



CITY OF CORAL GABLES

War Memorial Youth Center
Master Plan

Approved by City Commission on September 28th, 2021

City of Coral Gables Community Recreation Department
405 University Drive
Coral Gables, FL 33134

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ACKNOWLEDGMENTS



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1 INTRODUCTION



Chapter 1: Introduction

1.1 Project Purpose

The City of Coral Gables War Memorial Youth Center Master Plan (WMYCMP) is intended to help plan and shape the direction, development, and delivery of the Center’s programs and services for the next 50-years. This plan considers previous planning documents, department goals, existing conditions, and assessment of needs as the beginning step of a comprehensive planning approach designed to establish a conceptual vision to maximize the ability of the Youth Center to deliver high quality recreation programs and services. This is accomplished by defining priorities for improvements, additions, operation and maintenance practices, partnership opportunities, and strategies for implementation.

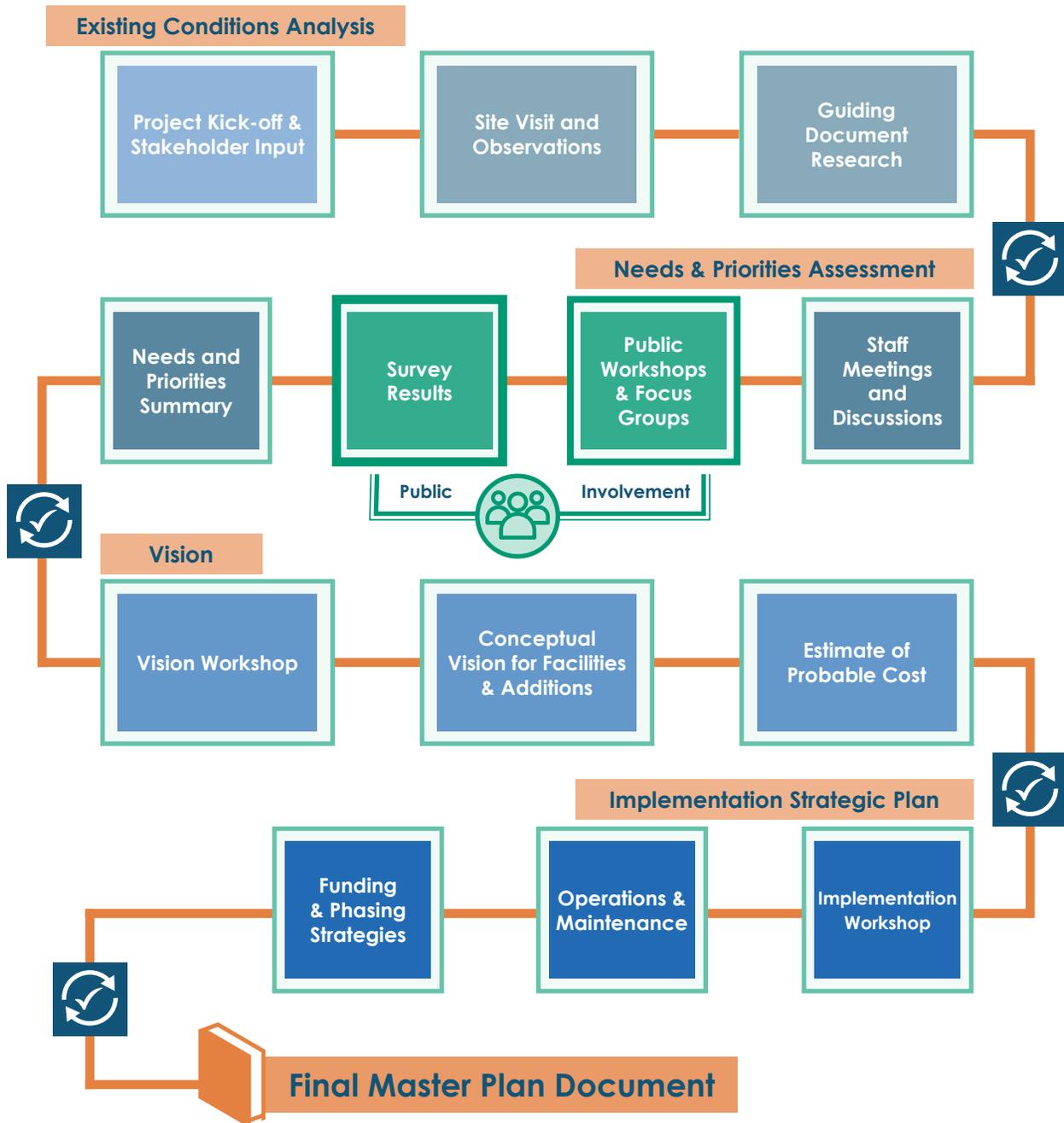
Ultimately, this Master Plan will serve as a roadmap for the future improvements and developments that will be essential in ensuring that the residents of Coral Gables have access to a high-quality Youth Center that continues to meet their recreation program and service needs.

| |
|--------------------------------|
| CHAPTER 1: Introduction |
| 1.1 Project Purpose |
| 1.2 Project Process |

1.2 Project Process

This master plan process identifies the needs and priorities of the War Memorial Youth Center through a systematic method of research, site analysis, stakeholder input, and community involvement. This comprehensive planning approach

extends beyond the specific property lines of the facility in an effort to develop a cohesive plan that connects the park to the surrounding community, and provide an improved experience for Coral Gables residents.



Comprehensive Research and Analysis Methodology

To gain an accurate understanding of the existing conditions at the War Memorial Youth Center, as well as residents' needs, the consultant team worked in conjunction with the concurrent Community Recreation Master Plan to utilize a mixed methods, triangulated approach to data analysis. **Figure 1-2** identifies the techniques used.

Figure 1-2: Data Analysis Utilized for the War Memorial Youth Center Master Plan



The War Memorial Youth Center serves as an important asset to the community, and this process is intended to ensure that it continues to provide quality recreation services and memorable experiences for future generations to come.

Research is the first step in the planning process. Considering the unique aspects of the War Memorial Youth Center, this step focused on research and inventory of existing conditions of the site and surrounding area, as well as technical evaluation and analysis. Research for potential improvements also included the exploration of facility and program precedents that were consistent with stakeholder input. Prior to the development of the conceptual improvements, several methods of public engagement were utilized to gather input on potential improvements and additions for the site, with a focus on establishing a shared community Vision.

After receiving staff and stakeholder input, the project team conducted a Vision Workshop focusing on the refinement of potential ideas into a long-range conceptual vision for the Youth Center. This vision was accompanied by an estimate of probable cost to provide a better understanding of the financial implications of proposed improvements. The vision phase of the process was followed by an implementation workshop, where the project team worked with staff to establish a priority list of improvements, funding and phasing strategies, potential or modified partnerships, and operation and maintenance practices that can be implemented for more efficient management of existing and new assets.

The final step was the preparation of a Master Plan that presented all phases of the project in a single, living document that will help guide future improvement efforts at the Youth Center. The finalized plan was also presented to the City Commission for approval and adoption.



2

EXISTING CONDITIONS ANALYSIS



Chapter 2: Existing Conditions Analysis

The purpose of this chapter is to gain a broad understanding of the current conditions of the War Memorial Youth Center and its current programming and operations. In order to provide the most comprehensive analysis possible, the project team's analysis included a review of relevant planning documents, the physical condition of the building and the park site, the current programs offered, staff roles and responsibilities, and financial metrics.

CHAPTER 2: Existing Conditions Analysis

2.1 Site Location and Context

- 2.1.1 Site History & Location
- 2.1.2 Site Context

2.2 Document & Center Layout Review

- 2.2.1 Overview
- 2.2.2 Relevant Planning Documents
- 2.2.3 Center Layout
- 2.2.4 Summary

2.3 Existing Conditions Observations & Analysis

- 2.3.1 Methodology
- 2.3.2 Site Visit & Facility Observations
- 2.3.3 Programming Evaluation
- 2.3.4 Operations Assessment

2.4 Existing Conditions Summary

2.1

SITE LOCATION & CONTEXT

2.1.1 Site History and Location

The War Memorial Youth Center in Coral Gables has been serving the community for nearly 75 years. Born out of the efforts of 22 civic groups in Coral Gables, the War Memorial Youth Center Association was established as an effort to honor the youth who served in WWII by offering a memorial and recreation space for the community. Originating as a park on donated land with outdoor facilities and a small building, the center opened in 1945 and was met with overwhelming attendance and popularity. After 11 years at its original location, the Youth Center relocated to its current location at the corner of University Drive

and Anastasia Avenue. In an agreement between the Coral Gables War Memorial Youth Center Association and the City of Coral Gables, a resolution was passed and adopted on June 2, 1958 designating the property for a center specifically for the benefit and recreational use of the youth in Coral Gables.

Address: 405 University Drive, Coral Gables, FL 33134

Site Acreage: 8.6 Acres

Building Size: 58,000 ft²

Memorial: World War II Veterans



City of Coral Gables - War Memorial Youth Center
Site Map



2.1.2 Site Context

The 58,000-square foot center's current location on 8.6 acres of parkland near the heart of Coral Gables is a unique setting in the rapidly developing City. Shaded sidewalks and parking for the center edge the whole property. Surrounding the center are both pockets of urban life as well as quiet neighborhood streets. It is located adjacent to facilities like the Coral Gables Branch public library to the south, a church and school to the west, and the San Sebastian apartment complex to the northeast. Private homes border the center along Santander Ave. on the north side.

For children, the center provides after-school classes and competitive athletics like soccer, gymnastics, dance, and basketball. The Center also provides summer camps for athletics. With no aquatics facilities, the Youth Center cannot offer water-related programs or classes. An indoor and outdoor playgrounds are available for younger children as well as complimentary childcare to assist parents who come to work out at the small but popular fitness gym at the center. It is the only large public community center in Coral Gables, and therefore it has a very high use demand for its programs and amenities.



2.2

DOCUMENT AND CENTER LAYOUT REVIEW

2.2.1 Overview

Due to the War Memorial Youth Center's history, context and its importance to the community, it is essential for this Master to Plan to provide a continuation of previously adopted plans and studies. Careful review and analysis of previous work ensures coordination with other adopted plans that could influence the future improvements and additions at the Youth Center. In order to obtain a thorough understanding of the planning context and the facility design, multiple sources of information were researched and analyzed.



2.2.2 Relevant Planning Documents

2010 Comprehensive Plan

The Coral Gables Comprehensive Plan establishes a visionary blueprint for the City's growth, development, and function by providing specific guidelines for 14 sectors of City operations. Five of those sectors and the visions laid out for them in the comprehensive plan would directly intersect with remodeling and improvements for the War Memorial Youth Center. Those sectors are:

1. Community Facilities

- **Vision Statement:** Provide high-quality public facilities and community services.
- **Goal:** The City shall meet the existing and future public facilities needs of City's residents and businesses through the provision of safe and efficient public facilities and services. These facilities shall exhibit environmentally sensitive construction, maintenance, operations and service.

All new development must retain at least the first one inch of stormwater runoff on-site and promote the use of water conservation measures in stormwater management through on-site retention of stormwater, native vegetation with low water requirements to reduce irrigation demands, and community education in water conservation practices.

New construction and increased square footage of roof top surfaces at the War Memorial Youth Center would require new stormwater retention and management methods on site and allow for opportunities at promoting the use of environmentally sensitive stormwater management water conservation measures.

2. Mobility

- **Vision Statement:** Provide progressive direction for the City's multi-modal transportation system in a way that sustains the City's natural, aesthetic, historic, cultural, social and economic resources.
- **Goal:** Provide accessible, attractive, economically viable transportation options that meet the needs of the residents, employers, employees and visitors through a variety of methods including walking, bicycling, public transit and vehicle pooling, Encourage infill, redevelopment, and reuse of vacant or underutilized parcels.

Improve pedestrian and bicycle access to/and between local destinations such as public facilities, governmental facilities, schools, parks, open space, employment centers, downtown, commercial centers, high concentrations of residential, private/public schools, street parking along sidewalks, pedestrian paths and bicycle paths to encourage walking and cycling with the intent of enhancing the feeling of safety, safe, convenient, efficient interconnected multi-modal transportation system, promote the safe movement of bicycle and pedestrian traffic, coordinate plans and programs throughout City, port walking, bicycling and public transit use.

The War Memorial Youth Center is an after school destination of students. It is a place of gathering for young people in the community for athletics and creative activities and learning. Because the center is also the primary public community center in the City, improving the multi-modal transportation access to the center is critical particularly because of the nature of the facility's outreach to children who are limited often to walk, use of a bike, or public transportation options rather than personal vehicular transportation.

Because of the importance of the War Memorial Youth Center as a local destination, this master plan will intersect with the City's comprehensive plan goal of improving connections to public facilities and between local destinations. Increasing linkages, connections, convenience, safety and options of transit from surrounding neighborhoods and even neighborhood further removed from the center will be critical simply because of the importance of the facility to the entire community.

3. Recreation and Open Space

- **Vision Statement:** Provide and maintain a high quality and environmentally sensitive system of parks, recreational facilities, and open spaces which meet the needs of the entire community.
- **Goal:** The City of Coral Gables recreation system will serve the residents with quality passive and active recreation programs and facilities; that are linked together with a network of sidewalks, pathways and bike lanes; and provide adequate public/open spaces that serve as gathering places in the downtown area meeting the needs of residents.

Since it is the primary community recreational facility in Coral Gables, the WMYCMP is a cornerstone for the City's comprehensive plan for recreation and open space. The center is well used and has been providing high-quality service and meeting community needs for nearly 75 years. As the center's staff has maintained that high-quality service, the building and facilities have diminished in their ability to fulfill the growing demands for use. The War Memorial Youth Center Master Planning process provides the pivotal opportunity to reimagine the center and redesign it to meet community needs of today and the long-term future by providing the highest quality facilities with expanded and inclusive programming. The Youth Center can become premier facility, setting the tone of excellence in community recreation. This plan is the perfect opportunity for the entire Coral Gables community to participate in designing the future for this facility.

4. Capital Improvements

- **Vision Statement:** Provide high-quality public facilities that meet and exceed the minimum level of service standards.
- **Goal:** The City shall provide for facilities and infrastructure, normal and customary to local City government, as necessary to serve residents, property owners and visitors in a manner which is fiscally prudent and efficient in utilizing public investments and providing for new capital expenditures. There shall be ongoing repair, renovation, replacement, upgrading of existing facilities as well as new facilities added to the community.

As both a facility of war remembrance and place of gathering for young people, this center should welcome community members and visitors as the premier recreational facility designed for their individual needs. The capital improvements goal as defined in the City's Comprehensive Plan is to meet and exceed minimum level of service standards through maintenance, upgrading, and public investment. This vision statement of the Comprehensive Plan targets community facilities like the War Memorial Youth Center and plans for its renovation to maximize quality community recreational opportunities and delivery of top-tier excellent services as defined in the City's 2010 Comprehensive Plan.

5. Green

- **Vision Statement:** Provide goals, objectives, and policies that preserve, improve, and promote responsible use and protect the City's natural and built environment.
- **Goal:** The City of Coral Gables will take measurable steps towards becoming a "sustainable" community by providing a healthy setting for residents, workers, property owners and visitors and by increasing awareness of green development practices and ways to have a significant impact on the City's environment.

All new development proposals shall include designated safe pedestrian paths of travel within the site and provide pedestrian access to and from the public right-of-way to encourage walkability. Where possible, green roofs, roof top gardens, use of local materials, rainwater harvesting, pervious paver alternatives, and energy efficient strategies shall be used.

Green infrastructure is a defined priority of the Coral Gables community in the City's Comprehensive Plan. With a new vision for recreational services at the War Memorial Youth Center, a new vision should actively and progressively tie in with the City's goal for designing a sustainable venue for Youth Center patrons through best green development practices and use of energy efficient materials. This large facility can become a model for others for demonstrating how to meet the community's needs with a comprehensive and environmentally sensitive design.



War Memorial Youth Center Memorial

Coral Gables Bicycle & Pedestrian Master Plan

The purpose of the Coral Gables 2014 Bicycle and Pedestrian Master Plan study was to recommend projects that could be implemented with an initial investment in bicycle facilities in the short term, while also identifying bicycle and pedestrian investments for consideration in the years ahead. Five of the key mobility goals identified in the plan will also help achieve the equity and accessibility goals of the War Memorial Youth Center. Those goals include:

- **Goal 1: Engineering** - Provide a citywide network of safe, convenient and accessible bicycle and pedestrian facilities for all users.
- **Goal 2: Encouragement** - Promote and encourage cycling and walking as viable forms of transportation, healthy forms of exercise, and as a positive benefit to the environment.
- **Goal 3: Implementation** - Promote long-term implementation and evaluation of bicycle and pedestrian planning and development.
- **Goal 4: Funding** - Strive to provide adequate funding resources for planning, developing and maintaining bicycle and pedestrian infrastructure.
- **Goal 5: Education** – Proactively educate the community about biking laws responsibilities, safety, and new facilities.

The plan implementation project priorities list proposed improving or adding biking and pedestrian infrastructure such as bike lanes, bike boulevards, and sidewalks on the roads surrounding the War Memorial Youth Center including University Dr., Riviera Dr., and Segovia St. The plan also proposed completing existing paths that connected surrounding neighborhoods to the center and adding additional infrastructure to make new multi-modal transportation options more viable from surrounding neighbors that offer poor connectivity to the center via bike or pedestrian paths.

2017 City of Coral Gables - Parks Key Requirements Survey

In 2017, the City conducted a Parks Key Requirements Survey to better understand the needs and priorities of the community relating to parks and community facilities.

By far **aquatics** related programs were the most popular with learning to swim classes and lifeguard camp combining for 40.36% of the 278 survey participant responses.

The survey questioned what the most important improvements would be to parks and facility users.

Top 3 Recommended Improvements:

1. **Cleaner bathrooms**
2. **Evening classes**
3. **Frequent classes.**

The most Important facility priority expressed by survey responders was **safety** of facilities. The next most important priorities were:

1. **Clean bathrooms**
2. **Ease of parking**
3. **Clean equipment and rooms**
4. **Space and room size**

This survey provides insight about what was recently on the minds of residents related to community facilities like the War Memorial Youth Center and will offer comparison for studies done for this Master Plan to help begin to identify trends in the community desires and needs.



War Memorial Youth Center Parking

2.2.3 Center Layout

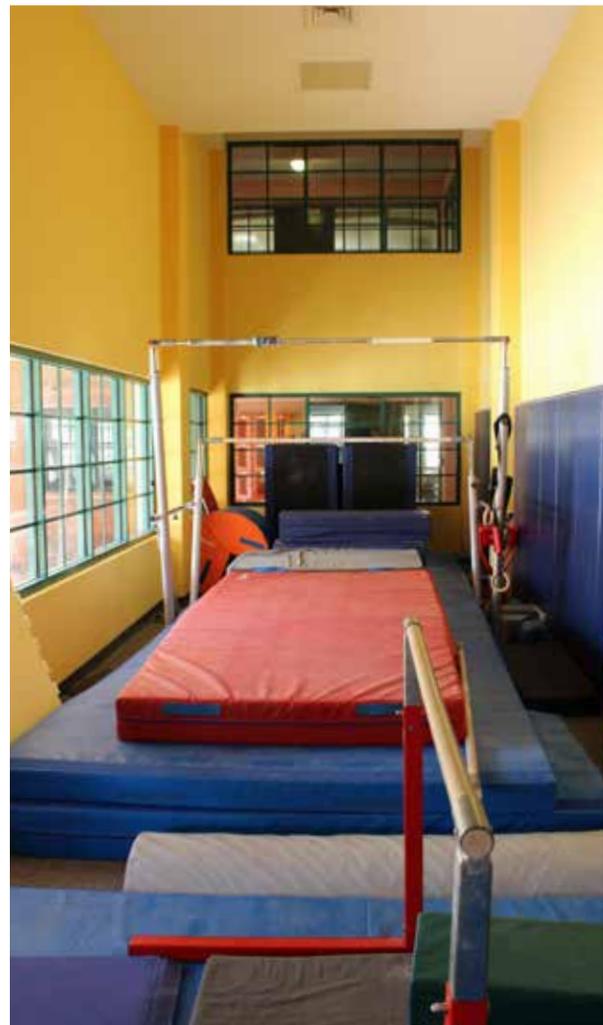
One of the most popular amenities at the War Memorial Youth Center is the fitness center. The fitness center is accessible to adults age 18 and older and to children 15 years of age and older with parental consent.

Three of the most highly used, most popular programs at the center are soccer, gymnastics, and basketball. Two outdoor, lighted basketball courts on the north side of the center are heavily used and are open 24 hours a day. Currently, because the community likes to play in the evening, the court gates remain open at night so that users do not climb the perimeter fence.

The center houses a 13,244-square-foot gymnasium with two indoor basketball courts. The condition of the courts is high quality and the basketball athletics participation is high. Other amenities at the Center include a roller hockey rink, a dance/aerobics studio, a child care room, specialized classrooms, a landscaped walking path around the perimeter of the site, and outdoor athletic fields.

