

# *City of Coral Gables*

## COMMUNITY RECREATION BUSINESS PLAN 2019-2020



*A World-Class City  
With A Home-Town Feel*

**CORAL  
GABLES**  
THE CITY BEAUTIFUL

## Table of Contents

Executive Summary.....	02
Business Identification.....	02
History.....	02
Mission, Vision & Values .....	03
Department Organizational Chart.....	04
Core Programs, Services & Facilities .....	05
Division 6000 – Special Populations .....	05
Division 6010 - Tennis .....	06
Division 6020 – Aquatics .....	10
Division 6030 – Golf .....	12
Division 6050 – Youth Center.....	14
Division 6060 – Adult Services.....	21
Division 6065 – Special Events .....	23
Division 6070 – Parks.....	25
Marketing Analysis.....	27
Summary .....	27
Market Segregation .....	27
Service Area .....	28
Competition.....	31
Trends.....	31
Operations Analysis.....	35
Summary of Expenses & Revenues.....	35
Cost of Core Services.....	37
Organizational Structure.....	39
Operating Standards .....	39
Facility & Equipment.....	40
Capital Improvement Needs .....	42
Implementation Strategies.....	44
Marketing Strategies.....	44
Pricing Strategies.....	46
Organizational Needs .....	52
Implementation Priorities .....	52



*The City Beautiful*™

### **City of Coral Gables**

#### **Mission Statement**

*To honor our history by  
providing exceptional services  
that enhance the quality of life  
for our community.*

#### **Vision Statement**

*A world-class City with a  
hometown feel.*

#### **Values**

*Governance with integrity*

*Aesthetics*

*Balanced*

*Learning*

*Exceptional service*

*Sustainability*

## **I. Executive Summary**

The City of Coral Gables Community Recreation Department provides its residents and guests access to a first class system of green and open space, facilities, programs and events that promote play, health and quality of life.

The recreation system provides residents with neighborhood parks and open spaces that offer both passive and active recreation activities and facilities that are linked together with a network of sidewalks, pathways and bike lanes; and provide public/open spaces that serve as gathering places.

The Department manages, maintains and operates all parks and recreation facilities, including the War Memorial Youth Center, Venetian Pool, Salvadore and William H. Kerdyk Biltmore Tennis Centers, Adult Activity Center, Granada Golf Course and all active and passive parks; is responsible for the permitting of all special events and film permits, and coordinates a variety of special events including the Holiday Tree Lighting, Eggstreme Egg Hunt, 4th of July festivities, Farmers Market and many more; develops and implements programs for cultural and recreational activities and provides principles of inclusion to allow for accessibility; identifies geographical deficiencies in levels of service for walkable parks and coordinates improvements and acquisitions of land.

## **II. Business Identification**

### **A. History**

#### *War Memorial Youth Center*

In 1944, Harry W. Morgenthauer, founder and first president of The Coral Gables War Memorial Youth Center Association, met with 22 civic groups to plan a campaign to raise \$75,000 to honor the youth who served in World War II with a youth recreation center as a living memorial.

Under the joint leadership of Mrs. Lewis Hall, Sr., co-founder heading the woman's division; Mr. Paul Brinson, men's division and City of Coral Gables Mayor Thomas C. Mayes, the organization was incorporated and over 400 citizens volunteered for active service.

A site of 48 lots on Andalusia Avenue was purchased and the first center opened for summer recreation on December 7, 1945, Pearl Harbor Day. In 1945, attendance reached 1,000 a day, resulting in an agreement by the City of Coral Gables Commission to give \$4,000 for operating the city recreation program as an adjunct of the \$12,000 allocated by the Community Chest.

In 1955, after eleven years of operation, the three-acre area was deemed untenable due to the growth of the business section, automobile traffic and other activities surrounding the area. The property was offered for sale and the Association then purchased an area approximately five acres from the University of Miami for \$53,000.

In 1956 the Center was given to the City of Coral Gables for operation as a combined Youth Center and Community Center for residents of Coral Gables and surrounding areas. To assure future maintenance of the property primarily as a youth center, the Association included a reverter clause which provided that if the City of Coral Gables ever discontinued use of the property as a youth center, the entire parcel would revert to the Association.

In March of 1974, the City of Coral Gables underwent a restructuring of its internal organizational chart, and implemented a new ordinance which would combine several different departments as

divisions under a single department. Under the direction of a Department Director and several Division Supervisors, the new department came to be known as the City of Coral Gables' Parks & Recreation Department.

Today, the Coral Gables War Memorial Youth Center is home to both the War Memorial Association and City of Coral Gables' Community Recreation Department's Administrative Division. The Department oversees several Divisions at various locations, including the Venetian Pool, Biltmore & Salvadore Tennis Centers, Granada Golf Course, Adult Services, Special Events, Special Populations and a total of 46 different parks and open spaces.

## **B. Mission, Vision, Values & Goals**

### **MISSION:**

*To enrich the quality of life for residents and guests through inclusive recreational opportunities, facilities, services, and events that create memorable life experiences.*

### **VISION:**

*Enhancing your lifestyle by making leisure our passion.*

### **VALUES:**

Leadership through dedication and passion

Enjoyment & fun

Integrity

Safety

United family

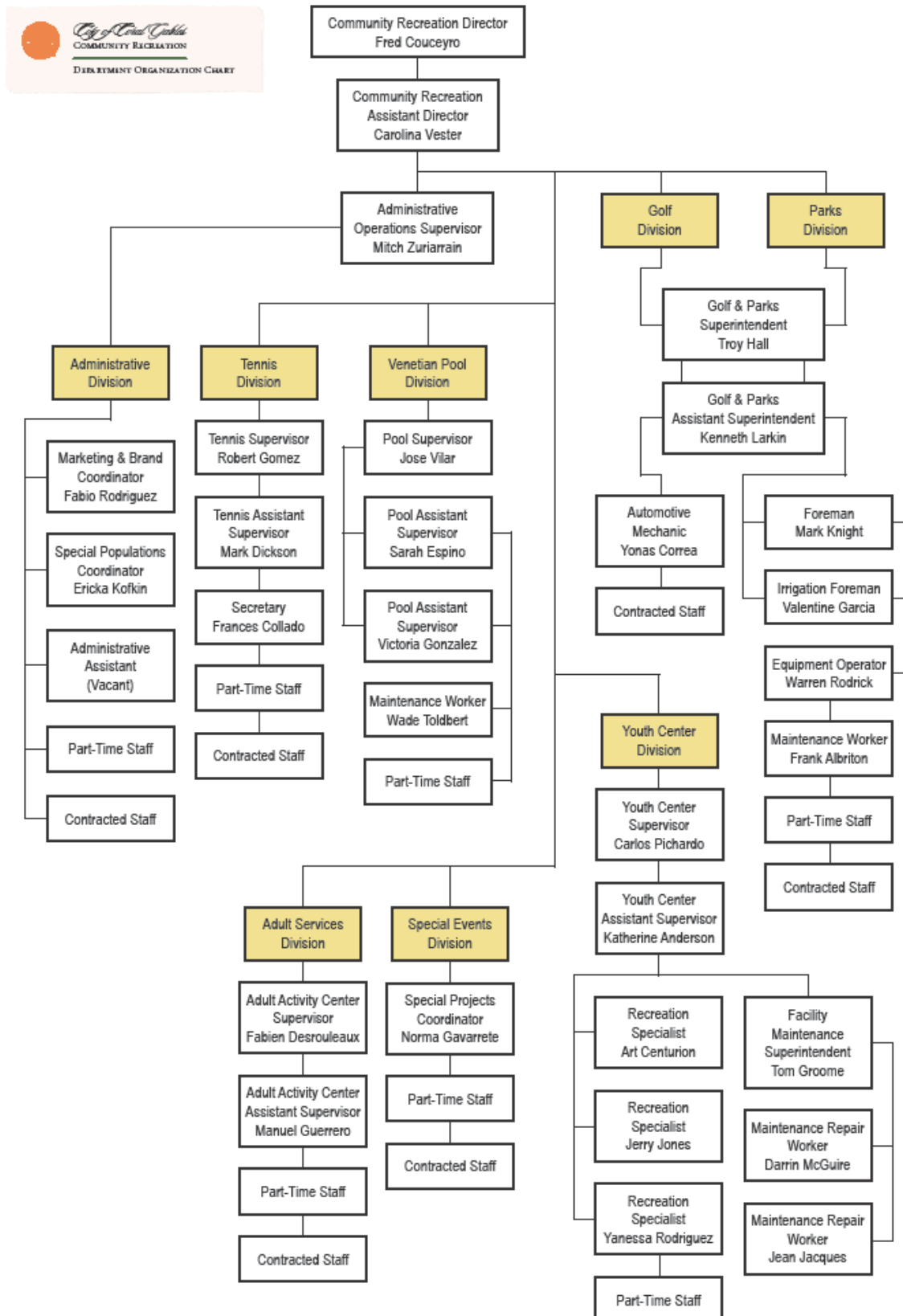
Recreation for all

Environmentally conscious

### **GOALS:**

- To create recreational opportunities and services that promotes individual growth, socialization, safety, positive interactions and family involvement.
- Committed to providing first class parks and facilities that fulfill community needs through safety, accessibility, convenience, manageability, and cleanliness, while preserving our historical character.
- To positively impact the lives of residents and guests with exceptional care, attentiveness and proactive responses.
- To inspire staff to perform beyond expectations and effectively implement Departmental values.
- To provide cost-effective services through responsible budgeting and increased revenues, while maintaining viability in the marketplace.

## C. Department Organizational Chart



## D. Core Programs, Services & Facilities



### Special Populations – Division 6000

The core function of the Accessible Recreation Program is to provide enjoyable recreational experiences to all participants through inclusive programming, accessible facility design and provision of accommodations.

The City of Coral Gables, Community Recreation Accessible Recreation Program is a three-tier initiative designed to identify and meet the recreational needs of underserved populations within the community.

Through the implementation of the Accessible Recreation Program, the Department provides accessible, inclusive and well-rounded recreational programs at all of its locations: Youth Center, Venetian Pool, Biltmore & Salvadore Tennis Centers & Granada Golf.

#### Program Objectives:

- Tier One: Inclusion - This phase provides immediate training and support to maximize inclusion opportunities for participants in existing City recreation programs. It develops and implements procedures to efficiently identify and meet the needs of incoming and existing program participants through accessibility, accommodations, training, and support.
- Tier Two: Adaptive Programming and Events - This phase establishes new programs and events specifically designed to meet the unique needs of special population groups within recreation.
- Tier Three: Transition Support - This phase introduces programs through external partnerships, to support young adults with disabilities to transition from recreation youth programs into volunteer positions to promote self-determination and provide valuable work experience.

Parks & Recreation - 6000 - Special Populations - Accessible Recreation					
PROGRAMMING MATRIX					
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
YEAR ROUND PROGRAMS (EXCLUDING SUMMER):					
Accessible Recreation Program	Inclusion Support for After Care, All Day Camp & other Activities	All Ages	No Cost	As Needed	<p>The objective of this program is to provide enjoyable recreational experiences to all participants through inclusive programming, accessible facility design and provision of accommodations. This program is a three-tier initiative designed to identify and meet the recreational needs of underserved populations within the community.</p> <p>Tier One: Inclusion This phase will provide immediate training and support to maximize inclusion opportunities for participants in existing City recreation programs.</p>

Parks & Recreation - 6000 - Special Populations - Accessible Recreation					
PROGRAMMING MATRIX					
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
YEAR ROUND PROGRAMS (EXCLUDING SUMMER):					
Accessible Recreation Program - Homework Club	Inclusion Support for After Care	All Ages	No Cost	Weekly	The objective of this program is to provide individualized or small group homework support to participants in the existing Accessible Recreation Program as part of the City's Special Populations initiative.
Special Olympics Bocce Program	General Recreation & Skill Instruction	Ages 8-15 & 16+	Resident: \$35 Non-Resident: \$45	Once a Week / 4 Week Session	This program provides adaptive and inclusive sports training with opportunities for competition in Bocce, which is a recognized Special Olympics Sport. Special Olympics programming provides opportunities for individuals with intellectual disabilities to develop physical fitness, demonstrate courage, experience joy, and strengthen friendships with their families and other Special Olympics athletes in the community. Registration is open to participants with and without disabilities.
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
World Music & Me - Inclusive Music Program	General Recreation & Skill Instruction	Ages 6-8 & 9-11	Resident: \$45 Non-Resident: \$55	Twice a Week / 4 Week Session	This program provides an opportunity for participants of all abilities to learn basic musical concepts at an introductory level, and to play real instruments in a fun and supportive environment. Concepts covered will include: rhythm, tempo, melody, pitch, dynamics, timbre, and lyrics. No prior music experience required. Registration is open to children with and without disabilities.
Gifts In Golf (GIG)	General Recreation & Skill Instruction	Ages 6-16	Resident: \$200 Non-Resident: \$225	Once a Week / 6 Week Session	The GIG – Gifts in Golf "Golfing with Autism" golf clinic offers an introduction to golf specifically designed for those individuals on the autism spectrum. Each clinic will run for 1.5 hours once a week for six consecutive class weeks.  Participants will be instructed on fitness exercise, golf basics, putting, chipping, pitching, full swing, golf etiquette, rules, and tournament play.
Events:					
Inclusive Sensory Friendly Family Showing & Resource Fair	Entertainment & Educational	All Ages	FREE	Twice a Year	This event takes place at the Coral Gables Art Cinema and is a family friendly event for all ages and abilities. Event includes: Popcorn & small drink. The Cinema auditorium will have lights turned slightly up and the sound turned slightly down. A quiet space and headphones will be made available as needed.
Adventure Day for All	Entertainment & Educational	All Ages	FREE	Annual	This event Embraces People of All Abilities In Celebration of Disability Awareness Month. It is a family friendly event for all ages and abilities and features a resource fair, challenges, crafts, live music, food trucks and other activities.

### Tennis – Division 6010

The City of Coral Gables operates two public tennis facilities. The Salvadore Park Tennis Center has 13 lighted clay courts and practice walls. The William H. Kerdyk Biltmore Tennis Center has 10 lighted hard courts and a large practice wall.

Private lessons and group clinics are available for players of all abilities and all instructors are USPTA or PTR certified. The facilities host USTA sanctioned tournaments, round robin competitions, adult and

junior league play, after school and Saturday group instruction as well as summer and holiday camps. Both centers use the USTA's new Youth Progression initiative using, transitional balls, smaller nets and reduced court sizes to make younger children's experience more age or level specific.

The Biltmore and Salvador Tennis Centers have also hosted the Junior Orange Bowl International Championships for over 54 years.

Program Objectives:

- To provide an average of 50,000+ hours of affordable court space for social play.
- Leagues are for players to have an opportunity to test their competitive skills against other competitors.
- Tournaments are for players to develop their competitive skills while displaying their technical skills.
- Tournaments also allow players to raise their state or national rankings, which in turn provide exposure to collegiate programs and scholarships.
- Tournaments also provide the City with an opportunity to gain exposure on a state and national level.
- Out of town players also bring revenue to the city through hotel sales, restaurants and other activities during their stay.

Parks & Recreation - 6010 - TENNIS					
PROGRAMMING MATRIX-2019					
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
YEAR ROUND PROGRAMS (EXCLUDING SUMMER):					
7 & Under Red Ball Clinic	Skill Instruction	Ages 5-7	Resident: \$18.00/HR Non-Res.: \$22.80/HR	13 & 15 Sessions M/W 6 Sessions Saturday	This class introduces your child to tennis using the USTA 7 & Under Tennis Method, which focuses on skill development, improving racquet skills, hand-eye coordination, balance and movement. A 36 foot court and games to develop skills, modified scoring, rallying, and larger red decompressed balls are used. Racquets between 19"-23" inches are required. Goals are set for players to have fun and enjoy the experience of learning the game of tennis by using correctly sized equipment and courts.
10 & Under Orange Ball Clinic	Skill Instruction	Ages 8-10	Resident: \$21.30/HR Non-Res.: \$26.50/HR	13 & 15 Sessions M/W 6 Sessions Saturday	This class introduces your child to tennis using the USTA 10 & Under Tennis Method, which focuses on skill development, rallying, developing core strokes, and improving their ability to play games or sets with a modified scoring format. A 60 foot court is used along with low-compression orange balls to maximize their learning experiences. Racquets between 25"-27" inches are required. Goals are for players to continue development of their tennis skills while understanding court positioning and basic strategy. Program coordinators will encourage participants to play on our team in the USTA's Junior Team Tennis League.
10 & Under Competitive Clinic	Skill Instruction	Ages 8-10	Resident: \$24.51/HR Non-Res.: \$30.92/HR	13 & 15 Sessions M/W	This class is for the experienced child participating in the USTA 10 & Under Tennis Pathway. This program will focus on skill development, point construction, tactics and strategies, developing core strokes and improve ability to play games or sets with correct scoring format. A 60 or 78 ft. court will be used with orange and green low-compression balls to maximize learning experiences. Racquets between 25"-27" inches are required. Players must play on our team in the USTA Junior Team Tennis League and compete within the USTA's 10 & Under Competitive Pathway. Program coordinator will provide league and tournament schedule.

## Parks & Recreation - 6010 - TENNIS

### PROGRAMMING MATRIX-2019

Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
<b>YEAR ROUND PROGRAMS (EXCLUDING SUMMER):</b>					
Junior Varsity Clinic	Skill Instruction	Ages 11-14	Resident: \$18.00/HR Non-Res.: \$22.80/HR	14 & 15 Sessions Tu/Thu	This program is for students who aspire to play on their middle school team. Players that have turned 11 years of age but did not complete the 10 and under USTA competitive pathway will graduate to the Junior Varsity program. The more advanced players will be encouraged to participate in the USTA's Junior Team Tennis League. Classes will cover shot placement, strategy, stroke development, and point play. Players must bring their own racquet. Proper tennis shoes are required.
Varsity Clinic	Skill Instruction	Ages 14-18	Resident: \$18.00/HR Non-Res.: \$22.80/HR	14 & 15 Sessions Tu/Thu	This program is for students who aspire to play on their high school team. Some players may play the occasional USTA L7 or L6 tournament but are not on a competitive track full time. Classes will cover shot placement, strategy, stroke development, and point play. Participants must bring racquets and proper tennis shoes.
High Performance	Skill Instruction	Ages: 9-19	Resident: \$24.70/HR Non-Res.: \$30.90/HR	12 Sessions Tu/W/Th	This clinic is for the competitive junior player. Includes tactical development, match play, as well as foot work and conditioning. Players in this program need to be competing at the USTA local, state or national level. Acceptance into this program is subject to staff approval.
High Performance	Skill Instruction	Ages: 9-19	Resident: \$24.70/HR Non-Res.: \$30.90/HR	8 Sessions Tu & W; Tu & Th; or W & Th	This clinic is for the competitive junior player. Includes tactical development, match play, as well as foot work and conditioning. Players in this program need to be competing at the USTA local, state or national level. Acceptance into this program is subject to staff approval.
Adult Beginners Clinic	Skill Instruction	Ages: 18+	Resident: \$18.00/HR Non-Res.: \$22.80/HR	8 Sessions Tuesdays	This program is for the beginner to advanced beginner level adult wanting to learn the fundamentals of the game. The clinic will cover court positioning, stroke production, movement, shot placement and games.
Adult Beginners Clinic	Skill Instruction	Ages: 18+	Resident: \$18.00/HR Non-Res.: \$22.80/HR	7 Sessions Thursdays	This program is for the beginner to advanced beginner level adult wanting to learn the fundamentals of the game. The clinic will cover court positioning, stroke production, movement, shot placement and games.
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
<b>YEAR ROUND PROGRAMS (EXCLUDING SUMMER) CONTINUED:</b>					
Adult Intermediate Clinic	Skill Instruction	Ages: 18+	Resident: \$18.00/HR Non-Res.: \$22.80/HR	7 & 8 Sessions Tuesdays	This program is for the intermediate level adult rated 2.5 to 3.0 in the USTA's NTRP rating system. Participants will do drills and play games designed to improve their shot placement and court positioning skills while incorporating a variety of tactics and strategies.
Adult Advance Clinic	Skill Instruction	Ages: 18+	Resident: \$27.70/HR Non-Res.: \$29.40/HR	6 Sessions Tuesdays	This co-ed program is for students who have a solid USTA NTRP rating of 3.5 or better. Women in this program typically have a rating of 4.0 or higher. Men in this program are typically rated 3.5 or higher. Classes will cover shot placement, strategy, stroke development, and point play. Proper tennis shoes are required. Participants must be approved by the program coordinator or have participated in the program previously.
Ladies 2.5 Team Clinic	Team Practice, 2.5 Level	Ages: 18+	Resident: \$31.43.70/HR Non-Res.: \$38.85/HR	7 & 8 Sessions Tuesdays	This program is designed for 2.5 female team members for team practice only. Patterns of play, stroke development, movement and tactics are the focus of the program. This program only meets on Tuesdays. Advanced registration required. Participants must supply their own racquet and proper tennis shoes are required.

## Parks & Recreation - 6010 - TENNIS

### PROGRAMMING MATRIX-2019

Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
Ladies 3.0-4.0 Doubles Drills	Doubles Skills Instruction	Ages: 18+	Resident: \$30.00/HR Non-Res.: \$35.00/HR	Once a week, 15 Individual classes Thursdays	This program is designed for women who have a rating between 3.0 - 4.0 in the USTA's NTRP system. Doubles & singles patterns of play, stroke development, movement and tactics are the focus of the program. Players will be grouped to their level.
<b>SUMMER PROGRAMS:</b>					
My First Tennis Camp	Tennis Camp	Ages: 4-5	Residents: \$105 Non-Res: \$131	9 Weekly Sessions	This program introduces the sport of tennis in a fun and interactive way to "little ones." By using modified equipment consisting of large red, low-compression balls, shorter length racquets, and reduced sized court dimensions and net height. Emphasis in the development of fundamental movements, agility and coordination alongside certified tennis professionals.
Smash & Splash, Junior Tennis Camp	Tennis Camp	Ages: 6-16	Residents: \$345 Non-Res: \$432	9 Weekly Sessions	This is a progressive development camp that will teach your child the necessary skills to be successful in tennis while in a relaxed and friendly environment. Campers will break from the heat with a daily field trip to the historic Venetian Pool for a swim and lunch. Players displaying competitive skills may be identified by their coaches and invited to play against local parks and clubs in team match. Children will be divided into groups by age and skill level providing your aspiring tennis star with the most encouraging atmosphere to learn and advance.
High Performance Competitive Training Camp	Tennis Camp	Ages: 9-19	Residents: \$386 Non-Res: \$483	9 Weekly Sessions	This camp is for the competitive junior player. Includes tactical development, match play, as well as foot work and conditioning. Players in this program need to be competing at the USTA local, state or national level. Acceptance into this program is subject to staff approval. Participants need to bring their own lunch.
Adult Beginners Clinic	Skill Instruction	Ages: 18+	Resident: \$18.00/HR Non-Res.: \$22.80/HR	8 Sessions Thursdays	This program is for the beginner to advanced beginner level adult wanting to learn the fundamentals of the game. The clinic will cover court positioning, stroke production, movement, shot placement and games.
Adult Intermediate Clinic	Skill Instruction	Ages: 18+	Resident: \$18.00/HR Non-Res.: \$22.80/HR	9 Sessions Tuesdays	This program is for the intermediate level adult rated 2.5 to 3.0 in the USTA's NTRP rating system. Participants will do drills and play games designed to improve their shot placement and court positioning skills while incorporating a variety of tactics and strategies.
Adult Advance Clinic	Skill Instruction	Ages: 18+	Resident: \$27.70/HR Non-Res.: \$29.40/HR	9 Sessions Tuesdays	This co-ed program is for students who have a solid USTA NTRP rating of 3.5 or better. Women in this program typically have a rating of 4.0 or higher. Men in this program are typically rated 3.5 or higher. Classes will cover shot placement, strategy, stroke development, and point play. Proper tennis shoes are required. Participants must be approved by the program coordinator or have participated in the program previously.
Ladies 2.5 Team Clinic	Team Practice, 2.5 Level	Ages: 18+	Resident: \$31.43.70/HR Non-Res.: \$38.85/HR	9 Sessions Tuesdays	This program is designed for 2.5 female team members for team practice only. Patterns of play, stroke development, movement and tactics are the focus of the program. This program only meets on Tuesdays. Advanced registration required. Participants must supply their own racquet and proper tennis shoes are required.
Ladies 3.0-4.0 Doubles Drills	Doubles Skills Instruction	Ages: 18+	Resident: \$30.00/HR Non-Res.: \$35.00/HR	Once a week, 9 Individual classes Thursdays	This program is designed for women who have a rating between 3.0 - 4.0 in the USTA's NTRP system. Doubles & singles patterns of play, stroke development, movement and tactics are the focus of the program. Players will be grouped to their level.

## Aquatics – Venetian Pool – Division 6020

Aquatics programs and special events are offered at the historic Venetian Pool, which is one of the City's most beautiful and popular historical landmarks. The Pool has been enjoyed by hundreds of thousands of people from all over the world since its creation from a coral rock quarry in 1923. The most distinguishing feature of the pool is the 820,000 gallons that is fed by spring water from an underground aquifer and which is drained daily during the peak summer months.

Adult and youth swim lessons, the Jr. Lifeguard Camps, Guard Start and Lifeguard Certification programs are offered to encourage water safety and skills training in a fun environment. Special events such as the Paws in the Pool dog swim have become a community favorite bringing people from different backgrounds and communities to share their love for dogs.

### Program Objectives:

- Preserve the historic integrity while providing access to members, residents, and local and international visitors.
- Create fun and safety centered programs with a focus on aquatic safety.
- Low cost swim lessons that are based on level and skill development.
- Maintain a safe environment through lifeguard training.

Parks & Recreation - 6020 - VENETIAN POOL					
PROGRAMMING MATRIX					
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
<b>MEMBERSHIPS:</b>					
Annual Membership (Individual and multiple person household)	Self-Directed, General	Ages 3 and Above	Resident Individual: \$315 Non-Resident Individual: \$690 Resident Family: \$610 Non-Resident Family: \$1365	Annual	Ten-month Membership for the Venetian Pool.
<b>SPRING PROGRAMS:</b>					
Jr. Lifeguard Spring Break Camp	General Recreation & Skill Instruction	<b>Team Rescuers:</b> Ages 5-7 <b>Team Life Savers:</b> Ages 8-12	Resident: \$180 Non-Resident: \$210	Five Day Camp	This one week camp program is geared towards teaching children water safety through the eyes of a lifeguard. Participants will have the opportunity to learn CPR, first aid and water rescue skills in a fun yet challenging way. Program includes swim lessons, t-shirt, whistle, lunch and snack. Participants must bring towel, sunscreen and a change of clothes.
Adult Swim Lessons	Skill Instruction	Ages 18 years old and above	Resident: \$40 Non-Resident: \$50	Two Sessions: Four Classes	Learning how to swim is essential at any age! Whether you are looking to learn how to swim or simply improve your strokes and skills, our instructors will work with your individual skills and needs. Classes are semi-private.
Community Lifeguard Course	Skill Instruction & Certification	Ages 16 years old and above	Resident: \$220 Non-Resident: \$220	Six Day Course	The Venetian Pool offers a community lifeguard certification course where students learn valuable lifesaving skills and get hands on training from experienced lifeguard instructors. Program Prerequisites: 200 yard swim without stopping using Freestyle or Breast stroke - Two minute tread with hands above the water - Ten pound brick retrieval from the 8ft section of the pool.
Lifeguard Re-Certification Course	Skill Instruction & Certification	Ages 16 years old and above	Resident: \$130 Non-Resident: \$130	Three Sessions: Two Day Course	The Venetian Pool offers a re-certification course for lifeguards looking to renew their certification or E&A license. Program Prerequisites: 200 yard swim without stopping using Freestyle or Breast stroke - Two minute tread with hands above the water - Ten pound brick retrieval from the 8ft section of the pool.

