



REIMAGINE PARKS

MIAMI

2022

DRAFT
PARKS AND RECREATION
SYSTEM MASTER PLAN

June 2023

ACKNOWLEDGMENTS

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ETC INSTITUTE

Special Thanks

To all of the Parks and Recreation staff, City staff, partners, and Miami residents who participated in the master planning process and provided valuable input—THANK YOU! This plan is a reflection of your commitment to a better Miami.



Photo: Jose Marti Park

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0.1. INTRODUCTION



REIMAGINE PARKS MIAMI is a comprehensive look at the City of Miami's parks and recreation system, and an opportunity to plan for improvements and growth over the next decade and beyond. It is a planning process driven by data analysis and guided by the input of community members. As Miami continues to grow and evolve, and as society faces complex challenges—from the Covid-19 pandemic, to aging infrastructure, to the changing climate—this plan is a critical component of Miami's overall strategy to achieve a high quality of life for all of its citizens.



Through the first two decades of the 21st century, cities and towns across America's Sunbelt have seen an explosion of revitalization, development, and growth. The City of Miami has been a part of this urban renaissance—Miami's growth rate has been consistently rising since 1990 and from 2000-2020, the city's growth was in the top 20 among America's 50 most populous cities.

Miami stands out for the unique attributes that have long made this city a highly attractive destination:

- proximity to the Caribbean, and Central and South America, which have led to the city becoming the "Gateway to Latin America,"
- a diverse population producing a thriving mix of culture, arts, and entertainment,
- a warm, subtropical climate supporting lush tropical vegetation.

Miami's position as an international center of commerce and travel suggests the growth trends that have been occurring for the last few decades will continue, as increasingly mobile businesses and young professionals choose to locate in "The Magic City."

However, growth has not come without challenges. Gentrification is impacting neighborhoods, with rising housing prices affecting the most vulnerable. Already densely populated, Miami's growth over the last two decades now makes it the fourth most dense large city in America, behind just New York, San Francisco, and Boston. The ongoing immigration debate

and shifting political landscape both in the US and throughout Latin America results in constant uncertainty regarding immigration patterns. And starting in 2019 the COVID-19 pandemic disrupted daily life, strained the social fabric, and disrupted systems from the neighborhood to the global level. Although conditions have generally improved into 2023, the threat of new variants and community spread continues.

One of the pandemic's positive impacts has been a renewal of interest in the value of outdoor public spaces, and the numerous benefits of nature within an urban context. The increasingly widespread acknowledgment of the value of public parks and open spaces is validation of decades of greenspace advocacy by members of the urban planning and landscape architecture fields.

So, given:

- the growth and development that has occurred for the past decade,
- the lessons of the COVID-19 pandemic,
- the projection for continued growth in Miami,

this is an appropriate and opportune moment for the City to be establishing a new long-range plan for its parks and recreation system, its first such plan since 2007.

0.2.PLAN PURPOSE

This comprehensive plan serves to lay the groundwork for the next 10 years of progress, growth, and adaptation within the City's Department of Parks and Recreation.

It encompasses all aspects of the system, from physical park spaces, amenities, and buildings, to programs, funding, staffing, and administration. The plan also serves to fulfill important qualifications for the Department to maintain its status as an accredited agency through CAPRA (see sidebar).

The plan seeks to achieve three overall objectives:

1. Use a data-driven approach to understand the existing conditions of the parks and recreation system and establish a framework for decision-making about the allocation of parks and recreation resources that is responsive to users' social, economic, and environmental needs and priorities now and into the future.
2. Recommend a vision for an integrated public realm (building on a primary theme of the 2007 plan) – including parks, natural areas, civic spaces, rights of ways, and other linear greenspace corridors – that link communities and generate multiple economic, social, and ecological benefits for the city.
3. Establish a realistic and achievable implementation strategy that allocates and leverages resources to improve, manage, and operate Miami's Parks and Recreation system.

ACHIEVING CAPRA



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



ATTENTION !!!
BEWARE OF TRIP HAZARDS
(ROOTS, ROCKS)

Photo: Simpson Park

0.3. THE POWER OF PLANNING

TURNING CHALLENGES INTO OPPORTUNITIES

This comprehensive plan serves to lay the groundwork for the next 10 years of progress, growth, and adaptation within the City's Department of Parks and Recreation.

Adaptation; noun — adjustment to environmental conditions.



Adaptation is a word that is increasingly used in the urban planning context to describe strategies recommended to address a changing climate. As the Miami Climate report states:

Miami's subtropical climate and proximity to the coast make the region especially susceptible to tropical storms and hurricane activity. However, climate change, population growth, and urbanization have exacerbated the impacts of these natural phenomena, leading to increased risks to for people and property related to flooding, storm surge, and extended periods of high heat. (p.1)

Along with climate change, the Miami parks and recreation system faces related challenges that require adaptation:

- A growing and rapidly shifting population, with high diversity,
- The pressures of private development, gentrification, and community change,
- An extremely low supply of park land, and limited opportunities to expand.

PROGRESS IN PLACE

Fortunately, since the last Parks and Recreation Master Plan (2007), the Parks Department, the City, and the County, have been actively pursuing and implementing creative and dynamic solutions to these challenges:

- Redesign and climate-ready reconstruction of major bayfront parks, including Morningside and Alice Wainwright
- Green infrastructure installations in parks and close coordination with the City's Department of Resilience and Public Works and Miami-Dade County's Department of Water and Sewer
- The acquisition of new parkland in underserved areas
- The planning and development of the Underline linear park
- The planning of the I-395 Underdeck park



“MIAMI NEEDS MORE PLANT BIODIVERSITY TO EDUCATE THE CHILDREN ABOUT NATURE. MORE NATURE IN GENERAL.”

- COMMENT FROM THE ONLINE SURVEY

0.4. PLANNING PROCESS

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

PHASE 1

CONTEXT ANALYSIS

Phase 1 examines the existing conditions of both the city and the parks and recreation system within Miami's existing challenges, opportunities, and vision. This focus includes a review of previously completed plans, Miami's existing and projected demographics, the state of the Department, recreation programs, and parks and recreation facilities.

PLANNING CONTEXT

- Existing documents and plans review

DEMOGRAPHIC CONTEXT

- Existing and projected demographics analysis

PARKS SYSTEM CONTEXT

- Department assessment
- Program assessment
- Parks and recreation facilities assessment

PHASE 2

NEEDS & PRIORITIES ASSESSMENT

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

ANECDOTAL METHODS

- Park site evaluations
- Parks and recreation trends
- Analyses

QUANTITATIVE METHODS

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

QUALITATIVE METHODS

- City leader interviews
- Staff interviews
- Steering Committee Meetings
- Public Meetings
- Project website
- Project app
- Online Survey

PHASE 3

VISION

Phase 3 outlines a vision for the plan based on findings from the first two phases of the process;

1. Best planning practices and principles; and
2. The unique desires and aspirations of the community.

-
- Description of the Parks & Recreation Guiding Principles, Policies/Actions
 - Classifications
 - Level-of-Service metrics

PHASE 4

IMPLEMENTATION

Phase 4 includes a summary of funding strategies to implement top priorities, prioritization strategy, and discusses the proposed role of the City in realizing the vision.

-
- Funding strategies
 - Prioritization
 - Staff actions

CONTEXT ANALYSIS



Recreation and parks systems occupy a unique and powerful space between the physical framework of a place and its people and culture. For many residents, parks are the public places they interact with most directly and are a government institution with the rare power to benefit a community in environmental, social, and cultural ways.

Parks provide a critical opportunity to strengthen the fabric of a community by weaving together the social and cultural landscape with the built and natural environment. Because Miami is like no other city, understanding the nuances of its urban context is extremely valuable to contributing to the overall success of this plan and its impact within the community.

The overall context for Miami is understood through the review and analysis of the following three specific contexts:



MIAMI'S PLANNED CONTEXT

The plans, initiatives, and projects recently completed and ongoing in the City of Miami.



MIAMI'S DEMOGRAPHIC CONTEXT

The characteristics of the existing and projected residents of Miami.



MIAMI'S PARKS SYSTEM CONTEXT

The organization, programmatic, and physical condition of Miami's existing parks and recreation system.

1.1. MIAMI'S PLANNED CONTEXT

Modern city planning involves a complex layering of regulatory, legal, and environmental systems, including zoning, land use, taxation, political representation, and resource allocation, just to name a few.

A variety of boundary lines—Commission District, City, County, etc.—define jurisdictional limits but also often overlap, adding complexity. Natural systems, especially streams, rivers, and coastlines are common boundaries, but they also frequently extend through numerous jurisdictions.

Parks and recreation systems intersect with these many layers of the urban fabric in numerous ways, including funding, physical connections, usage, etc. In Miami's case, the City has a close relationship with Miami-Dade County, in which some public services for City residents are provided by the County and others by the City.

Additionally, while the Department is the primary parks provider, some County and State owned parks are also within the City.

While this plan is a comprehensive study of the citywide parks and recreation system, in order to better understand local conditions much of the analysis for this plan will compile results within each of the City's five Commission Districts, in addition to citywide.

The following maps provide an overview to the City's planned context, all with specific relevance to the parks and recreation system.

THE CITY OF MIAMI
INCORPORATED 1848
FLORIDA

Building Better Neighborhoods
Mayor Francis Suarez

Brickell Avenue from SE 15 Rd to SE 8 St Crosswalk Construction

Alex Diaz dela Portilla	Project Construction Cost: \$869, 494
District 1 Ken Russell	
District 2 Joe Carollo	Project Number: 40-B30874
District 3 Manolo Reyes	
District 4 Jeffrey Watson	Downtown/Brickell Service Center (305) 960-5135 vkinchens@miamigov.com
District 5 Arthur Noriega, V	
City Manager Hector L. Badia	
Interim Director Capital Improvements	

MIAMI OCI
BUILDING MIAMI FOREVER

Project located in District 2, represented by City of Miami Commissioner **Ken Russell**

MAGIC CITY ON THE MOVE

As the City of Miami continues to grow, there will be a need to update, refresh, and enhance existing infrastructure to sustain the high quality of life residents expect.

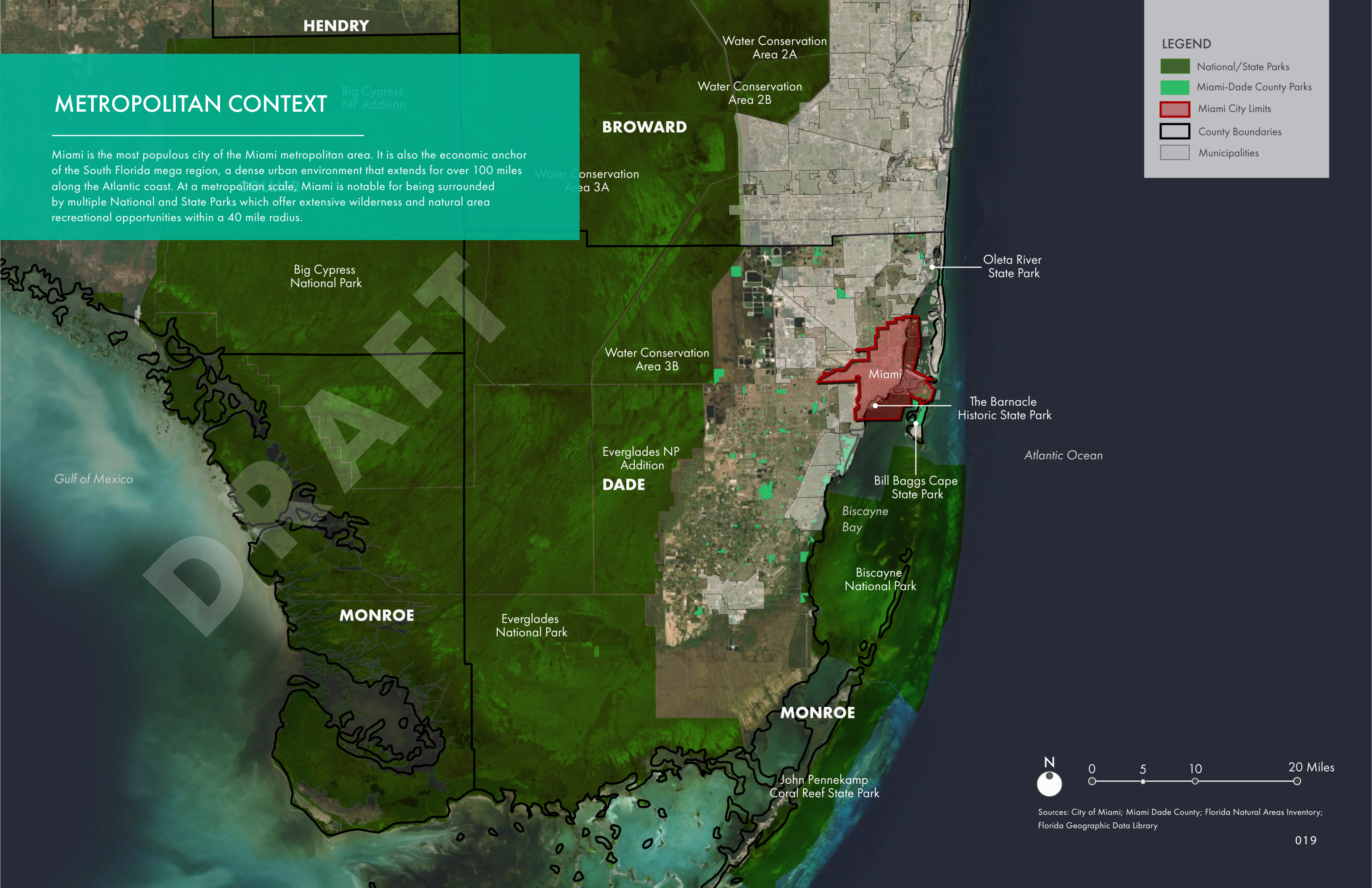
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METROPOLITAN CONTEXT

Big Cypress
NP Addition

Miami is the most populous city of the Miami metropolitan area. It is also the economic anchor of the South Florida mega region, a dense urban environment that extends for over 100 miles along the Atlantic coast. At a metropolitan scale, Miami is notable for being surrounded by multiple National and State Parks which offer extensive wilderness and natural area recreational opportunities within a 40 mile radius.



DRAFT

REGULATORY

The primary regulatory boundaries within the City of Miami are the Commission Districts. Commissioners have direct influence on the parks and recreation projects and services in their districts. Community organizing often occurs at the neighborhood level, with the city divided into 107 recognized neighborhoods.

There are also four additional types of districts:

- **Community Development Districts:** government entities which levy a property tax to provide community benefits,
- **Community Redevelopment Agencies:** which use Tax Increment Financing to redevelop areas that have been designated as slum and blight,
- **Historic Districts:** represent significant historic development patterns and styles, and include guidelines about allowed alterations,
- **Downtown Development Authority:** an independent economic development agency of the City of Miami funded by a special tax levy on properties within its district boundaries.

LEGEND

- City Limits
- Commission Districts
- Roads
- Water Bodies
- River

CRA District

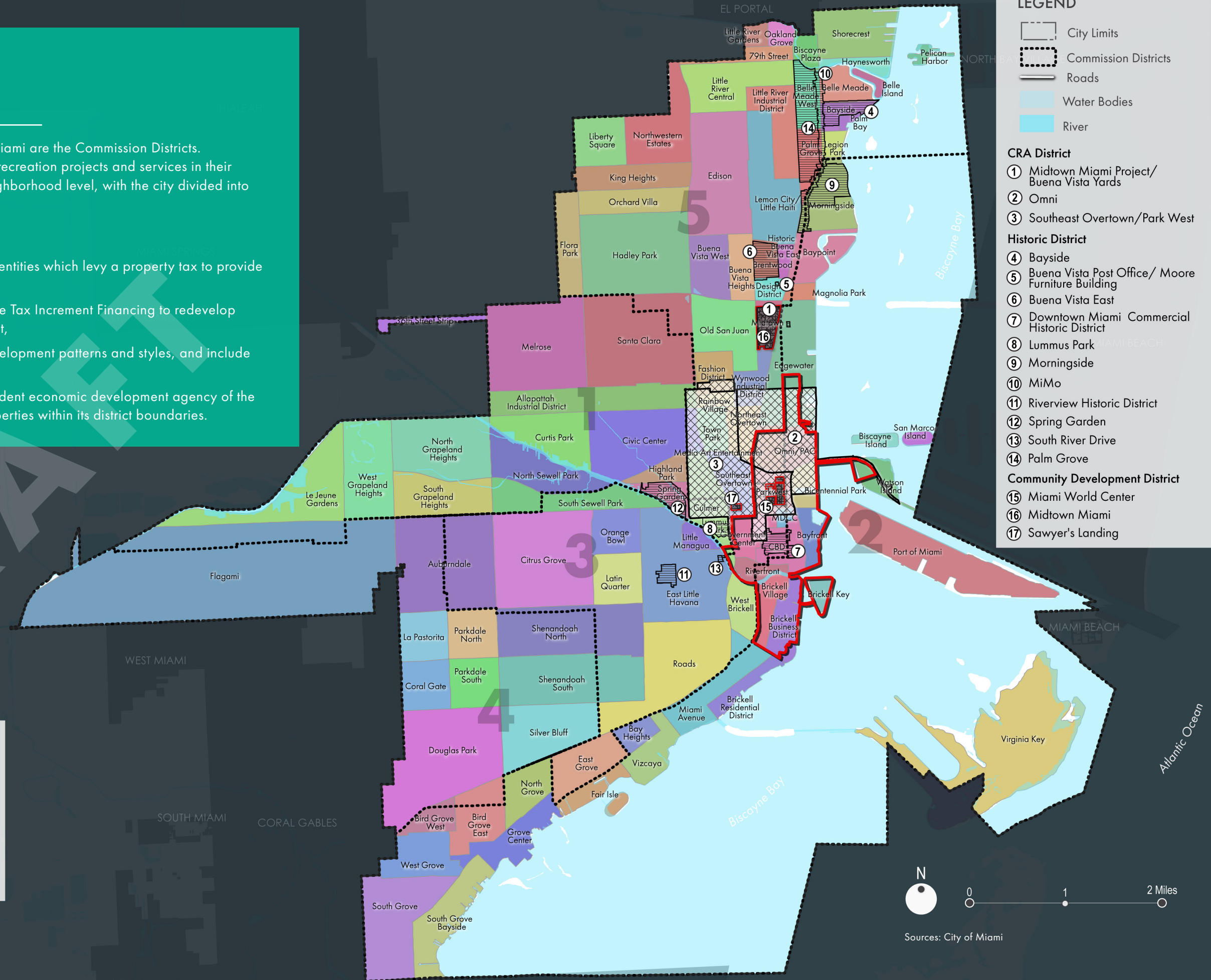
- 1 Midtown Miami Project/ Buena Vista Yards
- 2 Omni
- 3 Southeast Overtown/Park West

Historic District

- 4 Bayside
- 5 Buena Vista Post Office/ Moore Furniture Building
- 6 Buena Vista East
- 7 Downtown Miami Commercial Historic District
- 8 Lummus Park
- 9 Morningside
- 10 MiMo
- 11 Riverview Historic District
- 12 Spring Garden
- 13 South River Drive
- 14 Palm Grove

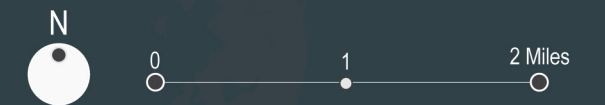
Community Development District

- 15 Miami World Center
- 16 Midtown Miami
- 17 Sawyer's Landing



Regulatory

- Neighborhoods
- Community Development District
- CRA Districts
- Historic Districts
- Downtown Development Authority Boundary



Sources: City of Miami

FUTURE LAND USE

Future land use represents the desired future uses of city land as determined by the municipality's Comprehensive Plan. It informs decisions about re-zoning a parcel and considerations for redevelopment or adjustments to ongoing use.

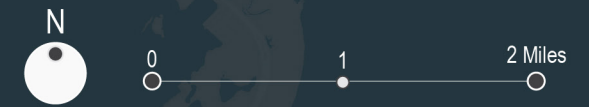
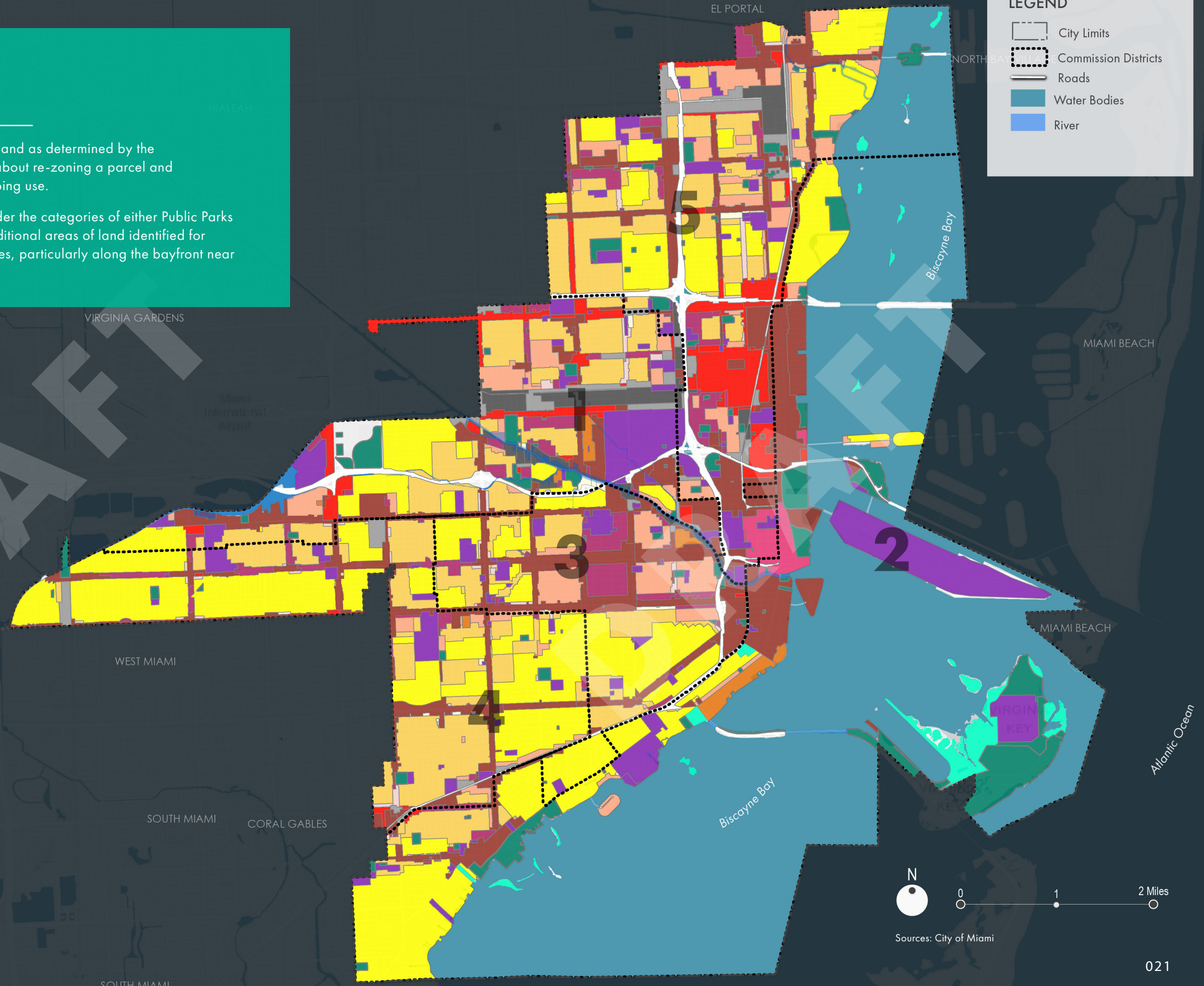
In Miami, all existing parks are expected to continue under the categories of either Public Parks and Recreation or Conservation. However, there are additional areas of land identified for Public Parks and Recreation that are currently in other uses, particularly along the bayfront near the city's southern edge.

Future Land Use Categories

- Industrial
- Light Industrial
- Major Inst, Public Facilities, Transp And
- Public Parks and Recreation
- Conservation
- Central Business District
- General Commercial
- Restricted Commercial
- Medium Density Restricted Commercial
- Low Density Restricted Commercial
- Single Family - Residential
- Duplex - Residential
- High Density Multifamily Residential
- Medium Density Multifamily Residential
- Low Density Multifamily Residential

LEGEND

- City Limits
- Commission Districts
- Roads
- Water Bodies
- River









Sources: City of Miami

EDUCATION










Schools play an integral role in the life of a city, and intersect with parks in fundamental ways, particularly with regard to youth programming. Nationwide, school land is increasingly being explored for its potential for recreation space, especially in dense urban areas like Miami where land is at a premium.

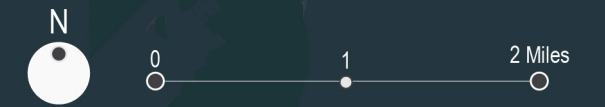
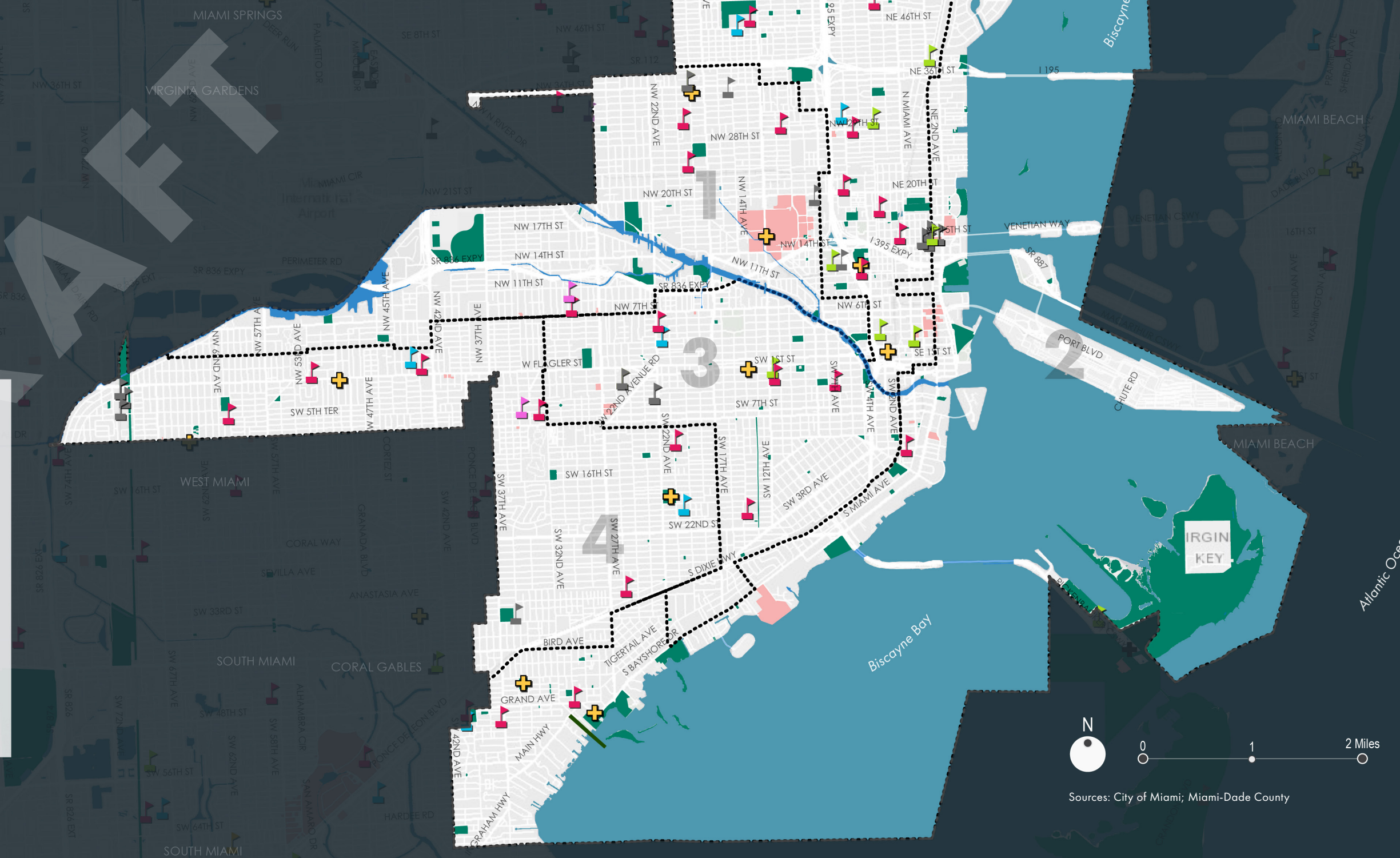
LEGEND

-  City Limits
-  Commission Districts
-  Roads
-  Parks
-  Water Bodies
-  River

Educational Facilities

Public Schools

-  Alternative
-  Elementary
-  Middle
-  High/Secondary
-  Adult Education/Technical School
-  Pre-K Center
-  Special Education Center
-  Colleges/Universities
-  Public Libraries









Sources: City of Miami; Miami-Dade County

ENVIRONMENTAL









Environmental conditions are important to consider when determining appropriate uses within park land, and for selecting land with potential for recreational uses.

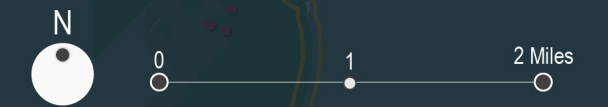
The environmental factors documented in this map demonstrate the remarkable challenges and opportunities existing in Miami, including significant areas at risk of flooding and coastal high hazards, as well as the remaining natural forest areas, beaches, and preservation districts. Also notable are the extent of brownfields in Districts 1, 2, and 5.

LEGEND

-  City Limits
-  Commission Districts
-  Roads
-  Parks
-  Water Bodies
-  River

Environmental







-  Specimen Tree Covenant (County)
-  Natural Forest Community
-  Beach
-  Environmental Preservation Districts
-  Coastal High Hazard Areas
-  FEMA Flood Zone AE (100-year Flood)
-  Brownfields
-  Sanitary Sewer Pump Station







PUBLIC TRANSIT

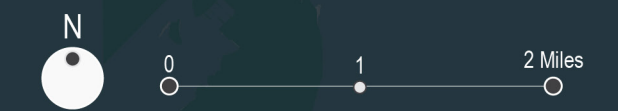
Public transit provides an alternative to personal vehicle travel and is a valuable component in the equity of access to parks for all residents. Additionally, transit facilities and land can provide significant opportunities for recreation, as the development of The Underline has demonstrated.

LEGEND

-  City Limits
-  Commission Districts
-  Roads
-  Parks
-  Water Bodies
-  River

Transit System

-  Metro Rail
-  Metro Mover
-  Bus Routes
-  Miami Trolley Routes









Sources: City of Miami; Miami-Dade County





BIKEABILITY

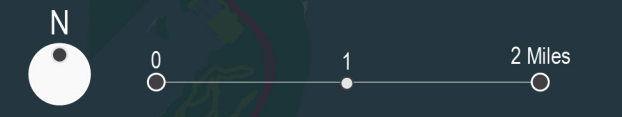
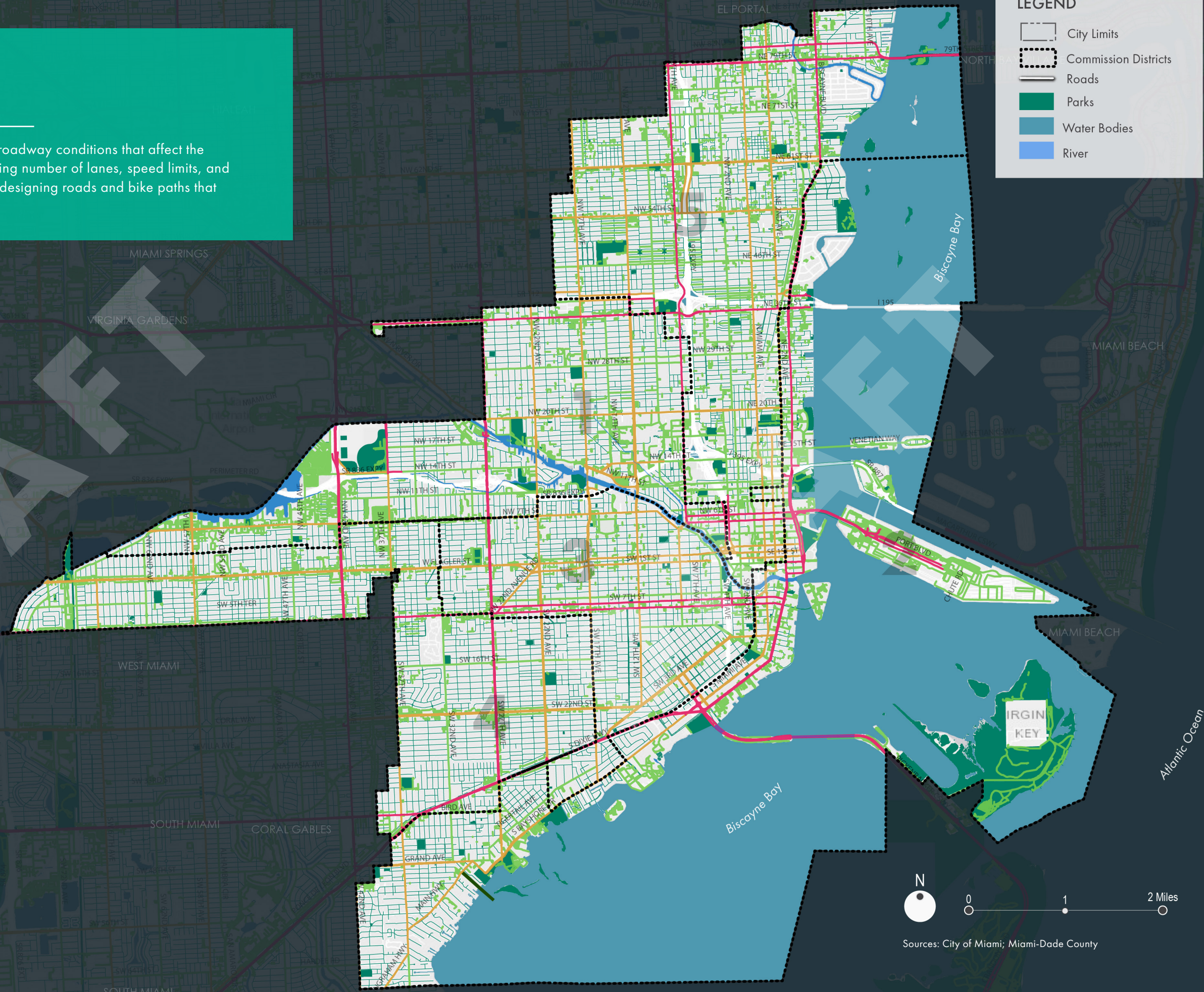
Bikeability, or bicycle level of comfort, is an analysis of roadway conditions that affect the experience for bikers sharing roads with vehicles, including number of lanes, speed limits, and volume of traffic. Understanding bike safety is critical to designing roads and bike paths that foster cycling for recreation and commuting use.

LEGEND

-  City Limits
-  Commission Districts
-  Roads
-  Parks
-  Water Bodies
-  River

Bicycle Level of Comfort

-  Level 1 (Least Comfortable)
-  Level 2
-  Level 3
-  Level 4 (Most Comfortable)



Sources: City of Miami; Miami-Dade County

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PLAN REVIEW

REIMAGINE PARKS MIAMI is intended to integrate into the fabric of the city, expanding and improving parks and recreation services for every resident. This planning does not occur in a vacuum--it builds on previous park planning and ongoing projects, as well as the many other related plans completed in recent years.

The following section includes reviews of recent Miami plans, highlighting the relevant components that will inform this effort.

MIAMI PARKS AND PUBLIC SPACES MASTER PLAN (2007)



This Master Plan was the last comprehensive parks plan completed for the City of Miami.

THEMES / ANALYSIS

Beyond the role played by traditional parks, the plan considers the entire public realm, from “plazas, to streets, sidewalks, drainage swales, and highway edges.” (p.1) The primary themes were:

- **Connection:** A connected system of parks and public spaces, rather than a collection of isolated sites, frames the civic life of the city. Greenways and blueways—pedestrian routes and accessible waterways—will connect parks and public places all over the city, extending into every neighborhood and into the region.
- **Community:** Parks and public spaces are the gathering places for community, where Miamians can experience the cosmopolitan diversity of an international city. The city has dynamic immigrant streams that can transform neighborhoods in ebbs and flows. Parks and public spaces will support and celebrate neighborhood cultural identity but also serve as the meeting place for people of all cultures.
- **Play:** Miami’s parks will provide recreation for children, teenagers and adults. Sports facilities and programmed recreation will be balanced by opportunities for self-directed activities and enjoyment of landscaped and passive green spaces.
- **Nature:** Miami will be one of the nation’s greenest and bluest cities. With tree-lined streets, well-planted parks, conservation areas and environmental education programs, and healthy waterways and shorelines, the city will be a model of sustainable management of parks and natural places.

One of the primary takeaways from the analysis was that Miami has low amounts of park land relative to population.

- 3 acres / 1,000 people (compared to peer cities average of 6.8 acres / 1,000 people); 5% of total land (compared to peer cities average of 13%)

From the public feedback, generally in both the statistical survey and public meetings, the following themes emerged (p. 8-9):

- Miami Needs More Parks
- Miami Residents Want More Access to Water—The Bay, Rivers, and Public Swimming Pools
- Miami Needs More Trees and Shade
- Miami Needs to Become More Pedestrian and Bike Friendly
- Miami Must Take Care of the Parks it Already Has
- Miami’s Parks Must Serve a Variety of Needs for Diverse Communities, Balancing Active and Passive Uses

COMPONENTS

Neighborhood Vision for each of Miami’s 13 Neighborhood Empowerment Team (NET) areas (which have since been removed by the Commission).

Statistically valid survey on Facilities:

- Small neighborhood parks, walking and biking trails, and large community parks were top 3 needs for park facilities.

Statistically valid survey on Programming:

- Adult fitness and wellness programs had highest need, followed by citywide special events and nature programs.
- Restrooms, drinking fountains, and walking/biking trails were the three most requested improvements.

RECOMMENDATIONS / VISION

• New and Renewed Parks

- » **Goal:** Acquire land so that there is a park within a quarter mile of every resident.
- » **Goal:** Make the most of what we have; preserve and enhance existing park land.

• More ways to Experience Water

- » **Goal:** Enhance and ensure public access to water

• More Nature in the City

- » **Goal:** Promote environmental sustainability and education in parks and public spaces

• Green Streets to Link People to Parks

- » **Goal:** Create green connections across the city and into the region.

• More Places to Play

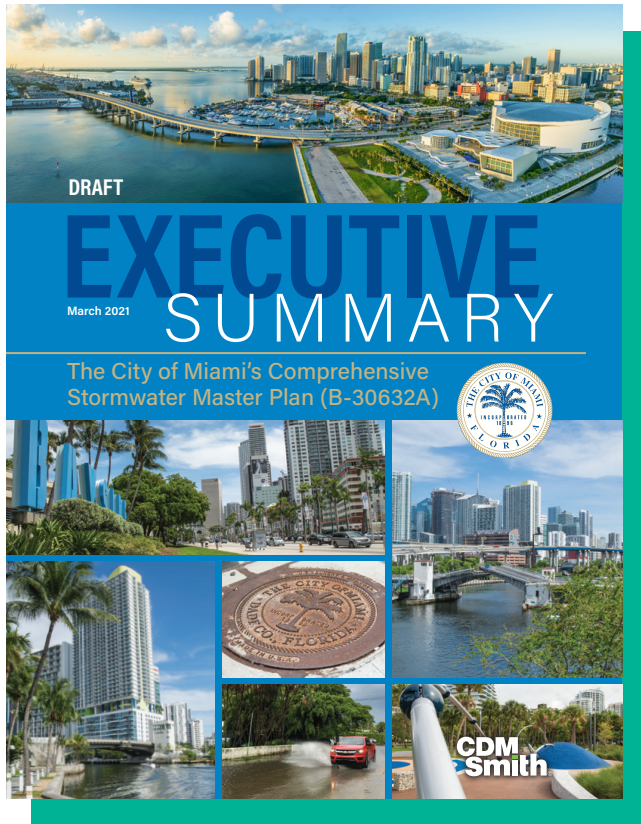
- » **Goal:** Refocus on priorities for recreation.

RELEVANCE TO THIS PLAN

The 2007 Parks Master Plan provides an important basis for analyzing the park system today, by understanding what improvements were implemented based on the plan’s recommendations over the last 15 years. Additionally, there are carryover recommendations from the plan that are still relevant and need to be addressed.

The plan advocated for expanding the concept of parks and recreation across the public realm, taking a “connected system” approach. This vision continues to be relevant as cities across the nation seek to better integrate public greenspace into new development and ensure that all major public infrastructure projects include a recreation element.

THE CITY OF MIAMI'S COMPREHENSIVE STORMWATER MASTER PLAN (2021)



Miami historically has experienced significant flooding from rainfall and tidal events, and due to ongoing changes in land use from redevelopment, increasing sea levels, and extreme rainfall, flooding is expected to continue to be a major issue. This plan was created to “protect public safety and infrastructure from local and regional flooding while meeting regulatory requirements which protect the environment.”

THEMES / ANALYSIS

The plan provides the structure to establish a GIS-database, stormwater model, and capital improvement program (CIP), as well as a policy framework to mitigate flooding, improve water quality, and the strengthen the shorelines from tidal storm inundation.

- Components (Project Phases)
- Data Collection and Evaluation Phase
- Stormwater Modeling Phase
- Sea Level Rise Evaluation and Resiliency Consideration Phase
- Capital Improvement Program Phase

RECOMMENDATIONS / VISION

Of the following stormwater management opportunities and needs in the CIP, two of the 6 directly reference installation in parks:

- **Exfiltration systems:** These straight-forward and modular systems that serve to infiltrate stormwater into the porous, surficial aquifer can be installed whenever park or landscape improvements are implemented.
- **Recharge/Discharge Wells**
- **Green Infrastructure:** the use of natural planted systems to collect, store, treat and infiltrate stormwater can be implemented in parks. In addition to improving chronic flooding areas, these systems also can reduce the use of previous potable water for irrigation.
- **Backflow Preventers**
- **Pump Stations**
- **Seawalls**

Two CIP alternatives are described that include specific projects related to parks in their initial phase:

- **Latin Quarter and Henderson Park Stormwater Flooding Improvements and Lawrence Pump Station Upgrades (Est. \$58M)**
- **Jose Marti Park Seawall, Shoreline, and Flood Improvements (Est. \$37M)**

Of the overall “Near-Term Resiliency Planning and Actions,” one recommendation represents the opportunity for large-scale nature preserves:

Preserving or Creating Natural Coastal Wetlands: Several published reports have shown the benefit of “nature-based” coastal defenses such as mangroves and wetlands abilities to reduce inland property damage from surge flooding during storms. Creating, protecting, and strengthening natural infrastructure living shorelines such as coral reefs, oyster reefs, and marshes are the first lines of defense. The primary natural shoreline protection mechanism is their inherent ability to dissipate wave energy and block surge flow similar to the effect of artificial defenses such as seawalls. By comparison, natural or nature-based coastal defenses can be cost-effective, self-maintaining, and adaptable to changing conditions including sea level rise, and work in harmony with the natural environment. Southeast Florida’s coral reefs, beaches, dunes, wetlands and coastal forests provide a habitat for indigenous wildlife and are understood to be an integral part of the diverse mix of attractions that anchors the region’s tourism and real estate-driven economy and are part of the goals of the Southeast Florida Climate Compact. (p. 5-4)



RELEVANCE TO THIS PLAN

Parks will be a critical component of the success of the SWMP plan. Adding new stormwater management facilities in parks, including exfiltration, green infrastructure, and preservation and creation of wetlands all will need to occur to achieve the Levels of Service outlined in the plan. Additionally, new stormwater pump stations may be integrated into park spaces, both existing and new. Finally, public awareness is crucial to gain the trust, buy-in, and engagement into resiliency programs, and parks offer important spaces to provide the public with information about progress towards achieving the CIPs.

MIAMI FOREVER – CLIMATE READY (2020)



This climate adaptation strategy plan was created to align with, and build off, other climate adaptation plans created around the same time:

- Resilient305: a climate adaption strategy developed in partnership with Miami-Dade County and Miami Beach
- Regional Climate Action Plan 2.0 (Southeast Florida Regional Climate Change Compact)

THEMES / ANALYSIS

Miami faces numerous threats related to sea level rise and flooding, storms, and heat, all being exacerbated by climate change.

A few specific examples include:

- South Florida’s drinking water supplies are becoming more susceptible to saltwater intrusion as sea levels rise. (p. 2)

- Storm surge levels and rainfall during hurricanes are projected to increase as the climate continues to warm the atmosphere and ocean, and seas rise.
- Today Miami experiences approximately 130 days at or above 90° F(32.2°C) degrees per year, roughly 1/3 of the year. By 2080, this number is expected to increase to approximately 180 days per year. Due to Miami’s high humidity, the number of days with an extreme heat index (days where it feels over 90° F/32.2°C), is projected to grow and exceed any other city in the country by 2050. Miami currently has about 25 days a year that feel 104° F (40°C) or hotter. By 2050 that could increase to over 100 days per year. (p. 3)
- One sector that will be strongly influenced by climate change impacts is housing and development: property values are starting to reveal shifts in demand; National Flood Insurance Program will eventually move to risk-based insurance; and mortgage companies are beginning to take climate risk into account. (p. 3)
- Spending money on climate resilience pays dividends; return on investment ratios for climate adaptation projects range from 2:1 to even 10:1. (p. 3)

COMPONENTS

The strategy includes 8 principles, many of which include aspects that involve parks, greenspaces, and recreation:

1. Maximize multiple benefits
2. Use public resources efficiently and maximize partnerships
3. Incorporate local involvement in design and decision-making
4. Address equity
5. Utilize technology and innovation
6. Leverage and protect our natural systems
7. Create layers of protection by working at multiple scales
8. Design in flexibility and adaptability

The plan also lays out 5 goals, which, if implemented as

articulated, will “significantly reduce the increasing risks of flood, heat, and storm impacts over the next 40 years.”

1. Ensure Decisions are data-driven and human-centered
2. Inform, prepare, and engage our residents and businesses
3. Protect and enhance our waterfront
4. Invest in resilient and smart infrastructure
5. Promote adaptive neighborhoods and buildings.

RECOMMENDATIONS / VISION

The Action Plan is laid out in 4 Implementation phases:

1. Years 0-1
2. Years 2-3
3. Years 4-6
4. Years 7+

And includes 5 types of Actions:

1. **PLAN** development of a document or gathering of information intended to inform future initiatives
2. **POLICY** update or addition to a City policy or standard
3. **PROGRAM** creation or refinement of an on-going initiative that typically serves external stakeholders
4. **PROJECT** a one-time initiative to develop a specific deliverable
5. **PROTOCOL** revision or addition to the standard operating procedure, practices, or operations of a City Department

The following Actions are noted due to their listing of the Parks Department as a Lead, or one of the implementation Partners:

Goal 1

Phase 2 > PLAN

- (Partner) Consider integrating recommendations from MDC Biscayne Bay Task Force into policy, infrastructure, operations, and education.

Goal 2

Phase 1 > PLAN

- (Partner) Improve storm and extreme weather preparedness outreach by covering a more comprehensive list of topics in outreach, targeting vulnerable populations using a multi-media (including possible electronic message boards in key locations, mobile texts, flyers) approach, and leveraging partnerships to increase constituents reached.

Phase 1 > PROGRAM

- (Partner) Create a campaign to inform and encourage proper selection, planting and maintenance of trees, with an emphasis on tree maintenance during hurricane season.
- (Partner) Enhance existing educational anti-litter and cleanup programs and implement data-based policies from city-wide plastic pollution survey recommendations to reduce impacts of litter and plastic pollution.
- (Partner) Continue to provide CERT trainings and recertification courses on a periodic basis throughout distinct geographical areas of the City. Strengthen the CERT program by developing methods for CERT members to communicate with each other and the City, helping members organize teams both pre- and post-disaster, and update curriculum to include climate change hazard and risk information.

Phase 1 > PROJECT

- (Partner) Identify and assess City-owned sites to potentially serve as neighborhood resilience hubs, sites that will serve as central points of information, resource distribution (PODs), and refuge for City constituents before and after a disaster event, but also provide our constituents with year-round programming and social services. Begin storm hardening and installation of basic enhancements where funding is available.

Phase 1 > PROTOCOL

- (Partner) Promote Climate Resilience Committee meetings as a two-way engagement channel for

residents to learn about and advocate for resilience initiatives. Host meetings in different neighborhoods throughout the City to give more residents access.

Phase 2 > PLAN

- (Partner) Engage community to refine programming and physical enhancements desired at resilience hubs. Use gathered feedback to develop design and functionality criteria that will inform future programming, work orders, and RFPs.

Phase 4 > PROJECT

- (Lead) Complete network of resilience hubs at strategically selected City properties to prepare our communities for climate change impacts and accelerate recovery after disruptions. Continue physical and programming enhancements at all sites. (See Featured Action 2.3)

FEATURED ACTION 2.3 RESILIENCE HUBS

Resilience Hubs are community-serving facilities augmented to support residents, coordinate communication, and distribute resources, while enhancing quality of life. Hub sites will serve as central points of information and resource distribution (PODs) for City constituents before and after a disaster event but also provide our constituents with year-round programming, social services, and amenities that can connect them to economic opportunity and enhance public health and safety. This is an emerging concept in community resilience, inspired by historically successful community centers and pioneered by the Urban Sustainability Directors Network.

Goal 3

Phase 2 > PROJECT

- (Partner) Select and begin design work on 1-2 sites for a living shoreline demonstration project. Use these demonstrations to build partnerships and shared learning across agencies for new approaches to building resilience and supporting the health of Biscayne Bay.

Phase 2 > POLICY

- (Partner) Develop and build upon landscaping and vegetation standards that require native plantings for city swales and along waterfront areas that are more resilient to salt water, hurricanes, and extreme weather events.

Goal 4

Phase 1 > PROTOCOL

- (Partner) Leverage funding allocated from existing grants, Bond, and capital plan by pursuing matching Federal and State grant funds.

Phase 2 > PROJECT

- (Partner) Implement Tranche 1 of the Miami Forever Bond which includes basic flood mitigation projects such as back flow prevention valves, select drainage improvements, and planning and design for prototype projects on the Bay and the Miami River. (See Featured Action 4.1)

Goal 5

Phase 1 > PROTOCOL

- (Partner) Refine application and review process for Special Area Plans (SAP) and development on City-owned property to mandate engagement with surrounding community, evaluation of impacts on community and public infrastructure, and negotiation of public benefits.

Phase 4 > PLAN

- (Lead) Ensure every resident is able to access a park within a 10 minute walk by preserving and enhancing existing natural areas and expanding Miami's overall park space from 7% to 15%. Use Trust for Public Lands' analysis to inform and prioritize locations for new park acquisition.

RELEVANCE TO THIS PLAN:

As noted in each of the referenced Actions, the Parks Department is an integral partner in many of the initiatives, and lead on two of the Phase 4 (long-term) actions.

MIAMI FOREVER – CARBON NEUTRAL (2021)



City of Miami Greenhouse Gas Reduction Plan and Pathway to Carbon Neutrality by 2050



This is Miami’s Greenhouse Gas Reduction Plan (GHG) and a roadmap to achieve carbon neutrality by 2050 in the community, strengthen the local economy, and enhance climate justice. The Plan is focused on rapidly decreasing greenhouse gas emissions from sources within City of Miami’s jurisdiction, aiming to achieve a minimum 60% reduction in emissions from 2018 levels by 2035 and setting the City up to get as close to zero emissions as possible.

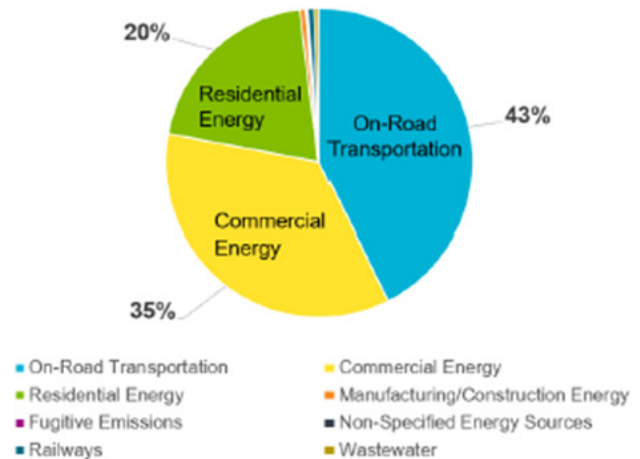
THEMES / ANALYSIS

Human-caused GHG emissions from activities like burning fossil fuels to produce electricity or driving cars are the primary contributors to global climate change. 70% of global carbon dioxide emissions (the primary human-caused greenhouse gas) come from cities, which means local governments must be leaders in their commitment to ambitious actions that drastically reduce emissions to avoid the worst impacts of climate change. Miami is a low-lying, subtropical, coastal city, which makes it susceptible to flooding due to sea level rise, impacts from intensifying tropical storms, and extreme heat. This

confluence of factors paired with population density and exposed assets makes greater Miami one of the most vulnerable areas to climate change in the world.

The plan establishes 2018 as the base year for an inventory of emissions, the starting point against which GHG Plan progress can be measured. Citywide emissions in 2018 totaled approximately 3.3 million Metric Tons of Carbon Dioxide, with the sources described in Fig. 1.

For comparison, these emissions are equivalent to the emissions of 717,684 passenger vehicles for one year.



COMPONENTS

The plan establishes a GREEN goal framework of five overarching goals, which includes four quantified objectives and five qualitative objectives:

- **G – Getting Around Miami**
 - » Objective: 15% less private vehicle trips compared to 2018 levels by 2035 (magenta wedge)
- **R – Renewable Energy**
 - » Objective: 100% carbon-free electricity by 2035 (orange wedge)
 - » Objective: 35% reduction in on-site natural gas emissions compared to 2018 levels by 2035 (light blue wedges)

- **E – Electric Vehicles**
 - » Objective: 40% of registered passenger vehicles are electric by 2035* (pink wedge)
- **E – Energy Efficiency**
 - » Objective: Improve energy efficiency in buildings to decrease overall energy consumption and support achievement of Goal 2: Renewable Energy (dark blue wedge)
- **N – New Economy**
 - » Objective: Grow the Green Economy Ecosystem
 - » Objective: Recruit and Retain Green Workforce
 - » Objective: Open Occupational Pathways
 - » Objective: Welcome and Support Green Industry

Miami’s GHG Plan actions were assessed using the C40 Cities Action Selection and Prioritization (ASAP) tool—a software tool that documents actions and provides outputs to support the climate action decision-making process through a comparison of action benefits and challenges. ASAP helps users assess the impact of actions based on multiple evaluation criteria, including primary benefits (e.g., GHG emissions reduction), co-benefits (e.g., public health and employment) and feasibility (e.g., costs). (p. 16)

Miami used ASAP to evaluate individual actions’ relative emissions reduction potential and their impact on nine co-benefit and feasibility criteria. The co-benefit and feasibility evaluation criteria were developed to align with community and City priorities (p. 16)

One of the Co-Benefits has particular relevance for the Parks Department:

- Greenspace and Green Infrastructure - Increase greenspace or green infrastructure conservation, creation, or regeneration.

NOTE: Greenspace is a principle considered across all actions, but no specific greenspace actions are included in this plan. For greenspace and tree canopy initiatives, see Miami Forever Climate Ready adaptation strategy.

RECOMMENDATIONS / VISION

The Action Plan is laid out in 3 Implementation phases:

1. Significant progress in years 1-3 (by end of 2024)
2. Significant progress in years 4-6 (by end of 2026)
3. Significant progress in 7 or more years (2027 and beyond)

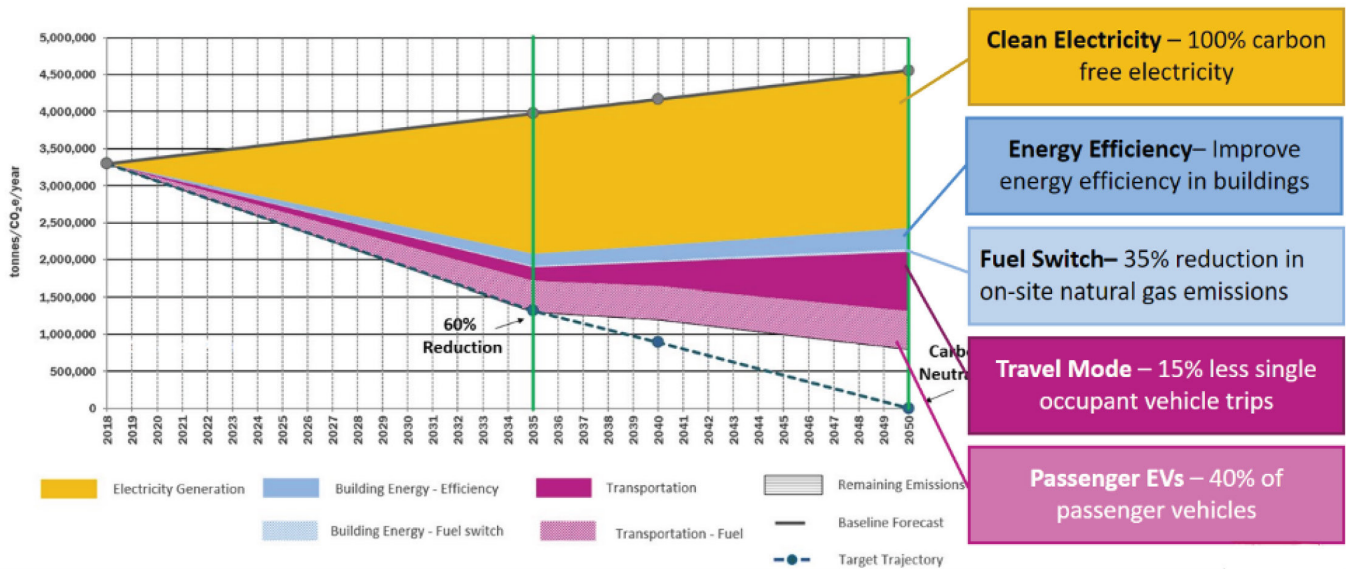
Each of the Goals include numerous Actions, each with Action Details. The following Actions are noted for their relevance to Parks and Recreation planning:

- **G-2:** Collaborate with Miami-Dade County and local advocacy groups to increase utilization of biking as a transit method by implementing the Bicycle Master Plan and expanding the number of protected, green bikeways.

As the County controls most public streets, collaboration is necessary for Miami to implement its Bicycle Master Plan. This action includes greening the bicycle network and installing shade, water fountains, and bike repair infrastructure along bike paths to improve rider comfort and safety.

- **G-10:** Improve pedestrian experience and safety through investments in sidewalks such as ADA compliance measures and increasing number of crosswalks, especially in low-medium income areas.

Increasing quality pedestrian infrastructure will encourage residents and visitors to walk to their destinations. Strategies include increasing the amount of shaded walkways and greening right-of-ways as well as completing the Baywalk and Riverwalk.



- **R-5:** Install solar and storage in public buildings or parking structures where feasible, prioritizing critical facilities.

Resilience Hubs can be used as solar pilot locations to showcase solar and storage systems within a facility designated to provide critical services during power outages. First step will be feasibility assessments for selected facilities.

- **EV-6:** Electrify 100% of public vehicle fleet, including trolleys by 2035.

The City will work with the Electrification Coalition and other technical support teams to develop an EV transition plan. The City will develop information on lessons learned through this process to share with private fleet managers. Emergency response vehicles have been excluded in the near-term, but they will upgrade when feasible.

- **E-3:** Require all new public buildings to be built to zero net energy standards starting in 2025.

Requiring all-electric, zero net energy new public building construction would help demonstrate the

feasibility of net zero construction in Miami and allow the City to lead by example.

- **NE-6:** Expand the Miami Summer Jobs Connect program to include internships that align with the new green economy.

Introducing Miami youth to green jobs, particularly jobs that offer living wages and long-term growth opportunities, early in their career can ensure that Miami has a supply of qualified workers to support green economic growth and climate action goals.

RELEVANCE TO THIS PLAN:

As noted in each of the selected Actions, the Parks Department will need to be a partner with other City agencies on many of the initiatives, and has the opportunity to be a driving force behind green jobs creation and green infrastructure implementation.

MIAMI RIVER GREENWAY ACTION PLAN (2001)



This plan considers the easternmost 5.5 miles of the Miami River for a variety of physical improvements. The study area extends along both sides of the river, up to 2,500 feet from the river at the longest point on either side.

THEMES / ANALYSIS

The following are the principal river greenway themes that emerged from meetings and analysis:

- “The Miami River is Our Home”
- “The Miami River is a Working River”
- “The Miami River is a Destination Landscape”
- “The Miami River is an Important Environmental Resource at Risk”
- “The Miami River is an Economic Resource”
- “The Miami River is Part of Our Heritage”

COMPONENTS

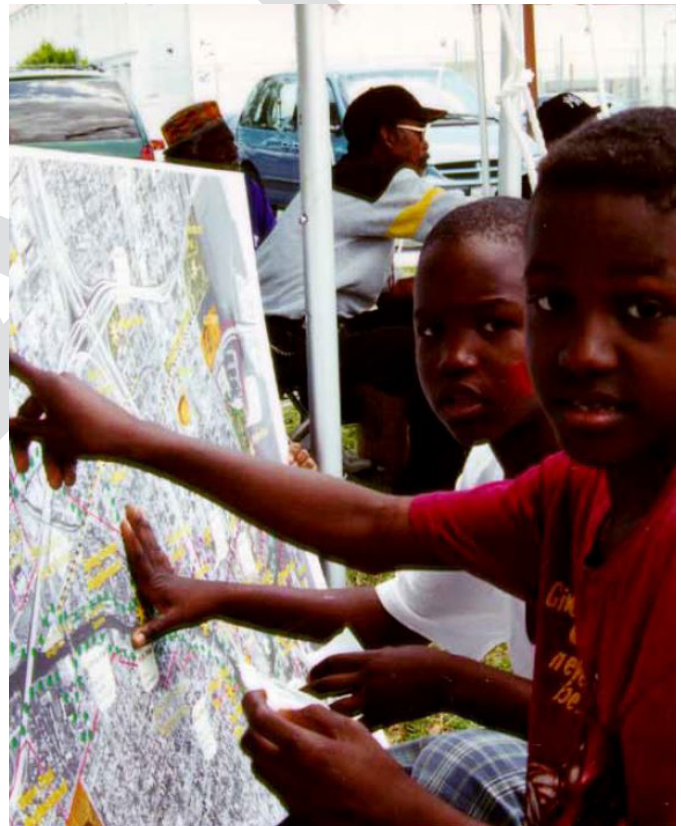
The plan defines three overarching concepts:

1. Three Distinctive Characters
 - a. Lower River
 - b. Middle River
 - c. Upper River
2. River Greenway Themes (see Themes above)
3. Goals and Objectives

RECOMMENDATIONS / VISION

The Development Program consists of five key elements:

1. Points of public entry or “gateways” to the river corridor;
2. A primary system of public land and water-based trails;
3. Improvements and enhancements to existing parks;
4. Improvements and enhancements to existing bridges and roadways; and
5. Improvements and enhancements to river channel banks.



RELEVANCE TO THIS PLAN:

The plan has led to new and improved greenspaces along the Miami River. As the Miami River continues to be a corridor for redevelopment, the plan serves as a guiding document.

Miami River Greenway Newsletter

Throughout the planning process for the Miami River Greenway, the consultant has published three issues of the *Miami River Greenway Newsletter* specifically for this project. More than 1200 copies of this newsletter have been distributed throughout the community. An example of the newsletter published by the Team is illustrated within this chapter. The newsletter has offered an explanation of the planning process, a summary of key recommendations, and the results of public comment. The consultant recommends continuing the newsletter during the development phase of the Greenway and transforming it into a permanent source of information about greenway events. Copies of the Greenway Newsletters are available at the Trust for Public Land and the Miami River Commission. The newsletter is also available for viewing by visiting www.tpl.org.

Miami River Greenway News

A Joint Project of the Trust for Public Land and Greenways Incorporated January 2000

Greenway Action Plan Underway

The Trust for Public Land, Miami office, and Greenways Incorporated have launched an action plan for developing a greenway along the Miami River. This promises to be different from previous plans because it is completely funded by private dollars, involves a variety of stakeholders, and will contain solid recommendations for actions to be taken.

A series of stakeholder meetings are taking place this winter to gather input from government officials, developers, shippers, neighborhoods, environmentalists, and other interested groups. Public education and partnership building are essential components of this planning process, and will continue with public workshops to be held in the spring. The final plan should be released in late fall of 2000.

The location and dates of these meetings will be available in the next edition of this newsletter.

What is a Greenway?

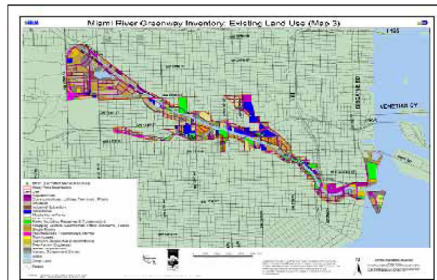
A greenway is:

- A way of connecting people and places along natural or man-made corridors;
- A linear feature that protects the natural, historic and social character of an area;
- A compilation of areas for people to play, walk, bicycle, socialize and relax.

How Will a Greenway Improve the River?

The Miami River Greenway will benefit everyone who lives, works, learns and plays near the River through:

- **Providing Safe Opportunities for Outdoor Recreation**—Public open space is limited near the River to-
- (Continued on Back)



The Action Plan will focus on the Miami River and adjacent lands, from Biscayne Bay to 42nd Ave. This map, produced by DERM, shows existing land use in the corridor.

Miami River Greenway News

A Joint Project of the Trust for Public Land and Greenways Incorporated March 2000

You Are Invited!

Public Workshops to be Held for Miami River Greenway Plan

Monday, April 3 at 6:30pm
Curtis Park
1901 NW 24 Avenue

Tuesday, April 4 at 6:00pm
Centro Mater Neighborhood Center
420 SW 4 Street

Wednesday, April 5 at 7:30pm
Trevet Lodge (in Spring Garden)
1170 NW 11 Street

Future of the River to be Discussed at Workshops

What do you think the Miami River should look like in ten years? Twenty years? What is important about the River that should be preserved? What types of improvements should be made?

The Trust for Public Land and Greenways Incorporated will be asking local residents to answer these and other questions during a series of public workshops on April 3, 4, and 5.

These groups have already been hard at work, meeting with local residents and developing a vision and goals for the Miami River Greenway. A framework for action will be based on these goals.



A boat drifting on the Miami River can be seen from the edge of Sewell Park.

Residents are urged to come to one of these workshops and learn about the Miami River Greenway Plan. Workshops will be given in English and Spanish.

Participants will be asked to comment on the draft Miami River Greenway Vision and Goals, as follows.

Vision & Goals

The Miami River is a valuable natural and historic resource and the *hamsiska* of our community. We envision the Miami River as an ecological system that serves to enrich the lives of residents throughout the Miami metropolitan area.

The Miami River Greenway will help to improve the future economic well-being of our community by:

- increasing public access to the waterway
- sustaining the "working river" maritime shipping industry
- restoring water quality in the river channel
- serving as an attractive destination for local residents and visitors
- encouraging appropriate adjacent land use
- fostering an ethic of stewardship for plants and animals native to the river landscape
- celebrating the multi-cultural ethnicity of our community

Miami River Greenway News

A Joint Project of the Trust for Public Land and Greenways Incorporated March 2001

Action Plan Completed



Ambitious Program of Action Featured in Final Report

Final recommendations have been completed for the Miami River Greenway Action Plan. The Trust for Public Land, in partnership with Greenways Incorporated, has unveiled an ambitious and aggressive development program for the Miami River Greenway. These recommendations have been advanced to the Miami River Commission for final approval. The Action Plan defines strategies for:

- sustaining the "working river" maritime shipping industry;
- restoring water quality in the river channel through dredging and revegetation of stream banks;
- improving land use along the river to serve as an attractive destination for local residents and visitors;
- completing sections of the Miami Riverwalk in the lower sections of the river channel;
- completing bicycle and pedestrian facilities in the middle and upper river sections to link neighborhoods to the river;
- developing new public parkland and neighborhood gateways to improve access to the river.

The plan includes detailed strategies for funding proposed improvements. The plan also provides direction for op-

erations, maintenance, security and safety programs the river greenway system. An aggressive five year action plan is outlined in the report document. It is envisioned that several different local partners will be involved with project development activities.

The action plan report has been reviewed an approved several local organizations throughout the Miami Metro area, including:

- Miami Urban Development Review Board
- Miami Parks Advisory Board
- Miami Planning Advisory Board
- Miami-Dade MPO Bicycle Advisory Committee
- Waterfront Advisory Board
- Historic and Environmental Preservation Board

To learn more about detailed recommendations featured in the Action Plan report, see the reverse side of this newsletter. To obtain a digital copy (Adobe Acrobat reader required) of the final action plan report please contact Lavi Fresman with the Trust for Public Land.

MIAMI RIVER COMMISSION MIAMI'S 21ST CENTURY PARK



Miami's 21st Century Park An Integrated System of Parks and Greenways along the Miami River

The Miami River Commission's (MRC) adopted strategic plan, the *Miami River Corridor Urban Infill Plan*, recommends providing additional greenspace where feasible, increasing tree canopy, beautifying beneath bridges, and creation of the Miami River Greenway. The following report outlines several potential opportunity sites to bring these recommendations to fruition. Creating new parks and greenspace are critical components to improving quality of life and our natural environment. Expanding the parks and greenways along the Miami River provide an opportunity for the City of Miami to create a single integrated "Central Park" system. The Miami River Greenway will become a destination landscape for tourists and residents alike, connecting the River's multi-cultural neighborhoods, parks, and providing public access to the riverfront. The MRC has partnered with the City of Miami, Miami-Dade County, the State of Florida, Congress, the Trust for Public Land and the private development community in recently creating six new waterfront parks, and we look forward to continuing this mutual effort.



This plan provides recommendations that emerged out of the Commission's adopted strategic plan, Miami River Corridor Urban Infill Plan (2002). The report outlines 17 potential parks and greenspace opportunities, ranging from small landscaping and art projects to large park facilities on both County-owned and FDOT land.

RELEVANCE TO THIS PLAN:

Discussions with Brett Bibeau of Miami River Commission resulted in updated recommendations for greenspace opportunities in the Miami River corridor (see Chapter 4 - Recommendations + Vision).



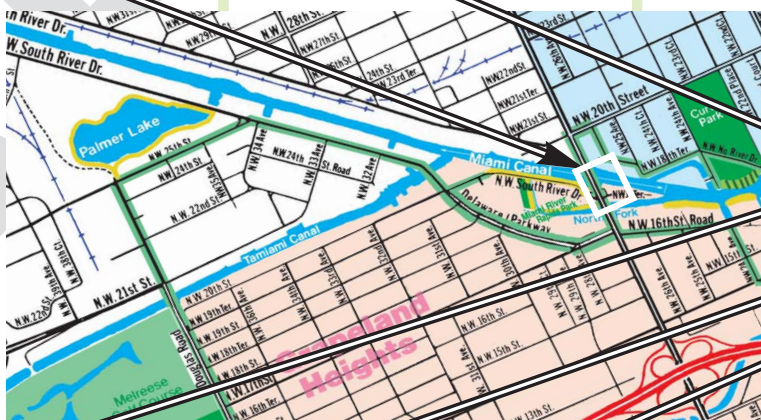
Provide public accessibility to the Miccosukee Tribe-owned historic limerock caves located at 1750 NW South River Drive (26,345 square feet), which is across S. River Drive from Sewell Park. Sewell Park may feature kayak use along the Lawrence Canal to the limerock cave area. Inside existing Sewell Park, remove the second of two fences which blocks public access to 1/3 of the Park, construct restroom facility and guardhouse at park entrance, install historical markers, repair existing water fountain and pedestrian paths.



Construct riverwalk on FDOT-owned public right-of-way adjacent and beneath the north shore of the 27 Ave Bridge, with landscaping, decorative lighting, and a mural, to connect with planned riverwalk at Aguacalara development. Create new pocket park to the south east of the 27 Ave Bridge, along the north shore of the North Fork.



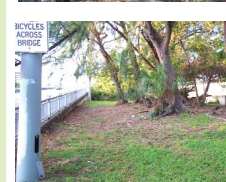
Create major park on County-owned parcel at 1407 NW 7 St, featuring improved riverwalk, landscaping, decorative benches, playground, and fencing for adjacent King High housing.



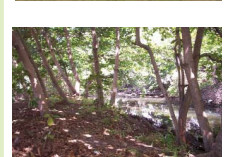
Paint mural and landscape beneath the north shore of the 22 Ave Bridge.



Construct Riverwalk on County-owned public right-of-way adjacent and beneath the north shore of the NW 17 Ave Bridge, with landscaping, decorative lighting and a mural, to connect with the riverwalk section planned at 1690 NW North River Drive. Create pocket park on County-owned public right-of-way on the south east side, of the bridge.



Expand Fern Isle Park to the north shore of the South Fork, onto a portion of the 366,121 square foot Police Benevolent Association property. The existing Tamiami Swing Bridge may be relocated to this location as a pedestrian bridge, linking Fern Isle Park with the expanded park area. Construct Greenway along both shores of the South Fork, remove fences blocking public access to the waterfront, and improve the western portion of Fern Isle Park.





Facility on property at ... lighting, and Robert ... facility.