The theater and auditorium at the War Memorial Youth Center is used frequently for rehearsals and performances. Events are often sold out.

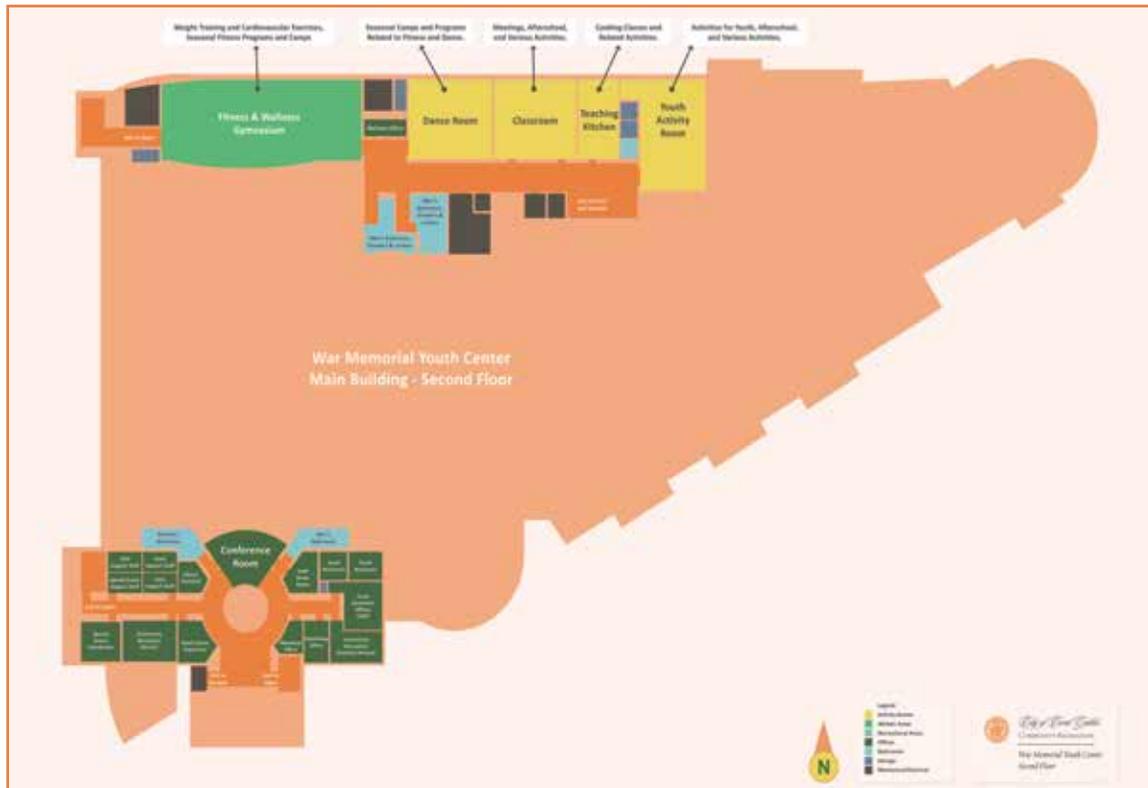
The existing east courtyard is a very large, outdoor space that is fenced off from University Dr. Many users feel it is ineffective as it is currently designed. Lack of shade makes the space unusable during many months of the year, and with limited existing space for very popular center programming, this area has strong potential for redesign and re-purposing.



War Memorial Youth Center Gymnastics Facilities



War Memorial Youth Center, Main Floor Existing Layout



War Memorial Youth Center, Second Floor Existing Layout



War Memorial Youth Center, Nearby Places of Interest



War Memorial Youth Center, Outdoor Amenities with Field

2.2.4 Summary

With the implementation of this Master Plan for the War Memorial Youth Center, opportunities will arise for project goals to overlap with those of other Coral Gables Guiding Documents. There are five City sectors with goals in the City's **2010 Comprehensive Plan** that would likely intersect with this plan:

1. **Community Facilities** - Facilities shall exhibit environmentally sensitive construction, maintenance, operations, and service.
2. **Mobility** - Provide accessible, attractive, economically viable transportation options through a variety of methods including walking, bicycling, public transit and vehicle pooling.
3. **Recreation and Open Space** - The City of Coral Gables recreation system will serve the residents with quality passive and active recreation programs and facilities and provide adequate public/open spaces.
4. **Capital Improvements** - There shall be ongoing repair, renovation, replacement, upgrading of existing facilities as well as new facilities added to the community.
5. **Green** - The City of Coral Gables will take measurable steps towards becoming a "sustainable" community by providing a healthy setting for residents, and visitors and by increasing awareness of green development practices that are positive for the City's environment.

New construction at the War Memorial Youth Center will allow for the promotion and use of environmentally positive construction and land use systems. The Center also is a prime opportunity to integrate the City's goals for increasing multi-modal transportation access to public

facilities. This center can be redesigned to exceed the needs and desires of the current community and provide longer-term quality recreation services for the growing City. The War Memorial Youth Center was established to support the youth of Coral Gables. It should excel in welcoming youth, community members, and visitors as a recreation facility resoundingly well designed for them and their needs.

Five key goals identified in the **2014 Bicycle and Pedestrian Plan** will also help achieve the equity and accessibility goals of the War Memorial Youth Center. Those goals include:

Goal 1: Engineering - Provide a citywide network of safe, convenient and accessible bicycle and pedestrian facilities for all users.

Goal 2: Encouragement - Promote and encourage cycling and walking as viable forms of transportation, healthy forms of exercise, and as a positive benefit to the environment.

Goal 3: Implementation - Promote long-term implementation and evaluation of bicycle and pedestrian planning and development.

Goal 4: Funding - Strive to provide adequate funding resources for planning, developing and maintaining bicycle and pedestrian infrastructure.

Goal 5: Education - Proactively educate the community about biking laws responsibilities, safety, and new facilities.

A **2017 Parks Key Requirements Survey** conducted by the City indicated that aquatics, facility cleanliness, flexible and available classes, ease of parking, and additional space were users' top concerns. This survey will help identify trends and any changes in community priorities today.



War Memorial Youth Center Outdoor Basketball Courts

2.3

EXISTING CONDITIONS OBSERVATIONS & ANALYSIS

2.3.1 Methodology

The planning and architectural teams began the process of reenvisioning the War Memorial Youth Center facility by visiting the property, observing its present conditions, and speaking with the management team and staff at the center.

Site visits are critical for general orientation and evaluation purposes. Additionally, during these visits, the planning team conducted a standards-based analysis of the building and property to determine the successes and opportunities the facility has and where efforts of restructuring would most benefit and bolster the center's vision and services.

The methodology for this analysis is one based on research and validation by the Project of Public Spaces (PPS). Research done by PPS identified that common qualities shared universally among spaces celebrated by users as successful include: they are accessible; people are engaged in activities; the space is comfortable and has a good image; and the space is a social one where people gather and meet one another.

The Project Team expanded upon the criteria developed by PPS to include observations on how a space performs in sustainable development, including design and construction.

More recently, additional emphasis has been placed on how a public space benefits not only the user but the environment while also contributing to the economics of society which is burdened with the costs of developing and maintaining the space. Defined by the United Nation's World Commission on Environment and Development in 1987, sustainable development consists of 'meeting the needs of the present without compromising the ability of future generations to meet their own needs, by striking a balance between economic and social development and environmental protection.

Combining the PPS's definitive approach to evaluating public spaces, with the principles of the UN's definition of sustainable development, creates a more comprehensive spectrum of observational fundamentals. Grouped into six categories or topics, specific questions have been developed that are evaluated through observation of each space. These six categories are documented in the following section.

Six Topical Categories of Evaluation

- **Design and Construction:** Includes observations of the quality of design, materials, use of standards and incorporation of current codes or requirements, and the durability of a space.
- **Effectiveness:** Includes the observation of users or evidence of users of a space, range of offerings, balance of activities and contextual consistency. (See PPS's 'The Power of 10+')
- **Condition:** Includes observations of the quality of upkeep of a space, evidence of pride of users and maintenance, and presence of deferred improvements.
- **Comfort and Image:** Includes observation of a space's first impression, comfort of users, visual attractiveness, and perception of safety. (See Crime Prevention Through Environment Design – CPTED)
- **Access and Linkages:** Includes observation of universal accessibility barriers, multi-modal connectivity, dominance of the space by a transportation use other than pedestrian and bicycles, and ease of access from surrounding areas. (See Parks and Inclusive Play)
- **Sustainability:** As a three-part category, observations focus on social interactions and connections to surrounding neighborhoods, environmental considerations and promotion that result in net positive contributions, and economic viability and contributions.

2.3.2 Site Visit & Facility Observations

While the 13,244-square-foot indoor gymnasium and basketball courts are in good condition, the high quality athletics and basketball program also attracts very high participation. This makes total participation and team sizes limited by the numbers of courts and overall size of the gymnasium. An additional court would benefit the programs and support the center vision for community inclusion rather than excluding applicants because of limited space and staffing. Better and flexible seating in the gymnasium could help utilize the limited existing space. While families and friends appreciate the opportunity to enjoy games from the stands, additional space created by mobile seating options would increase room for practices and camps.

Members greatly value the gym and workout facility at the War Memorial Youth Center. Because of its popularity though, the fitness facility has become dramatically inadequate in size and quality. The lockers and bathrooms in particular lag far behind the quantity needed for current users. The facilities are simply not able to meet the current needs of users.

Organizational elements of the facility programming have evolved over time in response to the expressed needs and desires of residents, and the facility as much as possible has been able to evolve to accommodate these changes. However, with requests increasing for flexible programs and for both passive and active options available at the same time, the War Memorial Youth Center has become very cramped for space. Much focus for staff is directed to maneuvering and spacial logistics in the limited facilities to try to accommodate the dynamic needs of their growing community.

2.3.3 Programming Evaluation

General Findings

The War Memorial Youth Center was built in the 1950s and renovated in the late 1990s.

- Hours of operation have remained consistent for years. There is an agreement with the neighborhood that they will not be open on Sundays.
- The operation of the center is service driven. There are no cost recovery mandates and revenue production, while important, is not the driving force.
- The center does a Level 1 sexual predator scan for people using the center utilizing the Fast Pass system.
- The Rec Trac software system is utilized for point of sale and program registration.
- There is a security system with cameras in the building.
- The building is contract cleaned.

Building Amenities

- The building in general is not really functional.
- The front desk is round in shape and it is difficult to control access to the center. There is a second office area across from the front desk where program registration is handled.
- The building has too many entry points even though most use is directed through the main entrance.
- The parks and recreation department administrative offices are housed upstairs. There is also a PAL/Youth Resource office as well.

- The upstairs is split into two different areas with no direct connection to each other.
- There was originally going to be an elevated walking track in the building.
- Other upstairs space includes two youth program rooms and a teaching kitchen. There is also a small group exercise room that has a ceiling that is too low. The weight/cardio area is contracted to an outside organization. The space is relatively small to support a large number of users.
- The indoor playground was just redone but is open air making it very hot in the summer.
- There is a large gymnastics room and much of the gymnastics equipment has been replaced. All the equipment is owned by the City.
- The indoor courtyard space is all concrete with three covered pavilions that are used for birthday parties and camp activities. The area is planned for renovation so it can be activated and receive stronger use.
- The theater is a relatively small flat floor room with a large stage. The space is being renovated. It is used for small shows on a regular basis. Consideration should be given to enclosing the entry to add more space.
- The gym is great space but there is not adequate spectator area. The gym locker rooms are rarely used.
- The toddler room is used for drop-in child watch and programming for youth. It is a very small space.
- The Ceramics and Art rooms are really classrooms that support summer camps and the afterschool program.
- The Youth Room is the primary location for the afterschool and summer camp programs.
- The maintenance room is too small to support the center.
- There is a small kitchen area and a concessions space behind the gym, but both of these spaces are used for storage.

Outdoor space

- The outdoor basketball court is open 24 hours a day.
- There are three lighted diamond fields and two to three soccer fields can be supported.
- There is a restroom and concession building. The concession area is rarely used.
- The War Memorial Association has some influence on how the center is operated.
- There is a deed restriction that requires that the building be used for youth programming.
- The outdoor fields are used primarily for youth soccer (also some baseball and flag football). The field lights were recently replaced (must be off by 10 p.m.).

2.3.4 Operations Assessment

Programming

- Most programming focuses on youth. The under 3 age group is not well served.
- There is a big demand for child care services.
- Most programming is contracted to other organizations.
- The fitness center is a 70/30 split of revenue with the contract operator.
- Gymnastics are 60/40 split. This is the greatest revenue producer in the center.
- Most camps are 70/30 revenue splits.
- After-school, summer camps, youth soccer, youth basketball, youth soccer, youth flag-football and girls' volleyball are in-house programs.
- Youth soccer has become a problem program with high professional expectations and attitudes. There has been a big growth in travel teams for youth sports.
- There is a lot of pressure to rent gyms and fields for sports programs and leagues.
- There has been a desire to have an adult day care program that focuses on the disabled community.
- There is a significant inclusion program in place.

Study Expectations

- This is the most important public recreation building in the City and needs to be treated as such.
- What should the building contain to service the recreation needs of the community in the next 20 years?
- A road map for the future of the center is needed.
- Public input will be important in the process.

Facility Successes

Effectiveness

The greatest success of the War Memorial Youth Center is that it is a highly popular and well-used facility. This is a huge tribute to the leadership, staff, coaches, and mentors who run the center and support its mission to provide high quality recreation opportunities and training for youth in their community. The gymnasium is regularly full for games and practices. The athletics fields are used to the point of over wear. Dance and gymnastics classes fill quickly, and the community utilizes the paved sidewalk around the perimeter of the property for exercise and walks. Friendly staff provide a welcoming, safe environment for young adults and children. Adults enjoy opportunities to work out at the fitness center and parents are supported with complimentary child care while they

are exercising. Summer camps fill quickly and are very competitive, creating one of the only downfalls of the Youth Center, which is that people want to participate in more center activities than the center can currently support.

Access and Linkages

Efforts made by Coral Gables to improve sidewalks, bike infrastructure, and public transit options around the War Memorial Youth Center helped create the center's high score for access and linkages. This success is motivation to stretch these multi-model systems further out into neighborhoods and communities around the center and see this connectivity to the Youth Center on an even broader scale.

Facility Opportunities

Comfort

There are several opportunities to increase the comfort and experience of users. The existing east courtyard is currently ineffective because of the lack of shade, which makes the space unusable for much of the year. The courtyard offers much potential for redesign and re-purposing to expand popular recreation programming. The athletic fields could improve event experiences through construction of a larger outdoor restroom facility integrated with additional amenities like a concession stand and a second story viewing platform for visitors watching the games. Additionally, the main building heating and air conditioning system would benefit from an expansive upgrade to improve consistency, control, and a comfortable environment throughout the Youth Center.

Sustainability

The City of Coral Gables has established the goal to take measurable steps towards becoming sustainable through the use of more green infrastructure, local construction materials, and energy efficient systems at its facilities. The War Memorial Youth Center can move towards exhibiting this goal by using environmentally sensitive construction and landscape practices as it is redesigned. This site has an opportunity to be part of enhancing community environmental awareness and knowledge. In its rapidly urbanizing setting, the Youth Center could be a resource for education about green redevelopment practices and help set a leading precedent for responsible use of the City's natural and built environment.

With an overall rating of **77**, the War Memorial Youth Center scored well, particularly in terms of effectiveness. This reflects the facility staff's high standard of meeting the needs of its members and users with the resources they currently have. The center's higher score in access and linkages could be a result of City's mobility F projects to better connect surrounding neighborhoods to their community facilities. The categories where the facility scored less successfully are condition, comfort and image, and environmental and social sustainability.

Key Takeaways

- **Redesign the east courtyard.** The existing east courtyard is ineffective as it is currently designed. Lack of shade makes the space unusable many months of the year. This large area exhibits strong potential for redesign and re-purposing.
- **Expand the gymnasium and basketball courts.** Interior basketball courts are barely adequate for current needs. Participation numbers and team sizes are limited by the number of courts and overall size of the gymnasium.
- **The front entrance could be remolded to increase security and improve circulation in the main lobby.** Improve the location and configuration of the lobby reception desk and redesign the lobby bathrooms to be beyond the security checkpoint.
- **Build a large concessions structure at the athletic fields.** The existing concessions stand could be replaced with a larger concessions building that includes shade, an observation deck for games, and restroom facilities for outdoor activities.
- **Redesign classrooms for more relevant, flexible programming.** Currently classrooms are outdated, and some of designed for programs that are no longer offered at the center.
- **Expand theater programming and facilities.** The existing theater and auditorium hosts popular events that are often sold out. Theater programming and rehearsals have met full capacity, and the space could benefit from expansion and updated technology.
- **Address the interior climate control throughout the building to eliminate over cooling and poorly air conditioned extremes.** The War Memorial Youth Center has been renovated and expanded over the years and the older climate control system now creates extremes of temperatures throughout the facility as it struggles to properly cool and heat all the amended and additional square-footage. It will need to be updated along with future remodeling.

2.4

EXISTING CONDITIONS SUMMARY

The staff at the Coral Gables War Memorial Youth Center has maintained a high quality of service to the community for 75 years. As the City grew, the facility continued to attract and welcome members and new visitors to participate in the athletics programs and community recreation services. The youth center has now reached a point where the demand for current and more diverse activities is overwhelming the existing facility. The main entrance to the building no longer provides the needed security measures to confirm safety at the center. Facilities like the interior classrooms are small and outdated, in some cases designed for programs no longer offered. The gymnasium, theater, fitness center, and

athletic fields are heavily used but limit participation and activities because they are too small or are not designed for flexible programming. The large outdoor courtyard could be better utilized to help relieve these cramped spaces.

Overall, the center lacks adequate storage space for the equipment for regular programming as well as seasonal camps. With users requesting expanded active and passive recreation options, that challenge is growing. A more comfortable environment could be created for users by expanding outdoor concessions and restrooms at the athletic fields and redesigning the indoor restrooms, locker rooms, and the building climate control system.



War Memorial Youth Center Indoor Playground



3

NEEDS AND PRIORITIES ASSESSMENT



Chapter 3: Needs & Priorities Assessment

Based on the analysis conducted of the War Memorial Youth Center was for the purpose of gaining a thorough comprehension of the center's existing conditions. The Master Plan project team then began a comprehensive needs and priorities assessment for the entire facility. The techniques used were a combination of qualitative and quantitative industry best practices that provide a system of cross checks to determine the top needs and priorities for the War Memorial Youth Center. The following chapter summarizes the findings from each technique:

CHAPTER 3: Needs & Priorities Assessment

3.1 Staff Meetings & Discussions

- 3.1.1 Methodology
- 3.1.2 Discussion Summary
- 3.1.3 Key Takeaways

3.2 Community Engagement

- 3.2.1 Overview
- 3.2.2 Community Meetings
- 3.2.3 Focus Group
- 3.2.4 Summary

3.3 Survey Results

- 3.3.1 Overview
- 3.3.2 Online Survey
- 3.3.3 Statistically Valid Survey

3.4 Needs & Priorities Summary

3.1

STAFF MEETINGS & DISCUSSIONS

3.1.1 Methodology

Building on the information gathered as part of the Existing Conditions Analysis, the planning team utilized innovative techniques to conduct a comprehensive needs and priorities assessment. Techniques used are a combination of qualitative and quantitative industry best practices that provide a system of cross-checks to determine the top needs and priorities for the facility like the War Memorial Youth Center. The following details summarize findings from each technique.

The previous chapter, Chapter 2: Existing Conditions Analysis documents a process of observational techniques that the planning team utilized to better understand the current condition of the War Memorial Youth Center. These techniques are a critical component of the master planning process but are also limited in providing data conveying how residents use, value, and would redesign their community facilities and the programs, services they offer. This chapter documents two additional research types, qualitative and quantitative, which allow the team to gather community member



War Memorial Youth Center Meeting with Facility Staff

input through public participation, community surveys, and inventory analysis. The following content conveys what Coral Gables residents collectively shared as their vision for community recreation in their City.

Each method of data collection: public participation, community surveys, and inventory analysis, provides a snapshot of information that when combined, contribute to a mixed methods, triangulated approach that can demonstrate community trends in needs and priorities. Eight comprehensive methods of input or data collection were utilized as part of this triangulated approach (see Figure 3-1). Though some techniques are more statistically valid than others, by utilizing a comprehensive group of eight select techniques, the planning team can cross-check results to better determine an accurate understanding of community needs and priorities.

Figure 3-1: Mixed Methods, Triangulated Approach



3.1.2 Discussion Summary

Much of the discussion with the staff of the War Memorial Youth Center was centered around the limitations of the current facility and how that impacts their ability to meet the needs of their members and of their community. Some community facilities struggle with participation and engagement rates, but the Coral Gables War Memorial Youth Center is not one of them. The center has a reputation of high quality programming and knowledgeable, friendly staff.