## Parks & Recreation - 6020 - VENETIAN POOL

### PROGRAMMING MATRIX

Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
<b>SUMMER PROGRAMS:</b>					
Jr. Lifeguard Full Day Camp	General Recreation & Skill Instruction	<b>Team Rescuers:</b> Ages 5-7 <b>Team Life Savers:</b> Ages 8-12	Resident: \$300 Non-Resident: \$370	Five Sessions: Ten Day / Two Week Camp	This two week camp program is geared towards teaching children water safety through the eyes of a lifeguard. Participants will have the opportunity to learn CPR, first aid and water rescue skills in a fun yet challenging way. Program includes swim lessons, t-shirt, whistle, lunch and snack. Participants must bring towel, sunscreen and a change of clothes. Early drop-off and late pick-up included.
Fun In The Sun Half Day Camp	General Recreation	Ages 7-12	Resident: \$95 Non-Resident: \$110	8 Sessions: Five Day / One Week Half Day Camp	This camp is completely recreational. Campers will enjoy time in the pool with experienced staff that will provide games and outdoor fun. Participants must bring: towel, sunscreen and a change of clothes. Program includes snack and t-shirt. Late pick-up included.
Guard Start: Lifeguard Aid Course	Skill Instruction & Certification	Ages 12-15	Resident: \$100 Non-Resident: \$115	Five Day / One Week Half Day Course	This program is an advanced course geared towards teaching water safety through the eyes of a lifeguard. Participants will have the opportunity to learn and earn a certificate of completion in CPR, AED and First Aid management. Upon successful completion of the course, graduates 15 years and above may volunteer and earn community service hours by assisting camp counselors during the Jr. Lifeguard Camp. Participants must bring: towel, sunscreen and a change of clothes.
Learn to Swim Program	Progressive Skill Instruction	Ages 5-18	Resident: \$55 Non-Resident: \$65	Five Sessions: Ten Day / Two Week 35minute Lesson	Classes are taught by volunteers of the Venetian Aquatic Club which consists of Red Cross volunteers since 1959. Level I: Introduction to water skills – offered all sessions, all times. Level II: Fundamental Aquatic Skills – offered all sessions, all times. Level III: Stroke Development - offered all sessions, all times. Level IV: Stroke Improvement - offered all sessions, all times. Level V: Stroke Refinement – offered all sessions – 8:30 a.m. & 9:10 a.m. ONLY. Level VI: Stroke Proficiency – offered all sessions – 9:50 a.m. ONLY
Water Safety Aid Course	Skill Instruction	Ages 11 years old and above	Resident: \$50 Non-Resident: \$60	Nine Day / Two Week Course	Participants must have completed and passed Level VI and be 11 years of age. After successful completion of course, graduates 15 years and above may volunteer to assist swim instructors as Junior Aides.
Adult Swim Lessons	Skill Instruction	Ages 18 years old and above	Resident: \$65 Non-Resident: \$75	Three Sessions: Nine Day / Three Week Course	Learning how to swim is essential at any age! Whether you are looking to learn how to swim or simply improve your strokes and skills, our instructors will work with your individual skills and needs. Classes are semi-private.
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
Community Lifeguard Course	Skill Instruction & Certification	Ages 16 years old and above	Resident: \$220 Non-Resident: \$220	Six Day Course	The Venetian Pool offers a community lifeguard certification course where students learn valuable lifesaving skills and get hands on training from experienced lifeguard instructors. Program Prerequisites: 200 yard swim without stopping using Freestyle or Breast stroke - Two minute tread with hands above the water - Ten pound brick retrieval from the 8ft section of the pool.
<b>FALL PROGRAMS:</b>					
Adult Swim Lessons	Skill Instruction	Ages 18 years old and above	Resident: \$40 Non-Resident: \$50	Two Sessions: Four Classes	Learning how to swim is essential at any age! Whether you are looking to learn how to swim or simply improve your strokes and skills, our instructors will work with your individual skills and needs. Classes are semi-private.
Community Lifeguard Course	Skill Instruction & Certification	Ages 16 years old and above	Resident: \$220 Non-Resident: \$220	Six Day Course	The Venetian Pool offers a community lifeguard certification course where students learn valuable lifesaving skills and get hands on training from experienced lifeguard instructors. Program Prerequisites: 200 yard swim without stopping using Freestyle or Breast stroke - Two minute tread with hands above the water - Ten pound brick retrieval from the 8ft section of the pool.
Yoga and Swim Series	Skill Instruction	Ages 13 years old and above	Pool Admission Cost	45 Minute Class every 2 weeks	Venetian Pool opens free yoga to participants ages 13 and up every 2 weeks starting on October. Yoga is a great way to exercise and improve your health. By purchasing your daily admission and registering at VPinfo@coralgables.com you will be able to enjoy the 45 minute yoga session and an entire day of swimming at the Hsotric Venetian Pool. Classes fill up at 20 participants.

Parks & Recreation - 6020 - VENETIAN POOL					
PROGRAMMING MATRIX					
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
Events:					
Paws In The Pool: Dog Swim	Special Event	Dogs and humans ages 3 & up	Humans: \$4 Dogs: \$6	Two 3-Hour Sessions	The Venetian Pool opens its doors on the first Sunday of every October for it's annual dog swim. The pool offers two sessions to accommodate both small and large dogs. Proof of current rabies vaccination is required. Only those accompanied by a dog will be permitted to enter the facility. All dogs must remain leashed when not in the pool. Any dog showing signs of aggression will be asked to leave. Tickets will be sold at the door; 200 dog maximum per session.
Romance Under the Stars	Special Event	Ages 21 and Above	\$75/ adult	Valentines Day 6:00 PM - 10:00 PM	Annual Valentines Dinner Dance at the Venetian Pool. Admission is \$75 per adult.

### Golf – Biltmore & Granada Golf Course - Division 6030

The Granada Golf Course is the oldest operating 9 hole golf course in Florida. The course was built to offer Coral Gables residents the opportunity to play golf in a residential community just seconds away from the downtown business area. Over 37,000 rounds are played annually. In order to accommodate the regular golfer and expand its scope, Granada offers golf instruction programs and events for recreational or beginner golfers as well as introductory and inclusive programming for the youth.

#### Program Objectives:

- Provide municipal rates at Granada in comparison to the high cost of private competitors.
- To introduce new golfers to the game.
- Develop loyalty programs to grow a customer database
- Provide youth programming that is both inclusive and instructional.

Parks & Recreation - 6030 - GOLF					
PROGRAMMING MATRIX					
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
Biltmore Golf Course:					
Golf Channel Academy	Skill Instruction	Ages 5 and Above	Private (2 hrs): \$250.00 Semi-Private (2 hrs): \$350.00 Package of 5 private (2 hr) lessons: \$1,200 Package of 5 semi-private (2 hr) lessons: \$1,600	Year round availability Arrangement of lessons are established with Golf professional and clientele	The Golf Channel Academy team provides players with the opportunity to improve at a rapid pace by teaching how to succeed through testing, proper instruction, detailed structure, accountability & positive motivation. Multiple program options are available to accommodate a wide range of skill, from the new golfer to an elite level player.
Golf Schools	Skill Instruction	Ages 5 and Above	Private 2 day school (8 hours) \$1,000 Semi-Private 2 day school (8 hours) \$1,450 Private 3 day school (12 hours) \$1,450 Semi-Private 3 day school (12 hours) \$2,000	Year round availability Arrangement of lessons are established with Golf professional and clientele	This golf school was created for the existing golfer that wants to maximize their current abilities. Every school begins and ends on the golf course and in between will be a combination of high-tech analysis and testing, along with full swing, short game and warm-up routine constructions. We're not only going to create the momentum you need to improve, but also teach you how to keep that momentum going after you leave us.

## Parks & Recreation - 6030 - GOLF

### PROGRAMMING MATRIX

Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
<b>Biltmore Golf Course:</b>					
Golf Academy Clinics	Skill Instruction	Ages 5 and Above	\$60 - per person, per 1 hour session, \$225 - per person, monthly	Year round availability Arrangement of lessons are established with Golf professional and clientele	
Corporate Clinics	Skill Instruction	Ages 18 years old and above	\$250 prepaid minimum for up to 5 students. \$500 prepaid deposit for clinics over 20 students. Each additional student is \$35 per hour. Each additional hour will be charged at \$35 per student, per hour.	Year round availability Arrangement of lessons are established with Golf professional and clientele	
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
<b>Biltmore Golf Course: Continued</b>					
Adult Lessons and Packages	Skill Instruction	Ages 18 years old and above	\$125 - 1 hour \$175 - 90 minutes \$25 - per additional person, per hour <b>Packages:</b> \$360 - 3 lessons \$550 - 5 lessons \$1000 - 10 lessons <b>Semi-Private Package:</b> \$435 - 3 lessons \$675 - 5 lessons \$1250 - 10 lessons	Year round availability Arrangement of lessons are established with Golf professional and clientele	
Playing Lesson Packages	General Recreation & Skill Instruction	Ages 18 years old and above	\$250 - 2 hour playing lesson \$400 - 4 hour playing lesson \$1000 - (5) 2 hour playing lessons \$1500 - (5) 4 hour playing lessons	Year round availability Arrangement of lessons are established with Golf professional and clientele	
Junior Development Program	General Recreation & Skill Instruction	Tuesday: Ages 10-12 Wednesday: Ages 5-9 Saturday: Ages 5-12	Prices: <b>Tu &amp; W</b> \$140/month or \$45/session; <b>Sat</b> \$170/month or \$55/session	<b>Tuesdays</b> Time: 5:00 p.m – 6:00 p.m. <b>Wednesdays</b> Time: 5:00 p.m – 6:00 p.m <b>Saturdays</b> Time: 12:30 p.m – 2:00 p.m	Our long term athletic development program will be a nine month program that mirrors the school year. The junior golfer will be matched up with other juniors of the same skill level. The lesson plans are all tailored to the each specific skill group. It is a system in which the junior player will progress through various golf and athletic skill levels. Once a level has been completed they will move onto the next level. Each level will build up on the skills of the previous level.
<b>Granada Golf Course:</b>					
Afterschool Golf	General Recreation & Skill Instruction	Ages 6-16	Resident: \$200 Non-Resident: \$225	Once a Week / 6 Week Session	The "KIDS Swing into Golf" program is an instructional program designed and instructed by PGA Certified Professional Philip Argianas, 6 times a awarded winner of the JUNIOR GOLF LEADER AWARD presented by the "PGA" Professional Golfers Association. The program is designed to meet the needs of junior golfers with Down Syndrome, while working with their "abilities". The program is sure to provide fun, and benefit each student with increased awareness, self-control, self discipline and respect for other fellow golfers.

Parks & Recreation - 6030 - GOLF					
PROGRAMMING MATRIX					
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
Granada Golf Course: Continued					
Gifts In Golf (GIG)	General Recreation & Skill Instruction	Ages 6-16	Resident: \$200 Non-Resident: \$225	Once a Week / 6 Week Session	This instructional program encourages participants to enjoy and learn to play golf. Students will have an opportunity to participate in games and challenges based on skill level and will be instructed in chipping, pitching, iron play, long driving, golf course play, golf rules and golf etiquette.
Golf Summer Camp: Full Day	General Recreation & Skill Instruction	Ages 6-16	\$450	Monday-Friday / Weekly	This instructional program encourages participants to enjoy and learn to play golf. Students will have an opportunity to participate in games and challenges based on skill level and will be instructed in chipping, pitching, iron play, long driving, golf course play, golf rules and golf etiquette.
Golf Summer Camp: Half Day	General Recreation & Skill Instruction	Ages 6-16	\$225	Monday-Friday / Weekly / AM & PM	This instructional program encourages participants to enjoy and learn to play golf. Students will have an opportunity to participate in games and challenges based on skill level and will be instructed in chipping, pitching, iron play, long driving, golf course play, golf rules and golf etiquette.

## Youth Recreation – Youth Center – Division 6050

### Athletics

The athletics programs offered through the Parks and Recreation Division of the City of Coral Gables provide both physical and social interaction opportunities for many age groups ranging from youth to seniors. These programs attract both local residents and those living in the surrounding areas. Opportunities provided include weekly practices, team and coach clinics and the scheduling of games. Leagues are run by a Recreation Specialist who is responsible for communications between the coaches, players and parents to promote a positive and cooperative environment in the gym or on the field. The Parks and Recreation Division also provides open parks spaces to allow for individual sports activities outside the main facilities. Whether sanctioned or not, physical sports activities provided by the Parks and Recreation Division create opportunities for all patrons to both participate and recreate.

#### Program Objectives:

- Youth sports programs including Flag Football, Volleyball, Soccer, Basketball, Baseball, Softball, Tennis and Gymnastics allow participants to create positive relationships with coaches, teammates, friends and opponents within a recreational setting.
- Provide a wide range of sports participation activities that contribute to the participant's social and physical wellbeing.
- Create lasting relationships between community members and participants to encourage community participation and support.
- Provide open space for free play in all types of athletic endeavors.
- Maintain positive relationships with other league managers and officials to develop lasting relationships.
- Build character and self-esteem as participants learn team work and problem solving skills in a fun environment.

## Gymnastics

The gymnastics programs are designed to provide instruction at all levels of ability for youth participants. These programs include camps, clinics, team training and individual skill sessions that are focused on improving both techniques and strength in a nurturing environment. Gymnastic activities and exercises are used to introduce toddlers to physical body awareness and special recognition. The community of Coral Gables sees the need for physical activities that teach younger children about movement and balance to enhance development.

### Program Objectives:

- Designed to provide educational opportunities in an active environment for youth participants of all ages.
- Instruct participants on proper technique and gymnastics skill-specific execution.
- Offer a progressive program for all ability levels that fosters advancing through levels as participant's age up.
- Create a unique environment with exceptional facilities and equipment at an affordable price for the consumer.

## Youth Development (Teens) - Teens Outside Camp

The Teens Outside program is an outdoor recreation program designed to get teens in grades 6-9 active in the great outdoors. Through a variety of outdoor experiences, environmental education, conservation and stewardship, youth learn, engage and have fun while building an environment of community leadership and empowerment. All trips and activities are researched by City of Coral Gables Parks and Recreation personnel to provide the safest environment for all teens - no matter their level of experience. Some trips require the services of guides from independent contractors.

### Program Objectives:

- Give the opportunity for teens to have a heightened awareness of one's surroundings.
- Build Self-esteem & self confidence
- Create an opportunity of leadership skills while interacting with positive role models.
- To create a mentor program through our teens.

## Health/Wellness

The Health and Wellness program is designed to develop a healthy community through fitness and wellness activities for all ages. The program equips toddlers to older adults the tools to engage in a healthy lifestyle by participating in wide range of activities which includes, gymnastics, sports conditioning classes, fitness exercises, Dancercise, martial arts, health lectures, workshops, tennis and aquatics. Individuals 15 years and older can enhance their fitness by working out at the Fitness Gym. During our world-wide day of play children are encouraged to come out to our parks and participate in a wide range of physical activities. At the event children are also educated on healthier nutritional eating habits and productive lifestyles. In addition an Annual Senior Health Fair is held to culminate the health and wellness program for older participants.

### Program Objectives:

- Instruction on the proper use of fitness center and training equipment.
- Opportunity for participants to engage in specialized fitness activities.
- To foster a more health conscious community awareness and overall healthy lifestyle practices.
- Promote healthy living that integrates daily physical routines and healthy decisions.
- Offer programs that cater to all ages that will result in a healthier Gables community
- Provide a wide range of health and wellness programs that meet the interest needs of all ages.

#### Arts, Culture, and Heritage

Participants are afforded opportunities to participate in a variety of arts and cultural activities. Classes and programs includes: Miami Children's Theater camps, main stage productions and live performance shows.

#### Program Objectives:

- Provide a place for artist and the arts to call home.
- Educating the public about the importance of arts – therefore increasing the appreciation of history, arts and culture in our community.
- Create partnerships to encourage the presentation of participation of the arts and culture.

Parks & Recreation - 6050 - Youth Center							
PROGRAMMING MATRIX							
	Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Skill Level:	Program Summary:
MEMBERSHIPS:							
<i>Memberships</i>	<i>Full Membership</i> (Individual and multiple person household)	Self-Directed, General	Ages 1 - 100+	Individual (full-time college student) Resident: \$227 Non Resident: \$339 Individual (Senior ages 55+) Resident: \$227 Non Resident: \$339 Individual (Ages 15+) Resident: \$302 Non Resident: \$486 Two-person Household (Seniors 55+) Resident: \$273 Non Resident: \$384 Two-person Household: Resident: \$378 Non Resident: \$641 Three or more person household: Resident: \$565 Non Resident: \$942	Year Round	All levels	Full Youth Center members will have full access to the Youth Center programming within their specific age group. Each full member receives a 25% discount on all programming offered at the Youth Center. They also are given the privilege of registering first for any program when registration begins. They are allowed access to the Discovery Zone Play Area and can drop off children in the Youth Center Toddler Room while working out. The indoor gymnasium and fitness center allow the participant to increase health, strength and wellness through a variety of physical activities.
	<i>Fitness Membership</i> (Individual and multiple person household)	Self-Directed, General	Ages 15 - 100+	Individual (full-time college student) Resident: \$152 Non Resident: \$227 Individual (Senior ages 55+) Resident: \$152 Non Resident: \$227 Individual (Ages 15+) Resident: \$227 Non Resident: \$339 Two-person Household (Seniors 55+) Resident: \$182 Non Resident: \$302 Two-person Household: Resident: \$302 Non Resident: \$489 Three or more person household: Resident: \$378 Non Resident: \$641	Year Round	All levels	Fitness members are permitted to use the fitness center and indoor gymnasium. Fitness members also receive discounts on fitness and wellness classes such as Yoga, Zumba and Sculpting and Definition classes.

## Parks & Recreation - 6050 - Youth Center

### PROGRAMMING MATRIX

	Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Skill Level:	Program Summary:
<b>PROGRAMS:</b>							
<b>Aftercare Programs</b>	Club PLAY	General Recreation	Ages 5 - 12 K- 5th grade	Member: \$280 Resident: \$373 Non-Resident: \$466	Ten Day / Two Week Camp	General skill level	The goal of this program is to provide a well-rounded recreational program with emphasis on teamwork, friendship, sportsmanship, discovery, and FUN! Kids will participate in different activities including free play, homework time and outdoor recreation each day.
	Club PLAY All Day	General Recreation	Ages 5 - 12	Member: \$27 Resident: \$36 Non-Resident: \$45	One Day	General skill level; K- 5th grade	The goal of this program is to provide a well-rounded recreational program with emphasis on teamwork, friendship, sportsmanship, discovery, and FUN! This is extension of the aftercare program, where participants will play games, participate in sports and try new activities.
	Afterchool Chess	General Recreation	Ages 5 - 12	Member: \$90 Resident: \$120 Non-Resident: \$160	4 weeks	General skill level	The goal of this program is that the child will be taught the fundamentals of playing chess and develop analytical, synthetic and decision-making skills, which they can transfer to real life.
<b>Performing Arts Programs</b>	Dance Baby Dance	Skill Instruction and Education	Ages 18 months- 4 years old	Member: \$70 Resident: \$87 Non-Resident: \$109	6 weeks	General skill level	This class is designed to introduce sound and movement to the baby through the parent. Mommy/daddy will be taught basic level steps of Salsa, Merengue, Bachata, Waltz, Tango, Rumba, Fox-Trot, and Cha Cha Cha. Experience the best way to build rhythm and coordination for both baby and parent.
	Lets Dance	Skill Instruction and Education	I: Ages 5-8 II: Ages 9-12	Member: \$70 Resident: \$92 Non-Resident: \$115	4 weeks	General skill level	With this program the child will explore all the basic fundamentals of the Art of Dance, introducing them to a range of styles such as: Ballet, Jazz, Modern/Contemporary, and Hip Hop. Let your kids have fun in a class instructed by a professional dance teacher that will move through warm up, stretch, choreography, and performance.
	Feel The Beat	Skill Instruction and Education	Ages 13-17	Member: \$70 Resident: \$92 Non-Resident: \$115	4 weeks	General skill level	Ballroom dancing is one of the best ways to create social skills and discipline for your children in a very fun environment. This program is open for both boys and girls and will introduce them to the styles of American Ballroom: Waltz, Tango, Foxtrot and Viennese Waltz and American Rhythm: Cha Cha Cha, Rumba, Swing, Bolero and Mambo. All lessons will be led by a certified ballroom dance instructor.
	Performing Arts by Miami Children's Theater Productions	General Recreation	Ages 6-15 yrs	Member: \$234-239 Resident: \$312-318 Non-Resident: \$390-398; Prices vary to Play Production	8-14 Weeks; Dates Vary on Play Production	General skill level	Each show allows the children to develop their self-confidence, vocalization and creativity. Shows include various characters and scenes and allow participants an opportunity to experience new things. The end result is each child feeling a tremendous sense of accomplishment.
<b>Design Programs</b>	Bricks4Kidz	Skill Instruction and Education	Ages 5-12 yrs	Member: \$224 Resident: \$288 Non-Resident: \$368	8 weeks	General skill level	This program focuses on the design and creation of Lego structures. Bricks4Kidz instructs participants on how to build models and follow instructions to create figures and scenes. Participants will learn mechanical skills in a fun and interactive environment.
<b>ATHLETICS:</b>							
<b>Athletic Programs</b>	Blue Devils Coach Pitch Baseball	Skill Instruction	Boys Ages 6-7	Member: \$221 Resident: \$289 Non-Resident: \$357	18 Weeks	Beginners to Advanced	Blue Devils Coach Pitch program is an instructional baseball program where participants will learn the fundamentals of baseball while playing in a league. Participants will receive specialized instruction on throwing, catching, batting, fielding and agility. Players will learn all aspects of baseball to prepare them for the next level of play.
	Blue Devils Skills Training Baseball	Skill Instruction	Boys Ages 8-12	Member: \$244 Resident: \$325 Non-Resident: \$406	18 Weeks	Beginners to Advanced	The Blue Devils Baseball training program is an instructional baseball program where participants will learn the fundamentals of baseball from experienced and expert coaches. Participants will receive specialized instruction on batting, pitching, fielding and agility.
	Blue Devils Softball Skills Training	Skill Instruction	Girls Ages 8-13	Member: \$175 Resident: \$226 Non-Resident: \$275	11 Weeks	Beginners to Advanced	The Blue Devils Softball training program is an instructional softball program where girls will learn the fundamentals of softball from experienced and expert coaches. Participants will receive specialized instruction on batting, pitching, fielding and agility.

Parks & Recreation - 6050 - Youth Center							
PROGRAMMING MATRIX							
ATHLETICS:							
	Youth Basketball League	Skill Instruction & League Play	Ages 7-14	Member: \$170 Resident: \$226 Non-Resident: \$283	16 Weeks	Beginners to Advanced	The mission of the program is to provide community youth with a recreational basketball opportunity. The program has adopted the philosophy of a fun, non-pressured, 'athlete first and winning second', environment. To ensure the quality of the athletic program, children need the parents' commitment to attend practices and games.
	Business Basketball League	General Recreation & League Play	Ages 18 years old and above	Fees:\$524 Per Team	8 Weeks	General skill level	The Coral Gables Business League is an adult basketball league offered for team registration only. All individuals on each team must be affiliated with the same business, no exceptions will be made. Skill level of teams may vary. A pay stub for each business will be required for registration.
	Flag Football	League Competition	Ages 7 -14 yrs	Member: \$170 Resident: \$226 Non-Resident: \$283	12 Weeks	Beginners to Advanced	The mission of this program is to provide this community's youth with a recreational opportunity. The program has adopted the philosophy of a fun, non-pressured, "athlete first and winning second" environment. The flag football program is designed to cover basic fundamentals such as running, catching, throwing and flag pulling.
	Kidokinetics	Skill Instruction and Education	Ages 2-7 yrs	Member: \$72 Resident: \$96 Non-Resident: \$120	7 Weeks	General skill level	The "Fun Way to Fitness" with Kidokinetics. Your child will learn a new sport each week and be introduced to the basics of each sport in a fun and non-competitive atmosphere. Activities include soccer, hockey, tennis, basketball, volleyball, frisbee, golf, hula hoops, obstacle courses, Tball and much more. New addition to our curriculum, children will learn basic anatomy and physiology facts weekly. All classes are lead by experienced coaches in a fun and safe environment for learning. Kidokinetics focuses on individual achievement to improve the child's self confidence.
	Under 8 Soccer	League Competition	Ages 5-8	Member: \$170 Resident: \$226 Non-Resident: \$283	11 Weeks	Beginners to Advanced	The mission of this program is to provide community youth with a recreational soccer opportunity. It focuses on fundamentals, skill development and sportsmanship. Drills such as dribbling, passing, shooting and game situations are all part of our program.
	Coral Gables Travel Soccer Program	League Competition	Ages 8-18	Member: \$212 Resident: \$282 Non-Resident: \$353	32 Weeks	Beginners to Advanced	The Travel Soccer program (Member of FYSA-Florida Youth Soccer Association) provides youth players the opportunity to participate in competitive and recreational league play. (Divisions 1, 2 and 3). Teams will compete against other age groups teams in the South Florida area and have the opportunity to qualify for league and championship tournaments. Practices and home games are held at the Coral Gables Youth Center fields during the regular season.
	Girls Volleyball	Skill Instruction and Education	Ages 8-15	Member: \$170 Resident: \$226 Non-Resident: \$283	11 Weeks	Beginners to Advanced	This program is a self governed program that emphasizes on fundamentals of volleyball, sportsmanship and FUN! Players will develop Volleyball specific skills and learn to perform as a team.
	GVC Tournament Volleyball Team	Tournament Competition	Ages 13-16	Fee: \$150	24 Weeks	Intermediate to Advanced	Gables Volleyball club is a club team that plays in Florida Region of USA Volleyball Tournaments. Participants must attend tryouts and be selected to a team before registration.
Gymnastics Programs	Gym Kidz: Gym Babiez	Skill Instruction and Education	Ages 18 months-3	1 hour or 2 hours Per Week Member : \$78/\$147 Resident: \$103/\$195 Non-Resident: \$128/\$244	5 Weeks	Beginners	This program allows parents to further strengthen the bond and trust with their child through custom activities on all of the equipment. Each child will develop motor skills, hand-eye coordination and balance.
	Gym Kidz: Tiny Tumblers	Skill Instruction and Education	Ages 3-4	1 hour or 2 hours Per Week Member : \$78/\$147 Resident: \$103/\$195 Non-Resident: \$128/\$244	5 Weeks	Beginners	The children will further develop hand-eye coordination, balance, motor skills through instruction of basic gymnastic skills. This program is structured to allow each child to learn from a certified professional.