Create pocket park on County-owned easement on South River Drive and NW 2 St. by removing fence, installing landscaping, bench, and decorative lighting.



Create pocket park on Bellsouth owned easement on South River Drive and NW 1 St. by removing fence, installing landscaping, bench, and decorative lighting.



Consider creating a new riverfront park on the north shore between Flagler and the 1st ST Bridge. The area would include the historically designated East Coast Fisheries structure. The potential new greenspace would include a riverwalk, landscaping, historical marker and decorative lighting. The FDOT-owned public right-of-way beneath and adjacent to the east side of the Flagler Bridge should be improved with landscaping, decorative lighting, mural, and fence removal, which block public access to the existing pedestrian staircase. An on-road Greenway along North River Drive will break ground in 2006.



Beautify FDOT-owned public right-of-way on both shores beneath and adjacent to the 1st ST Bridge, via constructing the riverwalk, landscaping, decorative lighting, murals and remove fencing blocking public access to existing pedestrian staircase. Adjacent on-road Greenway along South River Drive is currently under construction, and will break ground along North River Drive in 2006. New and planned developments and restaurants are immediately adjacent.



Remove fences and construct riverwalk with landscaping, decorative lighting, and a mural, on County-owned right-of-way beneath and adjacent to the South Miami Ave Bridge, to connect the new riverwalk section immediately east of the Bridge at "One Riverview Square" office building, with the "Wind" residential development's riverwalk section currently under construction immediately west of the Bridge. Utilize approved County Bond funding to reduce the loud noise generated on the bascule spans when vehicles cross the Bridge.



Construct Riverwalk along both shores on Miami Dade Expressway Authority and City of Miami-owned public right-of-way, with landscaping, decorative lighting, and way-finding signage. The Riverwalk would connect with existing riverwalk on the south shore, immediately east of I-836, and planned riverwalk on the north shore immediately west of I-836 at the approved "Miami Rivertown" mixed-use development.



Construct Riverwalk along both shores on FDOT-owned public right-of-way located beneath and adjacent to the planned new NW 12 Ave Bridge, with landscaping, decorative lighting, and murals.



Create riverfront park immediately west of approved Royal Atlantic development, featuring riverwalk, landscaping, decorative lighting and way-finding signage. The potential new park area would be directly east of the proposed Miami River Urban Design Center.

Construct Riverwalk along both shores on FDOT-owned public right-of-way located beneath and adjacent to the planned new NW 5 ST Bridge, with landscaping, decorative lighting, and murals. Congress appropriated \$2.7 million for this purpose in the FY '06 transportation bill.



Beautify Jose Marti Park area beneath I-95, via constructing riverwalk extension, with landscaping, decorative lighting, benches, etc., to connect the existing riverwalk to the west of I-95 in the Park with the funded on-road greenway exiting the Park onto SW 3rd Ave. The City of Miami owns this property.



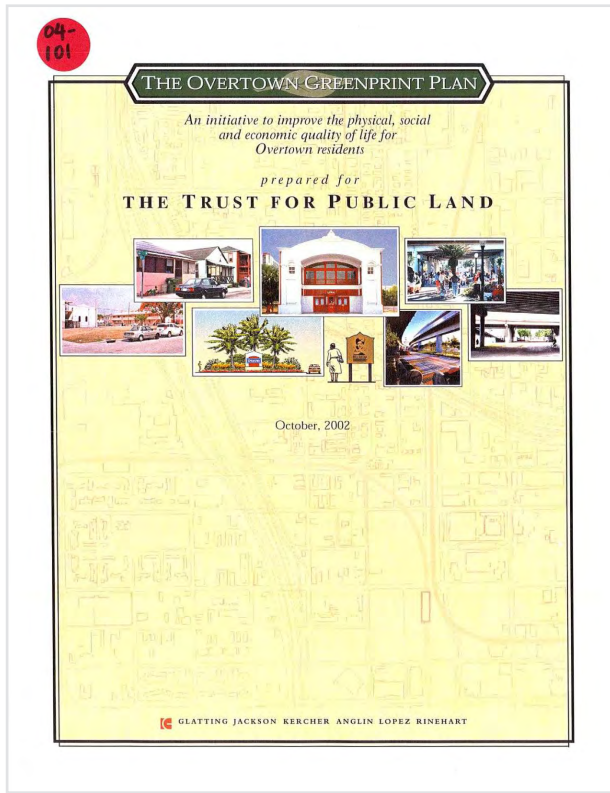
Extend the "Beethoven Promenade" two additional blocks north, to the river's south shore, along the existing pedestrian path. On the north shore provide Greenway connectivity between the existing publicly accessible riverwalk at the FPL utility site, proceeding east beneath Metro-Rail, to connect with the riverwalk section under construction at "Ivy" and "Wind" developments. In addition, beautify the existing pedestrian path proceeding north beneath the Metro-Rail to SW 3 ST with additional landscaping, decorative lighting, and the removal of all fences. Miami-Dade County owns this property.



Create a Miami Circle Visitors Center immediately adjacent to the Circle site, on Florida Department of Transportation (FDOT) owned public right-of-way, beneath the south side of the Brickell Bridge. This area may include necessary accommodations such as restrooms, water fountains, historical exhibits, and perhaps a small cafe area.



OVERTOWN GREENPRINT PLAN (2002)



Overtown is one of Miami's most historic neighborhoods, but beginning in the 1960s, it suffered from freeway construction, disinvestment, and high poverty rates. This plan aims to develop an interconnected system of urban open spaces including parks, green spaces, plazas, gardens, sidewalks and bikeways, that are needed to meet residents' daily recreation, social and living needs and are critical to neighborhood vitality. This system of public improvements is intended to stabilize and reinvigorate the neighborhood and demonstrate a community commitment that will attract essential private reinvestment.

RECOMMENDATIONS / VISION

- **Renovation of Existing Community Parks:** to make them more inviting, attractive and useful for Overtown residents

- **Development of Greenways:** linear parks that connect the neighborhood with other important landmarks, activity centers and resources in Overtown and surrounding communities
- **Development of Gateways and Community Gardens:** to beautify the community, to reinforce its unique identity, and to encourage community involvement
- **Development of New Community Gathering Spaces:** Overtown Market for green produce, crafts shows and other marketplace activities; and Overtown Green for special events and festivals
- **Redevelopment of Major Community Pathways:** with shade trees, streetlights, wide multipurpose paths and/or bike lanes, to provide safe, functional bicycle/pedestrian corridors throughout the community
- **Development of New Neighborhood Parks:** to ensure that every resident has convenient access to open space and recreation facilities
- **Enhancement of Existing Sidewalks:** to provide a safe, shaded, interconnected system
- **Highlight and Support the Overtown Segment of the Black Heritage Trail:** to educate and inform residents and visitors about Overtown's rich historic and cultural heritage through the use of interpretive signs, exhibits, public art, music, markers and existing buildings

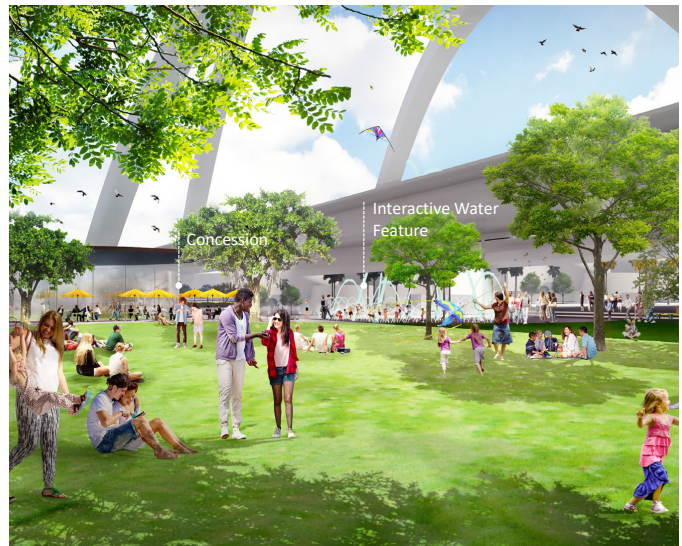
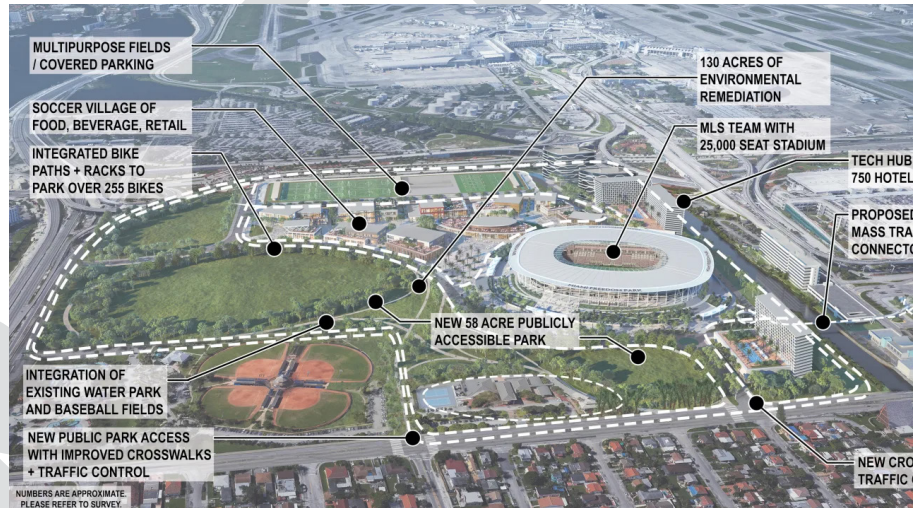
RELEVANCE TO THIS PLAN:

As noted in the plan, the development of an interconnected system of parks is considered to be an integral part of the stabilization and reinvigoration of the neighborhood.

The websites related to the following initiatives, as well as relevant planning documents and reports, were also reviewed:

- Virginia Key Master Plan(s)
- The Underline
- Miami Freedom Park
- The I-395 Underdeck

RELEVANCE TO THIS PLAN:
 Each of these proposed projects are an integral park of the City of Miami parks and recreation system and will be integrated into the analysis and recommendations of the plan.



1.2.DEMOGRAPHIC CONTEXT

Miami has a well-earned reputation as a cosmopolitan city, consistently ranking as the major US city with the largest percentage of foreign-born residents. Since its founding, Miami has been a diverse and rapidly growing city, with residents arriving from throughout the United States, and particularly from the Caribbean and Latin America.

The characteristics and distribution of Miami’s residents provide critical insights related to the potential that this plan has for improving the quality of life of residents in the city.

This section is an overview of the key findings from the analysis of specific demographic attributes—each with specific relevance for parks and recreation planning—including:

- POPULATION CHANGE
- POPULATION DENSITY
- AGE
- RACE
- ETHNICITY
- INCOME
- POVERTY
- SOCIAL VULNERABILITY

In this analysis, many of the demographics are mapped at the Census Tract level, which provides a highly localized look at conditions across the city. Certain attributes were also calculated per Commission District, which allows residents and politicians to make direct comparisons between the City’s political divisions.



GROWING DIVERSITY

Miami has long been one of America's most diverse cities, and projected population growth is expected to continue adding residents from a wide range of ethnic origins.

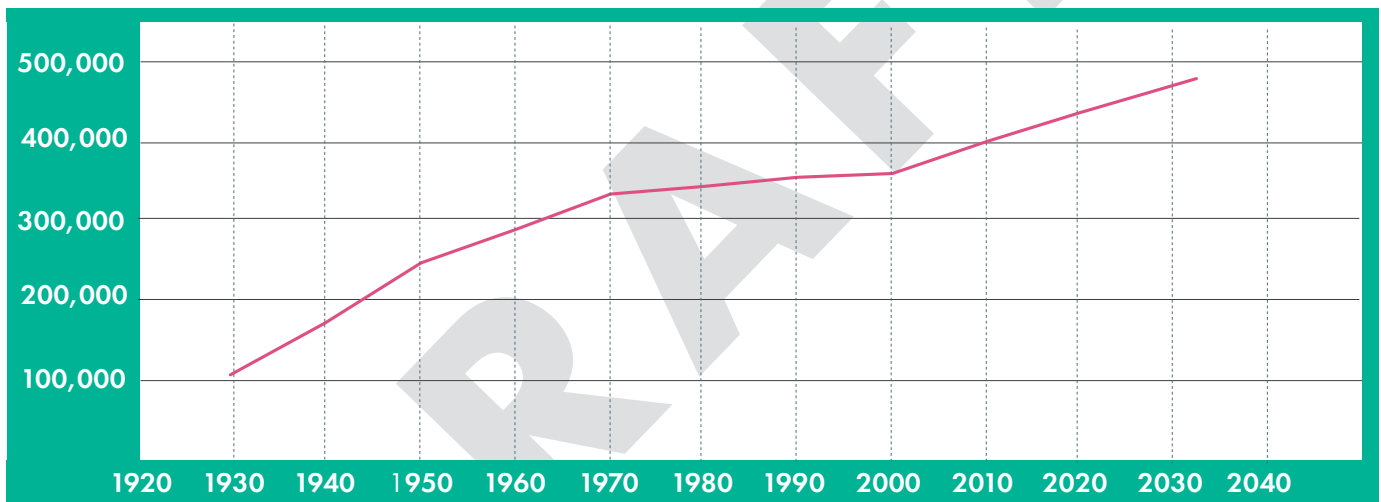
POPULATION CHANGE

Population change is a primary factor to consider in parks and recreation system planning. A growing population typically suggests a need to expand parks and recreation services, in order to maintain or improve the levels of service that have already been experienced by residents in recent years.

Miami’s historical population growth, while continuous, has not been consistent. It has occurred in waves, with certain decades experiencing significant increases. For the first half of the 20th century, Miami’s growth was significant, with a 274% increase in population from 1920-1929, for example. From 1970 to 2000, growth slowed, rising only 3.5%, 3.4%, and 1.1% per decade, respectively.

Since 2000, however, growth has increased above 10% in each decade, well above the national rate of 7.4%.

Since 2010, four of the City’s five Commission Districts have grown (see chart below), with District 2 projected to nearly double in population by 2032. In contrast, District 4 has lost population, and while it is projected to grow in the next 10 years, it is not projected to reach its 2010 population.



Notably, in 2010 District 4 had the highest population and District 2 the lowest. By 2022 these statistics had been reversed.

As seen in the map on the opposite page, the Census tracts with the largest projected growth are all in District 2, including a tract with over 100% growth. Other tracts with growth over 50% are located in Districts 3 and 5 along the boundary with District 2.

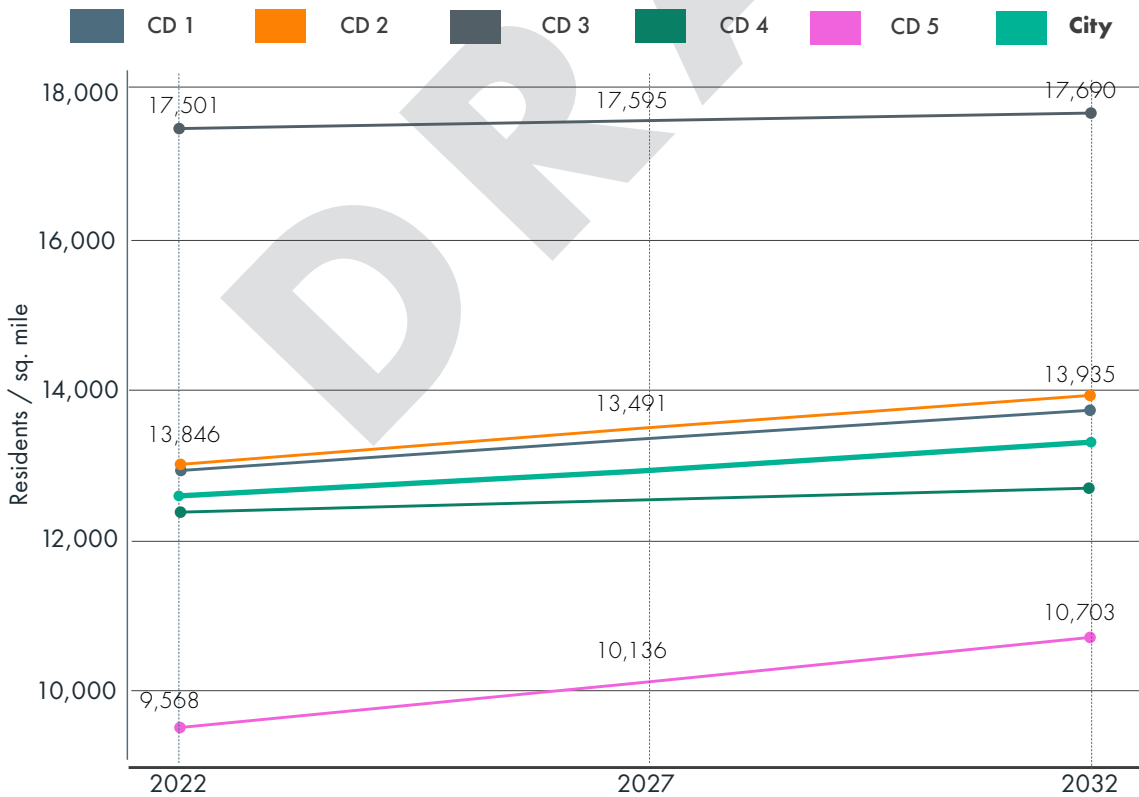
	2010	2022	2027	2032	Total Change 2010-2032	Percent Change 2010-2032
Commission District 1	78,884	89,478	92,125	94,772	15,888	20%
Commission District 2	58,505	100,202	103,616	107,027	48,522	83%
Commission District 3	85,560	88,150	88,624	89,103	3,543	4%
Commission District 4	94,264	87,582	88,508	89,429	-4,835	-5%
Commission District 5	82,242	90,325	95,681	101,039	18,797	23%
City	399,455	455,737	468,554	481,370	81,915	21%

POPULATION DENSITY

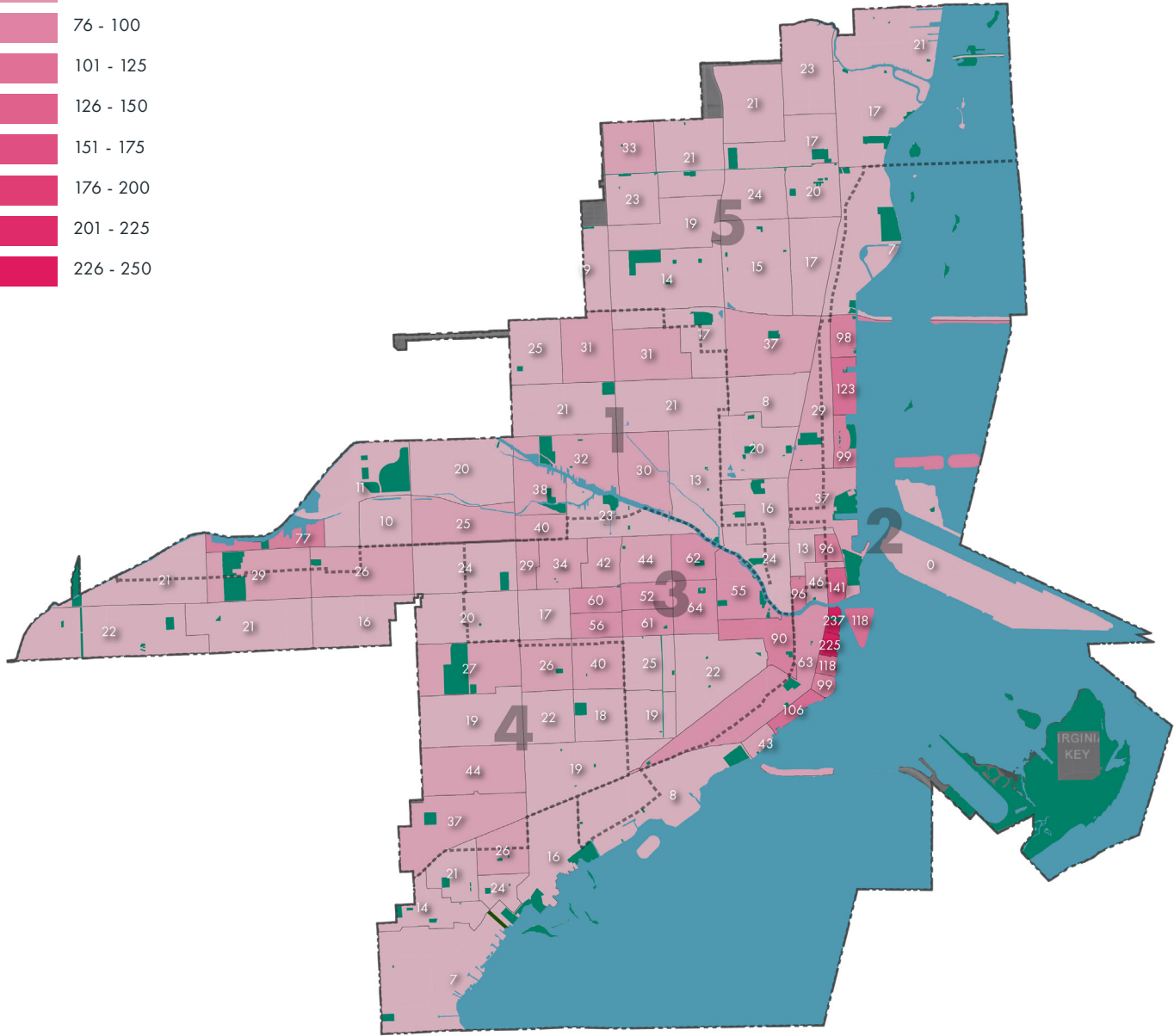
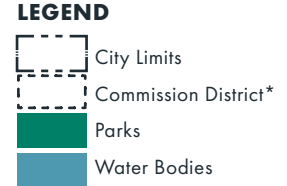
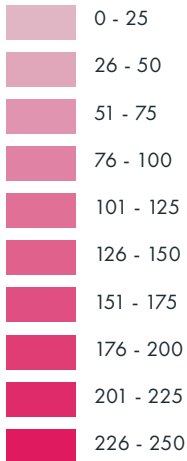
Population density is also an important factor to consider in parks and recreation system planning because it influences how residents enjoy parks and recreation services. Areas with higher population densities have more residents living in a defined geographic boundary. This typically creates a larger demand both for park land generally, along with more demand for specific recreation facilities, like ballfields, as well as specific programming.

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

As seen in the chart below, District 3 currently has the highest average density of residents per square mile. District 5, which has the lowest density among Districts, is expected to have the largest increase over the next 10 years.



**POPULATION DENSITY
(RESIDENTS PER ACRE)(2030)**



Source: City of Miami

*Commission Districts are accurate as of January 1, 2023

As shown in the map above, most Census tracts are projected to have a density of 20-30 people per acre by 2030. However, certain tracts in District 2 will have significantly higher densities, including a few tracts with over 200 people per acre.

AGE

The types of programs and recreation facilities that a community provides its residents are directly related to the age distribution of the community's population.

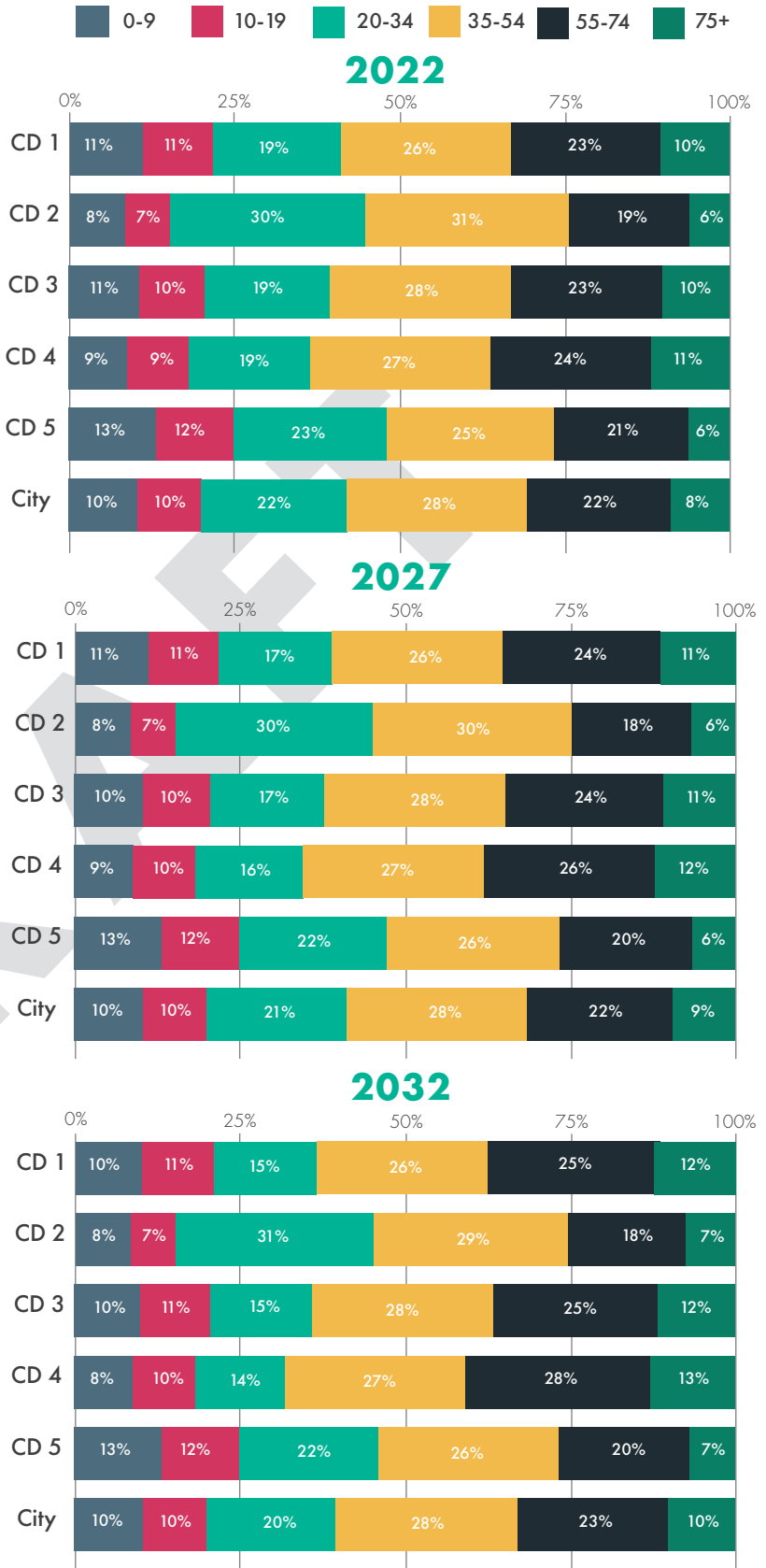
Communities with a high concentration of residents ages 0-9 and 10-19 for example, may have a higher need for youth activities such as before school or after school care programs and youth athletics. These communities may also require more playgrounds and athletic fields.

Communities with a high concentration of residents ages 65 and older on the other hand, may require more senior related activities, such as senior leisure programs, health related services, senior center space, and transportation services to transport seniors from activity to activity.

Age distribution by six age groups (0-9, 10-19, 20-34, 35-54, 55-74, and 74 and older) was analyzed for the City and each Commission District for 2022, and projected for 2027 and 2032. Age distribution was also mapped for the year 2022 for the same age groups.

This analysis suggests that Miami has a dominant middle-aged (35-54) population, with secondary skews towards young adults (20-34) and older adults (55-74). As of 2022, the Census estimates that the middle-aged population comprises 28 percent of the City's overall population, with young adults and older adults both at 22 percent.

The charts below show that as of 2022, in every district, the 35-54 segment is the largest percentage. The single largest segment across all areas is in District 2, with 35-54-year-olds



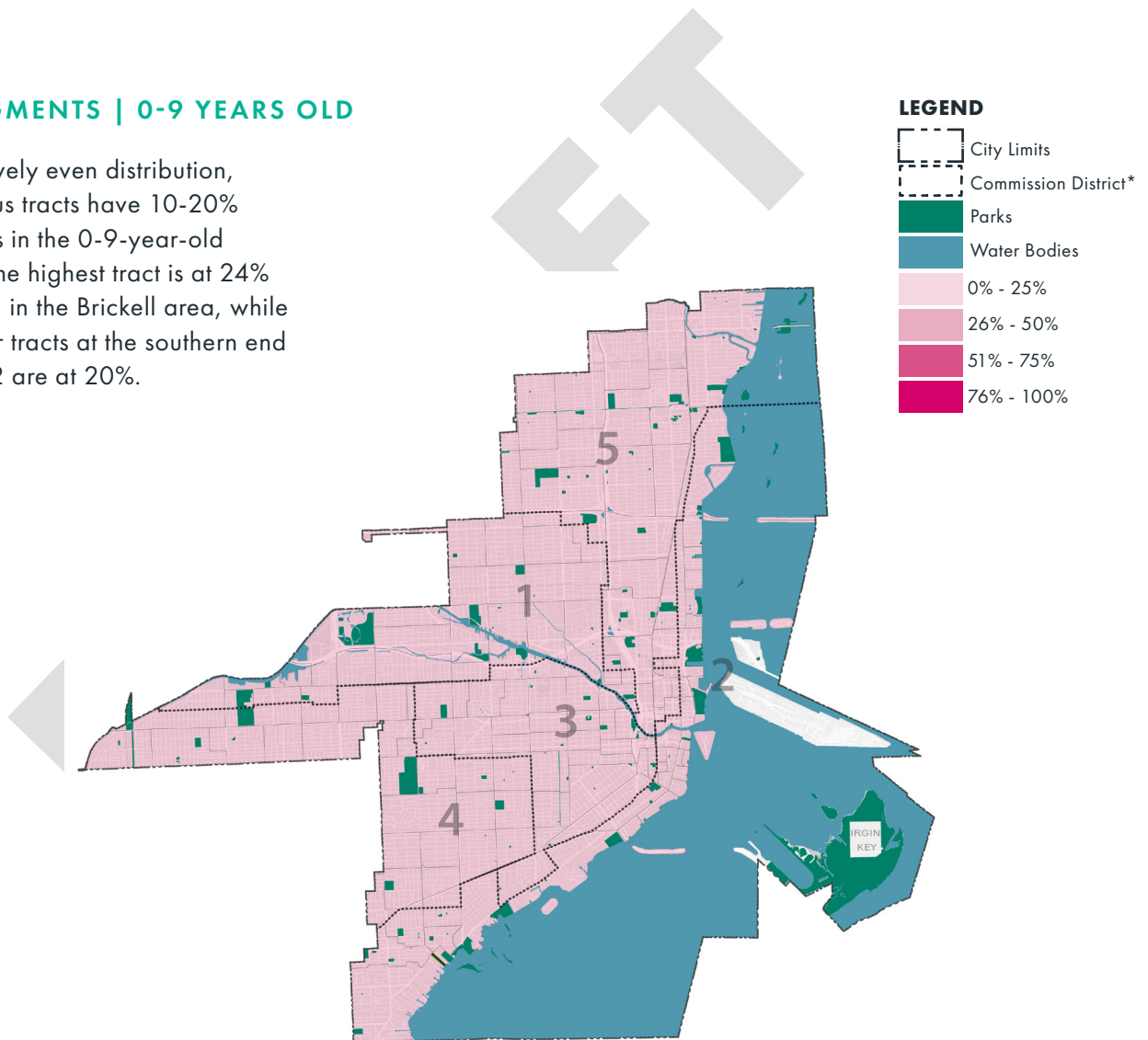
at 31%. Other significant segments are in District 4, which has the largest segment of 75+ at 11% and in District 5, the percentage of residents 0-19 is 25%, equal to the 35-54 segment.

Looking ahead over the next 5 and 10 years, in all Districts and Citywide the 75+ segment is projected to grow, reaching 13% of the population in District 4. In all districts but District 2, the percentage of 20-34-year-olds will decline, including citywide, projected to drop from 22% to 20%. One of the largest growth segments is expected to be 55-74-year-olds in District 4, rising from 24% to 28%.

Across the city, the 0-9, 10-19, and 35-54 segments are expected to remain mostly even.

AGE SEGMENTS | 0-9 YEARS OLD

With relatively even distribution, most Census tracts have 10-20% of residents in the 0-9-year-old segment. The highest tract is at 24% in District 2 in the Brickell area, while a few other tracts at the southern end of District 2 are at 20%.

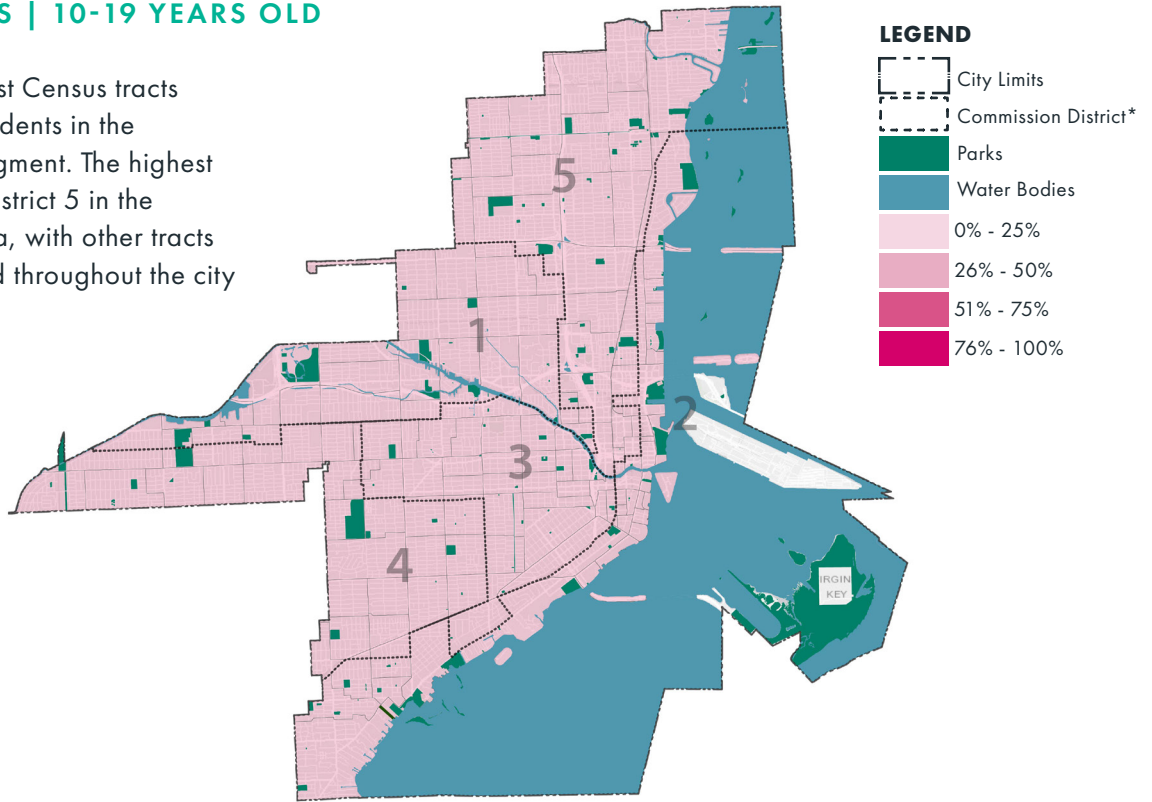


Source: US Census - 2020 ACS, 5-year (2015-2019)

*Commission Districts are accurate as of January 1, 2023

AGE SEGMENTS | 10-19 YEARS OLD

Across the city, most Census tracts have 0-10% of residents in the 10-19-year-old segment. The highest tract is at 21% in District 5 in the Liberty Square area, with other tracts near 20% scattered throughout the city

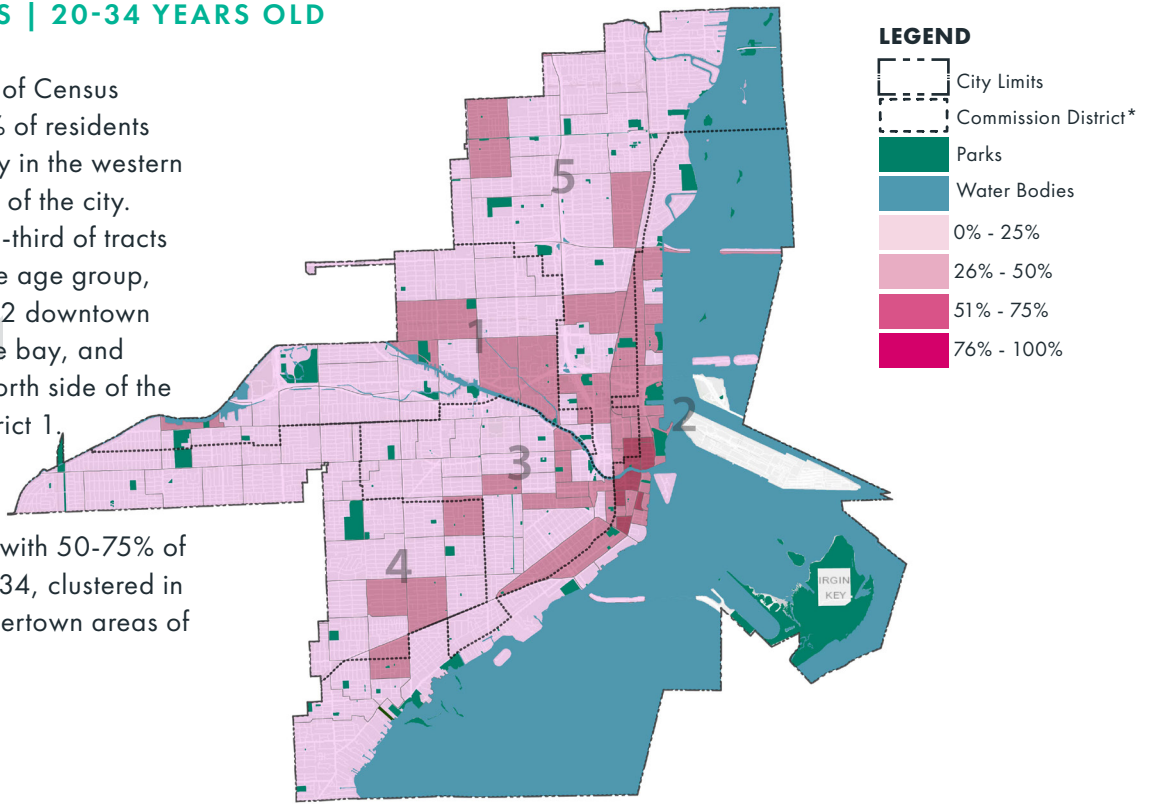


Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

AGE SEGMENTS | 20-34 YEARS OLD

Roughly two-thirds of Census tracts have 10-25% of residents aged 20-34, mostly in the western and northern areas of the city. Approximately one-third of tracts have 25-50% in the age group, centered in District 2 downtown and north along the bay, and extending on the north side of the Miami River in District 1.

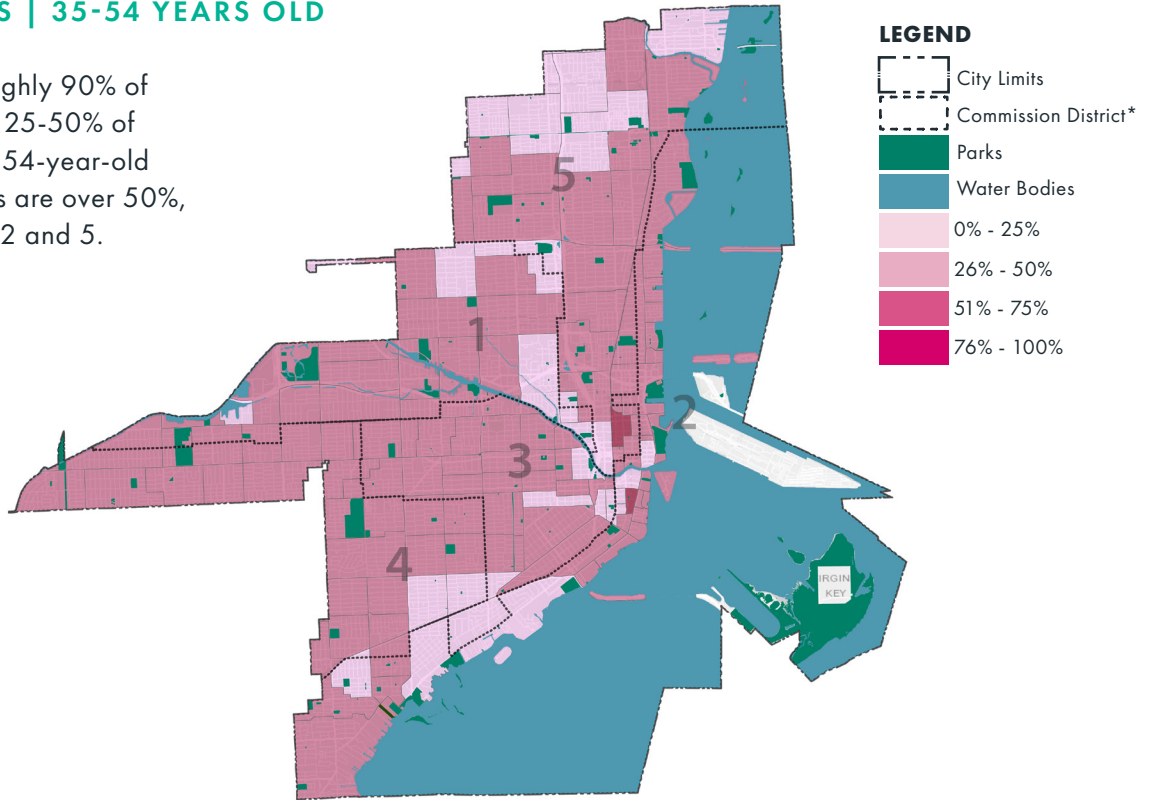
There are six tracts with 50-75% of residents aged 20-34, clustered in the Brickell and Overtown areas of Districts 2 and 5.



Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

AGE SEGMENTS | 35-54 YEARS OLD

Across the city, roughly 90% of Census tracts have 25-50% of residents in the 35-54-year-old segment. Two tracts are over 50%, located in Districts 2 and 5.

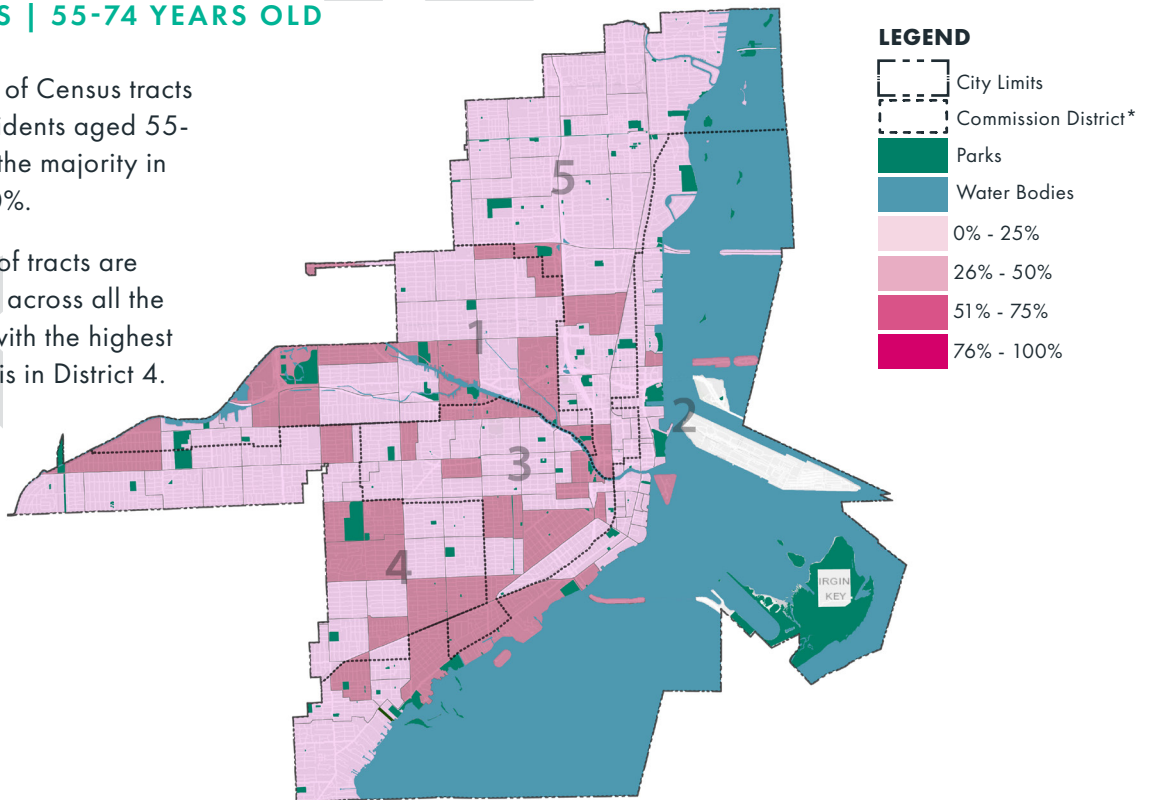


Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

AGE SEGMENTS | 55-74 YEARS OLD

Roughly two-thirds of Census tracts have 0-25% of residents aged 55-74 years old, with the majority in the range of 10-20%.

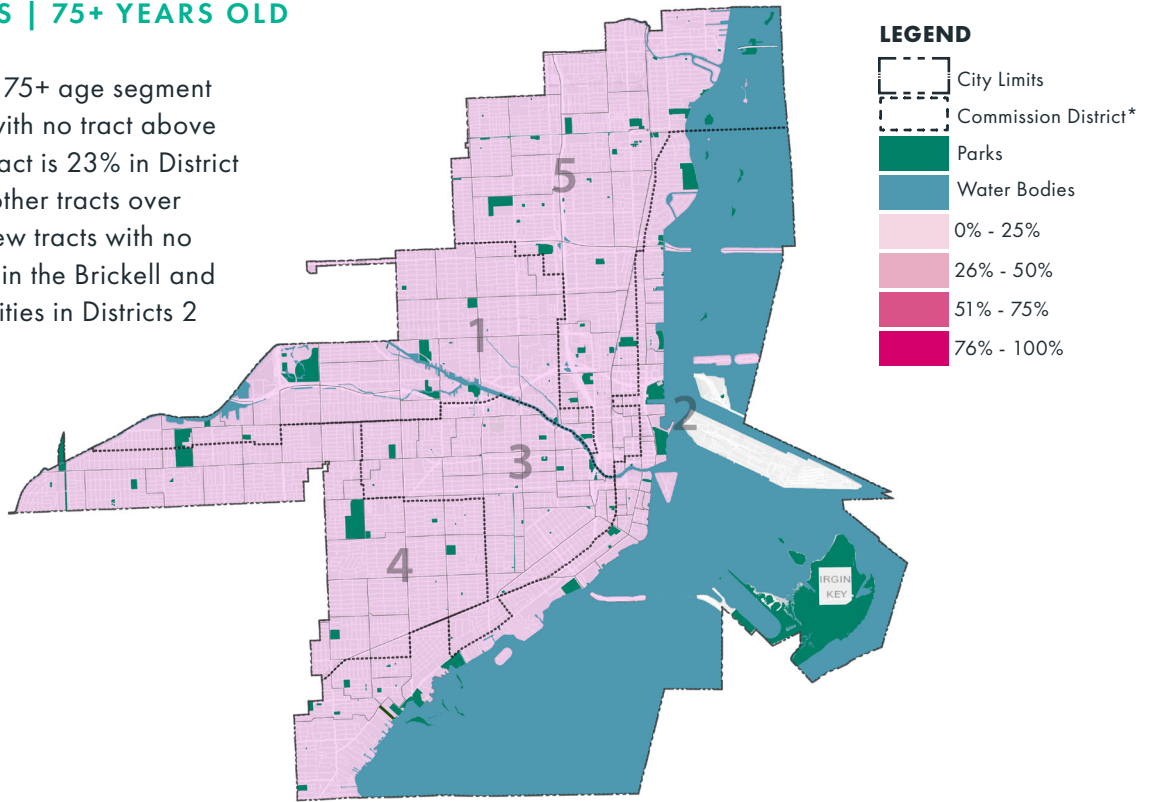
Roughly one-third of tracts are 25-50%, scattered across all the Districts. The tract with the highest percentage (37%) is in District 4.



Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

AGE SEGMENTS | 75+ YEARS OLD

Across the city, the 75+ age segment occurs at 0-25%, with no tract above 25%. The highest tract is 23% in District 4, which includes other tracts over 20%. There are a few tracts with no residents age 75+, in the Brickell and Overtown communities in Districts 2 and 5.



Source: US Census - 2020 ACS, 5-year (2015-2019)
*Commission Districts are accurate as of January 1, 2023

DRAFT



Photo: Sandra DeLuca Developmental Center



A CULTURE OF SERVICE

The Department works hard to serve the full spectrum of Miamians, including residents of all ages and abilities.

Photo: Esther Armbrister Park

RACE + ETHNICITY

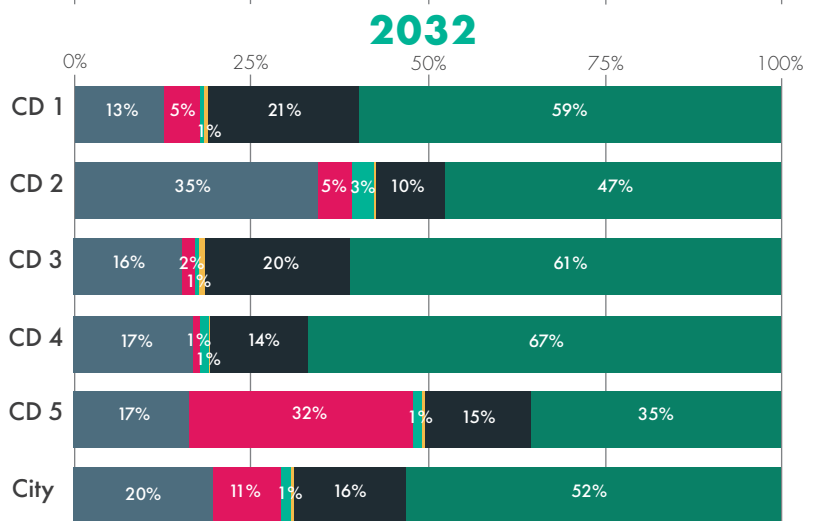
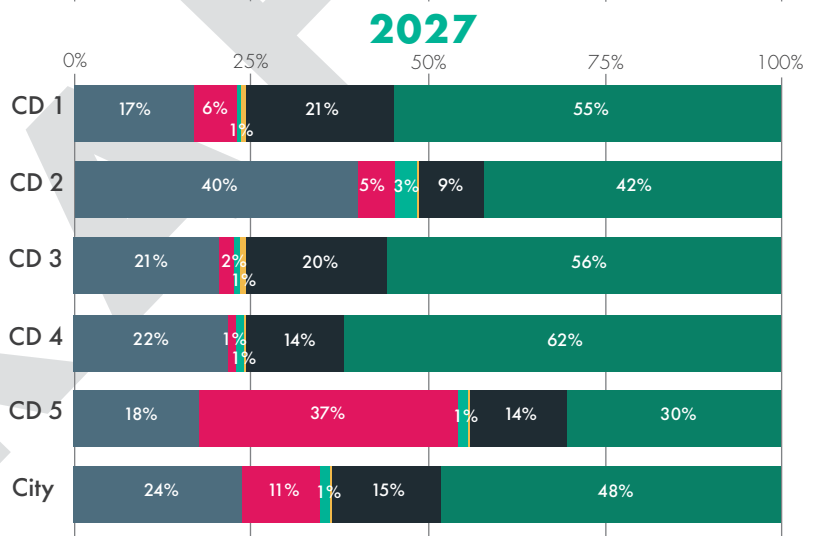
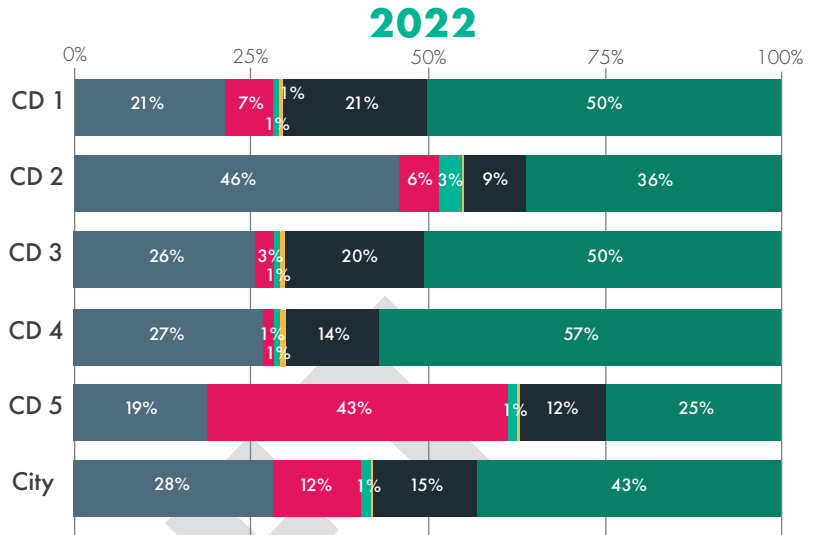
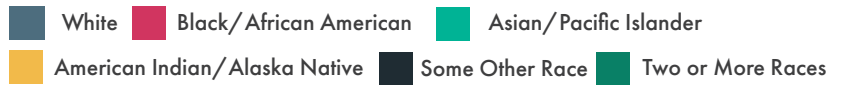
Race and ethnicity can be relevant indicators of recreation program and facility needs and desires. Various academic studies have shown that individuals' preferences towards specific park settings, activities, or amenities can vary by racial category.

Additionally, Miami's diversity presents opportunities to celebrate and memorialize past and present figures and cultural keystones that make the city and its communities unique.

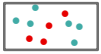
Race and ethnicity were analyzed for each Commission District and citywide based on 2022 data and projected for the years 2027 and 2032. These demographics were also mapped for the year 2022.

The analysis demonstrates that Miami is very diverse, both racially and ethnically (based on Census data standards, this analysis includes 6 categories of race, which the Census separates from the ethnic category of Hispanic or Latino). Miami also has a high non-native born population, with roughly one out of two adult residents having been born outside the US. Residents identifying with 2 or more racial groups is the largest single category citywide, and in Districts 1, 3, and 4. In District 2, White (46%) is the largest category and in District 5 Black/African American (43%) is the largest.

However, racial groups are relatively segregated, with areas including over 75 percent of each group concentrated in different parts of the city.



RACE

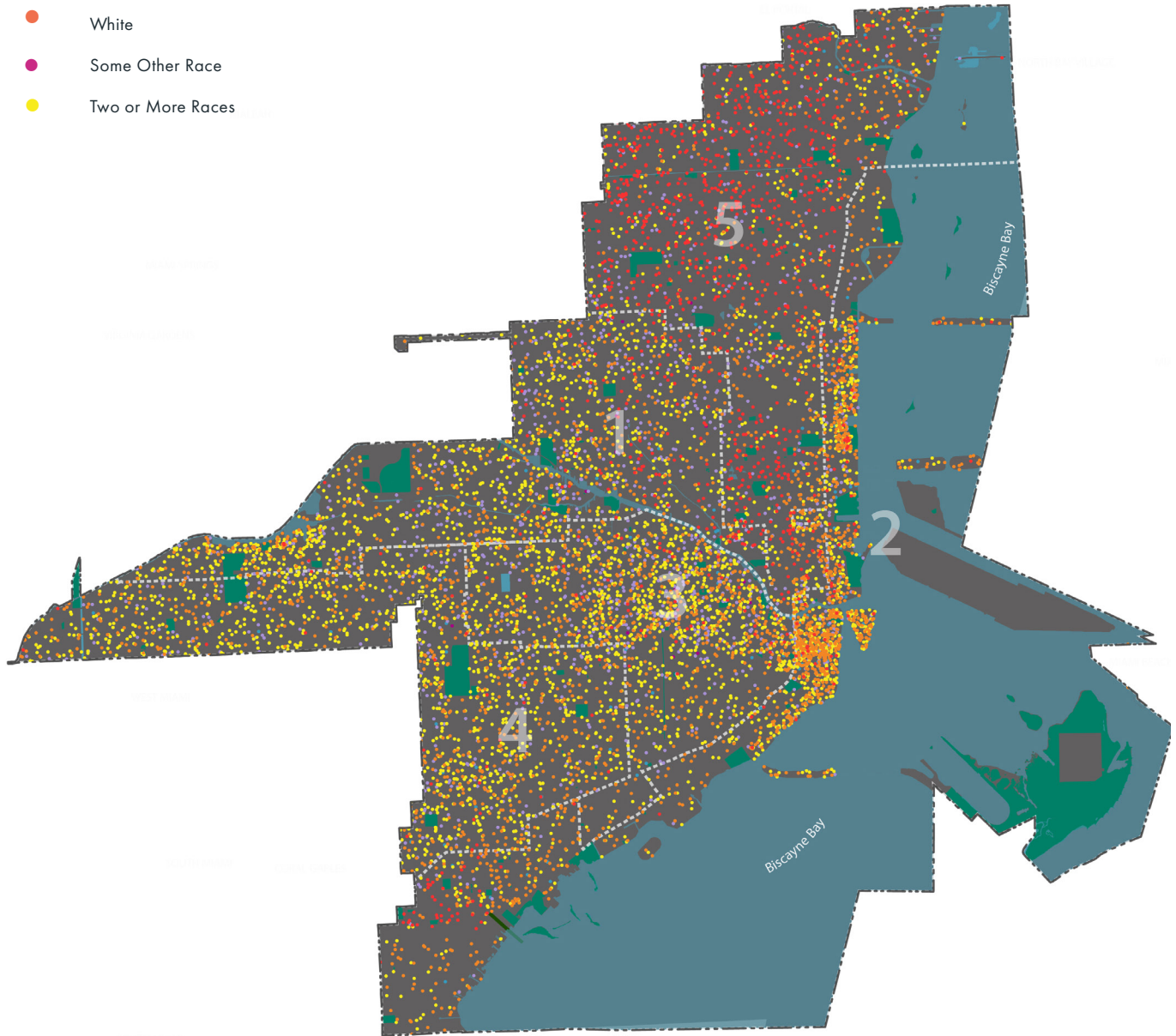


1 Dot = 50 people

- American Indian/Alaska Native
- Asian/Native Hawaiian/Pacific Islander
- Black/African American
- White
- Some Other Race
- Two or More Races

LEGEND

- City Limits
- Commission District*
- Parks
- Water Bodies



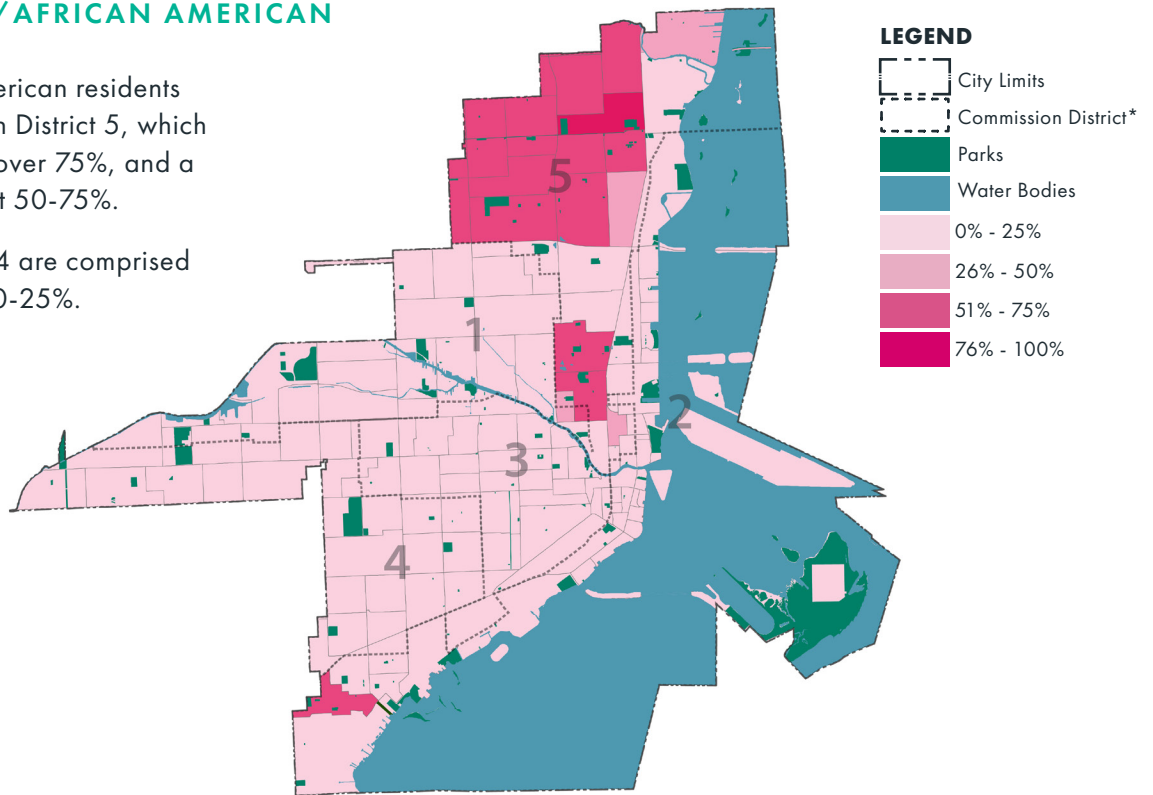
Source: US Census - 2020 ACS, 5-year (2015-2019)

*Commission Districts are accurate as of January 1, 2023

RACE | BLACK/AFRICAN AMERICAN

Black/African American residents are concentrated in District 5, which includes one tract over 75%, and a majority of tracts at 50-75%.

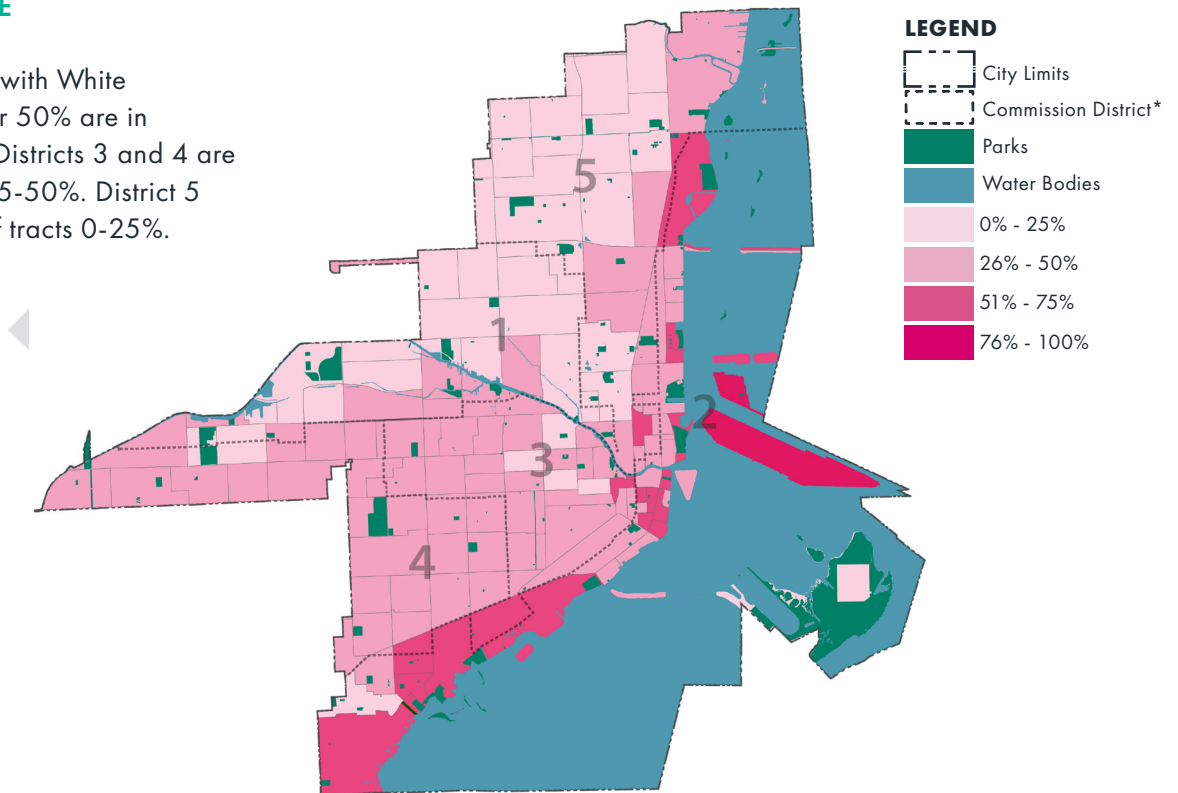
Districts 1, 3, and 4 are comprised mostly of tracts at 0-25%.



Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

RACE | WHITE

Nearly all tracts with White percentages over 50% are in District 2, while Districts 3 and 4 are predominately 25-50%. District 5 has a majority of tracts 0-25%.

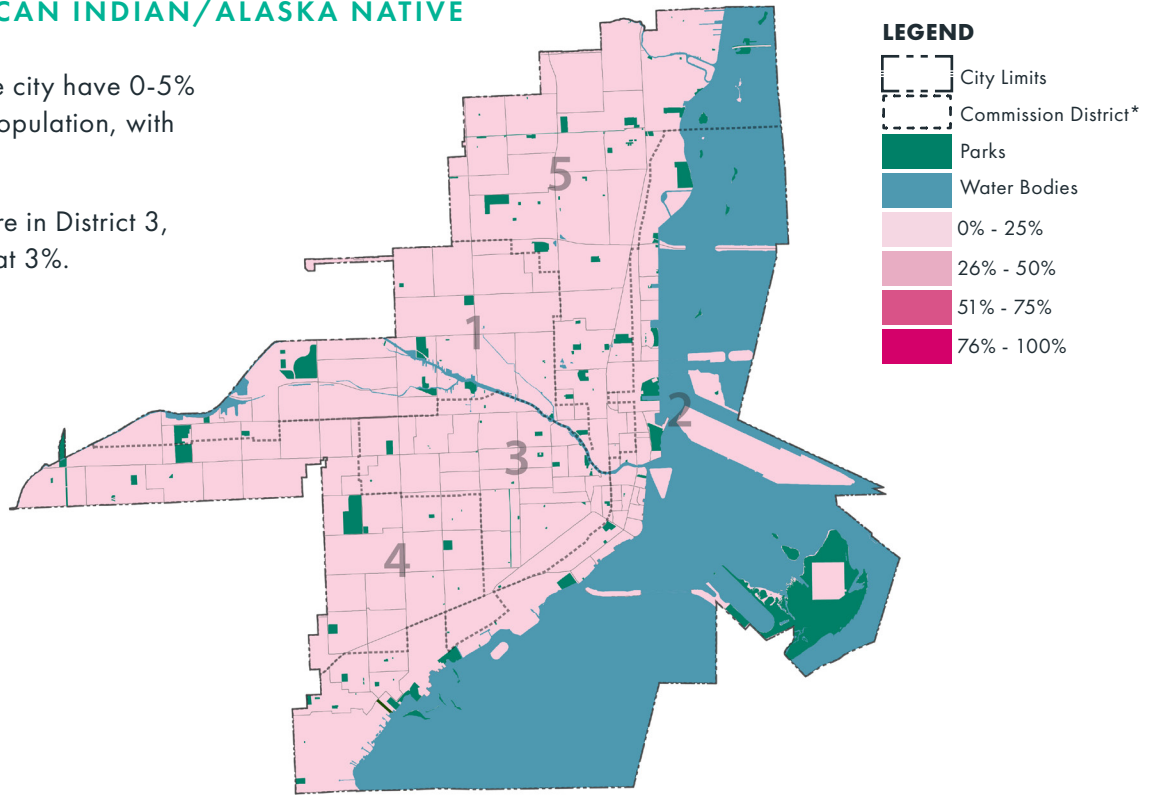


Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

RACE | AMERICAN INDIAN/ALASKA NATIVE

All tracts across the city have 0-5% American Indian population, with many tracts at 0%.

The highest rates are in District 3, where one tract is at 3%.

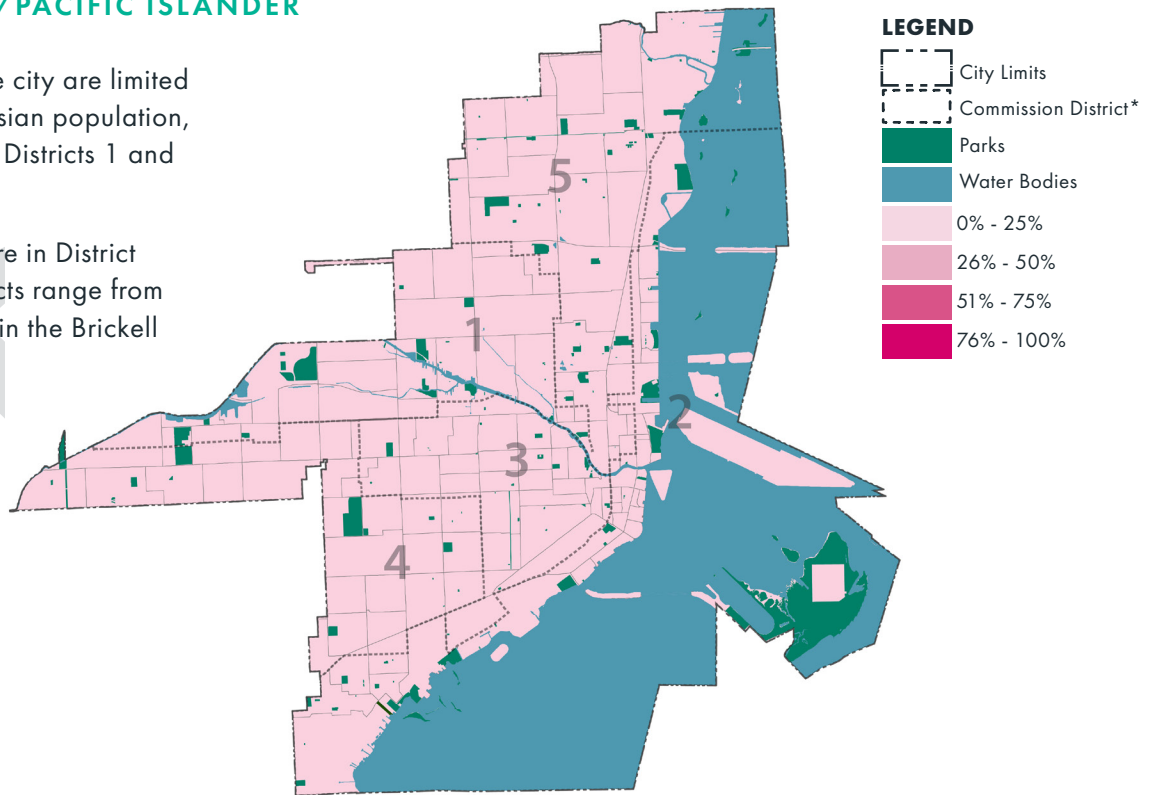


Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

RACE | ASIAN/PACIFIC ISLANDER

All tracts across the city are limited to less than 10% Asian population, with many tracts in Districts 1 and 5 at 0%.

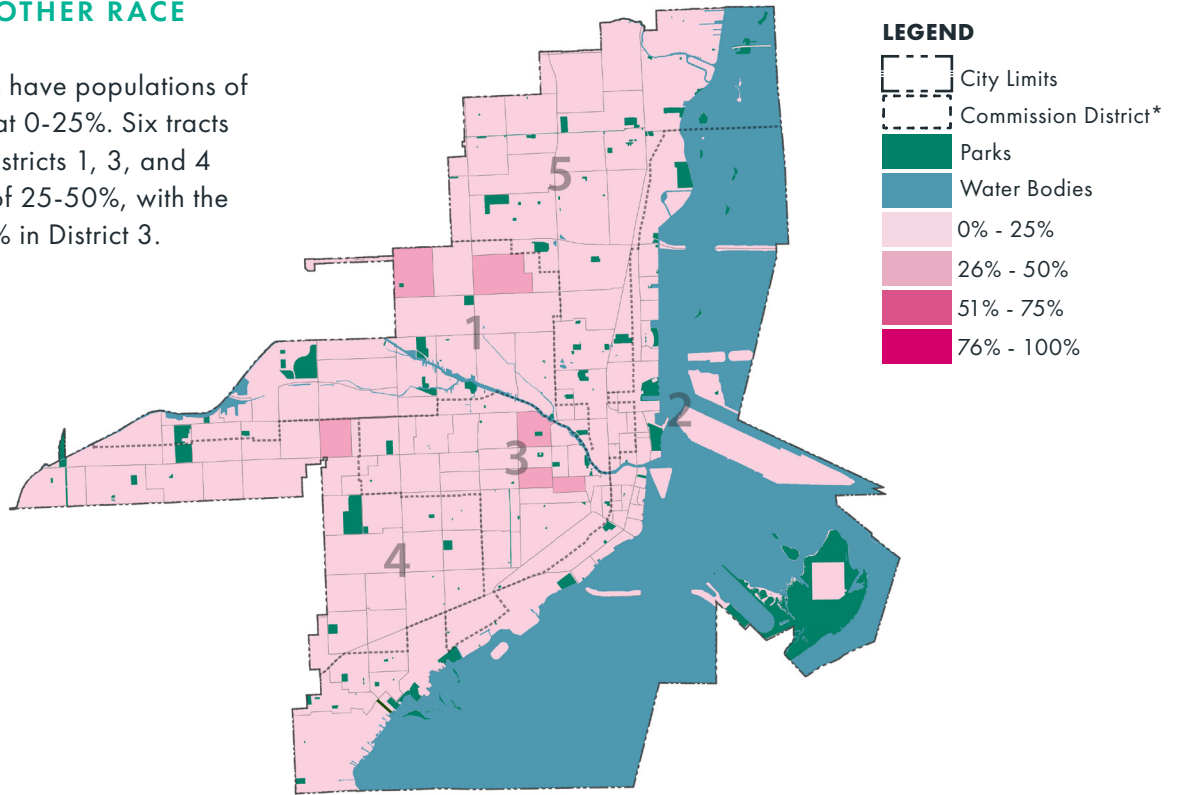
The highest rates are in District 2, where many tracts range from 5-7%, specifically in the Brickell area.



Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

RACE | SOME OTHER RACE

Over 90% of tracts have populations of Some Other Race at 0-25%. Six tracts scattered across Districts 1, 3, and 4 have populations of 25-50%, with the highest tract at 28% in District 3.

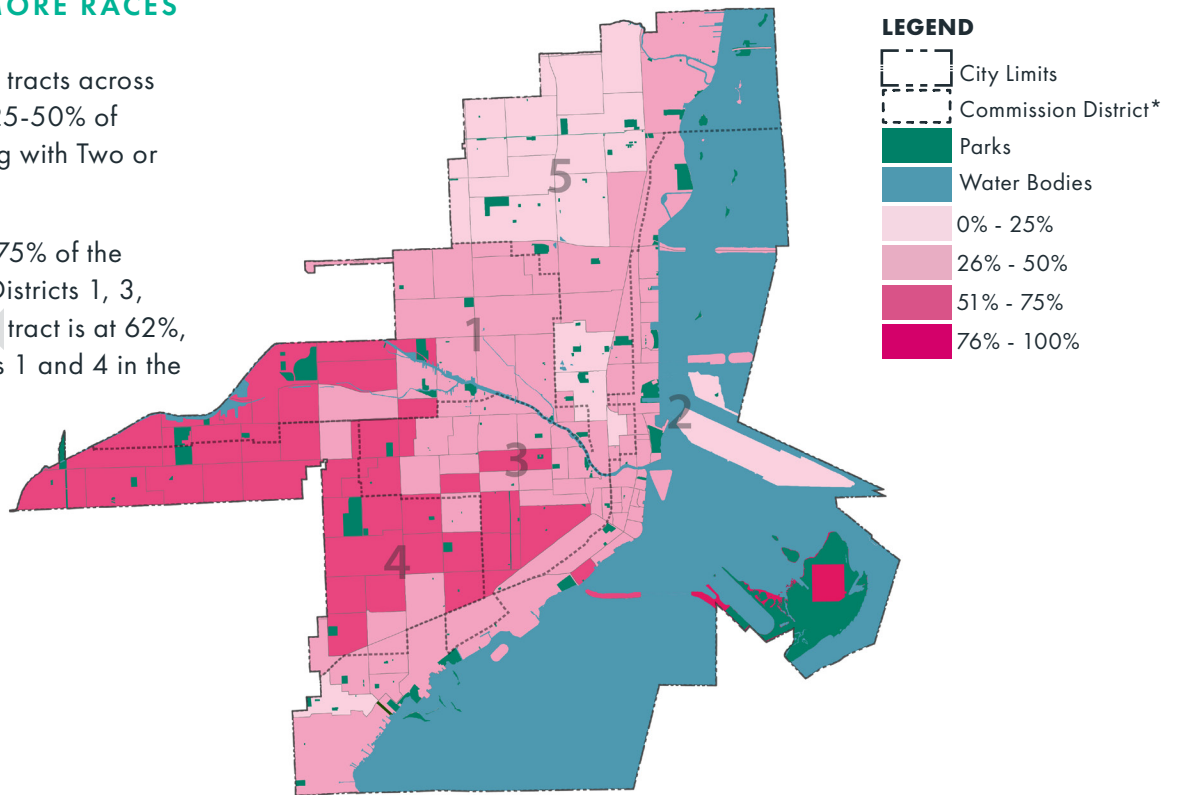


Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

RACE | 2 OR MORE RACES

A slight majority of tracts across the city consist of 25-50% of residents identifying with Two or More Races.

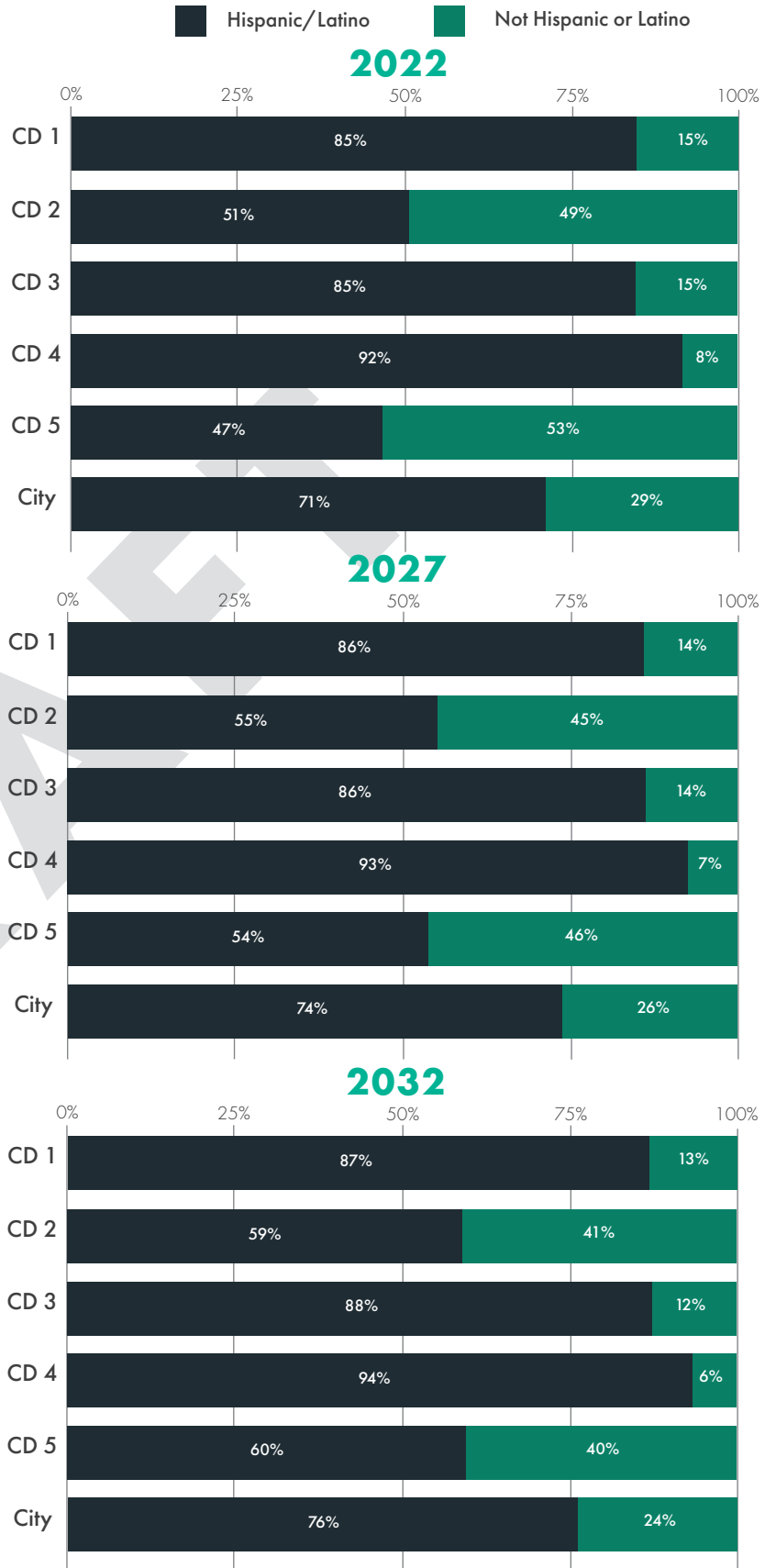
The tracts with 50-75% of the population are in Districts 1, 3, and 4. The highest tract is at 62%, split across Districts 1 and 4 in the West Miami area.



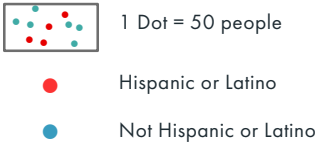
Source: US Census - 2020 ACS, 5-year (2015-2019)
 *Commission Districts are accurate as of January 1, 2023

ETHNICITY

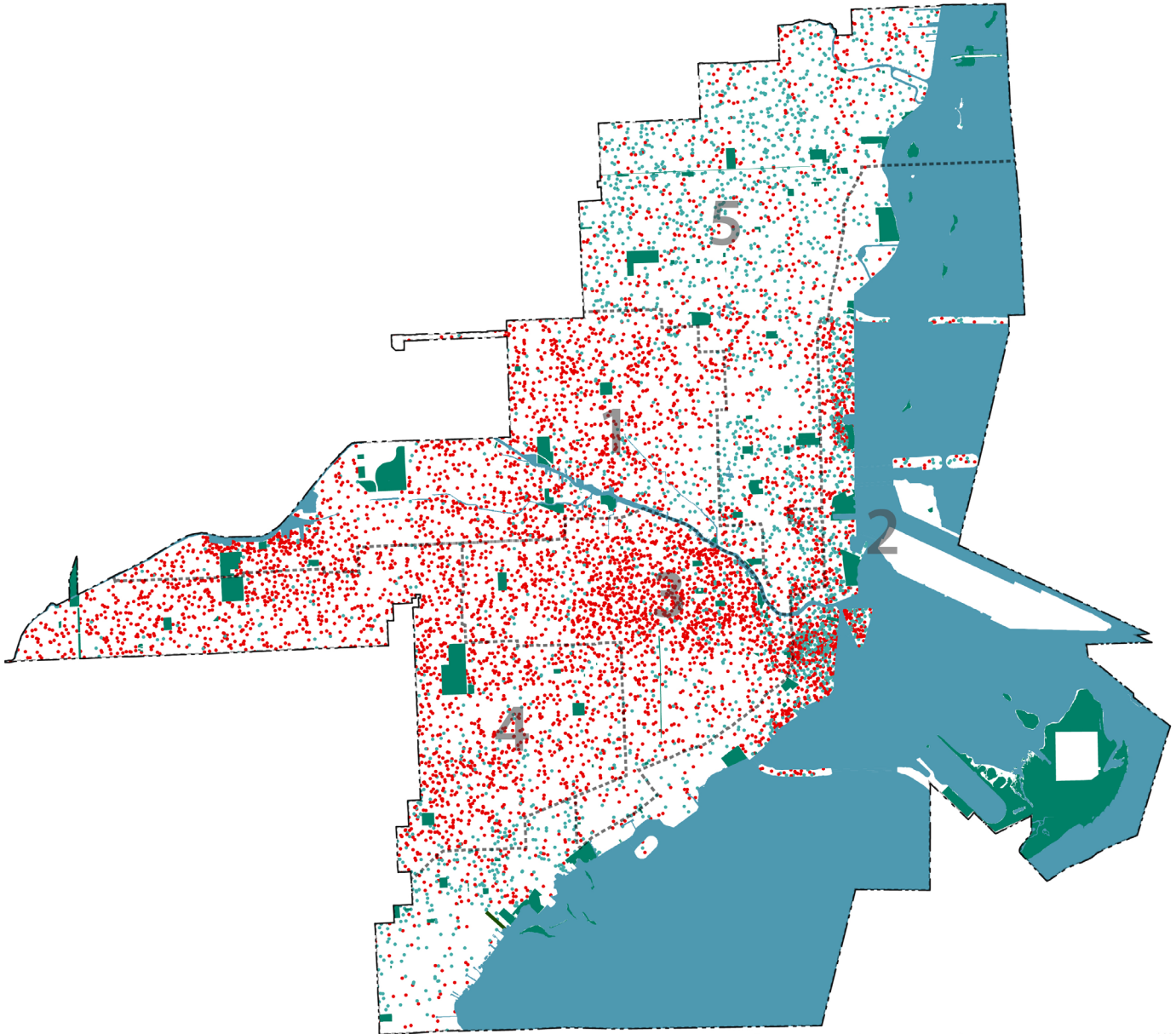
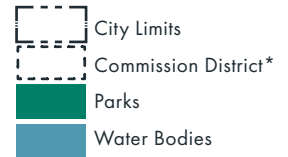
Miami residents who identify as Hispanic or Latino (of any race) constitute a majority (71%) of the city’s population. As the map and charts demonstrate, Districts 1,3, and 4 all contain significant majorities, while District 2 is close to balanced. District 5 is the sole district without a Hispanic/Latino majority as of 2022. However, by 2027 all Commission Districts are projected to have Hispanic/Latino majorities.



ETHNICITY



LEGEND



Source: US Census - 2020 ACS, 5-year (2015-2019)

*Commission Districts are accurate as of January 1, 2023





The Ethnicity dot density map above demonstrates how the Hispanic population is clustered in certain areas, particularly in Districts 3 and 2 south of the Miami River, and in District 1 on the western edge of the city.

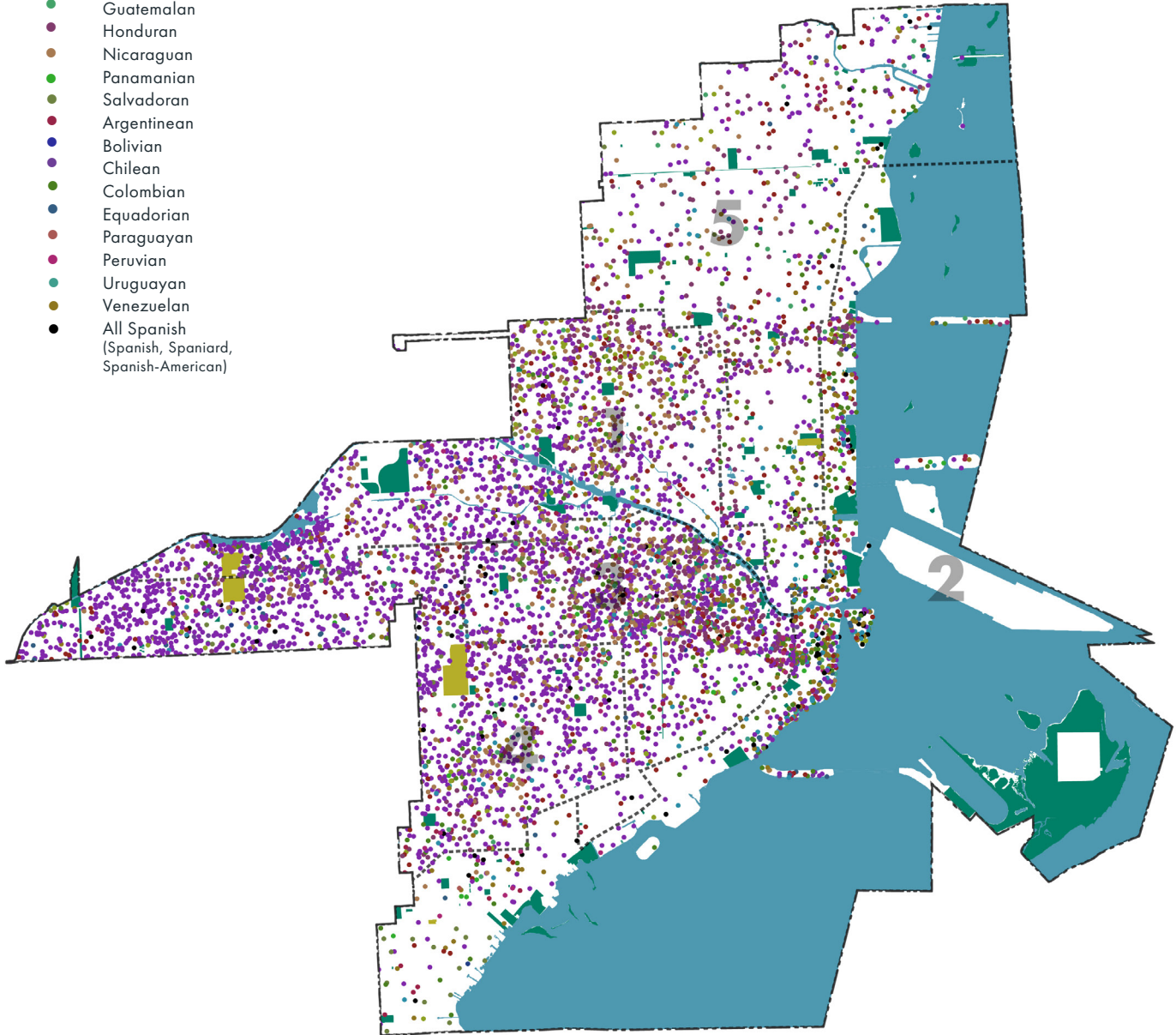
HISPANIC OR LATINO ORIGIN

1 Dot = 50 people

- Mexican
- Puerto Rican
- Cuban
- Dominican
- Costa Rican
- Guatemalan
- Honduran
- Nicaraguan
- Panamanian
- Salvadoran
- Argentinean
- Bolivian
- Chilean
- Colombian
- Equadorian
- Paraguayan
- Peruvian
- Uruguayan
- Venezuelan
- All Spanish
(Spanish, Spaniard,
Spanish-American)

LEGEND

-  City Limits
-  Commission District*
-  Parks
-  Water Bodies



Source: US Census - 2020 ACS, 5-year (2015-2019)

*Commission Districts are accurate as of January 1, 2023

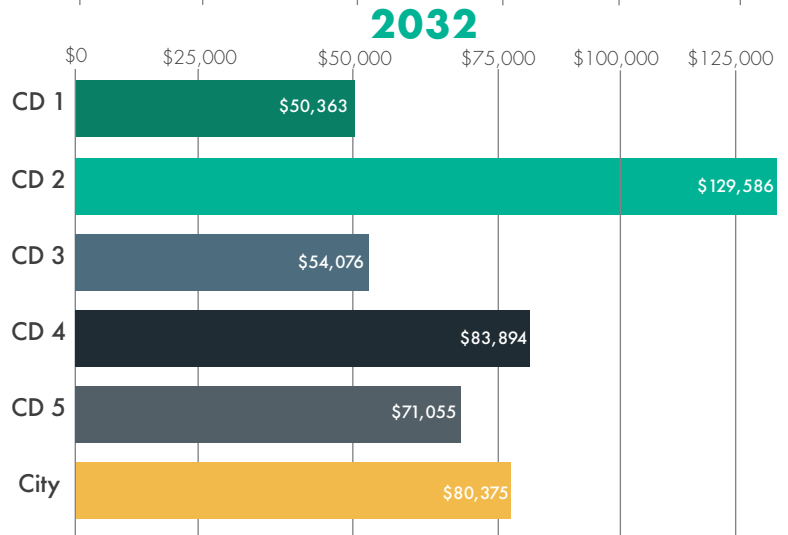
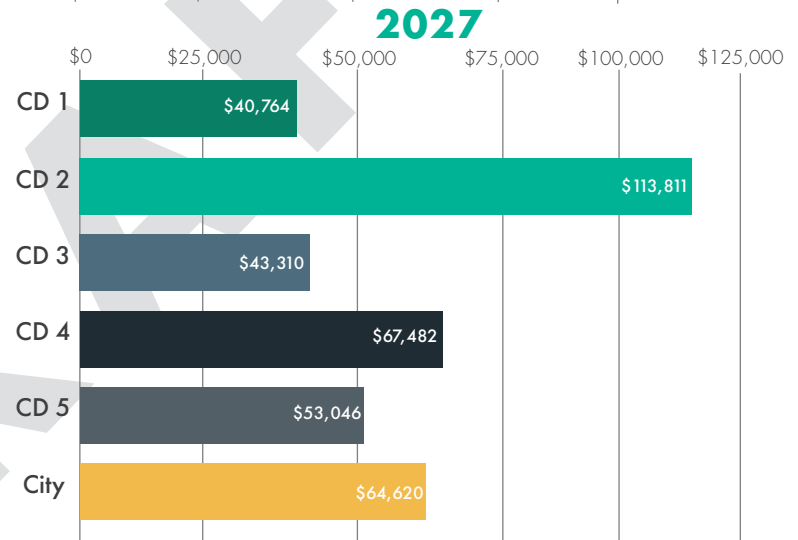
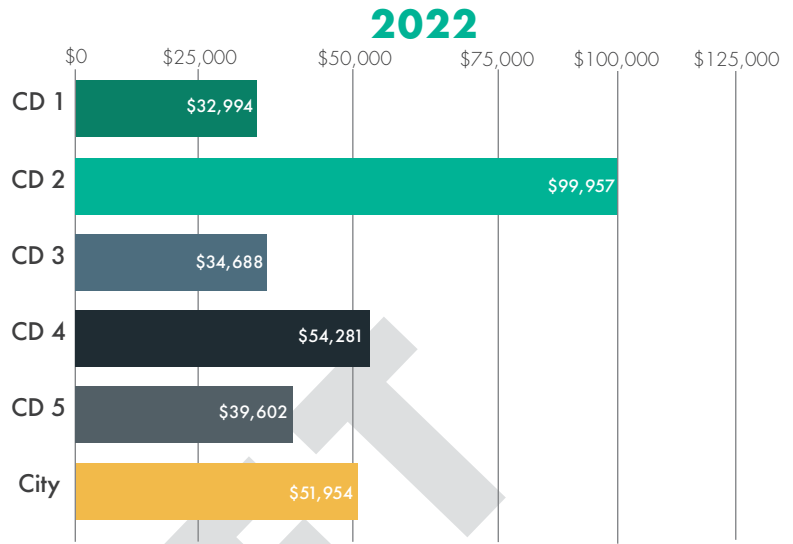
The Hispanic or Latino Origin dot density map above demonstrates how residents from the wide range of Hispanic or Latino origins are distributed throughout the city. The Cuban population stands out for its density in Districts 1, 3, and 4

MEDIAN HOUSEHOLD INCOME

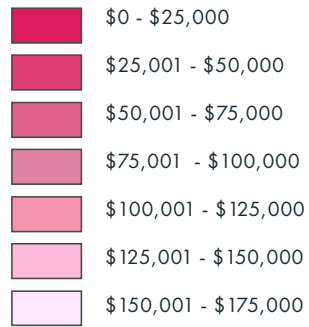
Income levels provide a glimpse of the purchasing power of residents. Simply stated, the higher the household income, the greater the potential that residents may have disposable income to spend on paid leisure programs and activities.

The lower the household income, the more residents may rely on affordable and/or free parks, recreation, and social programs and services. This is particularly true for families living under the poverty threshold.

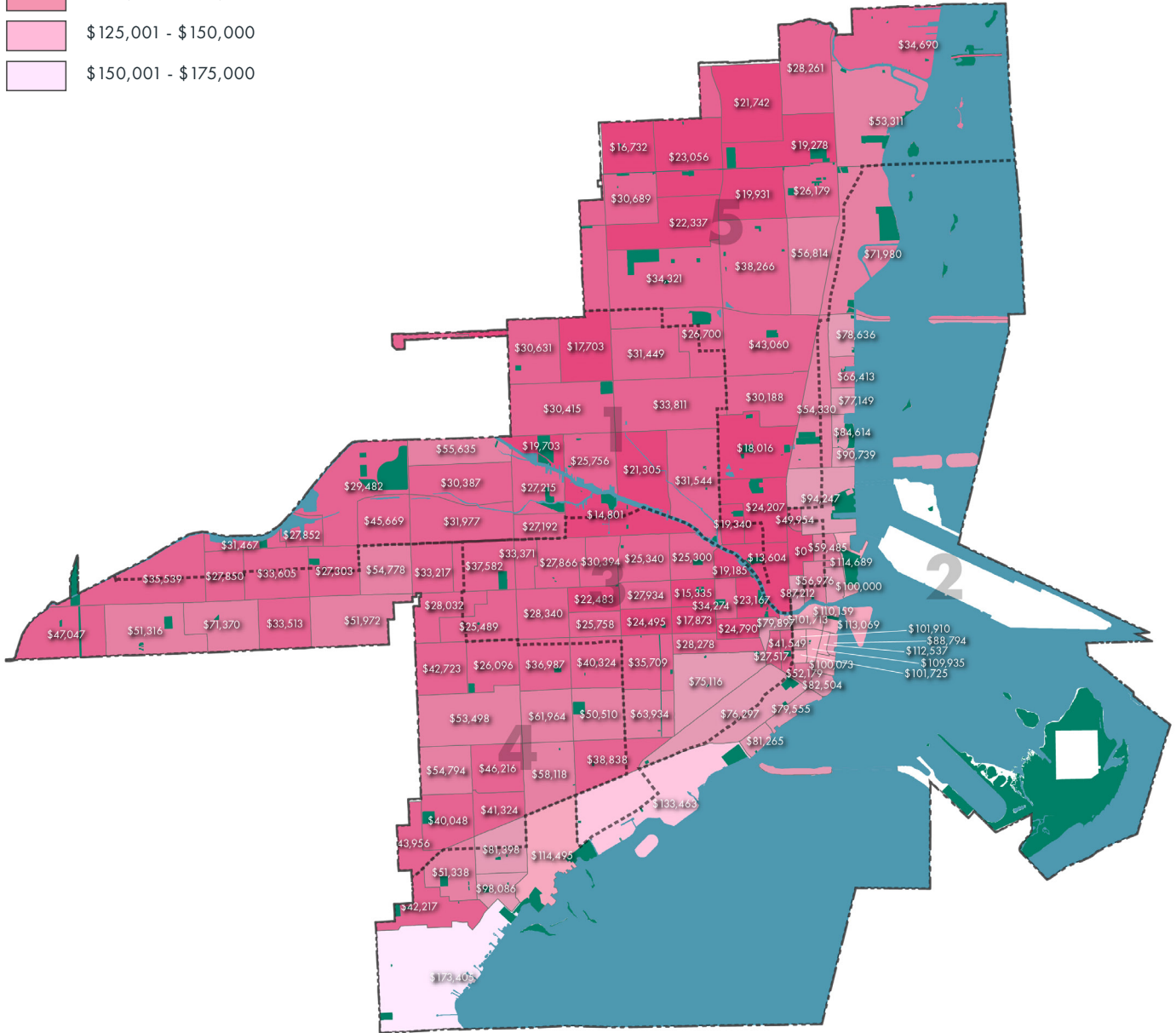
As of 2022, Miami's Median Household Income is \$51,954. District 1 has the lowest MHI, at \$32,994, and District 2 has the highest, \$99,957.



MEDIAN HOUSEHOLD INCOME



LEGEND



Source: US Census - 2020 ACS, 5-year (2015-2019)

*Commission Districts are accurate as of January 1, 2023

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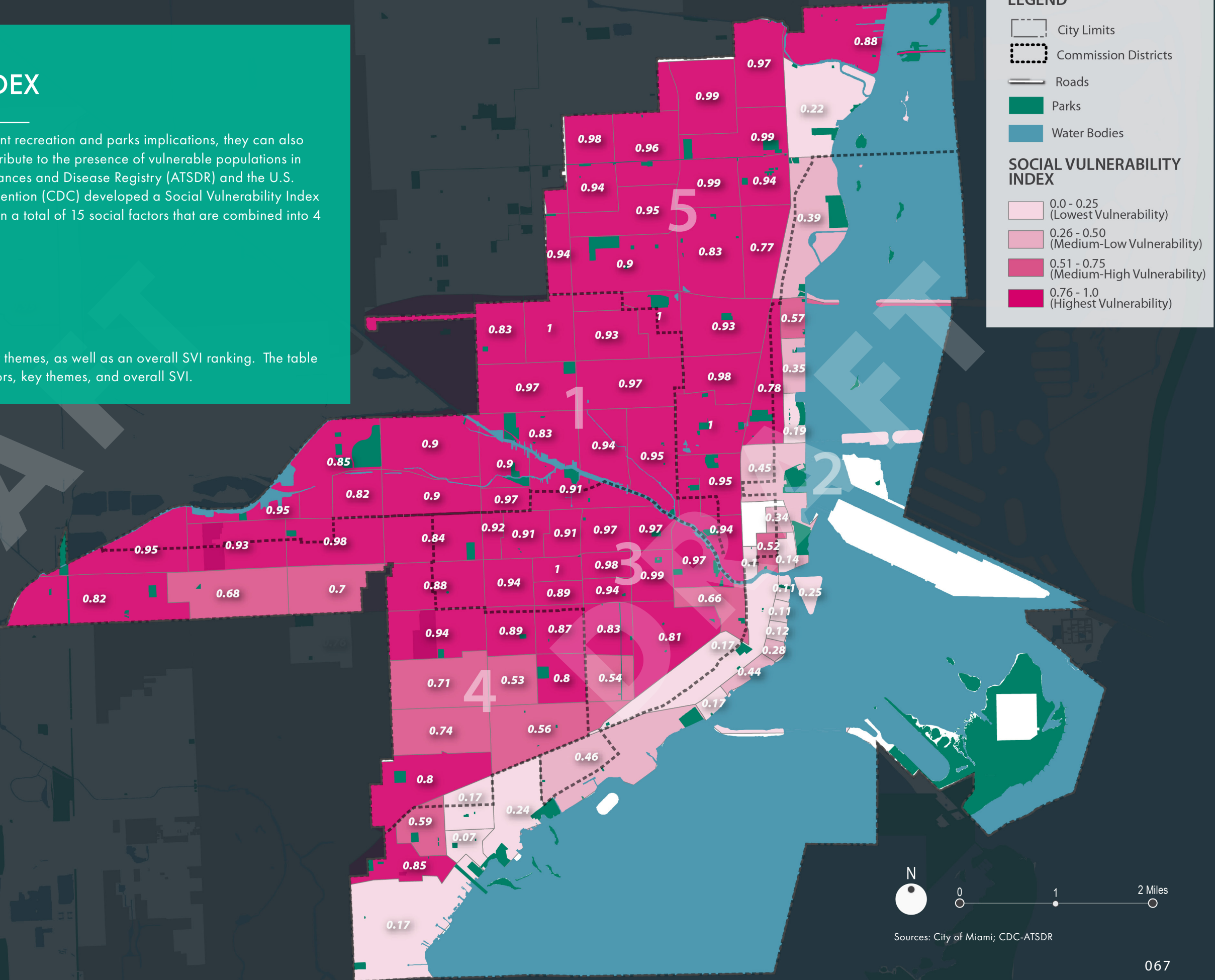
SOCIAL VULNERABILITY INDEX

While demographic attributes on their own have important recreation and parks implications, they can also be combined to identify how a variety of conditions contribute to the presence of vulnerable populations in the city. In collaboration with the Agency for Toxic Substances and Disease Registry (ATSDR) and the U.S. Census Bureau, the Centers for Disease Control and Prevention (CDC) developed a Social Vulnerability Index (SVI) for every census tract in the U.S. The SVI is based on a total of 15 social factors that are combined into 4 related themes:

- Socioeconomic Status
- Household Composition and Disability
- Minority Status and Language
- Housing and Transportation

Each census tract receives an individual score for all four themes, as well as an overall SVI ranking. The table below illustrates the relationship between the social factors, key themes, and overall SVI.

OVERALL VULNERABILITY	SOCIO-ECONOMIC STATUS	BELOW POVERTY
		UNEMPLOYED
		INCOME
		NO HIGH SCHOOL DIPLOMA
HOUSEHOLD COMPOSITION & DISABILITY	AGED 65 OR OLDER	
	AGED 17 OR YOUNGER	
	CIVILIAN WITH A DISABILITY	
	SINGLE-PARENT HOUSEHOLDS	
MINORITY STATUS & LANGUAGES	MINORITY	
	SPEAK ENGLISH "LESS THAN WELL"	
HOUSING & TRANSPORTATION	MULTI-UNIT STRUCTURES	
	MOBILE HOMES	
	CROWDING	
	NO VEHICLE	
	GROUP QUARTERS	



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1.3.PARK SYSTEM CONTEXT

The parks and recreation facilities that make up Miami's system are as unique as the city itself. From pocket parks to plazas, nature preserves to athletic complexes, the Department manages a wide array of park spaces that have been gradually developed over the last century.

Unlike many older American cities which benefited from a prime era of park building in the late 19th and early 20th centuries, Miami's parks development coincided with the city's growth through real estate development and tourism, primarily from 1920 through 1940. The vast majority of existing parks were created by 1982, and park development since then has resulted mostly in parks under 5 acres. In the last 10 years, that trend has begun to shift as a group of initiatives, including the Miami River Greenway, the Baywalk, The Underline, and the I-395 Underdeck park project are in the process of adding dozens of acres of new recreation space.

The following sections provides an overview and assessment of the City's parks and recreation system including:

- Department Assessment
- Program Assessment
- Park and Recreation System Assessment

DEPARTMENT ASSESSMENT

The City of Miami Parks and Recreation Department is nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The Department is one of twenty-five parks and recreation agencies in Florida that are CAPRA Accredited. As part of the Parks and Recreation Master Plan, the Consulting Team conduct an operations review to analyze current practices, future Department organizational and staffing needs, improved operational efficiencies, policy development, technology improvements and marketing/communication opportunities. The review is an analysis of maintenance protocols, efficiency and sustainability, work management, asset management, performance measures, and equipment management.

In addition, the planning team sought to identify opportunities to improve overall operations and the Department's capacity to implement the Master Plan. The process included site tours, a review of existing Department policies, focus groups and interviews of key staff, and an organizational structure review.

MISSION AND CORE VALUES

The Department is committed to providing the community much needed access to parks, facilities, programs, and events. The Department continued to provide services to the community during the pandemic at a time when these services were needed more than ever. The following are the Department Mission and Core Values that drive staff to excellence.

PARKS AND RECREATION MISSION
"TO ENRICH AND INSPIRE THE COMMUNITY BY DELIVERING A
WORLD-CLASS PARK SYSTEM THAT IS SAFE, ACCESSIBLE, AND
FACILITATES A HEALTHY AND HAPPY QUALITY OF LIFE"

CORE VALUES

COMMITMENT TO OUR COMMUNITY

INTEGRITY AND ACCOUNTABILITY

FISCAL RESPONSIBILITY

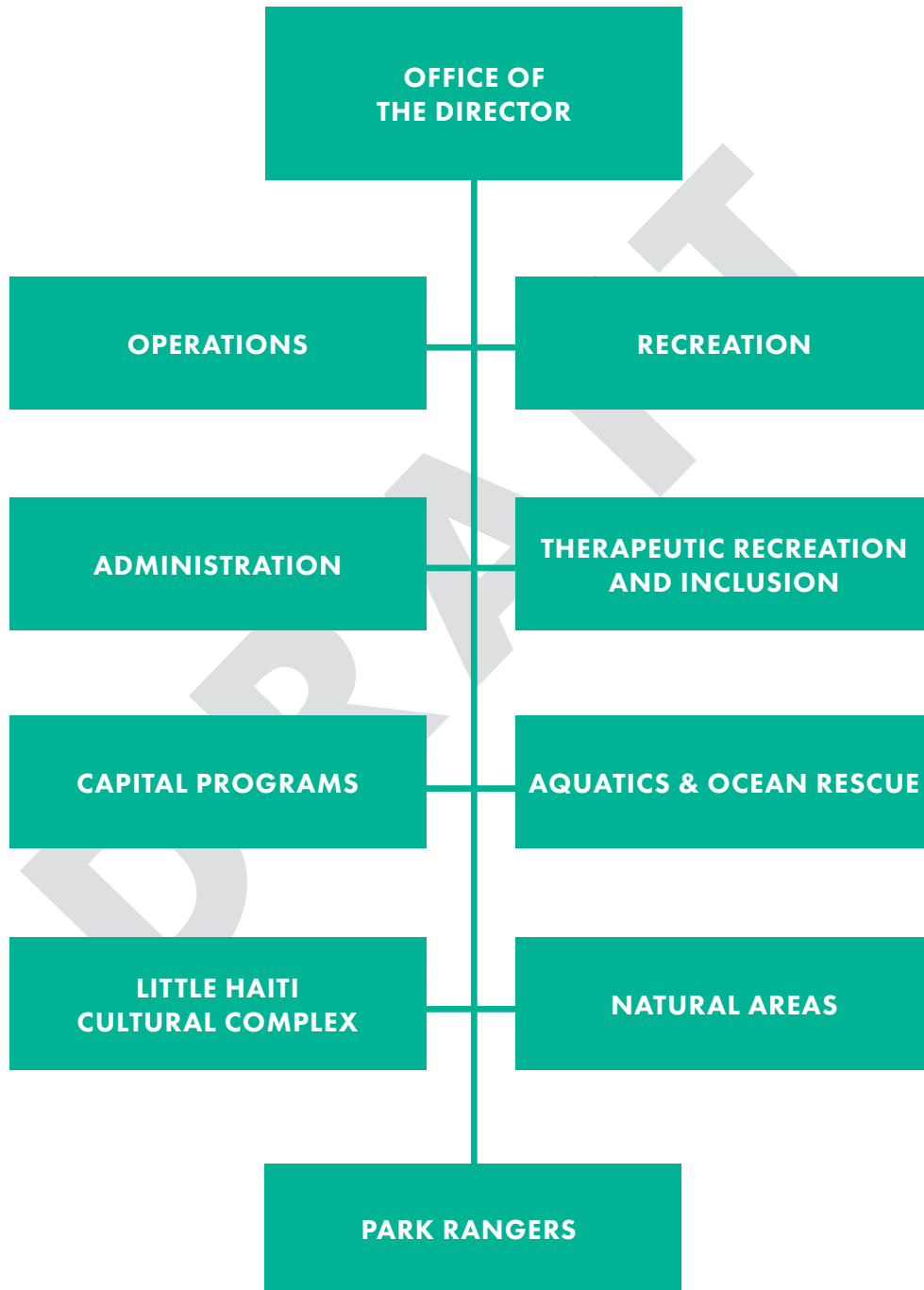
PARTNERSHIPS AND TEAMWORK

INNOVATION

COMMUNICATION AND ENGAGEMENT

DEPARTMENT ORGANIZATIONAL CHART BY FUNCTION

The Department has an organizational chart with a focus on the functions of the agency. These are the major functions of the Department which also serve as Department Divisions. Each Division has many responsibilities that exist within the major functions and is connected in operations by reliance on each other for support services to fully achieve outcomes.





CLEAN AND GREEN

Department staff work hard every day to maintain the system's diverse offerings, from baseball fields to natural areas.

Photo: Jose Marti Park

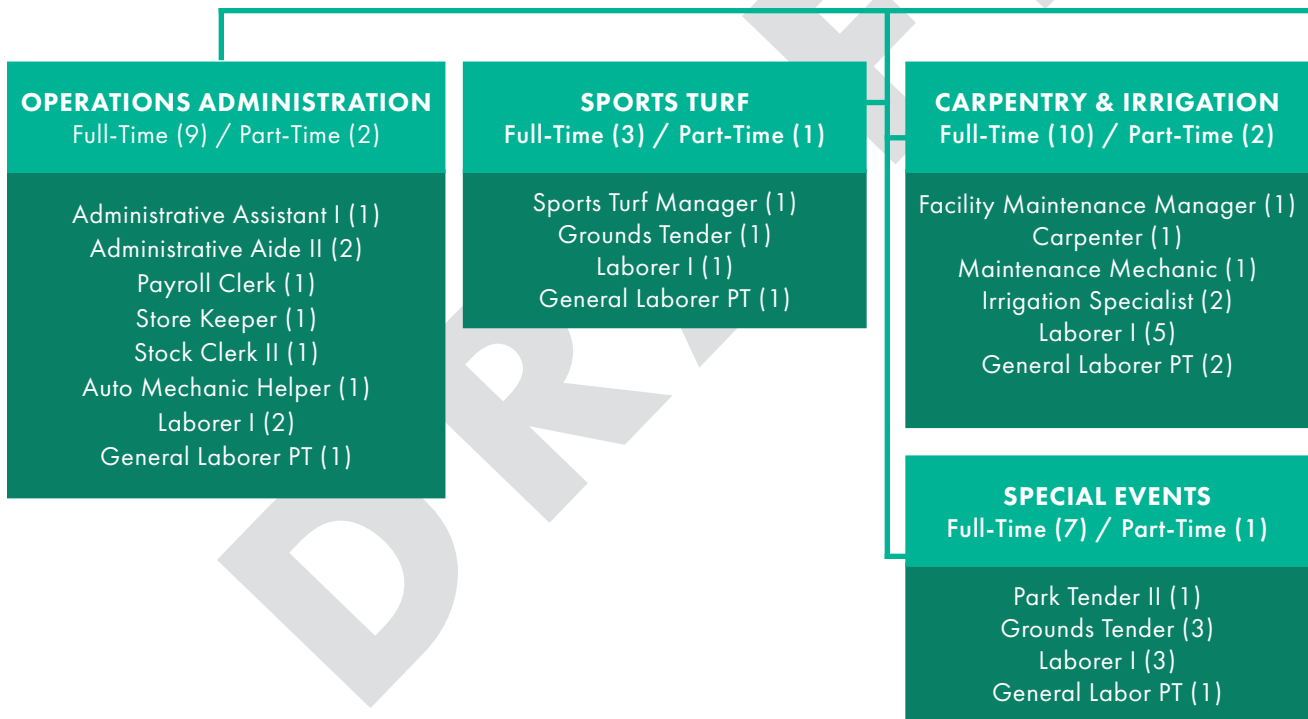
Photo: Jose Marti Park

OPERATIONS DIVISION

ORGANIZATIONAL STRUCTURE

The Operations Division is subdivided into functions, facilities, and districts. This approach is warranted considering the unique assets that make up the park system. The districts include the Northern District, Central District, and South District. Within each of these districts are different park classifications (community, neighborhood, special use, etc.). There are facilities and amenities within each district that are subdivided into functions. Virginia Key Beach is a stand-alone facility due to its size and because the island has an important history, includes unique habitats, and is known for heavy use by residents and visitors.

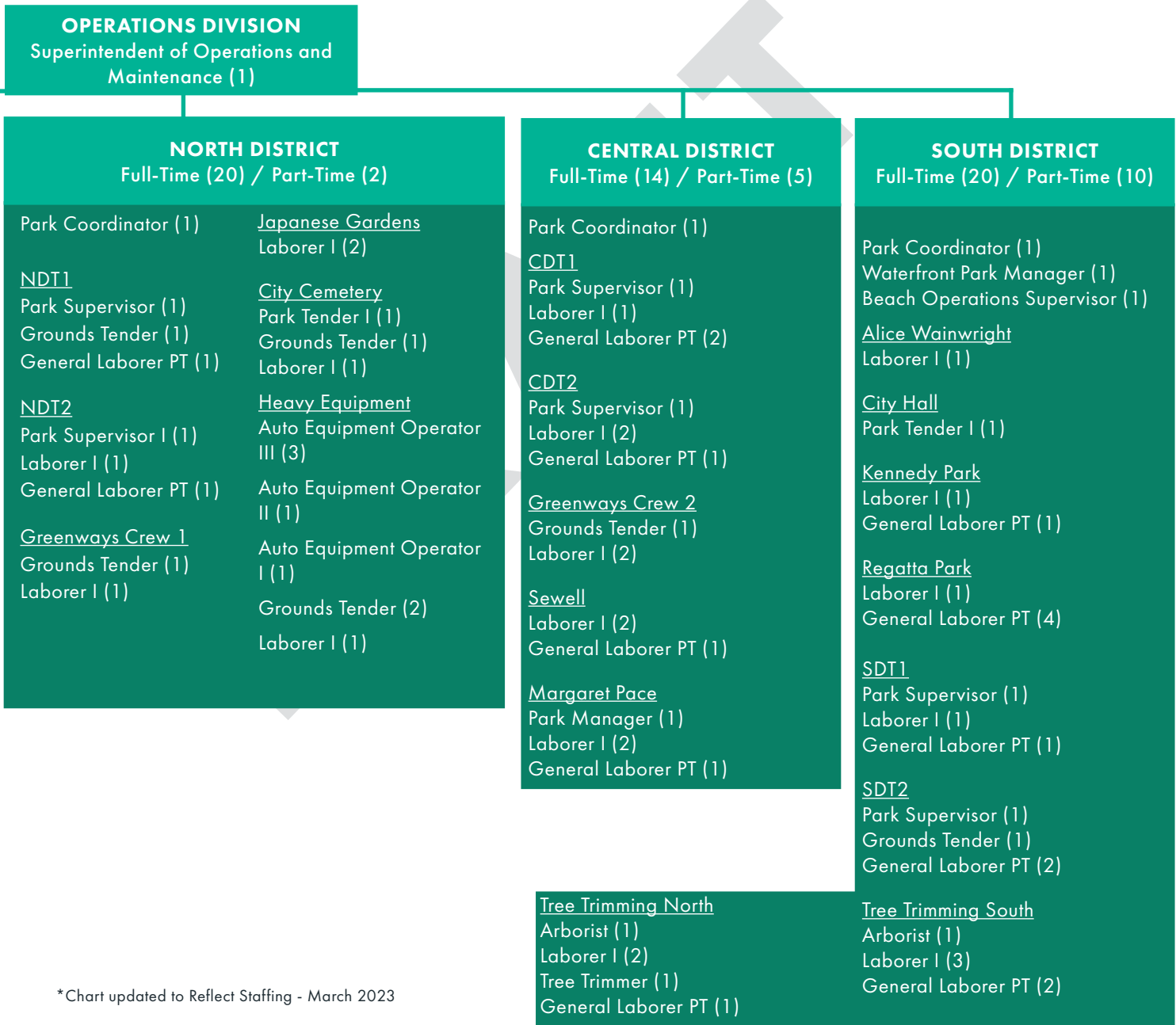
The Functions provided across all districts include Operations Administration, Sports Turf, Carpentry & Irrigation, and Special Events. These functions have responsibilities that span the park system and contribute to the residents and visitor experience.



The Operations Division provides the following services:

- Carpentry
- Ground maintenance
- Irrigation services
- Landscaping
- Repair functions through the entire park system
- Sports field renovations
- Tree trimming
- Turf management

At the time of this review, the Division was in discussions about filling the hiring request made in 2020 before the pandemic impacted operations, which included a park supervisor, two grounds laborers and two part-time staff. To help increase capacity, 21 lots are contracted out for maintenance.



*Chart updated to Reflect Staffing - March 2023

OPERATIONAL ANALYSIS

The operational analysis provides a snapshot (specific time period) of the Division and its role within the Department by identifying strengths, challenges, and priorities. Strengths and challenges lend perspective internally as to what is working well and what areas need solutions focused on opportunities for improvement. The Division and Department continued to evolve during this analysis to improve operations for employees and meet the community needs. Some efforts from the Department were to address emerging needs that came from new trends and patterns of use, post-pandemic.

The Division relied on the best practices woven into functions of operations, identifying the highest priorities in hopes to minimize the impact of being short-staffed. Having this foundation in place helps staff manage challenging times with less difficulty. The figure (below) shows the Department’s plans, policies, and standards that inform the Department of the responsibilities that support Department outcomes and provides historical context to make the best decisions.

During the Pandemic, the Operations Division experienced extended periods of being short-staffed. This was something that all divisions in the Department had to manage. Due to staff efforts during the

MIAMI PARKS AND RECREATION DOCUMENTATION/BEST PRACTICES		
PLANS	POLICIES	STANDARDS
ADA Transition Plan	ADA Policy	Advisory Board/Committees Purpose/Minutes
Capital Improvement Plan	Cash Handling and Payment Policies and Procedures	Annual Parks Goals and Objectives
Emergency Management Plan	Communications Policy/Procedures	Annual Reports
Fleet Management Plan	Earned Income/Pricing/Cost Recovery Policy	Asset Lifecycle Replacement Schedule
Historical and Cultural Resource Management Plan	Historical and Cultural Resource Management Plan	Background Checks
Land Use Plan/Policy	Fee Schedule/Policy	Community Engagement/Feedback/Public Outreach
Leadership Succession Plan/Procedure	HR Policies/Procedures	Volunteer Program Manual
Maintenance Management Plan	Human Resource Manual	Division Rules/Regulations/Manual
Marketing Plan	Labor Management Policy/Agreement	Documents/Records Management
Master Plan	Media Relations Policy	Employee Orientation/Onboarding
Natural Resource Management Plan	Partnership/Sponsorship Policy	Equipment Inventory
Preventative Maintenance Plan	Personnel Policies and Procedures Manual	Facility Standards
Risk Management Plan & Procedures	Procurement/Purchasing Policy	Financial Reconciliation/Reporting
Site Development Plans	Refund Policy	Formal Partnership Agreements
Trails/Greenways Plan	Safety Handbook/Policies	Internal Communication Matrix
	Salary Ordinance/Employee List	Job Descriptions
	Scholarship Policy	Leadership Training
	Social Media Policy	Level of Service Standards/Asset Inventory
	Special Event Policy (outside organizations)	Maintenance Standards
	Training and Development Policy	Marketing and Brand Style Guide
	Vehicle Use Policy	Master Plan Implementation Status/Tracking
		Master Repair and Maintenance Schedule
		Opening/Closing/Operational Checklists
		Operational Certifications (CPSI, CPRP, etc.)
		Participant Accommodation Assessment/Forms
		Performance Measures
		Periodic Document Review Schedule
		Playground Safety Inspections
		Professional Development Plan
		Project Tracking
		Recreation Participant Code of Ethics
		Recreation Program Standards
		Technology Integration
		Training Schedule/Calendar
		Performance Measures

pandemic, residents were still able to participate in many activities, including passive recreation on their own in the parks while social distancing. The parks experienced some of their highest level of use during the pandemic which was a challenge given the Department's overall staffing being less than optimal.

Despite staff implementing many recommended practices routinely, the Operations Division faces outside forces creating challenges that are hard to overcome. Staffing levels have been a challenge for the entire Department and management was in a constant state of transition, pivoting to where the need was the greatest due to staff being out and vacant positions. The Operations Division is determining if increasing contractual services will help to continue quality service delivery as one potential approach to increase capacity.

Moving forward, the overall Department is looking to attract and retain additional employees in 2023 to better manage the demand, research, and implement initiatives, and address aging infrastructure needs.

Some examples would be:

- Continue identifying opportunities to keep parks safe and beautiful more efficiently and effectively.
- Continue to repair and replace aging playgrounds.
- Continue resurfacing of hardcourts throughout the system (basketball, tennis, and racquetball).
- Create a staff development program.
- Lifecycle replacement of fleet and equipment.
- Scheduled preventative maintenance for assets.
- Strengthening partnerships with local governmental agencies to find efficiencies.
- Various park and facility improvements.

CURRENT OPERATIONS

Currently, the responsibilities of the Operations Division are divided into specialties, major functions, and districts to minimize windshield time and maximize productivity. The Division is responsible for a variety of tasks, including; repairs, assets preventative

maintenance, lifecycle replacement, and special events. The Operations Division also works with the recreation staff to manage the parks and fields. The Division's performance is measured by average park system facility inspection scores, incidents, as well as by the quality of the work. The Division plays an important role in keeping the parks clean, safe, and enjoyable for residents and visitors. The Division's responsibilities are varied and challenging, especially when immediate needs take staff from what they were working to complete, but the employees also identified the intrinsic reward that comes from a job well done.

Here are some of the specific tasks and responsibilities of Operations:

MAINTENANCE:

The Operations Division is responsible for maintaining the park's grounds, such as mowing the grass, trimming, tree trimming, and cleaning facilities.

MEASURING PERFORMANCE:

Incidents are tracked to ensure that the worker is following safety procedures. The quality of the work is measured by customer satisfaction surveys and by the condition of the parks and grounds (previously called a sparkle tour).

REPAIRS:

The Operations Division is responsible for repairing the park's equipment, such as vehicles, facility trailers, infrastructure, and recreational amenities.

SPECIAL EVENTS:

The Operations Division is responsible for set up and tear down for special events, such as concerts, festivals, and sporting events.

WORKING WITH THE RECREATION STAFF:

The Operations Division works with the recreation staff to manage the parks and sports fields. This includes scheduling events, coordinating with vendors, and ensuring that the parks are safe and clean.



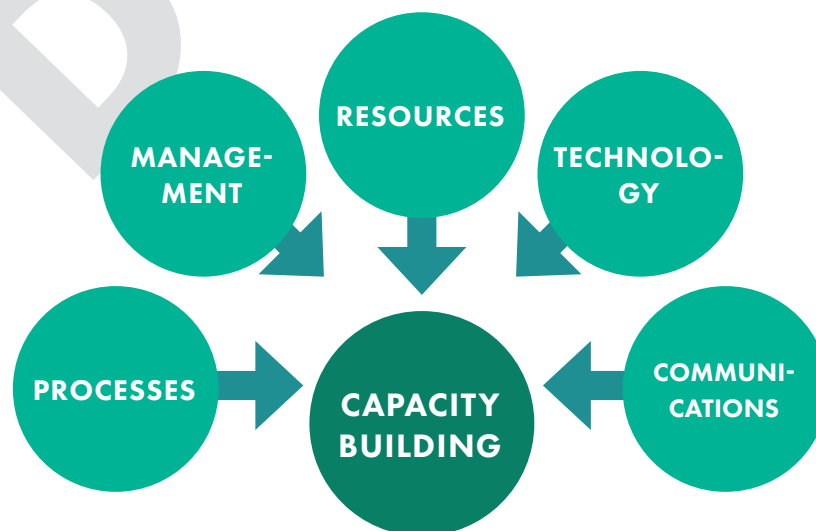
Photo: Bryan Park

OPERATIONAL ANALYSIS

The workshop centered on understanding current conditions, sustainability efforts, opportunities for increased efficiency, and organizational alignment to implement the plan while continuing normal operations. A tour of parks, facilities and the maintenance complex took place prior to the workshop and following. Eight focus groups were conducted, as a high-level review on internal operations to help build capacity in operations. Four initial questions were asked in each of the interviews to help understand current operations, strengths to build on, challenges each division faces, and top priorities.

The following questions were asked:

1. How does the Agency currently operate?
2. What are the strengths of operations that we need to build upon as part of this Plan?
3. What are the challenges the Division is facing in operations?
4. What are the top 2-3 priorities that would constitute success to the Division in operations?



Staff received the questions in advance about the five themes that can help increase capacity with an intentional focus. The defined operational themes are:

The following sections are a summary of the key themes identified by staff participating in the focus groups.

POLICY/ PROCEDURE MANAGEMENT	ORGANIZATIONAL MANAGEMENT	RESOURCE MANAGEMENT	TECHNOLOGY MANAGEMENT	COMMUNICATIONS MANAGEMENT
A series of actions or steps taken in order to achieve outcomes identified through approved plans, policies, and standards for parks and recreation services	The organization, coordination, and supervision of all business activities in a park and recreation agency to achieve defined outcomes	A stock or supply of money, inventory, staff, information, and other assets in a parks and recreation agency that can be utilized in order to function effectively	The application of software, devices, tools, and equipment for practical parks and recreation purposes, especially to increase efficiency	The internal and external exchange of information regarding parks and recreation operations, promoting services, and capital projects

PROCESSES

Processes are a series of actions or steps taken in order to achieve outcomes identified through approved plans, policies, and standards for parks and recreation services. The Division operates well and provides a variety of exceptional services through established processes. The system is currently managed to identify outcomes that support City and Department goals. The staff are dedicated, and focused on a positive community impact despite the decreasing resources. The following plans, policies, and procedures were identified in place.

Additional comments regarding processes are identified within the following three subsections: **Strengths**, **Challenges**, and **Priorities**.

PROCESS STRENGTHS

- Able to react quickly to changing circumstances.
- Communicate frequently to keep staff on the same page. Increased teamwork has come from being short-staffed.
- Track all assets and keep a database for historical data.

PROCESS CHALLENGES

- Challenges exist with a lack of quality assurance by leaders who are filling in during periods when

the Division is short-staffed.

- Doing things, the same way, just because that is the way it has always been done.
- Lifecycle replacement schedule lag time, focusing on critical replacement.

PROCESS PRIORITIES

- Better ordinances protecting the environment.
- Consistency with divisions implementing policies across the system.

MANAGEMENT

Management covers the organization, coordination, and supervision of all business activities/services within a parks and recreation agency to achieve defined outcomes. It is important to ensure that parks and natural spaces are well-maintained and protected. Facility Inspection Forms are used, but are filled out inconsistently. These forms can help to highlight where there is a need for greater focus in the Operations Division's approach to asset management or where there are gaps. This is an opportunity to increase technology while in the field.

While there are strengths in the relationships staff build with visitors and their approachability, there are also areas where improvement is needed. Inconsistencies in the implementation of formalized training programs and

the lack of standardization in maintenance practices can lead to inconsistency in delivering services. An example would be pop-up items impacting finishing jobs and a transient culture that continues to increase and frequently requires staff to revisit parks to execute responsibilities already completed earlier. Additionally, the impact of weather events and the sheer number of people using parks and facilities creates challenges for those responsible for their management.

MANAGEMENT STRENGTHS

- Autonomy of work, trusting employees.
- Maintenance Management Plan update in draft.
- Sparkle Tour Assessment/Report, need to bring this back.
- Strength in helping people enjoy park properties.

MANAGEMENT CHALLENGES

- 21 properties are contracted out for maintenance, which should be checked more frequently to ensure services are fully delivered.
- Formalized training program is implemented inconsistently. More oversight and accountability is needed.
- Having to value engineer construction projects due to increased costs and have not gotten what was planned or materials that stand up to the environment better (increasing the level of maintenance required).
- Lack of capacity.
- Pop-up items impact finishing jobs.
- Transient population that continues to increase, creating issues in parks.
- Varied levels of execution at different parks in the system.

MANAGEMENT PRIORITIES

- Consistency in leadership to develop a culture that prioritizes resources for conservation.
- More funding and assistance with environmental issues (erosion control, restoration, invasive species removal, etc.)
- Need standardization for data collection.
- Park Managers/Recreation Coordinators should have ownership of their parks to handle some of the things that arise.

RESOURCES

Resources are the stock or supply of money, inventory, staff, information, and other assets in a parks and recreation agency that can be utilized in order to function efficiently and effectively. Operationally, the emerging story is one of decreasing resources, including staff, equipment, and funding. Additional funding is needed to address staffing levels, deteriorating office space, shrinking storage, lifecycle replacement of vehicles, infrastructure, amenities, equipment, undercover storage, and staff development. Further compounding the situation is the increased cost of doing business, the Operations Division's budget does not go as far as it did pre-pandemic.

Decreasing resources can impact the quality of services for participants and impact outcomes. The Department leadership has experienced some turnover. Collectively, leadership recognizes the importance of investing in


resources, working to increase funding, working with the Division to fill vacant positions, and developing leadership training to build the skills within existing employees for potential promotion. Some additional comments regarding resources include:

RESOURCE STRENGTHS

- Leadership has a greater environmental understanding than in the past.
- Recent hires are more knowledgeable.
- Tenured employee’s institutional knowledge and work ethic.
- Training and Personal Protection Equipment assigned when mobilizing for a job.
- Variety of experience within the work group.

RESOURCE CHALLENGES

- Critical replacements get more attention than preventative maintenance.
- Ensuring the trucks are pulling heavy equipment on appropriately weighted trailers.
- Equipment wait time and when it goes down, cannot do the work. No backup trucks/ equipment (i.e., bucket truck unusable for 6 months and no backup).
- Facilities are aging and some deteriorating. Rented temporary office trailers with holes in the floor seem to be more permanent for as long as they have been in place. There is mold within the trailer and rodents come in the facilities through these holes.
- Hiring process is horrible. Some new hires joined the team because of who they know and do not possess the necessary skills to contribute to the outcomes. Instead, require more oversight and productivity is lower from an ineffective new hire.
- Lack of people with CDL and lack of staff in general.
- Language barriers among staff.
- Under-cover storage and interior storage space within the operations complex. The environment’s impact on equipment causes them to deteriorate more rapidly.
- Staffing levels impact the Division’s ability to achieve higher standards in maintenance.
- Supply chain issues, hold up repairs and replacement.
- Union contracts impede productivity, especially when short-staffed, as it limits other employees from pitching in due to classifications and contract terms.



Department of Parks & Recreation

Sparkle Tour Evaluation

5 = Optimum (Only chose 5 if this is a new amenity within 3 years old)

Grading Scale: 4 = Above Satisfactory	3: Satisfactory
2 = Below Satisfactory	1: Failure/Unacceptable

Notes are required for items with a 3 or below grade

Tour Date:	Facility:
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<div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">General Cleanliness 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Landscaping 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Parking Areas & Signage 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Fencing 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Sidewalks and Trails 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div>	<div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Restrooms 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Water Fountains 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Lighting 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Playgrounds & Shade Structures 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;"> <b style="font-size: x-small;">Sport Courts/Areas 5: <input type="checkbox"/> 4: <input type="checkbox"/> 3: <input type="checkbox"/> 2: <input type="checkbox"/> 1: <input type="checkbox"/> <small>Notes:</small> </div>
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Are the Dog Waste Stations Stocked? Yes/5: <input type="checkbox"/> No/1: <input type="checkbox"/> <small><i>if no Dog Waste Station at Park mark "Yes"</i></small>	Are there any unsafe or unsanitary conditions? Yes/5: <input type="checkbox"/> No/1: <input type="checkbox"/> <small>Notes:</small>
Are the daily forms completed regularly/properly? Yes/5: <input type="checkbox"/> No/1: <input type="checkbox"/>	
Are ALL Fire Extinguishers, AEDs and First Aid Kits Available and Properly Maintained? Yes/5: <input type="checkbox"/> No/1: <input type="checkbox"/>	
Are all chemicals onsite stored properly? (This includes cleaners, fuel, and cooking materials) Yes/5: <input type="checkbox"/> No/1: <input type="checkbox"/>	
Are all Point of Sale and Cash Handling Documentation properly maintained? Yes/5: <input type="checkbox"/> No/1: <input type="checkbox"/>	

Additional Comments:

Park Manager Signature:	Beautification Coordinator Signature:	**Total Score _____ out of 80
		Sparkle Score = _____

Sparkle Score is (Total Score) ÷ 16

- Updating equipment that is used for disasters
- Winter is harsh on grass as it is cooler and more people want to be outside playing in cooler temperatures.

RESOURCE PRIORITIES

- Hiring process, people on the panel need to know more about the job being filled.
- Investment in managing the city’s expectations and training staff to achieve better outcomes.
- Need additional tree crew (arborist, tree trimmer).
- New trailers, rated for the size of equipment used.
- Offer to pay for some or all the certifications, since the city benefits.
- Operations and maintenance facilities are condemnable and need to be improved/replaced.
- Promote knowledgeable people to Supervisor and help to enhance skills.

TECHNOLOGY

Technology is the application of software, devices, tools, and equipment for practical parks and recreation purposes, especially to increase efficiency. The Department uses mobile devices in the field to keep the flow of communication through multiple methods (i.e., email, text, photos, and phone calls). The website is operated by Granicus, OpenCities and is used for online registration and reservations.



Cartegraph is used for work orders and is better than the previous method. Kronos is the web-based workforce management system used for employee timecards. Computers for field staff to use when in the office are older and are down often. The Division does not have computerized maintenance management software (CMMS) in place. A CMMS will help maintenance identify cost of service, build in automation, and increase efficiencies. Additional comments from staff regarding technology are identified within the following three subsections:

TECHNOLOGY STRENGTHS

- Use mobile technology for communication flow when in the field.
- Workorder system is in place; Cartegraph.

TECHNOLOGY CHALLENGES

- At Virginia Key, credit cards take too long and slow connections in remote areas aggravate visitors and create long lines of cars waiting to get in.
- Kronos has challenges when clocking out in the middle of the day and returning to work the same day.
- No overall computerized maintenance management software.
- Scanning system for inventory exists, but it is not utilized consistently.

TECHNOLOGY PRIORITIES

- Incorporate more technology into operations.
- Greater bandwidth for entrance and admissions transactions into parks and facilities.

COMMUNICATION

Communications includes the internal and external exchange of information regarding parks and recreation operations, promoting services, and capital projects. The greatest emerging theme within communications is the Department’s philosophy on intentional communication and involvement to build teamwork and minimize challenges. Planning meetings

and regular communication within the Division are the foundation that leads to effective communication across the Department and with other City Departments. While strong, there are still challenges to continued refinement of communications.

Additional comments regarding communications are:

COMMUNICATION STRENGTHS

- Weekly meetings to adjust schedules, tackle challenges, and plan.
- Communication – Scheduling of equipment and following proper protocols.
- Internal communication is the biggest strength. The community is depending upon behind-the-scenes success.

COMMUNICATION CHALLENGES

- Division will receive equipment delivery and not know who is needing it. Procurement needs to send an email to where the products are being delivered to limit this inefficiency.
- Misunderstanding of what is trying to be accomplished with certain parks by other divisions.

COMMUNICATION PRIORITIES

- Emails for all staff members – to stay informed.
- Improve communication gaps.

DETERMINING MAINTENANCE COSTS

Recommended practice to determine costs is to fully utilize computerized maintenance management software. The Division will be empowered using data collected for specific tasks, amenities, and projects.

Tracking maintenance staff time, staff costs, materials, and supplies will have actual data at leadership’s fingertips.

Full utilization of CMMS includes:

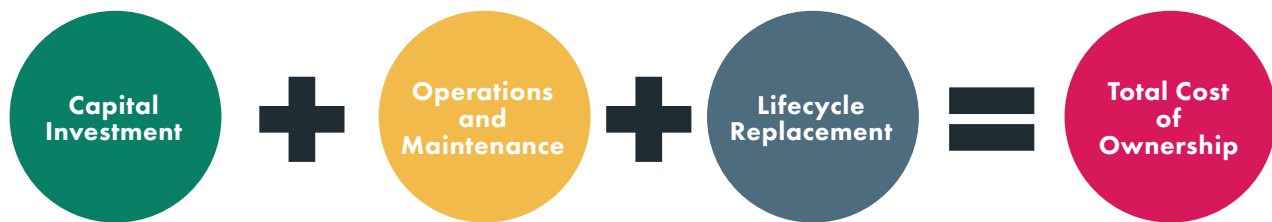
- Building the backend of the software with foundational details of the park system, staffing, hourly rates, and facilities into the CMMS.
- Build tasks for asset preservation, routine maintenance, and projects. Incorporate a rating scale to monitor for when infrastructure becomes critical.
- Capture operational data shortly after completion. Operational data includes task, equipment used, PPEs, staff completing work, hourly rate, time to complete task and forward thinking on proactive efforts to alleviate repeat repairs.
- Set up reports that include key performance indicators (KPI) to establish performance measures and goals.

The outcomes from data collection and monitoring include:

- Ability to forecast needed resources, such as funding, right-sizing staff, and lifecycle replacement costs to provide a total cost of ownership for new assets
- Cost to maintain an acre of parkland
- Staff hours per acre
- Total cost of specific asset maintenance by amenity type

OPERATIONAL SUMMARY

TOTAL COST OF OWNERSHIP



Several factors are at work against the Operations Division and the Department. The most notable is the decreasing workforce and shrinking resources for a park system that is larger and more decentralized than similar communities due to the level of service and high population density. The larger the population density, the greater the demand on the community's parks, facilities, trails, and open space. Greater demand and use increase the wear and decrease the life of the asset, without a proper preventive maintenance program in place.

This is compounded by South Florida's harsh environment, including salt air, high temperatures and humidity, intense storms, flooding, king tides, hurricanes, and tornadoes. The population density and high use of parks, facilities, and amenities require additional resources, not shrinking resources.

When comparing performance measures from the NRPA Agency Performance Review to Miami, there is an apparent imbalance that will most likely result in earlier lifecycle replacement, increasing the cost of maintaining the system and increasing the amount of deferred maintenance which equates to a higher level of dissatisfaction from residents.

Based on the data discussed later in the report on pages 154 and 155, 'NRPA acres per 1,000 residents' highlights the importance of park acreage to the Miami community. Miami is just below the upper quartile in acres per 1,000 residents (3.2 acres per 1,000 population) and above the median (1.4 acres per 1,000) for cities with a similar population and population density as Miami, which is significant. Additionally, when comparing annual operating expenditures, Miami (\$17.2M) is between the median (\$9.4M) and the upper quartile (\$22.7M).

When looking at the cost of expenditures per acre of parks and non-parks sites, Miami (\$12.9K) is barely above the median (\$12.5K), and notably 46% below the upper quartile. This is most likely a contributing factor to fewer households rating the condition of the system as excellent (7%), which is below the national average (27%), and a higher percentage

of households that rate the condition of the system as good and excellent (28%) as compared to the national average (80%).

This suggests an underfunding of the system, limiting all resources in an environment that is harsher than most and higher in population density. It is worth noting that being a coastal city provides Miami residents with more than 20 miles of the Atlantic coastline and beaches that serve as parks for many residents and visitors. It is a main attraction, so the lower acres per 1,000 residents are not the same impact as it would in a non-coastal community in the center of the United States.

DEPARTMENT ASSESSMENT SUMMARY

In summary, the City has a strong parks system but does not have strong preventative maintenance for parks and facilities as demonstrated by the survey results and deferred maintenance. Staff works diligently to minimize impacts to the public despite capacity challenges to keep the quality of the system safe, clean, and as well-maintained as possible with shrinking resources. To better position the maintenance and operations for success moving forward, the Department should consider the following strategies.

PROCESSES:

Address capacity issues:

- Work to increase capacities within the Division by maximizing the use of all software and investing in computer maintenance management software.
- Increase mobile technology to limit windshield time.
- Invest in professional development to expand skill sets.
- Develop guidance for staff while capturing institutional knowledge through documentation of maintenance, facility, and program standards to complete the maintenance management plan.
- Recommended practices are not implemented the same when there is not enough capacity to complete all the Division's responsibilities.
- Review policies and procedures, and update and amend documents to incorporate goals identified from the Master plan.
- Train staff on policies, procedures, and identified outcomes to achieve.

MANAGEMENT:

- Establish formalized annual training for the Division for greater consistency and continue to provide Leadership Academy opportunities to promote from within.
- Implement field technology for fillable forms increasing consistency of forms and accountability.
- Invest in developing a culture of success, focused

on supporting the Division's efforts to become more proactive.

- Seek an appropriate balance of outsourced (contractors) responsibilities.
- Utilize approved plans to help justify increased funding, citing the negative outcomes that will develop if not appropriately funded and supported.
- Work with the Division to establish baseline capacity and work with the City to increase financial resources and the replacement of dilapidated office trailers.

RESOURCES:

- Continue to seek out employees that demonstrate a high level of engagement and critical thinking skills for the Leadership Academy and potential promotion as supervisor and management positions become available.
- Determine if it is appropriate to have certifications as part of the Department's salary ordinance, identifying certification levels and if the City can contribute towards certifications and recertifications.
- Develop a deferred maintenance plan to alleviate the aging assets and improve the condition of parks and facilities for a better visitor experience.
- Improve job postings to include organizational culture, professional development/training opportunities, and the benefits of being a City employee to attract, hire and retain high-performing employees.
- Improve the hiring process to include people with specific knowledge of the job responsibilities and successful execution of them within the interview selection committee.
- Work with the City to fill vacant positions and build a balance of contractors and employees to manage the system and meet the community's expectations better.

TECHNOLOGY:

- Establish guidelines to manage the use of the inventory scanning system for up-to-date, accurate, and timely information.
- Identify staff who can become internal experts in specific software/technology for in-house training, onboarding, and refresher trainings.
- Research and implement a web-based CMMS and increase mobile technology for the field staff to enter data related to specific tasks.
- Update technology at parks and facilities with revenue-generating potential to avoid delays and frustration and the beginning of the visitor experience.

COMMUNICATIONS:

- Continue to make communications a priority to achieve operational outcomes.
- Work with the City to update the procurement process to include notification to the delivery site of what is being delivered and who should be contacted to review the delivery for accuracy and get delivery to the proper person.
- Identify and document the desired outcomes for each park, employee positions responsible (in part or in full) for achieving outcomes, and what success looks like.
- Identify the most appropriate and responsible manner to keep field staff informed and begin implementation.

PROGRAM ASSESSMENT

OVERVIEW

This assessment offers an in-depth perspective of offerings and helps identify strengths, challenges, and opportunities. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, staffing, volunteer and partnership opportunities, and future programs and services for residents and visitors.

The consulting team based these findings and comments on a review of information provided by the Department including program descriptions, financial data, website content, and discussions with staff.

FRAMEWORK

The Department offers a host of programs, facilities, parks, and services throughout the year to fit the needs and desires of the community. With the support of dedicated staff, volunteers, and partners. The Parks and Recreation Department strives to create a brighter future with a world-class parks system for their community and visitors. This is accomplished by the oversight and operation of over 150 parks, 12 swimming pool facilities, 43 community centers, 4 gymnasiums, cultural centers, natural areas, and a host of programs and activities for all ages.

PROGRAMMING

Identifying the Core Program Areas based on current and future needs allows the Department to create a sense of focus around specific program areas considered to be most important to the community. The Core Program philosophy is designed to provide stakeholders assistance with establishing a focused approach to understanding what is important to the community.

Program areas are considered as Core if they meet most of the following criteria:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.

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

EXISTING CORE PROGRAM AREAS

In discussions with the consulting team, the Department identified 9 Core Program Areas currently being offered.

Active Adults 55+	After School	Aquatics
Camps	Conservation, Restoration, & Education	Rentals
Special Events & Equipment Rentals	Therapeutic Recreation	Youth Sports

Based on existing core program areas, the Department offers a diverse range of programming opportunities to reach a wide audience. Diverse interests and evolving demographics require staff to evaluate these annually to ensure offerings are relevant and meet the desires of the community.

CORE PROGRAM AREA DESCRIPTIONS AND GOALS

ACTIVE ADULTS 55+

Description: Exercise, fitness & wellness activities, and education to promote healthy lifestyles for adults 55+.

Goals: Provide programs and facilities for adults 55+ to have a measurable positive impact on physical and emotional health for the community.



AFTER SCHOOL

Description: After school offers multiweek programs for ages 6-13 to promote physical exertion, educational assistants, and general leisure for kids.