However, limited space, programming, and staff creates ongoing frustration for current staff members. They are constantly forced to turn community members away during registration as classes fill quickly. The current programs are well utilized and additional programs and amenities are requested often by members. Rather than being able to expand offerings and participation in the programs, staff members instead find themselves already strained in their services trying to make up for the constraints of the facility itself. Limited upgrades and improvements have made the building a daily challenge for staff. For example, minimal and failing restrooms, unusable classroom space, limited locker rooms, inconsistent heat and cooling of the building because of old systems, and rearrangements of the building interior for additional security have all created challenging interior way-finding, space usage, and programming logistics. While staff members work to overcome these hindrances behind the scene and continue to provide the quality services the facility is known for, some feel that limited funding for improvements or for additional staffing holds the center back from providing a welcoming and comfortable environment for all members and their many visitors.

There has been ongoing consideration by facility staff for how the current building and site could be altered to better meet the needs. Several of the suggestions included the following:

1. Expand the interior basketball gymnasium into the exterior basketball courts area.
2. Extending interior space to the west under existing overhang.
3. Redeveloping either the current courtyard or the outdoor basketball courts as a location for a re-located and enlarged fitness facility.
4. Consider expanding the existing concessions building to create larger food prep spaces as well as to provide a rooftop viewing level that could be used to view the entire field area.
5. Redesign outdated second level recreation and activity rooms that are designed for programs that no longer exist and turn them into flexible spaces that can be utilized by different programs as needed.
6. Eliminate the metal hurricane panel protection system for the building, which takes up a lot of storage space and a lot of install and uninstall time. Replace current windows with hurricane rated windows.
7. Enclose balcony area at the top of the main staircase to create additional administrative space on the second level.

Staff Input Sessions Summary:

Management Staff

- There is a strong interest in having a greater emphasis on fitness with several group exercise rooms, as well as a larger weight/cardio equipment space that will serve both youth and adults.
- The existing gym is the only one available in the City. Having additional gym space is also desired.
- Desire for more space for youth interaction including:
 - Splash pad
 - Larger indoor play area
 - Climbing wall
- There is a lack of storage in the center.
- The classroom areas are not being well utilized in the center currently. There is no real space for arts and crafts and they could use a “maker” space.
- There is a need for universal change rooms.
- There needs to be a men’s restroom located before the control point to serve non-center users.
- There is concern that there are three distinct neighborhoods in Coral Gables that have different demographic characteristics and the City may need to plan to have more satellite centers to serve these distinct neighborhoods.
- There needs to be more amenities in the center that creates more incentives for memberships.

Recreation Specialists

- The front desk location and configuration is not great.
- Need to have improvements to the courtyard area to make the space more usable. Having one long pavilion rather than three smaller pavilions is preferred.
- The theater needs to be redone and should be a black box theater with retractable seating to make it more flexible space.
- There needs to be a larger group exercise/dance room.
- The small kitchen on the first floor behind the gymnastics area should be eliminated.
- There is an acute lack of storage in the entire center.
- There is a concern with having the adults going to the fitness center mingling with the youth in the facility.
- There is no real locker room space on the first floor. People have to use the upstairs locker rooms.
- The office areas in the building need to be reconfigured to be more functional and there needs to be a space that can be used as a confidential office for meeting with parents of youth and special needs population.
- Some of the office space could be distributed to the locations where staff has programs (youth after school staff offices next to that area).
- There is a lack of parking during the high use times of 3-7p.m. on weekdays
- There should be a designated area for stroller parking next to the handicapped spaces.
- The gym needs to have a better sound system.
- All the building's lighting should be updated to LED.
- Ideally, the center should have an indoor walking track around the gym area.
- The classrooms in the building should be repositioned to better support the after-school program.
- The gymnastics area needs more support space (office, parent observation area and cubbies for use by the participants).
- The concessions building that is located outside next to the sports fields should be contracted out. The space will also need more storage and will need to be air conditioned.



War Memorial Youth Center Meeting with Staff

Athletic Supervisors

- The soccer program faces an issue with 20 teams (300 players) using two fields (one full-sized and one U-12) for practices and games. The program is very competitive. They really need another full-sized field in the City.
- The gym needs more space for spectators. The youth basketball program has 200-300 participants and runs from January to the end of April. They have had to turn kids away from the program due to a lack of court space. The outdoor basketball court is used for youth basketball practices.
- Parks and recreation does not offer much for adult sports due to a lack of gym and field space.
- Fields are not rented due to a lack of available time.
- They could really use another gym. There also needs to be more storage in the existing gym.
- It would be nice to start a sports program focused on teens but there is no time or space for this.
- The courtyard space needs to be utilized for more active use programming.
- The center has poor airflow and some rooms are too cold while others are warm.



War Memorial Youth Center Meeting with Staff



War Memorial Youth Center Outdoor Courtyard

3.1.3 Key Takeaways

- **The main entrance to the center is not functional and fails to provide proper security to the building.** The main entrance does not allow for sufficient security checks prior to people entering the rest of the building, which is concerning given its proximity to children's programming spaces. It also lacks good circulation after it was adjusted for security purposes and the women's restroom is outside the security check point, which causes concern for staff and parents.
- **Current programming and class space limits the number of people that can participate.** Program participation at the War Memorial Youth Center has outpaced the capacity of the current class and athletics space. Staff is often forced to turn away community members from classes that are already filled and registering for classes has become very competitive.
- **Interior gymnasium is too small and does not provide for flexible programming.** Interior basketball courts are barely adequate for current need presented by basketball leagues; total participation and team sizes are limited by the number of courts and overall size of the gymnasium. The gymnasium could benefit from more and better flexible seating within the limited space that currently exists.
- **The outdoor courtyard is a large space with limited usage.** The courtyard is a paved, gated outside space with little shade. It is a challenging area to program because it provides little respite from extreme elements. A full redesign could expand more popular activities into that space and utilize it better.
- **Restrooms and locker rooms are outdated and no longer sufficient.** The restrooms for indoor and outdoor activities are too small, hard to access, and at times failing. The center would benefit from a large concessions and restroom space outdoors at the fields and from redesigned indoor bathrooms and locker rooms.
- **The fitness center is very popular but restricted in its current space.** Members enjoy using the fitness facility, but it is inadequate in size and in quality.

- **The existing theater & performance space could benefit by an expansion.** The theater hosts popular events that are often sold out. Programing and rehearsals have met full capacity, and the space would benefit from expansion.
- **Office space is too limited and is sometimes used for equipment storage.** The existing theater and auditorium hosts popular events that are often sold out. Programing and rehearsals have met full capacity, and the space could benefit from expansion.
- **Storage space in the facility as a whole is extremely limited.** Leadership wants to meet the diverse recreation needs of the community, which requires equipment for many popular regular activities as well as seasonal offerings like summer camps. The center is badly strained for storage space to house needed supplies.



War Memorial Youth Center Overflow Storage

3.2

COMMUNITY ENGAGEMENT

3.2.1 Overview

Direct and engaging community involvement forms the cornerstone of the qualitative research method for the War Memorial Youth Center F. A primary goal of this community involvement was to collect geographical, topical, and policy related input about the War Memorial Youth Center from Coral Gables residents. One of five community meetings was based at the War Memorial Youth Center and four were conducted in three other geographical regions of the City: northern, central, and southern.

Two of the five community meetings were offered downtown on a weekend day to increase accessibility to residents. The second component of community involvement was conducting nine topic-based focus groups for a selection of community recreation elements. One focus group specifically addressed the needs and priorities of the War Memorial Youth Center. The third component included stakeholder interviews with elected officials, Community Recreation staff, community officials and community leaders in Coral Gables. The following are summaries of findings for each method.

Ponce de Leon Middle School Community Meeting



3.2.2 Community Meetings

Five community meetings were held in geographically distinct areas across the City: Ponce De Leon Middle School (central); Fairchild Tropical Botanic Garden (south); Adult Activity Center (north and central business district); War Memorial Youth Center (citywide), and a second meeting was held at the Adult Activity Center (citywide). Each meeting was publicly advertised via social media, flyers posted throughout the community, email blasts by the City, and City website postings.

Each meeting consisted of a presentation of the overall planning process, findings from the Community Inventory Assessment, and a preliminary overview of additional public participation opportunities. Records of these meetings can be found in Appendix A, along with comments recorded from each meeting. The following report summarizes themes that emerged from the community meetings.

Community Meeting #1: Ponce De Leon Middle School

The second community meeting was held in the area sector of the City at Fairchild Tropical Botanic Garden in the evening on May 8, 2019. Comments provided by participants included:

- Create safe access routes for walking and biking from surrounding neighborhoods to the War Memorial Youth Center.
- Add shaded areas around the War Memorial Youth Center.
- Make the War Memorial Youth Center programs, playground, and amenities accessible.

- Explore adding sports academies to the War Memorial Youth Center athletics programming.
- Offer additional summer camp and after school programs and activities.
- Consider adding youth soccer programming for later months of the year.

Community Meeting #2: Fairchild Tropical Botanic Garden

The second community meeting was held in the area sector of the City at Fairchild Tropical Botanic Garden in the evening on May 8, 2019. Comments provided by participants included:

- Increase lighting on sidewalks around the War Memorial Youth Center.
- Make routes from surrounding neighborhoods to the War Memorial Youth Center safe for children to bike to the center.
- Incorporate shade cover for the War Memorial Youth Center outdoor facilities.

Community Meeting #3: Adult Activity Center

The third community meeting was held at the Adult Activity Center in the northern, downtown area of the City in the evening on Thursday, May 9, 2019. Comments participants included:

- Offer meditative and aerobic fitness programs such as zumba, yoga, and Pilates.
- Consider providing personal safety and self-defense education classes.
- Emphasize fitness and health and wellness programming.

Community Meeting #4: War Memorial Youth Center

The fourth community meeting was held at the War Memorial Youth Center for citywide access in the morning on Saturday, May 11, 2019. Comments provided by participants included:

- Encourage safe biking routes to the War Memorial Youth Center.
- Create pedestrian-friendly infrastructure from surrounding neighborhoods to the War Memorial Youth Center.
- Consider making the War Memorial Youth Center programs solely for Coral Gables residents to support resident registration.
- Add additional fitness classes and gym facilities.
- Design walking exercise amenities at the War Memorial Youth Center. Explore offering limited Sunday hours at the War Memorial Youth Center wellness center and gym.
- Provide meditative yoga aerobics classes at the War Memorial Youth Center.
- Add aquatics and swimming facilities and programming at the War Memorial Youth Center.
- Encourage a holistic approach to teaching community sports.
- Build a sense of team and belonging between different age groups through athletics programming.
- Ensure that the War Memorial Youth Center facilities, amenities, and programs are accessible for users of all abilities.
- Provide more protected areas where children can play.



War Memorial Youth Center Playground

Community Meeting #5: Adult Activity Center

The fifth community meeting was held at the Adult Activity Center for citywide access in the afternoon on Saturday, May 11, 2019. Comments provided by participants included:

- Prioritize safe biking and walking access routes to the War Memorial Youth Center.
- Extend incomplete existing sidewalks to connect surrounding neighborhoods to the War Memorial Youth Center.
- Add higher visibility crosswalks across major thoroughfares around the War Memorial Youth Center.
- Build a rubberized three-lane track (500m) around the War Memorial Youth Center athletics fields.
- Include track programming at the War Memorial Youth Center.
- Offer yoga and meditation facilities and classes.
- Encourage more family activities.
- Add paths for walking, jogging, and running.
- Consider adding tennis or pickle ball facilities.



Adult Activity Center Community Meeting

Community Meeting Themes:

In addition to the input received from community meeting participant comments, attendees were invited to contribute written comments through a series of participation display boards. The following provides a summary of the display board comments for the five community meetings:

- Provide safe pedestrian and bike routes from surrounding neighborhoods to the War Memorial Youth Center.
- Increase running and track and field amenities at the War Memorial Youth Center.
- Expand facilities and programming capacity for Coral Gables residents.
- Increase child-centered play areas, education, and athletics.
- Create meditative exercise spaces at the War Memorial Youth Center.
- Incorporate accessibility into the War Memorial Youth Center facilities and programming for special populations.
- Explore including more genres of athletics programming at the War Memorial Youth Center.
- Promote a holistic, multi-generational, family-centered community athletics philosophy.



Coral Gables Special Populations Focus Group

3.2.3 Focus Groups

Nine focus groups were held at the War Memorial Youth Center covering various topics ranging from leadership needs, building and facility needs, to topic-specific athletics programming at the War Memorial Youth Center. The meetings occurred between May 8 and May 11, 2019. Combined, the focus group meetings were attended by over 85 residents and interested parties. Each meeting was one hour in length and started with a brief overview of the planning process, followed by an in-depth discussion of needs and priorities, then capped by a discussion of preliminary vision ideas for each topic and potential implementation strategies. Comments and ideas from participants were recorded in meeting notes and coded to reflect consistent themes for primary findings. Items coded include topics or ideas which had more than one comment or included a detailed discussion during the focus group meeting. The themes that emerged from the focus groups are as follows:

War Memorial Youth Center (5/8/19):

- Expand youth athletics and offerings and improve quality programming at the Youth Center by better utilizing the existing property, rooms, and facilities.
- Athletics that could be offered at the Youth Center include tennis, aquatics, lap pool swimming, warm water aerobics and exercise, volleyball, additional gymnasium space, dance rooms, and dance aerobics programs.
- Consider offering additional programming at the Youth Center with any major redesign.
- Explore the potential of the Youth Center outdoor courtyard becoming a lap pool.
- Considering expanding the athletic fields into the existing parking lot by putting the main parking across the street from the center.
- Explore redesigning the gym to cover the road as a connection to the property across the street from the Youth Center.
- A complete redesign for the Youth Center could be implemented in phases by building on the existing fields and then redeveloping outdoor facilities where the buildings are currently.
- Evaluate adding a protected walking path/running track around the Youth Center that could be used by residents with special needs and children.
- Consider increasing non-resident fees to support facilities maintenance and upkeep and also additional program offerings and capacity.
- Considering allowing young people to exercise at the Youth Center gym if accompanied by their parents.
- Explore partnerships to provide after-school transportation to the Youth Center from local schools.
- Include a public transit stop at the Youth Center. The City public bus system could have a pickup at schools and a drop off at the Youth Center.

- Better utilize empty rooms in the afternoon at the Youth Center to offer classes that are not currently provided.
- Explore providing childhood mentoring, academic support, and tutoring programs at the Youth Center.
- The Youth Center restrooms need an overhaul – heavy doors cause injuries, the women’s bathroom is outside the center security area, and dispensers, dryers, and faucets are old and failing.
- Consider rebuilding the Youth Center outdoor bathrooms and concessions in a new, combined facility near the fields.
- Create a second floor over the Youth Center courtyard to add additional facilities.
- Offer an outdoor dance studio with shade in the courtyard.
- Redesign the hurricane preparedness system for the Youth Center in order to increase efficiency of preparing and reopening the facility.

Other Focus Group Comments (5/8-11/19):

- Offering more evening classes could expand City services and programs to adults after work.
- Complete safe biking and walking routes from neighborhoods to the Youth Center.
- Create an inclusive City mantra for special populations that pervades facilities, program literature, and experiences to encourage diversity of users.
- Put all the Youth Center parking across the street, and expand the facilities on the current site into the existing parking lot.
- Build a two-story addition in the courtyard area for a pool or other athletic facilities. Conduct a special populations training for summer counselors.
- Clearly advertise that the Youth Center programs and facilities are inclusive to people with special needs.



War Memorial Youth Center Focus Group

- Connect the library with the Youth Center.
- Build a low parking garage along the townhomes near the Youth Center to free up land for additional center athletics programming.
- Incorporate bike facilities such as covered and lighted bike parking at the Youth Center to encourage non-vehicular transit.
- Consider converting existing fields at the Youth Center to high-tech artificial turf to extend playable time.



War Memorial Youth Center Perimeter Path

War Memorial Youth Center Focus Groups Themes (Top 10):

1. Expand athletics and offerings and improve quality programming at the Youth Center by better utilizing the existing property, rooms, and facilities.
2. Enhance pedestrian and biking access to Youth Center by incorporating bike facilities such as covered and lighted bike parking at the Youth Center to encourage non-vehicular transit.
3. Evaluate adding a protected walking path/running track around the Youth Center that could be used by residents with special needs and children.
4. Evaluate redesign of the Youth Center that could be implemented in phases by building on the fields and redeveloping outdoor facilities where the buildings are currently.
5. Consider converting existing fields at the Youth Center to synthetic turf to extend playable time.
6. Explore enhancements at the Youth Center for youth-oriented service such as after-school transportation, academic support and tutoring, and access to fitness area (with supervision).
7. Improve communication to users and residents that the War Memorial Youth Center programs and facilities are inclusive to people of all ages with diverse types of special needs.
8. Redesign the hurricane preparedness system for the War Memorial Youth Center in order to increase efficiency of preparing and reopening the facility.
9. Consider rebuilding the War Memorial Youth Center outdoor bathrooms and concessions in a new, combined facility near the fields.
10. Create development of a second floor over the War Memorial Youth Center courtyard to add additional facilities.

3.2.4 Summary

In meetings with members of the public at community meetings as well as in targeted focus groups for the War Memorial Youth Center, some concerns surfaced that were similar to those raised by staff and facility leadership.

There was consensus to expand athletics programming options and quality through better utilization of existing space. There was expressed concern that the courtyard is underused and uncomfortable and that a second story over the courtyard could provide more programming facilities and classrooms. Users confirmed that they consider the bathrooms outdated and inadequate for indoor activities. Several examples were given of restrooms failing and concern for lack of security of the girls bathroom that is outside the building security checkpoint. A combined

concessions and restrooms structure at the fields was proposed to support outdoor athletic events.

Participants also expressed interest in unique Explore enhancements at the Youth Center for youth-oriented service such as after-school transportation, academic support and tutoring, and access to fitness area (with supervision). Inclusive messaging, facilities, and classes for community members of differing abilities and special needs.

Several transportation and access themes also overlapped with community values that the planning team identified in the guiding documents for the City of Coral Gables. Enhance pedestrian and biking access to Youth Center by incorporating bike facilities such as covered and lighted bike parking at the Youth Center to encourage non-vehicular transit.



War Memorial Youth Center Courtyard and Surrounding Buildings

3.3

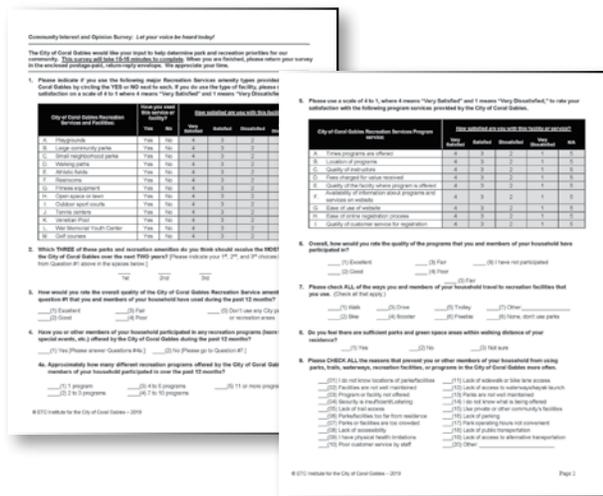
SURVEY RESULTS

3.3.1 Overview

It is critical to have the feedback and insight of the community in a master planning process for a community facility like The War Memorial Youth Center. In order to reach as many people who wanted to provide feedback as possible for the future design of the Center, the planning team conducted two surveys. One was the Online Survey, which was distributed by the City for public response, and the other was a statistically valid mail/telephone survey collecting the responses of 601 households selected randomly throughout Coral Gables.

3.3.2 Online Survey

Anyone interested in the future of the War Memorial Youth Center had an opportunity to participate in the Coral Gables Interest and Opinion Public Survey via Survey Monkey. Beginning on May 30, 2019, the survey was open to the public for voluntary response until it concluded June 25, 2019. The Master Plan team developed a questionnaire addressing the City's overall current recreation system and programs as well as desire for future planning, amenities, and programs. The Online Public Opinion Survey was accessible on the Coral Gables City website and was dispersed through the public engagement meetings, email blasts, and social media.



Survey Respondents

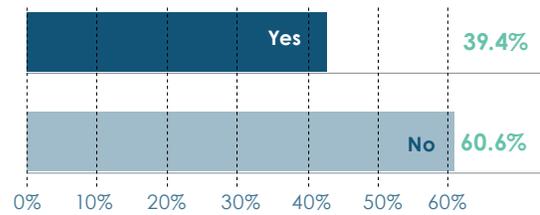
The intention of the online survey was to reach as many of the residents of Coral Gables as well as other interested parties as possible who would take interest in the future of the community recreation in the City. Several basic demographic questions were asked to gain an understanding of the respondents before completing questions regarding the parks and recreation facilities and activities.

The following is a selection of the questions and responses from the online survey regarding the facilities and programs most important to households as well as the actions that would be most important for the City to take in improving community recreation.

1. Have you or members of your household visited the War Memorial Youth Center at any time during the past 12 months?

Of those who responded to the opinion survey, 39.4% had visited the War Memorial Youth Center in the past 12 months.

