



Chapter 5: Strategic Plan

In order to advance the parks and recreation vision established by the neighbors of Fort Lauderdale, implementation strategies must be defined and priorities established. As the final chapter of this Master Plan, the Strategic Plan includes: estimation of probable cost of the vision established in Chapter 4; evaluation of funding sources; phasing recommendations; planning strategies; and an action plan.

CHAPTER 5: STRATEGIC PLAN

5.1 Funding and Phasing Plan

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5.1 Funding and Phasing Plan

5.1.1 Introduction

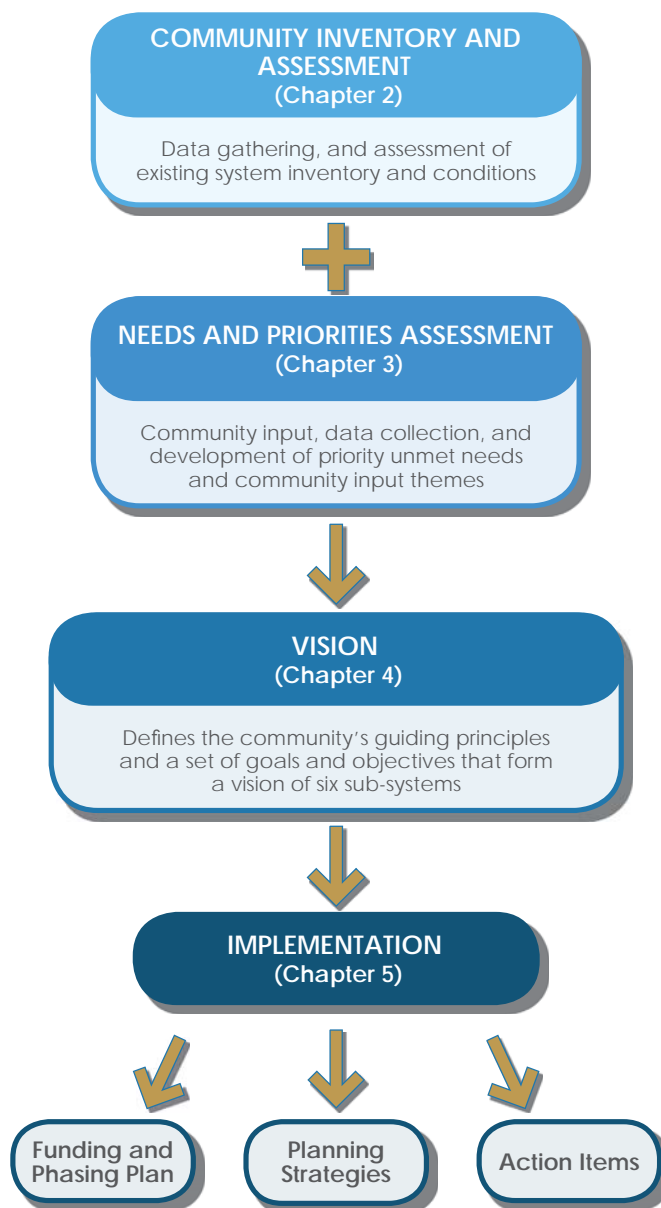
The strategic plan for Fort Lauderdale’s Parks and Recreation System Master Plan focuses on the implementation of the vision and guiding principles through three critical components: funding and phasing; planning strategies; and action items. Priority of individual action items are tied to public input gathered and documented throughout the needs and priorities assessment (Chapter 3). Together, these three components will allow the Parks and Recreation Department to review and as needed, efficiently revise the strategic plan in the future to reflect changing conditions, demographics or priorities. **Figure 5-1** identifies how these components reflect the overall progress of the Master Plan.

The Vision (Chapter 4) of the Master Plan formed six subsystems each defined through a series of objectives. Defining these objectives and their associated guiding principles allowed the project team to better understand how to address the needs and priorities that were identified throughout the planning process, as well as the individual park needs that resulted from the Community Inventory Assessment. Utilizing the park evaluations completed for each park and facility in the system, recommendations intended to satisfy system-wide vision objectives were developed at an individual park level. These recommendations formed a portion of the probable cost estimate that will be discussed in this section. In addition to costs associated with the vision recommendations, the cost estimate also incorporates projects that have been previously identified by the City and the Parks Department, including projects identified in the parks and recreation facility assessment, projects identified in the Community Investment Plan (CIP), and the ADA Transition Plan associated with the PRSMP.

The Funding and Phasing Plan focuses on the implementation of the vision and objectives by identifying existing funding available for priority projects, as well as alternative funding the city

may consider. These may include leveraging or ‘stacking’ potential grants, partnerships with public, private or non-profit agencies, and bond sales for parks and recreation improvements, all historic sources utilized by the City. Analyzing available existing and potential funding sources lays the foundation for the phasing recommendations for funding the probable cost estimates. For the phasing recommendations,

Figure 5-1: System Master Plan Flow Chart



two categories of time have been identified; short-term represents CIP recommendations to be completed in the next five years; and medium-term, which represents CIP recommendations to be completed in a six to ten year time-frame.

5.1.2 Cost Estimate

Based on cost estimates derived from Fort Lauderdale parks and recreation facility assessments, projects identified in the Community Investment Plan, the ADA Transition Plan, and recommendations associated with the System Master Plan Vision, the estimated probable cost is approximately \$176 MM in 2016 dollars for complete implementation of all aspects of the Vision (**Table 5-1**). The Vision includes system improvements anticipated to occur to establish and maintain parks delivery within the next ten years consistent with the growth anticipated in the City. The following provides a more detailed description of the Vision probable cost estimate:

- **Parks & Facilities:** Includes improvements or additions to existing parks, as well as the acquisition and development of new parks and facilities.
- **Recreation & Athletics:** Projects include the addition of new fields or courts at existing parks and facilities.

- **Community Health:** Includes improvements to fitness and wellness facilities, indoor facilities, or safety upgrades.
- **Art in Public Places:** New public art installations in existing or new park facilities and at city and neighborhood gateways.
- **Sustainability & Resiliency:** Projects in existing and new facilities that contribute to system-wide sustainability and resiliency.
- **Connectivity:** Improvements and/or enhancements to pedestrian or bicycle facilities to provide better and safer connections in parks and on routes to and from park facilities.

The full list of projects and estimated costs used to derive this estimate includes over 2,000 items. The figures provided in this chapter are order-of-magnitude costs that are intended for planning purposes only. Acquisition costs for new facilities on land that is not currently owned by the City shall be evaluated on a project-specific basis once individual parcels have been identified.

The proposed vision may be modified over time in response to actual population growth, future resident desires, and available funding sources. Additionally, it is recommended that each proposed project should undergo a detailed feasibility and cost analysis prior to physical implementation. Final actual costs could vary significantly depending on many factors including but not limited to:

- Time-frame of implementation
- Individual project scale
- Changing land acquisition costs
- Property market values rise/decline
- Raw products and materials costs

Table 5-1: Strategic Plan Probable Cost Estimate

Vision Elements	
Parks and Facilities	\$131,568,185
Recreation and Athletics	\$11,141,033
Community Health (Including ADA Barrier Removal Plan)	\$16,660,630
Art in Public Places	\$1,100,000
Sustainability and Resiliency	\$8,008,448
Connectivity	\$7,521,420
Total	\$175,999,716

* 2016 Costs

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5.1.3 Funding Analysis

Historical and Projected Funding

Over the last five years, the Parks and Recreation Department has seen General Funding tax revenues increase to an adopted \$40.4 MM in 2016, a 6% increase over 2015 funding. In addition, the incorporation of the Sanitation Department and Cemetery Perpetual Care after 2012 has provided additional funding for operations. General Funding includes most maintenance and operation costs related to parks, recreation, cultural resources, design and development, facilities and administration. Most of the sources in the General Fund, fees and rentals have experienced slight decreases in revenue over the last three years, or are inconsistent funding sources.

In addition to the General Funds, impact fees have had a positive impact since 2012, but are limited in the future as a funding source. These funds can only be used to increase capacity of facilities or acquisition of land. The City has successfully passed general obligations bonds, with recent referendums in 1986 for \$44.7MM with almost half of the funding for improvements to Fort Lauderdale Beach, and an additional bond referendum for \$35MM in 1996. **Table 5-2** provides detailed funding sources for the department from 2011-2015, as well as adopted figures for 2016. **Figure 5-2** illustrates historical trends of increases and decreases in the multiple sources of funding.

Grant Revenue

In order to complete or expedite the implementation of the vision, additional sources of funding will need to play a greater role in providing capital and operational costs for the city. Sources that have traditionally been used by the Park and Recreation Department to great success are grants from local and state agencies, as well as non-profit organizations.

Historical Grant Revenue

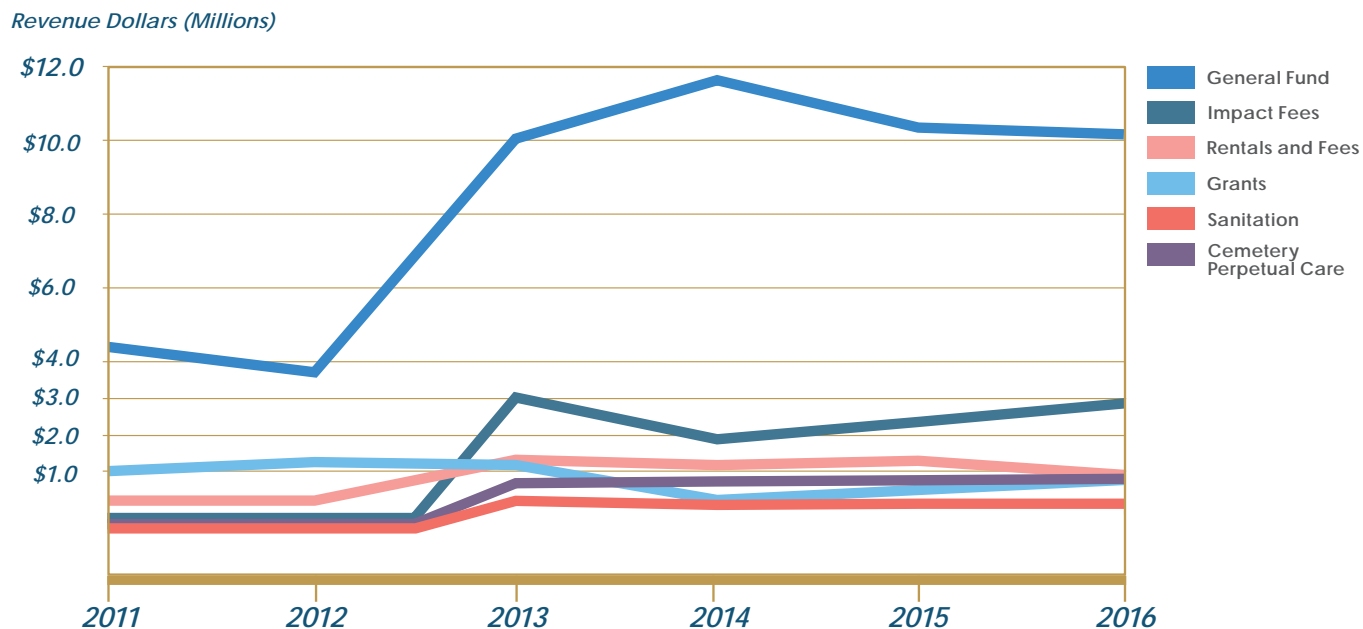
Over the last five years, a variety of agencies have been utilized for grant revenue. The list to the right lists the county and state agencies and other non-profits from which Fort Lauderdale has received funding. Between 2011 and 2013 the City averaged well over \$1MM annually in grants for parks and recreation revenue. However, during the last two years grant funding has decreased significantly (see **Table 5-3**). Grants have become increasingly competitive and many require an approved system master plan. Particularly of note is how grants received from Broward County have fluctuated significantly. Historically, many of the applications of grants received have been for program use. These lack the ability to make significant reinvestment into existing facilities and parks, therefore, contributing to backlog of deferred maintenance.

Table 5-2: Historic Parks and Recreation Revenues 2011-2016

Revenue Source	2011	2012	2013	2014	2015	2016
General Fund (Revenues)	\$4,331,202	\$3,681,338	\$10,052,861	\$11,651,038	\$10,354,544	\$10,195,384
Cemetery Perpetual Care			\$728,192	\$776,911	\$813,244	\$851,772
Sanitation			\$258,620	\$138,802	\$170,364	\$170,364
Park Impact Fee			\$3,054,682	\$1,904,417	\$2,381,234	\$2,878,005
Special Events			\$145,000	\$147,765	\$187,709	\$155,000
Rentals	\$204,361	\$204,361	\$461,122	\$462,235	\$451,824	\$355,122
Program Fees/ Pools			\$765,609	\$605,379	\$701,616	\$439,000
Grants	\$1,056,900	\$1,308,306	\$1,222,441	\$226,000	\$524,966	\$713,616



Figure 5-2: Historic Trends in Revenue Sources for Park and Recreation Department 2011-2016



Grant Revenue Partners 2011- 2016

- **Broward County**
 - Broward County Boating Improvement Program
- **State of Florida**
 - Florida Inland Navigation District (FIND)
 - Florida Department of Agriculture
 - Florida Department of Education
 - Florida Department of Transportation
 - Florida Fish and Wildlife Commission
- Florida Department of Health
- Florida Department of Environmental Health
- Florida Boating Improvement Program
- **Other**
 - United States Tennis Foundation
 - USA Swimming Foundation
 - American Red Cross

Table 5-3: Historical Park and Recreation Grant Revenue Sources 2011-2016

Grant Source	2011	2012	2013	2014	2015	2016
Broward County	\$500,000	\$320,000	\$500,000	\$90,000	\$16,200	\$396,616
State of Florida	\$556,900	\$977,906	\$695,441	\$121,000	\$480,000	\$317,000
Other	-	\$10,400	\$27,000	\$15,000	\$28,500	-

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Potential Grants

Over two dozen grants have been identified for projects proposed in the vision, with a potential total (not including any leveraging) of approximately \$21.7MM, with many providing options to apply annually.

Individual grants may apply to multiple projects, therefore, the projected funding totals for each project may include the use of overlapping grants for a different project. The following tables (**Table 5-4**) include summarized descriptions of project-based potential funding sources, organized into the Vision sub-section to which they may be applicable.

The integration of stormwater, libraries, and other emergency management features into projects such as a recreation center or recreation trail can significantly increase the funding opportunities available to the City. Examples of design features that would facilitate additional funding opportunities would include: the construction of parking areas to act as drainage and/or treatment basins for severe weather events; stormwater retention ponds that alleviate localized flooding as part of park or trail project; and the hardening of an indoor facility such as a recreation center to act as a shelter and/or public outreach center before and after a disaster.

Grant Stacking

Utilizing multiple funding sources has become the most effective way of maximizing the amount of funding a community can obtain. "Grant Stacking" allows a project to draw funding from several sources. The idea of "Grant Stacking" refers to grouping grants of varying levels (federal, state and local) to support one project. Careful selection of grants can result in one grant providing the matching funds requirement for another grant and the reciprocal as well. This process can address acquisition and development in phases to best meet a project's intent and time schedule.

General Notes:

- Funding is based on city's eligibility to apply for the listed grant opportunities. Prior awards or current projects may affect the ability of the city to obtain listed grants.
- Grant amounts are based on maximum award possible. The cost of elements will ultimately determine the maximum amount to be obtained.
- Other funding opportunities may be available; however, those listed are stable grant programs that normally occur every year. This list does not include line item appropriations from any local, state or federal government.

