

# COCONUT GROVE WATERFRONT AND SPOIL ISLANDS MASTER PLAN

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S A S A K I





# COCONUT GROVE WATERFRONT AND SPOIL ISLANDS MASTER PLAN

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US Olympic Sailing Center

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Coconut Grove Business Improvement Committee

Shakespeare in the Park

Coconut Grove Hoteliers

Dinner Key Marina and its Tenants

Department of Public Works

Department of Public Facilities

Department of Parks & Recreation

City Staff

The residents of Coconut Grove.

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# TABLE OF CONTENTS

## Introduction

Introduction	4
Letter From the Mayor	5

## master plan objectives

Framework Objectives	9
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## existing conditions

History	15
Physical Characteristics and Use	17
Site Conditions	19
Regulatory	21
Transit, Traffic, and Parking Analysis	22

## market analysis and potential

Market Analysis	27
Market Potential	36

## public process

Public Process	45
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## coconut grove waterfront and spoil islands master plan

Vision for Coconut Grove's Waterfront	53
Waterfront Park	57
Maritime Activities	65
Civic Core	69
Circulation and Parking	72
Event Strategy	75

## implementation

Phasing Strategy	79
Cost Estimate	80
Conclusion	82





## INTRODUCTION

### Coconut Grove Waterfront and Spoil Islands Master Plan

On May 24, 2004, RFQ 03-04-031 titled Master Plan for Coconut Grove Waterfront and Spoil Islands, a Coastal Recreational Park was issued. The City of Miami sought a multidisciplinary team of consultants with demonstrated experience in waterfront landscape architecture, urban design, environmental and economic expertise to submit a response. Six responses were received from qualified design teams followed by an Evaluation Committee process which ranked the firms and recommended Sasaki Associates, Inc. and their team of sub-consultants as the most qualified to prepare the master plan.

A comprehensive public involvement process followed the July 28, 2005 City Commission authorization to engage Sasaki Associates, resulting in a unanimously approved master plan that reflects the growth and desires of the community. The Final Master Plan was presented and approved by the Planning Advisory Board, Waterfront Advisory Board, Coconut Grove Village Council, and finally by the City Commission on July 24, 2008. The Master Plan includes cost estimates and a phasing strategy to serve as a guiding tool for the future implementation of all master plan components.

The City of Miami Planning Department

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Greetings,

As Mayor of the City of Miami and on behalf of my colleagues on the City Commission, it is my pleasure to write this letter in support of the Coconut Grove Waterfront Master Plan.

The Coconut Grove Waterfront and Spoil Islands Master Plan is a great example of a master planning process that has taken careful steps to ensure that the public needs for greater open space and unobstructed access to the waterfront have been balanced with the needs of area businesses, including those within the Village Center and tenants of the Coconut Grove waterfront.

With the completion of three master plans since 2005 (Parks and Public Spaces, Museum Park, and Coconut Grove Waterfront) and one nearing completion in early 2009 (Virginia Key), the City of Miami is moving forward with implementing its vision of improved parks, public spaces, and constructing projects, such as the River Greenways and Bicycle Master Plan which will better connect our neighborhoods and commercial corridors to our parks, river, and bayfront resources.

The City of Miami will look to the approved master plan recommendations and phasing strategy as the guiding tool to implement the Coconut Grove Waterfront and Spoil Islands Master Plan and to strive for a greater quality of life for all citizens of the City of Miami.

Sincerely,







FIGURE 1: THE PHYSICAL CONNECTION BETWEEN CENTER GROVE AND THE WATERFRONT NEEDS TO BE ENHANCED THROUGH STREETScape AND VIEW CORRIDORS



FIGURE 2: ONE OF THE OBJECTIVES OF THE MASTER PLAN IS TO STRENGTHEN HOTELS AND RETAIL IN THE CENTER GROVE



FIGURE 3: OPPORTUNITIES EXIST FOR MORE GRACIOUS AND GENEROUS BAYWALK PROMENADES



FIGURE 4: COCONUT GROVE NEEDS TO TAKE ADVANTAGE OF ALL THE VIEWS TO THE WATERFRONT, SUCH AS THOSE FROM MARY STREET

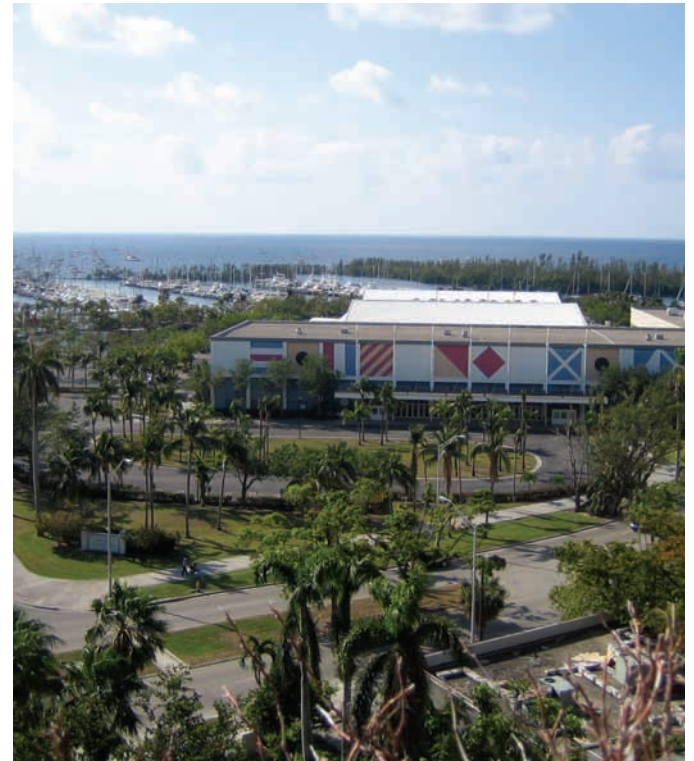


FIGURE 5: MUCH OF THE WATERFRONT IS TAKEN UP BY A WINDOWLESS EXPO CENTER AND PARKING LOTS

The City's vision for the Coconut Grove Waterfront is a human-scaled coastal recreational park with public open spaces, strong pedestrian connectivity, inviting waterfront promenades, diverse open spaces, and environmentally sensitive connections to the Spoil Islands. The planning team's approach to achieve the City's vision was to create a catalyst for urban revitalization of the Center Grove by redefining the urban context; to connect distinct places by strengthening the pedestrian experience; to create a comfortable human-scaled experience along the water's edge in part by replacing vehicles with human activity; and to accommodate a multitude of activities by instituting a community vision for the area. The process built upon multiple recent planning efforts including the Peacock Park Charrette; the Parks and Public Spaces Master Plan; the Kenneth Myers Park improvements; the 1996 Coconut Grove Planning Study; the Miami 21 Plan; the Commodore Bike Trail & Bicycle Project; and numerous Capital Improvement Projects for the immediate area.

## FRAMEWORK OBJECTIVES

The Coconut Grove Waterfront and Spoil Islands Master Plan represents an incredible opportunity to improve the waterfront and take advantage of the area as a catalyst for economic development in the Center Grove and for enhancement of amenities for the surrounding residents (Figures 1-5). Based on community input, the Coconut Grove Waterfront and Spoil Islands Master Plan's early objectives were to:

- Enhance physical connections;
- Strengthen Center Grove;
- Capitalize on views to the water;
- Green the waterfront;
- Extend the baywalk promenade.

The plan strives to transform the underutilized waterfront into more cohesive and vibrant public spaces and reorganizes the Expo Center and Dinner Key Marina areas into a concentrated working waterfront for recreation, education, and live-aboards.



FIGURE 6: A VIEW OF THE MOORING FIELDS, THE SPOIL ISLANDS, AND BISCAYNE BAY

## Sustainability Goals

In addition to developing design solutions for the Coconut Grove Waterfront and Spoil Islands that are both structurally viable and community supportable, the planning team also sought to develop an environmentally sustainable plan, one that elevates the quality of life for residents and visitors alike (Figure 6). The United Nations World Commission on Environment and Development describes sustainability as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” This sense of sustainability is ingrained in the approach towards the Coconut Grove Waterfront. This environmental perspective creates a plan that acknowledges a strong relationship between the natural setting and proposed development, and responds to both a scientific analysis of the environment and market and economic realities. The sustainability goals for the Coconut Grove Waterfront and Spoil Islands are to:

- Create a walkable, livable community that promotes human interaction;
- Configure buildings on the site to minimize energy use by means of natural ventilation, daylighting, and shading from vegetation;
- Explore diverse transportation options and shared parking alternatives;
- Design walking trails and bike paths that link the built environment with the natural environment;
- Conserve water resources through reuse, on-site treatment, and reduction in peak demand;
- Use biofiltration where possible to ensure groundwater recharge and to reduce out-of-basin transfer through stormwater drains;
- Establish a natural systems framework that preserves open space, habitat, buffers, and corridors to minimize impacts to the ecosystem;
- Minimize the “Heat Island” effect by reducing surface parking lot coverage and by introducing light colored pavements;
- Employ pervious pavements wherever appropriate;
- Re-establish habitat zones by use of native and non-invasive plant species.







FIGURE 7. THE FAMOUS PAN AMERICAN "CLIPPER" SEAPLANES



FIGURE 10. THE BARNACLE HISTORIC STATE PARK. THE HOME OF COMMODORE RALPH MIDDLETON MONROE, BUILT IN 1891



FIGURE 8. THE FORMER SEAPLANE BASE AND TERMINAL BUILDING SITE AT THE END OF PAN AMERICAN DRIVE



FIGURE 9. AN EARLY POSTCARD RENDERING OF THE PAN AMERICAN COMPLEX

## HISTORY

The Coconut Grove waterfront is fortunate to have a rich history. Cultural icons line the waterfront including the former Pan American Terminal, Peacock Park, and The Barnacle Historic State Park (figures 7–10). In 1928, Pan Am operations were moved from Key West to Miami, and located at Dinner Key. Known as the “Air Gateway between the Americas,” the Pan Am Seaplane Base and Terminal Building at Dinner Key linked the United States with Latin America. The inaugural flight from Dinner Key to Panama took place on December 1, 1930, and the famous Pan Am “Clipper” Flying boats opened up major trade and passenger routes. With the arrival of the Pan Am Terminal, Miami became a hub of international air transportation, centered at the Coconut Grove waterfront.

The original Pan Am complex was designed to look like an airplane when viewed from above: Pan Am Drive and Circle were designed to be the body

of the plane; the Terminal Building the cockpit, and the hanger buildings representing the wings. The Pan Am Seaplane Base and Terminal Building was constructed from 1931 to 1938 by Delano and Aldrich Architects. At the time of its construction, the Art Deco style building was regarded as the largest and most modern marine air terminal in the world. Deeded to the Navy in 1943, the complex saw its last seaplane depart in 1945. In 1954 the terminal building was adapted for use as the Miami City Hall, which continues to occupy the building today.

Beyond its celebrated aviation history, the Coconut Grove waterfront boasts myriad additional histories. The first hotel on the South Florida mainland was located in the heart of Coconut Grove. Later known as the Peacock Inn, the Bay View Inn was built in 1882 by English immigrants Isabella and Charles Peacock on the site of present-day Peacock Park. Also built in the late 1800s, the former home of Ralph Middleton Munroe is one of the oldest homes in Dade County and is situated on the shore of Biscayne Bay as part of The Barnacle Historic State Park. The forest surrounding the home is hardwood hammock and is the last of its kind in the area. The unique architecture includes period furniture and wide porches that afford magnificent views.

Cultural icons line the waterfront including the former Pan Am Terminal, Peacock Park, and The Barnacle Historic State Park.



FIGURE 11. SAILBOATS IN BISCAYNE BAY



FIGURE 12. A VIEW OF BISCAYNE BAY FROM COCONUT GROVE

## PHYSICAL CHARACTERISTICS AND USE

### Biscayne Bay

Biscayne Bay is a dynamic and diverse marine ecosystem with mangrove shorelines, a shallow bay, developed and undeveloped islands, and living coral reefs (Figure 11–12). A shallow inlet of the Atlantic Ocean along southeastern Florida, the Bay provides a variety of biological functions. The decomposition of vegetative material (from surrounding mangroves, wetlands, and submerged sea-grass beds) supplies the Bay with a rich nutrient source that allows it to function as a nursery to a wide range of fish and animal species. Biscayne Bay is home for all kinds of sea life such as: pink shrimp, stone crabs, seagrasses, manatees, dolphins and an amazing variety of wading birds.

### Spoil Islands

Dredging and filling in the early 1900s to create navigation channels and harbors in Biscayne Bay resulted in over twenty human-made spoil islands and two partially filled natural mangrove islands. Alternatively known as the Picnic Islands, the Spoil Islands provide critical habitat to a large number of plants and animals that have been displaced from their native habitats due to development. Most of the islands are still under public ownership but currently have only limited public access.

A riprap edge on the seaward side of the largest island exists to reduce land loss but consequently is perhaps less inviting for a variety of marine, plant, and human use. The landward shorelines are dominated by mangrove species, predominantly the Red Mangrove. Exotic plant species appeared



FIGURE 13. ONE OF THE DINNER KEY SPOIL ISLANDS

to be abundant when the master plan project was initially started but have since been cleared.

While they also offer opportunities for views and landscape enhancement, the Spoil Islands have existing environmental challenges. The Spoil Islands in Coconut Grove have previously been the subject of an enhancement study by the City of Miami in cooperation with the Environmental Development Consultants Corporation (Figure 13). Efforts have focused on exotic species and debris removal, the establishment of a plant community that is considered to be ecologically appropriate, and shoreline stabilization. Miami-Dade County recognizes eight natural communities that are supported within its boundaries. These communities are an integral part of larger ecological systems that extend well beyond the county municipal boundaries. The communities that are related to the spoil islands are biologically connected to all other ecosystems and include: the Biscayne Bay system, Tropical Hardwood Hammocks, and Mangroves.

## Coconut Grove

Today, the Grove, as many people refer to Coconut Grove, is known for its many and varied restaurants, shops, cultural institutions and festivals. Open air cafes line the busy pedestrian oriented streets in Center Grove, while shopping ranges from small boutiques to large open-air malls. The Coconut Grove Playhouse was a popular destination until its recent close due to financial difficulties, but at night, the Grove continues to be a center of nightlife frequented by young professionals and students. South Bayshore Drive, a key connection to Downtown Miami, is lined with high-rise residential buildings, hotels, and office buildings with views of the waterfront along the west side; while lower scale single family and multifamily homes make up the remainder of Coconut Grove.



FIGURE 14. SHAKE-A-LEG TEACHES SAILING TO DISADVANTAGED AND DISABLED YOUTH



FIGURE 15. SCOTTY'S LANDING, A STAPLE ON THE COCONUT GROVE WATERFRONT

Coconut Grove is situated on Biscayne Bay, and as such, readily lends itself to a vibrant and active boating community. The area features the Coconut Grove Sailing Club, the United States Olympic Sailing Center, Coral Reef and Biscayne Bay Yacht Clubs, Grove Harbor and Grove Key private boating facilities, Shake-A-Leg (Figure 14), and Dinner Key Marina. Dinner Key Marina is home to many live-aboards as well as recreational and commercial boats. In addition, there are three restaurants on the waterfront: Scotty's Landing (Figure 15), The Chart House, and Monty's. Fresh Market, a gourmet grocery store, is a recent and welcomed addition to the waterfront.

The waterfront also maintains a civic presence, with parks, government, and public uses anchoring the area. Miami City Hall is located in the old Pan Am Terminal building next to Dinner Key Marina. There are many parks along the waterfront including Peacock Park, Myers Park, and Kennedy Park, a larger passive park at the northern end of the site. Although in recent years it has worked well as a black box for movie and television production, the Expo Center takes up a large portion of the waterfront. A windowless building that was damaged in Hurricane Andrew, the Expo Center has never been adequately repaired.