Parks & Recreation - 6050 - Youth Center							
PROGRAMMING MATRIX							
ATHLETICS CONTINUED:							
	Gym Kidz: Red, Orange, Blue, Green, Purple & Gold	Skill Instruction and Education	Ages 5-14	1 hour or 2 hours Member : \$78/\$147 Resident: \$103/\$195 Non-Resident: \$128/\$244	5 Weeks	Beginners to Advanced	Starting with Red and finishing with gold level, each color level provides the participant with a skill sheet listing specific skill requirements needed to be met before moving to the next level. Each level focuses on more challenging skills with the goal of participating on the team squad.
	Gym Kidz: Hot Tots & Hot Shots	Skill Instruction and Education	Hot Tots: Ages 4-5 Hot Shots: Ages 5-7	1 hour or 2 hours Per Week Member : \$78/\$147 Resident: \$103/\$195 Non-Resident: \$128/\$244	5 Weeks	Advanced:By Invitation only	This program focuses on preparing the participant for a future on the competitive team. Advanced skills and maneuvers will be learned.
	Gym Kidz: Competitive Teams	Skill Instruction and Education	Ages 5 years old and above	Hours per Wk 4-14 Member : \$220-\$575 Resident: \$294-\$575 Non-Resident:\$365-\$718	5 Weeks	Advanced:By Invitation only	Gym Kidz Competitive Team members are combines for local, state, regional, and national competitions in both the U.S.A.G. and A.A.U. leagues. Training encompasses the full range of the athlete including mental and physical growth, goal-setting, diet and nutrition, teamwork, endurance, strength, flexibility and dance exercises. Our competitive team gymnasts also perform in-house meets, special performances throughout the year, and offers coach in-training services for older gymnasts.
	Gym Kidz: Ninjastics	Skill Instruction and Education	Ages 12 years old and above	1 hour or 2 hours Per Week Member : \$78/\$147 Resident: \$103/\$195 Non-Resident: \$128/\$244	5 Weeks	Beginners to Advanced	Our number one goal is to build each child's self-confidence and self-esteem while improving coordination, flexibility and physical strength in a safe and fun environment.
	Gym Kidz: Skill Clinics	Skill Instruction and Education	Ages 5-14	Fee: \$12 per clinic	5 Weeks Only Fridays	Beginners to Advanced	Private Lessons for individual athletes.
FITNESS & WELLNESS:							
<b><i>Fitness &amp; Wellness</i></b>	Ageless in Motion	Skill Instruction and Education	Ages 55 and Above	Member: \$36 Resident: \$48 Non-Resident: \$60	4 Weeks	Beginner to Advanced	This program is designed for the 55 + population with no experience exercising. It is an introduction to a more active lifestyle through no-impact or low-impact aerobics, use of stationary bicycles, treadmills, and muscle strengthening exercises. Blood pressure and heart rate are monitored.
	Fitness Boot Camp	Skill Instruction and Education	Ages 16 and Above	Member: \$60 Resident: \$80 Non-Resident: \$100	4 Weeks	Beginner to Advanced	This boot camp is designed to increase endurance and overall strength for men and women. Core abdominal exercises is one of the main objectives to keeping the body aligned and strong, and running outdoors will help build endurance. This program utilizes functional exercises that will help participants with everyday, normal activities such as squats, lunges, push-ups and lower back stability exercises with toning bands and medicine balls.
	Fitness Sculpting & Definition	Skill Instruction and Education	Ages 15 and Above	Member: \$28 Resident: \$37 Non-Resident: \$46	4 weeks	Beginner to Advanced	This class entails an intense muscle condition routine that utilizes a specific combination of flexibility and core training. This combination will be the basis for maintaining and strengthening your body, thus making you leaner and more defined. This exercise program will help you improve those hard to reach areas! You will experience a challenging exercise routine that will help you achieve your fitness goals.
	Get Strong For...	Skill Instruction and Education	Ages 15 and Above	Member: \$30 Resident: \$40 Non-Resident: \$50	6 Sessions	Beginner to Advanced	This Strength & Conditioning program is part of the series "Sport Specific Fitness and Conditioning" developed by the Fitness Center, Inc. The program will guide the participant through the most effective weight training, flexibility and abdominal exercises use by athletes today.
	Sport- Specific Fitness & conditioning	Skill Instruction and Education	Ages 12 and Above	Member: \$120 Resident: \$160 Non-Resident: \$200	1 Week	Beginner to Advanced	This program is designed to improve strength, speed, agility, quickness and aerobic fitness required for a given sport activity. Whether it is golf, baseball, basketball, tennis and any other sport, this program will enhance your play by making you stronger, faster and with more endurance to compete in your chosen sport. The use of resistance equipment, aerobic equipment, and on-field or court activities will be applied to target the specific muscle groups and energy systems required for the sport.

Parks & Recreation - 6050 - Youth Center							
PROGRAMMING MATRIX							
FITNESS & WELLNESS CONTINUED:							
	Tae Kwon Do & Advanced Tae Kwon Do	Skill Instruction and Education	7 yrs and up	Member: \$35/\$60 Resident: \$45/\$80 Non-Resident: \$55/\$100	4 Weeks	Beginner - Advanced	The martial arts all originated as a total system of training with an ultimate aim to radically transform the very being of the practitioner. Tae Kwon Do teaches balance, control of aggression and reduces insecurities through the diligent practice of physical techniques and the internalization of internal principles Program Requirements: UTSA Membership, W.T.F Uniform, and School Patch/Emblem.
	Tai Chi	Skill Instruction and Education	Ages 18 and Above	Member: \$30 Resident: \$40 Non-Resident: \$50	4 Weeks	Beginner - Advanced	Tai Chi is a low impact form of exercise that helps to strengthen the legs and bring flexibility to the muscles of the body. Its relaxed and slow movement can be thought of as meditation or moving Yoga, thus combining physical movements with mental focus to create an intense form of exercise. This Martial Art form uses very natural body mechanics which produce little to no perspiration.
	Pre-Teen Fitness Program	Skill Instruction and Education	Ages 8-12	Member: \$35 Resident: \$46 Non-Resident: \$58	4 Weeks	Beginner - Intermediate	This program provides a forum through which participants will be introduced to appropriate conditioning techniques which will be used in later stages of development.
	Teen Fitness Program	Skill Instruction and Education	Ages 13-15	Member: \$42 Resident: \$56 Non-Resident: \$70	4 Weeks	Intermediate	This conditioning program for teens offers supervised strength training and aerobic conditioning for middle and high school students.
	Yoga	Skill Instruction and Education	Ages 15 years old and above	Member: \$40 Resident: \$50 Non-Resident: \$68	4 Weeks	Beginner to Advanced	The focus of each class is to relax, connect and enjoy the yoga postures together with one's breathing and build strength and flexibility. Savasana, final relaxation, brings balance and harmony as participants unite the mind, body and spirit. Vinyasa Flow, Gentle Restorative, and Prenatal are offered.
CAMPS:							
<b>Camps</b>	Basketball Camp	Skill Instruction & General Recreation	Ages 7-15	Member: \$115 Resident: \$153 Non-Resident: \$191	1 Week	Beginner to Advanced	Basketball camp is operated and supervised by Youth Center staff. Campers will receive instruction on the fundamentals of basketball and participate in skill drills and games. Offensive and defensive strategies, basketball specific conditioning and game situations will be included..
	Club PLAY Camp	General Recreation		Member: \$158 Resident: \$211 Non-Resident: \$264	1 Week	General skill level	This program is to make the summer an exciting opportunity for campers from Kindergarten through fifth grade to participate in a week filled with fun activities designed to promote friendship, build character and create memories that last a lifetime. Activities are scheduled around weekly themes and include: outdoor games, arts and crafts, ceramics, swimming, singing, weekly field trips, and special events.
	Half-Day Fun Camp	General Recreation		Member: \$89 Resident: \$119 Non-Resident: \$149	1 week	General skill level	Designed for children who want to experience camp for half a day or who are participating in one of our morning camp programs. Half-Day Fun Club will participate in fun filled activities designed to promote friendship and create memories. Field trips for the Half-Day Fun Club are to points of interest in the City of Coral Gables.
	My First Camp	General Recreation	Ages 4-5	Member: \$158 Resident: \$211 Non-Resident: \$264	1 Week	General skill level	Designed for preschool age children from 3-5 years old who want to experience day camp in a fun, exciting, and safe environment. The goal of My First Camp is to continue building upon values and developmental skills learned in their pre-school program at the same time introducing children to summer camp field trips and activities that improve motor and social skills and hand-eye coordination. Some of the activities include: outdoor games, arts & crafts, swimming, Kidokinetix, snack time, story time, and field trips. Campers must be 3 years old and toilet trained before camp starting date.
	Teens Outside Camp	General Recreation	Ages 12 and Above	Member: \$190 Resident: \$253 Non-Resident: \$316	1 Week	General skill level	The teens outside program offer a well rounded opportunity for teens to experience challenging activities every week. Outdoor field trips and indoor programming provides ample opportunities for team building and cooperation. The goal of this camp is for each participant to leave camp with a positive experience, acquire new skills, and make new friends that will last a life time. We encourage all parents to sign up in advance for this camp. Field trip departure times vary for this camp and some waivers have to be notarized in advance. Children that are signed up the day camp starts may not be able to participate on the first field trip of the week.

Parks & Recreation - 6050 - Youth Center							
PROGRAMMING MATRIX							
CAMPS CONTINUED:							
	Volleyball Camp	Skill Instruction & General Recreation	Ages 7-15	Member: \$115 Resident: \$153 Non-Resident: \$191	1 Week	Beginner to Advanced	Volleyball camp is operated and supervised by Youth Center staff. Campers will receive instruction on the fundamentals of volleyball and participate in skill drills and games. Strategies, volleyball specific conditioning and game situations will be included.
<b>Contracted Camps</b>	Miami Children's Theater: Creative Camp	Skill Instruction & General Recreation	Ages 5-12	Member: \$825 Resident: \$1100 Non-Resident: \$1375	4 Weeks	Beginner to Advanced	Creative Camps is South Florida's premiere performing arts camps for ages 5 through 12. The format has remained the same since 1996 - campers work four weeks on a big show that is presented to friends and family on the final week of camp. Creative Campers learn from professional directors, choreographers and music directors. Lots of fun along the way - Creative Camp also includes film making, art projects and hilarious contests. Join in on the fun!
	Bricks4Kidz Camp	Skill Instruction & General Recreation	Ages 5-12	Member: \$122 Resident: \$163 Non-Resident: \$204	1 Week	General skill level	A Bricks 4 Kidz® camp is a fresh and fun way for kids to spend their school break! Kids have loads of fun (and learn a bunch!) as they use LEGO® bricks to explore the world of engineering, architecture & robotics in an open, friendly and team-based environment. With specially-designed Bricks 4 Kidz® models, LEGO® games galore, and plenty of time for free-play, the kids are always having fun. The camps are specially designed for kids ages 5-12 and are staffed by trained, screened Bricks 4 Kidz® teachers.
	Bricks 4 Kidz EV3 Camp	Skill Instruction & General Recreation	Ages 8 and Above	Member: \$173 Resident: \$230 Non-Resident: \$287	1 Week	General skill level	Experience the cutting edge of technology with the introduction of LEGO® MINDSTORMS EV3 Robotics. This is a five-day fun and creative summer camp learning experience for kids. Campers will work in pairs to solve challenges by building and programming robots using the LEGO® Mindstorms Robotics. In addition to having fun, participants learn about robotic programming, problem solving, and teamwork skills.
	General Fitness	Skill Instruction & General Recreation	Ages 8-15	Member: \$135 Resident: \$180 Non-Resident: \$225	1 Week	General skill level	The participants will experience and learn the important role of exercise plays in the development of total Physical Fitness focusing on activities towards the improvement of weight management, speed agility, quickness, strength and cardiovascular fitness.
	Fitness Fun	Skill Instruction & General Recreation	Ages 8-15	Member: \$187 Resident: \$250 Non-Resident: \$312	1 Week	General skill level	The participants will experience and learn the important role of exercise plays in the development of total Physical Fitness focusing on activities towards the improvement of weight management, speed agility, quickness, strength and cardiovascular fitness.
	Pre-Teen & Teen	Skill Instruction & General Recreation	Ages 8-15	Member: \$48 Resident: \$64 Non-Resident: \$80	1 Week	General skill level	The participants will experience and learn the important role of exercise plays in the development of total Physical Fitness focusing on activities towards the improvement of weight management, speed agility, quickness, strength and cardiovascular fitness.
	Gymnastics Full Day Camp	Skill Instruction & General Recreation	Ages 4-15	Member: \$184 Resident: \$244 Non-Resident: \$305	1 Week	Beginner to Advanced	This camp is designed to give participants progressive gymnastics skills on all competitive gymnastics skills on all competitive gymnasts events. Participants will improve technique, physical strength, flexibility, and coordination while enjoying fun activities like arts and crafts, games, movie time, music and more.
	Gymnastics Extended Day Camp	Skill Instruction & General Recreation	Ages 4-15	Member: \$205 Resident: \$273 Non-Resident: \$336	1 Week	Beginner to Advanced	This camp is designed to give participants progressive gymnastics skills on all competitive gymnastics skills on all competitive gymnasts events. Participants will improve technique, physical strength, flexibility, and coordination while enjoying fun activities like arts and crafts, games, movie time, music and more.

## Adult Services

The City of Coral Gables offers a well-rounded roster of activities and programs for ages 55 and over. Activities and programs are designed to cater to the recreational and social needs of the senior community. Participants are given the opportunity to engage in activities that promote life-long learning, social interaction, physical fitness and volunteer opportunities. Activities include a variety of discussion groups, computer classes, trips, monthly lunch & lectures, exercise, dance and language classes. In addition, community resources are offered such as S.H.I.N.E. (Serving Health Insurance Needs

of Elders), Free Informative Workshops, Blood Pressure Screenings, Self-Defense Workshops, and Fraud & Elder Abuse Awareness.

#### Program Objectives

- Provide opportunities for recreation and socialization through classes and activities.
- Offer programs that provide pertinent senior resources such as Medicare, estate planning, fraud prevention and local community information.
- Provide the opportunity for retirees and older adults to stay active in the community through volunteer opportunities.

<b>Parks &amp; Recreation - 6060 - ADULT SERVICES</b>					
<b>PROGRAMMING MATRIX</b>					
<b>Program Name:</b>	<b>Program Type:</b>	<b>Ages:</b>	<b>Fees:</b>	<b>Program Schedule:</b>	<b>Program Summary:</b>
<b>PROGRAMS:</b>					
Exercise Classes	General Recreation & Skill Instruction	Ages 50+	Resident: \$12.60-15.75 Non-Resident: \$15.75-19.70	Once or twice a Week	Classes include: Life in Motion, Line Dancing, Body & Brain Yoga, Practice Pilates, Beginner Ballet, Aqua Zumba, Total Body Condition, Tai Chi/ Qi Gong, Chair Tai Chi, Zumba, Yoga, and Pickleball. They are geared toward helping adults (50+) engage in physical exercise safely. As a result, they enjoy the benefits of boosting their energy levels, maintaining their independence, managing symptoms of illness and pain, reversing symptoms of aging, it's also good for your mind, mood, and memory. Everyone is encourage to work at their own pace and limitations. Participants must bring a mat, block, strap, towel, and weights. Registration required.
Leisure Classes	General Recreation & Skill Instruction	Ages 50+	FREE	Once a week or once a month	Classes include: Beginner Chess, Intermediate Chess, Digital Photography, MahJong, Theatre, Meditation, Circulo de Lectura, Lets do Lunch, Current Events, Dominoes, Book Club, and Canasta. These activities help adult (50+) increase their social skills, gives them a sense of belonging, increases their self-confidence and self-esteem, improves physical and mental health, lowers stress and increases happiness. Participants must bring game pieces, books, and media. Registration or sign in required.
Arts and Sciences Classes	General Recreation & Skill Instruction	Ages 50+	Resident: \$25.20 Non-Resident: \$31.50	Once a week	Classes include: Beginning French 1, Beginning French 2, Advanced French, Conversational French, Practice French, Scrapbooking, Historia con Alma, Beginner Spanish, Practice Spanish, Intermediate/Conversational Spanish, Brain Gym, Watercolor Techniques, Learning to Draw, Arts & Crafts, and Knitting & other Crafts. Courses help adults (50+) learn new languages, improve their current language, expand vocabulary, increase memory, challenges them to retain new information, and allows them to give back to charities. Participants must bring books, art supplies, craft supplies and an open mind. Registration Required.
<b>Program Name:</b>	<b>Program Type:</b>	<b>Ages:</b>	<b>Fees:</b>	<b>Program Schedule:</b>	<b>Program Summary:</b>
<b>PROGRAMS CONTINUED:</b>					
Information and Technology Classes	Skill Instruction	Ages 50+	Resident: FREE/\$25.20 Non-Resident: FREE/\$31.30	Once or twice a Week	Classes include: Beginner iPhone/iPad, Intermediate Iphone/iPad, Android Systems, Beginning Computers, and Intermediate Computers. Adults (50+) learn how to use computer software and hardware, computer terminology, smartphone technology and operate electronic devices. Participants are encouraged to bring questions, and their own personal devices. Registration Required.

## Parks & Recreation - 6060 - ADULT SERVICES

### PROGRAMMING MATRIX

Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
Social Services/Workshops	General Recreation	Ages 50+	FREE	Once a month	Current support groups include: Disabilities Support (Friends Club), Multiple Sclerosis, Cancer (En Espanol), Hearing Loss, Diabetes, Alzheimer's, The Alliance for Aging Program (Serving Health Insurance Needs for Elders). Social services include: Entrepreneurship, Safety, Scam, Defense, Exercise Presentations, and Hurricane Preparedness. Benefits include: education, empathy, brainstorming, resources, friendships, and mental/social assistance. Registration or sign in required.
Special Events	General Recreation	Ages 50+	Residents: FREE/\$10.00 Non-Residents: FREE/\$12.50	Four times a Year	Events include: Volunteer Appreciation Luncheon, Health Fair, Art Show and Holiday Reception, Concert Series, First Fridays Art Series, Lunch & Learn. Adults (50+) are highly encouraged to socialize and display their artistic talents. Space is limited. Registration or sign in required.

### Special Events

The City of Coral Gables Special Events are designed to meet the needs of the Coral Gables Community by providing a wide selection of special events that target a broad cross-section of the population including children, teens, adults, seniors and families. By offering traditional special events (Christmas Tree Lighting, Egg Scramble, Farmer's Market, Cuba Libre Block Party, October Fest, Junior Orange Bowl Parade, Jazz in the Gables) and unique and innovative programs (Daddy Daughter Dance, Halloween Haunted House, World Wide Day of Play), residents are able to enjoy countless opportunities to spend quality time with the family, friends and neighbors in a safe and welcoming environment.

#### Program Objectives:

- Provide variety of activities for the community throughout the year.
- Create opportunities or families to get together and form traditions.
- Give the community businesses an opportunity to showcase their products.
- Work cooperatively with various groups to create partnerships and develop more events.

## Parks & Recreation - 6065 - Special Events and Film Permits

### PROGRAMMING MATRIX

Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
<b>Special Events</b>					
Big Toy Extravaganza	Special Event	Ages: 3 and Up	Free	Saturday, January	Children will have the opportunity to view, climb and explore all kinds of fun stuff. It's like a petting zoo for cars, trucks, and super-sized and specialized vehicles! Also featuring food trucks, face painting, Kaboom Bumper Cars, and inflatable games.
Farmers Market	Special Event	Ages: 3 and Up	Free	11 weeks (Saturday: mid-Jan. - March)	The Coral Gables Farmers Market is designed as a small outdoor European-style green market, with historic Coral Gables City Hall as a backdrop. Market includes an assortment of vegetables and fruits, herbs, species, salts, teas, pickles, jams and jellies, honey, and a wide variety of plants and trees to purchase. Bake goods and gourmet specialty foods are also available.

## Parks & Recreation - 6065 - Special Events and Film Permits

### PROGRAMMING MATRIX

Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
Egg Hunt Extravaganza	Special Event	Ages: 3 and Up	Free	Spring (Saturday)	Simultaneous egg hunts at 5 City parks, Featuring a HELICOPTER EGG DROP at the YOUTH CENTER. Find special eggs & win prizes! Carnival at the War Memorial Youth Center field immediately following the egg hunt.
Memorial Day	Special Event	Ages: 3 and Up	Free	Monday (Memorial Day)	Honoring the men and women who gave their lives in-service protecting our nation's freedom.
4th of July	Special Event	Ages: 3 and Up	Free	Fourth of July	The City of Coral Gables, the Biltmore Hotel, along with several other corporations, have teamed up to help celebrate this much loved City event. This event included special a performance by the Greater Miami Symphonic Band, with have concessions, and the City's spectacular fireworks display!
Pumpkin Patch	Special Event	Ages: 3 and Up	Free	Saturday (October)	Celebrating the fall at the City Beautiful at Coral Gables Annual Pumpkin Patch at Pittman Park. The 3rd Saturday on the month of October, from 10a.m. - 4p.m. hundreds of pumpkins in all sizes will take over Pittman Park, corner of Galiano Ave., and Merrick Way. Event activities will included face patining, seasonal arts & crafts, pumkin decrations, free popcorn and much more.
Program Name:	Program Type:	Ages:	Fees:	Program Schedule:	Program Summary:
Holiday Tree Lighting	Special Event	Ages: 3 and Up	Free	December (1st Friday of the month)	The City of Coral Gables is excited to announce this year's Holiday Spectacular to kick off the holiday season. Event activities will include bounce houses, carnival rides and games, free parking food, drinks, local entertainment and of course the main attraction with lighting of the tree and Santa's arrival.
Holiday Park	Special Event	All Ages	Free	Duration of the month of December	Following the Tree Lighting Spectacular, Holiday park remains open for general use Monday through Sunday from sunrise to 10:00 p.m. until December 23. Pictures with Santa begin soon after Santa's sensational arrival at Merrick Park and the lighting of the holiday tree. Santa keeps coming back to Merrick Park for more pictures on Thursdays, Fridays, and even weekends until December 23rd. Concessions is also provide within the park and is manned by our very own parks and recreation staff.
Special Events - City Wide					
Run, Walk or Bikeathon - Up to 5K	Special Event	N/A	\$207.00	City Wide	Run, Walk or Bikeathon - Up to 5K
Run, Walk or Bikeathon - 5K to 10K	Special Event	N/A	\$238.00	City Wide	Run, Walk or Bikeathon - 5K to 10K
Run, Walk or Bikeathon - Over 10K	Special Event	N/A	\$342.00	City Wide	Run, Walk or Bikeathon - Over 10K
Parades	Special Event	N/A	\$342.00	City Wide	Parades

## Parks

Neighborhood parks are categorized as small, specialized parks that are usually less than one acre in size and serve the needs of the residents in the immediate neighborhood. These parks usually serve a limited population or specific demographic group. Neighborhood parks are typically multi-purpose facilities that serve as the recreational social focus of a neighborhood. They provide both passive and active recreation activities such as field games, playgrounds, picnicking, ect. The City of Coral Gables has multiple parks which we rent out for birthday parties and pavilion rentals. They are as follows: Coral Bay Park, Jaycee Park, Pierce Park, Phillips Park, Salvadore Park, Sunrise Harbor Park and William H. Kerdyk, Jr., and Family Park.

### Program Objective:

- Serve residents in and round the City.
- Provide a play structure and pavilion.
- Ensure restroom access.
- Ensure a clean and safe environment for residents to be able to enjoy.
- Increase passive recreational participation within the community.

## Parks Inventory & Amenities Listing

Park	Address	Ball Field	Basketball	Benches	Bicycle Rack	Community Center	Drinking Fountain	Fitness Equipment	Golf Course	Parking	Pavilion	Pet-Friendly	Picnic Tables	Playground	Rental Available	Restrooms	Swimming	Tennis	Walking Path	Water Feature	Scenic Views
Coral Gables Adult Activity Center	2 Andalusia Avenue					•	•			•						•					•
Alcazar Plaza	700 Alcazar Avenue																				•
Balboa Plaza	2405 De Soto Blvd.			•								•								•	•
Betsy Adams and the Coral Gables Garden Club Park	4650 Alhambra Circle			•			•					•	•	•					•		•
Blue Road Open Space	757 Blue Road																				•
Carlos S. Kakouris Park	4935 Campo Sano Court			•																	•
Cartagena Park	401 Sunset Drive																				•
Catalonia Park	807 Catalonia Avenue																				•
City of Coral Gables Biltmore Golf Course	1210 Anastasia Avenue			•	•		•		•	•						•			•		•
Coral Bay Park	1590 Campamento Avenue		•	•	•		•			•	•		•	•					•		•
Coral Gables War Memorial Youth Center	405 University Drive	•	•	•	•	•	•	•		•	•		•	•	•	•			•		•
Country Club Prado	Country Club Prado											•								•	•
Durango Park	3405 Durango Street			•																	•
Enrique "Henry" Cepero Memorial Park	4600 San Amaro Drive																				•
Fred B. Hartnett Ponce Circle Park	2810 Ponce de Leon Blvd.			•	•					•		•							•	•	•
Freedom Plaza	981 E Ponce De Leon Blvd.									•											•
Granada Golf Course	2001 Granada Blvd.			•	•		•		•	•			•			•			•		•
Granada Park	5151 Granada Blvd.																		•		•
Ingraham Park	4751 West Ingraham Terr.			•	•		•	•		•		•	•						•	•	•
J. Fritz and Frances Gordon Park	800 Country Club Prado									•		•							•		•
Jaycee Park	1230 Hardee Rd.		•	•	•		•			•	•		•	•	•			•	•		•
Leucadendra Drive Triangle	331 Leucadendra Drive																				•
Lisbon Park	1015 Lisbon Street			•	•		•												•	•	•
Lola B. Walker Pioneers' Park	200 Grand Avenue																		•		•

Park	Address	Ball Field	Basketball	Benches	Bicycle Rack	Community Center	Drinking Fountain	Fitness Equipment	Golf Course	Parking	Pavilion	Pet-Friendly	Picnic Tables	Playground	Rental Available	Restrooms	Swimming	Tennis	Walking Path	Water Feature	Scenic Views
Loretta Sheehy Park	410 Sunset Drive																				•
MacFarlane Linear Park	100 South Dixie Highway																		•		•
Maggiore Park	5028 Maggiore Street																		•		•
Majorca Park (Corner of Majorca & Granada)	937 Majorca Avenue																				•
Mall Street Median	Mall Street																				•
Marlin Park (Corner of Marlin & Bonito)	6540 Marlin Drive																				•
Merrick Park	400 Biltmore Way			•						•			•								•
Nat Winokur Park	150 Ruiz Avenue																				•
Nellie B. Moore Park	202 Jefferson Dr.			•															•		•
Orduna Dr-Miller Rd Triangle Park	Corner of Orduna & Miller Road																				•
Phillips Park	90 Menores Avenue	•	•	•	•	•				•	•		•	•	•	•		•	•		•
Pierce Park	101 Oak Avenue			•			•				•		•	•	•						•
Pittman Park	115 Merrick Way			•						•									•	•	•
Ponce de Leon Park	1201 Ponce de Leon Blvd.			•						•									•	•	•
Robert J. Fewell Park	950 Coral Way			•	•														•		•
Rotary Centennial Park	512 Ponce De Leon Blvd.			•						•				•					•		•
Ruth Bryan Owen Waterway Park	3940 Granada Blvd.			•									•						•		•
Salvadore Park	1120 Andalusia Avenue	•	•	•	•	•	•			•	•		•	•	•	•		•	•		•
Salvadore Park Tennis Center	1120 Andalusia Avenue				•	•				•			•			•		•			•
San Benito Green	5750 Sunset Drive																				•
San Sebastian Park	130 San Sebastian Avenue																				•
Sarto Green	241 Sarto Avenue																				•
Sunrise Harbor Park	25 Sunrise Avenue		•	•	•	•				•	•		•	•	•				•		•
Tiziano Park	7700 Old Cutler Rd.																				•
Venetia Park	1047 Venetia Avenue																				•
Venetian Pool	2701 De Soto Blvd.			•	•	•				•			•		•	•	•		•	•	•
William A. Cooper Park	4920 Washington Dr.			•															•		•
William H. Kerdyk Biltmore Tennis Center	1150 Anastasia Avenue			•	•	•	•			•			•			•		•			•
William H. Kerdyk, Jr., and Family Park	6611 Yumuri Street			•	•	•	•	•		•	•	•	•	•					•		•
Young Park	950 Castile Plaza			•								•							•		•



### III. Marketing Analysis

#### A. Summary

The City of Coral Gables Community Recreation Department serves its residents and businesses, non-residents and local and international visitors. The Department provides services in the form of public parks and open spaces, programming, membership, general admission, special events, facility rentals, support groups, mentorship opportunities, and accommodations. These services cater to youth, adults and seniors and provide access to minorities and participants of all abilities.

