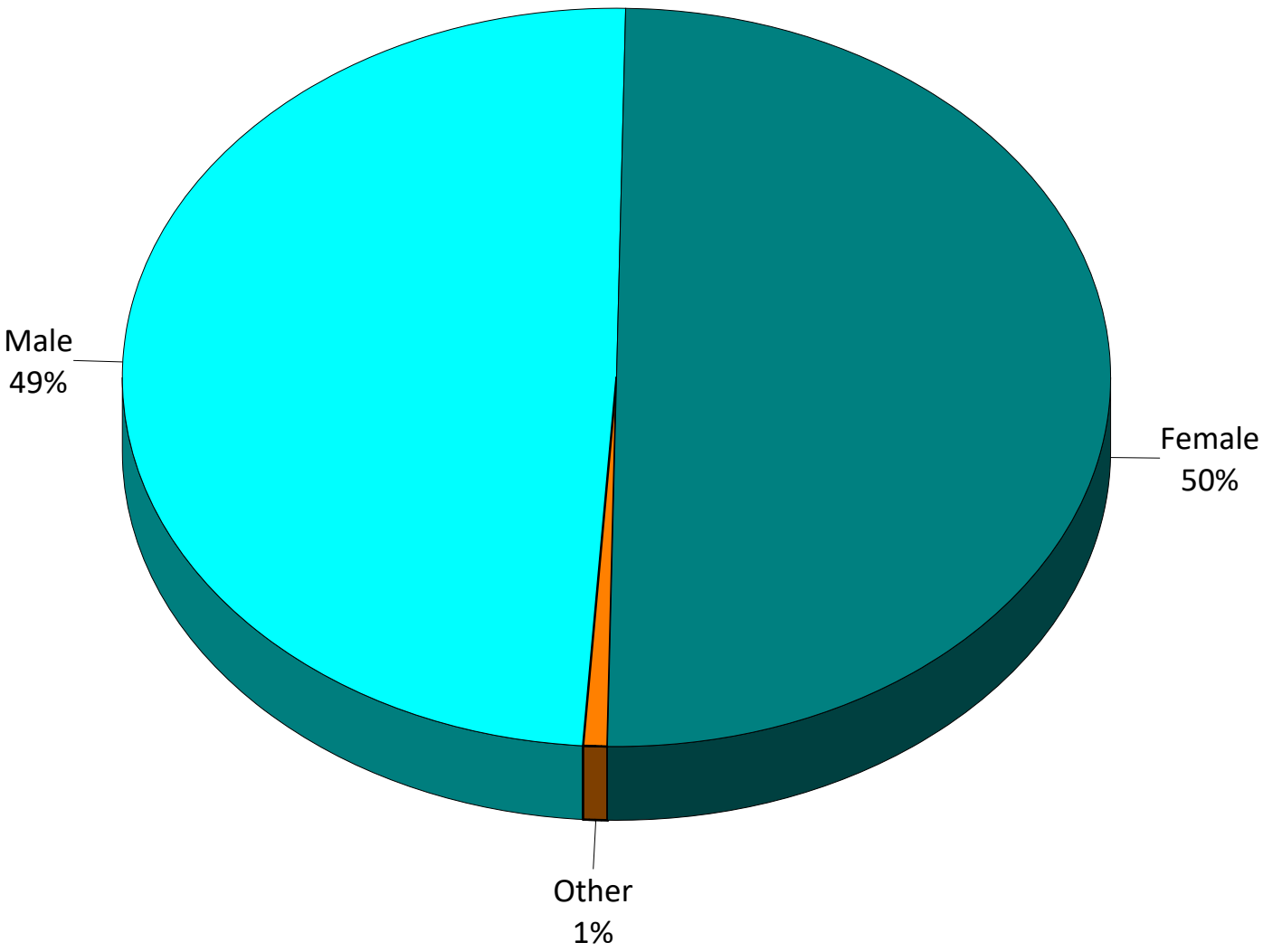
Q21. Respondent Age

by percentage of respondents (excluding "not provided")



Q25. Respondent's Gender

by percentage of respondents (excluding "not provided")



3 Priority Investment Ratings

Priority Investment Rating
Pembroke Pines, Florida

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 3 choices) and the unmet needs (needs that are not met or only partly met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

PIR = UNR + IR

For example, if the Unmet Needs Rating for Community Gardens is 98.9 (out of 100) and the Importance Rating for Community Gardens is 21.6 (out of 100), the Priority Investment Rating for the Farmer's Market would be 120.5 (out of 200).

How to Analyze the Charts:

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

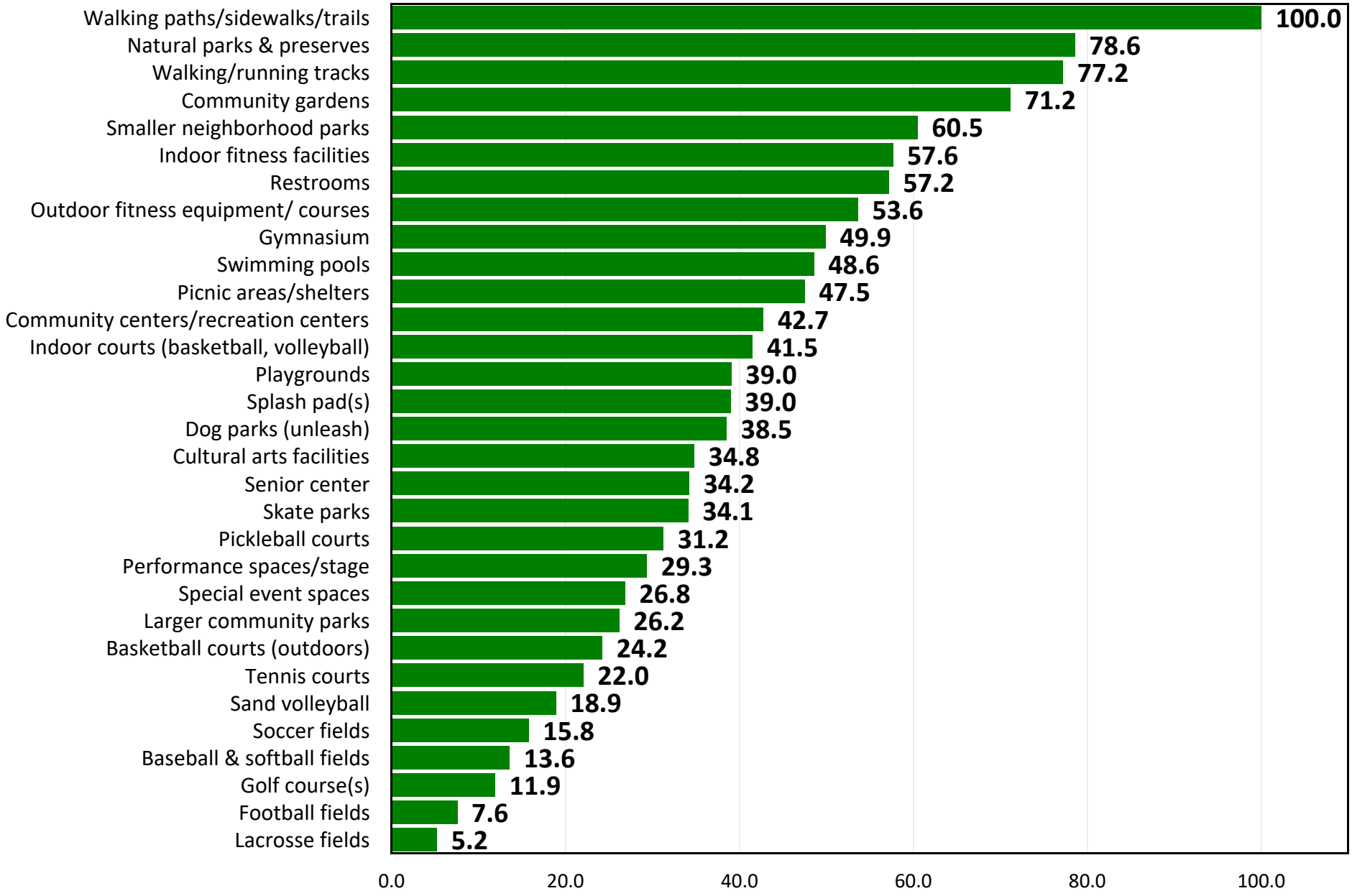
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for facilities and programs.

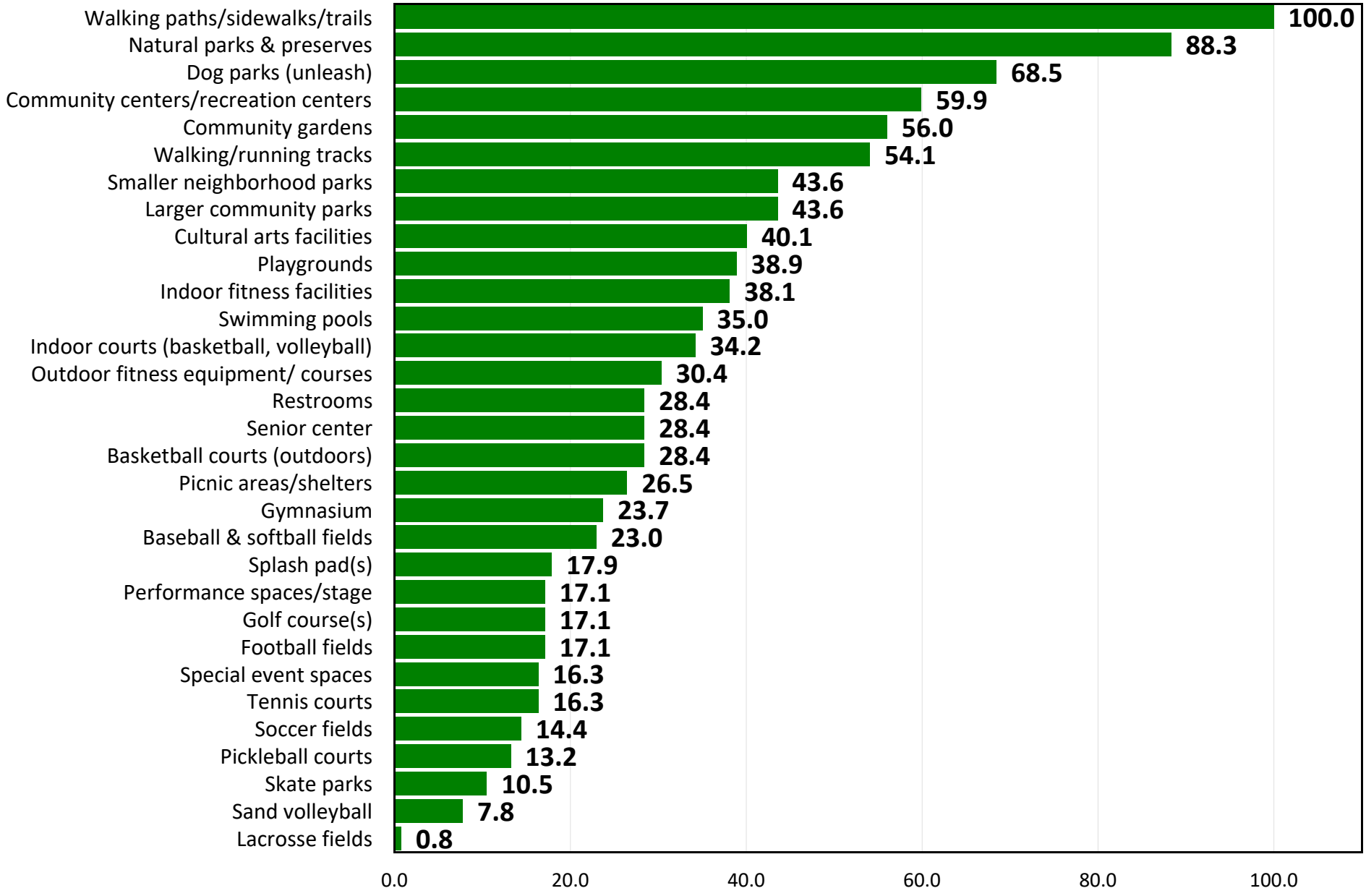
Unmet Needs Rating for Facility/Amenity

the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

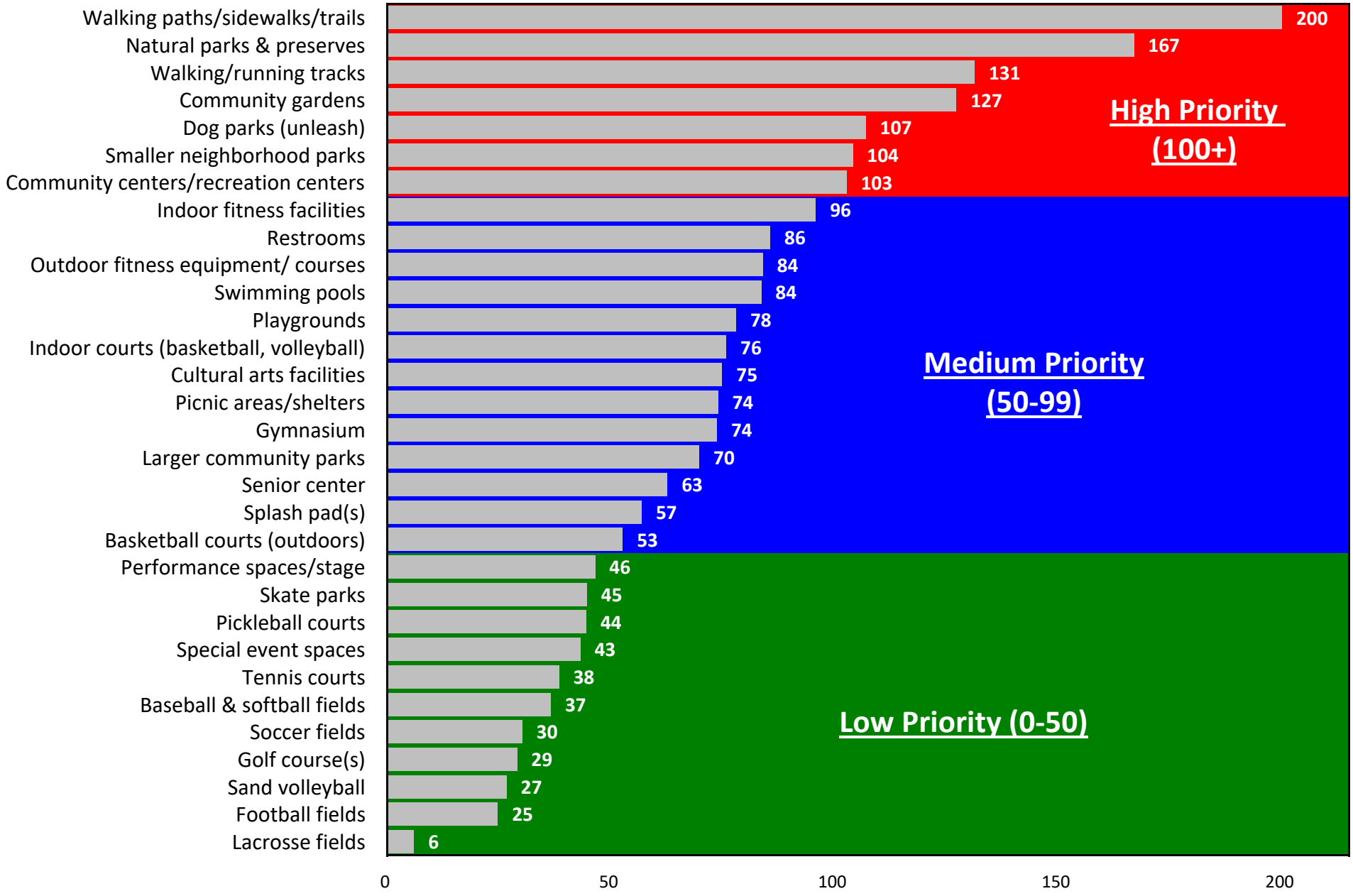


Importance Rating for Facility/Amenity

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important

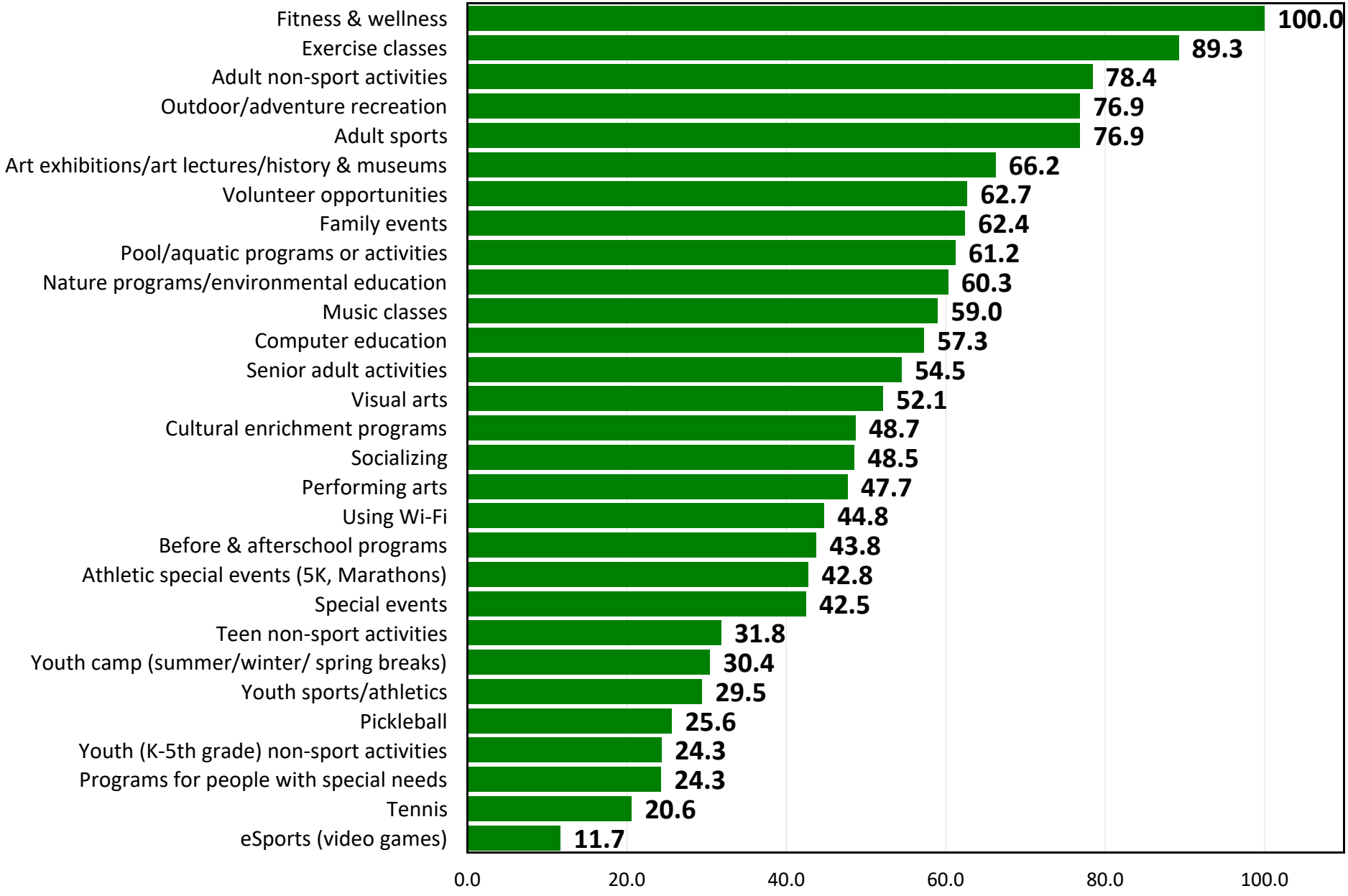


Top Priorities for Investment for Facility/Amenity Based on Priority Investment Rating



