

PARKS

MASTER PLAN



Parks and Recreation Department
350 SE 6th Ave., Homestead, FL 33030
Phone: 305-224-4570

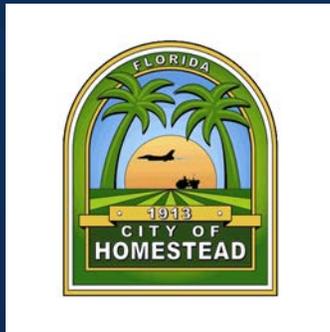
**PARKS &
RECREATION**

CITY OF HOMESTEAD



ACKNOWLEDGMENTS

PREPARED FOR:



CITY OF HOMESTEAD

MAYOR

STEVEN D. LOSNER

VICE-MAYOR

JULIO GUZMAN

COUNCIL MEMBER

ERICA G. ÁVILA

COUNCIL MEMBER

JENIFER N. BAILEY

COUNCIL MEMBER

PATRICIA D. FAIRCLOUGH-STAGGERS, ED.S

COUNCIL MEMBER

SEAN L. FLETCHER

COUNCIL MEMBER

LARRY ROTH

CITY MANAGER

JERRY ESTRADA

DIRECTOR OF PARKS AND RECREATION DEPARTMENT

PEDRO REYNALDOS

PREPARED BY:



TABLE OF CONTENTS

1	INTRODUCTION	7
2	URBAN CONTEXT	15
3	EXISTING PARKS CONDITIONS	25
4	NEEDS ASSESSMENT	89
5	RECREATION SERVICES AND MANAGEMENT ASSESSMENT.....	113
6	RECREATION PROGRAMMING AND SERVICES RECOMMENDATIONS	125
7	MASTER PLAN DEVELOPMENT	141
8	DESIGN PRINCIPLES	215



INTRODUCTION

This page was intentionally left blank.



I.1 INTRODUCTION

In 2022, the City of Homestead (the City) embarked on the creation of a comprehensive Citywide Parks and Recreation Master Plan (the Plan) to address latent community park and recreation needs and provide the professional framework to improve public recreation and leisure facilities throughout the City.

The professional team (Team) selected to prepare the Plan was led by Bermello Ajamil & Partners (BA) as the prime consultant. Assisting BA with the development of the detailed plan was Ballard King & Associates (B*K), ETC Institute (ETC), and the Bosch Group (TBG). This document outlines the process utilized to arrive at the Plan and its proposed recommendations.

There are many benefits to creating a Citywide Parks and Recreation Master Plan. Improvements to the City's recreation offerings foster the betterment of its children, teens, adults, and seniors. Cross-generational parks and community centers help bring together all age groups and build a sense of place and community.

These master plans are intended to be a community-driven, user-oriented process guided by the professional team's research, analysis, and the collaborative support of City staff. The process identifies recreation needs, evaluates the available program and physical facility resources, proposes changes and improvements to programs and facilities to meet these needs, and defines a path to implement and finance the future improvements of the full park system.

The Citywide Parks and Recreation Master Plan is intended to provide a road map for improving the City's park and recreation system, with particular emphasis on physical improvements of existing facilities that require updating and expansion. The Plan is a living document that may be improved, elaborated, and amended as conditions vary over time, new influences occur, and more detail is developed for specific park design and their future construction.

The Citywide Parks and Recreation Master Plan provides an evaluation of existing park conditions, citywide and neighborhood park needs, park and recreation development policies, programs, and specific park

design where required. As a community-driven plan, it places special emphasis on the identification of neighborhood-specific and citywide recreational needs through participation and input from City residents, elected officials, administration, and parks and recreation staff. Its content reflects the findings of community forums convened to gather citizen preferences and priorities for improving recreation facilities and program offerings along both short- and long-term horizons.

The Plan serves as the basis for future investments in parks and recreation facilities and programs. It supports the pursuit of recreation grant applications and provides a potential capital investment path for implementing the proposed park improvements. These include varied funding sources and future bond referendums.

GOALS

The Plan is comprised of three overarching thematic goals:

- Improve the citywide system of park and recreation amenities to meet the needs of the citizens of the City of Homestead
- Provide improvements that enhance the quality of life of all citizens
- Improve the neighborhoods through investments in the City's park system

OBJECTIVES

The following specific guiding objectives were established to meet the Plan's goals:

- Identify perceived and real community recreation needs
- Maximize to the greatest extent possible, the use of available recreation lands and facilities resources
- Provide multi-use fields and multi-use spaces in buildings

to meet the cross-generational needs of the Homestead Community

- Provide for the rational and equitable distribution of recreational facilities throughout Homestead and improve accessibility to said facilities
- Plan park and recreation investments to create the most significant benefit for all citizens of Homestead while limiting duplication of high-maintenance facilities

1.2 PLANNING PROCESS

The Planning Process was organized into seven principle tasks, encompassing the following:

INITIAL TARGETED COMMUNITY OUTREACH

The process began with an Initial Targeted Community Outreach campaign to present the process and the Team in a more informal venue, while obtaining the initial pulse of the community. One-on-one meetings with elected officials, stakeholders, community leaders, and City-staff were conducted to understand the community in the initial stages of project development, including the major issues and opportunities for improvement of the park system.

INVENTORY AND ASSESSMENT

The Inventory and Assessment began with a high-level, thorough understanding of existing conditions, including the identification of issues and the opportunities that are present to improve the park system. The Team evaluated park system resources, including physical park conditions, recreation programs and services, their delivery, as well as an assessment of existing funding sources.

NEEDS ASSESSMENT

The Needs Assessment was comprised of a comprehensive analysis of the existing parks and recreation system. A statistically valid community recreation survey (the Survey) was carried out to help identify recreation and open space needs, both latent and actual. The Survey identified public interests, desires, expectations, and priorities for the future, including the public's willingness to fund expanded programs and services. The ETC Institute, a nationally recognized firm in this field, administered the survey and evaluated its findings. One of the Survey highlights is the Priority Investment Rating (PIR), which identifies the facilities and recreation programs that residents rank as the highest priority for investment. Through a demographic analysis, the Team evaluated the community's composition and identified the distribution of parks and community access to these recreation facilities. Lastly, the Team evaluated any regulatory requirements for recreation Levels-of-Service (LOS) and their relationship to the community, including community recreation trends and preferences.

SUMMARY OF ISSUES AND OPPORTUNITIES

Upon completion of the first three principle tasks, the Team organized the findings in a Summary of Issues and Opportunities to be considered to improve the park system. The purpose was to ensure buy-in on the issues and opportunities to be addressed. At this juncture, the Team conducted the first community outreach meeting. Through discussions with the City of Homestead Parks and Recreation Department, it was determined that given the geographic distribution of residential in the City of Homestead, a community meeting in three different sectors of the city would be held for the first stage of the project to maximize participation. The second and third rounds of meetings would be held at City Hall, duly advertised, and open to all residents.

MASTER PLAN DEVELOPMENT

The Master Plan Development Phase was organized around the community meetings. The initial work prepared for Community Meeting No. 1 included the analysis of existing conditions, a needs assessment based on community input through a statistically valid community survey, an evaluation of present service levels and demographics, the availability of parks to meet the needs, and an assessment of recreation and management to evaluate the delivery of recreation services and programs. The development of the Master Plan recommendations addresses recreation programming and services recommendations and the proposed physical improvements to each individual city park. These were presented at Community Meeting No. 2. The Final Master Plan was presented during Community Meeting No. 3. After review by City Staff the Master Plan was presented for adoption by the City Commission of the City of Homestead.

IMPLEMENTATION PLAN

Without an Implementation Plan, the master plan would be a shelf-bound document. As the master plan moves forward, the City shall establish the priorities in implementing the recommendations. For more detailed information refer to Chapter 6 for recommendations to improve the delivery of recreation programs and services. In addition, refer to Chapter 7 for the recommendations to improve each park facility and funding sources for these improvements.

MASTER PLAN DOCUMENT

A comprehensive document guides the future processes and provides documentation for potential future funding solicitations. Finally, once all the master plan elements were accepted, the Team prepared the Master Plan Document to record the process, findings,

recommendations, formulated designs, and implementation. At the conclusion of the report, the Team presented the complete master plan to the City Council for adoption. This presentation concluded the master plan's long collaborative effort.

The master plan is a living document that may be revised or expanded as time progresses. BA and the sub-consultant team will be available to assist the City in implementing the master plan. Once adopted, a new process will begin for the City of Homestead, implementing the recommendations.

1.3 COMMUNITY DRIVEN PUBLIC OUTREACH

The planning process was deliberately framed around the organized collection of community input and comments through area-specific community/neighborhood outreach campaigns, meetings and City Council workshops. Three major outreach efforts guided the development of the master plan.

- A statistically valid community survey performed by ETC Institute was distributed to collect a Citywide perspective on community needs and preferences.
- To maximize community participation workshops were held at various venues across the City, during the evening hours. These meetings were held to obtain community-specific input on recreation facilities/program needs, concerns, and aspirations.
- City Council workshops were conducted to obtain elected official input to address sector-specific and Citywide recreational issues and investments. The City Council workshops were geared to gather input from all sectors and areas of the community and to provide a forum for active

discussions with elected officials and City staff.

Following is a list of elected officials, community workshops/meetings, and public workshops held during the project process:

- **City One-On-One Meetings (Various):** One-on-one meetings were held between the Team and various City-staff, elected officials and other stakeholders. The purpose of these meetings served to provide a check-in on the process, gain focused input and provide updates.
- **Community Meeting No. 1:** The first community meeting occurred at the conclusion of the summary of issues and opportunities task. The Team presented and obtained input on the research and the issues and opportunities identified for individual parks within the overall park system.
 - Pichol Williams Community Center (6/2/2022)
 - William F. (Bill) Dickinson Community Center (6/9/2022)
 - Key Gate Charter School (6/16/2022)
- **Community Meeting No. 2 (12/1/2022):** The second community meeting occurred once the master plan development options were fully conceived and vetted with staff. The primary intent of the meeting was to obtain buy-in on the preferred concept plans at this meeting.
- **Community Meeting No. 3:** The third community meeting occurred at the end of the implementation plan task. At this meeting, the Team presented the final master plan. The master plan process was concluded with a final presentation to elected officials for adoption.

Each community meeting advertised to the public for maximum participation

Community driven public engagement outreach shall not end at the Plan's adoption. This coordination shall continue as individual parks are contemplated for design and implementation. Prior to any significant milestone updates, community participation shall be solicited to confirm that the final venue reflect the needs and aspirations of the immediate community and the residents of the City.

1.4 MASTER PLAN SUPPORTING DOCUMENTS

City of Homestead Comprehensive Plan

The City of Homestead's Comprehensive Plan is a guiding document aimed at enhancing economic development and protecting the quality of life for residents in the City by establishing measurable indicators to determine progress and success. The comprehensive plan is intended to provide effective, long-term future direction for redevelopment and new growth.

Dated June 2011, the City of Homestead Comprehensive Plan's Adopted EAR-Based Amendment "Element No. VII Recreation and Open Space Element" defines the long-term goals, objectives, and policies for the City's Parks and Recreation system. The goal of the Recreation and Open Space Element is specifically stated to "Maintain parks and recreational open spaces at adopted levels of service for the citizens of the City of Homestead."

1.5 REPORT ORGANIZATION

This document is organized into eight chapters that follow the master plan process, approach, and methodology. The chapters are presented as follows:

CHAPTER 1: INTRODUCTION

This chapter is comprised of a statement of the purpose and intent of the master plan and its overall goals and objectives; the public outreach process; the planning process; master plan supporting documents; and report organization.

CHAPTER 2: URBAN CONTEXT

This chapter includes a detailed understanding of the form of the City of Homestead and its influences on the parks system, the location and service area of each park. The intent of this section is to clarify geographic and physical accessibility to recreational venues.

CHAPTER 3: EXISTING PARK CONDITIONS

Identifying existing park conditions and the needed improvements is a major thrust of the Master Plan. This chapter includes an outline of the design team's visit to each park, including a summary inventory of each of the City's parks and recreation facilities. The summary of existing parks and facilities includes a general description of the facility and identifies initial observations by the design team across numerous site visits. Issues and opportunities were identified during these visits, along with preliminary recommendations to improve each facility.

CHAPTER 4: NEEDS ASSESSMENT

This chapter is comprised of the necessary analyses required to establish recreational facility needs:

- Summary of the statistically valid community survey, the Community Interest and Opinion Survey, prepared by the ETC Institute, which presents citizen-identified priority investments;

- A demographic analysis evaluating the effect of population characteristics on recreational demand;
- Level of Service Analysis to define how the City meets the anticipated park acreage as a function of its population numbers and distribution.

CHAPTER 5: RECREATION SERVICES AND MANAGEMENT ASSESSMENT

This chapter includes an assessment of the existing recreation programs and services, parks, and facilities as well as maintenance and operations of the Parks and Recreation Department.

CHAPTER 6: RECREATION PROGRAMS AND SERVICES RECOMMENDATIONS

This chapter includes a set of recommendations to improve the delivery of parks and recreation programs and services.

CHAPTER 7: MASTER PLAN DEVELOPMENT

This chapter includes a summary of proposed physical improvements to the City’s parks and proposed design concepts for some of the individual park facilities.

CHAPTER 8: DESIGN PRINCIPLES

This chapter includes general guidelines for park facility design excellence to be considered in the future implementation of the master plan’s park improvements recommendations.

APPENDIX

The Appendix includes the full documentation and analysis used to formulate the recommendations of this Plan, in their originally presented format. These included the following:

- Community Meeting #1 Presentation
- Community Meeting #2 Presentation
- Community Interest and Opinion Survey

2

URBAN CONTEXT

This page was intentionally left blank.



2.1 INTRODUCTION

In this chapter, the Team evaluated the urban context and form determinants that shape the City and how the park and recreation system operates. Form determinants are both the physical and non-physical characteristics that define the City. These characteristics include:

- The land area of the City in physical terms, such as its length and the impacts it may have on the distribution of land uses, parks, and physical accessibility;
- The City regional location in the context of surrounding urban areas and municipalities; and
- The distribution of parks and open spaces throughout the City.

The City's park and recreation system has been shaped by the urban form and how it is affected and supported by this urban pattern.

Through this understanding of the City's urban form, the Team can identify an approach for community outreach, the characteristics of different areas of the City, and recreation lands and venue offerings, including recommend actions to improve the system.

The following illustrative diagrams were prepared to guide the formulation of recommendations in the plan:

- City Boundary Plan
- Neighboring Municipalities Plan
- Geographic Sectors
- City Park Distribution
- Park Service Radius
- Greenway Plan

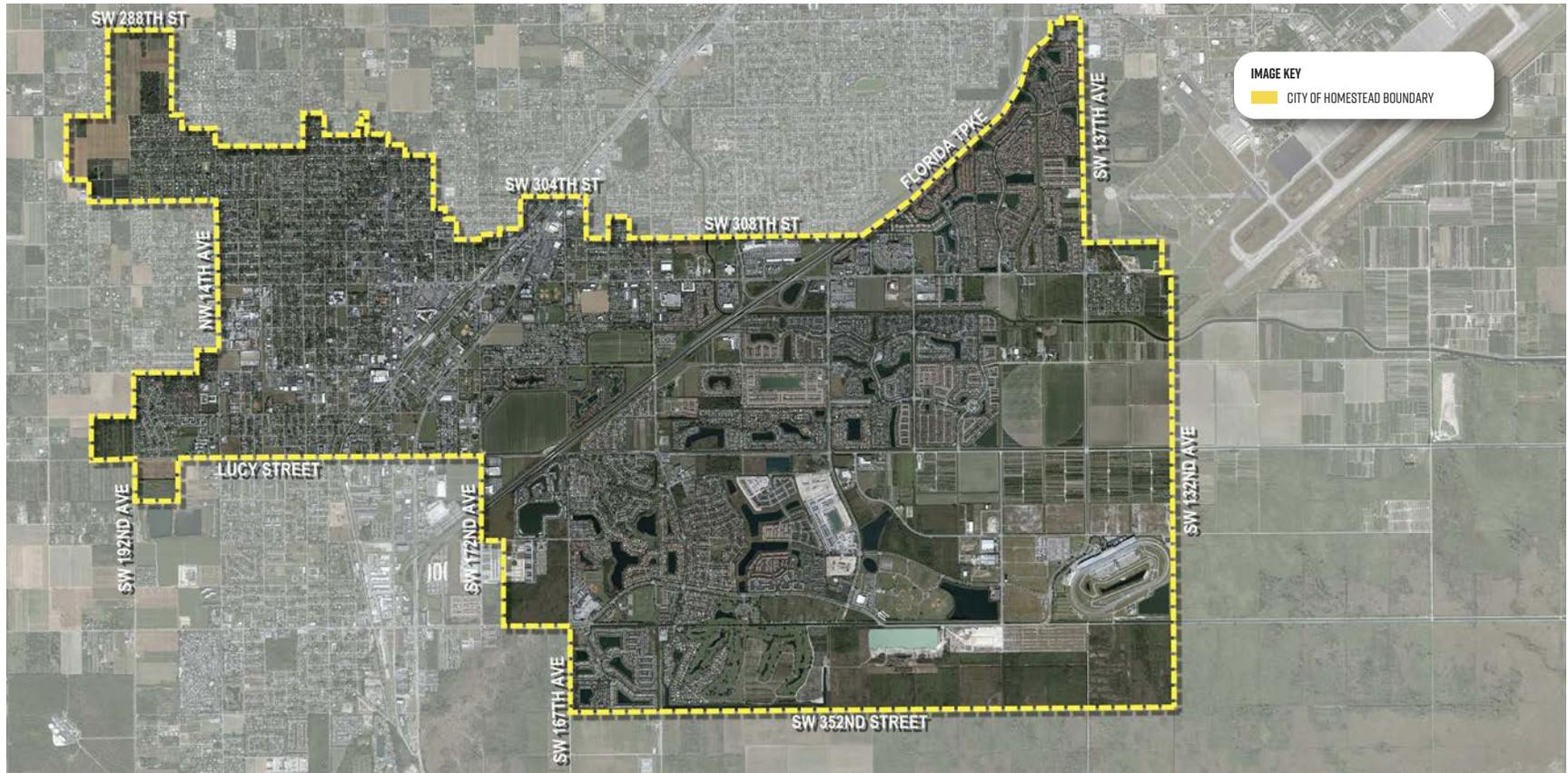


FIGURE I – CITY BOUNDARY PLAN

CITY BOUNDARY PLAN

The City of Homestead was incorporated in 1913 and is 110 years old. While South Dade was developing as an important agricultural area, the City of Homestead resulted from Henry Flagler’s extension of the railroad from Miami to Key West. The city developed around Krome Avenue, but through the years, land annexations expanded the city to the east and northeast.

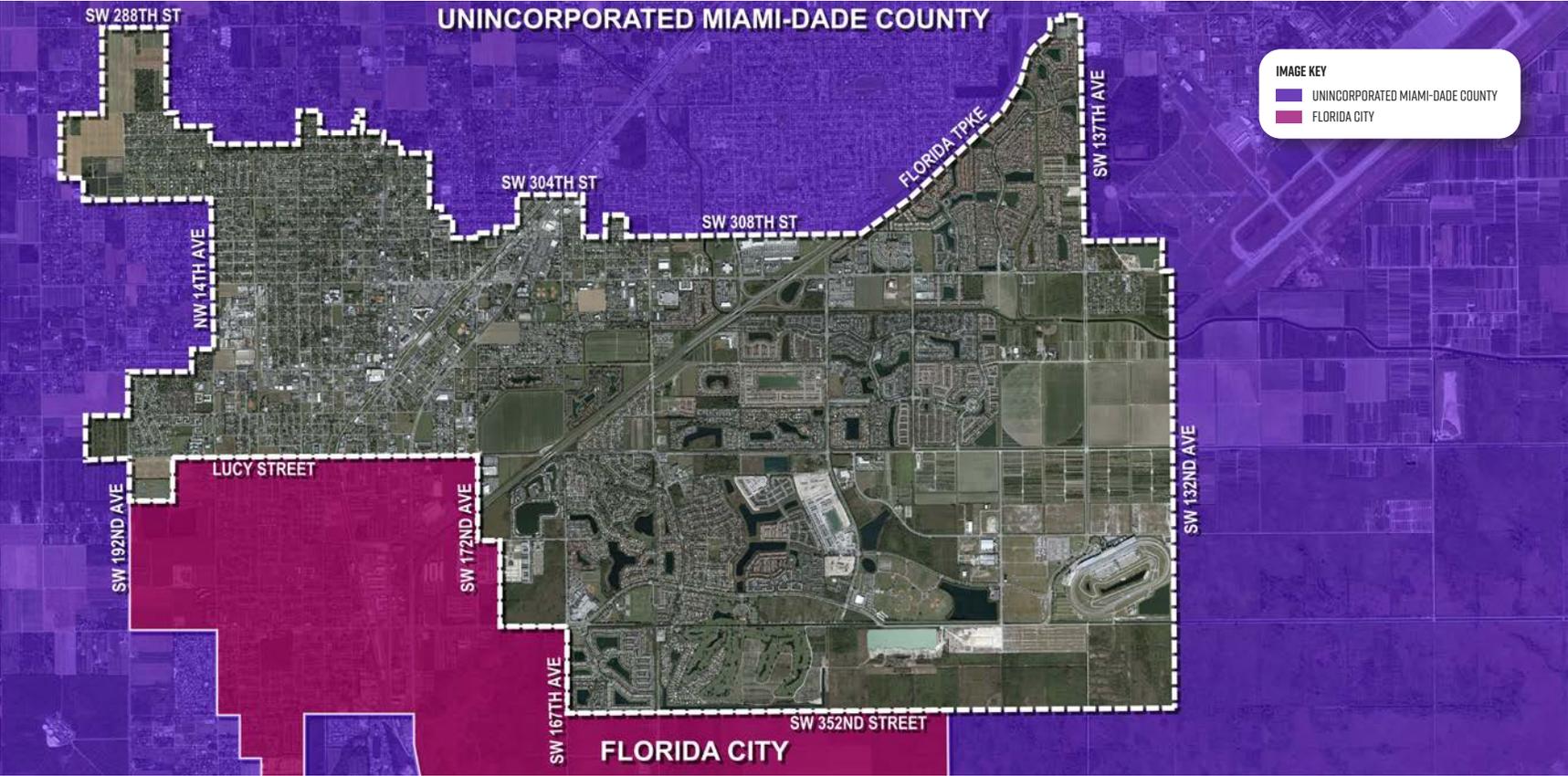


FIGURE 2 – NEIGHBORING MUNICIPALITIES PLAN

NEIGHBORING MUNICIPALITIES

Unincorporated Miami-Dade County surrounds most of the City of Homestead. Miami-Dade County has a limited number of parks with differing recreational offerings that are accessible to the residents of the City of Homestead. Among which are Palmland Park on SW 304th Street and 153rd Avenue and Leisure Lake Park to the north. On the

south, Florida City has Loren Roberts Park, with baseball and other recreational amenities. Most of the parks, both in unincorporated Miami-Dade County and Florida City, are distant from the residents of the City of Homestead.

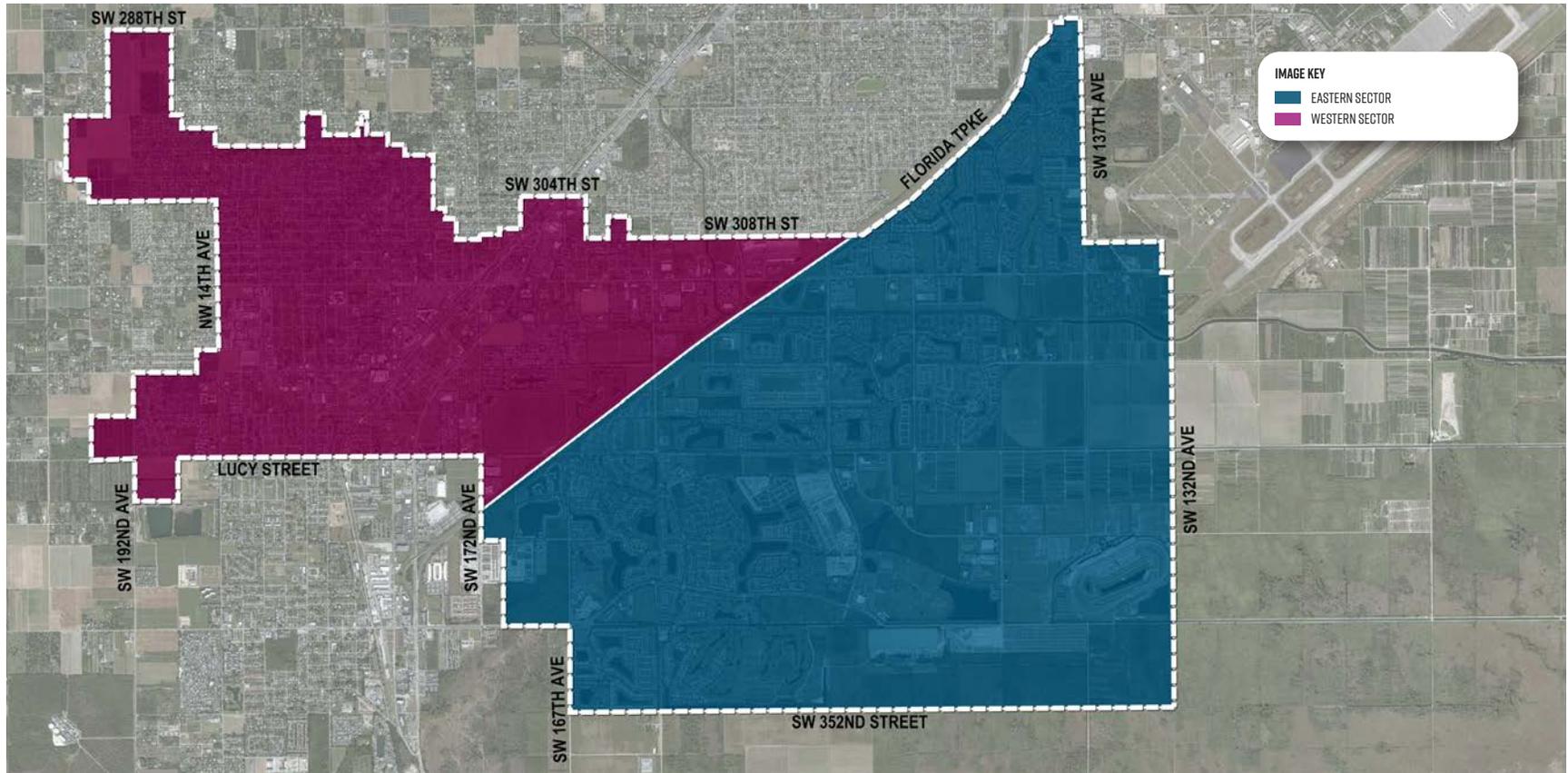


FIGURE 3 – GEOGRAPHIC SECTORS PLAN

GEOGRAPHIC SECTORS PLAN

The Florida Turnpike provides a dividing line that creates two distinct urban development patterns, the original city of Homestead to the west of the Florida Turnpike and the new areas to the east that developed during the early 1990s. The areas west of the Turnpike, the West District, compose the original city with its rectilinear urban development grid and its historic sectors, including the city’s Downtown, developed around Krome Avenue. The area to the east

of the Florida Turnpike is the East District, and it is mostly composed of large tract developments creating an urban pattern of residential gated community clusters located off the main east-west and north-south roads. Given the availability of land, most of the present-day large parks are in the East District.

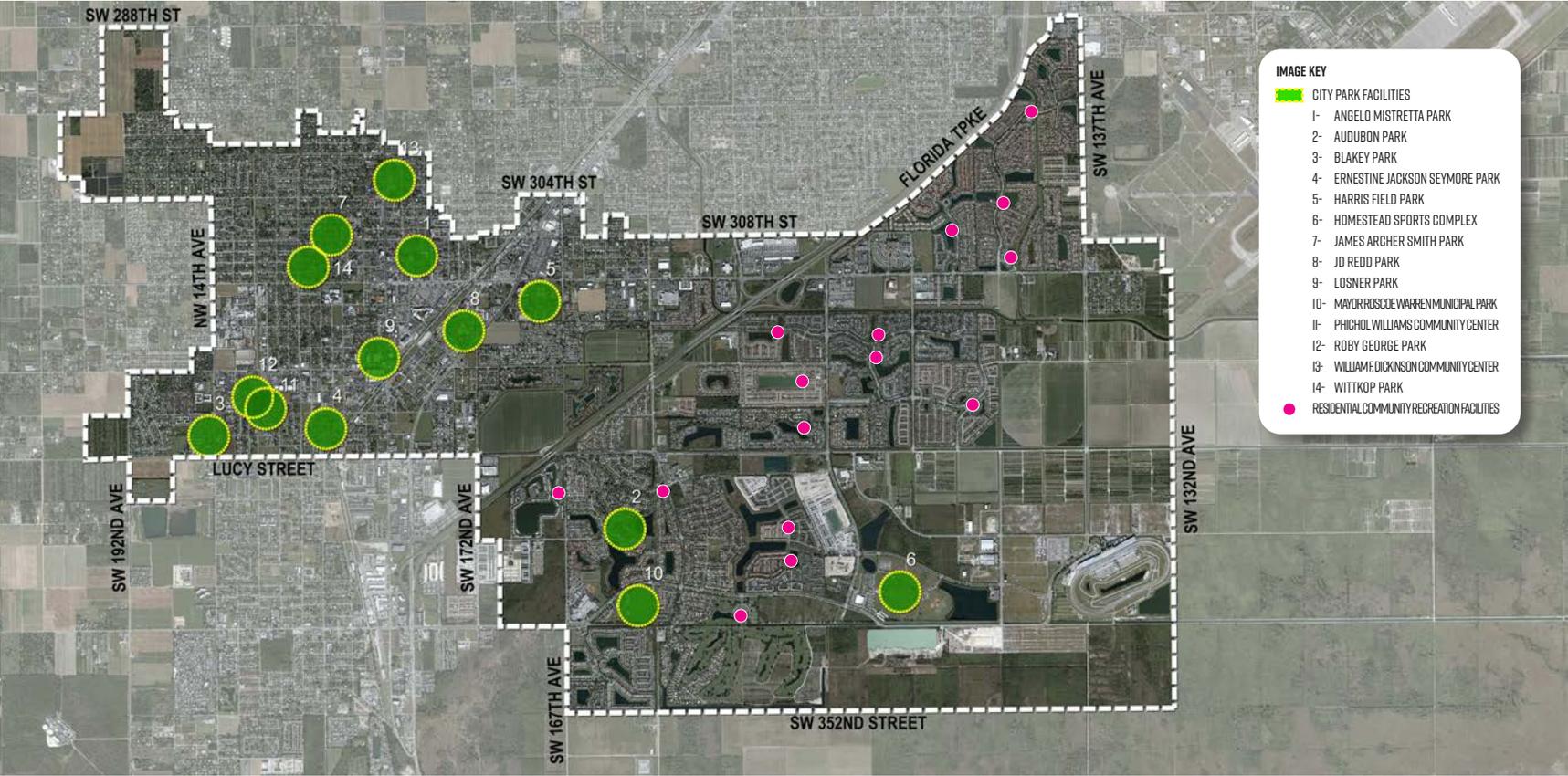


FIGURE 4 – CITY PARK DISTRIBUTION PLAN

CITY PARK DISTRIBUTION PLAN

The City of Homestead offers an assortment of different parks and recreation facilities, dispersed across the city-limits. In general terms, the facilities are fairly evenly distributed, with different scales and amenities to service the community’s needs. However, areas in the north east part of the City are limited in terms of proximity to the City’s parks and recreation facilities, only within the service radius of the expansive Homestead Sports Complex.

This gap can be attributed to the predominantly residential pattern of development. These residential community’s HOAs do offer private recreation space in the form of community rooms, pools and limited open space, but no fields.

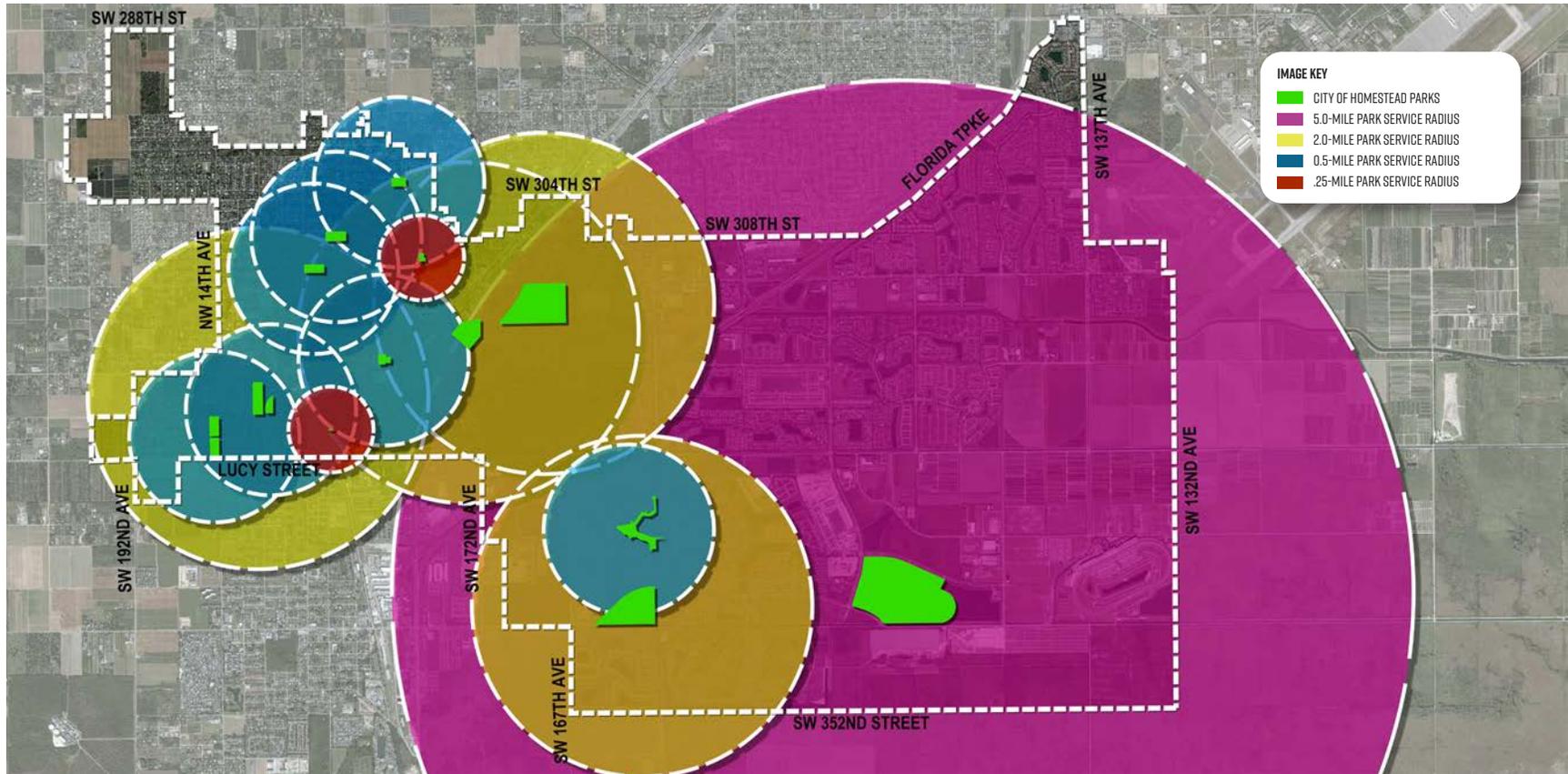


FIGURE 5 – PARK SERVICE RADIUS PLAN

PARK SERVICE RADIUS PLAN

The National Recreation and Parks Association (NRPA) defines a scale of park types based on land area, recreational amenities, and service radius.

Pocket Parks are usually less than 3 acres.

Neighborhood Parks are between 3-10 acres and have a half-mile service radius; however, Neighborhood Parks are determined by use and facilities offered and not by size alone.

Community Parks are between 10 and 30 acres, have a 2-mile service radius, and are accessible to multiple neighborhoods.

District Parks have a land area of between 30 and 150 acres and a service radius of 5 miles.

Special Use Parks/Facilities are spaces that do not fall within a typical park classification and usually serve a single purpose.