#### B. Market Segregation

In 2016, the Census reported that Coral Gables serves a population of approximately 51,227 based on the 2015 estimate. Based on the 2018 registration data collected, the Community Recreation Department serves approximately 12,402 registered participants each year. This does not include one-time transactional customers and visitors.

#### City of Coral Gables Population Characteristics

*(According to the 2010 US Census Report)*

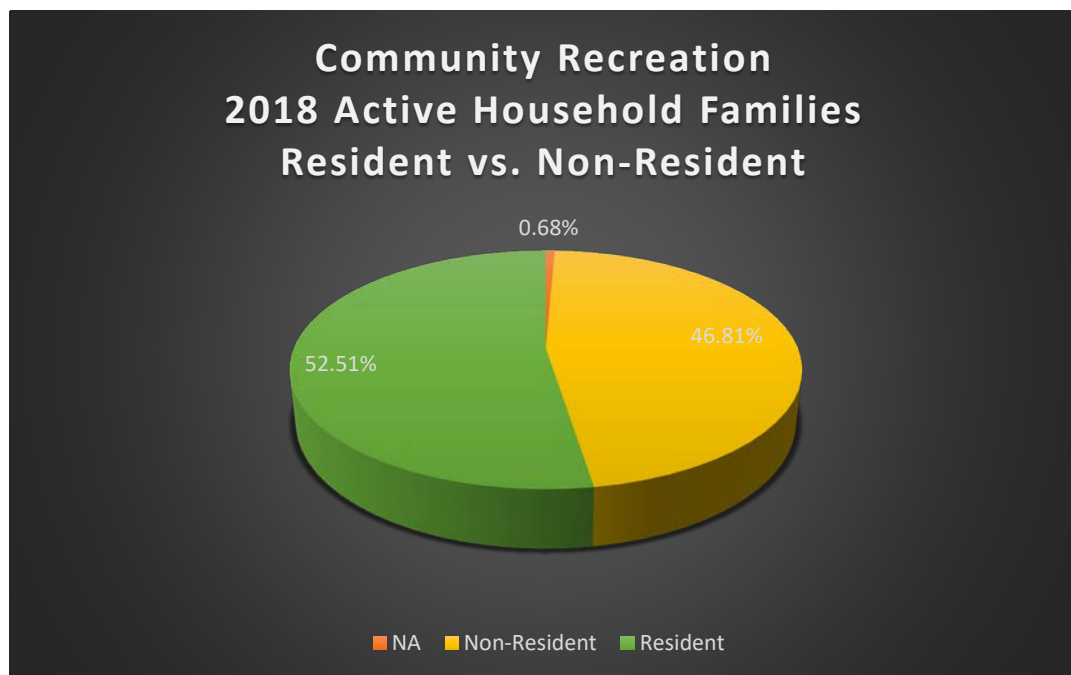
**Population: 51,227 (2015 estimate)**

<u>Age Distribution</u> .....	<u>Percent</u>
Under 5.....	4.7%
Under 18.....	17.9%
65 & older .....	15.6%
<u>Race &amp; Ethnicity</u> .....	<u>Percent</u>
White .....	40.1%
Hispanic .....	53.6%
Black / African American .....	3%
American Indian / Alaska Native.....	0.1%
Asian.....	2.7%
Native Hawaiian / Pacific Islander .....	0%

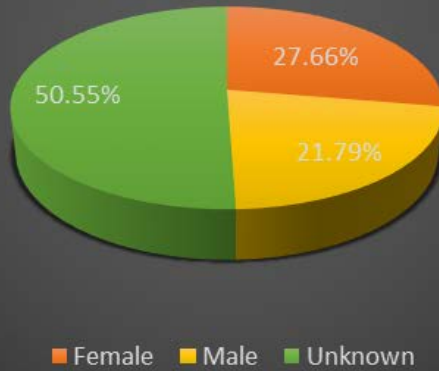
<u>Household Profile</u> .....	<u>Number</u>
Housing Units.....	20266
Households.....	17599
Average Household Size.....	2.53
Median Gross Rent .....	\$1,319
<u>Gender Distribution</u> .....	<u>Percent</u>
Male .....	47.3%
Female.....	52.7%
<u>Other Characteristics</u> .....	<u>Percent</u>
Veterans .....	1,582
Foreign Born Status .....	37.3%
Person with a Disability under age 65 .....	4.1%
<u>Education</u> .....	<u>Percent</u>
High School Graduate or Higher .....	95.2%
Bachelor's Degree or Higher .....	62.1%

### C. Service Area

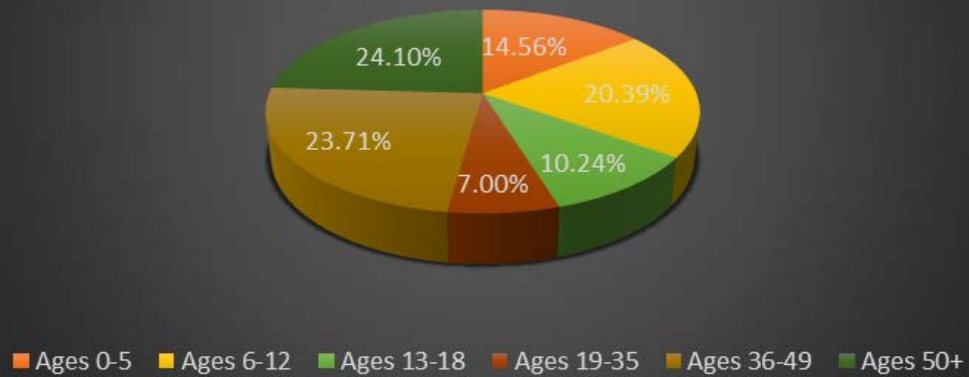
The City of Coral Gables Community Recreation Department provides priority access to City of Coral Gables residents through early registration opportunities and reduced resident fees. Approximately 53% of its registered customer base are Coral Gables Residents. Approximately 47% are non-residents, and include Miami-Dade County residents, as well as residents from the City of West Miami, City of South Miami, City of Pinecrest, City of Coconut Grove and other national and international visitors.



## Community Recreation 2018 Active Household Families Gender Demographics



## Community Recreation 2018 Active Household Families Age Demographics



THE CITY OF CORAL GABLES IS LOCATED IN MIAMI DADE COUNTY AND IS A VERTICAL CITY THAT RUNS FROM NORTH TO SOUTH. THE CITY BORDERS THE CITY OF WEST MIAMI, CITY OF SOUTH MIAMI, CITY OF PINECREST AND CITY OF COCONUT GROVE.

THE CITY IS HORIZONTALLY DISSECTED BY MAJOR ARTERIAL ROADS SUCH AS TAMiami TRAIL, CORAL WAY, BIRD ROAD, US1, AND SUNSET DRIVE.

TWO POTENTIAL ANNEXATIONS INCLUDE LITTLE GABLES IN THE NORTH AND HIGH PINES IN THE SOUTH.

## POINTS OF INTEREST

- \* Locally designated historic sites
- \*\* Nationally & locally designated historic sites
- \*\*\* Florida Historical Marker

### GOVERNMENT & COMMUNICATIONS

- MUNICIPAL:**
- 1 Coral Gables City Hall\*\* ..... E-4
  - 2 Coral Gables Police and Fire Station ..... E-4
  - 3 Fire Station #2 ..... D-7
  - 4 Doris & Phil Sanford Fire Station #3 ..... B-15
  - 41 Coral Gables Museum\*\* ..... E-3
- COUNTY:**
- 5 Miami-Dade County District Court ..... E-4
  - 6 Coral Gables Public Library ..... D-5
  - 7 Metrorail Station (University) ..... C-8
  - 8 Metrorail Station (Douglas Road) ..... E-6
  - 10 Passport Acceptance Facility ..... E-6
- FEDERAL:**
- 12 U.S. Post Office (two locations) ..... E-4, E-4

### HISTORIC SITES, FOUNTAINS, PLAZAS AND ENTRANCES

- 152 Alcazar Avenue Historic District ..... D-3-E-3
- 153 Alhambra Circle Historic District ..... B-4-E-3
- 14 Alhambra Entrance\* ..... F-3
- 15 Alhambra Plaza\* ..... F-3
- 16 Alhambra Water Tower\* ..... C-3
- 17 Balboa Plaza\* ..... D-4
- 18 Biltmore Hotel and Country Club\*\* ..... C-5
- 154 Campina Court Historic District\* ..... F-1
- 19 Cartagena Plaza ..... E-10
- 100 George Washington Carver School\* ..... E-7
- 154 Castille Ave/Plaza Historic District ..... B-3-C-3
- 20 Chinese Village\* ..... D-7
- 50 Church of the Little Flower Historic District\* ..... B-4
- 21 Cocoplum Woman's Club\* ..... B-10
- 1 Coral Gables City Hall Historic District\* ..... E-4
- 24 Coral Gables Congregational Church\*\* ..... C-4
- 101 Coral Gables Preparatory Academy\*\* ..... E-3
- 25 Coral Gables Merrick House\*\* ..... C-3
- 137 Coral Gables Waterway\*\* ..... D-6-F-10
- 26 Coral Gables Woman's Club\*\* ..... E-2
- 27 Coral Way Entrance ..... B-3
- 156 Coral Way Historic District ..... C-3
- 28 Country Club of Coral Gables\* ..... C-3
- 29 Country Club of Coral Gables Historic District\* ..... B-3, D-3
- 30 Country Club Prado Entrance\* ..... B-2
- 31 Doc Dammer's House\* ..... C-3
- 32 De Soto Fountain\* ..... C-4
- 33 Douglas Entrance\*\* ..... F-2
- 34 Dutch South African Village\* ..... E-9
- 157 H. George Fink Studio ..... E-4
- 23 Florida Pioneer Village\* ..... C-6
- 35 French City Village\* ..... C-8
- 36 French Country Village\* ..... D-8
- 37 French Normandy Village\* ..... E-5
- 38 Granada Entrance\* ..... C-2
- 77 Granada Golf Course\* ..... D-3
- 39 Granada Plaza\* ..... C-3
- 40 Italian Village\* ..... D-6
- 127 MacFarlane Homestead Historic District\*\* ..... E-6
- 82 Matheson Hammock County Park and Marina\* ..... C-13
- 11 Miracle Mile Gate ..... F-4
- 67 Miracle Theatre\* ..... E-4
- 138 Old Cutler Road\*\*\* ..... E-10-B-15
- 41 Old Police and Fire Station/ Coral Gables Museum\*\* ..... E-3

- 151 Obispo Avenue Historic District ..... B-3-D-3
- 42 Pinewood Cemetery\* ..... D-10
- 105 Ponce de Leon Middle School\* ..... C-8
- 43 Rotunda at the Colonnade Hotel\* ..... E-3
- 150 Santa Maria Street Historic District ..... C-6
- 135 Santiago Street Historic District\* ..... D-2
- 44 Venetian Pool\*\* ..... C-4
- 47 White Way Lights ..... D-5
- 136 Women Take Action in Coral Gables\*\*\* (The Roxy O'Neal Bolton House) ..... B-3

### HOSPITALS

- 45 Coral Gables Hospital ..... E-4
- 46 Doctors' Hospital ..... C-7

### HOUSES OF WORSHIP

- 48 Cathedral of St. George ..... E-4
- 49 Central Christian Church of Dade County ..... E-2
- 50 Church of the Little Flower\* ..... B-4
- 51 Coral Gables Baptist Church ..... D-8
- 24 Coral Gables Congregational Church\*\* ..... C-4
- 52 Episcopal Church Center, U of M/Chapel of the Venerable Bede ..... C-8
- 53 First Church of Christ, Scientist, of Coral Gables and Reading Room ..... E-4
- 55 First United Methodist Church of Coral Gables ..... D-4
- 56 First United Methodist Church of South Miami ..... C-5
- 58 Granada Presbyterian Church ..... C-5
- 59 Hillel Jewish Student Center, U of M ..... C-8
- 60 Miami Friends (Quaker) ..... C-10
- 61 Riviera Presbyterian Church ..... C-10
- 62 St. Augustine Catholic Church ..... B-8
- 63 St. James Evangelical Lutheran Church ..... E-2
- 64 St. Mark's Lutheran Church of Coral Gables ..... E-5
- 126 St. Mary's First Missionary Baptist Church ..... E-6
- 65 St. Philip's Episcopal Church ..... C-4
- 128 St. Thomas Episcopal Church ..... B-11
- 66 Temple Judea ..... D-8
- 68 University Baptist Church ..... D-5
- 69 Wesley United Methodist ..... F-1

### PARKS AND RECREATION

- 159 Adult Activity Center ..... F-4
- 70 Alcazar Plaza ..... D-3
- 155 Betsy Adams and Coral Gables Garden Club Park ..... B-6
- 71 City of Coral Gables Biltmore Golf Course (public) ..... B-4
- 97 William A. Cooper Park ..... E-7
- 72 William H. Kerdyk Biltmore Tennis Center ..... C-5
- 91 William H. Kerdyk, Jr. and Family Park ..... B-9
- 161 Blue Road Open Space ..... D-7
- 9 Butterfly Garden ..... D-5
- 120 Catalonia Park ..... D-4
- 165 Enrique "Henry" Cepero Memorial Park ..... B-6
- 54 Chapman Field Park ..... A-18
- 73 Coral Bay Park ..... B-16
- 74 Coral Gables War Memorial Youth Center ..... E-5
- 167 Country Club Prado ..... B-2
- 57 Deering Bay Country Club (private) ..... A-18
- 164 Durango Park ..... C-5
- 75 Fairchild Tropical Botanic Garden ..... C-13
- 129 Robert J. Fawell Park ..... C-4
- 130 Freedom Plaza ..... F-2

- 76 J. Fritz and Frances Gordon Park ..... B-2
- 77 Granada Golf Course\* (public) ..... D-3
- 78 Granada Park ..... C-7
- 88 Fred B. Hartnett Ponce Circle Park ..... E-4
- 79 Ingraham Park ..... E-9
- 80 Jaycee Park ..... C-9
- 139 Carlos S. Kakouris Park ..... C-7
- 166 Leucadendra Drive Triangle ..... E-11
- 162 Lisbon Park ..... B-2
- 81 MacFarlane Linear Park ..... E-6
- 140 Maggiore Park ..... D-7
- 164 Mall Street Median ..... D-8
- 159 Martin Park ..... A-19
- 82 Matheson Hammock County Park and Marina\* ..... C-13
- 83 Merrick Park ..... E-4
- 163 Majoreca Park ..... C-3
- 84 Nellie B. Moore Park ..... E-7
- 133 Orduna Drive/Miller Road Triangle ..... D-8
- 141 Ruth Bryan Owen Waterway Park ..... C-6
- 132 Perrin Plaza ..... E-3
- 85 Phillips Park ..... F-2
- 86 Pierce Park ..... E-6
- 87 Pittman Park ..... E-3
- 89 Ponce de Leon Park ..... E-2
- 90 Riviera Country Club (private) ..... C-6
- 144 Alex Rodriguez Park ..... C-8
- 22 Rotary Centennial Park ..... E-1
- 166 Salvadore Park ..... C-4
- 92 Salvadore Tennis Center ..... C-4
- 131 San Sebastian Park ..... E-4
- 169 Santo Green Space ..... E-5
- 93 Loreto Sheehy Park ..... E-9
- 94 Sunrise Harbor Park ..... F-9
- 170 Tiziano Park ..... D-10
- 95 University Park ..... D-5
- 13 Venetia Park ..... C-2
- 44 Venetian Pool\*\* ..... C-4
- 96 Lola B. Walker Pioneers' Park ..... E-7
- 98 Nat Winokur Park ..... E-6
- 99 Young Park ..... C-3

### SCHOOLS

- 100 George W. Carver School\* ..... E-7
- 101 Coral Gables Preparatory Academy\*\* ..... E-3
- 102 Coral Gables Senior High School ..... E-6
- 103 Gulliver Academy ..... B-16
- 104 Merrick Educational Center ..... F-3
- 105 Ponce de Leon Middle School\* ..... C-8
- 106 Riviera Day School ..... B-9
- 65 Saint Philip's Episcopal School ..... C-4
- 50 Saint Theresa School ..... B-4
- 128 St. Thomas Episcopal School ..... B-11
- 107 Henry S. West Lab School ..... C-7

### UNIVERSITY OF MIAMI

- 110 Ashe Administration Building ..... C-7
- 148 Cosford Cinema ..... C-7
- 114 Gusman Concert Hall ..... C-7
- 145 Herbert Wellness Center ..... C-8
- 50 Saint Theresa School ..... B-4
- 116 Shalala Student Center ..... C-7
- 160 The Lennar Foundation Medical Center ..... B-8
- 121 Lowe Art Museum and Palley Pavilion ..... C-8
- 147 Pavia and Merrick Garages ..... C-8
- 112 Richter Library ..... C-7
- 146 Ponce de Leon Garage and UM Police ..... C-8
- 142 Watso Center ..... C-8
- 122 Whitten University Center ..... C-7



## D. Competition

Geographically, the City of Coral Gables predominantly competes for land and space with Miami Dade County parks and neighboring parks in cities such as West Miami, South Miami, Pinecrest, and Coconut Grove. Property values in the City are extremely high and large parcels of land are almost impossible to come by, making it extremely difficult for the City of Coral Gables to compete with the County's large playgrounds, parks, waterparks, dog parks and etc.

While the City of Coral Gables competes with some of these neighboring municipalities that offer similar programs and events, the City of Coral Gables Community Recreation Department prides itself in its excellent customer service and high quality programs, activities and amenities. The 2017 transactional key requirements survey based on 278 respondents identified that the four most important aspects for participants in selecting to participate in City programs and activities are Location, Safe Facilities, Instructor to Student Ratio and Friendly Staff. As part of the survey, 98.56% of participants felt that the City programs met their family's expectations.

Has the program met your family's expectation?

		Response percent	Response total
Yes		98.56%	274
No		1.44%	4

Statistics based on 278 respondents;

For the past three years, City programs have been at maximum capacity with lengthy waitlists and events have been so largely attended that staff has decided to limit advertising to reduce attendance in alignment of the City's vision of *A world-class City with a hometown feel*.

Due to the high participation of not just residents but participants from all over Miami Dade County who wish to participate in City programs and are willing to commute and pay the increased non-resident fees, the Department has struggled with providing services for all of its residents. As a result, the Department has made several policy changes to ensure that programs service a majority of residents. One such example is the provision of separate resident only try-outs for competitive athletic programs such as soccer.

## E. Trends

The Community Recreation Department annually reviews the needs of the community and tasks each Division with a research project that identifies a local, national and international trend in their industry to ensure that programming stays relevant. In addition, an evaluation is conducted by staff following each program to review participant attendance and satisfaction.

The largest industry trend has been that of technology, and the customer demand for making the registration process accessible on the go and as simple as possible. For too many years municipal technology had fallen behind and was unable to compete with the private sector. In 2018 the Community Recreation Department migrated from a legacy recreation software to a hosted recreation software that allows participants to register and pay for services remotely.

### a. Special Populations

In Special Populations, a local trend has been for Boccia, which is a seated Paralympic sport (one of only two without an Olympics counterpart), similar to bocce. It was introduced to the South Florida community in 2011 by Canadian Paralympian Marco Dispaltrio, and has been growing in popularity ever since. Boccia has seen an explosion in popularity, with four active competitive teams in Miami-Dade County alone, and several more in Broward and Palm

Beach Counties. A recent Bocchia clinic hosted by Miami-Dade County Parks and Disability Services brought together more than 24 recreation professionals from the local community, who were all there to learn more about the sport in order to share it with their own populations.

Two additional trends in Special Populations are for the installation of sensory rooms and inclusive playgrounds. The City of Coral Gables is in the process of expanding one of its existing playgrounds at Salvadore Park by adding inclusive playground equipment that services participants with both physical and cognitive limitations and provides a playground that will service all abilities.

#### **b. Tennis**

In Tennis there has been a push for early development camps as identified by Team USA and Florida USTA. The 10 and under youth tennis EDC camps that are competing in the 10 & under pathway will now have a chance to participate in a camp led by a USTA Florida faculty coach and private sector coaches. Players will follow a national curriculum for three segments and compete in three tournaments. Players will each receive an assessment and their results will be tracked throughout the year.

Two additional trends in Tennis have been the increase in demand for Pickleball and Fast 4 Competitions. The Tennis Division is looking at converting one of its practice walls at the Salvadore Tennis Center to a Pickleball court, which will allow for the space to be utilized for both practice rounds and Pickle ball games and tournaments. Fast 4 competitions are also becoming more and more prevalent throughout the country. This shortened format has been well received by adult and junior players, were traditionally six games are now being played to four. The benefit is that this will allow for adults and juniors to finish events in two days rather than three and provides less strain on the facility and social court players.

#### **c. Aquatics**

The biggest trend in aquatics has been to add programming attractions or other forms of structural additions such as slides, climbing walls and splash pads to compete with the larger water parks. Due to its historic designation, the Venetian Pool is very limited with its usage and is unable to physically alter its original structure to provide some of these trending amenities to its patrons. However staff has developed different programming to attract new users through different forms of exercise programming such as pool side yoga followed by a swim. Other future opportunities may include water cycling and aqua Zumba.

Another large environmental trend is towards water preservation, and as a drain and fill pool this could potential pose a large risk to how the Venetian Pool currently operates. According to the Florida Climate Institute there is a real threat to Florida's Urban, Suburban, and Agricultural water supply needs. With the potential rise of sea level, freshwater aquifers will likely be contaminated which will pose a threat to all these sectors. With 64% of Florida's freshwater being groundwater it will threaten the use of water to fill pools, irrigation, and for recreational use.

#### **d. Golf**

The predominate environmental trend in the maintenance of golf courses in South Florida is the aversion of fertilizers and pesticides by substituting them with alternate options of organic herbicides to replace toxic products such as Round-up. As a result staff has conducted extensive soil testing and is comparing the soil tests to the best practice recommendations listed by the University of Florida for N, P, K and Mg for golf course and athletic field fertilization based on Mehlich III Extractant. Staff is also partnering with Miami Waterkeeper in

environmental efforts such as water preservation and improved irrigation measures to preserve Biscayne Bay and its surrounding bodies of water.

Another large trend is the management of Nematodes on Athletic Fields in South Florida. These nematodes cause turf to decline, need more frequent irrigation and have increased problems with weeds and other pests. Nematodes' damage to turf roots reduces fertilizer uptake by the turf, indirectly contributing to potential groundwater contamination. Nematode damage on athletic fields can weaken turf root systems and cause turf to pull up during play and thereby contribute to the incidence of player injuries. As a result staff has worked on extensive soil testing and had a nematode assay conducted to identify the type of nematode and best treatment for the Youth Center Athletic field. Staff has also developed and implemented a preventative maintenance schedule to assist in the combat of Lance Nematodes.

#### **e. Youth Programming**

Three identified trends for Youth Programming have been in eSports, running clubs, and netball. eSports is no longer just for kids but designed for everyone and becoming a billion dollar industry that is targeting national Colleges and Universities. On March 12th ESPN announced the creation of the Collegiate eSports Championship that will be held May 10th - 12th in Houston Texas. With this development there are going to be kids receiving college scholarships to division 1 schools and others to play eSports. This is going to be a game changer for Parks because kids growing up are going to need leagues to play in to develop their skills and just as they would in a traditional athletic league.

A trend that is up and coming within Miami is running clubs and tri-athlon trainings for youth. These clubs are encouraging the youth to be conscientious about their health while instilling good habits that they will be able to continue on throughout their life. The running clubs and tri-athlon trainings are geared for youth between the ages of 5 - 16 years old depending on which program you register with.

Netball is a popular game in New Zealand, England & Australia but is gaining popularity worldwide including the USA. Netball is an Olympic recognized sport but has never actually been played in the Olympics. Netball is a ball sport played by two teams of seven players. Its development, derived from early versions of basketball, began in England in the 1890s. Games are played on a rectangular court with raised goal rings at each end. Each team attempts to score goals by passing a ball down the court and shooting it through its goal ring. Players are assigned specific positions, which define their roles within the team and restrict their movement to certain areas of the court. During general play, a player with the ball can hold on to it for only three seconds before shooting for a goal or passing to another player. Netball games are 60 minutes long. Netball is most popular in Commonwealth nations, specifically in schools, and is predominantly played by women. According to the INF, netball is played by more than 20 million people in more than 80 countries.