Goals: Provide a safe place for youth & teens; skill development and maintaining an academic component throughout the After School, enrichment programs, and organized plays.



AQUATICS

Description: Aquatics facilities provide year-round access to pools for recreation and fitness for all abilities.

Goals: Provide programming and educational resources that promote water safety and drowning prevention.



CAMPS

Description: Day, week, and multi-week camps for ages 6-13 to promote physical exertion and general leisure for kids.

Goals: Provide a safe place for youth & teens; skill development while maintaining an academic component.



CONSERVATION,
RESTORATION &
EDUCATION

Description: Programs to preserve natural areas through activities like clean-ups, planting, and removing invasive species. It also provides service learning opportunities and partners with Garden Clubs for science and history education.

Goals: Promote the preservation of Miami's natural areas and inspires eco-friendly practices, encouraging people of all ages to engage in activities that promote critical thinking, creativity, and community involvement.



RENTALS

Description: Permit office rentals for multiple community uses.

Goals: Provide space for individuals and organizations to host small scale events or gatherings and take advantage of the Department's recreation buildings or green space.



SPECIAL EVENTS
& EQUIPMENT
RENTALS

Description: Group activities or events with 300 or more participants as well as showmobile, stage, tents, tables, chairs, generators, and bleacher rentals.

Goals: Provide a space for individuals to host events in a specific area for a set period of time or equipment to Departments and organizations.



THERAPEUTIC
RECREATION

Description: Day, week, and multi-week programming for ages 6 and above to promote physical exertion and general leisure for kids.

Goals: Provide a safe place for youth, teens, and adults; skill development while maintaining an academic component.



YOUTH SPORTS

Description: Provide multiweek, seasonal sports activities for ages 6-17 to promote physical exertion, competitiveness, game play, and general leisure enjoyment for kids.

Goals: Provide a safe place for youth & teens; skill development, enrichment programs, and organized play.



AGE SEGMENT ANALYSIS

An Age Segment Analysis was completed by core program area to review the age segments served by different program areas and to identify any gaps in segments served.

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

The Age Segment Analysis identified gaps in programming for preschool and adult 18+ audiences. Currently there are no programs targeted towards preschool as a primary or secondary audience. 26% of respondents to the Statistically Valid Survey indicated they would like to see more "youth arts/painting/crafts/drawing classes", which is a great entry-level topic for preschoolers. These programs can be organized to where an instructor directly delivers content to preschoolers enrolled on their own or can be delivered in an "adult & me" format where preschoolers and an adult helper (parent, sibling, aunt, etc.) helps them create their projects while allowing a less hands-on approach from the instructor while delivering content.

Forty-five percent of respondents to the Statistically Valid Survey indicated that "Adult fitness/wellness" was a need within the community. As discussed in the previous section, "Adult fitness/wellness" was identified as the topmost important programming area and had the highest unmet need in the community. The Age Segment Analysis identified that there is a gap in programming for adults 18+ as they are the primary audience for rentals (facilities & equipment) and therapeutic recreation. They were secondary in terms of youth programs such as after school, youth sports, and camps. Using the Statistically Valid Survey as a baseline, this audience can be better served by adding more fitness & wellness activities, cooking & nutrition classes, and offering community special events that are catered towards adults.

An Age Segment Analysis should be conducted annually to ensure the Department is meeting the needs of each age group. Incorporating a strategic marketing plan that explores specific marketing tools best suited for each demographic will help to ensure age segments are reached based on their preferred methods. The Statistically Valid Survey indicates the current top three most preferred methods to get information about programs are the Department website (40%), Facebook (38%), and Instagram (33%).

AGE SEGMENT ANALYSIS						
Core Program Area	Preschool (5 & Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Active Adults 55+					P	
Afterschool		P	S	S	S	
Aquatics						P
Camps		P	P	S	S	
Conservation, Restoration, & Education						P
Rentals		S	S	P	P	
Special Events & Equipment Rentals				P	S	S
Therapeutic Recreation			S	P	P	S
Youth Sports		P	P	S	S	

PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the Department to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is based on both quantitative data and staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the Department’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Based on the data collected, the Department’s overall distribution is aligned with recommended percentages in each of the lifecycle stages. 59% of programs fall within the Introduction, Take-Off & Growth stages with the majority (47%) of programs falling within the Growth stage. 36% of programs fall within the Mature stage, and 5% within the Saturation and Decline stages. The Program Lifecycle Analysis indicates a solid foundation within the program mix. It is important to complete an annual analysis to ensure distribution not only meets recommended standards, but internally desired performance standards as well.

It is recommended that the Department continue tracking participation growth/decline, customer retention, and the percentage of new programs as an incentive for innovation and alignment with community needs.

LIFECYCLE STAGE DISTRIBUTION - GENERAL RECREATION				
Lifecycle Stage	Description	Adult Program Distribution		Recommended Distribution
Introduction	New program; modest participation	0%	59%	50-60% total
Take - Off	Rapid participation growth	12%		
Growth	Moderate, but consistent population growth	47%		
Mature	Slow participation growth	36%	36%	40% total
Saturation	Minimal to no participation growth; extreme competition	3%	5%	0-10% total
Decline	Declining participation	2%		

PROGRAM SERVICES CLASSIFICATION

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

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

For this exercise, the Department used a classification method based on three categories: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.

Essential Services

DIVISION MUST PROVIDE; if it protects assets & infrastructure, is expected and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs significant subsidy to complete.

Important Services

DIVISION SHOULD PROVIDE; if it expands & enhances core services, is broadly supported & used, has conditional public support, there is an economic/social/environmental outcome to the community, has community importance, and needs moderate subsidy.

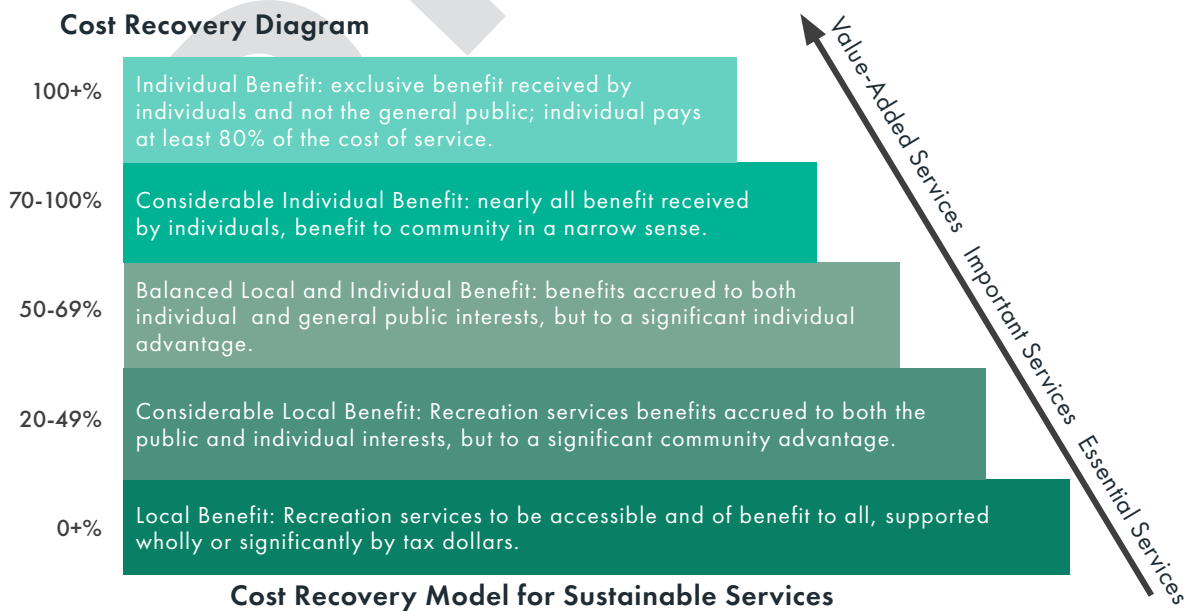
Value Added Services

DIVISION MAY PROVIDE; with additional resources, if it adds value to community, supports Core & Important Services, supported by community, generates income, has an individual benefit, can be supported by user fees, enhances community, and requires little to no subsidy.

With assistance from staff, all recreation programs offered by the Department were classified into three categories. The results presented in the table on the following page represent the current classification of recreation program services.

PROGRAM CLASSIFICATION - GENERAL RECREATION			
Factors	Essential	Important	Value-Added
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal or fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, some public funding as appropriate
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	Open access, Limited access to specific users	Limited access to specific users
Program Distribution	59%	5%	36%

Given the broad range of cost recovery goals (i.e., 0%-40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs within sub-ranges of cost recovery as depicted below. This will allow for programs to fall within the overall service classification tier while still demonstrating a difference in expected/desired cost recovery goals based on a greater understanding of the program's goals (e.g., pure community services versus mostly community services).



COST-OF-SERVICE & COST RECOVERY

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

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

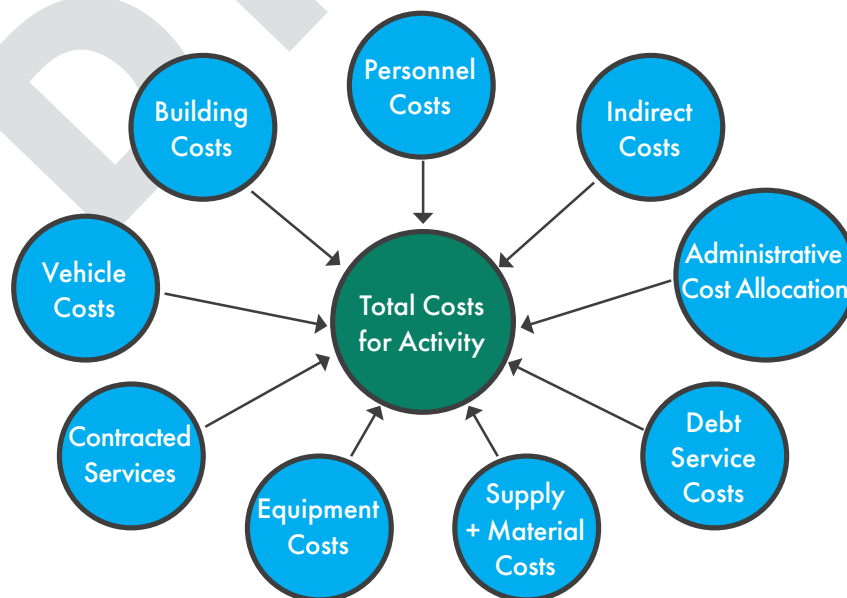
1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program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

UNDERSTANDING THE FULL COST-OF-SERVICE

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

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

Cost-of-Service Analysis Cost Factors



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

Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained in the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

PRICING

Pricing is one mechanism agencies can use to influence cost recovery. The table below, broken down by core program area, shows a variety of pricing strategies that are currently being used and those that can be used in the future.

The Department's most frequently used approaches for pricing are based on family/household status, residency, and the customer's ability to pay. There is an opportunity to expand pricing by location, cost recovery goals and by competition/market rate, for core program areas besides special events and rentals.

Staff should monitor the effectiveness of the various pricing strategies employed and adjust as necessary. It is also important to continue monitoring for yearly competitors and other similar service providers.

Pricing Strategies										
	Age Segment	Family/ Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Core Program Area	Different prices offered for different ages	Different prices offered for family / household groups	Different prices for resident vs non resident	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations	Competitors' prices influence your price	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low incomes
Active Adults 55+										
Afterschool		X	X							
Aquatics	X	X	X							X
Camps		X	X			X				X
Conservation, Restoration, & Education		X	X							X
Rentals			X	X	X		X	X	X	X
Special Events & Equipment Rentals									X	
Therapeutic Recreation	X	X	X	X		X				X
Youth Sports										X

PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department’s program staff should continue the cycle of evaluating programs on both individual merits and program mix. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, if each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

The consulting team recommends that Mini Business Plans (2-3 pages) for each core program area be updated on an annual basis. These plans should evaluate the core program area based on meeting the outcomes desired for participants, cost recovery, percentage of the market & business controls, Cost-of-Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all the Core program areas and individual program analyses discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making.

A simple, easy-to-use tool, like the examples below, will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the template below.

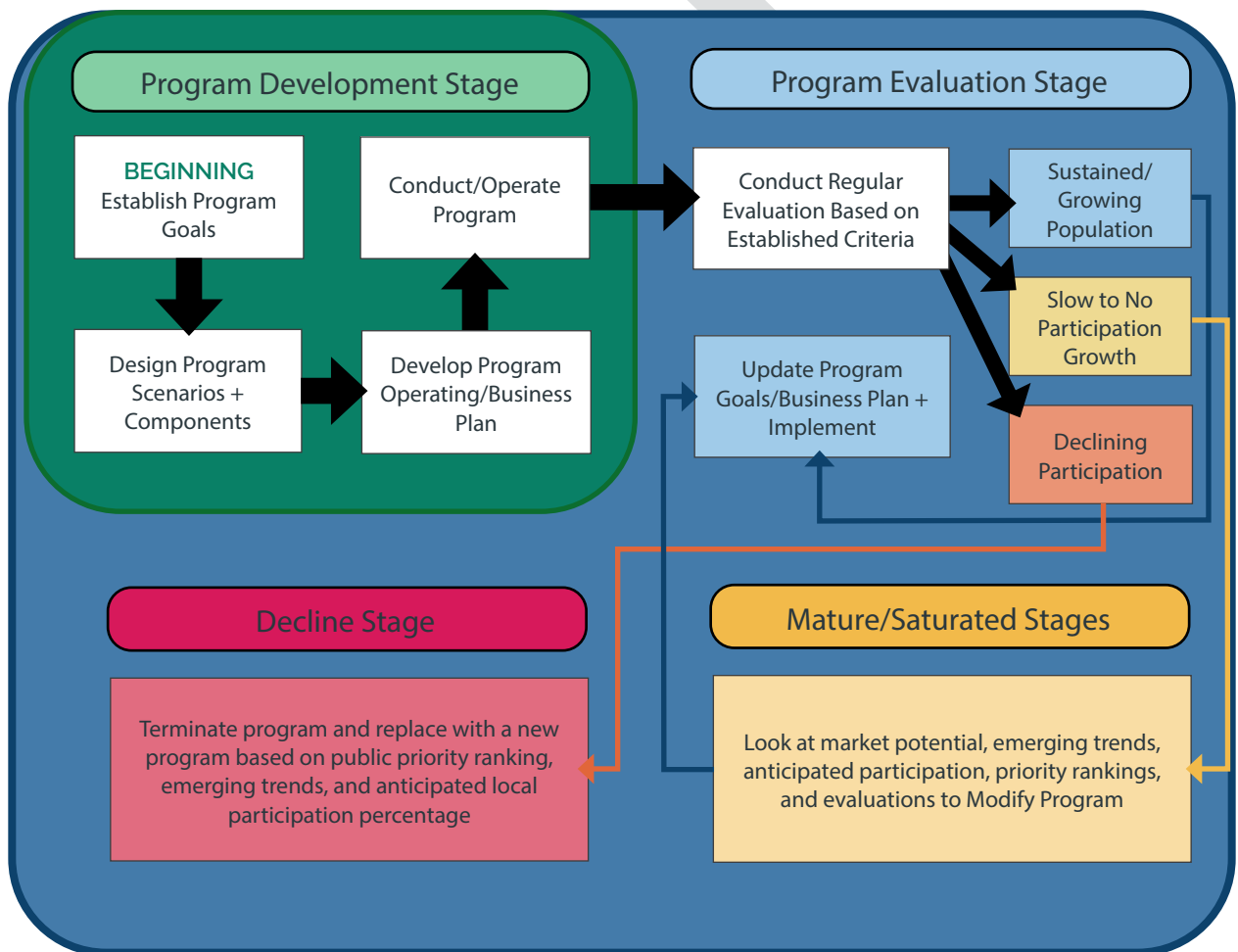
Marketing & Promotion Methods			
Program Idea (Name or Concept): _____			
Marketing Methods	Content Developed	Contact Information	Start Date
Activity Guide			
Website			
Newspaper Article			
Radio			
Social Media			
Flyers - Public Places			
Newspaper Ad			
Email Notification			
Event Website			
School Flyer/Newsletter			
Television			
Digital Sign			
Friends & Neighbors Groups			
Staff Promotion @ Events			

Internal Factors			
Priority Ranking:	High	Medium	Low
Program Area:	Core	Non-core	
Classification	Essential	Important	Discretionary
Cost Recovery Range	0-40%	60-80%	80+%
Age Segment	Primary	Secondary	
Sponsorship/Partnership			
Potential Partnerships	Monetary	Volunteers	Partner Skill
Potential Sponsors	Monetary	Volunteers	Sponsor Skill
Market Competition			
Number of Competitors	_____		
Competitiveness	High	Medium	Low
Growth Potential	High	Low	

PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis and other established criteria, program staff should evaluate programs on an annual basis to determine the program mix. This can be incorporated into the Program Operating/Business Plan process. The program evaluation cycle and program lifecycle are found in the figure below. During the Beginning Stages, program staff should establish program goals, design program scenarios & components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.



MARKETING, VOLUNTEERS, AND PARTNERSHIPS

MARKETING & COMMUNICATIONS

The Department communicates through a wide variety of marketing methods when promoting programs and services, including:

- Direct mail
- Email blasts and/or listservs
- Flyers and brochures
- In-facility signage
- Online newsletters
- QR Codes
- Smart/mobile enabled site
- Social media (Facebook, Instagram, and Twitter)
- Website

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. Respondents of the ETC Statistically Valid Survey indicated a preference for receiving information online through the Department’s website and social media (Facebook & Instagram).

Using feedback from the ETC Statistically Valid Survey and other supporting plans, the Department can build upon its current marketing plan ensuring its alignment with organizational priorities. The plan should also provide specific guidance as to how the Department’s identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication. The marketing plan should be updated annually to adjust to evolving community needs, demographic shifts, and recreation trends.

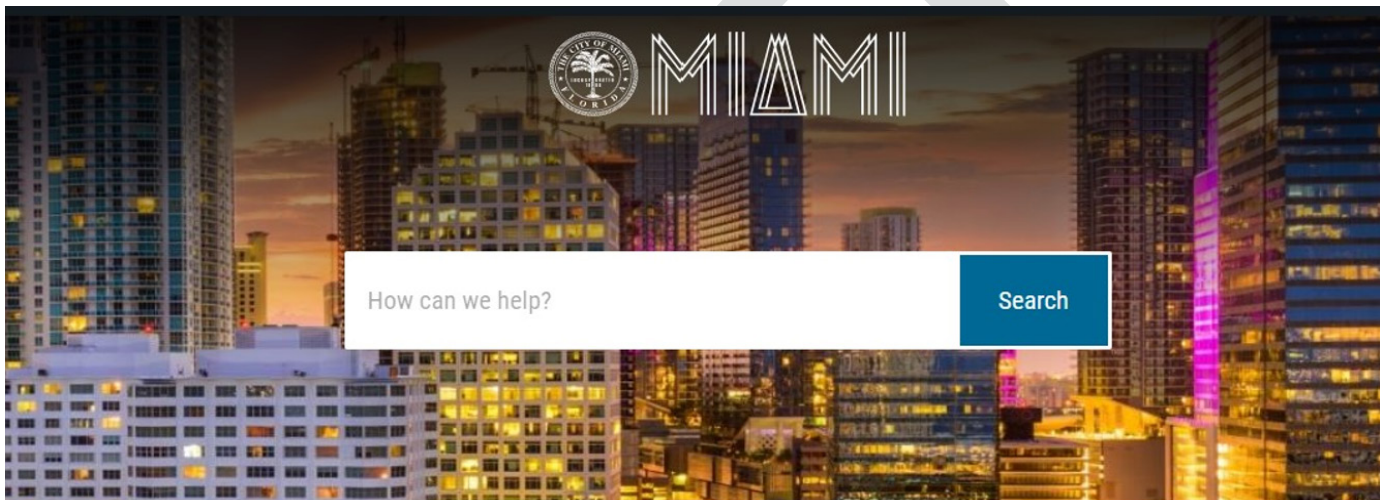
WEBSITE

The Department website can be accessed at <https://www.miamigov.com/My-Government/Departments/Parks-and-Recreation>. Currently the Department does not have its own standalone website and it functions under the umbrella of the City’s page. The page includes contact information and links to other webpages and pdfs. The page is simple and clean but lacks character and visual representations of the Department’s distinguishing features such parks, facilities, and participant photos.

Many of the available links direct users to a pdf of a monthly events/programs calendar at specific facilities. It is unclear from the website and the program guide whether online registration is available and if pre-registration is required for participation. Most of the information asks users to reach out to a Department staff person via the Parks Main Line, email, or redirection to the website.

Younger demographics are more inclined to use online sources for learning about and enrolling in programs and other offerings. The website seems to create a barrier that may be discouraging for members of the community who would prefer to learn about upcoming opportunities and enroll in them using an online platform as opposed to making phone calls and or submitting an email and awaiting a response.

The Department may benefit from the implementation of a standalone website that highlights its unique characteristics and integrates online registration, event calendars, and program information in one place. This will help to build its brand, decrease the number of clicks per user trying to locate information about the Department and can free up staff time that is currently being used to answer frequently asked questions about programs, events, and activities.



Home / My Government / Departments / Parks and Recreation

Parks and Recreation

The City of Miami's Parks and Recreation Department strives to create a brighter future with a world class parks system for our community and visitors. We are home to over 100 beautiful parks, totaling more than 1,400 acres, 12 swimming pool facilities, 43 community centers, 4 gymnasiums, the Sandra DeLuca Developmental Center, the Little Haiti Cultural Center and Caribbean Marketplace, a Japanese Garden, the Grapeland Water Park, and the Melreese Golf Course. We also offer services at Virginia Key: mountain bike trails, walking trails, and beaches, as well three natural areas designated as Natural Forest Communities that include a Visitor's Center at Simpson Hammock Park, the Virginia Key 32-acre hammock restoration and interpretive trail, and the hammock at Alice Wainwright Park.

The Department enriches and inspires the community and visitors by promoting a world class park system that is safe, accessible, and facilitates a healthy and happy quality of life. We are nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA) and we are proud to deliver quality of life services to all ages through active senior programs, teen engagement programs, services for persons with disabilities, and youth serving programs through seasonal camps, sports, learn to swim, and Science Technology

Contact Us

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444 SW 2nd Ave; 8th Floor
Miami

SOCIAL MEDIA

The Department utilizes Web 2.0 technology through Facebook, Instagram, and Twitter. Here is a quick analysis of the Department by each platform. All numbers are as of March 2023. Overall, branding is consistent among platforms making it easier for users to identify they are on the correct pages.

FACEBOOK

- 8,300 followers.
- Content is posted on average about once per day.
- Posts include a mix of videos, participant photos, amenity highlights, and information sharing.

INSTAGRAM

- 5,016 followers
- Instagram content is very similar to Facebook, many posts are the same.
- Instagram has the highest percentage of post interactions, meaning more followers are interacting with these posts than on other platforms.
- Instagram has the least number of posts per day compared to Facebook and Twitter.
- Instagram is the top performing platform compared to Facebook and Twitter.

TWITTER

- 1,681 followers.
- Twitter on average has more posts per day as compared to Facebook or Instagram.
- Twitter has the least engaged followers and lowest post interaction rate compared to Facebook & Instagram.
- Similar posts to Facebook and Instagram.

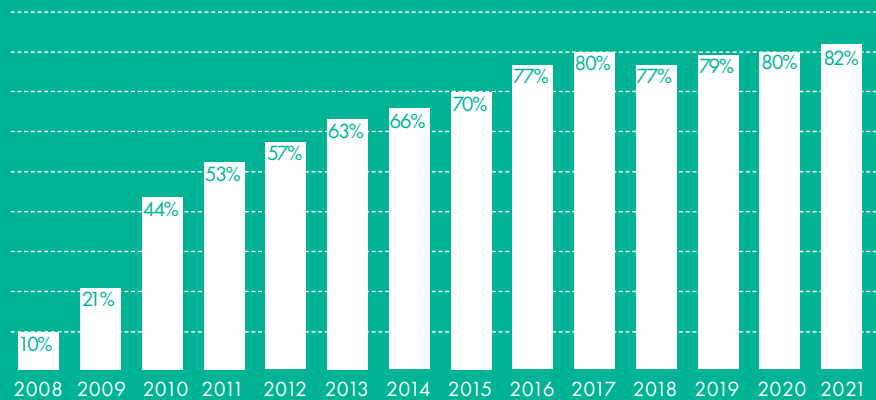
LINKEDIN (CITY OF MIAMI)

- 28,036 Followers.
- Most posts are sporadic and look to be done a couple of times a month.
- Posts highlight community wide events/activities.
- Bi-lingual posts (English/Spanish).

SOCIAL MEDIA USERS

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

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

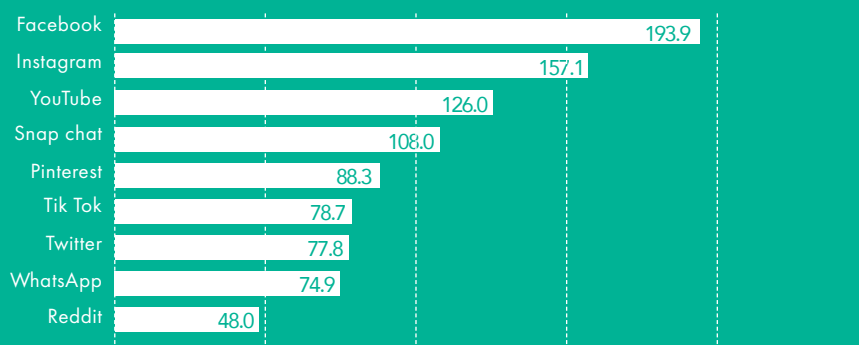


Source: www.statista.com

SOCIAL MEDIA PLATFORMS

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

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



Source: www.statista.com

The key to successful implementation of a social network is to move 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 special events or programs.
- Leveraging the website to obtain customer feedback for programs, parks and facilities, and customer service.
- Conducting an annual website strategy workshop with the staff to identify ways and means that the website can support the Department’s Social Media Trends.
- Determining Social Media engagement trends through the Next Practice Partners’ social media rankings report – www.benextpractice.com/npp-2022-social-media-engagement-rankings.html
- Identifying popular social media platforms for different age segments and posting in alignment with the trends on that platform.
- Utilizing a Content Calendar that includes all active social media platforms to set a regular posting schedule that is customized for each audience.

MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Regularly review and adjust the Department’s marketing plan including the components and strategies identified in this report.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly, performance measures for Marketing Return on Investment; performance measures can be tracked through customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.

VOLUNTEER AND PARTNERSHIP MANAGEMENT

Public parks and recreation agencies’ effectiveness rests on their ability to seek out and maintain productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their communities. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency’s mission. Effective partnerships and meaningful volunteerism are key strategy areas to meet the needs of the community in the years to come.



CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the Department and its offerings.

Volunteer information can be found on the Department’s webpage <https://www.miamigov.com/My-Government/Departments/Parks-and-Recreation> under the “Volunteer Request Form” button midway down the page or by clicking the button on the lower right hand side of the page. After clicking the button, users are redirected to a Microsoft form where they enter their information and submit online.

Volunteer applicants can choose from one of three standard options: Park Beautification, Conservation, or Landscaping or they may choose “other” and specify the type of volunteer project they would like to complete. Volunteer applications are confirmed once the Department sends an official confirmation email.

Parks Master Plan: Relmagine Parks Miami +

Volunteer Request Form +

Volunteer Request Form -

Thank you for your interest in volunteering with the City of Miami Parks and Recreation Department. It is a top priority for us to strengthen environmental conservation and educational outreach efforts in partnership with local, state, private, and non-profit organizations. Programs include, but are not limited to:

- Park Beautification (painting, park cleanup, other enhancements)
- Landscaping (mulching, gardening, removing weeds and exotic/invasive plants)
- Conservation (removal of invasive plant species, habitat restoration of natural areas)
- Beach clean ups
- Other

For more information, please fill out the form below:

[City of Miami Parks & Recreation Volunteer Request Form >](#)

Volunteer Request Form

Thank you for your interest in volunteering with the City of Miami Parks and Recreation Department. It is a top priority for us to strengthen environmental conservation and educational outreach efforts in partnership with local, state, private, and non-profit organizations. Programs include, but are not limited to:

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- Beach clean ups
- Other

For more information, please fill out the form below:

[City of Miami Parks and Recreation Volunteer Request Form >](#)

PARTNERSHIPS

The Department currently partners with various organizations to enhance programs, events, and services. Some of the current partners include:

- Caremax
- Dade Amateur Golf Association First Tee
- Humana
- Leon Medical Center
- Miami-Dade County Public Schools
- Special Olympics Miami-Dade

The following recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage potential internal and external

City of Miami Parks & Recreation Volunteer Request Form

Serving, enhancing, and transforming our community!

Thank you for your interest in volunteering with the City of Miami Parks and Recreation Department. It is a top priority for us to strengthen environmental conservation and educational outreach efforts in partnership with local, state, private, and non-profit organizations. The current environmental educational programs involve restoration and conservation efforts to keep our ecosystems healthy. Programs include, but are not limited to:

- Park Beautification (painting, park cleanup, other enhancements)
- Landscaping (mulching, gardening, removing weeds and exotic/invasive plants)
- Conservation (removal of invasive plant species, habitat restoration of natural areas)
- Beach clean ups
- Other

If you have not identified where you or your organization would like to serve as a volunteer, the City of Miami Parks Department can find a unique opportunity to help us improve our green spaces. We welcome your interest, assistance, and help, and invite you to become part of our volunteer team!

* Required

Applicant/Organization Information

1. First and Last Name *

Enter your answer

2. Organization Name

conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

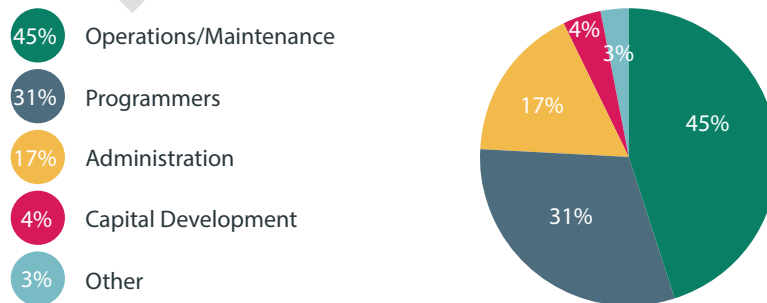
The planning team recommends the following regarding volunteers and partnerships:

- Establish formal volunteer and partnership policies and agreements following the recommended practices in the previous section and in the Appendix.

- Create a volunteer handbook that outlines the Department’s goals, objectives, and expectations and include a copy on the website for easy access by current and future volunteers.
- Track volunteer and partnership metrics (monetary and in-kind) on a consistent basis.
- Establish & track measurable outcomes for each partnership.
- Explore opportunities with www.VolunteerMatch.org, an online platform that allows organizations to post volunteer opportunities and allows for individuals to find and sign-up for them.

As the Department looks to evolve it will be critical to identify ways not just to “right-size” the organization but to “right-staff” it. The following chart is from the 2022 National Recreation and Park Association Agency Performance Review and outlines the average percentage distribution of staff responsibilities. This will be a helpful benchmark for the Department as it grows and aligns its volunteer and staff capacity with the growing community needs.

RESPONSIBILITIES OF PARK AND RECREATION STAFF(AVERAGE PERCENTAGE DISTRIBUTION OF AGENCY FULL-TIME EQUIVALENTS(FTS))



CONCLUSION

The consultant team has highlighted a few important recommendations from the report. These recommendations may change with any shifts in demographics, Department structure, and community and Department priorities.

- **Age Segments:** This analysis identified a programmatic gap in services offered to preschool aged youth (ages 5 and under) and adults (18+). In the age segment distribution, there were no programs identified that targeted preschool youth as a primary or secondary audience. The Statistically Valid Survey indicated a community desire to offer more programs related to the arts, which is a great topic area to begin programming for this demographic. Adults were primarily targeted for rentals, special events, and therapeutic recreation. In alignment with the Statistically Valid Survey, the Department should consider expanding adult fitness & wellness programs to meet the needs of this demographic.
- **Cost Recovery:** Cost recovery targets have been established for some core program areas. Tracking is inconsistent, making it difficult to determine if targets are being reached. It is recommended that the Department conduct a Full Cost-of-Service analysis to help determine cost recovery goals that are aligned with the Department's service philosophy.
- **Program Development and Marketing Plan:** The Department uses a variety of communication channels to market programs, events, and activities. The Statistically Valid Survey indicates a desire by the community to learn about what is happening through online methods, specifically Facebook, Instagram, and the website. There does not seem to be a method for online registration available which may be a barrier for some who prefer to conduct business online.
- **Program Lifecycle Analysis:** The Department's overall program distribution percentages are aligned with national benchmarks with most programs in the Growth stage (47%).

PARKS AND RECREATION FACILITIES

EXISTING PARKS AND RECREATION SYSTEM

The Miami Parks and Recreation system is comprised of 136 developed parks and 15 undeveloped parks, for a total of 151 park sites. The system totals approximately 1,345 acres.

The system also includes 40 indoor facilities that provide residents with approximately 399,980 square feet of indoor recreation space. These facilities range from the Kirk Munroe Tennis Center that provides residents with a variety of tennis programs to the Little Haiti Cultural Complex, which offers a unique opportunity for residents and visitors to gain exposure to Afro-Caribbean culture, expand their knowledge of the arts and develop new talents.

Other public and private recreational resources are also located in and around the City of Miami. These include facilities provided by the Miami Dade County, colleges and universities, places of worship, the YMCA and the Boys & Girls Club.

The following pages provide maps of the various elements of the parks and recreation system, and a full inventory can be found in the Appendix.

CITY OF MIAMI PARKS AND RECREATION SYSTEM HIGHLIGHTS



151 Park Sites
1,345 Acres

85 Playgrounds

82 Basketball Courts



51 Tennis Courts



6 Dog Parks

27 Diamond Fields

53 Rectangle Fields



12 Outdoor Pools



399,980 sf
of Indoor recreation space

Jose Marti Park



Historic Virginia Key Beach Park



Alice Wainwright Park



Grapeland Heights Park



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PARKS

During the development of this plan, the following seven park types were used to classify parks based on their typical uses and management strategies:

Neighborhood Parks - the local parks that primarily serve people who live and work in the immediate vicinity, and which feature standard park amenities, typically including seating, walking paths, a playground, and a small lawn for free play. These parks average around 3 acres, though they range from under one acre to 10 acres.

Community Parks - averaging 12 acres, the primary feature of these parks is active recreation facilities, typically ballfields. Because demand for these facilities is greater than supply and they serve programs and leagues that operate citywide, these parks attract users beyond the neighborhood in which they are located and typically need to accommodate parking.

Mini Parks - small parks, usually around 0.5 acres, that may include seating and other minor, passive amenities.

Greenspot Parks - extremely small landscaped medians and triangles, under 1/4 acre.

Linear Parks - are defined by their primary use as walking/biking corridors connecting surrounding streets or trails.

Undeveloped Parks - City-owned park sites awaiting development.

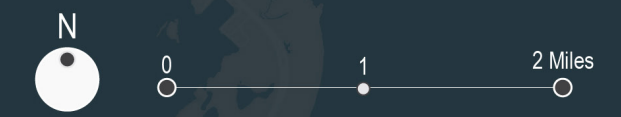
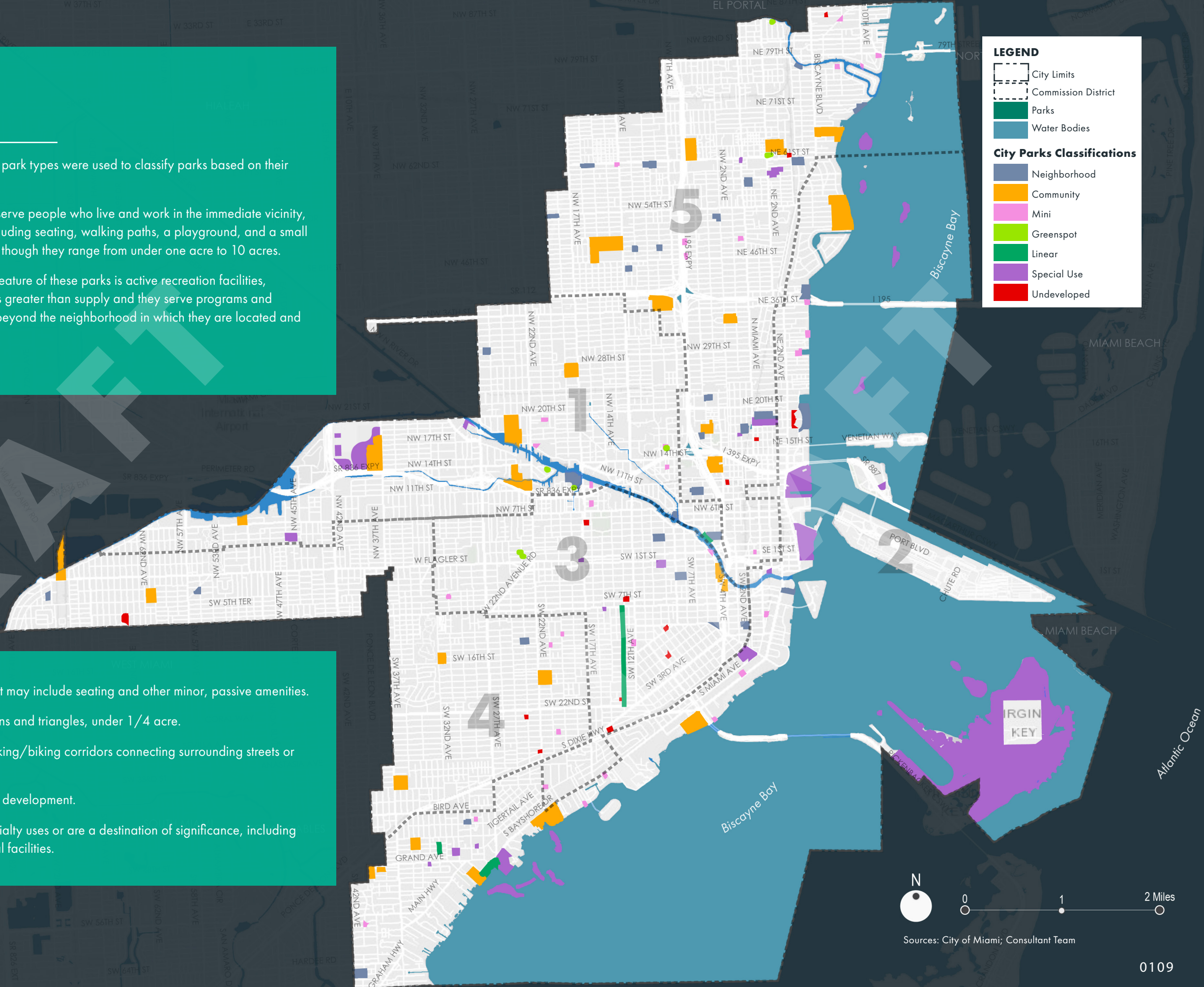
Special Use Parks - all other parks which feature specialty uses or are a destination of significance, including islands, natural areas, golf courses, gardens, and special facilities.

LEGEND

- City Limits
- Commission District
- Parks
- Water Bodies

City Parks Classifications

- Neighborhood
- Community
- Mini
- Greenspot
- Linear
- Special Use
- Undeveloped



Sources: City of Miami; Consultant Team

WATERFRONT PARKS

Access to beaches, waterfront, and waterways of all types is a hallmark of life in south Florida. The Department is fortunate to have 46 parks with a waterfront edge. These edges include a wide variety of conditions, from the Atlantic Ocean sand beaches at Virginia Key, to the concrete seawall facing the Biscayne Bay in Alice Wainwright Park, to the grass edge of the Melreese Golf Course fronting the Tamiami Canal. Eleven of these 46 parks are islands dotting the Biscayne Bay and are accessible only by boat.

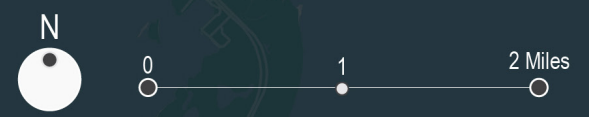
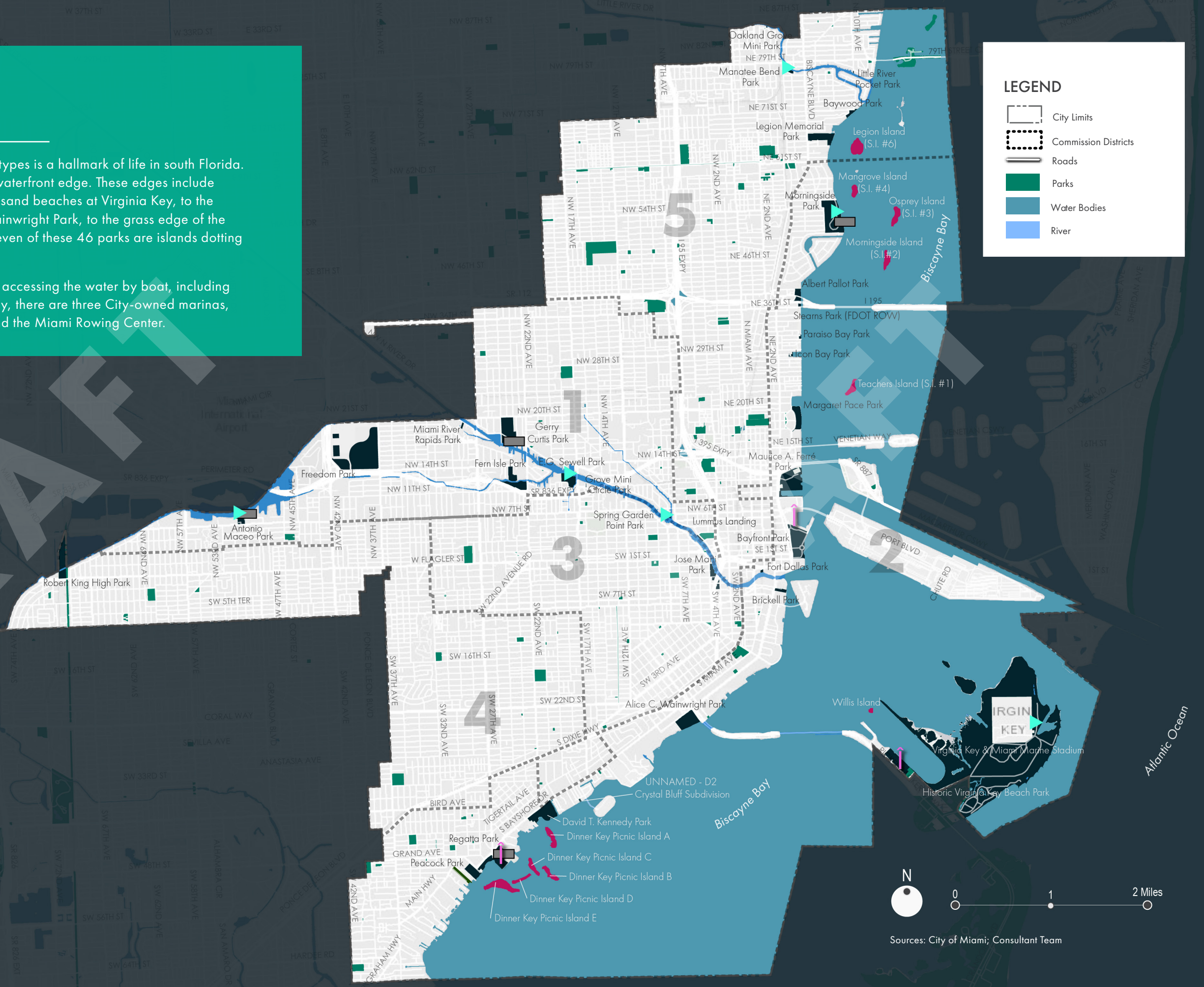
Some of these parks also include specific facilities for accessing the water by boat, including Kayak/Canoe Launches and Boat Ramps. Additionally, there are three City-owned marinas, which are adjacent to Bayfront Park, Regatta Park, and the Miami Rowing Center.

LEGEND

- City Limits
- Commission Districts
- Roads
- Parks
- Water Bodies
- River

Parks with Waterfront

- City Parks with Waterfront (includes Ocean, Bay, Lakes, Rivers, Canals)
- City Parks Accessible by Boat Only
- Canoe/Kayak Launches
- Boat Ramps (Powerboat)
- City Marinas









Sources: City of Miami; Consultant Team

INDOOR FACILITIES



Indoor facilities, including community centers, recreation centers, gyms, and other indoor spaces, provide essential services to Miamians. After school programs, adult education, community meetings, fitness classes, and arts and cultural exhibit spaces are just some of the many uses these facilities provide, in addition to their role as resiliency centers during emergencies.

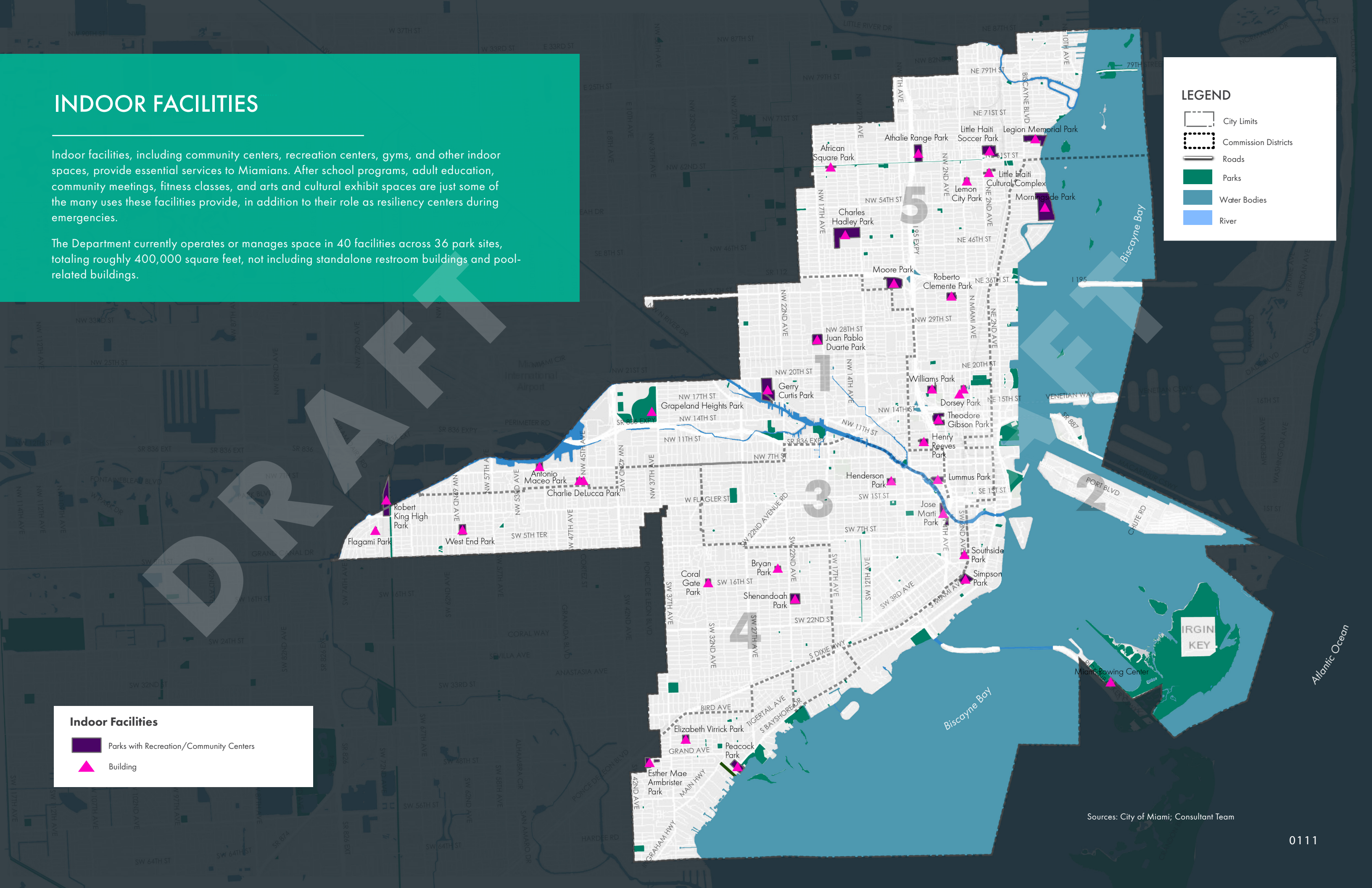
The Department currently operates or manages space in 40 facilities across 36 park sites, totaling roughly 400,000 square feet, not including standalone restroom buildings and pool-related buildings.

LEGEND

-  City Limits
-  Commission Districts
-  Roads
-  Parks
-  Water Bodies
-  River

Indoor Facilities

-  Parks with Recreation/Community Centers
-  Building



Sources: City of Miami; Consultant Team

OTHER PARKS, GREENSPACES, AND RECREATION PROVIDERS

The City of Miami is not the only provider of parks and recreation services in Miami. Miami-Dade County maintains eight parks within city limits, and the State of Florida operates The Barnacle Historic State Park.

Two ongoing projects represent a growing trend of private organizations spearheading the development of signature greenspaces:

1. The Underline is being developed by a public/private partnership which includes representatives from Miami-Dade County and the Friends of the Underline.
2. The proposed 33-acre I-395 Underdeck park is being led by The Underdeck Committee, and developed as a partnership between the City of Miami and Florida Department of Transportation. The Underdeck Committee is currently working to secure funding for the approximately \$60 million dollar project.

Private, non-profit recreation providers also play a role in serving the community—there are two YMCA indoor facilities and one Boys and Girls Club which provide comparable services to a Department-run recreation center.

Facilities

- Miami-Dade County Parks
- State Parks
- Cemeteries

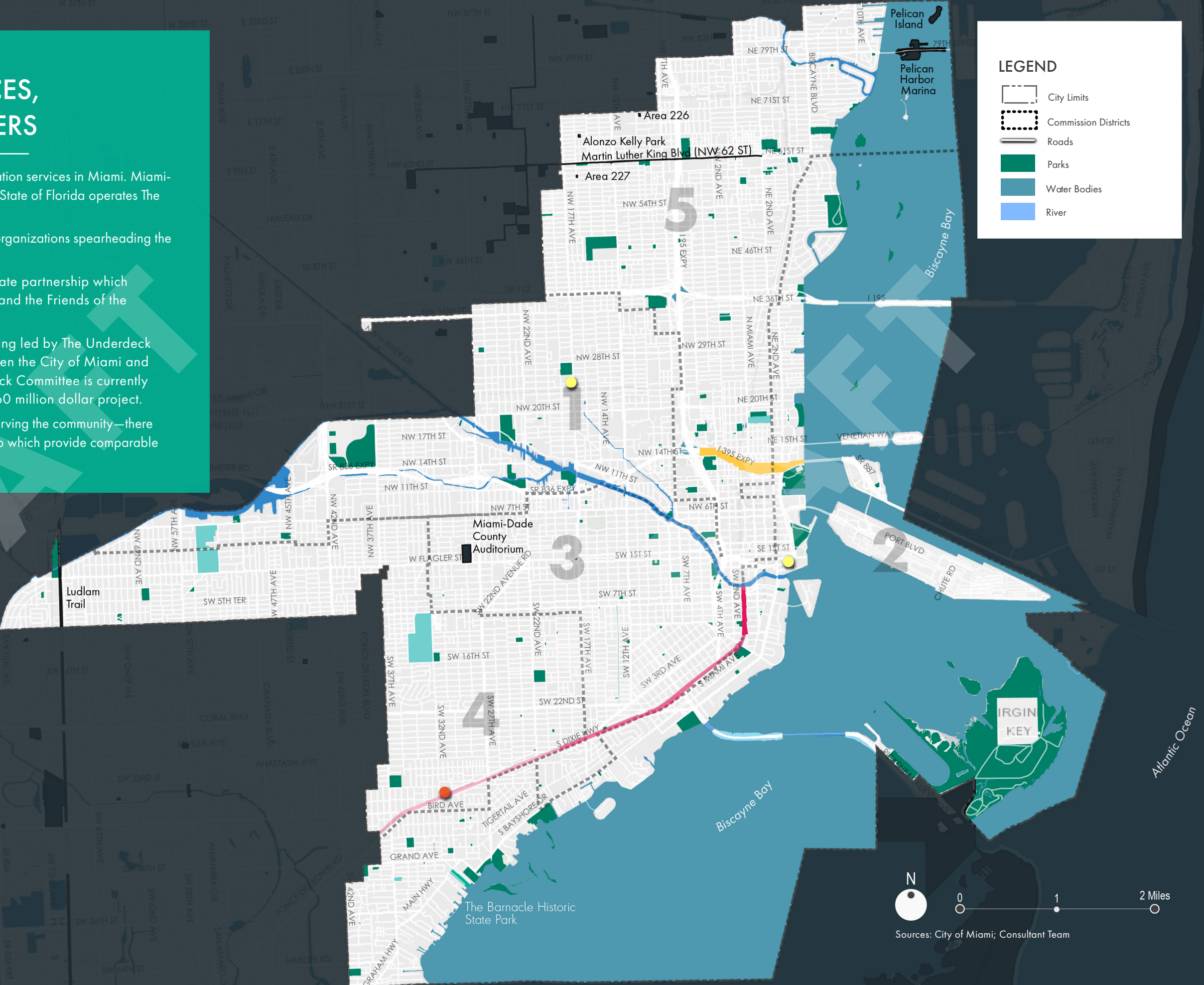
The Underline

- Existing
- In Development
- In Planning

- YMCA
- Boys and Girls Club
- I-395 Underdeck (Proposed)

LEGEND

- City Limits
- Commission Districts
- Roads
- Parks
- Water Bodies
- River



Sources: City of Miami; Consultant Team

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PARK SITE EVALUATIONS

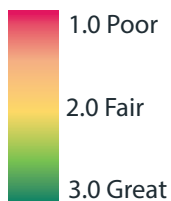
Research by park experts has shown that all successful parks and public spaces share common qualities:

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

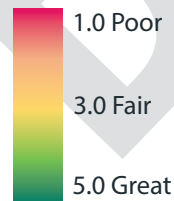
Considering these qualities, the City of Miami’s parks were evaluated based on 6 categories and 35 sub-categories using various high-quality parks as measuring sticks for the rest of the park system.

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

Condition Category Scale:



Other Category Scale:



The following pages contain a series of charts and a map that illustrate the results of this analysis.



ACCESS

Proximity, Access, and Linkages

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



COMFORT

Comfort and Image

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



USE

Uses, Activities, and Sociability

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



BUILDINGS

Buildings and Architecture

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



NRPA PILLARS

Health and Wellness, Conservation, Social Equity

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






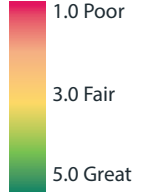
CONDITION

Amenities, Furnishings, Landscape, and Hardscape

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

PARK NAME	Condition Category Scale:		Other Category Scale:		SITE AMENITIES AVERAGE	FURNISHINGS AVERAGE	GENERAL HARDSCAPE LANDSCAPE AVERAGE	TOTAL SYSTEM AVERAGES	PROXIMITY/ ACCESS/ LINKAGES	COMFORT & IMAGE:	USES/ ACTIVITIES & SOCIABILITY	BUILDINGS AND ARCHITECTURE:	HEALTH & WELLNESS	CONSERVATION	SOCIAL EQUITY
	1.0 Poor	2.0 Fair	3.0 Great	1.0 Poor											
AVERAGE		2.1		2.2		2.2		3.1	3.2	3.3	3.0	3.3	2.7	2.7	2.9
Tibor and Shelia Hollo Park	2.0	1.8	2.0	2.0	2.0	1.8	2.0	3.3	4.0	3.7	2.2	-	3.0	3.0	3.0
African Square Park	1.2	1.5	1.6	1.6	1.2	1.5	1.6	2.3	2.3	2.5	2.0	-	2.0	1.0	3.0
Alice Wainwright Park	1.8	2.3	2.2	2.2	1.8	2.3	2.2	2.6	3.0	3.2	2.5	1.9	3.0	4.0	2.0
Allapattah Mini Park	2.7	2.3	2.0	2.0	2.7	2.3	2.0	2.8	3.0	3.3	2.2	-	1.0	2.0	4.0
Allen Morris Brickell Park	-	2.0	2.0	2.0	-	2.0	2.0	1.6	2.4	1.3	1.0	-	1.0	3.0	1.0
Athalie Range Park	1.2	1.6	1.3	1.3	1.2	1.6	1.3	2.8	2.0	3.2	3.7	2.4	4.0	2.0	4.0
Antonio Maceo Park	1.9	1.5	2.5	2.5	1.9	1.5	2.5	3.5	2.6	3.7	4.3	3.2	4.0	2.0	4.0
Bay of Pigs Memorial Park	2.0	2.7	-	-	2.0	2.7	-	4.5	4.5	-	-	-	-	-	-
Bayfront Park	1.3	1.4	1.6	1.6	1.3	1.4	1.6	3.4	2.2	3.1	5.0	3.4	2.0	2.0	3.0
Baywood Park	-	3.0	3.0	3.0	-	3.0	3.0	3.6	3.5	4.3	3.0	-	-	-	-
Belafonte-Tacolcy Park	1.8	2.3	2.1	2.1	1.8	2.3	2.1	4.0	4.0	3.5	4.5	4.2	3.0	3.0	3.0
Belle Meade Park	1.0	3.0	3.0	3.0	1.0	3.0	3.0	3.9	4.5	3.7	3.5	-	-	-	-
Billy Rolle Domino Park	-	1.1	1.3	1.3	-	1.1	1.3	2.0	2.8	1.4	1.7	-	1.0	1.0	3.0
Biscayne Park	3.0	1.8	2.7	2.7	3.0	1.8	2.7	2.8	1.4	2.9	4.2	-	2.0	3.0	1.0
Blanche Park	3.0	1.7	2.5	2.5	3.0	1.7	2.5	3.4	3.4	3.7	3.2	-	2.0	2.0	3.0
Broward Circle Mini Park	-	2.0	3.0	3.0	-	2.0	3.0	2.8	2.3	3.0	3.0	-	-	-	-
Bryan Park	3.0	2.6	3.0	3.0	3.0	2.6	3.0	4.9	5.0	5.0	5.0	4.8	5.0	3.0	4.0
Buena Vista Park	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.3	3.2	1.9	1.8	-	2.0	1.0	3.0
Charles Hadley Park	2.0	1.3	1.4	1.4	2.0	1.3	1.4	3.6	3.4	3.4	4.2	-	5.0	2.0	5.0
Charlie DeLuca Park	1.1	1.5	2.5	2.5	1.1	1.5	2.5	3.5	2.6	3.7	4.3	3.2	4.0	2.0	4.0
City Cemetery	-	3.0	3.0	3.0	-	3.0	3.0	3.3	3.4	3.1	-	-	-	-	-
Oak Avenue Park	-	1.5	1.6	1.6	-	1.5	1.6	2.7	3.2	2.6	1.3	3.5	2.0	3.0	2.0
Coral Gate Park	2.3	2.8	2.8	2.8	2.3	2.8	2.8	4.4	4.2	4.9	4.0	4.4	3.0	4.0	4.0
Coral Nook Park	-	-	-	-	-	-	-	5.0	5.0	-	-	-	-	-	-
Coral Way Community Center Playground	-	2.3	2.5	2.5	-	2.3	2.5	3.6	2.4	5.0	3.4	-	2.0	2.0	3.0
Crestwood Park	1.5	2.0	2.0	2.0	1.5	2.0	2.0	3.7	2.8	3.4	4.0	4.5	-	4.0	-
Cuban Memorial Boulevard	-	2.3	3.0	3.0	-	2.3	3.0	4.3	4.0	5.0	4.0	-	2.0	3.0	3.0
Culmer Mini Park	-	-	1.0	1.0	-	-	1.0	1.1	1.0	1.4	1.0	-	1.0	1.0	1.0
David T. Kennedy Park	1.8	2.0	2.7	2.7	1.8	2.0	2.7	3.0	3.4	3.2	2.8	2.5	3.0	4.0	3.0

PARK NAME Condition Category Scale:  Other Category Scale: 	SITE AMENITIES AVERAGE	FURNISHINGS AVERAGE	GENERAL HARDSCAPE LANDSCAPE AVERAGE	TOTAL SYSTEM AVERAGES	PROXIMITY/ ACCESS/ LINKAGES	COMFORT & IMAGE:	USES/ ACTIVITIES & SOCIABILITY	BUILDINGS AND ARCHITECTURE:	HEALTH & WELLNESS	CONSERVATION	SOCIAL EQUITY
Domino Park	-	1.8	-	4.5	4.2	4.3	5.0	-	1.0	2.0	5.0
Dorsey Memorial Library	-	2.5	2.3	4.1	4.4	3.7	3.3	4.8	1.0	2.0	3.0
Dorsey Park	1.6	1.9	1.8	2.8	3.8	2.9	2.7	1.7	3.0	2.0	4.0
Douglas Park	2.2	1.8	2.1	3.9	3.4	3.9	4.5	-	5.0	2.0	4.0
Durham Park	-	-	1.5	1.6	2.2	1.0	-	-	-	-	-
Eaton Park	3.0	2.8	2.5	4.3	4.3	4.5	4.3	-	-	-	-
Elizabeth Steele Mini Park	-	1.8	2.5	3.3	4.0	3.7	2.3	-	3.0	4.0	3.0
Elizabeth Virrick Park	2.0	1.9	2.6	4.4	4.2	4.4	4.0	5.0	4.0	3.0	4.0
Ernesto Lecuona Park	1.5	1.0	1.4	2.1	1.8	2.0	2.4	-	1.0	1.0	2.0
Esther Mae Armbrister Park	2.5	2.4	2.0	3.3	2.6	3.7	3.8	3.2	2.0	2.0	2.0
Fern Isle Park	1.7	1.9	2.0	3.5	2.8	3.5	3.8	3.8	4.0	2.0	4.0
Flagami Park	2.0	2.0	2.3	3.3	3.2	3.3	3.2	3.4	-	-	-
Fort Dallas Park	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fuller Street Plaza	-	1.3	1.7	2.9	2.6	3.6	2.7	-	1.0	1.0	1.0
General Francisco Morazan Park	2.4	2.1	2.3	3.8	4.4	3.3	3.8	-	4.0	3.0	4.0
Gerry Curtis Park	2.5	2.0	2.5	3.5	4.4	3.5	4.0	2.1	5.0	3.0	4.0
Glen Royal Park	-	-	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Gold Star Family Memorial Mini Park	-	-	-	1.3	2.0	1.0	1.0	-	-	-	-
Grapeland Heights Park	1.6	2.2	2.2	3.8	3.8	3.9	3.7	3.7	4.0	5.0	4.0
Grove Mini Circle Park	-	2.0	2.0	1.3	1.5	1.5	1.0	-	1.0	1.0	1.0
Grove Mini Park	2.0	2.0	2.0	3.3	3.2	3.9	2.8	-	2.0	1.0	2.0
Henderson Park	1.8	2.5	2.2	3.9	4.4	3.9	3.8	3.7	4.0	3.0	4.0
Henry Reeves Park	1.2	1.8	1.8	2.6	3.6	2.5	2.5	1.9	3.0	3.0	4.0
Highland Circle Mini Park	-	1.0	1.0	1.3	1.8	1.0	1.0	-	-	-	-
Ichimura Japanese Gardens (Watson Island)	1.6	1.3	2.3	2.6	3.0	3.2	1.7	-	-	-	-
Icon Bay Park	3.0	3.0	3.0	2.9	2.8	4.2	1.8	-	2.0	3.0	3.0
Jose Marti Park	2.1	2.3	1.8	4.3	4.6	4.2	4.8	3.8	5.0	4.0	5.0
Jose Milton Park at E. Albert Pallot Green Space	3.0	3.0	3.0	3.9	4.6	4.3	2.8	-	-	-	-

PARK NAME Condition Category Scale:  Other Category Scale: 	SITE AMENITIES AVERAGE	FURNISHINGS AVERAGE	GENERAL HARDSCAPE LANDSCAPE AVERAGE	TOTAL SYSTEM AVERAGES	PROXIMITY/ ACCESS/ LINKAGES	COMFORT & IMAGE:	USES/ ACTIVITIES & SOCIABILITY	BUILDINGS AND ARCHITECTURE:	HEALTH & WELLNESS	CONSERVATION	SOCIAL EQUITY

Juan Pablo Duarte Park	2.0	2.1	2.6	3.7	4.2	3.7	4.2	2.9	5.0	3.0	5.0
Kenneth M. Myers Park	1.0	1.0	2.4	3.3	3.8	3.3	2.7	-	3.0	3.0	4.0
Kirk Munroe Tennis Center	1.6	1.4	1.8	3.5	3.8	3.1	3.7	3.3	3.0	1.0	3.0
Legion Memorial Park	2.2	1.8	1.8	3.8	2.6	3.4	4.0	5.0	4.0	3.0	3.0
Lemon City Park	1.7	1.6	1.5	3.2	3.2	3.8	3.0	2.8	3.0	2.0	3.0
Lincoln Park	1.0	1.3	1.8	3.2	3.8	3.4	2.5	-	3.0	3.0	3.0
Little Haiti Cultural Complex	-	3.0	3.0	4.6	4.0	4.8	4.7	4.8	1.0	1.0	3.0
Little Haiti Memorial Park	-	2.0	2.7	2.4	2.4	2.8	2.0	-	-	-	-
Little Haiti Soccer Complex	2.1	1.8	2.0	3.6	3.0	4.2	3.8	3.4	3.0	2.0	4.0
Little River Pocket Park	2.0	1.7	2.0	2.3	1.5	3.2	-	-	-	-	-
Lummus Landing	3.0	2.8	3.0	3.7	4.4	4.2	2.5	-	2.0	3.0	3.0
Lummus Park	2.3	2.1	2.2	3.5	3.8	3.5	3.2	3.6	3.0	5.0	4.0
Manatee Bend Park	3.0	3.0	2.3	3.7	4.5	4.0	2.7	-	-	-	-
Margaret Pace Park	2.3	1.3	1.7	3.6	4.0	2.9	3.8	3.9	5.0	2.0	3.0
Marjorie Stoneman Douglas Mini Park	2.0	2.0	2.5	3.4	3.8	3.6	3.0	-	3.0	3.0	3.0
Martell Park	-	2.5	2.5	3.1	3.5	3.5	2.2	-	-	-	-
Mary Brickell Park	2.0	2.3	2.0	3.2	3.4	3.4	2.8	-	2.0	3.0	4.0
Maurice A. Ferre Park	2.0	2.0	2.2	4.3	4.4	4.6	3.8	4.3	1.0	2.0	2.0
Melreese Golf Course	2.5	2.0	2.2	3.9	3.4	4.5	2.8	4.7	1.0	1.0	1.0
Merrie Christmas Park	2.0	1.9	2.0	3.2	3.6	3.1	2.8	-	1.0	3.0	3.0
Miami River Rapids Park	-	2.0	2.5	2.3	1.8	3.1	1.3	3.0	-	-	-
Miami Rowing Center	1.0	1.7	1.6	2.7	1.5	3.1	2.4	3.9	1.0	1.0	1.0
Miller Dawkins Mini Park	1.0	1.8	2.0	2.6	2.4	2.6	2.8	-	-	3.0	3.0
Moore Park	1.8	1.9	2.3	4.0	4.0	3.3	4.8	3.8	5.0	4.0	5.0
Morningside Park	1.9	2.1	2.6	3.7	4.4	3.9	3.7	3.0	5.0	3.0	5.0
North Bay Vista	3.0	2.6	2.7	2.9	3.6	2.8	2.2	-	-	4.0	5.0
Oakland Grove Mini Park	3.0	2.8	2.7	3.2	3.8	3.5	2.3	-	-	-	-
Oasis by the Bay	-	2.0	3.0	4.0	3.8	4.3	-	-	-	-	-
Paraiso Park	2.7	3.0	2.0	2.5	1.8	3.6	2.0	-	3.0	3.0	1.0
Paul S. Walker Urbanscape	-	2.8	2.0	3.0	3.4	3.6	2.0	-	1.0	1.0	1.0

PARK NAME	SITE AMENITIES AVERAGE	FURNISHINGS AVERAGE	GENERAL HARDSCAPE LANDSCAPE AVERAGE	TOTAL SYSTEM AVERAGES	PROXIMITY/ ACCESS/ LINKAGES	COMFORT & IMAGE:	USES/ ACTIVITIES & SOCIABILITY	BUILDINGS AND ARCHITECTURE:	HEALTH & WELLNESS	CONSERVATION	SOCIAL EQUITY

Peacock Park	1.5	1.4	2.4	3.6	3.8	3.5	4.2	2.9	3.0	3.0	1.0
Pine Heights Mini Park	3.0	2.0	2.5	3.0	3.2	4.0	1.7	3.0	1.0	3.0	3.0
Plaza de la Cubanidad	-	2.0	1.0	1.0	1.0	1.0	1.0	-	1.0	1.0	1.0
Pullman Park	3.0	2.9	2.8	2.6	4.2	2.6	2.5	1.0	1.0	3.0	3.0
Rainbow Village Park	-	1.2	1.6	2.8	3.4	2.6	2.3	-	2.0	1.0	3.0
Regatta Park	1.0	2.5	2.6	4.1	4.4	3.9	4.2	-	2.0	2.0	2.0
Robert King High Park	2.1	1.5	2.4	3.9	3.4	4.0	4.3	3.9	5.0	5.0	5.0
Roberto Clemente Park	1.4	1.2	1.1	3.0	3.3	2.5	2.2	4.0	3.0	1.0	3.0
Ronald W. Regan Park	3.0	3.0	3.0	4.6	4.6	4.7	4.7	4.3	4.0	4.0	4.0
Sandra DeLucca Development Center	-	-	2.7	5.0	-	-	-	5.0	5.0	2.0	5.0
Sewell Park	3.0	2.0	2.1	2.9	2.3	3.6	2.8	-	2.0	2.0	2.0
Shenandoah Park	1.6	2.1	2.3	4.2	4.2	4.1	4.3	4.0	5.0	3.0	4.0
Sherdavia Jenkins Peace Park	3.0	3.0	2.5	1.9	3.0	2.3	1.5	1.0	1.0	2.0	1.0
Shorecrest Mini Park	2.0	2.0	2.0	2.5	2.8	3.1	1.5	-	-	-	-
Simon Bolivar Park	-	1.0	1.0	1.3	2.0	1.0	1.0	-	1.0	1.0	1.0
Silver Bluff Park	3.0	2.5	3.0	4.5	4.2	4.6	4.6	-	2.0	3.0	3.0
Simonhoff Floral Park	1.0	2.0	2.3	1.9	2.8	2.5	1.5	1.0	1.0	1.0	1.0
Simpson Park	1.0	1.0	2.6	3.2	4.0	4.0	2.4	2.3	1.0	3.0	3.0
South Bay Vista Park	-	1.7	3.0	2.2	3.2	2.8	1.7	1.0	-	4.0	1.0
South Shenandoah Mini Park	-	3.0	3.0	3.7	3.8	4.5	2.8	-	2.0	3.0	3.0
Southside Park	2.2	2.0	1.5	3.0	3.2	2.9	3.2	2.7	2.0	1.0	3.0
Spring Garden Point Park	3.0	1.8	1.7	1.8	1.2	2.4	1.8	-	1.0	3.0	1.0
Stearns Park	-	3.0	2.3	2.7	2.7	3.3	2.0	-	-	-	-
Swannanoa Mini Park	2.0	-	3.0	4.0	4.4	3.9	3.8	-	2.0	3.0	3.0
Thelma Gibson Heritage Garden	2.7	2.1	2.8	4.0	4.0	3.8	4.3	3.7	5.0	3.0	4.0
Theodore Gibson Park	2.7	2.1	2.8	4.0	4.0	3.8	4.3	3.7	5.0	3.0	4.0
Town Park	1.5	2.2	2.7	2.3	3.3	2.3	1.3	-	-	-	-
Triangle Park	-	1.0	2.0	3.4	3.2	3.4	3.5	-	3.0	4.0	3.0
Unity Park	2.0	2.2	2.0	3.0	2.6	4.0	2.5	-	2.0	2.0	1.0

PARK NAME	Condition Category Scale:		Other Category Scale:		SITE AMENITIES AVERAGE	FURNISHINGS AVERAGE	GENERAL HARDSCAPE LANDSCAPE AVERAGE	TOTAL SYSTEM AVERAGES	PROXIMITY/ ACCESS/ LINKAGES	COMFORT & IMAGE:	USES/ ACTIVITIES & SOCIABILITY	BUILDINGS AND ARCHITECTURE:	HEALTH & WELLNESS	CONSERVATION	SOCIAL EQUITY
	1.0 Poor	2.0 Fair	3.0 Great	1.0 Poor											
UNNAMED-1211 SW 14 ST	-	-	1.0	-	-	-	1.0	1.5	1.6	1.7	1.2	-	-	-	-
UNNAMED - 2201 Silver Bluff	-	-	1.0	-	-	-	1.0	1.5	1.6	1.7	1.2	-	-	-	-
UNNAMED-6150- NE 4 AVE	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	-	-	-	-
UNNAMED-AIPP Triangle Parcel	-	-	-	-	-	-	2.6	2.2	1.8	3.9	1.0	-	-	-	-
UNNAMED-Brickell Estates	-	-	1.0	-	-	-	1.0	1.5	1.6	1.7	1.2	-	-	-	-
UNNAMED-Brickell Hammock/Sammy Park	-	-	1.3	-	-	-	1.3	1.5	1.6	1.7	1.2	-	-	-	-
UNNAMED-D2 Crystal Bluff Subdivision	-	-	1.5	-	-	-	1.5	2.0	2.0	2.3	1.6	-	-	-	-
UNNAMED-East Shenandoah	-	1.0	1.8	-	-	1.0	1.8	1.9	1.8	2.3	1.5	-	-	-	-
UNNAMED-Roco Villa Park	-	-	1.3	-	-	-	1.3	1.5	1.6	1.7	1.2	-	-	-	-
UNNAMED-SE 25 RD	-	2.0	2.0	-	-	-	2.0	2.2	2.0	2.6	2.0	-	-	-	-
UNNAMED-Utopia Park (La Playa)	-	2.5	1.7	-	-	-	2.5	2.3	2.0	3.0	1.8	-	-	-	-
Virginia Key & Miami Marine Stadium Flex Park	2.2	1.8	2.3	-	-	-	2.2	2.7	2.6	3.1	3.0	2.0	3.0	5.0	2.0
Virginia Key Beach Park	1.8	1.6	2.3	-	-	-	1.8	3.1	3.0	3.1	3.0	3.1	1.0	1.0	2.0
West Buena Vista Mini Park	3.0	2.3	2.3	-	-	-	3.0	3.6	3.8	3.8	3.3	-	-	-	-
West End Park	2.1	2.4	2.5	-	-	-	2.1	4.3	3.8	4.6	4.2	4.4	4.0	4.0	5.0

PARK SITE EVALUATIONS SUMMARY FINDINGS

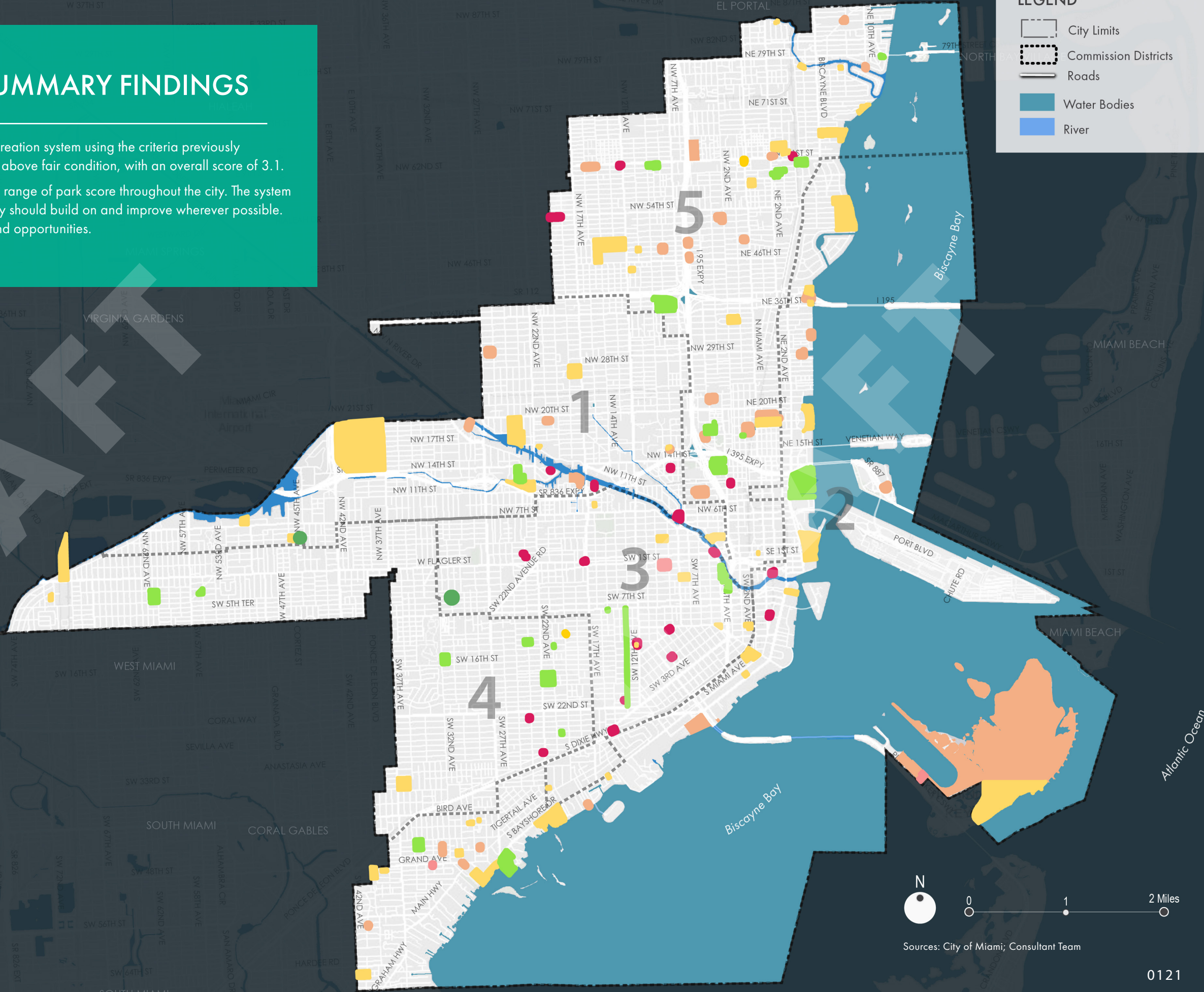
Based on the evaluation of the City of Miami's parks and recreation system using the criteria previously described, the City's parks and recreation system scored just above fair condition, with an overall score of 3.1. This page maps park site evaluation scores and illustrates the range of park score throughout the city. The system displayed a variety of strengths and opportunities that the city should build on and improve wherever possible. The following pages provide a summary of these strengths and opportunities.

