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Oscar Wind Park, 2012

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City of Sunrise

Leisure Services Master Plan Executive Summary | October 2013



Parks | Public Spaces | Natural Areas | Cultural Areas | Greenways | Trails | Streets

City of Sunrise Leisure Services Department

AECOM



Executive Summary

The City of Sunrise is transitioning from a suburban “edge city” of Broward County, to a vibrant urban community enjoyed by a variety of residents, visitors and businesses. To maintain Sunrise’s high quality of life, the City has developed a Leisure Services Master Plan to guide investment in its parks and recreation system. This Leisure Services Master Plan, which builds on the 2010 Needs Assessment and Service Delivery Study, provides a long-range vision and implementation/action plan for the next 10 – 20 years.

EXISTING CONDITIONS: SUMMARY OF 2010 NEEDS ASSESSMENT

In June of 2010, the City of Sunrise completed a Leisure Services Department Needs Assessment and Service Delivery Study. Using anecdotal, qualitative, and quantitative evaluation techniques, the Needs Assessment documented existing conditions of the parks system, identified resident’s needs and priorities, and evaluated Department operations.

Demographic Analysis

Since 2000, Sunrise’s population has decreased slightly, and is expected to do so until 2025. At the same time, the population will become more racially diverse and will also likely become older. From a parks and recreation standpoint, these three demographic trends—a declining total population, increased racial diversity, and aging—suggest that it will be important to focus on the better management of existing resources, improved accessibility, enhanced offerings for adult residents, and the development of spaces where a diverse community can come together.

Park Site Evaluations

The site evaluations found that the majority of existing parks and recreation facilities in Sunrise are in good or excellent condition—generally the facilities were clean, free of litter, and inviting to users. However, many of the parks are single dimensional, typically either primarily active or passive, but can be energized to be more responsive to residents’ needs. Many of the parks are also difficult to find, and there is a need for better access and signage.

“The City of Sunrise is transitioning from a suburban “edge city” of Broward County, to a vibrant urban community enjoyed by a variety of residents, visitors and businesses. To maintain Sunrise’s high quality of life, the City has developed a Leisure Services Master Plan to guide investment in its parks and recreation system.”

IMPLEMENTATION

The implementation of this plan is estimated to cost approximately \$92.5 million. The chart below details the different vision elements and estimated costs:

Figure ii. Cost Estimate

PARKS AND FACILITIES IMPROVEMENTS	
Neighborhood Parks	\$2,818,906
Dog Parks	\$2,659,702
Indoor Recreation	\$13,770,000
Community Parks	\$35,244,575
Natural Lands	\$2,400,823
Improved Water Access	\$455,614
Activating and Upgrading Existing Parks	\$19,310,165
SIGNAGE AND WAYFINDING	
System-Wide Signage	\$576,000
BIKEWAYS AND TRAILS	
Multi-Purpose Trails	\$12,632,400
Bikeways	\$938,467
Trailheads	\$1,427,800
Additional Trail Amenities and Planning	\$330,000
TOTAL	\$92,564,451

Figure iii. Phase I Improvements

Fiscal Year	Project(s)	Estimated Costs
2013/14	2012/2013 CIP Projects	\$2,397,189
2013/14	Construct additional projects in response to Needs Assessment	\$2,266,000
2013/14	Identify and evaluate sites for parkland acquisition	\$100,000
2013/14 through 2022/23	Ongoing repair and replacement to existing parks	\$2,500,000
2014/15 through 2019/20	Acquire land for new neighborhood and community parks	\$10,000,000
SUBTOTAL		\$17,797,189
15% Contingency		\$2,669,578
PHASE I TOTAL		\$20,466,767
Annual increase in O&M (5% of capital costs)		\$1,023,000

City staff estimates that annual funding for the Leisure Services Department is approximately \$4.5 million. To implement this vision, the Department will need to seek additional revenues.

Funding Strategy

Over the past 10 years the City has funded approximately \$2 million per year on park capital improvement projects. Assuming that the City continues to fund park improvements at the same level each year, this equates to a \$20 million capital improvements program over the next 10 years. This \$20 million would comprise Phase I of implementing the vision, shown in Figure iii.