#### **f. Adult Services**

A growing trend for seniors and older adults is that of Playgrounds for adults. These playgrounds offer less of the swing and slide combos and more low-impact exercise equipment like stationary bicycles, walking paths, steps and arches, and adult see saws. In the same family are multi-generational fitness parks which promote exercise and social interaction between kids and older adults. This engagement between generations has been shown to aid feelings of stress, anxiety, and depression which many seniors may have if they spend a lot of time alone. As a result staff has incorporated outdoor fitness equipment and

fitness trails around the perimeter of the Youth Center, Ingraham Park and will be including new equipment in conjunction with a walking path at Kerdyk Family Park.

Another large trend is that of the “senior” programming stereotype. More and more seniors don’t want to be referred to as seniors but as adults. Also more adults are retiring younger, between ages 50 – 55 and are looking for programming and networking opportunities in their community. As a result staff has renamed the “Senior Division” to the “Adults 50+ Division” with the new center being called the Adult Activity Center. All programming at the Center is predominantly geared towards ages 50+ but most events are open to all adults and are not limited to the 50+ age requirement.

#### **g. Special Events**

As sustainability plays a larger role, there has been a growing trend to applying bans and restrictions of materials such as plastic bags, plastic straws and polystyrene on large community/public gatherings and special events. The City of Coral Gables has since placed a City-wide ban on polystyrene and plastic bags and a restriction of plastic straws at special events and a voluntary skip the straw campaign. As a result vendors and staff have looked at alternate organic and green friendly products such as paper or reusable bags and bamboo or reusable metal straws.

Another trend has been that of incorporating cultural and historical components to special events. Staff has started incorporating cultural components as part of the City’s Farmers Market series and is looking at partnering with the City’s Historical Department to include historical components and start new community events that tie in to the City’s rich history. Staff has also partnered with other private cultural organizations such as the Coral Gables Art Cinema and the Coral Gables Museum to start new smaller family events.

#### **h. Parks**

Park land acquisitions continue to be the predominant trend as property values keep going up and land becomes more difficult to acquire. Staff has implemented a new funding plan through Park impact fees collected from new development, which allows for 65% of those funds to be placed into a funding plan for new park land acquisition. The other 35% of those funds are allocated towards existing park enhancements to allow for improvements to existing parks that suffered under extensive deferred maintenance. Staff has also updated their levels of service maps to identify concerns of accessibility to all existing neighborhood parks. This includes lack of sidewalk connectivity, and dissecting thoroughfares that make crossing the street to access a neighborhood park a safety concern.

## IV. Operations Analysis

### a. Summary of Expenses and Revenues

The Community Recreation budget differs from other City Department budgets in that many of the expenditure accounts are revenue driven accounts. In addition, the Venetian Pool Division is set up as an Enterprise Fund, as the entire operating budget is completely self sustainable and often drives a small profit. While cost recovery is an important aspect within the Department, not all Divisions provide revenues and focus more on the quality of life aspect by providing the necessary services and infrastructure to maintain the City's public parks and community initiatives. The Department prides itself for maintain a balanced budget that adequately provides for the operational needs but maintains a sustainable budgeting practice by comparing expenditures to revenues and measuring the cost recovery of each Division's individual operating budget.

### City of Coral Gables Community Recreation Fiscal Revenue & Expenditure Comparison Report: FY 2018 - October 1, 2017 through September 30, 2018

#### Division 6010 - Tennis Centers

	FY18 Revenues	FY 18 Budget	Net Difference	Percent Recovery
Division 6010 Revenue & Expenditure Summary	\$586,617.69	\$1,003,335.00	-\$416,717.31	58.47%

#### Division 6020 - Venetian Pool

	FY18 Revenues	FY 18 Budget	Net Difference	Percent Recovery
Division 6020 Revenue & Expenditure Summary	\$1,178,255.20	\$1,013,870.00	\$164,385.20	116.21%

#### Division 6050 - Youth Center

	FY18 Revenues	FY 18 Budget	Net Difference	Percent Recovery
Division 6050 Revenue & Expenditure Summary	\$1,512,002.49	\$2,925,977.00	-\$1,413,974.51	51.68%

#### Division 6060 - Adult Activity Center

	FY18 Revenues	FY 18 Budget	Net Difference	Percent Recovery
Division 6060 Revenue & Expenditure Summary	\$49,117.55	\$353,884.00	-\$304,766.45	13.88%

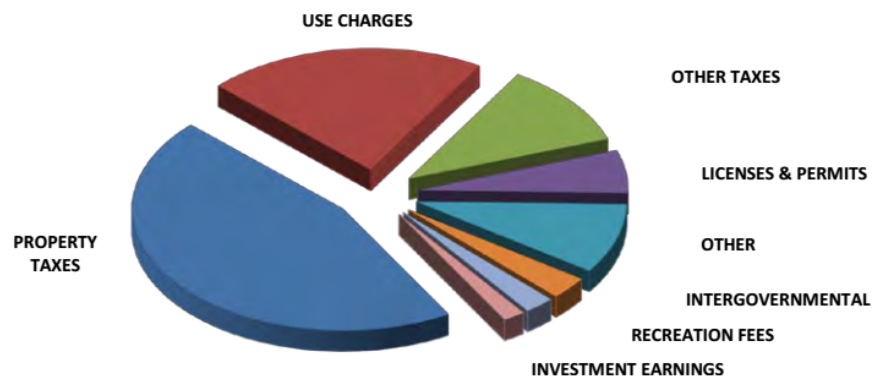
#### Division 6065 - Special Events

	FY18 Revenues	FY 18 Budget	Net Difference	Percent Recovery
Division 6065 Revenue & Expenditure Summary	\$65,393.35	\$594,433.00	-\$529,039.65	11.00%

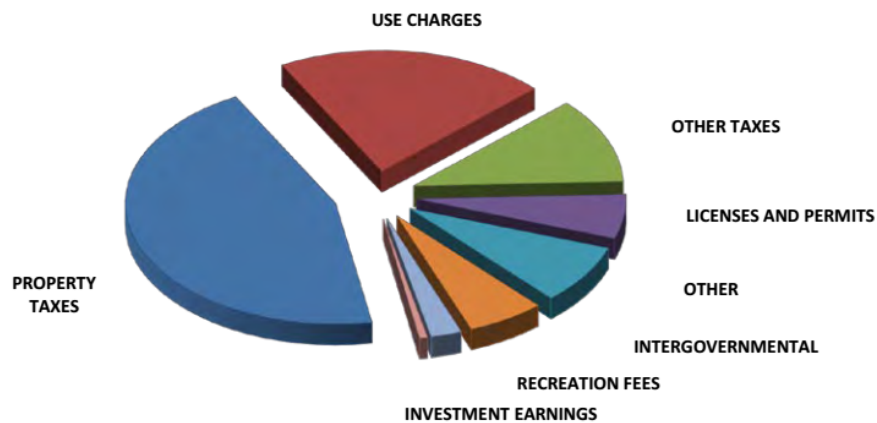
The revenues collected by the Community Recreation Department account for a total of 2.4% of revenues collected by the City of Coral Gables.

### 2019-2020 BUDGET ESTIMATE REVENUES BY SOURCE

**2019-2020 - \$ 195,513,439**



**2018-2019 - \$ 188,555,194**



	2018-2019		2019-2020	
	BUDGET	%	ESTIMATE	%
Property Taxes	\$ 84,645,256	44.8%	\$ 88,943,104	45.5%
Use Charges	39,393,997	20.9%	42,025,294	21.5%
Other Taxes	21,458,000	11.4%	21,550,000	11.0%
Licenses & Permits	11,179,000	5.9%	11,120,500	5.7%
Other	14,998,071	8.0%	18,170,452	9.3%
Intergovernmental Revenues	11,270,781	6.0%	5,864,000	3.0%
Recreation Fees	4,475,589	2.4%	4,537,089	2.3%
Investment Earnings	1,134,500	0.6%	3,303,000	1.7%
<b>Total Revenues</b>	<b>\$ 188,555,194</b>	<b>100.0%</b>	<b>\$ 195,513,439</b>	<b>100.0%</b>

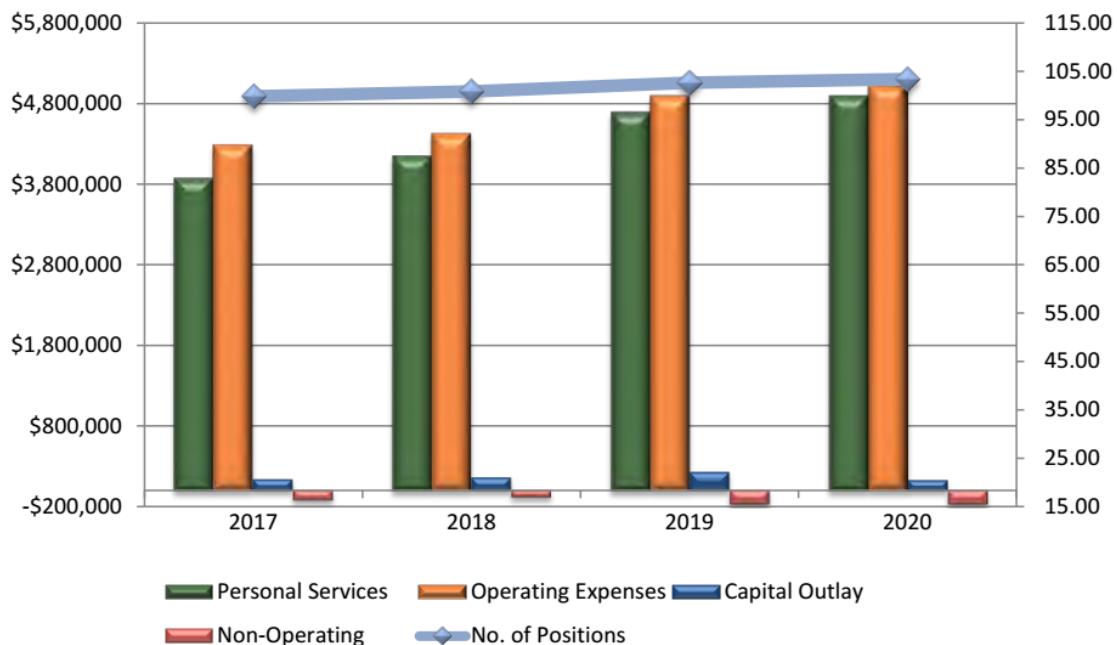
## b. Cost of Core Services

The cost of the Department's core services greatly depends on the salaries for both full and part time personnel and the associated benefits, the general operating expenses and the capital outlay for equipment additions or replacement. The Department now not only measures the head count of full time personnel, but also measures that of part time personnel as they are an essential component of the Department's continuous success and the driving force behind all recreational programs and initiatives.

### COMMUNITY RECREATION DEPARTMENT BUDGET AND POSITION SUMMARY

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 ESTIMATE
Salaries & Benefits	3,875,976	4,150,729	4,693,628	4,895,834
Operating Expenses	4,289,844	4,427,222	4,896,521	5,017,462
Capital Outlay	143,563	162,378	229,747	131,110
Non-Operating	(120,211)	(84,776)	(168,095)	(168,095)
<b>Total</b>	<b>8,189,172</b>	<b>8,655,553</b>	<b>9,651,801</b>	<b>9,876,311</b>
Full Time Headcount	31.00	32.00	32.00	32.00
Part Time FTE's	68.84	68.84	70.64	71.40
<b>Total Headcount &amp; FTE's</b>	<b>99.84</b>	<b>100.84</b>	<b>102.64</b>	<b>103.40</b>

### EXPENDITURE/PERSONNEL COMPARISONS



The Department measures its success through several key performance indicators by Division:

**CITY OF CORAL GABLES, FLORIDA  
PERFORMANCE INDICATOR METRICS**

**COMMUNITY RECREATION**

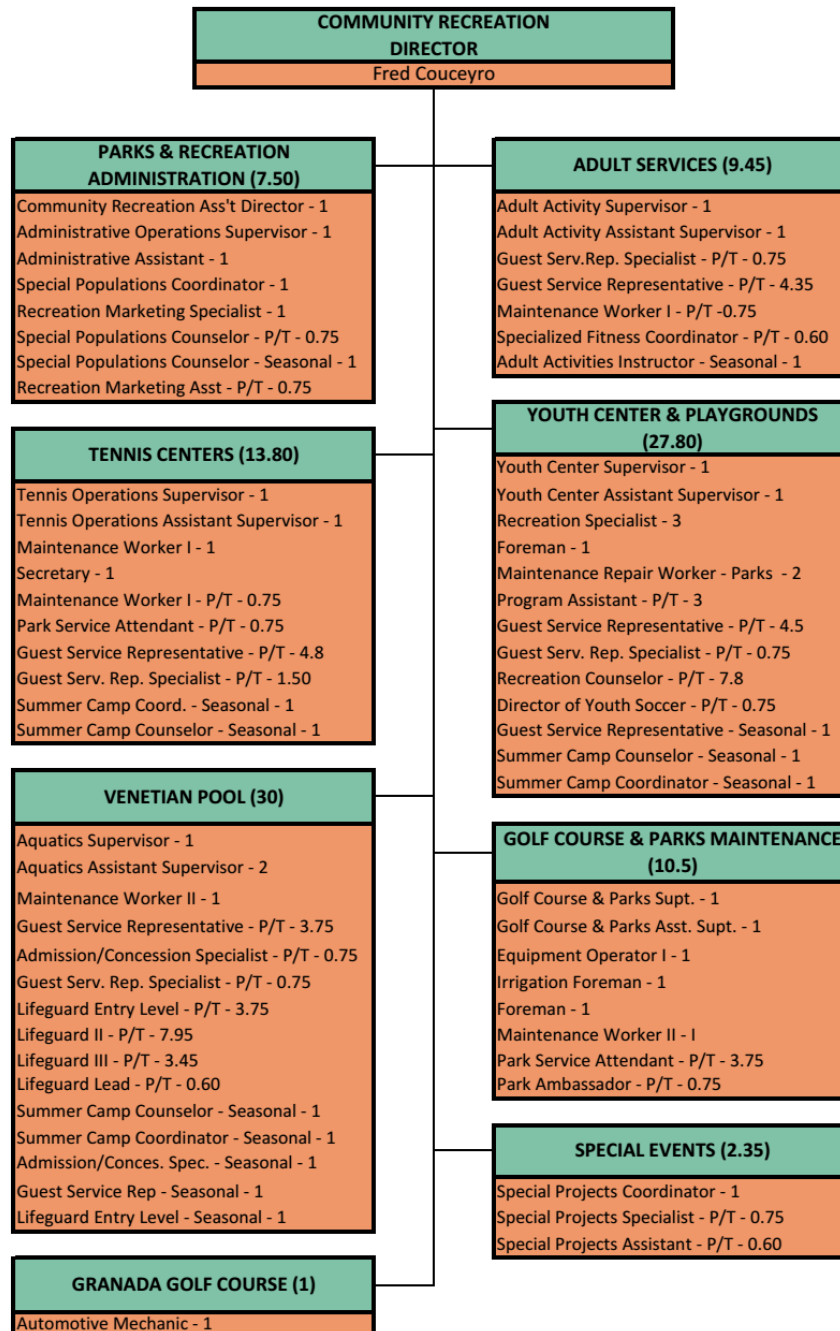
INDICATOR:	FY18			FY19		FY20
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$5M	\$5.01M	■	\$5M	\$1.55M	\$5M
Number of Film Permits issued	110	111	■	110	101	110
Number of Special Event Permits issued	110	77	■	110	32	110
Number of Special Event Vendor Permits issued	90	84	■	90	86	90
Participation in Youth Center programs	10,000	9,426	■	10,000	5,439	10,000
Youth Center Guest passes	1,000	643	■	1,000	338	1,000
Youth Center & Park Rentals	230	153	■	230	71	230
Youth Center Memberships	2,000	1,872	■	2,000	1,779	2,000
Total revenue of Venetian Pool	\$1.1M	\$1,264,919	■	\$1.1M	\$ .31M	\$1.1M
Venetian Pool Gift Shop revenue	\$10,000	\$9,603	■	\$10,000	\$4,336	\$10,000
Number of paid admissions to the Venetian Pool	60,000	70,272	■	60,000	19,528	60,000
Adult Fitness Enrollment	2,000	3,566	■	2,500	2,868	2,500
Adult Arts & Leisure Enrollment	1,000	1,203	■	1,000	1,212	1,000
Participation in Tennis Programs	2,500	1,719	■	2,500	1,163	2,500
Tennis Annual Pass Holders	105	329	■	110	330	110
Tennis Court Rentals	14,000	9,234	■	14,000	4,037	14,000
Number of Private Tennis Lessons	9,000	8,420	■	9,000	4,796	9,000

**Legend**

- Target met or exceeded
- Target nearly met
- Target not met



## c. Organizational Structure



## d. Operating Standards

The Community Recreation Department adheres to several operating standards that govern the overall operations with regard to personnel and programming. The Department adheres to the City's Employee Rules & Guidelines, Labor Agreements, Administrative and Divisions Specific Policies & Procedures, City Code, City Ordinances, or any other City, State, or Federal Law.

In addition to the above, the Department has various employee manuals for each part time position with its own guidelines and policies. Each respective division has their own set of additional operating standards that govern their specific scope of work or facility type.

## e. Facility & Equipment

The Community Recreation Department maintains an inventory of all of its facilities and neighborhood parks as well as an itemized asset inventory of equipment valued over \$1,000 by Division and facility.

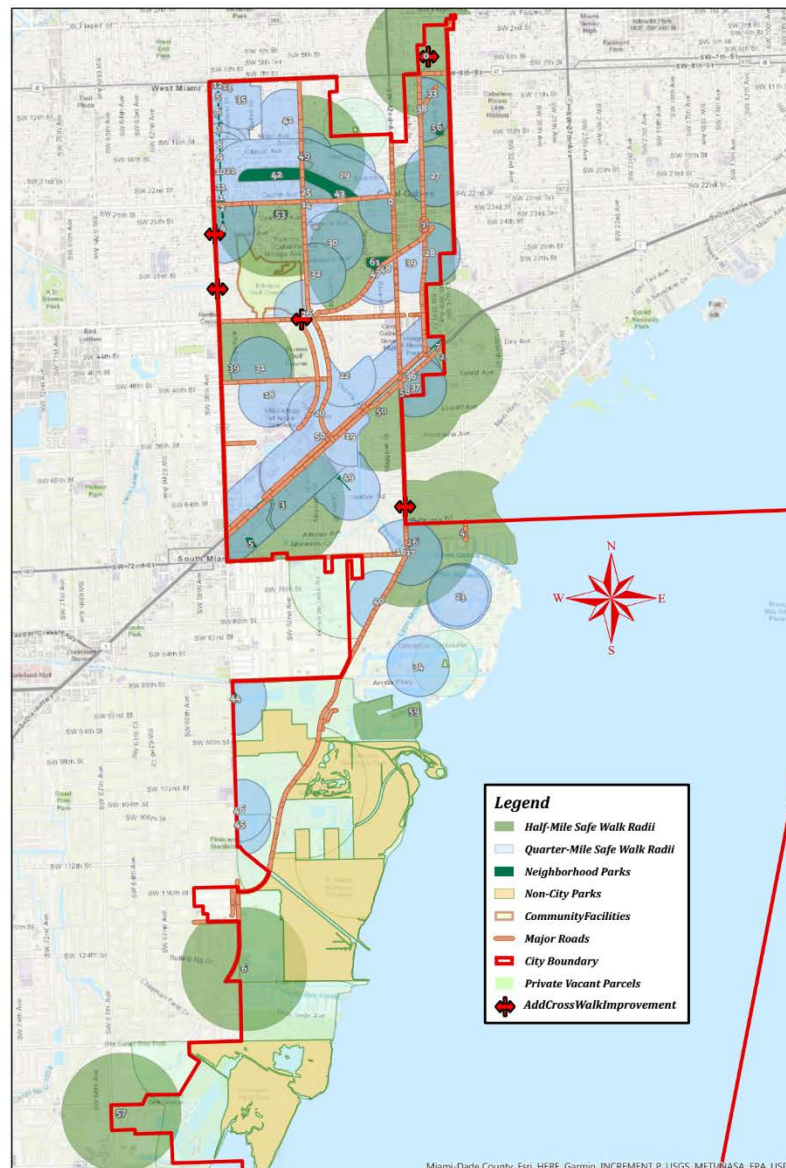
Park	Address	Ball Field	Basketball	Benches	Bicycle Rack	Community Center	Drinking Fountain	Fitness Equipment	Golf Course	Parking	Pavilion	Pet-Friendly	Picnic Tables	Playground	Rental Available	Restrooms	Swimming	Tennis	Walking Path	Water Feature	Scenic Views
Coral Gables Adult Activity Center	2 Andalusia Avenue																				
Alcazar Plaza	700 Alcazar Avenue																				
Balboa Plaza	2405 De Soto Blvd.																				
Betsy Adams and the Coral Gables Garden Club Park	4650 Alhambra Circle																				
Blue Road Open Space	757 Blue Road																				
Carlos S. Kakouris Park	4935 Campo Sano Court																				
Cartagena Park	401 Sunset Drive																				
Catalonia Park	807 Catalonia Avenue																				
City of Coral Gables Biltmore Golf Course	1210 Anastasia Avenue																				
Coral Bay Park	1590 Campamento Avenue																				
Coral Gables War Memorial Youth Center	405 University Drive																				
Country Club Prado	Country Club Prado																				
Durango Park	3405 Durango Street																				
Enrique "Henry" Cepero Memorial Park	4600 San Amaro Drive																				
Fred B. Hartnett Ponce Circle Park	2810 Ponce de Leon Blvd.																				
Freedom Plaza	981 E Ponce De Leon Blvd.																				
Granada Golf Course	2001 Granada Blvd.																				
Granada Park	5151 Granada Blvd.																				
Ingraham Park	4751 West Ingraham Terr.																				
J. Fritz and Frances Gordon Park	800 Country Club Prado																				
Jaycee Park	1230 Hardde Rd.																				
Leucadendra Drive Triangle	331 Leucadendra Drive																				
Lisbon Park	1015 Lisbon Street																				
Lola B. Walker Pioneers' Park	200 Grand Avenue																				
Loretta Sheehy Park	410 Sunset Drive																				
MacFarlane Linear Park	100 South Dixie Highway																				
Maggiore Park	5028 Maggiore Street																				
Majorca Park (Corner of Majorca & Granada)	937 Majorca Avenue																				
Mall Street Median	Mall Street																				
Marlin Park (Corner of Marlin & Bonito)	6540 Marlin Drive																				
Merrick Park	400 Biltmore Way																				
Nat Winokur Park	150 Ruiz Avenue																				
Nellie B. Moore Park	202 Jefferson Dr.																				
Orduna Dr-Miller Rd Triangle Park	Corner of Orduna & Miller Road																				
Phillips Park	90 Menores Avenue																				
Pierce Park	101 Oak Avenue																				
Pittman Park	115 Merrick Way																				
Ponce de Leon Park	1201 Ponce de Leon Blvd.																				
Robert J. Fewell Park	950 Coral Way																				
Rotary Centennial Park	512 Ponce De Leon Blvd.																				
Ruth Bryan Owen Waterway Park	3940 Granada Blvd.																				
Salvadore Park	1120 Andalusia Avenue																				
Salvadore Park Tennis Center	1120 Andalusia Avenue																				
San Benito Green	5750 Sunset Drive																				
San Sebastian Park	130 San Sebastian Avenue																				
Sarto Green	241 Sarto Avenue																				
Sunrise Harbor Park	25 Sunrise Avenue																				
Tiziano Park	7700 Old Cutler Rd.																				
Venetia Park	1047 Venetia Avenue																				
Venetian Pool	2701 De Soto Blvd.																				
William A. Cooper Park	4920 Washington Dr.																				
William H. Kerdyk Biltmore Tennis Center	1150 Anastasia Avenue																				
William H. Kerdyk, Jr., and Family Park	6611 Yumuri Street																				
Young Park	950 Castile Plaza																				

ID	ACTIVITY CODE	PROPERTY NUMBER	ACCOUNT NUMBER	DEPARTMENT NUMBER	BUILDING NUMBER	FLOOR NUMBER	ROOM NUMBER	CLASS CODE	FUND CODE	ASSET TAG NUMBER	QUANTITY	DESCRIPTION	ADDITIONAL DESCRIPTION	MANUFACTURER	MODEL	SERIAL	MONTH/DAY/YEAR OF ACQUISITION	ORIGINAL COST	USEFUL LIFE IN YEARS	ANNUAL DEPRECIATION
4373	A	009	EQPT	6010	001	01	108	400	N	00325	1	OVEN CONVECTION		GE	PROFILE (PT050SF4SS)	DG610672Q	04/01/2016	3,525.00	10	0.00
4376	A	009	EQPT	6010	001	01	107	150	N	00328	1	PROJECTOR LCD		INFOCUS	NA	NA	04/01/2016	1,150.00	5	0.00
613	A	005	EQPT	6020	001	02	EAST TOW 511	A	00211	1	DEFIBRILLATOR		CARDIAC SCIENCE	GSS-80P0	NA	D00000006851	04/01/2014	1,482.95	5	296.59
4350	A	005	EQPT	6020	001	01	CHEMICAL 271	N	00216	1	CHEMISTRY COMPUTER CONTROLLER		BEC	BEC5Y55	1100167002168	04/01/2011	1,941.00	10	194.10	
4499	A	005	EQPT	6020	001	01	CONCESSK 400	N	00102	1	FRYER DOUBLE BASKET		VULCAN	LG500	DW-1058144	04/01/2015	1,412.00	10	141.20	
648	A	007	EQPT	6030	001	01	BAY2	750	A	00309	1	CART GOLF		CLUB CAR	PRECEDENT	JE1448-5177880	04/01/2014	3,163.28	5	632.66
658	A	007	EQPT	6030	001	01	GRNADA B 750	A	00675	1	CART GOLF		CLUB CAR	BCS6814	JE1448517801T	04/01/2014	3,163.28	5	632.66	
881	A	007	EQPT	6030	001	01	BAY1	750	A	00291	1	BUFFALO BLOWER		TORO	PRO FORCE 44552	31600505	09/01/2016	4,340.37	10	0.00
3828	A	001	EQPT	6030	001	01	TJO	750	M	21703828	1	2015 TORO MOWER		TORO	MOWER	44701-315000116	04/01/2015	8,228.64	5	1,645.73
4274	A	023	EQPT	6030	001	01	STRG	100	M	00312	1	BALL MACHINE		PLAYMATE	NA	NA	09/01/2015	4,495.00	5	899.00
4370	A	008	EQPT	6030	001	02	PRO SHOP 300	A	00310	1	STRING MACHINE		GAMMA	6900 ELS	GB-1009-012	04/01/2012	2,722.00	5	272.20	
55	A	006	EQPT	6050	001	02	216	100	A	00247	1	LEG EXTENSION		LIFE FITNESS	PSLESE	PSLESE0512007	04/01/2012	4,223.17	5	844.64
56	A	006	EQPT	6050	001	02	WEIGHT RI 100	A	00127	1	ASSISTED DIP-CHIN MACHINE		LIFE FITNESS	PSADCE	PSADCE0512008	04/01/2012	4,223.15	5	844.63	
59	A	006	EQPT	6050	001	02	WEIGHT RI 100	A	00136	1	CHEST PRESS WEIGHT MACHINE		LIFE FITNESS	PSCPSE	PSCPSE0514014	04/01/2012	4,223.15	5	844.63	
61	A	006	EQPT	6050	001	02	WEIGHT RI 100	A	00134	1	ABDOMINAL WEIGHT MACHINE		LIFE FITNESS	FZAB	FZAB0511034	04/01/2012	4,223.15	5	844.63	
614	A	006	EQPT	6050	001	01	REGST OFF 511	A	00106	1	DEFIBRILLATOR		CARDIAC SCIENCE	GSA-80P0	M00000013998	04/01/2014	1,482.95	5	296.59	
965	A	001	EQPT	6050	001				A	21700965	1	2016 FORD F-250		FORD	F-250	1FT7X2A86GEA1591	01/01/2016	29,644.00	12	0.00
2625	A		EQPT	6050					C	21702625	1	LED BASKETBALL SCOREBOARDS					04/01/2014	2,773.38	5	554.68
3220	A		EQPT	6050					C	21705220	1	LED BASKETBALL SCOREBOARDS					04/01/2014	2,773.37	5	554.67
4190	A	006	EQPT	6050	001	01	129	270	M	00241	1	ROUTER		CISCO	CAT451T 2960 C SERIES	NA	04/01/2014	1,015.00	5	203.00
4231	A	006	EQPT	6050	001	02	WEIGHT RI 100	M	00116	1	TREADMILL		LIFE FITNESS	FLEXDECK SHOCK ABSOR	CL1180139	04/01/2014	4,412.34	5	882.47	
4295	A	006	EQPT	6050	001	02	WEIGHT RI 100	M	00123	1	STATIONARY BYCICLE		LIFE FITNESS	CLSR	CL1119690	03/01/2016	1,930.00	5	0.00	
4299	A	006	EQPT	6050	001	02	WEIGHT RI 100	M	00114	1	STAIR STEPPER		LIFE FITNESS	CLXS	COX101828C	03/01/2016	2,728.00	5	0.00	
4357	A	006	EQPT	6050	001	01	FH2	400	N	00243	1	ICE MACHINE		SCOTSMAN	PRODIGY PLUS	ND	04/01/2010	2,273.00	10	227.30
945	A	001	EQPT	6070	001	01	TJO	800	A	21700945	1	2016 FORD SUPER DUTY		FORD	SUPER DUTY	1FT7X2A86GE02821	09/01/2016	30,339.00	10	0.00

The Community Recreation Department also maintains Level of Service (LOS) inventory maps to measure the walkable parks and greenspaces in the City and identify the deficient areas in need of additional land acquisition.