## SITE CONDITIONS

### Urban Design and Landscape Issues

Many uses—ranging from recreational boating, boat launches, and passive lawn to residential, commercial and limited retail—share the Coconut Grove waterfront. While this mix of uses can



FIGURE 16. A COMPOSITE SITE ANALYSIS DIAGRAM SHOWING EXISTING CONSTRAINTS

lead to a vibrant public space, currently the uses and programs are arrayed in disjointed locations. Though several uses are connected by an existing boardwalk promenade, at present the pedestrian experience is characterized by discontinuous paths and often obstructed views of the water. With a busy public boat ramp, inaccessible privatized areas, and areas with active commercial marine operations, the waterfront's current organization creates multiple areas of pedestrian and vehicular conflict. In a similar way, many of the existing waterfront uses, though semi-public in their missions, currently block views from Center Grove to the Bay. The South Bayshore pedestrian experience echoes this disorganization, with fast moving traffic, multiple curb cuts, and a lack of places to sit and seek shelter (Figure 16).

## Infrastructure Issues

Sewer lines serve waterfront buildings along South Bayshore Drive and Pan Am Drive. Many water lines exist in the area between 27th Avenue boat ramp, Aviation Avenue, and the waterfront. There are no sewer or water lines present in the Peacock Park, Myers Park, or Kennedy Park except along South Bayshore Drive and McFarlane Road. A major sewer outflow exists at 27th Avenue and the waterfront.

## REGULATORY

### Zoning and Land Use

The waterfront is currently zoned as a Park (PR) with Office (O) zones along The Westside of South Bayshore Drive, a commercial district (SD-2) at Center Grove, and variations of residential zoning surrounding these areas. The Spoil Islands are zoned as a Conservation District (CS). There are also several overlay districts in the context and study area. The types of uses along the waterfront vary from Parks and Recreation, to Institutional and Commercial, creating a disconnected yet diverse waterfront.

### Permitting and Regulations

Several permits are required for construction activities in the Biscayne Bay Aquatic Preserve. At the Federal level they include the USACE and DEP Federal Dredge and Fill Permit Program and the NPDES Permit under Section 403 CWA. At the State level, they include DEP and Watershed Management District's Environmental Resource Permit and the Proprietary-Sovereign Submerged Lands as well as DEP's authorization to use state owned submerged lands and Mangrove Trimming and Alteration Permit. At the local level, permits from DERM include Classes I and III, and tree removal.



FIGURE 17. MC FARLANE ROAD



FIGURE 18. SOUTH BAYSHORE DRIVE, SOUTH OF AVIATION AVENUE



FIGURE 19. SOUTH BAYSHORE DRIVE, NORTH OF AVIATION AVENUE

## TRANSIT, TRAFFIC, AND PARKING ANALYSIS

### Transit and Parking

Coconut Grove is served by several types of public transportation. A rail station is located along Dixie Highway near 27th Avenue. Bus lines #22 and 48 connect the Grove to the surrounding areas, and a circulator trolley connects passengers between the rail stop, the waterfront, Center Grove, and West Grove.

There is an abundance of parking options, in The Center Grove and along the waterfront. Coconut Grove contains almost 6,700 parking spaces in approximately 35 facilities ranging from surface lots to structured parking garages. Parking is concentrated along South Bayshore Drive (2,500 spaces) and in the Center Grove on Grand Avenue (1,850 spaces).

### Street Network and Traffic Analysis

McFarlane Road and South Bayshore Drive form a portion of an overall traffic route connecting southern Miami-Dade County and downtown Miami, and are the main access routes to the Coconut Grove waterfront. The total route, which is to some extent a local alternative to the heavily traveled South Dixie Highway Corridor, includes Old Cutler Road, LeJeune Road, Ingram Highway, Main Highway, McFarlane Road, South Bayshore Drive and South Miami Avenue.

In March 2006, a traffic count was conducted for the Miami-Dade County Public Works Department, which indicated that the average daily traffic (ADT) on South Bayshore Drive at Darwin Street was 28,657 vehicles per day (vpd). A more detailed look at this recent count data indicates that the AM peak hour traffic occurs in the northbound direction, while the PM peak hour traffic occurs in the

southbound direction. The data appears to indicate that traffic on the section of roadway in our study area has changed little over the past six years.

McFarlane Road (Figure 17) is a four lane divided roadway which connects the intersection of Main Highway and Grand Avenue to South Bayshore Drive. It is approximately 1,000 feet in length. Traffic on McFarlane Road is controlled by traffic signals at: Grand Avenue/Main Highway and McFarlane Road, SW 2800 Block.

The cross-section includes parallel parking on both sides of the street and bus pull-offs on the south side of the street. The intersection of McFarlane Road/Grand Avenue and Main Highway consists of four approaches, and operates on four phases. In the AM peak hour, the signal operates on a 95 second cycle length with 20 seconds of green time allotted to southbound/westbound McFarlane Road. In the PM peak hour, the signal operates on a 120 second cycle length with 44 seconds of green time allotted to southbound/westbound McFarlane Road.

In the traffic analysis, the southbound queue created at the intersection of McFarlane Road and Grand Avenue/Main Highway was observed during the PM peak hours. Typically the queue grew from an initial length of approximately 250 feet around 4 PM, to approximately 550 feet around 5:15 PM. When stopped by the traffic signal at the 2800 block the queue typically reached approximately 220 feet to the corner of McFarlane Road and South Bayshore Drive. From then on the queue tended to recede until it was typically approximately 250 feet at 6:00 PM. The observed queue typically dissipated within one cycle of the traffic signal.

South Bayshore Drive has two configurations within the project study area. It is a four lane divided roadway between McFarlane Road on the south and Aviation Avenue on the north, a distance of approximately 3,100 feet. From Aviation Avenue north to SW 17th Avenue, South Bayshore Drive is a two lane roadway.

Traffic on South Bayshore Drive (Figure 18 and 19) is controlled by traffic signals at several locations. The intersection of South Bayshore Drive and SW 27th Avenue is located approximately 1,188 feet north of the curve where South Bayshore Drive joins McFarlane Road and 2,191 feet from the intersection of McFarlane Road/Grand Avenue and Main Highway. The intersection is configured with the four approaches.

The intersection of South Bayshore Drive and SW 27th Avenue is configured with the four approaches and operates on two phases. Current signal timing information obtained from the Miami-Dade County traffic control center indicates that, in the AM peak hour, the signal operates on a 95 second cycle length with 57 seconds of green time allotted to South Bayshore Drive. In the PM peak hour, the signal operates on a 120 second cycle length with 82 seconds of green time allotted to South Bayshore Drive.

The intersection of South Bayshore Drive and Aviation Avenue, located approximately 1,910 feet north of the intersection of South Bayshore Drive and SW 27th Avenue, consists of four approaches and operates on two phases. Current signal timing information obtained from the Miami-Dade County traffic control center indicates that, in the AM peak hour, the signal operates on a 95 second cycle length with 71 seconds of green time allotted to South Bayshore Drive. In the PM peak hour, the signal operates on a 120 second cycle length with 98 seconds of green time allotted to South Bayshore Drive.







FIGURE 20: COCOWALK IS A LANDMARK RETREAT CENTER IN THE GROVE THAT WAS BUILT IN 1990

## MARKET ANALYSIS

To inform the master plan, a market analysis was prepared in 2006 to help understand opportunities to enhance other revenue-generating potentials along the waterfront. Importantly, the market analysis was framed by the overarching concerns of both community residents and Center Grove businesses that any replacement or additional commercial uses on the waterfront must not compete with retailers or restaurateurs in the neighboring Center Grove commercial district.

However, the analysis concluded that spending potentials represented by local Grove residents (7,900 households in the eight neighborhoods that comprise the Grove) and the Grove's existing office inventory (830,000 sq. ft. and 4,300 employees) are not sufficient to support the 500,000 sq. ft. of retail space that exists in the Center Grove today (Figure 20). Moreover, the Grove faces significant regional competition from many locations ranging from South Beach to South Miami, which has emerged as a viable regional draw with a number of national retailers. In combination, these issues—and the results of the market analysis—suggest careful consideration of a merchandising and tenant recruitment strategy. Notably, these concerns are paramount to the Business Improvement Committee in Center Grove.

**The Grove faces significant regional competition from many locations ranging from South Beach to South Miami, which has emerged as a viable regional draw with a number of national retailers.**

The market analysis suggests potential support for roughly 4,200 sq. ft. to 6,700 sq. ft. of food service uses on the Coconut Grove waterfront over the next five years. Notably, this does not necessarily mean net new space, as those tenant(s) that are reported to be underperforming could vacate the waterfront at any time. Nor does it mean significant new structures, since this space could be located on a portion of existing footprints, or in other identified locations such as a café that could share ground-level space in the Community and Cultural Center or in the liner retail of a new parking garage on Pan American Drive.

One way to strengthen the Center Grove retail district is to expand the number of daytime office employees. Currently, the Grove contains about 830,000 sq. ft. of speculative/multi-tenant office space and 4,200 office employees. This “captive” market seeks daytime dining options as well as convenience and service-related retail items. The high quality-of-life of the Grove is attractive to professional and service-related office tenants.

The market analysis suggests that additional office space in key locations of the Grove would be supportable. As a result of recent and forecast job growth—particularly in office-using sectors—100,000 sq. ft. of multi-tenant office space could be supported in Coconut Grove over the next five years (from our 2006 base year), presuming the availability of development sites. This could add 500 or more new daytime office employees to the Grove, thus enhancing market support for general retail and restaurants. Potential development sites include the surface parking lot(s) at Mary and Oak Streets.

## Leasehold & Parking Revenues

The market analysis also analyzed existing leasehold agreements between the City of Miami and various leasehold concessions and/or services provided by private contractors on publicly held property along the waterfront. This summary is based on information provided by the City's Public Facilities and Asset Management division, such as lease abstracts or summaries, for the fiscal years between 2001 and 2007.

The Coconut Grove waterfront contains 11 tenants with ground lease agreements with the City of Miami. Tenants include Grove Key Marina, U.S. Sailing Center, the Coconut Grove Sailing Club, Fresh Market and several others. The 11 existing ground leases located along the Coconut Grove waterfront generated almost \$2.2 million in annual revenue for the City of Miami in 2007. In fact, lease revenues have increased substantially since 2001—from \$1.4 million per year in 2001 to \$2.2 million last year. This reflects a compound annual rate of growth of almost seven percent per year—generating a positive net contribution to the City's General Fund. In addition, the highly successful Dinner Key Marina also generates net revenues to the City. According to the facility's manager, Dinner Key Marina generated almost \$2.4 million in 2007—an increase of 55% since 2001—due to increasing monthly and transient slip rental rates and high demand fueled by the generally constrained supply of slips in Greater Miami.

In total, leasehold rents and facilities net revenues from facilities located on the Coconut Grove waterfront generated more than \$4.5 million in annual revenues for the City of Miami in 2007. However, revenue streams among individual leaseholds are highly variable—from a low of \$500 per year from Shake-a-Leg up to \$846,000 per year from Monty's Restaurant/Grove Marina. Lease expirations also range, varying from 2012 to 2042, and from month-to-month to five or 10-year renewals. This variation suggests implementation of any park enhancements will require a carefully phased approach over time if the costs are aligned with potential increases in leasehold agreement revenues. Additionally, at the time the market analysis was originally researched, there was no mechanism under current Florida law to allocate a portion of projected revenues as a potential funding mechanism to back-stop bond funding for park enhancements.

Data provided by The Parking Network (the vendor retained by the City to manage and operate parking facilities citywide). Coconut Grove contains almost 6,700 parking spaces in approximately 35 facilities ranging from surface lots to structured parking garages (Figure 21). Parking is concentrated along South Bayshore Drive (2,500 spaces) and in the Center Grove on Grand Avenue (1,850 spaces).

The analysis of parking revenues generated in the Grove indicates that the over 6,700 total parking spaces in Coconut Grove generate \$6.04 million in annual revenues for the City (2005). Notably, these parking revenues have declined by 25% since 2003, which some merchants attribute to the overall decline in retail business in the Center Grove over the past several years.

Hotel market conditions among Coconut Grove's nine lodging facilities (Figure 22-23) containing 1,270 rooms, while solid, are not sufficiently strong to support additional hotel development. Interviews with the Grove's hoteliers resoundingly indicated that the Grove's relative distance from major demand generators such as Miami Beach Convention Center hurts overall occupancy levels, and they support construction of a multi-purpose, high-quality conference or meeting facility somewhere in the Grove to enhance overall performance levels. In considering such a concept, detailed market and financial feasibility studies will be required.



FIGURE 21. ONE OF THE MANY PARKING GARAGES IN THE CENTER GROVE



FIGURE 22. THE SONESTA HOTEL IN MC FARLANE RD.



FIGURE 23. THE RITZ-CARLTON



FIGURE 24. THE COCONUT GROVE SAILING CLUB ON THE WATERFRONT



FIGURE 25. THE COCONUT GROVE SAILING CLUB OFFERS A WIDE VARIETY OF SAILING COURSES

## Coconut Grove Sailing Club

The Coconut Grove Sailing Club (Figure 24–25) is a positive community asset and serves as a vital educational resource for Miamians. Moreover, its location on the Coconut Grove waterfront reinforces the waterfront’s overall identity and its programs enhance the waterfront’s citywide, destination appeal. In fact, 66 percent of the Sailing Club’s members are residents of the City of Miami.

The leasehold review indicates that the Sailing Club generated annual rent to the City in the range of \$45,000 in 2001; rents, which are based on a percentage of the club’s total annual revenues, reportedly increased to more than \$88,000 in 2005.

A review of the Club’s bi-annual report (July–December 2005) and cash flow statements provided by the Planning Department indicated that, at the end of 2005, the Club generated total revenues of more than \$241,500 and total expenses of \$114,700, leaving a net profit of more than \$126,800. Notably, the 220 moorings (175 occupied) generate by far the largest share of the Club’s total annual revenues—roughly \$224,700 in 2005.

In addition to its educational programs and community outreach, the Club is home to the University of Miami Sailing Team. In 2005, the Club hosted the first-ever inter-collegiate regatta, which draws tourism to the area. While data regarding the number of occupied room-nights generated by this particular event among Coconut Grove’s lodging properties are not available, such events typically have a positive economic effect in the hospitality and food service industries. Presuming that the Club continues to increase the size and number of such events, the market analysis suggests its impacts on Coconut Grove are positive. As such, a master plan that supports this critical community asset is essential.

## Center Grove Commercial District Issues

As part of the Master Plan process, the market analysis also analyzed conditions and market characteristics of the retail concentration in Center Grove. This included a detailed space inventory of the commercial uses in the Center Grove in July and August of 2006. In mid 2006, the commercial district in the Center Grove contained an estimated retail inventory of 507,000 sq. ft. of space (this does not include the 50,500 sq. ft. of theater space at the Coconut Grove Playhouse). At the time of the inventory, the commercial district was anchored at one end by the Coconut Grove Playhouse (a landmark entertainment venue that was closed after the space inventory was prepared) and by the Shops at Mayfair at the other.

The intersection of Main, Grand Avenue and McFarlane Road, at Cocowalk, is considered the “100 percent retail corner”. It is worth noting that the Shops at Mayfair project has witnessed a decline in tenant occupancy levels and market/merchandising mix both before and after the inventory, resulting in conversion of some former retail space to professional office uses. This is a positive sign for longer term growth in the employment sector, which is increasing, as it is replacing underperforming, ill-configured former retail space.

