CITY OF DORAL PARKS SYSTEM MASTER PLAN 2017



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01

plan introduction


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1.1 a brief history

1.1.1 Looking Back; Moving Forward

Incorporated in 2003, Doral is one of the youngest – but fastest growing - of the 34 municipalities in Miami-Dade County, Florida. Doral is located on the westernmost edge of the County, immediately west of the Miami International Airport and twelve miles from downtown Miami. The city has a total land mass of approximately 15 square miles (City of Doral, 2016a).

As noted in the 2009 City of Doral Parks and Recreation Master Plan, much of what is today the City of Doral, was originally a combination of freshwater marsh, pine rocklands, and cypress sloughs. Of these, freshwater marsh habitats were the most extensive, leaving a thin, organically rich, but poorly drained layer of soil above thick layers of limestone bedrock. Today, much of this habitat has been displaced or significantly altered to make way for both civic and private development (AECOM, 2010).

A vital economic engine of Doral was established in the 1920s with the construction of the Miami City Airport, which would expand over decades to become Miami International Airport (MIA). MIA is the second busiest airport for international passengers in the United States with over 100 carriers serving 44.3 million passengers in 2015, and is also the number one U.S. airport for international freight, generating an annual business revenue of $33.7 billion. With 282,724 total jobs (both direct and indirect) MIA and the related aviation industries account for nearly one out of every 4.1 jobs in the County (Miami International Airport, 2016).

The adjacency of MIA, coupled with the development of the Interstate Highway System and comparably inexpensive real estate values made the land ripe for both commercial and residential development. Between the 1950s and the 1990s, developers bought up large tracts of land for future development. Most of this land was eventually subdivided into multiple residential Planned Unit Developments (PUDs); a trend that continued until Doral's incorporation in 2003 (AECOM, 2010). In addition, large commercial, industrial, and warehousing operations were developed in land immediately west of the airport, paving the way for what is today one of the City's most economically significant commercial districts.

In the 1950's one of the first major developments in Doral was born from the vision of real estate pioneers Doris and Alfred Kaskel who purchased and subsequently developed 2,400 acres of swampland into what is today the prestigious Trump National Doral Miami (City of Doral, 2016c). Over the next four decades many of the residential developments that followed attempted to emulate the premium amenities and perceived exclusivity of the original Doral Country Club, resulting in a predominance of upscale – and often gated – communities lush with amenities.

After decades of unregulated growth, the County struggled to provide adequate and affordable services to the residents of Doral. Following a seven year political battle, the residents of Doral voted in favor of incorporation in 2003 (City of Doral, 2016c).

Today, the City of Doral is one of the fastest growing cities in the United States, significantly outpacing population projections on an annual basis. Doral is also home to numerous industries, Fortune 500 companies, and is recognized as the number one Tile District in the United States. The City's Parks and Recreation Department has also grown from just one public park to eight; all of which contribute directly to Doral's high quality of life.



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1.2 purpose of the plan

1.2.1 What is a Park Systems Plan?

A parks and recreation system master plan seeks to evaluate, analyze, and strategically plan the long-term development of the City's parks and recreation system to ensure that it is meeting the identified goals and objectives of the City, and is providing equitable, sufficient, and efficient services to its residents.

The result of this planning process is a living document which serves as the most consolidated and authoritative source for information related to the City's parks and recreation system.

1.2.2 Why Plan?

The development of a parks system master plan is one of the most important and impactful planning processes a City can undertake because the benefits it yields have the ability to transcend many of the City's existing physical and operation systems, and have a tangible impact on many residents' daily lives.

In the modern era, parks must be thought of as more than just "fields and facilities," they are far too important to be in such a small box. A city's parks system often serves as the "gatekeeper" for its community image and overall quality of life. This is critically important today, more than ever, as people are choosing where to live based on the lifestyle and quality of life provided by a community, rather than what jobs and/or industries may be located in that community.

As John Crompton notes in his book "Community Benefits and Repositioning; The Keys to Park and Recreation's Future Viability," a well-planned and designed parks and recreation system also has the ability to increase a community's economic, environmental, and social sustainability (Crompton, 2007); something few traditional planning processes achieve. To put further pressure on the system, parks and recreation departments nationwide are now finding themselves on the front-lines of the battle to improve community health by combating obesity, promoting healthy lifestyles, and increasing connectivity. What was in the past the management of "fields and facilities" now also encompasses social justice, multi-faceted sustainability, and community-wide economic development, just to name a few.

The City of Doral is growing at a rapid rate, and without proper planning, will struggle to provide its increasing population with the same parks and recreation level of service it is currently providing its existing residents. If the level of service drops, so will quality of life. To remain competitive as a high-quality place to live, work, and play, the City of Doral must continue to provide a sufficient and equitably distributed supply of high-quality parks and recreation facilities and services.

This plan – when coupled with appropriate action on behalf of the City and its residents – will help ensure Doral retains its designation as one of the most livable communities in the United States.

1.2.3 More Than Just Parks!

It is important to note that while this is a "parks and recreation" master plan, it takes into account the many systems – both physical and operational – which form the framework of the City's "public realm." The use of the term "public realm" refers to the interstitial network of public and quasi-public spaces which link together the various neighborhoods and districts of the City. Examples of these systems include parks and public spaces, natural lands, transportation systems, bikeways/trails, and civic and cultural destinations.

The thoughtful planning and design of the public realm is of significant importance because of its influence on overall quality of life and user experience. Every resident and visitor to the City of Doral will interact with the public realm multiple times on any given day; it will be the first thing people experience upon arrival, and the last impression on departure.

A well-designed public realm system complete with networks of streetscapes, parks, trails, public places, and natural areas serves as the framework for the various types of development and land uses found in Doral, helping to ensure a similar experience and quality of life across the entire city. Although the City may not have full control over how each and every parcel is developed, they do have full control over the public realm, making it one of the City's most important assets.

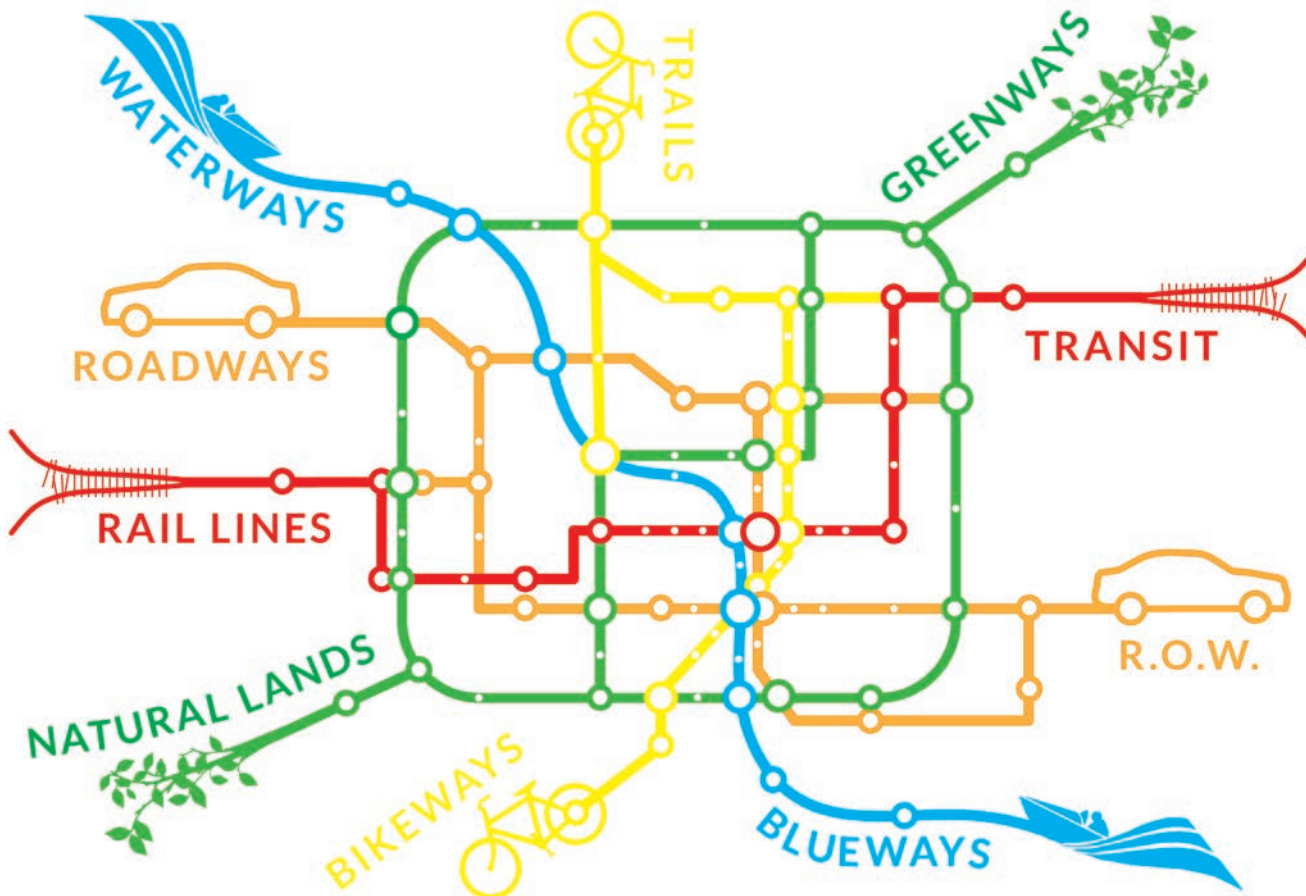


Figure 1.1: Graphic illustrating the interwoven nature of the "public realm."

1.2.4 Relationship to Other Planning Efforts

The City of Doral Parks System Master Plan is just one of several planning processes which seek to guide the overall developmental trajectory of the City of Doral, however, it is intended to serve as the single most authoritative source for information specific to Doral's parks, recreation, and open space system.

In addition to making its own observations and recommendations, this plan seeks to vet and prioritize relevant parks and recreation-specific recommendations found across a multitude of existing city planning processes.

Examples of relevant plans and planning processes where coordination was anticipated by the Project Team include:

- Doral, Florida - Code of Ordinances (2016)
- City of Doral Transportation Master Plan (2016)
- City of Doral Comprehensive Plan (2016)
- Doral Aquatics Feasibility Study (2015)
- Doral Transit Mobility Plan (2014)
- Doral Design District Master Plan (2010)
- City of Doral Parks and Recreation Master Plan (2010)
- Doral Green Design Master Plan (2009)
- Doral Bicycle Master Plan (2006)

In addition, this planning effort is acknowledging and seeking to further the aligned objectives found within relevant regional planning processes, specifically those undertaken by Miami-Dade County (MDC).

MDC is the third largest park system in the United States, consisting of 270 parks and over 13,500 acres of land (Miami-Dade County, 2016). As such, MDC invested a significant amount of time and resources in its planning and development, many of which are relevant to the City of Doral. Examples of relevant regional planning documents include:

- River of Grass Greenway Feasibility Study and Master Plan (2015)
- Miami-Dade County Comprehensive Development Master Plan (2015)
- Miami-Dade Community Leisure Interests Survey (2014)
- Miami-Dade County Conservation Plan (2014)
- Miami-Dade County Western Greenway Recommendations Report (2014)
- Miami-Dade MPO Complete Streets Manual (2014)
- Miami-Dade County 2040 Long Range Transportation Master Plan (2014)
- Miami-Dade 2040 Bicycle/Pedestrian Plan (2013)
- Miami-Dade County Park Structure and Landscape Pattern Book (2011)



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1.3 planning process + methodology

1.3.1 There is no Silver Bullet!

There is no "one size fits all" approach to parks system planning because no two communities are the same. Each community must select an approach and methodology which will best achieve their desired end result.

The approach utilized to develop this master plan was both collaborative and linear in nature, beginning with discovery and visioning at the macro-level, which informed the site and program-specific recommendations at the micro-level. The Project Team worked intentionally and diligently throughout the planning process to build consensus amongst the project stakeholders by incorporating multiple engagement points in each key phase of the project.

This plan is anchored in detailed analysis, hands-on Client interaction, meaningful public involvement, and broad community support. The recommendations are both visionary and actionable, each supported by a realistic implementation strategy. Following are summarized descriptions of each of the five core phases of the planning process.

1. DISCOVER: Goals and Outcomes
The Master Planning process began with a "Discovery" effort, during which the Project Team met with the representatives from the City and key project stakeholders in a collaborative setting to better understand the project's guiding goals and objectives, and to establish metrics against which success could be gauged. In addition, a Project Work Group (PWG) composed of diverse but allied Doral residents was assembled and tasked with helping oversee the planning process.

2. EVALUATE: Existing Conditions Analysis
The Existing Conditions Analysis process represents the comprehensive inventory, evaluation, and analysis of the City's existing parks and recreation system. During this phase of the process, the Project Team visited and evaluated each of the City's existing parks, documenting the quantity, location, and condition of individual facilities. Private recreation facilities were also inventoried and analyzed to the greatest degree possible. In addition, a better understanding of resident lifestyles was obtained through the completion of a community profile (demographics), and trends analysis. This data was then assimilated in a uniform project base map that was utilized throughout the life of the project.

3. ANALYZE + ENGAGE: Mixed-Methods Needs Assessment
The Needs Assessment process utilized a variety of triangulated analysis techniques - qualitative, quantitative, and anecdotal - to understand the needs and priorities of the City's residents and the physical system as a whole. Examples of these techniques included a programs assessment, level of service (LOS) analysis, and a community survey.

During the Needs Assessment Process, the Project Team engaged both the City and the community at-large by using a variety of public involvement techniques such as collaborative workshops; public presentations; stakeholder interviews, public surveys; and a dynamic web-based public engagement platform (www.PlayDoral.com).

Having a detailed and accurate understanding of both needs and priorities will help to ensure that every dollar spent towards implementing the Master Plan Vision provides the greatest benefit possible.

4. ENVISION: Master Plan Vision
Once community needs and priorities were understood, the Project Team spent an equal amount of time and effort developing creative, innovative, and sustainable solutions which respond to them. The foundation of this "visioning" effort was established in a participatory, workshop setting in the City of Doral. The input gained from the Visioning Workshop informed the multiple initiatives and recommendations found in the Master Plan Vision, including those associated with existing parks/programs, new parks/programs, natural lands, trails, and sense of place.

Additionally, the Project Team worked with the City to establish a program and conceptual plan for the redevelopment of the City's largest park: Doral Central Park. The resulting vision for Doral Central Park will help to meet the recreation needs for generations to come.

5. IMPLEMENT: Action Plan
A master plan is only as realistic as its implementation strategy! After a Master Plan Vision was established, the Project Team took the time to understand the costs and challenges associated with its long-term implementation. As is the case with the majority of communities, the cumulative cost of the Vision exceeded the resources available at time of the planning process. Anticipating this, the Project Team worked to establish a phased and prioritized action plan that will allow for short-term progress towards long-range goals and identified alternative, grant-based funding sources to help further facilitate implementation.

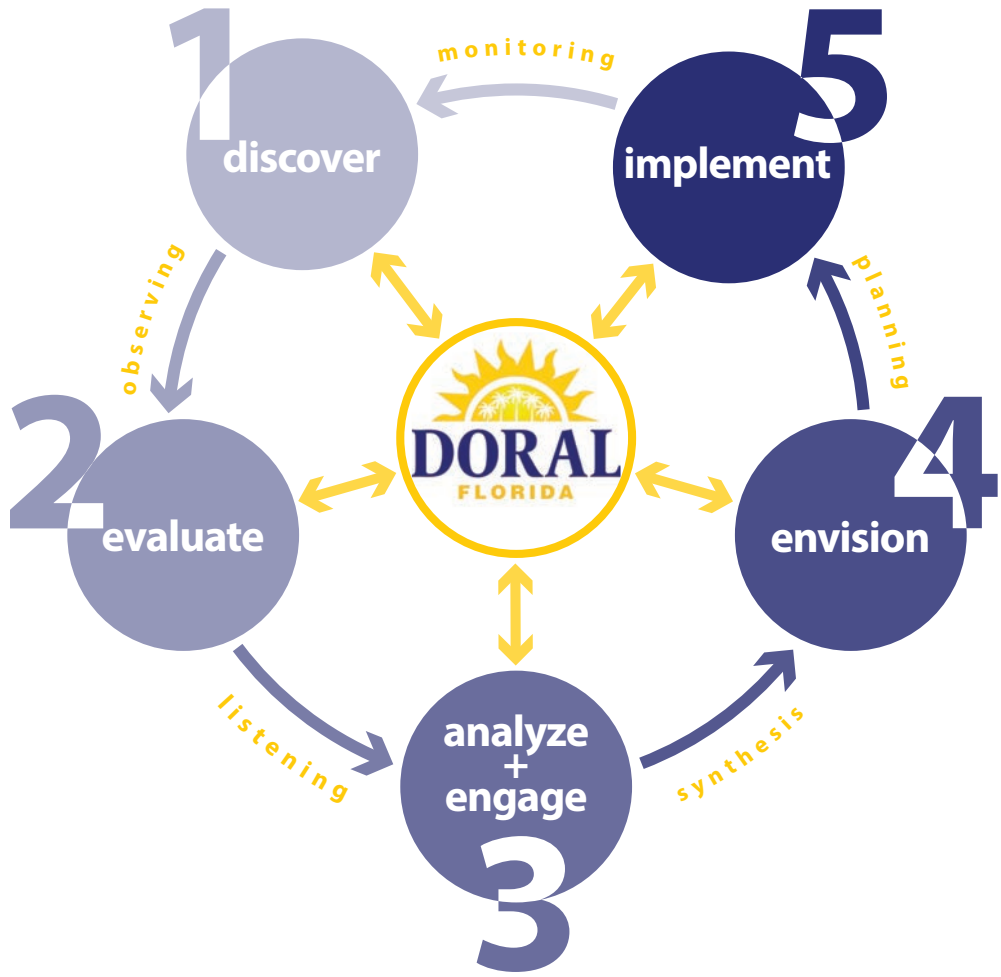


Figure 1.2: Graphic illustrating the 2017 City of Doral Parks System Master Plan planning process.

1.3.2 From the Perspective of Place

Unfortunately, when it comes to the public realm, not all "spaces" – or parks for that matter - end up becoming true "places." To attempt to buck this trend, this planning process was approached with a placemaking-based methodology. According to the Project for Public Spaces (PPS), "placemaking" is more than just better planning;

> "Placemaking is a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.
>
> With community-based participation at its center, an effective Placemaking process capitalizes on a local community's assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people's health, happiness, and well-being. A great public space cannot be measured by its physical attributes alone; it must also serve people as a vital community resource in which function always trumps form. When people of all ages, abilities, and socio-economic backgrounds can not only access and enjoy a place, but also play a key role in its identity, creation, and maintenance, that is when we see genuine Placemaking in action"
>
> *– (Project for Public Spaces, 2016).*

A placemaking approach that is grounded in collaborative stakeholder involvement produces solutions that involve and integrate all components of a community, from the built environment to the numerous interstitial spaces of the "public realm" where residents spend a large portion of their daily lives. If the City of Doral is to be one of the most iconic "people places" in the region, then it's planning and design processes must be people-led with placemaking at its core. Good planning and design do not guarantee that a "space" will become a true "place."

1.3.3 Plan Theme

Early in the process, the Project Team worked with the City to establish a creative and energizing "brand" for the Master Plan in an effort to help generate visibility and excitement for – and subsequent increased engagement with - the planning process.

The City, along with representatives from the PWG selected the theme "Play Doral," with the intention that people would associate Doral's parks and public spaces with enjoyment. But, as was discussed with the PWG, it was important to note that Doral's parks are about much more than just play alone; they are vital pieces of community infrastructure which serve to increase quality of life, connectivity, economic development, sustainability, and community health. This plan reiterates and supports that notion.

In addition to its incorporation within promotional and advertising material, this brand was also integrated into the project-specific website www.PlayDoral.com where residents could track the progress of the plan, review draft documents and presentations, and engage in discussion in real-time throughout the life of the planning process.



Figure 1.3: "Play Doral" master plan "brand."

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02

existing conditions analysis



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2.1 community profile

2.1.1 Demographic Methodology

The Community Profile provides an understanding of the population and lifestyles within the City of Doral, Florida. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographic Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in December 2015 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2015 and 2020 as obtained by ESRI. Straight line linear regression was utilized for projected 2025 and 2030 demographics. Doral's municipal city boundaries were utilized as the demographic analysis boundary.

Race and Ethnicity Definitions

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The 2010 Census data on race is not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the U.S. population over time. The latest definitions and nomenclature, from the 2010 U.S. Census, are used within this analysis.

American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

Black – This includes a person having origins in any of the black racial groups of Africa

Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

2.1.2 Demographic Overview

The total population of the City has recently experienced a very significant increase of approximately 15.74%; from 45,704 in 2010 to 52,896 in 2015. The current estimated population is projected to continue growing at an accelerated rate, increasing to 59,506 individuals in 2020, and 73,405 by 2030.

According to U.S. Census reports, the total number of households in the target area has experienced a coinciding upward trend, increasing roughly 13.54%, from 15,244 in 2010 to 17,308 in 2015. The City's total households are expected to continue to increase at this rapid rate up to 23,438 households by 2030.
The City's median household income ($72,259) and per capita income ($31,468) are both above the state and national averages.

Based on the 2010 Census, the population of the target area is just slightly lower (34.8 years) than the median age of the U.S. (37.2 years). Projections show that the service area will become more evenly distributed over the next 15 years, as the 55+ age segment continues growing.

The estimated 2015 population of the service area is predominantly White Alone (88.83%), with the Asian (3.69%) population representing the largest minority. Future projections show that by 2030 the overall composition of the population will stay relatively unchanged.

Based on the 2010 Census, those of Hispanic/Latino origin represent just under 80% of the City's total population.

2.1.3 Total Population

The City's population has seen a substantial growing trend in recent years and is currently estimated at 52,896 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. **Figure 2.1** illustrates that, based on predictions through 2030, the City is expected to have just over 73,405 residents living within 23,438 households (ESRI, 2015a).

2.1.4 Age Segment

Evaluating the population by age segments, the service area exhibits a somewhat skewed distribution among the four major age segments; with the 35-54 segment representing 34.2% of the City's total population. Currently, the City has a predominately middle-aged population, with the average age of its residents being 34.8 years old.

The overall composition of the City's populace is projected to become more evenly distributed; as the population slowly begins to age. While the 35-54 segment is expected to decrease roughly 6%; the 55+ age segment is projected to increase 3.4% over the next 15 years (**Figure 2.2**). This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment (U.S. Census Bureau, 2010).

When looking at Doral's Parks and Recreation Department, they currently offer a wide variety of programs; primarily focusing on the younger age segments. Moving forward, the Parks and Recreation Department might want to consider expanding their Silver Club for Active Adults program area. This would be a good opportunity to look at introducing new programs for this age segment; especially as the senior population continues to grow over the next 15 years.

Also, given the differences in how the active adults (55+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults. The department could evaluate further splitting program offerings into 55–74 and 75+ program segments.

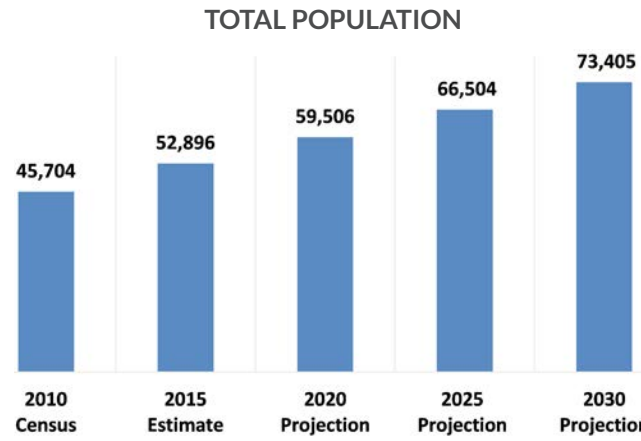


Figure 2.1: Total population, including projections.

2.1.5 Race and Ethnicity

In analyzing race, the service area's current population is predominately White Alone. The 2015 estimate shows that 88.83% of the population falls into the White Alone category, while the Asian category (3.69%) represents the largest minority. The predictions for 2030 expect the population by race to stay relatively unchanged (**Figure 2.3**).

Based on the 2010 Census, those of Hispanic/Latino origin represent just below 80% of the City's total population. **Figure 2.4** illustrates that the Hispanic/ Latino population is expected to grow an additional 4.43% by 2030 (U.S. Census Bureau, 2010).

2.1.6 Households and Income

As seen in **Figure 2.5,** the City's median household income ($72,259) and per capita income ($31,468) are both above the state and national averages (U.S. Census Bureau, 2010).

With the household income being above both the state and national averages, this is a strong indicator of the presence of disposable income. Residents living in Doral will be more likely to desire best in class facilities and be willing to pay for them compared to the average United States citizen.

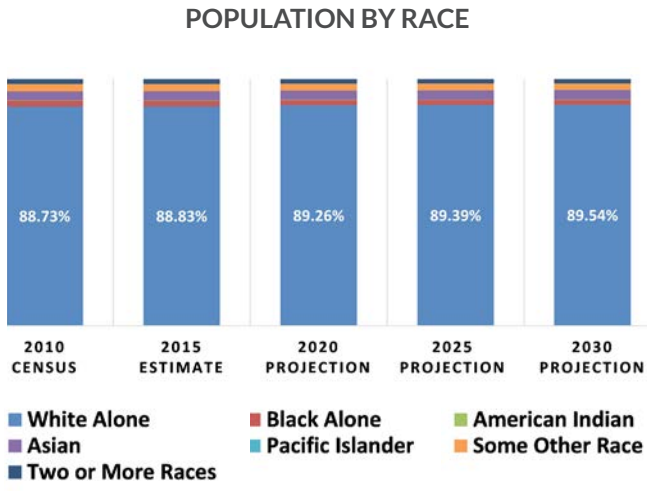


Figure 2.3: Population by race.

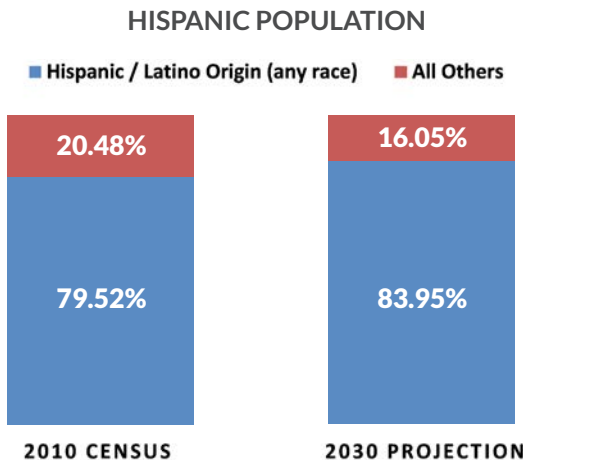


Figure 2.4: Hispanic population.

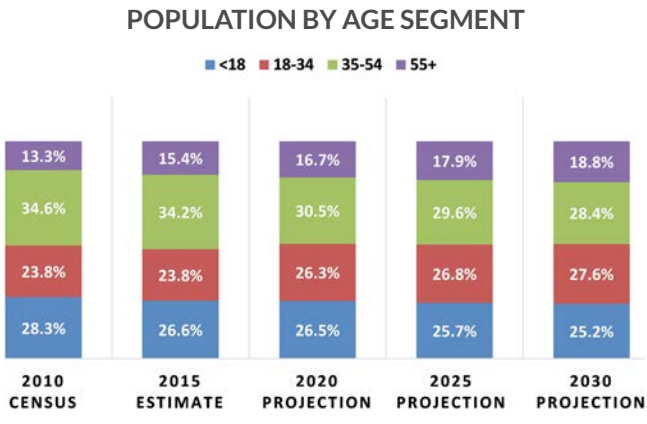


Figure 2.2: Population by age segment.

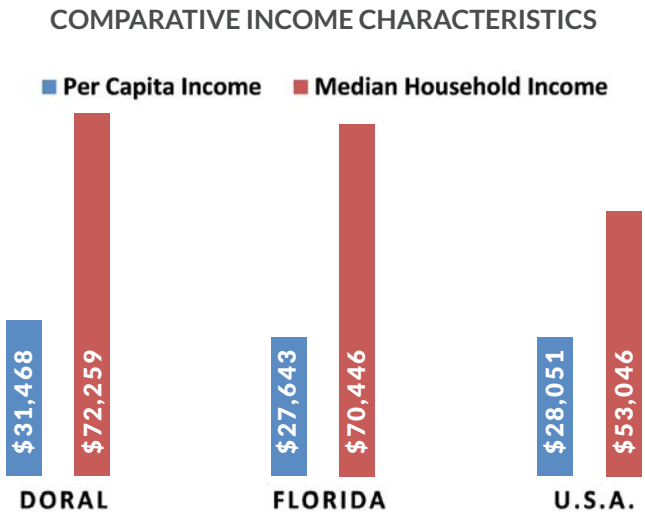


Figure 2.5: Comparative Income Characteristics

2.1.7 Lifestyle Analysis

ESRI's Tapestry Segmentation is a geodemographic system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. This market segmentation system integrates consumer traits with residential characteristics to identify individual markets within a specified area. The Tapestry provides a classification model with 67 distinct, behavioral market segments that depict consumers' lifestyles and lifestages, and detail the diversity of the American population. These individual market segments are then arranged into 14 LifeMode groups that have similar characteristics and market profiles. A brief summary of the 14 LifeMode groups is provided in the table below (ESRI, 2007).

The ESRI Tapestry Segmentation provides an understanding of consumers' lifestyle choices, what they buy, and how they spend their free time for a specified service area. This information is useful in identifying target markets, as well as highlighting segments that are being underserved, to ensure that the Department's offerings are in line with the unique characteristics and preferences of its users.

Analyzing the individual market segments allows informed decision making in providing services based on the specific socioeconomic and demographic composition of the service area. This section will reveal the top five Tapestry Segments that are within different LifeMode Groups, which comprise 89.9% of the population and compare them to the national average (ESRI, 2015a). In addition, detailed graphic summaries (created by ESRI), are provided for the top three Tapestry Segments, together representing 75% of Doral's population.

ESRI LifeMode Group Summaries	
Affluent Estates	Established, well-educated, well-traveled married couples
Upscale Avenues	Prosperous, married couples in higher density neighborhoods
Uptown Individuals	Younger, urban singles on the move
Family Landscapes	Successful younger families in newer housing
GenXurban	Gen X in middle age; families with fewer kids and a mortgage
Cozy Country Living	Empty nesters in bucolic settings
Ethnic Enclaves	Established diversity-young, Hispanic homeowners with families
Middle Ground	Lifestyles of thirty-somethings
Senior Styles	Senior lifestyles reveal the effects of saving for retirement
Rustic Outposts	Country life with older families, older homes
Midtown Singles	Millennials on the move; single, diverse, and urban
Hometown	Growing up and staying close to home; single householders
Next Wave	Urban denizens; young, diverse, hardworking families
Scholars and Patriots	College campuses and military neighborhoods

Figure 2.6: ESRI LifeMode summaries (ESRI, 2007).

Tapestry Segment	LifeMode Group	% of Doral Households	% of U.S. Households
Up and Coming Families	Ethnic Enclaves	49.4%	2.2%
Boomburbs	Affluent Estates	16.4%	1.5%
Metro Fusion	Midtown Singles	10.0%	1.4%
Soccer Moms	Family Landscapes	8.9%	2.8%
Enterprising Professionals	Upscale Avenues	5.2%	1.4%
	TOTAL:	**89.9%**	**9.3%**

Figure 2.7: Top five Tapestry Segments and LifeModes in Doral (ESRI, 2015a).

1 Up and Coming Families (49.4% of households)

- One of the **fastest growing markets** in the country who are younger, ethnically diverse with young families.
- **Hard working labor force** with a low unemployment rate who are ambitious and willing to take some risk to achieve their goals.
- They are careful shoppers and are mindful of prices and are **willing to shop around** for the best deals.
- Residents **find leisure in family activities** and rely on internet for information, shopping, and banking.
- Residents have some college education with a **median age of 30.7** and median household **income of $64,000.**

2 Boomburbs (16.4% of households)

- Residents are well-educated professionals with a **median age of 33.6** and median household **income of $105,000**.
- They are **well connected** and comfortable with the latest technology.
- Primarily **single-family homes** in new neighborhoods.
- Mostly young, married families with children; average **household size is 3.22**.
- Unemployment is low and **most households have more than two workers**.

3 Metro Fusion (10.0% of households)

- Primarily y**oung, single-parent and single-person households** renting multiunit and single family housing, with median **age of 28.8** and median household **income of $33,000.**
- Very diverse market; **many residents do not speak English fluently.**
- **Hard workers** dedicated to climbing the professional and social ladders of life.
- Dichotomy of young residents that are highly connected and older residents that have **little use for modern technology.**
- Leisure activities include **watching TV** and listening to music; popular sports include football and soccer.

4 Soccer Moms (8.9% of households)

- Are **affluent, family-oriented market** who prefer living in the suburban areas over living in the city.
- Most households are married couples with children, with median **age of 36.6** and median household **income of $84,000.**
- Most households have at least **2 vehicles with longer commutes into the city** for work and a high labor for participation rate.
- **Outdoor activities and sports** are characteristic of life in the suburban, such as bicycling, jogging, golfing, boating, and target shooting.
- Carry a **high level of debt**, including first and second mortgages and auto loans.

5 Enterprising Professionals (5.2% of households)

- **Mostly married couples or singles** living in multi-unit and single family homes with median **age of 34.8** and median household **income of $77,000.**
- Well educated **STEM (science, technology, engineering, mathematics) professionals** that change jobs often and supplement their income with high-risk investments.
- **Early adopters of new technology** that enjoy talking about and giving advice on technology, and spend long hours in front of the computer.
- **Activities** include gambling, visiting museums, going to the beach, reading digital books, and watching movies and TV with video-on-demand and high-speed internet connections.
- **Strive to stay youthful and healthy**, eat organic and natural foods, run, and do yoga.



LifeMode Group: Ethnic Enclaves

Up and Coming Families

7A

Households: 2,562,000

Average Household Size: 3.10

Median Age: 30.7

Median Household Income: $64,000

WHO ARE WE?

Up and Coming Families is a market in transition—residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.

OUR NEIGHBORHOOD

- New suburban periphery: new families in new housing subdivisions.
- Building began in the housing boom of the 2000s and continues in this fast-growing market.
- Single-family homes with a median value of $174,000 and a lower vacancy rate.
- The price of affordable housing: longer commute times (Index 116).

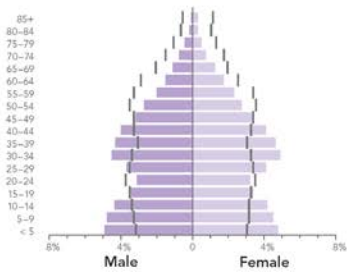
SOCIOECONOMIC TRAITS

- Education: 66% have some college education or degree(s).
- Hard-working labor force with a participation rate of 71% (Index 114) and low unemployment at 7% (Index 81).
- Most households (63%) have 2 or more workers.
- Careful shoppers, aware of prices, willing to shop around for the best deals and open to influence by others' opinions.
- Seek the latest and best in technology.
- Young families still feathering the nest and establishing their style.

AGE BY SEX (Esri data)

Median Age: 30.7 US: 37.6

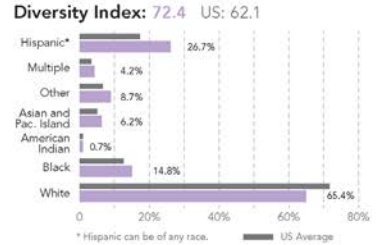
Indicates US



RACE AND ETHNICITY (Esri data)

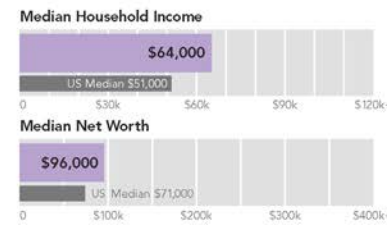
The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 72.4 US: 62.1



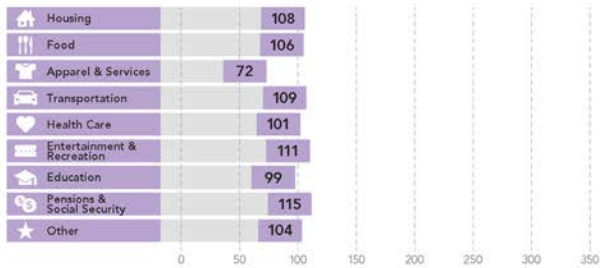
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

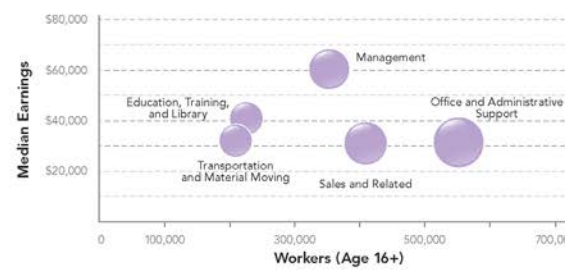


Figure 2.8: Collage of graphics from the ESRI Up and Coming Families Summary Report (ESRI, 2014c).

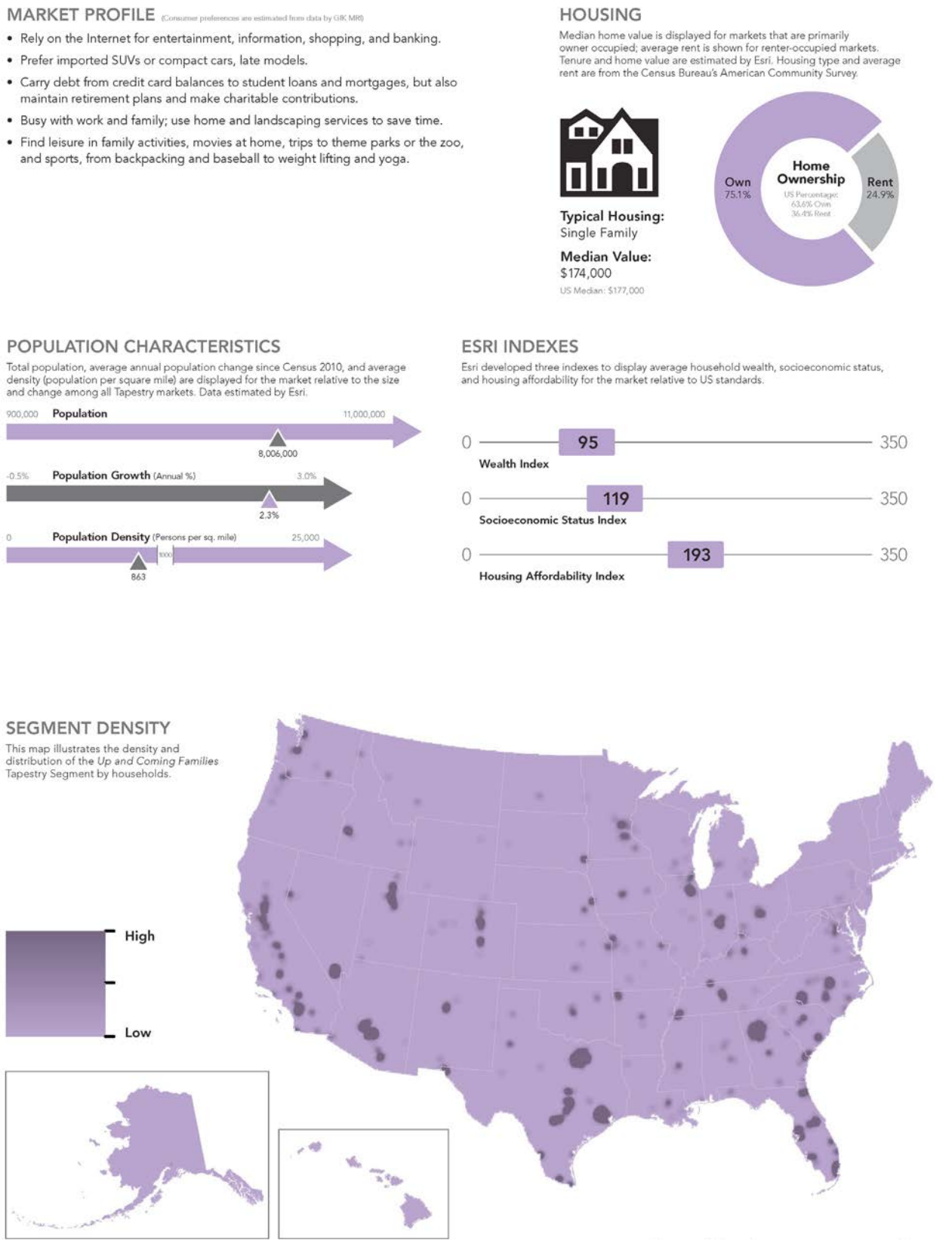


Figure 2.9: Collage of graphics from the ESRI Up and Coming Families Summary Report (ESRI, 2014c).





LifeMode Group: Affluent Estates

Boomburbs

1C

Households: 1,695,000

Average Household Size: 3.22

Median Age: 33.6

Median Household Income: $105,000

WHO ARE WE?

This is the new growth market, with a profile similar to the original: young professionals with families that have opted to trade up to the newest housing in the suburbs. The original *Boomburbs* neighborhoods began growing in the 1990s and continued through the peak of the housing boom. Most of those neighborhoods are fully developed now. This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the *Boomburbs* neighborhoods, although the boom is more subdued now than it was 10 years ago. So is the housing market. Residents are well-educated professionals with a running start on prosperity.

OUR NEIGHBORHOOD

- Growth markets are in the suburban periphery of large metropolitan areas.
- Young families are married with children (Index 221); average household size is 3.22.
- Home ownership is 84% (Index 133), with the highest rate of mortgages, 78% (Index 173).
- Primarily single-family homes, in new neighborhoods, 72% built since 2000 (Index 521).
- Median home value is $293,000 (Index 165).
- Lower housing vacancy rate at 5.3%.
- The cost of affordable new housing comes at the expense of one of the longest commutes to work, over 30 minutes average, including a disproportionate number (34.5%) commuting across county lines (Index 146).

SOCIOECONOMIC TRAITS

- Well educated young professionals, 52% are college graduates (Index 185).
- Unemployment is low at 5.2% (Index 60); high labor force participation at 72% (Index 115); most households have more than two workers (Index 123).
- Longer commute times from the suburban growth corridors (Index 121) have created more home workers (Index 154).
- They are well connected: own the latest devices and understand how to use them efficiently; biggest complaints—too many devices and too many intrusions on personal time.
- Financial planning is well under way for these professionals.

TAPESTRY SEGMENTATION

SEGMENT DENSITY

This map illustrates the density and distribution of the *Boomburbs* Tapestry Segment by households.

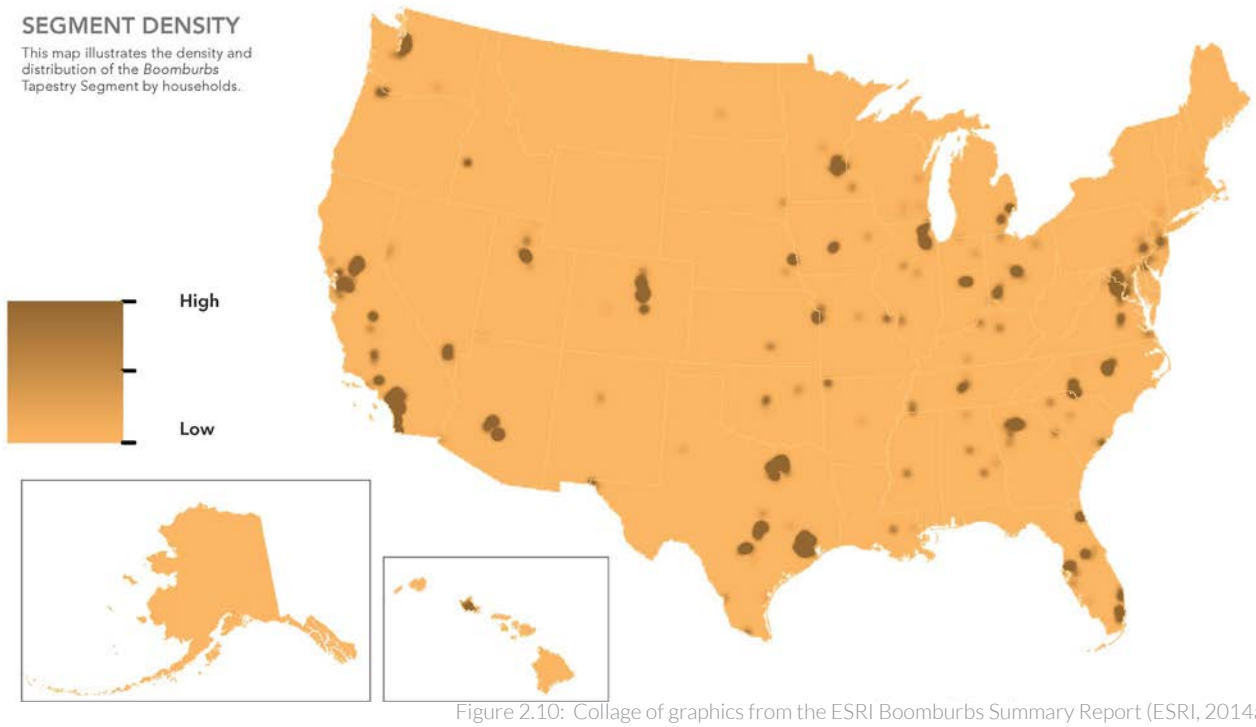


Figure 2.10: Collage of graphics from the ESRI Boomburbs Summary Report (ESRI, 2014a).

MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- *Boomburbs* residents prefer late model imports, primarily SUVs, and also luxury cars and minivans.
- This is one of the top markets for the latest in technology, from smartphones to tablets to Internet connectable televisions.
- Style matters in the *Boomburbs*, from personal appearance to their homes. These consumers are still furnishing their new homes and already remodeling.
- They like to garden but more often contract for home services.
- Physical fitness is a priority, including club memberships and home equipment.
- Leisure includes a range of activities from sports (hiking, bicycling, swimming, golf) to visits to theme parks or water parks.
- Residents are generous supporters of charitable organizations.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



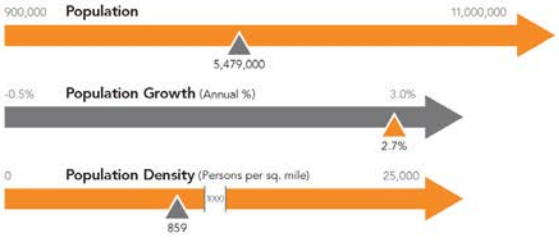
Typical Housing:
Single Family

Median Value:
$293,000
US Median: $177,000



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

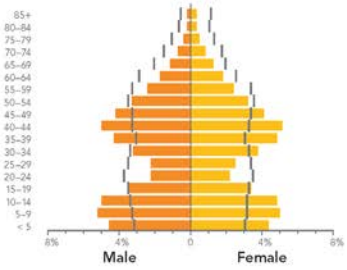


AGE BY SEX

(Esri data)

Median Age: 33.6 US: 37.6

Indicates US

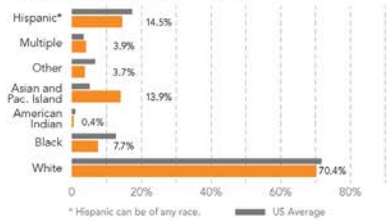


RACE AND ETHNICITY

(Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 60.9 US: 62.1



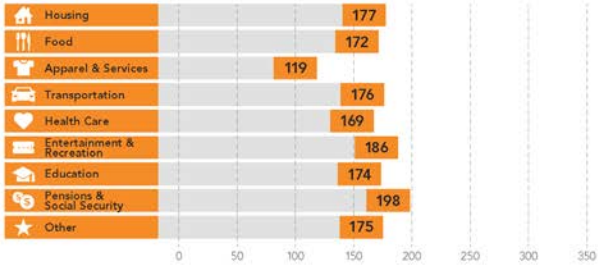
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

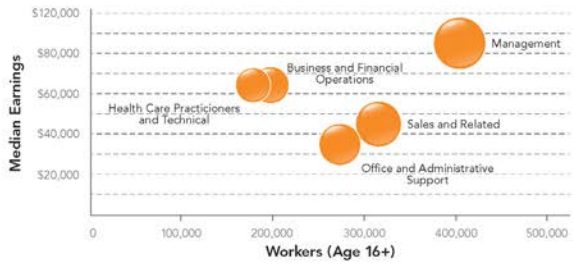


Figure 2.11: Collage of graphics from the ESRI Boomburbs Summary Report (ESRI, 2014a).





LifeMode Group: Midtown Singles

Metro Fusion

11C

Households: 1,664,000

Average Household Size: 2.63

Median Age: 28.8

Median Household Income: $33,000

WHO ARE WE?

Metro Fusion is a young, diverse market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single-parent families. The majority of residents live in midsize apartment buildings. *Metro Fusion* is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social lives. This is particularly difficult for the single parents due to median incomes that are 35% lower than the US level.

OUR NEIGHBORHOOD

- Over 60% of the homes are multiunit structures located in the urban periphery.
- Three quarters of residents are renters, and rents are about ten percent less than the US average.
- The majority of housing units were built before 1990.
- Single-parent and single-person households make up over half of all households.

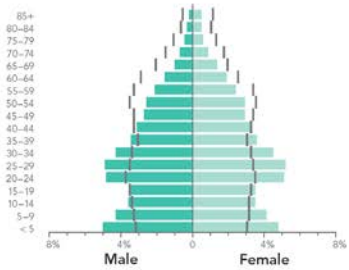
SOCIOECONOMIC TRAITS

- They're a diverse market with 30% black, 34% Hispanic, and 20% foreign born.
- Younger residents are highly connected, while older residents do not have much use for the latest and greatest technology.
- They work hard to advance in their professions, including working weekends.
- They take pride in their appearance, consider their fashion trendy, and stick with the same few designer brands.
- They spend money readily on what's hot unless saving for something specific.
- Social status is very important; they look to impress with fashion and electronics.

AGE BY SEX (Esri data)

Median Age: 28.8 US: 37.6

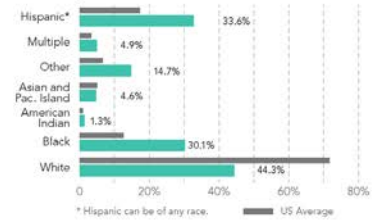
Indicates US



RACE AND ETHNICITY (Esri data)

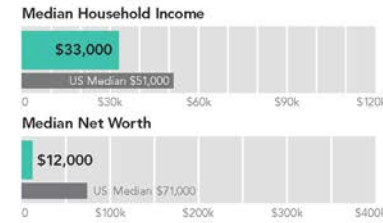
The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 84.0 US: 62.1



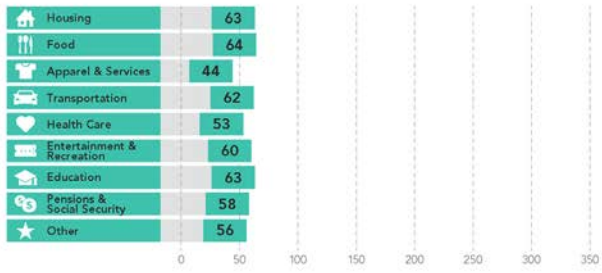
INCOME AND NET WORTH

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AVERAGE HOUSEHOLD BUDGET INDEX

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OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

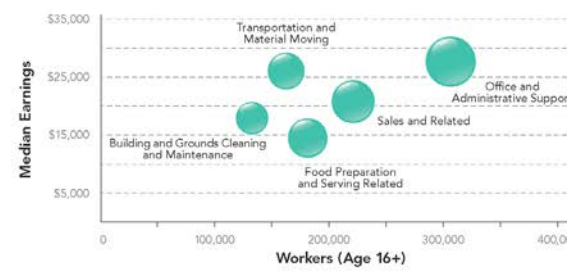


Figure 2.12: Collage of graphics from the ESRI Metro Fusion Summary Report (ESRI, 2014b).

MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- They enjoy watching MTV, BET, Spanish TV networks, and pay-per-view.
- They listen to R&B, rap, Latin, and reggae music.
- Football and soccer are popular sports.
- They shop at discount grocery stores, Kmart, and Walmart.
- They often eat frozen dinners, but when dining out prefer McDonald's, Wendy's, and IHOP.

HOUSING

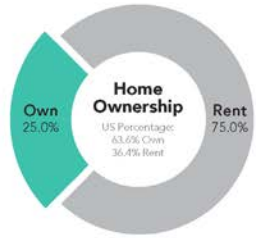
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multiunit Rentals;
Single Family

Average Rent:
$880

US Average: $990



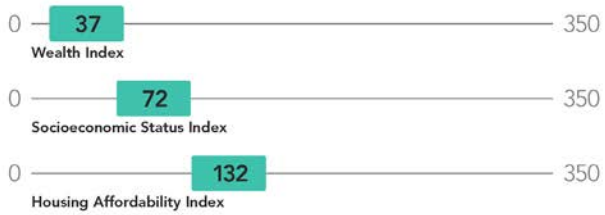
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



SEGMENT DENSITY

This map illustrates the density and distribution of the *Metro Fusion* Tapestry Segment by households.

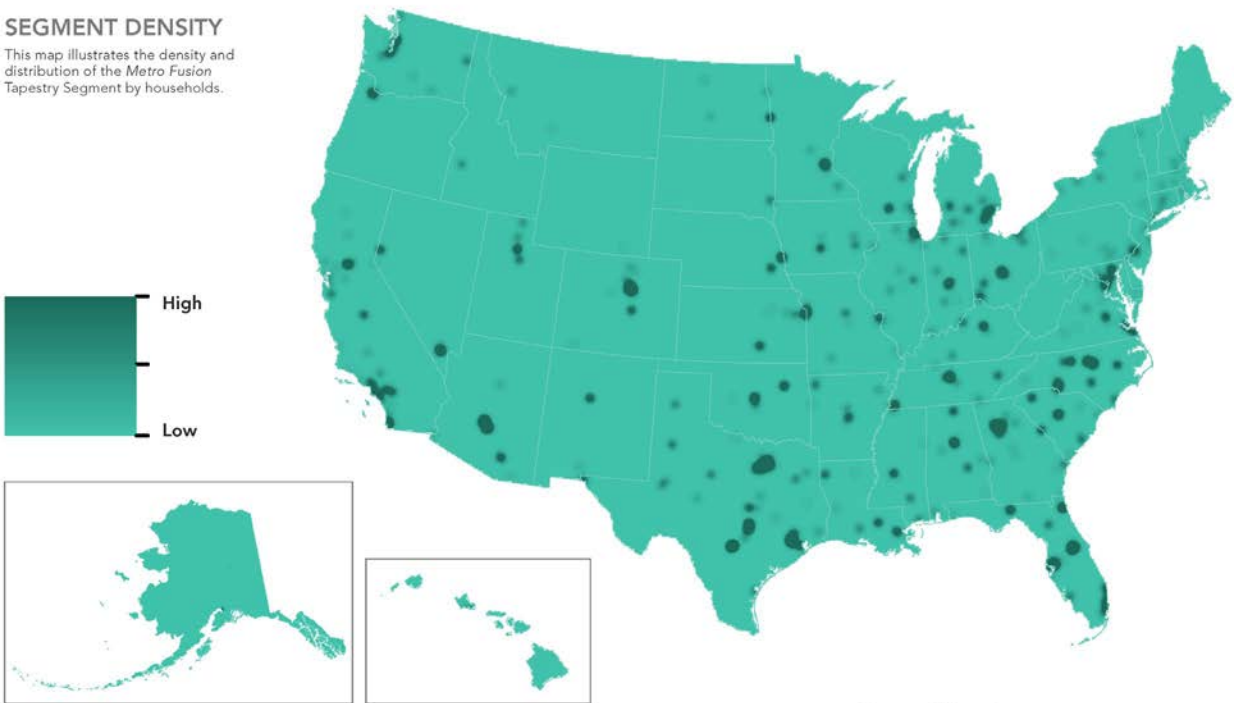


Figure 2.13: Collage of graphics from the ESRI Metro Fusion Summary Report (ESRI, 2014b).



BROWNING
DAY MULLINS
DIERDORF

2.2 trends analysis

2.2.1 Trends Methodology

Utilizing information gleaned largely from the Sports & Fitness Industry Association's (SFIA) *2015 Study of Sports, Fitness, and Leisure Topline Participation Report*, the following section summarizes some of the current trends in recreation on both a national and local scale. This data will allow the City to compare its program offerings – both existing and proposed – against national trends.

2.2.2 Summary of Trends

The following paragraphs summarize the findings from the SFIA's *2015 Sports, Fitness and Leisure Activities Topline Participation Report*, as well as the local market potential index data, which compares the demand for recreational activities and spending of residents for the targeted area to the national averages.

Information released by SFIA reveals that the most popular sport and recreational activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation during the latest year data was available (2014), reported over 112 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23 million people reportedly participating in 2014. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, roller hockey, and gymnastics – all of which have experienced double digit growth over the last five years.

In the past year, the estimated number of "inactives" in America has increased 3%, from 80.2 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Although inactivity was up in 2014, the 209 million "actives" seem to be participating more often and in multiple activities.

The Sports & Fitness Industry Association (SFIA) *2015 Sports, Fitness & Recreational Activities Topline Participation Report* was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

Summary of National Participatory Trends Analysis
Number of "inactives" decreased slightly, those 'active to a healthy level' on the rise: - "Inactives" up 3% in 2014, from 80.2 million to 82.7 million - Approximately one-third of Americans (ages 6+) are active to a healthy level
Most popular sport and recreational activities: 1. Fitness Walking (112.6 million) 2. Running/Jogging (51.1 million) 3. Treadmill (50.2 million)
Most participated in team sports: 1. Golf (24.7 million) 2. Basketball (23 million) 3. Tennis (17.9 million)
Activities most rapidly growing over last five years: 1. Adventure Racing – up 136% 2. Non-traditional/Off-road Triathlon – up 123% 3. Squash – up 101% 4. Traditional/Road Triathlon – up 92% 5. Rugby – up 77%
Activities most rapidly declining over last five years: 1. Wrestling – down 40% 2. Touch Football – down 32% 3. In-line Roller Skating – down 32% 4. Racquetball – down 25% 5. Slow-pitch Softball – down 23%

Figure 2.14: Summary of National Participatory Trends Analysis, as reported by SFIA in 2015 (SFIA, 2015).

Summary of Local Market Potential Index Analysis
1. The service area exhibits above average market potential for sport and leisure activities.
2. Top recreational activities in Doral compared to the national averages **- Attended Basketball Game- NBA regular season** **- Visited a Theme Park** **- Attended Football Game- College** **- Participated in Jogging/Running**

Figure 2.15: Summary of Local Market Potential Index (ESRI, 2015).

2.2.3 National Trends in General Sports

The most heavily participated in sports for 2014 were golf (24.7 million) and basketball (23 million). While both of these activities have seen declining participation levels in recent years, the numbers of participants for each activity are well above the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with a relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a driveway pickup game.

As seen in **Figure 2.16,** since 2009, squash and other niche sports, like lacrosse and rugby, have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 100% over the last five years. Based on survey findings from 2009-2014, rugby and lacrosse have also experienced significant growth, increasing by 77% and 73% respectively. Other sports with notable growth in participation

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Golf	27,103	24,720	24,700	-0.1%	-8.9%
Basketball	25,131	23,669	23,067	-2.5%	-8.2%
Tennis	18,546	17,678	17,904	1.3%	-3.5%
Baseball	14,429	13,284	13,152	-1.0%	-8.9%
Soccer (Outdoor)	13,957	12,726	12,592	-1.1%	-9.8%
Badminton	7,469	7,150	7,176	0.4%	-3.9%
Softball (Slow Pitch)	9,180	6,868	7,077	3.0%	-22.9%
Football, Touch	9,726	7,140	6,586	-7.8%	-32.3%
Volleyball (Court)	7,737	6,433	6,304	-2.0%	-18.5%
Football, Tackle	7,243	6,165	5,978	-3.0%	-17.5%
Football, Flag	6,932	5,610	5,508	-1.8%	-20.5%
Volleyball (Sand/Beach)	4,324	4,769	4,651	-2.5%	7.6%
Gymnastics	3,952	4,972	4,621	-7.1%	16.9%
Soccer (Indoor)	4,825	4,803	4,530	-5.7%	-6.1%
Ultimate Frisbee	4,636	5,077	4,530	-10.8%	-2.3%
Track and Field	4,480	4,071	4,105	0.8%	-8.4%
Racquetball	4,784	3,824	3,594	-6.0%	-24.9%
Cheerleading	3,070	3,235	3,456	6.8%	12.6%
Pickleball	N/A	N/A	2,462	N/A	N/A
Softball (Fast Pitch)	2,476	2,498	2,424	-3.0%	-2.1%
Ice Hockey	2,018	2,393	2,421	1.2%	20.0%
Lacrosse	1,162	1,813	2,011	10.9%	73.1%
Wrestling	3,170	1,829	1,891	3.4%	-40.3%
Roller Hockey	1,427	1,298	1,736	33.7%	21.7%
Squash	796	1,414	1,596	12.9%	100.5%
Field Hockey	1,092	1,474	1,557	5.6%	42.6%
Boxing for Competition	N/A	1,134	1,278	12.7%	N/A
Rugby	720	1,183	1,276	7.9%	77.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 2.16: National participatory trends for general sports (SFIA, 2015).

over the last five years were field hockey (42.6%), roller hockey (21.7%), ice hockey (20%), gymnastics (16.9%), and cheerleading (12.6%). In the last year, the fastest growing sports were roller hockey (33.7%), squash (12.9%), competition boxing (12.7%), lacrosse (10.9%), and rugby (7.9%). During the last five years, the sports that are most rapidly declining include wrestling (40.3% decrease), touch football (down 32.3%), and racquetball (24.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2014 include golf (24.7 million), basketball (23 million), tennis (17.9 million), baseball (13.1 million), and outdoor soccer (12.6 million). Although four out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities (SFIA, 2015).

2.2.4 National Trends in Aquatics

Swimming is unquestionably a lifetime sport, and activities in aquatics have remained very popular among Americans. Fitness swimming is the absolute leader in multi-generational appeal with over 25 million reported participants in 2014 (**Figure 2.17**). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic exercise has a strong participation base, and has recently experienced an upward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling of injuries (SFIA, 2015).

National Participatory Trends - Aquatics					
Activity	**Participation Levels**			**% Change**	
	2009	**2013**	**2014**	**13-14**	**09-14**
Swimming (Fitness)	N/A	26,354	25,304	-4.0%	N/A
Aquatic Exercise	8,965	8,483	9,122	7.5%	1.8%
Swimming (Competition)	N/A	2,638	2,710	2.7%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 2.17: National participatory trends for aquatics (SFIA, 2015).