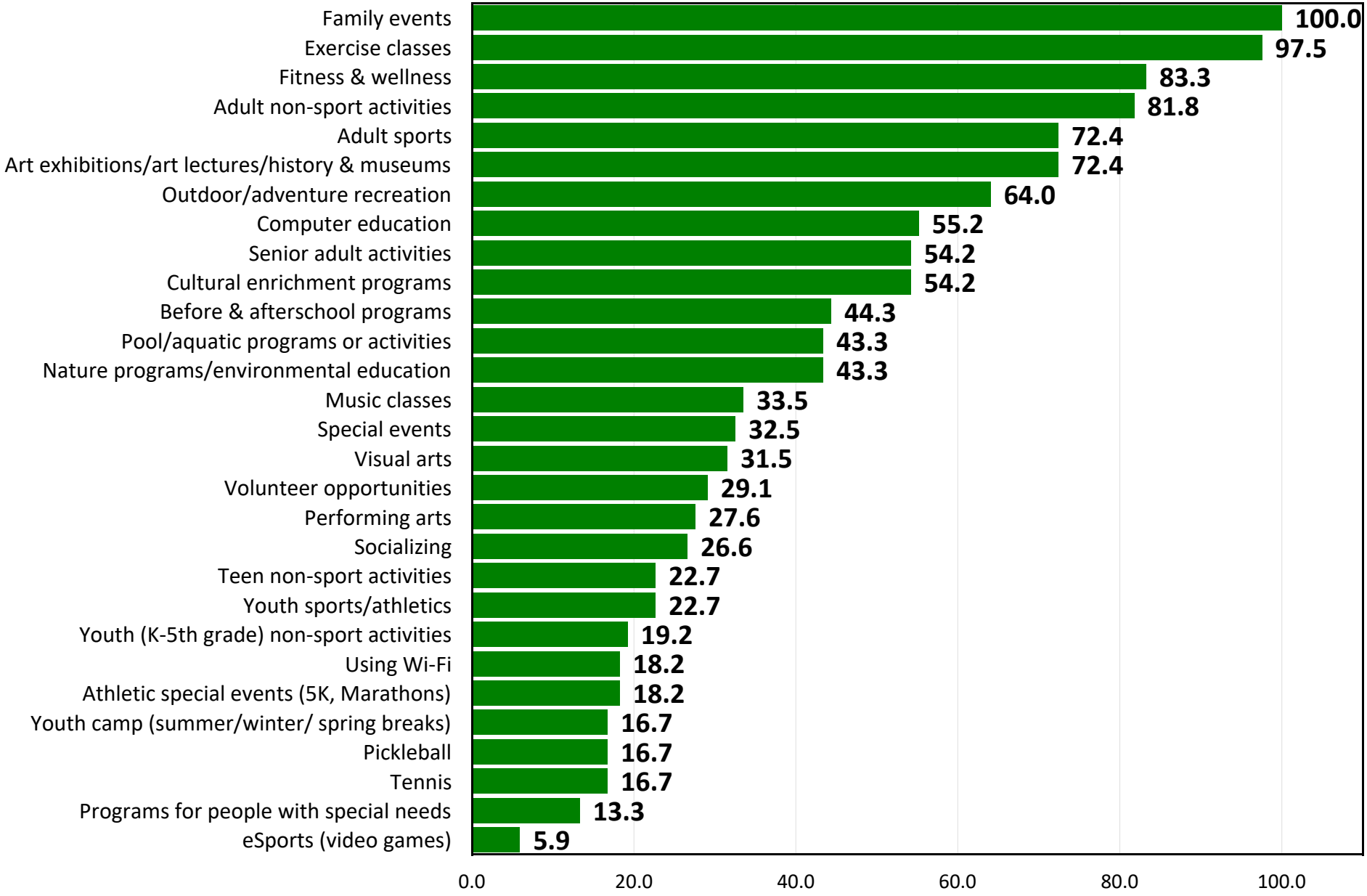
Unmet Needs Rating for Recreation Activities

the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

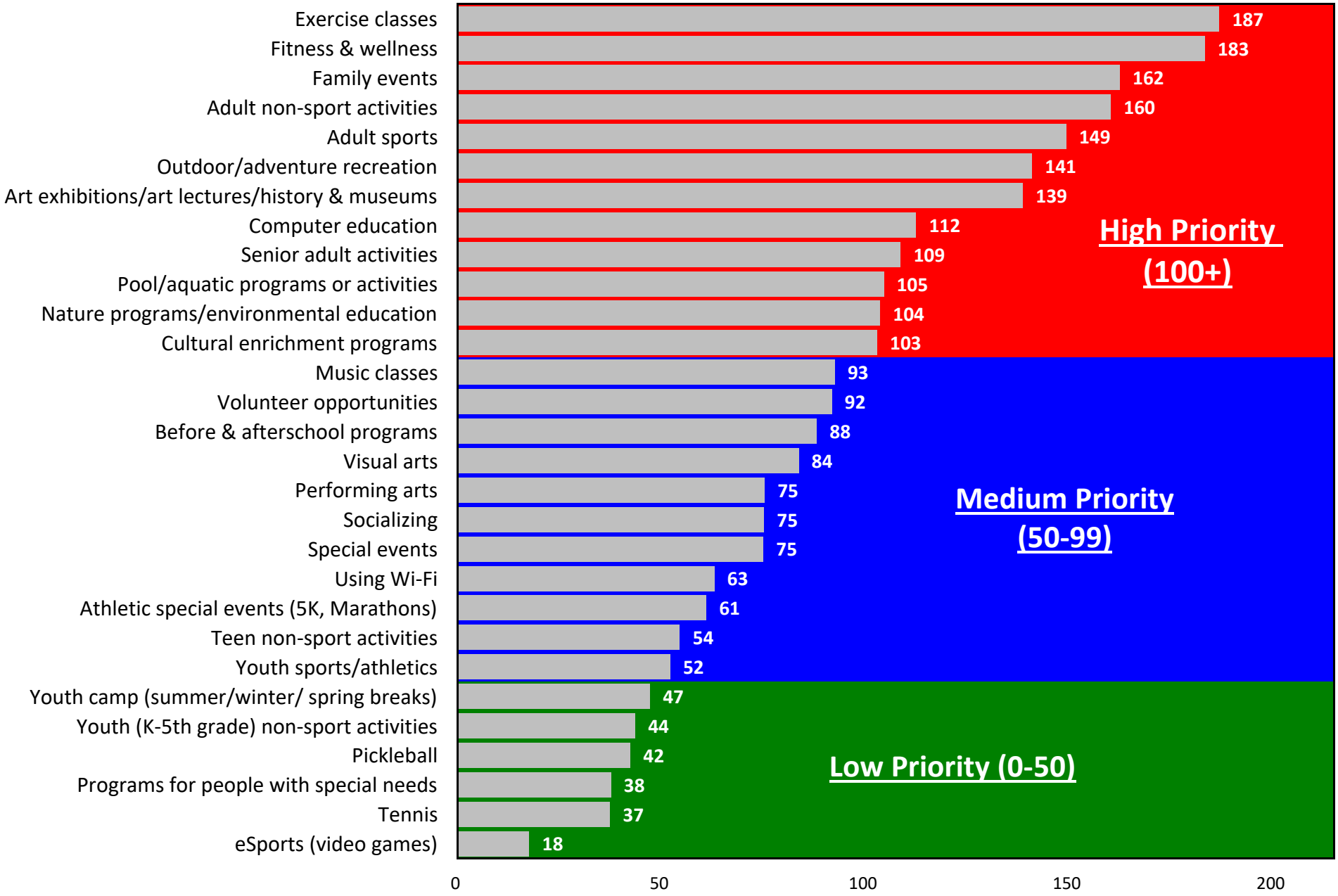


Importance Rating for Recreation Activities

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



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



4 Tabular Data

Q1. Please indicate if you use the following types of major recreation amenities/facilities provided by the City of Pembroke Pines.

(N=409)

	Yes	No
Q1-1. Athletic fields	32.8%	67.2%
Q1-2. Community center	22.5%	77.5%
Q1-3. Cultural art facilities	26.2%	73.8%
Q1-4. Dog park	30.1%	69.9%
Q1-5. Fitness equipment	17.8%	82.2%
Q1-6. Golf courses	14.9%	85.1%
Q1-7. Large community parks	53.3%	46.7%
Q1-8. Open space or lawn	36.2%	63.8%
Q1-9. Outdoor sport courts (basketball/ tennis)	26.7%	73.3%
Q1-10. Picnic shelters	36.4%	63.6%
Q1-11. Pools	24.7%	75.3%
Q1-12. Playgrounds	33.5%	66.5%
Q1-13. Restrooms	35.9%	64.1%
Q1-14. Senior center	18.1%	81.9%
Q1-15. Small neighborhood parks	50.4%	49.6%
Q1-16. Spaces for hosting special events	17.4%	82.6%
Q1-17. Walking paths	56.2%	43.8%

Q1. If you do use the type of amenity/facility, please rate your overall satisfaction on a scale of 1 to 4, where 4 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=375)

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	N/A
Q1-1. Athletic fields	25.2%	61.8%	9.9%	2.3%	0.8%
Q1-2. Community center	36.0%	51.2%	7.0%	4.7%	1.2%
Q1-3. Cultural art facilities	42.9%	45.9%	5.1%	3.1%	3.1%
Q1-4. Dog park	27.7%	51.3%	11.8%	6.7%	2.5%
Q1-5. Fitness equipment	21.1%	54.9%	14.1%	7.0%	2.8%
Q1-6. Golf courses	35.0%	48.3%	8.3%	3.3%	5.0%
Q1-7. Large community parks	36.8%	54.7%	5.7%	1.9%	0.9%
Q1-8. Open space or lawn	35.5%	53.9%	7.1%	3.5%	0.0%
Q1-9. Outdoor sport courts (basketball/ tennis)	23.1%	59.6%	12.5%	3.8%	1.0%
Q1-10. Picnic shelters	27.4%	59.6%	9.6%	1.4%	2.1%
Q1-11. Pools	31.6%	49.0%	12.2%	4.1%	3.1%
Q1-12. Playgrounds	29.9%	47.0%	16.4%	5.2%	1.5%
Q1-13. Restrooms	17.1%	57.9%	20.0%	4.3%	0.7%
Q1-14. Senior center	34.3%	47.1%	8.6%	4.3%	5.7%
Q1-15. Small neighborhood parks	28.4%	58.2%	10.0%	3.5%	0.0%
Q1-16. Spaces for hosting special events	26.1%	50.7%	20.3%	2.9%	0.0%
Q1-17. Walking paths	31.7%	50.5%	14.2%	3.2%	0.5%

Q1. If you do use the type of amenity/facility, please rate your overall satisfaction on a scale of 1 to 4, where 4 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "N/A")

(N=375)

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Q1-1. Athletic fields	25.4%	62.3%	10.0%	2.3%
Q1-2. Community center	36.5%	51.8%	7.1%	4.7%
Q1-3. Cultural art facilities	44.2%	47.4%	5.3%	3.2%
Q1-4. Dog park	28.4%	52.6%	12.1%	6.9%
Q1-5. Fitness equipment	21.7%	56.5%	14.5%	7.2%
Q1-6. Golf courses	36.8%	50.9%	8.8%	3.5%
Q1-7. Large community parks	37.1%	55.2%	5.7%	1.9%
Q1-8. Open space or lawn	35.5%	53.9%	7.1%	3.5%
Q1-9. Outdoor sport courts (basketball/ tennis)	23.3%	60.2%	12.6%	3.9%
Q1-10. Picnic shelters	28.0%	60.8%	9.8%	1.4%
Q1-11. Pools	32.6%	50.5%	12.6%	4.2%
Q1-12. Playgrounds	30.3%	47.7%	16.7%	5.3%
Q1-13. Restrooms	17.3%	58.3%	20.1%	4.3%
Q1-14. Senior center	36.4%	50.0%	9.1%	4.5%
Q1-15. Small neighborhood parks	28.4%	58.2%	10.0%	3.5%
Q1-16. Spaces for hosting special events	26.1%	50.7%	20.3%	2.9%
Q1-17. Walking paths	31.8%	50.7%	14.3%	3.2%

Q2. Which THREE of these parks and recreation amenities/facilities do you think should receive the MOST ATTENTION from the City of Pembroke Pines over the next TWO years?

Q2. Top choice	Number	Percent
Athletic fields	40	9.8 %
Community center	27	6.6 %
Cultural art facilities	16	3.9 %
Dog park	23	5.6 %
Fitness equipment	11	2.7 %
Golf courses	7	1.7 %
Large community parks	69	16.9 %
Open space or lawn	8	2.0 %
Outdoor sport courts (basketball/tennis)	13	3.2 %
Picnic shelters	11	2.7 %
Pools	18	4.4 %
Playgrounds	28	6.8 %
Restrooms	12	2.9 %
Senior center	15	3.7 %
Small neighborhood parks	25	6.1 %
Spaces for hosting special events	11	2.7 %
Walking paths	35	8.6 %
None chosen	40	9.8 %
Total	409	100.0 %

Q2. Which THREE of these parks and recreation amenities/facilities do you think should receive the MOST ATTENTION from the City of Pembroke Pines over the next TWO years?

Q2. 2nd choice	Number	Percent
Athletic fields	26	6.4 %
Community center	13	3.2 %
Cultural art facilities	25	6.1 %
Dog park	20	4.9 %
Fitness equipment	14	3.4 %
Golf courses	6	1.5 %
Large community parks	38	9.3 %
Open space or lawn	16	3.9 %
Outdoor sport courts (basketball/tennis)	22	5.4 %
Picnic shelters	26	6.4 %
Pools	18	4.4 %
Playgrounds	29	7.1 %
Restrooms	19	4.6 %
Senior center	16	3.9 %
Small neighborhood parks	29	7.1 %
Spaces for hosting special events	10	2.4 %
Walking paths	33	8.1 %
None chosen	49	12.0 %
Total	409	100.0 %

Q2. Which THREE of these parks and recreation amenities/facilities do you think should receive the MOST ATTENTION from the City of Pembroke Pines over the next TWO years?

Q2. 3rd choice	Number	Percent
Athletic fields	17	4.2 %
Community center	19	4.6 %
Cultural art facilities	16	3.9 %
Dog park	22	5.4 %
Fitness equipment	17	4.2 %
Golf courses	7	1.7 %
Large community parks	25	6.1 %
Open space or lawn	13	3.2 %
Outdoor sport courts (basketball/tennis)	20	4.9 %
Picnic shelters	20	4.9 %
Pools	10	2.4 %
Playgrounds	25	6.1 %
Restrooms	28	6.8 %
Senior center	18	4.4 %
Small neighborhood parks	37	9.0 %
Spaces for hosting special events	17	4.2 %
Walking paths	45	11.0 %
None chosen	53	13.0 %
Total	409	100.0 %

SUM OF TOP 3 CHOICES

Q2. Which THREE of these parks and recreation amenities/facilities do you think should receive the MOST ATTENTION from the City of Pembroke Pines over the next TWO years? (top 3)

Q2. Top choice	Number	Percent
Athletic fields	83	20.3 %
Community center	59	14.4 %
Cultural art facilities	57	13.9 %
Dog park	65	15.9 %
Fitness equipment	42	10.3 %
Golf courses	20	4.9 %
Large community parks	132	32.3 %
Open space or lawn	37	9.0 %
Outdoor sport courts (basketball/tennis)	55	13.4 %
Picnic shelters	57	13.9 %
Pools	46	11.2 %
Playgrounds	82	20.0 %
Restrooms	59	14.4 %
Senior center	49	12.0 %
Small neighborhood parks	91	22.2 %
Spaces for hosting special events	38	9.3 %
Walking paths	113	27.6 %
None chosen	40	9.8 %
Total	1125	

Q3. How would you rate the overall quality of the City of Pembroke Pines recreation amenities listed in Question 1 that you and members of your household have used during the past 12 months?

Q3. How would you rate overall quality of City recreation amenities listed in Question 1	Number	Percent
Excellent	40	9.8 %
Good	151	36.9 %
Fair	139	34.0 %
Poor	33	8.1 %
Don't use any City parks or recreation areas	46	11.2 %
Total	409	100.0 %

(WITHOUT "DON'T USE ANY CITY PARKS OR RECREATION AREAS")

Q3. How would you rate the overall quality of the City of Pembroke Pines recreation amenities listed in Question 1 that you and members of your household have used during the past 12 months? (without "don't use any City parks or recreation areas")

Q3. How would you rate overall quality of City recreation amenities listed in Question 1	Number	Percent
Excellent	40	11.0 %
Good	151	41.6 %
Fair	139	38.3 %
Poor	33	9.1 %
Total	363	100.0 %

Q4. On average, how often do you and members of your household visit parks in the City of Pembroke Pines?

Q4. How often does your household visit City parks	Number	Percent
Almost daily	33	8.1 %
At least once per week	111	27.1 %
At least once per month	105	25.7 %
A few times per year	94	23.0 %
Seldom or never	51	12.5 %
Not provided	15	3.7 %
Total	409	100.0 %

(WITHOUT "NOT PROVIDED")

Q4. On average, how often do you and members of your household visit parks in the City of Pembroke Pines? (without "not provided")

Q4. How often does your household visit City parks	Number	Percent
Almost daily	33	8.4 %
At least once per week	111	28.2 %
At least once per month	105	26.6 %
A few times per year	94	23.9 %
Seldom or never	51	12.9 %
Total	394	100.0 %

Q5. Please CHECK ALL of the ways you and members of your household travel to recreation facilities that you use.

Q5. All the ways your household travels to recreation facilities	Number	Percent
Walk	189	46.2 %
Bike	142	34.7 %
Drive	320	78.2 %
Public transportation	9	2.2 %
Electronic vehicle (scooter)	6	1.5 %
Other	2	0.5 %
None, don't use parks or recreation facilities	34	8.3 %
Total	702	

(WITHOUT "NONE")

Q5. Please CHECK ALL of the ways you and members of your household travel to recreation facilities that you use. (without "none")

Q5. All the ways your household travels to recreation facilities	Number	Percent
Walk	189	50.4 %
Bike	142	37.9 %
Drive	320	85.3 %
Public transportation	9	2.4 %
Electronic vehicle (scooter)	6	1.6 %
Other	2	0.5 %
Total	668	

Q5-6. Other

Q5-6. Other	Number	Percent
Car	1	50.0 %
ATV/UTV low speed vehicle	1	50.0 %
Total	2	100.0 %

Q6. Do you feel there are sufficient parks and green space areas within walking distance of your residence?

Q6. Are there sufficient parks & green space areas within walking distance of your residence	Number	Percent
Yes	187	45.7 %
No	185	45.2 %
Not provided	37	9.0 %
Total	409	100.0 %

(WITHOUT "NOT PROVIDED")

Q6. Do you feel there are sufficient parks and green space areas within walking distance of your residence? (without "not provided")

Q6. Are there sufficient parks & green space areas within walking distance of your residence	Number	Percent
Yes	187	50.3 %
No	185	49.7 %
Total	372	100.0 %

Q7. Overall, how satisfied are you with the current number of parks in Pembroke Pines?

Q7. How satisfied are you with current number of parks in Pembroke Pines	Number	Percent
Very satisfied	65	15.9 %
Somewhat satisfied	95	23.2 %
Neutral	81	19.8 %
Somewhat dissatisfied	94	23.0 %
Very dissatisfied	55	13.4 %
Don't know	19	4.6 %
Total	409	100.0 %

(WITHOUT "DON'T KNOW")

Q7. Overall, how satisfied are you with the current number of parks in Pembroke Pines? (without "don't know")

Q7. How satisfied are you with current number of parks in Pembroke Pines	Number	Percent
Very satisfied	65	16.7 %
Somewhat satisfied	95	24.4 %
Neutral	81	20.8 %
Somewhat dissatisfied	94	24.1 %
Very dissatisfied	55	14.1 %
Total	390	100.0 %

Q8. Have you or other members of your household participated in any recreation programs (sports, tennis, cultural arts, special events, etc.) offered at the City of Pembroke Pines parks during the past 12 months?

Q8. Has your household participated in any City recreation programs during past 12 months	Number	Percent
Yes	128	31.3 %
No	281	68.7 %
Total	409	100.0 %

Q8a. Approximately how many different recreation programs offered at the City of Pembroke Pines have you or members of your household participated in over the past 12 months?

Q8a. How many different recreation programs has your household participated in	Number	Percent
1 program	44	34.4 %
2 to 3 programs	63	49.2 %
4 to 6 programs	13	10.2 %
7 to 10 programs	3	2.3 %
11+ programs	1	0.8 %
Not provided	4	3.1 %
Total	128	100.0 %

(WITHOUT "NOT PROVIDED")

Q8a. Approximately how many different recreation programs offered at the City of Pembroke Pines have you or members of your household participated in over the past 12 months? (without "not provided")

Q8a. How many different recreation programs has your household participated in	Number	Percent
1 program	44	35.5 %
2 to 3 programs	63	50.8 %
4 to 6 programs	13	10.5 %
7 to 10 programs	3	2.4 %
11+ programs	1	0.8 %
Total	124	100.0 %

Q8b. What days and times do you most frequently use parks facilities and take recreation programs?

Q8b. What days & times do you most frequently use parks & facilities	Number	Percent
Weekday morning	29	22.7 %
Weekday daytime	17	13.3 %
Weekday evening	65	50.8 %
Weekend morning	46	35.9 %
Weekend daytime	55	43.0 %
Weekend evening	23	18.0 %
Total	235	

Q8c. Please use a scale of 1 to 4, where 4 means "Very Satisfied" and 1 means "Very Dissatisfied," to rate your satisfaction with the following program services provided by the City of Pembroke Pines.

(N=128)

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	N/A
Q8c-1. Availability of information about programs & services	17.2%	60.2%	18.8%	1.6%	2.3%
Q8c-2. Ease of use of website	15.6%	50.0%	17.2%	3.9%	13.3%
Q8c-3. Fees charged for value received	20.3%	55.5%	9.4%	3.1%	11.7%
Q8c-4. Location of programs	22.7%	57.8%	10.2%	3.1%	6.3%
Q8c-5. Quality of instructors	18.8%	43.8%	6.3%	2.3%	28.9%
Q8c-6. Quality of the facility where program is offered	21.1%	52.3%	12.5%	2.3%	11.7%
Q8c-7. Registration process whether online or in person	18.0%	60.9%	4.7%	3.9%	12.5%
Q8c-8. Times programs are offered	19.5%	59.4%	8.6%	1.6%	10.9%
Q8c-9. Variety of programs/availability of programs	16.4%	51.6%	18.8%	3.9%	9.4%

(WITHOUT "N/A")

Q8c. Please use a scale of 1 to 4, where 4 means "Very Satisfied" and 1 means "Very Dissatisfied," to rate your satisfaction with the following program services provided by the City of Pembroke Pines. (without "N/A")

(N=128)

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Q8c-1. Availability of information about programs & services	17.6%	61.6%	19.2%	1.6%
Q8c-2. Ease of use of website	18.0%	57.7%	19.8%	4.5%
Q8c-3. Fees charged for value received	23.0%	62.8%	10.6%	3.5%
Q8c-4. Location of programs	24.2%	61.7%	10.8%	3.3%
Q8c-5. Quality of instructors	26.4%	61.5%	8.8%	3.3%
Q8c-6. Quality of the facility where program is offered	23.9%	59.3%	14.2%	2.7%
Q8c-7. Registration process whether online or in person	20.5%	69.6%	5.4%	4.5%
Q8c-8. Times programs are offered	21.9%	66.7%	9.6%	1.8%
Q8c-9. Variety of programs/availability of programs	18.1%	56.9%	20.7%	4.3%

Q8d. Overall, how would you rate the quality of the programs that you and members of your household have participated in?