The Center Grove business mix includes approximately 144,000 sq. ft. of national credit tenants (31% of the inventory) and about 325,000 sq. ft. of local/regional tenants (69% of total retail inventory). Based on estimates, the inventory includes 177 total retail businesses (40 nationals, 137 locals). The Grove’s retail district can be categorized as one “in transition”—with reported declines in sales, a significant decrease in parking revenues over the past three years, as well as the departure of key anchor tenants such Borders Books (from Mayfair) and other retailers across the district. For example, the reported vacancy rate at Cocowalk is 38,000 sq. ft. The preliminary inventory also contains several vacancies of street-level (in-line) spaces.

Another measure of the overall health of a retail district includes rental rates. As reported by CoStar, reported rents (in 2004) average \$35 per sq. ft. on a triple net basis (i.e., tenant pays operating expenses). However, several retailers reported that, as a result of declines in sales as well as an unwillingness of property owners to reduce rents, the proportion of rental payments to total sales has increased substantially. This is placing significant economic burdens on retailers, especially local operators. There are also several other factors that could potentially influence the overall enhancement of the Grove’s commercial district, including future strategies for both Mayfair and Cocowalk as well as the long-term status of the Coconut Grove Playhouse, a long-standing regional destination throughout the Miami area, which entered bankruptcy and was closed in 2006.

The following issues are those most likely to affect any current and/or future (re-)merchandising strategy for the Center Grove. These include the fact that its traditional reputation as a regional entertainment destination has been diminished by the rise of South Beach as an international entertainment destination with newer, more diversified offerings, the emerging nightclub district on 11th Street just north of Downtown Miami, and South Miami (particularly the blocks surrounding 72nd and 73rd Streets and 57th to 60th Avenues, which have emerged as a viable regional destination with

a mix of national retailers such as Outback Steakhouse and Carrabba's as well as a cluster of supporting local and regional retail tenants. Further, at the time of the analysis, the Grove's entertainment concepts were unchanged and in need of improvement if the Grove's competitive position in the region is to be strengthened. The decline in retail offerings at both the Shops at Mayfair and CocoWalk diminished each project's overall reputation, their destination appeal, and the attraction-level of Coconut Grove as a whole. The futures of both centers (investment commitment by owners, management and retail leasing, property disposition and/or reinvestment, changes in existing land uses, etc.) are undetermined at this time.

Still, in 2006, the 59 apparel and accessories stores in the Center Grove represent an atypically strong component of a total retail mix, and the 51 restaurant and food service tenants (Figure 26 and 27) represent a strong dining destination which can be marketed at the regional level, offering lunch (for employees, visitors) and dinner (for local and regional residents, hotel guests, visitors, etc.). The Grove's dining destination is reinforced by late operating hours, which enhance the overall level of attraction to the shopping environment as well as its pedestrian-scale and recent (large) investment (e.g., the 16,000 sq. ft. Christabelle's Quarter).

On the other hand, the closing of the Coconut Grove Playhouse is expected to reduce dinner traffic (and its future as a regional destination at the time of the analysis was unclear). The Center Grove is currently weak at its edges, as illustrated in its transitions to the waterfront and the closing of Borders Books and the Playhouse in 2006. Market potential exists to increase the Grove's residential and office uses with infill development on vacant or underutilized sites at densities that are in keeping with Coconut Grove's overall scale. In so doing, this could be expected to incrementally add limited market support to strengthen the Grove's retail district in conjunction with an overall marketing strategy and tenant recruitment program. Further, any (re-)merchandising strategy is likely to be dependent upon specific future plans for both CocoWalk and the Shops at Mayfair as well as the availability of key potential infill sites for new residential (or mixed-use) development.

Proximity to recreational and cultural activities on the Coconut Grove's waterfront have not optimized Center Grove's role as a regional destination. That is, while some businesses in the Grove benefit from special events like the Coconut Grove Arts Festival (with temporary spikes in sales), the limited number of large-scale events and the more numerous (but still infrequent) recreational activities on the waterfront remain disconnected from the Center Grove. In part, the solution may include a more clearly directional connection between the Waterfront Park and Center Grove, but the relative distance and differences in levels of commercial energy suggest that a stronger link may provide some improvements, but perhaps at the cost of the more tranquil environment of Peacock and Kennedy Parks.

The relationships between the commercial center of Coconut Grove and its waterfront are complex. While there is a recognized need to improve and reinforce a pleasant, safe, and appropriately scaled pedestrian environment at the waterfront, it is also true that the ongoing economic viability of Center Grove will have greater influence on utilization of the waterfront. More successful retail and food uses in Center Grove will provide more potential users for the waterfront connection, but,



FIGURE 26. MANY RESTAURANTS HAVE OUTDOOR SEATING



FIGURE 27. SIDEWALK DINING IN THE GROVE

with exception of waterfront uses that will generate people and activities, an improved waterfront is not as likely to bring as many people (on an ongoing basis) as will a stronger Center Grove. A more pro-active marketing and tenant recruitment program in the Center Grove can be tied to an increase in the number of public events on the waterfront that generate increased overall visitation to both, and therefore a greater need for a better pedestrian connection.

## Office & Hotel Market Conditions

In 2006 market conditions, Coconut Grove contained approximately 832,000 sq. ft. of office space in 29 buildings oriented to professional services tenants. Among the positive economic and financial indicators regarding office development, overall office space absorption (i.e., leasing activity) activity jumped in 2005-2006, based in part on the 81,000 sq. ft. of office space leased since 2004 resulting from space conversions in Mayfair. Overall, Coconut Grove's office buildings are effectively fully occupied, with approximately 4,200 daytime employees located within the Center Grove. Yet, Coconut Grove accounts for only 1.1% of the office space in Miami-Dade County, and would not be considered a major office employment center. Rather, Downtown Miami and the Dolphin Expressway corridor are the two major employment centers in the City of Miami.

There are nine hotels with 1,270 rooms in Coconut Grove, including several four-star properties. The hotels serve both the leisure and business markets; Coconut Grove is one of several regional hotel concentrations in the greater Miami area, lead by Miami Beach, but also including Coral Gables, the Miami International Airport area, downtown Miami and the north shore. The Grove area has experienced weakened hotel market conditions since 2001, due in part to the growth and effective marketing of hotels in South Beach as well as increased supply in the downtown area. Data

from 2006 suggested that hotel occupancy levels remained flat (averaging 63%), while average daily rates (ADRs) and revenues/room (Rev/Par) have declined. The Grove has seen increasing supply in overall hotel room capacity with the opening of the Sonesta Hotel (immediately adjacent to the Center Grove/Waterfront Park connection) as well as addition of the Ritz Carlton in 2002. These two hotels alone added an incremental 320 rooms. In contrast, the former Mayfair hotel, with its distinctive design and layout, has changed flags at least twice in three years. Strengthening roomnight demand is a high priority for Coconut Grove hoteliers. While a full feasibility study has not been completed, ERA suggests that addition of a high-quality conference center proposed by some of the Grove's hoteliers could be a potential vehicle to strengthen overall feasibility for new hotel development in the Grove.

## Visitor Characteristics

The business and leisure visitor markets for Coconut Grove both represent an important source of expenditures, of hotel room night occupancies as well as activation along the Center Grove's commercial streets. The Greater Miami area in 2005 had 10.9 million annual visitors; the visitor market has been increasing at pace of 3% per year since 1990, indicating its role as a growing destination market for domestic and international visitors to Miami and Miami Beach. At this time, the average hotel guest visitor spent \$194 per day per person on lodging, meals, entertainment, shopping and transportation.

The Greater Miami Convention and Visitors Bureau (GMCVB) surveys regarding visitor activities indicate that 26% of the City's tourists visited Coconut Grove in 2004, a total that is down by 40% since 2001. Of the overall hotel market in 2004 (the most recent reporting year when this land use component was analyzed), only 6% of overnight visitors stayed in the "Grove/Gables/Biscayne" sub area in 2004, while 41% stayed in Miami Beach. The attendance reduction is likely the result of several factors – the increasing influence of Miami Beach's well known nightlife and dining areas on visitor decisions; the concentration of hotel rooms in Miami Beach; the decline of both Mayfair and CocoWalk as visitor destinations (in part because newer products have opened and these two project owners have not reached any decision on what to upgrade). By comparison to the Beach, Coconut Grove is more affordable, quieter and more oriented toward local residents than to visitors. A limited number of waterfront events attract regional visitors to Coconut Grove. The 43rd annual Coconut Grove Arts Festival reportedly drew 150,000 persons in 2006. Additionally, it is estimated that of 275,000 overnight visitors will be brought to Coconut Grove's hotels, assuming that they can capture up to 30% of the total available room-night capacity.

## Retail Market Conditions

Coconut Grove contains an estimated 507,000 sq. ft. of retail space (occupied and unoccupied), not including the former Coconut Grove Playhouse (50,500 sq. ft.) Within this inventory, Center Grove should be considered a retail district in transition, with reported declines in sales, and departure of key tenants (Borders Books, Coconut Grove Playhouse, etc.). Future strategies for Mayfair and



FIGURE 28. THE SHOPS AT MAYFAIR



FIGURE 29. COCOWALK



FIGURE 30. THERE ARE MANY SMALLER BOUTIQUE STYLE RETAIL SHOPS IN THE GROVE

CocoWalk (Figure 28 and 29) and whether or not the Coconut Grove Playhouse will ever re-open will be key factors influencing retail enhancement of Center Grove over time.

At the time of the original study, CocoWalk reported 38,000 sq. ft. vacant space. Reported retail rents (CoStar) averaged \$35 per sq. ft. (triple net—plus expenses) (2004); current retail rental rates should be further verified by local brokers; at the \$35 rent level, the stores appear to be selling enough merchandise, food and beverage and services to qualify as ‘investment grade’ commercial space. That said, the departure of national credit tenants in the past three years suggests a more complex situation for retailers in Coconut Grove (Figure 30). Reported declines in sales have come without proportionate reduction in rents—placing reported significant economic burdens on retailers, especially local operators who may not be able to carry such a burden throughout a long-term lease, especially in light of recent economic downturns in which sales have been more constrained.

**Future strategies for Mayfair & CocoWalk and whether or not the Coconut Grove Playhouse will ever re-open will be key factors influencing retail enhancement of Center Grove over time.**

## MARKET POTENTIAL

### General Retail & Restaurants

As reported by numerous stakeholders, the Grove's retail district would be categorized as one "in transition"—with reported declines in sales, a significant decrease in parking revenues over the past three years, as well as the departure of key anchor tenants such as Borders Books (from Mayfair) and other retailers across the district. For example, the reported vacancy rate at Cocowalk is 38,000 sq. ft. Preliminary inventory also identified several vacancies of street-level (in-line) spaces.

Another measure of the overall health of a retail district includes rental rates. As reported by CoStar, reported rents (in 2004) average \$35 per sq. ft. on a triple net basis (i.e., tenant pays operating expenses). However, several retailers reported that, as a result of declines in sales as well as an unwillingness of property owners to reduce rents, the proportion of rental payments to total sales has increased substantially. This is placing significant economic burdens on retailers, especially local operators. In addition, the Grove faces significant and increasing competition from other retail and mixed-use/entertainment centers in Miami-Dade, particularly South Beach and South Miami, which has emerged as a viable retail destination in the blocks surrounding 72nd and 73rd Streets and 57th to 60th Avenues with a cluster of national retailers and supporting local and regional retail tenants.

As a means of understanding market potentials for revenue-generating uses on the waterfront with our analysis of the Grove's commercial inventory, a series of demand models were prepared that estimate the potential to incrementally replace (or add to) existing restaurant(s) on the waterfront that appear to be underperforming. There is also the ability of the waterfront to support additional kiosks providing a range of merchandise offerings. Importantly, the market analysis was framed by the overarching concerns of both community residents and Center Grove businesses that any replacement or additional commercial uses on the waterfront not compete with retailers or restaurateurs in the Center Grove commercial district. On the other hand, the expenditure potentials represented by local Grove residents (7,900 households in the eight "neighborhoods" that comprise the Grove) and the office market (830,000 sq. ft. and 4,300 employees) are not sufficient to carry (support) 500,000 sq. ft. of retail space that exists in the Center Grove today. As such, to sustain the Grove's existing commercial village district and support a better mix of retail uses, the ability to strengthen the draw of both regional residents and visitors in greater numbers is considered critical to sustaining/increasing the retail mix in the Center Grove (and, by extension, to further minimize competitive issues with new or expanded

The market analysis was framed by the overarching concerns of both community residents and Center Grove businesses that any replacement or additional commercial uses on the waterfront not compete with retailers or restaurateurs in the Center Grove commercial district.

commercial uses on the waterfront). In addition, the Center Grove risks losing more local (and regional) retailers if property owners do not recognize and resolve the unbalanced relationship to sales and rents today.

In combination, all of these issues—and the results of the market analysis—suggest careful consideration should be given to retail merchandising and tenant recruitment strategies. Notably, these concerns are paramount to the Business Improvement Committee in Center Grove as it considers transitioning to a Business Improvement District (BID) that will oversee self-funded marketing and promotions, cleaning and maintenance, safety and security, and other measures designed to strengthen the overall competitive (retail) position of Center Grove.

Market potential exists to increase the Grove's residential and office uses with infill development on vacant or underutilized sites at densities that are in keeping with Coconut Grove's overall scale. In so doing, this could be expected to incrementally add limited market support to strengthen the Grove's retail district in conjunction with an overall marketing strategy and tenant recruitment program. Further, any merchandising strategy is likely to depend upon specific future plans for both CocoWalk and the Shops at Mayfair as well as the availability of key potential infill sites for new residential (or mixed-use) development.

**In combination, all of these issues—and the results of the market analysis—suggest careful consideration should be given to retail merchandising and tenant recruitment strategies.**

Potential market support exists for roughly 4,200 sq. ft. to 6,700 sq. ft. of food service uses on the Coconut Grove waterfront over the next five years. Notably, this does not necessarily mean net new space, as those tenant(s) that are reported to be underperforming (such as the Chart House), could vacate the waterfront at any time. This supportable square footage could be located on a portion of the existing Chart House footprint, in other identified locations such as a café that could share ground-level space in a new Community and Cultural Center as identified in the plan, and/or on the footprint of the Coconut Grove Sailing Club should the City decide to relocate this function.

It will be critical that any new food service tenant on the waterfront should be a well-established local (or regional or national) operator with significant destination appeal. Moreover, the tenant(s) should offer a culinary experience/menu that does not compete with existing operations located in the Center Grove. The master plan should ensure that sufficient parking is provided; experience suggests that restaurant operators typically seek a minimum of five spaces per 1,000 sq. ft. of building area and, increasingly, restaurateurs are pushing for eight to (and in some cases) 10 spaces per 1,000 sq. ft., depending on locations. Because of the limited availability of parking in/around the Chart House, the concept of valet parking for restaurant patrons and/or a shared parking approach for nearby lots is recommended. Additionally, the introduction of a valet parking system could increase operating costs for the food service operation, which may affect pricing and ability to pay market rents.

The potential for additional kiosks on the waterfront was also examined. A kiosk operation requires constant and significant pedestrian/shopper traffic to sustain sales productivity. Moreover, kiosks are entirely weather-dependent; as a result, it is difficult for these businesses to maintain staff, protect their “impulse” merchandise, and provide guaranteed operating hours. Because kiosks also typically require minimal investment, it is difficult to identify and attract quality food (and other merchandise) operators. While kiosks oftentimes perform well during high-traffic special events such as the Coconut Grove Arts Festival, they require year-round pedestrian/shopper traffic.

As a result, for special events held on the waterfront, existing in-line restaurants in the Center Grove should have temporary operations (i.e., kiosks) during the event. It is also appropriate that temporary kiosks could be set up along the waterfront during weekends for kayak and sailboat rentals, assuming that the kayaks and boats are only available on trailers and are stored elsewhere. Design of the kiosks should be carefully controlled to maintain high visual quality, which will supplement their in-line sales and also provides the opportunity to market to potential customers at special events.