Table 5-4: Identified Funding Opportunities by Vision Sub-system



Parks and Facilities

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
Great Urban Parks	\$575,000	0%	Active and passive facilities, stormwater, environmental	April
Land and Water Conservation Grant	\$200,000	100%	Ballfields, courts, trails, fishing facilities, playgrounds, restrooms, shade structures, lighting and landscaping	March
Florida Recreation Development Assistance Program (FRDAP)	\$200,000	100%	Ballfields, courts, trails, fishing facilities, playgrounds, restrooms, shade structures, lighting and landscaping	September
Cultural Facilities Grant Program	\$500,000	200%	Educational, amphitheater, nature, art elements	June
FRDAP (Disabled & Unique Abilities)	\$500,000	0%	Any outdoor recreation elements that enhance opportunities for disabled or person with unique abilities	March
Outdoor Recreation Legacy Partnership Program (ORLPP)	\$750,000	100%	Ballfields, courts, trails, fishing facilities, playgrounds, restrooms, shade structures, lighting and landscaping	May
Recreational Trails Program (RTP)	\$200,000	25%	Trails, trailside, trailhead facilities	April
Florida Communities Trust (FCT)	\$5,000,000	25%	Land acquisition of passive and active recreational facilities including those for unique and disabled persons	



Recreation & Athletics

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
USTA Public Facilities Grant	\$50,000	80%	Renovation and/or construction of public tennis fac.	Rolling
U.S. Soccer Foundation Grants	\$50,000	100%	Field turf, lighting, irrigation and program equipment	October, February, June
MLB Tomorrow Fund	\$40,000	100%	Renovation and development of ballfield related elements	Rolling



Community Health

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
American Academy of Dermatology	\$8,000	0%	Shade structures	September



Art in Public Places

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
Land and Water Conservation Grant (LWCF)	\$200,000	100%	Historic/cultural facilities, outdoor classroom, signage, trails, restrooms, shade structures, lighting and landscaping, parking	February
Cultural Facilities Grant Program	\$500,000	200%	Educational, amphitheater, nature, art elements	June
Public Art Challenge	\$1,000,000	25%	Art in Public Places	December
Our Town Grant	\$200,000	100%	Innovative public projects including heritage trails	October
Florida Small Matching Grant Program	\$50,000	100%	Restoration of historic structures, education facilities	June
Florida Special Category Grant Program	\$350,000	100%	Acquisition and Development of historic structures	December

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Table 5-4: Identified Funding Opportunities by Vision Sub-system



Sustainability & Resiliency

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
Urban Forestry Grant Program (UFC)	\$10,000	100%	Tree plans/programs and planting	March
Environmental Education Grants	\$91,000	25%	Educational elements, signage, nature trails, internet applications	April
Cultural Facilities Grant Program	\$500,000	200%	Educational, nature, art, elements	June
Urban Waters Grant	\$60,000	5%	Signage, public education, innovative water quality projects	November
Section 319(h) Grants	\$750,000	40%	Stormwater, water quality, education projects	March
Coast Partnership Initiative (CPI)	\$30,000	100%	Education facilities, signage, water access	October
Waterway Assistance Program (FIND)	\$200,000	0%	Lighting, HVAC, windows and other efficient technologies	TBD
National Leadership Grants for Museums	\$500,000	100%	Nature centers, museums, botanical gardens, children museums	December
Land and Water Conservation Grant	\$200,000	100%	Outdoor classroom, restrooms, trails, support facilities	March
Pre-Disaster Mitigation	\$3,000,000	25%	Stormwater including open space, hardening	May
Water Project Funding	\$3,000,000	100%	Stormwater, water quality, alternative water	November



Connectivity

Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
Complete Streets and Local Initiatives	\$1,500,000	0%	Pedestrian and bicycle trails and greenways	January
Recreation Trails Programs (RTP)	\$200,000	20%	Construction of trails and support facilities	April
FRDAP (Disabled & Unique Abilities)	\$500,000	0%	Any outdoor trail and greenway elements that enhance opportunities for disabled or person with unique abilities	July
Waterway Assistance Program (FIND)	\$200,000	100%	Kayak/canoe facilities, blueway facilities	April
Urban Waters Grant	\$60,000	5%	Signage, innovative water quality projects	November
Preserve America	\$200,000	100%	Signage, wayfinding	TBD
Pre-Disaster Mitigation	\$3,000,000	25%	Stormwater, including open space and trails	October
Land and Water Conservation Grant	\$200,000	100%	Trails, parking, landscaping and other support facilities	March
OGT Land Acquisition Program	\$1,000,000	0%	Acquisition of trails/greenways that enhance the state system	October
Land and Water Conservation Grant (LWCF)	\$200,000	100%	Boating facilities, kayak/canoe, trails, fishing facilities, outdoor classroom, restrooms, shade structures, lighting and landscaping	March
Florida Recreation Development Assistance Program (FRDAP)	\$3,000,000	100%	Boating facilities, kayak/canoe, trails, fishing facilities, outdoor classroom, restrooms, shade structures, lighting and landscaping	September
Florida Boating Improvement Program	\$200,000	5%	Boating ramps, day docks, other boat facilities	April
Boating Infrastructure Program	\$1,500,000	25%	Boat facilities for vessels larger than 26 ft.	August
Coast Partnership Initiative (CPI)	\$30,000	100%	Kayak/canoe facilities, vegetation removal, signage	October



Summary

The Funding Analysis highlights historical and projected funding that may be utilized to advance capital projects. Though the overall Vision created by the neighbors of Fort Lauderdale is estimated at \$176 MM in 2016 dollars, the city has several funding sources available that can be utilized for implementation, many of which can be phased or even enhanced for additional funding opportunities to help address economic fluctuations and changing city priorities over time. Through the analysis of existing sources, projections of future funding options and recommendations are as follows:

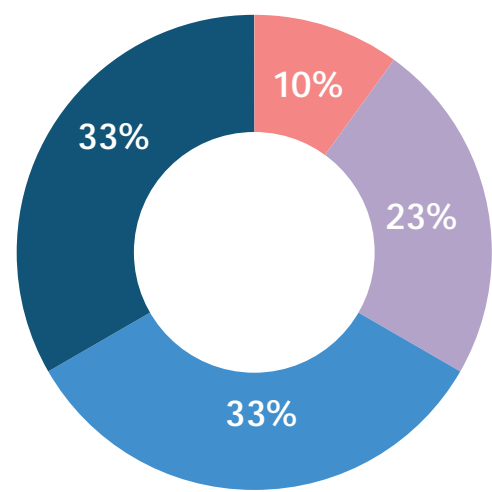
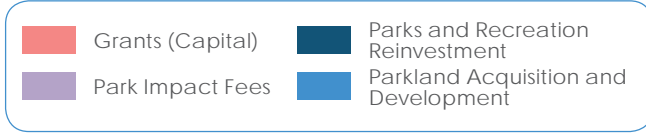
- **Grants** – Through the identification of over \$21.7MM in grant opportunities annually, the department has the potential to increase capital improvement based grants to \$1.5MM annually, resulting in approximately \$15MM+ over the next ten years.
- **Park Impact Fees** – The city has averaged over \$2.5MM per year over the last four years in park impacts fees with an annual growth rate of almost 20% over the last three years. Current growth trends are expected to continue for the next ten years, resulting in the potential of between \$25MM and \$35MM+ in collections.
- **General Obligation Bonds** – The city has a strong history of support for bonds to fund park related capital improvements; however, it has been 20 years since the last referendum was held. A potential option for consideration is to hold two bond referendums; one focused on park and facility reinvestment; and a second one focused on park land acquisition and development. Each bond could be \$50MM and would require only \$2.50 a month per residence (single-family or condominium). This source has the potential to provide \$100MM+ in funding over the next ten years.
- **Dedicated County Sales Tax** - At the time of publication of the report, Broward County and the City of Fort Lauderdale were considering an Infrastructure Surcharge Tax increase which has the potential to

provide a dedicated source of funding for park projects and may work in conjunction with other sources to provide the recommended total funding with the same focus of reinvestment and acquisition and development of parks of \$100 MM+.

Though there are additional funding sources available to the City, the four listed are traditionally the most utilized and supported. As a result, the city has the potential to secure funding ample enough to implement a significant portion of the Vision. With further evaluation of park impact fees, a higher success rate of securing grants or an increase in bonding capacity, the city could realistically achieve \$150MM or more in funding over the next ten years.

Table 5-5: Potential Funding Over Next Ten years

Potential Funding Over Next Ten Years	
Grants (Capital)	\$15,000,000 +/-
Park Impact Fees	\$35,000,000 +/-
Park and Recreation Reinvestment	\$50,000,000 +/-
Parkland Acquisition and Development	\$50,000,000 +/-
Totals	\$150,000,000 +/-



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5.1.4 Phasing Plan

The Phasing Plan for capital improvement projects is comprised of three different phases based on community needs and priorities. These phases, summarized to the right and in **Table 5-6** below, provide a framework for the implementation of over \$176 MM in capital improvement projects.

Table 5-6: Phasing Plan Totals

Capital Improvement Projects: 1-5 Year Totals	
Year 1	\$10,363,971
Year 2	\$22,022,010
Year 3	\$28,293,692
Year 4	\$27,098,442
Year 5	\$27,066,709
Totals	\$114,844,824

Capital Improvement Projects: 6-10 Year Totals	
Year 6	\$12,915,000
Year 7	\$7,568,392
Year 8	\$8,705,500
Year 9	\$5,726,000
Year 10	\$2,400,000
Totals	\$37,314,892

Capital Improvement Projects: 11+ Year Totals	
Year 11+	\$23,840,000
Totals	\$23,840,000

Capital Improvement Projects: Totals	
Phase 1: Year 1-5	\$114,844,824
Phase 2: Year 6-10	\$37,314,892
Phase 3: Year 11+	\$23,840,000
Year 1- 10 Total	\$152,159,716
Totals Years 1-11+	\$175,999,716

Phase 1: Priority Capital Projects (1-5 Year CIP) - \$114,844,824

Phase 1 is focused on immediate needs and the highest priorities of residents; reinvestment in existing facilities and parks; safety and accessibility enhancements; and acquisition of park land. These immediate actions will help the city in strategically acquiring land where growth has and will be occurring over the next ten years, while helping to reduce long-term operations and maintenance costs by expeditiously completing deferred maintenance. In addition, the immediate reinvestment into existing parks will provide residents in all areas of the city with refreshed amenities, landscape, new tree canopies, and attractive spaces.



Phase 2: Capital Projects (6-10 Year CIP) - \$37,314,891

Phase 2 is further advancement of reinvestment and enhancements. Recreation facility, fields and court improvements and additions will provide additional needed capacity to athletic opportunities throughout the city, while additional sustainable and resilient projects will help advance one of the city's core goals of being a more sustainable community, adapted to the impacts of sea-level-rise and climate change.



Phase 3: Long-Term Capital Projects (11+ Year CIP) - \$23,840,000

The last phase of recommended capital project is focused on projects that develop city owned park land into new, beautiful park spaces and facilities. With the expected growth of Fort Lauderdale to generally continue as a trend over the next decade, newly acquired parkland will need to be developed to provide walkable and bikeable public spaces in areas of the city that are growing or currently lack access to parks.

In order to determine recommendations for phasing of projects. The projects team assigned a category to each project in the cost estimate. These categories are each part of one of the six Vision sub-systems, and help provide a clear picture of where parks and recreation funding should be allocated over the next 10+ years. All 19 categories are shown in **Table 5-7**, along with their respective Vision sub-systems and the percentage of the total improvements each category represents. **Figure 5-3** highlights these percentages as they relate to consolidated categories. Over the next ten years, almost 80% of the capital improvement projects are targeted towards reinvestment in existing facilities, land acquisition and the development of new parks and facilities. Each phase of the implementation is shown in detail on the following pages, with **Tables 5-8 through 5-10** providing categories and capital improvement project figures for each year. **Figure 5-4** shows the change in funding for each year.

Figure 5-3: Phasing Plan Years 1-10 Category Percentages

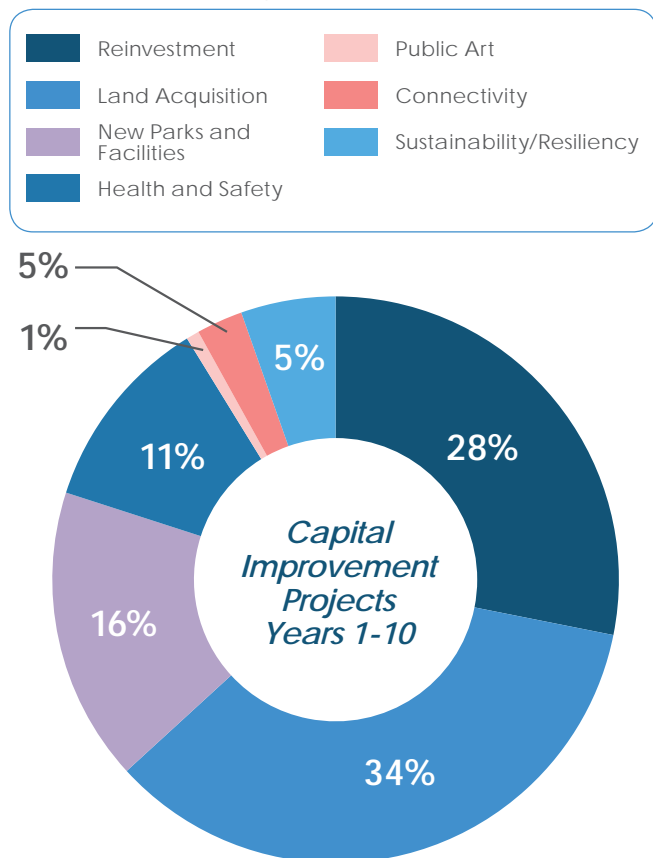


Table 5-7: Phasing Plan Categories (1-10 Year CIP)

Vision Sub-system	Category	Percent of Total CIP
	Parks & Facilities	71%
	Facilities Reinvestment	13%
	New Park Development	7%
	Existing Park Reinvestment	34%
	Land Acquisition	7%
	New Park Facilities	10%
	Signage Enhancement	< 1%
	Recreation & Athletics	7%
	Athletic Fields	5%
	Athletic Courts	2%
	Athletic Facilities Reinvestment	1%
	Community Health	11%
	Community Health	< 1%
	Lighting	4%
	Safety	< 1%
	ADA Barrier Removal	7%
	Art in Public Places	1%
	Public Art	1%
	Sustainability & Resiliency	5%
	Resiliency	2%
	Sustainability	3%
	Connectivity	5%
	Sidewalks and Crosswalks	3%
	Trails and Greenways	< 1%
	Blueways, Launches and Marinas	1%
		100%

* Due to rounding, total may not equal 100%

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Table 5-8: Phase 1: Priority Capital Projects (1-5 Year Capital Improvement Projects)