## City of Coral Gables - Walkable Green Space Analysis Citywide

**DRAFT**



## f. Capital Improvement Needs

Each fiscal year the Community Recreation Department makes its requests to the Commission, City Manager and Budget staff with the requests and identified needs for new land and park acquisitions or new park and facility developments on existing land. However, what is unique to the Capital Improvements Plan for this Department is the 5-Year funding matrix for existing park and facility infrastructure that accounts for the aging infrastructure in need of capital repairs and replacement.

**CITY OF CORAL GABLES**  
**FISCAL YEAR 2019-2023 FIVE YEAR CAPITAL IMPROVEMENT PLAN**  
**PROJECT SUMMARY & FUNDING SOURCES: PARKS & RECREATION REPAIRS/IMPROVEMENTS**

**PARKS & RECREATION PROJECT PARAMETERS**

The enhancement and beautification of existing parks and park facilities as well as the development of new parks and park facilities.

**PARKS & RECREATION PROJECTS BY YEAR**

PAGE #	PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
		2 0 1 9				2020	2021	2022	2023	
		PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
88	Downtown Civic Plaza & Garden	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000
89	Purchase of Land	1,800,899	3,020	500,000	2,303,919	300,000	300,000	300,000	300,000	3,503,919
91	Fred B. Hartnett/Ponce Circle Park Improvements	2,000,000	-	-	2,000,000	-	-	-	-	2,000,000
93	Development of Passive Parks	2,222,537	105,384	-	2,327,921	-	-	-	-	2,327,921
95	W.H. Kerdyk/Bilt Tennis Ctr Improv.	-	1,080,317	-	1,080,317	-	-	-	-	1,080,317
96	Parks & Recreation Major Repairs	2,498,216	692,985	1,394,081	4,585,282	1,414,992	1,436,217	1,457,760	1,479,626	10,373,877
99	Parks System Improvements	-	-	123,574	123,574	80,000	80,000	80,000	80,000	443,574
100	Vacant Lots Acquisition	-	-	-	-	500,000	500,000	500,000	500,000	2,000,000
101	Mar Street-Play Street	-	-	-	-	-	200,000	-	-	200,000
102	Manatee Overlook	-	-	-	-	-	200,000	-	-	200,000
103	Old Cutler Bay Passive Park	-	-	200,000	200,000	-	-	-	-	200,000
104	Coral Gables High School Track Lighting	-	-	150,000	150,000	150,000	-	-	-	300,000
105	Granada Golf Course Groundwater Diversion	-	-	35,000	35,000	-	-	-	-	35,000
TOTAL		\$ 8,521,652	\$ 1,881,706	\$ 2,402,655	\$ 12,806,013	\$ 2,944,992	\$ 3,216,217	\$ 2,837,760	\$ 2,859,626	\$ 24,664,608

**PARKS & RECREATION PROJECTS BY FUNDING SOURCE**

PROJECT NAME	GEN CAP IMPR	ARTS IN PUBLIC PLACES	CG IMPACT FEES	GOB	NRP	DEVELOPER FEES	FIVE-YEAR PROJECT TOTAL
Downtown Civic Plaza & Garden	\$ 1,400,000	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ 2,000,000
Purchase of Land	3,500,000	-	-	-	3,919	-	3,503,919
Fred B. Hartnett/Ponce Circle Park Improvements	-	-	-	-	-	2,000,000	2,000,000
Development of Passive Parks	982,120	-	1,121,491	-	224,310	-	2,327,921
W.H. Kerdyk/Bilt Tennis Ctr Improv.	309,601	-	-	181,817	588,899	-	1,080,317
Parks & Recreation Major Repairs	10,056,935	-	-	-	316,942	-	10,373,877
Parks System Improvements	-	-	443,574	-	-	-	443,574
Vacant Lots Acquisition	2,000,000	-	-	-	-	-	2,000,000
Mar Street-Play Street	200,000	-	-	-	-	-	200,000
Manatee Overlook	200,000	-	-	-	-	-	200,000
Old Cutler Bay Passive Park	-	-	200,000	-	-	-	200,000
Coral Gables High School Track Lighting	-	-	300,000	-	-	-	300,000
Granada Golf Course Groundwater Diversion	35,000	-	-	-	-	-	35,000
<b>TOTAL</b>	<b>\$ 18,683,656</b>	<b>\$ -</b>	<b>\$ 2,665,065</b>	<b>\$ 181,817</b>	<b>\$ 1,134,070</b>	<b>\$ 2,000,000</b>	<b>\$ 24,664,608</b>

**RELATED OPERATING COST FOR PARKS & RECREATION PROJECTS**

EXPENSE TYPE	FIVE-YEAR ESTIMATE					FIVE-YEAR PROJECT TOTAL
	2019	2020	2021	2022	2023	
Granada Golf Course Irrigation System	1,200	1,200	1,200	1,200	1,200	6,000
Personnel Services	-	-	-	-	-	-
Other Than Personnel Services	1,200	1,200	1,200	1,200	1,200	6,000
<b>TOTAL RELATED OPERATING COST</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 6,000</b>

**CITY OF CORAL GABLES**  
**PARK & RECREATION MAJOR REPAIR PROJECTS BY YEAR**

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2 0 1 9				2020	2021	2022	2023	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Acorn LED Lights at Phillips Park	\$ 28,241	\$ 7,223	\$ -	\$ 35,464	\$ -	\$ -	\$ -	\$ -	\$ 35,464
Blue Road Open Space Renovation	-	-	-	-	-	200,000	200,000	-	400,000
Fitness Trails	51,371	48,629	-	100,000	-	-	-	-	100,000
Granada Golf Course Improvements	204,088	-	-	204,088	-	-	-	-	204,088
Granada Golf Course Irrigation	-	-	100,000	100,000	-	-	-	-	100,000
Granada Golf Course Pro Shop	-	-	225,000	225,000	-	-	-	-	225,000
Granada Golf Maintenance Shop Renovation	-	-	-	-	-	165,000	-	-	165,000
Granada Golf Course Shelter Improvements	164,228	-	-	164,228	-	-	-	-	164,228
Granada Golf Course Turf Vacuum	14,000	-	-	14,000	-	-	-	-	14,000
Jaycee Park Playground Renovation	-	-	365,000	365,000	-	-	-	-	365,000
Kerdyk Family Park Playground Expansion	185,000	-	-	185,000	-	-	-	-	185,000
Kerdyk Family Park Trail Renovation	90,000	-	-	90,000	-	-	-	-	90,000
Lightning Protection System for Facilities	-	-	36,000	36,000	-	-	-	-	36,000
Nat Winokur Park Renovation	25,000	-	385,000	410,000	-	-	-	-	410,000
P&R Facilities Surveillance Systems	43,772	-	42,500	86,272	42,500	42,500	-	-	171,272
Park Basketball and Tennis Court Renovations	25	10,400	-	10,425	-	-	-	-	10,425
Park Furnishings	-	-	50,000	50,000	-	-	-	-	50,000
Parks & Recreation Master Plan	135,000	-	-	135,000	-	-	-	-	135,000
Phillips Park Renovation	385,000	-	-	385,000	-	-	-	-	385,000
Pierce Park Renovation	-	-	-	-	385,000	-	-	-	385,000
Resurfacing of Clay Courts	30,300	-	-	30,300	-	-	-	-	30,300
Rotary Park Lighting Addition	-	-	20,000	20,000	-	-	-	-	20,000
Salvadore Park Tennis Facility Renovation	-	-	-	-	-	250,000	400,000	400,000	1,050,000
Salvadore Park Playground Expansion	350,000	-	-	350,000	-	-	-	-	350,000
Salvadore Park Tennis Pro Shop Renovation	11,000	-	-	11,000	-	-	-	-	11,000
Salvadore Park Tennis Shade Addition	-	-	33,000	33,000	-	-	-	-	33,000
Venetian Pool Improvements	170,852	102,695	-	273,547	-	-	-	-	273,547
Venetian Pool Phase 5	-	-	-	-	165,000	600,000	-	-	765,000
Venetian Pool Phase 6	-	-	-	-	-	-	350,000	500,000	850,000
Venetian Pool Phase 6 Study	-	-	-	-	44,000	-	-	-	44,000
Venetian Pool Pump & Utilities Renovation	-	-	-	-	165,000	165,000	-	-	330,000
Youth Center Amenities Improvements	250,629	223,681	-	474,310	-	-	-	-	474,310
Youth Center Concessions Building Renovation	-	-	-	-	-	-	500,000	550,000	1,050,000
Youth Center Courtyard Improvements	-	-	-	-	350,000	-	-	-	350,000
Renovation	-	-	77,581	77,581	-	-	-	-	77,581
Youth Center Indoor Gym Renovation	-	-	-	-	105,000	-	-	-	105,000
Youth Center Intercom & P.A. Replacement	-	-	60,000	60,000	-	-	-	-	60,000
Youth Center Master Plan	50,000	-	-	50,000	-	-	-	-	50,000
Youth Center Paint Exterior Building	-	-	-	-	50,000	-	-	-	50,000
Youth Center Phase 1 Improvements	24,143	21,690	-	45,833	-	-	-	-	45,833
Youth Center Structural Improvements	163,985	257,803	-	421,788	-	-	-	-	421,788
Youth Center & Grounds Improvements	81,333	6,673	-	88,006	-	-	-	-	88,006
Youth Center Field Resod & Irrigation	99	14,191	-	14,290	-	-	-	-	14,290
Unassigned	40,150	-	-	40,150	108,492	13,717	7,760	29,626	199,745
TOTAL	\$ 2,498,216	\$ 692,985	\$ 1,394,081	\$ 4,585,282	\$ 1,414,992	\$ 1,436,217	\$ 1,457,760	\$ 1,479,626	\$ 10,373,877

**CITY OF CORAL GABLES**  
**PARK & RECREATION MAJOR REPAIR PROJECTS BY YEAR**

PROJECT NAME	CURRENT STATUS
Acorn LED Lights at Phillips Park	COMPLETED - Installation of LED lights at Phillips Park has been completed.
Fitness Trails	Equipment for both Youth Center and Kerdyk and Family Park selected. Vendor selected. Youth Center equipment installation pending final permitting for start date.
Granada Golf Course Improvements	Course renovations completed including new greens, fairways and tee boxes. Phase 2 for FY19 – will include replacement of rain shelters and replacement of old irrigation system.
Kerdyk Family Park Playground Expansion	Community input complete and initial playground designs have been completed.
Kerdyk Family Park Trail Renovation	Community meeting complete, vendor selected and pending installation.
Parks & Recreation Master Plan	Vendor selected for Master Plan and Contract completed. Project has begun and is in process.
Park Basketball and Tennis Court Renovations	COMPLETED - Court renovations for Youth Center complete. Jaycee Park courts were also completed.
P&R Facilities Surveillance Systems	Surveillance systems have been completed at the Youth Center, and Adult Activity Center. Surveillance cameras have been installed at Venetian Pool and Alarm system improvements have been completed at Granada Maintenance Shop. Process underway for surveillance system at Biltmore Tennis Center to coincide with renovation project. Camera installation at Granada Golf Maintenance Shop has been completed.
Park Furnishings	60 furnishings (18 benches, 18 trash cans, and 24 picnic tables) purchased and installed at 9 neighborhood parks. Ongoing replacement matrix.
Phillips Park Renovation	Tennis Court and Basketball courts completed with the use of grant funds. Perimeter entrances and gates painted and repaired. Dugouts, pavilions and restroom building painted and repaired.
Pierce Park Renovation	Playground spring rockers and playground installation completed. Phase 2 schedule of park improvements to be determined.
Nat Winokur Park Renovation	Renovation for Dog Park location has been moved to new location. Project funding under review.
Resurfacing of Clay Courts	COMPLETED - All clay courts at Salvadore Park Tennis Center have been resurfaced.
Salvadore Park Playground Expansion	Initial community meeting completed. Application for grant funding for project completed. Awaiting results of grant process.
Salvadore Park Tennis Pro Shop Renovation	Project Manager assigned. May be postponed to be included in future building renovation slated for 2020.
Venetian Pool Improvements	Temporary pool bottom painting completed, fountain restoration completed, concrete bottom repairs and expansion joint repairs completed. Perimeter fencing and stucco repairs completed. Expansion of staff parking lot and landscaping to south side nearing completion. Vessel repair investigation and material testing to start in FY19. Permanent Vessel and pool bottom repairs to be completed in the future.
Youth Ctr Field Resod & Irrigation	COMPLETED - Irrigation & drainage replaced and field resod - Ongoing maintenance
Youth Ctr & Grounds Improvements	COMPLETED - Chain link field perimeter completed, flat roof repairs completed, field complex exterior iron and concrete work complete - Tile Roof Repairs Pending
Youth Center Structural Improv.	Construction process on both playgrounds has begun. Both sites have been through demolition process and are awaiting shipment and installation of new equipment.
Youth Center Amenities Improv.	Project 90% completed. Awaiting completion of final punch list items and shipment of remaining equipment.
Youth Center Phase 1	COMPLETED - First Phase of Pavilion repairs and lighting improvements. Second phase to include renovation of courtyard, removal of existing palm trees, installation of a shade sail and artificial turf as a mix use activity area.
Youth Center Master Plan	Included as part of the Parks Master Plan. Vendor selected for Master Plan and Contract completed. Project has begun and is in process.

## V. Implementation Strategies

### a. Marketing Strategies

The Coral Gables Community Recreation Department is committed to informing the public and generating public awareness and interest about agency services throughout the community. This is done through communication with a diversified media network. The Department understands the importance of informing the public, exhibiting a positive image within the community, and generating increased participation. The Department has created a media network of television, social media, print media and agency generated materials to accomplish this goal.

The aforementioned media network consists of many facets. The City of Coral Gables Television (CGTV) advertises programs and events on a continuous basis throughout the year. A services magazine is distributed tri-annually throughout the community. Press releases and ads are also distributed to the most popular local publication, The Miami Herald. The department also uses electronic newsletters as an additional means of promotion and direct email blasts through RecConnects that target current or previous patrons and program users.

In addition, each facility or division disburses information in the form of newsletters, flyers and brochures to patrons and interested citizens at their facility and through their individualized mailing lists. The City of Coral Gables web page also provides information to the community.

All of these combined efforts illustrate the importance of marketing the department and its efforts, which is emphatically endorsed by the City of Coral Gables Community Recreation Department.

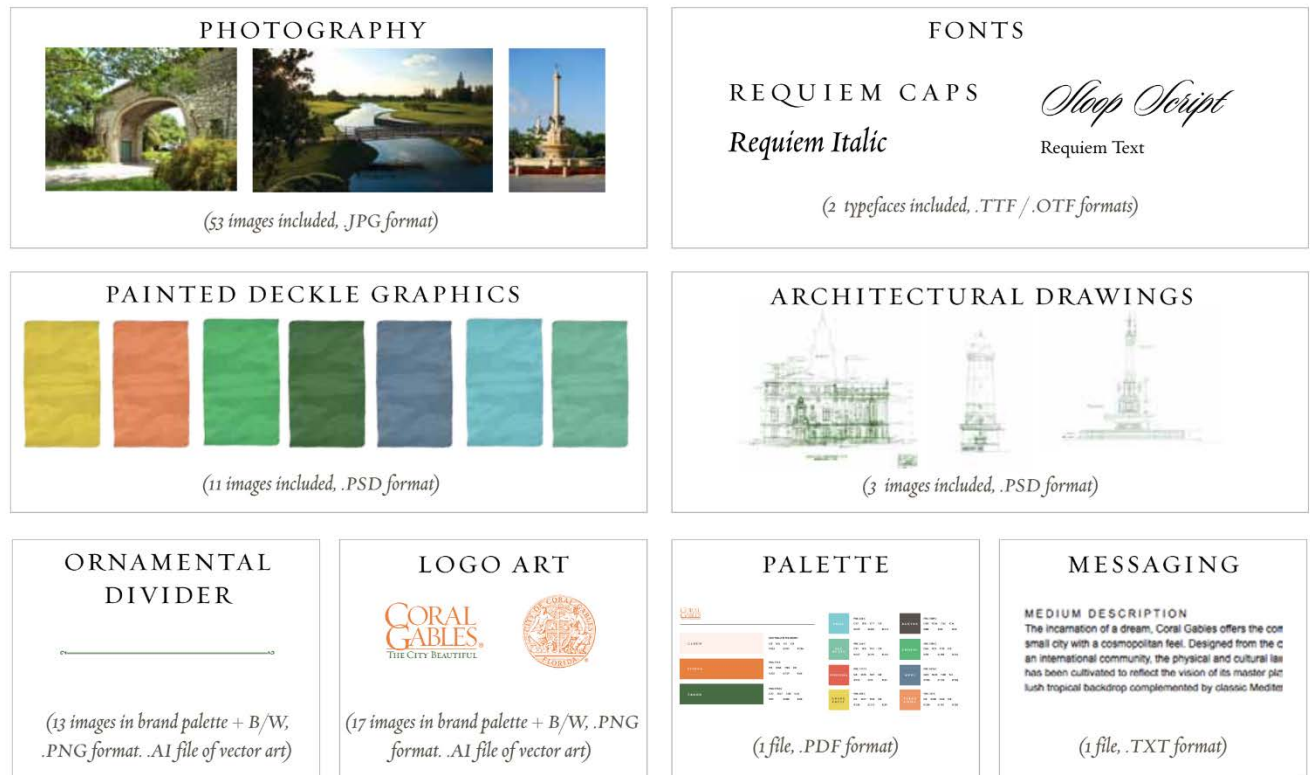
Even though the Community Recreation Department initiates and maintains all of its marketing and publicity functions, nothing is allowed to be published to the public without approval from the department's director, the Public Affairs manager, and the City Manager. In some cases, the approval of the City Mayor and City Commissioners, along with other City officials, and sometimes City partners and sponsors is required for publicity.

City of Coral Gables Parks and Recreation				
Community Recreation Guide Production Schedule				
<i>Instructions: The following tasks represent the various steps involved in completing our Department's quarterly leisure guide. Due to the complexity and number of people involved in this process, it is of the utmost importance that ALL deadlines are met and that work is done with the highest degree of possible accuracy. The ultimate effectiveness of these publications will be a direct result of our combined ability to meet these demands. Should you be unable to meet a deadline for any reason, it is expected that you will inform our production staff ASAP so that adjustments (if possible) can be made to our timeline. Please be aware that a failure to meet any of these deadlines may result in your materials being omitted from the guide.</i>				
Step #	Tasks	Fall-Winter September - December	Spring January-April	Summer May - August
1	Reminder sent to division supervisors to request information from all contractors and in-house staff for Leisure Guide content so that Fabio can start working on the guide. Request is issue to Public Affairs/City Manager for cover options/highlight.	April 10	September 6	December 18
	1 Week needed for supervisors to provide content			
2	Division supervisors deadline to submit content for the guide to Fabio.	May 17	September 24	January 25
	4 Weeks needed for Fabio to draft content from supervisors			
3	Fabio makes edits and sends draft to division supervisors for final review.	May 24	October 24	February 1
4	Fabio requests quotes from various printers to get the lowest one.	June 9	October 25	February 17
	1 Week needed for supervisors to process final content			
5	Division supervisors send final corrections back to Fabio.	May 31	October 26	February 8
	2 Weeks needed for Fabio to finalize the guide and Public Affairs to review it			
6	Fabio finishes making corrections, adding images, and adjusting layout and sends magazine to Public Affairs/City Manager for final review.	June 7	October 31	February 15
7	Guide files are sent to print house for soft proof and ultimately production. Content gets posted online.	June 14	November 5	February 22
	2 Business Weeks needed for print house to produce guides			
8	Guide arrives at mail house and at Youth Center.	June 21	November 16	March 1
	2 Business Weeks needed for mail house to print addresses and deliver guides to homes			
9	Guide to Leisure Services is delivered to homes.	July 5	December 1	March 15

For all marketing materials the Department must follow the approved City of Coral Gables Branding Guidelines:

#### TOOLKIT: Content & Navigation

We've built a kit-of-parts related to this brand guidelines document. Here is a list of items in the kit:



### b. Pricing Strategies

The underlying principle of financing public parks and recreation programs is to offer an efficient, balanced program of services and facilities in the City of Coral Gables. Frequently, the demand upon parks and recreation resources is greater than the tax revenues available to support the demand. Therefore, it is necessary to charge fees for selected programs, services and facilities, particularly in instances where a program, service or facility is directly consumed by the individual for his or her own personal benefit. Philosophically, fees charged are designed to reduce or eliminate subsidies from the general fund. It is the philosophy of this Department that the users of the service should pay for the cost of the services they consume.

Fees and charges provide only one source of financing for the parks and recreation department. A system of fees and charges must supplement other resources available to the Department, not replace them or be used to diminish the Department's responsibility to provide public open space and leisure opportunities for all citizens.

Park and recreation services may be classified into three distinct categories; public, private and merit services. A specific service may contain elements of more than a single category. The extent to which a specific service is classified in a category will determine whether a fee should be assessed and at what level.

Fundamental, basic or public services are those which tend to preserve and promote a high level of quality of life; conservation and preservation of limited open space and natural systems; the historical heritage of the City of Coral Gables; provide safety; and provide park and recreation services and facilities to groups with limited ability to provide for themselves such as young children, older adults, and disabled persons. Within these services everyone benefits equally. Therefore, public funds should be used for acquisition of lands, improvement of property, management, maintenance and basic services. Examples of public services include open spaces, playgrounds, trails, parks and recreation sponsored programs that generate public awareness and positive public relations.

Consumers of merit services benefit directly and should pay for the service but others in the community receive some indirect benefits and should financially support the service to a lesser degree. Examples of merit services include picnic areas, tennis, aquatics, and parks and recreation sponsored activities such as pre-school instruction, youth programs and senior citizen activities.

Other park and recreation services may be classified as a private service. These are services where only the participant receives the benefit and should, therefore, pay the full cost of providing the service. Examples of private services include facility rental, specialized instruction and services.

For the purpose of determining price, it is necessary to define direct and fixed costs. Direct costs are those expenses which are incurred in conducting the program or operating the program or activity, e.g. instructor salaries and supplies. If the program had not been offered, no cost would have been incurred. Fixed costs are those which are not directly incurred by the program or facility but may be charged to it - e.g. administrative salaries, promotion in seasonal brochure.

The type of service will directly determine the cost recovery strategy of pricing strategy to be used in pricing parks and recreation services. In determining fees, Staff will utilize market analysis of area private and municipal competitors, historical fees information, and program performance with a goal of setting Coral Gables user fees reasonably within the market, in-line with historical trends and so as not to significantly damage program performance.

In addition the type of user may reflect different fees (i.e. a Coral Gables resident may be charged less than non-residents). Coral Gables Residents receive the base rate on all services. Non-Residents pay a user fee 25% higher than residents. Specific Department and Division memberships may be established to reduce user fees (regardless of a customer's residency) as a benefit of membership.

Through the City's annual budget process, user fees are established by Department Administration and are recommended for approval by City Commission giving the City Manager the ability to adjust fees from time to time on the basis of changes in market conditions. Once approved, these fees are included in the City's 5-year fee plan and resolution. Fees are to be raised every two years by 2.5% as appropriate.