## Speculative/Professional Office

One way to strengthen the Grove’s retail district is to expand the number of daytime office employees. Currently, the Grove contains about 830,000 sq. ft. of speculative/multi-tenant office space and 4,200 office employees.

This “captive” market seeks daytime dining options (lunch) as well as convenience and service-related retail items. Market data from

2006 indicated the Grove’s office market was relatively healthy—with limited vacancies. In fact, several former retail footprints—such as Mayfair—have been converted into office space. Moreover, the high quality-of-life of the Grove is attractive to professional and service-related office tenants.

In terms of market potentials, the analysis suggests that additional office space in key locations of the Grove would be supportable. As a result of recent and forecast job growth—particularly in office-using sectors—the market analysis estimates that upwards of 100,000 sq. ft. of speculative or multi-tenant office space could be supported in Coconut Grove over the next five years (from the 2006 base year), presuming the availability of development sites. This could add 500 or more new daytime office employees to the Grove, thus enhancing market support for general retail and restaurants. Potential development sites include the surface parking lot(s) at Mary and Oak Streets.

One way to strengthen the Grove’s retail district is to expand the number of daytime office employees.

## Lodging

At the time the market analysis was completed in 2006, hotel market conditions among Coconut Grove's nine lodging facilities (containing 1,270 rooms), while solid, were not sufficiently strong to support additional hotel development. In fact, the market analysis indicates that five-year occupancy trends in the Grove averaged roughly 63 percent—indicating that room supply currently exceeds room demand—and well below the 70 percent to 72 percent threshold that the capital markets now require to support financing of new hotel construction. Interviews with the Grove's hoteliers resoundingly indicated that the Grove's relative distance from major demand generators such as Miami Beach Convention Center hurts overall occupancy levels, and they support construction of a multi-purpose, high-quality conference or meeting facility somewhere in the Grove to enhance overall performance levels.

As a result, five-year market potentials indicated limited demand for new hotel rooms in the Grove; therefore, a marketing strategy to strengthen occupancy levels is critical, which could then be expected to generate a concomitant increase in average daily rates (ADR).





Table 1. Presentations and meetings from 2005 to 2008

2005	MAY 2005	Kick-Off and Open House
	NOVEMBER 2005	<b>Stakeholder Input</b> <ul style="list-style-type: none"><li>» Waterfront Activities</li><li>» Residential Community</li><li>» Business Community</li><li>» Staff meeting including CGWWC</li><li>» Walking Tour</li></ul>
	DECEMBER 2005	<b>Residential Community at the Expo Center</b> <b>Business Improvement Committee at City Hall</b>
2006	FEBRUARY 2006	<b>Hoteliers</b> <b>Village West and South Grove at Frank Rolle Center</b> <b>North Grove Residents at the Science Museum</b>
	MARCH 2006	<b>Community Presentation and Feedback at Women’s Club</b>
	DECEMBER 2006	<b>Alternatives Presentation</b> <ul style="list-style-type: none"><li>» Community Meeting</li><li>» Presentation to the Waterfront Advisory Board</li><li>» Meeting with CGSC</li></ul>

With more than 40 community engagements over a three year span, the master plan team met with residents, businesses, hoteliers, activity organizers, sailing clubs, live-aboards, councils, city staff and regulatory agencies.

2007

<b>FEBRUARY-MARCH 2007</b>	<b>Meetings/Conference Calls</b> <ul style="list-style-type: none"> <li>» Sailing Activities</li> <li>» Shakespeare in the Park</li> <li>» Hoteliers</li> <li>» Business Improvement Committee</li> <li>» Dinner Key Tenants</li> <li>» Condo Owners meeting at Grove Hill Condominium</li> </ul>
<b>APRIL 2007</b>	<b>Draft Final Plan Presentation</b> <ul style="list-style-type: none"> <li>» Open House</li> <li>» Waterfront Advisory Board</li> </ul>
<b>JULY 2007</b>	<b>Draft Final Plan Presentation to the Planning Advisory Board</b> <b>Draft Final Plan Presentation to the Waterfront Advisory Board</b> <b>Draft Final Plan Presentation to the Marine Council (City Planning)</b>
<b>SEPTEMBER 2007</b>	<b>Stakeholder Meetings</b> <ul style="list-style-type: none"> <li>» Coconut Grove Sailing Club</li> <li>» US Sailing Center</li> <li>» DERM</li> <li>» Marine Council</li> <li>» Village Council's Waterfront Working Committee</li> <li>» City Departments: Public Facilities, Parks &amp; Recreation, Grants</li> </ul>
<b>OCTOBER 2007</b>	<b>Draft Final Plan Update to the Waterfront Advisory Board (City Planning)</b>

2008

<b>JANUARY 2008</b>	<b>Meeting/Conference Call</b> <ul style="list-style-type: none"> <li>» Coconut Grove Sailing Club</li> <li>» US Sailing Center</li> </ul>
<b>FEBRUARY 2008</b>	<b>Meeting/Conference Call with Public Facilities</b> <b>Meeting/Conference Call with Public Facilities re: Dockmaster Facility</b>
<b>MAY 2008</b>	<b>Meeting with Regulatory Agencies</b> <ul style="list-style-type: none"> <li>» Army Corp of Engineers</li> <li>» Miami Department of Public Works</li> <li>» Biscayne Bay Aquatic Preserve</li> <li>» Florida Department of Environmental Protection</li> <li>» DERM</li> </ul> <b>Meeting with US Olympic Sailing Center / Tour of facility with Executive Director Pat Downey</b> <b>Update meeting with Commissioner Sarnoff and the City Manager</b>
<b>JUNE 2008</b>	<b>Conference Call with Public Facilities, CGSC, USOSC, and Village Council</b> <b>Conference Call with the Mayor, City Manager, and Commissioner Sarnoff</b>
<b>JULY 2008</b>	<b>Presentation to the Waterfront Advisory Board</b> <b>Presentation to and final approval by City Commission</b>



FIGURE 31: A WALKING TOUR OF THE SITE IN NOVEMBER 2005



FIGURE 32: THE "DOTS EXERCISE" IN MARCH 2006 REVEALED THE COMMUNITY'S TOP PRIORITIES

The meetings engaged representatives from the Waterfront, West Grove, and North Grove areas, Coconut Grove Boards, community organizations, participants in waterfront activities, hoteliers, merchants, and the Business Improvement Committee.

## PUBLIC PROCESS

Public input was a critical element throughout the master planning process. With more than 40 community engagements over a three year span (table 1), the master plan team met with residents, businesses, hoteliers, activity organizers, sailing clubs, live-aboards, councils, city staff and regulatory agencies. The types of engagements ranged from walking (Figure 31) and boat tours to public presentations, open houses, and one-on-one meetings. The public was able to provide feedback in multiple ways—during public presentations, by filling out comment cards, and by emailing via a dedicated website. The plan evolved over time to ensure that various uses and access from both the water and land sides are as balanced as possible.

In July 2005, the City of Miami initiated work on the current Coconut Grove Waterfront Master Plan, with the goal of creating a unified vision for Coconut Grove's waterfront that addresses and synthesizes stakeholder positions. Over the three-year process, numerous meetings with various members of the community were conducted to solicit preliminary input, identify goals and priorities (Figure 32), and weigh responses to alternative design solutions. The meetings engaged representatives from the Waterfront, West Grove, and North Grove areas, Coconut Grove Boards, community organizations, participants in waterfront activities, hoteliers, merchants, and the Business Improvement Committee.

The series of meetings brought to light stakeholder issues and helped prioritize the communi-

ty's goals. Stakeholder concerns were largely focused on the quality of the waterfront and adjacent parks, improvement of the pedestrian environment and parking needs, operations of maritime facilities, and the connectivity of the Center Grove sub-district.

**Stakeholder concerns were largely focused on the quality of the waterfront and adjacent parks...**

Consensus from the process determined that the existing waterfront park system is isolated and poorly connected to inland land uses. Stakeholders identified a number of barriers to connectivity, including structures and activities that form obstacles to a continuous, public boardwalk; disorganized and conflicting uses along the waterfront; and limited visual or physical access toward the water from inland. The Expo Center was identified as a waterfront use that neither contributes to the activity in Center Grove nor requires a waterfront location, and could be more effectively located on an alternate site. Meanwhile, more appropriate existing waterfront uses, including water-related equipment rentals, restaurants, cafes, and kiosks require more upland space than they presently occupy.

Waterfront restaurants were identified as key potential amenities; however, only a few exist currently within the area—Scotty’s Landing, The Chart House, and Monty’s. The community expressed a desire for a wider range of public activities along Dinner Key, and voiced support for a natural amphitheater that could host concerts or outdoors movies. Conversely, they view the Spoils Islands as a natural retreat for environmentally sensitive passive recreation that should be protected. Additionally, the safety and security of the waterfront remained a paramount concern among the community. Crosswalks along South Bayshore Drive and the pedestrian environment within the park were cited as one of the major concerns, while parking and the vehicle domination of the pedestrian experience on Bayshore and McFarlane rounded out the list.

During discussions, Center Grove was consistently identified as a district ready for a repositioning and integration with the waterfront. Although home to the CocoWalk shopping area, the retail center was developed nearly two decades ago in 1990, and today is in need of a physical modernization and an improved mix of retail tenants. With an unreliable transit circulator system and limited surrounding support services, Center Grove is not successfully capturing thru traffic. Additionally, no views of the water are afforded along McFarlane Road and it lacks a physical connection with the waterfront that could seamlessly tie the area to the water. While stakeholders agree that Center Grove must be strengthened and reconnected to the waterfront activities, they remain concerned that Center Grove and the waterfront must have complimentary rather than competing uses. Hence, community meetings cautioned that the waterfront host limited or no competing commercial uses.

In December 2006, several alternative design solutions were presented to the community. The alternatives were appropriately referred to as the Regatta Park Scheme, the Grove Garden Scheme, and the Flying Clipper Scheme (Figure 33).

In April 2007, the city held an open house to preview the draft final plan to the community (Figure 34) followed by a presentation to the Waterfront Advisory Board (WAB). After minor revisions the plan was again presented to the WAB as well as to the Planning Advisory Board and the Marine Council for further input.

During the fall of 2007, the Planning Team met with many of the stakeholders to refine the plan to suit their needs and the plan was eventually approved by City Commission in July of 2008.



FIGURE 33: THE COMMUNITY WAS PRESENTED WITH THREE ALTERNATIVE DESIGN SOLUTIONS BASED ON PUBLIC INPUT



FIGURE 34: THE DRAFT FINAL MASTER PLAN WAS PRESENTED DURING AN OPEN HOUSE AND TO THE WATERFRONT ADVISORY BOARD IN APRIL 2007

The community expressed a desire for a wider range of public activities along Dinner Key, and voiced support for a natural amphitheater that could host concerts or outdoors movies.





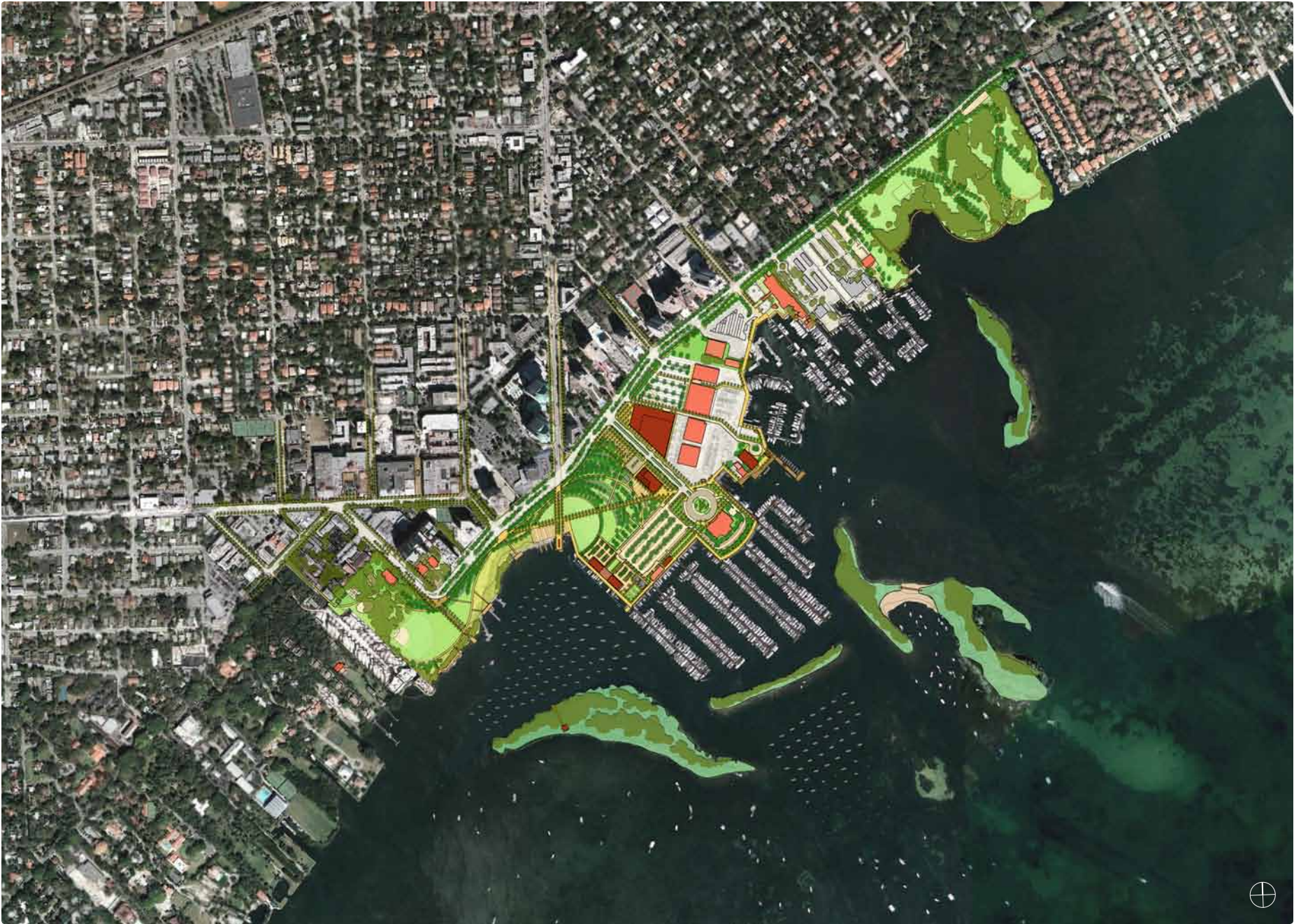


FIGURE 35: THE MASTER PLAN CONNECTS INTO THE FABRIC OF THE CITY

The Waterfront Master Plan (Figure 35) builds on the history of Coconut Grove while incorporating community input to create a world class destination for residents and visitors alike. Miami's City Hall, the Coconut Grove Village Center, and the historic site plan of the original Pan Am Seaplane Terminal grounds provided inspiration for the design of the 35-acre Regatta Park. Balancing input from the leisure and commercial boating as well as the non-boating communities, the waterfront master plan physically and visually reconnects the Village Center and neighborhoods to the Spoil Islands and Biscayne Bay; transforms surface parking lots into parkland; reorganizes the Dinner Key Marina area into a concentrated working waterfront for recreation, education, and live-aboards; and enhances the amenities and operations of Dinner Key Marina, the United States Olympic Sailing Center, and the Coconut Grove Sailing Club.

