

City of Coral Gables COMMUNITY RECREATION

PARKS AND OPEN SPACE MASTER PLAN



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Coral Gables Parks and Recreation



City of Coral Gables

COMMUNITY RECREATION

MISSION STATEMENT:

“To enhance the quality of life for residents and guests of all ages through recreational and instructional opportunities, facilities and events that create memorable life experiences.”



INTRODUCTION

Coral Gables is a vibrant, budding city. Adjacent to the City of Miami, the area is one of the fastest growing metropolitan areas in the United States. The City is known internationally for its high quality of life, including Mediterranean revival architecture, tree-lined residential streets and a thriving downtown shopping and office district. One of the City's goals is to provide high quality recreation and open space opportunities to residents. To this end, the City has been extremely active in the construction of passive and active recreation facilities, including neighborhood parks, community facilities and special use facilities, and the acquisition of new park lands through the Parknership Program.

Glatting Jackson was commissioned in 1999 by the City to develop a strategic Parks and Open Space Master Plan. The plan timeframe is 15 years (2015), and includes:

- Review of current recreation and open space system
- Projection of future needs
- Recommended action plan

The objective of the Master Plan is to develop a long-range, visionary, yet practical parks and open space vision that:

- Has broad-based public consensus
- Identifies open space needs in "new" areas
- Identifies opportunities for linkages and partnerships
- Provides recreation opportunities for *all* residents
- Includes a comprehensive variety of facility types
- Creates opportunities for recreation programs
- Accommodates changing demographics
- Respects individual neighborhood needs
- Develops an implementation strategy
- Establishes priorities for land acquisition (incl. existing \$2 million program) and park development

Methodology

To begin the Master Plan, an analysis of the City of Coral Gables' history, development patterns and recreation system was conducted to assist in the identification of needs for the park and open space system. Next, a comprehensive needs analysis was conducted to examine the existing recreation system and project recreation needs for park and open space facilities. The needs analysis included a visioning/needs identification process with staff, neighborhood workshops and community surveys to collect input from residents, and an analytical analysis based on existing data and standards. From the data collected, a vision for the City's future park and open space system was developed. A detailed action plan and funding strategies to implement the vision were also developed. This report is a summary of the activities conducted to develop the City of Coral Gables' Parks and Open Space Master Plan, and recommendations to implement the plan.

ANALYSIS OF EXISTING SYSTEMS

Coral Gables Today – 75 Years of George Merrick’s Vision

History of the City

The City of Coral Gables, incorporated in 1925, is a planned city with a predominantly Mediterranean architectural character, inspired by Spanish and Italian precedents. European monuments, several centuries old, became the inspiration for both residential and commercial architecture, and gateways reminiscent of ancient city walls and arched gates, frame a community steeped in tradition.

The founder of Coral Gables was George Merrick, who came to South Florida from Duxbury, Massachusetts with his family in 1898. Merrick’s father had purchased one hundred and sixty acres of undeveloped land, located to the southwest of the City of Miami. The family operated thriving orange, grapefruit and avocado groves, while living on the perimeter of the burgeoning mecca of Miami.

George Merrick envisioned that his family's groves could be transformed into a residential community whose proximity to Miami would make it an attractive suburb. By 1921 Mr. Merrick had assembled enough parcels to begin a new city, named “Coral Gables,” unparalleled anywhere else in Florida.

To create his ideal community, Mr. Merrick assembled an extraordinary team of designers, which included artist Denman Fink, architects H. George Fink and Phineas Paist, and landscape architect Frank Button. Together they created a model suburb which featured broad, tree-lined avenues, fountains, monumental gateways and architecture unified by a Mediterranean theme.

George Merrick envisioned a place where residents passed through “the gates of an exotic walled city of antiquity,” and live in a “great garden set with houses, a park where all the people can live to their best capacities.” Today, the City of Coral Gables closely resembles his vision.

Mr. Merrick opened his subdivisions by clearly specifying their intended use, predating zoning principles and regulations by years. Merrick's professionals called for a business section, a "Country Club" Section where a magnificent hotel was planned, a series of residential sections, a "Crafts" Section, where the local cottage industries would be showcased, and an "Industrial Section" where service-related functions such as an ice plant, dairy, and the street railway car barn were located. Acres of land were reserved for the creation of golf courses and other public recreational facilities, including bridle paths, tennis courts and athletic fields. A system of canals linking the City to the Miami River and Biscayne Bay was also planned, as well as a series of formal plazas to connect the wide boulevards that radiate throughout the city.

George Merrick’s plan has carefully guided the development of Coral Gables into becoming a world-class city. By honoring his original plan, the City can successfully propel itself into the next 75 years.

Population and Growth Characteristics

Through a carefully orchestrated marketing campaign conducted between October 1923 and March 1924, more than six hundred homes were constructed, sixty five miles of roadway of crushed coral rock and later paved with asphalt were built, and over eighty miles of sidewalks were added to the City. In addition, fifty thousand trees, shrubs, and flowering plants were planted and a system of lighting was installed which covered over twenty-eight miles of the City. Coral Gables experienced the phenomenon of a land boom reflecting the disposable income and aspirations of the era.

From 1924 to present day, Coral Gables has grown to over 40,000 residents and 16,500 housing units (see **Table 1**). The City now encompasses almost 8,000 acres, with half of the land dedicated for residential purposes (see **Existing Land Use, Page 4**). However, recreation and open space are important elements

to the City, with over 2,300 acres (27%) reserved for these purposes.

Since Coral Gables has little land available for new development and the City’s policy is to seek redevelopment opportunities, it is expected that population growth in the next ten years will be similar to the growth between 1990 and 1995. In addition, land use patterns are expected to remain the same as they have in the past due to the planned nature of the City.

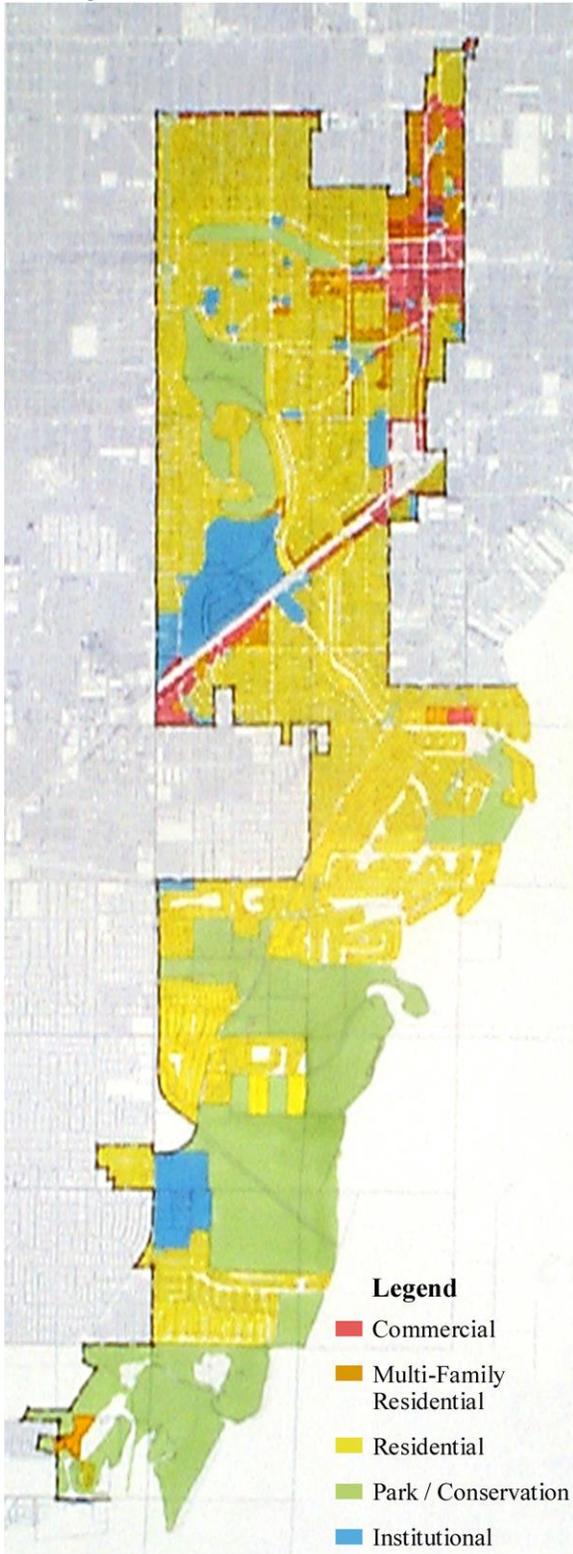
Although population growth and land use are expected to remain constant, the City is expecting a change in the demographic nature of Coral Gables. Younger families with children are moving into established single family neighborhoods, while many seniors and “empty nesters” are moving into condominiums and small units with less maintenance. This movement is evident in the increase in persons per household (see **Table 1**).

Table 1: Peak Population Projections

Population	2000	2005	2010
Permanent Residents	41,809	42,668	43,527
Seasonal Visitors	903	903	903
Peak Population	42,712	43,571	44,430
% Change	2.01%	1.97%	1.93%
Total Housing Units	17,065	17,205	17,411
Persons Per Household	2.45	2.48	2.5

Source: Coral Gables Comprehensive Plan

Existing Land Use



Parks and Open Space System Elements– Inventory

The City of Coral Gables has a total of seventy (70) Community Facilities, Neighborhood Parks and Urban Open Spaces under public ownership. In addition to facilities provided by the City, Miami-Dade County, other cities and the State of Florida maintain regional parks and recreation facilities throughout southeast Florida that are available to Coral Gables residents. Coral Gables contains three sites that are owned or managed by Miami-Dade County and contribute to the City’s recreation and open space resources. These sites include Matheson Hammock Park, Chapman Field, and R. Hardy Matheson Preserve.

Table 2 provides a detailed inventory of the City’s community facilities, neighborhood parks and urban open spaces. The total acreage and types of recreation activities available within the City’s recreation system are included.

Parks and Open Space System Elements– Analysis

Through the review of the City’s history and development patterns, the park and open space elements that characterize the City’s recreation system were identified:

- Gateways
- Urban Open Spaces
- Neighborhood Parks
- Community Facilities
- Public Streets
- Canals and Waterways
- Design Character

Table 2: City of Coral Gables Recreation Facility Inventory

Park Site	Acres	Type	Parking	Restrooms	Picnic Tables	Tennis Courts	Racquetball Courts	Basketball Courts	Ball Diamonds	Volleyball	Playing Fields	Golf Course Holes	Swimming Pool	Activity Centers	Equipped Play Areas	Sitting Areas	Shelters
<i>Community Facilities</i>																	
Biltmore Golf Course	150	Active	X	X	X							18					
Biltmore Tennis Center	3.5	Active	X	X	6	11											
Coral Gables War Memorial Youth Center	10.6	Active	X	X	4	1		4	2	1	1			2	2	X	
Granada Golf Course	60	Active	X	X								9				X	
Salvadore Park / Tennis Center	3.7	Active	X	X	2	14	4							1	2	X	
Phillips Park	3.2	Active	X		3	2		1	1		1				2	X	
Venetian Pool	1.4	Active	X	X	X							1				X	
<i>Neighborhood Parks</i>																	
Coral Bay Park	1.3	Active	a		2			1							2	X	
Jaycee Park	2	Active	X		2	1		1	1		1				2	X	1
Pierce Park	0.3	Active	X		1			1						1	2	X	1
Riveria Park	3	Passive														X	
Sunrise Park	0.9	Active	X		2			1							2	X	1
Washington Park	0.1	Passive														X	
Nat Winokur Park	0.5	Active						1							1		
<i>Urban Open Spaces</i>																	
Granada Entrance	0.4	Passive															X
Merrick Park	0.6	Passive	X														X
Nellie B. Moore Park	0.4	Passive															X
Loretta Sheehy Park	0.8	Passive															X
Young Park	0.1	Passive															X
Cartegena Plaza	1.5	Passive															X
Ponce Circle	1.36	Passive															X
Taragona Drive	0.15	Passive															
San Amaro Triangle	0.2	Passive															
Leucadendra Drive Triangle	0.25	Passive															
Orduna Dr./Miller Rd. Triangle	0.25	Passive															
Salano Prado	0.25	Passive															
Alcazar Ave. Plaza	0.3	Passive															
Campo Sano Triangle	0.3	Passive															
Granada Blvd. Triangle	0.4	Passive															
Alhambra Cir/Ferdinand St.	0.4	Passive															
Conde Ave./Old Cutler Rd.	0.5	Passive															
Country Club Prado	13	Passive															X
Ingraham Park	2.5	Passive	a														X
Gordon Park (Prado Entrance)	2.7	Passive															
Alhambra Circle Median	n/a	Passive															
Macfarlane Linear Park	n/a	Passive															
Alhambra Water Tower	n/a	Passive															
Sevilla Ave. Median	n/a	Passive															
Ponce De Leon Park	n/a	Passive															
Pittman Park	n/a	Passive															
Fewell Park	n/a	Passive															X
Blue Road Open Space	n/a	Passive															
Lola B. Walker Pioneer's Park	n/a	Passive															X
Mall St. Median	n/a	Passive															
Cocoplum Park	n/a	Passive															
Pinewood Cemetery	n/a	Passive															
Solano Prado Entrance	n/a	Passive															
School House Road Triangle	n/a	Passive															
Ferdinand Plaza	3.5	Passive															
Columbus Plaza	n/a	Passive															
Ponce de Leon Plaza	n/a	Passive															
Granada Plaza	0.4	Passive															
DeSoto Plaza/Fountain	n/a	Passive															
Balboa Plaza	n/a	Passive															
Segovia Plaza	n/a	Passive															
LeJeune Plaza	n/a	Passive															
Flagler Entrance	n/a	Passive															
Douglas Entrance	n/a	Passive															
Miracle Mile Entrance	n/a	Passive															
Alhambra Circle Entrance	0.3	Passive															
Columbus Esplanade	n/a	Passive															
Total	271.06				22	29	4	10	4	1	3	27	1	4	15		3

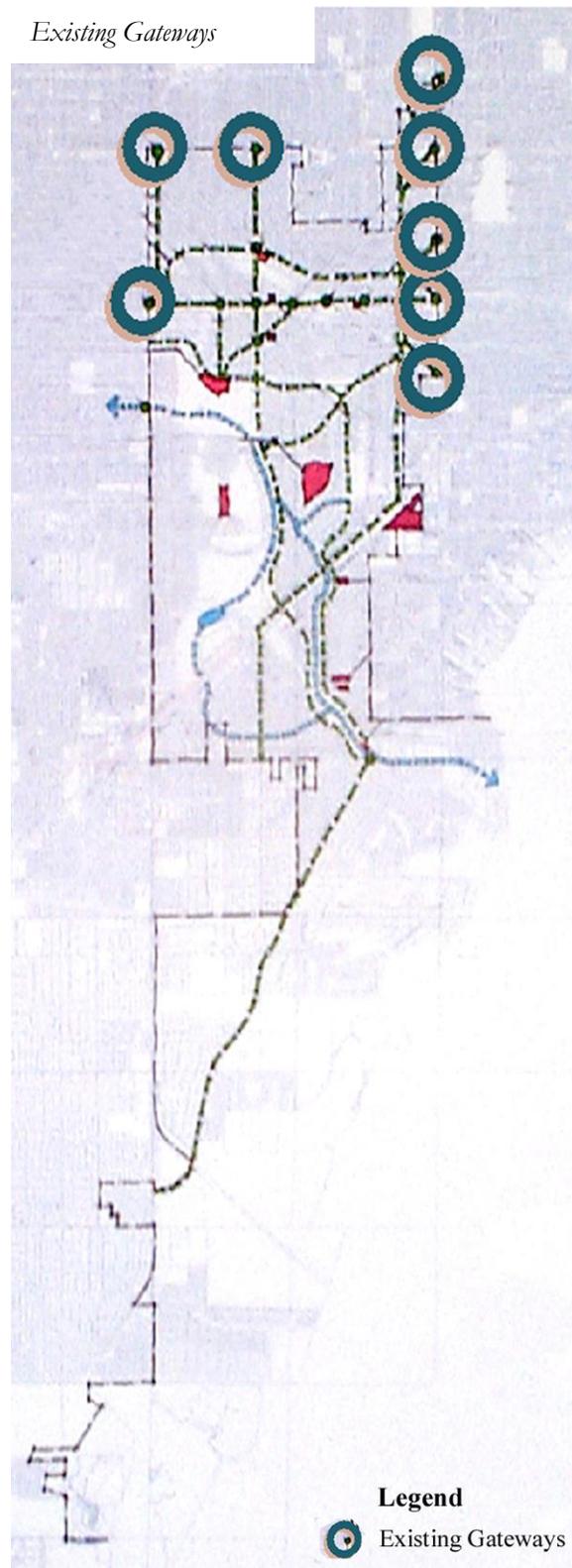


Gateways

Merrick's Vision: "passing through the gates of an exotic walled city of antiquity"

Structures that mark entrances to the City along major roadways. Most of these are historic in nature and are characterized by coral rock walls, wrought-iron work, trellises and landscape plantings. Today these gateways mark the entrances of the north section of Coral Gables, visually and aesthetically separating the City from surrounding development. Some of these public spaces, such as the Country Club Prado Entrance, have the appeal of small neighborhood parks, providing seating and small areas of grass for recreation.

Existing Gateways



Urban Open Spaces

Merrick's Vision: "where harmony resides and all discordant elements have been banished"

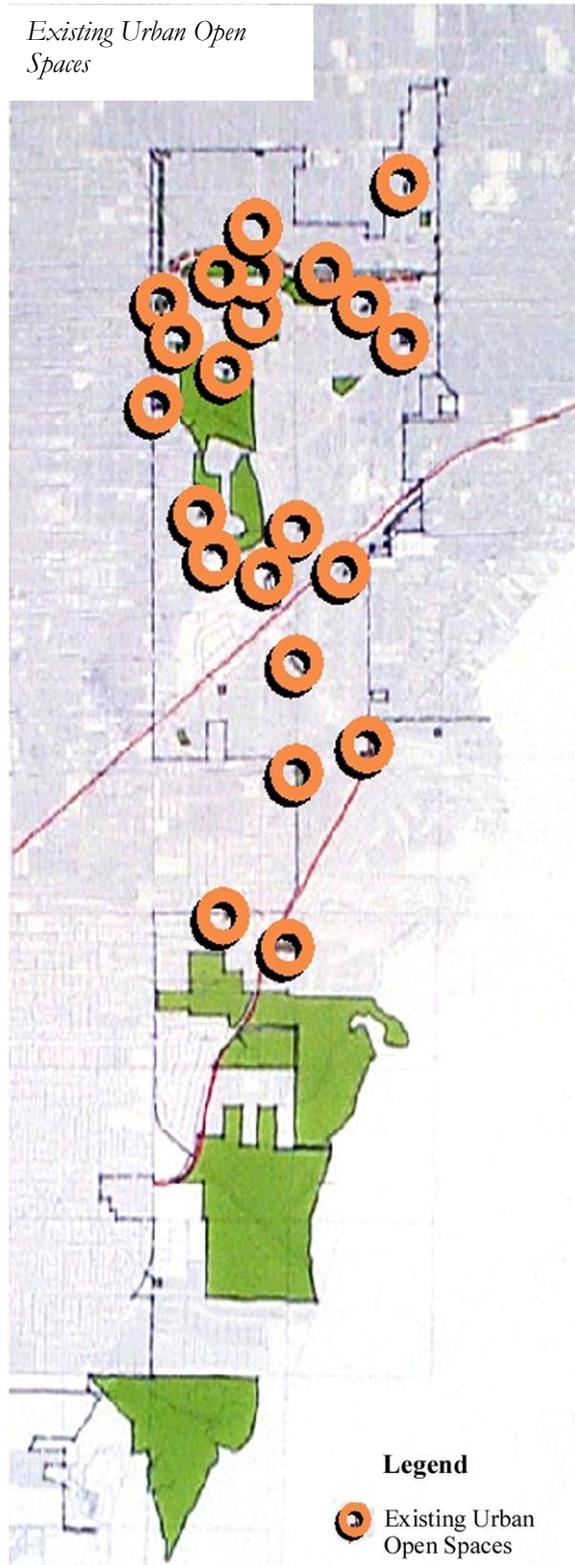
Designates those sites in the City which are over 0.1 acre and typically contain landscaped areas but no facilities or other improvements. The recreational use of these sites are limited by their location and/or size. These sites serve to preserve the aesthetic quality of an area or to intersperse congested urban environments with aesthetically pleasing buffer areas. Some open space areas may serve as linear, vest pocket or traffic circle parks, while other areas are parkways, boulevard medians, plazas, malls, courthouse squares and promenades.

The Urban Open Space system is the open space "backbone" of the City – and sets Coral Gables apart as a unique urban community. Some Urban Open Spaces have been historically developed as monument spaces – such as De Soto Fountain or the Granada/Coral Way intersection. These quality structures are absent from most cities in Florida, and provides a sense of history and place. Some of these spaces have seating and walkways for pedestrians, allowing for recreational use.

There are opportunities to improve the system of urban open spaces. Plans are underway to improve Merrick Park, connecting it to City Hall through a system of plazas. Pinewood Cemetery can be "reclaimed" as a public space and improved through new facilities and landscaping. Historically, the Columbus Esplanade – the space between the Biltmore and the neighboring church – was to be a grand gathering space complete with fountains and seating areas. Today it is a parking lot. This space could be restored back to Merrick's original vision.

Other urban open spaces are currently undeveloped, consisting primarily of grass and trees. These present the opportunity to become developed as neighborhood parks with the simple addition of sidewalks and benches.

Existing Urban Open Spaces





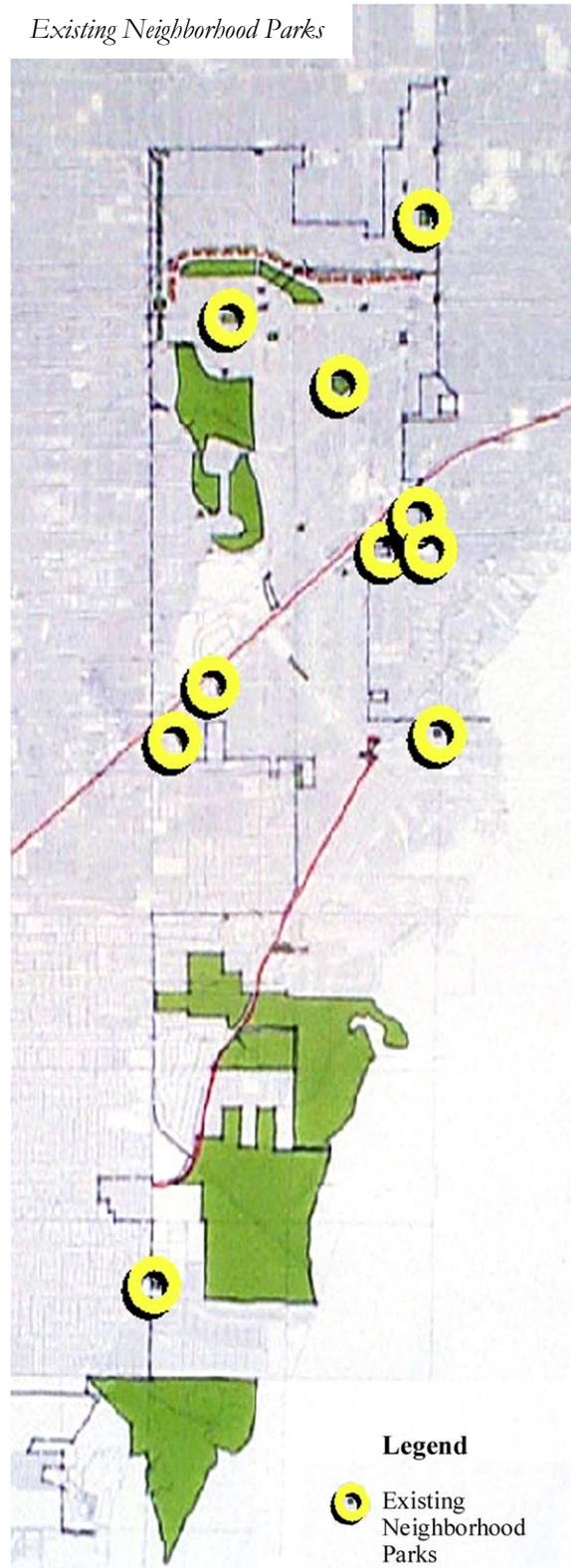
Neighborhood Parks

Merrick's Vision: "a great garden set with houses, a park where all the people can live to the best of their capacities"

Neighborhood Parks are designated areas that are "walk-to" facilities where residents may walk or bicycle to the park within a given neighborhood. Area for diverse recreational activities which may include, but are not limited to, field games, court games, sports fields, playground apparatus area, picnic area, landscaping and gardens or senior citizen areas. The Neighborhood Park is the place where neighbors and their families go to meet. The seven existing neighborhood parks have been developed to accomplish this.

Recent improvements to some of the neighborhood parks have substantially improved their quality. Others could be improved further. Washington Park, for example, could use new play equipment. Riviera Park could use some additional shade trees. Nat Winokur could actually use additional parkland if possible.

Existing Neighborhood Parks





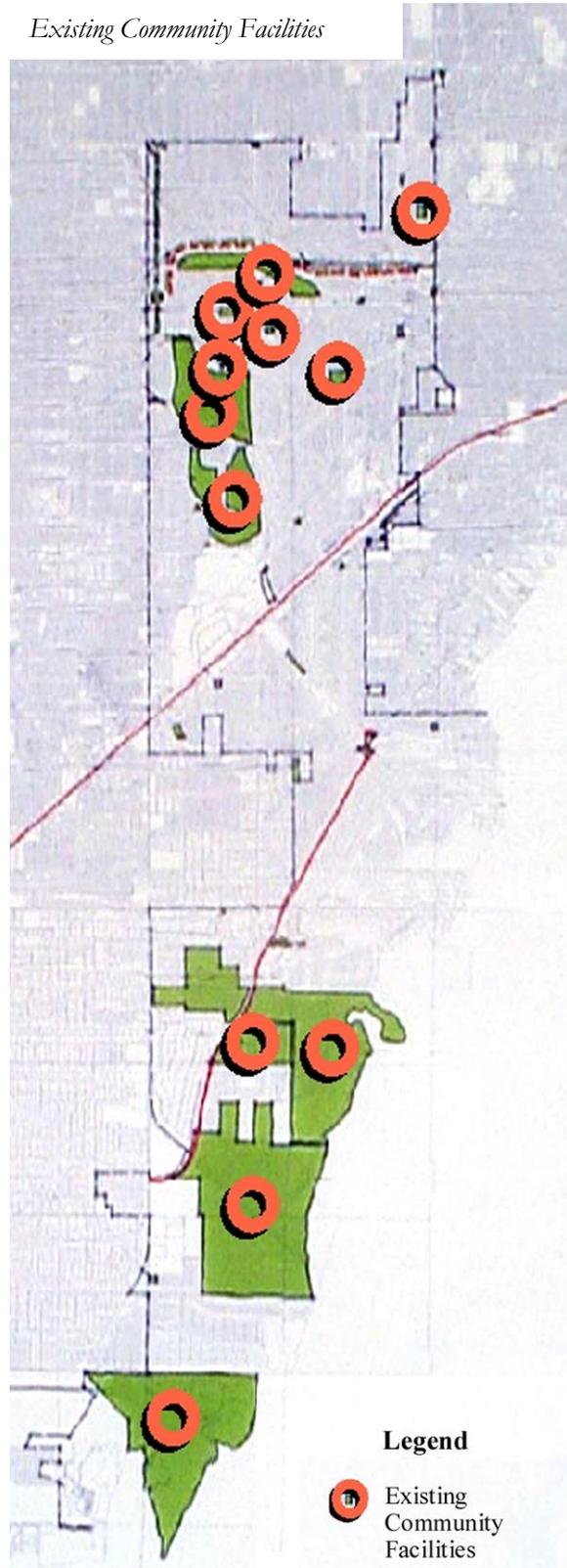
Community Facilities

Merrick's Vision: "a great recreation center [with] spacious park lands... giving every resident a wide breathing space"

Community Facilities are an area that provides a diverse range of recreational and leisure activities or provides very specific active recreation facilities for all individuals and families. Facilities and activities may include, but are not limited to athletic fields, swimming pools, gymnasiums, performing and community centers. These facilities are designed to meet the recreation needs of the entire community.

