



2022

FINAL REPORT
MARCH 2023



Parks and Recreation
System Master Plan

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2022 BOYNTON BEACH PARKS AND RECREATION MASTER PLAN SURVEY FINDINGS REPORT
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Chapter 0

How do we REIMAGINE RECREATION?



Plan Purpose

The past few years have seen a resurgence in appreciation for parks, recreation, and public spaces¹. From the social impacts of the Covid-19 pandemic, to trends in urban design for creating walkable communities and “placemaking” destinations, there is renewed interest in the role of recreation in our lives.

Reimagine Recreation seeks to seize on this moment as an opportunity for the City of Boynton Beach to think holistically—and aspirationally—about the future of the city’s recreation and parks system. “Reimagine Recreation” was chosen as the name for this plan because City leaders were committed to placing a greater—and more creative—emphasis on parks and recreation’s role within the community over the next decade and beyond.

This plan is based on a complete analysis of the parks and recreation system and its context within the city, including the Department of Recreation and Parks’ structure and resources, and all facilities and programs. Community input was also an integral component of the process, employing a variety of methods to reach thousands of residents.

Parks and recreation system planning allows for thoughtful and intentional progress and improvement, rather than reactive solutions to issues as they arise. Reimagine Recreation’s intent is to examine how the City can, over the next 10 years renew and expand recreational facilities and opportunities, respond to community needs and priorities, and improve the overall quality of life for residents.

Reimagine Recreation is also considering creative ways that parks and recreation can help address critical citywide challenges and opportunities in the City of Boynton Beach, including public safety, stormwater management, and economic development.

Finally, this plan is also important for the Department of Recreation and Parks to achieve reaccreditation through the National Recreation and Park Association (NRPA) Commission for Accreditation for Park and Recreation Agencies (CAPRA). CAPRA provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States by providing agencies with a management system of best practices. The Department was originally accredited in 2006 and received reaccreditation in 2011 and 2016.

¹<https://today.uconn.edu/2022/09/covid-rekindled-an-appreciation-of-nature-for-many/#>

BACKGROUND

“We make life fun!”

The Department’s slogan is appropriate for a city that sits in the heart of South Florida’s east coast, a region where prioritizing time in the sun and in the water has long been central to the lifestyle. The history of the City of Boynton Beach parallels that of its neighboring cities, where the arrival of the railroad spurred development in the early 20th century, sparking a growth trend that has generally continued unabated (and above the American average) for over a century.

CITY OVERVIEW

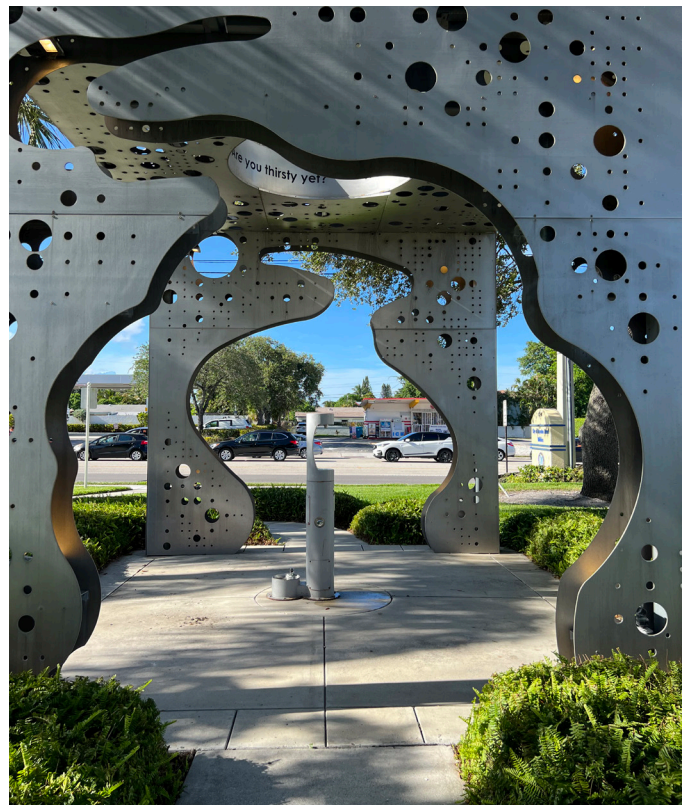
Situated roughly 60 miles north of Miami, the City of Boynton Beach benefits from the strong economies of the larger cities to its north and south, while maintaining a lower density, predominately residential land use pattern. Despite the city limits touching only roughly 400 feet of Atlantic coastline, the majority of residents live within three miles of the beach, and the City-owned Oceanfront Park (located in the Town of Ocean Ridge) is a popular destination for beachgoers from throughout the surrounding area.

The City of Boynton Beach was founded in 1898, three years after the Florida East Coast Railroad established a train station in the area. The town was incorporated in 1920 as the “Town of Boynton” and was renamed in 1941 to the “City of Boynton Beach.”

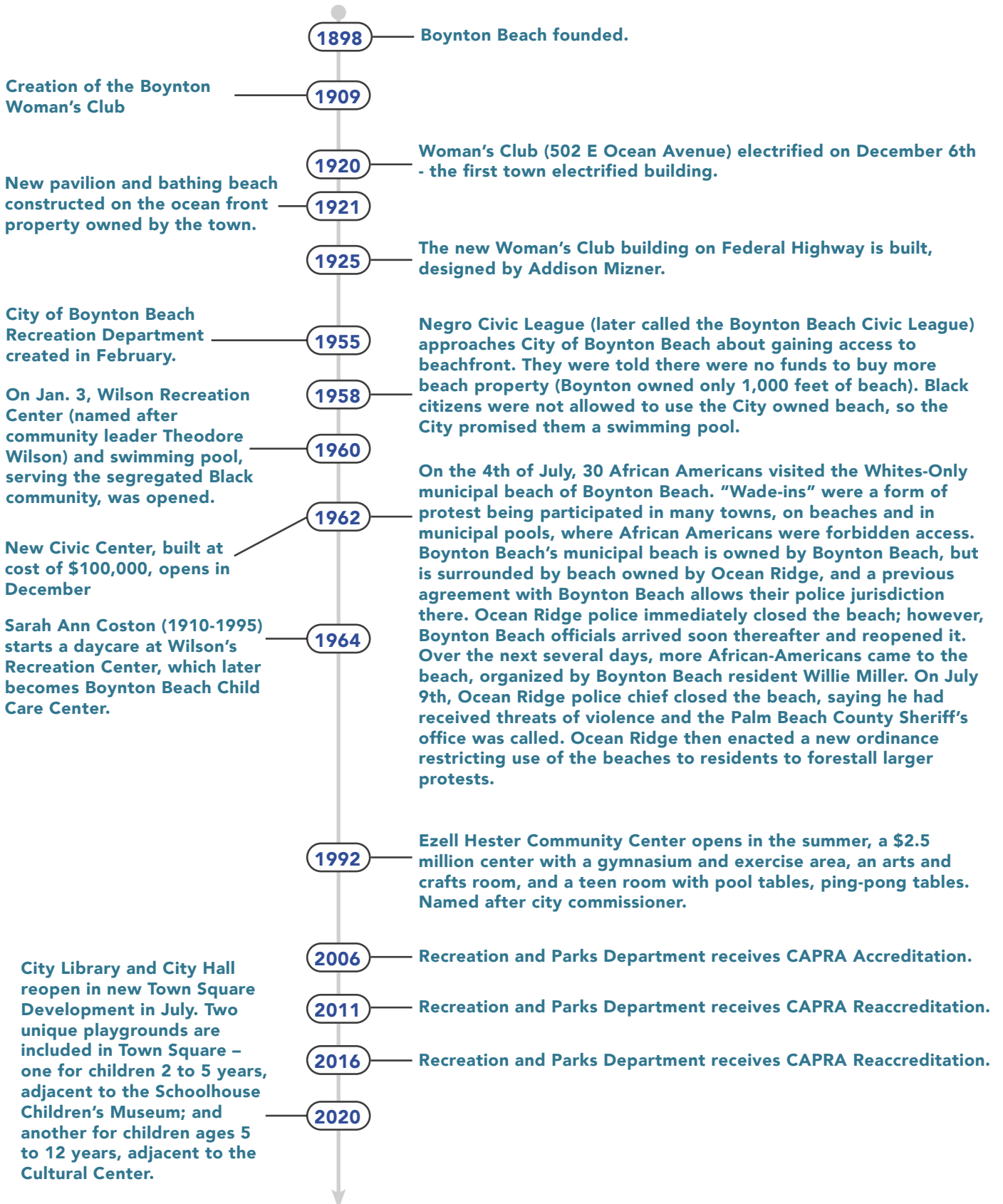
PLANNING FOR GROWTH

Over the last 10 years, the City of Boynton Beach has been one of the fastest growing cities in Palm Beach County, adding over 12,000 residents. This growth, along with the city’s increasing diversity—

both in age groups and ethnicities—signal that it is an appropriate time to think strategically about the future of parks and recreation.



Important milestones in the history of Boynton Beach's parks and recreation include:



Planning Process

Reimagine Recreation follows a four-step strategic planning process, rooted in data and designed for adaptation and flexibility. Each phase of the process builds on the findings and conclusions from the previous phases.

1

CHAPTER 1 - Context Analysis examines the existing conditions of both the city and the parks and recreation system within the City of Boynton Beach's existing challenges, opportunities, and vision. This focus includes a review of previously completed plans, the City of Boynton Beach's existing and projected demographics, the state of the Department, recreation programs, and parks and recreation facilities.

2

CHAPTER 2 - Needs and Priorities Assessment identifies the gaps between the existing and desired conditions of the parks and recreation system. The process is based on a proven "triangulated" approach to identifying needs and priorities. It includes various anecdotal, qualitative, and quantitative methods to determine top priorities from different perspectives.

3

Chapter 3 - Vision outlines a vision for the plan based on:

1. Findings from the first two phases of the process;
2. Best planning practices and principles; and
3. The unique desires and aspirations of the community.

The vision includes an overview of the Department's Mission, Vision, Guiding Principles, Actions, and Policies. Additionally, it provides a physical vision and description of the parks and recreation system and level-of-service metrics that will guide the City's parks and recreation system over the next 10 years.

4

CHAPTER 4 - Implementation Strategy includes a summary of revenue projections, and a phasing/funding plan to implement top priorities based on available and projected funding. The Implementation Strategy also discusses the proposed role of the City, private communities, developers, and other partners in realizing the long-range vision.

Process Overview



RE-ACHIEVING CAPRA



This rigorous planning process is a requirement for the Department to achieve reaccreditation through the National Recreation and Park Association (NRPA) Commission for Accreditation for Park and Recreation Agencies (CAPRA). CAPRA provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States by providing agencies with a management system of best practices. It is the only national accreditation of park and recreation agencies and is a valuable measure of an agency's overall quality of operation, management, and service to the community. Reachieving CAPRA accreditation is the best way to demonstrate that the agency is providing the community with the highest level of service.

Chapter 1

Context Analysis



Context Introduction

Recreation and parks systems occupy a unique and powerful space between the physical framework of a place and its people. In many cases, they are the public places citizens interact with most directly. And besides roadways, parks and recreation facilities are commonly a dominant proportion of a jurisdiction's publicly owned land.

Parks provide a critical opportunity to strengthen the fabric of a community, weaving together social and culture with the built and natural environment. In a dynamic community like the City of Boynton Beach, understanding the nuances of context is extremely valuable to contributing to the overall success of the plan and its impact within in the city.

The complete context for Reimagine Recreation is understood through the review and analysis of the following three context elements:



BOYNTON BEACH'S PLANNED CONTEXT

The plans, initiatives, and projects previously completed for the City of Boynton Beach.



BOYNTON BEACH'S DEMOGRAPHIC CONTEXT

The characteristics of the existing and projected population of the City of Boynton Beach.



BOYNTON BEACH'S PARKS SYSTEM CONTEXT

The organization, programmatic, and physical condition of the City of Boynton Beach's existing parks and recreation system.

The City of Boynton Beach's Planned Context

This section provides an overview of the City of Boynton Beach's planned context – recent plans completed for the City and the Department – and identifies specific elements from those documents that Reimagine Recreation should begin implementing, and others in progress to continue moving forward.

PLANS REVIEWED:

- City of Boynton Beach Strategic Plan (FY 2020-2021)
- System Master Plan 2015-2020 – City of Boynton Beach Recreation & Parks Department (2015)
- Needs Assessment – City of Boynton Beach Recreation & Parks Department (2021)
- Revenue Policy Manual – City of Boynton Beach Recreation & Parks Department (2020)
- City of Boynton Beach Comprehensive Plan (2019)
- City of Boynton Beach 2020 Climate Action Plan (2020)
- Boynton Beach Complete Streets Mobility Plan (2021)
- Specific Park Site Master Plans



City of Boynton Beach Strategic Plan (FY 2020-2021)

Overview:

This plan assists the City Commission and Manager by providing policy direction, resource allocation, and budget decisions. The city's direction is aligned through three strategic pillars:

- **Vibrant and Resilient Living:** Provide, sustain, and enhance a smart and resourceful high quality of life while keeping citizens safe and intelligently responding to adverse conditions.
- **Connected and Engaged Community:** Encourage and share thriving community relationships among and between residents, businesses, and visitors.
- **Robust Local Economy:** Attract and retain a mix of new and existing businesses and jobs while fostering economic growth and development

Components:

The plan includes a progress summary of the 71 strategic projects from FY19-20, many of which will continue into FY 20-21 and beyond. The selected projects included for each of the 6 Strategic Priorities have specific relevance to Recreation and Parks, and are incomplete (shown on the following page).

Themes / Analysis:

The following chart demonstrates the City's Strategic Priorities and the Service Delivery Departments:

Figure 1.2a
Strategic Priorities and Service Delivery Departments

Strategic Priority	Service Delivery
Culturally Distinct Downtown	Marketing, Economic Development, Planning, Zoning
Building Wealth in the Community	Economic Development, Planning, Zoning, Community Standards, Recreation and Parks
Transportation and Mobility	Public Works, Planning
High Performing Organization	Human Resources, Finance, IT, Leadership
Public Health and Safety	Police, Fire Services, Utilities, Community Standards, Risk Management, Public Works
Environmental Sustainability	Sustainability, Planning, Zoning, Public Works, Recreation and Parks

Figure 1.2b
Progress of Recommendations from City of Boynton Beach Strategic Plan

Priority 1 - Culturally Distinct Downtown			
Project #	Project Name	% Complete	Notes
1.2	Town Square Development Site Planning & Permitting	25%	
1.3	Town Square Public Art Placemaking	75%	
1.4	Town Square Construction	75%	

Priority 2 - Building Wealth in the Community			
Project #	Project Name	% Complete	Notes
2.6	Station Area District Plan	0%	
2.13	Congress Avenue District Plan	50%	
2.14	Woolbright Road District Plan	0%	

Priority 3 - Transportation and Mobility			
Project #	Project Name	% Complete	Notes
3.1	Develop and Implement Comprehensive City Mobility Plan	0%	
3.2	SE 1st Street Improvements (Pedestrian Walkway to Town Square)	25%	
3.3	Complete Streets	0%	

Priority 4 - High Performing Organization			
Project #	Project Name	% Complete	Notes
4.4	Recreation: Expanding Inclusive Opportunities for People with Special Needs	0%	
4.9	Golf Course Financial Sustainability and Facility Enhancements	25%	
4.20	Comprehensive Employee Training Program	0%	

Priority 5 - Public Health and Safety			
Project #	Project Name	% Complete	Notes
5.7	Pence Park Redesign	25%	
5.8	Meadows Park Improvements	25%	

Figure 1.2b (Continued)

Progress of Recommendations from City of Boynton Beach Strategic Plan

Priority 6 - Environmental Sustainability			
Project #	Project Name	% Complete	Notes
6.1	Reclaim Water Reuse Expansion	25%	
6.3	Family Golf Course Conversion	0%	
6.5	Green Boynton Beach Plan Implementation	0%	

Recommendations:

The following are the Strategic Initiatives developed to begin with FY 2020-2021:

- Cultivate consciousness and develop a framework to address racial and social equity in the delivery of City services for the benefit of all communities within the City.
- Strengthen resource access to the City's underserved populations by maintaining a database of links that connect residents with resources, supporting relationships, and partnerships.
- Build an equitable economy that will grow family-wage careers, advance opportunities for prosperity, collaborate with partners for an equitable city, and create vibrant neighborhoods and communities.
- Create responsive, accountable, and cost-effective government programs and services that lead to Performance Excellence.

Relevance to Reimagine Recreation:

The 17 projects identified as having relevance to Recreation and Parks demonstrate the numerous ways in which the Strategic Plan provides guidance and directions for parks and recreation planning, and the ways in which these initiatives directly support the City's overarching goals and priorities.

System Master Plan 2015-2020 – City of Boynton Beach Recreation & Parks Department (2015)

Overview:

This was the most recent master plan completed by the Department. It provides “overall guidance and policy direction for the Department’s role in the community” (p. 4). It includes broad, long-range goals, policies and recommendations for the provision of recreation facilities, programs, and services, park acquisition and development, maintenance and operations, and administration and management to help the Department develop the strategies and actions that will lead to success over time.

Themes / Analysis:

The plan describes the Mission, Vision, and Values of the Department.

- Mission: Recreation and parks enhances the quality of life and nurtures the health and well being of our community, economy and environment.
- Vision: Our vision is to be a leading and well-respected, nationally accredited agency providing exceptional, widely accessible facilities and services that meet the needs and contribute to the health and well-being of the community while preserving its history and embracing its future.

The Vision also expresses the Department’s three contributions to the community, made in partnership with other organizations:

1. Contribute to economic development
2. Contribute to environmental sustainability
3. Contribute to the social well- being and safety of the community

The Department’s values fall within external and internal categories:

External

- A healthy, active and engaged community
- Open space that is clean, green and safe
- Excellent relationships with the people we serve
- The safety, well-being and education of children
- The safety, well-being and socialization of older adults
- Partnerships with public and private agencies and volunteers that enhance programming and play

Internal

- A commitment to collaborate, communicate and cooperate
- A commitment to integrity, honesty, openness and courage
- Respect for diverse cultures
- Focus on initiative, pride, spirit, teamwork and excitement

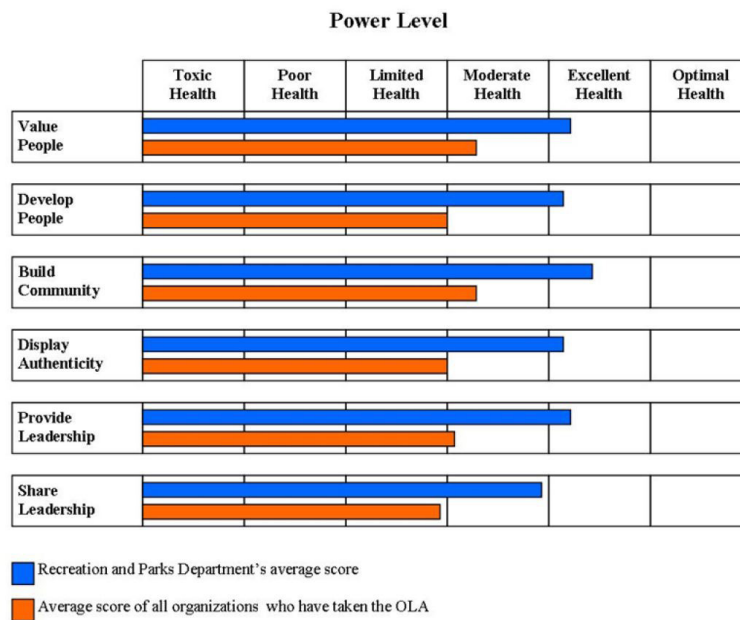
Components:

The plan describes the park system classifications and also the present condition at each park. It lists the indoor facilities, as well as proposed future parks and facilities. It presents Levels of Service standards (Figure 1.2c) and it discusses the personnel structure and organizational changes anticipated. There is also a section which discusses the “Culture” of the Department and an Organizational Leadership Assessment conducted in 2010. Results are displayed in Figure 1.2d which reflects a Department that was ranked in “Excellent Health” in 5 of 6 categories.

Figure 1.2c
Level of Services standards from previous Master Plan (2015)

RECOMMENDED LOS AND NEEDS		73,124 – 2014 POPULATION		
FACILITY	CURRENT LOS	EXISTING FACILITIES	NEED PER POPULATION	CURRENT NEED
Baseball/Softball, Youth	1/15,000	6	4	2
Baseball, Regulation	1/20,000	1	2	1
Basketball	1/ 4,000	15	16	1
Community Center	1/25,000	7	3	0
Fitness Trail	1/30,000	2	2	0
Football	1/40,000	1	2	1
Multipurpose Field/Soccer	1/10,000	3	7	4
Racquetball Court	1/10,000	8	7	0
Picnic Area	1 /3,000	20	26	6
Playground	1 / 4,000	20	22	2
Shuffleboard	1 /5,000	16	13	0
Pool	1/80,000	1	1	0
Tennis Court	1 /2,000	29	33	4
Bocce Court	1/25,000	3	3	0
Volleyball Court	1/15,000	3	4	1
Skate Park	1/65,000	0	1	1

Figure 1.2d
Organizational Leadership Assessment



Relevance to Reimagine Recreation:

The policies noted all have direct implications for ongoing parks and recreation operations. There is potential to continue advancing these policies or develop similar recommendations that will be incorporated into this master plan.

Needs Assessment – City of Boynton Beach
Recreation & Parks Department (2021)

Overview:

This plan was a Needs Assessment study designed to “elicit interest, behavior, demographic, and attitude information from the citizens served by [Boynton Beach] concerning recreation and leisure.” The purpose of the assessment was to help the recreation and parks department do its job more effectively, through responding to the community’s needs. In particular, the data collected was suggested to be used in a master plan.

Themes / Analysis:

Several focus groups and interviews were held to identify issues related to parks and recreation that could be addressed through the questionnaire. The questionnaire was then developed and reviewed by the Department before being sent to a random sample of 2,500 residents. The final data set consisted of 211 responses with the following profile:

Gender:

- Male: 38%
- Female: 62%

Age:

Age Category	
18-24	0%
25-34	8%
35-44	15%
45-54	22%
55-64	26%
65-69	13%
70-74	7%
Over 75	9%

Race/Ethnicity:

- White: 72%
- Black: 11%
- Hispanic: 13%

Household Composition:

- Two adults: 56%
- Single: 44%
- Have a child under 18: 93%

Components:

The following tables document the results and a selection of the leading responses.

Recreation Interests

	No Interest	Some Interest	Great Interest
Special Events	8%	37%	55%
Health and Fitness	11%	38%	52%
Arts	14%	42%	44%
Performing Arts	14%	39%	46%
Self Improvement	17%	39%	45%

Visits to Facilities

(Times Available)

Adults	M	Tu	W	Th	F	Sa	Su
6am-8am	62%	59%	62%	56%	62%	74%	67%
8am-noon	61%	55%	59%	57%	59%	66%	58%
Noon-4pm	54%	53%	57%	52%	54%	71%	66%
4pm-7pm	65%	62%	64%	63%	67%	70%	60%
7pm-11pm	67%	65%	69%	67%	76%	71%	60%

Youth	M	Tu	W	Th	F	Sa	Su
6am-8am	13%	10%	10%	13%	15%	26%	23%
8am-noon	8%	8%	8%	8%	8%	32%	28%
Noon-4pm	15%	16%	16%	18%	22%	41%	29%
4pm-7pm	32%	32%	33%	33%	37%	37%	28%
7pm-11pm	20%	18%	20%	20%	22%	22%	13%

Reasons for Non-Attendance

	Rank
Unaware of Programming/Facilities	1
Lack of programs of interest	2
Affordability of programs	3
Too busy for Recreation Activities	4
Availability of equipment & amenities in Parks	5

Information about Recreation Opportunities

	Very Ineffective	Ineffective	Not Sure	Effective	Very Effective
Email	9%	5%	17%	34%	35%
Word of Mouth	6%	10%	18%	45%	21%
City of Boynton Beach website	9%	6%	19%	39%	27%
Direct Mail	13%	10%	15%	32%	30%
Social Media Outlets	8%	4%	27%	35%	26%

Visits to Facilities

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
I am aware of the recreation programs and activities the BBRPD offers.	10%	26%	25%	5%	33%
I am satisfied with the recreation opportunities offered by BBRPD	5%	15%	26%	6%	48%
BBRPD offers affordable recreation opportunities	6%	8%	38%	9%	40%
There is sufficient security at the BBRPD Parks and Facilities	8%	21%	21%	5%	45%
I prefer neighborhood parks over a large centralized park.	1%	12%	41%	24%	22%
The BBRPD is responsive in providing needed information.	2%	1%	30%	2%	64%
The BBRPD offers a sufficient amount of youth programs and activities	3%	17%	13%	5%	62%
BBRPD offers a sufficient amount of adult programs and activities	5%	15%	24%	1%	54%
BBRPD offers a sufficient amount of Senior (+55) programs and activities	5%	8%	23%	2%	62%
The BBRPD offers a sufficient amount of Special Events	6%	19%	20%	5%	51%
I am satisfied with the customer service offered by BBRPD	2%	7%	39%	7%	45%
BBRPD Parks and Facilities are clean and well maintained	1%	11%	55%	8%	25%
There is a park in close proximity to where I live	2%	7%	48%	27%	16%
BBRPD offers accommodations for people with special needs	2%	2%	24%	1%	71%
There is a need for a Skate Park	5%	11%	27%	15%	42%
There is a need for a Therapeutic Recreation Facility	4%	4%	32%	22%	39%

Areas of Emphasis

1) Facilities

	Yes	No	User Fees
Beach	96%	4%	38%
Trails (Walking, nature, and Bicycle)	96%	4%	24%
Natural Areas	92%	8%	27%
Bikeways, Blueways, and Greenways	91%	9%	23%
Neighborhood Parks	90%	10%	21%
Picnic Pavilions	81%	19%	39%
Fishing Piers	80%	20%	26%
Amphitheater	75%	25%	56%
Multi-Purpose Athletic Fields	73%	27%	32%
Fitness Center	70%	30%	59%
Senior Center	70%	30%	38%
Dog Park	66%	34%	22%
Tennis Center	60%	40%	46%
Boat Ramps	60%	40%	39%
Golf Course	54%	46%	54%
Splash Pads	54%	46%	25%
Skate Parks	54%	46%	27%
Baseball Fields	53%	47%	20%
Basketball Courts	52%	48%	18%

2) Programs

	Yes	No	User Fees
Health & Fitness Classes	85%	15%	73%
Special Events	85%	15%	66%
Health Fairs (Nutrition, Health Education & Medical Screenings)	79%	21%	44%
Performing Arts (Events)	78%	22%	68%
Cultural Arts Instruction (Arts, Dance, Music, Theatre)	75%	25%	67%

2) Programs (Continued)

Senior Citizen Programs	72%	28%	41%
Computer Classes (Programming, Designing, and Applications)	69%	31%	64%
Organized Sports (Leagues, Tournaments, Team, Individual)	65%	35%	60%
Out of School Camps/Specialty Camps	57%	43%	44%
Virtual Online Recreation Programs	53%	47%	35%
Special Needs Programs	52%	48%	33%
Early Education Programs	52%	48%	28%
After School Program	46%	54%	43%
E-Gaming	33%	67%	38%

Recommendations:

Facilities:

- Efforts need to be made to offer adequate facilities for walking, and other trails.
- Offering a multi-use community center would make it possible for the community to have a space for a large number of different activities, including family events.
- Efforts should be made to offer more local recreation facilities including neighborhood parks and community centers.
- There needs to be continued effort to offer opportunities for aquatic recreation.

Programming:

- There needs to be continued effort to offer programming that would attract the entire family.
- There is a need to develop active recreation opportunities for all age groups, these could include walking and swimming.
- Programming should be offered when people are available to participate –primarily week ends and weekday evenings.
- There needs to be more programming that focus on health and wellness.

Management Issues:

- The City should consider the best ways of taking advantage of reasonable user fees in order to provide new programs that will be of interest to the residents.
- The City should make publicity about recreation opportunities a high priority.

- The City should aggressively develop the use of digital tools to disseminate information regularly about recreation opportunities to all residents along with the use of traditional options such as the distribution of flyers.
- The City should strive to maintain the positive public perceptions by continuing its dedication to customer service and offering facilities and programs of high quality.

Relevance to Reimagine Recreation:

The policies noted all have direct implications for ongoing parks and recreation operations. There is potential to continue advancing these policies or develop similar recommendations that will be incorporated into this master plan.

Revenue Policy Manual – City of Boynton Beach Recreation & Parks Department (2020)

Overview:

This manual establishes the guidelines and policy for the use of user fees as a form of Department revenue, in addition to tax dollars. It notes that user fees and sponsorships are “used to offset operating costs and are a vital source of income to assist in reducing the level of tax subsidy” (pg 3). The manual also is a tool to establish the appropriate program prices, based on a variety of factors.

Themes / Analysis:

The manual includes a model for determining pricing, which is based on who benefits from a program or service. As seen below, as the level of benefit to the individual increases, so does the level of cost recovery for that service.

Recommendations / Vision:

The recommendations are divided into the 7 focus areas and 12 goals. The following items are included for their implications to Parks and Recreation.

Components:

Six classes of fees are established:

1. Rental Fees: ex. room rentals, pavilions and athletic fields
2. Special Service Fees: ex. field preparation, lights, staff, custodial and processing fees
3. Permit Fees: ex. sports leagues, tournaments, special event permit fees
4. Admission and Parking Fees: ex. special performances or events which require high-cost talent, specialists, technicians, equipment, extra supervisory and maintenance personnel, or where the net revenue generated is used to offset the program or facility costs. Parking fees may be charged at designated parks to control overcrowding and subsequent damage to greenways and roadways, to minimize vandalism, provide additional patron safety, or to offset a portion of park operational costs.
5. User Fees: ex. instructional classes, camps, sports clinics, and workshops
6. Sales: ex. program supplies sold by the Department, merchandise related to programs and services offered and Vendor Space

	Service Level 1	Service Level 2	Service Level 3	Service Level 4
Who Benefits	Community	Mostly Community/ Individual partial	Mostly Community/ Individual partial	Individual
Type of Service	Basic	Public	Community	Private
Appropriate Funding/ Pricing	Tax Supported	Partially tax & fee supported	Fee supported	Market based fee
Cost Recovery Goals	None	Percentage of Direct Costs	Direct Costs + Partial Indirect Costs	All Direct Costs + Surplus

Recommendations / Vision:

In addition to cost recovery guidelines and goals, the MacMillan Matrix is also used as a tool to assess and evaluate programs and services, to aid and guide the Department to maximize efficiency and effectiveness.

1. Fit - Fit is the degree to which a program "belongs" or fits within an organization.
 2. Program Attractiveness - Program attractiveness is the degree to which a program is attractive to the organization from an economic perspective.
 3. Alternative Coverage - Alternative coverage is the extent to which similar services are provided. If there are no other large, or very few small, comparable programs being provided in the same region, the program is classified as "low coverage." Otherwise, the coverage is "high."
 4. Competitive Position - Competitive position is the degree to which the organization has a stronger capability and potential to deliver the program than other agencies - a combination of the organization's effectiveness, quality, credibility, and market share or dominance.
1. Subsidy Required - justifies and warrants the use of tax dollars to provide services which contribute to a greater "social good", producing a benefit to a community or constituency.
 2. Invest - services which provide for a revenue enhancement opportunity. Excess revenues can be redistributed to subsidize "social good" services, or to other services that can provide for further financial return on investment.
 3. Collaborate - an opportunity to eliminate unnecessary duplication of service. Collaborative efforts provide for efficient and effective utilization of limited resources.
 4. Divestment - allows for reallocation of savings to subsidize "social good" services, or to services that can provide for financial return on investment.

Relevance to Reimagine Recreation:

This manual provides specific directives for revenue strategy that will be important to consider during the Vision phase, as new facilities and programs are proposed.

After programs and services are analyzed through use of the MacMillan Matrix criteria, the Department can make sound judgments as to what financial strategies are appropriate:

		High Program Attractiveness: "Easy" Program		Low Program Attractiveness: "Difficult" Program	
		Alternative Coverage <i>High</i>	Alternative Coverage <i>Low</i>	Alternative Coverage <i>High</i>	Alternative Coverage <i>Low</i>
GOOD FIT	Strong Competitive Position	1. Aggressive Competition	2. Aggressive Growth	5. Build up the Best Competitor	6. "Soul of the Agency"
	Weak Competitive Position	3. Aggressive Divestment	4. Build Strength or Get Out	7. Orderly Divestment	8. "Foreign Aid" or Joint Venture
POOR FIT		9. Aggressive Divestment		10. Orderly Divestment	

City of Boynton Beach Comprehensive Plan (2019)

Overview:

The Comprehensive plan is an official ordinance that lays out goals, objectives, and policies for Ongoing and Future Development throughout the City.

Themes / Analysis:

The Comprehensive plan describes the City’s intent, related to a full range of services and activities. Each of the objectives includes metrics to be used for “Measurability” of the stated outcome.

Components:

The goals, objectives and policies are components of the plan’s nine “Elements,” including:

- 1. Future Land Use
- 2. Transportation
- 3. Utilities
- 4. Conservation
- 5. Recreation & Open Space
- 6. Housing
- 7. Coastal Management
- 8. Intergovernmental Coordination
- 9. Capital Improvements

Recommendations / Vision:

The following are the Goals, Objectives, and Policies that relate to the recreation and parks system:

- Future Land Use Element
 - » Policy 1.3.1, g.: Recreational category shall include active and passive recreation facilities and parks that are both publicly owned and privately- owned. It shall be the policy of the City that all land acquired for public parks, excluding those located in planned zoning districts shall be placed in the Recreational

land use and zoning category within five years of acquisition. Development within this designation shall have a maximum Floor Area Ratio (FAR) of 0.50

The uses allowed in this land use category shall be limited to, but shall not necessarily include, the following:

- 1. Public parks and recreational facilities;
 - 2. Golf courses;
 - 3. Private parks and recreation facilities;
 - 4. Indoor entertainment as accessory;
 - 5. Theaters;
 - 6. Social and civic clubs and organizations;
 - 7. Governmental offices;
 - 8. Civic and community centers;
 - 9. Museums;
 - 10. Medical facilities as accessory; and
 - 11. Retail sales, restaurants as accessory.
- » h. Conservation shall be applied to any natural areas acquired within the City for the purpose of conserving or protecting natural resources or environmental quality. These areas may be used for wildlife management, passive recreation and environmental restoration/protection. No development is allowed in the Conservation land use category other than site improvements to support uses that are deemed appropriate and consistent with the function of the designated area. The City shall coordinate with Palm Beach County to designate environmentally sensitive lands that are publicly acquired within the incorporated area as Conservation.
- Transportation Element
 - » Objective 2.12:

Promote a pedestrian- and bicycle-friendly environment by providing adequate facilities, such as wider sidewalks, buffers from travel

lanes, shade trees, shorter crossing distances, lighting, refuges in large intersections, bike lanes, and bicycle parking, for pedestrians and bicyclists.

- Utilities Element

- » Policy 3B.2.3: The City shall continue to enforce the land development regulations requiring that rainwater runoff be minimized by maximizing infiltration by percolation into grassy swales, medians, golf courses, landscape areas, nurseries, parks, lawns, et cetera.

- Conservation Element

- » Goal 4: The development and maintenance of a high quality natural environment based on the preservation, improvement and wise exploitation of local existing natural resources.
- » Objective 4.6: The City shall, to the maximum extent feasible, protect all remaining areas of substantial native upland and wetland vegetation and eliminate undesirable exotic tree species.

- Recreation and Open Space Element

- » Goal 5: To create and maintain an interconnected system of aesthetically pleasing, functional, and well-maintained parks, pedestrian/bikeways, greenways, blueways and natural areas that will adequately serve the needs of the current and future residents of the City of Boynton Beach, including seasonal visitors, and special groups such as the elderly and handicapped.

The City shall also continue to provide a variety of high-quality parks and recreation related programs for all residents.

- Elements of the system shall include:

- Urban Open / Civic Spaces
- Neighborhood Parks

- Community Parks
- Special Use Facilities
- Water / Beach Access
- Greenways / Bikeways / Trails
- Conservation Lands
- Regional Parks
- Schools / School Parks
- Private Recreational Facilities
- Art in Parks and other Public Spaces

Although the Goal, and all Objectives and Policies of the Recreation and Open Space Element have relevance to this Master Plan, the following are selected for their specific requirements:

- » Policy 5.3.1: The City shall adopt and maintain a level of service of 2.5 acres of developed parkland per 1,000 residents.
- » Policy 5.3.2: The following are advisory level of service standards for the recreation facilities:
 - Baseball/Soft, Youth – 1 per 15,000 persons,
 - Baseball, Reg. – 1 per 25,000 persons,
 - Basketball Courts – 1 per 4,000 persons,
 - Community Center (1) – 1 per 25,000 persons,
 - Fitness Trail (2) – 1 per 30,000 persons,
 - Football/Soccer Fields – 1 per 40,000 persons,
 - Multipurpose Field – 1 per 10,000 persons,
 - Racquetball Court – 1 per 10,000 persons,
 - Picnic Areas – 1 per 3,000 persons,
 - Playgrounds – 1 per 4,000 persons,

- Shuffleboard Court – 1 per 5,000 persons,
- Pool (3) – 1 per 40,000 persons,
- Tennis Court – 1 per 2,000 persons,
- Bocce Court – 1 per 25,000 persons,
- Volleyball Court – 1 per 15,000 persons, and
- Skate Park – 1 per 65,000 persons.

» Policy 5.3.3: The City shall establish “Service Standards” to provide a framework of ideal standards and classification for its Parks and Recreation System. These standards are not part of the City’s adopted level of service and are utilized only as a guide for land acquisition and facility provision. They are established as part of the City’s goal for setting service standards for an “Ideal City Parks System” to meet residents’ parks and recreation needs. Elements of the system include:

A. Developed Active Parks and Open Space (Measured by LOS):

GOAL: Neighborhood/School Parks – ½ - 1 mile from every resident

GOAL: Community Parks – 25 – 40 acres, 25% preserved for open space, 3 miles from every resident

GOAL: Community Centers – minimum of 4,000 square feet; 3 miles from every resident

GOAL: Special Use Facilities (dog parks, sports complexes, etc), 3 miles from every resident

B. In addition, the City shall set the following nomenclature for undeveloped/passive parks and open space: Urban Open/Civic Spaces; Water/Beach Access; Greenways/Bikeways/Trails; Regional Parks; Community Parks;

Neighborhood Parks; Special Use Facilities; and Conservation Lands as identified on the Future Parks and Recreation System Map in the Strategic Plan.

- Coastal Management Element
 - » Objective 7.4: The City shall continue to protect, conserve and, where possible, improve local wildlife, coastal wetlands, estuaries, coastal barriers and marine habitats.
- Intergovernmental Coordination Element
- Conservation Element
 - » Objective 8.13: The City shall maintain avenues of coordination with those agencies, departments and entities that assist in the development and maintenance of a high quality natural environment based on the preservation, improvement and wise management of local existing natural resources.

Measurability: Number of interlocal agreements maintained.
- Recreation and Open Space Element
 - » Objective 8.14: The City shall continue to coordinate with County, State and local entities and agencies to maximize recreational opportunities for the citizens of Boynton Beach.

Measurability: Number of coordination mechanisms created and maintained in accordance with the objective.
- Public School Coordinated Planning
 - » Policy 8.18.8: The City shall coordinate with the School District for the collocation of public facilities, such as parks, libraries, and community centers with schools, to the extent possible, as sites for these public

facilities and schools are chosen and development plans prepared.

- Capital Improvement Element
 - Goal 9: The City shall provide adequate public facilities to meet existing needs and accommodate future growth consistently with objectives and policies of all elements of this Plan through a comprehensive cost-effective funding strategy.
 - » Objective 9. 1: The City shall provide, or arrange for others to provide, capital improvements necessary to correct deficiencies in existing public facilities, to serve projected future growth and to replace obsolete and worn-out facilities, in accordance with an adopted Capital Improvements Schedule.
 - » Policy 9.1.1 The Capital Improvements Schedule shall include facilities that promote public health and safety and all facilities for which the Level of Service Standard has been adopted: Roads, Potable Water, Wastewater, Stormwater, Solid Waste Collection, and Parks and Recreation. The Capital Improvement Schedule may also include other facilities that enhance the quality of life for City's residents.
 - » Policy 9.1.3: The Capital Improvement Schedule shall be organized by the following broad priorities: issues related to public health and safety shall receive first priority, issues related to providing the adopted level of service shall receive second priority, and all other additional issues shall be addressed as needed to maintain operational efficiency in the City.

- » Policy 9.4.2: The City shall continue the implementation of the Park Impact Fee Program allowing for land dedication in-lieu of the fee payment, to ensure that new development pays a proportionate share of the costs of park capital facility capacity needed to address the demand for such facilities generated by new development.

Relevance to Reimagine Recreation:

The City's Comprehensive Plan includes numerous policies across a wide variety of its elements that are related to the parks and recreation system. Ensuring that these policies are appropriate and are being implemented and enforced is a critical component of this plan.

Additionally, the plan includes a variety of Level of Service targets. It will be important to compare the City's LOS metrics with benchmark communities and update them based on the findings from this plan.

City of Boynton Beach 2020 Climate Action Plan (2020)

Overview:

This plan is an effort to help address climate change effects expected in Boynton Beach and throughout SE Florida, including extreme heat, hurricanes, and sea level rise. It is an update to Boynton Beach's first Climate Action Plan (2010) which proposed strategies for reducing greenhouse gas emissions within the City. The plan "reflects the latest science, aligns with international standards for GHG reduction, integrates the City's other strategic planning goals and initiatives, and emphasizes the importance of ongoing, equitable community engagement" (pg. 1).

Themes / Analysis:

This CAP is a framework for the development and implementation of actions to reduce Boynton Beach's GHG emissions. By reducing emissions and promoting multiple co-benefits (as described below), this plan serves as the main guiding document for sustainability in the City of Boynton Beach. Sustainability means meeting the needs of today's residents without compromising the ability of future citizenry to meet their needs. The three pillars of sustainability are environmental stewardship, economic growth, and social responsibility.

This CAP sets forth the following long-term visions for the community:

- Make Boynton Beach a regional and national leader in sustainability through innovative policies, programs, and partnerships.
- Become a leader in energy efficiency and clean energy that comes from the sun, wind, or other renewable technologies.
- Create a greener Boynton Beach by enhancing the tree canopy and native plant and animal communities.

- Transform Boynton Beach into a community where people walk, bike, take transit, or carpool for most trips in a safe, accessible, and affordable transportation network.
- Inspire citizen engagement and ensure that the benefits of climate action are shared equitably among all community members.

The plan also identifies 5 major "co-benefits" that are expected to arise from the implementation of the GHG reduction strategies included:

1. **Cost Savings** - Many of the measures in this plan pay for themselves by reducing costs to the City and its residents.
2. **Economic Development** - The plan will enhance community vibrancy by promoting compact, mixed-use development and pedestrian- and bike-friendly neighborhoods. Initiatives to expand the City's tree canopy and greenspace will increase residential property values, viability of local businesses, and the City's appeal to outdoor recreationists.
3. **Public Health** - Actions that reduce GHG emissions also reduce other air pollutants such as particulate matter, SO₂, NO_x, and ozone that are linked to asthma and other respiratory diseases.
4. **Ecosystem Protection** - Globally, GHG mitigation helps to prevent negative impacts on ecosystems, including biodiversity loss, ocean acidification, soil degradation, water pollution, and the loss of ecosystem services. In Boynton Beach, the recommendations will help to safeguard native ecosystems by protecting greenspace and planting native trees and vegetation to support populations of migrating birds, pollinators, and other wildlife.

- Climate Resilience - As noted, the City is developing a separate Climate Adaptation Plan that will focus on measures to increase community resilience to the impacts of climate change. However, there is some overlap between the two plans as some climate mitigation actions also help enhance climate resilience. For example, planting trees increases carbon sequestration while also protecting against flooding by absorbing stormwater.

Components

Community engagement, led by a Sustainability Advisory Team, was a primary focus of the plan. Additionally, a focus on Social Equity and the impacts on vulnerable populations was an important consideration.

An inventory of the city's greenhouse gas emissions was undertaken. A city's GHGs are classified into three scopes for reporting purposes:

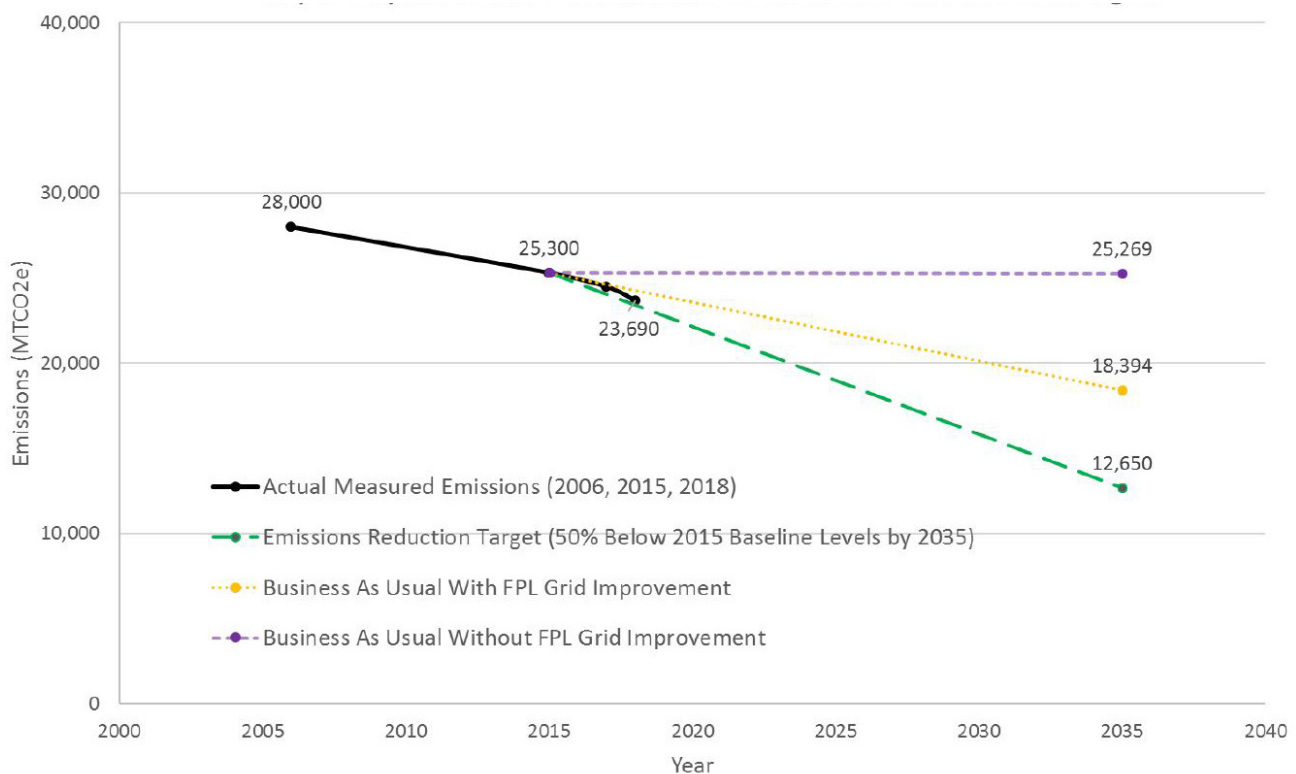
- Scope 1: Direct GHG emissions that occur within the city
- Scope 2: Indirect GHG emissions from the use of grid-supplied electricity, heat, or cooling
- Scope 3: Other GHG emissions that occur outside the city as a result of activities taking place within the city

Recommendations:

The plan established two emission reduction targets:

- 50% reduction from 2015 levels by 2035
- Net zero GHG emissions by 2050

Figure 1.2e
Greenhouse Gas Emission Targets



Strategies for GHG reductions were organized into two categories based on inventory and scopes:

1. **Government Operations**

- Scope 1: Transportation (2 strategies)
- Scope 2: Buildings & Facilities (3 strategies)
- Scope 3: Waste (1 strategy)

2. **Boynton Beach Community**

- Scope 1: Transportation & Land Use (6 strategies)
- Scope 2: Buildings (4 strategies)
- Scope 3: Waste & Consumption (2 strategies)

The following strategies includes those where Parks and Recreation was listed as one of the “Responsible Departments.”

Government Scope 1: Transportation

G-1.1 - Green Fleet: Implement a green fleet policy including purchase of fuel-efficient vehicles, fleet electrification, and strategies for efficient vehicle use and operation.

Community Scope 1: Transportation & Land Use

C-1.2 - Bike & Pedestrian Infrastructure: Expand, connect, and complete networks of bicycle and pedestrian facilities, including those supporting access to transit.

C-1.5 - Urban Forestry: Maintain and enhance the urban tree canopy to sequester carbon and provide multiple other ecosystem services.

C-1.6 – Greenspace Preservation: Protect and restore natural ecosystems and open spaces within the City to sequester carbon and provide multiple other ecosystem services.

Community Scope 3: Waste & Consumption

C-3.1 - Waste Reduction & Recycling: Reduce, reuse, and recycle material waste produced in the community.

Relevance to Reimagine Recreation:

As noted, the Recreation and Parks Department will be responsible for implementing 5 strategies critical to meeting the plan’s GHG goals.

City of Boynton Beach Complete Streets Mobility Plan (2021)

Overview:

This plan seeks to address the public's growing need and desire for a balanced transportation network that adequately accommodates all modes of transportation to improve safety and comfort for people walking, biking, driving, and using transit. The plan formalizes the City's approach to complete streets. Instead of a transportation network focused on Level of Service (LOS), the plan establishes a transportation network based upon QOS, or Quality of Service. QOS ultimately shifts priorities in street design decisions so that people biking, walking, and riding transit share the same level of safety and comfort as automobile drivers.

Components:

The plan explores the City's Existing Conditions, including demographics, crash data, built conditions and existing policies. It also includes a Land Use Assessment, new QOS standards, and an Implementation Strategy.

Figure 1.2f
Proposed Mall Trail Conceptual Design



Recommendations:

- Multimodal Mobility Hubs and Districts

The Boynton Beach Complete Streets Mobility Plan proposes primary and secondary multimodal mobility hubs and districts, which include anticipated major destinations, a mix of land uses, and existing major destinations in the urban and suburban sections of the city.

- Shift from Level of Service (LOS) to Quality of Service (QOS) Standards

Establishing QOS standards based on posted speed limits instead of automobile volume more accurately meets the intended purpose of a street or road, reflects the desired level of people walking, bicycling, and riding transit, and ensures adequate access to adjacent land uses. The QOS standards also move the City towards the goal of Vision Zero, which aims to achieve a transportation network with no fatalities or serious injuries involving automobile traffic.

- Bike Facilities

The proposed bike facilities in Boynton Beach promote the vision to create a holistic bicycle network that allows users to ride a bike seamlessly between all multimodal mobility hubs and districts throughout the city. The proposed network includes sharrows, buffered bike lanes, shared use paths, and paved trails.

- Pedestrian Facilities

The greatest need for sidewalks exists in the neighborhoods located east of Interstate 95. Less than 50 percent of the streets in these neighborhoods have sidewalks, with even less around the primary multimodal mobility hub. As such, the plan will assist the City with prioritizing new sidewalk construction in these neighborhoods.

- Transit

The Plan recommends the establishment of a local transit route to provide service to and connect all multimodal mobility hubs and districts. This includes connecting the existing Tri-Rail train station west of Interstate 95 with the proposed intermodal mobility station located downtown. This proposed route is preliminary and is subject to change.

MOVING FORWARD

The Plan incorporates multimodal projects that were previously identified in the 2016 *Boynton Beach Community Redevelopment Plan*, *Boynton Beach Greenways, Blueways, and Trails Plan, 2045 Long Range Transportation Plan*, and the *FDOT Work Program*. In addition, the Plan recommends additional projects to achieve a fully connected transportation network for all modes of travel. These projects establish the basis for the City to establish a mobility fee which will replace Palm Beach County's road impact fee, therefore enabling the City to collect funds to construct the recommended roadway improvements outlined in this Plan.

Relevance to Reimagine Recreation:

The recommendations in this plan present important opportunities to establish recreation facilities in and/or near the proposed Mobility Hubs and Districts, as well as along Shared Use Paths. The proposed local transit route will also be critical to consider regarding access to recreation facilities.

Figure 1.2g
Connectivity Vision Map

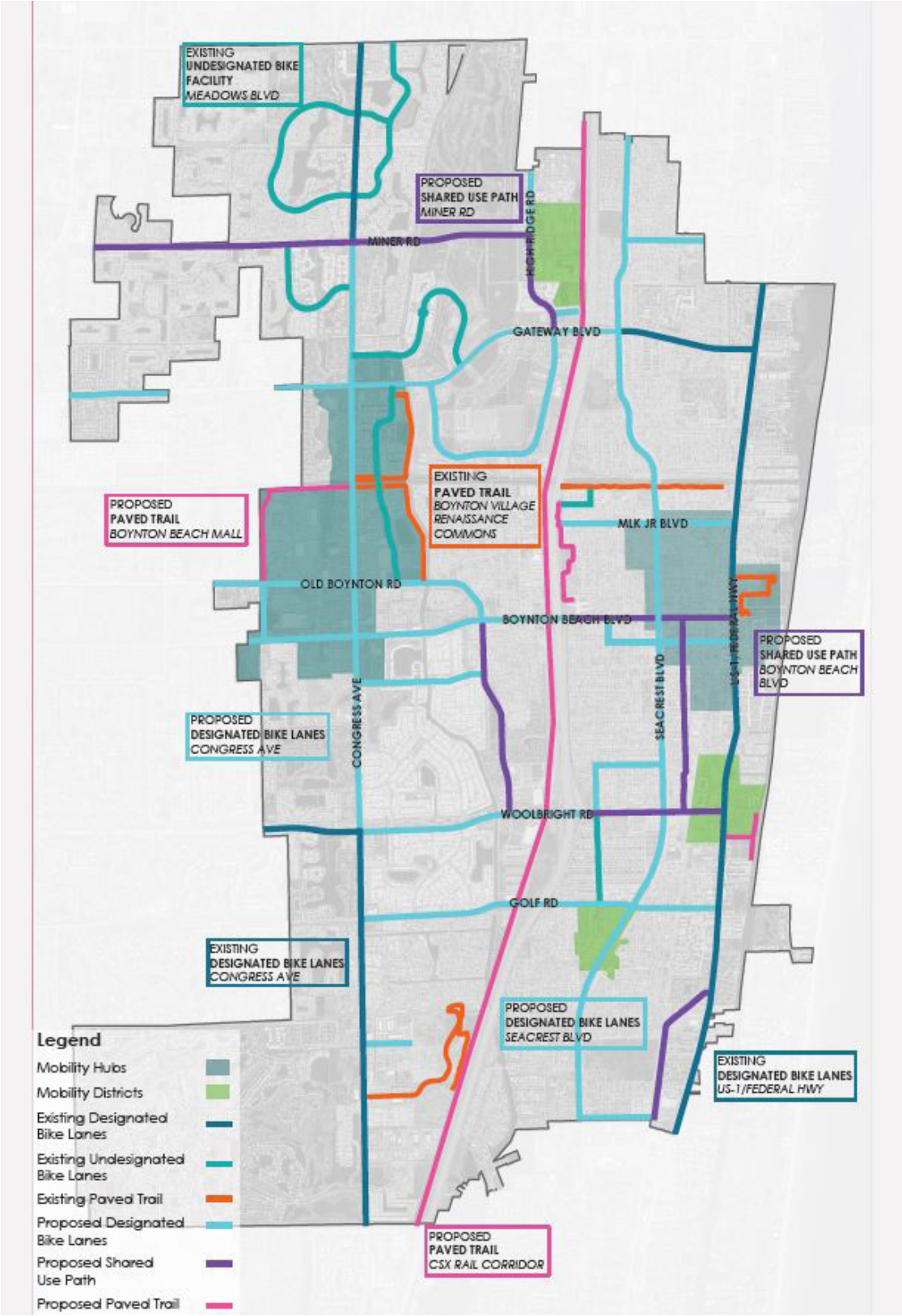


Figure 1.2j
Conceptual Master Plan

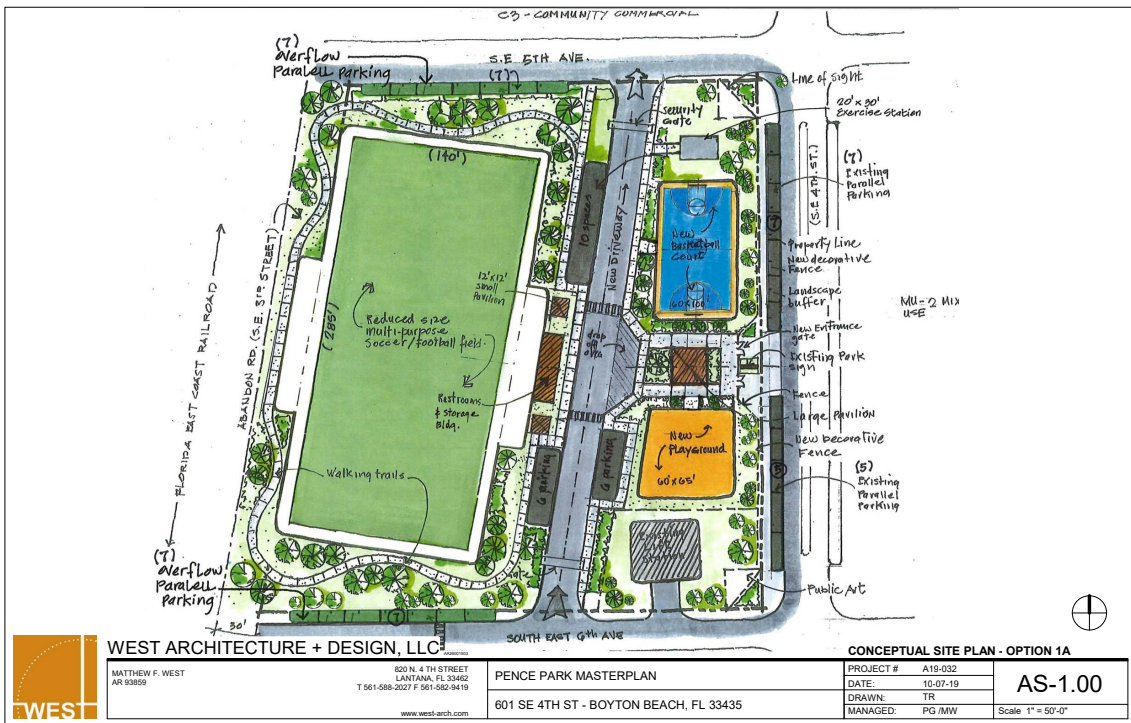
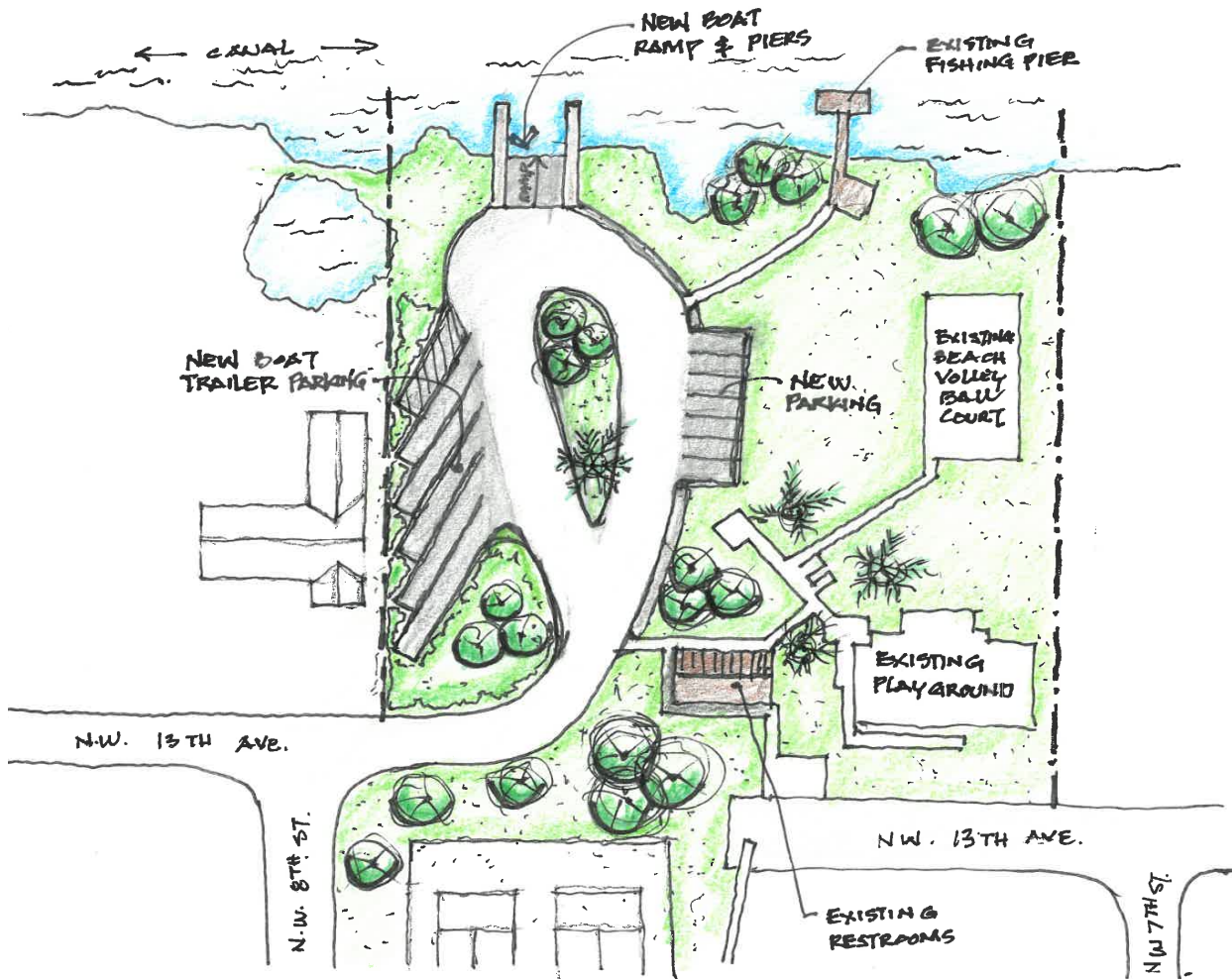


Figure 1.21
Pioneer Canal Park Master Plan



CONCEPTUAL SITE
IMPROVEMENT PLAN

1" = 60' - 0"

8/5/22

PIONEER CANAL PARK
BOYNTON BEACH, FL.

The City of Boynton Beach's Demographic Context

The characteristics of the City of Boynton Beach's residents can provide important insights related to the potential role that Reimagine Recreation can play in improving the social, environmental, and economic quality of life of residents.

Following is an overview of the key findings from the analysis of specific demographic attributes:

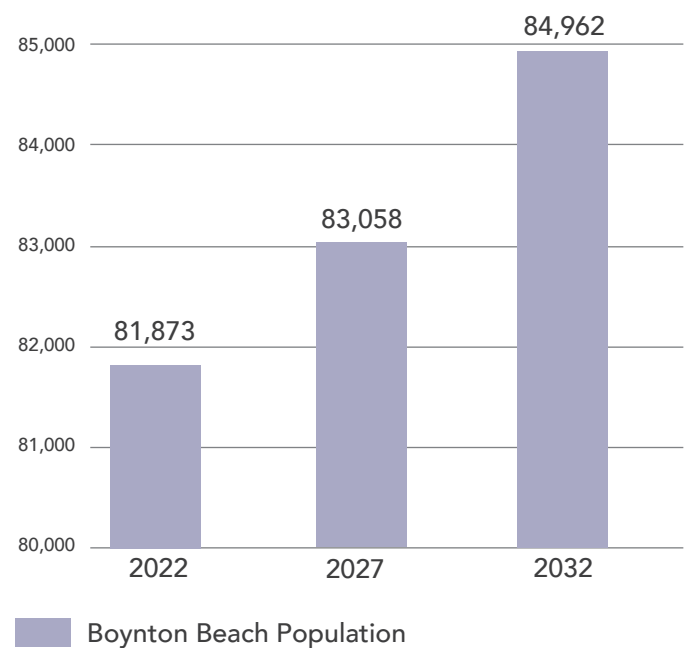
- Population Growth
- Population Density
- Age Distribution
- Race and Ethnicity, and
- Median Income.