Capital Improvement Projects: 1-5 Year										
	Facilities Reinvestment	Existing Park Reinvestment	Land Acquisition	New Park Facilities	New Park Development	Signage Enhancements	Athletic Fields Enhancements	Athletic Courts Enhancements	Athletic Facilities Reinvestments	Community Health
Year 1	\$4,436,571	\$740,000		\$100,000		\$35,000	\$1,758,000	\$150,000		
	Cooley's Landing Marine Facility, Esplanade Park, Floyd Hull Stadium, George English Park, Holiday Park, Joseph Carter Park	George English Park, Holiday Park		Joseph Carter Park		George English Park	Holiday Park	George English Park		
Year 2	\$5,290,028	\$1,260,000	\$9,000,000	\$1,325,000		\$50,000			\$1,600,000	
	Bayview Park, Bass Park, Beach Community Center, Floranada Park, Hottt Park, Las Olas Marina, Mills Pond Park, Mizell Center,	Bayview Park, Bass Park, Beach Community Center, Floranada Park, Las Olas Marina, Mills Pond Park, Snyder Park	District 2 Urban Parks, District 4 Urban Parks,	Bayview Park, Joseph Carter Park, Mills Pond Park		Bayview Park, Hottt Park			Bass Park	
Year 3	\$3,795,252	\$1,255,000	\$11,550,000	\$250,000		\$65,000	\$1,200,000	\$1,200,000		
	Bass Park, Croissant Park, Florence C. Hardy Park, Fort Lauderdale Beach Park, Holiday Park, Lauderdale Manor Park, Oswald Park, Riverland Park, Snyder Park, Warfield Park	Croissant Park, Fort Lauderdale Beach Park, Palm Aire Village Park	Joseph Carter Park, District 2 Urban Parks, District 4 Urban Parks, 845 NW 3rd Ave. (0.25 ac)	Fort Lauderdale Beach Park		Oswald Park, Palm Aire Village Park	Croissant Park, Florence C. Hardy Park	Florence C. Hardy Park, Holiday Park		
Year 4	\$3,475,222	\$1,475,000	\$15,500,000	\$150,000	\$629,000	\$247,500	\$800,000	\$260,000		\$80,000
	War Memorial, Loggerhead Park, Palm Aire Village Park, Riverside Park	Benneson Park, Bryant Peney Park, Colee Hammock Park, Coontie Hatchee Park, Dottie Mancini Park, Earl Lithey Park, Greenfield Park, Guthrie-Blake Park, Idlewyld Park, Lincoln Park, Little Lincoln Park, Loggerhead Park, Merle Fogg Park, Middle River Terrace Park, Sailboat Bend Preserve, South Middle River Park, Willingham Park	District 1 Community Parks, District 2 Neighborhood Parks, District 3 Community Parks, District 4 Neighborhood Parks,	Dr. Elizabeth Hays Civic Park	Coontie Hatchee Park, River Oaks Stormwater Park, Landerdale Manors Entranceway	Benneson Park, Coontie Hatchee Park, Dr. Elizabeth Hays Civic Park, Flamingo Park, Greenfield Park, Harbordale Park, Little Lincoln Park, Major William Lauderdale Park, Merle Fogg Park, Middle River Terrace Park, South Middle River Park, Willingham Park	Mills Pond Park	Benneson Park, Bryant Peney Park, Coontie Hatchee Park, Flamingo Park, Guthrie-Blake Park		Merle Fogg Park, Shirley Small Community Park
Year 5	\$40,000	\$1,827,500	\$15,500,000	\$2,447,920	\$60,000	\$280,000	\$550,000	\$876,883		
	Bayview Drive Canal Ends	Ann Murray Greenway, Annie Beck Park, Bayview Drive Canal Ends, Estene Davis Wright Park, Francis L. Abreau Place, Hector Park, Jack and Harriet Kaye Park, Major William Lauderdale Park, North Fork School Park, Poinciana Park, Sistrunk Park, Stranahan Park, Sweeting Park, Tarpon Cove Park, Tarpon River Park, Twin Lakes North Park, Victoria Park, Virginia Young Park, Vista Park, Walker Park	District 1 Community Parks, District 2 Neighborhood Parks, District 3 Community Parks, District 4 Neighborhood Parks,	Palm Aire Village Park, Shirley Small Community Park	Ann Murray Greenway, Annie Beck Park	Esterre Davis Wright Park, Francis L. Abreau Place, Sara Horn Greenway, Sistrunk Park, Stranahan Landing, Stranahan Park, Sweeting Park, Tarpon Cove Park, Tarpon River Park, Iwin Lakes North Park, Victoria Park, Virginia Young Park, Vista Park, Walker Park	DC Alexander Park	Esterre Davis Wright Park, Holiday Park		
Totals	\$17,037,073	\$6,257,500	\$51,550,000	\$4,272,920	\$689,000	\$677,500	\$4,308,000	\$2,486,883	\$1,600,000	\$80,000



Strategic Plan

Lighting	Safety	ADA Barrier Removal	Public Art	Resiliency	Sustainability	Sidewalks and Crosswalks	Trails and Greenways	Blueways, Launches and Marinas	Totals
\$225,000		\$2,084,360		\$450,000	\$170,000			\$215,040	\$10,363,971
George English Park		Holiday Park, Riverwalk, Joseph Carter Park, George English Park, Morton Activity Center/ Floyd Hull		Holiday Park	Cooley's Landing Marine Facility, George English Park			George English Park	
\$180,000	\$150,000	\$2,231,982	\$50,000		\$275,000	\$160,000		\$450,000	\$22,022,010
Bass Park, Beach Community Center	Bayview Park, Sunset Park	Mills Pond Park, Snyder Park, Bass Park, Bayview Park, Beach Community Center, Floranada Park, Hortt Park, Las Olas Marina, South Middle River Park	Bass Park		Bass Park, Beach Community Center, Hortt Park, Las Olas Marina	Bass Park, Mills Pond Park		Las Olas Marina	
\$1,300,000	\$340,000	\$2,198,440	\$50,000	\$650,000	\$695,000	\$3,545,000	\$200,000		\$28,293,692
Joseph Carter Park, Mizell Center, Palm Aire Village Park	Croissant Park, Florence C. Hardy Park, Joseph Carter Park, Palm Aire Village Park	Fort Lauderdale Beach Park, Croissant Park/Pool, Florence C. Hardy Park, Lauderdale Manor Park, Osswald Park, Riverland Park/Pool, Warfield Park	Mizell Center,	Croissant Park, Florence C. Hardy Park, Joseph Carter Park	Croissant Park, Florence C. Hardy Park, Holiday Park, Joseph Carter Park, Lauderdale Manor Park, Osswald Park	Florence C. Hardy Park, Joseph C. Carter Park, Riverland Park	Osswald Park		
\$557,500	\$25,000	\$1,916,120	\$425,000	\$525,000	\$235,000	\$498,100	\$200,000	\$100,000	\$27,098,442
Benneson Park, Bryant Peney Park, Dottie Mancini Park, Earl Lifshy Park, Flamingo Park, Greenfield Park, Lincoln Park, Little Lincoln Park, Middle River Terrace Park	Benneson Park	Ann Herman Park, Benneson Park, Bill Keith Preserve, Bryant Peney Park, Colee Hatchee Park, Coontie Hatchee Park, Coral Ridge Park, Dottie Mancini Park, Earl Lifshy Park, Dr. Elizabeth Hays Civic Park, Flamingo Park, Gore Betz Park, Greenfield Park, Guthrie-Blake Park, Harbordale Park, Idlewyld Park/Merle Fogg Park, Lewis Landing Park, Lincoln Park, Little Lincoln Park, Loggerhead Park, Middle River Terrace Park, Palm Aire Village Park, Riverside Park, Sailboat Bend Preserve, Willingham Park	Earl Lifshy Park, Willingham Park, District 1 Gateways, District 2 Gateways	Gore Betz Park, Mills Pond Park	Benneson Park, Colee Hammock Park, Dottie Mancini Park, Dr. Elizabeth Hays Civic Park, Gore Betz Park, Guthrie-Blake Park, Little Lincoln Park, Loggerhead Park, Middle River Terrace Park, South Middle River Park, Willingham Park	Bill Keith Preserve, Bryant Peney Park, Colee Hammock Park, Coral Ridge Park, Dottie Mancini Park, Flamingo Park, Guthrie-Blake Park, Idlewyld Park, Loggerhead Park, Merle Fogg Park, Middle River Terrace Park, Riverside Park, South Middle River Park	Bill Keith Preserve, Dr. Elizabeth Hays Civic Park, Middle River Terrace Park	Coontie Hatchee Park	
\$510,000	\$280,000	\$1,881,978	\$475,000	\$89,148	\$570,000	\$605,000	\$10,000	\$1,063,280	\$27,066,709
Francis L Abreu Place, Jack and Harriet Kaye Park, North Fork School Park, Palm Aire Park, Provident Park, Walker Park	North Fork School Park, Palm Aire Park, Provident Park, Walker Park	Ann Murray Greenway, Annie Beck Park, Bayview Drive Canal Ends, DC Alexander Park, Dolphin Isles Park, Estere Davis Wright Park, Francis L Abreu Place, Hector Park, Jack and Harriet Kaye Park, Major William Lauderdale Park, North Fork School Park, North Fork Riverfront Park, Palm Aire Park, Park and Recreation Administration Facilities, Poinciana Park, Provident Park, Purple Pickle Park, Riverland Woods Park, Sara Horn Greenway, Shirley Small Community Park, Sistrunk Park, Stranahan Park, Sunset Park, Sweeting Park, Tarpon Cove Park, Tarpon River Park, Townsend Park, Twin Lakes North Park, Victoria Park, Vista Park, Walker Park, Welcome Park	District 3 Gateways, District 4 Gateways	Annie Beck Park,	Annie Beck Park, Major William Lauderdale Park, Mills Pond Park, Palm Aire Park, Provident Park, Riverland Woods Park, Sistrunk Park, Stranahan Park, Stranahan Park, Tarpon River Park, Twin Lakes North Park, Walker Park, Welcome Park	Ann Murray Greenway, Annie Beck Park, Bayview Drive Canal Ends, Dolphin Isles Park, Francis L Abreu Place, Hector Park, Jack and Harriet Kaye Park, Major William Lauderdale Park, North Fork School Park, North Fork Riverfront Park, Poinciana Park, Riverland Woods Park, Sara Horn Greenway, Tarpon Cove Park, Tarpon River Park, Victoria Park, Virginia Young Park, Visia Park, Welcome Park	Francis L Abreu Place	Bayview Drive Canal Ends, Mills Pond Park, New River Boating Facility, Sweeting Park, Tarpon Cove Park	
\$2,772,500	\$795,000	\$10,312,880	\$1,000,000	\$1,714,148	\$1,945,000	\$4,808,100	\$410,000	\$1,828,320	\$114,844,824

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Table 5-9: Phase 2: Capital Projects 6-10 Year Capital Improvement Projects

Capital Improvement Projects: 6-10 Year										
	Facilities Reinvestment	Existing Park Reinvestment	Land Acquisition	New Park Facilities	New Park Development	Signage Enhancements	Athletic Fields Enhancements	Athletic Courts Enhancements	Athletic Facilities Reinvestments	Community Health
Year 6	\$750,000	\$875,000			\$8,375,000	\$205,000	\$850,000			
	Joseph Carter Park	Cliff Lake Park, Cortez Triangle Park, Imperial Pointe Entranceway, Riverland Park, Secretary School Park, Shirley Small Community Park, Welcome Park			Joseph Carter Park, 1350 Broward Blvd (18.4 ac)	Cliff Lake Park, Cortez Triangle Park, Cox Landing, Cypress Creek Sand Pine Preserve, Secretary School Park, Shirley Small Community Park, Smoker Park, Sunset Park, Westwood Heights Triangle Park	Shirley Small Community Park			
Year 7	\$391,252	\$1,140,000		\$349,440	\$1,300,000	\$25,000	\$1,146,150			
	Park and Recreation Administration Facilities	Warfield Park, Virginia S. Young Elementary, Sunrise Middle School		Riverside Park, Warbler Wetlands	543 NW 5th Ave. (1.67 ac), 637 SW 15th Ave. (0.92 ac)	Warbler Wetlands	Riverland Park, Warfield Park			
Year 8	\$125,000	\$1,907,500		\$825,000	\$3,600,000		\$750,000			
	Sunset Park	Mills Pond Park, Riverland Woods Park, Sunset Park, Westwood Heights Triangle Park, William Dandy Middle School, Westwood Heights School		Mills Pond Park, Riverland Woods Park	301 N. Andrews Ave. (3.6 ac)		Sunset Park			
Year 9	\$800,000	\$375,000	\$441,000	\$3,125,000	\$985,000					
	Riverwalk	Stephen Foster Elementary	723 NW 3rd St. (1.47 ac)	Palm Aire Village Park	723 NW 3rd St. (1.47 ac)					
Year 10				\$1,350,000						
				Sistrunk Park, Snyder Park						
Totals	\$2,066,252	\$4,297,500	\$441,000	\$5,649,440	\$14,260,000	\$230,000	\$2,746,150	\$0	\$0	\$0

Table 5-10: Phase 3: Long Term Capital Projects (11+ Year Capital Improvement Projects) and Totals

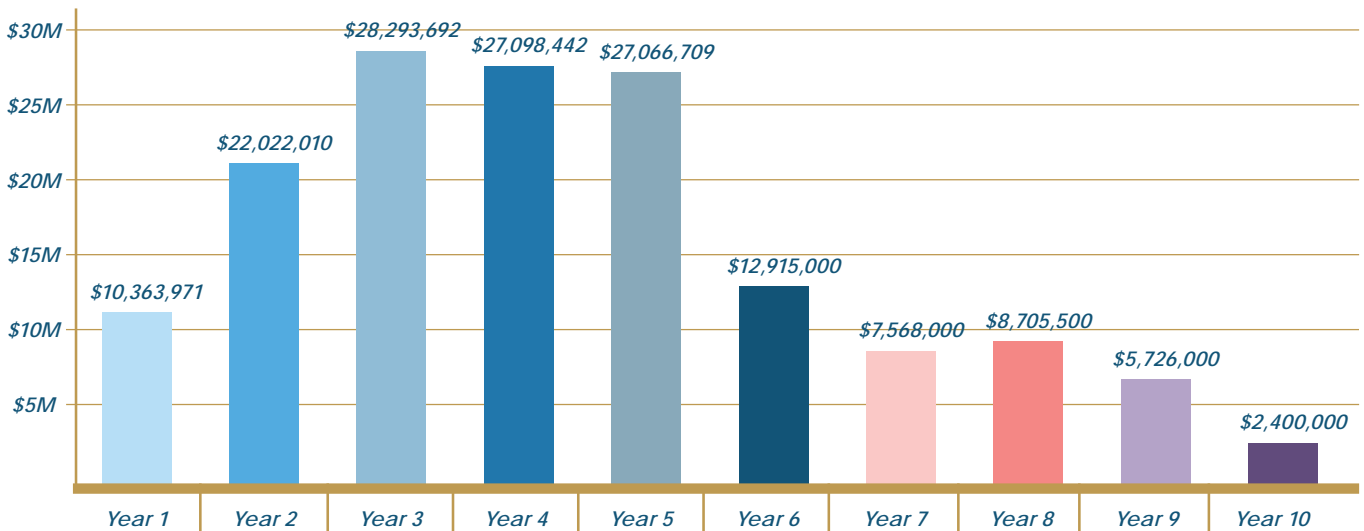
Capital Improvement Projects: 11+ Year	
	New Park Development
Year 11+	\$23,840,000
	District 1 Community Parks (10 ac), District 2 Urban Parks (3 ac), District 2 Neighborhood Parks (7 ac), District 3 Community Parks (10 ac), District 4 Urban Parks (3 ac), District 4 Neighborhood Parks (7 ac), 845 NW 3rd Ave. (0.48), 716 NW 22nd Rd. (0.38 ac.), 1543 SW 32nd St. (0.19 ac), Landerdale Manor (0.20 ac)
Totals	\$23,840,000

Capital Improvement Projects: Totals	
Year 1-5	\$114,844,824
Year 6-10	\$37,314,892
Year 11+	\$23,840,000
Year 1- 10 Total	\$152,159,716
Totals Years 1-11+	\$175,999,716



Lighting	Safety	ADA Barrier Removal	Public Art	Resiliency	Sustainability	Sidewalks and Crosswalks	Trails and Greenways	Blueways, Launches and Marinas	Totals
\$1,000,000			\$100,000	\$250,000	\$345,000	\$165,000			\$12,915,000
Holiday Park			Welcome Park	Shirley Small Community Park	Cortez Triangle Park, Cypress Creek Sand Pine Preserve, Marshall's Point, Mizell Center, Palm Aire Village Park	Cortez Triangle Park, Imperial Pointe Entranceway, Marshall's Point, Secretary School Park, Shirley Small Community Park			
\$892,250				\$600,000	\$1,499,300	\$50,000	\$175,000		\$7,568,392
Mills Pond Park, Warfield Park				Riverland Park	Holiday Park, Mills Pond Park, Warfield Park	Warbler Wetlands	Warbler Wetlands, Warfield Park		
\$808,000				\$250,000	\$355,000	\$85,000			\$8,705,500
Oswald Park, Sunset Park				Sunset Park	Mills Pond Park, Riverland Park, Riverside Park, Westwood Heights Triangle Park	Sunset Park, Westwood Heights Triangle Park			
									\$5,726,000
				\$750,000	\$300,000				\$2,400,000
				Snyder Park	Snyder Park				
\$2,700,250	\$0	\$0	\$100,000	\$1,850,000	\$2,499,300	\$300,000	\$175,000	\$0	\$37,314,892

Figure 5-4: Phase 1 and 2 Capital Projects - Years 1-10 Project Totals



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5.1.5 – Operations and Maintenance Estimates

With the addition of park acreage and new facilities, operating and maintenance (O&M) costs can be expected to increase. These increases; however, can be off-set by the fact that a significant portion of recommended capital improvements are for the replacement or enhancement of existing facilities or parks. In many cases, replacement of worn park amenities or facilities in poor conditions can result in cost savings due to lower needs in maintenance and staffing to repair, inspect facilities, or in equipment and material costs. This plan is conservative in the assumption

that replacement of existing park amenities or facilities will result in a net zero cost adjustment for operations and maintenance.

