

**Sponsored by:** Culture, Retail and Parks Committee

**Coconut Grove Village Council**

**Miami, Florida**

**A RESOLUTION OF THE COCONUT GROVE VILLAGE COUNCIL ON THE COCONUT GROVE PLAYHOUSE.**

**WHEREAS**, the Coconut Grove Playhouse has been closed since 2006.

**WHEREAS**, the Coconut Grove Village Council wishes to give its opinion and represent what it believes would be in the best interest of the community regarding the Coconut Grove Playhouse.

**NOW, THEREFORE, BE IT RESOLVED BY THE COCONUT GROVE VILLAGE COUNCIL, THAT:**

**Section 1.** That the foregoing “Whereas” clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this Resolution upon adoption hereof.

**Section 2.** That the Coconut Grove Village Council shall support a main theater size in the range of approximately 300 – 500 seats.

**Section 3.** That the Coconut Grove Village Council shall support the construction of a parking garage, so long as the Playhouse’s height is roughly equivalent to the height of the Playhouse’s historic façade building and the number of parking spaces is no more than three hundred and fifty (350).

**Section 4.** That the Coconut Grove Village Council shall support a plan, as long as it is fully funded prior to commencement of construction.

**Section 5.** That the Coconut Grove Village Council shall support a plan, as long as a local education aspect is included as part of the plan. “Local education aspect” means theatre-related education programs designed for and open to children from all schools in Coconut Grove (as defined in the CGVC by-laws).

**Section 6.** That the Coconut Grove Village Council shall support a plan that has ancillary income streams to support the theatre, whether they come from onsite businesses and/or a trust created for said purpose.

**Section 7.** That the Coconut Grove Village Council shall support Miami-Dade County’s current plan, so long as they continue to adhere to Section 2 through Section 6 of this Resolution. If the County’s plans deviate and no longer adhere to Section 2 through Section 6, then Section 7 of this Resolution will be severed from this Resolution and Section 2 through Section 6 will remain passed and adopted by the Coconut Grove Village Council.

**Section 8.** That this Resolution shall be in force and take effect immediately upon passage and adoption.

**PASSED AND ADOPTED** by the Coconut Grove Village Council, this 16<sup>th</sup> day of March, 2018.

Coconut Grove Village Council

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Marcelo Fernandes

Chairman, Coconut Grove Village Council



# Cocoanut Grove Village Council

## Resolution Report

### Culture, Retail and Parks Board Committee

Every Third Friday  
3500 Pan American Drive  
Miami, FL 33133  
[www.CoconutGroveVillageCouncil.com](http://www.CoconutGroveVillageCouncil.com)

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Resolution: A RESOLUTION OF THE COCONUT GROVE VILLAGE COUNCIL ON THE COCONUT GROVE PLAYHOUSE.  
Sponsor: Culture, Retail and Parks Board Committee  
Subject: Analysis and Reasoning for Culture, Retail and Parks recommendation to support their resolution regarding the Coconut Grove Playhouse.  
Date 02.26.18

#### 1. Summary

The Culture, Retail and Parks Board Committee (the "Board Committee") has submitted to the Coconut Grove Village Council (the "Council") A RESOLUTION OF THE COCONUT GROVE VILLAGE COUNCIL ON THE COCONUT GROVE PLAYHOUSE (the "Resolution") outlining specific project objectives that must be included in any proposed plan for the Coconut Grove Playhouse (the "Playhouse") for the Council to support said plan.

#### 2. Analysis and Reasoning

This analysis was made under the assumption that there are effectively two options available as of the writing of the Resolution:

- I. Miami-Dade County's Plan dated October 6, 2017 (the "County Plan")
- II. The Eidson/Heisenbottle Plan updated February 12, 2018 (the "Eidson Plan")

All of the Council individually researched to their own ability both the County Plan and the Eidson Plan before being given the opportunity to question both project's representatives at a public meeting held on January 19th, 2018. All members either submitted questions to Chairman Fernandes to be asked or personally asked questions during the public meeting to better understand the details of the plans. Project representatives were given ample opportunity to answer the Council's questions to explain the details of their respective plans.

After reviewing all of the documentation provided and questioning both teams, the Council requested the Culture, Retail and Parks Board Committee draft a resolution regarding the Playhouse and submit it to the Council for a vote.

The members of the Culture, Retail and Parks Board Committee met on February 9th, 2018 and again on February 21, 2018 to outline the priorities heard from the Community and the Council to be incorporated into any Playhouse plan. The Board Committee outlined project objectives most important to ensuring Coconut Grove would have a functional, financially sustainable theater in the immediate future. The Board Committee reviewed each plan with these objectives in mind.