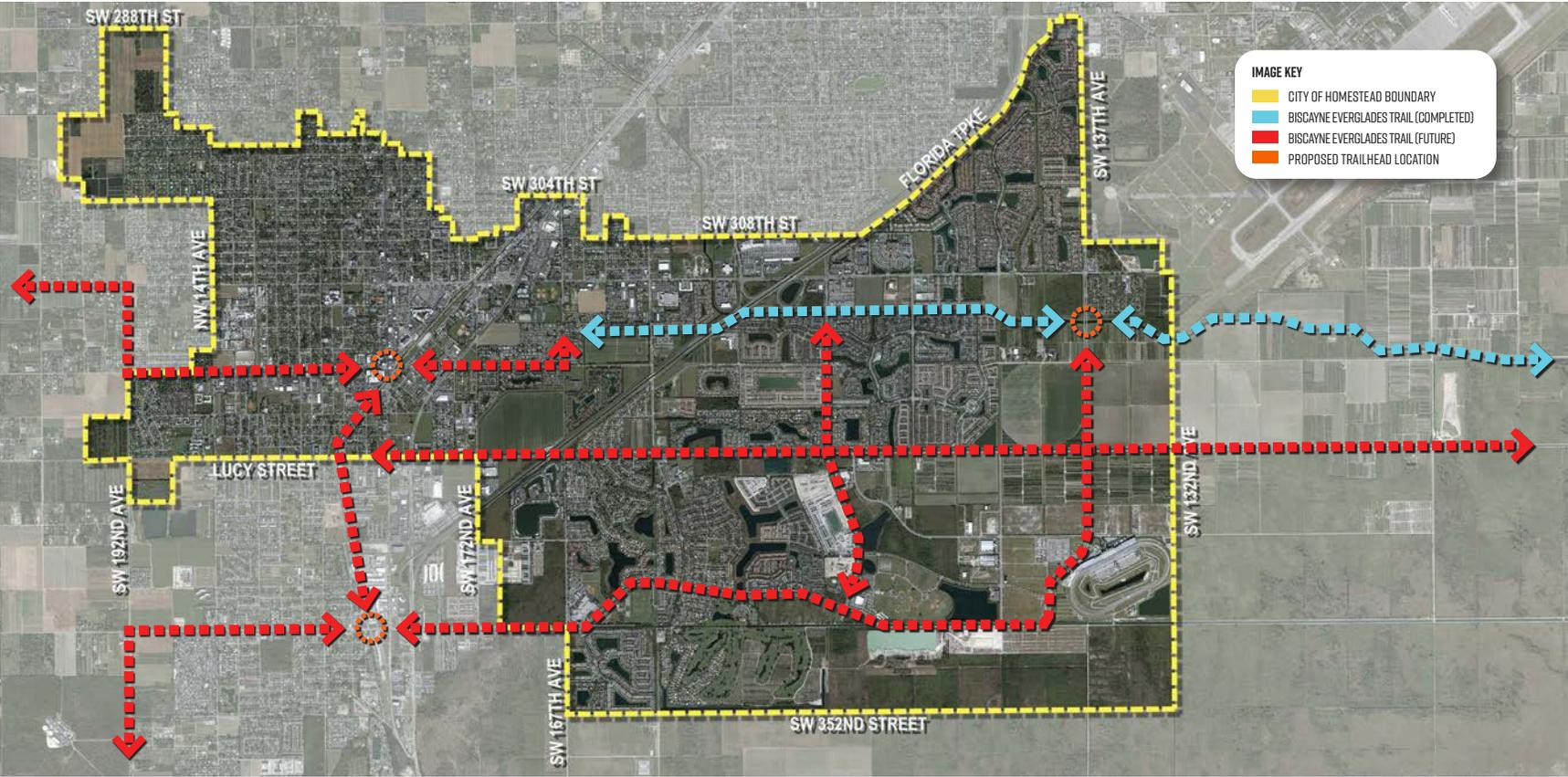


FIGURE 6 – GREENWAY PLAN

GREENWAY PLAN

The City of Homestead has a privileged location between two national parks, Biscayne National Park on the east and Everglades National Park on the west. A major greenway, the Biscayne Everglades Greenway, is proposed as part of the efforts of the City of Homestead and Miami-Dade County to create a 42-mile paved loop that links the natural, cultural, and historical resources of South Florida. The trail will take riders through Downtown Homestead and connect them directly to Biscayne and Everglades National Parks.

On March 11, 2023, the City of Homestead inaugurated the first five-mile phase of the Biscayne-Everglades Greenway from SW 137th Avenue, paralleling the C-103 canal to Mowry Drive on the west. The trail is entirely grant funded and is a part of the longstanding mission of the City of Homestead and FDOT to promote health, wellness, and a safe, scenic route for riders. Construction on the trail will continue, funding will be provided from different government grants, and the greenway may take several years to complete.

This page was intentionally left blank.

3

EXISTING PARKS CONDITIONS

This page was intentionally left blank.

3.1 INTRODUCTION

This chapter provides an inventory of existing park resources and their urban context, conditions, and identified issues. The recreation facility conditions analysis was developed by BA personnel through numerous site visits and a detailed evaluation of existing conditions. In addition, each park was the subject of a photographic analysis.

Summary: Inventory of Recreation Lands & Facilities

As part of the existing conditions analysis, a detailed evaluation of present conditions at each of the City's parks addressed various aspects of each park's physical conditions. The analysis included park perimeter evaluation; parking at both on-street and off-street locations; existing shelters; active recreational facilities/sports fields; existing buildings and their condition; present level of landscaping and general overall condition of the landscape; urban context and proposed City improvements and investments; and the overall aesthetic conditions of each of the parks.

The recreation lands and facilities inventory provided a basis for identifying necessary improvements and additional activities and structures within the City's existing park system. This inventory, the analysis that accompanied it, the needs assessment, and community preferences identified during the site surveys formed the basis for the development of alternative concept designs for selected parks, as well as the basis for the proposed redistribution of sports facilities and uses within the City's park system.

The following pages summarize the inventory of recreation lands and facilities. The inventory and analysis include a summary of the BA team findings, illustrated with photos and aerial photographs of the existing recreation facilities. As with all the analyses, the City's parks are organized according to their respective geographic locations within the City of Homestead, designated by BA for study and report organizational purposes.

3.2 LIST OF CITY PARKS

East of US1

- Audubon Park
- Harris Field Park
- Sports Complex
- JD Redd Park
- Mayor Roscoe Warren Municipal Park

West of US1

- Angelo Mistretta Park
- Blakey Park
- Homestead City Hall Plaza
- Ernestine Jackson Seymore Park
- James Archer Smith Park
- Losner Park
- Pichol Williams Community Center
- Roby George Park
- William F. Dickinson Community Center
- Wittkop Park



FIGURE 7 – HOMESTEAD CITY HALL



FIGURE 8 – AUDUBON PARK

AUDUBON PARK

General Description

Audubon Park is an approximately five-acre neighborhood park located on Audubon Drive in the heart of the Village of Homestead's Audubon Village neighborhood. The Park has a half basketball court, two tennis courts, a playground with two sets of playground equipment, a biking/walking/jogging path, and open play fields. The Park opens to a beautiful lake.

A two-lane vehicular entrance leads from Audubon Drive to the Park's parking lot, providing eleven (11) parking spaces. The area surrounding the parking has attractive shade trees, as does the area to the north of the vehicular entrance to the Park.

While there are many trees within the park, Audubon Park could provide additional shade trees. A large open field is located on the east side of the Park. There is a lack of shade trees in this area, and in general, the Park could be further planted with shade trees to reduce the heat from the sun and create a more attractive environment. The two playgrounds, one for toddlers and the other for older children, are not provided with shade structures. The playground equipment can be modernized and made more attractive.

The biking/walking/jogging path extends along the perimeter of the lake to SW 16th Avenue to the east. As the path travels north, it allows pedestrian and bicycle access from South Goldeneye Lane. The biking/walking/jogging path extends north to South Canal Drive. South Canal Drive has a significant greenway that parallels the South Canal Drive. The crossing of South Canal Drive could be improved to better delineate the path's connection as it follows north. The biking/walking/jogging path extends north from Canal Drive connecting to North Audubon Drive and following north, paralleling a small lake. The path terminates at SW 328th Street.

Initial Observations

The following issues and opportunities were identified within the park:

- Lack of tree canopy that provides shade, along paths within the park and seating areas
- Sun creates harsh environment at the playground area, where children and parents congregate
- Playground equipment shows signs of use and additional wear and tear
- from exposure to natural elements
- Turfed playing surface is uneven and worn, including along the edges and beneath the playground
- Lack of bicycle racks

The following preliminary recommendations would improve this park:

- Plant new deciduous trees to improve the natural areas around seating areas within the park, along the paths and other areas of concentration
- Install shade structure to protect the people and the equipment associated with the playground
- Improve playing surfaces
- Incentivize bicycle connectivity into this park, with bike racks, bike repair stations, etc.
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●		●	
BASKETBALL COURT	●			●	
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●			●	
EXERCISE EQUIPMENT		●			
FENCING AND WALLS	●			●	
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●			●	
PARKING	●			●	
PARK LIGHTING		●			
PARKING LOT LIGHTING		●			
PLAYGROUND EQUIPMENT	●				●
PLAYGROUND SURFACES	●				●
RACQUETBALL COURTS		●			
RESTROOMS		●			
SEATING AND FURNITURE	●			●	
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD	●				●
SWIMMING POOL		●			
TENNIS COURTS	●			●	
TREE CANOPY	●		●		
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			

TABLE 1 – AUDUBON PARK EXISTING SITE CHECKLIST



FIGURE 9 – AUDUBON PARK EXISTING SITE PHOTOS



FIGURE 10 – AUDUBON PARK EXISTING SITE PHOTOS



FIGURE II – HARRIS FIELD PARK

HARRIS FIELD PARK

General Description

Harris Field Park is an approximately 63-acre community park located on Campbell Drive, from US 1 on the east to NE 12th Avenue on the west. It is the largest recreational park in the City of Homestead.

Various sports venues compose the Park. The Park has a lighted football field with bleachers and a press tower, a lighted soccer field, a multi-purpose rectangular field, restrooms, and the Sally Woods Barn Pavilion, which holds approximately six hundred people under the roof used for major events. Four lighted baseball fields and three lighted softball fields are located in the center of the Park and towards Campbell Drive. The Park has a single lighted basketball court on the east side, with an additional half-court and full court on the west end.

Harris field is the home of the Homestead Rodeo and lighted rodeo arena provided with bleachers for spectator events. Supporting the Homestead Rodeo is a covered building providing space for special events. The Fraternal Order of Police occupies a building on the park grounds.

Harris Field Park has vehicular access from the three roadways that border it, US 1, Campbell Drive, and NE 12th Avenue. An internal roadway system connects all three entrances and allows access to the different venues and parking areas. There are approximately seven hundred seventy (770) parking spaces strategically distributed throughout the Park.

Initial Observations

The following issues and opportunities were identified within the park:

- Limited tree canopy in proximity to the baseball/softball fields, both around and in between, along the pathways
- Degrading court surface for basketball, including color/stripping
- Pedestrian crosswalk's material showing signs of wear
- Potential drainage/maintenance issues around the baseball/softball areas, where clay/dirt is building up within the sidewalks/concourse area
- Dilapidated fencing/bullpen areas for baseball
- Lack of small storage areas identified around sports fields
- Missing wayfinding signage for a park of this size
- Bathrooms facilities at stadium and rodeo grounds are in need of update
- Press box facility is dated and roof structure is degrading
- Parking lot surface is worn out, including striping and wheel stops
- Pavilion roof structure is beginning to show signs of overuse and structural degradation

The following preliminary recommendations would improve this park:

- Beautify areas with new shade trees surrounding the fields, concourse areas
- Improve paving/hardscape finishes of crosswalks/intersection areas
- Update/re-stripe basketball courts
- Address clay/dirt buildup within the sidewalks/concourse areas, with regards to drainage
- Update practice areas around fields with new amenities, such as bullpen, soft-toss/outfield fencing and field storage
- Introduce wayfinding signage strategy to help navigate the City's largest park
- Renovate bathroom facilities at football stadium and rodeo grounds
- Install new roof and upgrade interior of the press box at the football stadium
- Refinish the parking lots including striping and new wheel-stops
- Update pavilion with new roof and seating/grilling areas
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD	●			●	
BASKETBALL COURT	●			●	
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER	●				●
ENTRY SIGNS	●			●	
EXERCISE EQUIPMENT		●			
FENCING AND WALLS	●				●
FIELD LIGHTING	●			●	
FIELD STORAGE	●			●	
FOOTBALL FIELD	●			●	
GENERAL LANDSCAPING	●			●	
PARKING	●			●	
PARK LIGHTING	●			●	
PARKING LOT LIGHTING	●				●
PLAYGROUND EQUIPMENT		●			
PLAYGROUND SURFACES		●			
RACQUETBALL COURTS		●			
RESTROOMS	●				●
SEATING AND FURNITURE	●				●
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD	●			●	
SWIMMING POOL	●				●
TENNIS COURTS		●			
TREE CANOPY	●			●	
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●			●	
WATER FOUNTAINS		●			

TABLE 2 – HARRIS FIELD PARK EXISTING SITE CHECKLIST



FIGURE 12 – HARRIS FIELD PARK EXISTING SITE PHOTOS



FIGURE I3 – HARRIS FIELD PARK EXISTING SITE PHOTOS

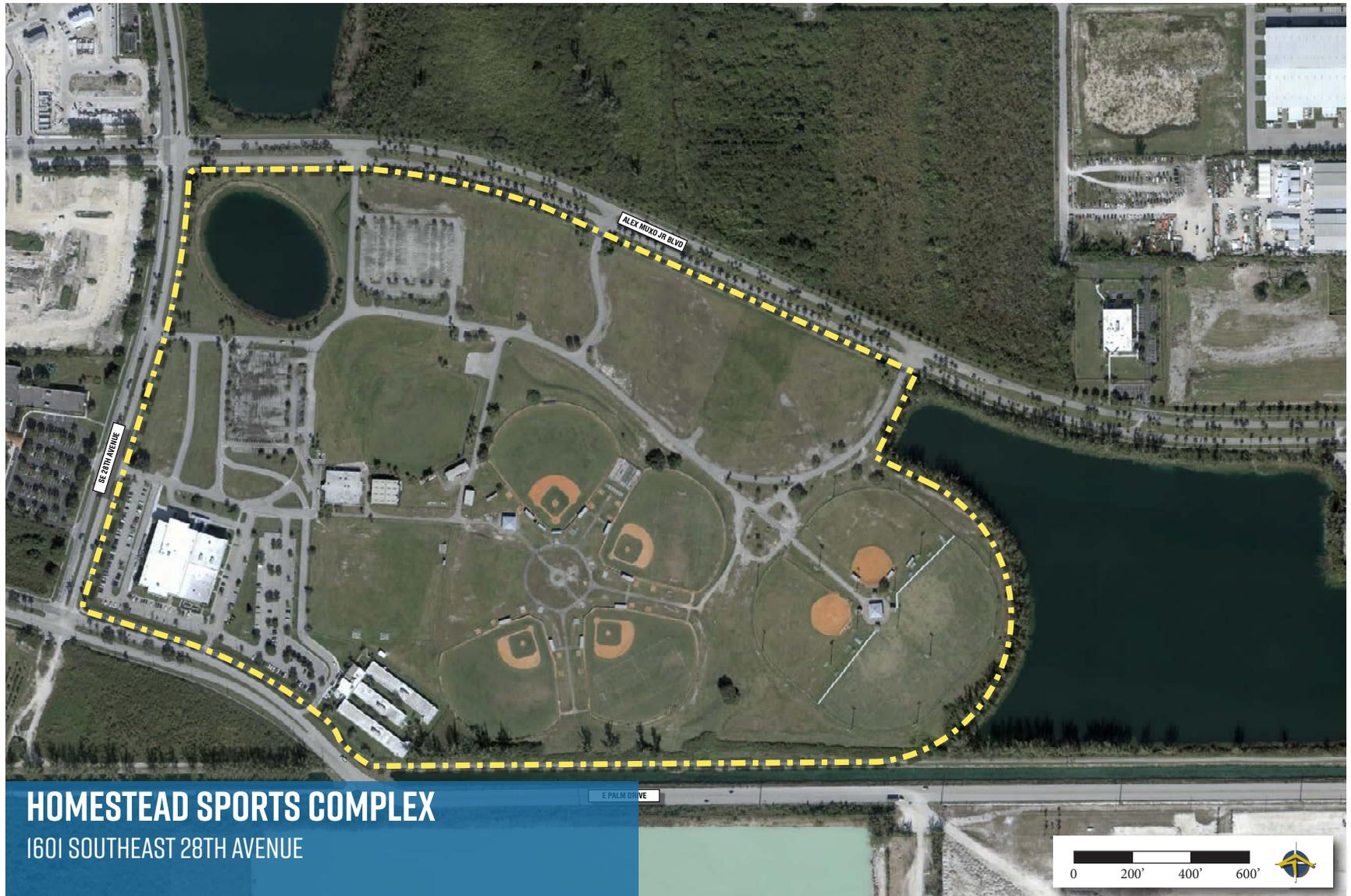


FIGURE 14 – HOMESTEAD SPORTS COMPLEX

HOMESTEAD SPORTS COMPLEX

General Description

The Homestead Sports Complex is an approximately 138-acre community park that provides four baseball fields, two softball fields, a substantial amount of open land, a large lake, and two large parking areas with 446 spaces. There are two schools near the Park, the Keysgate Charter High School and the Keys Gate Charter School.

In 1991 the City built the Sports Complex to provide a spring training facility for the Cleveland Indians. The stadium was widely recognized as being state-of-the-art for the period, as it included multiple practice facilities and dormitories for players. Through the years, the Park has not kept up with the improvements necessary to be a state-of-the-art facility. Numerous storms have also battered the Park.

The City of Homestead has developed a master plan to redevelop the Homestead Sports Complex as a state-of-the-art community park to serve the totality of the City.

Initial Observations

The following issues and opportunities were identified within the park:

- Under programmed park, given the significant land area
- Underutilized areas of the park result in large/empty open green spaces, roads and surface parking
- Existing athletic facilities require basic improvements/maintenance to meet any new/additional athletics demand
- Limited shade tree cover and general landscaping, given the amount of unprogrammed open space
- Singular focus on athletics limits the potential user-base for this facility

The following preliminary recommendations would improve this park:

- Redevelop the park as a significant landmark recreation facility for the residents
- Capitalize on open areas for new park programming, open space, parking to attract sports programs, tournaments/academies
- Introduce cultural/educational amenities to attract outside of the athletic demographics
- Provide opportunities to implement high-level athletic and training programs to keep residents in Homestead, rather than traveling to other communities
- Implement new signage and mapping around the park
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD	●			●	
BASKETBALL COURT		●			
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●			●	
EXERCISE EQUIPMENT		●			
FENCING AND WALLS	●			●	
FIELD LIGHTING	●				●
FIELD STORAGE	●			●	
FOOTBALL FIELD		●			
GENERAL LANDSCAPING		●			
PARKING	●			●	
PARK LIGHTING		●			
PARKING LOT LIGHTING		●			
PLAYGROUND EQUIPMENT		●			
PLAYGROUND SURFACES		●			
RACQUETBALL COURTS		●			
RESTROOMS	●			●	
SEATING AND FURNITURE	●			●	
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD	●			●	
SOD	●			●	
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY		●			
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			

TABLE 3 – HOMESTEAD SPORTS COMPLEX EXISTING SITE CHECKLIST



FIGURE 15 – HOMESTEAD SPORTS COMPLEX EXISTING SITE PHOTOS



FIGURE 16 – HOMESTEAD SPORTS COMPLEX EXISTING SITE PHOTOS



FIGURE 17 – JD REDD PARK

JD REDD PARK

General Description

J. D. Redd Park is an approximately eight-acre neighborhood park that provides a baseball field, two softball fields, eight tennis courts, two handball courts, a playground, a pavilion with a barbecue, and restrooms/concessions building. The Park and its parking area are easily accessible from US1 through SE 6th Avenue on the east and NE 4th Drive on the south.

J. D. Redd Park has a strategic geographic location immediately West of US 1, close to Homestead's Downtown and the future redevelopment of the old City Hall site on Campbell Drive and US1. There are also sizable residential developments to the east of US 1 that benefit from the proximity of the Park. J.D. Redd Park provides a large tennis venue to meet the tennis players' demand for this sport. It is the City's premier tennis venue.

A pedestrian spine from the restrooms/concession building south connects the playground and the pavilion to the other Park recreation venues. The playgrounds are missing the roof canopies, and the playground equipment needs to be replaced.

The Park site plan is well laid out, with direct access from the large parking area to the different park venues. The parking area needs upgrading and striping. While there appears to be sufficient parking, the lack of striping does not permit the identification of the number of parking spaces. There is a need to provide protection from the sun through the inclusion of additional shade trees on the significant pedestrian spines. Also, trees shall provide shade to seating areas for the children's playground and in the overall park.

Initial Observations

The following issues and opportunities were identified within the park:

- Limited landscape coverage throughout central pedestrian paths and concourse areas
- Broken slide/playground equipment
- Worn-out playground surface (turf)
- Parking pavement markings display signs of wear
- Park event shelter/structure is seemingly separated from the rest of the park
- Lack of seating associated with the events shelter space
- Fencing around tennis courts, baseball field and batting cages is showing signs of wear and damage
- Concession building is in need of update, including a new roof, the girl scout room and bathrooms
- Concrete areas between fields showing poor drainage
- Tree roots disruption of sidewalk paths

The following preliminary recommendations would improve this park:

- Provide improved landscape shade to create more comfortable congregation areas
- Improve parking lot with additional landscape and striping
- Implement new signage and mapping around the park
- Upgrade playground surfaces
- Increase seating areas and update events shelter for bigger events
- Install/upgrade fencing around baseball fields and tennis courts
- Renovate the existing concession building including roof and interior spaces
- Address drainage issues in the space around baseball fields
- Mitigate tree root issues that are disrupting pavement
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD	●			●	
BASKETBALL COURT		●			
BIKE RACKS	●				●
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●				●
EXERCISE EQUIPMENT		●			
FENCING AND WALLS	●				●
FIELD LIGHTING	●			●	
FIELD STORAGE	●				●
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●			●	
PARKING	●			●	
PARK LIGHTING		●			
PARKING LOT LIGHTING	●			●	
PLAYGROUND EQUIPMENT	●				●
PLAYGROUND SURFACES	●			●	
RACQUETBALL COURTS	●			●	
RESTROOMS	●			●	
SEATING AND FURNITURE	●				●
SHADE STRUCTURE	●				●
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD		●			
SWIMMING POOL		●			
TENNIS COURTS	●		●		
TREE CANOPY	●		●		
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			

TABLE 4 – JD REDD PARK EXISTING SITE CHECKLIST



FIGURE 18 – JD REDD PARK EXISTING SITE PHOTOS

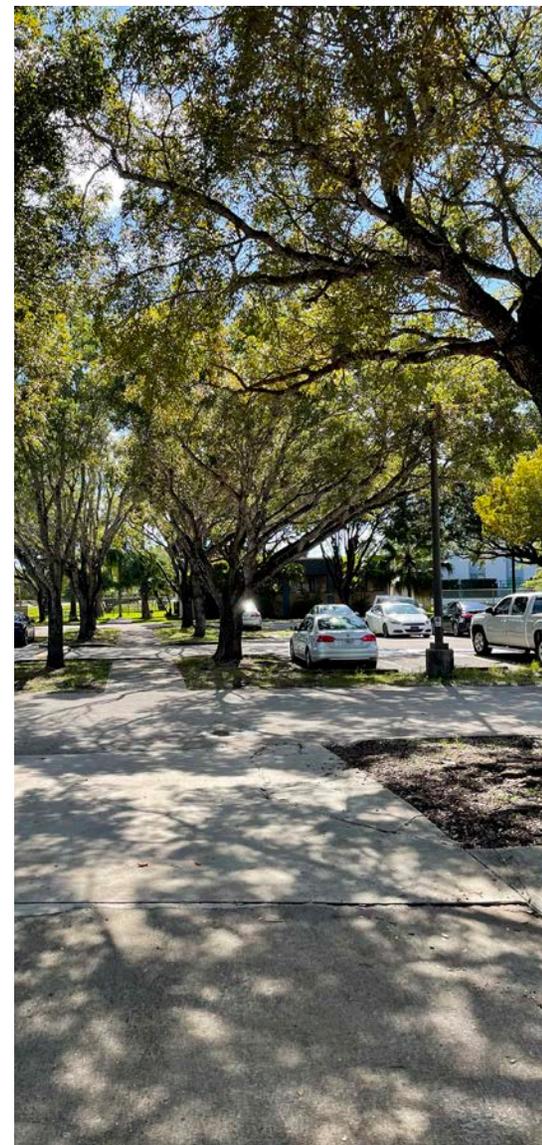


FIGURE 19 – JD REDD PARK EXISTING SITE PHOTOS



MAYOR ROSCOE WARREN MUNICIPAL PARK
1400 EAST PALM DRIVE

FIGURE 20 – MAYOR ROSCOE WARREN MUNICIPAL PARK

MAYOR ROSCOE WARREN MUNICIPAL PARK

General Description

Mayor Roscoe Warren Municipal Park is an approximately five-acre neighborhood park accessed directly from Palm Drive in the Keysgate neighborhood. The Park is adjacent to Homestead Senior High School.

The Park has two basketball courts, a playground, two volleyball courts, a soccer field with a walking/jogging path on its perimeter, two enclosed dog parks, one for small dogs and another for large dogs, six picnic pavilions/shelters with bar-b-que, two restroom buildings, and benches throughout the Park. The Park is attractively fenced towards Palm Drive.

The Park has four lighted parking areas distributed throughout the property.

Initial Observations

The following issues and opportunities were identified within the park:

- Limited landscape and tree coverage, especially around the extensive walking path network
- Park furniture appears dated and shows signs of wear from use and weather elements
- Lack of substantial walking path program for fitness uses
- Pooling water within the sand volleyball courts
- Uneven playing surface limits the level of competitive sports
- Surface parking is worn out and lacks tree canopy
- Significant areas of unprogrammed open space, near soccer fields
- Dog park fencing is showing signs of heavy use
- Basketball court surface is worn out
- Signs of running water washing through the landscape berming pushing rocks onto the basketball courts

The following preliminary recommendations would improve this park:

- Provide improved landscape shade to create more comfortable congregation areas, including pathways and seating
- Install updated/more comfortable park furnishings
- Create new programming along pathways with updated exercise equipment
- Address poor drainage in volleyball courts
- Improve play field surfaces to attract more leagues/club teams
- Improve parking lot with additional landscape and striping
- Incorporate large picnic pavilion adjacent to the soccer fields
- Upgrade fencing around the dog park
- Resurface/restripe basketball court
- Update/improve landscape around the basketball courts
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			
BASKETBALL COURT	●			●	
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●		●		
EXERCISE EQUIPMENT	●				●
FENCING AND WALLS	●			●	
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●			●	
PARKING	●			●	
PARK LIGHTING		●			
PARKING LOT LIGHTING	●			●	
PLAYGROUND EQUIPMENT	●		●		
PLAYGROUND SURFACES	●		●		
RACQUETBALL COURTS		●			
RESTROOMS	●			●	
SEATING AND FURNITURE	●		●		
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD	●			●	
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY	●			●	
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●			●	
WATER FOUNTAINS		●			

TABLE 5 – MAYOR ROSCOE WARREN MUNICIPAL PARK EXISTING SITE CHECKLIST



FIGURE 21 – MAYOR ROSCOE WARREN MUNICIPAL PARK EXISTING SITE PHOTOS



FIGURE 22 – MAYOR ROSCOE WARREN MUNICIPAL PARK EXISTING SITE PHOTOS

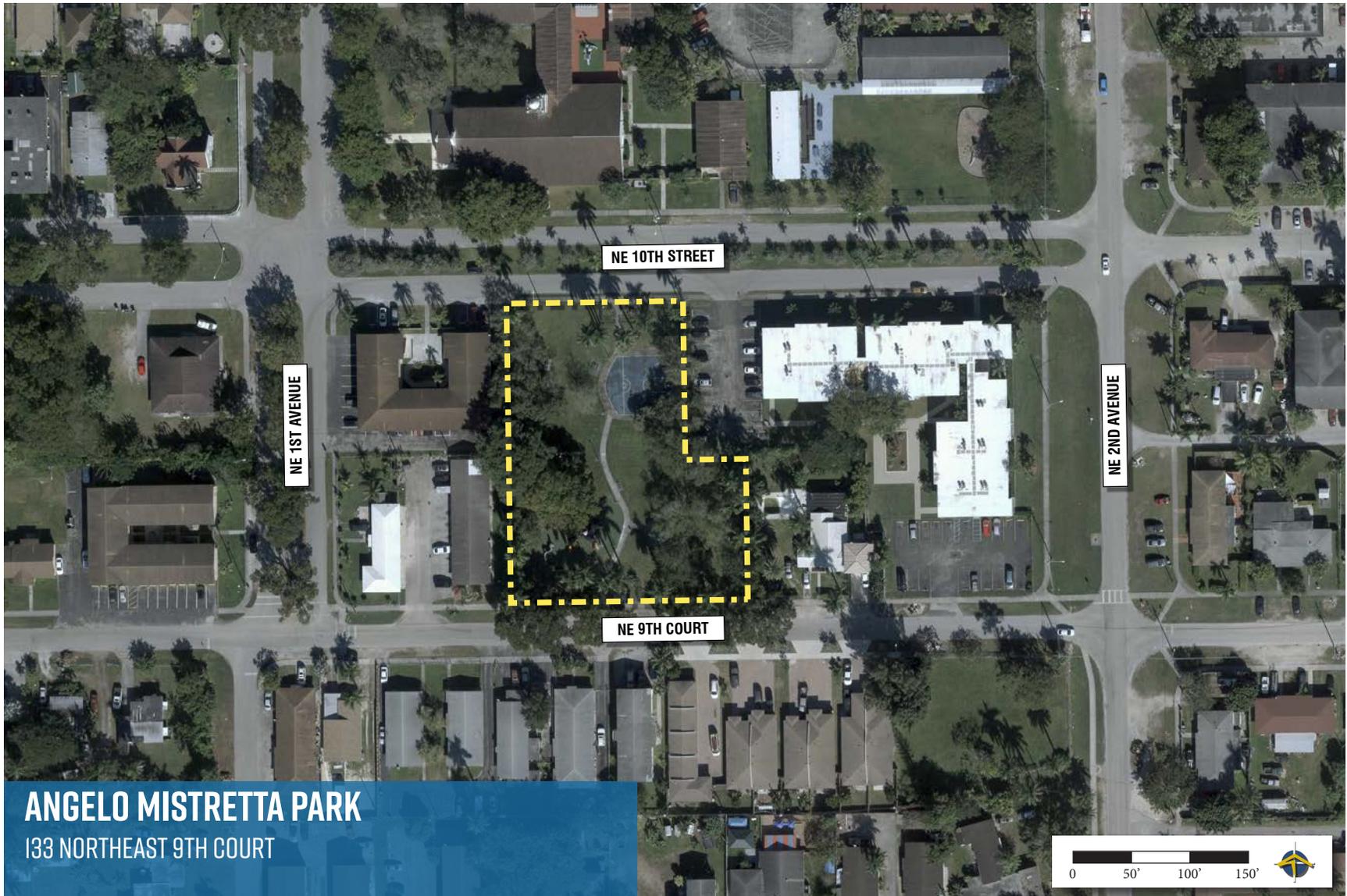


FIGURE 23 – ANGELO MISTRETTA PARK

ANGELO MISTRETTA PARK

General Description

Angelo Mistretta Park is an approximately one-acre pocket park that provides a green space in the heart of the neighborhood. The Park is provided with a children's playground, a basketball half-court, a picnic shelter, a green space, and a drinking water fountain.

The Park has two street frontages. It can be accessed from NE 9th Court on the south and NE 10th Street on the north. A central pedestrian spine runs north-south and connects all the Park recreation venues. The Park is fenced, and there is no off-street parking provided for the Park. An attractive tree canopy is present, and the open play areas are limited.

The playground looks worn and needs replacement. It has no canopy shade structure. The pavilion needs replacement, and the basketball half-court needs resurfacing and improvement. The planting of additional shade trees will improve the Parks livability.

Initial Observations

The following issues and opportunities were identified within the park:

- Sun creates harsh environment at the playground area, where children and parents congregate
- Playground equipment shows signs of use and additional wear and tear from exposure to natural elements
- Some areas of playground do not permit visibility, and may allow people to loiter within play structures
- Court surface and goals on the half-basketball court are displaying wear
- Limited landscape and tree coverage, especially on the north end
- Picnic shelter showing signs of rust and degradation

The following preliminary recommendations would improve this park:

- Provide improved landscape shade to create more comfortable congregation areas
- Update playground equipment, including shade as included in the CIP
- Improve parking areas along the street
- Incentivize bicycle connectivity into this park, with bike racks, bike repair stations, etc.
- Replace picnic shelter
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			
BASKETBALL COURT	●			●	
BIKE RACKS	●		●		
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●			●	
EXERCISE EQUIPMENT		●			
FENCING AND WALLS	●			●	
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●			●	
PARKING	●			●	
PARK LIGHTING	●			●	
PARKING LOT LIGHTING		●			
PLAYGROUND EQUIPMENT	●				●
PLAYGROUND SURFACES	●			●	
RACQUETBALL COURTS		●			
RESTROOMS		●			
SEATING AND FURNITURE	●			●	
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD	●			●	
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY	●			●	
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			

TABLE 6 – ANGELO MISTRETTA PARK EXISTING SITE CHECKLIST



FIGURE 24 – ANGELO MISTRETTA PARK EXISTING SITE PHOTOS



FIGURE 25 — ANGELO MISTRETTA PARK EXISTING SITE PHOTOS



FIGURE 26 – BLAKEY PARK

BLAKEY PARK

General Description

Blakey Park is an approximately eight-acre neighborhood park located on the northwest corner of SW 187th Avenue and SW 6th Street. The Chief Curtis K. Ivy Police Athletic League Building is within the southern portion of the park boundary and provides additional recreation offerings to the community, as well as sharing surface parking.

The Park has a lighted six-lane running track. There are fitness stations along the track. The ample central green space of the track oval has a restroom building, a playground, and two pavilions, all connected with a five-foot wide sidewalk.

The central space of the oval track is a green area with no additional recreation venues except those previously mentioned. There is a lack of shade areas in the Park. The Park is not fenced.

There is no parking provided within the Park. There is a parking lot with eighty (80) parking spaces on the Police Athletic Building site across SW 6th Street.

Initial Observations

The following issues and opportunities were identified within the park:

- Limited landscape and tree coverage
- Lack of perimeter landscape provided as a buffer from the adjacent multi-family uses
- Playground equipment shows signs of use and additional wear and tear from exposure to natural elements
- Large under programmed areas of the park, mainly within the running track
- Worn pavement markings within surface parking lot
- Unattractive entrance area with gravel and dumpster area
- Track surface may be hard to run on, given the material
- Inconvenient road connections for service to the bathroom building
- Fitness equipment is heavily used

The following preliminary recommendations would improve this park:

- Incorporate new landscaping to add shade and as buffer from the surrounding residential areas
- Program central portion of the park with additional activities
- Update playground equipment
- Upgrade track surfaces for more comfortable running/exercise area
- Create nicer entrance to the park from SW 6th Street
- Relocate trash dumpster area
- Upgrade/update fitness equipment within the park
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			●
BASKETBALL COURT	●			●	
BIKE RACKS		●			●
BOAT LAUNCH/DOCK		●			●
COMMUNITY CENTER	●			●	
ENTRY SIGNS	●				●
EXERCISE EQUIPMENT	●				●
FENCING AND WALLS	●			●	
FIELD LIGHTING		●			●
FIELD STORAGE		●			●
FOOTBALL FIELD		●			●
GENERAL LANDSCAPING	●				●
PARKING	●			●	
PARK LIGHTING		●			●
PARKING LOT LIGHTING	●				●
PLAYGROUND EQUIPMENT	●			●	
PLAYGROUND SURFACES	●			●	
RACQUETBALL COURTS		●			●
RESTROOMS	●			●	
SEATING AND FURNITURE	●			●	
SHADE STRUCTURE		●			●
SKATING FACILITIES		●			●
SOCCER FIELD		●			●
SOD	●		●		●
SWIMMING POOL		●			●
TENNIS COURTS		●			●
TREE CANOPY		●			●
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			●

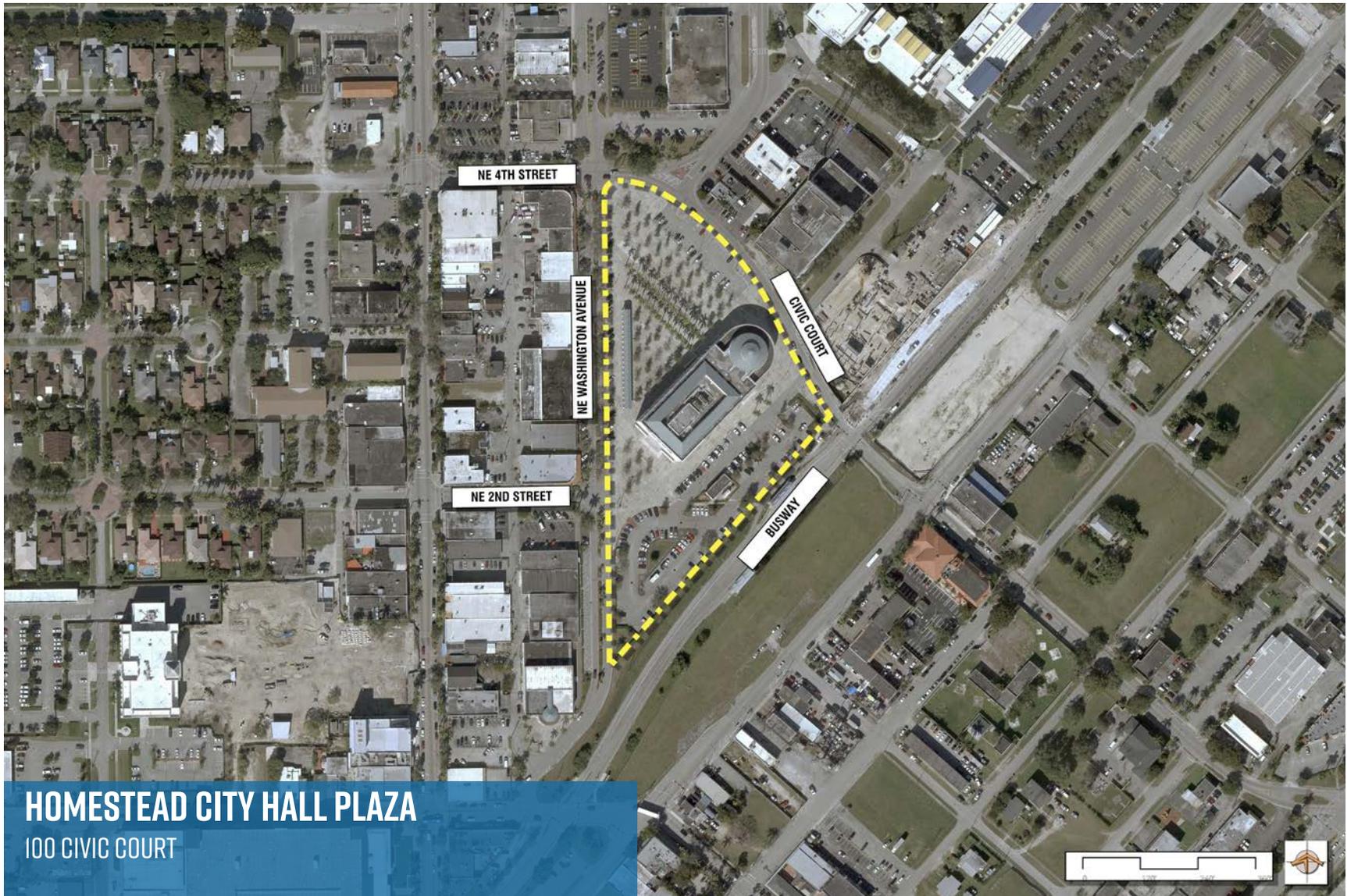
TABLE 7 – BLAKEY PARK EXISTING SITE CHECKLIST



FIGURE 27 – BLAKEY PARK EXISTING SITE PHOTOS



FIGURE 28 – BLAKEY PARK EXISTING SITE PHOTOS



HOMESTEAD CITY HALL PLAZA
100 CIVIC COURT

HOMESTEAD CITY HALL PLAZA

General Description

The Homestead City Hall Plaza occupies a six (6) acres site in the City of Homestead's Downtown Historic District. The Homestead Historic District is in the National Registry of Historic Places and is only one of four districts in South Florida to have a National District Designation. Established in 1913, the City of Homestead is known for its historic contribution to the development of South Florida as a major hub for Henry Flagler's railroad. Today, its unique vernacular architecture and lush tree-lined streets speak for over a century of pioneers who contributed to the evolution of Homestead.

