

City of Hallandale Beach
Parks Master Plan

Section I – Needs Assessment Summary

Introduction:

Based on the information gathered from the Programs and Facilities Analysis portion of the master plan, plus site visits to Hallandale Beach and the results from the public input process, the following summarizes the basic parks and recreation needs in the community and recommends priorities and directions for the future.

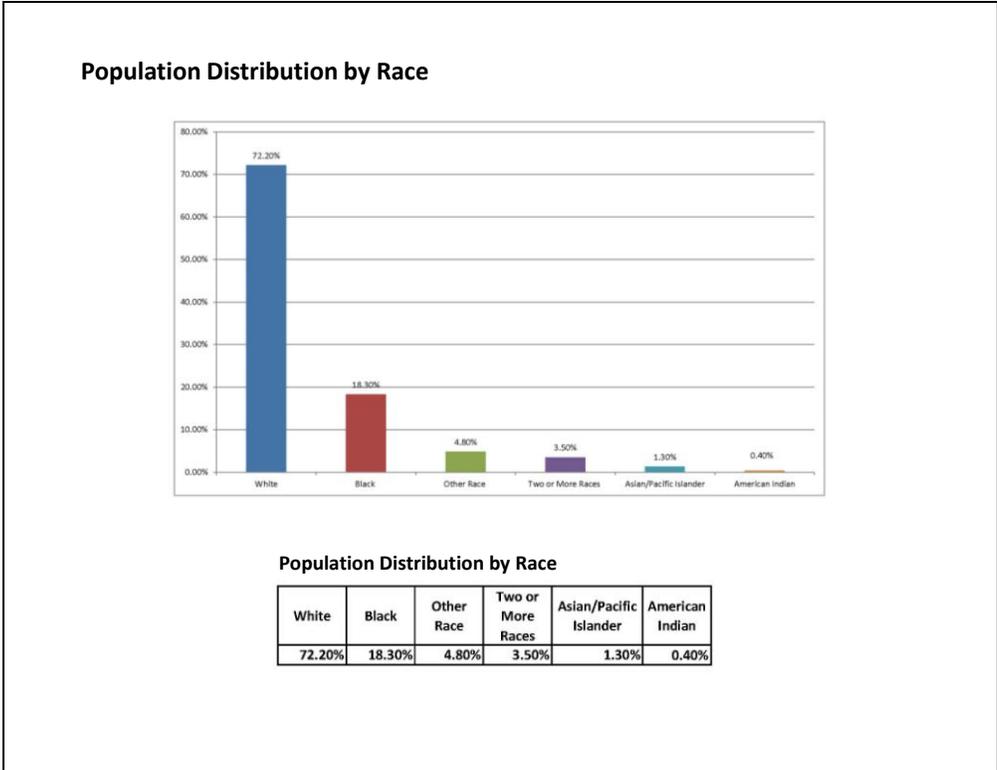
While the City of Hallandale Beach has a good foundation of parks and recreation facilities, programs and services, there are significant unmet needs as identified by the community. This combined with an aging inventory of existing facilities, the presence of a number of new facilities, plus limited financial resources, places a major challenge on the City to respond to these needs.

Demographic Review:

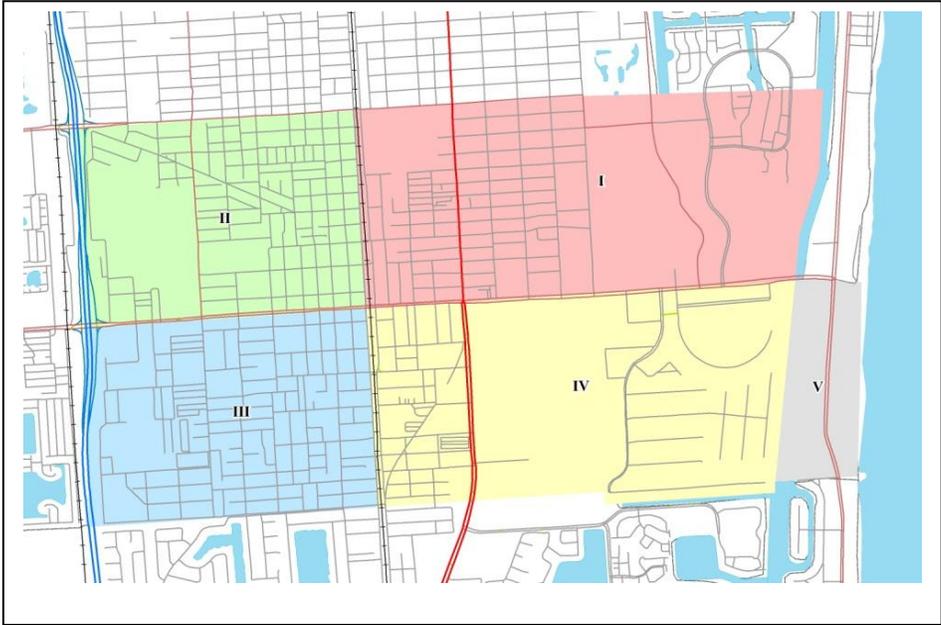
When the basic demographic characteristics of the City of Hallandale Beach as a whole are analyzed the following points can be made (Data from Broward County).

- The population of the city is estimated at 39,695 in 2010 with projections of 45,282 by 2020.
- There are estimated to be approximately 19,858 households in 2010.
- It estimated that the seasonal population during the winter jumps to 49,000.
- The median age is 52.7 while the national median age is only 37.0 in 2010. However, there are indications that the population is beginning to “turn over” with younger residents replacing the older population. Over the next 10 years this could result in a decrease in the median age.
- Median household income is \$36,513 compared with \$54,442 nationally.
- The ethnic makeup of the community is:

Ethnicity	Percentage
White	72.2%
Black	18.3%
American Indian	.4%
Asian/Pacific Islander	1.3%
Other Race	4.8%
Two or More Races	3.5%
Hispanic Origin	28.7%



The City of Hallandale Beach is divided into five different geographic quadrants.



The following represents the projected population of each quadrant into the future:

Quadrant of City	2000	2005	2010	2015	2020
Quadrant 1 (NE portion of the city)	11,895	12,307	12,737	13,350	14,030
Quadrant 2 (NW portion of the city)	4,121	4,661	5,383	6,808	7,523
Quadrant 3 (SW portion of the city)	6,216	6,502	6,851	7,801	8,888
Quadrant 4 (SE portion of the city)	5,992	6,332	6,743	7,307	7,545
Quadrant 5 (Beach)	5,757	6,149	6,573	6,992	7,296
Total	33,981	35,539	39,695	42,258	45,282

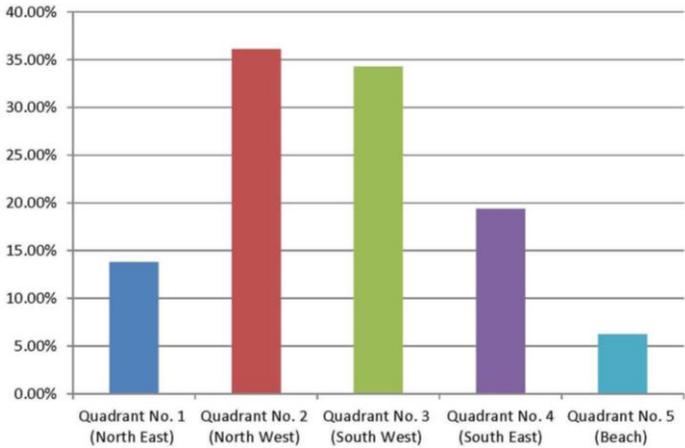
- All of the quadrants will show steady growth in the next 10 years.

Age distribution by quadrant of the city in 2010 is:

Age	Quad 1	Quad 2	Quad 3	Quad 4	Quad 5
Under 5	2.48%	8.70%	7.15%	3.63%	.86%
5 to 17	4.37%	19.96%	21.01%	8.77%	1.90%
18 to 21	1.99%	5.45%	5.07%	2.18%	.99%
22-29	7.53%	10.67%	8.20%	8.42%	3.35%
30-39	11.92%	12.36%	17.14%	12.98%	6.17%
40-49	10.44%	14.47%	17.05%	11.52%	6.62%
50-65	18.79%	13.52%	13.43%	19.89%	17.37%
65 +	42.48%	14.87%	10.95%	32.61%	62.74%

- Quadrant 5 has the greatest percentage of seniors, followed by quadrant 4. Quadrant 2 has the greatest number of youth followed closely by quadrant 3.