Coral Gables is home to some of the premier public recreation facilities in the country. The Venetian Pool is a world-class aquatic facility. The Granada Golf Course is one of the oldest remaining urban golf courses in the country. The grounds of the Biltmore remain a testament to the rich history of Coral Gables. The Coral Gables Youth Center is a model facility, both in programming and in overall facility quality. Recent renovation of the Salvadore Tennis Center and the facilities at Phillips Park have improved the quality of these facilities, matching the lofty standards of the Coral Gables Park System.

Existing Community Facilities





Public Streets

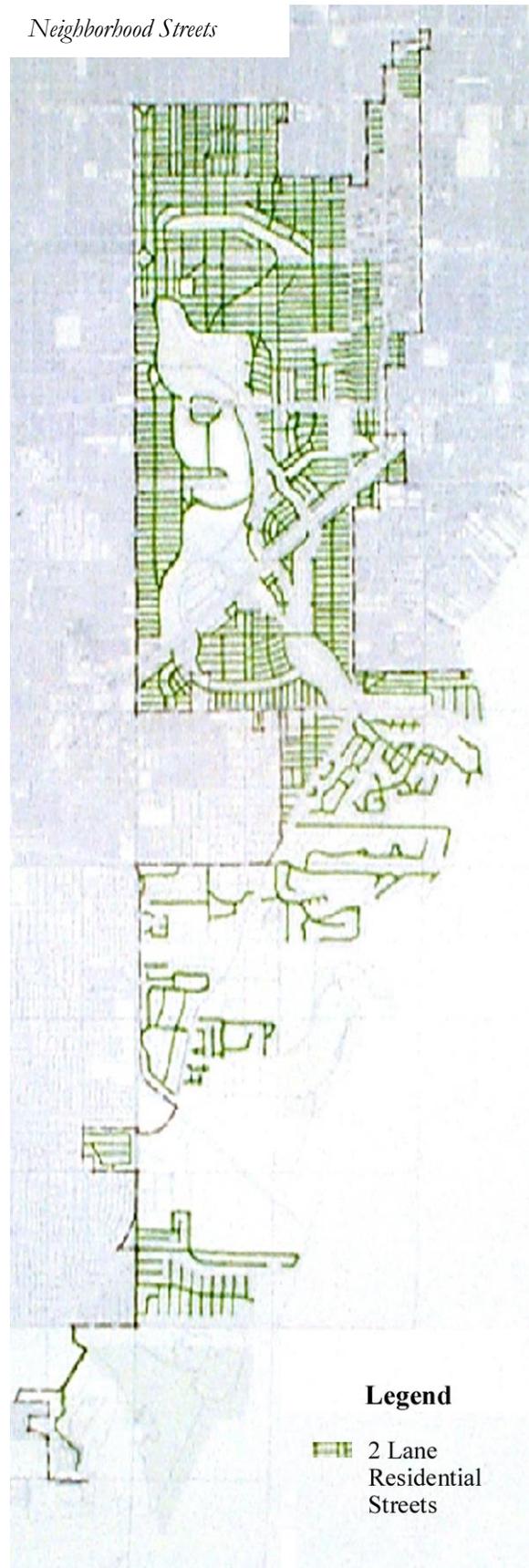
Merrick’s Vision: “grand entrances, bucolic boulevards”

Every public street and right-of-way within the City. Residential or neighborhood streets are typically two lane roadways with shaded sidewalks. Arterial or collector roadways are typically more than two lanes and may or may not have street trees.

Neighborhood Streets

The City has a highly developed road network, predominately a grid pattern, that connects the neighborhoods and major points of interest in the City. The northern portion of the City is highly interconnected, with the southern portion less connected by local streets – a result of more recent development patterns. In some cases, these local streets have a partial sidewalk system: some existing sidewalks do not connect to each other or cross other neighborhood streets, rounding the corner but not actually crossing. In other areas, there are visible gaps.

Neighborhood Streets

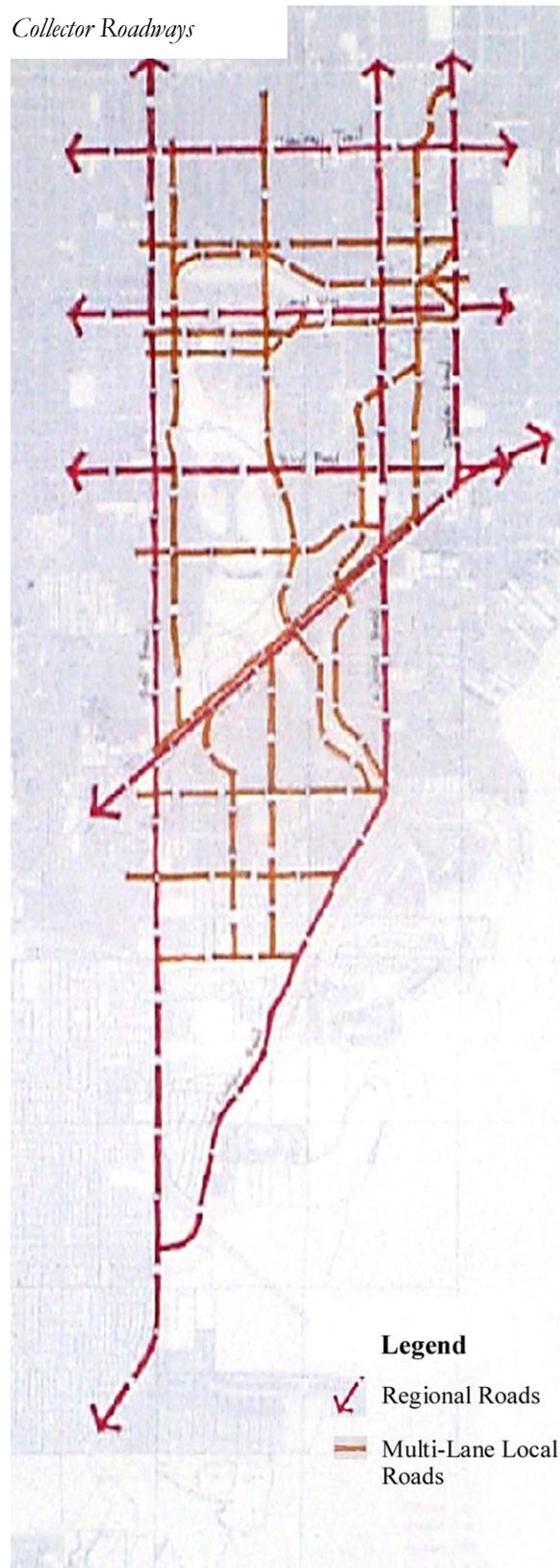


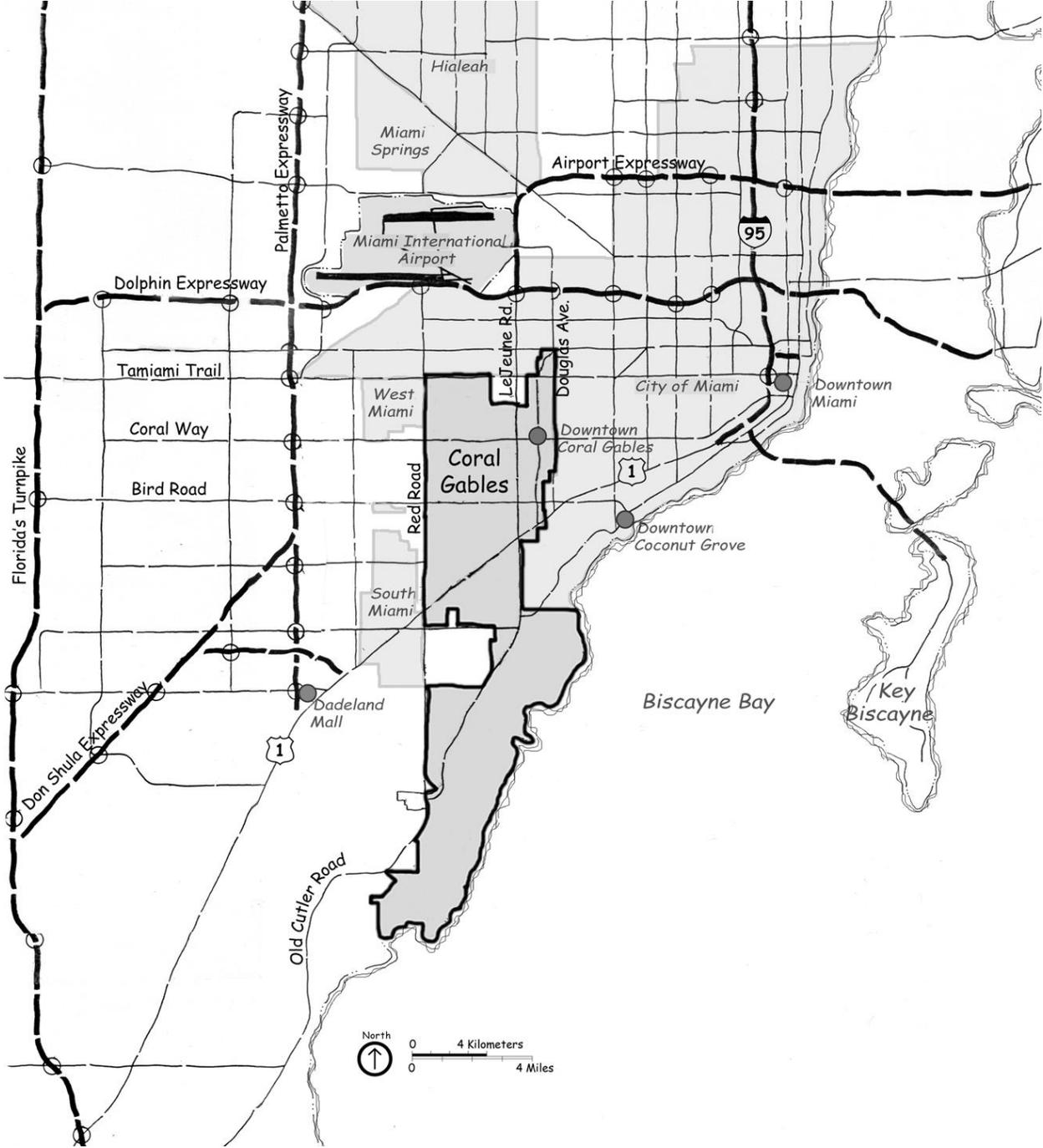
Collector Roadways

Additionally, the Coral Gables road network is impacted greatly by cut-through traffic travelling to downtown Miami. The major east-west corridors - Coral Way, Bird Road, Tamiami Trail and US 1 – are heavily traveled by motorists and are generally impassable for pedestrians and cyclists.

The public street network also includes two dedicated bicycle facilities: a bike lane on Alhambra Circle and a multipurpose path on Old Cutler Road. The existing bike lane on Alhambra Circle is approximately 4' in width and runs from Coral Way to just short of LeJeune Road. The bike path begins at Cartagena Plaza at the north and runs southwest along Old Cutler Road. This path stops approximately 1/2 mile short of the intersection with Red Road. Along the way, users have the opportunity to connect to the bike trails that traverse Matheson Hammock Park.

Collector Roadways





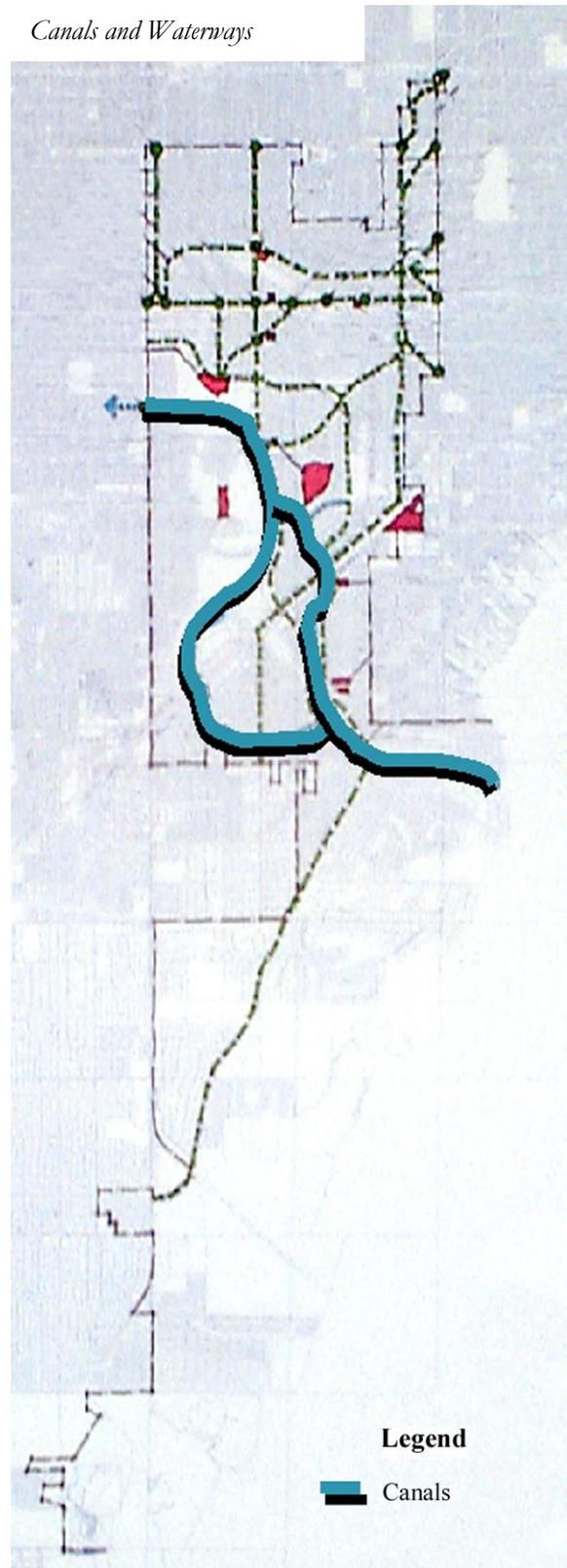


Canals and Waterways

Merrick's Vision: "a magnificent system of connecting and circulating waterways"

Coral Gables canals and waterways are a system of local waterways that run throughout the City as a part of a regional system of drainage canals and connect to Biscayne Bay. Most waterways within the City are navigable by boat. Over time, however, the canals have become privatized through the proliferation of private docks and the lack of public access points to the water. The City currently has two publicly owned parcels that front the canal system – Sheehy Park and a parcel on Blue Road – but remain undeveloped as recreation facilities.

Canals and Waterways





Design Character

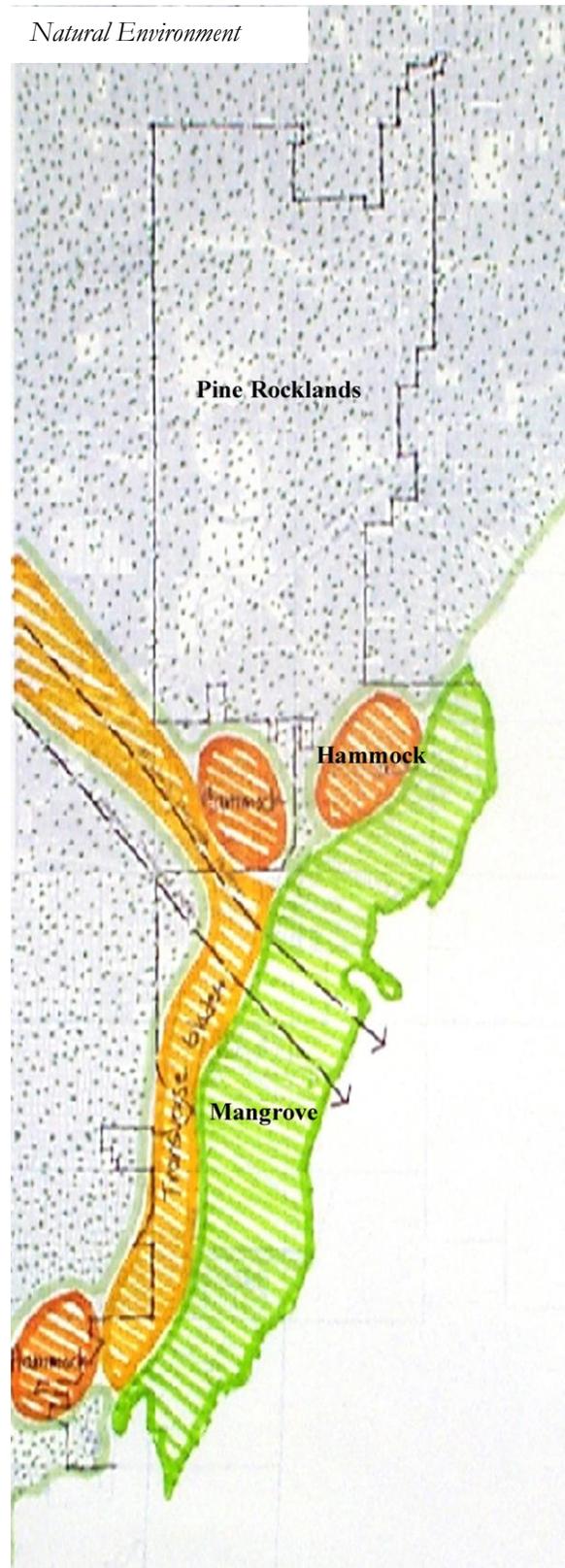
Merrick’s Vision: “in history and climate, more closely allied with Spain”

The Design Character is the collective aesthetic of the parks and open space system. This includes elements of the “built” environment, such as walls, sidewalks, play apparatus, building style and design and street signs. This also includes “natural” elements, such as canopy trees, landscape, mangrove systems and natural areas.

The “Coral Gables” style that Merrick originally envisioned has been meticulously preserved and enhanced throughout the years. Coral Gables can boast of a rich architectural history still evident today in many of the public buildings –such as City Hall and the Alhambra Water Tower – and in the City’s many monuments and gateways. The Mediterranean revival architectural materials of oolitic limestone block walls, wrought-iron work, barrel-tiled roofs and trellises are found in many of the private residences, creating a vibrant, aesthetically rich environment.

Not all of the public spaces live up to this high standard. Some signs – such as some of the park signs – are not of the traditional standards and materials of Coral Gables. An effort should be made to bring those elements up to the Gables standard.

Natural Environment



In addition to understanding the “built” elements of Coral Gables, it is also important to examine the composition and historical alteration of the City’s natural environment. Historically, the uplands in the area now encompassed by the City of Coral Gables were primarily comprised of the vegetation community known as the south Florida rocklands. Broad expanses of south Florida slash pine (*Pinus elliottii* var. *densa*) surrounded small pockets of subtropical hardwood hammocks.

These uplands harbored a diverse array of plant and animal species, many of which were endemic to these communities such as pineland clustervine (*Jacquemontia curtisii*), christmasberry (*Crossopetalum ilicifolium*), and the Miami black-headed snake (*Tantilla oolitica*). Mangroves, which still exist in Matheson Hammock Park, Chapman Field Park and R. Hardy Matheson Preserve dominated the coastal wetlands in the Coral Gables area. These areas probably served as important habitat for several rare species, including the crocodile (*Crocodylus acutus*) and the Florida panther (*Felis concolor coryi*). Mangroves also served as critical nursery areas for sport and commercial species of fish and shellfish. Other wetlands such as sawgrass marshes and wet prairies are also likely to have occurred in the area.

Two large wetland/open water habitats, the Everglades and the Biscayne Bay, bounded the edges of the pine rocklands. Historically, water flowed from Lake Okeechobee southwest along the western edge of the pinelands through the Everglades to the sea. During high rain events, including hurricanes, water would flow east through the rocklands via narrow, linear wet prairies called transverse glades, into the Biscayne Bay. The pinelands exhibited hydrologic conditions ranging from frequently flooded to flooded, during extreme weather events.

The movement of water and composition of natural vegetative communities changed swiftly with the development of Coral Gables and the surrounding Miami metropolitan area. Following several destructive storms, canals were constructed to convey water through the rocklands and rapidly developing urban areas. Concurrently, the majority of the pine rocklands and subtropical hammocks were converted to residential and commercial uses.

Despite the lack of historic natural vegetation and intact vegetative communities within the highly urbanized setting of Coral Gables, a variety of environmental and ecological concerns can be incorporated into the open space and urban design plan for the city. Recommendations for natural resource management, including a native vegetative community inventory, are included as **Appendix A**.

Summary

By analyzing Merrick’s original vision for the City, population growth and demographic trends, and the inventory of existing facilities, the following conclusions can be made:

- The City is at buildout – land is scarce and the future development of large park sites are unlikely
- Population growth is leveling out – growth is at a slower rate
- The population is getting younger – public facilities must be flexible to accommodate changing needs
- The existing Parks and Open Space System is, generally speaking, at a high level of quality
- Elements of the system require a little “polish”

COMMUNITY NEEDS AND PRIORITIES

Needs assessment is not an exact science. Therefore, a number of techniques were used to determine City-wide needs and priorities, including the following:

- Steering Committee Visioning Workshop
- Neighborhood Workshops and Focus Groups
- Analysis of the Miami-Dade County Leisure Interest Survey
- Comparison to County Standards
- Service Area Analysis
- Facility Supply, Demand and Level of Service Analysis



Priorities for Current and Future Parks and Open Space System

During the workshop, the Steering Committee identified the following priority needs:

- Land for parks
- Central gathering place – downtown lunch plaza/amphitheater
- Connected sidewalk system
- Neighborhood parks
- Senior/Community Center

Steering Committee Visioning Workshop

To kick off the strategic planning process for the Coral Gables Parks and Open Space Master Plan, the Steering Committee and other City staff participated in a day-long workshop on February 2, 1999. The day was spent working together in an abbreviated planning process that would build the foundation for a vision and provide findings of needs, as well as work through general implementation strategies. A summary of those activities is included as **Appendix B**.

Nomenclature and Standards

During the workshop, the National Recreation and Parks Association's (NRPA) nomenclature for park types and standards were reviewed. After analyzing the City's System, it was determined that the NRPA standards did not sufficiently describe the City's facilities. For instance, NRPA describes a community park as 30-50 acres with a balance of active and passive recreation facilities and a service area of 3 miles. The City of Coral Gables has "community park" facilities, but they are not located on one central property of 30-50 acres. The City's active court and field facilities are distributed throughout the City with neighborhood parks providing the majority of passive recreation facilities. The City's recreation system is best described by the park and open space elements already outlined.

Vision

The 2010 Vision for City of Coral Gables Parks and Open Space Master Plan includes (see System Checklist):

- Open Plazas or “pocket parks” within a five minute walk of urban offices, commercial areas
- Neighborhood Park, School Park, or Open Space within a ten minute walk of every resident
- School Parks accessible to residents in the afternoons and on weekends
- Community Park Facility within 10-20 minute drive of every resident
- Only 60-70% of each park developed for facilities or active recreation; other areas in vegetation or multi-purpose open space
- Community/Recreation Center system provided by schools, cities, non-profit, for-profit providers, YMCA, etc.
- Interconnecting system of Greenways and Linear Parks, with both paved and unpaved trails within easy walking, bicycling and/or driving distance of every resident
- Adequate Special Use Facilities (softball and soccer complexes, special events space, etc.) to meet the community’s needs (inc. Senior Center) – Facilities located and designed to minimize impacts to adjacent neighborhoods
- Natural Areas within easy walking, bicycling and/or driving distance of every resident (maintain existing trees).

Summary

The emphasis of the City’s recreation system is on serving residents with neighborhood parks and open spaces that offer both passive and active recreation activities and facilities. It is also important that the City provide active recreation facilities such as ballfields and court sports within convenient driving distance (3 miles). Another priority is linking park facilities with a network of shaded sidewalks and bike lanes into one large system that serves the entire city. Finally, the provision of public/open spaces to serve as gathering places in the downtown area is a high priority.

CHECKLIST FOR AN EFFECTIVE PARKS & RECREATION SYSTEM

A Community's Parks and Recreation System is comprised of the following five (5) major components:

- Park Lands and Facilities
- Connecting/Access Facilities (sidewalks, bikeways, transit)
- Recreation Programs
- Administration, Operations and Maintenance
- Implementation Resources (funding, partnerships and other resources that provide for the other four components)

✓ Parks Lands and Facilities

- ✓ 1. Open plazas or "pocket parks" within a five minute walk of urban offices, commercial areas
- ✓ 2. Neighborhood Park, School Park, or Open Space within a ten minute walk of every resident
- ✓ 3. School Parks accessible to residents in the afternoons and on weekends
- ✓ 4. Community Park facility within 10 - 20 minute drive of every resident
- ✓ 5. Only 60-70% of each park developed for facilities or active recreation; other areas in native vegetation (not exotics) or multi-purpose open space
- ✓ 6. Community/Recreation Center system provided by schools, cities, non-profit, for-profit providers, YMCA, etc.
- ✓ 7. Interconnecting system of Greenways and Linear Parks, with both paved and unpaved trails, within easy walking, bicycling and/or driving distance of every resident
- ✓ 8. Adequate Special Use Facilities (softball and soccer complexes, special events space, etc.) to meet the community's needs (inc. Senior Center)
- ✓ 9. Special Use facilities located and designed to minimize impacts to adjacent neighborhoods, e.g. regional parks
- ✓ 10. Natural Areas within easy walking, bicycling and/or driving distance of every resident (maintain existing trees)
- ✓ 11. Individual park Master Plans to protect each park's resources and to direct long term development
- ✓ 12. Community-wide minimum Design/Maintenance Guidelines to insure quality, safety, maintenance and aesthetic variety throughout the Parks System
- ✓ 13. Regular surveys of park users and service area residents to determine the types of facilities they would prefer at "their" park?
- ✓ 14. Park lands and facilities owned by other agencies (School Board, Municipalities, Counties, etc) available to residents

✓ Connecting/Access Facilities

- ✓ 1. Interconnecting system of sidewalks/trails (5' minimum) from neighborhoods and commercial areas to parks and schools,

- ✓ 2. Shady sidewalks & streets
- ✓ 3. Interconnecting system of 4' wide bike lanes along each side of major collector/arterial roads
- ✓ 4. Curb cuts, crosswalks and signals (where needed) at major intersections
- ✓ 5. Public transit (bus, light rail, etc) at each Community Center, Community Park and Special Use Facility
- ✓ 6. Bike racks on all transit vehicles
- ✓ 7. Low cost/no cost bus fares for young kids, elderly adults and the disabled (need direct route)
- ✓ 8. Incorporation of top priority facilities into the community's Transportation Improvements and Capital Improvements Programs

✓ Recreation Programs

- ✓ 1. Programs based on the specific needs of each neighborhood/community within the city/county as identified through individual park advisory boards, user surveys and public workshops
- ✓ 2. Programs addressing community's social, health and educational needs through recreation
- ✓ 3. Annual workshop with elected officials to discuss program objectives and fee policies
- ✓ 4. Monitoring program (user surveys, evaluation forms, etc) to find out how the programs could be improved, and/or if they should be continued
- ✓ 5. Marketing/promotional program to reach as many residents as possible through homeowner association newsletters, media coverage, posters in business locations and other techniques
- ✓ 6. Partnerships with other agencies to provide/trade needed staff, expertise or facilities in order to offer a wider array of programs without incurring additional staff costs
- ✓ 7. Outreach program to either take programs into the neighborhoods (e.g. daily after school activities in Neighborhood and Community Parks) or to bring residents to the programs through transit passes or shuttle vans

Submitted by Glatting Jackson Kercher Anglin Lopez Rinehart Inc.