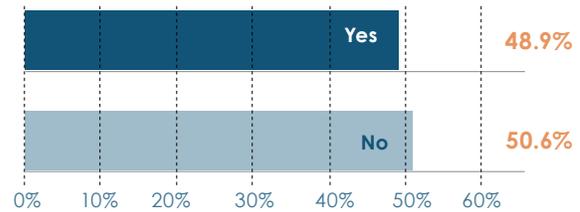
Figure 3-1: Visited the WMYC in last 12 months



2. Do you or members of your household currently have or previously had a membership to the War Memorial Youth Center in the past 12 months?

A high percentage (48.9%) of responders to the City-wide opinion survey had a membership to the Center in the past 12 months. 50.6% did not.

Figure 3-2: Have or had a membership



3. What type of membership do you or members of your household have?

The most common membership to the War Memorial Youth Center is the fitness membership (37.2%). The second most popular is a full membership (35.4%). Youth Membership represented 27.4% of those who were surveyed.

Figure 3-3: Type of membership to War Memorial Youth Center



4. What are benefits that you or members of your household enjoy with your membership?

Those with memberships to the War Memorial Youth Center enjoy the benefit of access to the fitness center the most (69.0%). Following that the most popular membership benefits are priority registration of Youth Center programming (38.8%), access to the indoor courts (31.9%), and access to the indoor playground (23.3%).

5. Overall, how would you rate the quality of your experience visiting or participating in events at the War Memorial Youth Center?

People positively rate their overall experience at the War Memorial Youth Center with 54.4% rating it as good. An additional 26.8% rated their experience as excellent. 17.9% said their experience was fair, and less than 1.0% said they had a poor quality experience at the Youth Center.

Figure 3-4: Benefits enjoyed with War Memorial Youth Center membership

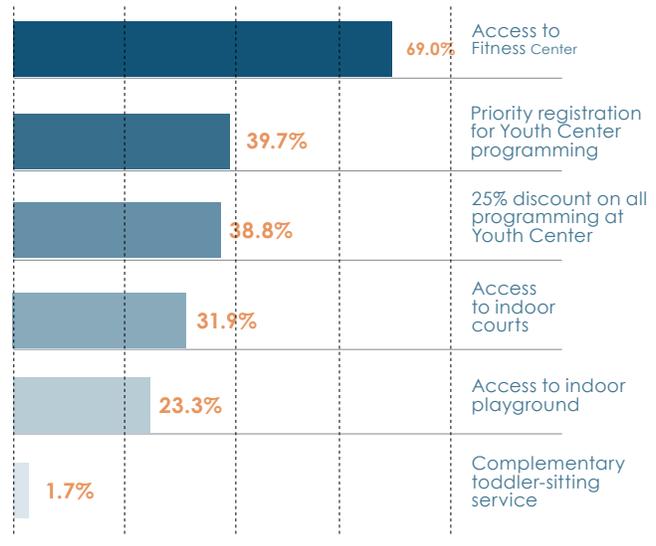
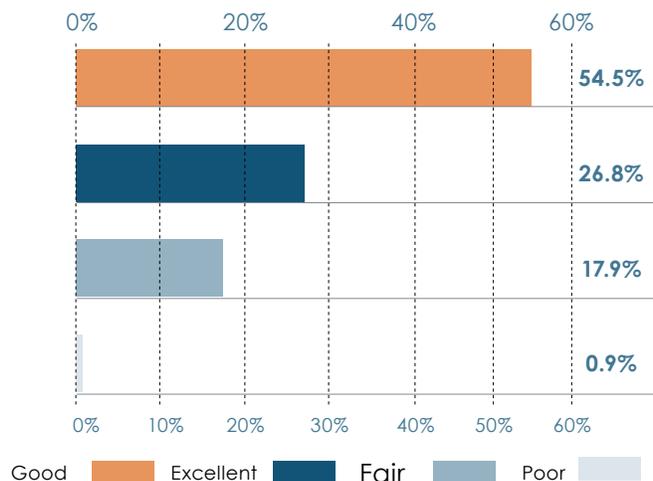


Figure 3-5: Overall rating of experience with War Memorial Youth Center



Online Survey Themes

The following themes for needs and priorities were drawn from the online survey:

- Fitness memberships are the most popular type of membership to the War Memorial Youth Center.
- The fitness center is also the most enjoyed benefit of membership.
- Priority registration for Youth Center programs is a highly valued benefit

of membership followed by the 25% membership discount for all programming.

- People also enjoy access to protected, sheltered recreation options like the indoor courts and playground.
- The majority of people highly rate their experiences at the War Memorial Youth Center.

3.3.3 Statistically Valid Survey

Methodology

The Master Plan team conducted a Citizen Opinion and Interest Survey on behalf of the City of Coral Gables during the summer of 2019. The purpose of the survey was to establish needs and priorities for the future development of parks, recreation facilities/ programs and services within the community. The survey was designed to obtain statistically valid results from households throughout Coral Gables and was administered by a combination of mail, telephone, and website.

The survey was developed in cooperation with department staff, first through a workshop in June 2019 and then through a series of draft survey instruments. A final survey was approved by the City in June 2019. The final survey was six printed pages in length and contained 23 questions. A target sample size of 600 was set for mail, telephone and website responses and that goal was exceeded with 601 completed surveys. Questions focused on parks, park and recreation facilities, needs and priorities, satisfaction, communications, funding, and sample demographics, which were used to validate the survey to the demographics of Coral Gables.

Approximately 3,000 printed surveys were mailed to randomly selected households throughout the City. Respondents were provided three means to complete the survey; by mail, by phone (in either English or Spanish); and through a website. An automatic voice message was sent to each house that had been mailed a printed survey. Three weeks after the mailing of surveys, follow-up phone calls were made to households. Households that indicated they had not returned a completed survey were provided an option to complete one by phone. The survey was completed by 601 respondents and has a level of confidence of 95%, which means results could be replicated 95 times out of 100. In addition, the survey has a margin of error of +/-4.0%. A detailed copy of the questionnaire and full survey results can be found in the appendices.



War Memorial Youth Center Athletics Fields

City Zones Results

The following map shows the sectors defined for the Statistically Valid Survey. While city-wide survey results provide an overview of the needs and priorities for Coral Gables as a whole, examining the results by the districts shown can provide a more precise snapshot of the communities within the city. The following is summary of key findings for a selection of survey questions for the four districts (Shown in Map 3-1 below). Detailed results can be found in the appendix.

Map 3-1: Coral Gables Survey Zones



Parks and Recreation Questions

Survey responses reveal that the War Memorial Youth Center is one of eight most used recreation facilities in the City of Coral Gables with 46.1% of total citywide survey responders saying they have used the Youth Center and its amenities. It is also one of the top five amenities that residents think should receive the most attention from the City in the next two years with 22.8% of survey responders including it in their highest priorities.

The efforts to improve connectivity from City neighborhoods to the War Memorial Youth Center are very timely. Responses indicate that 32.3% of people said that lack of sidewalk or bike lane access is the number one reason that prevents their using recreation facilities in their City. Lack of parking (19.8%) and lack of public transportation (10.8%) were also given as top reasons preventing use, and this feedback supports ongoing measures to move toward multi-modal transit options to increase accessibility to public facilities for residents.

The appeal of a fitness center at the War Memorial Youth Center that was shared at community meetings was echoed in the Statistically Valid Survey with 27.1% of households indicating that fitness and wellness activities are the top activities in which they most participate.

Overall, residents shared that they are supportive of development of recreation centers in their community. Survey responses reveal that 41.4% were very supportive of the City taking action to develop recreation centers, and an additional 25.5% said they were somewhat supportive. Another example of survey feedback that strongly backs the redesign and expansion of the War Memorial Youth Center is the overwhelming support of residents for maintenance of existing parks and recreation facilities and fields. A response of 76.9% of people expressed very strong support for maintaining existing facilities, and an additional 14.8% felt it somewhat important.

The survey showed resident support for additional aquatics facilities with 34.0% of responders indicating they were very supportive of aquatics development and 22.9% saying they were somewhat supportive. The strong need for increased and improved recreation facility restrooms was also voiced through the survey with 40.3% of people saying they were very supportive and 27.2% somewhat supportive of steps to develop restroom facilities.

Responders indicated a willingness to provide additional funding to accomplish these goals. The survey showed that 29.0% said they would be willing to pay an additional \$10+ per month to support City actions to improve parks and public facilities, and 21.5% said they would be willing to pay \$4 to \$5 more per month towards improvements. Overall, a large majority (77.8%) of responders said they would be willing to pay at least \$1 to \$3 more per month to fund parks and recreation improvements.

Statistically Valid Survey Summary

The mail/telephone survey is the strongest, most accurate tool available to determine needs of the general population and serves to cross-check results of the Online Public Opinion Survey. Significant findings from the survey include:

Survey Priority Takeaways



- **Maintain existing recreation facilities.** Residents indicated that maintenance of existing parks and recreations facilities and fields is one of their highest priorities.
- **Develop an aquatics facility.** There is strong public support to design and build additional aquatics facilities.
- **Expand current fitness facility to support broad membership.** Survey responses indicate that fitness and wellness related recreation is one of the top activity types that people engage in and a high priority of residents.
- **There is strong support for the development of community centers in Coral Gables.** Respondents expressed that the development of community centers is a priority of residents.
- **There is community willingness to financially support recreation improvements.** Residents indicated that they would be willing to financially support actions taken by the City for needed and wanted parks and recreation facility improvements.
- **Improving connectivity to the War Memorial Youth Center should continue to be a priority.** Survey responses show that lack of connectivity is the greatest hindrance to more people using public facilities like the War Memorial Youth Center.
- **Build and maintain clean public restrooms for indoor and outdoor activities.** People expressed in the survey that more and cleaner public restrooms are a top priority.

3.4

NEEDS & PRIORITIES SUMMARY

The Needs and Priorities Assessment provided the master planning team with a strong understanding of user needs and goals for the War Memorial Youth Center as well as what the community desires for the facility moving forward. The staff meetings, community engagement meetings, and the two surveys began to reveal themes about the top activities that people enjoy or want at Youth Center as well as the ongoing spatial needs.

Generally, people enjoy their experiences at the War Memorial Youth Center. Quickly filling classes make membership a benefit with both priority registration and a 25% discount on Center programming. People greatly enjoy the fitness center and it would benefit from expansion. There is support to

add aquatics and water activities like a splash pad and a pool at the War Memorial Youth Center.

Limited parking and few options other than vehicle access are some of the biggest hindrances to people using the center. Increasing access options could also allow more youth to access the center since they are often unable to access vehicular transportation without an adult.

Strong desire to expand programming and increase participation capacity will require an extensive reorganization of current space and likely a large expansion of the present square footage of the Center in order to meet the current and future recreation needs of this growing community.



War Memorial Youth Center Concession Building



War Memorial Youth Center Outdoor Basketball Courts



4 VISION



War Memorial Youth Center Outdoor Playground

Chapter 4: Vision

Highlighted by extensive public input, the Community Recreation Department launched a three-day workshop of visioning sessions to better understand the community's aspirations for its parks and recreation system. Combining the results from the workshop with previous steps allows the community to provide a comprehensive vision for the future. The following chapter describes these results.

CHAPTER 4: Vision

4.1 Vision Workshop

- 4.1.1 Methodology
- 4.1.2 Workshop Summary
- 4.1.3 Key Takeaways

4.2 Conceptual Vision

- 4.2.1 Overview
- 4.2.2 Facility Improvements & Additions

4.3 Estimate of Probable Cost

- 4.3.1 Cost Considerations
- 4.3.2 Cost Estimates

4.1

VISION WORKSHOP

4.1.1 Methodology

The approach for developing the Long-range Vision Plan for the War Memorial Youth Center was a three-part effort:

1. City staff and the consultant team completed a technical review of the existing facility that identified continued improvements needed in order to maintain a high level of service for users (**Chapter 2**).
2. Next, a multi-faceted community involvement process (**Chapter 3**) was conducted. During two days of Needs and Priorities workshops, residents and stakeholders indicated their desires for the Youth Center recreation facilities and programs.
3. Then, the next step in October 2019, involved a two day open-door Visioning Workshop with City staff, general public, special interest groups, stakeholders, school representative(s), and community officials to develop a long-range vision for the War Memorial Youth Center. Combining the results from the workshop with previous steps allows the community to provide a comprehensive vision for the master plan. Topics during the workshops included a presentation of the Needs and Priorities Assessment findings and facility improvement recommendations for further planning and development.

4.1.2 Workshop Summary

Members of the community sat down with War Memorial Youth Center staff at an Open Door meeting at the War Memorial Youth Center Theater to brainstorm solutions for the needs at the Center.

- A brief overview presentation was given to provide a summary of the work conducted up to that point including the Existing Conditions and Needs Assessment Findings.
- After the presentation, people split into groups consisting of 4-8 members. The purpose of the groups was for each team, in 15 mins, to identify a set of 3-5 goals for the War Memorial Youth Center over the next 20 years.
- Then, each team used 45 mins. of the meeting, to plan a layout for the site and facility.
- Groups identified 3-5 top actions or improvements for the War Memorial Youth Center (15 min).
- Finally the groups were tasked with summarizing their goals and top projects and actions recommendations.
- The following section provides the summary of ideas and recommendations that the teams generated during the brainstorming session.

Date: Wednesday, October 24, 2019

Session 1: With Staff

Location: War Memorial Youth

Goals and Ideas

1. Programming Improvements

- Increase fitness and wellness offerings
- Adult Sports programming
- Separate youth and adult activities
- Offer spaces for rental to the public; separate from youth activities
- Aquatics programs – Summer Camp and after-school would be benefited

2. Site Improvements

- Improvements to outdoor basketball courts
 - Eliminate outdoor basketball courts
 - Relocate the basketball courts close to library edge.
 - Remove outdoor basketball courts
 - Remove outdoor basketball courts – connect to second floor meeting space and admin space
- Increase the number of play courts and playfields
 - Indoor basketball courts
 - 2 Basketball courts
 - 4 soccer fields (Youth)
 - 1 Multipurpose field (Large)



War Memorial Youth Center long-term vision meeting

- Build a two-story concession stand with second level shaded seating and viewing area
- Expand existing building – shift all fields west and south – more space near basketball courts
- More parking spaces
 - Use empty lots for parking
 - Create a parking structure
- Turn current field into elevated multipurpose facility
- Ground floor parking and second level recreational space
- Increased connectivity
 - Pedestrian bridge connection over University Drive
 - Build small overpass to connect Youth Center to newly developed parcel
- Add sidewalks and walking trails around complex and connecting both parcels
- Develop additional parcel into multi-use recreational facility
 - Develop additional parcel into multi-use recreational facility
 - Add Basketball Courts
 - Add Lap Pool
 - Relocate expanded fitness center and registration office to additional parcel
 - Take out fitness from Youth Center and move to other parcel and cap pool + parking



War Memorial Youth Center long-term vision meeting

3. Facility Improvements

- Enhanced security:
 - Limit entry and exit points
 - Separate adult and children "registration office"
 - Separate public meeting space from youth programming
 - Separate entry point for theater
- Relocate theater to outdoor court
- Separate Fitness Center from main building
 - People who come early for the Fitness Center can have a separate entrance
- Relocate entry to Youth Center – more centralized in middle of site through memorial plaza
- Turn the theater and part of courtyard into a meeting space
 - Expand theater out to courtyard
- Expand indoor spaces
 - Consolidating second floor layout classroom space – more efficient layout
- Proximity of fitness and youth programs helps parents with kids, but can create friction due to the differing needs and preferences of children and adults
- Premier Fitness Center that meets residents' diverse needs for health and wellness
 - Eliminate the outdoor courts and build a two-story fitness center with its own entrance and hours
 - Two-story fitness center
 - Expand gym to basketball space



War Memorial Youth Center long-term vision meeting

4.1.3 Key Takeaways

- **Increase fitness and wellness offerings.** Design a premier, two-story Fitness Center with a separate entrance that meets residents' diverse needs for health and wellness.
- **Build an aquatics facility in the vacant parcel across University Dr.** Offer water-related programs, a splash pad, after-school classes, and summer camp activities.
- **Relocate and improve the outdoor basketball courts.** Move the outdoor courts close to the edge of the property near the library.
- **Increase facilities for athletics by adding additional courts and playing fields.** Add two indoor basketball courts, four youth soccer fields, and a large multipurpose field.
- **Relocate the main entry of the Youth Center.** Redesign the entry to Youth Center to be in a more centralized location on the site directing people through memorial plaza.
- **Design a large concessions stand at the outdoor fields.** Build a two-story concession stand with second level shaded seating and a viewing area.
- **Expand the theater into the existing courtyard.** Turn part of the courtyard into a meeting space with a separate entry and drop off area for performing arts events.
- **Expand existing building to accommodate more indoor program space.** Expand existing building into current basketball courts area. Consolidate second floor classrooms into an updated, more efficient layout.
- **Increase the amount of parking.** Use the vacant lot across University Dr. for parking, or build an elevated, multi-purpose facility with a parking deck on the ground floor.

- **Elevate current fields to create a multipurpose facility.** Expand the athletics programming by turning the current fields into an elevated multi-layer recreation facility.
- **Increase connectivity on the site.** Build a small overpass over University Dr. to connect the Youth Center to the newly developed parcel. Add sidewalks and walking trails around the complex and also to connect both parcels
- **Improve and enhance building security.** Limit entry points to the building and to the theater. Separate youth and adult activities.
- **Increase adult sports programming.** Provide additional sports programming options with times that accommodate working adults' more limited schedules.



War Memorial Youth Center Outdoor Courtyard

4.2

CONCEPTUAL VISION

4.1.1 Overview

The Vision for the War Memorial Youth Center represents the results of extensive analysis, stakeholder input, opportunities and constraints and programming needs for the facility. The Vision concepts were also built through the public input process, with the public need and priorities being a key driver in the development of alternatives for the future of the center. The conceptual vision shown in this chapter focuses on the overall park, access and circulation, the renovation of the existing facility, and the addition of new elements to buildings and park site.

white, new buildings are shown in yellow, and demolished and rebuilt structures are shown in red. The illustrative concept diagrams presented in this document are conceptual ideas and do not represent the actual design of the building or the overall park site at this point.

4.1.2 Facility Improvements & Additions

In order to provide the greatest amount of flexibility in determining the final direction of the Youth Center, the project team developed an overall concept of the park site, as well as four concept alternatives with varying degrees of improvements and additions to the building.

The concept alternatives represent a range of levels of change to the existing conditions to the facility. The following pages provide illustrative concepts for the overall park, as well as the three building alternatives. In the building alternative diagrams, the existing building is shown in



Model of War Memorial Youth Center - Existing Conditions

OVERALL PARK IMPROVEMENTS

Overall Park Additions and Renovations

The overall master plan incorporates several opportunities that were developed through an extensive public input process. The additions and renovations to the overall park and building focus on adding a pavilion structure over the west parking lot that could accommodate basketball courts on the roof, building expansion to possibly accommodate an addition to the gymnasium, renovating and consolidating the second floor classrooms, expanding the theater space, creating a separate entry for adults and youths, and relocating the War Memorial to the front lawn.

Furthermore, the overall additions also place great importance to the upgrade of existing sidewalks, the developing of the additional parcel across University Drive into a multi-use facility with a pool and Splash Pad, and retention of existing street parking.

The current plan also shows the possibility for developing new courtyard programming as well as a potential playground expansion. These two elements are further discussed within the building concept alternatives, as they vary in detail, form, and function in each iteration.

Overall Park Additions and Renovations Summary

- Pavilion structure over the west parking lot, with basketball courts on the roof
- Upgrade existing sidewalks
- Retain existing street parking
- Develop the additional parcel across University Drive into a multi-use facility with a pool and splash pad
- Outdoor playground expansion (Alternative C) and improvements to indoor playground
- Two-story concession
- Relocate the War Memorial to the front lawn
- Building expansion
- Renovated second floor classrooms
- Courtyard programming
- Theater expansions



CORAL GABLES WAR MEMORIAL YOUTH CENTER - FUNCTIONAL DIAGRAM - OVERALL PARK SITE



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ALTERNATIVE A

Facility Vision Alternative A - High Level of Improvement

This concept alternative focuses on providing the most programmable space by filling the courtyard completely with new building. This option proposes to create a new south entry that would address the street and parking more effectively, creating a new drop-off area on the south side. This would allow for some program on this side of the building to be rethought and remodeled. In addition, this option also proposes to add an expansion to the gymnasium and area where the current War Memorial sits by relocating it to the front lawn on the east side of the site.

Alternative A also proposes a second floor to the north of the gymnasium addition that would allow for support facilities, such as the men's and women's restrooms/locker rooms to be relocated. The gymnasium addition would also include an indoor track at a mezzanine level around the gymnasium. Furthermore, the expansion of this area can allocate the fitness center on the south side, as well as some potential space for any administrative needs.

The proposed plan also shows a concession stand adjacent to the proposed building expansion connected by a colonnade walkway. The stand would have seating above, creating a beautiful viewing area towards the playing field.