2.2.5 National Trends in General Fitness

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions. The most popular fitness activity by far is fitness walking, which had over 112.5 million participants in 2014. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). **Figure 2.18** illustrates that most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%) (SFIA, 2015).

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Fitness Walking	110,882	117,351	112,583	-4.1%	1.5%
Running/Jogging	42,511	54,188	51,127	-5.6%	20.3%
Treadmill	50,395	48,166	50,241	4.3%	-0.3%
Free Weights (Hand Weights)	N/A	43,164	41,670	-3.5%	N/A
Weight/Resistant Machines	39,075	36,267	35,841	-1.2%	-8.3%
Stationary Cycling (Recumbent/Upright)	36,215	35,247	35,693	1.3%	-1.4%
Stretching	36,299	36,202	35,624	-1.6%	-1.9%
Free Weights (Dumbells)	N/A	32,209	30,767	-4.5%	N/A
Elliptical Motion Trainer	25,903	27,119	28,025	3.3%	8.2%
Free Weights (Barbells)	26,595	25,641	25,623	-0.1%	-3.7%
Yoga	18,934	24,310	25,262	3.9%	33.4%
Calisthenics/Bodyweight Exercise	N/A	N/A	22,390	N/A	N/A
Aerobics (High Impact)	12,771	17,323	19,746	14.0%	54.6%
Stair Climbing Machine	13,653	12,642	13,216	4.5%	-3.2%
Pilates Training	8,770	8,069	8,504	5.4%	-3.0%
Stationary Cycling (Group)	6,762	8,309	8,449	1.7%	24.9%
Trail Running	4,845	6,792	7,531	10.9%	55.4%
Cross-Training	N/A	6,911	6,774	-2.0%	N/A
Cardio Kickboxing	5,500	6,311	6,747	6.9%	22.7%
Martial Arts	6,643	5,314	5,364	0.9%	-19.3%
Boxing for Fitness	N/A	5,251	5,113	-2.6%	N/A
Tai Chi	3,315	3,469	3,446	-0.7%	4.0%
Barre	N/A	2,901	3,200	10.3%	N/A
Triathlon (Traditional/Road)	1,148	2,262	2,203	-2.6%	91.9%
Triathlon (Non-Traditional/Off Road)	634	1,390	1,411	1.5%	122.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)

Figure 2.18: National participatory trends for general fitness (SFIA, 2015).

2.2.6 National Trends in Outdoor Recreation

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous outdoor recreation activities (**Figure 2.19**). Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2014, the most popular activities in the outdoor recreation category include road bicycling (40 million), freshwater fishing (38 million), and day hiking (36 million) (SFIA, 2015).

From 2009-2014, outdoor recreation activities that have undergone large increases are adventure racing (up 136%), archery (up 33%), backpacking overnight (up 30%), and BMX bicycling (up 27%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32%), camping within ¼ mile of home or vehicle (down 16%), and recreational vehicle camping (down 14%) (SFIA, 2015).

National Participatory Trends - Outdoor Recreation					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Bicycling (Road)	39,127	40,888	39,725	-2.8%	1.5%
Fishing (Freshwater)	40,646	37,796	37,821	0.1%	-7.0%
Hiking (Day)	32,542	34,378	36,222	5.4%	11.3%
Camping (< 1/4 Mile of Vehicle/Home)	34,012	29,269	28,660	-2.1%	-15.7%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	22,702	21,359	21,110	-1.2%	-7.0%
Camping (Recreational Vehicle)	16,977	14,556	14,633	0.5%	-13.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,847	14,152	13,179	-6.9%	-4.8%
Fishing (Saltwater)	13,054	11,790	11,817	0.2%	-9.5%
Backpacking Overnight	7,757	9,069	10,101	11.4%	30.2%
Archery	6,368	7,647	8,435	10.3%	32.5%
Bicycling (Mountain)	7,367	8,542	8,044	-5.8%	9.2%
Hunting (Shotgun)	8,611	7,894	7,894	0.0%	-8.3%
Skateboarding	7,580	6,350	6,582	3.7%	-13.2%
Roller Skating, In-Line	8,942	6,129	6,061	-1.1%	-32.2%
Fishing (Fly)	5,755	5,878	5,842	-0.6%	1.5%
Climbing (Sport/Indoor/Boulder)	4,541	4,745	4,536	-4.4%	-0.1%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,319	2,457	6.0%	19.2%
Adventure Racing	1,005	2,095	2,368	13.0%	135.6%
Bicycling (BMX)	1,858	2,168	2,350	8.4%	26.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 2.19: National participatory trends for outdoor recreation (SFIA, 2015).

2.2.7 Local Market Potential

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the City of Doral. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and money spent on miscellaneous recreation.

Overall, the City of Doral demonstrates above average market potential index (MPI) numbers; this is particularly noticeable in the general sports, fitness, and money spent on recreation market potential tables. All three of these categories don't have any activities below a 103 MPI score. Looking at the outdoor activity market potential table, even though it has a few activities with MPI scores below 100, a majority of the activities are well above the national averages. These overall high MPI scores show that Doral's residents have a rather strong participation present. This becomes significant when the Parks and Recreation Department considers hosting special events or starting up new programs; giving them a strong tool to estimate resident attendance.

The following tables illustrate the sport and leisure trends that are most prevalent for residents within the City of Doral. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the City's residents.

High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the service area will actively participate in programs offered by the Parks and Recreation Department.

Local Participatory Trends - General Sports

Activity	Estimated Participants	% of Population		MPI
		Doral	USA	
Golf	4,279	11.0%	9.4%	**117**
Basketball	3,329	8.6%	8.3%	**103**
Football	2,209	5.7%	5.0%	**114**
Tennis	2,090	5.4%	4.3%	**126**
Baseball	1,915	4.9%	4.5%	**110**
Soccer	1,726	4.4%	3.7%	**118**
Volleyball	1,562	4.0%	3.5%	**114**
Softball	1,513	3.9%	3.4%	**114**

Figure 2.20: Local participatory trends for general sports (ESRI, 2015).

Local Participatory Trends - Fitness

Activity	Estimated Participants	% of Population		MPI
		Doral	USA	
Walking for exercise	11,592	29.9%	27.9%	**107**
Swimming	7,258	18.7%	15.8%	**118**
Jogging/running	6,850	17.6%	12.7%	**139**
Weight lifting	5,431	14.0%	10.6%	**132**
Aerobics	4,413	11.4%	9.0%	**127**
Yoga	3,392	8.7%	7.1%	**122**
Pilates	1,211	3.1%	2.8%	**112**

Figure 2.21: Local participatory trends for fitness (ESRI, 2015).

Local Participatory Trends - Outdoor Activity

Activity	Estimated Participants	% of Population		MPI
		Doral	USA	
Hiking	4,929	12.7%	10.0%	**127**
Fishing (fresh water)	4,699	12.1%	12.3%	**98**
Bicycling (road)	4,010	10.3%	9.8%	**105**
Bicycling (mountain)	2,007	5.2%	4.0%	**129**
Boating (power)	1,797	4.6%	5.2%	**88**
Canoeing/kayaking	1,793	4.6%	5.3%	**86**
Fishing (salt water)	1,599	4.1%	4.0%	**102**
Backpacking	1,153	3.0%	3.0%	**101**
Horseback riding	976	2.5%	2.4%	**103**

Figure 2.22: Local participatory trends for outdoor activities (ESRI, 2015).

Local Participatory Trends -Money Spent on Recreation

Activity	Estimated Participants	% of Population		MPI
		Doral	USA	
Attended sports event	11,448	29.5%	23.6%	**125**
Visited a theme park	9,914	25.5%	18.0%	**142**
Visited a zoo	6,290	16.2%	11.7%	**138**
Went overnight camping	5,774	14.9%	12.7%	**117**
Attended baseball game - MLB reg seas	4,758	12.3%	9.6%	**128**
Spent $250+ on sports/rec equip	3,559	9.2%	7.0%	**131**
Attended football game (college)	3,053	7.9%	5.7%	**139**
Spent $100-249 on sports/rec equip	2,814	7.2%	6.5%	**111**
Spent $1-99 on sports/rec equip	2,524	6.5%	6.0%	**109**
Attended football game - NFL weekend	2,496	6.4%	4.6%	**138**
Attended high school sports	2,207	5.7%	4.6%	**123**
Attended basketball game - NBA reg seas	1,919	4.9%	3.1%	**157**
Visited indoor water park	1,553	4.0%	3.1%	**128**
Attended basketball game (college)	1,442	3.7%	2.9%	**126**
Attended football game - NFL Mon/Thurs	1,311	3.4%	2.6%	**131**
Attended ice hockey - NHL reg seas	1,147	3.0%	2.8%	**106**

Figure 2.23: Local participatory trends for money spent on recreation (ESRI, 2015).

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BROWNING
DAY MULLINS
DIERDORF

2.3 evaluation of existing parks + recreation facilities

2.3.1 Site Evaluation Methodology

The Project Team, along with City of Doral Parks & Recreation staff, visited the City's parks and recreation facilities during the week of February 8, 2016. The City's existing parks were evaluated using the following five key criteria:

1. ACCESS: Proximity, Access + Linkages

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

2. COMFORT: Comfort + Image

- **First impression / overall attractiveness.** Is the park attractive at first glance?
- **Feeling of safety.** Does the park feel safe at the time of the visit?
- **Cleanliness / overall quality of maintenance (Exterior Site).** Are exterior areas of the park clean and free of litter?
- **Cleanliness / overall quality of maintenance (Interior Site).** Are interior spaces of the park clean and free of litter?
- **Comfort of places to sit.** Are there a variety of different, comfortable places to sit?
- **Protection from bad weather.** Is there shelter in case of bad weather?
- **Evidence of management / stewardship (Exterior Site).** Is there visual evidence of exterior site management?
- **Evidence of management / stewardship (Interior Site).** Is there visual evidence of interior space management?

3. USE: Uses, Activities, + Sociability

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

4. SUSTAINABILITY: Environmental Sustainability

- **Stormwater management.** Is green infrastructure present to help manage stormwater?
- **Multi-modal capacity.** Is the park accessible by multiple modes of transportation (bikes, bus, walking, driving, etc.)?

- **Co-location / integration of infrastructure.** Does the park serve multiple community infrastructure purposes?
- **Facility energy efficiency.** Has the site been updated with energy efficient components *(if applicable)*?

5. BUILDINGS: Buildings + Architecture

(If a building/structure is present on the site)

- **Image and aesthetics.** Is the building attractive and contextually sensitive?
- **Clarity of entry and connection to the park.** Is the building integrated into its surroundings?
- **Interior finishes, furniture, and equipment.** Are the furnishings and equipment inside the building of good condition and quality?
- **Building enclosure.** Is there any obvious need for repairs to the building shell?
- **Building systems.** Are all mechanical, electrical and plumbing systems in working order?

Each of the sites was scored based on the above questions using a scale of 1 to 5:



1.0 = Well Below Expectations
2.0 = Not Meeting Expectations
3.0 = Meets Expectations
4.0 = Exceeds Expectations
5.0 = Far Exceeds Expectations

Each whole number represents a performance tier. Scores were assigned based on an evaluation of the site and the buildings compared to other sites in the City. Although the process of scoring is inherently subjective, multiple evaluators were present to discuss each score and reach consensus.

The purpose of the rigorous scoring was to establish an understanding of how the park system rates in terms of quality and its ability to serve users within the City of Doral specifically and to identify areas for potential improvement.

2.3.2 Summary of Findings

Figure 2.24 provides a summary matrix of the park system's average score; individual scores under "3" indicate an area of under-performance, and are highlighted in orange or red.

Overall, the City has an impressive park system. Almost all of the City's parks scored in the range of 3.1 – 3.8 ("meets expectations") with an overall average score of 3.4. Morgan Levy Park and Trails and Tails Park scored the highest, each with a score of 3.8. Doral Central Park scored the lowest at 2.9 ("not meeting expectations"). The score for Doral Central Park was largely influenced by the low score of 2.5 in the Comfort criteria and 2.8 in the Access criteria. Subsequent pages provide additional information about Doral Central Park's scores.

Common strengths across all parks include ADA compliance, lighting, first impression/overall attractiveness, cleanliness/overall quality of maintenance, and building enclosures. Park staff does an outstanding job maintaining and keeping the parks clean and in good order; especially considering the high amount of use that most of the parks receive.

Common limitations across all parks include visibility from a distance, protection from bad weather, and general signs of over-use. Most of the parks are bordered by developed sites that limit views into the park, and are heavily programmed and inflexible. Additionally, many of the parks have limited shelters. Shelters and protection from inclement weather is important in Florida, particularly during the summer months when the temperatures are high and thunderstorms are frequent.

Most of the sub-categories of the Buildings Criteria also scored low. It is important to note that the overall scores were driven down by the poor performance of the building in Doral Meadow Park. The building in Morgan Levy scored well.

The following pages provide additional information regarding each of the City's six park evaluations. Copies of the original park evaluation forms can be found in Section 6.4 of the Appendix.

PARK SITE EVALUATIONS SUMMARY MATRIX — Parks	Doral Central Park	Downtown Doral Park	Doral Meadow Park	Morgan Levy Park	Trails and Tails Park	Veterans Park	Average Score
1. ACCESS: Proximity, Access and Linkages	2.8	4.0	4.0	3.8	3.8	3.6	3.7
Visibility from a distance	2	5	3	2	4	1	2.8
Ease of walking to the park	2	4	3	3	3	3	3.0
Clarity of information/signage	3	3	4	4	4	4	3.7
ADA Compliance	4	5	5	5	5	5	4.8
Lighting (if applicable)	3	3	5	5	3	5	4.0
2. COMFORT: Comfort and Image	2.5	3.7	3.6	4.1	3.7	3.5	3.5
First impression/overall attractiveness	3	5	4	5	4	4	4.2
Feeling of safety	4	4	4	4	4	2	3.7
Cleanliness/overall quality of maintenance (exterior)	2	4	4	5	4	5	4.0
Cleanliness/overall quality of maintenance (interior)	-	-	3	4	-	-	3.5
Comfort of places to sit	2	4	4	4	4	4	3.7
Protection from bad weather	2	1	3	3	2	2	2.2
Evidence of management/stewardship (exterior)	2	4	4	4	4	4	3.7
Evidence of management/stewardship (interior)	-	-	3	4	-	-	3.5
3. USE: Uses, Activities, and Sociability	3.4	3.0	3.6	3.8	3.8	2.8	3.4
Mix of uses/things to do	2	2	4	5	3	2	3.0
Level of activity	3	3	5	5	5	2	3.8
Sense of pride/ownership	2	4	4	4	5	4	3.8
Programming flexibility	5	3	3	3	2	3	3.2
Ability of facility to effectively support current organized programming	5	3	2	2	4	3	3.2
4. SUSTAINABILITY : Environmental Sustainability	3.0	3.3	3.3	3.3	4.0	3.0	3.3
Stormwater management	3	3	3	3	3	3	3.0
Multi-modal Capacity	2	4	4	4	5	3	3.7
Co-Location/Integration of Infrastructure	4	3	3	3	5	3	3.5
Facility Energy Efficiency	3	3	3	3	3	3	3.0
5. BUILDINGS: Buildings and Architecture (if applicable)			2.0	3.8			2.9
Image and aesthetics	-	-	1	4	-	-	2.5
Clarity of entry and connection to the park	-	-	1	3	-	-	2.0
Interior finishes, furniture, and equipment	-	-	1	4	-	-	2.5
Building enclosure	-	-	4	4	-	-	4.0
Building systems	-	-	3	4	-	-	3.5
Average Score Without Building/Architecture (Max 5)	2.9	3.5			3.8	3.2	
Average Score with Building/Architecture (Max 5)			3.3	3.8			**3.4** Overall Average

Figure 2.24: City of Doral existing park site evaluation scoring matrix.

2.3.3 Doral Central Park

Overall Average Park Score: 2.9

Proximity, Access, + Linkages: 2.8

Located in the southeastern quadrant of the City, Doral Central Park (formerly JC Bermudez Park) is bordered by industrial properties on the north and south, a major north-south roadway on the east, and a state-owned radar facility to the west. Natural surveillance and "eyes into the park" are limited to the eastern boundary of the park and along a portion of the north-western edge of the park. The park is currently accessible via a primary entrance off of NW 87th Avenue and a service entrance off of NW 33rd Street. NW 87th Avenue has 5' sidewalks that provide pedestrian access to the park with a vegetative buffer, however no shade trees or bike lanes are present. Signage in the park is limited to identification and regulatory signage.

Comfort + Image: 2.5

Doral Central Park is largely comprised of unprogrammed greenspace. The park is not as well maintained as other City parks. While the park has a variety of seating areas including picnic tables and benches scattered throughout the park, there are no shelters for protection from inclement weather.

Uses, Activities + Sociability: 3.4

Doral Central Park is predominantly used by residents for walking, jogging, running biking, and large special events. Amenities and facilities in the park are limited and as such the park does not see as much as activity as other City parks. However, the large amount of undeveloped greenspace allows for maximum flexibility and effective support of large, organized special events. The lake in the center of the park is not accessible, and limits that flexibility.

Sustainability: 3.0

Environmental sustainability in Doral Meadow Park is exhibited through stormwater management, multi-modal capacity, and co-location/integration of infrastructure. The park is predominantly comprised of undeveloped greenspace co-located around a large water body, which facilitates the natural treatment of stormwater. Multi-purpose path and bike lanes around the park encourage multi-modal capacity, however, trail connections into the park are missing.



Figure 2.25: Sidewalks leading to Doral Central Park.



Figure 2.26: Greenspace and picnic tables around the lake.



Figure 2.27: Looping multi-purpose path.



Figure 2.28: Aerial view of Doral Central Park with markers indicating approximate locations of referenced photos.



Figure 2.29: Bike and pedestrian lanes on looping roadway.



Figure 2.30: Undeveloped greenspace and central water body.

2.3.4 Downtown Doral Park

Overall Average Park Score: 3.6

Proximity, Access, + Linkages: 4.0

Located across from the City Hall, Doral Downtown Park is one of the City's newest and most urban parks. The park is surrounded by public rights-of-way on all four sides and benefits from maximum natural surveillance and ample views into the park. Large sidewalks with palm trees connect the park to surrounding areas, including City Hall and several mixed-use developments.

Comfort + Image: 3.7

Similar to most parks in the City, Doral Downtown Park is very well maintained and exhibits a high level of overall cleanliness and maintenance. The design of the is park is notably more contemporary - and urban - than the other existing park sites. While the park has a variety of seating areas including picnic tables, benches, seat walls, and boulders, there are no flexible seating areas with movable furniture (something worth adding in the future). Although there are no shelters for protection from inclement weather within the park, City Hall is immediately adjacent to the site. Covered playgrounds enhance the user experience for children.

Uses, Activities + Sociability: 3.0

Doral Downtown Park provides users with a few amenities including a covered playground, multi-purpose open space/amphitheater, picnic areas, and a multi-purpose path. Programmed events and the playground generate the most activity in the park. However, the park is not as active as other City parks; as development in the downtown area increases, this trend may change. The large multi-purpose greenspace with sculpture/covered stage area allows flexibility and effective support for programmed events. The City is in the process of exploring the feasibility of expanding the park to the east, which would allow for additional programming opportunities.

Sustainability: 3.3

Environmental sustainability in the Doral Downtown Park is exhibited through stormwater management, multi-modal capacity, and xeriscaping. Limited hardscape facilitates the natural percolation and treatment of stormwater. Large sidewalks, low-volume, and low-speed streets with sharrow markings encourage multi-modal access to the park from surrounding areas.



Figure 2.31: Sidewalks leading to Downtown Doral Park.

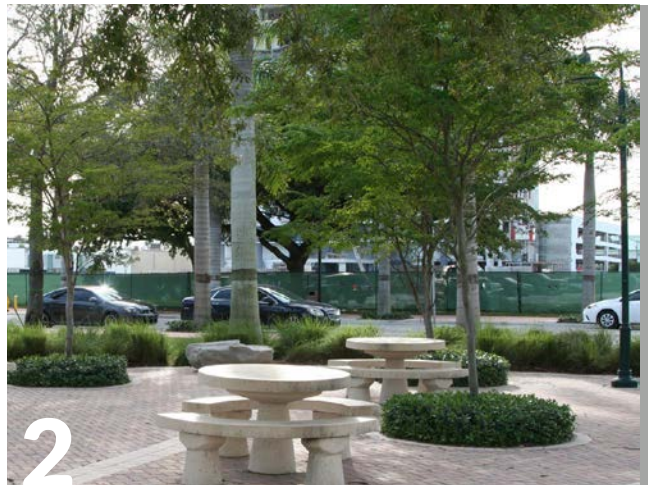


Figure 2.32: Seating area adjacent to City Hall.



Figure 2.32: Covered playgrounds.

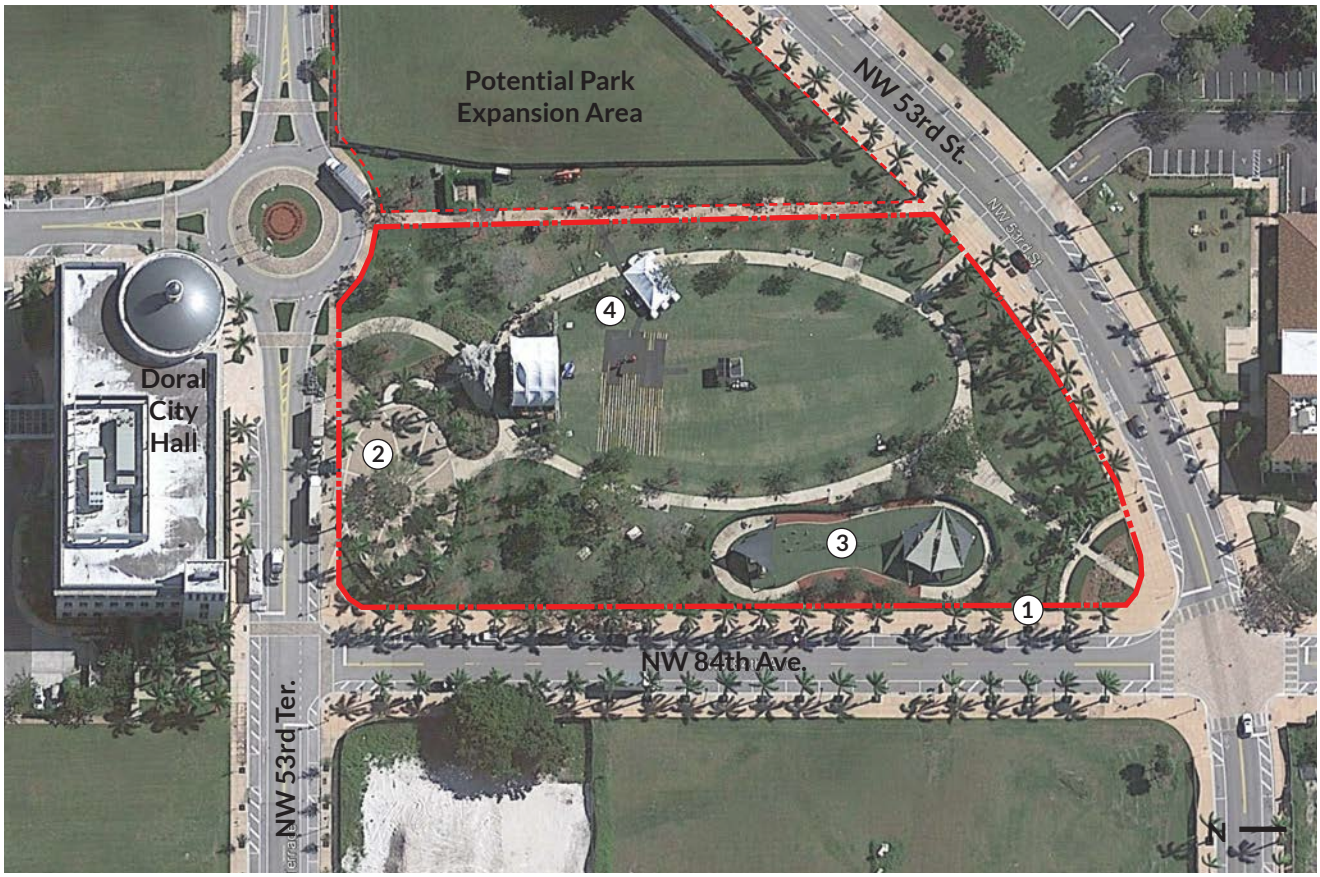


Figure 2.34: Aerial view of Downtown Doral Park with markers indicating approximate locations of referenced photos.



Figure 2.35: Multi-purpose open space with sculpture/covered stage space.

2.3.5 Doral Meadow Park

Overall Average Park Score: 3.3

Proximity, Access, + Linkages: 4.0

Doral Meadow Park is one of the City's main athletic facilities, catering largely to baseball and football. The park is bordered by townhomes to the north, Eugenia B. Thomas Elementary School to the east, a canal to the west, and NW 58th Street to the south. Natural surveillance and "eyes into the park" are limited to the southern and western boundaries of the park. While buffered with vegetation, the townhomes to the north create an unfavorable relationship between the park and the apartments. The park is entirely fenced in, accessible through an entrance off of NW 58th Street, and a connection to the City's trail system to the south. Signage includes identification, regulatory, and amenity/facility informational signage.

Comfort + Image: 3.6

Doral Meadow Park is largely comprised of well maintained and attractive recreational facilities. Overall, Doral Meadow Park is very well maintained and exhibits a high level of overall cleanliness and maintenance. The park has a variety of amenities and seating areas, many of which are covered and provide users with enhanced comfort.

Uses, Activities + Sociability: 3.6

Doral Meadow Park is highly programmed spatially and programmatically. A variety of high-quality facilities and amenities for users of all ages, as well as use by students from the adjacent elementary school, keep the park active throughout the day. The site also has a fitness trail (with accompanying informational signage), which if used by residents, can have a positive effect on community health. Overall flexibility is limited due to the highly programmed nature of the park and limited parking is reported to be an issue during athletic events.

Sustainability:

Environmental sustainability in Doral Central Park 3.3 is exhibited through multi-modal capacity and co-location with a public school. A multi-purpose trail connects the park to the City's trails system which encourages multi-modal access to the park.



Figure 2.36: Multi-purpose trail connecting to Doral Meadow Park.



Figure 2.37: Artificial turf football field with covered seating.



Figure 2.38: Fitness trail separating the football and baseball areas.

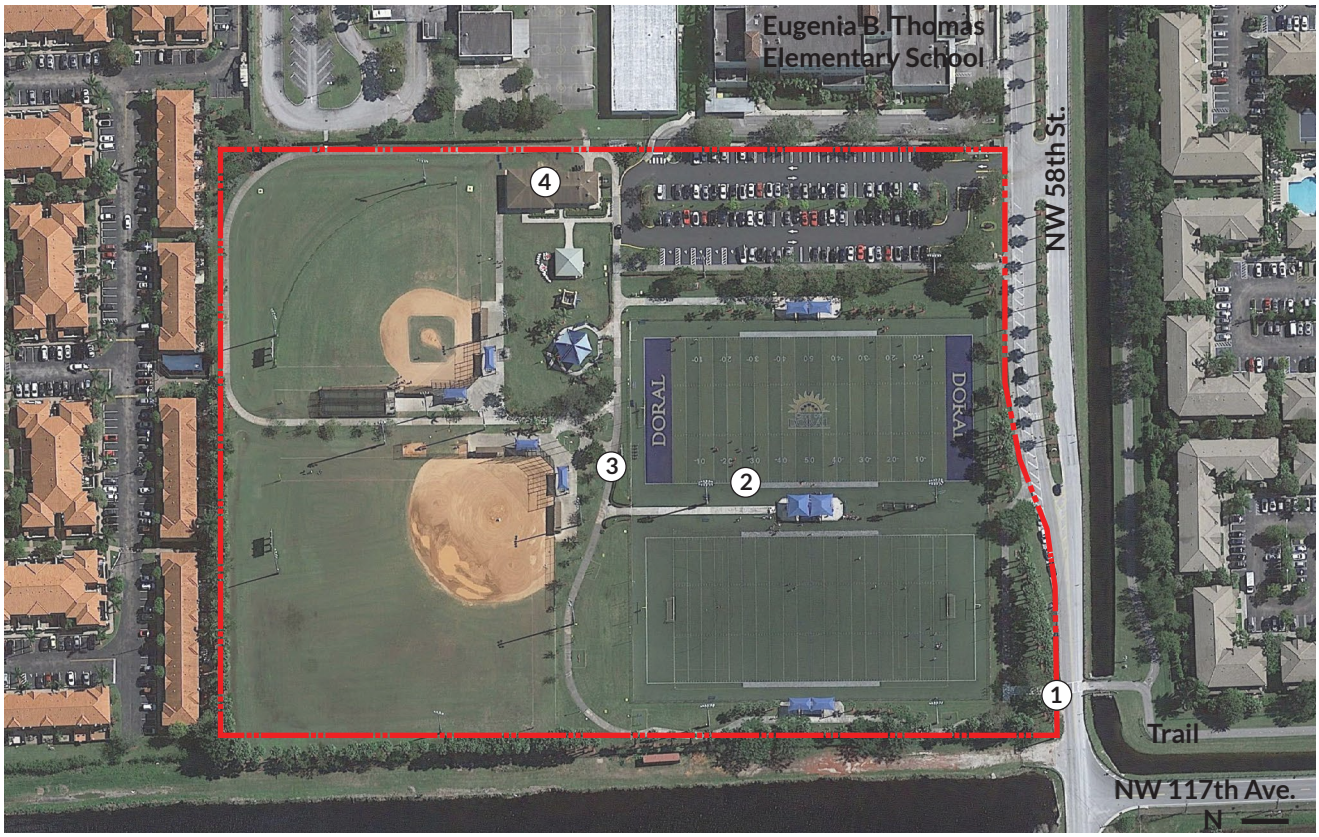


Figure 2.39: Aerial view of Doral Meadow Park with markers indicating approximate locations of referenced photos.

Buildings /Architecture:

2.0

Doral Meadow Park contains a small building near the back of the park that appears to be underutilized. While the building does provide concession space and a covered area for protection from inclement weather, the building is not well integrated into the spatial programming, circulation, and adjacent uses of the park. While clean and well maintained, its exterior appearance and aesthetic is not as well designed as other park buildings in the city and detracts from the overall aesthetic of the park. It should be noted that the building does integrate public art - in the form of a tile mosaic - into its facade, which is very attractive irrespective of the architecture. The building is largely used for storage and therefore the interior finishes and furnishings are utilitarian in appearance.



Figure 2.40: Underutilized multi-purpose building.

2.3.6 Morgan Levy Park

Overall Average Park Score: 3.8

Proximity, Access, + Linkages: 3.8

Morgan Levy Park is another of the City's main athletic facilities, and one of its most highly-used parks. The park is bordered by single family homes to the north, NW 102nd Avenue and NW 104th Court to the east and west respectively, and both John I. Smith Elementary School and town homes to the south. The western edge of the park along NW 104th Court is heavily planted and therefore, natural surveillance and "eyes into the park" are limited from the eastern boundary of the park. The park is entirely fenced in, accessible through an entrance off of NW 102nd Avenue, though a secured access to the elementary school is provided. Signage includes identification, regulatory, and amenity/facility informational signage.

Comfort + Image: 4.1

Similar to Doral Meadow Park, Morgan Levy Park is largely comprised of recreational facilities, specifically those for soccer, basketball, and tennis. Overall, the park is very well maintained and exhibits a high level of overall cleanliness and maintenance, however, certain areas of the park are showing signs of wear and tear. Access to multiple picnic shelters, the community center, covered bleachers, and covered playground provide users refuge from inclement weather. It should be noted that at the time of this analysis, the City was in the process of upgrading and replacing the two synthetic turf soccer fields; one of the City's most heavily programmed facilities.

Uses, Activities + Sociability: 3.8

Similar to Doral Meadow Park, Morgan Levy Park is highly programmed both spatially and programmatically. Use by John I. Smith Elementary School students, the community center, and a variety of high quality facilities and amenities for users of all ages keeps the park active throughout the day and year. Parking is reported to be an issue during park peak hours and athletic events.

Sustainability: 3.3

Environmental sustainability in Doral Morgan Levy Park is exhibited through co-location of the park with a school, passive stormwater management facilities throughout the park, and facility energy efficient fixtures in the community center.



Figure 2.41: Single-family homes backing onto the park.



Figure 2.42: Example of wear and tear present near the soccer fields.



Figure 2.43: View of two synthetic turf soccer fields.



Figure 2.44: Aerial view of Morgan Levy Park with markers indicating approximate locations of referenced photos.

Buildings /Architecture:



The Morgan Levy Community Center is currently the City's main indoor recreational facility. The 5,000 square foot center is heavily programmed and used. Once the Doral Legacy Park Community Center is complete, many programs currently offered by the City will likely be delivered from that 35,000 square foot center.

The Morgan Levy Community Center's image and aesthetic adds to the appeal of the park and is well integrated into the spatial planning of the park. Interior finishes, furniture, equipment, and systems are all in sound condition, and add to the center's effective use. The majority of the interior of the building is subdivided into several multi-purpose rooms of varying sizes, which are utilized for programs such as yoga, dance, and meeting space.



Figure 2.45: Morgan Levy Park Community Center entrance.

2.3.7 Trails and Tails Park

Overall Average Park Score: 3.9

Proximity, Access, + Linkages: 3.8

Trails and Tails Park is the City of Doral's first and only off-leash dog park. The park enjoys a high level of natural surveillance and "eyes into the park" due to its three "public" edges; the park is bordered by public rights of way on the north, west, and east sides and the backs of town homes on the south. Unlike other City parks, the perimeter of the park is not fenced, which results in a more open and "public" feel. Fencing is limited to the off-leash dog areas. Signage includes identification, regulatory, and amenity/facility informational signage.

Comfort + Image: 3.7

Similar to most parks in the City, Trails and Tails Park is very well maintained and exhibits a high level of overall cleanliness and maintenance, though some challenges are being observed on the playground surfacing and the fence powdercoating. Shaded areas are limited in the off-leash areas of the park due its co-location under high-transmission power lines, and relatively young plant material. A covered playground, several small picnic shelters, and a small portico in the restroom building provide users with refuge from inclement weather. Movable tables and chairs add a layer of customization to a user's sitting comfort, though are only found near the restroom building.

Uses, Activities + Sociability: 3.8

Trails and Tails Park's primary amenities are the multi-purpose trail and off-leash dog areas, however, additional facilities such as the covered playground and exercise equipment provide additional amenities for users. This combination of facilities is likely one of the reasons that the park is one of the more heavily used in the City.

Sustainability: 4.0

Environmental sustainability in the Trails and Tails Park is exemplified best by the co-location of the park under and along high-transmission power lines and the use of the off-leash dog areas as large sub-surface stormwater basins. The park is a national caliber example of how cities can work with utility infrastructure companies to maximize taxpayer and customer value through creative use of underutilized lands. The park also makes exemplary use of renewable solar energy to light the trail in the evening hours.



Figure 2.46: Multi-purpose trail with exercise equipment.



Figure 2.47: Movable tables and chairs near the restroom building.



Figure 2.48: Solar-powered lighting along the trail.



Figure 2.49: Aerial view of Trails and Tails Park with markers indicating approximate locations of referenced photos.



Figure 2.50: Off-leash areas for both small and large dogs beneath the transmission lines.

2.3.8 Veterans Park

Overall Average Park Score: 3.2

Proximity, Access, + Linkages: 3.6

Veterans Park is a small memorial greenspace dedicated to the City of Doral's United States Veterans. Natural surveillance and "eyes into the park" are very limited due to the two buildings whose sides form the west and east edges of the park, decorative fencing and vegetation on the north side of the park, and 12' fencing with green screens on the south side of the park (which abuts a cemetery). A bus stop and 5' sidewalks along NW 33rd (with no bike lanes or buffers between pedestrian and vehicle circulation) connect the park to surrounding neighborhoods. Existing signage includes identification, regulatory, amenity/facility informational, and interpretative signage.

Comfort + Image: 3.5

Veterans Park is very well maintained and exhibits a high level of overall cleanliness and maintenance. Benches and picnic tables provide users with a variety of places to sit. A covered playground and gateway pavilion provide users with refuge from inclement weather.

Uses, Activities + Sociability: 2.8

Veterans Park is predominantly a memorial park space that contains limited amenities including a covered playground, benches, picnic tables with chess/checkers boards, and interpretive signage. This limited program, when combined with its isolated location and small size, results in equally limited amount of consistent activity in the park. Programming flexibility is very limited due to the size and rigid spatial programming of the park.

Sustainability: 3.0

Environmental sustainability is limited in the park. Notable examples include the memorial park's co-location to a cemetery. The relationship to the cemetery is non-existent, as it is separated by a 12' high fence with a screen. The park is also immediately adjacent to a bus stop on NW 33rd Street, which provides multi-modal access to the park.



Figure 2.51: Transit stop along NW 33rd Street.



Figure 2.52: Fence and screen between the park and the cemetery.



Figure 2.53: Covered play structure in the rear of the park.

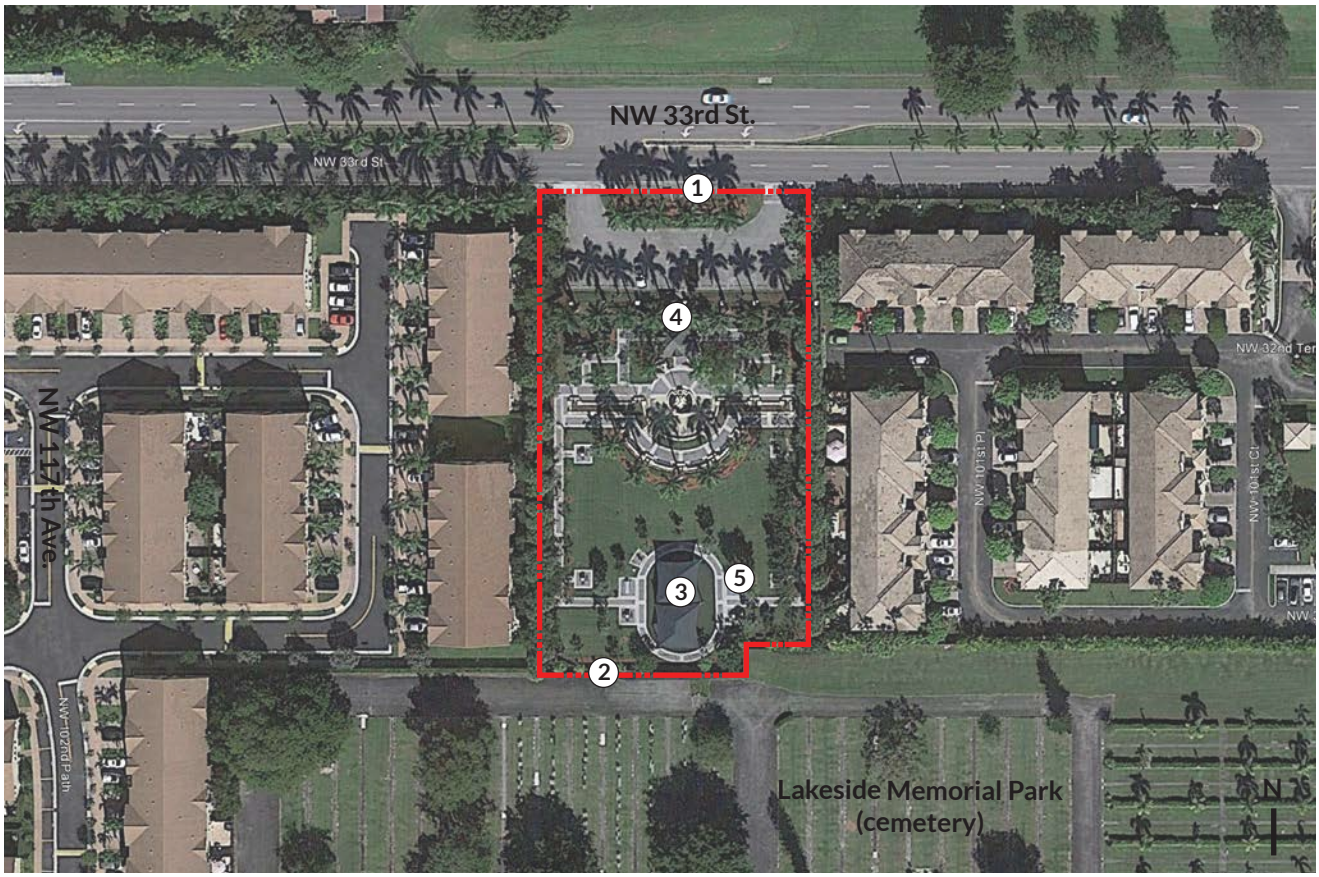


Figure 2.54: Aerial view of Veterans Park with markers indicating approximate locations of referenced photos.



Figure 2.55: Gateway pavilion at the entrance of the park.



Figure 2.56: Picnic bench overlooking the small greenspace.

2.3.9 Parks in Progress

At the time of this planning process, there were two new parks and one new facility either in design or under construction. While not operational at the time of this study, it is important to consider the amenities that these facilities will add to the existing system in the near future.

The two parks under construction include Glades Park – the City's first nature-focused park – and Legacy Park, a contemporary community park with the City's first large-scale indoor recreation center. Both of these parks were initially conceptualized in the City's 2010 Parks System Master Plan, and when complete, will fill large gaps present in the City's system, especially in its northernmost neighborhoods.

In addition to the two new parks under construction, the City was also in initial phases of the planning and design process for the City's first aquatics facility. In 2015, the City commissioned a feasibility study to determine a location for the facility, as well as a conceptual program. The results from this study concluded that the preferred location was within Central Park. In addition, the study determined a preferred program for the facility, which includes a conceptual layout.

It should be noted however, that the final design of the facility will need to be integrated into the overall vision for the redevelopment of Doral Central Park, as articulated in Part 4 of this document.

Following is a more detailed summary of each of these facilities.

Glades Park

Location:

On NW 74th Street between NW 97th Avenue and NW 107th Avenue.

Size:

Approximately 25 acres

Program:

- Nature Center
- Basketball Courts (3)
- Tennis Courts (2)
- Playground
- Multi-use Fields
- Picnic Shelters
- Walking/Exercise Trail
- Viewing Platform
- Lake and Wetlands
- Bike Lanes
- Educational Wetland Boardwalk
- Fishing Pier
- Kayak Launch

Overview:

When construction is complete in late 2016, Doral Glades Park will be the City's first nature-oriented park space. Located in the northwestern portion of the City, this 25 acre parcel will add significant recreational and educational value to the City's park system. Glades Park will be home to the City's first dedicated nature center; fulfilling a need identified in the City's 2010 Parks System Master Plan.

The park space is designed around a large lake, which captures the stormwater runoff from the newly constructed neighborhoods which surround the park. The lake will be accessible via a series of trails, boardwalks, a kayak launch, and a fishing pier. In addition to the nature-oriented amenities, the park will also feature both active and passive recreation facilities such as basketball courts, tennis courts, a playground, and a large multi-purpose greenspace.



Figure 2.57: Schematic site plan for Doral Glades Park (City of Doral, 2016b).



Figure 2.58: Panoramic view of the lake at Doral Glades Park during construction in February 2016.



Figure 2.59: Aerial photograph taken during construction, indicating the location of Doral Glades Park (City of Doral, 2016b).

Legacy Park

Location:
NW 82nd Street and 114th Avenue

Size
Approximately 18 acres

Program (outdoor)
- 35,000 s.f. Indoor Recreation Center
- Tennis Courts (5)
- Basketball Courts (3.5)
- Beach Volleyball
- Multi-Purpose Events Lawn
- Band Shell
- Community Garden
- Large Playground
- Splashpad
- Soccer Field
- Football Field
- Baseball/Softball Diamond
- Walking/running paths
- Outdoor Movie Area
- Shaded Pavilions

Program (indoor)
- Double Gymnasium
- Indoor running track
- Multiple Multi-purpose Rooms
- Teen Room Aerobics/Dance Room(s)
- Indoor Playroom
- Office Space
- Performing Arts Auditorium and Stage
- Kitchen
- Cardio Workout Deck
- Arts and Crafts Room
- Card Room
- Party Deck
- Restrooms/Locker Rooms

Overview
The concept for Doral Legacy Park was initially articulated in the 2010 City of Doral Parks System Master Plan as "114th Avenue Park." This park was initially envisioned as a "new model" for parks in the City of Doral; one which combines both active recreation and flexible, open green space in a contemporary and sustainable context. In addition, Doral Legacy Park would be home to the City's first large-scale indoor recreation center. The final plan for Doral Legacy Park – which was under construction at the time of this study – will achieve these objectives. When complete, Doral Legacy Park will serve as a new destination in the City of Doral, and provide much needed recreation resources – both passive and active – in one of the fastest growing areas of the city. In addition, it is anticipated that the additional programmable spaces at Doral Legacy Park will ease some of the burden placed on Morgan Levy Park and Doral Meadow Park.



Figure 2.60: The Legacy Community Center at Doral Legacy Park (2017).

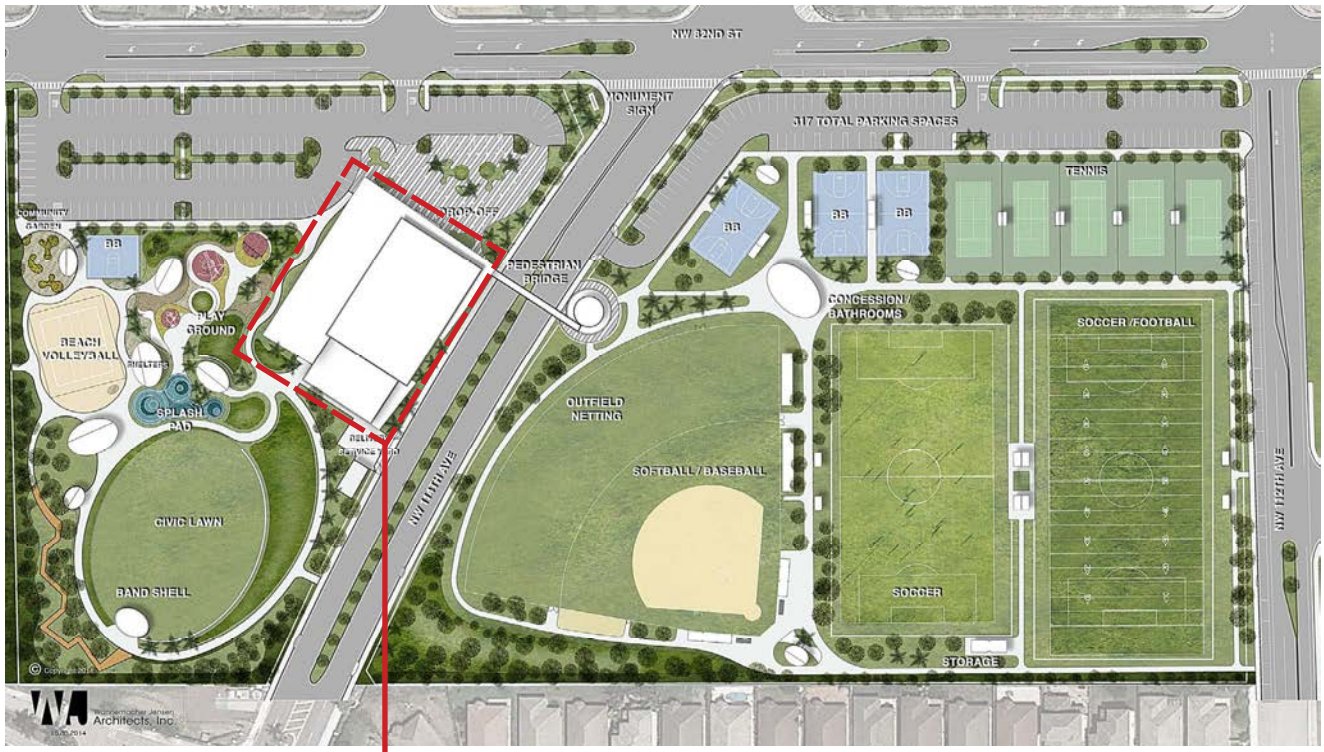


Figure 2.61: Conceptual site master plan for Doral Legacy Park (WJA, Inc., 2014).

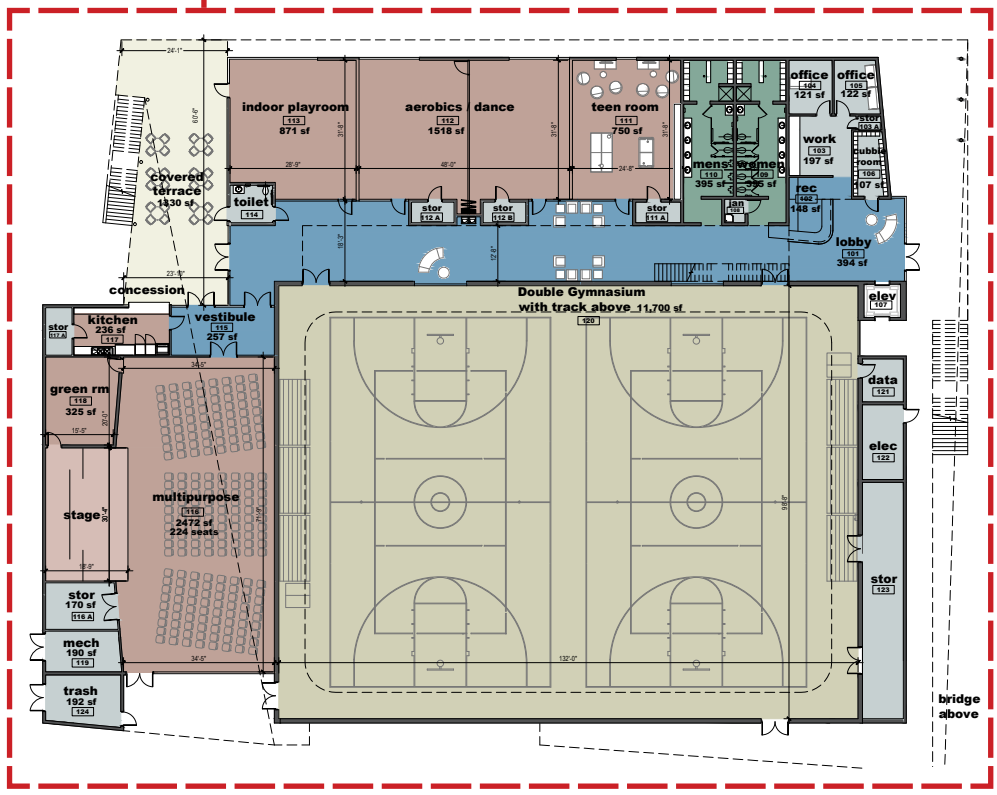


Figure 2.62: Inset enlargement illustrating the first floor program of the community center building at Doral Legacy Park (WJA, Inc., 2014).

Doral Aquatics Facility

Location:
Northeast corner of Doral Central Park
(3000 NW 87th Ave.)

Size
Approximately 10 acres

Program
- Competition Pool
- Activity Pool
- Teaching Pool
- Zero-depth Entry Wading Pool
- Water Slides
- Parking Structure (3 stories)
- Weight Room
- Multi-Purpose Room
- Concessions Area
- Locker Rooms/Restrooms
- Pavilions and Cabanas
- Shaded Seating Areas
- Connection to Future Community Center
- Bus Drop Off

Overview
In 2015, the City hired a professional services firm to undertake a feasibility study for the City's first aquatics facility. The purpose of this study was to better understand the demand in the City of Doral for an aquatics facility, and to develop a program which meets that demand. As part of this process, the consultants conducted a demographics and market analysis, and held several community input sessions to better inform the location of the facility and its program.

The study concluded that the future aquatics facility should be located within Doral Central Park, and be implemented as part of a larger, long-standing redevelopment effort for the park. The feasibility study recommended that the aquatics facility include both competition and recreation amenities. In addition, it recommended that the proposed aquatics facility be co-located with a future community center (program undefined) and parking structure.

As previously stated, the final design of the facility will need to be integrated into the overall vision for the redevelopment of Doral Central Park, as articulated in Part 4 of this document.



Figure 2.63: Final concept for the Doral Aquatic Facility, as proposed by the 2015 Aquatics Center Feasibility Study (Stantec, 2016).

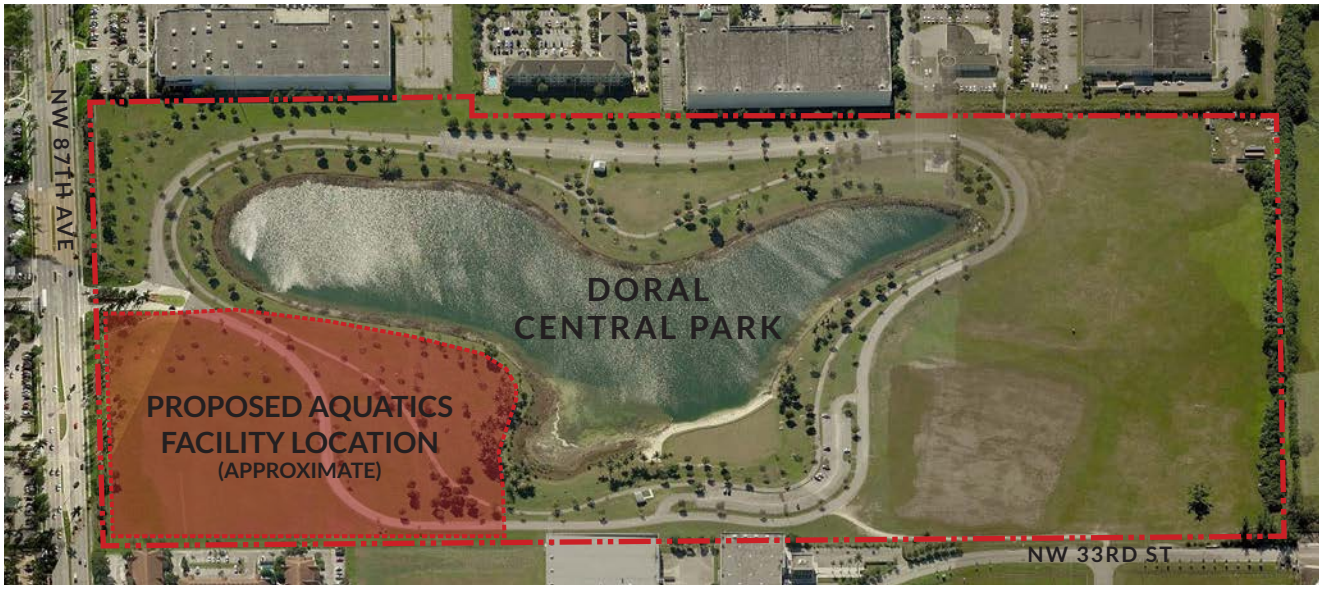


Figure 2.64: Aerial image indicating the proposed location of the aquatics facility within Doral Central Park (Google, 2016).

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Existing Conditions Base Map

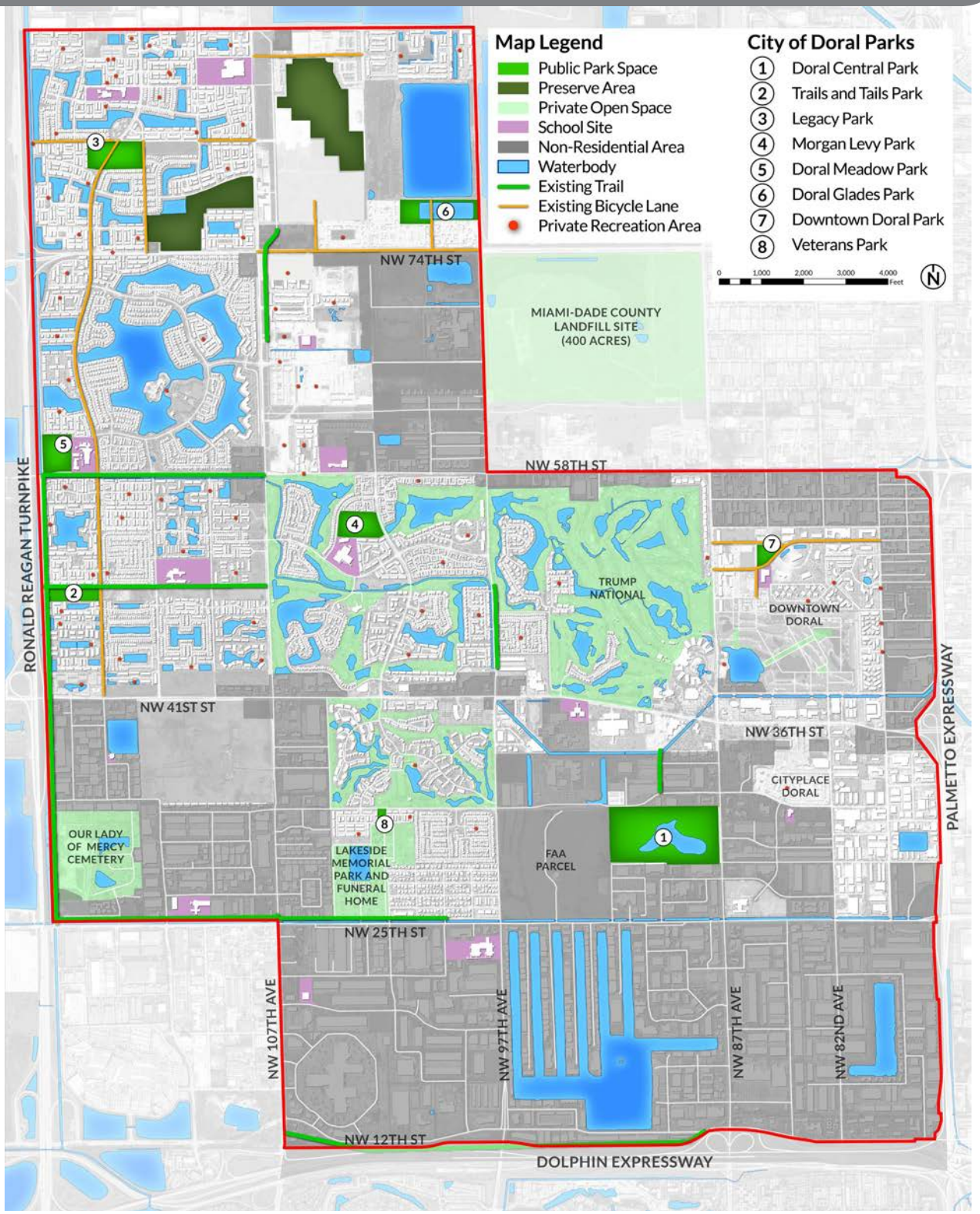


Figure 2.65: Project Base Map.



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2.4 summary of existing conditions

Following are the summarized core findings from each of the analytical techniques used in the Existing Conditions Analysis, as well as potential implications with regard to parks and recreation in the City of Doral.

2.4.1 Demographics + Lifestyles

The most significant takeaway from the demographic analysis is the projection of continued, significant population growth; Doral has been growing rapidly since its incorporation in 2003 and that trend is expected to continue into the foreseeable future. In 2015, the City of Doral had an estimated population of 52,896; this number is expected to increase 38% to 73,405 by the year 2030.

In addition to its increasing size, the populace of Doral is also unique when compared to both South Florida and the United States as a whole. A key area of difference is represented in median income, which is notably higher in Doral ($72,259), than both the State of Florida ($70,446), and the U.S. as a whole ($53,046). In addition, Doral is unique from a race and ethnicity standpoint

The demand for parks and recreation facilities and services is expected to increase along with the population, putting further strain on an already maxed-out system. To maintain the desired level of service – and high quality of life - for this increasing population, new parks and facilities will need to be developed. The location and typology of these facilities should respond to the core underserved areas, (as identified within the Needs Assessment to follow), and the programming should reflect the lifestyle preferences of the populace, which are projected to remain fairly consistent as the population increases. Preferences with regard to facilities and programming will likely reflect the lifestyle profiles present in Doral, which cumulatively represent an ethnically-diverse, well-educated, and affluent populace.

2.4.2 Trends Analysis

The Trends Analysis revealed that the most popular sport and recreational activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect, which is especially relevant in Doral.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23 million people reportedly participating in 2014. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, roller hockey, and gymnastics – all of which have experienced double digit growth over the last five years.

In the past year, the estimated number of “inactives” in America has increased 3%, from 80.2 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an “inactive” is defined as an individual that doesn’t take part in any “active” sport. Although inactivity was up in 2014, the 209 million “actives” seem to be participating more often and in multiple activities.

Doral must continually compare its program and facility offerings to the trends in the marketplace. This is especially critical when looking at trends in the

local marketplace. Based on the data available, Doral has a higher than average market potential for both sport and leisure activities. When compared to the National Averages, residents in Doral are more likely to attend professional and/or collegiate sporting events, visit a theme park, go jogging/running, participate in weightlifting, go hiking, swimming, and play tennis.

2.4.3 Existing Parks and Recreation Facilities

Overall, the City has an impressive park system full of high-quality amenities that are very well maintained. Almost all of the City's parks are "Meeting Expectations," with Morgan Levy Park and Trails and Tails Park scoring the highest. On the inverse side of the spectrum, Doral Central Park scored the lowest.

Common strengths across all parks include ADA compliance, lighting, first impression/overall attractiveness, cleanliness/overall quality of maintenance, and building enclosures. Park staff does an outstanding job maintaining and keeping the parks clean and in good order; especially considering the high amount of use that most of the parks receive.

Common limitations across all parks include visibility from a distance, protection from bad weather, and general signs of overuse. Most of the parks are bordered by developed sites that limit views into the park, and are heavily programmed and inflexible due to the amount of structured programming present. Additionally, the sub-category of "buildings" did not score well. It is important to note however, that the overall scores for buildings were driven down by the poor performance of the Community Center building in Doral Meadow Park. The building in Morgan Levy scored well.

The "parks in progress" will have a significant effect on the overall system once they come online. While it is not anticipated that they will meet all of the existing programming and facility needs in Doral, they will help relieve some of the overcrowding present at some of the most active existing parks. In addition, they will help fill some voids in the existing system with regard to program/facility type; Doral Glades Park will be the City's first "nature" park, and Doral Legacy Park will provide residents with access to their first active indoor recreation center.