Adding parkland or new facilities; however, will commonly result in additional O&M costs. With full implementation of the Vision, over 78 acres of new parkland will be added to the system. With this comes the need to secure sites, mow grass, pick up litter, and other basic needs. Upon development of each new park site, additional O&M costs are provided to staff new centers and programs and maintain new park amenities. The following tables and associated charts identify the estimated phased annual O&M costs for new or expanded facilities:

Table 5-11: Expanded Park Facilities and Amenities O&M Costs for 5 Yr. and 6-10 Yr. CIP Timeframes

O&M Costs within 5-Yr. CIP Timeframe	
New Park Facilities	\$213,650 Additional O&M costs
New Trails/ Water Access	\$106,910 Additional O&M costs
Public Art	\$50,000 Additional O&M costs
Totals	\$370,560 annually

O&M Costs within 6-10 Yr. CIP Timeframe	
New Park Facilities	\$282,500 Additional O&M costs
New Trails/ Water Access	\$8,750 Additional O&M costs
Public Art	\$5,000 Additional O&M costs
Totals	\$296,250 annually

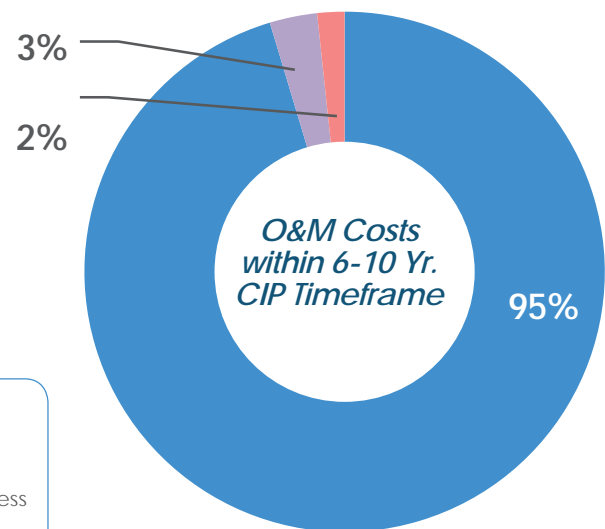
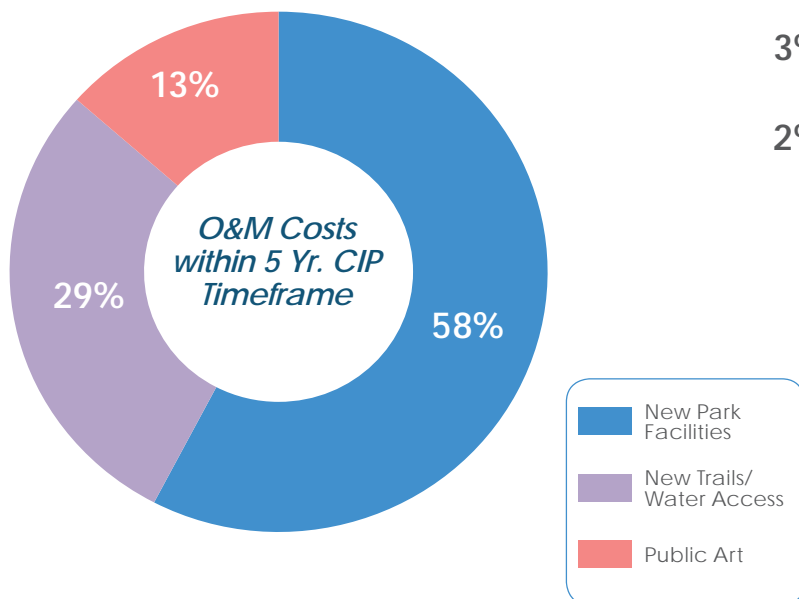
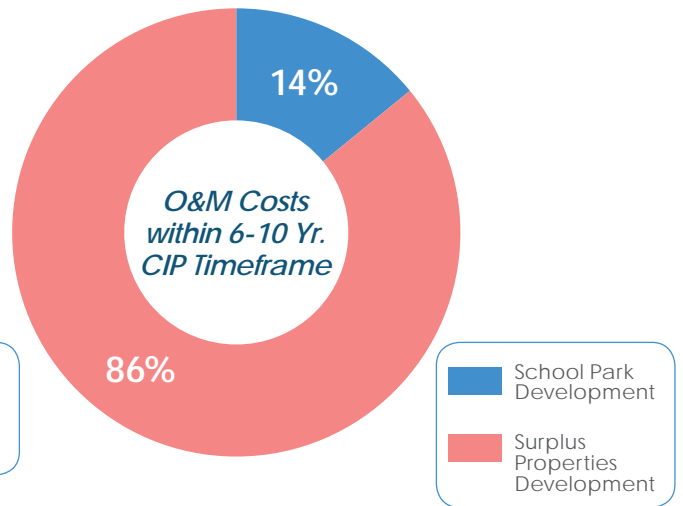
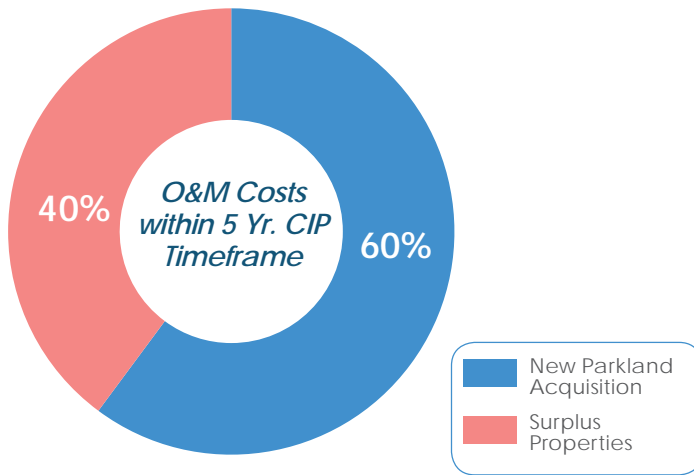


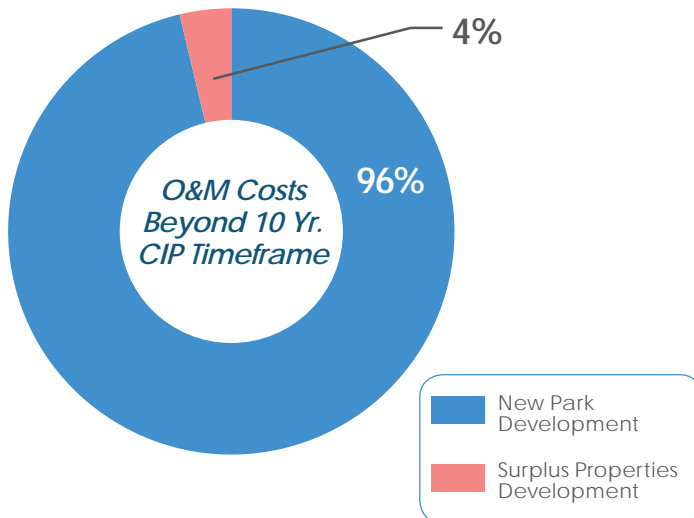
Table 5-12: New Park Facilities and Amenities O&M Costs for 5 Yr. and 6-10 Yr. CIP Timeframes

O&M Costs within 5-Yr. CIP Timeframe	
New Parkland Acquisition	\$200,000 Additional O&M costs
Surplus Properties	\$132,500 Additional O&M costs
Totals	\$332,500 annually

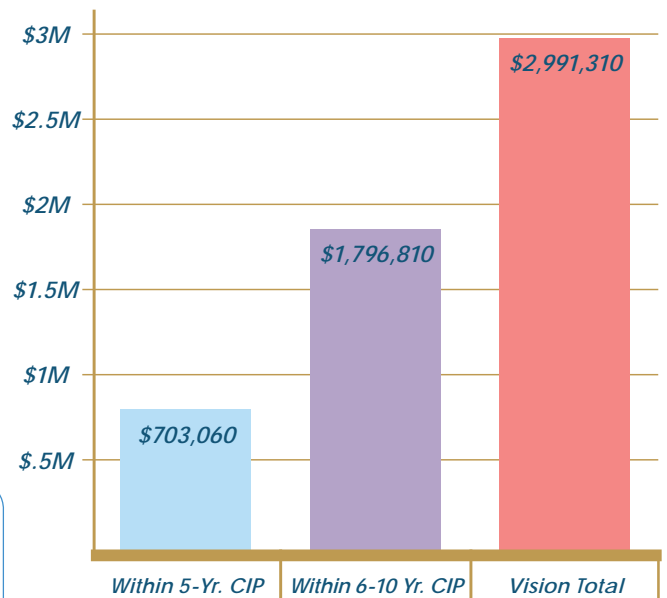
O&M Costs within 6-10 Yr. CIP Timeframe	
School Park Development	\$112,500 Additional O&M costs
Surplus Properties Development	\$685,000 Additional O&M costs
Totals	\$797,500 annually



O&M Costs Beyond 10 Yr. CIP Timeframe	
New Parkland Development	\$1,150,000 Additional O&M costs
Surplus Properties Development	\$44,500 Additional O&M costs
Totals	\$1,194,500 annually



Total Additional Annual O&M Costs



*Note: Costs are in 2016 dollars and have not been escalated.

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5.2 Planning Strategies

5.2.1 Introduction

As part of the System Master Plan, the project team completed a review of the Evaluation and Appraisal Report (EAR) for the City's 2008 Comprehensive Plan to ensure alignment of goals, objectives and policies with the previously completed 2007 Park and Recreation Long-Range Strategic Plan and the on-going PRSMP efforts. The following are general findings:

The EAR notes the City's movement towards implementation of the 2013 Fast Forward Fort Lauderdale Vision Plan and the 2013 Press Play Strategic Plan. As part of this effort the EAR focuses on seven (7) topics, which include:

- How to best respond to the effects of climate change and become more resilient,
- How to best achieve sustainability at all levels,
- How to meet current and future infrastructure needs,
- How to provide housing to meet current and future needs,
- How to increase multi-modal transportation options,
- How to enhance the City's sense of place, and
- How to take advantage of the City's economic opportunities.

It is important to note that the City's park and recreation system can form a vital part of the City's efforts to address each of these topics. The previous Parks and Recreation Long-Range Strategic Plan included a series of initiatives which aligned with the major tenets of the Comprehensive Plan, however, additional refinements are needed in order to be concurrent with recently adopted plans.

As a point of reference, the Park and Recreation Element of the 2008 Comprehensive Plan highlighted the need to successfully mitigate the impacts of redevelopment on the park system through the careful consideration of the following seven (7) items:

1. There are likely to be very limited opportunities for the acquisition of new parklands and innovative methods will have to be utilized toward expanding the park system,
2. Concerns will be for the ongoing modernization and enhancement of existing facilities,
3. New opportunities for the cooperative development of facilities and conduct of programs will need to be identified and pursued,
4. Attention will need to be given to the interest of historical preservation within the park system,
5. The opportunities for incorporating public art into the park system need to be explored and pursued,
6. Attention will need to be directed toward responding to evolving recreational demands and determining how specialized or even "fad" recreational activities can be accommodated within the park system, and
7. Aesthetic enhancement and continuity will need to command a greater priority in both private and public development efforts.

While there is a strong focus on the multiple roles of the department in the provision of parks and open space and recreation services, there is not a strong alignment of the above items with the focus topics of the 2015 EAR. In an effort to increase alignment, recommendations beyond the Park and Recreation Element have been reviewed to ensure advancement of the City's vision. Though there are noticeable areas of

gaps within the Park and Recreation Element, such as: addressing climate change; resiliency; sustainability; multi-modal transportation; and housing, a high-caliber park and recreation system can play a vital role in reducing the impacts of climate change, increasing the resiliency of city-owned facilities, providing nodes and alternatives for a multi-modal transportation system, and a continuation of developing a strong sense of place for neighborhoods, including affordable areas.

In addition to the EAR review, future planning for the parks system will also need to incorporate an analysis and adjustment to the city's LOS standards with recommendations included in this report. While the current standards are based on park classifications and travel times for park access, future adjustments should consider specific facilities and experiences available at parks throughout the system, as well as travel times that are based on distance as well as mode of transportation.

5.2.2 Long-Range Planning Initiatives

EAR Recommendations

Based on the review of the Evaluation and Appraisal Report of the City's Comprehensive Plan, the project team identified specific findings and recommendations organized by topic. These long-range planning initiatives will serve as a framework to guide the improvement and development of the parks system.

Climate Change

In order to respond to the effects of climate change and for the City to become more resilient, it is important to see parks and open spaces as a primary means for adaptation. The 2015 EAR highlights several adaptation techniques that are available to address growing impacts of climate change, however, the EAR's Comp Plan Impact and Recommendations section does not highlight how the Park and Recreation System (through the Park and Recreation Element of the 2008 Comprehensive Plan) can assist.

Specific recommendations may include:

- As one of the largest land owning entities in the city, with almost 1,000 acres under management, and the core task of maintaining many of the City's civic properties including streetscapes and parking lots, the Parks and Recreation Department (PRD) should work with infrastructure focused departments to develop standards for implementation of surface bio-swales and other stormwater management tools such as rainwater harvesting specifically for public spaces such as urban open spaces, sports facilities and passive use areas;
- Develop an urban park tree program to lead restoration of tree canopy within parks and urban spaces;
- Coordinate efforts for beach re-nourishment program with those of Coastal Management to include re-vegetation of appropriate areas for increased resiliency and the education of visitors and users of the importance of beach vegetation and restoration efforts; and
- PRD should strive to be the educational center for residents, homeowners and visitors on the impacts and techniques to plan for climate change with resilient practices. This may be accomplished in collaboration with the Sustainability Division of the Public Works Department.

Sustainability

Since 2009, with the formation by the City Commission of the Citizens Sustainability Green Committee, the City of Fort Lauderdale has taken numerous steps to implement sustainable practices, therefore, positively increasing the social, environmental and economic conditions of the community. With over 120+ acres of streetscape and median plantings and 300+ acres of public utility sites, PRD maintains more than just parks and should continue to take an active leadership position in educating the community and implementing sustainable practices. The EAR's Comp Plan Impact and

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Recommendations could include the following additional recommendations for the Park and Recreation Element:

- Develop park planning and design standards for the integration of sustainable techniques and practices;
- Develop standards for urban public spaces in support of high density goals;
- Develop and promote a branding of city parks through the use of water-efficient, native plant species and landscape maintenance practices;
- Enhance streetscape and median planting palettes with native, drought tolerate plants and sustainable materials;
- Promote use of alternative energy sources at parks through the design of facilities;
- Plan, design and construct park and recreation facilities in a manner that maximizes flexibility for multiple uses that promote an active and healthy lifestyle; and
- Promote the development of community gardens within residential neighborhoods and healthy eating habits programs throughout the community.

Infrastructure

As a primary element of the soft infrastructure within the city, the parks and recreation system has the potential to provide significant improvements through on-going utilization of level-of-service standards for parks and facilities developed specifically for Fort Lauderdale that meet resident's needs. The EAR's Comp Plan Impact and Recommendations lacks any initiatives for the Park and Recreation Element. Recommendations may include:

- Develop a new park level of service (LOS) standard to include walkability measure to promote development of park and recreation facilities in a more walkable pattern and promote a more healthy community through easier access to parks, and
- Expand public water access at street-end

and canal-end areas.