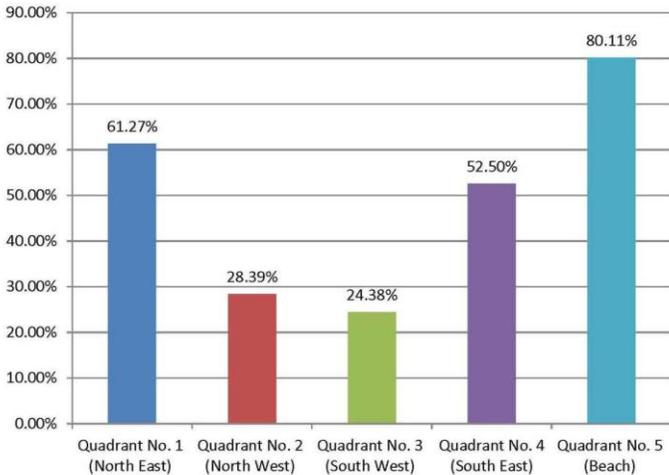
2010 – Population Distribution 5 to 29 Years of Age by Quadrant



2010 – Population Distribution 5 to 29 Years of Age by Quadrant Table

Quadrant No. 1 (North East)	Quadrant No. 2 (North West)	Quadrant No. 3 (South West)	Quadrant No. 4 (South East)	Quadrant No. 5 (Beach)
13.80%	36.08%	34.28%	19.37%	6.24%

2010 – Population Distribution Over 50 Years of Age by Quadrant



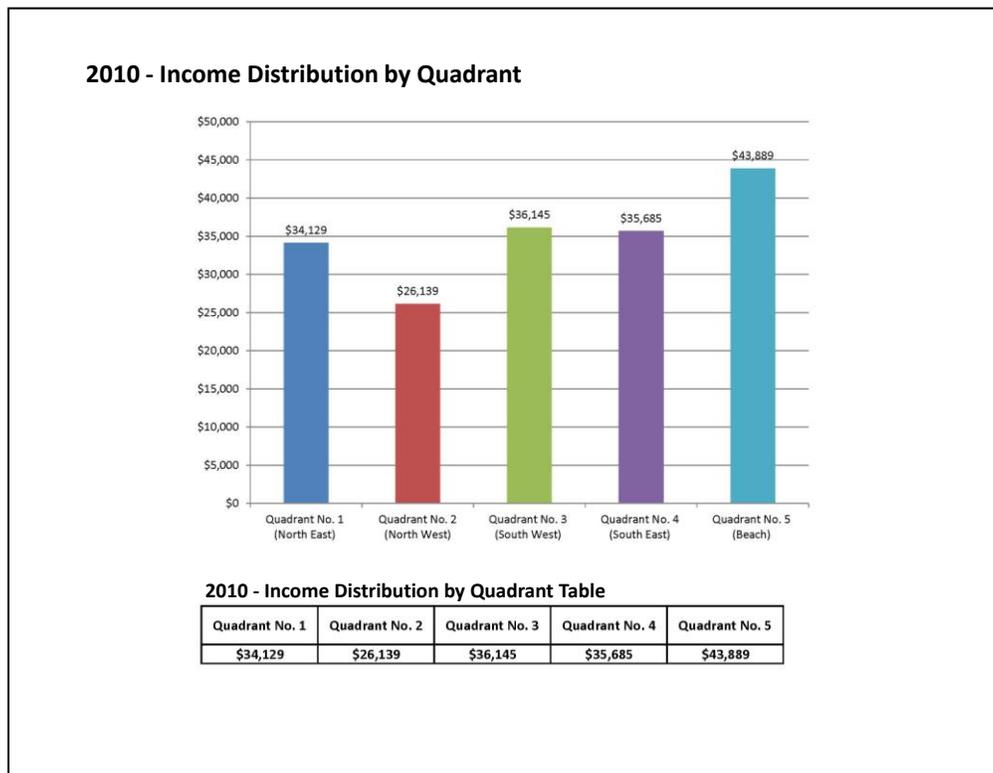
2010 – Population Distribution Over 50 Years of Age by Quadrant Table

Quadrant No. 1 (North East)	Quadrant No. 2 (North West)	Quadrant No. 3 (South West)	Quadrant No. 4 (South East)	Quadrant No. 5 (Beach)
61.27%	28.39%	24.38%	52.50%	80.11%

Median household income by quadrant of the city in 2010 is:

Quadrant	Income
1	\$34,129
2	\$26,139
3	\$36,145
4	\$35,685
5	\$43,889

- Quadrant 5 has the highest median household income level, followed by quadrant 4.



Demographic Summary:

- The city will continue to grow at a reasonable rate for the next 10 years.
- The overall city population is older than the national median age but is beginning to trend the other direction.

- Median household income is lower than the national median.
- The city has a significant Hispanic as well as Black population.
- The beach area has the greatest concentration of seniors and the highest median household income level.
- The northwest quadrant has the greatest number of youth, but the lowest median household income level.

Public Input Review:

A series of public meetings were held in each quadrant of the city and participants were asked to fill out a survey regarding their recreation needs. A separate youth survey was also conducted. The following summarizes the findings from the public input mechanisms. It should be noted that these findings represent only a small segment of the community.

Community Meetings Summary

- Safety is a major concern.
- Parks and recreation facilities need more parking.
- Dogs in the parks and developing new dog parks are a contentious issue.
- Restrooms in the parks is also a volatile issue with some people wanting more restrooms and ones that are open on a regular basis and others not wanting them at all for safety reasons.
- Having more benches in the parks is desired as is more shade.
- Improvements to the beach facilities.
- Specific parks facility needs included:
 - Skate park
 - Basketball courts
 - Trails
 - Fitness stations
 - Updated playgrounds
 - Covered park pavilions

Neighborhood Surveys Summary

Listed below are some of the key findings related to parks and recreation facilities and programs.

Northwest Quadrant

Program Needs

- After school programs
- Sports (youth and adult)

- Cultural arts
- Seniors
- Fitness
- Youth (non-sports)

Facility Needs

- Maintain existing facilities
- Sports fields
- Playground improvements
- Additional parking
- Indoor recreation facilities
- Outdoor pool
- Trails
- Restrooms

Northeast Quadrant

Program Needs

- After school programs
- Sports (youth and adult)
- Cultural arts
- Seniors
- Fitness
- Youth (non-sports)

Facility Needs

- Maintain existing facilities
- Sports fields
- Improved security
- Playground improvements
- Additional parking
- Open space
- Trails

Southwest Quadrant

Program Needs

- After school programs
- Sports (youth and adult)
- Aquatics
- Cultural arts
- Fitness
- Youth (non-sports)

Facility Needs

- Improved security
- Additional parking
- Indoor recreation facilities
- Outdoor pool
- Open space
- Trails
- Do not fence in parks

Southeast Quadrant

Program Needs

- There is a need for more programs in general
- After school programs
- Sports (youth and adult)
- Seniors
- Fitness

Facility Needs

- Maintain existing facilities
- Sports fields
- Additional parking
- Indoor recreation facilities
- Open space
- Restrooms
- Dog Park

Beach Quadrant

Program Needs

- After school programs
- Sports (youth and adult)
- Seniors
- Fitness
- Cultural arts

Facility Needs

- Maintain existing facilities
- Indoor recreation facilities

Non-Residents

Program Needs

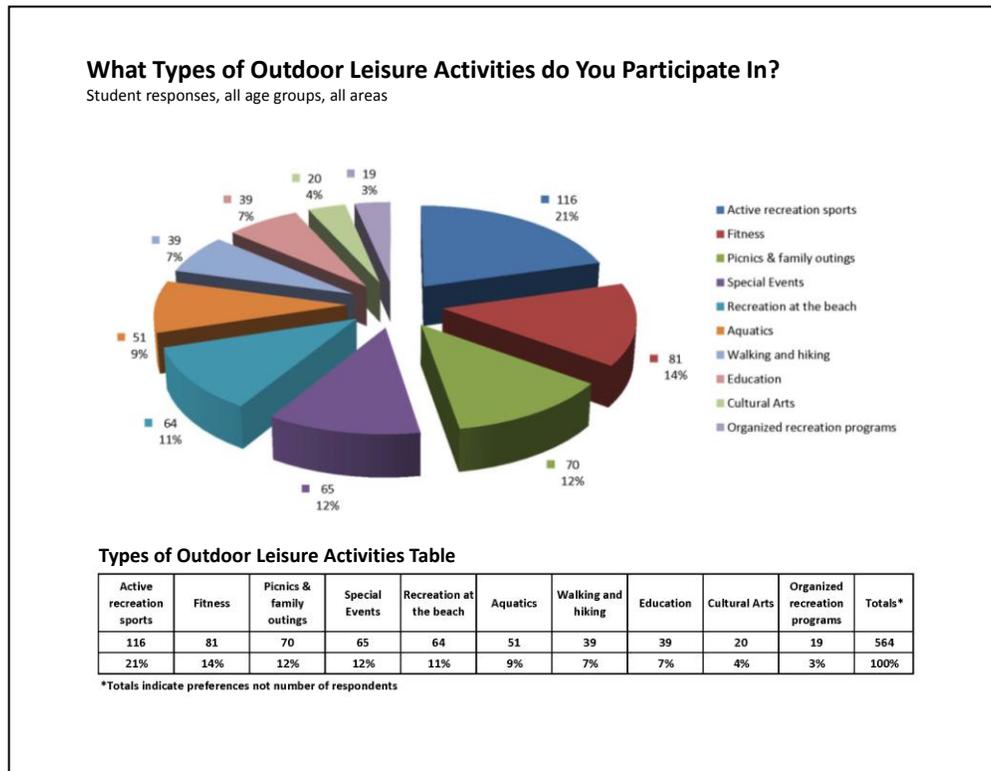
- After school programs
- Cultural arts
- Youth/Teen
- Sports

Facility Needs

- Improve security
- Sports fields
- Improved playgrounds
- Restrooms

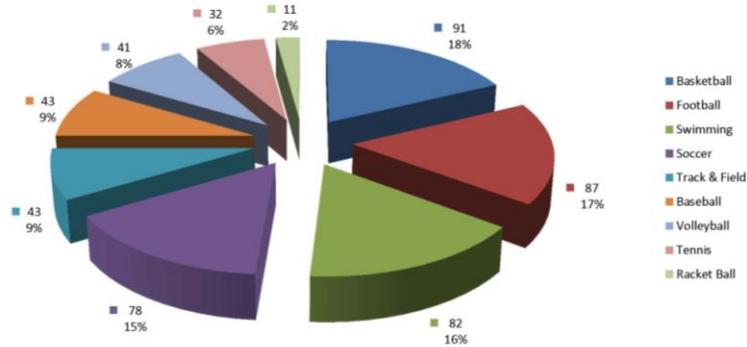
Youth Surveys Summary

The overall results of the youth survey are indicated below. There was a strong response with over 270 surveys completed. The greatest number of surveys came from the 11-15 age group.



Which Youth Sport Activities do You Feel Your Area is in Most Need of?