In addition to funding capital projects on a Pay-As-You-Go basis, the City may also wish to consider issuing bonds. It is estimated that approximately \$20,000,000 in additional funding for park improvements could be generated by increasing ad valorem taxes approximately 1/3 mil (+/- \$33.51 per year) for 20 years.

Action Plan

General actions to implement the Sunrise Leisure Services System vision include:

1. Determine the City’s preferred strategy for funding parks and recreation improvements.
2. Refine the prioritization list and implementation strategy based on available and projected funding, including the general fund, bonds, and/or grants.
3. If the City chooses to raise funds through bonding, develop an educational campaign to inform and educate residents regarding specific projects and benefits.
4. Identify, evaluate, and acquire parcels for new neighborhood parks, dog parks and/or other priority improvements.
5. Prepare master plans and construction documents for top priority projects to better define proposed improvements.
6. Initiate permitting, bidding, and construction of top priority improvements.

VISION | City of Sunrise Leisure Services



MAP LEGEND

- City of Sunrise City Limit
- Roadway
- Water
- City-Owned Parks
- County Parks
- Undeveloped Park Facilities
- Public School Sites
- Non-Residential Area

EXISTING PARKS

- 1 Flamingo Park
- 2 Nob Hill Park
- 3 Sawgrass Sanctuary
- 4 Sunrise Athletic Complex
- 5 Sunrise Civic Ctr./Senior Ctr.
- 6 Sunrise Tennis Club Park
- 7 Village Multipurpose Center
- 8 Welleby Passive Park
- 9 City Park
- 10 Flamingo Road Linear Park
- 11 New River Civic Center
- 12 Oscar Wind Park
- 13 Piper Field
- 14 Roller Hockey Park
- 15 Shotgun Road Linear Park
- 16 Seven Bridges at Springtree Golf Club
- 17 Village Beach Club
- 18 12th Street Park
- 19 Golf Village Park
- 20 Village Square Park