Q8d. How would you rate quality of programs	Number	Percent
Excellent	32	25.0 %
Good	66	51.6 %
Fair	22	17.2 %
Poor	4	3.1 %
Not provided	4	3.1 %
Total	128	100.0 %

(WITHOUT "NOT PROVIDED")

Q8d. Overall, how would you rate the quality of the programs that you and members of your household have participated in? (without "not provided")

Q8d. How would you rate quality of programs	Number	Percent
Excellent	32	25.8 %
Good	66	53.2 %
Fair	22	17.7 %
Poor	4	3.2 %
Total	124	100.0 %

Q8e. Please CHECK ALL of the following special events offered by the City of Pembroke Pines that you or members of your household have attended in the past FIVE years.

Q8e. All special events members of your household have attended in past five years	Number	Percent
Art Festival	72	56.3 %
Booville	17	13.3 %
Bow Wow Ween	8	6.3 %
Chess Challenge	4	3.1 %
Egg Hunts	34	26.6 %
Fourth of July	68	53.1 %
Jazz Concerts	43	33.6 %
Kindness Event	6	4.7 %
Light up the Night 5K	12	9.4 %
Mayors Golf Tournament	7	5.5 %
Mayor's Kids Day	12	9.4 %
Playball	10	7.8 %
Pines Day	45	35.2 %
Relay for Life	16	12.5 %
Snowfest & Tree Lighting	38	29.7 %
Studio 18 Exhibitions	15	11.7 %
The Frank Art Exhibitions	21	16.4 %
Touch-A-Truck	15	11.7 %
Veterans Day/Memorial Day/September 11th Service	31	24.2 %
Total	474	

Q8f. Overall, how satisfied are you with the special events provided by the City of Pembroke Pines?

Q8f. How satisfied are you with the special events	Number	Percent
Very satisfied	49	38.3 %
Somewhat satisfied	53	41.4 %
Neutral	16	12.5 %
Somewhat dissatisfied	3	2.3 %
Very dissatisfied	2	1.6 %
Don't know	5	3.9 %
Total	128	100.0 %

(WITHOUT "DON'T KNOW")

Q8f. Overall, how satisfied are you with the special events provided by the City of Pembroke Pines? (without "don't know")

Q8f. How satisfied are you with the special events	Number	Percent
Very satisfied	49	39.8 %
Somewhat satisfied	53	43.1 %
Neutral	16	13.0 %
Somewhat dissatisfied	3	2.4 %
Very dissatisfied	2	1.6 %
Total	123	100.0 %

Q8g. Please CHECK ALL the reasons that prevent you or other members of your household from using parks, trails, waterways, recreation facilities, or programs in the City of Pembroke Pines more often.

Q8g. All the reasons that prevent your household from using parks, trails, waterways, recreation facilities, or programs more often	Number	Percent
I do not know locations of parks/facilities	16	12.5 %
Facilities are not well maintained	23	18.0 %
Program or facility not offered	16	12.5 %
Security is insufficient/loitering	15	11.7 %
Lack of trail access	15	11.7 %
Parks/facilities too far from residence	16	12.5 %
Parks or facilities are too crowded	14	10.9 %
Lack of accessibility	9	7.0 %
I have physical health limitations	2	1.6 %
Poor customer service by staff	8	6.3 %
Lack of sidewalk or bike lane access	21	16.4 %
Lack of access to waterways/kayak launch	13	10.2 %
Parks are not well maintained	13	10.2 %
I do not know what is being offered	35	27.3 %
Use private or other community's facilities	6	4.7 %
Lack of parking	6	4.7 %
Park operating hours not convenient	11	8.6 %
Lack of public transportation	7	5.5 %
Lack of access to alternative transportation	9	7.0 %
Do not participate in parks & recreation activities	4	3.1 %
Other	11	8.6 %
Total	270	

Q8g-21. Other

Q8g-21. Other	Number	Percent
Lack of time	1	9.1 %
I work 4 jobs to make ends meet, my rent was increased 25%	1	9.1 %
No parking available	1	9.1 %
I would love to see the swimming pool open again at Rose Price Park	1	9.1 %
Our occupation limit us to attend frequently the park	1	9.1 %
Some events I'd like to go to conflict with work or early child routines	1	9.1 %
Easy way to know about these activities	1	9.1 %
Lack of trees and trails at dog park	1	9.1 %
Basketball and soccer adult leagues are non-existent	1	9.1 %
No limitations	1	9.1 %
We need more parks & no more construction of homes, townhouses or stores	1	9.1 %
Total	11	100.0 %

Q9. Please indicate if you or members of your household have a need for the facility listed below.

(N=409)

	Yes	No
Q9-1. Basketball courts (outdoors)	16.9%	83.1%
Q9-2. Baseball & softball fields	11.5%	88.5%
Q9-3. Community gardens	30.8%	69.2%
Q9-4. Community centers/recreation centers	26.9%	73.1%
Q9-5. Cultural arts facilities	25.9%	74.1%
Q9-6. Dog parks (unleash)	22.7%	77.3%
Q9-7. Football fields	7.1%	92.9%
Q9-8. Golf course(s)	9.8%	90.2%
Q9-9. Gymnasium	21.0%	79.0%
Q9-10. Indoor courts (basketball, volleyball)	17.8%	82.2%
Q9-11. Indoor fitness facilities	23.7%	76.3%
Q9-12. Lacrosse fields	1.5%	98.5%
Q9-13. Larger community parks	23.2%	76.8%
Q9-14. Natural parks & preserves	39.4%	60.6%
Q9-15. Outdoor fitness equipment/ courses	20.8%	79.2%
Q9-16. Pickleball courts	9.8%	90.2%
Q9-17. Performance spaces/stage	12.7%	87.3%
Q9-18. Playgrounds	24.9%	75.1%
Q9-19. Picnic areas/shelters	28.4%	71.6%
Q9-20. Restrooms	31.1%	68.9%
Q9-21. Sand volleyball	8.6%	91.4%

Q9. Please indicate if you or members of your household have a need for the facility listed below.

	Yes	No
Q9-22. Senior center	20.0%	80.0%
Q9-23. Skate parks	12.5%	87.5%
Q9-24. Smaller neighborhood parks	26.7%	73.3%
Q9-25. Soccer fields	11.5%	88.5%
Q9-26. Special event spaces	13.4%	86.6%
Q9-27. Splash pad(s)	13.7%	86.3%
Q9-28. Swimming pools	25.4%	74.6%
Q9-29. Tennis courts	12.7%	87.3%
Q9-30. Walking/running tracks	37.4%	62.6%
Q9-31. Walking paths/sidewalks/trails	48.2%	51.8%
Q9-32. Other	2.4%	97.6%

Q9. If "Yes," how well are your needs being met?

(N=384)

	Fully met	Mostly met	Partly met	Not met
Q9-1. Basketball courts (outdoors)	19.0%	39.7%	30.2%	11.1%
Q9-2. Baseball & softball fields	18.2%	47.7%	29.5%	4.5%
Q9-3. Community gardens	7.9%	25.4%	29.8%	36.8%
Q9-4. Community centers/recreation centers	14.0%	40.2%	30.8%	15.0%
Q9-5. Cultural arts facilities	22.6%	38.7%	26.9%	11.8%
Q9-6. Dog parks (unleash)	19.3%	31.8%	37.5%	11.4%
Q9-7. Football fields	34.6%	34.6%	19.2%	11.5%
Q9-8. Golf course(s)	30.0%	35.0%	25.0%	10.0%
Q9-9. Gymnasium	11.0%	20.5%	32.9%	35.6%
Q9-10. Indoor courts (basketball, volleyball)	16.4%	16.4%	28.4%	38.8%
Q9-11. Indoor fitness facilities	9.2%	20.7%	32.2%	37.9%
Q9-12. Lacrosse fields	0.0%	0.0%	50.0%	50.0%
Q9-13. Larger community parks	16.3%	51.2%	17.4%	15.1%
Q9-14. Natural parks & preserves	12.8%	29.7%	37.2%	20.3%
Q9-15. Outdoor fitness equipment/ courses	6.8%	18.9%	45.9%	28.4%
Q9-16. Pickleball courts	2.7%	5.4%	27.0%	64.9%
Q9-17. Performance spaces/stage	16.7%	16.7%	33.3%	33.3%
Q9-18. Playgrounds	18.3%	36.6%	36.6%	8.6%
Q9-19. Picnic areas/shelters	15.2%	36.6%	35.7%	12.5%
Q9-20. Restrooms	14.5%	32.5%	36.8%	16.2%
Q9-21. Sand volleyball	16.7%	20.0%	33.3%	30.0%

Q9. If "Yes," how well are your needs being met?

	Fully met	Mostly met	Partly met	Not met
Q9-22. Senior center	21.1%	29.6%	32.4%	16.9%
Q9-23. Skate parks	16.7%	4.8%	23.8%	54.8%
Q9-24. Smaller neighborhood parks	8.9%	25.7%	39.6%	25.7%
Q9-25. Soccer fields	23.3%	37.2%	27.9%	11.6%
Q9-26. Special event spaces	15.4%	26.9%	38.5%	19.2%
Q9-27. Splash pad(s)	10.0%	8.0%	14.0%	68.0%
Q9-28. Swimming pools	17.3%	27.6%	31.6%	23.5%
Q9-29. Tennis courts	16.7%	33.3%	29.2%	20.8%
Q9-30. Walking/running tracks	11.6%	29.0%	34.1%	25.4%
Q9-31. Walking paths/sidewalks/trails	12.5%	27.7%	40.2%	19.6%
Q9-32. Other	11.1%	11.1%	11.1%	66.7%

Q9-32. Other

Q9-32. Other	Number	Percent
Zen Buddhist Tree-Meditations Parks	1	10.0 %
One Wall Handball/Paddlecourts	1	10.0 %
We need better playgrounds in East Pembroke Pines	1	10.0 %
Security/night	1	10.0 %
More shade trees	1	10.0 %
BIKE ROUTE DIRTY ASPHALT	1	10.0 %
BIKE TRAILS	1	10.0 %
Biking paths	1	10.0 %
More trees landscaping	1	10.0 %
Soccer	1	10.0 %
Total	10	100.0 %

Missing Cases = 0
Response Percent = 100.0 %

Q10. Which THREE of the facilities listed in Question 9 do you think are most important for you and members of your household?

Q10. Top choice	Number	Percent
Basketball courts (outdoors)	14	3.4 %
Baseball & softball fields	17	4.2 %
Community gardens	20	4.9 %
Community centers/recreation centers	19	4.6 %
Cultural arts facilities	20	4.9 %
Dog parks (unleash)	39	9.5 %
Football fields	7	1.7 %
Golf course(s)	8	2.0 %
Gymnasium	6	1.5 %
Indoor courts (basketball, volleyball)	10	2.4 %
Indoor fitness facilities	13	3.2 %
Larger community parks	17	4.2 %
Natural parks & preserves	22	5.4 %
Outdoor fitness equipment/courses	7	1.7 %
Pickleball courts	10	2.4 %
Performance spaces/stage	3	0.7 %
Playgrounds	17	4.2 %
Picnic areas/shelters	3	0.7 %
Restrooms	2	0.5 %
Sand volleyball	2	0.5 %
Senior center	13	3.2 %
Skate parks	2	0.5 %
Smaller neighborhood parks	12	2.9 %
Soccer fields	6	1.5 %
Special event spaces	6	1.5 %
Splash pad(s)	6	1.5 %
Swimming pools	13	3.2 %
Tennis courts	5	1.2 %
Walking/running tracks	15	3.7 %
Walking paths/sidewalks/trails	40	9.8 %
None chosen	35	8.6 %
Total	409	100.0 %

Q10. Which THREE of the facilities listed in Question 9 do you think are most important for you and members of your household?

Q10. 2nd choice	Number	Percent
Basketball courts (outdoors)	10	2.4 %
Baseball & softball fields	4	1.0 %
Community gardens	24	5.9 %
Community centers/recreation centers	26	6.4 %
Cultural arts facilities	13	3.2 %
Dog parks (unleash)	17	4.2 %
Football fields	10	2.4 %
Golf course(s)	5	1.2 %
Gymnasium	14	3.4 %
Indoor courts (basketball, volleyball)	18	4.4 %
Indoor fitness facilities	16	3.9 %
Larger community parks	12	2.9 %
Natural parks & preserves	34	8.3 %
Outdoor fitness equipment/courses	12	2.9 %
Performance spaces/stage	5	1.2 %
Playgrounds	15	3.7 %
Picnic areas/shelters	8	2.0 %
Restrooms	11	2.7 %
Senior center	10	2.4 %
Skate parks	5	1.2 %
Smaller neighborhood parks	18	4.4 %
Soccer fields	5	1.2 %
Special event spaces	3	0.7 %
Splash pad(s)	5	1.2 %
Swimming pools	11	2.7 %
Tennis courts	5	1.2 %
Walking/running tracks	24	5.9 %
Walking paths/sidewalks/trails	26	6.4 %
None chosen	43	10.5 %
Total	409	100.0 %

Q10. Which THREE of the facilities listed in Question 9 do you think are most important for you and members of your household?

Q10. 3rd choice	Number	Percent
Basketball courts (outdoors)	6	1.5 %
Baseball & softball fields	3	0.7 %
Community gardens	15	3.7 %
Community centers/recreation centers	18	4.4 %
Cultural arts facilities	9	2.2 %
Dog parks (unleash)	16	3.9 %
Football fields	1	0.2 %
Golf course(s)	5	1.2 %
Gymnasium	5	1.2 %
Indoor courts (basketball, volleyball)	8	2.0 %
Indoor fitness facilities	11	2.7 %
Lacrosse fields	1	0.2 %
Larger community parks	17	4.2 %
Natural parks & preserves	37	9.0 %
Outdoor fitness equipment/courses	13	3.2 %
Pickleball courts	4	1.0 %
Performance spaces/stage	10	2.4 %
Playgrounds	9	2.2 %
Picnic areas/shelters	17	4.2 %
Restrooms	17	4.2 %
Sand volleyball	6	1.5 %
Senior center	7	1.7 %
Skate parks	4	1.0 %
Smaller neighborhood parks	16	3.9 %
Soccer fields	4	1.0 %
Special event spaces	8	2.0 %
Splash pad(s)	8	2.0 %
Swimming pools	13	3.2 %
Tennis courts	7	1.7 %
Walking/running tracks	18	4.4 %
Walking paths/sidewalks/trails	39	9.5 %
None chosen	57	13.9 %
Total	409	100.0 %

SUM OF TOP 3

Q10. Which THREE of the facilities listed in Question 9 do you think are most important for you and members of your household? (top 3)

Q10. Top choice	Number	Percent
Basketball courts (outdoors)	30	7.3 %
Baseball & softball fields	24	5.9 %
Community gardens	59	14.4 %
Community centers/recreation centers	63	15.4 %
Cultural arts facilities	42	10.3 %
Dog parks (unleash)	72	17.6 %
Football fields	18	4.4 %
Golf course(s)	18	4.4 %
Gymnasium	25	6.1 %
Indoor courts (basketball, volleyball)	36	8.8 %
Indoor fitness facilities	40	9.8 %
Lacrosse fields	1	0.2 %
Larger community parks	46	11.2 %
Natural parks & preserves	93	22.7 %
Outdoor fitness equipment/courses	32	7.8 %
Pickleball courts	14	3.4 %
Performance spaces/stage	18	4.4 %
Playgrounds	41	10.0 %
Picnic areas/shelters	28	6.8 %
Restrooms	30	7.3 %
Sand volleyball	8	2.0 %
Senior center	30	7.3 %
Skate parks	11	2.7 %
Smaller neighborhood parks	46	11.2 %
Soccer fields	15	3.7 %
Special event spaces	17	4.2 %
Splash pad(s)	19	4.6 %
Swimming pools	37	9.0 %
Tennis courts	17	4.2 %
Walking/running tracks	57	13.9 %
Walking paths/sidewalks/trails	105	25.7 %
None chosen	35	8.6 %
Total	1127	

Q11. Which FOUR of the facilities from the list in Question 9 do you currently utilize in MOST OFTEN?

Q11. Top choice	Number	Percent
Basketball courts (outdoors)	22	5.4 %
Baseball & softball fields	17	4.2 %
Community gardens	5	1.2 %
Community centers/recreation centers	22	5.4 %
Cultural arts facilities	7	1.7 %
Dog parks (unleash)	36	8.8 %
Football fields	5	1.2 %
Golf course(s)	11	2.7 %
Gymnasium	7	1.7 %
Indoor courts (basketball, volleyball)	5	1.2 %
Indoor fitness facilities	4	1.0 %
Larger community parks	34	8.3 %
Natural parks & preserves	19	4.6 %
Outdoor fitness equipment/courses	7	1.7 %
Performance spaces/stage	3	0.7 %
Playgrounds	26	6.4 %
Picnic areas/shelters	9	2.2 %
Restrooms	3	0.7 %
Senior center	9	2.2 %
Skate parks	1	0.2 %
Smaller neighborhood parks	12	2.9 %
Soccer fields	8	2.0 %
Special event spaces	2	0.5 %
Splash pad(s)	2	0.5 %
Swimming pools	11	2.7 %
Tennis courts	8	2.0 %
Walking/running tracks	17	4.2 %
Walking paths/sidewalks/trails	46	11.2 %
None chosen	51	12.5 %
Total	409	100.0 %

Q11. Which FOUR of the facilities from the list in Question 9 do you currently utilize in MOST OFTEN?

Q11. 2nd choice	Number	Percent
Basketball courts (outdoors)	9	2.2 %
Baseball & softball fields	3	0.7 %
Community gardens	8	2.0 %
Community centers/recreation centers	12	2.9 %
Cultural arts facilities	16	3.9 %
Dog parks (unleash)	17	4.2 %
Football fields	6	1.5 %
Golf course(s)	9	2.2 %
Gymnasium	6	1.5 %
Indoor courts (basketball, volleyball)	5	1.2 %
Indoor fitness facilities	10	2.4 %
Larger community parks	35	8.6 %
Natural parks & preserves	22	5.4 %
Outdoor fitness equipment/courses	9	2.2 %
Pickleball courts	1	0.2 %
Performance spaces/stage	3	0.7 %
Playgrounds	21	5.1 %
Picnic areas/shelters	13	3.2 %
Restrooms	11	2.7 %
Sand volleyball	2	0.5 %
Senior center	4	1.0 %
Skate parks	1	0.2 %
Smaller neighborhood parks	20	4.9 %
Soccer fields	4	1.0 %
Special event spaces	1	0.2 %
Splash pad(s)	2	0.5 %
Swimming pools	11	2.7 %
Tennis courts	2	0.5 %
Walking/running tracks	26	6.4 %
Walking paths/sidewalks/trails	45	11.0 %
None chosen	75	18.3 %
Total	409	100.0 %

Q11. Which FOUR of the facilities from the list in Question 9 do you currently utilize in MOST OFTEN?

Q11. 3rd choice	Number	Percent
Basketball courts (outdoors)	3	0.7 %
Baseball & softball fields	4	1.0 %
Community gardens	11	2.7 %
Community centers/recreation centers	7	1.7 %
Cultural arts facilities	18	4.4 %
Dog parks (unleash)	10	2.4 %
Football fields	7	1.7 %
Golf course(s)	5	1.2 %
Gymnasium	5	1.2 %
Indoor courts (basketball, volleyball)	3	0.7 %
Indoor fitness facilities	10	2.4 %
Larger community parks	19	4.6 %
Natural parks & preserves	33	8.1 %
Outdoor fitness equipment/courses	8	2.0 %
Pickleball courts	5	1.2 %
Performance spaces/stage	2	0.5 %
Playgrounds	16	3.9 %
Picnic areas/shelters	18	4.4 %
Restrooms	14	3.4 %
Sand volleyball	1	0.2 %
Senior center	11	2.7 %
Skate parks	4	1.0 %
Smaller neighborhood parks	19	4.6 %
Soccer fields	2	0.5 %
Special event spaces	6	1.5 %
Splash pad(s)	2	0.5 %
Swimming pools	10	2.4 %
Tennis courts	5	1.2 %
Walking/running tracks	17	4.2 %
Walking paths/sidewalks/trails	27	6.6 %
None chosen	107	26.2 %
Total	409	100.0 %

Q11. Which FOUR of the facilities from the list in Question 9 do you currently utilize in MOST OFTEN?

Q11. 4th choice	Number	Percent
Basketball courts (outdoors)	7	1.7 %
Baseball & softball fields	1	0.2 %
Community gardens	12	2.9 %
Community centers/recreation centers	7	1.7 %
Cultural arts facilities	14	3.4 %
Dog parks (unleash)	14	3.4 %
Football fields	5	1.2 %
Golf course(s)	6	1.5 %
Gymnasium	6	1.5 %
Indoor courts (basketball, volleyball)	1	0.2 %
Indoor fitness facilities	10	2.4 %
Lacrosse fields	1	0.2 %
Larger community parks	24	5.9 %
Natural parks & preserves	26	6.4 %
Outdoor fitness equipment/courses	6	1.5 %
Pickleball courts	1	0.2 %
Performance spaces/stage	2	0.5 %
Playgrounds	15	3.7 %
Picnic areas/shelters	14	3.4 %
Restrooms	15	3.7 %
Senior center	6	1.5 %
Smaller neighborhood parks	19	4.6 %
Soccer fields	5	1.2 %
Special event spaces	8	2.0 %
Splash pad(s)	2	0.5 %
Swimming pools	11	2.7 %
Tennis courts	3	0.7 %
Walking/running tracks	11	2.7 %
Walking paths/sidewalks/trails	20	4.9 %
None chosen	137	33.5 %
Total	409	100.0 %

SUM OF TOP 4

Q11. Which FOUR of the facilities from the list in Question 9 do you currently utilize in MOST OFTEN? (top 4)

Q11. Top choice	Number	Percent
Basketball courts (outdoors)	41	10.0 %
Baseball & softball fields	25	6.1 %
Community gardens	36	8.8 %
Community centers/recreation centers	48	11.7 %
Cultural arts facilities	55	13.4 %
Dog parks (unleash)	77	18.8 %
Football fields	23	5.6 %
Golf course(s)	31	7.6 %
Gymnasium	24	5.9 %
Indoor courts (basketball, volleyball)	14	3.4 %
Indoor fitness facilities	34	8.3 %
Lacrosse fields	1	0.2 %
Larger community parks	112	27.4 %
Natural parks & preserves	100	24.4 %
Outdoor fitness equipment/courses	30	7.3 %
Pickleball courts	7	1.7 %
Performance spaces/stage	10	2.4 %
Playgrounds	78	19.1 %
Picnic areas/shelters	54	13.2 %
Restrooms	43	10.5 %
Sand volleyball	3	0.7 %
Senior center	30	7.3 %
Skate parks	6	1.5 %
Smaller neighborhood parks	70	17.1 %
Soccer fields	19	4.6 %
Special event spaces	17	4.2 %
Splash pad(s)	8	2.0 %
Swimming pools	43	10.5 %
Tennis courts	18	4.4 %
Walking/running tracks	71	17.4 %
Walking paths/sidewalks/trails	138	33.7 %
None chosen	51	12.5 %
Total	1317	

Q12. Please indicate if you or members of your household have a need for the activities listed below.