The site comprises the Civic Plaza, the impressive City Hall building, and surface parking areas. The Civic Plaza forms part of the City's park open space system. The City Hall building is a three-story-75-foot-tall building of 84,000 square feet, comprising a 225-seat council chamber and City offices. The Civic Park on the west side of the building provides an open space to highlight the building, create an imageable downtown space, and a place for civic activities.

A row of royal palm trees divides the Civic Plaza into two sectors and defines the entrance access to the City Hall building from Washington Avenue. The Civic Plaza spaces to the north and south have trees planted in a grid pattern. The totality of the Civic Plaza and the surroundings of the building is paved with concrete. There are seating areas strategically located throughout the plaza. An open galleria designed in a classical style parallels Washington Avenue and defines the edge of the plaza space at Washington Avenue. A smaller plaza on the south side is defined by the southwest end of the building and the surface parking area on the southeast side. There is a large surface parking area on the southeast side of the building and a smaller one on the northwest side of the building.

The building was recently constructed, and the tree canopy of the Civic Plaza has not fully matured. Once the tree canopy matures the appearance of the plaza will be softened.

Initial Observations

The following issues and opportunities were identified within the complex:

- The park has been designed with hard surfaces and the inclusion of trees to soften the appearance of the large, paved space.
- The trees will mature and create a solid tree canopy covering almost the totality of the plaza. This will create an extensive shaded area to freshen the building and the plaza.
- The visibility of the parking areas and safety seems to have been a design concern.
- It is a new construction, and all elements of the Civic Plaza are in excellent condition.

The following preliminary recommendations would improve this complex:

- Continued maintenance of the Civic Plaza.
- As the street/plaza furniture ages and needs replacement care should be taken to include the standardized street furniture pallet that will become part of all City parks and open spaces.

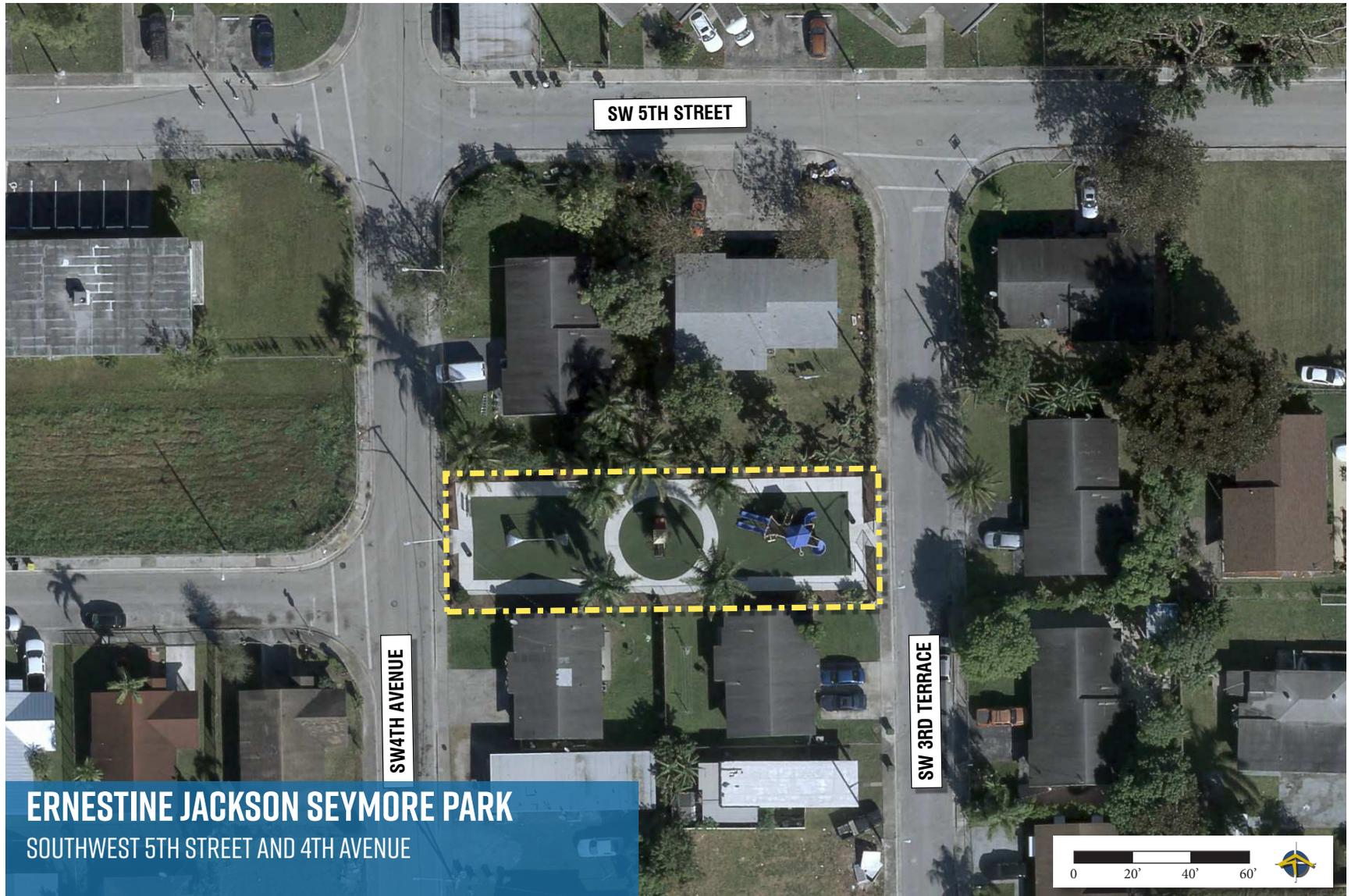
PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			
BASKETBALL COURT		●			
BIKE RACKS	●		●		
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER	●		●		
ENTRY SIGNS	●		●		
EXERCISE EQUIPMENT		●			
FENCING AND WALLS		●			
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●		●		
PARKING	●		●		
PARK LIGHTING		●			
PARKING LOT LIGHTING	●		●		
PLAYGROUND EQUIPMENT		●			
PLAYGROUND SURFACES		●			
RACQUETBALL COURTS		●			
RESTROOMS	●		●		
SEATING AND FURNITURE	●		●		
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD		●			
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY	●		●		
WALKWAY SURFACES	●		●		
WASTE RECEPTACLES	●		●		
WATER FOUNTAINS	●		●		



FIGURE 29 – HOMESTEAD CITY HALL PLAZA EXISTING SITE PHOTOS



FIGURE 30 – HOMESTEAD CITY HALL PLAZA EXISTING SITE PHOTOS



ERNESTINE JACKSON SEYMORE PARK
SOUTHWEST 5TH STREET AND 4TH AVENUE

FIGURE 31 – ERNESTINE JACKSON SEYMORE PARK

ERNESTINE JACKSON SEYMORE PARK

General Description

Ernestine Jackson Seymore Park is less than one quarter-acre pocket park that provides a playground, a synthetic turf area, and seating for the immediate area residents. It is an attractive neighborhood feature that provides a pedestrian connection from SW 3rd Avenue to SW 4th Avenue. The Park is fenced and lighted. This Park is a walk-to park; however, there is on-street parking for the use of adjacent area residents. Overall the Park is in good condition. Park furniture needs to be improved and replaced where needed.

Initial Observations

The following issues and opportunities were identified within the park:

- Lack of comfortable, shaded seating for parents to watch children play
- Worn out seating/benches
- Uneven playground surface with signs of wear at the edges
- Minimal landscape and tree canopy around seating/play areas
- Antiquated and worn out playground equipment for single age group
- Lack of buffer for the residential areas on the north and south
- Fencing in poor condition

The following preliminary recommendations would improve this park:

- Install new furnishings, including benches and waste receptacles
- Increase amount of landscaping, both on the ground at the periphery and overhead to protect seating/play areas from the sun
- New playground equipment planned as part of CDBG funding
- Add landscape buffer and hedges for the residents
- Install new fencing around the park
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			
BASKETBALL COURT		●			
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●				●
EXERCISE EQUIPMENT		●			
FENCING AND WALLS	●				●
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●			●	
PARKING		●			
PARK LIGHTING		●			
PARKING LOT LIGHTING		●			
PLAYGROUND EQUIPMENT	●			●	
PLAYGROUND SURFACES	●				●
RACQUETBALL COURTS		●			
RESTROOMS		●			
SEATING AND FURNITURE	●				●
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD		●			
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY	●				●
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			

TABLE 8 – ERNESTINE JACKSON SEYMORE PARK EXISTING SITE CHECKLIST



FIGURE 32 – ERNESTINE JACKSON SEYMORE PARK EXISTING SITE PHOTOS

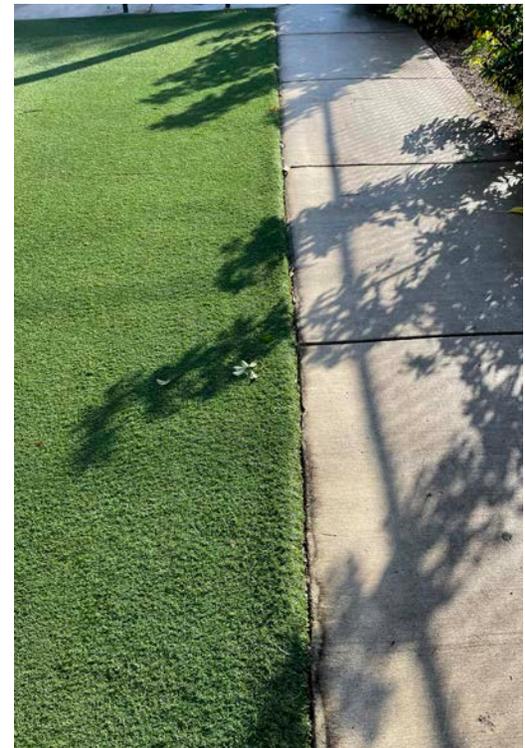


FIGURE 33 – ERNESTINE JACKSON SEYMORE PARK EXISTING SITE PHOTOS

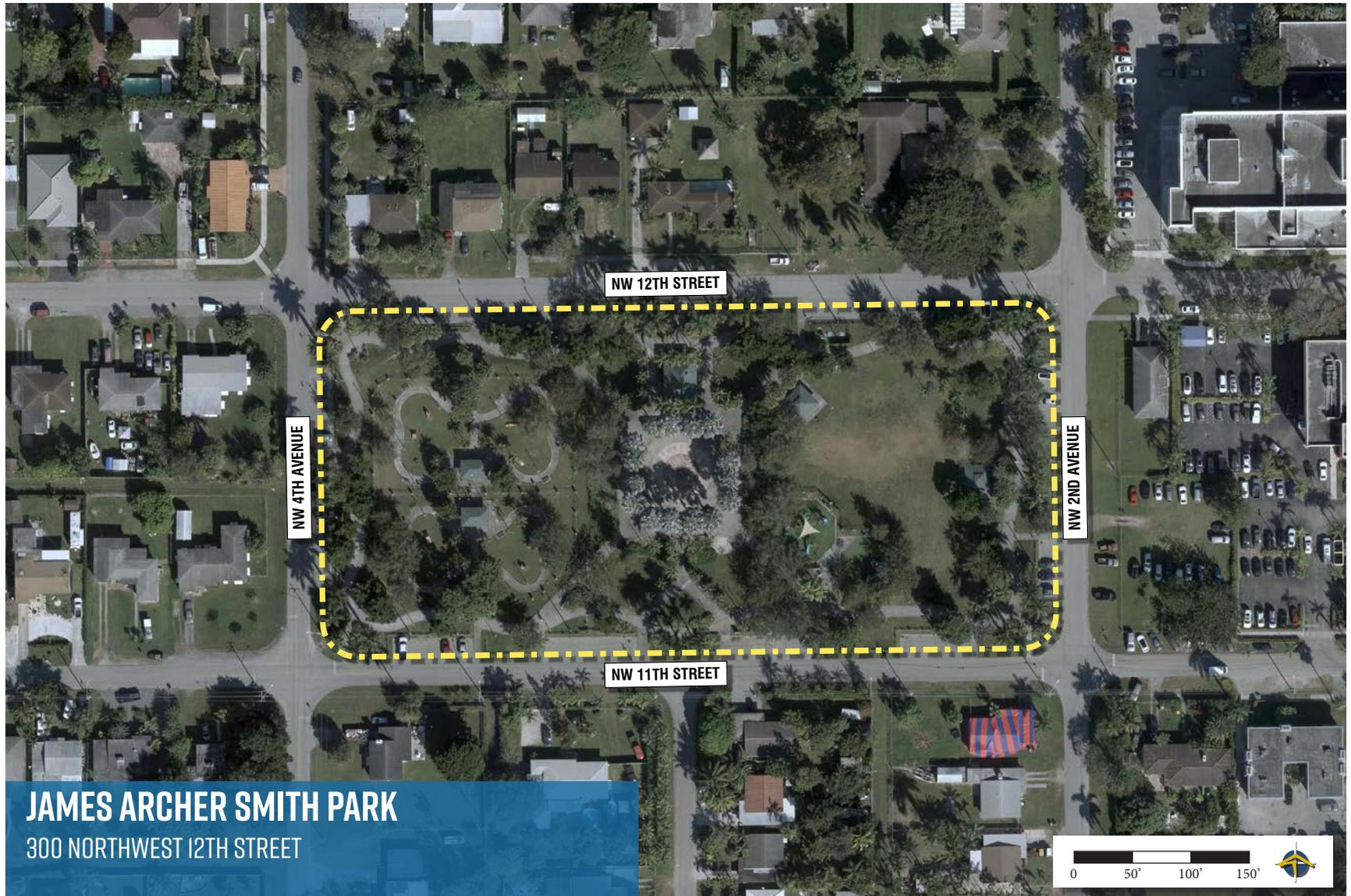


FIGURE 34 – JAMES ARCHER SMITH PARK

JAMES ARCHER SMITH PARK

General Description

James Archer Smith Park is an approximately five-acre neighborhood park occupying an entire block between NW 2nd Avenue on the east to NW 4th Avenue on the west and from NW 11th Street on the south to NW 12th Street on the north. James Archer Smith Park is within less than a quarter-mile from Wittkop Park.

The Park is in the center of one of the traditional neighborhoods of the City of Homestead and is a popular attraction with neighbors and other visitors. The Medical Academy for Science and Technology at Homestead, a High school, is immediately east of the Park. The building is a large educational facility in what was once a hospital.

The central attraction of the Park is a splash pad provided with restrooms and benches. The City is in the process of renovating the splash pad. A walking/jogging path with fitness stations surrounds the Park on its perimeter. Reconstructed approximately ten years ago, the Park has an attractive tree cover providing shade along the walking/jogging path and the other areas of the Park.

A fenced children's playground is provided with a shade structure and benches. Two dog parks, one for small dogs and another for large dogs, are located on the west side of the Park. Each dog park has a covered shelter.

There are two picnic shelters provided with barbecues. There is a central playfield on the east side of the Park upon which the picnic shelters face. The field is heavily used, and the grass appears to be worn. A fence does not enclose the Park, presenting night security concerns.

Perpendicular parking spaces accessed directly from the surrounding streets provide vehicular access to the Park. There are ninety (90) parking spaces on the Park's perimeter.

Initial Observations

The following issues and opportunities were identified within the park:

- Park is not enclosed, which may provide challenges in securing overnight
- Open field surface on east side is worn due to frequent use
- Splash pad system requires modernization
- Wooden fence is unattractive, around parking areas at edge of park
- Fitness stations heavily used and worn out
- Park furnishings are showing signs of wear and tear
- Significant unprogrammed park open space between picnic shelters
- Lack of storage areas
- Picnic shelters are undersized considered the available area and amount of use

The following preliminary recommendations would improve this park:

- Consider artificial turf where open field surface is heavily used
- Improve periphery landscape and wooden fence to improve visual appeal from the parking areas
- Reconstruction of splash pad pump and plumbing system to improve durability and reliability is planned and underway
- Explore uniform signage and furnishings for all parks
- Install new fitness workout stations around the park
- Explore a mini pitch in the open space area
- Convert old pump room to include more storage
- Increase size of picnic shelters for rent
- Upgrade wooden fencing

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			
BASKETBALL COURT		●			
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●			●	
EXERCISE EQUIPMENT	●			●	
FENCING AND WALLS	●			●	
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●			●	
PARKING	●			●	
PARK LIGHTING	●		●		
PARKING LOT LIGHTING	●		●		
PLAYGROUND EQUIPMENT	●		●		
PLAYGROUND SURFACES	●		●		
RACQUETBALL COURTS		●			
RESTROOMS	●		●		
SEATING AND FURNITURE	●				●
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD	●			●	
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY	●			●	
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS	●			●	

TABLE 9 – JAMES ARCHER SMITH PARK EXISTING SITE CHECKLIST



FIGURE 35 – JAMES ARCHER SMITH PARK EXISTING SITE PHOTOS



FIGURE 36 – JAMES ARCHER SMITH PARK EXISTING SITE PHOTOS



FIGURE 37 – LOSNER PARK

LOSNER PARK

General Description

Losner Park is an approximately three-acre special purpose open space, recently opened as the City's premiere open space. The design includes a new park, within the unique civic space. Located on Krome Avenue, the Park spans from Krome Avenue west to the new City of Homestead Police Station. The Seminole Theater is on the south side of the Park along Krome Avenue.

The redevelopment of Losner Park follows the long list of public investments in the City's Downtown, including the new City Hall, the new Police Station and the new Transportation Center, and Miami-Dade County's investment in the South Corridor Busway that terminates at the City of Homestead's Downtown. Losner Park is part of the Downtown redevelopment efforts of the City of Homestead.

Initial Observations

The following issues and opportunities were identified within the park:

- No issues or opportunities were identified within the Park as it is newly reconstructed.

The following preliminary recommendations would improve this park:

- Explore opportunities for new activities programming in the new Park.



FIGURE 38 – LOSNER PARK EXISTING SITE RENDERINGS

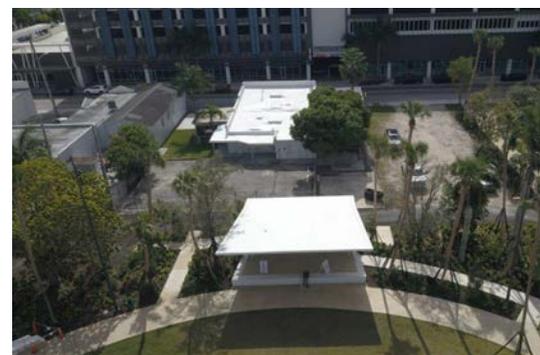


FIGURE 39 – LOSNER PARK EXISTING SITE RENDERINGS



PHICHOL WILLIAMS COMMUNITY CENTER
951 SOUTHWEST 4TH STREET

FIGURE 40 – PHICHOL WILLIAMS COMMUNITY CENTER

PHICHOL WILLIAMS COMMUNITY CENTER

General Description

Phichol Williams Community Center is an approximate 18,500-square foot community facility with a land area of two acres. The Phichol Williams Community Center is immediately east of Roby George Park. It is separated from Roby George Park by the CSX rail right-of-way. Linking the Phichol Williams Community Center with Roby George Park through the redevelopment of the unused CSX rail right-of-way is a community and City priority.

The Community Center has a banquet hall, breakout rooms, a computer room, kitchen, and restrooms. The facility entrance faces north, towards the parking area on the rear of the site. There are sixty-seven (67) spaces in the parking lot.

The Phichol William Community Center is extensively used by the City of Homestead for community events and private events such as weddings and private conferences.

Initial Observations

The following issues and opportunities were identified within the park:

- Limited connectivity between the community center and nearby Roby George Park, due to CSX rail line
- Hidden nature of area behind dumpster in north part of parking lot attracts undesirable activity
- Unspectacular outdoor areas surrounding community center, where weddings and events take place
- Parking lot is surface is displaying signs of wear
- Areas for loitering/hiding in the back of the parking lot

The following preliminary recommendations would improve this park:

- Explore ways to improve connection between community center and park, via linear park on existing rail line
- Utilize park in community center programming, given proposed connection across the rail line
- Improve aesthetics of outdoor natural areas with landscaping, etc. to attract outdoor events/places for special event photography
- Update parking surface, striping and wheel stops
- Explore uniform signage and furnishings for all parks
- Increase lighting in parking lot

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			
BASKETBALL COURT		●			
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER	●		●		
ENTRY SIGNS	●				●
EXERCISE EQUIPMENT	●		●		
FENCING AND WALLS		●			
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING		●			
PARKING	●			●	
PARK LIGHTING		●			
PARKING LOT LIGHTING	●			●	
PLAYGROUND EQUIPMENT		●			
PLAYGROUND SURFACES		●			
RACQUETBALL COURTS		●			
RESTROOMS	●		●		
SEATING AND FURNITURE		●			
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD		●			
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY	●		●		
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●			●	
WATER FOUNTAINS		●			



TABLE 10 – PHICHOI WILLIAMS COMMUNITY CENTER EXISTING SITE CHECKLIST

FIGURE 41 – PHICHOI WILLIAMS COMMUNITY CENTER EXISTING SITE PHOTOS



FIGURE 42 – PHICHOL WILLIAMS COMMUNITY CENTER EXISTING SITE PHOTOS



FIGURE 43 – ROBY GEORGE PARK

ROBY GEORGE PARK

General Description

Roby George Park is an approximately five-acre neighborhood park that occupies extensive frontage on the east side of SW 11th Avenue. The Park is bordered on the east side by the inactive CSX rail line right-of-way that separates the park from the Phichol Williams Community Center.

Roby George Park has a baseball/softball field, two open-air basketball courts, a roof structure covering two additional basketball courts, a children's playground, a pavilion with a barbecue, and restrooms building. The Park has a large pool with dedicated bathroom facilities and lockers.

There are seventy (70) parking spaces provided on-site. The parking area is well landscaped.

Initial Observations

The following issues and opportunities were identified within the park:

- Open air nature of the basketball court with roof structure, provides birds areas for nesting, which creates a maintenance issue
- Basketball roof structure and columns are beginning to rust
- Sun creates harsh environment at the playground area, where children and parents congregate
- Outdoor court surface is worn, with some evidence of pooling where dirt is built up
- Some standing water at home plate on the baseball field
- Lack of clear physical connection to existing community center to the east.
- Playground surface is showing signs of wear
- Fencing is worn out and needs update
- Outfield space at baseball fields being used as a flexible field area

The following preliminary recommendations would improve this park:

- Promote an improved connection between park and adjacent community center, via linear park on existing rail line
- Install covered shade structure and upgrade play surface for playground
- Bird nesting issues within structure of basketball court is funded
- Improve basketball courts with new surface/stripping
- Increase the tree canopy within the park boundary
- Update lighting around the park
- Replace chain link fencing with upgraded low wooden fencing
- Explore uniform signage and furnishings for all parks
- Consider replacing baseball fields with artificial turf infield/outfield to reduce maintenance and allow other uses
- Completely upgrade the aquatic facility

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD	●			●	
BASKETBALL COURT	●			●	
BIKE RACKS		●			
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●			●	
EXERCISE EQUIPMENT		●			
FENCING AND WALLS	●			●	
FIELD LIGHTING	●			●	
FIELD STORAGE	●			●	
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●			●	
PARKING	●			●	
PARK LIGHTING		●			
PARKING LOT LIGHTING		●			
PLAYGROUND EQUIPMENT	●			●	
PLAYGROUND SURFACES	●		●		
RACQUETBALL COURTS		●			
RESTROOMS	●				●
SEATING AND FURNITURE	●			●	
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD	●		●		
SOD	●			●	
SWIMMING POOL	●			●	
TENNIS COURTS		●			
TREE CANOPY	●		●		
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			

TABLE II – ROBY GEORGE PARK EXISTING SITE CHECKLIST

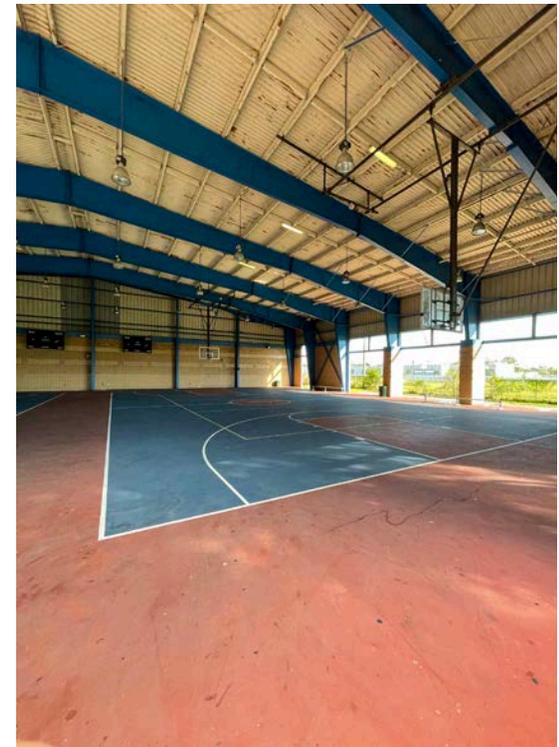


FIGURE 44 – ROBY GEORGE PARK EXISTING SITE PHOTOS



FIGURE 45 – ROBY GEORGE PARK EXISTING SITE PHOTOS



FIGURE 46 – WILLIAM F. DICKINSON COMMUNITY CENTER

WILLIAM F. DICKINSON COMMUNITY CENTER

General Description

The William F. Dickinson Community Center is an approximately 20,000-square foot community facility that occupies nearly a three-acre site on North Krome Avenue, across an entire block. The site spans from North Krome Avenue on the west to NE Krome Terrace on the east and from NE 16th Street on the south and north to NE 17th Street.

The Community Center offers many activities and amenities and provides space to hold special meetings and events. The building has an activity room, an arts & crafts room, a banquet hall with a kitchen, meeting rooms, and the required restroom facilities. The facility boasts a total gym and an exercise cardio room. There is also a computer room.

Shuffleboards, a walking track, and an open lawn are on the facility grounds. While the grounds are well kept and maintained, there is the opportunity to increase the tree canopy on the site perimeter and the parking area.

There are seventy-two (72) parking spaces facing Krome Avenue and a covered drop-off to allow weather protection access to the building. There is additional open grass area to accommodate overflow parking. The building is in excellent condition and well maintained.

Initial Observations

The following issues and opportunities were identified within the park:

- Lack of landscape areas within the surface parking lot
- Significant outdoor open space on the west side of the property without program
- Opportunities to reprogram some of the interior space to modernize recreational offering
- Plumbing issue associated with the community room
- Interior rooms are dated and heavily used
- Malfunctioning/heavy entrance doors/system to access the front of the center
- Perimeter fencing is showing signs of wear
- Paver block within the overflow parking areas are heavily utilized

The following preliminary recommendations would improve this park:

- Increase tree canopy within the parking lot and at the periphery of the site
- Introduce new outdoor uses in the open green space, i.e. pickleball
- Take advantage of interior areas, where existing program may be updated
- Consider interior remodeling of community rooms
- Install new decorative fencing along the perimeter
- Replace the overflow paver block areas with permanent parking spaces
- Install new automated doors at the entrance
- Replace the roof
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			
BASKETBALL COURT		●			
BIKE RACKS	●			●	
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER	●		●		
ENTRY SIGNS	●				●
EXERCISE EQUIPMENT	●		●		
FENCING AND WALLS	●				●
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●		●		
PARKING	●		●		
PARK LIGHTING		●			
PARKING LOT LIGHTING	●		●		
PLAYGROUND EQUIPMENT		●			
PLAYGROUND SURFACES		●			
RACQUETBALL COURTS		●			
RESTROOMS	●		●		
SEATING AND FURNITURE	●				●
SHADE STRUCTURE	●			●	
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD	●		●		
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY	●			●	
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS		●			

TABLE 12 – WILLIAM F. DICKINSON COMMUNITY CENTER EXISTING SITE CHECKLIST



FIGURE 47 – WILLIAM F. DICKINSON COMMUNITY CENTER EXISTING SITE PHOTOS



FIGURE 48 – WILLIAM F. DICKINSON COMMUNITY CENTER EXISTING SITE PHOTOS

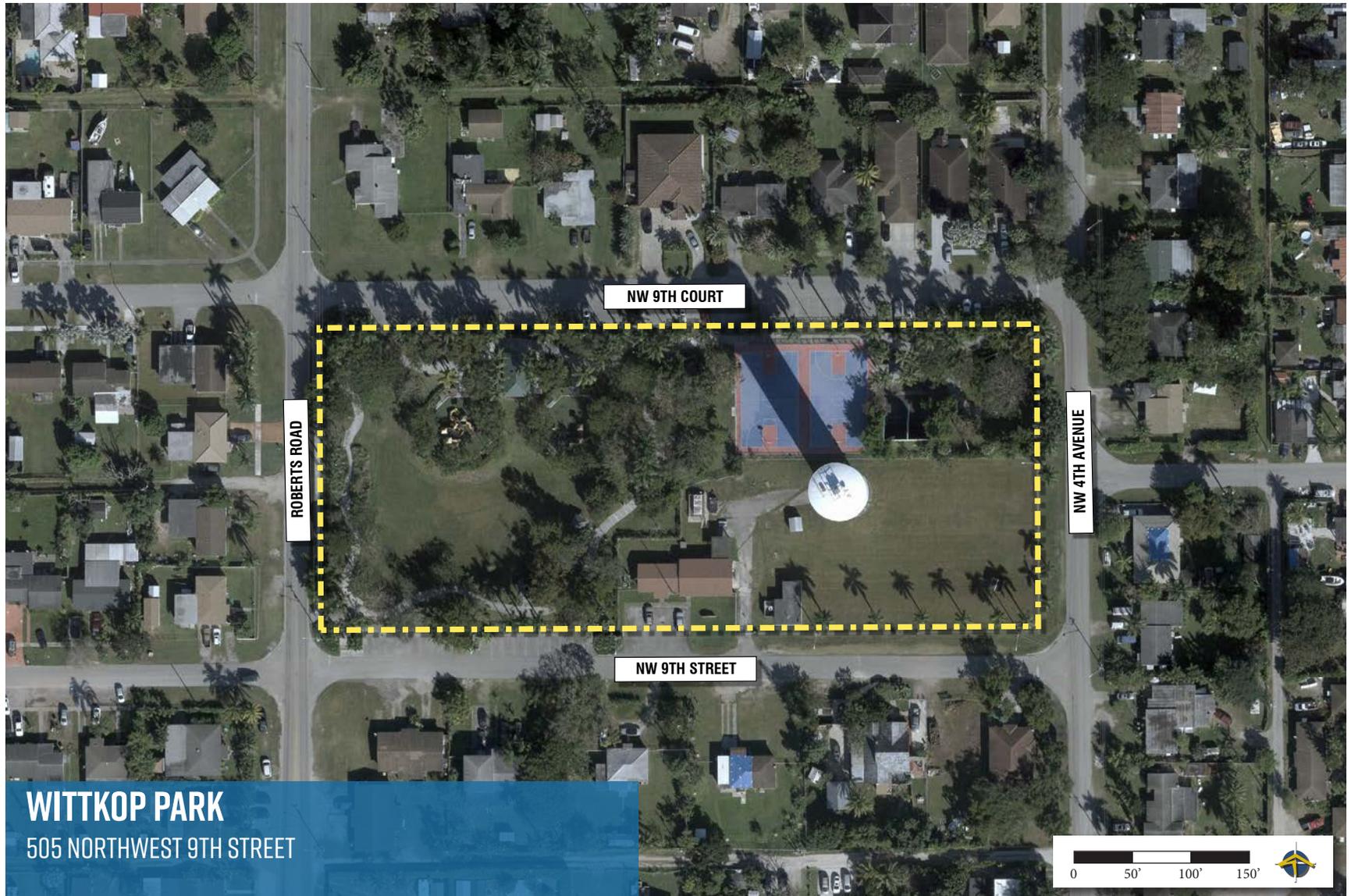


FIGURE 49 – WITTKOP PARK

WITTKOP PARK

General Description

Wittkop Park is an approximately four-acre neighborhood park that shares an entire block with the City of Homestead Water Department water tower and well-field. The Park spans from NW 4th Avenue on the east to Roberts Road on the west and from NW 9th Court on the south to NW 9th Street on the north. Wittkop Park is within less than a quarter-mile of James Archer Smith Park.

As with James Archer Smith Park, Wittkop Park is a center of activity in the neighborhood. The Park was designed and constructed approximately ten years ago and provided an attractive maturing tree canopy.

A walking/jogging path surrounds the Park on its perimeter, and there is an attractive fence surrounding the Park. On the east end of the Park, the walking path goes into a quiet seating area where it becomes a circular path. Immediately to the west of the seating area are two racquetball courts followed by two basketball courts, one presently occupied by a Mini-Pitch, a soccer playground.

The central area of the Park contains a restroom building and two fenced children's playgrounds, and four picnic shelters strategically distributed in the Park. A large depressed stormwater retention area occupies a large part of the west side of the Park. This retention area is filled with water during the wet season. Given the limited open ground area of the Park, the retention area is sometimes used for soccer or other open field activities.

Perpendicular parking spaces accessed directly from the surrounding streets provide vehicular access to the Park. There are sixty-three (63) parking spaces on the Park's perimeter.