The plan features a continuous waterfront promenade interspersed with plazas (Figure 36), piers, and water-related services. A new center for community and cultural uses frames both the historic Pan Am Drive and Regatta Park, designed to accommodate passive and active recreation. A public pier just north of City Hall provides a point of interaction between the community and the working waterfront, while water taxi service provides access to the improved Spoil Islands.



FIGURE 36: A PLAZA AT THE END OF MCFARLANE ROAD EMPHASIZES CENTER GROVE'S CONNECTION TO THE WATERFRONT

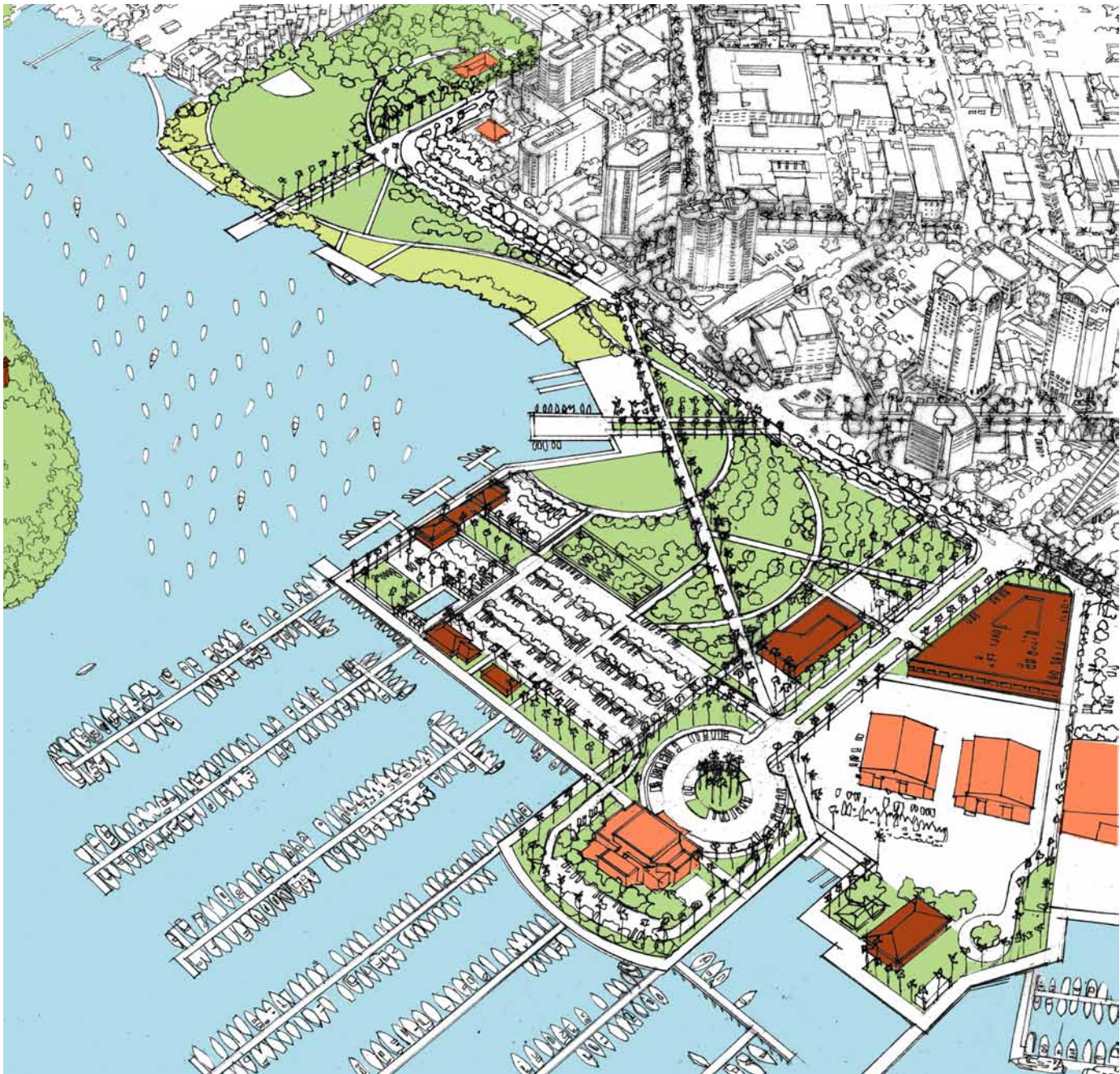


FIGURE 37: THE MASTER PLAN BALANCES THE NEEDS OF THE COCONUT GROVE COMMUNITY AND THE LEISURE AND COMMERCIAL BOATING COMMUNITY

## VISION FOR COCONUT GROVE'S WATERFRONT

The Coconut Grove Waterfront and Spoil Islands Master Plan envisions an active, coastal recreational park with human-scaled urban design, well-connected public open spaces, and a continuous pedestrian realm (Figure 37 and 38). The master plan realizes this vision through the creation of waterfront promenades, diverse open spaces, and an active park with sensitive environmental Spoil Island connections that will enhance the waterfront and recreational elements of the Coastal Park.

The entire master plan study area encompasses 120 acres, including the historic Miami City Hall; the Coconut Grove Expo Center; the Dinner Key Marina; dockmaster area and parking lots; Seminole Dock with a public boat ramp and trailer parking area administered by Miami Parking Authority; Myers Park; the Coconut Grove Sailing Club site with a building, parking area, boat storage, inner mooring field, and dock area; Peacock Park, a waterfront park including a large multi-use open grassy area, a NET office, and skate park; and Kennedy Park, also an active waterfront city park.

Together with the visionary aspirations, the master plan addresses the City of Miami and Village of Coconut Grove's objectives to develop a strategy for the future of Dinner Key that reflects the desires of the community, and considers potential needs that will arise from future growth. The plan is sensitive to the local environmental requirements. A separate, but simultaneous study includes an overhaul of the inner and outer mooring fields to comply with the Federal Department of Environmental Protection. The Spoil Islands are an extraordinary public asset, but are in need of careful rehabilitation. The master plan incorporates the Department of Environmental



FIGURE 38: A NEW PLAZA AT 27TH AVENUE CREATES A GRAND ENTRY TO THE WATERFRONT PARK

Resources Management (DERM) strategies to improve public access and to replant the area with native species.

The Coconut Grove Waterfront and Spoil Islands Master Plan (Figure 40) enhances amenities in Coconut Grove by linking investment along Biscayne Bay with investment in Center Grove, creating a more powerful sense of place in the heart of the area. This plan develops synergies between the recreational and commercial life of Coconut Grove, the manmade and natural life along Biscayne Bay, and an overall focus on drawing residents and visitors to the area, creating confidence for private investment in Center Grove, and focusing public investments along the waterfront.

Within the master plan, these overarching principles are organized into four programmatic themes —open space, maritime facilities, civic core, and access (figure 39). Open space includes the Waterfront Park from Peacock Park to the Expo Center and Kennedy Park. The Coconut Grove Sailing Club, the US Olympic Sailing Center, Dinner Key Marina, and a new public pier are just some of the maritime uses found along the Coconut Grove waterfront. The civic core is anchored by the historic building that now houses City Hall. Access to the site includes the street circulation along the waterfront, parking, and alternative set ups for special events.

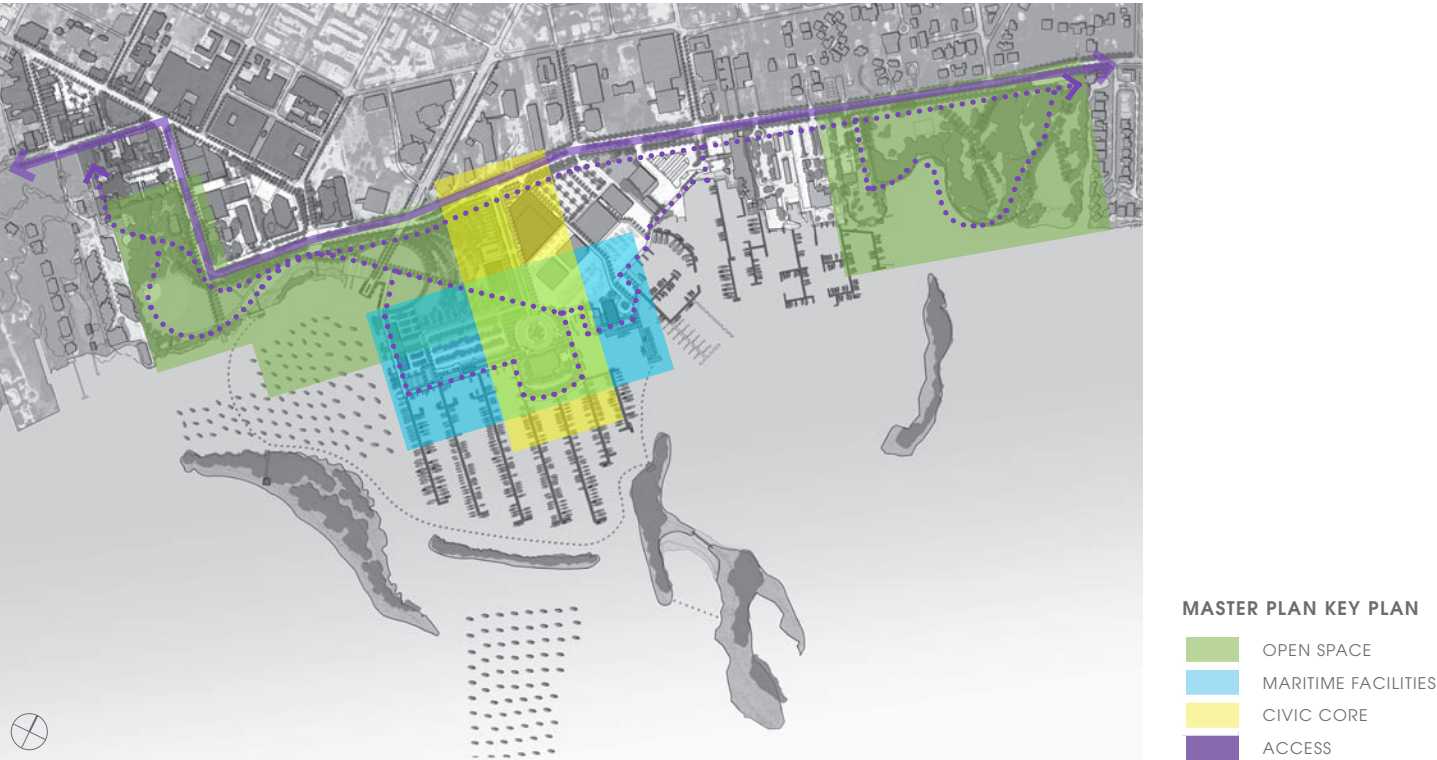


FIGURE 39: THE COCONUT GROVE WATERFRONT MASTERPLAN AND ITS FOUR PROGRAMMATIC THEMES



FIGURE 40: THE COCONUT GROVE WATERFRONT AND SPOIL ISLANDS MASTER PLAN



FIGURE 42: THE WATERFRONT PARK AT COCONUT GROVE



FIGURE 43: THE BAYWALK PROMENADE INCLUDES TROPICAL AND ECOLOGICAL GARDENS AND AFFORDS MAGNIFICENT VIEWS OF THE WATER

## WATERFRONT PARK

The Coconut Grove Waterfront and Spoil Islands Master Plan expands the park system and transforms it from a disjointed group of small, green spaces to a unified network that capitalizes on the waterfront location and affords multiple leisure and recreation opportunities (Figure 42). The Waterfront Park extends from Peacock Park to Pan Am Drive and contains a rich variety of landscapes including playfields, a baywalk promenade, fountains, and tropical and ecological gardens (Figure 43). Together these distinct and unique areas create a more cohesive and vibrant public space, one that celebrates the waterfront and its importance to the community. The Waterfront Park is equipped to accommodate a wide array of activities, from temporal events such as large-scale regattas or Shakespeare in the Park to daily activities including softball and boardwalk walks. This area is free of permanent buildings and allows the community to come together at the water's edge.



Anchored by Peacock Park (Figure 44) at its southern edge, the Waterfront Park maintains several of the existing uses while providing enhanced facilities. The tennis courts in front of St. Stephen’s are refurbished and brought up to date. A tot lot and nearby skateboard park provide locals and visitors with activity areas for kids of many ages. An actively used playfield, the softball field is maintained and reskinned while still keeping ample room for Shakespeare in the Park performances. The McFarlane Road Pier establishes a direct physical and visual link from Center Grove to the water, and with special pavements and areas for native plantings, will provide a much stronger axis than is currently in place.