Population Growth

Population growth is an important factor to consider in parks and recreation master plans because the larger the population growth, the more need there may be to expand parks and recreation services in the future. Additionally, many of the Level-of-Services (LOS) recommendations revolve around population.

Figure 1.3a demonstrates the City of Boynton Beach's projected population growth over the next 10-years. The City's historical growth suggests that by the year 2027, the City could add approximately 1,185 residents to reach a population of 83,058 residents. By the year 2032, the City of Boynton Beach could add approximately 1,904 residents to reach a projected population of 84,962.

Figure 1.3a
Population Growth 2022 - 2032



Source: ESRI forecasts for 2022 and 2027. Linear Regression for 2032. U.S.

Relevance to Reimagine Recreation:

As the population continues to grow, new parks, recreation facilities, and programming may be needed to maintain and improve the quality of life that residents currently enjoy. These needs will be further explored in Chapter 2: Needs and Priorities Assessment.

Population Density

Population density typically influences how residents enjoy parks and recreation services. For example, areas with higher population densities have more residents living in a defined geographic area. This may create a larger demand on, and for parks, recreation facilities, and programs.

Additionally, increased densities may suggest the presence of multi-family housing. Residents living in multi-family homes typically rely more on public parks to provide basic, close-to-home recreational opportunities such as playgrounds, lawns to play catch, community gardens, or open spaces to allow dogs to run around without a leash. These are some of the basic, every-day recreational activities that a family living in a single-family home may enjoy in their backyard.

Figure 1.3b shows the City's population density between 2022 and 2032. The City's population density is projected to increase from 7.9 to 8.2 persons per acre. As a form of comparison, densities of 8 persons per acre are consistent with the densities found in cities such as St. Louis, Cleveland, and Pittsburgh.

Figure 1.3b
Population Density 2022 - 2032

Year	Population	Population Density
2022	81,873	7.9
2027	83,058	8.0
2032	84,962	8.2

Source: ESRI forecasts for 2022 and 2027. Linear Regression for 2032. U.S.

Relevance to Reimagine Recreation:

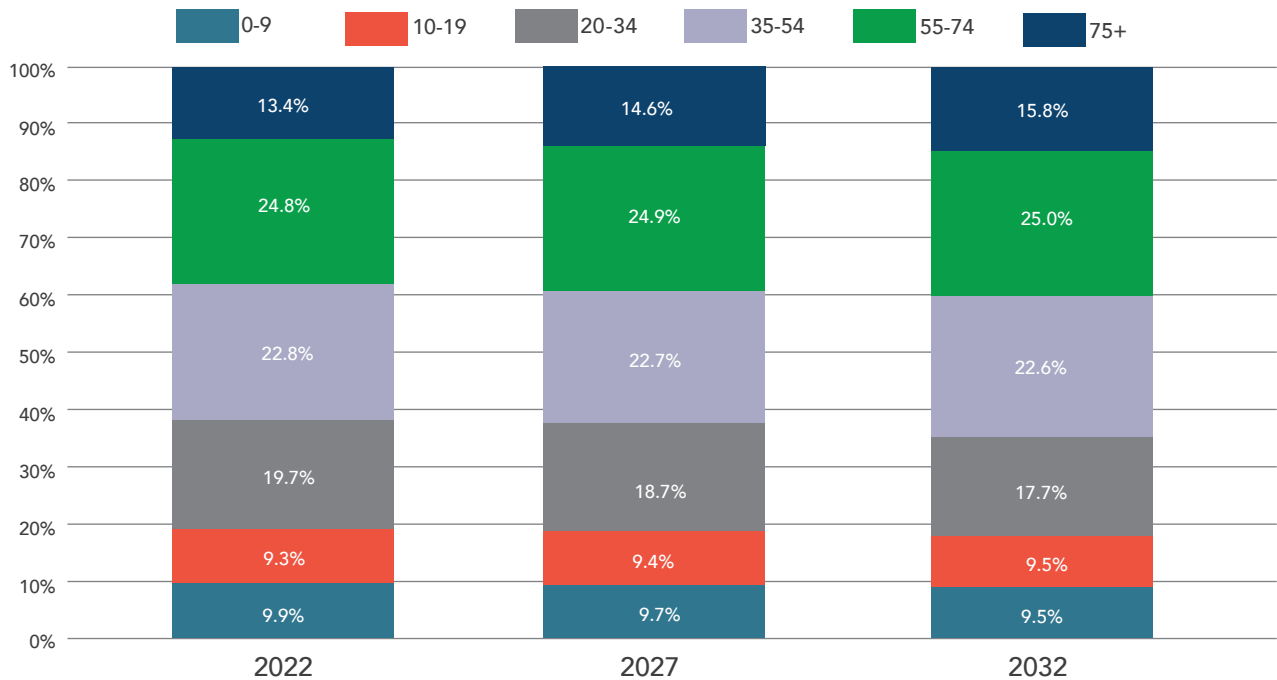
The City of Boynton Beach's increasing density may suggest a need for additional parks and recreation facilities over time. Additionally, increasing density may suggest that land for parks and recreation facilities may be at a premium and may require creative and collaborative service delivery strategies to address park land needs. These factors will be explored further in Chapter 2: Needs and Priorities Assessment.

Age Distribution

The type of programs and recreation facilities that a community provides its residents is directly related to the age distribution of the community’s population. For example, communities with a high concentration of residents ages 0-9 and 10–19, may have a higher need for youth activities such as before school or after school care programs and youth athletics. These communities may also require more playgrounds and athletic fields. Communities with a high concentration of residents ages 65 and older, on the other hand, may require more senior related activities, such as senior leisure programs, health related services, senior center space, and transportation services to transport seniors from activity to activity.

Figure 1.3c illustrates the City’s age distribution for the years 2022, 2027, and 2032. The data suggest that the age distribution will be relatively equal over the next 10 years. The City’s population between the ages of 75+ may grow the most from 13.4% in 2022 to 15.8% in 2032, while the dominant population age group will be the 55-74 age group with the current highest share of 24.8% in 2022 increasing to a projected 25% by 2032. Ages 35-54 will remain the second largest group dropping from 22.8% to 22.6%. The teen population (ages 10-19) shows a rapid growth by 2027 but again settles down to share the lowest spot with ages 0-9 comprising 9.5% by 2032.

Figure 1.3c
Age Distribution 2022 - 2032



Source: ESRI forecasts for 2022 and 2027. Linear Regression for 2032.

Relevance to Reimagine Recreation:

Adults ages 55-74 will continue to be the dominant age group in Boynton Beach followed by people between ages 35-54. Parks may need to be flexible and provide a variety of recreation programs and activities for residents of various ages, with an emphasis on adults and seniors. These factors will be explored further in Chapter 2: Needs and Priorities Assessment

Race and Ethnicity

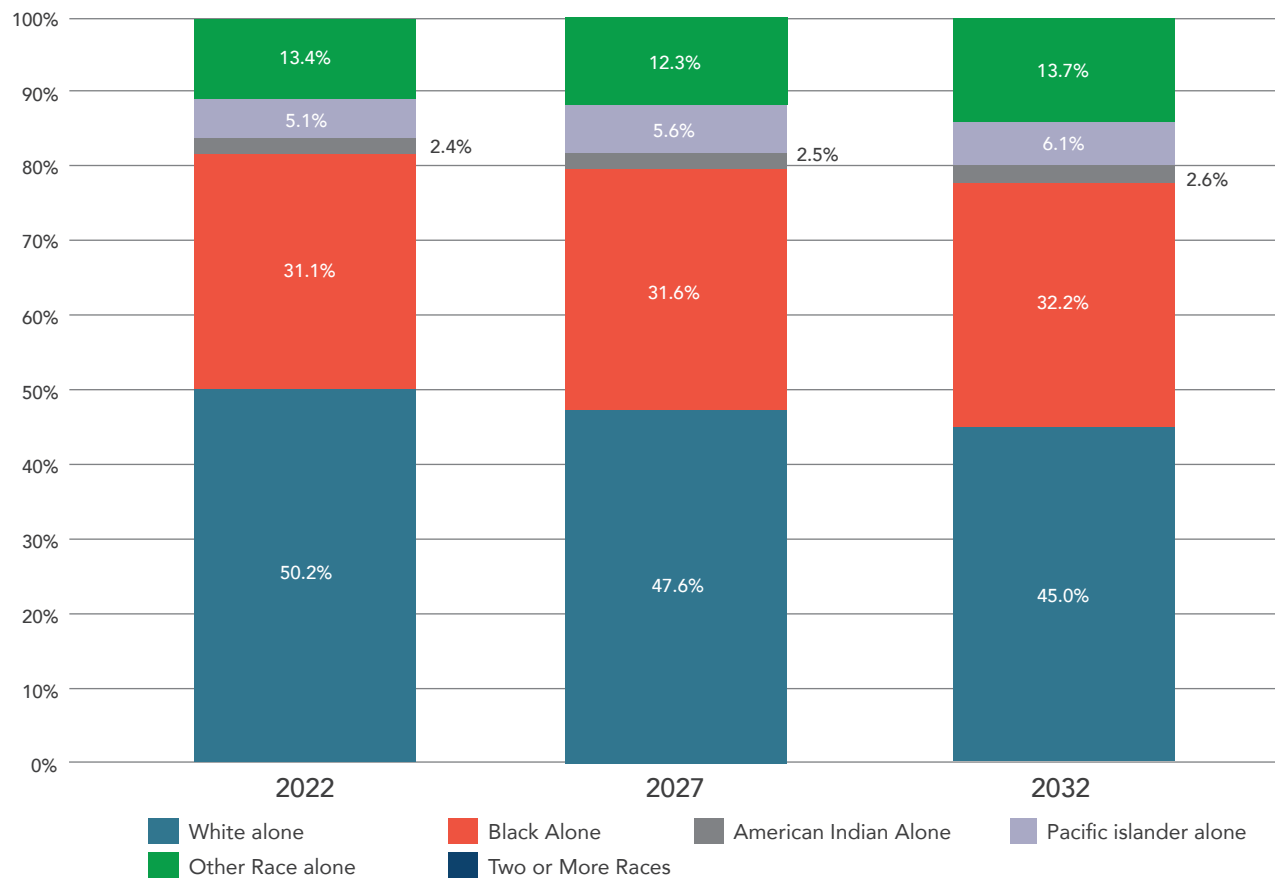
Race and ethnicity can be an interesting indicator of recreation program and facility needs and desires. Various academic studies have shown that individuals' preferences towards specific park settings, activities, or amenities can vary by racial category.

For example, one study used surveys to study the preferences of 900 park users in a major City in the United States. The study reported that Asians showed a strong preference for scenic beauty, Whites expressed a stronger preference for trees and vegetation, and African Americans expressed a preference for cultural facilities and maintenance.¹ Another study found that African Americans and Hispanics participated more in sports, but less in activities that took place in remote areas or undeveloped facilities than Whites.²

1 Gobster, P.H. (2002). Managing urban parks for a racially and ethnically diverse clientele. *Leisure Sciences*, 24, 143 – 159.

2 Dwyer, J.F. (1993). Outdoor recreation participation: An update on Blacks, Whites, Hispanics, and Asians in Illinois. In P.Gobster (Ed.), *Managing urban and high-use recreation settings* (pp. 1991-1211)

Figure 1.3d
Race 2022 - 2032

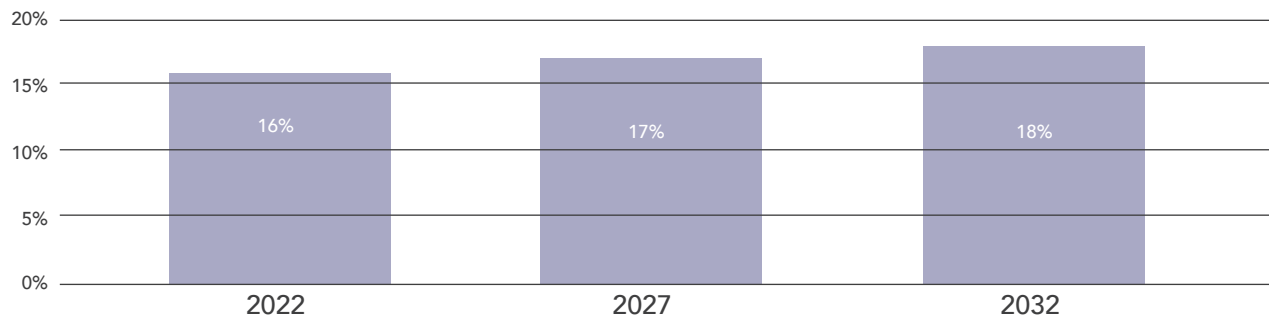


Source: Esri forecasts for 2022 and 2027. Linear Regression for 2032.

Figure 1.3d illustrates the City’s race for the years 2022, 2027, and 2032. The data suggest that while over the next 10 years White Alone will continue to be the majority race, it will decrease slightly from 50% in 2022 to 45% in 2032. The remaining races will increase slightly over the next 10 years.

Figure 1.3e illustrates the City’s ethnicity for the years 2022, 2027, and 2032. The data suggest that over the next 10 years, the City’s Hispanic/ Latino population will increase slightly from 16% in 2022 to 18% by 2032.

Figure 1.3e
Ethnicity (Hispanic/Latino) 2022 - 2032



Source: Esri forecasts for 2022 and 2027. Linear Regression for 2032.

Relevance to Reimagine Recreation:

While Boynton Beach will continue to be a majority White Alone population, the City’s historic and actively shifting racial makeup suggests the need for a parks and recreation system that celebrates the diversity in the community. Planning and programming for parks and recreation facilities that are flexible and provide a variety of recreation programs and activities for various races and ethnicities will be important. It will also be important to consider special events and programs throughout the year that continue to educate, foster, and strengthen the diversity of the community. These factors will be explored further in Chapter 2: Needs and Priorities Assessment and Chapter 3: Vision.

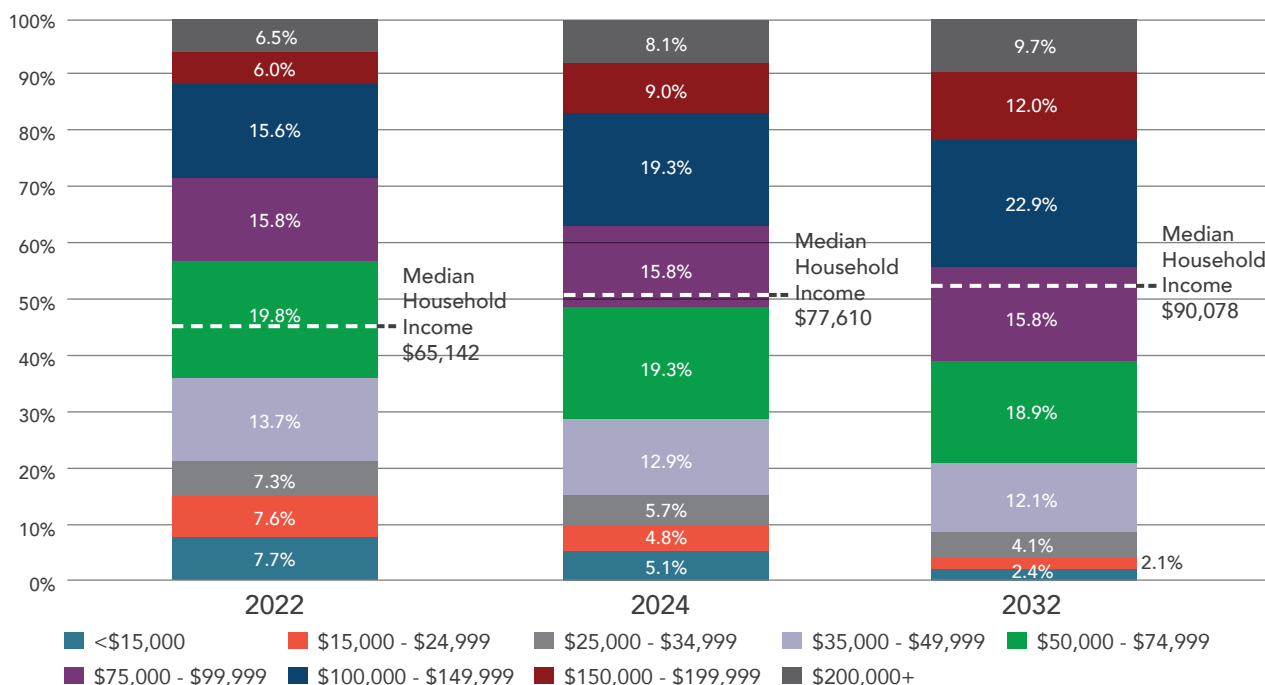
Household Income

Income levels provide a glimpse of the purchasing power of residents. Simply stated, the higher the household income, the greater the potential for residents to have disposable income to spend on paid leisure programs and activities. The lower the household income, the more residents may rely on affordable and/or free parks, recreation, and social programs and services.

Figure 1.3f illustrates the City's household and median household income for the years 2022, 2027, and 2032. The data suggest that over the next 10 years, barring any national economic decline, household incomes may continue to rise based on historical growth. This suggests that households making over \$100,000 may increase from 28% to 45%. Households making under \$99,000 will decline and may make up about 55% of city households down from 62%.

Figure 1.3f

Median Household Income 2022-2032



Relevance to Reimagine Recreation:

The presence of a range of household incomes in the City may suggest a need to provide programs and services that cater to a spectrum of household incomes. Households with higher incomes may have a need for certain types of sports activities, such as lacrosse, soccer, golf, tennis, swimming; as well as leisure activities, such as cultural and performing art programs and events and dining out. Additionally, these residents may be able to support community parks organizations through financial contributions. On the other hand, many of the residents and families with lower household incomes may rely on reduced cost/free services, such as youth development, after school activities, adult continuing education opportunities, and other social, recreational, cultural, or educational needs. These implications will be explored further in Chapter 2: Needs and Priorities Assessment.

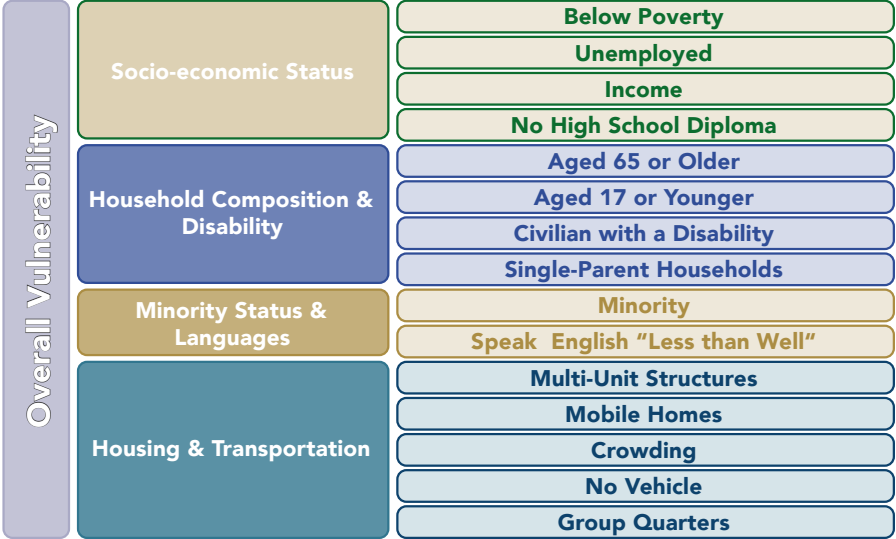
Social Vulnerability Index

While demographic attributes on their own have important parks and recreation implications, they can also be combined to identify vulnerable populations. In collaboration with the Agency for Toxic Substances and Disease Registry (ATSDR) and the U.S. Census Bureau, the Centers for Disease Control and Prevention (CDC) developed a Social Vulnerability Index (SVI) for every census tract in the U.S.

The SVI is based on a total of 15 social factors that are combined into 4 related themes: Socioeconomic Status, Household Composition and Disability, Minority Status and Language, and Housing and Transportation. Figures 1.3g below depicts the relationship between the social factors, key themes, and overall SVI.

Figure 1.3h identifies the areas in the city that have a low and medium level of social vulnerability in relation to the City’s parks system.

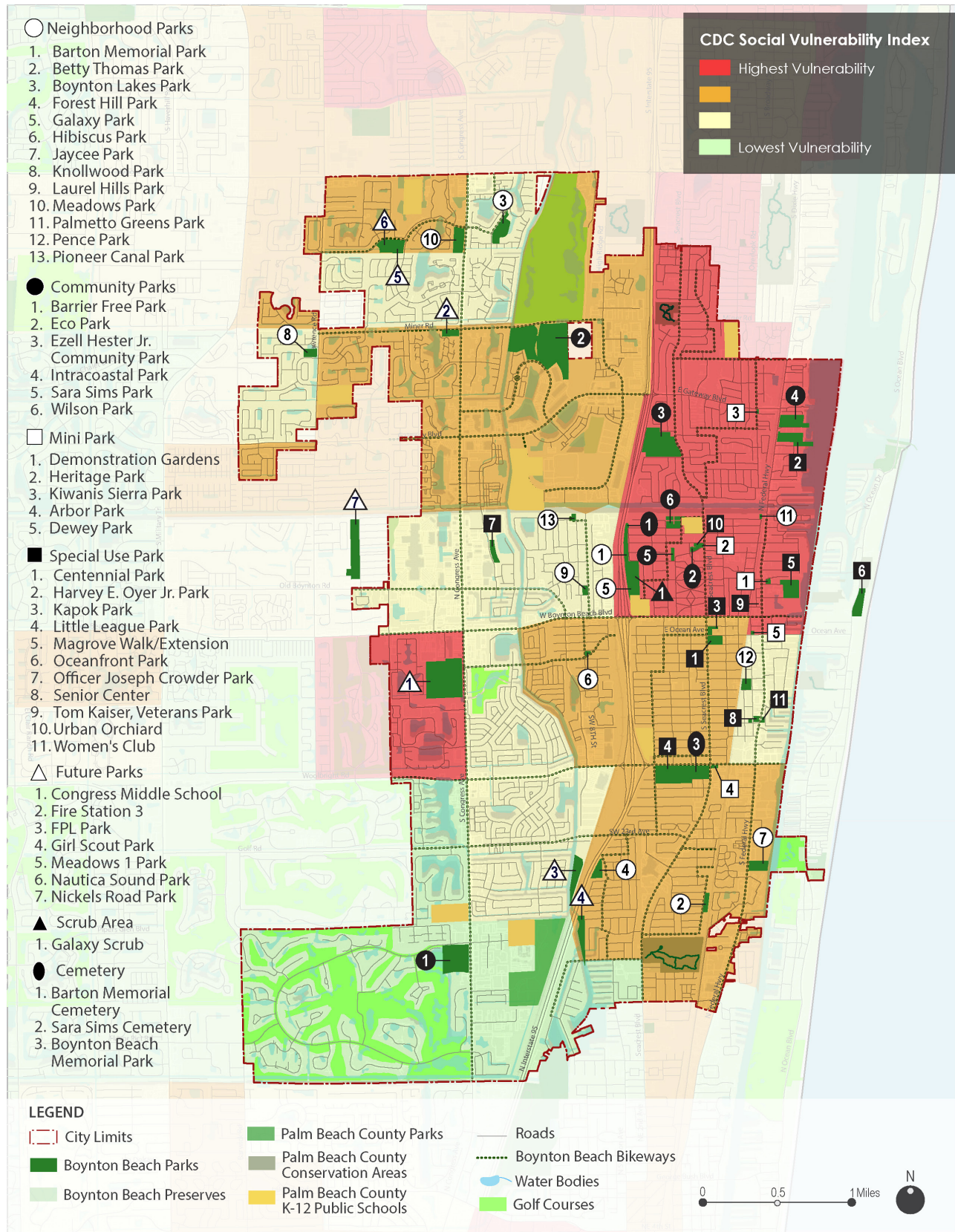
Figure 1.3g
Social Vulnerability Index Themes and Factors



Relevance to Reimagine Recreation:

It will be important for the parks master plan to consider these areas during the planning process and explore how parks, recreation facilities, programs, and services may support populations in higher social vulnerability areas.

Figure 1.3h
Social Vulnerability Areas



Summary of Demographic Context

Following is a summary of key findings from the demographic context analysis along with their relevance to the City of Boynton Beach Parks and Recreation Master Plan. These implications will be further explored in Chapter 2 - Needs and Priorities Assessment and Chapter 3 - Vision.

- **Population Growth** - Boynton Beach has seen a rapid increase in growth in recent years. Over the next ten years, the City is projected to add another 3,089 residents. As the population continues to grow, new parks, recreation facilities, and programs may be needed to maintain and improve the quality of life that residents currently enjoy.
- **Population Density** - As the City's population increases, the City's population density will also increase slightly. Since potential park land may be limited and in certain areas, at a premium, the City may have to be creative and collaborative as it seeks to provide additional park land.
- **Age Distribution** - While Boynton Beach's population is comprised of a range of ages, over the next 10 years, adults ages 55–74 will continue to be the dominant age group in Boynton Beach followed by ages 35-54. This suggests that parks may need to be flexible and provide a variety of multi-generational and multi-functional spaces, programs, and activities for residents of various ages, with an emphasis on adults and seniors. It may also be important to increase specific age-appropriate recreational facilities and programs in targeted parts of the city where a larger concentration of specific age groups live.
- **Race** - While Boynton Beach will continue to be a majority White population, the city's historic and actively shifting racial makeup suggests the need for the parks and recreation system to celebrate the diversity in

the community. Planning and programming for parks and recreation facilities that are flexible and provide recreation programs and activities for various races and ethnicities will be important. It will also be important to consider special events and programs throughout the year that continue to educate, foster, and strengthen the diversity of the community. These factors will be explored further in Chapter 2.

- **Household Income** - The City's range of incomes may suggest a need to provide programs and services that cater to a range of household incomes. Households with higher incomes may have a need for certain types of sports activities, such as lacrosse, soccer, golf, tennis, swimming; as well as leisure activities, such as cultural and performing art programs and events and dining out. Additionally, these residents may be able to support community parks organizations through financial contributions.

Many of the residents and families with lower household incomes may rely on reduced cost/free services, such as youth development, after school activities, adult continuing education opportunities, and other social, recreational, cultural, or educational needs. These implications will be explored further in Chapter 2.

- **Social Vulnerability** - The City's northeast and central west quadrants are identified as having a high level of social vulnerability. It will be important for the parks master plan to consider these areas during the planning process and explore how parks, recreation facilities, programs, and services may support populations in higher social vulnerability areas.

The City of Boynton Beach's Park System Context

The parks system context is comprised of three primary elements:

- The Department
- Programs, and
- Parks and Recreation Facilities.

The following section provides an overview and assessment of each of these elements that will establish a foundation for the planning process.

The Department

The following section provides an assessment of the first Park System Context element - the Department.

The assessment includes a review of operations, staffing, and maintenance. The assessment began with a workshop with administration staff to obtain context and insights from the employees' perspective. Staff members from various divisions and levels participated in focus groups to identify emerging themes in operations.

The objective is to analyze and provide guidance on current practices, future organization and staffing needs, improved operational efficiencies, policy development, technology improvements and marketing/communication opportunities.

Department Overview

- **Current Vision Statement** - "To enhance the quality of life in our community".

In order to help achieve this mission, the City has a robust parks system that includes a variety of amenities and facilities and hundreds of youth, adult, and senior programs. Professional, dedicated staff members, along with the assistance of valuable volunteers, manage the year-round recreation programs and activities and maintain parks and open spaces for the enjoyment of people of all ages and abilities.



Programming

To help achieve the Department’s mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important to the community. Program areas are considered as Core if they meet a majority of the following criteria:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency’s overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area’s offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

Existing Core Program Overview

In discussions with the Department staff, the consulting team identified 10 Core Program Areas currently being offered.

Figure 1.4h
Existing Core Program areas



These existing Core Program Areas provide a generally well-rounded and diverse array of programming opportunities for the community. Department staff should evaluate Core Program Areas and the individual programs within them on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community.

Core Program Area Descriptions, Goals, and Example Programs

ADULT SPORTS



Description:

Organized sport activities that provide exercise and socialization for participants over the age of 18.

Goals:

Offer programs to teach participants how to play sports as well as options for more competitive participants.

AQUATICS



Description:

Aquatics programming for all ages to promote water safety and exercise.

Goals:

Provide swim instruction to promote water safety, First Aid and CPR training to educate the public, and Lifeguarding Certification to provide job training.

ARTS & CULTURE



Description:

Programming that focuses on performing arts and education in various cultures.

Goals:

Provide affordable programs for the entire community that increase awareness of Arts & Cultural offerings

CAMPS



Description:

Programs that provide activities at various recreation facilities for youth and teens during times when school is not scheduled.

Goals:

Affordable, educational, and character building recreation activities for students when school is not scheduled in a safe environment.

Core Program Area Descriptions, Goals, and Example Programs (Continued)

COASTAL WATERWAYS

**Description:**

Programs and activities that use the waterway resource to conduct programs.

Goals:

Increase visitation to parks adjacent to waterways through education and recreational activities.

FACILITY RENTAL

**Description:**

Department allows the public the opportunity to rent facilities for a fee.

Goals:

Increased revenue with a high level of Customer Service satisfaction

FITNESS & WELLNESS

**Description:**

Programs to encourage the public to stay active.

Goals:

Educate the public on the importance of fitness & wellness.

SENIOR 55+

**Description:**

Programs and events scheduled for Senior Citizens age 55 & older.

Goals:

Increase social and mental health for senior citizens.

Core Program Area Descriptions, Goals, and Example Programs (Continued)

SPECIAL EVENTS

**Description:**

One-Time events the Department host that are city-wide.

Goals:

Encourage residents and visitors to attend, increasing awareness, attendance , and sponsorship opportunities.

TEEN

**Description:**

Programs developed for ages 12-17.

Goals:

Increase number of programs offered for Teens.

Informed by the Department's core programs, the Consultant Team completed five types of analyses to assess the Department's programs. These were:

- Age Segment Analysis
- Program Lifecycle
- Program Services Classification
- Cost-of-Service and Cost Recovery
- Pricing

Following is a summary of the analyses and findings.

Age Segment Analysis

An Age Segment Analysis was completed by Core Program Area, to review the age segments served by different program areas and identify any gaps in segments served. It is recommended that staff perform an Age Segment Analysis by individual programs to further understand and tailor future offerings to community needs.

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

Figure 1.4i
Age Segment Analysis

Age Segment Analysis						
Core Program Area	Preschool (5 & Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Adult Sports				P	S	
Aquatics						P
Arts & Culture	S	P	P			P
Camps						
Coastal Waterways						P
Facility Rental				P	P	
Fitness & Wellness						P
Senior (55+)					P	
Special Events						P
Teens			P			

The Department offerings have strong coverage of most age segments throughout their Core Program Areas, mostly due to the large amount of All Ages Programming. There is an opportunity for more age specific programming, most notably for Preschool and Elementary aged participants.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It is ideal to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

Program Lifecycle

Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the Department’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

The Lifecycle Analysis shows 86% of programs falling within the beginning stages (Introduction, Take-Off, & Growth), with almost half of all programs being listed as being in the Introduction Stage. The Department reported they canceled 63 programs in the last year, due partially to the impact of the pandemic, and were put in a position to create all these new programs to try and meet the evolving needs of their community. With increased (and new) staff and a full reopening of offerings, the key will be to ensure the programs in Introduction through Growth stages continue to sustain the growth patterns and some gradually transition to the mature stage in time.

According to staff, only 10% of all program offerings currently fall into the Mature Stage. With 29% of programs being in the Growth Stage (some of which will transition into the Mature stage), we can expect the percentage of mature programs to continue growing. The Mature Stage anchors a program portfolio, and it is recommended to have roughly 40% of programs within this category in order to achieve a stable foundation.

Additionally, 4% of programs are identified as Saturated or Declining (0-10% Recommended Distribution). It is a natural progression for programs to eventually evolve into saturation and decline stages. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs. As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle within the Introductory stage or replace the existing programs with new programs based on community needs and trends.

Staff should complete a Program Lifecycle Analysis annually and ensure that the percentage distribution closely aligns with desired performance. The Department could also include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

Figure 1.4j
Lifecycle Analysis

Lifecycle Stage	Description	Actual Program		Recommended Distribution
Introduction	New program; modest participation	47%	86%	50-60% total
Take - Off	Rapid participation growth	10%		
Growth	Moderate, but consistent population growth	29%		
Mature	Slow participation growth	10%	10%	40% total
Saturation	Minimal to no participation growth; extreme competition	1%	4%	0-10% total
Decline	Decline participation	2%		

Program Classification

Conducting a classification of services analysis informs how each program serves the overall organizational mission, the goals and objectives of each Core Program Area, and how the program should be funded regarding tax dollars and/or user fees and charges. A program's classification can help determine the most appropriate management, funding, and marketing strategies.

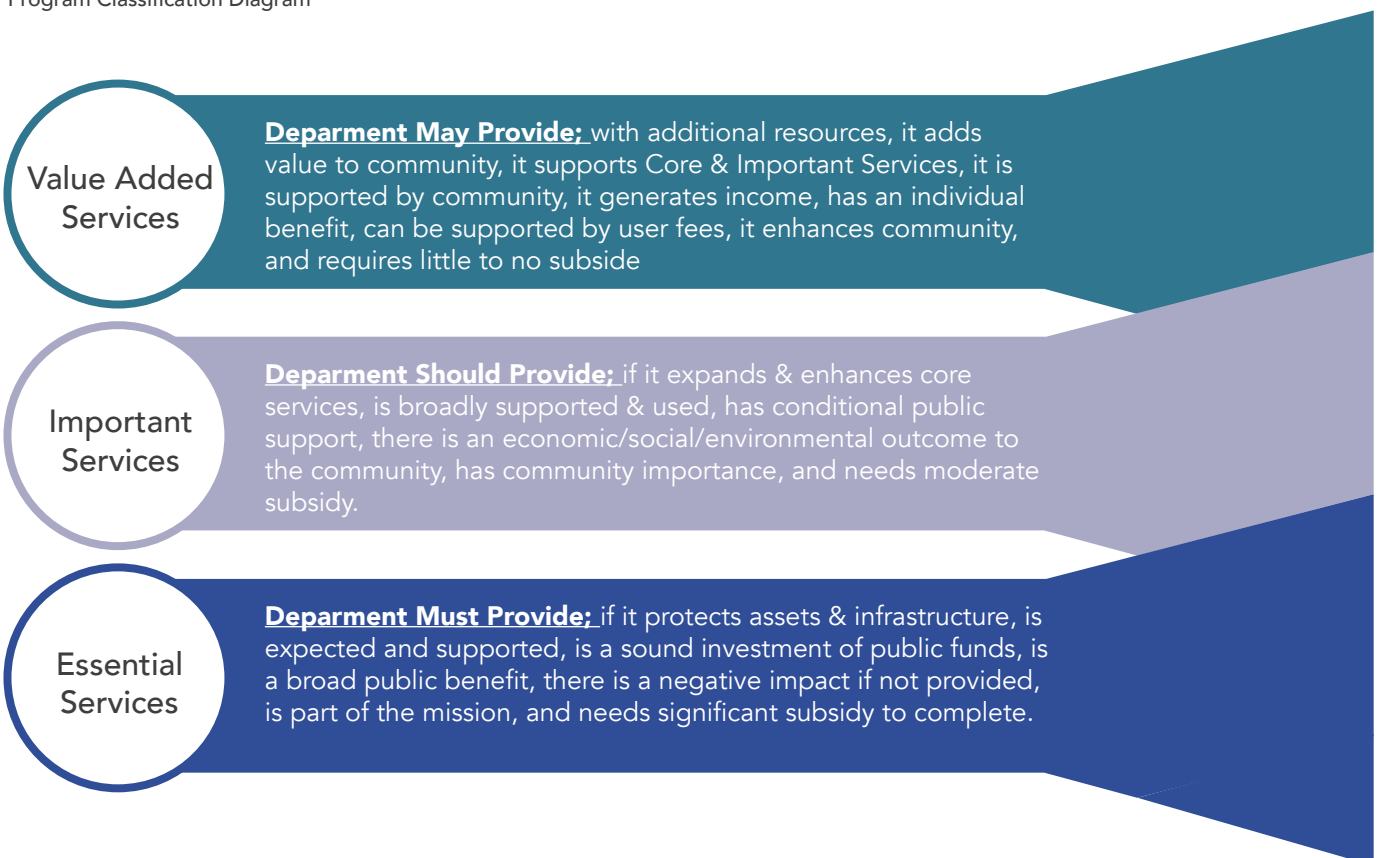
Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Department used a classification method based on three categories:

- Essential Services
- Important Services, and
- Value-Added Services.

Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. Figure 1.4k describes each of the three program classifications.

Figure 1.4k
Program Classification Diagram



With assistance from staff, all recreation programs offered by the Department were classified into three categories. The results presented in Figure 1.4I represent the current classification of recreation program services. Programs should be assigned ranges for cost recovery goals within those overall categories.

Figure 1.4I
Program Classification

Program Classification			
Factors	Essential	Important	Value - Added
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal or fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, some public funding as appropriate
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit(negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative provides readily available
Access	Open access by all	Open access Limited access to specific users	Limited access to specific users
Best Practice Cost Recovery Goal*	0-50%	50%-75%	75%-100%+
Program Distribution	33%	29%	38%

Cost-of-Service & Cost Recovery

Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

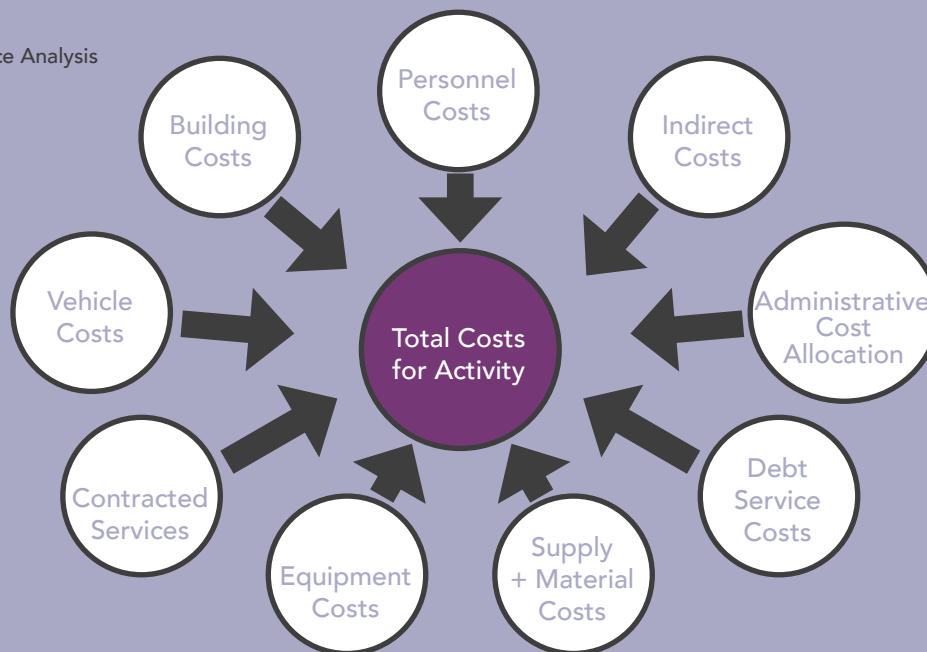
1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

Understanding the Full Cost-of-Service

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs.

Figure 1.4m illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.

Figure 1.4m
Cost-of-Service Analysis
Cost Factors

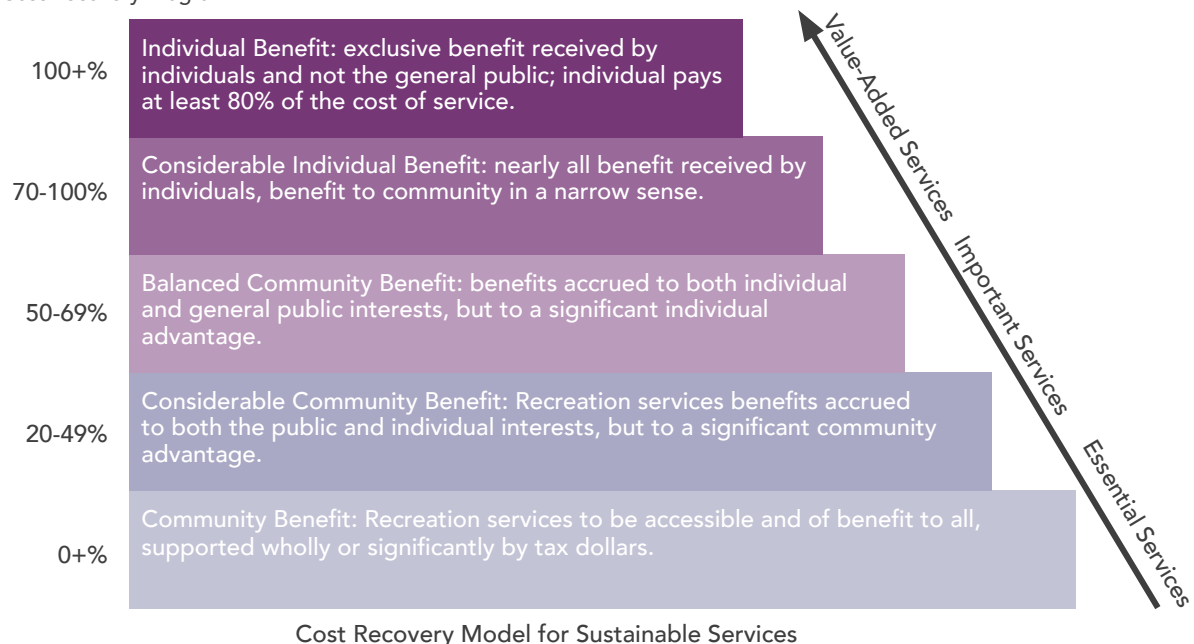


The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated.

Figure 1.4n
Cost Recovery Diagram



Current Cost Recovery

Who benefits from a program or service is one of the key factors in determining pricing. As services become more individualized, higher levels of cost recovery are appropriate and expected. The pricing model, illustrated below, graphically depicts this concept. As the level of benefit to the individual increases, so does the level of cost recovery for that service.

Figure 1.4o
Cost Recovery Goals by Core Program Area

	Service Level 1	Service Level 2	Service Level 3	Service Level 4
Who Benefits	Community	Mostly Community/ Individual	Mostly Community/ Individual	Individual
Types of Service	Basic	Public	Community	Private
Appropriate Funding/Pricing	Tax Supported	Partially Tax & Fee Supported	Fee Supported	Market Based Fee
Cost Recovery Goals	None	Percentage of Direct Costs	Direct Costs + Partial Indirect Costs	Direct Costs + Surplus

SERVICE LEVEL 1 - BASIC SERVICES

The City of Boynton Beach will continue to provide basic park and recreation services at no charge to protect and conserve natural and historical properties and to promote the physical, social, and mental well-being of its citizens. These services primarily serve individuals and small groups through non-reserved, non-consumptive, or non-facility-based amenities and recreation activities. They typically are not offered by the private sector.

Examples of basic services include the operation and maintenance of parks, open space, greenways, playgrounds, unsupervised outdoor athletic courts, and overall Department administrative activities. No cost recovery is associated with these functions. These services are provided to the community with funds derived from general fund tax dollars.

Public funds will be used to acquire, improve, and manage all parkland whenever possible, charging no fees to Boynton Beach residents for entrance into neighborhood parks, greenways and trails, playgrounds, recreation, and community centers. However, the Recreation & Parks Director may recommend nominal fees as necessary for control of these areas.

SERVICE LEVEL 2 – MOSTLY COMMUNITY/ INDIVIDUAL BENEFIT

Services include basic recreation programs, activities, and events that utilize parks, recreation facilities and other Department spaces, providing benefits to the entire community or a large group, as well as the individuals served. They are available to all; however, space, time, cost of supplies, and other factors may limit or preclude participation. On occasion the private sector may offer some of these services.

These programs and services are expected to recover between 0-50% of direct costs from user fees, sponsorships, and grants. Supplemental funding is provided from general fund tax dollars. Examples include monitored facility use (recreation centers, swimming pool, and tennis courts), special park facilities (boat launching, guarded beaches), community and special events, and senior and youth social services.

SERVICE LEVEL 3 – MOSTLY INDIVIDUAL/ COMMUNITY BENEFIT

These services are defined as those activities which benefit mostly the individual participant. They may be available to the entire population but substantial limitations on space, time, consumptive use, and cost have the effect of restricting use. Fees are often established based on local market demand. These programs and services are expected to recover between 50-100% of direct costs as well as partial indirect costs. Limited supplemental funding may be provided from general fund tax dollars. Examples include reserved park and facility spaces (e.g., pavilions, rooms, and ballfields), youth instructional classes, adult sports leagues, summer camps, afterschool programs and some special events.

SERVICE LEVEL 4 - HIGHLY INDIVIDUAL

These services are defined as those activities which entirely benefit the individual participant, including private commercial uses. Fees and charges for these services are expected to recover the full cost of operations. These programs and services are expected to recover 100% of direct costs plus surplus, which is utilized to subsidize other programs and services. Examples include concession sales, for-profit and commercial rental facility use, and individualized lessons

Pricing

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the Department uses various pricing strategies is fairly dynamic, with all core program areas indicating they currently utilize multiple pricing strategies, and seven of the ten core program areas using at least five of the listed pricing strategies.

Moving forward, the Department could consider expanding the implementation of the less used strategies, such as Family/Household Status (currently not used at all), Weekday/Weekend Pricing, and Prime/Non-Prime Time pricing.

Staff should monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to continue monitoring for yearly competitors and other service providers (i.e., similar providers).

Figure 1.4p details pricing methods currently in place by each Core Program Area and additional areas for strategies to implement over time.

Figure 1.4p
Pricing Strategy

Pricing Strategies										
Core Program Area	Age Segment	Family/Household Status	Residency	Weekday/Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Adult Sports										
Aquatics										
Arts & Culture										
Camps										
Coastal Waterways										
Facility Rentals										
Fitness & Wellness										
Seniors (55+)										
Special Events										

Program Assessment Overview

Below are some overall observations from the program assessment:

- **Program descriptions:** Overall, there appears to be a need to ensure that the key benefits and goals of each Core Program Area are effectively communicated to the public.
- **Age segment analysis:** Five of the Department's ten Core Program Areas have a primary focus on all-ages programming, ensuring programming opportunities for participants of any age. Age segmentation should be monitored annually to ensure program distribution continues to match Boynton Beach's aging demographics.
- **Program lifecycles:** 47% of all programs currently fall within the "Introduction" stage. This indicates the Department is willing to try new things and is focused on innovative, fresh programming to keep up with the needs of the community.
- **Marketing and Promotions:** Staff utilizes a variety of marketing methods including printed and online program guides, website, flyers/brochures, direct mail, email blasts, marquees signs, in-facility signage, and various social media channels as a part of the marketing mix.
- **Social Media:** There is an opportunity to increase presence and use the medium to better tell the department's story and share the impact it has on the community.
- **Customer Feedback:** There are limited customer feedback acquiring methods currently being incorporated. It is highly recommended that the Department begins incorporating user feedback, on a more consistent basis.
- **Pricing strategies:** Currently, the most frequently used approaches are By Customers' Ability to Pay and Residency, which are used in all Core Program Areas except for Coastal Waterways. These are useful strategies in increasing participation as well as helping the Department become more self-sufficient.
- **Cost Recovery Goals:** Goals are in place for most programs; however, methodology and tracking are inconsistent. It is recommended that the Department develop a cost recovery policy and begin tracking cost recovery for all program areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. These Financial performance measures will help the Department focus on developing consistently earned income opportunities that would be beneficial to a goal of greater fiscal sustainability.

Operations

Current Recreation Marketing and Communications

The Department, in conjunction with City's Marketing Department and Public Information Office, have streamlined its approach when it comes to advertising services and programs to residents. Less dependent upon the strict use of flyers and media releases alone, the Department has infused modern strategies to advance its message when promoting activities. Speed of the message has also become an essential component in getting the attention of potential customers. The list of marketing approaches used by the Department includes:

- Announcement of events at monthly City Commission meetings
- Billboard messaging
- Digital marquees
- Distribution of Funfare magazine which reaches 12,000 people
- E-blast to the City's database of 12,000 with event listings
- Email to all City of Boynton Beach employees, totaling 800 in number
- Event banners used to promote events like the 2021 Magic Wheels and Special Deals as part of a sponsorship agreement
- Event listing in the annual City of Boynton Beach calendar mailed to all residents
- Sandwich board posters and banners
- Social media listings include Facebook, Instagram, NextDoor, Twitter, YouTube, and City of Boynton Beach website
- Use of electronic utility bills to spread advertisement of a variety of activities
- YouTube videos were used to promote practical home exercise tips for people during the initial stages of the pandemic. The Marketing Department featured a Recreation and Parks Department staff member in a brief "basketball basics" instructional video that illustrated the fundamentals of the sport mixed in with simple fitness techniques.

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the marketing plan annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate with supporting plans and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the Department's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

Website

The Department website can be reached at the exceptional domain name www.wemakelifefun.com. The site has several features making it easy to navigate and user-friendly. The top of the page has a link to quickly translate the page into 3 different languages (English, Haitian Creole, and Spanish). With more than one in four Boynton Beach residents being foreign-born, and one in three speaking a language other than English at home, this shows a commitment to making the website more inclusive and accessible to the community they serve.

Here are some additional website-based resources available to assist with this inclusionary practice:

- Incorporate the National Recreation and Park Association's Equity Guide in all verbal, visual, and written communication on the website and beyond (<https://www.nrpa.org/our-work/Three-Pillars/equity/equity-language-guide/>).
- A full list of website accessibility basics can be found at <https://www.usability.gov/what-and-why/accessibility.html>.

As you scroll down, you find links to frequently requested info such as the rec program guide, how to rent a pavilion or facility, get beach/boat permits, find an event, or register for a program. The "Register for Program" link takes you to a landing page in which you will find a "New Customer Registration" that must be filled out before registering for programs and include a proof of residency requirement to qualify for discounted fees on programming. Once you fill out the application you receive a notice that your application will be processed and allow 48 hours. This is cumbersome and the Department should look at ways to streamline this process to improve the user experience.

You can also "Find Recreation Programs" which takes users directly to the Department's "RecTrac" site which allows them to browse programming opportunities by category and register online (with an account). Further down the page, there are direct links to specific programs, parks, and facilities.

The website is branded per the City of Boynton Beach guidelines. It is visually appealing with lots of pictures and is very easy to navigate. There is also an opportunity to incorporate more storytelling on the page that encapsulates the mission, vision, and values of the Department.



Social Media

The City of Boynton Beach utilizes Web 2.0 technology through Facebook, Twitter, Instagram, YouTube, and LinkedIn. Here is a quick analysis of the Department by each platform. All numbers are as of November 30, 2022.

- **Facebook**

- 6,000 followers
- Posts multiple times a week.
- Used to promote programs and activities and share news of the happenings withing the Department.
- Calls to action for community to interact with page
- Good use of Events to promote upcoming community activities
- Recommendations for Facebook content include short videos, blog posts and curated content

- **Twitter**

- 803 followers
- Posts multiple times a week.
- Many posts are the same as Facebook, focusing mostly on information sharing with some original content.
- Recommendations for Twitter content include news, blog posts, and threads



- **Instagram**

- 1,731 followers
- Multiple posts per week
- Most posts are same as Facebook.
- Recommendations for Instagram include infographics, step-by-step photo guides and GIFS.

- **Youtube (City of Boynton Beach)**

- 512 Subscribers
- Recreation and Parks playlist has two videos, with the last posted on February 16, 2022
- Recommendations for YouTube include videos sharing stories of the park and the good you do in the community



- **LinkedIn (City of Boynton Beach)**

- 889 Followers
- 135 employees
- Four posts in the last year with no job postings.
- Recommendations for LinkedIn include professional content, examples of your organizational culture, company news and job opportunities

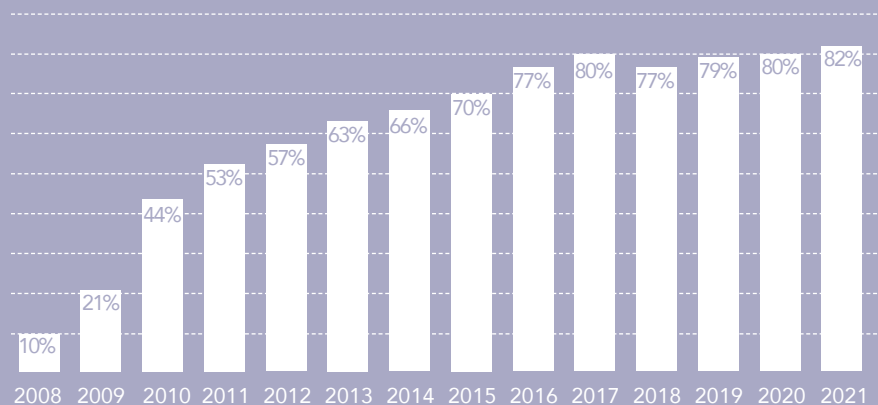
- **TikTok**

- There is currently no TikTok account

Social Media Users

Over the last decade, social media has become one of the Country's fastest growing trends. With only ten percent of the country using social media in 2008; today, an estimated eighty-two percent of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the City to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, TikTok, Twitter, or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.

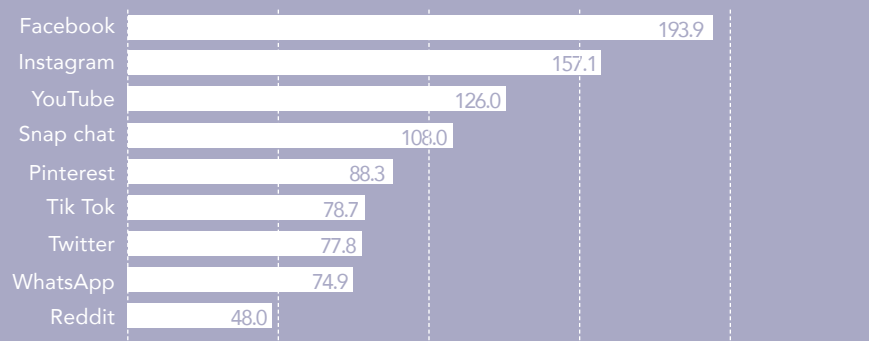
Percentage of U.S. Population Who
Currently Use Any Social Media



Social Media Platforms

Below is a chart that depicts the most frequently used social media sites throughout the world. As of October 2021, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.9 billion visitors per month. YouTube is second with 2.3 billion visitors per month. TikTok has the highest growth rate at 85.3% in 2021

Most Popular Social Networks in U.S.
articpation in millions



Volunteer and Partnership Management

Today's realities require most public parks and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Department to meet the needs of the community in the years to come.

Current Volunteer Management

When managed with respect and used strategically, volunteers can serve as the primary advocates for the City and its offerings. Currently, Boynton Beach has volunteer opportunities posted on the Department's website, underneath "Volunteer Opportunities" (<https://www.boynton-beach.org/volunteer>). There you can find a links to the current volunteer login page, applications and requirements to volunteer, lists of volunteer opportunities and assessments, as well as information to become a park ambassador.

Strong volunteer management is currently in place. The Department is tracking volunteers, volunteer hours, and type of volunteers (E.g., community service, special event, intern, etc.) on a regular basis. They also have a formal Volunteer Policy.

Recreation Program Partnerships

The Department currently works with several different types of partners throughout the community. These partnerships support the facilitation of programs and sponsorships of community events. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff can leverage resources. In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that Boynton Beach's existing partnerships are inequitable; rather, in general, many parks and recreation agencies' partnerships tend to be inequitable.

The Department should explore partnership policies that promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These will be explored in Chapter 3: Vision.



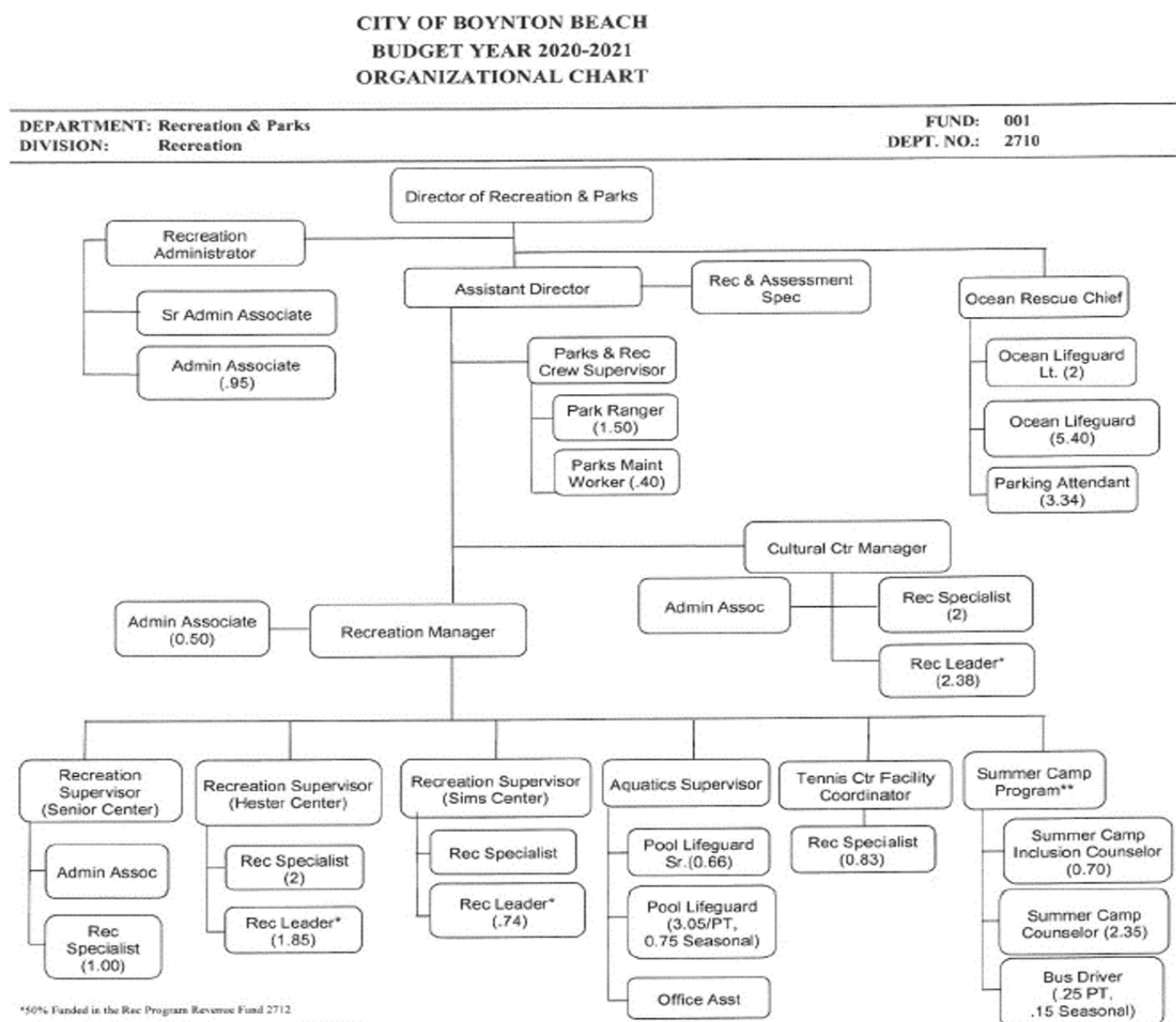
Staffing

The 2020-2021 City of Boynton Beach Recreation and Parks Organizational Chart (Figure 1.4q) shows the Department operates at nearly 54 FTE, which puts them at about 6.6 FTEs for every 10,000 residents in their jurisdiction. This puts them below the national median for agencies of their size of 9.6 FTEs per 10,000 residents.

As the agency looks to evolve and grow, it will be critical to identify ways not just to right-size the Department but to right staff it. The growing emphasis on culture through the opening of the Arts and Cultural Center and dedicated staff to manage and program it is a step in that direction. As new program trends emerge, with the growth of pickleball and esports and the continued focus on sports tourism (through tennis) and inclusive recreation, additional staffing opportunities and functionalities are going to be necessary. These will be explored in Chapter 3: Vision.

Figure 1.4q

City of Boynton Beach Recreation and Parks Organizational Chart



Parks and Recreation Facilities

Existing Parks and Recreation System

The City of Boynton Beach's parks and recreation system is currently comprised of 30 parks, 7 future parks totaling 307 acres; 171 acres which are developed and 136 acres which are undeveloped. The system also includes 6 recreation centers and approximately 101,105 square feet of indoor space. These facilities range from the Boynton Beach Arts and Cultural Center that provides residents with a variety of performing and visual arts programming opportunities to Ezell Hester, Jr. Community Center which provides residents with a variety of indoor recreational facilities such as an indoor gym, community rooms, and teen center.

Other public and private recreational resources are also located in and around the City of Boynton Beach. These include facilities provided by the Palm Beach County School District, Home Owner Associations, YMCA. Since these are not open to the general public, they were not included in the analysis. While Palm Beach County provides parks and recreation facilities near the City of Boynton Beach, they are not located within City limits and therefore also not included in this analysis.

Figure 1.4q maps the City's parks and recreation system while Figure 1.4r includes an inventory of the system.



