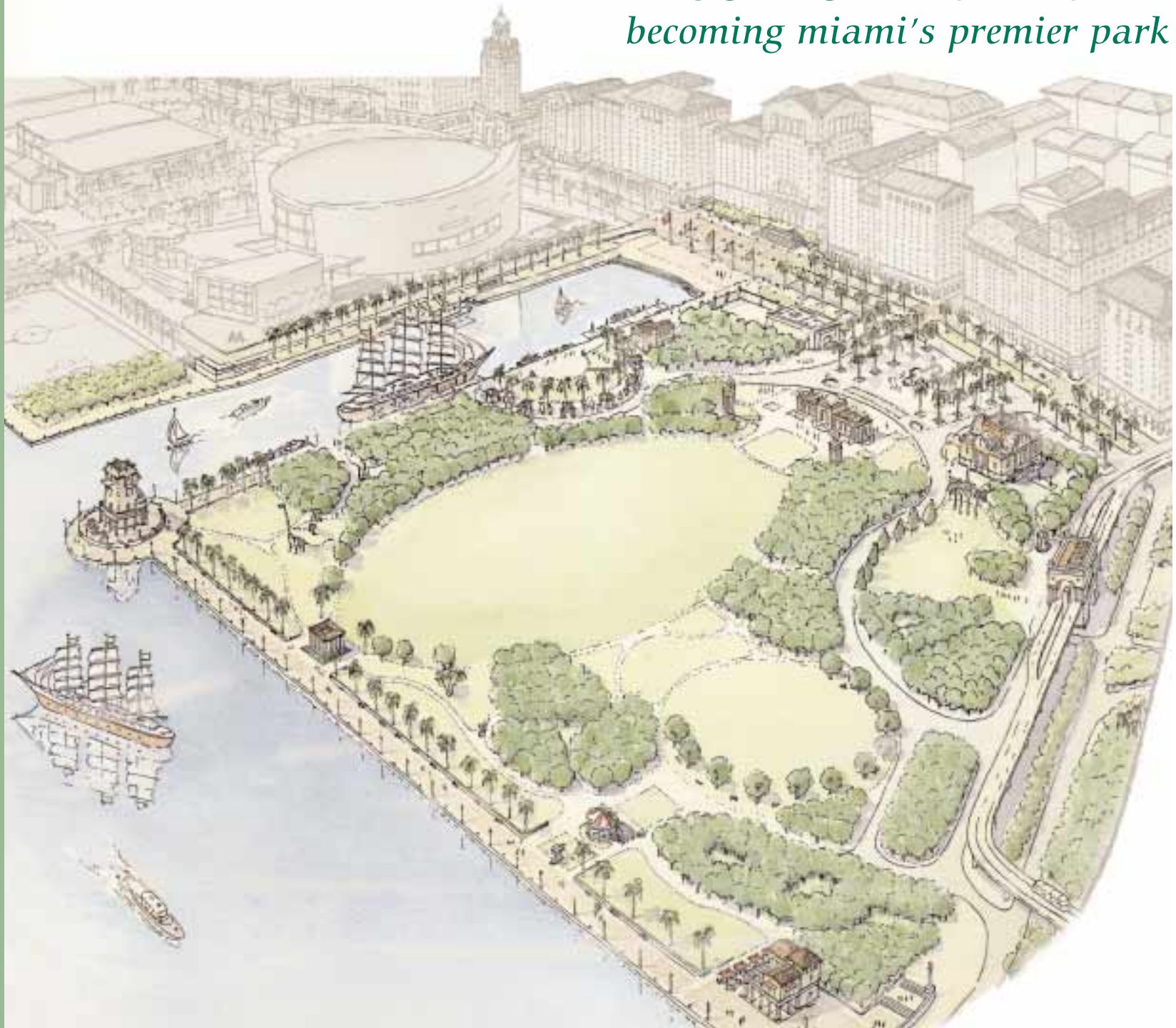


Bicentennial Park

becoming miami's premier park



“A Premier Public Park” for a New Century

The effort to redesign Bicentennial Park reflects a growing public movement to preserve and enhance public parks in Miami. It follows earlier successes in saving the Miami Circle and Virginia Key Park. Bicentennial Park was created at the site of the old port of Miami out of fill land and dedicated on the 200th anniversary of the American Revolution. It was funded by money from the Parks for People Bond Issue of 1972. Soon after it opened, there were several violent incidents in the park, the in subsequent years it become a haven for the homeless, with the Miami Grand Prix race track further denigrating it as a fit place for public use.

Efforts to redesign Bicentennial Park were initiated by the Urban Environment League shortly before the Marlins baseball team announced their desire to use the abandoned park for a new stadium. The UEL led several public walks through the unsafe park, persuaded the Bayfront Park Trust to initiate a planning process under the leadership of Ruth Greenfield, and oversaw the first design workshop in March 2, 2000. In April, several UEL members helped write a resolution sponsored by Commissioner Joe Sanchez forming a committee to redesign Bicentennial Park as a “premier public park.” It was passed unanimously by the City Commission.

In July 2, 2000, Commissioner Johnny Winton took charge of the newly formed Bicentennial Park Waterfront Renewal group, which was provided with a budget of \$200,000 by the Commission to engage professionals to help redesign the park. Winton chose Elizabeth Plater-Zyberk, Dean of the University of Miami’s School of Architecture and Gregory Bush, President of the Urban Environment League, as Vice Chairs, Bob Weinreb as coordinator, and created four subcommittees that were staffed by volunteers. These were the Baywalk Committee, a Neighborhood Linkage Committee, a Design and Program Committee and a Finance Committee. Several televised public hearings were held in the fall of 2000, including one in which park expert Peter Harnik and Ann Breen and Dick Rigby of Washington’s Waterfront Center, provided examples and commentary that proved valuable to the group’s growing sense of possibility for the park.

On February 10, 2001, more than 350 people showed their support and participated in the Committee’s all day charrette/design workshop that was led by Dover, Kohl & Partners. Several dozen tables of people came up with designs for the park and their visions were eventually synthesized by Dover, Kohl & Partners into three drawings that were presented for discussion to the Commission and the public on May 10.