Neighborhood Workshops

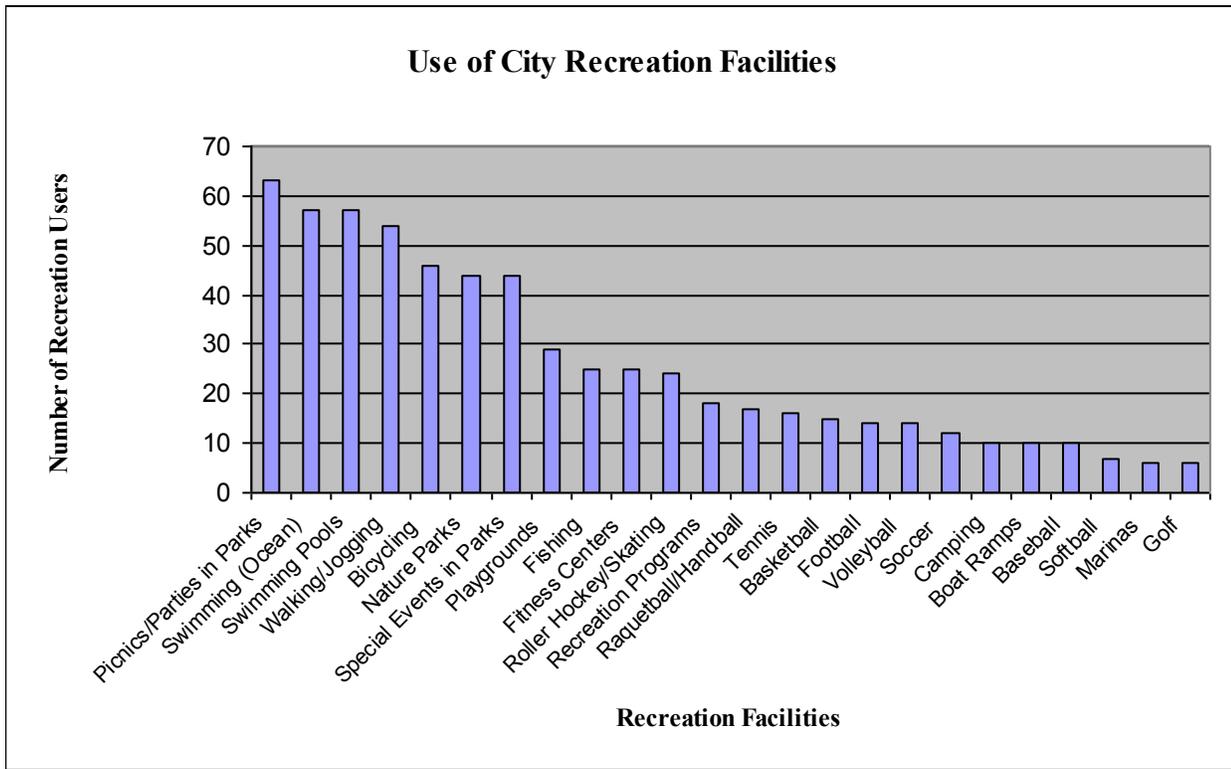
In addition to input received from the Steering Committee, several neighborhood workshops were held on February 24 and 25, 1999 to gather input from the community concerning their perceptions of needed recreation improvements in the City. During the neighborhood workshops, emphasis was placed on developing and improving neighborhood parks and open spaces within walking/bicycling distance of residents, and providing safe and aesthetic connecting facilities such as shaded streets, bike lanes and sidewalks. The following is a summary of issues related to the various elements of the City's park and open space system. Detailed results from these workshops are recorded in **Appendix C**.

- Create a perimeter that says "this is the Gables"
- Landscape "triangles," add benches
- Convert some "triangles" into Neighborhood Parks
- Develop/redevelop some parks to reflect the current needs of residents
- Additional pool (Venetian Pool too crowded)
- Skating facility (indoor/outdoor)
- Additional programs for teens ages 15 and up
- Fix the "gaps" in the sidewalk network
- Additional bike lanes

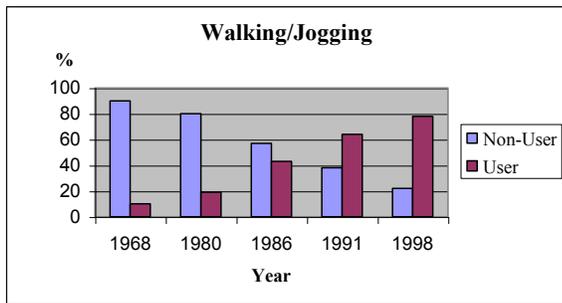
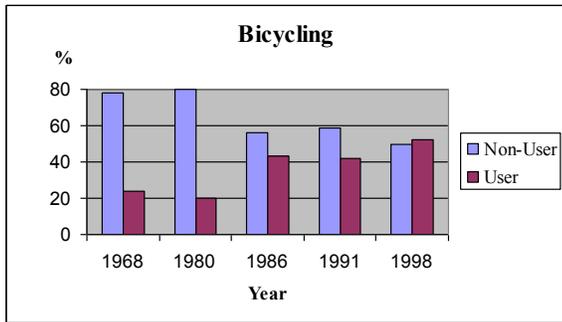
Miami-Dade County Leisure Interests Survey

To further identify needs identified by residents in the area, the results of the Leisure Interests Survey conducted by Miami-Dade County in 1998 were reviewed. This data provides insight on trends in the County for various types of recreation activities and identifies popular activities. The information was primarily focused on the City of Coral Gables and used as an additional indicator for recreation trends and needs within the City.

The survey indicated that picnicking, swimming, walking and bicycling activities were among the most popular activities for residents. In addition, the data showed a high increase in popularity for bicycling and walking/jogging over the past 30 years, emphasizing the need for additional bicycle and pedestrian facilities.



Source: Miami-Dade Leisure Interest Survey – City Trends for the City of Coral Gables



Comparison to County Standards

In addition to collecting input from recreation users and the general community, it is helpful to examine the supply of various recreation facilities to identify specific recreation needs. To begin the analysis of recreation facility needs in Coral Gables, the existing inventory of the City's recreation facilities were compared to the recreation and park guidelines detailed in the City's Comprehensive Plan. The recreation guidelines developed by the City were based on the guidelines outlined in the State of Florida Comprehensive Outdoor Recreation Plan, 1994 (SCORP). Population guidelines are estimates of the amount of outdoor recreation resources and facilities that are required to support a given population. The guidelines help assess community recreational needs by determining the minimum number of resources and facilities required to serve the local population.

Table 3 summarizes the current recreation needs for the City based on the 1995 population and the City's recreation guidelines. The City is meeting the recreation demand for all facilities according to recreation guidelines. The needs analysis was also conducted using projected City population for the year 2010, with the assumption that no new recreation facilities were developed. This analysis did not produce any deficiencies in recreation facilities. From this analysis, it can be concluded that the City has no apparent deficiencies in active recreation facilities based on City level of service guidelines.

Table 3: Demand for Recreation Facilities Based on County Guidelines

Facility	Total Facilities	Demand by Year				Deficiency/Surplus for 1995	Deficiency/Surplus for 2010*
		1995	2000	2005	2010		
Golf Course (holes)	27	15	15	15	16	12	11
Tennis Courts	34	20	21	21	22	14	12
Racquetball Courts	4	4	4	4	4	0	0
Basketball Courts	14	8	8	9	9	6	5
Ball Diamonds	9	7	7	8	8	2	1
Playing Fields	10	7	7	8	8	3	2
Swimming Pools	1	1	1	1	1	0	0
Equipped Play Areas	9	8	8	9	9	1	0

* Deficiencies for 2010 assume no additional facilities are built

Source: City of Coral Gables Comprehensive Plan

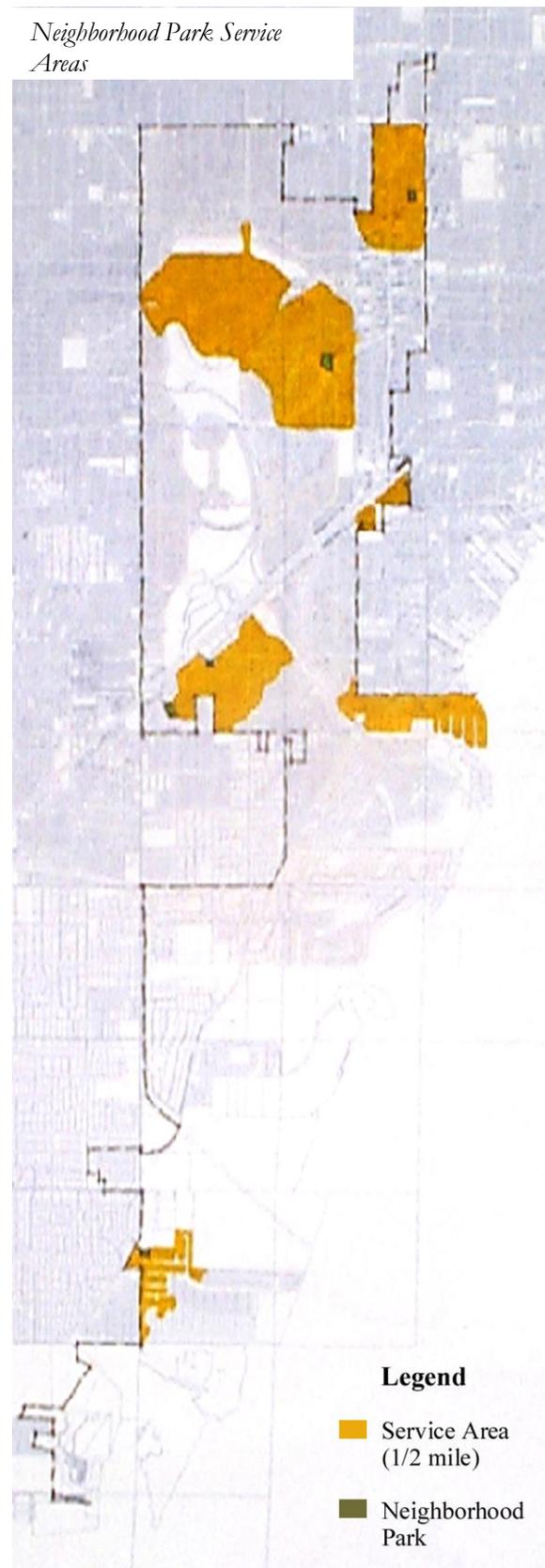
Service Area Analysis

To supplement the conclusions from the public input process and the needs analysis based on adopted guidelines, the service areas of the various elements of the recreation system were analyzed to identify potential service voids. The approximate geographic areas served by neighborhood parks, open spaces and community park facilities were reviewed using the service area radii adopted by the Steering Committee.

According to the adopted vision, there should be a neighborhood park and/or open space within a 1/2 mile distance, considered easy walking distance, of every resident. In addition, there should be a community park facility within 3 miles, considered easy driving distance, of every resident.

Neighborhood Parks Service Areas

As shown on the Neighborhood Park Service Area Map, the primary service voids are in the southern portion of the City, with additional voids north of Coral Way and along the northern City boundary. The vision developed by the Steering Committee also included the use of elementary school facilities as neighborhood parks. Including the schools increases the distribution of neighborhood park facilities and helps reduce some of the deficiencies.



Urban Open Spaces Service Areas

In addition, the vision included the use of Urban Open Spaces as neighborhood park space. By including these areas, there are very little deficiencies remaining. This presents the need for developing some of the Urban Open Spaces as Neighborhood Parks.

Several potential neighborhood parks just outside of the City limits also serve Coral Gables residents. These include Merrie Christmas Park (currently maintained by the City of Miami) and San Jacinto, Wayside and Schenley Parks maintained by Miami-Dade County.

Examining the deficient areas and residential growth patterns, approximately 6 new neighborhood parks will be needed in the City. Public input should be sought during the planning of the future neighborhood parks to identify appropriate recreation facilities.

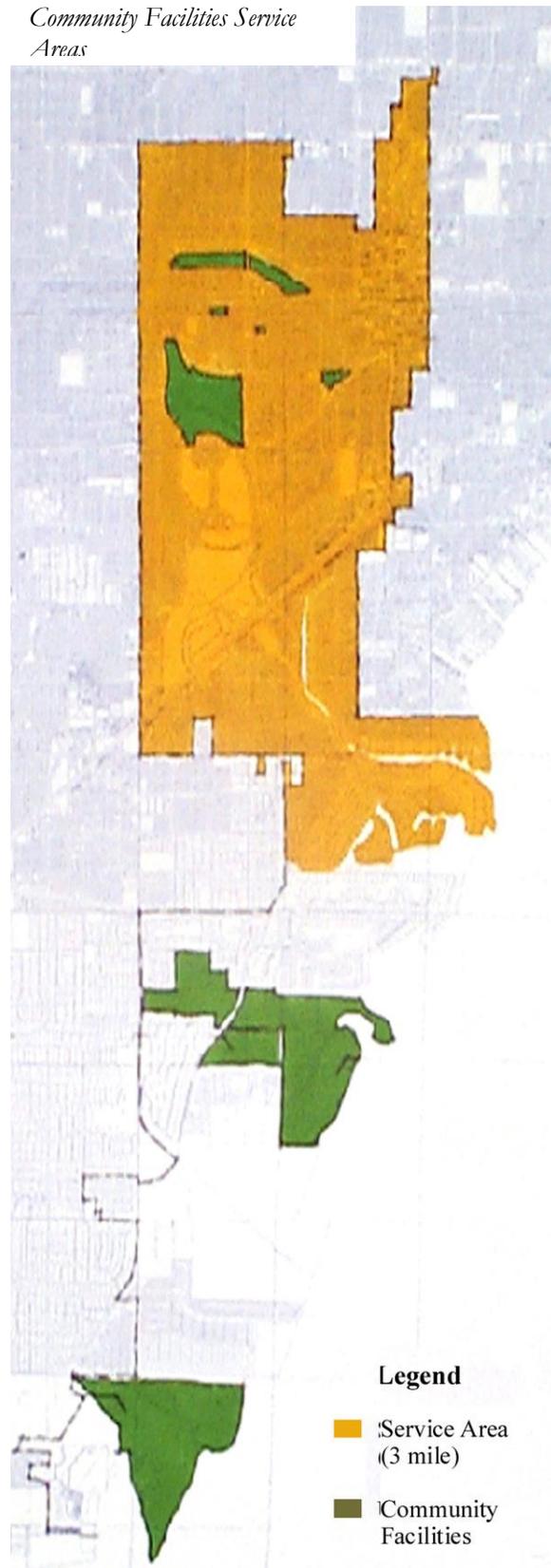
Urban Open Spaces Service Areas



Community Facilities Service Areas

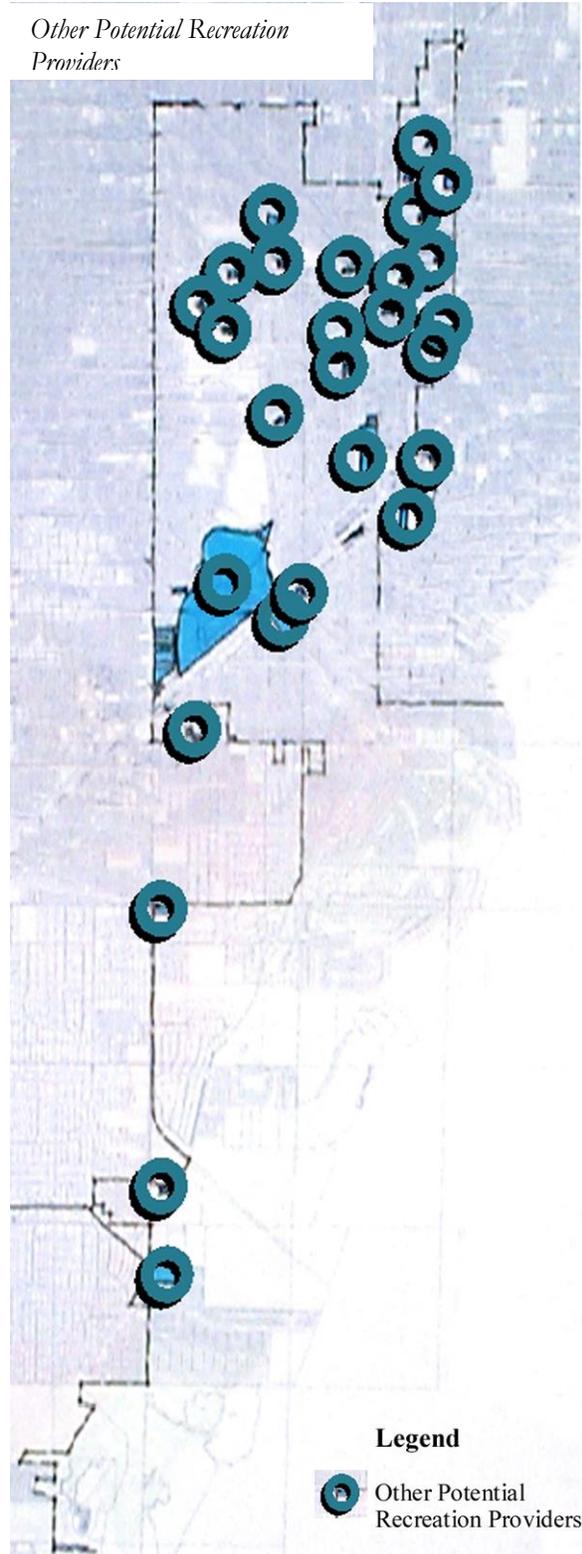
With regards to community park facilities, the Community Park Service Area Map identifies that the primary service voids are in the southern portion of the City. The northern portion of the City is well served by the existing community park facilities. By taking Matheson Hammock and Chapman Field Parks into account, however, the deficiencies are nonexistent.

Community Facilities Service Areas



Other Potential Recreation Providers

In addition to those Community Facilities provided by the City and County, other facilities are present within Coral Gables. Partnerships with churches, schools, the University of Miami and other public agencies may help increase the number of community park facilities and programs available to residents.



Facility Supply, Demand and Level of Service Analysis

Another indicator used to identify the types of recreation facilities in high demand is the examination of recreation use data. Recreation use data was provided by the City for the Venetian Pool, one of the City's most popular special use facilities. This data was analyzed using the recreation supply and demand techniques developed by Miami-Dade County and published in the NRPA's *Park, Recreation, Open Space and Greenway Guidelines* (included as Appendix C).

Recreation supply for the Venetian Pool was calculated using the following formula:

Recreation Supply = [(typical use/day x typical %) + (peak use/day x peak %)] x [days available/year]

Recreation Supply for the Venetian Pool = 103,278 user occasions/year

Recreation demand for the Venetian Pool was calculated using the following formula:

Recreation Demand = [expressed use/total sample] + [latent use/total sample]

Recreation Demand for the Venetian Pool = 17.5 uses/person/year

Level of Service for the Venetian Pool was calculated using the following formula:

Minimum Population Service Requirement = Rec. Supply / Rec. Demand

Minimum Population Service Requirement = 5,901/facility

These numbers would suggest that with a general population of 42,000, seven (7) facilities would be required to serve the general demand of residents. The Use numbers, however, may be inflated due to a large number of private residential pools within the City, as well as swimming at other facilities, such as the Biltmore, Coral Gables Country Club and the University of Miami. Special care should be given to tracking capacity numbers of the Venetian Pool and monitoring overall use.

Summary of Needs Assessment and Priorities

Based on the results of the needs assessment techniques, the following conclusions can be made:

- There is a need to complete the sidewalk network
- Neighborhood parks are in short supply – additional neighborhood parks are needed in some areas of the City
- There is a shortage of downtown public spaces
- Public access to the canals is desirable
- There is a need for a Senior Center / additional senior programs – opportunities for partnerships should be explored
- The level of service of the City’s Community Facilities appears to be adequate for the existing population; further monitoring of the level of service of the Venetian Pool is required
- There is a need for additional safe bicycle facilities (bike lanes, bike paths)

THE PARKS AND OPEN SPACE VISION

Seventy-five years after George Merrick developed the original vision for Coral Gables, ensuring a high quality of life remains the top priority for residents and city leaders. However, it was inevitable that time would change some aspects of the vision. Merrick's suburb became a City, bringing new issues not anticipated in the initial vision. Some roadways have been widened to handle through-traffic to downtown Miami. The waterways have become privatized. The City has a rapidly growing downtown population, far exceeding Merrick's predictions. In addition, Coral Gables is getting younger demographically. The character of the City has been changing.

To ensure that a high quality of life remains a priority for current and future generations, a long-range vision for the City's parks and open spaces has been developed based on the analysis and needs assessment. The essence of this vision is that Coral Gables makes the successful transition from "America's Finest Suburb" to "America's Finest City." The vision for the parks and open space system builds upon the heritage of the City, addresses the emerging issues of today, and completes the existing City wide system where needed.

- Every resident should be able to comfortably walk or ride a bike along a shaded street to a neighborhood park or open space.
- Active recreation facilities, such as ballfields and court sports, should be in convenient driving distance (up to 3 miles) of most City residents.
- Downtown public spaces should be designed to include shady sidewalks, places to sit and eat, pocket parks for downtown residents and workers, and places for residents to congregate for special events such as a farmers market or art show.
- City residents should be able to ride their bikes on safe bike lanes or multipurpose paths along major streets. Crossing these major streets should be safe and easy. Bikeways and sidewalks should be highly interconnected, allowing residents to safely move to and from any part of the city.
- City residents should have access to canals and waterways.
- The grand system of gateways should be expanded to include new gateways in other areas of the City where needed and appropriate.
- All parks and public spaces should honor the City's architectural heritage, and should be of the highest quality. The mature landscape should be maintained as a unique asset of the City and enhanced wherever possible using native, wildlife-attracting vegetation.

THE MASTER PLAN

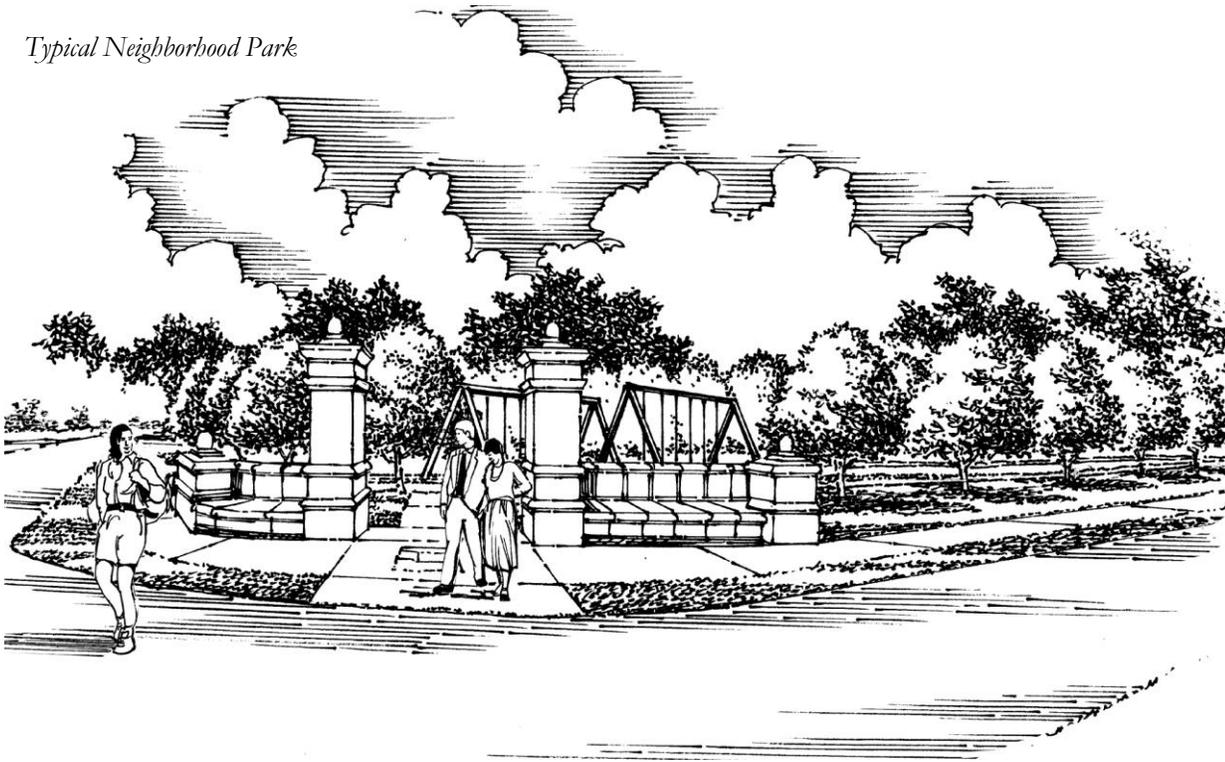
The Coral Gables 2015 Parks and Open Space Master Plan incorporates the needs and priorities of residents, opportunities and constraints of the existing system and the vision of the Coral Gables parks system. The plan includes the following:

1. Additional neighborhood parks
 - Six (6) new neighborhood parks are proposed
 - Three (3) neighborhood parks are proposed as joint-use parks with Miami-Dade County
 - Coral Gables Elementary is a proposed joint-use neighborhood park
2. A system of downtown urban open spaces
3. A complete pedestrian / bicycle facility network connecting all sections of the City
 - Proposed bike lanes on Granada Boulevard, Bird Road and Riviera Drive
 - A complete sidewalk system
 - Extension of the Old Cutler Road bike path
 - Creation of the Prado Walking Trail
4. Additional joint-use community facilities
 - Joint-use facilities at Ponce De Leon Middle and Coral Gables High School
 - Restoration of the Columbus Esplanade
5. Public access to the waterway system
 - Public access facilities at Sheehy Park and Blue Road Open Space creating a waterway trail through the City
6. New gateways
 - Six (6) new gateways at prominent intersections around the perimeter of the City

IMPLEMENTATION

Based on a strategic planning process, the following recommendations provide a detailed action plan for implementing the Park and Open Space Master Plan.

Typical Neighborhood Park



Complete the Neighborhood Park System

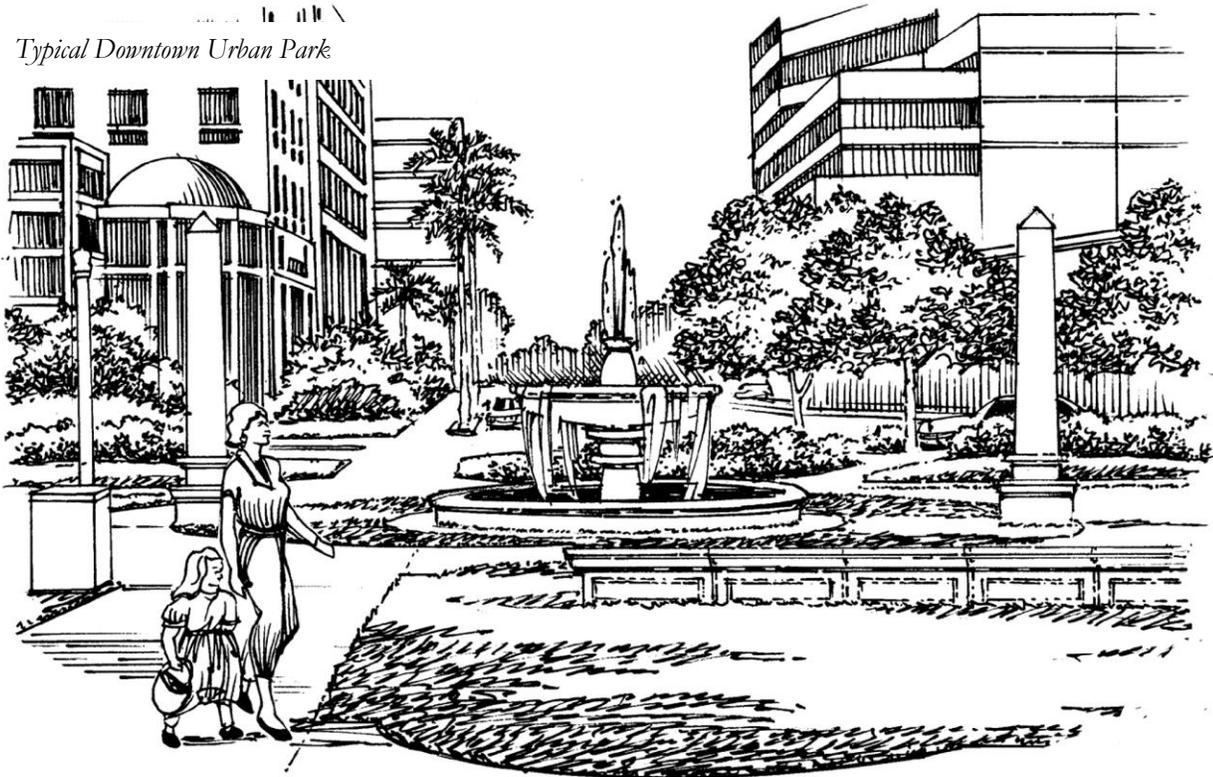
Expand the existing system of neighborhood parks by developing existing park sites, and partnering with the School Board and Miami-Dade County.

1. Partner with the School Board to develop Coral Gables Elementary School as a neighborhood park
 - Meet with the School Board and establish a formal inter-local agreement for use and maintenance of the facilities based on mutually agreed-upon conditions
2. Partner with Miami-Dade County to develop neighborhood park facilities at San Jacinto Park, Schenley Park and partner with the City of Miami for Merrie Christmas Park
 - Meet with Miami-Dade County and establish a formal inter-local agreement for use and maintenance of the facilities based on mutually agreed-upon conditions
3. Develop six existing Urban Open Spaces as neighborhood parks, including Country Club

Prado, San Amaro Triangle, Campo Sano Triangle, Blue Road Open Space, Orduna/Miller Triangle, Solano Prado.