Figure 1.4q
City of Boynton Beach Parks and Recreation System Map*

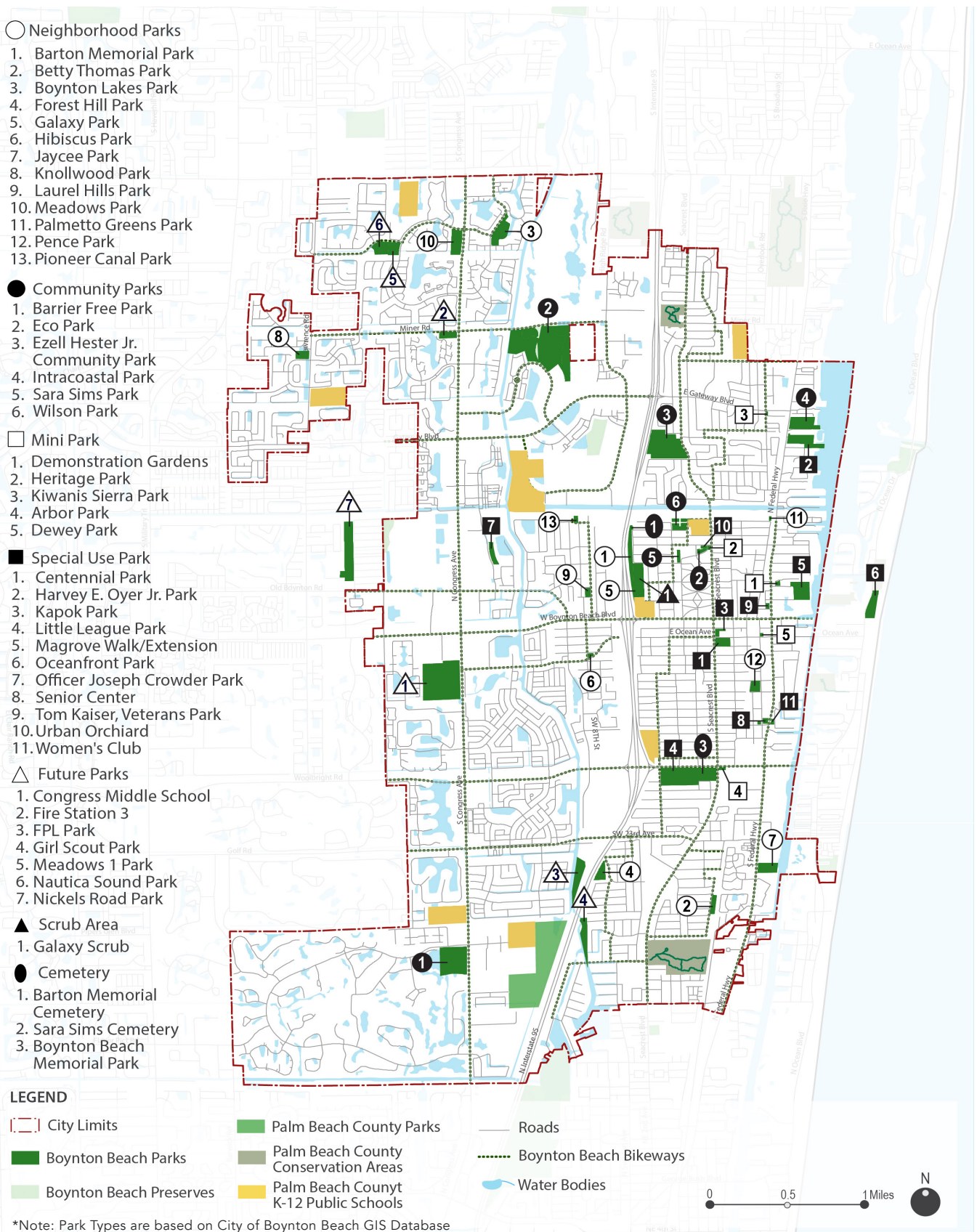


Figure 1.4r
City of Boynton Beach Parks and Recreation System Inventory

				Number of Outdoor Facilities							
Park Name	Acres	Indoor Recreation Center Square Footage	Park Type/Classification (Base on City of Boynton Beach Recreation and Parks Department Facility and Parks Guide)	Freshwater Boat Ramps (Lanes)	Freshwater Non-Boat Fishing (Linear Ft. of Pier)	Saltwater Boat Ramps (Lanes)	Saltwater Beach (Linear Feet)	Saltwater Non-Boat Fishing (Linear Ft. of Pier)	Playgrounds	Community Gardens	Basketball Courts
Congress Avenue Community Park	20.25		Community						3		
Ezell Hester, Jr. Community Park	23.81		Community						1		2
Wilson Park	3.8		Community						1		2
Palmetto Green Linear Park	0.29		Greenways/Bikeways		80						
Betty Thomas Park	2.33		Neighborhood						1		2
Boynton Lakes Park	7.94		Neighborhood						1		
Forest Hills Park	3.59		Neighborhood						1		2
Galaxy Park	9.78		Neighborhood						1		
Hibiscus Park	0.48		Neighborhood						1		1
Knollwood Park	3.01		Neighborhood								
Laurel Hills Park	1.29		Neighborhood						1		1
Meadows Park	7.16		Neighborhood						1		1
Pence Park	2.89		Neighborhood						1		1
Pioneer Canal Park	0.76		Neighborhood	2	40				1		1
Sara Sims Park/ Urban Orchard	7.82		Neighborhood/ Special Use						1		2
Barton Memorial Park	6.9		Special Use - Cemetery								
Boynton Beach Memorial Park	12.37		Special Use - Cemetery								
Officer Joseph Crowder Park & Dog Park	3.00		Special Use		40						
Little League Park	12.31		Conservation Lands								
Galaxy Scrub	10.00		Conservation Lands								
Edward F. Harmening Arbor Park	0.46		Urban Open/Civic Space								
Centennial Park	3.57		Urban Open/Civic Space								
Demonstration Garden	0.51		Urban Open/Civic Space								
Dewey Park	0.29		Urban Open/Civic Space								
Heritage Park	0.30		Urban Open/Civic Space								
Kapok Park	1.25		Urban Open/Civic Space						2		
Kiwanis/Sierra Park	0.19		Urban Open/Civic Space								
Veterans Memorial Park	0.58		Urban Open/Civic Space								
Harvey E. Oyer, Jr. Park	8.79		Water/Beach Access	4	310				1		
Intracoastal Park	8.97		Water/Beach Access	1					1		
Jaycee Park	5.31		Water/Beach Access						1		
Mangrove Walk Extension	8.31		Water/Beach Access								
Oceanfront Park	6.36		Water/Beach Access				1,050		1		
Congress Middle School	38.14		Future Park								
Eco Park Site	59.0		Future Park								
FPL Park Site	7.75		Future Park								
Girl Scout Park Site	6.38		Future Park								
Meadows 1 Park Site	3.99		Future Park								
Nautica Park Site	5		Future Park								
Nickles Road Park Site	13.36		Future Park								
INDOOR FACILITIES											
Boynton Beach Arts & Cultural Center		28,181	Recreation Center								
John Denson Pool		2,909	Aquatic Facility								
Ezell Hester, Jr. Community Center		21,921	Recreation Center								
Intracoastal Park Clubhouse		7,303	Recreation Center								
Oyer Park Clubhouse		2,084	Recreation Center								
Senior Center	0.83	9,891	Recreation Center								
Carolyn Sims Community Center		13,816	Recreation Center								
Woman's Club	0.46	15,000	Rental Center								
Totals	307.36	101,105		7	470	0	1,050	0	21	0	15

075

Park Site Evaluations

Research by park experts has shown that all successful parks and public spaces share common qualities:

- They are easily accessible
- They are comfortable and have an attractive image
- They allow users of all ages to engage in a variety of activities and allow people to gather and meet one another
- They are sustainable – meaning that they help meet existing needs while not compromising the needs of future generations

Considering these qualities, the City of Boynton Beach's parks were evaluated based on 6 categories and 35 sub-categories using Sara Sims Park as a measuring stick for the rest of the park system.

Parks were evaluated collaboratively by City staff and the consultant using a three-point scale for the condition category and five-point scale for the other categories:

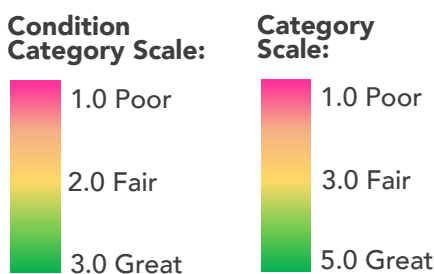


Figure 1.4u illustrates the results of this analysis and Figure 1.4v maps the results.



ACCESS

Proximity, Access, and Linkages

- **Visibility from a distance**
Can one easily see into the park?
- **Ease of walking to the park**
Can someone walk directly into the park safely and easily?
- **Clarity of information/signage**
Is there signage that identifies the park, and/or signage that provides additional information for users?
- **ADA Compliance**
Does the site generally appear to comply with the Americans with Disabilities Act (ADA) laws for accessibility?
- **Lighting**
Is the park lighted appropriately for use at night? (if applicable)



COMFORT

Comfort and Image

- **First impression/overall attractiveness**
Is the park attractive at first glance?
- **Feeling of safety**
Does the park feel safe at the time of the visit?
- **Cleanliness/overall quality of maintenance (Exterior /Interior)**
Is the park clean and free of litter?
- **Comfort of places to sit**
Are there comfortable places to sit?
- **Protection from bad weather**
Is there shelter in case of bad weather?
- **Evidence of management/stewardship (Exterior/ Interior)**
Is there visual evidence of site management?
- **Ability to easily supervise and manage the park or facility (Interior)**
How difficult it is to supervise the park and its facilities?
- **Condition and effectiveness of any equipment or operation systems**
Is the equipment and/or operating system in good condition?
- **Branding**
Does the park exhibit appropriate branding?



USE

Uses, Activities, and Sociability

- **Mix of uses/things to do**
Is there a variety of things to do given the type of park?
- **Level of activity**
How active is the park with visitors?
- **Sense of pride/ownership**
Is there evidence of community pride in the park?
- **Programming flexibility**
How flexible is the park in accommodating multiple uses?
- **Ability of facility to effectively support current organized programming**
Is the site meeting the needs of organized programs?
- **Marketing or promotional efforts for the facility**
Is the site being marketed effectively?



BUILDINGS

Buildings and Architecture

- **Image and aesthetics**
Is the building attractive?
- **Clarity of entry and connection to the park**
Is the building integrated into its surroundings?
- **Interior layout**
Is the layout functional?
- **Interior finishes, furniture, and equipment**
Are the furnishings and equipment inside the building of good condition and quality?
- **Functioning dimensions of spaces**
Does the organization of space support the building's intended function?
- **Structural integrity**
Is there any obvious need for structural repairs?
- **Building enclosure**
Is there any obvious need for repairs to the building shell?
- **Building systems**
Are all the mechanical, electrical, and plumbing systems in working order?
- **Energy and sustainability**
Is there evidence that the building is energy efficient?



NRPA PILLARS

Health and Wellness, Conservation, Social Equity

- **Health and Wellness**
Does the park promote a variety of health and wellness opportunities?
- **Conservation**
Does the park promote conservation practices?
- **Social Equity**
Does the park promote social equity?



CONDITION

Amenities, Furnishings, Landscape, and Hardscape

- **Site Structures/ Amenities**
What are the condition of the park's amenities?
- **Site Furnishings**
What are the condition of the park's furnishings?
- **General Landscape/Hardscape**
What are the condition of the park's landscape and hardscapes?

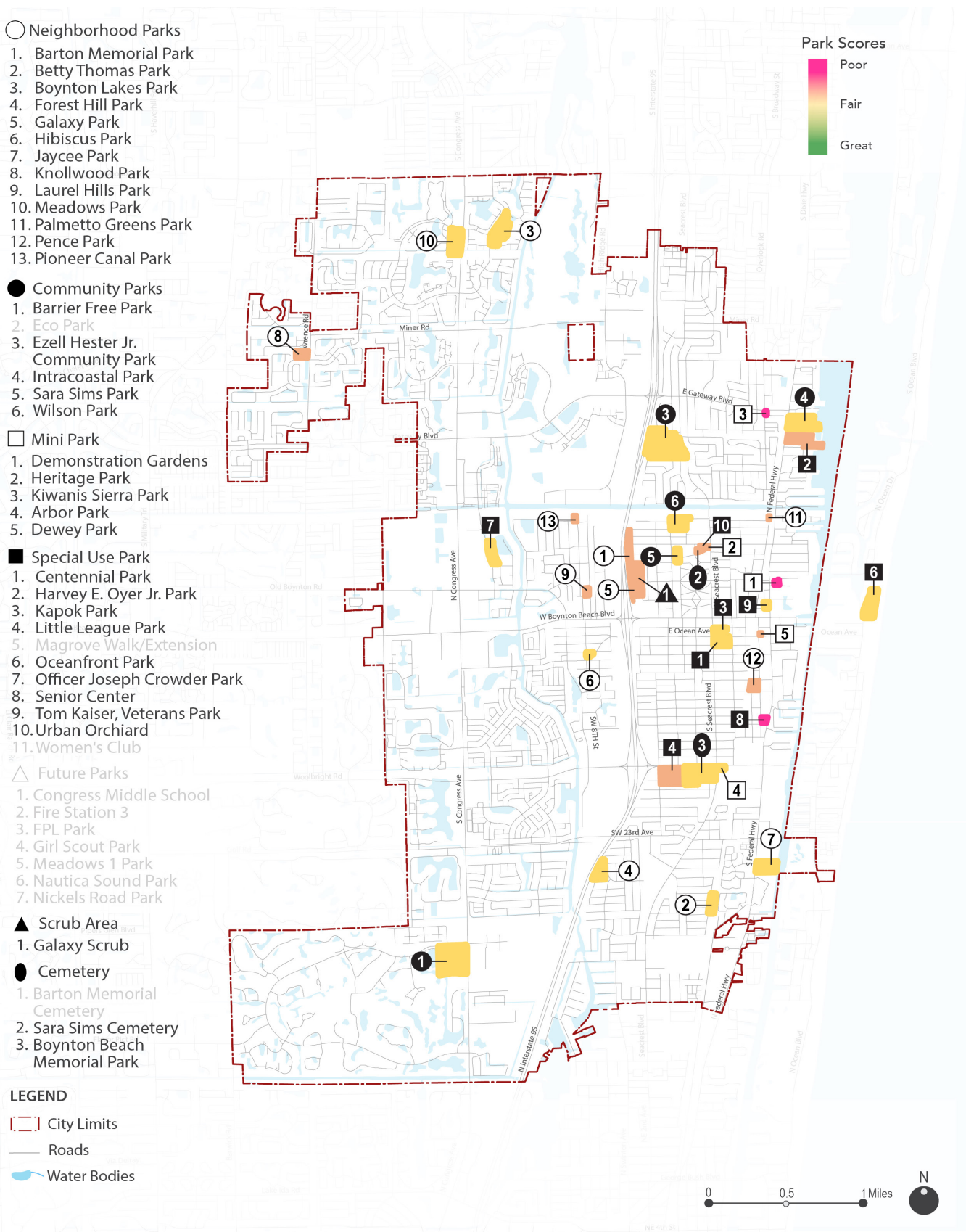
Figure 1.4u
Park Site Evaluations Results

PARK NAME	TOTAL AVERAGES	Arbor Memorial Park Edward F Harming	Barton Memorial Park	Betty Thomas Park	Boynton Beach Memorial Park	Boynton Lakes Park	Centennial Park	Congress Avenue Barrier Free Park	Crowder Park	Demonstration Gardens	Dewey Park	Ezell Hester Jr. Community Park	Forest Hill Park	Galaxy Park	Galaxy Scrub
TOTAL CONDITION SCORE	1.8	2.4	1.3	2.1	1.6	2.5	2.6	1.8	2.8	1.1	1.6	1.3	1.9	1.9	2.0
Site Structures/ Amenities	1.7	-	1.0	1.3	1.0	2.0	2.0	1.8	2.0	-	-	1.6	1.7	1.8	-
Site Furnishings	1.6	2.0	1.3	2.6	1.0	1.8	2.7	1.3	2.3	1.9	1.2	1.0	1.4	1.9	2.0
General Landscape/ Hardscape	2.0	2.8	1.4	2.0	2.0	2.0	2.5	2.3	2.0	1.3	2.0	1.2	2.3	2.2	1.5
TOTAL PARK AVERAGES	2.9	3.0	2.3	3.1	3.0	3.0	3.8	3.6	3.8	1.3	2.8	3.2	3.0	2.5	2.8
PROXIMITY/ ACCESS/ LINKAGES	2.8	3.0	3.3	2.8	3.0	3.2	3.2	3.4	3.2	1.2	3.2	3.2	2.3	2.0	3.0
Visibility	4	4	4	4	3	3	4	4	1	4	2	3	2	2	2
Ease in Walking	3	3	4	2	4	3	3	3	2	4	2	3	3	3	3
Clarity of Signage	3	3	2	3	2	2	3	3	1	3	2	2	2	1	4
ADA Compliance	3	3	2	3	4	4	4	4	1	3	2	4	2	3	-
Lighting	2	-	2	3	4	4	2	2	1	2	2	4	-	1	-
COMFORT & IMAGE:	2.9	3.3	2.0	3.3	2.8	3.1	4.4	3.9	4.3	1.4	2.4	2.4	3.4	2.8	2.9
Overall attractiveness	3.1	4	2	3	3	4	4	4	4	1	3	2	4	3	3
Feeling of safety	3.3	4	3	3	4	4	4	4	4	1	3	2	4	4	3
Maintenance (Exterior)	3.4	4	3	4	4	4	4	4	4	2	3	2	4	3	4
Maintenance (Interior)	3.7	-	-	-	-	-	-	4	-	-	-	3	-	-	-
Comfort of Seating	2.6	3	2	4	2	1	4	4	4	2	2	2	3	3	1
Protection from bad weather	2.3	1	1	3	1	2	4	3	4	1	1	3	4	1	1
Stewardship (Exterior)	3.3	4	2	3	3	4	4	4	4	2	3	2	4	3	4
Stewardship (Interior)	3.5	-	-	-	-	-	-	4	-	-	-	3	-	-	-
Supervision Ability	3.4	-	-	-	-	-	4	4	-	-	-	3	-	-	-
Condition of Operating Systems	2.8	3	2	2	3	4	4	4	3	-	2	3	2	2	-
Branding	2.5	3	1	4	2	2	4	4	4	1	2	1	2	3	4
USES AND ACTIVITIES & SOCIABILITY	2.9	2.8	1.5	3.3	3.2	2.8	3.8	3.8	4.0	1.3	2.8	3.8	3.3	2.8	2.5
Mix of uses	2.8	2	1	4	3	2	3	4	4	1	2	4	3	4	2
Level of activity	2.6	1	1	3	3	2	4	4	4	1	3	3	3	2	1
Sense of pride	3.2	4	1	3	3	4	4	4	4	2	3	4	4	2	3
Programming Flexibility	3.2	-	-	-	-	-	4	4	-	-	3	4	-	3	3
Current Organized Programming	3.2	-	-	-	4	-	4	4	-	-	3	4	-	3	3
Marketing	3.1	4	3	3	3	3	4	3	4	1	3	4	3	3	3
BUILDINGS AND ARCHITECTURE:	3.0	-	-	-	-	-	-	3.2	-	-	-	3.4	-	-	-
Image and Aesthetics	3.3	-	-	-	-	-	-	3	-	-	-	3	-	-	-
Connections to Park	3.5	-	-	-	-	-	-	4	-	-	-	4	-	-	-
Interior Layout	3.0	-	-	-	-	-	-	2	-	-	-	4	-	-	-
Interior Finishes	2.5	-	-	-	-	-	-	2	-	-	-	3	-	-	-
Functioning Dimensions	2.9	-	-	-	-	-	-	3	-	-	-	4	-	-	-
Structural Integrity	3.6	-	-	-	-	-	-	4	-	-	-	4	-	-	-
Building Enclosure	3.3	-	-	-	-	-	-	4	-	-	-	4	-	-	-
Building Systems	3.0	-	-	-	-	-	-	4	-	-	-	3	-	-	-
Energy and Sustainability	2.4	-	-	-	-	-	-	3	-	-	-	2	-	-	-
NRPA PILLARS	2.7	2.0	2.3	2.3	2.3	2.7	3.3	4.0	3.0	1.7	2.3	3.7	2.3	3.0	2.7
Health and Wellness	2.4	1	2	3	2	2	2	4	3	1	1	4	2	3	2
Conservation	2.8	3	3	2	2	3	4	4	3	3	3	2	3	3	4
Social Equity	2.8	2	2	2	3	3	4	4	3	1	3	4	2	3	2

Figure 1.4u
Park Site Evaluations Results (Continued)

Harvey E. Oyer Jr. Park	Heritage Park	Hibiscus Park	Intracoastal Park	Jaycee Park	John H. Denson Pool	Kapok Park	Kiwanis/Sierra Park	Knollwood Park	Laurel Hills Park	Little League Park	Meadows Park	Palmetto Greens Linear Park	Pence Park	Pioneer Canal Park	Sara Simms Cemetery	Sara Sims Park	Senior Center	Veterans Memorial Park	Urban Orchard	Wilson Park	Boynton Beach Oceanfront Park
1.7	1.7	1.4	2.0	2.2	1.5	2.4	1.1	1.7	1.5	1.8	2.0	1.3	1.1	1.8	1.3	2.5	2.1	2.7	1.1	1.8	1.8
1.5	-	1.0	2.5	2.2	1.5	2.0	-	-	1.0	2.3	1.9	1.0	1.0	1.5	-	2.4	-	-	-	1.3	2.3
1.5	1.0	1.0	1.4	2.1	1.3	2.7	1.0	1.3	1.3	1.3	1.9	1.4	1.3	1.7	1.0	2.3	2.0	2.8	1.0	1.9	1.1
2.2	1.7	2.2	2.1	2.3	1.7	2.5	1.3	2.2	2.2	1.8	2.3	1.4	1.0	2.2	1.5	2.7	2.3	2.7	1.3	2.2	1.8
2.8	2.1	3.0	3.6	3.1	2.7	3.8	1.4	2.5	2.6	2.7	3.6	2.3	2.2	2.8	2.3	3.9	1.9	3.4	2.3	3.2	3.4
3.2	3.4	3.2	3.0	2.2	3.3	3.2	1.8	2.2	2.4	1.8	3.2	3.0	2.4	2.4	2.4	3.8	-	3.4	3.0	3.2	3.0
3	5	5	3	2	4	3	5	2	4	3	4	2	4	4	4	5	-	4	4	4	3
3	4	4	3	2	4	3	1	2	3	2	4	4	3	3	4	4	-	2	4	4	3
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4	2	2	3	2	-	4	1	1	1	2	3	2	2	1	1	4	-	3	2	2	2
2.6	1.3	3.1	3.9	3.6	2.8	4.0	1.3	2.9	2.5	3.1	3.9	1.9	2.1	2.6	2.0	4.0	-	3.8	1.8	3.2	3.5
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3.3	1.5	2.8	3.5	3.5	2.3	3.7	1.0	2.5	3.0	3.2	3.8	2.0	2.2	3.3	2.4	4.0	-	3.2	2.0	3.2	3.8
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2.0	-	-	4.0	-	2.3	4.2	-	-	-	-	-	-	-	-	-	-	1.9	-	-	3.2	-
2	-	-	4	-	3	5	-	-	-	-	-	-	-	-	-	-	2	-	-	4	-
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1	-	-	4	-	1	4	-	-	-	-	-	-	-	-	-	-	2	-	-	2	-
1.7	1.0	2.3	3.3	3.7	2.7	3.7	1.3	2.3	2.0	2.0	4.0	2.7	1.3	2.7	1.7	3.7	2.7	2.7	3.3	3.7	4.0
1	1	2	3	4	3	3	1	2	2	2	4	3	1	3	1	3	3	2	4	3	4
2	1	2	4	4	2	4	2	3	2	2	4	3	1	2	1	4	2	3	3	4	4
2	1	3	3	3	3	4	1	2	2	2	4	2	2	3	3	4	3	3	4	4	4

Figure 1.4v
Map of Park Site Evaluations



Park and Facility Evaluation Summary Findings

Based on the evaluation of the City of Boynton Beach's parks and recreation system that uses the criteria previously described, it appears that the City's parks and recreation system scored just below fair condition, with an overall score of 2.9. The system displayed a variety of strengths and opportunities that the City should build on and improve wherever possible. These will be further explored during the Long-Range Visioning Phase of the project.

Proximity, Access, and Linkages

(+) STRENGTHS



- Most of the City's parks provide adequate visibility or clear site lines into the park. Sara Sims Park, Kiwanis/ Sierra Park, Hibiscus Park, Heritage Park, and Harmony Park are examples of parks that provide clear visibility into the park from at least two sides of the park.
- Many of the City's parks provide users the opportunity to safety and comfortable walk to parks along sidewalks or low traffic streets. Some great examples include Boynton Lakes Park, Dewey Park, Hibiscus Park, Meadows Park, Sara Sims Park, and Wilson Park. Some of the sidewalks are also separated from the road by on-street parking or landscape buffers, which provides an opportunity to install shade trees, pedestrian lights, and where appropriate, amenities and furnishings to enhance the walking experience.
- Most of the City's parks are accessible, the City should continue to improve ADA accessibility to park and park amenities to ensure that people with disabilities have equitable access to the City's park amenities.
- Most of the City's parks and recreation facilities show evidence of accessibility by facilitating equitable use parks and recreation facilities for people with all needs/abilities.



(-) OPPORTUNITIES

- While many of City's parks contain signage and wayfinding, there is an opportunity to enhance signage in all of the City's park. Additional signage opportunities that the City should consider include a park system location map, park amenity location map and amenity directional signage (depending on the size and complexity of the park), amenity signs, and educational interpretive signs.
- Most of the City's park lights need to be upgraded to be LED, allow users opportunities to enjoy park amenities after dusk, where appropriate,





or provide safety lights in parks where after dusk activities are not appropriate.

- While most of the City's parks are accessible, the City should continue to improve ADA accessibility to park and park amenities to ensure that people with disabilities have equitable access to the City's park amenities.

Comfort and Image

(+) STRENGTHS



- The first impression and overall attractiveness of most of the City's parks is fair with a few being great. Centennial Park, Crowder Park, and Kapok Park are parks that provide a great first impression and show a high degree of overall attractiveness. The positive first impression and overall attractiveness of these parks also translates into a feeling of safety and stewards from park users.



- Most of the City's parks exhibit good signs of overall cleanliness, quality of exterior maintenance, management, and stewardship with some parks exhibiting a higher degree than others. Notable examples include Boynton Lakes Park, Centennial Park, Congress Avenue Barrier Free Park, Crowder Park, Forest Hill Park, Galaxy Scrub, Intercoastal Park, Jaycee Park, Kapok Park, Sara Sims Park, and Boynton Beach Oceanfront Park.



- Most of the interior spaces of City park buildings can be easily supervised and managed due to an interior design that is configured to allow clear site lines to major amenities, entrances, and exists from a central location. Buildings in Centennial Park, Congress Avenue Barrier Free Park, Intracoastal Park, and John H. Denson Pool are good examples. This translates into strong interior management/stewardship and cleanliness, which most of these parks exhibit.

(-) OPPORTUNITIES



- While most of the City's parks have a fair to great first impression, overall attractiveness, cleanliness, quality of maintenance, management, and stewardship, there is an opportunity to improve the quality of parks so it is consistent across the entire parks system. This includes addressing deferred maintenance, completing capital improvements, and re-master planning some of these parks. Parks the require attention are Demonstration Garden, Ezell Hester Jr. Community Park, Heritage Park, Kiwanis/ Sierra Park, Palmetto Greens Linear Park, Pence Park, Sara Sims Cemetery, and Urban Orchard.



- There is an opportunity to improve the appearance, comfort, and experience of park sitting areas. The City should strive to incorporate a consistent variety of seating options in parks including movable tables and chairs, which allow user to customize their sitting experience. Parks that should be emulated are Kapok Park, Congress Avenue Park, Crowder Park, and Intracoastal Park.



- Many of the City's parks do not contain shelters where park users can go to find refuge from Florida's inclement and at times unpredictable weather. The City should strive to incorporate more shelters and shade in parks including pavilions, shade structures for playgrounds, exercise stations, and seating areas, and shade trees to enhance park user's experience and comfort. Good park examples include Crowder Park, Forest Hill Park, Intracoastal Park, Jaycee Park, and Sara Sims Park.



- Some of the City's parks contain equipment and operating systems that are in good condition, however, others do not. The City should ensure that the equipment and operating systems in all of the City's parks are in good working condition. Good examples include Boynton Lakes Park, Centennial Park, Congress Avenue Barrier Free Park, Jaycee Park, and Kapok Park.
- Many of the City's parks have the potential to enhance their branding through the consistent use of high-quality materials, colors, textures, furnishings, signage, details, upkeep, and overall aesthetics. The City should develop park standards that define the City's brand and implement the branding throughout the parks and recreation system.

Uses, Activities, and Sociability

(+) STRENGTHS



- Many of the City's park exhibit a high degree of pride and ownership with no signs of litter, vandalism, or misuse. Many parks appear to be actively used and enjoy a high level of volunteerism, signs of care, and upkeep. Notable examples include Veteran's Memorial Park, Centennial Park, Congress Avenue Barrier Free Park, Crowder Park, Ezell Hester Jr. Community Park, Forest Hill Park, Intracoastal Park, Jaycee Park, and Kapok Park.
- Many of the City's parks are adequately planned and spatially organized to facilitate organized programming due to the proper size, location of facilities, and amenities. Additionally, some of the City's parks provide



an adequate opportunity for flexible use due to the presence of multi-purpose outdoor and indoor spaces. Centennial Park, Congress Avenue Barrier Free Park, Ezell Hester Jr. Community Park, Intracoastal Park, and Sara Sims Park.

- Some of the evaluated parks use a variety of marketing and promotional tools to make residents aware of the park, its recreation facilities, activities, and programs. These tools include traditional print material, social media, email blasts, and the use of digital marquees. Notable examples include Centennial Park, Crowder Park, Ezell Hester Jr. Community Park, Kapok Park, Sara Sims Park, and Veteran's Memorial Park.

(-) OPPORTUNITIES



- While some of the City's parks provide a range of facilities, amenities, and activities for users of all ages that lead to a high level of activity, others do not. This limited range of facilities, amenities, and activities in parks also limits the level of activity that occurs in these parks. Even parks that are well used in the evenings or the weekends, may remain underused in other parts of the day. The City should strive to add more activities and things to do in parks based on the community's needs and priorities. Specific parks that could use additional things to do include Boynton Lakes Park, Demonstration Garden, Dewey Park, Galaxy Scrub, Harvey E. Oyer Jr. Park, Heritage Park, Kiwanis/ Sierra Park, Knollwood Park, Little League Park, Veteran's Memorial Park, and Urban Orchard. This will also increase the sense of pride in the parks.



- While some of the City's parks are adequately planned, spatially organized to facilitate organized programming, others do not. Spaces for multi-purpose, multi-generational experiences and parking appear to be limiting factors. Parks where the ability to support current organized programming is challenged include Intracoastal Park, John H. Denson Pool, Little League Park, and Pence Park



- While some of the City's use a variety of marketing and promotional tools to make residents aware of the park, its recreation facilities, activities, and programs, other do not. To the extent possible, the City should look to enhance marketing efforts through as many avenues as possible including traditional and digital means.

Buildings and Architecture

(+) STRENGTHS



- Most of the City's park buildings have an adequate image and aesthetic through the use of appropriate proportions and materials, and contribute to the context of the park and surrounding neighborhood. The most notable examples are the buildings at Kapok Park and Wilson Park.
- Most of the City's park buildings have adequate entry points and connections to surrounding outdoor spaces. Notable examples include Ezell Hester Jr. Community Park, Intracoastal Park, John H. Denson Pool, Kapok Park, and Wilson Park.
- Most of the City's park buildings showed no visible evidence of loss of integrity of any structural members and building enclosures.



(-) OPPORTUNITIES



- While most of the City's park buildings scored fair or above in most of the evaluation categories, three of the buildings scored poorly and are candidates for reconstruction. These are the building in Harvey E. Oyer Jr. Park, John H. Denson Pool, and the Senior Center.
- While most of the rest of the buildings have fair interior finishes, furniture, and equipment that is undamaged, well-maintained, and aesthetically pleasing, others do not. The interior finishes in Congress Avenue Barrier Free Park and Wilson Park are aging and could be renovated and brought up to date.
- Most of these systems are not energy efficient. Overtime, the City should look to replace and upgrade building's system to have energy efficient elements and use sustainable materials.



NRPA Pillars

(-) OPPORTUNITIES



- While most of the City's park show good examples of health and wellness there is an opportunity to enhance that across the parks system. Notable examples to emulate include Congress Avenue Barrier Free Park, Ezell Hester Jr. Community Park, Jaycee Park, Meadows Park, Urban Orchard, and Boynton Beach Oceanfront Park.



- While most of the City's park exhibit adequate conservation with a high percentage of tree canopy and some sustainable materials, there is an opportunity to enhance conservation strategies in all of the City's parks. These include additional tree canopy, the use of additional sustainable materials, erosion control, stormwater Best Management Practices (BMPs), use of native landscaping, and other environmental best practices.



- While some of the City's park exhibit good social equity strategies such as availability and ease of access, ADA compliance, recreation opportunities for many different ages/abilities located in a racially, ethnically, and economically diverse area, others do not. Betty Thomas Park, Demonstration Gardens, Forest Hill Park, Galaxy Scrub, Harvey E. Oyer Jr. Park, Hertiage Park, Kiwanis/ Sierra Park, Knollwood Park, Laurel Hills Park, Little League Park, Palmetto Greens Linear Park, and Pence Park are parks where social equity strategies could be improved.

Condition

(+) STRENGTHS



- Some of the City's parks contain landscape and hardscape elements such as walkways, trails, and parking areas that appear to be in good condition and may not need improvements in the next 5 to 7 years. Notable examples include Boynton Lakes Park and Crowder Park.

(-) OPPORTUNITIES



- While a few of the City's parks contain facilities and amenities such as sports courts, fields, pavilions, playgrounds, etc. that may not need improvements in the next 5 to 7 years, most may need improvements in the next 1 to 5 years. The City should develop a Asset Management/ Repair and Replacement Schedule to proactively plan for these Capital Improvements.
- While a few of the City's parks contain furnishing such as benches, picnic tables, trash receptacles, etc. that may not need to be replaced in the next 5 to 7 years, most may need replacement in the next 1 to 3 years. The City should develop a Asset Management/ Repair and Replacement Schedule to proactively plan for these replacements.

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Chapter 2

NEEDS + PRIORITIES ASSESSMENT



2.1

Overview of the Needs Assessment Process

The purpose of a Needs and Priorities Assessment is to determine the gaps between existing and desired conditions. Each community must determine the appropriate needs assessment techniques and Level-of-Service (LOS) standards required to identify and meet the specific needs of its residents.

Communities typically use a “triangulated” approach to identifying needs, including various types of quantitative, qualitative, and anecdotal techniques to determine top priorities from different perspectives.

Quantitative Methods:

- Statistically Valid Survey
- On-line Survey
- Level-of-Service Analysis
- Benchmarking

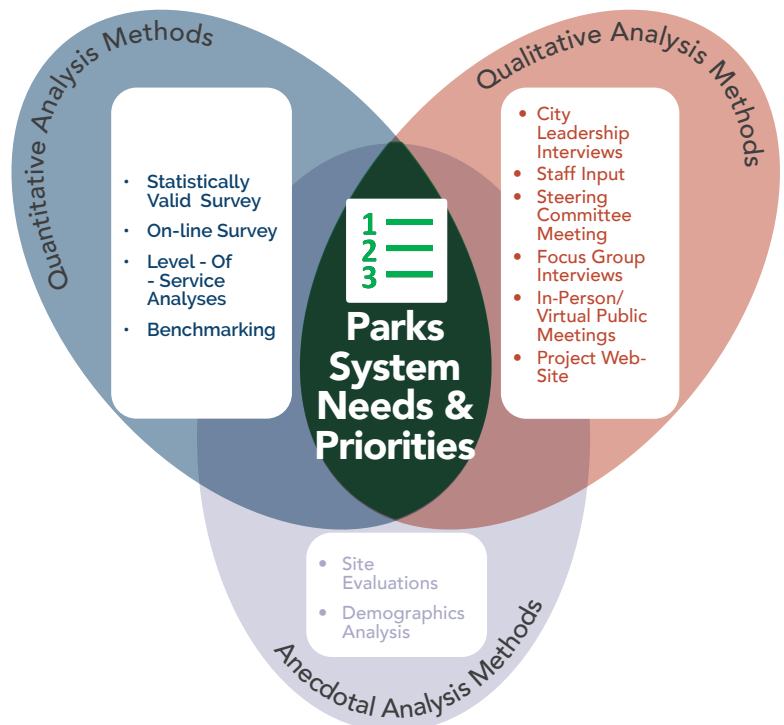
Qualitative Methods:

- City Leadership Interviews
- Staff Input
- Steering Committee Meeting
- Focus Group Interviews
- In-Person and Virtual Public Meetings
- Project Web-Site

Anecdotal:

- Demographics and Parks and Recreation Trends (Discussed in Section 1.3)
- Park Site Evaluations (Discussed in Section 1.4)

The project was promoted via various printed, on-line, and social media outlets, including a project website. Collectively, over 700 survey responses were collected and over 11,500 question responses provided to date. Findings from each of the needs assessment techniques, as well as a summary of top priority needs are discussed in this chapter.



Findings

Statistically-Valid Survey

Overview

ETC Institute administered the Parks and Recreation Master Plan Survey for the City of Boynton Beach during the summer months of 2022.

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

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

The goal was to complete a minimum of 400 completed surveys from residents. The goal was exceeded with 417 completed surveys collected. The overall results for the sample of 417 households have a precision of at least +/- 4.8 at the 95% level of confidence.

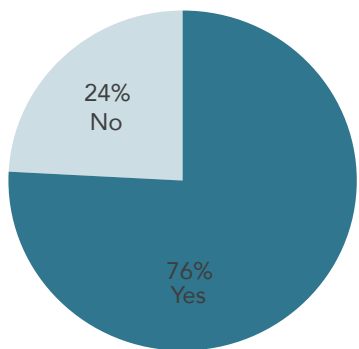
Use of Parks and Recreation Facilities.

Respondents were asked if they had used the City of Boynton Beach parks or recreation facilities/parks within the past year. Seventy six percent (76%) of respondents said they had used facilities. Oceanfront Park Beach, Caloosa Park, and Intracoastal Park were the most popular facilities used by respondents.

Those same respondents were asked to rate the physical condition of those facilities: most respondents (83%) said either good (48%) or excellent (35%). Respondents were most satisfied (rating either very satisfied or satisfied) with mini parks (64%), large multi-use community parks (63%), and overall maintenance of parks (59%).

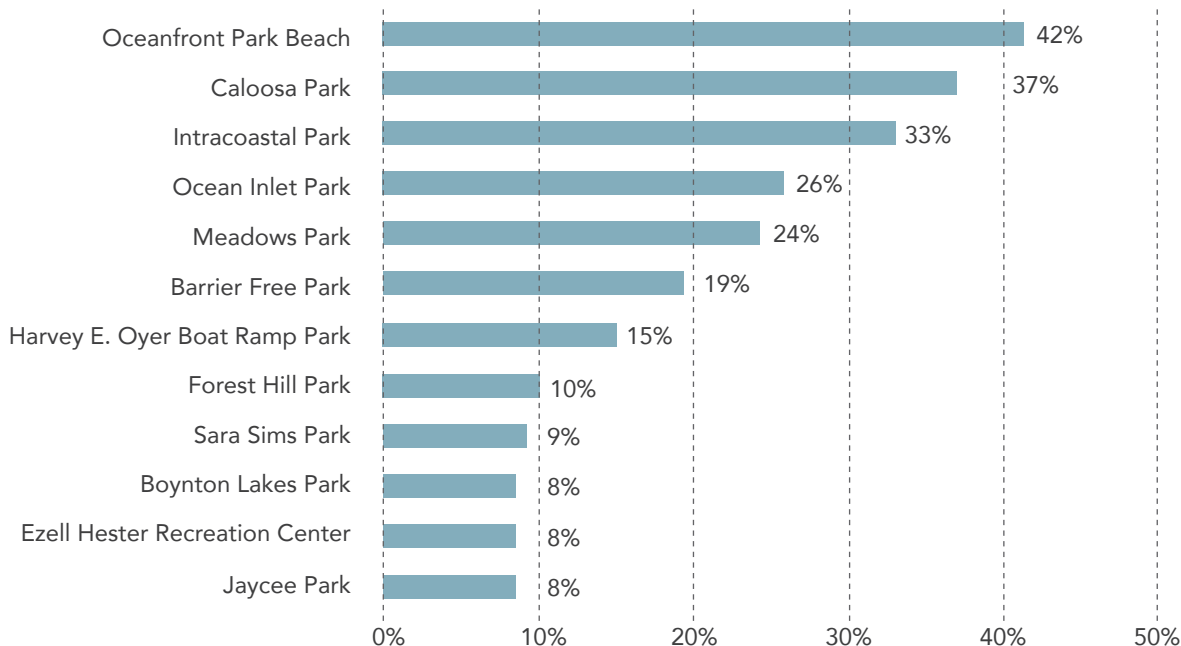
Have You Or Your Household Visited Any Parks Or Recreation Facilities Offered By the City of Boynton Beach During The Last Year?

by percentage of respondents



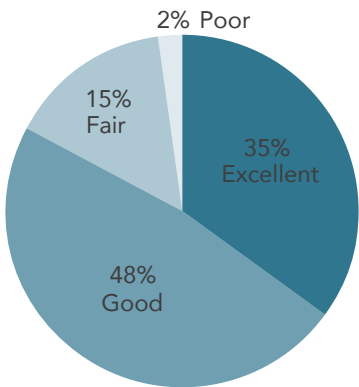
Parks and Recreation Facilities Households Visit Most Often

by Top 10 deployed from percentage of respondents who responded "Yes"



Rating Quality of Parks and Recreation Facilities

by percentage of respondents who responded "Yes"

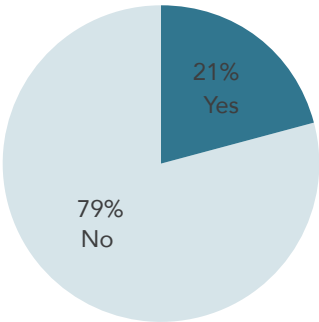


Parks and Recreation Program Participation

Program Participation. Respondents were asked if they had participated in City of Boynton Beach parks or recreation programs within the past year. Twenty one percent (21%) of respondents said someone in their household had participated. Respondents were most satisfied (either very satisfied or satisfied) with special events sponsored by local governments (67%), overall quality of recreation programs (62%), and youth athletic and recreation programs (60%). Those same respondents were then asked to rate the overall quality of the programs: most respondents (85%) rated them either good (47%) or excellent (38%).

Have You Or Your Household Participated in any City of Boynton Beach Recreation Programs in the last year?

by percentage of respondents (excluding "not provided")



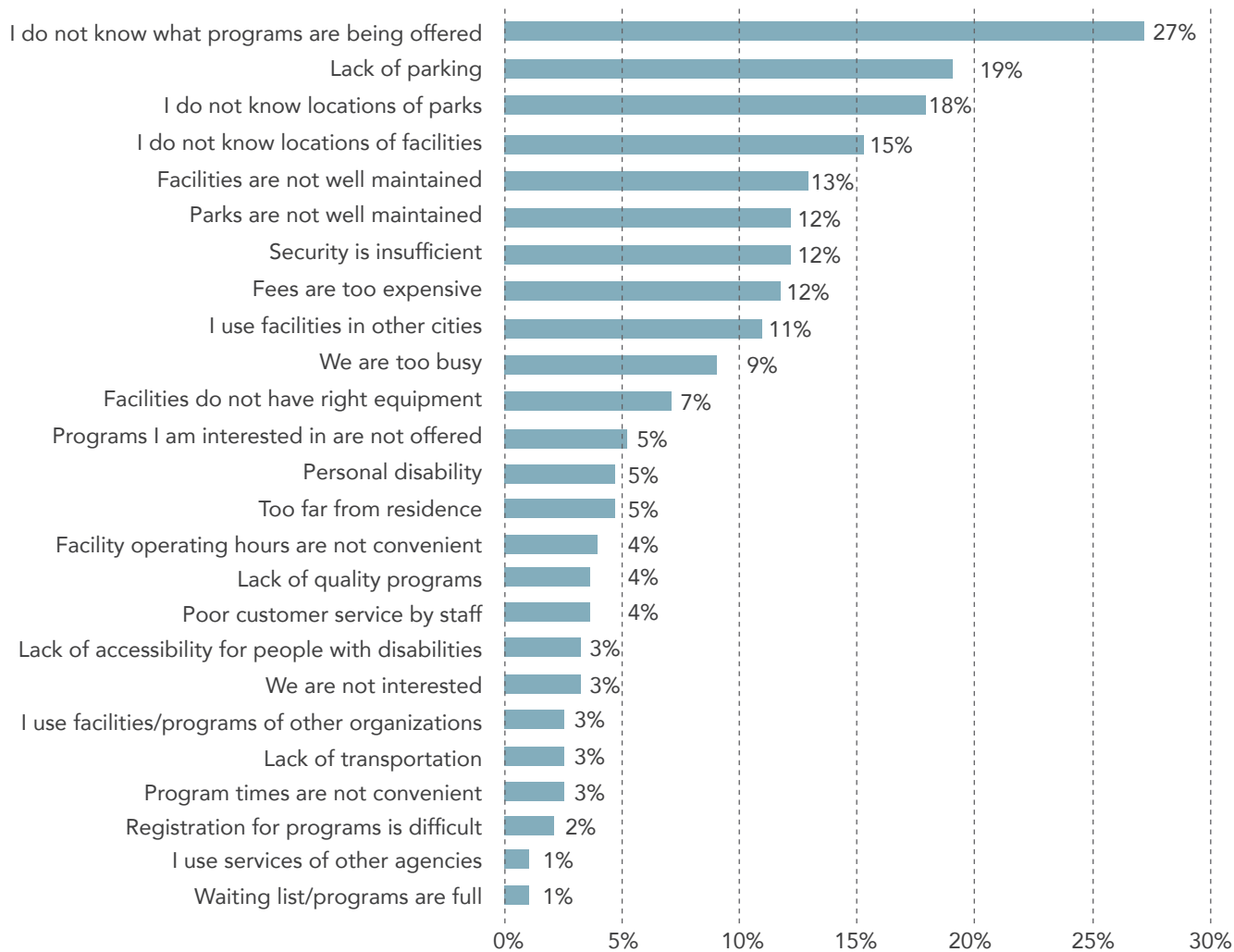
Rating Quality of Parks and Recreation Facilities

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

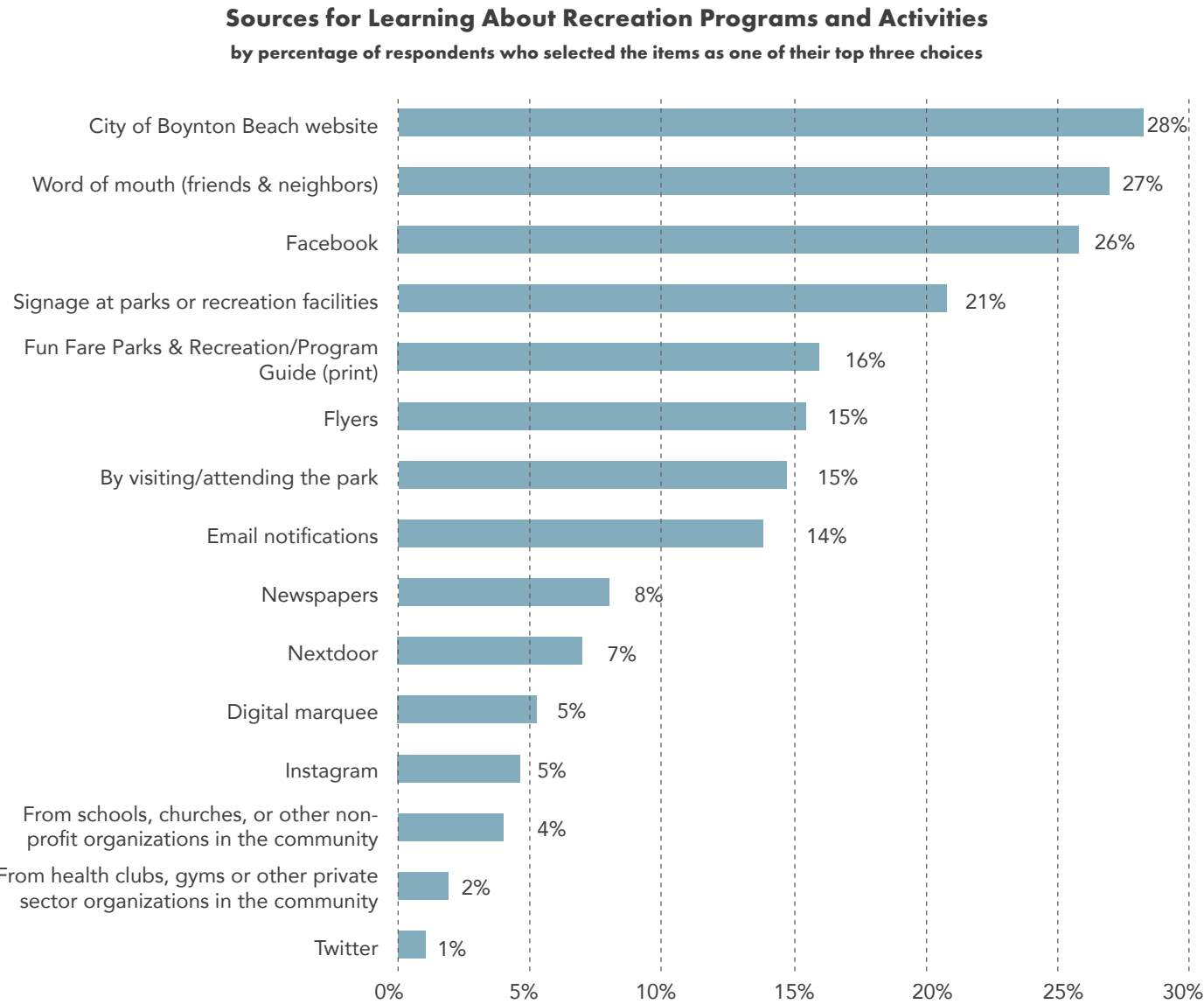


Barriers to Use. Respondents were asked to indicate the reasons why they didn't use City of Boynton Beach parks, trails, facilities, or programs more often. The highest number of respondents said they were not aware of what was being offered (27%), lack of parking (19%), or did not know the locations of parks (18%).

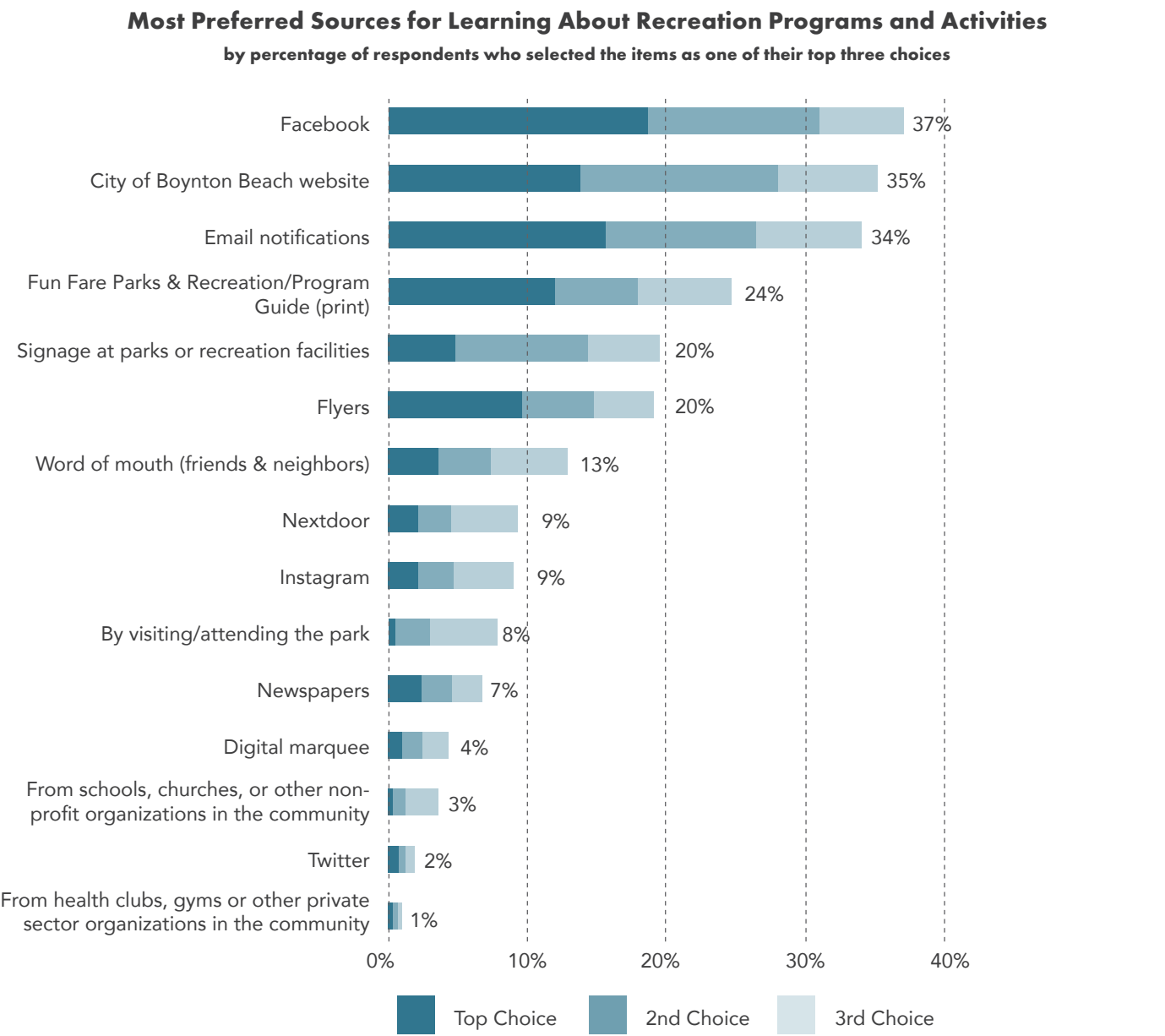
Barriers to Parks or Recreation Facilities Use in the Last Two Years
by percentage of respondents (multiple selections could be made)



Communication Methods. Respondents most often learned about recreation programs, activities, and special events via the City of Boynton Beach website (28%), Word of mouth (27%), and Facebook (26%).

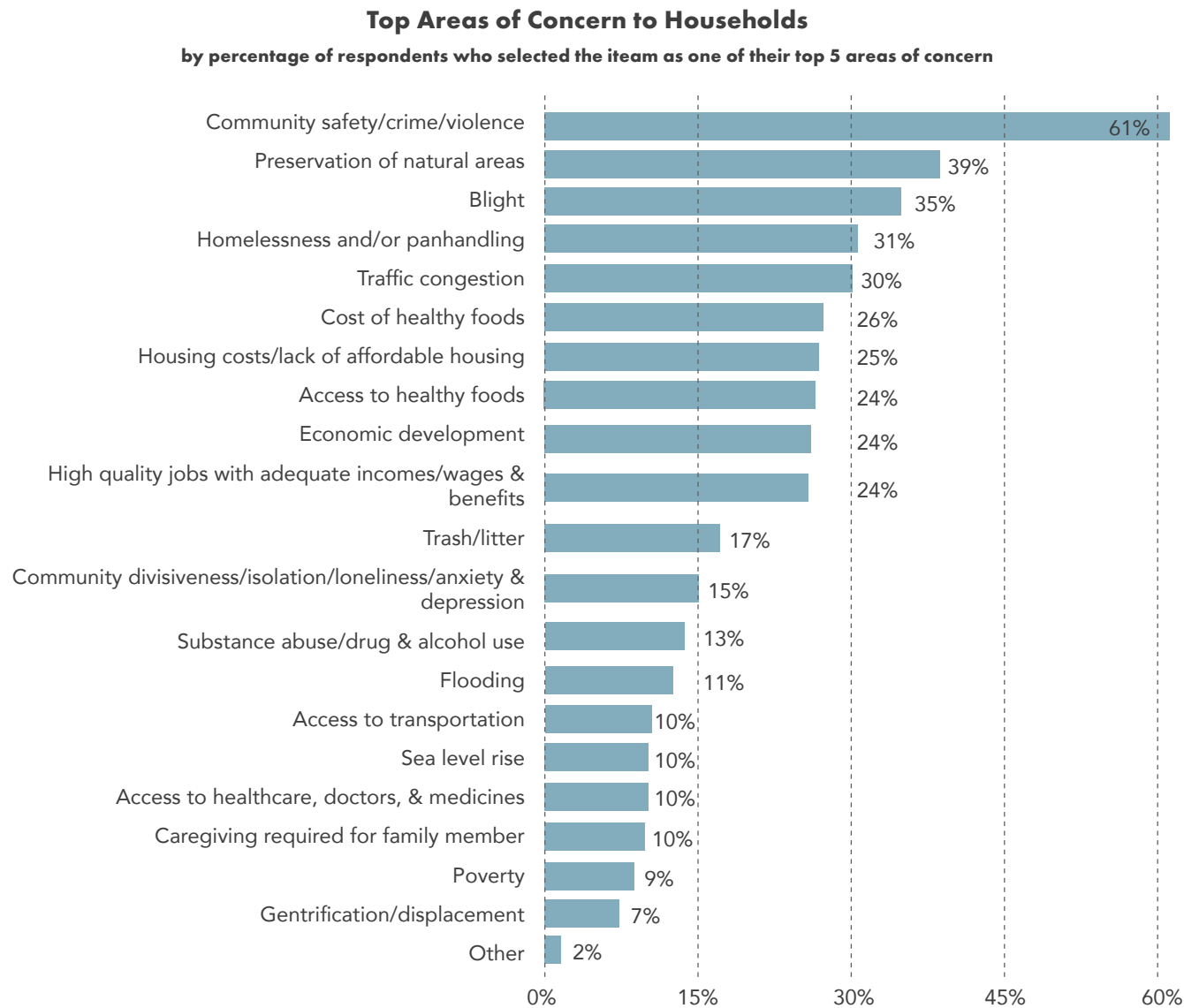


Respondents' most preferred sources for information are Facebook (37%), City of Boynton Beach website (35%), and email notification (34%).



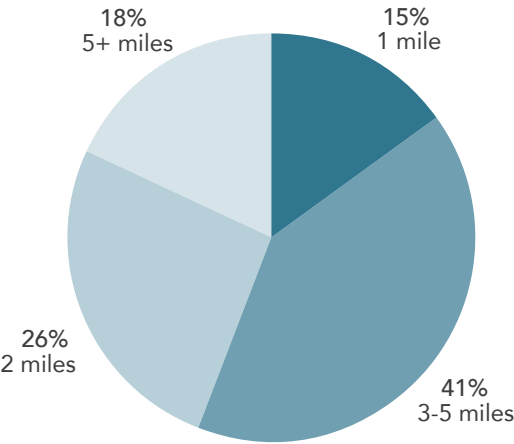
Community Perception

Areas of Concern. Respondents were asked to select five of their top areas of concern in the community and in their daily life. Community safety/crime/violence (61%), preservation of natural areas (39%), and blight (i.e., dilapidated, unsafe, and/or unsightly conditions in your neighborhood and/or community) (35%) were selected most often as issues.



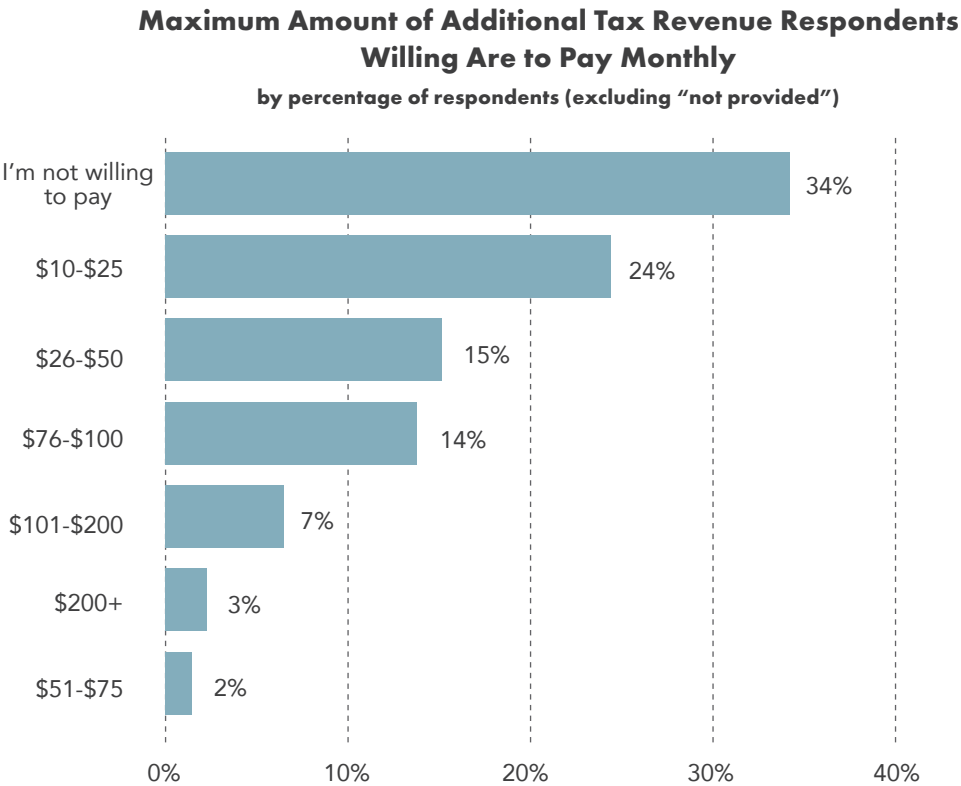
Maximum Travel Distance.

Respondents were asked to indicate how far they would be willing to travel to visit a community park that provides programs and activities most important to their household. The highest number of respondents (41%) said 3 to 5 miles and 26% said 2 miles.



Value of Parks and Recreation and Allocation of Funds

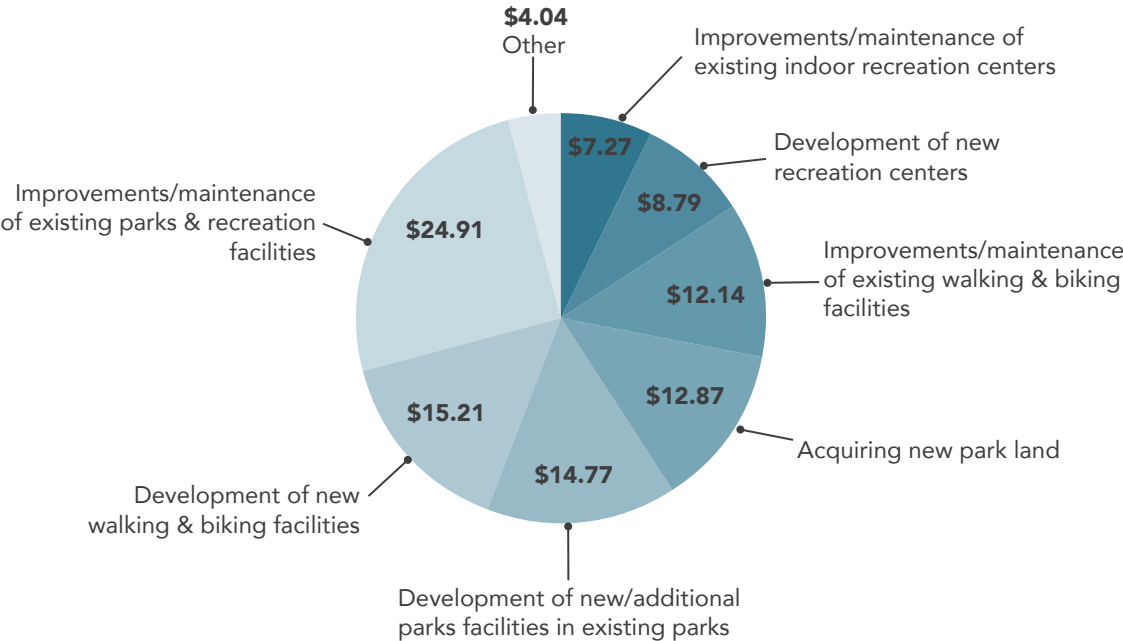
Taxation. Respondents were asked to indicate the maximum amount of additional taxes they would be willing to pay to improve their local parks and recreation facilities. The highest number of respondents (34%) were not willing to pay any additional amount followed by 24% willing to pay between \$10-\$25 per year.



Value of Parks and Recreation and Allocation of Funds

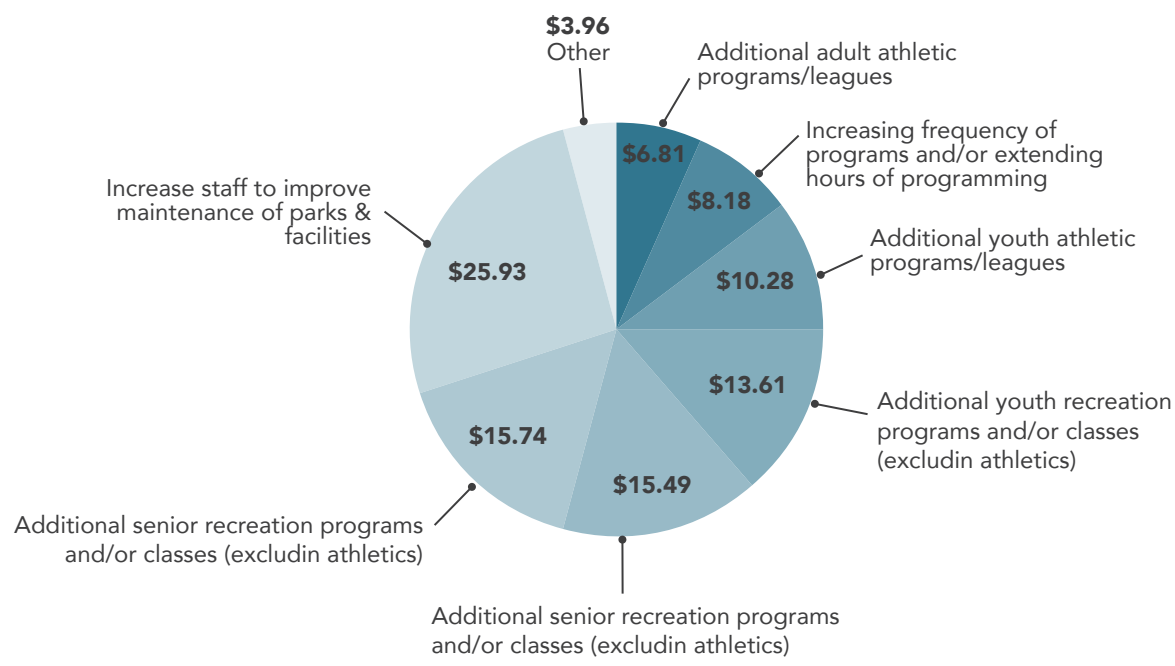
Allocation of Funds. Respondents were asked to allocate a hypothetical \$100 budget for Parks and Recreation facilities/capital improvements. The highest amount of funding (\$24.91) went to improvements/maintenance of existing parks and recreation facilities followed by \$15.21 for development of new walking and biking facilities, and \$14.77 towards the development of new/additional parks facilities in existing parks.