Community Recreation Department									
FEE SCHEDULE									
Tennis Operations									
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5
Drop-in	Hourly – Day	R	Hour	Y	\$4.35	\$4.35	\$4.60	\$4.60	\$4.90
Drop-in	Hourly – Day	NR	Hour	Y	\$7.60	\$7.60	\$8.00	\$8.00	\$8.40
Drop-in	All Day	R	All Day	Y	\$7.60	\$7.60	\$8.00	\$8.00	\$8.40
Drop-in	All Day	NR	All Day	Y	\$10.50	\$10.50	\$11.00	\$11.00	\$11.60
Drop-in	Hourly – Primetime	R	Hour	Y	\$7.60	\$7.60	\$8.00	\$8.00	\$8.40
Drop-in	Hourly – Primetime	NR	Hour	Y	\$10.50	\$10.50	\$11.00	\$11.00	\$11.60
Membership	Single Adult	R	Annual	Y	\$252.00	\$252.00	\$265.00	\$265.00	\$278.25
Membership	Single Adult	NR	Annual	Y	\$490.00	\$490.00	\$514.50	\$514.50	\$540.10
Membership	2-Person Household	R	Annual	Y	\$422.00	\$422.00	\$443.00	\$443.00	\$465.00
Membership	2-Person Household	NR	Annual	Y	\$775.00	\$775.00	\$813.75	\$813.75	\$854.50
Membership	3+Person Household	R	Annual	Y	\$532.50	\$532.50	\$559.00	\$559.00	\$587.00
Membership	3+Person Household	NR	Annual	Y	\$944.00	\$944.00	\$1043.70	\$1043.70	\$1096.00
Membership	Junior (17 or under)	R	Annual	Y	\$139.00	\$139.00	\$146.00	\$146.00	\$153.30
Membership	Junior (17 or under)	NR	Annual	Y	\$243.00	\$243.00	\$255.00	\$255.00	\$268.00
Clinic	7 & Under	R	Hour	Y	\$16.25	\$16.25	\$17.10	\$17.10	\$18.00
Clinic	7 & Under	N	Hour	Y	\$20.65	\$20.65	\$21.70	\$21.70	\$22.80
Clinic	10 & Under	R	Hour	Y	\$19.28	\$19.28	\$20.25	\$20.25	\$21.30
Clinic	10 & Under	N	Hour	Y	\$24.00	\$24.00	\$25.20	\$25.20	\$26.50
Clinic	Junior Development	R	Hour	Y	\$16.25	\$16.25	\$17.10	\$17.10	\$18.00
Clinic	Junior Development	N	Hour	Y	\$20.65	\$20.65	\$21.70	\$21.70	\$22.80
Clinic	Player Development	R	Hour	Y	\$22.35	\$22.35	\$23.50	\$23.50	\$24.70
Clinic	Player Development	N	Hour	Y	\$28.00	\$28.00	\$29.40	\$29.40	\$30.90

Page 7 of 97 - Published June 7, 2019

Venetian Pool									
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5
Single Adult - Winter	November - March	R	Daily	Y	\$5.50	\$5.50	\$5.75	\$5.75	\$6.00
Single Adult - Summer	April - October	R	Daily	Y	\$5.50	\$5.50	\$5.75	\$5.75	\$6.00
Single Adult - Winter	November - March	NR	Daily	Y	\$8.00	\$8.00	\$8.50	\$8.50	\$9.00
Single Adult - Summer	April - October	NR	Daily	Y	\$12.00	\$12.00	\$15.00	\$15.00	\$15.00
Single Adult - Peak Season	Memorial - Labor	NR	Daily	Y			\$20.00	\$20.00	\$20.00
Single Child - Winter	November - March	R	Daily	Y	\$4.50	\$4.50	\$4.75	\$4.75	\$5.00
Single Child - Summer	April - October	R	Daily	Y	\$4.50	\$4.50	\$4.75	\$4.75	\$5.00
Single Child - Winter	November - March	NR	Daily	Y	\$5.00	\$5.00	\$5.25	\$5.25	\$5.50
Single Child - Summer	April - October	NR	Daily	Y	\$7.00	\$7.00	\$10.00	\$10.00	\$10.00
Single Child - Peak Season	Memorial - Labor	NR	Daily	Y			\$15.00	\$15.00	\$15.00
Annual Family Membership	February - November	R	Annual	Y	\$550.00	\$550.00	\$580.00	\$580.00	\$610.00
Annual Single Membership	February - November	R	Annual	Y	\$285.00	\$285.00	\$300.00	\$300.00	\$315.00
Annual Family Membership	February - November	NR	Annual	Y	\$1,250.00	\$1,250.00	\$1,300.00	\$1,300.00	\$1,365.00
Annual Single Membership	February - November	NR	Annual	Y	\$625.00	\$625.00	\$655.00	\$655.00	\$680.00
School/Camp Group	10 or more participants	All	Daily	Y	\$6.50	\$6.50	\$6.75	\$6.75	\$7.00

Page 9 of 97 - Published June 7, 2019

Tennis Operations – page 2									
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5
Clinic	High Performance	R	Hour	Y	\$22.35	\$22.35	\$23.50	\$23.50	\$24.70
Clinic	High Performance	N	Hour	Y	\$28.00	\$28.00	\$29.40	\$29.40	\$30.90
Clinic	Adult Beginner	R	Hour	Y	\$16.25	\$16.25	\$17.10	\$17.10	\$18.00
Clinic	Adult Beginner	N	Hour	Y	\$20.65	\$20.65	\$21.70	\$21.70	\$22.80
Clinic	Adult Intermediate	R	Hour	Y	\$16.25	\$16.25	\$17.10	\$17.10	\$18.00
Clinic	Adult Intermediate	N	Hour	Y	\$20.65	\$20.65	\$21.70	\$21.70	\$22.80
Clinic	Adult Advanced	R	Hour	Y	\$22.35	\$22.35	\$23.50	\$23.50	\$24.70
Clinic	Adult Advanced	N	Hour	Y	\$28.00	\$28.00	\$29.40	\$29.40	\$31.02
Clinic	Adult Team	R	Hour	Y	\$20.35	\$20.35	\$21.40	\$21.40	\$30.90
Clinic	Adult Team	N	Hour	Y	\$25.20	\$25.20	\$26.50	\$26.50	\$27.85
Camps	Tennis Camp	R	Weekly	N	\$363.00	\$363.00	\$381.25	\$381.25	\$400.35
Camps	Tennis Camp	N	Weekly	N	\$454.00	\$454.00	\$476.70	\$476.70	\$500.55
Camps	High Performance Tennis Camp	R	Weekly	N	\$406.00	\$406.00	\$426.30	\$426.30	\$447.65
Camps	High Performance Tennis Camp	N	Weekly	N	\$507.00	\$507.00	\$532.35	\$532.35	\$559.00
Private Lesson	Tennis Supervisor	All	Hour	N	\$82.00	\$82.00	\$86.00	\$86.00	\$90.00
Private Lesson	Head Professional	All	Hour	N	\$75.00	\$75.00	\$79.00	\$79.00	\$83.00
Private Lesson	Associate Professional	All	Hour	N	\$70.00	\$70.00	\$74.00	\$74.00	\$78.00
Private Lesson	Part Time Pro	All	Hour	N	\$64.00	\$64.00	\$67.00	\$67.00	\$70.00
Private Lesson	Tennis Supervisor	All	1/2 Hour	N	\$46.00	\$46.00	\$48.00	\$48.00	\$50.00
Private Lesson	Head Professional	All	1/2 Hour	N	\$41.00	\$41.00	\$43.00	\$43.00	\$45.00
Private Lesson	Associate Professional	All	1/2 Hour	N	\$36.00	\$36.00	\$38.00	\$38.00	\$40.00
Private Lesson	Part Time Pro	All	1/2 Hour	N	\$36.00	\$36.00	\$38.00	\$38.00	\$40.00
Semi Private	2 People	All	per/person	N	\$41.00	\$41.00	\$43.00	\$43.00	\$45.00
Semi Private	3 People	All	per/person	N	\$30.00	\$30.00	\$32.00	\$32.00	\$34.00
Semi Private	4 People	All	per/person	N	\$23.00	\$23.00	\$24.00	\$24.00	\$25.00

Page 8 of 97 - Published June 7, 2019

Venetian Pool – page 2									
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5
Meeting Room Rental	Rental	All	Hour	Y	\$75.00	\$75.00	\$80.00	\$80.00	\$85.00
After Hrs-Full Facility	Rental	All	Hour	Y	\$1,800.00	\$1,800.00	\$1,900.00	\$1,900.00	\$2,000.00
After Hours Facility Rental (Non-Profit)	Rental	All	Hour	Y	\$900.00	\$900.00	\$950.00	\$950.00	\$1,000.00
Life-Safety Staff (Group of 3 Guards)	Rental	All	Hour	Y	\$200.00	\$200.00	\$210.00	\$210.00	\$220.00
Additional Staff for Rentals	Rental	All	Hour	Y	\$40.00	\$40.00	\$42.00	\$42.00	\$45.00
After Hrs. Rental Deposit	Rental	All	Hour	Y	\$1,300.00	\$1,300.00	\$1,350.00	\$1,350.00	\$1,400.00
Dog Fee	Special Events	All	Hour	Y	\$5.00	\$5.00	\$5.50	\$5.50	\$6.00
Human Fee	Special Events	All	Hour	Y	\$3.00	\$3.00	\$3.50	\$3.50	\$4.00
Non-Commercial Photo Permit	Still Photo	All	Daily	Y	\$90.00	\$90.00	\$95.00	\$95.00	\$100.00
Commercial Photo Permit	Still Photo	All	Daily	Y	\$500.00	\$500.00	\$525.00	\$525.00	\$550.00
Commercial Film Permit	Film/Video	All	Daily	Y	\$1,250.00	\$1,250.00	\$1,300.00	\$1,300.00	\$1,350.00
Pool Closure	Still/Video/Rental	All	Daily	Y	\$1,650.00	\$1,650.00	\$1,700.00	\$1,700.00	\$1,750.00
Lifeguard Certification	Course	All	1 Week	N	\$210.00	\$210.00	\$220.00	\$220.00	\$230.00
Lifeguard Re-Certification	Course	All	2 Days	N	\$120.00	\$120.00	\$125.00	\$125.00	\$130.00
Jr. Lifeguard Spring Break	Camp	R	1 Week Full Day	N	\$160.00	\$160.00	\$170.00	\$170.00	\$180.00
Jr. Lifeguard Spring Break	Camp	NR	1 Week Full Day	N	\$190.00	\$190.00	\$200.00	\$200.00	\$210.00
Fun in the Sun Half Day Camp	Camp	R	1 Week Half Day	N	\$85.00	\$85.00	\$90.00	\$90.00	\$95.00
Fun in the Sun Half Day Camp	Camp	NR	1 Week Half Day	N	\$100.00	\$100.00	\$105.00	\$105.00	\$110.00
Jr. Lifeguard Camp	Camp	R	2 Weeks Full Day	N	\$280.00	\$280.00	\$290.00	\$290.00	\$300.00
Jr. Lifeguard Camp	Camp	NR	2 Weeks Full Day	N	\$350.00	\$350.00	\$360.00	\$360.00	\$370.00
Guard Start Program	Camp	R	1 Week Half Day	N	\$95.00	\$95.00	\$100.00	\$100.00	\$105.00
Guard Start Program	Camp	NR	1 Week Half Day	N	\$110.00	\$110.00	\$115.00	\$115.00	\$120.00

Page 10 of 97 - Published June 7, 2019

Venetian Pool – page 3										
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Children's Swim Lessons	Course	R	2 Week Session	N	\$50.00	\$50.00	\$52.50	\$52.50	\$55.00	
Children's Swim Lessons	Course	NR	2 Week Session	N	\$60.00	\$60.00	\$62.50	\$62.50	\$65.00	
Adult Summer Swim Lessons	Course	R	3 Week Session (9 classes)	N	\$60.00	\$60.00	\$62.50	\$62.50	\$65.00	
Adult Summer Swim Lessons	Course	NR	3 Week Session (9 classes)	N	\$70.00	\$70.00	\$72.50	\$72.50	\$75.00	
Adult Fall & Spring Swim Lessons	Course	R	4 Week Session (4 classes)	N	\$35.00	\$35.00	\$37.00	\$37.00	\$40.00	
Adult Fall & Spring Swim Lessons	Course	NR	4 Week Session (4 classes)	N	\$45.00	\$45.00	\$47.50	\$47.50	\$50.00	
Birthday Supp. Package	Rental (Includes \$50 refundable deposit)	All	5 hours for 15 guests	Y	\$300.00	\$300.00	\$350.00	\$350.00	\$400.00	
Adult With Food	Rental	All	Extra Tickets Pack of 10	Y	\$180.00	\$180.00	\$210.00	\$210.00	\$210.00	
Adult No Food	Rental	All	Extra Tickets Pack of 10	Y	\$110.00	\$110.00	\$150.00	\$150.00	\$150.00	
Child With Food	Rental	All	Extra Tickets Pack of 10	Y	\$130.00	\$130.00	\$160.00	\$160.00	\$160.00	
Child No Food	Rental	All	Extra Tickets Pack of 10	Y	\$60.00	\$60.00	\$100.00	\$100.00	\$100.00	
Amenities & Services	Locker rentals	All	Daily	N	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	
Amenities & Services	Chair rentals	All	Daily	N	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	
<b>Concessions &amp; Gift Shop</b>										
Memorabilia		All	EA	N	Price based on a net profit of 150% cost of merchandise					
Food & Beverages		All	EA	Y	Price based on a net profit of 150% cost of food					

Page 11 of 97 – Published June 7, 2019

Youth Center – page 2										
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Youth Art	Children - General - 1 hr	M	Session	N	Contracted	Contracted program fees based off contractor costs. Fees not to increase by more than 5% in a single year.				
Youth Art	Children - General - 1 hr	R	Session 8-Week	N						
Youth Art	Children - General - 1 hr	NR	Session	N						
Youth Art	Children - General - 1.5 hr	M	Session	N						
Youth Art	Children - General - 1.5 hr	R	Session 8-Week	N						
Youth Art	Children - General - 1.5 hr	NR	Session	N						
Teen Art	Teens General - 2 hr	M	Session	N						
Teen Art	Teens General - 2 hr	R	Session 8-Week	N						
Teen Art	Teens General - 2 hr	NR	Session	N						
Adult Programs	All States Friendship Club	R	Session	N	\$25	\$25	\$26	\$26	\$27	
Adult Programs	All States Friendship Club	NR	Session	N	\$30	\$30	\$32	\$32	\$34	
Adult/Youth Programs	Dance - 4 Classes	M	Session	N	Contracted	Contracted program fees based off contractor costs. Fees not to increase by more than 5% in a single year.				
Adult/Youth Programs	Dance - 4 Classes	R	Session	N						
Adult/Youth Programs	Dance - 4 Classes	NR	Session	N						
Adult/Youth Programs	Dance - 8 Classes	M	Session	N						
Adult/Youth Programs	Dance - 8 Classes	R	Session	N						
Adult/Youth Programs	Dance - 8 Classes	NR	Session	N						
Adult/Youth Programs	Dance - 12-Classes	M	Session	N						
Adult/Youth Programs	Dance - 12-Classes	R	Session	N						
Adult/Youth Programs	Dance - 12-Classes	NR	Session	N						
Adult/Youth Programs	Dance - 16-Classes	M	Session	N						
Adult/Youth Programs	Dance - 16-Classes	R	Session	N	Contracted	Contracted program fees based off contractor costs. Fees not to increase by more than 5% in a single year.				
Adult/Youth Programs	Dance - 16-Classes	NR	Session	N						
Adult/Youth Programs	Dance - 20-Classes	M	Session	N						
Adult/Youth Programs	Dance - 20-Classes	R	Session	N						
Adult/Youth Programs	Dance - 20-Classes	NR	Session	N						
Special Events	Haunted House	All	Admission	N	\$4.00	\$4.00	\$4.50	\$4.50	\$5.00	
Special Events	Daddy Daughter Dance	All	Admission	N	Fee determined yearly based on direct costs					

Page 13 of 97 – Published June 7, 2019

Youth Center										
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Fit Member	Individual (Ages 18+)	R	Annual	Y	\$216	\$216	\$216	\$216	\$227	
Fit Member	Individual (Ages 18+)	NR	Annual	Y	\$323	\$323	\$323	\$323	\$339	
Fit Member	Individual (Student)	R	Annual	Y	\$145	\$145	\$145	\$145	\$152	
Fit Member	Individual (Student)	NR	Annual	Y	\$216	\$216	\$216	\$216	\$227	
Fit Member	Individual (Senior 55+)	R	Annual	Y	\$145	\$145	\$145	\$145	\$152	
Fit Member	Individual (Senior 55+)	NR	Annual	Y	\$216	\$216	\$216	\$216	\$227	
Fit Member	2-Person	R	Annual	Y	\$288	\$288	\$288	\$288	\$302	
Fit Member	2-Person	NR	Annual	Y	\$466	\$466	\$466	\$466	\$489	
Fit Member	2-Person (Senior 55+)	R	Annual	Y	\$173	\$173	\$173	\$173	\$182	
Fit Member	2-Person (Senior 55+)	NR	Annual	Y	\$288	\$288	\$288	\$288	\$302	
Fit Member	3 or More	R	Annual	Y	\$360	\$360	\$360	\$360	\$378	
Fit Member	3 or More	NR	Annual	Y	\$610	\$610	\$610	\$610	\$641	
Full Member	Individual (Child)	R	Annual	Y	\$216	\$216	\$216	\$216	\$227	
Full Member	Individual (Child)	NR	Annual	Y	\$323	\$323	\$323	\$323	\$339	
Full Member	Individual (Ages 15+)	R	Annual	Y	\$288	\$288	\$288	\$288	\$302	
Full Member	Individual (Ages 15+)	NR	Annual	Y	\$466	\$466	\$466	\$466	\$489	
Full Member	Individual (Senior 55+)	R	Annual	Y	\$216	\$216	\$216	\$216	\$227	
Full Member	Individual (Senior 55+)	NR	Annual	Y	\$323	\$323	\$323	\$323	\$339	
Full Member	2-Person	R	Annual	Y	\$360	\$360	\$360	\$360	\$378	
Full Member	2-Person	NR	Annual	Y	\$610	\$610	\$610	\$610	\$641	
Full Member	2-Person (Senior 55+)	R	Annual	Y	\$260	\$260	\$260	\$260	\$273	
Full Member	2-Person (Senior 55+)	NR	Annual	Y	\$366	\$366	\$366	\$366	\$384	
Full Member	3 or More	R	Annual	Y	\$538	\$538	\$538	\$538	\$565	
Full Member	3 or More	NR	Annual	Y	\$897	\$897	\$897	\$897	\$942	

Page 12 of 97 – Published June 7, 2019

Youth Center – page 3										
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Youth Sports	Soccer – U 8's	M	Season	N	\$146	\$146	\$154	\$154	\$161	
Youth Sports	Soccer – U 8's	R	Season	N	\$195	\$195	\$205	\$205	\$215	
Youth Sports	Soccer – U 8's	NR	Season	N	\$244	\$244	\$256	\$256	\$269	
Youth Sports	Soccer – Travel	M	Season	N	\$192	\$192	\$202	\$202	\$212	
Youth Sports	Soccer – Travel	R	Season	N	\$256	\$256	\$269	\$269	\$282	
Youth Sports	Soccer – Travel	NR	Season	N	\$320	\$320	\$336	\$336	\$353	
Youth Sports	Youth Football	M	Season	N	\$153	\$153	\$161	\$161	\$170	
Youth Sports	Youth Football	R	Season	N	\$205	\$205	\$215	\$215	\$226	
Youth Sports	Youth Football	NR	Season	N	\$256	\$256	\$269	\$269	\$283	
Youth Sports	Basketball	M	Season	N	\$146	\$146	\$154	\$154	\$161	
Youth Sports	Basketball	R	Season	N	\$195	\$195	\$205	\$205	\$215	
Youth Sports	Basketball	NR	Season	N	\$244	\$244	\$256	\$256	\$269	
Youth Sports	Baseball	M	Season	N	Contracted	Contracted program fees based off contractor costs. Fees not to increase by more than 5% in a single year.				
Youth Sports	Baseball	R	Season	N						
Youth Sports	Baseball	NR	Season	N						
Youth Sports	Girls Softball	M	Season	N						
Youth Sports	Girls Softball	R	Season	N						
Youth Sports	Girls Softball	NR	Season	N						
Youth Sports	Girls Volleyball	M	Season	N						
Youth Sports	Girls Volleyball	R	Season	N						
Youth Sports	Girls Volleyball	NR	Season	N						
Club Play	Club Play - Afterschool	M	4-5 Weeks	N	\$256	\$256	\$266	\$266	\$280	
Club Play	Club Play - Afterschool	R	4-5 Weeks	N	\$338	\$338	\$355	\$355	\$373	
Club Play	Club Play - Afterschool	NR	4-5 Weeks	N	\$423	\$423	\$444	\$444	\$466	
Club Play	Club Play – All Day	M	Daily	N	\$23	\$23	\$26	\$26	\$27	
Club Play	Club Play – All Day	R	Daily	N	\$30	\$30	\$34	\$34	\$36	
Club Play	Club Play – All Day	NR	Daily	N	\$40	\$40	\$43	\$43	\$45	

Page 14 of 97 – Published June 7, 2019

Youth Center – page 4										
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Camps	Club Play - Camp (Sun/Hol/Spring)	M	Weekly	N	\$151	\$151	\$158	\$158	\$167	
Camps	Club Play - Camp (Sun/Hol/Spring)	R	Weekly	N	\$201	\$201	\$211	\$211	\$222	
Camps	Club Play - Camp (Sun/Hol/Spring)	NR	Weekly	N	\$250	\$250	\$264	\$264	\$278	
Camps	Art Camp - Summer	All	Weekly	N	Contracted	Contracted program fees based off contractor costs. Fees not to increase by more than 5% in a single year.				
Camps	My First Camp - Summer	M	Weekly 3-days	N	\$151	\$151	\$158	\$158	\$167	
Camps	My First Camp - Summer	R	Weekly 3-days	N	\$201	\$201	\$211	\$211	\$222	
Camps	My First Camp - Summer	NR	Weekly 3-days	N	\$250	\$250	\$264	\$264	\$278	
Camps	Teens Outside - Summer	M	Weekly 3-days	N	\$181	\$181	\$190	\$190	\$200	
Camps	Teens Outside - Summer	R	Weekly 3-days	N	\$241	\$241	\$253	\$253	\$266	
Camps	Teens Outside - Summer	NR	Weekly 3-days	N	\$302	\$302	\$316	\$316	\$333	
Camps	Half Day Camp - Summer	M	Weekly 3-days	N	\$85	\$85	\$89	\$89	\$94	
Camps	Half Day Camp - Summer	R	Weekly 3-days	N	\$113	\$113	\$119	\$119	\$125	
Camps	Half Day Camp - Summer	NR	Weekly 3-days	N	\$142	\$142	\$149	\$149	\$156	
Camps	Half Day Sports Camp (Various)	M	Weekly 3-days	N	\$109	\$109	\$115	\$115	\$120	
Camps	Half Day Sports Camp (Various)	R	Weekly 3-days	N	\$146	\$146	\$153	\$153	\$161	
Camps	Half Day Sports Camp (Various)	NR	Weekly 3-days	N	\$183	\$183	\$191	\$191	\$201	
Birthday Parties	Basic Party	All	4 hr Party	N	\$250	\$250	\$263	\$263	\$276	
Birthday Parties	Gym Party (0-15 Children)	All	4 hr Party	N	\$420	\$420	\$441	\$441	\$463	
Birthday Parties	Gym Party (16+ Children)	All	Each Add. Child	N	\$10.50	\$10.50	\$11.00	\$11.00	\$11.50	
Misc Fees/OTC	Membership Card Reprint	All	Lost Card	N	\$5.00	\$5.00	\$5.25	\$5.25	\$5.50	
Misc Fees/OTC	Late Pickup-Club Play/Camp/Gym	All	15 min	N	\$11.50	\$11.50	\$12.00	\$12.00	\$12.50	
Misc Fees/OTC	Guest-Day Use- YCenter (16+)	All	Day	N	\$6.50	\$6.50	\$7.00	\$7.00	\$7.50	
Misc Fees/OTC	Guest-Day Use- YCenter (<17)	All	Day	N	\$3.50	\$3.50	\$3.75	\$3.75	\$4.00	
Misc Fees/OTC	Guest-Day Use- Fitness	All	Day	N	\$12.00	\$12.00	\$12.50	\$12.50	\$13.00	
Misc Fees/OTC	Youth Center T-Shirt	All	Shirt	Y	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	

Page 15 of 97 - Published June 7, 2019

Youth Center – page 6 ***New Programs***										
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Youth Sports	Kiddinetics	All	Contracted	N	Contracted program fees based off contractor costs. Fees not to increase by more than 5% in a single year.					
Youth Programs	Music Together Program	All	Contracted	N						
Youth Programs	Bricks&Kidz Program	All	Contracted	N						
Youth Sports	Open Gymnastics (Drop-In)	All	Contracted	N						
Theater Programs	MCT- Mainstage Productions	All	Contracted	N						
Camps	MCT- Creative Camps (Summer)	All	Contracted	N	Contracted program fees based off contractor costs. Fees not to increase by more than 5% in a single year.					
Camps	Bricks&kidz (Sum/Hol)	All	Contracted	N						
Adult Sports	Co-Ed Softball League	All	Season/ Team	N	\$475	\$475	\$499	\$499	\$524	
Adult Sports	Over 30 Basketball League	All	Season/ Team	N	\$475	\$475	\$499	\$499	\$524	
Adult Sports	Business Basketball League	All	Season/ Team	N	\$475	\$475	\$499	\$499	\$524	
Adult Sports	Co-Ed Volleyball League (Drop-In)	All	Daily/ Individual	N	\$6	\$6	\$7	\$7	\$8	
Youth Sports	Volleyball Tournament League	All	Season		Fees determined by age group and cost of tournaments selected.					
Youth Sports	Travel Basketball League	All	Season		Fees determined by age group and cost of tournaments selected.					
Youth Sports	MVP Basketball Skills Training	All	Contracted		Contracted program fees based off contractor costs. Fees not to increase by more than 5% in a single year.					