Student responses, all age groups, all areas



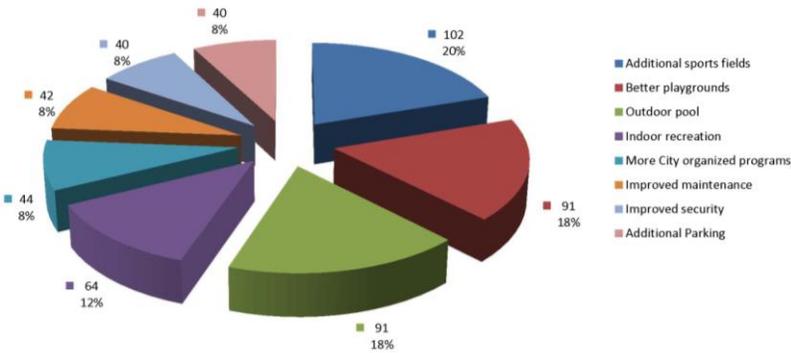
Needed Youth Sports Activities Distribution Table

Basketball	Football	Swimming	Soccer	Track & Field	Baseball	Volleyball	Tennis	Racket Ball	Totals*
91	87	82	78	43	43	41	32	11	508
18%	17%	16%	15%	8%	8%	8%	6%	2%	100%

*Totals indicate preferences not number of respondents

What Improvements are Needed in the Parks You Visit Most Often?

Student responses, all age groups, all areas



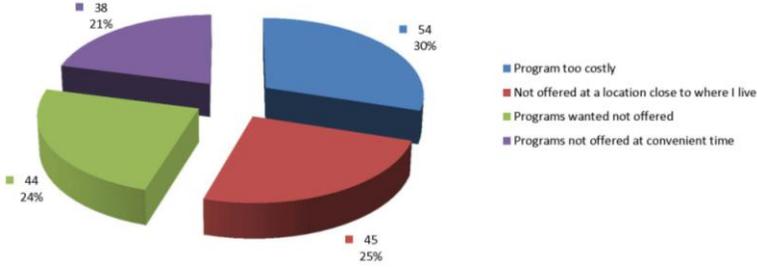
Improvements Needed in Parks You Visit Most Distribution Table

Additional sports fields	Better playgrounds	Outdoor pool	Indoor recreation	More City organized programs	Improved maintenance	Improved security	Additional Parking	Totals*
102	91	91	64	44	42	40	40	514
20%	18%	18%	12%	9%	8%	8%	8%	100%

*Totals indicate preferences not number of respondents

If You did not Participate, What are Your Reasons?

Student responses, all age groups, all areas



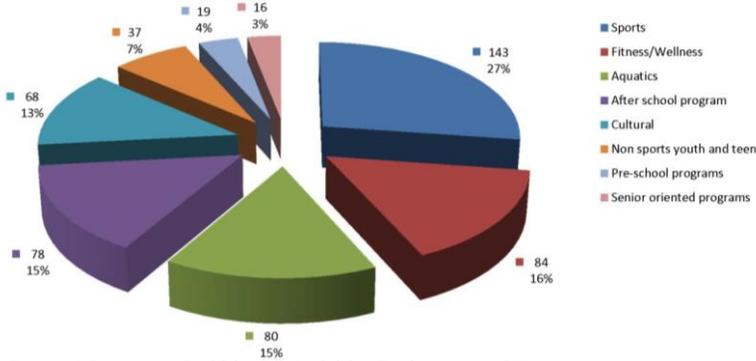
Reasons to not Participate Distribution Table

Program too costly	Not offered at a location close to where I live	Programs wanted not offered	Programs not offered at convenient time	Totals*
54	45	44	38	181
30%	25%	24%	21%	100%

*Totals indicate preferences not number of respondents

Which Types of Programs, Facilities, or Activities Would You Like to See Offered that are not Offered in Your Neighborhood?

Student responses, all age groups, all areas



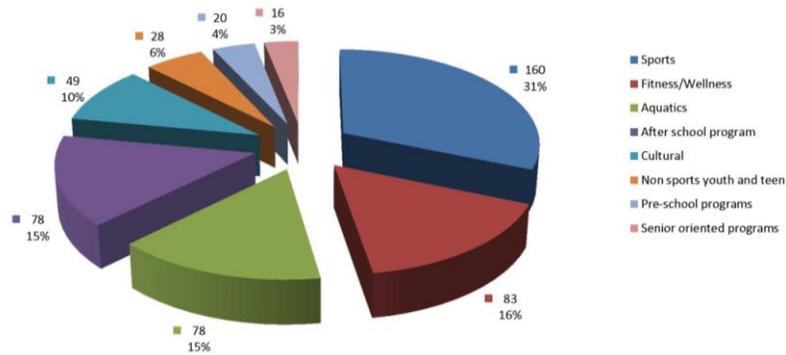
Types of Programs, Facilities, or Activities Desired to be Offered Distribution Table

Sports	Fitness/Wellness	Aquatics	After school program	Cultural	Non sports youth and teen	Pre-school programs	Senior oriented programs	Totals*
143	84	80	78	68	37	19	16	525
27%	16%	15%	15%	13%	7%	4%	3%	100%

*Totals indicate preferences not number of respondents

What are the Most Needed Recreation Programs or Activities in your Neighborhood?

Student responses, all age groups, all areas



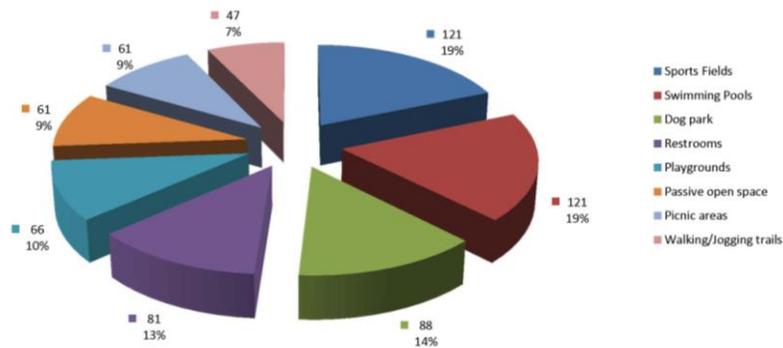
Most Needed Recreation Programs/Activities in Your Neighborhood Distribution Table

Sports	Fitness/Wellness	Aquatics	After school program	Cultural	Non sports youth and teen	Pre-school programs	Senior oriented programs	Totals*
160	83	78	78	49	28	20	16	512
31%	16%	15%	15%	10%	5%	4%	3%	100%

*Totals indicate preferences not number of respondents

What are the Top Three Elements Needed in Your Parks?

Student responses, all age groups, all areas



Top Three elements Needed in Your Parks Distribution Table

Sports Fields	Swimming Pools	Dog park	Restrooms	Playgrounds	Passive open space	Picnic areas	Walking/Jogging trails	Totals*
121	121	88	81	66	61	61	47	646
19%	19%	14%	13%	10%	9%	9%	7%	100%

*Totals indicate preferences not number of respondents

Under 10 Years of Age

Program Needs

- Sports
 - Soccer
 - Basketball
- Aquatics
- Cultural arts
- Fitness/Wellness

Facility Needs

- Dog park
- Sports fields
- Playgrounds
- Swimming pool

11-15 Years of Age

Program Needs

- Sports
- After school programs
- Aquatics
- Fitness/Wellness

Facility Needs

- Dog park
- Sports fields
- Restrooms
- Swimming pool

16-20 Years of Age

Program Needs

- Sports
- Aquatics
- Fitness/Wellness

Facility Needs

- Sports fields
- Swimming pool
- Picnic area

Other Key Youth Survey Findings

- Security is an issue in parks
- Youth are strong users of facilities
- The most used parks are Bluesten, O.B. Johnson and Ingalls.
- The biggest reasons youth do not participate in City recreation programs include “programs not offered at a location that is close to where I live” and “programs are too costly”.

Overall Public Input Summary

- Safety in the parks is a significant issue.
- There is a concern over the lack of parking at most facilities.
- Dogs and dog parks are a contentious issue.
- Having restrooms in parks is also a major issue.
- Specific program needs include:
 - After school programs
 - Sports (youth and adult)
 - Cultural arts
 - Seniors
 - Fitness/Wellness
 - Youth (non-sports)
 - Aquatics (youth)
- Specific parks and recreation facilities include:
 - It is important to maintain existing facilities
 - Improve playgrounds
 - Additional sports fields
 - Additional parking
 - Indoor recreation facilities
 - Swimming pools

Parks and Recreation Trends: To assist in the process of developing a parks and recreation master plan for Hallandale Beach it is helpful to understand some of the trends that are being seen nationally with parks and recreation. However, it should be noted that each city is unique and the area of the country has a strong bearing on trends and other operational factors.

- Recreation programming has become very diverse with offerings in the following main areas.
 - Sports – youth and adult
 - Fitness and wellness

- Aquatics
 - Cultural arts
 - Youth (non sports)
 - Teens
 - Seniors
 - Special populations
 - Special interest
 - Outdoor education and adventure
 - Special events
 - Family focused activities
- Many of these programs are offered with shorter sessions (two to three classes) or on a drop-in pay as you go basis (especially fitness). In addition, there has also been a concerted effort to integrate conventional recreation programming with community based social service programs. Most of the social service programs are offered by other community based agencies.
 - Providing such a wide variety of recreation programs and services has required recreation departments to contract for a significant number of services and/or act as a clearing house or community organizer of other organizations that provide recreation programs and services. Cities simply have been unable to provide all the demanded programs and services to a community on their own.
 - The types of facilities that are now being provided by parks and recreation departments have also become more diverse and now often include.
 - Neighborhood parks (less than 15 acres, often provided by HOA's and others)
 - Community parks (15-50 acres)
 - Regional parks (50-200 acres)
 - Open space or preservation areas
 - Trails
 - Specialized facilities
 - Aquatic centers
 - Ice rinks
 - Recreation/Community centers
 - Performing arts center
 - Sports complex
 - Amphitheater
 - Tennis center
 - Nature/Interpretive center
 - Adventure sports (BMX, skateboard park, etc.)
 - Boat launch/Marina
 - Golf course
 - Dog park
 - Beach facilities

- There has been a much stronger emphasis on open space acquisition and trails development in the past 10 years than most other types of facilities.
- There has also been a much stronger emphasis on revenue generation with many cities now requiring the recreation division to be 100% self supporting of all direct costs. Most tax dollars are reserved for parks and facility maintenance, overall administration of the department and capital improvements.
- Increasingly more operation, administration, and maintenance functions are being contracted to outside vendors to reduce costs and staffing.
- A greater emphasis on partnering with other recreation and parks providers to develop and manage amenities and programs.