With a Budget of \$100, How Would Respondents Allocate Funds for Facilities/ Capital Improvements?
by average allocated per item



For funding parks and recreation programs/operations, the most funding (\$25.93) went towards increasing staff to improve maintenance of parks and facilities and adding adult recreation programs and/or classes (excluding athletics) (\$15.74).

With a Budget of \$100, How Would Respondents Allocate Funds for Programs/Operations?
by average allocated per item



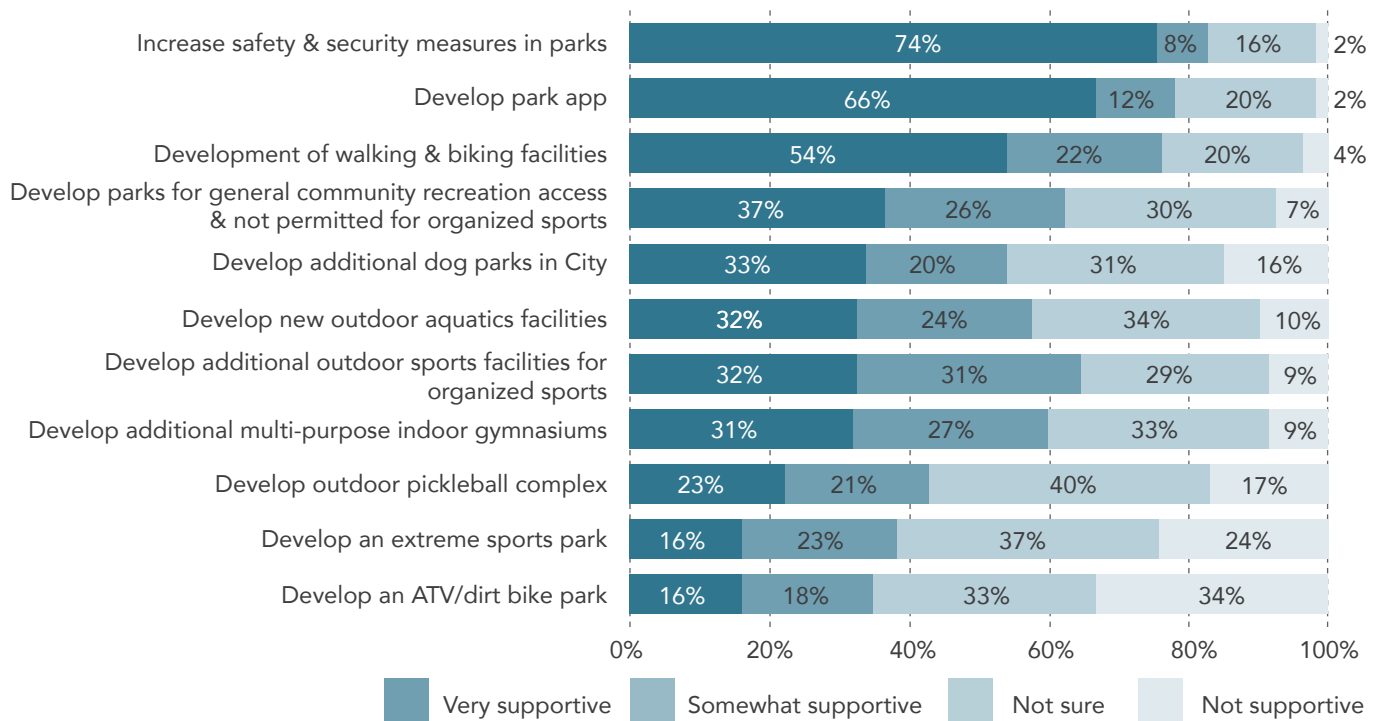
Support for Improvements/ Developments.

Respondents were provided a list of 11 potential actions to improve parks and recreation. Respondents were most supportive (selecting “very supportive” or “somewhat supportive”) of increasing safety and security measures in parks (84%), developing a park app (78%), and developing walking and biking facilities (76%). Respondents were also asked to select the four items most important to their household. These were the four items selected most often:

- 1. Increasing safety and security measures in parks (58%)
- 2. Developing walking and biking facilities (43%)
- 3. Develop a park app (39%)
- 4. Develop parks for general community recreation access and not permitted for organized sports (34%).

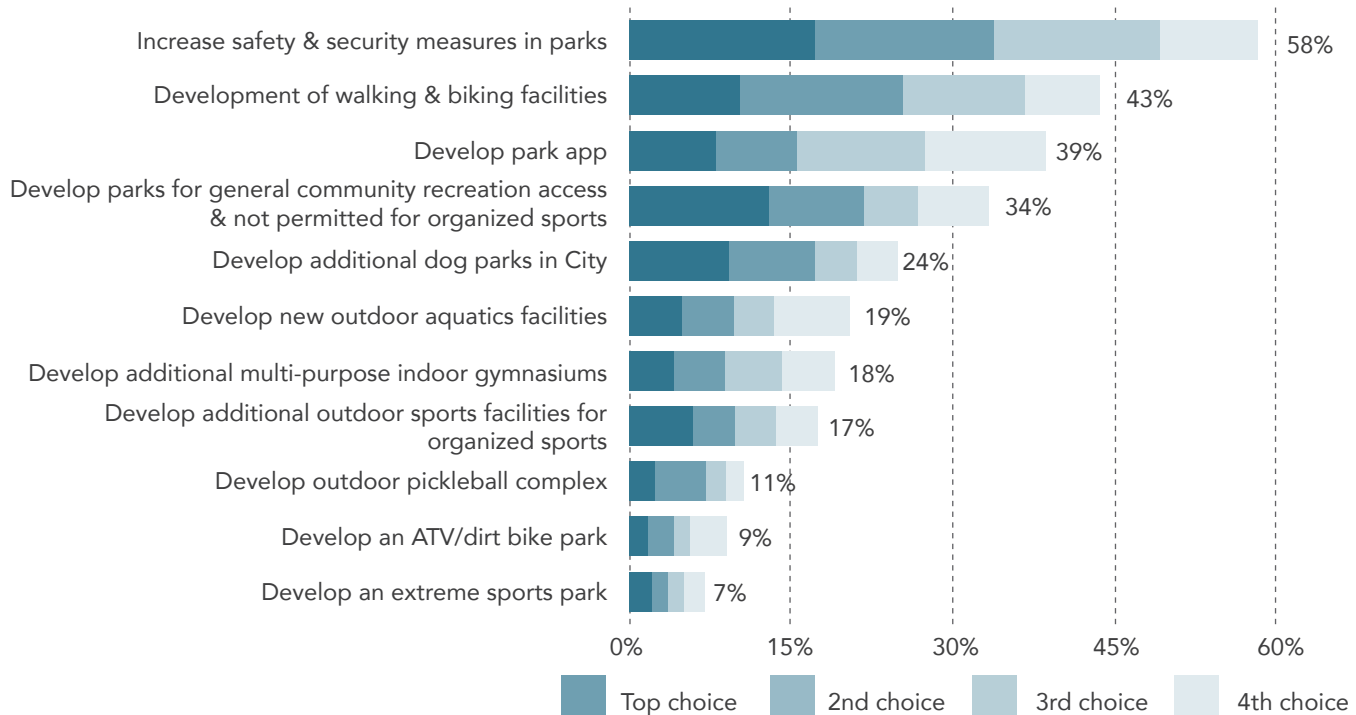
Level of Support for Actions to Improve Parks and Recreation

by percentage of respondents

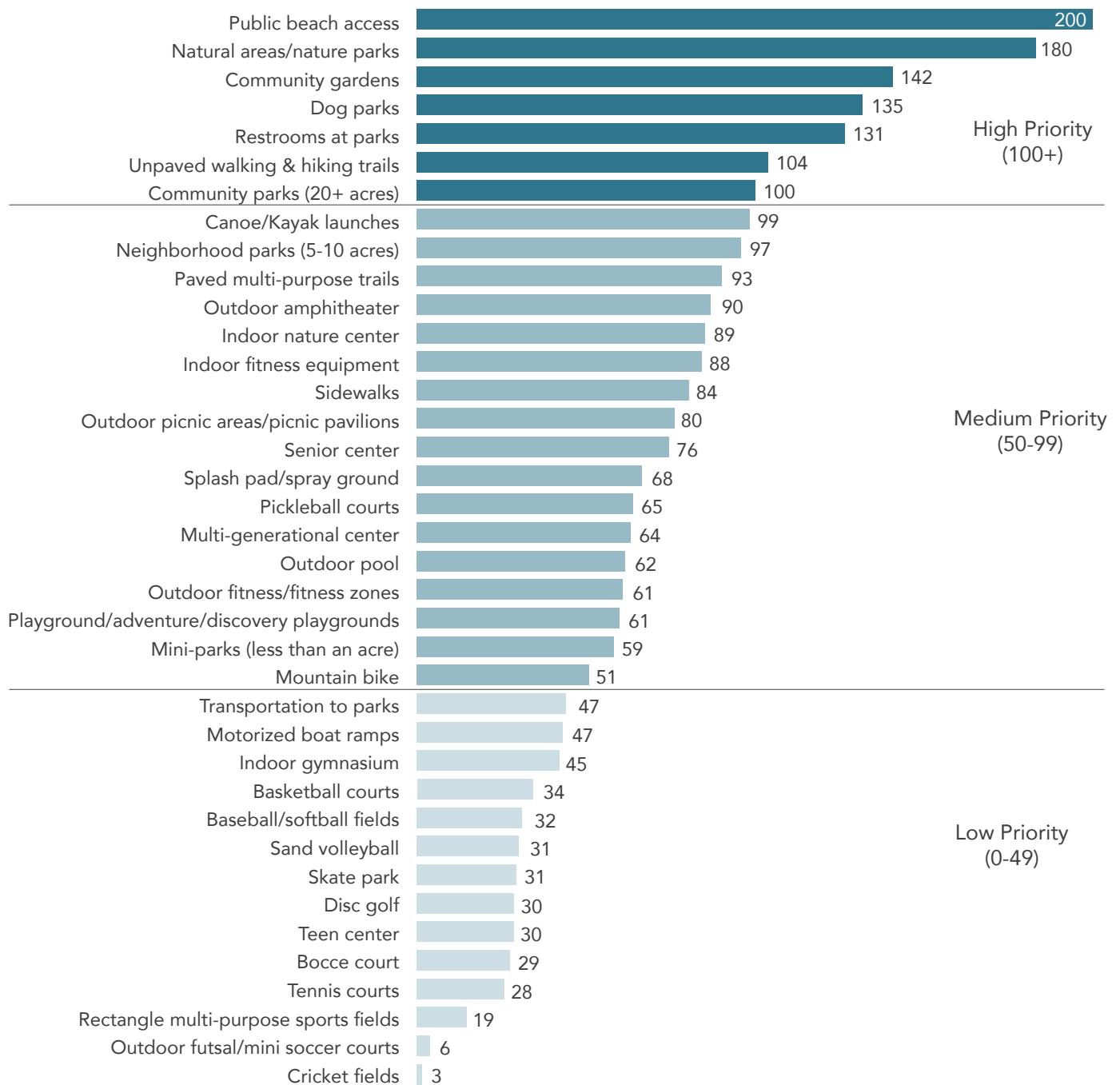


Potential Improvements Most Important to Households

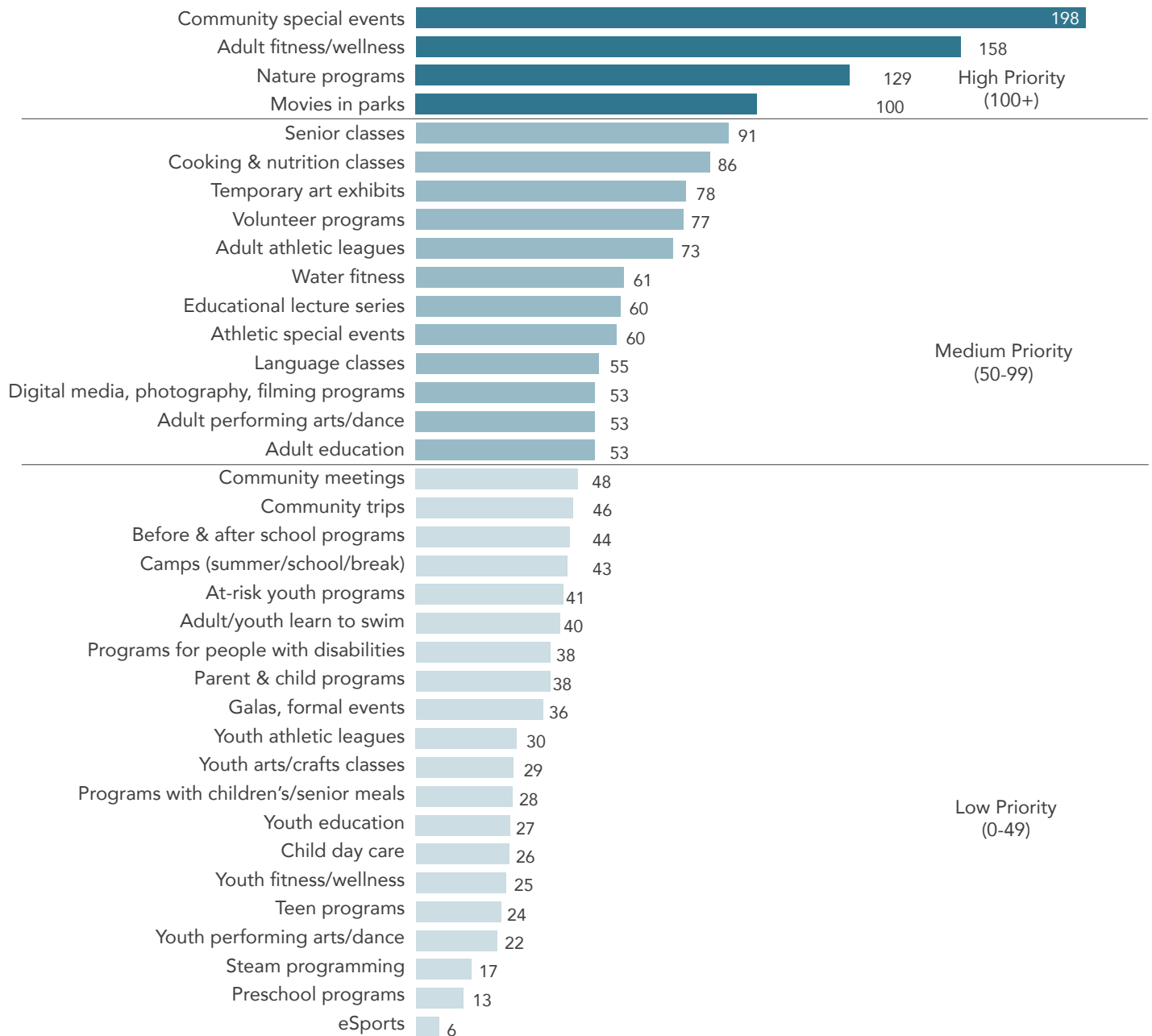
by percentage of respondents who selected the items as one of their top four choices



Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity. Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:



Priorities for Program Investments: Based the Priority Investment Rating (PIR), the following City of Boynton Beach programs were rated as high priorities for investment:



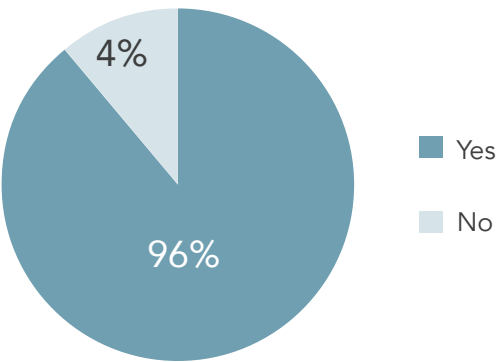
On-line Survey

The Consultant Team hosted an on-line, 25-question survey during the month of August 2022. A total of 235 people participated in the survey. The survey was based on the statistically-valid survey, but had some modifications to accommodate the on-line format. Following is a summary of findings from the online survey.

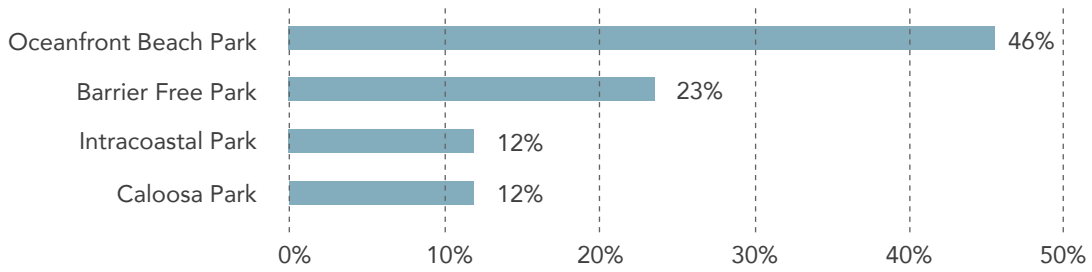
Use of Parks and Recreation Facilities. Respondents were asked if they had used the City of Boynton Beach parks or recreation facilities within the past four years. Ninety-seven percent (96%) of respondents said they had used parks/facilities. Ocean Front Beach Park (46%), Barrier Free Park (23%), Intercoastal Park (12%), Caloosa Park (12%).

Those same respondents were asked to rate the physical condition of those facilities: most respondents (54%) rated them good, 26 percent said excellent, and 18 percent said fair.

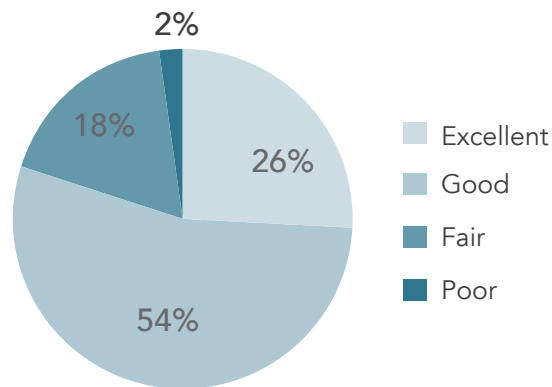
Have You Or Your Household Visited Any Parks Or Recreation Facilities Offered By the City of Boynton Beach During The Last Year?
by percentage of respondents



Parks and Recreation Facilities Households Visit Most Often
by percentage of respondents who responded "Yes"



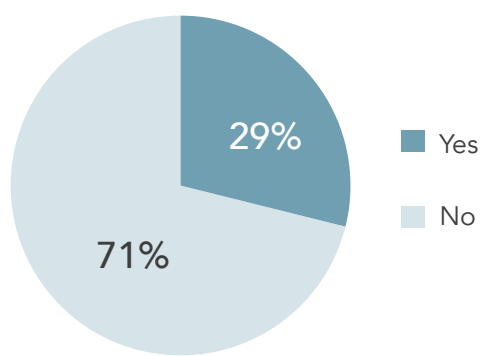
Rating Quality of Parks and Recreation Facilities by percentage of respondents who responded "Yes".



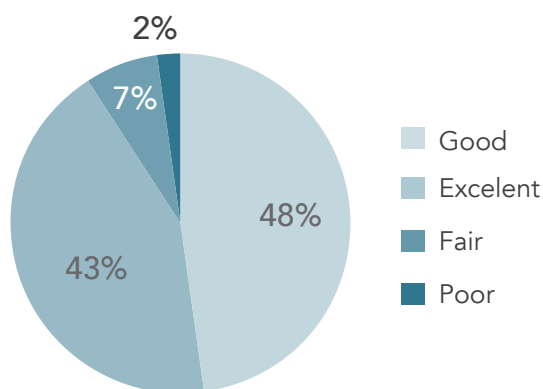
Parks and Recreation Programs Participation

Program Participation. Respondents were asked if they had participated in City of Boynton Beach parks or recreation programs within the past four years. Seventy-one percent (71%) of respondents, a little less than the statistically valid survey, said someone in their household had participated. Those same respondents were then asked to rate the overall quality of the programs: similar to the statistically valid survey, most respondents (48%) rated them good, 43 percent said excellent, and 7 percent said either fair or poor (2%).

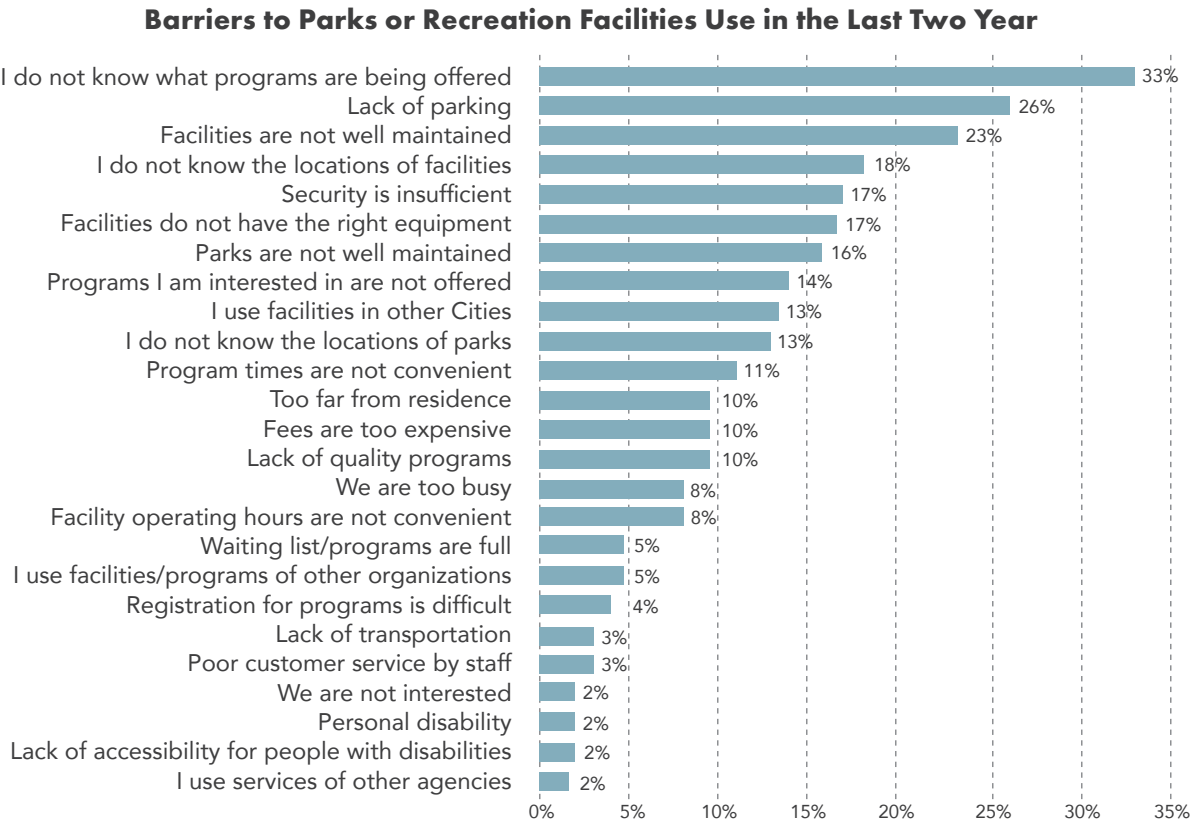
Have You Or Your Household Participated in any City of Boynton Beach Recreation Programs in the past year?
by percentage of respondents (excluding "not provided")`



Rating Quality of Parks and Recreational Programs by percentage of respondents who responded "Yes" (excluding "not provided")



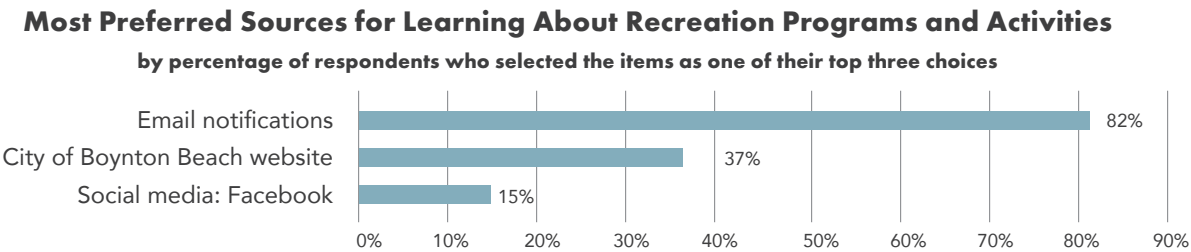
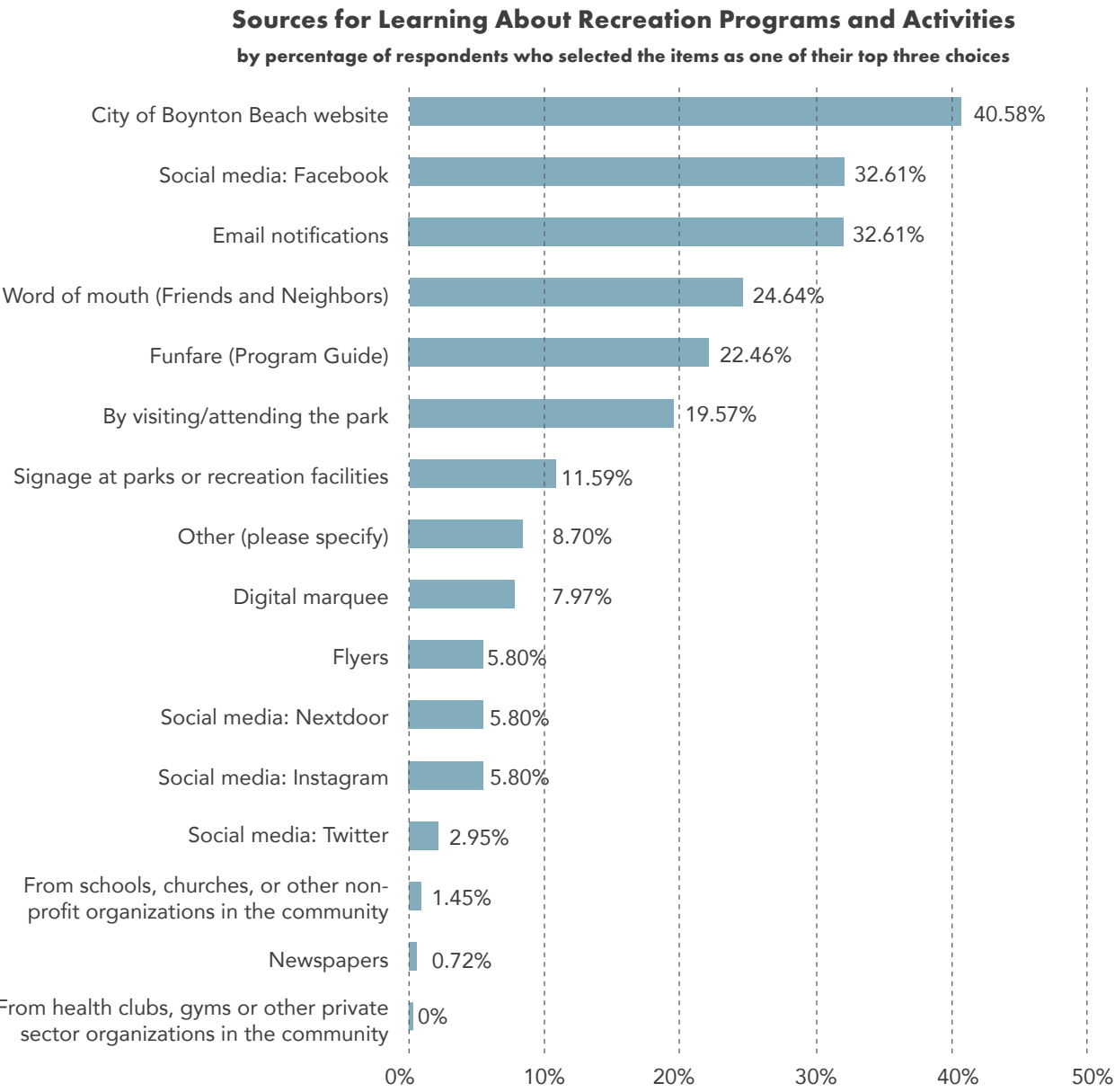
Barriers to Use. Respondents were asked to indicate the reasons why they didn’t participate in programs or didn’t participate more often in the last two years. The highest number of respondents said not knowing what programs are offered (33%), lack of parking (26%), facilities not well maintained (23%), not knowing the locations of facilities (18%), facilities do not have the right equipment (17%), parks are not well maintained (16%), programs that are of interest are not offered (14%), facilities in other cities are used instead (13%), not knowing the locations of parks (13%), and program times are not convenient (11%).



Communication Methods

Respondents’ most preferred communication methods are:

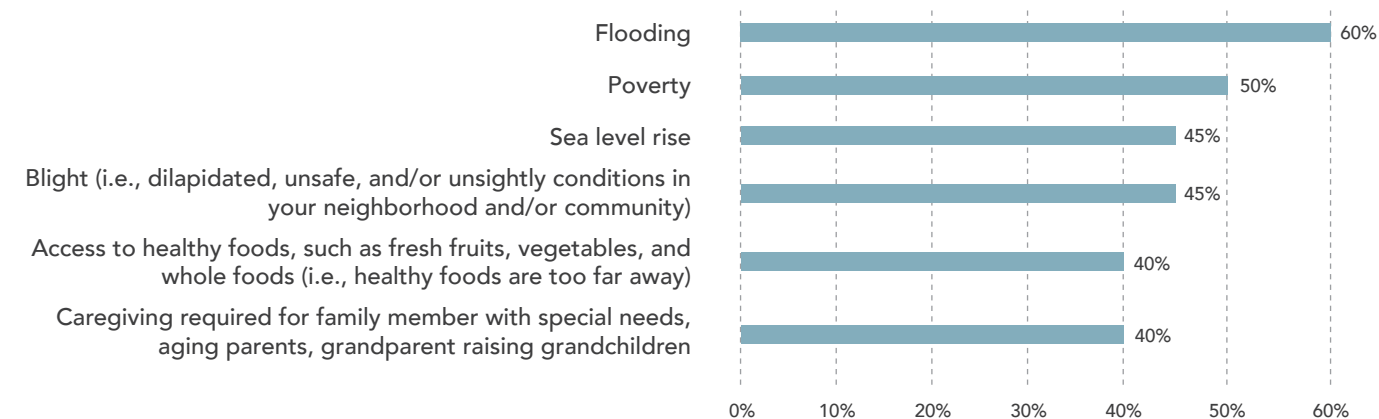
- City of Boynton Beach website
- Facebook
- Email notifications



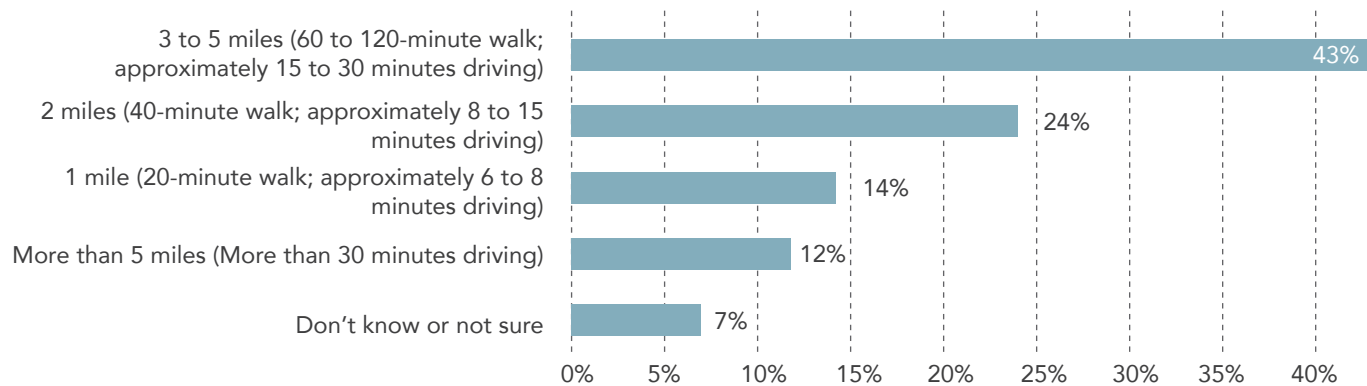
Community Perception

Areas of Concern. Respondents were asked to select five of their top areas of concern in the community and in their daily life. Flooding (60%), Poverty (50%), Sea level rise (45%), Blight (45%), Access to healthy foods (40%), and Caregiving (40%).

Top Areas of Concern to Households by percentage of respondents who selected the items as one of their top five choices



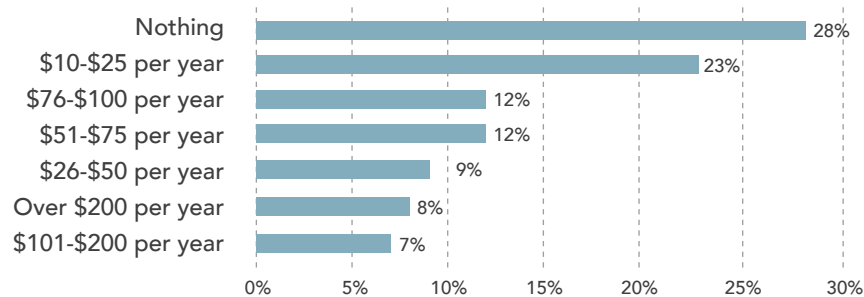
Travel Distance. Respondents were asked what is the farthest distance they’re willing to travel to get to a Community Park that offers recreational programs and facilities. (43%) showed readiness to travel 3-5 miles, (24%) for 2 miles, (14%) for 1 mile, only (12%) for more than 5 miles and (7%) were unsure.



Value of Parks and Recreation and Allocation of Funds

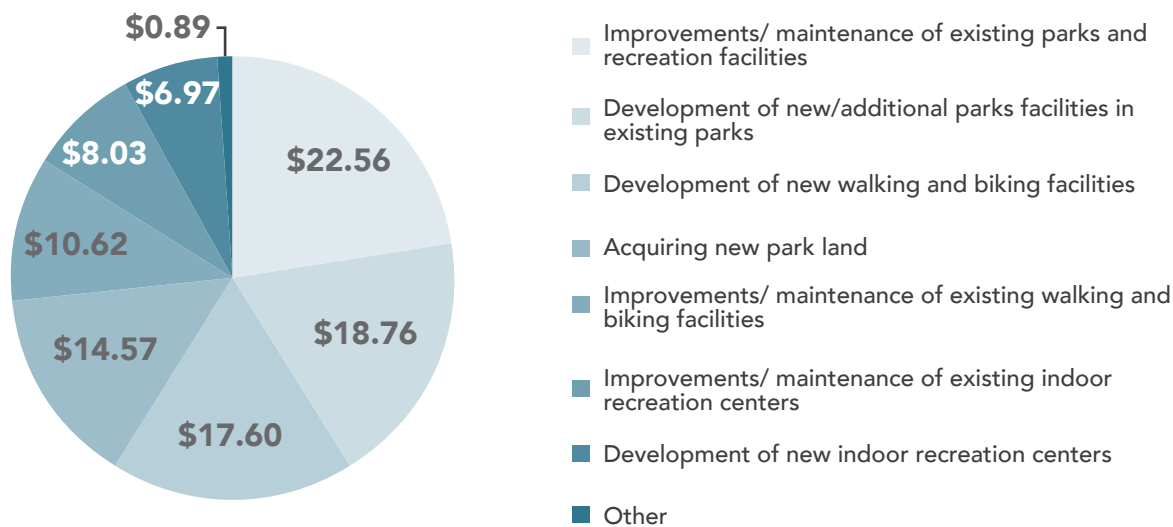
Taxation. Respondents were asked how much they’d be willing to pay in additional monthly tax revenue for the parks and recreation services they most value. The highest number of respondents (28%) said they are willing to pay nothing, followed by 23 percent willing to pay between \$10-\$25, 12 percent willing to pay\$51-\$75 and \$76-\$100, 9 percent willing to pay \$26-\$50, 8 percent willing to pay over \$200 and 7percent willing to pay \$101-\$200 per year.

Maximum Amount of Additional Tax Revenue Respondents Willing Are to Pay Monthly by percent-
age of respondents (excluding “not provided”)



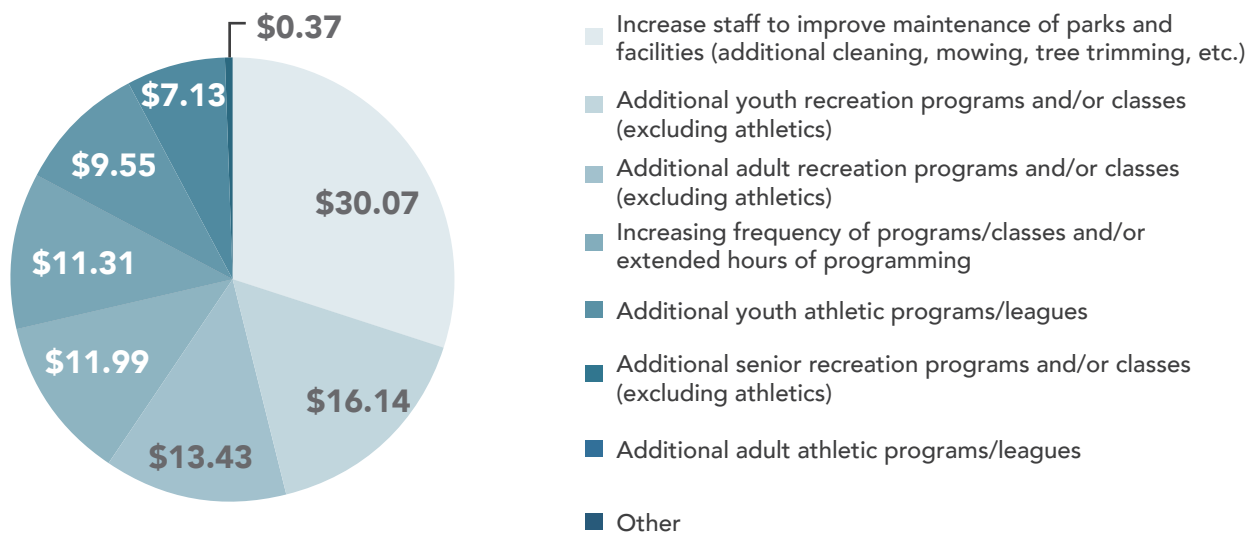
Allocation of Funds. Respondents were asked to allocate a hypothetical \$100 budget for Parks and Recreation facilities/capital improvements. The highest amount of funding (\$22.56) went to improvements/maintenance to existing parks and recreation facilities followed by \$18.76 for development of new parks facilities (e.g., athletic fields, playgrounds, restrooms, etc.), and \$17.60 for development of new walking and biking facilities (paved and/or unpaved paths).

With a Budget of \$ 100, How Would Respondents Allocate Funds for Facilities/ Capital Improvements?
by average allocated per item



Respondents were also asked to allocate for programs/operations. The highest amount of funding (\$30.07) went to increasing staff to improve maintenance of parks/facilities, additional youth athletic programs/leagues (\$16.14), and additional adult recreation programs/classes (\$13.43).

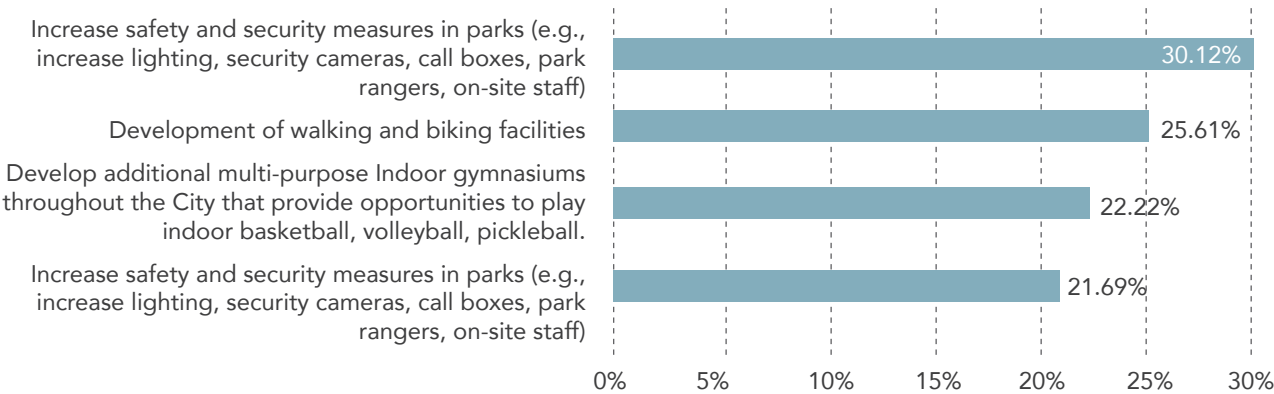
With a Budget of \$100, How Would Respondents Allocate Funds for Programs/Operations? by average allocated per item



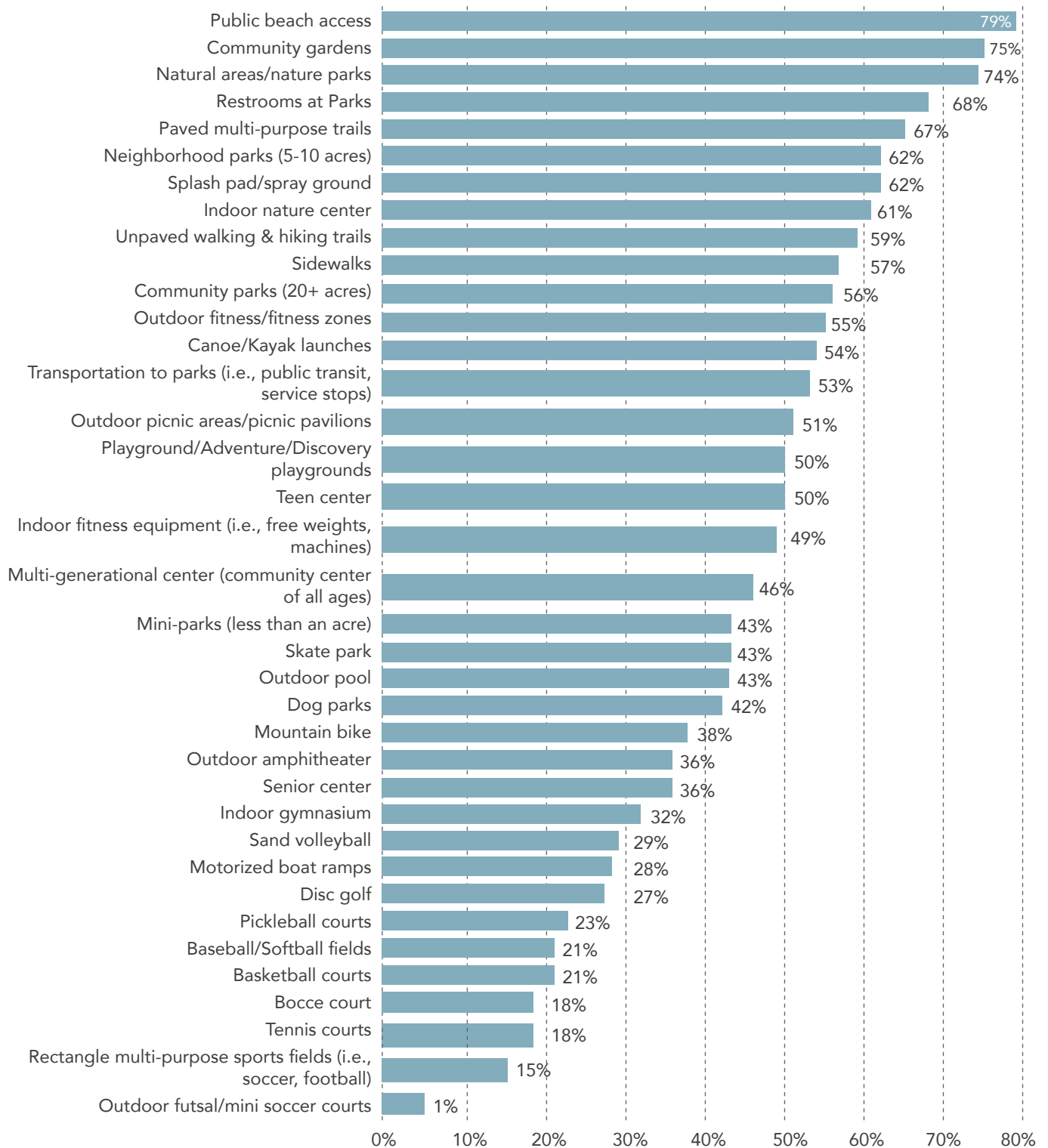
Support for Improvements/ Developments. Respondents were provided a list of 10 potential actions that the City could take to improve parks and recreation and were asked to select the four items most important to their household. The four items selected most often were Increase safety and security measures in parks (30.12%); develop development of walking and biking facilities (25.61%); develop additional multi-purpose Indoor gymnasiums throughout the City that provide opportunities to play indoor basketball, volleyball, pickleball (22.22%); and Increase safety and security measures in parks (21.69%).

Most Important Actions to Improve Parks and Recreation

by percentage of respondents who were asked to choose top four

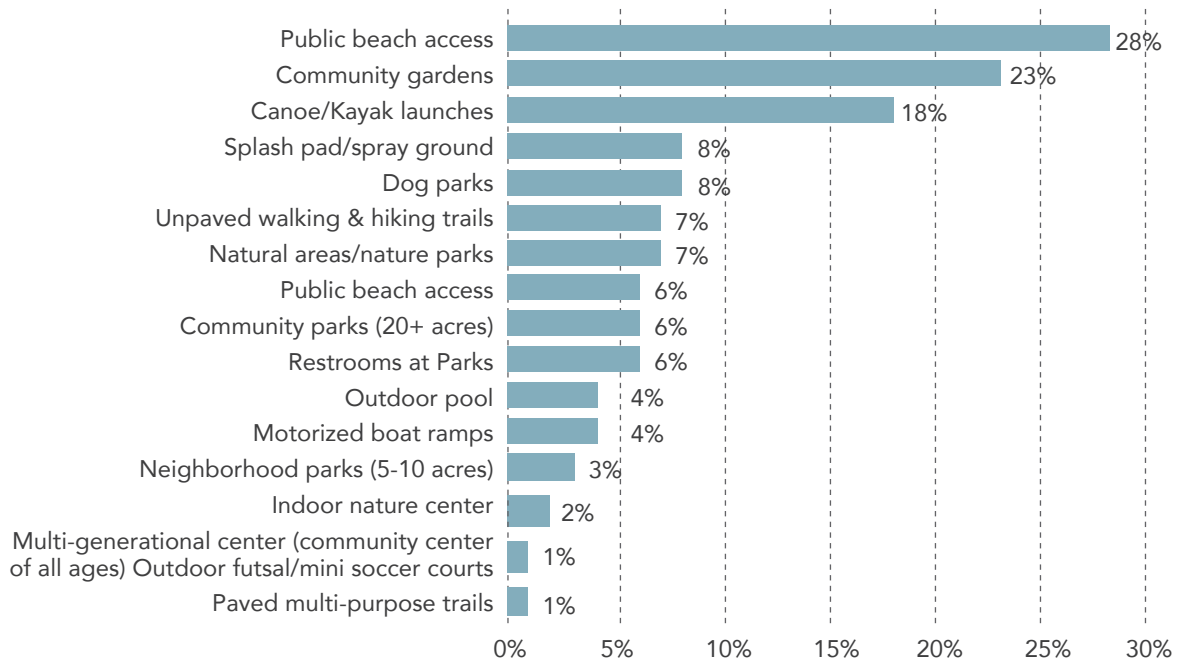


Facility/Amenity Needs. Respondents were provided with a list of 37 parks and recreation facilities/amenities to select and identify which they believed were needed in the community. Following are the findings:

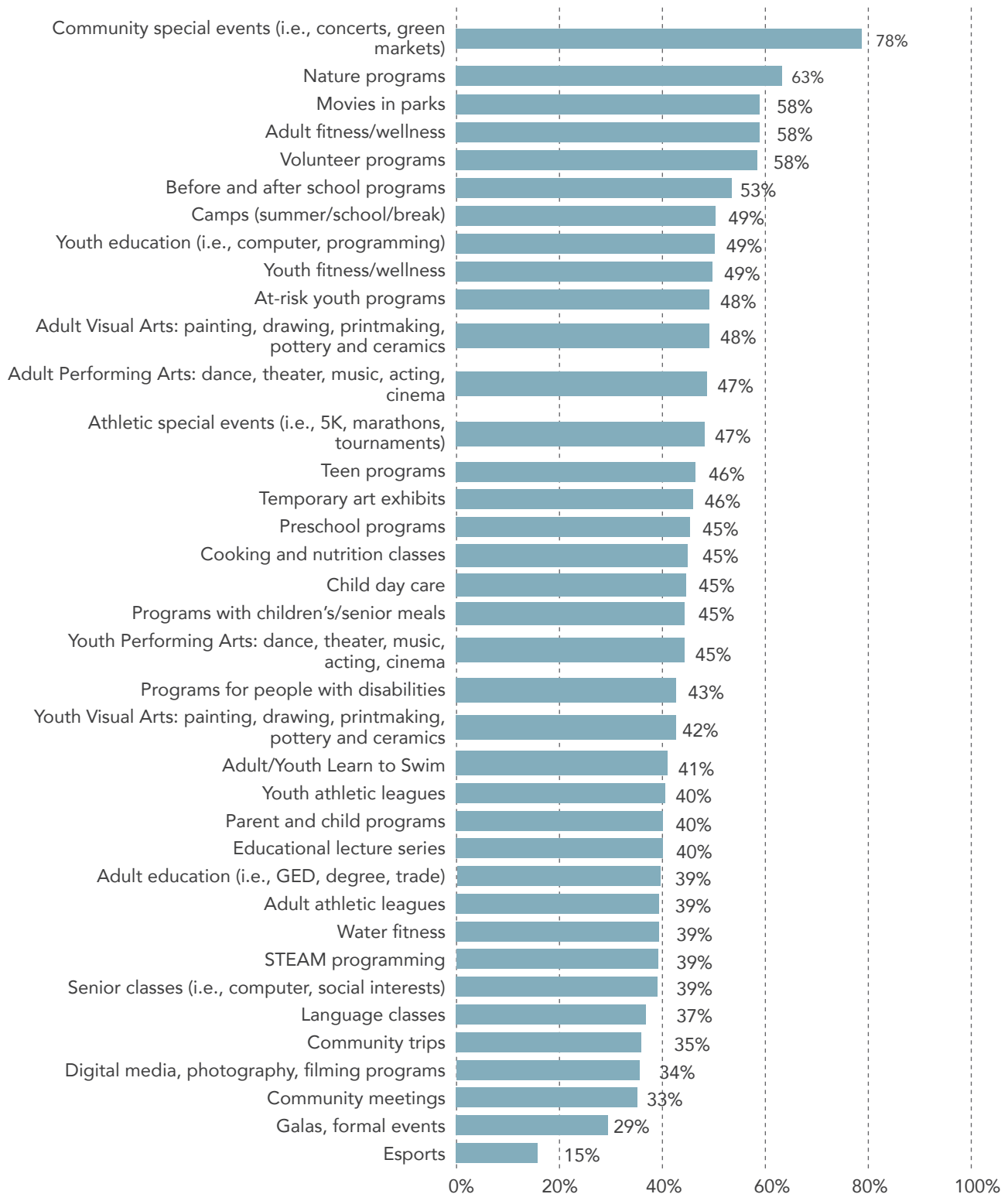


Facilities/Amenities Most Important to Households

by number of respondents choosing as their top four choices

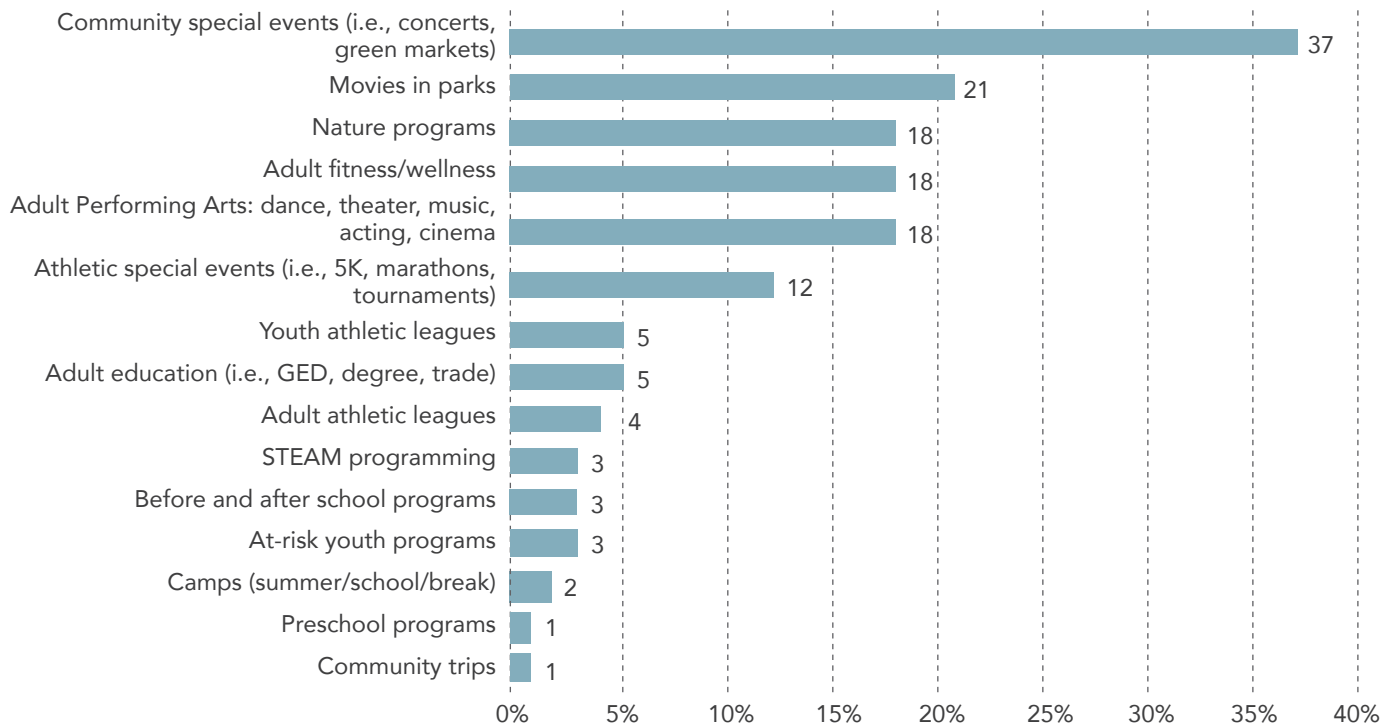


Program/Activity Needs. Respondents were provided with a list of 37 parks and recreation programs/activities to select and identify which they believed were needed in the community. Following are the findings:



Programs/Activities Most Important to Households

by number of respondents choosing as their top four choices



City Leadership Interview

The Mayor, City Commissioners, City Manager, and Assistant City Managers were interviewed during the months of July and August, 2022. Each interviewee was asked four questions associated with parks and recreation needs, broader city needs, priorities, and funding strategies. Following is a summary of findings from the interviews.

Parks and Recreation Needs

City leaders consistently identified the following parks and recreation needs:

- Better maintenance in park, including the development of an Asset Management/Repair and Replacement Schedule that allows the Recreation and Parks Department to proactively plan for the replacement of assets.
- Adding another Dog Park, especially east of I-95.
- Developing park land near Leisureville based on the desire of residents from the surrounding area.

Other needs mentioned by more than one City leader included completing Eco Park, providing more amenities in the Western part of the City, including a Community Center, providing a place where youth can ride ATVs and Dirt Bikes, better connecting the Western and Eastern parts of the City, and providing more walkable areas throughout the City.

Citywide Social, Economic, and Environmental Needs and/or Issues

Most City leaders identified the following citywide social, economic, and environmental needs and/or issues:

- Community safety/ security/ crime/ violence
- Litter/ trash/
- Affordable housing/ Displacement of long-term residents
- Lack of local industry

Other citywide issues that were mentioned by more than one City leader were homelessness, economic development, especially the redevelopment of the Boynton Beach Mall, and flooding.

Priorities

When asked about the top priorities, City leaders identified the following top two priorities:

- Improved maintenance in the City's park
- Development of Dog Parks

Other priorities mentioned by more than one City leader included the development of the park in the Leisureville area of the City and development of Meadows Park informed by resident needs, completion of Eco Park, and additional athletic facilities.

Funding

City leaders were mostly supportive of the following funding strategies:

- Grants
- Park impact fees
- Continuation of surtax in the future

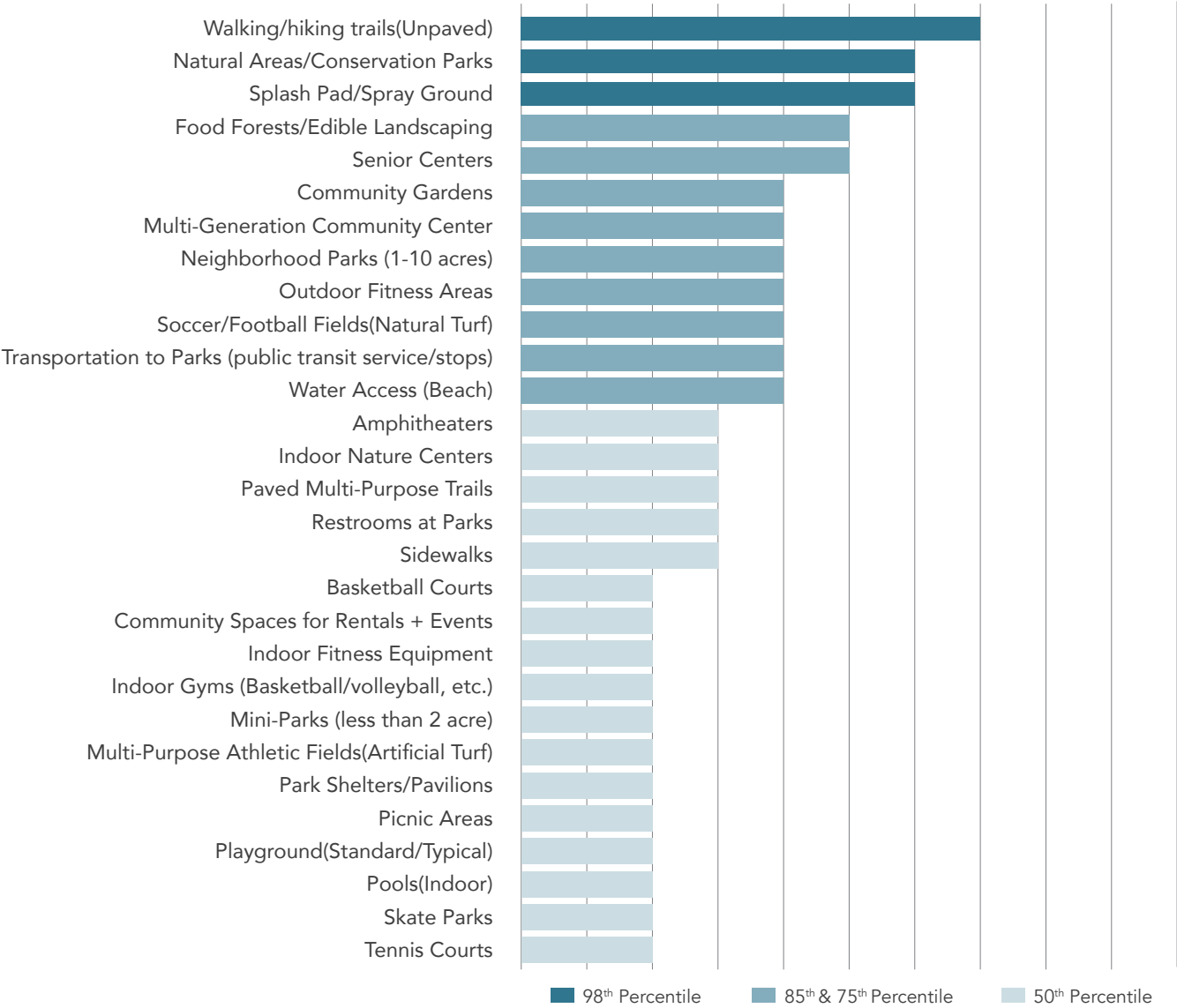
Support for a General Obligation Bond for parks and recreation facilities was mixed amongst City leaders.

Steering Committee Meeting

A project steering committee was developed for the project to provide strategic direction, advise, and expertise; serve as influential advocates that challenge conventional thinking; and help implement the plan. The first of three meetings was scheduled on Tuesday, June 7, 2022 for the Committee to provide input on the desired outcomes and priority needs. Attendees participated in six interactive exercises. Following is a description of the exercises and the selections that were in the 98th, 75th, and 50th percentile.

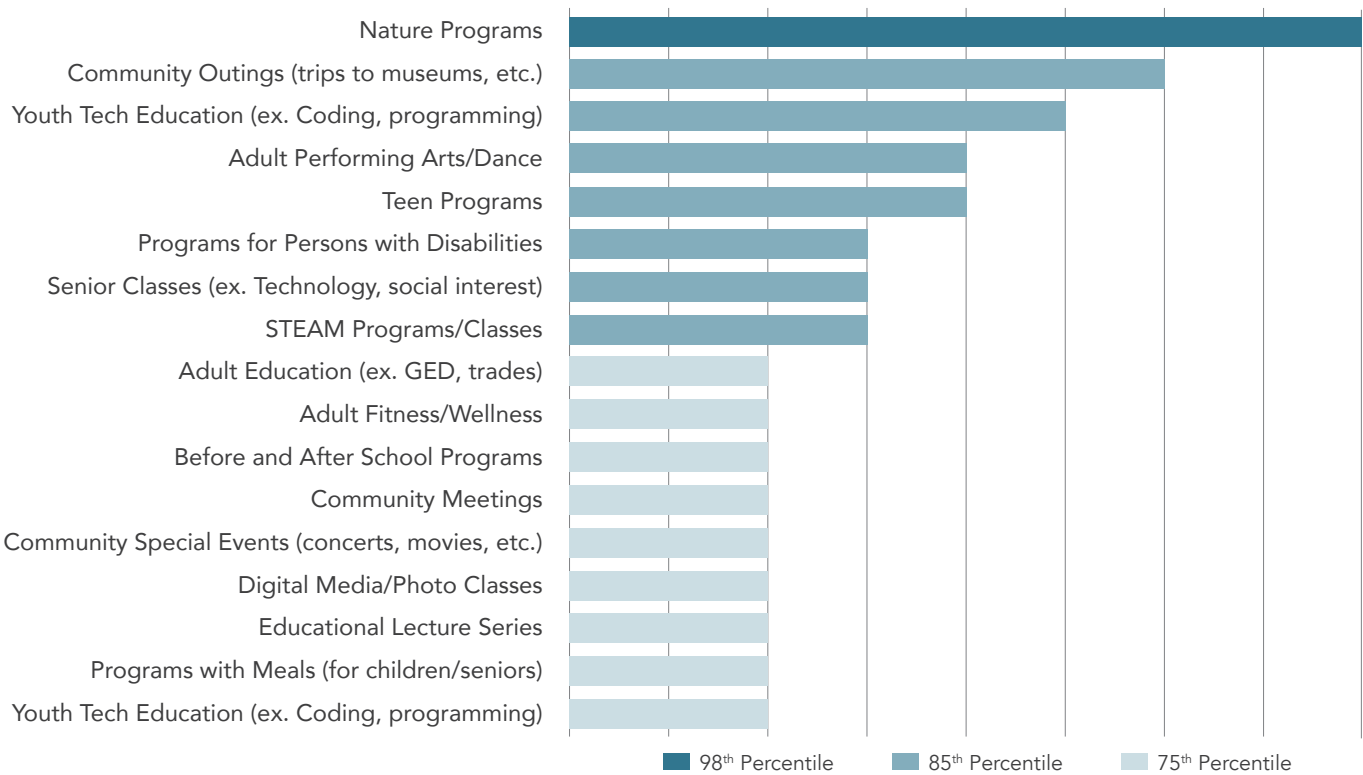
Facilities Priorities

Based on a matrix with images and names of over 41 facilities and amenities, participants were asked to place a dot on the facilities and amenities that they believed were important, but not adequately provided in the city. Following are the findings.