- Hold neighborhood meetings to determine the facility needs for each park
- Conduct a design charrette for each park
- Determine extent of partnership with the neighborhood for park construction / maintenance
- Develop construction plans for each site
- Construct each site
- Have a “Grand Opening” neighborhood celebration

Typical Downtown Urban Park



Develop Downtown Open Spaces

Initiate a detailed study of downtown to identify opportunities to develop streetscapes, mini-parks, plazas, neighborhood parks and public assembly spaces for existing and future residents of the growing downtown population.

1. Initiate a detailed study of downtown identifying opportunities for the development of additional public open space
2. Develop Merrick Park as the downtown place for public gatherings
 - Complete the proposed plans for Merrick Park / Merrick Civic Plaza and implement
3. Acquire new land for urban open space where available through the Parknership program
 - Use Park Acquisition Criteria to establish suitability of all proposed park lands
 - Acquire /accept donations of those lands that are deemed “suitable”
 - Develop park sites through neighborhood participation program

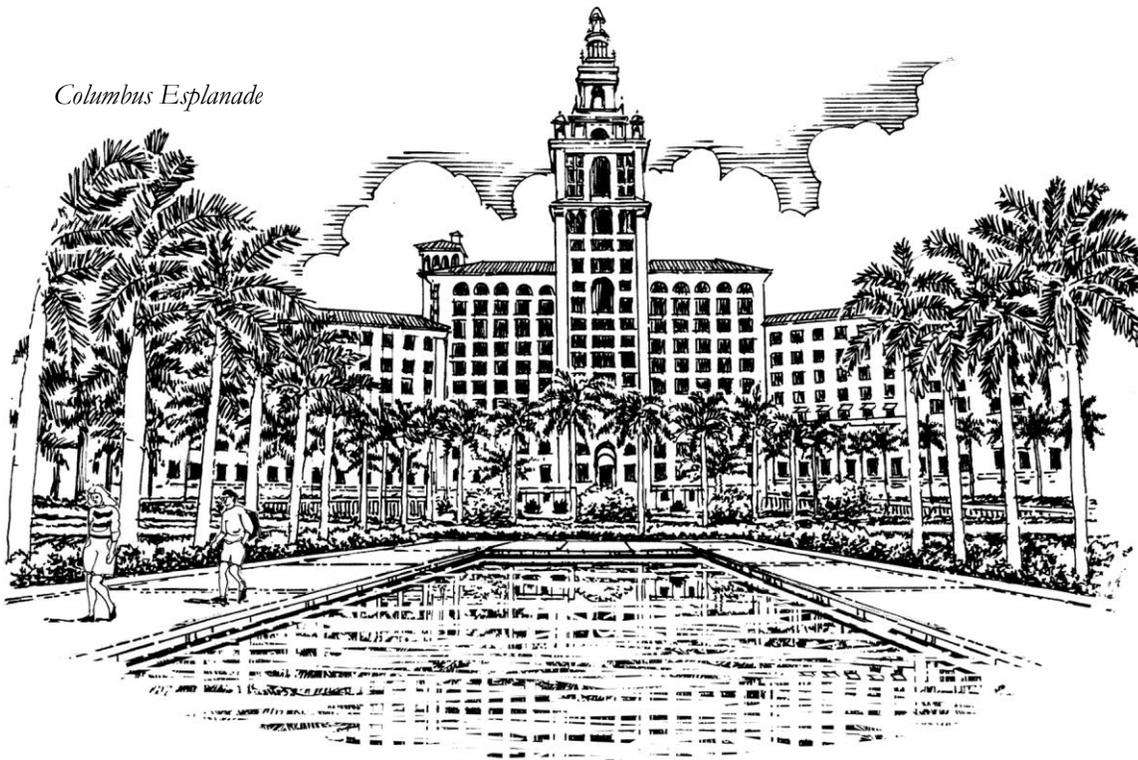


Complete Linkages

Complete the existing system of pedestrian / bicycle facilities to create a continuous, interconnected system of “friendly streets,” sidewalks, bike lanes and bike paths

1. Complete the City’s sidewalk system
 - Design typical standards for linking existing sidewalks at street crossings
 - Design typical standards for sidewalk extensions / completion
 - Implement
2. Construct bike lanes on Granada and Riviera.
3. Establish the Prado Walking and Jogging Trail
4. Complete the Old Cutler Road Bike Path south to Red Road.
5. Develop a long-range transportation improvement program that includes pedestrian / bicycle facilities such as additional bike lanes, crosswalk improvements (especially along U.S. 1) and transit stops
6. Develop policies regarding the development of pedestrian / bicycle facilities concurrent with roadway improvements / construction
7. Monitor progress and implementation of other regional initiatives such as the South Dade Greenway Network and the MPO 2020 Transportation Plan and look for opportunities to make regional bikeway/greenway connections

Columbus Esplanade

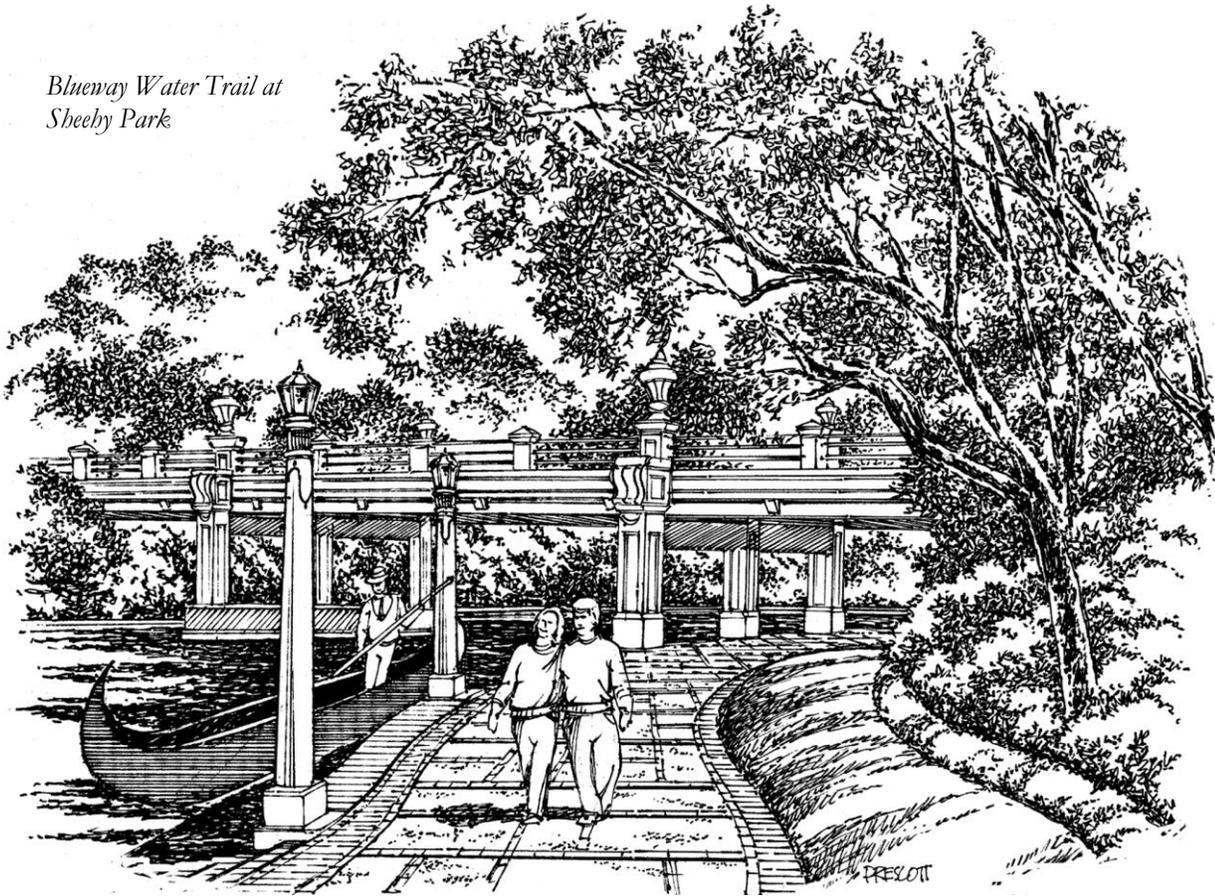


Expand the System of Community Facilities

Strengthen partnerships with other providers to accommodate changing recreational needs, and continue to explore new and innovative program delivery methods.

1. Investigate partnership opportunities to develop additional aquatics programs, including programs at the Coral Gables Country Club and at the Biltmore
2. Investigate partnership opportunities to develop a Senior Center, including the Coral Gables Country Club
3. Establish joint use agreements with the School Board for use of ballfields and other facilities at Coral Gables High School and Ponce de Leon Middle School
 - Meet with the School Board and establish a formal inter-local agreement for use of the facilities based on mutually agreed-upon conditions
4. Restore the original vision of the Columbus Esplanade as the “jewel” of public spaces for special events and public assembly
- Design proposed improvements to the Esplanade, including the removal of the parking lot and relocation of the parking spaces to streetside / overflow parking on adjacent vacant lot (McBride Property)
5. Use existing meeting spaces at local churches and public buildings for expanded programming
 - Initiate discussion with individual churches and establish agreements for utilization of meeting rooms and other facilities
6. Continue to monitor recreation needs and trends through the Miami-Dade Leisure Interest Survey, On-site Surveys and Special Event Questionnaires
7. Explore new program delivery methods such as programming on local television, internet and/or video conferencing
8. Design new facilities for maximum flexibility

*Blueway Water Trail at
Sheehy Park*

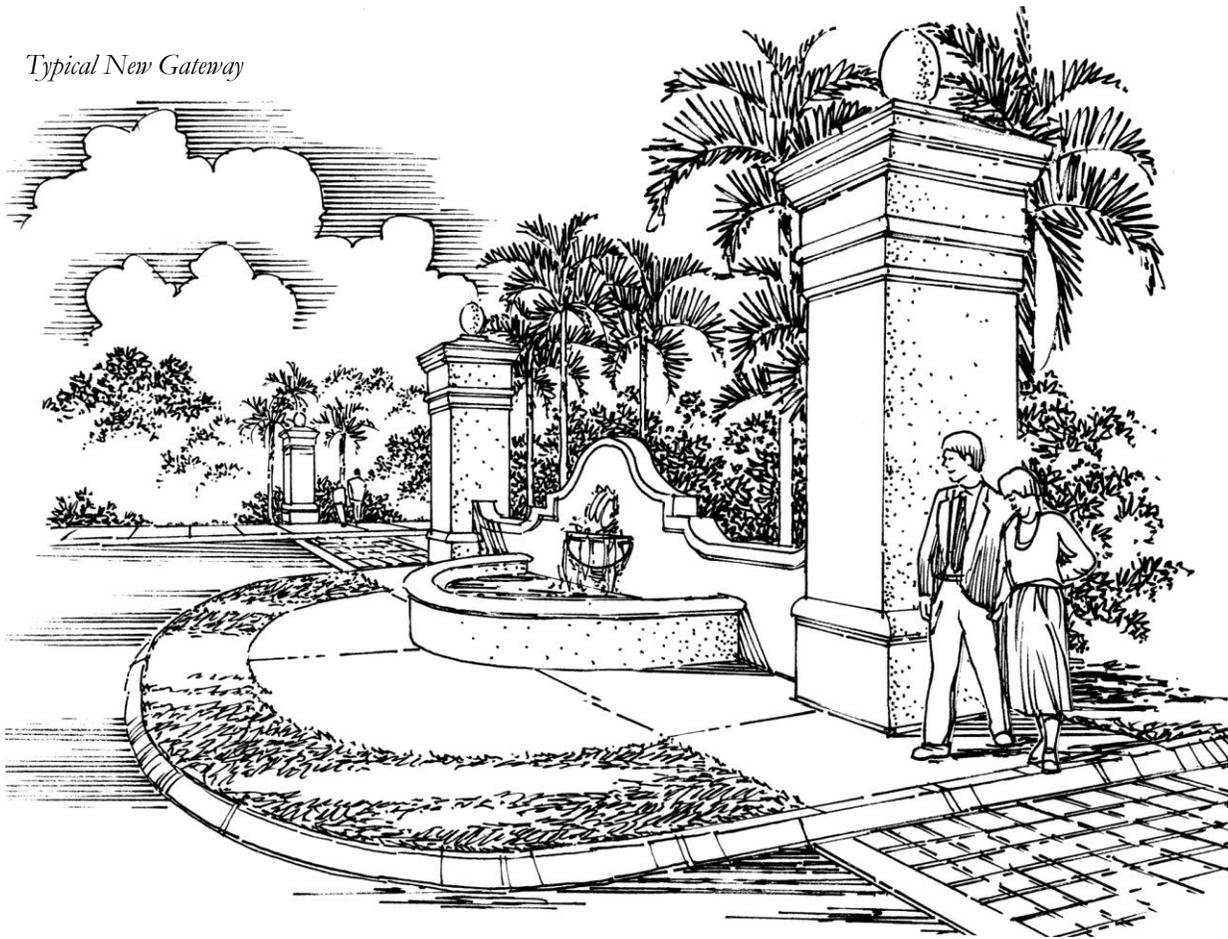


Restore the Connection to the Water

Re-establish public access to the City's waterways as intended in Merrick's original vision, celebrating this unique public asset of Coral Gables

1. Design and construct public access facilities to the water at Sheehy Park and Blue Road Open Space
 - Design facilities to accommodate small watercraft (canoes and kayaks)
 - Establish literature / signage to identify the "Blueways Water Trail"
 - Construct facility
 - Hold a "Grand Opening" of the Blueway Water Trail
2. Attract a private vendor to operate a "Blueways" water taxi

Typical New Gateway



Polish the System of Public Spaces

Honor the landscape and architectural heritage that defines Coral Gables and extend these features throughout the City's parks, public spaces, streets and gateways

1. Implement a program of native vegetative planting that attracts various forms of wildlife
 - Create a comprehensive Master Landscape Plan of the City
 - Adopt a City-wide plant palette for large trees, medium trees, small trees (including flowering trees) and shrubs and groundcovers
2. Develop design standards - including signs, gateways, landscaping and site furnishings - that respects and builds on the historic plazas, entrances and architecture of the City and apply to the parks system as a whole
3. Initiate a "Great Neighborhoods" Program to encourage resident participation in landscaping, entrance signs, beautification and maintenance
4. Acquire easements for new gateways at the east and west extents of Blue Road; Red Road and Sunset; Red Road and Old Cutler Road; Bird Road; Douglas Road; Kendall Drive and Old Cutler; Kendall Drive and Red Road.
 - Design and construct new gateways
5. Initiate an inter-local agreement with Miami-Dade County Parks and Recreation for improvements to Coral Gables Wayside Park
6. Revitalize/renovate Pinewood Cemetery

COST ESTIMATE

A cost estimate for the priority actions is included in Table 4.

Cost Estimate

FUNDING STRATEGIES

Some specific funding strategies for the Parks and Open Space System Master Plan implementation include:

- Seek partnership agreements with the County and the School Board for development/improvement of existing sites. This will help leverage your funds and give you more “bang for your buck.”
- Seek partnerships with downtown businesses for maintenance of individual downtown parks and open spaces
- Seek and cultivate partnerships with local churches to bring programs to the neighborhoods
- Establish a “great neighborhoods” program to encourage resident participation in landscaping, beautification and maintenance.
- Apply for TEA-2000 Funds and other grants for bikeway development, gateways and other roadway enhancement projects
- Incorporate the vision into the Comprehensive Plan and Capital Improvements Program

Additionally, there are some basic guidelines for the City to consider for the implementation of the Parks and Open Space Plan. These include:

- *Do it yourself!* Local initiative is the only way these projects will be funded. General funds are strained, and the federal government isn’t in the business of building local parks. Successful park developers (fundraisers) have accepted that they have to earn the money.
- *Think big!* Innovative state initiatives have funded projects on a statewide basis. Some of the successful statewide funding mechanisms includes sales taxes (on utilities, sporting goods, bed and board, and cigarettes), lottery profits, license plate revenues, revolving loan funds, trust funds, tax credits, road and bridge tolls, etc.
- *You can’t go it alone!* Forging and maintaining partnerships is essential to leverage government dollars to achieve better projects

that are likely to continue. Potential joint venture partners include developers, for profit and nonprofit organizations, other governments and institutions, corporations, friends of parks foundations, churches, etc. Consolidation of service provided by multiple government entities, or agencies, to prevent duplication of efforts and cost savings are particularly applauded by the public.

- *More is better!* It is generally necessary to find multiple funding sources. For example, Old Pasadena, California is moving ahead to implement its imaginative plan to enliven the alleyways, parks and streets of their historic neighborhood using a mix of public and private sources. These include revenues from metered parking spaces, special assessment dollars, grants and a bond issue.
- *Bonding is a sound approach to capital investment!* Communities throughout the country have funds in hand for parks and recreation as a result of bonds and special assessments. Recently, the ballot action has shifted from states to counties, cities and towns. Characteristics of the winning measures include:

- 1) Winning measures were modest and emphasized value. Homeowners were willing to contribute a small amount, say the price of a large pizza, for parks.
- 2) Park needs were often packaged in a catch-up county infrastructure bond for growing suburban counties.
- 3) Small sales tax increases were popular, especially in tourist communities.
- 4) Winning measures typically resulted from sustained effort – allow enough time!

- *Special districts are hot!* Business Improvement Districts, originally formed to improve and maintain commercial areas are becoming an appealing means to fund parks, because like commercial areas, parks need people and programs. Money can be raised privately on a voluntary basis, but you spend half your time doing it. With a BID the income stream is predictable. The number of BIDs and other special districts are growing rapidly, representing a changing pattern in local government, one where like-minded citizens

band together to meet their local needs. People are reluctant to pay taxes, but this is largely a function of how they see their money used. Property owners in BIDS are happy to pay their assessment because they see the immediate return on their contribution.

- *Don't mow the grass roots!* Public education is necessary to gain invaluable community support.
- *Borrow good ideas from others!* For example, the BIDs that have been such a boon to downtown areas make sense for parks funding; transportation and other infrastructure financing can work for parks; etc. There's competition for every dollar, so creativity is important.
- *Get help!* This takes a lot of effort and commitment. Seek advice from lobbyists, lawyers, financial consultants, planners, designers, and public relations' experts, and consider it a good investment.

Additional information on potential funding strategies are provided in **Appendix B**.

APPENDIX A

Natural Resource Management Recommendations

Natural System Preservation and Management

Because of its highly urbanized setting, little of the historic natural pine rockland community remains within Coral Gables. However, undeveloped parcels of land in the northern part of the City retain some historic vegetation, such as mature slash pine trees with limited herbaceous diversity. These parcels should be placed on an acquisition list to serve as parks and historic natural vegetation sites. In addition, native shrubs and flowering herbaceous plants should be planted under the pine canopy for urban wildlife habitat and native plant community restoration. These areas could be used as passive parks with the installation of a small sidewalk system, to minimize damage to the plantings. Furthermore, the recreation of native plant communities should be considered within portions of the prado in the northwest part of the city. These plant community restorations would provide limited amounts of wildlife habitat, structurally define the space, and deter parking on the greenspace.

Coastal wetland systems, with emphasis on mangrove swamps, are also an important component of the ecological heritage of the City. Unlike the pine rockland habitat, large stands of mangrove still remain in portions of the City, with excellent examples still extant in Matheson Hammock Park and the R. Hardie Matheson Preserve property south of the park. These mangroves are an excellent resource for education programs. An active program for preserving all remaining mangrove communities should be incorporated into the overall greenspace design of the City. The City should also encourage coastal homeowners to plant a portion of their shoreline with mangrove species to promote habitat for fish and bird species and buffer the property edge during high water or storm events.

Educational Opportunities

Environmental education should be emphasized in both the upland parks and mangrove/coastal areas. Signs or kiosks should highlight the important ecological components of the area such as historical plant communities and wildlife, current ecological conditions and restoration activities. Education efforts should also include information on native plant landscaping, butterfly and wildlife attraction, and nest boxes for birds and bats.

Wildlife

Wildlife in the City consists primarily of ruderal species such as opossum (*Didelphis virginiana*), brown anole (*Anolis sagrei*), green anole (*Anolis carolinensis*), eastern gray squirrel (*Sciurus carolinensis*), raccoon (*Procyon lotor*), and the cotton mouse (*Peromyscus gossypinus*). The brown anole is an exotic species. The common gray fox (*Urocyon cinereoargenteus*) was introduced in the late 1920s or 1930s and has maintained a presence within the City since that time. Large greenspaces such as the golf courses and the prado area, enhanced with additional vegetation, could serve as excellent cover and habitat for this species.

Bird fauna in the City would most likely include common species, such as crow (*Corvus brachyrhynchos*), American swallow-tail kite (*Elanoides forticatus*), boat-tail grackle (*Quiscalus major*), white ibis (*Eudocimus albus*), cattle egret (*Bubulcus ibis*), ringed turtledove (*Streptopelia risoria*), budgerigar (*Melopsittacus undulatus*), mourning dove (*Zenaida macroura*), rock dove (*Columba livia*), American robin (*Turdus migratorius*), northern mockingbird (*Mimus polyglottos*), common grackle (*Quiscalus quiscula*), and house sparrow (*Passer domesticus*).

The diversity of the bird fauna could change dramatically through the course of the year as migratory species pass through the area. The use of the City as a stopover point for migratory species would be enhanced through landscaping with native plants, maintenance of the canopy, connections between the coast and urban greenspaces via the canals and roadways, and native vegetated park areas. Numerous other fauna species are likely to occur within the coastal wetlands, including the mangroves. Many of these species, primarily wading

birds, would be state- and/or federally-listed. Education programs developed for the coastal areas should be used to highlight and protect these additional species.

Ecological Connections

Connections should be established between the large mangrove swamps in the southeast part of the City and the small isolated greenspaces within the northern part to promote the movement of wildlife. The existing canopy trees serve as a foundation for the City's green corridors and can be enhanced by adding shrubs and flowering plants under the trees to provide more cover for smaller birds and insects. In addition, the preservation or creation of greenspaces along the canals and waterways would add to the system of green corridors. Native vegetation, including those in **Table 1**, should be considered in the creation of additional greenspaces. The city should encourage waterfront property owners to use native vegetation that can withstand inundation during storm events, contribute to bank stabilization, and minimize impacts to water flow in the canals.

Landscaping Recommendations

The maintenance and improvement of the extensive canopy that occurs throughout the City is an important concern. The exotic banyan tree (*Ficus bengamina*) limits options for other plantings along right-of-ways due to its dense canopy. As these exotic canopy trees die, native trees such as live oak (*Quercus virginiana*) should be planted to increase options for additional plantings of shrubs and flowers.

Landscaping with native plants can increase the amount of habitat available for wildlife including urban wildlife, transitory species such as migratory songbirds, and benign insects such as butterflies. Native plantings can also reduce maintenance costs through a decreased use of fertilizers, water, and mowing. The City should encourage the use of native plants in its own right-of-ways and through ordinances/incentive programs that encourage homeowners and businesses to landscape using native species. **Table 1** contains a potential list of native plant species that would be appropriate for landscape plantings. Associated with the planting of native plants should be the removal of invasive exotics such as punk tree (*Melaleuca quinquenervia*) and Australian pine (*Casuarina* spp.).

Environmental Management System

The City of Coral Gables may also consider an Environmental Management System (**EMS**) for incorporation into its environmental policies. An Environmental Management System (EMS) would provide strategic guidance for any work conducted by the City, including products used by the City, and vendors or consultants employed by the City. The International Organization for Standardization has standards for EMS that may serve as a template for developing an environmental strategy and techniques for auditing compliance.

In addition to the concepts of native re-vegetation, conservation, and wildlife management, the City should include at least the following components in the comprehensive EMS:

- Methods of sustaining water quality, including a retrofit of stormwater management design, particularly in areas where there is a direct discharge to surface water-bodies;
- Energy/lighting recommendations to maximize lighting efficiency and reduce the consumption of energy in all City buildings;
- A comprehensive recycling program for products used by the City, as well as the evaluation of a more intense recycling program for businesses and residents;
- A comprehensive assessment of the management of City-owned vehicles, including air quality emissions, energy efficiency, recycling of used materials, and the reduction of any hazardous bi-products;

- An overall assessment of the waste produced by the City, particularly those from maintenance, potentially generating hazardous bi-products;
- The consumption of materials used by the City – this could include a Life Cycle Analysis of products used in substantial amounts by the City;
- Incentives for businesses with the development of a similar EMS;
- Alternative energy sources;
- The extent and quality of water reuse;
- Xeriscaping goals for the City;
- Pollution reduction;
- The development of a mangrove revegetation and protection strategy;
- Consideration of an environmental lands purchase referendum for funding the establishment, maintenance, and management of City-owned greenways;
- Establishment of a minimum environmental compliance strategy for vendors or consultants on the City’s payroll;
- The Development of an educational/environmental awareness program which might include: educational kiosks, seminars or a speaker series, pamphlets and newsletters, Earth Day or Arbor Day events, and Amnesty Days for disposal of harmful household products.

General Components of the EMS

An EMS, according to ISO 14001; 1996(E) is defined as: the part of the overall management system that includes organizational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the environmental policy. The following are general components of an EMS:

- I. Create an EMS
 - A. Obtain management commitment
 1. Develop policy* statement on organization’s commitment to environment

* Definition of environmental policy according to ISO 14001:1996(E): statement by the organization of its intentions and principles in relation to its overall environmental performance which provides a framework for action and for the setting of its environmental objectives and targets.

 - a. Policy provides framework for planning and action, documentation, review and communication with all employees.
 - b. Policy includes a commitment to continual improvement and to comply with appropriate environmental regulations
 - c. Policy can be stand-alone or integrated with Health and Safety, Quality or other organizational policies
 - B. Assess and evaluate current environmental programs. Areas to consider:
 1. Organization’s structure and procedures
 2. Policies
 3. Environmental impacts
 4. Training programs
 - C. Prepare detailed project plan to include:
 1. Key actions needed
 - a. environmental aspects
 - b. legal/other requirements
 - c. objectives and targets
 2. Who will be responsible

3. Resources/budget needed
4. Scheduled date of completion

- D. Develop or modify procedures and system documents
- E. Set up systems for communication

II. Implement an EMS

- A. Appoint a management representative
 1. Role of representative is to ensure that EMS requirements are established, implemented and maintained, and to report results to top management
 2. Team is chosen
 - a. Choose cross-functional team to identify processes and to ensure procedures are reasonable
- B. Identify waste streams
 - Document procedures to be established for operations and activities that may be associated with significant environmental impacts
- C. Prepare emergency preparedness and response plan
 - Establish procedures to identify the potential for, and respond to accidents and emergencies, and for preventing and mitigating the impacts that may be associated with them
- D. Monitoring and measurement
 - Establish procedures for monitoring and measuring the operations and activities that have a significant impact on the environment
- E. Non-conformance and corrective/preventive action plan
 - Establish procedures for defining responsibility and authority for investigating and handling nonconformance or corrective action
- F. Record maintenance/document control
 - Establish procedures to maintain documentation, maintenance and disposition of environmental records, such as records for training and audit results and reviews
- G. Train employees
 - Train personnel whose work may create a significant impact upon the environment
- H. EMS audit
 - Establish procedures for a periodic audit to determine whether the EMS has been properly implemented
- I. Assess system performance
 - Establish procedures for measuring and monitoring actual performance compared to objectives as defined in the EMS
- J. Management review
 - Determine the need for changes of policy, objectives or other elements of the EMS.

Table 1. Native Plant Palette for the Parks and Open Space Plan for the City of Coral Gables.