Housing

Though parks are commonly seen as drivers of property value increases, parks form an integral part of the livability of affordable neighborhoods by providing a strong sense of place. As such, it is important for affordable housing development and redevelopment to maintain open space and recreation facilities LOS standards while focusing on reducing regulatory barriers and expediting permitting. It is also important for the city to maintain and continue to enhance existing parks and facilities in an equitable manner. The EAR's Comp Plan Impact and Recommendations lacks any initiatives for the Park and Recreation Element. Recommendations may include:

- Provide an expeditious process to integrate necessary and effective open space for affordable housing development and redevelopment;
- Maintain park and recreation facility LOS standards for affordable housing development and redevelopment areas by providing livable open spaces;
- Foster a greater sense of place in existing parks within affordable neighborhoods through the implementation of improved signage, aesthetics and unique programming; and
- Plan for and implement better connectivity to existing and future parks and public spaces with a focus on affordable neighborhoods.

Transportation

The City's parks and recreation system is a primary node in the areas transportation system, not only because many parks are important destinations for residents and visitors, but because the system can help in the movement of people through an integrated multi-modal network. With the adoption of the City's Complete Streets Policy, promotion of walkability and bikeability has increased. The EAR's Comp Plan Impact and Recommendations lacks any

initiatives for the Park and Recreation Element. Recommendations may include:

- Develop a policy to provide Complete Street connections to all city-wide, regional and community parks and facilities;
- Consolidate Neighborhood Mobility Master Plans into a city-wide bicycle and pedestrian master plan to identify priority corridors and projects to enhance these important multi-modal options;
- Leverage funding sources to maximum Complete Street and transportation improvements to provide greater access to parks and recreation facilities; and
- Promote the development of off-street, multi-use trails as part of the City's overall multi-modal transportation network.

Sense of Place

From the bustle of the City's active downtown, to the character of the City's many historic neighborhoods, the definition of sense of place is strongly tied to public spaces. Through the preservation of historic structures and places or the development of a full tree canopy, the character of public spaces is a large factor in achieving an attractive sense of place. The EAR's Comp Plan Impact and Recommendations could include the following additional recommendations for the Park and Recreation Element:

- Expand neighborhood and community park special events;
- Develop a palette of wayfinding and park branding standards for public spaces in or near historic districts and city-wide;
- Enhance tree canopy through all parks, city-wide;
- Create guidelines to promote context sensitive development of parks and facilities that respond to the unique characters of neighborhoods and urban development patterns; and
- Maintain standards of maintenance for city-owned cemeteries which provide important green vistas and aesthetic enhancements

to surrounding communities.

Economic Opportunities

The promotion of the area's economic opportunities leads to a vibrant and successful park and recreation system by providing the necessary sources of funding and partnerships to properly develop, operate and maintain a world-class system. In return, a high performing park and recreation system helps to attract new businesses, residents and visitors by providing an attractive community and lifestyle. The EAR's Comp Plan Impact and Recommendations could include the following additional recommendations for the Park and Recreation Element:

- Promote a parks and recreation system that attracts tourism and visitors to the City and encourages lengthened stays;
- Promote the positive impacts of parks, greenways and trails have on property values throughout the community;
- Review the City's Park Impact Fee Policies accordingly to balance development of a world-class system and promoting economic development;
- Enhance access to public spaces through the development of Complete Street concepts, off-road trails facilities, shaded sidewalks and ease of transit access;
- Enhance coordination with public and private schools throughout the city to promote parks and open spaces as areas of creativity and innovation;
- Enhance promotion and awareness of the city's public spaces and facilities; and
- Promote programming of events in the Downtown and Riverwalk areas.

Summary

Through the integration of the 2013 Fast Forward Fort Lauderdale Vision Plan and the 2013 Press Play Strategic Plan, as well as, initiatives identified in the 2007 Parks and Recreation Long-Range Strategic Plan, the City of Fort Lauderdale will continue to develop and operate one of the

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best parks and recreation systems in the country. Enhancements to the City’s Vision includes a growing focus on climate change, sustainability, multi-modal transportation, housing, creating a sense of place, and economic opportunities, which are not fully addressed with the existing initiatives of the 2008 Comprehensive Plan’s Parks and Recreation Element. These are all community-wide topics which the park and recreation system can commonly help to advance.

Through the adaption of the 2008 Park and Recreation Element’s initiatives, alignment can be achieved which will promote the Vision of the City, as well as the focus topics identified in the 2015 EAR.

Impact Fee Comparison

One potential funding source for future park and facility development are impact fees collected from new development in Fort Lauderdale. Currently, the City charges a Park Impact Fee for residential development that varies based on the square footage of each dwelling unit or hotel/motel room. These fees range from \$1,650 for a unit less than 500 square feet (sf), to \$2,900 for a unit 4,000 sf or more. This type of impact fee structure is similar to other smaller municipalities in the region, as most also follow a square footage structure. However, as **Table**

5-13 shows, the City of Miami and the City of Coral Gables use classifications that focus on the type of building rather than the square footage. Miami classifies buildings as either single-family, low-rise multi-family or high-rise multi-family. Coral Gables uses a similar structure but also incorporates a mid-rise category as well as campus housing for both students and faculty—thus incorporating any development that occurs at the University of Miami. With extremely high land values in both of these cities, the impact fees are proportionally and significantly higher than less dense areas of South Florida

Other cities sharing similar characteristics to Fort Lauderdale that utilize impact fees are West Palm Beach and Boca Raton. Both cities are in Palm Beach County and have similar impact fee structures. Like Fort Lauderdale, these impact fees are based on square footage and also include a hotel/motel room fee.

As Fort Lauderdale continues to grow in population and density, rising land values will create challenges to maintaining current acreage LOS levels. This will be especially true in Downtown and areas near the FEC that are projected to experience high levels of growth. As the Parks and Recreation Department seeks to acquire and develop new parks and facilities, a re-evaluation of the current impact fee model is recommended; however an increase in Park

Table 5-13: Impact Fee Comparison

	Fort Lauderdale		Miami		Coral Gables		West Palm Beach		Boca Raton	
Pop. (2014)	176,103		430,332		51,227		104,031		91,332	
	SF	Fee	Type	Fee	Type	Fee	SF	Fee	SF	Fee
Impact Fee Rates	Less than 500	\$1,650	Single-Family	\$6,818	Single-Family	\$6,602	Less than 800	\$269.67	Less than 800	\$148.26
	501-1,000	\$1,875	Low-rise	\$5,998	Low-rise	\$3,931	810-1,399	\$541.51	810-1,399	\$299.72
	1,001-1,500	\$2,175	High-rise	\$3,959	Mid-rise	\$4,049	1,400-1,999	\$581.16	1,400-1,999	\$319.52
	1,501-2,000	\$2,375			High-rise	\$3,336	2,000-3,599	\$634.09	2,000-3,599	\$348.62
	2,001-2,500	\$2,525			UM Campus Student (per bed)	\$10	3,600+	\$603.49	3,600+	\$331.80
	2,501-3,000	\$2,625					Hotel/Motel	\$201.51	Hotel/Motel	\$110.80
	3,001-3,500	\$2,725			UM Campus Faculty (per unit)	\$5,701				
	3,501-4,000	\$2,825								
	4,000 +	\$2,900								
Hotel/Motel	\$1,250									



Impact Fees is not projected. This evaluation should consider mechanisms to factor rising land values, as well as cost for acquisition and construction of new parks and facilities on a year-to-year basis by indexing impact fees to industry standards.

5.2.3 Level of Service Recommendations

Historically, Fort Lauderdale has acquired and planned parks and recreation facilities using six park classifications that are comparable to County and State classifications/definitions for open space and recreation, but has modified them to the unique features of the city. The six classifications for parks and open spaces were determined based on the following considerations:

- Inherent aesthetic or leisure-oriented value;
- Size and natural features;
- Type and variety of developed recreational amenities;
- Service population and character;
- Support services associated with maintenance and operation;
- Usage patterns; and
- Demonstrable and apparent potential for further future development, programming and usage.

These classifications help guide planning for parks and recreation facilities by providing associated acreage, access LOS and service population recommendations. **Table 5-14** lists the six park classifications along with their recommendations.

While these measurement techniques help ensure a commitment to park land and facilities as the city develops, they have shortcomings. Equitable access to inherent experiences expected by neighbors is not measured with these techniques. Implementation of a new Level of Service criteria based on desired experiences would include additional

Table 5-14: Current City Park Classifications and Characteristics

Park Type	Acreage	Service Radius	Service Population
Urban Open Space	min. of .1 acre	Up to 1/4 miles	Up to 2,500
Neighborhood Parks	1 - 10	Up to 1/2 miles	Up to 5,000
Community Parks	10 - 50	Up to 2 miles	Up to 25,000
School Parks	Varies	1/2 mile to 2 miles	Up to 25,00
Large Urban Parks	50 and up	Up to 1/2 hr. travel	One park per 50,000
Special Use Parks/Facilities	Varies	Up to 1/2 hr. travel	Over 100,000

Note: Per 2008 Comprehensive Plan

refinement of activities and experiences based on community input and further analysis. Using this input and analysis from the Master Plan, a new model for access-based Level of Service for priority recreation experiences should be considered in future planning efforts.

The benefit of an experience-based access model is the ability to remain flexible and provide better service to the community. As a priority identified by neighbors, a set of inherent park and recreation experiences have been identified that the city would prioritize in order to provide equal access to these for all neighbors. These experiences are grouped into two categories: core neighborhood; and area-wide. Furthermore, the area-wide experiences and activities are grouped into two types: 'at-will' or programmed. Programmed activities are traditional types of recreation that are scheduled at specific times and for specific activities. At-will activities encompass activities that can be completed at the user's will. Community input has indicated that Fort Lauderdale neighbors are increasingly interested in activities such as walking or biking that do not require them to meet an exact schedule or to be coordinated with large numbers of people.

Once gaps and areas of need are identified using the new Level of Service Criteria, the

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Table 5-15: Recommended Experience-Based Level of Service Access Model

Park Type	Service Radius (Urban to Suburban)	Mode of Transportation
Core Neighborhood-based Activities and Experiences		
Access to small neighborhood parks and open space	1/4 to 1/2 mile	Walk, bike
Walking and biking trails	1/4 to 1/2 mile	Walk, bike
Access to playgrounds	1/4 to 1/2 mile	Walk, bike
Area-wide At-Will Activities and Experiences		
Exercise facilities	1/2 to 1 mile	Walk, bike
Playing on an athletic field or court	1/2 to 2 miles	Walk, bike, drive, transit
Enjoying natural areas	1/2 to 2 miles	Walk, bike, drive, transit
Water access	1/2 to 2 miles	Walk, bike, drive, transit
Enjoying art or cultural opportunities	1/2 to 2 miles	Walk, bike, drive, transit
Boat launch access	5 miles and Up	Bike, drive, transit
Swimming in a public swimming pool	5 miles and Up	Bike, drive, transit
Area-wide Programmed Activities and Experiences		
Adult programs	1/2 to 2 miles	Walk, bike, drive, transit
Fitness and Wellness	1/2 to 2 miles	Walk, bike, drive, transit
Special Events	1/2 to 2 miles	Walk, bike, drive, transit
Athletic Leagues/ Sports Programs	1 to 5 miles	Bike, drive, transit
Nature Programs	1/2 to 2 miles	Walk, bike, drive, transit
Art, Dance and Performing Arts	1/2 to 2 miles	Walk, bike, drive, transit
Programs for Disabled	1/2 to 2 miles	Walk, bike, drive, transit
Boating Programs	1 to 5 miles	Bike, drive, transit

department should conduct further analyses to determine if needs can be fulfilled through reinvestment in the existing system or through partnerships. If neither is available, then the department may look to acquire new property to provide identified experiences. At this first step, only city-owned facilities or operated programs are included as accuracy and availability of data for other agencies and private providers is unreliable. Future efforts can focus on working with other agencies to include county, state and other providers in the criteria.

Distance or travel time standards are best based on development patterns, street networks, bicycle/pedestrian networks, and demographics in the community. As part of this first step, a travel distance of up to 1/2 mile for core neighborhood-based experiences has been recommended. A range of distances is recommended with shorter distances for the urban core and corridor areas of the city while longer distances may meet needs of more suburban neighborhoods. It is also recommended that phasing of the shorter urban distance be a priority once an equitable distance has been achieved city-wide. Distances are based on survey results and public input from community meetings and the Master Plan website in which the majority of respondents indicated a preferred travel distance of 1/2 mile. The project team has identified preliminary activities, based on public input during the Master Plan, which will be provided equally throughout the city. The activities included in the core neighborhood-based experiences, listed in **Table 5-15**, are all 'at-will' activities

Preliminary area-wide experiences have been identified through the same means as core neighborhood-based experiences. Preliminary area-wide experiences are included in **Table 5-15**.



5.2.4 Complimentary Providers

In addition to planning initiatives and level of service recommendations, exploring potential complimentary providers in the Fort Lauderdale Community will help ensure that neighbors have enhanced and equitable access to recreation and program opportunities.

Other organizations that could provide activities include:

- **Youth Sports Organizations** – Should continue to be responsible for providing some team sports for youth. However, the Department will still need to provide most, if not all, the facilities for these activities. It is highly recommended that the Department establish a youth athletics council that meets monthly. This council would work to coordinate programs and activities, prioritize athletic facility usage, and promote coaches training.
- **Broward County Public Schools** – Coordinating with the school district to provide youth after school programs and services, education classes for youth (and even adults), as well as youth sports (location for practices and games), will need to be enhanced. The school's facilities should continue to be a location for some recreation programming to take place. Updating the Intra-Governmental Agency between the City and schools could ensure a higher utilization rate in the future.
- **Other Government Organizations** – There needs to be strong efforts to partner with other governmental agencies in the area to develop programs and services. This is most likely to occur with Broward County and neighboring communities. Program areas that could be provided by other organizations through a partnership include special needs, special events, outdoor recreation, and cultural arts activities.
- **Non-Profit Providers** – Coordinating with a variety of non-profit providers to deliver recreation services needs to continue to be pursued. Organizations such as the Boys & Girls Club, YMCA, cultural arts groups, etc. should be encouraged to continue to develop facilities and provide programs in Fort Lauderdale. These types of organizations are well positioned to provide a variety of programs in different areas.
- **Private Providers** – Since there are a considerable number of private recreation, sports and fitness providers located in the Fort Lauderdale market (health clubs, dance, martial studios, and arts studios), these entities should be counted on to provide more specialized activities that are not easy for the public sector to conduct.
- **Faith Based Organizations** – With a significant number of churches and other faith based institutions in the community, they often provide some recreation services for their congregation and community. These organizations should be seen as possible providers of some basic community based recreation services and facilities as well.
- **Colleges and Universities** – There are a number of colleges and universities in Fort Lauderdale (including Florida International, Nova Southeastern and Florida Atlantic) that could be potential program partners. It is often more difficult to develop direct programs with these institutions but the possibilities should still be pursued. At minimum, students provide possible program staff and instructors.
- **Convention and Visitors Bureau** – There should be a strong effort to enhance the partnership with the Greater Fort Lauderdale Convention and Visitors Bureau, the Florida Sports Foundation and the Sports Development Office to attract and promote additional special events, tournaments and other recreation activities that will attract visitors to the community.
- **Medical Providers** – If the Department is going to truly focus on fitness and wellness in the future then an expanded primary/equity partnership with one or more medical providers may be essential.

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- ***Social Service Agencies*** – There is a definite trend with parks and recreation departments in Florida and throughout the country to integrate social services with recreation services. This is particularly true for youth and seniors. As an example, the City currently has partnerships with the Department of Health and the Department of Agriculture for youth feeding programs. To expand social services there should be a renewed effort to expand partnerships with other agencies in the area.
- ***Community Organizations*** – Developing working relationships with community organizations and service clubs could provide much needed support for programs as well as facilities. They could also be sponsors.
- ***Business and Corporate Community*** – It is important to approach the corporate community with a variety of sponsorship opportunities to enhance the revenue prospects of the Department's programs and facilities.