Section II – Parks and Recreation Department Analysis

General System Wide Observations:

The following are general observations of the City of Hallandale Parks and Recreation Department based on site visits to the city, its recreation facilities and programs, as well as interviews with key staff and other providers.

- Like many cities in the United States, Hallandale Beach faces challenges in the delivery of parks and recreation services in a cost effective and efficient manner.
- The city must operate and maintain a vast variety of parks and recreation facilities that are geographically spread across the city.
- Many of the facilities are now older and some are functionally obsolete for the roles they must support. This puts a tremendous strain on the department.
- Despite operational budget cutbacks and restrictions, the city continues to add additional parks and recreation facilities to the inventory.
- Hallandale Beach Parks and Recreation has traditionally been based on delivering services on a neighborhood level both for facilities and programs. While this provides the greatest level of service to the community, it is costly to develop and maintain.
- The city is divided into five key geographic areas that have different recreational needs and are very different in their demographic make-up.
- There are a variety of recreation programs and services that are being demanded in the city from population that is expected to change from an older to an increasingly younger and more ethnically diverse population base. Year round schools provide another challenge.
- The city's recreation programming is provided by not only the parks and recreation department but also be Human Services as well as the Police through PAL.
- Maintenance functions are handled by both parks and public works with the school district also being involved with some facilities.
- Specific roles and responsibilities for providing recreation programs and services appears to be rather randomly assigned to different departments (Parks & Recreation, Human Services, and Police) based on which department wants to take on a task rather than an overall assessment of what is the best approach for the most efficient and effective delivery of parks and recreation services.

- There is a general lack of coordination and planning as well as communications breakdowns with other departments in the city. This includes:
 - *Development Services* – Coordinating development with parks amenities and programs in a comprehensive manner to benefit the community in a cost effective manner.
 - *Public Works* – Coordinating maintenance of parks, playing fields, buildings and hardscapes with other maintenance and operations functions.
 - *Human Services* – Planning for the provision of youth and senior services.
 - *Police* – Planning and coordinating PAL programs for youth in concert with parks and recreation programs and services.
- There needs to be greater emphasis placed on evaluation and measurement of operations and productivity as a department.
- The department needs to continue to update and add equipment and technology. This includes making sure that key staff has either cell phones or radios, that computers are upgraded to run surveillance camera software, and there are adequate vehicles for parks maintenance staff.

Department Staffing, Organization, and Administration:

Essential to a delivering effective, well organized, parks and recreation services to the residents of Hallandale Beach is a having a strong organizational structure in place. Concerns associated with this issue are:

- The department has a general lack of comprehensive operating systems in place to guide management and provide valuable information and documentation for future planning.
- While there are very basic operating policies and procedures in place on a department level these do not appear to be as relevant or effective on the individual center or facility level. Specific operating policies and procedures for individual facilities are minimal.
- There is a definite lack of any form of comprehensive marketing plans for recreation services on the center level as well as from a department perspective.
- The department needs to develop formal interlocal agreements with the school district and county outlining priorities of use, maintenance, financial contributions and design considerations for new facilities.

- There appears to be a general lack of on-going supervision of programs and services by full-time staff during evening and weekend hours. This is due in part to a reduced full-time staffing level but also how staff is scheduled and utilized.

- Parks and Recreation Overall Department Recommendations:
 - Establish a service plan for the department that focuses on program priorities, facility operations directives and establishing a basic management systems plan is essential.

 - The existing job descriptions and responsibilities need to be updated to represent the current organizational plan. Specific job responsibilities need to be formalized.

 - Detailed and specific annual work plans should be required for each full-time staff member and these should be monitored by their direct supervisor on a regular basis. The work plans should cover issues such as budget development, programming, community center cleanliness and maintenance, marketing, community outreach and staff interaction and communication. There should be measureable benchmarks and outputs required for each plan.

 - Each community center director should be responsible for the development and monitoring of their own budget.

 - Formal facility inspections should be completed on at least a weekly basis. These inspections should cover maintenance issues, equipment inspections and documentation, safety and operational issues.

 - Currently athletic field maintenance does not have a maintenance plan in place to guide operations and define scheduling and tasks. This should be developed in the next year.

 - Parks and Recreation, in conjunction with the Public Works should develop a formal, internal, 5 year capital improvement budget for its facilities. This budget should be updated annually.

 - An overall marketing plan for recreation programs and services should be developed on the department level. This document should be a simple, easy to implement, document that serves as a guideline for specific marketing efforts.

 - A comprehensive safety and security program should be developed on a department level. The general policies and procedures should then be reinforced by specifics for each division and facility.

- Commit to developing a strong communications plan between different aspects of the department as well as with other city departments.
- Any new park or recreation facility that is planned for the city should be required to have a maintenance impact statement completed that identifies the financial and staff impacts of maintaining the facility before it is built.
- Explore the possibility of Parks and Recreation taking on the role of scheduling all playing fields in the city (including school district fields for non-school use) to provide a single scheduling entity.
- The current tennis center management contract should be rewritten to improve not only the product that is being delivered but also to require increased emphasis on the physical condition of the facility.
- With the current system, users of the aquatic center may have to go to three locations to pay for services. The pool patrons should be able to pay for admission, programs, or swim passes at the pool itself.

Parks and Recreation Budget:

- The Parks and Recreation Department budget has been developed with only general and basic budget categories. The department needs to move toward a cost center accounting system where major budget sections are set up with sub categories based on specific facilities or program areas. This will provide greater transparency for the entire budget process, allow for an accurate picture of both costs and revenues for individual areas, and allow for supervisory employees to be directly responsible for their own budgets.
- Parks and Recreation currently provides services for a number of community organizations and the time and cost for these services should be clearly delineated.
- A number of administrative services are provided for PAL and the cost of these activities also needs to be itemized.
- Currently the city funds a number of community organizations which provide cultural, recreation, and other community services. With the reduced level of funding that the department receives, a cost/benefit analysis should be conducted for each of these organizations to ensure that the Parks and Recreation Department would not be better off receiving some of this funding.
- The Parks and Recreation Department should not be providing vending services for its facilities or city hall. This is a poor use of time and resources. This function should be contracted to an outside vendor as soon as possible.

- All contract programs and service providers should be moved to a 70%-30% split of revenues (from the current 80%-20%) to provide the city with a better revenue stream.
- A strong effort is needed to track and document use of various city facilities from active use areas to more passive use amenities. This will provide the opportunity for the city to tie maintenance costs to use numbers for facilities.
- Deferred maintenance items must be prioritized on a five and ten year plan for funding and ultimate completion. The list should be updated and reprioritized on a yearly basis.
- A funding plan for the deferred maintenance items must be developed. If there are a significant number of high priced improvements that must be completed in the near future, then the city may need to consider a bond issue to fund such items in a cost effective manner.
- Establish a capital depreciation/replacement budget for major facilities and equipment.
- The city should consider contracting for certain services that would be more cost effective if they were provided by other entities (see Future Operations and Maintenance Standards section).
- The Parks and Recreation Department must adopt a more aggressive fee policy as was noted in the Programs and Services Assessment section of the report.

Future Operations and Maintenance Standards:

With diminishing financial resources, it will be important that the Parks and Recreation Department develop strong and detailed operations and maintenance plans and standards.

- Having a well developed maintenance plan provides an excellent foundation for establishing time/material cost estimates for various maintenance functions and tasks. Once the maintenance plan is in place the process needs to continue to develop to the next level where actual time and resource allocations are utilized to validate the planning numbers that have been used. This could take several years until enough real world numbers are available to adjust the existing standards. From this, specific benchmark standards can be determined (cost per acre, per square foot, etc.).
- Specific stand alone maintenance plans should be developed for each major facility (aquatic center, community center, or special use facility). These plans should address not only daily and long term custodial and maintenance functions but also mechanical system and other operating system maintenance.
- Establish lifecycle cost estimates for all major capital assets in the department.

- The department should develop three distinct levels of service for park and recreation amenities. This would be a more cost effective approach to maintenance and more accurately reflect the proper level of service necessary to maintain a facility.
 - The highest level would be for facilities that are highly visible, receive extensive public use, have active use amenities, and for all indoor facilities.
 - The second level would be a lower level of service for more passive use parks, trails and park areas.
 - The third would be for open space, right of ways, and areas that are not highly used or may not be even visible to the public.
- The department, in conjunction with Public Works, should develop specific guidelines to determine which maintenance functions or activities should be considered for contract service. A primary aspect of this plan should be a cost/benefit assessment of providing a function in house vs. contracting for the service. General guidelines include:
 - Basic maintenance functions that occur on a regular basis should not be contracted if they occur in highly visible locations or for facilities where there is a very strong level of public use.
 - Specialized functions that require special training or equipment, are inherently dangerous, or do not occur on a regular basis should be considered for contract service.
 - Basic maintenance functions that occur in remote or low use areas should be considered.
 - Very small parks (under one acre) and right of ways that require the allocation of a high level of time and resources should be considered.
 - Remote locations that take significant travel time to maintain should also be considered.
- Conduct a study to determine which if any maintenance functions could be successfully handled by other organizations such as developers, sports clubs and homeowner associations.
- All memorandums of understanding and intergovernmental agreements should be reviewed at least every 3 years to assess the maintenance impacts of the agreements.