Scientific Name	Common Name	Habit/Characteristics
Pine Rockland Community		
<i>Serenoa repens</i>	Saw palmetto	bushy shrub
<i>Callicarpa americana</i>	Beautyberry	slender shrub, purple berries
<i>Ilex cassine</i>	Dahoon	small tree/shrub
<i>Ardisia escallonioides</i>	Marlberry	tall shrub/small tree
<i>Lantana involucrata</i>	Wild sage	low-growing shrub, white flower
<i>Quercus minima</i>	Dwarf live oak	low-growing shrub
<i>Vaccinium myrsinites</i>	Shiny blueberry	low-growing shrub
<i>Ilex glabra</i>	Gallberry	low-growing shrub
<i>Coccothrinax argentata</i>	Silver palm	small tree
<i>Dodonaea viscosa</i>	Varnish leaf	small tree
<i>Zamia pumila</i>	Coontie	low-growing cycad
<i>Pteridium aquilinum</i>	Bracken fern	green, 1-2' tall herb
<i>Opuntia humifusa</i>	Cactus	spiny, yellow flowered herb
<i>Liatris</i> spp.	Blazing star	purple, spicate herb
<i>Andropogon</i> spp.	Bluestem	3-4' tall bunch grass
<i>Melanthera parvifolia</i>	Cat-tongue	herb
Mangrove Community		
<i>Avicennia germinans</i>	Black mangrove	finger-like pneumatophores, tree
<i>Laguncularia racemosa</i>	White mangrove	slightly drier than other two sp.
<i>Rhizophora mangle</i>	Red mangrove	prop roots
<i>Conocarpus erectus</i>	Buttonwood	upland fringe above mangrove
<i>Coccoloba uvifera</i>	Seagrape	drier sands above mangroves, beaches
Tropical Hammock Community		
<i>Amyris elemifera</i>	Torchwood	shrub to tree
<i>Bursera simaruba</i>	Gumbo limbo	tree
<i>Guapira discolor</i>	Blolly	small tree
<i>Eugenia</i> spp.	Stoppers	Small tree

Scientific Name	Common Name	Habit/Characteristics
<i>Nectandra coriacea</i>	Lancewood	tree
<i>Chrysophyllum oliviforme</i>	Satinleaf	tree
<i>Sapindus saponaria</i>	Soapberry	tree/tall shrub
<i>Mastichodendron foetidissimum</i>	False mastic	tree
<i>Coccoloba diversifolia</i>	Pigeon plum	tree
<i>Swietenia mahagoni</i>	Mahogany	tree
<i>Psychotria nervosa</i>	Wild coffee	shrub/small tree
<i>Simarouba glauca</i>	Paradisetree	tree
<i>Krugiodendron ferreum</i>	Black ironwood	tree
Canal Plantings		
<i>Cladium jamaicensis</i>	Sawgrass	7-8' tall, coarse sedge, water's edge
<i>Spartina bakeri</i>	Cordgrass	3-4' tall, fine grass, seasonally wet
<i>Hypericum fasciculatum</i>	St. John's wort	3-4' tall, bright green leaves, yellow flowers
<i>Saccharum giganteum</i>	Plumegrass	bunchgrass with tall, white plume

APPENDIX B

Funding Strategies

Borrowing

FINANCING SOURCE	DEFINITION	PROVIDES FUNDS	REPAYMENT	ADVANTAGES	DISADVANTAGES
General Obligation Bonds -- Limited or Unlimited Tax	Loan taken out by a city or county against the value of taxable property	Immediately	By all taxpayers over 10-30 years	Makes funds available immediately; distributes cost of acquisition; ties payment to benefits received; potentially lowers interest costs	Increases taxes; competes with other local services for limited resources; separates payment from benefit; involves finance charges, so may be politically difficult; constrained by debt ceilings
Revenue Bonds (or "rate-supported" bonds)	Loan paid from the proceeds of a tax levied for the use of a specific public project, or with the proceeds of fees charged to those who use the facility that the bonds finance	Immediately	By rate payers over 10-30 years	Makes funds available immediately; ties payment to benefits received; may not need voter approval; not constrained by debt ceilings	Increases rates or fees; interest costs potentially higher than GO bonds
Taxable Bonds		Immediately	By all taxpayers over 10-30 years	Not subject to requirements of Tax Reform Act;	Highest interest rates of all bond types
Tax Increment Financing Bonds	Financing mechanism used to stimulate economic development in a blighted area – assessed valuation of real property within the redevelopment area is frozen – taxes are paid at this base level while improvements are made-any increase in the assessed value of the property or additional sales tax revenues makes up the tax increment, which is used to pay project costs or repay the bonds or other obligations that helped finance the project	Immediately	By all taxpayers within subarea of county	Ties payment to benefit received within subarea	Revenues dependent upon growth in assessed value within subarea
Lease Purchase and Certificates	Lease-purchase arrangements that allow a government to pay over time	Immediate use of property or facility while being purchased	By all taxpayers over 5-10 years	Provides a means of buying on credit without issuing debt	High interest rates; may not relate payment to benefits received
Revolving Loans	Loan that is automatically renewed upon maturity	Immediately	By rate payers over 10-20 years	Makes funds available immediately; ties payment to benefits received; potentially lower interest costs	Increase rates; reporting and administration may be burdensome; may not be in accordance with county priorities
Bond Banks		Varies	By taxpayers or rate payers over 10-30 years	Particularly helpful for small communities; lowers cost of issuance	Issuance of bonds may be delayed while sufficient number of communities apply

Pay-As-You-Go

FINANCING SOURCE	DEFINITION	PROVIDES FUNDS	REPAYMENT	ADVANTAGES	DISADVANTAGES
Property Taxes	Tax on real property	Immediately	Commercial and residential property owners	Steady source of revenue, less affected by changes in the economy than other taxes; relatively easily administered; revenues easily predictable; tax burden is fairly equitably distributed	Least popular tax since it is paid in a large lump sum check as opposed to small additions to purchases; may not relate payment to benefits received
Income Taxes	Tax on individual income	Immediately	Individual taxpayers	Preserves borrowing capacity; saves interest cost	Funds may be insufficient; may not relate payment to benefits received; earmarked for general fund, causing parks to compete with other public services
Sales and Use Tax	Tax on sales of goods or services	Immediately	Purchaser of goods or services	Easy to collect; reporting costs are low; a small percentage can generate substantial revenue; most popular tax among taxpayers	Funds may be insufficient; may not relate payment to benefits received
Real Estate Transfer Tax	Tax on the sale of property – increases with the size of the property being sold	Immediately	Sometimes the seller, sometimes the buyer	Proceeds often deposited into land banks; Florida has led the way in requiring that a portion of the funds be used for land conservation; can create substantial funds particularly in fast growing communities	Can Inflate real estate values and slow the market; since revenues from the tax fluctuate with the market, income can be difficult to predict; politically difficult
Special Assessments Districts	Separate units of government that manage specific resources within defined boundaries	Immediately	By assessed customers at time of construction. If bonded, over 10-30 years	Makes funds available immediately; matches payments and benefit; predictable stream of money	Requires legislative approval; may seriously impact assessed customers
Business Improvement District	Assess residents within set boundaries for additional services – establish a partnership between property owners and businesses in downtown or commercial areas for the purpose of improving the business climate in a defined area.	Immediately	Assessed residents or business owners	Created and funded with the approval of residents – gives a sense of ownership, responsibility and accountability; matches payments and benefits	Politically difficult if residents feel services should already be provided by existing government structure; no dedicated city or county-wide funding stream for park facilities (doesn't address the needs of the entire system); inequitable financing method (not found in poorer neighborhoods).

FINANCING SOURCE	DEFINITION	PROVIDES FUNDS	REPAYMENT	ADVANTAGES	DISADVANTAGES
Benefit Assessment District	Assessment and provision of benefits to a defined community – not a separate unit of government – levy on property	Immediately	By assessed customers	Matches benefits to assessment; makes funds available immediately	No partnership, structure or separate government body which may make administration more difficult
User Charges	Fee that covers the cost of a service	Immediately	By rate payers immediately	Eliminates need for borrowing or reserves; exempt from tax limitation laws	Impractical for large projects; may make rates erratic from year to year; seldom covers entire cost of service
Reserves	Funds reserved/set-aside for specific use	In future	By rate payers each year until reserve is adequate	Eliminates need for borrowing; improves financial stability of system	Can be politically difficult; difficult to "protect" reserves for intended use; impractical for large projects
Mitigation Financing	Developer set-aside of land on or off-site	In future	Developers of a project	Eliminates need for borrowing; protects sensitive natural areas and has application for redevelopment including parks; one-time cost; gives local governments flexibility in their land use decisions; can protect larger areas rather than small scattered areas	Can be politically difficult due to unwillingness of private developer; may be seen as "anti-development"
Negotiated Exactions or Impact Fees (hookups, systems development or capital fees)	One-time fee to offset costs of infrastructure caused by new development	Immediately	By developers or customers immediately	Requires new customers to pay for impacts they place on system	Political problems (viewed as "anti-development"); ineffective where there is little or no growth; affects housing affordability
Grants	Free money provided for a specific purpose	Immediately	No repayment needed	Source of free money	Reporting and administration may be burdensome, may not be in accordance with county priorities
Public-Private Ventures	Partnership between private investor and public sector to provide a service on public land	Varies	By private investors and by taxpayers	Total costs to county government are reduced	Coordination can be complicated and time-consuming

Source: "Building Together: Investing in Community Infrastructure" by the National Association of Counties, the National Association of Homebuilders, the Government Finance Officers Association, and the Urban Land Institute and supplemented by information from the Trust for Public Land "Park Financing Techniques."

Available Grant Funding Sources for Park and Recreation Projects

The following table summarizes available funding sources and match requirements for grant programs relevant to park and recreation projects in Florida.

Funding Source	Matching Requirements	Purpose
Florida Recreation Development Assistance Program	Total project cost <\$50,000 = 100% State Total project cost \$50,001-\$133,334 = 75% State/25% Local Total project cost 133,335 to \$150,000 = 50% State/ 50% Local	Development & renovation
Recreational Trails Program (TEA 21)	50% State/ 50% Local	Development and maintenance of recreational trails
Florida Communities Trust	Counties <75,000 pop & Cities <10,000 pop = 100% State All others – competitive system based on points – additional points for matches of 50%, 55%, 60% by local government	Acquisition & Development
Land and Water Conservation Fund	50% State/ 50% Local – (No funding currently available)	Acquisition, development & rehabilitation
Urban Parks and Recreation Recovery Program	70% Federal/ 30% Local	Rehabilitation of recreation facilities in lower income areas
Community Development Block Grants	100% Federal	Acquisition, development & rehabilitation of recreation facilities in lower income areas.

APPENDIX C

CITY OF CORAL GABLES
PARKS AND OPEN SPACE MASTER PLAN
VISIONING WORKSHOP
FEBRUARY 2, 1999

Participants

Joe Abel	Parks & Recreation
Howard Gregg	Miami Dade Parks
Wally Carlson	CG Planning
Ana Baixauli	CG Parks Department
Joan Reitsma	Economic Develop.
Dan Keys	Public Service Department.
Teresita Falcon	Falcon & Bueno
Juan A. Bueno	Falcon & Bueno
Eibi Aizenstat	CGYAB
Eduardo Perez	Public Works
Mercy Mendoza PWD	
Bonnie Blaire	Disability Affairs
Edward Jordon	Partnership Committee
Renee Werhoff	Board of Coral Gables
Arnold Perry	Sr. Citizen Board
Lauren Priegues	Beautification
Steven Pallot	Beautification
Rick Durr	Glatting Jackson
Dave Barth	Glatting Jackson
Ed McKinney	Glatting Jackson

Visioning Exercises

Backcasting – Looking Back from the Future

Participants were asked to adopt a “Coral Gables Resident” and respond to a series of questions about the future parks and recreation system:

Interview Questions:

In 1999, our community leaders developed a Vision for a Comprehensive Parks and Open Space System to enhance the quality of life in Coral Gables. They then developed an aggressive ten-year program to implement the vision, which was completed last year. Now, as we are approaching the year 2010, it's time to re-evaluate what we have accomplished, and where we want to go for the next ten years.

Please answer the following questions about our existing (2009) Parks and Open Space System:

1. *What makes our system a model for other communities:*
2. *What benefits – recreational, social, economic, environmental, etc. – do both our residents and visitors get from our system?*
3. *What special characteristics make our system so enjoyable for both residents and visitors?*

4. *What recreation/ social/ education program and activities do you enjoy the most?*
5. *What do you tell your out-of-town friends and family about your closest:*
 - *Neighborhood Park*
 - *School Park*
 - *Community Park*
 - *Community Center*
 - *Special Use Facility (Sports Complex, Aquatics Center, etc.)*
 - *Greenway, Bikeway or Trail*

Resident Profiles:

Elaine

Elaine and her family have moved to Coral Gables in the past year, when her husband's company transferred him here. Elaine is busy at home with her two little girls, ages 1 and 3, and she teaches Spanish at the Youth Center in the evening. Both she and her husband are looking forward to the time when their daughters are old enough to play soccer, which they are both passionate about. Elaine volunteered to coach a youth soccer team, and is grateful that she has met other young families in this way.

Roberto

Roberto has lived in South Florida for most of his life and recently moved to Coral Gables. He is an account executive with an international company, and his wife Jenny teaches 2nd grade at Coral Gables Elementary School where her daughter Emily attends 4th grade. Their oldest child, Anthony is confined to a wheel chair, but is very active in various middle school activities. This family is always busy, but looks forward to time spent with family and friends.

Beverly and Jake

Beverly and her husband Jake are both in their early 60s and took early retirement from their jobs in New York to move to Florida to be close to their grown children. Beverly baby-sits her grandchildren once or twice a week (she refuses to do more, after all she has a life of her own!) She enjoys reading, gardening, and she and her friend Teresita walk together every evening. Jake was just too bored being retired and opened his own art gallery downtown.

Matthew

Matthew is in his mid-twenties and works in his mother's agency as a real estate broker. He is single, and for the time being is happily married to his work-- he was one of the top sales persons in the region last year. He loves Coral Gables and is a dedicated booster, particularly enjoying activities with the Chamber of Commerce. He is athletic and enjoys most sports. He is also active in several civic and charitable organizations organizing fund-raising and special events.

Beth

Beth is a single parent of two sons, ages 8 and 14. She works full-time at the University of Miami and loves her job, but she finds it stressful to constantly juggle and coordinate after school and summer activities for Henry and Brad. Her parents live only a few blocks away from her, but their health is declining and Beth finds she is helping them more and more, and that they are no longer able to help out as much with the boys, although her dad still supervises their homework time. Beth doesn't get much time to herself, so she looks forward to any quiet time outdoors she can find.

Juan

Juan is a junior in high school, eager to get a job so that he can buy a car. In the meantime, his means of transportation is limited to his skateboard and bike. His parents are health care workers and are not available to be chauffeurs. He is hopeful that he may get a summer job at the Youth Center down the street. He's

been going to summer and after school programs in there since he was in 3rd grade and the staff all know that he likes little kids and would be a good counselor. Besides, he's responsible for his younger sister who is 9 for part of the time his parents are at the hospital, and she could come to work with him.

Summary of comments from Visioning Exercises:

- Trying to get developers to build urban open spaces?
- Lack of neighborhood parks in North Gables
- Designate open space “zones”
- Gables neighborhood park has:
 - maintained open space
 - shelter for shade
 - multi-purpose grass area (“grass is good”)
 - benches
 - drinking fountain
- Residents determine if other facilities are desirable, e.g., playground, parking, etc. – depends on demographics, available facilities, etc. – possible security lighting
- Have neighborhood meetings for specific neighborhood parks
- Community parks more fully developed – neighborhood parks predominantly open space – urban open spaces, regional parks - predominantly open space
- Community centers should be on bus routes – need one to serve South? Where are existing needs met?
- Seniors’ Meeting Place
- “Informal” Rec. Sites
 - golf course path – Alhambra Circle
 - high school
 - etc.
- Youth Center / Special use? Or Community park?
- Linkages:
 - physical
 - information
- Energy efficiency
- Matheson Hammock – Community park?
- No inter-local agreement w/ schools
- Access

Resident Profile Comments:

BETH

- Bike paths
- After school/weekend program
- Neighborhood parks
- Free, low cost
- Aesthetics
- Natural environment
- Cultural/rec. programs w/ kids, cultural events
- Can walk / bike to n. parks / can drive w/ parents
- N. park – open/shady areas / play structure
- C. park – transit

ELAINE

- Organized programs
- Mediterranean style
- Family oriented, social activities
- Living in a resort
- Pedestrian / bike friendly
- Quality programs
- Safe, secure
- Professional staff
- Sports/ youth, summer, swimming, programs
- Concerts, 4th July, farmers market, taste of Gables, other events
- Boating / canoeing in B. Bay
- N. Park social / gathering space

JUAN

- Ride bike/free transit to programs
- Summer camp after-school
- Safe, fun c. center
- Natural habitat
- Good accessibility to centers
- Great public transit
- New baseball field
- N. park is boring
- School park has baseball, etc.
- “Cool courses” at community center
- Roller hockey / ice hockey arena
- Roller blading at C.C. Prado

BEVERLY / JAKE

- Easy walking, lots of trees
- Shady
- Vibrant downtown
- Transit
- Local parks
- Wide range activities
- Business subsidies
- Celebrate history, architecture, environment
- Fairchild, Montgomery, childcare, dining out, walking
- Community park?

Needs:

1. Connected, safer, handicapped accessible sidewalk system – extensions, missing links, etc. 3
2. Central park for Gables – walk, jog, rollerblade, open fields, etc. 2
3. More small parks (neighborhood) 3
4. Central marketplace / gathering place / amphitheater (revolution plan) 4
5. 2nd senior center / community center 3
6. More landscaping in public spaces 0
7. Acquire land for future parks 5
8. Develop greenways / linear parks 2
9. Develop existing facilities / parks to accommodate more rec.uses 0
10. Develop bikeway / trail linkages to existing / proposed parks 2
11. Shade in downtown area 1
12. More fountains, plazas & entrances 1
13. More benches along pedestrian ways (also trash receptacles, kiosks, other site furnishings) 2
14. Plants / trees to attract wildlife 0
15. Jitney / trolley / transit system 2
16. Downtown lunch plaza / open space in heart of CBD w/ safe access 5
17. Traffic calming, incl. circles, narrower streets, etc. 1
18. Integration of canals, bay, etc. into parks system 0
19. Develop alleyways along M. Mile 0
20. Profile of residents re recreation desires / needs 0

Implementation:

1. Central Market / Gathering Place
(Development)

Task	Who	When	Notes
Procure Corporate Donations	City – Parks, Rec. Econ. Development		
CIP Program Bedrock % of User Fees	City		
Civic Group Donations Philanthropists Adopt-A-Park	Parknership Program Community Foundation		

Issue Bonds
State/Federal grants

2. Land Acquisition

- Existing City Owned Lands
- Identify /inventory under-utilized lands/facilities, e.g., Coral Gables, c.c., Public Works Bldg., Alhambra C.G. , City-owned parking, lots, C.G. Women’s Club, C. Club Prado, Chamber of Commerce Bldg., ITT property, Mangrove areas, other natural lands
- Privately Owned Lands – Lease or Purchase
- McBride land (leases?)
 - across from Biltmore, David Williams hotels
- Alhambra Circle / 800 block
- Relocate City budget - \$16 million for acres
- Use Parknership Program
- \$1,000,000 bond money
- TPL/ other 3rd party

3. Downtown Lunch Plaza / Open Space
- Multiple spaces in downtown, including rooftop gardens, etc.
 - Raise parking fees?
 - Bonding

4. Design into redevelopment plans
- Potential locations:
 - Merrick garage
 - Bus terminal
 - Heinz project
 - Chamber site
 - Gables ground
 - Martin / Lynch

5. Giralda
6. Public funding – “sell bricks”
 - Grants – other than typical parks/rec. grants – stormwater, environment, etc.
 - Limited partners – street vendors, etc.
 - City Hall annex \$
7. “Pedestrian friendly” zones
 - Alhambra Circle
 - Greenway N/S
 - Wider sidewalks
 - Resolve traffic issues (traffic calming)
 - Prado
8. Senior Ctr. (addition)
 - Wellness Ctr. @ VM
9. Outdoor event space (incl. technology)
 - Fairchild, Biltmore, Matheson Hammock, etc.
 - Multiples uses of public spaces
 - Band shell / amphitheater
10. “Natural” is what becomes appropriate for each park
11. Need curb cuts / sidewalk extensions at intersections
12. Developing plant palette (street trees) w/ Fairchild Gardens
13. Vans network run by churches?
 - UM has small shuttle
 - Kendall area transit
 - South Miami trolley
14. Programs at business locations
15. Special interest programs / historic programs
16. Churches, other community organizations offer many education/social programs – Parks & Rec. to focus on rec. programs
17. Must make programs accessible – hearing, sight, physically impaired

CORAL GABLES FLIPCHART NOTES FROM NEIGHBORHOOD WORKSHOP 1
(NORTH GABLES)

1. Landscaping at Alhambra Cir. & Douglas (entrance)
2. Focus on the Northeast Section
3. A perimeter that says, “This is the Gables”
4. A Master Landscape Plan
5. Alleys in downtown – enhancements

CORAL GABLES FLIPCHART NOTES FROM NEIGHBORHOOD WORKSHOP 2
(CENTRAL GABLES)

ISSUES / NEEDS / PRIORITIES

1. Walk on sidewalks (at least major streets) 2
Corenada / fix the gaps / east of US 1 / 130 Oak Ave.
2. Keep parks clean, litter, etc.
3. Fountains are great! 1
4. Convert Orduna triangle into neighborhood park (tot lot, picnic benches, sitting)
Level ground, landscape
Sculpture, enclosed for safety w/ fence
5. Sunrise / Ingraham / small island that should be landscaped
6. Sunrise terrace at Sunrise Ave. } triangle
Sunrise court at Sunrise Ave. spacers
Should be landscaped
Parking occurs, should be stopped
7. Speeding throughout City (Sunrise Terrace guardhouse)
8. Grant Drive / LeJune Road
“Do not enter” is being ignored
Exit on Jefferson St.
9. Washington Park
Parking on grass
Signs not enforced
10. Need to better clean swale areas on streets (Grant Ave.)
11. Parks are not being maintained
12. Landscape passive parks
Replace flowering plants TM Pioneer Park
13. Ester Mae Ambrister Park 3
Shared facilities w/ Miami
Need to coordinate
City should help support
14. Lighting / benches in triangle parks
15. Oak Ave. Area – lots of speeding 1
16. Need to beautify landscape 3
Lola B. Walker Park (passive)
Nellie B. Moore Park
Washington Park

17. Nellie B. Moore used to have fountain (Washington) 1
18. Protect trees & plants
Benches (durable)™ cement
19. Curb around park to prevent parking 1
20. MacFarlane Park - just buffers road
21. Better enforcing of park 3
Hours / closing (at night)
22. Nat Winokur Park
inaccessible from neighborhoods on the South
not maintained
23. Pierce Park is too small – need more parks like this 1
24. Nelle B. Moore Park should have play equipment 2

CORAL GABLES FLIPCHART NOTES FROM NEIGHBORHOOD WORKSHOP 3
(TEEN FOCUS GROUP)

- Bikes – where kids won't go
- Bird Road

- Where do kids play?
- Pick-up games

- Prado
- Salvadore Park

- End of Prado – fix fountains, etc.

- Kids, would you use bus or pick-up shuttle?
- Pick-up shuttle

WHAT DO YOU NEED?

1. More / safer bike routes
2. More computers at youth center
3. Another pool at youth center – Venetian Pool too crowded
4. Higher age programs (basketball, etc.)
5. Weight training program (15 + ↑) 1
6. More / better basketballs
7. Skating center (roller) – outside 1
8. More / better Ping-Pong tables
9. Ice skating arena (Miami too far away) 2
10. Golf program (chipping) 1
11. Aggressive skating park 1
12. Go-karts 1

CORAL GABLES FLIPCHART NOTES FROM NEIGHBORHOOD WORKSHOP 4
(SOUTH GABLES)

ISSUES / NEEDS / PRIORITIES

- People move here for the Charm
- Close to Miami
- Younger people moving in
- North Gables Avenue home 200K
- North Gables traffic is bad
- Bike lanes may not be appropriate

APPENDIX D

Neighborhood Renaissance Program

The Neighborhood Renaissance Program is designed to be a blueprint to create “quality settings” in which our residents can live, work and play. The projects included in this program are intended to make our neighborhoods the most livable they can be, and will continue to build upon the City’s reputation as a city with a firm commitment to the future of our neighborhoods. This initiative outlines a number of projects that improve a host of community facilities to provide an outstanding quality of life for our residents. This program will help to further brand Coral Gables as a great and distinctive place that is poised to compete with every other place for residents, visitors, business investments and events.

The Neighborhood Renaissance Program is fully funded and will not increase the City’s annual costs. While most projects can be completed in the near term (within 3 +/- years), we anticipate the more complex projects may take up to 5 +/- years to complete.

If you have any questions regarding the Neighborhood Renaissance Program, please contact the Public Works Department at 305-460-5032.



Project	Funding	
<p>Senior/Multi-Purpose Center The City will establish a new multi-purpose facility of approximately 10,000 - 14,000 square feet. The City would partner with Miami-Dade County, under the auspices of County Commissioner Rebeca Sosa, to bring the facility to her district. The Center will offer seniors and visitors of all ages a place to get together and participate in a wide range of leisure programs.</p>	<p>\$3,500,000 <u>1,500,000</u> \$5,000,000</p>	<p>NRP Funds GOB Funds Total</p>
<p>DeSoto Fountain Traffic Circle Improvements This traffic circle will be reconfigured to enhance traffic safety and flow in addition to beautifying the surrounding area with landscaping.</p>	<p>\$ 350,000</p>	<p>NRP Funds</p>
<p>Beautification of Granada and Columbus Circles The traffic circles at Columbus Plaza (Columbus Boulevard and Coral Way) and Ponce de Leon Plaza (Granada Boulevard and Coral Way) will be enhanced to promote traffic safety and provide additional landscaping. In addition, the civic monuments surrounding Columbus Plaza will be restored.</p>	<p>\$ 325,000</p>	<p>NRP Funds</p>
<p>Biltmore Way and Ponce de Leon Boulevard (Final Phase) Streetscape Projects Biltmore Way will be improved to provide for installations of</p>	<p>\$2,100,000</p>	<p>County Impact Fees</p>

<p>medians, additional landscaping, and resurfacing, from Anderson Road to Segovia Street emphasizing the residential character of the area and from Segovia Street to Hernando Street and then along Andalusia Avenue from Hernando Street to Le Jeune Road emphasizing the transition from a residential area to an entrance to downtown (pending inclusion in the County transportation improvement program). The final phase of the streetscape project for Ponce de Leon Boulevard, a major north/south artery would be continued from where it currently ends at Salamanca Avenue to its intersection with SW 8 Street.</p>		
<p>Development of Two Passive Parks 5028 Maggiore Street (20,427 sq. ft.) and 4650 Alhambra Circle (21,000 sq. ft.) will be improved as passive parks.</p>	<p>\$ 250,000 <u>175,000</u> \$ 425,000</p>	<p>NRP Funds Park Impact Fees Total</p>
<p>Country Club Prado Landscaping Improvements This project will enhance the adjacent neighborhoods and will primarily consist of installing new trees within Country Club Prado.</p>	<p>\$ 400,000</p>	<p>NRP Funds</p>
<p>Citywide Street Resurfacing, Sidewalk Repair/Replacement and Traffic Calming Approximately 55 lane miles of City streets will be resurfaced. This project will positively impact approximately 2,650 single and multi-family residences that front the streets to be resurfaced. This project will also provide for the funding of approximately 20 traffic calming projects that are in various stages of review and approval, including intersection improvements, traffic circles and traffic islands.</p>	<p>\$3,625,000 <u>750,000</u> \$4,375,000</p>	<p>NRP Funds Gas Tax Funds Total</p>
<p>Segovia Circles Civic Monuments New civic art monuments will be created in the traffic circles along Segovia Street (at the intersections with Coral Way and Biltmore Way), a major artery traversing the City, that serves as a gateway between residential areas and the entrance to downtown.</p>	<p>\$1,000,000 40,000 <u>35,000</u> \$1,075,000</p>	<p>NRP Funds NEA Grant Fairchild Gardens (in kind) Total</p>
<p>Beautification of Street Intersections This project will provide additional landscaping and irrigation as well as repaving at the following neighborhood street intersections (a/k/a the triangles): Manati Avenue and Hardee Road; Campo Sano Avenue and University Drive; Valencia Avenue and Cardena Street; and San Amaro Court and San Amaro Drive.</p>	<p>\$ 300,000</p>	<p>NRP Funds</p>
<p>Citywide Landscaping Improvements This project will beautify neighborhoods that would benefit from the replacement and planting of additional trees throughout the City where trees have died or are missing due to hurricanes, disease or accidents. The replacement trees will be largely within residential communities.</p>	<p>\$1,300,000 <u>100,000</u> \$1,400,000</p>	<p>NRP Funds UM Dev. Agreement Funds Total</p>
<p>Entrance Way and Fountain Restoration This project will restore historic entrance ways and fountains at the following locations: Granada Entrance (Granada Boulevard and Eighth Street), Commercial Entrance (Alhambra Circle and Douglas Road), Granada Plaza (Granada Boulevard and Alhambra Circle), Segovia Plaza (Segovia Circle and Coral Way), and Balboa Plaza (Biltmore Way, Anderson Road, DeSoto</p>	<p>\$ 345,000 <u>55,000</u> \$ 400,000</p>	<p>NRP Funds Historic Public Art Funds Total</p>

Boulevard and Coral Way).		
Downtown Civic Plaza and Garden This project recognizes the environmental, economic and social benefits of creating public open spaces in urban areas and promotes active lifestyles. A public gathering place would provide a much needed oasis that will make the downtown more pedestrian friendly. In order to reinforce Coral Gables' image as being one of the most livable cities in the country, the City will seek to purchase and develop property in the downtown area to convert to a public gathering place.	\$4,000,000	NRP Funds
Create an Entertainment Venue on Giralda Avenue This project would have a major influence on the resurgence of Restaurant Row, in addition to benefitting the surrounding area, and would broaden the scope and appeal of downtown. An architecturally attractive entertainment venue will reinforce the downtown as the dominant place for activity, gathering and commerce. There is an opportunity on Lot 25 located at the corner of Galiano Street and Giralda Avenue to be utilized for a public/private partnership.	TBD	Public/Private Initiative
William H. Kerdyk/Biltmore Tennis Center Improvements The facility's courts, lighting and grounds will be renovated.	\$1,860,000 255,000 <u>135,000</u> \$2,250,000	NRP Funds County GOB Funds County GOB Total
Ponce Circle Park Improvements This project will improve Ponce Circle Park in order to create a comfortable place to gather, relax and enjoy, and will be an improved space for public events that will encourage community interaction and exchange. The park may feature fountains, plazas, gardens and landscaping. This project represents a unique opportunity in the fields of landscape, architecture and urban design that would reinforce Coral Gables' image as being one of the most livable cities in the country.	\$4,000,000	NRP Funds
Installation of Bicycle Paths Bicycle path facilities will be created and installed.	\$ 400,000	NRP Funds
Citywide Installation of Decorative Historic Streetlights This project would provide neighborhoods with the opportunity to add decorative streetlights to create warmth and elegance to those neighborhoods.	\$ 500,000 <u>500,000</u> \$1,000,000	NRP Funds Neighborhood Participation Total

APPENDIX E

Needs Assessment

INTRODUCTION TO THE STUDY

The study was designed to elicit interest, behavior, demographic, and attitude information from the citizens served by the CGPRD concerning recreation and leisure. It is important to note that this component of the study was intended to obtain information from the entire community and not any specific user group. Since this was a community-wide study, the statistically random sample was selected to represent the opinion of the entire population of Coral Gables. The objective of the study was to obtain the relevant information that will help the CGPRD do its job more effectively by enabling it to be more responsive to the recreation needs of the residents of Coral Gables. Additionally, the information can also be used to better organize the internal workings of the CGPRD to stay in tune with the current and future needs of the community. This also implies that the CGPRD will benefit by learning about the residents' awareness of the recreation activities within Coral Gables. In summary, this study was not a user's survey, but a more comprehensive assessment of the recreation needs, attitudes and opinions of the residents of the entire community. Thus, it should be noted that the primary Goal of the study was to obtain information about Parks and Recreation in Coral Gables.