Initial Observations

The following issues and opportunities were identified within the park:

- Depressed retention area occupies a substantial amount of park area, while functioning as drainage
- While it is not full of mud, retention area functions as flexible field area
- Uneven playing surface on the basketball courts
- Hidden area with poor visibility behind handball courts
- Playground equipment is dated and lacks any shade covering

The following preliminary recommendations would improve this park:

- Evaluate viable options to allow more active use of retention areas
- Improve drainage and court surface for basketball
- Improve shaded areas around the playground update playground equipment
- Introduce ways to provide visual connection to the hidden areas of the park to increase safety
- Install new park furnishings
- Explore uniform signage and furnishings for all parks

PARK INVENTORY	AVAILABILITY		CONDITION		
	YES	NO	GOOD	FAIR	POOR
BASEBALL FIELD		●			
BASKETBALL COURT	●			●	
BIKE RACKS	●			●	
BOAT LAUNCH/DOCK		●			
COMMUNITY CENTER		●			
ENTRY SIGNS	●				●
EXERCISE EQUIPMENT		●			
FENCING AND WALLS	●		●		
FIELD LIGHTING		●			
FIELD STORAGE		●			
FOOTBALL FIELD		●			
GENERAL LANDSCAPING	●		●		
PARKING	●			●	
PARK LIGHTING	●			●	
PARKING LOT LIGHTING		●			
PLAYGROUND EQUIPMENT	●			●	
PLAYGROUND SURFACES	●			●	
RACQUETBALL COURTS		●			
RESTROOMS	●		●		
SEATING AND FURNITURE	●			●	
SHADE STRUCTURE		●			
SKATING FACILITIES		●			
SOCCER FIELD		●			
SOD	●			●	
SWIMMING POOL		●			
TENNIS COURTS		●			
TREE CANOPY	●		●		
WALKWAY SURFACES	●			●	
WASTE RECEPTACLES	●				●
WATER FOUNTAINS	●				●

TABLE 13 – WITTKOP PARK EXISTING SITE CHECKLIST



FIGURE 50 – WITTKOP PARK EXISTING SITE PHOTOS

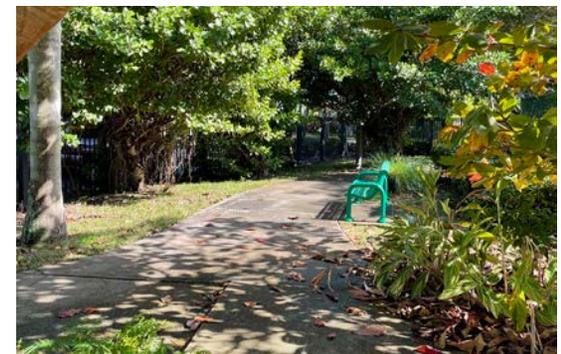


FIGURE 51 – WITTKOP PARK EXISTING SITE PHOTOS

This page was intentionally left blank.

4

NEEDS ASSESSMENT

This page was intentionally left blank.



4.1 INTRODUCTION

The Needs Assessment is a series of analysis designed and administered by the Team to engage the community on behalf of the City. In the planning process, it is critically important to get residents and stakeholder feedback to inform future policies and actions to improve the City's parks and recreation programs and facilities. Information received during the administration of the Needs Assessment elements are intended to inform future decisions regarding agency staffing, recreation offerings, and many other factors that effect strategic planning of the agency.

The National Recreation and Parks Association (NRPA) states Needs Assessments can give a sense of how the community currently engages with the agency, provides data on residents' satisfaction with the park and recreation agency offerings, and identifies community needs and priorities.

To best inform the Needs Assessment in this planning process, the Team prepared/administered the following:

- Urban Context Analysis (Refer to Chapter 2)
- Existing Park Conditions Analysis (Refer to Chapter 3)
- Community Interest and Opinion Survey
- Demographic Analysis
- Level of Service Analysis

An overview synopsis of each analysis is provided in this Chapter. The full Community Interest and Opinion Survey Findings report is provided as part of the Appendix:

4.2 COMMUNITY INTEREST AND OPINION SURVEY

OVERVIEW

ETC Institute administered a Parks and Recreation Needs Survey for the City of Homestead during the months of Spring 2022. The survey will help the City of Homestead Parks and Recreation Department plan for future recreation programs and facilities that meet the community's needs and preferences.

METHODOLOGY

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

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Homestead from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

A total of 404 households participated in the survey. The overall results for the sample of 404 households have a precision of at least +/-4.8 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 2)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- Answers to open-ended questions (Section 5)
- A copy of the survey instrument (Section 6)

The major findings of the survey are summarized on the following pages.

PARKS AND RECREATION FACILITIES AND PROGRAMS USE

Satisfaction with Facilities

Respondents were asked to rate their overall satisfaction with facilities. Forty-eight percent (48%) of respondents said they were either satisfied (32%) or very satisfied (16%), 30% felt neutral, and 24% said they were either dissatisfied (14%) or very dissatisfied (10%). Most respondents (65%) said these facilities met all or most of their needs and there are sufficient facilities near their home (52%).

Use of Facilities

Respondents were asked to select all the facilities they had visited within the past two years. Harris Field Park (67%), Mayor Roscoe Warren Municipal Park (63%), and Homestead Sports Complex (48%) were the most popular selections. When asked to select which two facilities households used most often, Mayor Roscoe Warren Municipal Park (45%) and Harris Field Park (34%) were selected most often. On average, the highest number of respondents (30%) said they

visit facilities once per week or a few times per year.

Barriers to Use

Respondents were asked to indicate all the reasons why they didn't use facilities or didn't use them more often. The highest number of respondents said they were not well maintained (25%) or they did not feel safe (25%). Eighty-two percent (82%) of respondents said they drove to use facilities, 43% walked, and 31% biked.

PARKS AND RECREATION PROGRAMS PARTICIPATION

Participation in Programs

Respondents were asked to select which Parks and Recreation Programs and Activities their household had participated in within the past five years. The highest number (45%) said they participated in community events, followed by special events (43%), and fitness (27%). Of those who had participated, 48% said they were either satisfied (32%) or very satisfied (16%), 33% felt neutral, and 19% said they were either dissatisfied (11%) or very dissatisfied (8%).

Organizations Used for Recreation

Respondents were asked to select all the organizations their household used for recreation and activities outside of Homestead Parks and Recreation. Most common were Miami-Dade County (66%), private clubs/fitness centers (36%), and churches or other religious organizations (27%).

Communication Methods

Respondents most often learned about recreation programs and activities from friends and neighbors (46%), social media (32%), or city brochures (26%).

VALUE OF PARKS AND RECREATION SERVICES

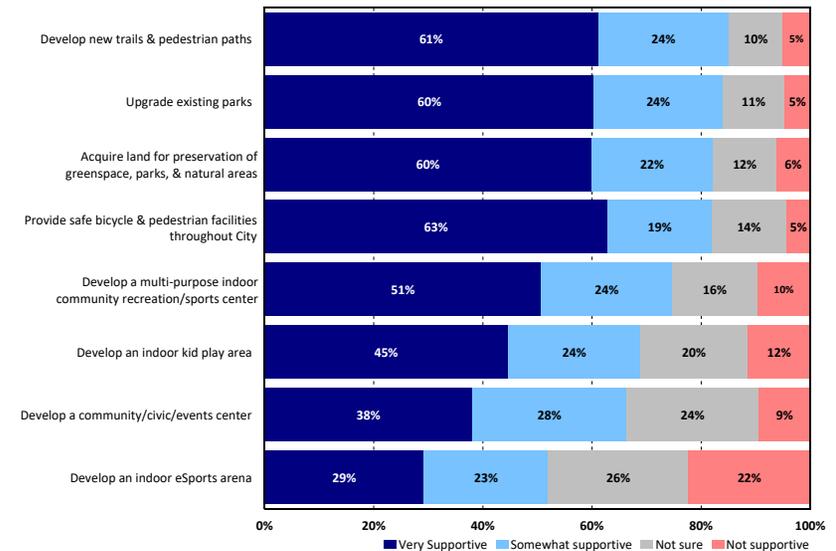


FIGURE 52 – Q20- LEVEL OF SUPPORT FOR ACTIONS TO IMPROVE PARKS AND RECREATION

Improvements to Parks and Recreation

Respondents were asked to rate their level of support for eight potential improvements to Parks and Recreation. Actions receiving the highest level of support (either very supportive or supportive) were development of new trails and pedestrian paths (85%), upgrading existing parks (84%), and acquiring land for greenspace (82%). Results for each of the items is shown in (Figure 52). Those same three items were selected most often as the improvements respondents would be willing to fund.

Impact on Overall Well-being

Respondents were asked to select the top three resources that would

have the most significant impact on the health and well-being of their household. These three items were selected most often:

- Walking, jogging, or biking paths (63%)
- A peaceful place to enjoy nature/meditate/worship (37%)
- Athletic fields/courts (30%)

FACILITIES AND AMENITIES NEEDS AND PRIORITIES

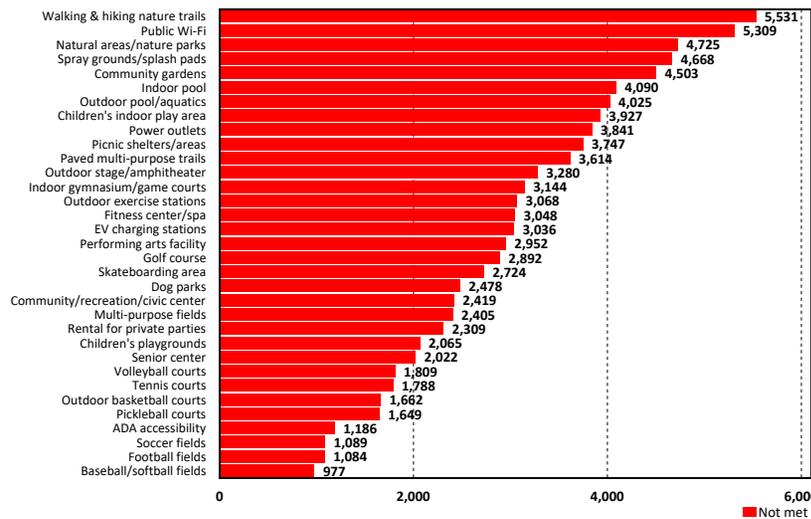


FIGURE 53 – Q14C- ESTIMATED NUMBER OF HOUSEHODS IN HOMESTEAD WHOSE FACILITY/ AMENITY NEED IS NOT MET

Facility/Amenity Needs

Respondents were asked to identify if their household had a need for 33 facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

The three facilities/amenities with the highest estimated number of households that have an unmet need:

- Walking & hiking nature trails – 5,531 households
- Public Wi-Fi – 5,531 households
- Natural areas/nature parks – 4,725 households

The estimated number of households that have unmet needs for each of the 33 facilities/amenities assessed is shown in (Figure 53).

Facilities and Amenities Importance

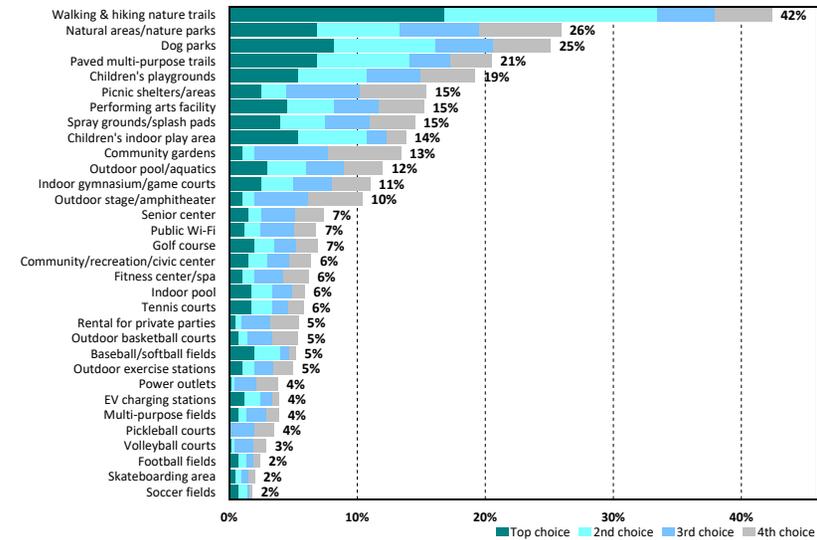


FIGURE 54 – Q15- MOST IMPORTANT FACILITY/AMENITY TO HOUSEHOLDS

In addition to assessing the needs for each facility/amenity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents’ top four choices, these were the four most important amenities to residents:

- Walking & Hiking Nature Trails (42%)
- Natural areas/nature parks (26%)
- Dog parks (25%)
- Paved multi-purpose trails (21%)

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in (Figure 54).

Priorities for Facility Investments

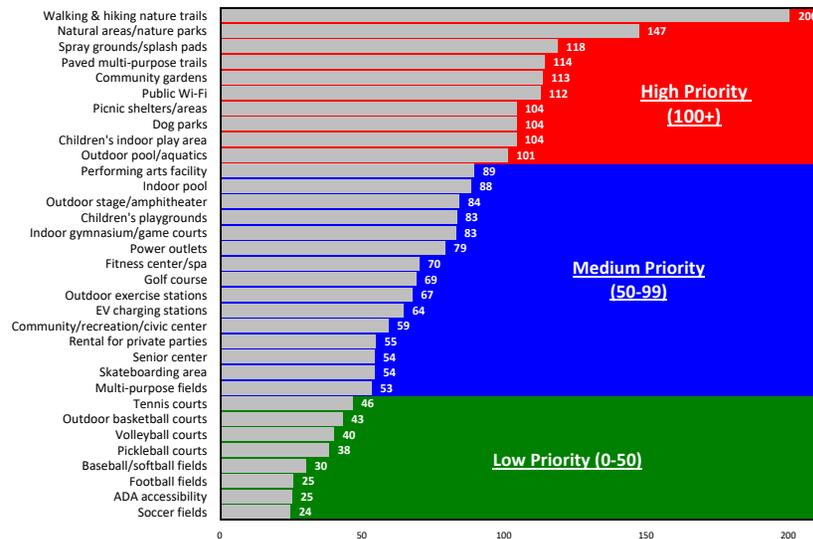


FIGURE 55 – TOP PRIORITIES FOR INVESTMENT FOR RECREATION AMENITIES BASED ON THE PRIORITY INVESTMENT RATING

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that

residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Walking & hiking nature trails (PIR= 200)
- Natural areas/nature parks (PIR= 147)
- Spray grounds/splash pads (PIR= 118)
- Paved multi-purpose trails (PIR= 114)
- Community gardens (PIR= 113)
- Public Wi-Fi (PIR= 112)
- Picnic shelters/areas (PIR= 104)
- Dog parks (PIR= 104)
- Children’s indoor play area (PIR= 104)
- Outdoor pool/aquatics (PIR= 101)

(Figure 55) shows the Priority Investment Rating for each of the 28 facilities/amenities assessed on the survey.

CITY OF HOMESTEAD RECREATION PROGRAM NEEDS AND PRIORITIES

Program Needs

Respondents were asked to identify if their household had a need for 20 programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

The three programs with the highest estimated number of households that have an unmet need:

- Summer concerts – 6,213 households
- Adult fitness/wellness – 5,260 households
- Arts/crafts programs – 5,044 households

The estimated number of households that have unmet needs for each of the 20 recreation programs assessed is shown in (Figure 56).

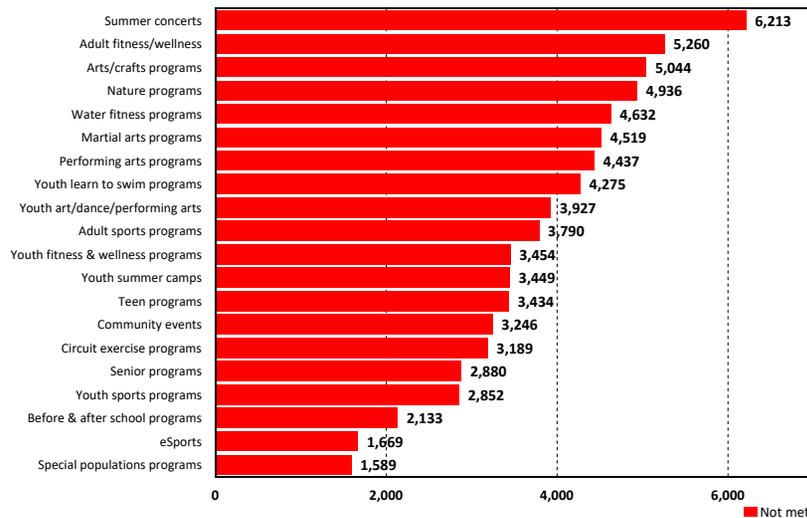


FIGURE 56 – Q17C- ESTIMATED NUMBER OF HOUSEHOLDS IN HOMESTEAD WHOSE RECREATION PROGRAM NEEDS ARE NOT MET

Programs Importance

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

- Adult fitness & wellness programs (32%)

- Summer concerts (26%)
- Community events (26%)
- Youth learn to swim programs (25%)

The percentage of residents who selected each program as one of their top four choices is shown in (Figure 57).

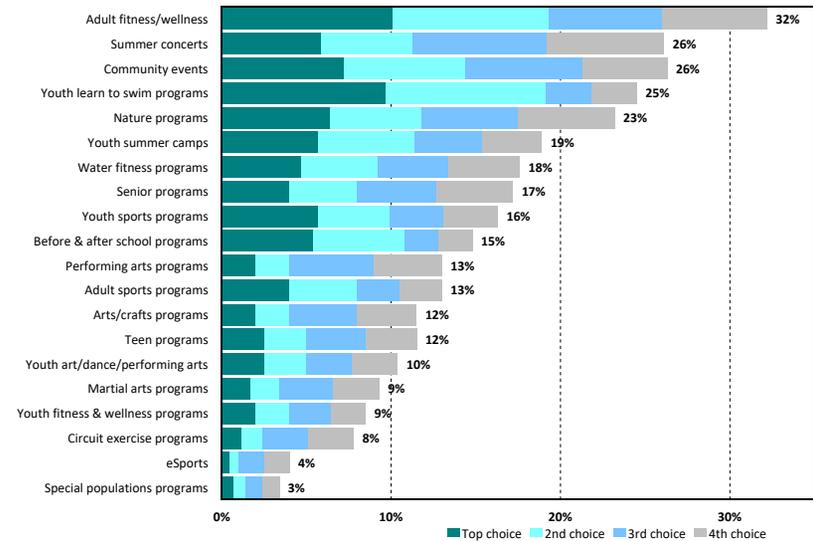


FIGURE 57 – Q18- MOST IMPORTANT RECREATION PROGRAM TO HOUSEHOLDS

Priorities for Program Investments

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following City of Homestead programs were rated as high priorities for investment:

- Adult fitness/wellness (PIR= 185)
- Summer concerts (PIR= 181)
- Nature programs (PIR= 152)
- Youth learn to swim programs (PIR= 145)
- Community events (PIR= 134)
- Water fitness programs (PIR= 129)
- Arts/crafts programs (PIR= 117)
- Youth summer camps (PIR= 114)
- Performing arts programs (PIR= 111)
- Martial arts programs (PIR= 102)
- Adult sports programs (PIR= 101)

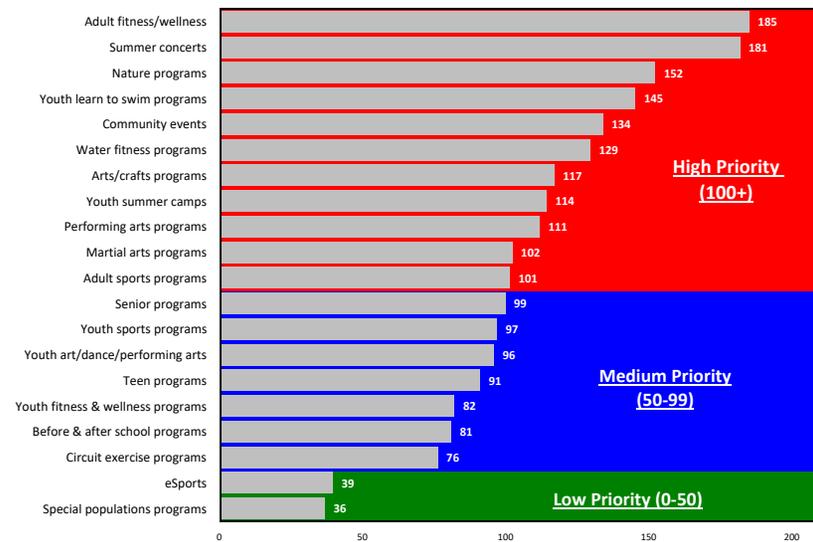


FIGURE 58 – TOP PRIORITIES FOR INVESTMENT FOR RECREATION PROGRAMS BASED ON THE PRIORITY INVESTMENT RATING

(Figure 58) shows the Priority Investment Rating for each of the 20 programs assessed.



KEY DEMOGRAPHICS

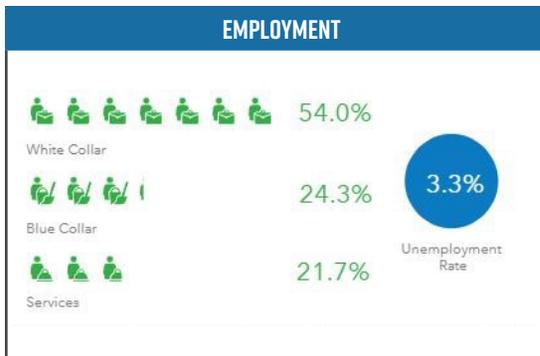
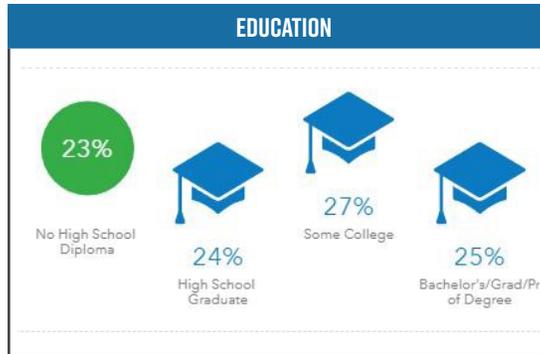


FIGURE 59 – INFOGRAPHIC SNAPSHOT

*HOUSEHOLD BY INCOME COMPARISON USES THE HOMESTEAD AND COMPARES IT TO THE STATE OF FLORIDA

4.3 DEMOGRAPHIC ANALYSIS

Ballard*King & Associates (BK) has completed a demographic analysis for Homestead, Florida.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2022-2026 projections.

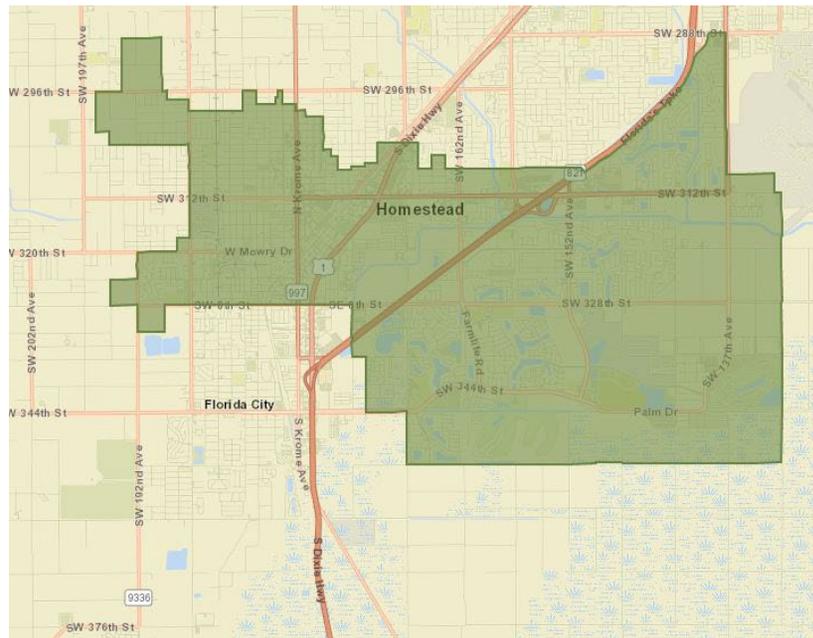


FIGURE 60 – HOMESTEAD MAP

DEMOGRAPHIC SUMMARY			
POPULATION			
2010 CENSUS		80,737 ¹	
2022 ESTIMATE		84,149	
2027 ESTIMATE		83,422	
HOUSEHOLDS			
2010 CENSUS		24,952	
2022 ESTIMATE		25,851	
2027 ESTIMATE		25,683	
FAMILIES			
2010 CENSUS		15,601	
2022 ESTIMATE		19,215	
2027 ESTIMATE		19,101	
AVERAGE HOUSEHOLD SIZE			
2010 CENSUS		3.21	
2022 ESTIMATE		3.24	
2027 ESTIMATE		3.23	
ETHNICITY (2022 ESTIMATE)			
HISPANIC		69.7%	
WHITE		27.4%	
BLACK		17.7%	
AMERICAN INDIAN		1.4%	
ASIAN		1.1%	
PACIFIC ISLANDER		0.1%	
OTHER		17.4%	
MULTIPLE		35.0%	
MEDIAN AGE		MEDIAN INCOME	
2020 CENSUS	29.0	2022 ESTIMATE	\$57,082
2022 ESTIMATE	31.0	2027 ESTIMATE	\$67,752
2027 ESTIMATE	30.5		

1- 2010 to 2020 Census, Homestead experienced a 33.4% increase in pop.

TABLE 14 – DEMOGRAPHIC SUMMARY TABLE

AGE AND INCOME

The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

The median age in Homestead is significantly lower than the State of Florida and National number (Table 15). A lower median age typically points to the presence of families with children.

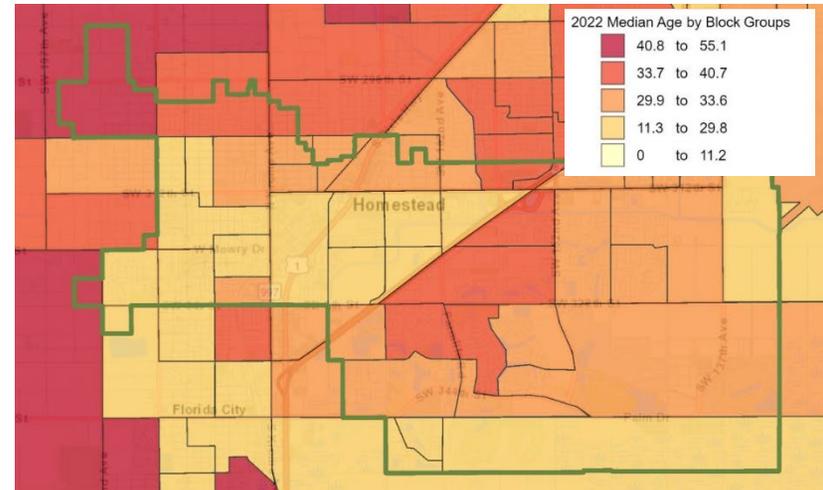


FIGURE 61 – MEDIAN AGE BY BLOCK GROUP

MEDIAN AGE			
	2020 CENSUS	2022 PROJECTION	2027 PROJECTION
HOMESTEAD	29.0	31.0	30.5
STATE OF FL	40.8	42.8	43.2
NATIONALLY	38.6	38.9	39.6

TABLE 15 – MEDIAN AGE SUMMARY TABLE

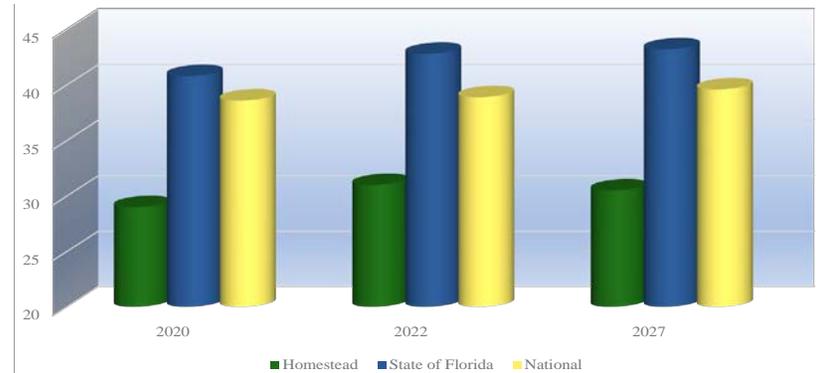


FIGURE 62 – MEDIAN AGE GRAPH

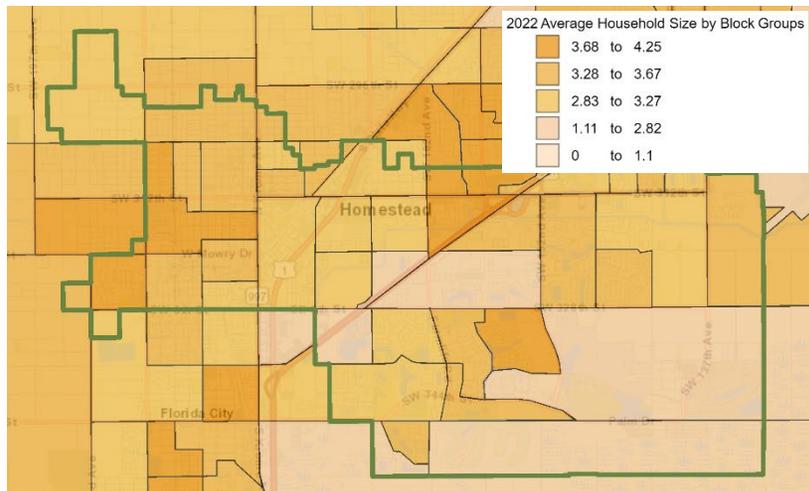


FIGURE 63 – AVERAGE HOUSEHOLD SIZE BY BLOCK GROUP

HOUSEHOLD WITH CHILDREN

The following charts provide the number of households and percentage of households in Homestead with children.

The information contained in (Table 16) helps further outline the presence of families with children. As a point of comparison in the 2020 Census, 30.7% of households nationally had children present.

HOUSEHOLDS WITH CHILDREN		
	NO. OF HOUSEHOLDS WITH CHILDREN	PERCENTAGE OF HOUSEHOLDS WITH CHILDREN
HOMESTEAD	10,419	53.7%
STATE OF FL	--	26.8%

TABLE 16 – HOUSEHOLDS WITH CHILDREN TABLE

MEDIAN HOUSEHOLD INCOME		
	2022 PROJECTION	2027 PROJECTION
HOMESTEAD	\$57,082	\$67,752
STATE OF FL	\$65,438	\$78,674
NATIONALLY	\$72,414	\$84,445

TABLE 17 – MEDIAN HOUSEHOLD INCOME TABLE

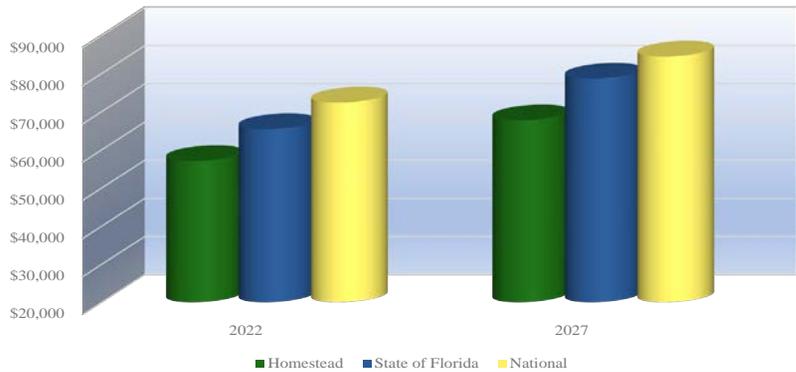


FIGURE 64 – MEDIAN HOUSEHOLD INCOME GRAPH

MEDIAN HOUSEHOLD INCOME

Based on 2022 projections for median household income the following narrative describes the service areas:

In Homestead, the percentage of households with median income over \$50,000 per year is 56.7% compared to 61.6% on a national level (Figure 65). Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 18.4% compared to a level of 18.0% nationally.

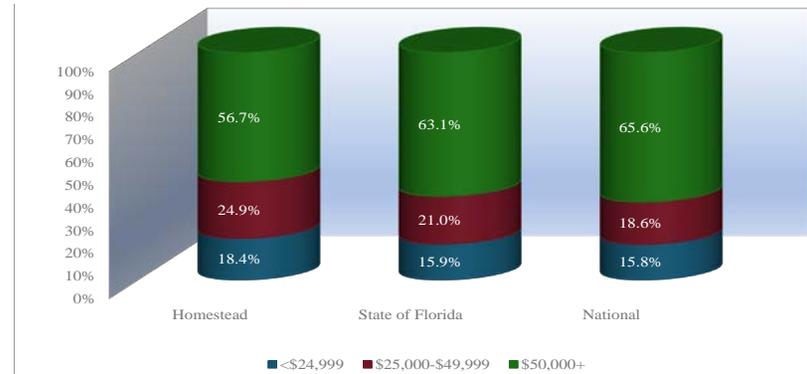


FIGURE 65 – MEDIAN HOUSEHOLD INCOME DISTRIBUTION GRAPH

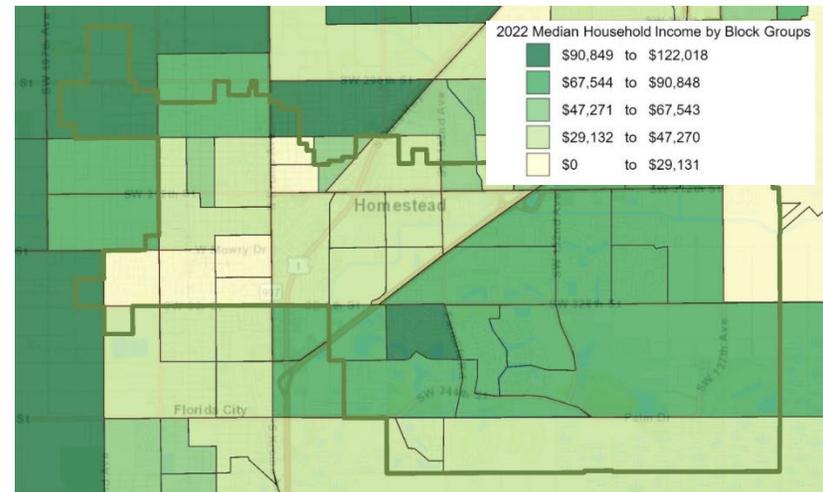


FIGURE 66 – MEDIAN AGE BY BLOCK GROUP

HOUSEHOLD BUDGET EXPENDITURES ²			
HOMESTEAD	SPI	AVG. AMOUNT SPENT	PERCENT
HOUSING	77	\$21,940.51	32.5%
SHELTER	77	\$17,691.97	26.2%
UTILITIES, FUEL, PUBLIC SERVICE	75	\$4,248.54	6.3%
ENTERTAINMENT AND RECREATION	72	\$2,638.51	3.9%
STATE OF FL	SPI	AVG. AMOUNT SPENT	PERCENT
HOUSING	92	\$26,249.60	31.7%
SHELTER	91	\$20,931.14	25.3%
UTILITIES, FUEL, PUBLIC SERVICE	94	\$5,318.46	6.4%
ENTERTAINMENT AND RECREATION	92	\$3,371.59	4.1%

TABLE 18 – HOUSEHOLD BUDGET EXPENDITURES TABLE

SPI: Spending Potential Index as compared to the national index of 100.

Average Amount Spent: The average amount spent per household.

Percent: Percent of the total 100% of household expenditures.

Note: Shelter, Utilities, Fuel, and Public Service compose the Housing Percentage.

² Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2022 and 2027

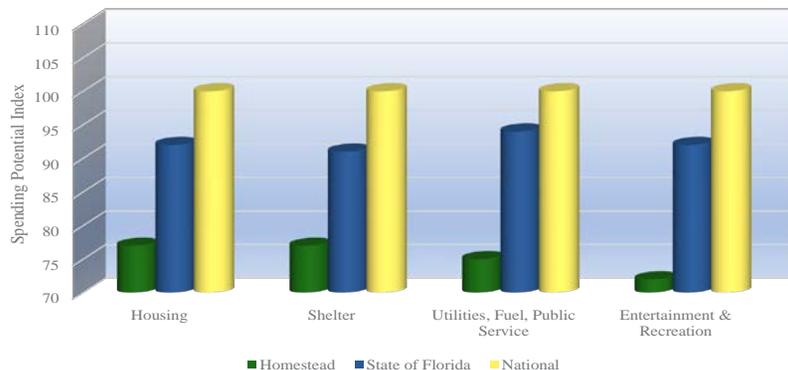


FIGURE 67 – HOUSEHOLD BUDGET EXPENDITURES SPENDING POTENTIAL INDEX

HOUSEHOLD BUDGET EXPENDITURES

In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures (Table 18). In particular, reviewing housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snapshot into the cost of living and spending patterns in the community.

The relationship between the median household income and the household budget expenditures is important. It points to the fact that the money being spent on household expenses in Homestead is less than the State and the National SPI.

The total number of housing units in Homestead is 26,357 and 94.7% are occupied, or 24,952 housing units. The total vacancy rate for the service area is 7.8%. Of the available units:

- For Rent 2.8%
- Rented, not Occupied 0.1%
- For Sale 0.5%
- Sold, not Occupied 0.3%
- For Seasonal Use 0.8%
- Other Vacant 1.7%

RECREATION EXPENDITURES SPENDING POTENTIAL INDEX

Finally, through ESRI it is possible to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible (Table 19).

RECREATION EXPENDITURES SPENDING POTENTIAL INDEX ³		
HOMESTEAD	SPI	AVERAGE SPENT
FEES FOR PARTICIPANT SPORTS	76	\$99.91
FEES FOR RECREATION LESSONS	76	\$120.89
SOCIAL, RECREATION, CLUB MEMBERSHIP	72	\$202.17
EXERCISE EQUIPMENT/GAME TABLES	79	\$49.43
OTHER SPORTS EQUIPMENT	79	\$6.43
STATE OF FL	SPI	AVERAGE SPENT
FEES FOR PARTICIPANT SPORTS	95	\$124.51
FEES FOR RECREATION LESSONS	84	\$134.73
SOCIAL, RECREATION, CLUB MEMBERSHIP	90	\$253.91
EXERCISE EQUIPMENT/GAME TABLES	91	\$56.92
OTHER SPORTS EQUIPMENT	93	\$7.56

TABLE 19 – RECREATION EXPENDITURES SPENDING POTENTIAL INDEX TABLE

SPI: Spending Potential Index as compared to the national index of 100.