Future Facilities

- For each new proposed park or recreation facility, a detailed projection of the cost of maintaining the amenity on an annual basis should be completed. This should include not only additional man power requirements but also equipment, operating supplies and necessary contractual services. An on-going system with specific procedures should be in place to accomplish such estimates in a consistent and organized fashion.
- Maintenance supervisors and administrative staff should be actively involved in the design review process for all new planned facilities. The review process should focus on materials and surfaces/finishes being specified, maintenance equipment required to maintain the amenity, access for maintenance equipment, and brand of materials continuity.

Other

- Develop an energy management plan that attempts to not only control energy costs but promotes energy conservation and also attempts to utilize alternative forms of energy.

Funding:

It will be critical that the City of Hallandale Beach develop a broad based funding plan for parks and recreation projects as well as general operations. It has become increasingly clear that a number of different funding sources may need to be utilized for parks and recreation in the future.

The key will be developing realistic funding strategies that involve a number of city sources. From alternative tax funding, to the use of impact fees and other mechanisms, these options deserve consideration and analysis.

More importantly, identifying non-tax sources is even more crucial. One of the mechanisms that has been used most effectively is partnering with other governmental agencies, other providers and even private sector entities. A careful partnership assessment is needed to determine realistic opportunities for organizations to establish financial interests in a project that will benefit all parties.

Beyond partnerships, the city will need to actively explore other alternative funding sources that could be utilized for parks and recreation. From grants and fundraising to the use of foundations and other private sources of money, realistic funding options will need to be investigated and analyzed.

From this funding analysis a plan should be developed that identifies not only the realistic sources of finance but the dollar amounts that might be expected from each source.

As a result a number of possible funding sources were investigated. Although this is not meant to be an exhaustive list it does indicate possible available funding sources. These include:

Capital Funding

Partnerships – The possibility of including equity (capital and/or operational funding) partners in the development of parks and recreation projects should be explored. This could occur with a partnership with the school district, developers, other neighboring communities as well as other community organizations. There will be limits on the number of these types of partners that can be established for many projects due to possible competing interests.

Fundraising – A possible source of capital funding could come from a comprehensive fundraising campaign in the city. This will only be effective for clearly identified projects that have strong community visibility and support. Contributions from local businesses, private individuals and social service organizations should be targeted. To maximize this form of funding a private fundraising consultant may be necessary.

Grants/endowments – There are a number of grants and/or endowments that are available for recreation projects. It is more difficult to fund active recreation facilities than parks and open space from these sources, but an effort should be made to acquire limited funding from these areas.

Naming Rights and Sponsorships – Although not nearly as lucrative as for large stadiums and other similar facilities, the sale of naming rights and long term sponsorships could be a source of some capital funding as well. For large projects, it may be necessary to hire a specialist in selling naming rights and sponsorships if this revenue source is to be maximized to its fullest potential. No lifetime naming rights should be sold only 20 year maximum rights should be possible. Determining the level of financial contribution necessary to gain a naming right will be crucial.

It is clear that the primary source of funding will have to come from tax dollars. As a result several possible tax options are possible.

City of Hallandale Beach – If the City of Hallandale Beach is going to be the primary funding agent for capital projects several options to acquire the necessary tax dollars will need to be evaluated.

General Fund – The utilization of any existing non allocated tax dollars for projects. This is highly unlikely considering the current financial status of the city.

Capital Improvement Fund – Project funding from city resources allocated for major capital projects.

CDBG – The allocation of community development block grant money for specific community recreation projects.

Bond Measure – A voter passed tax initiative to fund specific parks and recreation projects.

Park Impact Fees – Utilization of development fees for the construction of facilities.

Certificates of Participation – A form of lease-purchase, COP's are issued for debt periods similar to normal bonds but the facility itself serves as the collateral. This funding mechanism does not usually require voter approval.

Foundation – The city establishes a parks and recreation foundation to funnel fundraising dollars and grants to a variety of projects.

State Legislative Funding – The state legislature has the ability through a general appropriation or state referendum to provide a grant for a new facility. This source of funding will be highly difficult to obtain.

Federal Funding – Obtaining some level of federal funding for projects is unlikely but not impossible. The availability of new economic stimulus dollars may be the best opportunity to attract federal funds.

Operations Funding

To continue providing parks and recreation services as well as operating and maintaining facilities, a steady funding plan is required.

City of Hallandale Beach – It is obvious that the major responsibility for operational funding will fall on the city. However the city will need to identify how such funding will be handled and from what source the funding will come from.

Partnerships – Developing operational partners for both facilities and programs could provide an additional level of funding. A carefully worded partnership agreement will be necessary to confirm and guarantee the level of funding that is possible and the length of time that it should be expected.

Endowment Fund – This would require additional fundraising to establish an operational endowment fund that could be designed to fund capital replacement and improvements at parks and recreation facilities. It is often difficult to raise funds for operational endowments.

Sponsorships – The establishment of sponsorships for different programs and services as well as funding for different aspects of a facility's operation (or programs) is possible. However, in most cases this provides a relatively low revenue stream for funding day to day operating costs for recreation.

Grants – There are grants that are available for programs and services that serve the disadvantaged, youth, teens and seniors. It may be possible to acquire funding for specific programs from this source.

Section III – Recreation Programs and Services Assessment

The Recreation Division offers a number of recreation programs and services to the residents of Hallandale Beach. Important issues with programming include:

- The Recreation Division focuses much of its programming efforts on youth, special events and the community centers. For the size of the city the number of program offerings and the variety is very limited.
- Recreation programs and services are generally planned and delivered on a community center level to be responsive to varying needs and expectations.
- Aquatics and tennis programming is contracted to outside vendors who manage the facilities where these programs are offered.
- There is a definite lack of documentation on the number of programs being run at each location, the number of people registered or taking the program, and comparisons with previous seasons or years. It is essential that all program (regardless if there is a fee or not) participants be registered through a registration software system.
- There needs to be some form of organization of programs by time of the year as well as a system and timing for the introduction of new programs or activities.
- There should be a stronger emphasis on developing programs and services that have an appeal to the different ethnic groups in the city.
- Within the next three years the department should have a fully computerized recreation registration software program in place and should start on-line registration. This should also handle facility scheduling and point of sale transactions.
- There does not appear to be any consistent marketing information about facilities or programs within community centers. While facility use and program participation appears to be acceptable, there still needs to be a mechanism to promote new programs and facility amenities to the community. A consistent look, process, and feel among all of the facilities should be promoted.
- Within the city, a number of other departments also provide some level of recreation programming. This includes Human Services which runs a significant youth after school program as well as a senior program. The Police Athletic League (PAL) conducts a number of youth sports including soccer, baseball, football, cheerleading, basketball and track and field.
- Current Parks and Recreation Department programs and services include:

Special Events

- Dr. Martin Luther King Jr. Celebration
- Egg “Extravaganza”
- Arbor Earth Day
- Memorial Day
- 4th of July Celebration
- Coastal Clean Up
- Outhouse Festival
- Veteran’s Day
- Lighting Ceremony
- Halloween House Decorating Contest
- Doggie Costume Contest
- Volunteer Banquet
- Spring Fling

Programs

- Summer and Year Round Camps
 - 200 participants per week summer
 - 75 participants per week year round
- Winter Break Camps
- Teen Activities
 - College tours
 - Teen socials
 - Field trips
 - Teen basketball
 - Teen seminars
 - Teen council
 - Teen volunteers
 - Counselor in training program
 - Teen rap sessions
 - Paid employment opportunities

- Tae Kwon Do
- H2U Senior Activities
- Music Classes
- Cultural Arts
- Memorial Programs
- Movie Nights
- Holiday Programs

- Aquatic Lessons (through Jeff Ellis Management)
- Tennis Classes, Camps, Tournaments (through the contract provider)

In addition to the programs noted above, there are a significant number of one-day activities and events that are held at the Cultural Center, O.B. Johnson Park and Peter Bluesten Park.

Facility Rentals

- Buildings
 - Ingalls Park
 - O.B. Johnson Park
 - Cultural Community Center
 - Peter Bluesten Park
 - North Beach
 - Pavilions
 - Ingalls Park
 - BF James Park
 - South Beach
 - Golden Isles Park
 - Field Rentals
 - Peter Bluesten Park
 - O.B. Johnson
- The following chart identifies and summarizes current core programs, secondary programs and tertiary or non-program areas for the Recreation Division.

Programs	Core	Secondary	Tertiary
Youth Afterschool	√		
Youth Summer Camp	√		
Seniors		√	
Youth Sports			√
Aquatics	√		
Teen	√		
Fitness/Wellness			√
Cultural Arts		√	
General Programs		√	
Adult Sports			√
Special Events	√		
Outdoor Recreation			√
Special Needs			√

The Recreation Division will need to determine if the focus on the core program areas should continue into the future or should move in another direction. The following is a general assessment of the major program areas.

Core

- *Youth Afterschool Programs* – The division has the experience and facilities (community centers) to continue to support these programs. However, Human Services is operating a similar program as is the school district through the YMCA. As a result it is questionable if this program area should continue to be a primary focus for the division. The Recreation Division will need to work closely with these organizations to develop a realistic plan for this program area.
- *Youth Summer/Vacation/Off-track Camp Programs* – This program area covers the summer, vacation and off-track needs of youth. This program should continue to be a priority for the division but will require greater communication and integration with PAL and Human Services.
- *Aquatics* – With the only public outdoor swimming pool in Hallandale Beach, the Recreation Division (through Jeff Ellis Management) should continue to emphasize aquatic programming, especially learn to swim classes for children, as a primary program area. Aquatic exercise programs should also be emphasized.
- *Teens* – This is a program area that is often a high priority for many recreation departments but is also one of the most difficult to be successful with. This will need to continue to be a programming area for the Recreation Division but developing strong partnerships with other community agencies (Human Services, PAL, etc.) will be critical as well. The division is limited in teen programming by the small and inadequate facility at Johnson Park.
- *Special Events* – The Recreation Division has a major focus on special events not only on a city wide basis but also at the individual centers. Increasingly recreation departments across the United States are seeing a greater emphasis placed on special events that draw communities together as well as attract individuals from outside the community. At times the focus on special events has resulted in other traditional recreation programming being neglected. Special events can be a core program area for the Recreation Division but should not be the primary area of emphasis. Other community groups should be encouraged to be the primary funders and organizers of as many community wide events as possible.