VISION LEGEND

PARKS AND FACILITIES

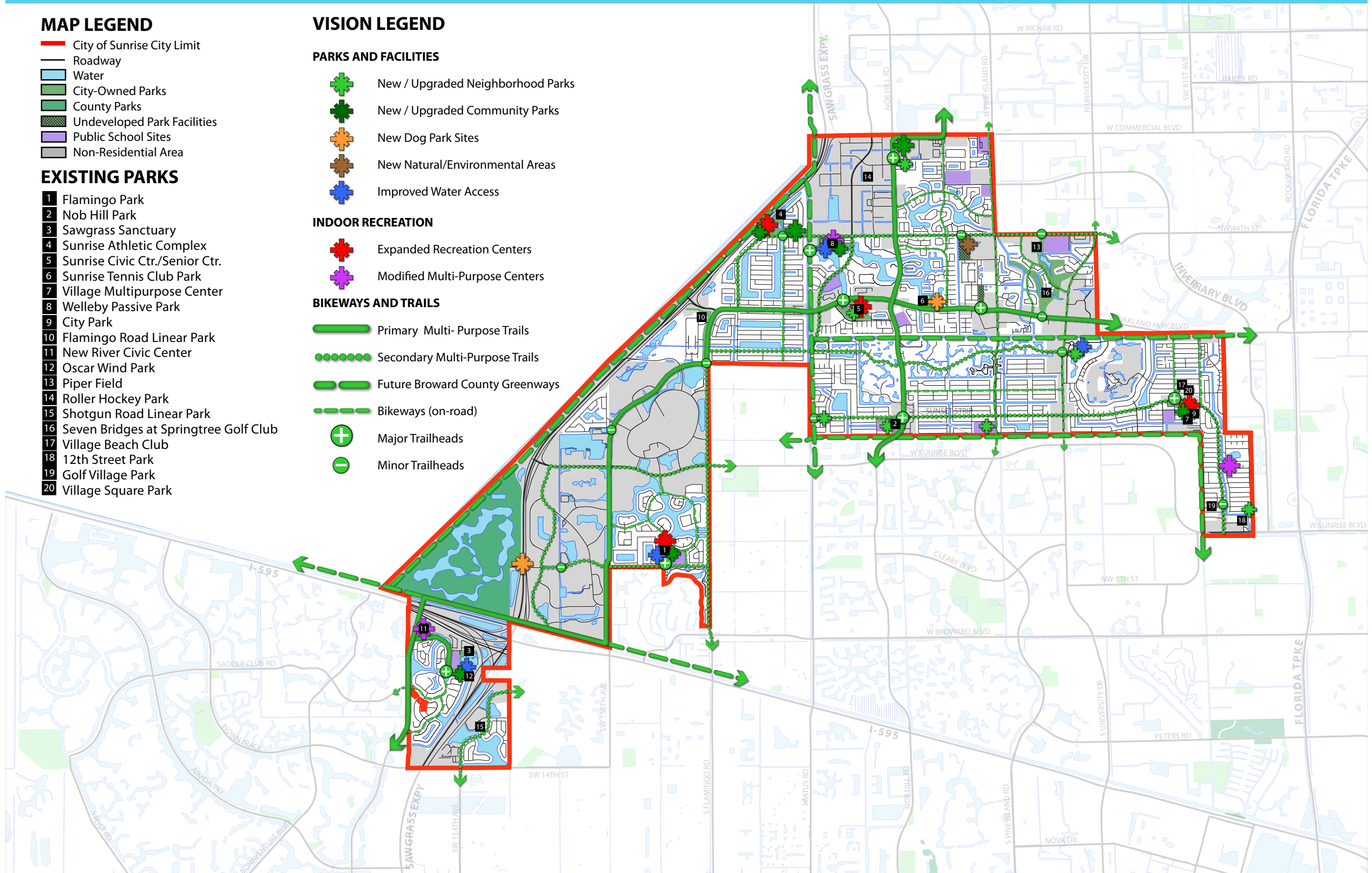
- + New / Upgraded Neighborhood Parks
- + New / Upgraded Community Parks
- + New Dog Park Sites
- + New Natural/Environmental Areas
- + Improved Water Access

INDOOR RECREATION

- + Expanded Recreation Centers
- + Modified Multi-Purpose Centers

BIKEWAYS AND TRAILS

- Primary Multi-Purpose Trails
- ⋯ Secondary Multi-Purpose Trails
- Future Broward County Greenways
- - - Bikeways (on-road)
- + Major Trailheads
- Minor Trailheads



Operations and Management Assessment

The Department appeared to have been operating in an 'effort-based' culture versus an 'outcome-based culture,' and is transitioning to a more sophisticated approach to managing parks and recreation facilities, programs, and services. Specific attention to the overall work culture, deployment of the Department mission, vision and values, and improved procedures are creating a foundation for the Department's success.

Programs Assessment

Community feedback regarding the Department's programs was mostly positive, with high marks for staff interactions, program variety, and value for money; special events in particular are well-run and popular. Areas for improvement include using performance measures to evaluate programs, better tracking of user data and customer feedback, and building stronger and more varied partnerships. Additional programming in outdoor adventure/endurance sports is recommended, as is re-branding senior programs into offerings for retired active adults.

Recommendations from the 2010 Needs Assessment

1. Increase marketing and promotion
2. Upgrade existing parks
3. Improve connectivity
4. Activate and energize the parks
5. Provide additional parks and facilities
6. Enhance financial responsibility
7. Continue to meet evolving community program needs
8. Continue to move towards a more outcome-based operational approach

LONG RANGE VISION

Building on the Needs Assessment, the City developed a three-part vision for its future parks and recreation system:

1. Parks and Facilities Improvements. Throughout both the Needs Assessment and the visioning from the Leisure Services Master Plan process, Sunrise residents expressed the need to upgrade and energize existing parks. Specific recommendations include:

- Develop four new neighborhood parks and upgrade three existing sites.
- Add off-leash dog park facilities.
- Develop a three-tiered system of indoor recreation opportunities: expanded city recreation centers, upgraded multi-purpose centers as satellite locations for programming; and partnering with other agencies and organizations for partner centers.
- Add community park acreage to the system through the development of one or two new community parks; and upgrade existing community parks.
- Develop a new natural lands park.
- Improve water access at all parks with water elements.
- Activate and update existing parks through enhanced programming, flexible spaces, movable furnishings, etc.