(N=409)

	Yes	No
Q12-1. Adult non-sport activities	32.5%	67.5%
Q12-2. Adult sports	31.5%	68.5%
Q12-3. Art exhibitions/art lectures/ history & museums	29.3%	70.7%
Q12-4. Athletic special events (5K, Marathons)	16.9%	83.1%
Q12-5. Before & afterschool programs	19.3%	80.7%
Q12-6. Computer education	20.5%	79.5%
Q12-7. Cultural enrichment programs	21.5%	78.5%
Q12-8. eSports (video games)	4.4%	95.6%
Q12-9. Exercise classes	37.2%	62.8%
Q12-10. Family events	32.5%	67.5%
Q12-11. Fitness & wellness	37.7%	62.3%
Q12-12. Music classes	21.3%	78.7%
Q12-13. Nature programs/environmental education	20.8%	79.2%
Q12-14. Outdoor/adventure recreation	33.3%	66.7%
Q12-15. Performing arts	22.2%	77.8%
Q12-16. Pickleball	8.1%	91.9%
Q12-17. Pool/aquatic programs or activities	25.4%	74.6%
Q12-18. Programs for people with special needs	9.8%	90.2%
Q12-19. Senior adult activities	20.8%	79.2%
Q12-20. Special events	22.0%	78.0%

Q12. Please indicate if you or members of your household have a need for the activities listed below.

	Yes	No
Q12-21. Socializing	21.0%	79.0%
Q12-22. Teen (6th-12th grade) non-sport activities	11.2%	88.8%
Q12-23. Tennis	9.3%	90.7%
Q12-24. Using Wi-Fi	17.8%	82.2%
Q12-25. Visual arts (painting, drawing, ceramics, photography, etc.)	20.3%	79.7%
Q12-26. Volunteer opportunities	23.0%	77.0%
Q12-27. Youth (K-5th grade) non-sport activities	8.6%	91.4%
Q12-28. Youth camp (summer/winter/ spring breaks)	12.2%	87.8%
Q12-29. Youth sports/athletics	13.9%	86.1%
Q12-30. Other	2.9%	97.1%

Q12. If "Yes," how well are your needs being met?

(N=376)

	Fully met	Mostly met	Partly met	Not met
Q12-1. Adult non-sport activities	6.9%	21.6%	43.1%	28.4%
Q12-2. Adult sports	11.9%	15.8%	32.7%	39.6%
Q12-3. Art exhibitions/art lectures/ history & museums	6.0%	27.0%	35.0%	32.0%
Q12-4. Athletic special events (5K, Marathons)	8.3%	16.7%	31.7%	43.3%
Q12-5. Before & afterschool programs	12.5%	20.3%	39.1%	28.1%
Q12-6. Computer education	7.1%	10.0%	27.1%	55.7%
Q12-7. Cultural enrichment programs	5.5%	27.4%	30.1%	37.0%
Q12-8. eSports (video games)	21.4%	0.0%	28.6%	50.0%
Q12-9. Exercise classes	9.9%	19.0%	28.1%	43.0%
Q12-10. Family events	12.8%	30.3%	41.3%	15.6%
Q12-11. Fitness & wellness	6.3%	15.1%	43.7%	34.9%
Q12-12. Music classes	4.5%	13.4%	16.4%	65.7%
Q12-13. Nature programs/environmental education	5.6%	8.5%	36.6%	49.3%
Q12-14. Outdoor/adventure recreation	7.7%	23.9%	38.5%	29.9%
Q12-15. Performing arts	8.7%	27.5%	33.3%	30.4%
Q12-16. Pickleball	3.1%	3.1%	25.0%	68.8%
Q12-17. Pool/aquatic programs or activities	6.0%	22.6%	32.1%	39.3%
Q12-18. Programs for people with special needs	14.7%	11.8%	23.5%	50.0%
Q12-19. Senior adult activities	10.4%	11.9%	35.8%	41.8%
Q12-20. Special events	10.4%	32.5%	40.3%	16.9%

Q12. If "Yes," how well are your needs being met?

	Fully met	Mostly met	Partly met	Not met
Q12-21. Socializing	12.3%	19.2%	31.5%	37.0%
Q12-22. Teen (6th-12th grade) non-sport activities	5.3%	10.5%	34.2%	50.0%
Q12-23. Tennis	15.6%	18.8%	37.5%	28.1%
Q12-24. Using Wi-Fi	8.5%	16.9%	23.7%	50.8%
Q12-25. Visual arts (painting, drawing, ceramics, photography, etc.)	5.6%	18.3%	29.6%	46.5%
Q12-26. Volunteer opportunities	9.0%	10.3%	32.1%	48.7%
Q12-27. Youth (K-5th grade) non-sport activities	9.7%	6.5%	35.5%	48.4%
Q12-28. Youth camp (summer/winter/ spring breaks)	0.0%	26.1%	43.5%	30.4%
Q12-29. Youth sports/athletics	9.3%	27.9%	44.2%	18.6%
Q12-30. Other	0.0%	10.0%	10.0%	80.0%

Q13. Which THREE activities listed in Question 12 do you think are most important for you and members of your household?

Q13. Top choice	Number	Percent
Adult non-sport activities	41	10.0 %
Adult sports	36	8.8 %
Art exhibitions/art lectures/history & museums	31	7.6 %
Athletic special events (5K, Marathons)	6	1.5 %
Before & afterschool programs	18	4.4 %
Computer education	18	4.4 %
Cultural enrichment programs	7	1.7 %
Exercise classes	23	5.6 %
Family events	21	5.1 %
Fitness & wellness	30	7.3 %
Music classes	3	0.7 %
Nature programs/environmental education	7	1.7 %
Outdoor/adventure recreation	14	3.4 %
Performing arts	4	1.0 %
Pickleball	4	1.0 %
Pool/aquatic programs or activities	11	2.7 %
Programs for people with special needs	3	0.7 %
Senior adult activities	16	3.9 %
Special events	6	1.5 %
Socializing	6	1.5 %
Teen (6th-12th grade) non-sport activities	5	1.2 %
Tennis	5	1.2 %
Using Wi-Fi	7	1.7 %
Visual arts (painting, drawing, ceramics, photography, etc.)	5	1.2 %
Volunteer opportunities	8	2.0 %
Youth (K-5th grade) non-sport activities	3	0.7 %
Youth camp (summer/winter/spring breaks)	3	0.7 %
Youth sports/athletics	11	2.7 %
None chosen	57	13.9 %
Total	409	100.0 %

Q13. Which THREE activities listed in Question 12 do you think are most important for you and members of your household?

Q13. 2nd choice	Number	Percent
Adult non-sport activities	15	3.7 %
Adult sports	19	4.6 %
Art exhibitions/art lectures/history & museums	21	5.1 %
Athletic special events (5K, Marathons)	7	1.7 %
Before & afterschool programs	12	2.9 %
Computer education	15	3.7 %
Cultural enrichment programs	22	5.4 %
eSports (video games)	3	0.7 %
Exercise classes	26	6.4 %
Family events	35	8.6 %
Fitness & wellness	24	5.9 %
Music classes	11	2.7 %
Nature programs/environmental education	19	4.6 %
Outdoor/adventure recreation	18	4.4 %
Performing arts	7	1.7 %
Pickleball	4	1.0 %
Pool/aquatic programs or activities	15	3.7 %
Programs for people with special needs	4	1.0 %
Senior adult activities	12	2.9 %
Special events	6	1.5 %
Socializing	7	1.7 %
Teen (6th-12th grade) non-sport activities	5	1.2 %
Tennis	4	1.0 %
Using Wi-Fi	3	0.7 %
Visual arts (painting, drawing, ceramics, photography, etc.)	11	2.7 %
Volunteer opportunities	4	1.0 %
Youth (K-5th grade) non-sport activities	7	1.7 %
Youth camp (summer/winter/spring breaks)	4	1.0 %
Youth sports/athletics	1	0.2 %
None chosen	68	16.6 %
Total	409	100.0 %

Q13. Which THREE activities listed in Question 12 do you think are most important for you and members of your household?

Q13. 3rd choice	Number	Percent
Adult non-sport activities	12	2.9 %
Adult sports	5	1.2 %
Art exhibitions/art lectures/history & museums	8	2.0 %
Athletic special events (5K, Marathons)	2	0.5 %
Before & afterschool programs	7	1.7 %
Computer education	13	3.2 %
Cultural enrichment programs	16	3.9 %
eSports (video games)	2	0.5 %
Exercise classes	32	7.8 %
Family events	27	6.6 %
Fitness & wellness	15	3.7 %
Music classes	14	3.4 %
Nature programs/environmental education	10	2.4 %
Outdoor/adventure recreation	21	5.1 %
Performing arts	12	2.9 %
Pickleball	6	1.5 %
Pool/aquatic programs or activities	10	2.4 %
Programs for people with special needs	4	1.0 %
Senior adult activities	17	4.2 %
Special events	15	3.7 %
Socializing	9	2.2 %
Teen (6th-12th grade) non-sport activities	9	2.2 %
Tennis	5	1.2 %
Using Wi-Fi	5	1.2 %
Visual arts (painting, drawing, ceramics, photography, etc.)	10	2.4 %
Volunteer opportunities	12	2.9 %
Youth (K-5th grade) non-sport activities	6	1.5 %
Youth camp (summer/winter/spring breaks)	7	1.7 %
Youth sports/athletics	7	1.7 %
None chosen	91	22.2 %
Total	409	100.0 %

SUM OF TOP 3

Q13. Which THREE activities listed in Question 12 do you think are most important for you and members of your household? (top 3)

Q13. Top choice	Number	Percent
Adult non-sport activities	68	16.6 %
Adult sports	60	14.7 %
Art exhibitions/art lectures/history & museums	60	14.7 %
Athletic special events (5K, Marathons)	15	3.7 %
Before & afterschool programs	37	9.0 %
Computer education	46	11.2 %
Cultural enrichment programs	45	11.0 %
eSports (video games)	5	1.2 %
Exercise classes	81	19.8 %
Family events	83	20.3 %
Fitness & wellness	69	16.9 %
Music classes	28	6.8 %
Nature programs/environmental education	36	8.8 %
Outdoor/adventure recreation	53	13.0 %
Performing arts	23	5.6 %
Pickleball	14	3.4 %
Pool/aquatic programs or activities	36	8.8 %
Programs for people with special needs	11	2.7 %
Senior adult activities	45	11.0 %
Special events	27	6.6 %
Socializing	22	5.4 %
Teen (6th-12th grade) non-sport activities	19	4.6 %
Tennis	14	3.4 %
Using Wi-Fi	15	3.7 %
Visual arts (painting, drawing, ceramics, photography, etc.)	26	6.4 %
Volunteer opportunities	24	5.9 %
Youth (K-5th grade) non-sport activities	16	3.9 %
Youth camp (summer/winter/spring breaks)	14	3.4 %
Youth sports/athletics	19	4.6 %
None chosen	57	13.9 %
Total	1068	

Q14. Which FOUR of the activities from the list in Question 12 do you currently participate in MOST OFTEN?

Q14. Top choice	Number	Percent
Adult non-sport activities	31	7.6 %
Adult sports	32	7.8 %
Art exhibitions/art lectures/history & museums	13	3.2 %
Athletic special events (5K, Marathons)	9	2.2 %
Before & afterschool programs	7	1.7 %
Computer education	3	0.7 %
Cultural enrichment programs	8	2.0 %
eSports (video games)	2	0.5 %
Exercise classes	24	5.9 %
Family events	39	9.5 %
Fitness & wellness	24	5.9 %
Music classes	1	0.2 %
Nature programs/environmental education	3	0.7 %
Outdoor/adventure recreation	23	5.6 %
Performing arts	5	1.2 %
Pickleball	2	0.5 %
Pool/aquatic programs or activities	10	2.4 %
Programs for people with special needs	2	0.5 %
Senior adult activities	5	1.2 %
Special events	13	3.2 %
Socializing	6	1.5 %
Tennis	10	2.4 %
Using Wi-Fi	6	1.5 %
Visual arts (painting, drawing, ceramics, photography, etc.)	1	0.2 %
Volunteer opportunities	2	0.5 %
Youth (K-5th grade) non-sport activities	2	0.5 %
Youth camp (summer/winter/spring breaks)	2	0.5 %
Youth sports/athletics	12	2.9 %
None chosen	112	27.4 %
Total	409	100.0 %

Q14. Which FOUR of the activities from the list in Question 12 do you currently participate in MOST OFTEN?

Q14. 2nd choice	Number	Percent
Adult non-sport activities	15	3.7 %
Adult sports	13	3.2 %
Art exhibitions/art lectures/history & museums	18	4.4 %
Athletic special events (5K, Marathons)	10	2.4 %
Before & afterschool programs	3	0.7 %
Computer education	5	1.2 %
Cultural enrichment programs	13	3.2 %
eSports (video games)	3	0.7 %
Exercise classes	20	4.9 %
Family events	28	6.8 %
Fitness & wellness	28	6.8 %
Music classes	1	0.2 %
Nature programs/environmental education	4	1.0 %
Outdoor/adventure recreation	22	5.4 %
Performing arts	7	1.7 %
Pickleball	2	0.5 %
Pool/aquatic programs or activities	9	2.2 %
Programs for people with special needs	1	0.2 %
Senior adult activities	9	2.2 %
Special events	21	5.1 %
Socializing	7	1.7 %
Teen (6th-12th grade) non-sport activities	1	0.2 %
Tennis	4	1.0 %
Using Wi-Fi	8	2.0 %
Visual arts (painting, drawing, ceramics, photography, etc.)	1	0.2 %
Volunteer opportunities	3	0.7 %
Youth (K-5th grade) non-sport activities	1	0.2 %
Youth camp (summer/winter/spring breaks)	4	1.0 %
Youth sports/athletics	5	1.2 %
None chosen	143	35.0 %
Total	409	100.0 %

Q14. Which FOUR of the activities from the list in Question 12 do you currently participate in MOST OFTEN?

Q14. 3rd choice	Number	Percent
Adult non-sport activities	5	1.2 %
Adult sports	3	0.7 %
Art exhibitions/art lectures/history & museums	6	1.5 %
Athletic special events (5K, Marathons)	6	1.5 %
Before & afterschool programs	9	2.2 %
Computer education	8	2.0 %
Cultural enrichment programs	12	2.9 %
eSports (video games)	1	0.2 %
Exercise classes	9	2.2 %
Family events	21	5.1 %
Fitness & wellness	16	3.9 %
Music classes	2	0.5 %
Nature programs/environmental education	7	1.7 %
Outdoor/adventure recreation	26	6.4 %
Performing arts	10	2.4 %
Pickleball	4	1.0 %
Pool/aquatic programs or activities	9	2.2 %
Programs for people with special needs	2	0.5 %
Senior adult activities	12	2.9 %
Special events	14	3.4 %
Socializing	10	2.4 %
Teen (6th-12th grade) non-sport activities	2	0.5 %
Tennis	1	0.2 %
Using Wi-Fi	5	1.2 %
Visual arts (painting, drawing, ceramics, photography, etc.)	5	1.2 %
Volunteer opportunities	7	1.7 %
Youth (K-5th grade) non-sport activities	3	0.7 %
Youth camp (summer/winter/spring breaks)	5	1.2 %
Youth sports/athletics	2	0.5 %
None chosen	187	45.7 %
Total	409	100.0 %

Q14. Which FOUR of the activities from the list in Question 12 do you currently participate in MOST OFTEN?

Q14. 4th choice	Number	Percent
Adult non-sport activities	10	2.4 %
Adult sports	8	2.0 %
Art exhibitions/art lectures/history & museums	6	1.5 %
Athletic special events (5K, Marathons)	2	0.5 %
Before & afterschool programs	3	0.7 %
Computer education	1	0.2 %
Cultural enrichment programs	5	1.2 %
eSports (video games)	3	0.7 %
Exercise classes	8	2.0 %
Family events	24	5.9 %
Fitness & wellness	14	3.4 %
Music classes	5	1.2 %
Nature programs/environmental education	12	2.9 %
Outdoor/adventure recreation	10	2.4 %
Performing arts	5	1.2 %
Pickleball	2	0.5 %
Pool/aquatic programs or activities	8	2.0 %
Senior adult activities	7	1.7 %
Special events	9	2.2 %
Socializing	7	1.7 %
Teen (6th-12th grade) non-sport activities	4	1.0 %
Tennis	5	1.2 %
Using Wi-Fi	13	3.2 %
Visual arts (painting, drawing, ceramics, photography, etc.)	6	1.5 %
Volunteer opportunities	6	1.5 %
Youth (K-5th grade) non-sport activities	1	0.2 %
Youth camp (summer/winter/spring breaks)	2	0.5 %
Youth sports/athletics	3	0.7 %
None chosen	220	53.8 %
Total	409	100.0 %

Q14. Which FOUR of the activities from the list in Question 12 do you currently participate in MOST OFTEN? (top 4)

Q14. Top choice	Number	Percent
Adult non-sport activities	61	14.9 %
Adult sports	56	13.7 %
Art exhibitions/art lectures/history & museums	43	10.5 %
Athletic special events (5K, Marathons)	27	6.6 %
Before & afterschool programs	22	5.4 %
Computer education	17	4.2 %
Cultural enrichment programs	38	9.3 %
eSports (video games)	9	2.2 %
Exercise classes	61	14.9 %
Family events	112	27.4 %
Fitness & wellness	82	20.0 %
Music classes	9	2.2 %
Nature programs/environmental education	26	6.4 %
Outdoor/adventure recreation	81	19.8 %
Performing arts	27	6.6 %
Pickleball	10	2.4 %
Pool/aquatic programs or activities	36	8.8 %
Programs for people with special needs	5	1.2 %
Senior adult activities	33	8.1 %
Special events	57	13.9 %
Socializing	30	7.3 %
Teen (6th-12th grade) non-sport activities	7	1.7 %
Tennis	20	4.9 %
Using Wi-Fi	32	7.8 %
Visual arts (painting, drawing, ceramics, photography, etc.)	13	3.2 %
Volunteer opportunities	18	4.4 %
Youth (K-5th grade) non-sport activities	7	1.7 %
Youth camp (summer/winter/spring breaks)	13	3.2 %
Youth sports/athletics	22	5.4 %
None chosen	112	27.4 %
Total	1086	

Q15. Following are actions that the City of Pembroke Pines could take to improve the Parks and Recreation system. Using a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive," please rate your level of support of each action.

(N=409)

	Very supportive	Somewhat supportive	Not supportive	Not sure
Q15-1. Redevelop/repurpose existing parks	49.6%	28.9%	5.4%	16.1%
Q15-2. Develop new community parks	51.3%	27.1%	4.4%	17.1%
Q15-3. Develop new event spaces	37.4%	31.3%	10.0%	21.3%
Q15-4. Develop new neighborhood parks	52.3%	26.7%	4.6%	16.4%
Q15-5. Develop new pools or splash pads	38.4%	28.1%	12.5%	21.0%
Q15-6. Develop new recreation/ community center(s)	36.7%	33.3%	10.3%	19.8%
Q15-7. Develop new sports fields & courts	32.8%	31.5%	13.2%	22.5%
Q15-8. Develop new trails & connect existing trails	56.2%	24.2%	3.9%	15.6%
Q15-9. Improve existing pools & aquatic facilities	42.8%	30.1%	6.8%	20.3%
Q15-10. Improve existing event spaces	38.4%	28.9%	8.3%	24.4%
Q15-11. Improve existing parks	56.5%	24.4%	2.2%	16.9%
Q15-12. Improve existing recreation/ community centers	44.7%	31.1%	4.4%	19.8%
Q15-13. Improve existing sports fields & courts	40.6%	32.0%	6.8%	20.5%
Q15-14. Purchase land to develop more larger community parks	37.2%	24.0%	15.2%	23.7%
Q15-15. Purchase land to develop more neighborhood parks	40.8%	24.0%	13.4%	21.8%

Q15. Following are actions that the City of Pembroke Pines could take to improve the Parks and Recreation system. Using a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive," please rate your level of support of each action.

	Very supportive	Somewhat supportive	Not supportive	Not sure
Q15-16. Purchase land to develop recreation/community facilities	31.8%	25.2%	18.1%	24.9%
Q15-17. Purchase land to develop sports fields & courts	28.6%	24.2%	19.6%	27.6%
Q15-18. Adding additional recreation programs	42.1%	26.2%	8.6%	23.2%
Q15-19. Other	100.0%	0.0%	0.0%	0.0%

Q16. Which FOUR actions from the list in Question 15 would you be most willing to fund with your tax dollars?