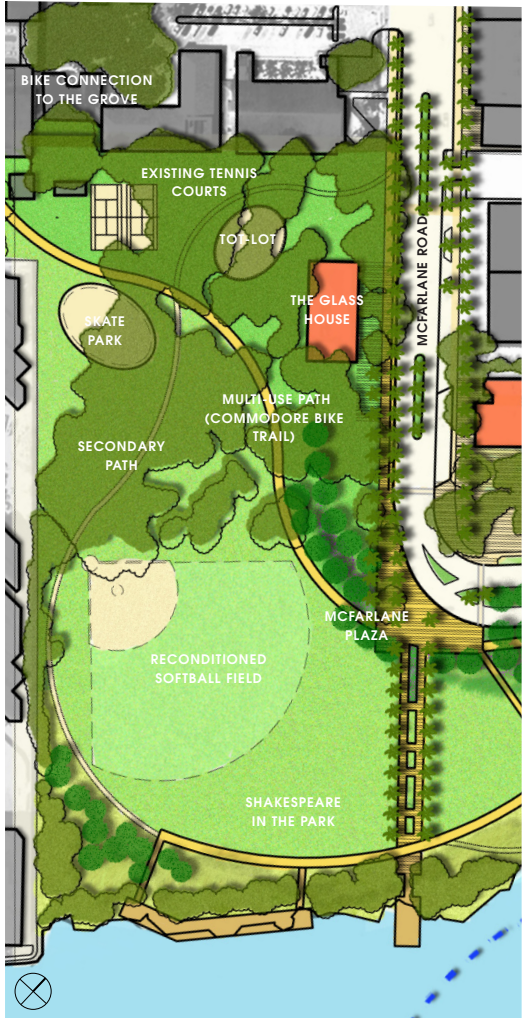


FIGURE 44. PEACOCK PARK DETAIL PLAN



FIGURE 45. A CRUSHED STONE PATH IN CHARLESTON, SC



FIGURE 46. A PIER IN CHARLESTON, SC

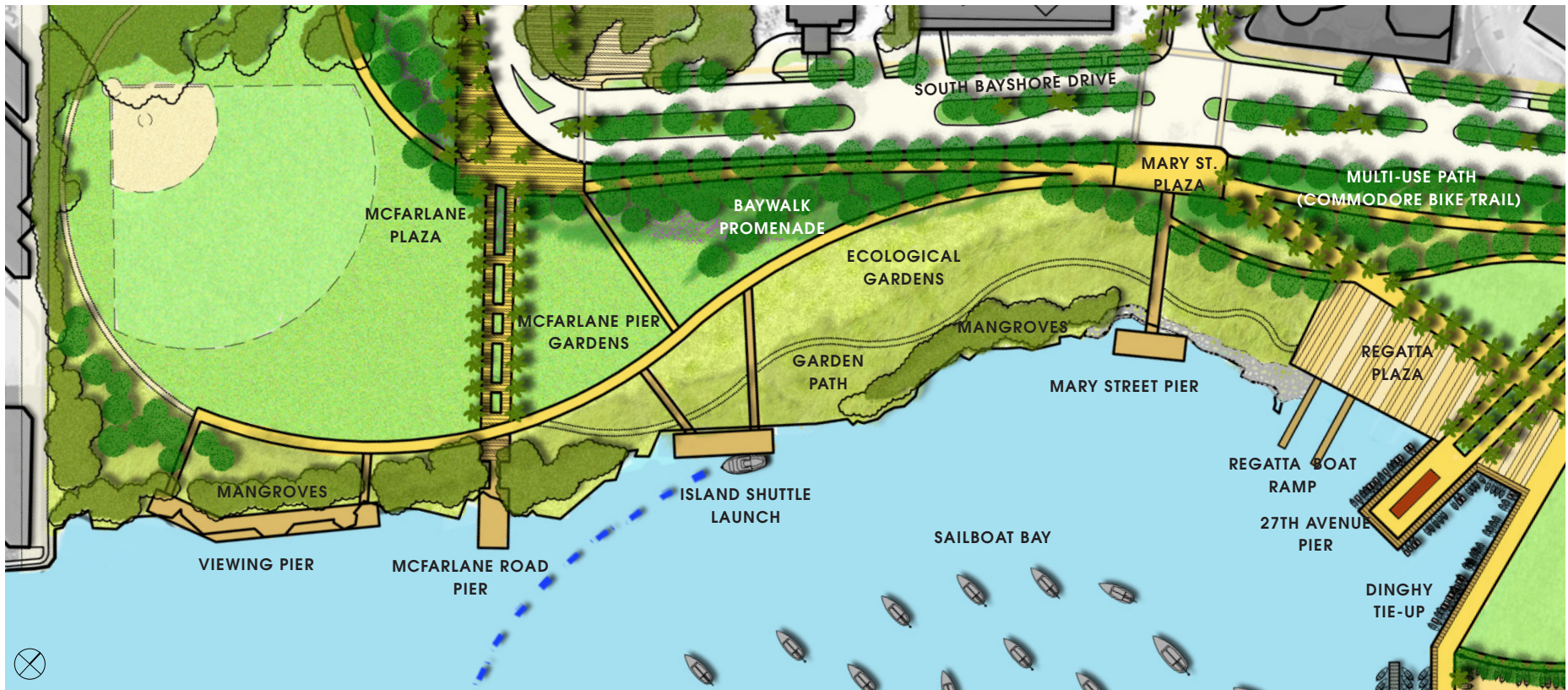
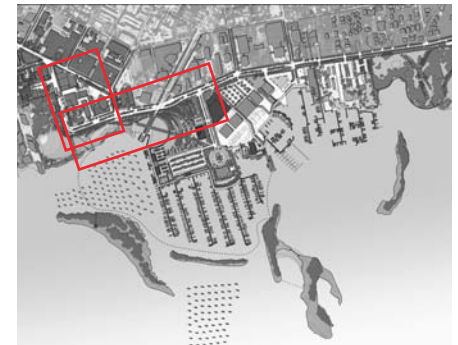


FIGURE 47. WATERFRONT PARK DETAIL PLAN

Mangroves at the water's edge (Figure 47) are allowed to flourish but will be carefully pruned to allow for better pedestrian and visual access to the Bay. The important ecological habitat that the Mangroves provide is strengthened by the relocation of the CGSC facilities. The removal of this building will create unimpeded views from McFarlane to the Bay and strengthen the visual connection to Center Grove. Additional native plantings between the shore and the central park path restore the now hard-paved areas to a more ecological, natural state (Figure 45 and 46). These ecological gardens will not only highlight the beauty of the native vegetation but also will help enhance habitat for bird and waterfront species, all the while affording great educational opportunities to visitors. Small piers and decked paths within the ecological gardens area give residents and visitors alike quiet viewing platforms from which to take in views of Sailboat Bay and nearby Spoil Islands, including one at the Mary Street park entrance.



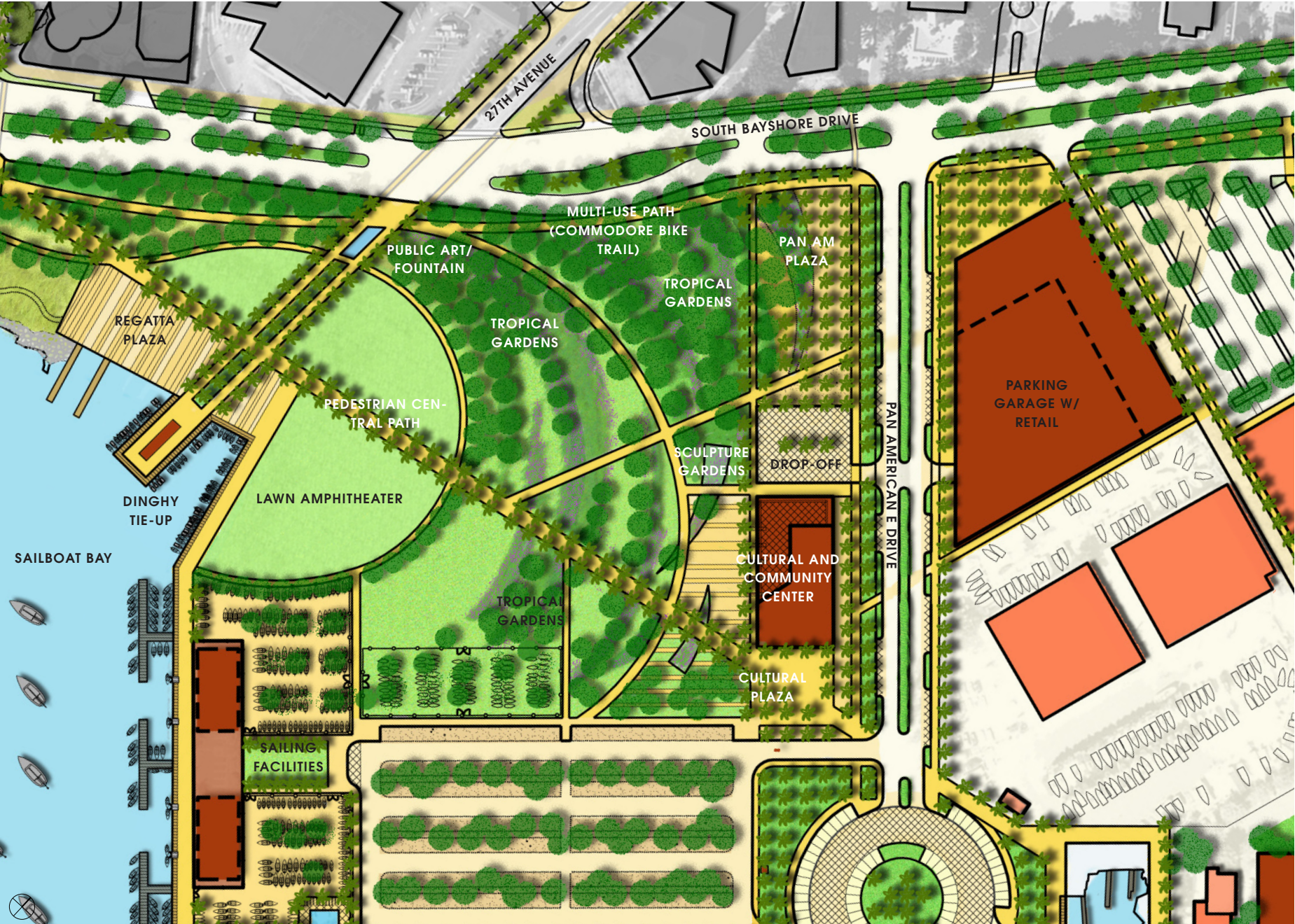


FIGURE 48. WATERFRONT PARK/CULTURAL CENTER DETAIL PLAN



FIGURE 49. PARK PROMENADE IN CHARLESTON, SOUTH CAROLINA



FIGURE 50. AN OUTDOOR PERFORMANCE IN INDIANAPOLIS



FIGURE 51. REGATTA PARK AFFORDS SPACE FOR PICNICS AND PERFORMANCES AS WELL AS LAY DOWN FOR SAILING

The park entrance at 27th Avenue (Figure 48) is intended to celebrate Coconut Grove's connection to the water by providing panoramic views of the park and the marina (Figure 49). The demolition of the Expo Center will allow Grove residents to be visually reconnected to the marina. Though the existing asphalt of Myers Park is planned for removal, the current use of the boat ramp will remain for regatta events. With contemporary pavements and a new 27th Avenue Pier, Regatta Plaza is envisioned as a grand plaza, with ample room for festival tents in the off-season (Figure 50). Controlled trailer access from Bayshore Drive to the boat ramp will be provided in large events via the Mary Street Plaza. In quieter times, the plaza will allow for sweeping views of Sailboat Bay. Just east of the pier, a large lawn amphitheater provides an area for everything from kite-flying to regatta lay-down space to outdoor waterfront performances (Figure 51). Encircled by shade trees and tropical plantings the northern edge of the park will be transformed from what is now the Expo Center to an area with lush plantings and cooling shade. In keeping with the City's emphasis on sustainable initiatives,



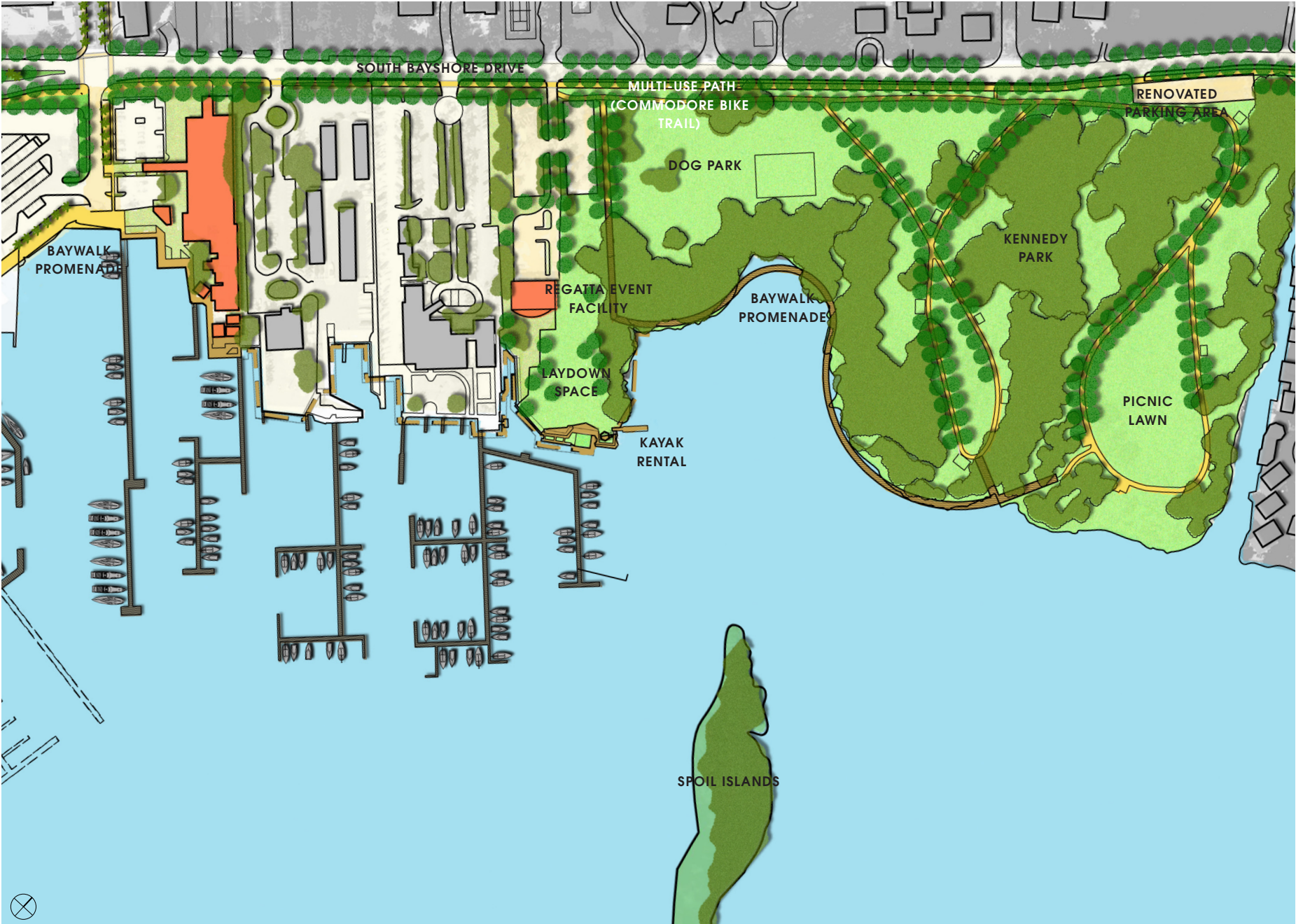


FIGURE 52. KENNEDY PARK PLAN DETAIL

these and all plantings will be designed to minimize water and maintenance resources. A path running along the east-west axis of the park and mirroring the nearby historic hangar alignment, connects Mary Street Plaza and Regatta Plaza to the Cultural and City Hall Plazas. With rows of palm trees on either side, the path frames views towards City Hall and the Charter Pier, and provide clear pedestrian access to all the major waterfront components.

At the northernmost edge of the study area, Kennedy Park (Figure 52) is maintained as a passive recreation park with enhanced boardwalks that allow the public more access to the waterfront. The dog park is relocated closer to South Bayshore Drive to allow families to gather and picnic within sight of the Bay. An expanded network of boardwalks along the shoreline will provide visitors a way to take in the rich flora and fauna of the Mangrove eco-system. The existing parking lot will be re-engineered and repaved to alleviate drainage issues and to create a more pleasing entry to the park.

The network of diverse park spaces from Peacock Park to Kennedy Park are linked together by a system of paths and trails, which trace the water's edge, delineate spaces for different activities, and create a connection along South Bayshore Drive. The Commodore Trail connects the waterfront parks to Center Grove, meandering from the Grove's commercial district through the park system, connecting it to the Civic Core, and eventually to Kennedy Park along a new dedicated path. Center Grove is further linked to the pedestrian system by a generous sidewalk along McFarlane Road and Peacock Park that turns into McFarlane Plaza as it approaches the water.

Rehabilitation of the Spoil Islands landscape and ecosystem is integral to the master planning goals, but was accomplished through a simultaneous project initiated by DERM. The Islands recently supported a high density of non-native invasive plant species, such as Australian Pine and Brazilian Pepper and their shorelines captured a high volume of human debris. The strategy for the Islands embodied a plan that cleaned out invasive species, and provides a suitable habitat for native mangroves and tropical hardwood hammock species. The plan also calls for stabilization of the seaward shorelines with riprap. With a restored habitat, the Spoils Islands can retain their status as natural amenities for the Miami area. New water taxi connections from the heart of the waterfront park provide an improved connection to the Islands for pedestrians without boats. In addition inner and outer mooring fields are being formally established by the State and a breakwater is proposed to protect the investment in the Coconut Grove waterfront

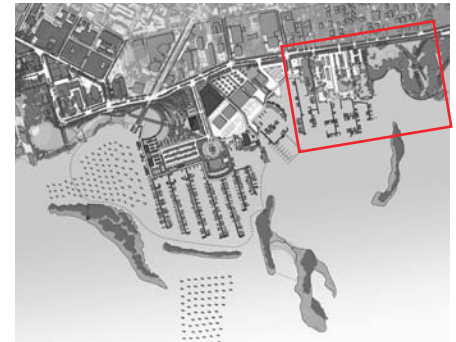




FIGURE 53: THE COCONUT GROVE SAILING CENTER WILL HAVE AMPLE DOCK SPACE AND HOISTS FOR EVERYDAY USE AS WELL AS LARGE GATHERING AND LAYDOWN SPACE FOR REGATTAS AND OTHER SPECIAL EVENTS

## MARITIME ACTIVITIES

In addition to establishing a continuous waterfront park, the Master Plan envisions a re-energized marina complex, one that consolidates the existing maritime programs and places them into closer proximity to Dinner Key Marina facilities, highlighting Coconut Grove's status as the "Racing Sailing Capital of the World". With new state-of-the-art facilities for both the United States Olympic Sailing Center and the Coconut Grove Sailing Club, this complex of buildings will become an icon for these groups as well as for the City (Figure 53). Collectively, this complex will be known as the "Coconut Grove Sailing Center" and will be designed to incorporate contemporary materials such as glass and steel to reflect current trends in accessible waterfront architecture design (Figure 54 and 55). Accessed from the Dinner Key parking area, the Sailing Center will house the two main users within separate buildings but connect them together with a shared roof. The two facilities share a drop-off area and entry court but each has its own fenced dry storage and lay-down areas. Likewise both the USOSC and the CGSC will have dedicated docks and davits along the bulkhead to meet their needs. During seasonal regatta events, the Sailing Center will be allowed to expand its storage and lay-down space into the adjacent lawn areas of the Waterfront Park. Dinghy tie-ups and launch facilities are also provided along the bulkhead along with exclusive use of the Regatta Plaza boat ramps. In addition, by concentrating sailing in this area and reducing the amount of motor boats launched from Myer's, the impacts to the bay bottom and marine habitat are minimized throughout Sailboat Bay.