METHODS AND PROCEDURES OF THE STUDY

Determination of the Sample

While it is desirable to question all of the residents of Coral Gables, it is not possible to do so due to a variety of constraints including cost, available time and access. However, using the principles of random sampling, it was possible to collect data from a part of the population and then make projections about the entire population. For this reason, a statistically viable and reliable random sampling procedure was used for this study. Given the fact that it was a random sample of the population, it is possible to claim that, within a small margin of error (3.00%), the sample is reliably representative of the community as a whole.

In this case, a sample of 4,000 addresses was selected from a complete list of addresses in Coral Gables. Addresses were chosen randomly from this sampling frame so that every address had an equal chance of being selected. The addresses then were used in mailing the questionnaires to city residents.

Development of the Questionnaire

Several "focus group" meetings with groups from the town were conducted so that those in attendance could identify issues relating to parks and recreation in Coral Gables. The meetings were moderated by MLL staff. The MLL staff also held one-on-one meetings with key city leadership such as the mayor, city administrator and council members. Overall, the meetings were well attended.

All of the background information gathered in these meetings was used to produce the first draft of the new instrument, which contained questions and items specific to the community. These early drafts were then reviewed by the consulting team, as well as by the members of the CGPRD. After a thorough review, a final draft of the questionnaire was approved by the CGPRD.

Questionnaire Contents

The first section of the questionnaire was designed to elicit respondent interest in various recreation categories such as "arts and crafts," "performing arts," "sports and athletics," etc. Respondents were asked to indicate their level of interest in each of the categories. Examples of activities within each category were listed so respondents would know what each category meant.

The next section, labeled "Areas of Emphasis," listed items that were indicated as needs in the various meetings. These included both programmatic and facility additions. The respondents were asked to indicate whether they felt that these additions were necessary. Additionally, respondents were asked to indicate how they preferred the additions to be funded – by user fees or added taxes.

The next section of the questionnaire dealt with the level of use of parks and attendance at the recreation programs by the respondents. Different types of recreation uses were listed and the respondents were asked to indicate how frequently they had engaged in each use in the past twelve months. Next, there was a section designed to elicit reasons for not using or attending recreation facilities and programs. A list of possible barriers was provided and respondents were asked to indicate if each applied to them and the members of their family. The choices included items such as "lack of information," "lack of cleanliness," etc. This section also elicited information about the times that were most convenient for recreation.

The next section of the questionnaire dealt with personal opinions of the respondents. There was a series of statements for which they could indicate their level of agreement on a four-point scale that ranged from "strongly agree" to "strongly disagree," with a fifth "don't know" option. There were three general areas of personal opinion.

The items in the first area of the opinion questions dealt with issues such as:

- Respondents' personal knowledge and feelings about the CGPRD and its offerings,
- Specific improvements that the CGPRD could make in its services,
- General recreation issues related to the CGPRD,
- Opinions about the effectiveness of marketing and publicity efforts of the CGPRD, and
- General questions about the quality of life in Coral Gables.

Respondents then were asked about the best ways of keeping informed about public recreation opportunities. They were provided with a list that included items such as cable television, seasonal brochures and word of mouth, and respondents were asked to evaluate them as either "effective" or "not effective."

The last section of the questionnaire included general demographic questions concerning gender, age, marital status, household composition, length of residence in Coral Gables, and where generally the respondent lives in the community.

Procedures for Administering and Analyzing the Questionnaires

Once the 4,000 addresses were compiled, each of those households was mailed the questionnaire with a postage-paid envelope included to facilitate return. The returns included 323 non-deliverables. At the end of the mailing, a total of 350 questionnaires were returned, resulting in an overall response rate of 9.5%. Data entry procedures maintained confidentiality of all sample members, as well as anonymity of individual respondents.

The data were analyzed using the *CompuRec* data analysis and query program. *CompuRec* is a data analysis package specifically designed to analyze recreation-related data. Data analysis consisted primarily of frequency distributions for each response category on each questionnaire item, in order to determine the percentage of respondents who selected each answer option. This was done for the sample as a whole, and then broken down further into gender, age, and other demographic categories such as geographic location, to support recommendations.

It is important to note that the analysis reported here, as well as the recommendations presented, is primarily based on the aggregate information and data. Furthermore, it should be noted that the data presented in this report are based only on the responses obtained in the community-wide study and the descriptive and narrative information collected in the focus group meetings. There are no presumptions about the actual performance of the CGPRD; only the perceptions of the community are reported. It is quite possible that many of the perceptions do not match the actual activities of the CGPRD. However, the purpose of this report is to present the perception, accurate or inaccurate, to demonstrate how the community feels about the CGPRD.

RESULTS OF THE STUDY: DEMOGRAPHICS

Description of the Population

A set of questions was designed to elicit demographic information such as age, marital status, gender, etc. These questions can provide information about a community's makeup and therefore its possible recreation needs. It is useful to note that the percentages reported and tabulated sometimes add up to 101% or 99% due to the effects of rounding off decimals.

Gender

The sample was made up of 48% male and 52% female respondents which is an acceptable gender distribution.

The questionnaire provided different age categories and the percentages are reported below.

A2e Category	
18-24	1%
25-34	13%
35-44	24%
45-54	23%
55-64	18%
65-69	9%
70-74	4%
Over 75	9%

Income and Employment

The household income distribution varied from under \$25,000 to over \$125,000 per year, with the median income being in the \$100,000 to \$125,000 range. The respondents also indicated that 57% are employed full time, nearly 13% were employed part time and the rest were not employed. The specific income categories were as follows:

Income Category	
Under \$25,000	4%
\$25-50,000	11%
\$50-75,000	15%
\$75-100,000	9%
\$100-125,000	14%
Over \$125,000	48%

Residence in Coral Gables

About 19% of the respondents claimed that they have lived in Coral Gables for one to three years, while another 28% reported that they have lived there between four and ten years. Another 8% indicated that they have lived in Coral Gables for eleven to fourteen years. The remaining indicated that they have been in Coral Gables for more than fifteen years. Nearly 87% of the respondents also indicated that they live in Coral Gables all year.

Household composition

The results show that 60% of the households have two adults in the home, while 21% have one adult in the household. About 9% of the respondents claimed that there are three adults in the household, and the remainder claimed more than three adults in the household. Furthermore, nearly 20% have one or more children under five years of age, 18% have at least one child in the five to ten year range, 16% of the respondents indicated that they have at least one child in the eleven to fourteen year age range, and finally 12% claimed they have at least one child in the fifteen to eighteen year age range. Thus, in total, nearly half of the respondents indicated that their household has at least one child under the age of eighteen. The respondents indicated that 68% were married. Nearly 90% of the respondents indicated having gone through high school with about 76% having either a graduate or post graduate degree. Nearly half of the respondents claimed to be white, with the other half being Hispanic. About 10% of the

respondents claimed to have some form of disability. The respondents also claimed that 8% had no access to the Internet with the remainder having access either at home or work or both. Thus, nearly 72% of the respondents felt that they would be willing to register for CGPRD activities online.

Demographic Overview

The results reported in this document are obtained from respondents who represent a generally affluent family-oriented segment of the population. Most of the respondents have children and are well educated. This is not unusual given that Coral Gables is the home of one of the largest Universities in Florida. However, these results are consistent with information available from other sources such as "City-data" which maintains updated information about most US cities (see, <http://www.city-data.com/city/Coral-Gables-Florida.html>). They report the same portion of ethnicities, education, income, and household composition. Thus, the respondents to the survey can be considered to be generally representative of the community.

RESULTS OF THE SURVEY: GENERAL FINDINGS

The following sections of this report describe the findings about the various recreational needs of Coral Gables residents. The questionnaire was used to explore recreation and leisure interests as well as what residents believe should be areas of emphasis for new parks and recreation services provided by Coral Gables Park and Recreation Department (CGPRD). Moreover, information was gathered concerning public opinions about various recreation-related issues, including factors that limit the use of facilities and how recreation programs should be funded. The study looked at the need for additional facilities and program. Questions were also asked about the reasons for not participating in CGPRD programs. The survey also looked at the satisfaction level with the present operation of CGPRD. Different ways of informing the residents about parks and recreation programs and activities were also explored. Unless otherwise specified, numbers in parentheses refer to the percentage responding positively to a question. Furthermore, it should be noted that the percentages are estimates and can vary between plus or minus three percentage points.

Recreation Interests

The first section of the questionnaire asked respondents to indicate the level of interest they have for each of fourteen different categories of recreational activities. Examples of specific activities pertaining to each general category were provided. The scale included the options "great interest," "some interest," and "no interest." The results are described primarily in terms of the percentage of respondents who selected the "interested" and "not interested" options. The results presented in Table 1 are arranged in descending order to highlight the most widely shared leisure interests at the top of the table.

Performing arts appears as the most popular recreation interest. More than four-fifths (88%) of the respondents indicate an interest in performing arts which could include things such as theater, dance, music and other arts-related activities. These results are consistent with the expressed importance of outdoor music concerts as shown later in the report. Considering the large number of respondents interested in performing arts, *the Coral Gables Park and Recreation department (CGPRD) should consider offering more opportunities for the residents to participate in, and enjoy performing arts related activities such as outdoor music*

Fitness appears next in the ranking. Nearly four-fifths (87%) of the respondents reported that they have an interest in indoor fitness and 85% of the respondents indicated an interest in outdoor fitness. These interest areas include exercise, hiking, biking, walking and other fitness-related activities. These findings are consistent with the large demand for biking trails, a fitness center and jogging trails. *The CGPRD should continue offering fitness and exercise opportunities for their residents.*

Almost four-fifth (85%) of the respondents showed interest in environmental recreation. A large portion of the respondents were interested in activities related to gardening, natural landscaping and natural walk areas. This is also consistent with the interest in open space parks as shown later in this report. *The CGPRD should offer more gardening opportunities and*

The respondents also showed a strong interest in special events. Nearly four-fifths (82%) of the respondents indicated interest in festivals, shows, and one or two day special events. This matches well with the interest in family-based recreation. Special events often offer the opportunity for the whole family to participate in activities. *The Coral Gable Park and Recreation Department (CGPRD) should offer more special events that could attract entire families.*

Aquatics proved to be significantly popular with the respondents as well. More than three-quarters (77%) of the respondents indicated they have an interest in aquatic activities such as swim lessons, lap swim and an aquatic center. The interest in aquatics is consistent with the high level of interest in fitness activities as well as the interest in a second swimming pool in the

There is fairly widespread interest in arts and crafts such as painting, ceramics, photography. These activities are enjoyed by almost three-fifths (77%) of the respondents. This is similar to the interest in performing arts and is consistent with the need for educational programs, enrichment programs and dance classes. *The CGPRD should consider offering more arts and craft activities to its residents.*

There is fairly widespread interest in self improvement activities. Almost three- (71%) of the respondents expressed interest in activities such as self-defense, computer lessons etc. This is consistent with the need expressed for language programs, enrichment programs, and

computer training. *The CGPRD should consider organizing various self development improvement activities such as language classes, cooking classes, computer classes.*

There is fairly widespread interest in travel and tourism, which are enjoyed by almost three-fifths (63%) of the respondents. The data suggests that there is interest in activities related to trips of points of interest within a day's drive from Coral Gables. *The CGPRD should consider organizing travels to various places where residents can enjoy a day together with friends and family.*

More than half of the respondents have shown interest in social recreation (53%). Many respondents showed interest in activities such as dancing, participating in social clubs, card games, etc. The need for improvements in existing recreation centers, as suggested elsewhere in this report, is consistent with the interest in social recreation. *The CGPRD should organize events where the community can socialize.*

The remaining recreation interests, family programs, special need programs are of interest to less than half of the respondents and should remain lower in priority. This does not mean that these kinds of activities, such as family nights, dance classes, and activities for people with special needs should be ignored entirely, but they should only be supported once the more popular interests have been accommodated and/or if there is sufficient interest among a small, dedicated group of residents to support such activities.

The results from these items are presented in the following table. Percentages reflect the proportion of respondents who selected each response option for each activity type.

Table 1: Adult Recreation Interests

	Interested	Not Interested
Performing Arts	88%	12%
Indoor Fitness	87%	13%
Outdoor Fitness	86%	14%
Environmental	85%	15%
Special Events	82%	18%
Aquatics	77%	23%
Arts & Crafts	77%	23%
Self-Improvement	71%	29%
Hobbies	70%	30%
Sports & Athletics	64%	36%
Travel & Tourism	63%	37%
Social	53%	47%
Special Needs Programs	47%	53%
Family Programs	43%	57%

Personal Opinions

This section of the questionnaire contained twenty-four opinion statements with which respondents could agree or disagree. A four-point scale ranging from "strongly agree" to "strongly disagree" was provided, along with a fifth "don't know" option in case the respondents did not have enough experience with a particular issue to form an opinion about it. For the sake of simplicity of presentation, the results have been collapsed into the categories "agree," "disagree" and "don't know," but CGPRD can use *CompuRec* if more detail is needed to discriminate between levels of agreement or disagreement. These opinion items were generated in part on the basis of the focus group meetings with staff and residents, and they reflect some of the larger issues surrounding the operation of Coral Gable Park and Recreation Department facilities and programs. Although the items were arranged somewhat randomly in the questionnaire, the results are presented here around two major topic areas: facilities and programs/services.

Opinions about recreation facilities

Eleven of the items in the opinions section of the questionnaire address the facilities maintained by the CGPRD. More specifically, the items tap into the residents' opinions about

parks and recreation facilities in Coral Gable and considered alongside the facility-related ideas for new parks and recreation they will help the staff further understand what preferences and needs there may be.

Most residents agreed that the well maintained parks add to the quality of life in Coral Gables. Nearly all (96%) of the respondents felt that park facilities are an important contributor to enhancing the quality of life in the City. This is especially important since 80% or more of the respondents also agreed that they feel safe in the parks, the facilities are well maintained and conveniently located. Nearly 80% of the respondents also agreed that the facilities they visit satisfy their needs. Based on these results, the *CGPRD should continue to provide safe, clean and well-maintained facilities for its residents...*

The next set of opinions is related to safety of parks and facilities. Although nearly 80% of the respondents agreed that they feel safe in the parks, about 60% of the respondents also agreed that there was a need for more police presence in the parks, and there was need for more lighting in the parks. This data suggests that the *CGPRD should ensure that parks are safe with sufficient supervision and lighting.*

Respondents also indicated a preference for neighborhood facilities. Nearly 80% of the respondents expressed a preference for neighborhood facilities. Given that some respondents felt that inconvenient location was a barrier to attendance, neighborhood facilities become particularly important. Thus the *CGPRD should explore ways of adding more neighborhood facilities.*

The other facility related issues reflected that the nearly a quarter of respondents were concerned about the presence of garbage in City parks and did not support the use of a public pool for private rentals. The results from the facility-related opinion items are presented in the next table.

Table 2: Opinions about Recreation Facilities

	Agree	Disagree	DK
The existence of well-maintained parks adds to the quality of life in the community	96%	1%	3%
I feel safe in the parks	83%	9%	8%
The park facilities I visit are clean and well maintained	80%	15%	5%
The parks I visit are conveniently located	80%	14%	6%
In general, the facilities that I have visited satisfy my needs	79%	15%	6%
I prefer neighborhood parks over a large centralized park	77%	15%	8%
There needs to be more police presence at the parks and facilities	61%	18%	21%
There needs to be more lighted facilities	59%	18%	23%
There is a need for better signage for the parks	40%	42%	18%
There is always visible garbage in the parks	26%	60%	14%
The Venetian Pool should not be used for private parties	23%	62%	15%

Opinions about programs

The remaining items in the opinions section of the questionnaire address issues related to programming and general operations of the Department. More specifically, the items tap into the residents' opinions about how the Department responds to programmatic needs of the community and the perceptions of the community with respect to the way the Department handles finances.

Residents were generally happy with the staff and leadership provided by the Department. Nearly two-thirds of the respondents felt that the staff was courteous and helpful, and felt that the Department was responsive to community needs. About half the respondents also agreed that the quality of leadership provided by the Department was good. This suggests that the *CGPRD should continue to hire and retain staff that can connect with the community.*

The respondents expressed a need for specific kinds of programs. More than half the respondents felt that there was a need for programs where the whole family could participate. There was a strong need for programming for people over the age of 55 years. Nearly a third of the respondents also expressed a need for programming for the disabled. Similarly more than half the respondents felt that most of the programs were tailored for the youth. This data suggests that the *CGPRD should satisfy the different programmatic needs of the community it serves.*

Respondents also indicated their opinions regarding the financial issues related to the Department. Nearly half the respondents were satisfied with the recreation opportunities they received for their tax dollars. At the same time, 64% of the respondents agreed that they were willing to pay user fees for the recreation opportunities they utilize. This being the case, the *CGPRD should explore ways of introducing more user-fee driven activities while maintaining the current tax-sponsored events.*

Respondents also indicated their opinions regarding the general operations of the Department. About half the respondents agreed that the office hours provided by the Department were convenient and about the same proportion felt that they were aware of the recreation opportunities that were available in Coral Gables. This suggests that the *CGPRD should explore ways of increasing the awareness within the community and ensure that office personnel were available to attend to community needs.*

The results from these questions are presented in the next table.

Table 3: Opinions about Programs

	Agree	Disagree	DK
There should be greater use of the city trolley system by the CGPRD	73%	7%	20%
The Coral Gables Parks and Recreation Department staff is courteous and helpful	67%	9%	24%
The CGPRD should provide more activities where the whole family can participate	67%	12%	21%
I am willing to pay reasonable users fees for new recreation opportunities	64%	29%	7%
The CGPRD is responsive to community recreation needs	63%	14%	23%
I am aware of the recreation programs and activities the CGPRD offers	59%	31%	10%
The CGPRD recreation activities are primarily tailored for the youth	55%	22%	23%
The quality of leadership supervision provided by the CGPRD is good	54%	15%	31%
The Coral Gables Parks and Recreation Department office hours are convenient	52%	13%	35%
There is a need for special programs for persons over age 55	50%	11%	39%
I am satisfied with the recreation opportunities I receive for my tax dollars	46%	42%	12%
There is a need for more activities for people with disabilities	36%	13%	51%
The CGPRD recreation activities are primarily tailored for adults	7%	70%	23%

Ideas for New Parks and Recreation Services

One section of the questionnaire was designed to determine the importance of various facilities and services in the community. Twenty possible recreational facilities and twenty programs were listed for the respondents, and they were asked to indicate how necessary the service or facility is for them or their family by marking "yes" or "no". These results can help the Coral Gables Parks and Recreation Department prioritize its future additions in terms of what the community perceives as necessary; they can also help the CGPRD recognize areas that may be perceived as necessary simply because residents are not aware of existing provisions. The items were listed in alphabetical order in the questionnaire but they have been divided into facilities and program for ease of analysis and presentation.

Areas of necessity –Facilities

Twenty possible facilities were listed for the respondents, based on issues that surfaced in the focus group discussions.

To begin with, biking trails, fitness centers and jogging trails ranked at the top of the facility items. Almost 84% of the respondents indicated a necessity for biking trails, nearly 75% of the respondents indicated an importance for fitness centers, and 72% of the respondents revealed a necessity for jogging trails. This is consistent with the need for fitness-related activities that is popular within this community. As such, *the CGPRD should focus on creating more opportunities for fitness-related activities.*

The respondents also indicated the importance of specific amenities at the facilities. Thus 72% of the respondents indicated an importance for rest room facilities at parks, and 69% of the respondents surveyed expressed a necessity for park lighting. Also 65% of the respondents indicated that improvement of existing centers are required, with 56% indicating that there was a need for additional playgrounds. *The CGPRD should explore ways to respond to the specific facilities that could serve the greater good of the community.*

The respondents also indicated the importance of facilities that would be of interest to some special groups within the community. This includes the interest in tennis courts, dog parks, senior centers, and athletic fields. Since less than half the respondents indicated an interest in

these opportunities these could be addressed after the more pressing needs have been met. These are not the top priorities for the Department, but the *CGPRD should try and address the special needs of the smaller groups once the more widespread needs have been taken care of*

The remaining facilities were of importance to less than a third of the respondents. This does not mean that these less important facilities should be ignored, but rather they should remain lower in priority than the more important facilities. Furthermore, additional inquiries may be made using *CompuRec* to get a better picture of the relative urgency of these lower-ranked needs. *The CGPRD should address the more important facility-related needs first, and further investigate the less important facilities using CompuRec.*

The results from the facility-related needs are summarized in the following table. The numbers represent the percentage of respondents who feel the following facilities are important for the children, teens, adults or seniors in their family.

Table 4: Areas of Necessity –Facilities

	Yes
Biking trails	84%
Fitness center	75%
Jogging trails	72%
Restroom facilities at parks	72%
Park lighting	69%
Improvements to existing centers	65%
Additional playgrounds	56%
Tennis facilities	54%
Dog parks	52%
Senior center	51%
Athletic fields	50%
Another swimming pool	49%
Multipurpose facility	48%
Transportation to facilities	45%
Skate parks	37%
Civic meeting places	33%
Climbing wall	30%
Golf courses	26%
Splash pads	24%
Fitness related video games	17%

Areas of necessity – Programs

Twenty program-related items were also included in this section of the questionnaire. Results from these items can help the CGPRD recognize some of the interests of the residents, as well as identify which existing services and programs might benefit from greater publicity efforts.

Outdoor concerts appears at the top of the program items, with 83% of the respondents indicating that such a program is important. Such events allow the whole family to participate in a recreation activity. Elsewhere, the data suggests the importance of family activities and outdoor concerts can help with that. As such, the *CGPRD should make a concerted effort to establish outdoor concerts in Coral Gable.*

Educational programs and enrichment programs appears high in ranking. Nearly two-thirds of the respondents indicate a need for educational programs for members of their family. Similarly 67% of the respondents indicate a need for enrichment programs. These results are consistent with the data obtained from other parts of the questionnaire. This is also reflected in the fact that 59% of the respondents showed an interest in language programs just as about half the respondents showed interest in cooking classes and computer training programs. This community is interested in self-improvement activities. So the *CGPRD should make efforts to provide its residents various programs that can be used for self-improvement purposes.*

Fitness related activities were also ranked quite highly by the respondents. About two-thirds of the respondents indicated a need for outdoor fitness programs. About 60% of the respondents also indicated a need for adult athletic programs. There was also some interest in swim camps. This reflects the interest in fitness that has been observed in other parts of the data. So the *CGPRD should make efforts to continue to provide fitness related programs for its residents.*

The remaining facilities were of importance to less than three-fifths of the respondents. These include Special Olympics {23%}, kickball (22%), special population athletics (20%), archery {17%}, tackle football {14%}, dodge ball (14%), and cricket (10%). This does not mean that these less important facilities should be ignored, but rather they should remain lower in

priority than the more important facilities. Furthermore, additional inquiries may be made using *CompuRec* to get a better picture of the relative urgency of these lower-ranked needs.

The results from the program-related needs are presented in the next table. The numbers represent the percentage of respondents who feel the following programs are important for members in their family.

Table S: Areas of Necessity –Program

	Yes
Outdoor concerts	83%
Educational programs	67%
Outdoor fitness program	67%
Enrichment programs	67%
Language programs	59%
Adult athletic programs	59%
Cooking classes	55%
Dancing programs	50%
Computer training programs	49%
Swim camp	45%
Tennis programming for seniors	41%
Martial arts	32%
Teen dances	31%
Special Olympics	23%
Kick ball	22%
Special population athletics	20%
Archery	17%
Tackle football	14%
Dodge ball	14%
Cricket	10%

Availability

The next section of the questionnaire asked respondents to indicate all the times when they or their family would attend recreation activities, programs and facilities. Respondents were asked to indicate the availability of the youth and the adults. The scale included six time options,

week. The results are described in terms of the percentages of respondents who indicated the most convenient times for both adult and youth.

The data suggests that, for the adults and the youth, weekends are the most popular time to attend recreation activities, programs, and facilities. Nearly 40% of the adult respondents indicated that weekend afternoons were good for them. About a third of the respondents also indicated that other times in the day on Saturdays and Sundays were convenient for them. Similarly, nearly a quarter of the adults reported that weekends were also good for the youth. Thus CGPRD *should offer activities on weekends that would be attractive to all members of the*

The data also suggests that, for the adults and the youth, week nights are also times to attend recreation activities, programs, and Nearly a third of the adult respondents indicated that they are available between 7 and 11 on some weekdays. Similarly, nearly a quarter of the adults reported that the time period from 4 in the evening to 7 at night were also good for the youth. Thus CGPRD *should offer activities on weekdays where the youth*

The data also suggests that, for the adults and the youth, weekday mornings and afternoons are not convenient times to attend recreation activities, programs, and facilities. More than 85% of the respondents indicated that mornings and afternoons on weekdays were not very attractive times for attending recreation programs. This is consistent with the normal rhythm of daily life for most families. As such THE CGPRD *need not offer too many activities during the*

Some of the most popular times are tabulated below; the rest can be obtained by using CompuRec.