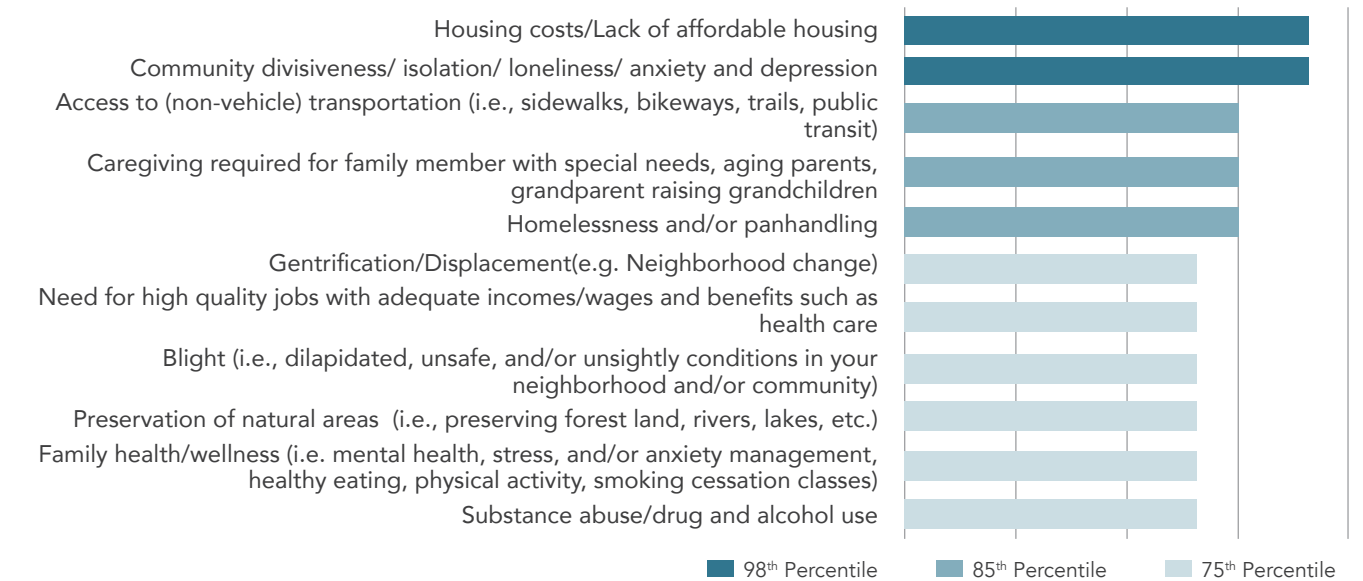
Program Priorities

Based on a matrix with images and names of over 36 programs and activities, participants were asked to place a dot on the programs and activities that they believed were important, but not adequately provided in the city. Following are the findings.



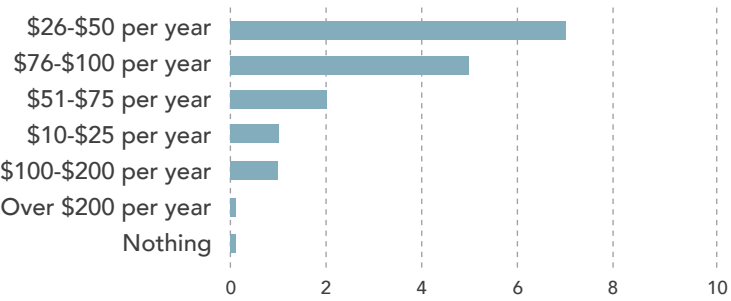
City-wide Challenges

Based on a matrix with over 25 economic, environmental, and social challenges that cities typically face, participants were asked to placed a dot on the challenges that the City of Boynton Beach is facing that they believed were most important to them. Following are the findings.



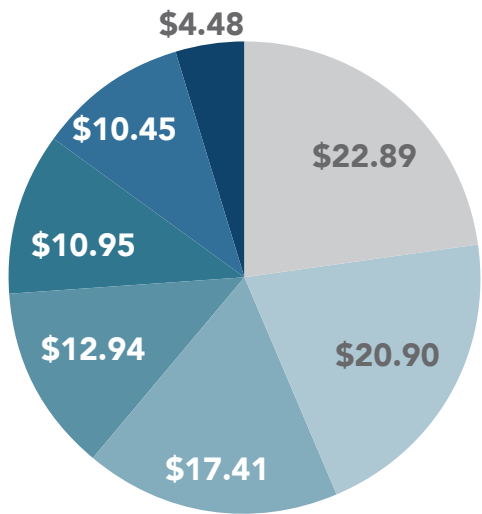
Value of Parks and Recreation and Allocation of Funds

Taxation. Participants were asked how much they’d be willing to pay in additional monthly tax revenue for the parks and recreation services they most value through a matrix that they had to indicate by placing dots across their choice of answer. The highest number of participants (7 dots) said they are willing to pay \$26-\$50.



Funding Facility Priorities

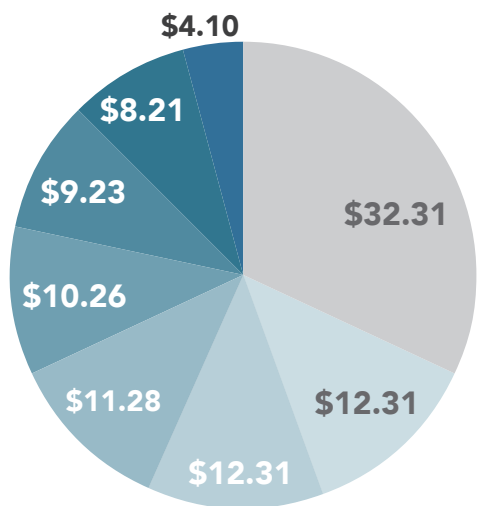
Participants were given \$100 dollars to spend on eight different facilities/capital improvement categories. Following are the findings.



- Development of New Walking and Biking Facilities (paved and/or unpaved paths)
- Improvements to Existing Parks and Recreation Facilities (ex. repairs, replacements, or renovations to playgrounds, athletic fields, restrooms, etc.)
- Development of New Park Facilities (ex. athletic fields, playgrounds, restrooms, etc.) in Existing Parks
- Improvements/maintenance to Existing Walking and Biking Facilities (ex. repairs, repaving, or renovations, etc.)
- Improvements to Existing Indoor Recreation Centers (ex. repairs, replacements, or renovations, etc.)
- Acquiring New Park Land
- Development of New Indoor Recreation Centers
- Other (Write on Sticky Note and attach to coin)

Funding Program Priorities

Participants were given \$100 dollars to spend on eight different programs/operations categories. Following are the findings.



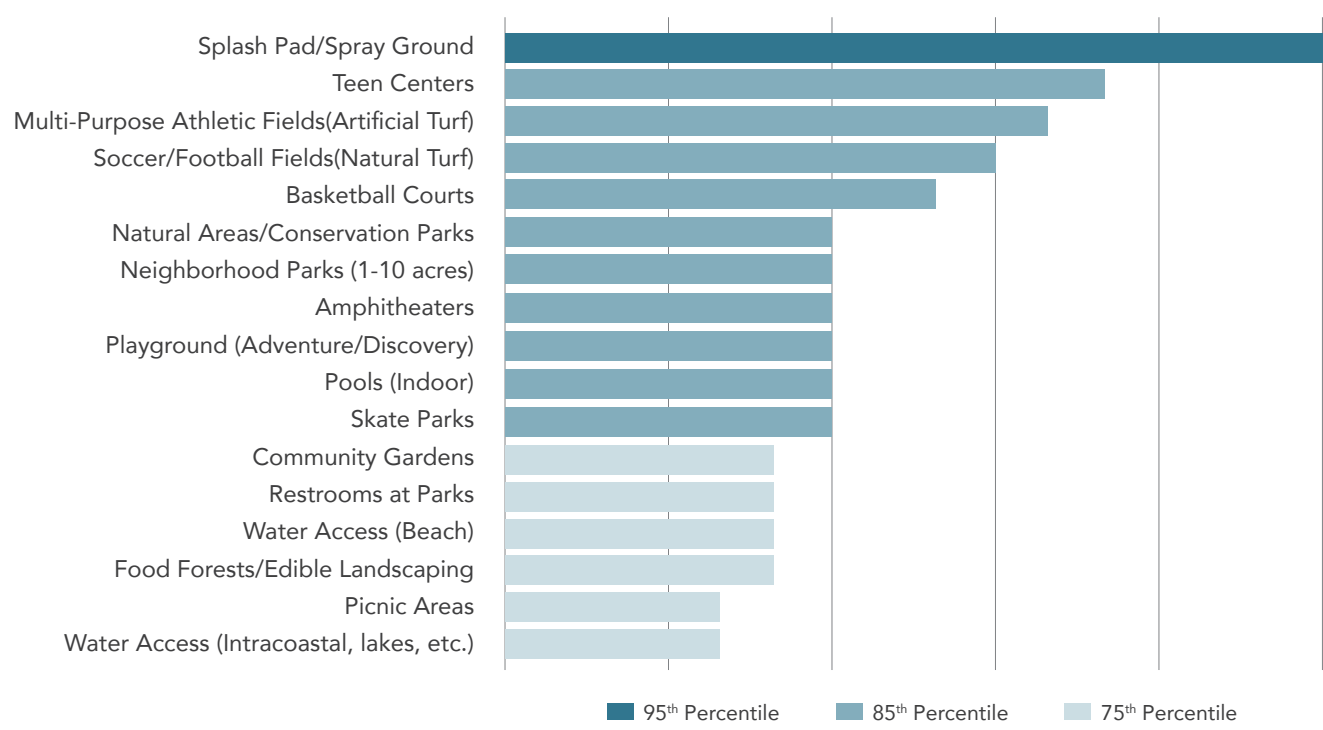
- Increase Staff to Improve Maintenance of Parks and Facilities (additional cleaning, mowing, tree trimming, etc.)
- Additional Adult Recreation Programs and/or Classes (excluding athletics)
- Increase Frequency of Programs/Classes and/or Extend Hours of Programming
- Additional Youth Recreation Programs and/or Classes (excluding athletics)
- Additional Adult Athletic Programs/Leagues
- Additional Senior Recreation Programs and/or Classes (excluding athletics)
- Additional Youth Athletic Programs/Leagues
- Other (Write idea and funding amount on Sticky Note)

In-Person Public Meetings

A public meeting was hosted by the City on Tuesday, June 6 and Thursday, June 8, 2022. Over 20 participants attended to learn about the project and provide their input. Attendees participated in six interactive exercises. Following is a description of the exercises and the selections that were in the 95th, 85th, and 75th percentile.

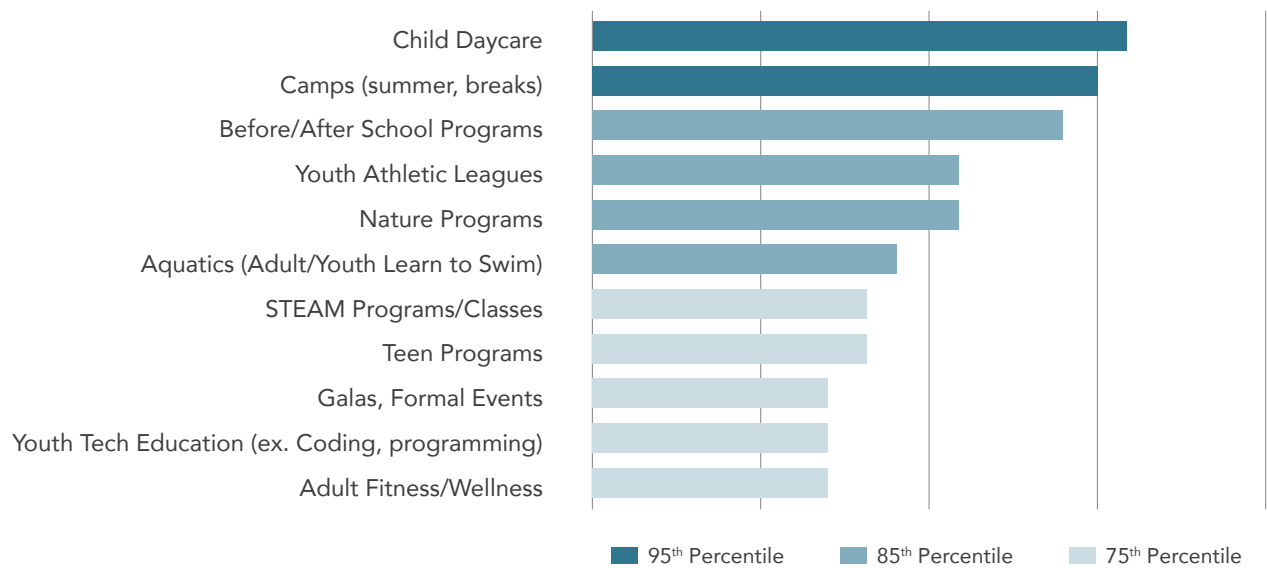
Facilities Priorities

Based on a matrix with images and names of over 41 facilities and amenities, participants were asked to place a dot on the facilities and amenities that they believed were important, but not adequately provided in the city. Following are the findings.



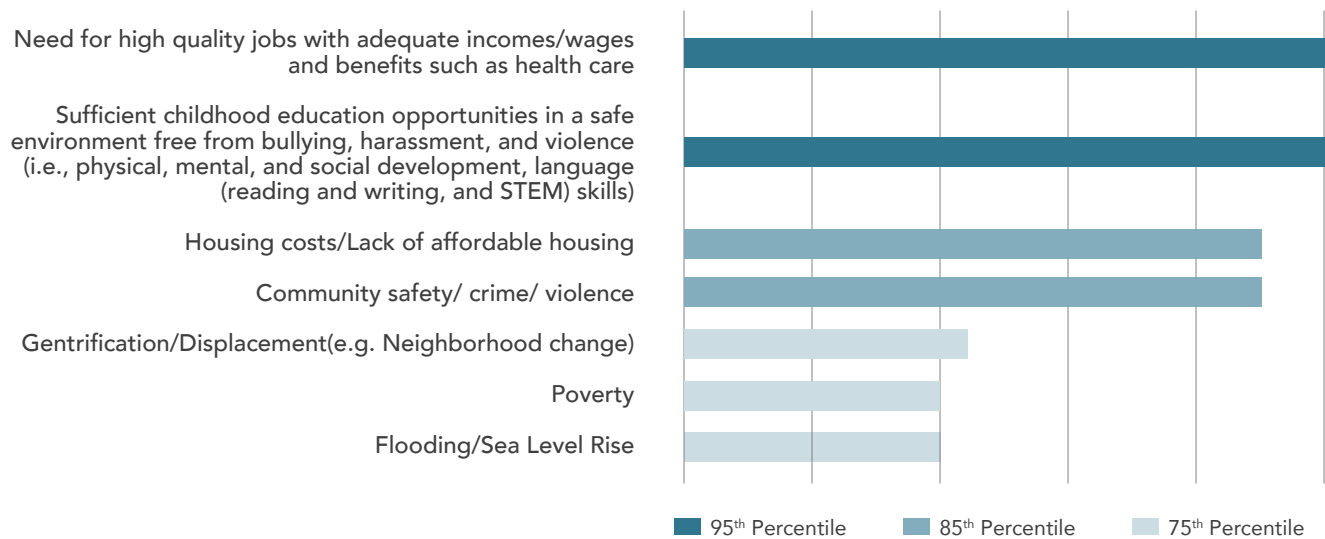
Program Priorities

Based on a matrix with images and names of over 37 programs and activities, participants were asked to place a dot on the programs and activities that they believed were important, but not adequately provided in the city. Following are the findings.



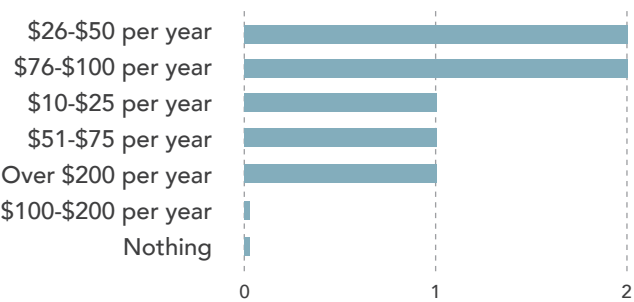
City-wide Challenges

Based on a matrix with over 26 economic, environmental, and social challenges that cities typically face, participants were asked to placed a dot on the challenges that the City of Boynton Beach is facing that they believed were most important to them. Following are the findings.



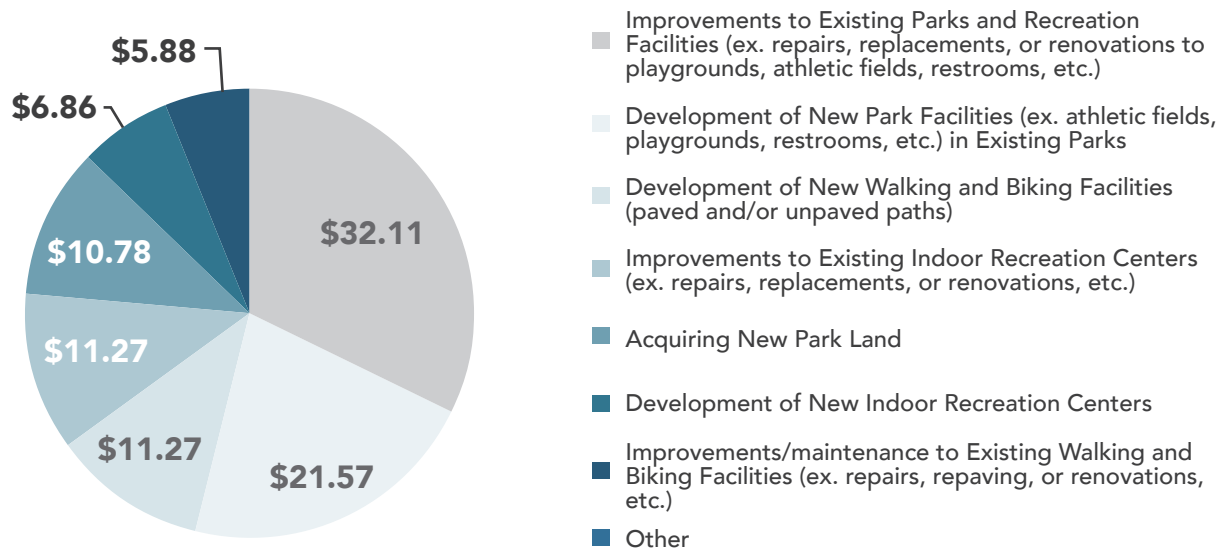
Value of Parks and Recreation and Allocation of Funds

Taxation. Participants were asked how much they'd be willing to pay in additional monthly tax revenue for the parks and recreation services they most value through a matrix that they had to indicate by placing dots across their choice of answer. The highest number of participants (2 dots) said they are willing to pay \$26-\$50 and \$76-\$100.



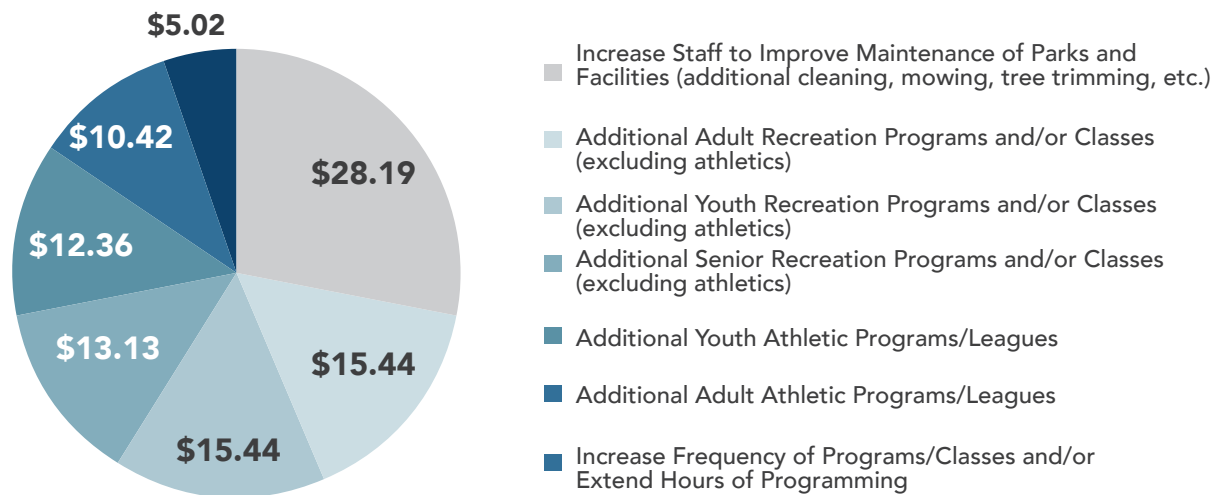
Funding Facility Priorities

Participants were given \$100 dollars to spend on eight different facilities/capital improvement categories. Following are the findings.



Funding Program Priorities

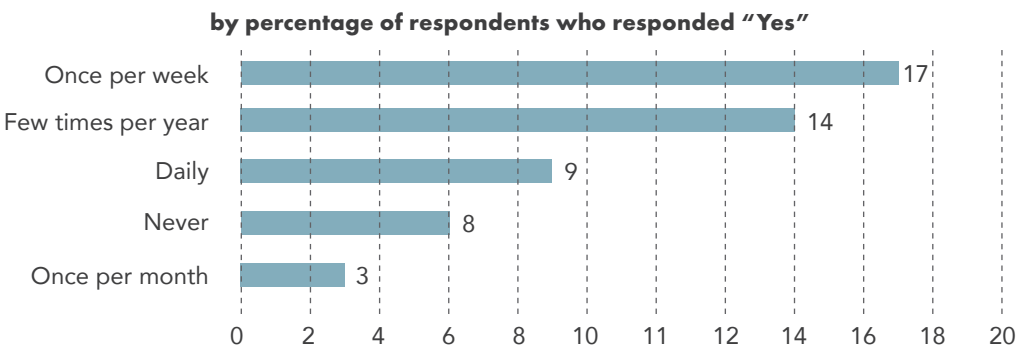
Participants were given \$100 dollars to spend on eight different programs/operations categories. Following are the findings.



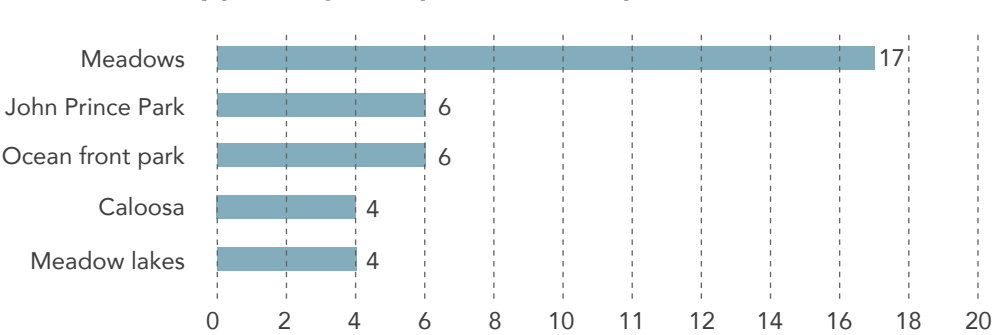
Virtual Public Meetings

A virtual public meeting was hosted by the City on Thursday, June 16 and Tuesday, June 28, 2022. Over 30 participants attended to learn about the project and provide their input. Attendees participated in various interactive polling questions where they could see responses in real-time. Following is a brief description of the questions and the selections that were made.

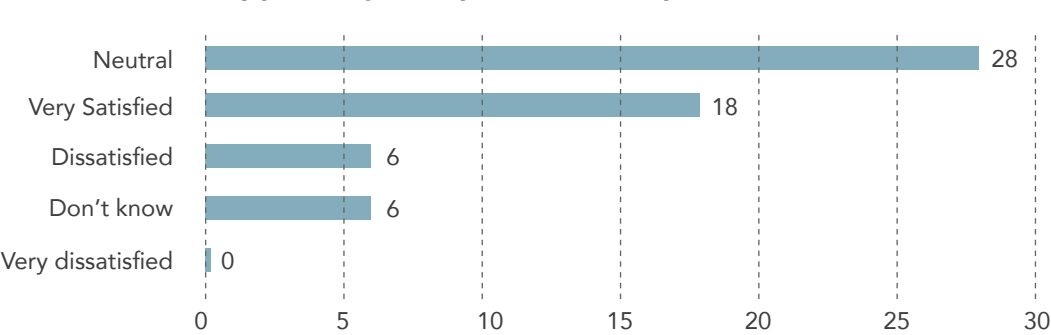
How often have you visited parks and recreation facilities in the City of Boynton Beach in the past year?



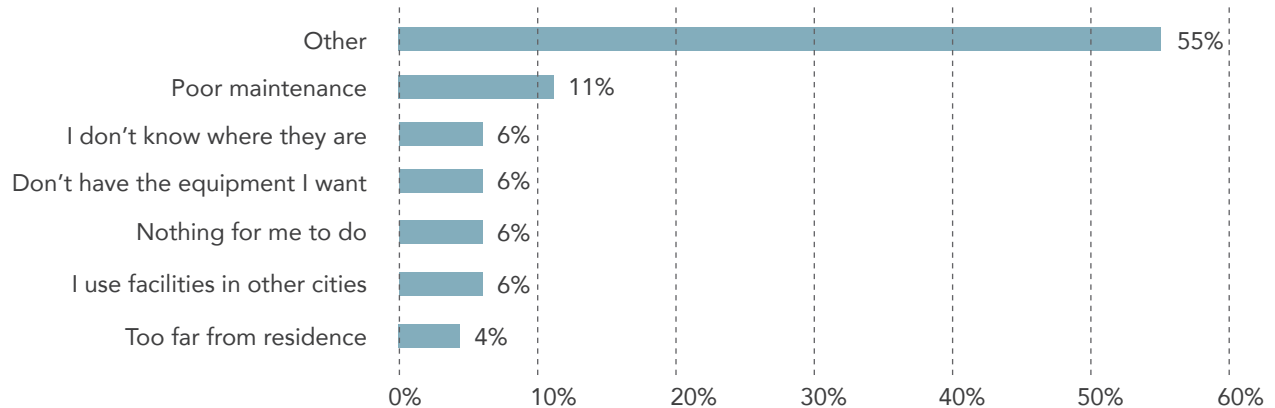
Parks and Recreation Facilities Households Visit Most Often



Rating Satisfaction of Parks and Recreation Facilities provided by the City of Boynton Beach

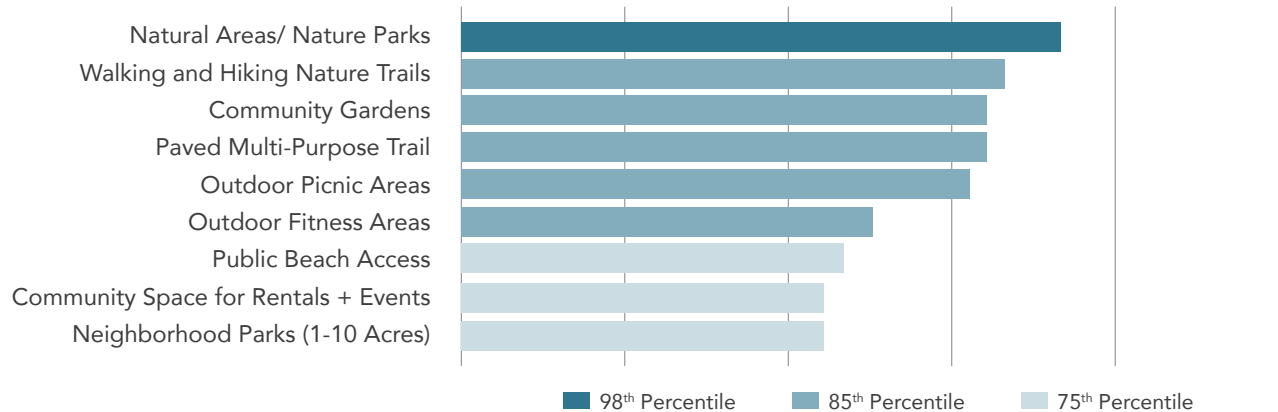


What prevents you from using the parks and recreation facilities of the City of Boynton Beach MORE OFTEN?



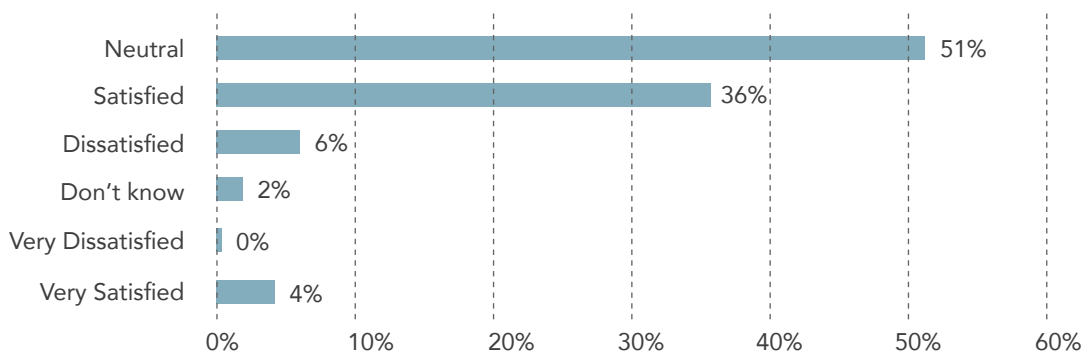
Select the FACILITY TYPES that you believe are IMPORTANT, but NOT ADEQUATELY provided by the City.

by number of respondents choosing all their choices



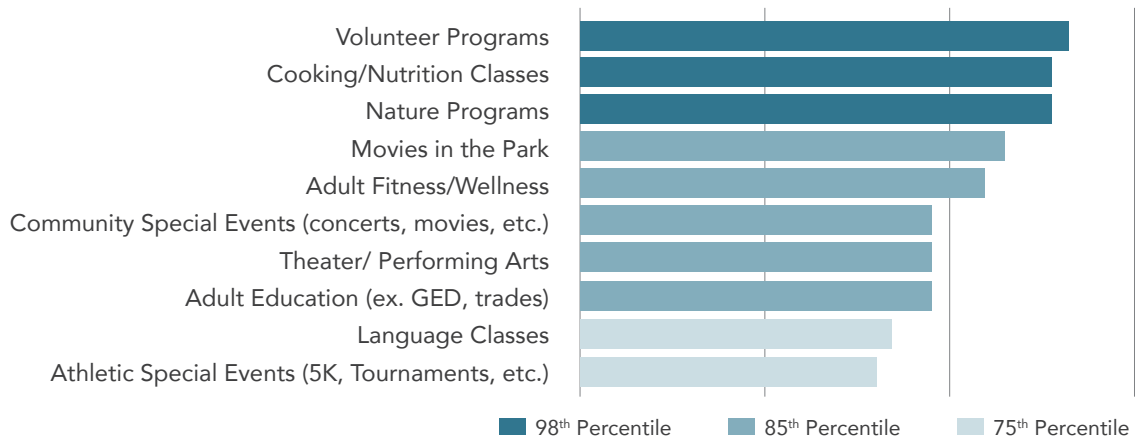
Rating Satisfaction of Parks and Recreation Programs offered by City of Boynton Beach

by percentage of respondents



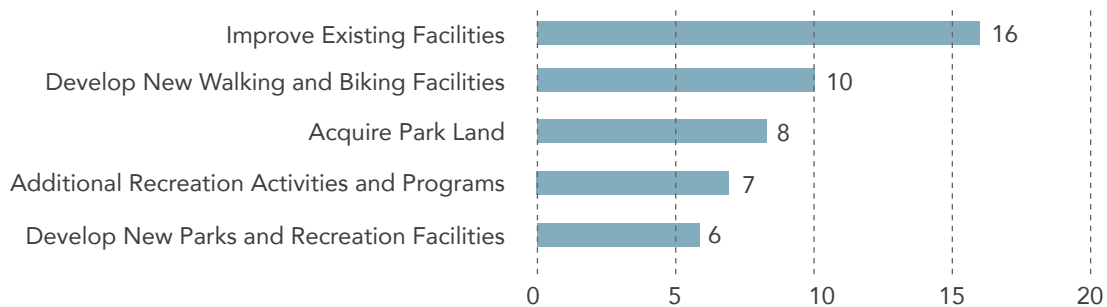
Select the PROGRAM TYPES that you believe are IMPORTANT, but NOT ADEQUATELY provided by the City.

by number of respondents choosing all their choices



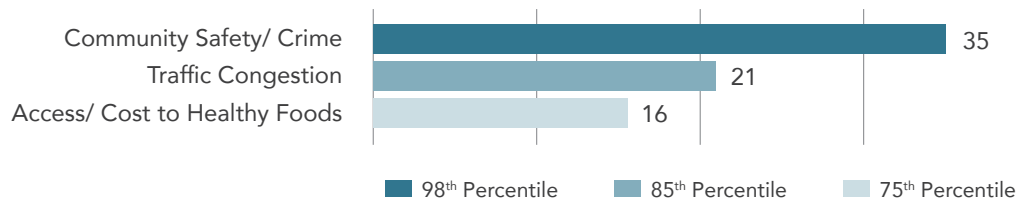
How would you rank spending priorities?

by number of respondents listing their first priority



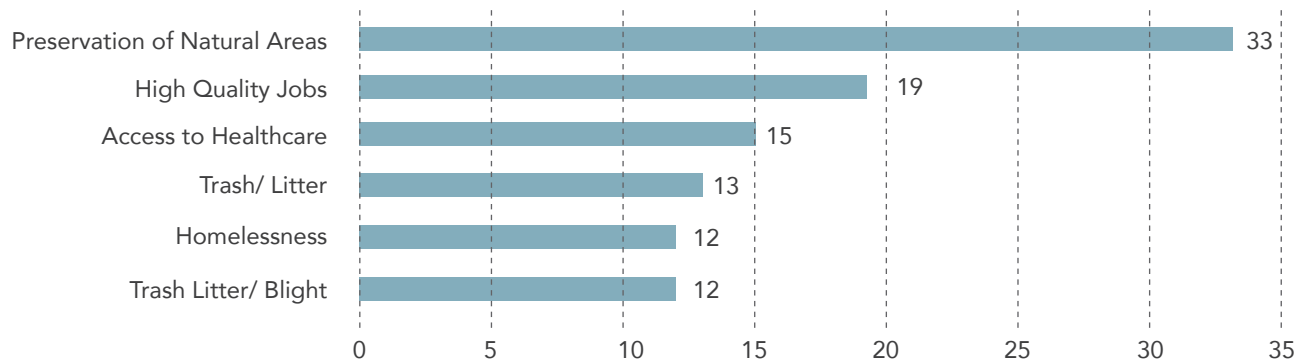
City Issues most IMPORTANT to Households.

by number of respondents choosing all their choices



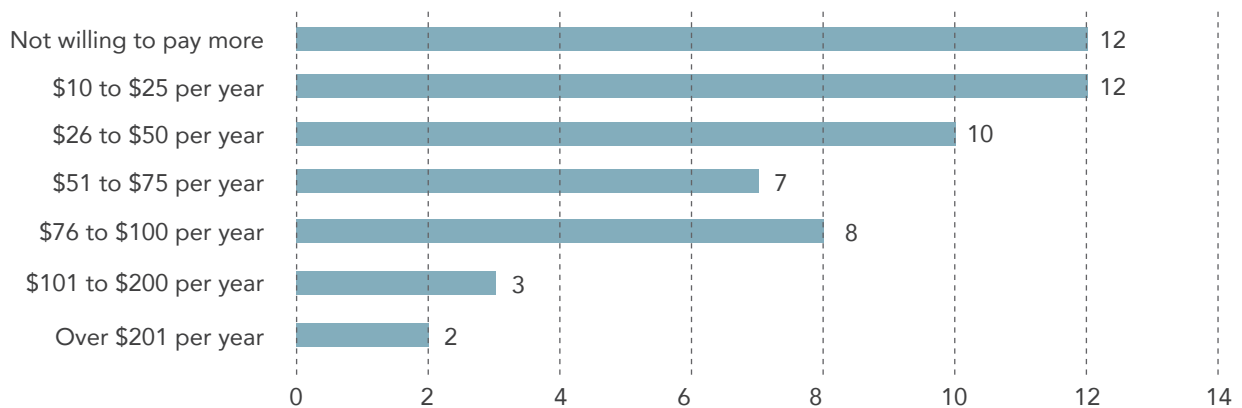
Issues most IMPORTANT to Households.

by number of respondents choosing all their choices



How much more would you be willing to pay in yearly taxes to fund the parks and recreation facilities that are most important to you?

by number of respondents choosing all their choices



Focus Group Interviews

Interviews were conducted with eight different focus groups to ascertain needs and priorities for the parks and recreation system:

- Recreation and Parks Advisory | Monday, August 22, 2022
- Planning & Development Board Meeting | Tuesday, August 23, 2022
- Education and Youth Advisory Board | Thursday, August 25, 2022
- Recreation and Parks Department Staff | Friday, August 26, 2022
- Public Arts Manager | Friday, August 26, 2022
- Art Advisory Board | Thursday, September 15, 2022
- CRA Advisory Board | Thursday, October 6, 2022
- CRA Board | Thursday, November 17, 2022

Each focus group was asked four questions associated with parks and recreation needs, broader city needs, priorities, and funding strategies. Following is a summary of findings from the interviews.

Parks and Recreation Needs

Focus Groups identified the following parks and recreation needs:

- Make all parks ADA accessible
- Pickelball Park (12-Courts)
- Playground at Canterbury at Quantum Park
- Water activities such as fishing pier at Harvey E. Oyer Jr. Park and Jaycee Park
- Splash Pad at Intercoastal Park and throughout the park system
- More outdoor work out equipment
- Exercise equipment at Intercoastal Park
- Mountain bike trails
- Paved and unpaved trails

- More shade in parks, playgrounds, and trails
- Dog Park near Federal Highway and Ocean Boulevard
- Kayak launches at Girl Scout Park
- Better branding, signage
- Transportation to parks and trips for seniors.
- Improvements to the Senior Center
- Equestrian facility, which has the potential to provide a lot of jobs, especially for youngsters
- Skate Park/ Dirt Bike Park/ Motorcross Park along I-95 corridor
- More parks in the western part of the City provided as part of new development
- Incentivize developers to provide additional space within their developments with threshold that makes sense
- Senior Center on the west side of the City.
- Ensure equitable distribution of park facilities so residents don't have to drive so far to facilities
- Better and more convenient access to the beach. Consider increasing parking fees at the beach and providing resident parking passes
- Indoor Park in Boynton Beach Mall
- Better maintenance of restrooms
- Multi-purpose athletic complex with 10-lighted multi-purpose/ soccer fields
- Aquatics complex with bigger swimming pool for swim meets, work with Schools to develop swim team for Boynton Beach High School to host swim meets, include Therapeutic water experience)
- Driving range
- Big grass open space for special events
- Gaming Center/ E-Center/ Virtual Center to host E-competitions
- Filmmaking and sound studio
- Mixed-martial arts/ boxing

- Yoga
- Fishing program for youth and adults
- Language classes
- Active-adult programs
- Teen programs and activities
- Programming to address social challenges, environmental concerns, and provide employment for youth
- More special Events similar to Pirate Fest (1,000s of attendees)
- Music festivals
- Integrate public art into parks and recreation facilities such as playgrounds, basketball courts, mural project in parks, Kinetic Art in parks that is integrated into STEAM School programs, etc. and make the City of Boynton Beach the Arts Capital of South Florida

Citywide Social, Economic, and Environmental Needs and/or Issues

Focus Groups identified the following citywide social, economic, and environmental needs and/or issues:

- Stormwater management east of Federal Highway
- Multi-modal transportation, including golf carts legalized to facilitate transportation along the road, buses to take people to the beach and other parks
- Improve overall aesthetics of the community, especially in areas in the City with lower social economic status, linear parks, and programs that help residents advance socio-economically
- Community safety.
- Litter
- At-risk youth and special populations
- Overcoming challenges of COVID and re-socializing
- Community unification and trust
- Homeless population
- Housing
- Healthcare
- High-quality jobs
- Community involvement through events and engagement

Priorities

When asked about the top priorities, Focus Groups identified the following two priorities:

- Community safety, accessibility, and education
- More greenspace, dog parks, and shade
 - Playgrounds and dog parks in Canterbury at Quantum Park
- Fishing Pier Havey E. Oyer Jr. Park
- Running trails, outdoor gyms – ninja warrior style courses
- Provide programs and activities that draw people in, keep people coming, and returning
- Addressing children’s needs
- Motorcycle Park
- Develop Eco Park
- Improve beach access
- Inclusionary recreation (e.g., Therapeutic Recreation Center).
- Sufficient staffing for maintenance and dollars
- Security – police being more visual at centers parks (e.g. cameras, call boxes)
- Large land (50-60 acres) with all sports, trails, community recreation center of inclusive of all uses
- Enhanced building space for youth programming
- Cultural arts programming that is multi-generational and entrepreneurial based
- More parking at:
 - Senior Center
 - Women’s Center
 - Hester Center

- Jaycee Park
- Meadows Park
- Boynton Lakes
- Beach
- Mangrove Extension

Funding

Focus Group were mostly supportive of the following funding strategies:

- Keeping revenues collected in park land in the parks
- Park impact fees and/or property in lieu of money
- Hire grant writer for Recreation and Parks Department
- Make parks and recreation a priority on the budget, include parks and recreation in the front of the budget process, instead of public safety and fire
- Taxes/ General Obligation Bond
- Partnerships/ Sponsorships
- User fees

Level of Service Analysis + Benchmarking

There are no industry standards or regulations regarding how communities should establish Levels of Service (LOS) for parks and recreation services. The National Recreation and Parks Association (NRPA) does not publish traditional population-based LOS standards such as park acres and facilities per 1,000 residents.

Instead, cities are encouraged to conduct community-wide needs assessments and benchmark themselves against other similar communities in order to establish their own LOS standards.

The National Recreation and Park Association (NRPA) has developed its benchmarking website Park Metrics, “the most comprehensive source of data standards and insights for park and recreation agencies” to help cities develop LOS metrics. City of Boynton Beach LOS findings were benchmarked against communities that have a similar population and population density as the City of Boynton Beach.

Additionally, LOS findings were benchmarked to various Florida cities identified by the Steering Committee. These cities were:

- City of Deerfield Beach
- City of Delray Beach
- City of Doral
- City of Fort Myers
- City of Lake Worth Beach
- City of Palm Beach Gardens
- City of Sarasota

Five different LOS methods were used to determine how well the City’s parks and recreation system is meeting residents’ needs:

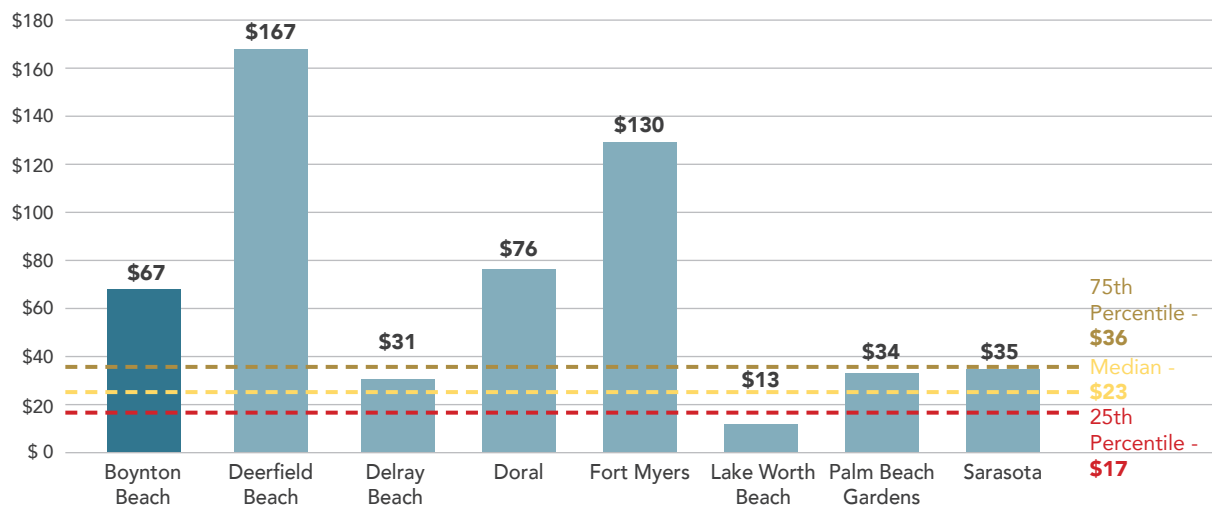
1. **Capital Funding Per Capita** - Measure the amount of capital dollars spent on parks and recreation services per resident
2. **Acreage LOS:** Measures the quantity of parkland acreage that is available per 1,000 residents.
3. **Indoor Recreation Center Square Footage LOS:** Measures the quantity of indoor recreation space available per resident.
4. **Facilities LOS:** Measures the number of recreation facilities available per capita.
5. **Access LOS:** Measures the geographic areas served by parks or recreation facilities.

It is important to note that these LOS Analyses are just one tool for determining the community’s needs. The findings alone may not be indicative of residents’ needs and priorities. LOS analyses are based on the gross population of a community, not preferences or priorities based on unique community demographics, lifestyles, or values. The findings from the LOS analyses must be compared to the findings from the other needs assessment techniques in order to verify parks and recreation needs and priorities.

Capital Funding Per Capita

Capital funding per capita is used to gauge how well a community funds parks and recreation capital improvements. Capital funding per capita were calculated for Boynton Beach and 7 other cities and compared to NRPA benchmarks for cities with a similar population and population density as the City of Boynton Beach. Figure 2.2a illustrates the findings from these analyses. Based on this analysis, the City of Boynton Beach with an average capital funding per capita for \$67 is considerably higher than the 75th percentile benchmarks (\$36) and four of the benchmark cities only to be less than City of Deerfield Beach (\$167), Doral (\$76) and Fort Myers (\$130).

Figure 2.2a
Capital Funding Per Capita 5-Year Average Level of Service



These findings suggest that while the City is spending above the national average, it is spending below some of it’s peer Florida cities, suggesting a potential need for additional funding. This need is consistent with the findings from the various qualitative survey techniques that have identified a desire by residents for improvements to existing parks.

Acreage LOS

Acreage LOS is measured by dividing the number of park acreage by 1,000 population. Park Acreage LOS was analyzed in two ways:

- Projected Park Acreage LOS considering 2027 and 2032 population projections
- City of Boynton Beach Acreage 2022 Acreag LOS compared to the benchmarks previously discussed.

Figure 2.2b illustrates the City of Boynton Beach’s Acreage LOS for the years 2022, 2027, and 2032 in comparison with the City of Boynton Beach Comprehensive Plan Acreage LOS goal. If the City does not acquire additional park land, the Acreage LOS would drop from 3.8 acres per 1,000 population in 2022 to 3.6 acres per 1,000 population in 2032, which are still above the City’s expressed goal.

Figure 2.2b
Acreage Level of Service Analysis - Projection

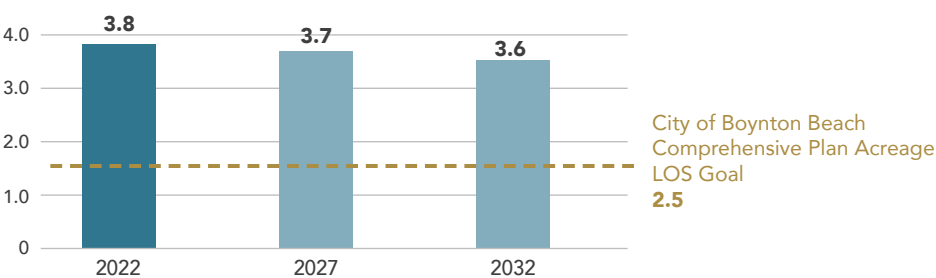
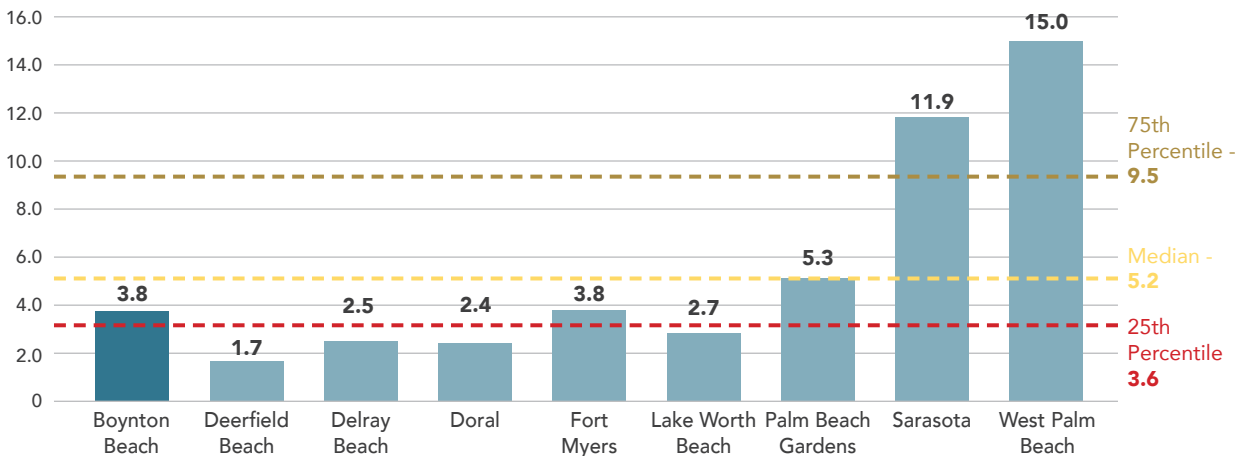


Figure 2.2c compares the City’s 2022 Acreage LOS to NRPA benchmarks for cities with a similar population and population density as the City of Boynton Beach as well as the seven cities previously discussed. Based on this comparison, it appears that the City’s Acreage LOS of 3.8 per 1,000 population is barely above the 25th percentile, below the Median Acreage LOS, and below cities like Palm Beach Gardens (5.3), Sarasota (11.9), West Palm Beach (15.0). This comparison suggest that the City’s expressed Acreage LOS goal is low relative to other comparable communities and that additionally, there is a potential need for additional park land in the City.

Figure 2.2c
Acreage Level of Service Analysis - Comparison



Facilities LOS

Facilities LOS is measured by dividing the number of residents by the number of parks and recreation facilities. The higher the number, the less facilities there are per resident, and the more of a need there may be for that particular recreation facility. The lower the number, the more facilities there are per resident, and the less of a need there may be for that particular recreation facility.

Population estimates for the years 2022 and 2032 were divided by the number of existing facilities to identify the Facilities LOS. The Median Facility LOS benchmarks were then used to calculate the need or surplus of facilities based on the projected 2032 population. Figure 2.2d illustrates the findings to this analysis.

Based on this analysis, it appears that the City may have a need for the following parks and recreation facilities:

- Recreation centers
- Senior Centers
- Teen Centers
- Stadium
- Performance Amphitheater
- Nature Centers
- Tot lots
- Community Gardens
- Multiuse courts – basketball, volleyball
- Diamond fields: baseball – youth
- Diamond fields: baseball - adult
- Diamond fields: softball – youth
- Diamond fields: softball – adult
- Skate park
- Dog park
- Rectangle fields: multi-purpose (natural turf)
- Rectangle fields: football field
- Rectangle fields: soccer field - adult
- Rectangle fields: soccer field – youth
- Multi-purpose synthetic field
- Regulation 18-hole golf course
- Regulation 9-hole golf course
- Aquatics center
- swimming pools (outdoor)
- indoor competitive swimming pool: 25 m.
- Indoor seperated diving well
- Pickleball (outdoor)
- Pickleball (indoor)
- Multi-use courts: Tennis, pickleball (outdoor)
- Multiuse courts- Tennis, Pickleball (indoor)
- Racquetball/handball/squash courts (indoor)

The City also appears to have a surplus of the following facilities:

- Community Centers
- Playgrounds
- Basketball Courts
- Trails
- Tennis courts (outdoor)

The need and surplus quantity will be revisited in Chapter 3: Long-Range Vision based on the proposed vision for the City and related recommended Facilities LOS.

Figure 2.2d
Facilities Level of Service Analysis

	Facilities	City of Boynton Beach		Benchmark Cities			
				Deerfield Beach	Delray Beach	Doral	Fort Myers
		2022	2032				
Indoor Facilities	Recreation Centers	81,873	84,962	-	3,563	70,420	92,245
	Community Centers	27,291	28,321	17,268	32,064	35,210	30,748
	Senior Centers	81,873	84,962	-	64,127	-	-
	Teen Centers	-	-	86,339	64,127	-	-
	Stadiums	-	-	-	64,127	-	-
	Arenas	-	-	-	-	-	92,245
	Performance Amphitheaters	-	-	-	32,064	-	-
	Nature Centers	-	-	-	64,127	70,420	-
	Gyms	81,873	84,962	-	-	-	42,496
Outdoor Facilities	Playgrounds	3,899	4,046	4,544	2,672	8,803	5,125
	Totlots	-	-	-	2,672	-	-
	Community gardens	-	-	-	-	70,420	-
	Basketball courts	5,458	5,664	12,334	8,016	8,803	11,531
	Multiuse courts -basketball, volleyball	-	-	-	-	-	-
	Diamond fields: baseball - youth	27,291	28,321	10,792	12,825	35,210	18,449
	Diamond fields: baseball - adult	81,873	84,962	43,170	-	-	46,123
	Diamond fields: softball - youth	81,873	84,962	-	21,376	-	23,061
	Diamond fields: softball - adult	81,873	84,962	-	-	70,420	46,123
	Skate park	-	-	-	-	-	-
	Dog park	81,873	84,962	-	-	70,420	92,245
	Rectangular fields: multi-purpose (natural turf)	20,468	21,240	28,780	-	-	23,061
	Rectangular fields: football field	81,873	84,962	43,170	7,125	-	92,245
	Rectangular fields: soccer field - adult	81,873	84,962	43,170	-	-	46,123
	Rectangular fields: soccer field - youth	-	-	-	-	-	-
	Multi-purpose synthetic field	-	-	-	-	-	-
	Trail miles maintained	6	6	-	-	-	-
Golf	Regulation 18-hole courses	-	-	-	-	-	-
	Regulation 9-hole courses	-	-	-	-	-	-
Swimming/ Aquatics	Aquatics centers	-	-	-	32,064	-	92,245
	Swimming pool (outdoor only)	81,873	84,962	86,339	32,064	-	46,123
	Indoor Competitive swimming pool 50 meters	-	-	-	-	-	-
	Indoor Competitive swimming pool 25 meters	-	-	-	-	-	-
	Indoor seperated diving well	-	-	-	-	-	-
	Splash pad/ Sprayground	-	-	-	-	-	-
Racquet Sports	Tennis courts (outdoor)	2,823	2,930	7,195	1,309	5,868	11,531
	Pickleball (outdoor)	20,468	21,240	-	-	-	15,374
	Pickleball (indoor)	-	-	-	-	-	-
	Multiuse courts - Tennis, Pickleball (outdoor)	-	-	-	-	-	-
	Multiuse courts - Tennis, Pickleball (outdoor)	-	-	-	-	-	-
	Racquetball/handball/squash courtsv(outdoor)	-	-	-	-	-	-
	Racquetball/handball/squash courtsv(outdoor)	-	-	-	-	-	-

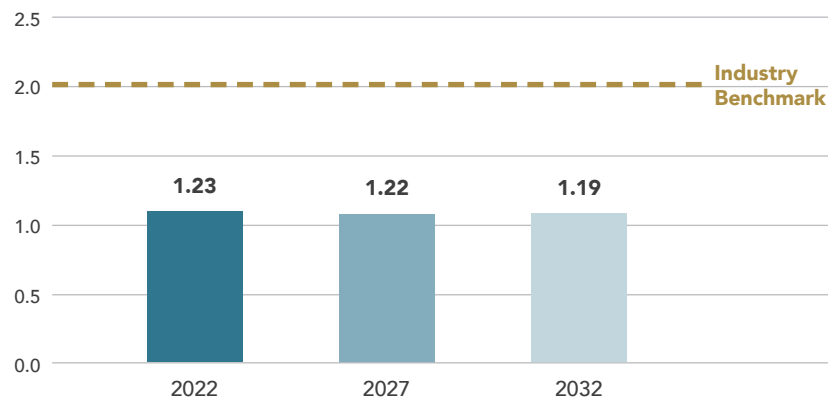
Benchmark Cities				NRPA Park Metrics			Need/ Surplus
Lake Worth Beach	Palm Beach Gardens	Sarasota	West Palm Beach	Aggregated Benchmarks (Pop. 50k-100k; Dens. 300-1000/sq mi.)			Based on Median Benchmark
				25th Percentile	Median	75th Percentile	2032
42,496	59,098	27,382	39,095	49,523	32,794	27,614	-2
42,496	29,549	-	29,322	66,036	50,956	28,060	2
-	59,098	-	-	86,953	75,525	71,853	-1
-	-	-	-	71,280	58,430	57,705	-2
-	-	-	-	64,150	64,150	64,150	-2
-	-	-	-	-	-	-	-
-	-	18,255	58,643	77,676	71,853	63,433	-2
-	-	-	-	76,156	68,181	65,704	-2
42,496	-	27,382	29,322	-	-	-	-
14,165	3,476	3,042	4,344	6,009	4,869	2,841	4
-	-	-	-	18,349	11,396	4,926	-8
-	-	-	-	37,763	28,490	12,645	-3
14,165	3,283	9,127	6,516	16,397	14,608	7,683	10
-	9,850	-	-	31,606	11,524	7,273	-8
10,624	5,910	-	14,661	16,826	6,492	4,610	-11
21,248	19,699	-	58,643	48,325	32,500	25,988	-2
10,624	11,820	-	29,322	7,973	7,034	6,199	-12
21,248	19,699	-	58,643	24,457	20,255	16,621	-4
-	59,068	54,764	117,286	69,143	68,181	65,000	-2
-	59,098	27,382	23,457	71,853	65,000	50,248	-1
21,248	3,476	-	14,661	21,033	11,524	7,576	-4
-	-	27,382	117,286	46,501	34,091	26,942	-2
-	-	54,764	117,286	73,345	48,538	26,491	-1
42,496	-	54,764	58,643	21,033	10,962	8,347	-8
-	59,098	54,764	-	32,500	32,075	19,477	-3
-	-	-	-	4	10	39	4
-	-	-	-	72,334	69,143	67,072	-2
-	-	-	-	75,525	75,525	75,525	-2
-	59,098	27,382	117,286	71,853	65,000	50,248	-2
-	29,549	27,382	58,643	54,339	38,078	19,851	-2
-	-	-	-	-	-	-	-
-	-	-	-	71,853	68,181	66,166	-2
-	-	-	-	72,681	69,838	66,994	-2
-	-	-	11,729	-	-	-	-
8,499	2,111	2,489	4,887	19,764	7,575	2,812	18
-	4,925	-	-	28,318	16,426	13,175	-2
-	9,850	-	-	40,200	16,250	12,845	-6
-	-	-	-	9,118	5,819	4,334	-15
-	-	-	-	51,522	38,893	26,265	-3
-	-	-	-	-	-	-	-
-	-	-	-	15,105	15,105	15,105	-6

Indoor Recreation Center Space LOS

Indoor Recreation Center Space LOS is measured by dividing the amount of indoor and community recreation center space available to residents by the number of residents in the City.

Industry guidelines suggest that communities with high quality indoor recreation services should have about 2.0 square foot of interior recreation and community center space per resident. Figure 2.2e illustrates the findings from this analysis considering the City of Boynton Beach’s 2022, 2027, and 2032 population estimates.

Figure 2.2e
Indoor Square Footage Level of Service Analysis



The City of Boynton Beach currently has approximately 101,105 square feet of indoor recreation and community center space. This equates to approximately 1.23 square foot of indoor space per resident in 2022, 1.22 in 2027, and 1.19 in 2032.

Based on this analysis, it appears that the City may have a need of indoor recreation center space. To reach the 2.0 square feet per resident target, the City would need about 62,641 square feet based on the 2022 population, 65,011 square feet based on the 2027 population, and 68,818 square feet based on the 2032 population.

Access LOS

Access LOS measures the distance residents have to travel to access parks and recreation facilities. It is used to understand how park access varies between different neighborhoods in a city. Informed by industry best practices, the following distances were used to analyze Access LOS for the City’s park system and key recreation facilities that were identified as potentially needed through the needs assessment process:

- All City Parks – ½ mile
- Community Parks – 1 mile, 2 miles
- Indoor Recreation Centers – 1 mile, 2 miles

Figures 2.2g – 2.2j provide the results from this mapping analysis while Figure 2.2f provides a summary of these findings.

Figure 2.2f suggests that, with an Access LOS of 1/2 miles, the City may have a need for Neighborhood Parks in key pockets throughout the City. However, the City may not have a need for Community Parks with an Access LOS of 3 miles, while it may have a need for Community Recreation Centers, with an Access LOS of 3 miles. These findings will further explored during Chapter 3: Vision.