FIGURE 54. THE CHARLESTON MARITIME CENTER PROVIDES VIEWS...



FIGURE 55. ...AND SERVES AS A BEACON FOR THE WATERFRONT



FIGURE 56. A DETAIL PLAN OF THE PROPOSED MARITIME FACILITIES

With additional duties to oversee the new mooring field, the Dockmaster building will be remodeled in its current location to address its expanded mission. To accommodate the Dinner Key operations and storage needs, a storage building will be placed near the Dockmaster building (Figure 56). Additional maintenance area may be located within the proposed parking garage nearby. A swimming pool is built as an educational and recreational amenity for the marina, mooring field members, and Sailing Center. All of these facilities are accessed by formal drop off areas and adjacent parking within a redesigned Dinner Key parking garden. With controlled access off of Pan American Drive/City Hall Plaza, this parking lot will meet the needs of the three main marina facilities with dedicated spaces for each. Existing spaces on the waterside of City Hall will also be maintained and controlled to allow parking within close proximity to the piers nearby. The parking area itself will employ current sustainable design methods, replacing the existing dark asphalt stalls with lighter colored crushed stone pavements to reduce the heat island effect. Shade trees within the parking area will help cool the lot and soften the visual impact of the parked cars.

The commercial fleet will be relocated to the Public Charter Pier on the east side of City Hall, which tends to be a more motorized area of the Grove waterfront. By locating many of the sailing activities at the southern end of the waterfront area, the opportunity for conflict between motorboats and sailboats and pleasure craft and educational boats is greatly reduced. Additionally, by consolidating like uses, the Master Plan creates new synergies among the waterfront facilities and users, enhancing and increasing visibility for these valuable community assets.

Connecting all of the marine facilities to one another, the baywalk provides pedestrian access to the entire waterfront. This baywalk will be wide enough to allow for service vehicles while still allowing for pedestrians to pass by. Special paving will create a sense of visual continuity along the water's edge and will be echoed by lighting and rows of palm trees. Benches, lighting, and other site furnishings will be consistent along the entire baywalk to tie all of the different adjacent facilities together.



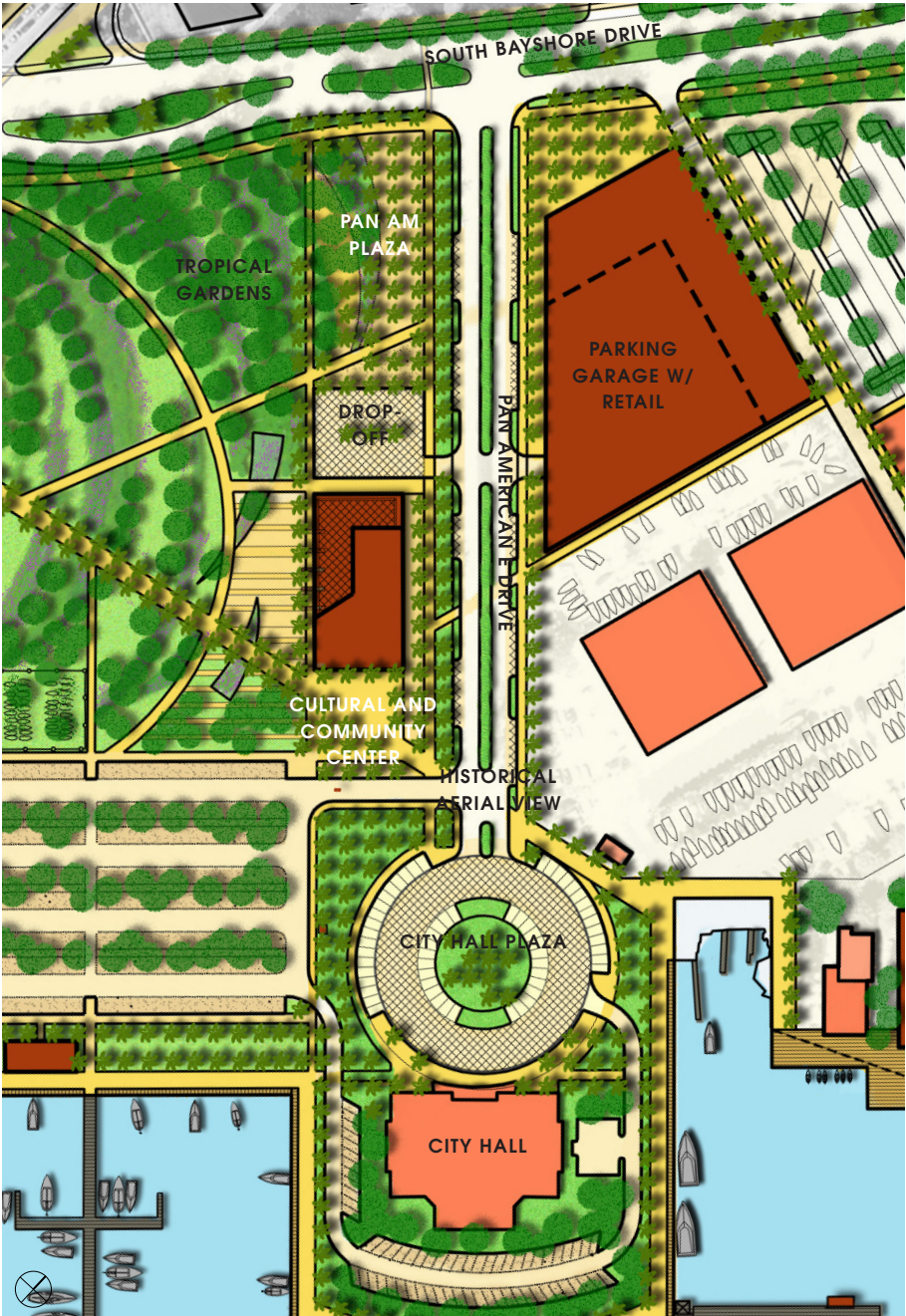


FIGURE 57. CIVIC CORE DETAIL PLAN



FIGURE 58. CHARTER PIER DETAIL PLAN

## CIVIC CORE

The Coconut Grove waterfront is fortunate to have a rich history as the former site of the Pan Am Terminal. The plan's urban design strategy celebrates this history, enhancing the role of the iconic terminal building, increases its civic prominence, and generating source of pride for the community. Drawing on design cues from the site's history, the plan re-establishes the sense of grandeur from the days of the Flying Clipper Ships.

The Master Plan (Figure 57) redesigns the historic circle in front of City Hall to provide a grand ceremonial entrance to City Hall. By removing parking from the entry way and transforming the paving from asphalt to a multifunctional porous surface, City Hall Plaza will now be suitable for both formal gatherings and parking. The waterfront master plan repositions the historic building once again, with public uses and an urban design scheme that recalls traces of the site's origins as an aviation center.

A new public pier (Figure 58) will be built extending from the area currently occupied by the Chart House Restaurant. The pier will become the new home for the shrimp boats as well as charter excursion boats. With a direct link through the park from Center Grove, this pier will be a destination for residents and visitors by strengthening linkages to the water and providing outstanding views of downtown Miami and the Bay. Scotty's Landing Restaurant remains in its current location to continue serving as a staple on the waterfront. The Chart House Restaurant will be redesigned to take better advantage of its location and maximize views by providing outdoor dining near the public pier.





FIGURE 59. A NEW CULTURAL AND COMMUNITY BUILDING AND A PUBLIC PARKING GARAGE LINED WITH RETAIL FORM A GATEWAY TO THE HISTORIC CITY HALL AND CELEBRATE THE WATERFRONT AS AN IMPORTANT SPACE



FIGURE 60. A PARKING GARAGE IN SANTA MONICA, CA



FIGURE 61. A PARKING GARAGE IN WOODLANDS, TEXAS WITH RETAIL FRONTAGE



FIGURE 62. WOODLANDS AS SEEN FROM ABOVE

A new Cultural and Community Center both anchors Regatta Park and frames Pan American Drive, leading to the historic City Hall. The landscape design recalls the original terminal design, by reflecting the diagonal angle of the three historic hangers in a paved pathway extending from the Cultural Center toward Center Grove. Together, the new diagonal pathway completes the form of an airplane's wings that originally underpinned the site's layout. With the new Cultural Center that fronts on Pan American Drive (Figure 59), a public art strategy, and paving design that differentiates City Hall Plaza, the civic core of the Coconut Grove waterfront will once again be a place for the public to convene.

A parking garage wrapped with community-serving retail and a contemporary facade lines the northern side of Pan American Drive (Figures 60-62). A moderate amount of new street-level retail space in this location is intended to enhance revenues for the City as well as provide services to the community and boaters. Envisioned as a three story structure, the floors above retail could be designed to accommodate much needed office space. The garage consolidates existing surface lots that absorb valuable waterfront land and is screened by the retail uses and a green roof. At three levels above ground, the height of the structure consciously falls shy of existing Grove Key buildings, protecting valuable waterfront views.

The landscape design recalls the original terminal design, by reflecting the diagonal angle of the three historic hangers in a paved pathway extending from the Cultural Center toward Center Grove.

## CIRCULATION AND PARKING

Connectivity to and throughout the waterfront is a priority, and improved access to the waterfront park system is essential to the success of the master plan. South Bayshore Drive, north of Aviation (Figure 63), is redesigned to accommodate a multiuse path on the south side creating a safer connection for pedestrians. By tightening up the two existing driving lanes, twenty eight feet is given over to park land for a generous sidewalk that can accommodate both the Commodore Bike Trail and pedestrians wishing to connect between the Waterfront Park and Kennedy Park. Similarly, south of Aviation, the multi-use path continues along the edge of the park. Non-peak parallel parking is permitted on the south side of South Bayshore Drive to accommodate parking for the Waterfront Park.

Along the south side (north bound traffic) of McFarlane Road, one of the two travel lanes is removed to make way for a more generous sidewalk connection between the Center Grove and the waterfront (Figure 64). Main Highway, which turns into McFarlane Road, is one lane in the north bound direction. McFarlane Road will continue this precedent, as well as have one lane for parking.

The Commodore Bike Trail will have a dedicated bike path along the south side of South Bayshore Drive (Figure 65). At McFarlane Plaza, the Bike Trail is diverted through Peacock Park and down the alleyway behind St. Stephen's. This diversion allows the bikers to bypass the already congested intersection at Main, McFarlane, and Grand Avenue and connect instead, directly with the bike lane on Main Highway.

The Dinner Key Marina lot is maintained but reconfigured to accommodate drop-off and parking for the Sailing Center and the Sailing Club. The Dinner Key Marina continues to have 312 parking spaces, which include 60 spaces behind City Hall and 252 spaces in the larger surface lot, with reserved spaces closest to the Marina. The USOSC will have 40 spaces, doubling the current number of space they have, and the CGSC will have 40 spaces, consistent with the number of space they currently have. Overflow parking and parking for the mooring fields and the Cultural and Community Center is accommodated with a new parking garage along Pan Am Drive.

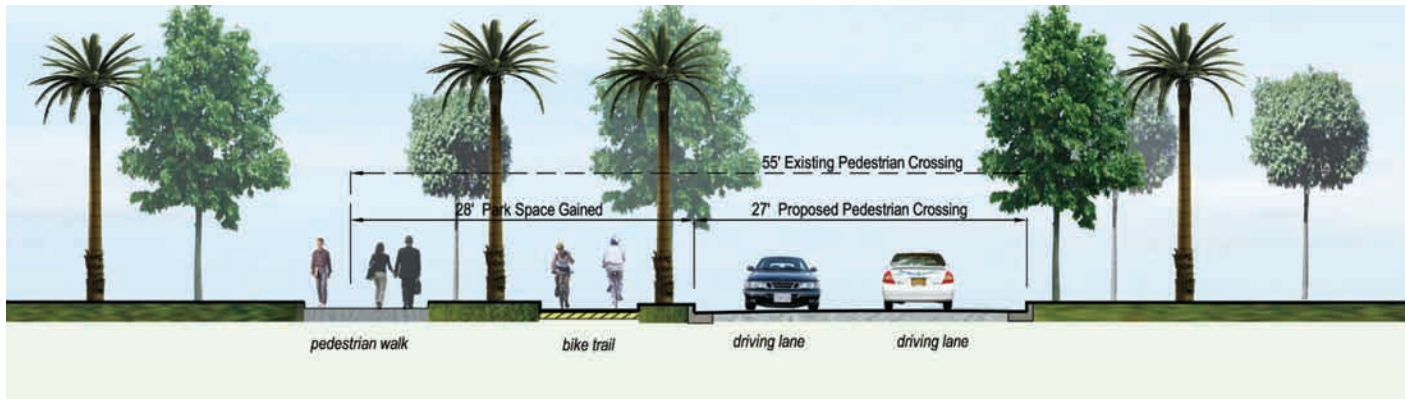


FIGURE 63: BY TIGHTENING UP SOUTH BAYSHORE DRIVE NORTH OF AVIATION, THERE IS ROOM FOR A PEDESTRIAN SIDEWALK CONNECTION TO KENNEDY PARK

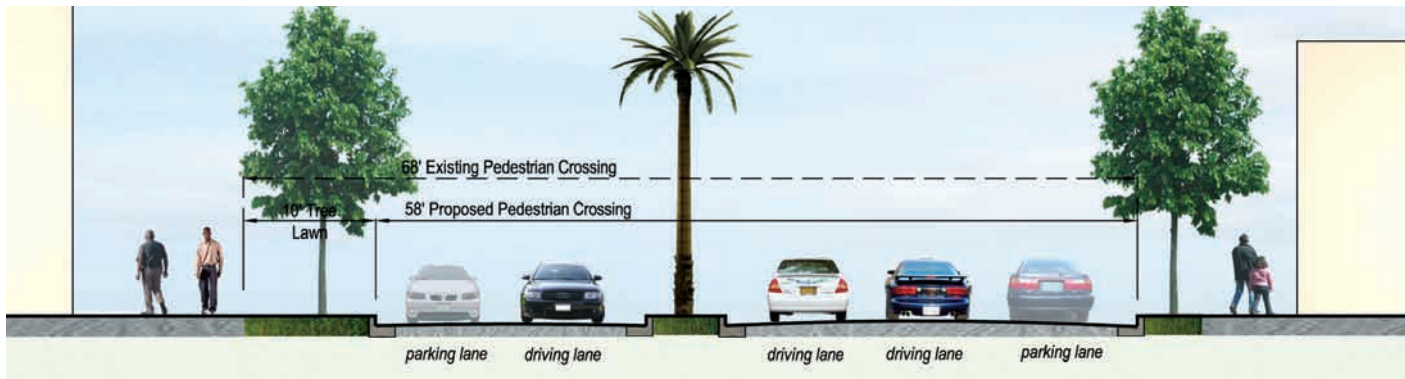


FIGURE 64: THE PROPOSED MCFARLANE ROAD ALLOWS FOR A MORE GENEROUS PEDESTRIAN CONNECTION WITHOUT SACRIFICING PARKING

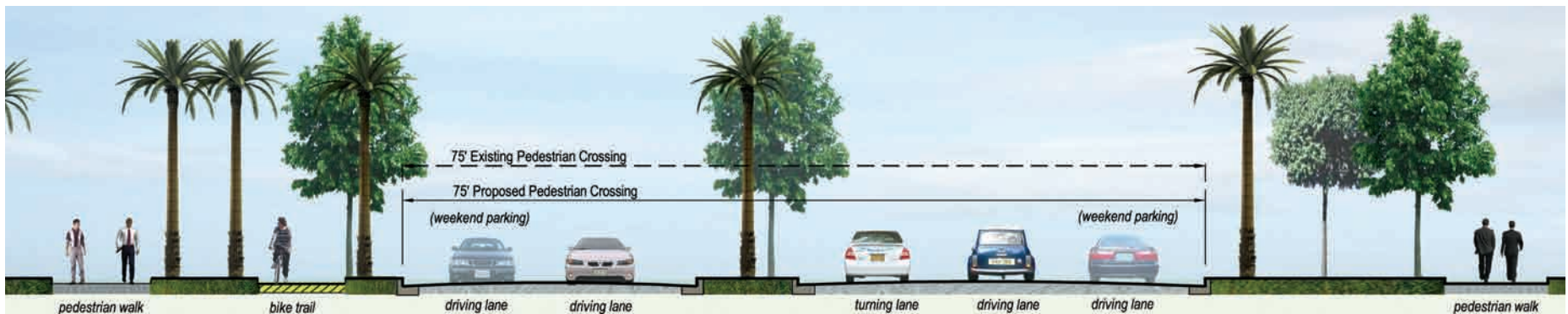


FIGURE 65: A DEDICATED PATH FOR THE COMMODORE BIKE TRAIL WILL RUN ALONG THE SOUTH SIDE OF SOUTH BAYSHORE DRIVE



FIGURE 66: THE MASTER PLAN

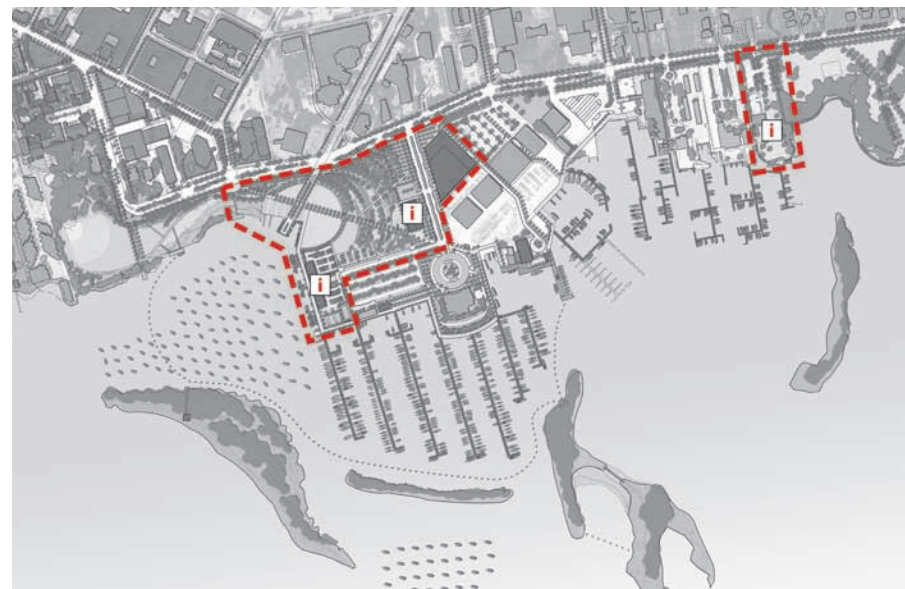


FIGURE 67: REGATTA EVENT OVERLAY



FIGURE 68: PERFORMANCE EVENT OVERLAY



FIGURE 69: FESTIVAL EVENT OVERLAY



FIGURE 70. CROWDS IN A PARK IN ADDISON



FIGURE 71. GROVE FESTIVALS WILL CONTINUE TO THRIVE



FIGURE 72. A SCENE FROM THE REGATTA SEASON

## EVENT STRATEGY

The new Waterfront Park is especially well suited for special events (Figures 66-69). Shakespeare in the Park will continue to use the area at Peacock Park, while another amphitheater will also be available in Regatta Park. Festivals, such as the Art Fair and Taste of the Grove, will be able to take advantage of the many multiuse paths and piers throughout the park (Figures 70-71).

During the regatta season, a downsized boat ramp in its current location allows launching of race boats to continue.

Controlled access to the boat ramp is available through the Mary Street Pier as well as from the Sailing Center. The USOSC will continue to have use of its former building in Kennedy Park during regattas (Figure 72). There will be ample dedicated lay-down and event space in the park and on the plazas. The Cultural/Community Center can serve as the event headquarters, while Regatta Plaza or the formal courtyard space between the two sailing centers can be used for more formal celebrations and award ceremonies.

During the regatta season, a downsized boat ramp in its current location allows launching of race boats to continue.





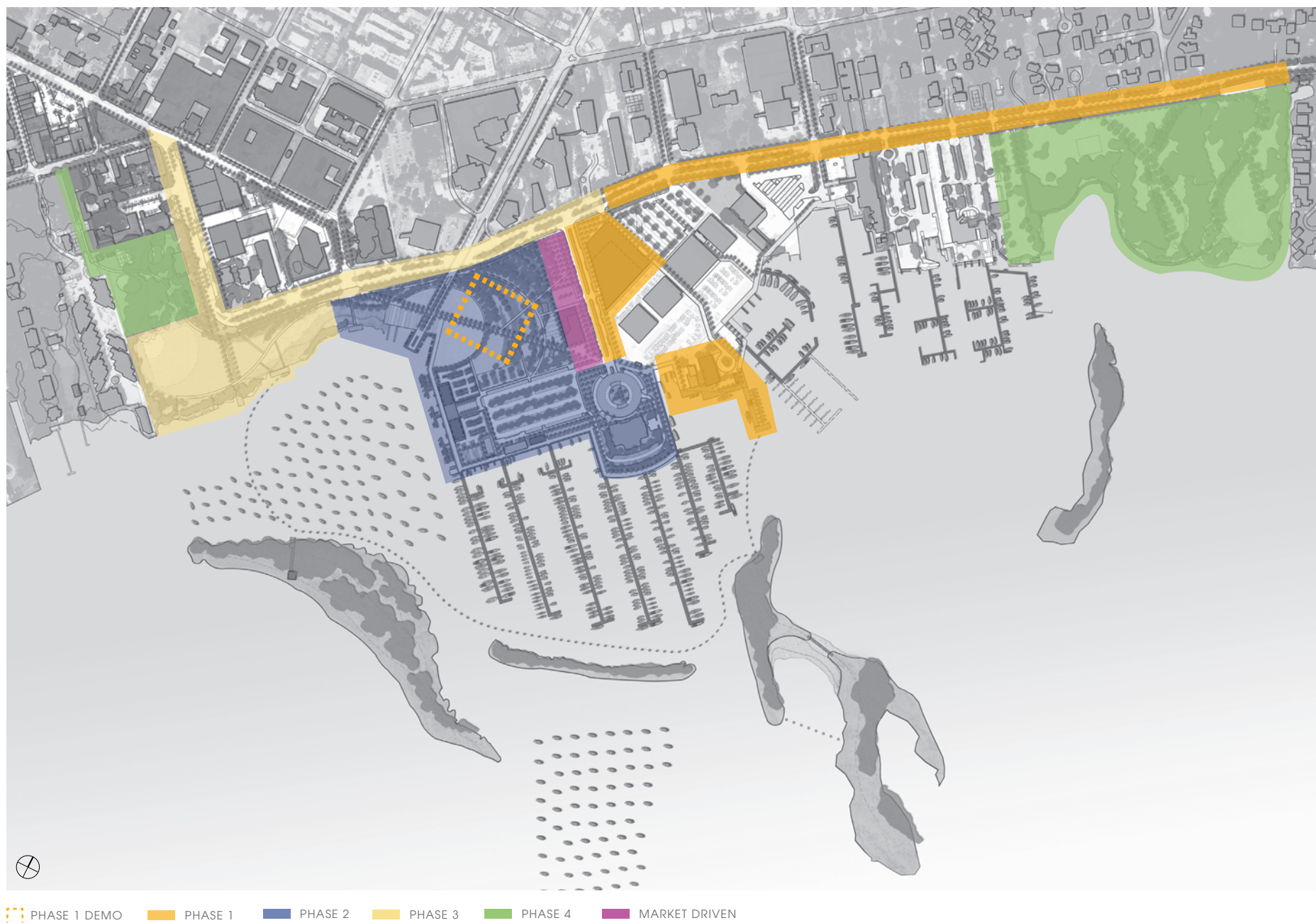


FIGURE 73: COMPOSITE PHASING PLAN

## PHASING STRATEGY

Community needs, market opportunities and constraints, and fundamental economic considerations will vary over time, and therefore affect phasing and project completion of specific elements identified in the plan. While maintaining the overall plan framework, many components of this phasing strategy are flexible and allow for priorities to change, thus altering the order of this strategy (Figure 73).

### PHASE 1

- Demolish the Expo Center, create temporary parking for the Dinner Key Marina during construction
- Build the Public Pier and restaurant, relocate the shrimpers and charters to the Public Pier
- Make South Bayshore Drive improvements, north of Aviation
- Build the parking garage with wrapped retail and make associated Pan Am Drive improvements

### PHASE 2

- Expand the Dockmaster Facility, redesign the Dinner Key Marina Parking, and build the Coconut Grove Sailing Center (CGSC and USOSC)
- Design and build Regatta Park
- Make improvements to the City Hall landscape and City Hall Plaza

### PHASE 3

- Design and build Myers Park improvements
- Make improvements to McFarlane Road
- Institute Lower Peacock Park improvements
- Make improvements to South Bayshore Drive, south of Aviation

### PHASE 4

- Upper Peacock Park improvements
- Kennedy Park improvements

### SITE A-Cultural Center (driven by market)

- City issues RFP

## COST ESTIMATE

To establish a preliminary order of magnitude implementation budget, the Master Planning Team prepared an initial estimate of probable cost for the project. The estimate is based on preliminary concept design drawings, with general understanding and forecasting future market targets for uses. There are many factors that will have significant influence on the final outcome and ultimate cost of the development at total build out. This estimate should be used as an order-of-magnitude guide only, to anticipate early expenditure, physical impact on annual budgets and project startup costs. More detailed design and planning efforts should be undertaken to develop the final program, identify technical site constraints, clarify extent of environmental cleanup, and study construction sequence and challenges facing implementation from early regulatory permitting to final construction bid documents. Therefore, the overall project construction cost has the potential to change significantly.

PHASE 1		LOCATION	TOTAL
	A	Expo Center Demolition	\$1,218,750
	B	Parking Garage with Retail	\$25,585,625
	C	Pan American Drive Streetscape	\$3,975,563
	D	South Bayshore Streetscape (East of Aviation)	\$384,686
DETERMINED BY MARKET: 2012			
	E	Grove Key Restaurant	\$8,385,000
	F	Grove Key Pier	\$5,882,370
		<b>TOTAL PHASE 1</b>	<b>\$45,431,994</b>
PHASE 2			
	A	Regatta Park	\$28,799,745
	B	Dinner Key Marina Parking (350 spaces)	\$6,357,923
	C	Coconut Grove Sailing Center	\$4,115,629
	D	US Olympic Sailing Center	\$4,464,907
	E	City Hall Site Improvements	\$5,420,479
	F	Dinner Key/City Hall Baywalk	\$6,184,375
	G	Dinner Key Dockmaster	\$7,695,188
		<b>TOTAL PHASE 2</b>	<b>\$63,038,246</b>
PHASE 3			
	A	McFarlane/South Bayshore Streetscape (West of Aviation)	\$3,442,316
	B	Meyer's Park Eco-garden	\$3,144,687
		<b>TOTAL PHASE 3</b>	<b>\$6,587,003</b>
PHASE 4			
	A	Peacock Park	\$6,384,690
	B	Kennedy Park	\$4,582,110
		<b>TOTAL PHASE 4</b>	<b>\$10,966,800</b>
DETERMINED BY MARKET: NO LEASE RESTRICTIONS			
	A	CULTURAL/CIVIC CENTER	\$35,412,962
		<b>TOTAL CIVIC CENTER PHASE</b>	<b>\$35,412,962</b>
ADDITIONAL IMPROVEMENTS			
		SPOIL ISLANDS	\$1,170,000
		FLOATING BREAKWATER	\$2,600,000
		<b>TOTAL SPOIL ISLANDS/BISCAYNE BAY PHASE</b>	<b>\$3,770,000</b>
		<b>GRAND TOTAL</b>	<b>\$165,207,003</b>

## CONCLUSION

From kitchen tables to Commission meetings, everyone agrees that the Coconut Grove Waterfront is a gem that needs some rethinking. Coconut Grove is already established as a desirable urban community with its high quality of life, rich history, and local artist community. Beyond its historical and nighttime draw, however, Coconut Grove has the potential to become an international waterfront destination. With the surrounding residential communities, the struggling commercial core, and existing waterfront properties, it is imperative to plan for change with the existing assets, residents, and property owners in mind.

The City of Miami is now poised to re-imagine the waterfront by creating a new destination, connecting it with the established Center Grove, enhancing the parks and trails system, and offering more access to the water's edge and waterborne recreation. This ambitious plan embodies the aspirations of the local residents and stakeholders. Through a concerted public process, the participants stayed involved, are part of the success of the plan and ultimately will be critical to the implementation.

The Waterfront has many disconnected areas, which through the plan, have been defined more clearly, highlighting distinct character areas yet positioning them as part of a larger waterfront redevelopment strategy. Gateways to the waterfront will be celebrated whether by foot, bike, car, or water taxi.

Rooted in all the work that has been accomplished to date, the master plan establishes a clear and achievable framework for redevelopment along the Waterfront that understands in detail (Figure 74):

- **The power of a unified open space, waterfront park system, and regional trail network to create amenities for residents, value for investors, and a striking and unique image for visitors and tourists.**
- **The historical, environmental, cultural and economic factors that guided the selection of strategic development sites on or near the Waterfront.**
- **The need for balance between development opportunities and the existing character, community and context of Coconut Grove.**
- **The relationship and connections between places that are fundamental to a coherent and attractive regional destination.**
- **The economic context for public and private investment.**

Building on the strengths of Coconut Grove today, the master plan establishes a positive future and a clear direction for the coming years. The current master plan will not change the landscape overnight but defines the future for the next five, ten and twenty years. The many different actors that shape the Waterfront—public, private, and non-profit—can move forward on individual projects while contributing to the whole.

The process created an implementable master plan that enhances amenities in Coconut Grove by linking investment along the water with investment in the Center Grove and creating a more powerful sense of place in the heart of the community. This effort will enhance synergies between the cultural and commercial life of Coconut Grove, the recreational and natural life along the water, and an overall focus on drawing residents and visitors into the area, creating confidence for investment, and focusing public investments.



FIGURE 74: THE COCONUT GROVE WATERFRONT AND SPOIL ISLANDS MASTER PLAN