Table 6: Availability of Adults

	Yes
Adult 8 to Noon SA	40%
Adult 7 to 11 F	39%
Adult Noon to 4 SA	35%
Adult 7 to 11 W	34%
Adult 4 to 7 SA	34%
Adult 7 to 11 T	33%
Adult 7 to 11 M	33%
Adult 7 to 11 TH	33%
Adult Noon to 4 SU	31%
Adult 8 to Noon SU	30%

Table 7: Availability of Youth

	Yes
Youth 4 to 7 F	29%
Youth 4 to 7 M	28%
Youth 4 to 7 W	27%
Youth 4 to 7 T	26%
Youth 4 to 7 TH	26%
Youth 4 to 7 SA	25%

Information about Parks and Recreation Opportunities

The next section of the questionnaire asked respondents to indicate which methods of communication would be the most effective in keeping them informed about parks and recreation programs and activities. The scale included the options, "effective", "ineffective," and "don't know." The results are described in terms of the percentages of respondents who selected

Direct mail of program book (Leisure Guide) appears at the top of the ranking, with more than four-fifths (90%) of the respondents indicating this type of communication as being effective. Residents recognize the importance of having Coral Gable's activities listed in print

for them and the convenience of having this listing sent to their home, therefore the *CGPRD should try to keep residents informed of upcoming recreation activities through direct mailings of upcoming programs, activities and services.*

Seasonal brochures appeared next in the ranking. More than half (68%) of the respondents indicate that printing brochures with parks and recreation opportunities is an effective method for keeping them informed of the upcoming season's programs and activities. The popularity of seasonal brochures should be considered alongside the popularity of direct mail. *CGPRD should print seasonal brochures and send them to residents via direct mail. It would also be beneficial to have brochures available at various parks and recreation facilities and information centers within Coral Gable city.*

Newspaper advertising is also significantly popular. Nearly 68 % of the respondents recognize that advertisements placed in the newspaper are an effective way of keeping them informed of ongoing recreational and leisure activities. In addition, many people in the community read the newspaper on a daily basis, *therefore advertising activities and/or publishing stories/editorials in the City newspaper is a great way to keep people updated.*

A significant number of respondents feel that a Web site is an effective method of staying informed. About 62% of the residents surveyed said that department websites are an effective means of communicating ongoing activities. Therefore, the *CGPRD should consider marketing information about parks and recreation opportunities through Web sites, especially since this form of publicity is relatively inexpensive and can be frequently updated.*

Significant numbers of respondents feel word of mouth is what makes them decide to go for a program. About half (54%) of the residents surveyed said that they decide on word of mouth. Coral Gables represents a close knit community of people who talk to each other. This facilitates word of mouth publicity. Therefore *CGPRD should consider marketing by soliciting the support of community leaders who are able to act as spokespersons for the CGPRD.*

The remaining methods of communication, flyers at local business (46%), home association news letters (44%), flyers coming home from schools (43%), Radio (40%) promotion with the help of non-profit groups (37%), flyers at places of worship (35%), Cable TV (Channel 77) (31%) and business improvement district (22%) should remain lower in priority. This does not mean that these forms of communication should be ignored entirely; in fact, some of these

methods could be combined with more popular methods. For instance, along with printing brochures for posting throughout the community, the CGPRD can also make sure that flyers are posted in local schools, or other community gathering places. Nonetheless, these methods should only be enforced once the more popular methods of communication have been implemented.

The results from these items are presented in the following table. Percentages reflect the proportion of respondents who selected each response option for each method of communication.

Table 8: Information about Parks and Recreation Opportunities

	Effective	Ineffective	DK
Direct mail of proplmllll book (Leisure Guide)	90%	6%	4%
Brochures, flyers or posters at public facilities	68%	16%	16%
Newspaper	68%	18%	14%
Electronic marketing (Web site, e-mail, etc.)	62%	25%	13%
Word of mouth	54%	25%	21%
Flyers at local businesses	46%	33%	21%
Homeowner Association Newsletter	44%	39%	17%
Flyers comin home from schools	43%	38%	19%
Radio	40%	29%	31%
Promotion with the help of non-profit oups	37%	44%	19%
Flyers at places of worship	35%	42%	23%
Cable TV (Channel 77)	31%	32%	37%
Business Improvement District	22%	53%	25%

Attendance

The next section of the questionnaire asked respondents to indicate how many times they and/or their family have visited various facilities in the past 12 months. The scale included the options, "never," "1 to 2 times," "3 to 5 times," "6 to 8 times," "9 to 12 times" and "more than 12 times." The results are described in terms of the percentages of respondents who indicated visiting facilities more than once in the last year. The results presented in Table 6 are arranged in order to highlight the most widely visited facilities at the top of the table.

Open park areas are the most widely visited facility in Coral Gables. More than fifths (78%) of the respondents indicated visiting open park areas at least once in the past 12 months. Nearly 27% of residents surveyed said they visit open parks more than 12 times a year, 21% of residents surveyed said they visit open parks more than 6 times a year and 18% said they visit them three to five times a year. Considering that many residents enjoy passive recreation and that the majority felt a need for open spaces and gardens, the CGPRD *should make a concerted effort to maintain and expand open park areas for residents of Coral Gables.*

Playgrounds and parks are also widely visited facility in Coral Gables. Around fourth (73 %) of the respondents indicated visiting play grounds and parks at least once in the past 12 months. Nearly 27% of residents surveyed said they visit play ground and parks more than 12 times a year, 18% of residents surveyed said they visit playground and parks more than 6 times a year and 18% said they visit them three to five times a year. Considering that many residents enjoy outdoor recreation and that the majority felt a need for more playgrounds, and other such facilities, the CGPRD *should make a concerted effort to maintain and expand active recreation areas for residents of Coral Gables.*

Youth center facilities are also visited often throughout the year. Nearly 59% of residents surveyed claimed to visit youth center facilities at least once in the past 12 months. Nearly 23% of respondents indicated visiting youth facilities more than 12 times a year. About 27% of residents surveyed said they visit youth facilities more than 12 times a year, 10% of residents surveyed said they visit youth facilities more than 6 times a year and 13% said they visit them three to five times a year. These findings suggest that CGPRD *should strongly consider offering facilities which are appropriate for the youth recreation.*

The Venetian Pool is also quite popular. with more than half (59%) of the respondents indicating they have attended the pool at least once in the last 12 months. In fact, almost one-fourth (27%) of the residents surveyed indicate they visit the pool one to two times during the course of a year. Nearly 9% of residents surveyed said they visit the pool more than 6 times a year and 17% said they visit them three to five times a year. These results are consistent with previous findings regarding the need for pools. This finding should be considered in relation to the fact that many respondents suggested that the Venetian Pool should not be rented out for private parties. Therefore, the CGPRD *should ensure that the Venetian Pool is readily available to its entire constituency.*

Tennis Centers are also visited. with almost half (46 %) of the respondents indicating they have attended this type of facility at least once in the last 12 months. Nearly 11% of residents surveyed said they visit tennis facilities more than 6 times a year and 9% said they visit them three to five times a year. Knowing that many residents take a strong interest in outdoor fitness and feel that more tennis centers and tennis programs are necessary (Table 3) the CGPRD *should strongly consider maintaining existing tennis centers and creating new ones.*

Baseball softball soccer football fields are also visited. with almost (45%) of the respondents indicating they have attended this type of facility at least once in the last 12 months. Nearly 12% of residents surveyed said they visit athletic fields more than 6 times a year and 9% said they visit them three to five times a year. In fact 16% of the respondents visited these facilities more than 12 times a year showing a section of the residents has significant need for these facilities. Knowing that many residents have shown an interest in athletics CGPRD *should consider maintaining existing fields and create new athletic fields.*

Golf courses are also popular. with (44%) of the respondents indicating they have attended golf facilities at least once in last 12 months. Nearly 10% of the residents surveyed said they visit golf courses more than 6 times a year and 10% indicated that they visit them three to five times a year. About 12% of the respondents visited these facilities more than 12 times a year showing that a section of the residents have a strong interest in golf. Thus, the CGPRD *should golf opportunities for the residents.*

The results from the attendance items are presented in the next table.

Table 9: Attendance

	Never	1-2 times	3-5 times	6-8 time	9-12 times	MT 12
Open space parks	22%	12%	18%	13%	8%	27%
Playground Parks	27%	12%	16%	11%	7%	27%
Youth Center	41%	13%	13%	6%	4%	23%
Venetian Pool	44%	27%	17%	7%	2%	3%
Tennis Centers	54%	15%	9%	7%	4%	11%
Baseball softball soccer football fields	55%	8%	9%	6%	6%	16%
Golf Courses	56%	12%	10%	5%	5%	12%

Reasons for Non-use

Another section of the questionnaire was aimed at investigating the possible factors that limit residents from participating in organized recreation activities offered by the CGPRD. Twenty three possible reasons for non-use were listed. The results are described in terms of the percentages of respondents who selected each option as a reason for why they or their family have not participated in programs, activities, and/or facilities.

The most important factor affecting participation is lack of time. with one third (32%) of residents claiming that they do not participate in programs, activities, and facilities because they do not have the time. Similarly, 31% of respondents indicated that inconvenient timing of events prohibited them from attending activities/facilities. Therefore, the CGPRD should *consider offering programs at times that are most convenient to adults and youth o/Coral Gables.*

Lack of information was also a significant limitation. About one third (31%) of the respondents said they have not participated in programs or attended facilities because they were unaware of the various programs, activities and facilities being offered. These results should be considered in relation to the findings that suggest that direct mail of program book (Leisure Guide), brochures, flyers or posters at public facilities newspaper advertisements, would be the most effective ways of keeping residents informed about recreation. *The CGPRD should make good effort to keep residents well informed about recreation opportunities in order to spark participation in programs and events.*

Next in ranking was hours of operation and inconvenient timings. Nearly 24% and 22% said they did not participate in CGPRD programs and activities because timings for programs are not convenient to them. This finding should be considered in relation to the findings about the convenient times reported earlier in this report. *The CGPRD should use the results from this*

The remaining factors were not considered significant limitations since about one-fifth or less of the respondents cited these factors as reasons for non-use. These limitations included: cost (18%), lack of parking (16%), inconvenient location (12%), lack of restrooms (12 %), overcrowding at the facilities {12 %}, poor quality of program (10 %), program was full or cancelled (9 %), poor customer service {9%}, lack of sidewalks (8 %), lack of qualified staffing (8%), . safety concerns (7 %), substandard old facilities (7 %), difficulties with registration (7%), lack of maintenance (6%), lack of cleanliness {6%}, not interested in public recreation (5 %), lack of signage (5%), lack of transportation (5%), and not accessible for the disabled (2%). While they are the lowest-ranked issues relative to the others, they should not be ignored but the other factors need to be addressed first.

The results from the reasons for non-use are presented in the next table. Percentages reflect the proportion of respondents who indicated each response as a reason for limited participation in programs and/or not visiting facilities.

Table 10: Reasons for Non-use

	Yes
I do not have the time	32%
Lack of information publicity	31%
Hours of operation	24%
Inconvenient timing	22%
Cost	18%
Parking not adequate	16%
Inconvenient location	12%
Lack of restrooms	12%
The facilities are too crowded	12%
Poor quality of program	10%
Program was full or cancelled	9%
Poor customer service	9%
Lack of sidewalks	8%
Lack of qualified staffing	8%
Safety concerns	7%
Substandard old facilities	7%
Difficulties with registration	7%
Lack of maintenance	6%
Lack of cleanliness	6%
Not interested in public recreation	6%

Appendix F

Trends Analysis Process

An analysis of Trends is conducted by the parks and Recreation Department through a systematic process of evaluation through staff, participants, demographics, development and agency awareness.

The following is a synopsis of how the Trends Analysis is performed.

Staff Analysis

Staff analyzes trends in recreation through participation in Professional associations, Education workshops, discussion with patrons and literature reviews of material such as Parks and Recreation magazine, Athletic Business, and FRPA Journal.

These methods of analysis end up spurring program ideas and offerings. Lacrosse is an example of a program started through this process. Privatization of services is another trends spurred on through this process.

Participants

Trends are analyzed in many ways using participant and resident input. Focus groups have been held for summer camps assessment and senior programs assessments. Input from various citizen Boards and Associations help spur program ideas and help identify trends in the Recreation Industry.

Special Events such as the Eggstreme Egg Hunt and Holiday Tree Lighting have been programmed due to participant feedback.

Demographics

Demographics of a City also assists staff with the trends analysis process. The City of Coral Gables has remained consistent in terms of demographic make-up. Programs and services continue to be offered to meet these demographics.

Development

The City of Coral Gables has seen continued development in the downtown areas. This development has been a source of concern for some in terms of the availability of open land. A needs assessment of parks and facilities has helped determine the open space acquisition trend for the future.

Agency Awareness

Through relationships with counterpart agencies, program and facility trends are discussed and noted. In addition, participant visit to counterpart parks or facilities also provides information on trends in the community.

A recent example of this is the use of shade structures for playgrounds. An item not allowed by City Code, but now a viable solution through Code variance due to the prevalence of shade structures in the community and the growing trend of concern over sun exposure.

Literature

Literature is available regarding trends in parks and recreation. The Administration staff regularly examines trends through media articles, journals, research articles, and books.

APPENDIX G

Agency Objectives

Programming

To create recreational opportunities and services that promotes individual growth, socialization, safety, positive interactions and family involvement.

Facilities

Committed to providing first class parks and facilities that fulfill community needs through safety, accessibility, convenience, manageability, and cleanliness, while preserving our historical character.

Customer Service

To positively impact the lives of residents and guests with exceptional care, attentiveness and proactive responses.

Leadership

To inspire staff to perform beyond expectations and effectively implement Departmental values.

Fiscal Management

To provide cost-effective services through responsible budgeting and increased revenues, while maintaining viability in the marketplace.

APPENDIX H

City of Coral Gables

Parks & Recreation Department

Facilities Inventory Assessment & Analysis

Introduction

Parks and recreation facilities greatly contribute to the health and well-being of the residents and visitors to the City of Coral Gables. South Florida's temperate climate provides many opportunities for year round leisure activities. The purpose of the Facilities Inventory Assessment and Analysis is to formulate a strategy for developing a system of open spaces which include parks and recreation facilities that will adequately meet the needs of residents and visitors. As the City of Coral Gables approaches full development, land available for parks will continue to diminish.

This presentation is to provide the City Commission with an update of the City's parks and facilities inventory; illustrate facility usage standards; illustrate service area mapping showing deficits; illustrate existing undeveloped open spaces within the City and provide a summary of opportunities and proposed direction. Additionally, this report includes the PowerPoint Presentation Overview to be presented to Commission at the March 28, 2006 Commission Meeting.

Recreation and Open Space Inventory

Park Definitions:

During 1999-2000 the City completed a Parks and Open Space Master Planning process that has created specific definitions for community recreation resources and facilities. During the process, the National Recreation and Park Association's (NRPA) nomenclature for park types and standards were reviewed. After analyzing the City's system, it was determined that the NRPA standards did not sufficiently describe the City's facilities. For instance, NRPA describes a community park as 30-50 acres with a balance of active and passive recreation facilities and a service area of 3 miles. The City of Coral Gables has "community park" facilities, but they are not located on one central property of 30-50 acres. The City's active court and field facilities are distributed throughout the City with neighborhood parks providing the majority of passive recreation facilities. Additionally the NRPA standards suggest an amount of 10 acres of park land per 1,000 residents which the City greatly surpasses. Therefore, the City of Coral Gables recreation system is best described by the park and open space elements as defined below:

Community Facilities: Community Facilities are an area that provides a diverse range of recreational and leisure activities or provides very specific active recreation facilities for all individuals and families. Facilities and activities may include, but are not limited to athletic fields, swimming pools, gymnasiums, performing and community centers. These facilities are designed to meet the recreation needs of the entire community.

Neighborhood Parks: Neighborhood Parks are designated areas that are "walk-to" facilities where residents may walk or bicycle to the park within a given neighborhood. Area for diverse recreational activities which may include, but are not limited to, field games, court games, sports fields, playground apparatus area, picnic area, landscaping and gardens or senior citizen areas. The Neighborhood Park is the place where neighbors and their families go to meet.

Urban Open Spaces: Urban Open Spaces are those areas designated in the City which are less than .25 acre and typically contain landscaped areas but have very limited or no facilities or other improvements. The

recreational use of these sites is limited by their location and / or size. These sites serve to preserve the aesthetic quality of an area or to intersperse congested urban environments with aesthetically pleasing buffer areas. Some open space areas may serve as linear, vest pocket or traffic circle parks, while other areas are parkways, boulevard medians, plazas, malls, courthouse squares and promenades.

District / Regional Parks: An area selected for its natural and ornamental quality and its suitability for regionally-based recreational activities. Its size is based on its capacity to accommodate a variety of activities, preserve its natural character, and provide adequate buffering between activity areas. Recreational activities could include, but not be limited to, swimming, picnicking, camping, boating, fishing, and a variety of trail uses.

Beach / Waterway Access: An area or areas identified along the ocean, bay or waterway that provide public access. These areas may or may not have immediate access points and parking. In many cases areas beach access is limited to pedestrian paths and raised wooden walkways. Additionally, beach and waterway access may be identified within a regional, district, neighborhood, or open space park area.

Trail Ways: A system of linear roadways, waterways, paths, and trails specifically designed to create jogging, hiking, canoeing, biking and nature study trails. Trail Ways systems serve to effectively tie park system components together to form a continuous park environment.

Private Park/Recreation Facility: The Private Park/Recreation Facility recognizes the contribution of private providers to the community park and recreation system. The characteristics of Private Parks and Private Recreation Facilities are as follows:

- Private Parks such as swimming pools, tennis courts, and party houses are generally within a residential area developed for the exclusive use of residents/members and are maintained through a neighborhood or membership association. They are not, however, a complete substitute for public recreation space.
- Private Recreation Facilities are for-profit enterprises, such as health and fitness clubs, golf courses, water parks, amusement parks, and sport facilities.

Private Park/Recreation Facilities can be an entirely private or public – private venture and in many cases can fill certain voids which the public sector alone cannot.

Note: The contributions that Private Parks/Recreation Facilities make in meeting community park and recreation needs will be determined on a case by case basis understanding that these facilities are only utilized to complement resident park and recreation needs on a more specific level and their value is in expanding the system to resident users.

City of Coral Gables Park & Recreation Facility Inventory:

Park Site	Location	Acres	Park Type
Biltmore Golf Course	1210 Anastasia Ave	150	Community Facility
Biltmore Tennis Center	1150 Anastasia Ave	3.5	Community Facility
War Memorial Youth Center	405 University Drive	10.6	Community Facility
Granada Golf Course	2001 Granada Blvd	60	Community Facility
Salvadore Park & Tennis Center	1120 Andalusia Ave	3.7	Community Facility
Phillips Park	90 Minores Ave	3.2	Community Facility
Venetian Pool	2701 DeSoto Blvd	1.4	Community Facility
Coral Gables Country Club	997 N. Greenway	2.4	Community Facility
Coral Bay Park	1590 Campamento Ave	1.3	Neighborhood Park

Jaycee Park	1230 Hardee Road	2	Neighborhood Park
Pierce Park	101 Oak Ave	.3	Neighborhood Park
Riviera Park	6611 Yumuri St	3	Neighborhood Park
Sunrise Park	25 Sunrise Ave	.9	Neighborhood Park
Alcazar Ave. Plaza	700 block Alcazar Ave	.3	Neighborhood Park
Nat Winokur Park	150 Ruiz Ave	.5	Neighborhood Park
Rotary Centennial Park	512 Ponce de Leon Blvd	.25	Neighborhood Park
Ponce Circle Park	2800 Blk Ponce de Leon Blvd	1.36	Neighborhood Park
Merrick Park	400 Biltmore Way	.6	Neighborhood Park
Nellie B. Moore Park	202 Jefferson Drive	.4	Neighborhood Park
Loretta Sheehy Park	401 Sunset Road	.8	Neighborhood Park
Granada Entrance	802 Granada Blvd	.4	Neighborhood Park
Leucadendra Drive Triangle	319 Leucadendra Ave	.25	Neighborhood Park
Campo Sano Triangle	Campo Sano Ct & San Amaro	.3	Neighborhood Park
Orduna Dr/Miller Rd Triangle	Corner of Orduna /Miller	.25	Neighborhood Park
Salano Prado	1000 block Salano Prado	.25	Neighborhood Park
Granada Blvd. Triangle	5125 Granada Blvd	.4	Neighborhood Park
Conde Ave/Old Cutler Rd	Conde Ave & Old Cutler Rd	.5	Neighborhood Park
Country Club Prado	915 Country Club Prado	13	Neighborhood Park
Ingraham Park	4715 Ingraham Park	2.5	Neighborhood Park
Gordon Park	902 Country Club Prado	2.7	Neighborhood Park
Alhambra Circle Median	Ponce del Leon to Coral Way	5.4	Neighborhood Park
Macfarlane Linear Park	100 S. Dixie Highway	1.3	Neighborhood Park
Alhambra Water Tower	2000 Alhambra Circle	.5	Neighborhood Park
Sevilla Ave. Median	Indian Md & Red Road	.59	Neighborhood Park
Ponce de Leon Park	1201 Ponce de Leon Blvd	.3	Neighborhood Park
Fewell Park	950 Coral Way	.65	Neighborhood Park
Blue Rd Open Space	757 Blue Rd	.63	Neighborhood Park
Lola B. Walker Pioneer Park	200 Grand Ave	.7	Neighborhood Park
Mall St. Median	Granada to Augusto	1.10	Neighborhood Park
Cocoplum Park	Cocoplum Rd & Isla Dorada	.5	Neighborhood Park
Pinewood Cemetery	7401 Erwin Rd	4	Neighborhood Park
Lola B. Walker Pioneer Park	200 Grand Ave	.7	Neighborhood Park
Solano Prado Entrance	751 Solano Prado	2.8	Neighborhood Park
School House Rd Triangle	School House Rd & SW 88 St	.38	Neighborhood Park
Granada Plaza	Granada Blvd & Alhambra	.4	Neighborhood Park
Alhambra Circle Entrance	00 block Alhambra Circle	.42	Neighborhood Park
Columbus Esplanade	1199 Anastasia Ave	.58	Neighborhood Park
Young Park	950 Castile Plaza	.1	Urban Open Space
Pittman Park	115 Merrick Way	.1	Urban Open Space
Taragona Drive	1500 block Taragona Ave	.15	Urban Open Space
San Amaro Triangle	4600 block San Amaro Dr	.2	Urban Open Space
Cartegena Plaza	6999 Old Cutler Rd	1.5	Urban Open Space
Washington Park	4920 Washington Drive	.1	Urban Open Space
Ferdinand Plaza	Alhambra Cr & Coral Way	.1	Urban Open Space
Columbus Plaza	Columbus Blvd & Coral Way	.1	Urban Open Space
Ponce de Leon Plaza	Granada Blvd & Coral Way	.1	Urban Open Space
DeSoto Plaza & Fountain	2750 DeSoto Blvd	.02	Urban Open Space

Park Site	Location	Acres	Park Type
Balboa Plaza	2499 Anderson Rd	.11	Urban Open Space
Segovia Plaza	Segovia & Coral Way	.1	Urban Open Space
Le Jeune Plaza	Le Jeune & Coral Way	.1	Urban Open Space
Flagler Entrance	Flagler & Ponce de Leon Blvd	.1	Urban Open Space
Miracle Mile Entrance	00 block Miracle Mile	.2	Urban Open Space
San Sebastian Park	130 San Sebastian	.2	Urban Open Space
Bike Trail / Bike Path	Throughout City	40 m	Trail Ways
Coral Gables Waterway	Throughout City	40 m	Trail Ways

Miami Dade County Park & Recreation Facility Inventory Located in Coral Gables:

Park Site	Location	Acres	Park Type
Matheson Hammock Park	9610 Old Cutler Road	629	District/Regional
Chapman Field Park	13601 Old Cutler Road	566	District/Regional
Fairchild Tropical Botanic Garden	10901 Old Cutler Road	68	District/Regional
Old Cutler Bike Path	Coco Plum Circle – SW216 St	11	Trail Way
R. Hardy Matheson Preserve	11191 Snapper Creek Road	823	District/ Regional
Banyan Drive Park	SW 56 Court – Banyan Drive	1	Neighborhood Park
Hammock Lake Park	SW 88 St – SW 52 Ave	.25	Neighborhood Park
Snapper Creek Lake Parkway	Snapper Creek Road	1	Trail Way

Miami-Dade County Public School System and Private School Recreational Use Facilities Located in Coral Gables:

Public Schools		
Coral Gables High School	450 Bird Road Coral Gables, FL 33146	Grades 9 - 12 (Ages 14 - 18 years old)
International Studies Preparatory Academy	1570 Madruga Avenue Coral Gables, Florida 33146	Grades 9 - 12 (Ages 14 - 18 years old)
George W. Carver Middle School	4901 Lincoln Drive Miami, Florida 33133	Grades 6 to 8 (Ages 11 - 13 years old)
Ponce de Leon Middle School	5801 Augusto Street Coral Gables, FL 33146	Grades 6 to 8 (Ages 11 - 13 years old)
Coral Gables Preparatory Academy	105 Minorca Avenue Coral Gables, FL 33134	Grades K-3 (Ages 5 - 8 years old)
David Fairchild Elementary School	5757 SW 45th Street Miami, FL 33155	Grades Pre-K - 1st (Ages 3 - 5 years old)
George W. Carver Elementary School	238 Grand Avenue Coral Gables, FL 33133	Grades K-5 (Ages 5 - 10 years old)

Public Schools		
Henry S. West Laboratory School	5300 Carillo Street Coral Gables, FL 33146	Grades K-6 (Ages 5 - 11 years old)
Sunset Elementary	5120 Sunset Drive Miami, FL 33143	Grades K-5 (Ages 5 - 10 years old)

Private Schools		
Gulliver Academy	12595 Red Road Coral Gables, FL 33156	Grades: Pre-K – 8 (Ages 3 - 13 years old)
Gulliver Preparatory School	6575 North Kendall Drive Miami, FL 33156	Grades 9 - 12 (Ages 14 - 18 years old)
Riviera Day School and Riviera Preparatory School	6800 Nervia Street Coral Gables, FL 33146	Grades: Pre-K – 8 (Ages 3 - 13 years old)
Saint Philip's Episcopal School	1121 Andalusia Avenue Coral Gables, FL 33134	Grades: Pre-K – 5 (Ages 3 - 5 years old)
Saint Theresa Catholic School	2701 Indian Mound Trail Coral Gables, FL 33134	Grades: Pre-K – 8 (Ages 3 - 13 years old)
Saint Thomas Episcopal Parish School	5692 North Kendall Drive Coral Gables, FL 33156	Grades: Pre-K – 5 (Ages 3 - 5 years old)
The French-American School of Miami	6565 Red Road Coral Gables, FL 33143	Grades: Pre-K – 5 (Ages 3 - 5 years old)

Day Schools		
Banyan Day School	340 Palermo Avenue Coral Gables, FL 33134	Ages/Grade: 14 months old – Kindergarten
Early Childhood Center	3010 DeSoto Boulevard Coral Gables, FL 33134	Ages 2-4 years old
Gables Montessori School	990 Le Jeune Road Coral Gables, FL 33134	Grades Pre-K - Kindergarten (Ages 3 - 4 years old)
Granada Day School	900 University Drive Coral Gables, FL 33134	Ages/Grade: 3 months – Pre-K
The Growing Place	536 Coral Way Coral Gables, FL 33134	Toddler, Preschool and Kindergarten
The Margaux Early Childhood School	5500 Granada Boulevard Coral Gables, FL 33146	Grades: 18 months – Pre-K

Higher Education	
The University of Miami	3312, 1320 S Dixie Hwy Coral Gables, FL 33146
Kellogg School of Management	90 Alhambra Plaza Coral Gables, FL 33134

Private/Other Public Park & Recreation Facility Inventory Located in Coral Gables;

Park Site	Location	Acres	Park Type
Riviera Country Club	1155 Blue Road	113.7	Community Facility*
Deering Bay Golf Course	13610 Deering Bay Drive	101.1	Community Facility*
University of Miami	1252 Memorial Drive	196.3	Community Facility*
U of M Health & Wellness Center	1241 Dickinson Drive	1.6	Community Facility*

* Private Community Facility

Summary of Recreation Inventory

The City of Coral Gables encompasses approximately 8,000 acres, with half of the land dedicated for residential purposes. However, recreation and open space are important to the City, with over 2,500 acres (30%) reserved for these purposes. Based on the 2000 resident population (42,357) for Coral Gables, this total acreage represents approximately 59 acres per 1,000 residents.

Although the City exceeds national and state standards for recreation and open space land use, utilizing the tables outlined herein; creating the City’s standards as defined by the Service Radius Standards; and utilizing the maps showing deficit areas, the City is focusing efforts of reaching and maintaining recreation and open space facilities that meet the demands of the City’s residents.

Three types of guidelines are commonly used in outdoor recreation planning. The types are *use guidelines*, *population guidelines* and *site guidelines*. **Use guidelines** are a means of stating the amount of use a resource or facility can accommodate under certain conditions. **Population guidelines** are used in determining the amount of resources and facilities that are required to serve a given population. **Site guidelines** are utilized for estimating acreage needs for local parks and recreation areas. Examples/Descriptions of each are illustrated below.

Because of the diversity of planning purposes that exist, it is agreed that no single type of resource and facility guidelines can adequately meet all recreational planning needs. Therefore, the City of Coral Gables has reviewed national, state and local agency guidelines and has developed guidelines that best reflect the needs specific to the Coral Gables community.

Level of Use Guidelines:

Activity	Resource/Facility	Guideline
Golf	Golf Course	9 holes – 200 users / day 18 holes – 300 users / day
Tennis	Tennis Court	30 users / court / day

Activity	Resource/Facility	Guideline
Racquetball/Handball	Racquetball/Handball Court	40 users / court / day
Basketball	Basketball Court	90 users / court / day
Softball/Baseball	Softball/Baseball Field	120 users / field / day
Swimming	Swimming Pool	500 users / pool / day
Playground use	Equipped Playground	250 users / playground / day
Playing Field use	Open Field Space	175 users / field / day
Physical Exercise (Jogging, Hiking, Biking)	Linear miles of Trail Ways	100 users / mile / day

Population Guidelines:

Recreation Facility	Standard	Park Type	Standard (Acres/1,000 residents)
Golf Course	9 hole / 50,000 18 hole / 25,000	Community Facilities/Parks	3.00
Tennis Courts	1 / 2,000	Neighborhood Parks	0.5
Racquetball/Handball Courts	1 / 12,000	Urban Open Spaces	0.10
Basketball Courts	1 / 5,000	District Parks	5.0
Softball/Baseball Fields	1 / 5,000	Regional Parks	20.0
Swimming Pools	1 / 50,000	Beach/Waterway Access	0.25
Equipped Play Areas	1 / 2,500	Trail Ways	.25 linear mile
Playing Fields	1 / 5,000		

Site Guidelines:

This Process utilizes the area necessary to provide acreage needs per facility type. This process can differ by agency, facility type, space available, community desires. This process is typically only utilized as a guide not specific standards.

Service Radius Standards

Park Type	Acreage / Mileage	Service Radius
Community Facilities/Parks	3 – 100 acres	5 Miles (15 minute drive)
Neighborhood Parks	.25 – 3	0.5 Miles (10 minute walk)
Urban Open Spaces	0 – .25	0.25 Miles (5 minute walk)
District / Regional Parks	> 100	10 Miles (30 minute drive)
Beach/Waterway Access	N/A	6.67 Miles (20 minute drive)
Trail Ways	At least 100' in length	0.5 Miles (10 minute walk)
Private Park/Recreation Facilities	Varies	3.3 Miles (10 minute drive)

- Trail Ways utilize no set standard as they are designed and defined with location and size criteria based on availability of resources and variables associated with effectively tying park system components together to form a continuous park environment.

The latter illustrated table, **Service Radius Standards**, represent the standards being introduced and utilized by the City for future needs assessments and planning. These standards best represent the residents' interest in meeting the parks and recreation facility needs.

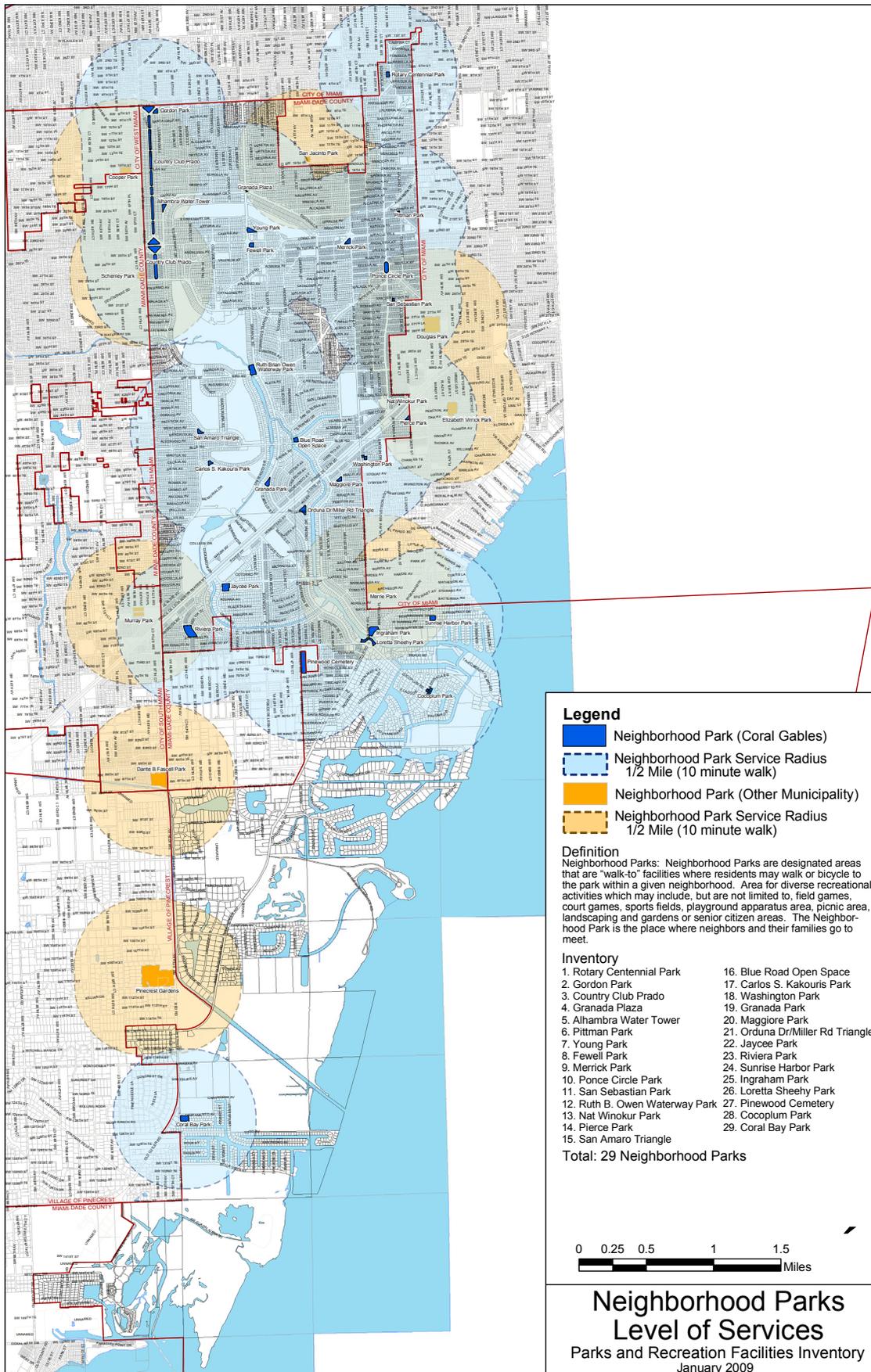
Conclusion

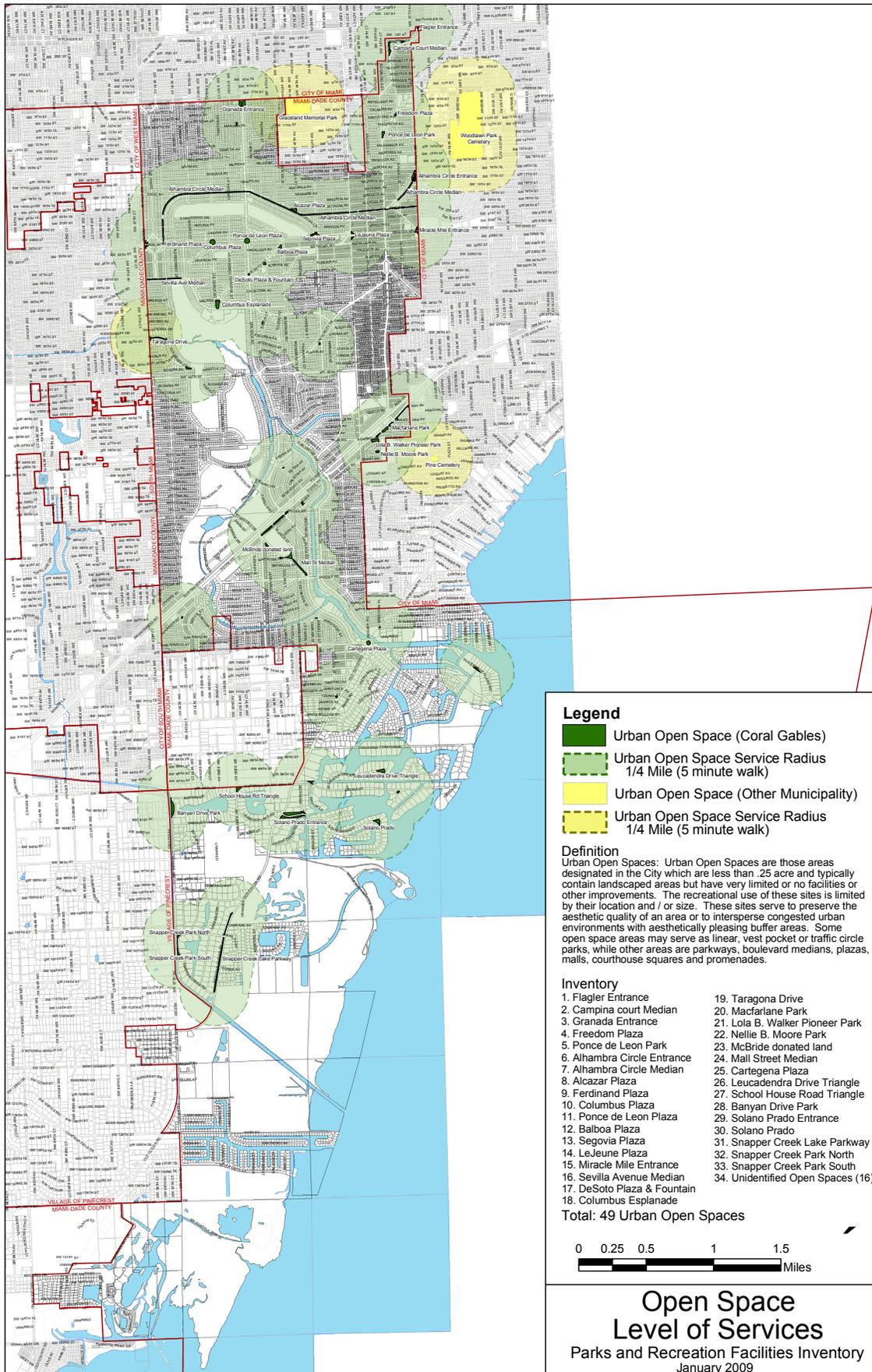
In conclusion, this overview and the attached PowerPoint Presentation are provided as the recommended direction and focus for meeting the park and recreational facility needs for the City of Coral Gables.

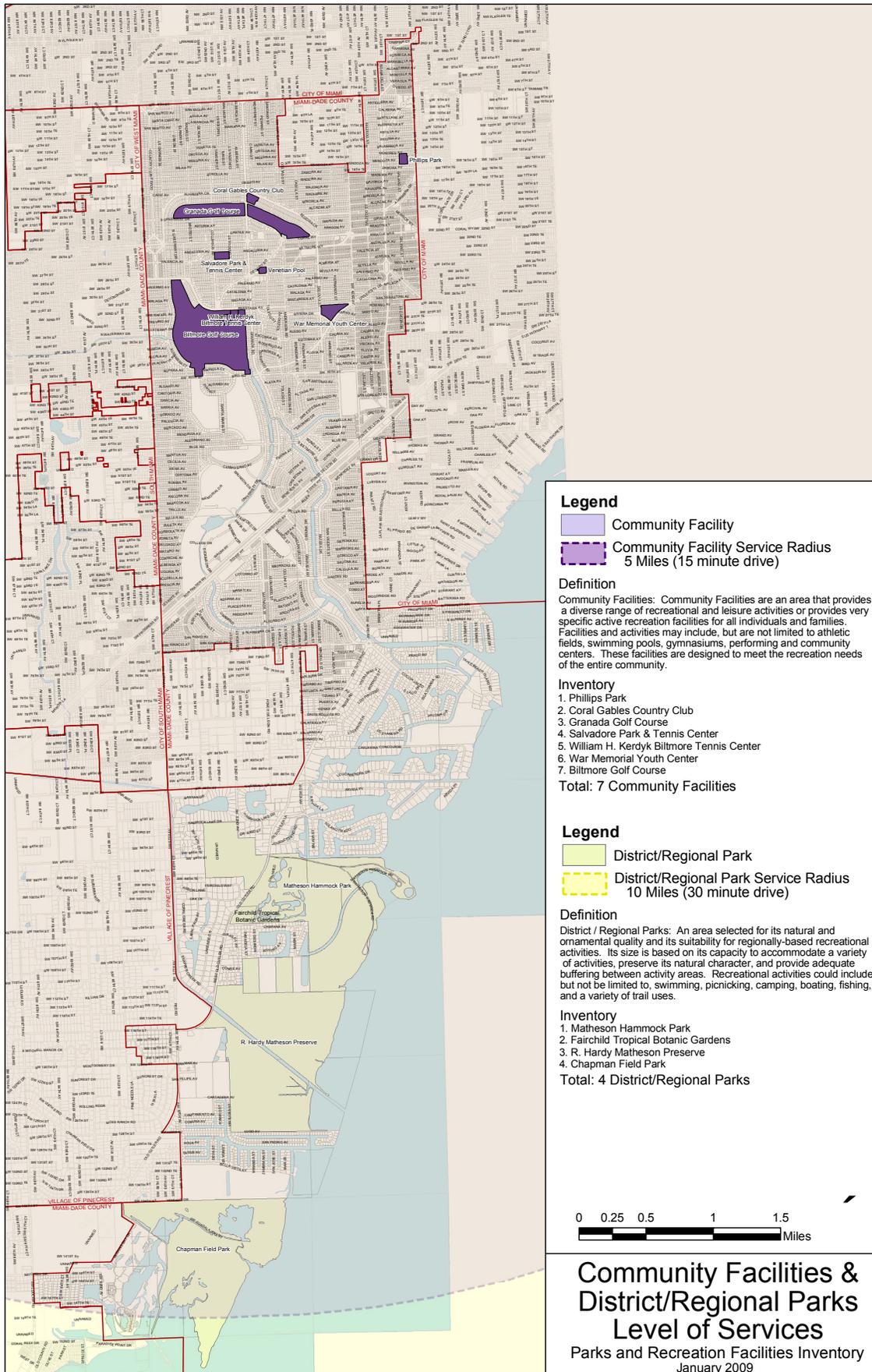
Recommendations include:

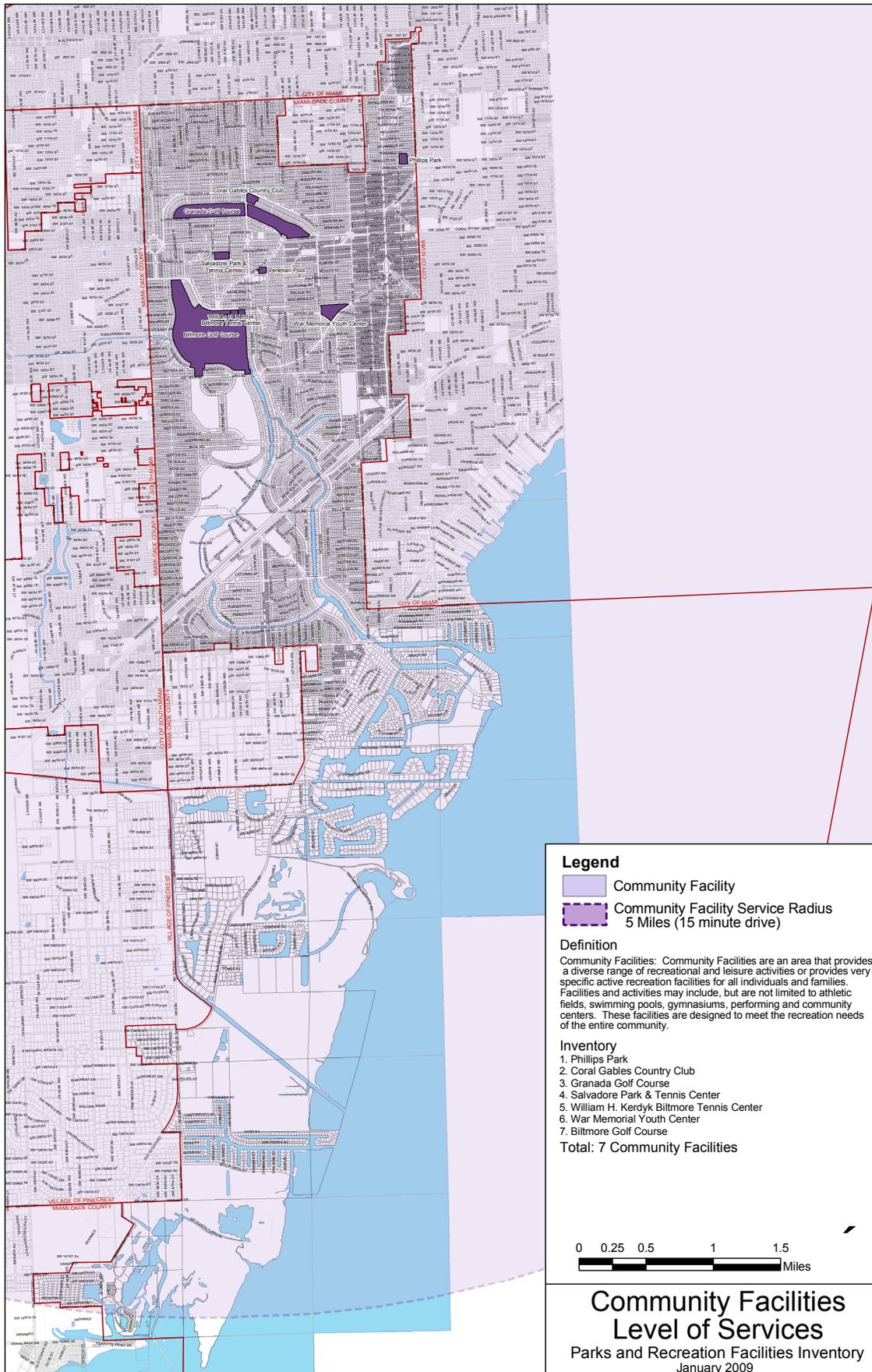
- Obtaining Park lands/facilities within existing areas of deficit
- Utilization of existing City owned properties to improve park amenities and eliminate deficits.
- Continue to obtain open spaces regardless of deficits, based on potential changes in service areas.

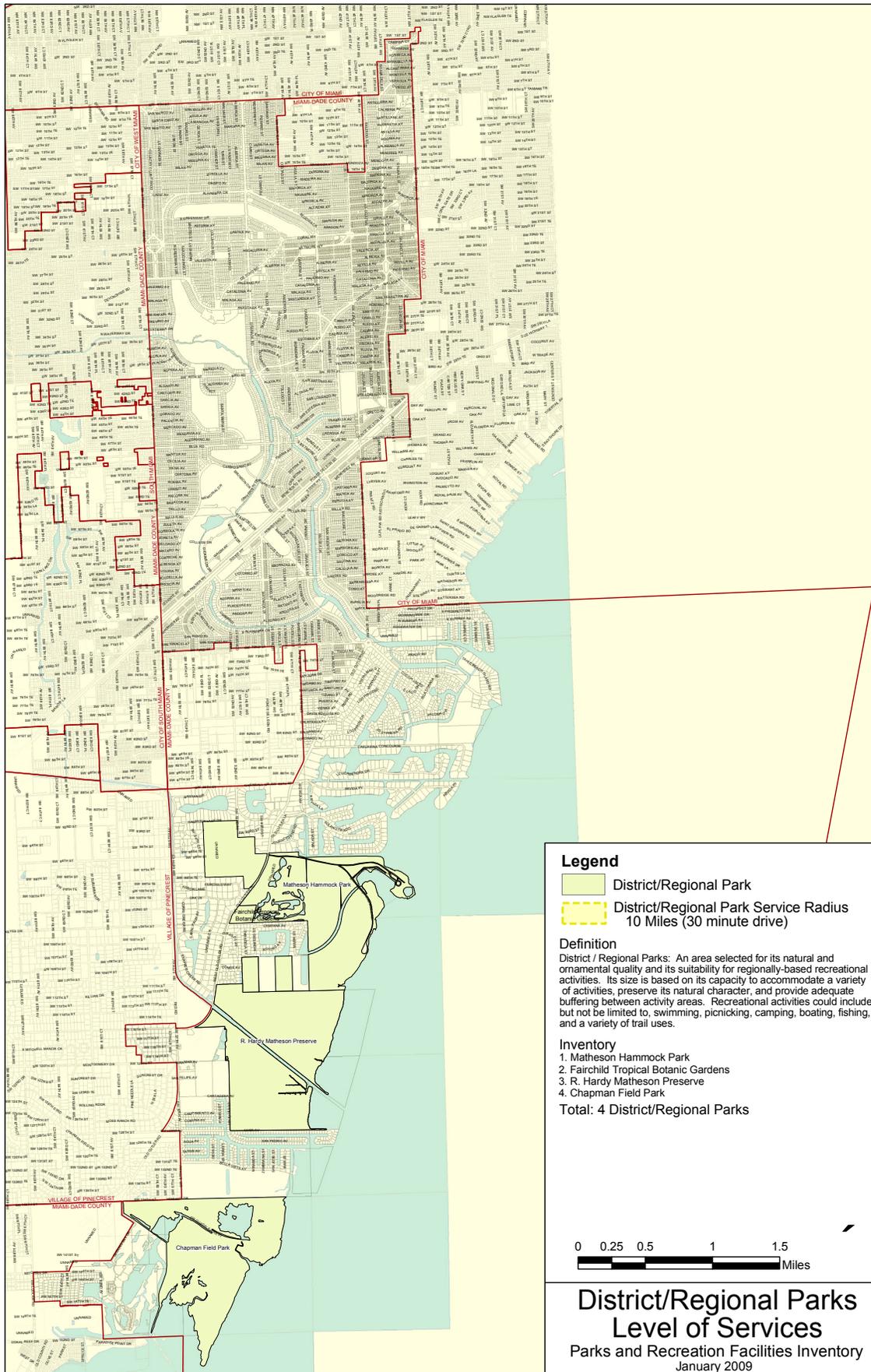
APPENDIX I

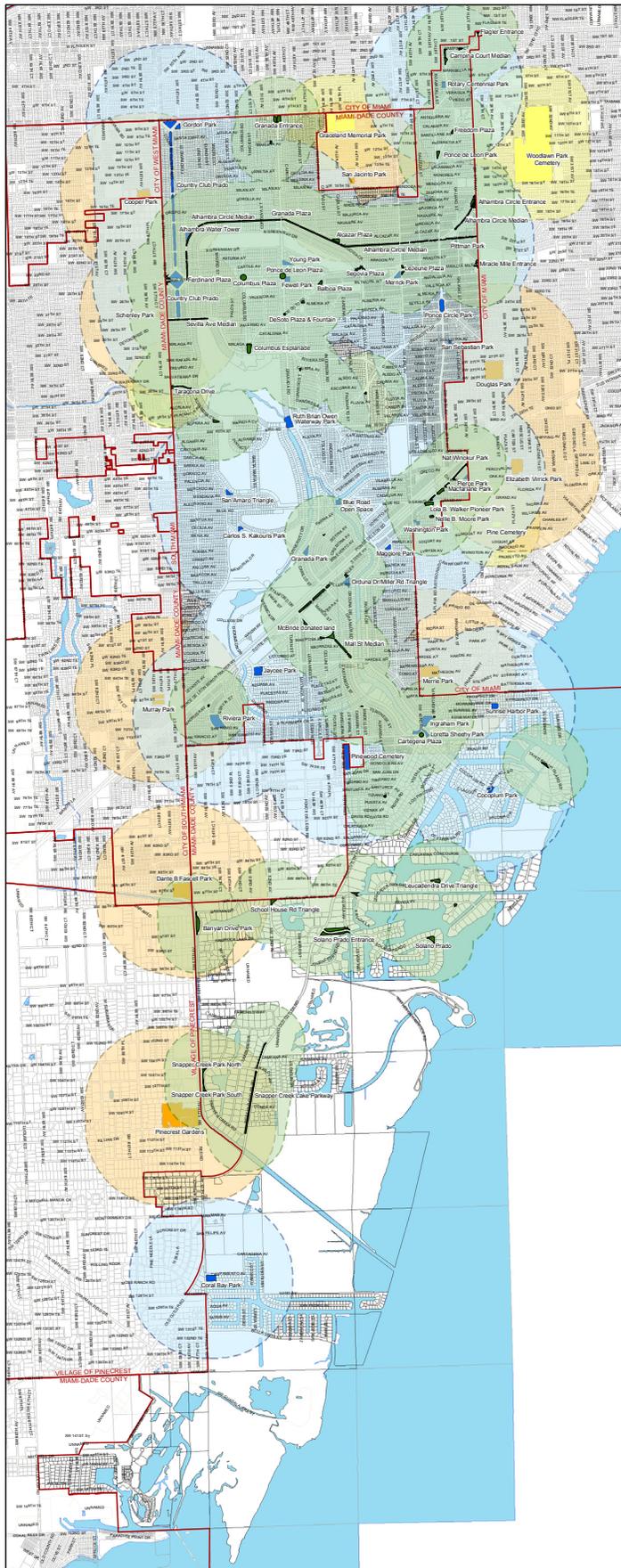












Legend

- Urban Open Space (Coral Gables)
- Urban Open Space Service Radius 1/4 Mile (5 minute walk)
- Urban Open Space (Other Municipality)
- Urban Open Space Service Radius 1/4 Mile (5 minute walk)

Definition

Urban Open Spaces: Urban Open Spaces are those areas designated in the City which are less than .25 acres and typically contain landscaped areas but have very limited or no facilities or other improvements. The recreational use of these sites is limited by their location and / or size. These sites serve to preserve the aesthetic quality of an area or to intersperse congested urban environments with aesthetically pleasing buffer areas. Some open space areas may serve as linear, vest pocket or traffic circle parks, while other areas are parkways, boulevard medians, plazas, malls, courthouse squares and promenades.

Inventory

- | | |
|-----------------------------|-----------------------------------|
| 1. Flagler Entrance | 19. Taragona Drive |
| 2. Campina court Median | 20. Macfarlane Park |
| 3. Granada Entrance | 21. Lola B. Walker Pioneer Park |
| 4. Freedom Plaza | 22. Nellie B. Moore Park |
| 5. Ponce de Leon Park | 23. McBride donated land |
| 6. Alhambra Circle Entrance | 24. Mall Street Median |
| 7. Alhambra Circle Median | 25. Cartagena Plaza |
| 8. Alcazar Plaza | 26. Leucadendra Drive Triangle |
| 9. Ferdinand Plaza | 27. School House Road Triangle |
| 10. Columbus Plaza | 28. Banyan Drive Park |
| 11. Ponce de Leon Plaza | 29. Solano Prado Entrance |
| 12. Balboa Plaza | 30. Solano Prado |
| 13. Segovia Plaza | 31. Snapper Creek Lake Parkway |
| 14. LeJeune Plaza | 32. Snapper Creek Park North |
| 15. Miracle Mile Entrance | 33. Snapper Creek Park South |
| 16. Sevilla Avenue Median | 34. Unidentified Open Spaces (16) |
| 17. DeSoto Plaza & Fountain | |
| 18. Columbus Esplanade | |

Total: 49 Urban Open Spaces

Legend

- Neighborhood Park (Coral Gables)
- Neighborhood Park Service Radius 1/2 Mile (10 minute walk)
- Neighborhood Park (Other Municipality)
- Neighborhood Park Service Radius 1/2 Mile (10 minute walk)

Definition

Neighborhood Parks: Neighborhood Parks are designated areas that are "walk-to" facilities where residents may walk or bicycle to the park within a given neighborhood. Area for diverse recreational activities which may include, but are not limited to, field games, court games, sports fields, playground apparatus area, picnic area, landscaping and gardens or senior citizen areas. The Neighborhood Park is the place where neighbors and their families go to meet.

Inventory

- | | |
|--------------------------------|----------------------------------|
| 1. Rotary Centennial Park | 16. Blue Road Open Space |
| 2. Gordon Park | 17. Carlos S. Kakouris Park |
| 3. Country Club Prado | 18. Washington Park |
| 4. Granada Plaza | 19. Granada Park |
| 5. Alhambra Water Tower | 20. Maggiore Park |
| 6. Pittman Park | 21. Orduna Dr/Miller Rd Triangle |
| 7. Young Park | 22. Jaycee Park |
| 8. Fewell Park | 23. Riviera Park |
| 9. Merrick Park | 24. Sunrise Harbor Park |
| 10. Ponce Circle Park | 25. Ingraham Park |
| 11. San Sebastian Park | 26. Loretta Sheehy Park |
| 12. Ruth B. Owen Waterway Park | 27. Pinewood Cemetery |
| 13. Nat Winokur Park | 28. Cocoplum Park |
| 14. Pierce Park | 29. Coral Bay Park |
| 15. San Amaro Triangle | |

Total: 29 Neighborhood Parks



**Open Space & Neighborhood Parks
Level of Services**
Parks and Recreation Facilities Inventory
January 2009

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