A list of existing complimentary provider facilities follows in Table 5-16:

Table 5-16: Existing Complimentary Providers

State Government
Hugh Taylor Birch State Park
Broward County
Smoker Park
William T. Kelley Park
Fort Lauderdale Library Branch
Imperial Point Library
Main Library
Riverland Branch Library
Von D. Mizell Branch Library
Broward County School Board
Bennett Elementary School
Floranada Elementary
Harbordale Elementary School
Lauderdale Manors Elementary School
North Fork Park Elementary School
Riverland Elementary School
Virginia S. Young Elementary School
Walker Park Elementary School
Westwood Heights Park
New River Middle School
Rogers Middle School
Sunrise Middle School
Dillard High School
Fort Lauderdale High School
Stranahan High School
Sheridan Technical High School
Federal Government
Everglades National Park 1.4 million acres
Seminole Indian Reservation 5.0 acres

Florida State Government
Cape Florida State Recreation Area - 900 acres
John Pennecamp Coral Reef State Park 5 - 5,000 acres
John U. Lloyd State Park - 244 acres
Broward County Regional Parks
Fern Forest Park
Easterlin Park
Central Park
Samuel Delevoe Park
Franklin Park
Roosevelt Gardens Park
Sunview Park
Public - Other Non-Profit
According to the City's Comprehensive Plan, "over an additional 100 acres of publicly accessible open and recreational space is provided to the community by the non-profit sector."
Private - Commercial
The private sector leisure industry is a key factor to the local economy and accordingly a significant alternative service provider.
Private - Residential
No hard data is readily available regarding the scope of recreational facilities associated with private residences. Many Fort Lauderdale neighbors are able to provide for their recreational needs in the residential setting, particularly in the areas of boating access/dockage, swimming pools, racquet sports and play apparatus.

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5.3 Action Items

The funding analysis, phasing recommendations and planning strategies outline an approach to implementing various park facility improvements needed to address the vision. In addition to the components found in the vision, the strategic plan incorporates elements from the following supplemental plans associated with the System Master Plan:

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

The following pages and tables (**Table 5-17**) identify priority projects and action items for the Vision, as well as action items and priority projects for each additional plan listed above. Each action item advances the objectives of the vision, as well as the priorities identified by parks and recreation staff. Three categories of time have been identified: short-term represents priority action items to be completed in the next five years; medium-term represents action items that may take up to ten years to complete; and long-term, which represents action items that may take more than ten years to fully complete.

For the supplemental plans, a brief summary and total cost estimate is provided, as well as a list of priority projects and action items. Each plan can be found in its entirety in the **Appendix**.

Table 5-17: Priority Action Items

Item	Priority Action Items (Completion in 1-2 Years)
Capital	
	Establish a dedicated, capital funding source to address deferred maintenance, upgrade of existing facilities, land acquisition and the development of new park facilities through a dedicated portion of a county sales tax or the issuance of general obligation bonds;
	Implement a focused approach for capital improvements reinvestments in facility and park projects to secure and improve conditions of existing assets;
	Secure funding for and implement first two years of Barrier Removal Plan in parks in coordination with other City barrier removal efforts;
	Establish a dedicated funding program for the installation of new and the maintenance of existing public art;
	Secure additional grants by leveraging dedicated funding sources for targeted capital improvement or need-based grants from State, Federal, private or non-profit sources.
Acquisitions	
	Strategic land acquisition program to target and secure land acquisition opportunities, particularly in Downtown and urbanizing corridors;
	Secure targeted surplus or other City owned properties and strategically acquire adjacent lands or trade with other properties to amalgamate contiguous land holdings that can be used for future parks, particularly.
Policy	
	Integrate System Master Plan recommendations into the City Comprehensive Plan;
	Update Level-of-Service (LOS) standards to include a criteria for access to parks and recreation experiences with walk, bike, drive and transit access distances;
	Revise land development regulations to be consistent with System Master Plan objectives;
	Work in conjunction with other City departments to develop a parks-oriented set of sustainability design guidelines.
Initiatives	
Communication	
	Increase marketing and communication efforts through social media, radio advertisements, printed materials and traditional in-person outreach efforts to enhance community-wide knowledge of parks, facilities, programs, natural areas and events;
	Coordinate with city departments to develop and launch a mobile-friendly website and registration system;
	Develop system-wide branding and wayfinding program to create a consistent image for the City and branding for the Parks Department;
	Develop department facility planning and design guidelines and standards for use internally and by consultants to maintain a consistent design pattern language that visually brands City of Fort Lauderdale Parks.
Safety	
	Update department's Policies and Procedures Manual to include safety in design practices such as Crime Prevention Through Environmental Design (CPTED) or other similar design principles;
	Conduct ongoing focus groups and community outreach to address safety concerns and perceptions in the parks;
	Develop and maintain more detailed incident reporting to facilitate targeted interventions to problematic areas.
Integration	
	Coordinate with other City Departments to ensure that all parks and recreation facilities are incorporated into the Neighborhood Mobility Master Plans and are integrally linked in a city-wide Bicycle and Pedestrian Master Plan;
	Coordinate with other City Departments in the integration of sustainable practices and development of resilient design demonstration projects in parks and recreation facilities.

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Table 5-17: Action Items

Item	Continued Emphasis (Completion within 5 Years)
A	Complete implementation of the Five-Year Barrier Removal Plan;
B	Development department-wide resilience plan to counter impacts of climate change and sea level rise to park and recreation facilities;
C	Promote through partnerships the development of community gardens within residential neighborhoods and healthy eating habits programs throughout the community;
D	Enhance water and energy conservation through an evaluation of recommended plants species, design and materials standards, and educational programming;
E	Promote the re-establishment of tree canopy through all parks, city-wide;
F	Enhance recycling and composting opportunities for city neighbors within neighborhood and community parks;
G	Convert remaining vehicle fleet and maintenance equipment to alternative fuels;
H	Coordinate efforts for beach re-nourishment program with those of Coastal Management to include re-vegetation of appropriate areas for increased resiliency and the education of visitors and users of the importance of beach vegetation and restoration efforts
I	Work in collaboration with the Health Department to create a system for conducting community safety and health audits in parks annually and document changes or trends;
J	Create visible street addresses for every park and coordinate with Police Department regularly to enhance safety at target sites;
K	Coordinate with other city departments in the development of a 'Safe Routes to Parks/Play' or similar initiative;
L	Inventory all city owned or maintained public art and develop a comprehensive plan for maintaining, promoting, and securing additional public art;
M	Partner with local magazines and blogs to publish editorial content on parks and recreation programs and events throughout the year;
N	Evaluate cost-effective strategies to provide welcome packets to new residents;
O	Create web-site based resource of short videos of nature programming, wedding venues and each community/recreation center for rental and display videos at events;
P	Enhance web-site descriptions of each park and facility with more robust details, videos and images;
Q	Develop education program modules, in coordination with Broward Public Schools, based on various tracks such as nature, health, exploring, sustainability, etc. for download and distribution by partners;
R	Evaluate behavior tracking software for department website and emails to enhance customized and targeted campaigns based on user preferences;
S	Standardize and implement customer satisfaction surveys for all programs on a regular basis.

Table 5-17: Action Items

Item	Long Term Objectives (Completion within ten years)
A	Work in collaboration with the Sustainability Division of the Public Works Department to establish the department as the educational center for residents, homeowners and visitors on the impacts and techniques to plan for climate change with resilient practices.
B	Develop standards for urban public spaces in support of high density goals;
C	Enhance streetscape and median planting palettes with a program focused on native, drought tolerate plants and sustainable materials;
D	Expand public water access at street-end and canal-end areas;
E	Develop a policy to provide Complete Street connections to all city-wide, regional and community parks and facilities;
F	Develop standards of maintenance for city-owned cemeteries which provide important green vistas and aesthetic enhancements to surrounding neighborhoods;
G	Enhance staff and volunteer training to include CPTED and community health-oriented courses as well as real and perceived safety assessment techniques;
H	Analyze and promote the economic value of parks, programs and events within the City



ADA Transition Plan

Overview

Professional Access, LLC trained eight City of Fort Lauderdale Parks and Recreation employees to survey City park facilities for ADA compliance. The training period lasted four days; 2 ½ days were in a classroom and 1 ½ days were in the field.

Training consisted of developing a thorough understanding of ADA Title II requirements as well as knowledge of the various design standards such as the 1991 ADA Standards, the 2010 ADA Standards, the Architectural Barriers Act (ABA) Standards for Outdoor Developed Areas and the 2012 Edition of the Florida Accessibility Code for Building Construction. In short, Title II of the Americans with Disabilities Act (ADA), prohibits local governments from discriminating against people with disabilities in the provision of services, programs and activities. When viewed as a whole, public park facilities should be usable by and accessible to people with disabilities. A list of ADA Requirements & Guidelines for Selected Park Facilities prepared specifically for this project was also reviewed. Survey Forms were prepared and distributed and four survey

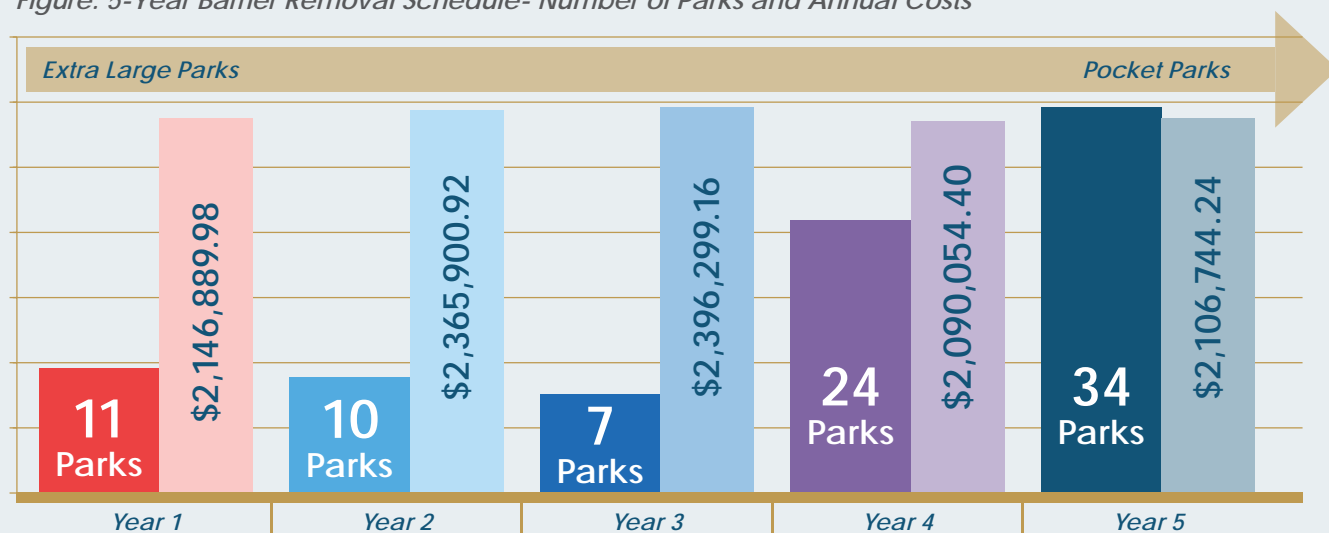
teams consisting of two person teams were organized; a project coordinator was also selected.

Each Survey Team received copies of the 1991 and 2010 ADA Standards, ABA Standards for Outdoor Developed Areas, ADA Requirements & Guidelines for Selected Park Facilities as well as a tape measure, Smart Level, force gauge and digital camera. Each Team member was trained in the proper use of the Smart Level and force gauge.

Only public areas of park facilities were surveyed. Areas and facilities for the exclusive use of employees were not surveyed because they are not required to be accessible other than to accommodate employees with disabilities who work in these areas.

Non-compliant accessibility barriers in public areas of 84 Fort Lauderdale parks and recreation facilities were identified and the costs to replace these barriers with accessible elements were estimated by City staff. Additionally, existing non-compliant accessibility barriers

Figure: 5-Year Barrier Removal Schedule- Number of Parks and Annual Costs



*Includes 20% contingency and 3% escalation for Year 1, and 6% escalation for Years 2-5



were carefully photographed and copies of these photographs are maintained by City of Fort Lauderdale Parks and Recreation staff. Barrier removal costs were estimated in October, 2015 and total construction costs are estimated to be \$8.5 MM (2015 cost). A barrier removal plan criteria was developed with city staff input for completion of barrier removed over a five-year timeframe, starting with the

system's largest parks and concluding with the smallest pocket parks.

Below is a list of the total cost for the first two years of the 5-year Barrier Removal Schedule. A full Barrier Removal Schedule, as well as evaluations for each park can be found in **Appendix A**.

Table: Years 1 and 2 of 5-Year Barrier Removal Schedule

Park Name	Acres	Park Size	Cost Estimate*
Year 1			
Holiday Park	93.8	Large Urban	\$733,447.34
Riverwalk Linear Park	18.2	Large Urban	\$30,777.64
Bubier Park	-	Large Urban	\$28,981.73
Colley's Landing Marine Facility	-	Large Urban	\$172,143.90
Esplanade Park	-	Large Urban	\$13,813.54
Smoker Park	-	Large Urban	\$54,240.62
Stranahan Landings	-	Large Urban	\$160,286.95
Riverwalk Rental/ Day Docks	-	Large Urban	\$15,379.55
Carter Park/Pool	21.6	Community	\$264,008.36
George English Park	19.7	Community	\$332,725.02
Morton Activity Ctr/ Floyd Full Stadium	-	Community	\$341,085.32
Total			\$2,146,889.98
Year 2			
Mills Pond Park	152.5	Community	\$149,125.46
Snyder Park	92.3	Community	\$575,289.98
Bass Park	3.5	Neighborhood	\$153,890.38
Bayview Park	6.6	Neighborhood	\$40,449.60
Beach Community Center	1.5	Neighborhood	\$88,271.71
Floranada Park (E School)	3.7	Neighborhood	\$45,798.36
Fort Lauderdale Stadium/Lockhart	25.5	Neighborhood	\$0.00
Hortt Park	5.9	Neighborhood	\$1,178,650.46
Las Olas Marina	-	Neighborhood	\$115,140.17
South Middle River Park	0.8	Neighborhood	\$19,284.79
Total			\$2,146,889.98

* Includes 20% contingency and 3% escalation for Year 1, and 6% escalation for Year 2



Recreation Programming Plan

Future Recreation Program Directions

Based on the analysis of existing programs and the input received from the public, the following are basic recommendations for future recreation programs and services.

The Parks and Recreation Department will need to update its philosophy and policies for the delivery of recreation services to the citizens of Fort Lauderdale for the next five to ten years. This philosophy should take into consideration the future Core, Secondary and Support services of the Department along with the role of other organizations and recreation providers in the area. There will need to be clearly identified areas of programmatic responsibility to ensure that there is not overlap in resource allocation. From this, the Department needs to develop a new five-year program plan that identifies the priorities for program development, the responsible staff member and the required resources. Each community center, pool, or other facility, would then develop their own five-year plan with a specific and detailed implementation plan for each year.

Youth Program at Bass Park



There is a realization that funding is limited and the updated program plan should be developed incrementally with small steps being taken at a time that does not require significant staff or budgetary resources to accomplish.

The Department program plan should continue to build on its areas of strength including youth programming, youth sports, and aquatics. Other areas of increased programming emphasis should include:

- Fitness/Wellness
- Special Events
- Outdoor Recreation
- Seniors
- Adult Sports
- Cultural Arts

New Program Classification:

The following table includes the projected new programming classifications for Fort Lauderdale Parks and Recreation.

In order to accomplish the designation of programming into the three categories of Core, Secondary, and Support, it is necessary to have specific criteria for placement.

The following chart identifies and summarizes possible future core programs, secondary programs and support program areas for the Parks and Recreation Department.

The new distribution of program areas from Core to Secondary and Support has three important changes with Fitness/Wellness moving from Support to Core and Outdoor Recreation moving from Support to Secondary. Education moves down from a Secondary to the Support category.

Role of Other Providers

There has been a movement away from the principle of public recreation departments having to be the actual provider of all recreation programs and services, to the concept of public agencies being the general coordinator and enabler of overall community recreation needs and resources. This has resulted in a great deal of programming now being conducted by volunteer youth sports organizations, adult sports associations, non-profit groups such as the YMCA and other social service organizations, as well as the private sector. This has reduced the financial obligations of the public sector, placed programming in the hands of organizations with the specific expertise (and often the facilities as well), and allowed the private sector to have a more active role in public recreation.