Additionally, this option provides a unique opportunity in that there would now be a lobby function to the theater space that generates new theater seating as well as new entries on both the north and south side. This could potentially mean that the theater could serve as a stand alone piece of the facility if needed.

Alternative A - Summary

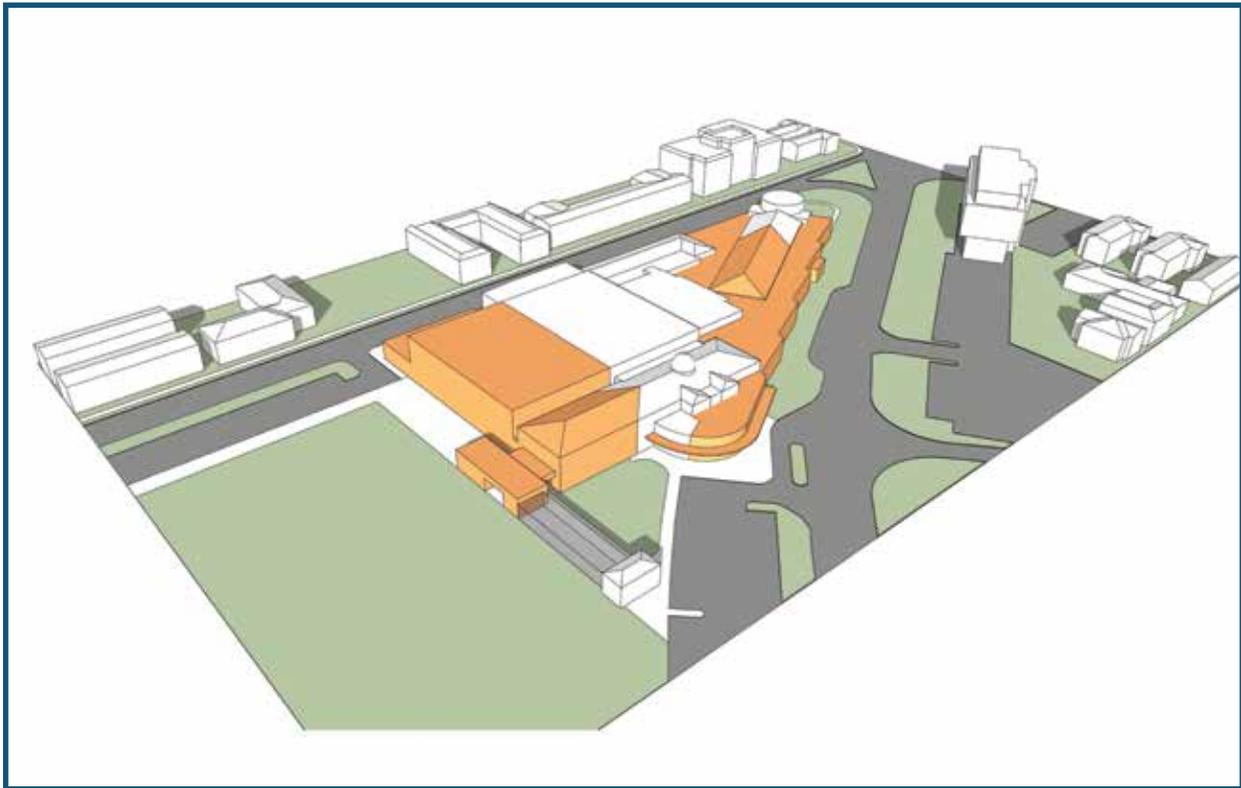
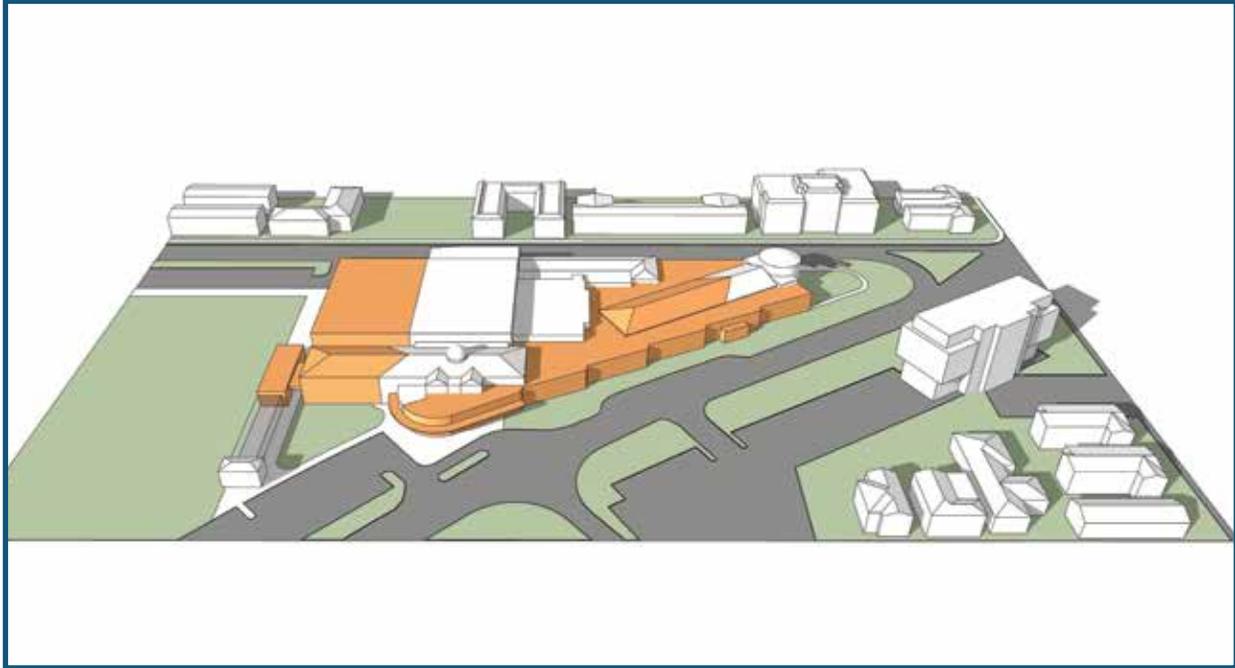
- Building expansion with gymnasium and second floor indoor track
 - Support facilities with Men's and Women's locker rooms - second floor space (north side)
 - Seating above with colonnade walkway connection below
 - Concessions
 - Fitness center on south side
- Remodeled program space on south side of the building
- New south entry to the building
- New drop-off area on south side
- Enclosure of courtyard with a building for indoor programmable space
- New theater entries on north and south ends - new theater lobby
- Additional theater seating

Alternative A

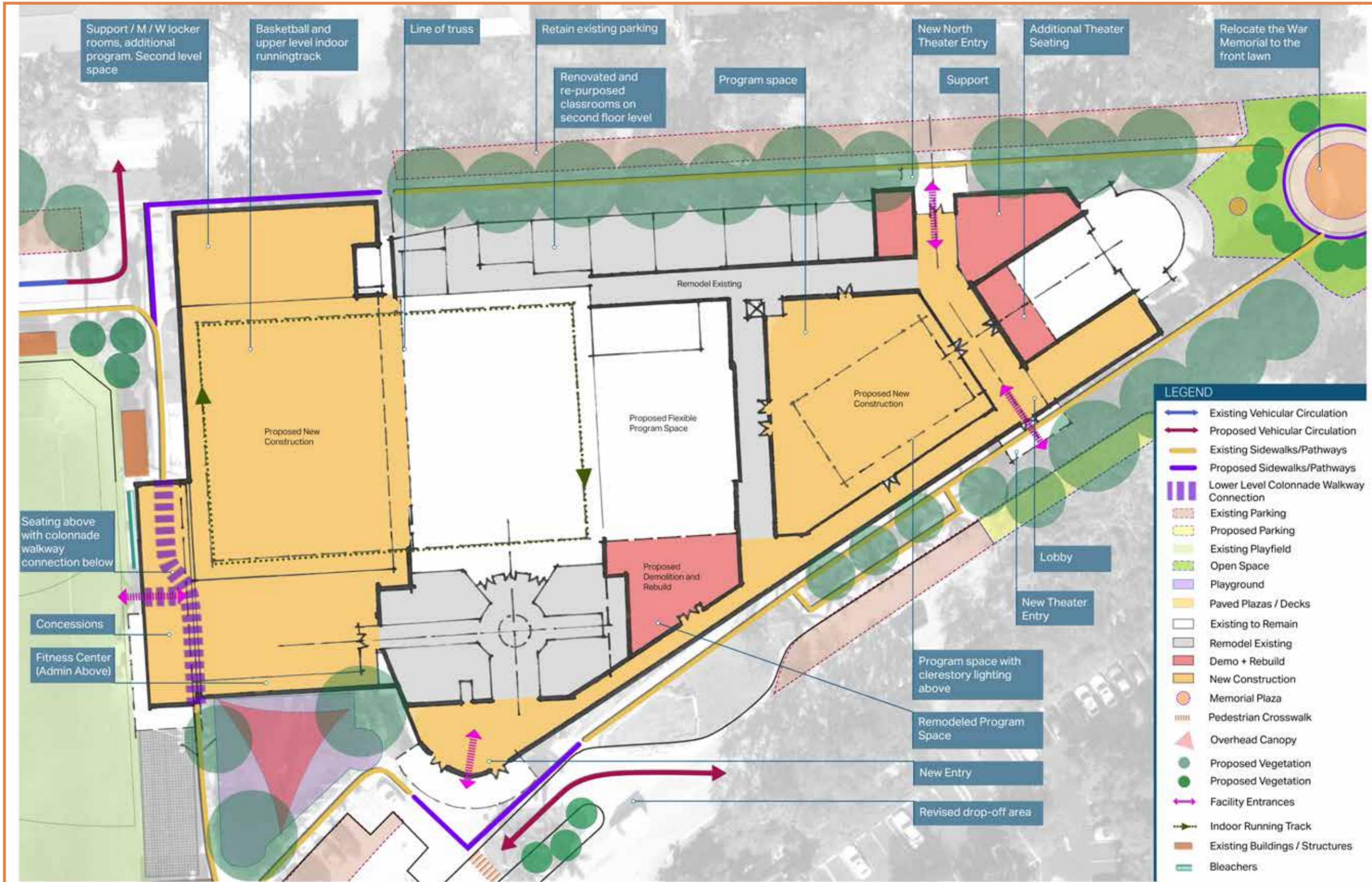
| Construction Type | Area (Sq. Ft.) |
|-------------------------------|----------------|
| New Construction | 43,300 |
| Demo and Rebuild | 6,000 |
| Remodeling Existing | 18,000 |
| Construction Total | 67,300 |
| Existing Building Unrenovated | 34,000 |
| Facility Total | 101,300 |

(Note: All square footages are approximate and do not represent actual design intent.)

ALTERNATIVE A



Model of War Memorial Youth Center - Alternative A



CORAL GABLES WAR MEMORIAL YOUTH CENTER - FUNCTIONAL DIAGRAM - ALTERNATIVE A



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ALTERNATIVE B

Facility Vision Alternative B - Medium Level of Improvement

This concept alternative focuses on providing a medium level of improvement by having a semi-enclosed courtyard. This option focuses on not losing the courtyard altogether and allowing for both indoor and outdoor programmable space to happen. Similarly to the previous alternative, this option also proposes to create a new south entry that would address the street and parking more effectively, creating a new drop-off area on the south side. This, in turn, allows for remodeled program space to happen on this side of the building. This option, in the same manner, also proposes the adjacent concession stand connected by the colonnade which would have seating above. All the benefits related to the theater expansion mentioned in the previous alternative are also presented with this option. As with the previous alternative, this option also shows an addition to the building by expanding the gymnasium and relocating the War Memorial to the front lawn. The main difference, however, is that this option proposes to allocate the fitness center on the north side of the building. The space on the south side would be redesigned for additional program space. This key difference allows a separate entry on the north side of the building which, in turn, creates a very distinct separation between the fitness center and the rest of the facility, as well as the adult and youth area. This could potentially mean, that like the theater, this could be approached entirely as its own entity.

Alternative B - Summary

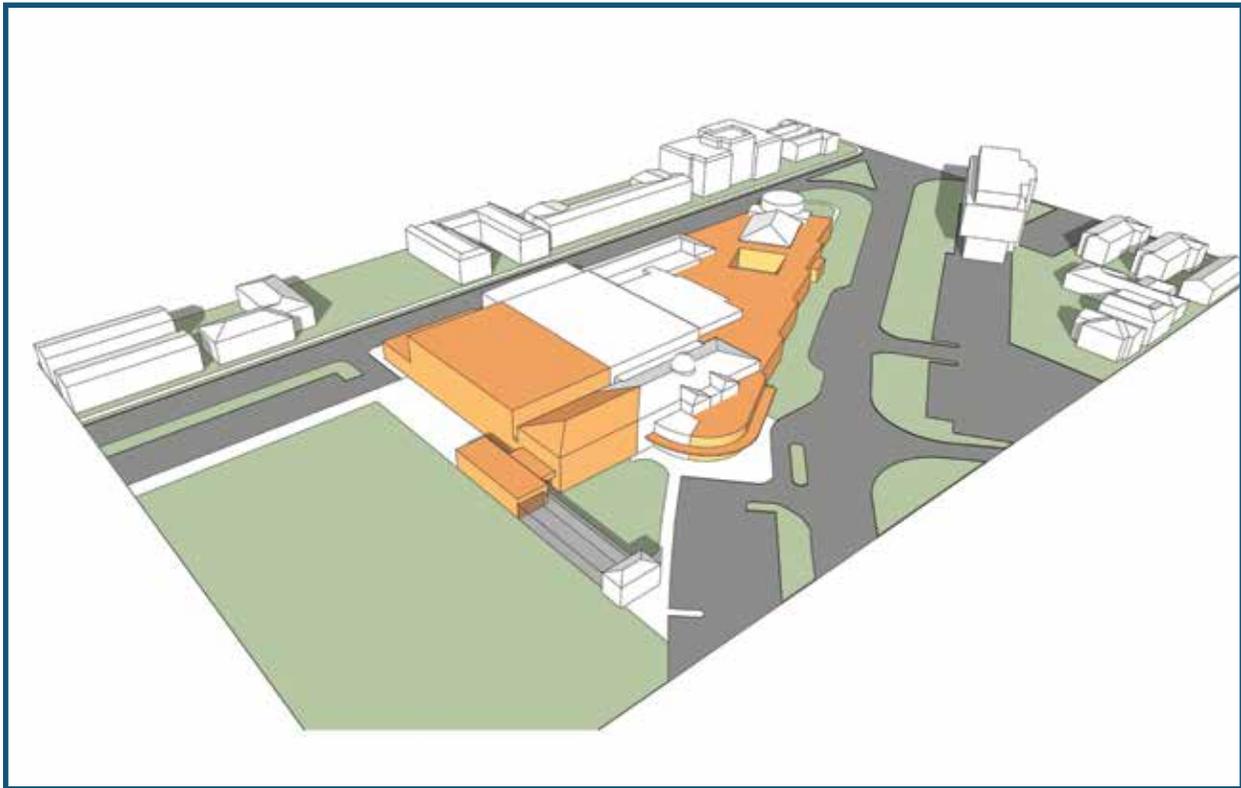
- Building expansion with gymnasium and second floor indoor track
 - Fitness center on north side
 - Seating above with colonnade walkway connection below
 - Concessions
 - Programmable space with admin on second floor on south side
- Remodeled program space on south side of the building
- New south entry to the building
- New drop-off area on south side
- Semi-enclosed courtyard with indoor and outdoor programmable space
- New theater entries on north and south ends - new theater lobby
- Additional theater seating

Alternative B

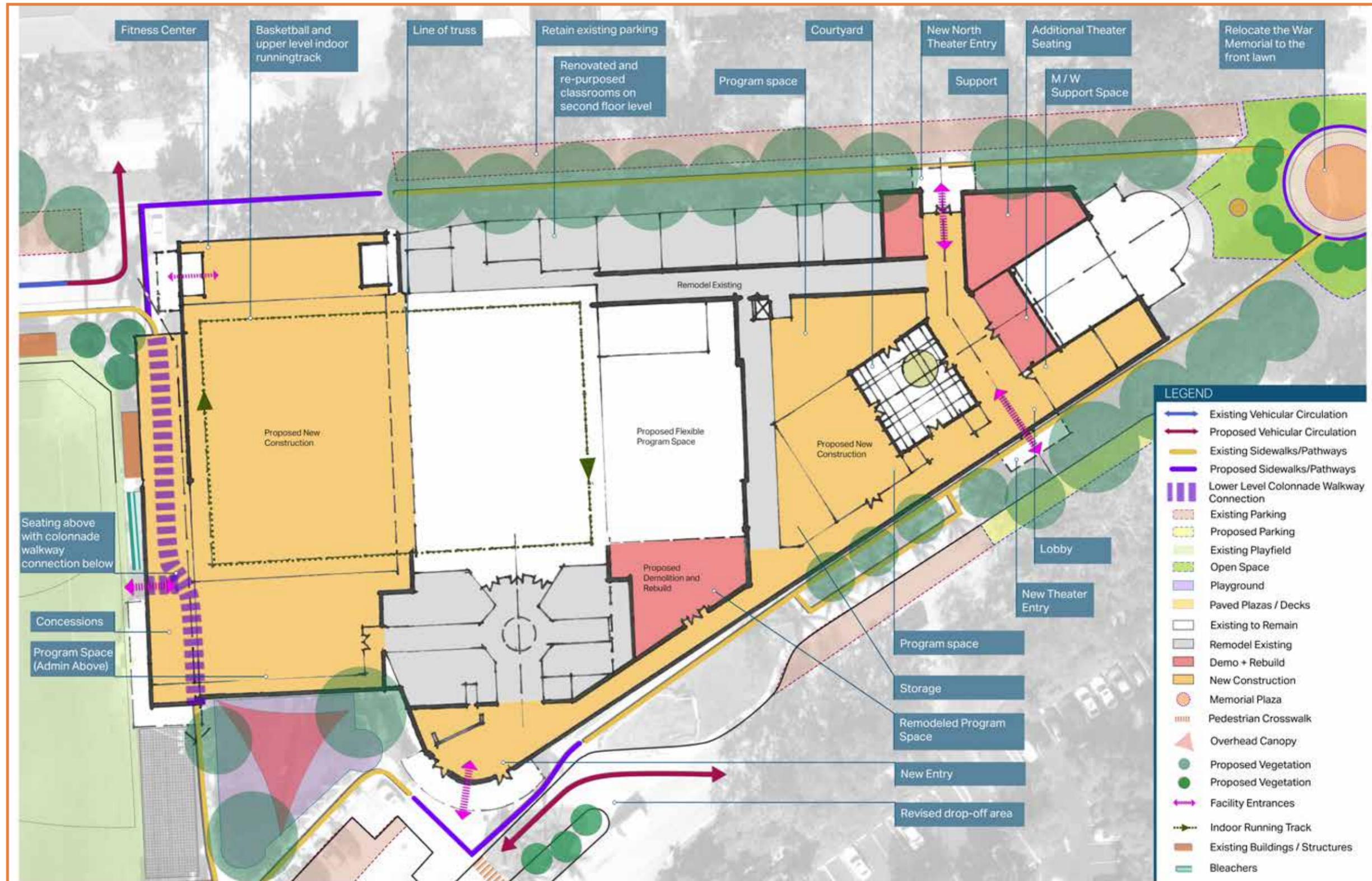
| Construction Type | Area (Sq. Ft.) |
|-------------------------------|----------------|
| New Construction | 40,000 |
| Demo and Rebuild | 6,000 |
| Remodeling Existing | 18,000 |
| Construction Total | 64,000 |
| Existing Building Unrenovated | 34,000 |
| Facility Total | 98,000 |

(Note: All square footages are approximate and do not represent actual design intent.)

ALTERNATIVE B



Model of War Memorial Youth Center - Alternative B



CORAL GABLES WAR MEMORIAL YOUTH CENTER - FUNCTIONAL DIAGRAM - ALTERNATIVE B



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ALTERNATIVE C

Facility Vision Alternative C - Moderate Level of Improvement

This concept alternative focuses on providing a moderate level of improvement by preserving the courtyard and maximizing existing space. This option focuses on fully enclosing the courtyard and adding additional programmable space on the south side along University Drive.

As seen in the previous options, this alternative also proposes a new south entry that addresses the street and parking. Similarly, this plan also shows the adjacent concession stand connected by a covered walkway on the first floor and seating above. The theater expansion, added seating, and additional entries are also part of this option's proposed improvements.

As with the previous alternatives, this option also shows an addition to the building by expanding the gymnasium. However, Alternative C proposes the fitness center to be allocated to the north of the building as a proposed second level. This adds a substantial amount of storage and support area to the facility. The added expansion on the north side allows for the clear and distinct separation of the fitness center and the rest of the facility, and the adult and youth area. In this option, the War Memorial is also relocated to the front lawn to allow for expansion of the playground to the north.