Q16. Top choice	Number	Percent
Redevelop/repurpose existing parks	81	19.8 %
Develop new community parks	28	6.8 %
Develop new event spaces	16	3.9 %
Develop new neighborhood parks	23	5.6 %
Develop new pools or splash pads	27	6.6 %
Develop new recreation/community center(s)	13	3.2 %
Develop new sports fields & courts	7	1.7 %
Develop new trails & connect existing trails	29	7.1 %
Improve existing pools & aquatic facilities	11	2.7 %
Improve existing event spaces	7	1.7 %
Improve existing parks	31	7.6 %
Improve existing recreation/community centers	11	2.7 %
Improve existing sports fields & courts	11	2.7 %
Purchase land to develop more larger community parks	10	2.4 %
Purchase land to develop more neighborhood parks	10	2.4 %
Purchase land to develop recreation/community facilities	2	0.5 %
Purchase land to develop sports fields & courts	2	0.5 %
Adding additional recreation programs	7	1.7 %
None chosen	83	20.3 %
Total	409	100.0 %

Q16. Which FOUR actions from the list in Question 15 would you be most willing to fund with your tax dollars?

Q16. 2nd choice	Number	Percent
Redevelop/repurpose existing parks	16	3.9 %
Develop new community parks	31	7.6 %
Develop new event spaces	12	2.9 %
Develop new neighborhood parks	32	7.8 %
Develop new pools or splash pads	22	5.4 %
Develop new recreation/community center(s)	19	4.6 %
Develop new sports fields & courts	9	2.2 %
Develop new trails & connect existing trails	32	7.8 %
Improve existing pools & aquatic facilities	27	6.6 %
Improve existing event spaces	13	3.2 %
Improve existing parks	38	9.3 %
Improve existing recreation/community centers	13	3.2 %
Improve existing sports fields & courts	9	2.2 %
Purchase land to develop more larger community parks	9	2.2 %
Purchase land to develop more neighborhood parks	15	3.7 %
Purchase land to develop recreation/community facilities	5	1.2 %
Purchase land to develop sports fields & courts	4	1.0 %
Adding additional recreation programs	6	1.5 %
None chosen	97	23.7 %
Total	409	100.0 %

Q16. Which FOUR actions from the list in Question 15 would you be most willing to fund with your tax dollars?

Q16. 3rd choice	Number	Percent
Redevelop/repurpose existing parks	21	5.1 %
Develop new community parks	9	2.2 %
Develop new event spaces	5	1.2 %
Develop new neighborhood parks	17	4.2 %
Develop new pools or splash pads	16	3.9 %
Develop new recreation/community center(s)	7	1.7 %
Develop new sports fields & courts	20	4.9 %
Develop new trails & connect existing trails	32	7.8 %
Improve existing pools & aquatic facilities	12	2.9 %
Improve existing event spaces	15	3.7 %
Improve existing parks	41	10.0 %
Improve existing recreation/community centers	24	5.9 %
Improve existing sports fields & courts	19	4.6 %
Purchase land to develop more larger community parks	16	3.9 %
Purchase land to develop more neighborhood parks	15	3.7 %
Purchase land to develop recreation/community facilities	7	1.7 %
Purchase land to develop sports fields & courts	6	1.5 %
Adding additional recreation programs	16	3.9 %
None chosen	111	27.1 %
Total	409	100.0 %

Q16. Which FOUR actions from the list in Question 15 would you be most willing to fund with your tax dollars?

Q16. 4th choice	Number	Percent
Redevelop/repurpose existing parks	12	2.9 %
Develop new community parks	9	2.2 %
Develop new event spaces	4	1.0 %
Develop new neighborhood parks	13	3.2 %
Develop new pools or splash pads	8	2.0 %
Develop new recreation/community center(s)	7	1.7 %
Develop new sports fields & courts	13	3.2 %
Develop new trails & connect existing trails	13	3.2 %
Improve existing pools & aquatic facilities	15	3.7 %
Improve existing event spaces	17	4.2 %
Improve existing parks	30	7.3 %
Improve existing recreation/community centers	24	5.9 %
Improve existing sports fields & courts	19	4.6 %
Purchase land to develop more larger community parks	13	3.2 %
Purchase land to develop more neighborhood parks	14	3.4 %
Purchase land to develop recreation/community facilities	10	2.4 %
Purchase land to develop sports fields & courts	11	2.7 %
Adding additional recreation programs	21	5.1 %
None chosen	156	38.1 %
Total	409	100.0 %

SUM OF TOP 4

Q16. Which FOUR actions from the list in Question 15 would you be most willing to fund with your tax dollars? (top 4)

Q16. Top choice	Number	Percent
Redevelop/repurpose existing parks	130	31.8 %
Develop new community parks	77	18.8 %
Develop new event spaces	37	9.0 %
Develop new neighborhood parks	85	20.8 %
Develop new pools or splash pads	73	17.8 %
Develop new recreation/community center(s)	46	11.2 %
Develop new sports fields & courts	49	12.0 %
Develop new trails & connect existing trails	106	25.9 %
Improve existing pools & aquatic facilities	65	15.9 %
Improve existing event spaces	52	12.7 %
Improve existing parks	140	34.2 %
Improve existing recreation/community centers	72	17.6 %
Improve existing sports fields & courts	58	14.2 %
Purchase land to develop more larger community parks	48	11.7 %
Purchase land to develop more neighborhood parks	54	13.2 %
Purchase land to develop recreation/community facilities	24	5.9 %
Purchase land to develop sports fields & courts	23	5.6 %
Adding additional recreation programs	50	12.2 %
None chosen	83	20.3 %
Total	1272	

Q17. From the following list, please check the additional amount you would be willing to pay in increased taxes per month to fund the improvements to existing parks and facilities and the development of new parks and facilities that you indicated in Question 16 as most important to your household?

Q17. Additional amount you would be willing to pay in increased taxes per month	Number	Percent
$10+ per month	57	13.9 %
$8 to 9 per month	27	6.6 %
$6 to 7 per month	25	6.1 %
$4 to $5 per month	73	17.8 %
$1 to $3 per month	91	22.2 %
Nothing	81	19.8 %
Not provided	55	13.4 %
Total	409	100.0 %

(WITHOUT "NOT PROVIDED")

Q17. From the following list, please check the additional amount you would be willing to pay in increased taxes per month to fund the improvements to existing parks and facilities and the development of new parks and facilities that you indicated in Question 16 as most important to your household? (without "not provided")

Q17. Additional amount you would be willing to pay in increased taxes per month	Number	Percent
$10+ per month	57	16.1 %
$8 to 9 per month	27	7.6 %
$6 to 7 per month	25	7.1 %
$4 to $5 per month	73	20.6 %
$1 to $3 per month	91	25.7 %
Nothing	81	22.9 %
Total	354	100.0 %

Q18. If a voter referendum was held to improve and develop the types of parks, trails and recreation facilities that you indicated in Question 16 as most important to your household for the amount of additional tax funding you indicated you would pay in Question 17 how would you vote in the referendum?

Q18. How would you vote in the referendum	Number	Percent
Vote in favor	201	49.1 %
Might vote in favor	95	23.2 %
Vote against	24	5.9 %
Not provided	89	21.8 %
Total	409	100.0 %

(WITHOUT "NOT PROVIDED")

Q18. If a voter referendum was held to improve and develop the types of parks, trails and recreation facilities that you indicated in Question 16 as most important to your household for the amount of additional tax funding you indicated you would pay in Question 17 how would you vote in the referendum? (without "not provided")

Q18. How would you vote in the referendum	Number	Percent
Vote in favor	201	62.8 %
Might vote in favor	95	29.7 %
Vote against	24	7.5 %
Total	320	100.0 %

Q19. Please CHECK ALL the ways you currently learn about City of Pembroke Pines Recreation and Cultural Arts programs and activities.

Q19. All the ways you currently learn about City Recreation & Cultural Arts programs & activities	Number	Percent
Community recreation brochures	110	26.9 %
Community recreation website	87	21.3 %
Newspaper articles	100	24.4 %
Radio	28	6.8 %
Cable access television	22	5.4 %
Flyers at City facilities	71	17.4 %
Social media (Instagram, Facebook, etc.)	118	28.9 %
School flyers/newsletter	37	9.0 %
Email blasts	53	13.0 %
Conversations with recreation & cultural arts staff	9	2.2 %
Newspaper advertisements	37	9.0 %
City magazine	154	37.7 %
From friends & neighbors	120	29.3 %
Other	17	4.2 %
Total	963	

Q20. Counting yourself, how many people in your household are...

	Mean	Sum
number	3.1	1234
Under age 5	0.1	58
Ages 5-9	0.2	64
Ages 10-14	0.2	89
Ages 15-19	0.2	85
Ages 20-24	0.2	73
Ages 25-34	0.3	100
Ages 35-44	0.3	137
Ages 45-54	0.5	187
Ages 55-64	0.5	198
Ages 65-74	0.4	158
Ages 75+	0.2	85

Q21. What is your age?

Q21. Your age	Number	Percent
18-34	77	18.8 %
35-44	78	19.1 %
45-54	85	20.8 %
55-64	79	19.3 %
65+	79	19.3 %
Not provided	11	2.7 %
Total	409	100.0 %

(WITHOUT "NOT PROVIDED")

Q21. What is your age? (without "not provided")

Q21. Your age	Number	Percent
18-34	77	19.3 %
35-44	78	19.6 %
45-54	85	21.4 %
55-64	79	19.8 %
65+	79	19.8 %
Total	398	100.0 %

Q22. Your gender:

Q22. Your gender	Number	Percent
Male	200	48.9 %
Female	203	49.6 %
Other	3	0.7 %
Not provided	3	0.7 %
Total	409	100.0 %

(WITHOUT "NOT PROVIDED")

Q22. Your gender: (without "not provided")

Q22. Your gender	Number	Percent
Male	200	49.3 %
Female	203	50.0 %
Other	3	0.7 %
Total	406	100.0 %

Q22-3. Self-describe your gender:

Q22-3. Self-describe your gender	Number	Percent
Non-binary	2	66.7 %
Gender fluid	1	33.3 %
Total	3	100.0 %

Q23. Are you or any members of your family of Hispanic, Spanish, or Latino/a/x ancestry?

Q23. Are you of Hispanic, Spanish, or Latino/a/x ancestry	Number	Percent
Yes	187	45.7 %
No	222	54.3 %
Total	409	100.0 %

Q24. Which of the following best describes you?

Q24. Your race	Number	Percent
Asian or Asian Indian	18	4.4 %
Black or African American	93	22.7 %
American Indian or Alaska Native	1	0.2 %
White	247	60.4 %
Native Hawaiian or other Pacific Islander	1	0.2 %
Hispanic, Spanish, or Latino/a/x	187	45.7 %
Other	9	2.2 %
Total	556	

Q24-7. Self-describe your race:

Q24-7. Self-describe your race	Number	Percent
Haitian	2	22.2 %
Mixed ethnicity	1	11.1 %
Middle Eastern	1	11.1 %
More than one	1	11.1 %
Caribbean	1	11.1 %
2 or more races	1	11.1 %
Multi-races	1	11.1 %
Jamaican of mixed parentage	1	11.1 %
Total	9	100.0 %

5 Open-Ended Questions

Open-Ended Question Responses

Q12—"Other": Please indicate if you or members of your household have a need for the activities listed below by circling either "Yes" or "No."

- Adults-Only Parks with swing sets for Adults and for meditating with Trees. Adults swinging from swing sets can definitely benefit from this exercise as the swinging in the air helps the people breathe much better, and relax their adrenal glands, pancreas and kidneys. Children must have their separate parks away from Disabled Adults! It is only fair that we ask for space and division, so that Everyone is comfortable. Zen Buddhism and Hindu Yogism can help heal the mental illnesses of schizophrenics, bipolar individuals, and other mentally disturbed citizens of Pembroke Pines and all over Florida, like meditating with Trees for at least 40 minutes per day, and then taking breaks after that to go for another exercise or exorcism.
- Biking your entire survey skips biking completely
- Camps with diverse sports activities and creativity to hold the attention of 12 - 16 years old's. Re- iterate common discipline and acceptable normal behaviors.
- I would love a community garden space accessible to all.
- Infant-PreK activities, programs and appropriate play spaces.
- Paddleball/Handball
- Parks and more TREES
- Ping pong court
- Safety for night walking
- Splash Area Children
- Table tennis
- Teen Camps/Summer

Q15—"Other": Following are actions that the City of Pembroke Pines could take to improve the Parks and Recreation system. Using a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive," please rate your level of support of each action by circling the number next to the action.

- BIKE TRAILS AND LANES DEDICATED TO CYCLING
- Build more in east Pembroke Pines
- City meetings
- Create new splash pad and all age appropriate play spaces and programs
- Cycling for serious biking enthusiast
- Espacios tipo Food truck los fines de semana
- Esports facilities and STEM Programs
- Filling parks with native plants.
- Fix sidewalks to walk on.
- Having natural areas for walking with a focus on nature would be very welcome.
- Improve dog parks
- In line speed skating.
- Indoor facilities for adult and youth sports. I play volleyball and the current ymca and la fitness always prioritize basketball and very crowded. The city needs to provide an indoor facility in west pines
- Indoor fitness Facility like a YMCA
- More community gardens and recreational course please!
- More community swimming pools
- More dog parks so they wouldn't be so crowded in the afternoons.
- More often I go to Miramar Park
- More TREES and landscaping
- Paseos programados para la familia
- Please improve and remodel our playgrounds
- Program Variety
- Provide areas to ride ATV's, UTV's and motorcycles, allow trail system for them, Like we had in the 1970's-80's, buy old golf courses turn them into riding parks.
- Providing more camps for 12-16 year old's
- Vamos de soccer

Q19—"Other": Please CHECK ALL the ways you currently learn about City of Pembroke Pines Recreation and Cultural Arts programs and activities.

- A frame signs posted on Pines Blvd. regarding upcoming events
- Carteles de aviso que colocan en las avendidas
- Casi no hay publicidad de los programas que brinda la ciudad a bajo costos para los niños y jóvenes
- City newspaper
- Friends
- I drive around and find the parks and facilities I am interested in.
- Information outreach is lousy.
- Mail
- Marquee
- New digital street signs
- Signage
- Signs at major intersections in Pembroke Pines.
- Signs on the street.
- Small paper sent out about every other months from the city.
- The Mayors Facebook page

6 Survey Instrument

PEMBROKE PINES
CITY COMMISSION

Frank C. Ortis
MAYOR
954-450-1020
fortis@ppines.com

Jay D. Schwartz
VICE MAYOR
DISTRICT 2
954-450-1030
jschwartz@ppines.com

Thomas Good, Jr.
COMMISSIONER
DISTRICT 1
954-450-1030
tgood@ppines.com

Angelo Castillo
COMMISSIONER
DISTRICT 4
954-450-1030
acastillo@ppines.com

Iris A. Siple
COMMISSIONER
DISTRICT 3
954-450-1030
isiple@ppines.com

Charles F. Dodge
CITY MANAGER
954-450-1040
cdodge@ppines.com

A Few Minutes of Your Time Will Help Make the City of Pembroke Pines a Better Place to Live, Work and Play!

Dear Pembroke Pines Resident:

Your response to the enclosed survey is extremely important...
The City of Pembroke Pines, in addition to public workshops and citizen interviews, is conducting a Community Interest and Opinion Survey as part of a Parks and Recreation Master Plan that will help establish priorities for the future development and delivery of parks, trails, recreation facilities, programs and services within the community. Your household was one of a limited number selected at random to receive this survey; therefore, it is very important that you participate.

We appreciate your time...
We realize that this survey will take approximately 10 minutes to complete, but each question is important. The time you invest in completing this survey will aid the City of Pembroke Pines in taking a resident-driven approach to make decisions that will enrich the future of our community and positively affect the lives of its residents.

Please complete and return your survey within the next two weeks...
We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to the City of Pembroke Pines and public. **Your responses will remain confidential.** Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you prefer, you can complete the survey online at ppinessurvey.org

If you have any questions, please feel free to contact Christina Sorensen at the City of Pembroke Pines Recreation and Cultural Arts Department at 954-392-2130 or recreation@ppines.com. The Community Interest and Opinion Survey is a tool that will benefit all City of Pembroke Pines residents. Please take this opportunity to let your voice be heard!

Sincerely,

Charles F. Dodge
City Manager

City of Pembroke Pines | 601 City Center Way | Pembroke Pines, FL 33025
954-450-1060 | www.ppines.com

2022 Community Interest and Opinion Survey

Let your voice be heard today!

The City of Pembroke Pines would like your input to help determine park and recreation priorities for our community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. If you would like to complete this survey online, please go to ppinessurvey.org. We appreciate your time.

---

1. Please indicate if you use the following types of major recreation amenities/facilities provided by the City of Pembroke Pines by circling either "Yes" or "No" next to each. If you do use the type of amenity/facility, please rate your overall satisfaction on a scale of 1 to 4, where 4 means "Very Satisfied" and 1 means "Very Dissatisfied," or select 9 for "NA"

	Recreation Amenities/Facilities	Have you used this amenity or facility?		If "Yes," how satisfied are you with this amenity or facility?				
				Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
01.	Athletic fields	Yes	No	4	3	2	1	9
02.	Community center	Yes	No	4	3	2	1	9
03.	Cultural art facilities	Yes	No	4	3	2	1	9
04.	Dog park	Yes	No	4	3	2	1	9
05.	Fitness equipment	Yes	No	4	3	2	1	9
06.	Golf courses	Yes	No	4	3	2	1	9
07.	Large community parks	Yes	No	4	3	2	1	9
08.	Open space or lawn	Yes	No	4	3	2	1	9
09.	Outdoor sport courts (basketball/tennis)	Yes	No	4	3	2	1	9
10.	Picnic shelters	Yes	No	4	3	2	1	9
11.	Pools	Yes	No	4	3	2	1	9
12.	Playgrounds	Yes	No	4	3	2	1	9
13.	Restrooms	Yes	No	4	3	2	1	9
14.	Senior center	Yes	No	4	3	2	1	9
15.	Small neighborhood parks	Yes	No	4	3	2	1	9
16.	Spaces for hosting special events	Yes	No	4	3	2	1	9
17.	Walking paths	Yes	No	4	3	2	1	9

2. Which THREE of these parks and recreation amenities/facilities do you think should receive the MOST ATTENTION from the City of Pembroke Pines over the next TWO years? *[Write in your answers below using the numbers from the list in Question 1.]*

1st: ____ 2nd: ____ 3rd: ____

3. How would you rate the overall quality of the City of Pembroke Pines recreation amenities listed above in Question 1 that you and members of your household have used during the past 12 months?

____(4) Excellent ____(2) Fair ____(9) Don't use any City parks or recreation areas
____(3) Good ____(1) Poor

4. On average, how often do you and members of your household visit parks in the City of Pembroke Pines?

____(1) Almost daily ____(3) At least once per month ____(5) Seldom or never
____(2) At least once per week ____(4) A few times per year

©2019 ETC Institute

5. Please CHECK ALL of the ways you and members of your household travel to recreation facilities that you use. *[Check all that apply.]*

____(1) Walk
____(2) Bike
____(3) Drive
____(4) Public Transportation
____(5) Electronic vehicle (Scooter)
____(6) Other: _____
____(7) None; don't use parks or recreation facilities

6. Do you feel there are sufficient parks and green space areas within walking distance of your residence?

____(1) Yes ____(2) No ____(3) Not sure

7. Overall, how satisfied are you with the current number of parks in Pembroke Pines?

____(5) Very satisfied
____(4) Somewhat satisfied
____(3) Neutral
____(2) Somewhat dissatisfied
____(1) Very dissatisfied
____(9) Don't know

8. Have you or other members of your household participated in any recreation programs (sports, tennis, cultural arts, special events, etc.) offered at the City of Pembroke Pines parks during the past 12 months?

____(1) Yes *[Answer Q8a-g.]* ____(2) No *[Skip to Q9.]*

8a. Approximately how many different recreation programs offered at the City of Pembroke Pines have you or members of your household participated in over the past 12 months?

____(1) 1 program
____(2) 2 to 3 programs
____(3) 4 to 6 programs
____(4) 7 to 10 programs
____(5) 11 or more programs

8b. What days and times do you most frequently use parks facilities and take recreation programs? *[Check all that apply.]*

____(1) Weekday morning
____(2) Weekday daytime
____(3) Weekday evening
____(4) Weekend morning
____(5) Weekend daytime
____(6) Weekend evening

8c. Please use a scale of 1 to 4, where 4 means "Very Satisfied" and 1 means "Very Dissatisfied," or select 9 for "NA," to rate your satisfaction with the following program services provided by the City of Pembroke Pines.

	Recreation Program Services	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
1.	Availability of information about programs and services	4	3	2	1	9
2.	Ease of use of website	4	3	2	1	9
3.	Fees charged for value received	4	3	2	1	9
4.	Location of programs	4	3	2	1	9
5.	Quality of instructors	4	3	2	1	9
6.	Quality of the facility where program is offered	4	3	2	1	9
7.	Registration process whether online or in person	4	3	2	1	9
8.	Times programs are offered	4	3	2	1	9
9.	Variety of programs/availability of programs	4	3	2	1	9

©2022 ETC Institute for the City of Pembroke Pines

8d. Overall, how would you rate the quality of the programs that you and members of your household have participated in?

____(1) Excellent ____(2) Good ____(3) Fair ____(4) Poor

8e. Please CHECK ALL of the following special events offered by the City of Pembroke Pines that you or members of your household have attended in the past FIVE years.

____(01) Art Festival
____(02) Booville
____(03) Bow Wow Ween
____(04) Chess Challenge
____(05) Egg Hunts
____(06) Fourth of July
____(07) Jazz Concerts
____(08) Kindness Event
____(09) Light up the Night 5K
____(10) Mayors Golf Tournament
____(11) Mayor's Kids Day
____(12) Playball
____(13) Pines Day
____(14) Relay for Life
____(15) Snowfest & Tree Lighting
____(16) Studio 18 Exhibitions
____(17) The Frank Art Exhibitions
____(18) Touch-A-Truck
____(19) Veterans Day/Memorial Day/September 11th Service

8f. Overall, how satisfied are you with the special events provided by the City of Pembroke Pines?