Page 17 of 97 - Published June 7, 2019

Youth Center – page 5										
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Facility Rentals	Classroom	R	Hour	Y	\$38	\$38	\$40	\$40	\$42	
Facility Rentals	Classroom	City NP	Hour	Y	\$49	\$49	\$51	\$51	\$54	
Facility Rentals	Classroom	City FP	Hour	Y	\$62	\$62	\$65	\$65	\$68	
Facility Rentals	Classroom	NR	Hour	Y	\$74	\$74	\$78	\$78	\$82	
Facility Rentals	Conference Room	R	Hour	Y	\$38	\$38	\$40	\$40	\$42	
Facility Rentals	Conference Room	City NP	Hour	Y	\$49	\$49	\$51	\$51	\$54	
Facility Rentals	Conference Room	City FP	Hour	Y	\$62	\$62	\$65	\$65	\$68	
Facility Rentals	Conference Room	NR	Hour	Y	\$74	\$74	\$78	\$78	\$82	
Facility Rentals	Gymnasium	R	Hour	Y	\$37	\$37	\$39	\$39	\$41	
Facility Rentals	Gymnasium	City NP	Hour	Y	\$49	\$49	\$51	\$51	\$54	
Facility Rentals	Gymnasium	City FP	Hour	Y	\$62	\$62	\$65	\$65	\$68	
Facility Rentals	Gymnasium	NR	Hour	Y	\$74	\$74	\$78	\$78	\$82	
Facility Rentals	Theater	R	Hour	Y	\$91	\$91	\$96	\$96	\$101	
Facility Rentals	Theater	City NP	Hour	Y	\$123	\$123	\$129	\$129	\$135	
Facility Rentals	Theater	City FP	Hour	Y	\$152	\$152	\$160	\$160	\$168	
Facility Rentals	Theater	NR	Hour	Y	\$183	\$183	\$192	\$192	\$202	
Facility Rentals	Staff for Facility Rentals	All	Hourly	N	\$38	\$38	\$40	\$40	\$42	
Park/Field Rentals	Phillips Park - Athletic Field	R	Field/hour	N	Pricing varies according to usage type					
Park/Field Rentals	Athletic Field w/Lights	R	Field/hour	Y	Pricing varies according to usage type					
Park/Pavilion Rentals	Salvatore Park Phillips Park Riviera Park	All	Per hour	Y	\$48	\$48	\$50	\$50	\$53	
Park/Pavilion Rentals	Coral Bay Park Jaycee Park Pierce Park Sunrise Harbor Park	All	Per hour	Y	\$38	\$38	\$40	\$40	\$42	

Page 16 of 97 - Published June 7, 2019

Special Events (For Special Events in right-of-way, also see Public Works Department)										
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Commercial Photo Permits	Still Photography	All	day/ location	N	\$66.00	\$66.00	\$70.00	\$70.00	\$74.00	
Commercial Photo Permits	Video/Movie	All	day/ location	N	\$303.00	\$303.00	\$319.00	\$319.00	\$335.00	
Commercial Photo Permits	Still Photography at City Facility	All	day/ location	N	\$424.00	\$424.00	\$445.00	\$445.00	\$468.00	
Commercial Photo Permits	Video/Movie at City Facility	All	day/ location	N	\$1,102.00	\$1,102.00	\$1,158.00	\$1,158.00	\$1,216.00	
Residential Photo Permits	Still Photo	All	Per 3 days	N	\$193.00	\$193.00	\$203.00	\$203.00	\$214.00	
Residential Photo Permits	Video/Movie Photo (outside)	All	Per 3 days	N	\$193.00	\$193.00	\$203.00	\$203.00	\$214.00	
Residential Photo Permits	Major Motion Picture	All	Per weeks	N	\$331.00	\$331.00	\$348.00	\$348.00	\$366.00	
Country Club Prado	Still Photography	All	day/ location	N	\$88.00	\$88.00	\$93.00	\$93.00	\$98.00	
Country Club Prado	Video/ Movie	All	day/ location	N	\$303.00	\$303.00	\$319.00	\$319.00	\$335.00	

Special Events (For Special Events in right-of-way, also see Public Works Department)										
Event Type					Base Fee (Does not include additional fees as described further below.)					
Non-Profit/Government Organized Event					1 day	2 days	3 days	4 days		
Event of up to 500 persons/day					\$300	\$450	\$550	\$700		
Event between 500 - 1,000 persons/day					\$400	\$700	\$950	\$1,150		
Event of more than 1,000 persons/day					\$500	\$900	\$1,200	\$1,500		
For-Profit Event										
Event of up to 500 persons/day					\$600	\$1,000	\$1,300	\$1,500		
Event between 500 - 1,000 persons/day					\$800	\$1,400	\$1,800	\$2,100		
Event of more than 1,000 persons/day					\$1,000	\$1,800	\$2,400	\$2,900		
Special Events may require additional fees that require city services per Sec. 62-187 of the City Code.										

Page 18 of 97 - Published June 7, 2019

Adult Activity Center 50+									
Category	Fee	Units	Res	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5	
Exercise Classes	Pilates	Monthly: 1 x a week	Resident: Non-Resident:	\$12.00 \$15.00	\$12.00 \$15.00	\$12.60 \$15.75	\$12.60 \$15.75	\$13.25 \$16.55	
Exercise Classes	Tai-Chi, Qigong	Monthly: 1 x a week	Resident: Non-Resident:	\$12.00 \$15.00	\$12.00 \$15.00	\$12.60 \$15.75	\$12.60 \$15.75	\$13.25 \$16.55	
Exercise Classes	Chair, One a week	Monthly: 1 x a week	Resident: Non-Resident:	\$12.00 \$15.00	\$12.00 \$15.00	\$12.60 \$15.75	\$12.60 \$15.75	\$13.25 \$16.55	
Exercise Classes	Beginning Yoga	Monthly: 1 x a week	Resident: Non-Resident:	\$12.00 \$15.00	\$12.00 \$15.00	\$12.60 \$15.75	\$12.60 \$15.75	\$13.25 \$16.55	
Exercise Classes	Dancersize A	Monthly: 2 x a week	Resident: Non-Resident:	\$15.00 \$18.75	\$15.00 \$18.75	\$15.75 \$19.70	\$15.75 \$19.70	\$16.55 \$20.70	
Exercise Classes	Dancersize B	Monthly: 2 x a week	Resident: Non-Resident:	\$15.00 \$18.75	\$15.00 \$18.75	\$15.75 \$19.70	\$15.75 \$19.70	\$16.55 \$20.70	
Exercise Classes	Maintenance Aerobics	Monthly: 2 x a week	Resident: Non-Resident:	\$15.00 \$18.75	\$15.00 \$18.75	\$15.75 \$19.70	\$15.75 \$19.70	\$16.55 \$20.70	
Exercise Classes	Yoga 2, 2 day a week	Monthly: 2 x a week	Resident: Non-Resident:	\$15.00 \$18.75	\$15.00 \$18.75	\$15.75 \$19.70	\$15.75 \$19.70	\$16.55 \$20.70	
Arts & Sciences	It Classes, Educational (6-8 week sessions)	Monthly: (6-8 week sessions)	Resident: Non-Resident:	\$24.00 \$30.00	\$24.00 \$30.00	\$25.20 \$31.50	\$25.20 \$31.50	\$26.50 \$33.10	
Arts & Sciences	Languages	Monthly: (6-8 week sessions)	Resident: Non-Resident:	\$24.00 \$30.00	\$24.00 \$30.00	\$25.20 \$31.50	\$25.20 \$31.50	\$26.50 \$33.10	
Arts & Sciences	Water Color Techniques, Art Classes	Monthly: (6-8 week sessions)	Resident: Non-Resident:	\$24.00 \$30.00	\$24.00 \$30.00	\$25.20 \$31.50	\$25.20 \$31.50	\$26.50 \$33.10	
Arts & Sciences	Knitting and other Crafts	Monthly: (6-8 week sessions)	Resident: Non-Resident:	\$24.00 \$30.00	\$24.00 \$30.00	\$25.20 \$31.50	\$25.20 \$31.50	\$26.50 \$33.10	
Arts & Sciences	Photography, Activity classes	Monthly: (6-8 week sessions)	Resident: Non-Resident:	\$24.00 \$30.00	\$24.00 \$30.00	\$25.20 \$31.50	\$25.20 \$31.50	\$26.50 \$33.10	
1 x Work shops	(iPad, iPhone, Health and Wellness)	FREE	Resident: Non-Resident:	FREE	FREE	FREE	FREE	FREE	
Leisure	(Book Club, Canastas, Current Events, Spanish Book Club)	FREE	Resident: Non-Resident:	FREE	FREE	FREE	FREE	FREE	
Social Services	(Support Groups, SHINE)	FREE	Resident: Non-Resident:	FREE	FREE	FREE	FREE	FREE	
Special Events	(Annual Lunch, Art Show, Holiday Event)	FREE	Resident: Non-Resident:	FREE	FREE	FREE	FREE	FREE	
Trips	Miscellaneous	Based on actual trip cost. (25% more for Non-Res)	Resident: Non-Resident:	Based on actual trip cost. (25% more for Non-Res)					

Page 19 of 97 - Published June 7, 2019

Granada Golf Fees And Electric Cart Fees									
Category	Fee	Res	Units	Tax Incl	14-15 Yr 1	15-16 Yr 2	16-17 Yr 3	17-18 Yr 4	18-19 Yr 5
Granada Golf	Green Fees	R	Round	Y	\$15.00	\$15.00	\$16.00	\$16.00	\$17.00
Granada Golf	Green Fees	NR	Round	Y	\$20.00	\$20.00	\$21.00	\$21.00	\$22.00
Granada Golf	Green Fees - Replay	R	Round	Y	\$10.00	\$10.00	\$11.00	\$11.00	\$12.00
Granada Golf	Green Fees - Replay	NR	Round	Y	\$14.00	\$14.00	\$15.00	\$15.00	\$16.00
Granada Golf	Ride & Save - Wkend/Hol (incl cart)	R	Round	Y	\$29.50	\$29.50	\$30.50	\$30.50	\$31.50
Granada Golf	Ride & Save - Wkend/Hol (incl cart)	NR	Round	Y	\$34.50	\$34.50	\$35.50	\$35.50	\$36.50
Granada Golf	Ride & Save - Wkend/Hol (incl cart) - Replay	R	Round	Y	\$14.50	\$14.50	\$15.50	\$15.50	\$16.50
Granada Golf	Ride & Save - Wkend/Hol (incl cart) - Replay	NR	Round	Y	\$14.50	\$14.50	\$15.50	\$15.50	\$16.50
Granada Golf	Twilight	R	Round	Y	\$12.00	\$12.00	\$13.00	\$13.00	\$14.00
Granada Golf	Twilight	NR	Round	Y	\$16.00	\$16.00	\$17.00	\$17.00	\$18.00
Granada Golf	Ride & Save - Wkday (incl cart)	R	Round	Y	\$26.50	\$26.50	\$27.50	\$27.50	\$28.50
Granada Golf	Ride & Save - Wkday (incl cart)	NR	Round	Y	\$29.50	\$29.50	\$30.50	\$30.50	\$31.50
Granada Golf	Ride & Save - Wkday (incl cart)	R	Round	Y	\$14.50	\$14.50	\$15.50	\$15.50	\$16.50
Granada Golf	Ride & Save - Wkday (incl cart)	NR	Round	Y	\$14.50	\$14.50	\$15.50	\$15.50	\$16.50
Granada Golf	Junior Fees	R	Round	Y	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Granada Golf	Junior Fees	NR	Round	Y	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00
Granada Golf	Membership	R	Annual	N	\$725.00	\$725.00	\$760.00	\$760.00	\$795.00
Granada Golf	Membership - Additional spouse	R	Annual	N	\$550.00	\$550.00	\$575.00	\$575.00	\$600.00
Granada Golf	Membership - Additional Child	R	Annual	N	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Granada Golf	Membership	NR	Annual	N	\$950.00	\$950.00	\$995.00	\$995.00	\$1,045.00
Granada Golf	Membership - Additional spouse	NR	Annual	N	\$710.00	\$710.00	\$745.00	\$745.00	\$785.00
Granada Golf	Membership - Additional child	NR	Annual	N	\$275.00	\$275.00	\$275.00	\$275.00	\$275.00
6031 Electric Carts	Cart Fees - 9 Holes	All	Round	N	\$14.50	\$14.50	\$15.50	\$15.50	\$16.50

Page 20 of 97 - Published June 7, 2019

### c. Organizational Needs

Each year during the budget planning process, the Department and its respective Divisions have the opportunity to adjust the 100% budget, and submit new need items, also known as Decision Packages, for the operating and capital improvement budget. Asset additions are included in the operating budget under capital asset additions.

#### FY20 New Needs & Decision Packages - Total Amount Requested FY20: \$143,381

##### Division 6010 – Tennis:

Package# FY20-052 (Additional GSS PT funding to provide Tennis Center staffing coverage to supervise GSR staff and customer transactions for both facilities 52 weeks each year)

- **Justification:** The Tennis Division operates two separate tennis centers that operate 7 days per week, 14 hours per day and are open 364 days of the year. While the GSS staff has limited supervisory responsibilities, they are instrumental in providing support to the Supervisor and Assistant Supervisor and are responsible for the direct supervision of GSR staff and the closing out of all daily transactions. This staff person also has the flexible in their scope of work to fill in at the front desk as a GSR and maintenance if needed.
- **Funding:** Increase of \$19,604 – Division 6010 - Tennis - Account: 001-6010-572-13-00 – PT Salaries & Increase of \$1,500 – Division 6010 – Tennis – Account: 001-6010-572-21-00 - FICA

Package# FY20-053 (Additional funding for Tennis Center to purchase a second ball machine)

- **Justification:** Only one of the two tennis facilities currently has a ball rental machine. The ball machine rentals for the past three fiscal years were: 2017- \$1,004.75, 2018-\$2,149.56 2019-\$1,270.17, (first six months). Estimated for the year \$2,541.84. As our customers have been exposed to us having the ball machines you can see that its use has increased as well as our rental revenues. It stands to reason that a second machine at Salvadore Park will produce a similar result. At this rate of revenue we believe the machine will pay for itself in two to three years. Many of our customers have commented that it would be great to have a ball machine at each center.
- **Funding:** Increase of \$5,550 – Division 6010 - Tennis - Account: 001-6010-572-64-40 – Equipment Additions

Package# FY20-054 (Additional funding for food and beverage sales at renovated Biltmore Tennis facility)

- **Justification:** The William H. Kerdyk Biltmore Tennis Centers renovation is near completion and the clubhouse will have a food concession area. To provide food and drinks for resale additional funding is needed. Peak high volume food concession opportunities will be summer camp, holiday camps, special events and tournaments like the Junior Orange Bowl.
- **Funding:** Increase of \$10,000 - Division 6010 – Tennis - Account: 001-6010-572-52-06 – Food for Human Consumption

Package# FY20-103 (Additional funding to resurface the tennis walls and convert them into Pickleball Courts)

- **Justification:** The City of Coral Gables wants to offer a new program through Pickleball a racquet sport that is trending very well in the U.S. Currently there are 2.8 million players in the U.S. This is an increase of 12.3% from the previous year (\*USAPA). There are 21,154 Pickleball courts in the U.S. Numerous parks and private clubs have added Pickleball courts to their facilities due to this growing trend (\*USAPA). East Naples Community Park recently added 48 courts and now hosts the U.S. Open Pickleball Championships. Estimated revenue from social play rentals, instructional programming, racquet rentals, ball sales and vending opportunities. Court rentals-4.5 hours @ \$4.90 per hour x's 4 people is \$88.20 daily x's 5 days per week is \$441.00 x's 40 weeks is \$17,640.00.
- **Funding:** \$6,540.00 – Division 6010 - Tennis - Account: 001-6010-572-46-10 – Building Improvements

### Division 6020 – Venetian Pool:

Package# FY20-055 (Additional funding for Venetian Pool concessions pizza oven)

- **Justification:** The Venetian Pool Concession does not own a pizza oven. We have been supplied a pizza oven by a pizza vendor who does not maintain it. The agreement is that we can use the pizza oven as long as we continue to purchase pizza from them. Overtime the Pizza Company has become more difficult to work with since they moved to Connecticut and the overall quality of the pizza has diminished. We rely heavily on the sale of pizzas for our guests, camps, and birthday party packages. With the new IFB with SYSCO we are able to reduce costs but if we move away from the vendor who owns the pizza oven they will remove the pizza oven. The \$5,000 will be used to purchase the same exact pizza oven.
- **Funding:** Increase of \$5,000 – Division 6020- Venetian Pool - Account: 420-6020-572-64-40 – Equipment Additions

Package# FY20-057 (Addition of one 0-14hr P/T Lead Lifeguard)

- **Justification:** The Venetian Pool is in need of a lead guard to oversee, train, and hold accountable the water safety personnel at the Venetian Pool. This position is designed for an experienced individual with an Ellis Instructor background who has a minimum of 5 years of experience as an instructor. Since we have 6 Lifeguard III positions there is tension on who takes the reign. Often the lifeguard IIIs have different leading philosophies which conflict with one another. With the addition of this position it would allow all lifeguards to have a clear lifeguard leader and all lifeguard IIIs to be held accountable to a clear standard. This individual will be the lead lifeguard and oversee mandatory in-services, inspect all life-safety equipment, lead the lifeguard certification course and recertification courses, develop an on-boarding program for our upcoming lifeguard IIIs, and the develop an on-going training for our lifeguard instructors. The lead lifeguard will act as a liaison between the lifeguard III staff and the supervisory team for needs of training, remediations, scheduling, equipment inspections, and water safety documentation; as well as any other needs that may arise. This would not be a new position but a reclassification of one of our existing positions.
- **Funding:** Increase of \$5,096 – Division 6020- Venetian Pool - Account: 420-6020-572-13-00 – P/T Salaries & Increase of \$390 – Division 6020- Venetian Pool - Account: 420-6020-572-21-00 – FICA

Package# FY20-101 (PT Lifeguard Salary Increase)

- **Justification:** The Venetian Pool is having an extremely difficult time keeping the pool operational during the weekdays due to a lack of lifeguard staff. The pool is currently operating with a skeleton crew and has had to close multiple times because the bare minimum of staffing required has not been met (two guards and one supervisor depending on the bather load). Due to the low rate in pay for lifeguards, the majority of the staff is in high school and cannot work during the weekdays. To recruit and hire a new lifeguard, the applicant first needs to sign up for a \$230 course that they may or may not pass, then go through interviews, pass a drug test and background check, get hired, complete a shadow checklist, and finally they can work at the Venetian Pool at a lower pay rate than most other aquatic facilities. The pool has lost multiple lifeguards to better paying beach lifeguard jobs, other retail jobs, and more professional jobs.

It is in the best interest of the City to increase the rate of pay for all P/T lifeguard positions. The position is a difficult one; lifeguards are helping the public, assisting with camp, jumping in for rescues, and keeping the historic facility in great conditions. Just last year there were a documented 63 rescues that could have resulted in a fatality. Most other comparable aquatic facilities do not undergo the amount of saves, the rigorous monthly-trainings, the constant vigilance awareness testing, and the amount of swim visitors as the Venetian Pool.

Staff was hoping that the March lifeguard course would remedy the situation and provide viable candidates for weekdays, but only high school applicants signed up. Extensive recruitment has taken place at several universities with the help of HR but have been unsuccessful in recruiting older applicants. HR has performed a salary survey comparing the rate of pay and job descriptions of other Lifeguard Entry Level positions to the ones at the Venetian Pool. Based on the provided comparison the Venetian Pool Lifeguards are the lowest paid. Staff took the average rate of all the comps and made that the base rate of all starting guards and increased the other higher pay positions respectively. These changes in the rate of pay will result in the need of an additional \$99,000 to the part time budget for the Venetian Pool.

- **Funding:** Requested Increase in Venetian Pool PT Account 420-6020-572-13-00 = \$98,856.00 & Increase of \$7,562 – Division 6020 – VP – Account: 420-6020-572-21-00 - FICA

**Division 6050 – Youth Center:**

Package# FY20-058 (Additional PT Funding to provide Youth Center with a part-time Specialized Arts Coordinator)

- **Justification:** We would like to add 1 more year round part time arts coordinator position. This will allow us to provide a variety of art programs for the community and participants. The position would be similar to the current specialized fitness coordinator at the AAC.
- **Funding:** Increase of \$27,144 – Division 6050- Youth Center - Account: 001-6050-572-1300 – PT Salaries & Increase of \$2,077 – Division 6050- Youth Center - Account: 001-6050-572-21-00 - FICA

Package# FY20-060 (Additional PT Funding to provide Youth Center with two more counselor for aftercare staffing coverage for 52 weeks each year)

- **Justification:** For the last two years we have had waitlists for all after care programs and holiday camps. We would like to add 2 more year round part time regular recreation counselor positions. This will allow us to increase numbers and revenues by 20 participants to maintain our 1:10 safety ratios. Estimated increase in revenue: 20 participants x \$3,357.00 per year = \$67,140.00
- **Funding:** Increase of \$24,685 – Division 6050- Youth Center - Account: 001-6050-572-13-00 – PT Salaries & Increase of \$1,888 – Division 6050- Youth Center - Account: 001-6050-572-21-00 - FICA

#### Division 6065 – Special Events:

Package# FY20-062 (PT Special Projects Assistant)

- **Justification:** The current full time Special Project Coordinator is now tasked with much more of the City wide events such as the Gables Bike Day and Pumpkin Patch which has placed items such as ongoing pre-& post-event check-ups and added task at a secondary role. To assist with this large volume of work the Department recommends funding a new year-round part-time position of Special Projects Assistant at a \$11.50 hourly rate of 24 hours each week for 52 weeks = \$14,352.
- **Funding:** Increase of \$14,352 – Division 6065 – Special Events - Account: 001-6065-572-13-00 – PT Salaries & Increase of \$1,095 – Division 6065 – Special Events – Account: 001-6065-572-21-00 - FICA

Package# FY20-063 (New event: Gables Bike Day)

- **Justification:** The current event sponsors of Gables Bike Day would like for the Community Recreation Department to take over the event because of budgetary reasons. They can no longer sustain the demand and size of the event and would like for our department to lead the event in collaboration with Gables Bike Day. The Department recommends funding a new need of \$25,000 for the annual Gables Bike Day event.
- **Funding:** Increase of \$25,000 – Division 6065 – Special Project – create a unique account number for the Gables Bike Day event.

#### d. Implementation Priorities

When evaluating the Department's requested new needs, the Department Director, Budget Director and City Manager may consider and prioritize them by need if they meet the following categories:

- Commission mandates
- City Manager mandates
- Ongoing maintenance for previously approved new needs
- Items directly associated with the City's Strategic Plan
- Community driven through extensive input and needs assessment
- Revenue driven & self sustainable

# CORAL GABLES®

THE CITY BEAUTIFUL

## 2020-2022 Strategic Plan



PEOPLE. PASSION. PROGRESS.



## Strategic Planning Statements

### Mission:

To honor our history by providing exceptional services that enhance the quality of life for our community.

### Vision:

A world-class city with a hometown feel.

### Values:

**Governance with integrity** – making ethical and wise choices with guided thought and transparency

**Aesthetics** – preserving and enhancing the beauty of our city

**Balanced** – considering all interests: residents, businesses, and workforce; celebrating diversity; being fair and equitable

**Learning** – inspired by our history, committed to excellence and innovation for our future

**Exceptional service** – being accessible, accountable, and respectful – exceeding expectations with pride

**Sustainability** – stewardship of all resources: people, finances, facilities, and the environment

# Coral Gables Strategic Focus Areas

## Customer-focused Excellence

### Goal:

Provide exceptional services that meet or exceed the requirements and expectations of our community.

### Objectives:

Attain world-class performance levels in overall community satisfaction with city services by 2022.

- Attain overall community satisfaction score of 87% satisfied / very satisfied by 2022
- Attain 90th percentile on transactional surveys within departments by 2022 (parks, sanitation, permitting, emergency services, safety focused questions, etc.)
- Increase the percentage of geographic areas served by parks, playgrounds, or facilities (accessible and safe walking distance) to 85 % by 2022

Attain world-class performance levels in public safety services by 2022.

- Attain overall community satisfaction score of satisfied / very satisfied with fire rescue services of 95% by 2022
- Maintain at least 90th percentile performance level for response time of fire / EMS
- Achieve police response time of 90% of responses within 8 minutes of call for non-emergency and 5 minutes for emergency calls by 2022
- Maintain top decile performance for crime rates (UCR) within the state of Florida for similar size cities
- Reduce crash rates by 5% annually

Improve mobility, transportation safety, and the pedestrian experience throughout the city.

- Increase utilization rate of non-privately-owned-vehicles modes of transportation by 6% by 2022
- Decrease the vehicle trips within the city annually by 4.75% by 2022
- Increase satisfaction with city transit services to 95% satisfied / very satisfied by 2022
- Decrease incidence of pedestrian accidents, injuries, and falls by 16% by 2022
- Implement a wayfinding program by 2020

Enhance our position as a premier destination for arts, culture, dining, and shopping.

- Achieve 80% of residents who are satisfied / very satisfied with the downtown experience by 2022
- Achieve 70% occupancy rates downtown with the desired commercial and retail merchant mix by 2022

## Workforce Excellence

### Goal:

To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.

### Objectives:

Ensure sufficient workforce capacity to deliver high quality results by 2022.

- Maintain less than 8% workforce vacancy rate
- Increase workforce retention rate to 80% overall by 2022

Attain world-class levels of performance in workforce satisfaction and engagement by 2022.

- Attain workforce engagement score of 70% by 2022
- Attain workforce satisfaction score of 80% regarding teamwork, work-life balance, work environment, and immediate supervisor by 2022

Ensure appropriate workforce training, professional development opportunities, and leadership skills.

- Attain 70% satisfied / very satisfied with training, education, and certification opportunities provided by 2022
- Achieve transactional evaluation scores of 80% at each training event by 2022
- Increase promotion rates by 18% for leadership and management opportunities by 2022

Achieve world-class performance levels in workforce health and safety by 2022.

- Reduce Days Away / Restricted Time (DART) rate to 0.12% by 2022
- Increase participation rates in wellness programs to 25% by 2022

## Financial Excellence

### Goal:

Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.

### Objective:

Ensure the financial integrity and sustainability of the city.

- Maintain AAA Bond ratings on Moody's, S&P, and Fitch
- Maintain reserve balance of 25% for operating budget
- Establish a financial sustainability plan by 2020
- Fund a minimum of an additional \$2 Million annually above the Actuarial Required Contribution (ARC) to help pay down the pension liability

## Process Excellence

### Goal:

Optimize city processes and operations to provide cost-effective services that efficiently utilize city resources.

### Objectives:

Enhance the effectiveness of key city processes.

- Horizontally Integrate Enterprise Systems and Dashboards Citywide by 2022

Increase the efficiency of key resource utilization processes.

- Implement an Enterprise Standard Operating Procedure Library & System by 2021

- Decrease the usage rates of electricity by 6%, fuel by 13%, and water by 17% by 2022
- Ensure all city vendors are properly insured
- Increase the efficiency of key service processes
- Implement electronic permitting system by 2022
- Create a Development Services One-Stop Shop by 2022
- Develop Standards & Procedures Manual by 2022

## Community-focused Excellence

### Goal:

Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.

### Objectives:

Increase the historical and cultural components in city-sponsored programs and the community's satisfaction with access and the programs.

- Increase the number of diverse programs sponsored by the city by 10% by 2022
- Increase participation rates with the historical and cultural components in programs offered by the city to the community by 20% by 2022

Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the city's brand.

- Increase the number of business tax licenses that complement the brand by 1.5% by 2022
- Increase the number of "New-to-Market" companies by nine by 2022
- Rebrand the former Industrial District into a Design District by 2021
- Design and implement an economic research support process for the city
- Design and implement Storefront & Signage Guidelines including Façade Improvement
- Increase active living opportunities within the city
- Construct 20 miles of sidewalks and 5.25 miles of bicycle paths by 2022

## Sustainability-focused Excellence

### Goal:

Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of residents, businesses, and visitors.

### Objective:

Increase the resiliency of the city.

- Maintain information technology systems uptime rate of 99.9%
- Maintain fleet operational readiness rate of 90% based on type of vehicle
- Maintain operational readiness rate of 97% of the critical infrastructure of the city