LEGEND

- City Limits
- Commission Districts
- Roads
- Water Bodies
- River

**Park Evaluation
Park Scores**

- Poor
- Fair
- Great



Sources: City of Miami; Consultant Team

PROXIMITY, ACCESS, AND LINKAGES

(+) STRENGTHS



- Most of the City's parks provide adequate visibility or clear site lines into the park.
- Many of the City's parks provide users the opportunity to safety and comfortable walk to parks along sidewalks or low traffic streets.
- Most of the City's parks show evidence that it is intent is to be accessible and would allow equitable use for people with all needs/abilities.
- Most of the City's parks and recreation facilities appear to be appropriately lit for the type of park.

(-) OPPORTUNITIES



- While some of City's parks contain signage and wayfinding, there is an opportunity to enhance signage in all of the City's park. Additional signage opportunities that the City should consider include a park system location map, park amenity location map and amenity directional signage (depending on the size and complexity of the park), amenity signs, and educational interpretive signs.
- Most of the City's park lights need to be upgraded to be LED, allow users opportunities to enjoy park amenities after dusk, where appropriate, or provide safety lights in parks where after dusk activities are not appropriate.
- While most of the City's parks are accessible, the City should continue to improve ADA accessibility to park and park amenities to ensure that people with disabilities have equitable access to the City's park amenities.



COMFORT AND IMAGE

(+) STRENGTHS



- The first impression and overall attractiveness of most of the City's parks is fair with a few being great. The positive first impression and overall attractiveness of these parks also translates into a feeling of safety and stewards from park users.



- Most of the City's parks exhibit good signs of overall cleanliness, quality of exterior maintenance, management, and stewardship with some parks exhibiting a higher degree than others.
- Most of the interior spaces of City park buildings can be easily supervised and managed due to an interior design that is configured to allow clear site lines to major amenities, entrances, and exists from a central location. This translates into strong interior management/stewardship and cleanliness, which many parks exhibit.
- Most of the City's park seating areas that are inviting, neat, clean, and sensorially pleasant along with equipment that is in good condition and effective.

(-) OPPORTUNITIES



- While most of the City's parks have a fair to great first impression, overall attractiveness, cleanliness, quality of maintenance, management, and stewardship, there is an opportunity to improve the quality of parks so it is consistent across the entire parks system. This includes addressing deferred maintenance, completing capital improvements, and re-master planning some of these parks.
- There is an opportunity to improve the appearance, comfort, and experience of park sitting areas. The City should strive to incorporate a consistent variety of seating options in parks including movable tables and chairs, which allow user to customize their sitting experience.
- Many of the City's parks do not contain shelters where park users can go to find refuge from Florida's inclement and at times unpredictable weather. The City should strive to incorporate more shelters and shade in parks including pavilions, shade structures for playgrounds, exercise stations, and seating areas, and shade trees to enhance park user's experience and comfort.
- Some of the City's parks contain equipment and operating systems that are in good condition, however, others do not. The City should ensure that the equipment and operating systems in all of the City's parks are in good working condition.



- Many of the City's parks have the potential to enhance their branding through the consistent use of high-quality materials, colors, textures, furnishings, signage, details, upkeep, and overall aesthetics. The City should develop park standards that define the City's brand and implement the branding throughout the parks and recreation system.



USES, ACTIVITIES, AND SOCIABILITY

(+) STRENGTHS



- Many of the City's parks exhibit an adequate sense of pride and ownership by being actively used and with signs of volunteerism, "patrolling" by users, along with signs of care, maintenance, and upkeep.

(-) OPPORTUNITIES



- While some of the City's parks provide a range of facilities, amenities, and activities for users of all ages that lead to a high level of activity, others do not. This limited range of facilities, amenities, and activities in parks also limits the level of activity that occurs in these parks. Even parks that are well used in the evenings or the weekends, may remain underused in other parts of the day. The City should strive to add more activities and things to do in parks based on the community's needs and priorities. This will also increase the sense of pride in the parks.



- While some of the City's parks are adequately planned, spatially organized to facilitate organized programming, others are not. Spaces for multi-purpose, multi-generational experiences and parking appear to be limiting factors.
- While some of the City's parks use a variety of marketing and promotional tools to make residents aware of the park, its recreation facilities, activities, and programs, others do not. To the extent possible, the City should look to enhance marketing efforts through as many avenues as possible including traditional and digital means.

BUILDINGS AND ARCHITECTURE

(+) STRENGTHS



- Most of the City's park buildings have an adequate image and aesthetic through the use of appropriate proportions and materials, and contribute to the context of the park and surrounding neighborhood.
- Most of the City's park buildings have adequate entry points and connections to surrounding outdoor spaces.
- Most of the City's parks contained well-organized interior layouts that are of an appropriate dimension for their specified functions.
- Most of the City's park buildings showed no visible evidence of loss of integrity of any structural members and building enclosures.



(-) OPPORTUNITIES

- While most of the City's park buildings scored fair or above in most of the evaluation categories, other buildings scored poorly and should be explored for improvements, including potential reconstruction.
- While some of the buildings have fair interior finishes, furniture, and equipment that is undamaged, well-maintained, and aesthetically pleasing, others do not. The interior finishes of these buildings may be aging and could be renovated and brought up to date.
- Most of these systems are not energy efficient. Overtime, the City should look to replace and upgrade building's system to have energy efficient elements and use sustainable materials.



NRPA PILLARS



(-) OPPORTUNITIES

- While some of the City's parks provide good examples of 'Health and Wellness' there are opportunities for enhancement across the parks system, particularly through adding a mix of uses and things to do for users of all ages and abilities..
- While some of the City's parks exhibit adequate 'Conservation' principles, through practices like expansive tree canopy and sustainable materials, there is an opportunity to enhance conservation strategies in all of the City's parks. These include additional tree canopy, the use of additional sustainable materials, erosion control, stormwater Best Management Practices (BMPs), use of native landscaping, and other environmental best practices.
- While some of the City's parks exhibit good 'Social Equity' strategies, such as ease of access, ADA compliance, recreation opportunities for different ages/abilities, and locations in racially, ethnically, and economically diverse areas, there are opportunities to fill gaps in both access to parks, and the amenities within parks that would improve social equity.



CONDITION

(+) STRENGTHS



- Most of the City's parks contain landscape and hardscape elements such as walkways, trails, and parking areas that appear to be in good condition and may not need improvements in the next 5 to 7 years.

(-) OPPORTUNITIES



- While some of the City's parks contain facilities and amenities such as sports courts, fields, pavilions, playgrounds, etc. that may not need improvements in the next 5 to 7 years, most may need improvements in the next 1 to 5 years. Specific facilities and amenities that appear to need attention include Baseball Fields, Basketball Courts, Batting Cages, Pavilions, Pools, Racquetball Courts, and Restrooms. The City should develop an Asset Management/ Repair and Replacement Schedule to proactively plan for these Capital Improvements.



- While many of the City's parks contain furnishing such as benches, picnic tables, trash receptacles, etc. that may not need to be replaced in the next 5 to 7 years, others may need replacement in the next 1 to 3 years. Specific furnishings to look at include water fountains, dog waste stations, and signs. The Asset Management/ Repair and Replacement Schedule should also include furnishings to proactively plan for their replacement.
- While most of the City's parks contain landscape and hardscape elements such as walkways, trails, and parking areas that appear to be in good condition and may not need improvements in the next 5 to 7 years, others do not. Some parks have trails and parking areas that need to be improved in the next 3 years, and others contain landscape areas such as turf fields that also require improvements in the next 1 to 3 years.

NEEDS & PRIORITIES ASSESSMENT

The purpose of the Needs and Priorities Assessment is to determine the gaps between existing and desired conditions. Each community must determine the appropriate needs assessment techniques and Level-of-Service (LOS) standards required to identify and meet the specific needs of its residents. For a large, populous, and diverse city like Miami, a broad range of techniques were employed, with a primary emphasis placed on the input of community members.

There is no one single technique or method that allows communities to identify the needs and priorities of their community. Therefore, a “triangulated” approach was used to identify needs and priorities, incorporating a variety of observational, quantitative, and qualitative techniques. This allows the determination of needs and priorities to develop from different perspectives.

Some observational and quantitative techniques, such as demographic analyses, trends analysis, and park site evaluations were discussed in Chapter 1 – Context. Additional quantitative and qualitative techniques are discussed in this chapter. A comprehensive analysis can be reviewed in the Appendix.



2.1. METHODS + TECHNIQUES

Quantitative techniques used for the Miami Needs and Priorities Assessment were:

1. A Citywide and Commission District Based Statistically Valid Survey;

ETC Institute mailed a survey packet to a random sample of households in the City of Miami. 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 MiamiParksSurvey.org.

The goal was to complete a minimum of 1,000 completed surveys from residents. The goal was exceeded with 1,078 completed surveys collected. The overall results for the sample of 1,078 households have a precision of at least +/- 3.0 at the 95% level of confidence.

Because of its statistical accuracy and demographic alignment with Miami's racial and age groups, the SVS is used as the foundation for determining needs and priorities—with other techniques supporting its findings as relevant.

2. Existing Level-of-Service (LOS) analyses;

- **Access Level of Service** - Measures travel distances (and approximate time) to parks and individual facilities such as athletic fields, recreation centers, etc.
- **Acreage Level of Service** - Measures acreage in a ratio to the community's population (acres of parkland per 1,000 people).
- **Facilities Level of Service** - Measures facility capacity in a ratio to the community's population (number of residents for everyone one facility).

- **Indoor Square Footage Level of Service** - Measures the quantity of indoor recreation space in a ratio to the community's population.
- **Financial Level of Service** - Measures the amount of operations, maintenance, and capital funding the Department spends per capita.

3. Benchmarking;

Comparing Miami to National Recreation and Park Association (NRPA) Park Metrics Data for cities with a similar population and population density as the City of Miami as well as peer cities and to the Gold Standard of Park Systems - City of Minneapolis.

Qualitative techniques were:

1. City Leadership Interviews;

The Consultant Team conducted one-on-one interviews with city leaders including the City Manager and Elected officials. These interviews were intended to identify city-wide and Commission District based parks and recreation needs and priorities along with social, environmental, and economic challenges that were most important to city leaders. Additionally, the Consultant Team conducted meetings with city leaders at key points during the process to share findings and collect input about the findings.

2. Steering Committee;

The Consultant Team met with a Steering Committee comprised of representatives from the Mayor and Commissioner offices to get input and direction on the plan in key phases of the project.

3. Staff Interviews;

The Consultant Team met with staff throughout the process in various settings to collect direction and input.

4. Online Survey;

The Consultant Team hosted a 27-question online survey in English and Spanish during the months of August - September 2022. A total of 634 people participated in the survey. The survey was based on the statistically-valid survey, but had some modifications to accommodate the online format.

5. Project Website and Social Media Engagement

The master planning process included the creation of a custom website: www.reimagineparksmiami.com, which included information on public meetings, surveys, and findings. The site's pages have been viewed over 2,700 times by over 1,200 distinct users.

Additionally, frequent postings on the Department's Twitter and Facebook pages about the master planning process and public engagement opportunities resulted in feedback received through Facebook and Twitter comments and messages.

6. Public Meetings in Each Commission District

The Consultant Team held nine (9) public meetings throughout the city from February 2022 through April 2022. The purpose of hosting these events was to meet residents where they were and solicit their input about parks and recreation facility and program needs and priorities. Over 500 people participated in these meetings and provided over 3,500 opinion dots were collected during the following dates, locations, and times:

- Tuesday, February 15 | Carrie P. Meek Senior Center | District 5 | English | 5:30 pm – 7:00 pm
- Wednesday, February 16 | Jose Marti Park | District 3 | English | 6:30 am – 8:00 pm
- Thursday, February 17 | Grapeland Heights Park | District 1 | English + Spanish | 6:30 am – 8:00 am

- Tuesday, March 1 | Shenandoah Park | District 4 | English | 7pm – 9pm
- Tuesday, March 2 | Esther Mae Armbrister Park | District 2 | English | 6:30pm – 8pm
- Wednesday, March 3 | Carrie P. Meek Senior Center | District 5 | English | 12:30pm – 2:30pm
- Tuesday, April 5 | West End Park | District 4 | English + Spanish | 6:30 pm – 8:00 pm
- Wednesday, April 6 | Morningside Park | District 2 | English + Spanish | 6:30 pm – 8:00 pm
- Thursday, April 7 | Little Haiti Cultural Center | District 5 | English + Creole | 5:30 pm – 7:00 pm

Attendees participated in six (6) different interactive exercises during these District Public Meetings, which were also designed to share commonalities with SVS questions.

7. Virtual Public Meetings

The Consultant Team held five (5) online meetings during May 2022. The purpose of hosting these events was to provide residents who were unable (or would prefer not) to attend a public meeting additional opportunities to offer their input about parks and recreation facility and program needs and priorities. While these meetings were marketed as specific to certain Commission Districts, anyone was welcome to join.

- District 1 – Tuesday, May 3, 2022 | 6:30 pm – 8:00 pm
- District 2 – Thursday, May 5, 2022 | 6:30 pm – 8:00 pm
- District 3 – Tuesday, May 10, 2022 | 6:30 pm – 8:00 pm
- District 5 – Tuesday, May 17, 2022 | 6:30 pm – 8:00 pm
- District 4 – Thursday, May 19, 2022 | 6:30 pm – 8:00 pm

The public engagement process was promoted via various traditional, on-line, and social media outlets. Findings from each of the need's assessment techniques, as well as a summary of the top priority needs are discussed in this section.

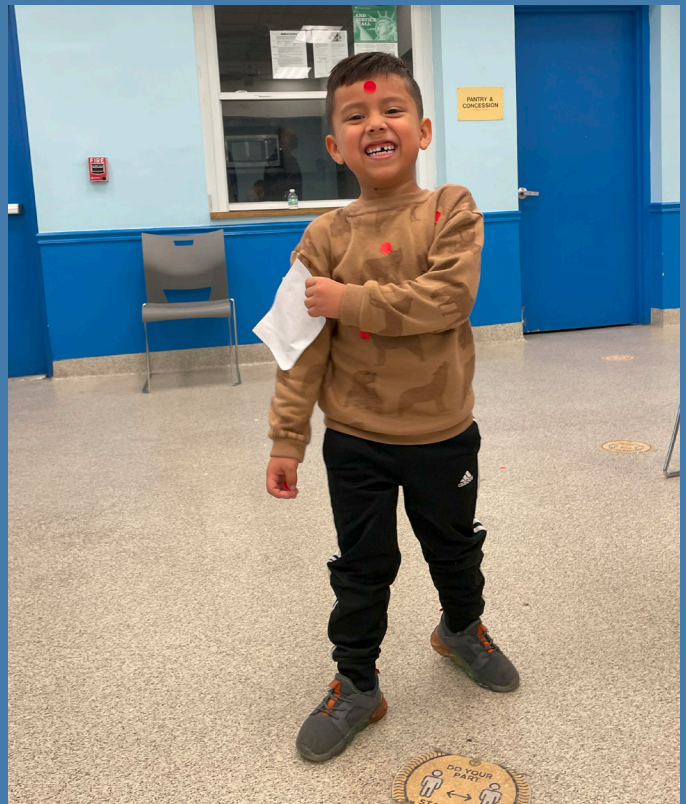
THE POWER OF PUBLIC INPUT

CAPTURING THE VOICE OF THE PEOPLE

Parks are for people, and a robust public engagement process makes every park a reflection of its people.

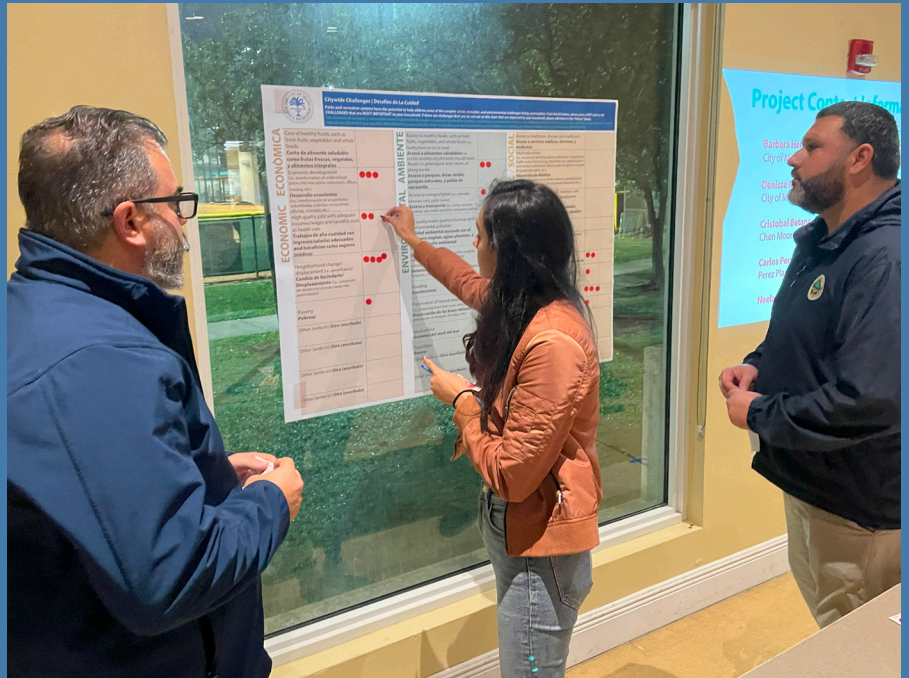
From the start, **REIMAGINE PARKS MIAMI** was designed to incorporate the interests of Miami's residents. The belief that a parks and recreation system that reflects the people who use it will be more effective than one that doesn't was a core belief of the team, and was a motivating force behind the extensive effort to capture public input.

Despite the challenges of the Covid pandemic, the team offered a dozen meeting opportunities for Miami residents, in eight in-person locations throughout the city, as well as in virtual meetings online.



12
IN-PERSON
+ VIRTUAL
MEETINGS

1,600+
STATISTICALLY
VALID SURVEY
+ ONLINE
SURVEY
RESPONSES



30,000+
QUESTION
RESPONSES



6,000+
OPINION
DOTS

2.2. KEY THEMES + RESULTS

Based on the high ranking and repeated appearance of specific needs and priorities across the full range of analysis methods and input, the following four key themes emerged:

RENEW - the existing parks, programs, and services should be improved and upgraded.

CONNECT - parks and greenspaces should be better integrated into surrounding communities through enhanced physical connections; programming services deserve increased public exposure, interaction, and accessibility.

GROW - Miami needs to add new parks, facilities, programs, and staff to respond to a growing population.

INNOVATE - The Parks Department must be forward thinking in design and operations solutions that are coordinated across all government agencies and partners to provide multiple benefits to the city.

Following is an overview of findings from the various needs assessment techniques that support these four themes.

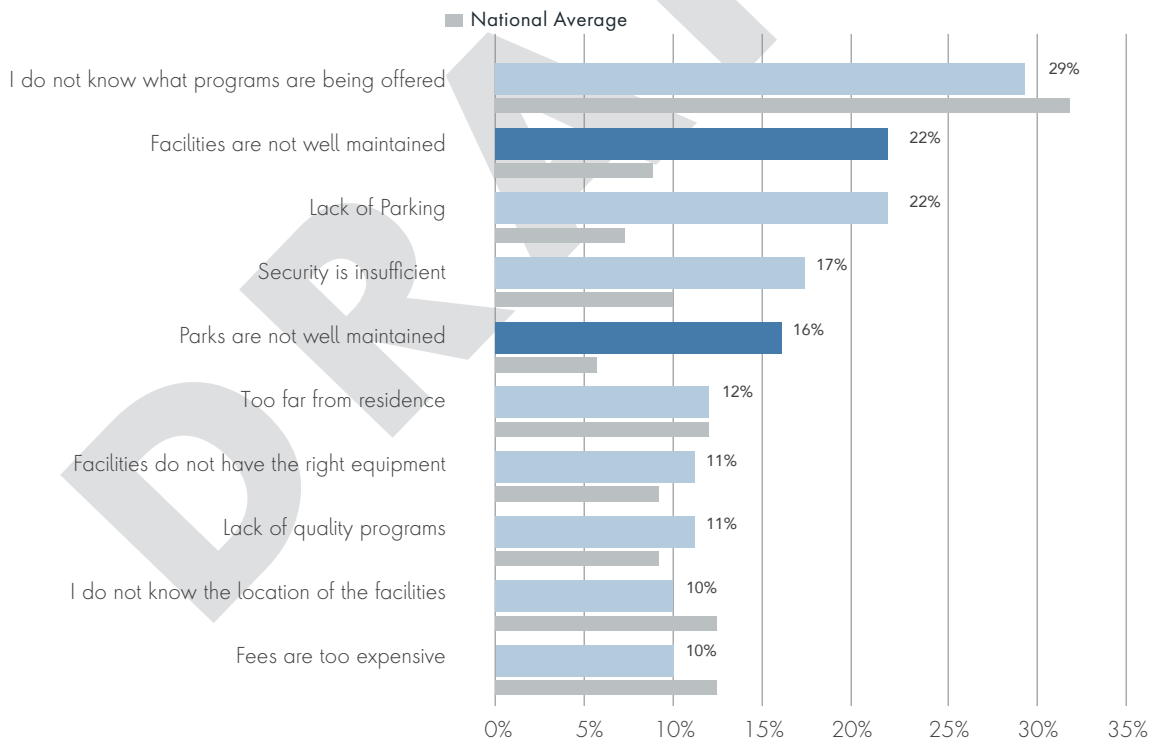


RENEW

Residents, stakeholders, and staff all expressed a desire to improve the condition of parks and recreation facilities across the city. In fact, the second highest barrier to park use as identified in the Statistically Valid Survey (SVS) was “Facilities are not well maintained”, which was expressed by 22% of respondents in comparison to the national average of 9%. “Parks are not well maintained” was also identified as a barrier for park use by 16% of respondents in comparison to the national average of 6%.

STATISTICALLY VALID SURVEY

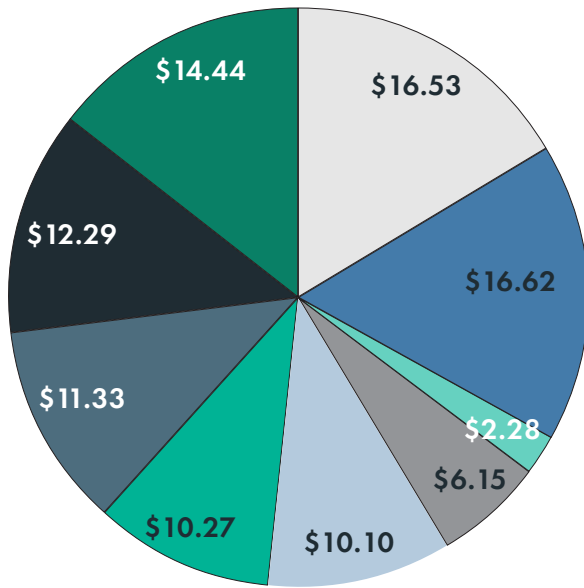
Reasons that have discouraged household from using City of Miami parks, trails, facilities, or programs during the past 12 months
by percentage of respondents (multiple selections allowed)



RENEW is also consistent with residents' desire to spend the top two allocations of dollars on improving existing parks—first, by the “Development of new parks facilities in existing parks” (\$16.62) and second, through “Improvements/maintenance of existing parks and recreation facilities” (\$16.53).

STATISTICALLY VALID SURVEY

How respondents would allocate a budget of \$100 for Parks and Recreation
by average allocated per item

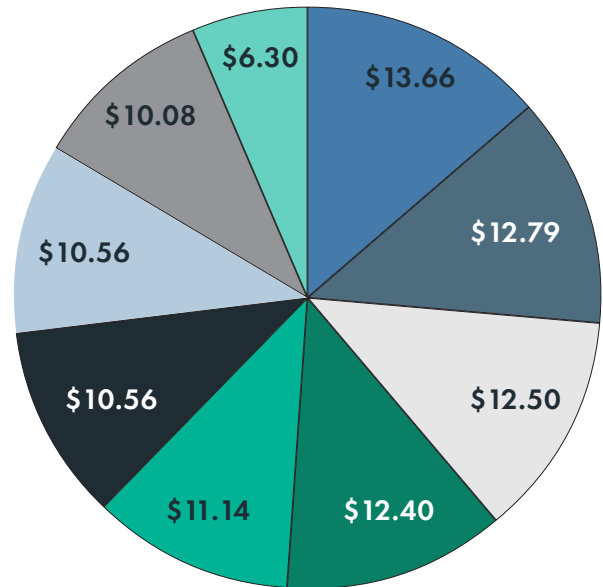


- Development of New Park Facilities (e.g. athletic fields, playground, restrooms, etc.) in Existing Parks
- Improvement to Existing Parks and Recreation Facilities (e.g. repairs, replacements or renovations to playgrounds, athletic fields, restrooms, etc.)
- Development of New Walking and Biking Facilities (paved and/or unpaved paths)
- Development of New Indoor Recreation Center
- Acquiring New Park Land
- Improvements/maintenance to Existing Walking and Biking Facilities (e.g. repairs, repaving or renovations, etc.)
- Additional recreation activities, programs, classes and/or events
- Improvements to Existing Indoor Recreation Centers (e.g. repairs, replacements or renovations)
- Other

Online survey results similarly returned “Development of New Park Facilities” as the highest allocation (\$13.66), with “Improvements/Maintenance of Existing Facilities” third (\$12.50).

ONLINE SURVEY

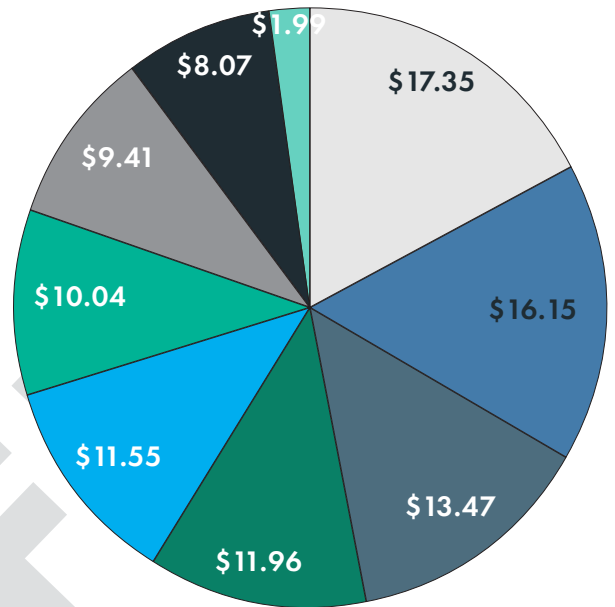
- Development of New Park Facilities (e.g. athletic fields, playground, restrooms, etc.) in Existing Parks
- Acquiring New Park Land
- Improvement to Existing Parks and Recreation Facilities (e.g. repairs, replacements or renovations to playgrounds, athletic fields, restrooms, etc.)
- Development of New Walking and Biking Facilities (paved and/or unpaved paths)
- Improvements/maintenance to Existing Walking and Biking Facilities (e.g. repairs, repaving or renovations, etc.)
- Development of New Indoor Recreation Center
- Additional recreation activities, programs, classes and/or events
- Improvements to Existing Indoor Recreation Centers (e.g. repairs, replacements or renovations)
- Other



The Public Meeting results also placed the highest allocation (\$17.35) to "Improvements/Maintenance of Existing Facilities."

PUBLIC MEETINGS

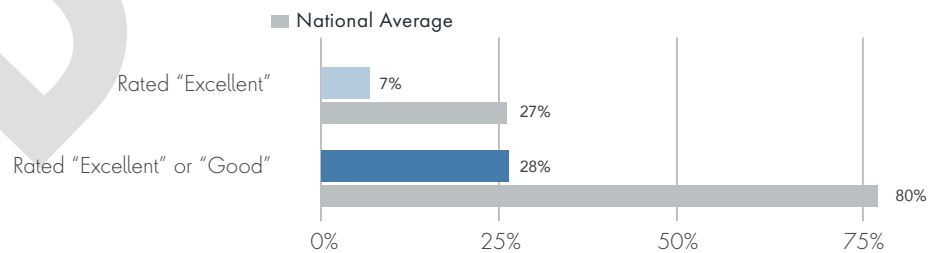
- Development of New Park Facilities (e.g. athletic fields, playground, restrooms, etc.) in Existing Parks
- Acquiring New Park Land
- Improvement to Existing Parks and Recreation Facilities (e.g. repairs, replacements or renovations to playgrounds, athletic fields, restrooms, etc.)
- Development of New Walking and Biking Facilities (paved and/or unpaved paths)
- Improvements/maintenance to Existing Walking and Biking Facilities (e.g. repairs, repaving or renovations, etc.)
- Development of New Indoor Recreation Center
- Additional recreation activities, programs, classes and/or events
- Improvements to Existing Indoor Recreation Centers (e.g. repairs, replacements or renovations)
- Other



Finally, Miami residents rated parks as "Excellent" or "Good" at rates well below the national average.

STATISTICALLY VALID SURVEY

Rating Quality of Parks
by percentage of respondents



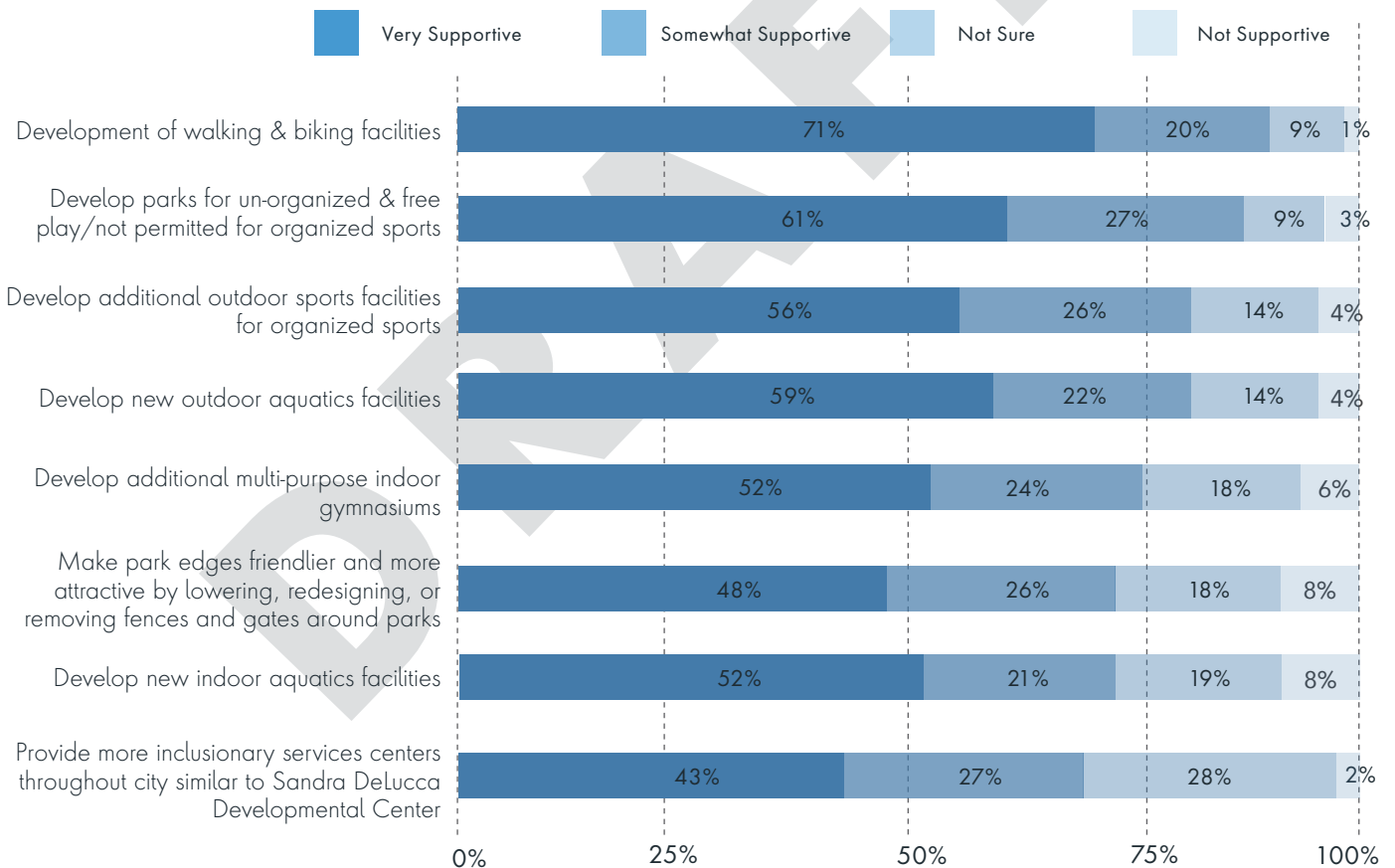
CONNECT

Residents and stakeholders expressed a desire to be better connected to the parks and recreation system. Following in the design principles described in the previous master plan, improving the physical connections between parks and neighborhoods emerged as high priority. “Development of walking and biking facilities” was identified as the highest priority action to improve the parks and recreation system with 91% of respondents stating they were “Very Supportive” or “Somewhat Supportive” of this action.

STATISTICALLY VALID SURVEY

Level of Support for Actions to Improve Parks and Recreation

by percentage of respondents



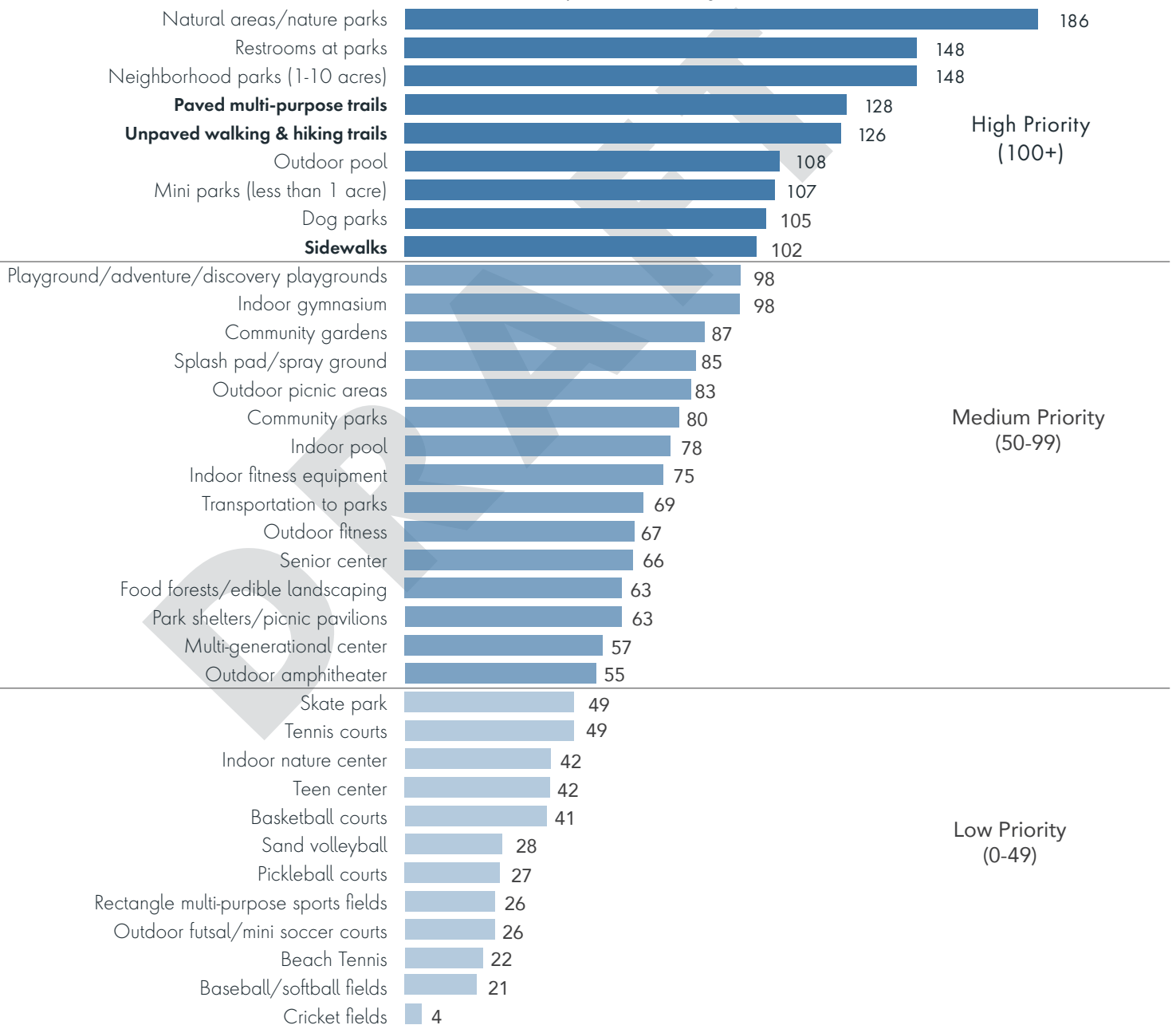
Considering this, it is no surprise that paved multipurpose trails, unpaved walking and hiking trails, and sidewalks were all identified as high priorities for investment, based on their combined level of support, importance, and need as identified by residents.

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity.

STATISTICALLY VALID SURVEY

Top Priorities for Investment for Facilities/Amenities

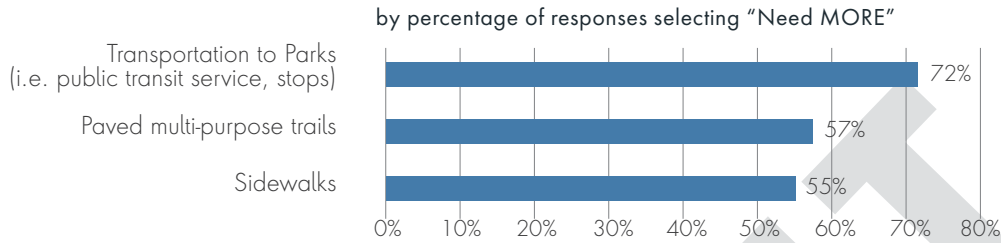
based on Priority Investment Rating



Results from the Online Survey also demonstrated a need for connections, with “Transportation to Parks,” “Paved multi-purpose trails,” and “Sidewalks” all scoring in the top 50% of Facilities that residents expressed they “Need More” of.

ONLINE SURVEY

How well needs are being met for parks and recreation facilities/amenities



The results of the funding exercises illustrated on pages 136-137, demonstrated that “Development of New Walking and Biking Facilities” is a strong priority, scoring in the top 4 across all input methods.

Additionally, “Lack of Parking” was identified by 22% of respondents as a barrier for park use, more than twice the national average of 9% on page 135 and the need for additional parking was noted repeatedly in public meetings.

Finally, beyond the physical connections, residents and stakeholders also expressed a desire to connect to programs and services. For example, the number one barrier to park use was “I do not know what is being offered,” on page 135, which suggests a need to better communicate the Department of Parks and Recreation’s offerings.

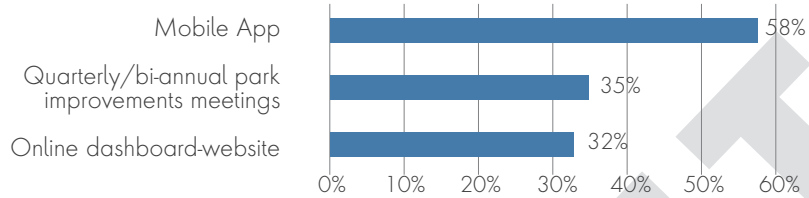


This barrier is consistent with the desire of residents to improve communications with the Department through the top three strategies for Improving Parks, including the development of a mobile app, quarterly/ bi-annual park improvement meetings, or an online dashboard website to stay connected to programs, services, and happenings.

STATISTICALLY VALID SURVEY

Strategies for Improving Parks that Respondents Would be Most Interested to Participate In

by percentage of respondents



GROW

The City of Miami has seen significant population growth during the last 10 years, and substantial growth is projected to continue. There is a need to expand the parks and recreation system to catch up with the growth. This includes park land, park facilities, staffing, and funding.

Many residents, park advocates, and park planners have recognized for decades that Miami has low amounts of park land for its population and density. In many cases, additional park land is also critical to providing space for accompanying new facilities, which are also needed, like playgrounds, ballfields, and open lawns.

Public input recognized these needs with High Priority Investment Ratings for Natural Areas/Nature Parks, Neighborhood Parks, and Mini-Parks citywide. Additionally, “Acquiring New Parkland” receiving the highest allocation of funding in the Steering Committee and District 3 public meetings, and an overall “lack of parks” was consistently noted in public comments.

The charts below identify the citywide high priority facility/ amenity needs identified in the Statistically Valid Survey. A dot is placed where those facilities/ amenities were also identified as needs in the other public engagement and analysis techniques.

HIGH PRIORITY FACILITY/AMENITY NEEDS | CITYWIDE SUMMARY FINDINGS

NEEDS ASSESSMENT TECHNIQUE:	1. Statistically Valid Survey	2. Online Survey	3. City Leadership Interviews	4. Staff Input	5. Steering Committee	6. Public Meeting	7. Virtual Public Meetings	8. Email Comments	9. Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:									
Natural Areas/ Nature Parks	●	●	●	●	●	●	●	●	-
Restrooms at Parks	●	●	●	●	-	●	●	●	-
Neighborhood Parks (1-10 acres)	●	●	●	●	●	●	-	●	●
Paved multi-purpose trails	●	●	●	-	●	●	●	●	-
Unpaved multi-purpose trails	●	●	-	●	●	●	●	●	-
Outdoor pools	●	●	●	●	-	●	●	●	-
Mini parks (less than 1 acre)	●	●	●	-	●	●	●	●	●
Dog parks	●	-	●	-	●	●	-	●	●
Sidewalks	●	●	●	-	●	-	-	-	-

When considering actions to improve the park system, growth of land and facilities again was consistently noted across nearly all techniques as illustrate in the chart below with dots.

HIGH PRIORITY ACTIONS | CITYWIDE SUMMARY FINDINGS

NEEDS ASSESSMENT TECHNIQUE:	1. Statistically Valid Survey	2. Online Survey	3. City Leadership Interviews	4. Staff Input	5. Steering Committee	6. Public Meeting	7. Virtual Public Meetings	8. Email Comments	9. Level-of-Service Analysis + Benchmarks
HIGH PRIORITY ACTIONS:									
Natural Areas/ Nature Parks	●	●	●	●	●	●	●	●	-
Restrooms at Parks	●	●	●	●	-	●	●	●	-
Neighborhood Parks (1-10 acres)	●	●	●	●	●	●	-	●	●

Growing at the Local Level

The following charts document the high priority facilities/ amenities and actions per Commission District as identified in the Statistically Valid Survey. A dot is placed where those facilities/ amenities were also identified in the other public engagement and analysis techniques.

As the Department develops new facilities at the District level, coordinating with appropriate local partners and initiatives will be a major factor in ensuring that the community's needs are addressed.

HIGH PRIORITY FACILITY/AMENITY NEEDS | DISTRICT 1

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Natural Areas/ Nature Parks	●	●	-	●	-
Restrooms at Parks	●	●	-	●	●
Playground/Adventure/Discovery Playgrounds	●	-	●	●	-
Neighborhood Parks (1-10 acres)	●	●	-	●	-
Splash pad	●	●	-	●	-
Outdoor Pool	●	●	-	●	●
Unpaved multi-purpose trails	●	●	●	-	●
Indoor Gymnasium	●	-	-	●	●

HIGH PRIORITY ACTIONS | DISTRICT 1

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY ACTIONS:					
Develop parks for un-organized & free play/ general community recreation access & that are not permitted for organized sports	●	●	●	●	●
Develop additional outdoor sports facilities for organized sports (ex. soccer, football, lacrosse, basketball, volleyball, baseball, softball, etc.)	●	●	●	●	-
Develop additional multi-purpose indoor gymnasiums throughout City that provide opportunities to play indoor basketball, volleyball, pickleball	●	●	●	●	●

HIGH PRIORITY FACILITY/AMENITY NEEDS | DISTRICT 2

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Natural Areas/ Nature Parks	●	●	●	●	-
Unpaved multi-purpose trails	●	●	●	●	-
Neighborhood Parks (1-10 acres)	●	●	●	●	●
Paved multi-purpose trails	●	●	-	-	-
Sidewalks	●	●	●	●	-
Restrooms at Parks	●	-	●	●	-
Mini parks (less than 1 acre)	●	●	●	●	●
Outdoor Pool	●	-	●	●	-

HIGH PRIORITY ACTIONS | DISTRICT 2

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY ACTIONS:					
Develop parks for un-organized & free play/ general community recreation access & that are not permitted for organized sports	●	●	●	●	●
Development of walking & biking facilities	●	-	●	●	-
Develop additional multi-purpose indoor gymnasiums throughout City that provide opportunities to play indoor basketball, volleyball, pickleball	●	●	●	●	●

HIGH PRIORITY FACILITY/AMENITY NEEDS | DISTRICT 3

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Natural Areas/ Nature Parks	●	●	-	●	-
Neighborhood Parks (1-10 acres)	●	●	-	●	●
Restrooms at Parks	●	-	●	●	-
Unpaved multi-purpose trails	●	●	-	●	-
Paved multi-purpose trails	●	●	-	●	-
Mini parks (less than 1 acre)	●	●	-	●	●
Dog Parks	●	●	●	-	●
Indoor Gymnasium	●	-	-	●	●
Community Gardens	●	-	●	●	●

HIGH PRIORITY ACTIONS | DISTRICT 3

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY ACTIONS:					
Develop parks for un-organized & free play/ general community recreation access & that are not permitted for organized sports	●	●	●	●	●
Development of walking & biking facilities	●	●	-	-	-
Develop additional multi-purpose indoor gymnasiums throughout City that provide opportunities to play indoor basketball, volleyball, pickleball	●	-	-	●	●

HIGH PRIORITY FACILITY/AMENITY NEEDS | DISTRICT 4

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Natural Areas/ Nature Parks	●	-	-	●	-
Neighborhood Parks (1-10 acres)	●	●	-	●	●
Restrooms at Parks	●	●	●	●	-
Paved multi-purpose trails	●	●	●	-	●
Outdoor pools	●	-	●	●	-
Unpaved multi-purpose trails	●	●	●	●	-
Mini parks (less than 1 acre)	●	●	●	●	●

HIGH PRIORITY ACTIONS | DISTRICT 4

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY ACTIONS:					
Develop parks for un-organized & free play/ general community recreation access & that are not permitted for organized sports	●	●	●	●	●
Development of walking & biking facilities	●	●	●	●	-
Develop additional multi-purpose indoor gymnasiums throughout City that provide opportunities to play indoor basketball, volleyball, pickleball	●	●	●	●	●

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HIGH PRIORITY FACILITY/AMENITY NEEDS | DISTRICT 5

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Restrooms at Parks	●	●	●	●	-
Playground/Adventure/Discovery Playgrounds	●	●	●	●	●
Natural Areas/ Nature Parks	●	●	●	●	-
Indoor Gymnasium	●	●	●	-	●
Neighborhood Parks (1-10 acres)	●	●	●	●	●
Outdoor pools	●	●	●	●	●
Dog parks	●	●	●	●	●
Indoor Fitness Equipment	●	●	-	-	-
Paved multi-purpose trails	●	●	-	●	-
Splash Pad	●	●	●	-	-
Unpaved multi-purpose trails	●	●	●	●	-
Indoor Pool	●	●	●	-	●
Outdoor Picnic Areas	●	●	●	●	-
Food Forest/Edible Landscaping	●	●	●	●	-
Outdoor Amphitheater	●	●	●	●	●
Transportation to Parks	●	●	●	-	-
Teen Center	●	●	●	-	●
Community Gardens	●	●	●	●	●
Mini parks (less than 1 acre)	●	●	●	●	●

HIGH PRIORITY ACTIONS | DISTRICT 5

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY ACTIONS:					
Develop parks for un-organized & free play/ general community recreation access & that are not permitted for organized sports	●	●	●	●	●
Development of walking & biking facilities	●	●	●	●	-
Develop additional multi-purpose indoor gymnasiums throughout City that provide opportunities to play indoor basketball, volleyball, pickleball	●	●	●	●	●

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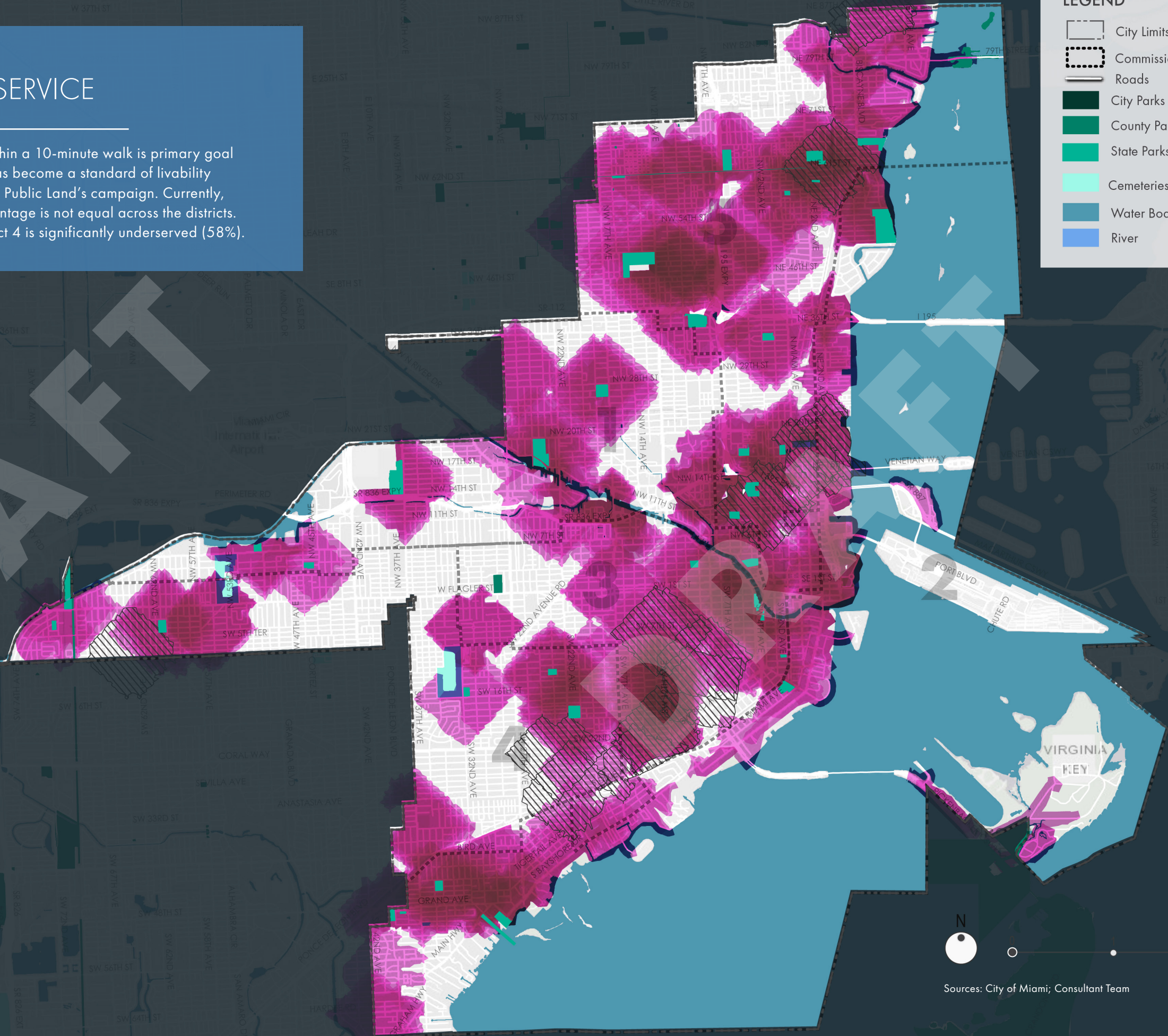
GROW | ACCESS LEVEL OF SERVICE

Ensuring that every Miami resident can access a park within a 10-minute walk is primary goal established by the Department. 10-minute park access has become a standard of livability for cities across the country, spearheaded by the Trust for Public Land's campaign. Currently, 77% of residents are served citywide, although the percentage is not equal across the districts. Districts 3 and 5 have the best access (87%), while District 4 is significantly underserved (58%).

AREA	% OF POPULATION WITH ACCESS
CITY	77%
D1	66%
D2	86%
D3	87%
D4	58%
D5	87%

LEGEND

- City Limits
- Commission Districts
- Roads
- City Parks
- County Parks
- State Parks
- Cemeteries
- Water Bodies
- River



~10 Minute Walk (0.5 mi) Access

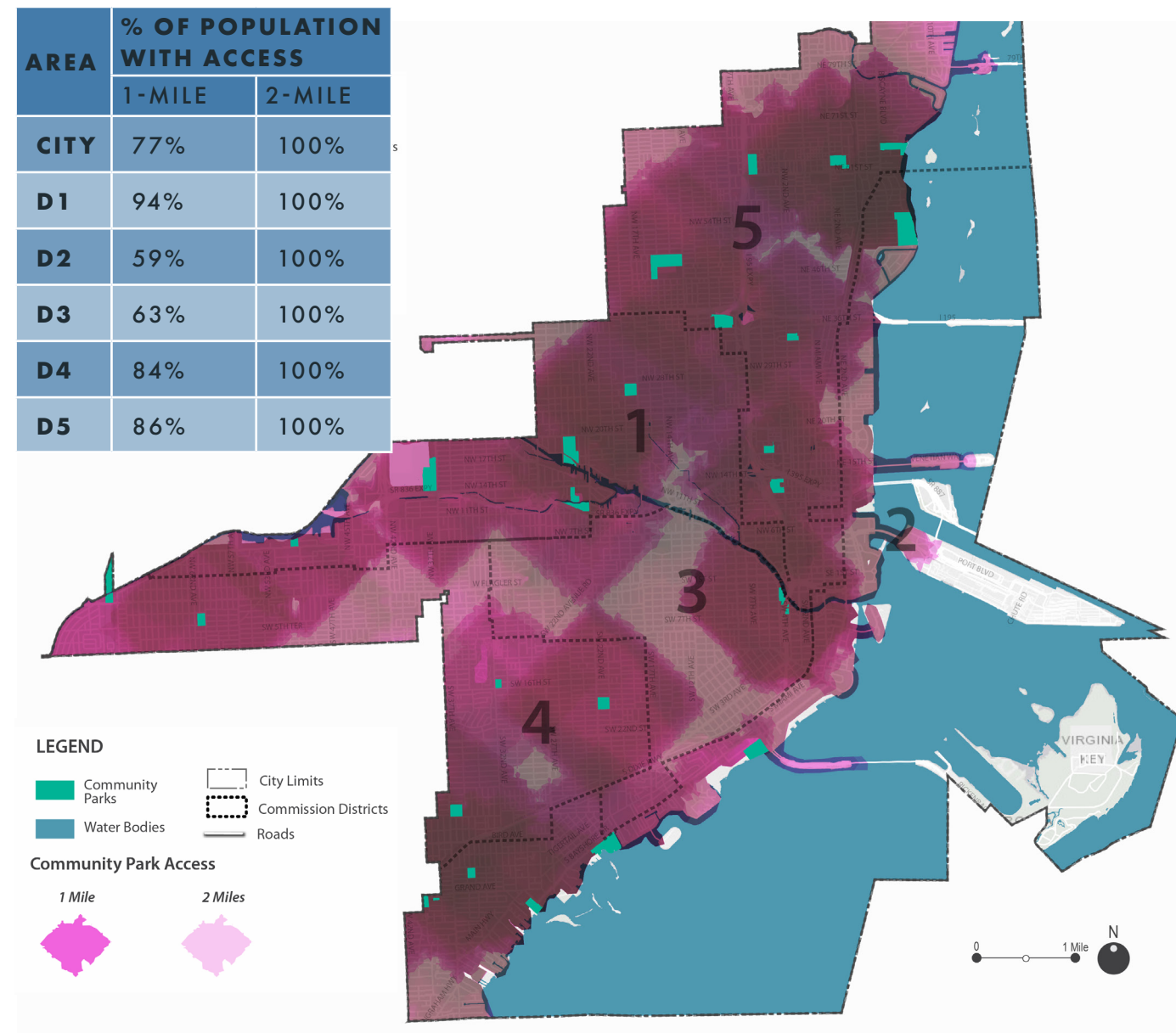
All City Parks (excluding Greenspot) Undeveloped City Parks



Sources: City of Miami; Consultant Team

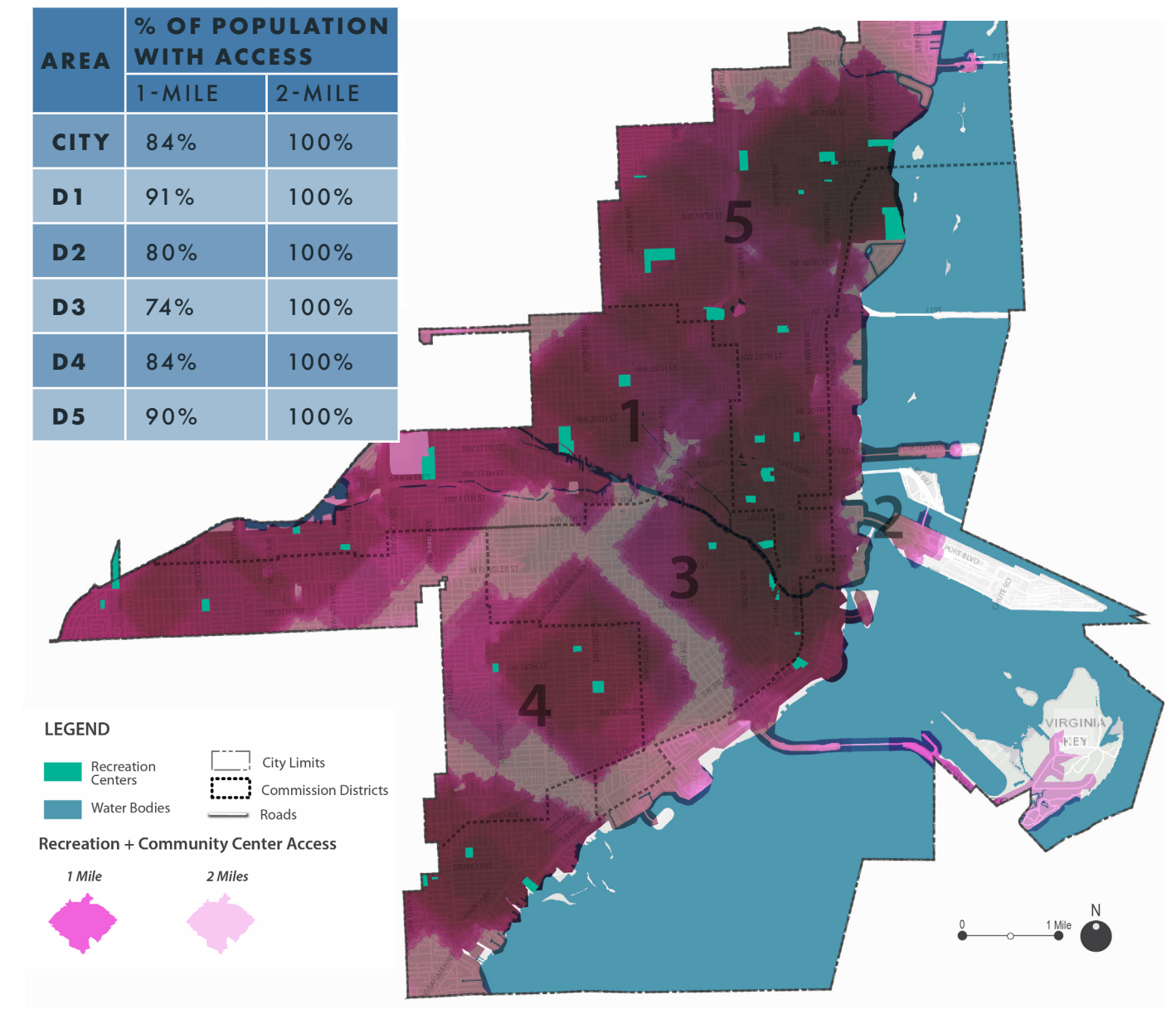
GROW | ACCESS LEVEL OF SERVICE

Access to Community Parks is an important focus of park access because Community Parks are the sites of a wide variety of facilities and programs. At the 1-mile standard, 77% of residents across the city have access, and varying access from 58% to 87% depending on District. At the 2-mile standard, there is 100% access at all geographies.



Sources: City of Miami; Consultant Team

Access to Indoor Recreation Centers is an important focus of park access because Recreation Centers are typically host sites for programming, as well as locations for essential services. At the 1-mile standard, 84% of residents across the city have access, and varying access from 74% to 91% depending on District. At the 2-mile standard, there is 100% access at all geographies.



Sources: City of Miami; Consultant Team

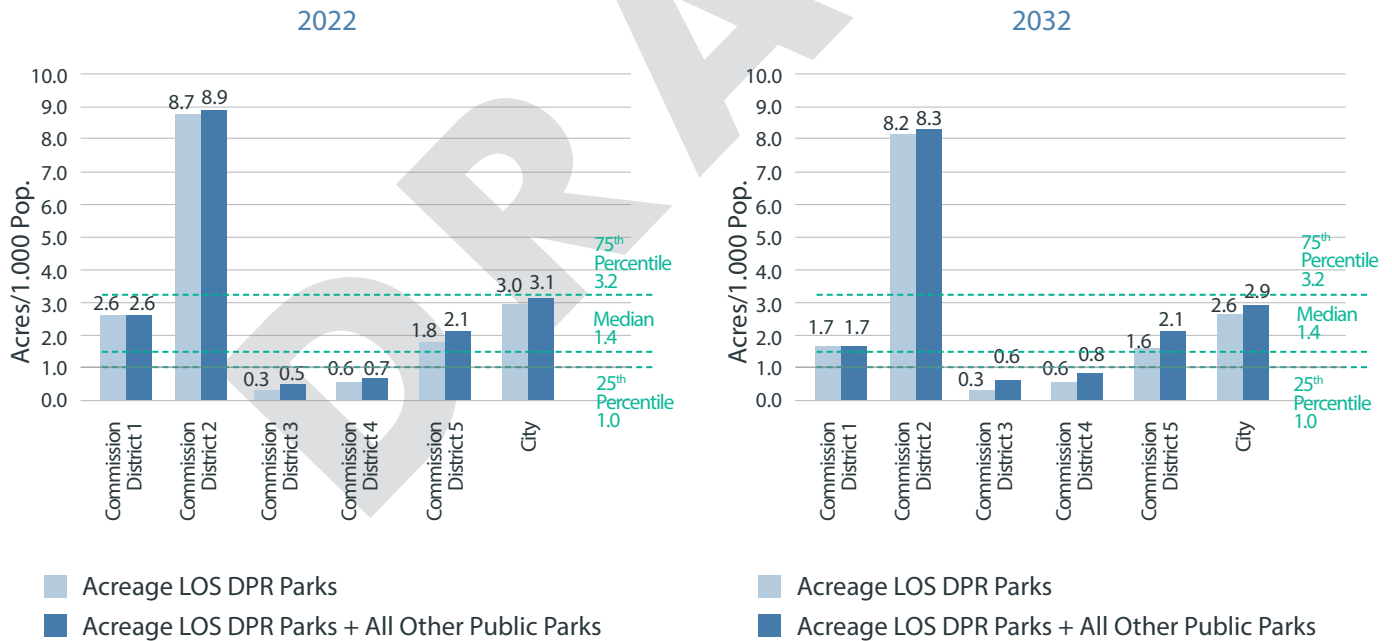
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GROW | ACREAGE LEVEL OF SERVICE

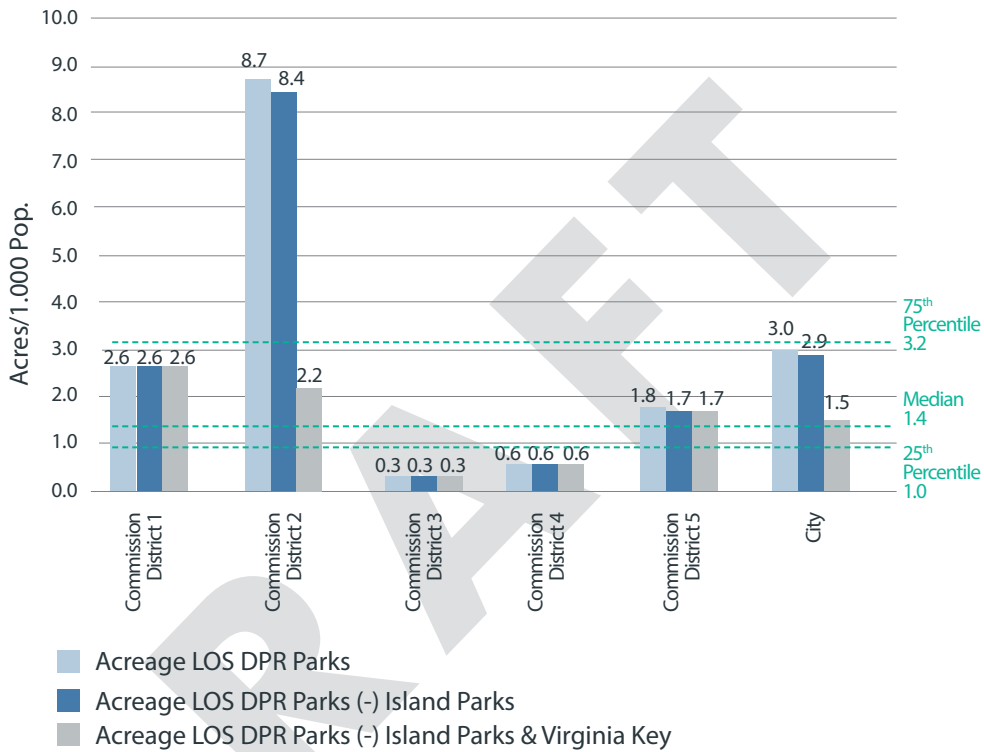
The Acreage Level-of-Service (LOS) analysis also demonstrates the relative challenges facing the city in providing adequate park land.

The City of Miami currently has 3.0 acres of park land for every 1,000 residents, which is just below the national median of 3.2 acres per 1,000 residents for cities with a similar population and population density as the City of Miami. However, when comparing the park land available per Commission District, there are stark inequities in the distribution. And when looking ahead 10 years, the level of service will continue to decline if no additional acreage is added, and the population grows according to projections. To maintain a 3.0 acres per 1,000 population Acreage LOS, the City of Miami would have to expand the parks system by 43 acres over the next 10-years.

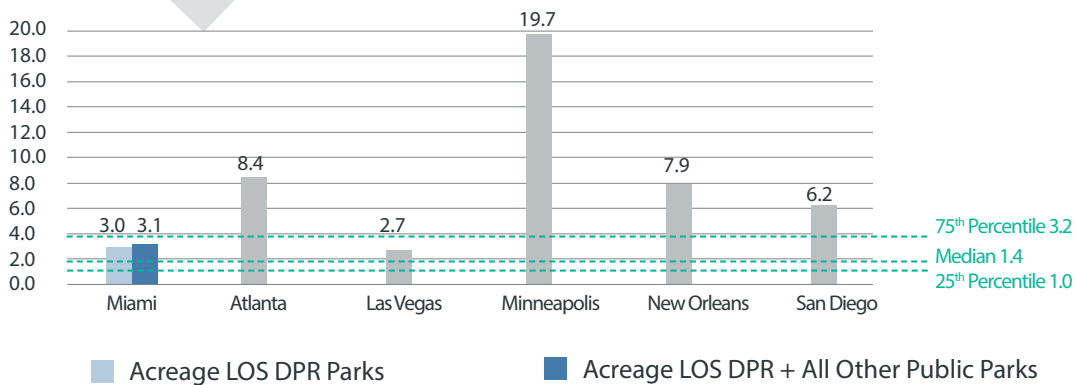


Also worth noting is that a large portion of the City’s acreage is contained in Virginia Key, as well as the spoil islands located in Biscayne Bay, referred to as Island Parks in this plan, and not in the daily usage neighborhood parks. Without Virginia Key and the Island Parks, mainland Miami’s acreage LOS drops to just 1.5 acres for every 1,000 residents.