Overall, the collective efforts of hundreds of people also helped persuade the Marlins to seek a site for their stadium on the Miami River. As of this writing, patience has paid off as more and more people realize the value in taking the time to create a well planned and world class park on the most valuable piece of waterfront land in South Florida. Everyone involved hopes that it may be but the first of a series of important efforts to revitalize downtown Miami and its waterfront.

—Gregory Bush

Bicentennial Park / Waterfront Renewal Committee

Chairperson

Commissioner Johnny Winton

Vice-Chairpersons

Elizabeth Plater-Zyberk

Gregory Bush

Design & Program Subcommittee

Co-Chairpersons- Maricarmen Martinez
Bonnie Sockel-Stone

Baywalk Subcommittee

Co-Chairpersons- Lavinia Freeman
Steve Reoch

Finance Subcommittee

Co-Chairpersons- Jim Murley
Ben Starrett

Community Linkage Subcommittee

Chairperson- Bernice Butler

Bicentennial Park

becoming miami's premier park

prepared by

Dover, Kohl & Partners
Urban Design

The Planning Team

Dover, Kohl & Partners

James Dougherty

Victor Dover

Joseph Kohl

Ibrahim Mohasseb

Jim Murphy

Carrie Osborne

Dorcas Perez

Sergio Vazquez

ZHA

Mary Berkholder

Sandra Newman

Sarah Woodworth

Don Zuchelli

Curtis + Rogers Design Studio

Richard Rogers

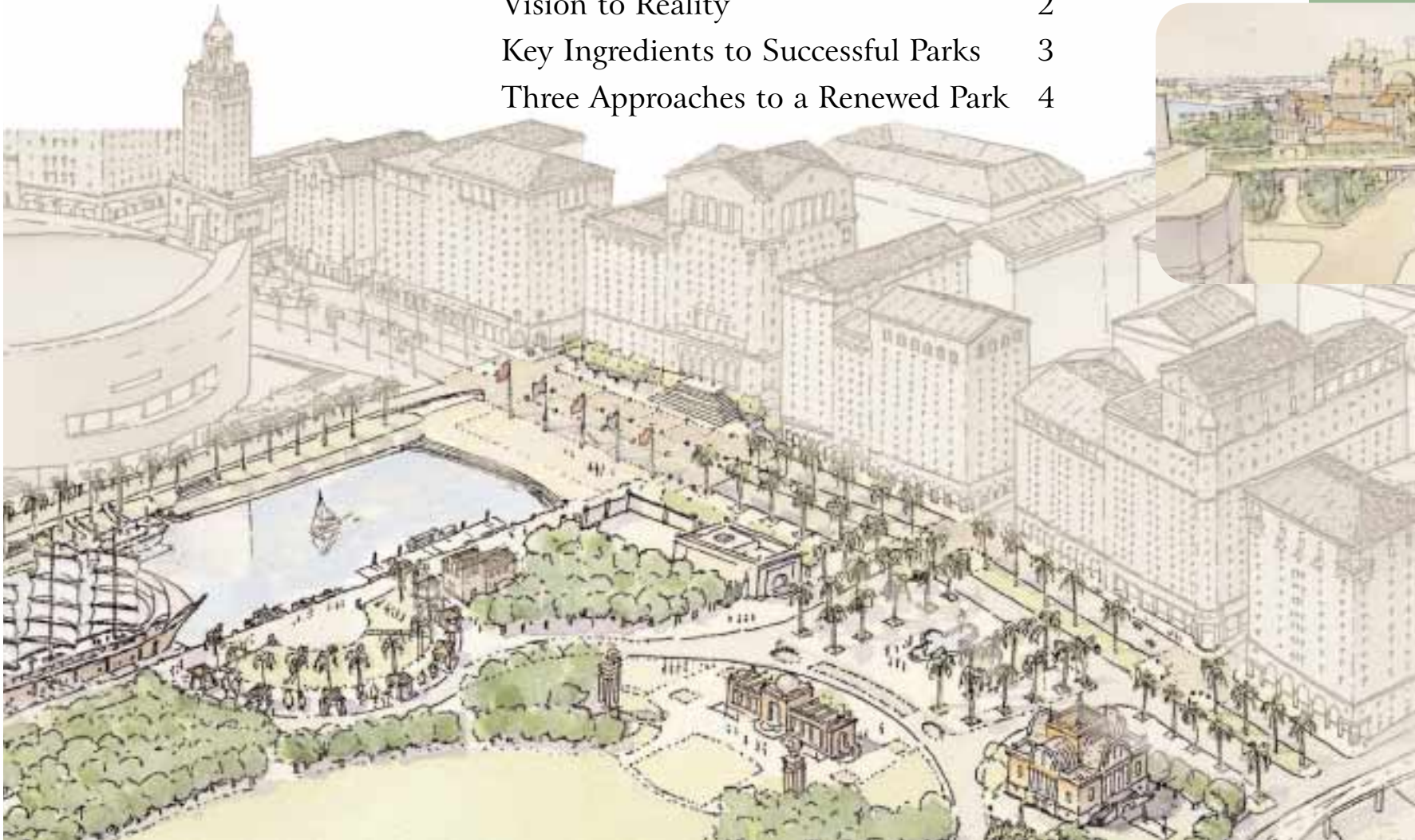
Rendering

Pedro Pablo Godoy

Bicentennial Park

becoming miami's premier park

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Why a Park?



Central Park in New York has long been the model for urban parks.



Central Park in Winter Park, Florida is the town's "living room."



Lummus Park in Miami Beach is framed by the Art Deco buildings.

Great public spaces define the image and character of mature cities. Think of Central Park in New York, the Mall in Washington DC, or the squares in Savannah. Think of the most publicized image of Greater Miami: that famous view of Lummus Park in South Beach with the Deco buildings along Ocean Drive in the background.

If we look at great cities, three inherent qualities appear again and again. First, they are *walkable* places. Second, they have consistently interesting *architecture*. And third, they have high-quality *public spaces*. This is no coincidence— it happens by design.

Why is Bicentennial Park so important in the minds of so many folks?

It is the last, best opportunity to create a great public space on the Downtown Miami waterfront.