Figure 2.2f
Access LOS Analysis Summary

Park Type Analyzed	½ Mile	1 Mile	2 Miles	3 Miles
All City Parks	●	-	-	-
Neighborhood Parks	●	-	-	-
Community Parks	-	●	●	+
Community Recreation Centers	-	●	●	●

● Partial-Coverage

+ Full-Coverage

Figure 2.2g

All City of Boynton Beach Parks – 1/2 Mile Access LOS

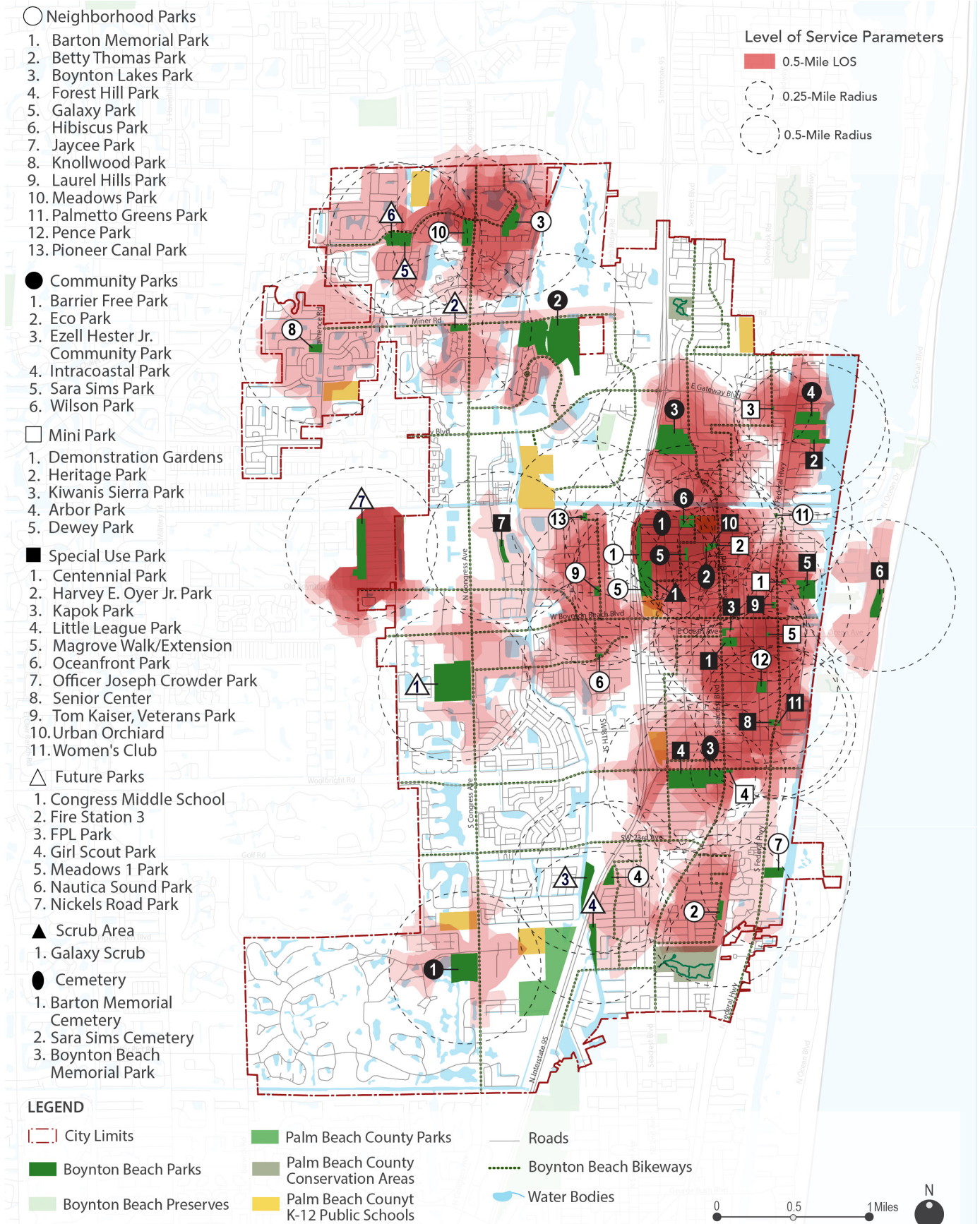


Figure 2.2h

City of Boynton Beach - Neighborhood Parks – 1/2 Mile Access LOS

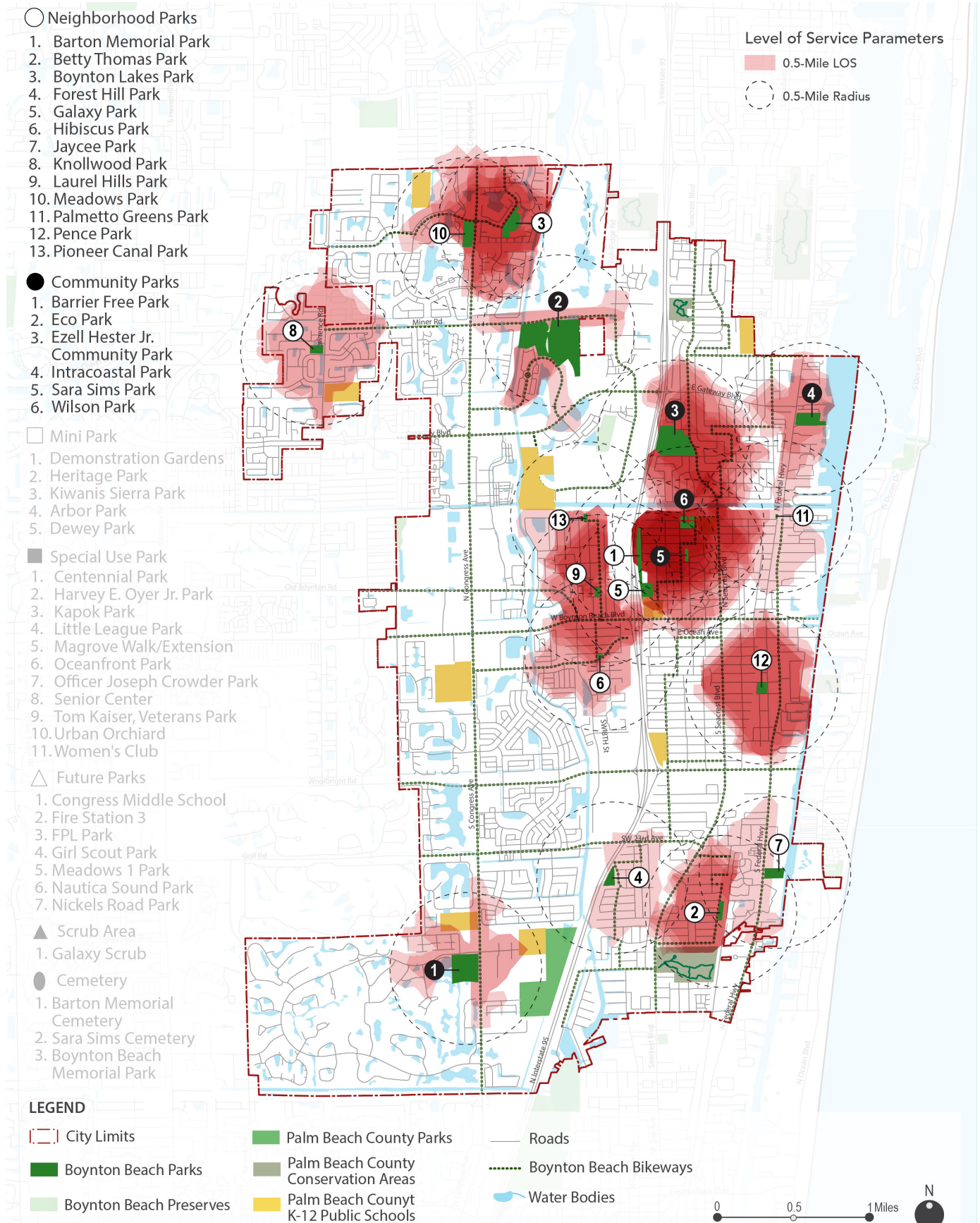


Figure 2.2i

City of Boynton Beach - Community Parks – 1 Mile, 2 Miles, 3 Miles Access LOS

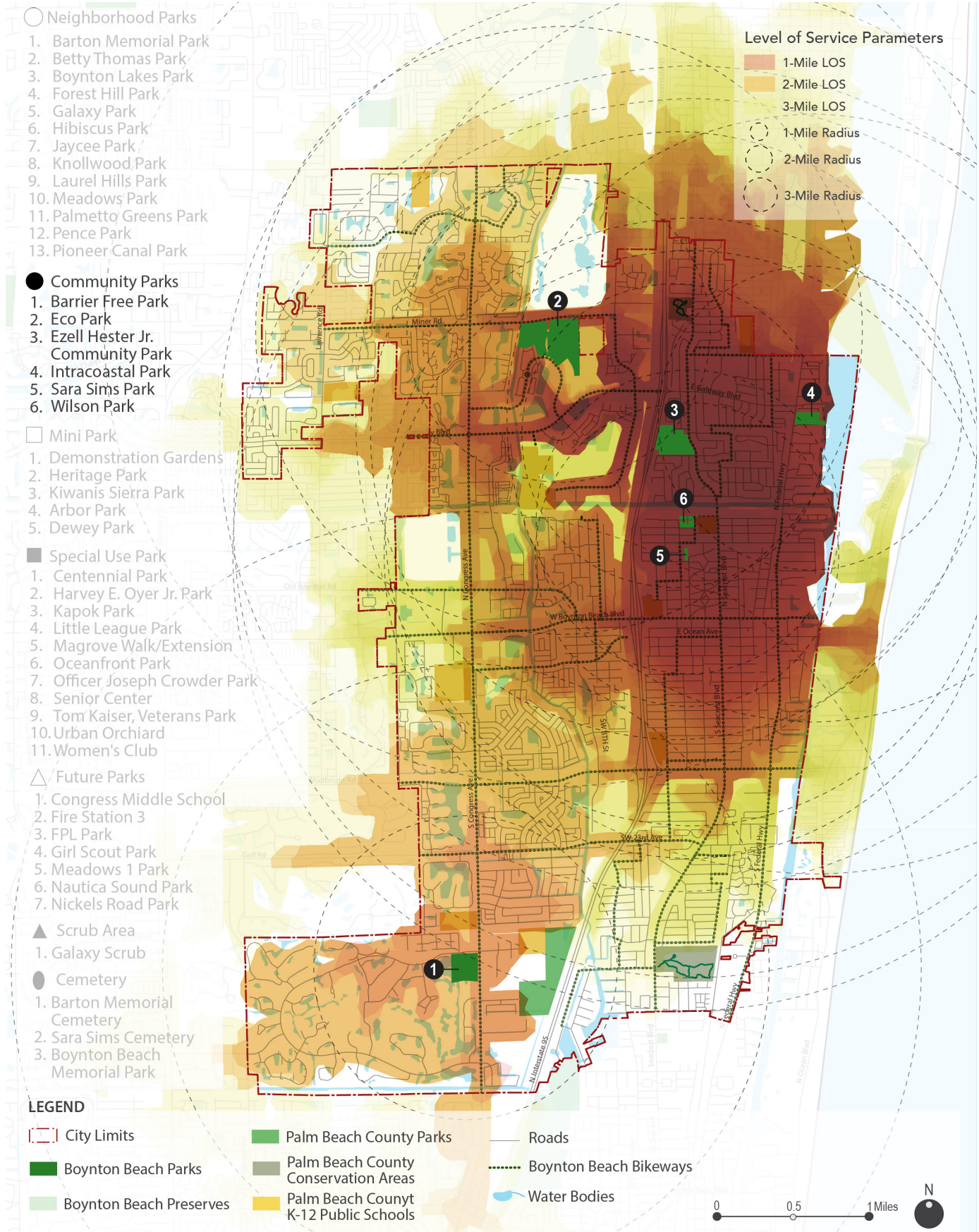
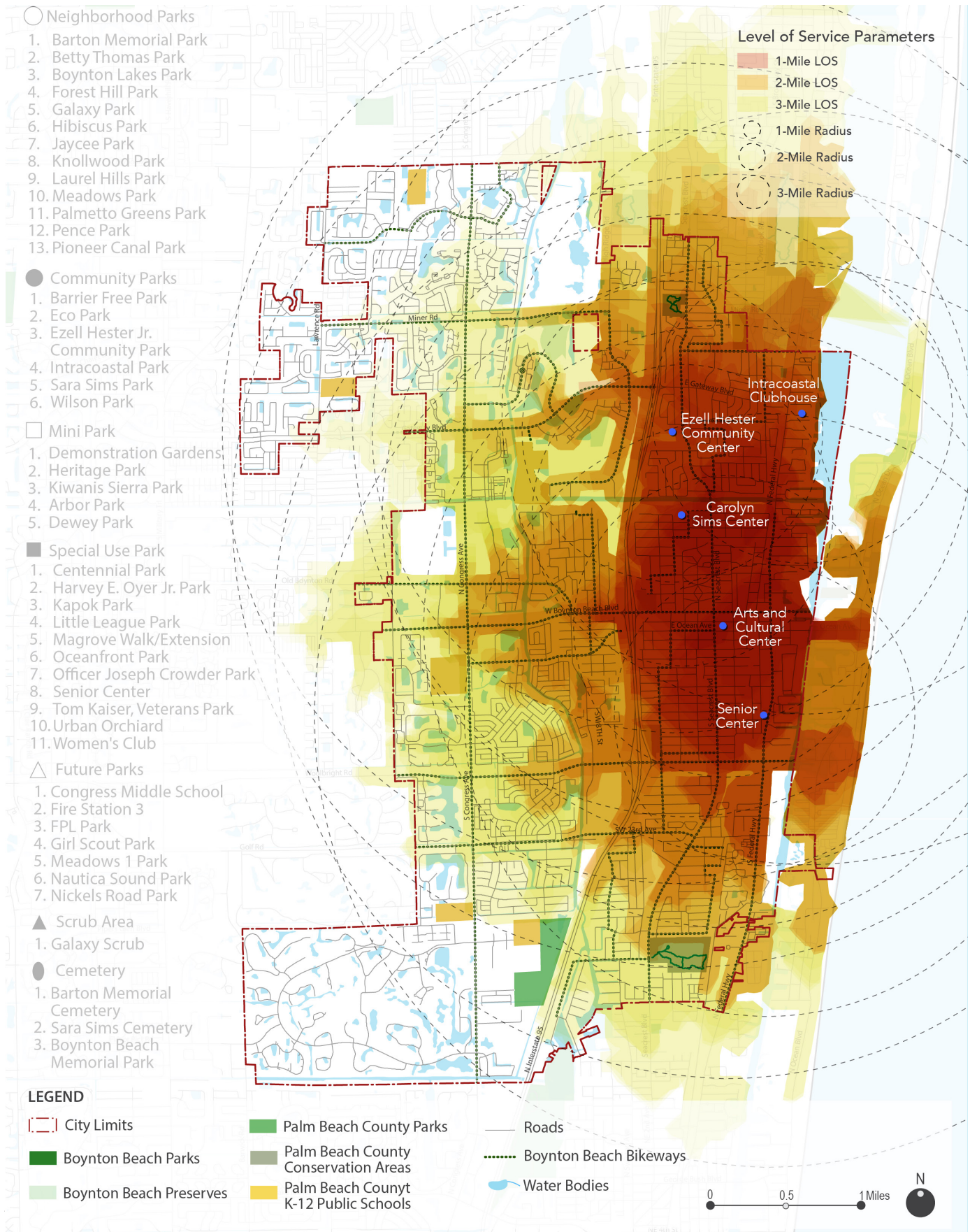


Figure 2.2j

City of Boynton Beach - Community Centers – 1 Mile, 2 Miles, and 3 Miles Access LOS



Summary Findings

Based on all the information collected, Figures 2.3a and 2.3b indicate how the findings from the statistically-valid survey - the most reliable and credible of the needs assessment techniques - are validated by many of the other techniques related to facilities/amenities, programs/activities, areas of community concern, actions, and funding allocation for facilities/capital improvements and programs/operations.

Following is a summary list of the priority rankings followed by comparison matrices.

Top Priority Facilities/Amenities

1. Public beach access
2. Natural areas/ Nature Parks
3. Community Gardens
4. Dog Parks
5. Restrooms at Parks
6. Unpaved walking and hiking trails
7. Community Parks (20+ acres)

Top Priority Programs/Activities

1. Community special events
2. Adult fitness/wellness
3. Nature programs
4. Movies in parks
5. Senior classes

Top Priority Areas of Community Concern

1. Community safety/ crime/ violence

Other citywide issues that were mentioned were preservation of natural areas, blight, unsightly neighborhood conditions, homelessness and/or panhandling, affordable housing, community divisiveness/ isolation/ loneliness/ anxiety and depression, high-quality jobs with adequate income and wages, and flooding

Top Priority Actions

1. Increase safety and security measures in parks
2. Development park app
3. Development of walking and biking facilities

Chapter 3: Long-Range Vision of this report will discuss recommendations for responding to the top priority parks and recreation needs.

Figure 2.3a

Findings Summary and Comparison - Facilities/Amenities, Programs/Activities, Areas of Community-Wide Concern, and Actions

NEEDS ASSESSMENT TECHNIQUE:	1. Statistically Valid Survey	2. On-line Survey	3. City Leadership Interviews	4. Staff Input	5. Steering Committee	6. Public Meeting	7. Virtual Public Meeting	8. Focus Group	9. Level-of-Service Analysis + Benchmarks
HIGH PRIORITY FACILITIES/AMENITIES:									
Public beach access	●	●		●		●	●	●	
Natural areas/nature parks	●	●	●	●	●	●	●	●	
Community Gardens	●	●			●	●	●	●	
Dog Parks	●		●	●		●	●	●	●
Restrooms at Parks	●	●	●		●	●	●		●
Unpaved walking and hiking trails	●	●	●	●	●		●	●	
Community Parks (20+ Acres)	●	●	●	●		●	●	●	●
HIGH PRIORITY PROGRAMS/ACTIVITIES:									
Community special events	●	●		●	●		●	●	
Adult Fitness/Wellness	●	●		●	●	●	●		
Nature programs	●	●	●	●	●	●	●	●	
Movies in the park	●	●				●	●		
Senior Classes	●		●	●	●		●	●	
AREAS OF COMMUNITY-WIDE CONCERN:									
Community safety/ crime/ violence	●	●	●	●	●	●	●	●	●
HIGH PRIORITY ACTIONS:									
Increase safety and security measures in parks	●	●	●	●	●	●	●	●	●
Develop park app	●	●	●				●	●	
Development of walking and biking facilities	●	●	●	●	●	●	●	●	●

Funding Allocation for Facility/ Capital Improvements

1. Improvements to existing parks and recreation facilities
2. Development of new walking and biking facilities
3. Development of new/ additional parks facilities in existing parks
4. Acquiring new park land
5. Improvements to existing walking and biking facilities
6. Development new indoor recreation centers
7. Improvements/ maintenance to existing indoor recreation centers

Funding Allocation for Programs/ Operations

1. Increasing staff to improve maintenance of parks and facilities
2. Additional adult recreation programs and/ or classes (excluding athletics)
3. Additional senior recreation programs and/ or classes (excluding athletics)
4. Additional youth recreation programs/ classes (excluding athletics)
5. Additional youth athletic programs/leagues
6. Increase frequency of programs/ classes/ and/or extended hours of programming
7. Additional adult athletic programs/leagues

Figure 2.3b
Findings Summary and Comparison - Funding Allocation

NEEDS ASSESSMENT TECHNIQUE:	1. Statistically Valid Survey	2. On-line Survey	3. Steering Committee	4. Public Meeting
FUNDING ALLOCATION FOR FACILITY/ CAPITAL IMPROVEMENTS:				
Improvements to existing parks & recreation facilities	\$24.91	\$22.56	\$20.90	\$32.35
Development of new walking & biking facilities	\$15.21	\$18.76	\$22.89	\$11.27
Development of new/additional parks facilities in existing parks	\$14.77	\$17.60	\$17.41	\$21.57
Acquiring new park land	\$12.87	\$14.57	\$10.45	\$10.78
Improvements/ maintenance of existing walking & biking facilities	\$12.14	\$10.62	\$12.94	\$5.88
Development of new indoor recreation centers	\$8.79	\$6.97	\$4.48	\$6.86
Improvements/ maintenance of existing indoor recreation centers	\$7.27	\$8.03	\$10.95	\$11.27
Other	\$4.04	\$0.89	\$4.48	\$0.00
FUNDING ALLOCATION FOR PROGRAMS/OPERATIONS:				
Increasing staff to improve maintenance of parks/ facilities	\$25.93	\$30.07	\$32.31	\$28.19
Additional adult recreation programs and/ or classes (excluding athletics)	\$15.74	\$13.43	\$12.31	\$15.44
Additional senior recreation programs and/or classes (excluding athletics)	\$15.49	\$9.55	\$9.23	\$13.13
Additional youth recreation programs and/or classes (excluding athletics)	\$13.61	\$16.14	\$11.28	\$15.44
Additional youth athletic programs/leagues	\$10.28	\$11.31	\$8.21	\$12.36
Increase frequency of programs/ classes/and/ or extended hours of programming	\$8.18	\$11.99	\$12.31	\$5.02
Additional adult athletic program/leagues	\$6.81	\$7.13	\$10.26	\$10.42
Other	\$3.96	\$0.37	\$4.10	\$5.02

Chapter 3

VISION

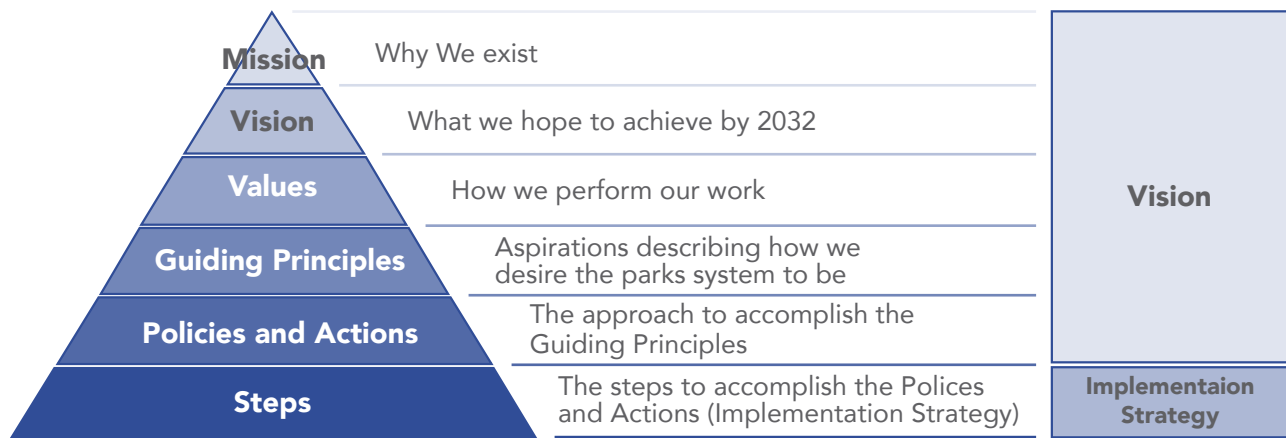


3.1

Reimagine Recreation - Boynton Beach Vision

The Vision is where the Master Plan starts to come to life, by providing recommendations for how the system should be transformed over the next 10 years.

The Vision includes the first five elements of the Vision Framework seen below - Mission, Vision, Values, Guiding Principles, and Policies/Actions. The Steps form the priorities of the final phase, the Implementation Plan.



In December 2022, Department and City staff participated in a Visioning Workshop to explore these elements, building on the findings of the Existing Conditions and Needs + Priorities Assessment as their foundation.

The Visioning Workshop also included discussion of the following topics:

- Vision, Mission, Guiding Principles
- Programming/ Activities
- Facilities/ Amenities
- Individual Park Improvements
- Staffing and Marketing

The Visioning Workshop also provided an opportunity to set new standards for recreation in Boynton Beach.



Vision Framework

Mission

The Mission Statement articulates why the Department exists:

‘To enhance the quality of life in our community.’

The discussion surrounding the current statement raised a few key concerns, including:

- That the statement is too broad and does not signify recreation specifically
- That the statement does not explain ‘how’ the Department functions
- That the statement leaves out important facets of the department, including the new ‘cultural’ component, as well as the role of diversity and inclusion

Draft Mission:

To enhance the quality of life through recreational and cultural opportunities that promote a healthy, vibrant, and inclusive community.

Further discussion will be necessary to ensure that this draft is satisfactory.

Vision

The Vision Statement describes what the Department hopes to achieve by 2032:

‘To be a leading and well-respected, nationally accredited agency providing exceptional, widely accessible facilities and services that meet the needs and contribute to the health and well-being of the community while preserving its history and embracing its future.’

The discussion surrounding the current statement raised a few key concerns, including:

- That the statement includes unnecessary phrases, such as “nationally accredited” and “widely accessible”
- That the statement is too impersonal
- That the statement should be more action-oriented, to “create” rather than “to be”

Draft Vision:

To create exceptional and equitable recreational facilities and services that—through continuous enhancement—exceed the needs of our residents, while preserving our history and embracing our future.

Further discussion will be necessary to ensure that this draft is satisfactory.



Values:

The Values identify how the Department performs its work. The previous parks and recreation System Master Plan, completed in 2015, identified a variety of External and Internal Values:

External:

- A healthy, active and engaged community
- Open space that is clean, green and safe
- Excellent relationships with the people we serve
- The safety, well-being and education of children
- The safety, well-being and socialization of older adults
- Partnerships with public and private agencies and volunteers that enhance programming and play

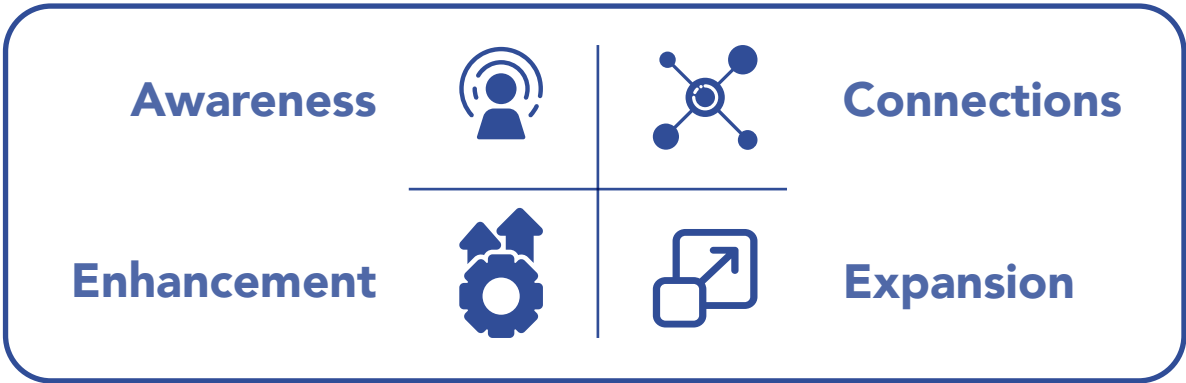
Internal:

- A commitment to collaborate, communicate and cooperate
- A commitment to integrity, honesty, openness and courage
- Respect for diverse cultures
- Focus on initiative, pride, spirit, teamwork and excitement

Further discussion will be necessary to ensure that these Values continue to be satisfactory..

Guiding Principles

As noted, the findings of those first two phases produced a broad range of ideas, needs, challenges, and opportunities. When considering the connections and interactions between all these elements, they were found to align under four overarching themes:



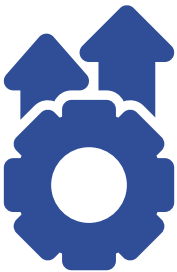
Expanding on each of these themes creates a Guiding Principle, which provides focus for all of the Policies and Actions that follow.



Grow Awareness

Increase local knowledge of the parks and recreation system

The Department will employ a variety of methods to ensure that the community is aware of all the facilities and services provided by the Department of Recreation and Parks.



Enhance What We Have

Renew existing facilities, programs, and services

The Department will make equitable enhancements to existing facilities, programs, and services to maximize their use and impact in the community.



Connect Our Recreation and Parks System

Seamlessly integrate the parks and recreation system into the community

The Department will ensure that all parks, programs, and services are connected, accessible, and inclusive for all in the community.



Expand Our Recreation and Parks System

Grow the system to keep pace with the City's growth

The Department will ensure that all parks, programs, and services are connected, accessible, and inclusive for all in the community.

Policies and Actions

The policies and actions form the central recommendations of this Vision, and lay the blueprint for the Department's strategy over the next 10 years. While each policy or action falls within one of the guiding principles, they often have relevance to another principle. This interconnectedness is indicated with letters for each Principle: (A) Awareness, (E) Enhancement, (C) Connections, (X) Expansion.

There are also symbols to identify when a Policy or Action is derived from a prior plan:

- * Strategic Plan
- ^ Comprehensive Plan
- Climate Action Plan
- ~ Complete Streets Mobility Plan





Grow Awareness: Increase local knowledge of the parks and recreation system

1. **Develop a Strategy for Marketing and Branding the Department (C)** - Complete a comprehensive strategy for marketing and branding the parks department.
2. **Intentionally and strategically focus on the Department's Storytelling.**
3. **Explore Strategic Partnerships (C)** - Expand collaboration—including signage and announcements, as well as shared land and amenities—with organizations with overlapping missions.

These partnerships will be key to increasing awareness and usage of parks and recreation facilities. Potential partnerships include:

- Libraries^
- Hospitals
- Schools^
- Transit station/ bus stops



Enhance What We Have: Renew existing facilities, programs, and services

1. **Enhance Parks** - Enhance existing parks to maximize the use of limited land and make critical improvements based on identify community needs and concerns.

Some of the City's parks, such as Eco Park, Hester Park, Meadows Park, and Pence Park, have recently been redesigned, are awaiting implementation, or are in the development phase. Others, however, have not benefited from a comprehensive, public engagement based planning and design process. Additionally, many of the existing facilities and amenities are outdated or in need of renovation.

Discussions during the Visioning Workshop determined that some of the City's largest and most popular parks are in need of redesign and strategic improvements. Following are specific parks and improvements identified through the Visioning Workshop, some of which are illustrated later in the Vision. It will be important for these parks to go through comprehensive, public engagement based master planning processes that are informed by the findings from the Parks Master Plan.

- **Barrier Free Park** - Add lighting between the Tennis Center building and parking lot; renovate and expand the Tennis Center and move the Tennis Pro Shop closer to the parking lot so it improves security; add a new Tennis Center gathering area; address drainage issues in the Tennis Courts; add walking trails in the forested area of the park; add educational signage related to stormwater management and green infrastructure; expand splash pad; relocate workout area to add Pickleball Courts.

- **Barton Memorial Cemetery and Greenway** - Enhance landscape and hardscape of cemetery and add fencing and historical signage in the cemetery; connect the park to Galaxy Scrub; address security concerns; re-evaluate restroom in the park.
- **Betty Thomas Park** - Enhance overall aesthetics of the park including improving parking and fencing; address irrigation issues; add a playground with shade cover; add green infrastructure.
- **Boynton Lakes Park** - Add on-street parking; improve workout area; add lighting around the trail; explore adding a dog park and athletic fields.
- **Boynton Beach Memorial Park** – Renovate outdoor restroom, enhancing landscaping, adding seating areas, shelter, and enhance for walking.
- **Centennial Park** - Add synthetic turf with lighting to maximize use.

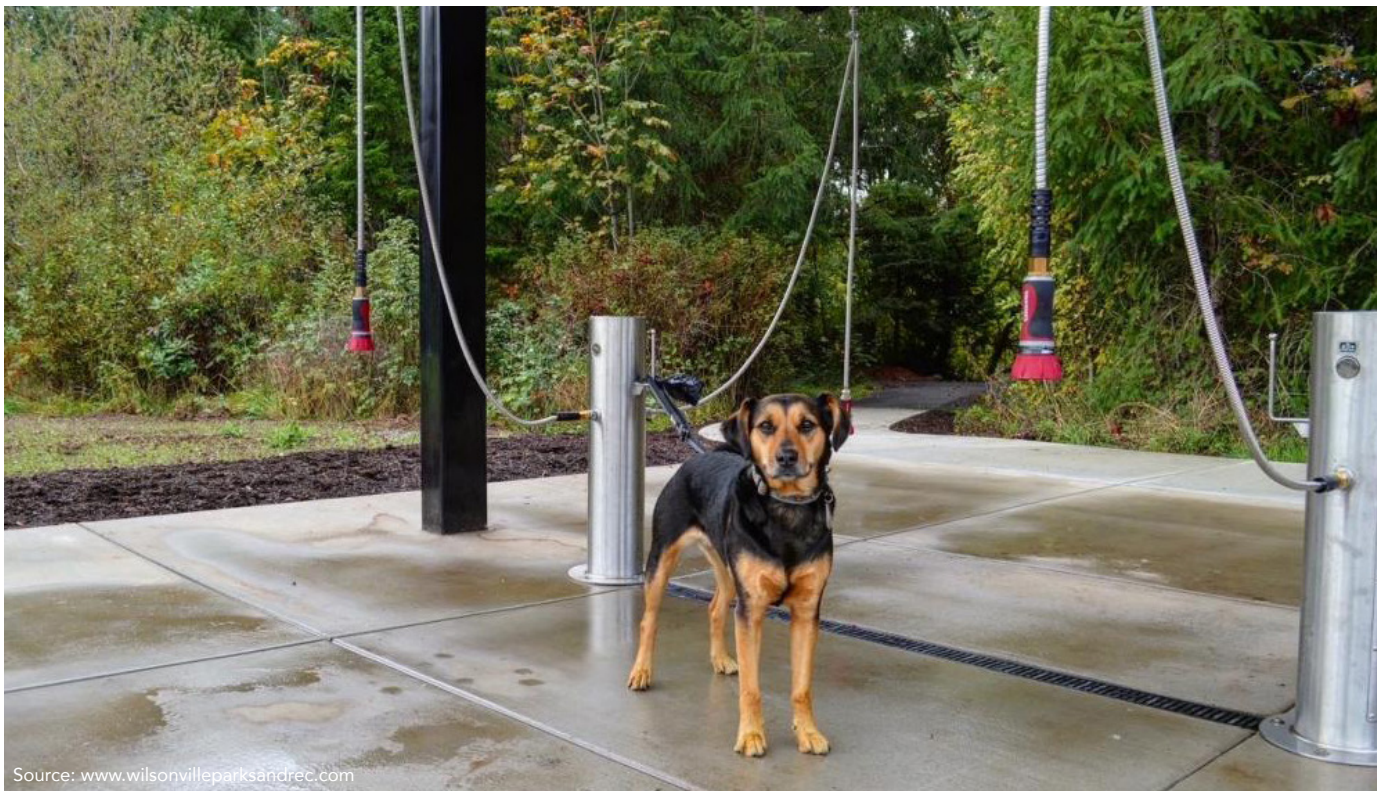
Figure 3.1a

Congress Middle School Park Facility Improvement and Development Diagram



- **Congress Middle School Park** - Collaborate with School District to enhance and expand athletic facilities and develop into a Community Park (Figure 3.1a) including Skate Park, an outdoor pool, splash pad, and new natural turf multi-purpose field.
- **Ezell Hester Jr. Community Park** - Add a new playground; continue with Phase 2 - synthetic turf for second fields and expand field space into forested area; add a cover to the Basketball Court; add a trail in the natural area; and extend hours on the weekend in the Community Center and include E-Center and sound recording studio.
- **Forest Hills Park** - Improve parking opportunities; add green infrastructure; explore park expansion to open up the park; remove the Baseball Field; and add a dog park and walking trails.
- **Galaxy Park** - Add lights and Pickleball Courts.
- **Harvey E. Oyer Jr. Park** - Explore the feasibility of adding a restaurant on the site; redesign parking area to maximize parking spaces and circulation.
- **Hibiscus Park** - Move Basketball Court and convert to multi-use court; and add outdoor exercise equipment.
- **Intracoastal Park** - Redesign circulation to increase and maximize parking on-site including moving dumpster to front of the park and replacing the wall on the south side; add access to the water on the southeast corner of the parking to add a floating dock; outdoor exercise equipment; and renovate the building.
- **Jaycee Park** - Add lights on the south side of the park; complete tree management; improve fishing pier; and add kayak launch, dog park, and splash pad.

Figure 3.1b
Dog Wash Area



Source: www.wilsonvilleparksandrec.com

- **Kapok Park** - Add shade over the playground; add protection from the road.
- **Kiwanis Sierra Park** - Consider selling the property and not give it away to establish a precedent to apply to other unusable park land owned by the City, whenever appropriate and applicable.
- **Knollwood Park** - Improving lighting; renovate walking trails, add swings and outdoor exercise equipment, and add seating.
- **Laurel Hills Park** - Improving Basketball Court; add walking trails.
- **Little League Park** - Implement Master Plan.
- **Mangrove Extension Walk** – Complete proposed improvements.
- **Meadows Park** - Implement Master Plan; add Pickleball Courts; add outdoor exercise equipment.
- **Oceanfront Park** - Maximize parking on existing site; provide trail connectivity to from the City to the site along Highway A1A (part of the Florida SUN Trail Network); explore on-street parking along Highway A1A.
- **Office Joseph Crowder Park** - Add dog cleaning stations; add synthetic turf.
- **Palmetto Green Linear Park** - Add lighting; add shaded seating area; add designated fishing location, improve restroom; and dog park
- **Pence Park** - Implement Master Plan.

Figure 3.1c
Shaded Playground



- **Pioneer Canal Park** - Complete a Master Plan; add a new kayak launch.
- **Sara Sims Cemetery** – Expand cemetery to the south, enhance landscaping and grass, add signage/ wayfinding, seating areas, shelters, and connect to Sara Sims Park internal trails system to encourage walking in the park.
- **Sara Sims Park** - Add on-street parking wherever possible; add outdoor exercise equipment; improve restroom; add shade over playground.
- **Senior Center** - Reconstruct the building; expand the facility; create a multi-generational center.
- **Urban Orchard** - Enhance overall appearance of the park.
- **Wilson Park** - Add a splash pad; add 50m pool with deep well for pool; improve restroom; add green infrastructure throughout the park; add a rental pavilion; consider the role of site in providing affordable housing with rebuilt community center.

2. Perform ecological restoration throughout the park system - Remove invasive plantings and restore areas with natives planting while considering opportunities to improve site lines, increase safety, and provide opportunities for better use of the restored areas.



3. Manage existing and grow future programs based on community need and trends - Track lifecycle status of new programs and grow programs.

Forty-seven percent of all programs are currently in the Introduction Stage. Staff should continue promoting those to ensure they move to a Growth Stage. Programs that are not growing should be repositioned or removed to allow for other innovative offerings.

- Based on ETC's survey findings, Special Events and Fitness and Wellness programs are high priorities for the community
 - » Given the diverse Boynton Beach community, additional Cultural and Special Events could be very popular.
 - » Movies in the Parks were another high priority program in the survey.
 - » New offerings through the Boynton Beach Arts and Cultural Center would bring in new audiences and help grow the facility's utilization.
- With an increased focus on nature and environmental education, staff should explore adding a new core program – Nature Programs, which is also a high community priority.

4. Continue to ensure program mix is aligned with age segments served.

5. Ensure ongoing program innovation cycle is continued.

6. Improve Customer Service - Enhance service delivery and experience using ongoing Customer Feedback

Customer Service should be improved by adding additional employees, exploring means to streamline program registration and payments (in coordination with other city departments), and increasing overall interdepartmental collaboration.





Connect Our Recreation and Parks System: Seamlessly integrate the parks and recreation system into the community

- 1. Enhance Greenway Connections** - Provide high-quality active-transportation facilities that connect the community to the parks and recreation system and design trails to facilitate the incremental integration of park experiences where possible.

The Complete Streets Mobility Plan provides a comprehensive strategy for the development of Shared Use Paths, Bike Lanes, and Paved Trail throughout Boynton Beach. The Department should assist in implementing this plan as possible, particularly where proposed paths and trails approach or intersect parks as illustrated in Figure 3.1e.

Additionally, the Department should pursue opportunities to connect communities to parks that are disjointed due to vehicle-centric design. For example, pedestrian and bicycle access to Caloosa Park and Barrier Free Park is significantly worsened by its location adjacent to the I-95 corridor. A bike/ped bridge across I-95 would provide convenient access for thousands of residents within a 1-mile radius of these parks. Although owned and operated by Palm Beach County, Caloosa Park is the largest park within Boynton Beach and offers numerous facilities to serve nearby residents.

- 2. Enhance Mobility and Transit Connections to Parks** - Explore opportunities to enhance parking in parks and coordinate with Ongoing Public Transit Efforts

Exploring strategies to maximize parking opportunities in and near parks, while preserving green space will enhance park access and use. Supplementing this strategy with transit opportunities will further enhance access. The Complete Streets Mobility Plan recommends a preliminary local transit route to serve the existing Tri-Rail transit station as well as the proposed multimodal mobility hubs and districts. As proposed, this route would serve numerous parks directly, including Kapok and Centennial Park. The Department should advocate for transit stops in parks and coordinate design to maximize transit access of parks. Additional discussion of a transit route to Oceanfront Park is also critical.

- 3. Expand the Role of Volunteers**
- Increase the opportunities to engage with the parks and recreation system as a volunteer.

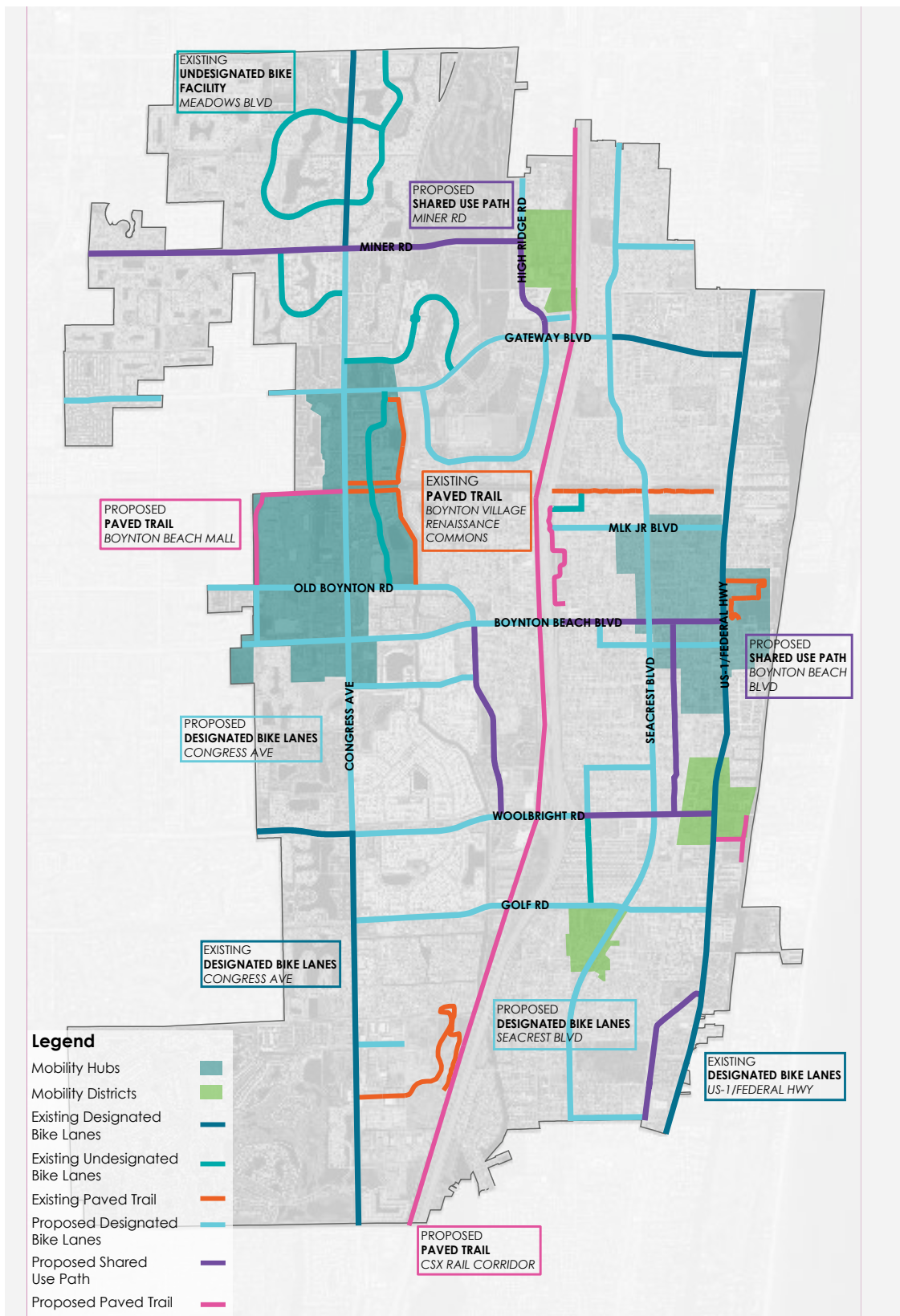
The Department should evaluate the potential to establish a system of volunteers to provide regular engagements in the parks.

- 4. Provide More Opportunities for Revenue Generation [A]**
- Increase revenue generation through new and expanded sponsorship opportunities.

Figure 3.1d
Trail with Park Experiences



Figure 3.1e
Connectivity Vision from Complete Streets Mobility Plan





Expand Our Recreation and Parks System: Grow the system to keep pace with the City's growth

1. Pursue new park land - Expand the amount of park land equitably in the City.

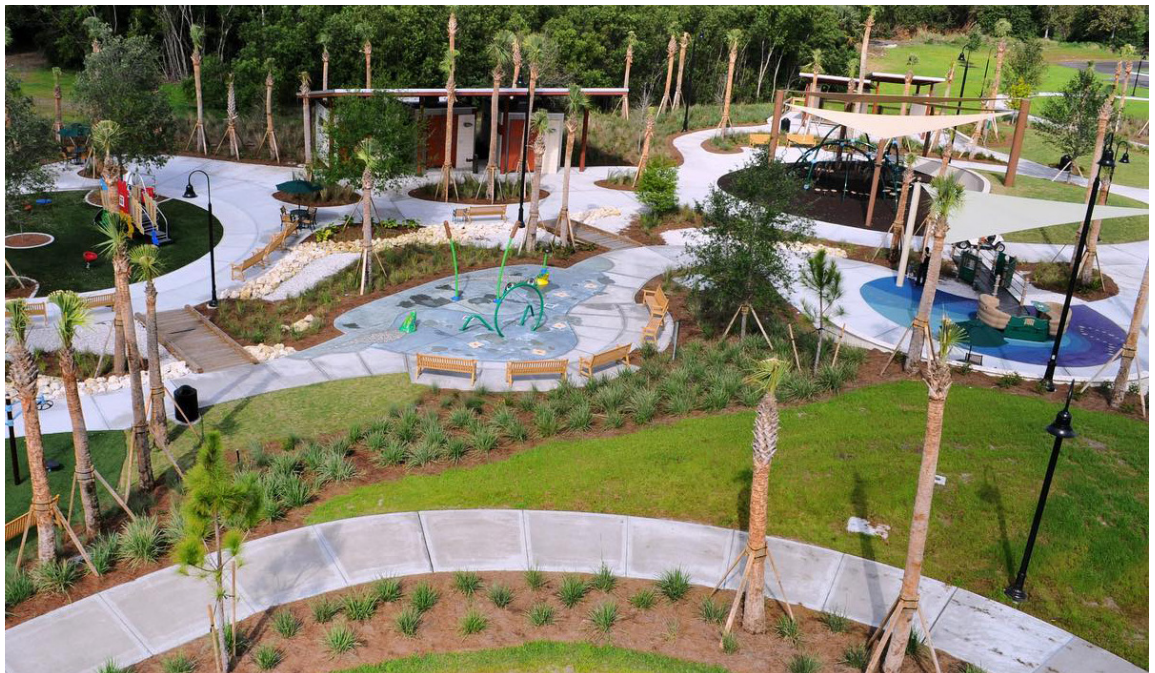
The City's current Park Acreage LOS is 3.8 Acres per 1,000 population, which is below the national median of 5.2 Acres per 1,000 population for agencies of a similar size. Additionally, access to Neighborhood Parks and Community Parks is not equitable throughout the community. Despite the challenges of limited space and rising land values, Boynton Beach has opportunities to add parkland over the next 10-years to achieve the following Level of Service Targets:

- » 6 Acres of Park Land per 1,000 population
- » A Park within 1/2 mile - 1 mile from every resident
- » A Community Park within 2-miles of every resident

These are critical goals given the City's increasing population. Developing previously proposed park spaces, activating publicly owned land, creating parks through redevelopment by establishing park impact fees, pursuing new acquisitions or easements, and establish partnerships with Schools are ways that the City can add to its total park acreage.

Figures 3.1f illustrates a prototypical Neighborhood Park while Figure 3.1g shows where there appears to be a need for Neighborhood Parks.

Figures 3.1h illustrates a prototypical Community Park and Figure 3.1i shows where there appears to be a need for Community Parks. As these parks are developed, it will be important to establish public engagement based park master planning processes.



Neighborhood Park

Figure 3.1f
Prototypical Neighborhood Park



Typical Amenities

- Basketball court
- Exercise equipment
- Movable tables and chairs
- Multi-purpose open space
- Multi-purpose trail
- On-leash dog area
- Outdoor table games (e.g. ping pong, fooseball, etc.)
- Pickleball court
- Picnic area
- Public art
- Playground
- Restroom
- Sand volleyball court
- Splash pad
- Tennis court
- Wi-fi

A new Neighborhood Parks is anticipated at Girl Scout Park.

There is also an opportunity to create a new Neighborhood Park on vacant land along North Federal Highway. Following are typical characteristics of Neighborhood Parks.

Size:

Generally 4 to 10 acres

Location and Context:

Residential and Mixed-Use Areas

Access Level of Service:

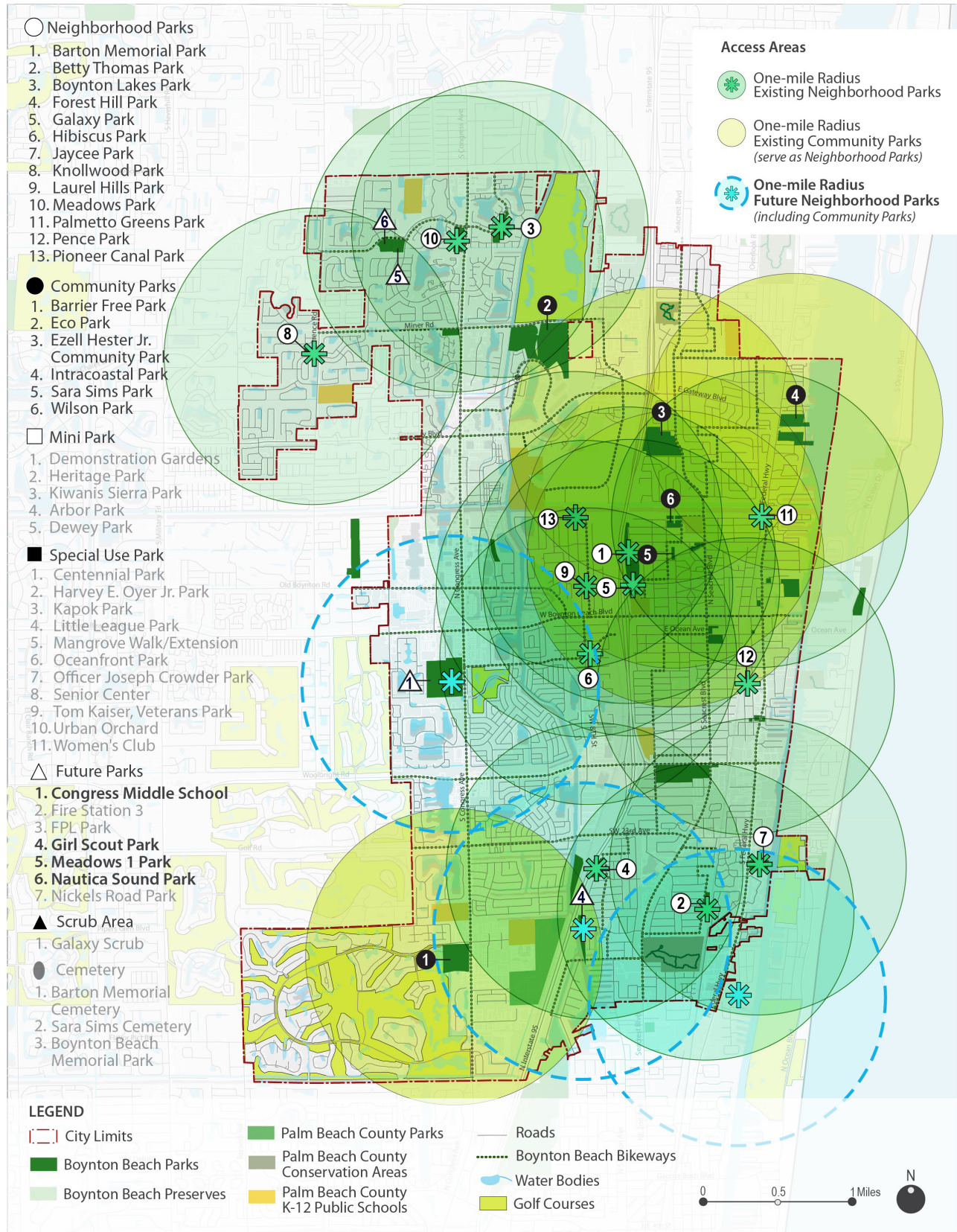
Walking distance, approximately 1/2 mile in high-density residential areas and 1 mile in low-density residential areas

Function:

Neighborhood Parks are the core green space of the parks system and serve the basic needs of nearby, neighborhood residents for passive and active, at-will and programmed social, cultural, and recreational uses. Programmed events should be limited to neighborhood serving events focused on the surrounding neighborhood.

Neighborhood Parks can also provide opportunities to address environmental challenges such as local stormwater management issues, biological diversity, and ecological, and habitat restoration.

Figure 3.1g
Neighborhood Park Vision



Community Park

Figure 3.1g
Prototypical Community Park



Future park master planning for the Congress Middle School Park should anticipate the facilities and programming provided by a Community Park.

Based on community input, the Meadows/Nautica Park should be master planned as a Community Park, but with natural areas and walking trails, not sports facilities.

Size:

Generally 25 to 50 acres
(Recommended 50 acres)

Location + Context:

Residential and Mixed-Use Areas

Access Level of Service:

Travel distance, generally between

2 to 3 miles

Function:

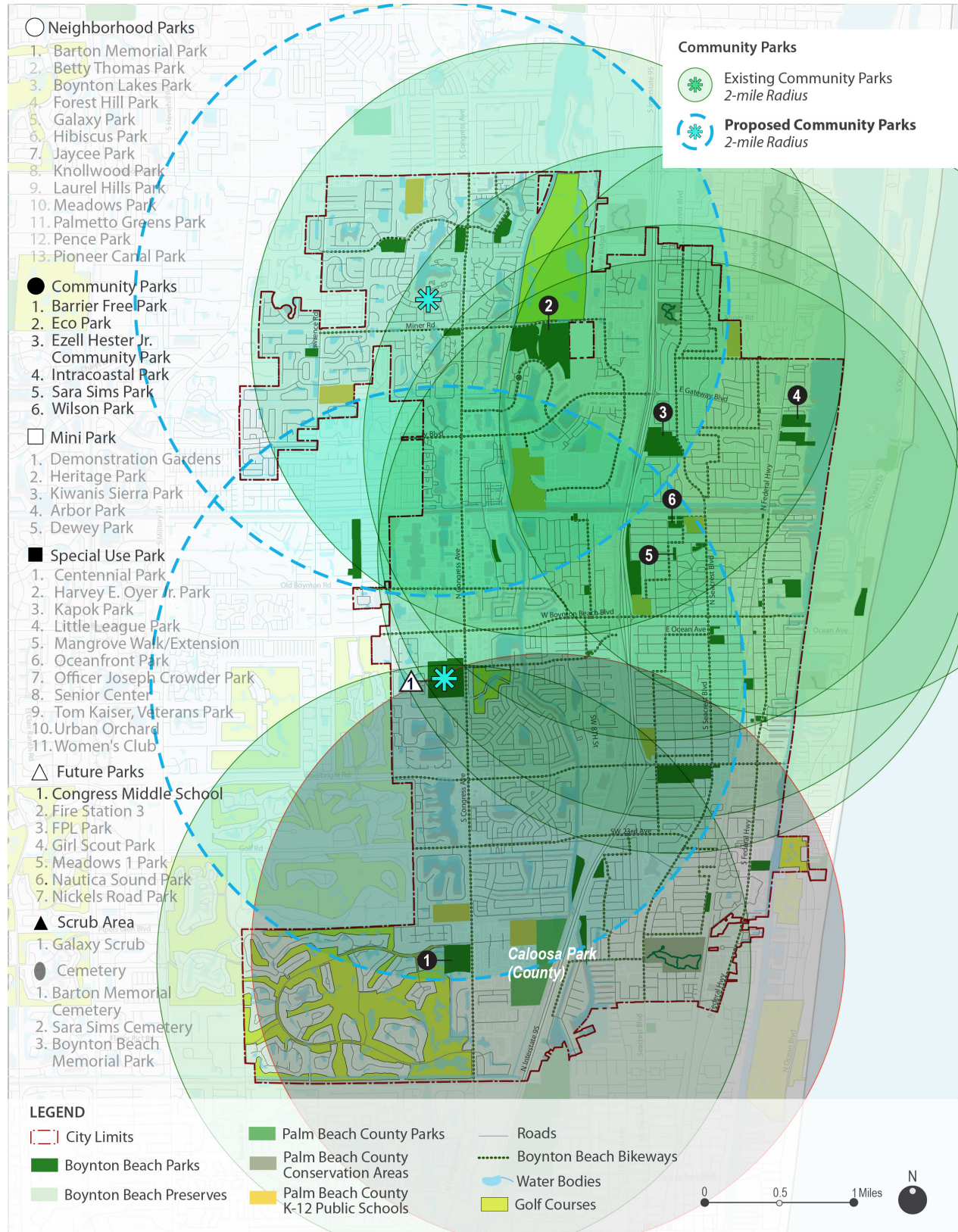
Community Parks are where residents go to socialize and recreate with the larger community, whether it's to play ball, have a picnic, take a class, swim in the pool or enjoy a concert or art show. Ideally, they should be located on a major street and in between neighborhoods to maximize access and to minimize disruption from lights, noise and traffic.

Community Parks should also play a larger role in addressing environmental challenges such as local stormwater management issues, biological diversity, and ecological and habitat restoration.

Typical Amenities

- Baseball field
- Basketball court
- Bike playground
- Community garden
- Dog park
- Exercise equipment
- Football field
- Movable tables and chairs
- Multi-purpose open space
- Multi-purpose trail
- Mountain bike trail
- On-leash dog area
- Outdoor table games (e.g. ping pong, fooseball, etc.)
- Pickleball court
- Picnic area
- Public art
- Playground
- Restroom
- Running track
- Sand volleyball court
- Skate park
- Soccer field
- Softball field
- Splash pad
- Swimming pool
- Tee ball field
- Tennis court
- Wi-fi

Figure 3.1i
Community Park Vision



2. Provide equitable access to Indoor Community Centers - Develop an additional indoor community center on the west side of Boynton Beach.

While the east side of Boynton Beach is well served by indoor centers, the west side is not. A new indoor community center is proposed on the west side of Boynton Beach as illustrated in Figure 3.1e. Figure 3.1l illustrates a prototypical Indoor Community Center.

During the Visioning Workshop, the Boynton Beach Mall was identified as a potential location for the indoor center. The City could explore a Private Public Partnership (PPP) to adaptively reuse one of the stores or a portion of the site to create an indoor center. Figure 3.1j illustrates an example of this in Columbus, Indiana.

The Columbus Parks and Recreation Department, City of Columbus, and Columbus Regional Health partnered to refurbish the former Fair Oaks Mall into a community sport, recreation, and wellness space in the heart of Columbus, Indiana called NexusPark.

When completed, NexusPark will feature an indoor sports fieldhouse, Columbus Parks and Recreation Department administrative, activity, and community spaces, retail shopping, restaurants, Columbus Regional Health medical and wellness offices, and an outdoor community park and gathering spaces. The City could explore a similar strategy for the Boynton Beach Mall.

Figure 3.1j
Rendering of NexusPark Building



Figure 3.1k illustrates another example - the Gwinnett Place Mall in Gwinnett County, Georgia. Gwinnett County recently purchased a portion of the mall and completed a redevelopment plan for the site that retains key anchor stores and transforms the remainder of the site into an urban village with a central greenspace, indoor community cultural center, mixed-use, mixed-income housing, and neighborhood scale retail.

Figure 3.1e
Indoor Center Vision

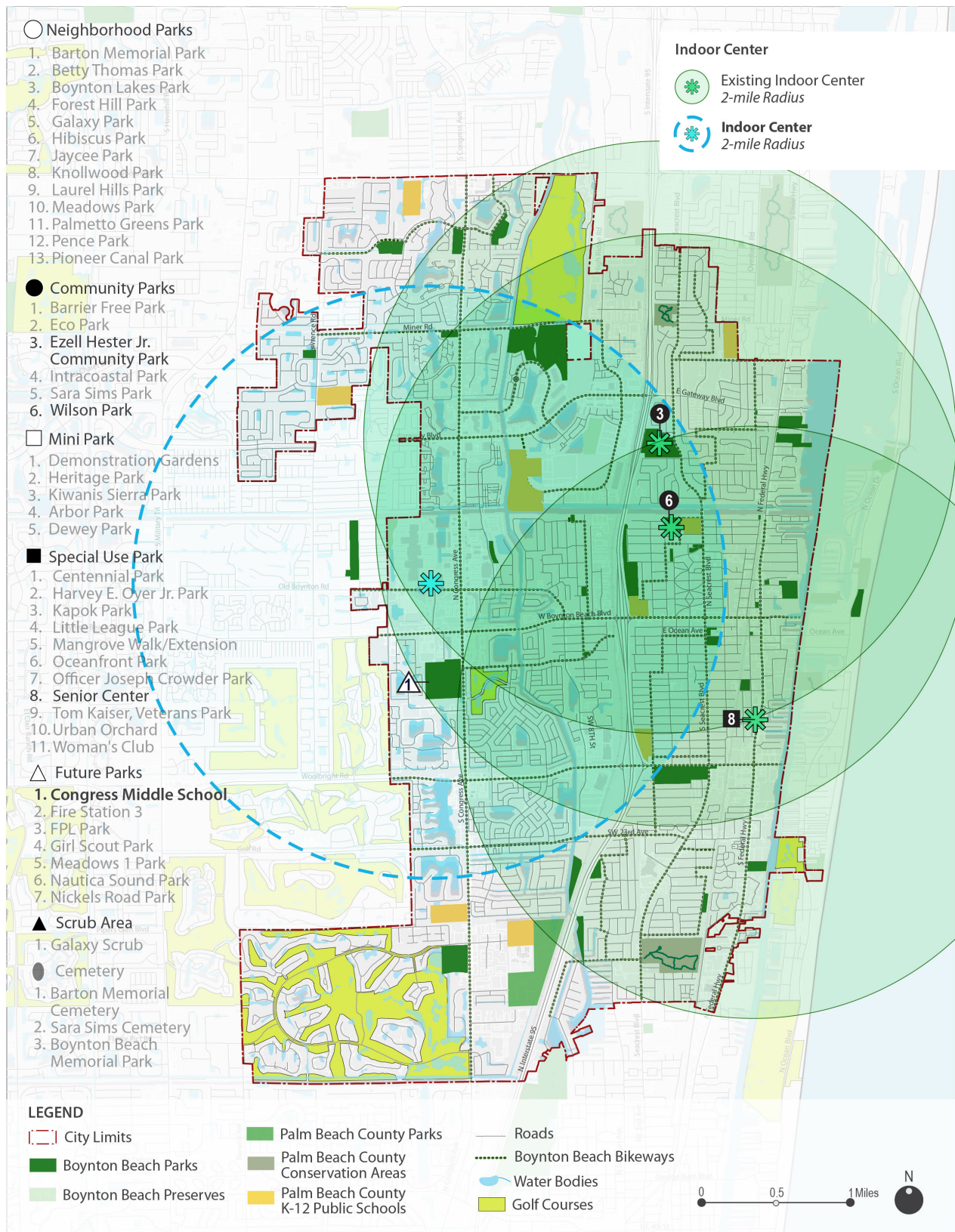
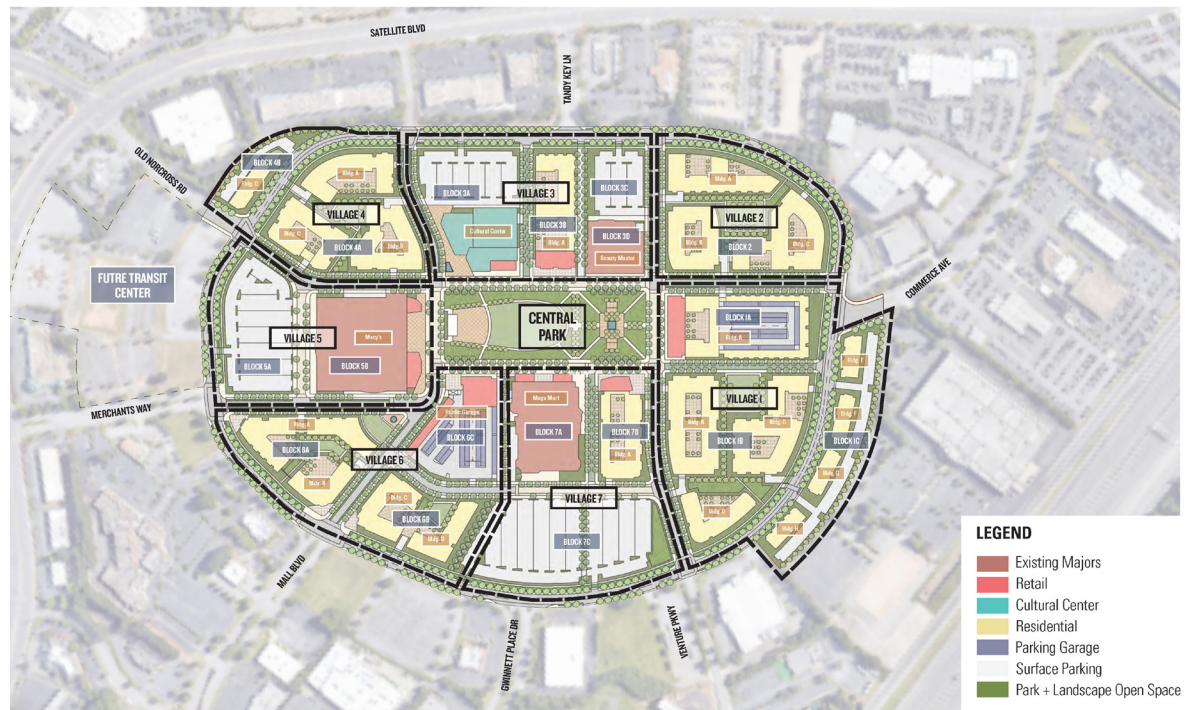
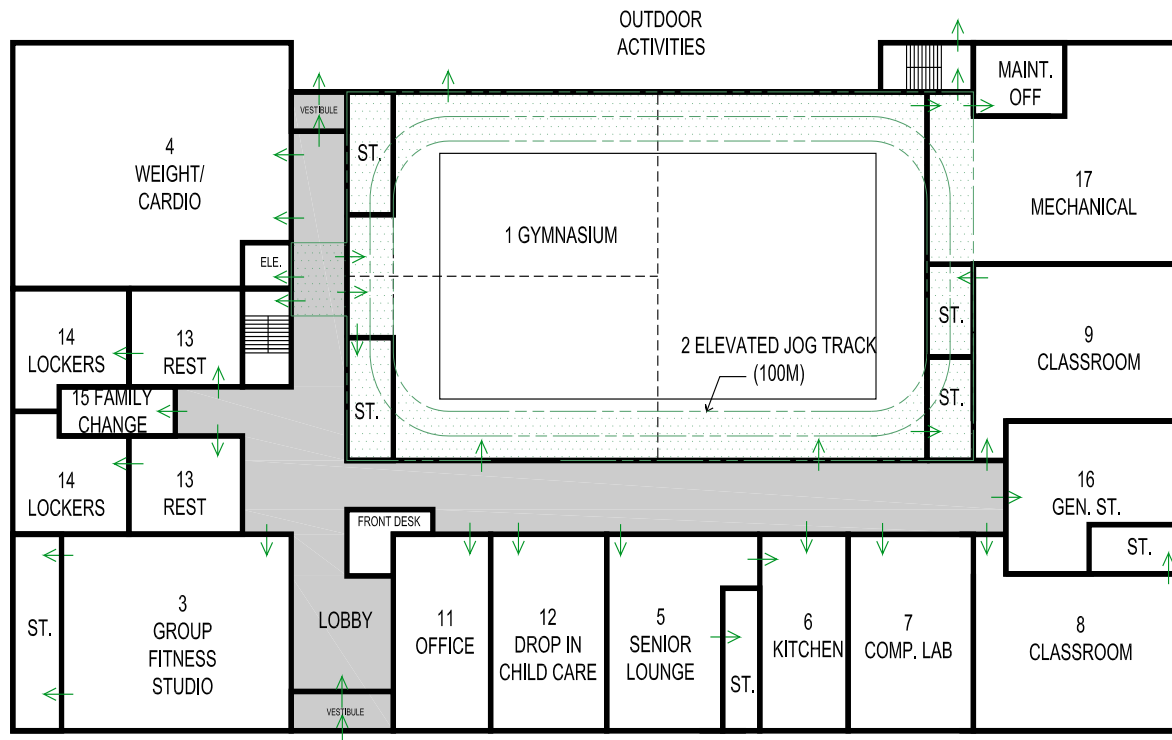


Figure 3.1k
Gwinnett Place Transformation into an Urban Village with Central Greenspace and Indoor Community Cultural Center



Indoor Community Center

Figure 3.11
Prototypical Indoor Community Park Spatial Plan



Figures 3.11 illustrates a prototypical Indoor Community Center Space Plan that could be used as a starting point for planing and design purposes.