Secondary

- *Seniors* – While the Recreation Division offers a limited number of programs for seniors, Human Services is the primary provider of senior services with dedicated

space at the Hepburn Center. In the future, Human Services will still be the main provider of senior programs and services but the Recreation Division will need to take a more active role with this age group. It should be noted that as the Baby Boomer generation ages they are bringing new needs and expectations to senior services that is more in line with more active recreation pursuits that they have grown up with. This will require different types of senior services and a change in facilities as well. Senior programs and services will also need to be given greater emphasis at each of the indoor centers.

- *Cultural Arts* – Despite the department’s Cultural Center, this is currently a rather small program area for the Recreation Division and it is anticipated that further emphasis in this area is probably not warranted with other non-profit cultural arts organizations present in Hallandale Beach. However, exposing youth and seniors to basic introductory cultural arts programs through services provided at the center level will still need to occur.
- *General Programs* – Programs in this area can cover everything from self improvement to education and other classes. This should be a program area that receives increased emphasis in the coming years and may move to a core area.

Tertiary

- *Youth Sports* – With PAL taking on the responsibility for organized youth team sports activities, the Recreation Division should have virtually no role in this program area. However, in many communities there is an increasing interest in individual sports such as golf, tennis, and even fencing. It may be necessary for recreation to provide some of these activities in concert with PAL’s focus on team sports.
- *Fitness/Wellness* – Without a doubt this is one of the greatest areas of growth in public recreation programming. With a society that has an increasing awareness of the benefits of good health and a realization that obesity (especially among children) is a major risk for Americans, there is a much higher demand for programming in this area. Yet it must be realized that to provide strong fitness and wellness services state of the art fitness facilities are critical. This required commitment of capital will make it difficult for the Recreation Division to have fitness/wellness as a primary program area but efforts to integrate wellness initiatives into other program areas (seniors, youth, etc.) should be promoted. Partnering with health care providers for more medically based services will be essential. This program area should move from a tertiary activity to at least a secondary level in the next three years.
- *Adult Sports* – With limited sports fields and gym space as well as priorities given to youth sports, developing a comprehensive adult sports program will be difficult. Yet adult sports can often generate significant revenue with more

aggressive fees and this can often be a major way to increase overall division revenues. Designating certain facilities or time periods for adult sports will be necessary if greater emphasis is going to be placed on this program area. The Recreation Division may want to concentrate on developing individual adult sports and let private adult leagues handle much of the team programs.

- *Outdoor Recreation* - There does not appear to be much emphasis given to this program area by the Recreation Division. While important to a well rounded recreation program, these activities should be offered primarily by other community based organizations.
- *Special Needs* – It appears that the Recreation Division does not offer any special needs programming. It is difficult for most recreation agencies to have a broad special needs program on their own. As a result many departments in a region will often band together to provide these services in a more cost effective manner. The Recreation Division should consider partnering with organizations for special needs programming.

Future Programs and Services Recommendations:

Beyond the program areas that have been addressed above there are also a number of general recommendations regarding future recreation programming.

- In collaboration with Human Services and PAL develop a well conceived plan for the delivery of recreation services to the citizens of Hallandale Beach for the next 5 to 10 years. This plan should clearly identify areas of programmatic responsibility and ensure that there is not overlap in resource allocation. From this, the Recreation Division needs to establish a five year program plan that identifies the priorities for program development, the responsible staff member and the required resources. Each community center or other facility would then develop their own five year plan with a specific and detailed implementation plan for each year.
- Utilizing the five year program plan model, a program development assessment should take place before actually proposing a program. This will aid in determining the appropriateness and priorities for any new programs.
- Every program or service offered should be required to develop a program proposal sheet to determine the direct cost of offering the activity as well as the minimum number of registrants needed to conduct the program. This proposal form should also evaluate the need for the program, its market focus, and the ability to support the program priorities for the department.
- Once each program or service is completed a program report should be completed that itemizes the exact cost and revenues that were generated by the program as well as the

number of individuals served. This will determine if the program or service met its financial goals and also its service goals.

- The Recreation Division should conduct a lifecycle analysis for major programs to determine the future trends and direction for activities. Tracking program trends on a regional and national basis would also be helpful.
- As the demand for programs and services continues to grow the Recreation Division should expand opportunities for partnering with other city departments and organizations to provide specialized services to the community.
- The Recreation Division will need to develop programs that have not only an appeal for different age groups (youth, teen, adult and seniors) but also to the family unit as well as the different ethnic groups in the city (African American, Latino, and Eastern European).
- The “branding” of programs especially in the area of camps and other activities will help to expand and reinforce the markets for these activities.
- In larger and more progressive recreation departments in the United States there has been a great boom in recreation programming in the last twenty years. Most departments now offer a full complement of activities in the following core areas:

Sports

- Youth
- Adult
- Team
- Individual
- Camps and clinics
- Tournaments
- Non-traditional sports (BMX, in-line hockey, etc.)

Fitness/Wellness

- Fitness classes
- Education

Cultural Arts

- Performing arts (dance, theater, music, etc.)
- Visual arts (painting, ceramics, pottery, etc.)

Youth

- Before and after school
- Summer day camps/playground programs
- Preschool
- Teen

Outdoor Recreation

Outdoor Education
Outdoor adventure
Environmental

Seniors

Aquatics

Lessons
Fitness
Competitive (swim teams)
Specialty

General Programs

Personal development
Specialty

Special Needs

Special Events

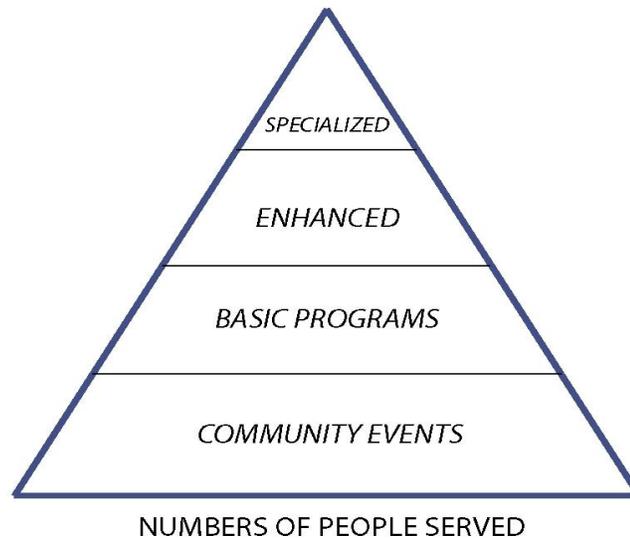
Community events

The Recreation Division does not have to offer programs and services in each of these areas but the population of Hallandale Beach should have opportunities for participation in all of them through some provider in the community.

- From a trends perspective many programs are offered with shorter sessions (two to three classes) or on a drop-in pay as you go basis (especially fitness). In addition, there has also been a concerted effort to integrate conventional recreation programming with community based social service programs. Most of the social service programs are offered by other community based agencies.
- In addition to organized programs, there is an increasing emphasis in most parks and recreation agencies on providing opportunities for people to recreate on their own at the time of their choosing. This requires times at facilities that are dedicated strictly to drop-in use.
- Parks and Recreation needs to be aware of the following keys to providing successful recreation programs and services:
 - **Fee Setting:** In order to accomplish a high level of recreation services, recreation departments have been much more aggressive in their fee setting with the goal of covering more operational expenses for some programs. However, with a more entrepreneurial approach to assessing fees for some activities comes the need to

develop a scholarship program that allows for those individuals that cannot afford to pay the opportunity to participate in recreation activities. Such programs usually have a limited budget and do require the user to pay at least something for service.

Many departments are now tiering their programs into different categories with differing levels of cost recovery.



Programs and services should be categorized into four levels of offerings that are divided by the level of instruction, expertise, or importance to the community's well being. Priority for funding and facility usage should be based on the category in which they fall, with fees being set accordingly. The four categories should include.

Community events – special community wide events, activities or festivals that are onetime events. It should be expected that there will be little to no fees for these activities. Some revenues may be collected from sponsorships and sales of goods and services but the general rate of recovery would be less than 100%.

Basic or core programs – those that are essential to recreation and community needs (such as teen activities, senior programs, youth activities, special populations, etc). These programs direct costs are usually heavily subsidized. Suggested recovery rate is 25% to 50% of direct costs.

Enhanced – those that are beyond basic and are focused on an audience that has a greater ability to pay. Programs in this area could include adult fitness and sports,

or general programs. Suggested minimum recovery rate is 50% to 100% of direct costs.

Specialized – these are activities that are very specialized in nature. These would include activities such as fitness assessments, trip programs, facility rentals and the like. Fees are set based on what the market will bear but at minimum would require 100% of direct costs.

- ***Use of Other Service Providers:*** There has also 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. There has also been an increase in the number of public agencies collaborating to bring a higher level of recreation service on more of a regional basis especially for more specialized services (special needs, outdoor education, etc.). This concept has become much more prevalent across the country with recreation departments being a clearing house of information and services provided by others while providing more basic recreation services itself.
- ***Facilities:*** With the demand for recreation programs and services continuing to expand at strong rates, a new more innovative approach has been undertaken to find appropriate sites for many activities. This has resulted in partnering with private facilities (fitness centers, dance studios, outdoor aquatic clubs, etc.), non-profits (YMCA's, Boy's & Girl's Clubs, cultural arts centers, etc.) and even private schools for certain activities.
- ***Staffing:*** In order to continue to grow the number of recreation programs and services that are offered to a community, adequate staffing is necessary to not only conduct the program itself but also to supervise and administer the activities. With staffing costs being the single greatest expense item for parks and recreation departments, many agencies have attempted to minimize the number of full-time staff by contracting for certain programs or partnering with other providers for services (see Use of Other Service Providers above). However, even with this approach there still needs to be adequate full-time staff to oversee and coordinate such efforts. Part-time staff is still the backbone of most recreation divisions and make up the vast majority of program leaders and instructors. Many departments have converted program instructors to contract employees with a split of gross revenues (usually 70% to the instructor and 30% to the city) or developed a truer contract for services that either rents facilities and/or takes a percentage of the

gross from another organization. The use of volunteers can help to augment paid staff but should not be seen as a substitute for them.

- **Administration:** Essential to developing a comprehensive recreation program is a strong administrative overview of the process. It starts with the development of an overall philosophy that will direct programming efforts by the public organization and determine the role of other providers. The philosophy should emphasize areas of focus by age group as well as program areas and also prioritize future program development options.

Key aspects of administration include:

In-house vs. contracted – As part of the programming philosophy a determination of what programs and services will be offered directly by the recreation staff and which will be contracted to other individuals or organizations must be determined. Increasingly recreation departments are turning to contracted services to broaden programming and limit the role of in-house employees. The Recreation Division currently does contract for aquatics and tennis programming.

Marketing – There has to be the realization that recreation programming is a discretionary use of a person's time and money and as a result it is critical that there is a strong marketing effort to promote the recreation activities that are offered by public providers.

Record keeping – To determine the relative success of programming and the markets being served, accurate and timely record keeping is necessary. Registration numbers by class and activity area need to be kept and comparisons by programming season conducted. In addition expense and revenue numbers for each activity must be noted and compared to determine financial viability. Demographic records of who are taking recreation programs and where they live will determine specific markets that are being served and more importantly ones that may be overlooked. The only way to adequately keep such records is through complete computerization of not only registration but all records associated with programming.

- *Evaluation* – Ultimately the success of recreation programming must be measured by the community it serves. A determination of the satisfaction with existing programs and services as well as the needs and expectations for future programming must be measured through a formal evaluation process. Each program area must have a life cycle analysis completed and programs that are stagnate or on the decline will need to be dropped or modified. Assessing customer satisfaction with individual classes and instructors is also important to

continuing to provide high quality programs and services. Patrons must have easy opportunities to comment as well as knowing where and how to provide feedback.

Section IV - Parks and Recreation Facilities Assessment

The ability to provide recreation programs and services is based in large part of the availability of facilities to support such activities. The City of Hallandale Beach has a variety of outdoor parks and indoor facilities available.

General Assessment

- The vast majority of the city's parks and recreation facilities are more neighborhood based with few city wide facilities. In the future significant facilities such as swimming pools, community centers and sports field complexes should be developed as city wide facilities to minimize both capital and operational expenses. However, it should be realized that a transportation plan to ensure residents access to central facilities may be necessary.
- Many of the parks and recreation facilities are older, outdated and in need of either being renovated or replaced. This is particularly true for O.B. Johnson and Bluesten.
- The city continues to develop and acquire new facilities that must be integrated into the operating budget for parks and recreation. This includes the new North Beach Community Center, the Historical Village, Hallandale Adult Community Center fields and the future Foster Park Community Center. This is stretching already tight budgets.
- The new North Beach Community Center, with its beach location, provides the Parks and Recreation Department an opportunity to attract higher end, fee based rentals and programs. It will be absolutely essential that the department commit to priority use for these activities and not allow more traditional, low fee, activities to take over the facility.
- The department does not currently really utilize school facilities for recreation purposes. School amenities such as gyms, multipurpose rooms and even classrooms can be utilized for a number of recreation opportunities. The city should develop an IGA with the schools to increase use of their facilities. This is particularly true for facilities that the city has helped develop (high school track, etc.).
- It is recognized the residents of Hallandale Beach also utilize Broward County parks and facilities as well as neighboring communities' recreation facilities.
- The Recreation Division should develop specific priorities of use for each indoor and outdoor facility that is owned and operated by the city to determine priorities for both internal uses as well as use by outside groups.
- The Public Works Department and Parks Division appear to have basic maintenance tasks identified for each facility but there is not a comprehensive maintenance

management plan for parks and recreation facilities to guide the process. Such a plan should be developed over the next 2-3 years and should include a detailed preventative maintenance plan. Ultimately, a maintenance management plan should result in a more efficient and cost effective approach to maintaining parks and recreation facilities.

Parks and Recreation Facilities Classifications:

As part of the master plan it is beneficial to review a common classification system for parks and open space amenities. It should be noted that there are a variety of classification systems that are utilized in the profession and different levels of development that are often designated for certain park amenities.

1. Small Neighborhood Parks

- a. Site size - less than 5 acres
- b. Focus - mainly passive use but can have limited active recreational opportunities.
- c. Service area – one-quarter to one-half mile radius.

2. Large Neighborhood Parks

- a. Site size – 6-14 acres
- b. Focus – designed to provide neighborhood based play fields for baseball, soccer, and football, playgrounds, courts, and picnic areas.
- c. Service area – one-half to one mile radius.

3. Community Parks

- a. Site size – 15+ acres
- b. Focus – designed to provide lighted athletic fields, large playgrounds, recreation center, picnic area and swimming pools.
- c. Service area – one to three mile radius.

4. Regional Parks

- a. Site size – 50+ acres
- b. Focus – a one of a kind facility such as a sports complex, stadium, auditorium or large natural resource.
- c. Service area – three mile to ten mile or more radius.

5. Natural/Preservation Areas

- a. Open space areas of various sizes that remain in a natural setting.

6. Greenways

- a. Linear park areas that follow water ways, transportation corridors or other natural features (beaches, etc.). These areas can either be left in their natural condition or be more developed with turf grass and other park features.

7. Specialized Facility

- a. Focus – unique facilities such as marinas, swimming pools, nature/interpretative center, dog parks, amphitheater, tennis centers and golf courses.

The following is a breakdown of basic specialized facilities.

Aquatic Centers – Aquatic centers or swimming pools are usually developed on three levels.

Neighborhood – smaller pools that are designed to serve specific neighborhoods. The bather load is often less than 200. These amenities are usually built and maintained by a developer or HOA next to a neighborhood park.

Community – larger pools that serve a community. These vary in size and amenities (competitive to recreational) and can range from a bather load of 400 to over 1,000. They are developed as part of a community park. A usual standard is 1 per 25,000 population or a certain square footage per resident.

Regional – these are large water parks that are designed to serve a significant geographic area. They usually contain an expansive recreational pool but can also have a strong competitive focus. Bather loads are 1,000 or more. These are often developed through a partnership with other organizations. They would be located in a regional park or as a stand alone facility. A usual standard is 1 per 50,000 to 100,000.

Recreation/Community Centers – Recreation/Community centers are usually developed on three levels.

Clubhouse/Community Building – smaller buildings that are designed to serve as a community room for individual neighborhoods. The size is usually less than 5,000 sq.ft. and requires less than 3 acres. These amenities are usually built and maintained by a developer or HOA and are often located next to a neighborhood pool or park.

Community Center – are larger community buildings with multiple, more passive use, spaces that serve a community. These vary in size and amenities and can range from 5,000 to over 20,000 sq.ft. and requires 3-5 acres. The usual standard is 1 per 10,000 in population. This level of center can also be combined with a comprehensive community recreation center or community aquatic center. These centers are usually part of a community park.

Comprehensive Community Recreation Center – this is a large center that contains both active (pool, gym, fitness, etc.) and passive use elements (community rooms) and is designed to serve a substantial geographic area (50,000 or more). The facility is usually over 40,000 sq.ft. to as much as 70,000 sq.ft. and requires 8 acres or more. These are often developed through a partnership with other organizations or other groups (YMCA, etc.). These centers are normally part of a community or regional park.

Performing Arts Center – A performing arts center is a regional indoor facility with a large theater. Seating can vary from 300 to over 1,000. The center can be 30,000 to 70,000 sq.ft. and requires 8 acres or more. This type of center is normally developed by a number of organizations or large communities (over 50,000 population). They can be located as part of a larger civic campus, in conjunction with a comprehensive recreation center, or as an amenity in a regional park.

Sports Complex – A youth or adult oriented sports complex (50-100 acres) with a series of lighted game fields for baseball/softball (6 to 8 fields in a wagon wheel with central restrooms/concessions/press box) and football/soccer (6-12 fields with central restrooms/concessions/press box). The complex could also include a stadium for either or both sports. A sports complex is built in a regional park.

Tennis Center – A 8-12 lighted court complex on 2-3 acres that has a stadium court, central restroom, concession, and pro-shop area.

Amphitheater – An amphitheater can be either a community sized amenity (under 1,000 seats, some permanent and some lawn with a small stage and storage area) or a large regional facility (1,000 to 2,000 seats, some permanent and some lawn with a large covered stage, restrooms and concessions). An amphitheater requires 2 to 4 acres of land with a community facility being located in a community park and a regional facility in a regional park.

Festival/Event Area – A large open park area (some areas in turf others hard surfaced) that can be used as a site to host community wide special events, festivals, and even a farmers market. Adequate parking, restroom facilities, water and power must be available on or immediately adjacent to the site. This area could be up to 5 acres or more in size.

Nature Center/Interpretive Center – A small indoor and outdoor space (usually under 10,000 sq.ft.) for viewing and observing nature as well as for classroom space and exhibits. A nature center is located in conjunction with a preservation area. One nature center per 50,000 population or more is recommended.

Adventure Sports Park – Can include a variety of amenities.

Skate Park – a lighted, concrete structure with bowls, streetscapes and a variety of ramps. A total of 20,000 to 25,000 square feet. A single large skate park is recommended. This can be located in a community or regional park.

BMX Track – a lighted dirt track area on a 2 to 3 acre site. A single large BMX track is recommended. This can be located in a community or regional park.

In-line Hockey Rink – a lighted 185' x 85' rink with full dasher board system. These can be built in pairs at a single location in a community or regional park.

Rock Climbing or Bouldering Wall – an outdoor artificial rock wall for climbing.

Disc Golf Course – a course that is usually nine holes that is laid out over a more natural area of a park.

Beach – A sand beach area that will often have paved parking, pavilions, guard stands and even restroom facilities with outside showers.

Boat Launch/Marina – With the presence of natural bodies of water or access to other waterways a boat launch and/or marina is possible. The size of these amenities must match the size of the water area. For smaller lakes less than 20 acres there will need to be limited amenities and a focus on smaller water craft. For larger bodies of water and ones that have access to other waterways the ability to handle larger boats may be necessary.

Golf Course – A 9 or 18 hole course that includes a clubhouse, teaching area and driving range. Courses are usually stand alone recreation facilities but can be located as part of a large regional park as well.

Dog Park – A dog park should be a fenced area of 1 to 3 acres with the ability to close off different sections. Water, benches and shade are necessary. Smaller dog parks can be located in large neighborhood parks while larger dog parks are more appropriate in community or regional parks.

8. Trails – Trails are often categorized into 3 areas.

Neighborhood – are usually trails that circle a neighborhood or community park and are usually hard surfaced and 6 to 8 feet wide.

Community – these trails will usually connect various community amenities such as schools, community parks, regional parks, recreation/community centers, aquatic center, shopping areas and other civic buildings. These trails are hard surfaced and can be 10-12 feet wide.

Regional – community trails can connect with a regional trail system that is developed in conjunction with other neighboring cities or districts and will allow for longer trips. These trails are hard surfaced and can be 10-12 feet wide.

City of Hallandale Beach Levels of Service (LOS):

The City through its Comprehensive Plan has adopted some basic level of service figures for parks. This number is based on Broward County standards of 3 acres per 1,000 of population. Based on the projected population numbers the following requirements are listed.

Year	Population	Required Acreage	Current Acreage	Public Waterways	Difference	Without Waterways
2010	38,287	115	53.71	142.68	+81.39	-61.29
2020	42,258	127	53.71	142.68	+69.39	-73.29

It is somewhat unusual for communities to count waterways as part of their total park acreage. Since this represents nearly 73% of the total acreage, the dependence on this element should be reduced to no more than 30% of the total. With this change it would indicate that the city is significantly below the standard for parkland. On the other side, it is not unusual for communities to count school district fields and other amenities in the standard if a formal agreement exists with the schools that allows and encourages community use. If school district fields and other outdoor amenities are included, this would represent approximately 64.5 acres of additional park acreage. Often school property is counted at a 50% ratio.

Beyond park land, many communities now have specific LOS to cover other amenities such as aquatic centers and community centers. The city should seriously consider developing an LOS for these amenities based on a square footage per 1,000 population basis. However, utilizing basic standards noted earlier, it appears that Hallandale Beach is more than adequate for indoor recreation space and other specialty amenities.

Parks and Recreation Facilities Recommendations:

Utilizing the information gathered from the public input as well as the findings in the recreation programs and services section, the following are some of the identified facility needs.

General

- Before adding any new parks and recreation facilities to the inventory of city amenities, existing facilities should first be improved and renovated.
- The community has a variety of recreation facilities that are not city owned and operated. There should be a strong effort to coordinate these facilities and their use to better serve the public. This would include developing IGA's with the school district, county and possibly other private providers.
- School facilities should increasingly be seen as neighborhood community centers with use of their indoor amenities and outdoor fields.

- A strong effort needs to be made to have Parks and Recreation, PAL and Human Services utilizing the same facilities and sharing space where possible. The building of separate sports and recreation facilities to serve one specific department should be avoided.
- With the city being land locked and virtually built-out, it is not anticipated that there will be any significant addition of park land to the existing inventory.
- The city should avoid the development of new, neighborhood based community centers due to the number that are already present in the community, the cost of construction and the on-going high cost of operation. Only new indoor facilities that take on the role of a full community wide focused center should even be considered.
- Improving security features at existing parks and recreation facilities will be important.
- WiFi should be available in all city indoor facilities and major outdoor areas.
- There should be consistent signage for all parks and recreation facilities.
- More shade is needed in most parks.
- For larger parks (above 3 acres) a perimeter trail should be included where possible.
- The city needs to continue to replace and upgrade playgrounds where necessary.
- The level of parking at most of the larger parks facilities will need to be increased.
- The city will need to determine if it wants to develop a policy of having restrooms located in parks. It may be appropriate to not include restrooms at neighborhood parks but require them for community level facilities and specialty facilities where a large number of people could be present.
- The city will need to adopt more of a community wide approach to providing many parks and recreation facilities away from the current neighborhood focus. City wide facilities should include:
 - Cultural/performing arts centers (already present)
 - Multiple sports field complexes (more than 2 fields at a single location)
 - Community based aquatic centers
 - Dog park (already present)
 - Tennis center (already present)
 - Beaches (already present)
 - Festival/Event areas
 - Teen center
 - Senior center

- Amenities that are appropriate for a neighborhood focused park include:
 - Smaller community center buildings (under 10,000 square feet)
 - Open park areas for unorganized recreation
 - Smaller sports fields that can be used for practices and some games
 - Park pavilions
 - Basketball court(s)
 - Playground(s)
 - Tennis courts
 - Spray park

Specific Park and Recreation Improvements

The following specific park and recreation improvements are recommended in Hallandale Beach.

OB Johnson Park

- The community center building should be renovated or replaced. Specific spaces should include a gymnasium, teen center, classroom spaces, and other community space. A strong effort should be made to physically connect a new facility with the Human Services Hepburn Center (which should also be renovated or replaced).
- Attempt to purchase adjacent private properties to allow for a bigger and more contiguous park.
- Remove the baseball field and convert the area to rectangular fields (soccer, football, etc.). The baseball field should be rebuilt at Bluesten Park.
- In lieu of a full aquatic center or pool, a smaller spray park should be built in a location where it can be easily supervised from the community center.
- Provide better access to the park from the neighboring community.
- The amenities (old pool, racquetball courts and tennis courts) on the north end of the park should be redesigned (or eliminated) to make better use of this area.

Bluesten Park

- This park should serve as the new town center and as a community wide park that draws users from all areas of the city. It should be the signature park for the community.
- The park should grow to the east and have a physical connection to City Hall, library, and the Cultural Community Center.
- Key elements to be considered for inclusion in the park are:
 - An area for events and/or festivals

- Multiple sports fields (especially baseball/softball fields).
- A new aquatic center that features a recreational and competitive tank
- A community center that has more of a city wide focus. This should ultimately include a large gymnasium, fitness area, classroom space and multi-purpose room. A space for seniors and teens could also be included.
- A series of pavilions
- A perimeter trail
- Larger destination playground

Foster Park

- This park needs very little in the way of improvements but the development of the new community center will change the way the park is currently utilized.
- The management and program focus for the center needs to be determined quickly and a strong effort is needed to be sure that the new center does not compete directly with the OB Johnson Community Center.

BF James Park

- The baseball/softball field should be repositioned or eliminated (change to a rectangular field) to make the field space more usable.

Ingalls Park

- The community center building is in need of an upgrade. While there is not anticipated to be any center expansion the existing look and finishes should be redone.
- The park area needs to have an additional entrance on the opposite end from the community center. Fencing should be minimized.
- Limited on-site parking is a strong impediment to the further expansion of programs and use of the park.

Scavo Park

- The park is being considered for the establishment of a dog park. This is probably not an appropriate use for this already developed park.
- There is limited street parking.

South Beach Park

- The park needs to have improvements to the pavilion and restrooms. Additional pavilions are also needed.

- There is limited parking to support park activities.
- The vegetation including the trees are overgrown.

North Beach Park and Community Center

- The new community center building is scheduled to open soon. The key will be how the facility is programmed and utilized. The primary focus should be on rentals more than on-going programming.
- The property is segmented by the road and parking area. This severely limits its use as a park.
- The future of the concession/restaurant in the park should be determined based on a plan to reorganize use and amenities in the park itself. This may ultimately require that the building be eliminated.

Golden Isles Park

- The existing dog park is very small and does not have the capability of serving the entire community. This portion of the park should either be expanded or the amenity relocated to another larger park area.
- The tennis center needs to be renovated (especially the building). Renegotiation of the current management contract may be necessary to make this possible.

Historic Village

- The management and utilization of the buildings that make up the historic village is critical to the ultimate success of this park amenity. These buildings should be used as small meeting or classroom spaces that are available on a rental basis. Other spaces should house historical exhibits or actual offices for community organizations.

Cultural Community Center

- The building's finishes need to be updated to make the space more conducive for community events and activities.

Several of the other smaller park facilities in the city (Sunrise and Sunset) have not been listed as no significant facility improvements are planned for these amenities.

Other New Park Facilities: Other new parks and recreation amenities that should ultimately be built by the city include:

Hallandale Adult Center Sports Fields – these two rectangular fields should be developed with bleacher seating and adequate parking. Long term management and operations responsibility between the city and the county will need be worked out through a formal agreement.

Marina – the city is planning to develop a marina in the near future that will be contract operated by a third party.

NE 3rd Street and NE 3rd Ave. – this new park should be master planned as a neighborhood park to include mainly passive use areas but also a playground, pavilion and basketball court.

Chaves Lake – the lake and the surrounding shore area could serve as a new park but should retain most of it natural environment rather than being developed as a traditional park. Access and visibility to the lake will be issues that need to be overcome.