Facility Vision Alternative C - Moderate Level of Improvement

- Building expansion with gymnasium and second floor indoor track
 - Fitness center on north side (second level)
 - Seating above with colonnade walkway connection below
 - Concessions
- Expanded playground
- New south entry to the building

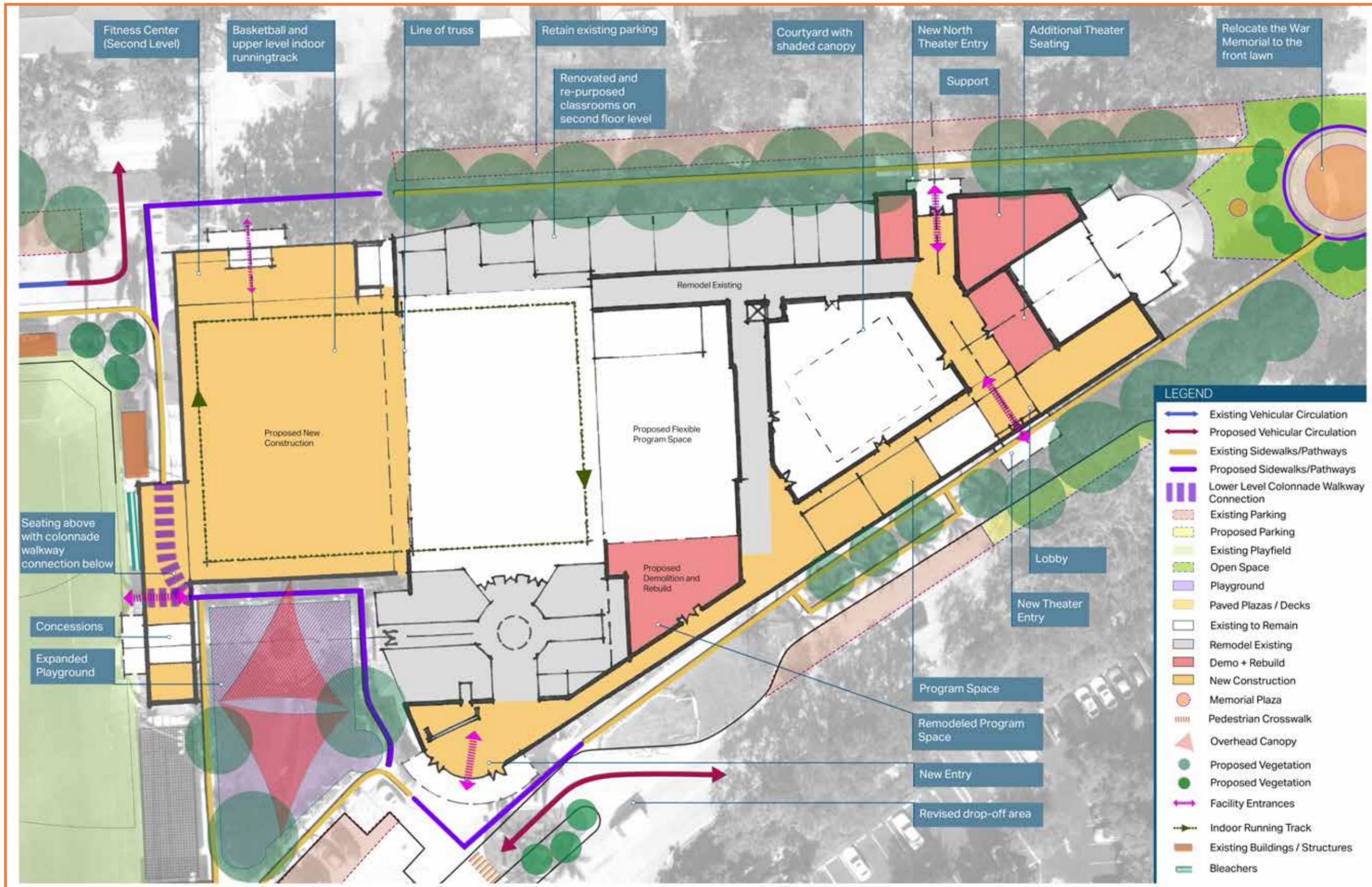
| Alternative B | |
|-------------------------------|----------------|
| Construction Type | Area (Sq. Ft.) |
| New Construction | 40,000 |
| Demo and Rebuild | 6,000 |
| Remodeling Existing | 18,000 |
| Construction Total | 54,500 |
| Existing Building Unrenovated | 34,000 |
| Facility Total | 88,500 |

(Note: All square footages are approximate and do not represent actual design intent.)

ALTERNATIVE C



Model of War Memorial Youth Center - Alternative C



CORAL GABLES WAR MEMORIAL YOUTH CENTER - FUNCTIONAL DIAGRAM - ALTERNATIVE C



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ALTERNATIVE D

Facility Vision Alternative D - Complete Demolition and Redesign

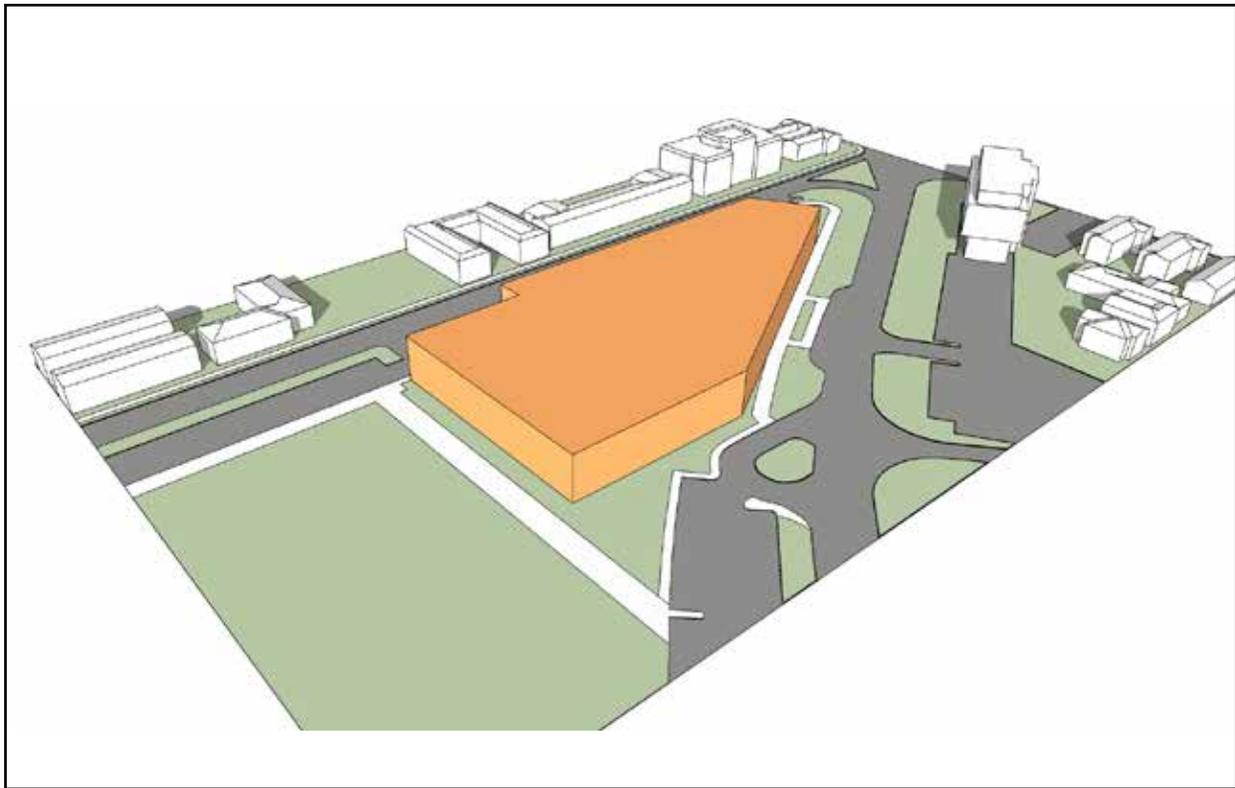
A fourth alternative would focus on the complete demolition and redesign of the Youth Center. The current facility has multiple issues in its layout and programming that require improvement. An efficient alternative consideration could be to begin on a blank slate with a complete demolition and redesign of the entire facility. Since the Youth Center is a primary recreational facility for the City, an operational shut down of the center for reconstruction is not desirable. Therefore, demolition and reconstruction would have to be strategically phased so that the center can continue some of its operations even during construction.

A full redesign could also be an opportunity to re-envision the building site to maximize the potential building size, as well as create an improved relationship between the building and the outdoor space. A complete redesign of the entire building site would allow an entirely new facility to be located within a space of over 160,000 square feet when considering a multi-story building. A full demolition and redesign of the center could include up to 90,000 square feet of building construction in order to accommodate all desired improvements, including an aquatic facility.

In addition to increased space and more flexible programming, a new facility could be designed to be more sustainable and resilient. New infrastructure would be modernized to be resilient and respond to potential shocks and stressors from future climate hazards. Building materials and systems would be much more efficient, promoting long-term sustainability. This facility could be hardened against potential natural disaster, as well as provide emergency management functions.

The estimated cost of construction would be approximately \$420 per square foot, based on current market trends, similar projects, and project-specific research conducted by the project team, amounting to a total construction cost of approximately \$38,000,000.

ALTERNATIVE D



Model of War Memorial Youth Center - Alternative D - Potential Developable Space

| Alternative D | |
|-----------------------|----------------|
| Construction type | Area (Sq. Ft.) |
| Demo and Rebuild | 100,000 |
| Facility Total | 100,000 |

(Note: All square footages are approximate and do not represent actual design intent.)

Alternative D - Potential Components

- Large gymnasium with second floor indoor track
 - Support facilities with Men's and Women's locker rooms
 - second floor space (north side)
 - Larger capacity seating
 - Concessions
 - Fitness center
- Increased flexible program space
- New theater with additional theater seating
- Aquatic facility with pool and water play area
- Outdoor park space for flexible programming

Alternative D - Potential Components

- Modernized and resilient infrastructure
- Efficient systems for long-term sustainability and reduced maintenance
- Hardened facility against natural disasters
- Secondary functions for emergency management and/or relief distribution
- Increased security for Youth Center users
- Improved Pedestrian and Vehicular circulation

4.3

ESTIMATE OF PROBABLE COST

4.1.1 Cost Considerations

In order to advance the shared vision for the Youth Center developed through the project process, implementation strategies must be defined and priorities established. The Vision for the center intends to provide the foundation to move this effort forward towards implementation, and realize the ideas for improvements and additions.

The cost estimates are based on current market trends, similar projects, and project-specific research conducted by the project team. The project team utilized all of its available resources and technical expertise to provide order-of-magnitude cost estimates that are for planning purposes only.

The vision for the Youth Center may be modified over time in response to actual costs, future City objectives, and available funding sources. Additionally, it is recommended that proposed improvements undergo a detailed feasibility and costs analysis prior to physical implementation.

4.1.2 Cost Estimates

The tables on the following pages detail the overall estimate of probable cost for the Youth Center Vision Alternatives, including design and permitting fees, and contingency. This overall cost is also broken up into phases, intended to be initiated over a 5 to 10-year time frame, or as resources become available. Alternative D is not included in the detailed cost estimate tables, as the complete redesign of the facility would require additional planning, feasibility studies, and design considerations. However, utilizing a figure of \$425 per square foot, it is estimated that the cost for Alternative D would be approximately \$42,585,862, including the improvements to the existing park space.

Also not included in the detailed cost estimates is an estimate for the renovation of the remaining 34,000 square feet in the existing building, which could require an additional \$12MM in costs to achieve a fully renovated facility. This would bring the total costs of a fully-renovated facility to \$37.1MM for Alternative A, \$36.2MM for Alternative B, and \$34.4MM for Alternative C.

Table 4-1: WMYC Order of Magnitude Estimate for Probable Capital Improvement Costs (2020)

Order of Magnitude Estimate of Probable Capital Improvement Costs (2020)
Summary - Coral Gables War Memorial Youth Center Master Plan

| BUILDING PROJECTS HEADER INFORMATION | |
|--------------------------------------|--|
| Type Description | Fitness / Health Clubs |
| Client Name | City of Coral Gables |
| Project Name | Coral Gables War Memorial Youth Center Master Plan |
| Estimator | MET |
| Estimate Date | November 2, 2020 |
| Estimate Type | Conceptual |

| Facility Improvements Summary | Alternative A | Alternative B | Alternative C |
|--|---------------------|---------------------|---------------------|
| A. Existing Facilities Modifications | | | |
| A1 - War Memorial Monument Relocation | \$191,675 | \$191,675 | \$191,675 |
| A2 - Theater seating | \$191,378 | \$191,378 | \$191,378 |
| A3 - Renovated and Repurposed classroom | \$714,182 | \$714,182 | \$714,182 |
| Subtotal | \$1,097,234 | \$1,097,234 | \$1,097,234 |
| B. Facility Additions | | | |
| B1 - Program Space Gymnastics Gym (courtyard infill) | \$3,492,040 | \$2,988,040 | \$1,873,640 |
| B2 - Structure for Indoor 94' x 50' Basketball Courts (9500 SF) and Fitness Center (3700 SF) | \$2,762,990 | \$2,762,990 | \$2,762,990 |
| B3 - Structure for Support Facilities (Restrooms and Locker rooms) | \$1,482,000 | \$1,482,000 | \$1,482,000 |
| B4 - New Entry, New Theater Entry and Lobby | \$1,144,550 | \$1,144,550 | \$1,144,550 |
| B5 - Architecturally pavilion structure over the west parking lot | \$948,150 | \$948,150 | \$948,150 |
| B6 - Two-story concession stand with 2nd level shaded seating and viewing | \$214,625 | \$214,625 | \$214,625 |
| Subtotal | \$10,044,355 | \$9,540,355 | \$8,425,955 |
| Park Improvements Summary | | | |
| C. Additional Parcel Development (access University) | | | |
| C1 - Sidewalk, 4" thick | \$17,040 | \$17,040 | \$17,040 |
| C2 - Plaza brick pavers around pools | \$239,173 | \$239,173 | \$239,173 |
| C3 - Parking lot (assumed 40 CARS) | \$56,120 | \$56,120 | \$56,120 |
| C4 - Swimming & Splash pools | \$1,867,600 | \$1,867,600 | \$1,867,600 |
| C5 - New Building Multiuse Recreational Facility adjacent to the parking lot | \$945,000 | \$945,000 | \$945,000 |
| C6 - Landscape | \$458,675 | \$458,675 | \$458,675 |
| Subtotal | \$3,583,608 | \$3,583,608 | \$3,583,608 |
| D. Existing Park Improvements & Modifications | | | |
| D1 - Playground Expansion | \$0 | \$0 | \$75,000 |
| D2 - Park Improvements | \$30,000 | \$30,000 | \$30,000 |
| D3 - Drop-off Modification | \$20,000 | \$20,000 | \$20,000 |
| Subtotal | \$50,000 | \$50,000 | \$125,000 |
| TOTAL DIRECT PROJECT COST | \$14,775,198 | \$14,271,198 | \$13,231,798 |

| BUILDING PROJECT WBS SUMMARY | | | | Alternative A | Alternative B | Alternative C |
|----------------------------------|--------|--|--|---------------------|---------------------|---------------------|
| Project Total Direct Cost | | | | \$14,775,198 | \$14,271,198 | \$13,231,798 |
| General Conditions | 7.50% | | | \$1,108,140 | \$1,070,340 | \$992,385 |
| SUBTOTAL | | | | \$15,883,337 | \$15,341,537 | \$14,224,182 |
| Bonds & Insurances | 2.10% | | | \$333,550 | \$322,172 | \$298,708 |
| Home Office Overhead | 2.50% | | | \$397,083 | \$383,538 | \$355,605 |
| Overhead and Profit | 7.50% | | | \$1,191,250 | \$1,150,615 | \$1,066,814 |
| SUBTOTAL | | | | \$17,805,221 | \$17,197,863 | \$15,945,309 |
| Phasing work (2.5%) | 2.50% | | | \$445,131 | \$429,947 | \$398,633 |
| Design + Permitting Fees (15%) | 15.00% | | | \$2,670,783 | \$2,579,680 | \$2,391,796 |
| Contingency (25%) | 25.00% | | | \$4,451,305 | \$4,299,466 | \$3,986,327 |
| ESTIMATED TOTAL | | | | \$25,372,440 | \$24,506,955 | \$22,722,065 |

Coral Gables War Memorial Youth Center Master Plan

Vision - Order of Magnitude Estimate of Probable Capital Improvement Costs (2020)

| | Unit | Quantity | Unit Cost | Subtotal |
|--|------|----------|-------------|--------------------|
| Facility Improvements | | | | |
| A. Existing Facilities Modifications | | | | |
| A1 - War Memorial Monument Relocation | | | | |
| Relocation of the monument | | | | |
| Demolish existing foundation and slab & Hauling & Grade | SF | 2200 | \$8.00 | \$17,600 |
| Structural concrete, in place, continuous strip footing (3000 psi), 18" wide x 9" deep, reinforced, includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), placing and finishing | CY | 10 | \$400.00 | \$4,000 |
| Base course drainage layers, aggregate base course for roadways and large paved areas, crushed stone base, compacted, crushed 1-1/2" stone base, 10 4" deep | SY | 245 | \$10.00 | \$2,450 |
| Structural concrete, in place, slab on grade (3500 psi), 6" thick, includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), and placing, excludes finishing | CY | 45 | \$225.00 | \$10,125 |
| Seating wall - Concrete block (CMU) wall, regular weight, hollow, 4 x 8 x 16, 2000 PSI | SF | 600 | \$20.00 | \$12,000 |
| Seating wall - Precast window sill, concrete, 4" tapers to 3", 11" wide | LF | 170 | \$50.00 | \$8,500 |
| Relocate the existing monument (Allowance) | LS | 1 | \$50,000.00 | \$50,000 |
| Sidewalk around it | LF | 200 | \$25.00 | \$5,000 |
| Planting beds | SF | 4000 | \$15.00 | \$60,000 |
| Shade/Palm trees | EA | 8 | \$800.00 | \$6,400 |
| Planting Soil | CY | 15 | \$40.00 | \$600 |
| Mulch | SF | 4000 | \$2.50 | \$10,000 |
| Irrigation | SF | 4000 | \$1.25 | \$5,000 |
| Subtotal: | | | | \$181,675 |
| A2 - Theater seating | | | | |
| Renovation Existing Area | | | | |
| Renovation Existing Area (Allowance for new walls, painting, flooring, ceilings) | LS | 1 | \$25,000.00 | \$25,000 |
| Replace Theater Impact windows (9 ea 2' x 4') New Lobby (100 SF) | SF | 172 | \$125.00 | \$21,500 |
| Wet pipe sprinkler systems, steel, light hazard (Theater, Lobby and new seating area) | SF | 4416 | \$2.00 | \$8,832 |
| Wet standpipe risers, class III, steel, black, sch 40, 4" diam pipe | SF | 4416 | \$0.35 | \$1,546 |
| Replace Theater Impact windows (9 ea 4' x 8') & New Lobby (100 SF) | SF | 388 | \$125.00 | \$48,500 |
| Theater Seating (assumed 60 new) | EA | 60 | \$600.00 | \$36,000 |
| Repairs to existing building after new construction | | | | |
| Allowance for repairs to existing building after new construction | LS | 1 | \$50,000.00 | \$50,000 |
| Subtotal: | | | | \$181,378 |
| A3 - Renovated and Repurposed classroom | | | | |
| Renovation Existing Classrooms - assumed finishes (first and second level including adjacent hall) | | | | |
| Demolition of existing finishes | SF | 9002 | \$3.50 | \$31,507 |
| Misc. repairs at walls (Allowance) | SF | 9002 | \$2.00 | \$18,004 |
| Complete suspended ceilings, mineral fiber, Regular, 2' x 2' x 5/8", on 9/16" grid, include standard suspension system, incl. 1-1/2" carrier channels | SF | 9002 | \$5.50 | \$49,511 |
| Ceramic tile, floors, glazed, porcelain type, thin set, epoxy grout, 1 color, color group 2 | SF | 9002 | \$15.00 | \$135,030 |
| Paints & coatings, walls & ceilings, concrete, drywall or plaster, latex paint, 3 coats, smooth finish, roller | SF | 8532 | \$1.25 | \$10,665 |
| Replace old windows with impact windows (Allowance for 8ea 8' x 4' & 13 ea 15' x 6') | SF | 1426 | \$125.00 | \$178,250 |
| Wet pipe sprinkler systems, steel, light hazard | SF | 9002 | \$2.00 | \$18,004 |
| Wet standpipe risers, class III, steel, black, sch 40, 4" diam pipe | SF | 9002 | \$0.35 | \$3,151 |
| Allowance for Electrical Distribution, LED Lighting and branch wiring, communication and security, HVAC, Plumbing | SF | 9002 | \$15.00 | \$135,030 |
| Misc.FFE (Allowance) | SF | 9002 | \$15.00 | \$135,030 |
| Subtotal: | | | | \$714,182 |
| Subtotal | | | | \$1,097,234 |
| Existing Facilities Subtotal: | | | | \$1,097,234 |

Coral Gables War Memorial Youth Center Master Plan

Vision - Order of Magnitude Estimate of Probable Capital Improvement Costs (2020)

| | Unit | Quantity | Unit Cost | Subtotal |
|---|-------|----------|-------------|--------------------|
| B. Facility Additions | | | | |
| B1 - Program Space Gymnastics Gym (courtyard infill) | | | | |
| Renovation Existing Area | | | | |
| Remove Trees | EA | 10 | \$600.00 | \$6,000 |
| Demolish existing canopy | SF | 3300 | \$10.00 | \$33,000 |
| Selective demolition, masonry, concrete block walls, reinforced alternate courses, 4" thick | SF | 1040 | \$1.00 | \$1,040 |
| Demolish existing foundation, slab & Hauling & Grade | SF | 11500 | \$8.00 | \$92,000 |
| New Program Space under AC | SF | 12000 | \$280.00 | \$3,360,000 |
| Subtotal: | | | | \$3,492,040 |
| B2 - Structure for Indoor 94' x 50' Basketball Courts (9500 SF) and Fitness Center (3700 SF) | | | | |
| Basketball Building incl mezzanine | | | | |
| Demolish existing canopy | SF | 2650 | \$5.00 | \$13,250 |
| Substructure | SF | 13200 | \$25.00 | \$330,000 |
| Shell | SF | 13200 | \$60.00 | \$792,000 |
| interiors | SF | 13200 | \$25.00 | \$330,000 |
| Services | SF | 13200 | \$35.00 | \$462,000 |
| Equipment & Furnishing | SF | 13200 | \$20.00 | \$264,000 |
| Basketball Courts 94' x 50' | EA | 2 | \$76,000.00 | \$152,000 |
| Structure for the mezzanine assumed 12' wide | SF | 6115 | \$35.00 | \$214,025 |
| Railing, ornamental, composite metal and wood or glass, 3'-6" high, posts @ 6' O.C., hand assembled, plain | LF | 510 | \$235.00 | \$119,850 |
| indoor athletic carpet, polyurethane, thermoset, prefabricated in place, indoor, for basketball, gyms, etc., 3/8" thick | SF | 6115 | \$11.00 | \$67,265 |
| Stair, shop fabricated, steel, 4'-0" W, incl pipe railing, stringers, cast iron treads w/safety nosing, over riser | Riser | 24 | \$775.00 | \$18,600 |
| Subtotal: | | | | \$2,762,990 |
| B3 - Structure for Support Facilities (Restrooms and Locker rooms) | | | | |
| Support Facilities | | | | |
| Demolition of existing & Substructure | SF | 5200 | \$35.00 | \$182,000 |
| Shell | SF | 5200 | \$60.00 | \$312,000 |
| interiors | SF | 5200 | \$50.00 | \$260,000 |
| Services & Utilities | SF | 5200 | \$120.00 | \$624,000 |
| Equipment & Furnishing | SF | 5200 | \$20.00 | \$104,000 |
| Subtotal: | | | | \$1,482,000 |

Coral Gables War Memorial Youth Center Master Plan

Vision - Order of Magnitude Estimate of Probable Capital Improvement Costs (2020)

| | Unit | Quantity | Unit Cost | Subtotal |
|---|------|----------|-------------|--------------------|
| B4 - New Entry, New Theater Entry and Lobby | | | | |
| Entrance Enclosure and Renovation | | | | |
| Demolition of existing & Substructure | SF | 4162 | \$35.00 | \$145,670 |
| Shell | SF | 4162 | \$60.00 | \$249,720 |
| Interiors | SF | 4162 | \$80.00 | \$332,960 |
| Services & Utilities | SF | 4162 | \$80.00 | \$332,960 |
| Equipment & Furnishing | SF | 4162 | \$20.00 | \$83,240 |
| Subtotal: | | | | \$1,144,550 |
| B5 - Architecturally pavilion structure over the west parking lot | | | | |
| Pavilion building with outdoor basketball courts on roof | | | | |
| Control joint, sawcut joint reservoir in cured concrete, 3/4" wide x 1-1/2" deep, with double saw blades | LF | 200 | \$3.00 | \$600 |
| Dewatering, excavate sump pits, by hand | CY | 15 | \$170.00 | \$2,550 |
| Boundary & survey markers, crew for building layout, 4 person crew | day | 1 | \$3,000.00 | \$3,000 |
| Cycle hauling(wait, load, travel, unload or dump & return) time per cycle, excavated or borrow, loose cubic yards, 30 min load/wait/unload, 18 C.Y. 6 wheel truck, cycle 20 miles, 45 MPH, excludes loading equipment | LCY | 15 | \$20.00 | \$300 |
| Structural concrete, in place, spread footing (3000 psi), under 1 C.Y., includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), placing and finishing | CY | 15 | \$500.00 | \$7,500 |
| Structural concrete, in place, column (4000 psi), square, up to 3/8 reinforcing by area, 12" x 12", includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), placing and finishing | EA | 15 | \$2,000.00 | \$30,000 |
| Structural concrete, in place, elevated slab (4000 psi), flat plate, 125 psf superimposed load, 25' span, includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), placing and finishing | CY | 200 | \$625.00 | \$125,000 |
| Polyvinyl-chloride roofing, (PVC), heat welded seams, reinforced, 0.33 psf, fully adhered with adhesive, 48 mils | SQ | 150 | \$300.00 | \$45,000 |
| Structural concrete, in place, lightweight ready mix, roof deck (2500 psi), 1:4 mix, includes concrete (Portland cement Type I), placing and screed finish only, excludes forms and Stair, shop fabricated, steel, 4'-0" W, incl pipe railing, stringers, cast iron treads w/safety nosing, per riser | CY | 95 | \$230.00 | \$21,850 |
| Parapet: Concrete block (CMU) wall, ground face, hollow, 4x8x16, 0 score, reinforced, vertical Jd@48", grouted | SF | 2000 | \$20.00 | \$40,000 |
| Parapet framing, 18 ga x 4" W x 3" H studs @ 12" O.C., installed on 1st story, incl galvanized top & bottom track | LF | 650 | \$18.00 | \$11,700 |
| Stormwater management, allowance | LS | 1 | \$40,000.00 | \$40,000 |
| Sprinklers, Standpipe | SF | 15000 | \$4.00 | \$60,000 |
| Electrical/ Service/Lighting/ Security | SF | 15000 | \$12.00 | \$180,000 |
| Allowance for misc items | SF | 15000 | \$5.00 | \$75,000 |
| Outdoor basketball courts on the roof (94' x 50') - 3 EA | SF | 14100 | \$15.00 | \$211,500 |
| Fence for the basketball courts | LF | 650 | \$35.00 | \$22,750 |
| LED lighting for the basketball courts | EA | 6 | \$3,500.00 | \$21,000 |
| Benches | EA | 6 | \$1,500.00 | \$9,000 |
| Signage | LS | 1 | \$2,000.00 | \$2,000 |
| Subtotal: | | | | \$948,150 |

Coral Gables War Memorial Youth Center Master Plan

Vision - Order of Magnitude Estimate of Probable Capital Improvement Costs (2020)

| | Unit | Quantity | Unit Cost | Subtotal |
|---|------------------|----------|------------------------------------|---------------------|
| B6 - Two-story concession stand with 2nd level shaded seating and viewing area | | | | |
| Concession building | | | | |
| Demolish existing roof and CMU to install the flat roof | SF | 1800 | \$6.00 | \$10,800 |
| Control Jolat, sawcut joint reservoir in cured concrete, 3/4" wide x 1-1/2" deep, with double saw blades | LF | 120 | \$2.00 | \$240 |
| Dewatering, excavate sump pits, by hand | CY | 10 | \$150.00 | \$1,500 |
| Boundary & survey markers, crew for building layout, 4 person crew | day | 1 | \$3,000.00 | \$3,000 |
| Cycle hauling(walk, load, travel, unload or dump & return) time per cycle, excavated or borrow, loose cubic yards, 30 min load/wait/unload, 18 C.Y. 8 wheel truck, cycle 20 miles, 45 MPH, excludes loading equipment | LCY | 10 | \$10.00 | \$100 |
| Structural concrete, in place, spread footing (3000 psi), under 1 C.Y., includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), placing and finishing | CY | 10 | \$500.00 | \$5,000 |
| Structural concrete, in place, column (4000 psi), square, up to 3% reinforcing by area, 12" x 12", includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), placing and finishing | EA | 10 | \$2,000.00 | \$20,000 |
| Structural concrete, in place, elevated slab (4000 psi), flat plate, 125 psf superimposed load, 25' span, includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), placing and finishing | CY | 25 | \$625.00 | \$15,625 |
| Polyvinyl chloride roofing, (PVC), heat welded seams, reinforced, 0.33 psf, fully adhered with adhesive, 48 mils | SQ | 18 | \$300.00 | \$5,400 |
| Stair, shop fabricated, steel, 4' 0" W, incl pipe railing, stringers, cast iron treads w/ safety nosing, per riser | flight | 2 | \$10,000.00 | \$20,000 |
| Parapet Concrete block (CMU) wall, ground face, hollow, 4x8x16, 0 score, reinforced, vertical 3/4@48", grouted | SF | 660 | \$20.00 | \$13,200 |
| Parapet framing, 18 ga x 4" W x 3' H studs @ 12" O.C., installed on 1st story, incl galvanized top & bottom track | LF | 220 | \$18.00 | \$3,960 |
| Stormwater management, allowance | LS | 1 | \$5,000.00 | \$5,000 |
| Allowance for misc finishes after demolition and installation of new flat roof | LS | 1 | \$10,000.00 | \$10,000 |
| Sprinklers, Standpipe | SF | 1800 | \$4.00 | \$7,200 |
| Electrical/ Service/ Lighting | SF | 1800 | \$10.00 | \$18,000 |
| Shaded Area - Pergola | SF | 1800 | \$40.00 | \$72,000 |
| Allowance for misc items | SF | 1800 | \$2.00 | \$3,600 |
| | Subtotal: | | | \$214,625 |
| | | | Subtotal | \$10,044,355 |
| | | | Facility Additions Subtotal | \$10,044,355 |
| | | | FACILITIES TOTAL: | \$11,141,589 |

Coral Gables War Memorial Youth Center Master Plan

Vision - Order of Magnitude Estimate of Probable Capital Improvement Costs (2020)

| | Unit | Quantity | Unit Cost | Subtotal |
|---|--------|----------|------------|------------------|
| Park Improvements | | | | |
| C. Additional Parcel Development (across University) | | | | |
| C1 - Sidewalk, 4" thick | | | | |
| Concrete sidewalk, 4" thick, 4" gravel base, 4' wide | | | | |
| Aggregate for earthwork, bank run gravel, spread with 200 H.P. dozer, includes load at pit and haul, 2 miles round trip, excludes compaction | LCY | 32 | \$28.00 | \$896 |
| Fine grading, finish grading, small area, to be paved with grader | SY | 455 | \$4.68 | \$2,131 |
| Backfill, light soil, by hand, no compaction | LCY | 6.5 | \$35.00 | \$228 |
| Compaction, structural, common fill, 8" lifts, vibratory plate | ECY | 32 | \$2.60 | \$83 |
| Excavating, bulk, dozer, open site, bank measure, sand and gravel, 105 H.P. dozer, 50' haul | BCY | 82 | \$2.23 | \$183 |
| Sidewalks, driveways, and patios, sidewalk, concrete, cast-in-place with 6 x 6 - W1.4 x W1.4 mesh, broomed finish, 3000 psi, 4" thick, excludes base | SF | 2600 | \$5.20 | \$13,520 |
| Subtotal: | | | | \$17,040 |
| C2 - Plaza brick pavers around pools | | | | |
| Plaza, brick pavers, 4" x 8" x 1-3/4" thick, slab-on-grade, asphalt bedding | | | | |
| Compaction, structural, 33" diameter, static rollers, riding | SY | 1466.7 | \$0.40 | \$580 |
| Biminoous-stabilized base courses, for roadways and large paved areas, prime and seal, cut back asphalt to gravel base, asphalt emulsion | gal | 58.7 | \$5.60 | \$329 |
| Sidewalks, driveways, and patios, tree grate, concrete, 5' square, excludes base | EA | 51.3 | \$524.76 | \$26,920 |
| Brick paving, bedding, asphalt, 3/4" thick | SF | 13200 | \$2.39 | \$31,580 |
| Brick paving, brick pavers, (4.15 bricks/Sf), 1-3/4" thick | SF | 13200 | \$7.71 | \$101,829 |
| Landscape edging, brick, 3 bricks per LF, set vertically | LF | 1100 | \$11.46 | \$12,606 |
| Expansion joint, cold, keyed, 24 ga. X 3-1/2" high, includes stakes | LF | 2493.3 | \$3.89 | \$9,694 |
| Structural concrete, in place, slab on grade (3500 psi), 4" thick, includes forms(4 uses), Grade 60 rebar, concrete (Portland cement Type I), and placing, excludes finishing | CY | 162.8 | \$249.60 | \$40,635 |
| Fencing | LF | 500 | \$30.00 | \$15,000 |
| Subtotal: | | | | \$239,173 |
| C3 - Parking lot (assumed 40 CARS) | | | | |
| Parking lot, 90 degree angle parking, 4" biminoous paving, 6" gravel base | | | | |
| Boundary & survey markers, crew for building layout, 4 person crew | days | 0.8 | \$2,601.25 | \$2,081 |
| Aggregate for earthwork, bank run gravel, spread with 200 H.P. dozer, includes load at pit and haul, 2 miles round trip, excludes compaction | L.C.Y. | 288.9 | \$27.11 | \$7,832 |
| Fine grading, finish grading, small area, to be paved with grader | SY | 880 | \$4.68 | \$4,122 |
| Compaction, structural, granular mat, to 98% | E.C.Y. | 288.9 | \$6.90 | \$1,994 |
| Plant-mix asphalt paving, for highways and large paved areas, binder course, 2" thick, no hauling included | SY | 1733.3 | \$8.61 | \$14,922 |
| Plant-mix asphalt paving, for highways and large paved areas, wearing course, 2" thick, no hauling included | SY | 1733.3 | \$9.60 | \$16,637 |
| Pavement markings, parking stall, paint, white, 4" wide | Stall | 40 | \$9.00 | \$360 |
| Fog seal, sealcoating, petroleum resistant, under 1000 S.Y. | SY | 1733.3 | \$2.73 | \$4,726 |
| Precast concrete parking bumpers, wheel stops, precast concrete, 6" x 10" x 6" - 0", includes 2 dowels per each | EA | 40 | \$68.65 | \$2,746 |
| Bike racks | EA | 2 | \$350.00 | \$700 |
| Subtotal: | | | | \$56,120 |

Coral Gables War Memorial Youth Center Master Plan

Vision - Order of Magnitude Estimate of Probable Capital Improvement Costs (2020)

| | Unit | Quantity | Unit Cost | Subtotal |
|--|------|----------|----------------|--------------------|
| C4 - Swimming & Splash pools | | | | |
| Special construction, swimming & Splash pools, municipal, gunite shell, tile finish, formed gutters | | | | |
| <i>Olympic Swimming pool, municipal, gunite with plaster finish, incl. high capacity filtration & chlorination</i> | SF | 2300 | \$130.00 | \$299,000 |
| <i>Swimming pool, municipal, add for formed gutters</i> | LF | 200 | \$114.00 | \$22,800 |
| <i>Swimming pool equipment, ladders, heavy duty, stainless steel, 4 tread</i> | EA | 4 | \$1,400.00 | \$5,600 |
| <i>Swimming pool equipment, lifeguard chair, ss, portable</i> | EA | 1 | \$3,000.00 | \$3,000 |
| <i>Swimming pool equipment, pool covers, reinforced vinyl, automatic, electric</i> | SF | 2300 | \$9.00 | \$20,700 |
| <i>Swimming pool equipment, diving stand, stainless steel, 3 meter</i> | EA | 6 | \$20,000.00 | \$120,000 |
| <i>Splash pool, municipal, gunite with plaster finish, incl. high capacity filtration & chlorination</i> | SF | 600 | \$230.00 | \$138,000 |
| <i>Utilities, MEP incl excavation and backfill of underground pipes (pumps, drainage, LED lights, LEED, etc) (Allowance)</i> | EA | 1 | \$1,200,000.00 | \$1,200,000 |
| <i>Custom Shade Sail Cover and Poles (Allowance)</i> | SF | 1700 | \$33.00 | \$56,100 |
| <i>Trash receptacles</i> | EA | 2 | \$1,200.00 | \$2,400 |
| Subtotal: | | | | \$1,867,600 |
| C5 - New Building Multiuse Recreational Facility adjacent to the parking lot | | | | |
| Pool House, Restrooms, Locker Rooms, Reception Rooms | | | | |
| <i>Allowance for building</i> | SF | 2700 | \$350.00 | \$945,000 |
| Subtotal: | | | | \$945,000 |
| C6 - Landscape | | | | |
| Landscape | | | | |
| <i>Planting Beds</i> | SF | 22500 | \$15.00 | \$337,500 |
| <i>Shade/Palm trees</i> | EA | 44 | \$800.00 | \$35,200 |
| <i>Planting Soil</i> | CY | 40 | \$40.00 | \$1,600 |
| <i>Mulch</i> | SF | 22500 | \$2.50 | \$56,250 |
| <i>Irrigation</i> | SF | 22500 | \$1.25 | \$28,125 |
| Subtotal: | | | | \$458,675 |
| Subtotal | | | | \$3,583,608 |
| Existing Park Subtotal: | | | | \$3,583,608 |
| D. Existing Park Improvements & Modifications | | | | |
| D1 - Playground Expansion | | | | |
| <i>Design and installation of new playground, surfacing and shade structures</i> | | | | |
| <i>Construction (Allowance)</i> | Is | 1 | \$75,000.00 | \$75,000 |
| Subtotal: | | | | \$75,000 |
| D2 - Park Improvements | | | | |
| <i>2 crosswalks (Allowance)</i> | | | | |
| | Is | 1 | \$30,000.00 | \$30,000 |
| Subtotal: | | | | \$30,000 |
| D3 - Drop-off Modification | | | | |
| <i>Roadway modification (Allowance)</i> | | | | |
| | SF | 2000 | \$10.00 | \$20,000 |
| Subtotal: | | | | \$20,000 |
| Subtotal | | | | \$125,000 |
| Park Additions Subtotal | | | | \$125,000 |
| PARK TOTAL: | | | | \$3,708,608 |



5

STRATEGIC IMPLEMENTATION PLAN



War Memorial Youth Center Gymnasium

Chapter 5: Strategic Implementation Plan

In order to advance the Vision established by the Coral Gables community for the War Memorial Youth Center, implementation strategies must be defined and priorities for the future of the center must be defined. As the final chapter of this Master Plan, the Implementation Plan includes: programming recommendations, operations and maintenance estimates, funding opportunities aligned with the Community Recreation Master Plan, and phasing recommendations.

CHAPTER 5: Strategic Implementation Plan

5.1 Programming Operations & Maintenance Recommendations

- 5.1.1 WMYC Programming Recommendations
- 5.1.2 WMYC Operations and Maintenance Estimates

5.2 Funding & Phasing Strategies

- 5.2.1 Funding Opportunities
- 5.2.2 Funding & Phasing Recommendations

5.1

PROGRAMMING, OPERATIONS & MAINTENANCE RECOMMENDATIONS

4.4.1 War Memorial Youth Center Recreation Programs Recommendations

The City of Coral Gables' War Memorial Youth Center currently provides a variety of recreation programs and services for its citizens. In the future it is anticipated that there will be an increased demand for additional recreation programs, and this could be further driven with the possible renovation and expansion of the facility.

Current Recreation Programs Assessment

The following is a brief assessment of current recreation programs and services that are offered by the War Memorial Youth Center.

- The center is a primary location for more general recreation programs that are offered by the Parks and Recreation Department; this includes both indoor recreation based activities as well as outdoor sports programs.
- The center focuses most of its programming efforts on youth, with programming also being available for adults and seniors.
- The level and variety of recreation programming that is offered is tied to the amenities the center has available to support these activities.
- Programming also covers self-directed activities as well as rentals.
- Center programs are administered directly by Department staff, by contract program providers where gross revenues are shared, and by other providers that rent space at the center. The contract provider generally receives 60% to 70% of gross revenues and the City 30% to 40%.
- The Department utilizes the RecTrac registration software system which provides strong information on center program registration statistics and revenue generation.
- The Department has a program plan that guides program priorities and general directions as well as a fee plan that determines how fees are assessed. This is applicable to the War Memorial Center as well.
- The Center has the task of trying to meet an ever-increasing demand for recreation programs and services to a growing population.

Current Programming Areas of Emphasis

- Program areas that are the strength of the center include:
 - Youth team sports
 - Gymnastics
 - Youth camps and after school programs
 - Adult fitness
 - Performing arts
 - Self-directed

Future Recreation Program Recommendations

Recommendations for future recreation programs and services at the War Memorial Youth Center are noted below. The future directions are based on the assessment of existing center recreation programs and services, the plans for possible renovation and expansion of the facility, the demographics of Coral Gables, and public input that was gathered as part of the master plan process.