2022 Acreage LOS with out Island Parks and Virginia Key



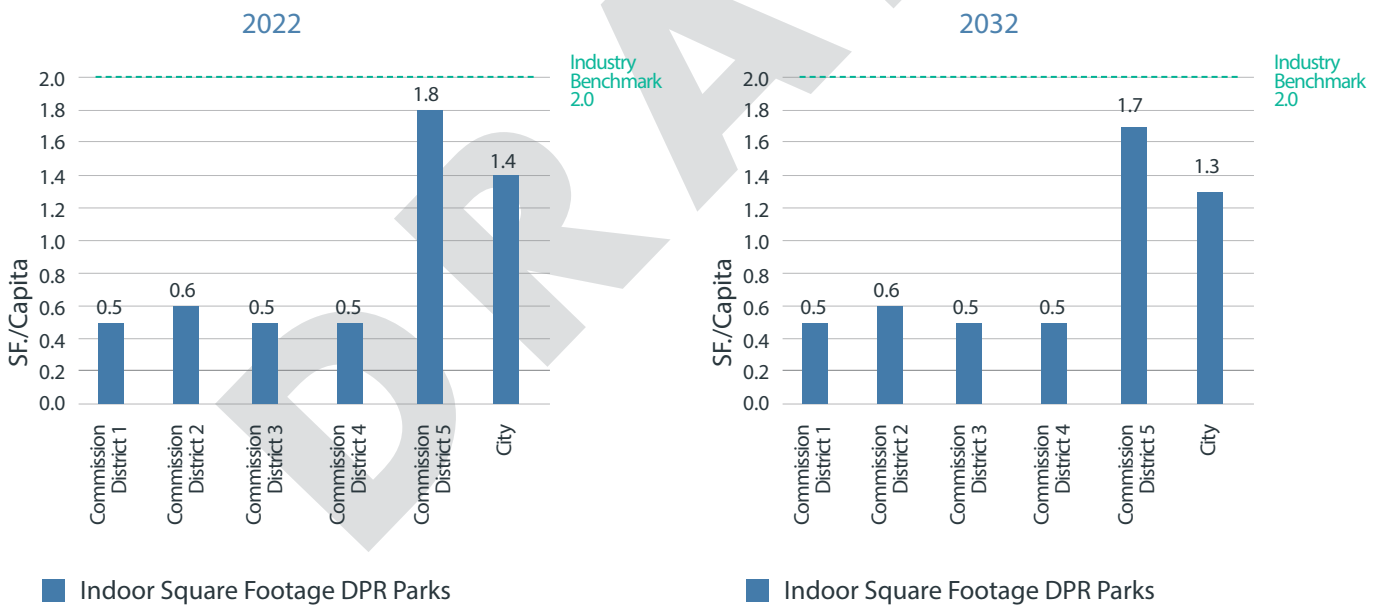
Miami’s Acreage LOS is currently well below peer cities such as the cities of Atlanta, Minneapolis, New Orleans, and San Diego, all of which have at least double the park land per resident as Miami.



GROW | INDOOR SQUARE FOOTAGE LEVEL OF SERVICE

Similar to the Acreage Level-of-Service (LOS) analysis, the Indoor Square Footage LOS analysis also demonstrates the relative challenges facing the city in providing adequate indoor recreation center space.

The City of Miami currently provides 1.4 indoor recreation center square feet per capita, which is just below the industry benchmark range of 1.5 to 2.0 indoor square feet per capita. However, when comparing the indoor recreation center space available per Commission District, there are stark inequities in the distribution. And when looking ahead 10-years, the level of service will continue to decline if no additional indoor square recreation center space is added, and the population grows according to projections. To achieve 1.5 indoor square feet per capita, the City of Miami would have to expand indoor recreation center space by 322,074 square feet over the next 10-years.



GROW | FACILITIES LEVEL OF SERVICE

Consistent with the previous analyses, the Facilities LOS analysis demonstrates the need for various types of parks and recreation facilities throughout the city. The chart below and in the following page measure facility capacity in a ratio to the community’s population (number of residents per each facility--total population divided by number of facilities). The higher the Facilities LOS number, the fewer facilities there are per resident, and the more of a need there may be for that particular recreation facility. The lower the Facilities LOS number, the more facilities there are per resident, and the less of a need there may be for that particular recreation facility.

Compared to the NRPA National Median Facilities LOS for cities with a similar population and population density as the City of Miami, if the city does not add anymore parks and recreation facilities over the next 10-years, it appears that there will be both a need and surplus for various types of indoor, outdoor recreation, aquatics, and sports courts facilities.

The need for various outdoor facilities, aquatics facilities, and racquet sports facilities are consistent with the findings from the Acreage LOS need for additional park land.

	Facilities	City of Miami Facilities Level-of-Service (# of residents per every 1 facility)		NRPA Park Metrics	Surplus/ Need
				Aggregated Benchmarks (Pop. 100,000+; Dens. 7,500 - 15,000/sq mi.)	Based on NRPA Median Benchmark
		2022	2032	Median	2032
	Recreation Centers (including gyms)	11,393	12,034	14,084	8
	Nature centers	455,737	481,370	1,299,599	1
Outdoor Facilities	Playgrounds	5,362	5,663	8,962	34
	Community gardens	0	0	16,832	-27
	Basketball courts	5,592	5,906	6,898	15
	Diamond fields: baseball - youth	26,808	28,316	15,230	-13
	Diamond fields: baseball - adult	65,105	68,767	47,242	-3
	Diamond fields: softball fields - youth	0	0	18,878	-24
	Diamond fields: softball fields - adult	0	0	11,697	-39
	Skate park	0	0	134,441	-3
	Dog park	75,956	80,228	117,607	2
	Rectangular fields: multi-purpose	23,986	25,335	17,094	-8
	Rectangular fields: cricket field	0	0	540,992	-1
	Rectangular fields: field hockey field	0	0	8,735	-52
	Rectangular fields: football field	0	0	23,454	-19
	Rectangular fields: lacrosse field	0	0	8,735	-52
	Rectangular fields: soccer field - adult	455,737	481,370	23,454	-18
	Rectangular fields: soccer field - youth	113,934	120,343	23,454	-15
Multipurpose synthetic field	75,956	80,228	85,890	1	

Facilities		City of Miami Facilities Level-of-Service (# of residents per every 1 facility)		NRPA Park Metrics	Surplus/ Need	
		2022		2032	Aggregated Benchmarks (Pop. 100,000+; Dens. 7,500 - 15,000/sq mi.)	Based on NRPA Median Benchmark
		2022	2032	Median	2032	
Aquatics Facilities	Aquatics centers	227,869	240,685	70,458	-4	
	Swimming pools (outdoor only)	23,986	25,335	55,203	11	
	Indoor competitive swimming pools: 50 meters	0	0	690,093	-1	
	Indoor competitive swimming pools: 25 meters	0	0	848,763	-1	
	Other indoor competitive swimming pools	0	0	433,200	-1	
	Total indoor competitive swimming pools	0	0	203,531	-2	
	Indoor pool designated exclusively for leisure (i.e. non-competitive)	0	0	98,585	-5	
	Therapeutic pool	0	0	690,093	-1	
Racquet Sports	Tennis courts (outdoor only)	8,936	9,439	7,685	-8	
	Tennis courts (indoor)	0	0	115,016	-4	
	Pickleball (outdoor)	0	0	14,476	-31	
	Multiuse courts- Tennis, Pickleball (outdoor)	0	0	247,229	-2	
	Multiuse courts- Tennis, Pickleball (indoor)	0	0	974,699	0	
	Racquetball/handball/squash courts (outdoor)	0	0	21,322	-21	
	Racquetball/handball/squash courts (indoor)	0	0	58,635	-8	

The Florida’s State Comprehensive Outdoor Recreation Plan (SCORP) was also reviewed to understand the need for Boat ramps and paddling activities such as canoeing, kayaking, and stand-up paddleboarding. The chart below illustrates the potential need of Boat Ramps in the City of Miami by the year 2032 based on the Facilities LOS for the Southeast Region of the State.

	SCORP City of Miami Facilities LOS (Lanes per 1,000 pop.)		SCORP SE Region Facilities LOS Benchmark (Lanes per 1,000 pop.)	Surplus/ Need Based on SCORP Benchmark
	2022	2032		2032
Boat Ramps	0.15	0.14	0.62	-43

Additionally, SCORP notes that the Southeast Region of Florida has the highest number of resident paddlers of anywhere in the state and suggest that the need for water trails and therefore access points will continue to increase to support the projected 32.7 million paddlers in the state by 2025.

It is important to note that the number of facilities that appear to be needed or are in surplus are based solely on the Facilities LOS Analysis which is just one tool for determining the community’s needs. These findings alone may not be indicative of residents’ needs and priorities. Facilities LOS figures are based on the gross population of a community, not preferences or priorities based on unique community demographics, lifestyles, or values. These findings must be compared to the findings from the other needs assessment techniques in order to verify parks and recreation needs and priorities.

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

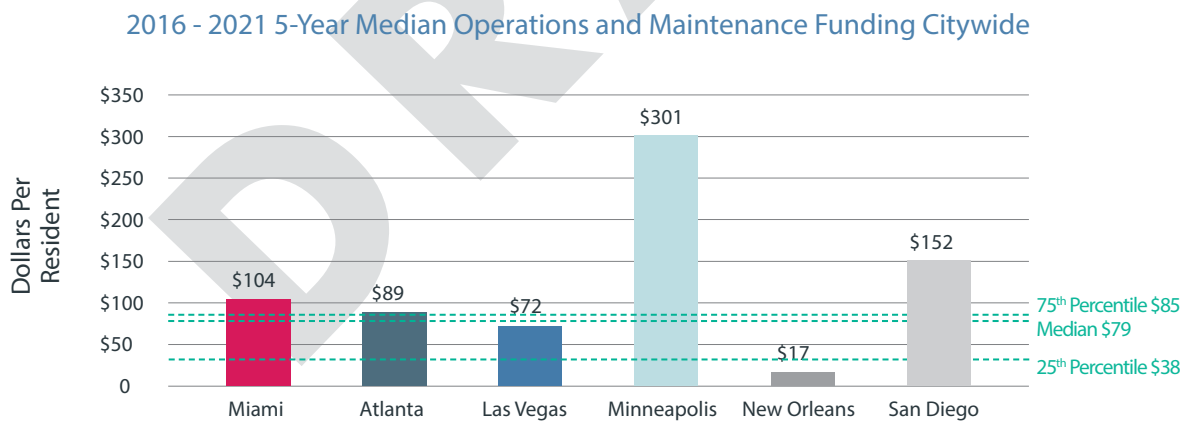
GROW | FUNDING LEVEL OF SERVICE

The Funding Level-of-Service (LOS) analyses demonstrates that while operations, maintenance, and capital funding for parks and recreation in the City of Miami appears to be consistent with national median benchmarks, there is room for growth.

As illustrated in the graph below, between the years 2016-2021, the City of Miami's parks and recreation operation and maintenance 5-year median per capita funding was \$104. This is higher than both the national median and 75th percentile of cities with a similar population and population density as the City of Miami. However, it is less than the City of Minneapolis' \$301 dollars per capita and the City of San Diego's \$152 dollars per capita.

To achieve a \$152 dollars of operations and maintenance funding per capita, the City of Miami Parks and Recreation 5-year median per capita operations and maintenance funding would have had to increase from \$46 Million to \$67.2 Million.

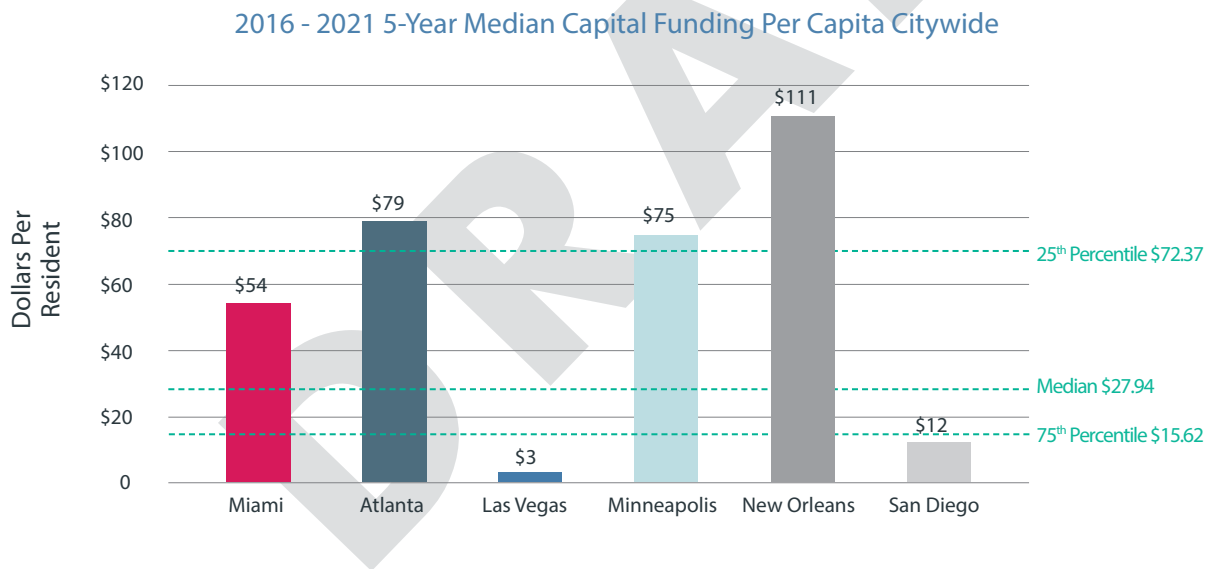
To achieve a \$301 dollars of operations and maintenance funding per capita, the City of Miami Parks and Recreation 5-year median per capita operations and maintenance funding would have had to increase from \$46 Million to \$133 Million.



The graph below illustrates the 5-year median per capita capital funding between the years 2016-2021 for the City of Miami in comparison to national benchmarks. At \$54 per capita, the City of Miami’s capital funding is less than the 25th percentile national benchmark of \$72 for cities with a similar population and population density as the City of Miami. It is also less than the City of Atlanta’s \$79 per capita funding, Minneapolis’ \$75, and New Orleans’ \$111.

To achieve a \$72 dollars of capital funding per capita, the City of Miami Parks and Recreation 5-year median per capita capital funding would have had to increase from \$23.8 Million to \$31.8 Million.

To achieve a \$111 dollars of capital funding per capita, the City of Miami Parks and Recreation 5-year median per capita capital funding would have had to increase from \$23.8 Million to \$49 Million.

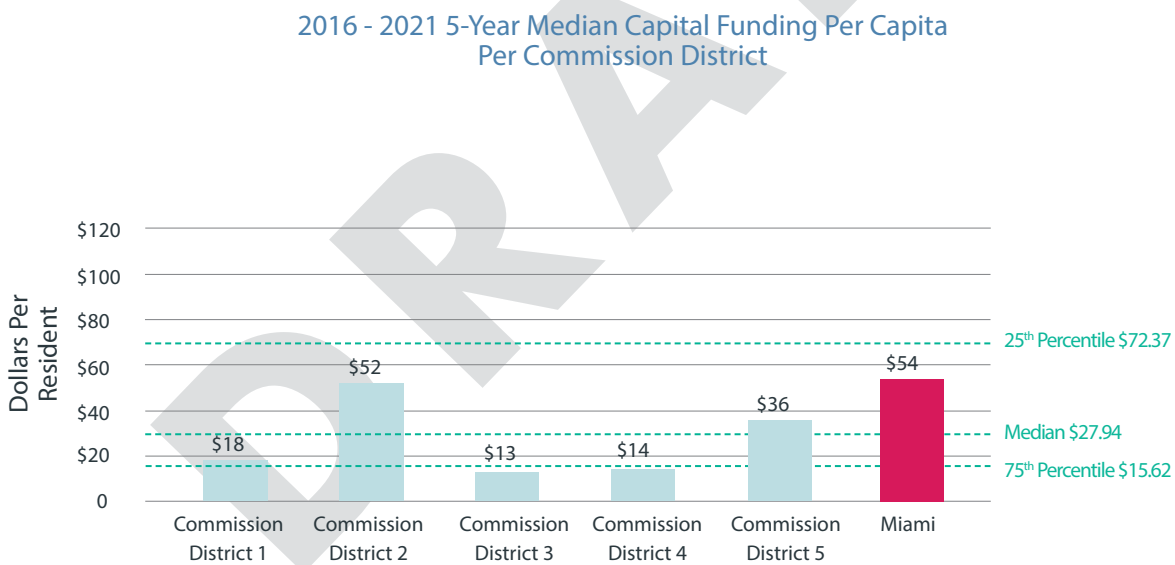


The graph below illustrates the 5-year median per capita capital funding between the years 2016-2021 for each Commission District in comparison to citywide funding.

Over the last 5-years, Commission District 2 has received the most capital funding at \$52 per capita followed by Commission District 5 at \$36 per capita. This amount of funding is above the national median benchmark of \$27 per capita for cities with a similar population and population density as the City of Miami.

Commission Districts 3 and 4 received the least capital funding at \$13 and \$14 per capita respectively. This amount is just below the \$15 national 75th percentile benchmark for cities with a similar population and population density as the City of Miami.

Growing capital funding for the system to be more in line with the 25th percentile will help grow funding for each Commission District.



INNOVATE

The City of Miami’s vision statement is for Miami to be “a modern and diverse city that is a global leader in technology, innovation, and resiliency”. Leadership in the Parks and Recreation Department is committed to this mandate and to finding better, faster, and more efficient and impactful ways to deliver services.

The introduction of a mobile app for parks and recreation was a well-received strategy for “Empowering Residents” across nearly all of the public engagement techniques. This innovative strategy of providing residents with the power to communicate with the parks Department in real time through their phone has been implemented successfully in numerous jurisdictions in recent years.

The HAPPiFeet Miami app was launched as part of this master plan process and has been successful in providing an opportunity for residents to provide mobile-based feedback on the parks and recreation system.

EMPOWERING RESIDENTS | SUMMARY FINDINGS

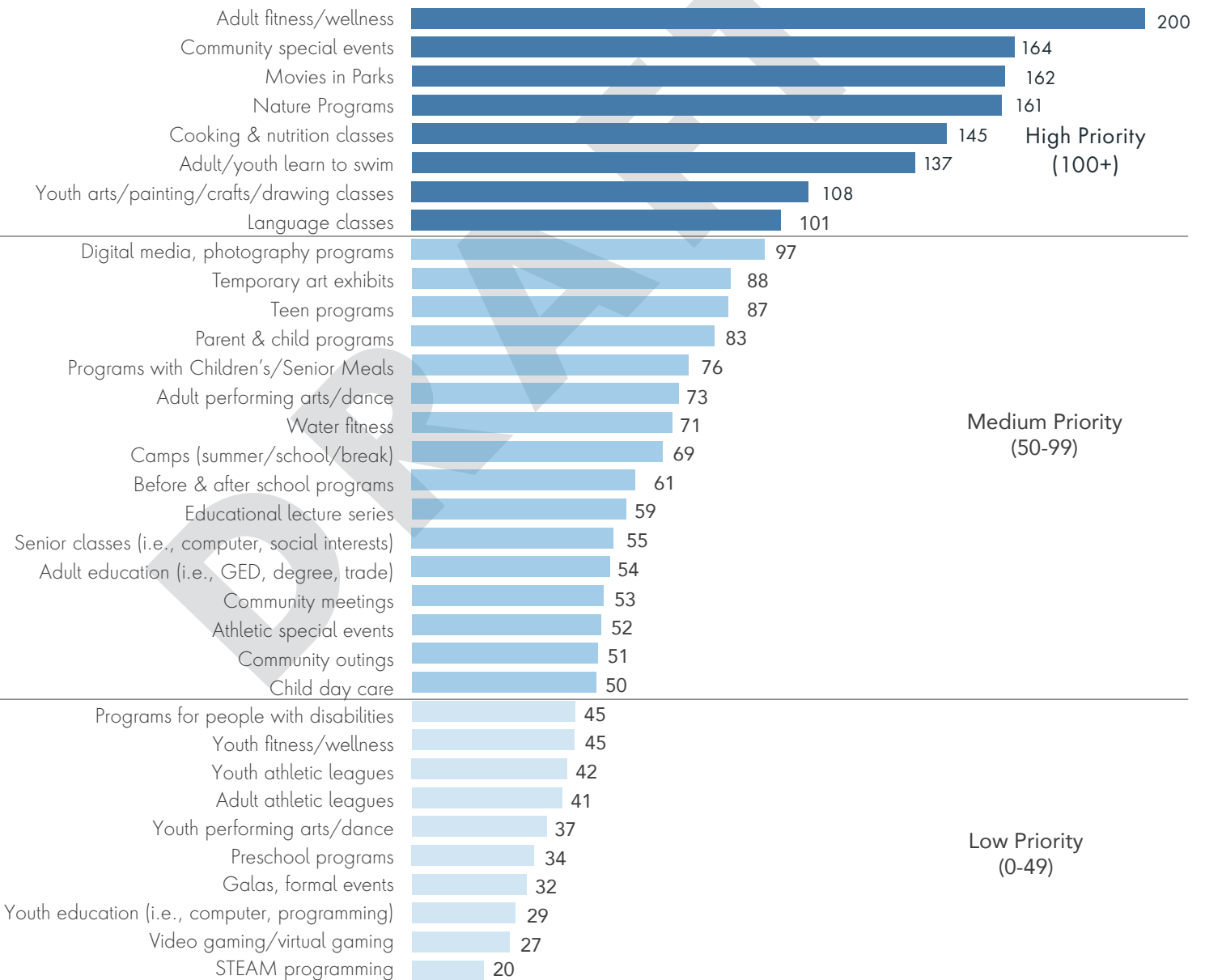
NEEDS ASSESSMENT TECHNIQUE:	1. Statistically Valid Survey	2. Online Survey	3. City Leadership Interviews	4. Staff Input	5. Steering Committee	6. Public Meeting	7. Virtual Public Meetings	8. Email Comments	9. Level-of-Service Analysis + Benchmarks
HIGH PRIORITY ACTIONS:									
Mobile app - a mobile phone app that residents can download to their phones & regularly communicate with City Parks & Recreation Department to provide park improvement feedback & receive progress reports	●	●	-	●	●	●	●	-	-

The high priority programs for investment represent one area where the Department could innovate, given that many of these programs—particularly community special events, movies in parks, nature programs, and language classes—have significant potential for partnerships with community and business groups who have specialty experience with this type of programming.

STATISTICALLY VALID SURVEY

Top Priorities for Investment for Recreation Programs

based on Priority Investment Rating



Industry best practices suggest that there are opportunities to explore how the parks and recreation system can use innovative methods to help address some of the challenging issues that residents are most concerned about, such as community safety/crime/violence, which was identified by 56% of SVS respondents as a top area of concern. Additionally, cost of healthy foods, blight, affordable housing, access to healthy foods, and homelessness were other areas of concern that the parks and recreation system may be able to help address through innovative policies and actions.

AREAS OF COMMUNITY CONCERN | SUMMARY FINDINGS

NEEDS ASSESSMENT TECHNIQUE:	1. Statistically Valid Survey	2. Online Survey	3. City Leadership Interviews	4. Staff Input	5. Steering Committee	6. Public Meeting	7. Virtual Public Meetings	8. Email Comments	9. Level-of-Service Analysis + Benchmarks
HIGH PRIORITY CONCERNS:									
Community safety /crime/ violence	●	-	●	-	●	●	●	-	-

Other citywide social, economic, and environmental areas of concern noted throughout the process that the parks and recreation system may be able to help address through innovative policies and actions include:

- Access to high-quality jobs
- Access to healthcare, doctors, and medicines
- Access to healthy foods, such as fresh fruits, vegetables, and nutritious foods (i.e. healthy foods are too far away)
- Blight
- Affordable Housing
- Resiliency
- Access to transportation (i.e. sidewalks, bikeways, trails, public transit)

Innovation at the Local Level

The following charts document the High Priority Program/Activity Needs per Commission District. As the Department seeks to advance new programs at the District level, coordinating with appropriate local partners and initiatives will be a major factor in successful and innovative implementation.

HIGH PRIORITY PROGRAM/ACTIVITY NEEDS | DISTRICT 1

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Adult Fitness/Wellness	●	●	●	●	-
Adult/Youth Learn to Swim	●	●	●	-	-
Nature Programs	●	●	-	-	-
Cooking & Nutrition Classes	●	●	-	-	-
Movies in the Park	●	-	●	●	-
Community Special Events	●	●	●	●	-
Camps (Summer/School/Break)	●	●	●	●	-
Teen Programs	●	●	●	-	-
Youth Arts/Painting/Crafts/Drawing Classes	●	●	●	-	-
Programs with Children/Senior Meals	●	●	●	-	-

HIGH PRIORITY PROGRAM/ACTIVITY NEEDS | DISTRICT 2

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Adult Fitness/Wellness	●	-	●	●	-
Community Special Events	●	●	●	●	-
Nature Programs	●	●	●	●	-
Movies in the Park	●	●	●	●	-
Cooking & Nutrition Classes	●	-	-	●	-
Temporary Art Exhibits	●	-	-	-	-

HIGH PRIORITY PROGRAM/ACTIVITY NEEDS | DISTRICT 3

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Adult Fitness/Wellness	●	●	●	●	-
Community Special Events	●	●	●	-	-
Nature Programs	●	●	-	●	-
Movies in the Park	●	-	●	●	-
Youth Arts/Painting/Crafts/Drawing Classes	●	-	●	-	-
Adult/Youth Learn to Swim	●	-	●	-	-
Language Classes	●	-	●	●	-
Digital Media, Photography Programs	●	-	-	-	-

HIGH PRIORITY PROGRAM/ACTIVITY NEEDS | DISTRICT 4

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Nature Programs	●	●	●	●	-
Adult Fitness/Wellness	●	●	●	●	-
Community Special Events	●	●	-	●	-
Adult/Youth Learn to Swim	●	-	●	●	-
Movies in the Park	●	●	●	●	-
Cooking & Nutrition Classes	●	●	●	●	-
Teen Programs	●	●	●	-	-
Youth Arts/Painting/Crafts/Drawing Classes	●	-	-	-	-
Water Fitness	●	-	●	-	-
Digital Media, Photography Programs	●	-	-	-	-

HIGH PRIORITY PROGRAM/ACTIVITY NEEDS | DISTRICT 5

NEEDS ASSESSMENT TECHNIQUE:	Statistically Valid Survey	City Leadership Interviews	Public Meeting	Virtual Public Meetings	Level-of-Service Analysis + Benchmarks
HIGH PRIORITY NEEDS:					
Movies in the Park	●	●	●	●	-
Adult Fitness/Wellness	●	●	●	●	-
Adult/Youth Learn to Swim	●	●	●	●	-
Cooking & Nutrition Classes	●	●	●	●	-
Youth Arts/Painting/Crafts/Drawing Classes	●	●	●	●	-
Community Special Events	●	●	-	●	-
Teen Programs	●	●	-	-	-
Digital Media, Photography Programs	●	●	●	-	-
Nature Programs	●	●	-	●	-

The following chapter will explore how these findings can be addressed over the next 10-years.

3

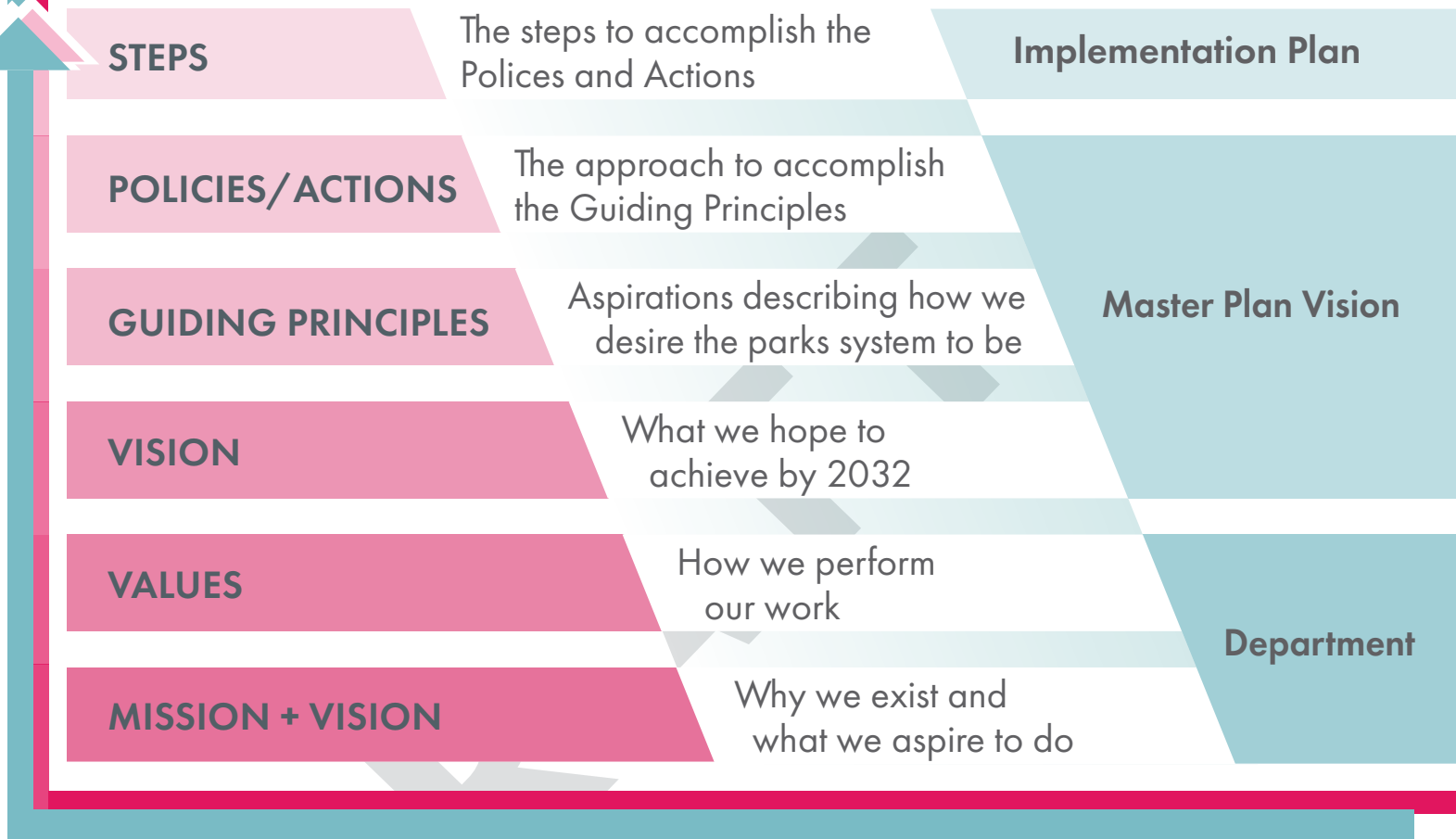
VISION



Photo: Lummus Park Community Center

The Vision is where **REIMAGINE PARKS MIAMI** starts to come to life, by providing recommendations for how the system should be transformed over the next 10 years. The framework for this Vision includes the bottom five elements seen on the following page, from the Mission + Vision to the Policies/Actions, with the Steps forming the priorities of the final phase, the Implementation Plan.

3.1. VISION FRAMEWORK



In December 2022, various City of Miami Department heads and Parks and Recreation Department (PRD) staff participated in a two-day Visioning Workshop to explore these elements, building on the findings of the Existing Conditions and Needs + Priorities Assessment as their foundation. The Visioning Workshop also included discussion of the following topics:

- Collaborative interdepartmental strategies
- Programming, activities, facilities, and amenities
- Park site improvements
- Staffing, operations, and marketing

3.2.PARK SYSTEM VISION



Photo: Maurice A. Ferre Park

MISSION

The Mission Statement articulates why the Department exists:

To enrich and inspire the community by delivering a world-class park system that is safe, accessible, and facilitates a healthy and happy quality of life.

VISION

The Vision Statement describes what the Department hopes to achieve by 2032. The 2007 master plan, identified a vision that has been expanded to incorporate the themes that have emerged through the Existing Conditions and Needs + Priorities Assessment phases:

To provide parks, public spaces and recreational, educational, and cultural programs that are responsive, resilient, and inspiring.

VALUES

The Values identify how the Department performs its work. The 2007 master plan identified a variety of values that continue to serve the Department:



SAFETY

Parks are open and inviting. The well-maintained and appropriately lit surroundings convey a sense of security, ownership and pride. Park rangers serve as park ambassadors and, through a primarily educational focus, promote and maintain order. Appropriate actions will be taken first to make parks safe and then to promote safe parks in Miami.



GOOD MAINTENANCE

The physical infrastructure—including outdoor activity spaces, buildings and indoor activity spaces, landscaping and natural areas—functions as intended, is in good condition and is well-kept. The recreation program is consistent, of high quality, and is led by qualified individuals. The Department should take advantage of instructional expertise to bring excellence to the program.



OPENNESS

Parks and outdoor and indoor activity areas are not shut off from the community by fences. Hours of operation meet the needs of the residents, accommodating after-school, evening and weekend, and holiday use, when many residents have leisure time.



BALANCE

Parks and recreation facilities accommodate a balance of passive and active pursuits through a variety of activities serving all groups.



CONNECTION

Parks and recreation facilities are connected to each other through trails systems and greenways or through other transportation mechanisms designed to connect the system, such as recreation vans for transporting participants to destination amenities (e.g., pools and gymnasiums).

The park system is connected to other public recreation opportunities, such as those available through the school system and other providers, maximizing the use of these public resources.

3.3. GUIDING PRINCIPLES

The findings of the first two phases of the project produced a broad range of ideas, needs, challenges, and opportunities. When considering all these elements, they were found to align under four overarching themes. Expanding on each of these themes creates a Guiding Principle, which provides focus for all of the Policies and Actions that follow.



RENEW

RENEW EXISTING FACILITIES, PROGRAMS, AND SERVICES.

The Department will make equitable improvements to existing facilities, programs, and services to provide users with high-quality experiences.



CONNECT

CONNECT THE PARKS SYSTEM, SEAMLESSLY INTO THE COMMUNITY.

The Department will strive for all parks, programs, and services to be accessible and inclusive for all members of the community.



GROW

GROW THE PARKS SYSTEM TO CATCH-UP WITH THE CITY'S GROWTH.

The Department will increase park land, facilities, programs, services, and resources to ensure it is equitably and sustainably meeting the needs of the growing city.



INNOVATE

INNOVATE TO MAXIMIZE EQUITABLE IMPACT IN THE COMMUNITY.

The Department will apply an innovation lens to ideas and strategies, identifying new methods and products to Renew, Connect, and Grow the parks system in a way that increases community impact while enhancing efficiencies.

POLICIES AND ACTIONS

The following policies and actions within each principle form the central recommendations of this Vision, and lay the blueprint for the Department's strategy over the next 10 years.



RENEW EXISTING FACILITIES, PROGRAMS, AND SERVICES.

The Department will make equitable improvements to existing facilities, programs, and services to provide users with high-quality experiences.

PHYSICAL SYSTEM

1. Upgrade parks, recreation facilities, and amenities.

Improve the appearance and functionality of parks in collaboration with the community to provide high-quality park experiences.

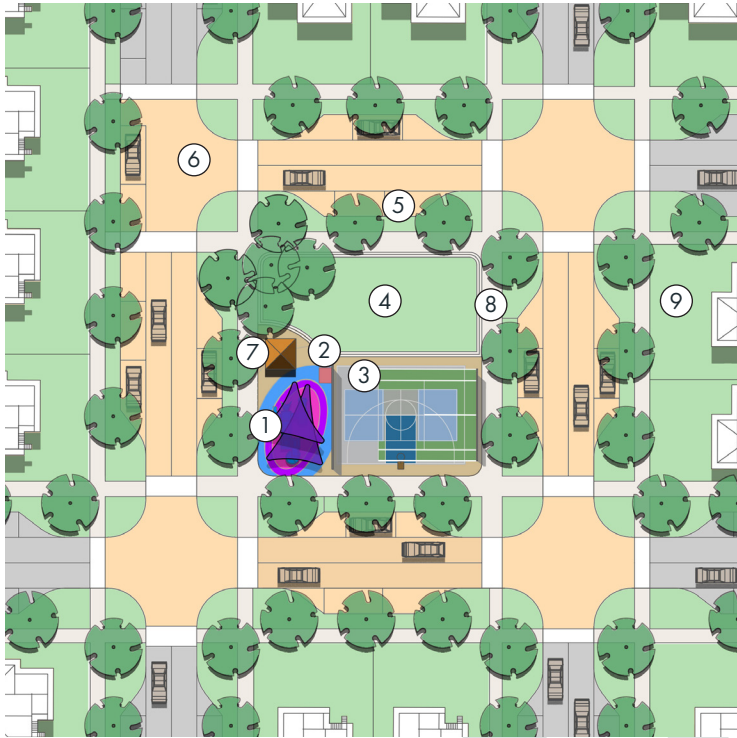
Some of the city's parks have recently been redesigned, while others are awaiting implementation, or are in the development phase. Many, however, have not benefited from a comprehensive, public engagement-based planning and design process. Additionally, many of the existing facilities and amenities are outdated or in need of renovation.

PRD will continue to address deferred maintenance and proactively complete capital improvements based on the identified needs and informed by the city's park classifications and Prototypical Park diagrams illustrated in the following pages. These Prototypical Parks could be used as a starting point for discussions with residents for future park improvements. Park improvements will continue to include a collaborative public engagement-based design process to ensure high-quality design that is responsive and transparent.

Margaret Pace Park Improvements Concept Plan



MINI PARK



Illustrated Amenities/Elements

1. Covered multi-generational playground
2. Exercise equipment
3. Multi-purpose court with half-basketball court, pickleball court, and half tennis court with backboard hitting wall
4. Multi-purpose open space
5. On-street parking
6. Park Zone traffic markings to calm traffic around the park
7. Small picnic pavilion/shelter
8. Walking loop
9. Front Facing Land Uses

Other Typical Amenities/Elements

- Water fountains/ features, ponds
- Bicycle racks
- Dockless micro-mobility stations
- Electrical outlets
- Green Infrastructure
- Litter/recycling receptacles
- Movable tables and chairs
- Outdoor table games (e.g. ping pong, fooseball, etc.)
- Public art
- Wi-fi

Size:

Generally 5,000 sf to 0.5 acre

Location and Context:

Residential and Mixed-Use Areas

Access Level of Service:

Walking distance, approximately 1/4 mile in the Downtown Core and 1/2 mile in the rest of the City.

Function:

Mini Parks are the smallest park classification typically used to address limited parks and recreation needs, including limited passive and active, at-will and programmed social, cultural, and recreational uses. Any programmed events should be limited to neighborhood-serving events focused on the surrounding blocks. A Mini Park within the range of 0.25 to 0.5 acres with a balanced variety of amenities is recommended as the minimum size park to provide a high-quality park experience within a 10-minute walk. In urban areas where land is at a premium, a system of Mini Parks that are less than 0.25 acres and are located within 1/8 to 1/4 mile of each other with varying facilities can help address the varied parks and recreation needs of the neighborhood.

Mini Parks can also provide opportunities to address environmental challenges, albeit in a very limited way, such as local stormwater management issues, urban heat island effect, biological diversity, and ecological habitat restoration. In park spaces over 0.25 acres, ideally half of the park space should be used for passive park uses (e.g. not sports or athletic focused), with at least 50% of the passive space having tree canopy cover.

NEIGHBORHOOD PARK



Illustrated Amenities/ Elements

1. Basketball court
2. Covered multi-generational playground
3. Exercise equipment
4. Multi-purpose open space
5. Multi-purpose trail
6. On-street parking
7. Outdoor table games (e.g. ping pong, fooseball, etc.)
8. Park Zone traffic markings to calm traffic around the park
9. Picnic area
10. Restroom/ shelter

Other Typical Amenities/ Elements

- Water fountains/features, ponds
- Bicycle racks
- Dockless micro-mobility stations
- Electrical outlets
- Green Infrastructure
- Litter/ recycling receptacles
- Movable tables and chairs
- Multi-purpose court with basketball court, pickleball court, and tennis court
- On-leash dog area
- Pickleball court
- Public art
- Sand volleyball court
- Splash pad
- Tennis court
- Wi-fi

Size:

Generally 0.5 to 4 acres

Location and Context:

Residential and Mixed-Use Areas

Access Level of Service:

Walking distance, approximately 1/2 mile

Function:

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

Neighborhood Parks can also provide opportunities to address environmental challenges such as local stormwater management issues, urban heat island effect, biological diversity, and ecological habitat restoration. Ideally, half of the park space should be used for passive park uses with at least 50% of the passive space having canopy cover.

COMMUNITY PARK



Illustrated Amenities/Elements

1. Basketball court(s)
2. Community garden
3. Covered multi-generational playground
4. Dog park
5. Exercise equipment
6. Multi-purpose open space
7. Multi-purpose trail
8. On-street parking
9. Outdoor table games (e.g. ping pong, fooseball, etc.)
10. Park Zone traffic markings
11. Picnic area
12. Restroom/ shelter
13. Splash pad
14. Tennis court

Other Typical Amenities/Elements

- Baseball field
- Bike playground
- Bicycle racks
- Dockless micro-mobility stations
- Electrical outlets
- Green Infrastructure
- Litter/ recycling receptacles
- Football field
- Movable tables and chairs
- Mountain bike trail
- On-leash dog area
- Pickleball court
- Public art
- Running track
- Sand volleyball court
- Skate park
- Soccer field
- Softball field
- Swimming pool
- Tee ball field
- Water fountains/ features, ponds
- Wi-fi

Size:

Generally 4 to 40+ acres

Location and Context:

Residential and Mixed-Use Areas

Access Level of Service:

Generally 1 to 2 miles

Function:

Community Parks are where residents go to socialize and recreate with the larger community, whether it's to play ball, have a picnic, take a class, swim in the pool or enjoy a concert or art show. Ideally, they should be

located on a major street and on neighborhood boundaries to maximize access and to minimize disruption from lights, noise and traffic.

Community Parks should also play a larger role in addressing environmental challenges such as local stormwater management issues, urban heat island effect, biological diversity, and ecological and habitat restoration. Ideally, half of the park space should be used for passive park uses.

LINEAR PARK



Size:

Generally 25' - 50'+ wide

Location and Context:

Parks, Residential and Mixed-Use Areas, Natural Corridors, Vehicular Corridors, Utility Corridors

Access Level of Service:

City-wide

Function:

Linear Parks help tie the parks and recreation system together. They facilitate safe, more seamless pedestrian and bicycle movement between parks and recreation facilities, and other city facilities, like schools and libraries. Where space is available, they also provide opportunities for parks and recreation facilities and amenities.

Linear Parks can also provide opportunities to address environmental challenges such as local stormwater management issues, urban heat island effect, biological diversity, and ecological and habitat restoration.

Illustrated Amenities/ Elements

1. Covered multi-generational playground
2. Exercise equipment
3. Green Infrastructure
4. Multi-purpose trail
5. Neighborhood Access
6. On-street parking
7. Park Zone traffic markings to calm traffic around the park
8. Pavilion/ shelter
9. Vegetative screening for residential backyard privacy

Other Typical Amenities/ Elements

- Water fountains/ features, ponds
- Basketball court
- Bicycle racks
- Dockless micro-mobility stations
- Electrical outlets
- Litter/ recycling receptacles
- Movable tables and chairs
- Multi-purpose court with basketball court, pickleball court, and tennis court
- Multi-purpose open space
- On-leash dog area
- Outdoor table games (e.g. ping pong, fooseball, etc.)
- Pickleball court
- Picnic area
- Public art
- Restroom
- Sand volleyball court
- Splash pad
- Tennis court
- Wi-fi

SPECIAL USE FACILITY

Size:

Varies

Location and Context:

Residential and Mixed-Use Areas

Access Level of Service:

City-wide

Function:

Special Use Facilities cover a broad range of parks and recreation facilities and are typically comprised of stand-alone recreation facilities not located within larger parks. Special use areas support single-purpose facilities, such as sports courts or fields dedicated to one sport, aquatics facilities, boat ramps, natural areas, or a building dedicated to special needs populations. Ideally, they should be located on a major street and in between neighborhoods to maximize access and to minimize disruption from lights, noise and traffic.

Where possible, Special Use Facilities should also play a larger role in addressing environmental challenges such as local stormwater management issues, biological diversity, and ecological and habitat restoration.

UNDEVELOPED PARK

Size:

Varies

Location and Context:

Varies

Access Level of Service:

Varies based on developed use

Function:

Undeveloped Parks are properties owned by the City of Miami that have been designated as Parks but that have not received park improvements. The planning and design of these parks should be coordinated with the surrounding community. Based on the size of the property and desired uses for the property, Undeveloped Parks should be re-classified, designed, and developed considering the appropriate City of Miami park classification.

GREEN SPOT

Size:

Generally, under 0.25 acres

Location and Context:

Within the Public Right-of-Way

Access Level of Service:

N/A

Function:

Green Spots are public spaces located within the Right-of-Way (ROW) that currently do not have any parks and recreation amenities. Over time, this spaces should be explored for expansion into Mini or Neighborhood Parks depending on opportunities that may arise to expand the Green Spot.

2. Expedite implementation of capital improvements

Collaboratively explore strategies with the Office of Capital Improvements (OCI) to reduce the amount of time it takes to procure and execute capital improvements projects.

One of the biggest challenges for delivering park projects in the City of Miami is the time it takes to design, permit, and construct projects. PRD will continue to work collaboratively with OCI to identify strategies to speed up the implementation of projects, such as developing standards and design guidelines for parks and buildings and ensuring proper estimation of projects.

Robert King High Park Improvements Concept Plan



3. Conduct ongoing maintenance to provide quality experiences

Continue to invest in resources and establish standards to help improve the routine maintenance of parks, recreation facilities, and amenities to provide high-quality park experiences.

Twenty-eight percent of City of Miami Statistically Valid Survey respondents rated the quality of parks as “Excellent” or “Good”. That is about four times lower than the national average of 80 percent.

Additionally, 33 percent of City of Miami Statistically Valid Survey respondents identified “Facilities are not well maintained” as a barrier to park, trails, facilities, and program use. That is more than three times the national average of 9 percent. PRD will work on improving maintenance by developing a maintenance plan, identifying needed resources, and working with the City Manager’s office to implement the maintenance plan.

In addition, staff should explore ways to complement maintenance tasks via automation. A number of parks and recreation agencies currently utilize automated lawn mowers for their parks and open spaces, line strippers for their fields, and robotic equipment for trash pickup. These technologies could help alleviate time and resources that PRD currently spends on these routine tasks and complement the limited staffing resources they have.

4. Proactively plan for the improvement of park assets

Establish processes and procedures to ensure long-term asset management and proactive repair and replacement of assets.

A reactionary approach of repairing or replacing facilities and amenities **after** they fail can be a costly strategy. Reactionary spending can sometimes cost upwards to 150 percent or more than proactive replacement costs while emergency replacements can cost up to 175 percent more. A strategic proactive approach must be taken to help mitigate these high costs and risks. To address this, PRD will develop a strategic asset management plan focusing on reducing the deferred maintenance backlog, along with planning for future capital renewal items.

5. Integrate public art into park improvements

Collaborate with Art in Public Places (AIPP) to identify opportunities to integrate permanent and temporary works of art and restore or decommission existing works of art while improving and rehabilitating existing parks.



PROGRAMS AND SERVICES

1. Renew and update offerings through Permit Office Special Events

Meet the community's unmet need for Community Special Events.

Community Special Events were the #2 Highest Priority for Investment in the City of Miami's Statistically Valid Survey findings. In a community as diverse and fast growing as Miami, special events are a key facet of bringing people together and creating a sense of community. The staff should continue to identify new and interesting opportunities and partners for special events and cultural events that are tailored to the diverse community.

2. Continue to track performance metrics for current offerings

Create key performance indicators to ensure quality assurance and accountability.

To measure performance and ensure staff knows what success looks like, it is important to develop select performance indicators that can document standards and success or failures. Ultimately, what gets measures will get done and it will be helpful for staff to identify and communicate on an ongoing basis the key performance metrics on existing program offerings, including, but not limited to, participation numbers and cancellation rates, facility utilization, partnerships and volunteers and sponsor support.



ADMINISTRATION AND STAFFING

1. Renew the culture of continuous learning and customer service excellence

Create an organizational culture and customer service training to help establish the Miami Way.

Develop on-going culture change and customer service training content and delivery that is in-person and online for all staff that begins with onboarding and continues on to help staff deliver exceptional customer experiences at all times across the system.

2. Develop initiatives to boost employee morale and retention

Grow employee recognition initiatives to help them feel valued.

From onboarding onwards, identify how staff would like to feel recognized and rewarded. Based on that feedback, develop employee reward and recognition programs that meet staff where they are for these initiatives. Make them systemwide to help boost morale and retention overall.





CONNECT

CONNECT THE PARKS SYSTEM, SEAMLESSLY INTO THE COMMUNITY.

The Department will strive for all parks, programs, and services to be accessible and inclusive for all members of the community.

PHYSICAL CONNECTIONS

- 1. Develop high-quality pedestrian and bicycle connections to parks, natural areas, waterways, and enhance waterway connections**

Implement an interconnected system of high-quality, safe, active-transportation facilities and complete streets to parks, natural areas, and along water ways.

Miami residents have identified paved multi-purpose trails as one of the highest-priority facilities needs, repeatedly over the last decade. The City of Miami has responded to this need in a variety of ways. Recently, the City completed the 2021 Bike Master Plan. This plan identifies a multitude of projects to improve pedestrian and bicycle connectivity to parks and natural areas.

Additionally, the City and partner organizations are in the process of planning, designing, permitting, and building a variety of world class active-transportation projects such as The Underline, The Commadore Trail, The Miami Riverwalk and River Greenway, The Baywalk, and The Ludlam Trail.

PRD will continue to advocate and support the implementation of these projects that maximize pedestrian and bicycle access to parks, recreation facilities, and water bodies.



2. Provide access to micro-mobility devices at or near parks and natural areas

Facilitate access to micro-mobility devices such as near parks and natural areas.

In recent years, micro-mobility has rapidly flourished in cities throughout the nation. In a relatively short-time, it has proven to be a popular transportation option for many users. In fact, many people that in the past were hesitant to ride bikes, are now more inclined to use bikes, especially to and from parks, recreation facilities, and natural areas.

PRD will continue to collaborate with Miami Park Authority and the Department of Resilience and Public Works as it relates to micro-mobility in parks, recreation facilities, and natural areas by providing dockless parking zones and advocating for the placement and replenishment of micro-mobility devices in key areas of parks, recreation facilities, and natural areas.

3. Provide multi-modal transit access to parks, programs, and services

Facilitate access to a variety of transit options such as buses, trolleys, para-transit, and water taxis to parks, natural areas, special events, and popular programs and services.

Eight percent of City of Miami Statistically Valid Survey respondents identified lack of transportation as a barrier to park, trails, facilities, and program use. That is more than double the national average of 3 percent.

PDR will continue to advocate for transit stops in and near parks, coordinate design to maximize transit access of parks, and provide transit or trolley service to key parks during special events, programs, and services.



4. Maximize public parking opportunities around and near parks

Explore opportunities to maximize and expand parking areas around and within a 5-minute walk to parks and natural areas.

Twenty-two percent of City of Miami Statistically Valid Survey respondents identified lack of parking as a barrier to park, trails, facilities, and program use. That is more than three times the national average of 7 percent.

PRD will continue to collaborate with Miami Park Authority and the Department of Resilience and Public Works to maximize parking areas around and within a ¼ mile distance of parks including on-street parking and shared off-street parking.

5. Enhance awareness of parks and recreation facilities.

Implement a multi-pronged approach to increasing awareness of parks and recreation facilities using signage, wayfinding, and digital strategies.

PROGRAMMATIC AND SERVICE CONNECTIONS

1. Enhance awareness of programs and services

Implement a multi-pronged approach to increasing awareness of programs and services using traditional printed media, radio, and digital strategies.

Lack of awareness is the number one barrier to participation based on the City of Miami's statistically valid survey results with nearly 30 percent of respondents stating "I don't know what is being offered" as their top reason for reduced use.

It is clear that no single medium can address all the awareness challenges but a marketing outreach and branding plan with strategic focus on increased awareness through various mediums would be greatly needed.

2. Enhance awareness of permanent, temporary, and performance art throughout the park system

Explore the opportunity to collaborate with AIPP to develop programming around permanent, temporary, and performance art opportunities.

Arts and culture is a significant part of the fabric of Miami's community and it would be helpful for the Department to explore ways to highlight the stories, history, customs and culture of the community that calls Miami home through a variety of interpretive, creative and fun permanent or temporary art exhibits, performances and offerings.

3. Strengthen and expand partnerships to enhance and expand service delivery

Identify potential partners to help maximize services to the community.

These include other municipal agencies from Miami Dade County, City of Doral, and City of Hialeah.

Explore partnerships with individual service providers in the community by inviting them to provide those services in the City of Miami's parks and facilities.

The program assessment and gap analysis indicate the presence of a variety of service providers including public and nonprofit ones that complement what the Department offers. The Department should continue to identify areas where they can partner with other agencies or be a provider of space for service providers to offer programs, classes and events in Miami's parks and public spaces.



ADMINISTRATION AND STAFFING CONNECTIONS

1. Connect staff to resources and information

Help staff with continuous learning and staying on top of industry trends

Provide ways and time for staff to learn trends and next practices from the parks and recreation industry and beyond. These could include lunch and learns, guest speakers, webinars and online learning tools, and even TED Talks, in addition to the National Recreation and Park Association, Sports and Facility Industry Association trend data, and City Parks Alliance resources.

2. Foster opportunities for internal cross-functional collaboration

Develop mechanisms to break down intra-Department silos and help staff be more collaborative and empathetic

Create project opportunities for all staff to organically collaborate on creative offerings, special projects or events. Additionally, develop programs for mentoring and cross-training internally to allow for greater relationship building department-wide.

The screenshot shows the City Parks Alliance website. The top navigation bar includes a search icon, and links for LOGIN, CONTACT, DONATE, and social media icons (Twitter, Facebook, YouTube, LinkedIn). Below the navigation bar are links for ABOUT US, EVENTS, RESOURCES, FUNDING, STORIES, and a prominent JOIN button. The main content area features a large black banner with the word "RESOURCES" in white. Below this, a section titled "RESOURCES FOR PARK AND RECREATION PROFESSIONALS" is displayed. To the right of this title, a paragraph states: "With help from our members and research partners, we make the following resources and tools available to equip parks and recreation departments, municipalities, urban design and landscape architecture firms, and advocacy organizations to enhance capacity and build equitable, healthy, and engaged communities."

The sidebar contains a search box with the placeholder text "Search Query..." and a magnifying glass icon. Below the search box is a "Filter by:" section with a "Reset" link. Underneath, there is a "TOPICS" section with a "Show all" link and a list of topics, each with an unchecked checkbox: Advocacy, Arts & Culture, Civic Engagement/Volunteers, Community Benefits, Concessions, Dog Park, Economic Development, Emergency Management & Planning, and Equity.

REPORT
The Outdoor Recreation Legacy Partnership Report
City Parks Alliance
This report highlights the physical, mental, and environmental benefits that city parks provide and demonstrates how funds from the LWCF's Outdoor Recreation L...

REPORT
Cross-sectional associations of different types of nature exposure with psychotropic, antihypertensive and asthma medication
Finnish Institute for Health and Welfare
In this cross-sectional study, a higher frequency of green space exposure is thought to be beneficial for human health.



GROW THE PARKS SYSTEM TO CATCH-UP WITH THE CITY'S GROWTH.

The Department will increase park land, facilities, programs, services, and resources to ensure it is equitably and sustainably meeting the needs of the growing city.

PHYSICAL SYSTEM

1. Expand Park Land

Increase the amount of park land equitably throughout the city, with a focus in underserved areas.

Miami residents identified access to park land as a high-priority. Currently, the Acreage Level of Service (LOS) for park land in the City of Miami is 3.0 acres per 1,000 population. If park land is not expanded in the next 10 years, this Acreage LOS would go down to 2.9 acres per 1,000 population.

Additionally, park land within Commission Districts varies. For example, Commission District 3 has the least amount of park land with 0.5 Acres per 1,000 population while Commission District 2 has the most with 8.9 Acres per 1,000 population (2.2 Acres per 1,000 population not including Virginia Key).

To help increase park land, Reimagine Parks Miami recommends establishing a citywide Acreage LOS Target of 3 acres per 1,000 population. Based on this Acreage LOS target, the City of Miami would have to expand park land by an additional 43 acres by the year 2032.

Additionally, the City of Miami will continue to implement Mayor Suarez's pledge of the Trust for Public Land's (TPL) 10-minute walk campaign of providing residents with access to a quality Neighborhood Park within a 10-minute walk.

The image on the following page illustrates the proposed park land vision for Reimagine Parks Miami.

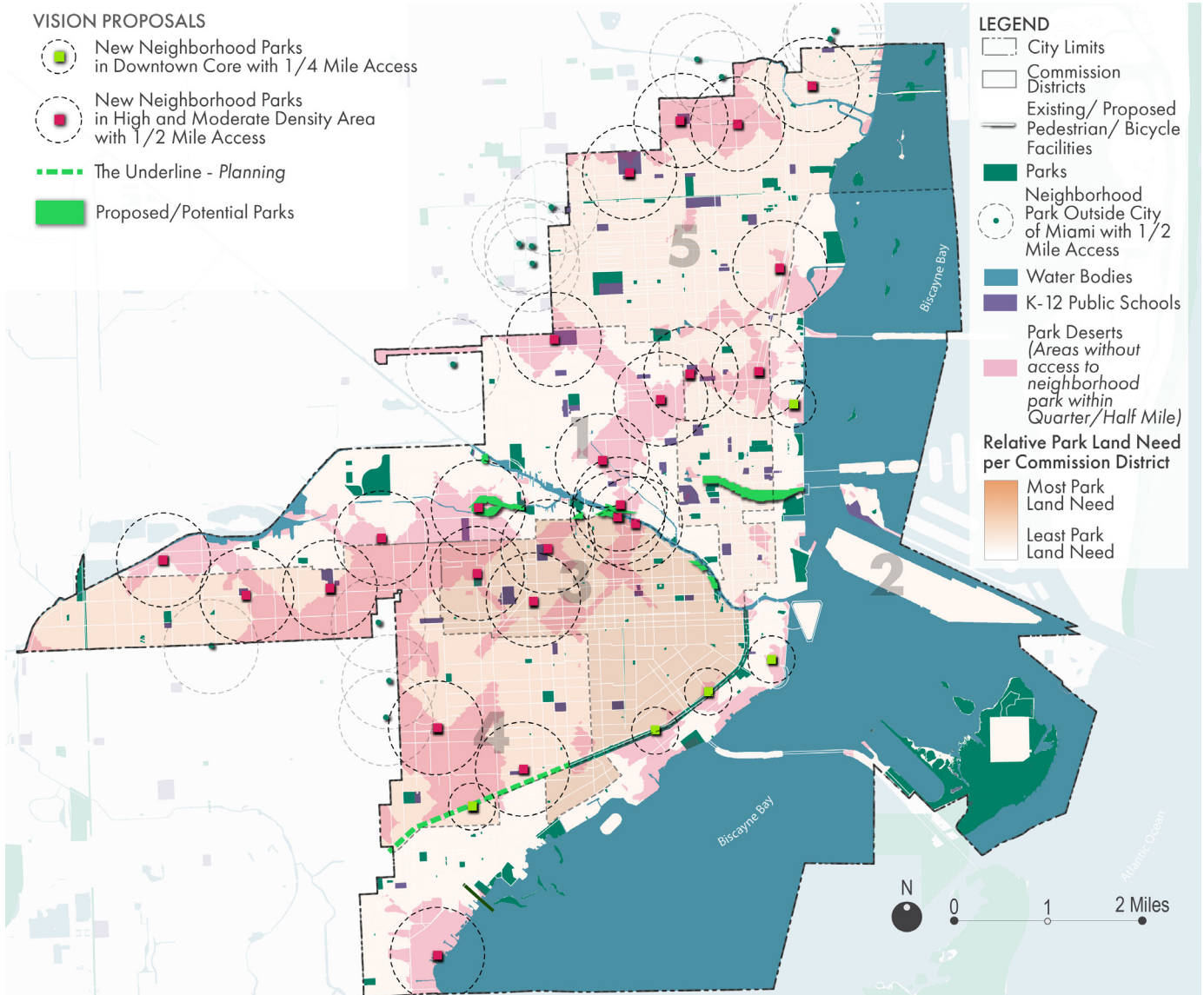
To implement this vision of 29 newly proposed parks and continued park expansion throughout the city with a focus on Commission Districts with low park land acreage, PRD will continue to collaboratively, creatively, and aggressively pursue opportunities to expand park land through fee-simple acquisition, securing of easements, partnerships, and redevelopment of sites on a strategic parcel-by-parcel basis, and as opportunities become available.

This Vision proposes developing new parks where there is a need for a park within 1/4 mile in the Downtown Core—due to the high population density in this area—and within 1/2 mile in the rest of the city.

Prioritizing investments should consider the disproportionate needs per Commission District, with Districts 3 and 4 having the greatest need of park land.

Expanding park land also includes advocating for and supporting on-going projects illustrated in this vision such as The Underline, The Underdeck, and The Miami Riverwalk and River Greenway.

Proposed Park Land Vision



Sources: City of Miami; Consultant Team

An important opportunity to expand park land is a partnership with Miami-Dade County Schools to expand access to greenspace and recreation facilities in existing and future schools. To leverage this opportunity, Reimagine Parks Miami recommends the addition of a new park classification - a School Park, which is discussed in the following page.



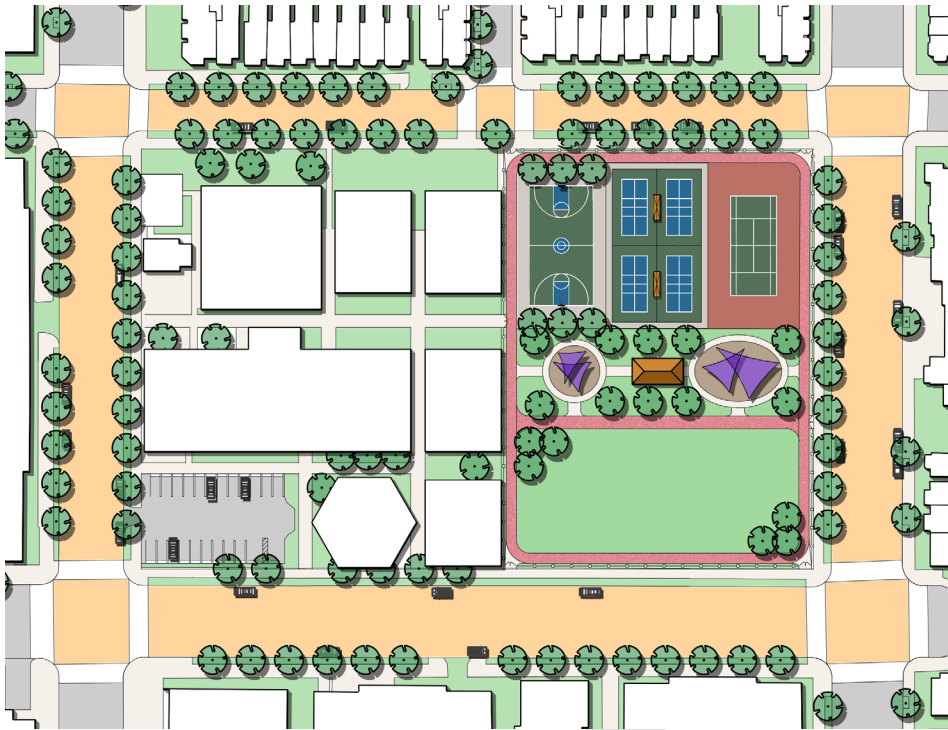
A COLLABORATION WITH SCHOOLS

Collaborating with schools to provide park space is an efficient and effective strategy to address park needs. NYC Parks has worked collaboratively with the Department of Education and the Trust for Public Land (TPL), a national non-profit organization that works with communities to create parks and protect land for people, to renovate and open hundreds of school yards to the public during non-school hours through the Schoolyards to Playgrounds program.

TPL completed an analysis in 2019 showing that only 10 percent of the approximately 100,000 public schools in the United States provide the general public with formal access to schoolyard sites. The study also suggests that America's public-school grounds have the potential to solve the problem of park access for at least 19.6 million people, including 5.2 million children. The same is true in the City of Miami, as many of the city's park deserts could be addressed through partnerships with schools.



SCHOOL PARKS



Typical Amenities

- Baseball field
- Basketball court
- Bike playground
- Bicycle racks
- Community garden
- Covered multi-generational playground
- Dockless micro-mobility stations
- Dog park
- Electrical outlets
- Exercise equipment
- Litter/ recycling receptacles
- Football field
- Movable tables and chairs
- Multi-purpose open space
- Multi-purpose trail
- Mountain bike trail
- On-leash dog area
- On-street parking
- Outdoor table games (e.g. ping pong, fooseball, etc.)
- Park Zone traffic markings
- Pickleball court
- Picnic area
- Public art
- Playground
- Restroom
- Running track
- Sand volleyball court
- Secure park/ school fencing
- Skate park
- Soccer field
- Softball field
- Splash pad
- Swimming pool
- Tee ball field
- Tennis court
- Water fountain, features, ponds
- Wi-fi

Size:

Dependent on the intended use as Mini, Neighborhood, or Community Park - 0.25 acres to 40+

Location and Context:

Adjacent to schools within Residential and Mixed-Use Areas

Access Level of Service:

Dependent on the intended use as Mini, Neighborhood, or Community Park - 1/4 to 1 or 2 miles

Function:

School Parks combine the resources of multiple agencies and allow for expanded parks, recreation, cultural, and educational opportunities for the community in an efficient and effective manner. Ensuring close coordination between the School Principal and School District will maximize the benefits of the joint-use space.

Programmed events should coincide with the type of park facility that the School Park is intended to serve.

School Parks can also provide opportunities to address environmental challenges such as local stormwater management issues, urban heat island effect, biological diversity, and ecological and habitat restoration.

Another opportunity is the activation of underutilized publicly-owned land, such as land owned by the Florida Department of Transportation (FDOT). For example, the images in this page illustrate how the re-construction of access ramps along the Dolphin Expressway and NW 27th Avenue have created approximately 10.5 acres of underutilized greenspace.

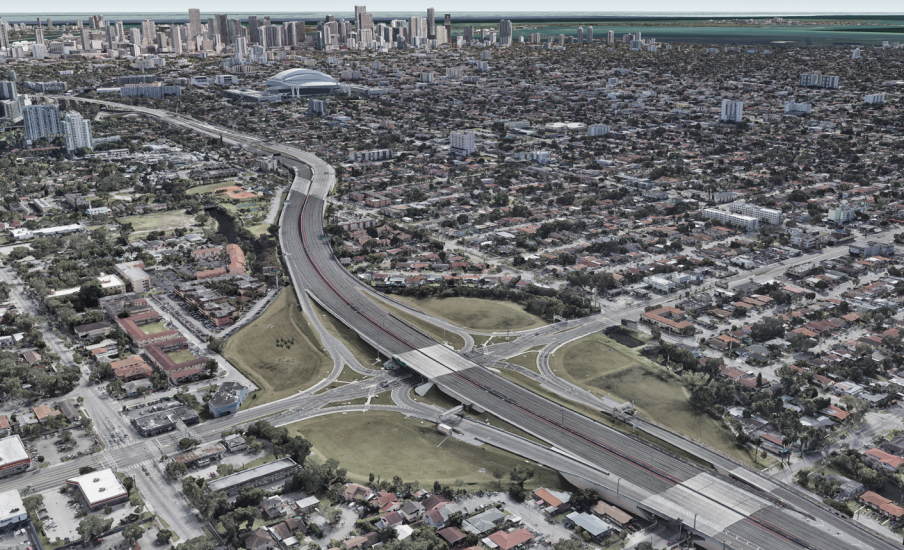
Consistent with what other cities and states such as Seattle, Washington; New York, New York; and Atlanta, Georgia have done with DOT land, this land could be transformed to continue addressing the water quality and quantity needs of FDOT while also addressing the parks and recreation needs of the surrounding community. This investment could then be connected to adjacent neighborhoods through high-quality, complete streets.

PARTNERING TO CREATE GREENSPACE THAT ACHIEVES MULTIPLE BENEFITS

Dolphin Expressway and NW 27th Avenue Before Reconstruction (2016)



Dolphin Expressway and NW 27th Avenue After Reconstruction (2019)



Park Land Vision Concept



The following examples provide additional opportunities for expanding park land through innovative land uses and creative partnerships.



CONVERTING RIGHT-OF-WAY TO RECREATION

An important opportunity to expand park land is in partnership with Miami-Dade County to increase the use of public right-of-way as pedestrian focused plazas and recreational spaces.

The Department has already begun this practice, with the implementation of “Play Streets,” including the Fuller Street Plaza. The Fuller Street Plaza began as a temporary closure due to Covid-19 but has now been permanently established as pedestrian space.



Further inspiration may be drawn from the success of “superilles” in Barcelona, Spain, where a network of green hubs and squares have been successfully implemented in spaces formerly devoted to cars.



The conversion of vehicle parking areas to recreational uses--whether the top of parking decks or surface parking lots--is a significant opportunity, and was suggested in the 2007 master plan. The potential creation of mini-soccer fields on top of a parking deck along Coral Way is shown below.

Existing Parking Deck



Parking Deck Recreation Conversion Concept



A successful precedent for the shared use of parking and recreation space is the Home Depot Backyard at Mercedes Benz Stadium in Atlanta. The reinforced grass lawn is used for parking and tailgating during game days and events but is open to the public for recreational uses at most other times.

Home Depot Backyard in use as parking area



Home Depot Backyard in shared parking and recreation use



Home Depot Backyard as recreational space





INTEGRATING STORMWATER AND RECREATION

Miami's Comprehensive Stormwater Master Plan recommends the implementation of exfiltration infrastructure and green infrastructure in parks, where possible. An example from the Netherlands provides inspiration for creating a multi-purpose hardscape recreation space for basketball, soccer, and skateboarding that also serves as a supplemental stormwater retention area during major rain events.



2. Increase access to Nature

Protect, acquire, and recreate Nature experiences to ensure that residents have access to high-quality natural areas equitably throughout the city.

Miami residents identified natural areas, nature parks, and unpaved walking and hiking trails as high-priority facility needs. Despite the lush tropical flora that thrives in many Miami parks, designated natural areas represent a very small portion of parkland, with the exception of Virginia Key. Additionally, there are very few forested or natural areas that are not already protected as parks or greenspaces, such as Vizcaya Museum & Gardens. For example, the image below of Simpson Park Hammock preserves a rare pocket of tropical hardwood forest, just feet from the skyscrapers of Brickell. Opportunities to provide additional natural areas like this are extremely limited and should be prioritized.

To address this need, PRD will continue to enhance awareness and facilitate access to existing sites, expand existing natural areas where possible, and target any remaining undeveloped areas that may provide high-quality nature experiences for acquisition. Re-Imagine Parks Miami also proposes to position the spoil islands along the Biscayne Bay as Nature Island Parks with a variety of nature experiences such as hiking, picnicking, camping, boating, fishing, and swimming.

The image on the following page illustrates the proposed natural area vision for Reimagine Parks Miami.

The Vision proposes foremost, to maximize use of the three existing Natural Area parks through increased maintenance and programming (e.g. birdwatching, plant walks, and volunteer invasive plant removal). Improvements to enhance underused natural areas in other parks and increasing tree canopy in parks throughout



the city is also recommended.

Lastly, parcels that have been designated as Environmental Preservation Districts should be reviewed for potential acquisition or partnerships to allow for public access.