____(5) Very satisfied
____(4) Somewhat satisfied
____(3) Neutral
____(2) Somewhat dissatisfied
____(1) Very dissatisfied
____(9) Don't know

8g. Please CHECK ALL the reasons that prevent you or other members of your household from using parks, trails, waterways, recreation facilities, or programs in the City of Pembroke Pines more often.

____(01) I do not know locations of parks/ facilities
____(02) Facilities are not well maintained
____(03) Program or facility not offered
____(04) Security is insufficient/Loitering
____(05) Lack of trail access
____(06) Parks/Facilities too far from residence
____(07) Parks or facilities are too crowded
____(08) Lack of accessibility
____(09) I have physical health limitations
____(10) Poor customer service by staff
____(11) Lack of sidewalk or bike lane access
____(12) Lack of access to waterways/kayak launch
____(13) Parks are not well maintained
____(14) I do not know what is being offered
____(15) Use private or other community's facilities
____(16) Lack of parking
____(17) Park operating hours not convenient
____(18) Lack of public transportation
____(19) Lack of access to alternative transportation
____(20) Do not participate in parks and recreation activities
____(21) Other: _____

©2022 ETC Institute for the City of Pembroke Pines

9. Please indicate if you or members of your household have a need for the facility listed below by circling either "Yes" or "No." If "Yes," please answer the questions in the shaded area to the right by circling the appropriate level of need you or members of your household currently have using a scale of 1 to 4, where 4 means "Fully Met" and 1 means "Not Met."

	Type of Facility	Do you have a need for this facility?		If "Yes," how well are your needs being met? Fully Met	Mostly Met	Partly Met	Not Met
01.	Basketball courts (outdoors)	Yes	No	4	3	2	1
02.	Baseball and softball fields	Yes	No	4	3	2	1
03.	Community gardens	Yes	No	4	3	2	1
04.	Community centers/recreation centers	Yes	No	4	3	2	1
05.	Cultural arts facilities	Yes	No	4	3	2	1
06.	Dog parks (unleash)	Yes	No	4	3	2	1
07.	Football fields	Yes	No	4	3	2	1
08.	Golf course(s)	Yes	No	4	3	2	1
09.	Gymnasium	Yes	No	4	3	2	1
10.	Indoor courts (basketball, volleyball)	Yes	No	4	3	2	1
11.	Indoor fitness facilities	Yes	No	4	3	2	1
12.	Lacrosse fields	Yes	No	4	3	2	1
13.	Larger community parks	Yes	No	4	3	2	1
14.	Natural parks and preserves	Yes	No	4	3	2	1
15.	Outdoor fitness equipment/courses	Yes	No	4	3	2	1
16.	Pickleball courts	Yes	No	4	3	2	1
17.	Performance spaces/Stage	Yes	No	4	3	2	1
18.	Playgrounds	Yes	No	4	3	2	1
19.	Picnic areas/shelters	Yes	No	4	3	2	1
20.	Restrooms	Yes	No	4	3	2	1
20.	Sand volleyball	Yes	No	4	3	2	1
21.	Senior center	Yes	No	4	3	2	1
22.	Skate parks	Yes	No	4	3	2	1
23.	Smaller neighborhood parks	Yes	No	4	3	2	1
24.	Soccer fields	Yes	No	4	3	2	1
25.	Special event spaces	Yes	No	4	3	2	1
26.	Splash pad(s)	Yes	No	4	3	2	1
27.	Swimming pools	Yes	No	4	3	2	1
28.	Tennis courts	Yes	No	4	3	2	1
29.	Walking/Running tracks	Yes	No	4	3	2	1
30.	Walking paths/sidewalks/trails	Yes	No	4	3	2	1
31.	Other: _____	Yes	No	4	3	2	1

10. Which THREE of the facilities listed above do you think are most important for you and members of your household? *[Write in your answers below using the numbers from the list in Question 9.]*

1st: ____ 2nd: ____ 3rd: ____

11. Which FOUR of the facilities from the list in Question 9 do you currently utilize in MOST OFTEN? *[Write in your answers below using the numbers from the list in Question 9, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

©2022 ETC Institute for the City of Pembroke Pines

12. Please indicate if you or members of your household have a need for the activities listed below by circling either "Yes" or "No." If "Yes," please answer the questions in the shaded area to the right by circling the appropriate level of need you or members of your household currently have using a scale of 1 to 4, where 4 means "Fully Met" and 1 means "Not Met."

	Type of Activity	Do you have a need for this activity?		If "Yes," how well are your needs being met? Fully Met	Mostly Met	Partly Met	Not Met
01.	Adult non-sport activities	Yes	No	4	3	2	1
02.	Adult sports	Yes	No	4	3	2	1
03.	Art exhibitions/Art lectures/History and museums	Yes	No	4	3	2	1
04.	Athletic special events (5K, Marathons)	Yes	No	4	3	2	1
05.	Before and afterschool programs	Yes	No	4	3	2	1
06.	Computer education	Yes	No	4	3	2	1
07.	Cultural enrichment programs	Yes	No	4	3	2	1
08.	eSports (video games)	Yes	No	4	3	2	1
09.	Exercise classes	Yes	No	4	3	2	1
10.	Family events	Yes	No	4	3	2	1
11.	Fitness and wellness	Yes	No	4	3	2	1
12.	Music classes	Yes	No	4	3	2	1
13.	Nature programs/Environmental education	Yes	No	4	3	2	1
14.	Outdoor/adventure recreation	Yes	No	4	3	2	1
15.	Performing arts	Yes	No	4	3	2	1
16.	Pickle ball	Yes	No	4	3	2	1
17.	Pool/Aquatic programs or activities	Yes	No	4	3	2	1
18.	Programs for people with special needs	Yes	No	4	3	2	1
19.	Senior adult activities	Yes	No	4	3	2	1
20.	Special events	Yes	No	4	3	2	1
21.	Socializing	Yes	No	4	3	2	1
22.	Teen (6th-12th grade) non-sport activities	Yes	No	4	3	2	1
23.	Tennis	Yes	No	4	3	2	1
24.	Using Wi-Fi	Yes	No	4	3	2	1
25.	Visual arts (painting, drawing ,ceramics, photography, etc.)	Yes	No	4	3	2	1
26.	Volunteer opportunities	Yes	No	4	3	2	1
27.	Youth (K-5th grade) non-sport activities	Yes	No	4	3	2	1
28.	Youth camp (summer/winter/spring breaks)	Yes	No	4	3	2	1
29.	Youth sports/athletics	Yes	No	4	3	2	1
30.	Other: _____	Yes	No	4	3	2	1

13. Which THREE activities listed above do you think are most important for you and members of your household? *[Write in your answers below using the numbers from the list in Question 12.]*

1st: ____ 2nd: ____ 3rd: ____

14. Which FOUR of the activities from the list in Question 12 do you currently participate in MOST OFTEN? *[Write in your answers below using the numbers from the list in Question 12, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

©2022 ETC Institute for the City of Pembroke Pines

15. Following are actions that the City of Pembroke Pines could take to improve the Parks and Recreation system. Using a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive," please rate your level of support of each action by circling the number next to the action.

	How supportive are you to...	Very Supportive	Somewhat Supportive	Not Supportive	Not Sure
01.	Redevelop/Repurpose existing parks	3	2	1	9
02.	Develop new community parks	3	2	1	9
03.	Develop new event spaces	3	2	1	9
04.	Develop new neighborhood parks	3	2	1	9
05.	Develop new pools or splash pads	3	2	1	9
06.	Develop new recreation/community center(s)	3	2	1	9
07.	Develop new sports fields and courts	3	2	1	9
08.	Develop new trails and connect existing trails	3	2	1	9
09.	Improve existing pools and aquatic facilities	3	2	1	9
10.	Improve existing event spaces	3	2	1	9
11.	Improve existing parks	3	2	1	9
12.	Improve existing recreation/community centers	3	2	1	9
13.	Improve existing sports fields and courts	3	2	1	9
14.	Purchase land to develop more larger community parks	3	2	1	9
15.	Purchase land to develop more neighborhood parks	3	2	1	9
16.	Purchase land to develop recreation/community facilities	3	2	1	9
17.	Purchase land to develop sports fields and courts	3	2	1	9
18.	Adding additional recreation programs	3	2	1	9
19.	Other: _____	3	2	1	9

16. Which FOUR actions from the list in Question 15 would you be most willing to fund with your tax dollars? *[Write in your answers below using the numbers from the list in Question 15, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

17. From the following list, please check the additional amount you would be willing to pay in increased taxes per month to fund the improvements to existing parks and facilities and the development of new parks and facilities that you indicated in Question 16 as most important to your household?

____(1) $10 or more per month
____(2) $8 to 9 per month
____(3) $6 to 7 per month
____(4) $4 to $5 per month
____(5) $1 to $3 per month
____(6) Nothing

18. If a voter referendum was held to improve and develop the types of parks, trails and recreation facilities that you indicated in Question 16 as most important to your household for the amount of additional tax funding you indicated you would pay in Question 17 how would you vote in the referendum?

____(1) Vote in favor ____(2) Might vote in favor ____(3) Vote against ____(4) Not sure

19. Please CHECK ALL the ways you currently learn about City of Pembroke Pines Recreation and Cultural Arts programs and activities.

____(01) Community recreation brochures
____(02) Community recreation website
____(03) Newspaper articles
____(04) Radio
____(05) Cable access television
____(06) Flyers at City facilities
____(07) Social media (Instagram, Facebook, etc.)
____(08) School flyers/newsletter
____(09) E-mail blasts
____(10) Conversations with recreation and cultural Arts staff
____(11) Newspaper advertisements
____(12) City magazine
____(13) From friends and neighbors
____(14) Other: _____

©2022 ETC Institute for the City of Pembroke Pines

Demographics

20. Counting yourself, how many people in your household are...

Under age 5: ____	Ages 15-19: ____	Ages 35-44: ____	Ages 65-74: ____
Ages 5-9: ____	Ages 20-24: ____	Ages 45-54: ____	Ages 75+: ____
Ages 10-14: ____	Ages 25-34: ____	Ages 55-64: ____	

21. What is your age? _____ years

22. Your gender: ____(1) Male ____(2) Female ____(3) Other: _____

23. Are you or any members of your family of Hispanic, Spanish, or Latino/a/x ancestry?

____(1) Yes ____(2) No

24. Which of the following best describes you? *[Check all that apply.]*

____(01) Asian or Asian Indian
____(02) Black or African American
____(03) American Indian or Alaska Native
____(04) White
____(05) Native Hawaiian or other Pacific Islander
____(9) Other: _____

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed return-reply envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your response will remain completely confidential. The address information printed to the right will ONLY be used to help identify areas with special interests. Thank you.

©2022 ETC Institute for the City of Pembroke Pines

D

PEMBROKE PINES PARKS MASTER PLAN FUNDING STRATEGY

PEMBROKE PINES PARKS MASTER PLAN

FUNDING STRATEGY

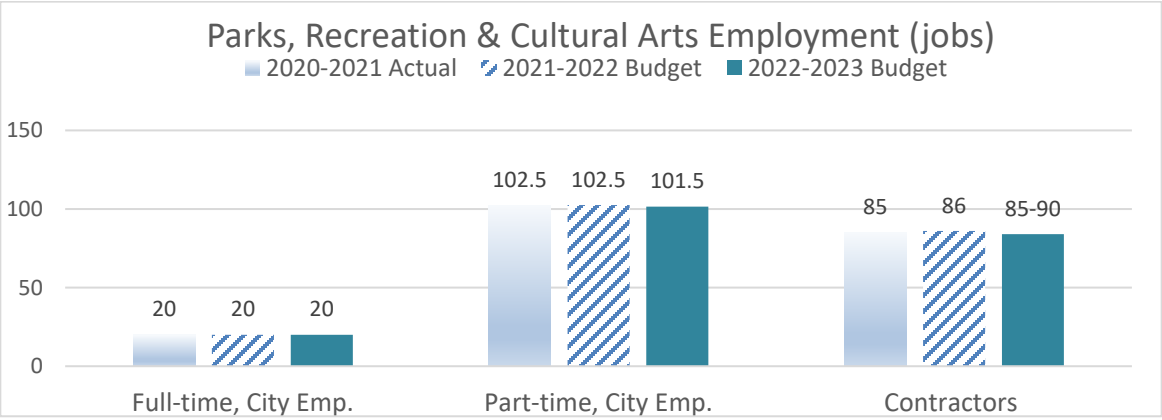
OVERVIEW

This section provides an overview of how the City of Pembroke Pines funds its parks operations, maintenance and capital expansion projects, recreation and cultural arts programming and Community Services recreational programs and offerings for seniors.

The City of Pembroke Pines (City) operates its Recreation and Cultural Arts Department with divisions for recreation and cultural arts. In addition, the City's Community Services Department provides recreational programs for seniors. These two departments currently employ 20 full-time staff and 101.5 part-time staff members that are focused primarily on parks, recreation and cultural arts operations, management and programming activities for seniors.

In addition, the City hires 85-90 contract workers (flex contractors) for services related to facilities operations, maintenance, art gallery staff, teaching and related services.[1] These employees work side by side with City paid employees. Overall, the parks, recreation and cultural arts related employment has remained steady over the past 3 years (**Exhibit 1**).

Exhibit 1



Source: City of Pembroke Pines.

[1] Overall, the City of Pembroke Pines supports approximately 330 Facility Contract Services Employees (including those in recreation), 100 Calvin Girodano employees, and 80 Jacobs Utilities employees. A portion of these workers are involved with parks, recreation and cultural arts facilities and programs.

The City's overall annual operations and maintenance cost for parks, recreation and cultural arts has varied between $16.4 million and $21.4 million over the past 3 years (**Exhibit 2**).

Exhibit 2: Pembroke Pines Parks, Recreation & Cultural Arts Expenditures

	2020-21 Actual	2021-22 Actual	2022-23 Budget
Parks & Cultural Arts Dept. Personnel	$3,066,333	$3,327,151	$4,165,674
Parks & Cultural Arts Dept. Operations	$12,957,471	$14,684,954	$16,845,490
Community Services, Recreation Division	$446,664	$446,664	$446,664
Subtotal: Personnel & Operations	**$16,470,468**	**$18,458,769**	**$21,457,828**
Parks & Cultural Arts Dept. Capital	$144,753	$1,367,991	$1,647,157
Total Expenditures	**$16,615,221**	**$19,826,760**	**$23,104,985**

Source: City of Pembroke Pines, compiled by FCS.

Parks department revenues are primarily derived from ad valorem tax revenues along with parks user fees and grant revenue for programs offered by the City. The portion of parks personnel and operational costs covered by user fees has ranged from 20% to 49% over the past 3 years. The share of the City's overall general fund that is allocated to the parks budget has ranged from 7.9% to 9.1% over the past 3 years (**Exhibit 3**).

Exhibit 3: Parks, Rec. & Cultural Arts Operations Revenue Sources

	2020-21 Actual	2021-22 Budget	2022-23 Budget
User Fee & Other Revenues	$ 3,606,258	$ 8,998,365	$ 5,058,874
Ad Valorem Tax Revenue	$ 14,017,004	$ 10,356,302	$ 17,445,427
Total Revenue for Operations	**$ 17,623,262**	**$ 19,354,667**	**$ 22,504,301**
Park & Rec. Rev. as % of Parks & Rec. Op. Exp.	20%	46%	23%
Total Gen. Fund Beginning Year	208,019,281	236,197,389	235,565,607
Share of Gen. fund to Parks, Rec. & Cultural Arts Op. Exp.	**8.5%**	**8.2%**	**9.6%**

Source: City of Pembroke Pines, compiled by FCS.

PERFORMANCE BENCHMARKS

The City of Pembroke Pines outsources the maintenance of all parks and facilities, the maintenance and operation of the Pembroke Lakes Golf Course and the maintenance and operation of the Charles F. Dodge City Center. The City also has agreements with several volunteer youth organizations that provide recreational youth sports programming and a partnership with the YMCA for the operation of the Aquatic Center and the Family Center. Hence, any direct comparisons between Pembroke Pines and other cities or parks districts that primarily perform these functions in-house need to be made with this understanding in mind.

Comparative data is provided by the National Parks and Recreation Association for cities in the USA with a population ranging from 100,000 to 250,000 residents. In addition, several Florida peer cities were identified with populations ranging from 63,591 (Ocala) to 223,109 (Hialeah). The population of the selected Florida peer cities is shown in **Exhibit 4**.

Exhibit 4: Population in Comparison Cities (2021)

Pembroke Pines	Sunrise	Hialeah	Miramar	Coral Springs	Ocala	Lakeland	Sanford
171,178	97,335	223,109	134,721	134,394	63,591	112,641	61,051

Source: U.S. Census estimates, 2021.

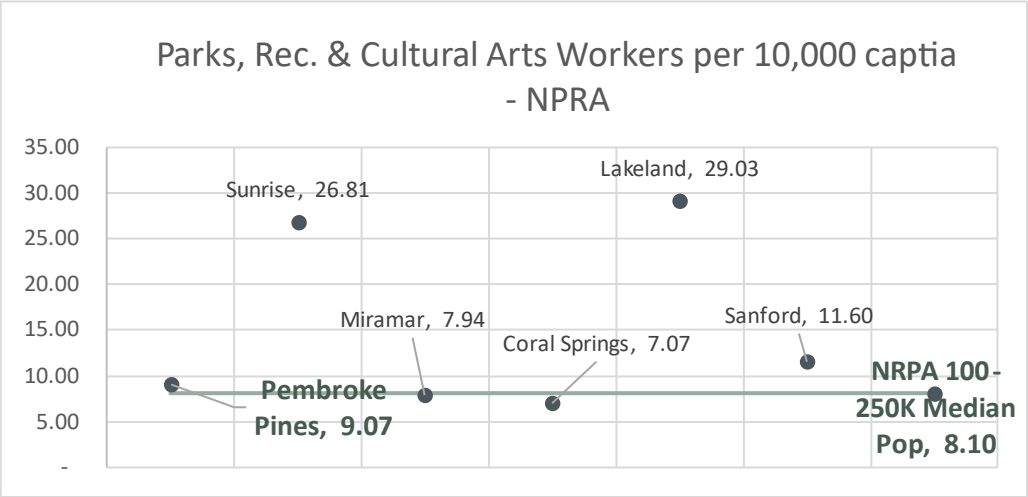
The financial data for each city was compiled and analyzed to determine financial metrics, including:

- Parks and recreation personnel employment as share of total city employment as measured by full time equivalent (FTE) jobs
- Parks and recreational FTEs share of total city FTEs
- Parks and recreational FTEs per 10,000 population
- Parks operational costs (personnel and operating expenses) per acre of developed park land.
- Parks operational costs as a share of city general fund
- Share of parks operating costs covered by revenue from parks user fees and lease revenues.

Findings from this research indicate that the number of parks department personnel employed by the city is much lower for the City of Pembroke Pines due to the outsourcing of parks operations to private and non-profit organizations.

As shown in **Exhibit 5**, the national NPRA survey indicates that the national average for cities with 100,000 to 250,000 people is 8.10 parks FTEs per 10,000 population. Pembroke Pines parks, recreation and cultural arts-related employment is slightly above the national average with an estimated 9 jobs (FTEs) per 10,000 people.

Exhibit 5



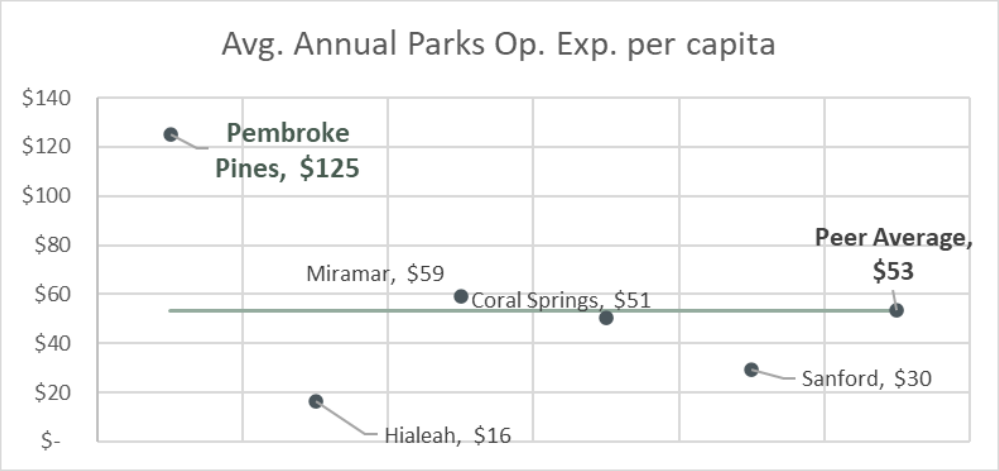
Pembroke Pines parks, recreation and cultural arts operations are highly efficient, and run by fewer workers per capita than the national average.

Source: compiled by FCS based on NPRD data and peer city research, FY 2022.

As noted above, given the wide range of parks, recreation and cultural arts programs provided in The City of Pembroke Pines, the relative spending per capita is higher in Pembroke Pines than the Florida cities included in this analysis. The budgeted 2022/23 parks, recreation and cultural arts operations

expenses (excludes capital expenses) is $125 per capita for Pembroke Pines compared with $53 per capita average for the Florida peer cities (see **Exhibit 6**).