2. Signage, Wayfinding and Community Branding. The Leisure Services Master Plan includes specific guidelines for the development of a community brand through graphics and directional, informational signage. The new wayfinding system would be composed of seven types of signs: vehicular directional, pedestrian/park directional, trail/park identification, park rules, interpretive signage, park entry features, and mile markers.

3. Bikeways and Trails. The need for additional walking and biking facilities and system-wide connectivity go hand-in-hand. An interconnected network of off-road and on-road trails is recommended throughout the City of Sunrise.



Figure i. Needs Assessment Methodology Diagram

Evaluation of Current Services and Programs

The evaluation examined the Department's programs in terms of age segment distribution, life cycles, core program criteria and participation levels. It also looked at existing partnerships, sponsors, volunteers, marketing and promotions, and customer feedback.

Based on the community input from the evaluation, a high number of residents are satisfied with the current program offerings; senior programs and special events are particularly strong. The evaluation also revealed that the Department has made a number of improvements, such as the age segment of programs becoming more balanced, and an increased number of programs in growth stages. Sponsorships and promotions, while improving, still have room for expansion, as do the development of partnerships to help the Department fulfill its mission.

Key areas for improvement for include:

- Developing descriptions for all programs.
- Adding more programs for high school-aged residents.
- Continuing to monitor program life cycle balance, with an emphasis on phasing out mature/declining programs as needed.
- Evaluating potential partnerships with competitors providing similar services.
- Improving use of performance measurement.
- Developing a system-wide approach for volunteer support.
- Developing a system-wide strategy to target key partnerships.
- Enriching marketing and promotions through social media.
- Gathering feedback from customers on a consistent basis.

Level of Service (LOS)

The Needs Assessment included a Level of Service (LOS) analysis of parks acreage, facilities, access, programs, and quality. The City's Comprehensive Plan establishes a standard of providing at least 3.0 acres of parkland per resident. By this standard, the City of Sunrise has enough parkland to serve residents until the year 2027.

LOS can also be measured as a ratio of facilities per number of residents. When compared against Florida's Comprehensive Outdoor Recreation and Park (SCORP) plan standards, the City was deficient in boat ramps, fishing piers, walking/hiking facilities, baseball/softball fields, football/soccer fields, volleyball courts, and racquetball/handball courts.

Although the number of facilities is important, access to these facilities is equally critical. Using differing guidelines for neighborhood-scale facilities, community-scale facilities, and regional-scale facilities, the LOS analysis revealed that the City needs to improve access to passive open spaces, playgrounds, walking/exercise paths, fishing piers/docks, basketball courts, volleyball courts, dog parks, canoe/kayak launches, recreation centers, cricket pitches, and bike trails. In terms of the geographic distribution of programs, Sunrise is providing adequate access for youth recreation program participants but there is inequitable access to adult and senior recreation programs throughout the city.

Based on the park site evaluations, most parks in Sunrise (86 percent) are meeting or exceeding expectations. However, the highest quality parks are concentrated in northern Sunrise, whereas the parks with the three lowest scores are all located in the southeastern corner of the city.

Mail/Telephone Survey

The mail/telephone survey was the most statistically valid needs assessment technique. According to a random sample of Sunrise residents, the top parks and recreation priorities are:

1. Small neighborhood parks
2. Indoor fitness centers
3. On-street bicycle lanes
4. Natural/Wildlife areas
5. Unpaved nature trails
6. Off-leash dog parks
7. Paved trails
8. Picnic shelters/areas
9. Swimming pools/Water parks

Rendering of proposed "Bicycle Main Street" along Oakland Park Boulevard (transit shelter designed for Broward County MPO by SingerArchitects)