Size:

Generally 30,000 to 40,000 square feet (average 30,000 sq. ft.)

Location + Context:

Residential and Mixed-Use Areas

Access Level of Service:

3 miles

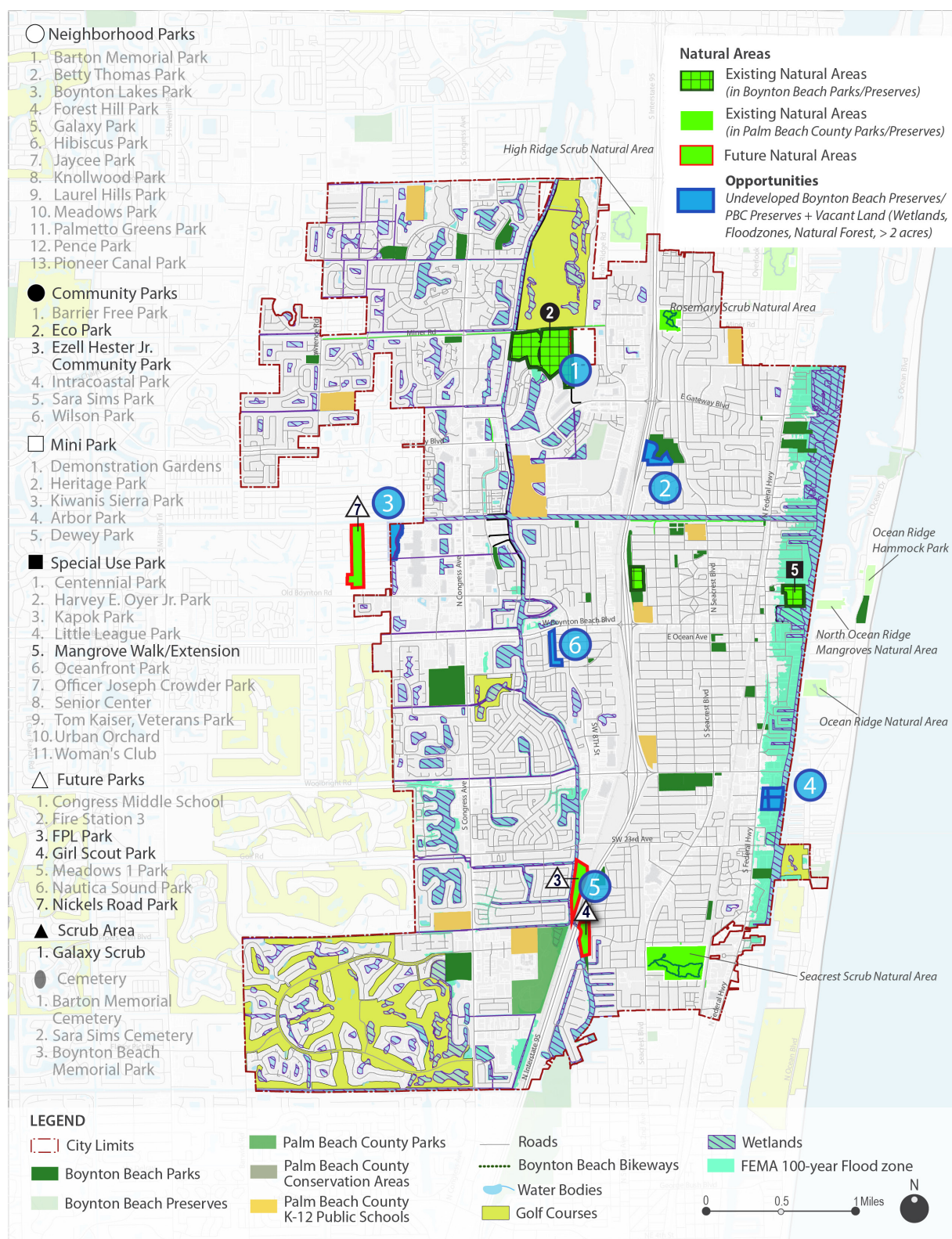
Function:

Community Centers are multi-purpose buildings that serve a broad range of ages, needs, and uses and provide critical social services to the community. Community Centers often play a significant role in youth development providing childcare and after-school opportunities and spaces such as computer labs, maker spaces, Science, Technology, Engineering, Art, and Mathematics (STEAM) programs. They also may serve senior populations with specific programming and spaces senior lounges, card rooms, billiards, and meeting rooms.

In addition to the Future Parks that will be developed as Natural Area Parks, and areas in existing parks that have the potential for soft-surface hiking trails, seven sites were identified that offer significant opportunity to acquire new natural area parkland as illustrated in Figure 3.1m. These areas were selected based on meeting the following requirements: vacant land, greater than 2 acres, include natural forest (and may also be classified as a wetland and/or in the 100-year flood zone)

-
- Legend:**
- EXOTIC REMOVAL BOUNDARY, RESTORATION OF ECOSYSTEM
 - EXOTIC BOUNDARY, RESTORATION OF ECOSYSTEM
 - STABILIZED ACCESS TO CELL TOWER
 - CHAIN LINK PEDESTRIAN GATE, SP-2.10
 - TYP. CHICKEE HUT, SEE DETAIL 2.003
 - PROPOSED LITTORAL SHELVE (APPROX. 9,870 SF) ADDED TO EXISTING LAKE
 - EXISTING DOUBLE SWING ARM VEHICULAR GATE
 - EXIST. CHAIN LINK FENCE MAINTENANCE GATE
 - PARKING LOT LIGHTING, TYP. (FUTURE PARKING AREA), SEE E-1 FOR DETAILS
 - PR-2 LOCATION OF POWER SOURCE TO PARKING LOT
 - STABILIZED AREA FOR PARKING, (FUTURE PARKING AREA), SEE DETAIL 2.23
 - PROPOSED DOUBLE SWING ARM VEHICULAR GATE, SP-2.22
 - 25' WETLAND BUFFER
- Site Labels:**
- Parkside**
 - Restored Upland**
 - Restored Wetland**
 - Native Preserve Area**
 - Existing Lake 8**
Tract J
5.2± AC.
 - Quantum Park**
 - Miller Road**
 - EXOTIC REMOVAL BOUNDARY, RESTORATION OF ECOSYSTEM**
 - EXOTIC BOUNDARY, RESTORATION OF ECOSYSTEM**
 - STABILIZED ACCESS TO CELL TOWER**
 - CHAIN LINK PEDESTRIAN GATE, SP-2.10**
 - TYP. CHICKEE HUT, SEE DETAIL 2.003**
 - PROPOSED LITTORAL SHELVE (APPROX. 9,870 SF) ADDED TO EXISTING LAKE**
 - EXISTING DOUBLE SWING ARM VEHICULAR GATE**
 - EXIST. CHAIN LINK FENCE MAINTENANCE GATE**
 - PARKING LOT LIGHTING, TYP. (FUTURE PARKING AREA), SEE E-1 FOR DETAILS**
 - PR-2 LOCATION OF POWER SOURCE TO PARKING LOT**
 - STABILIZED AREA FOR PARKING, (FUTURE PARKING AREA), SEE DETAIL 2.23**
 - PROPOSED DOUBLE SWING ARM VEHICULAR GATE, SP-2.22**
 - 25' WETLAND BUFFER**

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3. **Boynton Beach Mall/Nickels Road Park** – a 6.8-acre area on the western edge of the Boynton Beach mall has been protected as preserve. It is 1,200 feet east of the future Nickels Road park site which is forested natural area. Hiking trails and a connection along the canal would improve both sites.
4. **Intracoastal** – Four contiguous parcels form a 9-acre site that has 600-feet of intracoastal frontage and features a mangrove forest that has been undisturbed for over 30 years.



5. **FPL/Girl Scout Park** – The future park sites named FPL (7.7 acres) and Girl Scout (5 acres) both contain native scrub forest and share canal frontage. A master plan should be completed for both parks that considers the inclusion of mountain bike trails and kayak launch in the FPL Park site. The Girl Scout Park site should include a floating boardwalk that connects to the FPL Park site and kayak launch, nature trails, dog park, and multi-purpose open. Three-hundred feet north of the FPL site is a large area (21 acres) of forest within the I-95 corridor that could be master planned as an Nature Adventure Park with trails, including hiking/ mountain bike/ dirt bike trails and explore a way to connect it to the FPL and Girl Scout Park sites.
6. **Leisureville Park Site** - The 5.6 acre property is currently undeveloped with a variety of shade trees. The area could be developed to include walking trails, seating areas, picnic areas, and other amenities consistent with surrounding resident needs.

Figure 3.1n
I-95 Nature/ Adventure Park System



4. Develop new facilities - Increase the number of parks and recreation facilities equitably in the City commensurate with resident needs and priorities.

Recreation facilities are important for creating memorable activities – children playing in playgrounds, families having outdoor picnics, teens playing football, soccer, and basketball, adults playing softball, and seniors exercising in outdoor fitness stations - these activities don't only make for better parks, but also for better communities. This vision establishes a systematic approach to providing a balance of outdoor recreation facilities that respond to the top priority outdoor recreation facility needs of the community.

Based on these needs, and informed by the City's demographics, local and national benchmarks, and outdoor recreation trends, the Vision recommends establishing Facilities and Access Level of Service (LOS) Guidelines for facilities that will guide the number and future location of these outdoor recreation facilities.

Figure 3.1o identifies the recommended Facility and Access LOS Guidelines while Figures 3.1p - 3.1aa in subsequent pages map the areas in need of proposed facilities. Only facilities that are identified as being needed are mapped. The Facilities LOS Guidelines are informed by the City's existing number of facilities, findings from the Needs and Priorities Assessment, and local and national benchmarks.



Figure 3.1o
Facilities and Access LOS Guidelines

Facilities Category		2022	2032	Need/Surplus	
		City of Boynton Beach	Level of Service	Based on Proposed Facilities LOS	Access LOS Distances
		Inventory	Proposed	2032	Proposed
Parks	Park Acreage	307	6 acres per 1,000 population	-202	1/2 - 1-Mile for Neighborhood Parks 2-Miles for Community Parks
Indoor Facilities	Recreation Centers	1	42,481	-1	2 Miles
Outdoor Facilities	Playgrounds	21	4,869	4	-
	Canoe/ Kayak Launch	3	11,250	-5	1.5 Miles
	Community gardens	1	28,490	-2	Citywide
	Basketball courts	15	14,608	10	-
	Diamond fields: baseball - youth	3	16,000	-3	2 Miles
	Diamond fields: baseball - adult	1	32,500	-2	2 Miles
	Diamond fields: softball fields - youth	1	17,000	-4	2 Miles
	Diamond fields: softball fields - adult	1	30,000	-2	2 Miles
	Skate park	0	84,962	-1	Citywide
	Dog park	1	21,240	-4	1.5 Miles
	Rectangular fields: multi-purpose (natural turf)	4	11,524	-4	1.5 Miles
Swimming/ Aquatics	Swimming pools (outdoor only)	1	42,481	-1	2.5 Miles
	Splash Pad	1	20,000	-4	1.5 Miles
Racquet Sports	Tennis courts (outdoor only)	29	7,575	18	-
	Pickleball (outdoor)	6	7,575	-6	2 Miles

Figure 3.1p
Canoe/ Kayak Launch Vision

- New launches proposed at Eco Park, FPL Park, Jaycee Park, and Girl Scout Park.

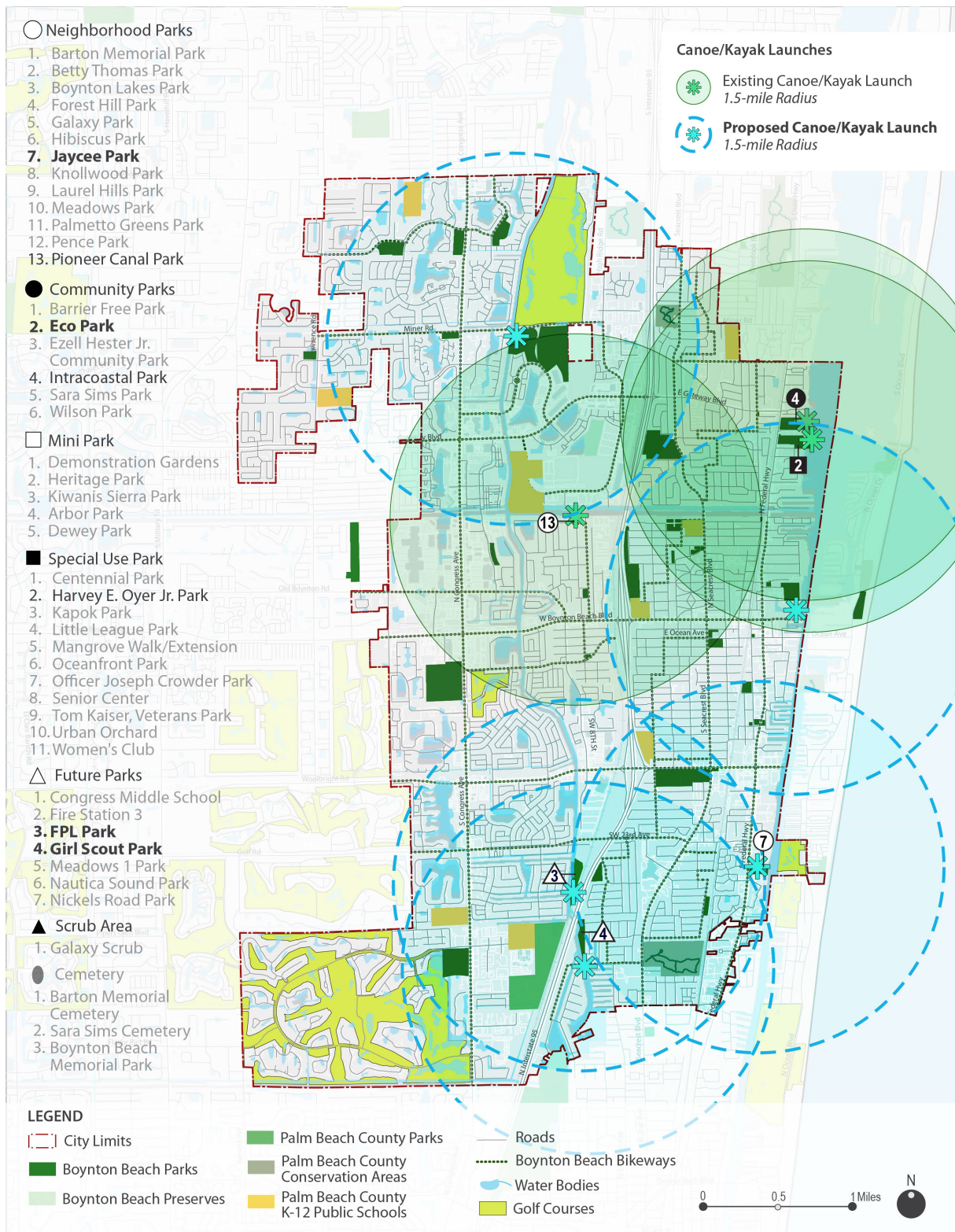


Figure 3.1q
Community Gardens Vision

- The Urban Orchard is proposed to be enhanced to include a Community Garden. This City will then monitor the use of the space and use the data collected to determine additionally potential future locations.

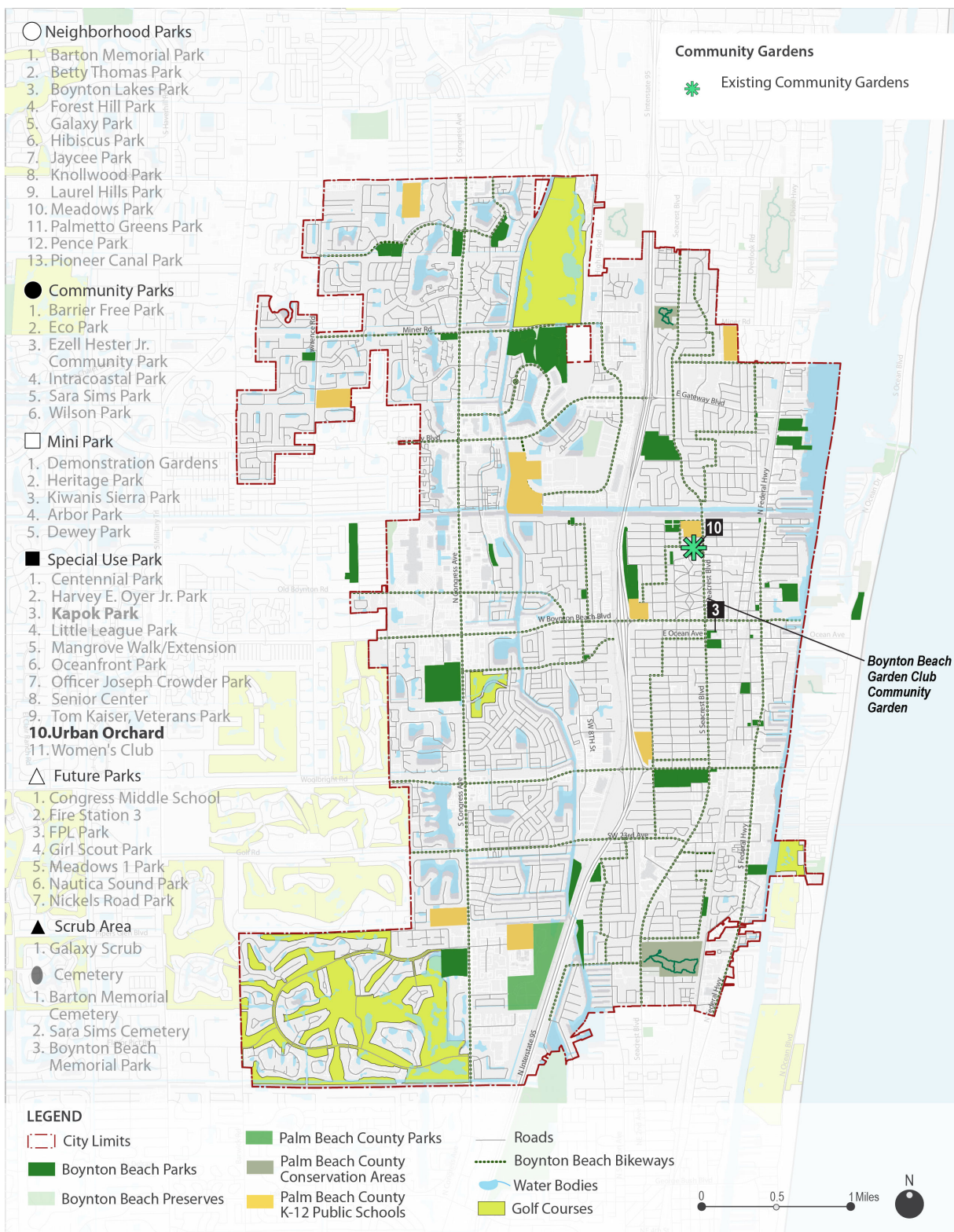


Figure 3.1r
Baseball Fields - Youth Vision

- New youth baseball fields are proposed at Congress Middle (existing field, needs improvement) and in the northern part of the City (shared field with youth softball).
- The underused field at Forest Hills Park is recommended for removal.

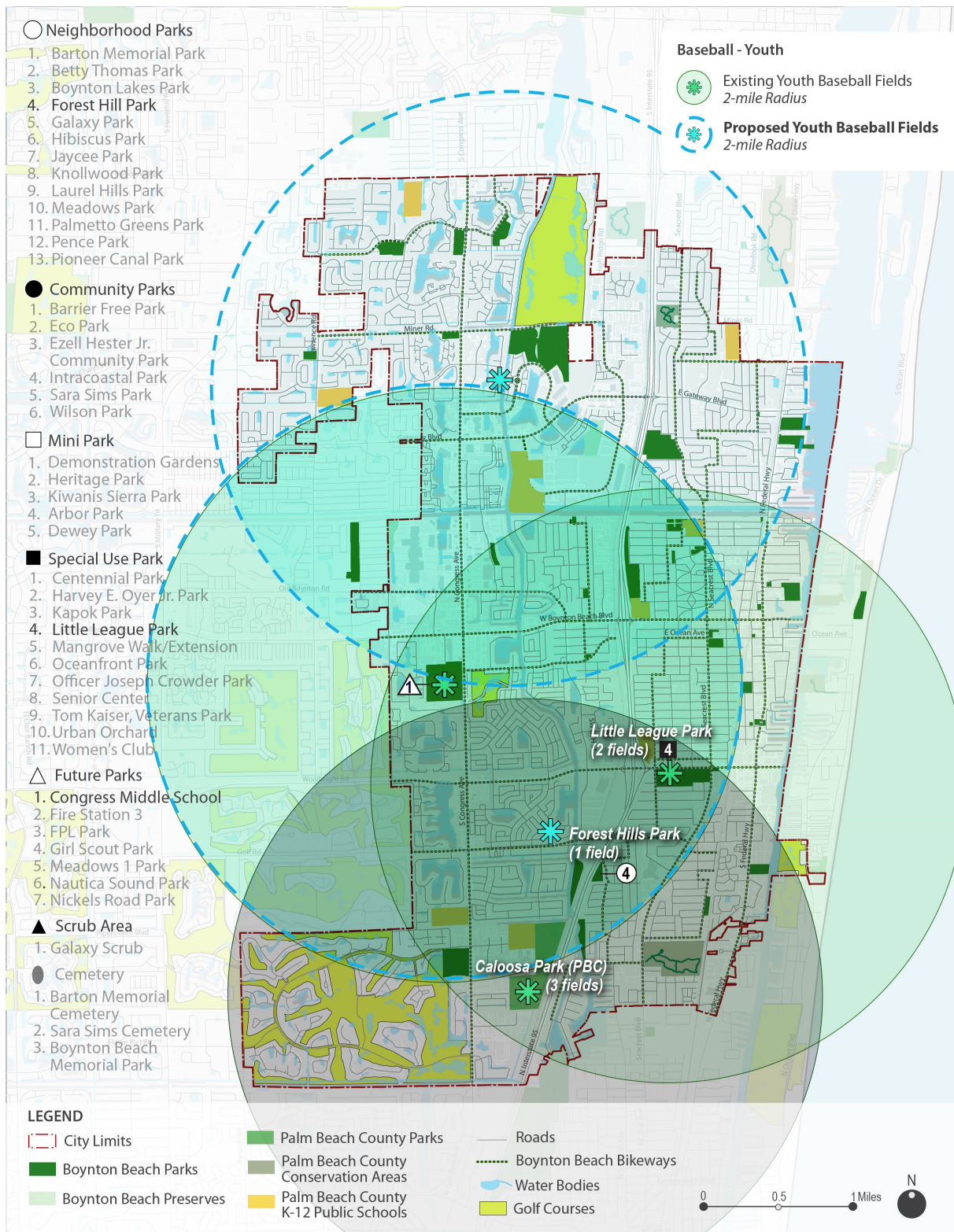


Figure 3.1s
Baseball Fields - Adults Vision

- Field markings and a backstop for an adult baseball field are recommended as part of the new multi-use synthetic field at Hester Park.
- New field is proposed in the northern part of the City.

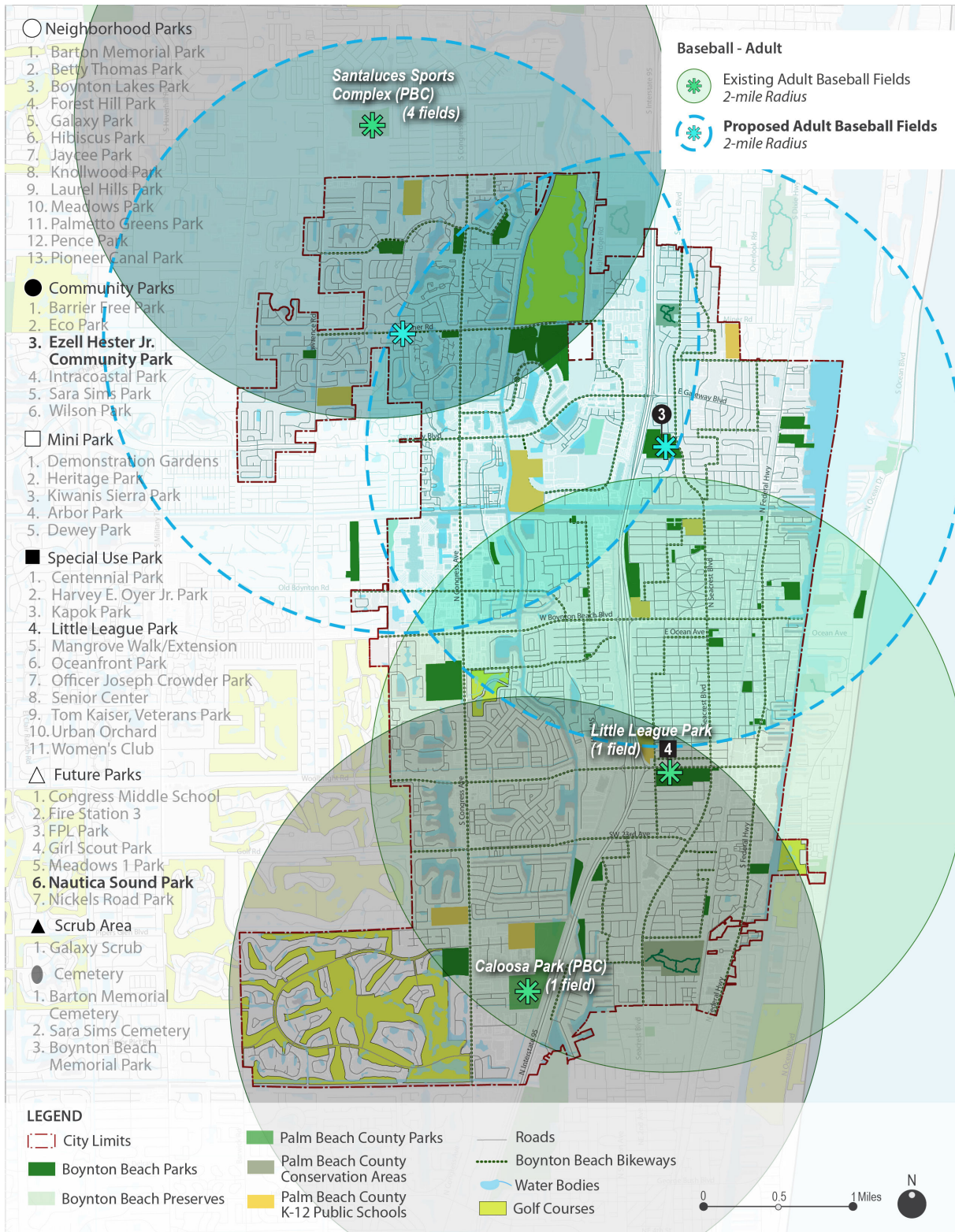


Figure 3.1t
Softball Fields - Youth Vision

- A new youth softball field (shared with baseball) is proposed for in the northern part of the City, as well as improvements, including lighting and fencing, to the existing field at Congress Middle School, and field markings in the synthetic multi-use field at Hester Park.

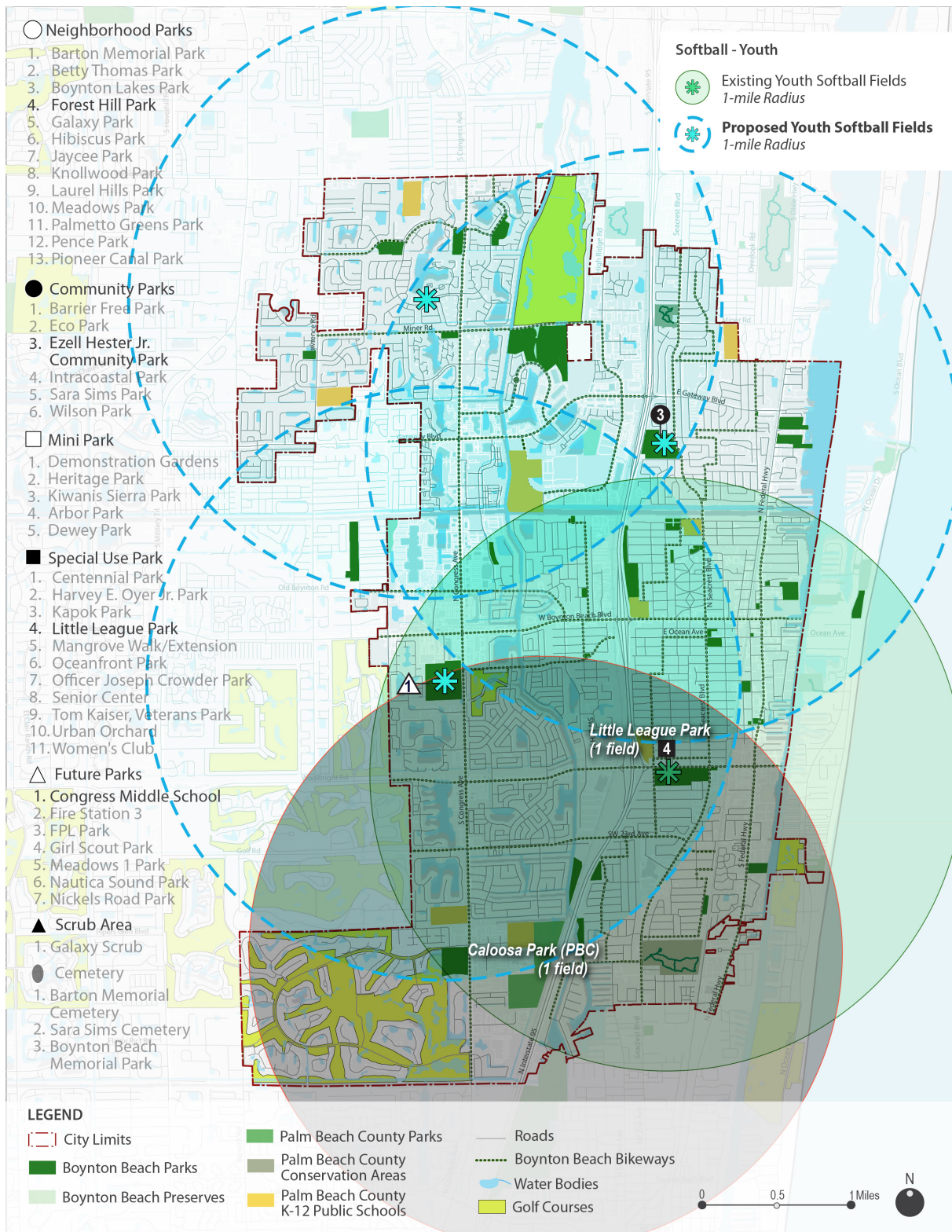


Figure 3.1u
Softball Fields - Adults Vision

- Adult softball field markings are proposed for the multi-use field at Hester Park.

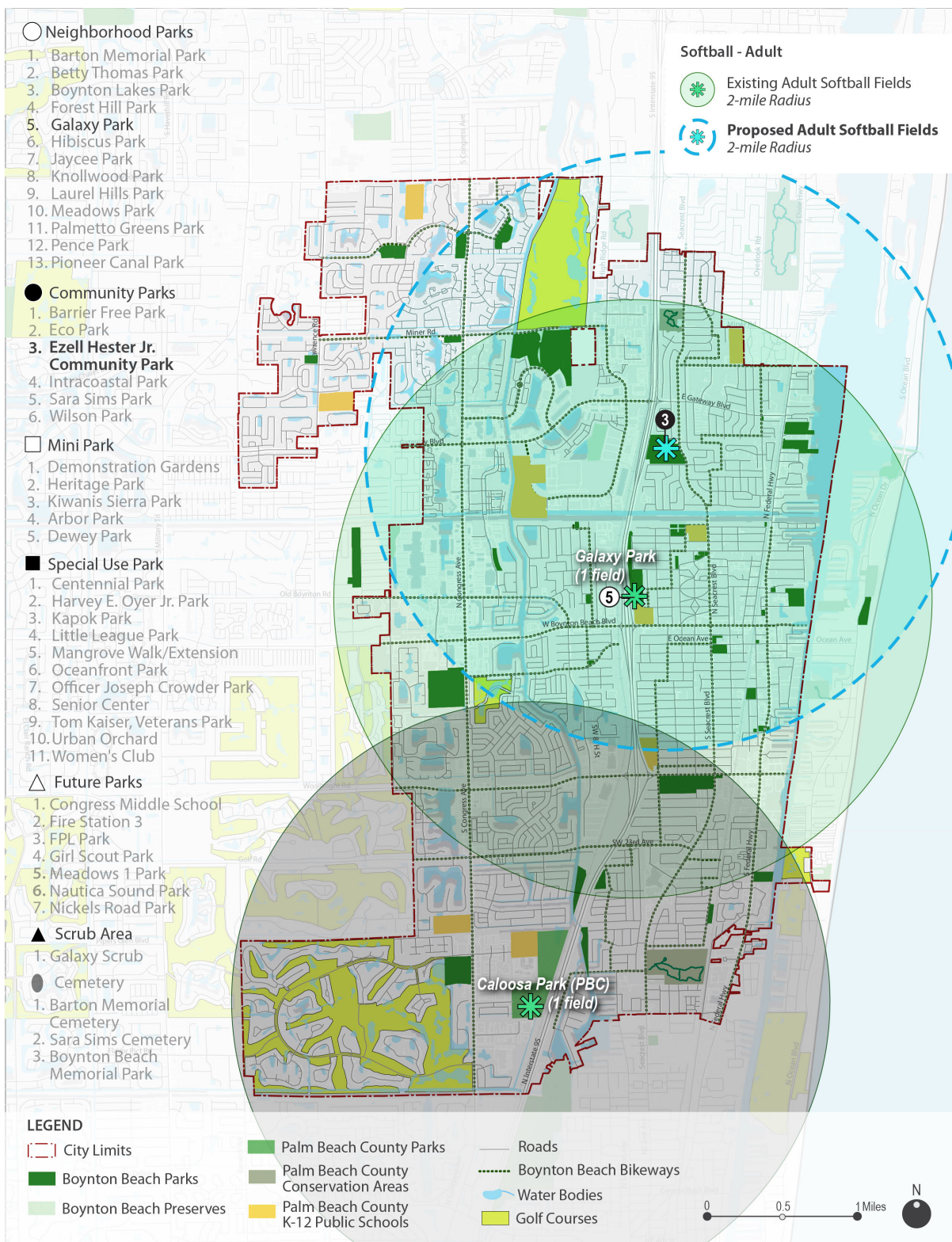


Figure 3.1v
Skate Park Vision

- The City's first Skate Park is tentatively proposed at Congress Middle.

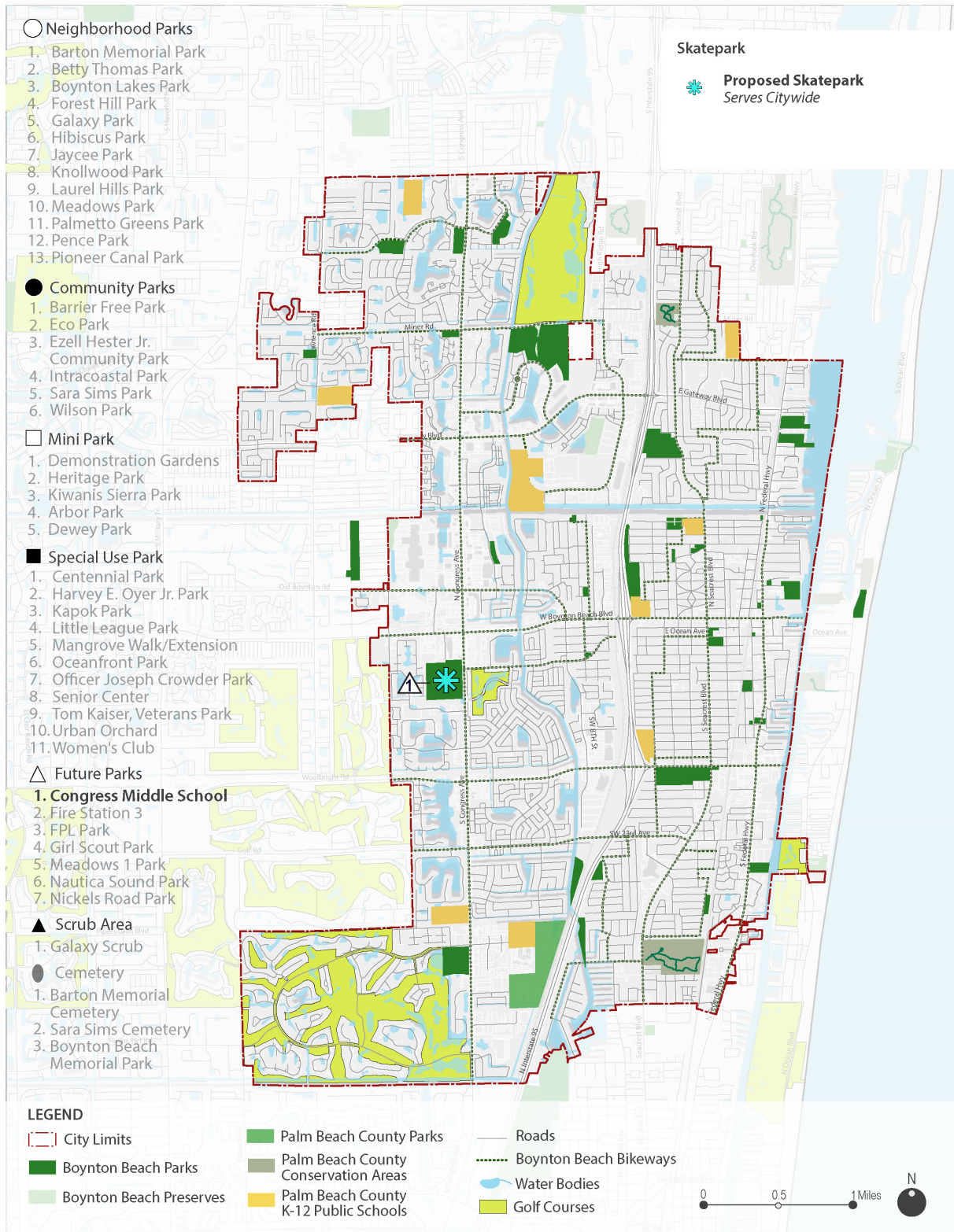


Figure 3.1w
Dog Park Vision

- Five Dog Parks are needed in the City. One is recommended in the northern part of the City, Palmetto Greens Linear Park, and Girl Scout Park.

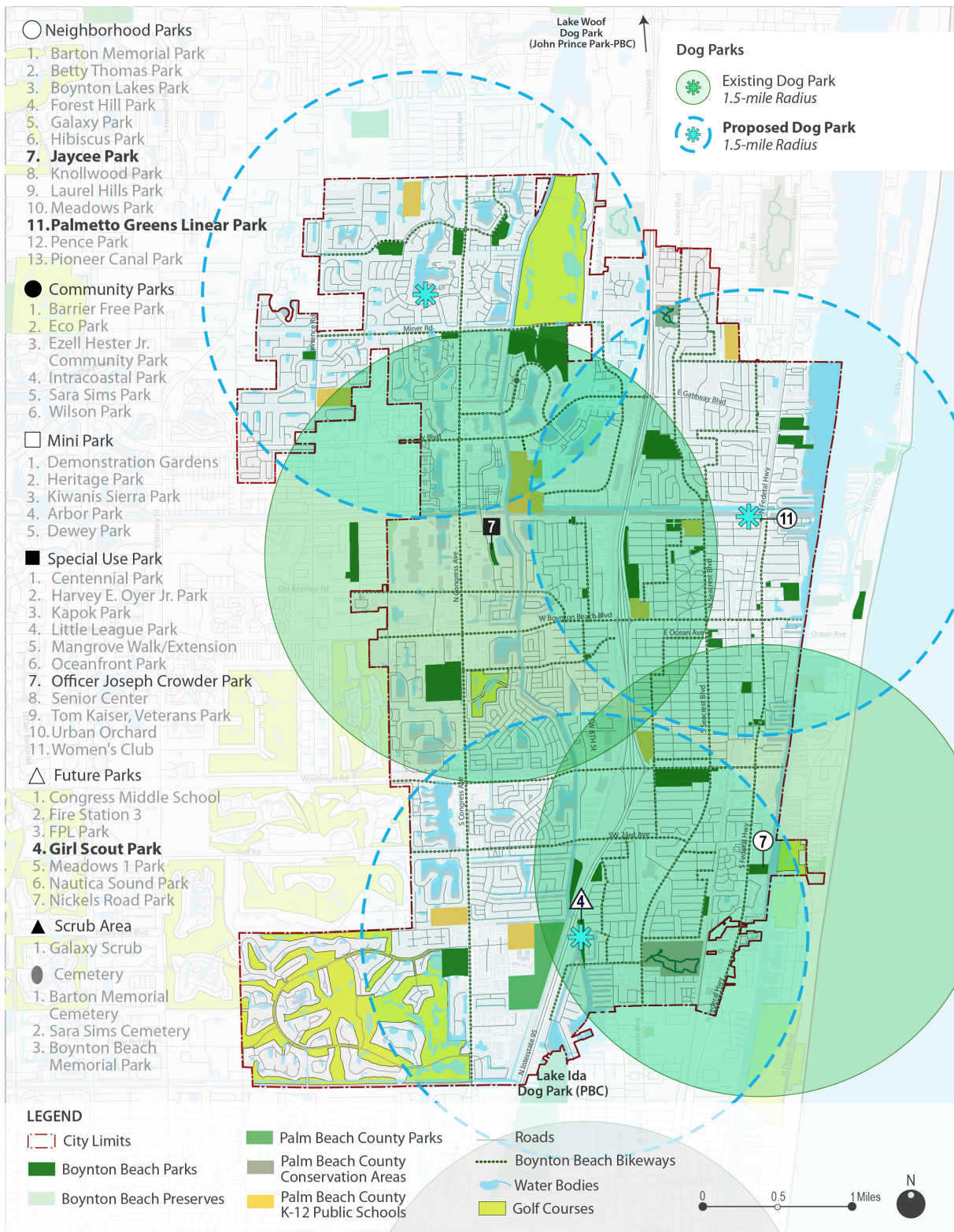


Figure 3.1x
Rectangle Field Multi-Purpose (Natural Turf)

- New natural turf multi-use fields are proposed in the northern part of the City and at Congress Middle, which has one existing, and potential space for 1 additional.
- An additional field is proposed at a potential new neighborhood park along North Federal Highway.

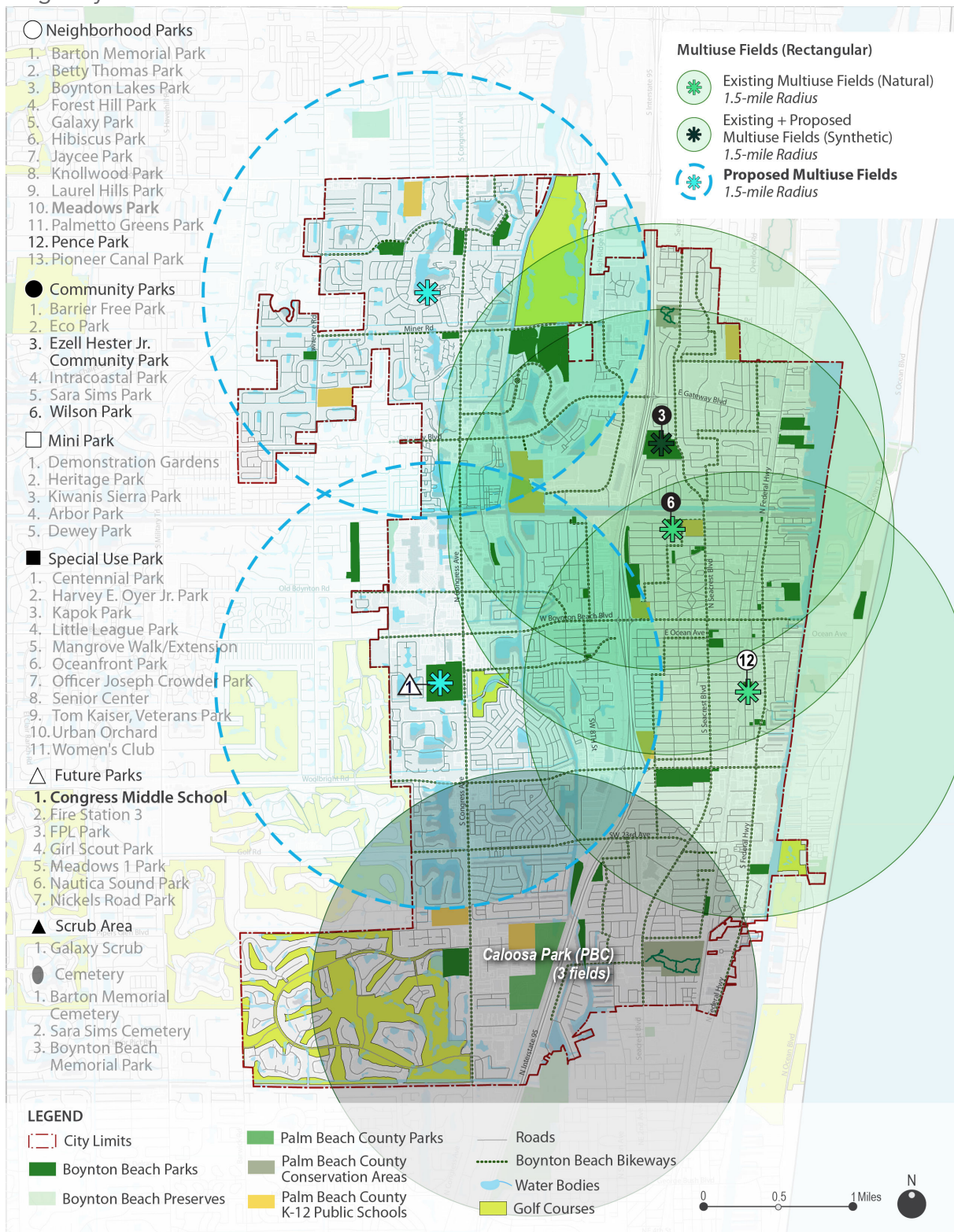


Figure 3.1y
Swimming Pools

- A new outdoor pool is proposed at Congress Middle School.

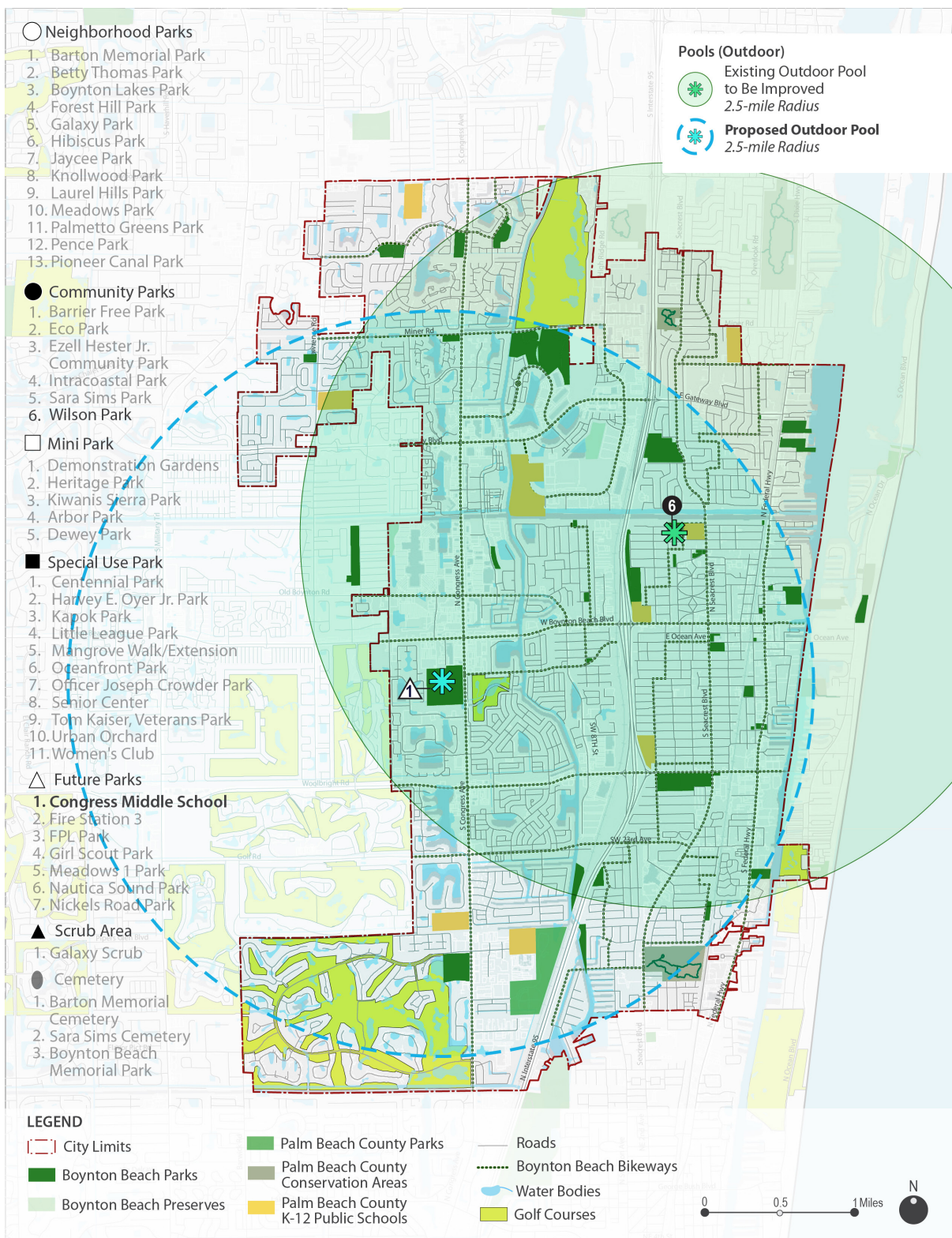


Figure 3.1z
Splash Pad

- New splash pads are proposed in the northern part of the City, Wilson Park, Congress Middle School (combined with outdoor pool), and Jaycee Park.

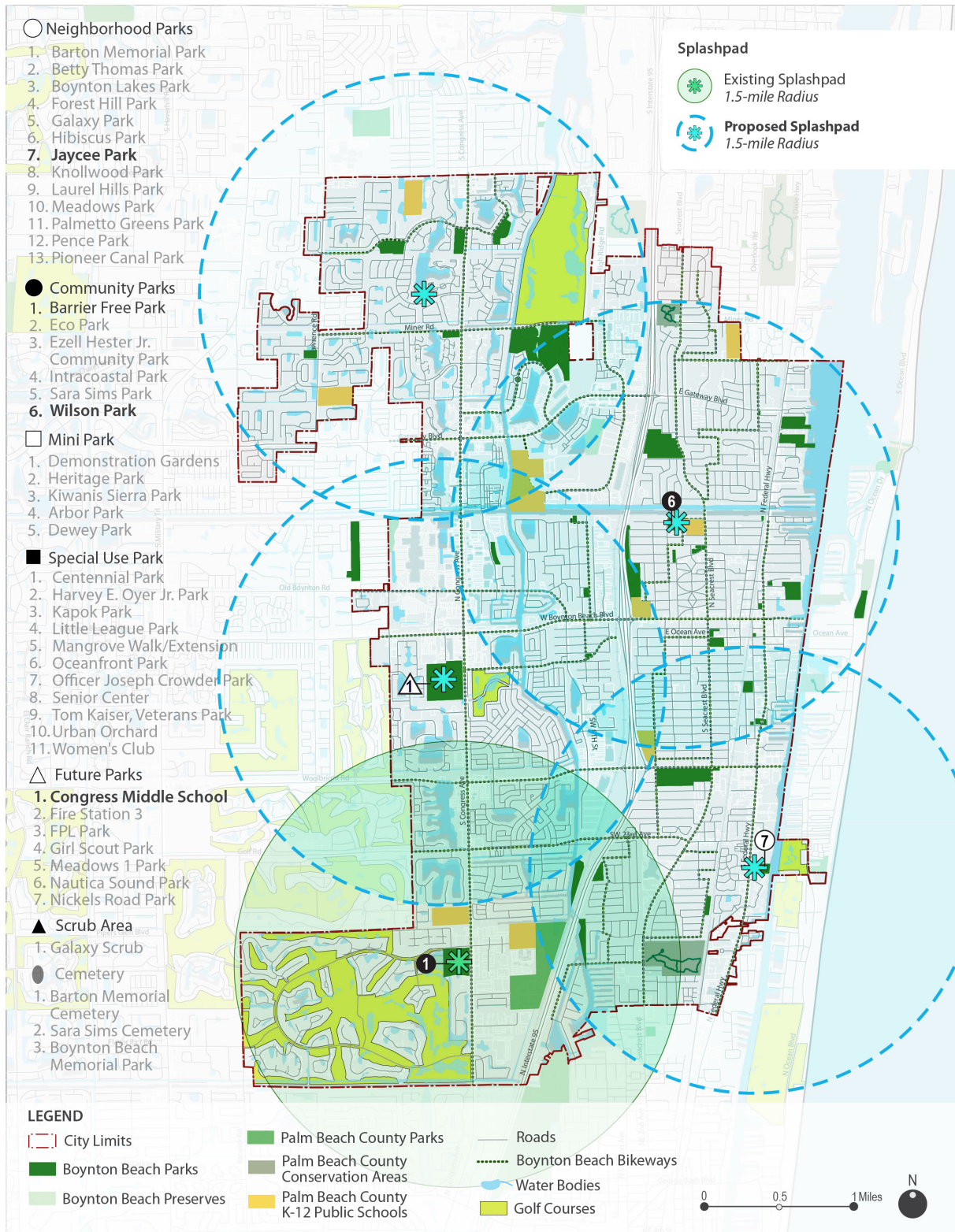
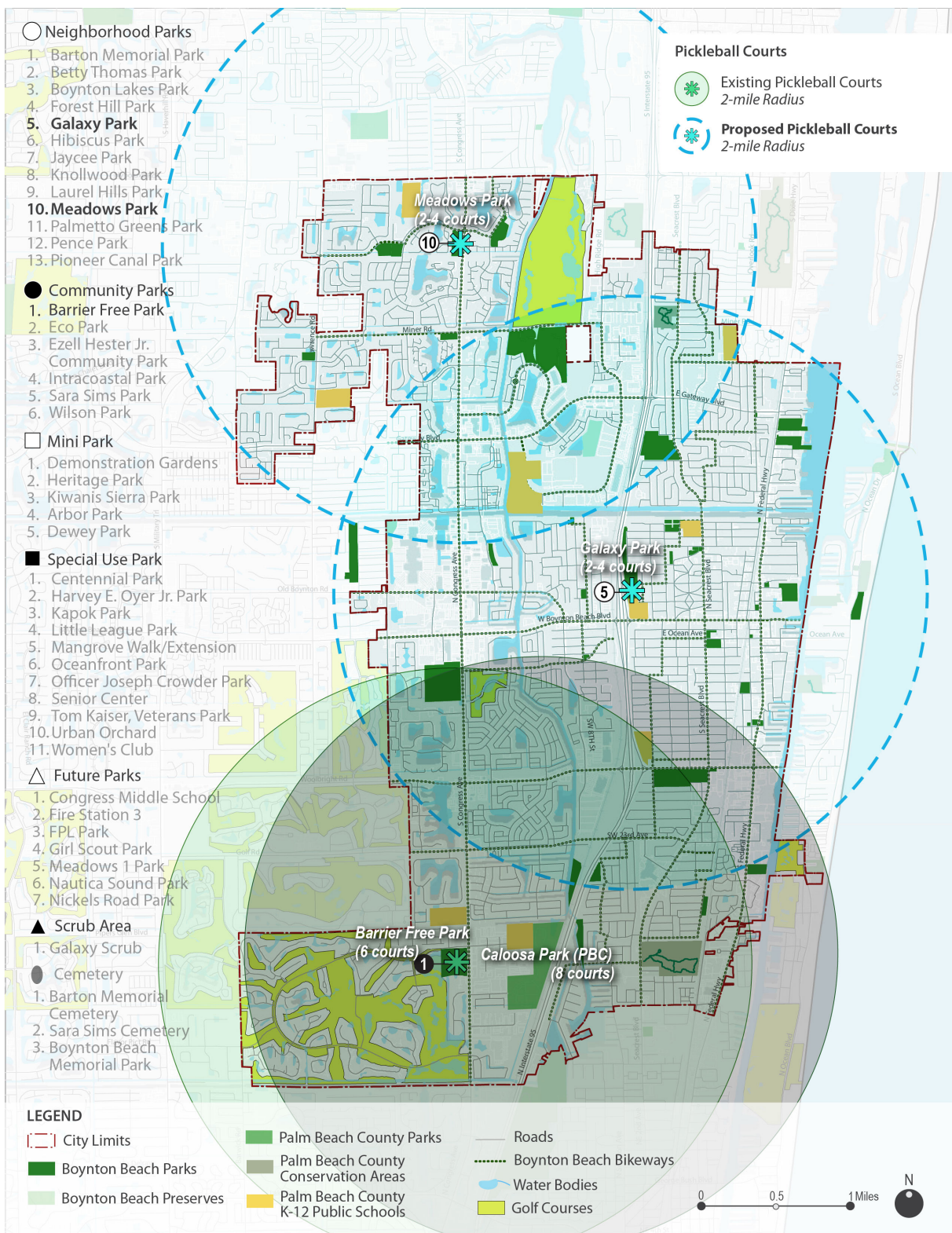


Figure 3.1aa
Pickleball Courts

- Pickleball Courts (2-4 courts) are proposed at Meadows park and Galaxy Park.



- 5. Expand Public Art in Parks** - Embed and grow public art opportunities throughout the park system.

The City of Boynton Beach has a burgeoning public art collection. The park system should play an integral role in expanding public art in the City through the integration of public art in parks and recreation facilities such as playgrounds, sports courts, fields, buildings, trails, signage/ wayfinding, etc.

- 6. Create new positions and hire staff commensurate with facilities expansion** - Grow parks and recreation staffing and resources to enhance service delivery.

The City's current parks and recreation staffing is at about 6.6 FTEs for every 10,000 residents which is below the national median for agencies of a similar size of 9.6 FTEs per 10,000 residents. This is consistent with the findings from the public input that residents would like to see the quality of parks enhanced, which require additional staffing. Staffing resources, including operations and maintenance funding, should be addressed to enhance service delivery.

- 7. Hire for needed positions** - Respond to the needs that have grown over the last 20 years by adding new positions that will address the parks and recreation system as it grows and adapts.
- 8. Ensure staff mix reflects the diversity of the community** - Ensure that recreation and parks employees (and volunteers) at all levels reflect the full diversity of the City.



9. Pursue Funding - Obtain funding for the implementation of capital projects.

The City should explore a variety of funding sources, including a General Obligation Bond, advocating for the continuation of the Palm Beach County One-Cent Sales Surtax after 2024, grants, and philanthropic contributions to implement capital projects. This is particularly important because once the Surtax ends in 2024, the City will have limited funding for capital projects.

10. Improve community safety through the parks system - Leverage the parks and recreation system to improve community safety.

Residents identified community safety as the most important complex challenge in the community. The City has the potential to improve community safety through the parks and recreation system by:

- Considering Crime Prevention Through Environmental Design (CPTED) strategies in the design and redesign of parks and recreation facilities.
- Adding security cameras in key parks, ensure adequate lighting in parks after dark, and encourage more patrolling in parks.
- Expanding parks so they have as many public edges as possible that encourage "eyes on the park."
- In collaboration with partners, developing programs and activities for at-risk youth to help deliver programs, services, employment, and educational opportunities focused on reducing youth/ young adult crime and improved neighborhood safety.

11. Explore the intersectionality of parks/ recreation centers and affordable housing

- The City should work closely with Palm Beach County Housing Authority and other affordable housing partners to maximize recreation opportunities (playgrounds, etc.)