Average Amount Spent: The average amount spent per household.

³ Consumer Spending data are derived from the 2016 and 2017 Consumer Expenditure

Surveys, Bureau of Labor Statistics

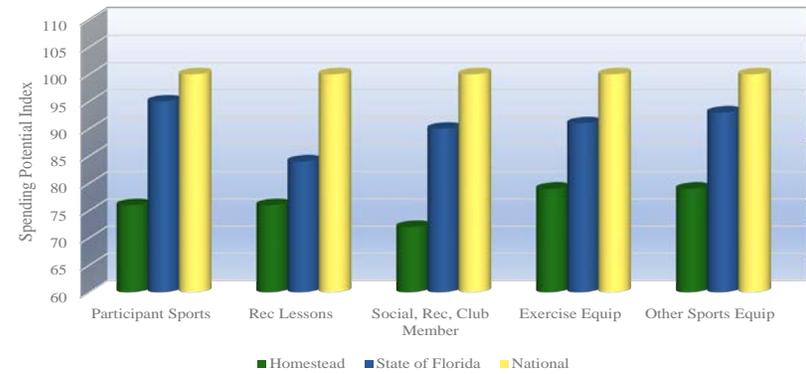


FIGURE 68 – RECREATION SPENDING POTENTIAL INDEX GRAPH

Again, there is a great deal on consistency between median household income, household budget expenditures and now recreation and spending potential.

2022 HOMESTEAD PINES AGE DISTRIBUTION				
AGES	POPULATION	% OF TOTAL	NATIONAL POPULATION	DIFFERENCE
0-5	7,616	9.1%	5.8%	+3.3%
5-17	17,785	21.1%	15.9%	+5.2%
18-24	8,318	9.9%	9.2%	+0.7%
25-44	27,262	32.4%	26.8%	+5.6%
45-54	9,395	11.2%	12.0%	-0.8%
55-64	6,723	8.0%	12.8%	-4.8%
65-74	4,411	5.3%	10.2%	-5.0%
75+	2,636	3.1%	7.2%	-4.1%

TABLE 20 – HOMESTEAD AGE DISTRIBUTION TABLE

Population: 2022 census estimates in the different age groups in Homestead.

% Of Total: Percentage of Homestead population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between Homestead population and the national population.

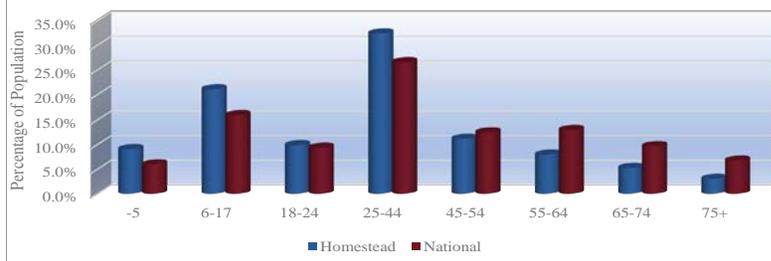


FIGURE 69 – 2022 HOMESTEAD AGE GROUP DISTRIBUTION

POPULATION DISTRIBUTION BY AGE

Utilizing census information for Homestead, the following comparisons are possible (Table 20).

The demographic makeup of Homestead, when compared to the characteristics of the national population, indicates that there are some differences with a smaller population in the older age groups 45-54, 55-64, 65-74 and 75+. The greatest positive variance is in the 25-44 age group with +5.6%, while the greatest negative variance is in the 65-74 age group with -5.0%.

POPULATION DISTRIBUTION COMPARISON BY AGE OVER TIME

Utilizing census information from Homestead, the following comparisons are possible.

(Table 21) illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected age categories 5-17, 45-54, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

2022 HOMESTEAD POPULATION ESTIMATES					
AGES	2020 CENSUS	2022 PROJECTION	2027 PROJECTION	PERCENT CHANGE	PERCENT CHANGE NATIONAL
0-5	8,509	7,616	7,708	-9.4%	-8.3%
5-17	16,721	17,785	17,824	+6.6%	-8.5%
18-24	8,736	8,318	8,272	-5.3%	-8.9%
25-44	27,595	27,262	27,047	-2.0%	+3.3%
45-54	8,574	9,395	9,269	+8.1%	-17.8%
55-64	5,410	6,723	6,394	+18.2%	+2.5%
65-74	2,939	4,411	4,146	+41.1%	58.2%
75+	2,236	2,636	2,764	+23.6%	+46.3%

TABLE 21 – 2022 HOMESTEAD POPULATION ESTIMATES

U.S. Census Information and ESRI

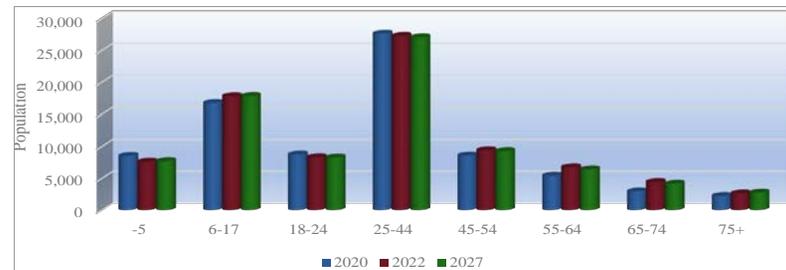


FIGURE 70 – HOMESTEAD POPULATION GROWTH GRAPH

HOMESTEAD ETHNIC POPULATION AND MEDIAN AGE 2022				
ETHNICITY	TOTAL POPULATION	MEDIAN AGE	% OF POPULATION	% OF FL POPULATION
HISPANIC	58,680	30.5	69.7%	27.1%

TABLE 22 – HOMESTEAD ETHNIC POPULATION AND MEDIAN AGE TABLE

U.S. Census Bureau and ESRI

HOMESTEAD RACE AND MEDIAN AGE 2022				
RACE	TOTAL POPULATION	MEDIAN AGE	% OF POPULATION	% OF FL POPULATION
WHITE	23,030	36.0	27.4%	56.7%
BLACK	14,909	29.6	17.7%	14.9%
AMERICAN INDIAN	1,189	36.1	1.4%	0.4%
ASIAN	926	37.4	1.1%	3.0%
PACIFIC ISLANDER	54	30.5	0.1%	0.1%
OTHER	14,604	28.9	17.4%	7.5%
MULTIPLE	29,437	28.7	35.0%	17.4%
2022 HOMESTEAD TOTAL POPULATION	84,149	--	--	--

TABLE 23 – HOMESTEAD RACE AND MEDIAN AGE 2022

U.S. Census Bureau and ESRI

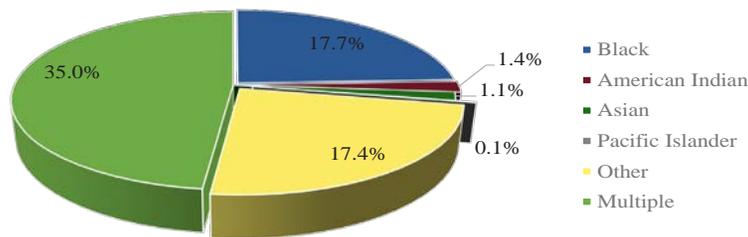


FIGURE 71 – 2022 HOMESTEAD POPULATION BY NON-WHITE RACE

ETHNICITY AND RACE

(Table 22) and (Table 23) indicates the distribution of the population by ethnicity and race for Homestead based on 2022 population projections. Those numbers were developed from 2020 Census data.

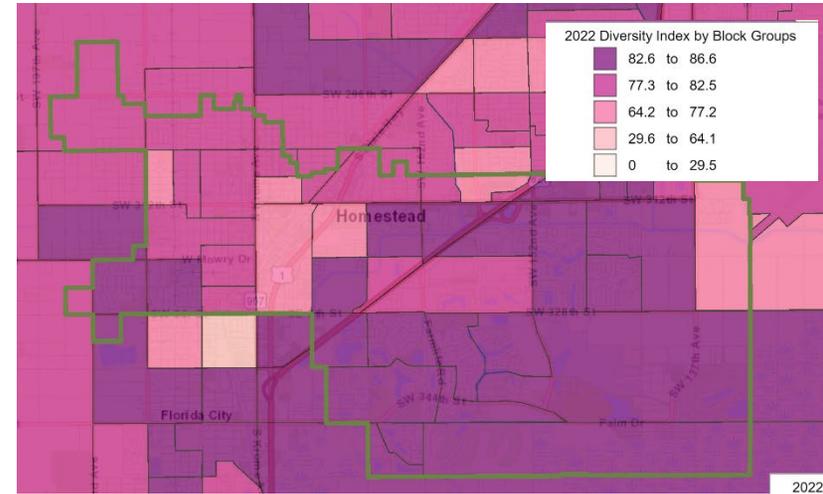


FIGURE 72 – DIVERSITY INDEX BY BLOCK GROUP

The Diversity Index (Figure 72), which is a scale of 0-100, is a measure of the diversity within an area with the higher the number the more diverse the population. As a comparison the US as a whole has a Diversity Index of 65.1. ESRI states the Diversity Index represents the likelihood that 2 persons, chosen at random from the same area, belong to different race or ethnic groups.

TAPESTRY SEGMENTATION

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provide a brief description of each.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

- Green Acres (6A) 3.2%
- Southern Satellites (10A) 3.1%
- Savvy Suburbanites (1D) 3.0%
- Soccer Moms (4A) 2.9%
- Middleburg (4C) 2.9%
- 15.1%**
- Salt of the Earth (6B) 2.9%
- Up and Coming Families (7A) 2.5%
- Midlife Constants (5E) 2.5%
- Comfortable Empty Nesters (5A) 2.4%
- Old and Newcomers (8F) 2.3%
- 12.6%**

HOMESTEAD TAPESTRY SEGMENT COMPARISON				
	HOMESTEAD		DEMOGRAPHICS	
	PERCENT	CUMULATIVE PERCENT	MEDIAN AGE	MEDIAN HH INCOME
UP AND COMING FAMILIES (7A)	36.8%	36.8%	31.4	\$72,000
METRO FUSION (11C)	15.4%	52.2%	29.3	\$35,700
FRESH AMBITIONS (13D)	13.1%	65.3%	28.6	\$26,700
NEWEST RESIDENTS (13C)	12.9%	78.2%	27.3	\$30,200
MIDDLEBURG (4C)	6.6%	84.8%	36.1	\$59,800

TABLE 24 – HOMESTEAD TAPESTRY SEGMENT COMPARISON

ESRI Estimates

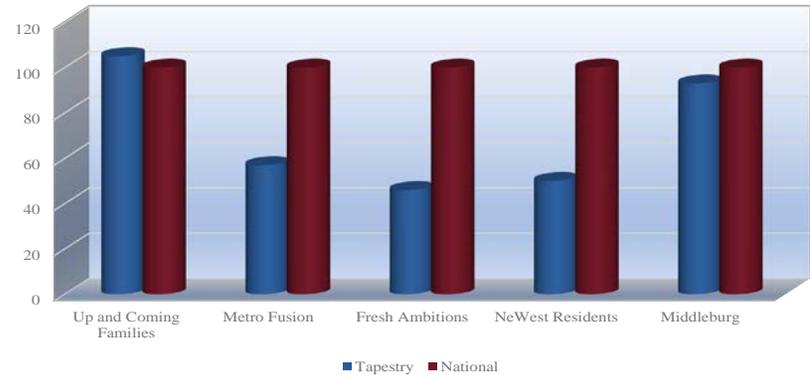


FIGURE 73 – HOMESTEAD TAPESTRY SEGMENT ENTERTAINMENT SPENDING

Up and Coming Families (7A) – A young, diverse and mobile market. Hardworking families trying to get ahead, they seek technology. Careful shoppers fill spare time with family activities.

Metro Fusion (11C) – Many residents do not speak fluid English, have young children and are single parent families. Social status is important. Spends readily on what's hot.

Fresh Ambitions(13D) – A young families, many recent immigrants. Focus on their life and work around their children. Multigenerational families living together. Spend one-third of income on housing, and budget wisely. Price-conscious but spoil children.

NeWest Residents (13C) – A young Hispanic market with many new to America. This is an ambitious group but not quite ready to adapt to an American way of living. Live a modest lifestyle and prefer soccer and baseball.

Middleburg (4C) – This group is conservative and family-oriented. A younger market that is growing. Prefers to buy American for a good price. Rely on smartphones and mobile devices. Spending priorities focus on DIY projects and family. Participate in sports and outdoor activities including hunting, bowling, and baseball.

DEMOGRAPHIC SUMMARY

The following summarizes the demographic characteristics of the service areas.

- Over the last 20 plus years, Homestead has seen significant growth in population, but it is projected that there will be a slight decrease from 2022 to 2027.
- The median age is much younger than the State of Florida and the national numbers. This is due in part to the presence of Homestead Air Reserve Base.
- It is projected that over the next five years, the majority of youth and adult age groups will see a decline in numbers while the older adult (55+) age groups will see a significant increase.
- There is a very high number of households with children.
- The City has a lower median household income level than the state or national numbers.
- The community has a lower cost of living than the state and national numbers but also lower spending rates on recreation.
- There is a large Hispanic population that is primarily made up of people from central and south America. There is also a significant African American population in Homestead.
- The tapestry segments reflect a young Hispanic population.

4.4 LEVEL OF SERVICE ANALYSIS

The adopted EAR-Based Amendment to the Comprehensive Plan: Goals, Objectives, and Policies, 2011, established under “Element No. 7- Recreation and Open Space (ROS)” defines long-term goals, objectives, and policies for the City of Homestead Parks and Recreation system. Goal 1, the guiding goal, states that the City of Homestead will “Maintain parks and recreational open spaces at adopted levels of service for the citizens of the City of Homestead.” Under this overarching goal, Objective 1. States that the City will “Provide Adequate Park Sites and Recreation Facilities,” and under Policy 1.1, the City of Homestead will “Utilize and Maintain a level of service standard of three (3) acres of parkland per 1,00 residents”.

(Table 25) shows the present City of Homestead Park system acres by the park and overall. The total acres of parkland in the City of Homestead is 270.68 acres. The demographic analysis identifies the 2022 population of Homestead at 84,149. This population and acreage represent a total of 3.21 acres per 1,000 population present LOS. Comprehensive Plan Recreation and Open Space LOS calculations sometimes depend on additional community recreation and open space surface area contributions to meet established Level-of-Service. Some communities will consider school recreation lands in the Comprehensive Plan calculations. Others go beyond the actual community-owned “walkable” recreation lands, consider lakes and canals recreation spaces, and add these to their calculations to meet the established LOS. In summary, the available parkland in the City of Homestead meets the Comprehensive Plan LOS established of three (3) acres of parkland per 1,000 residents.

The present City of Homestead’s 3.21 acres per 1,000 residents Level of Service (LOS) is in keeping with the LOS provided by various counties and municipalities throughout South Florida. Miami- Dade County’s LOS for unincorporated areas is 2.75 acres per 1,000 population. Broward County requires each municipality and the Broward Municipal Services District to provide three (3) acres of local parks per thousand population.

HOMESTEAD PARK AND RECREATION FACILITIES AREAS AND CLASSIFICATION								
PARK/FACILITY	AREA	TYPE					GEOGRAPHIC LOCATION	
	ACRES	POCKET	NEIGHBORHOOD	COMMUNITY PARK/FACILITY	DISTRICT PARKS	SPECIAL FACILITY	WEST	EAST
HARRIS FIELD	63.00	--	--	--	YES	--	YES	--
JD REDD PARK	8.00	--	YES	--	--	--	--	--
LOSNER PARK	2.14	--	--	YES	--	--	YES	--
WILLIAM F. DICKINSON COMMUNITY CENTER	2.79	--	--	--	--	YES	YES	--
ANGELO MISTRETTA PARK	1.05	YES	--	--	--	--	YES	--
JAMES ARGHER SMITH PARK	5.00	--	YES	--	--	--	YES	--
CITY HALL COMPLEX	2.15	--	YES	--	--	--	YES	--
WITTKOP PARK	3.97	--	YES	--	--	--	YES	--
ERNESTINE JACKSON SEYMORE PARK	0.17	YES	--	--	--	--	YES	--
ROBY GEORGE PARK	4.78	--	YES	--	--	--	YES	--
PHICHOL WILLIAMS COMMUNITY CENTER	2.09	--	--	YES	YES	--	YES	--
BLAKEY PARK	7.80	--	YES	--	--	--	YES	--
AUDUBON PARK	24.60	--	YES	--	--	--	--	YES
MAYOR ROSCOE WARREN MUNICIPAL PARK	4.95	--	YES	--	--	--	--	YES
HOMESTEAD SPORTS COMPLEX	138.19	--	--	--	YES	--	--	YES
TOTAL AREA	270.68						102.94	167.74

TABLE 25 – HOMESTEAD PARK AND RECREATION FACILITIES AREAS AND CLASSIFICATIONS

This page was intentionally left blank.

5

RECREATION SERVICES AND MANAGEMENT ASSESSMENT

This page was intentionally left blank.

5.1 ASSESSMENT OF PARKS AND RECREATION SERVICES

The delivery of parks and recreation services in the City of Homestead is different than most communities. Rather than having a traditional Parks and Recreation department with most services and facilities being provided by City staff, there is much more dependence on contract providers for most park maintenance, and recreation programming.

ASSESSMENT OF RECREATION FACILITIES

The public recreation facilities that are owned by the City are managed by a combination of City staff and contract organizations.

City Operated and Maintained Facilities

Phichol Williams Community Center – This is an older 18,500 square foot center that has one very large room that can be subdivided into a number of smaller spaces. There is also a very large kitchen and an office area. In addition, there is a computer room that is not currently in use as well as an old weight room. There is also an office area.

- The center is located in the southwest area of the community.
- Next to the center is Roby George Park that has a large, covered basketball court, a soccer court, baseball field and a pool.
- The building is not well maintained and or well used.
- The primary use of the center is for rentals for community and church functions.
- There has been very little recreation programming taking place in the building, but Parks & Recreation is contracting with Gang Alternative to offer youth and teen programs. There are also plans to contract for senior services in the future.

- There is no direct full-time staff assigned to the building which explains the lack of programming and general use.

William Dickinson Community Center – The 20,000 square foot building has a banquet hall that is used for rentals, arts & crafts room, two kitchens, computer room (that is not used), meeting rooms and an activity room. There is also a cardio equipment room and a weight room that are small but have nice equipment.

- This center is located north of downtown.
- The building is reasonably well maintained.
- The center is open to anyone but primarily serves seniors and adults.
- The center is underutilized and there are a limited number of organized programs taking place.
- The center supports a large number of rentals.
- There is a small membership fee for the center and a higher fee for use of the weight/cardio equipment area.

Pool – The outdoor pool is located next to Roby George Park. It is an 8 lane by 25-yard pool.

- The pool is open year-round but is not used much in the winter. Strong consideration should be given to only operating the pool seasonally.
- Pool is very underutilized for open swim, swim team use and aquatic programming.
- For the area of the community that this pool is located in, having a recreation focused pool would be more effective and would improve use.

- The pool is operated by Miami Lifeguards on a contract, but they currently do not provide any type of programs, only open swim. The City is planning to have them provide programs in the future.

Athletic Fields – The City has a number of athletic fields (Table 26) that are spread throughout the community the main locations are:

- **Harris Field Park** – This park contains 7 lighted diamond fields (4 baseball, 3 softball), 2 rectangular fields (lighted) and an artificial turfed lighted football field. This is an older field complex (with the exception of the turfed football field), that is in need of an upgrade.
- **Homestead Sports Complex** – This large field complex includes 6 diamond fields (4 baseball and 2 softball) and a large open land area. This is an old complex that needs significant improvements and there is a great deal of unused space in the park. The 138-acre site is very underutilized.
- **JD Redd Park** – This is a smaller, newer, park that has 3 diamond fields (1 lighted baseball and 2 softball).
- **Mayor Roscoe Warren Municipal Park** – The small park has 1 full sized soccer field that can be divided into a number of smaller fields.
- **Roby George Park** – There is 1 diamond field located in this park.

In addition, the City is planning to build a new Homestead Sports Complex with a number of rectangular and diamond fields plus a track with a turf field inside.

ATHLETIC FIELDS SUMMARY		
TYPE	NUMBER OF FIELDS	LIGHTED
DIAMOND	17	8
RECTANGULAR	3	2
FOOTBALL	1	1
TOTAL	21	11

TABLE 26 – ATHLETIC FIELDS SUMMARY TABLE

Other Key City Facilities

In addition to the active use facilities outlined above, the City also has a number of other amenities including:

- **James Archer Smith Splash Pad** – This existing splash pad will be replaced with a new and improved version.
- **Losner Park** – This park, located downtown, is currently under construction and will include a stage and performance area for community events.
- **Homestead Sports Complex** – The planned new Sports Complex, in addition to the athletic fields, will include a large lake which could include a wake board course, paddle boats and a Wibit, and a pump track (most of which would be contract provided). The site may also add a recreation center and a splash pad.

City Facilities Operated by Others

The City owns a number of other facilities that are operated by other organizations.

- **Homestead Rodeo Arena** – Located in Harris Field Park, the rodeo arena is managed and operated by a non-profit organization.

- **Chief Curtis Ivy Police Athletic League Building** – The facility has a gymnasium and community room that support youth after school programs and a youth basketball program.
- **Seminole Theater** – This historic theater is operated by a private organization but is maintained by the City and Parks and Recreation. The CRA pays for much of the maintenance of the facility.
- **YMCA** – The YMCA went out of business a few years ago but the City owns the building that is located in a corner of Harris Field Park. The facility included weight/cardio areas, group fitness rooms, a large gym, classrooms and an outdoor pool. The City is not interested in operating the facility as a recreation center and as a result are leasing space to other organizations. This includes Le Jardin, a childcare provider, Lumade Volleyball for youth sports, and there are plans to have a pre-school and an after-school provider come in and lease space in the future. The City is planning to have the outdoor pool operated by Miami Lifeguards soon. The City will need to make significant improvements to the building to make it functional regardless of the use or users. The gym is a valuable asset for the City and should be kept for public use if at all possible.
- **HOA's** – There are a number of homeowner association pools and other facilities, that are available to residents of these communities. This is especially true on the east side of Homestead.

Recreation Facilities Concerns

- The two community centers are older and in need of upgrades and/or renovation. This is particularly true for Phichol Williams. Neither of these facilities supports a high level of programming.

- There are very few rectangular athletic fields to support the growing number of sports that require this type of field. Only about half of the fields are lighted.
- The anticipated new Homestead Sports Complex will be a major asset for the community and provide for a considerable increase in athletic fields, especially rectangular fields.
- There is only one outdoor pool in the community, and it is conventional in nature and has no appeal to recreational swimmers.
- The former YMCA building is an eyesore for Harris Field Park and the community. The facility will need to be updated and improved if it is leased to another operator.
- There is a lack of established maintenance plans and standards for City operated facilities.

ASSESSMENT OF RECREATION PROGRAMS

The Parks & Recreation Department has limited programming that is available to the community. Most programming is the responsibility of other organizations in the City.

City Programs

City programs are concentrated in senior programs and special events. Senior programs are coordinated out of the Dickinson Community Center and key programs include:

- Exercise Classes
- Gentle Movement & Chair Yoga
- Line Dancing
- Bridge and Other Cards
- Quilting

- Belly Dancing
- Bingo
- Raffle, Coffee & Donuts
- Mindful Meditation
- Sewing

There are no on-going programs currently being offered at Phichol Williams Community Center. Before COVID Parks & Recreation also offered a summer camp program for youth.

Special events that are offered by Parks & Recreation include:

- Halloween
- Easter Egg Hunt
- July 4th
- Holiday in the Park
- Military Appreciation
- Martin Luther King
- Bike rides
- Movie nights

Programs Offered by Other Organizations

Beyond City programs, recreation programs that are provided by other organizations in the community that have a relationship with Parks & Recreation, or the City include:

- American Youth Soccer
- Southern Homestead Soccer Academy
- Dick Conley Memorial Football League

- Homestead Little League Baseball
- Homestead Youth Baseball
- Lumade Volleyball
- Chow Tennis Academy
- Gang Alternative – youth and teen programs
- Police Athletic League – after school and youth basketball

There are also a significant number of travel league youth sports teams that utilize City fields for their practices as well as other youth sports organizations that rent fields.

General Program Categories

(Table 27) provides a listing of general program categories where programs are often offered by a full-service parks and recreation agencies. It is unusual for an agency to directly offer programs in all of these areas, but there are usually either agreements with other providers for some of these activities or a referral to them.

GENERAL PROGRAMMING CATEGORIES	
AREA	GENERAL DESCRIPTION
SPORTS	YOUTH AND ADULT TEAM AND INDIVIDUAL SPORTS. ALSO INCLUDES ADVENTURE/NON-TRADITIONAL SPORTS.
FITNESS/WELLNESS	GROUP FITNESS CLASSES, PERSONAL TRAINING, EDUCATION, AND NUTRITION.
CULTURAL ARTS	PERFORMING ARTS CLASSES, VISUAL ARTS CLASSES, MUSIC/VIDEO PRODUCTION AND ARTS EVENTS.
AQUATICS	LEARN TO SWIM CLASSES, AQUA EXERCISE CLASSES, COMPETITIVE SWIMMING/DIVING.
YOUTH	BEFORE AND AFTER SCHOOL PROGRAMS, SUMMER/SCHOOL BREAK CAMPS, AND PRESCHOOL.
EDUCATION	LANGUAGE PROGRAMS, TUTORING, SCIENCE (STEM) CLASSES, COMPUTER, AND FINANCIAL PLANNING.

GENERAL PROGRAMMING CATEGORIES	
GENERAL INTEREST	PERSONAL DEVELOPMENT CLASSES.
SPECIAL NEEDS	PROGRAMS FOR THE PHYSICALLY AND MENTALLY IMPAIRED. ALSO, INCLUSION PROGRAMS.
SPECIAL EVENTS	CITY WIDE SPECIAL EVENTS THAT ARE CONDUCTED THROUGHOUT THE YEAR.
OUTDOOR RECREATION	ENVIRONMENTAL EDUCATION, HIKING, CAMPING, KAYAKING, AND OTHER ACTIVITIES.
SENIORS	PROGRAMS AND SERVICES THAT ARE DEDICATED TO SERVING THE NEEDS OF SENIORS.
TEENS	PROGRAMS AND SERVICES THAT ARE FOCUSED ON SERVING THE NEEDS OF TEENS.
SELF-DIRECTED	THIS INCLUDES THE OPPORTUNITIES FOR INDIVIDUALS TO RECREATE ON THEIR OWN.
SOCIAL SERVICES	THIS CAN INCLUDE NUTRITION AND FEEDING PROGRAMS, JOB TRAINING, LIFE SKILLS TRAINING, AND OTHER ACTIVITIES SUCH AS HEALTH SCREENINGS.

TABLE 27 – GENERAL PROGRAMMING CATEGORIES TABLE

Program Opportunities - When the recreation services that the City and the other organizations are providing are analyzed, only a few of the general program areas are being covered (Table 28).

For the program areas that the City or organizations are not providing, the community has to be reliant on other agencies or private providers in the area for these services.

Recreation Programming Concerns

- There are very few recreation programs being offered by the City. Even when the programs being offered by other organizations in the community are included, there are still major program areas that are not being covered.
- Despite having two community centers, the Dickinson

PROGRAM OPPORTUNITY COVERAGE		
PROGRAM AREA	CITY	OTHER ORGANIZATIONS
SPORTS	--	YES
FITNESS/WELLNESS	--	--
CULTURAL ARTS	--	--
AQUATICS	--	--
YOUTH	--	YES
EDUCATION	--	--
GENERAL	--	--
SPECIAL NEEDS	--	--
SPECIAL EVENTS	YES	--
OUTDOOR RECREATION	--	--
SENIORS	YES	--
TEENS	--	YES
SELF-DIRECTED	YES	YES
SOCIAL SERVICES	--	--

TABLE 28 – PROGRAM OPPORTUNITIES

Community Center has limited programs and focus primarily on seniors and there are only a few youth and teen programs being offered at Phichol Williams Community Center.

- Even though the City has an outdoor pool, there are currently no aquatic programs being offered. However, this will likely change in the future.
- No program plan is in place to guide the delivery of services by the City and other organizations and ensure that the needs of the community are being met in all program areas.
- There is not a fee policy in place to guide fee setting for internal programs and facility use.

- There are no existing program metrics that detail out the number of people being served by in-house programs or ones offered by contract providers.
- Recreation programs do not have the benefit of having established marketing efforts or a seasonal program brochure.
- There is not a comprehensive athletic field use policy.
- There are program opportunities that seem to be missing in a number of areas. These include:
 - Fitness/Wellness
 - Aquatics
 - Cultural Arts
 - Education
 - General
 - Special Needs
 - Outdoor Recreation
 - Social Services

5.2 ASSESSMENT OF OPERATIONS AND MAINTENANCE

With limited staff and planning time, the City has a rather disjointed approach to maintaining parks and facilities as well as providing recreation programs and operating facilities.

STAFFING

Staffing within the Parks and Recreation Department is limited but is divided into a number of areas. These include:

Administration – There are 4 full-time staff that handle basic administrative and operations tasks for the Department.

- Parks, Recreation & Maintenance Services Director – Manages the entire department.
- Administrative Assistant – There are two positions, one of which is responsible for payroll and billing for parks and the other for payroll for Facility Maintenance, landscape contract billing, and grants.
- Operations Manager (Assistant Director) – This position is responsible for general operations, budgeting, and capital projects.

Facility Maintenance – Is responsible for the maintenance of all City facilities. There are 4 full-time staff.

- The staff is not responsible for contract cleaning of buildings but do contract HVAC, electrical and other trades.
- Staff time is not charged to other departments, but any maintenance supplies are.
- The division maintains several enterprise facilities (Solid Waste, Power Plant and Water/Sewer). Costs are not charged back to these facilities either.

Quick Response Team (QRT) – Has 7 staff which are managed by Parks & Recreation.

- These positions are budgeted out of Public Works.
- This staff mostly picks up trash, cleans up areas, and performs other light maintenance functions, mostly for medians and ROW's.
- Two positions are dedicated to pressure cleaning.

Field Maintenance – This area has 8 full-time staff plus a person that coordinates inmates.

- Part-time staff cannot do field maintenance due to union

contract.

- Maintenance staff works Monday-Friday. For tournaments full-time staff gets paid overtime for weekend work.

Events/Sports Leagues – Has 1 full-time staff and a part-time staff person that oversees youth sports leagues.

- Staff also manage a number of part-time staff that act as park supervisors and do light maintenance (usually weekends and evenings).
- Staff also oversee the local sports organizations that utilize City fields.

Community Center Management – There is 1 full-time staff that is responsible for the operation and management of the two community centers.

- The same full-time supervisor manages both Williams and Dickinson community centers (as well as three smaller parks near Williams). There is no other full-time staff.

Landscape Contract Manager – There is 1 staff person that is responsible for managing the landscape contracts for parks.

- The position also conducts park inspections and provides some park monitoring.

Other –

- Parks utilized a lot of inmate labor for projects and basic clean-up, but this has virtually gone away since COVID. The City is not sure that this program will come back. They only utilize 2-3 inmates now.
- Currently there are a very few part-time staff but there are plans to add more staff in the near term. The positions will be

upgraded from Facility Attendants to Recreation Leaders as this position pays more and should help attract staff. Most will be responsible for general park maintenance and work at Phichol Williams Community Center. The intent of these new positions is to replace the hours lost from the elimination of inmate labor program. Part-time positions can only work 1,508 hours a year or 29 hours a week.

- There is not a park ranger program in place. This may need to be considered in the future.
- Staff lacks an on-going training program.
- There is not a Certified Playground Safety Inspector (CPSI) on staff and at least two are needed.
- The department's organizational chart needs to be streamlined and reorganized.
- All job descriptions (full and part-time need to be updated).
- There is no comprehensive staff manual in place.
- Establishing a succession plan for staff is important. This will provide staffing continuity and help with retention and development.

OPERATIONS

Various operational factors are noted in the following section.

Maintenance – The maintenance of parks and facilities is reviewed below.

- The general level of maintenance for all facilities and parks needs to be increased.
- It is recognized that most park maintenance functions are contracted (with the exception of athletic field maintenance).
- All median and right of way work is contracted as this is

difficult to complete in-house. Medians and ROWs are spread throughout the City and are not contiguous. Sometimes it is difficult to know exactly what the City’s responsibility is.

- Consideration should be given to moving Facility Maintenance out of parks as much of the work is for facilities that are not directly tied to the Parks & Recreation Department.
- There are limited mows per year (29 times) and limited trimming. This impacts the use and look of the parks.
- The City does not have a computerized maintenance management system. However, manual work orders are utilized.
- There is also no maintenance plan in place for parks or facility maintenance as a whole or for individual locations.
- There needs to be a capaCity/use analysis completed to determine the acceptable level of use for athletic fields to minimize turf damage.
- All playgrounds in the City need to be on a replacement schedule that ensures that there is a system in place for keeping playgrounds safe and useable.
- Staff opens and closes most parks daily including restrooms. This is a significant undertaking, and it impacts other maintenance tasks.
- Parks does have a small shop and maintenance yard.
- There are strong contracts in place for all contract maintenance and programs.

Budgets – For Parks and Recreation, there are a number of budgets that cover recreation facilities and facilities maintenance, this includes:

- **Parks & Recreation** – This is the primary budget for the department, and it covers most parks maintenance contracts

and overall expenses.

- **Homestead Sports Complex** – Is the operations and maintenance budget for this facility.
- **Roby George Facility** – This is the maintenance budget for the park itself.
- **Phichol Williams** – This budget covers the operations and maintenance of the community center.
- **Facility Maintenance** – Is the budget for the Facility Maintenance division of the department.
 - This is an unusual budget breakout as there are major areas (Parks & Recreation) and very specific facilities (Homestead Sports Complex, Roby George and Phichol Williams). In general, there needs to be more budget breakdowns by function (parks) and facilities (Dickinson Community Center) and other large individual parks.
 - Revenues are shown in general categories only with no linkage back to the expenditure accounts. The greatest source of revenue comes from rentals of facilities and equipment. There is very little program revenue with few programs being offered.
 - There is not a separate budget for parks maintenance or a way to account for the costs of maintaining individual parks or facilities. This is now considered as a best practice for parks and recreation agencies.
 - Parks and Recreation has a 5-year CIP plan that is updated yearly, and the department receives considerable capital funding. However, it is very difficult to increase expenditures for basic operations and maintenance.
 - Parks and Recreation uses a great deal of CDBG money for capital projects.
 - Impact fees also fund some projects, this is approximately

\$1.5 million a year.

- The department also receives a significant level of grant funding. One of the Administrative Assistant's primary duties is a grant writing. Staff also utilizes RMPK for some grant help and administration.
- There is no fee policy in place and as a result there is no consistency on how fees are charged. However, rental rates for most facilities are set at a level that is generally commensurate with the value of the amenity.
- The CRA is involved in some funding of recreation facilities and some events.
- The department is just getting ready to accept credit cards. Once this is in place, staff needs to move forward with on-line rentals and other functions.
- The department will need to plan for increasing costs, especially for staff. The department will need to pay more to attract and keep staff but also plan for the state minimum wage going to \$15 an hour in a few years.

Policies and Procedures – There are minimal operations and management policies and procedures in place for Parks and Recreation. The City itself has policies and procedures that cover human resources (employee manual), purchasing and other management functions but this is the extent of most policies.

- There needs to be standard operating procedures for the department as a whole and also for individual parks and facilities.
- It is critical to have safety and security measures in place for all parks and facilities as well as an emergency action plan.
- A comprehensive athletic field use policy should be developed.
- The department does have a continuity of service plan.

- The department needs to develop a diversity, equity, and inclusion plan (DEI).
- Key performance metrics for parks/facility maintenance and recreation services are not present and are necessary for tracking purposes.

Technology – It does not appear that much, if any, technology is utilized for the management and operations of parks or recreation functions.

- Having a maintenance management system in place for both parks and facilities that would serve as a work order system and an accounting of maintenance by task and amenity would be helpful.
- For recreation services and facilities, the department utilizes RecPro software, but this is not utilized to its full potential for program registration, facility usage, as well as rental tracking.

Marketing – Marketing is not a high priority for Homestead parks, facilities, and programs.

- Any marketing efforts must go through the City's Public Information Officer and are minimal at best.
- The City's web site has limited information and does not feature links or promotion of facilities and events that are provided. This needs to be improved.
- There is not any type of a marketing strategy or plan in place to guide marketing efforts.

Existing Operations and Maintenance Concerns

- The department has an organizational structure that is not well identified and does not have established goals and directions.

- The major area of focus is on athletic field maintenance but there is very little emphasis on recreation facilities operations or recreation programming.
- Most of the operations and maintenance functions are contracted to outside providers. The basic level of maintenance of parks and facilities needs to be increased.
- There is a strong need for a comprehensive maintenance plan.
- Operations and maintenance funding is inadequate.
- Operational budgets need to better reflect the true costs of providing services and maintaining facilities. There needs to be a greater focus on cost center budgeting practices.
- The department needs to establish a fee policy to guide fee setting.
- There are limited operational policies and procedures to ensure a uniform and consistent approach to providing programs and facilities.
- Key performance indicators need to be established for all aspects of the department's operation.
- There is little integration of technology for management purposes.
- There is no coordinated marketing of recreation opportunities to the community.