Table: Projected New Programming Classifications

Future Program	Core	Secondary	Support
Youth Sports	√		
Adult Sports		√	
Fitness/Wellness	√		
Cultural Arts		√	
Aquatics	√		
Youth	√		
General Interest			√
Education			√
Special Needs			√
Special Events		√	
Outdoor Recreation		√	
Seniors	√		
Teens	√		

New Program Classification Criteria

- **Facilities** – Does the City have the necessary facilities to support the program? Without the needed facilities the program would have to be in the support category.
- **Number of People Served** – Does the program or service serve a relatively large population base? The greater the number of people served, the more likely the program is to be in the core category.
- **Cost/Revenue** – What is the cost of providing the program in relationship to revenues generated? The better the cost recovery level, the more likely the program is to be a core or secondary service.
- **Demand** – Is the program or service in high demand by the community? The higher the demand the greater the likelihood of the program being in the core area.
- **Partnerships** – Are there partners that can assist with the provision of programs and facilities? Partnerships place a program in the secondary or even support category.
- **Other Providers** – Are there other providers that are able to provide the program or service? If there are viable other providers, then the program is probably in the support category.
- **Economic Benefit** – Does the activity provide an economic benefit to the community and attract visitors? The greater the economic benefit the more likely the program is to be in the core or secondary category.

Recreation Programming Plan (Continued)

Partnerships are generally classified into three areas.

- **Primary or Equity Partners** – These would be the main partners in a program or facility who have the most interest, the ability to provide the program outright or will provide funding, and a willingness to be a partner with the City.
- **Secondary Partners** – These organizations could have a direct interest in a program but not to the same level as a primary partner. Direct provision of a program or facility is unlikely but there could be some assistance with program staffing and service delivery.
- **Support Partners** – These organizations support the development of programs and facilities for recreation but would see limited to no direct involvement providing services. They may promote programs and activities that are offered by the Department but not much more.

For partnerships to be effective the following must occur.

- Must actively pursue and sell the benefits of the partnership,
- Weigh the benefits vs. the cost of the partnership,
- Do not compromise on the original vision and mission of the Parks & Recreation Department,
- Establish a shared partnership vision.
- Expect compromises to meet different needs and expectations, and
- Clearly define development and operations requirements.

Essential to maintaining and improving the overall level of recreation programming that is available in the community is having adequate facilities to support these efforts. The City generally has a neighborhood approach to providing indoor recreation and aquatic facilities. However, these are augmented by more city wide facilities (or even regionally focused facilities) such as the War Memorial Auditorium, Fort Lauderdale Aquatic Complex and the Jimmy Evert Tennis Center. While most of the City's facilities are well maintained, they are not always well configured or may be lacking the spaces needed to enhance programming as outlined above. This is particularly true for the community centers which often have only a gym and a small classroom for programming.

Athletic fields are a primary location for sports programs and despite a reasonable inventory of both rectangular and diamond fields, there does not appear to be enough to handle the demand or adequately support the needs of some tournaments.

Youth Program at Osswald Park



One-Year Implementation Plan:

Developing an implementation plan for the first year of the program plan is an important first step in advancing this plan. The priority for the first year should be:

- Update the Department programming philosophy and policies,
 - Adopt new program classifications as outlined,
 - Utilize the Programming Task Force to assist with the implementation process,
 - Match programming efforts with available staff and financial resources,
 - Determine which programs and services should be offered in-house and which should be contracted based on Program and Services Determinates as outlined in this plan,
- Establish roles of other providers for Secondary and Support program areas, and
 - Increase programs (by two to three per category) based on the identified Core areas including:
 - Youth Sports
 - Fitness/Wellness
 - Aquatics
 - Youth
 - Seniors

Carter Park Recreation Center





Community Health and Environmental Responsibility Plan

Environmental Responsibility

Overview

The Fort Lauderdale Parks system's environmental diversity ranges from coastal dunes, beaches, and brackish water tributaries to pine flatlands, oak hammocks, fresh water lakes and cypress wetlands. Protection and management of this biodiversity provides a tremendous value to the local ecology and natural resources while integrating passive and active recreational opportunities. Viewing parks through an environmental lens enhances the success of integrated management and responsibility.

Sustainable Energy Installation at Mills Pond Park



Opportunities - Potential Actions

Short Term (1-3 years)

1. Enhance education through increased awareness and community engagement.
2. Develop LID stormwater management demonstration projects in parks.
3. Develop Green Management and procurement guidelines.
4. Enhance natural habitat through plant selection, design and management.
5. Enhance water conservation through technology and plant selection.
6. Enhance energy conservation through technology.
7. Evaluate feasibility of renewable energy resources and cost/benefit at key locations.
8. Develop dune management and beach renourishment plans including revegetation.
9. Enhance interpretative signage demonstrating benefits of sustainable practices.
10. Coordinate stormwater management opportunities in parks with public works and engineering.

Mid Term (3+ years)

1. Expand use of renewable energy generation.
2. Expand use of non-potable water sources for landscape irrigation.
3. Implement stormwater improvements in park and open space for community benefit.
4. Incorporate Dutch sand engine concept as part of beach renourishment program.
5. Convert remaining fleet and maintenance vehicles/equipment, as applicable, to alternative fuels.
6. Develop resilience plan for parks and public lands as habitat and land cover evolve as a result of climate change and sea level rise.
7. Create sustainability guidelines for concessionaires.
8. Enhance recycling and composting program.
9. Implement resilience plan for parks and public lands.
10. Continue to evaluate and utilize new technology to further improve facility and parks performance.

Environmental Practices Summary

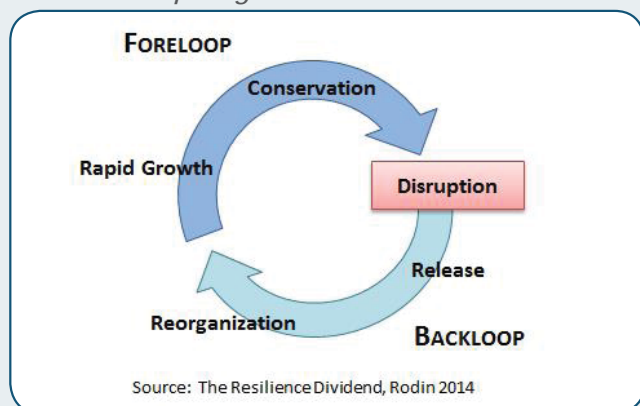
The City of Fort Lauderdale Parks system offers a diverse range of user experiences and opportunities to engage the natural environment. The park system is environmentally diverse, and protection and management of this biodiversity provides a value to the local ecology and natural resources while integrating passive and active recreational opportunities.

Maintaining an environmentally diverse park system requires sustainable practices in park system management, which take on various forms affecting nearly every aspect of park planning, design, operation and maintenance.

Stormwater Flooding at Cooley's Landing Marine Facility



Resilience Loop Diagram



Key Takeaways

Viewing parks through a health, safety and environmental lens enhances the success of integrated management. Practices critical to the success of a diverse system include:

- Identifying opportunities to improve **park landscapes** through **event venue allocation, innovative design CPTED principles and plant selection**.
- Create a system for conducting **community safety and health audits**
- Update the **Policies and Procedures Manual** to address issues in **safety, health and sustainability**.
- Track and promote **safety, health and sustainability achievements**.
- Improve **landscape irrigation** by **limiting the use of potable water** for irrigation by focusing on **alternative supplies**, enhancing **conservation measures**, and improved **turf selection and management**.
- Continue the incorporation of **LID** in development requirements for **stormwater management**.
- Develop or **retrofit facilities** to utilize **sustainable practices** through **reduction in energy consumption, water consumption and maintenance costs**.
- Continue to incorporate **resiliency** in concert with **engineering and safety solutions** in the **beach areas** of Fort Lauderdale.
- Establish a culture of **sustainable and resilient practices** as well as **safety and healthy living goals** through **administration and public education**.

Community Health and Environmental Responsibility Plan (Continued)

Safety Improvements for a More Healthy Community

Methodology

Working with City staff, the project team (led by Ken Stapleton and Associates) reviewed available crime statistics and reports, identified a number of parks with ongoing concerns about safety, reviewed past perception survey results, reviewed policy and procedure documents, suggested additional questions for the survey instrument and reviewed the results of that survey, reviewed limited media reports about park safety and crime incidents, and conducted field visits during the day, evening and night. The team also met with Police, Park staff, and the public at scheduled workshops. The intent of this work is to identify safety improvements for policies, procedures, perception, and the physical environment, both perceived and real to enhance the ability of the city's neighbors to experience a more healthy and safe environment.

Sidewalk along Lincoln Park



Priority Next Steps

The City of Fort Lauderdale's Park and Recreation System is comprehensive and generates a large number of diverse tasks to undertake and integrate. The full array of tasks to improve safety and health of the city's neighbors will take time and additional resources to undertake, but there are a number of items that are suggested as priorities in that process:

1. Create a system for conducting community safety and health audits in parks at least annually and note changes over time.
2. Enhance survey instruments and analyses to more fully understand safety perceptions, and conduct at least two (2) focus groups annually about park safety.
3. Create visible street addresses for every park in order to track crimes, calls for service, and complaints more efficiently.
4. Update the Policies and Procedures Manual to address issues identified by this report as well as other issues identified by focus groups and community safety audits.
5. Provide training for Parks supervisory, security, and design staff regarding better ways to keep parks and pathways safe.
6. Conduct a detailed analysis for the Riverwalk, Stranahan Park, Sistrunk Park, Holiday Park, Lincoln Park, and other facilities that are having significant issues with real and perceived safety in the media or otherwise.
7. Review and adjust policies and provisions of park space for use by dog owners to encourage informal social interaction and more walking after dark.
8. Work with City staff to implement a "Safe Routes to Parks/Play" or similar effort to enhance pathways, particularly after dark.



Osswald Park

Chapter 5



Art in Public Places Plan

The Art in Public Places Vision

The vision for this Art in Public Places Plan is...

Public art is integrated into the daily life of Fort Lauderdale residents and visitors. It is bold, it is playful, at times interactive, and always inclusive - celebrating the extraordinary diversity and history of Fort Lauderdale. Public art is manifested in the community in many different ways - in programs, parks, greenways, blueways, bridges, public buildings, and private land. Public art creates a platform for local and regional artists to make their mark on the community, creating places of wonder, gateways to the City, and distinct identities for all of Fort Lauderdale's communities.

Plan Overview

This plan represents the first Art in Public Places Plan (Public Art Plan) and Program for the City of Fort Lauderdale. As being a central urban hub of Broward County, the city benefits from the Broward County Public Art Program -

enjoying works of art commissioned for parks, the Port Everglades, and the Fort Lauderdale-Hollywood Airport. By taking a leadership role and establishing their own public art program, the adoption of this Art in Public Places Plan will enhance the city's vibrant cultural life by:

- Establishing a dedicated funding source for a Public Art Program;
- Commissioning distinctive works of art reflecting the character of Fort Lauderdale in key areas of the city and its neighborhoods;
- Enhancing community participation in the public art process through engagement of the public;
- Creating gateways to enhance community identity for Fort Lauderdale's many neighborhoods;
- Celebrating Fort Lauderdale's unique character, history and diversity through a broad range of public art projects;

Entrance to Fort Lauderdale Beach Park



- Enhancing the City’s urban design objectives by using public art to animate and activate the City’s public spaces and parks; and
- Promoting the economic vitality of the City by using public art to brand Fort Lauderdale as a vibrant arts and cultural destination.

A priority in the plan is to encourage meaningful community involvement and participation in the program while increasing general awareness. The community engagement process revealed public art as a priority for residents, and the plan will act as a catalyst of other identified priorities – park activation, enhancing public spaces, improving safety of parks, celebrating the diversity of the city, and contributing to neighborhood aesthetic improvements.

The plan contains recommendations on the process of project and artist selection to provide for greater involvement by the community, ways of collaborating with other City departments and independent agencies in the city of Fort Lauderdale, means of

providing important training and opportunities for local artists, and location recommendations throughout the city.

Another priority is defining the administration and organization of the Public Art Program, including funding. This plan discusses means for funding the Public Art Program. The planning process involved extensive discussions about the feasibility of the establishment of a required percent for art City policy, with a goal of working towards a similar requirement for private development.

The Art in Public Places Plan also contains policy recommendations, guidelines, sample ordinances, and recommendations for a comprehensive public art inventory process.

Program Administration

Public art programs are complex to administer. They involve cross-departmental coordination. They require facilitation among numerous parties: the project manager for the underlying capital improvement project, the project architect, the artist, and City staff of the

Stranahan Landing Park



Andrews Avenue Bridge



Art in Public Places Plan (Continued)

department. In many cases, there is a need to work with neighborhood or community groups that may have an interest in the project. For this reason, the most successful programs are administered by an experienced public art manager, able to facilitate artist selection and contracting, monitor the progress of the artwork creation, coordinate with the project designers, and facilitate the installation of the artwork. At the same time, the art collection must be managed as it grows, ensuring the conservation and maintenance of the artworks. Two options are available for the administration of the Fort Lauderdale public art program: 1) create a new public art division within the City structure, or 2) outsource the public art program administration to the Broward County Department of Cultural Affairs.

Option 1: Create a public art division within the City government

In the absence of a local arts agency within the city, it would be necessary to create a new agency within an existing department. The Parks and Recreation Department or the Urban Design and Planning Department are the appropriate places to house this new

Welcome Park



division. This approach requires the hiring of staff, at least one qualified public art program manager and a program assistant. The advantage of establishing the public art program within the city is interdepartmental coordination with the public art manager. The disadvantage is the expense of creating a new function within a department, the time to hire staff, and the potential learning curve for staff and the city.

Option 2: Outsource the program to Broward County Public Art Program within the Department of Cultural Affairs

An alternative approach is to contract with Broward County's Department of Cultural Affairs to administer Fort Lauderdale's public art projects. This agency is highly experienced, with staff that has the ability to quickly implement a new program. The agency has interest in providing management of the City's public art program on a contract basis.

The 40-year old Broward's Public Art and Design Program is recognized as one of most successful and best managed in the nation. Americans for the Arts, a national arts service organization, annually honors the best public art projects from around the nation. Over the last decade, Broward has been the recipient of ten such awards, more than any other local arts agency.

The Broward County Art in Public Places Program was established in 1976 for the purpose of enhancing the County's heritage and promoting a greater understanding and awareness of the visual arts. During 1994-1995, the Broward Cultural Division initiated an in-depth community planning process to assess the program and make revisions. The result was the passage of a two percent public art ordinance, new guidelines, and a more broad-based artist selection process. All of this is documented in the master plan entitled

Design Broward, published in October 1995. Until that time, the traditional model for public art programs was to place paintings and sculptures in public spaces. Reflecting a new focus and direction, Design Broward shifted the emphasis towards a program that concentrates on enhancing urban design through aesthetic amenities. The program emerged with a new

way of working that went beyond the mere placement of art in public places. Greater concern was given to improving the urban design character of Broward, to encouraging collaborations between artists and architects, and integrating the artwork into the underlying capital improvements.