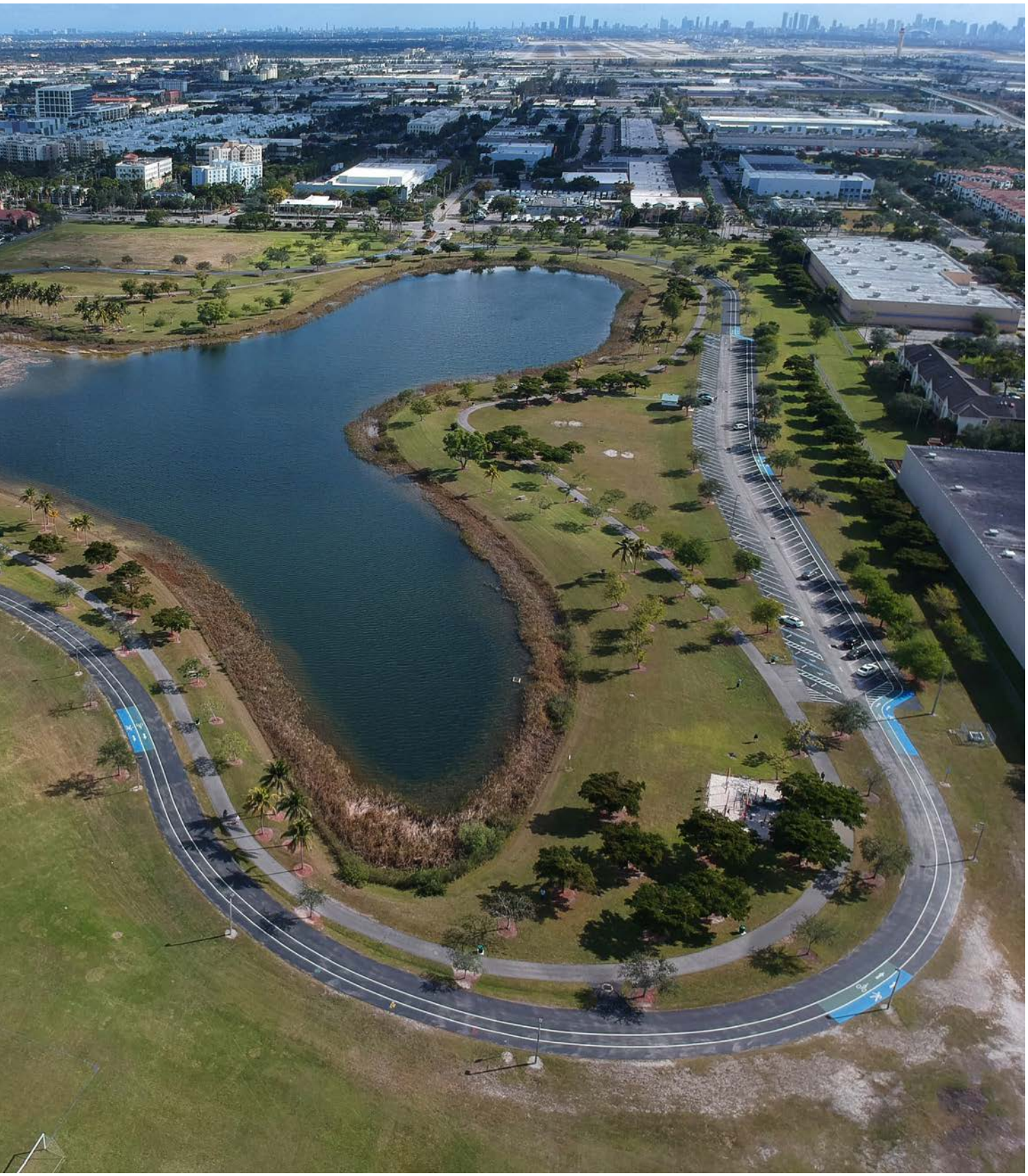


Figure 2.66: Doral Central Park (2017).

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03

needs + priorities assessment



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3.1 needs assessment methodology

3.1.1 Needs Assessment Overview

A needs assessment process is a series of evaluation and analysis techniques designed to better define and understand the needs and priorities of a community, which in this case is the City of Doral. When the cumulative findings of the various needs assessment techniques are reviewed, "needs" and "priorities" identified by multiple techniques are given the highest degree of validity, and serve as the foundational framework for the visioning and implementation portions of the plan.

There is no Silver Bullet!
There is no set standard or uniform methodology for structuring community-based needs assessments; each community must choose an approach that works for their unique population, operational structure, and budget. This assessment builds upon the findings in Part Two of this document, which are also useful in understanding community-wide needs and priorities.

3.1.2 Needs Assessment Techniques

The Project Team utilized a "triangulated" approach to identifying needs, meaning that various types of qualitative, quantitative, and anecdotal techniques were used to identify top priorities from different perspectives. The process of triangulation helps to expose and mitigate any potential bias present within individual techniques. Three primary types of analysis techniques were utilized: anecdotal, qualitative, and quantitative.

Anecdotal techniques are often some of the most accurate, but arguably the least scientific. These techniques are observational in nature, and are often less formalized (and subsequently less documented) than qualitative or quantitative techniques, involving informal conversations with residents or site users, observational site visits and site photography. The anecdotal techniques often occur at the beginning of a planning process, and can be found in Part Two of this report (see Section 2.3). Findings from these techniques are subsequently folded into the Needs Assessment process.

Qualitative techniques rely heavily on public and stakeholder engagement, ranging from one-on-one interviews to large-format public workshops. For this planning process, a Project Work Group – composed of influential community members – was developed and served as a "sounding board" throughout the life of the project. In addition, the Project Team also conducted a series of interviews and focus groups with key project stakeholders and stakeholder groups selected by the City. In an effort to reach a larger audience, multiple open public input meetings were also conducted throughout the city.

Quantitative techniques are the most scientific in nature, and are often the most labor and data intensive. The data yielded can serve as a "benchmark" that allows for comparison against similar communities, populations, and/or across a period of time. Examples of quantitative techniques utilized include a statistically-valid public opinion survey, multi-tiered level of service analysis, community benchmarking, and a recreation programs assessment.



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3.2 community engagement process

3.2.1 Overview

Parks are for the people, and as such, community participation was a cornerstone of this master plan. The Project Team utilized multiple engagement techniques throughout the life of the process, with the intent of reaching the greatest amount of residents as possible.

Following is a summary of each technique and its associated outcome.

3.2.2 Project Work Group (PWG)

One of the most critical components of a successful planning process is a diverse and dedicated Project Work Group (PWG hereafter). The purpose of the PWG is to serve as a "voice" for the community at large, and to help oversee and guide the implementation of the master plan long after the planning process is complete.

The PWG for this master plan was composed of influential, local residents and stakeholders selected by the City. These individuals are leaders in the community and represent local business owners, City employees, and active community members.

The PWG remained involved in the planning process throughout its duration, and was engaged by the Project Team at key points during the planning process, in a collaborative setting. The many responsibilities of the PWG included raising awareness of and promoting the planning process, helping to circulate information throughout the community, and providing community feedback and diverse perspectives to the Project Team.

The PWG participants were selected based on their involvement with the City of Doral's parks and recreation system, as well as their community leadership and influence. These individuals are known for executing plans and "making things happen."

Collectively, the PWG represented ten (10) organizations, Departments, Boards, and/or businesses, which included the following:

- City of Doral Parks and Recreation Department
- City of Doral Parks and Recreation Advisory Board
- City of Doral Special Needs Advisory Board
- City of Doral Cultural Affairs Advisory Board
- City of Doral Public Works Department
- City of Doral Planning and Zoning Department
- Ronald Reagan High School
- Doral Special Olympics
- Doral Silver Club for Active Seniors
- Multiple local residents and volunteers

3.2.3 Stakeholder Interviews + Focus Groups

A group of individual project stakeholders were selected by the City to be interviewed by the Project Team. Over the course of two days, multiple individual meetings were held on-site in Doral. Though stakeholders were given a list of "talking points" to guide the discussion, the intent of these meetings was to solicit broad-based input on the existing conditions of the City and to learn, from a resident's point of view, what is working and what isn't working. Participants were asked to be open and honest, encouraged to focus on the "big picture," and to not let any current constraints facing the City - fiscal or otherwise - limit their vision for the future.

The Project Team interviewed the Mayor, Vice-Mayor, City Council members and other stakeholders on February 11 and 12, 2016. The individual stakeholder interviews and focus groups were held at Doral City Hall. In total, the Project Team conducted a total of ten (10) interviews with local business leaders, City staff, City Council members, elected officials, and active Doral residents, including:

Thursday, February 11, 2016

9:00 am – 9:45 am	Councilman Ruiz
1:30 pm – 2:15 pm	Councilman Cabrera
2:30 pm – 3:30 pm	Mayor Luigi Boria
4:00 pm – 5:00 pm	Julian Perez (P&Z Director)

Friday, February 12, 2016

9:00 am – 9:45 am	Councilwoman Rodriguez
10:00 am – 10:45 am	Parks Advisory Board
11:00 am – 11:45 am	Parks & Police 4 Kids
1:00 pm – 1:45 pm	Matilde G. Menendez, Finance Director
1:45 pm – 2:30 pm	Edward Rojas, City Manager
2:30 pm – 3:15 pm	Vice Mayor Fraga

The Project Team provided the same discussion topics to each participant. These topics were intentionally broad, and intent on guiding the conversation but not dictating it. The handout provided five (5) guiding topics, which included:

1. Review of Scope/ Schedule: "Do you have any questions about the project scope/ methodology?"

2. Needs: "Based on what you know, see and hear about your community, what do you believe are the top priority parks and recreation needs?"

3. Priorities: "Of the needs you listed above, what are your top 3 priorities?"

4. Benchmark Communities: "As we analyze your system, who should we compare you to? Are there any communities that you wish to emulate?"

5. Funding/ Implementation: "Assuming that the Master Plan will identify hundreds of millions of dollars in desired/ needed improvements, what funding source(s) would you support?"

Following is a summary of the input received during the interview process; additional details and notes from the individual interviews can be found in Section 6.4 of the Appendix.

Review of Scope/ Schedule

The overwhelming majority of the participants interviewed were already aware of the planning process and as such, had few questions related to it aside from clarifying project schedule and deliverables.

Needs and Priorities

When the responses from questions #2 and #3 were combined, the following priority needs were identified; the number in parentheses indicates the number of unique stakeholders who mentioned the need as a priority.

- Pool/ water park (4)
- Arts and culture, cultural center/pavilion (3)
- More parks and green space, including other sports, social areas (3)
- Soccer fields (3)
- Dedicated senior areas; separate but integrated (2)
- Doral Central Park (2)
- Non-sport youth/teen activities including dance, computers, library, etc. (2)
- Use of new technology (2)
- Additional dog parks
- Lighting of existing dog park
- Exercise trails
- New County library
- Theater
- Finish what we started: 114th Avenue, Doral Glades, mountain bike park
- More special events
- Golf tourism
- Sports performance training for individual athletes, spring training, etc.
- Skate park
- Environmental programs
- Outdoor activities for youth
- Engagement for camaraderie
- Educating the citizens, outreach
- Track
- Elevated parks or greenways in redeveloped areas
- Olympic training facility; between 87th and 97th Ave, north of 58th St

Benchmark Communities

Participants were asked to identify successful communities - through the lenses of parks and recreation, quality of life, and livability – to compare the City of Doral against. Participants mentioned the following comparable communities as possible benchmarks for the City of Doral (listed in no particular order):

- Los Angeles, Calif.
- Celebration, Fla. (well-planned)
- Winter Park, Fla. (oak canopy)
- St. Petersburg/ Clearwater, Fla.
- Weston, Fla.
- San Francisco, Calif.
- Indianapolis, Ind.
- The Woodlands, Houston, Tex.
- Coral Gables, Fla. (streetscapes)
- Charlotte, N.C. (pocket parks, walkable, atrium parks, downtown park, anything can be a gathering place)
- Boca Raton, Fla.
- Sarasota, Fla.
- Austin, Tex. (parks system)
- Miami Beach, Fla. (iconic park structures, solid identity)

Funding/ Implementation

Most participants supported a combination of funding sources for park improvements including the use of reserves, general fund, grants, user fees, and impact fees.

A majority of participants also supported some type of bonds, although some were opposed. Other funding mechanisms mentioned by participants included:

- Reach out to County Commission re: participation in Doral Central Park
- Public/private partnerships
- Philanthropy
- Updated impact fees and codes to capture redevelopment opportunities

3.2.4 General Public Meetings

In addition to the Stakeholder Interviews and Focus Groups, the Project Team also conducted four (4) general public workshops in the City of Doral during February 10-11, 2016. The workshops were held at three (3) separate locations, distributed throughout the City of Doral:

1. **Public Meeting #1** (February 10, 2016)
   6:30 pm-7:30 pm, Morgan Levy Park
2. **Public Meeting #2** (February 10, 2016)
   8:00 pm-9:00 pm, Morgan Levy Park
3. **Public Meeting #3** (February 11, 2016)
   6:00 pm-7:00 pm, Doral City Hall
4. **Public Meeting #4** (February 11, 2016)
   8:00 pm-9:00 pm, Islands of Doral Clubhouse

Meeting Format

These workshops were open to the general public; a key difference between this workshop and the stakeholder interviews, which were by invitation. The result was a free flowing discussion between the Doral residents and the Project Team.

The workshop participants were given a brief overview of the planning process and were provided with an agenda that outlined four (4) different participation exercises:

Exercise #1 – City-wide Needs
"We have placed charts on the wall for 1) Recreation Facilities, and 2) Recreation Programs. Please place a dot besides those facilities or programs that you believe are important but for which the need is not being met adequately in the City of Doral."

Exercise #2 – Plan your Park!
"We have printed aerial photographs of the City's existing parks and placed them around the room. Please use the available post-it notes to suggest improvements that should be made to each park and/or recreation facility. In addition, if there is a new type of facility, amenity, and/or program you would like to see in a park, please note it!"

Exercise #3 – Chat with the Director
"She's a borderline celebrity in Doral; this is your chance to have a short, one-on-one chat with the City's Parks and Recreation Director Barbara Hernandez. Participants should feel free to provide open feedback to Ms. Hernandez, and to ask her any park-related questions they wish. Representatives from the Project

Team will be on hand to take down notes which may result from these informal conversations, some of which may require follow-up at a later date."

Exercise #4 – Priority Spending
"We have placed numbered buckets on the table representing key areas of potential spending priorities, and "$10" in coins for each participant. Please distribute your coins among the buckets based on how you believe parks and recreation spending should be prioritized."

In total, 66 participants from the community attended the workshops. Following is a summary of the input received during the workshops; a copy of the agenda, sign-in sheets and full meeting minutes can be found in Section 6.4 of the Appendix.

Exercise #1 - City-wide Needs

Figures 3.2-3 to the right shows the priorities of the workshop participants.

The "top ten" facility needs of those in attendance included:

1. Swimming/ leisure pool
2. Youth baseball/ softball fields
3. Community culture/ performing arts center
4. Adult baseball/softball fields
5. Outdoor swimming pools/ water parks
6. Indoor fitness and exercise facilities
7. Multi-use athletic fields
8. Bicycle lanes on streets
9. Natural Areas/Wildlife habitat
10. Canoe/Kayak Launches

The "top ten" programming needs included:

1. Adult sports programs
2. Competitive youth sports
3. Special events, e.g. concerts, movies, etc
4. Programs for people with disabilities
5. Youth learn-to-swim programs
6. Youth summer camp programs
7. Nature programs
8. Youth fitness and wellness programs
9. Adult art, dance, performing arts
10. Exercise programs for +55 years



Figure 3.1: Participants at one of the public input workshops held at City Hall (2016).

PRIORITY FACILITIES

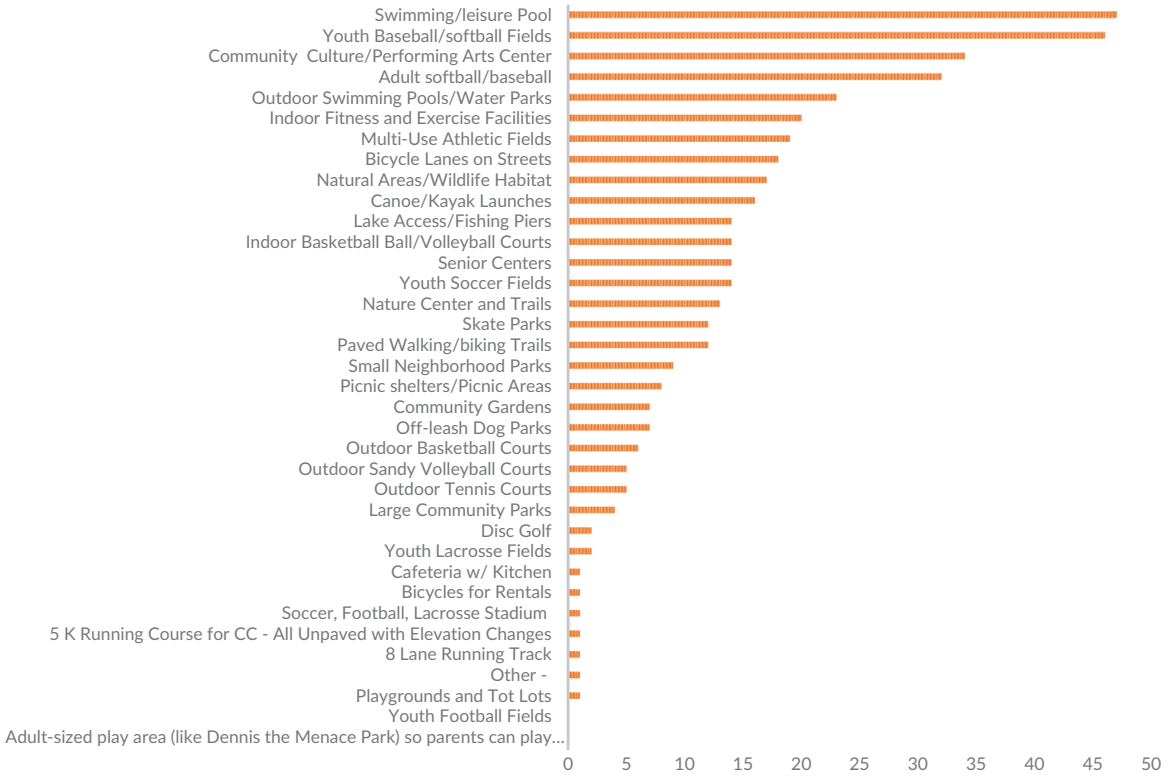


Figure 3.2: Chart illustrating the highest priority park and recreation facilities identified by workshop participants.

PRIORITY PROGRAMS

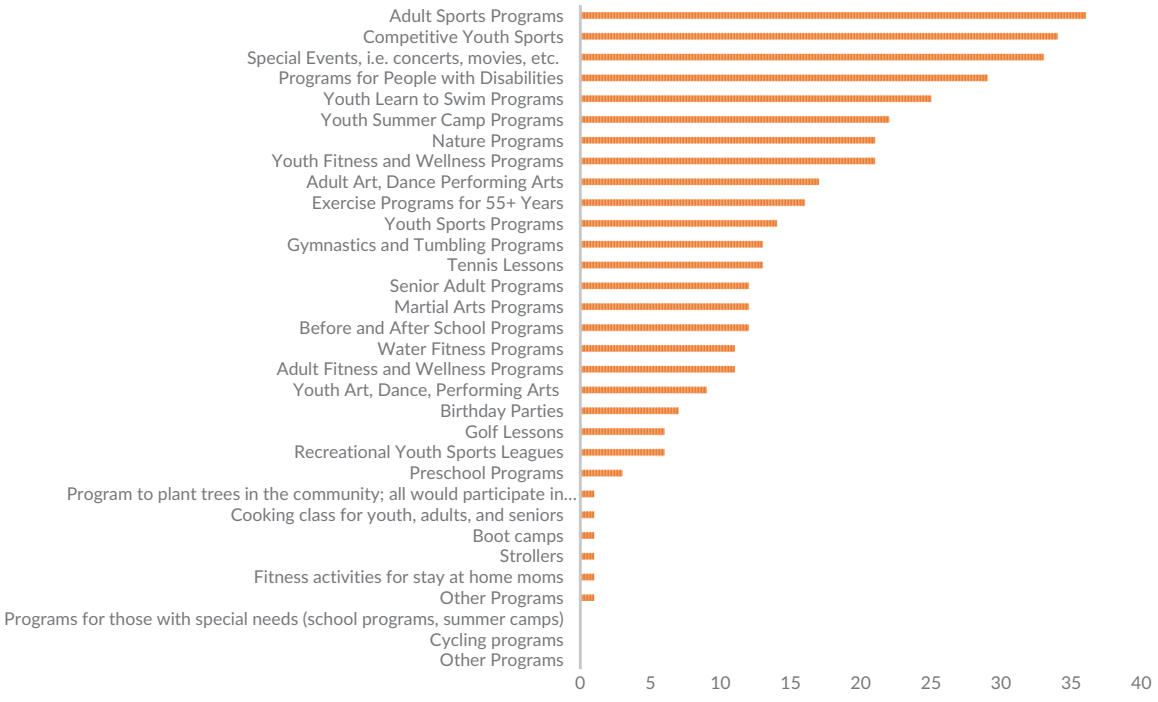


Figure 3.3: Chart illustrating the highest priority park and recreation programs identified by workshop participants.

Exercise #2 - Plan Your Park!

Workshop participants listed the following proposed improvements to existing parks and recreation facilities; the numbers in parentheses indicate the number of times the same improvement was mentioned:

Downtown Doral Park
- Restrooms (9)
- Exercise stations/outdoor gym (3)
- More Shade – Trees, Wide Playground Shade (2)
- Event/Small Amphitheater (2)
- Musical events (2)
- Baseball Field (2)
- Skate park (2)
- Softball Field
- LED Lights
- Senior Recreation Center
- Rental Pavilion for Parties
- Lighted Playground
- Traffic Control (Access)
- Sandbox for children
- Cafeteria
- AED
- Art pieces
- Trees with yellow flowers
- Bike tracks
- Bike racks
- CrossFit
- Area for dogs

Trails and Tails Park
- Lights (4)
- Exercise stations (3)
- Cafeteria (2)
- Security at parking area (2)
- Grills/Area for BBQs (2)
- Kiosks
- Gymnasium
- Sandbox for children
- Recreation for Seniors
- Archery Range
- Restrooms
- Wide Shade on Playground Area
- Dog splash pad
- Pavilions
- Shaded area for reading and relaxation

Doral Meadow Park
- Restrooms (10)
- Better Drainage (6)
- Girls softball (4)



Figure 3.4: Participants and members of the Project Team at one of the public input workshops held at Morgan Levy Park (2016).

- Concessions (3)
- Better fence (3)
- Trails (3)
- Shade (3) Playground + Pavilion
- Security (2)
- Adult Programs (2)
- Baseball Fields (2)
- Cafeteria (2)
- Exercise Stations (2)
- Domino Tables (2)
- Continue trail along the perimeter (2)
- More parking (2)
- Indoor Facilities – Multi-Purpose (2)
- Lights (2) Soccer Field
- Remove Ducks
- More Soccer Goals so people don't have to use barricades for goals
- Shower-head besides/between the Fields, just to refresh, not full shower
- Kickball for Children
- No Activities before 8:00 am
- Senior Center
- Eliminate both fields and have this park converted to a baseball facility
- Party rentals on Saturdays
- Bigger office/community center
- Batting cage
- Fix bricks
- Bike racks
- Fix grass and clay
- Utilize clay field more efficiently
- T-ball field in NW corner
- Connect trails to the north side

Doral Central Park

- Swimming Pool/Aquatics Facility (15)
- Restrooms (10)
- Soccer/Football/Multi-Purpose Field Stadium with Track (7)
- Baseball Fields (7)
- Amphitheater (6)
- Water activities (6)
- Bike Rental (5)
- Children's Park (5)
- Soccer Fields (5)
- Security (4)
- Picnic Pavilions (4)
- 5k Cross Country Course with Markings and Elevation Changes (4)
- Soccer Fields – Natural Sod (3)
- Music events/Concerts (3)
- Pier into the Water (3)
- Cafeteria (3)
- Shade Trees (2)
- Better access through 33rd Street (2)
- Plant trees with golden and yellow flowers (2)
- Convention Center (2)
- Gardens (2)
- Pavilions with Outdoor Grills (2)
- Concession Stands (2)
- Indoor Facilities
- Trails
- Park with Educational Program for Children Youth, and Elderly
- Lights
- Basketball Courts
- Art Center
- Softball Fields
- Exercise Stations
- Indoor classroom for exercise classes and fitness
- Driving range
- Senior Recreation Center
- Marine Discovery Center
- Rocket Area
- Remote Control Aircraft Area
- Sandbox for children
- BMX Track
- Enclosed facility for Sports
- Skate park
- Open the park at 6AM
- Upgrade the playground and volleyball area
- Identify areas for placement of art pieces
- Quiet areas for reading
- More parking
- Have 4 wheel, side-by-side and tandem bicycle carts for rent (See Cannery Row in Monterey, CA for concept)
- Permanent distance markers for runners
- Use the Dennis the Menace Park in Monterey, CA as a guide: Create a city park on an adult size scale for families
- Dog area
- AED Defibrillators

Morgan Levy Park

- Cafeteria (13)
- More parking (11)
- Security (4)
- Mini tennis and storage (3)
- Higher fence to residential side (2)
- Restrooms (2)
- Soccer fields – multi—purpose (2)
- Indoor basketball/volleyball gym (2)
- Basketball Court (2)

- Lights
- Senior Recreation Center
- No organized activities before 9:00 am
- Less activities organized in a single day
- Parking Rangers
- Event/party room – more affordable, less restricted
- Trees along residential perimeter
- Open park later
- Too much noise for residents living around the park
- Gymnastics
- Storm alarm control
- More staff in parks
- Raise the net for soccer fields
- Lighting alarm too loud!
- Love the tennis court
- Volleyball wash area
- More workout classes
- Add one more court for tennis or handball
- Workout station
- More volleyball courts
- Small meeting space for community groups
- Place for spiritual growth

Veterans Park

- Bathrooms (2)
- AED Defibrillators
- Shade canopy/eggshell
- Displays of the contributions of USSOUTHCOM, US Coast Guard, and Homestead AFB/ARB (including the Cuban Missile Crisis)
- Display outlining South Florida's history in U.S. wars
- Commemorative plaques, monuments to South Florida's veterans of specific wars

Exercise #3 - Chat with the Director

Barbara Hernandez, the City's Parks and Recreation Director, was available at all four public meetings to answer questions and engage in discussion with residents, if they desired. This intent of exercise was to serve as a venue for direct, informal engagement with the Director, and as such, no format or parameters were applied to the discussions.

In addition to receiving many compliments, Ms. Hernandez fielded questions related to the schedule of the planning process, park lighting, the need for new baseball/softball fields, parking challenges, and questions related to general park operations.

Exercise #4 - Priority Spending

Participants indicated that they would spend $22 of their $100 parks and recreation "budget" on Doral Central Park; $20 on other new parks; and $18 on fixing/ maintaining existing parks. **Figure 3.7** illustrates how participants distributed their entire $100 budget.





Figure 3.5-6: Doral residents participating in the needs assessment workshops.

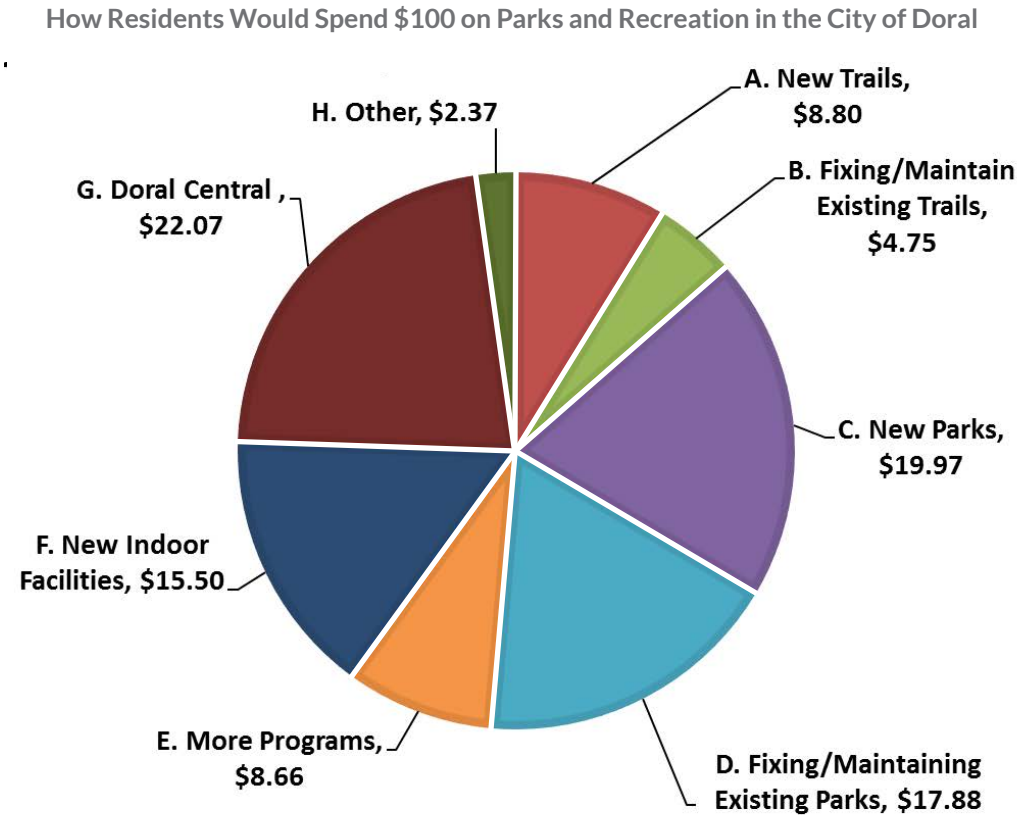


Figure 3.7: Chart illustrating how workshop participants would prioritize spending on parks and recreation in Doral.



Figure 3.8: Doral residents participating in a needs assessment workshop.



BROWNING
DAY MULLINS
DIERDORF

3.3 statistically-valid public opinion survey

3.3.1 Overview of the Survey

ETC Institute administered a needs assessment public opinion survey for the City of Doral during the spring of 2016. The survey was administered to help establish priorities for future improvements of parks and recreation facilities, programs and services within the community. The City is taking a resident-driven approach to making decision that will enrich the future of the community and positively affect the lives of its residents.

3.3.2 Survey Methodology

Survey Administration

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

A few days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey.

To prevent people who were not residents of the City of Doral from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted. A total of 400 residents completed the survey. The overall results for the sample of 400 households have a precision of at least +/-5% at the 95% level of confidence.

Priority Investment Rating

The Priority Investment Rating (PIR) was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments by identifying the facilities and programs residents think should receive the highest priority for investment.

The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (those which are only being partly met or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

$$PIR = UNR + IR$$

For example, suppose the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

Following are descriptions of each rating category which aid in analyzing the PIR Charts:

High Priority Areas are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

Medium Priority Areas are those with a PIR of 70-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

Low Priority Areas are those with a PIR below 70. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The major findings of the survey are summarized in the pages to follow; a complete copy of the survey instrument, survey data, and benchmarking data can be found in Section 6.4 of the Appendix.

3.3.3 Summary of Conclusions

The results of the survey show that the City of Doral is doing an excellent job of maintaining the physical condition of parks facilities, 90% of respondents indicated they condition of parks were either "excellent" 44% or "good" 46%. Overall satisfaction with programs and facilities is very high, no respondents indicated the quality of the recreation or sports programs they had participated in were "poor".

Overall, the public perception of the City of Doral Parks and Recreation Department is very high and respondents were overwhelmingly willing to download a City App to get park programs and event information. Seventy-nine percent (79%) of respondents indicated they were either "very willing" (57%) or "somewhat willing" (22%) to download the App if it were free.

In order to ensure that the City of Doral continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks Department sustain and/or improve the Department's performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR).

The facilities and programs with the highest PIR ratings are listed below.

Facility Priorities

- Outdoor swimming pools/water parks
- Paved walking & biking trails
- Swimming pools/leisure pool
- Nature center & trails
- Indoor fitness & exercise facilities
- Small neighborhood parks within walking distance
- Community culture & performing arts spaces
- Picnic shelters/picnic areas
- Natural areas/wildlife habitat
- Canoe/kayak launches
- Bicycle lanes on streets

Programming Priorities

- Adult fitness & wellness programs
- Special event, i.e. concerts, movies, etc.
- Youth learn to swim programs
- Nature programs
- Water fitness programs
- Youth summer camp programs
- Tennis lessons

3.3.4 FACILITY Needs and Priorities

Facility Needs

Respondents were asked to identify if their household had a need for 29 different recreation facilities and rate how well their needs for each facility were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

The three recreation facilities with the **highest percentage of households that indicated a need** for the facility were:

1. Paved walking & biking trails (56%)
2. Outdoor swimming pools and water parks (52%)
3. Small neighborhood parks within walking distance (51%).

When ETC Institute analyzed the unmet needs in the community, only two facilities, outdoor swimming pools and water parks, and swimming pools and leisure pool, had an unmet need that affected more than 7,000 households. ETC Institute estimates a total of 7,474 households in the City of Doral have unmet needs for outdoor swimming pools and water parks. Swimming pools and leisure pool had the second greatest level

Top Priorities for Investment for FACILITIES Based on the PIR

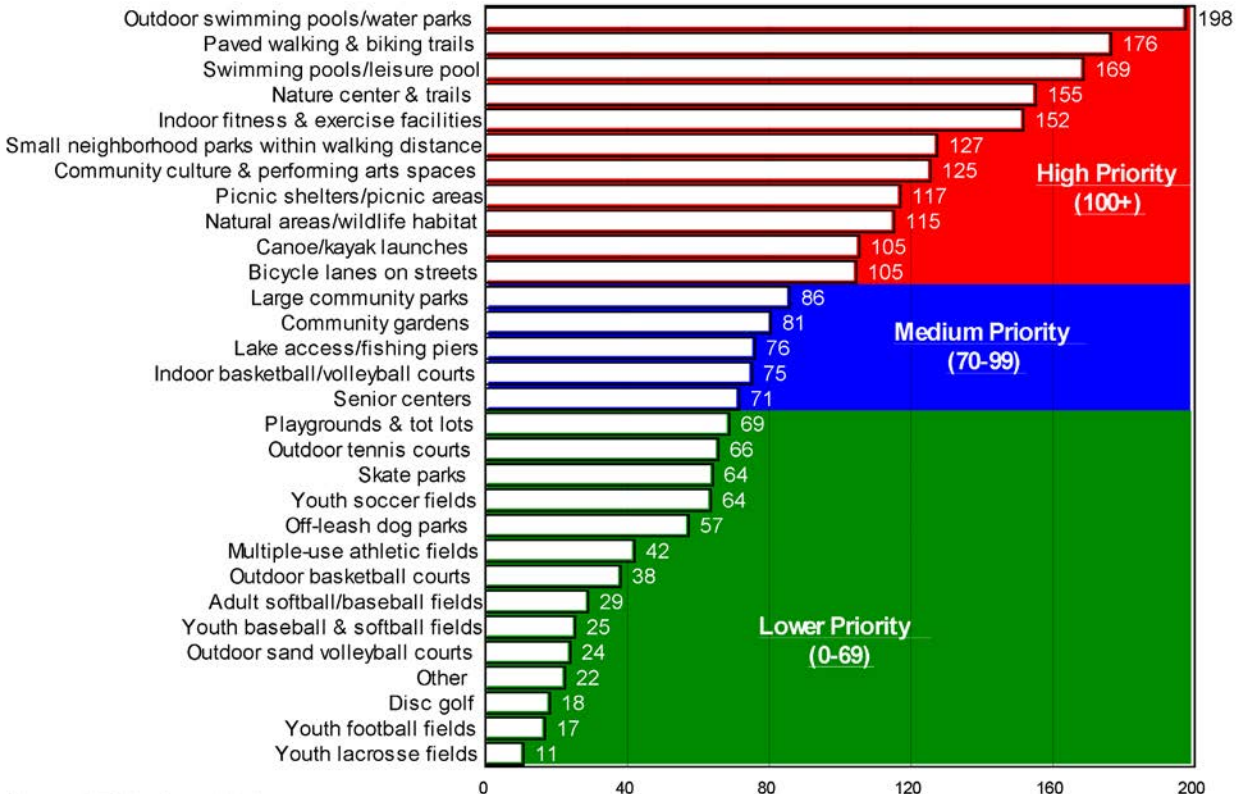


Figure 3.9: PIR chart for parks and recreation facilities.

Top Priorities for Investment for PROGRAMS Based on the PIR

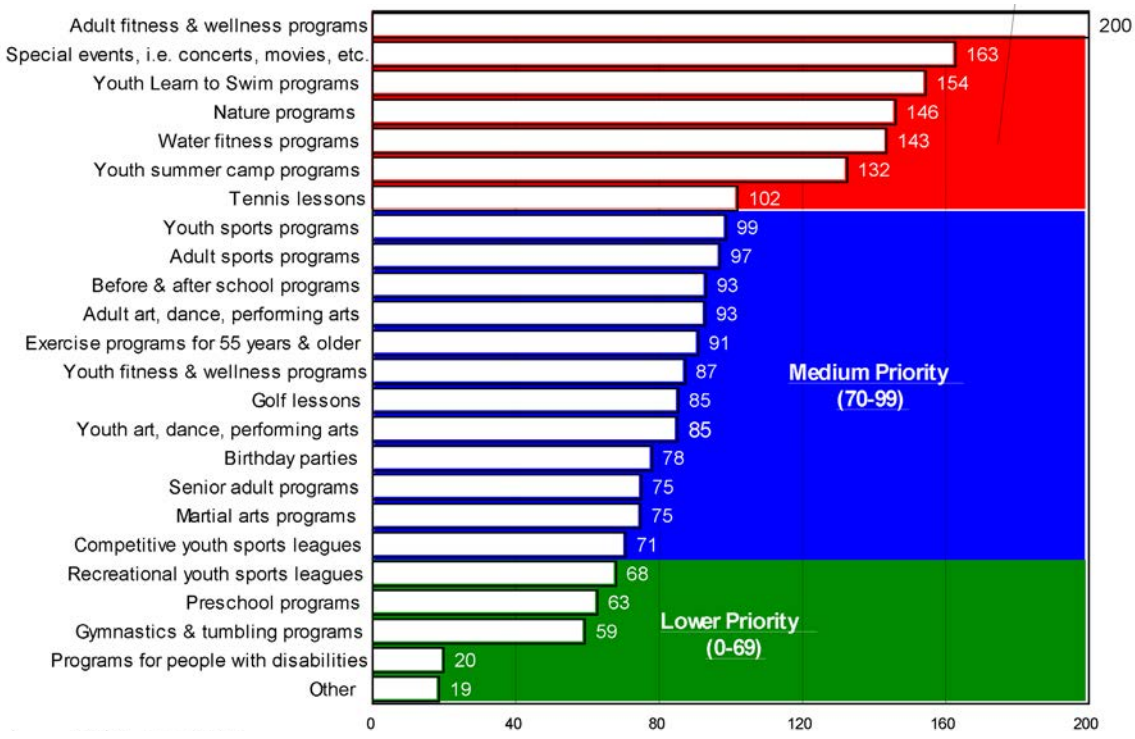


Figure 3.10: PIR chart for parks and recreation programs.

of unmet need, 7,115 estimated households. The estimated number of households that have unmet needs for each of the 29 facilities that were assessed is shown in **Figure 3.11.**

Facility Importance

In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, t**he three most important facilities** to residents were:

1. Paved walking and biking trails (28%)
2. Outdoor swimming pools and water parks (28%)
3. Small neighborhood parks within walking distance (23%).

The percentage of residents who selected each facility as one of their top four choices is shown in the table on the following page.

Priorities for Facility Investments

Based the Priority Investment Rating (PIR), the following eleven facilities were rated as high priorities for investment:

1. Outdoor swimming pools/water parks (PIR=198)
2. Paved walking & biking trails (PIR=176)
3. Swimming pools/leisure pool (PIR=169)
4. Nature center & trails (PIR=155)
5. Indoor fitness & exercise facilities (PIR=152)
6. Small neighborhood parks within walking distance (PIR=127)
7. Community culture & performing arts spaces (PIR=125)
8. Picnic shelters/picnic areas (PIR=117)
9. Natural areas/wildlife habitat (PIR=115)
10. Canoe/kayak launches (PIR=105)
11. Bicycle lanes on streets (PIR=105)

Figure 3.9 shows the Priority Investment Rating for each of the 29 facilities/amenities that were assessed on the survey. Details regarding the methodology for this analysis are provided in Section 3.3.2 of this report.

3.3.5 Use of Parks and Recreation Facilities

1. Morgan Levy Park

Sixty-nine percent (69%) of respondents indicated they have used Morgan Levy Park. The most used features of Morgan Levy Park were: Fitness walking and jogging trails (58%), shaded playground (51%), and basketball courts (33%).

2. Doral Central Park

Forty-nine percent (49%) of respondents indicated they have used Doral Central Park. The most used features at Doral Central Park were: .9 mile walking and jogging trail (65%), on-street bike lanes (40%), and picnic benches (37%).

3. Doral Meadow Park

Forty-three percent (43%) of respondents indicated they have used Doral Meadow Park. The most used features at Doral Meadow Park were: Fitness walking and jogging trails (61%), exercise path (53%), and shaded playground (44%).

4. Trails & Tails Park

Thirty-seven percent (37%) of respondents indicated they have used Trails & Tails Park. The most used features at Trails & Tails Park were: Bike trail (50%), small dog area (48%), and exercise stations (42%).

5. Downtown Doral Park

Thirty percent (30%) of respondents indicated they have used Downtown Doral Park. The most used features at Downtown Doral Park were: Open lawn (64%), shaded playground (58%), and picnic tables (32%).

6. Bikeway Facilities in Doral

Twenty-three percent (23%) of respondents indicated they have used Bikeway Facilities in Doral. The most used features at Bikeway Facilities in Doral were: NW 58th Street Bikeway (74%), NW 117th Avenue Bikeway (52%), and NW 107th Avenue Bikeway.

7. Veterans Park

Fourteen percent (14%) of respondents indicated they have used Veterans Park. The most used features at Veterans Park were: Shaded playground (81%), and shaded pavilion (47%).

Q10. Estimated Number of Households in Doral that Have a Need for Parks and Recreation FACILITIES

(by percentage of respondents)

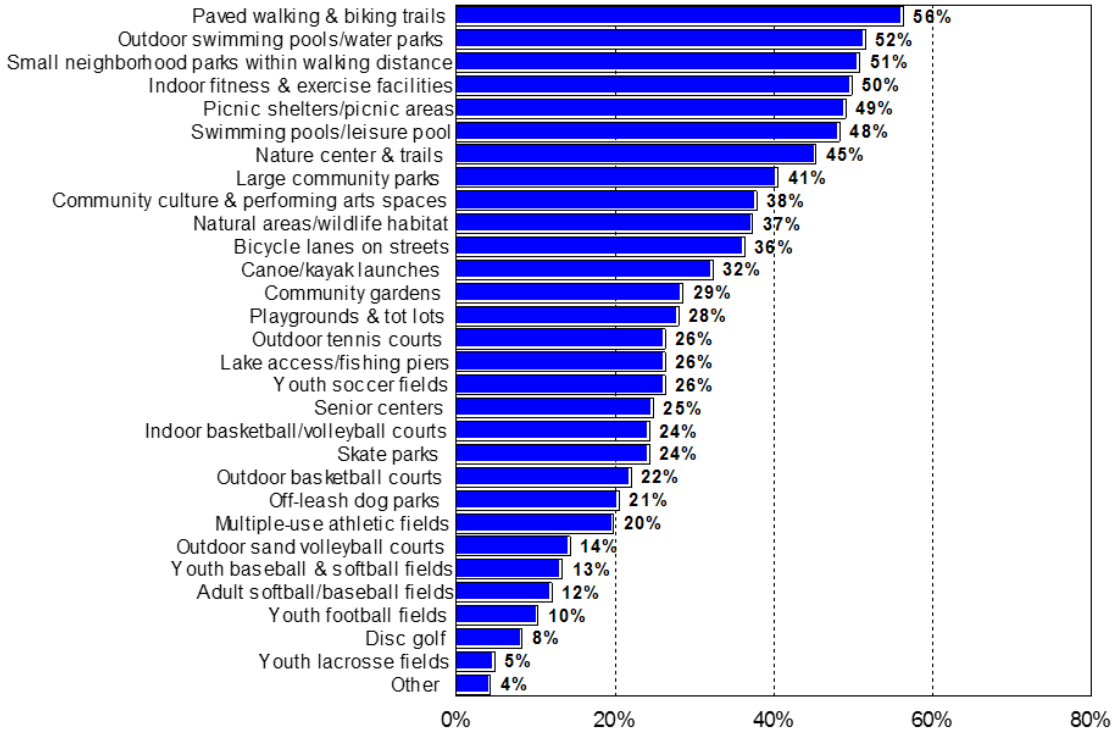


Figure 3.11: Results of Question #10 from the public opinion survey.

Q11. Parks and Recreation FACILITIES most important to Households

(by percentage of respondents who selected the item was one of their top four choices)

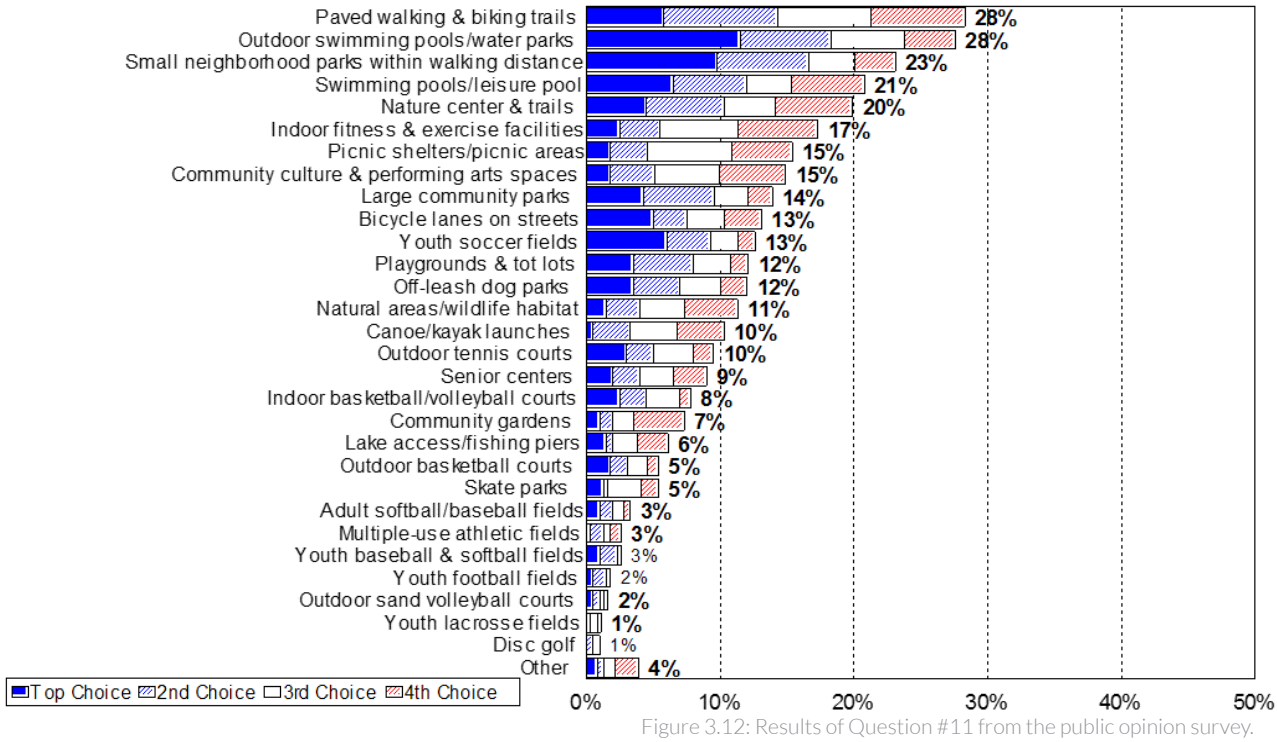


Figure 3.12: Results of Question #11 from the public opinion survey.

3.3.6 Getting to City of Doral Parks and Recreation Facilities

Mode of Transportation

Respondents were asked to indicate their preferred method of transportation to City of Doral Parks and Recreation Facilities. A majority of respondents (81%) indicated they would prefer an automobile, 35% indicated walking, and more than a quarter (27%) of residents indicated they would use a bicycle.

Distance

Respondents were next asked to indicate the farthest distance they would be willing to travel to their neighborhood park to use the facilities or participate in activities that are most important to their household. Over one-third (37%) of respondents indicated they would be willing to travel 2+ miles, 10% of respondents indicated up to ½ mile, 21% indicated they would travel up to 1 mile, and 32% indicated they would travel up to 2 miles.

New Modes of Transportation

When asked how willing they would be to use a Doral Trolley to get to a park if the trolley stop was at/near their home nearly two-thirds (67%) were either "very willing" (39%) or somewhat willing (28%). Only 15% of respondents were "not willing", and 19% were "not sure".

3.3.7 PROGRAM Needs and Priorities

Programming Needs

Respondents were also asked to identify if their household had a need for 23 different recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had "unmet" needs for each program.

The three programs with the highest percentage of households that had needs were:

1. Adult fitness & wellness programs (50%)
2. Special events, i.e. concerts, movies, etc. (42%)
3. Nature programs (37%).

In addition to having the highest total need, two of these programs also have the highest unmet need among the 23 programming-related areas that were assessed. ETC Institutes estimates that a total of 6,650 households have unmet needs for adult fitness & wellness programs, 5,624 have unmet needs for special events, while 5,361 have unmet needs for nature programs. The estimated number of households that have unmet needs for each of the 23 programs that were assessed is shown in **Figure 3.14.**

Q3. Farthest Distance Respondent Would Be Willing to Travel to Their Neighborhood Park to Use Facilities or Participate in Activities Most Important to the Household

(by percentage of respondents, excluding "not provided")

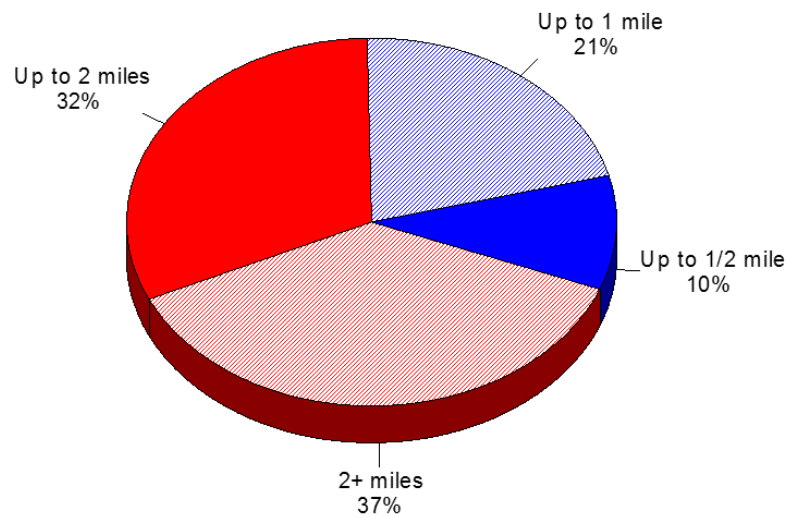


Figure 3.13: Results of Question #3 from the public opinion survey.

Q12. Estimated Number of Households in Doral that Have a Need for Parks and Recreation PROGRAMS

(by percentage of respondents)

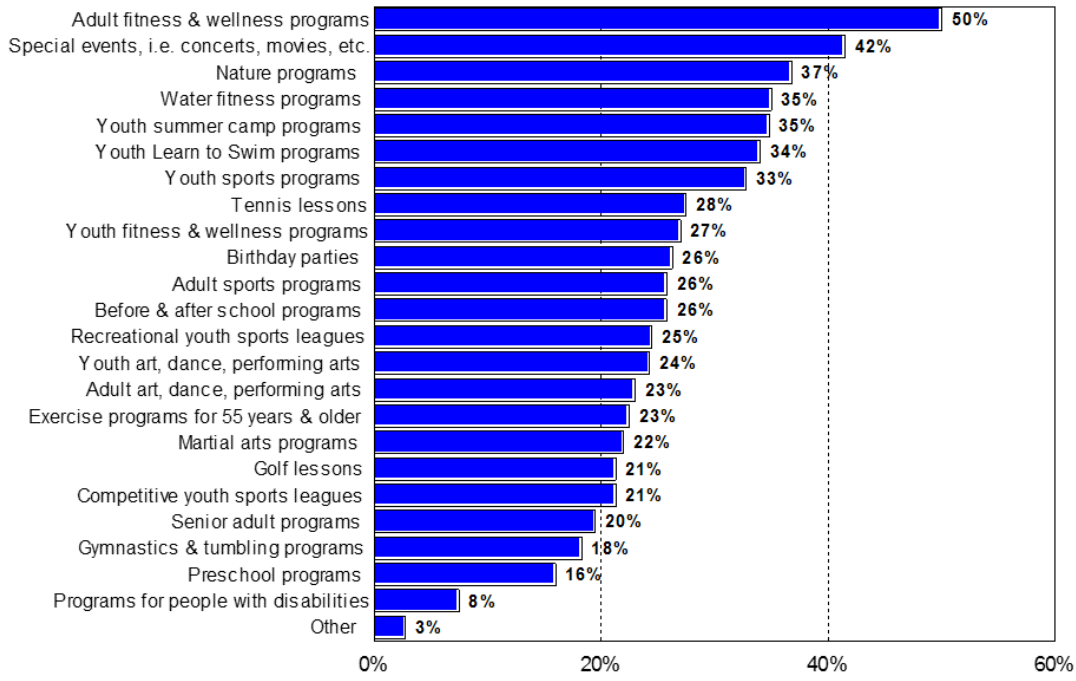


Figure 3.14: Results of Question #12 from the public opinion survey.

Q11. Parks and Recreation PROGRAMS most important to Households

(by percentage of respondents who selected the item was one of their top four choices)

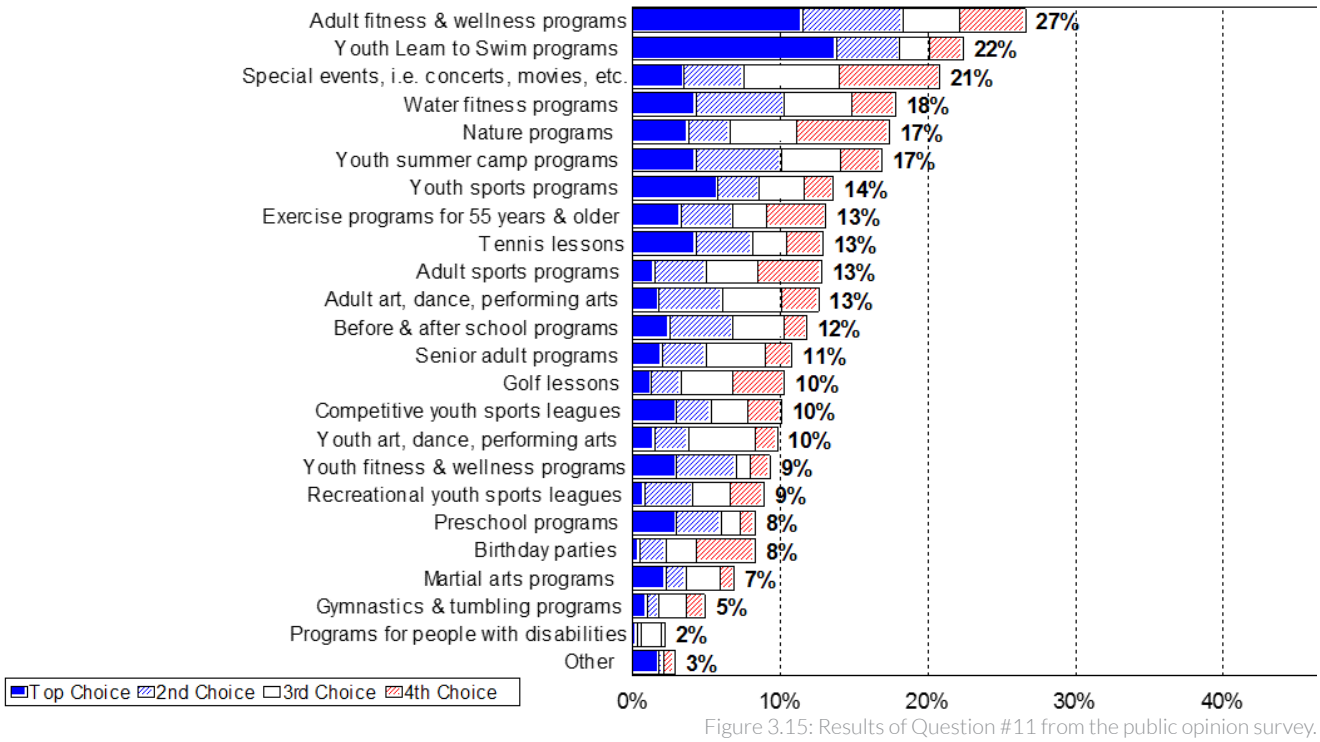


Figure 3.15: Results of Question #11 from the public opinion survey.

Program Importance

In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents were:

1. Adult fitness & wellness programs (27%)
2. Youth learn to swim programs (22%)
3. Special events (21%).

Priorities for Programming Investments

Based on the priority investment rating (PIR), the following seven (7) programs were rated as "high priorities" for investment:

1. Adult fitness & wellness programs (PIR=200)
2. Special event, i.e. concerts, movies, etc. (PIR=163)
3. Youth learn to swim programs (PIR=154)
4. Nature programs (PIR=146)
5. Water fitness programs (PIR=143)
6. Youth summer camp programs (PIR=132)
7. Tennis lessons (PIR=102)

Program Participation

ETC Institute also assessed the current participation levels of residents in each program. Based on the sum of the respondent's top four choices, the three programs which residents currently participate most in are:

1. Youth sports programs (11%)
2. Adult fitness and wellness programs (11%)
3. Special events, i.e. concerts, movies, etc. (12%).

3.3.8 Program Participation and Ratings

Overall Participation

Thirty-five percent (35%) of households surveyed indicated that they had participated in the City of Doral Parks and Recreation Department programs during the past 12 months.

Level of Participation

A majority (84%) of respondents indicated they participated in at least 1 program (42%) or 2 to 3 programs (42%). Only 3% of respondents indicated they do not participate.

Q6-2. Approximately How Many Different Recreation or Sports Programs Offered by the City of Doral Parks and Recreation Department Has Your Household Participated in During the Past 12 Months

(by percentage of respondents, excluding "not provided")

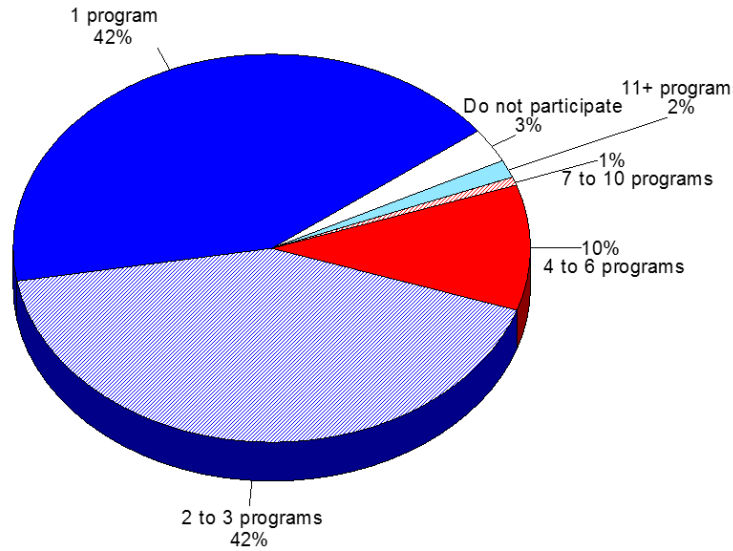


Figure 3.16: Results of Question #6-2 from the public opinion survey.

Satisfaction Ratings
Of households who had participated in programs, 88% rated the programs as either "excellent" (36%) or "good" (52%). Only 12% rated the programs as "fair" and no respondents rated the programs as "poor".

3.3.9 Ways Households Learn About Recreation or Activities

Respondents were asked to identify ways they learn about recreation and activities from a list of 13 potential choices. The most preferred ways to get information were from friends and neighbors (44%), parks and recreation program and events guide (42%), City of Doral website (42%), and flyers and posters at Parks and Recreation facilities (37%).

3.3.10 Barriers to Park, Facility and Program Usage

Respondents were asked from a list of 18 potential reasons to identify the reasons that prevent them from utilizing parks, recreation and sports facilities or programs of the City of Doral Parks and Recreation Department more often.

The top four reasons selected were: Program or facility is not offered (33%), I do not know what is being offered (33%), program times are not convenient (25%), and lack of parking at facilities and parks (22%).

3.3.11 Satisfaction with Parks and Recreation Services

Residents were asked to rate their level of satisfaction for various parks and recreation services provided by the City of Doral Parks and Recreation Department. The item which respondents were most satisfied with was the cleanliness of parks and facilities which received a 93% positive rating, 44% indicated they were "very satisfied" and 49% were "satisfied".

Safety in parks received a 82% positive rating, with 37% of respondents indicating they were "very satisfied" and 44% indicating they were "satisfied". The area with the lowest positive rating was Doral Parks and Recreation Adult Programs with a 26% positive rating.

Q6-3. Rating the Overall Quality of the Recreation or Sports Programs the Household has Participated in

(by percentage of respondents, excluding "not provided")

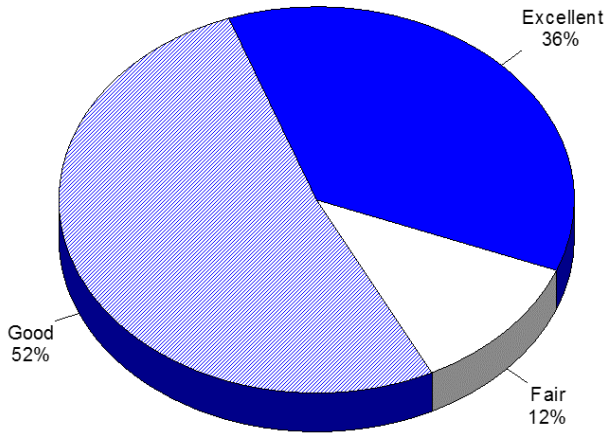


Figure 3.17: Results of Question #6-3 from the public opinion survey.