Figure 3.2ab

Conceptual Example of Indoor Recreation Center Property Redeveloped into an Integrated Affordable Housing and Indoor Recreation Center Complex

Figure 1.2i

Meadows Park Master Plan

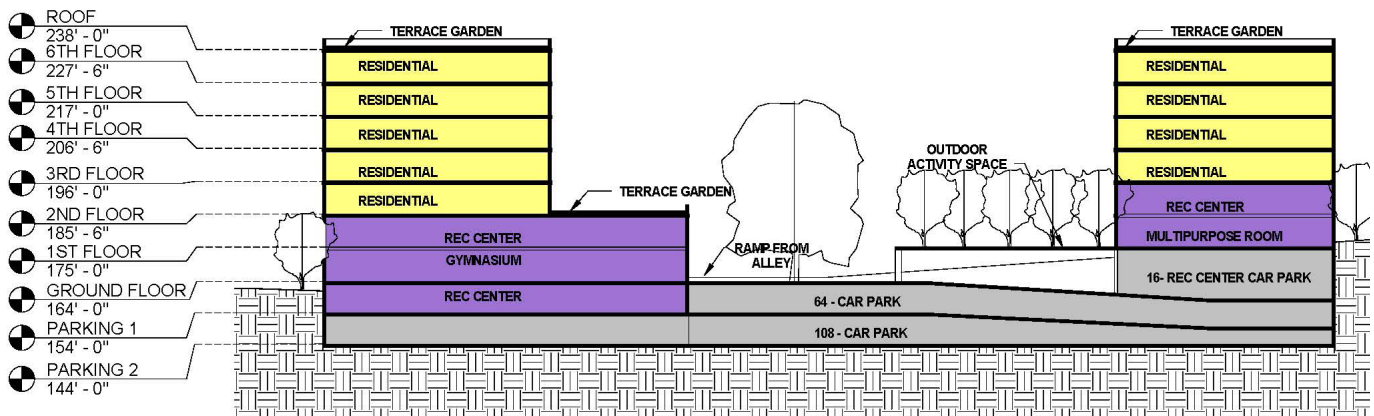
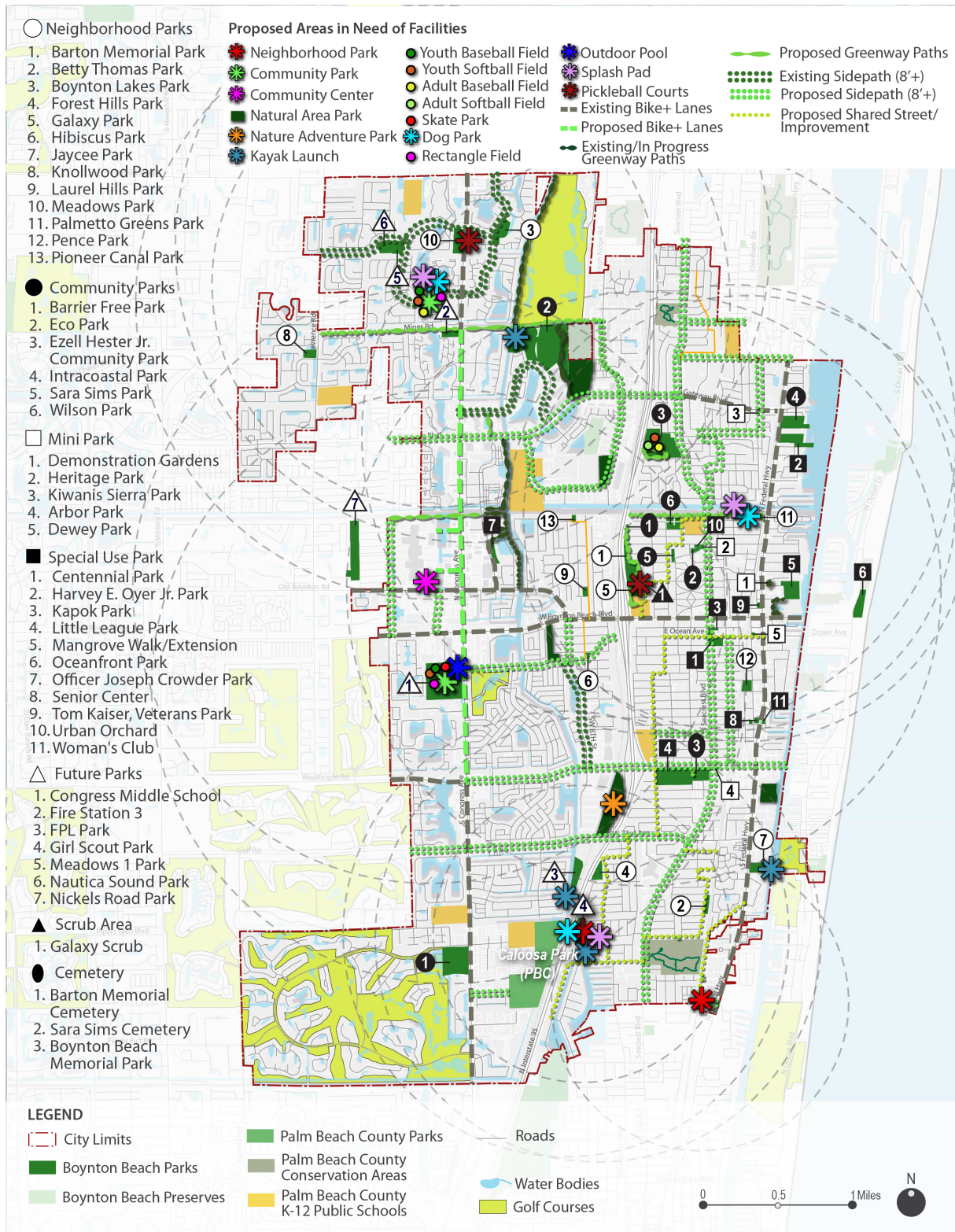


Figure 3.1ac
Integrated Re-Imagine
Recreation Boynton
Beach Vision

Figure 3.1ac below illustrates the proposed integrated Re-Imagine Recreation Boynton Beach vision, an illustration of the all the proposed improvements that will collectively help enhance the quality of life through recreational and cultural opportunities that promote a healthy, vibrant, and inclusive community.



Chapter 4

IMPLEMENTATION STRATEGY



Introduction to the Implementation Strategy

The implementation strategy for Reimagine Recreation Boynton Beach parks and recreation system plan is comprised of three interrelated parts:

- Capital Improvement Projects, such as the replacement of playgrounds, or the construction of new parks and recreation facilities;
- Staff Actions, the steps that Department staff need to take in order to facilitate the completion of capital projects, or the provision of programs and services;
- Funding, to pay for capital projects and staff.

The following chapter focuses on these three interrelated parts.

- 1 Funding
- 2 Phasing
- 3 Action Steps

4.2

Funding

The ability to implement the Vision is directly linked to the amount of funding that will be available over the next 10-years.

The complete Re-imagine Recreation Boynton Beach Vision would cost hundreds of millions of dollars to implement. These types of projects are typically implemented over a period of time using a variety of strategies and funding sources which include:

- Partnerships
- Grants
- Dedicated Funding Sources
- Extraordinary Funding Sources

Following is an overview of each of these strategies and sources.

Partnerships

Partnerships can be a powerful strategy to implement projects. They can help spread capital and operations and maintenance costs for park projects as well as programs and special events. Typical partnerships include schools, hospitals, non-profits, faith-based organizations, and public-private partnerships. Section 4.4 - Action Steps provide further direction on the steps that staff can take to identify and foster partnerships to implement the plan.

Grants

Grants allow municipalities to leverage public municipal funding dollars. The challenge with grants is that they tend to be competitive, meaning other municipalities are also competing for those some grant dollars. This requires the City to complete thoughtful and comprehensive applications in order to be competitive. Additionally, most large grants require a match, meaning the city would have to include funds from their capital budget to obtain the grant.

In certain instances, grants can be “stacked” or combined to draw funding from several sources. The idea of “Grant Stacking” refers to grouping grants of varying levels (federal, state, and local) to support one project. Careful selection of grants can result in one grant providing the matching funds requirement for another grant and vice versa. This process can address acquisition and development in phases to best meet a project’s purpose and schedule. Following is a list of grants that are available for park and trail projects along with amounts. The City should consider hiring additional grant writers to pursue applicable grants.

Grant Opportunities				
Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
AARP Community Challenge Grant	\$50,000	0%	Pedestrian facilities, signage, decorative features, traffic calming, landscaping, innovative community outreach	March
American Academy of Dermatology (AAD) Shade Structure Program	\$8,000	0%	Shade structures	December
Bloomberg Public Art Challenge	\$1,000,000	Varies	Temporary public art projects that celebrate creativity, urban identity and foster partnerships	February
Building Resilient Infrastructure and Communities (BRIC)	\$1,500,000	25%	Stormwater facility/flood prevention, infrastructure hardening	Year Round
Community Development Block Grant – Innovative	\$2,000,000	15%	Water and sewer facilities, flood and drainage improvements, parking, streets, curbs, gutters, sidewalks, parks and playgrounds	July
Community Development Block Grant (CDBG)	\$1,000,000	15%	Community revitalization including infrastructure	June
Community Facilities Direct Loan & Grant Program	\$50,000	45%	Public facilities such water/sewer, community centers, museums, community garden, street improvements	Year Round
Energy Efficiency and Conservation Block Grant (EECBG)	TBD	0%	Energy efficiency planning, facility, lighting and equipment retrofits, transportation projects	September
Florida Recreation Development Assistance Program	\$200,000	Varies between 0-50%	Acquisition and development of land for public outdoor recreation use or to construct recreational trails	August
Florida Communities Trust Parks and Open Space	\$5,000,000	25%	Acquire land	December
Five Star and Urban Waters Restoration Program	\$50,000	100%	Water quality, watersheds and the species and habitats improvements/ education	January
HMGP Flood Mitigation Assistance Program	\$500,000	25%	Stormwater Facilities/ Flood Prevention, Infrastructure Hardening	March
Land and Water Conservation Funding Program (LWCF)	\$500,000	100%	Land Acquisition, Outdoor Recreational Facilities including amphitheaters.	May

Our Town Grant	\$100,000	100%	Innovative public projects including heritage trails	July
Outdoor Recreation Legacy Partnership Program	\$10,000,000	100%	Acquisition and Development of outdoor recreational facilities. All types of outdoor elements are eligible including both active and passive facilities.	March
Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Discretionary Grants	\$5,000,000	20%	Transportation related projects with large scale impact. Includes nonmotorized safe streets and trails projects.	February
Reconnecting Community Grant Program	\$2,000,000 - \$5,000,000	20%	Planning, and capital construction to restore community connectivity through the removal, retrofit, mitigation, or replacement of eligible transportation infrastructure facilities that create barriers to mobility, access, or economic development.	October
Recreational Trails Program (RTP)	\$200,000	20%	Trail Construction, Trail Renovation, Trailhead Facilities, Kayak/Canoe Facility	January
Roadside Enhancement and Beautification Council (REBC) Grant Program	\$50,000	0%	Plantings, Planting materials (top soil, mulch, sod), Labor for installation	TBD
RTC Trails Grant Program	\$20,000	0%	Paved and Unpaved trails	June
Safe Streets & Roads for All (SS4A)	\$1,000,000 - \$15,000,000	20%	Develop or update a comprehensive safety action plan (Action Plan). Conduct planning, design, and development activities in support of an Action Plan. Carry out projects and strategies identified in an Action Plan.	July
Section 319(h) Nonpoint Source Implementation Grant	\$400,000	40%	Stormwater/Water Quality Projects	April
TD Green Space Grant	\$20,000	0%	Green infrastructure development, tree planting, forestry stewardship, community green space expansion	December

Dedicated Funding Sources

Dedicated funding sources, such as taxes and development fees, remain the most sustainable funding sources for parks and recreation projects. Following is a list of dedicated funding sources for the City to consider:

- **Hotel Motel Tax** - paid on lodging at hotels, motels, inns, hostels, and similar places. Users pay these taxes when they rent a room, bed, or other space. A portion of this revenue could be dedicate to overall parks, recreation, and connectivity projects or even a specific parks, recreation, or trail projects that are associated with increasing tourism to a community.
- **Park Impact Fees** - one-time charges assessed on new development in order to help pay for new or expanded public facilities and/or the impact development may have on public facilities.
- **Tax Increment Financing (TIF)** - a geographically targeted economic development tool that captures the increase in property taxes, and sometimes other taxes, resulting from new development, and diverts that revenue to subsidize that development.
- **Sales Tax (Surtax)** - consumption tax imposed by the government on the sale of goods and services. A sales tax is levied at the point of sale, collected by the retailer, and passed on to the county government.

The City of Boynton Beach has greatly benefited from the Palm Beach County Surtax. From 2018-2025, the City will have used \$15.8 millions dollars from the surtax to pay for parks and recreation projects. The Surtax is expected to sunset in December 31, 2026. The City should begin to advocate for the re-issuance of the surtax.

- **Excise Tax** - a legislated tax on specific goods or services at the time they are purchased. Goods subject to excise taxes could be fuel, tobacco, and alcohol, among others.
- **Revenue Bonds** - a category of municipal bond supported by the revenue from a specific project, such as a parking deck, toll bridge, highway, or local stadium. Revenue bonds that finance income-producing projects are thus secured by a specified revenue source. Typically, revenue bonds can be issued by any government agency or fund that is managed in the manner of a business, such as entities having both operating revenues and expenses.

Extraordinary Funding Options

Extraordinary funding options, such as General Obligation Bonds, are typically the largest source of park improvements dollars in the State of Florida. The Consultant Team met with staff to discuss realistic extraordinary funding strategies for the implementation of the Vision. Based on these conversation and public funding calculations completed by the City’s Finance Department, six funding options were developed for the City’s consideration. These options consider order of magnitude estimates for public funding sources, park impact fees, grants, and potential philanthropic contribution amounts that may be obtained and leveraged.

The six funding options consider the use of an extra-ordinary funding source in the form of a General Obligation Bond with a 20-year or 30-year pay back schedule. Figure 4.2a illustrates the potential bond revenue that could be generated based on a range of household property tax contributions.

Figure 4.2a
General Obligation Bond Revenue Potential Based on Yearly Household Contributions

General Obligation Bond	+ Rate per year	20-Year Bond Amount	30-Year Bond Amount
	+\$10 - \$25	\$10.0 M	\$13.5 M
	+\$26 - \$50	\$20.0 M	\$25.0 M
	+\$51- \$75	\$31.0 M	\$39.0 M
	+\$76 - \$100	\$41.0 M	\$52.0 M
	+\$101 - \$200	\$82.0 M	\$105.0 M
	+\$200	\$95.0 M	\$125.0 M

Figures 4.2b and 4.2g illustrate the amount of combined revenue that could potentially be generated by leveraging the public funding with other funding sources. Twenty-five dollars per household leveraged with other funding sources could generate about \$15.05 Million while \$200 could generate about \$126 Million over the next 10 years.

Figure 4.2b

Funding Option 1 – G.O. Bond (\$10-\$25 per Tax Paying Household per Year)

FUNDING OPTIONS	10-YEAR PROJECTION
G.O. Bond (30-Year Pay Back) (+\$10-\$25 per tax paying household per year; the cost of a pizza pie)	\$ 13.5 M
Park Impact Fees*	\$ 4 M
Grants	\$ 1.5 M
TOTAL	\$ 19.5 M
Philanthropic Contribution Goal	\$ 50 K
TOTAL	\$ 19.55 M

* Preliminary, planning level, order of magnitude estimate that may change based on final park impact fee recommendations and population growth. Funds can only be used for projects associated with expanding Parks and Recreation Level of Service.

Figure 4.2c

Funding Option 2 – G.O. Bond (\$26-\$50 per Tax Paying Household per Year)

FUNDING OPTIONS	10-YEAR PROJECTION
G.O. Bond (30-Year Pay Back) (+\$26-\$50 per tax paying household per year; the cost of a pizza pie with chicken wings)	\$ 25.0 M
Park Impact Fees*	\$ 4 M
Grants	\$ 1.5 M
TOTAL	\$30.5 M
Philanthropic Contribution Goal	\$ 50 K
TOTAL	\$ 30.55 M

* Preliminary, planning level, order of magnitude estimate that may change based on final park impact fee recommendations and population growth. Funds can only be used for projects associated with expanding Parks and Recreation Level of Service.

Figure 4.2d

Funding Option 3 - G.O. Bond (\$51-\$75 per Tax Paying Household per Year)

FUNDING OPTIONS	10-YEAR PROJECTION
G.O. Bond (30-Year Pay Back) (+\$51-75 per tax paying household per year; the cost of three pizza pies)	\$ 39.0 M
Park Impact Fees*	\$ 4 M
Grants	\$ 1.5 M
TOTAL	\$44.5 K
Philanthropic Contribution Goal	\$ 50 K
TOTAL	\$ 44.55 M

* Preliminary, planning level, order of magnitude estimate that may change based on final park impact fee recommendations and population growth. Funds can only be used for projects associated with expanding Parks and Recreation Level of Service.

Figure 4.2e

Funding Option 4 – G.O. Bond (+\$76-\$100 per Tax Paying Household per Year)

FUNDING OPTIONS	10-YEAR PROJECTION
G.O. Bond (30-Year Pay Back) (+\$76-\$100 per tax paying household per year; the cost of three pizza pies and a cake)	\$ 52.0 M
Park Impact Fees*	\$ 4 M
Grants	\$ 1.5 M
TOTAL	\$ 57.5 M
Philanthropic Contribution Goal	\$ 50 K
TOTAL	\$ 57.55 M

* Preliminary, planning level, order of magnitude estimate that may change based on final park impact fee recommendations and population growth. Funds can only be used for projects associated with expanding Parks and Recreation Level of Service.

Figure 4.2f

Funding Option 5 - G.O. Bond (\$101-\$200 per Tax Paying Household per Year)

FUNDING OPTIONS	10-YEAR PROJECTION
G.O. Bond (30-Year Pay Back) (+\$101-\$200 per tax paying household per year; the cost of five pizza pies, chicken wings, and a cake)	\$ 105.0 M
Park Impact Fees*	\$ 4 M
Grants	\$ 1.5 M
TOTAL	\$110.5 M
Philanthropic Contribution Goal	\$ 50 K
TOTAL	\$ 110.55 M

* Preliminary, planning level, order of magnitude estimate that may change based on final park impact fee recommendations and population growth. Funds can only be used for projects associated with expanding Parks and Recreation Level of Service.

Figure 4.2g

Funding Option 6 - G.O. Bond (\$200+ per Tax Paying Household per Year)

FUNDING OPTIONS	10-YEAR PROJECTION
G.O. Bond (30-Year Pay Back) (+\$200 per tax paying household per year; the cost of a nice dinner out with wine and desert for two people)	\$ 125.0 M
Park Impact Fees*	\$ 4 M
Grants	\$ 1.5 M
TOTAL	\$130.5 M
Philanthropic Contribution Goal	\$ 50 K
TOTAL	\$ 130.55 M

* Preliminary, planning level, order of magnitude estimate that may change based on final park impact fee recommendations and population growth. Funds can only be used for projects associated with expanding Parks and Recreation Level of Service.

Phasing

Given the amount of funding that may be available to implement the Vision, prioritizing projects will be important.

City staff and the Consultant Team collaboratively developed a prioritization strategy to inform how parks and recreation capital projects should be implemented over the next 10-years. Two steps were used to prioritize projects:

Step 1 - Funding Allocation Targets: City-wide spending targets for four Project Funding Categories based on the findings from the Needs and Priorities Assessment.

Step 2 - Prioritization Criteria: Indicators used to score and prioritize improvements within the four Project Funding Categories based on the findings from the Context Analysis, Needs and Priorities Assessment, Vision, industry best practices, and staff input.

Step 1 - Funding Allocation Targets

Parks and recreation system capital projects can be organized into four primary project categories:

- **Improvements to existing parks and facilities** - Capital projects related to enhancing and replacing aging and deteriorating parks and recreation facilities, amenities, and spaces such as replacing an air conditioning unit, or a playground, or improving the natural turf in a field.
- **Development of new parks and facilities** - Capital projects related to installing and implementing new facilities that were not previously available in parks such installing synthetic turf in an existing natural turf field, adding a new restroom building, or installing a splash pad in a vacant site.
- **Development of walking and biking facilities** - Capital projects related to implementing walking and biking facilities such as paved trails, cycle tracks, and sidewalks identified in the City of Boynton Beach Greenways, Blueways, and Trails Master Plan.
- **Acquiring park land** - The acquisition of land that would be used for parks and recreation facilities.

Figure 4.3a
Funding Allocation Targets

PROJECT TYPES	PERCENTAGE FUNDING ALLOCATION TARGETS
Improvements to Existing Parks and Facilities	45%
Development of New Parks and Facilities	25%
Development of Walking and Biking Facilities	16%
Acquiring Park Land	14%
TOTAL	100%

The findings from the question in the Statistically Valid Survey (SVS) where respondents were asked to allocate \$100 into eight capital improvement categories were collapsed into allocations for the four primary project categories discussed above. Figure 4.3a illustrates these allocation results.

These percentage funding allocation targets are proposed to be applied to the amount of funding that may be available to implement parks and recreation capital projects over the next 10 years. This ensures that each type of project receives some amount of funding over the next 10 years rather than all the funding potentially going to a certain type of project. Figure 4.3b - 4.3c illustrate how percentage funding allocation targets translate into funding amounts based on the potential funding tiers discussed in Section 4.2 - Funding.

Figure 4.3b
Funding allocation targets and dollars per potential funding Tiers 1-3 amounts

PROJECT TYPES	PERCENTAGE FUNDING ALLOCATION TARGETS	Funding Tier 1 (G.O. Bond at \$10-\$25 per Household, per Year)	Funding Tier 2 (G.O. Bond at \$26-\$50 per Household, per Year)	Funding Tier 3 (G.O. Bond at \$51-\$75 per Household, per Year)
Improvements to Existing Parks and Facilities	42%	\$ 6.77 M	\$ 11.95 M	\$ 18.25 M
Development of New Parks and Facilities	25%	\$ 7.76 M*	\$ 10.64 M*	\$ 14.14 M*
Development of Walking and Biking Facilities	16%	\$ 2.41 M	\$ 4.25 M	\$ 6.49 M
Acquiring Park Land	14%	\$ 2.11 M	\$ 3.71 M	\$ 5.68 M
TOTAL	100%	\$ 19.05 M	\$ 30.55 M	\$ 44.55 M

* Considers 25% from bond amount plus park impact fee revenue.

Figure 4.3c
Funding allocation targets and dollars per potential funding Tiers 4-6 amounts

PROJECT TYPES	PERCENTAGE FUNDING ALLOCATION TARGETS	Funding Tier 3 (G.O. Bond at \$75-\$100 per Household, per Year)	Funding Tier 4 (G.O. Bond at \$101-\$200per Household, per Year)	Funding Tier 5 (G.O. Bond at \$200+ per Household, per Year)
Improvements to Existing Parks and Facilities	42%	\$ 21.09 M	\$ 47.95 M	\$ 56.95 M
Development of New Parks and Facilities	25%	\$ 17.39 M*	\$ 30.64 M*	\$ 35.64 M*
Development of Walking and Biking Facilities	16%	\$ 8.58 M	\$ 17.05M	\$ 20.25 M
Acquiring Park Land	14%	\$ 7.49M	\$ 14.91 M	\$ 17.71 M
TOTAL	100%	\$ 57.55 M	\$ 110.55 M	\$ 130.55 M

* Considers 25% from bond amount plus park impact fee revenue.

Step 2 - Prioritization Criteria

City staff and the Consultant Team collaboratively developed a prioritization criteria for each project type to identify which capital improvement projects within each project type should be implemented first as funding becomes available. These criteria were based on findings from the Chapter 1 – Context Analysis, Chapter 2 - Needs and Priorities Assessment, Chapter 3 - Vision, industry best practices, and staff input. Figures 4.3d- 4.3f identify these prioritization criteria.

Figure 4.3d
Prioritization Criteria for Improvements to Existing Parks and Facilities

PRIORITIZATION CRITERIA FOR IMPROVEMENT OF EXISTING PARKS AND FACILITIES				
Guiding Principle	Criteria	Criteria Description	Points	Metric
Awareness	Partnerships	Does the project present an opportunity for partnerships?	0,3,5	Low, Medium, High
Enhancement	Health, Safety, Welfare	Does the project address physical safety hazards of facilities or amenities that may fail and cause harm to the public?	0,3,5	Low, Medium, High
	Facility Condition	Does the project address a facility with significant disrepair and capital improvements to preserve necessary operability?	0,3,5	Low, Medium, High
	Priority Need	Does the project address a Statistically Valid Survey (SVS) Priority Investment Ranking (PIR) need?	0,3,5	Low, Medium, High
Connections	Mobility	Does the project present an opportunity to enhance universal accessibility?	0,3,5	Low, Medium, High
	Social Connectivity	Does the project present an opportunity to improve a facility that facilitates multi-generational, multi-cultural, and multi-purpose gathering?	0,3,5	Low, Medium, High
Expansion	Social Vulnerability	Is the project located in an area that is currently socially vulnerable?	1-6	Low - High
	Staffing and Financial Resources	What is the project's impact to staffing and funding resources?	0,3,5	High, Medium, Minimal Impact

Figure 4.3e
Prioritization Criteria for Development of New Park Facilities

PRIORITIZATION CRITERIA FOR DEVELOPMENT OF NEW PARK FACILITIES				
Guiding Principle	Criteria	Criteria Description	Points	Metric
Awareness	Partnerships	Does the project present an opportunity for partnerships?	0,3,5	Low, Medium, High
	Priority Need	Does the project address a Statistically Valid Survey (SVS) Priority Investment Ranking (PIR) need?	0,3,5	Low, Medium, High
Enhancement	LOS Gap	Does the project address an Access LOS Gap?	0,3,5	Low, Medium, High
	Bicycle/Pedestrian Connectivity	Does the project provide an opportunity to advance bicycle and pedestrian connectivity?		No, Partially, Yes
Connections	Mobility	Does the project present an opportunity to enhance universal accessibility?	0,3,5	Low, Medium, High
	Social Connectivity	Does the project present an opportunity to improve a facility that facilitates multi-generational, multi-cultural, and multi-purpose gathering?	0,3,5	Low, Medium, High
Expansion	Social Vulnerability	Is the project located in an area that is currently socially vulnerable?	1-6	Low - High
	Staffing and Financial Resources	What is the project's impact to staffing and funding resources?	0,3,5	High, Medium, Minimal Impact

Figure 4.3f
Prioritization Criteria for Park Land Acquisition

PRIORITIZATION CRITERIA FOR PARK LAND ACQUISITION				
Guiding Principle	Criteria	Criteria Description	Points	Metric
Awareness	Partnerships	Does the land present an opportunity for partnerships?	0,3,5	Low, Medium, High
Enhancement	Park Utilization	Does the land enhance an existing park to provide improved parks and recreation service delivery?	0,3,5	No, Partially, Yes
	Priority Need	Does the land address a Statistically Valid Survey (SVS) Priority Investment Ranking (PIR) need?	0,3,5	Low, Medium, High
	LOS Gap	Does the land address a Need in the Facilities LOS?	0,3,5	Low, Medium, High
Connections	Bicycle/Pedestrian Connectivity	Does the land provide an opportunity to advance bicycle and pedestrian connectivity?		No, Partially, Yes
	Social Connectivity	Does the project present an opportunity to improve a facility that facilitates multi-generational, multi-cultural, and multi-purpose gathering?	0,3,5	Low, Medium, High
Expansion	Park Desert	Does the land address a park desert?	0,3,5	No, Partially, Full
	Acreage LOS Need	What is the degree of park acreage need in the area where the land is located?	1,3,5	Low, Medium, High
	Social Vulnerability	Is the project located in an area that is currently socially vulnerable?	1-6	Low - High
	Staffing and Financial Resources	What is the project's impact to staffing and funding resources?	0,3,5	High, Medium, Minimal Impact

Based on the prioritization criteria, scores, and weights, the Consultant Team scored fifty-six (56) potential capital improvement projects. Figures 4.3g - 4.3i identify the prioritized projects for each of the project types. Each chart contains a Project Identification Number (I.D.), Park Name, Project Name, Project Description, Order of Magnitude Opinion of Probable Capital Cost (Capital Costs), and Order of Magnitude Opinion of Probable Operations and Maintenance Cost (O&M Costs) for new projects.

Figure 4.3g
Prioritized Improvement to Existing Parks and Facilities Projects

PRIORITIZED IMPROVEMENT TO EXISTING PARKS AND FACILITIES PROJECTS					
Rank	Project I.D.	Park Name	Project Name	Project Description	CAPITAL COSTS
1	IEF-14	Mangrove Extension Walk	Mangrove Walk Pond and Extension	Complete proposed paver and access improvements.	\$1,500,000
2	IEF-03	Ezell Hester Jr. Community Center	Community Center Improvements	Make building improvements, including adding a E-Sports Center and Sound Recording Studio.	\$2,000,000
3	IEF-20	Senior Center	Senior Center/ Multi-Generational Center Reconstruction / Expansion	Reconstruct the building; expand the facility; create a multi-generational center.	\$14,000,000
4	IEF-21	Urban Orchard	Urban Orchard and Community Garden Improvement	Enhance overall appearance of the park.	\$150,000
5	IEF-05	Harvey E. Oyer Jr. Park	Harvey E. Oyer Jr. Park Improvements	Explore the feasibility of enhancing partnership and site efficiency by adding a restaurant on the site; redesigning parking area to maximize parking spaces and circulation, and improving the buildings on site.	\$4,700,000
6	IEF-15	Oceanfront Park	Oceanfront Park Access Improvements	Maximize parking on existing site; explore on-street parking along Highway A1A.	-
7	IEF-17	Palmetto Green Linear Park	Palmetto Green Linear Park Improvements	Add lighting; add shaded seating area; add designated fishing location; improve restroom.	\$1,800,000

Figure 4.39
Prioritized Improvement to Existing Parks and Facilities Projects (Continue)

PRIORITIZED IMPROVEMENT TO EXISTING PARKS AND FACILITIES PROJECTS					
Rank	Project I.D.	Park Name	Project Name	Project Description	CAPITAL COSTS
8	IEF-22	Wilson Park	Wilson Park Improvements	Expand to 50m pool with deep well for pool; improve restroom; add green infrastructure throughout the park; add a rental pavilion; consider the role of site in providing affordable housing with rebuilt community center.	\$4,600,000
9	IEF-13	Laurel Park	Laurel Hills Park Improvements	Improving Basketball Court; add walking trails.	\$300,000
10	IEF-18	Sara Sims Cemetery	Sara Sims Cemetery Improvements	Expand cemetery to the south, enhance landscaping and grass, add signage/ wayfinding, seating areas, shelters, and connect to Sara Sims Park internal trails system to encourage walking in the park.	\$250,000
11	IEF-04	Forest Hills Park	Forest Hills Park Improvements	Improve parking opportunities; add green infrastructure; explore park expansion to open up the park; remove the Baseball Field; and add a dog park and walking trails.	\$850,000
12	IEF-06	Hibiscus Park	Hibiscus Park Improvements	Move Basketball Court and convert to multi-use court; and add outdoor exercise equipment.	\$270,000
13	IEF-11	Kiwanis Sierra Park	Kiwanis Sierra Park Sale	Consider selling property.	-
14	IEF-07	Intracoastal Park	Intracoastal Park Improvements	Redesign circulation to increase and maximize parking on-site including moving dumpster to front of the park and replacing the wall on the south side; add access to the water on the southeast corner of the parking to add a floating dock; outdoor exercise equipment.	\$2,000,000
15	IEF-12	Knollwood Park	Knollwood Park Improvements	Improving lighting; renovate walking trails, add swings and outdoor exercise equipment, and add seating.	\$450,000

Figure 4.3g
Prioritized Improvement to Existing Parks and Facilities Projects (Continue)

PRIORITIZED IMPROVEMENT TO EXISTING PARKS AND FACILITIES PROJECTS					
Rank	Project I.D.	Park Name	Project Name	Project Description	CAPITAL COSTS
16	IEF-02	Barrier Free Park	Barrier Free Park area Improvements	Expand splash pad; relocate workout area to add Pickleball Courts.	\$1,200,000
17	IEF-09	Jayce Park	Jaycee Park Improvements	Add lights on the south side of the park; complete tree management; improve fishing pier; and add kayak launch, dog park, and splash pad.	\$1,200,000
18	IEF-08	Intracoastal Park	Intracoastal Park Building Improvements	Renovate the building.	\$1,700,000
19	IEF-19	Sara Sims Park	Sara Sims Park Improvements	Add on-street parking wherever possible; add outdoor exercise equipment; add shade over playground.	\$1,600,000
20	IEF-01	Barrier Free Park	Barrier Free Park Tennis Center Improvements	Add lighting between the Tennis Center building and parking lot; renovate and expand the Tennis Center and move the Tennis Pro Shop closer to the parking lot so it improves security; add a new Tennis Center gathering area; make drainage improvements in the Tennis Courts.	\$3,000,000
21	IEF-10	Kapok Park	Kapok Park Playground Improvements	Add shade over the playground; add protection from the road.	\$350,000
22	IEF-16	Officer Joseph Crowder Park	Office Joseph Crowder Park Improvements	Add dog cleaning stations; add synthetic turf.	\$2,300,000
TOTAL					\$44.22 M

Figure 4.3h
Prioritized Development of New Parks and Facilities Projects

PRIORITIZED DEVELOPMENT OF NEW PARKS AND FACILITIES PROJECTS						
Rank	Project I.D.	Park Name	Project Name	Project Description	CAPITAL COSTS	O&M COSTS
1	DNP-01	Congress Middle School	Congress Middle School Community Park	Collaborate with School District to complete a Master Plan, enhance and expand athletic facilities and develop into a Community Park including Skate Park, Outdoor Pool, New Natural Turf Field, Splash pad.	\$12,600,000	\$460,000
2	DNP-03	Community Center West of I-95	Community Center West of I-95	Develop an 40,000 sf indoor community center on the westside of Boynton Beach with indoor spaces for childcare and after-school opportunities, computer labs, maker spaces, Science, Technology, Engineering, Art, and Mathematics (STEAM) programs, double-gym, elevated walking track, sound studio, e-sports space, spaces senior lounges, card rooms, billiards, and meeting rooms.	\$16,000,000	\$770,000
3	DNP-02	Community Park in North West Quadrant of the City of Boynton Beach	Community Park in North West Quadrant of the City of Boynton Beach	Complete a Community Park in Northwest Boynton Beach that includes playground, splash pad, picnic areas, picnic shelters, family pavilion, walking trails, adult/ youth baseball fields, youth softball fields, dog park, rectangle multi-purpose field, pickleball courts, basketball courts, and tennis courts.	\$6,000,000	\$180,000
4	DNP-12	FPL Park	FPL Park	Complete master plan in coordination with the public and develop land into natural area park, consider the inclusion of mountain bike trails and kayak launch.	\$2,700,000	\$96,000
5	DNP-13	I-95 Nature Park	I-95 Nature Park	Complete master plan in coordination with the public and develop land into natural area park consider including hiking/ mountain bike/ dirt bike trails and explore a way to connect it to the FPL and Girl Scout Park sites.	\$7,000,000	\$255,000
6	DNP-14	Leisure Ville Nature Park	Leisureville Nature Park	Complete master plan in coordination with the community and implement.	\$2,000,000	\$68,000
7	DNP-04	Eco Park	Eco Park	Eco Park Implementation	\$1,000,000	\$70,000

Figure 4.3h
Prioritized Development of New Parks and Facilities Projects (Continued)

PRIORITIZED DEVELOPMENT OF NEW PARKS AND FACILITIES PROJECTS						
Rank	Project I.D.	Park Name	Project Name	Project Description	CAPITAL COSTS	O&M COSTS
8	DNP-05	Girl Scout Park	Girl Scout Park	Develop into a Neighborhood Park with floating boardwalk that connects to FPL Park Site, kayak launch, nature trails, dog park, multi-purpose open space, and other amenities as identified in coordination with the community.	\$2,100,000	\$77,000
9	DNP-06	Eco Park Extension	Eco Park Extension	Complete master plan in coordination with the public and develop land into natural area park.	\$3,200,000	\$242,000
10	DNP-07	High Ridge Natural Area	High Ridge Natural Area Park	Complete master plan in coordination with the public and develop land into natural area park.	\$1,000,000	\$72,000
11	DNP-09	Nickels Road Natural Area	Nickels Road Natural Area Park	Complete master plan in coordination with the public and develop land into natural area park.	\$1,000,000	\$75,000
12	DNP-17	Wilson Park	Wilson Park Splash Pad	Implement splash pad and ancillary amenities.	\$750,000	\$50,000
13	DNP-24	Demonstration Garden	Demonstration Garden Development	Complete a Park Master Plan, add kayak launch.	\$1,000,000	-
14	DNP-08	Ezell Hester Jr. Park	Ezell Hester Jr. Park Natural Area	Improve 4-aces of land along the south and southwestern edge of the park and improve with resource management and hiking trails.	\$160,000	\$20,000
15	DNP-11	Intracoastal Nature Park	Intracoastal Nature Park	Four contiguous parcels form a 9-acre site that has 600-feet of intracoastal frontage and features a mangrove forest that has been undisturbed for over 30 years. Complete master plan in coordination with the community and implement.	\$6,000,000	\$125,000
16	DNP-16	Palmetto Greens Linear Park	Palmetto Greens Linear Park	Implement dog park and ancillary amenities.	\$660,000	\$5,000

Figure 4.3h
Prioritized Development of New Parks and Facilities Projects (Continued)

PRIORITIZED DEVELOPMENT OF NEW PARKS AND FACILITIES PROJECTS						
Rank	Project I.D.	Park Name	Project Name	Project Description	CAPITAL COSTS	O&M COSTS
17	DNP-18	Galaxy Park	Galaxy Park Pickleball Courts	Implement Pickleball Courts and ancillary facilities.	\$250,000	-
18	DNP-22	Pence Park	Pence Park Development	Implement Master Plan.	\$1,700,000	-
19	DNP-10	Boynton Beach Natural Area Park	Boynton Beach Mall Natural Area Park	Complete master plan in coordination with the public and develop land into natural area park.	\$450,000	\$34,000
20	DNP-21	Meadows Park	Meadows Park Development	Implement Master Plan; add Pickleball Courts; add outdoor exercise equipment.	\$1,000,000	-
21	DNP-23	Pioneer Canal Park	Pioneer Canal Park Development	Complete a Park Master Plan, add kayak launch.	\$1,700,000	-
22	DNP-19	Neighborhood Park	Neighborhood Park	Develop into a Neighborhood Park	\$2,500,000	\$72,000
23	DNP-25	Barrier Free Park	Walking Trails in Natural Area	Add walking trails in the forested area of the park; add educational signage related to stormwater management and green infrastructure.	\$200,000	-
24	DNP-15	Ezell Hester Jr. Park	Ezell Hester Jr. Park Athletic Fields	Implement phase-1B and Phase 2 of Ezell Hester Jr. Park which includes second synthetic field and ancillary improvements.	\$6,000,000	-
25	DNP-20	Little League Park	Implement Little League Park Master Plan	Implement Little League Park Master Plan	\$2,000,000	-
TOTAL					\$78.97 M	\$2.67 M

Figure 4.3i
Prioritized Acquiring Park Land Projects

PRIORITIZED ACQUIRING PARK LAND PROJECTS					
Rank	Project I.D.	Park Name	Project Name	Project Description	Acquisition Costs
1	PLA-02	Community Center West of I-95	Community Center West of I-95	8-acres to develop an 30,000 - 40,000 sf indoor community center west of I-95.	\$2,000,000
2	PLA-06	Senior Center	Senior/ Multi-Generational Center Expansion/ Reconstruction	0.5-acres.	\$400,000
3	PLA-01	Community Park in Northwest Quadrant of the City	Community Park in Northwest Quadrant of the City	15-acres in North Boynton Beach for a Community Park.	\$3,750,000
4	PLA-04	Intracoastal Nature Park	Intracoastal Nature Park	9-acre of natural area park.	\$720,000
5	PLA-03	Boynton Beach Natural Area Park	Boynton Beach Mall Natural Area Park	6.8-acres of natural area park.	\$1,360,000
6	PLA-05	Neighborhood Park	Neighborhood Park in the Southeast portion of the City.	6-acres for a Neighborhood Park	\$3,600,000
TOTAL					\$11.830 M

Action Steps

Executing the implementation of the Reimagine Recreation Boynton Beach Vision requires a coordinated effort by a variety of individuals, with the goal of completing projects within a certain time frame. The following section complements the City's phased Capital Improvement Projects and provides detailed processes by which the City will implement the vision.

These steps are organized around the Guiding Principles and Policies and Actions presented in Chapter 3 - Vision. It includes twenty-three (23) Policies and Actions and one-hundred and forty-four (144) Steps with Key Performance Indicators (KPIs), Responsible Parties, and Time Frames that the City should follow to implement the Vision. This section is intended to be a "living section," which will be used by staff on a regular basis and updated based on current information.



Goal 1: Grow Awareness: Increase local knowledge of the parks and recreation system

Policies and Actions	KPI	Responsible Party	Time Frame
» 1.1 - Develop a strategy for marketing and branding the Department.	Marketing and Branding campaigns completed	Recreation and Parks Department	<ul style="list-style-type: none"> 2023
» 1.2 - Intentionally and strategically focus on the Department's Storytelling.	Distribute surveys every 2-3 years	Recreation and Parks Department	<ul style="list-style-type: none"> 2023
	Updated website	Recreation and Parks Department/ IT	<ul style="list-style-type: none"> 2024
	Frequency of postings	Recreation and Parks Department/ City-wide Communications	<ul style="list-style-type: none"> On-going On-going On-going
	Individual strategy for social media		<ul style="list-style-type: none"> 2024
	Digital Displays installed (at least 1x / year)	Recreation and Parks Department	<ul style="list-style-type: none"> 2024-2026
	QR Code installed		<ul style="list-style-type: none"> 2024
	App Launched		<ul style="list-style-type: none"> 2023-2024
	Established frequency of communication with School System		<ul style="list-style-type: none"> 2024
	Dedicated cross-promotions strategies	Recreation and Parks Department/ City-wide Communications	<ul style="list-style-type: none"> On-going
	Interactive Guide developed	Recreation and Parks Department	<ul style="list-style-type: none"> 2023
	2 kiosks per year		<ul style="list-style-type: none"> 2024-2028

Steps

- Coordinate with City leadership and staff to develop a comprehensive strategy for marketing the department and telling its story.
- Initiate surveys of residents to identify changing community desires and support rapid adaptation.
- Update website annually with a focus on inspiration versus information.
- Improve social media presence, including hiring youth to develop content.
- Spotlights on individual parks and services (highlight particular programs/parks on weekly basis).
- Follow-up posts after events.
- Create a dedicated strategy for different social media tools.
- Adding digital displays at all recreation centers.
- Install signs with QR codes at parking lots advertising upcoming events.
- Develop app with push notifications.
- Increase communication with school system.
- Increase cross-promotion of other departments (Team Boynton Beach).
- Create an interactive parks and facilities guide (in progress).
- Create interactive kiosks in parks with Wifi, info, sign-ups for programs.



Goal 1: Grow Awareness: Increase local knowledge of the parks and recreation system

Policies and Actions	KPI	Responsible Party	Time Frame
» 1.2 - Intentionally and strategically focus on the Department's Storytelling (Continued)	Parks renamed, where appropriate	Recreation and Parks Department	<ul style="list-style-type: none"> 2023-2033
	Track Marketing Return on Investment for social media		<ul style="list-style-type: none"> 2023
	QR Codes added to marketing mix for all programs, events and feedback mechanisms		<ul style="list-style-type: none"> 2023
	QR Codes added to marketing mix for all programs, events and feedback mechanisms		<ul style="list-style-type: none"> 2024
» 1.3 - Explore Strategic Partnerships - Expand collaboration—including signage and announcements, as well as shared land and amenities—with organizations with overlapping missions.	Number of new partnerships / year	Recreation and Parks Department	<ul style="list-style-type: none"> On-going

Steps

- Consider renaming certain parks to provide more local cultural or historical relevance.
- Continue to invest in digital marketing.
- Grow use of QR codes for all Department offerings.
- Build marketing strategies by age groups by considering targeted marketing approaches by different age segments.
- Develop list of organizations for potential partnerships - classify by public, private and non-profit.
- Organizations include but are not limited to libraries, hospitals, schools, transit stations, housing authority, etc.
- Develop partnership metrics for each type of partner e.g. public, private and non-profit.
- Reach out to partners and set up regular meetings to discuss on-going and potential new projects.
- Review partnership metrics annually to confirm or update to ensure equitable partnerships.



Goal 2: Enhance What We Have: Renew existing facilities, programs, and services

Policies and Actions	KPI	Responsible Party	Time Frame
» 2.1 - Enhance Parks - Enhance existing parks to maximize the use of limited land and make critical improvements based on identify community needs and concerns.	Number of projects completed	Recreation and Parks Department	<ul style="list-style-type: none"> 2023 2024-2033 Yearly
» 2.2 - Perform ecological restoration throughout the park system - Remove invasive plantings and restore areas with natives planting while considering opportunities to improve site lines, increase safety, and provide opportunities for better use of the restored areas.	Acres of invasive plants removed Number of native plants planted	Public Works and Recreation and Parks Department	<ul style="list-style-type: none"> 2023-2024 2024-2025 2026-2028 2028-2033
» 2.3 - Manage existing and grow future programs based on community need and trends - Track lifecycle status of new programs and grow programs.	Introduce new programs annually	Recreation and Parks Department	<ul style="list-style-type: none"> On-going
» 2.4 - Continue to ensure program mix is aligned with the age segments served	Ensure program offerings are aligned with demographic age segments	Recreation and Parks Department	<ul style="list-style-type: none"> On-going
» 2.5 - Ensure ongoing program innovation cycle is continued	Annual review	Recreation and Parks Department	<ul style="list-style-type: none"> On-going
» 2.6 - Improve Customer Service - Enhance service delivery and experience using ongoing Customer Feedback	Obtain ongoing feedback using various tools and develop training for org. culture and customer service training for all staff	Recreation and Parks Department	<ul style="list-style-type: none"> 2024-2033

Steps

- Review list of prioritized projects and confirm feasibility based on proposed vision, planning level capital costs, and management costs/ implications.
- Complete community-based conceptual plans for prioritized projects when applicable using the findings from the Needs Assessment and recommendations from the Visions as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and needs.
- Consult with other Departments such as Public Works and environmental stewardship partners to confirm prioritized list of natural areas that should be improved.
- Complete a site inventory of natural areas in prioritized parks and confirm areas to be improved in parks.
- Develop community-based management plans, conceptual area site improvement plans, based on available/ proposed capital and administrative dollars and implement.
- Manage and maintain natural areas per management plans.
- Grow Special event offerings and fitness & wellness programs.
- Expand cultural offerings through the Boynton Beach Arts & Cultural Center.
- Evaluate growing the popular Movies in the Parks offering.
- Explore creating Nature Programs as a new core program areas.
- Utilize annual demographic estimates to identify community profile.
- Use program assessment data to measure existing program offerings and audiences served by age.
- Based on gaps in age segments, determine future programs by age segments.
- Track lifecycle status of all new programs.
- Add / modify / eliminate programs based on their lifecycle stage from introduction to decline.
- Improve internal communications channels.
- More accessible registration options with offerings at non-traditional hours.
- Conduct pre and post program surveys and intercept surveys at special events and cultural events to get user feedback.
- Using this feedback, develop a Recreation and Parks customer service training program: The Boynton Beach Recreation and Parks Way.
- This should include customer service metrics and standards, shared language and greetings.
- This training should be a part of the onboarding process for new staff and ongoing for existing staff.
- Obtain ongoing feedback from staff and users to identify effectiveness of the training to keep and update.



Goal 3: Connect Our Recreation and Parks System: Seamlessly integrate the parks and recreation system into the community.

Policies and Actions	KPI	Responsible Party	Time Frame
» 3.1 - Enhance Greenway Connections - Provide high-quality active-transportation facilities that connect the community to the parks and recreation system and design trails to facilitate the incremental integration of park experiences where possible.	Miles of trails built.	Public Works Department with support from Recreation and Parks Department	<ul style="list-style-type: none">• 2023-2024• 2023-2026• 2028-2033• Yearly
» 3.2 - Enhance Mobility and Transit Connections to Parks - Explore opportunities to enhance parking in parks and coordinate with Ongoing Public Transit Efforts	Reduced parking complaints.	Recreation and Parks Department in coordination with Public Works Department	<ul style="list-style-type: none">• 2023-2024• 2024-2026• 2028-2030• 2030-2032• Yearly

Steps

- Complete community-based conceptual plans for prioritized projects when applicable using the findings from the Needs Assessment and recommendations from Boynton Beach Greenways, Blueways, and Trails Plan as a starting point for dialogue with the community.
 - Explore and identify opportunities along the corridor to install needed parks and recreation amenities along the corridor informed by the Needs Assessment and recommendations from the Visions.
 - Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
 - Develop construction documents for phased implementation and implement.
 - Review list of projects yearly and re-prioritize projects based on opportunities and need.
-
- Identify parks with the most frequent parking issues along with the days and times where parking is an issue, particularly Oceanfront Park. Complete Transit Feasibility Study.
 - Coordinate with PalmTran on proposed transit enhancements and advocate for service to Community Parks.
 - Explore physical, programmatic, and economic strategies to maximize parking opportunities within the parks, without compromising green space and park functionality.
 - Explore opportunities for on-street parking along the perimeter of the park and along streets leading to the park as well as off-street parking opportunities within a 1/4 mile (5-minute walk from the park).
 - Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding and informed by public engagement.
 - Develop construction documents for phased implementation and implement.
 - Review list of projects yearly and re-prioritize projects based on opportunities and need.



Goal 3: Connect Our Recreation and Parks System: Seamlessly integrate the parks and recreation system into the community.

Policies and Actions	KPI	Responsible Party	Time Frame
» 3.3 - Expand the Role of Volunteers - Increase the opportunities to engage with the parks and recreation system as a volunteer.	Grow volunteer hours by 5% annually; establish a Foundation or Friends Group	Recreation and Parks Department	<ul style="list-style-type: none">• 2023-2024• On-going• 2024-2025
» 3.4 - Provide More Opportunities for Revenue Generation - Increase revenue generation through new and expanded sponsorship opportunities.	Grow earned income categories annually and 5% increase in annual earned income overall	Recreation and Parks Department	<ul style="list-style-type: none">• 2023-2024• 2024-2025• 2025-2026• On-going• 2026-2032

Steps

- Explore the potential to establish a non-profit 501c(3) Parks Foundation to provide fundraising and organizational capacity and be an advocate for the Department.
 - Become a member of the National Association of Park Foundations (<https://www.the-napf.org/>) to learn from other agencies and Foundations.
 - Use sources such as VolunteerMatch.org to share existing volunteer opportunities and attract individuals willing to give back and support the mission of the Recreation and Parks Department.
 - Track and communicate the value of a volunteer hour (\$29.95 per hour in 2022) to document the operational cost savings from good volunteer support.
 - Evaluate the potential to establish a system of “Friends of” park groups to provide regular volunteer engagements in the park.
-
- Create an updated Sponsorship and earned income policy to drive revenue generation.
 - Conduct a sponsorship valuation study to identify the sponsorable value of all recreation and parks, facilities, and beach offerings (e.g. The Superlative Group specializes in Sponsorship Valuation and Sales Consulting for private and public agencies - <https://www.superlativegroup.com>).
 - Target potential sponsors / partners for a variety of opportunities including naming rights, value in kind support, print, digital and physical signage at athletic fields, pools, and other highly programmed facilities.
 - Identify opportunities for crowdfunding for specific projects.
 - Continue to track the Cost Recovery Model currently used for Service Level 1-4 areas and ensuring that offerings in Service Level 3-4 (most individual use) are priced to reflect the value of the experience and cost recovery goals.
 - Identify opportunities to further promote Sports Tourism particularly for Tennis and Pickleball.



Goal 4: Expand Our Recreation and Parks System: Grow the system to keep pace with the City's growth

Policies and Actions	KPI	Responsible Party	Time Frame
» 4.1 - Pursue new park land - Expand the amount of park land equitably in the City.	Number of park projects implemented towards target LOS Targets	Recreation and Parks Department	<ul style="list-style-type: none">• 2023-2024• 2024-2033• Yearly
	Number of park projects implemented towards target LOS Targets	Recreation and Parks Department	<ul style="list-style-type: none">• 2023• 2024-2026• 2027-2033• Yearly
	Amount of park acres acquired towards target LOS Targets or fees paid in lieu of land.	Planning and Zoning Department in coordination with Recreation and Parks Department	<ul style="list-style-type: none">• 2023-2024• On-going
	Amount of park acres acquired towards target LOS Targets or fees paid in lieu of land.	Parks and Recreation Department	<ul style="list-style-type: none">• 2023• On-going

Steps

Developing Previously Proposed Parks

- Review list of prioritized projects and confirm feasibility based on proposed vision, planning level capital costs, and management costs/ implications.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and need.

Activating Public Lands for Parks

- Review list of prioritized projects and confirm feasibility based on proposed vision, planning level capital costs, and management costs/ implications.
- Complete community-based conceptual plans for prioritized projects when applicable using the findings from the Needs Assessment and Visions as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and need.

Park Land Through Redevelopment

- Establish a Park Impact Fee that requires future residential construction to contribute its fair share to the cost of required park and recreation capital improvements and additions.
All new development containing a residential component would dedicate a proportionate share of recreation land or pay the applicable impact fee for park land, to mitigate the increased demand on parks created by new residents based upon the Level of Services Standards proposed for parks and recreation facilities.
It would be the City's sole decision to require land dedication or accept payment of impact fees in accordance with the adopted Impact Fee Regulations.
- If a developer is proposing to dedicate a proportionate share of recreation land within the proposed development, the City would collaborate with the developer during the plan review process to locate and design the open space in a manner that fosters public access, facilitates use, and addresses the parks and recreation facilities needs identified in the Reimagie Recreation Vision.

New Park Land

- Establish a Park Land Acquisition Team comprised of representatives from relevant City Departments including City Manager's Office, Recreation and Parks, Planning and Zoning, Public Works, and others to meet monthly to review and discuss potential properties to be acquired.
- Survey real estate listings on a weekly basis to identify potential opportunities for acquisition and identify properties that are suitable for acquisition.
- Explore potential of property to address both parks and recreation needs and other city-wide needs such as affordable housing, trail connectivity, stormwater management, public safety, etc.



Goal 4: Expand Our Recreation and Parks System: Grow the system to keep pace with the City's growth

Policies and Actions	KPI	Responsible Party	Time Frame
» 4.1 - Pursue new park land - Expand the amount of park land equitably in the City (Continued).	Amount of park acres acquired towards target LOS Targets or fees paid in lieu of land.	Recreation and Parks Department	<ul style="list-style-type: none"> On-going
	Number of park projects implemented	Recreation and Parks Department	<ul style="list-style-type: none"> 2023-2024 2024-2025 2026-2028 2028-2033 Yearly
» 4.2 - Provide equitable access to Community Centers - Develop an additional Community Center on the West side of Boynton Beach.	Development of Community Center	Recreation and Parks Department	<ul style="list-style-type: none"> 2024-2025 2026-2028 2028-2030
» 4.3 - Expand Natural Area Parks - Expand natural area park land and provide public access to Natural Area Parks through unpaved walking/ hiking trails with interpretive signage and other amenities such as seating areas and shelters.	Number of park projects implemented towards target LOS Targets	Recreation and Parks Department	<ul style="list-style-type: none"> 2023-2024 2024-2033 Yearly

Steps

New Park Land (Continued)

- Use Park Land Acquisition Prioritization criteria to score properties.
- Acquire highest scoring properties.
- Complete community-based conceptual park plans using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation.

Partnerships

- Meet with partners to explore use of land for recreation and park purposes.
- Develop a mutually beneficial site management strategy for properties determined to be suitable for addressing parks and recreation needs. Discuss Department property construction, operations, and management needs in relation to partner(s) needs and expectations.
- Establish appropriate land management strategy agreement that considers construction, operations, maintenance, and asset management.
- Complete community-based conceptual park plans for prioritized projects when applicable using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Meet yearly to discuss land management strategy agreement and revise as needed.

- Develop a public engagement based Feasibility Study and Master Plan for proposed community center and include an estimate of capital and operating costs, anticipated revenues, and alternative delivery strategies using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community.
- Evaluate alternatives for operations, maintenance and programming, including potential partnerships.
- Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.

Developing Previously Proposed Natural Area Parks

- Review list of prioritized projects and confirm feasibility based on proposed vision, planning level capital costs, and management costs/ implications.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and need.



Goal 4: Expand Our Recreation and Parks System: Grow the system to keep pace with the City's growth

Policies and Actions	KPI	Responsible Party	Time Frame
» 4.3 - Expand Natural Area Parks - Expand natural area park land and provide public access to Natural Area Parks through unpaved walking/ hiking trails with interpretive signage and other amenities such as seating areas and shelters (Continued).	Amount of park acres acquired towards target LOS Targets or fees paid in lieu of land.	Recreation and Parks Department	<ul style="list-style-type: none"> On-going
» 4.4 - Develop new facilities - Increase the number of parks and recreation facilities equitably in the City commensurate with resident needs and priorities.	Number of park and recreation facilities implemented towards target LOS Targets	Recreation and Parks Department	<ul style="list-style-type: none"> 2023-2024 2024-2026 2026-2033 Yearly
» 4.5 - Expand Public Art in Parks - Embed and grow public art opportunities throughout the park system.	Public artist involved in all park projects	Recreation and Parks Department in coordination with Public Arts Manager	<ul style="list-style-type: none"> 2023-2024 2024-2025 2025-2026
» 4.6 - Create new positions and hire staff commensurate with facilities expansion - Grow parks and recreation staffing and resources to enhance service delivery.	Achieve 9.6 FTEs per 1000	Recreation and Parks Department in coordination with City Manager's Office/ HR	<ul style="list-style-type: none"> 2023-2024 2024-2025 2026/ Yearly

Steps

New Park Land

- Use Park Land Acquisition Prioritization criteria to score properties.
 - Acquire highest scoring properties.
 - Complete community-based conceptual park plans using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
 - Develop construction documents for phased implementation.
- Review list of prioritized projects and confirm feasibility based on proposed vision, planning level capital costs, and management costs/ implications.
 - Complete community-based conceptual plans for prioritized projects when applicable using the findings from the Needs Assessment and Visions as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
 - Develop construction documents for phased implementation and implement.
 - Review list of projects yearly and re-prioritize projects based on opportunities and need.
- Coordinate with the City Manager's Office to allocate at least 2% of capital improvement project budget to public art projects.
 - Establish a process to involve City Public Arts Manager in all parks and recreation capital improvement projects to explore opportunities for public art.
 - Participate in the upcoming Arts Master Plan to how the parks and recreation system can help advance public art in the City.
 - Develop strategies to integrate public art into parks and recreation facilities such as playgrounds, sports courts, fields, buildings, trails, signage/ wayfinding, etc.
 - Integrate public art in parks with S.T.E.A.M. Programming.
- Develop maintenance standards and procedures based on a cost-of-service model for waste management, facilities maintenance, and landscaping services.
 - Use data collected to determine the optimal resources (funding and employees required) to maintain the system at the desired standard.
 - Develop mini-business plans for all new facilities and annual plans for existing ones to determine operational needs and consequently staffing needs
 - Work with the City Manager's Office and Commissioners to increase staffing and budget to address needs.



Goal 4: Expand Our Recreation and Parks System: Grow the system to keep pace with the City's growth

Policies and Actions	KPI	Responsible Party	Time Frame
» 4.7 - Ensure staff mix reflects the diversity of the community - Ensure that recreation and parks employees (and volunteers) at all levels reflect the full diversity of the City	Positions hired and roles modified	Recreation and Parks Department in coordination with City Manager's Office/ HR	<ul style="list-style-type: none"> • 2023-2024 • 2023-2024 • 2023-2024 • 2023-2024 • 2024-2025
» 4.8 - Pursue Funding - Obtain funding for the implementation of capital projects.	Financial Plan	Recreation and Parks Department in coordination with City Manager's Office	<ul style="list-style-type: none"> • 2023-2024
» 4.9 - Improve community safety through the parks system - Leverage the parks and recreation system to improve community safety.	Highlighted CPTDED strategies	Parks and Recreation Department	<ul style="list-style-type: none"> • 2023-2024
	Number of cameras installed	Parks and Recreation Department and Decatur Police Department	<ul style="list-style-type: none"> • 2023-2024 • 2024-2025 • 2025-2026 • 2027-2028 • Yearly
	Number of parks rated as well lit by users		
	Land acquired that expand park edges	Parks and Recreation Department	<ul style="list-style-type: none"> • 2023-2024 • 2024-2025 • 2025-2026 • Yearly

Steps

- Add staffing support / contract help for continued growth in data and business analytics to help the with more informed decision making.
- Evaluate ways to provide flexibility in staffing with floating support staff / flexible staffing hours
- Identify ways to convert existing part-time staff to full-time staff to help with staff capacity (similar to what has been done with Park Rangers previously).
- Cross-train staff to allow for interchangeable staffing at facilities.
- Expand role descriptions to be broader (e.g. rec specialists versus location focused only).
- Introduce a dedicated social media support position (part-time / paid intern) to help the Department better tell it's story and drive increased participation.

- Complete financial feasibility study for pursuing general obligation bond.
- Implement recommendations from feasibility study with the goal of including a ballot measure in identified election cycle.

Consider Crime Prevention Through Environmental Design (CPTED) strategies in the design and redesign of parks and recreation facilities.

- Require park design teams to integrate and highlight CPTED strategies in the design and redesign of parks and recreation facilities.

Add security cameras in key parks, ensure adequate lighting in parks after dark, and encourage more patrolling in parks.

- Conduct an initial evaluation of security and lighting in parks with City of Boynton Beach Police Department.
- Identify areas that are in need of security cameras, lighting, and more patrolling.
- Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations funding.
- Implement based on available capital and operations and funding.
- Review list of projects yearly and re-prioritize projects based on opportunities and needs.

Expand parks so they have as many public edges as possible that encourage "eyes on the park."

- Survey real estate listings on a weekly basis to identify potential opportunities of land that allow parks to expand to have public edges.
- Acquire property.
- Complete community-based conceptual park expansion plan using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation.



Goal 4: Expand Our Recreation and Parks System: Grow the system to keep pace with the City's growth

Policies and Actions	KPI	Responsible Party	Time Frame
» 4.9 - Improve community safety through the parks system - Leverage the parks and recreation system to improve community safety (Continued).	Number of delivered at-risk programs and services	Parks and Recreation Department	<ul style="list-style-type: none">• 2023-2024• 2024-2025• 2025-2026• Yearly
» 4.9 - Explore the intersectionality of parks and affordable housing.	Number of project implemented in existing developments	Parks and Recreation Department	<ul style="list-style-type: none">• 2023-2024• 2024-2025• 2025-2027• Yearly
	Completion of Feasibility Study	Parks and Recreation Department	<ul style="list-style-type: none">• 2028

Steps

In collaboration with partners, develop programs and activities for at-risk youth to help deliver programs, services, employment, and educational opportunities focused on reducing youth/ young adult crime and improved neighborhood safety.

- Establish an At-Risk Youth Task Force comprised of representatives from local service organizations, universities, and City Departments.
- Meet and collaboratively discuss what services are currently provided, what may be needed, and the roles of the various representatives of the task force in addressing the needs.
- Develop an implementation strategy to address the needs and develop metrics to track progress.
- Meet annually to review progress against established metrics and make adjustments as needed.

Work closely with Palm Beach County Housing Authority and other affordable housing partners to maximize recreation opportunities (playgrounds, etc.) at existing developments.

- Schedule annual/bi-annual meetings with Palm Beach County Housing Authority and other affordable housing partners to explore the need for recreation opportunities at existing developments.
- Develop list of needed projects, compare to findings from the Needs Assessment and recommendations from the Vision, and collaboratively develop the role of Parks and Recreation Department in addressing needs.
- Based on agreed upon roles, develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and needs.

Explore the future redevelopment of underutilized recreation center properties to create integrated affordable housing and indoor recreation complex.

- When developing or remodeling recreation centers, complete a feasibility study that considers rebuilding the recreation center within a multi-story affordable housing development.