Sculpture in Esplanade Park





Community Relations Plan

Overview

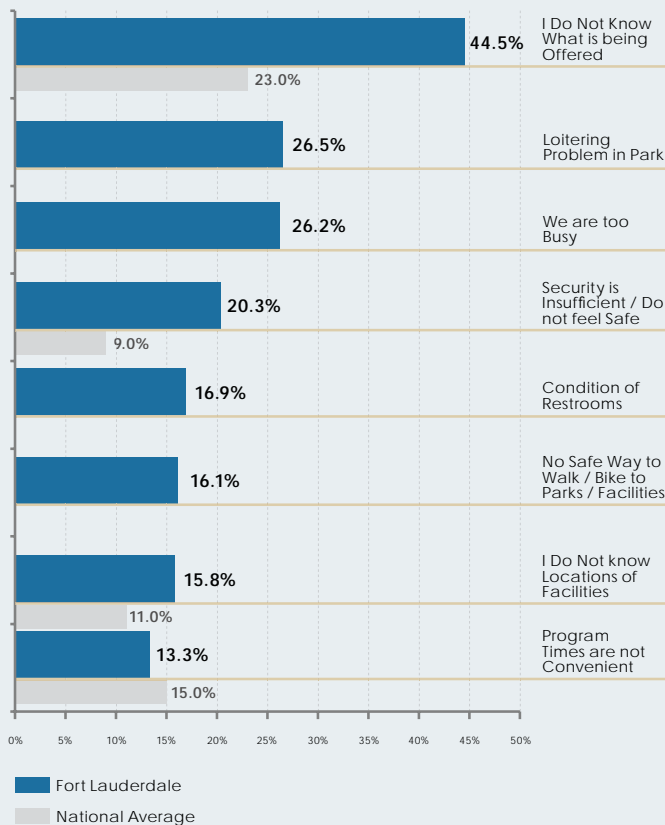
A successful Community Relations Plan can help foster an environment that promotes social diversity within the community, leading to positive social and economic impacts for the overall City. By identifying means to communicate with partners, customers and department staff, the plan can lead to better wellness and healthy habits of citizens and growth in the popularity of parks and recreation programming throughout the City.

Developed through the analysis of multiple city-wide surveys and a series of public workshops as part of the Park and Recreation System Master Plan planning process, this plan outlines recommendations for effective communications with citizens and partners. A primary goal of the plan is to ensure citizens are kept abreast regarding Parks and Recreation programs and facilities by employing techniques that will engage them and promote their participation. The objectives defined below will assist the City of Fort Lauderdale in meeting this goal.

Objectives of the plan include:

- Educate internal and external customers of the benefits that the parks and recreation facilities, programs and services add to the community and quality of life of neighbors;
- Solicit input from neighbors to ensure their needs and priorities for facilities and programs are identified;
- Solicit input from neighbors to ensure satisfaction levels remain high and expectations are exceeded;
- Solicit input to continuously identify new methods and ideas to adapt services and programs to trends and needs of the community;

11. What reasons prevent you or other members of your household from using parks? (Top 8)



- Help gather input from neighbors to plan and implement aspects of the System Master Plan and other planning initiatives to meet the needs of a diverse population;
- Promote and foster partnerships and sponsorships with private enterprises, public agencies and civic organizations;
- Enhance staff training on best practices for use of social media and customer service; and
- Identify and engage key new community stakeholders and empower them to be advocates of the parks and recreation system.



Community Relations Establishment Strategy

The community relations strategy for Fort Lauderdale Parks and Recreation is to provide a three-pronged approach based on: 1) educating the public and other stakeholders of events, program and other parks and recreations related impact; 2) creating public awareness and communicating project information to target audiences; and 3) increasing attendance and awareness for events, attracting positive media coverage and exposure, and building goodwill within the community.

Parks and Recreation Staff in Mills Pond Park



Community Relations Recommendations

- Increased use of radio to reach all communities but especially culturally diverse communities. For example stations that target specific markets to inform communities about programs and facilities. For example; affluent/educated/business; African American, Latin and Haitian communities. (WRLN, HOT 105.1, 1580 AM);
- Evaluate use of cable television outlets to inform neighbors about the availability of Parks and Recreation facilities and programs in the City; and
- Build on existing or historical relationships with businesses and civic organizations; develop a targeted outreach program with digital and printed media to keep each engaged with programs, events, and successes accomplished through community partners.



Education and Training Recommendations

Routine and frequent staff training and education is key to implementing an effective community relations plan. This plan seeks to increase cross training staff on departmental software and policy procedures and best practices for customer service.

Priority training components are:

- Staff training in the areas of social media customer service,
- Department Policy and Procedures,
- Implement more in-depth training on the RecTrac software system, and
- Research best practices for community outreach and engagement.

Community Relations Plan (Continued)



Social Media Recommendations

Social media should be used as a communication tool for all programs and events held at Parks and Recreation facilities. For increased awareness among the community, it is recommended that the City of Fort Lauderdale Parks & Recreation Facebook, Twitter and Instagram pages convey consistent messages provided by the communications team. Other key social media platforms to explore for online promotion include: Snapchat, Nextdoor, Periscope and LinkedIn.

Community Relations Policies

The current community relations social media policy focuses on the process to implement marketing tools and not community relations strategies and tools. Additional areas to consider updates to policies should include the following:

- Social Media policy and procedure should be expanded to include Facebook, Instagram, Nextdoor and YouTube;
- Procedure for two-way communications with the public that includes the appropriate controls for outgoing posts and messages;
- Policy for Facebook could be used to advertise events, to accommodate neighbors who use Facebook exclusively;
- Procedures and controls for outgoing communications;
- Expand policies and procedures to include outgoing communications to the public by an approved or designated staff person in the Parks and Recreation Department;

City of Fort Lauderdale Instagram Page



- Social media policy and procedure for incoming posts, comments and pictures that are deemed inappropriate based on City policies and standards; and
- Policy to address the frequency of training for all staff on community relations, social media best practices and customer services.

Fort Lauderdale Parks and Recreation Facebook Page





Victoria Park

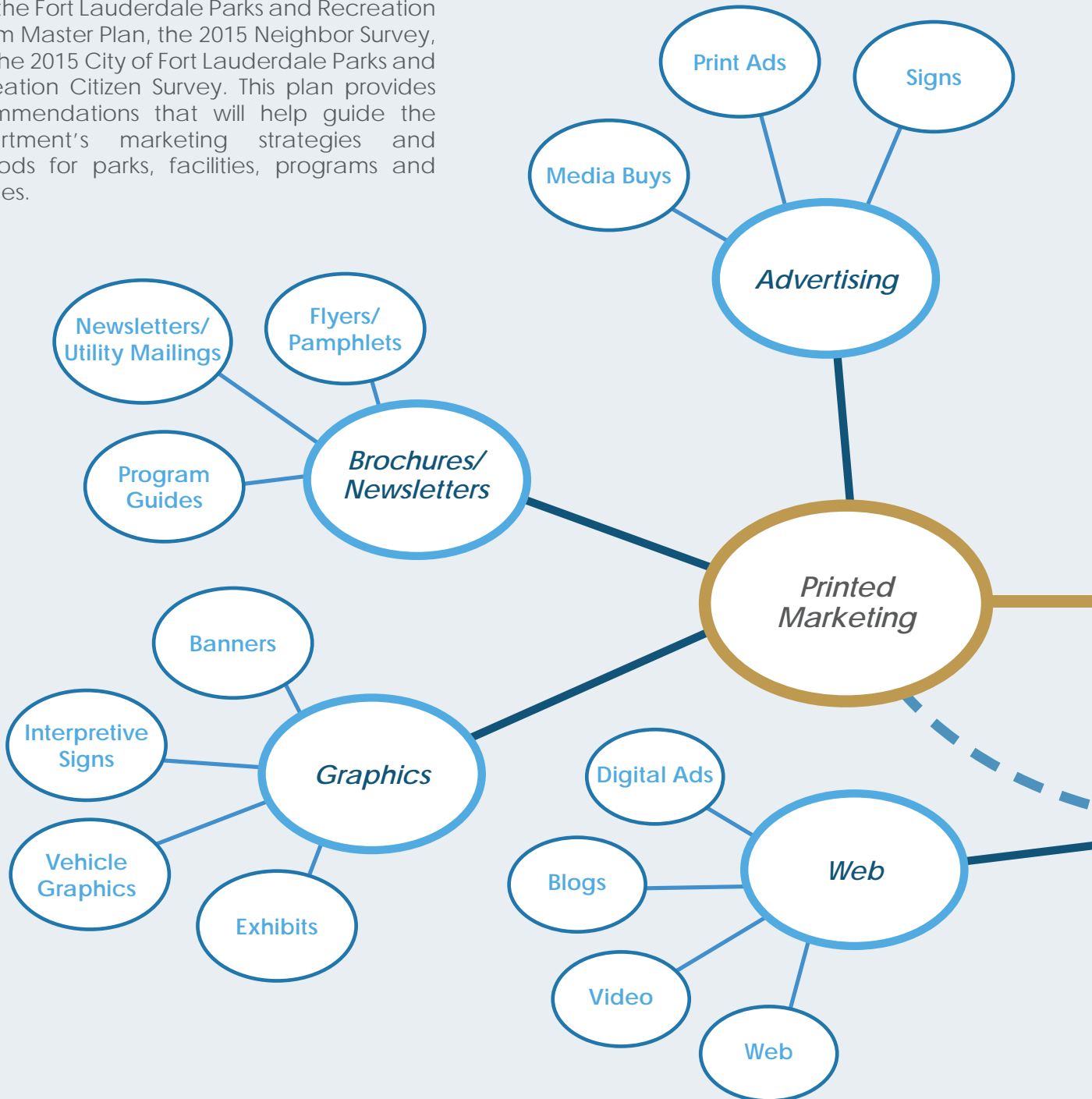
Chapter 5



Marketing Plan

Overview

The Marketing Plan was updated using data from the Fort Lauderdale Parks and Recreation System Master Plan, the 2015 Neighbor Survey, and the 2015 City of Fort Lauderdale Parks and Recreation Citizen Survey. This plan provides recommendations that will help guide the Department's marketing strategies and methods for parks, facilities, programs and services.

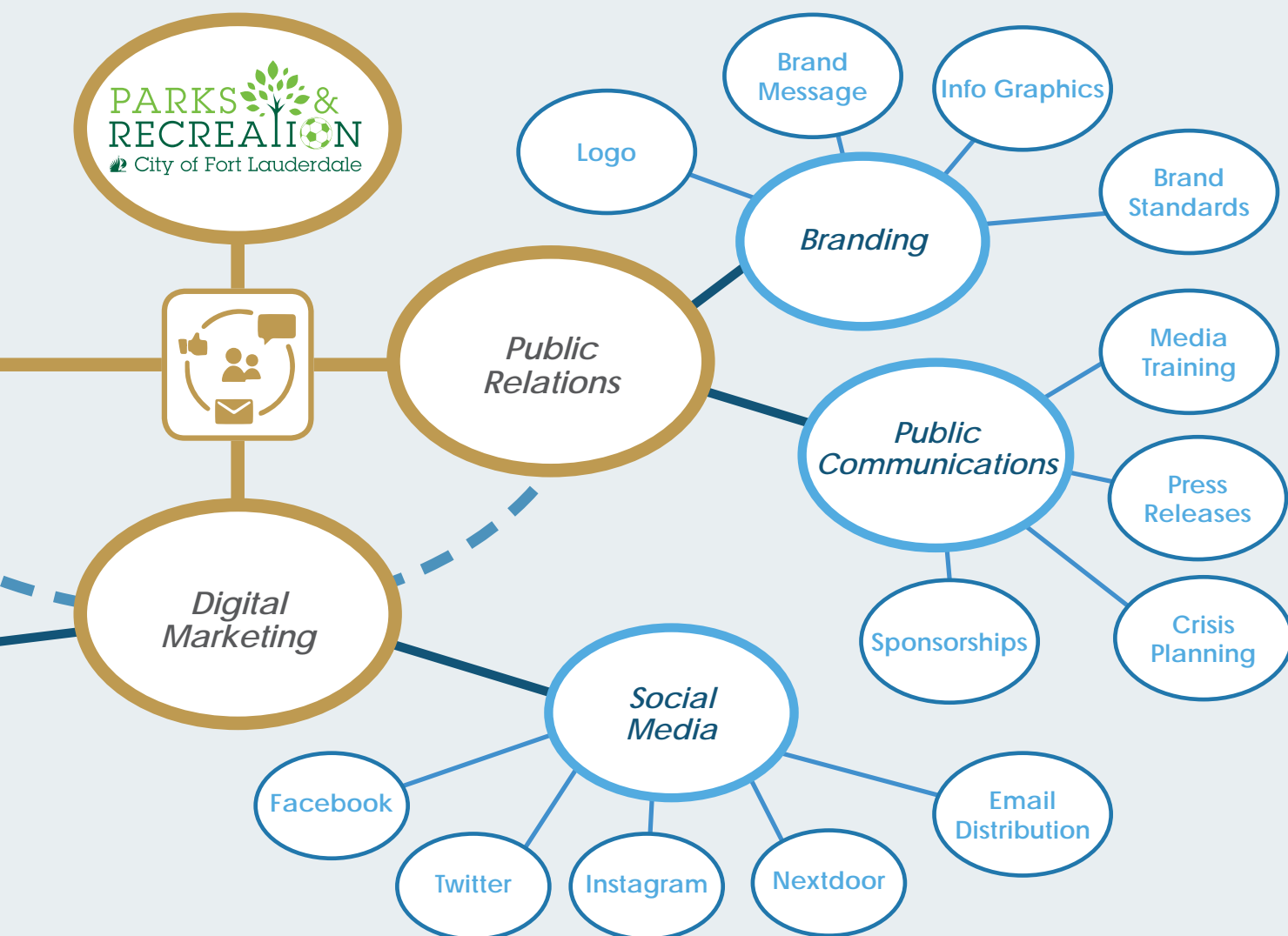


Marketing Objectives

- Provide accurate, cost-effective and timely information about programs, facilities and services to the neighbors of Fort Lauderdale;
- Educate customers on the benefits of parks and recreation and the value added to the community and quality of life;
- Encourage participation in planned recreation programs and events; and
- Encourage visits to parks and facilities.

Marketing Mix

The marketing mix **diagram below** illustrates the comprehensive array of marketing tools available to and utilized by the Department to communicate with the public. These tools can be divided into three categories; **public relations, print media** and **digital media**. Each category represents a unique set of needs for resources, messaging type and delivery method. In order to reach success in actively and cost efficiently reaching customers, a mix of each category is needed.



Marketing Plan

Marketing Methods

Marketing methods have grown more complex over the last ten years. At the same time, the ability to provide customized communications full of graphics, beautiful images, customer feedback, etc., can help lead to improved engagement and better effectiveness of limited resources. Recommendations for marketing methods include:

Printed Media:

- Partner with local magazines to provide editorials, short articles and blogs about parks, programs, events and other services. Start with a goal of one article per month for the first year, growing to two by year three;
- Develop cost-efficient means to provide welcome packets to new residents by utility sign-up or mail setup records;
- Include advertisements in utility bills for major events and include QR codes and social media account information;
- Improve marketing writing style to include shorter messages and more graphics in all communications;
- Develop new or updated park and facility cut-sheets with active narratives, high-quality graphics and a mix of daytime and nighttime active uses; and
- Develop downloadable and printed activity sheets in coordination with public school curriculum.

Digital Media:

- Develop and launch a new, mobile-friendly based website and park map system;
- Develop sections on the department's website to promote special interests such as natural environments, walking routes, etc.;
- Grow and refine email distribution list system;
- Develop and incorporate video production messages in digital media outreach to showcase parks, facilities, programs and events;
- Develop a series of short-videos to showcase each community center, rental facility and wedding facility for website library;
- Develop a series of videos to showcase types of programs and activities;
- Display videos on website, at events and link with emails and digital newsletters;
- Develop Department specific Instagram and Nextdoor accounts and integrate into existing Twitter and Facebook accounts;
- Consider emerging social media providers such as Pinterest, Wizapp, or others on an annual basis;
- Utilize behavior tracking software on emails and website traffic to develop customized campaigns based on preferences;
- Develop procedures for two-way social media communications with appropriate controls for out-going messages; and
- Hire additional staff or train existing staff in videography.

Public Relations:

- Develop department brand message;
- Standardize customer satisfaction surveys across all divisions and programs to include email preferences, demographic information and an opt-out choice;
- Develop crisis communication plans for several scenarios;
- Develop a partnership/sponsorship program with local and regional organizations and corporations targets;
- Evaluate expansion of the Department's sponsorship program to include additional programs and activities;
- Develop coupon and reward system for use in printed and digital media;
- Solicit input from customers regarding communication preferences and satisfaction;
- Communicate with targeted civic organizations regularly;
- Implement training for staff on writing style, graphic development, collection of communication preferences, and new methods to communicate with customers;
- Update Department's Policies and Procedures Manual to reflect recommendations in this plan; and
- Annually research best practices on marketing techniques and methods.

Existing Social Media Outreach Results