3.3.12 Importance-Unmet Needs Assessment by Region

The Project Team utilized the Importance-Unmet Needs Matrix to help better understand how needs and priorities vary geographically across different parts of the city. The Importance-Unmet Needs Matrix is a tool for assessing the priority that should be placed on parks and recreation facilities and recreation programs in the City of Doral Importance-Unmet Needs Assessment were completed for the City of Doral. Each of the facilities and programs that were assessed on the survey were placed in one of the following four quadrants:

Top Priorities (higher importance and high unmet need). Items in this quadrant should be given the highest priority for improvement. Respondents placed a high level of importance on these items, and the unmet need rating is high. Improvements to items in this quadrant will have positive benefits for the highest number of residents.

Continued Emphasis (higher importance and low unmet need). Items in this quadrant should be given secondary priority for improvement. Respondents placed a high level of importance on these items, but the unmet need rating is relatively low.

Special Interest/Lower Priority (lower importance and high unmet need). This quadrant shows where improvements may be needed to serve the needs of specialized populations. Respondents placed a lower level of importance on these items, but the unmet need rating is relatively high.

Lowest Priority (lower importance and low unmet need). Items in this quadrant should receive the lowest priority for improvement. Respondents placed a lower level of importance on these items, and the unmet need rating is relatively low.

These needs assessments were calibrated for both the overall results and three specific geographic regions within the City of Doral (see **Figure 3.18**), which loosely correspond to how the Department structures its facility management staffing. The following charts illustrate the Importance-Unmet Needs Matrices for all parks and recreation programs and programs that were assessed on the survey for each of the three quadrants, as well as the City as a whole.

Entire City

The three facilities which are top priorities (higher importance and high unmet needs) are: paved walking and biking trails, outdoor swimming pools and water parks, and small neighborhood parks within walking distance. The three programs which are top priorities are; adult fitness and wellness programs, youth learn to swim programs, and special events, i.e. concerts, movies, etc. Improvements to these items will have a positive benefit for the highest number of residents.

Region 1

The three facilities which are top priorities (higher importance and high unmet needs) are: paved walking and biking trails, outdoor swimming pools and water parks, and swimming pools and leisure pool. The three programs which are top priorities are: youth learn to swim programs, adult fitness and wellness programs and nature programs. Improvements to these items will have a positive benefit for the highest number of residents within Region 1.

Region 2

The three facilities which are top priorities (higher importance and high unmet needs) are; outdoor swimming pools and water parks, paved walking and biking trails, and small neighborhood parks within walking distance. The three programs which are top priorities are; adult fitness and wellness programs, special events, i.e concerts, movies etc., and youth learn to swim programs. Improvements to these items will have a positive benefit for the highest number of residents within Region 2.

Region 3

The three facilities which are top priorities (higher importance and high unmet needs) are; indoor fitness and exercise facilities, outdoor swimming pools and water parks, and paved walking and biking trails. The three programs which are top priorities are; adult fitness and wellness programs, exercise programs for 55 years and older, and golf lessons. Improvements to these items will have a positive benefit for the highest number of residents within Region 3.

Each of the three regions indicate a different facility and adult fitness and wellness programs was a program which all three regions noted as one of their top priorities. If the City of Doral were to continue to improve these areas the positive benefit of their improvement would have the furthest reach within the City and across all three regions.

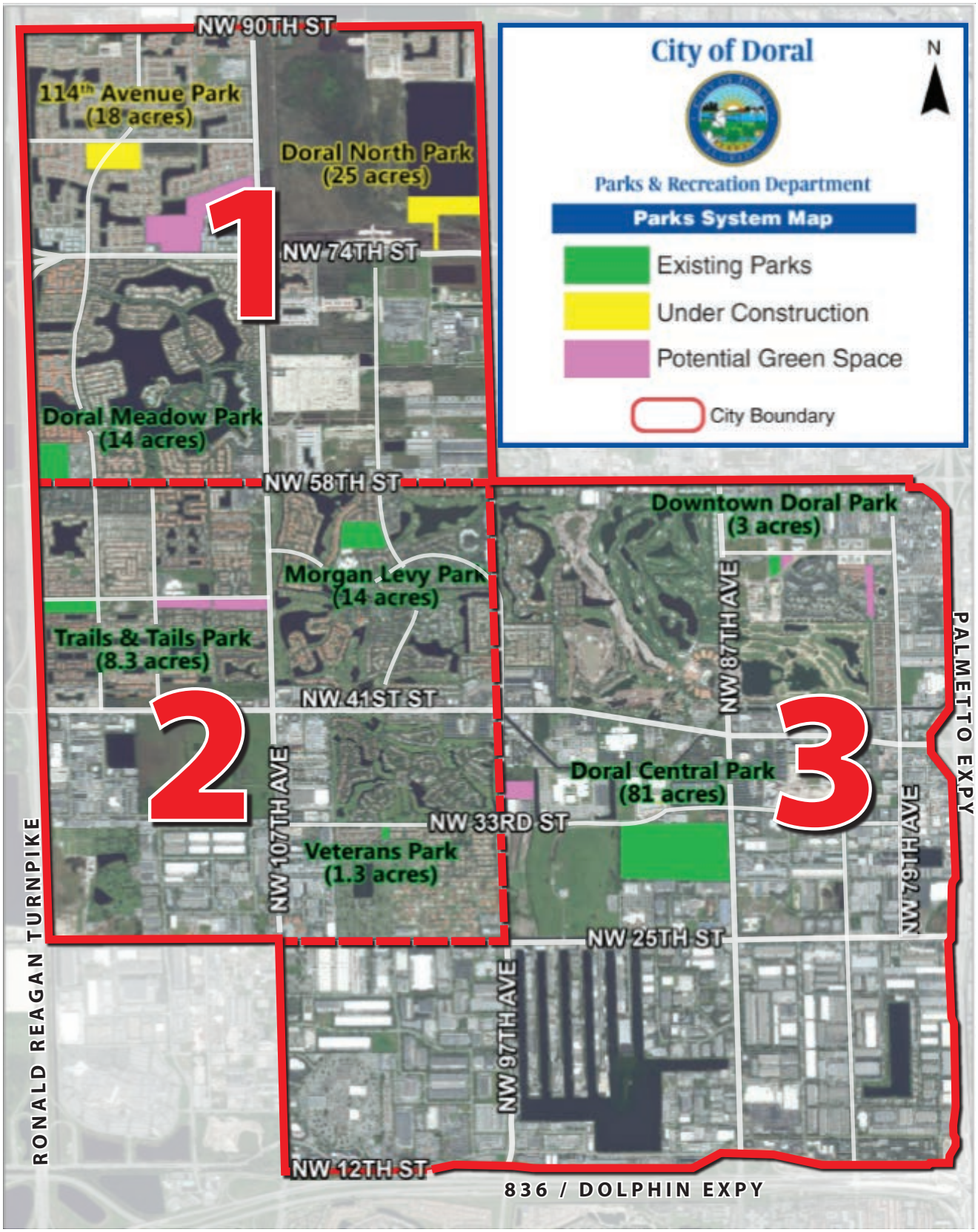


Figure 3.18: Map illustrating the three (3) geographic regions utilized in the public opinion survey.

Importance-Unmet Needs Matrix for PROGRAMS - Entire City

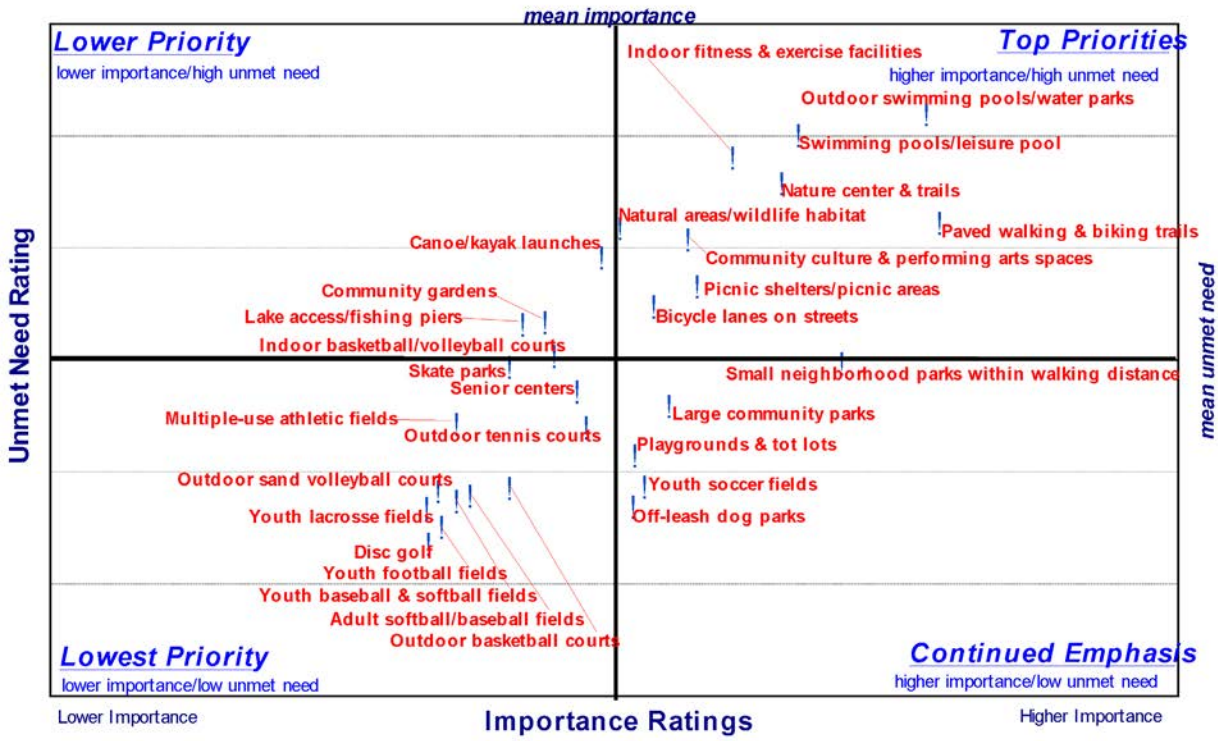


Figure 3.19: Importance-Unmet Needs Matrix for programs city-wide.

Importance-Unmet Needs Matrix for PROGRAMS - Region 1

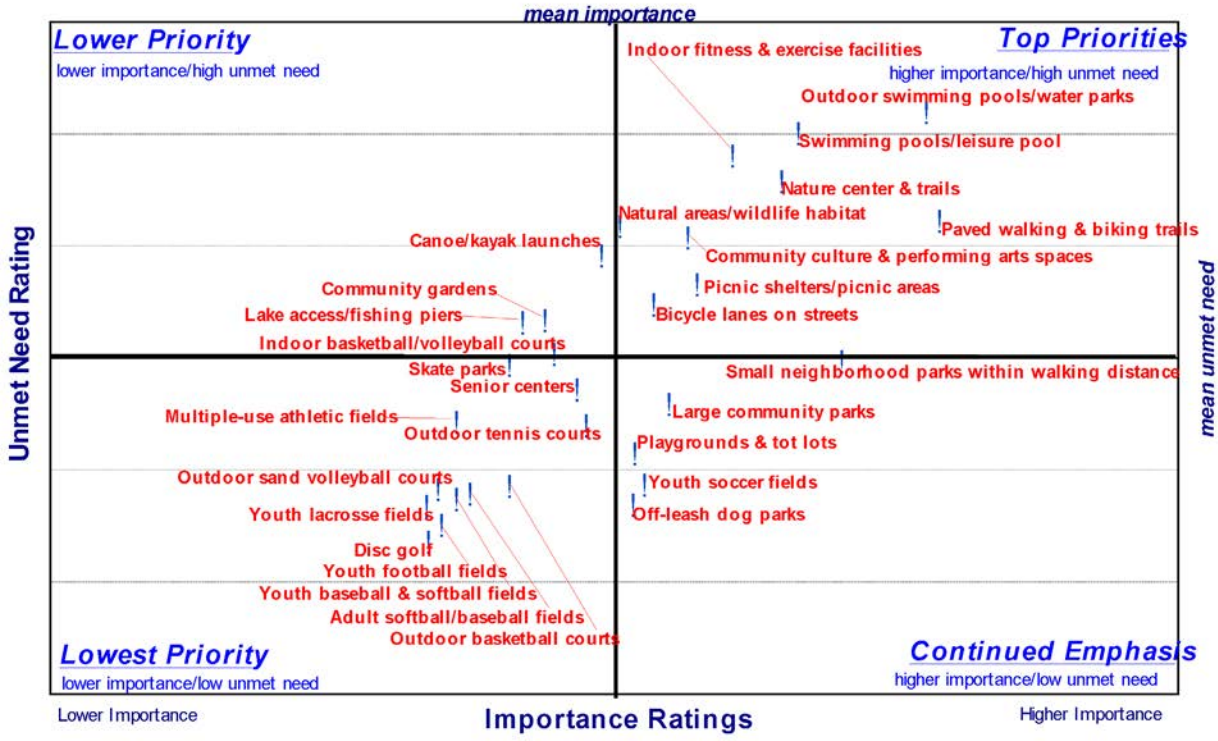


Figure 3.20: Importance-Unmet Needs Matrix for programs in Region 1.

Importance-Unmet Needs Matrix for PROGRAMS - Region 2

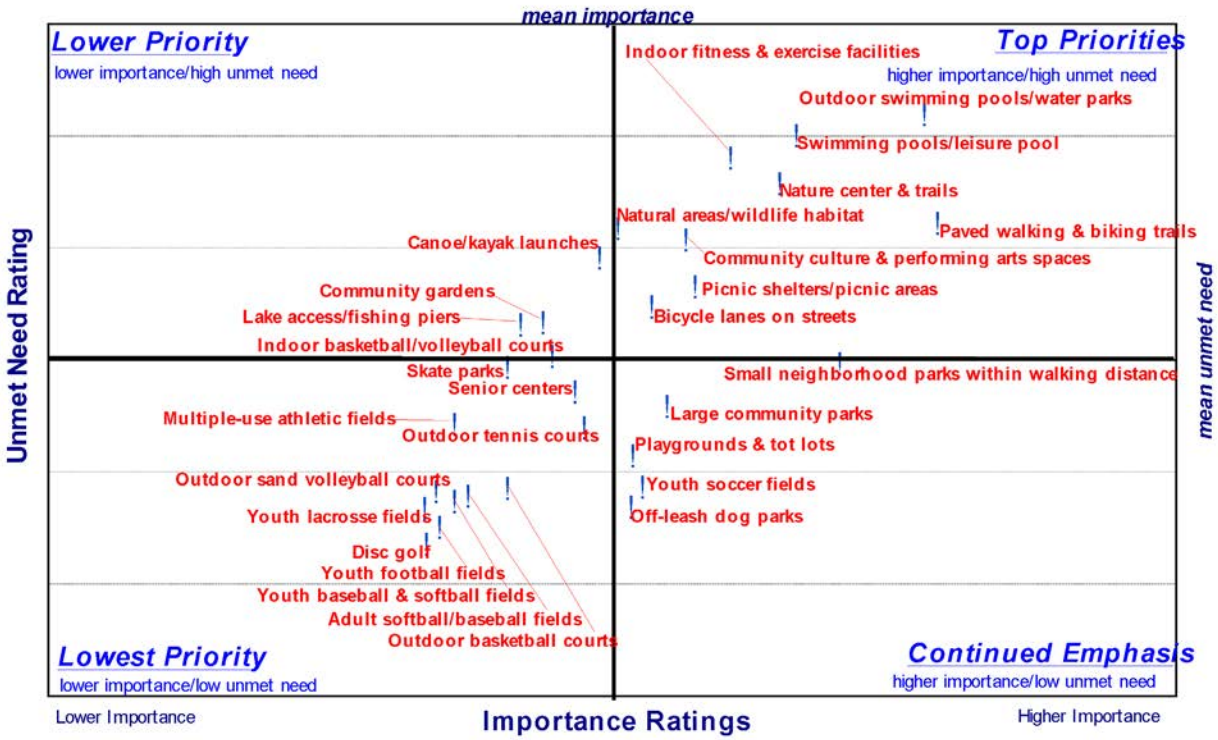


Figure 3.21: Importance-Unmet Needs Matrix for programs in Region 2.

Importance-Unmet Needs Matrix for PROGRAMS - Region 3

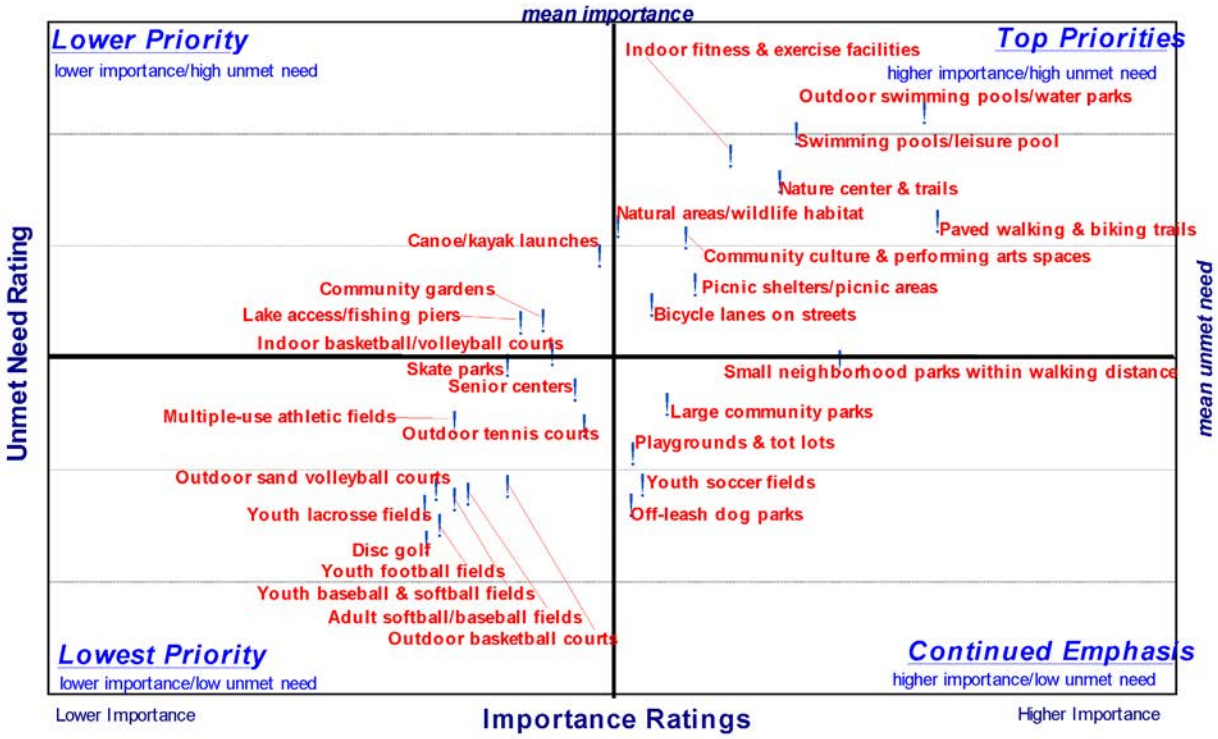


Figure 3.22: Importance-Unmet Needs Matrix for programs in Region 3.

Importance-Unmet Needs Matrix for FACILITIES - Entire City

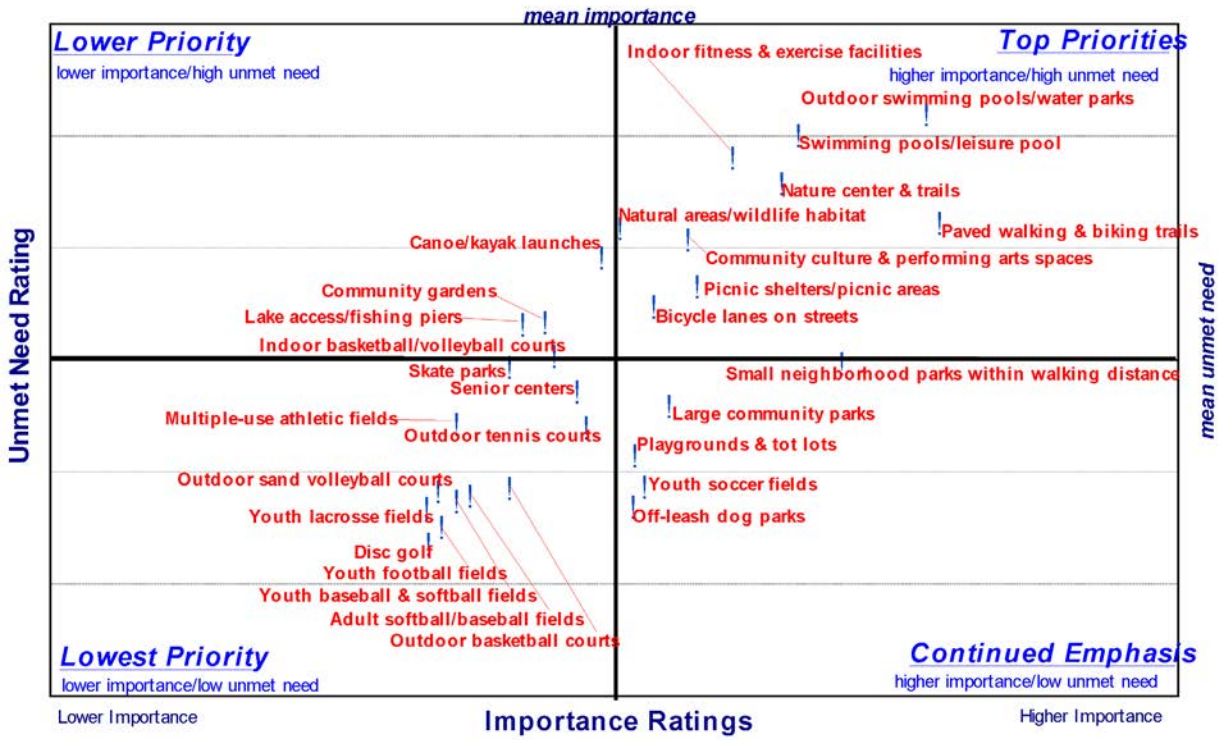


Figure 3.23: Importance-Unmet Needs Matrix for facilities city-wide.

Importance-Unmet Needs Matrix for FACILITIES - Region 1

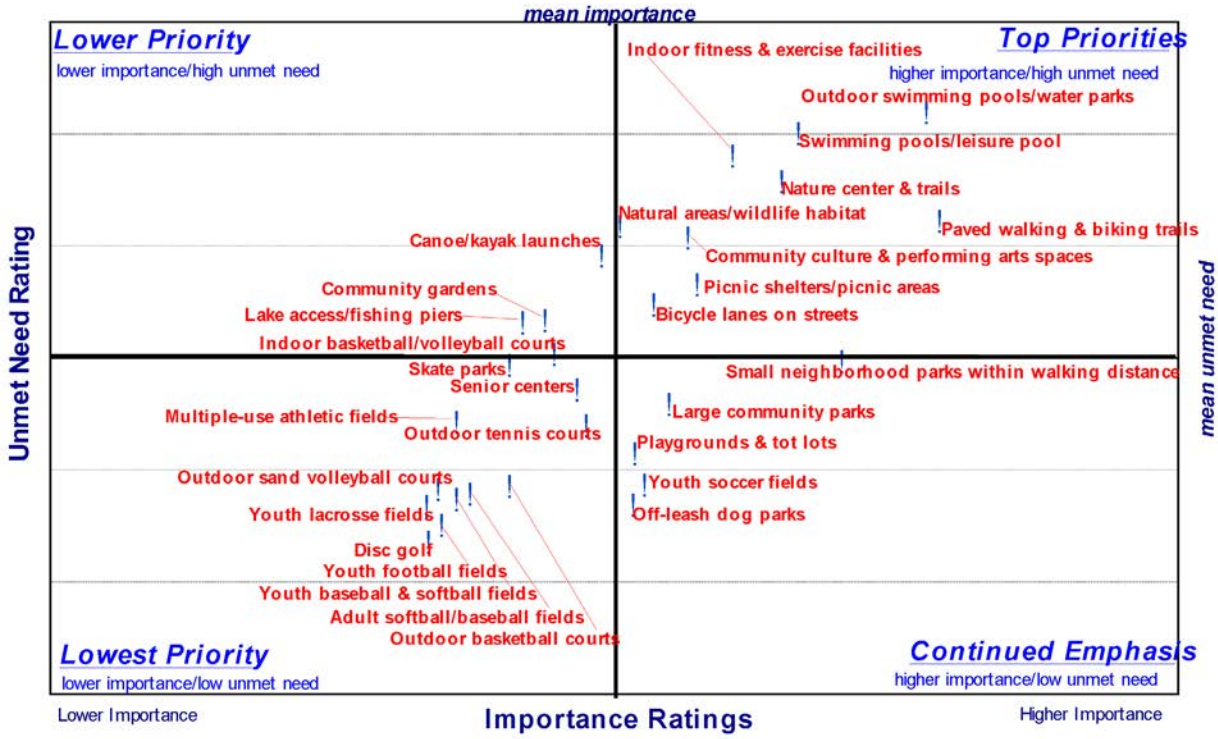


Figure 3.24: Importance-Unmet Needs Matrix for facilities in Region 1.

Importance-Unmet Needs Matrix for FACILITIES - Region 2

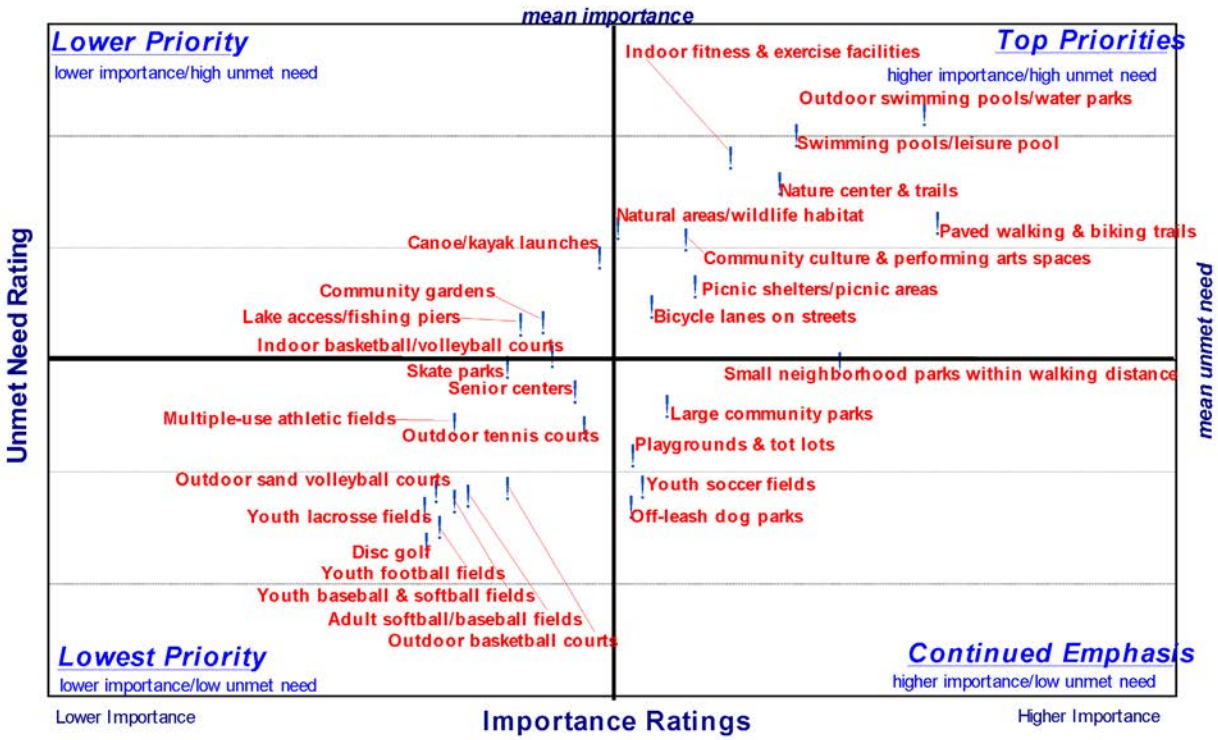


Figure 3.25: Importance-Unmet Needs Matrix for facilities in Region 2.

Importance-Unmet Needs Matrix for FACILITIES - Region 3

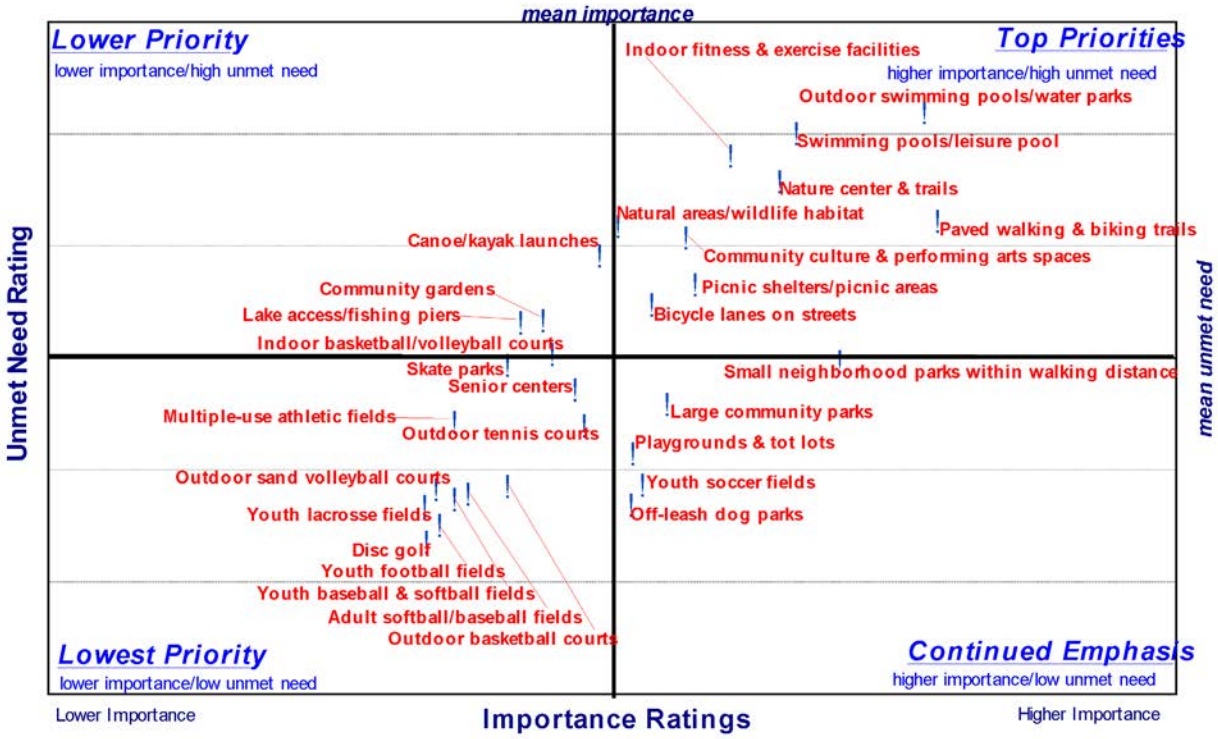


Figure 3.26: Importance-Unmet Needs Matrix for facilities in Region 3.

3.3.13 Survey Benchmarking

Overview

Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in over 49 states across the country. The results of these surveys has provided an unparalleled data base of information to compare responses from household residents in client communities to "National Averages" and therefore provide a unique tool to "assist organizations in better decision making." Communities within the data base include a full-range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

"National Averages" have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

Results from household responses for the City of Doral were compared to National Benchmarks to gain further strategic information. Following is a summary of key findings from benchmarking analysis. A summary of all tabular comparisons are shown on the following page. Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Doral is not authorized without written consent from ETC Institute.

Participation

Residents in the City of Doral participate in recreation programs at nearly the same rate as the national average. Thirty-five percent (35%) of households in the City of Doral participated in recreation programs, this is a 1% increase from 34% which is the national average. Residents found the programs they participated in to be excellent or good at nearly the same rate as the national average as well, the City of Doral saw an increase of 1% from the national average.

Ways Residents Learn About Recreation Programs

The most frequently mentioned ways that households learn about City parks and recreation programs and activities are: word of mouth (44%), departmental brochure (42%), and the website (42%). Nationally the top source is word of mouth (42%), newspaper (39%), and newsletters/flyers/brochures (31%).

Barriers to Using Programs and Facilities More Often

The most frequently mentioned reason preventing households from using City parks, recreation facilities and programs more often was that respondents do not know what is being offered, this matched the most selected reason nationally. Nationally 22% of respondents indicate they do not know what is being offered, whereas 33% respondents from the City of Doral indicated they did not know what is being offered as the reason that prevents them from using programs or facilities more often.

Quality Ratings

Nationally, 31% of respondents indicated the quality of all the parks and facilities they visited were "excellent". The City of Doral saw a 13% increase from the national average with 44% of respondents indicating the quality of parks and facilities visited was "excellent". Thirty-six percent (36%) of respondents from the City of Doral indicated the quality of the recreation programs they have participated in as "excellent", this is higher than the national average of 35%.

Summary

Overall, the City of Doral saw numbers that were very similar to the national average in terms of usage, quality, and need. The City of Doral did much better than the national average in the "excellent" ratings of their parks and facilities. The City should continue to focus on the areas where they are above the national average in terms of quality, and add focus to the areas where they fell below the national average. Importance, reasons preventing usage, and facility/program need can be based on regional need and culture. These benchmarks are a guide for the City and should not be used as a strict litmus test for excellence.

How would you rate the quality of all the parks/facilities you've visited?		
	NATIONAL AVERAGE	CITY OF DORAL
Excellent	31%	**44%**
Good	54%	**46%**
Fair	12%	**9%**
Poor	2%	**1%**
Has your household participated in City/County/Park District recreation programs during the past year?		
	NATIONAL AVERAGE	CITY OF DORAL
Yes	34%	**35%**
No	66%	**65%**
How would you rate the quality of all the recreation programs you've participated in?		
	NATIONAL AVERAGE	CITY OF DORAL
Excellent	35%	**36%**
Good	53%	**52%**
Fair	10%	**12%**
Poor	2%	**0%**
Ways respondents learn about recreation programs and activities		
	NATIONAL AVERAGE	CITY OF DORAL
Conversations with City/County/Park District staff	6%	**8%**
Departmental Brochure (Seasonal program guide)	54%	**42%**
E-mail bulletins/notification (Email)	8%	**20%**
Flyers/Materials at City/County/Park District facilities	18%	**37%**
Newsletters/Flyers/Brochures	31%	**17%**
Newspaper	39%	**12%**
Radio	11%	**6%**
School flyers (Program fliers at school)	16%	**16%**
TV/Cable Access	10%	**5%**
Website	21%	**42%**
Word of Mouth/Friends/Coworkers	42%	**44%**
Newspaper Advertisements	20%	**12%**
Social media - Facebook/Twitter	7%	**27%**
Organizations used for parks and recreation programs and facilities		
	NATIONAL AVERAGE	CITY OF DORAL
Boys/Girls Clubs	4%	**1%**
Churches	30%	**23%**
County/State Parks	36%	**32%**
Homeowners Associations/Similar	12%	**39%**
Other Cities/Park Districts	24%	**31%**
Private Clubs	22%	**30%**
Private schools	9%	**25%**
Private sports clubs	13%	**17%**
School District	28%	**27%**
YMCA	16%	**3%**
Recreation programs that respondent households have a need for		
	NATIONAL AVERAGE	CITY OF DORAL
Adult arts, dance, performing arts	21%	**23%**
Adult fitness and wellness programs	48%	**51%**
Adult sports programs	23%	**23%**
Before and after school programs	15%	**18%**
Birthday parties	17%	**18%**
Martial arts programs	15%	**17%**
Nature programs/environmental education	32%	**32%**
Preschool programs	15%	**15%**
Programs for people with disabilities	12%	**13%**

Figure 3.27: National benchmarking chart.

Recreation programs that respondent households have a need for		
	NATIONAL AVERAGE	CITY OF DORAL
Seniors/Adult programs for 50 years and older	24%	**37%**
Special events	40%	**24%**
Teen programs	16%	**18%**
Water fitness programs	30%	**34%**
Youth art, dance, performing arts	18%	**17%**
Youth fitness and wellness programs	19%	**21%**
Youth Learn to Swim programs	25%	**26%**
Youth sports programs	27%	**21%**
Youth summer camp programs	20%	**24%**
Recreation programs that are the most important to respondent households		
	NATIONAL AVERAGE	CITY OF DORAL
Adult arts, dance, performing arts	9%	**9%**
Adult continuing education programs	14%	**32%**
Adult sports programs	10%	**9%**
Before and after school programs	7%	**9%**
Birthday parties	4%	**6%**
Martial arts programs	4%	**5%**
Nature programs/environmental education	13%	**13%**
Preschool programs	7%	**8%**
Programs for people with special needs/disabled	4%	**6%**
Seniors/Adult programs for 50 years and older	14%	**26%**
Special events	20%	**9%**
Teen programs	7%	**8%**
Water fitness programs	14%	**14%**
Youth art, dance, performing arts	6%	**6%**
Youth fitness and wellness programs	7%	**9%**
Youth Learn to Swim programs	14%	**13%**
Youth sports programs	15%	**8%**
Youth summer camp programs	9%	**12%**
Parks and recreation facilities that respondent households have a need for		
	NATIONAL AVERAGE	CITY OF DORAL
BMX Bicycle Course	11%	**14%**
Community Gardens	33%	**38%**
Community/Recreation Centers	44%	**27%**
Indoor Gyms/Multi-Purpose Rec Center	27%	**23%**
Indoor Swimming Pools/Aquatic Center	43%	**39%**
Large Multi Use Community Parks	55%	**36%**
Natural areas/wildlife habitats (Greenspace and natural areas)	50%	**53%**
Off-leash dog parks	27%	**29%**
Outdoor Amphitheater	34%	**26%**
Outdoor basketball/multi-use courts	24%	**18%**
Outdoor Swimming Pools/Aquatic Center	44%	**32%**
Picnic Areas and Shelters	53%	**45%**
Playground Equipment for Children	43%	**37%**
Senior Centers (Senior activity space)	22%	**34%**
Skateboarding Park/Area	13%	**9%**
Small neighborhood parks	60%	**51%**
Splash park/pad	25%	**27%**
Tennis Courts (outdoor)	26%	**18%**
Ultimate Frisbee/Disc Golf	13%	**10%**

Figure 3.28: National benchmarking chart cont.

Most Important Parks and Recreation Facilities to Respondent Households		
	NATIONAL AVERAGE	CITY OF DORAL
BMX Bicycle Course	2%	4%
Community Gardens	8%	12%
Community/Recreation Centers	13%	9%
Indoor Gyms/Multi-Purpose Rec Centers	7%	7%
Indoor Swimming Pools/Aquatic Facilities	17%	15%
Large Community Parks	19%	13%
Natural areas/wildlife habitats (Greenspace and natural areas)	17%	22%
Off-Leash Dog Park	12%	16%
Outdoor Amphitheater	8%	8%
Outdoor Basketball Courts	5%	4%
Outdoor Swimmming Pools/Aquatic Facilities	18%	13%
Picnic Areas and Shelters	17%	15%
Playground Equipment for Children	19%	15%
Senior Centers (Senior activity space)	9%	18%
Skateboarding Area	3%	1%
Small Neighborhood Parks	28%	30%
Splash park/pad	7%	10%
Tennis Courts (outdoor)	7%	4%
Ultimate Frisbee/Disc Golf	3%	3%
Reasons that Prevent Respondent Households From Using Programs or Facilities More Often		
	NATIONAL AVERAGE	CITY OF DORAL
Facilities do not have right equipment	7%	9%
Facilities are not well maintained	6%	4%
Facility operating hours are not convenient	7%	11%
Fees are too expensive	13%	15%
I do not know location of facilities	12%	13%
I do not know what is being offered	22%	33%
Lack of accessibility (Not accessible for people w disabilities)	3%	1%
Lack of parking	5%	22%
Lack of quality programs	8%	17%
Poor customer service by staff	3%	4%
Program times are not convenient	16%	25%
Registration for programs is difficult	3%	7%
Security is insufficient	7%	8%
Too far from residence	12%	13%
Use facilities in other Cities/Park Districts	9%	6%
Use services of other agencies	8%	7%
Level of Satisfaction with the Overall Value Households Receive from the Parks and Recreation Department		
	NATIONAL AVERAGE	CITY OF DORAL
Very Satisfied	27%	16%
Somewhat Satisfied	34%	41%
Neutral	20%	24%
Somewhat Dissatisfied	6%	3%
Very Dissatisfied	3%	3%
Don't Know	11%	14%

Figure 3.29: National benchmarking chart cont.


BROWNING
DAY MULLINS
DIERDORF

3.4 comparable community benchmarking

3.4.1 Introduction

PROS Consulting, in collaboration with Doral Parks and Recreation, identified operating metrics to benchmark against comparable park and recreation systems within Florida. The benchmark agencies selected for analysis included jurisdictions with geographic and demographic characteristics similar to the City of Doral, as well as departments that have achieved CAPRA accreditation. This analysis aims to provide a direct comparison of peer agencies through a methodology of statistics and ratios to deliver objective information that is relevant and accurate.

3.4.2 Methodology

Information for benchmark agencies was sourced either internally from each department, or from the National Recreation and Parks Association's (NRPA) PRORAGIS database, as indicated in the table below. The information sought was a combination of operating metrics derived from demographic characteristics, budget figures, staffing levels, and inventories. In some instances, the information was not tracked or not available. The attributes considered for selection of comparable agencies included: regional location, population size and density, and CAPRA accreditation. It must be noted that the benchmark analysis is only an indicator based on the information provided.

Careful attention was paid to incorporate a mix of systems that are comparable peers. The table below reveals the selected benchmark agencies and arranges them by the population density of each jurisdiction served.

Due to differences in how each system collects, maintains and reports data, variances may exist. These variations have an impact on the per capita and percentage allocations within the budget, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems

BENCHMARK OVERVIEW

Agency	Population	Size (Sq. Mi.)	Population per Sq. Mi.	CAPRA Accredited (Year)	Data Source
Key Biscayne, FL	12,924	1.23	10,507	No	Internal
Hialeah, FL	224,669	23.00	9,768	No	Internal
Miami Beach, FL	91,732	18.70	4,905	No	Internal
Miami Springs, FL	14,500	3.00	4,833	No	Internal
Miami Lakes, FL	30,791	6.50	4,737	No	Internal
Cutler Bay, FL	44,321	10.00	4,432	No	Internal
Coral Gables, FL	49,400	12.00	4,117	Yes (2001)	Internal
Doral, FL	**54,116**	**15.00**	**3,608**	**No**	**Internal**
Winter Park, FL	29,203	8.70	3,357	Yes (2010)	PRORAGIS
Wellington, FL	59,276	45.25	1,310	Yes (2009)	PRORAGIS

Figure 3.30: Local benchmark overview chart.

was complete as of June 2016. While it is possible that there may have been changes or updates to the data provided, in order to ensure consistency in data collection, the original figures obtained at that time were utilized for this analysis.

The goal was to evaluate how Doral Parks and Recreation is positioned among peer agencies as it applies to efficiency and effectiveness practices. The benchmark assessment is organized into specific categories in order to obtain data that offers an encompassing view of each system's operating metrics in comparison to Doral.

3.4.3 System Acreage

This section provides a general overview of park acreage for each benchmark agency. **Figure 3.31** illustrates the total acreage for each system then assesses the total acreage per 1,000 residents for each. Park acreages among benchmark agencies span a wide range, from 12 to 1,117 acres. Doral is just above the benchmark median with 167 total acres owned or managed.

When comparing total acreage to each jurisdiction's population, Doral ranks near the middle of the pack with 3.09 acres per 1,000 residents. According to the NRPA's PRORAGIS database, Doral's level of service falls well below the national median of 9.5 park acres per 1,000 residents. In analyzing the level of service for park acres within the benchmark study, only two agencies exceed the national median set forth by the NRPA.

3.4.4 Trail Miles

This section compares the total trail miles managed by each agency. These totals are further dissected to identify the current level of service for trail miles per 1,000 residents.

Agencies participating in the benchmark study typically offer around 10 miles, or less, of total trail miles, while Wellington serves as an outlier with over 40 miles of trails available to its residents. Doral ranks near the bottom of the benchmark study, with less than one-tenth of trail mile per 1,000 residents. Collectively, the benchmark agencies are reporting sub-par levels of service for trails, as best practice agencies nationwide usually offer somewhere between 0.25 – 0.5 miles of trail per 1,000 residents.

3.4.5 Budget Analysis

This section provides a general overview of key budget items, and analyzes operational expenditures, earned income, cost recovery levels, and capital spending for each agency. Operating expenditures include all direct and indirect costs, less capital investments, required to provide park assets and services to the community. Non-tax revenues include all forms of earned revenue, outside of the tax base, that help support the daily operation of the organization, which could include, but are not limited to, program fees, facility entry fees and rentals, memberships, concessions, retail sales, lease agreements, grants, sponsorships, and donations.

Non-tax revenues, operating expenses, and capital spending are compared to the population of each jurisdiction to determine the revenue / spending per resident. Dividing total non-tax revenue by total operating expense arrives at the operational cost recovery. Cost recovery is a critical performance indicator that measures how well each department's revenue generation covers the total cost of operations.

Budget Overview

Figure 3.33 to the right lists agencies in descending order based on operating expenditures and provides an overview of operational expenses, earned revenues, and current capital spending for each. Expense and income figures represent actual totals from the fiscal year ending in 2014, while capital figures reflects each agency's current capital budget.

Doral's earned income and operational expenditures rank below the median, while the department reports the highest total capital budget among benchmark agencies. This level of capital spending is promising, as a strong investment in the future of the department should allow the opportunity to expand the operational budget and enhance revenue generation; however, it will be imperative to compliment any future expansion of the system with adequate resources for support.

Operational Expense Per Capita

By comparing the total annual expenditures to each jurisdiction's population, it can be determined how much each department is spending per resident. Doral falls just below the benchmark median, as it spends about $63 per resident on operations. This level of spending is below the national median set forth by NRPA, which is $76.44 of operational spending per resident. The top of the benchmark represents

SYSTEM ACREAGE

Agency	Population	Total Acres Owned or Managed	Total Acres per 1,000 Residents
Wellington	59,276	1,117	18.84
Winter Park	29,203	355	12.17
Coral Gables	49,400	277	5.62
Miami Beach	91,732	460	5.02
Miami Lakes	30,791	120	3.90
Doral	**54,116**	**167**	**3.09**
Key Biscayne	12,924	25	1.96
Cutler Bay	44,321	82	1.85
Miami Springs	14,500	12	0.83
Hialeah	224,669	164	0.73
PRORAGIS Median - All Agencies			*9.5*

Figure 3.31: Local benchmarking chart for total system acreage.

TRAIL MILES

Agency	Population	Total Trail Miles	Trail Miles per 1,000 Residents
Wellington	59,276	42.0	0.71
Miami Lakes	30,791	10.0	0.32
Miami Springs	14,500	4.0	0.28
Miami Beach	91,732	11.0	0.12
Winter Park	29,203	3.0	0.10
Doral	**54,116**	**5.0**	**0.09**
Key Biscayne	12,924	1.0	0.08
Hialeah	224,669	10.0	0.04
Best Practice Agencies			*0.25-0.5*

*Note: Trail mileages were not available for Coral Gables and Cutler Bay

Figure 3.32: Local benchmarking chart for miles of multi-purpose trails.

BUDGET OVERVIEW

Agency	Total Non-Tax Revenue	Total Operating Expense	Current Capital Budget
Miami Beach	$ 7,857,766	$ 22,877,255	$ 3,705,248
Hialeah	$ 909,998	$ 8,442,225	$ 83,639
Coral Gables	$ 3,744,842	$ 7,086,739	$ 8,000,000
Winter Park	$ 1,834,198	$ 6,040,505	$ 630,000
Key Biscayne	$ 2,426,725	$ 3,893,286	$ 2,463,152
Miami Springs	$ 1,549,436	$ 3,876,943	$ 5,400,000
Wellington	$ 1,516,215	$ 3,712,420	$ 5,000
Doral	**$ 618,580**	**$ 3,405,437**	**$ 15,702,719**
Cutler Bay	$ 10,523	$ 1,834,132	$ 156,100
Miami Lakes	$ 44,000	$ 1,721,039	$ 1,405,000

Figure 3.33: Local benchmarking chart for parks and recreation budgets.

OPERATING EXPENSE PER CAPITA

Agency	Population	Total Operating Expense	Operating Expense per Resident
Key Biscayne	12,924	$ 3,893,286	$ 301.24
Miami Springs	14,500	$ 3,876,943	$ 267.38
Miami Beach	91,732	$ 22,877,255	$ 249.39
Winter Park	29,203	$ 6,040,505	$ 206.85
Coral Gables	49,400	$ 7,086,739	$ 143.46
Doral	**54,116**	**$ 3,405,437**	**$ 62.93**
Wellington	59,276	$ 3,712,420	$ 62.63
Miami Lakes	30,791	$ 1,721,039	$ 55.89
Cutler Bay	44,321	$ 1,834,132	$ 41.38
Hialeah	224,669	$ 8,442,225	$ 37.58
PRORAGIS Median - All Agencies			*$ 76.44*

Figure 3.34: Local benchmarking chart for operating expenses per capita.

REVENUE PER CAPITA

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Key Biscayne	12,924	$ 2,426,725	$ 187.77
Miami Springs	14,500	$ 1,549,436	$ 106.86
Miami Beach	91,732	$ 7,857,766	$ 85.66
Coral Gables	49,400	$ 3,744,842	$ 75.81
Winter Park	29,203	$ 1,834,198	$ 62.81
Wellington	59,276	$ 1,516,215	$ 25.58
Doral	**54,116**	**$ 618,580**	**$ 11.43**
Hialeah	224,669	$ 909,998	$ 4.05
Miami Lakes	30,791	$ 44,000	$ 1.43
Cutler Bay	44,321	$ 10,523	$ 0.24
PRORAGIS Median - All Agencies			*$ 18.22*

Figure 3.35: Local benchmarking chart for revenue per capita.

OPERATIONAL COST RECOVERY

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Key Biscayne	$ 2,426,725	$ 3,893,286	62%
Coral Gables	$ 3,744,842	$ 7,086,739	53%
Wellington	$ 1,516,215	$ 3,712,420	41%
Miami Springs	$ 1,549,436	$ 3,876,943	40%
Miami Beach	$ 7,857,766	$ 22,877,255	34%
Winter Park	$ 1,834,198	$ 6,040,505	30%
Doral	**$ 618,580**	**$ 3,405,437**	**18%**
Hialeah	$ 909,998	$ 8,442,225	11%
Miami Lakes	$ 44,000	$ 1,721,039	3%
Cutler Bay	$ 10,523	$ 1,834,132	1%
PRORAGIS Median - All Agencies			*29%*

Figure 3.36: Local benchmarking chart for percentage of overall cost recovery.

CAPITAL SPENDING PER RESIDENT

Agency	Population	Current Capital Budget	Capital Spending per Resident
Miami Springs	14,500	$ 5,400,000	$ 372.41
Doral	**54,116**	**$ 15,702,719**	**$ 290.17**
Key Biscayne	12,924	$ 2,463,152	$ 190.59
Coral Gables	49,400	$ 8,000,000	$ 161.94
Miami Lakes	30,791	$ 1,405,000	$ 45.63
Miami Beach	91,732	$ 3,705,248	$ 40.39
Winter Park	29,203	$ 630,000	$ 21.57
Cutler Bay	44,321	$ 156,100	$ 3.52
Hialeah	224,669	$ 83,639	$ 0.37
Wellington	59,276	$ 5,000	$ 0.08

Figure 3.37: Local benchmarking chart for capital spending on parks and recreation per resident.

COST PER MAINTAINED ACRE

Agency	Total Acres	Total Operating Expense	Operating Cost per Acre
Miami Springs	12	$ 3,876,943	$ 323,079
Key Biscayne	25	$ 3,893,286	$ 153,581
Hialeah	164	$ 8,442,225	$ 51,499
Miami Beach	460	$ 22,877,255	$ 49,710
Coral Gables	277	$ 7,086,739	$ 25,545
Cutler Bay	82	$ 1,834,132	$ 22,422
Doral	**167**	**$ 3,405,437**	**$ 20,355**
Winter Park	355	$ 6,040,505	$ 16,992
Miami Lakes	120	$ 1,721,039	$ 14,342
Wellington	1,117	$ 3,712,420	$ 3,324
PRORAGIS Median - All Agencies			*$ 6,476*

Figure 3.38: Local benchmarking chart for the cost per maintained acre of park space.

FULL-TIME EQUIVALENTS PER POPULATION

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Winter Park	29,203	83	28.29
Miami Beach	91,732	147	16.02
Coral Gables	49,400	74	14.98
Doral	**54,116**	**59**	**10.90**
Wellington	59,276	46	7.72
Miami Springs	14,500	11	7.59
Key Biscayne	12,924	9	6.96
Hialeah	224,669	81	3.61
Miami Lakes	30,791	10	3.25
Cutler Bay	44,321	8	1.81
PRORAGIS Median - All Agencies			*7.4*

Figure 3.39: Local benchmarking chart for FTE's per population.

agencies with extremely high spending per capita, as the upper half of the benchmark all report figures well in excess of the national median.

Revenue Per Capita

Figure 3.35 illustrates a stark contrast in non-tax revenue generation among benchmark agencies, as revenue per capita figures range from 24 cents to $188. Doral falls well below the benchmark median for both total revenue and revenue per capita, with earned income of over $600,000, which equates to approximately $11 in revenue generation per resident. These figures might suggest that Doral should seek additional opportunities to generate revenue to be on par with the earning capabilities of peer agencies. According to the NRPA database, the median revenue per capita nationwide is $18.22 for all agencies reporting figures.

Operational Cost Recovery

As mentioned previously, operational cost recovery is a key performance indicator for parks and recreation agencies that measures how well revenue generation supports everyday operations. In theory, the higher the percentage of cost recovery, the more sustainable the agency, due to less reliance on tax dollars for support. Doral falls below the benchmark median with an operational cost recovery of 18%, which further exemplifies the need for enhanced revenue generation by the Department. For added context, the NRPA median for all agencies reporting nationwide is 29% cost recovery.

Capital Spending Per Resident

Assessing capital spending per capita, Doral stands out as a benchmark leader, with nearly $300 in capital investment per resident. This highlights the Department's commitment to investing in the overall health of the system and providing enhanced recreational opportunities for its residents in the future. While heightened capital spending is indicative of a brighter future, the success of these long-term investments is heavily reliant on effective planning that captures, and incorporates, the true needs and interests of the community to effectively allocate capital dollars.

Cost Per Maintained Acre

This category assesses the cost to maintain each park system, on a per acre basis. This key performance indicator is obtained by taking the operational budget and dividing it by the amount of total acres for each agency. When comparing the operating cost per acre, Doral is below the benchmark median with $20,355 of operating cost per acre. Overall, agencies participating in the study are spending much more than the national median for all agencies ($6,476) reporting to the NRPA database. In general, this elevated level of spending per acre would suggest that benchmark agencies are maintaining high-quality parks and facilities and delivering exceptional services; however, excessive spending per acre could also point to operational inefficiencies and / or poor fiscal management.

Full-Time Equivalents

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to the total population. In order to provide a level comparison of staffing among benchmark agencies, total FTEs are calculated by summing all the hours worked by departmental staff and dividing the total by 2,080, which is traditionally accepted as equivalent to the total annual hours worked by one full-time employee. As a key metric, FTEs per 10,000 residents provides an understanding of how well each agency is equipped, from a human resources standpoint, to deliver its services. Doral is well above the benchmark median, with 10.9 FTEs per 10,000 residents. The national median for all agencies is 7.4 FTEs per 10,000 residents, which would suggest that Doral is adequately staffed when compared to agencies nationwide.

3.4.6 Programming

This portion of the benchmark study compares participation levels and revenue generation tied to programming activities for each agency. Activity levels for programming are tracked in terms of total participations, not participants, which counts each time any user participates in a given program, with the understanding that an individual user can account for multiple participations.

Program Participation Per Capita

By comparing the total program participations to each jurisdiction's population, we can measure how effective each agency is in engaging its residents in program offerings. Doral is just below the median for the benchmark study, as it takes approximately two residents to constitute a single program participation. Lower levels of participations per resident could suggest a variety of barriers to users, such as programming that does not align with the needs and

PROGRAM PARTICIPATION PER CAPITA

Agency	Population	Total Program Participations	Participations per Resident
Miami Beach	91,732	260,301	2.84
Wellington	59,276	124,727	2.10
Winter Park	29,203	50,000	1.71
Key Biscayne	12,924	17,369	1.34
Coral Gables	49,400	28,000	0.57
Doral	**54,116**	**24,192**	**0.45**
Miami Lakes	30,791	5,000	0.16
Miami Springs	14,500	700	0.05
Hialeah	224,669	3,340	0.01

Note: Program participation figures were not available for Cutler Bay

Figure 3.40: Local benchmarking chart for program participation per capita.

PROGRAM REVENUE PER CAPITA

Agency	Population	Total Program Revenue	Program Revenue per Resident
Key Biscayne	12,924	$ 2,426,725	$ 187.77
Miami Springs	14,500	$ 1,549,436	$ 106.86
Miami Beach	91,732	$ 7,857,766	$ 85.66
Coral Gables	49,400	$ 3,744,842	$ 75.81
Doral	**54,116**	**$ 354,483**	**$ 6.55**
Winter Park	29,203	$ 190,000	$ 6.51
Hialeah	224,669	$ 839,691	$ 3.74
Miami Lakes	30,791	$ 11,705	$ 0.38

Note: Figures were not available for Cutler Bay and Wellington

Figure 3.41: Local benchmarking chart for program revenue per capita.

PROGRAM COST RECOVERY

Agency	Total Program Revenue	Total Program Expenditures	Program Cost Recovery
Key Biscayne	$ 2,089,252	$ 1,500,000	139%
Winter Park	$ 190,000	$ 175,000	109%
Miami Beach	$ 1,429,055	$ 1,402,285	102%
Doral	**$ 295,161**	**$ 499,365**	**59%**
Miami Springs	$ 275,000	$ 1,000,000	28%
Hialeah	$ 37,672	$ 156,000	24%
Miami Lakes	$ 4,000	$ 50,000	8%

Note: Program participation figures were not available for Coral Gables, Cutler Bay, and Wellington

Figure 3.42: Local benchmarking chart for program cost recovery rates.

interests of the community, ineffective marketing of existing offerings, and / or a lack of accessible program opportunities for residents.

Program Revenue Per Resident

Figure 3.41 measures the average program revenue generated by each resident by dividing total earned income from programs and dividing it by the population served. Due to the nature of the communities served, tourists and/or seasonal residents can drive periods of increased participation and revenues for programs, which may affect the per capita figures for benchmark agencies.

Doral is well below the benchmark median, as the department only generates $6.55 in program revenue per resident. Although this metric is largely a product of each agency's philosophy on pricing its services, it can be used as an effectiveness measure for programming that should lead to enhanced service delivery by tracking program revenue per resident and striving to increase it over time.

3.4.7 Indoor Recreation Facilities

Indoor recreation spaces are key assets for parks and recreation systems, and delivering an adequate amount of indoor square footage for a given service area is often a challenge for agencies. Dividing the total indoor square footage by the jurisdiction population provides the level of service for indoor facilities, in terms of square feet per resident.

Compared to benchmark agencies, Doral ranks near the bottom of the study, with 0.74 square feet of indoor recreation space per capita. It is generally accepted that best practice agencies offer between 1.5 – 2.0 square feet of indoor space per resident. Although not fully constructed at the time of the study, these numbers do take into account the square footage of the Doral Legacy Park Recreation Center.

INDOOR RECREATION FACILITIES

Agency	Population	Total Sq. Ft. of Indoor Recreation Facilities	Sq. Ft. per Resident
Key Biscayne	12,924	320,000	24.76
Winter Park	29,203	100,000	3.42
Miami Springs	14,500	30,000	2.07
Miami Beach	91,732	171,801	1.87
Coral Gables	49,400	58,000	1.17
Wellington	59,276	62,700	1.06
Hialeah	224,669	187,807	0.84
Doral	**54,116**	**40,000**	**0.74**
Miami Lakes	30,791	16,000	0.52
Cutler Bay	44,321	2,530	0.06
Best Practice Agencies			*1.5-2.0*

*Doral square footage includes Doral Legacy Park Recreation Center

Figure 3.43: Local benchmarking chart for indoor recreation facilities.

3.4.8 2016 NRPA Field Report Comparison

The following chart compares a variety of metrics for Doral against the national averages found in the 2016 NRPA Field Report. This report is based on data collected for the NRPA PRORAGIS database of parks and recreation agencies across the country. Doral's metrics are compared against the median figures for all agencies in the database, as well as against agencies with a jurisdiction population of 50,000-99,999 residents.

The table below then describes how far above or below Doral is from the median, which is denoted by the variance column for each point of comparison. Figures shaded in green represent performance above the median, while those in red signal results that fall below the median.

2016 NRPA FIELD REPORT COMPARISON

Key Performance Indicator	Doral	NRPA Median for All Agencies	Variance	NRPA Median for Agencies Serving 50,000-99,999 Residents	Variance
Acres per 1,000 residents	3.09	9.5	(6.41)	9.19	(6.10)
Non-Tax Revenue per Capita	$ 11.43	$ 18.22	(6.79)	$ 29.57	$ (18.14)
Annual Operating Expenditures	$ 3,405,437	$ 3,459,846	$ (54,409)	$ 6,067,836	$ (2,662,399)
Operating Expense per Capita	$ 62.93	$ 76.44	$ (13.51)	$ 84.50	$ (21.57)
Operating Expense per Acre	$ 20,355	$ 6,476	$ 13,880	$ 7,457	$ 12,898
Operating Cost Recovery Level	18%	29%	-11%	36%	-18%
Current Capital Budget	$ 15,702,719	$ 506,064	$ 15,196,655	$ 1,417,900	$ 14,284,819
Total FTEs per 10,000 Residents	10.90	7.4	3.50	8.6	2.30

Figure 3.44: 2016 NRPA Field Report comparison chart.


BROWNING
DAY MULLINS
DIERDORF

3.5 A³ ™ level of service analysis

3.5.1. Overview: It's all about equity!

Public agencies use Level-of-Service (LOS) standards to plan and monitor the quality of services provided to their constituents. For example, transportation planners use roadway LOS to categorize traffic flow and assign "grades" to roadways (e.g., A, B, C, etc.) based on speed, density, and other performance measures. Similarly, utility departments and agencies use LOS standards to characterize the performance of various levels of potable water and wastewater systems.