The Board Committee outlined the following priorities:

- a. Number of seats
- b. Garage Design
- c. Capital financing must be in place.
- d. The theater must have ancillary revenue streams.
- e. There must be a local youth educational component.

Once these priorities were established, the Board Committee discussed what numerical range(s) and value(s) would be appropriate to each priority.

#### Number of Seats

The Board Committee, and other Council Members, have expressed concern regarding the number of seats for two main reasons: ability for the theater to operate and traffic generation in the immediate area of the theater.

It was felt that a larger theater would be harder to fill on a regular basis. Local competition, both from other theaters (both live and movie), along with other competing forms of entertainment would make competition difficult. The AMS Study's<sup>1</sup> Market Analysis identified seventeen (17) performing arts venues within the Primary Market Area (30-minute drive), while leaving out all theaters (such as Adrienne Arsht Center) with more than one thousand (1000) seats. This seemed to confirm the Board Committee's and Council's concern that a larger theater would create higher overheads, while not necessarily being able to sell out when faced by all available competition.

The number of seats is directly related to the amount of traffic generated along Main Highway during events. Assuming the larger theater is successful attracting patrons, the business plan would require over 260 days per year of performances. This would result in 115,000 (50% occupancy) to over 208,000 (90% occupancy) visitors to the Playhouse. On an average day of performances that would result between 460 to 828 visitors. Assuming two patrons per car, the increased traffic would be approximately 230 to 414 cars entering and leaving the Playhouse during 260 days of the year. In addition to overloading Main Highway, this could result in theater patrons using Charles Avenue, an historically important street and other small-scale, neighborhood streets as a "cut through" when primary roadways are congested. Traffic mitigation was a recurring issue brought forward by both residents and Council Members. By reducing the number of seats in the theater, traffic would also be reduced in tandem.

Market viability and traffic generation prompted the Board Committee to support a theater considered small to medium sized with 300-500 seats.

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<sup>1</sup> Coconut Grove Theater Center Planning Study, October 2014, AMS Planning & Research

### Garage Design

While the Garage development is to be developed and funded by the City of Miami Parking Authority, it is directly related to the overall theater project's function, funding and aesthetic context. The height of the garage is a subject with two intersecting factors: the number of parking spaces available and the aesthetic nature of the building within the surrounding community.

The Council was initially concerned with the height of the garage as it would visually dominate the main historic façade. The Board Committee supports a parking garage that is of equal or less height than the historic façade of the current Playhouse. A height of equal or smaller than the façade will fit in with the aesthetics of the community and any development that will happen on the Playhouse site.

The number of parking spaces was listed as a priority in reaction to other priorities, namely traffic mitigation and height. With the height being lowered and the Council prioritizing a smaller number of seats, the requisite number of parking spaces provided should not exceed the required parking of a viable, fully occupied theater project and its supporting, complimentary uses. Furthermore, the smaller number of parking spaces would mitigate the amount of traffic on Main Highway and the amount of congestion when individuals are both arriving and leaving from the garage.

### Capital Financing

The Council and the Board Committee agree that capital financing for all of the project must be secured before an endorsement would come from the Council.

### Ancillary Income Streams

The Board Committee was adamant that the theater should have other sources of revenue to support itself in addition to the normal revenues of running a theater. While both plans include retail, restaurants and office space, some members are pleased to see the potential of additional revenue generated from rents and parking. Others would like to see the establishment of a trust fund for additional financial security. This trust fund could be used instead of, or in conjunction with, rents and parking revenue as another revenue stream for the theater. The Board Committee would like to see both in place, if possible.

### Local Education Component

The Board Committee felt that because this theater has a unique community connection with Coconut Grove, it would be appropriate for the theater to make a concerted effort to expose the youth of Coconut Grove to theater both as an art form and as an occupation. The establishment of youth educational opportunities for all children within Coconut Grove is a must. Final business plans must include funding for this and give preference to the neighboring public schools.

### Support of the County's Current Plan

After reviewing the priorities, the presentation from the meeting on January 19th, 2008, additional meetings with directors of each team, and the documentation provided to the Council by both teams, the Board Committee favors the County's plan in its current form.

The Board Committee's support of the County's plan is not absolute, nor will the Council's be if the Resolution is passed and adopted. If the County deviates from its current plans and therefore no longer adheres to the priorities outlined in the Council's Resolution or fails to follow through, the Council will withdraw its support.

3. Board Committee's Recommendation: Vote Yes.

Reviewed and agreed to by the Culture, Retail and Parks Board Committee:

Rachel Cardello, Director  
Steven Dloogoff  
Zachary Elliott  
Linda Williams