Parks Proposed for Natural Area Enhancements

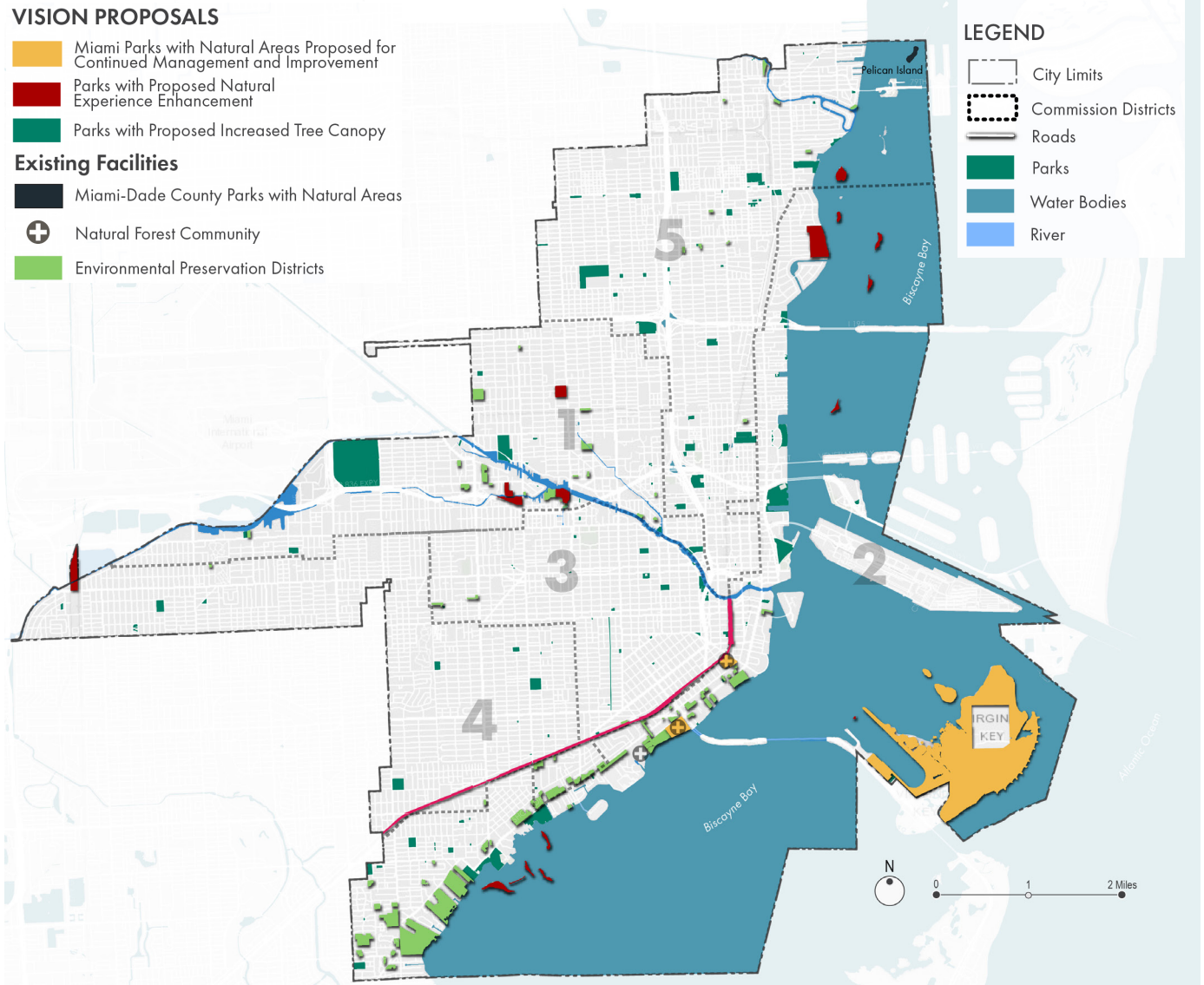
- All Island Parks

- Juan Pablo Duarte Park
- Fern Isle/Ronald Reagan Park
- Morningside Park
- Sewell Park

Existing Natural Area Parks

- Alice Wainwright Park
- Simpson Park
- Virginia Key
- Robert King High Park

Proposed Natural Area Vision



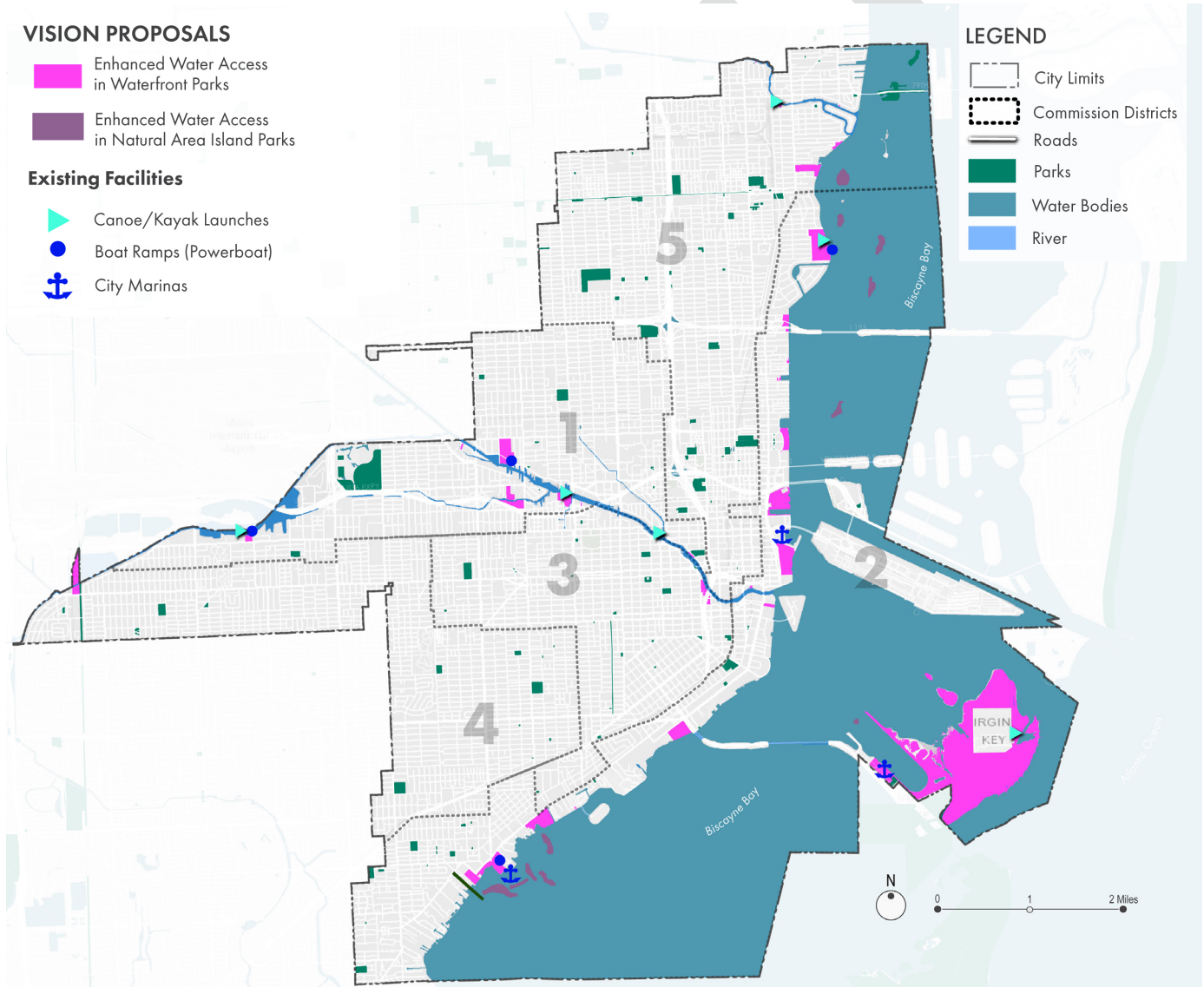
Sources: City of Miami; Consultant Team

3. Increase access to Water

Acquire land, secure easements, and develop partnerships to maximize public access to the water throughout the city.

The opportunity to visually and physically access the water is a highly desirable experience for City of Miami residents and visitors. While there are various public parks throughout the city that provide these opportunities, most of the land along water ways is in private ownership and inaccessible to the public.

PRD will continue to work with City, State, and Federal agency partners to increase access to the water through the acquisition of land, easements, or partnerships that provide direct visual and (where appropriate in waterfront parks) physical access to the water through the implementation of boat ramps, canoe/kayak launches, and piers. Physical access would be explored in a park-by-park basis in coordination with residents and partner agencies. Additionally, Virginia Key provides ample opportunities for access to water, hiking, and natural area recreation, many of which are identified in the park's master plan and should continue to be prioritized for implementation.



Sources: City of Miami; Consultant Team

4. Increase parks and recreation facilities and amenities

Increase the number of parks and recreation facilities and amenities to equitably meet the needs of the community.

Recreation facilities are important for creating memorable activities – children playing in playgrounds, families having outdoor picnics, teens playing football, soccer, and basketball, adults playing softball, and seniors exercising in outdoor fitness stations - these activities don't only make for better parks, but also for better communities.

The City of Miami has hundreds of facilities, ranging from various types of fields and courts to playgrounds and community gardens. Considering the city's historical growth, growth in the last 10 years, and the expected increase in population over the next 10 years, the Department will need more recreation facilities to meet the demand. Re-Imagine Parks Miami anticipates this need by developing Facilities Level of Service (LOS) targets for key recreation and park facilities and combining them with projected population figures to identify the number of facilities that may be needed in the next 10 years. These Facilities LOS targets provide a systematic approach to providing a balance of outdoor recreation facilities that respond to the top priority outdoor recreation facility needs of the community and are informed by the City's demographics, local and national benchmarks, and outdoor recreation trends.

The proposed Facilities LOS chart below identifies the number of facilities that may be needed in the next 10 years. These targets should be reviewed every 2-3 years, pending new population estimates and surveys of community needs.

The following pages map the areas that are in need of these facilities. *It is important to note that public engagement based studies would have to be completed to determine if the proposed facilities recommended in existing parks would be feasible.*

PROPOSED FACILITIES LOS			
Facilities	Inventory	Proposed Miami Facilities LOS Target	Need / Surplus Based on Proposed Facilities LOS
Basketball court	82	5,700	-3
Indoor Recreation Centers	40	12,000	0
Diamond fields: baseball - adult	7	65,000	-1
Diamond fields: baseball - youth	17	20,500	-7
Dog park	9	32,000	-9
Multipurpose synthetic field	5	85,890	-1
Nature centers	1	480,000	1
Pickleball	15	30,000	-9
Playgrounds	85	4,500	-22
Recreation centers with Gyms	5	64,000	-3
Rectangular fields: multi-purpose	11	26,000	-8
Skate park	1	134,441	-3
Splashpad	5	30,000	-12
Swimming pools (outdoor only)	12	40,000	-1
Tennis courts (outdoor only)	51	7,685	-12

PROPOSED BASKETBALL COURTS VISION





The inventory includes 82 basketball courts across 38 parks, providing significant coverage across the city at half-mile access. Basketball ranked as a low priority for investment based on the statistically valid survey's Priority Investment Rating (PIR).

The Vision proposes six new courts to help address access gaps through the middle of the city in Districts 1, 3, and 4. All of the proposed courts currently exist at schools and represent the opportunity for partnership in creating School Parks with Miami-Dade County Schools.












Proposed Sites for Basketball Courts

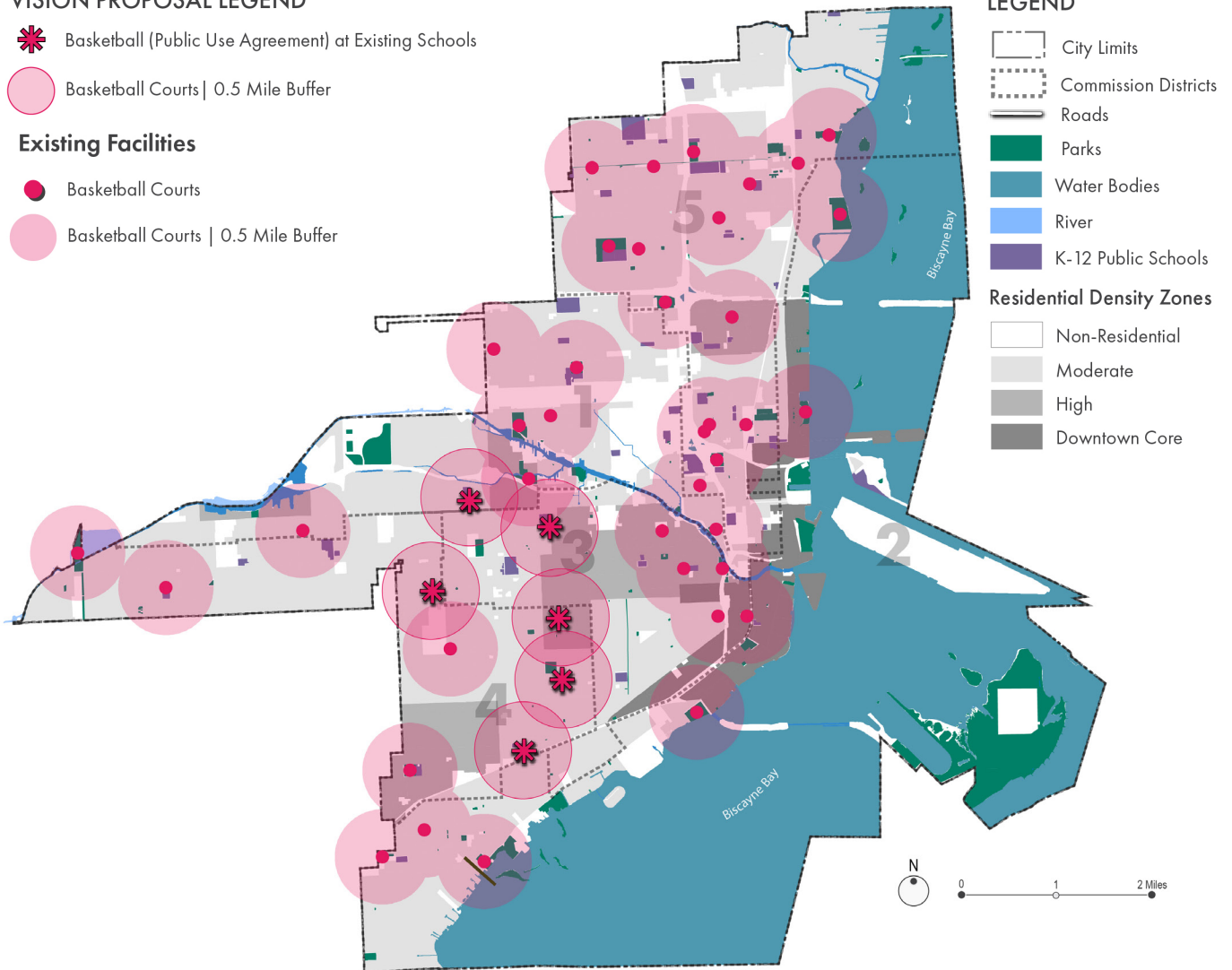
- Auburndale Elementary School
- Citrus Grove Middle School
- Kensington Park Elementary School
- Shenandoah Elementary School
- Shenandoah Middle School
- Silver Bluff Elementary School

VISION PROPOSAL LEGEND

-  Basketball (Public Use Agreement) at Existing Schools
 -  Basketball Courts | 0.5 Mile Buffer
- Existing Facilities**
-  Basketball Courts
 -  Basketball Courts | 0.5 Mile Buffer

LEGEND

-  City Limits
 -  Commission Districts
 -  Roads
 -  Parks
 -  Water Bodies
 -  River
 -  K-12 Public Schools
- Residential Density Zones**
-  Non-Residential
 -  Moderate
 -  High
 -  Downtown Core

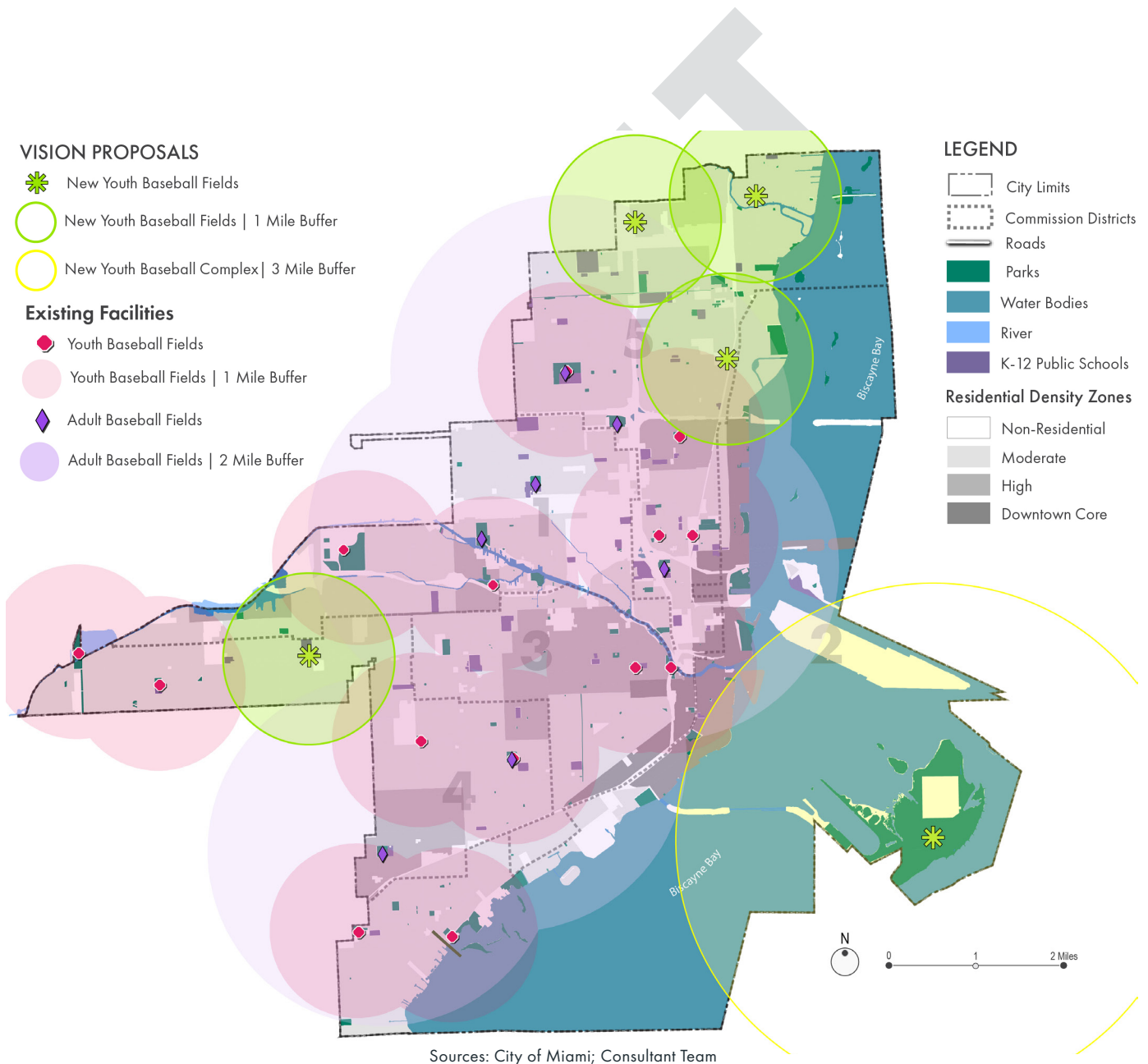


Sources: City of Miami; Consultant Team

PROPOSED DIAMOND FIELD - YOUTH/ADULT BASEBALL VISION

The inventory includes 17 youth baseball fields (baselines vary but less than 90') and 7 adult baseball fields (baselines are 90'). At 1 mile access for youth fields and 2 mile access for adult fields, the majority of the city is covered and "Baseball/Softball" fields ranked as a low priority on the PIR.

The Vision proposes 7 new youth fields, including 3 at the new quad complex previously proposed in the Virginia Key Master Plan, as well as one new adult field, also at Virginia Key. The Department's ongoing practice of using diamond fields for shared baseball and softball use is expected to continue, with no desire for softball-exclusive fields expressed.



PROPOSED DOG PARK VISION




The inventory includes 9 dog parks, with 8 in District in 2 and one in District 5, all located closed to the Biscayne Bay shoreline. Due to the value of dog parks for residents living in multi-family housing, a differential access level-of-service was used, with 1 mile access in the “High” density and “Downtown Core” zones, and 1.5 mile access in “Moderate” density areas.

The Vision proposes 9 new dog parks, with 7 proposed in existing parks and 2 in new park spaces. Many of the proposed sites are based directly on public comments.



Proposed Sites for Dog Parks

- Antonio Maceo Park
- Athalie Range Park
- General Jose Francisco Morazon Quesada
- Gerry Curtis Park
- Jose Marti Park
- Melreese Golf Course (Miami Freedom Park)
- Robert King High Park












VISION PROPOSALS

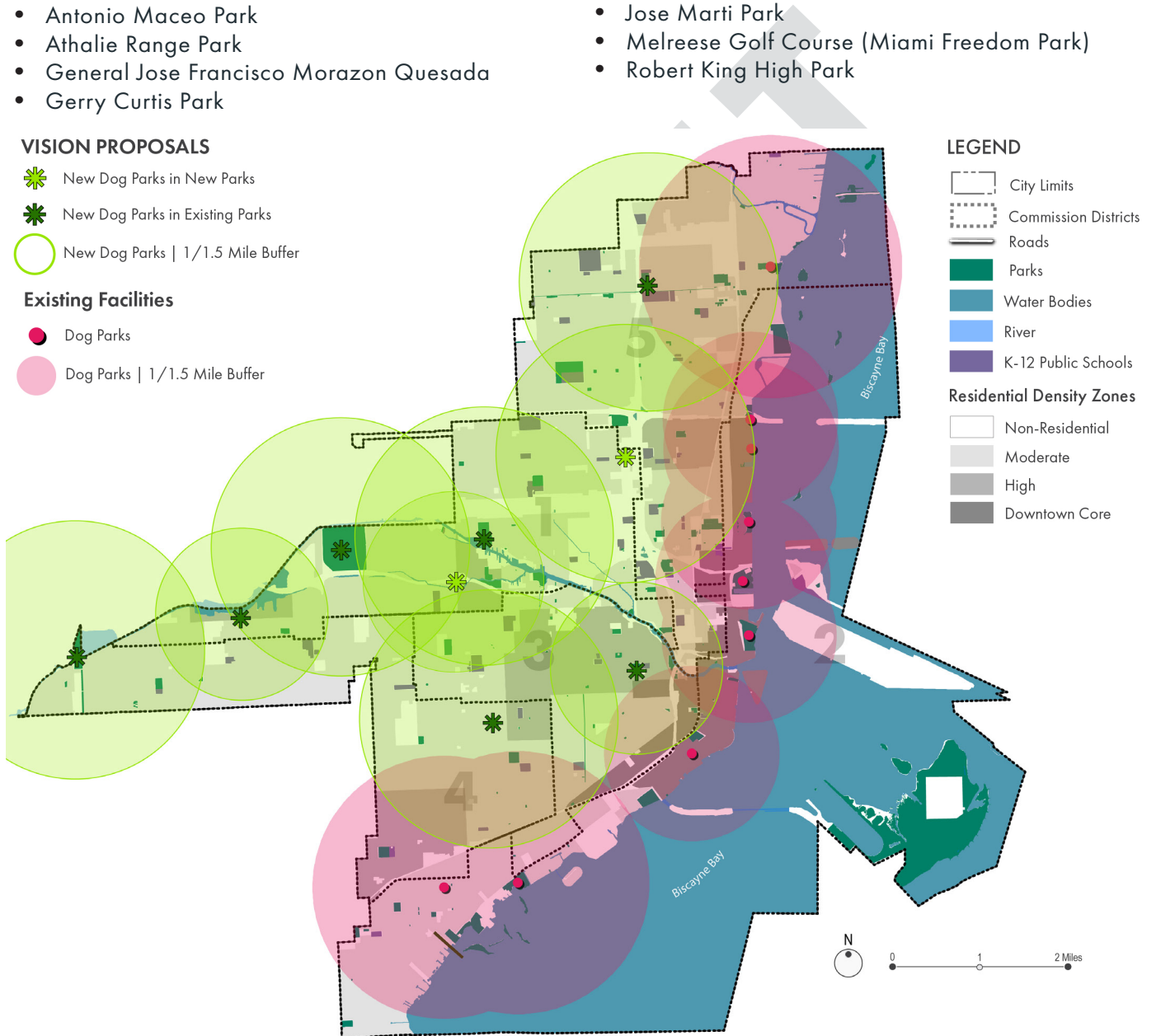
-  New Dog Parks in New Parks
-  New Dog Parks in Existing Parks
-  New Dog Parks | 1/1.5 Mile Buffer

Existing Facilities

-  Dog Parks
-  Dog Parks | 1/1.5 Mile Buffer

LEGEND

-  City Limits
-  Commission Districts
-  Roads
-  Parks
-  Water Bodies
-  River
-  K-12 Public Schools
- Residential Density Zones**
 -  Non-Residential
 -  Moderate
 -  High
 -  Downtown Core



Sources: City of Miami; Consultant Team

The features and design of future dog parks should align with the City's new Dog Park Master Plan and accompanying legislation passed in June 2023.

The Dog Parks Master Plan legislation includes the following provisions:

1. Safe and Accessible Location: The City of Miami, Parks and Recreation Department shall identify suitable locations for Dog Parks that prioritize safety, accessibility, drainage, and ecology. The Department shall consider the following factors when determining a suitable location for a Dog Park:

- a. Whether the location has adequate drainage to prevent water accumulation;
- b. Whether there are nearby parking facilities, or space to create parking facilities, to accommodate park visitors and promote accessibility and convenience; and
- c. Whether there are natural areas nearby where flora and fauna, such as ground nesting birds, small mammals, and native plants, may be disturbed.

Dog Parks shall not be located in close proximity to natural areas where flora and fauna may be disturbed.

2. Cleaning Supplies: Dog parks shall be equipped with sufficient cleaning supplies, including garbage cans and dog waste bags, to facilitate the proper disposal of waste and maintain cleanliness within the park.

3. Separate Areas for Small and Large Dogs: Where space allows, the Department shall prioritize the inclusion of separate areas for small dogs (under 25 pounds) and large dogs (over 25 pounds) within Dog Parks. This segregation aims to provide a safe and comfortable environment for dogs of different sizes to play and interact.

4. Park Hours and Rules: Signage shall be prominently displayed within Dog Parks, specifying the designated park hours and rules to ensure the safety and well-being of all park users.

5. Chain Link Fence and Double Door Feature: The Department may install chain link fences up to a 5-foot in height around the perimeter and at the frontage of the Dog Park to ensure the containment of dogs within the designated area. Furthermore, a double door feature shall be implemented to prevent dogs from escaping when entering or exiting the park.

6. Dog Water Fountain: Dog Parks shall include a dog water fountain within the park to provide a convenient water source for dogs to stay hydrated during their visit.

7. Play Equipment: Dog Parks may include certain play equipment that enhances the dogs' experience and promotes physical activity, subject to safety and maintenance considerations.

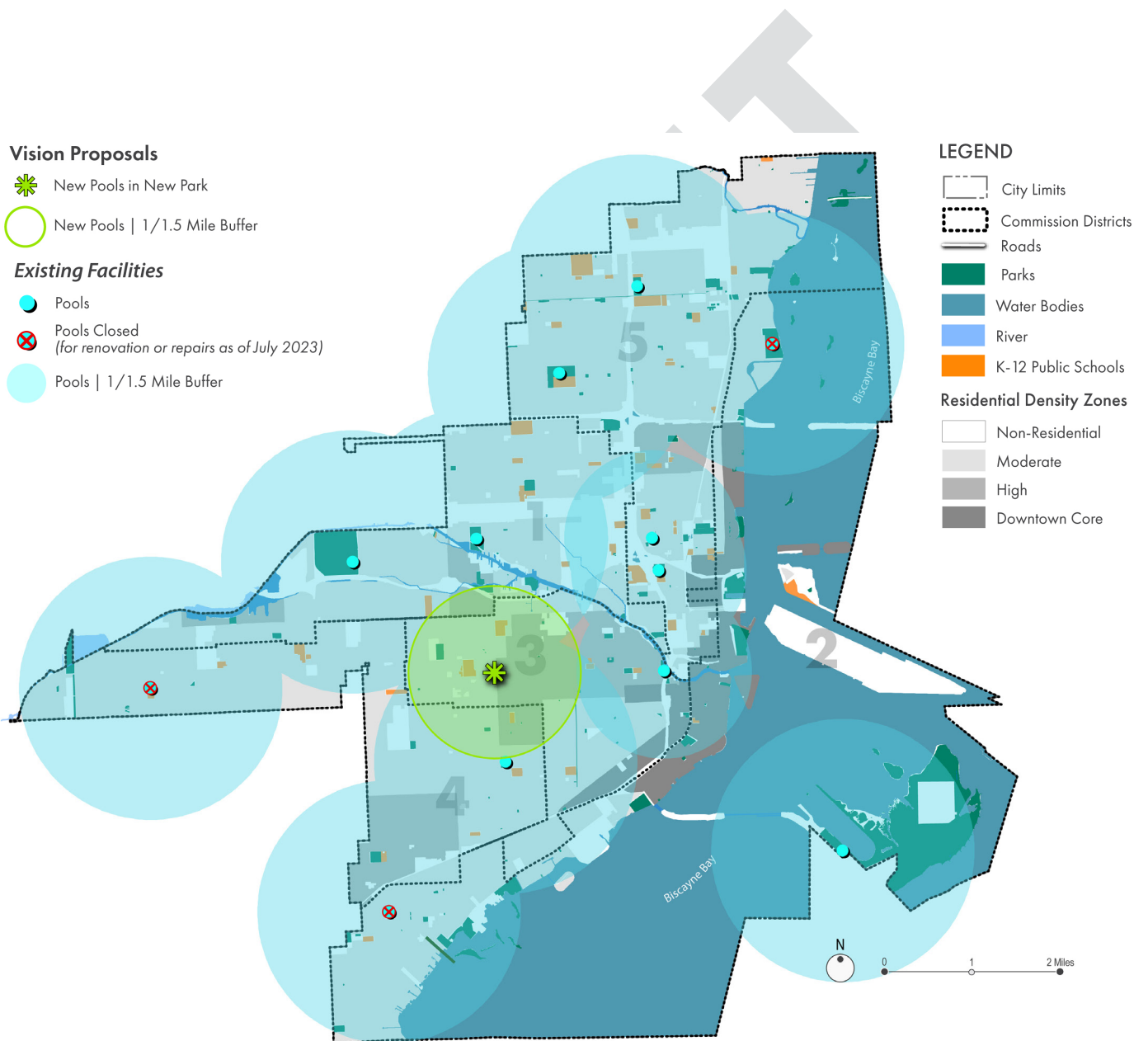


Photo: Blanche Park Dog Park

PROPOSED OUTDOOR POOLS VISION

The inventory includes 12 outdoor pools, 3 of which were closed for repairs as of July 2023. Due to their heavy usage, particularly among residents living in multi-family building without pools, differential access level-of-service was used, with 1 mile access in the “High” density and “Downtown Core” zones, and 1.5 mile access in “Moderate” density areas. Outdoor pools ranked as a high priority on the PIR.

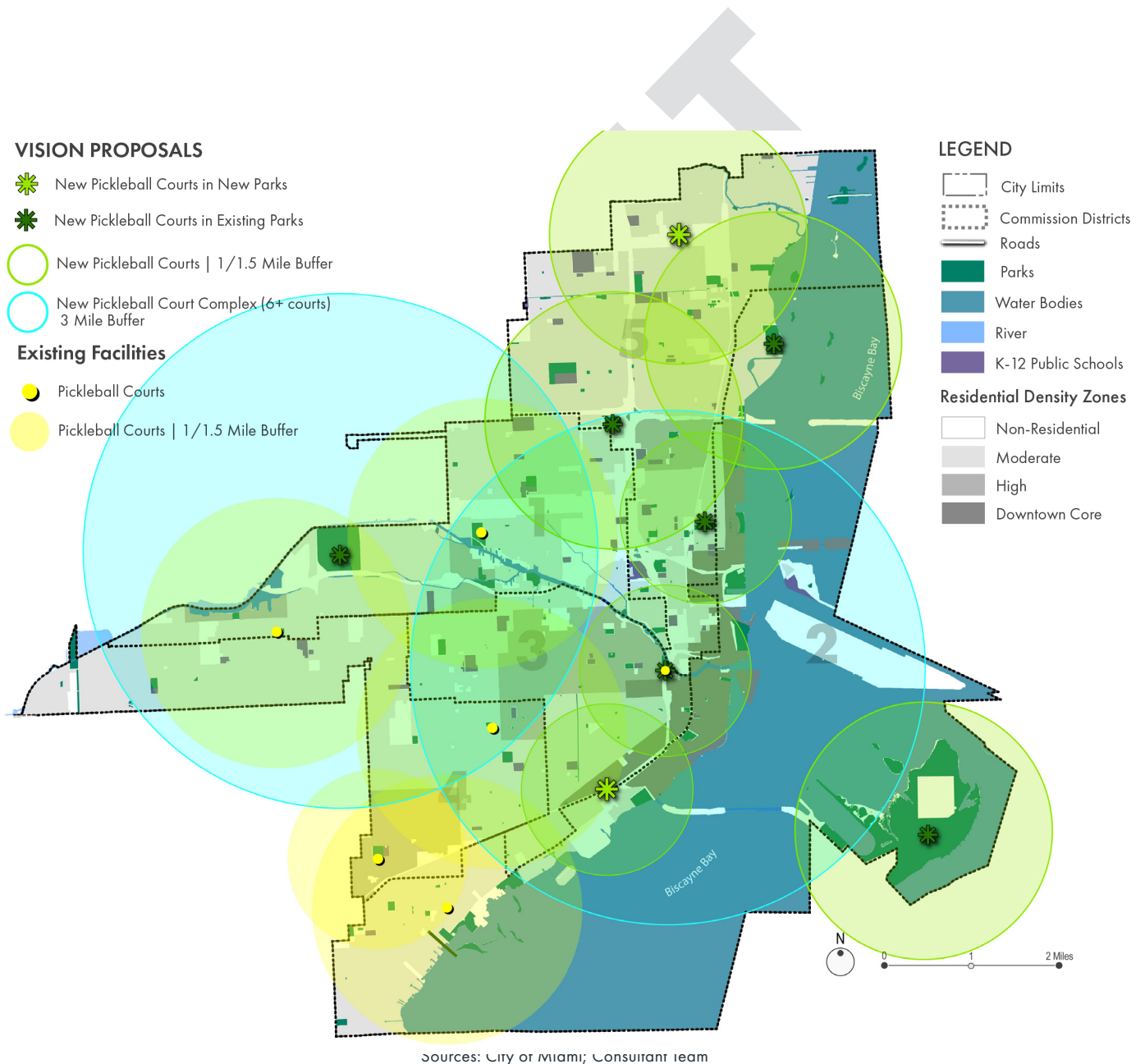
Due to the nearly complete access, the Vision proposes just 1 new outdoor pool, located centrally in the city in District 3. Expediting the completion of repairs and reopening the closed pools is also a priority recommendation.



PROPOSED PICKLEBALL COURTS VISION

The inventory includes 15 pickleball courts across 6 parks. Due to the rapid growth and interest in pickleball, differential access level-of-service was used, with 1 mile access in the “High” density and “Downtown Core” zones, and 1.5 mile access in “Moderate” density areas. Despite mentions in public meetings and online comments, pickleball courts ranked as a low priority on the PIR.

The Vision proposes 8 new sites for pickleball courts (with total courts to be determined pending further design). The Vision recommends two sites for pickleball complexes with at least 6 courts, in the future Miami Freedom Park and in Jose Marti Park in available space under I-95.





“SURGICALLY” INSERTING FACILITIES IN THE PUBLIC REALM

“Surgically” inserting facilities in the public realm is a strategy to provide desired recreation opportunities throughout the community as mini parks.

A dog park or tennis courts, for example, may be located on top of a parking deck; a playground may be provided through a local church; and an athletic field may be provided through partnerships with local schools. Facilities and amenities that are needed are strategically inserted wherever there is space.

This model is most common in large, urbanized areas where land is at a premium. For example, as illustrated in the images to the right, the NoMa Business Improvement District in Washington, D.C. built a playground, dog park, and seating areas in a 8,200 SF site - 5,200 SF in private land and 3,000 SF in public land. Another example is found in the City of Seattle where they built the I-5 Colonnade Urban Mountain Bike Skills Park under Interstate 5; and the City of New York tows a seven-lane swimming pool barge down the East River – dubbed the “Floating Pool Lady” – to serve the residents of the Bronx each summer.

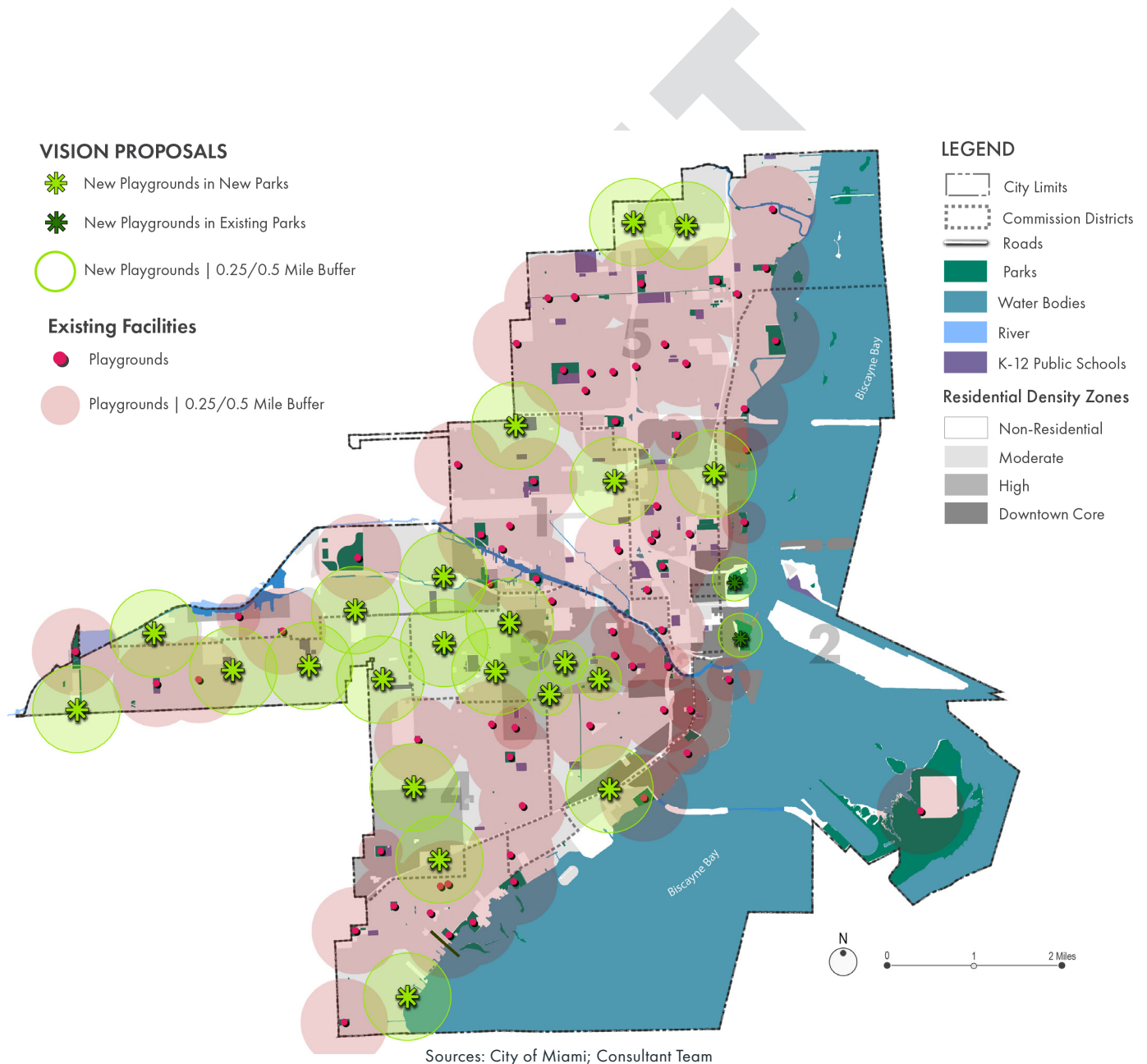
The emphasis is not on park or facility types, but on providing access to recreational opportunities wherever and however they can be provided.



PROPOSED PLAYGROUND VISION

The inventory includes 85 playgrounds over 75+ parks. Due to the role of playgrounds as an essential component of park spaces, differential access level-of-service was used, with quarter mile access in the “High” density and “Downtown Core” zones, and half mile access in “Moderate” density areas. With a high number of playgrounds, and significant coverage, playgrounds ranked as a medium priority on the PIR.

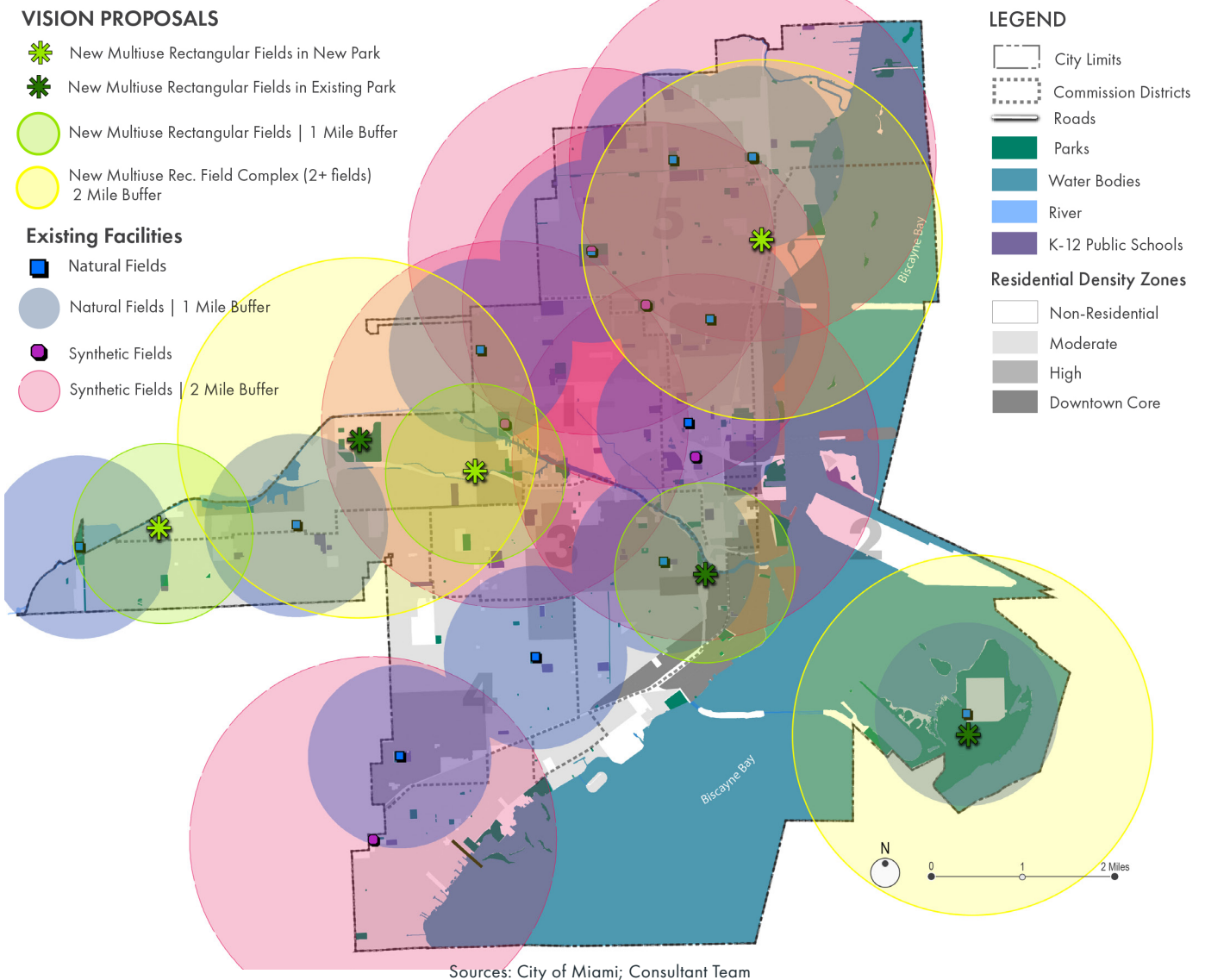
The Vision proposes 24 new sites for playgrounds, including at all newly proposed parks, as well as at two existing bayfront parks. Surveys, and public comments also suggested a specific desire for non-traditional “adventure” or “discovery” playgrounds.



PROPOSED RECTANGLE FIELD VISION

The inventory includes 11 multi-purpose rectangular fields (natural turf) used primarily for football and soccer, as well as other sports played on rectangle fields, including lacrosse, ultimate, etc. Access level-of-service for these fields is 1 mile. There are also 5 multi-purpose synthetic fields, which allow for increased usage and therefore are analyzed at 2 mile access. Rectangle fields ranked as a low priority on the PIR--however, athletic programming staff and athletic stakeholders demonstrated a need for additional fields.

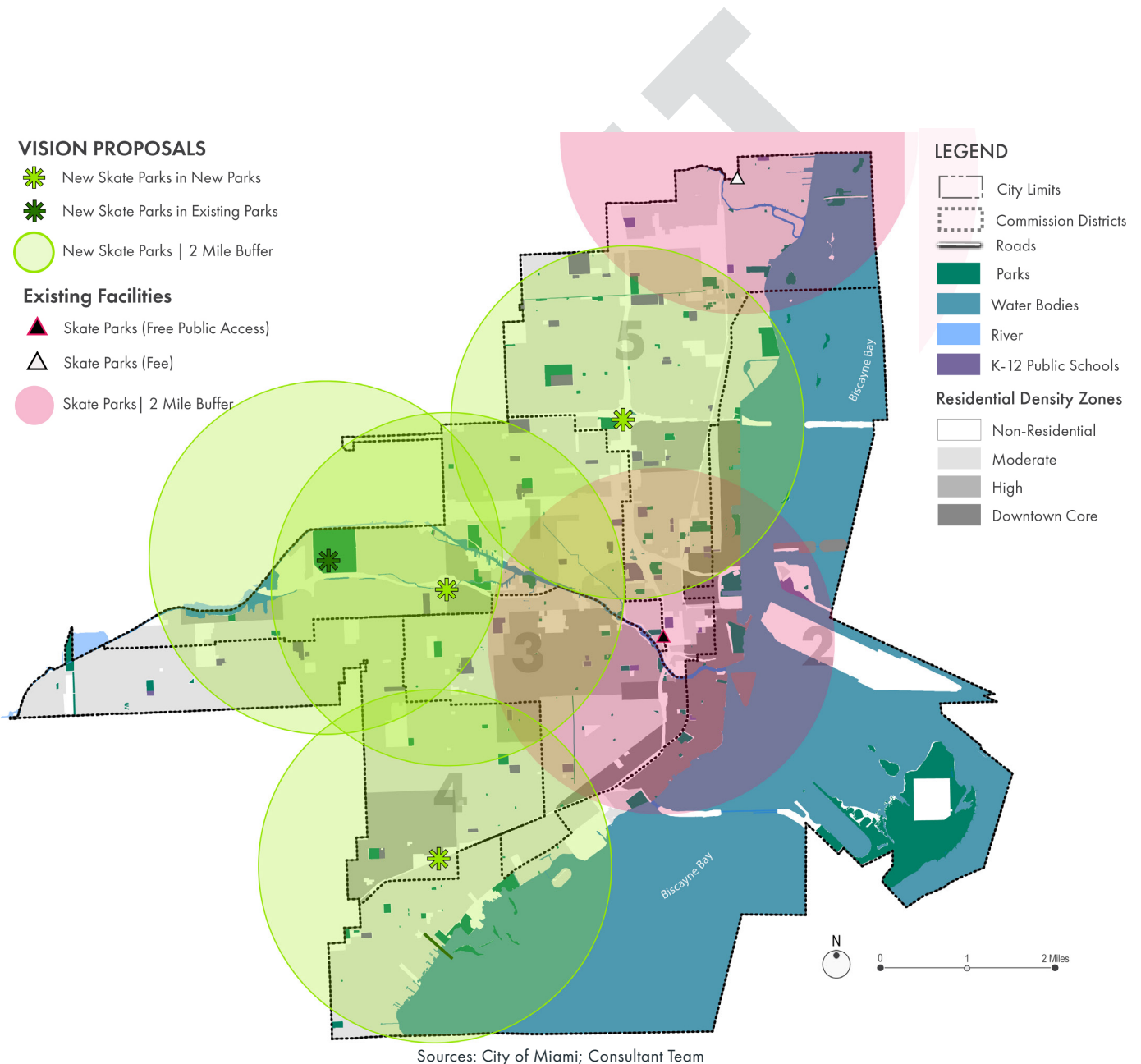
The Vision proposes 6 new sites for rectangle fields, including 3 which are intended to feature at least 2 fields. A four field complex was previously adopted as part of the Virginia Key Master Plan, and Miami Freedom Park is planned to develop multiple fields, some of which should allow public access. The long-term goal is to allow for some existing non-regulation sized fields to be designated as open lawns for free play, as opposed to organized recreation.



PROPOSED SKATE PARK VISION

The Department does not currently own or operate any Skate Parks. However, there is a free, publicly-accessible skate park called Lot 11 Skatepark located under I-95 near Government Center. There is also a private skate park that charges a fee for use (SkateBird Miami) in the El Portal area. Skate parks ranked as low priority on the PIR, however there was significant public interest expressed through the online survey and at public meetings.

The Vision proposes 4 new skate parks, including 3 at new park sites and one in the redeveloped Miami Freedom Park. At a 2 mile access standard, the city would have nearly complete coverage.



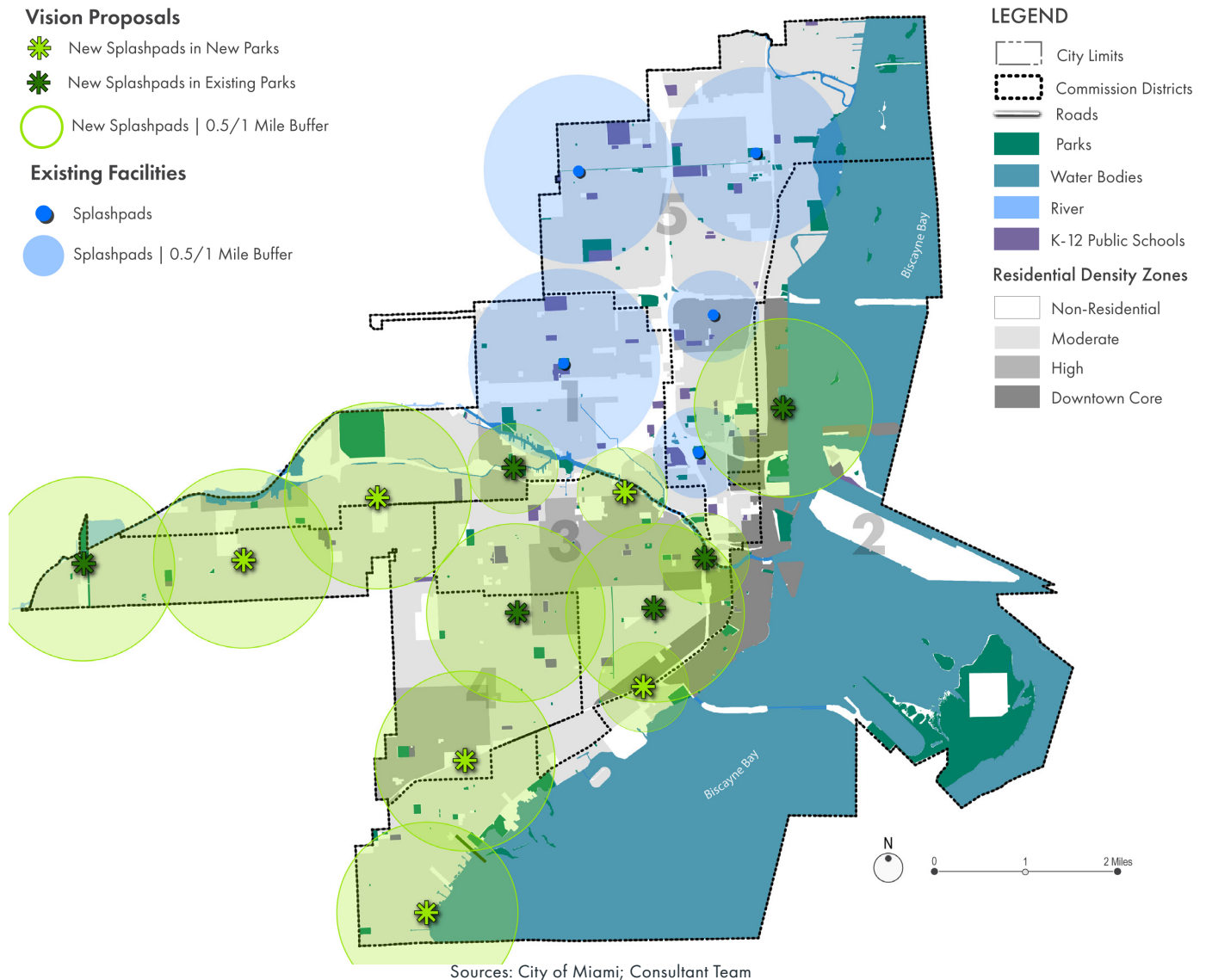
PROPOSED SPLASH PAD VISION

The inventory includes 5 splashpads, which are not distributed equitably across the city. Due to the value of splash pads in providing cooling recreation on hot days, differential access level-of-service was used, with half mile access in the “High” density and “Downtown Core” zones, and 1 mile access in “Moderate” density areas. Splashpads ranked as a medium priority on the PIR, and were also noted as a key to heat resilience by staff and residents.

The Vision proposes 12 new splashpads, including 6 at existing parks and 6 at new parks.

Proposed Sites for Splashpads

- Biscayne Park
- Brickell Estates (Undeveloped)
- Bryan Park
- Fern Isle Park
- Jose Marti Park
- Margaret Pace Park
- Robert King High Park



PROPOSED TENNIS COURTS VISION

The inventory includes 51 courts across 17 parks, with widespread coverage but a few remaining access gaps. Due to the popularity of tennis in south Florida, differential access level-of-service was used, with one mile access in the “High” density and “Downtown Core” zones, and 1.5 mile access in “Moderate” density areas. Tennis courts ranked as a low priority on the PIR.

The Vision proposes 7 new sites for courts (total number of courts to be determined with further design), including at 3 existing parks and 4 new park sites.

Proposed Sites for Tennis Courts

- David T. Kennedy Park
- Grapeland Heights Park/Miami Freedom Park
- Virginia Key Beach Park (4 courts proposed in Master Plan)

VISION PROPOSALS

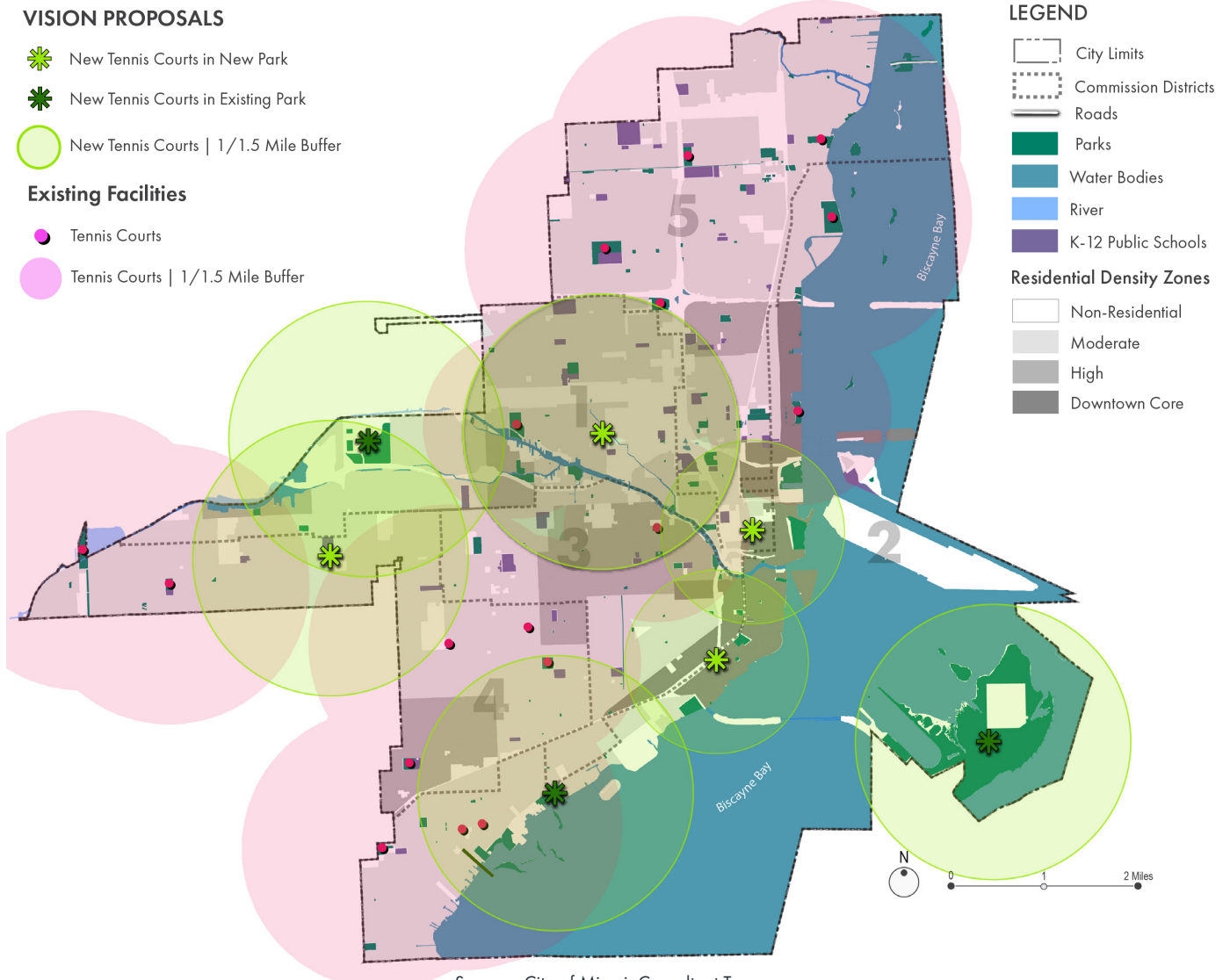
-  New Tennis Courts in New Park
-  New Tennis Courts in Existing Park
-  New Tennis Courts | 1/1.5 Mile Buffer

Existing Facilities

-  Tennis Courts
-  Tennis Courts | 1/1.5 Mile Buffer

LEGEND

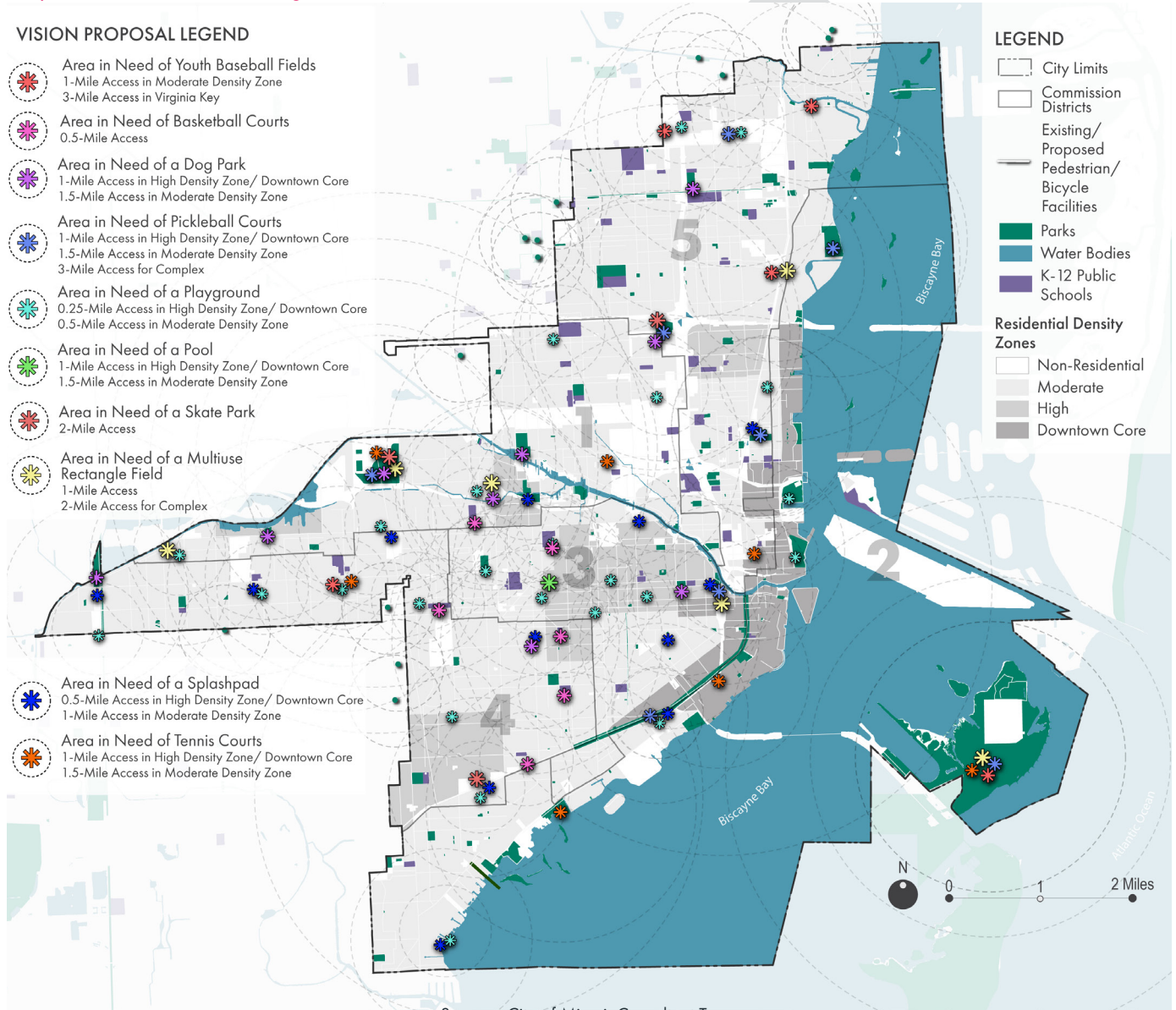
-  City Limits
 -  Commission Districts
 -  Roads
 -  Parks
 -  Water Bodies
 -  River
 -  K-12 Public Schools
- #### Residential Density Zones
-  Non-Residential
 -  Moderate
 -  High
 -  Downtown Core



Sources: City of Miami; Consultant Team

The image below illustrates the integrated vision of proposed parks and recreation facilities throughout the City.

Proposed Park Facilities Integrated Vision



5. Provide access to Indoor Recreation Center space

Provide additional recreation center space equitably throughout the city based on identified needs of the community.

Indoor recreation centers are critical for providing the types of multi-generational programs that are important to Miami residents.

Currently, the Indoor Recreation Center Square Footage LOS in the City of Miami is 1.4 square feet per capita. This is just below the industry benchmark range of 1.5 to 2.0 square feet per capita. If indoor recreation space is not expanded in the next 10-years, this Indoor Recreation Center Square Footage LOS would go down to 1.3 acres per 1,000 population.

Additionally, indoor recreation center space within Commission Districts vary. For example, Commission District 3 has the least amount of indoor recreation center space with 0.5 square feet per capita while Commission District 5 has the most with 1.8 square feet per capita.

To help increase access to indoor recreation center space, Reimagine Parks Miami recommends establishing a City-wide Indoor Recreation Center Square Footage LOS Target of 1.5 square feet per capita, consistent with industry benchmarks. Based on this LOS target, the City of Miami would have to expand indoor recreation center space by an additional 322,074 square feet by the year 2032. Due to the high access level of service of indoor recreation centers currently provided, the Vision does not propose any new community centers. However, Reimagine Parks Miami recommends renovating or improving two sites based on feedback from staff - Gerry Curtis and Flagami Senior Center.

Additionally, Reimagine Parks Miami recommends the transformation of 9 indoor recreation centers into Resiliency Hubs along with the addition of 3

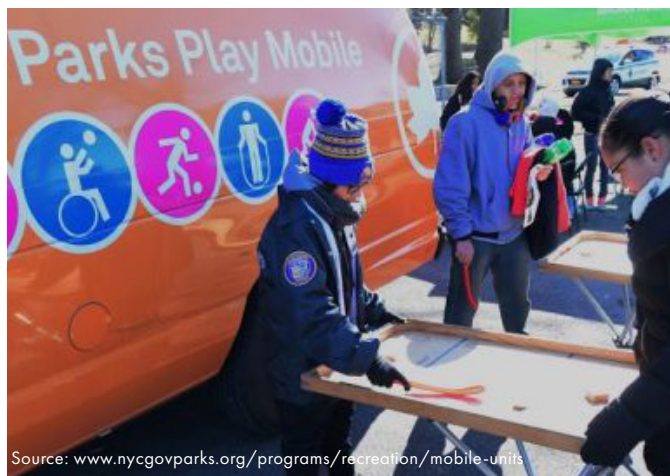
gymnasiums - 2 in existing parks and 1 in a new park.

Envisioned through a collaboration between the City of Miami Office of Resilience and Sustainability, Parks and Recreation, Office of Capital Improvements, and Division of Emergency Management, these Resiliency Hubs would offer parks and recreation programs and services as well as enhanced social services such as free health testing, ESOL classes, and free tax prep.

During emergencies, the facilities will serve as cooling centers and provide Wi-Fi, device charging, food, and ice distribution as well as reliable information on recovery efforts.

To facilitate these enhanced services, the City would partner with various local organizations to further enhance the opportunities and programs available to residents.

Additionally, while expansion and development plans for indoor recreation centers are completed, PRD should collaborate with other city, state, federal, non-profit, and other community partners to identify indoor spaces such as schools, churches, neighborhood centers, underutilized store fronts, and other examples to provide mobile programs and services closer to where residents live.

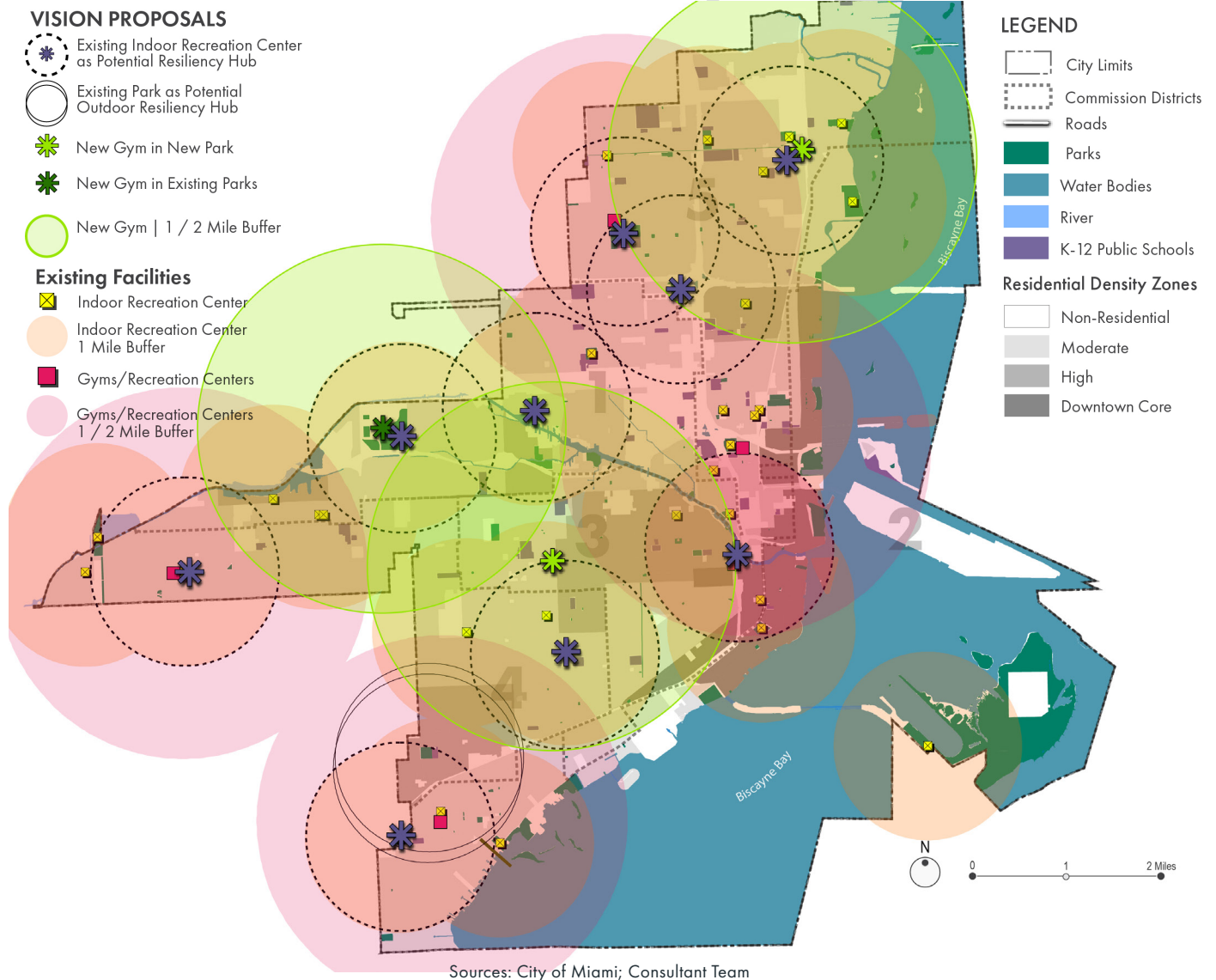


PROPOSED INDOOR RECREATION CENTER VISION

The inventory includes 40 community centers, widely distributed across the city and providing near complete access at 1 mile. Due to the high level of service currently provided, the Vision does not propose any new Indoor Recreation centers. Nine sites are proposed to be transformed into Resiliency Hubs along with the addition of three gymnasiums - 2 in existing parks and 1 in a new location.

Proposed Resiliency Hub Sites and Gyms

- Little Haiti Cultural Center with Proposed Gym
- Charles Hadley Park
- Jose Marti Park
- Grapeland Heights Park/ Miami Freedom Park with Proposed Gym
- West End Park
- Moore Park
- Esther Mae Armbrister Park
- Gerry Curtis Park
- Shenandoah Park
- Douglas Park (Outdoor Distribution Hub)



6. Increase public art in parks

Collaborate with AIPP to grow public art opportunities throughout the park system.

Miami is a world-class destination for arts and culture. Areas such as Wynwood, Miami Design District, and Downtown Miami contain dozens of galleries and examples of public art in buildings. Additionally, events such as Art Basel draw thousands of artists and art enthusiasts to the City and surrounding areas every year.

The City of Miami's public realm, particularly the parks and recreation system should play an integral role in expanding art in the city through the integration of public art in parks and recreation facilities such as playgrounds, sports courts, fields, buildings, trails, signage/ wayfinding, etc. To achieve this, PRD will continue to work with the AIPP to infuse public art into the park system, in addition to the 22 projects AIPP has already completed.



PROGRAMS AND SERVICES

1. Grow new program areas based on community need and trends

Introduce programs that serve the community's evolving needs.

Utilizing information from the statistically valid survey, other trend data, industry benchmarks, and ongoing community feedback, staff should monitor current programs to identify gaps in offerings.

Additionally, evaluate the program lifecycle information from the program assessment worksheets, to identify the programs that are in the decline stages and can be eliminated or reimaged to introduce new programs in their place.

2. Expand offerings and advocacy for Nature Programs and Health and Wellness Offerings

Increase awareness and participation in nature and environmental education offerings.

National trends and local survey results demonstrate a growing need for nature and environmental education and health and wellness offerings. In keeping with program assessment findings and gaps, staff can determine areas of opportunity to expand for these program areas.

Additionally, it would be important to explore partnerships with other providers including schools and Miami-Dade County to collaborate on joint offerings or space uses for these offerings. In partnership with the schools, the city staff can develop ambassador programs for the youth to help grow advocacy and stewardship of the abundant outdoor and natural resources in Miami.

ADMINISTRATION AND STAFFING

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

Expand marketing and storytelling to reduce participants (currently 29 percent) not participating due to lack of awareness.

The Department should invest at least 3 percent of its annual operating budget on marketing and branding. This is based on the Consulting Team's national operational experience and is reflective of what the award-winning agencies do. This increased budget would help with developing a marketing and branding plan, hire dedicated staff for implementing the plan and explore ways to supplement staffing needs through contracting, part-time or internship support and online digital tools.

2. Right staffing to reflect growing needs

Ensure staff levels and functions are aligned with increased offerings and community demographics.

It is important to continue assessing staffing levels and staff's functions to maximize their potential and ensure current and future staffing is driven by new and desired functional areas in addition to head counts. These could incorporate new positions in data and analytics, social media, new revenue generation and even artificial intelligence.

4. Leverage funding for Parks

Continue to stretch available park funding through grants, partnerships, sponsorships, and philanthropic opportunities.



INNOVATE

INNOVATE TO MAXIMIZE EQUITABLE IMPACT IN THE COMMUNITY.

The Department will apply an innovation lens to ideas and strategies, identifying new methods and products to Renew, Connect, and Grow the parks system in a way that increases community impact while enhancing efficiencies.

1. Integrate technological innovation into the parks system and service delivery

Stay up to date on technological advances and explore the inclusion of technology into parks, recreation facilities, programs, and services.

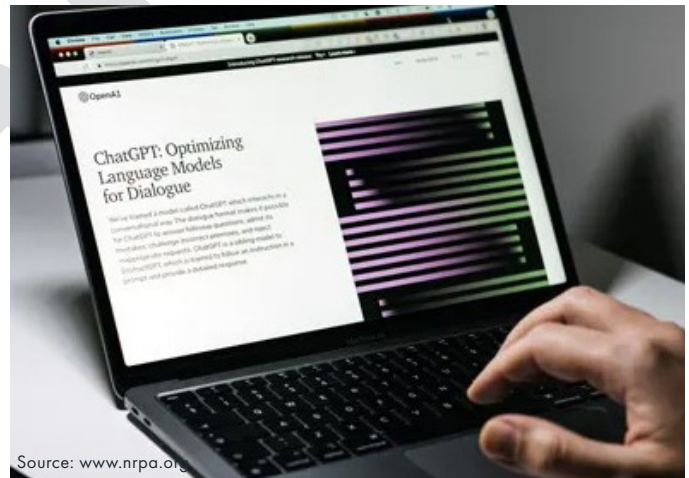
Staying on top of technological advances can help staff deliver programs and services more efficiently, effectively, and at a higher-quality. Additionally, it can provide enhanced durability and operation of parks and recreation facilities which have the potential to reduce long-term capital, operations, and maintenance costs. PRD will continue to stay on top of technological advances by providing staff access to continue education opportunities.

2. Position parks to help address complex challenges in the community

Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.

Parks are more than just “nice to have spaces for play and leisure”. They are critical infrastructure that provide residents with essential environmental, social, and economic benefits that help address the complex challenges facing Miami residents. The challenges that residents are most concerned about are community safety, flooding and resiliency, access to healthy foods and healthcare, affordable housing, community blight, transportation, and high-quality jobs.