A Competitive Advantage: Making Miami the Best

On the business side, if Downtown Miami wants to create a competitive advantage in the new economy and be a desirable place to live, work and play, then Downtown needs exceptional green-spaces. Wiring alone won't do it, for instance. Many downtowns are building "carrier hotels," and while our NAP (Network Access Point) is a fantastic step to luring New Economy businesses and workers into the region, the NAP alone will not create the decisive competitive advantage.

Economic development depends on luring the companies and their employees to this city when they could choose from many other cities or suburbs. Their decision will depend on the high quality of life offered by each city. Knowledge workers, for example, are in high demand and they set their own standards. Therefore open space and natural beauty are not luxuries but necessities. According to *Linking the New Economy to the Livable Community*, published by the Irvine Foundation, businesses pick locations where knowledge workers wish to live. New Economy employees seek a "distinctive quality of life;" this includes seeking cities where there is access to the "natural environment as an important and compatible element of the community."

If Downtown Miami is to evolve into the suitable hub of the exceptional world-class city we all visualize, a more livable and walkable place, then Bicentennial Park is central to the effort.

An Amenity to the Existing Community

Ultimately the park serves not only the region but many surrounding neighborhoods, including Downtown, Overtown, Parkwest and the Omni area. The park can be an asset to these adjacent communities. Currently, these neighborhoods do not have enough park space and, despite their proximity, they lack a sufficient sense of connection to Biscayne Bay.

A new, redeveloped Bicentennial Park will establish a better connection to the waterfront, increase the amount of greenspace for these neighborhoods, and foster civic pride.



A view of Bicentennial Park in its current configuration.

Vision to Reality



Members of the community studying the various proposals that have been made for Bicentennial Park.



Food for thought presentations on parks in America, and the history of Miami's waterfront.



The community shared their ideas in groups at tables.

The design of the park has inevitably been much discussed. Many folks are passionate about what should be in the park and what the park should look like. As a result, there have been numerous proposals for the physical layout of the park. To this we add the financial and practical strategies to secure the operational future of the park, so that it does not slip into decline again.

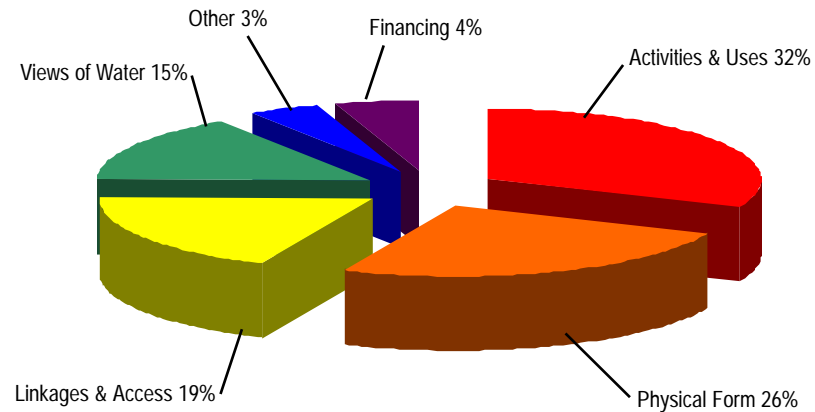
Under the direction of the Waterfront Renewal Committee chaired by Commissioner Johnny Winton and co-chairs Elizabeth Plater-Zyberk and Greg Bush, a team consisting of Dover, Kohl & Partners, urban designers; ZHA, economists; Curtis & Rogers, landscape architects, City staff and many volunteers worked with the community through a very public process called a *charrette*. Over 350 citizens attended the hands-on public participation session and shared their thoughts.





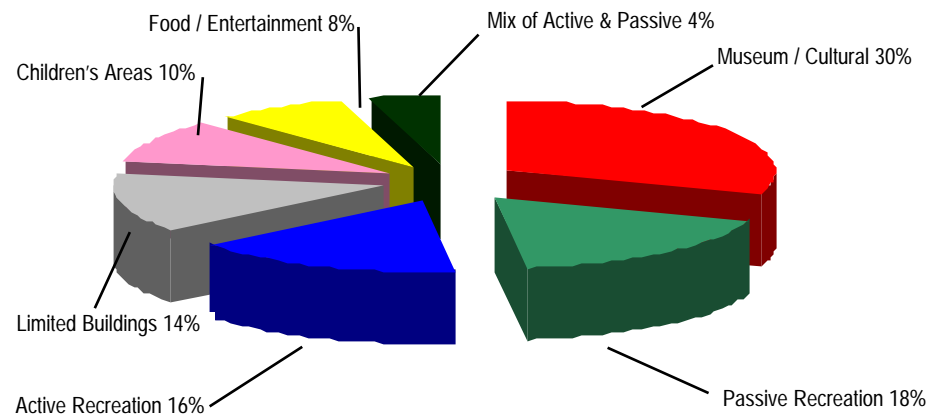
A spokesperson from each of the workgroups presented their ideas. The charrette drawings and each speaker's key points were projected onto large screens for everyone in the room.

Common Themes from Workgroups



As the community members presented their ideas at the hands-on session, a few common themes emerged. The community wanted a usable, safe, attractive park along the bay. While some workgroups did not want any buildings in the park, most felt that some development, as long as it was compatible with the park, was justifiable. Nearly all the workgroups felt that improving the quality of Biscayne Boulevard and streets leading to Overtown and Parkwest was important.

Uses & Activities Suggested by Workgroups



The consultant team was asked to create alternatives using the community's input and the direction of the Steering Committee. These alternatives explore a variety of ways to redevelop and improve the park. They should not be thought of as final "Master Plans," but rather concept plans that can be further refined. These alternatives depict the physical character and relationship between the open spaces and those buildings and activities that could become part of the park.

Principles

Design & Program Committee 10/23/00

1. Walkway: Establish continuous safe, attractive, signature lighted baywalk from Margaret Pace Park south, connecting to the riverwalk.
2. Create view corridors to the water (at existing street grade) to connect the city to the water.
3. Maximize hours of activation (mix uses).
4. Optimize effects of the park program/usage on adjacent neighborhoods:
 - A. Linkages of neighborhoods
 - a. To the waterfront
 - b. Street connections
 - c. Other uses and points of interest
 - d. Walkways and pedestrian access
 - e. 9th Street connections to Overtown
5. Create a grand open space for public events.
6. Attract a variety of uses:
 - A. Neighborhood
 - B. Community
 - C. Regional
 - D. Tourists

How is this Planning Effort Different from Previous Park Proposals?

This project explored a group of alternatives, all of which are based on good urban design principles, and aim to correct the current design flaws of the park. However, what separates this analysis from some previous park proposals is that it reflects an interactive process with the financial planner, and thus explores not only urban design but also the real world financial dynamics that are part of building and maintaining the park. Each scenario is discussed along with a matching approach for building and maintaining the park by establishing a long-term financial plan.

One key factor to keep in mind is that any park will require a fair amount of money to build and maintain. Furthermore, a premier park will cost more than the typical park to build and maintain. Exceptional architectural elements and finishes better than those found in ordinary parks set premier parks apart from the rest. This means light fixtures, water elements, benches, hardscapes and plantings will probably cost more to build and more to maintain. Nevertheless, Bicentennial Park is the most important piece of park real estate in South Florida, and the firm goal of the City is a premier public park of unparalleled quality, so planning for extra investment is appropriate here.

Three Financial Components

1. Cost of Construction*

Based upon the cost of similar parks recently redeveloped in the South Florida area, an order of magnitude cost for redeveloping the park is expected to be approximately \$21 to 26 million. This figure includes a 22% contingency for design services, construction administration and construction costs. This figure does not include environmental remediation.

*Specific figures are included in the companion report by ZHA.

2. Cost of Maintenance

In consulting with the Bayfront Park Management Trust and considering their current working budget for maintaining Bayfront Park, the Trust suggested a range of \$800,000 to \$1,500,000 for the annual maintenance of Bicentennial Park. This figure was based upon the assumption that a separate entity or Trust would maintain the park. However, there would be an economy of scale if the existing Bayfront Park Management Trust assumed responsibility of Bicentennial Park.

3. Generating Revenue

Parks are thought of as public spaces for the benefit of the community. They are generally not considered revenue generators. However, there are opportunities in which Bicentennial Park can produce a revenue stream that will supplement its operating and maintenance cost.

The primary goal is to redevelop and maintain the park while ensuring an open space for the benefit and recreation of the community. At the same time, committing to a funding strategy that is capable of maintaining the park without necessarily constraining the City's General Fund or capital capacities is needed as well. It is unwise to rely solely on one-time, limited grants or other outside funding sources to build and manage the park.



A view looking east, shows Bicentennial Park and its neighboring edges.
(Photo courtesy of the Collins Center for Public Policy)

Three Options for Generating Revenue in the Park:

- 1 - Programmed events using the open space can be administered by the Bayfront Park Management Trust or a similar entity.
- 2 - Docking at the slip and along the baywalk can generate fees.
- 3 - Privatizing portions of the park to can generate revenue for construction and long-term maintenance of the park.

1. Programmed Events Using the Open Space

Concerts and programmed events in the park can assist in generating funds to help maintain the park. The Bayfront Park Management Trust or a similar entity can manage and maintain the park while producing events in the park. Programmed events are also a great way to bring people into the park. The shortcoming of this option is that events in the park cannot be considered a reliable revenue stream, as the number of events may vary from year to year. It is important to note that many parks in the region are hosting events, and competing for the same events, so a specific amount of annual revenue cannot be guaranteed.

2. Docking at the Slip and along the Baywalk

Establishing waterside uses in Bicentennial Park is one of the key goals for the park. Docking at the slip and a portion of the bay can both activate the two water edges of the park as well as generate recurring revenue. Docking can take the form of visiting historical ships, docking for small boats, water taxi, transient yacht and megayacht dockage, as well as Boat Show income and other maritime events. Naming rights to the marina are also a source of recurring revenue.

3. Privatizing Portions of the Park

Why consider leasing portions of the park to private companies? The answer is that this option is a self-contained financing strategy that is not dependent on outside funding sources. The team was asked to explore how to finance the renewal of a park without public monies. As a result, privatizing portions of the park have been explored as part of the alternatives. This alternative must be weighed against the open space for the general public that would be sacrificed to enable self-contained financing.

Privatizing Portions of the Park has Advantages:

- a- Redeveloping the park does not necessarily hinge on outside funding.
- b- Significant funds can be raised to design and construct the finest possible park.
- c- This cash-rich alternative can help create an endowment to maintain the park in the long term.

Is allowing a small number of private buildings in the park necessarily a bad thing?

No. Bicentennial Park needs to welcome around-the-clock inhabitants for the security and human presence they bring. The park suffers from not having neighbors on the east and south. On the north side, I-395 creates a barrier to the park, and the area north of the highway is dominated by parking lots. Properties west of the park are not developed at this point. In essence the park has very few nearby active destinations that would draw people into the park. Allowing well-designed buildings that are populated by people living and working can create greater activity and natural surveillance in the park.

Is privatizing part of the park our only option?

No. This alternative was drawn up for comparison and study, to satisfy the request for a self-financing scenario. The design team is not biased in favor of this or any one of the alternatives in this booklet. Nor is it an either / or proposition; with more public money a number of hybrids become possible with less land set aside for private development.

Key Ingredients to Successful Parks

Why are certain parks successful and others not?

There are several elements that should always be present in urban parks.



Pedestrian Access

The park should be accessible and easy to walk to. Streets leading to and abutting the park should be safe and pedestrian-friendly.



Sight Lines

Views into and through the park must be present. People are instinctively hesitant to walk where they can't see. One should also be aware of other people in the park because of clear sight lines. Entrances should be clearly defined by civic monuments or landscaping.



Defined Edges with Destinations

The fronts of buildings should define and face onto the park with doors and windows. Having many destinations along the edges of the park creates natural surveillance. Parks with edges defined by destinations encourage people to walk along and through the park.



Activities

Destinations and interesting things to do inside the park keep people coming back.

Maintenance

The park should be well kept. When parks are not well maintained or appear in disrepair, an unsafe perception is created, which in turn fosters further vandalism and criminal behavior in a vicious cycle.

Existing Conditions

In practical terms, today Bicentennial Park has merely one accessible entrance, no neighbors, no attractions, no pedestrian continuity, and views to and through the park are blocked off.

Conflicts with I-395 do not allow pedestrians to cross at Bayshore Drive and create extremely unsafe conditions at the on-ramp.

There is no existing connection for the Baywalk.



The intersections of 10th and 11th Street with Biscayne Boulevard are not safe places to cross .

9th Street is the only street with a signalized intersection that currently allows pedestrians to cross.

The seawall is in disrepair.

Existing Conditions & Opportunities for a Better Park

Bicentennial Park has some inherent design flaws today. This analysis identifies what aspects of the park should be improved in the redesign of the park. The urban design details described in the goals are fundamental. They affect the success of the park and are part of every alternative, and should be implemented regardless of which alternative is finally selected.

Pedestrian Access

East-west streets on the edge of the park are 9th, 10th and 11th Streets. Biscayne Boulevard in its current configuration is pedestrian-hostile and does not encourage crossing (to put it mildly). Walking north-south is also disagreeable to pedestrians and connections are generally poor. On the south side of the park, the intersection of Port Boulevard and Biscayne Boulevard makes getting from Bayside to the American Airlines Arena difficult, and finally arriving at the park is an overall challenge. On the north side of the park, there are no direct connections into the park. I-395 acts as barrier. Crossing under I-395 on Biscayne Boulevard is the only option.

But it could get even worse. The proposed roadway improvements to the Boulevard, which are currently in the design stage, are unacceptable. The proposed design adds travel lanes, in essence making Biscayne Boulevard even wider. A continuous median also limits the number of locations where pedestrians may cross to one signalized intersection at Northeast 9th Street.

Goal

Establish Better Pedestrian Connections

1. **Do not accept the proposed reconstruction of Biscayne Boulevard as currently designed.** Require, at a minimum, fewer travel lanes than proposed and at least two (preferably three) signalized intersections adjacent to the Park, so that pedestrians have opportunities to cross.
2. **Establish new north-south connections into the park.** Reconfigure the underpass at Bayshore Drive and I-395 from an on-ramp into a signalized pedestrian street.
3. **Build the Baywalk at the east edge of the park.** Connect the Baywalk north and south so that it may at last become useful.
4. **Create a safer and more comfortable pedestrian crossing at Port Boulevard and Biscayne Boulevard.** The intersection is not designed for pedestrians.



Pedestrians leaving Bicentennial Park by crossing the on-ramp to I-395 to get to Bayshore Drive.



The Baywalk can continue northward.

Sight Lines

The current entrance design is not well defined or inviting. It does not clearly mark out how to get into the park. Views into and through the park are either nonexistent or not readily apparent.

Goal

Improve Sight Lines

Make the park more legible. Design entrances so they define walkways and frame sight lines into the Park. Vertical landmarks such as civic monuments or palm trees should define entrances.



View looking east in the park is closed and feels unsafe.

Defined Edges with Destinations

Parks with destinations such as homes and businesses at its edges benefit from people using the park throughout the course of the day. The constant activity of people being in and near the park creates natural surveillance. On the west side the park and Biscayne Boulevard, properties are not fully developed and are not highly utilized and few people live or work on those blocks. I-395 forms a barrier on the north edge of park. Beyond the highway are parking lots, offices, and, here and there, residential towers and hotels. Biscayne Bay forms the east edge and the slip forms the south edge.

Goal

Active neighbors should be drawn to the park edges.

- 1. On properties west of Biscayne Boulevard, the City should adopt zoning regulations that require buildings to have operative doors and windows facing the street. All parking lots and parking structures should be lined with buildings and should not be visible from the Boulevard.**
- 2. On the northern edge of I-395, the City should explore the feasibility of converting the elevated highway into an at-grade boulevard defined by buildings. The park would benefit from buildings that are real destinations as a neighbor.**
- 3. Adopt a Waterside Plan that establishes marine-related uses, activities and destinations on the eastern bay front side and southern slip side of the park.**

Activities

Activities that bring people into the park on a daily basis are currently not present. Street performers and vendors should be encouraged. Simple recreational facilities such as a splash fountain, tot-lot, volleyball nets and picnic tables are important. Enjoying the exceptional landscaping of the park should be a reason to visit the park.

Goal

Create destinations that are appropriate in character and scale, and provide uses that complement the Park. Establish marine related activities such as a maritime museum, visiting ship slip for tallships, military ships, and historic vessels.

Maintenance

Well-tended parks are perceived as safe. When parks are not well maintained or appear in disrepair, the perception of being unsafe is created. This discourages people from using and enjoying the park, and fosters further vandalism. Once the perception of being unsafe is created, it is very hard to reverse.

Goal

Establish a long-term financial plan for the park. An endowment should insure a funding stream to maintain the park, and an entity should be specifically assigned the task of maintaining the park.

Essential Improvements for Bicentennial Park



Design & Program Committee

8/28/00

OBJECTIVES

- Create park as icon
- Park as neighborhood park and regional park
- Create visual access to water
- Connect park to existing neighborhoods including neighborhoods along bay
- Use park day and night
- Create a contextual, vernacular space and garden
- Instill a sense of place

ISSUES

- Safety
- Access
- Scale
- Use / user groups
- Adjacent neighborhood connections
- Pump station
- Existing boundaries
- Financing / maintenance
- Environmental contamination
- Limited parking for park use

METHODOLOGY

- Trees
- Plaza, square within park
- Baywalk
- Water-related programming
- Landmark(s)
- Pedestrian activities
- Green open spaces
- Corridors / boulevards to adjacent neighborhoods, points of interest
- Fountains
- Sculpture garden
- Cultural, educational programming, museum
- Water slip
- Arboretum
- Future proposal to remove I-395
- Mixed-use building along slip
- Connection to Arena and Bayside via bridge

EVALUATION CRITERIA

Success will be defined as:

- Preservation of Bicentennial Park primarily as park land
- People in the park
- Park seen as icon for Miami

Three Approaches to a Renewed Park



①
The Open Space Park



②
The Park with Private Buildings



③
The Cultural Park

The key ingredients for successful parks discussed in the last chapter are constants for each of the following design alternatives. These concept plans should not be thought of as final master plans but rather a visualized framework for discussion of each urban design and financial model. Each scenario is discussed along with a matching approach for building and maintaining the park.

The alternatives are:

#1 The Open Space Park

The Open Space alternative keeps the park green and adds minimal destinations in the park.

#2 The Park with Private Buildings

Housing and businesses are added at the edges of the park, creating natural activity.

#3 The Cultural Park

Museums and their outdoor exhibition grounds add major destinations to the park.

Aside from these three alternatives for the park, many options were also explored, for example, filling portions of the slip and creating bay side docking for megayachts and transient yachts. These options can work on any of the alternative concepts. Hybrids between the three options are also possible.

① The Open Space Park



- 1 Infill development
- 2 Redesigned boulevard
- 3 Palm Court / Plaza
- 4 Community Hall
- 5 Pump Station with improved facade
- 6 Maritime activities at FEC Slip
- 7 New seawall
- 8 Transit entry green
- 9 Central open space: The Ellipse lawn
- 10 Flanking spaces
- 11 Restaurant, splash fountain
- 12 Carousel
- 13 Pavilion
- 14 Public overlook
- 15 Baywalk esplanade



Four types of experiences would be layered together, in a sequence. Closest to the Boulevard, an urban plaza and palm court form a wide foyer to the park. Next, a grand central lawn would form the main public “room” of the park. Flanking this space would be several smaller greens of varied character. Last, the activated Baywalk edge would have a series of attractions, like a carousel, splash fountain, pavilion, or places to dine.

The Open Space alternative depicts the park predominantly used as a green space. Berms from the old motorsports track should be removed to open sight lines into and through the park to the bay. The existing small jogs at the seawall should be filled in to create a continuous, elegant Baywalk esplanade along the water's edge. As part of renewing the park, the Baywalk should connect north and south.

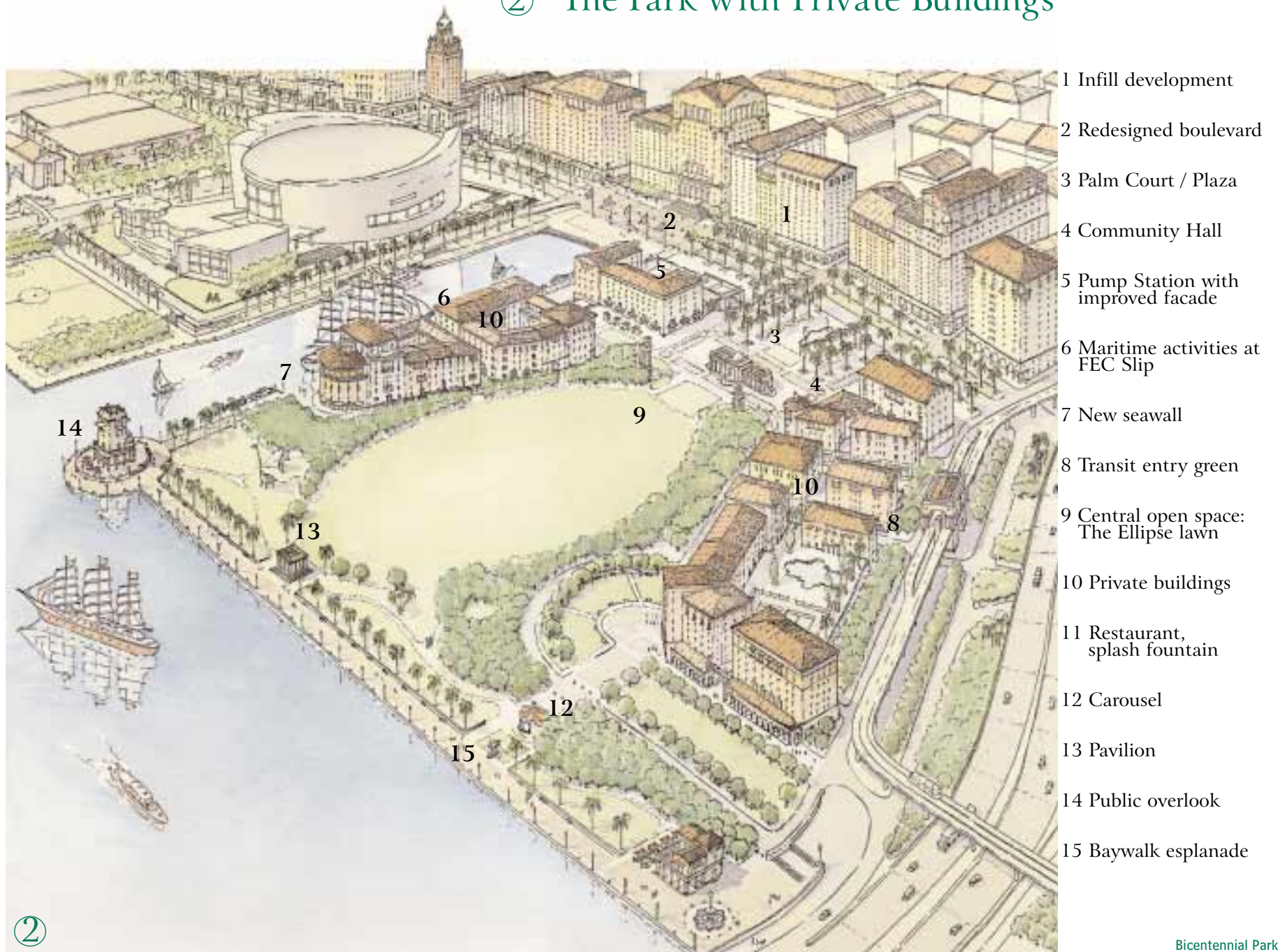
The grand, central open space can be used for passive recreation and informal play as well as programmed events such as concerts and festivals. Activities and destinations are necessary within the park as a way to encourage visitors in the park throughout the course of the day. Any buildings that are added would be moderate in scale so as to minimize the loss of open space. These could include a small restaurant of approximately 5,000 square feet, a boathouse as part of docking, a maritime museum, a community center, and a landmark public overlook.

The Open Space alternative for the park would be built using grants and public funding and can be managed by the Bayfront Park Management Trust or similar entity. A portion of the funds required to maintain the park can be raised through:

1. Programmed events, such as touring national shows, major festival events, community activities and fairs, neighborhood visitations, and commercial vendor income.
2. Marine activities, including docking for megayachts, transient yachts, and visiting historical ships.

The estimated cost of construction would be approximately \$21,000,000 to \$26,000,000, and would be funded through grants and public monies. Projected annual operating cost of the park is estimated at approximately \$1,500,000. Events and activities can generate revenue of approximately \$1,200,000. Thus the park would have a likely annual shortfall of \$300,000 for which another funding mechanism would have to be found.

② The Park with Private Buildings





The network of blocks and streets in Parkwest extend eastward, tapering the blocks to maximize the view corridor and complete the neighborhood.

This alternative adds private elements to the park as a way to both activate the park and pay for its reconstruction and maintenance. Housing and businesses are added at the edges of the park. There need be no attempt to take full advantage of the highest possible densities or height afforded by market circumstances. Rather, buildings should be kept fairly low to respect the human scale of the park, form pedestrian-friendly spaces, and avoid blocking views from future buildings across the Boulevard. The illustration depicts 7 acres privatized. The buildings would typically be 4 stories tall with some portions at 5 and 7 stories. These buildings can provide a mix of housing and offices with some retail and restaurants, to allow for shared parking. The parking would be located on the interior of each block and not visible from the street. These buildings form an interesting street edge with doors and windows onto the street. People living and working along the edges of the park creates a very active, safe and highly used park. A central open space is maintained for passive recreation and informal play as well as programmed events such as concerts and festivals.

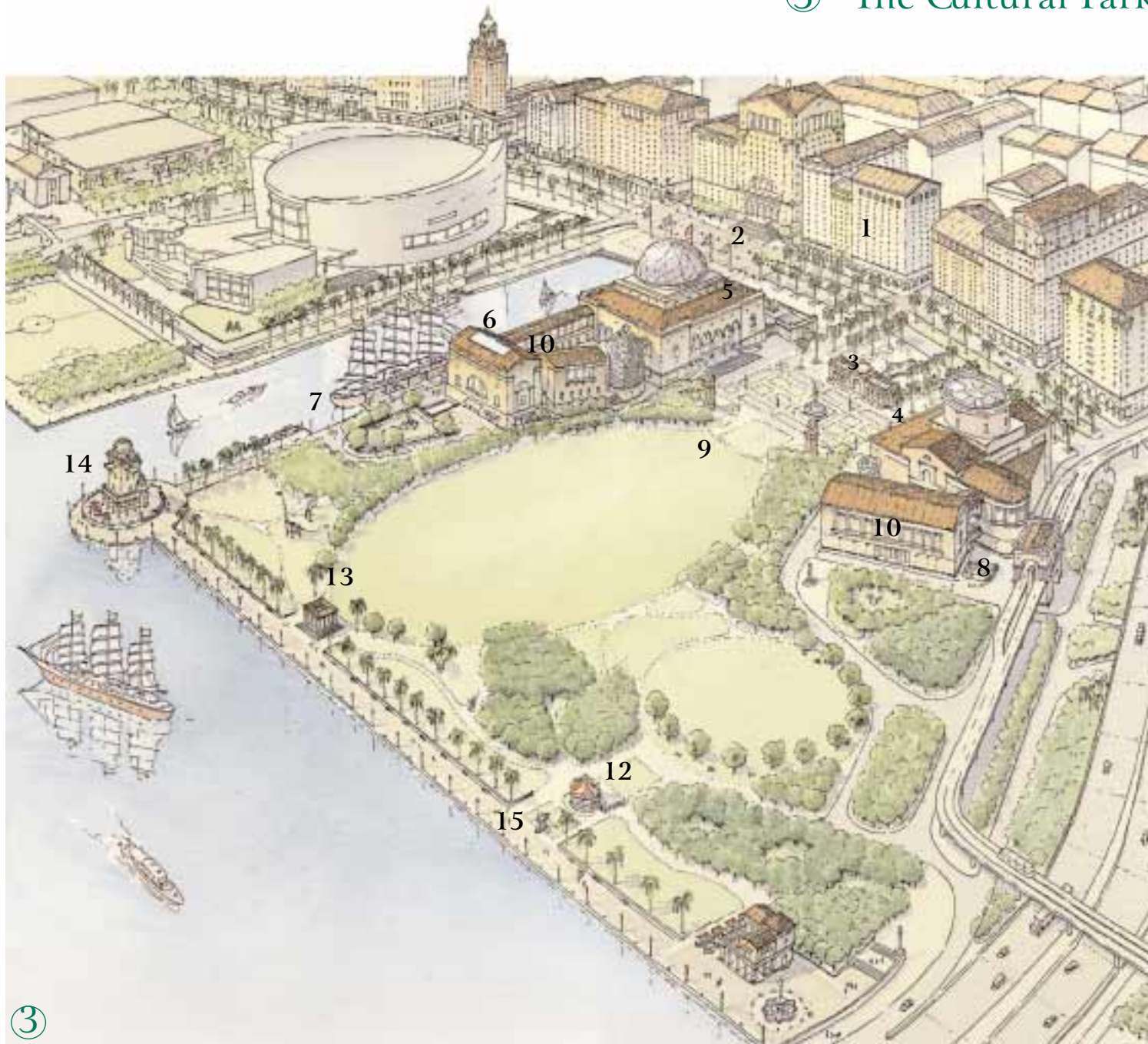
A single highrise element is not recommended as it would almost certainly require the base of the structure to be several stories of windowless parking structure and ramp entrances instead of a true pedestrian street edge.

This alternative would be built by funds generated by privatizing portions of the park. A portion of the funds required to maintain the park can be raised through:

1. Programmed events such as touring national shows, major festival events, community activities and fairs, neighborhood visitations, and commercial vendor income.
2. Marine activities, docking of megayachts and transient yachts, visiting historical ships.

The estimated cost of park construction would be approximately \$20,000,000 to \$24,000,000. Projected annual operating cost of the park is estimated at approximately \$800,000. Events and activities can generate revenue of approximately \$560,000. The park would have a likely annual shortfall of \$240,000. This shortfall may be handled by an endowment created from the revenues of privatization.

③ The Cultural Park



- 1 Infill development
- 2 Redesigned boulevard
- 3 Palm Court / Plaza
- 4 Community Hall
- 5 Pump Station with improved facade
- 6 Maritime activities at FEC Slip
- 7 New seawall
- 8 Transit entry green
- 9 Central open space: The Ellipse lawn
- 10 Museums
- 11 Restaurant, splash fountain
- 12 Carousel
- 13 Pavilion
- 14 Public overlook
- 15 Baywalk esplanade



The museum buildings would be located toward the slip and I-395 edges, respectively, to maintain a wide view corridor between them, Parkwest and the waterfront. The museums' service areas are located on the backs of the buildings and should not be visible from within the park. Outdoor museum exhibits and grounds are adjacent to the museums and located outside the open sight line between 10th and 11th streets.

Museums and their outdoor exhibition grounds create destinations inside the park. The museums are placed so as to define the edges of the park; the museums would be positioned close to the western end of the park, to give them prestigious addresses and prominence on Biscayne Boulevard. The museum buildings would be located toward the slip and I-395 edges, respectively, to maintain a wide view corridor between them, Parkwest and the waterfront. The museums' service areas are located on the backs of the buildings and should not be visible from within the park. Outdoor museum exhibits and grounds are adjacent to the museums and located outside the open sight line between 10th and 11th streets. The lanes to access the museums in the park are designed as narrow scenic drives. A central open space is maintained for passive recreation, informal play, and special events.

This Cultural Park alternative would likely be built by a combination of funds generated by the institutions and public funding. The outdoor museum grounds would be maintained by a separate trust established by the museums. A portion of the funds required to maintain the park can be raised through:

1. Programmed events such as touring national events, major festival events, community activities and fairs, neighborhood visitations, and commercial vendor income.
2. Marine activities, docking for megayachts, transient yachts, and visiting historical ships.

The estimated cost of construction for the park would be approximately \$20,000,000 to \$23,000,000. Projected annual operating cost of the park is estimated at approximately \$1,100,000. Events and activities can generate revenue of approximately \$800,000. The park would have a likely annual shortfall of \$250,000. The museums could create an endowment to manage the shortfall.

Options for the FEC Slip

Options for filling in portions of the slip were examined as an opportunity to generate monies for the park through privatizing land and as a way to enhance the focus on maritime activities. This option can occur on any of the alternatives. The benefit is that new revenue-generating land is created without taking away from what is thought of as Bicentennial Park. The goal has been to maintain the views to the water. These options also help to reconcile the blank, unfinished-looking side of the American Airlines Arena into its urban context.

Two options were explored:

1. Filling in the westernmost 25% of the slip
2. Filling in the southern edge of the slip

When filling in the westernmost 25% of the slip, new buildings can be located in two configurations:

- a) On the south side, creating an open space and maintaining pedestrian access;
- b) As a building forming an archway that frames the view to the water.

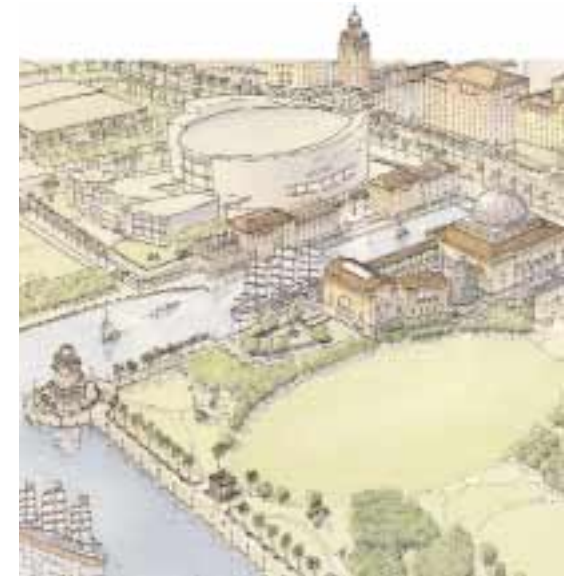
When filling the south edge of the slip, buildings face the slip and help create a public space, which frames the narrowed slip. Under this configuration, the slip continues to reach all the way from Biscayne Boulevard to the Bay.



25% of the slip filled with buildings at the south edge, creating a plaza.



25% of the slip filled with a "gateway" building that frames the view to the water.



The southern edge of the slip is lined with buildings, creating a unique open space.

Option for a Marina

Establishing a transient yacht and megayacht marina is possible. The Marina would be located on the northeastern edge of the park and not block the primary east-west view to the bay. The marina offers several benefits:

1. Creates a destination and activates the northeastern edge of the park.
2. Provides marine related uses.
3. Establishes a recurring revenue stream.
4. Management can be coordinated with the future megayacht marina on Watson Island.



Northwest edge of turning basin
Fishing Pier
Megayachts

What Next?

The alternatives convey the type of park, as well as the financial implications of construction and maintenance. Two questions can now be answered using this report as a tool:

What type of park?

How can we pay for it?

These first two questions regarding the type of park and the financial dynamics are in essence linked. Deciding on the appropriate park design requires answering both questions. The right park plan may not be a specific alternative but rather a hybrid of two alternatives. As a hypothetical example, if the community decides a Cultural Park is the greatest asset for the City in the long-term, but cannot raise the funds to establish an endowment to maintain the park, a hybrid approach can be created. Such a hybrid plan could include museums as well as allowing for a few acres of private buildings. The revenue generated by these buildings would then be put towards the long-term endowments.

There are many great designs that would create an exciting new Bicentennial Park. The next step is to arrive at a balance and comfort level between the design approach for the park and how to pay for its reconstruction and maintenance.

Meanwhile, preparations should begin on crucial elements common to all alternatives, including the removal of the berms, reconstruction of the seawall, re-establishing marine related activities, and the extension of the Baywalk.



Hybrid: A hypothetical example of a Cultural Park with a few private buildings.