6

RECREATION PROGRAMMING AND SERVICES RECOMMENDATIONS

This page was intentionally left blank.

6.1 FUTURE RECOMMENDATIONS

The following recommendations are based on the findings of the Assessment of Existing Conditions section of the master plan, the public input findings, and the need to position parks and recreation in the City of Homestead to be successful in meeting the needs of community residents for the next 10 plus years.

This also based on the current approach in providing facilities and programs where there is a strong focus on contracted services.

RECOMMENDATIONS FOR RECREATION FACILITIES

Specific recommendations for active use recreation facilities in Homestead reflect the priorities that were identified in the community survey. These key facility priorities include:

- Spray grounds/splash pads
- Children's indoor play area
- Outdoor pool/aquatics

City Operated and Maintained Facilities

- The existing community centers and pool need to be reenergized. This includes:
 - Upgrades to the facilities to make them more functional and appealing for public use. This is especially true for Phichol Williams which needs significant physical improvements.
 - Providing more programs and services to attract greater use of these amenities is important. The existing pool does not currently have any aquatic program use.
- Additional athletic fields are needed in the community. The greatest need is for rectangular fields. This should be

accommodated with the development of the new Sports Complex.

- Other facility needs include:
 - Additional splash pads geographically located throughout the community. Including this amenity as part of the new Sports Complex would be advised.
 - Develop the Sports Complex with provisions to add athletic fields, a recreation center, and other amenities to be provided by contract providers (wake board course, pump track, etc.).
 - Including a comprehensive recreation center at the Sports Complex site will provide opportunities for indoor recreation activities to occur and support more recreation programs and services. This facility should have a focus on fitness and wellness. Strong consideration should also be given to adding an outdoor pool.
 - Only one pool in the community should be open year-round. All others need to be seasonal only (spring through fall).

City Facilities Operated by Others

- Integrate the Police Athletic Club building and programs into the recreation offerings of the community and the Parks and Recreation Department.
- The YMCA building should continue to be renovated to accommodate a variety of contract recreation providers in an effective manner. Utilizing the existing pool for community use should also be considered.

Other Considerations

- The city needs to strive to have recreation facilities that have a geographic distribution that provides equal access to the entire community.
- Develop operations plans for the existing community centers and pools. This will need to extend to any new facilities as well. This needs to include an emergency action plan (EAP).
- Complete an athletic field capacity analysis to determine the accepted level of use for existing and new fields. Establish an annual hourly level of use ceiling for fields to minimize turf damage and keep fields usable.
- Develop an athletic use field policy to determine priorities of use, use requirements and fees for use.
- Develop an overall maintenance plan for city facilities based on an expected level of service and required maintenance tasks. Each facility or park should also have their own specific maintenance plan.

Recreation Facilities Recommendations

- Develop a detailed deferred maintenance list for all city owned facilities
 - Prioritize needed improvements per facility and overall
 - Determine ADA required improvements
 - Develop a funding plan
- Develop general maintenance standards for all recreation facilities as well as safety and security requirements.
- General requirements for city management of facilities should include:
 - Operations and management plan
 - Continuity of operations plan

- Maintenance plan specific to the facility
- Safety and security protocols
- Emergency action plan
- Staffing requirements
 - Minimum level of staffing
 - Background checks
- User code of conduct
- Have current operational and management agreements for all facilities that are being contract operated.
- General requirements for contract management should include:
 - Operations and management plan
 - Maintenance plan
 - Safety and security protocols
 - Emergency action plan
 - Staffing requirements
 - Minimum level of staffing
 - Background checks
 - User code of conduct
 - A diversity, equity, and inclusion policy (DEI)
 - A quarterly and annual report that tracks specific performance characteristics
- Determine possible project development/operations partners for any new facilities.
- Determine funding mechanism for capital development and operations.

6.2 RECOMMENDATIONS FOR RECREATION PROGRAMS

The City of Homestead will need to determine the areas of focus for future recreation programming efforts based on the level of financial commitment that it wants to make to recreation programs and services.

ESTABLISH A PROGRAMMING PHILOSOPHY

Parks and Recreation should develop an overall basic programming philosophy with the following objectives:

- The city will not be the primary provider of most recreation programs and services that are available in the community but will coordinate these efforts to ensure that adequate recreation services are obtainable.
- Develop partnerships with other providers to bring a full spectrum of recreation programs and services to the community.
- For recreation programs and services that occur at city facilities develop a balanced approach the relies on:
 - Parks and Recreation staffed programs
 - Contract provided programs where revenues are shared
 - Rental of space to other providers for their programs
- Ensure that recreation program and service opportunities are available to all ages, incomes, abilities, gender, and ethnic groups in an equitable and inclusive manner.
- Provide recreation programs and service opportunities in strategic locations throughout the city.
- Ensure that recreation program and service opportunities are available in areas of interest that are identified as a need in the community.

- City recreation and program service offerings will respond to identified community needs in a cost effective and efficient manner.

DEVELOP A PROGRAM PLAN

Based on the programming philosophy, develop a program plan that includes the general direction of recreation programming for the next 5 plus years. This would include the following areas:

- Establish the basics of the plan:
 - Determine which programs will be primarily offered by city staff. This currently includes:
 - Seniors
 - Special events
 - Self-directed
 - Keep programming contracts with existing organizations and explore possible contracts with other providers for specific program areas when possible. This could include the following program areas in yellow:

PROGRAM AREAS AND PROVIDERS			
PROGRAM AREA	CITY	OTHER ORGANIZATIONS	FUTURE PROVIDERS
SPORTS	--	YES	--
FITNESS/WELLNESS	--	--	YES
CULTURAL ARTS	--	--	YES
AQUATICS	--	--	YES
YOUTH	--	YES	--
EDUCATION	--	--	YES
GENERAL	--	--	YES
SPECIAL NEEDS	--	--	YES

FIGURE 74 – PROGRAM AREAS AND PROVIDERS

PROGRAM AREAS AND PROVIDERS			
SPECIAL EVENTS	YES	--	--
OUTDOOR RECREATION	--	--	YES
SENIORS	YES	--	--
TEENS	--	YES	--
SELF-DIRECTED	YES	YES	--
SOCIAL SERVICES	--	--	YES

TABLE 29 – PROGRAM AREAS AND PROVIDERS

- Program plan
 - Safety and security plans
 - Participant code of conduct
 - Background checks for all staff and volunteers
 - Quarterly and annual reports on program numbers and participants
 - DEI policy
 - Youth sports – coaches training program and concussion protocol
- For those program areas where there are not contracts, utilize other providers on a referral and clearinghouse basis. This should involve promotion of their activities, coordinating of some programs, and permitting of facilities. However, this process needs to be closely managed to be successful.

- Priorities for general programming expansion based on community input (primarily the survey) should include:
 - Fitness/Wellness
 - Cultural Arts – Concerts, arts & crafts, performing arts
 - Outdoor Education
 - Aquatics
 - Special Events
 - Youth Programs – Summer camps
 - Adult Sports
 - Ensure that recreation programs are available for specific demographic groups including:
 - **Youth** – Programs that serve a variety of interest areas beyond just sports including after-school and summer camps.
 - **Teens** – Activities designed specifically for teens that are both organized and drop-in in nature.
 - **Seniors** – Programs and services that serve a wide range of the senior age category, including an appeal to the younger more active based senior.
 - **Intergenerational/Multigenerational** – Offering programs and services that have an appeal to multiple generations or across generations,
 - **Ethnic/Culturally Based** – There should be an effort to offer programs and services that are appropriate for the cultural orientation of the area.
- Programming should include virtual options in addition to traditional in-person offerings.
- For other organizations and recreation providers in the area, clearly identify areas of programmatic responsibility to ensure that there is not overlap in resource allocation. This should

include PAL and the CRA.

- Establish clear staffing and operational budget requirements for Parks and Recreation to support the program plan.
- Work to establish a strong base of programming out of each of the community centers as well as the pool.
- There will need to be the establishment of basic performance measures to track recreation programming effectiveness. This includes the following for both city programs as well as those that are contracted:
 - Rates of fill for programs and activities (capacity vs. actual numbers).
 - Resident and non-resident participation rates
 - Participation numbers and comparisons to past years/ seasons.
 - Rate of program cancellations (should be between 15% and 20%)
 - Financial performance including cost per participant.
 - Evaluations from participants.
- Maintaining strong programming emphasis requires a comprehensive marketing plan.

RECREATION PROGRAM RECOMMENDATIONS

- Establish a formal programming philosophy.
- Develop a program plan that builds on the philosophy.
- Pursue additional contracts with other providers for program areas that are not currently available to the general public.
- For those program areas where there are not contracts, utilize other providers on a referral and clearinghouse basis.
- Develop a city staffing plan and operating budget that will

support the program plan.

- Establish basic performance measures to track recreation programming effectiveness.

6.3 RECOMMENDATIONS FOR OPERATIONS AND MAINTENANCE

Critical to having strong management and operations of recreation programs, services, and facilities; is having a strong staffing and operations plans in place. The following are specific recommendations in these two areas.

STAFFING

- It must be recognized that staffing levels in the Parks and Recreation Department is at a minimum level and if operations and maintenance of parks and facilities is going to be improved and additional recreation programs offered, additional staffing will be required.
- Establishing an overall staffing philosophy for Parks and Recreation will be essential. This should be tied to levels of service for parks and facilities as well as for recreation programs. It should also reflect what maintenance and programming tasks will be contracted to other organizations or providers.
- All job descriptions for full-time and part-time staff should be updated or developed to adequately reflect the actual duties of each position.
- With inevitable turnover in key staff positions in Parks and Recreation, developing a succession plan will be important.
- Critical to the long-term success of parks and recreation staffing is a commitment to staff training and ultimately

certification. Developing a formal annual training program is important.

- Adding a Parks & Field Specialist II to oversee the QRT staff and field maintenance should be studied along with the addition of at least two Parks & Field Specialist I's to handle basic parks maintenance functions that are not being adequately served by contract providers.
- The city should think about establishing a Park Ranger program with a two to three full-time rangers and a supervisor. This may need to be augmented with part-time staff. These positions could assist with open and closing of parks.
- Establish an Events Division to coordinate special events in the city. This will likely require two full-time positions who will handle both in-house events as well as contracted events.
- The city should consider moving Facility Maintenance out of Parks and Recreation and having it as a division in Public Works.
- If both Phichol Williams and William Dickinson Community Centers are going to be operated to their full potential, then at least one additional Parks & Field Specialist II staff will need to be assigned to Phichol Williams. This position would also be responsible for overseeing Roby George Park, Blakey Park and Ernestine Park.
- Staffing the new Homestead Sports Complex will be critical. With the size of the park, number of athletic fields and other amenities, this will require a higher level of staffing. It is recommended that this include a Parks & Fields Specialist III, and 2 Parks & Fields Maintenance I's. There would also need to be an Administrative Assistant assigned to the park. In addition, staff would also be responsible for Roscoe Warren

Park and Audubon Park.

- Losner Park, with its focus on events, will require a Parks & Field Specialist II, would also oversee Wittkop Park and James Archer Smith Park.
- Work to stagger work schedules for athletic field and QRT staff to ensure better coverage on weekends and evenings.
- There should be at least two Certified Playground Safety Inspectors (CPSI) in the Parks and Recreation Department in the next year.
- A comprehensive staff manual should be developed.

OPERATIONS

Specific operations recommendations are noted below by category.

Maintenance

- There needs to be a concerted effort to increase the general level of maintenance of all parks and facilities. This requires the establishment of an accepted level of service and the classification of parks maintenance into different levels of maintenance.
- The Parks & Recreation Department needs to develop a comprehensive maintenance management plan for parks and facilities as a whole. This needs to include specific maintenance functions that need to occur, their frequency, method(s) for delivery, required resources, and tracking of work and budget. This plan should also have a specific focus on preventative maintenance and should include not only the growing environment but also buildings and structures as well. Ideally each major park, trail, or recreation facility should have its own maintenance plan that is specific to that

location.

- Establishing different maintenance tiers for all parks and facilities needs to be a big part of the plan. This sorts facilities based on level of use, prominence in the community, and the type of use. From this a level of service is determined for each tier.
- Once the maintenance management plan is in place, the process needs to continue to develop to the next level where actual time and resource allocations are utilized to validate the planning numbers that have been used. This could take several years until enough real-world numbers are available to adjust the existing standards. From this, specific benchmark standards can be determined (cost per acre, per square foot, etc.). This will require a maintenance management software system to be in place to manage work orders and the overall process.
- Develop an asset inventory and replacement schedule for all city parks and recreation facilities with provisions for a yearly update. This should include a playground replacement program.
- Have an up-to-date listing of deferred maintenance for each major park or facility and develop a plan to fund these required improvements.
- Consideration should be given to contracting for restroom cleaning on a daily basis.
- Formal park/facility inspections should be completed on a weekly basis.
- Complete an athletic field capacity/use analysis to determine an acceptable level of use.
- Staff schedules, maintenance plans, tracking of inventories,

facility inspections and actual maintenance time and materials records need to be fully automated with the ability to make entries from the field on tablets or other hand-held devices.

- Continue to have comprehensive contracts in place for all contract maintenance functions.

Budgets

- If Parks and Recreation is going to increase its level of maintenance, facility operations and recreation opportunities, then the level of funding for basic operations will need to increase.
- Parks and Recreation needs to develop a cost center accounting process for budgeting. This means the establishment of additional budgets beyond the general accounts that are in place (Parks and Recreation and Facility Maintenance) to include more specific budget accounts (Homestead Sports Complex, Roby George, and Phichol Williams). Key new budget accounts should include Parks Maintenance (with individual budget tracking for larger parks), Recreation Programs, Special Events, William Dickinson, and Aquatics.
- For any budget accounts where there are direct revenues associated with costs (recreation programs and facilities), revenues should be linked and shown with expenses to determine a true net cost.
- Sound financial practices require good budget monitoring procedures and strong record keeping. The operational budgets need to be monitored on at least a monthly basis with any possible deviations or modifications noted at that time.
- Rates of compensation for part-time staff will likely need to

have significant increases over the next five years to attract and keep staff or some positions converted to full-time.

- The Parks and Recreation Department needs to establish a formal parks and recreation fee philosophy and policy to guide the process and provide a rational reason for establishing specific fees for service. Fees for most programs and services are low and should be increased using the fee policy. A more detailed analysis of the fee setting process is identified in the appendix.
- Deferred maintenance items for facilities need to be prioritized on a five and ten-year plan for funding and ultimate completion. The list should be updated and reprioritized on a yearly basis.
- Facility Maintenance should charge back the cost of services on an annual basis to each non parks and recreation facility. This is especially true for facilities that are part of an enterprise fund.
- Continue to develop five year a 5-year CIP budget with breakdowns for major park and facility areas.
- It must be recognized that recreation is a discretionary use of an individual's time and money and as a result there needs to be an adequate budget and staff commitment to marketing and promotions on an annual basis.
- Increase the number of budget performance measures and develop five-year budget comparisons.
- Complete an annual report for all aspects of Parks and Recreation operations. There should be an annual report that succinctly summarizes yearly financial statistics and utilization rates and compares them with previous years.

Each area should utilize the same format and the information should be available in a single document for the city.

Policies and Procedures

- Parks and Recreation needs to make a commitment to updating the basic policies and procedures of the organization including staff/supervisor policies, financial transactions, customer service, and safety and security.
- There should be a comprehensive Parks and Recreation operations manual based on operations requirements of the city in general.
- One of the key areas of focus must be on policies and procedures that deal specifically with safety and security of parks, facilities, and programs. As a subset to this, there also needs to be a comprehensive emergency action plan for each individual facility.
- Parks and Recreation needs to develop a comprehensive athletic field use policy.
- Parks and Recreation should establish goals and metrics for social equity, diversity, and inclusion (DEI) for parks, facilities, and recreation programs. These metrics will need to be monitored to make sure that the goals are being met.
- Parks and Recreation should develop key performance measures for all aspects of operations including recreation programs and services, facility usage, and parks maintenance.

Technology

- The Parks and Recreation Department needs to utilize a maintenance management system to track work orders, time and materials that are spent maintaining parks and facilities.
- The utilization of the RecPro software needs to be significantly

increased to include program registration, facility usage as well as rentals.

Marketing

- To maximize facility usage and the program offerings by Parks and Recreation, as well as other contract providers in the community, there needs to be a strong marketing effort to inform and promote services that are available. This can best be accomplished by having a parks and recreation marketing plan. This document needs to be a simple, easy to implement, document that serves as a guideline for specific marketing efforts. The yearly plan should outline areas of focus, specific marketing tools and tasks, as well as the responsible staff member for implementation, financial resources that are required, and a thorough evaluation process. The marketing plan should focus on the following areas:
 - Website enhancement to better promote facilities and programs.
 - Utilizing a registration, point of sale and rental tracking software program. Ultimately this will need to include on-line registration and payments for rentals and permits.
 - Program options available through the two community centers.
 - Facilities and programs provided by contractors.
 - Promoting rentals at the community centers and other facilities.

STAFFING AND OPERATIONS RECOMMENDATIONS

- Establish an overall staffing philosophy for Parks and Recreation.
- Develop a succession plan for key staff.
- Parks and Recreation needs to adopt a cost center budgeting

process with the addition of a number of budget categories.

- Continue to develop five year a 5-year CIP budget.
- Update basic policies and procedures with an emphasis on safety and security.
- Establish goals and metrics for DEI.
- Develop a comprehensive maintenance management plan.
- Recreation programs, services and facilities need to be supported by established marketing efforts.
- Establish a program and facility fee policy.

6.4 FEE POLICY

There are a number of important steps in establishing a comprehensive parks and recreation fee policy.

FEE PHILOSOPHY

The first step in developing a clear user fee policy is to adopt a general philosophy for setting fees. The following should take place.

- Establish a standardized approach to setting fees.
- Determine the overall goal of cost recovery for programs, services, and facilities.
- Ensure general access to recreation programs and services is not denied simply based on the ability to pay.
- Require that exclusive use of any public parks, facilities, or services (rentals) by individuals or organizations results in the compensation for at least a portion of the direct costs associated with such use.
- Require that users pay for a portion of programs and services when there is an instructor, official or other personnel

associated directly with the provision of the service.

- Require that at least a portion of other direct and indirect expenses associated with the delivery of certain programs or services to the user be recovered through fees.

GENERAL FEE GUIDELINES

Establishing key fee guidelines are also critical but can be adjusted to meet city wide goals and expectations.

- The basic fee schedule should be reviewed annually to be sure that the individual fees meet the requirements of the overall fee plan.
- It should be anticipated that fees will see an increase at least every two years. This keeps fees from falling behind cost increases for program and service delivery.
- Fee schedules and fee options should be streamlined and kept to a minimum to provide clarity to the public and ease of administration to staff.
- The comprehensive fee plan should be reviewed and updated at least every 5 years.
- Programs, services, and facilities should be priced in part based on supply and demand, especially in the higher cost recovery classifications.
- Contract directed programs should have pricing based on market demand and an agreement between the city and contract provider that assures a fair rate of compensation for both. There should be a minimum percentage level of revenue established for the city (30%).
- For Parks and Recreation directed programs differential pricing based on age, type of organization, resident status,

and other factors such as seasons or time is acceptable but not required.

- Youth activities, programs and facility access should be priced lower than for adults. There should be an approximate 25% recovery rate of direct costs.
- Senior and adaptive activities, programs and facility access should be priced similar to youth. There should be an approximate 25% recovery rate of direct costs.
- There should be a consistent price mark-up of no less than 50% and no more than 100% for non-resident use of facilities, programs, and services.
- Residents shall also have priority in registering for classes, programs or services.
- User classifications could include:
 - **Adult** – age 18 and over
 - **Youth** – age 3 to 17
 - **Senior** – age 55 and over
 - **Family** – two or more people related or residing together at the same address
 - **Military** – active-duty military and their immediate families (under age 21) that reside together at the same address.
- User group classifications for rental of facilities include:
 - **Non-Commercial** – City activities, non-profits, private residents.
 - **Commercial** - for profit groups that utilize City facilities.
- Athletic field classifications for rental of facilities include:
 - **Resident Teams/Leagues** – teams or leagues that have a minimum of 51% residents of the city

- **Non-Resident Teams/Leagues** – teams or leagues that have less than 51% residents of the city.
- There is some flexibility in how fees are administered.
 - Fees can be reduced or waived by the City Manager or designee.
 - There can be temporary fee adjustments for marketing purposes, but this must be approved by the Director.
 - Differential fee rates are possible (military, other target groups, time and type of use) but should not exceed 20% of full or base fee.
 - Pricing of services (especially rentals) at a higher rate during designated high demand time (time of day, day of week, or season) is also possible.
- Program and facility discounts based on volume are acceptable but should never exceed 20% of the full fee. This includes group discounts, multi-child, etc.
- The feasibility and practicality of collecting fees for certain events or activities may not be cost effective and may result in low or no fees being assessed.
- It is recognized that some programs or services may have external controls and directives that limit how fees can be set. This could result in fees being determined outside of the mandates of the city's fee plan. City staff will need to make a decision if these programs are in the community's best interests.
- Fee comparisons should be completed at least every two years with other recreation service providers in the area. City fees should be at the median of established fees from other similar public parks and recreation agencies in Miami Dade County.
- A formal fee assistance program (scholarship) for residents

that cannot afford basic recreation services should be established. This program should be based on an existing measurable definition of "low income" from a local social service agency. Use and funding must be tracked and there should be a requirement that at least 25% of the fee be paid by the user. This provides some investment in the program by the recipient and improves the rate of attendance in the program as well. An annual total cap of benefits should be established for each individual or family in the program. Only basic programs and services should be eligible for the fee assistance program and rentals should not be included.

- Fee assistance should only be granted under the following guidelines:
 - A program or service offered directly by Homestead Parks and Recreation.
 - Homestead Parks and Recreation programs and services offered by contract providers.
 - City of Homestead official functions.
 - In accordance with intergovernmental agreements developed with other governmental agencies.
 - By resolution of the Homestead City Council.
- The Homestead City Council will approve the general fee policy on a three to five-year basis. From this, specific guidelines should be developed by staff which would form the foundation for fee setting for each program and service offered by the department.

FEE CONTINUUM

Programs and Services

Programs and services should be categorized into four levels of

offerings that are divided by the level of instruction, expertise, or importance to the community’s well-being. Priority for funding and facility usage should be based on the category in which they fall, with fees being set accordingly. The four categories should include.

- **Community events** – special community wide events, activities or festivals that are one- time events. It should be expected that there will be little to no fees for these activities. Some revenues may be collected from sponsorships and sales of goods and services, but the general rate of recovery would be less than 25% of all direct costs.
- **Basic or core programs** – those that are essential to recreation and community needs (such as teen activities, senior programs, youth sports activities, special populations, etc.). These programs direct costs are usually subsidized. The overall goal should be to recover at least 25% of all direct program costs in this area.
- **Enhanced** – those that are beyond basic and are focused on an audience that has the ability to pay. Programs in this area could include adult fitness and sports, or general programs. The suggested minimum recovery rate is 50% to 75% of direct costs.
- **Specialized** – these are activities that are very specialized in nature. These would include activities such as private swim lessons, fitness assessments, trip programs, facility rentals and the like. Fees are set based on what the market will bear but at minimum would require 100% of direct costs.

Programs and services should be placed in the different categories based on a pre-determined set of criteria developed by staff and endorsed by council (Figure 75).

(Table 30) includes a listing of possible programs by category:

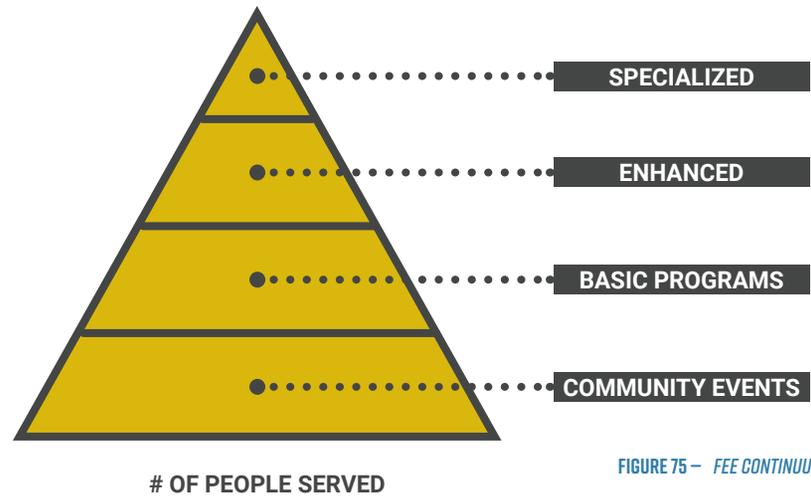


FIGURE 75 – FEE CONTINUUM

POSSIBLE PORGRAMS	
PROGRAM CATEGORY	GENERAL PROGRAM LISTING
COMMUNITY EVENTS	CITY SPONSORED SPECIAL EVENTS, BASIC SUMMER CAMPS, BASIC SENIOR PROGRAMS
BASIC/CORE PROGRAMS	YOUTH SPORTS, YOUTH AQUATICS, YOUTH CULTURAL ARTS, SPECIALTY SUMMER CAMPS, SPECIALTY SENIOR PROGRAMS, BASIC GENERAL INTEREST, YOUTH SELF-DIRECTED
ENHANCED	ADULT SPORTS, ADULT FITNESS, ADULT AQUATICS, ADULT CULTURAL ARTS, EDUCATION CLASSES, ADULT SELF-DIRECTED, NON-COMMERCIAL RENTALS
SPECIALIZED	PRIVATE LESSONS, COMMERCIAL RENTALS, PERMITTED SPECIAL EVENTS

TABLE 30 – POSSIBLE PROGRAMS BY CATEGORY

In addition to the classifications noted above it is probable that there will continue to be a number of programs and services offered by outside contractors.

- **Contract Providers** – any programs offered by outside contractors should be required to pay a minimum of 30% of the gross revenues to the department (not including the non-resident differential). All direct costs to the city must be covered at minimum. All fees are to be collected by the city.

Facilities

- **Outdoor Facilities** - Should be sorted into three categories for fee assessment.
 - **Drop-in Outdoor Facilities** – drop-in use of basic park amenities should remain free. Examples would be open park areas, playgrounds, trails, picnic areas, outdoor courts, skate parks, etc.
 - **Specialized Outdoor Facilities** - such as swimming pools, lighted/organized sports fields, dog parks, sand volleyball courts, and similar facilities should have market rates established for use. There could be a rate differential for youth, adult and senior users. A cost recovery goal should be at least 25% of direct costs.
 - **Rental of Facilities** – rentals of specialized facilities should require a fee for use based on the categories of non-commercial and commercial. Fees for non-commercial should be based at minimum on recovering all direct costs of renting the facility and commercial should be 50% higher.
 - **Athletic Field Rentals** – athletic field rentals for practices or games should be based on resident (teams or leagues with 51% residents) or non-resident use. Fees for resident use should be established at a low or no-fee basis per player/per season with

any field lighting costs being assessed on a per hour basis based on the projected cost of service. Fees for non-resident use should be based on the projected cost of field maintenance on a per hour basis as determined by the field maintenance crew. Field lighting costs being assessed on a per hour basis based on the projected cost of service. Long term rentals to organizations outside of Homestead should only be permitted after city organizations have been accommodated and should only be on a year-to-year basis. There should be a higher fee for use of any artificial turf fields (50% to 100%) based in part on the need to replace the turf every 7 to 10 years. Fees for use of fields for tournaments should be based on the actual cost for maintaining and operating the fields on a per hour basis for resident teams/leagues and the rate for non-resident use should be double the rate for residents. For-profit tournament operators that are not affiliated with the city should be assessed a fee that is at minimum 3 times the resident rate but should be no lower than other comparable public athletic field rentals in the area.

- **Pavilion Rentals** – any pavilion in the city that is reserved for exclusive use will have a fee for use. Resident and non-resident rates should apply. Rates should vary based on day of the week (lower rate for weekdays, higher on weekends), the capacity (number of tables) in the pavilion, and the season (higher rates in the fall, winter, and spring). Rates, at minimum, should be established to cover any cleanup of a pavilion after use (direct cost).
- **Indoor Facilities** – need to be sorted in three categories for fee assessment.
 - **Drop-in Indoor Facilities** - drop-in use of basic indoor facilities such as youth game rooms, open lounge areas,

community gathering spaces and similar areas should not require a fee for use.

- **Specialized Indoor Facilities** - such as, fitness areas, gyms, pools, tennis courts, etc. should require a fee for use. Specific cost recovery goals need to be established for each specialized facility to determine the basic fee structure that needs to be developed. There should be a rate differential for youth, adult, and senior users. A goal should be to recover a minimum of 25% of the direct cost of operating the facility.
- **Rental of Facilities** – rentals of specialized facilities shall require a fee for use based on the categories of non-commercial and commercial. Fees for non-commercial should be based at minimum on recovering all direct costs of renting the facility and commercial should be 50% higher. All facility maintenance fees required for a rental plus any other amenities not normally associated with the facility will be charged to the renter.

Background Information

In order to implement and maintain a sound fee policy the following will need to be accomplished.

- Establish the definition of “direct costs” to include costs that are directly related to the provision of the activity. This would include instructor, officials, leaders and direct supervisors (plus benefits), supplies associated with the activity, and contractual service obligations.
- Establish the definition of “indirect costs” to include costs that are not directly related to the delivery of the activity or service. This would include administrative personnel and other staffing overhead, facility maintenance, utilities, insurance, capital replacement, and any internal service fund charges.

7

MASTER PLAN DEVELOPMENT

This page was intentionally left blank.



7.1 INTRODUCTION

The Plan serves as a comprehensive guide for the development, management, and improvement of the City’s park and recreation system. This chapter outlines the recommendations for physical improvements to the City’s parks. By incorporating community input, assessing current facilities, and analyzing demographic trends, this Chapter provides a road map to create more accessible, vibrant, and sustainable parks that cater to diverse user groups. Moving forward, these recommendations will act as an invaluable tool to shape the City’s future, ultimately fostering a healthier, more connected, and engaged community.

The recommendations provided herein compose some of the many included in this Master Plan. The Master Plan is intended to be implemented over the next twelve to fifteen years. As conditions evolve over time, the Master Plan is intended to guide decision makers to act in the best interest of the community. Additional analyses and evaluations may be required to respond to evolving conditions in the future. Therefore the adoption of this Master Plan shall not be

considered blanket approval of all recommendations in this plan. Major park designs, programming and other improvements shall ultimately be brought back to the City Council for approval prior to implementation, and definitely throughout the design process.

7.2 CITY OF HOMESTEAD PARKS AND FACILITIES

HOMESTEAD GEOGRAPHIC SECTORS

West Sector Parks

- Harris Field Park
- J.D. Redd Park
- Wittkop Park
- James Archer Smith Park
- Losner Park
- Angelo Mistretta Park
- William F. Dickinson Community Center
- Roby George Park
- Phichol Williams Community Center
- Ernestine Jackson Seymore Park
- Blakey Park
- CRA-Owned Property

East Sector Parks

- Mayor Roscoe Warren Municipal Park
- Audubon Park
- Homestead Sports Complex

HARRIS FIELD PARK

Proposed Improvements

The following are proposed to improve Harris Field Park. Refer to (Figure 76) for the illustrative diagram of these improvements.

■ **Press Box Improvements**

- Provide new roofing and interior renovations to the existing press box.

■ **Basketball Court Improvements**

- Resurface and re-stripe the basketball courts on the west side of the park.

■ **New Pickleball Courts**

- Introduce three (3) new pickleball courts at the existing location of the half-basketball court.

■ **Building Improvements**

- **Pavilion:** Renovate the pavilion to include new restrooms, lockers and a flexible-use activity room.
- **Gymnasium:** Renovate existing gymnasium interior.
- **Academic Building:** Renovate interior of the existing building.
- **Additional Recommendations:** Further analysis is recommended to explore market and economical feasibility study that proposes expansion of existing building into a large scale community recreation building.

■ **Aquatic Facility Improvements**

- Restore the existing pool, which is currently closed, for community use.

■ **Parking Area Improvements**

- Improve the existing parking lots with new striping and additional landscape. Improvements to the parking area shall be targeted to improve park aesthetics and reduce urban heat-island effect from the large asphalt area.

■ **Landscape Improvements**

- Install shade trees at the periphery of the play fields to improve the shade environment around the viewing areas and create a more aesthetically attractive backdrop.

■ **Restroom Renovations**

- Renovate the existing bathrooms at the Stadium and Rodeo Grounds.

■ **Maintenance Improvements**

- Address the clay dirt build-up around the existing baseball fields. Evaluate improvements to drainage to prevent future build-up.

■ **Pedestrian Connectivity Improvements**

- Explore options for improving pedestrian connectivity west across North Homestead Boulevard to the proposed redevelopment of the old City Hall site, proposed as potential mixed-use center with residential.

■ **Other General Improvements**

- **Park Furniture**
- **Increased Tree Coverage**
- **Signage and Wayfinding**



FIGURE 76 – PROPOSED IMPROVEMENTS TO HARRIS FIELD PARK (DIAGRAM)





J.D. REDD PARK

Proposed Improvements

The following are proposed to improve J.D. Redd Park. Refer to (Figure 77) for the illustrative diagram of these improvements.

- **Parking Area Improvements**
 - Improve the existing parking lots with new striping and additional landscape. Improvements to the parking area shall be targeted to improve park aesthetics and reduce urban heat-island effect from the large asphalt area.
- **Playground Improvements**
 - Install the new playground surface and equipment, as purchased by the City, and previously planned as part of ongoing park improvements.
- **Building Improvements**
 - **Event Shelter:** Construct a new shelter structure to accommodate larger gatherings and events in the Park.
- **Baseball Field Improvements**
 - Install new fencing around the existing baseball fields.
- **Tennis Court Improvements**
 - Install new fencing surrounding the existing tennis courts.
- **Pickleball Conversion**
 - Re-stripe two (2) tennis courts to accommodate the flexible programming for up to an additional four (4) pickleball courts.
- **Maintenance Improvements**
 - Address the clay dirt build-up around the existing baseball fields. Evaluate improvements to drainage to prevent future build-up.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**



FIGURE 77 – PROPOSED IMPROVEMENTS TO J.D. REDD PARK (DIAGRAM)





landscape structures

City of Homestead - J.D. Redd Park

1167956-03-01-03 • 10.12.2022

REP SERVICES, INC.
Experts at Play & Outdoor Spaces
165 W. Jessup Avenue, Longwood, FL 32750

WITTKOP PARK

Proposed Improvements

The following are proposed to improve Wittkop Park. Refer to (Figure 78) for the illustrative diagram of these improvements.

- **Playground Improvements**
 - Improve landscaping and shade around in play areas and seating areas for children and adults.
 - Update playground equipment to include more challenging, engaging equipment, focusing on inclusivity, themes and multi-sensory.
- **Basketball Court Improvements**
 - Resurface and re-stripe the basketball courts.
- **Visual Access Improvements**
 - Make changes to the landscape emphasizing unobstructed visual access to the park from the surrounding neighborhoods. More “eyes on the park” will provide better visibility for the neighborhood and law enforcement, which creates a safer environment.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**



FIGURE 78 – PROPOSED IMPROVEMENTS TO WITTKOP PARK (DIAGRAM)





JAMES ARCHER SMITH PARK

Proposed Improvements

The following are proposed to improve James Archer Smith Park. Refer to (Figure 79) for the illustrative diagram of these improvements.

■ Open Field Improvements

- Consider the installation of synthetic turf in open-field areas where sod cannot recover from heavy use, and is reduced to muddy areas. The installation of synthetic turf in these areas will allow the children to play on a surface that will not rapidly deteriorate.

■ Building Improvements

- **Picnic Shelters:** Update the existing shelters to accommodate larger gatherings and events in the Park. These improvements should include increased seating and coverage for larger gatherings.

■ Perimeter Improvements

- **Periphery Landscape:** Improve landscape/street trees along the right of way surrounding the park for aesthetic beautification.
- **Fencing:** Replace the deteriorating wooden rail fencing along the outside of the park, especially where many segments are collapsed.
- **Fitness Stations:** Upgrade fitness stations along the outside edge of the park. The existing fitness stations are in disrepair, and need to be replaced to accommodate heavy use.

■ Splash Pad Improvements

- **Splash Pad:** Reconstruct the splash pad with updated water system. The park will shift from the treatment of water that is stored for the splash pad, to the use of

municipal water to operate the water jets. The splash pad water will not be recirculated and treated but discarded once passed through the water jets. This will eliminate the need for filtration equipment and pumps.

- **Pump Room:** Retrofit the existing pump room to be used as a new park manager's office. Given the changes to the mechanical equipment of the splash pad, the existing pump room will not be needed for that function. Once the pump equipment is removed, the space may be converted to an office.