In contrast, parks and recreation system planning has historically been more art than science. Unlike other elements of the public realm, there are no nationally accepted standards for determining ideal levels of service for parks, indoor recreation centers, athletic fields, trails, and other recreation facilities. In his book *The Excellent City Parks System; What Makes It Great and How to Get There*, author Peter Harnik stresses the importance of equity by stating that an "excellent city park system is accessible to everyone regardless of residence, physical abilities, or financial resources. Parks should be easily reachable from every neighborhood, usable by the handicapped and challenged, and available to low-income residents" (Harnik P. , 2003).

The last set of national guidelines published by the National Recreation and Park Association (NRPA) in 1996 encourages communities to develop their own LOS standards rather than rely on any national standards: "A standard for parks and recreation cannot be universal, nor can one city be compared with another even though they are similar in many respects" (Mertes and Hall 1996, 59). Each city or county must determine the appropriate LOS required to meet the specific needs of its residents.

Determining LOS standards for parks and recreation systems can be challenging for several reasons. One is the many different ways in which parks and recreation systems can be measured: typical metrics may address parkland acreage, numbers of recreation facilities, distance to parks and facilities, quality of parks and facilities, operating costs, revenues, or other factors. In addition, LOS metrics often differ between various components of a parks system; for example, LOS may be measured differently for a neighborhood park than a tournament sports facility. And appropriate LOS standards may also differ based on the community context —whether the setting is urban, suburban, or rural.

The Project Team evaluated the City's parks and recreation system using three LOS metrics: parkland acreage, amenities (park facilities), and access.



Figure 3.45: Info-graphic illustrating level of service methodology.

3.5.2 Acreage LOS

Acreage LOS evaluates the total amount of park acreage a community has when compared with its current and projected population expressed in acres per 1,000 residents. This technique is often one of the most widely utilized due to its ease of calculation. It is generally regarded that the higher the acreage LOS, the higher the quality of life enjoyed by the community's residents.

The Recreation and Open Space Element of the 2016 City of Doral Comprehensive Plan establishes the following policies related to Acreage LOS:

Policy 7.1.1: *The City shall maintain and enhance its park level-of-service standard as follows:*

- *2012-2014: 3.75 acres of developed park land per 1,000 residents.*
- *2015-2020: 4.25 acres of improved park land per 1,000 residents.*
- *2020-2025: 4.50 acres of improved park land per 1,000 residents.*

Policy 7.1.2: *Private development must meet at least 50 percent of its parks LOS impact on-site as developed public parks and open space.*

Policy 7.1.3: *Increase the citywide acreage of neighborhood parks (2-5 acres in size) in and near residential areas, and pocket parks in commercial areas.*

Figure 3.46 to the right shows approximately 87 additional acres of parkland need to be acquired to meet the 2012 – 2014 goal of 3.75 acres/ 1,000 population. An additional 51 acres of public/ private parkland will need to be acquired to meet the City's 2020 goal of 4.25 acres of improved park land per 1,000 residents; an additional 108 acres of land to meet the 2025 goal; and an additional 54 acres of land to meet the 2030 goal. In total, approximately 300 acres of additional park land will be required to meet the 2030 goal identified within the Comp Plan.

Privately-owned community recreation areas in the City would reduce this deficiency, however, only for the population which has access to them. The acreage of the recreation areas within the over 100 private communities within Doral has not been calculated as a result of limited access to these private facilities. Any reduction - or credit – granted for private recreation acreage should be limited to the population which has access to that acreage.

The Priority Investment Rating (paragraph 3.3.4) from the Public Opinion Survey suggests that priorities for additional parkland include small neighborhood parks and natural areas.

3.5.3 Amenities LOS

Amenity LOS (often also referred to as "facilities LOS") expresses equal opportunity through the availability of recreation facilities (e.g. basketball courts) within a community when compared with its population (Barth, 2009). The Florida "State Comprehensive Outdoor Recreation Plan" (SCORP) includes an inventory of recreation facilities within different regions of the State as a benchmarking resource for local communities. The City of Doral is in the Southeast Region, which includes Monroe, Miami-Dade, Broward, and Palm Beach Counties.

Figures 3.47-48 indicate that the City may be currently deficient in several types of recreation facilities based on the SCORP benchmarks when evaluating public facilities. Potential deficiencies may include:

- Basketball courts
- Diamond fields
- Tennis courts
- Picnic shelters
- Outdoor pools

If private facilities are included in the inventory, as suggested in the Comprehensive Plan, the potential deficiency is limited to basketball courts, diamond fields, and picnic shelters. Of these three (3) potential needs, only picnic shelters are a priority for residents, based on the Public Opinion Survey.

The Project Team also compared the City's inventory of public/private facilities to the national Park Metrics database (formerly known as PRORAGIS), maintained by the National Recreation and Park Association. **Figure 3.49** indicates that there is a potential deficiency in rectangular fields, diamond fields, indoor pools, and large recreation centers when compared to other communities throughout the United States. Of these four potential needs, only swimming pools and indoor exercise/fitness facilities were ranked as high priorities in the Public Opinion Survey.

2015 Acreage Level of Service			
Estimated **2015** Population	55,660		
City Benchmark	3.75	Acres/1,000	Surplus/Deficiency
Acres Needed to Meet 2015 City Benchmark	208.725		
	Acres	**Acres/1,000**	
2016 City Acreage	**122.2**	**2.20**	-86.53
2020 Acreage Level of Service			
Estimated **2020** Population	71,282		
City Benchmark	4.25	Acres/1,000	Surplus/Deficiency
Acres Needed to Meet 2020 City Benchmark	302.9485		
	Acres	**Acres/1,000**	
2020 City Acreage (est.)	**165.6**	**2.32**	-137.35
2025 Acreage Level of Service			
Estimated **2025** Population	91,409		
City Benchmark	4.5	Acres/1,000	Surplus/Deficiency
Acres Needed to Meet 2025 City Benchmark	411.3405		
	Acres	**Acres/1,000**	
2020 City Acreage (est.)	**165.6**	**1.81**	-245.74
2030 Acreage Level of Service			
Estimated **2030** Population	103,421		
City Benchmark	4.5	Acres/1,000	Surplus/Deficiency
Acres Needed to Meet 2030 City Benchmark	465.3945		
	Acres	**Acres/1,000**	
2020 City Acreage (est.)	**165.6**	**1.60**	-299.79

Figure 3.46: Acreage LOS chart.

3.5.4 Access LOS

Access LOS is used to analyze the distance residents must travel to access parks and recreation facilities. There are no commonly-accepted Access LOS standards for parks and recreation facilities; each community must determine acceptable and/or aspirational distances based on its existing and proposed transportation network, and its goals for bicycle/pedestrian/transit/ vehicular access.

Informed by the priority park spaces and recreational facility needs identified in the Statistically Valid Survey, the Browning Day team analyzed access to City parks and private recreation areas, as well as public/private community parks, picnic areas/shelters, and multi-purpose trails in a range of distances (see **Figures 3.50-3.60**).

Most residents have access to a small, public or private park within 1 mile (a twenty-minute walk) of their home. If a higher Access LOS is desired, say a 5-minute or 10-minute walk), additional parks, trails, bikeways, and/or sidewalks will be needed to improve residents' access.

Most residents also have access to a larger Community Park within 2 miles of their home, and all residents have access within 3 miles. Approximately 50% of residents have access to a Multi- Purpose Trail within ½ mile of their home, and most residents have access within 1 mile. Conversely, few residents have access to picnic areas/ shelters within 1 mile of their home.

AMENITIES LOS: City Facilities Compared to SCORP

LOS in Southeast Florida (facilities/1,000 users)	Facility Type	Existing # of City Facilities	Future # of City Faciliites	Estimated % Users	Surplus / Deficiency 2015	2020	2025	2030
	Population Estimate				*55,660*	*71,282*	*91,409*	*103,421*
0.98	Rectangle Fields	12	16	14%	4	6	3	2
1.27	Basketball Courts	4	11	19%	-9	-7	-12	-14
0.79	Diamond Fields	2	3	15%	-5	-5	-8	-9
2.00	Tennis Courts	5	7	14%	-11	-13	-19	-22
1.89	Picnic Shelters/Areas	12	17	41%	-31	-38	-54	-63
0.08	Outdoor Pools	0	0	34%	-2	-2	-2	-3

Figure 3.47: Amenities LOS chart for city park and recreation facilities, compared against standards in the SCORP.

AMENITIES LOS: City + Private Facilities Compared to SCORP

LOS in Southeast Florida (facilities/1,000 users)	Facility Type	Existing # of City + Private Facilities	Future # of City + Private Faciliites	Estimated % Users	Surplus / Deficiency 2015	2020	2025	2030
	Population Estimate				*55,660*	*71,282*	*91,409*	*103,421*
0.98	Rectangle Fields	14	18	14%	6	8	5	4
1.27	Basketball Courts	11	18	19%	-2	0	-5	-7
0.79	Diamond Fields	3	4	15%	-4	-4	-7	-8
2.00	Tennis Courts	25	27	14%	9	7	1	-2
1.89	Picnic Shelters/Areas	57	62	41%	14	7	-9	-18
0.08	Outdoor Pools	73	73	34%	71	71	71	70

Figure 3.48: Amenities LOS chart for city and private park and recreation facilities, compared against standards in the SCORP.

AMENITIES LOS: City + Private Facilities Compared to PRORAGIS

Median # residents served per facility	Facility Type	Existing # of City + Private Facilities	Future # of City + Private Faciliites	Surplus / Deficiency 2015	2020	2025	2030
			Population Estimate	*55,660*	*71,282*	*91,409*	*103,421*
3,929	Rectangle Fields	14	18	0	0	-5	-8
7,526	Basketball Courts	11	18	4	8	5	4
3,333	Diamond Fields	3	4	-14	-17	-23	-27
4,413	Tennis Courts	25	27	12	11	6	4
3,899	Playgrounds	36	38	22	20	15	11
43,872	Indoor Pools	1	1	0	-1	-1	-1
33,660	Outdoor Pools	73	73	71	71	70	70
24,804	Large Rec. Centers	1	2	-1	-1	-2	-2
53,915	Dog Parks	15	15	14	14	13	13

Figure 3.49: Amenities LOS chart for city and private park and recreation facilities, compared against PRORAGIS.

ACCESS LOS: Barriers to Walkability

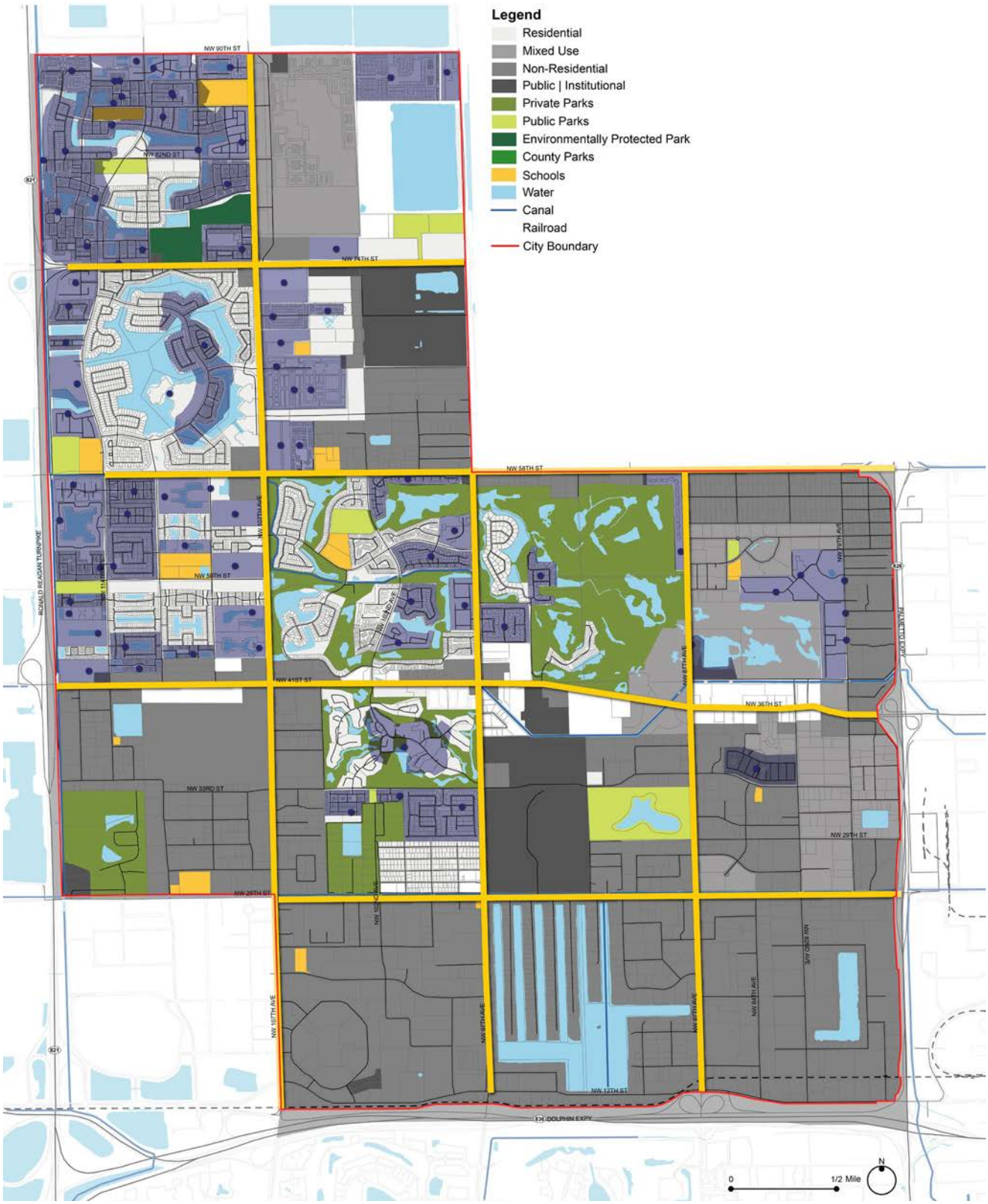


Figure 3.50: Access LOS map illustrating the existing barriers to walkability and pedestrian connectivity in Doral.

1/4-Mile Service Area for Public Parks and Private Rec. Areas

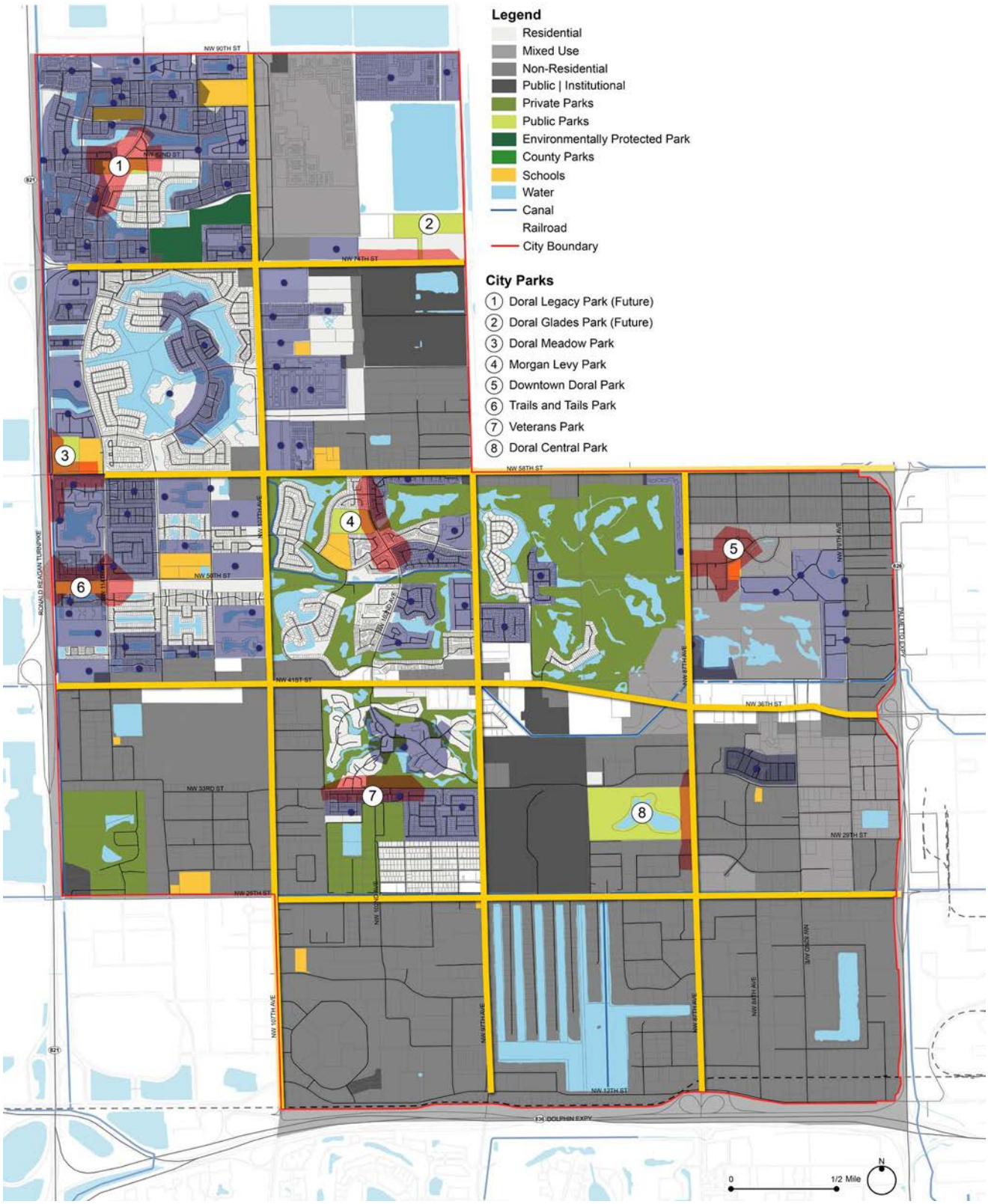


Figure 3.51: Map illustrating a 1/4 -mile walking distance from public parks and private recreation areas.

1/2-Mile Service Area for Public Parks and Private Rec. Areas

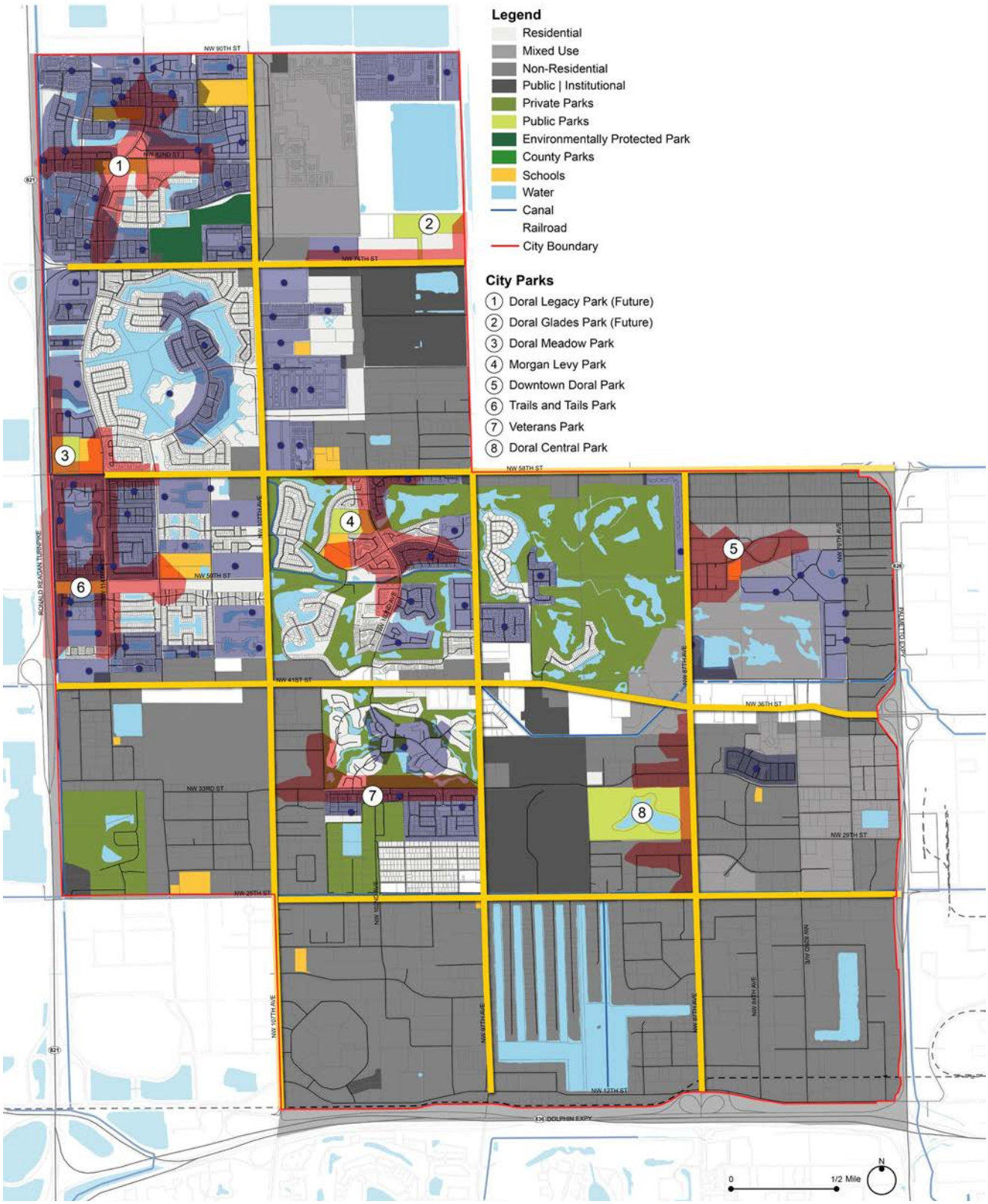


Figure 3.52: Map illustrating a 1/2 -mile walking distance from public parks and private recreation areas.

1-Mile Service Area for Public Parks and Private Rec. Areas

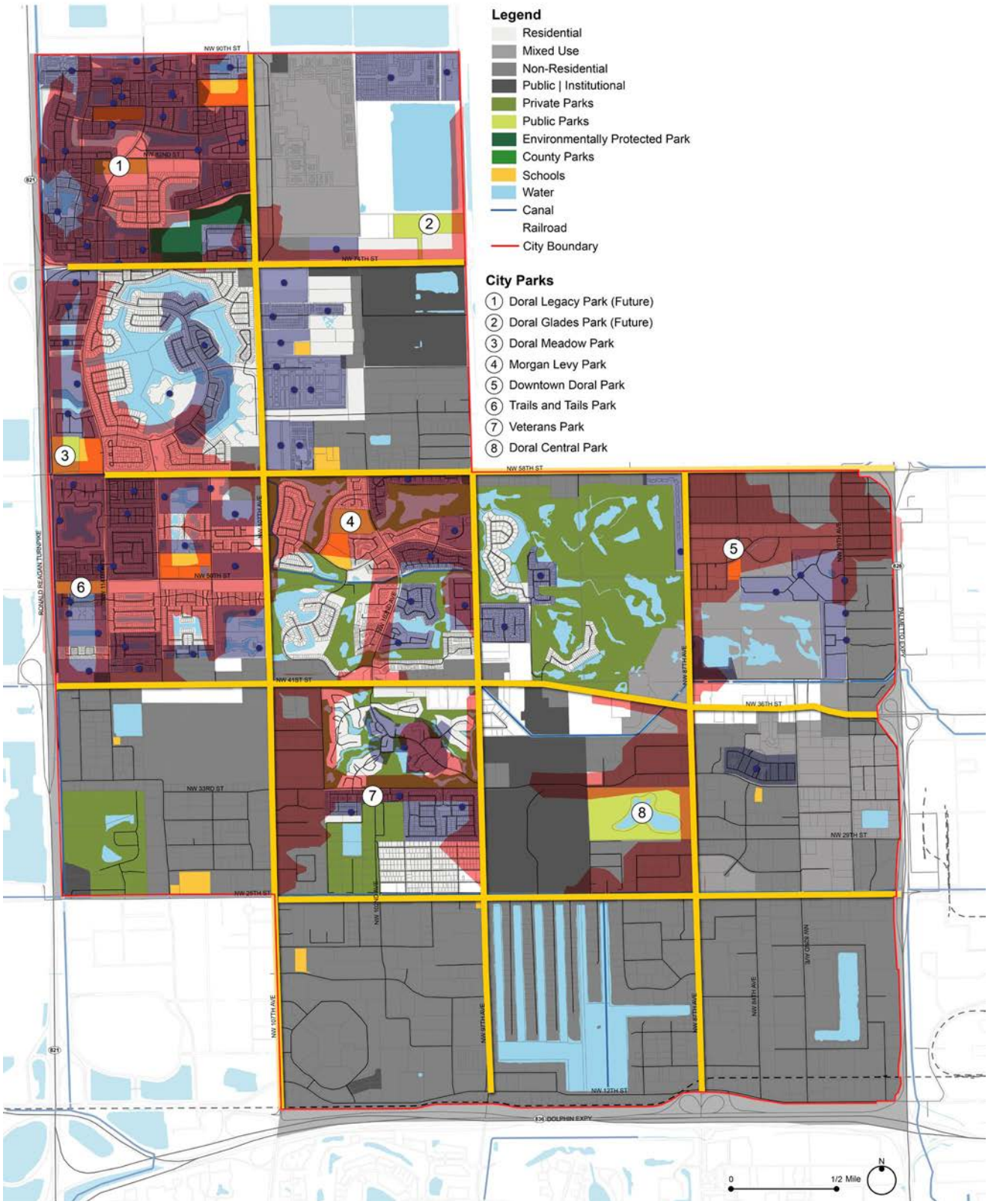


Figure 3.53: Map illustrating a 1-mile walking distance from public parks and private recreation areas.

1-Mile Service Area for Community Parks

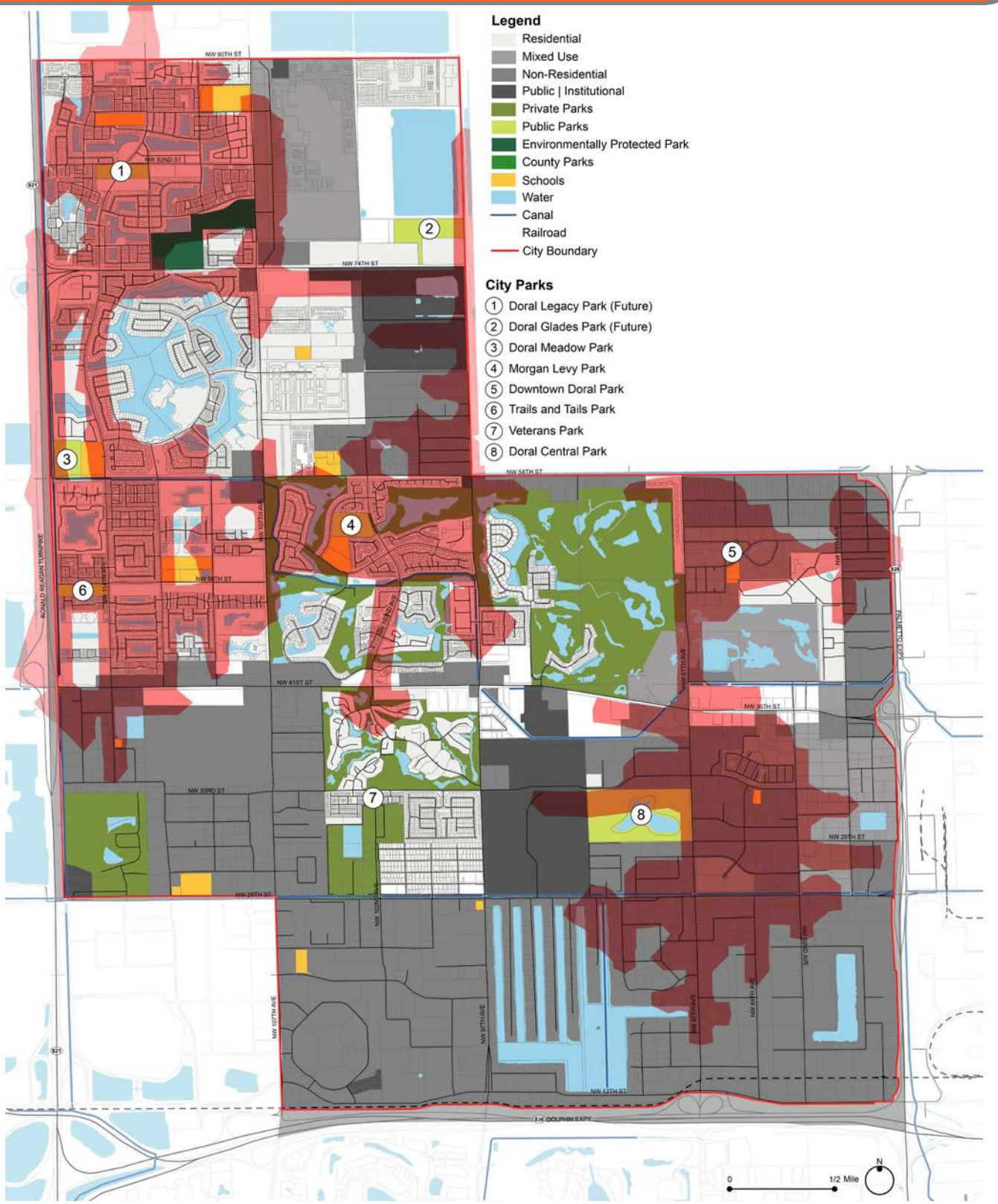


Figure 3.54: Map illustrating a 1-mile walking distance from all Community Parks.

2-Mile Service Area for Community Parks

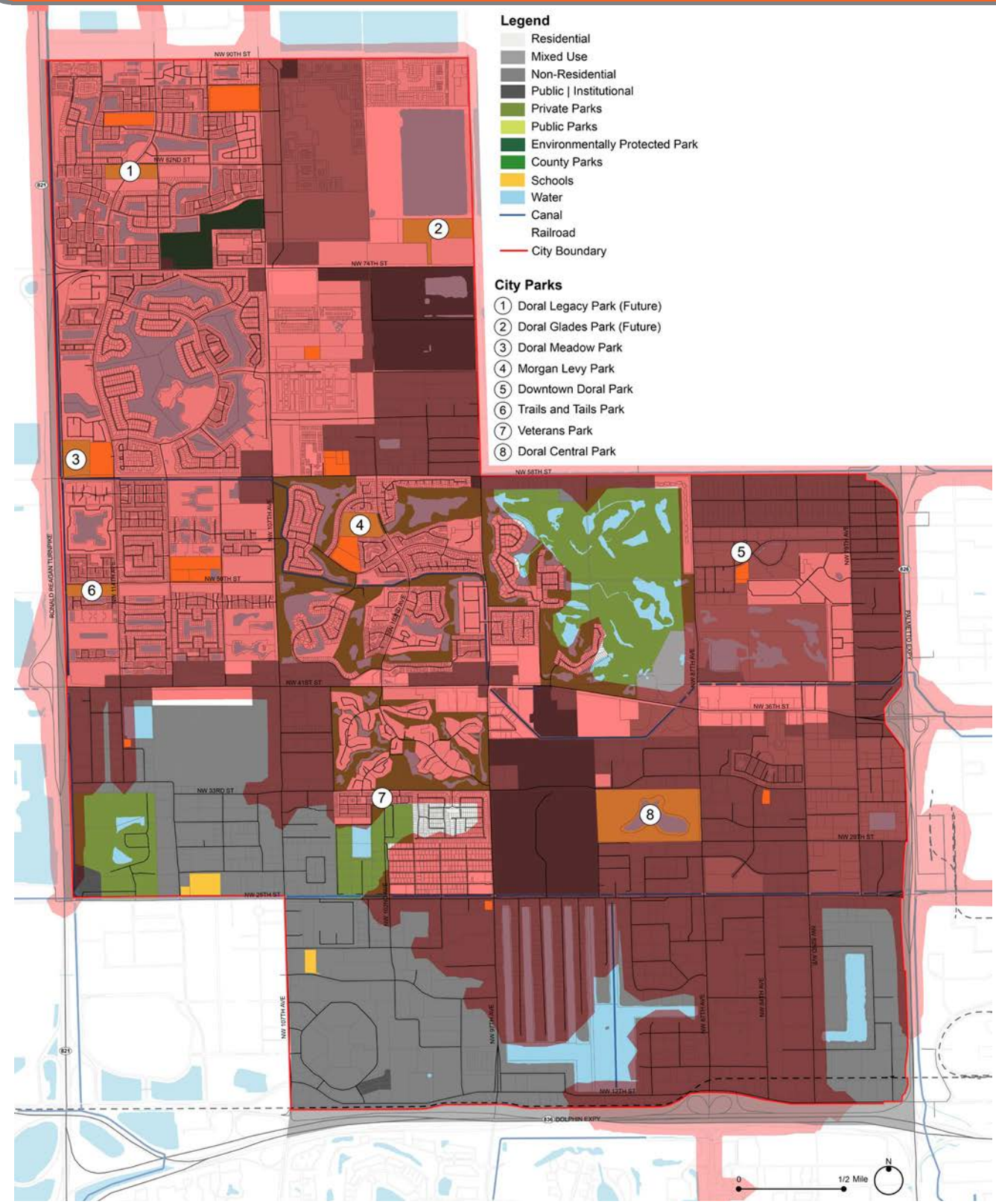


Figure 3.55: Map illustrating a 2-mile walking distance from all Community Parks.

3-Mile Service Area for Community Parks

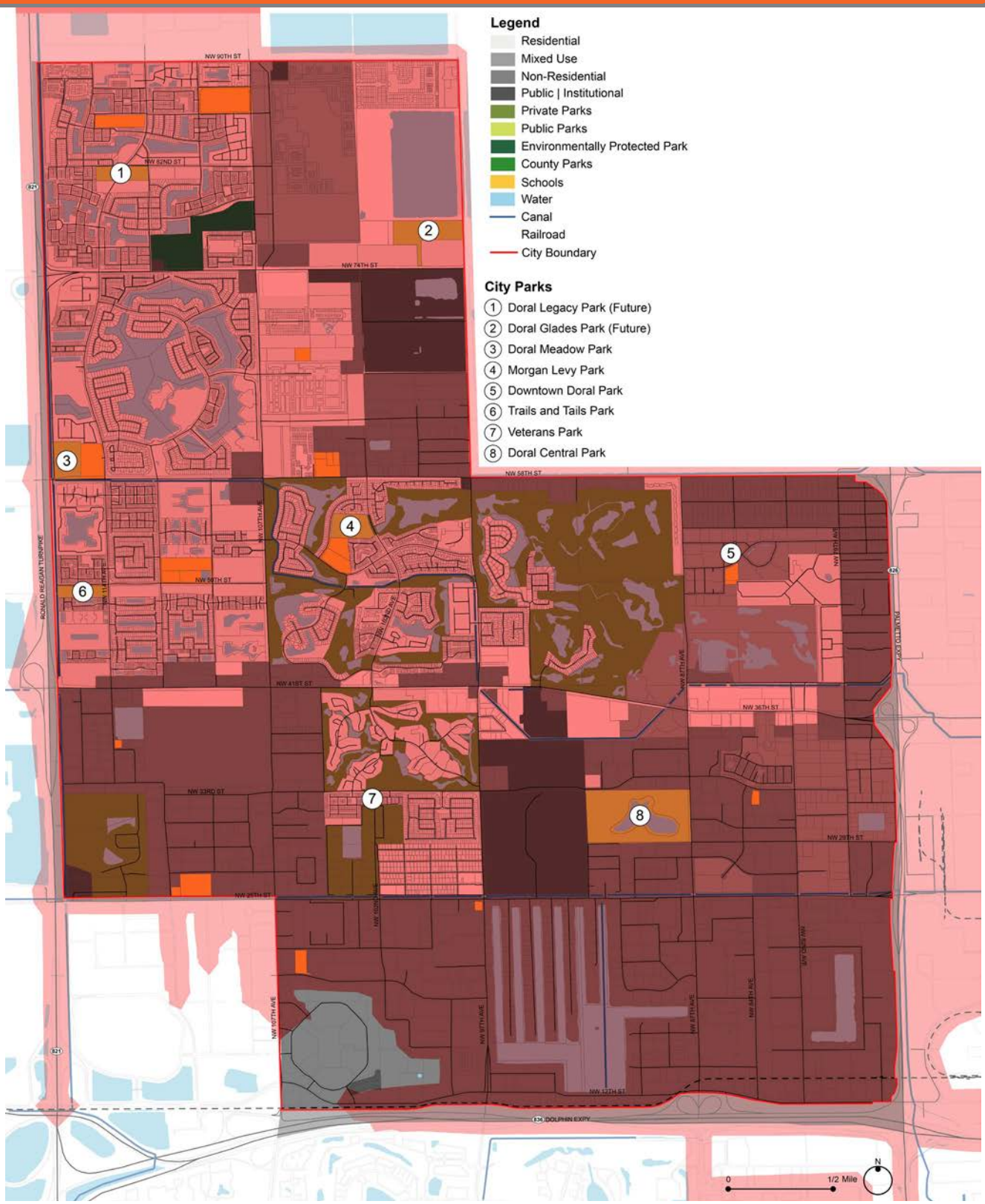


Figure 3.56: Map illustrating a 3-mile walking distance from all Community Parks.

1/2-Mile Service Area for Picnic Shelters

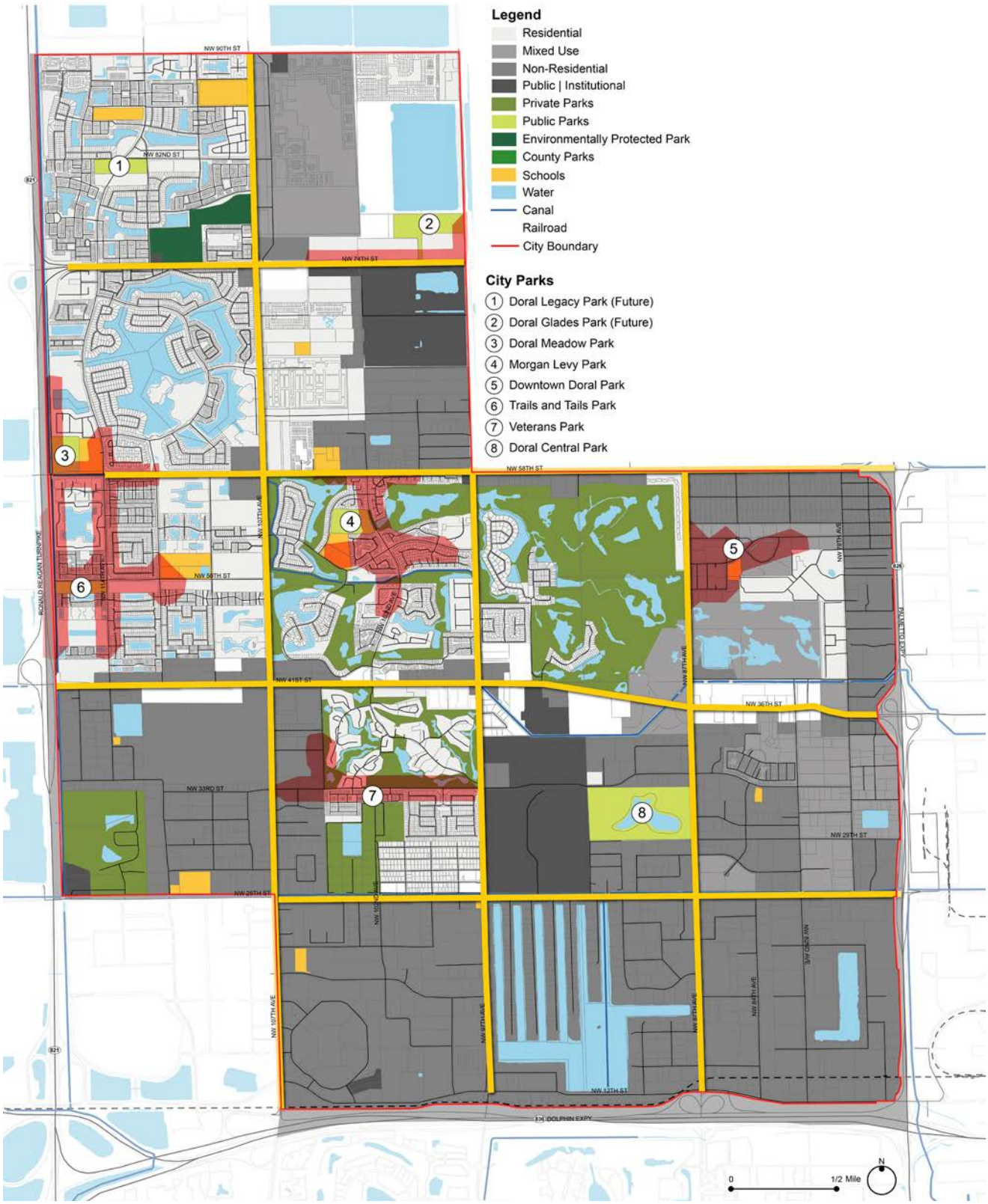


Figure 3.57: Map illustrating a 1/2-mile walking distance from all picnic shelters.

1-Mile Service Area for Picnic Shelters

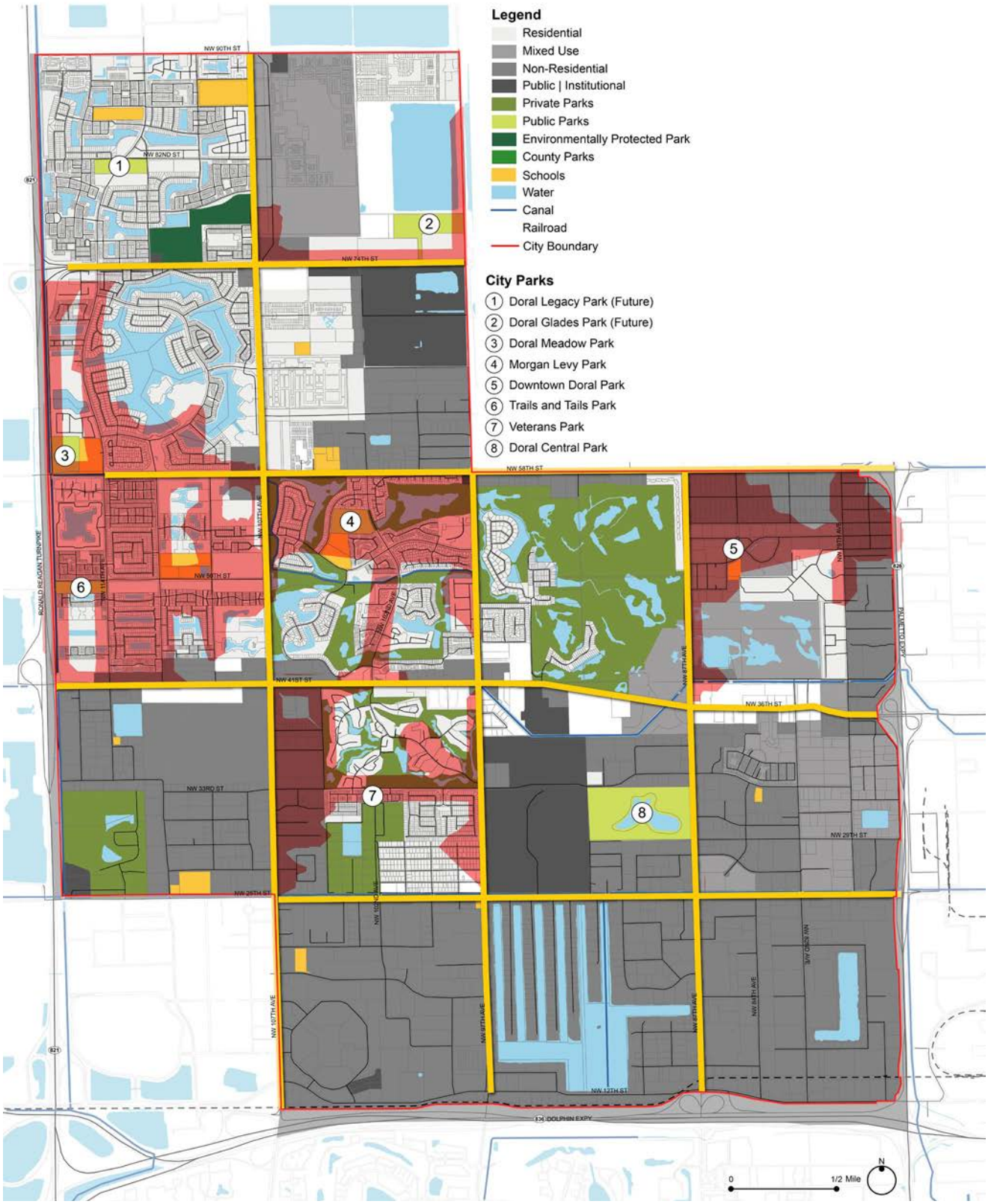


Figure 3.58: Map illustrating a 1-mile walking distance from all picnic shelters.

1/2-Mile Service Area for Trails

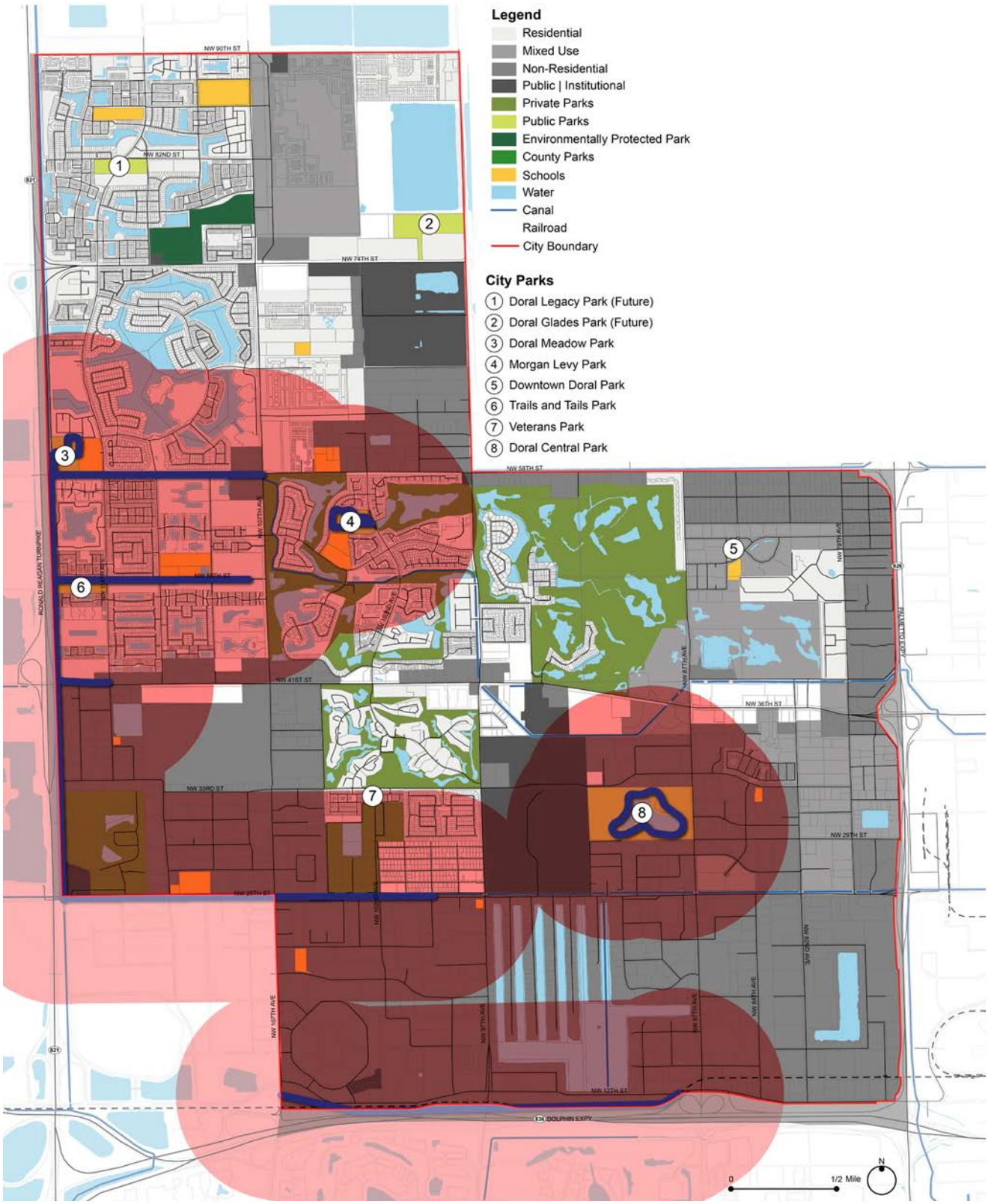


Figure 3.59: Map illustrating a 1/2-mile walking distance from all multi-purpose trails.

1-Mile Service Area for Trails

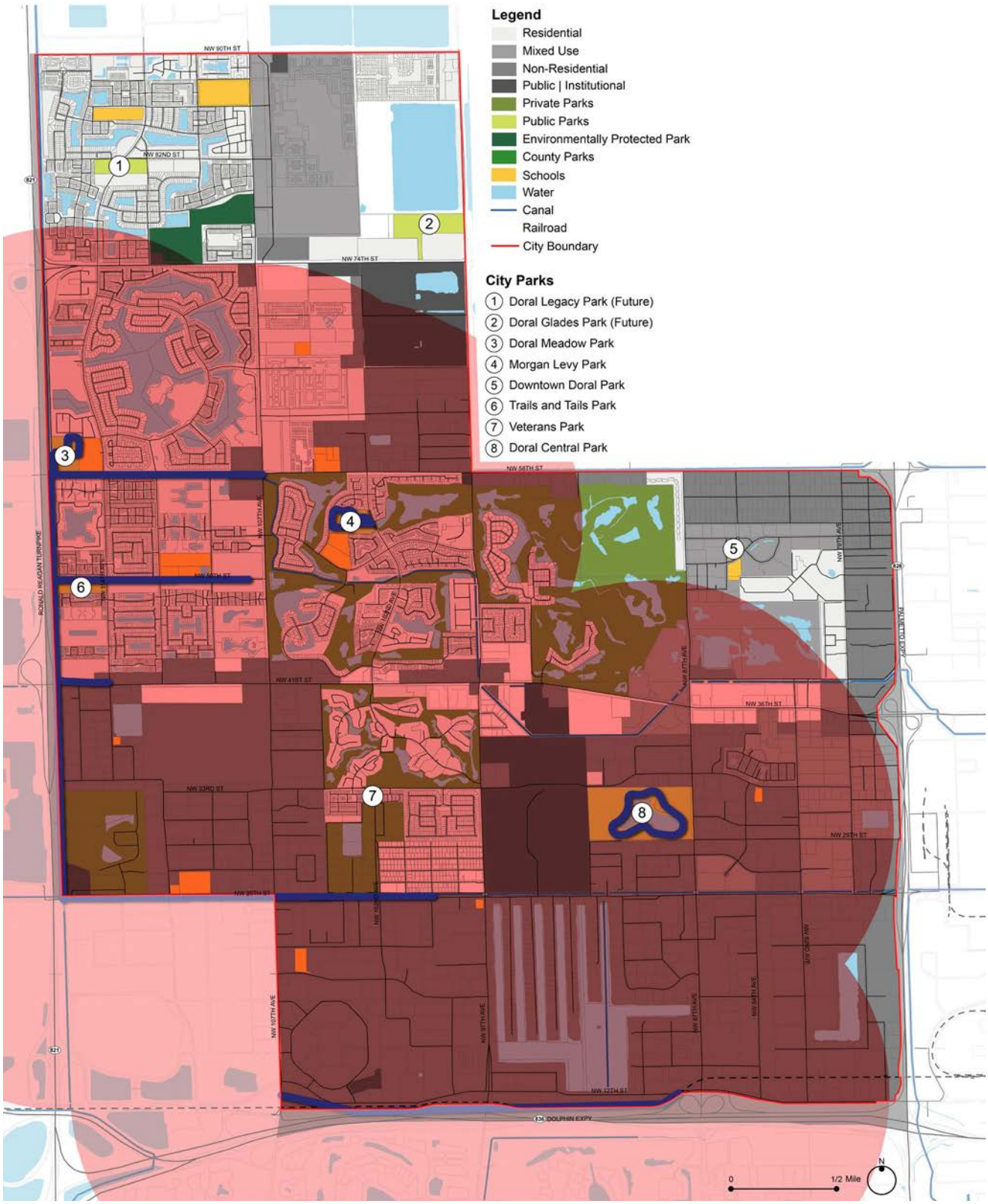


Figure 3.60: Map illustrating a 1-mile walking distance from all multi-purpose trails.



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DAY MULLINS
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3.6 recreation programs assessment

3.6.1 Introduction

As part of the planning process, PROS performed an assessment of the programs and services offered by Doral Parks and Recreation. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming for residents in parks and recreation facilities. The program assessment also assists in identifying what are considered core programs, program gaps within the community, key system-wide program issues, and areas for improvement and in determining future programs and services for residents.

PROS based these program findings and comments from a review of information provided by Doral Parks and Recreation Department including program descriptions, participation statistics, financial data, website content, focus groups, stakeholder interviews, and discussions with staff. It identifies key issues and presents recommendations for these issues, summarized at the end of this section.

3.6.2 Program Assessment and Overview

The Department offers a wide gamut of programs ranging from sports leagues to senior programs and day trips to fitness classes. The following section is a brief overview of all program offerings provided by Doral Parks and Recreation Department.

Below are some overall observations that stood out when analyzing the program assessment sheets:

- Overall the **program descriptions** effectively promote the benefits of participation
- **Age segment distribution** is good, but needs to be annually monitored to ensure program distribution aligns with community demographics.
- **Program lifecycles:** More than one-third of the system's current programs are categorized in the Growth Stage (36%); while only 8% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in section 3.6.4.
- A system-wide **volunteer program** called Students In Action is currently in place in order to help get the City's youth involved with the parks system. The Students In Action program helps to ensure that all programs and events have the proper number of volunteers required while also saving Doral staff time and funds.
- From a **marketing and promotions** standpoint, the staff undertakes a variety of promotions with a number of programs using the print and online program guides, brochures and flyers, email blasts, in-facility signage, newsletters, Facebook, and special events as a part of the marketing mix. Additionally, a custom app is recommended.
    - Better identify marketing Return on Investment for all marketing initiatives
    - Opportunity to increase the number of cross-promotions.
    - Use of Web 2.0 technologies including micro-blogging, blogs / webinars / podcasts could be expanded.
- Most commonly used **customer feedback** methods are user surveys and in-park/on-site surveys.

- Lost customer surveys would also be a valuable addition, particularly for programs with high attrition rates. By utilizing available information for all past and present users, the staff can track lost customers on an annual basis. These could then be surveyed to identify reasons for customer drop-outs and help prevent the loss of future participants.

- On-going online surveys through www.surveymonkey.com are utilized and must be continued.

- Pricing strategies are varied across the board and the different ones used are cost recovery rates, group discounts, age segments, location rates, competition (market) rates, or residency. These are good practices and must be continued but there is an opportunity to better incorporate variable pricing strategies system-wide. In addition, it is essential to understand current cost of service in order to determine ideal cost recovery goals.

- Greater use of strategies using prime-time / non-prime time and weekday / weekend rates could be employed to help alleviate some capacity utilization issues, where applicable.

- Financial performance measures are currently being addressed by staff. When computing true cost recovery goals, it is important for staff to factor in all direct and indirect costs. A focus on developing consistent earned income opportunities would be beneficial to the Department's overall quest for greater fiscal sustainability.

3.6.3 Existing Core Program Areas

The PROS team believes in the importance of identifying core programs based on current and future needs. This assists in creating a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, especially in a community as diverse as Doral. The core program philosophy assists staff in being able to focus on what is most important.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (over 4-5 years)
- Offered 3-4 sessions per year
- Wide demographic appeal
- Includes 5% or more of recreation budget
- Includes a tiered level of skill development
- Requires full-time staff to manage the program area
- Has strong social value
- High level of customer interface exists
- High partnering capability
- Facilities are designed to support the program

The core program areas for the Department are listed below. It is important to recognize that limits on the Department's staffing, resources, and availability of space may hinder some of the staff efforts to maintain or expand core programs; therefore, it is essential that staff commit to a concerted effort towards managing and prioritizing core program areas throughout fluctuations in resources availability.

Adult Sports

The City of Doral provides sports programs to the adults in our community to satisfy their social, health and wellness, needs.

- **Goal** - Provide an avenue for adults to have a place to come together to be able to socialize and be active with members of their community; while also providing exceptional service to participants and their families (maintaining at least a 95% satisfaction rate).

Camps

The City of Doral provides individual benefits to our campers. From sharpening their soccer and baseball skills to learning life lessons, these camps provide and an overall exciting experience in which campers can enjoy themselves while learning social skills.

- **Goal -** Provide a safe and enjoyable camp experience for kids ages 5-15 during times of the year that school is not in session.

Cultural Arts Events

The City of Doral provides an enhance quality of life through professionally operated special events.

- **Goal –** Provide a variety of events that will enhance the cultural arts offerings, based on the community's needs.

Educational Programs
The City of Doral provides programs and a healthy learning environment for students interested in improving themselves academically and/or that promote critical thinking and education towards a particular subject or interest.

- **Goal –** Provide an additional source of educational outreach to the community and allow City residents to become well-versed in various subjects.

Special Events
The City of Doral provides an enhance quality of life through professionally operated special events.

- **Goal –** Provide fantastic and memorable events that the community can enjoy. We seek to entertain, inspire and indulge every member of each family with a wide range of activities and amusements, within a fun and safe environment.

Fitness and Wellness
The City of Doral provides a Get Fit Doral wellness program to give our residents the resources they need to reach their biggest health goals.

- **Goal –** Provide exceptional fitness and wellness options through recreational programming and/or fitness amenities for City residents; while also providing a safe and enjoyable environment for our active program participants to maintain a healthy lifestyle (maintaining at least a 95% satisfaction rate).

Senior Programs
The City of Doral provides recreational programs, activities, and socials for seniors 55+. The Silver Club is extremely important and beneficial for the senior population in our community.

- **Goal –** To continue offering or enhancing programs, services and activities that enrich the lives of our seniors through social, educational events and companionship (maintaining or exceeding at least 95% satisfaction rate).

Special Needs
The City of Doral provides recreational and educational programs for youth and adults with cognitive disabilities. Our Special Needs Programs include the Doral Special Olympics Team, the Doral Young Athletes Program, Little ELITES, Feel the Beat Special Needs Dance Program, Afterschool Educational Series and our Special Needs Summer Camp.

- **Goal -** Provide a safe and inviting place for program participants while fostering social development to the maximum extent possible. Additionally, provide exceptional programs and activities that can enhance the quality of life of all participants.

Teen Programs
The City of Doral provides informational seminars discussing topics such as enrolling in the right college and the ins and outs or job interviewing. It also provides sports activities and other activities lending a hand in providing a safe place for teens to socialize and spend their free time.

- **Goal –** Provide exciting events and activities and a safe environment for teens to enjoy themselves at low or no cost to them or their families.

Youth Sports
The City of Doral provides recreation and competitive based sports programs to our youth. Benefits of these programs are to provide the youth within the community an opportunity to grow socially, physically, and mentally by teaching them life skills within the sports they are learning.

- **Goal –** Provide a safe place for the youth in our community to play and grow; while also providing exceptional service to the participants and their families (maintaining at least a 95% satisfaction rate).

3.6.4 Lifecycle Analysis

The program assessment included a lifecycle analysis completed by staff members. The listing of programs is included in the chart on the following page. This assessment was not based on quantitative data, but based on staff's knowledge of their program areas. These lifecycles can, and often do, change from year to year or over time depending on how the programs fare in terms of popularity with the community.

The lifecycle analysis table on the previous page shows the percentage distribution of the various lifecycle categories of the Department's recreation programs as listed by the staff.

Stage in Program Lifecycle				
Lifecycle Stages	**Current Programs**		**# of Programs**	**% of Programs**
Introduction New program; modest participation	Silver Club Social Hour Code Explorers Capture Doral -Photography Exhibit Code Explorers Camps	Cristi's Dance Camps Camp Unbeatables Spring/Winter Camps Travel Basketball	**7**	**10%**
Take-Off Rapid participation growth	Yoga Short Films @ DDP Doral Art Walk	Art After Dark Workshops Howl-O-Ween Special Needs Summer Camp	**6**	**8%**
Growth Moderate, but consistent participation growth	Get Fit Doral Tennis Lessons Silver Club Socials Silver Club Trips & Tours Orchestra Hispanic Heritage Art Exhibit Opera Concert Dance/Ballet Show Theater Performance World Rhythm Showcase Mother's Day Retro Show Camp Unbeatables Summer Camp Movies at the Park	Veteran's Day Parade & Ceremony Park & Tree Lighting Celebration Sponsor Appreciation Social Doral 5K Special Olympics Program Hoops Night Flag Football Night Sand Volleyball Tournament Resume/ Interview skills Game Night College Readiness Seminar Youth Flag Football Doral Volleyball Academy	**26**	**36%**
Mature Slow participation growth	Start Smart Silver Club Bingo Night Tai-chi Doral Soccer Club Summer Camp Doral Soccer Club Spring Camp Teacher Planning Day Camp Holiday Lights & Ice Breakfast with Santa	Camping Under the Stars Play Day Dr. Seuss' Birthday EGGStravaganza Independence Day Celebration Cheerleading Doral Soccer Club	**15**	**21%**
Saturated Minimal to no participation growth; extreme competition	Zumba Jazzercise Senior Tennis Crafty Art Just You & Me (Mommy & Me) Adult Basketball	Soccer Feel the Beat! Dance Program Afterschool Education Series Special Needs Tennis Youth Basketball League Doral Field Hockey	**12**	**17%**
Decline Declining participation	Silver Club Jazzercise Lite Doral Soccer Club Winter Camp Adult Volleyball	Tiny Athletes Fitness Tackle Football Doral Little League	**6**	**8%**
Source: City of Doral Parks and Recreation Department				

Figure 3.61: Chart illustrating the various lifecycle stages of Doral's existing programs and events.

Lifecycle Stage	Description	Actual Program Distribution		Recommended Program Distribution
Introduction	New program; modest participation	10%	54% total	50-60% total
Take-Off	Rapid participation growth	8%		
Growth	Moderate, but consistent population growth	36%		
Mature	Slow participation growth	21%	21%	30%
Saturation	Minimal to no participation growth; extreme competition	17%	25% total	0-20% total
Decline	Declining participation	8%		

Figure 3.62: Chart describing the different lifecycle stages.

These percentages were obtained by comparing the number of programs listed in each individual stage with the total number of programs listed in the program worksheets. The PROS team recognizes that while there is no statistically sound method for obtaining the percentage breakout of all programs by lifecycle stages, the overall pattern and trends are apparent in the Program Lifecycle table.

When analyzing the table to the left, the lifecycle depicts a rather diverse distribution of programs. Although one-fourth of all programs currently being offered fall into the Decline and Saturation stages, over 36% programs were identified as being in the Growth Stage. This high percentage is a positive indicator that Doral's residents have strong participation presence.

Recommendations

The PROS team recommends that the staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the Saturated to Decline stage while ensuring an increased number of programs in the Introduction stage. It is recommended that programs from Saturated to Decline should comprise **no more than 20%** of the total program mix.

Additionally, the bottom 5% of all poorly performing programs must be eliminated or repositioned to ensure the cycle of program innovation continues. It would also be helpful to establish a performance metric to ensure a set percentage of programs should only be in the Decline stage and any programs staying in that stage for two years should be repositioned or eliminated in favor of new programs.

3.6.5 Age Segment Distribution

In addition to the lifecycle analysis, staff also assessed age segment distribution of programs. Currently, the age segment distribution of programs is rather balanced with the adult and senior population represent roughly 50% of the local population (median age 34.8 years), and approximately 53% of age segmented programs catering towards the adult/senior population.

Overall, national population projections are expected to undergo an aging trend; however, forecasts for the City of Doral demonstrate an opposite effect, as the median age of the local community is projected to decrease over the next 15 years. The Department must be mindful of this trend so that the youth of the City doesn't go underserved. To help prevent this from happening, the Department staff should review the age segment distributions on an annual basis to ensure continued rebalancing among skewed categories.

3.6.6 Program Classifications

Finding ways to enhance revenue year-on-year and improve service pricing strategies are a priority for the Department. To that end, the consulting team conducted a review of program cost recovery strategies based upon information provided by Department's staff.

Cost Recovery Strategies

Currently, cost recovery performance is not tracked at a program level. PROS recommends using core programs areas as a basis for categorization. Cost recovery targets should be identified for each program area, at least, and for specific programs or events if necessary. The previously identified core programs would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

Targets should reflect the degree to which the program area provides a public versus private good. Programs providing public benefits should be subsidized more; programs providing private benefits should seek to recover costs and/or generate revenue for other services. Generally, value-added programs, which are less critical to the organizational mission, should aim to yield a higher cost recovery rate to sustain them, leaving the limited tax-based appropriations to fund core-essential programs.

To assist in the planning and implementing of cost recovery policies, PROS has developed the following definitions presented in **Figure 3.63** to help classify specific programs within program areas.

Programs falling into the Important or Value-Added classifications generally represent programs that receive lower priority for tax subsidization. Important programs contribute to the organizational mission but fall into 50% public value and 50% private value and are still important to provide it; therefore, cost recovery for these programs should be high (i.e., at least 50% overall). Value-added programs are not critical to the mission but provide individual based services and should be prevented from drawing upon limited public funding, so overall cost recovery for

Program Category	Category Description	Cost Recovery Goal	Level of Subsidy
Core-Essential	Part of the organizational mission Serves a majority of the community "We must offer this program"	None to Moderate (0-30%)	High to Complete
Important	Important to the community Serves a majority of the community "We should offer this program"	Moderate (30%-70%)	Moderate
Value-Added	Enhanced community offerings Serves niche groups "It would be nice to offer this program"	High to Full Recovery (70%+)	Little to None

Figure 3.63: Chart describing the three (3) program categories and their levels of cost recovery and subsidy.

these programs should be near to or in excess of 100%.

To develop specific cost recovery targets, full cost of accounting should be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process and how to price the service correctly.

The following table represents where the Department's staff portrays the classification of each program:

3.6.7 Sponsors, Partners, and Volunteers

Sponsors / Partners

Currently, the Department has multiple partners such as the Doral Volleyball Academy, Doral Soccer Club, Holistic Systems, Miami-Dade County Public Schools, Special Olympics Florida, etc. Most of the partners have formal agreements with the Department, which help with covering program cost, providing services, providing spaces for programs and events, etc.

In order to truly sell the potential benefits of partnering with the system, there is a need to develop a focused sponsorship campaign and a proposal for tiered sponsorship levels. Currently the Department does a good job promoting sponsorship opportunities. Located on the Parks and Recreation homepage is a Vendors & Sponsors link which takes users to an online brochure of all sponsorship opportunities as well as the sponsorship application form. Having this information highlighted front and center on the website is an essential component in attracting new sponsors/ partners.

Additionally, to garner sponsorship dollars it would be helpful for the Department to provide a detailed listing of participation numbers and user demographics for each event, which would help potential sponsors to identify how well the park system participants align with the sponsor's target market and choose the right fit for them.

These metrics will also help the Department evaluate its return on investment (ROI) for sponsorships / partnerships for various events. Some other recommendations would be to publish these metrics on the website and promote them aggressively.

Other recommendations for Sponsorship include:

Sponsor Recognition - Recognizing all existing or past sponsors for their support would strengthen working relationships with sponsors. The brochure's imagery could provide illustrations of promotions that may have been done or could be done to demonstrate sponsorship positioning. The Department should consider adding a page in the brochure thanking all of their current partners.

Tiered Sponsorship Levels - It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit.

Package Offerings - It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Packaging

Program Area Classification		
Essential	**Important**	**Value-Added**
Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered	*Important to the community / Serves the broad community / Some level of subsidy offered*	*Enhanced Community Offering / Serves niche groups / Limited to no subsidy*
Zumba	Get Fit Doral	Start Smart Sports
Jazzercise	Tennis	Code Explorers
Yoga	Silver Club Social Hour	Crafty Art
Silver Club Bingo Night	Art After Dark Workshops	Just You & Me (Mommy & Me)
Tai-chi	World Rhythm Showcase	Orchestra
Silver Club Jazzercise Lite	Capture Doral Photography Exhibit	Mother's Day Retro Show
Senior Tennis	Opera Concert	Doral Art Walk
Silver Club Seminar & Luncheon	Theater Performance	Short Films @ DDP
Silver Club Trips & Tours	Teacher Planning Day Camp	Dance/Ballet Show
Silver Club Socials	Doral Soccer Club Summer Camp	Doral Soccer Club Spring Camp
Hispanic Heritage Art Exhibit	Camp Unbeatables Camp (Spring, Winter)	Doral Soccer Club Winter Camp
Camp Unbeatables Summer Camp	Veteran's Day Parade & Ceremony	Cristi's Dance Camp (Summer/WinterSpring)
Holiday Lights & Ice	Movies at the Park	Code Explorers Camp (Summer)
Park & Tree Lighting Celebration	Memorial Day Ceremony	Howl-O-Ween
EGGstravaganza	Adult Basketball	Breakfast with Santa
Camping Under the Stars	Adult Soccer	Dr. Seuss' Birthday
Independence Day Celebration	Adult Volleyball	Sponsor Appreciation Social
Play Day	Sand Volleyball Tournament	Special Needs Tennis
Doral 5K	Feel the Beat! Dance Program	Travel Basketball
Doral Special Olympics Team	Broncos Tackle Football	Doral Volleyball Academy
Afterschool Educational Series	Broncos Cheerleading	
Special Needs Summer Camp		
Tiny Athletes Fitness		
Hoops Night		
Flag Football Night		
Sand Volleyball Tournament		
Resume/ Interview skills		
Game Night		
College Readiness Seminar		
Youth Basketball League		
Doral Soccer Club		
Doral Little League		
Youth Flag Football League		
Doral Field Hockey		

Figure 3.64: Chart listing the program classifications of each of Doral's existing programs and events.

sponsorship opportunities for Events as well as Signature Parks and Facilities including the Dan Daniel Memorial Park, Coates Bark Park, Ballou Park, the Recreation Centers, Nature Center, etc. could be a viable option to provide additional sponsor value as well.

Providing sample packaging options that tie-in some signature special events with some of the smaller events would ensure that the staff up-sells events that may not be sold otherwise, while the partners receive more bang for their buck.

Crowd Funding - This area can be operated in conjunction with the Foundation's projects in looking for specific opportunities. Crowdfunding websites such as Kickstarter.com, Razoo.com, Indiegogo, etc. have extremely successful examples of public agencies that have successfully partnered and raised revenue to build or enhance parks and facilities, offer programs and even design marketing materials. The Town of Blacksburg recently raised over $7600 for a Mountain Biking Skills Park matching grant with the Virginia Department of Conservation and Recreation.

https://www.indiegogo.com/projects/blacksburg-mountain-biking-skills-park

Program Volunteers

The Department currently has both student (Students In Action) and adult (Volunteer Doral) based volunteer programs. Students In Action is designed for high school students to assist the Doral Parks and Recreation Department in providing quality community events, programs, and activities for visitors and residents of Doral. Volunteer Doral is an adult based program that is primarily used to assist the City with volunteer needs at youth sport events. On the Department's website (https://www.cityofdoral.com/all-departments/parks-and-recreation/) there is a volunteer link for individuals or organizations to sign up or learn about volunteer opportunities with the Department.

The Department is encouraged to foster a system-wide approach to volunteer recruitment and management. Ensuring streamlined procedures and standardized guidelines for volunteer management are critical to making volunteers an effective complement to paid personnel and a valuable asset in reducing operational costs. When managed with respect and used strategically, volunteers can also serve as the primary advocates for the Department and its offerings.

A key part of maintaining the desirability of volunteerism in the Department is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function.

Students In Action
DORAL FLORIDA VOLUNTEER PROGRAM

VOLUNTEER DORAL
Working to Make a Difference



Figure 3.65: Photo of Doral youth participating in the Students in Action Volunteer Program (City of Doral, 2016).

Other best practices that the Department should be aware of in managing volunteers include:

- Identify volunteer opportunities system-wide, develop job descriptions and acceptance conditions for volunteers (such as background checks).
- Utilize online sources such as www.volunteermatch.org to recruit volunteers.
- Develop a tracking system to quantify the number of volunteer hours according to program area and specific function and document cost savings in more detailed ways.
- Develop documented volunteer recruitment, retention, and recognition systems.
- Involve volunteers in cross-training to expose them to various departmental functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Add steps to formally document resignation or termination of volunteers. Also, include ways to monitor and track reasons for resignation/ termination.

3.6.8 Marketing and Website

Marketing

This section reviews the Department's marketing and promotions as gleaned from the program worksheets. The number and types of mediums used are certainly varied through the system. Developing a true Branding plan to create and propagate a message that resonates will be important to maximize the effectiveness of the marketing mediums listed below.

As stated in the program assessment worksheets provided by staff, most programs are promoted via the Print and Online Program Guide, the Website, Flyers and Brochures, Email Blasts, Newsletters, and In-facility Promotions/Signage. There are also some instances of social media usage and even some radio and TV promotions. Areas of opportunity mentioned most frequently include building an App and begin using SMS Marketing and On-hold pre-program phone messages.

Given the limited marketing dollars available, it would be helpful for the Department to undertake a marketing return on investment (ROI) assessment to evaluate the effectiveness of the marketing mediums undertaken and tailor future marketing spending to focus on the most effective mediums. This could be done by ensuring every registrant and as many on-site users as possible are asked 'How did you hear about us?' Tying the participant responses to marketing mediums would allow for a better understanding of marketing spending and enable greater effectiveness of existing ones while eliminating non-effective mediums.

Cross promoting at Special Events would be highly recommended. It is imperative that the Department take advantage of the presence of high numbers of relative captive audience in the special event environment to promote its other offerings, programs, facilities and rentals. Similar cross-promoting programs targeted towards the same age group audiences too should be highly encouraged. An example would be cross-promoting youth sport programs at summer camps, such as Camp Unbeatables, and vice versa.

Website

The current website is very user-friendly and quick links on the Parks and Recreation homepage make it very easy to access any information desired by a user. The mobile friendly website is a good addition and a key tool in today's times of increased smartphone utilization. The scrolling slideshow highlighting the key projects is an excellent practice which directly drives user attention to areas of importance.

The use of Web 2.0 technology must be increased beyond what is currently used: Facebook, Twitter, and YouTube to other mediums such as Pinterest and Flickr as well. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement.

This could be done by:

- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the Department's special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowd-sourcing information on an ongoing basis. Some existing resources include www.mindmixer.com and www.peakdemocracy.com which can be

evaluated if the agency has the resources and can utilize it on an on-going basis
- Provide opportunities for Donations or Crowd-funding through the website www.kickstarter.org / www.indiegogo.com / www.razoo.com.
- Maximize the website's revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the Department

3.6.9 Social Media Trends

Social Media Users

Over the last decade, social media has become one of the county's fastest growing trends. With only 24% of the country using social media in 2008; today, an estimated 81% of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the department to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, and Twitter are extremely popular with not only today's teenagers but also young and middle-aged adults.

Social Media Platforms

Figure 3.68 is a chart that depicts the most frequently used social media sites throughout the world. As of March 2017, Facebook stands out as the most heavily trafficked social media platform, with an estimated 1.9 billion visitors per month. That is nearly double and triple the number of monthly visitors YouTube and Instagram receive (respectively).

Mediums Used for Social Media

The following graphic depicts the various devices used to access social media sites. This indicates that smartphones (71%) are the most heavily used medium by social media users; followed by Laptops (55%), Tablets (39%), and Desktop Computers (38%). In today's times, any social media campaign or outreach strategy needs to be designed first with smart phones in mind in order to maximize its effectiveness and reach.

3.6.10 Customer Service and Feedback

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers' preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance and the Department's willingness to undertake an extensive customer service training initiative for its staff is a big step in the right direction.

Additionally, it would be recommended for the Department to work with the City and further develop their current "311" online platform into a more integrated, user-friendly mobile app. Best practice systems such as Miami-Dade Parks and Recreation, Florida are currently in the process of developing a similar mobile application which will utilize real-time customer comments; allowing location-based feedback at all programs, parks, or facilities throughout the City.

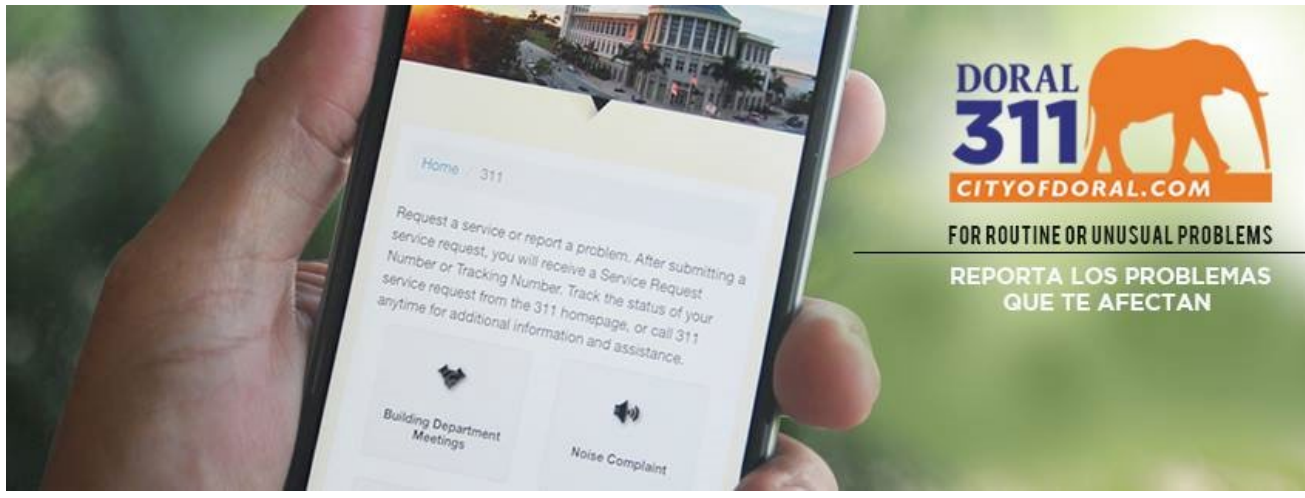


Figure 3.66: Doral 311 is the City of Doral's online platform for residents to report problems or request City services.

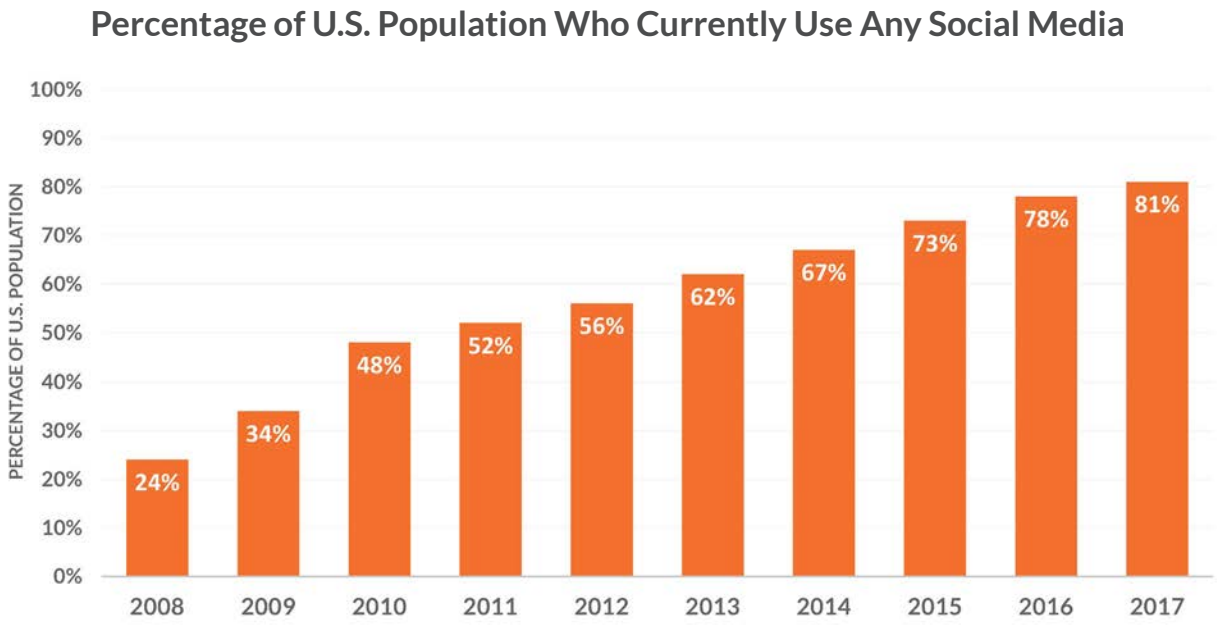


Figure 3.67: Graph illustrating the percentage of the U.S. population for years 2008-2017 who use social media.

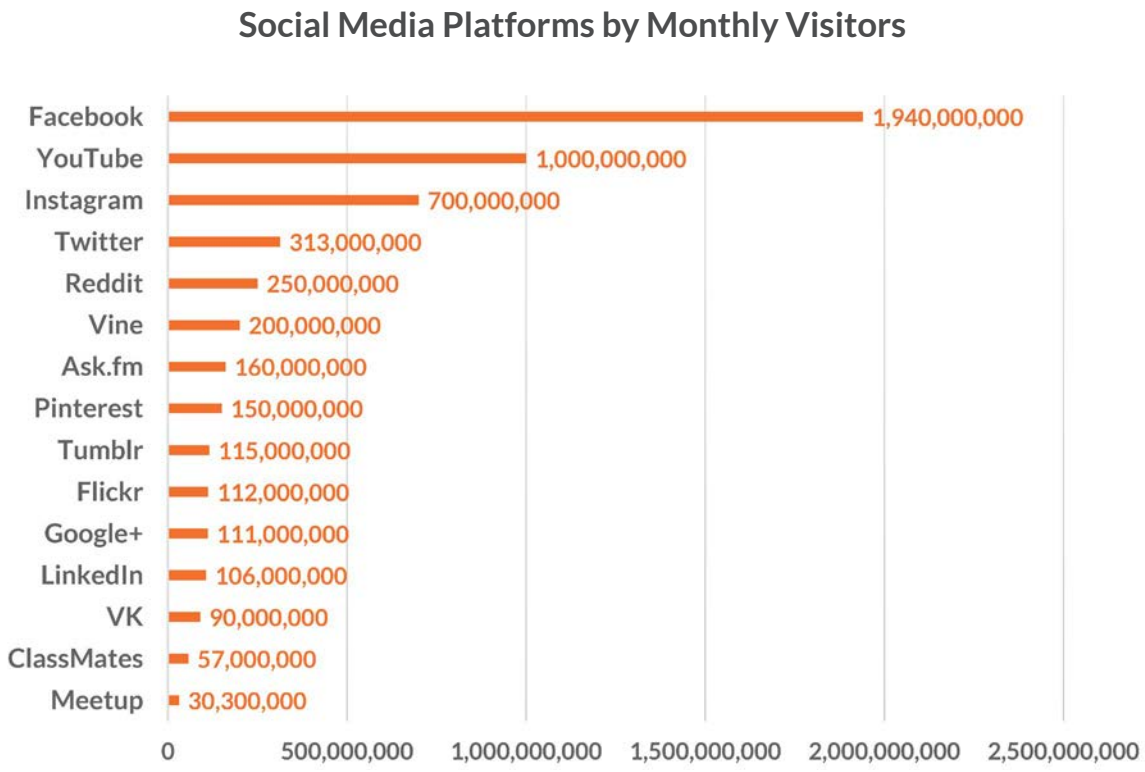


Figure 3.68: Graph illustrating the percentage of the U.S. population for years 2008-2017 who use social media.

3.6.11 Facility/Amenity and Program Priority Ranking

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/ amenity needs and recreation program needs for the community served by the City of Doral Parks and Recreation Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/ amenities and recreation programs. For instance as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

Community Survey

- Unmet needs for facilities and recreation programs – This is used as a factor from the total number of households mentioning whether they have a need for a facility/ program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 29 different facilities/ amenities and 23 recreation programs.
- Importance ranking for facilities – This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.

Consultant Evaluation

- Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% from the statistically valid community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third) and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

Summary of Rankings

As seen on the page to the right, Outdoor swimming pools/water parks, Swimming pools/leisure pools, Paved walking & biking trails, Nature center & trails, and Small neighborhood parks within walking distance are the top five (5) highest facility/amenity priorities in Doral.

Adult fitness & wellness programs, Youth learn to swim programs, Water fitness programs, Nature programs, and Special events are the top five highest program priorities in Doral.

Facility/Amenity
Priority Rankings

Facility/Amenity	Overall Ranking	
Outdoor swimming pools/water parks	1	High-Priority
Swimming pools/leisure pools	2	
Paved walking & biking trails	3	
Nature center & trails	4	
Small neighborhood parks within walking distance	5	
Indoor fitness & exercise facilities	6	
Natural area/wildlife habitat	7	
Community culture & performing arts spaces	8	
Canoe/kayak launches	9	
Bicycle lanes on streets	10	
Picnic shelter/picnic areas	11	Medium-Priority
Indoor basketball/volleyball courts	12	
Large community parks	13	
Lake access/fishing piers	14	
Community gardens	15	
Youth soccer fields	16	
Playgrounds & tot lots	17	
Outdoor tennis courts	18	
Skate parks	19	
Senior centers	20	Low-Priority
Off-leash dog parks	21	
Outdoor basketball courts	22	
Multiple-use athletic fields	23	
Adult softball/baseball fields	24	
Youth baseball & softball fields	25	
Disc golf	26	
Outdoor sand volleyball courts	27	
Youth football fields	28	
Youth lacrosse fields	29	

Program
Priority Rankings

Program	Overall Ranking	
Adult fitness & wellness programs	1	High-Priority
Youth learn to swim programs	2	
Water fitness programs	3	
Nature programs	4	
Special events, i.e. concerts, movies, etc	5	
Youth summer camp programs	6	
Adult sports programs	7	
Tennis lessons	8	
Youth fitness & wellness programs	9	Medium-Priority
Youth sports programs	10	
Exercise programs for 55 years & older	11	
Adult art, dance, performing arts	12	
Before & after school programs	13	
Senior adult programs	14	
Golf lessons	15	
Youth art, dance, performing arts	16	Low-Priority
Martial arts programs	17	
Competitive youth sports leagues	18	
Preschool programs	19	
Birthday parties	20	
Gymnastics & tumbling programs	21	
Recreational youth sports leagues	22	
Programs for people with disabilities	23	

Figures 3.69-70: Charts illustrating the Facility/Amenity (left) and Program Priority (right) Rankings developed by PROS Consulting.



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3.7 summary of needs + priorities

3.7.1 Key Findings

After the completion of the existing conditions analysis and the needs assessment processes, the key findings of the eleven (11) individual analysis and engagement techniques were analyzed cumulatively. Using the process of triangulation, needs identified by the greatest number of individual analysis techniques represent the highest priorities for the City to address within this plan. Additional "weight" was given to the findings from the public opinion survey, the only statistically-valid analysis technique.

It should be noted that other valid "needs" may exist outside of this grouping, however, based on this process are not well-defined enough to necessitate specialized focus within this Master Plan.



Figures 3.71: Members of the Project Team discussing the findings from the Needs Assessment and Visioning Process in Doral.

3.7.2 High-Priority Needs

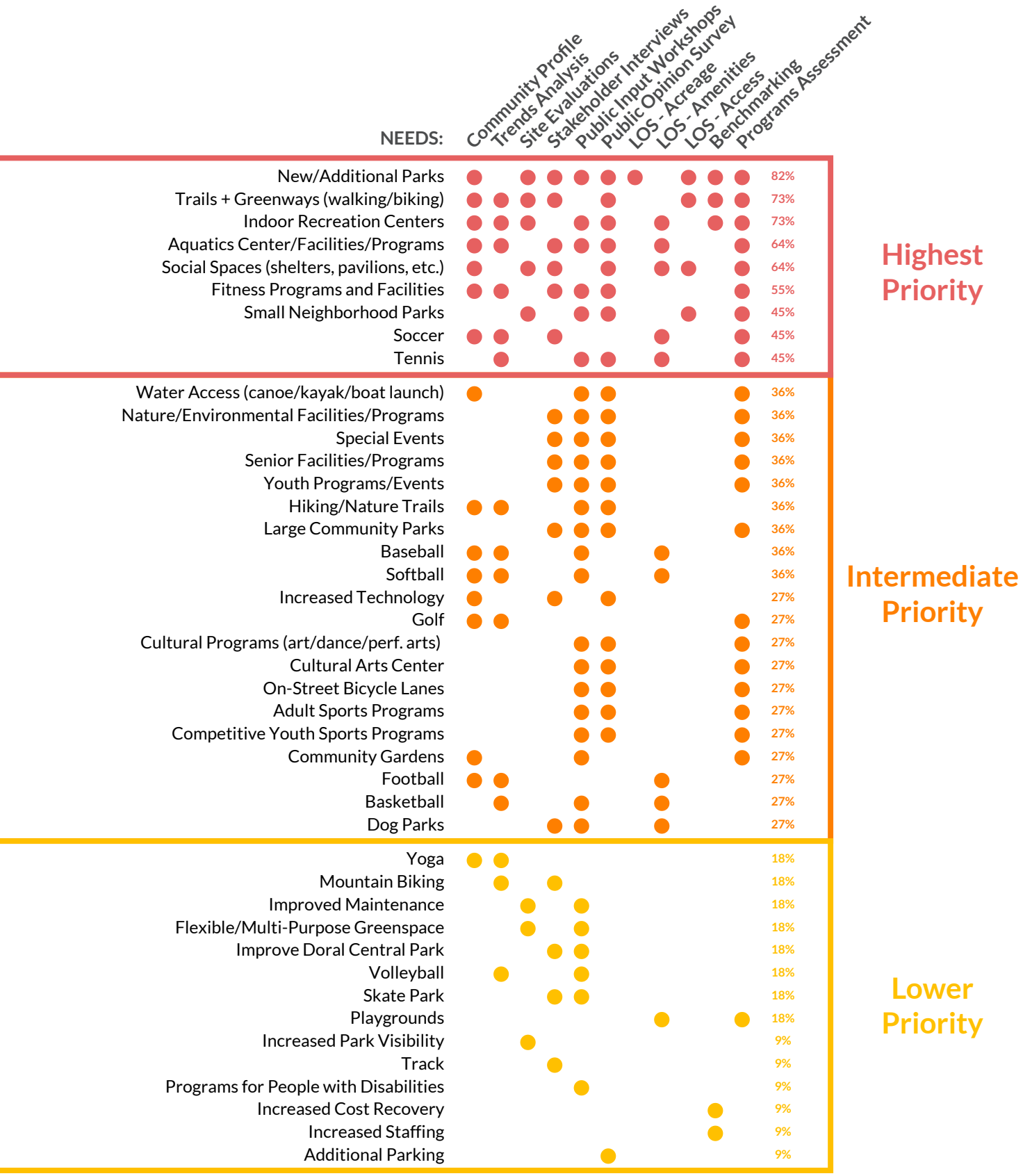
Following are the high-priority needs identified by five (5) or more analysis techniques that will be addressed with the greatest degree of detail within the Master Plan Vision (Part 4 of this report). The number following each need in **Figure 3.72** indicates the percentage of total analysis techniques that identified that individual need or priority.

- New/Additional Parks
- Trails + Greenways (walking/biking)
- Indoor Recreation Centers
- Aquatics Center/Facilities/Programs
- Social Spaces (shelters, pavilions, etc.)
- Fitness Programs and Facilities
- Small Neighborhood Parks
- Soccer
- Tennis

3.7.3 Intermediate-Priority Needs

In addition, a number of needs were identified as intermediate priorities. Many of these needs have some degree of overlap with the high-priority needs mentioned above, and should also be considered when solutions are crafted to address the high priority needs. Intermediate needs identified by at least three (3) analysis techniques included:

- Water Access (canoe/kayak/boat launch)
- Nature/Environmental Facilities/Programs
- Special Events
- Senior Facilities/Programs
- Youth Programs/Events
- Hiking/Nature Trails
- Large Community Parks
- Baseball
- Softball
- Increased Technology
- Golf
- Cultural Programs (art/dance/perf. arts)
- Cultural Arts Center
- On-Street Bicycle Lanes
- Adult Sports Programs
- Competitive Youth Sports Programs
- Community Gardens
- Football
- Basketball
- Dog Parks



Figures 3.72: Summary of needs chart.


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04

master plan vision



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4.1 vision overview

4.1.1 Purpose of a "Vision"

Today, the City of Doral is one of the fastest growing cities in the United States, significantly outpacing population projections on an annual basis. The City's Parks and Recreation Department has grown alongside its population, expanding from just one public park to eight world-class facilities; all of which contribute directly to Doral's high quality of life.

The City of Doral believes that in the modern era, parks must be thought of as more than just "fields and facilities," as they are far too important to be in such a small box. Doral's parks system serves as the "gatekeeper" for its community image and overall quality of life; two of the primary reasons so many people from all over the world call Doral home. Doral has demonstrated this commitment to excellence through its consistently high levels of investment in its parks and public spaces. Over the last three years, the Doral has spent an average of $175 per resident on parks and recreation, representing a level of investment more substantial than 85% of the top 100 most populous cities in the United States including international destinations such as Portland, OR, Denver, CO, and New York, NY.

The engagement and analysis processes preceding this chapter revealed key areas for improvement and/or expansion of the existing system. Doral has a proven reputation for providing high-quality amenities and experiences, however, struggles to keep up with the demands of a rapidly growing population in a land-locked geography.

The vision articulated herein represents the long-range direction, goals, and aspirations of the City of Doral Parks and Recreation Department which are intent on meeting the high priority needs identified during this planning process. This vision, anchored in community engagement and consensus, shall serve as a roadmap for the Department that helps to ensure that every dollar invested in parks and recreation in Doral in the years to come is helping meet the high-priority needs of both existing and future residents in a quality and manner consistent with the "Doral way."

It's worth noting that this vision will need to be periodically re-calibrated based on unforeseen changes in the system, progress on recommended initiatives, available funding, and/or changes in community needs and priorities.

4.1.2 Visioning Workshop

The foundation for this visioning effort was established in a collaborative workshop setting where the Project Team, the Department, representatives from the City government, key project stakeholders, and the general public had the opportunity to weigh in on strategies to address the high priority needs identified in Part 3 of this report.

The Project Team held Master Plan Visioning Workshops on August 24th-25th, 2016, and May 4th, 2017. All workshops were held at City Hall in Doral and had multiple sessions which were open to the public for review and comment. The public portions of the workshops were advertised by the Department, in accordance with City ordinances associated with meeting advertisement.

The Visioning Workshops began with a presentation of the findings from the Existing Conditions Analysis and Needs Assessment by the Project Team to the Department and key project stakeholders. The findings

from these processes served to organize the discussion which followed. The remainder of the Visioning Workshop was spent in a charrette-style setting where the Project Team worked hand-in-hand with the participants to develop high-level solutions that endeavored to meet the high-priority needs identified.

Each workshop concluded with a public open house in the evening, where the residents could come and review the progress and provide critical input to the Project Team that would help establish the Vision for this plan.

In total, over 50 people participated in the Visioning Workshops from over 20 community groups or organizations, including:

- City of Doral City Council
- City of Doral Parks and Recreation Department
- City of Doral Planning Department
- City of Doral Public Works Department
- City of Doral Human Resources Department
- City of Doral Special Needs Advisory Board
- City of Doral Parks and Recreation Advisory Board
- Doral Silver Club
- Doral Little League
- Canale Diaz Arts Center
- Ronald Reagan High School
- Weiss Serota Helfman Cole & Bierman
- Casimiro Global Foundation
- Baptist Health South Florida
- Doral Volley Ball Academy
- Divine Savior Academy
- Las Cascadas
- Costa Del Sol
- Iler Planning
- Balen International
- Stantec

The agendas, sign-in sheets, and presentations from the Visioning Workshops can be found in Section 6.4 of the Appendix.



4.1.3 Mission, Vision, and Role of the Department

One of the first tasks addressed during the Visioning Workshop was to review the Department's mission, vision, and roles to ensure that they accurately reflect the current direction of the Department.

Mission

The Mission of the Parks & Recreation Department is to provide World-Class Parks and Recreation Facilities, Programs and Events for People of all Ages and Abilities.

Vision

The Department's Vision is to serve as the Professional Staff of the City's world class facilities, programs, and events, providing guests with memorable, lifetime experiences.

Role

The Department's Role and #1 priority is to sustain a high quality of life for City residents.

4.1.4 Master Plan Vision Framework

The results from the recent City-wide mail/telephone survey indicated that "the City of Doral is doing an excellent job of maintaining the physical condition of parks facilities; 90% of respondents indicated they condition of parks were either "excellent" (44%) or "good" (46%). Overall satisfaction with programs and facilities is very high as well. In order to ensure that the City of Doral continues to meet the needs and expectations of the community, the survey recommends that the City sustain and/or improve the parks system in areas that were identified as "high priorities" by City residents. These include:

Residents' Facility Priorities:

- Outdoor swimming pools/water parks
- Paved walking & biking trails
- Swimming pools/leisure pool
- Nature center & trails
- Indoor fitness & exercise facilities
- Small neighborhood parks within walking distance
- Community culture & performing arts spaces
- Picnic shelters/picnic areas
- Natural areas/wildlife habitat
- Canoe/kayak launches
- Bicycle lanes on streets

Residents' Programming Priorities:

- Adult fitness & wellness programs
- Special event, i.e. concerts, movies, etc.
- Youth learn to swim programs
- Nature programs
- Water fitness programs
- Youth summer camp programs
- Tennis lessons

It is important to note that the City is currently "under-parked," based on state and national benchmarks as well as comparisons to similar cities. While the City's comprehensive plan establishes a level-of-service goal of 4.5 acres of parkland per 1,000 population, the actual LOS is 2.24 acres per thousand.

If no additional parkland is acquired, the LOS will decline to approximately 1.5 acres /1,000 by the year 2020 when the City's population is estimated to exceed 80,000 residents. In comparison, the chart to the right illustrates the acreage LOS of comparable cities such as Coral Gables (5.3 ac/1000) and Winter Park (12.17 ac/1000).

Agency	Population	Total Acres Owned or Managed	Total Acres per 1,000 Residents
Wellington	59,276	1,117	18.84
Boca Raton	120,000	1,649	13.74
Winter Park	29,203	355	12.17
Coral Gables	49,400	262	5.30
Miami Beach	91,732	460	5.02
Miami Lakes	30,791	120	3.90
Doral	**54,116**	**121**	**2.24**
Cutler Bay	44,321	90	2.03
Key Biscayne	12,924	25	1.96
Miami Springs	14,500	12	0.83
Hialeah	224,669	100	0.45
	PRORAGIS Median - All Agencies		*9.5*

Vision Subsystems

The purpose of the following vision is to establish the "appropriate response" to the needs identified in this master plan, while also increasing the City's parkland level-of-service. The vision is organized by "subsystems" of the City's Parks and Recreation System including:

Parks;

Athletic facilities;

Natural areas + experiences:

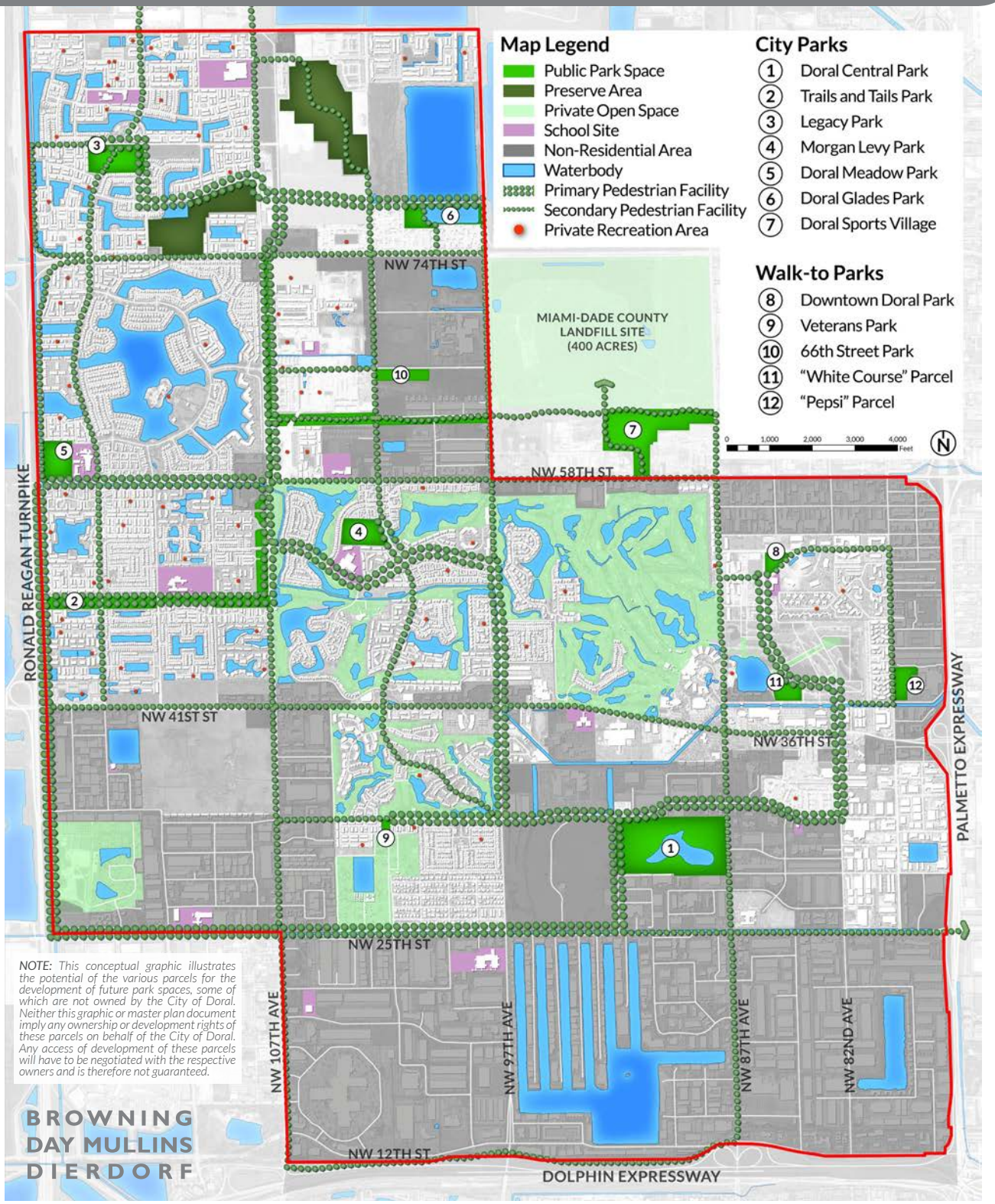
Indoor recreation spaces;

Trails and streets; and

Programs

Each subsystem employs a different "Service-Delivery Model" to respond to residents' needs efficiently and effectively. Following is a summary of each vision subsystem and its associated recommendations and/or initiatives.

Master Plan Vision Map



Figures 4.1: 2017 City of Doral Parks System Master Plan Vision Map.


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4.2 parks

4.2.1 Embracing the Role of Parks in the 21st Century

A community's investment in parks – both existing and new – is critically important because there is now, as parks advocates have long preached anecdotally, a quantifiable correlation between a community's park system (in both size and quality), and its overall quality of life, sustainability, and economic capacity. Parks are critical infrastructure; just as much as quality roads, schools, and utilities, and serve as the "gatekeeper" to a community's quality of life.

The old model of parks – one where the biggest decisions park directors cared to champion was whether to purchase a blue or green playground – is dead. Parks today are immeasurably more complex and are being asked by their leaders and constituents to do more than merely provide places for play and recreation, as critically important as those activities are. In addition, today's parks are being asked to directly and quantitatively impact community health, social equity, sustainability, and economic development, to name only a few.

Gone also is the model by which parks facilities and services are being funded and delivered. In the past, many parks departments across the U.S. existed as municipal subsidies, relying solely (or at least largely) on the general fund for both operational and capital dollars. Today, communities must embrace a more progressive model of service delivery; one in which both public sector and private sector collaboratively increase community-wide quality of life through the support and development of their most important economic, environmental, and social tools: parks!

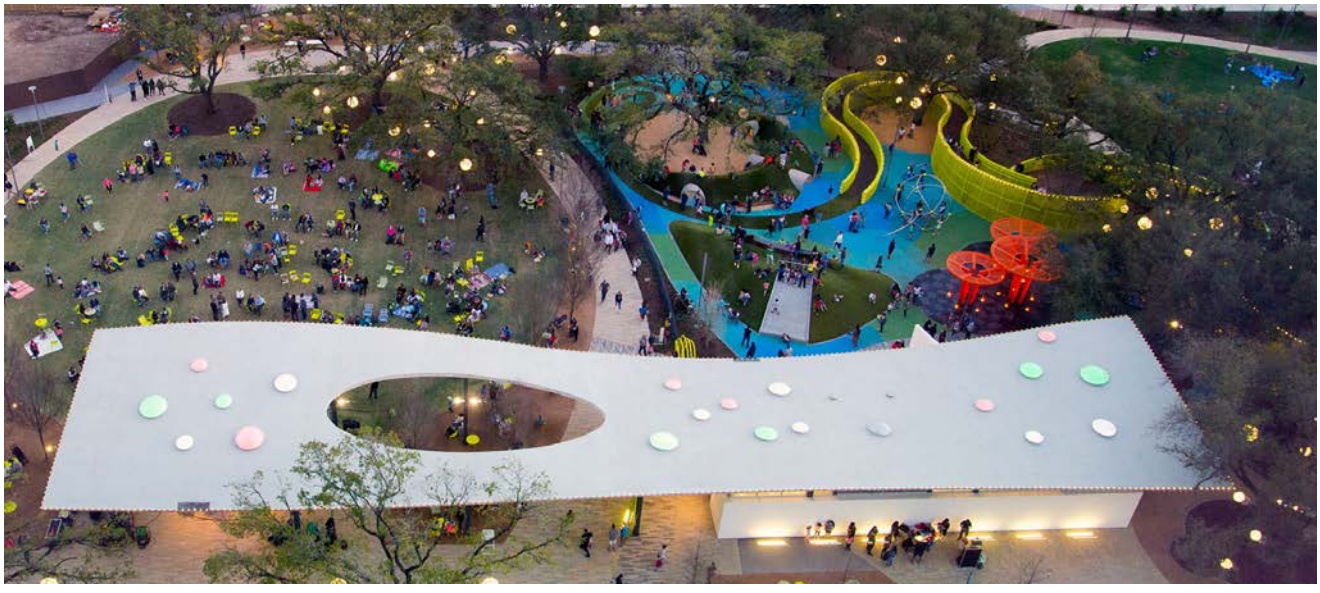


Figure 4.2: Levy Park in Houston, Texas (The Office of James Burnett, 2018).

Defining a 21st Century Park

Following are seven (7) overarching attributes of a "21st Century Park" that Doral should seek to emulate in both existing and future parks and facilities.

The 21st Century Park must be….

…flexible!

Parks that have an intentionally "flexible" design and program are able to adapt different trends in both usage and desired activities over time, allowing the park the ability to stay consistently activated year after year.

…interconnected!

Parks must be interconnected by multiple modes of transportation between other parks and facilities in the system, key community destinations (e.g. downtown), and the community's residential areas. 21st Century Parks aren't satellites, but rather, woven into the fabric – and infrastructure – of the community.

…multi-generational!

Parks aren't just for kids! The design and program of a park space must appeal to a wide spectrum of ages, abilities, and ethnicities to be consistently activated. 21st Century Parks blend interactions between these diverse user groups, as well as provide opportunities for age-specific leisure and recreation.

…multi-seasonal!

Parks should be consistently activated year-round. 21st Century Parks anticipate and help facilitate "off-season" usage through the inclusion of facilities, programs, and events which adapt to the varying climate of their location. In Doral, "off-season" is typically in the summer when the temperatures, humidity, and storm risks are the highest. During this time, having access to indoor programming and outdoor aquatics programming will be critically important.



Figure 4.3: Moveable cafe furniture allows users to interact with their environment at Levy Park (The Office of James Burnett, 2018).

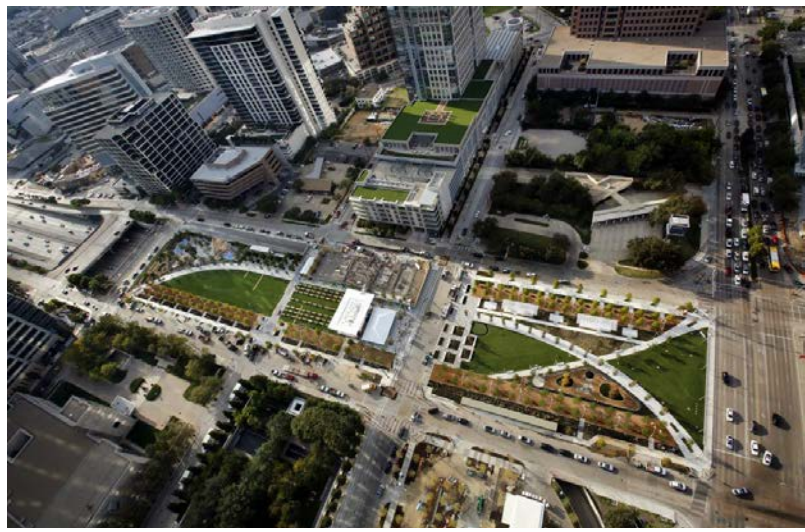


Figure 4.4: Klyde Warren Park physically reconnects downtown Dallas, TX (ULI-NW, 2016).



Figure 4.5: Indoor spinning classes help participants beat the summer heat and keep exercising (Mobiefit, 2017).



Figure 4.6: Night-time activation at Spruce Street Harbor Park in, Philadelphia, PA (The Philly Calendar, 2017).

...activated and engaging!

The 21st Century Park must facilitate a wide array of different activities without compromising the flexibility of the park space. There should be "something for everyone" to do, especially at the city's most popular park sites (e.g. Doral Central Park). Some amenities may be provided outright (such as pickleball), while others are self-directed and take place in one of the many "flex" areas of the park (bocce ball, slacklining, picnicking, pick-up games, etc.).

...integrated with technology!

Like it or not, mobile technology is here to stay and the design and program of 21st Century Parks must embrace it to remain relevant. 21st century parks should anticipate the users' desire for different types of "connectivity" by providing Wi-Fi hotspots, VR-based interpretative experiences, online park/trail maps, real-time event announcements, and park (or park-system) specific mobile applications. The No. 1 barrier preventing greater usage of Doral's parks and programs is a generalized lack of what there is to do, when, and where; the effective use of technology can help mitigate this barrier.

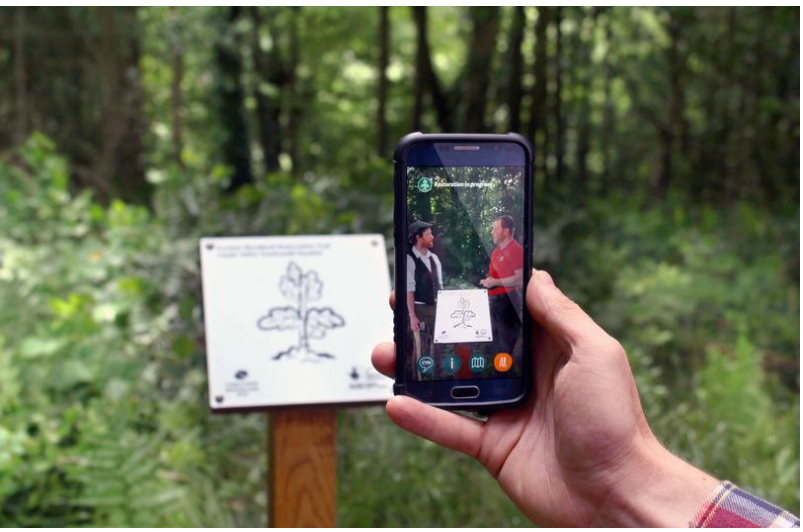


Figure 4.7: Augmented reality (AR) trail through an ancient woodland in Wales (Forgrave, 2017).

...able to yield multiple benefits beyond play and recreation!

The value of parks and greenspaces extends well beyond play alone. A city's parks system directly contributes to its overall quality of life, sustainability, and economic capacity. Parks also have the ability to impact public health in a quantifiable way, increase social equity, serve as conduits for social services and education, reduce pollution and congestion, treat and hold stormwater, and to serve as catalysts for investment and redevelopment (to name only a few)!

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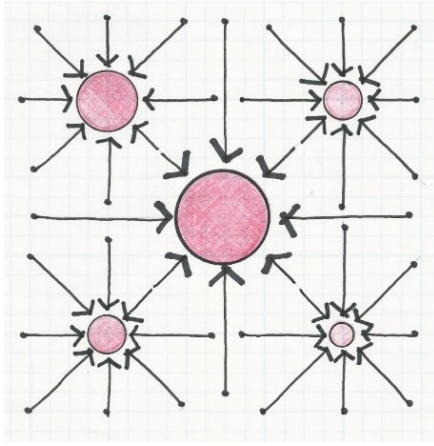


Figure 4.8: Group yoga at Guthrie Green in Tulsa, OK (Tulsa Arts District, 2018).

4.2.2 Park Needs

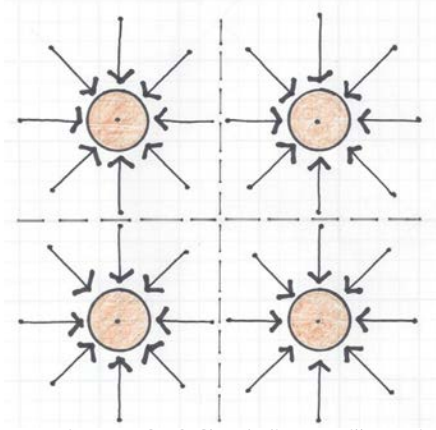
The parks subsystem primarily includes three (3) types of parks: public and/or private "walk-to" parks that meet many residents' day-to-day recreation needs; larger "City parks" that serve residents City-wide; and Doral Central Park. Doral Central Park would serve as the "hub" of the parks system, while the large City parks may function as "satellite facilities" as shown in the "Hub & Spoke" model below.

City Parks
Hub + Spoke Model



The walk-to parks are based on a "Decentralized Service-Delivery Model", providing equitable access for residents across the City. Walk-to parks can be provided by the City, developers, and/or homeowners associations.

Walk-to Parks
Decentralized Model



Figures 4.9-10: Sketch diagrams illustrating the Hub and Spoke (top) and Decentralized models of service delivery (Barth, 2016).

City Parks

The vision for City Parks is to provide every resident with access to a high quality, multiple-use park within two (2) miles of their home. Because recreation trends and needs will continue to change as the City grows, City Parks should be planned and designed to be as flexible and multi-use as possible. Typical facilities may include:

- Indoor recreation centers
- Large areas of multi-purpose lawns and open space
- Opportunities for outdoor fitness and wellness programs, classes, and activities
- Basketball, tennis, and pickleball courts
- Large, interactive and accessible playgrounds
- Dog parks and/or off-leash areas
- Picnic pavilions (large and small)
- Concessions and/or areas for food trucks or carts
- Outdoor fitness equipment
- Splash pads
- Public art installations
- Specialized facilities such as skate parks, gymnasiums, environmental education centers, and/or others based on the needs of the community.

Doral's City Parks include:

- Morgan Levy Park
- Doral Meadow Park
- Doral Legacy Park
- Doral Glades Park (anticipated completion in 2018)
- Trails and Tails Park

Walk-to Parks

The vision for Walk-to Parks is for every resident to be able to safely and comfortably walk to a high-quality park within ½ mile (a 5 to 10-minute walk) from their home. Currently, approximately less than 40% of City residents have access to public park within ½ mile. When private recreation facilities (such as those owned by HOA's) are included, the total percentage increases to approximately 60%, however, it should be noted that the amenities available at each of these private sites varies significantly.

While no minimum size has been established for walk-to parks, ideally each would range from 3- 5 acres. Walk-to Parks could be public or private; for example, a private recreation area within a subdivision meets the need for a Walk-to Park for residents within that neighborhood. A larger City Park (as discussed above)

would also meet the Walk-to Park needs for residents who live within close proximity.

Typical facilities to be constructed at each Walk-to Park, based on the needs and priorities identified through the survey and needs assessment process, include:

- Interactive children's playground
- Picnic pavilion/restroom building for birthday parties, reunions, and other group activities
- Dog-friendly areas with drinking water, waste stations
- Trails or walking paths with low level night lighting (e.g. bollards)
- Basketball/ tennis/ pickle ball courts
- Areas for food trucks, cafes or carts
- Outdoor fitness equipment
- Public art and culture

Doral's Walk-To Parks include:

- Downtown Doral Park
- Veterans Park
- White-Course Park Parcel (future - 3 acres)
- 66th Street Park Parcel (future - 10 acres)
- Pepsi Parcel (future, pending access - 4.5 acres)

4.2.3 Doral Central Park

Vision

At 80 acres, Doral Central Park will be the largest in the city, and one of the largest in the region. The community's vision for this park reflects Doral's populace in that it is both bold and diverse. Comparable signature parks in other Florida communities include the City of Orlando's Lake Eola Park; the City of Lakeland's Lake Mirror Park; and the City of Kissimmee's Lakefront Park.

Located in one of the fastest growing areas of the city, Doral Central Park is envisioned to be a multi-generational destination park that seamlessly blends outdoor recreation, indoor recreation, and aquatics in a sustainable and community-centric way. Central Park will be the recreation and special-events hub in Doral, and is anticipated to provide over 30 different components and programmatic areas, including a 75,000+ square foot indoor recreation center.

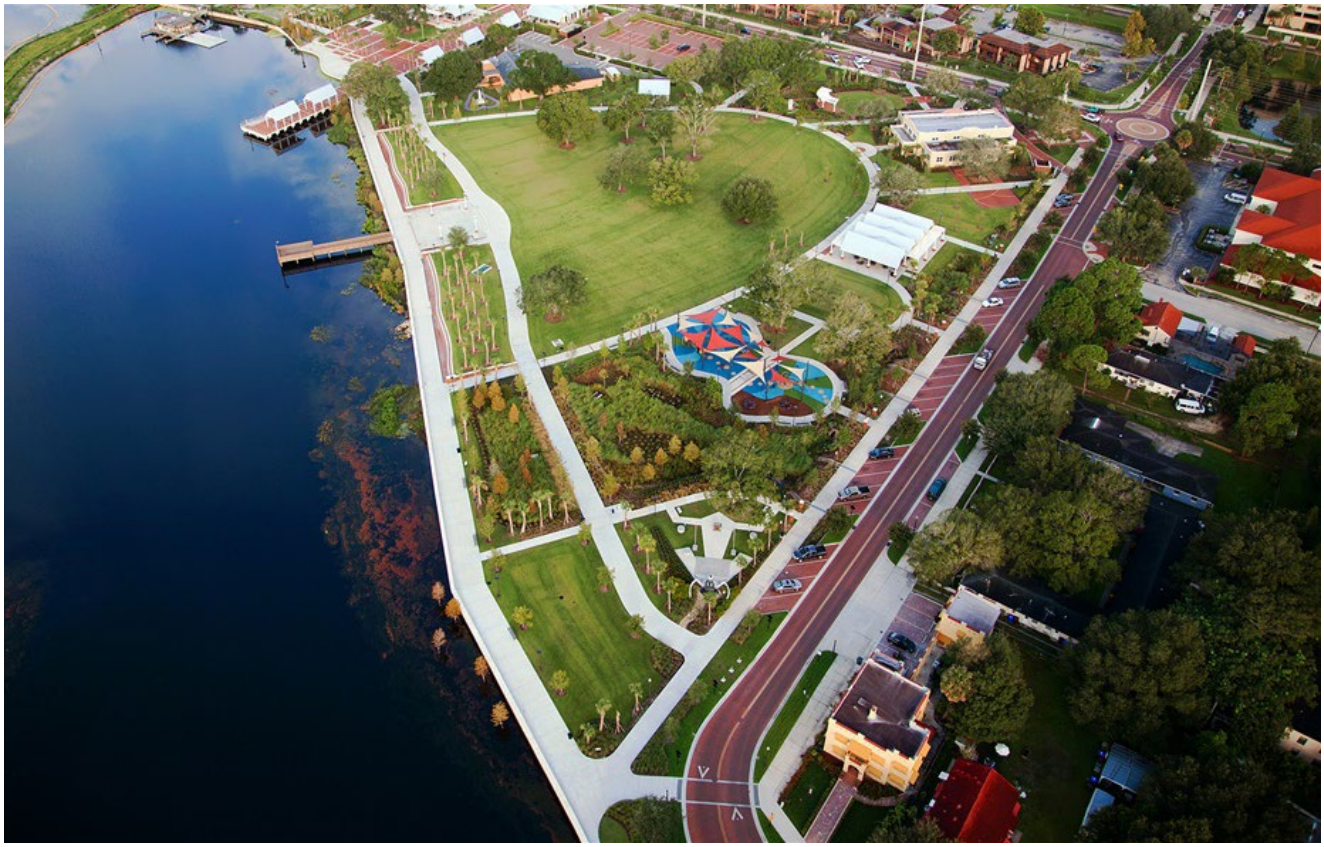


Figure 4.11: Kissimmee Lakefront Park in Central Florida (Burkhardt Construction, Inc., 2018).

Central Park will include the city's first outdoor aquatics center. Located along a waterfront promenade, the new aquatics center will feature both leisure-based amenities and competitive aquatics facilities. The design and program for the aquatics center illustrated in this master plan was derived from a feasibility study commissioned by the City in 2015 (completed by others).

In addition to these significant assets, Doral Central Park is envisioned to also include:

- 27-acre lake
- Multiple sports courts including tennis, pickleball, basketball, and beach volleyball,
- A neighborhood-scale "skate spot" and pump-track,
- Formal events lawn with open-air performance pavilion,
- Large, multi-purpose greenspaces which can support multiple events and sports uses,
- Natural area with restored wetlands and native ecosystems, over-water boardwalks, and a nature playspace,
- Waterfront promenade and events plaza,
- Water access via fishing piers and kayak-launches,
- Two (2) destination playgrounds,
- Multiple miles of multi-purpose trails, nature trails, and walking paths.

Programming + Special Events

Doral Central Park will be home to the City's largest indoor recreation center and the only location in the city offering residents access to an aquatics facility and an indoor fitness center. As such, Doral Central Park is anticipated to be the hub of both indoor recreations and aquatics programming in the City. The indoor recreation programming will be supported by other indoor programs currently being offered at Morgan Levy Park and Doral Legacy Park. Additional information on the proposed indoor recreation center and Doral Central Park can be found in Section 4.3.

It is anticipated that Doral Central Park will continue to serve as the City's premier special events site. Special events may include, but not be limited to the 4th of July celebrations; holiday lights; movies in the park; outdoor concerts, camping under the stars; autism speaks; relay for life; "egg-stravaganza"; and youth sports picnic.

Parking

Several strategies will be used to accommodate large amount of parking needed to support the anticipated program of Doral Central Park. First, the City will coordinate the operating hours of the various venues on the site to make the best use of available parking, including special events and programs.

Second, on-street parking will be provided along all park roadways, helping to distribute parking more evenly throughout the site. It is anticipated that much of the daily parking demand will be met through on-street parking.

Additional on-site parking, if needed, will be provided through the construction of parking lots and/or parking structures on the western portion of the property where some of the highest intensity uses are anticipated. Additional overflow parking for special events, which are typically held on weekends, will be provided through use agreements with off-site properties such as office parks or City-owned garages that are typically vacant on weekends; trolleys or buses will shuttle patrons to the park.

Catalyst for Investment and Economic Development

In keeping with the principles of 21st Century Parks, it is important that Doral's largest (and most expensive) park serve as more than just a means for recreation. As has been previously noted within this study and others, Doral has been experiencing significant population growth that is expected to continue into the foreseeable future. As available vacant lands are becoming increasingly scarce (and prohibitively expensive), large-scale mixed-use redevelopment projects are being undertaken in the formerly commercial and industrial areas near Central Park.

If the vision for Central Park is realized, it could have the ability to serve as a catalyst for the redevelopment of the low-density commercial uses which currently surround the park into higher density, mixed-use developments similar to what has been seen in Downtown Doral to the north or CityPlace Doral to the east.

The relationship of the park to mixed-use developments is symbiotic; dynamic urban parks require regular supporting users within walking distance, and most urbanites expect a high quality of life provided by easy access to dynamic parks and public spaces. Any mixed-use redevelopment projects

along NW 33rd Street and NW 27th Street would likely retain their existing addresses and utility connections; however, any new buildings should front the park space and provide an activated ground-level complete with retail and dining destinations. These uses would help compliment the park space and provide additional "off-property" destinations and amenities for park visitors.

There are several site systems within Central Park that can be designed to help encourage future redevelopment to front and embrace the park space. For example, any roads within the park should be designed as "city streets" that allow for maximum interconnectivity with the existing street network. Pushing the park's interior roadways to the outer edges of the parcel works to free up park space for recreation uses while providing a walkable, urban streetscape for future redevelopment projects to embrace. Any interconnecting roadways within the park space should include streetscape amenities such as street trees, sidewalks, curbs, tabled intersections, street and pedestrian lighting, and contemporary site furnishings.

In addition to the supporting infrastructure provided within the park space, the redevelopment of the adjacent parcels will necessitate changes to Doral's zoning and land-use code that must be requested and adopted by Council. It is recommended that upon adoption of this master plan the City of Doral Planning Department provide recommendations of the potential changes required to Council for immediate consideration. Doing so expeditiously will allow the City the opportunity to ensure that any future redevelopment adjacent to Central Park does not diminish the value, aesthetics, or functionality of the park.

Capital Cost

Based on its size and anticipated program (as articulated above), it is anticipated that Central Park could cost between $115M-$130M to construct. It should be noted that no detailed field studies or technical evaluations were performed as part of this scope of work. As such, currently unknown conditions of the site and/or its infrastructure may influence the overall capital cost.

Key cost contributors include:

- Aquatics Center ($27M)
- 75,000+ SF indoor recreation Center ($31M+)
- Site Infrastructure ($17M)
- 600+ space parking structure ($16M)

Additional details regarding the opinion of probable cost for Central Park can be found in Section 4.10.

Operational Considerations

The addition of a park of this scale will have a significant impact on the staffing and operations of the Department, likely necessitating the hiring of multiple additional full-time employees to operate, program, and maintain the facility. In addition, both indoor recreation centers and aquatics centers necessitate a high level of ongoing management and maintenance, and as such, can easily cost millions of dollars annually to operate. Given the significant financial investment required – both initially and ongoing – it is recommended that the City commission a comprehensive conceptual design and due diligence study that would better inform the final program, scale, cost, and operational implications of the park and its components prior to developing design documents.

It is also recommended that the Department solicit the services of a planning professional during the design process to develop an operations and management plan for Central Park to better inform operational and maintenance costs, revenue potential, and program selection and capacity. Funding to cover the additional operational and maintenance costs in excess of anticipated revenue must subsequently be added to the Department's annual budget. This study should also identify what programs and events the City will host, and what will be provided by subcontractors or the private sector.

DORAL
FLORIDA

LEGEND:

1. 70,000 SF indoor recreation center
2. Dedicated drop-off plaza
3. Surface parking lot
4. Competition pool
5. Park maintenance/storage building
6. Formal events lawn
7. Events pavilion
8. Aquatics facility
9. Leisure pool deck
10. Competition pool deck
11. Skate spot and pump track
12. Sensory playscape
13. Wetland boardwalk trail
14. Lake-front sand volleyball
15. Playground/playspace
16. Learn-to-bike loop
17. Basketball courts
18. Tennis courts
19. Small tot-lot
20. Lake-front promenade
21. Cultural plaza w/ sculptural play piece
22. Primary vehicular entrance
23. Existing water storage tank w/ Art in Public Spaces mural.
24. Perimeter roads w/ on-street parking
25. Canoe/kayak/paddle boat launch
26. Natural area w/ nature trails
27. Nature pavilion
28. Restroom building
29. Small picnic shelter (typ.)
30. Large Picnic Shelter
31. Main events/sports lawn
32. Lake-front trail
33. Bike and exercise loop
34. Community garden
35. Overflow turf parking area
36. Youth softball/baseball diamonds

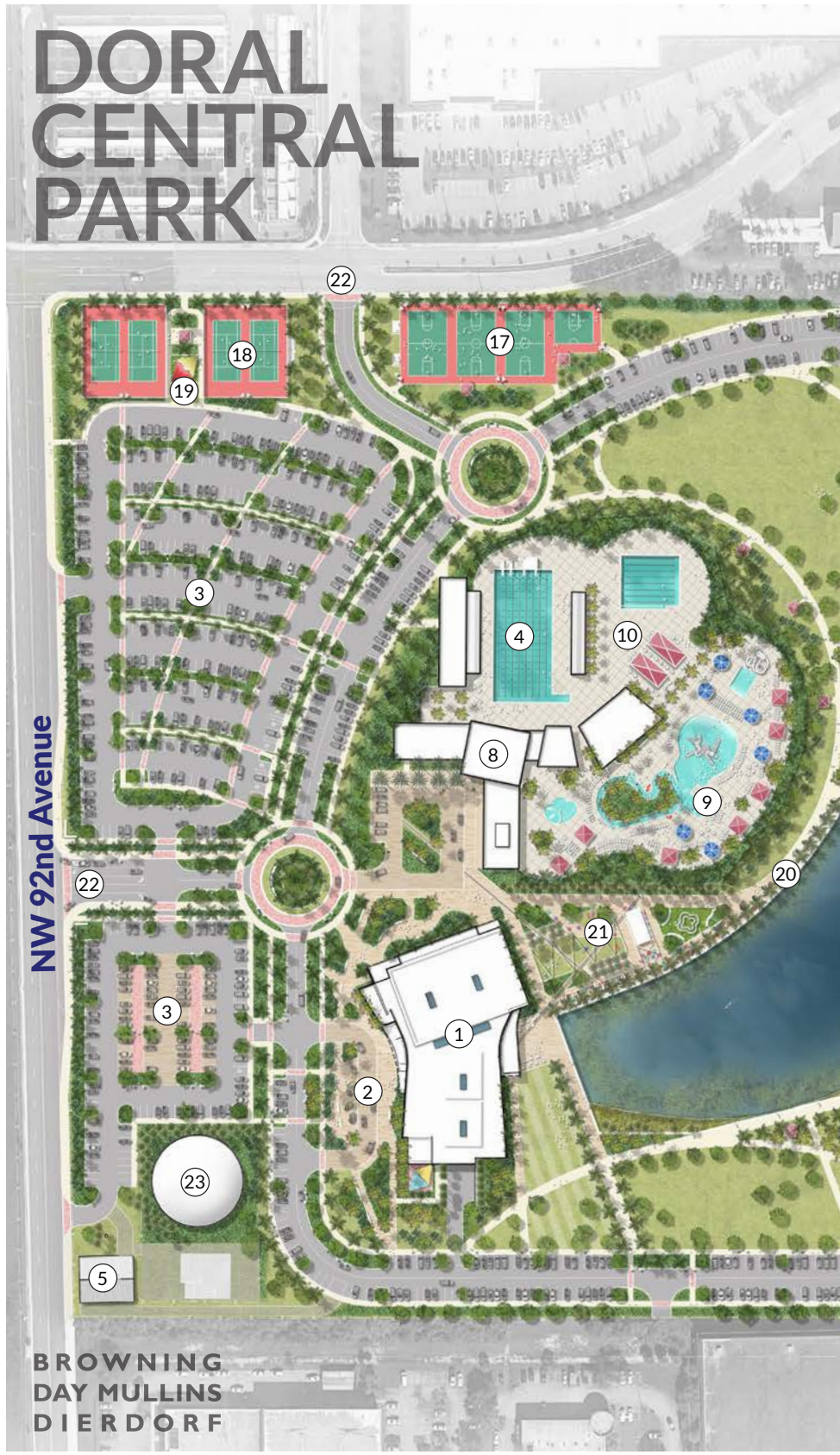




Figure 4.12: Conceptual vision and program plan for Doral Central Park.

4.2.4 Additional Park Land Acquisition

City Parks

Land for large, multi-purpose City Parks is rapidly diminishing. At the time of this study, the City estimated that less than 300 acres of undeveloped land remained, the majority of which was valued at between $1M-$2M per acre. As such, the City should explore creative opportunities to acquire and "land bank" currently needed parkland for future development. Potential sites for consideration for future City Parks include:

- "Pepsi" property (8-acre site northeast of the intersection of 41st St. and NW 79th Ave.)
- "Lemon" property (170+ acre site located southwest of the intersection of NW 41st St. and NW 107th Ave.)
- Miami-Dade County site (46-acre site south of the landfill)
- County-owned Landfill site (400+ acres)

Walk-To Parks

Although Walk-To parks are typically smaller in size than City Parks, the cost and availability of land within Doral will still make development of new park parcels challenging. The City should seek out creative solutions to meeting this need, including working with private developers to include publicly accessible park parcels within their developments and finding ways to leverage existing ROW's, easements, and under-utilized city-owned lands. In addition, the City should proactively acquire parcels in underserved areas of the city as they become available for sale.

Potential opportunities for new Walk-to Parks include:

- FPL easements along NW 50th St., NW 107th Ave., and NW 62nd St. (75+ acres)
- White Course park property (7 acres)
- Vacant residential lots within the Vanderbilt subdivision (approximately 0.25 acres each)
- 66th Street Park Parcel (10 acres)

Acquisition Strategies

In addition to fee-simple acquisition, strategies to acquire land for additional City Parks and Walk-to Parks include:

- Update land development codes for both new development and redevelopment to require the inclusion of meaningful parks and public spaces within new residential developments,
- Update Park Impact Fee Ordinance,
- Partner with homeowner associations (HOAs), the County, schools, libraries, churches, and/or others to develop usage agreements and/or programming agreements within existing, under-utilized facilities in areas of the greatest need,
- Identify additional sources of funding, such as grants and/or a park-specific bond.

4.2.5 Measuring Progress: Level of Service Metrics

Level-of Service metrics have been developed to determine whether the Parks and Recreation System is meeting residents' needs. These metrics should be tracked each year as the City's population – and its parks and recreation system – continues to grow. Each metric is considered necessary but not sufficient by itself:

Parks

- Acres per 1,000 residents
- Facilities per 1,000 residents (public, private)
- Access (5-10-minute walk for Walk-to Parks; 2-mile service area for City Parks)
- Quality

Trails

- Connectivity
- Number of trail miles, connections

Programs

- Quality
- Life cycle
- Number of participants

Indoor Recreation Centers:

- Square footage per capita
- Access by transit, car, bike, foot
- Quality
- Number of participants

Staffing:

- FTE per acre of park land
- FTE per square foot of indoor recreation space
- Operating expenditures per acre managed
- Operating expenditures per capita

The City may also wish to establish metrics related to cost recovery. These may include:

- Revenue per capita
- Revenue as a percentage of total operating expenditures

County-Owned Landfill + Doral Sports Village Site (446 ac.)



Figure 4.13: Graphic illustrating the approximate location of the landfill and Doral Sports Village parcels owned by Miami-Dade County (Aerial: Google, 2018).

66th Street Park Parcel (10 ac.)



Figure 4.14: Graphic illustrating the approximate location of the 66th Street Park parcel (Aerial: Google, 2018).

4.2.6 System-Wide Areas of Focus

Following are descriptions of system-wide principles that should be applied when improvements are made to existing parks and facilities and/or when new park facilities are developed. These recommendations are reflective of both the existing (2017) condition of the park spaces and the principles of the "21st Century Park" as described in Section 4.2.1.

Embrace Place

Unfortunately, when it comes to the public realm, not all "spaces" – or parks for that matter - end up becoming true, enduring "places." Today, people desire and seek out authentic, meaningful, and unique places where there are a variety of things to do and experience. As such, any future improvements to existing parks should incorporate a place-based approach to both design and programming.

Placemaking, a term coined by the Project for Public Spaces (PPS), is more than just "better design." It is a collaborative process that engages the end users in the planning and design process, the product of which reflects and celebrates the unique "physical, cultural, and societal identities" that define the place and community at-large (Project for Public Spaces, 2016).

A placemaking approach that is grounded in collaborative and equitable civic engagement produces solutions that involve and integrate all components of the community, from the built environment to the numerous interstitial spaces of the "public realm" where residents spend a large portion of their daily lives. If Doral is to be one of the most desirable "people places" in the region, then it's planning and design processes must be people-led. Good design alone does not guarantee that a "space" will become a true "place."

Additional information on placemaking tools and resources can be found by visiting the Project for Public Spaces website at www.pps.org.

Activate Before You Renovate

The majority of the city's existing park sites enjoy a high level of activation, however, as populations and leisure trends change over time, there may be a need in the future to increase their activation and usage. When this need arises, the Department should look for ways to repurpose existing, underutilized facilities to meet current community needs (such as converting an under-utilized tennis court to pickleball courts).

In addition, a significant portion of the city's existing City Park acreage is devoted almost exclusively to spaces for athletics and recreation (soccer fields, football fields, etc.). The city's athletic spaces are world-class, however, the parks they are within could benefit from the addition of selective, low-cost, amenities and programs for non-sports users.

Today, park users want the ability to interact with their park environment on their own terms, for their own purposes. Providing varying sizes of flexible spaces and low-cost, interactive amenities helps to facilitate a wide variety of user-directed activities. Unfortunately, the importance of these amenities and spaces are often overlooked within heavily programmed park sites.

Examples of amenities the Department should consider including within all City Parks and Walk-To Parks include:

- Moveable furniture and flexible seating areas (café tables/chairs, lounge chairs, hammocks, etc.),
- Wi-Fi hotspots,
- Charging stations (solar is an option)
- Group picnic shelters,
- Flexible, well-drained greenspace,
- Public art,
- Table games,
- Space for lawn games (ping-pong, cornhole, ladder golf, etc.),
- Barbeque grills,
- Stage/performance areas,
- Pedestrian-scale lighting.

In addition, the Department should explore the possibility of providing park-specific seasonal and/or one-off events at each of their parks throughout the year. Examples of potential events – some of which are already being offered in select locations - could include:

- Live music,
- Movies in the park,
- Yoga (or similar) in the park,
- Dance parties,
- Markets (farmer's markets, holiday markets, etc.),
- Playground programs/events,
- Food truck gatherings,
- Game nights,
- Social-services/outreach events (community health screenings, etc.).

"With community-based participation at its center, an effective Placemaking process capitalizes on a local community's assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people's health, happiness, and well-being. A great public space cannot be measured by its physical attributes alone; it must also serve people as a vital community resource in which function always trumps form. When people of all ages, abilities, and socio-economic backgrounds cannot only access and enjoy a place, but also play a key role in its identity, creation, and maintenance, that is when we see genuine Placemaking in action"

-(Project for Public Spaces, 2016)

Affect Public Health

One of the most powerful impacts that a parks system can have is to directly and quantitatively improve health of the people which use it. As part of a larger, systemic approach, parks facilities and programs can work to combat some of society's most pressing health concerns – both physical and mental – including childhood obesity, heart disease, depression, and Type 2 diabetes to name only a few. A successful example of this principle was the ordinance passed in 2007 by Council to minimize or eliminate smoking within all developed park sites (City Ordinance #2007-23).

Unfortunately, just providing amenities available for recreational purposes often isn't sufficient alone; the effort must be more strategic and will likely need to involve one or more community partners (e.g. local health care providers, insurers, therapists etc.). In addition, to test the effectiveness of varying approaches and justify future investment/value, the Department must attempt to quantify the impact of its efforts by diligently collecting benchmark and performance data.

There are many ways that the Department could begin to strategically affect public health, however, the following are some immediate, "low-hanging fruit" opportunities;

- Partner with a local community health provider or hospital to develop a "Park Prescription" program. The National Recreation and Parks Association website (www.nrpa.org) offers numerous resources and case studies on park prescription programs across the U.S.,
- Offer free or low-cost health-based programming and events at parks near residents' homes (health fairs, group yoga, basic fitness programming),
- Incorporate fitness and exercise equipment and community garden spaces within Walk-To Parks, and/or within lower-income areas of the community,
- Provide educational signage at park facilities that provide users with information on different fitness opportunities and the benefits of healthy lifestyles,
- Provide healthy snack and drink options in vending machines at concession venues.



Figure 4.15: Image illustrating the existing condition of the northern plaza space in Downtown Doral Park.

Increase Sustainability

As a curator of the city's most treasured greenspaces, environmental sustainability should continue to be a high-priority for the Department when it makes decisions regarding maintenance practices, equipment purchases, and land management policies.

The Department should evaluate opportunities to convert any unused mowed turf spaces to native grasses and/or wildflower areas. Regularly mowing areas which are rarely used represents a waste of the Department's already limited time and resources, and results in the unneeded production of greenhouse gases by the mowing equipment and/or the vehicles which transport them. It is therefore recommended that these spaces either be improved to facilitate more regular and meaningful usage, or are converted to native wildflower areas and taken out of the mowing schedule.

In addition, and wherever feasible, the Department should continue to utilize products and services which can be purchased locally. Examples include regularly purchased items such as bathroom supplies, branded apparel and work uniforms, and fleet vehicles, as well as bulk materials such as mulch, fertilizers, and lumber. When motorized vehicles and equipment are purchased, preference should be given to those which utilize fuel sources other than – or in addition to – fossil fuels.

Recycled and/or renewable materials should also be utilized when possible. For example, damaged timber benches could be replaced with ones made from recycled plastic, and/or worn out timber decking could be replaced with composite decking (provided it contains recycled content).

Any significant new park construction projects – especially those which may contain a building/structure - should seek certification from one or more of the following:

- LEED (United States Green Building Council)
- Green Globes Certification (Green Building Initiative)
- SITES (Sustainable SITES Initiative)
- WELL (International Well Building Institute)



Figure 4.16: Rendering illustrating how the northern plaza space in Downtown Doral Park could be activated through the addition of moveable furniture, table games, and overhead carnival lighting.

Integrate Technology

Park systems, like their patrons, find themselves amid a technological revolution. As people change how they interact with – and leverage – the use of technology, so must a community's parks! There are several key opportunities, in the near term, to increase the integration of technology system-wide:

- The development of a Parks and Trails-specific mobile application (app),
- The inclusion of community Wi-Fi access within all future City Parks,
- The provision of charging stations within City Parks (solar options – such as the Soofa benches provided at Legacy Park – should be considered).

Wi-Fi **-** At the time of this study, Doral provided public Wi-Fi access at all of its existing park sites. It is recommended that this become the standard for all future park sites and facilities in the city. As technology improves and subsequently reduces the cost and complexity of "public" Wi-Fi access, consideration should be given to adding additional hotspots at key locations along the trail network.

Park-Specific Mobile Application **-** The development of a park-specific mobile application is of significant value. One of the most often expressed reasons that prevent residents from better utilizing their parks system is a generalized lack of awareness of what there is going on, or what there is to do. This trend was validated for Doral by the public opinion survey (as discussed in Section 3.3). As more and more people rely on their phones for scheduling, GPS, and fitness tracking, a mobile application would help better connect them with the greatest amount of relevant information.

The mobile application should help facilitate the safe and efficient use of the trail network by providing real-time access to maps, trail routes, and traffic information. The app should also serve as a means of distributing critical information in real-time, such as weather alerts, program start times and cancellations, registration deadlines, and safety alerts, and should be compatible with all major operating systems (iOS, Android, etc.).

It should be noted that the addition of a parks-specific mobile application would supplement, but not replace, the continued use of existing technologies such as social media platforms and the Department's website, and-or the City-wide mobile application.



Figure 4.17: Image from the San Francisco Parks and Recreation Department advertising their park system -specific mobile app. (San Francisco Recreation and Parks, 2012)

Increase Universal Accessibility

The majority of the park facilities in Doral are comparably new and very well-maintained. Regardless of their age, public parks necessitate ongoing investment in improvements to increase the overall accessibility of the park space to ensure equitable access and participation across the widest range of abilities.

Universal accessibility goes beyond just traditional, code-based ADA accessibility. In the words of Ron Mace from the Center for Universal Design at North Carolina State University, universal design is "the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design" (University of Missouri, 2017). The proven principles of universal design should be the cornerstone of any new park design and/or major improvement project. This is especially true of parks which serve large events and those which serve specific sports tourism-related functions such as tournaments.

To improve and maintain accessibility system-wide, the Department should:

- Ensure accessible routes are provided between key amenities within a park space, and from accessible parking spaces into the larger park space,
- Ensure that if engineered wood fiber (EWF) is used as a play surface, that it is regularly checked and maintained to the appropriate standards for an accessible surface,
- Select playground surfaces and equipment that are as universally accessible as possible. The Department should consider continuing to use a stabilized resilient surface (such as poured-in-place rubber or synthetic turf with padding) for its destination playgrounds.
- Provide meaningful, sensory-based experiences and amenities within new and existing playgrounds,
- Consider adding at least one (1) special-needs swing at each swing set location,
- Ensure that at least one (1) accessible seating area is provided immediately adjacent to each playground area,
- Ensure that at least one (1) accessible picnic table is provided at each area where there is a picnic shelter,
- Ensure that at least one (1) accessible seating area is provided per park site.



Figure 4.18: Image of a bench with a solar-powered charging station, similar to the ones currently in Legacy Park (Sunroof Solar, 2016).

4.2.7 Park-Specific Priority Improvements

Morgan Levy Park

- Add movable café and/or lounge furniture in the plaza spaces around the multi-purpose building.
- Consider updating the outdoor fitness course equipment; make equipment accessible.
- Consider designating a portion of the greenspace north of the soccer fields for an off-leash dog run, or designate a pet-friendly area of the park.
- Consider providing an accessible route to the barbecue grills near the picnic shelters.
- Explore opportunities to provide pedestrian connections into the surrounding neighborhoods.
- Over time, transition all lighting to high-efficiency LED fixtures.

Doral Meadow Park

- Expand or repurpose the existing, under-utilized community building.
- Consider updating the outdoor fitness course equipment.
- Over time, transition all lighting to high-efficiency LED fixtures.
- Consider replacing all wire-bin waste receptacles with the higher-quality City-standard fixture.
- Consider adding a flashing pedestrian crossing signal/sign where the multi-purpose trail crosses NW 58th Street.
- Consider designating a portion of any under-utilized green space not used for athletics or practice space for an off-leash dog run, or designate a pet-friendly area of the park.
- Add park entry signage where multi-purpose trail enters the park site along NW 58th Street.
- Consider providing an accessible route to the barbecue grill near the picnic shelter.

Downtown Doral Park

- Expand park space into the vacant parcel to the east (future Cultural Pavilion).
- Add moveable café and/or lounge furniture in the plaza spaces across from City Hall.
- Provide a paved walkway connection from NW 84th Ave. into the park space and/or playground.
- Re-orient park benches along NW 84th Ave. to face into the park space.
- Consider providing overhead carnival-style lighting in the plaza space south of City Hall.
- Provide at least one (1) accessible swing.



Figure 4.19: Example of an inaccessible barbecue grill at Morgan Levy Park (2016).

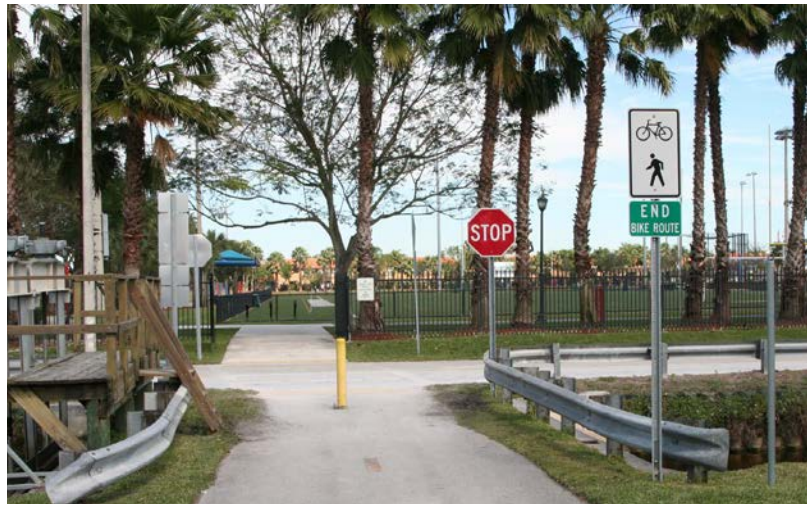


Figure 4.20: Potential location for a flashing crosswalk signal where the multi-purpose trail enters Doral Meadow Park (2016).



Figure 4.21: Photo illustrating the lack of a pedestrian connection from NW 84th Ave. into Downtown Doral Park (2017).



Figure 4.22: Example of the deteriorating finish of the aluminum fencing at Trails and Tails Park (2016).



Figure 4.23: Example of a potential location within Veterans Park to replace fixed site furnishings with movable tables and chairs (2016).



Figure 4.24: Aerial image of Doral Central Park looking east towards downtown Miami (2018).

Trails and Tails Park

- Explore ways to increase year-round access to the site by providing pedestrian and vehicular site-lighting.
- Repair any chipping of the finish along the fences surrounding the dog areas.
- Consider upgrading the interior gravel paths to be accessible.
- Consider adding a small community garden in the western portion of the site.
- Consider incorporating some public art.
- Consider providing pet-specific vending.
- Add park monument signage at park entrance and/or the intersection of NW 50th St. and NW 114th Ave.
- Add park entry signage where the multi-purpose trail enters the park site.
- Consider adding a flashing pedestrian crossing signal/sign where the multi-purpose trail crosses NW 50th Street.

Veterans Park

- Replace some of the fixed/stationary seating areas with moveable café and/or lounge furniture.
- Provide seating areas beneath the main shelter structure.
- Repair any existing breaks in the perimeter fence.

Doral Central Park - *(see Section 4.2.3)*

Note: *Both Legacy Park and Glades Park were under construction at the time of the planning process and were therefore not evaluated for potential improvements.*


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4.3 indoor recreation centers

4.3.1 Quantifying the Need

Doral's hot, rainy, sub-tropical climate requires a variety of indoor recreation spaces to meet resident's needs, including an indoor aquatics center and indoor recreation/ fitness centers. As was noted within the Needs Assessment, the provision of indoor facilities and programs was ranked as one of the greatest needs system-wide, with over 50% of survey respondents indicating a need for indoor facilities and/or programs.

4.3.2 Service Delivery Model

The vision for the Indoor Recreation Subsystem uses the "Hub & Spoke" Model, anchored by a proposed new 75,000+ square foot central recreation center at the Doral Central Park. Supporting "satellite" recreation centers would provide specialized and/or neighborhood-specific programs and events. Together, the indoor recreation subsystem includes:

1. Doral Central Park Center (75,000 SF)
2. Legacy Park Center (35,000 SF)
3. Glades Park Nature/ Recreation Center (9,000 SF)
4. Expanded Doral Meadow Recreation Center (15,000 SF)
5. Downtown Cultural Pavilion (8,000 SF),
6. Expanded 2-story Morgan Levy Recreation Center (15,000 SF).

Total indoor recreation space would equal approximately 157,000 square feet, exceeding the industry standard of approximately 1.5 square feet of indoor recreation space per resident at build-out. The proposed 75,000 square foot indoor aquatics center at Doral Central Park would meet the industry standard of .5 square feet of indoor aquatics space per resident.

4.3.3 Doral Central Park Indoor Recreation Center Vision

The Central Park Indoor Recreation Center is envisioned to be the hub of indoor recreation and athletics in Doral. At 75,000+ square feet, this will be the largest indoor facility in Doral, and will be home to the City's only indoor fitness center.

The design and program of this facility should reflect the dynamism and diversity of Doral's population, with a focus on indoor fitness, social interaction, and multi-purpose, multi-use spaces. The future facility should be multi-generational, offering something for residents of all ages and abilities. Consideration should be given to making the building as sustainable as possible, incorporating "green" technologies and practices wherever feasible.

Design Considerations

The design of the center should reflect the current, contemporary aesthetic of many of the new developments in Doral. The multi-story building should embrace natural light and provide ample views into the park space and lake beyond. There should be an indoor-outdoor flow of activities and programs in the building, taking full advantage of the programmable plaza spaces available around the building.

The indoor recreation center at Central Park is envisioned to share a common plaza space and/or drop-off area with the aquatics center to the north. The design and aesthetic of the of aquatics center and parking structure should complement, not compete with, that of the indoor recreation center. Safe and accessible routes from the parking areas into both the aquatics center and the indoor recreation center are of critical importance.

VISION: Indoor Recreation

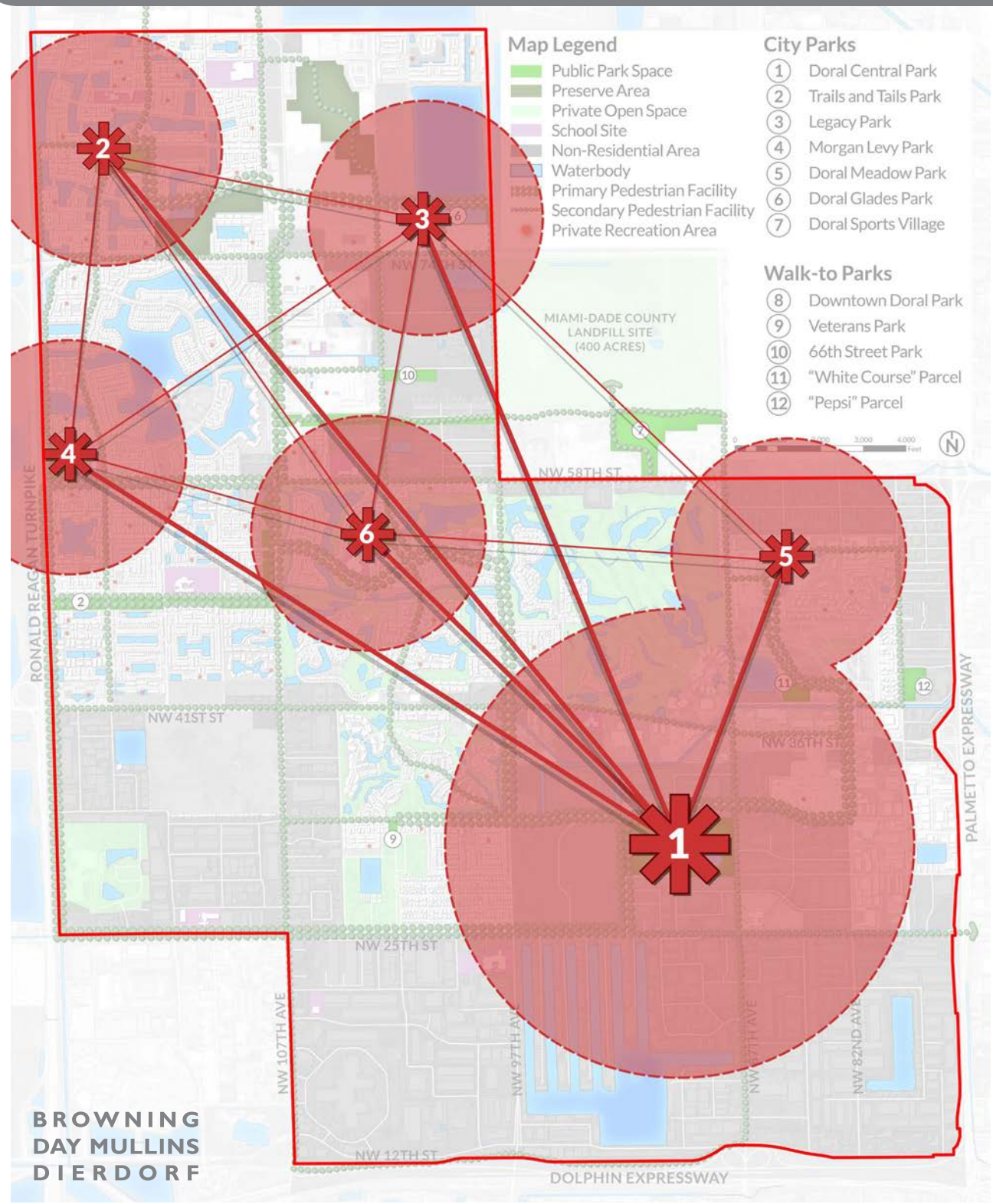


Figure 4.25: Vision map illustrating the "hub and spoke" service delivery model for indoor recreation facilities and programs in Doral.

Program + Amenities

Desired recreation center facilities and amenities include (space permitting):

- Multi-purpose rooms for both public and private use
- Double gymnasiums w/ bleacher seating
- Game/ "hang" space for teens
- Indoor jogging track
- Café or coffee shop (no hot-food preparation) accessible from inside and outside the building
- Public art
- Large weight room/ fitness center
- Teaching kitchen
- Additional fitness, multi-functional spaces
- Silver Club room (first floor)
- Child watch area
- Indoor playspace
- Social gathering spaces in common areas
- Outdoor terrace(s)
- Storage and mechanical rooms
- Administrative offices for park staff
- Conference room(s)
- Restrooms and locker rooms
- Dedicated drop-off plaza
- Supporting outdoor pedestrian plaza spaces
- Event and conference space flex space

Operational Considerations

As noted in Section 4.2.4 the addition of the proposed indoor recreation center at Central Park will have operational and financial implications for the Department which should be planned for during the design process. Any long-term operational and maintenance costs associated with the facility which are in excess of the revenue generated by the facility must subsequently be added to the Department's annual operating budget.

The design, program and anticipated cost of the proposed aquatics facility was informed by a comprehensive Aquatics Feasibility Study commissioned by the City in 2015. This study estimated a gross annual revenue for the aquatics center of $1.6M-$2.0M and estimated annual operating expenses to in the range of $1.9M-2.1M. It is recommended that the pro forma of this facility should be re-evaluated in concert with the development of the operational and maintenance plan for the indoor recreation center.

Doral Central Park Indoor Recreation Center (75,000 SF)

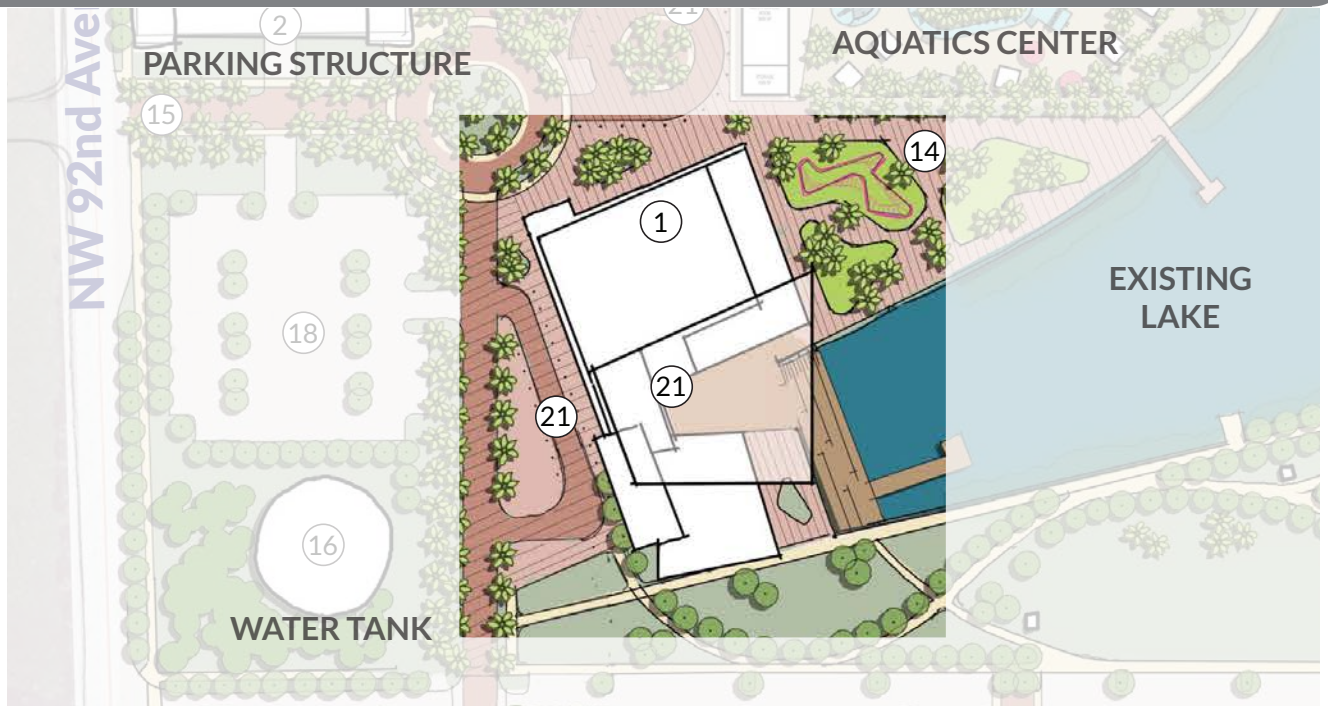
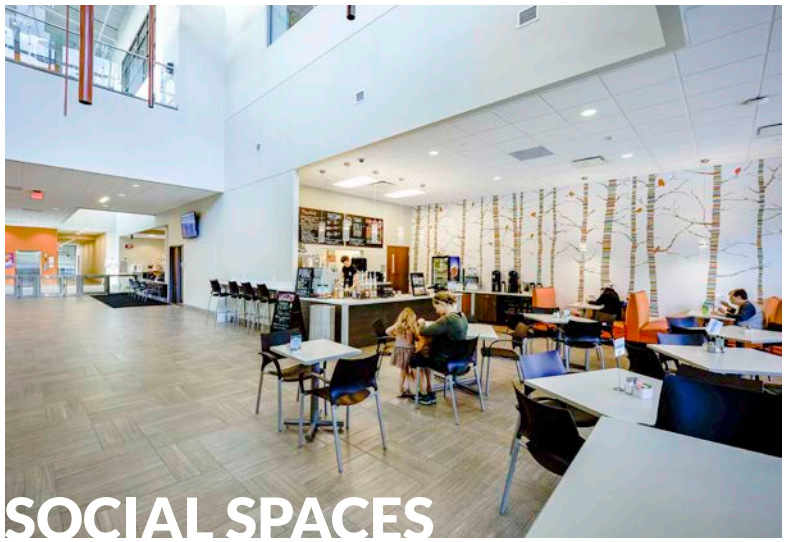


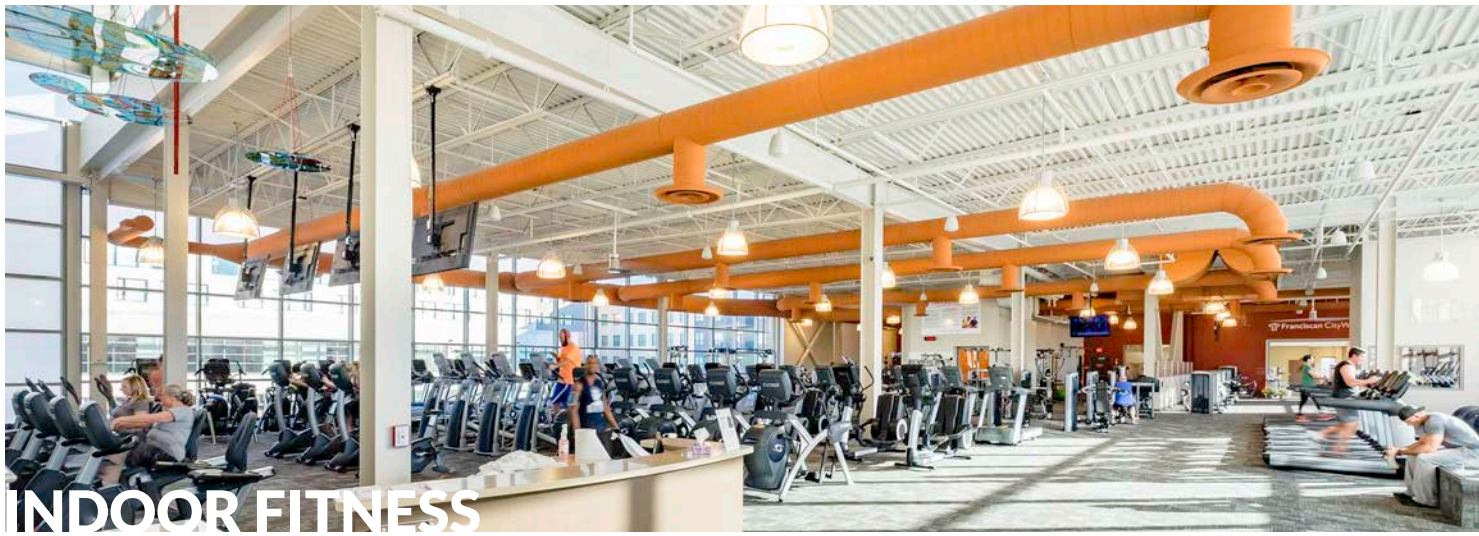
Figure 4.26: Plan enlargement illustrating the proposed location of the indoor recreation center at Doral Central Park.



SOCIAL SPACES



FLEX SPACES



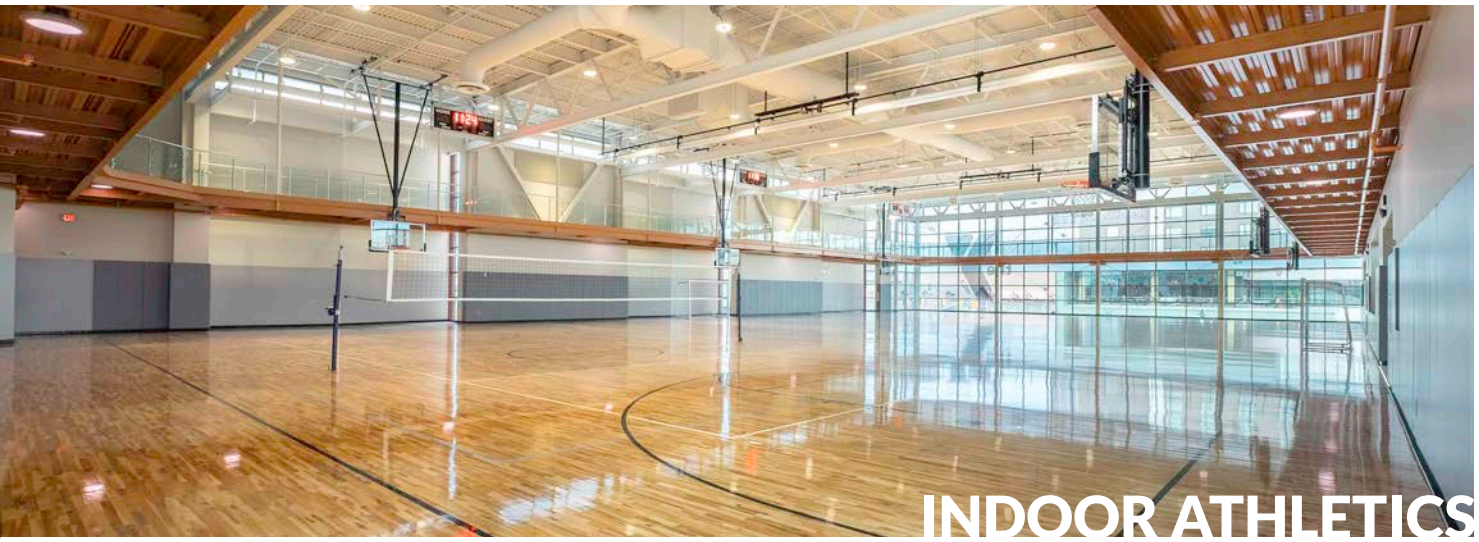
INDOOR FITNESS



SUSTAINABILITY



TEACHING KITCHEN



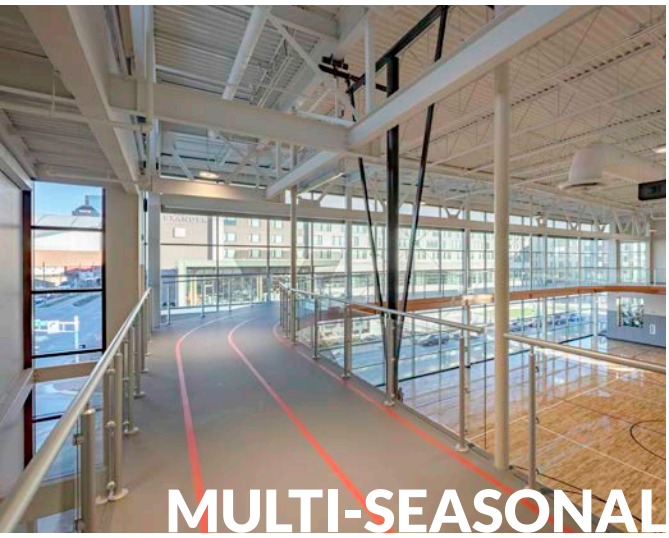






Figure 4.27: Collage of images representing the program and character of the future indoor center at Doral Central Park.



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4.4 athletic facilities

4.4.1 Quantifying the Need

Athletics play a major role in the quality of life for many City residents. However, athletic fields require large areas of land for playing fields, parking, and storm drainage; and often create negative impacts to surrounding areas (especially during games and tournaments) such as noise, traffic congestion, and light pollution. Additionally, there are few opportunities to develop additional athletic fields to meet current and future demand, due to the scarcity and high cost of vacant land within the city.

4.4.2 Doral Sports Village

A challenge noted during both the 2010 Parks Master Plan and reiterated within this study is that the pursuit of meeting the needs for athletics facilities in Doral has come at the expense of traditional, flexible park space. While there are many opportunities within the existing system to play sports, the amount of available land for passive, self-directed leisure activities is comparably limited. This is especially true of Doral's legacy parks such as Doral Meadow Park, Morgan Levy Park, and to a lesser extent, Legacy Park.

In response, the long-range vision for Athletics Facilities is to construct a new multi-use sports complex – the Doral Sports Village – to accommodate competitive games and tournaments for multiple sports. This complex will also permit the City to "decompress" several existing parks in order to focus on recreational play.

Miami-Dade County has indicated an interest in partnering with the City to develop a 46-acre parcel of County-owned land on the City's northeastern border (9000 block of NW 58th Street), south of the County landfill, to meet this need. The Sports Village would serve as the "hub" of the City's competitive athletics programs, while other fields and facilities may function as "satellite facilities" as shown in the "Hub & Spoke" model in **Figure 4.28**. The Sports Village site may also serve as an appropriate alternate location for the football/soccer/track stadium proposed within Central Park (see Section 4.2.3).

Potential Components of the proposed Doral Sports Village include:

- Football, soccer, and track and field stadium w/ drop-off plaza (see Section 4.4.3 below)
- Multiple soccer and/or football fields
- At least one (1) baseball or softball diamond
- Indoor gymnastics fieldhouse
- Paved and overflow turf parking areas
- Looping multi-purpose trail
- Multiple picnic shelters along the trail and within flexible gathering spaces
- Vehicular access from NW 58th St. and NW 87th Ave.
- Future connectivity into the landfill site, if acquired and developed as park space

4.4.3 Doral "Home" Stadium

During the visioning process, the Project Team met with representatives from the athletic departments of each of the high schools in Doral. Their feedback, along with feedback from the City, informed a vision for the Doral Stadium. It was also concluded that the Doral Sports Village site was likely a more feasible location for this amenity when compared to than Central Park.

The Doral Stadium is envisioned as a multi-purpose venue geared toward High School-level sporting events. The facility can accommodate football, soccer,

VISION: Athletic Facilities

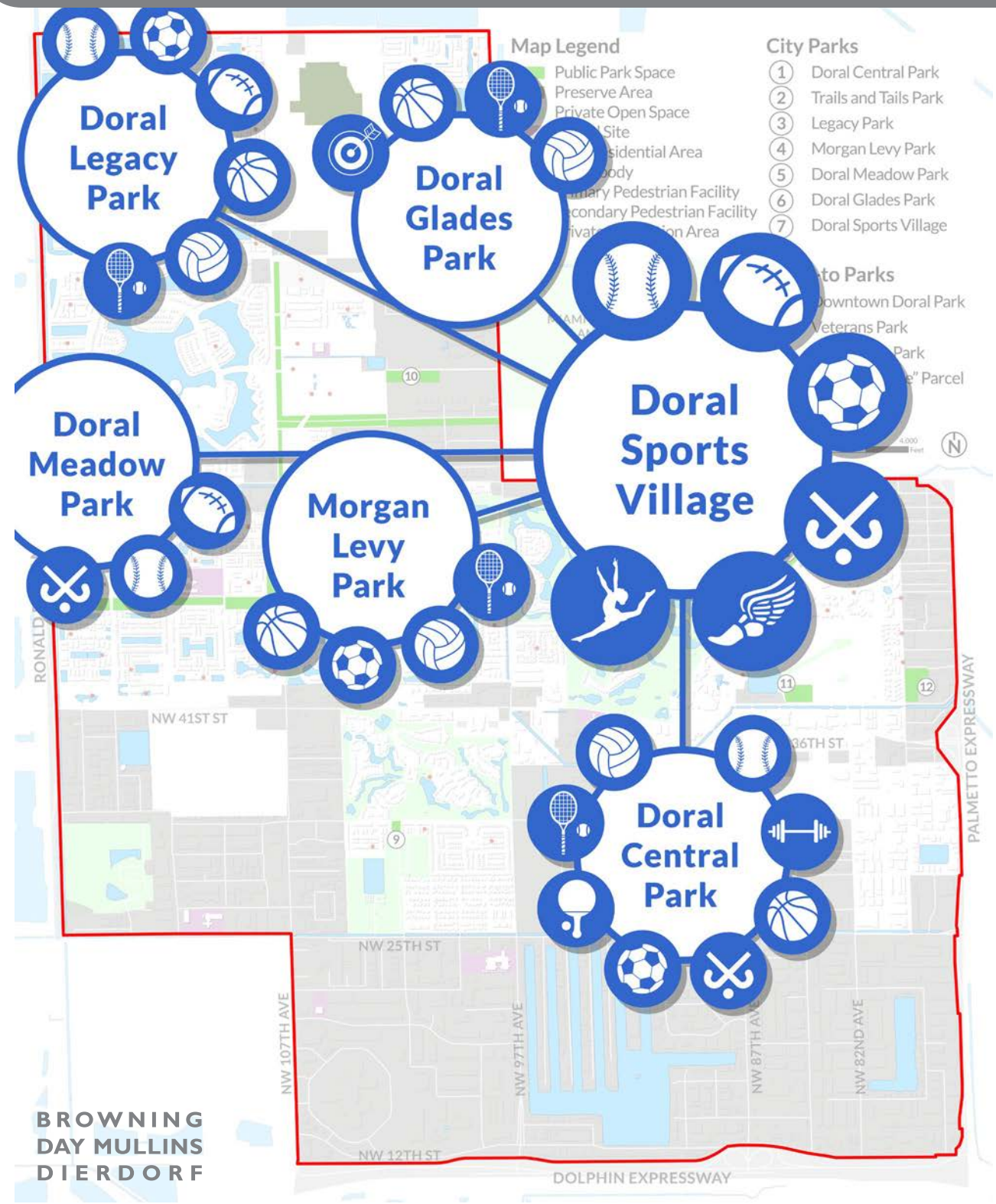


Figure 4.28: Vision map for athletic facilities and programs in Doral.

track & field and marching band competitions. The central features are an artificial turf sports field and synthetic surfaced 400 meter 8-lane running track. Additional specialty field event areas are located outside of the running track zone.

Spectator bleacher seating is provided on both sides of the field. 2,500 seats are provided on the home side and 1,000 seats are provided on the visitor side. A press box is located at the top of the home seating section. Sports field lighting is included to allow for evening events. An electronic scoreboard/video board with a sound system is included near the home seating area.

Various spectator hospitality spaces are located within the venue. These include ticket booths, concession stands and restrooms. Team facilities are also provided and include changing rooms for both home and visitor teams, officials' room and training room. Drop off areas for team buses have been accounted for. A storage building is provided for grounds keeping equipment and special event items.

Design Considerations

The planning and design of the Doral Sports Village is anticipated to be a collaborative effort that seeks to meet the needs of both the City of Doral and Miami-Dade County Parks and Recreation. The design of the park space should include the provision of tournament-grade facilities and amenities. Synthetic turf is a preferred playing surface, as it will allow for the maximum amount of programming throughout the year.

All fields should be lighted with LED fixtures that limit the amount of light pollution off-site. Stormwater should be handled in a sustainable, low-impact manner though a series of bio-swales, temporary detention areas, sub-surface detention bays, and small retention ponds. Any retention ponds required should be designed as meaningful amenities to the park space.

In addition, consideration should be given to including some traditional park components in areas without an athletic use. Examples include playgrounds, picnic shelters, multi-purpose trails, and flexible greenspace.

Redevelopment Catalyst

Similar to the vision articulated for Central Park, the development of the Doral Sports Village could serve as a catalyst for the redevelopment of the surrounding, industrial and/or municipal land uses. Possible land-uses which would complement the Sports Village concept include:

- Hotel
- Retail/commercial
- Restaurant
- Medium-density residential



Figure 4.29: Aerial image of Tropical Park Track and Stadium in Miami, which is comparable in scale and program to the stadium desired in Doral (Aerial: Google, 2018).

DORAL
FLORIDA

DORAL SPORTS VILLAGE

LEGEND

1. High school track/football/ Soccer stadium
2. Drop-off/entry plaza
3. Grandstands
4. Press box
5. Locker rooms/concessions
6. Storage/support building
7. Indoor sports venue
8. Passive park space
9. Retention pond
10. Paved surface parking
11. Multi-purpose trail
12. Overflow turf parking
13. Entrance roadway w/ off-street parking
14. Primary ingress/egress
15. Existing canal
16. Full-size soccer field
17. Youth soccer field
18. Softball diamond w/ movable Outfield fence
19. Playground
20. Scoring pavilion
21. Shade structure (typ.)
22. Hotel
23. Mixed-use development
24. Residential development
25. Overhead transmission line



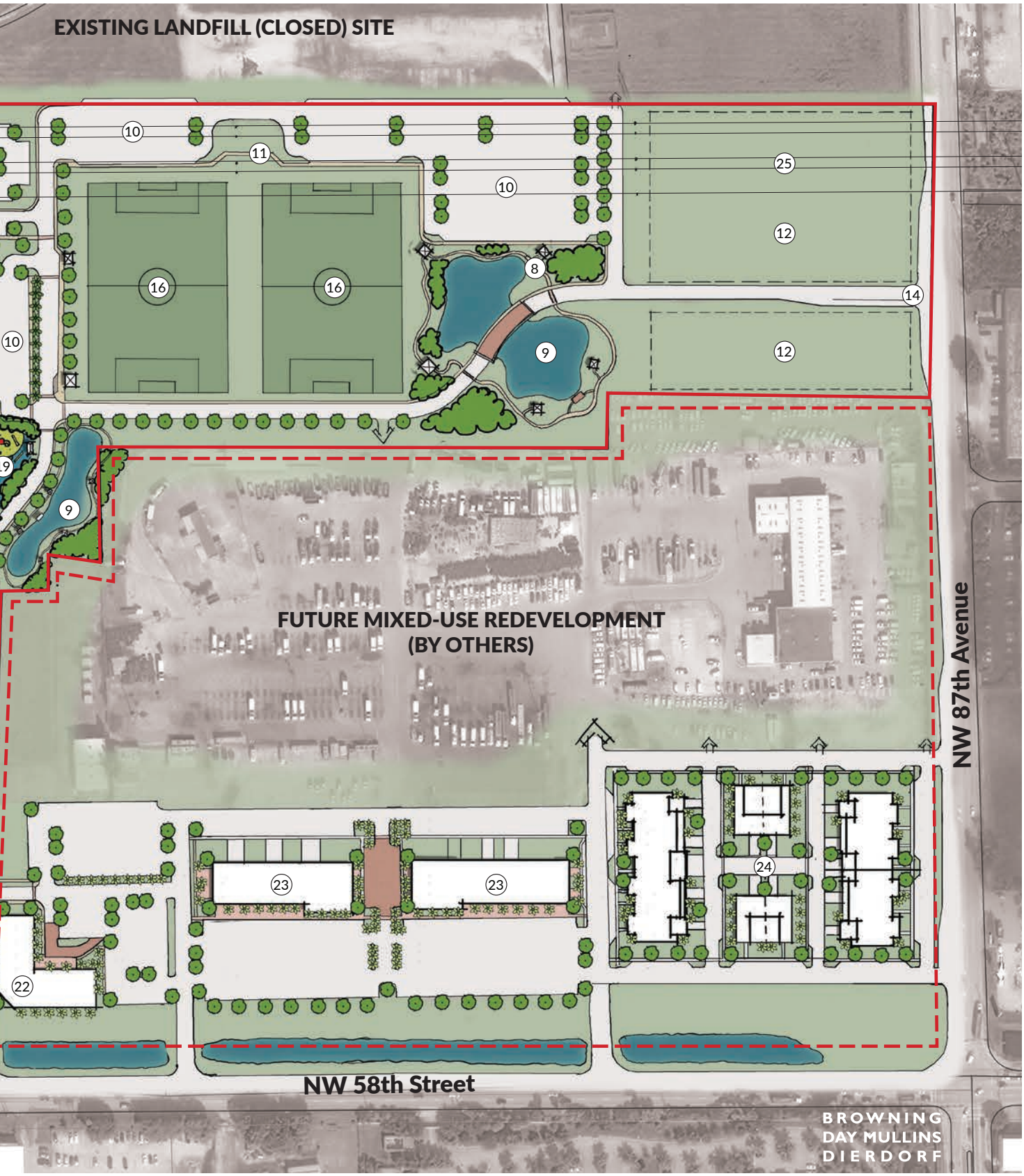


Figure 4.30: Conceptual vision plan for the Doral Sports Village .


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4.5 natural areas + experiences

4.5.1 Quantifying the Need

The various engagement and analysis processes revealed that Doral residents really value and enjoy nature-based destinations and experiences, however, many of these are lacking within the city's existing parks and recreation system. Examples include:

- Nature centers,
- Resource-based (nature) parks or accessible natural areas,
- Hiking/nature trails (soft-surface),
- Mountain bike trails,
- Nature-based programs,
- Water access points, boardwalks, and piers.

To help address this need, it is recommended that the Department develop new, resource-based facilities and programs, and integrate nature-based experiences within existing parks where valuable natural resources currently exist.

4.5.2 Service Delivery Model

The City's vision is to provide natural areas and experiences throughout the City, following the decentralized model. Some natural areas may be stand-alone sites, while others will be incorporated into community parks. Any It is anticipated that Doral Glades Park will be the largest and most comprehensive nature park for the immediate future.

The City should look for opportunities to acquire and preserve any undeveloped natural area containing native habitat. The city should also look for ways to incorporate or rehabilitate natural areas within its existing park sites – Central Park for example – for the enjoyment of future generations.

4.5.3 Natural Experiences and Amenities

During the visioning workshop, participants were asked to provide feedback on what types of nature-based experiences and amenities they would like to see in Doral's parks system. Following is a list of potential amenities and programs/experiences for consideration in new or existing natural areas:

Amenities:

- Boardwalk trails
- Restored wetlands and native ecosystems
- Nature center/pavilion
- Play areas which encourage children to engage with natural materials and settings
- Mountain bike trails
- Camping areas
- Fishing piers
- Soft-surface hiking/nature trails
- Shelters/pavilions
- Interpretative exhibits and signage
- Plant identification

Programs + Experiences:

- Nature-based programs and events
- Canoe/kayak rentals
- Outdoor adventure programs/events
- Outdoor races such as triathlons, "Tough Mudder" runs, and 5k's
- Sustainability-focused educational programs

4.5.4 Opportunities for Future Natural Areas

Following are three (3) known opportunities for future natural areas/experiences in Doral:

Glades Park

At the time of this study, the City's first resource-based nature park – was still in the preliminary phases of construction. When completed in 2018, Glades Park will likely serve as the primary destination for nature-based experiences and programs in the city. The program of the future 25-acre park space is anticipated to include:

- Nature Center
- Basketball Courts (3)
- Tennis Courts (2)
- Playground
- Multi-use Fields
- Picnic Shelters
- Walking/Exercise Trail
- Viewing Platform
- Lake and Wetlands
- Bike Lanes
- Educational Wetland Boardwalk
- Fishing Pier
- Kayak Launch





Figures 4.31-32 (above): Renderings of the proposed nature center at Glades Park (City of Doral, 2017).

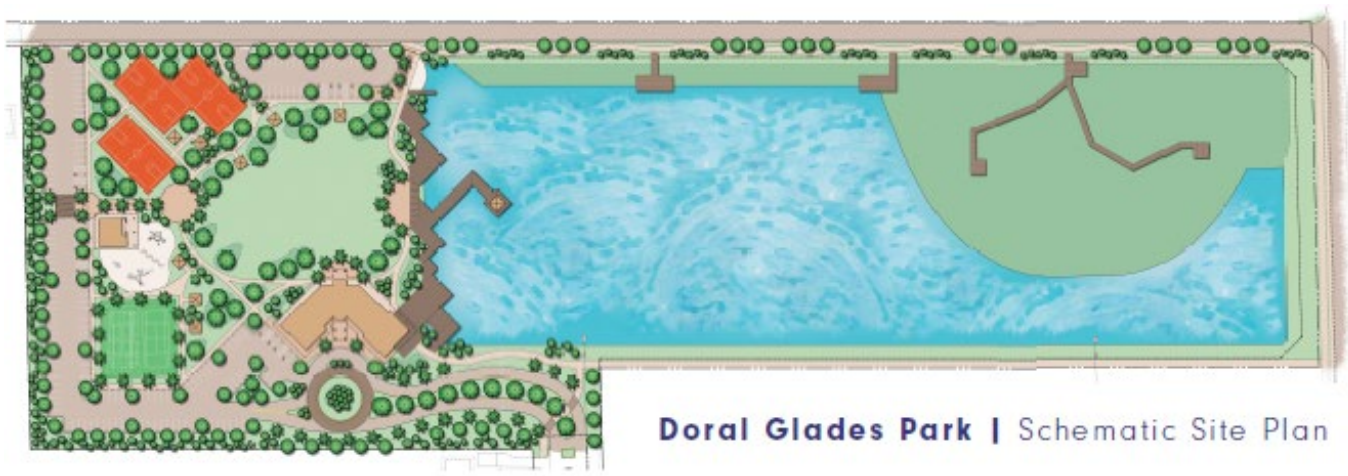


Figure 4.33: Conceptual master plan for Glades Park City of Doral, 2016b).



Figure 4.34: Natural play area at the Westmoreland Nature Play Area in Portland, Ore. (Greenworks, 2014).

Central Park

The vision for Central Park, as articulated in Section 4.2.3, includes natural areas and experiences as a key component of the park master plan. The natural area of the park – The Rocklands – is envisioned to be located to the north of the lake, in the central portion of the site. It is here that the lake has its most gradual banks, clear and shallow water, littoral plantings, and groups of mature trees.

The Rocklands will include a series of soft-surface, accessible nature trails meandering through a restored Pine Rockland and/or Rockland Hammock ecosystem to the edge of the lake where visitors will find an open-air nature pavilion, canoe/kayak rental and launch, and a series of over-water boardwalk trails. Along the way, visitors will have access to several small picnic pavilions as well as plant identification signage and interpretative exhibits.

The northern portion of The Rocklands is envisioned to be a nature playscape, where play experiences are self-directed, and incorporate the use of natural materials such as sand, boulders, logs, water, "small parts," and rope in a natural setting.



Figure 4.35: Natural play area at the Westmoreland Nature Play Area in Portland, Ore. (PDX, 2016).

Doral Central Park: The Rocklands

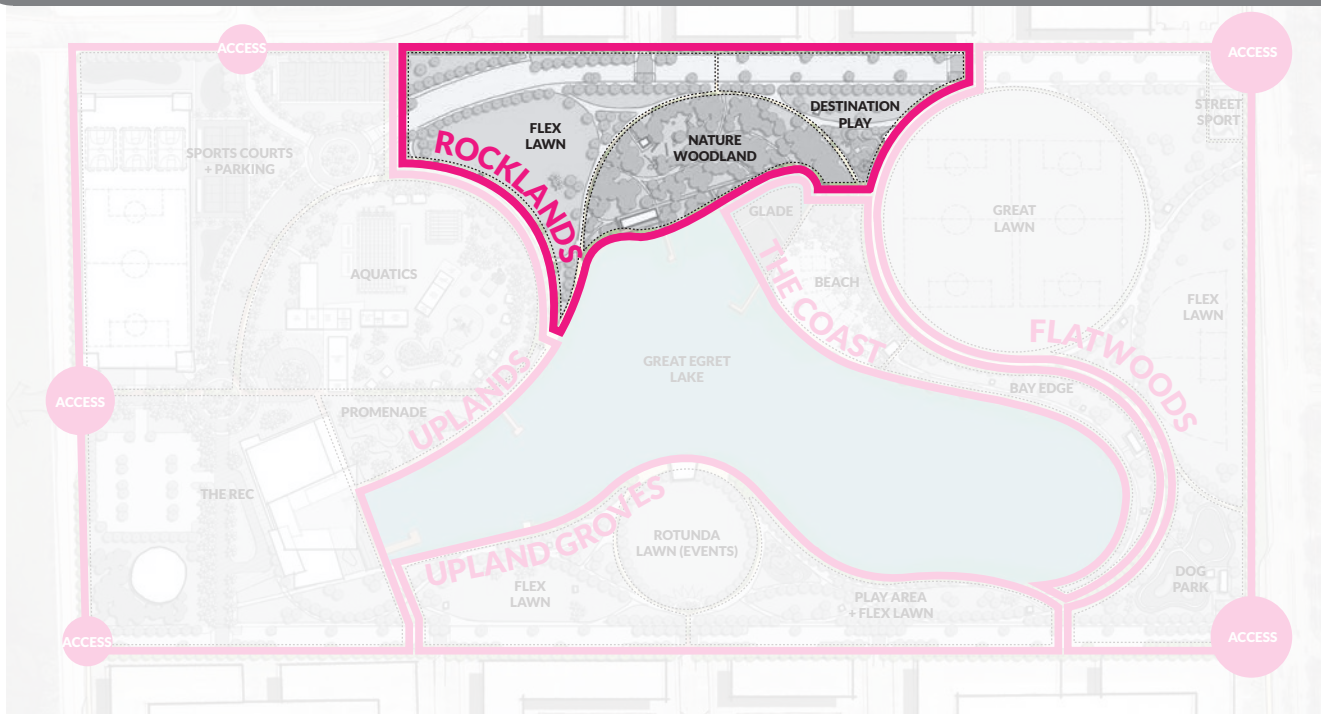


Figure 4.36: Graphic illustrating the approximate location Rocklands area within Doral Central Park.

Preserves

Two areas in the northwestern portion of city were identified as opportunities for future preserve sites, which together total approximately 122 acres.

The first is an approximately 50-acre parcel located north of NW 74th St., between NW 112th Ave. and NW 107th Ave. This parcel - identified in the 2010 Parks Master Plan as "Doral Preserve" - is currently zoned as "conservation" and is composed predominantly grasslands dotted with some larger shade trees and surrounded on its edges by understory vegetation. No vehicular access into the site currently exists, and few to no mature shade trees were observed from the roadways.

A conceptual plan for the Doral Preserve parcel was developed as part of the City's 2010 Parks System Master Plan, however, should be revisited in greater detail to determine the recreational and ecological value associated with this parcel.

The second preserve site is a 77-acre series of contiguous parcels located within the Grand Bay North and Grand Bay South developments (east of NW 107th Ave. and south of NW 90th St.). Like the Doral Preserve, these parcels are also zoned as Conservation. Unlike the previously discussed preserve area, these parcels appear to be almost entirely wooded, and likely contain significant natural assets. If made accessible, this natural area would likely be the largest assemblage of plant ecosystems in Doral.

The Grand Bay Preserve area will eventually be surrounded by private residential developments. The City should work with the developer of those communities to ensure full public access is provided to the preserve areas. Once access is secured, the City should undertake a comprehensive analysis and master planning process for these parcels to determine how they can be restored, protected, and enjoyed by Doral's residents.

It is also worth noting that the southeastern-most corner of the Grand Bay Preserve area is approximately ¼-mile away from Glades Park; a developing a trail connection between these facilities should be further explored.

Doral Preserve Parcel - 50 acres



Figure 4.37: Graphic illustrating the approximate location of the Doral Preserve (Aerial: Google, 2018).

Grand Bay Preserve Parcel(s) - 77 acres



Figure 4.38: Graphic illustrating the approximate location of the Grand Bay Preserve (Aerial: Google, 2018).


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4.6 trails + streets

4.6.1 Quantifying the Need

Although this planning process does not endeavor to be a comprehensive bikeways and trails master plan, it does seek to articulate a vision for how the trails system in Doral supports the ongoing development and usage of the city's parks and recreation facilities.

Additional paved walking and biking trails were identified as one of the highest priority needs by City of Doral residents. In addition to serving as a means of recreation, trails are also critical transportation infrastructure for Doral's residents, allowing them to move to and between the city's parks and facilities without the use of a car. When used for transportation, trails help to reduce greenhouse gas emissions, traffic congestion, and the parking demand at park facilities.

At the time of the visioning effort, the City of Doral had approximately 6.5 miles of paved paths and multi-purpose trails, the majority of which have been developed over the last decade. Currently, Doral is providing approximately 0.11 miles of trail per 1,000 residents, which is lower than other local benchmark communities such as Miami Lakes (0.32/1,000), Miami Springs (0.28/1,000), and Miami Beach (0.12/1,000).



Figure 4.39: Photo looking north along NW 87th Ave. at its intersection with NW 25th St. (Google, 2018).

4.6.2 Trails and Streets Vision

If Doral wants to be a leader for trail connectivity in the region, the City needs to add approximately 18.5 additional miles of multi-purpose trails by 2030. Doing so would raise Doral's level of service to approximately 0.34 miles of trail per 1,000 residents, putting it ahead of all of the benchmarked communities in Miami-Dade County. Note that this projection assumes a 2030 population of 73,405; any increase to this projection would subsequently increase the amount of mileage required.

The vision for trails and streets focuses on the development of high-quality, separated, and shaded walking and biking facilities along key corridors of the city that connect parks to the City's proposed bikeways network. Specifically, the vision seeks to create additional space within the right-of-way for pedestrians, cyclists, and other multi-modal users.

Achieving the vision for trail connectivity in Doral will require both straightforward solutions, such as providing separated trails along canal banks and within utility easements, and more complicated solutions that involve modifying portions of the existing roadway network. Most of the existing trails in Doral are currently located along canal banks and utility easements, and while several options remain to add additional trails in these settings, the City must begin looking at strategies for adding trails in areas where there is limited available ROW.

Similar to many cities, Doral has historically focused roadway development around vehicular and truck mobility. This has led to the construction of roadways that dedicate most of the space to vehicle and truck traffic and leave very little space for pedestrians and cyclists. Additionally, the space left for pedestrians and cyclists is often located adjacent to high-moving vehicles and trucks and lack amenities that make them desirable walking and cycling facilities such as shade trees, pedestrian lights, and high-visibility crosswalks.

The vision proposes a strategy to incrementally re-allocate a portion of the space within the roadway from vehicles and trucks to create high-quality pedestrian and cyclist facilities. This is achieved by reducing the width of travel lanes to acceptable minimums, using narrower types of curbing, reducing the width of medians or where appropriate removing them all together.

4.6.3 Case Study: NW 33rd Street

Figures 4.40-41 to the right illustrate this concept using NW 33rd Street near Veterans Park as an example. As illustrated in **Figure 4.40**, the 67'-6" wide NW 33rd Street roadway is comprised of five (5) lanes measuring between 10'-6" to 11' wide, 7' of curb and gutter, and a 6' sidewalk. The sidewalk is adjacent to travel lanes and has no buffer with street trees or pedestrian lights to separate, shade, and light pedestrians and cyclists from moving traffic.

Figure 4.41 illustrates how re-arranging space within the existing roadway width can create new-found space that can be allocated to develop a high-quality, separated bicycle and pedestrian facility. Specifically, the proposed street section reduces the inside travel lanes to 10'-0 wide, removes the 5' median curb and gutter, and removes the curb and gutter along the sidewalk and replaces it with a header curb, and re-allocates 7' of new found space to create a 12' wide high visibility turn lane, a 5'-6" buffer with canopy trees and pedestrian lights, and an 8' wide multi-purpose path.

The vision proposes that the City implement this concept along NW 33rd Street between Doral Central Park and Veterans Park as a pilot project. If successful, this concept can be explored along other roadways within the city to create a system of bicycle and pedestrian facilities that is connected, direct, comfortable, safe, and attractive.

Any time a major roadway project is undertaken in Doral, the opportunity of incorporating a separated multi-use trail should be evaluated as part of the scope of work.

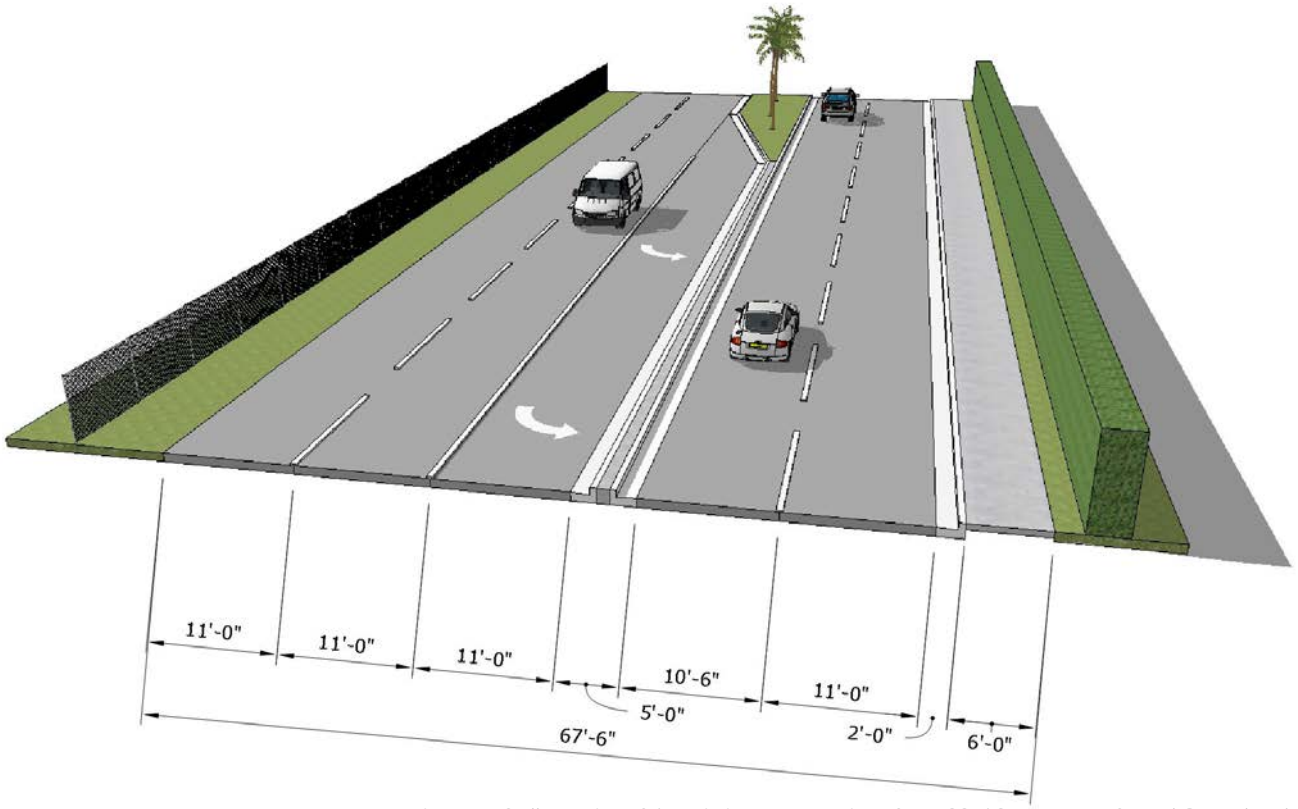


Figure 4.40: Illustration of the existing cross-section of NW 33rd Street west of Doral Central Park.

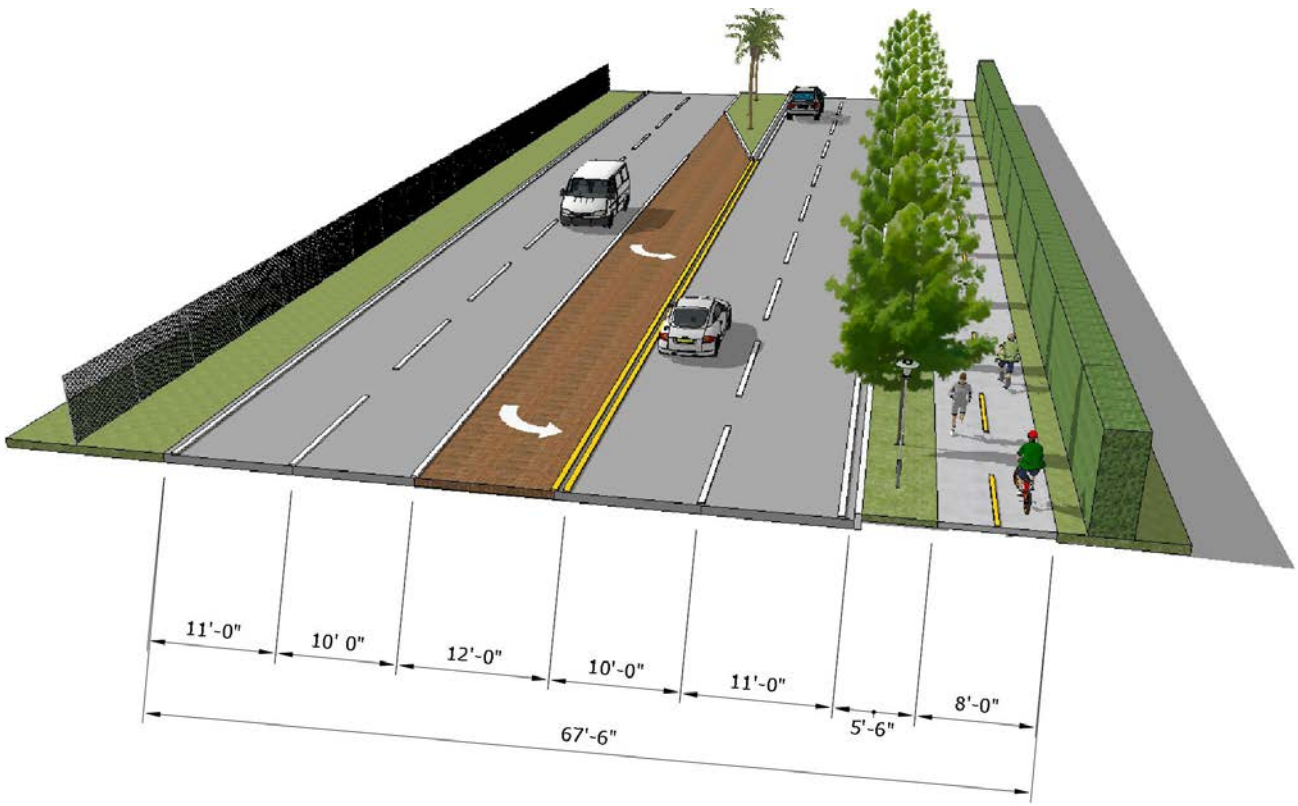


Figure 4.41: Illustration of the proposed cross-section of NW 33rd Street west of Doral Central Park.

4.6.4 Priority Linkages

As previously noted, nearly all of Doral's existing multi-purpose trails have been developed within utility easements or along canal banks located primarily on the western and southwestern portions of the city. The central and eastern portions of the city have very limited pedestrian infrastructure and should be an area of focus for the city. Doral Central Park, Downtown Doral, and Morgan Levy Park are all located within this region, in addition to thousands of residential units.

Priority linkages which should be further explored include (see **Figure 4.44**):

A. Connection linking Downtown Doral Park along NW 84th Ave. south through the White Course property to NW 82nd Ave. (CityPlace Doral), and eventually west to Central Park along NW 33rd St. or NW 30th Terr.

B. Glades Park to Legacy Park along NW 78th St., and 112th Ave.

C. Doral Central Park south along NW 92nd Ave. to NW 25th Street and NW 25th Street west to the termination of the existing canal trail at NW 99th Ave.

D. East to west connection linking Doral Central Park to the existing trail near Trails and Tails Park using NW 33rd St., NW 97th Ave., NW 52nd St.,

E. Trails and Tails Park to Legacy Park along NW 107th Ave. between NW 52nd St. and NW 78th St.

4.6.5 Trailheads

Regardless of the level of system-wide connectivity, a portion of users will still prefer to drive to a park to access the trail system. A trailhead, for the purposes of this plan, is defined as any public park space that is directly accessible to the trail network and provides users with basic trail-related. At a minimum, trailhead sites should provide users with access to basic trail-related amenities such as:

- Trail signage/wayfinding
- Bike racks
- Water fountains
- Paved parking

Trailheads located along heavily traveled routes, and/or those within larger, City Parks, should also provide users with a greater variety of amenities such as:

- Bicycle lockers
- Bikeshare stations
- Repair stations
- Air stations
- Vendors/Vending machines (for concessions and bicycle supplies)
- Emergency call stations
- Shade structure/shelter
- Restrooms

Trailhead Locations

As illustrated in **Figure 4.43,** there are seven (7) primary trailheads locations proposed at existing parks, which include:

1. Legacy Park
2. Doral Glades Park
3. Doral Meadow Park
4. Morgan Levy Park
5. Trails and Tails Park
6. Downtown Doral Park
7. Central Park
8. Veterans Park

Three (3) primary trailheads locations are proposed at potential future parks, which include:

9. Doral Sports Village
10. White Course Park Parcel
11. 66th Street Park Parcel

4.6.6 Increasing Ease of Use

Signage and Wayfinding

Key to the use of the city's parks and trails is ensuring that they are efficient to navigate, and that potential users are aware of their location and the amenities that they offer (or offer access to).

As the trails system in Doral continues to grow both in size and complexity, it will be important that Doral develop additional signage, wayfinding, and branding standards for the bikeways and trails system. For example, it was noted during the site analysis process that park monument signage/markers were missing in most cases where a trail passed through an existing park site. Any standards developed should follow appropriate industry best practice and provide guidance on:

- Rules and regulatory signage
- Trail marking/geo-referencing
- Emergency location markings
- Park entry signage
- Trail branding (to distinguish different segments of the trail)
- Directional wayfinding to other community destinations

Mobile Application

At the time of this study, hard copy versions of the trail routes were available at various locations throughout the city and the trail routes were also available digitally on the city's website and some on Google Maps. These efforts are necessary, but not sufficient alone.

To supplement existing efforts, it is recommended that the Department develop a dedicated park and trails mobile application that will allow all key route, traffic, and safety information to be accessed remotely by users, regardless of where they are along the network. The digital nature of this information will also allow it to be updated more frequently, including in real-time, where necessary.

Design Standards

The next update to the City-wide Bikeway Network Plan should make recommendations to adopt nationally recognized trail design standards, such as those produced by the National Association of City Transportation Officials (NACTO). NACTO's bikeway, trail, and roadway design standards are often regarded as more progressive than the commonly referenced standards by the American Association of State Highway and Transportation Officials (AASHTO), though the latter still represents a good design resource.



Figure 4.42: Collage of images illustrating the RiverLine Trail branding and signage in Memphis, TN (Red Deluxe/Ritchie Smith Assoc., 2017).

VISION: Streets + Trails

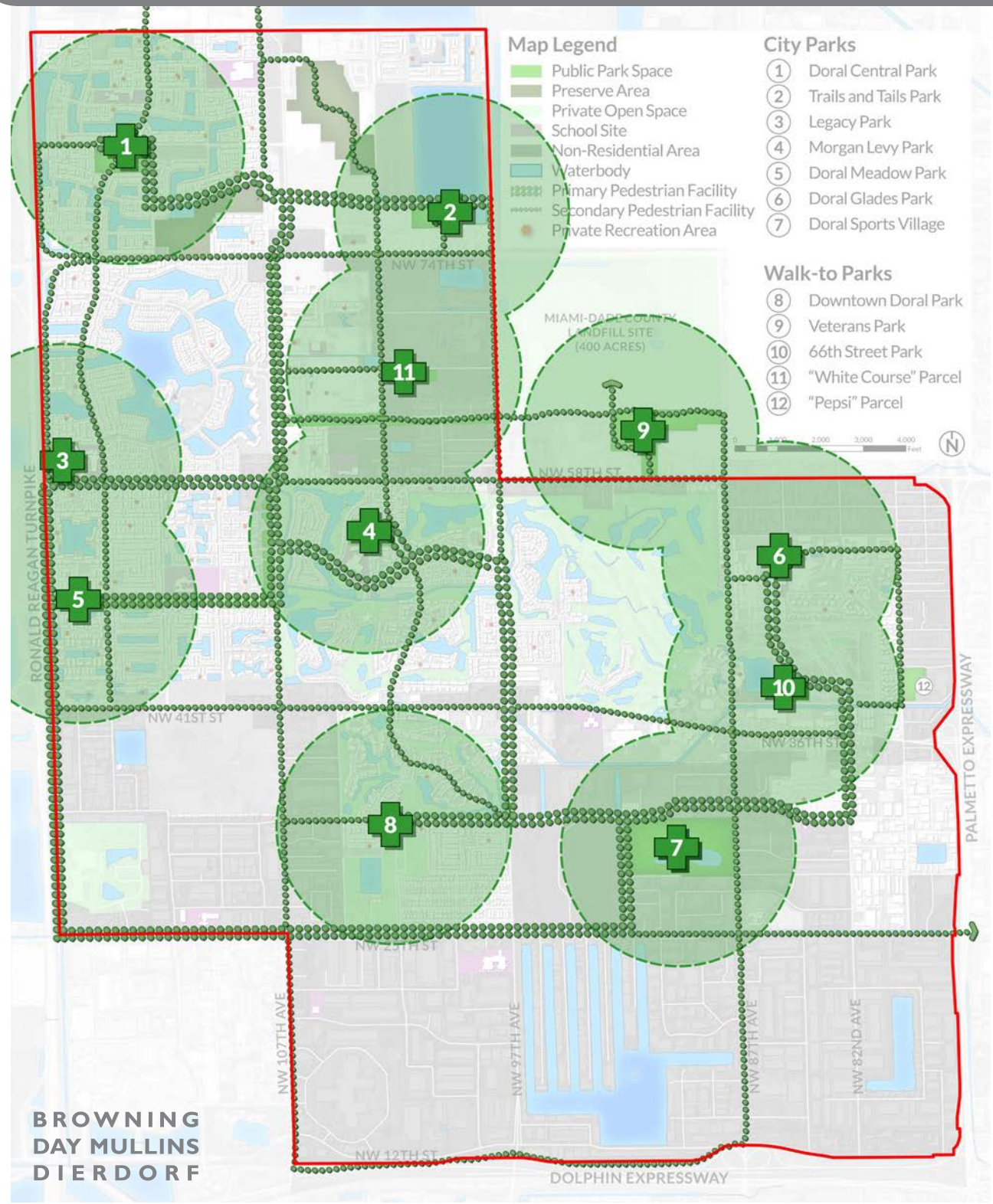


Figure 4.43: Vision map for streets and trails illustrating the proposed location of primary and secondary pedestrian routes and trailhead locations.

VISION: Priority Linkages

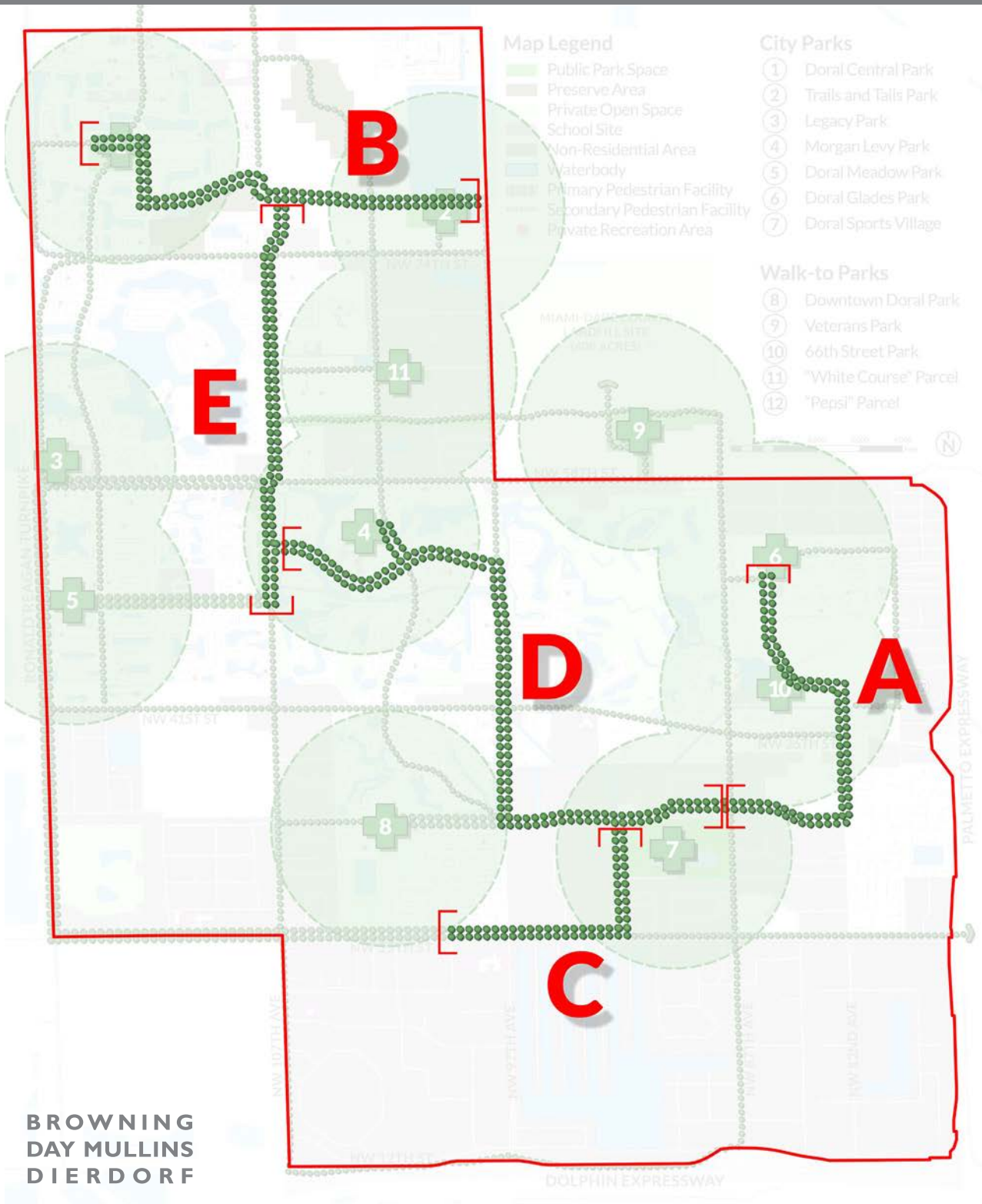


Figure 4.44: Vision map illustrating high-priority future trail segments.



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4.7 programs

4.7.1 Quantifying the Need

The Needs Assessment and engagement processes identified several key gaps in program offerings that are important to Doral residents, including aquatics programs, fitness programs, special events, and nature-based programs. During the visioning process, the Project Team met with the Department's programming staff to determine an appropriate response to meet these needs.

4.7.2 Programming Vision

The Programming Vision for Doral is two-fold; 1) establish a strategy to for how to deliver/provide programs and events needed, and 2) determine what facilities are necessary to offer the programs desired.

The City will continue to provide a wide variety of programs to residents including special events, environmental education, recreation, arts, culture, and wellness programs. Some programs will be provided by City staff, while others are contracted and/or provided on-line. Doral Central Park will remain the large-scale special-events hub for the City. Programs will be not only be offered in City-owned parks and recreation centers, but could also be potentially provided in schools, libraries, homeowner association (HOA) facilities, County facilities, churches, and/or or other sites.

Additional parks and/or facilities that will be required to help meet some of the highest priority program needs include:

- Aquatics center (Doral Central Park)
- Indoor fitness center (Doral Central Park and Legacy Park)
- Nature center (Doral Glades Park)

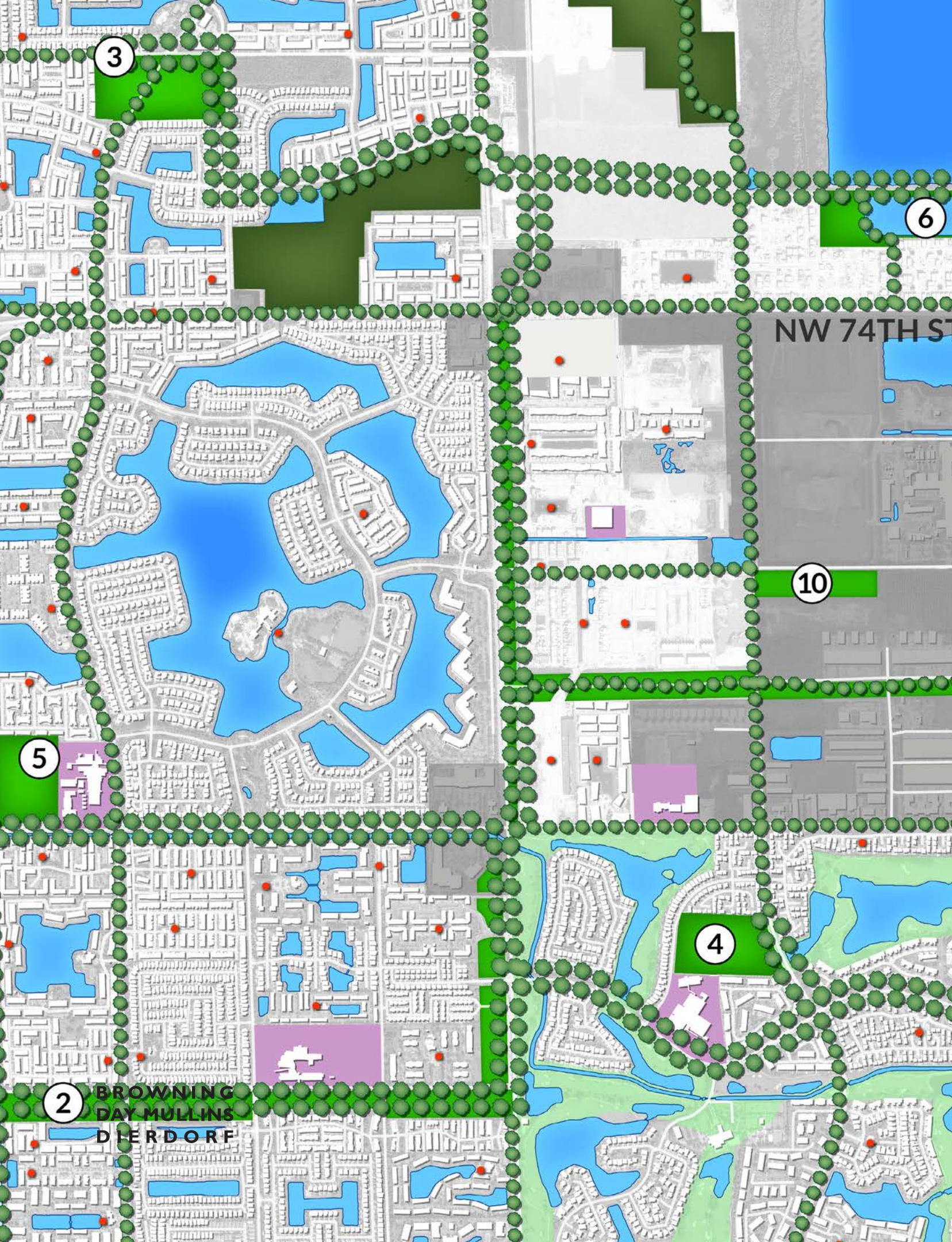
4.7.3 Program Areas of Focus

The core areas of focus for high-priority programs and events were derived from a combination of the findings from the Priority Investment Rating (PIR) of the statistically-valid public opinion survey (Section 3.3.8) and the Program Priority Rankings (PPR) model in the Programs Assessment (Section 3.6.10).

The Department should seek to provide the following programs, which are of the greatest importance to Doral Residents, in order of priority:

1. **Adult fitness and wellness programs**
2. **Youth learn to swim programs**
3. **Special events (i.e. concerts, movies in the park, etc.)**
4. **Water fitness programs**
4. **Nature programs**
5. **Youth summer camp programs**
6. **Adult sports programs**
6. **Tennis Lessons**

It should be noted that the proposed program of Central Park would have the ability to meet a portion of each of these high priority needs.


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4.8 opinion of probable cost

4.8.1 Methodology

To facilitate the budgeting and project prioritization process, the Project Team developed a high-level, order-of-magnitude opinion of probable cost (OPC) for cumulative costs of the capital improvements proposed in the Master Plan Vision.

The estimated costs, in 2017 dollars, include generalized allowances for design services (7%), contingency (20%) and contractor mark-up/profit (10%), where applicable. Unless otherwise noted, these estimates exclude any unknown costs associated with permitting, mitigation, land acquisition, and utility infrastructure. Costs for bikeways and trails are generalized and are largely intent on providing only a high-level perspective of the capital needs required to implement the system. Bikeways costs were developed using data provided for recent (2015) trails projects by the City which cost approximately $1M per mile.

New park development requires a combination of both land acquisition costs and park development costs. The average park development cost for each of the City's six (6) existing park sites, is $900,000 per acre. In lieu of an estimated figure provided by the Department, this value was used for all currently undeveloped sites.

The value of land in Doral is exceptionally high, with current estimates ranging between $1M and $2M per acre (as validated by the City's Planning Department). For the purposes of this cost opinion, $1.5M per acre for land acquisition was used as the average. Renovation and new construction costs for buildings or structures were estimated at $300 per square foot.

4.8.2 Disclaimer

Please note that this OPC is made based on the Project Team's experience and qualifications and represents their best judgment as experienced and qualified professionals generally familiar with the industry. However, since the Project Team has no control over the cost of labor, materials, equipment, or services furnished by others, or over the Contractor's methods of determining prices, or over competitive bidding, market conditions, or unknown site conditions, the Project Team cannot and does not guarantee that proposals, bids, or actual construction cost will not vary widely from the planning-level opinions of probable construction cost described below.

Because these recommendations represent a series of planning-level concepts for further development, exclusive of any engineering or detailed site design, unknown site conditions or constraints may exist which impact the construction cost. Additionally, the final design, scale, materials selection, and delivery method of the projects will have a significant impact on final cost.

Costs should be continually evaluated throughout the design and documentation process of each construction-based project through consultation with a professional cost estimator.

4.8.3 Total Long-Range Vision Cost

Based on costs derived from current market trends and/or similar projects, it is the opinion of the Project Team that the complete implementation of the long-range Master Plan Vision, as articulated herein, may cost in the range of $250M-$700M (depending on land acquisition strategy), which can be further broken down into the following capital categories:

Parks + Facilities

- Doral Central Park $120M
- Improvements to Existing Parks $3.4M
- New Park Development $60.4M
- Additional Parkland Acquisition $455M

Indoor Recreation

- New Indoor Recreation Facilities $37.2M
- Improvements to Existing Indoor Recreation Facilities $6.6M

Trails + Streets

- Additional Shared-Use Paths (18.5 mi.) $25.3M

Please note that these costs represent the complete implementation of the Master Plan Vision, which may take several years or several decades depending on the funding resources available. A prioritized action plan can be found in Part 5 of this report.

Additionally, it should be noted that these costs are for capital improvements only (unless otherwise stated), and exclude any operational costs associated with the addition of programs, events, and FTE's. Accurately estimating these costs should take place as programs are developed on an annual basis, and/or as part of a larger operational business plan.

4.8.4 Costs by Subsystem

Following are summarized, high-level estimates for each of the key capital Vision projects and/or initiatives, as described herein. A more detailed cost estimate spreadsheet that includes information related to units, unit prices, and conditional notes can be found in Section 6.4 of the Appendix.

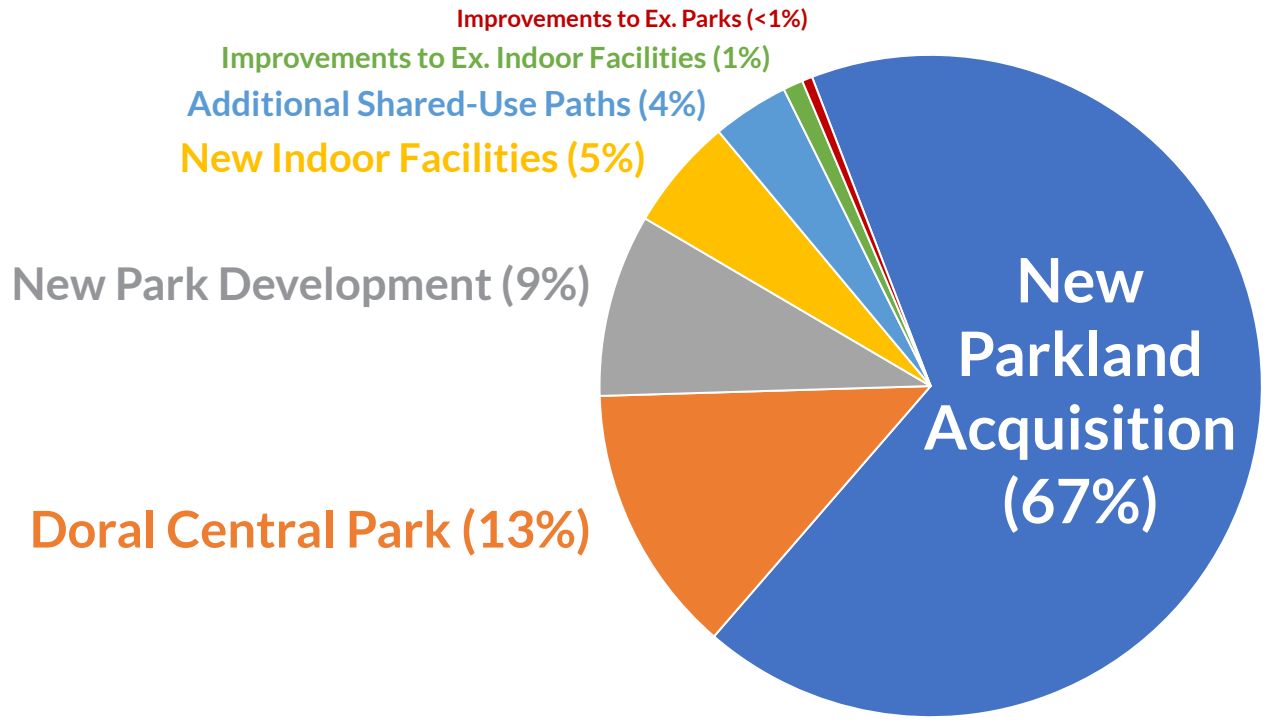


Figure 4.45: Pie chart illustrating how the total cost of the master plan vision is distributed among key capital categories.

2017 CITY OF DORAL PARK SYSTEM MASTER PLAN

BROWNING DAY MULLINS DIERDORF LEADERSHIP + DESIGN®

2017 City of Doral Parks System Master Plan - Total Vision Opinion of Probable Cost

1. PARKS + FACILITIES — $638,694,300

Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contigency	Funding Source	Notes
1.1	**Doral Central Park**							
A	Central Park	1.00	EA	$89,126,474	$89,126,474	$120,000,000	Voter-Approved Bond	Incl. costs for the aquatics facility, recreation center, and roadways, and park development.
					SUBTOTAL	**$120,000,000**		*(Does not include permitting fees, utility service costs, land acquisition)*
1.2	**Improvements to Existing Parks (pre-2016)**							
A	Improvements to Existing Parks (pre-2016)	5.00	EA	$500,000	$2,500,000	$3,425,000	Coffers	Lump sum for basic accessibility and activation improvements to existing, older parks.
					SUBTOTAL	**$3,425,000**		*(Does not include permitting fees, utility service costs, land acquisition)*
1.3	**New Park Development on Known Parcels**							
A	White Course Park Parcel	3.00	AC	$833,333	$2,500,000	$2,500,000	Voter-Approved Bond	Cost provided by the City of Doral, DNI markup.
B	66th Street Park Parcel	10.00	AC	$600,000	$6,000,000	$6,000,000	Voter-Approved Bond	Cost provided by the City of Doral, DNI markup.
C	Pepsi Property Greenspace	7.80	AC	$900,000	$7,020,000	$9,617,400	Coffers	Park development cost only, DNI land acquisition
D	Downtown Doral Park Expansion	1.30	AC	$900,000	$1,170,000	$1,602,900	Voter-Approved Bond	Park development cost only, DNI land acquisition or Cultural Pavilion
E	Doral Sports Village	33.00	AC	$900,000	$29,700,000	$40,689,000	City-County Partnership	Park development cost only, DNI land acquisition, partnership with MDC
					SUBTOTAL	**$60,409,300**		*(Does not include permitting fees, utility service costs, land acquisition)*
1.4	**Park Land Acquisition**							
A	Acquire additional park land	252.70	AC	$1,500,000	$379,050,000	$454,860,000	Impact Fees and City-County Partnership	Target of 300 acres, including parcels in 1.3. Excludes park development costs, contractor fees, and prof. service fees
					SUBTOTAL	**$454,860,000**		*(Does not include permitting fees, utility service costs)*

2. INDOOR RECREATION — $43,798,100

Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contigency	Funding Source	Notes
2.1	**New Indoor Facilities**							
A	Central Park Recreation Center	75,000	SF	$300.00	$22,500,000	$30,825,000	Voter-Approved Bond	*Costs included within overall cost of Central Park*
B	Cultural Pavilion in Downtown Doral Park	8,000	SF	$583.68	$4,669,416	$6,397,100	Voter-Approved Bond	Cost provided by City of Doral - contemporary building with green roof terrace
					SUBTOTAL	**$37,222,100**		*(Does not include permitting fees, utility service costs, land acquisition)*
2.1	**Improvements to Existing Indoor Facilities**							
A	Morgan Levy Center Renovation/Expansion	5,000	SF	$300.00	$1,500,000	$2,055,000	Coffers	Target total SF of 15,000.
B	Doral Meadow Center Renovation/Expansion	11,000	SF	$300.00	$3,300,000	$4,521,000	Coffers	Target total SF of 15,000.
					SUBTOTAL	**$6,576,000**		*(Does not include permitting fees, utility service costs, land acquisition)*

3. TRAILS + STREETS — $25,345,000

Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contigency	Funding Source	Notes
3.1	**Additional Shared-Use Paths**							
A	Additional Shared-Use Paths	18.50	MI	$1,000,000	$18,500,000	$25,345,000	Public Works/Voter Approved Bond	10'W min., separated from the roadway, DNI land/ROW acquisition.
					SUBTOTAL	**$25,345,000**		*(Does not include permitting fees, utility service costs, land acquisition)*

MASTER PLAN VISION TOTAL: $677,012,400

Figure 4.46: Opinion of probable cost for the complete master plan vision.

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05
implementation



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5.1 funding strategies

5.1.1 Methodology

As outlined in the previous section, implementation of the City's long-range vision for parks and recreation facilities is anticipated to cost up to $700M for parkland acquisition and development, indoor recreation facilities, and trails.

City staff, consultants, and Council members met on May 3 and 4, 2017 with the Project Team in a workshop setting to discuss priorities for implementation, and potential funding sources available to help realize this vision. Feedback from that meeting served as the basis for the information to follow.

5.1.2 Approaches to Funding

Typical funding sources for parks and recreation capital improvements include:

"Pay-As-You-Go":

- General Fund/ CIP (budget allocation)
- Millage Increase (approved by voters)
- Infrastructure Sales Tax (approved by voters County-wide)
- Park Impact Fees
- Grants
- User Fees
- Special Assessments

Borrowing:

- General Obligation Bonds (backed by property tax)
- Revenue Bonds

Of these potential sources, only a budget allocation, millage increase, sales tax, and/or general obligation bond will raise the funds needed for the larger projects identified in the long-range vision. Park impact fees can also generate significant funds over time but must be used for projects required by new development to maintain existing levels-of-service.

As a result, City staff divided the projects into five (5) types of funding:

1. **"City Coffers"**
2. **"Impact Fees"**
3. **"Voter-Approved Bonds"**
4. **"City Public Works"**
5. **"City-County Partnership"**

Following is a summary of each of these sources, as well as potential projects for consideration.

5.1.3 City Coffers - $45M

Between 2015 and 2017, Doral spent approximately $10M annually ($177/resident) on parks and recreation capital improvements. The City Coffers category includes projects that are budgeted and funded from existing City reserves, plus future monies to be collected through ad valorem taxes, grants, and user fees.

Approximately $20M of new capital projects have been identified for funding from City Coffers over the next 5-10 years, averaging approximately $2.5M-$5M per year, including:

Improvements to existing parks
- $500K for each for a total of $3.4M

Development of new park spaces on privately-owned lands to be acquired or access negotiated: ($9.6M)
- Pepsi Property (8 acres)

Improvements/expansion of existing indoor recreation centers ($6.6M)
- Morgan Levy Park (+5K SF)
- Doral Meadow Park (+10K SF)

Operations + Maintenance allowance for vision improvements ($25M)
It is important to note that additional funding needs to be allocated from the City's general fund for the operations and maintenance (O&M) of new facilities as they are constructed and opened. City staff should estimate projected O&M costs for each new project, and request additional O&M funding concurrent with approval for capital funding.

Year	Capital Budget for Parks and Recreation	Population Estimate	Dollars Spent Per Resident on Parks
2015	$5,050,428	56,004	$90.18
2016	$5,266,814	57,947	$90.89
2017	$21,140,898	60,531	$349.25
		3-Year Average:	***$176.77***

Figure 5.1: Table illustrating the capital budget for parks and recreation compared to the City's population for years 2015-2017.



Figure 5.2: Morgan Levy Community Center that is recommended for future expansion to 15,000 SF.

An industry rule of thumb is approximately 5-10% of capital costs for annual O&M funding, depending on the complexity of the project. For example, a rough estimate indicates that an additional $12M-$25M will be needed annually to operate and maintain the key capital components of the vision (approximately $260M, excluding land acquisition).

5.1.4 Voter-Approved Bonds - $150M

A cornerstone of the Vision is the development of Central Park; the city's largest park space. The vision for Central Park would provide Doral residents with access to many of the high-priority needs identified during the planning process. Funding for the $115-130M Doral Central Park is proposed to be generated through a voter-approved bond referendum. In addition, the City desires to include other high-priority park projects city-wide within the bond effort to ensure its benefit to all residents of Doral.

During the planning process, the City engaged the Trust for Public Land (TPL) to assist with estimating the potential implication of a park-specific bond in Doral. Based on their findings, TPL estimated that a 30-year, $150 M bond could cost the average Doral household approximately $120-$165 per year, and could provide residents with access to:

Doral Central Park (80-acres - $120M)

- 75,000+ SF indoor recreation center, including an outdoor café, waterfront plaza, event center, entry plaza, festival street, and motor court,
- 1.5 miles of local roadways with full utility infrastructure and on-street parking,
- Outdoor aquatics complex with both recreational/leisure and competition components,
- Large parking structure (500-700 spaces),
- Waterfront promenade,
- Waterfront performance/event pavilion,
- Formal events lawn,
- Multiple multipurpose greenspaces,
- A neighborhood-scale skate park with a pump-track,
- Three (3) large playgrounds,
- A destination nature-play area,
- Large, open-air nature pavilion,
- Over-water boardwalk trails,
- Canoe/kayak launch,
- Four (4) lakeside "beach" volleyball courts,
- Four (4) tennis courts with spectator seating,
- Four (4) basketball courts,
- Two (2) restroom and storage buildings,
- Six (6) miles of multi-purpose trails, paths, and sidewalks,
- Wetland and native plantings areas,
- Vehicular and site lighting,
- Multiple large and small shade pavilions.

Downtown Cultural Pavilion + Park Expansion (1.3 acres - $8M)

- 8,000 SF contemporary community pavilion building
- Amphitheater green roof
- Community rooms
- Art gallery
- 1.3 acre expanded park greenspace

New Walk-to Park at NW 66th Street and 102nd Ave. (10 acres - $6M)

- Neighborhood-scale park amenities
- Flexible greenspace
- Picnic areas and shelters
- Playground
- Sports court(s)
- Trailhead location

New Walk-to Park on the White Course Parcel (3 acres - $2.5M)

- Neighborhood-scale park amenities
- Flexible greenspace
- Picnic areas and shelters
- Playground
- Sports court(s)
- Trailhead location

High-Priority Trail Linkages ($13.5M)

- Approximately 10 miles of new trails



Figure 5.3: Doral Central Park (2018).

5.1.5 City Public Works - $12M

Approximately 18.5 miles of new separated, multi-use trails are included in the long-range vision, at a cost of approximately $25M (excluding any land acquisition costs). Approximately 10 miles ($13.5M) of the highest priority segments are anticipated to be included within the voter-approved bond.

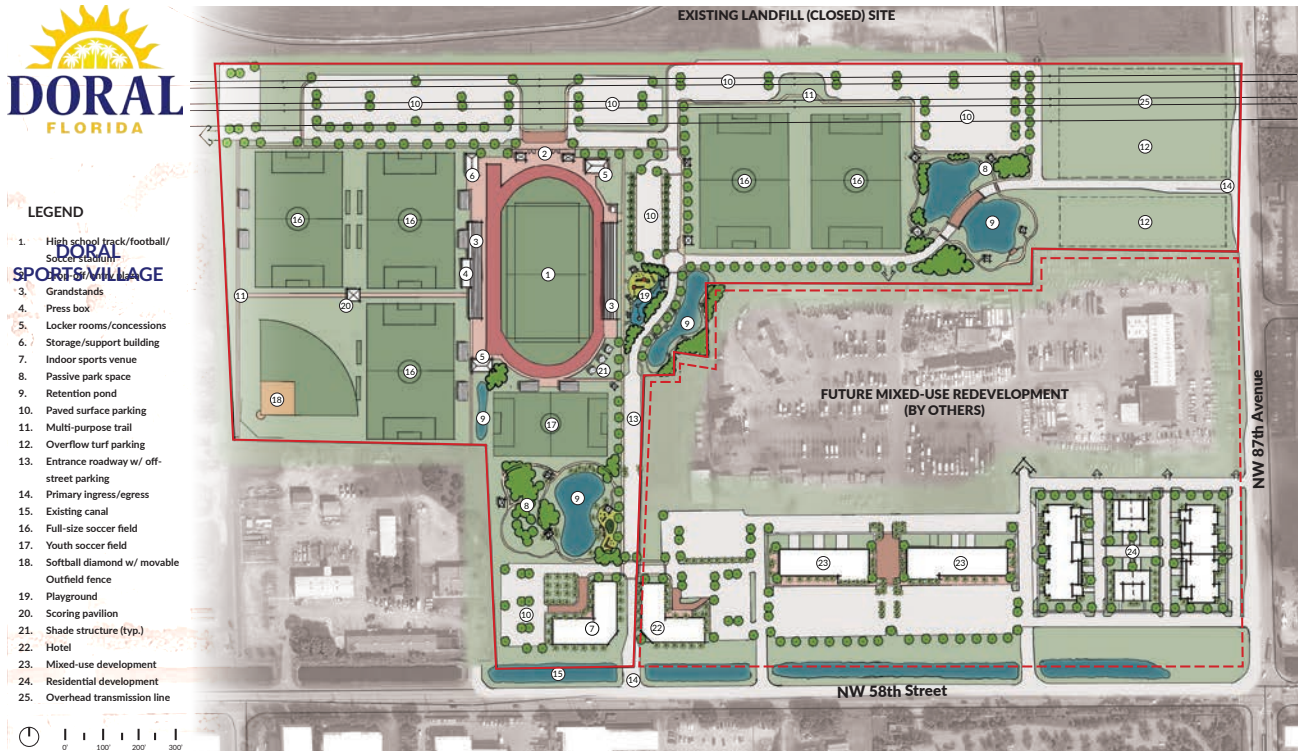
Priority should be given to off-road and/or separated trail facilities within heavily populated areas of Doral. Additionally, the City should advocate for the development of connecting trails within any future residential and/or mixed-use developments and should explore potential viable routes between Downtown Doral, CityPlace Doral, and Doral Central Park. The City should also look for ways to combine trail projects with larger roadway and/or infrastructure projects wherever feasible.

Trails construction is the responsibility of the City's Public Works Department and has historically been funded through a combination of the City's general fund, transportation impact fees, grants, and/or other funding sources.

5.1.6 City-County Partnership - $10M-$20M

It is anticipated that the City will partner with Miami-Dade County to construct the proposed $41M Doral Sports Village on the County's land at the edge of the City (south of the existing landfill site). The amount or source of the City's contribution has not been determined, however, could possibly include funding from the City's general fund, impact fees, and/or voter-approved bonds.

Additional discussion with the other project partners will be necessary to define the final program of the site, and in turn, the estimated cost. The amount of the City's financial investment in the Doral Sports Village should be commensurate with the anticipated return/ value of the facility to Doral residents.



2017 Doral Parks Master Plan / Sports Village Concept

Figure 5.4: Conceptual vision plan for the Doral Sports Village.

5.1.7 Impact Fees - $50M+

Impact fee funding is proposed for the acquisition of approximately 300 additional acres of parkland needed to accommodate the City's anticipated growth and maintain existing parkland level-of-service. Given the exceptionally high value of land in Doral ($1M-$2M per acre), this acquisition is estimated to cost in excess of $400M.

Current projections by the City's planning Department indicate that approximately 6,000 additional residential units are expected between 2018-2020, representing an approximate annual impact fee revenue stream of $2.9M. Even if this level of growth continues to 2030, the current impact fee structure will generate less than 10% of the revenue necessary for the required land acquisition. As such, the City may wish to re-evaluate its current park impact fee ordinance to make sure that impact fees are covering the full costs (acquisition + development) of maintaining the City's parks level-of-service.

Additionally, it is recommended that the City further explore potential opportunities to expand its park acreage through acquisition of existing publicly-owned land parcels such as the Doral Sports Village Property (46 acres) and/or the former landfill site (approx. 400 acres). Both of these parcels are owned by Miami-Dade County.

The limited development potential of the landfill site (and its existing public ownership) will likely allow the city to acquire it for significantly less than vacant lands within the city; at the time of the study it had an assessed value of just over $20M ($50K per acre).

If the development of the landfill site into a meaningful and accessible park property is viable, it is likely the only fiscally feasible way to acquire 300+ acres of undeveloped land in the immediate region, inside the urban development boundary, and would satisfy the amount of additional acreage required up to the year 2030.



Figure 5.5: Graphic illustrating the approximate location of the landfill and Doral Sports Village parcels owned by Miami-Dade County (Aerial: Google, 2018).

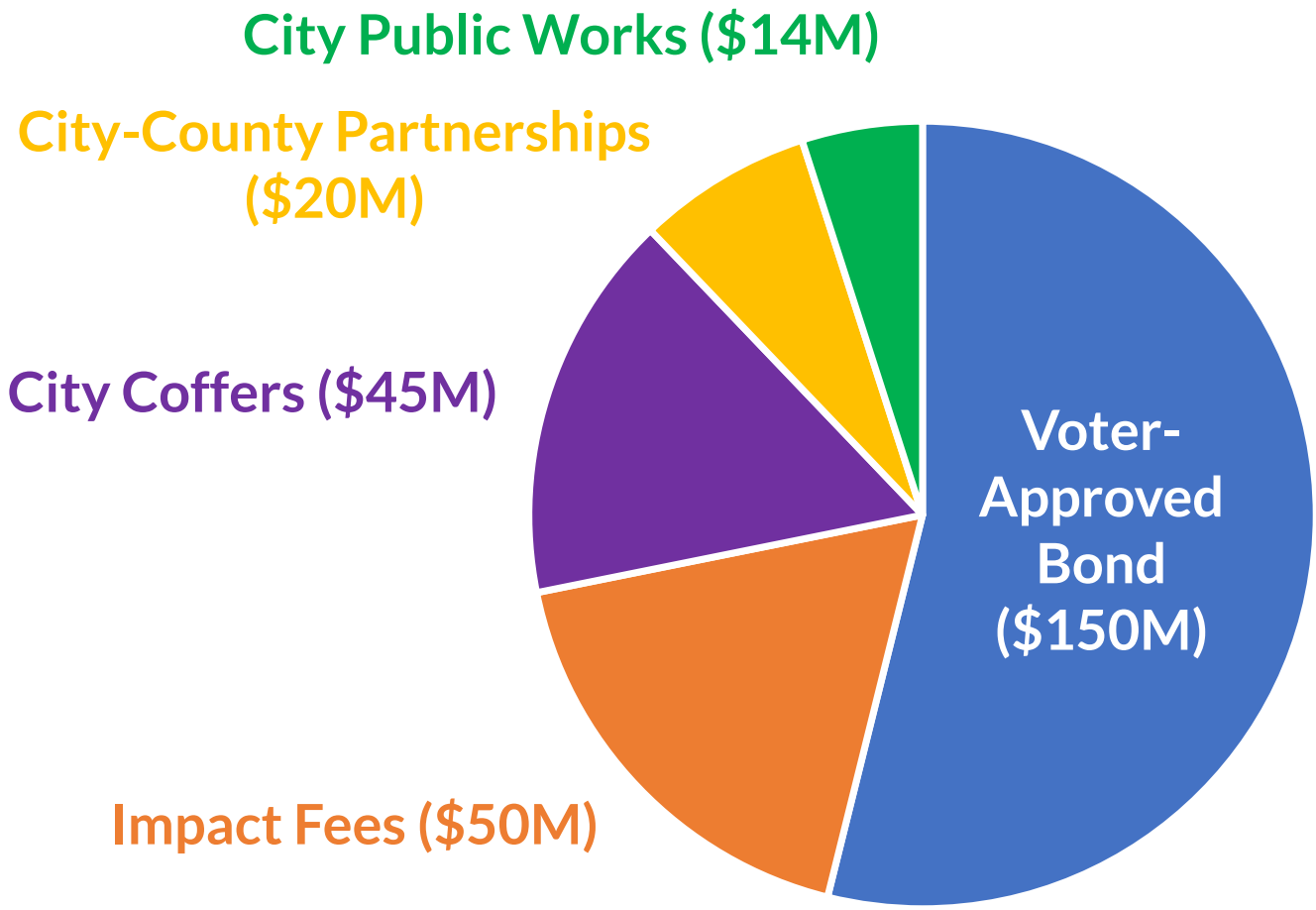


Figure 5.6: Pie chart illustrating the approximate funding amounts allocated to each of the proposed funding mechanisms or sources.

5.1.8.High-Priority Actions

As outlined in the previous section, implementation of the City's long-range vision for parks and recreation facilities is expected to occur over time, however, following are some of the highest priority actions which will meet the highest priority needs identified city-wide:

1. **Develop Doral Central Park** – the first phase of the park (if phased) should include both the indoor recreation center and the aquatics center.

2. **Increase Access to Walk-to Parks** - The City can help meet the need for additional "walk-to" parks by identifying opportunities to fill gaps in coverage through acquisition, development, and/or improved connectivity. The City should update its Comprehensive Plan and Land Development Regulations to require new development (including infill) to provide playgrounds, dog runs, trails, basketball/ multi-purpose courts, splash pads, and other small urban recreation amenities to meet residents' walk-to park needs.

3. **Close Gaps in Trail Connectivity** – The City should seek to fill high-priority gaps in trail connectivity, specifically those which connect the city's existing park sites, high-density residential areas, and/or areas with limited available parkland. The City should actively explore ways to re-allocate space within existing roadways – without reducing their capacity – to provide separated, multi-use trails.

4. **Partner to Develop the Doral Sports Village** - Continue to work with the County to explore the feasibility of partnering to develop the Doral Sports Village on the 46-acre, County-owned parcel of land adjacent to the landfill. Explore viability of developing landfill as parkland.

5. **Obtain Additional Data on Private/HOA Facilities** - Continue to inventory and map locations of all existing/ proposed private facilities HOA recreation facilities. Determine the acreage of each facility and the population it serves.

6. **Practice Proactive and Opportunistic Land Banking** - Explore options of proactively acquiring additional parkland to meet future needs, including the feasibility of developing the 400+ acre landfill site into a passive park space.


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06
appendices


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6.1 commonly used acronyms

AASHTO	American Association of State Highway and Transportation Officials
AC	Acre
ADA	American Disabilities Act
APA	American Planning Association
ASLA	American Society of Landscape Architects
CY	Cubic yard
DNI	Does not include
Esri	Environmental Services Research Institute
EWF	Engineered Wood Fiber
FDOT	Florida Department of Transportation
GIS	Geographic Information Systems
HOA	Home owners association
LEED	Leadership in Energy and Environmental Design
LF	Linear foot/feet
LOS	Level of service
LS	Lump sum
MI	Mile
MPI	Market Potential Index
NACTO	National Association of City Transportation Officials
N.D.	No date
NRPA	National Recreation and Parks Association
NTS	Not to scale
OPC	Opinion of probable cost
PLA	Professional Landscape Architect
PPS	Project for Public Spaces
ROW	Right of way
SCORP	State Comprehensive Outdoor Recreation Plan
SF	Square foot/feet
SFIA	Sports and Fitness Industry Association
SPI	Spending Potential Index
SR	State Road
U.S.	United States
USGBC	United States Green Building Council
TPL	Trust for Public Land
WELL	International WELL Building Institute


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6.4 supporting information

Note:

This section of the appendix contains supporting information utilized in the creation of, or referenced within, the 2017 City of Doral Park System Master Plan document. In some print and/or digital versions of this document, the contents of Section 6.4 have been omitted due to length.

A digital copy of the final master plan document, containing the full appendices, may be obtained by contacting the City of Doral Parks and Recreation Department.

Components within Section 6.4 include:

- Copy of the public opinion survey questionnaire and complete survey report,
- Agendas and sign-in sheets from public meetings and workshops,
- Copies of project presentation slides from public presentations,
- Notes from stakeholder interviews and focus groups
- Sample park site evaluation form,
- Doral Central Park opinion of probable cost database.

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