Exhibit 6: Annual Parks, Recreation & Cultural Arts Operations Expenditures per capita

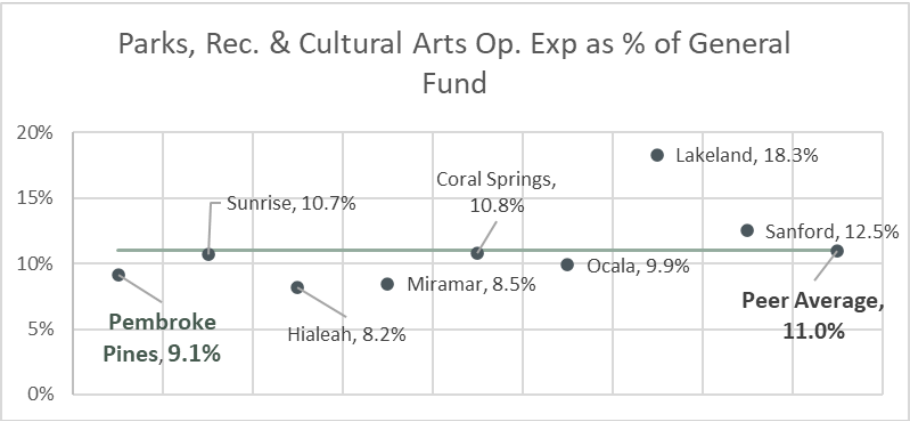


The City of Pembroke Pines enhances local quality of life for its residents with annual investment in recreation operations that is double the peer city average.

Source: compiled by FCS based current financial data from cities, FY 2022.

Most cities rely upon ad valorum tax revenue to fund parks operations and personnel expenses. General fund revenues are derived primarily from property tax revenues and state shared tax revenues. Based on the Florida peer city research, on average 11% of the general fund is allocated to the parks department. In comparison, the City of Pembroke Pines adopted budget for FY 2022/23 assumes a slightly lower share of the overall general fund (9.1%) will be allocated to the parks department (**Exhibit 7**).

Exhibit 7: Share of Ad Valorum Tax Revenue Allocated to Parks Related Expenditures

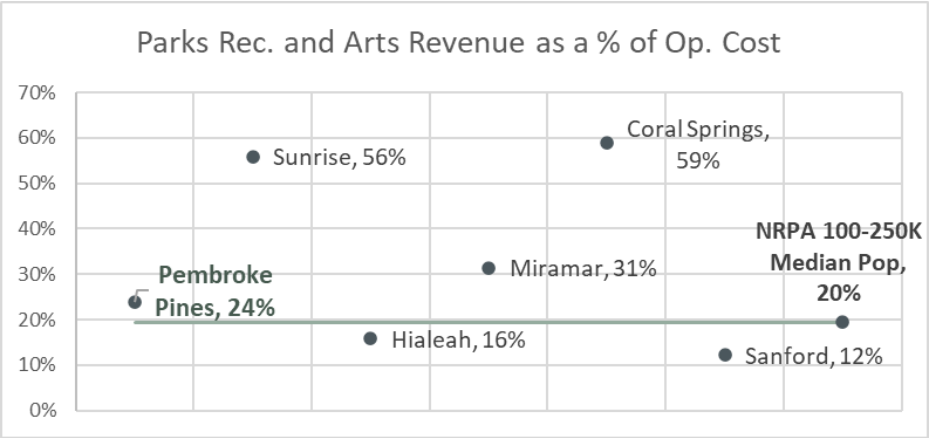


Pembroke Pines parks, recreation and cultural arts program is highly efficient, and less dependent upon ad valorem taxes for operations than the peer city average.

Source: compiled by FCS based current financial data from cities, FY 2022.

Revenue from parks and recreation program user fees helps to alleviate dependency on ad valorem tax revenues. Based on the NPRA survey and Florida peer city research, on average 20% of parks operation expenses are derived from user fee and lease revenues. In comparison, the City of Pembroke Pines current budget for FY 2022/23 assumes that park revenue from user fee and program revenues will account for approximately 24% of recreation and cultural arts funding requirements (**Exhibit 8**).

Exhibit 8: Recreation Program Revenue as % of Parks, Rec. and Arts Operation Expenses



Pembroke Pines recreational program user fees cover a higher share of parks-related operational costs than the national average.

Source: compiled by FCS based on NPRD data and peer city research, FY 2022.

Pembroke Pines community participation in sports leagues, athletics and recreational activities has been increasing since the pandemic. As indicated in **Exhibit 9**, City parks receive high satisfaction ratings in all performance categories.

Exhibit 9: Pembroke Pines Parks Performance Measures

	2019-2020		2020-2021		2021-2022	2022-2023
Performance Measures	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**
Number of sports leagues	17	50	42	50	50	50
Number of participants for athletics	3,553	9,000	4,416	9,000	9,000	9,000
Number of swim team members	280	300	250	300	300	320
Number of children in youth programs	-	130	-	45	45	45
Number of special events	26	42	16	35	35	36
Number of participants (for special events / activities)	16,000	74,750	5,700	50,000	50,000	60,000
Number of tennis memberships	144	200	196	260	250	240
Number of golf rounds	41,206	48,000	41,795	44,066	48,000	46,000
Number of specialized recreation classes	98	250	112	225	225	225
Effectiveness (% of residents rating….)						
% rating facilities as satisfactory	N/A	100%	100%	100%	100%	100%
% rating programs as satisfactory	N/A	100%	100%	100%	100%	100%
% rating hours of operation as satisfactory	N/A	100%	98%	100%	100%	100%
% rating physical attractiveness offacilities as satisfactory	N/A	100%	100%	100%	100%	100%
% rating the variety of program activitiesas satisfactory	N/A	100%	100%	100%	100%	100%
% rating helpfulness or attitude of staff assatisfactory	N/A	100%	100%	100%	100%	100%
% rating the safety of facilities assatisfactory	N/A	100%	100%	100%	100%	100%
% rating cleanliness as satisfactory	N/A	100%	100%	100%	100%	100%
Efficiency Measures						
Art and culture supplies cost/participant	$1.89	$3.40	$8.47	$2.94	$1.29	$1.34
Ratio of volunteer hours to total staff hours worked	N/A	0.55	N/A	0.54	0.54	0.54

Source: City of Pembroke Pines, compiled by FCS.

In summary, the City of Pembroke Pines consistently receives very high parks effectiveness ratings from its residents. The City's approach to outsourcing operations results in a very efficient use of parks department staff relative to peer cities. The share of the City of Pembroke Pines general fund that is allocated to parks department personnel and operations is consistent with the peer cities and national NRPA data. The share of parks operational requirements that are addressed by parks revenues (primarily from user fees and lease revenues) is higher for Pembroke Pines than the national average and consistent with other Florida peer cities.

LEVEL OF SERVICE ANALYSIS

The City of Pembroke Pines owns 43 separate parks throughout the city, and each has multiple recreational facilities, which are summarized in **Exhibit 10**.

Exhibit 10: Pembroke Pines Existing Parks Facilities

	Local Facility Count	City Pop. Per Facility
Playgrounds *(only includes facilities open to the public)*	21	8,151
Basketball courts	24	7,132
Tennis courts	31	5,522
Diamond Fields (baseball/softball)	40	4,279
Dog parks	2	85,589
Swimming pools	4	42,795
Regulation 18-hole courses (public)	4	42,795
Rectangular Fields (combined)	16	10,699
Handball Courts	21	8,151

Source: City of Pembroke Pines, compiled by FCS.

The parks inventory in the City of Pembroke Pines includes approximately 563.28 acres of managed park land plus nearly 500 acres within the Chapel Trail Nature Preserve. In comparison to cities with 100,000 to 250,000 residents, Pembroke Pines has a slightly higher number of residents per park than the national median, and a slightly lower number of park acres per capita than the national median (**Exhibit 11**).

Exhibit 11: Pembroke Pines Parks Level of Service Measures

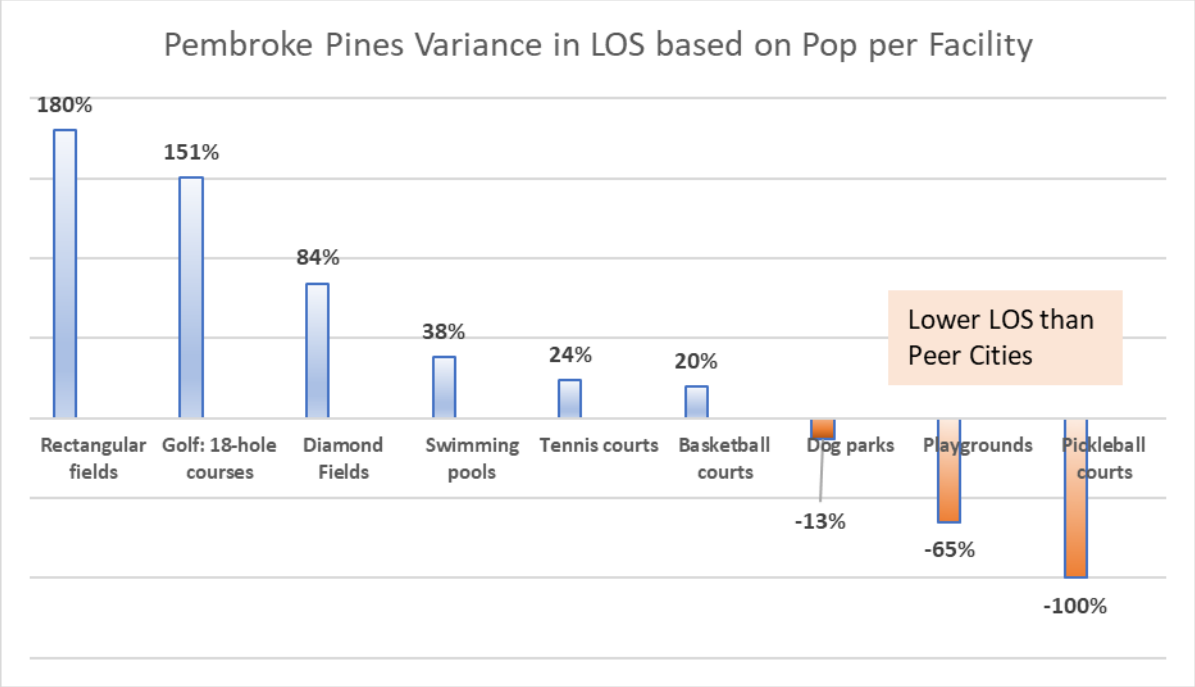
Residents per Park	
Pembroke Pines	**4,175**
Median National*	**3,170**
Lower Quartile	2,205
Upper Quartile	5,854

Acres of Parks per 1,000 residents	
Pembroke Pines	**6.2**
Median National*	**8.9**
Lower Quartile	4.6
Upper Quartile	16.3

Source: NRPA 2022 survey of cities between 100-250k pop.

A comparison of national parks level of service (LOS) data were compiled based on residents per facility based on the 2022 NPRA survey of cities with 100,000-250,000 residents. These findings indicate that the City of Pembroke Pines existing parks facilities level of service (LOS) is sufficient with respect to rectangular fields, diamond fields, swimming pools, tennis courts and basketball courts. The City of Pembroke Pines is near the national median LOS with respect to its dog parks. The highest potential LOS deficiency for facilities appears to be for playgrounds and pickleball courts (**Exhibit 12**).

Exhibit 12: Pembroke Pines Park Facilities LOS Variance from National Median



Source: analysis based on existing conditions and NPRA survey for cities with 100,000-250,000 pop.

PARKS FUNDING SOURCES

Over the past several years, the City of Pembroke Pines has successfully funded parks capital construction through voter approved General Obligation (GO) bonds, general fund transfers, and state grant programs.

In 2005, Pembroke Pines voters approved a referendum for the issuance of up to $100 million in public improvement bonds. The majority of the bond funds were targeted for additions and improvements to the City's Parks and Recreational amenities and major improvements to several strategic roadways throughout the City. Parks facilities that were funded using these bonds included over 72 separate projects.

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.

A summary of parks funding techniques that are primarily used by Florida cities is listed below.

City of Pembroke Pines

User Fees
Development Fees
GO Bonds (voter approved property tax)
Partnerships/Agreements

Broward County

Children's Service Council of Broward County
Early Learning Coalition of Broward County
Keep America Beautiful Community Improvement Grant Program

State of Florida

Florida Dept. of Agriculture
Florida Dept. of Education
Florida Dept. of Transportation
Florida Fish & Wildlife Commission
Florida Dept. of Health
Florida Dept. of Environmental Health
Florida Dept. of State Cultural Facility Grant Program
Florida Recreation Development Assistance Program

Other

United States Tennis Foundation
USA Swimming Foundation
American Red Cross

Parks, Recreation and Cultural Arts Funding Strategy

Capital Funding

Given limited existing fund balances available for new parks facilities, the most likely source of parks capital funding in the future would require a voter-approved parks, recreation and cultural arts bond resolution.

A sensitivity analysis was conducted by FCS based upon approval of a $50-, $75- or $100-million bond from a local property-owner perspective. If approved by local voters, based on the stated assumptions, the issuance of $100 million in GO bonds would require an annual debt payment of approximately $7.43 million over 20 years. This would require a property tax levy of approximately $0.42479251. The annual cost of the $100 million parks bond to a homeowner with a median-priced home (valued at $186,840) would be about $40 per year (see **Exhibit 13 and Appendix A)**.

Exhibit 13 Sensitivity Analysis: Pembroke Pines Parks and Recreation Bond

Assessed Value in City, FY 2022/23	$ 17,485,213,828	**Sensitivity Analysis**		
Bond Proceeds:		**$50 M**	**$75 M**	**$100 M**
Avg. Annual Bond Payment*		$ 3,713,794	$ 5,570,691	$ 7,427,588
Levy Amount (mil rate per $1,000 AV)		0.212396	0.31859438	0.42479251
Median Home Value**	**$186,840**			
Annual Cost for Median Value Home		***$20***	***$30***	***$40***

** assumes 20 year amortization @4.5% (see Appendix table).*

***home value based on 2023 assessor data.*

Operations and Maintenance Funding

The City of Pembroke Pines has traditionally funded parks, recreation and cultural arts programs through a mix of user fees, ad valorem tax revenues, and occasional state or federal grants for special programs.

Please refer to the operations and budgeting recommendations provided by Ballard King & Associates for a full list of cost containment and cost efficiency strategies.

These findings will be refined based on input received from City staff and elected officials.

Appendix A: Preliminary Bond Amortization Schedule

Conceptual Funding Analysis: Pembroke Pines Parks Facilities
Preliminary G.O. Bond Schedule
Debt Service Requirements

PRELIMINARY ESTIMATE

Note: Debt service requirement is calculated using:

		Total Loan Amount	$100,000,000	
		Loan Principal	$ 100,000,000	100%
Issuance Cost (% of Principal Issued)	0.5%	Total Interest Amount	$ 55,814,385	
Interest Rate	4.50%	Total Amount	$ 152,148,629	
Repayment Term	20 Years			
Principal Deferral Period	0.5 Years	Average Annual Payments	$ 7,427,588	
Reserve Requirement (% of Avereage Annual Debt Service)		Total Issuance Costs	$ 500,000	
Coverage Requirement	0	Annual Avg. Coverage Req.	$ -	

New Debt Calculations	Year 0 FYE 2024	Year 1 FYE 2025	Year 2 FYE 2026	Year 3 FYE 2027	Year 4 FYE 2028	Year 5 FYE 2029	Year 6 FYE 2030	Year 7 FYE 2031	Year 8 FYE 2032	Year 9 FYE 2033	Year 10 FYE 2034
Construction Loan											
Total Amount Issued	**$ 100,000,000**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Less: Issuance Costs	(500,000)	-	-	-	-	-	-	-	-	-	-
Less: Reserve Requirement	-	-	-	-	-	-	-	-	-	-	-
Net Proceeds Available	$ 99,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Principal Payments	$ 1,629,273	$ 3,258,547	$ 3,405,181	$ 3,558,414	$ 3,718,543	$ 3,885,877	$ 4,060,742	$ 4,243,475	$ 4,434,432	$ 4,633,981	$ 4,842,510
Total Interest Payments	4,500,000	4,426,683	4,280,048	4,126,815	3,966,686	3,799,352	3,624,487	3,441,754	3,250,798	3,051,248	2,842,719
Total Payments	$ 6,129,273	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229
Additional Coverage Required	$ -										
Use of Reserve For Final-Year Payments	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Debt Schedules - Construction Loan		FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
Year 2024	Beginning Balance	$ 100,000,000	$ 98,370,727	$ 95,112,180	$ 91,706,999	$ 88,148,585	$ 84,430,042	$ 80,544,164	$ 76,483,423	$ 72,239,947	$ 67,805,516	$ 63,171,535
	Principal Payment	$ 1,629,273	$ 3,258,547	$ 3,405,181	$ 3,558,414	$ 3,718,543	$ 3,885,877	$ 4,060,742	$ 4,243,475	$ 4,434,432	$ 4,633,981	$ 4,842,510
	Interest Payment	4,500,000	4,426,683	4,280,048	4,126,815	3,966,686	3,799,352	3,624,487	3,441,754	3,250,798	3,051,248	2,842,719
	Total Payment	$ 6,129,273	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229
	Ending Balance	$ 98,370,727	$ 95,112,180	$ 91,706,999	$ 88,148,585	$ 84,430,042	$ 80,544,164	$ 76,483,423	$ 72,239,947	$ 67,805,516	$ 63,171,535	**$ 58,329,024**
	Use of Reserve For Final Payment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Conceptual Funding Analysis: Pembroke Pines Parks Facilities
Preliminary G.O. Bond Schedule
Debt Service Requirements

PRELIMINARY DRAFT - DO NOT CITE OR QUOTE

Note: Debt service requirement is calculated using:

Issuance Cost (% of Principal Issued)	
Interest Rate	
Repayment Term	
Principal Deferral Period	
Reserve Requirement (% of Avereage Annual Debt Service)	
Coverage Requirement	0

New Debt Calculations	Year 11 FYE 2035	Year 12 FYE 2036	Year 13 FYE 2037	Year 14 FYE 2038	Year 15 FYE 2039	Year 16 FYE 2040	Year 17 FYE 2041	Year 18 FYE 2042	Year 19 FYE 2043	Year 20 FYE 2044
Construction Loan										
Total Amount Issued	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Less: Issuance Costs	-	-	-	-	-	-	-	-	-	-
Less: Reserve Requirement	-	-	-	-	-	-	-	-	-	-
Net Proceeds Available	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Principal Payments	$ 5,060,423	$ 5,288,142	$ 5,526,109	$ 5,774,783	$ 6,034,649	$ 6,306,208	$ 6,589,987	$ 6,886,537	$ 7,196,431	$ 3,665,755
Total Interest Payments	2,624,806	2,397,087	2,159,121	1,910,446	1,650,581	1,379,021	1,095,242	798,693	488,798	164,959
Total Payments	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 3,830,714
Additional Coverage Required										
Use of Reserve For Final-Year Payments	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Debt Schedules - Construction Loan		FYE 2035	FYE 2036	FYE 2037	FYE 2038	FYE 2039	FYE 2040	FYE 2041	FYE 2042	FYE 2043	FYE 2044
Year 2024	Beginning Balance	$ 58,329,024	$ 53,268,601	$ 47,980,459	$ 42,454,351	$ 36,679,567	$ 30,644,918	$ 24,338,710	$ 17,748,723	$ 10,862,186	$ 3,665,755
	Principal Payment	$ 5,060,423	$ 5,288,142	$ 5,526,109	$ 5,774,783	$ 6,034,649	$ 6,306,208	$ 6,589,987	$ 6,886,537	$ 7,196,431	$3,665,755
	Interest Payment	2,624,806	2,397,087	2,159,121	1,910,446	1,650,581	1,379,021	1,095,242	798,693	488,798	164,959
	Total Payment	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 7,685,229	$ 3,830,714
	Ending Balance	$ 53,268,601	$ 47,980,459	$ 42,454,351	$ 36,679,567	$ 30,644,918	$ 24,338,710	$ 17,748,723	$ 10,862,186	$ 3,665,755	$ -
	Use of Reserve For Final Payment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-	

E

MARKETING ASSESSMENT AND RECOMMENDATIONS

Marketing Assessment Overview

The City of Pembroke Pines has a variety of departments/divisions that deliver marketing efforts to the community. A general overview for each entity is below:

Cultural Arts Division: The Cultural Arts division of the Parks, Recreation & Cultural Arts department has a variety of dedicated funding, staff and resources for marketing. This includes a dedicated marketing staff member for the Frank Otis Gallery, software, advertising, social media, dedicated website for the Frank C. Ortis Art Gallery, analytics, marketing reports, etc. This allows the division to provide timely and targeted communications and to shift priorities in real time to those that are most needed to meet the Frank Art Gallery needs. The remainder of cultural art needs are provided by the city's Communications department.

Recreation Division: The Recreation division of the Parks, Recreation & Cultural Arts department has extremely limited funding/resources and no dedicated staff for marketing. As a result, marketing and communications for recreation facilities, programs and services are created by the city's Communications department (below). This results in recreation marketing competing for coverage and prioritization through the city's official channels, as detailed below. This is concerning, as some recreation programs and services are revenue generating and need specific and timely marketing and promotions.

City Communications Department: The city has a dedicated Communications department that provides comprehensive communications for city priorities and initiatives. It was not the mission of this project to review those; however, they are referenced where they impact or support Recreation & Cultural Arts initiatives. As mentioned above, the City Communications department does provide some limited marketing for recreation. The challenge is that it is difficult to rely on city marketing personnel to comprehensively promote recreation initiatives due to the wide range of priorities that city administration must cover. Knowledge of recreation (and cultural arts) programs, facilities and services is also limited. This is normal for cities where they have a structure such as this and has led many cities and organizations to dedicate marketing resources within large departments that have a high impact to the community (such as recreation) or are revenue generating departments.