PRD will continue to work with City, State, Federal, and non-profit partners to position parks as an important strategy to not only address these challenges but also improve the overall quality of life of Miami residents. The following pages contain strategies to help the Department maximize the impact of parks in the community.



Source: www.nrpa.org



Source: www.turftank.com

PARKS AND COMMUNITY SAFETY

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

- Considering Crime Prevention Through Environmental Design (CPTED) strategies in the design and redesign of parks and recreation facilities.
- Adding security cameras in key parks, ensure adequate lighting in parks after dark, and encourage more patrolling in parks.
- Expanding parks so they have as many public edges as possible that encourage “eyes on the park.”
- In collaboration with partners, developing programs and activities for at-risk populations to help deliver programs, services, employment, and educational opportunities during convenient and important times, including late into the night.

PARKS AND RESILIENCY

The parks and recreation system can help address resiliency challenges by:

- Transforming key Parks into Community Resiliency Hub Parks.
- Designing and building parks to recover quickly after storm events through the use of resilient materials, hardy plants, and durable design details and construction methods.
- Strengthening urban ecologies through the use of strategic plantings and coastal edges that promote functional ecosystems and achieve coastal resiliency through the use of natural systems.
- Accounting for future projected sea level rise and adapting park design and usage patterns to maximize the use of facilities by moving high-cost and high-value amenities

and facilities further inland, elevating facilities and amenities above projected sea level rise elevations, and where possible regrading natural features that serve as natural buffers from rising waters.

- Exploring the role of parks in addressing community-scale coastal resiliency by raising bulkheads and adding interior drainage.
- Limiting impervious pavement in parks and using native trees, shrubs, and groundcover that help absorb water.
- Exploring the role of parks in serving as local or regional stormwater treatment facilities while provide high-quality parks and recreation experiences.

PARKS AND ACCESS TO HEALTHY FOODS

Parks serve as healthy food centers by:

- Serving meals through federal nutrition programs.
- Providing nutritional education opportunities such as healthy cooking classes, healthy living behaviors, and healthy meals preparation and consumption.
- Organizing farmers markets, community gardens, and community-supported agriculture programs that bring healthy foods closer to resident’s homes.



DRAFT

ACTIVATING PARKS FOR COMMUNITY SAFETY

Parks have the potential to help address community safety through various ways. One of those ways is through activation. This begins by ensuring that parks and recreation centers include multipurpose and multigenerational facilities and amenities. Additionally, in collaboration with partners, PRD would develop programs and activities for at-risk populations to help deliver services, employment, and educational opportunities during convenient and important times, including late into the evening. The images below provide an example of how a park may be improved to provide multipurpose, multigenerational facilities that would be activated both day and night to provide a safe and compelling space for at-risk populations to enjoy.

Existing Roberto Clemente Park



Proposed Roberto Clemente Park with Multipurpose, Multigenerational Facilities, Programs, and Services that Cater to the Needs of the Surrounding Community



Proposed Roberto Clemente Park Night Activation and Safe Access Improvements to help with Community Safety



- Providing food insecurity screenings and offering referrals to meal programs and nutrition supports, to support SNAP and WIC enrollment and retention services in partnership with local state offices, and to offer mobile services to meet community members where they are.
- Building coalitions of like-minded organizations like healthcare systems, food banks, and universities to create a whole-community approach to nutrition and more comprehensive health and social services.

PARKS AND ACCESS TO HEALTHCARE

Parks can provide access to healthcare through preventive measures as well as direct measures.

Examples of strategies are:

- Ensuring that a quality park is located within a 5 to 10-minute walk from residents to encourage regular physical activity, which improves mental and physical health.

- Ensuring that parks contain amenities that provide health and wellness opportunities such as a walking loop for users to walk, jog, run, or skate, a multi-purpose open space for active-recreation and special events, and an outdoor exercise corral.
- Ensuring that an indoor center is located within 1 mile of every resident that provides an indoor fitness room and fitness classes.
- Collaborating with non-profit partners and local physicians to provide patients with Park Prescriptions and other programs that facilitate access to physicians, such as “Walk with a Doc”.
- Continue to partner with healthcare providers to reach key patient populations with health services and education such as health screenings and health education and awareness classes.



PARKS AND AFFORDABLE HOUSING

Parks can help address affordable housing by:

- Working closely with City of Miami Department of Housing & Community Development and other housing partners to maximize parks and recreation opportunities near existing affordable housing locations.
- Considering joint development of new affordable housing and greenspace on publicly-owned land.

- Exploring the future redevelopment of underutilized recreation center properties to create integrated affordable housing and indoor recreation center complex.
- Coordinate with other City Departments, Agencies, and Non-Profits to purchase properties for affordable housing near future parks where parks may increase the property values of surrounding homes.

Diagrams for a Community Center/ Affordable Housing Development



PARKS AND COMMUNITY BLIGHT

Parks can help address blight by:

- Ensuring that no City of Miami park property contribute to blight, either through deteriorated structure and amenities, or poorly maintained landscape and hardscapes. This is particularly important for undeveloped properties or green spots with limited amenities that tend to be poorly maintained. These properties should be prioritized for improvement so they can begin serving the community.
- Exploring the redevelopment of blighted properties to add park space, with the mutual benefit of removing a hazardous eyesore and growing the City's park acreage.

PARKS AND ACCESS TO TRANSPORTATION

Parks can help with access to transportation by:

- Collaborating with other City Departments, non-profit agencies, and state and federal partners to enhance multi-modal connectivity to parks through:
- Providing high-quality connections to parks.
- Sidewalks that are ADA accessible, lighted, separated from the road with a vegetated buffer, and inclusive of shade trees where possible within a ½ mile walking shed of parks.
- Controlled and uncontrolled crosswalks where appropriate to ensure safe and comfortable access to parks.
- Park Zones along roads surrounding parks that alert vehicles that they are approaching and passing alongside a park and should reduce their speed to 15-20 miles per hour.
- Micro-mobility transportation alternatives in parks such as traditional bikes, e-bikes, and e-scooters.

- High-quality pedestrian and bicycle facilities within a 2-mile biking shed of parks.
- Multipurpose trails that connect parks and communities.
- Multiple pedestrian access points along the edges of parks and sidewalk and trail networks that connect these access points to park amenities.
- Providing high-quality transit connections to parks
- Transit stops within ¼ to ½ mile of key parks.
- Transit, para-transit, or trolley service to key parks and special events, programs, and services.
- Using mobile and virtual strategies to delivery parks and recreation facilities, programs, and services.

PARKS AND HIGH-QUALITY JOBS

Parks can directly and indirectly create high quality jobs. Examples of strategies are:

- Funding, operating, and managing the parks and recreation system in a high-quality manner so it enhances the quality of life of residents and encourages corporations to remain, thrive, or relocate to the City.
- Funding capital projects and using local firms to participate in the design and construction of the projects.
- Continuing to educate and promote parks and recreation industry jobs and as ensuring adequate wages and benefits for parks and recreation professionals.
- Collaborating with community development corporations to create jobs programs that support the maintenance, operations, and management of the parks and recreation system.

- Collaborating with local, state, federal, and non-profit partners to facilitate access to job fairs in community centers and during special events.
- Facilitating opportunities for local residents to provide programs and services that are desired in the community as independent contractors.
- Partnering with education institutions to provide continuing education, technical and professional certificates courses.

3. Pursue trends and next practices for future program and events offerings

Ensure ongoing program innovation cycle is continued

Build a culture focused on continuous learning and innovation for all operations and program and event offerings. Provide ways to refresh the innovation pipeline with creative new programs and events identified from the parks and recreation industry and beyond. These could be sourced from webinars and online learning tools, non-profit and private sector offerings and National Recreation and Park Association and Sports and Facility Industry Association trend data.

DRAFT

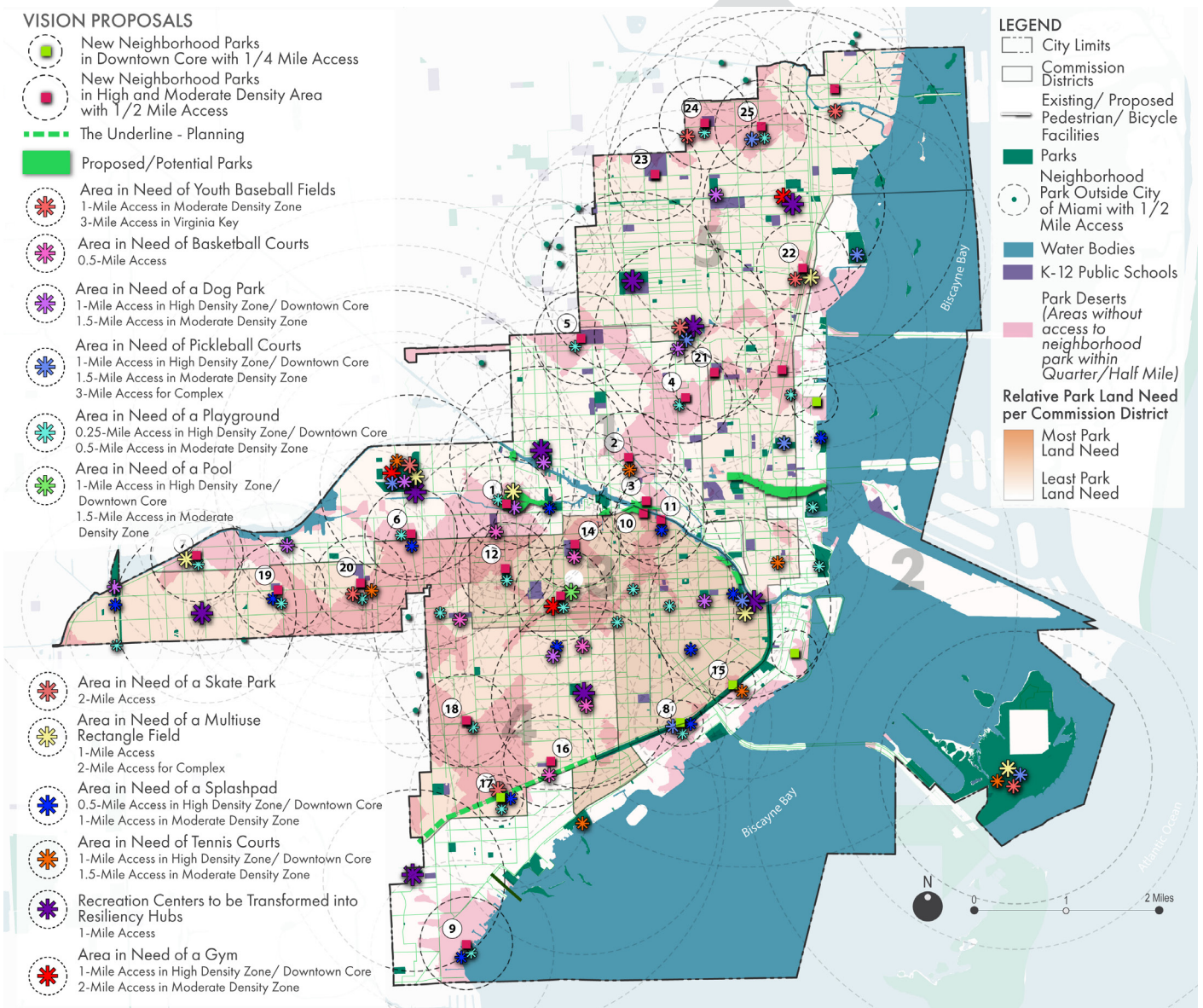
3.4. AN INTEGRATED AND EQUITABLE VISION

The **REIMAGINE PARKS MIAMI** Vision is about providing meaningful and equitable benefits for City of Miami residents and visitors. Its implementation will lead to beautiful parks within a short walk from everyone's home. It will mean a variety of recreation and parks facilities across the city; natural areas for residents and visitors to immerse themselves in nature; and indoor recreation centers that support PRD programs as well as community resiliency strategies. Most importantly, it is a commitment to a high quality of life for all Miami residents.

The goals, policies, and actions proposed presented in the Reimagine Parks Miami Vision can stand alone, but they are even more powerful when they are addressed as an integrated whole.

The image below demonstrates what the city’s fully realized Vision would look like as an interconnected network. It stitches together the various recreation and park resources to achieve a better functioning system and, ultimately, to strengthen communities throughout the city. With Reimagine Parks Miami, PRD is poised to confront the complex issues facing Miami by harnessing the “power of parks.”

Proposed Park Facilities Integrated Vision



Sources: City of Miami; Consultant Team

IMPLEMENTATION

The implementation strategy for Reimagine Parks Miami is comprised of three interrelated parts:

- *Funding, to pay for capital projects and staff*
- *Prioritization criteria for capital projects*
- *Staff Actions, the steps that Department staff need to take in order to facilitate the completion of capital projects, or the provision of programs and services.*

The following chapter focuses on these three elements that will guide the Department as it continues to implement the vision.



RECOGNITION

One of the goals of the Implementation Strategy is to continue to position the Department to receive national recognition for the excellence of Miami's parks and services.

4.1.FUNDING

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

The complete Reimagine Parks Miami Vision would cost hundreds of millions of dollars to implement. These types of projects are typically implemented over many years using a variety of strategies and funding sources.

The following sources are financial options for the Department to consider in identifying funds to support the recommendations outlined in Reimagine Parks Miami. Some of the funding sources identified may already be in use or have been used in previous instances. Some however, may not have precedent in the state of Florida, but could be pursued through legislative means, should the community see the value in accessing these funding sources. Regardless, this list is intended to serve as a resource to fit a variety of project-, operational-, or partner-specific initiatives and to provide inspiration for considering other strategies beyond these suggestions.

- Grants
- External Funding Sources
- Capital Fees
- User Fees
- Tax Support
- Franchises and Licenses

GRANTS

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

In certain instances, grants can be “stacked” or combined to draw funding from several sources. The idea of “Grant Stacking” refers to grouping grants of varying levels (federal, state, and local) to support one project. Careful selection of grants can result in one grant providing the matching funds requirement for another grant and vice versa. This process can address acquisition and development in phases to best meet a project’s purpose and schedule.

Following is a list of grants that are available for park and trail projects along with amounts. The Department should consider hiring additional grant writers to pursue applicable grants.

GRANT OPPORTUNITIES				
Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
AARP Community Challenge Grant	\$50,000	0%	Pedestrian facilities, signage, decorative features, traffic calming, landscaping, innovative community outreach	March
American Academy of Dermatology (AAD) Shade Structure Program	\$8,000	0%	Shade structures	December
Bloomberg Public Art Challenge	\$1,000,000	Varies	Temporary public art projects that celebrate creativity, urban identity and foster partnerships	February
Building Resilient Infrastructure in Communities (BRIC)	\$1,500,000*	25%	Stormwater facility/flood prevention, infrastructure hardening	Year Round
Community Development Block Grant – Innovative	\$2,000,000	15%	Water and sewer facilities, flood and drainage improvements, parking, streets, curbs, gutters, sidewalks, parks and playgrounds	July
Community Development Block Grant (CDBG)	\$1,000,000*	15%	Community revitalization including infrastructure	June
Community Facilities Direct Loan & Grant Program	\$50,000	45%	Public facilities such water/sewer, community centers, museums, community garden, street improvements	Year Round
Energy Efficiency and Conservation Block Grant (EECBG)	TBD*	0%	Energy efficiency planning, facility, lighting and equipment retrofits, transportation projects	September
Florida Inland Navigation System (FIND) Grant Programs - Waterways Assistance Programs	TBD	Varies between 25-50%	Navigation channel dredging, channel markers, navigation signs or buoys, boat ramps, docking facilities, fishing & viewing piers, waterfront boardwalks, inlet management, environmental education, beach re-nourishment, dredge material management, environmental mitigation, and shoreline stabilization	March
Florida Inland Navigation System (FIND) Grant Programs - Small-Scale Spoil Island Restoration & Enhancement Program	\$7,500 per project	0-90%	Exotic vegetation removal, habitat restoration, recreation enhancements such as camping, fishing, docking and mooring areas; environmental education, and information signage	On-going
Florida Recreation Development Assistance Program	\$200,000	Varies between 0-50%	Acquisition and development of land for public outdoor recreation use or to construct recreational trails	August
Florida Communities Trust Parks and Open Space	\$5,000,000	25%	Acquire land	December
Five Star and Urban Waters Restoration Program	\$50,000	100%	Water quality, watersheds and the species and habitats improvements/education	January

* Grant Funding Amount with no Set Maximum - Figures shown are either average or recent maximum awards.

GRANT OPPORTUNITIES				
Funding Program	Grant Amount	Match Requirement	Types of Eligible Elements	Anticipated Deadline
HMGP Flood Mitigation Assistance Program	\$500,000*	25%	Stormwater Facilities/ Flood Prevention, Infrastructure Hardening	March
Land and Water Conservation Funding Program (LWCF)	\$500,000	100%	Land Acquisition, Outdoor Recreational Facilities including amphitheatres.	May
Our Town Grant	\$100,000	100%	Innovative public projects including heritage trails	July
Outdoor Recreation Legacy Partnership Program	\$10,000,000	100%	Acquisition and Development of outdoor recreational facilities. All types of outdoor elements are eligible including both active and passive facilities.	March
Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Discretionary Grants	\$5,000,000	20%	Transportation related projects with large scale impact. Includes non motorized safe streets and trails projects.	February
Reconnecting Community Grant Program	\$2,000,000 (Planning) \$5,000,000 Construction	20%	Planning, and capital construction to restore community connectivity through the removal, retrofit, mitigation, or replacement of eligible transportation infrastructure facilities that create barriers to mobility, access, or economic development.	October
Recreational Trails Program (RTP)	\$200,000	20%	Trail Construction, Trail Renovation, Trailhead Facilities, Kayak/Canoe Facility.	January
Roadside Enhancement and Beautification Council (REBC) Grant Program	\$50,000	0%	Plantings, Planting materials (top soil, mulch, sod), Labor for installation.	TBD
RTC Trails Grant Program	\$20,000	0%	Paved and Unpaved trails	June
Safe Streets & Roads for All (SS4A)	\$1,000,000 (Planning) \$15,000,000 (Construction)*	20%	Develop or update a comprehensive safety action plan (Action Plan). Conduct planning, design, and development activities in support of an Action Plan. Carry out projects and strategies identified in an Action Plan.	July
Section 319(h) Nonpoint Source Implementation Grant	\$400,000	40%	Stormwater/Water Quality Projects	April
TD Green Space Grant	\$20,000	0%	Green infrastructure development, tree planting, forestry stewardship, community green space expansion.	December

* Grant Funding Amount with no Set Maximum - Figures shown are either average or recent maximum awards.

EXTERNAL FUNDING SOURCES

Corporate Sponsorships

Corporate sponsorships are revenue-funding sources that allow corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are highly used for programs and events. These opportunities are already pursued by the City and are processed for screening of conflicts of interest.

Crowdfunding

Crowdfunding is a fairly new Web-based source that aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.YouHelp.com and www.patroncity.com. The Michigan Economic Development Corporation, for example, recently used crowdfunding to raise matching funds for Douglas Park in Douglas, Michigan. This is most frequently used by nonprofit educational associations and other nonprofit institutions among their members, friends, patrons, and general public to garner further support and awareness. The Department may consider partnering with Friends groups throughout the city to explore opportunities like this for specific sites or amenities.

Conservancies

Conservancies are organized fundraising and operational groups that raise money for individual signature parks and/or attractions such as zoos and regional parks. There are more than 2,000 conservancies in the United States now. This is an opportunity if citizens wanted to create a conservancy with the intended purpose of fundraising and assisting with operations of a specific park within the Department.

Foundations/Gifts

Parks Foundation are governed 501(c)(3) nonprofit that are registered to accept donations, hold fundraising events, accept endowments, etc. These dollars are raised from tax-exempt, nonprofit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety

of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, and generally complement operations and needs of Departments. The Department should explore working with partners to develop a 501 c3 Miami Parks Foundation.

Friends Groups

Friends groups are formed to raise money and contribute organized volunteer efforts typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest. To maximize efforts and focus financial assistance, friends groups should establish a cooperative strategy integrated with the goals of a Miami Parks Foundation to foment program growth and increased stewardship of facilities throughout the system. Additionally, the Miami Parks Foundation could function as the umbrella organization that facilitates the creation of Friends Groups.

Irrevocable Remainder Trusts

Irrevocable remainder trusts are set up by individuals who typically have more than a million dollars in wealth. They leave a portion of their wealth to an organization in a trust fund that allows the fund to grow over a period of time and then becomes available for the organization to use. Generally, organizations use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee. These trusts could also be set up as charitable remainder or charitable lead trusts. Both of these may be easier to set up with the Parks Foundation.

Volunteerism

Volunteerism is an indirect revenue source in that persons donate time to assist the organization in providing a product or service on an hourly basis. It is currently implemented by the Department to a certain degree in various different capacities and reduces the organization's cost in providing the service, plus it builds advocacy into the system. Increasing volunteerism can help the Department achieve its mission by leveraging the community's enthusiasm and resources to support recreational programs and services.

Special Fundraisers

Many parks and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. These types of fundraisers are implemented by park foundations in support of agency initiatives, programs, and development.

CAPITAL FEES

Capital Fees

Capital fees are added to the cost of revenue-producing facilities such as golf courses, pools, recreation centers, hospitality centers, and sports complexes. These fees are used to pay for improvements and are lifted off after the improvement is paid off. The Department is typically responsible for setting standards on the practicality, implementation, and disbursement of capital fees.

Dedicated/Development/Redevelopment Fees

(Re)development fees are assessed on the development of residential properties with the proceeds used for parks and recreation purposes such as open space acquisitions, community park site development, or regional park acquisition and development.

Additionally, these fees can also be obtained from the property tax increase that comes from the development of trails, signature parks, and destination facilities. This funding source would be County administered with standards on the practicality, implementation, and disbursement of capital fees.

Impact Fees/Retail Impact Fees

Impact fees are additional charges on top of the set user rate for accessing facilities such as stadiums, recreation centers, and water park facilities. These fees are used to support capital improvements that benefit the user of the facility. Retail impact fees are based on retail development like shopping centers or hotels on parks system land.

USER FEES

Recreation Service Fees

Recreation service fees are a dedicated user fee which can be established by local government procedures to support the construction and maintenance of recreation facilities. The fee can apply to all organized activities that require registration, such as adult and youth sports or special interest classes. This allows participants to contribute toward the upkeep of the facilities they are using. The Department should work with the city to evaluate the feasibility of implementing this funding source.

Fees and Charges

Fees and charges are currently used by the Department as part of the overall funding strategy. When implementing fees and charges, the organization should aim for them to be market-driven and based on both public and private facilities. These fees and charges can generate significant revenue, as seen in national trends where public park and recreation agencies generate an average of 35 to 50% of their operating expenditures from such fees. This could include program fees and daily fees for access to public-owned facilities and parks.

Ticket Sales and Admissions

Ticket sales and admissions come from accessing facilities for self-directed activities such as pools, ice-skating rinks, ballparks, and entertainment facilities. These user fees help offset operational costs.

Permits (special use permits)

The Department currently works with individuals and organizers to provide special use permits. These permits allow individuals to use specific park property for financial gain and may result in a set amount of money or a percentage of the gross revenue from the service that is being provided.

Reservations

The Department conducts reservations at many of its parks and facilities, which allows individuals to reserve specific public property for a set amount of time. These

reservations may include group picnic shelters, meeting rooms for weddings, reunions, and outings, or other types of facilities for special activities. The Department sets reservation rates to generate revenue from this service.

Equipment Rental

Departments rent recreational equipment for the enjoyment of its parkland and waterways, such as kayaks, bicycles, and rollerblades. This is another potential revenue source for Departments as individuals pay for the rental of equipment that is used for recreational purposes.

TAX SUPPORT

Property Taxes

Property taxes include ad valorem taxes on real property. These are already used by the City and placed into the General Fund for allocation.

Hotel, Motel and Restaurant Tax

Hotel, motel, and restaurant taxes are based on gross receipts from charges and meal services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

Special Improvement District/Benefit District

Special improvement/benefit districts are established to provide funds for specific types of improvements that benefit a designated group of affected properties. These improvements may include landscaping, public art installations, and recreation and cultural enhancements.

Discretionary Sales Surtax

In addition to the state sales and use tax rate, individual Florida counties may impose a sales surtax called discretionary sales surtax, also known as a local option County sales tax. This tax is collected by merchants at the time of sale and remitted to the Florida Department of Revenue, which then distributes the funds to the applicable counties for authorized local projects. The counties then use the funds to pay for authorized local projects.

Sales and Use Tax on Restaurants and Catering

Sales and use tax on restaurants and catering is often associated with convention and tourism bureaus, but parks and recreation agencies that manage tourist attractions may receive a portion of this funding source for operational or capital expenses. Food and beverage served, prepared, or sold by restaurants, hotels, and other similar businesses are subject to sales tax and discretionary sales surtax.

Public Improvement District (PID)

New developments can establish a PID when authorized by the local government and legally set up according to state law. PIDs provide funds specifically for the operation and maintenance of public amenities such as parks and major boulevards.

FRANCHISES AND LICENSES

Catering Permits and Services

Departments typically offer vendor permits to allow caterers to work in the park system on a permit basis. These permits come with a set fee or a percentage of food sales that are returned to the organization. Additionally, many organizations have their own catering services and receive a percentage of revenue from the sales of their food.

Pouring Rights

Private soft drink companies may enter into agreements with organizations for exclusive pouring rights within facilities. A portion of the gross sales goes back to the organization. For example, the City of Westfield, Indiana, signed a 10-year, \$2 million pouring rights deal with Pepsi for their sports complex. The Department should look to amend the existing agreements with vendors when appropriate.

Private Concessionaires

The Department uses private concessionaires for various events and locations. This funding source is a contract with a private business to provide and operate desirable recreational activities financed, constructed, and operated by the private sector, with additional compensation paid to the organization. COVID-19

exposed some challenges and risks with difficult negotiations and non-payment.

Concession Management

Concession management involves retail sales or rentals of soft goods, hard goods, or consumable items. When outsourcing, the organization either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

Naming Rights

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement. While standards can be established for known liabilities, each opportunity can bring potential risks. Therefore, the Department may place additional restrictions on these while individually vetting opportunities.

Land Lease

A land lease is a lease agreement that permits the tenant to use a piece of land owned by the landlord in exchange for rent. Land leases work very similarly to the way traditional property leases operate. In the parks and recreation industry, land leases have been entered into for restaurants in destination parks, for an organization to provide services the agency does not have the means to provide, and to complement a signature facility with recreational retail, health and wellness businesses, and hotels.

Leasebacks

Leasebacks are instances whereby a private individual or company builds a community center or sports complex and the revenue earned comes back to pay the development costs.

Easements

Easements are an alternative revenue or funding source available to the Department when it allows utility companies, businesses, or individuals to develop above-ground or below-ground improvements on their property for a set period of time. In exchange, the Department receives a recurring payment. However, in

areas where there are sensitive environments, there is concern that easements may cause further damage to the remaining ecosystems.

Advertising Sales

Some Departments provide opportunities for local businesses and affiliated organizations to place tasteful and appropriate advertising on park and recreation-related items, such as in the Department's print materials, on scoreboards, fences, and other visible products or services that are consumable or permanent and exposes the product or service to many people.

Interlocal Agreements

Interlocal agreements, are contractual relationships entered into between two or more local units of government and/or between a local unit of government and a nonprofit organization. These agreements allow for the joint usage and development of sports fields, regional parks, or other facilities. The Department may explore creating interlocal agreements with the School District for school parks.

4.2.PHASING

Cities seldom have enough funding to implement a complete parks and recreation system vision. Prioritizing projects, therefore becomes important.

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

- **Step 1 - Funding Allocation Targets:** Citywide spending targets for four Project Funding Categories based on the findings from the Needs and Priorities Assessment.
- **Step 2 - Prioritization Criteria:** Indicators used to score and prioritize improvements within the four Project Funding Categories based on the findings from the Context Analysis, Needs and Priorities Assessment, Vision, industry best practices, and staff input.

STEP 1 - FUNDING ALLOCATION TARGETS

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

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

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

PROJECT TYPES	PERCENTAGE FUNDING ALLOCATION TARGETS
Improvements to Existing Parks and Facilities	39%
Development of New Parks and Facilities	36%
Development of Walking and Biking Facilities	14%
Acquiring Park Land	11%
TOTAL	100%

These percentage funding allocation targets are proposed to be applied to the amount of funding that may be available to implement parks and recreation capital projects over the next 10 years. This ensures that each type of project receives some amount of funding over the next 10 years rather than all the funding potentially going to a certain type of project.

STEP 2 - PRIORITIZATION CRITERIA

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

PRIORITIZATION STRATEGY FOR IMPROVEMENT OF EXISTING PARKS AND FACILITIES

Guiding Principle	Criteria	Criteria Description	Points	Metric
RENEW	Facility Condition/Need	What is the facility's level of need to preserve necessary operability?	0,3,5	Low, Medium, High
	Priority Need	Does the project address a Statistically Valid Survey (SVS) Priority Investment Ranking (PIR) need?	0,3,5	Low, Medium, High
CONNECT	Mobility	Does the project present an opportunity to improve universal accessibility (ADA, accessibility upgrades)?	0,3,5	Low, Medium, High
	Natural/ Cultural Resource Access	Does the project provide an opportunity to improve natural/ cultural resources (e.g., natural areas, historical, assets, water)?	0,3,5	No, Partially, Yes
	Social Connectivity	Does the project present an opportunity to improve a facility that facilitates multi-generational, multi-cultural, and multi-purpose gathering?	0,3,5	Low, Medium, High
GROW	LOS Gap	Does the project address a FACILITIES LOS Gap?	0,3,5	No, Partial, Full
	Staffing and Financial Resources	What is the project's impact to staffing and funding resources?	0,3,5	Minimal, Medium, High Impact
INNOVATE	Partnerships	Does the project present an opportunity for partnerships?	0,3,5	Low, Medium, High
	Social Vulnerability	Is the project located in an area that is currently socially vulnerable?	1-4	Low - High
	Resiliency	Will the project assist the City in addressing some of the complex challenges that are most important to City residents?	0,3,5	No, Indirectly, Directly

PRIORITIZATION STRATEGY FOR DEVELOPMENT OF NEW PARKS AND FACILITIES				
Guiding Principle	Criteria	Criteria Description	Points	Metric
RENEW	Priority Need	Does the project address a Statistically Valid Survey (SVS) Priority Investment Ranking (PIR) need?	0,3,5	Low, Medium, High
CONNECT	Mobility	Does the project present an opportunity to improve universal accessibility (ADA, accessibility upgrades)?	0,3,5	No, Partially, Yes
	Natural/ Cultural Resource Access	Does the project provide an opportunity to enhance access to natural/ cultural resources (e.g., natural areas, historical, assets, water)?	0,3,5	No, Partially, Yes
	Social Connectivity	Does the project present an opportunity to facilitate multi-generational, multi-cultural, and multi-purpose gathering?	0,3,5	Low, Medium, High
GROW	LOS Gap	Does the project address an Access LOS Gap in the Facilities Vision?	0,3,5	No, Partial, Full
	Staffing and Financial Resources	What is the project's impact to staffing and funding resources?	0,3,5	Minimal, Medium, High Impact
INNOVATE	Partnerships	Does the project present an opportunity for partnerships?	0,3,5	Low, Medium, High
	Social Vulnerability	Is the project located in an area that is currently socially vulnerable?	1-4	Low - High
	Resiliency	Will the project assist the City in addressing some of the complex challenges that are most important to City residents?	0,3,5	No, Indirectly, Directly

PRIORITIZATION STRATEGY FOR DEVELOPMENT OF WALKING/BIKING FACILITIES				
Guiding Principle	Criteria	Criteria Description	Points	Metric
RENEW	Priority Need	Does the project address a Statistically Valid Survey (SVS) Priority Investment Ranking (PIR) need?	0,3,5	Low, Medium, High
CONNECT	Park, School, and Trail Connectivity	Does the project connect to parks, schools, and existing trails?	1,3,5	Connects to one, two, or all three
	Natural/ Cultural Resource Access	Does the project provide an opportunity to enhance access to natural/ cultural resources (e.g., natural areas, historical, assets, water)?	0,3,5	No, Partially, Yes
	Social Connectivity	Does the project present an opportunity to facilitate multi-generational, multi-cultural, and multi-purpose gathering?	0,3,5	Low, Medium, High
GROW	LOS Gap	Does the project address an Access LOS Gap in the Vision?	0,3,5	No, Partial, Full
	Staffing and Financial Resources	What is the project's impact to staffing and funding resources?	0,3,5	Minimal, Medium, High Impact
INNOVATE	Partnerships	Does the project present an opportunity for partnerships?	0,3,5	Low, Medium, High
	Social Vulnerability	Is the project located in an area that is currently socially vulnerable?	1-4	Low - High
	Resiliency	Will the project assist the City in addressing some of the complex challenges that are most important to City residents?	0,3,5	No, Indirectly, Directly

PRIORITIZATION STRATEGY FOR PARK LAND ACQUISITION				
Guiding Principle	Criteria	Criteria Description	Points	Metric
RENEW	Park Utilization	Does the land expand an existing park to provide improved parks and recreation service delivery?	0,3	No, Yes
	Priority Need	Does the land address a Statistically Valid Survey (SVS) Priority Investment Ranking (PIR) need?	0,3,5	Low, Medium, High
CONNECT	Mobility	Does the land present an opportunity to improve universal accessibility (e.g. transit access, trail access)?	0,3,5	No, Partially, Yes
	Natural/ Cultural Resource Access	Does the land provide an opportunity to enhance access to natural/ cultural resources (e.g., natural areas, historical, assets, water)?	0,3,5	No, Partially, Yes
	Social Connectivity	What is the land's potential to facilitate multi-generational, multi-cultural, and multi-purpose gathering (based on size and location)?	0,3,5	Low, Medium, High
GROW	Park Desert	Does the land address a park desert?	0,3,5	No, Partially, Yes
	LOS Gap	Could the land address an Access LOS Gap in the Facilities Vision? (Based on size and potential future uses)	0,3,5	No, Partial, Full
	Acreage LOS Need	What is the degree of park acreage need in the area where the land is located?	0,3,5	Low, Medium, High
	Staffing and Financial Resources	What is the project's impact to staffing and funding resources?	0,3,5	Minimal, Medium, High Impact
INNOVATE	Partnerships	Does the land present an opportunity for partnerships?	0,3,5	Low, Medium, High
	Social Vulnerability	Is the land located in an area that is currently socially vulnerable?	1-4	Low - High
	Resiliency	Will the land assist the City in addressing some of the complex challenges that are most important to City residents?	0,3,5	No, Indirectly, Directly

4.3. STAFF ACTIONS

Executing the implementation of the Reimagine Parks Miami Vision requires a coordinated effort by a variety of individuals. The following section provides a detailed processes by which the City will implement the vision.

These steps are organized around the Guiding Principles and Policies and Actions presented in Chapter 3 - Vision. It includes seventy-two (72) Policies and Actions and over one-hundred and fifty (150) Steps with Key Performance Indicators (KPIs), Responsible Parties, and Time Frames that the City should follow to implement the Vision. This section is intended to be a “living section,” which will be used by staff on a regular basis and updated based on current information.



Goal 1: RENEW existing facilities, programs and services.

Policies and Actions	KPI	Responsible Party	Time Frame
Physical System			
» 1.1 - Upgrade parks, recreation facilities, and amenities - Improve the appearance and functionality of parks in collaboration with the community to provide high-quality park experiences.	Number of projects completed	Parks and Recreation Department (PRD) and Office of Capital Improvements (OCI)	• 2023-2024
			• 2025-2033
			• Yearly
» 1.2 - Expedite implementation of capital improvements - Collaboratively explore strategies with the Office of Capital Improvements (OCI) to reduce the amount of time it takes to procure and execute capital improvements projects.	Completion of Design Standards and Design Guidelines	PRD and OCI	• 2023-2025
	Enhanced implementation timeline		• 2023-2033
			• 2023-2033
» 1.3 - Complete high-quality maintenance - Continue to improve the routine maintenance of parks, recreation facilities, amenities to provide high-quality park experiences.	Develop maintenance management plan and standards	PRD	• 2023-2024
	Implement automated tools e.g. lawn mowers, line strippers etc.	PRD	• 2025-2026
» 1.4 - Proactively plan for the improvement of park assets - Establish processes and procedures to ensure long-term asset management and proactive repair and replacement of assets.	Asset Management Software to track and project lifecycle replacement and estimated cost of scheduled replacement within 5-years	PRD and OCI	• 2023-2025
			• Yearly

Steps

- Establish list of prioritized projects and confirm feasibility based on proposed vision, planning level capital costs, and management costs/ implications.
- Complete community-based conceptual plans for prioritized projects when applicable using the findings from the Needs Assessment and recommendations from the Visions as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and needs.
- Develop park design standards and design guidelines for parks and buildings
- During design process, work closely with OCI to ensure proper estimation of projects
- During design process, work closely with OCI to develop a thoughtful implementation plan that appropriately considers scoping, funding, and scheduling
- Develop maintenance standards and procedures for the parks and recreation system based on a cost-of-service model for waste management, facilities maintenance, and landscaping services.
- Use data collected to determine the optimal resources to maintain the system to meet the desired standard.
- Identify what services can be delivered to the fullest, those that cannot, and what resources are needed to meet expectations in the delivery of services.
- Work with the City Manager's Office and Commissioners to increase PRD operations and maintenance budget to address needs.
- Explore ways to automate routine park tasks e.g. mowing, trash pick up etc.
- Update data in current Asset Management Software and begin to track, monitor, and plan for improvements
- Review and prioritize repair and replacement of assets.



Goal 1: RENEW existing facilities, programs and services.

Policies and Actions	KPI	Responsible Party	Time Frame
1.5 - Integrate public art into park improvement - Collaborate with AIPP to identify opportunities to integrate permanent and temporary works of art and restore or decommission existing works of art while improving and rehabilitating existing parks.	Number of Public Art project implemented	PRD and Arts in Public Places (AIPP)	• On-going
			• On-going
Programs and Services			
» 1.6 - Renew and update offerings through Permit Office Special Events - Meet the community's unmet need for Community Special Events.	Atleast 1-2 new event(s) annually	PRD	• On-going
	Atleast 1 new partner annually	PRD	• On-going
» 1.7 - Continue to track performance metrics for current offerings - Create key performance indicators to ensure quality assurance and accountability.	Implement and communicate KPIs annually	PRD	• On-going
Administration and Staffing			
» 1.8 - Renew the culture of continuous learning and customer service excellence - Create an organizational culture and customer service training to help establish the Miami Parks Way.	Develop staff training	PRD	• 2023-2024
	Deliver training at least 4x / year	PRD	• On-going
	Develop onboarding training	PRD	• 2023-2024
» 1.9 - Develop initiatives to boost employee morale and retention - Grow employee recognition initiatives to help them feel valued.	Conduct staff survey on reward and recognition	PRD / HR	• 2023-2024
	Implement updated reward and recognition system	PRD / HR	• 2023-2025

Steps

- Engage AIPP early in the preliminary park improvement process to identify areas of opportunity for the thoughtful integration, relocation, or decommissioning of public art

- Ensure public art is designed, implemented, and maintained in accordance with the Public Art Master Plan and Program Guidelines

- Identify new special events and cultural offerings that reflect the community's culture and needs.

- Explore partners to collaborate on event organizing and sponsorships

- Develop select performance metrics for program evaluation - e.g. Program Participation numbers, Program Cancellation rates, Cost Recovery Goals etc.

- Develop all-staff organizational culture change and customer training content.

- Deliver year round training to all levels of staff.

- Create onboarding training on organizational culture and customer service.

- Identify how each staff wants to feel recognized and rewarded through a brief questionnaire at onboarding or at the start of the year

- Implement a reward and recognition system based on employee feedback



Goal 2: **CONNECT** the parks system, seamlessly into the community.

Policies and Actions	KPI	Responsible Party	Time Frame
Physical System			
» 2.1 - Develop high-quality pedestrian and bicycle connections to parks, natural areas, waterways, and enhance waterway connections - Implement an interconnected system of high-quality, safe, active-transportation facilities and complete streets to parks, natural areas, and along water ways.	Miles of active-transportation projects implemented	PRD, Department of Resilience and Public Works (DRPW), Miami River Commission (MRC), The Underline Conservancy (TUC)	<ul style="list-style-type: none"> • 2023-2033
	Active-transportation hubs implemented		
» 2.2 - Provide access to micro-mobility devices at or near parks and natural areas - Facilitate access to micro-mobility devices such near parks and natural areas.	Docking/parking areas for micro-mobility devices in parks and natural areas	PRD, DRPW, OCI	<ul style="list-style-type: none"> • 2023-2025
	Docking/parking areas for micro-mobility devices within 1/2-mile of parks and natural areas		<ul style="list-style-type: none"> • 2023-2025
	Charged micro-mobility devices within 1/2-mile of parks and natural areas		<ul style="list-style-type: none"> • On-going
» 2.3 - Provide multi-modal transit access to parks, programs, and services - Facilitate access to a variety of transit options such as buses, trolleys, para-transit, and water taxis to parks, natural areas, special events, and popular programs and services.	Number of multi-modal routes within 1/4 mile of city-wide parks and natural areas	PRD, DRPW, OCI, and Miami-Dade County Transit (MDCT)	<ul style="list-style-type: none"> • Yearly
	Multi-modal stop standards	PRD, DRPW, OCI, and MDCT	<ul style="list-style-type: none"> • 2023-2026
	Implementation of multi-modal transit stops	PRD, DRPW, OCI, and MDCT	<ul style="list-style-type: none"> • 2026-2033
	Island Parks Feasibility Study	PRD, DRPW, OCI, and MDCT	<ul style="list-style-type: none"> • 2027-2029

Steps

- Coordinate with partners such as the Department of Resilience and Public Works (DRPW), Miami River Commission (MRC), and Miami-Dade County to advocate and support the implementation of previously proposed projects such as 2021 Bike Master Plan, The Underline, the Miami Riverwalk and River Greenway, The Baywalk, and the Ludlam Trail are implemented and provide high-quality, safe active-transportation facility connections and complete streets to parks and natural areas. .
- Advocate for prioritizing the implementation of high-quality, safe active-transportation facilities to and near parks.
- Advocate for the development of Park Zones to maximize safe crossings along parks, recreation facilities, and natural areas.
- Develop active transportation hubs at parks and recreation facilities that facilitate bicycle parking and access to active transportation information.
- Coordinate with OCI and DRPW to ensure that parks and natural areas have designated docking/ parking areas for micro-mobility devices.
- Coordinate with DRPW to ensure that public places, points of interest, and activity areas such as schools, grocery stores, restaurants, etc. located within a 1/2 -mile of parks and natural areas have designated docking/ parking areas for micro-mobility devices.
- Encourage surrounding residents to collect, charge, and place micro-mobility devices in parks and natural areas as well as public places, points of interest, and activity areas within 1/2-mile of parks and natural areas.
- Collaborate with DRPW and OCI and meet regularly with Miami-Dade County Transit (MDCT) to advocate for multi-modal routes within 1/4 mile of city-wide parks and natural areas.
- Collaborate with MDCT, DRPW, and OCI to develop multi-modal stop standards with shade, seating areas, and signage and wayfinding for city-wide parks and natural areas.
- Prioritize implementation of multi-modal transit routes and transit stops.
- Complete feasibility study to provide water taxi to Island Parks in coordination with Island Parks Feasibility Study and implement recommendations.



Goal 2: CONNECT the parks system, seamlessly into the community.

Policies and Actions	KPI	Responsible Party	Time Frame
Physical System			
» 2.4 - Maximize public parking opportunities around and near parks - Explore opportunities to maximize and expand parking areas around and within a 5-minute walk to parks and natural areas.	Number of projects/strategies implemented	PRD, DRPW, OCI	• 2024-2025
			• 2025-2033
			• 2027-2033
			• Yearly
» 2.5 - Enhance awareness of parks, recreation facilities, and natural areas - Implement a multi-pronged approach to increasing awareness of parks and recreation facilities using signage, wayfinding, and digital strategies.	Completed project	PRD	• 2023-2024
	Signs implemented	PRD, OCI	• 2024-2033
Programmatic and Service Connections			
» 2.6 - Enhance awareness of programs and services - Implement a multi-pronged approach to increasing awareness of programs and services using traditional printed media, radio, and digital strategies.	Marketing and Branding Plan completed	PRD	• 2023-2024
	New tools identified	PRD / IT	• On-going
» 2.7 - Enhance awareness of permanent, temporary, and performance art throughout the park system - Explore the opportunity to collaborate with AIPP to develop programming around permanent, temporary, and performance art opportunities.	Increased outreach on arts At least 1 new offering annually	PRD / AIPP	• On-going
	At least 1 new offering annually	PRD	• On-going
» 2.8 - Strengthen and expand partnerships to enhance and expand service delivery - Identify potential partners to help maximize services to the community.	Determine areas of service gaps	PRD	• 2023-2024
	Develop list of public, private, non-profit providers	PRD	• 2023-2024
	At least 1 new partnership formed annually	PRD	• On-going

Steps

- Identify citywide parks with the most frequent parking issues.
 - Explore physical, programmatic, and economic strategies to maximize existing parking opportunities within parks, without compromising green space and park functionality.
 - Explore opportunities for on-street parking along the perimeter of the park and along streets leading to the park as well as shared off-street parking opportunities within a 1/4 mile (5-minute walk from the park).
 - Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding and informed by public engagement.
 - Develop construction documents for phased implementation and implement.
 - Review list of projects yearly and re-prioritize projects based on opportunities and need.
 - Complete Public Parks Wayfinding project and integrate with digital strategies such as the use of QR Codes and the Miami HappiiFeet App
 - Implement new park signs throughout the Parks and Recreation System
-
- Develop a marketing outreach and branding plan to identify brand awareness and perception in the community and to determine most effective strategies to maximize outreach.
 - Continue to identify new tools and mediums including Artificial Intelligence to support marketing strategies and outreach.
 - Collaborate with AIPP and other similar organizations to expand awareness on various arts opportunities.
 - Develop new events and program offerings centered around art to draw people to them.
 - Determine areas of program gaps that can benefit from increased partnerships
 - Develop list of potential public, private and nonprofit partners (see program assessment data for similar providers)
 - Explore opportunities to partner with similar agencies such as City of Doral, City of Miami Gardens, Miami-Dade County etc.



Goal 2: CONNECT the parks system, seamlessly into the community.

Policies and Actions	KPI	Responsible Party	Time Frame
Administration and Staffing Connections			
» 2.9 - Connect staff to resources and information - Help staff with continuous learning and staying on top of industry trends	Start monthly lunch and learn program	PRD	<ul style="list-style-type: none"> Start by 2024
	Assign internal thought leaders to track and share trends	PRD	<ul style="list-style-type: none"> On-going
» 2.10 - Foster opportunities for internal cross-functional collaboration - Develop organic mechanisms to break down silos and help staff be more collaborative and empathetic	Start internal shadowing and cross-training programs based on staff feedback	PRD	<ul style="list-style-type: none"> Start by 2024
	Launch mentoring programs	PRD	<ul style="list-style-type: none"> Start by 2024

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Steps

- Conduct a monthly lunch and learn using webinars, guest speakers and TED talks
- Assign internal thought leaders to share and discuss NRPA, Sports and Facility Industry Association and other trends at staff meetings
- Identify staff needs and grow internal shadowing and cross-training opportunities
- Create intra-departmental mentoring programs

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Goal 3: GROW the parks system (collaboratively, creatively, and aggressively) to catch-up with the city’s growth.

Policies and Actions	KPI	Responsible Party	Time Frame	
Physical System				
<p>» 3.1 - Expand Park land - Increase the amount of Park land equitably throughout the City with a focus in underserved areas.</p>	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, OCI	<ul style="list-style-type: none"> 2023-2033 Yearly 	
	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, DREAM, OCI	<ul style="list-style-type: none"> 2023-2024 2024-2033 Yearly 	
	Number of park projects implemented towards Acreage and Access LOS Targets	Planning Department (PD) and PRD	<ul style="list-style-type: none"> On-going 	
	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, DREAM, PD, OCI	<ul style="list-style-type: none"> 2023-2024 2023-2024 2024-2033 	

Steps

Developing Previously Proposed Parks

- Confirm implementation based on proposed community needs, vision, capital costs, and management costs/implications.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and need.

Activating Public Lands for Park

- Support DREAM to improve GIS platform to visualize existing parks, park service areas, gaps, and publicly owned lands.
- Confirm feasibility based on proposed vision, planning level capital costs, and management costs/implications.
- Complete community-based conceptual plans for prioritized projects when applicable using the findings from the Needs Assessment and Visions as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and need.

Park Land Through Redevelopment

- Collaborate with Planning Department (PD) to ensure all new development containing a residential component would dedicate a proportionate share of recreation land or pay the applicable impact fee for park land, to mitigate the increased demand on parks created by new residents based upon the Level of Services Standards proposed for parks and recreation facilities.

New Park Land

- Support DREAM to improve GIS platform to visualize existing parks, park service areas, and gaps.
- Establish a Park Land Acquisition Team comprised of representatives from relevant City Departments including City Manager's Office, DREAM, PRD, DRPW, and others to meet monthly to review and discuss potential properties to be acquired.
- Survey real estate listings on a weekly basis to identify potential opportunities for acquisition and identify properties that are suitable for acquisition.
- Explore potential of property to address both parks and recreation needs and other city-wide needs such as affordable housing, trail connectivity, stormwater management, public safety, etc.
- Use Park Land Acquisition Prioritization criteria to score properties.
- Acquire highest scoring properties.



Goal 3: GROW the parks system (collaboratively, creatively, and aggressively) to catch-up with the city’s growth.

Policies and Actions	KPI	Responsible Party	Time Frame
» 3.1 - Expand Park land - Increase the amount of Park land equitably throughout the City with a focus in underserved areas.	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, DREAM, PD, OCI	<ul style="list-style-type: none"> 2024-2033
	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, DREAM, OCI	<ul style="list-style-type: none"> 2023-2024
			<ul style="list-style-type: none"> 2024-2033
			<ul style="list-style-type: none"> Yearly
» 3.2 - Increase access to Nature - Protect, acquire, and create Nature experiences in the City to ensure that residents have access to high-quality natural areas equitably throughout the City.	Number of park projects implemented towards Acreage Completion of Feasibility Study	PRD, DREAM, OCI	<ul style="list-style-type: none"> On - going
			<ul style="list-style-type: none"> 2023-2033
			<ul style="list-style-type: none"> Yearly
			<ul style="list-style-type: none"> 2024-2026
» 3.3 - Increase access to Water - Acquire land, easements, and develop partnerships to maximize public access to the water throughout the City.	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, DREAM, MRC, OCI	On - going
			2023-2033
			Yearly

Steps

- Complete community-based conceptual park plans using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation.

Partnerships

- Meet with partners, including Miami-Dade County Public Schools, non-profit organizations, and churches to explore use of land for parks and recreation purposes.
- Develop a mutually beneficial site management strategy for properties determined to be suitable for addressing parks and recreation needs. Discuss Department property construction, operations, and management needs in relation to partner(s) needs and expectations.
- Establish appropriate land management strategy agreement that considers construction, operations, maintenance, and asset management.
- Complete community-based conceptual park plans for prioritized projects when applicable using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Meet yearly to discuss land management strategy agreement and revise as needed.
- Continue to identify and explore the acquisition of available properties to provide high-quality nature experiences.
- Use Park Land Acquisition Prioritization criteria to score properties.
- Acquire highest scoring properties.
- Complete community-based conceptual park plans using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Review list of projects yearly and re-prioritize projects based on opportunities and need.
- Complete Island Nature Parks Feasibility Study
- Continue to identify and explore the acquisition of available properties to provide high-quality nature experiences.
- Use Park Land Acquisition Prioritization criteria to score properties.
- Acquire highest scoring properties.
- Complete community-based conceptual park plans using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Review list of projects yearly and re-prioritize projects based on opportunities and need.



Goal 3: GROW the parks system (collaboratively, creatively, and aggressively) to catch-up with the city’s growth.

Policies and Actions	KPI	Responsible Party	Time Frame
» 3.4 - Increase parks and recreation facilities and amenities - Increase the number of parks and recreation facilities and amenities to equitably meet the needs of the community.	Number of park and recreation facilities implemented towards LOS target	PRD, OCI	<ul style="list-style-type: none"> 2023-2025
			<ul style="list-style-type: none"> 2025-2027
			<ul style="list-style-type: none"> 2027-2033
			<ul style="list-style-type: none"> Yearly
» 3.5 - Provide access to Indoor Recreation Center space - Provide additional recreation center space equitably throughout the City based on identified needs of the community.	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, OCI	<ul style="list-style-type: none"> 2025-2026
			<ul style="list-style-type: none"> 2026-2028
			<ul style="list-style-type: none"> 2028-2029
			<ul style="list-style-type: none"> 2030-2033
» 3.6 - Increase public art in Parks - Collaborate with AIPP to grow public art opportunities throughout the park system.	Number of public art pieces implemented	PRD, AIPP	<ul style="list-style-type: none"> 2023-2025
			<ul style="list-style-type: none"> On - going
			<ul style="list-style-type: none"> On - going
Programs and Services			
» 3.7 - Grow new program areas based on community need and trends - Introduce programs that serve the community’s evolving needs	Annual program lifecycle review	PRD	<ul style="list-style-type: none"> On - going
	Annual user feedback surveys	PRD	<ul style="list-style-type: none"> On - going

Steps

- Develop feasibility studies based on proposed vision, planning level capital costs, and management costs/implications.
- Complete community-based conceptual plans for prioritized projects when applicable using the findings from the Needs Assessment and Visions as a starting point for dialogue with the community. Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Review list of projects yearly and re-prioritize projects based on opportunities and need.
- Develop a public engagement based Feasibility Study and Master Plan for proposed recreation center and recreation center expansion and include an estimate of capital and operating costs, anticipated revenues, and alternative delivery strategies using the findings from the Needs Assessment and Vision as a starting point for dialogue with the community.
- Evaluate alternatives for operations, maintenance and programming, including potential partnerships.
- Develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
- Develop construction documents for phased implementation and implement.
- Advocate to increase allocation of public art funds in capital improvement project budgets from 1.5% to 2%.
- Engage AIPP early in the preliminary design process to identify areas of opportunity for the thoughtful integration of public art.
- Ensure public art is designed, implemented, and maintained in accordance with the Public Art Master Plan and Program Guidelines.
- Conduct program lifecycle review to determine programs to eliminate and new ones to add
- Seek user feedback through intercept surveys and post-program surveys to identify program gaps



Goal 3: GROW the parks system (collaboratively, creatively, and aggressively) to catch-up with the city’s growth.

Policies and Actions	KPI	Responsible Party	Time Frame
» 3.8 - Expand offerings and advocacy for Nature Programs and Health and Wellness Offerings - Increase awareness and participation in nature and environmental education offerings	Partnership with schools and County	PRD	• 2023-2025
	Create ambassador program	PRD	• 2023-2024
	Incorporate VR offerings	PRD / IT	• On-going
Administration and Staffing			
» 3.9 - Grow Awareness: Increase local knowledge of the parks and recreation system - Expand marketing and storytelling to reduce participants (currently 29%) not participating due to lack of awareness	Budget allocation	PRD / Finance	• 2024 onwards
	Develop marketing and branding plan	PRD	• 2023-2024
	Dedicated full-time or support staff hired	PRD / Finance / HR	• 2023-2026
» 3.10 - Right staffing to reflect growing needs - Ensure staff levels and functions are aligned with increased offerings and community demographics	Annual staffing level review	PRD / HR	• On-going
	Expand staff recruiting	PRD / HR	• On-going
	Introduce automation and A.I. in daily operations	PRD / IT	• On-going
» 3.11 - Leverage funding for Parks - Continue to stretch available park funding through grants, partnerships, and philanthropic opportunities.	Grants obtained	PRD, Grants	• On-going
	Development of Parks Foundation	PRD, City Manager’s Office	• 2023-2026

Steps

- Grow partnerships with Miami Dade County and local schools to expand nature based programming and health & wellness offerings
 - Explore creating ambassador programs for youth ambassadors to increase advocacy and stewardship for nature and environmental education programs
 - Leverage technology (Augmented Reality / Virtual Reality) to increase access to nature and health / wellness/ nutrition based offerings
-
- Budget at least 3% of operational spending for branding, marketing and storytelling
 - Develop marketing and branding plan
 - Hire dedicated staff to implement the plan
 - Annually review staffing levels based on service levels such as population served, acres maintained etc.
 - Intentionally recruit staffing from underserved geographic areas or areas with gaps in offerings
 - Explore technology including automation and artificial intelligence to complement staffing needs
- Meet regularly with the Grants Department and Commissioner's Offices to pursue grants for park projects. If necessary, contract with Independent Grant writers to pursue grants using grant stacking strategies, which refers to grouping grants of varying levels (federal, state, and local) to support one project. Careful selection of grants can result in one grant providing the matching funds requirement for another grant and vice versa. This process can address acquisition and development in phases to best meet a project's purpose and schedule.
 - Work with partners to explore the development of the Miami Parks Foundation, a 501c3, non-profit organization that helps raise and obtain philanthropic funds for parks and recreation projects that can be used to leverage public funds.



Goal 4: INNOVATE to maximize equitable impact in the community.

Policies and Actions	KPI	Responsible Party	Time Frame
<p>» 4.1 - Integrate technological innovation into the parks system and service delivery - Stay up to date on technological advances and explore the inclusion of technology into parks, recreation facilities, programs, and services.</p>	Organize Quarterly Innovation Summit	PRD	<ul style="list-style-type: none"> 2023 Fall onwards
<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> Parks and Community Safety 	CPTED strategies integrated into Parks	PRD	<ul style="list-style-type: none"> 2023-2033
	Number of security measures implemented in parks	PRD, MPD, OCI	<ul style="list-style-type: none"> 2023-2025
			<ul style="list-style-type: none"> 2026-2033
			<ul style="list-style-type: none"> Yearly
	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, DREAM, OCI	<ul style="list-style-type: none"> 2023-2033
	Number of program gaps identified	PRD	<ul style="list-style-type: none"> 2023 onwards
	1-2 new partners annually for joint offerings or space use	PRD	<ul style="list-style-type: none"> On-going
	Convenient week-day / weekend times identified	PRD	<ul style="list-style-type: none"> On-going

Steps

- Conduct quarterly innovation summits to identify technological advances and ideas to help enhance service delivery e.g. ChatGPT for marketing copywriting, job descriptions; Robot trash pickup; Smart Parks concepts

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

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

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

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

Expanding parks so they have as many public edges as possible that encourage “eyes on the park.”

- Reference Goal 3.1 Steps

In collaboration with partners, developing programs and activities for at-risk populations to help deliver programs, services, employment, and educational opportunities during convenient and important times, including late into the night.

- Identify gaps in program needs for at-risk populations along with ideal times for offering them
- Seek partners to collaborate on program delivery or provide space to offer programs
- Determine ideal times for programs that are convenient for at-risk populations to attend



Goal 4: INNOVATE to maximize equitable impact in the community.

Policies and Actions	KPI	Responsible Party	Time Frame
<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> • Resiliency 			
	Development of Park Resiliency Design Standars	PRD, ORS, and OCI	<ul style="list-style-type: none"> • 2023-2025
	Development of Park Resiliency Hub Implementation Strategy	PRD, ORS, and OCI	<ul style="list-style-type: none"> • 2023-2025
Resilient strategies implemented in park projects	PRD, ORS, and OCI	<ul style="list-style-type: none"> • 2023-2033 	

Steps

Designing and building parks to recover quickly after storm events through the use of resilient materials, hardy plants, and durable design details and construction methods.

Strengthening urban ecologies through the use of strategic plantings and coastal edges that promote functional ecosystems and achieve coastal resiliency through the use of natural systems.

Account for future projected sea level rise and adapt park design and use patterns to maximize the use of facilities by moving high-cost and high-value amenities and facilities further inland, elevating facilities and amenities above projected sea level rise elevations, and where possible regrading natural features that serve as natural buffers from rising waters.

Explore the role of parks in addressing community-scale coastal resiliency by raising bulkheads and adding interior drainage.

Limiting impervious pavement in parks, develop fountains, water features, and ponds where appropriate; and using native trees, shrubs, and groundcover that help absorb water and reduce urban heat island effect.

Exploring the role of parks in serving as local or regional stormwater treatment facilities while provide high-quality parks and recreation experiences.

- Collaborate with ORS and OCI to develop design standards and guidelines for improving resiliency of parks as part of the park design standards and design guidelines for parks and buildings that consider the following, but are not limited to:
 - Parks planning and design strategies account for projected sea level rise.
 - The use, design, and placement of resilient materials, hardscape, softscapes - hardy, natives trees, shrubs, and groundcovers, and durabal design details.
 - On-site stormwater Best Management Practices (BMPs) and potential of parks in addressing local and regional stormwater management strategies.
 - The use of natural systems and coastal edges to achieve coastal resiliency.
 - Strategies for parks in addressing community-scale coastal resiliency.
- Collaborate with Office of Resilience and Sustainability (ORS) to complete feasibility studies for parks identified to serve as Resiliency Hub Parks.
- Establish implementation strategy to implement Resiliency Hubs that identifies funding sources, partners, and phased implementation strategy.
- Engage ORS and OCI early in the preliminary design process to identify areas of opportunity for the thoughtful integration of resiliency strategies.
- Collaborate with ORS and OCI and require park design teams to integrate and highlight resilient design standards.



Goal 4: INNOVATE to maximize equitable impact in the community.

Policies and Actions	KPI	Responsible Party	Time Frame	
<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> Parks and Access to Healthy Foods 				
	Meals provided	PRD	• On-going	
	Parks and facilities identified	PRD	• On-going	
	Launch classes	PRD	• On-going	
	2-3 new plots identified annually	PRD	• 2024-2029	
	New farmer's market(s) organized	PRD + External Partners	• On-going	
	New programs launched	PRD + Local communities	• On-going	
	Screenings conducted	PRD	• On-going	
	New mobile van(s) and delivery partners identified	PRD + External Partners	• On-going	
Stakeholder list developed	PRD	• 2023		
Quarterly collaboration meetings and community wide plan	PRD + External Partners	• 2024 onwards		

Steps

Serving meals through federal nutrition programs.

- Determine requirements for nutrition programs at the various facilities
- Identify parks and facilities to provide meals

Providing nutritional education opportunities such as healthy cooking classes, healthy living behaviors, and healthy meals preparation and consumption.

- Determine types of classes, frequency of offerings and providers for nutritional education

Organizing farmers markets, community gardens, and community-supported agriculture programs that bring healthy foods closer to resident's homes.

- Identify existing or acquire new plots for community gardens in food insecure areas
- Organize farmer's markets in similar food insecure areas and beyond
- Co-create agriculture programs with the local communities based on their needs

Providing food insecurity screenings and offering referrals to meal programs and nutrition supports, to support SNAP and WIC enrollment and retention services in partnership with local state offices, and to offer mobile services to meet community members where they are.

- Conduct food insecurity screenings in the community particularly low-income neighborhoods
- Identify mobile vans or food truck style partners to offer meal services where people are

Building coalitions of like-minded organizations like healthcare systems, food banks, and universities to create a whole-community approach to nutrition and more comprehensive health and social services.

- Develop list of providers in the health, nutrition and social services ecosystem
- Create a platform for collaboration dialogue and strategic planning to develop a community wide approach



Goal 4: INNOVATE to maximize equitable impact in the community.

Policies and Actions	KPI	Responsible Party	Time Frame
<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> • Parks and Access to Healthcare (Continued) 			
	Number of park projects implemented towards Acreage and Access LOS Targets	PRD, DREAM, OCI	• 2023-2033
	Health and Wellness-based amenities implemented in Park	PRD, OCI	• 2023-2033
	Number of park and recreation facilities implemented towards LOS target	PRD, OCI	• 2023-2033
	Number of Indoor Recreation Center Square Feet added towards LOS targets	PRD, OCI	• 2023-2033
	Provider list developed	PRD	• 2023-2024
	Create educational informational tools	PRD	• 2023-2024
	Host at least 2-3 summits and informational sessions annually	PRD and Healthcare providers	• On-going
Number of screenings annually	PRD and Healthcare providers	• On-going	
Outreach in multiple languages	PRD and Healthcare providers	• On-going	

Steps

Ensuring that a quality park is located within a 5 to 10-minute walk from residents to encourage regular physical activity, which improves mental and physical health

- Reference Goal 3.1 Step

Ensuring that parks contain amenities that provide health and wellness opportunities such as a walking loop for users to walk, jog, run, a multi-purpose open space for active-recreation and special events, and an outdoor exercise corral.

- Work closely with the park design team early in the preliminary design process to identify areas of opportunity for the thoughtful integration of primary facilities proven to generate activity in parks - walking loop and outdoor exercise equipment, in addition to other support amenities and furnishings.

- Reference Goal 3.5 Steps

Ensuring that an indoor center is located within 1.5 miles of every resident that provides access to indoor fitness fitness classes.

- Reference Goal 3.6 Steps

Collaborating with local physicians to provide patients with Park Prescriptions and other programs that facilitate access to physicians, such as "Walk with a Doc"

- Develop list of local physicians and healthcare providers in the area
- Create educational information outlining park prescription information and how it can be prescribed
- Host an informational summit in a park or at a event, provide telehealth opportunities or Walk with a Doc to promote and publicize this opportunity

Continue to partner with healthcare providers to reach key patient populations with health services and education such as health screenings and health education and awareness classes.

- Identify and provide health screenings based on community needs
- Create awareness in different languages including Spanish, creole etc.



Goal 4: INNOVATE to maximize equitable impact in the community.

Policies and Actions	KPI	Responsible Party	Time Frame
<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> • Parks and Affordable Housing 	Completed meeting	PRD, DHCD	• 2023-2024
	Number of projects completed	PRD, OCI	
			• Yearly
	Number of Indoor Recreation Center Square Feet added towards LOS targets	PRD, OCI	• 2023-2033
	Completion of Feasibility Study	PRD, DHCD	• 2023-2033
	Number of affordable housing properties purchased	PRD, DHCD	
	<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> • Parks and Community Blight 	Number of projects completed	PRD, OCI
Number of projects completed		PRD, Department of Code Compliance (DCO), DREAM, OCI	• 2023-2033
Number of projects completed		PRD, DCO, OCI	• 2023-2033

Steps
<p>Working closely with City of Miami Department of Housing & Community Development and other housing partners to maximize parks and recreation opportunities near existing affordable housing locations.</p>
<ul style="list-style-type: none"> Schedule annual/bi-annual meetings with City of Miami Department of Housing & Community Development (DHCD) and other housing partners to explore the need for recreation opportunities at existing developments.
<ul style="list-style-type: none"> Develop list of needed projects, compare to findings from the Needs Assessment and recommendations from the Vision, and collaboratively develop the role of PRD in addressing needs.
<ul style="list-style-type: none"> Based on agreed upon roles, develop detailed cost estimates and identify phased implementation strategy based on available capital and operations and maintenance funding.
<ul style="list-style-type: none"> Develop construction documents for phased implementation and implement.
<ul style="list-style-type: none"> Review list of projects yearly and re-prioritize projects based on opportunities and needs.
<p>Exploring the future redevelopment of underutilized recreation center properties to create integrated affordable housing and indoor recreation center complex.</p>
<ul style="list-style-type: none"> Reference Goal 3.6
<ul style="list-style-type: none"> When recreation centers are deemed to be rebuilt, or new recreation centers are proposed for development, complete a feasibility study that considers rebuilding the recreation center within a multi-story affordable housing development.
<p>Coordinate with other City Departments, Agencies, and Non-Profits to purchase properties for affordable housing near future parks where parks may increase the property values of surrounding homes</p>
<ul style="list-style-type: none"> When planning major improvements to existing parks and implementing new parks, PRD will coordinate with the City of Miami Department of Housing & Community Development and other housing partners to advocate and guide them in quietly purchasing available properties for affordable housing within 1,300 feet range of future parks.
<p>Ensuring that no City of Miami park property contribute to blight, either through deteriorated structure and amenities, or poorly maintained landscape and hardscapes.</p>
<ul style="list-style-type: none"> Reference Goal 1.1 and prioritize the implementation of parks that are in poor condition and may contribute to blight.
<p>Develop undeveloped properties or green spots with limited amenities that are poorly maintained.</p>
<ul style="list-style-type: none"> Reference Goal 1.1 and prioritize the implementation of undeveloped properties or green spots that may contribute to blight.
<p>Exploring the redevelopment of blighted properties to add park space, with the mutual benefit of removing a hazardous eyesore and growing the City's park acreage.</p>
<ul style="list-style-type: none"> Reference Goal 3.1 and prioritize the implementation of blight priorities that may contribute to neighborhood blight.



Goal 4: INNOVATE to maximize equitable impact in the community.

Policies and Actions	KPI	Responsible Party	Time Frame
<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> • Parks and Access to Transportation 	Miles of active-transportation projects implemented	PRD, DRPW, MC, TUC	• 2023-2033
	Implementation of routes and multi-modal transit stops	PRD, DRPW, OCI, and MDCT	• 2023-2033
	Completion of a Play Mobile	PRD	• 2024-2027
	Number of Play Mobile programs completed.	PRD	• 2027-2033
<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> • Parks and High-Quality Jobs 	Resource allocation	PRD	• On-going
	Dedicated funding source	PRD + City-wide	• 2023-2026
	Resource allocation	PRD	• On-going
	Number of firms contracted	PRD, OCI	• On-going
	List of schools, colleges and universities	PRD	• 2024 onwards
	Develop special projects and internship opportunities	PRD	• 2024 onwards
	Quarterly outreach	PRD	• 2024 onwards
List of skills needed	PRD	• 2023	
At least 2-3 organizations to collaborate with annually	PRD + Community Development Corporations	• 2024 onwards	

Steps

Providing high-quality active-transportation connections to parks

- Reference Goal 2.1

Providing high-quality transit connections to parks

- Reference Goal 2.3

Using mobile and virtual strategies to delivery parks and recreation facilities, programs, and services.

- Purchase and a van or small truck, customize it to be able to fit and transport mobile parks and recreation facilities and amenities, and brand it as a Play Mobile or something similar.
- Use Play Mobile to deliver parks and recreation amenities, programs, and services where needed and appropriate.

Funding, operating, and managing the parks and recreation system in a high-quality manner so it enhances the quality of life of residents and encourages corporations to remain, thrive, or relocate to the City.

- Continue to advocate for needed operations and management resources to operate and manage the parks and recreation system in a high-quality way.
- Seek dedicated funding for maintenance and upkeep of existing parks and sites

Funding capital projects and using local firms to participate in the design and construction of the projects.

- Continue to advocate for needed capital funds and leverage dollars with grants and partner funding.
- Continue to use local with appropriate expertise to complete park design and implementation projects.

Continuing to educate and promote parks and recreation industry jobs and as ensuring adequate wages and benefits for parks and recreation professionals.

- Identify local high schools, colleges and universities including vocational schools to promote to
- Create internship opportunities and special projects
- Expand reach into these areas through counselors, peer groups and leadership outreach

Collaborating with community development corporations to create jobs programs that support the maintenance, operations, and management of the parks and recreation system.

- Identify most needed job skills for the areas of gaps in the systems
- Collaborate with community development organizations for jobs and skills training for those operations and maintenance areas



Goal 4: INNOVATE to maximize equitable impact in the community.

Policies and Actions	KPI	Responsible Party	Time Frame
<p>» 4.2 - Position parks to help address complex challenges in the community - Coordinate with other City Departments and partners to position parks to address the complex community challenges most important to residents.</p> <ul style="list-style-type: none"> • Parks and High-Quality Jobs (Continued) 			
	Job requirements identified	PRD	<ul style="list-style-type: none"> • 2023 onwards
	List of partners developed	PRD	<ul style="list-style-type: none"> • 2023 onwards
	Special events and centers identified and job fairs hosted	PRD	<ul style="list-style-type: none"> • 2023 onwards
	Outreach through partners	PRD + Partners	<ul style="list-style-type: none"> • 2023 onwards
	Programs and services identified	PRD	<ul style="list-style-type: none"> • 2023 onwards
	Request for Information issued	PRD	<ul style="list-style-type: none"> • 2024
	Program Providers finalized	PRD	<ul style="list-style-type: none"> • 2024 onwards
	Educational institutions identified	PRD	<ul style="list-style-type: none"> • 2024 onwards
	2-3 Certificate courses determined annually	PRD + Partners	<ul style="list-style-type: none"> • 2024 onwards
	Courses promoted	PRD + Partners	<ul style="list-style-type: none"> • 2024 onwards
Annual review	PRD	<ul style="list-style-type: none"> • On-going 	
Refresh 5% of worst performing programs annually with new ones	PRD	<ul style="list-style-type: none"> • On-going 	

Steps

Collaborating with local, state, federal, and non-profit partners to facilitate access to job fairs in community centers and during special events.

- Identify existing and ongoing job requirements
- Develop list of local, state, federal and non-profit partners to collaborate with
- Determine key special events and centrally located / signature centers to organize job fairs
- Partner with schools, non-profit and other community groups to promote the job fairs

Facilitating opportunities for local residents to provide programs and services that are desired in the community as independent contractors.

- Identify programs and service gaps
- Seek providers through local residents and groups through a Request for Information
- Prioritize providers who are best equipped to offer those programs and needs

Partnering with education institutions to provide continuing education, technical and professional certificates courses.

- Identify educational institutions to partner with
- Share list of certificate courses to be provided
- Market and promote the courses

Pursue trends and next practices for future program and events offerings

Ensure ongoing program innovation cycle is continued

- Review the program lifecycle to identify programs that are declining in participation
- Utilize NRPA Trends data and other national sources to determine future program and events offerings

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