■ Other General Improvements

- **Park Furniture**
- **Increased Tree Coverage**
- **Signage and Wayfinding**
- **Drinking Water Fountains**

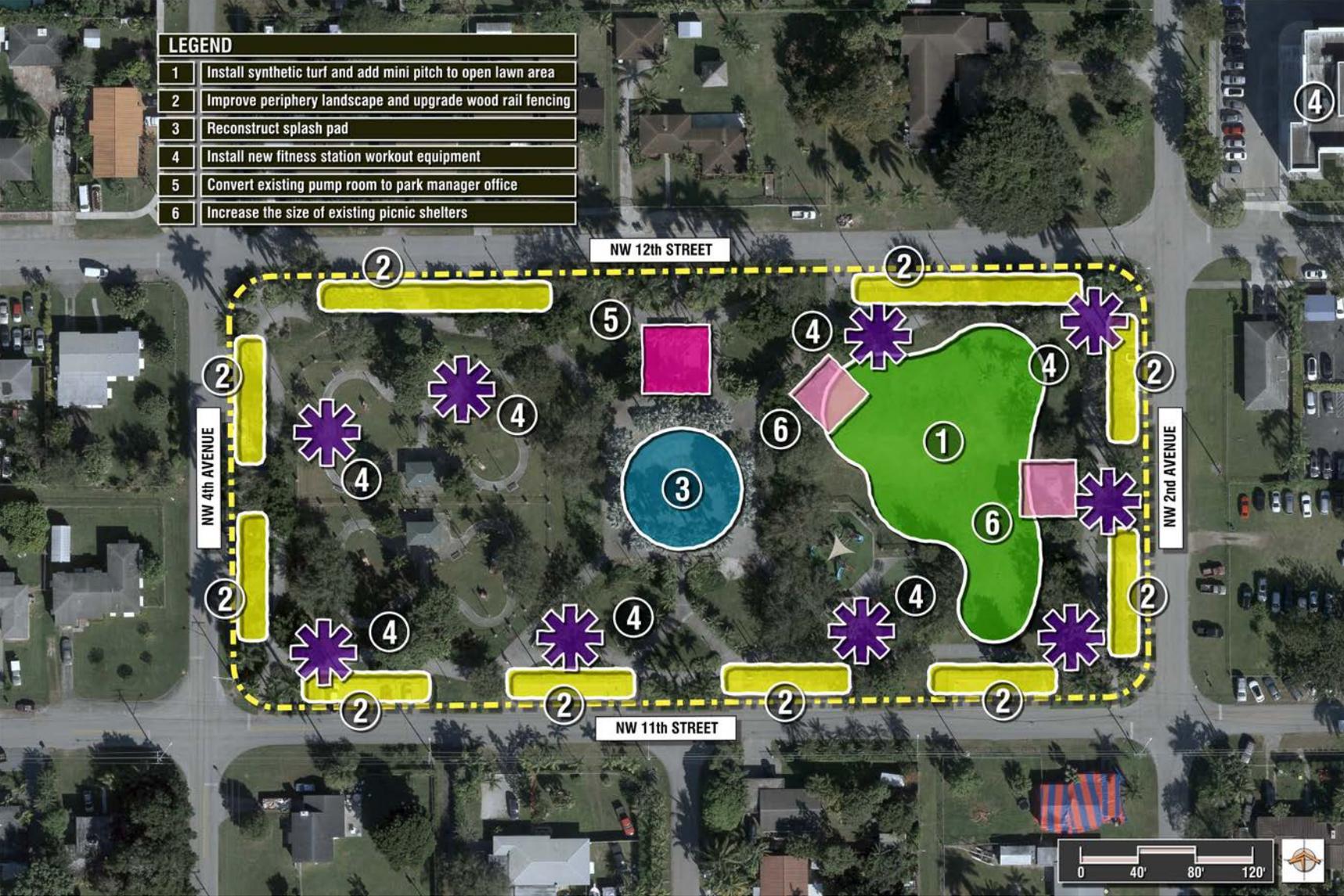


FIGURE 79 – PROPOSED IMPROVEMENTS TO JAMES ARCHER SMITH PARK (DIAGRAM)





LOSNER PARK

Proposed Improvements

The following are proposed to improve Losner Park. Refer to (Figure 80) for the illustrative diagram of these improvements.

- **Open Lawn Improvements**

- Consider the installation of synthetic turf in the open lawn area, where sod cannot recover from heavy use, and is reduced to muddy areas. The installation of synthetic turf in these areas will allow heavy use on a surface that will not rapidly deteriorate.
- **Additional Shade:** Install shade structures over the lawn area in front of the stage. In addition, consider adding additional means of shade to the surrounding benches around the lawn.

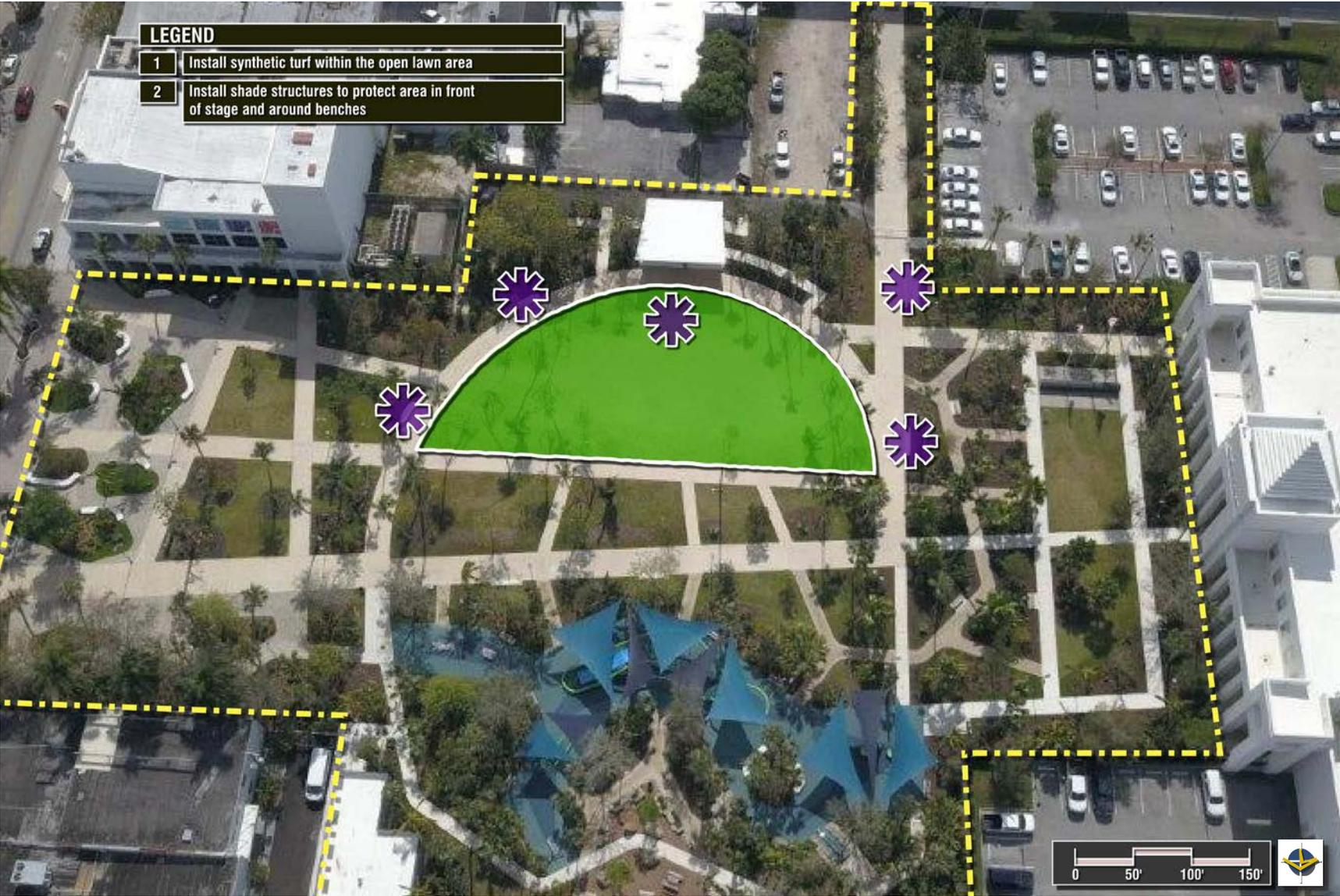


FIGURE 80 – PROPOSED IMPROVEMENTS TO LOSNER PARK (DIAGRAM)





ANGELO MISTRETTO PARK

Proposed Improvements

The following are proposed to improve Angela Mistretta Park. Refer to (Figure 81) for the illustrative diagram of these improvements.

- **Playground Improvements**
 - Update playground equipment as currently planned for by the City, prior to the preparation of this Plan.
- **Parking Area Improvements**
 - Improve the existing parking areas with permeable pavers to improve drainage and provide for a more attractive, environmentally-friendly paving surface.
- **Building Improvements**
 - **Picnic Shelters:** Replace the deteriorating existing picnic shelters.
- **Basketball Court Improvements**
 - Resurface and re-stripe the half-court basketball court, including a new goal.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**
 - **Drinking Water Fountains**

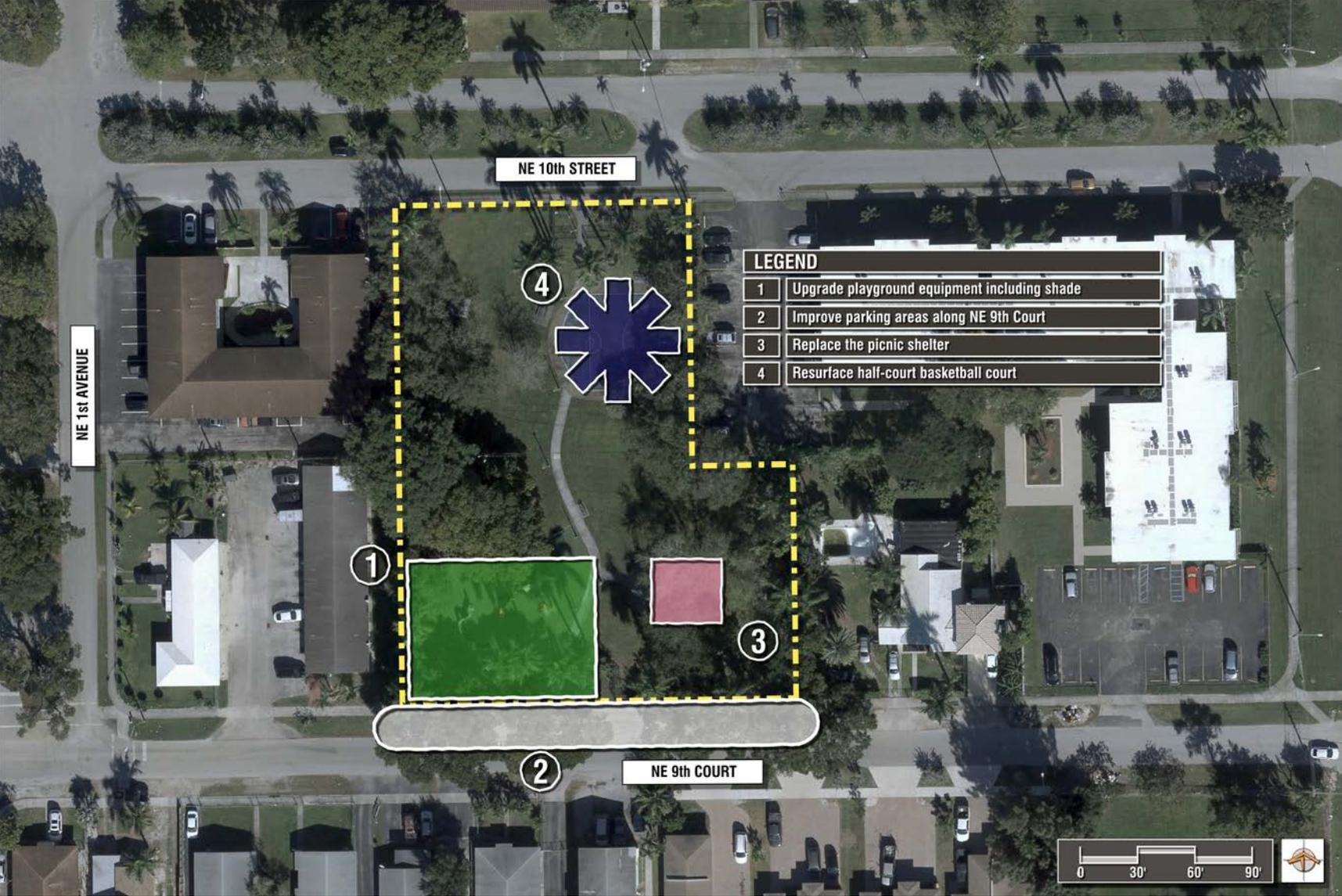


FIGURE 81 – PROPOSED IMPROVEMENTS TO ANGELA MISTRETTA PARK (DIAGRAM)



landscape structures

Angelo Mistretta Park

19381-2-2 2023.1 • 10.04.2022

©2022 Landscape Struc



WILLIAM F. DICKINSON COMMUNITY CENTER

Proposed Improvements

The following are proposed to improve William F. Dickinson Community Center. Refer to (Figure 82) for the illustrative diagram of these improvements.

- **New Pickleball Courts**
 - Introduce two (2) new pickleball courts at the existing location of the shuffle board courts. There is an additional area directly to the south if up to three (3) more courts are desired.
- **Building Improvements**
 - **Building Interior:** Update and modernize the interior spaces within the building.
- **Parking Area Improvements**
 - Convert the existing overflow parking into permanent parking for the Center.
- **Landscape Improvements**
 - Install shade trees for additional tree canopy around the periphery of the site.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**

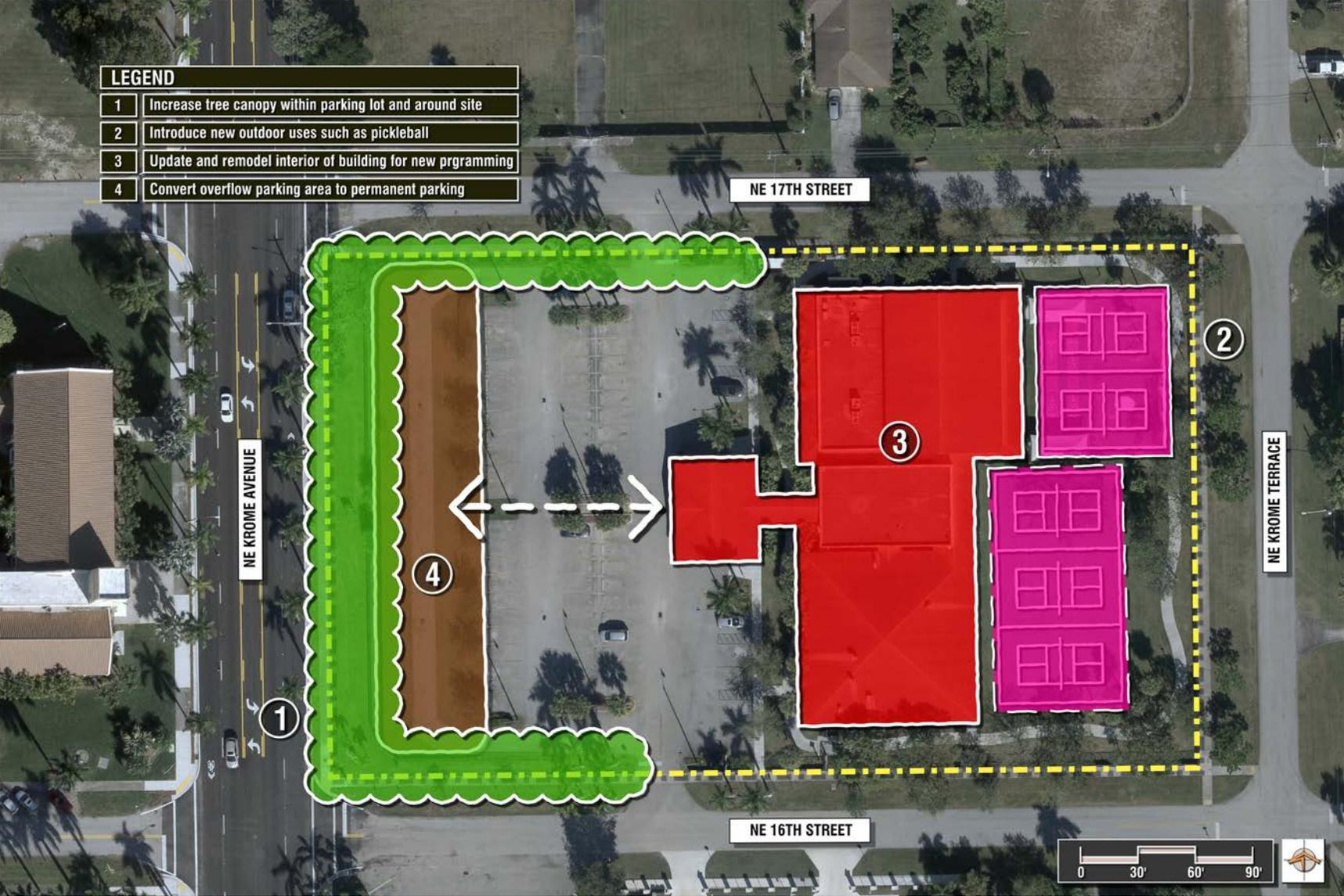


FIGURE 82 – PROPOSED IMPROVEMENTS TO WILLIAM F. DICKINSON COMMUNITY CENTER (DIAGRAM)





ROBY GEORGE PARK

Proposed Improvements

The following are proposed to improve Roby George Park. Refer to (Figure 83) for the illustrative diagram of these improvements.

■ Access Improvements

- Explore providing a pedestrian and vehicular linkage to the Phichol Williams Community Center, through the CSX rail line right-of-way. The City has been in conversations with CSX Railway to obtain use of the right-of-way between the Park and the Community Center, as well as the rest of the rail line right-of-way through the City. The City should obtain access to Phichol Williams Community Center directly from Roby George Park over the small stub of rail ROW between both facilities. This access can be both vehicular and pedestrian.

■ Playground Improvements

- **Shade Structure:** Install cover structure over the existing playground to create shade and weather protection for children using the playground.
- **Play Surface:** Consider installation of new playground surface at the end of the playground equipment life-cycle.

■ Basketball Court Improvements

- Resurface and re-stripe the existing basketball courts.

■ Baseball Field Improvements

- Install artificial playing surface within the existing baseball field.

■ Building Improvements

- **Bathrooms:** Renovate both the exterior, as well as the interior of the bathroom buildings adjacent to the baseball field.

- **Aquatic Facility:** Renovate/update the existing aquatic facility to include improved deck surface, shaded seating, and any updates to the pool equipment.

■ Other General Improvements

- **Park Furniture**
- **Increased Tree Coverage**
- **Signage and Wayfinding**
- **Drinking Water Fountains**

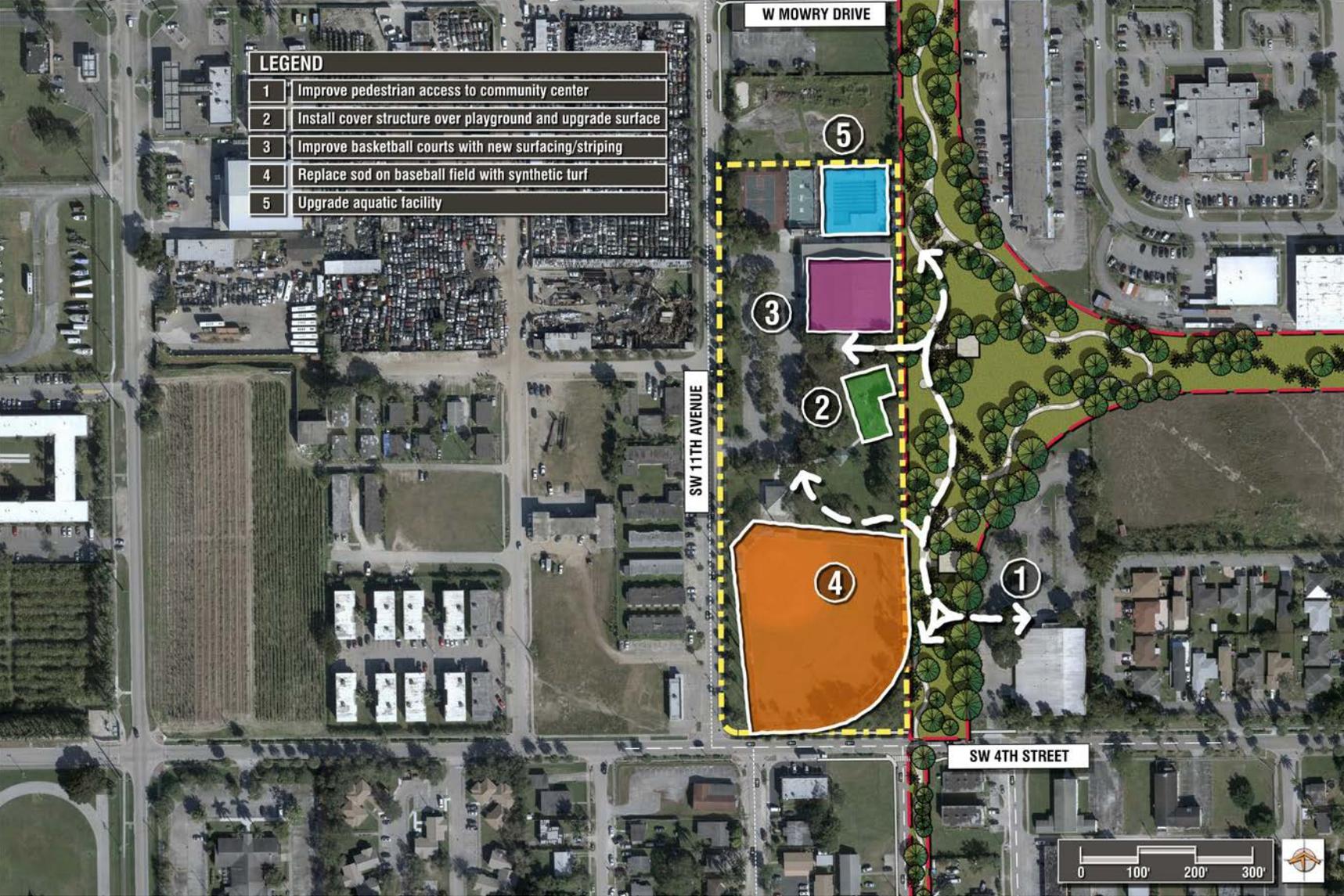


FIGURE 83 – PROPOSED IMPROVEMENTS TO ROBY GEORGE PARK (DIAGRAM)





PHICHOL WILLIAMS COMMUNITY CENTER

Proposed Improvements

The following are proposed to improve Phichol Williams Community Center. Refer to (Figure 84) for the illustrative diagram of these improvements.

- **Parking Area Improvements**
 - Improve the existing parking lots with new striping and additional landscape. Improvements to the parking area shall be targeted to improve park aesthetics and reduce urban heat-island effect from the large asphalt area.
 - Consider upgrading parking lot lighting to improve security.
- **Access Improvements**
 - Explore providing a pedestrian and vehicular linkage to the Roby George Park, through the CSX rail line right-of-way. The City has been in conversations with CSX Railway to obtain use of the right-of-way between the Park and the Community Center, as well as the rest of the rail line right-of-way through the City. The City should obtain access to Roby George Park directly from Phichol Williams Community Center over the small stub of rail ROW between both facilities, for pedestrian access.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**

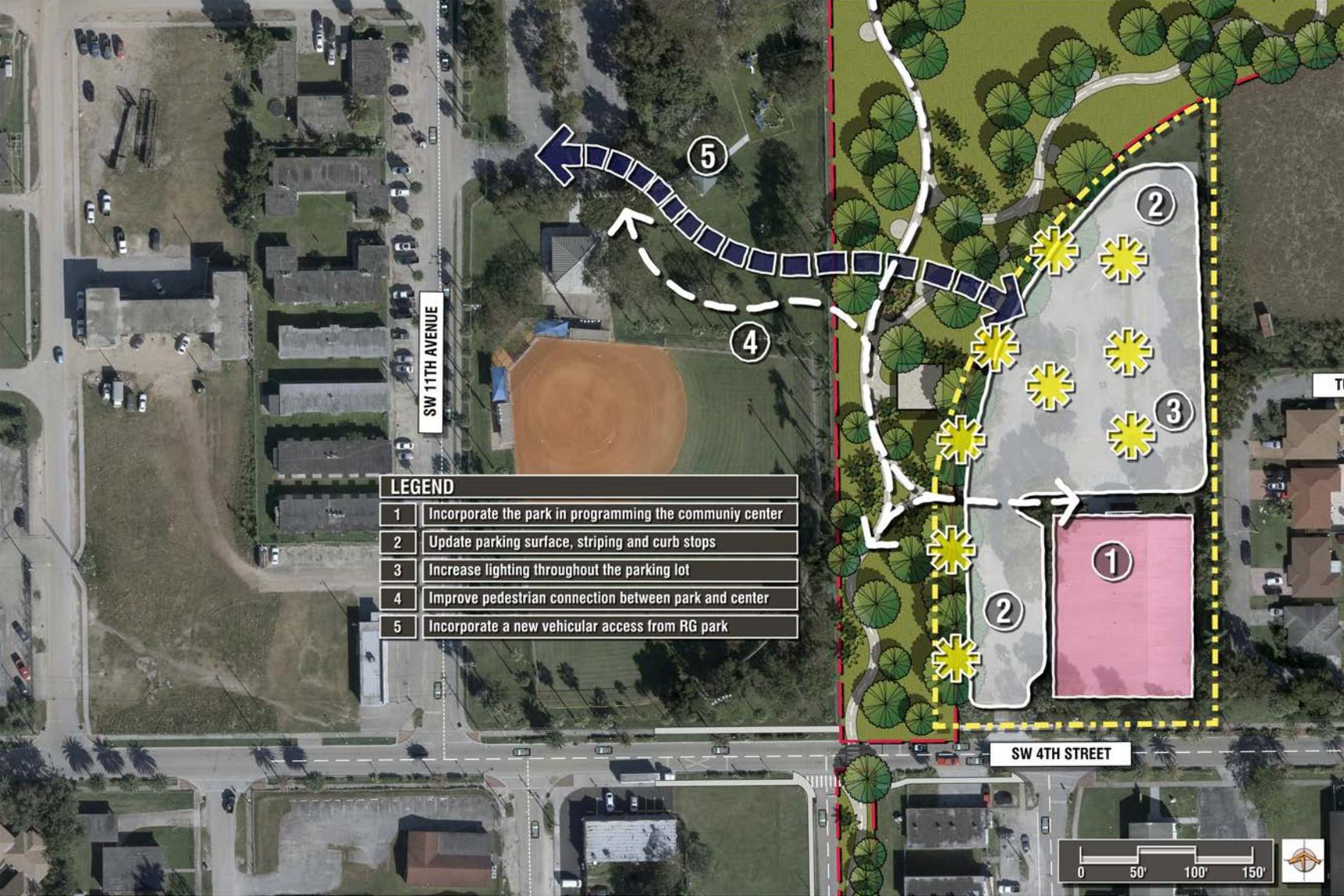


FIGURE 84 – PROPOSED IMPROVEMENTS TO PHICHO WILLIAMS COMMUNITY CENTER (DIAGRAM)





ERNESTINE JACKSON SEYMORE PARK

Proposed Improvements

The following are proposed to improve Ernestine Jackson Seymore Park. Refer to (Figure 85) for the illustrative diagram of these improvements.

- **Playground Improvements**
 - **Playground Equipment:** Update playground equipment to include more challenging, engaging equipment, focusing on inclusivity, themes and multi-sensory.
 - **Shade Structure:** Install cover structure over the playground to create shade and weather protection for children using the playground. Consider improving shade at the center of the park as well, for adult seating areas.
 - **Play Surface:** Consider installation of new playground surface at the time of playground upgrade.
- **Fitness Area Improvements**
 - Create a dedicated fitness area on the west side of the park, with new fitness equipment.
- **Landscape Improvements**
 - Improve buffering via new landscaping adjacent to the surrounding residential uses.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**

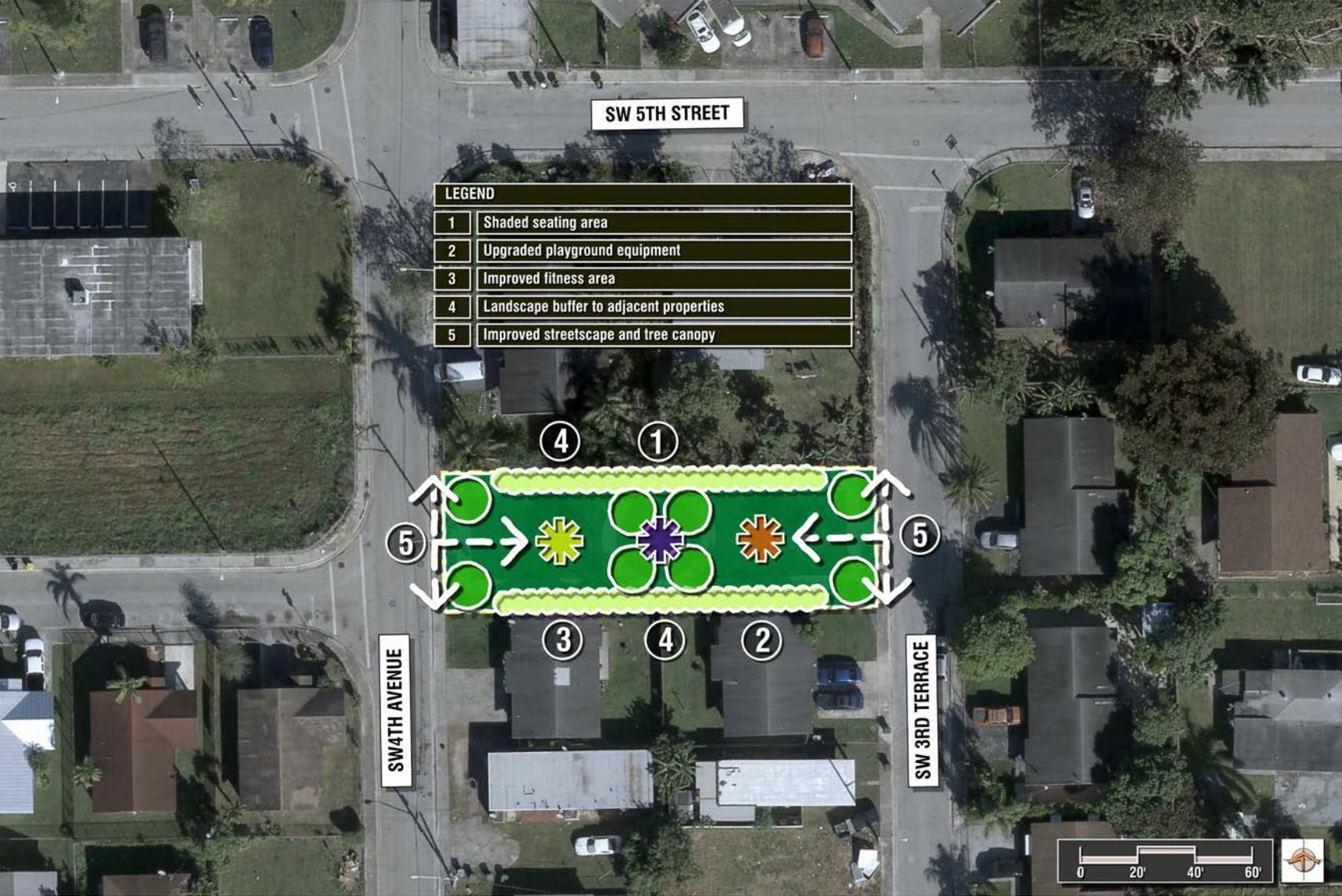
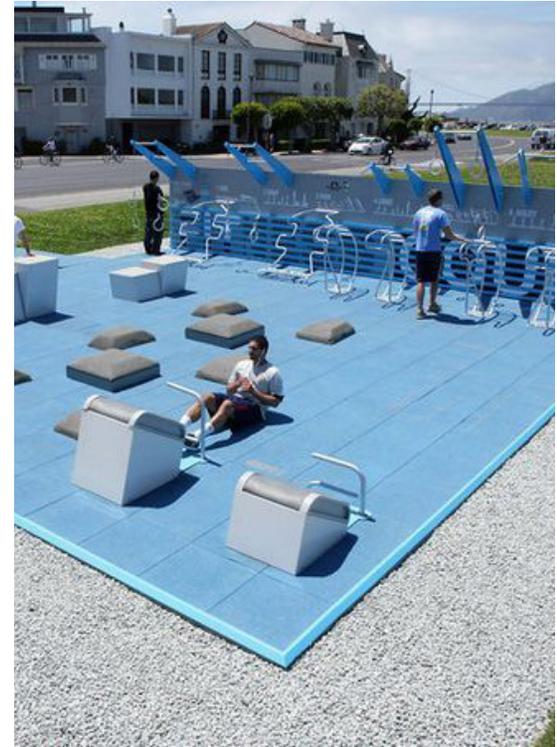


FIGURE 85 – PROPOSED IMPROVEMENTS TO ERNESTINE JACKSON SEYMORE PARK (DIAGRAM)





BLAKEY PARK

Proposed Improvements

The following are proposed to improve Blakey Park. Refer to (Figure 86) for the illustrative master plan of these improvements.

- **Access Improvements**
 - Improve and beautify entrance to the north side of the park, by relocating the dumpster areas and installing landscape.
- **Fitness Area Improvements**
 - Upgrade the dedicated fitness area in conjunction with the new beautification on SW 6th Street. Include new fitness equipment and consider shade structures.
- **Playground Improvements**
 - **Playground Equipment:** Update playground equipment to include more challenging, engaging equipment, focusing on inclusivity, themes and multi-sensory.
 - **Shade Structure:** Install cover structure over the playground to create shade and weather protection for children using the playground.
 - **Play Surface:** Consider installation of new playground surface at the time of playground upgrade.
- **Basketball Court Improvements**
 - Resurface and re-stripe the existing basketball courts.
 - Provide roof structure (airnasium) with lighting over the upgraded courts.
- **Soccer Field Improvements**
 - Reprogram area inside of the track to include a soccer field.
 - Consider covered bleachers adjacent to the soccer field, for spectators.
 - Include a new multi-use field behind the existing building.
- **Parking Area Improvements**
 - Improve the existing parking lots with new striping and additional landscape. Improvements to the parking area shall be targeted to improve park aesthetics and reduce urban heat-island effect from the large asphalt area.
 - Consider upgrading parking lot lighting to improve security.
- **Building Improvements**
 - Expand the existing building to include new flex-use community rooms.
- **Landscape Improvements**
 - Improve buffering via new landscaping adjacent to the surrounding residential uses.
 - Improve drainage retention area next to the building.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**



FIGURE 86 – PROPOSED IMPROVEMENTS TO BLAKEY PARK





CRA-OWNED PROPERTY (SW 4TH STREET, BETWEEN SW 5TH AND 6TH AVENUE)

Proposed Improvements

The following are proposed to improve the vacant CRA-Owned Property. Refer to (Figure 87) for the illustrative diagram of these improvements.

- **General Improvements**
 - **Park Focal Point:** Install a focal point, such as a fountain, statue or other public art to tie into the civic nature of the open space. This focal point may pay homage to the City of Homestead’s long, multicultural history.
- **Landscape Improvements**
 - **Flexible Open Space Area:** Create open space area to accommodate special events, like farmer’s market, craft/art fairs, food festivals. Additional treatment may include provisions for specialty furniture for table games to activate the space outside of special event times.
 - **Periphery Landscape:** Install landscape/street trees along the right of way surrounding the park for aesthetic beautification.
 - **Landscape Buffer:** Create landscape buffering via new landscaping adjacent to the uses to the north.
- **Access Improvements**
 - Provide improvements to the pedestrian network, including paving surfaces and shaded areas around the new park.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**



FIGURE 87 – PROPOSED IMPROVEMENTS TO THE CRA-OWNED PROPERTY (DIAGRAM)





RAILS TO TRAILS LINEAR PARK

Proposed Improvements

The Rails to Trails Linear Park is proposed as a future concept to connect the full length, north to south, across the City. As it exists, the railway is non-operational and has been abandoned by CSX. The vacated nature of this substantial piece of the urban fabric has created a gap in the mobility network of the City. Segmenting the neighborhoods with an under-maintained property such as the railway has created a blight on property with enormous potential to transform and link the community. The proposed concept proposes the retrofit of the abandoned CSX rail right of way into a fully programmed linear park. The newly proposed linear park may be programmed to include a bike/pedestrian network connection of paths, with pedestrian-scaled lighting, furniture and other bike amenities. Additional exercise stations are proposed with other shade/pavilion shelters to accommodate the surrounding residents and park patrons. To fully connect the urban context of the surrounding Homestead community, additional improvements for sidewalks and crosswalks are encouraged to help connect to the linear park.

The City is currently in discussion with CSX to determine the viability of this proposed linear park. Refer to (Figure 88), (Figure 89) and (Figure 90) for a typical illustrative plan and rendering.