Demographic Characteristics

The demographics of the City of Coral Gables shows a growing community that was just over 42,000 in 2010 and is now nearly 50,000 in 2019. There is a significant Latino/Hispanic population and household income levels are high allowing for more disposable income for recreation purposes. The population is highly educated and slightly older than the rest of Miami Dade County. Growth has been in the youth and senior age categories, while the adult age group has declined. This all impacts the type and number of programs that will need to be offered in the future at the center.

Public Input

A significant number of public input mechanisms were utilized as part of the overall parks and recreation master plan process. These different sources identified recreation program priorities that can be used to help determine future recreation priorities for the War Memorial Youth Center.

Community Meetings:

- Fitness/wellness classes
- Sports programs
- Aquatic activities
- Youth summer camps and after school activities
- Family activities
- Educational classes
- Art classes
- Walking opportunities

Focus Groups:

- Aquatic activities
- Education classes
- Youth sports
- Special needs/inclusive programs
- Walking/jogging (indoor)

Online Survey:

- Aquatic activities
- Fitness/wellness classes
- Nature enjoyment
- Visual/performing arts

Statistically Valid Survey:

- Fitness/wellness classes
- Nature enjoyment
- Outdoor/adventure recreation
- Performing arts
- Aquatic activities
- Adult sports

When the above public input sources are summarized, the following are the general areas of program needs –

- Fitness/wellness classes
- Performing and visual arts
- Aquatic activities
- Adult sports
- Senior activities
- Special populations
- Special events
- Nature programs

War Memorial Youth Center Specific Program Recommendations

The following are specific future recommendations for major program areas at the War Memorial Youth Center. These recommendations take into consideration the public input priorities, the assessment of existing recreation programs and services, and the amenities in the center.

- **Youth Sports** – The center will continue to have an emphasis on youth team sports offerings in the community. Expanding the capacity and types of sports should be possible with additional gym space. Some of the programming in this area should continue to be offered by other sports organizations. This is especially true for competitive team sports programs.

The center will also continue to offer key individual sports such as gymnastics



War Memorial Youth Center Multipurpose Activity Room

and it will probably be necessary to expand these types of programs in the future. In addition, the center may need work to increase the focus on the development of adventure sports (climbing, Ultimate Frisbee, etc.). Providing E-sports opportunities should also be considered.

- **Adult Sports** – The center is currently a limited provider of adult sports leagues due to a lack of gym time and athletic field use. However, there will need to be an effort to add some programs in this area in the future (basketball, softball, etc.). Designating certain facilities or time periods for adult sports may be necessary if greater focus is going to be placed on this program area. There may also need to be a greater concentration on developing more individual and adventure sports. The demand for indoor pickleball will also need to be addressed.
- **Fitness/Wellness** – Without a doubt, this will need to be one of the greatest areas of growth at the center. The center currently has a good base of fitness programming but if the facility is going to increase this type of programming it will require additional space designed for this purpose (group exercise room, fitness/yoga studio, and expanded weight/cardio area). The center should also emphasize the importance of integrating general wellness initiatives into the offerings as well. There should be an emphasis on group exercise classes, wellness education, and functional training opportunities for adults as well as youth and seniors.
- **Cultural Arts** – This is currently a moderate area of emphasis for the center that focuses primarily on performing arts through the theater. Expanding both visual and performing arts programming will be important. This should include youth, adults, and seniors. Coordinating efforts with other community organizations that have a focus on the arts could help grow these efforts.
- **Youth After School and Camp Programs** – This type of programming is a current area of focus for the center. It is anticipated that the demand will continue to grow for youth programming in the future and the center will need to increase its role in this area as a result. This should include specialty summer and school break camps as well as a variety of after school activities. Integrating education opportunities into the offerings should be strongly considered.
- **Aquatics** – Having another aquatic facility in the city to provide a variety of program opportunities was identified as a high priority for the community. If a new pool is built in conjunction with the War Memorial Youth Center, then there will be an opportunity to offer learn to swim classes, aqua exercise programs and other aquatic based activities including more non-traditional uses such as triathlon training. Programming should be coordinated with the Venetian Pool.
- **Accessible/Special Needs** – The center has a limited level of accessible/special needs

programming for youth or adults. The center should consider partnering with other organizations or neighboring communities to increase these types of activities. Continuing to promote inclusion opportunities for regular programs should be a priority. Coordinating these efforts on a Department wide basis will be essential.

- **Special Events** – Special events are not a primary role of the center and it is not anticipated that there will be any real increase in this type of programming in the future.
- **Nature and Outdoor Recreation** – It has been indicated that this is an area of interest within the community. The center does not currently offer outdoor recreation activities but in the future providing some off-site programs that have a nature and/or outdoor recreation focus maybe needed. If the center is going have outdoor recreation offerings, partnering with other organizations for more specialized programs and activities should be anticipated as well. Transportation will also be an issue.

- **Seniors** – The center currently provides senior programming and will need to continue to take an active role with this age group. With a growing senior population, in the future there will need to be an even greater emphasis on active recreation pursuits and appealing to the younger senior market. Future programming will need to be aligned with the Adult Activity Center.
- **Teens** – There are a limited number of programs offered in this area. In the future additional services and programs will likely need to be targeted to this age group. It is anticipated that these services will need to be offered by both the center and other providers with experience with this age group.
- **Self-Directed** – Even though these types of activities are not formal programs they do require that the center provide the opportunities and time in the facility for this to occur. With a gym, fitness center and athletic fields, self-directed activities will need to remain as a significant program area. The rental of space in the building as well as the athletic

Table 5-1: Aquatic Center Expenses and Revenues

| Significant Center Role | Small Increased Center Role | Limited Center Role |
|-------------------------|-----------------------------|---------------------|
| Youth Sports | Adults | Special Needs |
| Youth Programs | Teens | Social Services |
| Outdoor Recreation | Seniors | Special Events |
| Fitness/Wellness | | Nature/Outdoor |
| Cultural Arts | | |
| Aquatics* | | |
| Self-Directed | | |

(* Only if the Center adds an Aquatic Facility)

fields is also an aspect of self-directed activities that will need to continue to be addressed. Scheduling specific times at the center for self-directed activities is essential.

- **Social Services** – This is not currently a major service category for the center and with the generally higher income levels in the community and the presence of other agencies to fill this role, the need for these types of services in the future may be less. However, as the pandemic has shown, the center will need to be prepared to integrate social service opportunities at the facility when necessary and prudent.

War Memorial Youth Center Programming Strategies

To ensure that recreation programming reaches its full potential the following strategies should be undertaken:

- Commit to expanding the overall variety of programs being offered at the center.
- Develop an implementation plan for the programming changes that have been recommended. The plan should include specific priorities, a timeline for development, the responsible staff and the financial resources that are necessary.
- Programming efforts must be viewed through a Diversity, Equity, Inclusion & Access (DEIA) lens that ensures recreation program and service access to all ages, incomes, abilities, gender, sexual orientation, and ethnic groups in an equitable and inclusive manner.

- Track program trends on a regional and national basis to ensure that program offerings are current and reflect the opportunities that are available.
- Emphasize programming that:
 - Has opportunities for each different age group as well as the family unit
 - Has a focus on multigenerational and intergenerational opportunities
 - Provides culturally diverse programming opportunities
 - Is available on weekends (Saturdays) as well as during the week.
- Develop on-going virtual programming options across as many program areas as possible.
- Determine which new programs and services will be provided directly by the city, which will be offered by contract providers, and which will be the responsibility of other entities.
- Partnerships with other organizations and entities will need to continue to develop and expand recreation programs. All partnerships should be backed up by a memorandum of understanding or contract to formalize the relationship. This should clearly identify specific roles and expectations as well as limits to facility scheduling, fees, and operations. Partnerships with organizations should reflect the needs and culture of the specific markets they will be providing the services for.
- Update the program plan for the Department to reflect the new areas of program focus for the center.

- Continue the tracking of performance measures by analyzing and summarizing all the following on an annual basis.
 - Rates of fill for programs.
 - Participation numbers by major program area and comparisons to past years/seasons.
 - Rate of program cancellations.
 - Financial performance including cost per participant.
 - Evaluations from participants
- Develop a basic marketing plan for center programs and services.
 - Establish a specific yearly plan.
 - Outline areas of focus
 - Demographic markets and ethnic groups to serve
 - Specific marketing tools and tasks
 - The responsible staff member for implementation
 - Financial resources that are required
 - A thorough evaluation process.
 - Check-in with the community on a regular basis to determine satisfaction with current programs and services and provide directions for the future. This could include:
 - On-line surveys
 - Social media
 - Focus groups
 - User group interviews
- Review and update the existing athletic field use policy to ensure equitable and effective use of the limited number of fields that are available and also safeguarding against overuse.
- Critical to growing recreation programs and services, is the assurance that participant's safety and security is being addressed on an on-going basis. This requires not only equipment such as cameras but also specific policies to be in place as well as a comprehensive emergency action plan. A key aspect of this effort should be to minimize interaction of adults with youth based programming.
- It is highly recommended that the center establishes priorities of use for each major space in the center as well as outdoor fields. This includes priorities of use by time of day, day of the week, and seasonally. The priorities of use should designate the type of programming, age group, and include self-directed use as well as rentals (where appropriate).
- Encouraging access by youth and seniors could be enhanced by having a transportation plan/policy and specific mechanisms to bring these age groups to the center in place.

5.1.2 War Memorial Youth Center and Aquatic Center Operations Estimate

There are preliminary plans for a possible expansion/renovation to War Memorial Youth Center as well as the development of a potential new aquatic center in the community. The following is a general estimate of the possible operational budget implications of these improvements. It is important to note that only basic concepts for the two facilities have been proposed with no timeline for when these improvements would actually be completed. As a result, a significant number of assumptions have been made to arrive at the preliminary operations numbers that have been shown. Existing operations budgets, staffing models, and fee schedules were reviewed and utilized as the foundation for the operational estimates.

These operational numbers should be utilized as general estimates only and updated if and when there is a final design for the facilities. A detailed operations estimate report is located in the Appendices.

War Memorial Youth Center

It is anticipated that the center could be expanded to include another gym space with an elevated walk/jog track, expansion of the theater and the fitness area, as well as the addition of an expanded concessions space. The south entry will be improved as will the locker rooms and classroom space. Three facility options are possible with the main variable being the level of enclosure of the existing courtyard. The following is a listing of the general assumptions for the operations estimates.

- There is a building program for each option and a basic massing plan for each option only.
- No timeline has been established for the possible renovation/expansion of the center.
- The operations plan is for new expenses and revenues only.
- Staffing costs for potential new full-time and part-time positions have been projected out at least three years. Part-time pay is based on an anticipated minimum wage of \$15 an hour in the future.
- The current operational hours for the center will remain the same.
- The existing fee structure remains in place with slight increases in the rates being shown.
- The current operations and management plan will remain basically the same.
- The concession operation will be contracted out.
- The differences in the three alternatives are indicated below.

Overall, the differences between the three are minor and the operational impacts are small.

- **Alternative A** – The basic building components as noted above are present and the existing courtyard is fully enclosed.
- **Alternative B** – Has the same basic components as Alternative A but the existing courtyard is only semi-enclosed.

- **Alternative C** – Has the same basic components as the other two alternatives but the existing courtyard is preserved.

Table 5-2: Differences in Expenses and Revenues between Alternatives A, B and C

| | Alternative A | Alternative B | Alternative C |
|-------------------------|--------------------|--------------------|--------------------|
| Expenses | | | |
| Personnel | \$417,000 | \$417,000 | \$417,000 |
| Operations/ Maintenance | \$770,000 | \$730,000 | \$690,000 |
| Other | \$5,000 | \$5,000 | \$4,000 |
| On-going Capital | \$30,000 | \$27,000 | \$24,000 |
| Total | \$1,222,000 | \$1,179,000 | \$1,135,000 |
| Revenues | | | |
| Fees | \$249,000 | \$244,000 | \$239,000 |
| Programs | \$465,000 | \$435,000 | \$405,000 |
| Other | \$32,000 | \$30,000 | \$28,000 |
| Total | \$746,500 | \$709,000 | \$672,000 |
| Difference | (\$475,500) | (\$470,000) | (\$463,000) |

Aquatic Center

A new outdoor aquatic center could be built in the War Memorial Youth Center area. The size and configuration for the pool has not been determined but it will certainly be considerably smaller than the existing Venetian Pool. It is anticipated that the center will focus on swim lessons and other programs and could be a more conventional pool. The following is a listing of the general assumptions of the operations estimate.

- There is only a very basic building program for the aquatic center with no definition of size or configuration.
- No timeline has been established for the possible development of the center.
- The operations plan is for expenses and revenues associated with the aquatic center only.
- Staffing costs for potential full-time and part-time positions have been projected out at least three years. Part-time pay is based on an anticipated minimum wage of \$15 an hour in the future.
- The aquatic center will operate 12 months a year. The operational hours for the center will be 11am to 5:30pm 6 days a week, year-round. During the summer, the pool would open at 8:00am for swimming lessons.
- The fee structure will be similar to the Venetian Pool.

Table 5-3: Aquatic Center Expenses and Revenues

| | Aquatic Center |
|-------------------------|--------------------|
| Expenses | |
| Personnel | \$618,000 |
| Operations/ Maintenance | \$326,000 |
| Other | \$3,000 |
| On-going Capital | \$20,000 |
| Total | \$967,000 |
| Revenues | |
| Fees | \$378,500 |
| Programs | \$122,000 |
| Other | \$80,000 |
| Total | \$580,500 |
| Difference | (\$386,500) |

5.2

FUNDING & PHASING STRATEGIES

5.2.1 Funding Opportunities

As with any large capital improvement project, significant funding from a variety of sources will be necessary to achieve the full Vision.

Historic Funding

Over the last five years, the Community Recreation Department budget has seen General Fund appropriations remain relatively consistent, with an average general fund appropriation of \$19MM. Due to the COVID-19 pandemic and its impacts to recreation participation, the general fund appropriations for FY 2021 are slightly reduced to \$17,940,770. General Funding includes Historic Resources and Cultural Arts Preservation, Cultural Arts Facilities and Programs, Administration, Pool and Recreation Facility operation, Adult Services, Special Events, Maintenance and Capital Projects.

In addition to the General Funds, the department has historically received an average of \$10.3MM in additional funding. This includes grants, impact fees, rentals and fees, and other funding sources. Over the last five years, 95% of this additional funding has been utilized for capital projects - with an average of \$14MM spent each year on Capital Projects.

Potential Grants

Over two dozen grants have been identified for projects proposed in the CRMP Vision. Of those grants, 11 were identified in alignment with Cultural Facilities, Community Centers, and Education Facilities, with a potential total (not including any leveraging) of approximately \$3.7MM, with many providing options to apply annually.

The following tables (**Table 5-4**) include summarized descriptions of project-based potential funding sources, organized into the Vision sub-section to which they may be applicable.

The integration of stormwater, libraries, and other emergency management features into projects such as a recreation center can significantly increase the funding opportunities available to the City. Examples of design features that would facilitate additional funding opportunities would include: the construction of parking areas to act as drainage and/or treatment basins for severe weather events; stormwater retention ponds that alleviate localized flooding as part of park or trail project; and the hardening of an indoor facility such as a recreation center to act as a shelter and/or public outreach center before and after a disaster.

Cultural Facilities/Community Centers/Education Facilities

Table 5-4: Potential Grants

| Funding Program | Grant Amount | Match Requirement | Types of Eligible Elements | Anticipated Deadline |
|--|--------------|-------------------|---|----------------------|
| Land and Water Conservation Fund Program (LWCF) | \$1,000,000 | 100% | Outdoor Classroom, Amphitheater, Performance Areas, Restrooms, Trails, Support Facilities | January |
| Urban Waters Restoration | \$35,000 | 100% | Urban Wildlife Corridors, Green Infrastructure, Stormwater | January |
| SFWMD Cooperative Water Program | \$100,000* | 50% | Irrigation, Plumbing Fixtures | February |
| Environmental Education Grants | \$91,000* | 25% | Educational Elements, Signage, Nature Trails, Internet Applications | April |
| Waterway Assistance Program (FIND) | \$300,000* | 100% | Waterfront Educational Facilities | April |
| Section 319(h) Nonpoint Source Implementation Grant | \$400,000* | 40% | Stormwater/Water Quality Projects | April/ October |
| Cultural Facilities Grant Program | \$500,000 | 200% | Educational, Amphitheater, Nature, Art Elements | June |
| Our Town Grant | \$150,000 | 100% | Innovative Public Art Projects | August |
| Building Resilient Infrastructure and Communities (BRIC) | \$1,000,000* | 25% | Structure Hardening, Flood Protection | November |
| National Leadership Grants for Museums | \$500,000 | 100% | Nature Centers, Museums, Botanical Gardens, Children's Museums | December |
| Hazard Mitigation Grant Program | \$1,500,000 | 25% | Structure Hardening, Flood Protection | TBD |

Grant Stacking

Utilizing multiple funding sources has become the most effective way of maximizing the amount of funding a community can obtain. “Grant Stacking” allows a project to draw funding from several sources. The idea of “Grant Stacking” refers to grouping grants of varying levels (federal, state and local) to support one project. Careful selection of grants can result in one grant providing the matching funds requirement for another grant and the reciprocal as well. This process can address acquisition and development in phases to best meet a project's intent and time schedule. The example on the following page provides an example of how this process can be successfully completed.

General Notes:

- Funding is based on City's eligibility to apply for the listed grant opportunities. Prior awards or current projects may affect the ability of the City to obtain listed grants.
- Grant amounts are based on maximum award possible. The cost of elements will ultimately determine the maximum amount to be obtained.
- Other funding opportunities may be available; however, those listed are stable grant programs that normally occur every year. This list does not include line item appropriations from any local, state or federal government.

5.2.2 Funding & Phasing Recommendations

Potential Funding

The Funding Analysis highlights historical and projected funding that may be utilized to advance capital projects. Though the overall Vision at full build-out for the WMYC is estimated at approximately \$43 MM in 2021 dollars, the City has several funding sources available that can be utilized for implementation, many of which can be phased or even enhanced for additional funding opportunities to help address economic fluctuations and changing City priorities over time. Through the analysis of existing sources, projections of future funding options and recommendations are as follows:

- **Grants** – Through the identification of nearly \$3.7MM in grant opportunities annually, the department has the potential to increase capital improvement based grants to supplement CIP funding.
- **Park System Improvements with Impact Fees** – The City has averaged over \$380,000 per year over the last four years in park system improvements utilizing impact fees. However, the total has fluctuated significantly. Use of impact fees has increased since the Impact Fee Study Current in 2017. Growth trends are expected to continue for the next ten years, and impact fees should continued to be utilized for renovations that provide capacity for recreation programs and services. If current CIP utilization continues, along with projected

population grown, the department could have approximately \$2MM available for improvements at the WMYC.

- General Obligation Bonds** – As a funding source, general obligation bonds have historically received support from many municipalities in the South Florida region. A potential option for consideration is to hold two bond referendums; one focused on park and facility reinvestment at \$50MM; and a second one focused on park land acquisition and development at \$30MM. These bonds would assist in the development of both existing and proposed facilities. This source has the potential to provide \$80MM+ in funding over the next ten years - of which a considerable portion could be utilized for the War Memorial Youth Center.
- Though there are additional funding sources available to the City, the four listed are traditionally the most utilized and supported. As a result, the City has the potential to secure funding ample enough to implement a significant portion of the Vision for th WMYC. With further evaluation of park impact fees, a higher success rate of securing grants or an increase in bonding capacity,

Table 5-5: Potential Funding Over Next Ten Years

| WMYC Vision Elements | |
|--|---------------|
| General Fund CIP | \$5MM |
| Grants (Capital) | \$2MM |
| Park Impact Fees | \$2MM |
| Park and Recreation Reinvestment GO Bond | \$34MM |
| Total | \$43MM |

the City could realistically achieve estimated \$43M needed to fund the proposed improvements.

Phasing Plan

The Phasing Plan for the War Memorial Youth Center was developed in concert with the Community Recreation Master Plan Phasing Plan, which identified the WMYC as a medium-term project (4-6 year timeframe). The improvements are phased across this timeframe based on the area of the Youth Center target for improvement, and is broken into three phases. These phases, summarized on the below in **Table 5-6**, provide a framework for the implementation of \$38 MM for the potential build-out of a new facility.

Table 5-6: Potential WMYC Phasing

| War Memorial Youth Center - Phase Improvements | | | | | | |
|--|--|--------------|-------------------------------------|--------------|--|---------------------|
| Year 1 | Improvements | Year 2 | Improvements | Year 3 | Improvements | Total |
| \$14,000,000 | Planning, design, permitting, site prep, Phase 1 of new facility development | \$14,000,000 | Phase 2 of new facility development | \$14,585,862 | Phase 3 of new facility development, outdoor park facility development | \$42,585,862 |