Community Services Department: The city has a Community Services department that also provides leisure and recreation services to the community, primarily focused on adult/senior services including fitness, recreation, enrichment, learning, social services, socialization, etc. The Director has worked to rebrand the "senior" center to an adult community center, with the intent to involve community members earlier in the life cycle to remove any intimidation or potential negative perceptions of "seniors". This philosophical approach undoubtedly has merit and should be further supported. Similar to the Recreation division, the Community Services Department primarily is marketed through the city's Communications department, with the same challenges as mentioned for recreation, i.e., competing for resources and promotion. In addition to the city's Communication Department efforts, the Community Services Director markets through the City

Connect Newsletter, the city's TV channel, direct e-blasts to a database, traditional ads in senior community newsletters and limited newspaper ads for flea markets as outlined below.

Industry Marketing Tactics

Public parks and recreation agencies across the country utilize a variety of tactics and strategies to market, promote and communicate with constituents, residents, participants and visitors. Industry best practices encompass a variety of marketing and communication channels, with agencies tailoring communication channels to best meet local needs and cultural practices. Not all channels will be effective or desired at specific locations and are selected and utilized to best meet the needs of local cities and target audiences. Examples of marketing channels and tactics include, but are not limited to:

- Website
- Social Media (Facebook, Instagram, You Tube, etc.)
- Online Digital Advertising (i.e., Google ads, Groupon, Travel Zoo, etc.)
- Blogs
- Analytics & Reporting
- Traditional Advertising (print, newspaper, radio, television, specialty, etc.)
- E-blast/E-Mail Communications
- Print Collateral (flyers, trifolds, brochures, posters, etc.)
- Digital Signage (i.e., television screens within facilities, scoreboards, etc.)
- Events and Activation

Pembroke Pines – Marketing Tactics

Pembroke Pines marketing tactics show significant disparity between marketing divisions and departments. Resources are heavily weighted towards city priorities and within the Cultural Arts division as explained below.

- Website(s)
    - **City:** City of Pembroke Pines, hosted by CivicPlus www.ppines.com
    - **Cultural Arts:**
        - The Frank C. Ortis Art Gallery, powered by Saffire www.thefrankgallery.org
        - Digital newsletters on website, such as the A.C. E. newsletter
    - **Recreation:** no dedicated website. Internal website pages: pages are included within the city's main website for the Recreation & Cultural Arts Department, the Studio 18 Art Complex, and Artfest in the Pines; however, these entities and activities have no dedicated website or subsite.
    - **Community Services:** no dedicated customized website. Internal website pages and information is included on the city's main website.
- Social Media (Facebook, Instagram, You Tube, etc.)
    - Facebook:
        - **City:**

        - City of Pembroke Pines: 13k followers
        - Pembroke Pines Police Department: 45k followers
    - **Cultural Arts:**
        - The Frank Pembroke Pines 1,207 followers
    - **Recreation:**
        - No Facebook page.
    - **Community Services:**
        - No Facebook page.
- Instagram:
    - **City:**
        - City (cityofppines):16.1k followers/3,542 posts
        - Police Department (PPinesPD): 18.9k followers/2,755 posts
        - City Fire Department (PPinesFD): 2,647 followers
    - **Cultural Arts:**
        - TheFrankPembrokePines: 3,649 followers/1,046 posts
        - ArtFestPines: 375 followers/22 posts
    - **Recreation:**
        - No Instagram page.
    - **Community Services:**
        - No Instagram page.
- Twitter:
    - **City:**
        - City of PPines: 3,691 followers
        - Pembroke Pines PD: 15.6k followers
    - **Cultural Arts:**
        - No twitter page.
        - Note: most arts entities do not utilize twitter, as it is more effective for emergency communications, such as police, fire, natural disasters, etc.
    - **Recreation:**
        - No twitter page.

        - Note: most recreation entities do not utilize twitter, as it is more effective for emergency communications, such as police, fire, natural disasters, etc. There are limited instances of recreation competitions that may use twitter to provide results, such as for races, marathons, etc.
    - **Community Services:**
        - No twitter page.
        - Note: most adult/senior/community entities do not utilize twitter, as it is more effective for emergency communications, such as police, fire, natural disasters, etc.
  - You Tube:
    - **City:** Pembroke Pines Media: 2.64k subscribers
    - **Cultural Arts:** During the pandemic, Cultural Arts utilized the Pembroke Pines Media channel to virtually distribute visual art exhibitions and other arts and culture related programming. One of these programs, "Storytime at The Frank" received 42k views, the highest of any video on the site to date. With the resumption of in person arts engagement, the channel has been utilized less frequently in recent times.
- Online Digital Advertising (i.e., Google ads, Groupon, Travel Zoo, etc.)
  - **Cultural Arts Division**: The Cultural Arts division has some online digital advertising which is facilitated through advertising partners. This advertising currently consists of social media ads, google event listings and online/website display ads (ads which are displayed when searching on the internet for relative topics.) Website display ads are placed on high traffic online pages and include static and gif (animated) banners, website reskins and online pop-up ads.
  - **Recreation:** The city's communication staff provides occasional and limited press releases that in turn occasionally result in free online advertisements for upcoming events. This is extremely limited in frequency, scope and efficacy.
- Blogs:
  - There are no blogs for the city, the Cultural Arts Division, the Recreation Division or the Community Services Department. While blogs can be useful in some circumstances, the city's resources are better represented by website(s), social media and other online avenues. The addition of a blog is not recommended at this time, particularly as the city has an "In the News" feature on their main city website. A similar independent website for Recreation and Community Services with an "In the News" feature would be advantageous, as it would allow staff to tell the story of recreation and adult services, along with "why". For instance, why participate in an activity, why go to an event, what are the benefits, etc.

- Analytics & Reporting
  - **Cultural Arts Division:**
    - The Cultural Arts Division utilizes analytics for both their website and social media. The most recent Cultural Arts report shows sustained growth from 2020 through the first quarter 2022 in website reach and views.
    - The Arts Division utilizes social media analytics for Facebook and Instagram to track growth and reach. The most recent Cultural Arts report provides comprehensive information through the first quarter of 2022 in these areas.
    - The Arts Division produces a comprehensive Marketing Insight Report. Information is included on analytics, strategies, internal procedures and efficacy. The report is one of the stronger seen within the public recreation and cultural arts industry.
    - By utilizing analytics, the Cultural Arts division is able to make data-driven decisions on how and when to best utilize resources to meet Cultural Arts goals in real time.
  - **Recreation:**
    - As there are no dedicated websites or social media channels for recreation, there are no analytics for these areas.
    - Without analytics and reporting, there is a lack of ability to effectively utilize resources to meet recreation goals or respond to emerging real time needs.
  - **Community Services:**
    - As there are no dedicated websites or social media channels for community service, there are no analytics for these areas.
    - Without analytics and reporting, there is a lack of ability to effectively utilize resources to meet community service goals or respond to emerging real time needs.
- Traditional Advertising (print, newspaper, radio, television, specialty, etc.)
  - **Cultural Arts Division**: Utilizes a robust variety of traditional advertising, including multiple newspapers and print publications, radio and TV. These efforts are focused on The Frank Art Gallery, Studio 18 Art Complex, Pembroke Pines Art and Cultural Center, Artfest in the Pines and cultural art offerings.
  - **Recreation:** As detailed under budget information, very limited ads for radio and newspapers are placed for signature recreation events.
  - **City:**
    - TV: The city has government TV public coverage through Channel 78. However access is limited to only Comcast subscribers.

        - Newsletter: The City Connect newsletter/newspaper is both printed and available digitally six times per year (bi-monthly). Recreation and art information is included in this newsletter, which averages about 24 pages in length. Consistent placement of recreation or cultural arts information or a table of contents is not apparent.
    - **Community Services:** Conducts limited traditional advertising, primarily in the City Connect newspaper, limited periodic ads in local newspapers for flea markets, and in senior community newsletters throughout the area.

- E-blast/E-Mail Communications
    - **Cultural Arts Division:** Utilizes e-blasts to communicate with target audiences through a software database hosted by Constant Contact, internal lists, and a charter schools parent link.
    - **Recreation:** The Recreation division has access to a youth soccer email database. The recreation division sends information to 3rd party youth service/sports providers and a charter schools parent link. Staff creates e-blasts to employees to increase awareness. A recreation software provider e-blast/e-mail program module would greatly enhance and provide improved efficacy.
    - **City Website:** The city's website facilitates interest lists and notifications to constituents through the city's website. Interested parties sign up to be notified via email or text through the website on topics of their choice.
    - **Community Services:** Maintains a robust database of approximately 4,000 which staff periodically send e-blasts to, when time allows, on services.
- Print Collateral (flyers, trifolds, brochures, posters, etc.)
    - **Cultural Arts Division:** Creates and distributes customized print collateral such as flyers, trifolds, posters, and brochures. Print collateral is also digitized for distribution via online channels.
    - **Recreation and Community Services:** the recreation division and Community Services does not have dedicated internal staff resources to develop print collateral such as flyers, tri-folds and brochures. This results in relying on City Communications staff for limited support and does not totally meet recreation staff or recreation customer needs.
- Digital Signage (i.e., television screens within facilities, scoreboards, etc.)
    - The city has seven different digital signs on the outside of facilities, such as the fire stations, City Center, etc. These signs communicate a variety of information, including recreation and cultural arts, however recreation and arts messaging competes for inclusion with city initiatives and priorities.
    - There is also one TV in the lobby of the City Center that provides digital signage and messaging.
- Events and Activation

- **Cultural Arts Division:**
  - Artfest in the Pines – Artfest in the Pines is a significant annual event with activation. In-person attendance ranges from 3,000-5,000 annually.
- **Community Services Division:**
  - Conducts 4 Flea Markets Annually – these events bring thousands to the Community Center during each event and provide additional exposure and opportunities to promote services.

Pembroke Pines Marketing & Communications Policies & Procedures

Pembroke Pines has numerous effective and comprehensive procedures in place to support communications and marketing efforts. In the interest of brevity, once again city marketing and communication practices, those performed outside the Parks, Recreation and Cultural Arts Department were not analyzed if they do not impact cultural arts and recreation.

- Social Media Policy – The City of Pembroke Pines has a robust and comprehensive social media policy, one of the most comprehensive within the industry.
- Proofing & Print Communication Procedures
  - **Cultural Arts:** As with other marketing efforts, the Cultural Arts division has clearly defined practices and procedures for marketing. As stated in the recent Cultural Arts Marketing Insights Report, marketing and communications are reviewed by one or more of the following before external distribution: the Assistant Director of Cultural Arts, the Director of Recreation and Cultural Arts, the City Manager, the city Communications Director, the Arts & Culture Advisory Board and/or other relevant parties.
  - **Recreation:** When internal staff develop communications, they have a similar process of proofing and review, with communications reviewed by one or more of the following before external distribution: the Director of Recreation and Cultural Arts, The Assistant Director of Recreation, The Recreation Division Director, and/or other relevant parties.
- Website Procedures
  - **Culture Arts:** Dedicated cultural arts staff maintains and updates the website for the Frank C. Ortis Art Gallery. Other art pages are maintained by city communication staff.
  - **Recreation:** Pages are maintained and updated by recreation administrative staff members. These individuals may or may not have competing workloads, priorities, and skill sets.

Pembroke Pines Marketing Resource Allocation

The channels and tactics utilized vary greatly within the city's internal organizational structure. There exists a great disparity in allocation and funding of marketing efforts. This results in varying results, with some areas having highly functioning and effective marketing, such as cultural arts, while recreation competes for priority, resources and coverage within the city's channels.

- Budget
  - Cultural Arts Division Marketing:
    - $24,600: As outlined above, the Cultural Arts division has great diversity, reach and coverage for marketing. The total budget is $24,600 with clearly defined financial allocation of resources that support marketing for this division via the 1st three bullet points below.
      - Cultural Events – Pembroke Pines Art Center & Studio 18 Art Complex: $6,200 diversified between radio, social media, digital advertising and banners/signage. Depending upon the goals, consideration should be given to increasing this budget.
      - Cultural Arts A.C.E. Printed Booklet, 2 per year: $4,800.
      - The Frank Art Gallery: $13,600 for general marketing needs and advertising
      - Artfest in the Pines has an annual budget of $12,500 that is allocated within the Art Fest event budget. To summarize usage of that budget and in the interest of brevity, once again the Cultural Arts division utilizes the funds appropriately and effectively, diversifying marketing across numerous marketing channels.
    - The Cultural Arts Division receives a state funded grant. Through June 30, 2023, this grant of $150,000 supports cultural arts operations. The Cultural Communication Coordinator position is critical to effective Cultural Arts communications and marketing due to the size and breath of cultural arts programming.
    - The Great Hall, which is operated by an outside vendor (SMG), allocates some funds towards marketing of the Great Hall. SMG is the decision maker regarding funding availability and usage in this area.
  - Recreation Marketing
    - $7,000: There are limited dedicated financial resources allocated for recreation. Current dedicated funds are divided with $2,000 allocated for recreation and $5,000 allocated for golf.
    - Marketing costs for events are borne within the event budget and are limited in nature.
    - Club 19, which is operated by an outside vendor (SMG), allocates some funds towards marketing Club 19. SMG is the decision maker regarding funding availability and usage in this area.
  - Staffing
    - **Cultural Arts Division:** As previously mentioned, the Cultural Arts division has dedicated staff, specifically a Cultural Communications

Coordinator, to meet the needs of marketing, communications, advertising, website updates, print collateral development, analytics, etc. From the quality and depth of information presented and reviewed, it is clear the staff member is highly knowledgeable in marketing and communication practices.

- **Recreation:** The Recreation division does not have dedicated staff to meet marketing and communication needs. Administrative staff are tasked with updating webpages amidst other work priorities. Coordinators may develop limited communications regarding activities and events. These staff members, while highly
- knowledgeable in recreation, do not have the dedicated time to dedicate towards true marketing efforts.

Marketing Recommendations

1. **MARKETING PLAN -** Develop a written department-wide marketing plan. Refer to the Marketing Plan section for detailed information.
2. **BRANDING –**
    a. Develop a recreation department specific web subsite as part of the City's website. A subsite allows for more customization and information to effectively facilitate the resident/visitor experience. The site should be an easy to remember URL redirect, such as www.ppinesrec.com, to the recreation subsite. This allows residents/visitors to access information with one click or by typing in a short and easy to remember URL (ppinesrec.com or another desired name), rather than having to access the main City site, click there, go to another page, click there, continue clicking, etc. It is more efficient and informative for recreation needs for both the users and website administrators. Most government website CMS (content management system) software providers (Granicus, Vision, and CivicPlus) offer this feature or can work to accomplish what is needed.
    b. Develop recreation department social media strategy for marketing.
        i. Create recreation specific social media channels for Facebook and possibly Instagram. Additional recreation channels may be considered later, however Facebook in particular should have a dedicated recreation account, if not more than one, depending upon needs. Currently recreation and cultural arts needs compete for time and space with important City priorities and initiatives. This potentially dilutes the effectiveness for both parties. This is discussed further under communications and tactics. The Pembroke Pines recreation department, like most recreation departments, has so many activities, events, and offerings that to effectively promote them, they would simply drown out City messaging. Conversely, without having custom recreation social media channels, the recreation department's messaging is submerged, not seen nor heard to the extent needed or desired. More detail is provided under Communications & Tactics.
3. **MARKETING BUDGET –**
    a. Develop a department-wide marketing budget. Currently marketing expenses reside in a variety of divisions, areas, and event budgets.
    b. Allocate additional resources to the Recreation & Cultural Arts marketing budget. These include but are not limited to:
        i. Add a full-time Marketing & Communications staff position to the Recreation & Culture Department. This position would oversee the duties and budget for Recreation and Cultural Arts departmental communications, promotions, and marketing.
        ii. Add funding to provide financial support for department marketing initiatives.

Marketing Recommendations Overview:

The following information provides marketing recommendations based upon the assessment and industry best practices.

Marketing Plan:

Written Plan: The Recreation and Cultural Arts Department should develop a written marketing plan and report schedule.

- A written marketing plan should be developed for the Recreation & Culture department as a whole. Most important to this plan would be the inclusion of an inventory of assets, planned goals, and desired strategies. While some marketing plans may also include reporting, at this point a concise and measurable SMART (Specific, Measurable, Achievable, Relevant, Time-bound) marketing plan would best serve the department. The marketing plan should be revisited annually as department goals and objectives change or are updated. An annual marketing report, which provides data relating back to the marketing plan and included goals, should be produced.
- Currently the Cultural Arts division provides a well done and comprehensive report on marketing and communications efforts for cultural arts via the Cultural Arts Insights report. This report is exceptional at reporting growth in social media, along with a few other resources. Developing goals that are measurable at the beginning of the year and including them in a department-wide marketing plan, versus only reporting results, would be desirable. This makes it easier to see if results are aligned with desired goals of the department, along with keeping staff informed and aligned with department goals and metrics.
- Sample marketing recreation marketing plans are attached as Appendix A. Please note: a lengthy marketing plan may be hard to achieve results. It would be advisable to start small and measure results and expand with time.

Branding: Currently there are a variety of brands, some of which are included in online resources and some of which are not. For instance, the Frank Ortis Art Gallery has a dedicated website and social media channels; recreation does not. An easy to remember vanity URL should be created for Pembroke Pines recreation, along with a web subsite. (Note: A vanity URL is a truncated uniform resource locator (URL) that redirects a longer URL, while also extending an organization's brand. The domain name for a vanity URL is usually shorter than ten characters and looks somewhat similar to the organization's regular domain name {*source TechTarget*}).

Recreation specific social media channels should be created. A specific example is a recreation department Facebook account. Residents and visitors that are interested in recreation and cultural arts activities and events will want to follow such a channel. Currently the Recreation and Cultural Arts department's needs compete for time and space with important City priorities and initiatives. This potentially dilutes the effectiveness for both parties. This is discussed further under communications and tactics. The Pembroke Pines recreation department, like most recreation departments, has so many activities, events, and offerings that to effectively promote them, they would simply drown out City messaging. Conversely, without having custom recreation social media channels, the recreation department's messaging is submerged, not seen nor heard to the extent needed or desired.

Communications and Tactics: Tactics currently utilized within the Recreation Department (for instance, with respect to Cultural Arts) are good. The Insights report as previously mentioned is outstanding. Department wide, versus one area, strategy needs to be considered relative to communications. The branded recreation website should be comprehensively structured to include all information for Pembroke Pines recreation department, with the goal of easily facilitating the user through department offerings. Social media may be used to generate awareness or extend reach to new or existing target markets; however social media should then direct users to the department website for complete information or to register. The same would be true with traditional advertising, such as newspaper, print, radio, tv, etc., all should direct users to the appropriate recreation website for current and comprehensive information. The same would be true for e-blasts.

Consideration and analysis should be conducted regarding communication resources. Whether social media, newspaper ads, or an e-blast, identifying the target market that is desired to reach and the tactics best suited to that market segment is important. As an example, seniors may prefer a written newsletter over social media. Consider conducting a survey with existing participants and customers to determine information preferences.

Consideration should be given to cross promotion between social media channels. An argument can be made both for and against cross promotion. Some may feel that followers follow a channel due to specific interest in that topic. This is true. However, tactically and sparingly cross-promoting recreation and arts has the potential to increase reach and educate the community further about the department as a whole. Care should be given not to over cross-promote, as that may result in followers leaving a channel.

Marketing Budget:

Current budgets for marketing purposes and tactics are scattered. The Cultural Arts division has approximately three to four times the budget dedicated for recreation marketing. Some marketing costs are included in event budgets.

As part of developing a department-wide marketing plan, a department-wide budget for marketing should be developed that provides for recreation marketing in a similar manner to Cultural Arts and which ties back to goals in the marketing plan. Spending time on the marketing plan to determine goals is crucial. Determining whether reach, exposure, participation, or revenue is the desired goal will help guide allocation of budgeted marketing funds. Allocating a portion of funds for emerging priorities would be advised. Through this analysis and organization, additional resources for marketing may be needed (i.e., funding).

Structure/Staffing: Add a Recreation & Culture Marketing & Communications Coordinator position to the Recreation Department.

- While there currently exists limited marketing and communications support from the City's Communication's Department, the Recreation department is best able to market and communicate their own programs due to their intimate knowledge of programs, needs and customers. Even with a dedicated staff member added to the department, there should be an acknowledgement that there will be a learning curve as the individual in the position learns the variety of programs and offerings. It will be essential for the new Recreation Marketing and Communications Coordinator to develop strong working relationships with the varying program staff and attend staff meetings throughout the department regularly. The position should listen to needs and offer ideas to recreation staff and then work collaboratively to implement them. A key role for the new Recreation Marketing position (included in the budget section of this report) will be updating the website on a daily and weekly basis, to ensure information is current and timely.
    - Appendix B contains sample Recreation Marketing job descriptions from other agencies.

- Add a full-time Recreation Marketing & Communications Coordinator within the Recreation department to handle both recreation and cultural art communications, as indicated above and listed in the recommendations at the beginning of this report.

Content: Even with the addition of a Recreation Department marketing staff position, there will need to be prioritization of duties as many municipal recreation departments have a multi-person marketing staff/team. To obtain maximum value with the 40 hours per week the new position will entail, the Department should prioritize what tactics and communication streams are most important. In our opinion, the following should be priorities, listed in order:

- Website: updating and providing content and information; also removing out of date information.
- Social Media:
  - Industry wide, Facebook is the market leader. After Facebook is typically YouTube and Instagram not far behind. Facebook should be a priority for social media.
  - If the department has the resources to expand beyond Facebook, then Instagram or YouTube could be a consideration. The challenge with YouTube would be that video creation can be time intensive, particularly to have a professional video. Most municipal recreation departments that effectively utilize YouTube have a marketing team within the department, versus one staff member. Instagram is easy to utilize with Facebook, due to platform integration.
  - It is not recommended to use resources towards Twitter. Twitter is more effective for emergency communications, such as flooding, fires, police activity, etc.
- Equally important with social media is utilizing and growing existing contact information for e-blasts. Customers and participants, particularly happy ones, have already engaged with the department and should be the easiest to convert to act (i.e., register or attend) for new programs and events.
- Traditional Advertising: radio, tv, newspapers, ads, etc. While these avenues are harder to track call to actions or conversions, they still reach important market segments.