FIGURE 88 – PROPOSED MASTER PLAN FOR RAILS TO TRAILS LINEAR PARK (TYPICAL I)

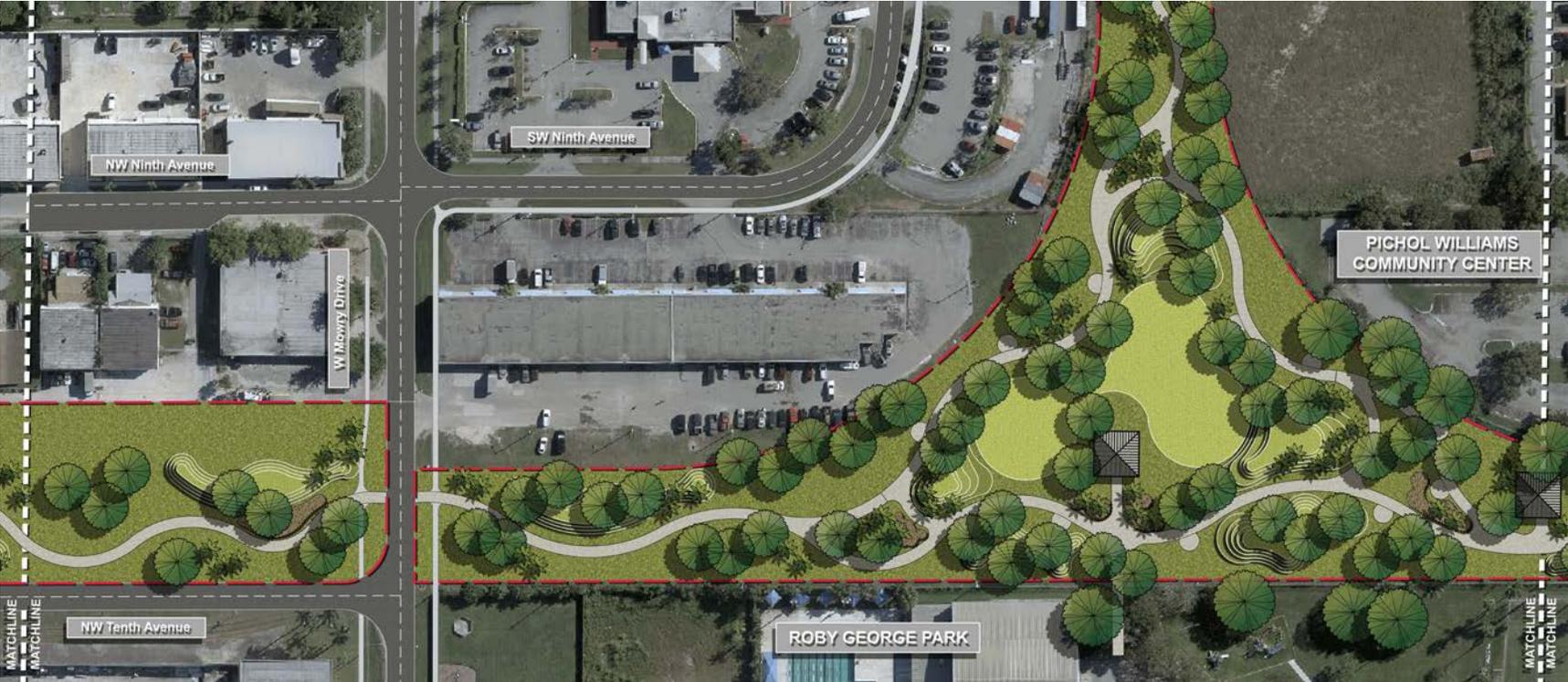


FIGURE 89 – PROPOSED MASTER PLAN FOR RAILS TO TRAILS LINEAR PARK (TYPICAL I)



FIGURE 90 – PROPOSED MASTER PLAN FOR RAILS TO TRAILS LINEAR PARK (RENDERING VIEW)



MAYOR ROSCOE WARREN MUNICIPAL PARK PROPOSED IMPROVEMENTS

The following design features are proposed as part of the Mayor Roscoe Warren Municipal Park. Refer to (Figure 91) for the illustrative master plan of this concept.

■ **Soccer Field Improvements**

- **Synthetic Fields:** The present soccer fields on the elevated ground plane at the east end of the park are in poor condition and excessively worn. These fields are heavily used and keeping sod on them is difficult. The plan proposes the reconstruction of the existing soccer fields on the mound as Synthetic Fields. The two Synthetic Soccer Fields will be regulation soccer fields. This recommendation is pending a feasibility analysis to determine the possibility of utilizing synthetic turf over the land fill area.
- **Lighting:** Explore field lighting to extend the play hours for the proposed fields. Given the underground conditions of the mound, the installation of the light poles on the mound surface is not viable. The high light poles will be located outside the mound and project the light on the new fields.
- **Exercise Equipment:** Improve the pedestrian path around the new fields with upgraded exercise equipment.

■ **Building Improvements**

- Add a large picnic shelter on the west side of the Soccer Fields. The surface area of the shelter should be sufficient to house various activities for soccer day events, daily activities, and the rental for parties. While final detailed programming and design will determine its final dimensions, the Master Plan proposes a Picnic Shelter of fifty feet by fifty feet (50'X50') or two thousand five hundred (2,500) square feet.

■ **Dog Park Improvements**

- Replace the fencing around the existing dog park area.

■ **Volleyball Court Improvements**

- Improve drainage within the existing volleyball courts, which tend to flood during rain inundation.

■ **Parking Area Improvements**

- Improve the existing parking lots with new striping and additional landscape. Improvements to the parking area shall be targeted to improve park aesthetics and reduce urban heat-island effect from the large asphalt area.

■ **Basketball Court Improvements**

- Resurface and re-stripe the basketball courts.
- Include new landscape buffering around the basketball courts with shade.

■ **Other General Improvements**

- **Park Furniture**
- **Increased Tree Coverage**
- **Signage and Wayfinding**



FIGURE 91 – PROPOSED IMPROVEMENTS TO MAYOR ROSCOE WARREN MUNICIPAL PARK (DIAGRAM)





AUDUBON PARK

The following are proposed to improve Audubon Park. Refer to (Figure 92) for the illustrative master plan of these improvements.

- **New Pickleball Courts**
 - Introduce two (2) new pickleball courts within the central area of the park, to serve the growing demand for the sport.
- **Playground Improvements**
 - Replace playground equipment and upgrade playground surfaces at the end of the existing life-cycle.
- **Access Improvements**
 - Construct new pathways to connect pickleball access to the rest of the park.
- **Other General Improvements**
 - **Park Furniture**
 - **Increased Tree Coverage**
 - **Signage and Wayfinding**

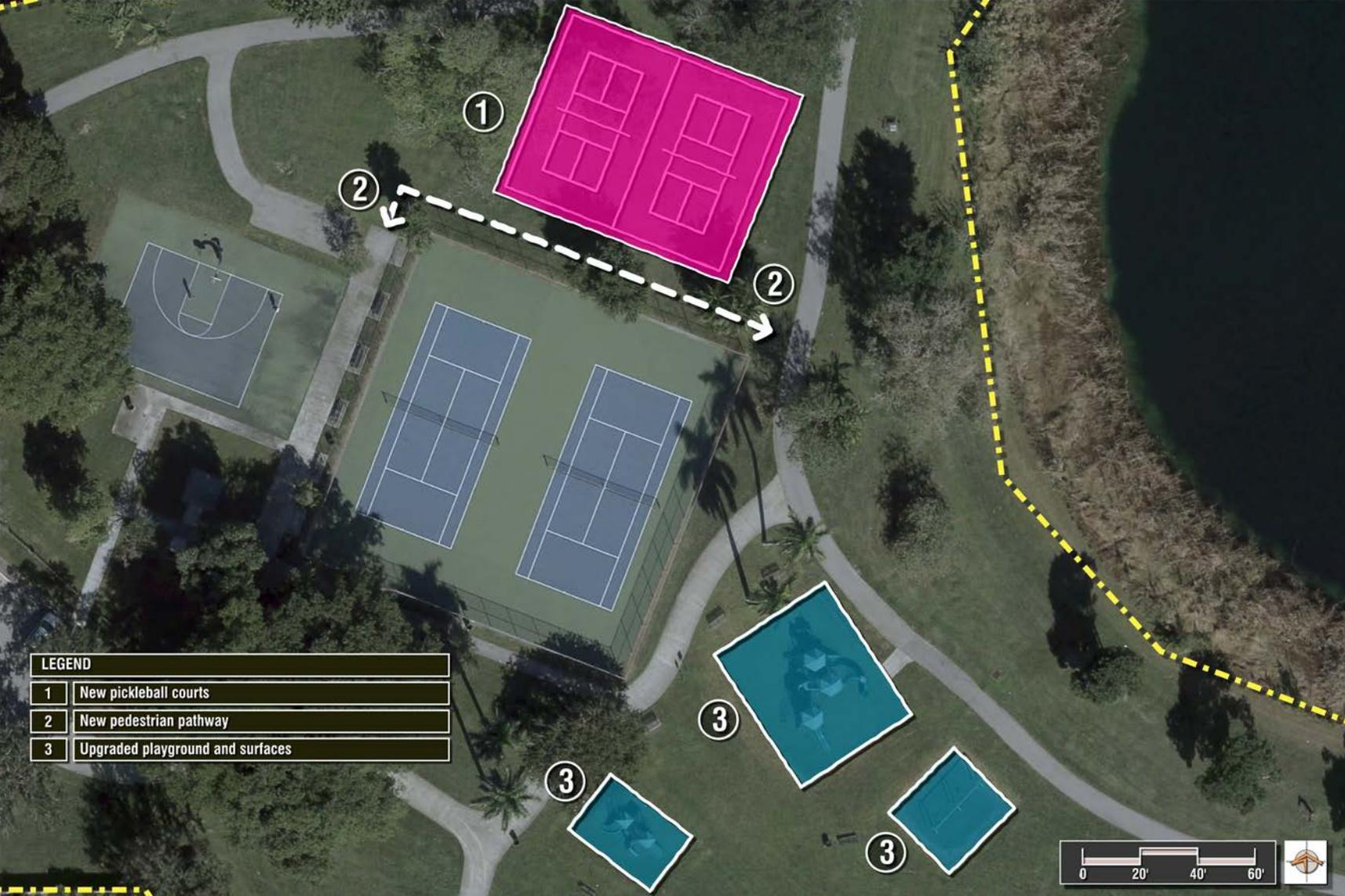
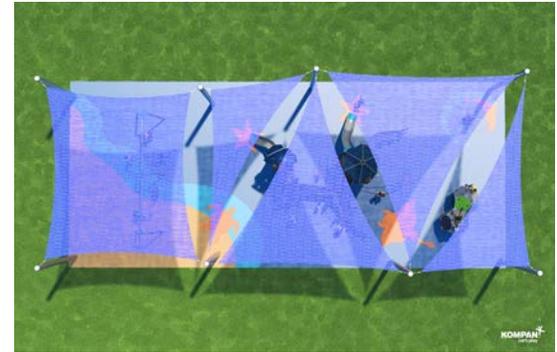


FIGURE 92 – PROPOSED IMPROVEMENTS TO AUDUBON PARK (DIAGRAM)





HOMESTEAD SPORTS COMPLEX

The Homestead Sports Complex preliminary master plan provides the redevelopment of recreational amenities for this 129-acre parcel of land in the City's southeast section. Formerly serving as a regional baseball and athletic facility, the site was underdeveloped and needs significant improvements to function as a new regional community park. The program for the future park includes utilizing some of the existing baseball facilities and parking areas, while increasing the sports facilities significantly. The new program includes a regulation 8-lane track and field facility, four synthetic surface soccer fields, a community center, a recreation dock, a pump track, picnic shelters, an exercise/walking trail, parking, a large multi-purpose field, four baseball/softball fields, central open multi-purpose lawn, retention ponds, and site-wide landscape enhancements. The City plans to construct the park in several phases as funding becomes available. Refer to (Figure 93) and (Figure 94) for the illustrative plan and birds-eye renderings.



FIGURE 93 – PROPOSED HOMESTEAD SPORTS COMPLEX MASTER PLAN



FIGURE 94 – PROPOSED HOMESTEAD SPORTS COMPLEX BIRDS-EYE VIEW



FIGURE 95 – PROPOSED HOMESTEAD SPORTS COMPLEX PHASE I BATHROOM/CONCESSIONS BUILDING

FUTURE NEW PARK CONSIDERATIONS

Figure 96 shows the present distribution of parks in the City of Homestead. The area east of the Homestead Extension of the Florida Turnpike (HEFT), the areas to the easternmost sector of the city are served by numerous Homeowners' Associations (HOAs) that provide pools, community buildings, tennis courts, and some basketball courts. Because of commercial development limitations, these HOAs do not provide large playfields.

The proposed Homestead Sports Complex, a District Park, provides a five (5) mile service radius, given its large land area and availability of fields as indicated in the map diagram. As seen in Figure 96, some residential areas are up to 2.5 miles from the Homestead Sports Complex, nor are there any other close by parks of adjacent communities.

There are no city-provided Neighborhood Parks or Community Parks serving the northeast edge area of the city. A Neighborhood Park with sufficient land area for a playfield or a Community Park would provide such a facility in closer proximity to the residential areas of this sector and support additional playfield recreation activities.

The northwest edge sector of the city, a rapidly developing residential sector, is not presently served by any city-provided Neighborhood or Community Park. There is limited availability of vacant land in both sectors identified, making the inclusion of a new park difficult. However, should the opportunity arise, the City of Homestead should evaluate creating an additional park with playfield (s) in these two city sectors.

RECOMMENDATIONS FOR OVERALL PARK IMPROVEMENTS

Standard Park Furniture

In addition to the proposed park improvements, the Plan includes a recommendation to standardize and replace all park furniture within the City's park's facilities, as the need arises. At a minimum, this may include the following:

- **Benches:** Seating is a necessity that provides park patrons a place to rest and relax within the confines of the City's park facilities. Seating shall be based on a unified design aesthetic, but in different forms responding to scale and the function of its space. The following are general considerations for the standardization of benches:
 - Seating shall not interfere with pedestrian movement, building entrances/maintenance areas, park services, utilities, or access to parked vehicles.
 - Seating shall be oriented towards actively programmed areas, and situated in a way that maximizes locations in the shade.
 - Seating surfaces shall have skate deterrents/dividers to discourage any other uses, besides seating.
 - Bench seating shall be permanently fixed to the ground. When set amongst landscape areas, benches shall be anchored to a concrete base area.
- **Waste Receptacles:** Adequate waste disposal is integral to maintaining an attractive parks environment. The inclusion of durable waste receptacles aids in establishing the identity of a park system and prevents the accumulation of trash in the open spaces, and the attraction of unwanted pests. The following are general considerations for the standardization of waste receptacles:
 - Waste receptacles shall be accessible from heavily pedestrian areas within the park facility.
 - At a minimum, waste receptacles shall be placed in close proximity to trail heads, and mid-walk areas, and near all congregation areas. Additionally, waste receptacles shall be situated in convenient locations adjacent to all areas where food is consumed.
 - Waste receptacles shall be chosen with a covered top and door access on the sides to allow maintenance and removal of bags/waste drums.
- **Bicycle Racks:** Bike racks serve as both an aesthetic element in the design of the park space and as a functional element for the safe storage of bicycles park. Where automobile parking is limited, and where access is available, permanent bike racks are essential to making bicycles a viable form of transit. The following are general considerations for the standardization of bicycle racks:
 - Bicycle racks shall not be placed in any location where they may impede pedestrian mobility, interfere with activities in the park or prevent access to any buildings/maintenance areas.
 - Bicycle racks shall be selected which support the bike frame at two points above its center of gravity.
 - The design shall accommodate different designs/dimensions and allow easy locking to the frame for both wheels.
 - At a minimum, bicycle racks shall be installed in pairs, however in greater quantities to accommodate greater demand.
- **Pedestrian Lighting:** Appropriate lighting aids in the mobility of park patrons and provides safety and security to a space. If designed correctly, park lighting provides additional character

and identity to the park and, when strategically placed, will predictably guide the user through the space as its experience was intended. The following are general considerations for the standardization of pedestrian lighting:

- With landscaping, lighting shall take priority over all other street furnishings.
- Pedestrian lighting shall not interfere with pedestrian movement, building entrances/maintenance areas, park services, utilities, or access to parked vehicles.
- Pedestrian-scaled lamps shall be used for park pathways and range from 12'-16' in height.
- Pedestrian lighting fixtures height shall be considered near a tree canopy so that landscaping does not block light.
- Pedestrian lighting shall highlight critical locations, such as ramps, crosswalks, bus stops, and seating areas.
- Where appropriate, pedestrian lighting shall accommodate banner arms for signage.
- **Sports Lighting:** Sports field lighting in parks plays a vital role in fostering community engagement and maximizing the usability of public spaces. It extends the hours of play, allowing both children and adults to engage in various sporting activities during the evening. It also contributes to the safety of the area, reducing the likelihood of accidents and discouraging unwanted activities after dark. Moreover, well-lit sports fields can support local events, tournaments, and community gatherings, thereby promoting social interaction and cohesion. The following are general considerations for the standardization of sports lighting:
 - Sports field lighting shall be considerate of the surrounding urban context, especially when adjacent to lower intensity, residential uses. Light spillage and glare

control shall be considered to create optimal conditions for park users and those outside of the park.

- Lighting shall consider energy-efficient options, such as LED, which may reduce operational costs and environmental impact.
- Field lighting shall contribute to the overall safety and security of the park.
- **Pet Waste Stations:** Pet waste stations serve as a functional amenity within the parks, which help keep heavily used areas free from animal litter and obtrusive odors. It is critical to include provisions for the hygienic disposal of pet waste in all parks and facilities, where pets are welcomed. The following are general considerations for the standardization of pet waste stations:
 - Pet waste stations shall be accessible from heavily pedestrian areas within the park facility.
 - At a minimum, pet waste stations shall be placed in close proximity to trail heads, and mid-walk areas.

General Landscape Improvements

In addition to the standardization of park furnishings, the Plan proposes a general recommendation to improve the overall landscape environment of all park facilities. This recommendation includes increased tree coverage/canopy, which will greatly improve the user experience.

7.3 FUNDING AND SOURCES

PRELIMINARY COST ANALYSIS RECOMMENDATION

In general, parks and recreation master plans propose recommendations for improvements that may span the course of years, or decades,

encompassing both small and large projects. Over time, significant cost variations may arise due to unpredictable events, which can increase construction costs substantially. An escalation factor may not fully address these cost differentials. To meet the needs of funding sources, particularly General Obligation (GO) Bonds that require substantial time from master plan conception to the actual referendum, it is recommended that cost analyses be conducted at the time of funding solicitation.

Construction projects proposed in this Plan are conceptual in nature, with minimal detail to serve as the most accurate basis for accurate cost estimation. In cases without major park reconstruction projects, improvements may be implemented gradually and prioritized differently. Changes in scope over time should also be considered.

Generating cost estimates, with limited detailed information during the planning stage may not benefit the community. Instead, these estimates should be done closer to project implementation. Relying on a preliminary opinion of cost at this early stage can have significant repercussions. When cost estimates are generated too early in the project life-cycle, they may not account for critical factors that impact the overall budget, such as changes in material prices, labor costs, regulatory requirements, and economic conditions, especially in the current economy. As a result, these estimates may not accurately reflect the project's true cost, leaving stakeholders unprepared for the financial implications.

If actual construction costs exceed the initial estimate, the City may struggle to secure additional funding, forcing difficult decisions such as scaling back the project's scope, compromising on quality, or even canceling the project altogether. These adjustments can lead to dissatisfaction among stakeholders and jeopardize the project's overall success.

To mitigate the risks, it is essential to develop accurate cost estimates based on the most up-to-date information and continuously monitor and adjust project budgets as market conditions rapidly evolve. It is believed that cost estimates at the planning stage will not provide community benefits and should be conducted closer to the individual project's implementation.

FUNDING OPPORTUNITIES

The Plan identifies federal programs, and non-profit organizations that match local funding with grants.

A summary of parks funding techniques that may be used by Florida municipalities is listed below.

City of Homestead

- User Fees
- Development Impact Fees
- Partnerships/Agreements

Miami-Dade County

The Miami-Dade County Grants Coordination Division provides a directory of foundations that highlight giving areas/interests and active website addresses. The directory is organized by geographic area. The full list of foundations and Private Funding Sources may be accessed at

<https://www.miamidade.gov/grants/funding-foundations.asp>

The full list is organized in the following categories:

- National & International
- State, Regional & Local
- Foundations and Organizations

Florida Department of Environmental Protection (Division of State Lands)

- Florida Communities Trust (FCT)
 - Parks and Open Spaces Florida Grant Program
- Florida Recreation Development Assistance Program (FRDAP)
- Land and Water Conservation Fund (LWCF)
- Recreational Trails Program (RTP)

Other State Resources

In addition to the FDEP, the following State resources may offer funding assistance/grants for parks and recreation programs and facilities:

- Florida Dept. of Agriculture
- Florida Dept. of Education
- Florida Dept. of Transportation
- Florida Fish & Wildlife Commission
- Florida Dept. of Health
- Florida Dept. of Environmental Health
- Florida Dept. of State Cultural Facility Grant Program
- Florida Recreation Development Assistance Program

Other

- United States Tennis Foundation
- USA Swimming Foundation
- American Red Cross

ADDITIONAL FUNDING VIA BOND REFERENDUM

Successfully implementing a Parks Master Plan requires a significant investment that often exceeds the constraints of regular municipal

budgets. It may not be feasible for the City of Homestead to disburse the large amount of funds needed to implement the Master Plan within the time established for Master Plan implementation. Consequently, the City of Homestead must consider alternative financing mechanisms. A bond referendum is effective in many municipalities and warrants serious consideration.

A bond referendum is a financial tool that allows municipalities to raise substantial funds for public projects, such as park improvements and recreational facility enhancements. This tool is advantageous in several key ways:

- **Immediate Influx of Capital** – A bond referendum provides an immediate influx of capital to finance major projects, allowing the City of Homestead to proceed with the Master Plan’s execution without financial bottlenecks. The availability of funds ensures that project implementation is manageable due to budgetary constraints, leading to quicker completions and enhanced community benefits.
- **Democratic Mechanism** - A bond referendum represents a democratic mechanism for financial decision-making. It gives the constituents a direct voice in determining fiscal priorities, thus enhancing civic engagement, and legitimizing the allocation of public funds.
- **Stimulates Economic Development** - Funding through bond issuance can stimulate economic development. Improved parks and recreational facilities often increase property values, expanding the City’s tax base. Additionally, such improvements attract visitors, further stimulating the local economy.

Despite these advantages, it is important to recognize the long-term financial commitments associated with bond issuance. Bonds necessitate a multi-year repayment obligation, impacting the City’s

fiscal flexibility. Additionally, servicing these debts will necessitate the adjustment of property taxes, a point that may only be amenable to some constituents.

However, many municipalities, understanding these challenges, have utilized bond referendums effectively, drawing valuable lessons from their experiences. For one, community engagement and education have been key to garnering support for bond referendums. A concerted effort to explain the bond process, the necessity of the improvements, and the economic impact on taxpayers are essential to securing voter approval.

Transparency in how funds will be utilized is another critical factor. Residents want to ensure that their funds are allocated responsibly. Hence, clearly outlined plans, accurate cost breakdowns, and transparent timelines can go a long way in fostering public trust.

Additionally, careful monitoring of market conditions can lead to cost-efficient borrowing. Municipalities can achieve significant savings by timing the issuance of bonds when interest rates are low.

Considering the financing mechanisms for the Parks Master Plan, it is prudent to reflect on these points. A bond referendum presents a promising avenue for achieving the City's goals. It provides a feasible financial solution and serves as a platform for civic participation, driving community-wide support for revitalizing parks. With careful planning, transparent communication, and keen attention to market conditions, the City of Homestead may utilize a bond referendum to translate the Master Plan into reality.

8

DESIGN PRINCIPLES

This page was intentionally left blank.

8.1 GUIDING FRAMEWORK

The City of Homestead Citywide Parks Master Plan establishes a guiding framework for the design and development of the City's parks. These design principles are intended to guide future park design decision-making and serve as a reference for the evaluation of parks designs. These guiding design principles are as follows:

PARK SUSTAINABILITY

New construction and rehabilitation of City of Homestead Parks will be based on accepted sustainable design and sustainable construction practices and will include as a minimum the following principles:

- Protection, enhancement, and sustenance of the natural environmental resources of existing and new parks through:
 - Best possible utilization of the recreational land resources of the City of Homestead
 - Use of best operational practices for the upkeep and maintenance of park facilities
- Rational Use of Water Resources
 - Adequate storm water design to limit the disruption of natural hydrology by reducing impervious cover and increasing on-site infiltration
 - Efficient use of water through landscaping practices such as the use of native species and xeriscaping with drought-resistant plants
 - Efficient design of irrigation systems to maximize available water resources, using captured rain water or recycled water wherever possible
- Reducing Urban Heat Island Effect
 - Use of low-albedo materials in paved surfaces

- Provision of adequate shade for paved surfaces
- Park Energy Efficiency
 - Implement energy-efficient lighting that, in keeping with CPTED standards, reduces the risks associated with potential park evening use
 - On-site power generation for lighting where possible and economically feasible

BEST PARK LANDSCAPE PRACTICES

Landscapes for the City of Homestead will be of the highest quality and will provide City park users with a healthy, enjoyable, and sustainable environment. Landscape design will reflect and incorporate practices that conserve water, reduce nutrient loading, minimize costs, and sustain plant life. The Citywide Parks Master Plan recommends the following principles for landscape design.

- Provide for the use of native, drought-tolerant, low-maintenance plant materials
- Encouraging cooling through the provision of shade and channeling of breezes
- Promote sustainable development by implementing leading-edge programs and technologies for pollution control, resource conservation, and ecosystem monitoring, research and enhancement

PARK ACCESSIBILITY

Maximize public access and use of park lands and activities by:

- Providing for parks that are physically, visually, and universally accessible for all ages and physical abilities
- Providing for parks that act as central community spaces
- Providing for user comfort through the inclusion of substantial

shaded areas and the protection of cover over all children playground areas.

INCLUSIVE DESIGN TRENDS

A significant focus of parks and recreation departments is designing parks that are more inclusive and accessible to all members of the community. Inclusive park design is an emerging trend that aims to create outdoor spaces that are welcoming to all people, regardless of age, ability, or cultural background. This shift has been driven by a growing awareness of the importance of parks and public spaces in promoting health and well-being, as well as the recognition that not all people have equal access to these spaces.

One of the key trends in inclusive park design is the incorporation of universal design principles. Universal design is an approach to design that seeks to create products and environments that can be used by the widest range of people possible, regardless of their abilities or limitations. In the context of park design, this not only means designing spaces that are easy to navigate for people with mobility impairments but also creating environments that cater to those with mental, emotional, or cognitive challenges. For instance, sensory gardens for individuals with autism, quiet zones for those with anxiety, or structured activity areas for people with cognitive impairments are some of the ways parks can be tailored to support a wider audience.

Another crucial trend in inclusive park design is the incorporation of play and fitness equipment that is accessible to people with disabilities. This might include equipment that is designed to accommodate people in wheelchairs or support people with limited mobility or balance issues. These features not only provide opportunities for people with disabilities to engage in physical activity but also create more inclusive play environments for all children.

Beyond physical accessibility, inclusive park design also emphasizes cultural sensitivity and inclusivity. This can mean incorporating art or design elements that reflect the cultural heritage of the community or creating spaces that are welcoming to people from diverse backgrounds. By crafting parks that are inclusive and inviting to all, we foster social cohesion, a sense of community, and the promotion of physical and mental well-being for every community member.

Overall, the trend towards inclusive park design is a positive one that reflects a growing awareness of the importance of creating public spaces that are welcoming to everyone in the community. By incorporating universal design principles, accessible play and fitness equipment, and cultural sensitivity and inclusivity, parks are truly inclusive and accessible to all.

MULTI-MODAL PARKS

Parks are not just pockets of open space but activity hubs that must cater to the diverse ways people move. When crafting the organization for these spaces, it's essential to embed a multi-modal approach into the very program of the design. The following guidelines shall be considered as new improvements to the parks and recreation system are contemplated:

- **Entrance and Egress**
 - Design multiple entry and exit points to accommodate varying modes of transportation
 - Ensure spacious and safe drop-off zones specifically for services like the Homestead Trolley, Freebee and golf cart parking
 - Incorporate clear signage to guide drivers, cyclists, and pedestrians seamlessly
- **Scooter and Bicycle Amenities**

- Designate zones for scooter and bicycle parking
- Consider charging stations for electric scooters and bikes
- Ensure these zones are located close to main paths, but not obstructing pedestrian flow
- **Internal Connectivity**
 - Create paths that can accommodate both pedestrians and slower modes of transportation, such as scooters
 - Use tactile paving and clear markings to demarcate areas and guide different types of users
 - Incorporate resting points, ensuring they are strategically placed and don't impede the flow
- **Other Safety Considerations**
 - Design pedestrian priority zones, especially in high-traffic areas
 - Incorporate well-lit paths and crossings, especially near multi-modal access points and parking areas

EQUESTRIAN FOCUSED PROGRAMMING AND AMENITIES

To leverage the City's rural history and natural landscapes, it may be appropriate to explore more equestrian focused programming and amenities within the City's parks system. Given Homestead's historic connection as a farming community, the development of modest scaled equestrian center may provide the opportunity to cater to equestrian enthusiasts, introducing residents and visitors to horseback riding, care workshops, and therapeutic riding. Complementary amenities may include additional riding paths, horseboarding facilities, and dedicated spaces for equestrian events and training.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

The designs of all City of Homestead parks will adhere to the principles

of CPTED and provide for the five basic elements of CPTED:

- **Natural Surveillance:** Keeping intruders under observation and creating visual connections to prevent unacceptable and unlawful activities from taking place. This is the much-mentioned concept of "eyes on the street" to control activities, intruders, and users. The adequate location of activities within the park; the location and definition of open spaces; lighting and landscape; all play a major role in creating natural surveillance of public and private areas and is a basic principle of "defensible space". Additionally, natural surveillance addresses the elimination of built environment elements that facilitate hiding, block visibility, or provide for unsafe conditions.
- **Natural Access Control:** Careful location of entrances and exits, using fences, gates, shrubs, access control devices, control, or limit access to potential target areas and to delineate to intruders and offenders that there is a risk in selecting this place as a target. Using physical means including locks and fences, provides a supplement to other access control devices.
- **Territorial Reinforcement:** Creates a clear delineation of space and separates the dedicated space from non-legitimate users. This element is often accomplished using landscaping, hardscape, fencing, signage, creative artwork, and seating. By utilizing these typical elements within the design of the facilities, the City may increase safety within the parks, and also express additional community pride and ownership of the space.
- **Activity Support:** Places programs and activities in the shared location, so that individual participants become a part

of the natural surroundings, providing natural surveillance by committee. When spaces are perceived as safe, it increases the use of the park, increasing value and discouraging actions of non-legitimate users. Activity Support may be classified as active and passive efforts. Passive efforts include the use of design elements that attract patrons, such as parks, playgrounds, and community spaces. Active efforts include the use of scheduled elements, such as special events, programs, concerts, or organized grounds.

- **Maintenance:** Routine and preventative maintenance helps ensure spaces are able to serve their intended purpose. This allows for the continued use of spaces as originally intended. Regular maintenance is a demonstration that the park is cared for and discourages misuse by non-legitimate users.

ALIGNMENT WITH CITY POLICIES

All new construction and park improvements shall be in alignment with City of Homestead policies.

PARK DESIGN EXCELLENCE

The City of Homestead will strive to provide park designs that incorporate the highest standards to meet user needs and have functional, creative and aesthetically pleasing designs that provide for enhanced public image and identity of the City of Homestead recreational lands through the adequate linkage to surrounding urban fabric.

The following pages include recommendations for achieving design excellence for the future design and construction of City of Homestead parks.





WALKING PATHS/SIDEWALKS/TRAILS

Promoting passive recreation through the inclusion of walking paths/sidewalks/trails in the City's parks is a priority. Well-designed, activity-integrated paths in the City's parks serve not only to link different park venues but to foster cross-generational use of parks through walking and exercise activities. The walking path design should spur pedestrian movement, meander through the park space, integrate with open spaces, reveal park vistas, and provide shade to make walking a pleasant experience. As illustrated in the proposed park concepts, the walking paths serve to define the perimeter of the parks and include picnic and exercise structures where applicable. Where appropriate, walking paths should be lighted in keeping with each specific park's use hours. The photos present different walking paths designs.



NATURAL AREAS AND NATURE PARKS

Natural areas and nature parks are essential components within parks and open spaces, strategically designed to bring tranquility and biodiversity into urban landscapes. Drawing upon principles of landscape ecology and environmental conservation, these areas are carefully curated to mimic natural ecosystems. Their design incorporates native vegetation, fostering habitats for local wildlife, contributing to biodiversity, and promoting environmental sustainability. Varied topographies with trails winding through woodlands, wetlands, and meadows offer visitors a multi-sensory experience of nature. Water features like streams and ponds serve both aesthetic and ecological purposes, providing a habitat for aquatic species while enhancing the park's visual appeal. Moreover, these areas are designed with minimal intrusion, encouraging visitors to observe and appreciate nature's cycles and rhythms. The thoughtful design of natural areas and nature parks reflects the collective commitment to preserving natural landscape within the City.





SPRAY GROUNDS/SPLASH PADS

Trends in splash pad design for parks focus on creating engaging, inclusive, and sustainable water play areas for diverse user groups:

- **Themed Designs:** Stimulate children’s imaginations with visually appealing themes like nature or ocean.
- **Interactive Elements:** Enhance user experiences through movable nozzles, levers, and buttons for active play.
- **Inclusive Play:** Design accessible surfaces and features, promoting experiences for all ages and abilities.
- **Integrated Seating and Shade:** Provide seating, shaded spots, and nearby amenities for a comfortable environment.
- **Year-round Functionality:** In colder regions, incorporate features convertible into dry playgrounds or other recreational spaces.

These trends aim to create engaging, inclusive, and sustainable water play areas that enhance the appeal and usability of parks and recreational spaces

DOG PARKS

Dog parks should be creatively designed to accommodate all dogs, as well as their owners. The following highlights shall be considered in their design.

- **Natural Elements:** The incorporation of natural elements may include trees for shade, rocks for climbing, and water features for cooling off. The aim is to mimic natural environments, offering dogs varied sensory experiences and stimulating play.
- **Agility and Exercise Equipment:** This equipment such as ramps, tunnels, and weave poles are becoming more commonplace to provide mental and physical stimulation, fostering a dog’s agility, confidence, and fitness.
- **Separate Spaces:** Modern dog parks shall have distinct areas for different dog sizes and energy levels, for the safety of the animals and their owners.
- **Human Amenities:** Recognizing that dog parks are social spaces for pet owners too, designers are enhancing human amenities, which may include shaded seating and furnishings, WiFi, and other enhancements for the human experience.





PLAYGROUND FACILITIES

Playground design is a critical component for the success of parks within the community. Where playgrounds do not engage the imaginations of children, they sit underutilized and become a burden on the City.

All playgrounds shall engage children of all ages and abilities. The use of geometric structures and towers provides challenging, yet safe areas for children to use their imagination, while benefiting from the physical nature of these elements. Careful attention to maintainability and durability extends the life-cycle of these heavily used elements within parks.

It is important for these structures to appeal to all users across all age groups. While adults may not always engage on the physical level of the playground, there should be areas for adults to comfortably watch their children play. All playgrounds shall be inclusive, providing challenging areas for kids of all abilities to engage one another in a safe manner.

UNIFORM PARK FURNITURE

When planning and designing new parks and open spaces, a key design component is the selection of outdoor furniture. This includes benches, picnic tables, bollards, bike racks, waste receptacles, signage, and lighting fixtures. An increasingly popular approach is to create a uniform park furniture package to guide designs and materials used throughout the park system. This strategy offers numerous benefits, enhancing the visual appeal, functionality, and long-term sustainability of the park. The following benefits support the recommendation to explore the development of a the package.

- **Visual Consistency:** Uniform furniture creates a visually harmonious environment. This consistency can enhance the aesthetics of the space, making it more appealing to visitors.
- **Ease of Maintenance/Repairs and Replacement:** With a uniform furniture package, the park management can efficiently maintain stock, and replace furniture when needed. It streamlines the process of ordering new pieces and ensures that replacements are at hand, and will match the existing palette.
- **Cost-effectiveness:** By purchasing furniture in bulk, the City may often save money. Moreover, using the same materials and designs can reduce long-term costs associated with repairs and replacements.
- **Aesthetic Identity:** A consistent furniture package can reinforce the park’s aesthetic identity. This not only improves the visitor’s experience but also enhances the park’s image making it more unique and memorable.





PARK SIGNAGE

A well-designed signage system is a crucial element of a city's park system, offering numerous benefits to both visitors and the overall park experience. Uniform park signage and wayfinding play a vital role in enhancing user experience, ensuring safety, promoting park utilization, and establishing a cohesive identity. By providing clear information, guiding visitors to key destinations, and offering educational opportunities, these signs contribute to a seamless and enjoyable park visit. To effectively implement a signage system in parks and open spaces, various types of signage are appropriate. These may include the following:

- **Directional Signs:** guide visitors through the park, with clear and concise information about the various park amenities, including the park's attractions.
- **Interpretive Signs:** offer educational information about the park's natural, cultural or historical significance, including a deeper understanding of the park's unique features.
- **Regulatory Signs:** promote safety and enforcement of the park's rules and regulations.
- **Identification Signs:** identify park features, landmarks or specific areas of the park, including entrance signs, trail-head markers or other points of interest.
- **Accessibility Signs:** ensure inclusivity and accommodation of all individuals of various abilities, including information about routes, parking, restrooms and other facilities compliant with ADA.



This page was intentionally left blank.



PREPARED BY:

