

## **COCONUT GROVE WATERFRONT MASTER PLAN**

### **SCOPE OF WORK**

The Sasaki multidisciplinary Design Team combines planning, design, and technical excellence that is able to address this complex problem. Sasaki will demonstrate through this process an outcome that will lead to a timeless visionary expression in a contemporary form. The Master Plan for the community of Coconut Grove will follow a public process that is open and communicative. Sasaki is most interested in working in environments where the journey to solving the challenge is as important as the solution itself; where the people whom actively participate with the client, the public and design team communicate often and clearly -- listening intently, debating the ideas openly, and contributing to design solutions. This process is iterative, exploratory, and exciting, but most importantly rewarding. A similar process was used on the work we have included in relevant project examples for this proposal.

We are acknowledged leaders in planning and design of waterfronts, parks, garden and other urban public spaces. Our appreciation for context, which broadly encompasses physical setting, natural environment, history and culture, and the particulars regarding opportunities and constraints of program, has constantly shaped and inspired our work.

This approach has four aspects:

First, a park is a catalyst for urban revitalization: In Charleston, the park is set within the historic city grid and defines the site within the context of riverfront. In Jacksonville the 4-acre parks on historic Hogan Creek acts as a gathering space for the community and direct access to the St Johns River, in San Juan we had the opportunity to create a civic scale park that links the residents of the Miramar neighborhood, via open space, to the San Antonio Channel and Condado Lagoon. And in Cincinnati, the 15 –Acre Park provides direct public access to the Ohio River in a region of typical high bank conditions with limited public access.

Second, the physical forms of each setting are creative re-definition and interpretation of each urban context. In Charleston, the pineapple fountain is an interpretation of a traditional Charleston detail that signals hospitality and has become an icon identified with the city. In Jacksonville, the water's edge has been interpreted and reflects a scale and detail that will be reminiscent of the sites industrial past large stem shipbuilding. In Puerto Rico the idea of culture is so important that large gathering areas for families to have picnics, or the idea of a shaded 3000' long Paseo at the waters edge, is the solution. In Cincinnati the idea of celebrating the river, a 300' water wall and interactive water gardens were developed along with a 4 acre flexible lawn area, capable of accommodating passive recreation uses and special event activities, such as small concerts.

Third, the pedestrian experience moving through each setting is central to their design. The park space unfolds sequentially, inviting and revealing the changing aspects of each place and making connection to its neighborhoods. In Charleston, Jacksonville and Cincinnati, the street corridors define where the major entrance plazas of the park are located. In Charleston, Jacksonville, San Juan and Cincinnati these parks provide continuous public access along the waterfronts and a strategy of open corridors and connections into surrounding neighborhoods that effectively binds each park into the city fabric.

Finally, these urban settings have been designed to accommodate a multitude of activities. They must endure the demands of an urban setting, accommodate large crowds and special events, and be responsive to a human scale without creating an empty vast landscape. These open spaces have been planned, detailed and constructed with a vision of lasting a lifetime with painstaking attention to detail. We take great pride and care when planning and designing to consider the designs feasibility, durability, cost, and maintainability. It is an important step in building and making an award winning work.

## **SCOPE OF SERVICES**

### **Phase 1: Assessment, Data Collection, Inventory and Analysis**

At the beginning of the Master Planning Phase, Sasaki suggests the entire team meet in Coconut Grove for a 2 day “brainstorming” work session on site. The purpose of this Walking Tour is to better understand the culture and lifestyle of the City, as well as to gain insight into context, historically significant areas, buildings or objects. Integral to this discussion is detailed understanding of the City’s goals for the Waterfront and Spoils Island.

Day one of the two-day “brainstorming” work session will include the Public Launch of the project and the Walking Tour and introduction at Village Council Meeting.

Day two will include a meeting with Client staff, Working Group to define scope, tasks, and schedule as well as gather available information relevant to Phase 1 of the project. Meet with key stakeholders, advisory boards, and others as described in 1.1a, d, and e below.

#### ***Task 1.1 Project Framework***

- a) Coordinate with client to refine schedule and milestones, and to determine the list of stakeholders for initial meetings. Establish format, outreach, and participation for the public process, especially looking for ways to build support for the plan and streamline the public hearings. Meet with the Planning Advisory Board (“PAB”) and Waterfront Advisory Board (“WFAB”) to understand their goals for the project.
- b) Define boundaries for project study area, both physical and contextual.
- c) Review available information and previous studies relevant to planning, design, and economics for the study area and its context, including individual plans for the sub-district areas. Synthesize and compile relevant information.
- d) Meet with key stakeholders in small groups and one-on-one settings where appropriate with the purpose of eliciting goals and concerns related to Commercial Corridors impacting the Waterfront within the study area.
- e) Meet with the local committees and organizations to discuss needs, desires as well as opportunities and constraints to build on the culture and lifestyle of the area.
- f) The Team will provide input regarding market and economic issues as points of discussion with the Planning Advisory Board and Waterfront Advisory Board. The Team will also review any relevant previous studies, summaries of approved/planned development adjacent to the study area/sites, and will participate in up to two days of Stakeholder meetings with representative individuals and groups concerned with commercial corridors impacting the study area and opportunities, constraints and priorities for community needs and desires.

**Task 1.2 Data Collection & Inventory**

- a) Review available material provided by the client that could include zoning maps, base map survey data, utility maps, technical reports of the site, environmental reports and regulatory aspect of the project area that could influence the overall study.
- b) Review available material provided by the client related to the marine environment including, but not limited to, requirements by environmental agencies, number existing and proposed docks and moorings, existing and proposed upland facilities and available information on vehicle access, transportation and parking access as related to existing and proposed marine and upland improvements.
- c) Photograph and record unique aspects and elements of the study area that could influence and inspire the process.
- d) Conduct a site reconnaissance of the waterfront and Spoil Islands area to determine likely opportunities and constraints for public improvement and access as well as viewpoints to and from the bay.
- e) Identify and evaluate the connections and the relationship between the Waterfront and adjacent neighborhoods, and destinations. Identify gaps in previous planning efforts.
- f) Assess both the land and water side of the project for environmental attributes and regulatory needs.
- g) Conduct a walking tour with the representatives of stakeholders, local organizations of different interest.
- h) Review available material provided by the client related to historical data on the study area.
- i) Review available materials provided by the client related to property ownership and leasehold agreements, and identify land use covenants and deed restrictions on City-owned property as it relates to the project.
- j) Review the materials provided by the client, and provide comments and suggestions regarding impacts on the project program. The Team will also comment on connections within and access to the study area from the nearby commercial center and other locations generating pedestrians who might use the waterfront. The Team will also review potential parking impacts resulting from uses such as food and beverage, a marina or other waterfront-related amenities. The Team will review historical data provided by the client on rents, revenues, property values, leasehold agreements, covenants and deed restrictions on City-owned properties
- k) Based on site reconnaissance and a review of previous plans identify and evaluate gateways, connections, key destinations and landmarks.
- l) Define the neighborhoods and their distinguishing characteristics, culture and lifestyles.
- m) Assess deficiencies within the existing parks, city-owned facilities and public rights-of-way.
- n) Assess public realm program desires and needs as related to the Waterfront, inclusive of parks and other City-owned facilities and public rights-of-way.
- o) Client to provide permit needs such as Army Corps of Engineers ("AcoE"), Florida Department of Environmental Protection ("FDEP"), Department of Environmental Resource Management ("DERM") for proposed improvements.

**Task 1.3 Transportation and Infrastructure Analysis**

- a) Based on information provided by the Client, summarize and analyze utility infrastructure issues and opportunities that may affect development, including digital and telecommunications capacity, utility relocation or improvement plans, and/or capacity and condition issues in the major utility systems including wastewater and storm water

management. Identify constraints that may affect future improvements within the study area.

- b) Analyze bus routes and stops in relation to traffic patterns and pedestrian and bicycle routes based on the site reconnaissance and other available information.
- c) Review recent transportation studies impacting Coconut Grove, and determine how these plans interrelate and how they impact the Waterfront. Review shall include impact of new and proposed private development on transportation and traffic within the study area.
- d) Review and evaluate current transit systems and previous considerations for improvements to transit systems.

**Task 1.4 Market, Feasibility and Program Analysis**

- a) Determine by economic sectors, the competitive position of Coconut Grove as it relates to the greater metro Miami; address policy issues (taxes, development incentives, etc.) as well as physical factors that affect market potential such as location, water taxis, access, character, visibility, adjacencies, and context. Document the job trend by economic sector.
- b) Summarize key market and demographic characteristics in the Coconut Grove area, including demographic trends and projections for appropriate market segments from previous studies, and other relevant sources. Identify areas of potential new demand based on the understandings of the city's unique culture and lifestyle.
- c) Evaluate current and historic market performance by use, including inventory, rents, land and building prices/values, occupancy levels, historic absorption, ongoing construction, renovation, and proposed projects, etc.
- d) Define aspects of the new economy that relate to Coconut Grove including areas of existing strength and potential growth opportunities. Develop a range of potential program elements for downtown Coconut Grove based on the market analysis, downtown trends, waterfront opportunities, stakeholder input, and urban design factors, identifying short-term and long-term potential and relevant development characteristics.
- e) Prior to initiating market studies of a particular segment(s) of the local economy, generally analyze each market segment in enough detail to determine whether or not further in-depth market analyses are warranted for particular market segments.
- f) For the retail market, examine underlying population, household and income trends resulting in demand for retail services and survey the existing supply of retail space in the community.
- g) For the transient lodging market, examine the various sources of hotel/motel room patronage, as well as occupancy rates and room rates characteristics, and survey the supply of transient lodging facilities in the community, tying this into an understanding of the larger tourist potential in South Florida.
- h) Establish market opportunities given region, real estate trends, innovative projects in other cities.
- i) With a central focus on revenue generation and operating/rehabilitation costs for City-owned facilities and sites in the study area, the Team will perform the following:
  - Review the past five years programming, income and operating expenses of the Coconut Grove Expo Center. We will also work with the Sasaki team, the Expo Center's management and City officials to provide a context for projected future costs and revenues and the competitive position of the Expo Center within the greater Miami area. This analysis will result in findings, which will inform the City's decisions regarding future investment requirements and use potentials for the Expo Center.
  - Analyze the proposed mooring fields, their governance, current uses, launch services costs, and projected revenues, based on information provided by the regulatory

agency's number and location of moorings. As context for this review, the Team will also conduct an overview of comparable/competitive moorings facilities to determine pricing rates, operating characteristics and management approaches, which might be applicable to the Coconut Grove waterfront location.

- Analyze operations and market characteristics of the Dinner Key Marina, and provide recommendations regarding improvements such as the proposed Dock master's building and its relationship to the moorings field.
- Analyze costs, revenues and operating characteristics of the Coconut Grove Sailing Club, including required building maintenance costs, area upgrades and improvements and competitive position.
- Review findings of the parking/transportation consultant and City staff on parking on City-owned land and on nearby parcels (public or private) to determine if existing and potential supply is adequate to meet potential parking needs. Based on various alternatives to provide/improve parking and selected operating characteristics of comparable/relevant facilities in Miami, and provide projections of parking revenues and appropriate management approaches.
- Analysis and recommendations for Park programming that will provide improved connectivity, activation and amenities for parkland to better connect and reinforce the safety and animation levels of the Parks while connecting to/enhancing connectivity to the business core and nearby corridors. The Team will explore opportunities for compatible events (and the types of facilities that an enhanced events program in the Parks might require) as a potential source of revenues.
- The Team will explore other potential revenue sources that may emerge from discussions with stakeholders and community activists.
- These revenue-generating uses will include both those types of improvements that will add new revenues to the City, as well as potentially generating revenues that could be used to cover municipal financing of waterfront-appropriate amenity facilities.
- Identify potential sources of funding including state and federal grant programs.

#### **Phase 1 - Work Products and Meetings**

- Two-day initial stakeholder interviews and information gathering session
- Interview with Client, Elected Officials, Neighborhood Groups, Special Events and Festival Organizers, Merchants, Property Owners and other Key Stakeholders. The purpose of the interviews is to understand issues, ideas and concerns that should be addressed during the planning and design process.
- Two-day "brain storming/information gathering" session.
  - Day One: Public Launch and Walking Tour, Introduction at Village Council Meeting.
  - Day Two: Data Collection and Inventory, Define Project Framework and Schedule, Meet with Stakeholders.
- Develop a PowerPoint presentation summarizing stakeholder goals, site issues, transportation and infrastructure issues, marketing and economic issues, program diagrams including plans, diagrams and photos, in electronic form.
- Marine activity analysis including the Spoil Islands and the larger context depicting current activities, constraints, future needs.
- Market analysis and preliminary program summary of opportunities and constraints within the project area.

- Environmental Framework Diagram to depict current constraints, needs, regulatory requirements, preservation and enhancement of endangered species, etc. Client will provide data for preparation of Diagram.
- One interim meeting with the working group to review and discuss assessment of findings.
- Progress Report summarizing all findings during this phase.

### **Phase 2: Master Plan**

Using the findings and graphic exhibits explored in Phase 1 as tools, the Sasaki Team will guide the public process. The purpose of the Public Participation Process is to:

- Engage residents, business owners, environmental groups and other community stakeholders in the planning and design of the project.
- Gather and understand their issues, concerns and ideas as related to the existing and proposed design of improvements within the study area.
- Present PowerPoint presentation summarizing Stakeholders' input as described in Phase I above, at a public meeting of the Waterfront Advisory Board.
- Communicate how their input has been incorporated into the design of the project.
- Build broad-based support and excitement for the proposed design.
- Provide data information for inclusion into the proposed Power Point presentation focusing on market and economic issues identified.

#### ***Task 2.1 Public Participation***

- a) Project Working Group workshops with Client staff and Stakeholders who represent a broad cross-section of the community. Workshops will be held at key milestones throughout the process to build consensus and support for each stage of the project. See Work Products and Meeting section along with Schedule Chart for meeting projections.
- b) Public Workshops at key stages of the project to gather input, to communicate design concepts and ideas for the project, and to build public support and excitement for the preferred design solutions. One of the early public workshops could be to review and discuss early design concepts; talk with members of City staff and the Design Team; and share their thoughts regarding proposed conceptual design alternatives.
- c) Development and maintenance of a website dedicated to this project, which will serve to provide information about the project and solicit input and comments from the members of the community as part of the public process.
- d) Workshops and interim presentations with the Miami City Commission, and/or other groups (as directed by the City) to discuss the project status, design concepts, issues and ideas.

#### ***Task 2.2 Development Plan Studies***

- a) Based on economic and market analysis for the study area and existing data provided by the Client, develop preliminary program for focus areas, within the parks and along the waterfront. Uses shall be compatible with public needs and program as a result of Task 2.1.
- b) Consider design and development strategies in more detail, concentrating on potential sites for improvements within the study area to serve as a demonstration for other areas. Ideally,

these areas would reflect priority development sites, either because of ownership patterns, existing development momentum, economic development goals, access or other site advantages, and/or private sector interest. By delving into more detail at a larger scale, issues of development program, scale and massing, parking strategies, waterfront connections and open space amenities, street patterns, and pedestrian environment can be explored.

***Task 2.3 Preferred Design Alternatives***

- a) Explore alternatives for connections, and identity of residential neighborhoods and Commercial Corridors impacting the Waterfront as a whole, focusing on a framework that will resonate with the city, the stakeholders, and the community.
- b) Work with Duany Plater-Zyberk (“DPZ”) throughout this engagement to deliver a work-product that can be incorporated into the Miami 21 initiative.
- c) Review framework concepts (no less than three (3)) with the Advisory Team as works-in-progress to refine the alternative concepts.
- d) Meet with the City Advisory Boards to review assessment findings and to discuss alternative approaches for the future of the study area.
- e) Test and evaluate ideas through dialogue with key stakeholders, reviewing assessment findings and discussing alternatives; conduct an open forum for discussion with the community.
- f) The Team will review the design alternatives developed by the Sasaki Associates team and will comment on opportunities and constraints for public enhancements, as appropriate.

***Task 2.4 Summary of Preferred Master Plan Direction***

- a) Establish a preferred direction for the Master Plan integrating design, economics, transportation, technical issues, and input from the community, workshop, and the public, private, and institutional sector.
- b) Preview development studies with the Client and other key stakeholders as appropriate just prior to public presentation.
- c) Conduct an open public forum to present site and market analysis findings and discuss alternative open space and development strategies. During this work session, Sasaki will discuss issues, test ideas through a series of alternatives, and evaluate the advantages and disadvantages of different directions.
- d) The Sasaki Team will participate in dialogue with the client and integrate various elements of the Master Plan into project alternatives and will provide recommendations regarding a preferred Master Plan

**Phase 2 - Work Products and Meetings**

- Original PowerPoint presentation documenting alternatives, in electronic format.
- Detail illustrative plans supporting focus area studies.
- One interim meeting with the working group, stakeholders, and the public over a one to two day period.
- One public workshop
- Summary of stakeholder and public input
- Presentation of alternatives
- Presentation of draft to Boards (PAB & WFAB)
- Presentation of draft report to Miami City Commission

**Phase 3: Implementation Plan**

The third phase of the work will focus on refining the Master Plan and developing a strategy that encompasses city priorities, economic opportunities, and the realities of phasing. This phase would include DPZ, Inc., citywide master planner.

**Task 3.1 Draft Master Plan**

- a) Refine the preferred master plan to establish a clear framework for the future.
- b) Document the plan with a clear set of goals and principles for future growth and development in the Commercial Corridors impacting the Waterfront and adjacent residential neighborhoods, and the relationship of this plan to the context, the City's long-term interests, and to private sector benefits.
- c) Illustrate master plan concepts with perspective renderings, three-dimensional graphics, and diagrams.
- d) Prepare graphic layout for master plan report.

**Task 3.2 Draft Implementation Plan**

- a) Document the location and real estate requirements of proposed improvements. Based on likely open space and development programs, analyze feasibility to determine financial gaps.
- b) Identify economic opportunities that should be pursued and impediments that should be overcome; as related to the Waterfront.
- c) Identify priority projects and a phasing plan for subsequent projects.
- d) Develop criteria for land acquisition and assembly to facilitate priority projects.
- e) Establish an estimate of anticipated costs for public projects to occur over the next five years, based on comparable projects and unit costs.
- f) Define the roles and responsibilities of different entities, including City and State agencies, and civic and economic development organizations, as well as the basis for partnerships with institutions.
- g) Through the work with the Coconut Grove Waterfront Master Plan and DPZ under the Miami 21 project, the Team will provide the findings and reactions of the decision bodies addressing the Waterfront Master Plan to DPZ to be considered when Miami 21 initiative addresses the southern quadrant. The conclusions of this work will follow the format of the Priority Development Areas ("PDA's") addressed in Miami 21 and will deal with economic and financial conclusions at the level of detail provided under other Miami 21 PDA's. These conclusions and recommendations will inform the Waterfront Master Plan's Implementation Strategy, public outreach and Public Hearings and a final presentation to the City Commission. Subsequent modifications for the Final Implementation Plan will be made by the prime consultant with input from the Team.

**Task 3.3 Phasing and Implementation Strategy**

- a) Develop a phasing plan that prioritizes existing projects or project areas within the overall study area, and include any new priority projects identified during this process.



- b) Within the focus areas, identify a preliminary phasing plan and work with the Client and other stakeholders to prioritize projects and immediate next steps to move first phase projects through the design and development process.
- c) Define roles and responsibilities of the public sector, private sector, and other key partners, highlighting roles related to public improvements, development, policy changes, promotion, and outreach.
- d) Summarize design strategies and guidelines, focusing on building placement, height, open space requirements, activation of the public realm, and general character of the waterfront; prepare design suggestions for trails, public waterfront parks, streetscapes, or other open space elements.

***Task 3.4 Public Process/Public Hearings***

- a) In a public hearing, present the draft Master Plan and the draft Implementation Plan to the Advisory Boards.
- b) Conduct a public hearing on the Draft Development Plan and the Draft Implementation Plan to solicit the public's input.
- c) Conduct a public hearing with the Miami City Commission.

***Task 3.5 Final Documentation and Meetings***

- a) Based on input provided from work sessions and the Public Hearing on the draft plan, finalize the Master Plan and Implementation Plan.

***Task 3.6 Final Presentations***

- a) Present Master Plan and Implementation Plan to the Miami City Commission.

**Phase 3 - Work Products and Meetings**

- Illustrative framework plan, in electronic form and 5 color copies at 11" x 17".
- Perspective renderings and study models as needed.
- Original PowerPoint show of the draft and final presentation of the Master Plan.
- Draft Master Plan (to include Implementation as a section within the Draft Master Plan) for review and approval of layout and style, 5 color copies in 11" x 17" and in electronic format, for the City's review.
- Final Master Plan (to include Implementation as a section within the Master Plan) , 10 color copies bound 11"X17", and CD PDF file for City's use.
- Estimates of probable costs for proposed improvements.
- One Meeting with the Advisory Team on the draft master plan.
- Two meetings with Advisory Boards (one with PAB and one with WFAB).
- Provider and Client will be in constant collaboration throughout this engagement.
- Two public hearings to solicit public input.
- Final presentation to the Miami City Commission.
- The Team will develop text, tables and other data, as part of the draft and final Master Plan.

**Phase 4.0 Additional Services**

As additional funding becomes available, Sasaki proposes the services would advance the design and development strategy in more detail and could serve as the basis for developer solicitations and funding requests at state and federal levels.

***Task 4.1 Financial Analyses and Funding Sources***

- a) Test the financial feasibility of key projects to fine-tune the park programs, including programmed events, access, parking, and all marine activities.
- b) Identify a package of incentives and funding sources that can be used to accomplish master planning goals in key locations.

***Task 4.2 Waterfront Plan Refinement***

- a) Refine progress plans based on financial analysis to provide an illustrative graphic of open space, parking, and other site features, which could be used for solicitation and request for funding.
- b) Refine phasing plan to incorporate these updates.

***Task 4.3 Illustrative Three-Dimensional Models***

- a) Prepare three-dimensional computer renderings or physical models of the site and its development, which can be used as a study tool during the design process and as a finished product to illustrate design and development intent.

***Task 4.4 Perspective Renderings***

- a) Prepare illustrative perspective renderings of the site development and/or open space to convey intent to possible funding entities and investors and to generate public interest beyond those as identified in our agreement.